



Setting the Context

Global Consultation for Reaching the Unreached

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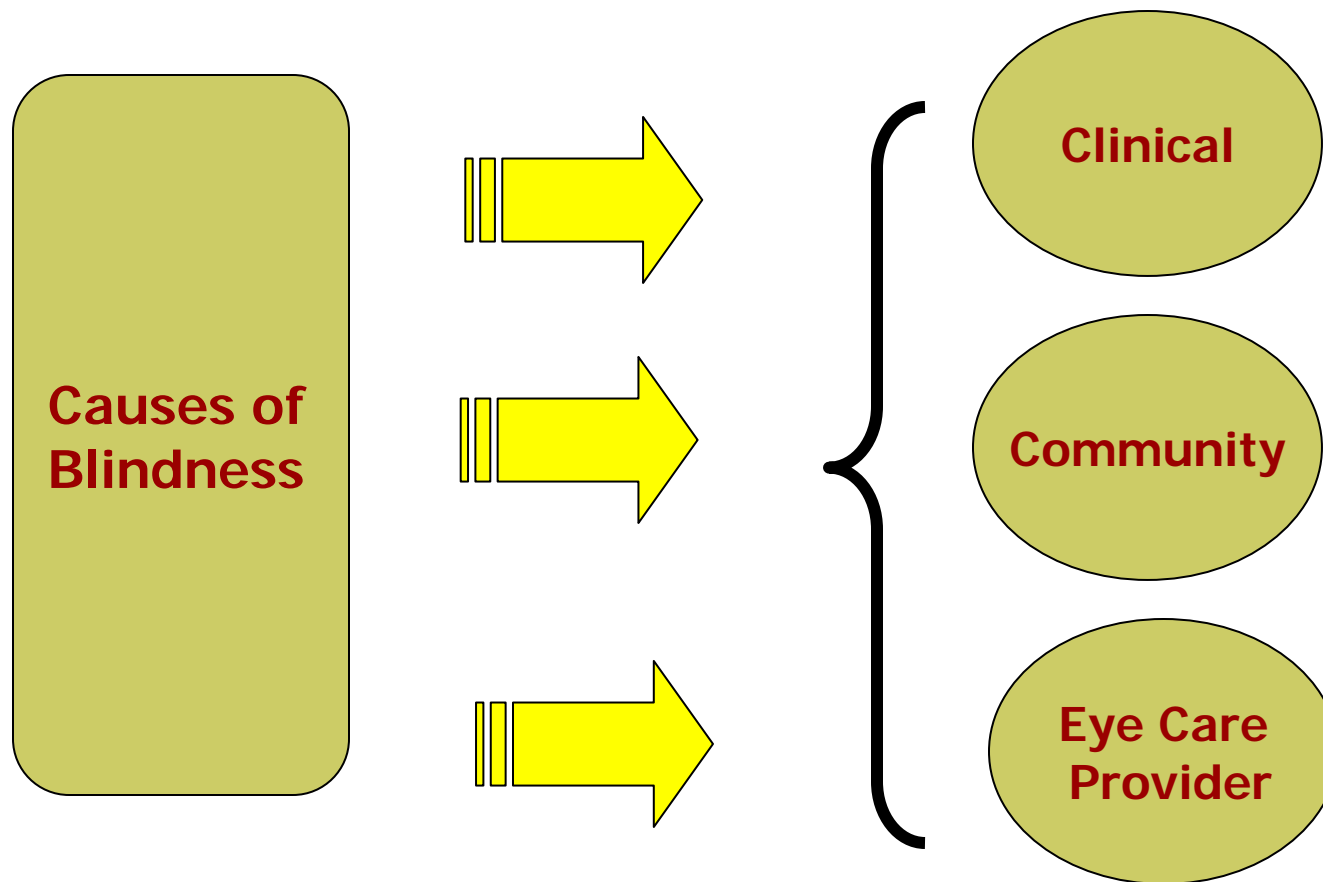
Overview

- ❑ 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



What are the Barriers?



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

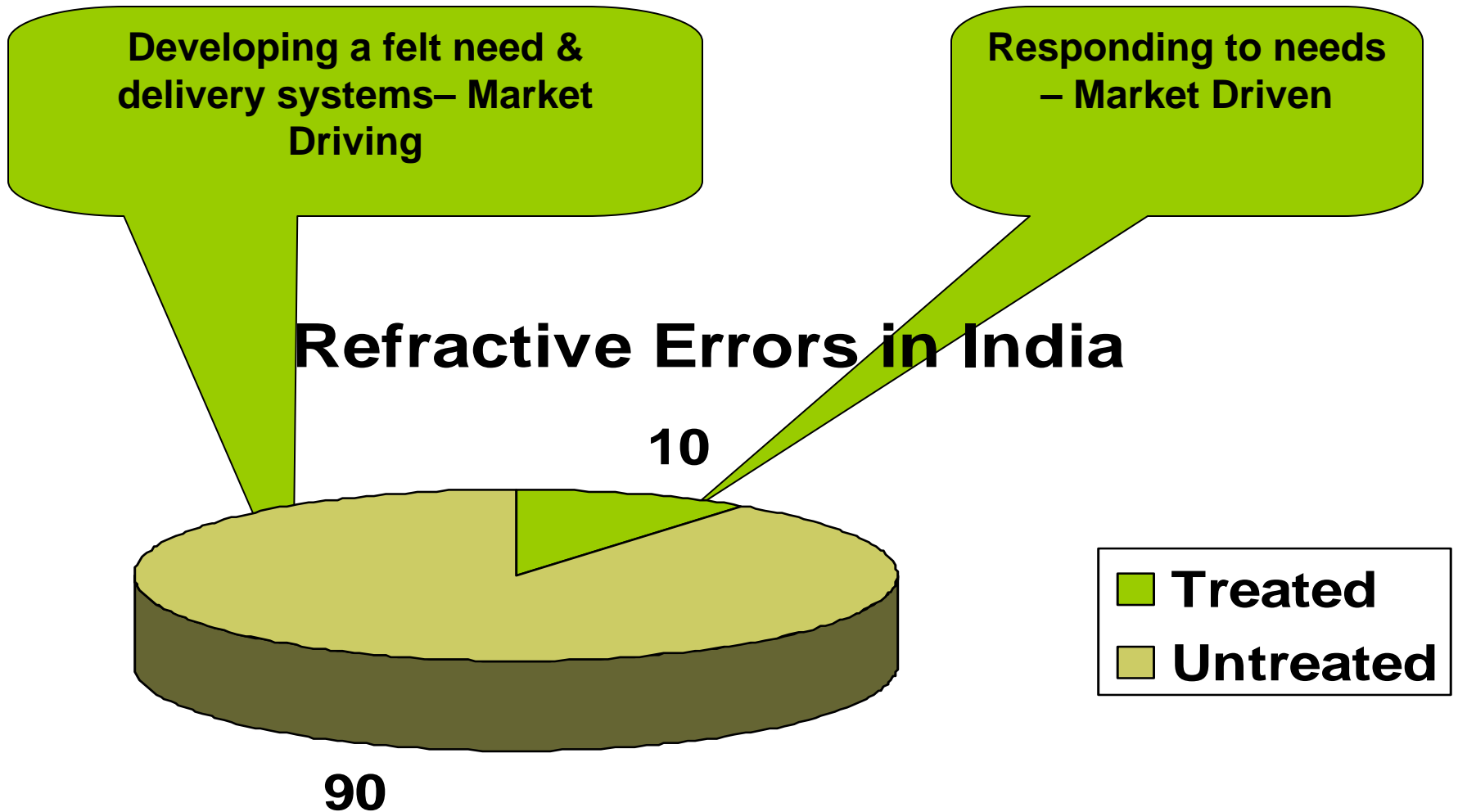
Characteristics of Market Driving Organizations

- ❑ 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



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Example

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)



Example

Market Driving Opportunities Diabetic Retinopathy

- Community Health education
- Raising awareness
 - Amongst Diabetics
 - Health Providers
- Networking for referrals
- Screening
- Treatment & Follow-up



Example

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

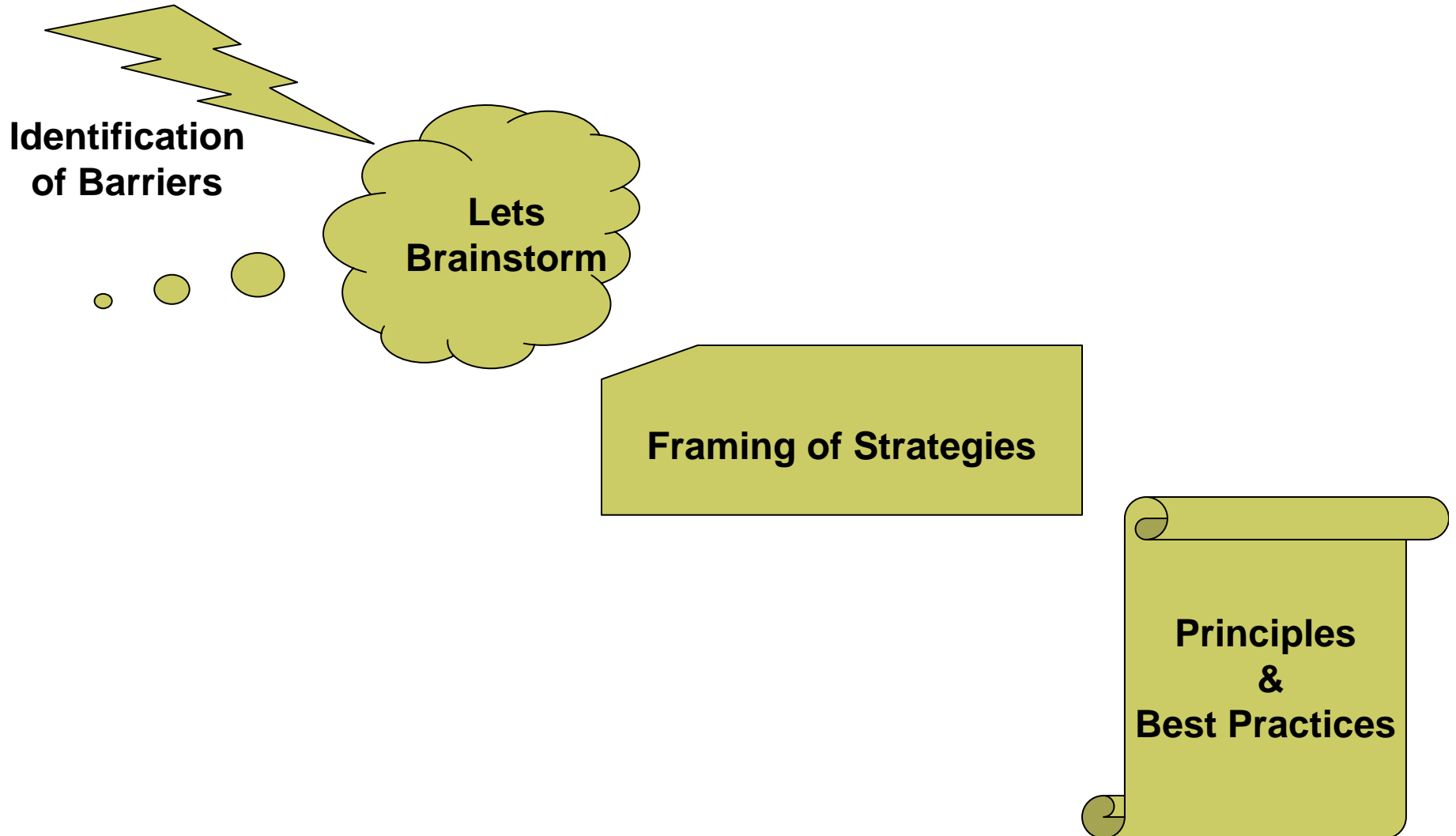
Checklists for Information Technology

- ✓ 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



Challenges to Serve the Bottom of the Pyramid

(Based on analysis by Prof. C K Prahalad)

Market Conditions

- ❑ Large unserved population
- ❑ Resource scarcity (Capital and doctor)
- ❑ Dispersed population
- ❑ Low Affordability
- ❑ Poor Logistics

Innovation Needs

- ❑ Scalable model required
- ❑ Optimize Resource utilizations
- ❑ Remote diagnostics and delivery
- ❑ Dramatic reductions in Costs
- ❑ Different models to increase access



Thank You