



One MMS a Day and a Healthy Baby is on the Way

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An investment to set up a sustainable social business model for MMS through pharmacy networks in Bangladesh

Feb 5th, 2020



**CHILDREN'S
INVESTMENT FUND
FOUNDATION**

CIFF's Funding and Partners



Nationwide Implementation
*Social Marketing Company
(SMC)*



Time Period

5 years



Business & Technical advisor to SMC

Sight and Life



Policy Technical Advisory Group

GAIN

Transformative Proposition

We will set up a social business model where affordable MMS of assured quality is available to every pregnant woman in Bangladesh

- Business model: we will help shape the market for MMS by getting quality product at the right price, with effective promotion and correct place/ channel of distribution
- Free distribution: There is aligned funding from BMGF for UNICEF to pilot free distribution of MMS through community clinics to 120000 ultra poor women
- Policy: We will establish a national level task force to set and harmonize standards, ensure high-quality local production. Taskforce headed by IPHN, Govt. of Bangladesh.

Impact: By year five, 3.5 million pregnant women will have purchased MMS

Investment

Consumer Segmentation

		2019	2025	2019
Income/Capita/Day		All Pregnant Women in Bangladesh 3 million		SMC Pharmacies
	Affluent >\$4.5	1%	2%	2%
	Established \$2.5 - \$4.5	10%	15%	12%
BOP	Aspirant \$1 - \$2.5	48%	59%	34%
	Poor \$0.5 - \$1	25%	16%	47%
	Ultra Poor <\$0.5	16%	8%	5%

Investment: Building a Market-Based Model

We will help shape the market for MMS in Bangladesh by addressing all the components of market failure. We will help shape the market for MMS by getting quality product at the right price.







The 5Ps of a Social Business Model



- We used the 4Ps of a traditional business model
- But since this market-based model is in the service of a public health outcome, we have added in Policy as a 5th P, which will help in creating an enabling environment for the other 4Ps.

Investment | Component 1 - Product

Currently **5 leading brands of MMS** are available in Bangladesh, but **none match the UNICEF/ WHO UNIMMAP formulation** which has shown impact on birth outcomes. (Selenium which has shown impact on preterm birth is missing or negligible in all of them).

Bangladesh						
Product	Momvit	Aristo Mom	Nutrum PN	Precare	MultiVit Plus	Natal-16
Company	Beximco	Aristopharma	Acme	Incepta	Square	Opsonin
	Local	Local	Local	Local	Local	Local
No. of Caps	Blister packs of 60 tablets	Blister packs of 10 each	Bottles of 30	Bottles of 30	Bottles of 30	Bottles of 30
Galenical form	Tablets	Tablets	Tablets	Tablets	Tablets	Tablets
Pack Shot						

- SMC is negotiating with 2 local manufacturers-they will develop the product with their own funds.
- The product will be available for launch (registered with the drug authority) as per program timelines.

Investment | Component 2 - Price

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Ensure MMS hits the market at the right price

- A **favourable regulatory environment** for affordable pricing of MMS while enabling local industry.
- Based on our market analysis and product benchmarking, the price of current MMS brands in Bangladesh range from **\$1.8 to \$2.1 for a pack of 30 tablets**.
- We have successfully **negotiated the price to be lower-** cost structure reflects a **good profit margin for all actors in the value chain**.
- Focus group discussions with pregnant women revealed that at this price, **MMS is affordable for the BoP**.



Investment | Component 3 - Place

Distribute the product across SMC's extensive pharmacy network: Green, Blue & Pink Star Providers




Why did CIFF choose SMC?

- CIFF tested the SMC pharmacy model for MNPs and found **that pharmacy sales are 2X more than BRAC's door-to-door sales in the same sub-districts.**
- SMC operates a **12,000 strong social franchising network**
- Overall, SMC sales force **cover half the network i.e. 120000 pharmacies.**
- According to Bangladesh Demographic & Health Survey, SMC network had **more than half of the national sales in established categories** such as oral contraceptive pills, condoms and oral saline.

Investment | Component 3 - Place

Distribute the product across SMC's extensive pharmacy network: Green, Blue & Pink Star Providers

Profiles of Blue Star, Green Star and Pink Star Pharmacies

		
Blue Star Pharmacy	Green Star Pharmacy	Pink Star Pharmacy
7,500 outlets (>75% in rural)	4,500 outlets (>75% in rural)	650 (all urban)
Non-graduate medical practitioners. Offer medical advice in chambers attached to pharmacies	Pharmacists provide over the counter health and family planning services	Obstetricians and gynecologists provide long acting reversible contraceptives, antenatal, postnatal care & other medical services to pregnant women

Investment | Component 4 - Promotion

Integrate B2B and B2C social marketing design strategies and create a digital interface with customers

- B2B demand creation with health providers: As pregnant women **trust health care professionals**, their buy-in is key for successful MMS uptake. Product launch involves **sales pitch by SMC's medical and sales officers, product activation events and branded merchandising**.
- B2C demand creation for consumers and their key influencers: B2C activities will focus on
 - (1) Creating a social norm for prenatal supplementation
 - (2) Generating a 'buzz' for the product
 - (3) Creating value in the minds of consumers (as they don't perceive the need) and
 - (4) Supporting the formation of a daily supplementation habit.
- B2B & B2C activities will **be strategically integrated** and designed based on **in-depth human-centered design with providers and consumers**.

Investment | Component 4 - Promotion

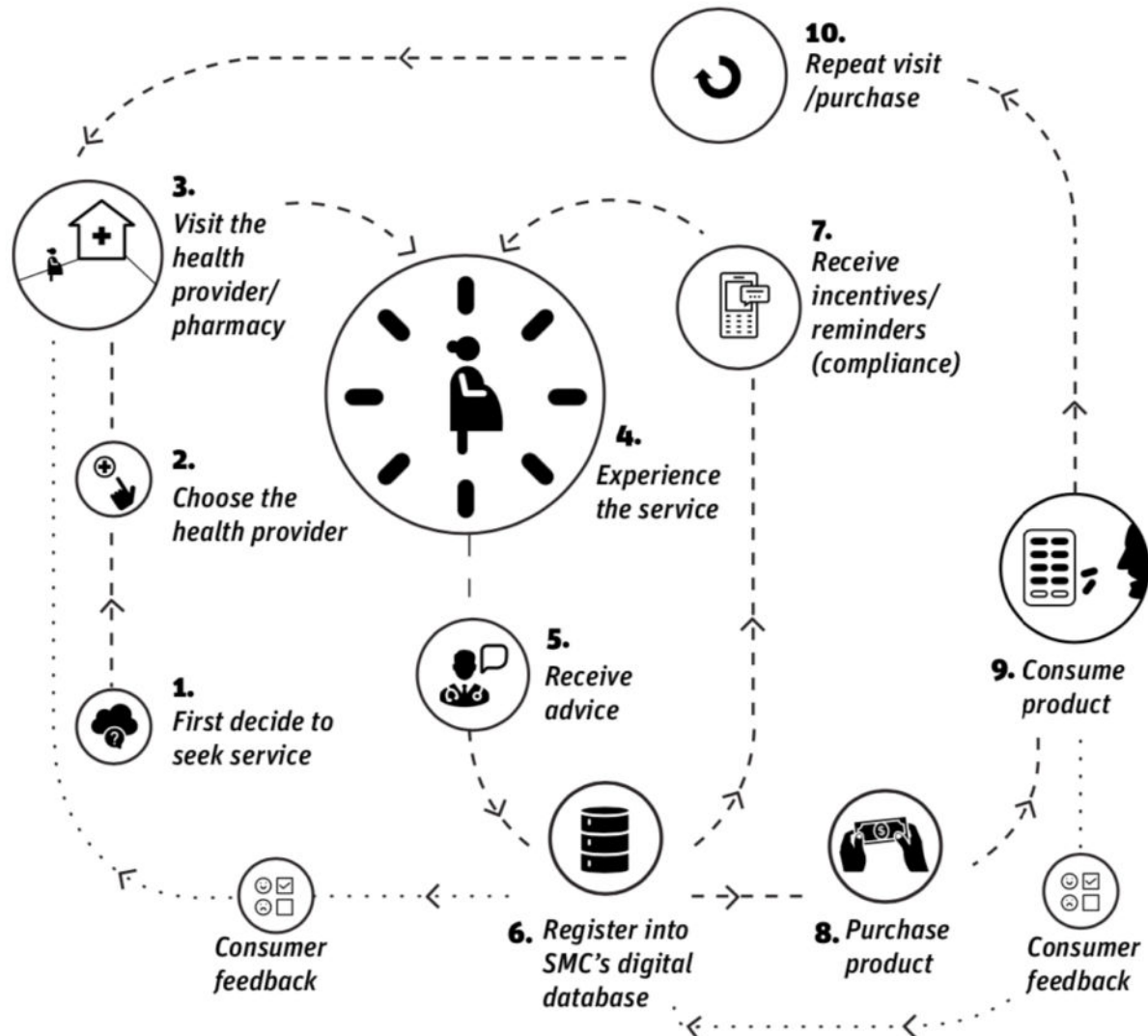
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Understanding the Consumer Journey



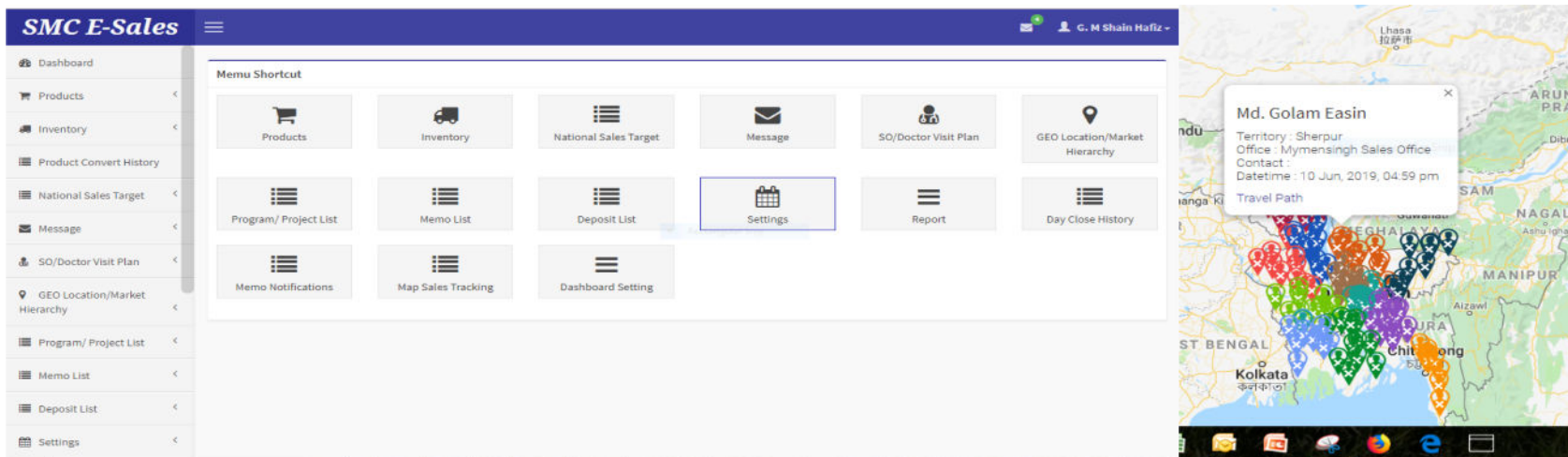
Investment | Component 4 - Promotion

Mapping the Consumer Journey of a Pregnant Bangladeshi Woman



Digital Interface with Consumers to Monitor Compliance

- Mobile phone ownership, especially smartphones, is increasing rapidly and offers an opportunity to **engage consumers regularly and increase compliance for MMS**.
- **About 1% of the budget** will be allocated towards developing and operating a customised platform.



Investment | Component 5 - Policy

Set up a technical advisory group (TAG) to facilitate policy change

Jan 2020: MMS Expert Meeting: chaired by **Institute of Public Health and Nutrition (NNS-IPHN)**

- National Nutrition Services (NNS)
- UNICEF
- Sight and Life
- WFP
- Alive & Thrive
- GAIN
- icddr,b

MMS Expert Meeting Objectives:

- Share implementation plan of demonstration program, its approaches, and methodologies
- Share the roles of key partners involved in the demonstration program
- Exchange information with key stakeholders on their maternal nutrition programs and experience on the use of MMS
- Agree to action points and plan for advocacy meeting

Sustainability: At the end of year 5, SMC will be able to run the business model without grants

- SMC's approach to market-based models is to **develop pathways to sustainability** from the very beginning, with demand generated and inclusion of MMS in EML would lead to **SMC recovering all its annual costs starting by year 7**

With a sustainable, locally owned and operated social business model, Bangladeshi newborns will have the opportunity to reach their full potential

