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BEYOND PHARMACIES



NEW PERSPECTIVES IN ORS MARKETING

PRITECH

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BEYOND PHARMACIES: New Perspectives in ORS Marketing

by Camille Saade and Holly Tucker

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Preface

Social marketing is a new, innovative approach to meeting public sector social goals using the very best concepts and technologies from private sector marketing. It has achieved remarkable successes in the areas of family planning, AIDS prevention, teenage drug use, and heart disease reduction. This document provides some much-needed information about the nature of social marketing and how it can be applied. It was prepared by PRITECH, a leading international public health project, to help spread the use of social marketing in developing countries with a particular emphasis on the control of diarrheal diseases.

The present report presents the results of a workshop on innovative marketing strategies of Oral Rehydration Solution (ORS). It is a valuable contribution to the sparse literature in the field of social marketing. It outlines PRITECH's basic approach and offers a wealth of detailed suggestions for implementing this approach drawn from the experiences of such international pharmaceutical companies as E. Merck (India), Woodward (Pakistan) and Searle (Pakistan).

For the private sector marketer considering involvement in social marketing, the report not only describes how to do it but also dramatically demonstrates the benefits that can accrue to the private sector marketer in terms of: (a) new profit opportunities, (b) chances to improve the

“Social marketing is not just a new label for mass communication but is an entirely new way of thinking about how one achieves behavioral change among target populations”

company's image with government ministers, top-level physicians, and other commercial organizations, and (c) chances to learn a new technology that can apply well beyond ORS settings. For public sector administrators, the report forcefully shows how social marketing can harness a powerful technology to achieve goals that are very

important to society and can build government-business relationships that will last well beyond specific projects.

As the examples in this report make clear, social marketing places the consumer at the center of all marketing plans and then designs strategies coordinating communications with packaging, pricing, distribution channels and political strategies, and sound public relations. As the experiences of the companies participating at the workshop indicate, social marketing not only has immediate impact but also leaves behind a valuable reservoir of newly found skills, public-private networks, and corporate goodwill that extends well beyond any immediate economic gain.

The approach outlined in this document has payoffs for commercial marketers, private non-government organizations, and government ministries. This document shows how it can work and how it will pay off. It also demonstrates the key role that an organization like PRITECH can play in making social marketing a reality.

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What is PRITECH?

PRITECH (Technologies for Primary Health Care) is a project sponsored by the U.S. Agency for International Development. PRITECH's mission is

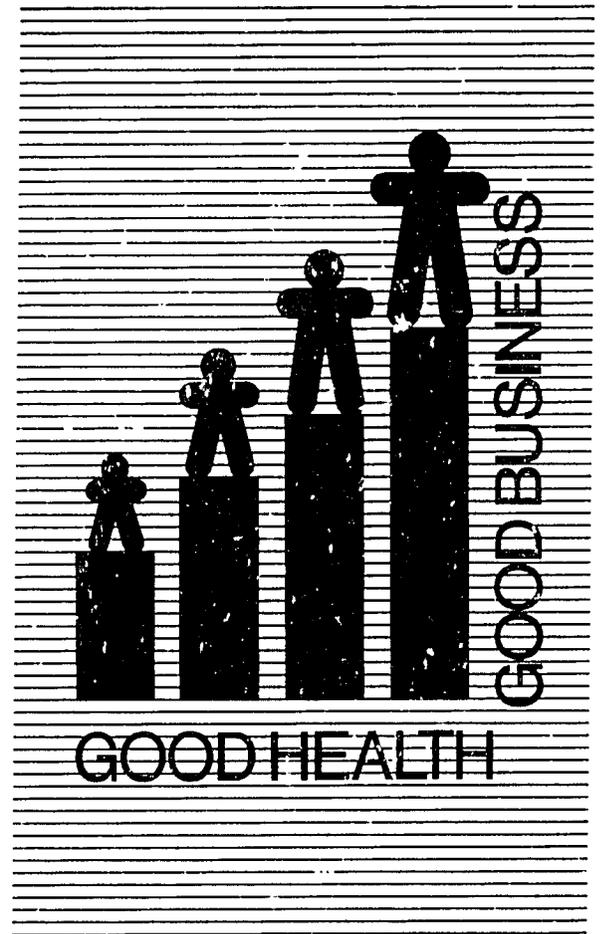
to mobilize the total commitment of private and public sector resources to reduce infant and child mortality due to diarrhea through the appropriate use of oral rehydration therapy (ORT) and related preventive activities in developing countries.

In the private sector, PRITECH's objective is

to engage the marketing capabilities of the commercial sector in preventing diarrheal dehydration by providing universal access to oral rehydration solutions (ORS) and by reducing the incidence of diarrhea especially through the promotion of hand-washing and breastfeeding.

Oral rehydration therapy (ORT) represents a corporate opportunity which PRITECH can help companies to realize. PRITECH assists by:

- Helping companies maximize the market potential for ORS using a combination of research methodologies.
- Designing national ORS plans involving public, commercial, and voluntary sectors.
- Leveraging the resources of both private and public sectors to achieve the national ORT objective.
- Providing state-of-the-art information about the correct management of diarrhea, including ORT.
- Promoting collaboration between governments and the commercial private sector by emphasizing to governments and ORS marketers ways they can help and benefit from each other.
- Providing technical assistance in marketing planning, market research, advertising, and sales training.



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How can a company benefit?

Increased sales of ORS.

Through increased market penetration, sales of ORS can grow significantly. In Pakistan, for example, sales rose 86 percent in one year when seven ORS producers capitalized on the market potential of ORS.

Enhanced corporate image.

Many companies realize that their corporate responsibility extends beyond products and profits to embrace the welfare of the community. As good corporate citizens who contribute to public health goals, companies gain positive recognition throughout the community.

Children's lives saved.

Diarrhea is one of the leading causes of death in children in the developing world, where up to four million children still die every year due to diarrhea before reaching the age of five. Multiple cases of diarrhea can weaken children's health, leaving them vulnerable to other illnesses and death. Most of these deaths are preventable by a simple approach: oral rehydration therapy.



Expanding ORS Marketing to New Horizons: The Workshop

On July 13-14, 1992, PRITECH conducted a workshop in Singapore entitled "Expanding ORS Marketing to New Horizons". This international ORS marketing workshop, which was the first of its kind, brought together marketing executives of sixteen selected ORS producers from six Asian countries: India, Indonesia, Pakistan, the Philippines, Sri Lanka and Thailand. The participating companies, which were either national, parastatal or multinational, together represented 15 percent (approximately 60 million packets) of estimated worldwide ORS production. The objective of the workshop was to provide a forum for sharing and discussing successful ORS marketing experiences and creative strategies to expand ORS distribution and use beyond the usual urban areas.

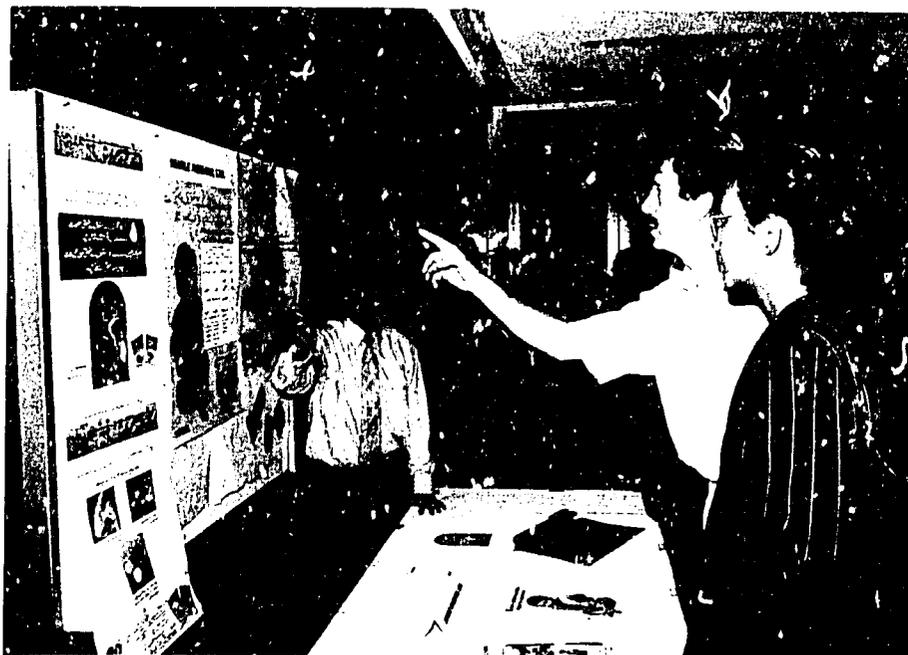
In his keynote speech, Dr. Robert Northrup of Brown University raised the enthusiasm of the participants for oral rehydration therapy (ORT), the state-of-the-art treatment of diarrhea, and helped strengthen their commitment to invest in the promotion of ORT (fluids including ORS, continued breastfeeding, and food). PRITECH marketing specialists presented the concept of **social marketing** as the ideal means to

The participating companies together represented 15 percent of estimated worldwide ORS production

achieve a public health objective using successful commercial marketing techniques. Key marketing elements such as marketing mix and market segmentation were illustrated in several presentations. Discussions about segmenting the

ORS market to focus on specific target groups such as rural populations and other low income groups provoked high interest in the **rural marketing** approach.

The next item on the agenda was presentations by commercial companies about marketing to rural areas, using innovative promotional strategies that involve local retailers, distributors, pharmacists, physicians and consumers. These presentations highlighted new alternatives to mass media advertising. Real marketing situations were spontaneously turned into **case studies**. Two companies, Abbott Indonesia and Glaxo Ceylon, presented their



Participants discussing ORS promotional material.

respective ORS situations and the challenges they faced, and solicited feedback from the other participants. The ensuing lively debates resulted in creative strategies that Abbott and Glaxo decided to adapt and implement to optimize their ORS marketing.

Methods and benefits of collaboration with governments, international and national health organizations and other ORS marketers were discussed in depth. In an inspiring presentation, the Executive Director of Searle Pakistan highlighted how to “**turn national health objectives into business opportunities.**” Participants found this concept attractive because it illustrated how a company’s commitment to public health goals can improve its corporate image.

The success of the workshop can be attributed to many factors:

- 1) the careful selection of companies and their representative(s),
- 2) the relevance of the agenda to the needs, interests and experiences of the companies,
- 3) the structure of the workshop, which stimulated interactive participation through short presentations of successful



Lively discussion of innovative promotional strategies.

experiences or provocative issues, followed by active group discussions, and

- 4) the realization by the participants that they had a unique opportunity to discuss genuine problems, experiences and ideas with their corporate peers.

About this document:

The concept for this document originated with the workshop “Expanding ORS Marketing to New Horizons.” Moreover, the participants, enthused by PRITECH’s approach in working with the commercial sector,

recommended that the ideas generated by this unique meeting be shared with their peers worldwide. Therefore, the purposes of this publication are to:

1. Illustrate PRITECH’s approach to working with the commercial private sector;
2. Describe issues of concern to ORS marketers and the public health community surrounding the marketing of ORS;
3. Report on the creative marketing strategies identified and discussed by participants during the workshop.

ORT is Best: The Public Health Issue

Dr. Robert Northrup, Director of the Program in Primary Health Care and Health Services at Brown University, USA, delivered the keynote speech at the workshop in Singapore. He outlined the public health perspective on diarrhea, dehydration and ORS, emphasizing the important complementary role which the commercial private sector can play.

Diarrhea: A Major Killer of Children

Around the world there are 400 million children under 5 years of age, each of whom has 1-3 episodes of diarrhea every year. Each year, therefore, there are close to 1 billion episodes of diarrhea in children under five, and probably an equal number of episodes in older children and adults. As a result of diarrhea, around 4 million children die every year, at least 2.5 million of them from dehydration (a state that results when fluid losses are not adequately replaced).

ORT: State of the Art Treatment

Diarrhea is complex in its causation, yet responds remarkably to a simple approach: oral rehydration therapy (ORT) — the oral administration of appropriate fluids includ-

ing ORS, along with food and breastmilk. The cornerstone of most diarrheal disease control programs is the effective prevention and treatment of dehydration emphasizing ORT. Ade-

quate volumes of fluids are the basis for the treatment of diarrhea. Recommended fluids include oral rehydration solution (ORS) a pre-packaged mixture of salt, glucose and various electrolytes easily mixed with water which can be used to prevent or alleviate dehydration. (The formula endorsed by the World Health Organization is found in Annex 2.) It is estimated that the use of ORT averts approximately 1 million deaths every year from dehydration caused by diarrhea. Yet more deaths can be prevented.

The desired end result of public health activities is for people to adopt new behaviors that will save lives and reduce morbidity.



Dr. Robert Northrup.

“ORT is the most appropriate, effective, and useful solution for diarrhea therapy, be it at home or at any kind of health facility. ORT can more than double the number of children being saved each year from death due to dehydration.”

ORS: The Optimal Rehydrant

Not all cases of diarrhea need ORS. Yet the potential market for ORS sachets is impressive. If ORS were used for even half of all diarrhea episodes, to prevent dehydration as well as to treat it, there would be an enormous requirement for ORS production and distribution world-

wide. The collaboration of public health agencies and private commercial companies can make ORS accessible to all people.

Use of drugs in diarrhea

In the majority of diarrheal cases drugs are useless and can be fatal to infants. Antimicrobials may help in some infections such as cholera, dysentery, giardiasis and amebiasis, but these cases are in the minority. One of the major causes of persistent diarrhea is the use of antibiotics. Antibiotics wipe out all the flora in the intestines, both useful and harmful. Elimination of intestinal flora results in the reduced ability to absorb liquid, resulting in greater volumes of liquid leaving the body. Of even greater concern is the use of agents which reduce intestinal motility, commonly referred to as antidiarrheals. In small children the use of these agents can cause death from intestinal obstruction. Intestinal adsorbents, such as kaolin, pectin or charcoal, change the character of the stool. Though the use of adsorbents is not directly harmful, the danger in recommending their use is that the caretaker may feel that he or she has adequately treated the diarrhea by giving the "medicine", and therefore does not need to administer life-saving ORT.

How can manufacturers help in this ORT effort?

1) Improve distribution of ORS.

ORS manufacturers and marketers can work to increase the supply of ORS, particularly by expanding ORS distribution to groups difficult for governments to reach, such as rural populations.

Competing brands of ORS can reach different segments of the population. This allows market forces to position competing products to reach the broadest spectrum of consumers.

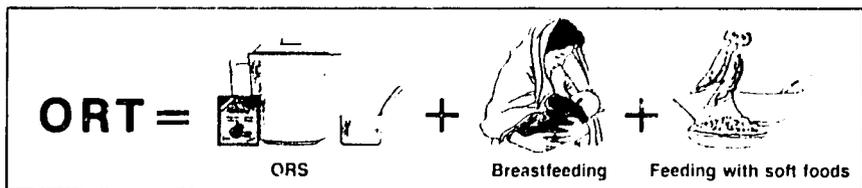
2) Advocate proper diarrhea treatment.

Increased emphasis on sufficient volumes of fluid and food during diarrhea is needed. ORS manufacturers can develop well-designed communication materials that pictorially and textually include information about breastfeeding and feeding as well as guidelines on when the mother should bring the child to a health facility. Administering adequate amounts of fluid, whether ORS or another liquid available in the home, is crucial for preventing dehydration. In cases where dehydration is already



For dehydration caused by diarrhoea, fluid therapy is the first and the only effective treatment.²

In all cases of diarrhoea, the rapid and complete replacement of water and electrolyte loss and continued Breastfeeding/Feeding with soft foods is of vital importance.¹



- Prevents Dehydration
- Prevents Malnutrition
- Corrects Dehydration
- Reduces Child Mortality

Searle Pakistan's example of correct promotion of ORT.

present, ORS specifically is the best fluid to give, and must be given in sufficient amounts for rehydration to occur as quickly as possible. Breastfeeding and feeding are very important because diarrhea is a nutritional disease. Lack of food not only leads to malnutrition but prolongs the diarrheal episode as well. Food enables the body to reabsorb secreted fluids that otherwise would leave the body.

The ORS manufacturer can also play a role in educating the mother or the child's caretaker. Educational activities must accompany the provision of ORS packets. Neither mothers nor the best trained health practitioners can predict in advance which children suffering from diarrhea will go on to become dehydrated. Mothers need to be convinced of the necessity of treating all diarrheal episodes as potentially dehydrating, and to start giving ORS or other home available fluids as soon as the diarrhea begins. Information should also be included that instructs mothers how to recognize the signs and symptoms of dehydration, so that they can give the best possible treatment to the dehydrated child. ORS manufacturers can emphasize this informa-



tion in promotional materials, materials for practitioners to give mothers, and by providing training in educational techniques to practitioners and dispensers.

3) Promote correct mixing of ORS.

Correct mixing of ORS is also very important. Errors in mixing such as using too little water can result in solutions that are actually dangerous to the children who drink them. Providing the salts in pre-measured sachets helps in avoiding incorrect mixing, but

illustration of correct container size and correct fluid measurements remains crucial. Pre-mixed solutions eliminate the problem of errors in mixing entirely, but only a few people who suffer from diarrhea can afford bottled, pre-mixed solutions. Commercial firms can help substantially by identifying which containers are widely used and available in countries and then promoting use of the containers of proper size which hold the right amount of liquid. Properly labelled sachets and effective pictorial

leaflets distributed with sachets can help mothers select the proper container and measure the correct amount of water.

4) Reach private physicians and other influential health providers.

Pharmaceutical detailers often interact with private doctors and other health practitioners that public health institutions do not reach. Companies have different marketing strengths. Some excel at targeting physicians, nurses, and other paramedics, while others are best at reaching pharmacists and shopkeepers. When adequately trained in correct diarrhea treatment, the detailers can influence health providers' behavior, and thereby contribute to improving correct case management and increasing the numbers of practitioners using ORT.

5) Provide ORS at an affordable yet profitable price.

In a commercial market, market segmentation and product differentiation can make ORS available to groups with different purchasing power. Bottled, pre-mixed ORS can be targeted at urban and upper-income groups while lower-priced sachets can be produced to

satisfy the needs of lower-income, rural and remote populations. Each of these product forms should be priced according to the consumer's ability to pay while allowing manufacturers to make a profit that allows them to supply ORS to the different market segments.

6) Join public sector efforts to combat diarrheal diseases.

Through improved communication with the public sector, ORS manufacturers can obtain the support of national CDD programs. This support will help create a favorable environment for relaxing regulatory restrictions concerning ORS. The government can make the market more favorable for ORS products by banning the antidiarrheals from their Ministry of Health drug lists. In addition, companies can build alliances with government health education units to increase awareness and demand for ORS. Companies can convert the generic public sector promotion of ORT/ORS to brand awareness for commercially distributed ORS.

Following an animated discussion of the public health perspectives, participants moved into ways of

applying marketing approaches and techniques to ORS. The following section explains the differences between commercial and social marketing and provides the elements of a successful social marketing strategy for ORS.

MESSAGES ON DIARRHOEA

Diarrhoea causes loss of water and salts from the body. A child who has diarrhoea can die if the water and salts are not put back into his body.

THE BEST SOLUTION FOR REPLACING THIS LOSS IS O.R.S.



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Turning Public Health Goals into Business Options

Social Marketing for the ORS Marketer

Social marketing is the use of marketing techniques developed by the private sector to achieve public sector goals.¹ Commercial and social marketing are alike in many ways: Both are customer-oriented; both attempt to affect the behavior of audiences who prescribe, sell or use the offered product or service; and both use the same methodological approach. Just as with any commercial marketing strategy, a good social

marketing strategy requires each step to be carefully planned. An effective strategy in both categories is based on and responsive to information derived from **market research**. Both also utilize classic marketing techniques, such as **market segmentation**.

Although the techniques are the same, social marketing objectives differ from commercial marketing objectives in one important way.

While commercial marketing focuses on profits to the company, social marketing holds achievement of a public health objective as its highest goal. Therefore social marketing, while it should benefit the commercial company, aims to benefit society in general.

“In a sense we are agents for social change, not just agents for commercial change.”

As a single, accessible therapy, ORT can save scores of lives from dehydration, and ORS, the packaged formula containing the necessary ingredients for rehydration, lends itself to social marketing involvement. Strategy development for commercial marketing and social marketing requires a coordinated approach to the **“Six P’s” of the marketing mix: Product, Price, Place, Promotion, Politics, and Public Relations.**

A first-rate social marketing strategy designed specifically for ORS contains most, if not all, of the following elements:



Discussing social marketing.

¹ Social marketing is sometimes interpreted as subsidization of low-profit commercial enterprises by the government or donor agencies, but this interpretation was not discussed at the workshop, nor is it presented here. Instead we focus on social marketing as classic marketing with a social dimension, a sustainable venture which can benefit the commercial company and need not require constant inputs from governments or donor agencies.

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Product

- A quality product is produced by following good manufacturing practices (GMP).
- WHO guidelines are followed for composition of the ORS product.
- Product presentation is attractive to the target consumers.

Price

- The ORS product(s) are affordable to the target audience(s).

Place

- The ORS product(s) are distributed widely, including rural areas.

Promotion

- The ORT concept and its benefits to the consumer are stressed:
ORT = fluids (including ORS) + breastfeeding + food.
- Clear information is provided about correct mixing of ORS.
- The target audience is educated on the optimum use of the ORS product.

- The strategy reflects familiarity with sensitive public health issues relating to ORS, thereby avoiding mistakes such as co-promoting ORS with antidiarrheals or with infant formula.

Politics

- Collaboration with public sector agencies is encouraged to coordinate promotions with the national health priorities regarding ORT and diarrhea treatment.

Public Relations

- Service to the community is publicized, in order to reflect positively on the company's image.

How can an ORS marketer do social marketing? Examples from E. Merck (India) and Woodward (Pakistan) are presented in this document. E. Merck directed its campaign at rural doctors in the villages of India, championing breastfeeding and child well-being. In contrast, Woodward, capitalizing on rural marketing opportunities, conducted two distinct campaigns directed at different groups. Another company, Searle (Pakistan), worked to increase accep-

“Good corporate citizenship is one of the very important objectives of any chief executive. The public relation benefits that you get out of this are a very pleasant surprise in terms of our relations with the government and with doctors”

—Haider Karrar

tance of ORT in Pakistan, as evidenced by its production of a booklet entitled “A Commitment to Oral Rehydration Therapy in Pakistan” which was distributed to policy-makers and leading physicians.

The first step in developing a strategy for social marketing — estimating the size of the ORS market — is discussed in the following section.

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How Large is the ORS Market?

A sound ORS marketing program will start with a careful quantitative and qualitative analysis of the market demand for ORS. An attractive ORS market is the main economic justification for an organization's involvement.

Many companies limit their market possibilities to the actual sales of their ORS products and those of competitors. The actual sales market is usually the benchmark against which too many marketers set their marketing objectives. If one includes *potential* sales, however, then the possible profit to be gained by ORS expands substantially. While the actual market can be measured easily through trade audits, calculating the potential market is more complex since it

involves the concept of consumers' needs.

How to quantify the ORS market and the unmet needs? PRITECH defines the ORS market as sales to actual and potential ORS consumers, using an 11-step formula that combines demographic, epidemio-

logical, and sales data to determine the potential ORS market in units. This methodology shows that a large untapped ORS market exists in most countries. PRITECH recommends that interested parties use this methodology to determine the ORS market potential as illustrated in the following table.

“What is ironic here is that the four companies [producing ORS in the Philippines] are concentrating their promotional efforts on the urban area. Therefore, the consumers in the rural areas are underserved by us. After this workshop we have made a decision to go rural”

—Manuel Salazar
Marketing Director
Pascual Laboratories

TABLE 1*How to Estimate the Potential ORS Market*

Steps	Calculate	Data	Source of Data	Example
1		Population under five years of age	Census figures	5 million
2	X	Average number of diarrheal episodes per child per year	Epidemiological data from the Ministry CDD Program	4 episodes
3	=	Total diarrhea in one year among children under five		20 million
4	X	Minimum number of ORS sachets required per diarrheal episode	CDD National Policy	2 sachets (based on 1 liter sachet)
5	=	Total sachets required		40 million
6	X	% national coverage by the commercial sector	Ministry, trade publications	60%
7	=	Theoretical market in commercial sector		24 million
8	-	Total ORS sachets available in commercial sector	Trade publications, ORS producers, importers, distributors	8 million
9	=	Total ORS sachets still needed in system (ORS deficit) per year		16 million
10	X	Factor representing the percentage of your company's penetration of the target market	Market research, trade audits	70%
11	=	Your potential ORS market		11.2 million

Your potential ORS market figure will serve as the baseline against which you will set your sales objectives (and budget) over a period of time (i.e. 20% the first year, 40% the second year, 50% the third year, and so on) according to the market segment(s) you target.

Rural Marketing: Tailoring the Marketing Mix

Market segmentation consists of dividing the total market for ORS into several sub-markets or segments, according to shared characteristics. A consumer-oriented company's market consists of consumers who differ in countless ways, including their needs, desires, income, geographical location, buying behaviors, age, and level of education. Any of these variables, alone or in combination, can be used to segment a market.

After segmentation, the ORS marketer selects the market segment(s) most attractive to the organization and then tailors the marketing mix to the target market(s). The ORS marketer should find it worthwhile to customize the product to satisfy the needs of the consumer in the targeted market(s). Thus an ORS marketer might take the same ORS product and use different prices, advertising and distribution channels to appeal to different segments of the market.

At the workshop, Glaxo (Sri Lanka) and Abbott (Indonesia) presented case studies which stimulated group discussions about market segmentation strategies. They identified three stages in the process of effective target marketing:

1. Identification of market segment opportunities using geographic, demographic, socio-economic and educational indicators.

2. Selection of market segments according to:

- attractiveness in terms of market homogeneity and competitors;
- the organization's resources and strengths in terms of manpower, money and material;
- product portfolio.

3. Development of positioning and marketing mix.

The group discussed at length the high potential of the rural market segment, which is often overlooked by traditional pharmaceutical companies. In 1989, 75 percent of all people in developing countries lived in rural areas.¹ Governments often cannot spend their limited funds reaching all rural people with health services and products. In contrast, private sector companies are more likely to have organized distribution channels which allow consistent delivery of their products to rural populations.

For the company interested in expanding to the largely untapped rural population, many creative

options exist. At first glance the cost of reaching consumers in each remote, isolated village seems prohibitively expensive, particularly if one uses mass media.

Community-based promotions seek to leverage existing distribution networks to create entertaining

Intelligent targeting and planning reduces the cost of reaching rural populations by taking advantage of community-based promotions and by focusing on key influential groups

events involving the targeted consumer within his or her community. Two groups who exert considerable influence over rural consumers, yet who are often overlooked, are **rural doctors** and **rural retailers**. Two companies, E. Merck (India) and Woodward (Pakistan), have developed effective strategies for reaching rural populations in their respective environments.

¹ World Bank. *World Development Report 1991*. New York: Oxford University Press, p. 264.

Reaching Rural Doctors in India

Abraham Verghese, General Manager, Pharmaceuticals, at E. Merck (India), described the situation in India that prompted E. Merck to enter the ORS market:

In the 1980s E. Merck decided to undertake a promotional effort specifically designed with social responsibility in mind. As a successful company, E. Merck could afford to act for India's well-being, without product profitability being the overriding concern. The company knew that approximately 10 percent of newborns in India die from diarrhea and 60-70 percent of diarrheal deaths are due to dehydration, so they decided to enter the diarrheal disease market.

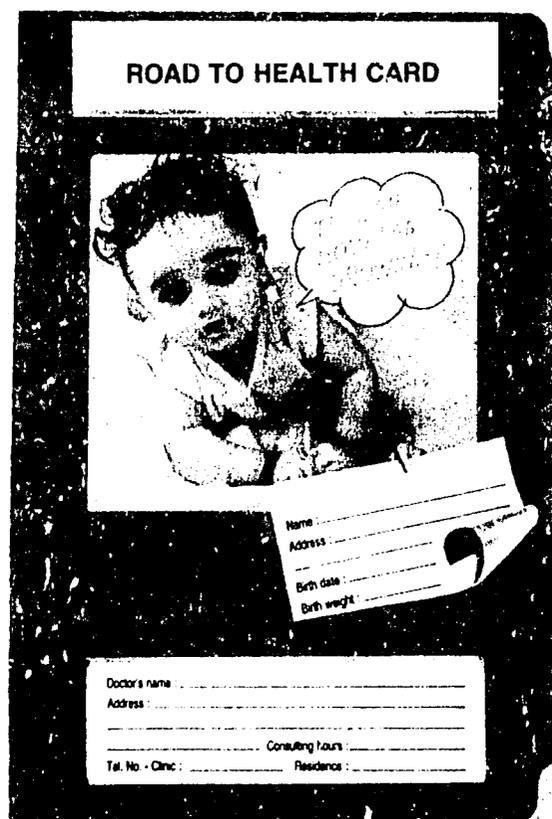
In 1988 the ORS market in India was crowded, with over 50 different ORS preparations available. However, one company, FDC Ltd, the ORS pioneer, held an overwhelmingly dominant position, commanding 90 percent of the market. There were no serious competitors in their stronghold, which was the traditional urban pharmacy market. Although FDC controlled almost all of the existing market, E. Merck noticed that there was a huge potential market that was barely being served at all: the rural market. Seventy-three percent of India's population lives in rural areas.

"India lives in its villages."

E. Merck analyzed the rural situation and noticed several important difficulties. First, India's large geographical area causes constraints in distribution. Second, low literacy rates lead to constraints in communication. Finally, low economic status leads to constraints in how much consumers can pay. By marketing a low-cost ORS, utilizing E. Merck's well-developed distribution channels and focusing the promotion on the group it knew best — physicians and pharmacists — E. Merck saw that not only could it expand the overall ORS market but it would also serve public health needs, which was its primary goal.

In 1988, therefore, E. Merck launched its ORS product, called Electrobion, which conformed to WHO guidelines for ORS composition. E. Merck made Electrobion widely available throughout its distribution channels in India but focused promotional efforts on the rural Indian market.

In developing its promotion strategy for Electrobion, the company's management saw an opportunity to motivate its sales representatives and to allow them to play a more interesting and



prestigious role than the typical sales role. E. Merck found out that, throughout India, each district had a district health officer who held monthly meetings for all rural physicians working within that district. E. Merck encouraged its sales representatives to attend these monthly meetings and help organize educational sessions on specific health topics, such as ORT, which are related to the company's product line. The company provided an incentive by reimbursing generously for transportation costs and offering other special allowances.



At the meetings, sales representatives gave presentations on ORS and diarrhea; distributed literature and samples of Electrobion and other E. Merck products; provided value-added information such as cards outlining the symptoms of diarrhea and child growth charts, and demonstrated correct ORS preparation. Afterwards the sales representatives followed up with personal letters on company letterhead to the rural doctors who had attended the meeting. Involvement in these meetings achieved two useful objectives

- the sales representatives gained the motivation as well as the prestige that goes with managing a useful project and being received as an equal by physicians; and
- by attending and presenting at the monthly meetings, the sales representatives made cost-effective use of their time, as they did not have to travel to every village, or visit each doctor individually, in order to promote Electrobion successfully.

To round out the promotion E. Merck created some consumer "pull" by printing posters which promoted messages concerning diarrhea in 14 local languages. Related messages, such as the importance of continued breastfeeding during diarrheal episodes, were also promoted.

Slogans such as **"ORS is from science, breastmilk is from nature"** proved very popular. Sales representatives also distributed signs saying "WHO ORS formula available here" to dispensing doctors and pharmacists, and leaflets that describe the correct preparation of ORS to consumers.

The results of the promotion were impressive. By 1991 E. Merck

ranked second in ORS sales. The company also made a genuine contribution to improved social well-being by expanding the ORS market to include the rural consumer. And, although the cost just about broke even with the profits, **the "intangible benefits" of improved company image, morale and motivation of sales representatives added greatly to the value of its ORS product.**

Table 2

Benefits of Rural Marketing

- The rural market is more permeable to a marketing effort and less competitive than the urban market.
 - It favors point-of-sale promotions which are effective yet not as expensive as mass media promotions.
 - The targeted rural physicians and shopkeepers become enthusiastic about ORS, thereby adding credibility to ORS from the rural consumer's point of view.
 - Sales people and distributors assume a prominent role in organizing creative promotions, which improves their self-esteem, motivation and sales / distribution performance.
 - The field force develops valuable organizational skills.
 - By expanding the company's distribution network into rural areas, the company's other product lines benefit.
 - Involvement of community leadership hastens the rural consumer's acceptance of the project.
 - ORS becomes more readily accessible to the rural population.
-

Targeting Rural Retailers in Pakistan

Saifullah Khan, Marketing Manager at W. Woodward Pakistan (Private) Ltd., discussed the distribution and promotional strategies developed to launch ORS in rural areas:

Capitalizing on its experience in social marketing of contraceptives, Woodward entered the ORS market to strengthen its pediatric over-the-counter product line. Its market analysis raised several important considerations: 68 percent of Pakistan's population live in rural areas. Almost all of Pakistan's 16,000 pharmacies are located in urban centers while there are over 160,000 general stores, most of which are located in rural areas. Though ORS distribution and promotion has been deregulated since 1989 and was no longer restricted to sale in pharmacies, only 10 percent of general stores throughout the country sold ORS. Apparently ORS was still perceived as a pharmacy product, and was not distributed to rural areas, where pharmacies are scarce.

Woodward's strategy focused on developing the large, untapped, rural market, leveraging its well-established distribution channels to



Retailers examine Woodward's promotional materials.

the general stores. **The rural marketing strategy explored distribution and sales-driven activities for the “push,” and community-based activities and in-store promotion for the “pull” as alternatives to mass media.** The implementation of the strategy relied heavily on the capacity of the sales force to mobilize the resources of the distributors who, in turn, targeted rural retailers.

A key element in the distribution strategy was to enlist the support of

rural retailers through a program of short educational seminars on the benefits of ORT and ORS. The sales representatives and distributors worked closely to develop an action plan which targeted shopkeepers, and which also involved influential community leaders, physicians, religious leaders and schoolmasters. For each seminar the distributors identified 10-15 shopkeepers who sold Woodward's ORS within the distributor's region. A physician of good local repute conducted the training,

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A key element in the distribution strategy was to enlist the support of rural retailers through a program of short educational seminars on the benefits of ORT and ORS

which consisted of presentations about diarrhea, dehydration, ORT, and ORS. A local pharmacist (if any) was present to endorse the seminar and act as a "resource person." The seminar was held at a local school or in a community building.

Sales representatives distributed educational materials such as ORS training leaflets printed in the local languages, and displayed point-of-sale materials, including posters, mobiles and display cartons. The organizers presented the shopkeepers with certificates that testified to their successful completion of the training in ORT. At the end of the seminar the organizers passed out order forms to the shopkeepers. Orders for ORS taken at the first seminar more

than recovered all the costs of the seminar.

Woodward obtained benefits from the training in addition to meeting the objectives for ORS promotion. Physicians, who played a central role in the training program, became interested in and more knowledgeable about ORS and ORT, which motivated them to advocate ORT. The retailers and pharmacists were educated and motivated to sell ORS, particularly Woodward's ORS. In addition, Woodward helped relay accurate information on the correct treat-

ment of diarrhea to the community. The training motivated the salesperson and the distributor, who enjoyed the opportunity to exercise skills that extended beyond their daily sales routine. Moreover, the effort was highly cost-effective for Woodward, which only paid for materials. The distributor covered all local expenses related to organizing the activity and provided the refreshments. Finally, the activity achieved its initial objective and increased the market for Woodward's ORS by expanding the reach of ORS to the rural community.

WOODWARD'S
140
YEARS OF CHILD CARE

RETAILERS TRAINING PROGRAMME

This Certificate is awarded to

M/s _____

in appreciation of successful participation in the training session on ORT

Marketing Manager

Managing Director

date: _____



Table 3
Enlisting Shopkeeper Support

How to promote to shopkeepers:

- Reach shopkeepers by broadening the distribution set-up; appoint new distributors who work outside the pharmacy market.
- Train the company salespeople and distributors on selling techniques to use outside the pharmacy market.
- Tie ORS to a fast moving product (e.g. soap).
- Provide tools such as educational leaflets, posters, and point-of-sale materials.

- Organize a display contest among shopkeepers.
- Provide recognition to the shopkeepers, such as continuing publicity to the display contest winners.
- Hold a seminar for shopkeepers to introduce the concepts of ORS and ORS and to launch the product.
- Award shopkeepers certificates for attending the seminar.
- Provide incentives for purchase, such as free goods or bonuses.

What motivates shopkeepers:

1. Profits: Encourage maximum profit through incentives and price discounts. Generate optimal demand through promotional support.

2. Social responsibility: Provide training and education to help shopkeepers play a useful role in the community. Prepare promotional materials that illustrate the service provided to the community in selling ORS.

3. Recognition: Organize a display contest among shopkeepers, award prizes, and publicize the winner. This will create recognition in the local community of the winner and may stimulate competition among shopkeepers to win the next ORS contest.

Community Health Promotions in Pakistan

Saifullah Khan of Woodward (Pakistan) also presented an illustration of an effective ORS promotion which used a creative alternative to mass media:

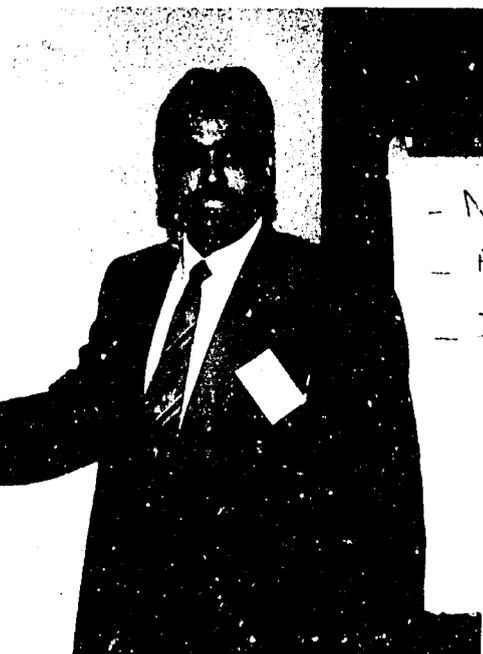
Baby Health Show

A baby health show is a local, healthy child contest where children between 6 months and 3 years of age are assessed for general health. The baby health show, intended to educate mothers about child care, is *not* a beauty contest. The company's aim is to highlight Woodward's corporate image as the Baby Health Care company, and to promote Woodward's ORS. In the process, the company provides an entertaining forum for the promotion of child health and creates strong ties between Woodward's sales representatives, distributors and local influential persons.

The Woodward sales representative and the local distributor jointly developed an action plan to prepare for the event and divide the responsibilities. Together they created a baby health committee. Woodward provided posters, banners, handbills and pamphlets. The distributor organized the distribution of the printed items in public places such as the market,

Saifullah Khan explains rural marketing.

general retail outlets and doctors' clinics. The distributor also identified a local school as the site for the Baby Health Show and ORS Mixing Competition. The distributor and sales representative then obtained the necessary permits or licenses for use of the public space for this event. By holding the event in a school auditorium or gymnasium, Woodward involved the teachers and headmasters of that school as well as the schoolchildren, who provided entertainment by performing plays during the event.



“Over fifty shows have been held during the past six years, with enthusiastic response from doctors, local officials, distributors, mothers, students, school staff and Woodward sales representatives”

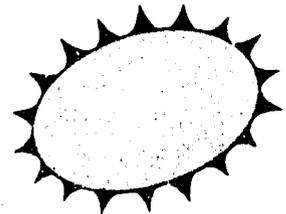
To prepare for the event, local health officials or doctors obtained children's names and their immunization and nutritional status in advance. The sales representative coordinated doctors' participation who then served on the judges' panel during the competition. For publicity mileage, the sales representative took plenty of photographs at the event. Often the media printed photos and wrote descriptions of the event for free as a news item.

At the beginning of the health show, a government minister gave a prepared speech about child health. A prominent local doctor delivered the keynote speech on topics such as the importance of immunization, breastfeeding, contraception, child spacing, and the treatment of dehydration caused by diarrhea with ORT. Volunteer doctors selected three babies as winners from each of three age groups, according to the age/weight chart, immunization schedule and appearance. Prizes, donated by Woodward, were awarded to the winning children.

WOODWARD'S



دست اورسٹو کے برائے بچوں کے لیے
 سوشل میڈیاٹ ORAL REHYDRATION SALT



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ORS Mixing Competition

For the **ORS Mixing Competition**, three groups of mothers were invited onto the stage, where all necessary items for the preparation of ORS were already laid out. After a mother prepared the ORS, a doctor reviewed the results and discussed with the audience what was done correctly, what was done incorrectly and what had been forgotten. The judging panel looked at whether the mother washed her hands before beginning preparation of the ORS; whether she cleaned the utensils; if she measured the ORS correctly; whether she mentioned when to begin administering ORS; and whether she mentioned the importance of continuing breastfeeding and nutrition. Winners of the ORS Mixing Competition were awarded prizes and certificates.

In addition to these activities, the sales representative distributed booklets on child care issues. The booklets indirectly promoted Woodward's products by highlighting health issues that can be treated using their products.

The Baby Health Show and ORS Mixing Competition have met with

Table 4
Benefits of Community-Based Promotions

- Involvement of community leadership, physicians and the general population in the promotion.
 - Exciting, high-profile activity for sales representatives and distributors.
 - High publicity for Woodward at low cost (printing materials and gifts only).
 - Free publicity from newspaper reporting about the event.
 - Community awareness heightened about Woodward's ORS, its correct preparation and use.
 - Promotion of collaboration between government health services, the school system, non-governmental organizations and the mass media.
 - Community understanding of children's health issues reinforced.
 - Quick take-off of Woodward's ORS sales.
-

remarkable success. Over fifty shows have been held during the past six years, with enthusiastic response from everyone involved, including participating doctors, local officials, distributors, Woodward sales representatives, the mothers, students, and school staff. The health shows had several useful results. First they provided entertainment for the community.

Second, closer ties were forged between Woodward's management, sales representatives and distributors. Finally, ORS and ORT gained prestige by the public endorsement of physicians and local officials. Most important, Woodward achieved its primary objectives, to promote Woodward's ORS and become known as the Baby Health Care company.

The "Cracked Doll" Campaign: Using Mass Media

Euliza De Mesa, Product Manager, Ross Division at Abbott Laboratories (Philippines), discussed how Abbott used the mass media in Philippines to expand the market for their ORS product Pedialyte:

Pedialyte is a liquid ORS which costs much more than the powder presentation and therefore has been aimed at the high-income market. Pedialyte in the Philippines is marketed in two concentrations, one of which follows WHO guidelines and is used for treatment of dehydration, and a low sodium concentration which is promoted for the prevention of dehydration. Until 1988 Abbott relied exclu-

Abbott wanted to expand its platform of ORS users and enter the large self-medication or "home remedy" market

sively on pharmacists and doctors to recommend and prescribe Pedialyte. Though already the market leader in ORS, Abbott wanted to expand its platform of ORS users and enter the large self-medication or "home remedy" market.

The objective Abbott set for the campaign was to expand the market to the "home remedy" category through the use of the mass media. Abbott took advantage of the ORT public education campaign conducted by the Ministry of Health to convert generic consumer awareness of ORT into demand for Pedialyte.

Abbott targeted young, educated, working mothers in the highest income categories. The media mix consisted of print media, including newspapers and women's magazines, and television with advertising bought for prime time spots, during family shows. **The advertisements' impact was made by the creative, hard-hitting images Abbott used to dramatize the dangers of dehydration.** One series, called the "Cracked Doll" campaign, used images of a doll whose face was cracked and broken, with the accompanying text discussing what happens to children suffering from diarrhea-related dehydration.

CHILDREN DIE FROM DIARRHEA DUE TO DEHYDRATION.

The clear solution is Pedialyte.

- Every parent should know that a child could die from dehydration as a result of diarrhea. In fact 1,100 children die daily worldwide that you can save your child. When your child has diarrhea, give him the doctor's solution in dehydration: Oral Rehydration Salts Pedialyte. It is convenient, ready to use in a easy bottle.
- In bottle administration it is clean and safe and there are no chances to add various hydration needs, so-called.
- Fruit Flavors for better patient acceptance. It unbranded.
- Pedialyte - It could mean the life of your child.

Oral Rehydration Salts
Pedialyte
Mega Potassium Dehydration

Pedialyte is not a diet. Pedialyte Fruit Flavors for always more drinkability. Pedialyte 10 for adults to avoid dehydration.

Abbott continued to promote the doctor's role by recommending in their advertisements that consumers consult their doctors and their local health centers for advice about the treatment of diarrhea.

Abbott finished the promotion with a renewed awareness about the doctor's role in the consumer's choice of ORS, and with greater understanding of the impact of media promotions to consumers.

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Allies in ORS Marketing: Everyone Wins

Haider Karrar, General Manager and Director at Searle (Pakistan), talked about the value of collaboration between the private and the public sector, and among private sector companies:

There are many reasons why a private company benefits from including the public sector or other private companies as *allies* in its marketing plans. **Most important, collaboration between the private and public sectors may inspire private sector companies to take public health goals and turn them into workable business options, which is the essence of social marketing.** In addition, corporate image and credibility are improved in the eyes of the government, top physicians and, ultimately, the public.

Benefits of an ORS Marketers Organization

Collaboration between and among public agencies and private companies can be a very powerful tool for achieving public health goals such as improving availability of ORS and disseminating ORT education messages. One way to collaborate

is for ORS marketers and producers to form an ORS marketers' organization. Such an organization, based on shared interests, is much more powerful than one company operating alone; it can negotiate more effectively with public health organizations and governments. In addition, companies can benefit from each other by utilizing one company's unused manufacturing capacity to produce ORS for another company with limited production capacity. Companies also benefit by collaborating on promotion, thereby improving overall ORS market penetration.

Public health agencies also benefit when private sector companies form organizations. Companies that belong to organizations are easier to reach with information on health policies and concerns than are individual companies. In fact, educating several companies one by one is often prohibitively time consuming for the public health educator. Therefore, through participation in an ORS marketers' organization an ORS marketer can learn about state-of-the-art information, such as the necessity of including food and breastfeeding messages in any ORS promotion.



“One of the big challenges I faced in my life was to turn health objectives into business opportunities. While you are doing your normal business activity, an important national goal is being achieved”

— Haider Karrar
General Manager and Director
Searle (Pakistan)

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Benefits from Collaboration

Discussions with government for appropriate deregulation of particular items can be of enormous financial benefit to a company. In Pakistan, ORS producers and international health organizations worked together to eliminate barriers to the expansion of ORS marketing. PRITECH encouraged ORS producers to request a rebate on the government import duty placed on foil, which is the preferred packaging for ORS powder and the most expensive raw material used in the ORS production process. In addition, the Pakistani government lifted the restriction on selling ORS as a pharmaceutical product, thereby enabling it to be sold in general stores throughout the country rather than just in pharmacies, which are located mainly in urban areas.

These gains, which in many cases turned ORS into a profitable product, would not have been achieved if Pakistani ORS marketers were not willing to work together and with the government. By joining forces with other

companies, and receiving endorsement by influential organizations such as UNICEF and PRITECH, ORS was delisted, and a rebate on the purchase of foil was obtained as well.

Table 5

Enhance the Potential of Your ORS

- Identify a national objective that is clearly related to your ORS or another product or service you provide. Recast the national objective as a business opportunity, around which you will center a promotion strategy for you ORS.
 - Improve ORS product appeal by promoting breastfeeding and feeding along with your ORS. Research shows that ORS, when combined with breastfeeding and feeding, can help reduce stool output and duration of diarrhea.
 - Assign a monetary value to the public relations benefits you achieve from the exercises listed above. The added value will probably justify devoting corporate time, money and energy to ORS or any socially beneficial product or service.
 - Forge ties between your company and other ORS marketers and the government. Improved communication between these groups may improve your corporate image and facilitate efforts to improve the regulatory climate towards your ORS.
-

Who Benefits from Expanding ORS Marketing?

The companies who attended the workshop benefit from:

- Expert technical guidance from PRITECH marketing specialists regarding expansion of ORS marketing.
- Heightened sense of common interest and collaboration with fellow ORS marketers, instead of competition.
- Shared knowledge about effective and creative ways to boost ORS demand.
- Increased understanding about the importance of the correct promotion of ORS, and how to implement it in the marketplace.

- Establishment of a network for continued exchange of ideas, advice, and assistance.
- Intangible benefits through increased commitment to ORS, such as enhanced corporate image and the opportunity to demonstrate social responsibility.

All ORS producing companies can also benefit since:

PRITECH believes that companies who are committed to promoting their ORS product in an aggressive yet responsible and ethical manner will gain the following advantages:

- ORS sales vastly increased.

- Improved corporate image.
- Improved relations with government and public health agencies.
- Possibility of relaxed government climate vis-à-vis restrictive regulations on ORS.
- Opportunity to show social responsibility by serving the community most in need.

The public sector will benefit because:

The only way to reach the World Health Organization's public health targets of 80 percent use by the year 2000 for ORT and overall diarrhea case management is to enlist the support and active participation of commercial companies. Companies have a major interest in ensuring that their processes of distribution and promotion are successful, and measure success in concrete terms such as changed behavior. Collaboration with the commercial sector can result in:

- A cost-effective and sustainable method to increase ORS availability.
- An effective method for spreading correct health education messages.
- Another avenue for increasing community awareness and use of ORS and ORT.



Table 6

What Can the ORS Marketer Do Now?

- Develop a tight, well-structured marketing plan for the ORS product.
 - Ensure that the ORS product conforms to standards as defined by WHO for good manufacturing practices and ORS composition.
 - Make sure messages recommending continued breastfeeding are included in the promotion strategy and represented on all promotional materials, including ORS sachets.
 - Remove from ORS sachets and promotional materials any message or illustration promoting infant formula or bottle-feeding, as they detract from breastfeeding.
 - Cease selling antidiarrheals, especially for children.
 - Expand availability of ORS sachets to the population most in need of them, i.e. peri-urban (slums) and rural areas.
 - Seek partnerships with other players in the public sector, the private voluntary organizations, and the commercial sector.
 - Realize the potential that ORS has to benefit the community at large as well as the marketer's.
-

DIARRHOEA Impairs Nutrition

Continue Breast Feeding During Diarrhoea

Breast Milk

- Provides complete nutrition
- Helps to fight infection
- Helps earlier recovery
- Helps better weight gain

Your breast-feed is the best feed for your baby.



Important points regarding Breast Feeding

- Almost all mothers can breast feed successfully irrespective of the breast size and socio-economic status
- Mother's motivation is important
- Suckling is the best stimulus for secretion of breast milk
- Bottle feeding reduces the production of milk
- Breast feed helps you to get back to pre-pregnancy shape and weight

DO's

- Start suckling your baby soon after birth. The first yellow milk is very essential for your baby. It protects your baby from infection.
- Feed whenever the baby demands and feed till it is satisfied.
- Both you and baby should be in a comfortable position. Offer both the nipple and areola into the baby's mouth.
- Ensure regular good emptying of the breast as this leads to better milk production.

DONT's

- Do not give anything except breast milk during the first four months.
- Do not give bottle feed.
- Do not use soap on the nipple.
- Do not keep a gap of more than four hours between feeds.

ANNEX 1

List of Participating Companies

Dr. Subash Phaterpekar
Medical Division Head
Searle (India) Limited
Bombay INDIA

Mr. Abraham Verghese
Manager, Pharmaceutical Division
E. Merck (India) Limited
Bombay INDIA

Mr. Bob Hage
National Sales Manager
P. T. Abbott Indonesia
Jakarta INDONESIA

Dra. Ina Setiabudi
Director
P. T. Pharos
Jakarta INDONESIA

Mr. Zulkarnein Sjarief
Commercial Director
Indonesia Farma
Jakarta INDONESIA

Ms. Endang Suyarti
Product Manager
PT Kimia Farma
Jakarta INDONESIA

Dr. Julizar Tanzil
Production Director

Mr. Utomo Pusposuharto
Marketing Director
P. T. Prafa
Jakarta INDONESIA

Dr. Haider Karrar
General Manager and Director
Searle Pakistan Ltd.
Karachi PAKISTAN

Mr. Saifullah Khan
Marketing Manager
W. Woodward Pakistan Ltd.
Karachi PAKISTAN

Dr. Mohammad Mudassir Mirza
Product Development Manager
Wilson's Pharmaceuticals
Islamabad PAKISTAN

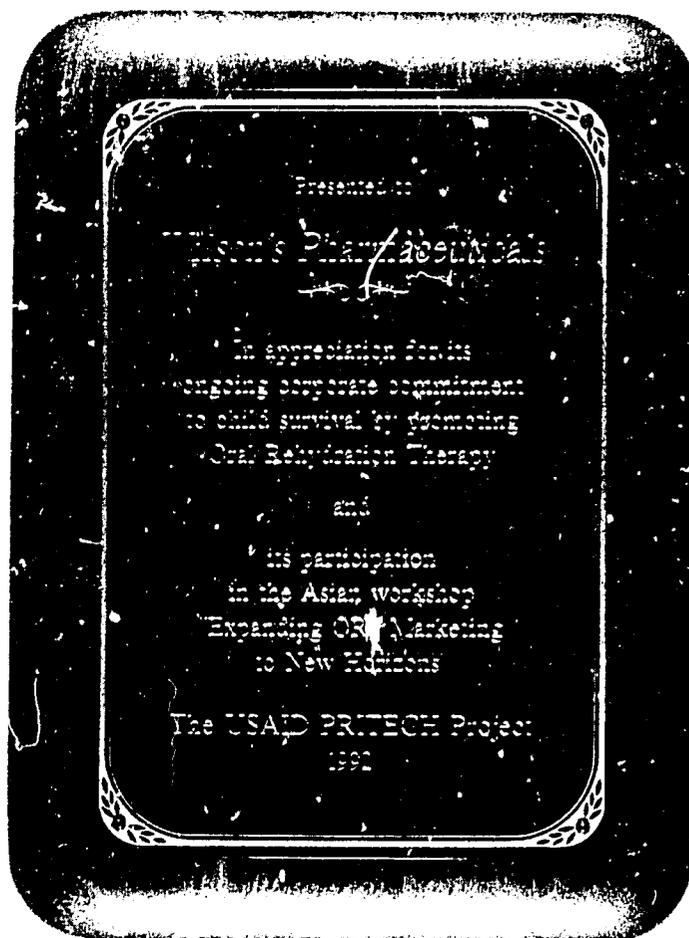
Ms. Euliza DeMesa
Product Manager
Abbott Laboratories
Manila PHILIPPINES

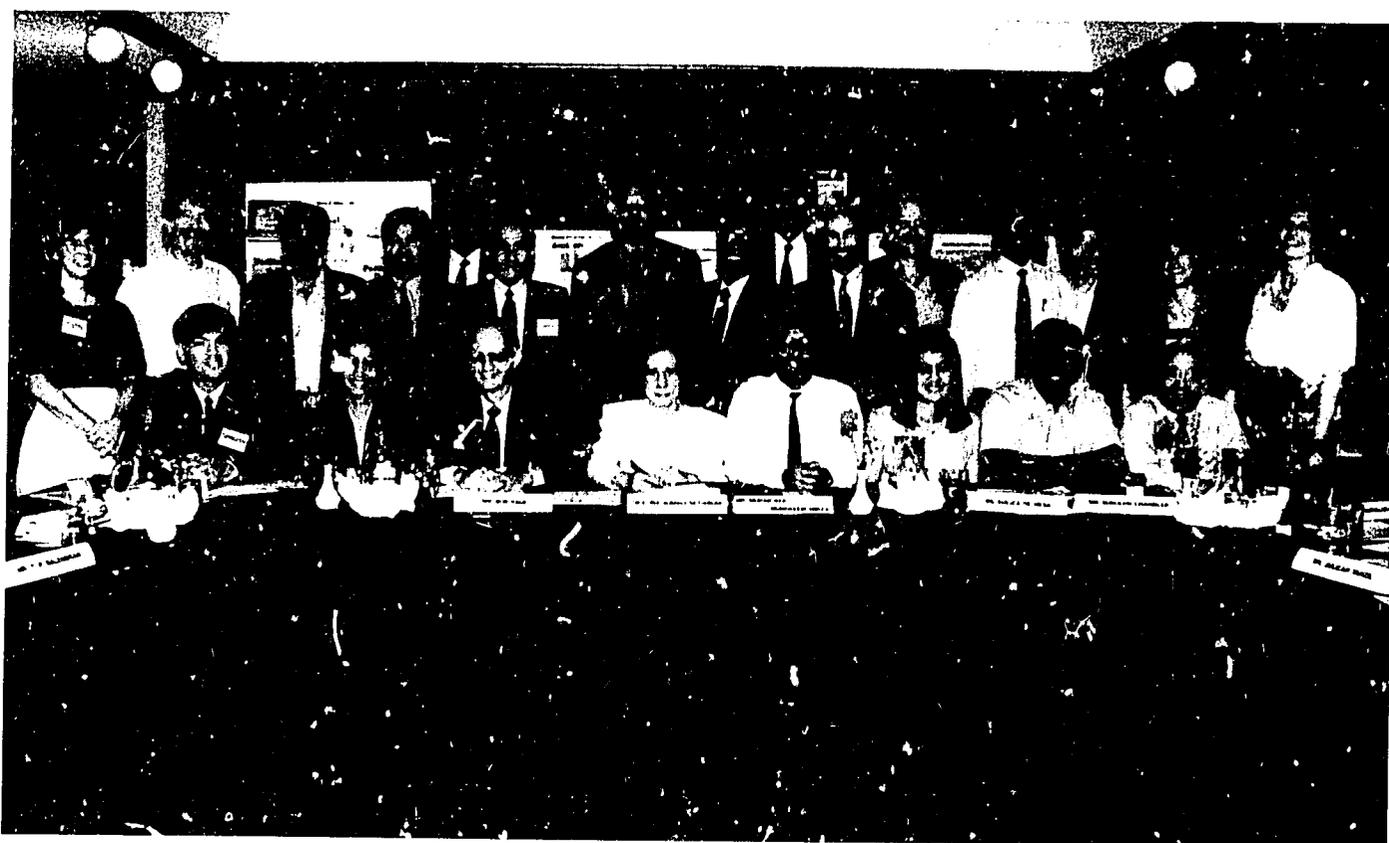
Mr. Augusto Narciso
Marketing Planning Manager
Rhône-Poulenc Rorer
Makati PHILIPPINES

Mr. Manuel Salazar
Marketing Director
Pascual Laboratories, Inc.
Quezon City PHILIPPINES

Mr. T.P. Balendran
Managing Director
Glaxo Ceylon Limited
Colombo SRI LANKA

Mr. Silpachai Leevirawong
Sales Administrator
Thai P.D. Chemicals Co., Ltd.
Bangkok THAILAND





Other Participants

Mr. Rudolph Chandler
Marketing Specialist
PRITECH
Arlington, Virginia USA

Dr. Robert Northrup
International Health Institute
Brown University
Providence, Rhode Island USA

Ms. Barbara Reese
Workshop Coordinator
Creative Associates International
Washington, DC USA

Mr. Steve Reimann
Workshop Facilitator
Management Sciences for Health
Boston, Massachusetts USA

Mr. Camille Saade
Workshop Leader
PRITECH
Arlington, Virginia USA

Ms. Lucia Ferraz-Tabor
PRITECH Country Representative
PRITECH/Indonesia
Jakarta INDONESIA

Ms. Holly Tucker
Workshop Reporter
PRITECH
Arlington, Virginia USA

Ms. Derry Velardi
Workshop Coordinator
Creative Associates International
Washington, DC USA

ANNEX 2

World Health Organization Guidelines for Oral Rehydration Products

The total substance concentration (including that contributed by glucose) should be within the range of **200-330** mmol/l.

The individual substance concentration of:

Glucose	should at least equal that of sodium, but should not exceed 111 mmol/l;
Sodium	should be within the range of 60-90 mmol/l;
Potassium	should be within the range of 15-25 mmol/l;
Citrate	should be within the range of 8-12 mmol/l, or bicarbonate in the range of 25-35 mmol/l;
Chloride	should be within the range of 50-80 mmol/l.

PRITECH has two other documents which will be of interest to the ORS marketer:

- A Practical Guide to Prepare an ORS Brand Plan
- Promotion Guidelines for Companies Introducing Cereal-based ORS Products

These documents may be ordered directly from PRITECH.