

TESTING SOCIAL MARKETING APPROACH FOR UPTAKE OF LIPID BASED MICRONUTRIENT SUPPLEMENT BY MIDDLE AND LOW MIDDLE INCOME PREGNANT AND LACTATING WOMEN IN AN URBAN SETTING

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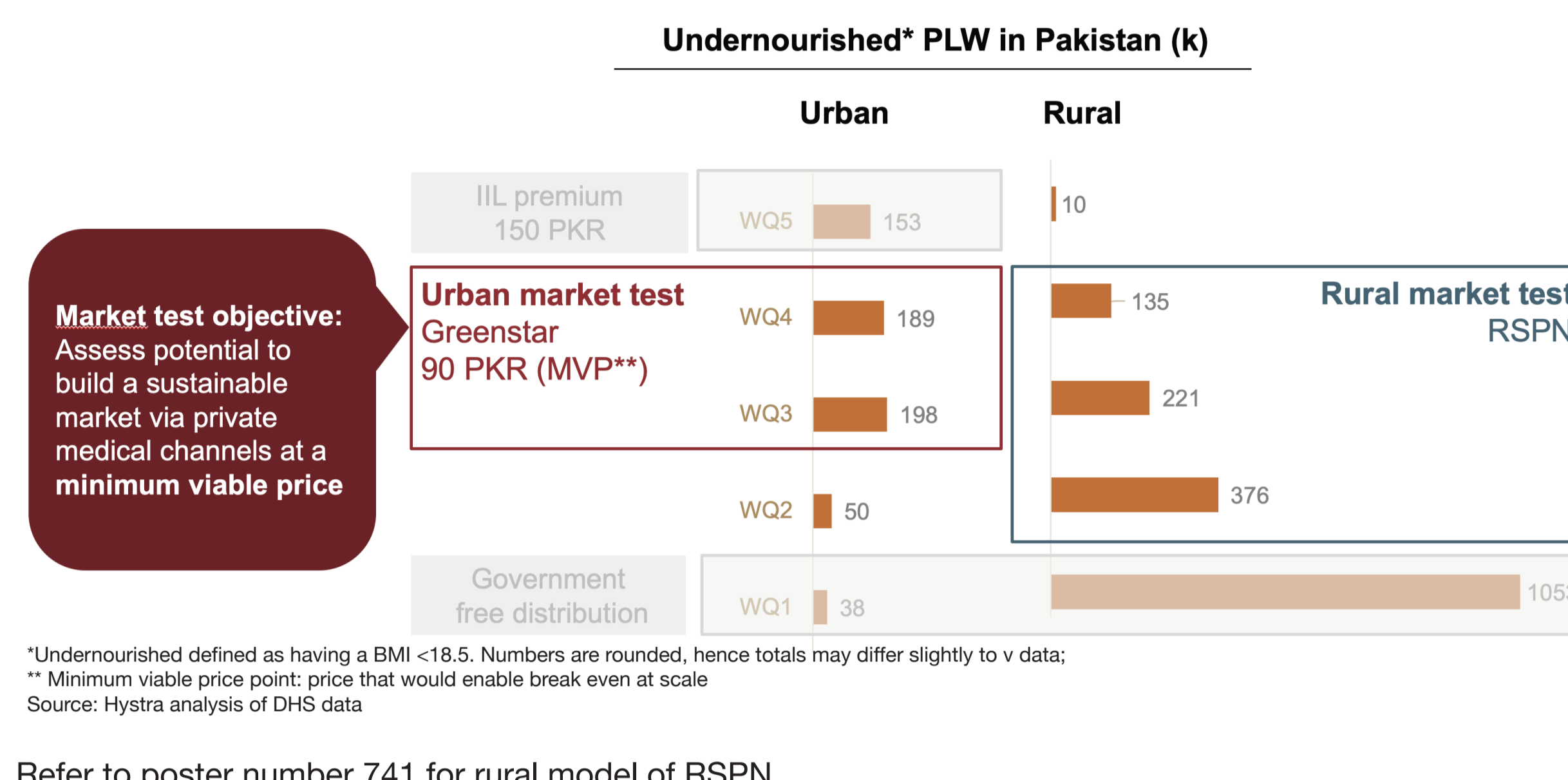
1. CONTEXT IN PAKISTAN

- Pakistan has a high burden of poor nutrition among pregnant and lactating women (PLW) and resulting high levels of stunting and other sub-optimal birth outcomes. **The WHO recommends giving Balanced Energy Protein (BEP) supplements to pregnant women** in populations where >20% have low body mass index.
- The private sector maternal nutrition market is currently underdeveloped at around **USD\$3m** per annum and reaching a small number of PLW. While the adult nutrition market is growing (projected **6.9% CAGR**) this growth is expected to be more in generic protein supplements rather than specific maternal nutrition products.
- Greenstar has a vast experience of over **30 years** for developing markets and creating demand through social mobilization for products like Iodized salt, Family planning products like condoms, pills, injections and IUCDs. The demand for the products was fulfilled through socially marketed products especially for the middle and lower middle income segments by providing a subsidy to start with, and moving towards cost recovery for a sustainable business model.
- **Market test:** Market test is launching a business model at limited scale and iterating on it in real time to optimize performance on key indicator including sales

2. OBJECTIVE OF THE MARKET TEST

The first step in making a nutritious, fortified food supplement for pregnant and lactating women (PLW) commercially available was to develop a strategy to ensure such as product would be accessible, affordable and acceptable. The ultimate goal was to use this product as an entry point to establishing, building and growing a market for maternal nutrition.

Based on this strategy a **Balanced Energy Protein** supplement was launched through private market delivery channels at an accessible price for wealth quintiles 2-5. Separate market tests for urban and rural areas were designed to determine how to best reach the target population in addition to understanding how to achieve a minimally commercially viable price to ensure sustainability in the long-term which is outlined in the figure below. Greenstar is the partner for the urban market test.



3. URBAN BUSINESS MODEL

Urban Business Model Overview:

- Two main components: Demand generation and prescription-based sales.
- Implemented by Greenstar, an experienced social marketing enterprise.

Demand Generation:

- Female community mobilizers play a crucial role in generating demand for products.
- Community mobilization strategies employed to raise awareness.
- Greenstar's engaged 320 Health care providers from it's network of franchised and non franchised providers.

Prescription-Based Sales:

- Sales conducted through health care providers.
- Franchised providers operate under the 'Sabz Sitara' brand.
- Outreach to non-franchised providers through Medical detailers.
- Capacity building and supportive supervision for franchised providers.
- Focus on quality of care and product supply.

Franchised Providers' Engagement:

- Franchised providers more familiar with Greenstar products.
- Open to introducing new products to expand services and income generation.

Pharmacy Channel:

- Sales through non-franchised providers facilitated via pharmacies.
- Utilization of national distributor for product distribution.

Greenstar's Extensive Reach:

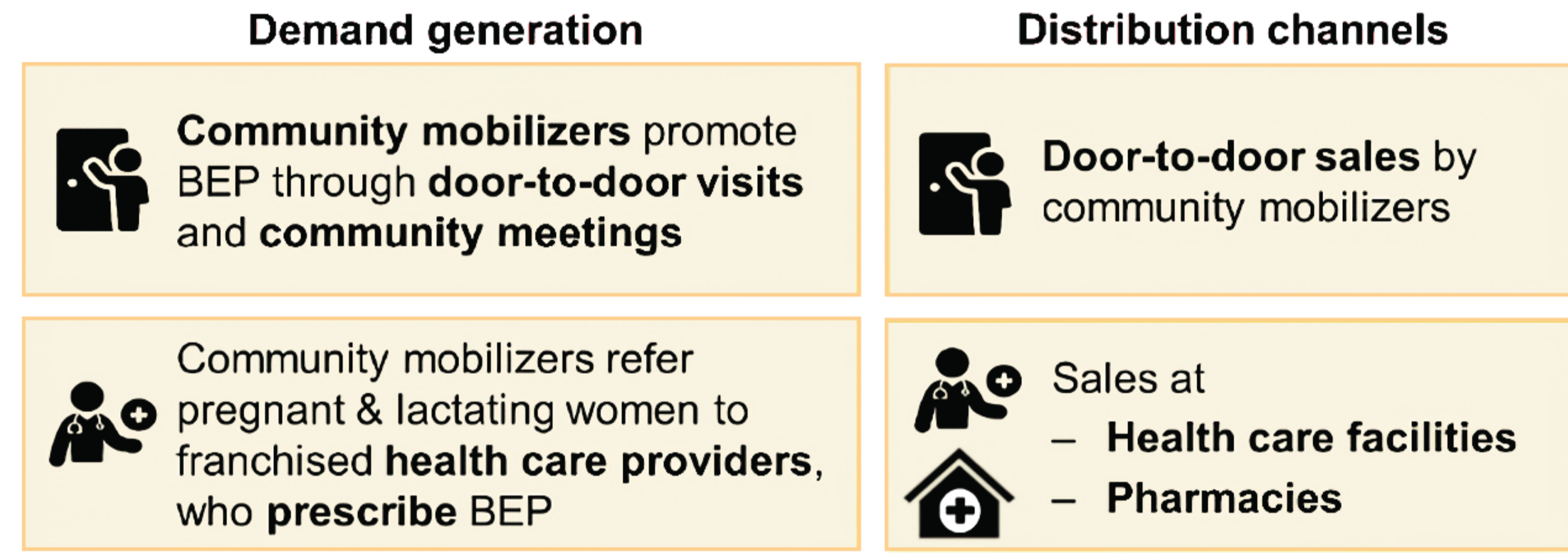
- Over **3 decades** of experience in community mobilization and distribution models.
- A network of **7,000+** franchisee health clinics.
- Collaboration with local distributors for product distribution.
- Products available at **100,000+** retail points and **35,000+** pharmacies across Pakistan.



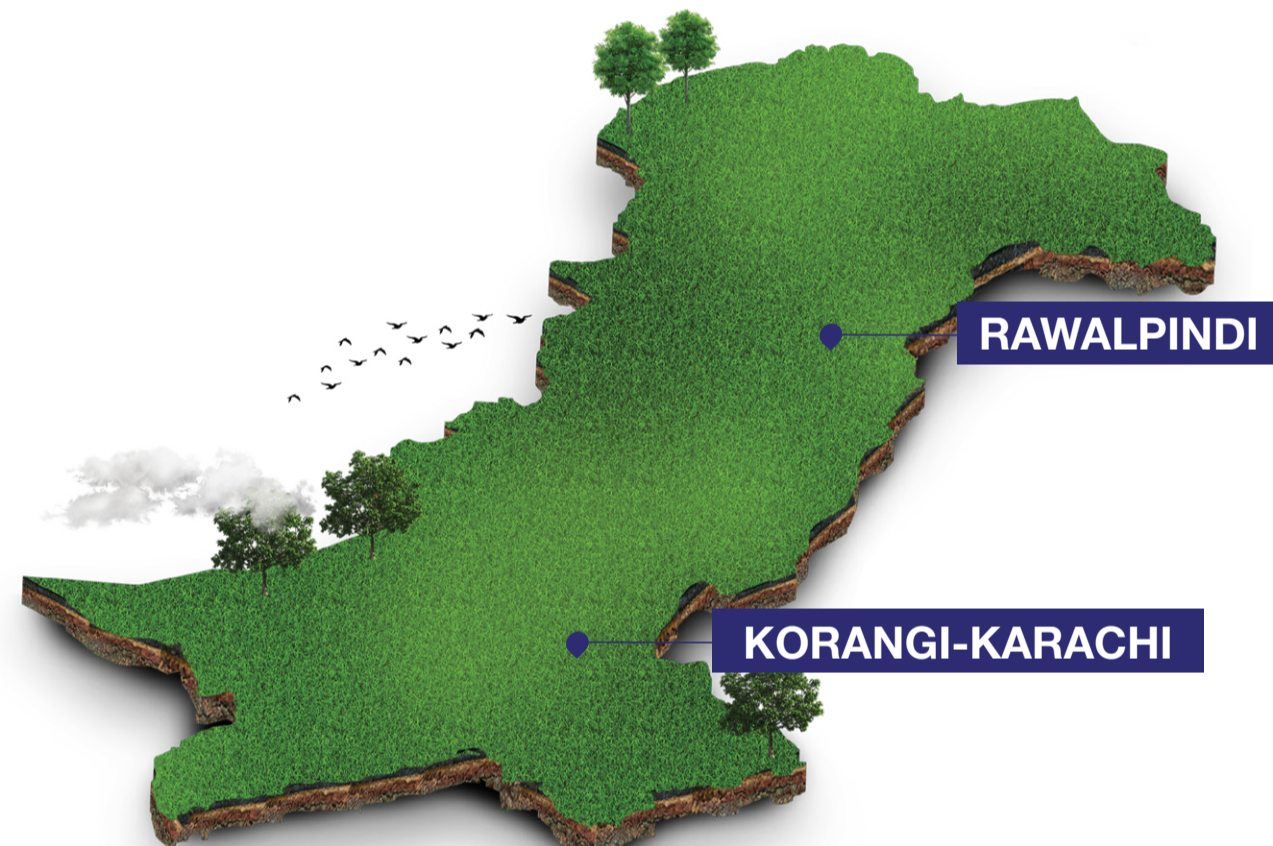
Implementation steps: Feb 2022 to August 2023

Introductory phase 3 months Feb 2022	Review of results for adjustments 2 months	Implementation of model with adjustments 7 months	Implementation of model with adjustments year 2
<ul style="list-style-type: none"> • Development of training materials for HCP training • Development of data collection tools • Selection of providers with delivery facility • Development of promo materials • Training of staff -16 • Training of providers-320 • Training of female community mobilizer-80 • Product availability at selected pharmacies-300 • Outreach & Detailing of product to HCPs • Data collection 	<ul style="list-style-type: none"> • Review of data collection tools and adjustment • Review of promo materials as per market feedback • Review of provider coverage of potential providers by Medical detailers (MIO) • Providers list reviewed for sales potential • Feedback taken for trade schemes for chemists • Need for Continued Medical Education (CMEs) ascertained to fill knowledge gaps of providers 	<ul style="list-style-type: none"> • Data collection tool amended • New promotional materials introduced • Additional MIO hired for improved coverage of provider universe • Provider with slow prescription replaced • Trade schemes introduced for chemists to boost sales • Introduction of Well Mother Camps in communities • CMEs started to fill knowledge gap of providers • FACs prepared to answer provider concerns 	<ul style="list-style-type: none"> • Community awareness and door to door selling model of female workers called 'Sitara Baji' changed to 'In Clinic Out Reach Worker'. Workers was stationed inside the clinic to counsel PLWs • Data collection tool simplified further based on providers feedback • More aggressive marketing • Started focus on category and brand building by engaging gynae and paed consultants

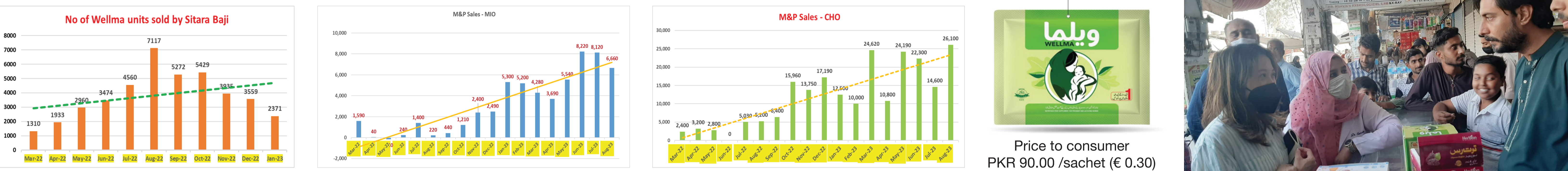
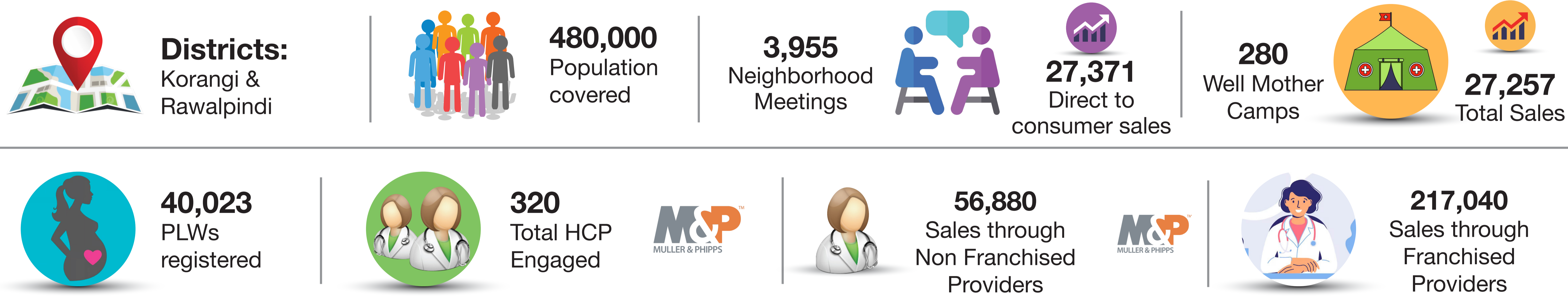
Figure 1. Business model components



The business models are being tested by a well-known urban health care franchise (Greenstar Business Model Figure 1). A new aspirational brand (Wellma) and packaging (below) was developed to distinguish the commercial product from the free version.



4. RESULTS



KEY TAKEAWAY: The results of the first eighteen months of the launch show promising results from the Health Care Provider (HCP) channel, with a high potential for a national scale-up. Social Marketing is a financially sustainable model and projects can continue beyond the project life without donor support. Greenstar will continue with the social marketing of BEP as part of its regular product portfolio.

5. KEY LESSONS LEARNED

- Utilizing a **“Direct to Consumer”** model through female community workers (Sitara Baji) in communities effectively combines awareness, influencer use, and doorstep product availability, although it can be costly due to mobility and stock-carrying limitations.
- **Franchising healthcare providers** (HCPs) and investing in their capacity building, as done by Greenstar, facilitates successful product introduction and prescription, as seen with Wellma.
- Marketing investment and the application of a pharmaceutical sales model were pivotal in establishing BEP in the non-Greenstar provider segment.
- Community-level awareness plays a crucial role in driving the consumption of Wellma, leading to the introduction of **“Well Mother”** camps for awareness among potential clients.
- Provider understanding of food supplementation for pregnant and lactating women was improved through refresher trainings and positioning **Wellma as an essential food supplement**.
- FAQs were developed to address consumer and provider inquiries, **enhancing clarity and understanding** amongst healthcare providers.
- Investment in category and **brand building** is critical for launching any new product category in the market

6. NEXT STEPS

Improving Maternal Nutrition for Better Outcomes

Enhancing maternal nutrition is critical for optimizing fetal growth, improving obstetrical outcomes, and enhancing perinatal survival. The Government of Pakistan is aligning with WHO guidelines to introduce maternal nutrition products while formulating essential policy frameworks. The National Ministry of Health Services, Regulations, and Coordination has developed a national maternal nutritional strategy, marking a significant milestone.

Upcoming Phases: Expanding Reach: In the next phase, we plan to introduce UNIMMAP Multiple Micronutrient Supplements (MMS) tablets, catering to a broader audience, including those who are not malnourished. UNIMMAP, formulated by WHO, is tailored to meet the specific nutritional needs of South East Asian women.

An innovation of the Greenstar business model is to provide BEP / Multiple Micro Nutrient Supplement (And other maternal nutrition and health related product) to PLWs in a sustainable manner, via commercial markets

Enhancing Impact: These initiatives aim to further enhance the nutritional status of women before, during, and after pregnancy, ultimately contributing to improved maternal and child health outcomes.

A multi disciplinary consortium was formed comprising of Greenstar and RSPN as implementing partners, Mathematica/CERP as MLE partner, HYSTRA for program oversight
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