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Acceleration Playbook

What It Takes to Rapidly Scale Your COVID-19 Testing Program

Your testing is essential. Learn how a seamless supply chain and communications strategy are critical to its successful expansion.

INTRODUCTION

As long as COVID-19 continues to circulate at pandemic levels, testing programs will play a critical role in keeping the virus in check. Case in point: the U.S. Government has embarked on a historical initiative to expand COVID-19 testing in schools, underserved populations, and congregate settings. Key objectives would include:

- Establish coordination center
- Establish testing capacity
- Procurement of tests
- Report test results
- Program management
- Subcontract management
- Compliance requirements

For test manufacturers, laboratories, and other organizations in search of increased testing awareness and scalable activation, this is no time to go it alone. Multiple stakeholders, bottlenecks in kitting, fulfillment delays, and manual tracking pose significant barriers to driving adoption for testing programs.

Is your testing program positioned to scale – quickly and effectively?

We've charted this course and know a seamless supply chain and communications strategy are critical in bringing this to fruition. Lean on this playbook to gain a clearer understanding of what's required to accelerate your program for widespread testing in homes, schools, and businesses.

COMMUNICATIONS STRATEGY

Keys to a comprehensive approach

To deliver on the outreach and communications requirements of a regional or nationwide testing program, test manufacturers, laboratories, and their go-to-market partners must be adaptive and proactive in meeting the time-sensitive goals of a program that is likely to involve dramatic changes and shifts as new insights and decisions are made.







From raising community awareness to accelerating adoption and engagement, a cadence of ongoing communications will prove essential to ensure the overall success of the program.



The roadmap – it's all in how you frame it

To successfully carry out a communications initiative of this scale and importance, consider taking a comprehensive approach that centers around a strategic roadmap.

This roadmap should be designed to provide the framework for implementing a highly targeted contact strategy per audience (e.g., schools, underserved communities, congregate settings, etc.). Here's an example of six key elements we'd include in our framework:

-  **Goals**
Highlight the goals of the contact strategy for each audience, and the desired outcome of each phase based on the overarching program goals.
-  **Targets**
Identify segments, institutions and individuals that need to be engaged in order to ensure communications reach the key audiences.
-  **Messaging**
Create key messages (content and creative) that will resonate with each unique audience to successfully inform, educate and drive engagement.
-  **Channels**
Determine the optimal channel deployment strategies to communicate timely, relevant, integrated messages to each target audience where they are most likely to consume content, with the ultimate focus on moving targets from awareness to action.
-  **Program support**
Implement a centralized 24/7 support structure (e.g., call center, online chat, microsite) to inform, educate, answer questions, and combat misinformation.
-  **Reporting**
Establish, track, analyze and report key success metrics based on the established goals, and objectives for each audience.



Activation plan – in four phases

The success of this program depends on communicating with and supporting key audiences throughout the entire process. It requires not only a communication plan but also an activation one.

To achieve this, the six key elements (previously covered) would be applied in phases that would take the program from initial awareness to testing implementation. Each of these phases involves different objectives, challenges and tools. Those four phases are:



Program commitment

Utilize highly targeted, customized communications to provide key decision makers with the information and impetus they need to commit their organizations and stakeholders to implementing the program.



On-boarding

Once committed, provide the organizations with clear steps on how to participate and implement the testing programs.



Community outreach

Supply organizations with the materials they need to inform and persuade their communities to participate in the testing program.




On-site experience

Ensure the successful delivery of the testing program by creating an organized, secure and informative environment for the actual testing facilities.

Remember to...

Use this roadmap to develop a detailed action plan with specific deliverables and timing. That effort should take into account the following assumptions:

- Content will need to address a multicultural audience
- Communications materials are expected to range from brochures, posters, letters, and other forms of communications that can easily be distributed to testing participants and other sub-groups who would be critical in this awareness and engagement campaign
- Content should be provided in formats that can easily be used on multiple trusted social media platforms and digital channels



See this contact strategy at work

To show you what bringing this integrated approach to a contact strategy would look like, we put together an example for K-8 schools. (We've also included a blank framework you can use as part of your activation plan.)

[ACCESS IT](#)





TEST KIT ASSEMBLY AND FULFILLMENT

In addition to delivering effective outreach and communications requirements, your ability to support the development and far-reaching launch of test kits across all unique audiences will be pushed to its limits.

Ideally, solution design, production, and kitting operations should complement your chosen test and laboratory strategy.

6 key pieces to a successful launch

To mitigate risk and navigate challenging implementations, consider the following components as mission critical to a supply chain without disruption in quality, service or continuity of test kit supply.



Strategically located facilities

An established and experienced selection of strategically located kitting and fulfillment facilities is key to building a sustainable supply chain solution that balances a variety of economic and service level parameters including:

- Infrastructure costs
- Local labor pool availability
- Labor cost
- Inbound/Outbound transit times
- Speed of deployment
- Inventory distribution

6 key pieces to a successful launch (continued)



Program management

A regional or national supply chain approach must incorporate a combination of multiple aligned account teams interfacing with the various stakeholders — all of whom should report into a single program management office. This will enable the program management office to provide seamless control, exceed service levels expectations, and offer transparency across all supply chain activities.



Supply base management

The utilization of demand planning tools — think enterprise resource planning (ERP) system — will assist with a more effective forecasting and inventory planning process. This allows you to intelligently position materials and inventory to ensure continuity of supply. It can also effectively manage directed purchases, sourced items or materials manufactured in-house.



Fulfillment logistics

A single at-home test kit, an LTL shipment to a specific destination, FTL shipments to an entire district — managing all outbound logistics with flexibility alongside real-time track and trace are key to delivering expedited or standard shipping to the audiences in scope.



Quality management systems

Each facility playing a part of this initiative must encompass their own independent quality management system. For those sites specifically supporting this program's kitting and distribution activities, cGMP certification is a minimum requirement to remain in conformance with EUA directive associated with these products. Sites that handle direct-to-consumer should be ISO 13485:2016.



IT systems

A centralized IT system will enable a wide range of (frequent) data exchange/extract methods, exchange platforms, formats, and protocols to meet the needs for integration and access to data. This centralization will not only benefit all communications and support all outlined facilities, but activate data centers with full disaster recovery and high availability.

KEEP COVID AT BAY

According to the **New York Times**, “Many experts now believe that the coronavirus is unlikely to ever disappear completely. But even if the virus continues to circulate only at very low levels, it will be important to keep tabs on it.”*

Keeping tabs on COVID-19 will be a significant achievement. Getting to that point will require the successful expansion of testing programs like yours. However, as you’ve just read, that expansion is heavily dependent on a thorough communications strategy and a seamless (yet highly complex) supply chain.

***New York Times**, “Why Coronavirus Testing Still Matters,” March 2021

**Scale your testing program
effectively, rapidly.**

A program this important – this complex – requires advice that’s tailored to your business challenges.

RRD has charted this course and would welcome the opportunity to work with you.

Connect with an expert today.
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