

# CHAPTER: 20

## MARKET ANALYSIS AND PROCESS RE-ENGINEERING OF PHYSIOTHERAPY CONSUMABLES

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## **INTRODUCTION**

Founded in 2012, Portea Home Healthcare stands as an innovative startup in the Indian home healthcare sector, boasting 17 centers nationwide and an additional 4 centers in Malaysia. Positioned at the intersection of healthcare and technology, Portea strives to improve the accessibility, affordability, and accountability of primary healthcare services for patients. With a noted 25% rise in the prevalence of non-communicable diseases, as emphasized in the UN's 2013 report, there is an increasing focus on "Distributed Care Setups," encompassing home health care, community healthcare, telemedicine, and day cares [1].

Internally, the Equipment Department plays a pivotal role as a vertical, responsible for procuring and managing essential equipment to facilitate the seamless functioning of other teams. Simultaneously, the Equipment Department operates its unique business models, collaborating with hospitals and other organizations through a B2B model, while also directly interacting with customers through a B2C model. In addition to the sale of equipment and consumables, the department incorporates a rental model, consistently providing equipment to its partners. Currently, the Equipment Department provides a diverse range of seven product categories, which encompass respiratory and sleep devices, geriatric and mobility aids, cardiac care equipment, mother and baby care products, as well as physiotherapy and orthopedic devices [2,3].

## **RESEARCH OBJECTIVES**

1. To assess the present market opportunities for the physiotherapy consumables and equipment product range.
2. To recognize obstacles within the current process line and suggesting re-engineering approaches.

## **RESEARCH METHODOLOGY**

Data were collected from various sources, including Portea's operations portal, to compile information on the 13 most common diagnoses/cases out of the 45 diagnostic conditions addressed by physiotherapists. Moreover, we pinpointed a set of swiftly popular and high-worth products spanning the entire vertical, guided by robust sales figures. This information not only enabled the identification of high-value items linked to both rapidly trending products and the top 13 prevalent physiotherapy procedures but also served as the foundation for estimating the market potential of this particular product line.

To gain insights into the customer base, data from Portea's operations portal were gathered, with a specific focus on new customers. Within this group, individuals falling within the scope of our targeted 13 physiotherapy procedures were identified.

## **RESULTS & DISCUSSION**

The anticipated business volumes were expected to range between Rs. 4 to 5 lakh per month. Upon analyzing the disparities between the projected figures and actual sales, it was noted that only 42% (366 leads) successfully converted into sales. This suboptimal conversion ratio posed a significant hurdle, hindering the products from realizing their full potential. Consequently, there will be an intensified focus on enhancing the conversion rates.

Concerning the distribution of physiotherapy consumables through our physiotherapists, issues and challenges were identified within the existing PCO model (store-sub store model). As a result, a new model, named the "FedEx COD" model, has been proposed.

## **CONCLUSION**

In conclusion, despite being operational for over a year, the identified product line has not fully harnessed its commercial potential. As a remedy, this study proposes a process re-engineering

initiative. The enhancement of sales is specifically addressed through a suggested program aimed at promoting upselling of the products to our consultants.

## **REFERENCES**

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