Setting the Context

Global Consultation for Reaching the Unreached

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Overview

- Need to reach out
- Market driving for reaching the community
- Characteristics of the community
- Framework for strategies for best practices
- Principles and Best Practices
Courtesy: Allen Foster
Magnitude - Prevalence/Incidence

Causes of Blindness

- Clinical
- Community
- Eye Care Provider
What are the Barriers?

Community
- Affordability
- Access
- Awareness

Eye Care Providers
- Reach
- Boundary of services

Quality eye care to all
Listen to Henry Ford….

“If I had listened to my customers I’d have given them a faster horse.”

Who should be proactive to change this scenario?

Community
or
Providers
Concept of Market Driving

- Sees needs where currently there is no demand
- Sees customers where currently there are no customers
- Increases the value proposition (benefits, efforts/costs, and price)
- Implementation of a unique delivery system
Characteristics of Market Driving Organizations

- Lead by vision rather than traditional market research
- Re-draw industry segmentation
- Value creation through new price points
- Growth through customer education
- Channel reconfiguration
- Brand attachment by capitalizing on the “buzz network”
- Overwhelm customer expectations
The vision of Market Driving Firms

- Customer input for developing incremental innovation
- Developing ways to reach the target audience to their satisfaction
Understanding the notion of Market Driving

Developing a felt need & delivery systems – Market Driving

Responding to needs – Market Driven

Refractive Errors in India

10 treated

90 untreated
Aravind as a Market Driving Organization

- Recognizing the magnitude of eye care needs for the poor
- Sales people (camp organizers) set targets and search for poor
- Systems geared for creating access, high volume, high quality, reducing cost to the customer
- Rely more on buzz or word of-mouth to get our message across
Market Driving Opportunities
Refraction Services

- Market penetration < 10%
- Cost of getting a pair of glasses is more than the cost of the glasses themselves

**Solution/Product:**
- Single stop service
- Prescription (Free)
- Spectacles delivered on the spot in half an hour (85%)
- Price about Rs. 175 (US$ 4)
Market Driving Opportunities Diabetic Retinopathy

- Community Health education
- Raising awareness
  - Amongst Diabetics
  - Health Providers
- Networking for referrals
- Screening
- Treatment & Follow-up
Market Driving Opportunities
Low Vision Services

• Raising awareness
  – Eye Care Providers
  – Rehab workers
• Networking
• Referrals
• Screening
• LV Rehab & follow-up

Example
Framework for Strategies for Best Practices
Module Overview

- Eye Diseases Module
  - Cataract
  - Refractive Errors
  - Diabetic Retinopathy
  - Childhood Blindness

- Geographic Factors
- Community Participation
- Vision Centres
- Information Technology
- Organising for Outreach
Checklists for Eye Diseases

- Awareness creation among public
- Methods to create felt need
- Case Finding & offer of treatment
- Strategies to address barriers
- Opportunities in marketing using patients
- Follow-up
- Networking
- Financing
Checklists for Geographical Factors

- Population Density
- Terrains
- Economic Profiling
- Logistics
Checklists for Community Participation

- Identifying community groups
- Areas for community participation
- Building and sustaining community participation
Checklists for Vision Center

✓ Location
✓ Scope of services
✓ Promotion of VC and its services
✓ Coverage
✓ Sustainability
Checklists for Information Technology

- Role of IT in Planning
- Role of IT in Monitoring
- Use of IT in remote diagnostics
Checklists for Organizing Outreach

- Need for an organization
  - Hospital
  - Community Level
Principles & Best Practices

Identification of Barriers

Let's Brainstorm

Framing of Strategies

Principles & Best Practices
Challenges to Serve the **Bottom of the Pyramid** (Based on analysis by Prof. C K Prahalad)

<table>
<thead>
<tr>
<th>Market Conditions</th>
<th>Innovation Needs</th>
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<tbody>
<tr>
<td>- Large unserved population</td>
<td>- Scalable model required</td>
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<tr>
<td>- Resource scarcity (Capital and doctor)</td>
<td>- Optimize Resource utilizations</td>
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<tr>
<td>- Dispersed population</td>
<td>- Remote diagnostics and delivery</td>
</tr>
<tr>
<td>- Low Affordability</td>
<td>- Dramatic reductions in Costs</td>
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<tr>
<td>- Poor Logistics</td>
<td>- Different models to increase access</td>
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Thank You