

Feasibility Study on Providing Home Healthcare Solutions to Patients Undergoing IVF Treatment

By

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Internship Training

At

Portea Medical, Bangalore

**Feasibility Study on providing Home Healthcare Solutions to Patients
undergoing IVF Treatment**

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MBA Hospital and Health Management

2014 - 2016



TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr. Paridhi Mehra** student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at **Portea Medical, Bengaluru** from **1st March, 2016 to 20th May, 2016.**

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his future endeavors.



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In recognition of having successfully completed her
Internship in the department of

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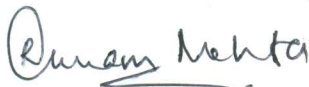
20th May, 2016

Portea Medical, Bangalore

She comes across as a committed, sincere & diligent person who has a
strong drive and zeal for learning

We wish her all the best for future endeavors

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Feasibility Study on providing Home Healthcare Solutions to Patients undergoing IVF Treatment

Abstract

Background

India with a population of 1.2 billion and ticking also represents underline a major problem of infertility and it is quite paradox that country with large amount of population also has a large section of people who does not have a child. Approximately 15% - 20% of married couples in their fertile age group, suffer from infertility and it is on increase due to changing lifestyle. The last 20 years have seen an exponential growth of infertility clinics across the globe. Currently there are 20,000 infertility clinics in India with maximum centres located in Mumbai followed by Bangalore and Delhi.

The following study was done to assess the feasibility of Home Healthcare Solutions for patients undergoing IVF treatment. This analysis is useful either when starting a new business, or identifying new opportunities for an existing business.

Research Objectives

- To identify the problems and opportunities in introduction of homecare services for patients undergoing IVF treatment
- To assess the costs and benefits associated with introduction of the new service
- To assess the need for technological up gradation of staff and / or additional staffing in order to accommodate the changes resulting from introduction of new service

Methodology

The study is descriptive in nature and was carried out to find the gap and need of home healthcare for patients undergoing IVF treatment. The study has a qualitative approach and is concerned with subjective assessment of attitudes, opinions and behavior of primary and secondary customers through survey, personal interviews and brainstorming sessions. Purposive sampling has been used to select the respondents for the survey and interviews. Additionally market trends for IVF and homecare business have been studied using secondary data.

Results and Conclusion

Based on the information presented in this feasibility study, it is recommended that the company goes ahead with the specialized product for IVF patients. The findings of this feasibility study suggest that launching the new product for IVF patients will be highly beneficial to the organization and has a high probability of success. With the launch of this product, the company will not only have the first mover's advantage but will also be able to capitalize on the growing trend of infertility clinics across the country. Yet

there are certain challenges that the company has to face. All these issues need to be addressed for ensuring the success of the new product.

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1.1 Introduction

In the last two decades, the world has witnessed emergence of a huge amount of technological advancements. Technology has drastically changed the way the consumers are empowered in consuming the services in wide array of industries including banking, hospitality, entertainment and others. Healthcare Industry is no exception.

A new era has started in healthcare, an era distinguished by the home as a centerpiece of the healthcare delivery system, characterized by patients having greater autonomy, and families and friends being recognized and trained and hopefully celebrated as the primary care givers.

By 2018, India will have more than 200 million people above the age of 65 equal to the current population of Brazil. [1] The country's aging population, transformation of acute illnesses into chronic diseases and a growing focus on primary and preventive care enabled by technology will push the delivery of care from the hospital to home. New medical technology devices could help keep patients at home rather than in costly institutions, leading to potentially big savings for the health care system. With skyrocketing rates of chronic lifestyle diseases in India and the increasing cost of healthcare that governments have to bear, home healthcare is sure to become a cost controlling health care requirement of the government and insurance companies in India.

Home-based health care in India is gaining traction and is poised for transformation. Investors and big hospital chains are also starting to show interest in the segment. Once an unorganized and fragmented sector, it is fast catching the attention of entrepreneurs and investors and becoming an organized, technology-led industry with standards and protocols.

Yet Home health care is not a high margin business and in order to be profitable, it has to be at scale; strong execution capabilities are also critical. Effective use of technology across every aspect — be it scheduling of appointments and other logistics to manage remote workers, having standardized care protocols, capturing and analyzing patient data, and continuous monitoring for error-free and personalized treatment are essential. But before all this it is important for organizations to gauge the temper of its potential customers. Strong relationship with the customers could prove to be a competitive advantage for the healthcare providers. This relationship is no longer based merely on features like price and quality but today it is more of important that the care providers identify the need of the consumers which can help the businesses grow.

Portea is a leading Home-healthcare service provider providing services like Physiotherapy, Nursing, Attendant/Home Health Aide and Doctor Visit. The company wanted to expand its range of services and enter into a new segment where they wanted to tie up with IVF treatment providers and assist them in the overall process of IVF treatment. This study was carried out with an aim to identify the opportunities and challenges and assess the range of costs and benefits associated with introduction of the new IVF service.

2.1 Literature Review

India's home healthcare industry, which consists of home-based medical devices and home services, is worth \$2 billion and growing at 20 percent annually. [2]

The concept of old-age homes or assisted living is socially largely unacceptable in India and therefore better home-based health care facilities are becoming an imperative. It is estimated that for an average individual, 70% of health care needs can be met in the home environment. This can result in better health outcomes and lower medical costs for the patients. [3]

The global home health care market, which includes devices, products and services, was worth almost \$215 billion in 2013 and is projected to grow at 8% per annum until 2020. Indian home health care market is around \$2.3 billion and growing at more than 18%. [4]

India with a population of 1.2 billion and ticking also represents underline a major problem of infertility and it is quite paradox that country with large amount of population also has a large section of people who does not have a child. [5] Approximately 15% - 20% of married couples in their fertile age group, suffer from infertility and it is on increase due to changing lifestyle.

In-vitro fertilization (IVF) is a type of assisted reproductive technology in which the ovum is artificially fertilized in laboratory settings and then implanted into the uterus. IVF is one of the widely popular treatments, which has assisted couples with infertility problems, single mothers and the LGBT community to procreate. The global IVF market would witness a substantial growth in future owing to rising incidence of infertility cases, emerging trend of delayed pregnancies among women, technological advancements in IVF procedures and increased occurrences of gamete donations. Furthermore, rising health awareness on fertility issues, availability of IVF treatments, increasing disposable income and favorable reimbursement policies would further augment the market growth. Recent innovations in IVF technology, such as

Embryoscope and capsule IVF, are anticipated to augment the demand of IVF devices in future. However, strenuous maintenance issues, high cost of devices, multiple pregnancies and ethical considerations are likely to hinder the market growth. Increasing upsurge of fertility clinics and same sex marriages would offer lucrative growth opportunities in future. In addition, fertility tourism would provide ample growth opportunities especially in the developing economies. [6]

The Indian IVF market is poised to witness impressive CAGR of around 15% from 2014 to 2020. [7] The last 20 years have seen an exponential growth of infertility clinics across the globe. Currently there are 20,000 infertility clinics in India with maximum centres located in Mumbai followed by Bangalore and Delhi. More than 15,000 doctors are involved in this market. [8]

3.1. Research Objectives

- To identify the opportunities and problems in introduction of homecare services for patients undergoing IVF treatment
- To assess the costs and benefits associated with introduction of the new service
- To assess the need for technological up gradation of staff and / or additional staffing in order to accommodate the changes resulting from introduction of new service

4.1 Methodology

4.1.1 Research Design

The following is a descriptive study carried out to find the current gap and need of home healthcare for patients undergoing IVF treatment. The study has a qualitative approach and is concerned with subjective assessment of attitudes, opinions and behavior of primary and secondary customers. Additionally it takes into account the current market and the growth trends. Primary data was collected from structures questionnaire, depth interviews, brainstorming sessions and secondary data collected from national and international journals, internet sources and existing patient data have been used for the study. The study is divided into three parts. The first part provides the detailed market research and feasibility of the product which the company is planning to launch. The second part provides the business and operational plan for the launch of the product. The third part brings out the challenges faced by the new product and its expansion plan into the other cities.

4.2.1 Research Procedure

4.2.2 Sampling Method - A purposive sampling method was used for data collection. Patients from four major IVF centres of Bangalore including Manipal Ankur, Nova IVI Fertility, Garbhagudi IVF and Gunasheela were selected for the survey. Additionally few doctors from these centres were also interviewed.

4.2.2 Sample Size – Response was collected from 23 patients and 15 doctors from the selected centres.

4.2.3 Tools used for Data Collection

Primary and secondary data was collected from various sources. The data was mostly qualitative which helped the company indentify the need of home healthcare service for IVF patients. The following tools were used:

i. Survey Questionnaire

A structured closed ended questionnaire was designed to understand the issues and problems faced by patients undergoing IVF treatment. The researcher visited the selected IVF clinics and surveyed their patients. Confidentiality was maintained during the entire process keeping in the mind that IVF is a sensitive issue.

ii. Personal Interviews

The researcher met the selected doctors from the major IVF centres in Bangalore and interviewed them on a set of pre conceived questions relating to the need of homecare for the patients. Their interest and inclination towards the product was noted. They were questioned on the services that they would like to have as a part of home healthcare solution for their patients. The feasibility was discussed for each of these services. Besides this the service timings, the safety issues and other considerations including patients openness to the idea of involving a third party in the treatment process, training need of clinicians etc were also discussed. Few doctors who could not be reached personally were called and their responses were also included.

iii. Brainstorming Session

Sessions were conducted within the organization to discuss the idea of launching the new product. Inputs were taken from different stakeholders regarding technical aspects related to IVF treatment such as evaluation of the clinical aspects, evaluation of the supply chain, evaluation of the legal complexities and evaluation of operational issues. Additionally the challenges, costs involved, training need, prices, revenue sharing and other feasibility aspects for the new service were also discussed during the session.

5.1 Market Research and Feasibility Study

5.1.1 Portea Home Healthcare

Portea Home Healthcare is a leading homecare service provider. Spread over 21 cities in India including Ahmedabad, Bangalore, Baroda, Chandigarh, Chennai, Cochin, Coimbatore, Goa, Hyderabad, Indore, Jaipur, Kolkata, Lucknow, Ludhiana, Madurai, Mumbai, Nagpur, NCR, Pune and Visakhapatnam they offer various in-home healthcare services like Physiotherapy, Nursing, Attendant/Home Health Aide, Doctor Visit. Their vision is to bring world class medical care into their patients' homes. They have a reputation in market for providing superior quality of care at an affordable price. While Portea's sales have grown over the past 2 years, the rate of growth has slowed significantly. One key factor for this slowing growth rate is competition from other homecare providers. Yet the homecare marketplace is healthy and shows a continued growth trajectory over the next five to ten years. Portea is in a position to capitalize on the marketplace by leveraging existing technologies, industry best practices, and an aggressive marketing and sales campaign to ramp up the company's growth projections for the foreseeable future.

Portea is considering a move to provide homecare services for patients undergoing IVF treatment. IVF refers to In vitro fertilization which is a popular treatment among couples seeking to overcome infertility.

A women undergoing IVF cycle has to go through a course of multiple hormonal injections which control their natural cycle. Additionally a 'trigger' injection is usually given during late night. During the IVF cycle patients also need to have several blood tests.

Until now none of the homecare providers have entered into this segment because of the intricacies involved in the process of IVF. By doing so, Portea will not only have the first movers advantage but will also be able to capitalize on the growing trend of infertility clinics across the country. By offering homecare to IVF patients the company can market its products to an entirely new market, increase revenue and growth projections, and allow the patients to receive the injections and other tests in the comfort of their home.

5.1.2 External Environment Scanning

External Environment Scanning was done to recognize the effects of external factors on internal operations. No organization can survive for long if it ignores government

regulations, supplier relations, or the myriad external constituencies upon which the organization depends. [9]

Organizations do not function in a stable and predictable environment. Internal operations need to be evaluated in terms of the demands of a changing environment. External forces impose new pressures and challenges, compelling the organization to respond, conform, adapt, and innovate. Appropriate responses to external demands also result in interactions that benefit the organization as well as the market that the organization serves. The organization depends on the environment to receive essential inputs. It transforms those inputs and supplies outputs that benefit the environment. Thus scanning of the external environment is of utmost importance before introducing a new service line.

Macro-environment of a homecare facility was classified into six main domains: social, political, economic, technological, informational and ecological which impacts the homecare industry.



Fig 5.1.1

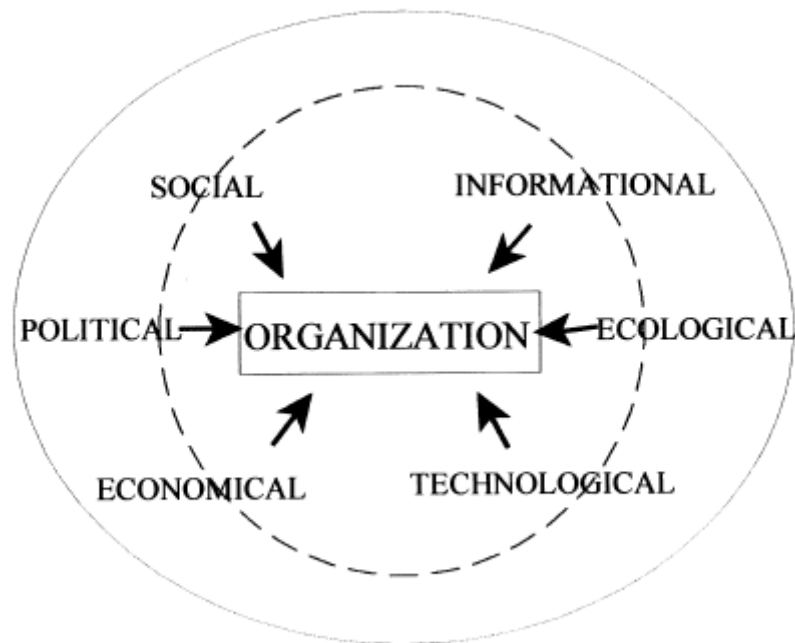


Fig 5.1.2

i. Social Factors

Social factors include demographic trends, social beliefs, cultural factors and lifestyle preferences. The demand for homecare and the type of services are greatly influenced by changes in the demographic composition such as age, gender, and prevalence of disability.

With increased longevity there has been a rise in the “sandwich generation” of middle-aged families who on one hand must take responsibility for their teenage and college-going children and for their elderly parents on the other.

An increase in the number of women in the workforce means that married couples may need formal help to care for their elderly parents. Other trends, such as job mobility, often require making suitable arrangements for the elderly parents who are left behind as family members move away for work.

Migration of retired people to areas that offer a more temperate climate has important implications for the development of home care services in those areas.

When considering this for IVF more and more couples are opting for IVF treatment due to increase in number of cases of infertility. This increase is a result of a number of factors including lifestyle changes, increased age of marriage, late pregnancies, working females, increased stress etc.

ii. Political Factors

The political factors including political action, tax policy, laws and regulations have a tremendous impact on the management of home care facilities. Various laws have an impact on the care of IVF patients the most important being PCPNDT Act. This law does not allow the homecare agencies to do an ultrasound for a patient at home which is a very common scan done for patients undergoing IVF treatment. Hence this cannot be included as a part of our service offering.

iii. Economic Factors

Economic factors like economic growth or recession, industrial development, unemployment etc. create demographic shifts that can bring people into an area or make them leave.

Economic factors may also dictate whether people can afford to pay for home care, especially when third party insurance does not cover homecare services.

Changes in the labour market affect the availability of skilled workers and hence a facility's ability to recruit qualified staff members. The job market also governs wages and benefits necessary to attract and retain the employees.

When taking this into account for IVF, the treatment cost for IVF is usually very high ranging from a lakh to two for a single cycle of treatment. Thus most of the patients going for this treatment fall into either higher middle or higher income category which is the major target market for Portea.

iv. Technological Factors

Technological innovation in medical field will continue to revolutionize health care. It also has social implications as people live longer and healthier lives, and as the elderly seek more independent lifestyles.

Technology has enabled many individuals to receive home care services in less restrictive and non-institutional settings instead of getting that care in traditional nursing homes. Home health care, is not only a cheaper alternative to nursing homes, but is also preferred by clients when services such as intravenous antibiotics, oncology therapy, hemodialysis, and parenteral and enteral nutrition can be provided by home-care agencies.

v. Informational Factors

Adoption of information systems is changing many processes of health care delivery. It is providing more effective tools for managing health care organizations. Areas of application where information systems have made a positive difference include clinical records, patient assessment and care planning, patient-care protocols, inventory management, data collection and analysis, advertising, and computer support systems for both clinical and management decision-making. The Internet has also opened access to a barrage of information for practitioners and consumers alike.

vi. Ecological Factors

New infections and diseases, as well as a carry-over of certain medical conditions into older populations affects homecare. People with developmental disabilities are also living longer and need specialized care.

This also has an effect on the IVF market with increased number of infertility cases thereby increase in number of patients going for this treatment.

vii. Environmental Proximity

Environmental proximity determines how closely certain influences surround the organization. An organization's relationship to its environment and the degree of control it may have over environmental issues is often governed by the proximity.

For instance generation of biomedical waste and its proper disposal is of utmost importance while delivering healthcare even at home.

5.1.3 Current IVF Market

Since Louise Brown, the world's first IVF baby, was born in England in 1978 it is estimated that over a million babies have been born worldwide using some form of assisted reproductive technology. India's fertility market would be worth about Rs. 5,000 crore in the next five years.[10]

Banked on remarkable boom in the Indian medical tourism and inflated infertile domestic population, many new service providers are cashing in by increasing collaborations with chains/independent clinics, renowned healthcare providers and hospitals. As a result, many IVF centres can be seen growing even in Tier II and Tier III cities in the country. The medical advancements to reduce health related risks have fuelled rapid acceptance of the IVF technology to deal with reproduction problems.

Thus, with these factors put together, the Indian IVF market is bound to witness a gush in its growth in the years to come.

5.1.4 Competitive Analysis - Porter's Five force Model

This helped us to identify the sources of competition in the homecare industry. The five forces may be interdependent i.e. pressures from one direction can trigger off changes in another in a dynamic process of shifting sources of competition. With players like India Home Healthcare, Healthcare at Home, Nightingale and other smaller nursing agencies there is a battle between companies to dominate the market. The Porters Analysis for IVF Product is presented below.

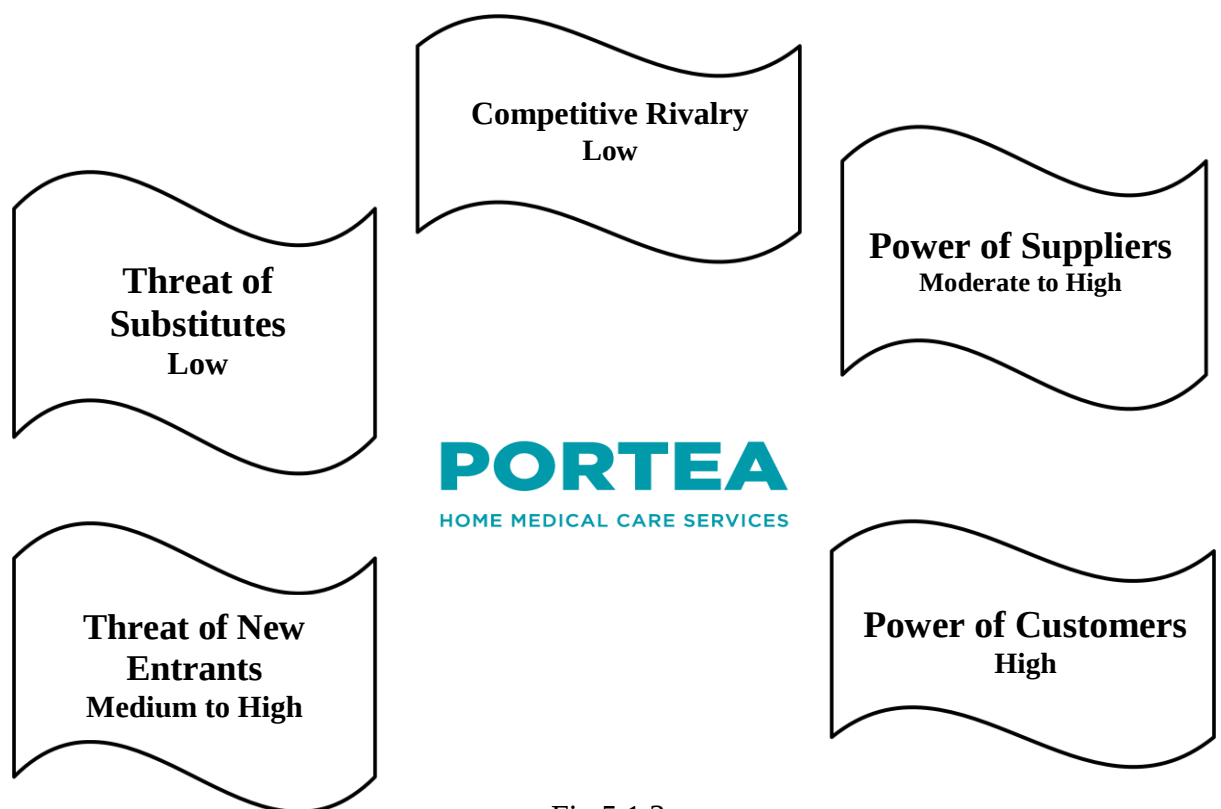


Fig 5.1.3

5.1.5 SWOT – Portea

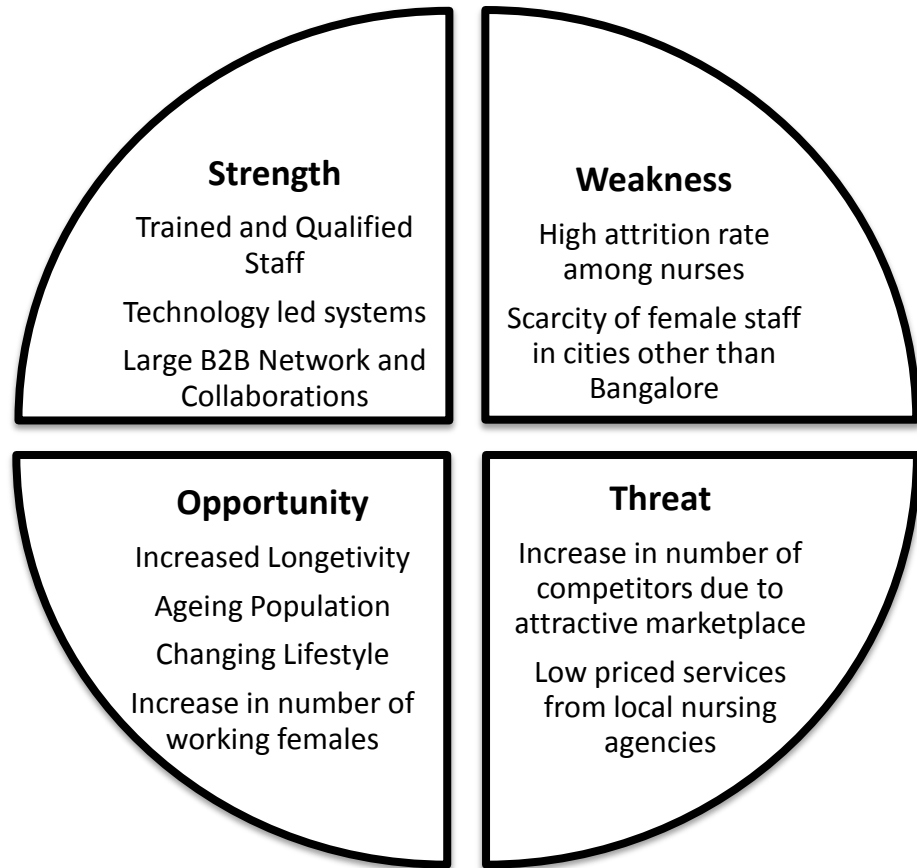


Fig 5.1.4

5.1.6 Need Analysis

A structured closed ended questionnaire was designed to understand the issues and problems faced by patients undergoing IVF treatment. The researcher visited the selected IVF clinics and surveyed their patients. Twenty three responses were collected from these patients. The names of the centres have not been used for confidentiality issues. The results of the survey are as follows:

- i. **Distribution of respondents based on IVF Clinic from which treatment is being taken.**

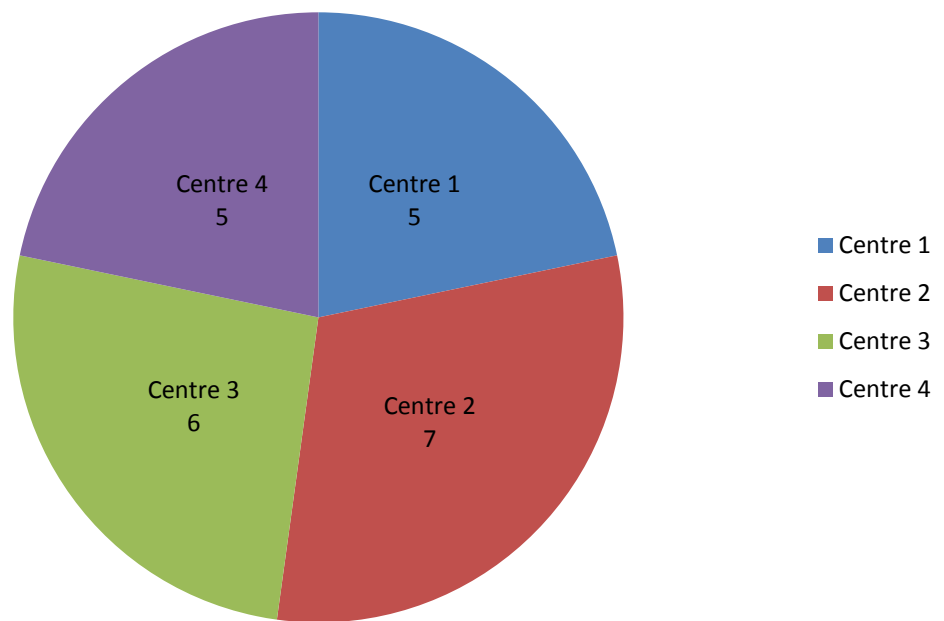


Fig 5.1.5

The selected centres are the top IVF centres of Bangalore. Responses were taken from 23 patients of these centres. Five patients from centre 1 and 2 each agreed to be a part of the survey while six patients from centre 3 and seven patients from centre 4 were included in the survey. Centre wise distribution was done to assess the motivation of patients from different centres towards the new product offering of the company. The results of the same were used for b2b tie up with these centres.

ii. From where did the patients come to know about IVF treatment?

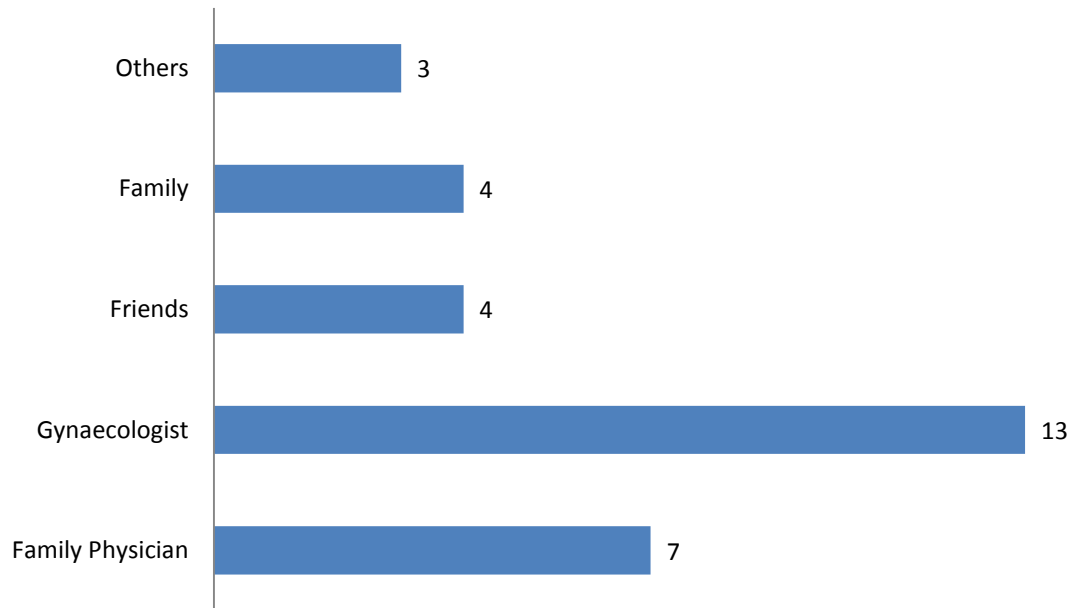


Fig 5.1.6

Majority of the patients came to know about their condition and the available treatment through their gynaecologist. Family physician also had a major role in informing these patients about the IVF treatment. Patients also got the information about the treatment from their family, friends and other sources including internet, books and health magazines.

Keeping this trend in mind it is advisable to pitch the new service to the gynecologists and physicians in the first phase since they play a major role in influencing the patients' decision. If the product gives good returns it can be promoted through other B2C channels including digital campaigns, advertisements and other ATL activities.

iii. Have the patients faced any difficulty during the treatment?

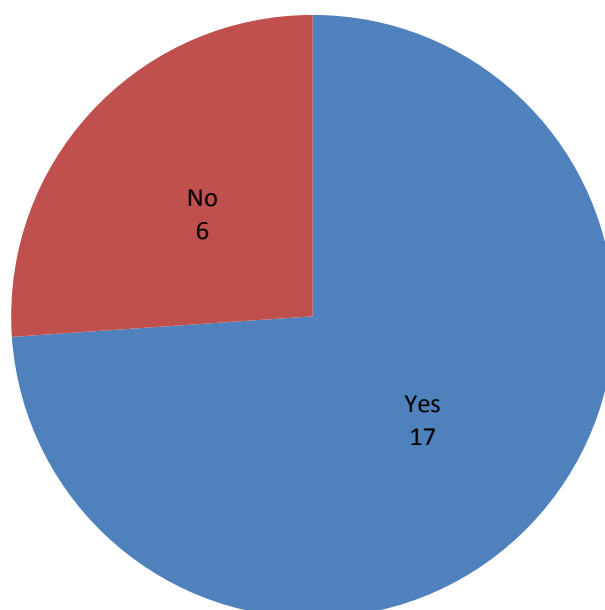


Fig 5.1.7

74% patients said that they have faced problems during the treatment process. The problems faced by them are shown by means of a bar chart.

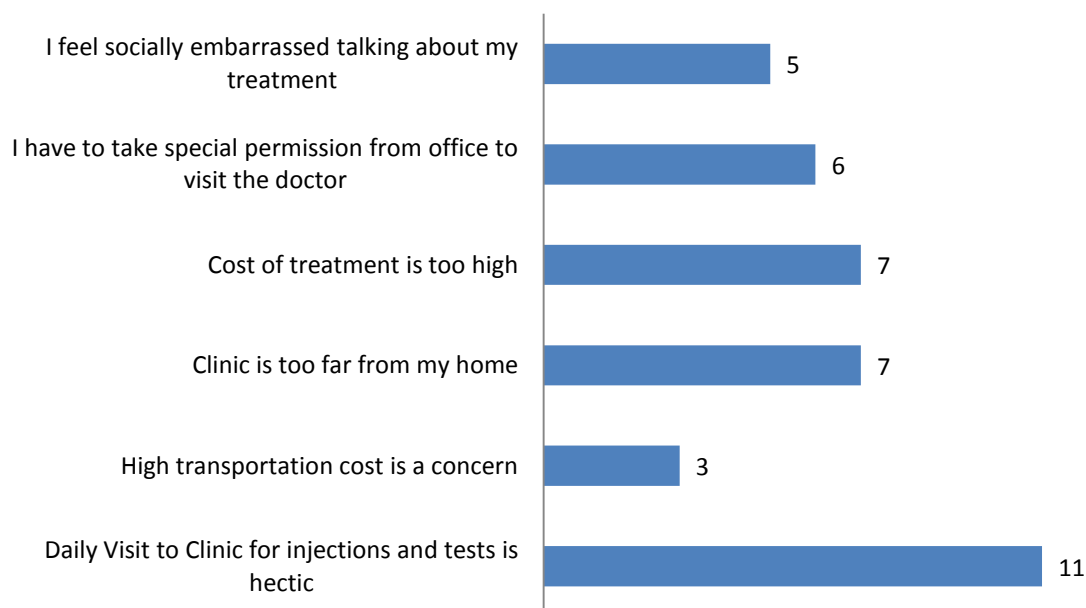


Fig 5.1.8

64% patients reported that they faced difficulties in coming to the clinic for daily injections and tests. 42% patients complained that the clinic was too far from their home and they had to bear additional transportation cost for the same. 35% patients reported that the treatment has caused imbalance in their work life balance. The new product would address these issues. The patients would not have to travel everyday

to the clinic for injections and tests. However few patients also reported that they feel embarrassed talking about their treatment with others. Convincing these patients for taking home healthcare service from a third party will be a challenge. Additional cost of homecare treatment would be another concern for patients since the IVF procedure in itself is a high ticket procedure.

iv. Portea Medical is looking forward to provide injection and tests for IVF patients at home. Would you like to avail home healthcare service from us?

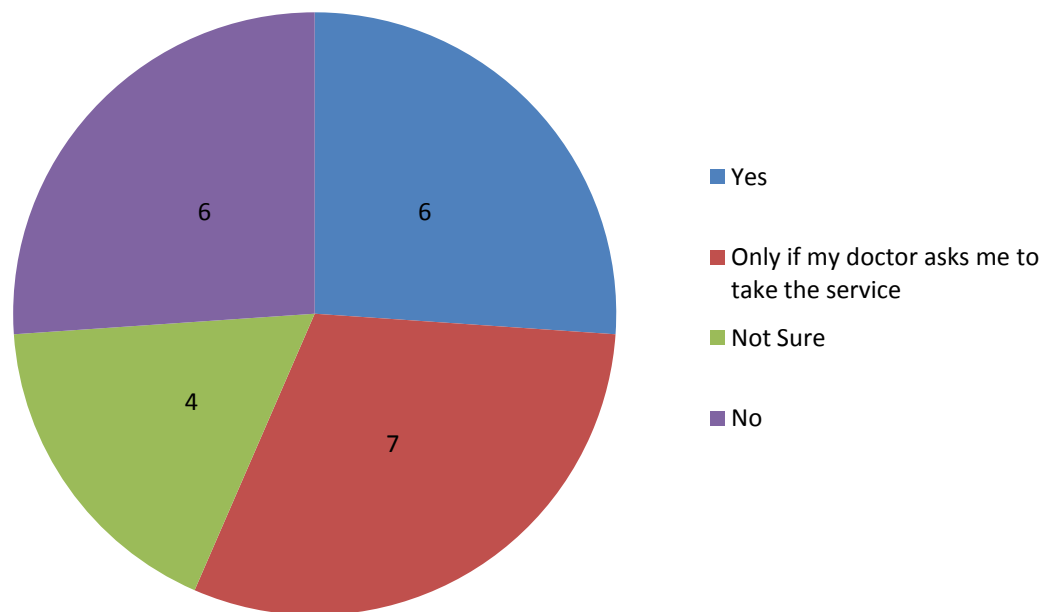


Fig 5.1.9

26% patients were eager to take the home healthcare service from the company. 17% patients said that they were not sure and 26% patients said that they are not interested in home healthcare service. However 31% patients reported that they will subscribe to the service if their doctor advises them to do so. The trend reconfirms the fact that the doctor has a major role in influencing the patients to go for the treatment. Hence we need to reach out to the doctors and take them into confidence for success of this product.

v. What other services would the patients like to have as a part of Home Healthcare solution for IVF patients?

Patients suggested that we also do Ultrasound Scan at home since it is a major part of the treatment process. Unfortunately the PCPNDT Act does not allow the homecare providers to provide this service at home. Hence we could not enter into

this segment. However patients also suggested that we provide medicines and drugs on prescription at home which can be planned in phase 2 of the product launch. Few patients wanted us to include Carer Service into this product offering. Since Portea already has Carer service we can cross sell this service to patients who are looking for it.

5.1.7 Marketing Strategy for IVF Product

In order to be successful, Portea must differentiate itself from competitors in order to appeal to customers in the homecare marketplace. Our competitors are not currently providing any specialized services to patients undergoing IVF treatment. Their service timings are restricted from 8 AM to 8 PM. If Portea partners with IVF centres it will have to provide service even after the prescribed timings to suit the prescription needs of these patients. Customers will have the ability to receive multiple services like hormonal injections and blood tests at their home which will save a lot of their time and effort. Since these are daily injections and frequent tests the customer will greatly appreciate the comfort they will receive as a result of Portea partnering with their IVF treatment centre to provide these services at home. Since these services would not be very successful if delivered independently due to the intricacies involved in the treatment Portea will tie up various fertility centres and customise a service plan for its patients. Marketing Collaterals will be designed for the IVF services and displayed at partner centres to make the patients aware of the services provided by the company. The marketing collaterals can be co-branded if the IVF centre desires so.

Portea's on field sales force will play a major role in this partnership. The sales team will visit target centres from time to time to make them aware of our specialized offering. These visits shall continue even after successful partnership to keep the business coming to the company.

It is important to note that the sales staff will require training in IVF product pitch and sales practices. This training will be carried out by the product manager and will include all aspects of IVF treatment and the services provided by Portea.

5.1.8 Impact of IVF Product on Organization and Staffing

Portea's new IVF product is not anticipated to significantly affect the company's organizational structure. There are, however, few changes in appointment timing of the staff and training requirement to successfully launch the new service line. Work

timings of the staff will have to be expanded beyond stipulated 8PM. Since all our new customers from this service would be females the staff allocation has to be done keeping in mind their privacy needs. Two major departments would be involved including nursing service and labs and diagnostics. Additionally the administration will have a major role in arranging the pick and drop services and ensuring safety of the female staff travelling after 8PM.

5.1.9 Financial Projections for IVF Product

This section provides a description of the financial projections the new initiative is expected to yield versus additional costs. The financial projections for the introduction of IVF product are highlighted in the table below. These figures account for projected sales, additional staffing requirements, staff training cost, transportation cost and other administrative costs.

Assumptions on which the illustrated financial projections are based per month are as follows:

In the 1st month Portea will tie up with one IVF Centre as pilot. From the second month onwards Portea will start tieing up with other IVF Centres. It is assumed that Portea will tie up with one centre every month from the launch of the product.

Sales Team and product manager went to various IVF Centres in Bangalore and other major cities and found that all major IVF Centres do 40 - 50 trigger injections per month. The doctors confirmed that Portea could easily get 10 patients out of 50 from each of these centre for Trigger Injections to start with. Day time injections would only happen once the centre and the patients have confidence in Portea. 3000 Flyers, 2 Standees and 2 Posters to be printed during the first month that would last for two months. 2 Nurses with prior experience in IVF Setup would be sent for observation for 2 days to the partner centre. Additional training material cost to be added. Miscellaneous administration cost of Rs.200/- to be added to account for Nurse's Kit cost and other administrative costs for the two nurses. Transportation cost would be involved in every trigger injection. It is calculated based on the figures provided by the administrative department. For every centre the maximum distance the nurses will have to travel would be 20 Km at the rate of Rs.15/- per Km. Staff cost is calculated taking an average of Rs.25000/- per nurse per month considering a VpC of 2 visits per clinician.

Prices for different services would be as follows:

Trigger Injection – Rs.600/-

Day Time Injections – Rs.450/-

Sample Collection – Rs.100/-

Other services not included in Phase 1 of IVF product launch.

Table 5.1: Financial Projections for IVF Product

Measure	1st Month	2nd Month	3rd Month	4th Month
Projected Patient Flow (Night Injection)	10	20	20	25
Projected Patient Flow (Day Time Injection)	0	1	5	10
Projected Patient Flow (Sample Collection)	0	1	5	10
Total Patients	10	22	30	45
Income	6000	18850	46250	83500
Marketing Cost	5000	0	5000	0
Transportation Cost (Average distance 20Km) (Rs.15/- per Km)	6000	12000	12000	15000
Training Cost of Nurses	5400	5400	5400	5400
Staff Cost	4167	9167	12500	18750
Other Administrative Costs	200	200	200	200
Total Cost	20767	26767	35100	39350
Cash Flows	-14767	-7917	11150	44150

6.1 Results and Discussions

Based on the information presented in this feasibility study, it is recommended that Portea goes ahead with the specialized product for IVF patients. The findings of this feasibility study show that this initiative will be highly beneficial to the organization and has a high probability of success. Key findings are as follows:

6.1.1 Technology

- Will utilize existing technology which lowers project risk
- The new product would not require major training efforts for the staff
- Once this product is in place it is simple to operate and maintain for a relatively low cost

6.1.2 Marketing

- This initiative will allow Portea to reach large number of target groups by entering into B2B tie ups
- The marketplace for IVF is in a steady state of growth hence there is a lot of potential in this product
- Portea will be able to differentiate itself from its competitors and will have first movers advantage with introduction of this product

6.1.3 Organizational

- Minimal increases to staffing are required with no changes to organizational structure
- No new facilities or capital investments are required
- Work timings will be affected and additional administrative support will be required for this product

6.1.4 Financial

- Break even occurs early in the second month of operation
- Six months projections show increase in sales by -----% of total sales
- Portea will be in position to capture greater market share with introduction of this product

7.1 7Ps of IVF Service



Fig 7.1.1

7.1.1 Product

Presenting the correct service with values that meet or exceed the needs and expectations of the target market is of utmost importance in service industry. The product for service organizations is usually defined in terms of intangible services which are not easily to quantify.

The primary determinant is in knowing that customers perceive and receive value and satisfaction by way of the healthcare practice or organization.

The new product for IVF patients delivers significant value to customer in terms of comfort and ease of accessibility to healthcare service. As mentioned earlier as women undergoing IVF treatment has to go through a course of multiple hormonal injections and tests. Few injections are also given at odd hours like midnight. Because of all this it becomes difficult for both the doctors and the patients to manage the timings. To help

the patients and the care providers our nurses will reach out to the patients as per the instructions from their doctors.

If we consider the total number of times that an IVF patient has to come to the centre to take these injections and get the tests done Home care is much more cost effective. In general, home care will costs only one-third as much as the patient will spend for daily visits to the centre.

Services provided in phase 1 of the launch would include:

- Day Time Hormonal Injections
- Trigger Injections
- Blood Hormone Tests
- Sample Collection

After successful launch of the product additional service may be introduced in phase two like medical devices for IVF centres and pharmacy services for patients and care providers.

7.1.2 Price

Price is the amount paid in exchange for the value received. Price must not only be competitive and lead to profit, but also must be of value in eyes of customer.

Pricing was done keeping in mind three important factors including cost, competition and value to customer. The pricing for the new product would be as follows:

- Day Time Hormonal Injections – Rs.450/-
- Night Time Trigger Injections (10 PM – 1 AM) – Rs.700/- *
- Sample Collection – Rs.100/-
- Blood Hormone Tests

Table 7.1: Prices for Blood Hormone Tests

Blood Test (FSH & Estradiol)	FSH - Rs. 400/-
	Estradiol - Rs. 650/-
Pregnancy Test	Blood Group & Rh factor: Rs. 100/-
	Hb: Rs. 90/-
	Beta HCG : Rs. 550/-
	HIV Screening : Rs. 500/-

Pricing Workup:

Minimum charge for night time injection should be Rs.700/- which will increase depending upon the transportation cost and doctor's share.

Minimum Nursing Charges + Transportation Costs + Doctor's Share (If Any) + Profit Margin (20 - 30%)

$450 + 150 \text{ (min.)} + 10\% \text{ (Average } 60 - 100) + 20\% \text{ (Average } 120) = \text{Rs.700/-}$

If Doctor's share = Rs.800/- (Minimum)

7.1.3 Place

Presenting products or services to the customer in the right place and at the right time holds a lot of importance.

The most obvious "place" where we would market our service would be the IVF Centres. Other places that we would target would be hospitals, physicians and B2C channels including media and website.

In healthcare, the place for purchase decision is often separate from where and when product/service is delivered. For instance in case of IVF the decision to avail the service would be taken in consultation with the gynecologist at the hospital but the place of availing the service would be patient's home. Keeping this spectrum in mind a change in location can impact the decision to buy. And it's likely that more than one "place" is involved when there are multiple providers in the practice and/or multiple offices. Hence we would reach the patient through multiple channels to sell the new product.

7.1.4 Promotion

Promotion includes the various forms of communicating with the target audience to effectively present benefits, answer needs and inspire action.

Communications, meaning all the direct and indirect ways of expressing your brand and your services to those who need and want your services.

This includes both personal and direct interaction (one-to-one, inspiring referrals), and interacting with many (advertising, public relations, publicity).

The on field sales team would be trained to pitch the new IVF product to doctors who are the primary decision makers in case of IVF treatment. Marketing collaterals would also be designed to be displayed at the partner centres to make the patients aware of the new service.

7.1.5 Process

Process or service blueprint is an important element of the marketing mix that determines how a service should be created and delivered to the customer. The characteristics of service process include complexity, divergence, service location, customer participation and the service itself –whether it is technology based or process based. The elements of service blueprint include customer actions, onstage and backstage employee actions, and support processes to their minutest detail.

Developing a service blueprint involves identification of the service, identification of the customer segments, mapping the service processes according to the customer's point of view, mapping the onstage and backstage employee actions, the identification of internal support processes, and finally the physical evidence involved in service delivery.

Similar blueprint has been created for delivering homecare to IVF patients.

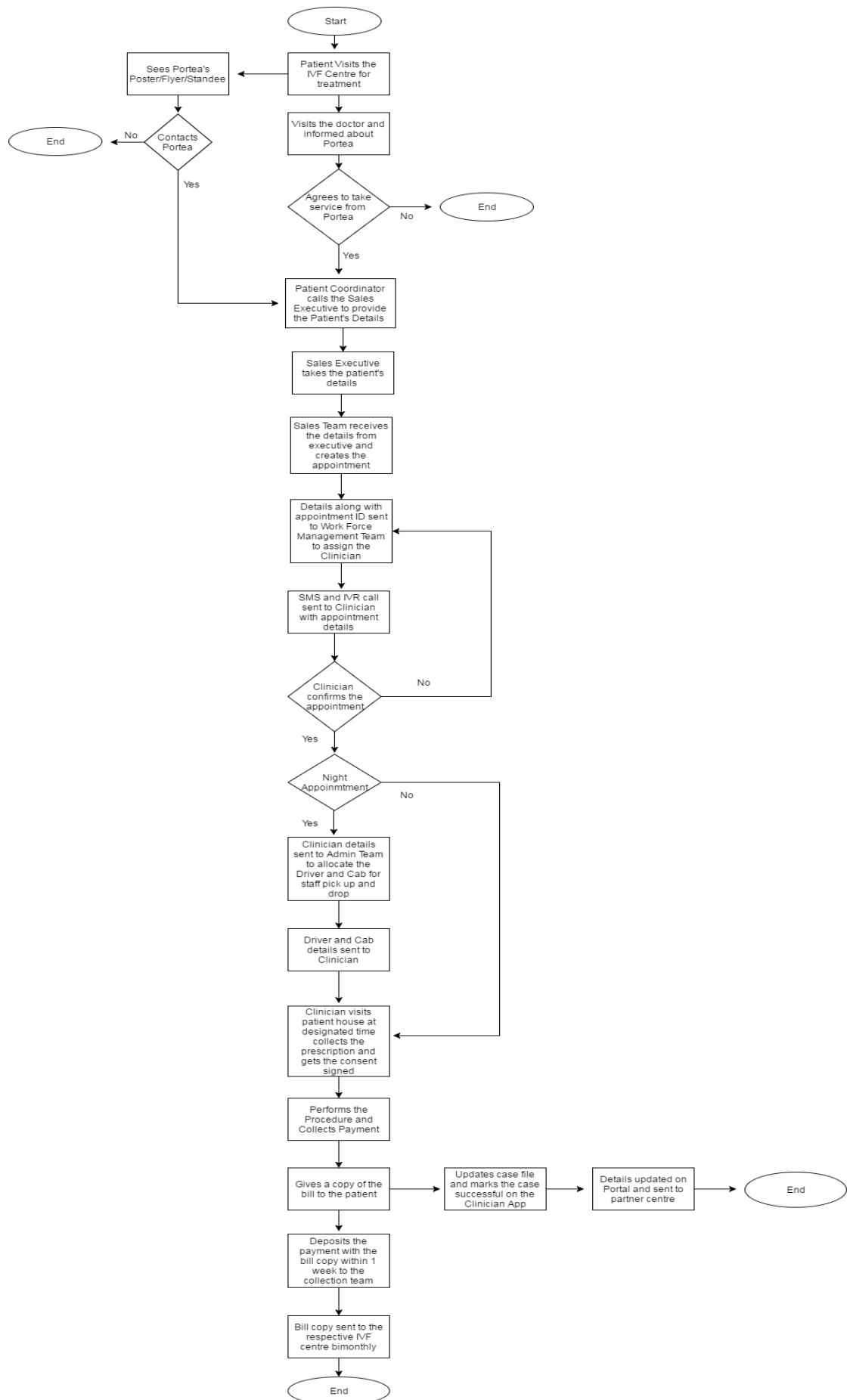


Fig 7.1.2

7.1.6 People

The patients, clients, customers, prospective patients, providers, staff, management – everyone – involved in the healthcare organization, facility, or practice comes under this.

The people who deliver a service are a significant ingredient in the product itself. Consumers evaluate service and satisfaction based on perceptions and personal interactions. Hence the clinicians involved in care delivery also act as the brand ambassadors for the company. A patient doesn't have much insight to a physician's clinical skills, but they will know if they are pleased based on dealt with them as a person.

Keeping all these factors in mind selecting the right people is of utmost importance for success of the product. Qualified nurses who have experience in IVF will be selected and trained for the procedure at the partner centre for the prescribed time.

Besides the clinicians the on field sales team has a major role to play in the success of the new product. They will act a “power players” and will promote our product to all target centres and hospitals. A specialized script will be designed for them which would include the product information and the reason the patient should go for the service from Portea.

Various departments will be involved in the process of service delivery. Selected representatives from each department will make sure that the entire process of service delivery runs smoothly to provide the service to the patients. The selected representatives from each department and their roles are as follows:

Table 7.2: Representatives from each Department and their Roles

Sl. No	Department	Representatives
1	Quality	Ms.Ipshita Dey
2	Product	Dr. Paridhi Mehra
3	B2B Sales	Mr.Kaushik Ghosh, Mr.Gopinath Krishnamurthy, Mr.Pratik Agarwal
4	WFM	Mr.Achintya Kar
5	Ops Team	Ms.Amutha Mary
6	Clinical+ Training	Dr.Deepa Kannan, Ms.Hema K, Ms.Sara E.Kelna

	Team	
7	Collection	Mr.Isaac Williams
8	Admin	Mr.Syed Moinuddin
9	IT	Ms.Divya Reddy

Table 7.3: Action Items for each Department

Department	Line of Actions	Team to be follow up
Sales	Agreement Contract format (with terms & Conditions) to be collected from the Product Team	B2B Sales and Product Team
	Forum ID To be created- docreferralblr@porteamedical.com	Quality & IT Infra
	Lead ID Creation	B2B Filed Sales & Portea Sales
WFM	Staff assignment(By 3pm Sales has to send the lead request to WFM)	WFM and B2B Sales
	Confirmation on assignment and post assignment	WFM and B2B Sales
	Ensuring on the availability of the Prescription	(The entire process of Lead ID Creation to assignment and confirmation should not exceed more than an Hour(TAT-1 Hour)
Ops Team	Data (No of patient served+ as per the details)+ case file updating	Ops Manger+ WFM+ Sales+ clinician
	Deposit the amount to collection	Ops manager+ Collection Team
	Cab Arrangement for the staff	Ops Manager+ Admin
	Consumable arrangement (standby)	Ops Team
	Uniform to be provided	Ops Team
Clinical and Training Team	Ensuring staffs are well trained on clinical+ app usage	Clinical team+ ops+ Collection
Collection	App to be used for an update	Ops & Finance Team

	Escalation related to Collection	Ops Team assisted by Sales Team+ Finance
Admin	Cab Arrangement for the Night Staff	Ops Team+ Admin
	Confirmation pre & post delivery of the service	
IT	Ensuring the brand Name reflects under Portea	Product Team+ IT
	System Automation to be initiated/in process where in the invoice goes to the patient Email ID	
	System Automation to be initiated wherein the copy of Invoice reaches to the tied up Center	
Product Related	Any revisions on pricing needs to gets communicated to all the internal stakeholder and gets updated in the ops Portal	Product Team

7.1.7 Physical Evidence

Physical Evidence is what the customer perceives and experiences about our product and service in both tangible and intangible form of visual contact.

Patients' first encounter with the service provider determines his perception and decision to buy or not buy the service. Portea has successfully made a place for itself in the customers mind through intensive marketing efforts. This would be continued in the form of marketing collaterals for customers and sales team pitches for doctors. The way the care givers carry themselves and behave with the customer is also important for the success of the product.

Since patients undergoing IVF treatment have a lot of social and emotional concerns the staff will be given soft skill training to handle these cases. Additionally it is compulsory for the staff to wear proper uniform whenever going to attend any patient. This not only creates a positive image in the eyes of the customer but their confidence also increase in the care giver.

8.1 Schedule

The new IVF product is expected to take a month's time from project approval to launch of the product. The following is a schedule of some significant milestones for this initiative:

March 15, 2016: Initiate Project

March 20, 2016: Project kickoff meeting

March 20 to April 10, 2016: Market Research and Study

April 10 to April 20, 2016: Product Designing

April 1, 20 to May 1, 2016: Sales Team and Clinician Training

May 1, to May 10, 2016: Testing the service for concept and messaging strategy

May 10 to May 15, 2016: Designing of Marketing Collaterals and Tie Up with IVF Centre

May 18, 2016: Product Launch in Bangalore

June 18, 2016: Tie up with other IVF Centres in Bangalore

July 1, 2016: Product Launch in Mumbai and Delhi

July 15, 2016: Product Launch in Kolkata, Chennai, Hyderabad and Pune

9.1 Challenges

- Additional transportation cost to the company for night injections. Prices have to be charged accordingly.
- All procedures are time sensitive hence no delay can happen from our side. Any delay can lead to failure of entire IVF Cycle.
- Safe pick and drop has to be arranged for the nurses going for night time injections.

10.1 Conclusion

The global IVF market is witnessing a substantial growth owing to rising incidence of infertility cases. Rising health awareness on fertility issues, availability of IVF treatments, increasing disposable income and favorable reimbursement policies is further augmenting this growth. Launching the new product for IVF patients will be highly beneficial to the organization and has a high probability of success.

With the launch of this product, Portea will not only have the first movers advantage but will also be able to capitalize on the growing trend of infertility clinics across the country. By offering homecare to IVF patients the company can market its products to

an entirely new market, increase revenue and growth projections, and allow the patients to receive the injections and other tests in the comfort of their home.

Yet there are certain challenges that the company has to face. All these issues need to be addressed for ensuring the success of the new product.

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12.1 Appendix A

Home Healthcare Solutions for Patients Undergoing IVF Treatment - Questionnaire

Are you undergoing IVF Treatment? *

- ☐ Yes
- ☐ No

Name of IVF Centre from which you are taking treatment *

From where did you come to know about this treatment? *

- ☐ Family Physician
- ☐ Gynaecologist
- ☐ Friends
- ☐ Family
- ☐ Other:

Have you faced any difficulty during the treatment? *

- ☐ Yes
- ☐ No

Which of the following holds true for you?

- ☐ Daily Visit to Clinic for injections and tests is hectic
- ☐ High transportation cost is a concern
- ☐ Clinic is too far from my home
- ☐ Cost of treatment is too high
- ☐ I have to take special permission from office to visit the doctor
- ☐ I feel socially embarrassed talking about my treatment

Portea Medical is looking forward to provide injection and tests for IVF patients at home. Would you like to avail home healthcare service from them? *

- ☐ Yes
- ☐ Only if my doctor asks me to do so
- ☐ May be
- ☐ No

What other services would you like to have as a part of Home Healthcare solution for IVF patients?
