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Transform Your Competitive Strategy

Integrate the 6D framework for robust competitive intelligence and readiness

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Introducing the 6D framework

In today's fast-paced, multi-competitive pharmaceutical industry, the importance of a robust competitive strategy cannot be overstated.

Effective competitive strategy enables pharma teams to anticipate market shifts, identify emerging threats, and seize new opportunities. When done well, it provides a critical edge – empowering informed decisions that drive and sustain brand success.

Building on our previous paper outlining Lumanity's approach to data collection, analysis, and strategic implementation, this article introduces our comprehensive and proven '6D framework' to enhance the development of competitive strategies. The methodology consists of six stages: **Define, Discover, Decode, Distil, Deliver, and Dashboard.**

The core philosophy behind the 6D framework is to seamlessly integrate intelligence gathering with strategic planning, ensuring that insights are not only collected but also thoroughly analyzed and acted upon. The approach offers a structured yet flexible method to transform raw intelligence into actionable insights.

In the following sections, we explore each stage of the 6D framework to outline how each contributes to the construction of a cohesive competitive intelligence (CI) strategy.

> *"While gathering market intelligence is essential, the true value lies in interpreting competitor actions and understanding their impact on your brand."*
>
> ***Emma Gehrke***



The 6D framework

A guide to competitive intelligence excellence.

Define

01

Define the competitive challenges that will have the biggest impact on your asset.

Discover

02

Generate insights on selected competitors and create a hypothesis for plausible future scenarios.

Decode

03

Decode your competitor(s) strategy to develop a thorough understanding of how your competitors think and act.

Distil

04

Distil the implications for your strategy making critical choices based on a deep understanding of competitors' activities and potential moves.

Deliver

05

Create a robust competitive plan with the actions needed to deliver against the choices you've made.

Dashboard

06

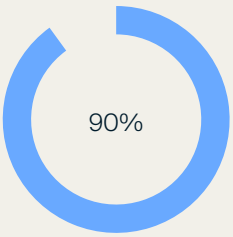
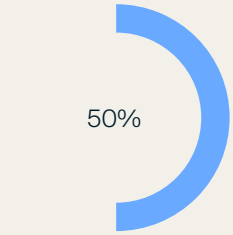
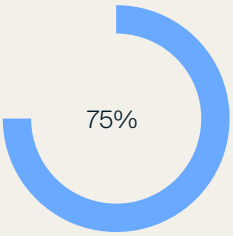
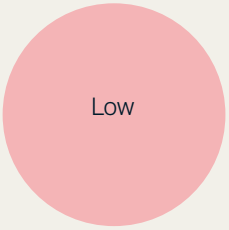
Actively track competitors' moves and maintain agility.

01

Define your competitive set

The **'Define'** step lays the foundation for the CI program by establishing a clear understanding of your competitive set. Defining your competitors is crucial for aligning cross-functional teams and setting the stage for effective competitive strategy development. This step involves pinpointing primary competitors and developing a set of Key Intelligence Questions (KIQs) that seek to explore key market dynamics, setting the stage for more insightful and actionable intelligence that will serve as fuel for subsequent steps in the process.

KIQ prioritization matrix (illustration)

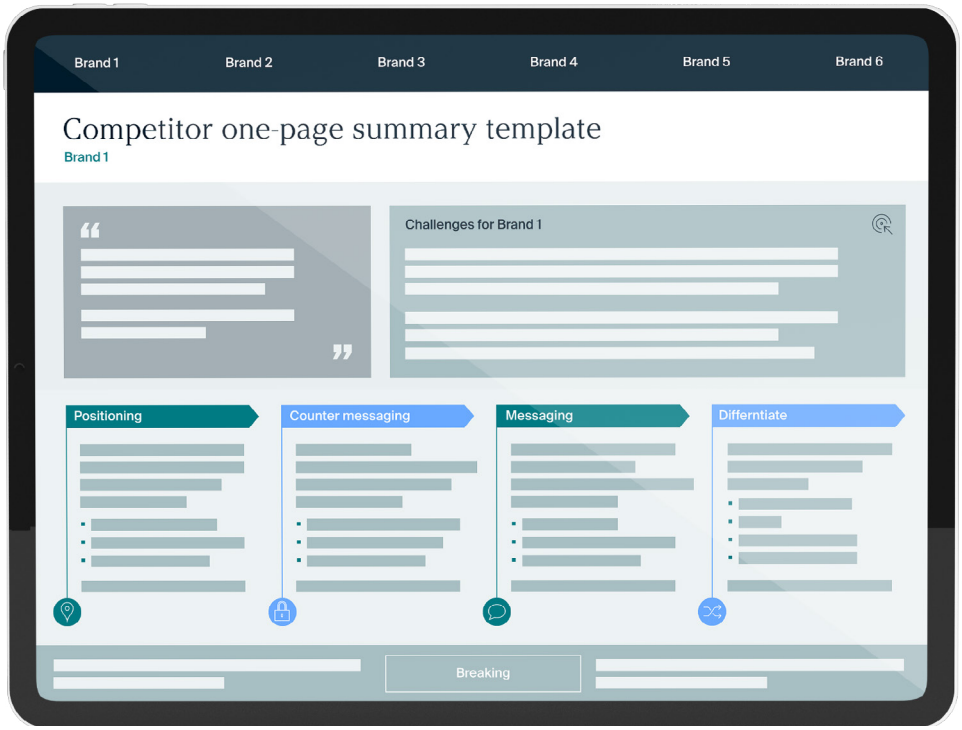
	KIQ	% Completion	Probability of answering	Research required
Regulatory barriers to entry	Evidence required for approval Action required to enhance the likelihood of success			Combined
Clinical development	Pivotal trials timelines (enrollment dates, data relases etc.)		Medium	Secondary
Marketing	Market leader counter strategies (messaging, salesforce, medical marketing)			Primary

02

Discover insights about selected competitors

The **'Discover'** step involves gathering comprehensive insights about selected competitors. There are a wide range of market research techniques that can be employed during insight discovery including primary and secondary research, and social media listening. The advent of AI-powered techniques has further bolstered this toolset, allowing insights to be collected in a streamlined and high-throughput manner to paint a holistic picture of the competition in the context of key market dynamics. This ensures that competitive readiness and response plans are aligned with actual market needs, avoiding potential misalignments.

In summary, the **Discover** step enriches the intelligence-gathering process, making it more dynamic and aligned with real-world market conditions. This sets the stage for deeper analysis and more actionable strategies in the subsequent steps.



03

Decode their strategy

The **'Decode'** step is pivotal in understanding and interpreting competitors' strategies. Through cross-functional competitive simulations, organizations can pressure-test intelligence and challenge internal assumptions. In order to accurately hypothesize competitors' strategic thinking and future actions, a thorough understanding of not just their actions but also their underlying motivations and pressures is necessary. This includes gaining insights into how competitors' organizational culture, current market pressures, and expectations influence their strategic decisions. In addition it is important to analyze how competitors' clinical data is perceived by key stakeholders, including healthcare professionals, regulators, and patients – rather than simply taking this data at face value.

In order to thoroughly understand the market from the competitors' point of view, it is worth devoting time towards developing scenarios that predict how competitors might respond to various market conditions and strategic moves. By getting under the skin of the competition, **Decode** helps your teams understand how competitors think, feel, and act, taking you beyond the obvious and preparing you for potential market shifts.

04

Distil the implications for your own strategy

The **'Distil'** step is critical in translating competitive insights and implications for your brand into actionable strategies. This involves making critical choices based on a deep understanding of competitors' activities and potential moves to ensure your strategy is both informed and focused.

The process begins with identifying and prioritizing the most critical competitive threats and opportunities that your strategy must address. This ensures that all efforts are focused on the most impactful areas the key competitive issues that must be addressed. Once aligned on the most critical issues across the full cross-functional team, the next critical step is to develop clear strategic choices that integrate with the overall corporate strategy. This integration is crucial to avoid misalignment between competitive readiness and response plans.

01

Global competitive guidance

Monitor competitor launch to understand message evolution and in-market activity.

Assess threats and opportunities as a cross-functional team to determine implications for the brand.

Act to minimize competitor impact by providing clear Global and Affiliate actions.

02

Competitive scenario planning

Analyze the landscape to identify external and internal variables.

Prioritize variables based on impact, probability, and specificity.

Hypothesize and pressure test scenarios to build a set of "competitive futures" with potential implications for the brand.

Strategize for potential scenarios that will have a high impact on the brand, building a core strategy and contingency plans.



05

Deliver a Competitive Plan

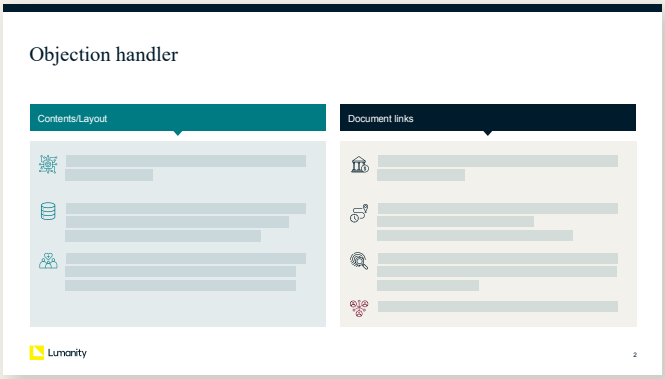
The **'Deliver'** step focuses on translating strategy into actionable plans. This includes guiding the implementation of the strategy at various organizational levels, ensuring that it is agile and responsive to market changes.

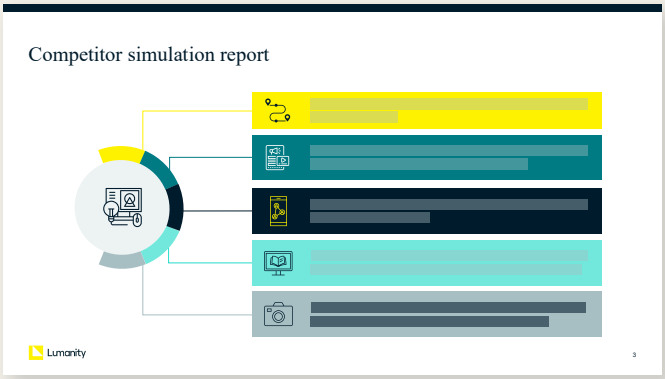
A key step in the delivery of an actionable competitive plan is the creation of specific tactical objectives that act as a bridge between the overarching strategy and daily operations. These objectives should directly support the strategic choices made in the earlier stages, ensuring that each action taken is aligned with the overall competitive plan.

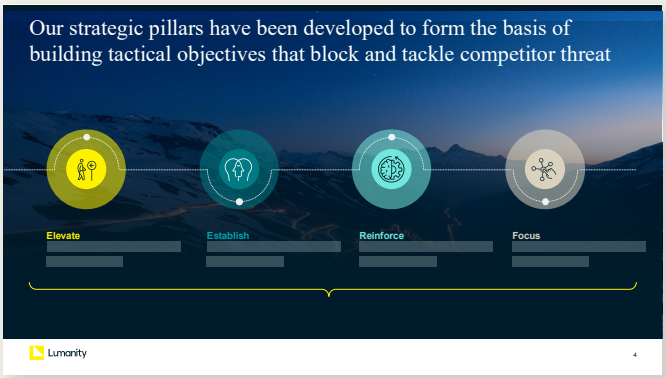
In addition to the plan itself, it is also useful to provide your teams with additional resources and tools that guide and facilitate strategy implementation. This includes detailed guidelines, training materials, and support systems that ensure alignment and effectiveness at all levels.

This combination of materials ensures that your competitive strategy is not just a theoretical plan on paper but a series of actionable, targeted efforts communicated clearly to all levels in the organization to ultimately drive success in the marketplace.

Competitive strategy playbook (illustration)









06

Dashboard to actively track competitors' moves

Competitors don't stand still – the **'Dashboard'** step ensures consistent competitive readiness by actively tracking competitors' moves and maintaining agility. This is crucial for responding to in-market insights effectively.

The **Dashboard** step involves continuously tracking key performance indicators (KPIs) and other critical. Displaying this information in real-time dashboards allows for immediate visibility into competitors' actions and market changes, enabling swift and informed responses.

In order for this to run smoothly, a systemized process for updating insights and competitive learning is essential. This involves structured routines for gathering fresh intelligence, analyzing new data, and integrating these insights into your ongoing strategy. The goal is to create a seamless flow of information that keeps your competitive intelligence current and actionable.

When implemented correctly, the **Dashboard** step ensures your strategies remain relevant and effective in a constantly evolving market:

01

Monitor regularly

Integrate competitor analysis into your ongoing business strategy to stay informed about the latest market trends and your competitors' actions.

02

Be flexible

Adapt your strategy if you notice a competitor gaining an advantage. Remain open-minded and be prepared to pivot when necessary.

03

Identify gaps

Leverage competitor analysis to uncover market gaps and opportunities for differentiation from the competition.

04

Stay innovative

Use insights from competitors to drive innovation and maintain a competitive edge. Embrace new ideas and be willing to take calculated risks.

Summary

In a highly competitive and rapidly evolving industry, the ability to anticipate market shifts, understand competitor strategies, and adapt swiftly is crucial. A robust competitive intelligence (CI) strategy enables pharma brand teams to identify threats early, capitalize on opportunities, and maintain a competitive edge through informed decisions.

The Lumanity 6D framework—Define, Discover, Decode, Distil, Deliver, and Dashboard—provides a structured yet highly flexible approach that ensures every aspect of competitive intelligence is meticulously taken into account and actioned. It ensures that insights are not only collected but also deeply analyzed and effectively acted upon. By leveraging the framework, brand teams are equipped with a dynamic toolset that enhances their ability to understand market dynamics, anticipate competitor actions, and develop cohesive, successful and sustainable strategies.

As the industry continues to innovate and grow, a robust competitive readiness strategy will continue as the cornerstone of sustained success and leadership in the market, ensuring that pharmaceutical companies not only survive but thrive in a fiercely competitive market.

Contact us to discuss how to harness the power of the 6D framework for your brand or portfolio.

Lumanity applies incisive thinking and decisive action to cut through complex situations and deliver transformative outcomes to accelerate and optimize access to medical advances. With deep experience in medical, commercial, and regulatory affairs, Lumanity transforms data and information into real-world insights and evidence that powers successful commercialization and empowers patients, providers, payers, and regulators to take timely and decisive action.

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