

**INTERNSHIP TRAINING**  
**AT**  
**CLEARPATH HEALTHCARE SERVICES PVT. LTD.**

**A STUDY TO FIND OUT THE RELATION BETWEEN CREATING AWARENESS  
OF A HEALTH CARE PRODUCT IN DELHI AND ITS SUBSEQUENT INCREASE  
IN SALES**

**BY**  
**DR. MEGHA SOOD**

**UNDER THE GUIDANCE OF**  
**DR. RADHIKA ADHOLEYA**

**POST GRADUATE DIPLOMA IN HOSPITAL AND HEALTH MANAGEMENT**  
**2012-2014**



**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH**  
**NEW DELHI**



HEALTHCARE SERVICES

Saudi Arabia | UAE | Netherlands | Germany | Belgium | Luxembourg | Russia | France | Jordan | Lebanon | Egypt | Syria  
South Africa | Uganda | Nigeria | Albania | Malaysia | Indonesia | Singapore | Sri Lanka | Australia | New Zealand

CERTIFICATE OF COMPLETION

The certificate is awarded to

Name Dr. Megha Sood

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

Title Management Trainee

and has successfully completed her Project on

Title of the Project

find out the relation between creating awareness about a  
healthcare product and its subsequent increase in sales.

Date 02/05/2014

from 1/02/2014 to 1/05/2014 i.e 3 months

Organisation Clearpath Healthcare Services Pvt. Ltd

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

We wish him/her all the best for future endeavors

Training & Development

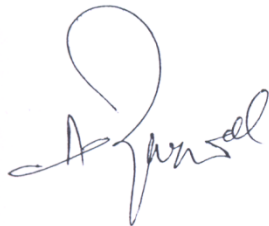


Zonal Head-Human Resources

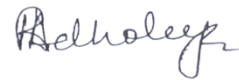
TO WHOMSOEVER MAY CONCERN

This is to certify that Dr. Megha Sood student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone internship training at Clearpath Healthcare from 1/02/2014 to 1/05/2014

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.



Dean, Academics and Student Affairs  
IIHMR, New Delhi



Professor  
IIHMR, New Delhi

## Certificate of Approval

The following dissertation titled "**A study to find out the relation between creating awareness of a health care product and their subsequent increase in sales**" is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a pre-requisite for the award of **Post- Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name

Prof. Dr. A. K. Aggarwal

Dr. P. K. Sharma

Dr. V. K. Nautsika

Signature

[Signature]

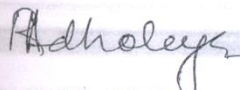
[Signature]

[Signature]

## CERTIFICATE FROM DISSERTATION ADVISORY COMMITTEE

This is to certify that Dr. Megha Sood, a graduate student of Post Graduate Diploma in Health and Hospital Management has worked under our guidance and supervision. She is submitting this dissertation report entitled **"To study relation between creating awareness of a health care product and its subsequent increase in sales"** in partial fulfilment of the requirements for the award of the Post Graduate Diploma in Health and Hospital Management

This dissertation has a requisite standard and to the best of our knowledge no part of this has been reproduced from any other dissertation, monograph, report or book.



Dr. Radhika Adholeya

Associate Professor

IIHMR, New Delhi

Mr.S.M Faisal



Sales Manager

Clearpath Healthcare Service Pvt Ltd.



## FEEDBACK FORM

Name of the Student: Dr. Megha Sood

Dissertation Organisation: Clearpath Healthcare Services Pvt. Ltd.

Area of Dissertation: Business development and Operations

Attendance: Full

Objectives achieved: Project on "To find out the relation b/w creating awareness and its subsequent increase in sales."

Deliverables: New client acquisitions, management of old clients, introduction of new concept in West Delhi market

Strengths: Ability to work hard  
New Acquisitions  
Client Management

Suggestions for Improvement: Scope for multi tasking

Signature of the Officer-in-Charge / Organisation Mentor (Dissertation)

Date: 02/05/2014  
Place: New Delhi



INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,  
NEW DELHI

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "A study on relation between creating awareness of a healthcare product and its subsequent increase in sales" and submitted by (Name) Dr. Megha Sood  
Enrollment No. PG/12/50 under the supervision of Dr. Radhika Adholeya for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from 1/02/2014 to 1/05/2014 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Megha Sood  
(Dr. Megha Sood)  
Signature

## **TABLE OF CONTENTS**

<b><u>S.NO</u></b>	<b><u>TITLE</u></b>	<b><u>PAGE NO.</u></b>
1.	Introduction	1
2.	Need for the study	6
3.	Objectives	7
4.	Review of Literature	8
5.	Method and data Collection	12
6.	Information about the organization	14
7.	Result	16
8.	Conclusion	26
9.	Recommendations	27



## **LIST OF TABLES AND GRAPHS**

1.	THE LEVEL OF EXISTING KNOWLEDGE AMONG DENTAL SURGEONS OF DELHI BEFORE AWARENESS	16
2.	THE BELIEF AND FAITH IN THE TECHNOLOGY IN BRINIGING REVOLUTION	17
3.	KNOWLEDGE ABOUT ALIGNERS IN CORRECTING DEFICIENCIES OF TEETH	17
4.	THE KNOWLEDGE ABOUT THE TYPE OF TREATMENT DONE USING ALIGNERS AMONG DENTAL SURGEONS OF DELHI	18
5.	AWARENESS ABOUT COST OF CLEARPATH ALIGNERS AMONG THE DENTAL SURGEONS OF DELHI	18
6.	AWARENESS ABOUT MECHANISM BEHIND WHICH CLEAR ALIGNERS WORK AMONG THE DENTAL SURGEONS OF DELHI	19
7.	AWARENESS ABOUT ADVERTISEMENT OF CLEARPATH AMONG DENTAL SURGEONS OF DELHI	20
8.	MOTIVATION AMONG THE DENTAL SURGEONS OF DELHI TO EDUCATE THEIR PATIENTS AFTER AWARENESS	20
9.	PERCENTAGE OF SELF AWARE AND SELF MOTIVATED CLEARPATH PATIENTS WALKING INTO THE DENTAL CLINICS OF DELHI	21
10.	PERCENTAGE OF CONVINCED DENTAL SURGEONS OF DELHI FOR USING THIS TECHNOLOGY AFTER AWARENESS	21

11.	LEVEL OF MOTIVATION AMONG THE DENTAL SURGEONS OF DELHI TO USE CLEARPATH ALIGNER TECHNOLOGY AFTER AWARENESS	22
12.	PREFERENCE FOR BRACES AMONG DENTAL SURGEONS OF DELHI	22
13.	LEVEL OF MOTIVATION TO BUY THE PRODUCT AFTER AWARENESS	23
14.	LEVEL OF SATISFACTION AMONG EXISTING CLIENTS	23
15.	LEVEL OF MOTIVATION TO CONTINUE DOING CASES WITH CLEARPATH ALIGNERS AMONG EXISTING CLIENTS	24
16.	AWARENESS ABOUT THE CUSTOMER CARE SERVICES FOR REPORTING COMPLAINTS AMONG EXISTING CLIENTS IN DELHI	24
17.	INCREASE IN SALES IN MARCH AND APRIL	25
18.	WILLINGNESS OF DENTAL SURGEONS TO BUY THE PRODUCT IN DWARKA AREA OF NEW DELHI	25

## **ACKNOWLEDGEMENT**

Apart from the efforts, the success of any project depends largely on the encouragement and guidelines of many others. I take this opportunity to express my gratitude to the people who have been instrumental in the successful completion of this project.

I would like to show our greatest appreciation to Mr. Syed M. Faisal (Senior Manager), & Mr. Rehan (Customer Relations Manager) at Clearpath Healthcare Services Pvt. Ltd, New Delhi, for providing me the opportunity to do my Project on **“A Study to find out the relation between creating awareness of a health care product in Delhi and its subsequent increase in sales”** and for providing complete support throughout the project. Without their encouragement and guidance this project would not have materialized. My sincere thanks to Dr.A.K Aggarwal (Dean, IIHMR) New Delhi, and my mentor, Dr. Radhika Adholeya (Assistant Proffesor)

## **EXECUTIVE SUMMARY**

The study focused on the Increasing the Sales by Creating the Awareness for Clear path (Aligners) in Delhi region.

This study is unique as it concentrates on the awareness of doctors regarding clear aligners and thus increases in sales of the product. This study was a survey as well as aim to increase sales.

The population of study comprised of all the dental surgeons of west Delhi and central Delhi visited and surveyed during 3 months time (150 doctors) out of which 142 was selected as sample size using Open epi and evaluation was done regarding their awareness about clear aligners.

The sample size was 142 doctors in Delhi. The sample denoted 28.4% of the population chosen. A structured questionnaire was used to collect data. Tool was designed and then distributed among the doctors. Dually filled questionnaires were collected. The sample size was calculated by using Open Epi sample size calculator.

Various Graphs were drawn to find out about knowledge of doctors regarding aligners and also to know the relation between awareness and increase in sales. Various other graphs were also drawn in excel sheet in order to record all observations and then to draft recommendations further.

It was found that 52% of dental surgeons knew that aligner is a clear plastic tray  
37% had this misconception that only mild cases could be treated using clear aligners and  
30% thought that aligners cannot treat any malocclusion

73% didn't know that there was an advertisement of clearpath on television and 18% had heard about invisalign but not clearpath

52% of the dental surgeons were highly motivated after awareness session and were willing to start a clearpath case, 32% were somewhat motivated and wanted to ask their orthodontist or check on Google first, 16% were not at all motivated and didn't want to do any case.

65% of existing clients were willing to give more cases while 35% were not so much satisfied with the services.

Sales increased by 25% in 2 months

## **Acronyms / Abbreviations**

CRE: Customer Relation Executive

4 P's: Product, Price, Place, Promotion

CAD/CAM: Computer aided design and Computer aided manufacturing

SR: Sales Review

KRA's: Key Result Areas

KPI's: Key Performance Indicator

CS: Client Satisfaction

CEO: Chief executive Officer

CIO: Chief Information Officer

Dept.:Department

UAE: United Arab Emirates

PVS: Poly Vinyl Siloxane

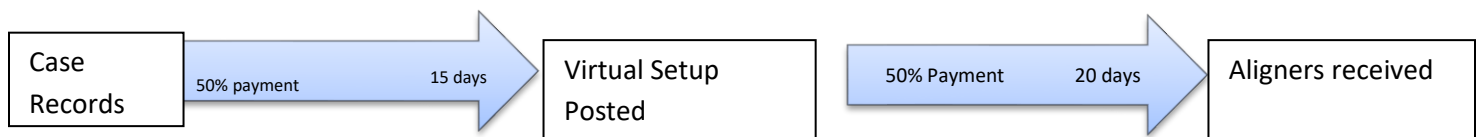
CP: Connaught palace

CDE's: continuing dental education

## Introduction

Clearpath Healthcare Services Pvt. Ltd. is a USA Registered company that operates in 25 countries across the world. Its headquarters are at Dubai and the production team is in Jeddah, UAE. The entire process starts as:

- 1) Case Selection: There are few cases that are not feasible with aligners and certain are feasible. The doctor selects the case first and shows it to the area business manager.
- 2) A free case review is provided by Dr. Maria Orellana who is the head of orthodontics, University of California and she gives her expert advice on whether the treatment is feasible with aligners or not, the duration of treatment and the total number of aligners needed.
- 3) After the review is approved by the dental surgeon, the case is sent for registration on the portal, which further has 3 steps, to fill the diagnostic information, treatment information and the case documents.
- 4) After registration, the impression is made by the dental surgeon and is picked by the office boy in the company.
- 5) Impression is sent to UAE after pick up.



- Impressions
- Bite
- Photographs
- X-rays
- Diagnostic & Treatment form

Modification / Approval of the setup



This Project is about a study on creating awareness about healthcare product among the dental surgeons of Delhi and thereby, increasing sales of the product.

Marketing is the process of identifying, anticipating and then meeting the needs and requirements of consumers in order to make a profit. In contrast, selling involves persuading customers that your products or services provide the benefits that they are looking for. Marketing puts the needs of the customer first.

Through market research, it is possible to find out about customer tastes and requirements.

In contrast selling takes place after marketing has helped the business to identify those sorts of goods that customers are looking for. The sales person is convinced that theirs is the best in the market. It is their job to then convince customers that this is the case.

### **Ways to increase sales :**

#### **1. Set up a sales incentive program.**

Give your sales staff a reason to get out there and sell, sell, sell. Why do so many businesses that rely on their sales staff to drive sales have incentive programs in place? Because offering their sales staff the trips and/or TVs for x amount of sales works.

#### **2. Encourage your sales staff to upsell.**

Essentially, upselling involves adding related products and/or services to your line and making it convenient and necessary for customer to buy them. Just placing more products near your usual products isn't going to increase your sales much. To upsell successfully, the customer has to be persuaded of the benefit.

#### **3. Give your customers the inside scoop.**

If you have a promotion or sale coming up, tell your customers about it. They'll come back – and probably bring some friends with them too. (And don't forget – one can give your customers the inside scoop by emailing or calling them, too.)

#### **4. Tier your customers.**

There should be a clear and obvious difference between regular customers and other customers – a difference that your regular customers perceive as showing that you value them. How can you expect customer loyalty if all customers are treated as “someone off the street”? There are all kinds of ways that you can show your regular customers that you value them, from small things such as greeting them by name through larger benefits such as giving regulars extended credit or discounts.

## **5. Set up a customer rewards program.**

We're all familiar with the customer rewards programs that so many large businesses have in place. But there's no reason that a small business can't have a customer rewards program, too. It can be as simple as a discount on a customer's birthday or as complex as a points system that earns various rewards such as discounts on merchandise. Done right, rewards programs can really help build customer loyalty and increase sales.

## **6. Distribute free samples to customers.**

Why do so many businesses include free samples of other products when you buy something from them? Because it can increase sales in so many ways. As the customer who bought the original product, I might try and like the sample of the new product and buy some of it, too. Or I might pass on the sample to someone else, who might try the product, like it, and buy that and other products from the company. At the very least, the original customer will be thinking warm thoughts about your company, and hopefully telling other people about your products. Attracting new customers is a good thing. But attracting new customers is not the only way to increase your sales, and is, in fact, the hard way of going about it. Shifting your sales focus to enticing your current customers can make increasing your sales easier – and best of all, build the customer loyalty that results in repeat sales.

## **DISTINGUISHING CLINICAL FEATURES OF CLEARPATH ALIGNERS**

1. Predictable and can accurately show the results of treatment and exact no. of aligners **even before the treatment starts !**
2. **Only 1 impression** required in the beginning
3. **Only 10 minutes of chair side time** required per 6 weeks per patient
4. Highly precise, automated & sophisticated procedure
5. Can treat **all varieties of cases**, including extraction cases, crossbites, rotations, edge to edge, bi-max etc.
6. Aligner quality, clarity and finish are unmatched Made by a combination of vacuum forming and POSITIVE PRESSURE techniques

## **ADVANTAGES TO THE PATIENTS**

### **REMOVABLE**

You can remove ClearPath aligners to eat, drink, brush & floss or for special occasions

### **COMFORTABLE**

You can remove ClearPath aligners to eat, drink, brush & floss or for special occasions

### **AFFORDABLE**

Your aligners are extremely affordable as compared as compared to others and come with easy payment options

### **CLEAR**

ClearPath is virtually invisible so hardly anyone will even know you're straightening your teeth.

## **PREDICTABLE & EFFECTIVE**

See the treatment outcome even before starting it and start enjoying a better smile even before completing the treatment

## **ADVANTAGES TO THE DOCTORS**

- 1) Affordable
- 2) Broad spectrum of feasible cases
- 3) Committed delivery time of 4 weeks
- 4) Predictable results visualization even before treatment starts
- 5) Precise & Controlled application of forces

## **LIMITATIONS WITH THE ALIGNERS**

ClearPath aligners just like any other appliance have some limitations:

- Cannot be placed on partially erupted teeth.
- Cannot be used in mixed dentition.
- Patient compliance is **MUST**.
- Skeletal or Orthognathic Surgery patients can't be treated

## **ADVANTAGES OVER BRACES**

- 1) Better plaque control and periodontal health with clear aligners (Clements et al 2003, Taylor et al, 2003)
- 2) No white spot lesions as in braces.NO studies or case reports of decalcification with plastic aligners
- 3) Apparent lower risk of root resorption.Only one report of moderate root resorption with plastic aligners (Brezniak and Wassertein 2008)
- 4) Plastic aligners eliminate or minimize the effect of parafunctional habits (Nedwed et al 2005, Miller et al 2007)
- 5) Injury to soft tissues, such as lips, tongue, and the roof of mouth, were very minimal compared with fixed appliances. (Nedwed et al 2005, Miller et al 2007)
- 6)Bond failure is a major problem in everyday practice.Bond Failures are expensive (\$ 70- \$ 200 (Sondhi)In the UK, the cost of repairs to fixed appliances in 1997 was in excess of £ 4 million.Despite advances in dental materials, bond failure rates in orthodontics vary between 0.5% and 16%.

	Aligners	Brackets and wires
Esthetics	Nearly invisible	Visible
Removable	Completely removable	Not removable
Oral Hygiene	With aligners its easier to clean teeth	Very difficult to maintain good oral hygiene
Comfort level	Less irritation and injury to patient's cheeks	Constant source of irritation and discomfort
Food	Better chewing and digestion for total body health	Difficult to chew food while having brackets and wires inside mouth
Habits	Can correct harmful habits that can distort body growth.	Does not help
During treatment	Less discomfort to patient during the treatment	Painful during treatment
Chair side time	Less chair side time is required	Lengthy appointments
Visits	Less visits are required and are also pain free	More frequent visits are required
Jaw alignment	Better jaw alignment, proportion and function	Does not help
Calculated and precise tooth movement and force	Calculated and precise tooth movements are given through aligners and controlled force is applied	No as such control of movements and force
Diagnostic setup	Doctor and Patient can see the outcome of the treatment in advance	Does not apply

## **NEED FOR THE STUDY**

A **sale** is the act of selling a product or service in return for money or other compensation. Signalling completion of the prospective stage, it is the beginning of an engagement between customer and vendor or the extension of that engagement. The **seller** or **salesperson** – the provider of the goods or services – completes a sale in response to an acquisition or to an appropriation or to a request. There follows the passing of title (property or ownership) in the item, and the application and due settlement of a price, the obligation for which arises due to the seller's requirement to pass ownership. Ideally, a seller agrees upon a price at which he willingly parts with ownership of or any claim upon the item.

The purchaser, though a party to the sale does not execute the sale, only the seller does that. To be precise the sale completes prior to the payment and gives rise to the obligation of payment. If the seller completes the first two above stages (consent and passing ownership) of the sale prior to settlement of the price, the sale remains valid and gives rise to an obligation to pay. Selling is the final stage in Marketing, which also includes Pricing, Promotion, Positioning and Product (the 4Ps).

A marketing department in an organization has the goals of increasing the desirability and value to the customer and increasing the number and engagement of interactions between potential customers and the organization. Achieving this goal may involve the sales team using promotional techniques such as advertising, sales promotion, publicity, and public relations, creating new sales channels, or creating new products (new product development), among other things. It can also include bringing the potential customer to visit the organization's website(s) for more information, or to contact the organization for more information, or to interact with the organization via social media such as Twitter, Facebook and blogs.

In case of clearpath orthodontics, the product is clear aligner which is a clear plastic tray and helps in treatment of malocclusion using information technology. The study was conducted for introduction of the new product in the market and motivating those who know about the product to buy the product. The demands of the market needed to be tapped and understood by the manager and communicated to the team as well as the company. The product is designed to meet the demands of the market. This study is important as it helps us to know the views of the dental surgeons and also introducing to those who don't know about the product, thereby increasing their knowledge.

The **4 P's** of marketing are taken into account. First is the **Product**, whose knowledge was increased by meeting new customers daily. Second is **Pricing**, whose knowledge was checked through interview and thereby, increased among the dental surgeons of New Delhi. Thirdly, the **Place** which included different areas visited, like West Delhi, Central Delhi and North Delhi by the manager. Fourthly, the **Promotion**, for which an advertisement was launched and its awareness was checked using interview technique.

To check the above and market awareness about the all of the above, this study was required to be conducted. It was a strategy designed to subsequently bring business and increase sales for the company.

## **OBJECTIVES OF THE STUDY**

### **GENERAL OBJECTIVES:**

To find out the relation between creating awareness about a health care product and its subsequent increase in sales

### **SPECIFIC OBJECTIVES:**

The following are the aims and objectives that will be examined during the research:

- 1) To find out the relation between creating awareness about clear aligners offered by the company clearpath orthodontics and its subsequent increase in sales
- 2) To develop a market position and increasing awareness through advertising
- 3) To find out the extent of motivation by dental professionals to buy the product after being made aware about the product
- 4) To motivate the existing clients who are not satisfied with our services to keep buying the product and transform client dissatisfaction to client delightedness



## **Review of literature**

Elizabeth Wasserman (Dec1, 2009) study suggests ,**in a perfect world**, you would have an unlimited budget to market your business in order to find new customers and increase sales. You could buy lots of online and offline advertising, run promotions to build traffic in store and online, and launch a proactive public relations campaign to increase your product or brand's visibility and awareness. But this isn't a perfect world. Realistically, most small businesses and even many mid-sized firms have more great ideas on how to peddle their wares than available resources. Before you can find new customers and increase sales, you need to understand who your customer is, what value proposition you offer to customers, and what your competition is currently offering in the market and where there are gaps for a new entrant. Use the information about your existing customers to develop a target audience for your business in its drive to win new customers and increase sales. "While there are core customers you are trying to reach, often there are other markets that are also important to address," **Advertising-** Typically businesses are encouraged to spend 3 to 5 percent of their revenue on advertising, but a small business needs to make sure that advertising is effective, Osteryoung says.

Kirthi Kalyanam, Ph.D. (PUBLISHED November 2013) Retailers have long relied on search advertising to increase online sales. It's an obvious part of the online shopping process, as a search ad is only a few clicks away from an easy purchase, for both buyer and seller. What's not so obvious is the impact online search ads have on offline sales in brick-and-mortar locations. Multi-channel retailers use a variety of traditional and digital channels to connect with consumers, and it can be difficult to see if and how their digital marketing investments translate to in-store activity and sales. Yet, it's an important question, and the answer could determine how marketing dollars are allocated and measured. But let's step back for a moment. The reality is that almost all retailers intuitively know that people shop digitally before going into the store, and shopping trends support that intuition. As many as 88% of consumers are researching items online and then buying in a physical store, according to Accenture. And this increasingly digital consumer behavior is having a growing impact on retail. A recent study by Forrester estimates more than 50% of U.S. offline retail sales will be influenced by the web by 2017; and in this same period, those web-influenced in-store sales will rise to \$1.8 trillion (from \$1.2 trillion last year). These trends show a clear link between online researching and offline purchasing, which should be encouraging to digital marketers and multi-channel retailers. But even so, marketers are looking for direct, causal evidence that search ads directly impact offline sales. And now they'll have it.

By James Manyika, Michael Chui, Brad Brown, Jacques Bughin, Richard Dobbs, Charles Roxburgh, Angela Hung Byers (May 2011) The amount of data in our world has been exploding, and analyzing large data sets—so-called big data—will become a key basis of competition, underpinning new waves of productivity growth, innovation, and consumer surplus, according to research by MGI and McKinsey's Business Technology Office. Leaders in every sector will have to grapple with the implications of big data, not just a few data-oriented managers. The increasing volume and detail of information captured by enterprises, the rise of multimedia, social media, and the Internet of Things will fuel exponential growth in data for the foreseeable future.

By George Eliades, Michael Retterath, Norbert Huelten Schmidt and Karan Singh ( June 15, 2012 ) We have been talking about healthcare costs for more than 40 years, but the worldwide financial crisis and subsequent climate of austerity are finally catalyzing change. Payers are searching for all available tools to stunt the growth of a sector that has successfully resisted cost containment for decades. Adding to the urgency for action is an anticipated global surge in demand precipitated by several factors: an aging population with chronic care needs, population and income growth in emerging markets and the potential for insurance coverage expansion due to health reform in the US and around the globe. An increase in demand—even one accompanied by cost pressures—is generally good for companies supplying products to the healthcare sector. But in this case, it is concomitant with a precipitous decline in research and development productivity for pharmaceutical and medical technology companies, leading to a more than \$100 billion loss in product exclusivity by 2015. Despite ongoing medical need across many diseases, these players can no longer depend on their innovation engine and pricing power to drive ongoing profit growth. The net result will be an unprecedented decline in the share of the overall healthcare profit pool captured by innovation-driven companies in favor of lower-margin sectors like generic manufacturers and providers. Global medical technology products will grow 3%, but with lower profit margins due primarily to worldwide pricing pressure. The slowdown will come mainly from peak penetration of products, such as stents, in developed markets and competition everywhere from “good enough” products. In China there is already fierce competition from locally produced stents, and this pricing pressure will continue as the Chinese and others develop cheaper alternatives.

By Trefis Team( May 16th, 2013 ) GE Healthcare has shown strong growth over the past few years driven by the company's expanding presence in the fast growing markets of Asia-Pacific and Latin America. At the same time, GE has focused on innovation which is crucial for maintaining leadership in the global healthcare market. The company has also improved its margins in this business driven by its exit from low-margin products, reduced footprint in the developed markets and higher labor productivity. Over the past few years, results at GE (NYSE:GE) Healthcare have posted good growth. Sales from the business have grown at a compounded annual growth rate (CAGR) of 4.5% during 2009-12 to reach \$18.3 billion in 2012, and GE anticipates its strong performance to continue in 2013. The company provides medical imaging systems, diagnostics, patient monitoring systems, drug discovery tools, medical equipment repair services and related IT solutions in this field.

Our bureau, Bangaluru,( Friday, January 03, 2014). ClearPath Orthodontics, with its breakthrough technology of 3D aligners for the first time in India, leverages the aligners market in Bengaluru by 15 per cent every month and has increased by 500 per cent in the last one year. Increasing consumer awareness for oral health, rising per capita income and expanding urban population are all factors influencing the dynamics of global dental industry. Apparently, the smaller cities like Mysore, Gulbarga, Hubli, Mangalore and Bangalore are also opting for a better lifestyle with an increase demand for Aligners in these places. Clear aligner technology is one of the fastest growing segments of the orthodontic market. Treatment through this technology is a clear way to straighten teeth without braces using aligners which offer high level of comfort, convenience and flexibility in comparison to traditional braces. Further, these aligners are cost effective and take less time to complete the straightening procedure. Currently, the market is dominated by ClearPath Orthodontics in India, with more than 500 certified dentist and more than 100 practitioners in Karnataka with leading companies following it closely. The aligners are becoming a popular choice among teens and adults, females and males alike. People aged between 13 years to 60 years are making aligners their first choice of treatment for crooked teeth. ClearPath Aligners are practiced by many leading dental practitioners and orthodontics in the country and are available in hospitals and dental chains like Apollo, Axiss, Beyond Smiles, Breach Candy Hospital, Dentzz, Dentistree, Dr Smilez, Fortis, KIMS, My Dentist, Narayana Hrudalaya Dental,Vasan Dental Care among many others. Nikita Sharma, 17 yrs, Ryan international School, says, "I suffered from malocclusion since my early teenage days. The only alternate to treat irregular teeth was wearing the metallic braces. Since I was an active member of the extra-curricular activities, debates and sports in school, I was always on the forefront. The metallic braces were painful, distracting and make me so conscious of myself that I started to opt of the debates because of the way braces made me look, sports because of the injuries and it also started to hamper my studies as I had immense headache and pain during my initial days." "With a mission of making aligner treatment affordable and available in India, we received an overwhelming response. Indian market is receptive to newer technologies and we are proud to be the pioneers of this ground breaking orthodontic technology," stated Ataat, founder and CEO, ClearPath.

By Dianne Ledingham, Mark Kovac, Michael Heric and François Montaville

(January 16, 2013) For decades, scale economies ran like clockwork in the world of sales. Companies in business-to-business (B2B) markets consistently grew their revenues faster than their sales and marketing expenses. But for nearly 12 years, that trend has stalled and in some cases reversed. The sales models for many large companies have become more complex and less efficient, putting pressure on profit margins.How big is the problem? Bain & Company analyzed the 2003–2011 income statements of roughly 200 large US-based companies in healthcare, technology and financial services.

More than half of these companies had increasing sales and marketing expenses as a percentage of revenues over the period, or they failed to demonstrate the scale benefits that one would expect from their growing size. For much of the 20th century, when companies had a series of individual product lines, their sales model could thrive as long as they had the right account coverage, focused to some degree on key accounts, with a crisp pitch on features and functionality. Today, what's required is assembling the right team of experts with relevant solution knowledge at the right time (no more, no less) in the sales cycle. In the face of new demand characteristics, successful sales organizations will provide a tailored experience for the customer, but through an efficient, scalable model. Some complexity is unavoidable, of course, yet poorly managed complexity can erode customer confidence. We recently sat in on a technology provider's sales call with the CIO of a prospective customer, during which several product engineering specialists debated how to configure a solution. Prior to the key meeting, no one had led a process to sort out the different expert points of view so that the supplier could present a coherent case. The CIO was not impressed. In this evolving environment, the skills of the account manager need substantial upgrading. There's still a need for some oversight skills, but even senior customer relationship executives (CREs) now are expected to be experts in some of their company's offerings. That helps limit the cost of an expanding specialist bench and secure the CRE's credibility with customers.

## **Method and Data Collection**

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The process used to collect information data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

### **RESEARCH APPROACHES & DESIGN**

Descriptive approach and design was adopted for the study. Descriptive research methods are pretty much as they sound — they *describe* situations. They do not make accurate predictions, and they do not determine cause and effect. In this study survey method was used in which, participants answered questions administered through interviews or questionnaires. After participants answered the questions, responses given were described. In order for the survey to be both reliable and valid it is important that the questions are constructed properly. Questions were written so that they could be clear and easy to comprehend.

### **SOURCE OF DATA**

Database given by the organization for 500 doctors

### **POPULATION**

The population selected for this study was dental surgeons practicing in Delhi. There are total 500 dental surgeons with their name and address of the clinic given in the database

### **SAMPLE**

150 dental surgeons were visited during 3 months period out of which 142 dental surgeons selected from the database according to the convenience of the researcher. Questionnaire was distributed among the dental surgeons and face to face interview technique was adopted. Responses were also collected from the doctors. The sample denoted 28.4% of the total population. Sample size was selected using Open epi. The population taken was 500, confidence interval was 7 and the confidence level was 95%. Thus sample size came out to be 142.

### **SAMPLING TECHNIQUE**

Convenience sampling technique was adopted. It is a type of non-probability sampling which involves the sample being drawn from that part of the population which is close to hand. That is, a sample population selected because it is readily available and convenient. Employees were selected according to the investigator. This, however, can lead to bias because the researcher using such a sample cannot scientifically make generalizations about the total population from this sample because it may not be representative enough. For example, doctors selected for the study may be those sitting for evening duty and therefore, views of those sitting in the morning were not reported by the investigator.

## **METHOD OF DATA COLLECTION**

The study was carried out by using a structured “Questionnaires “and “Face –to –Face Interview”. The questionnaire was concise, pre planned set of questions designed to yield specific information to meet a particular need for research information about the topic. It was short and easy to comprehend by the respondents. Some of the participants were interviewed regarding the performance appraisal system.

## **SAMPLING CRITERIA:**

The sample was selected on the basis of convenient sampling method that was fulfilling the criteria according to convenience of the investigator.

## **INCLUTION CRITERIA**

Two hundred dental surgeons from various areas in Delhi (such as paschim vihar, punjabhi bagh, pitampura, Rajendra place, Karol Bagh, Janak puri, Rajouri garden etc were selected)

- Dental surgeons who have seen and know about clear aligners and dental surgeons who have no idea about clear aligners.
- Dental Surgeons who are willing to know about clear aligners.
- Dental surgeons who are willing to carry out orthodontic treatment at their clinic.
- Dental surgeons who have adult patients willing to get orthodontic treatment done
- Dental surgeons who have patients willing to pay that much amount of money for orthodontic treatment

## **EXCLUSION CRITERIA**

- Dental surgeons who do not have interest to participate in the study.
- Dental surgeons who are not cooperative.
- Dental surgeons who have patients willing to get orthodontic treatment done but are having mixed dentition and are <14 years old
- Dental surgeons who have patients not willing to pay huge amount ( around 1 lakh ) for the orthodontic treatment
- Dental surgeons who have patients with large skeletal deformities or orthognathic deformities



## **INFORMATION ABOUT THE ORGANISATION**

Clear Path was incorporated in 2008.

- American Based Company
- Business Operations In:
- **INDIA | SAUDI ARABIA | UAE | NETHERLANDS | GERMANY | BELGIUM | LUXEMBOURG | ALBANIA | MACEDONIA | JORDAN | LEBANON | EGYPT | SYRIA | KENYA | SOUTH AFRICA | UGANDA | R.O. AFRICA | SRI LANKA | MALAYSIA**
- More than 7 years of experience.
- Intensive R&D before commercial use.
- It's an advanced manufacturing service that makes a series of aligners.
- The ClearPath process is an amalgamation of
  - *Conventional dental laboratory procedures*
  - *Highly precise mechanical & software systems and*
  - *Digital technology*
  - Taking the best of three worlds.
    - *Purpose is to make aligners available*
    - *globally at affordable prices*
- ClearPath was incorporated in USA in 2008 after over 8 years of R&D. Lately, they have established our regional headquarters & manufacturing unit in Jeddah, Saudi Arabia to cater to Asian & North African countries and today it is an established name in the Middle east for clear orthodontic treatment and:
- The first company to launch clear aligner solutions for the Asian doctors !
- ClearPath was established with the mission to provide state of the art clear aligners as an affordable treatment option to the dental practitioners around the globe. The technology innovation of ClearPath Orthodontics' removable clear aligners not only gives the benefits of comfort, aesthetics and hygiene to the patient but also offers control and predictability to the doctors in the course of treatment.
- Being a successful company is about more than just selling great products. At ClearPath, we also believe that building long-term relationships with our customers requires delivering superior training, support and services at every step along the way.

➤ **BACKGROUND**

- When the destination is beautiful, why should the journey be painful?
- Malocclusion is one of the most prevalent clinical conditions, affecting over ~70% of the Global population. While most individuals seek orthodontic treatment to improve their appearance, malocclusion may also be responsible for various dental problems such as tooth decay, tooth loss, gum disease, jaw joint pain and headaches.
- The only option available for correction of malocclusion till now was traditional orthodontic treatment i.e. braces!
- Although braces are generally effective in correcting a wide range of malocclusions, they are subject to many limitations and disadvantages like unattractive appearance, discomfort, frequent lacerations, poor oral hygiene etc.
- Due to these limitations of braces, only a relatively small proportion of people with malocclusion seek traditional orthodontic treatment thereby creating a large need gap.
- ClearPath was incorporated to cater to this large unmet need for an orthodontic system that addresses these patient concerns.
- ClearPath also believes that there is an unmet need among dental professionals for a treatment modality that increases the predictability and efficiency of treatment and enhances profitability of practice also.

➤ **2. MISSION.**

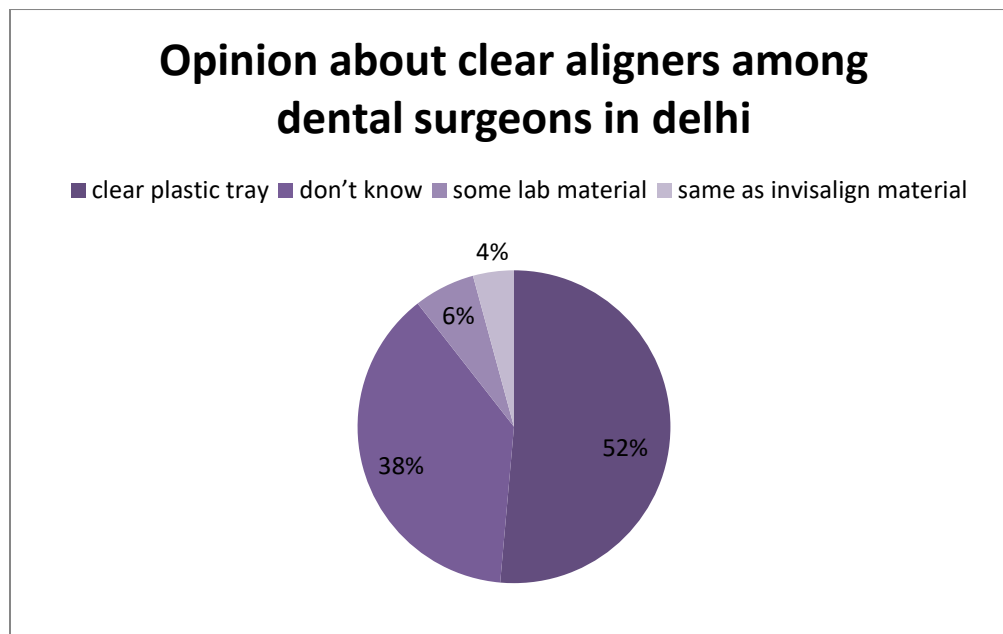
- *Our mission is to deliver high quality, affordable, clear orthodontic aligner solutions to the global market*

➤ **3.COST OF CLEARPATH ALIGNERS**

- |   |                        |
|---|------------------------|
| ➤ <b>CPO-A:</b> for both arches non extraction cases    | -Rs. 80,000-1,00,000   |
| ➤ <b>CPO-B:</b> for any extraction and complicated case | -Rs. 1,00,000-1,20,000 |
| ➤ <b>CPO-S:</b> for single arch non extraction cases    | -Rs. 80,000-90,000     |

## **RESULT**

### 1) THE LEVEL OF EXISTING KNOWLEDGE AMONG DENTAL SURGEONS OF DELHI BEFORE AWARENESS

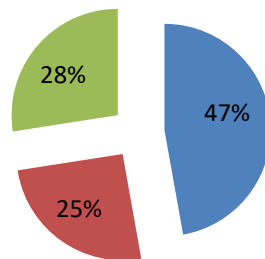


52% dental surgeons of New Delhi knew that aligner is a clear plastic tray used for the treatment of malocclusion. 38% dental surgeons didn't know that anything about clear aligners and 10% guessed wrongly as clearpath being some lab material or being same as invisalign material.

## 2) THE BELIEF AND FAITH IN THE TECHNOLOGY IN BRINIGING REVOLUTION

### Opinion whether clear aligners will bring revolution or not

■ Yes ■ No ■ don't know



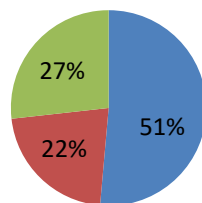
47% Dental surgeons believed that clear aligners will bring revolution in the treatment of malaligned teeth whereas 25% believed that it will not bring any revolution and 28% didn't know whether that's the case.

## 3) KNOWLEDGE ABOUT ALIGNERS IN CORRECTING DEFICIENCIES OF TEETH

■ OPINION WHETHER CLEAR ALIGNERS CAN CORRECT DEFICIENCIES OR NOT Yes

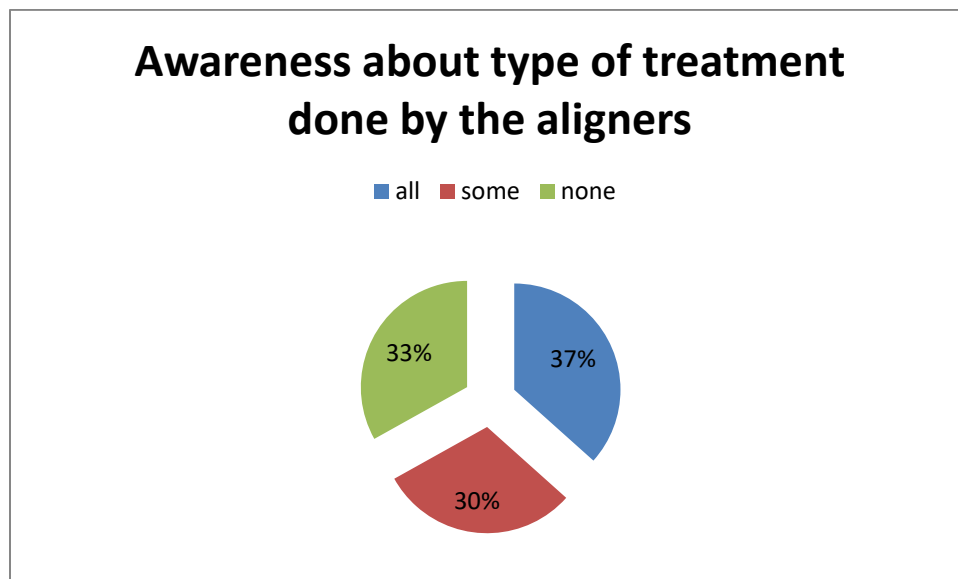
■ OPINION WHETHER CLEAR ALIGNERS CAN CORRECT DEFICIENCIES OR NOT No

■ OPINION WHETHER CLEAR ALIGNERS CAN CORRECT DEFICIENCIES OR NOT don't know



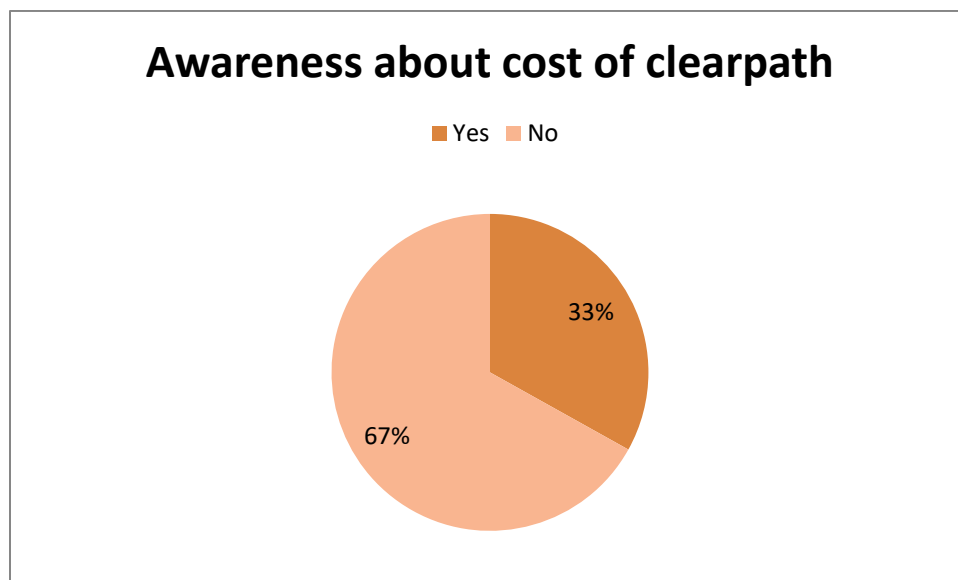
51% dental surgeons knew that aligners are used to correct deficiencies whereas 22% didn't know that it's used to correct deficiencies of teeth and 27% said they didn't know anything about clear aligners.

#### 4) THE KNOWLEDGE ABOUT THE TYPE OF TREATMENT DONE USING ALIGNERS AMONG DENTAL SURGEONS OF DELHI



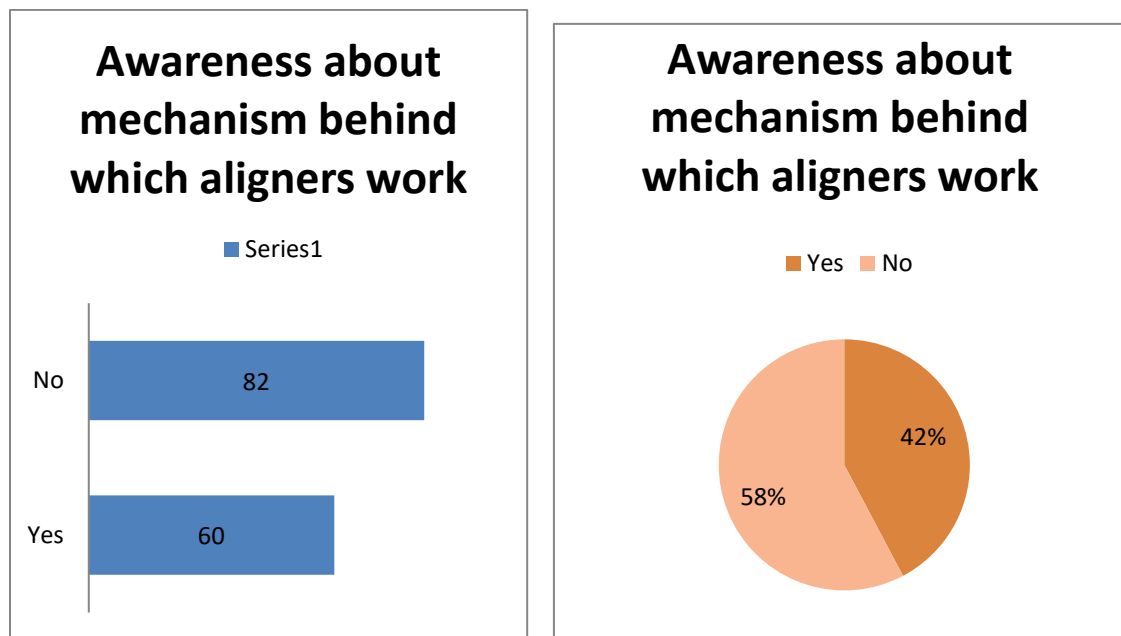
37% dental surgeons knew that clear aligners can treat all kinds of cases whereas 30% had a misconception that it can be used adjacent to other treatment. 33% believed that it cannot treat malocclusion at all.

#### 5) AWARENESS ABOUT COST OF CLEARPATH ALIGNERS AMONG THE DENTAL SURGEONS OF DELHI



33% knew about cost of clearpath and 67% didn't know about cost of aligners.

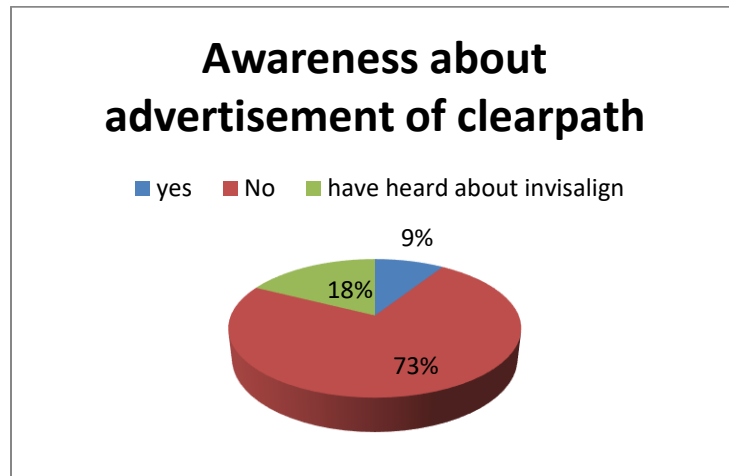
6) AWARENESS ABOUT MECHANISM BEHIND WHICH CLEAR ALIGNERS WORK AMONG THE DENTAL SURGEONS OF DELHI



58% Dental surgeons didn't know mechanism behind clear aligners whereas 42% knew about the mechanism.

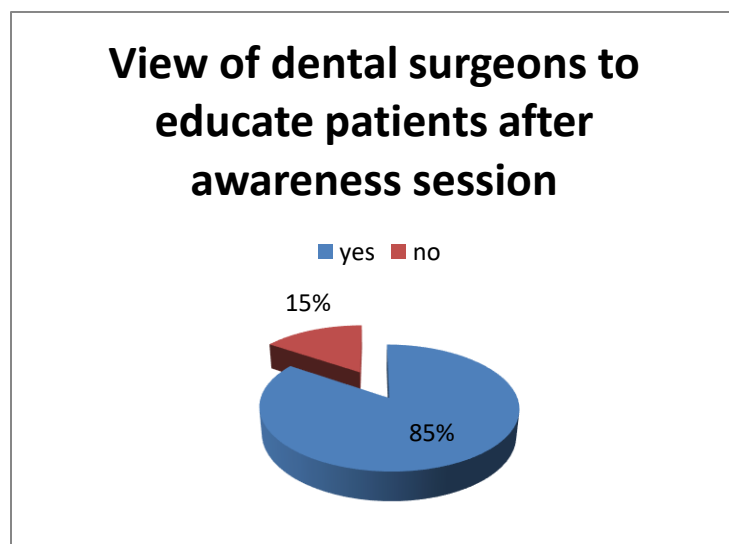


7) AWARENESS ABOUT ADVERTISEMENT OF CLEARPATH ALIGNERS AMONG THE DENTAL SURGEONS OF DELHI



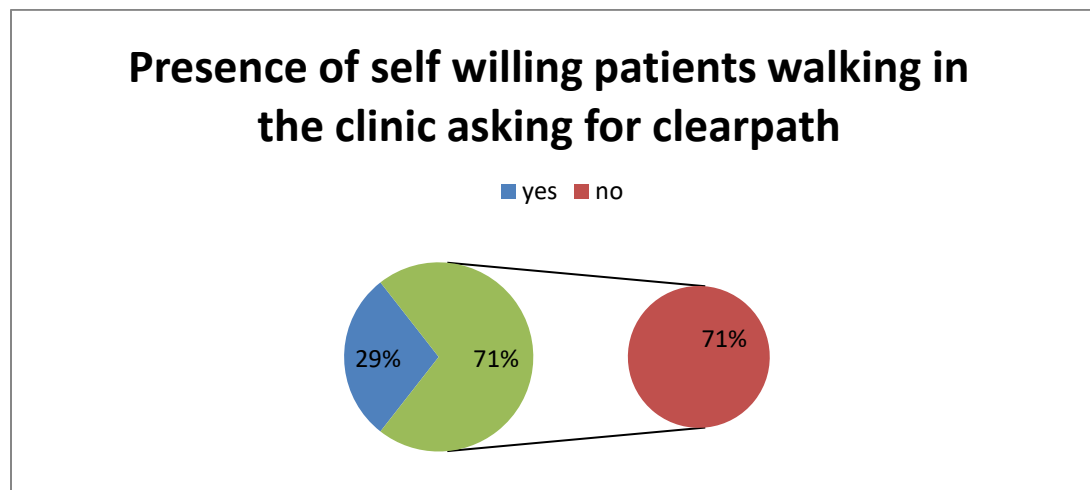
73% dental surgeons didn't have any idea that clearpath was being advertised on television. However, 9% had seen the advertisement on TV. 18% had heard about invisalign but were not aware about clearpath.

8) MOTIVATION AMONG THE DENTAL SURGEONS OF DELHI TO EDUCATE THEIR PATIENTS AFTER AWARENESS



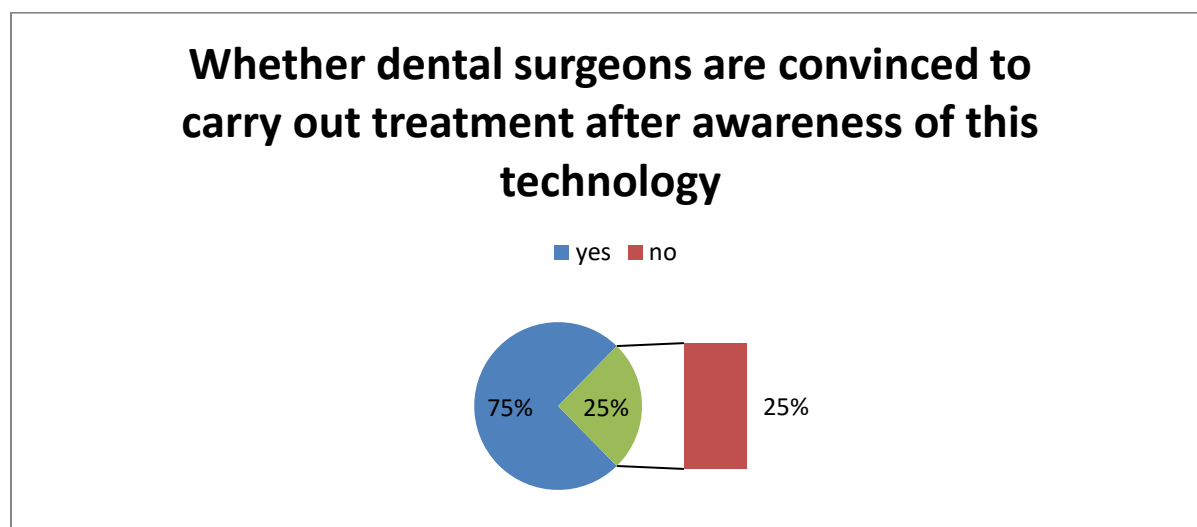
85% were motivated and said that they would definitely educate their patients to get treated with clear aligners whereas 15% said that they won't educate their patients about clearpath.

9) PERCENTAGE OF SELF AWARE AND SELF MOTIVATED CLEARPATH PATIENTS WALKING INTO THE DENTAL CLINICS OF DELHI



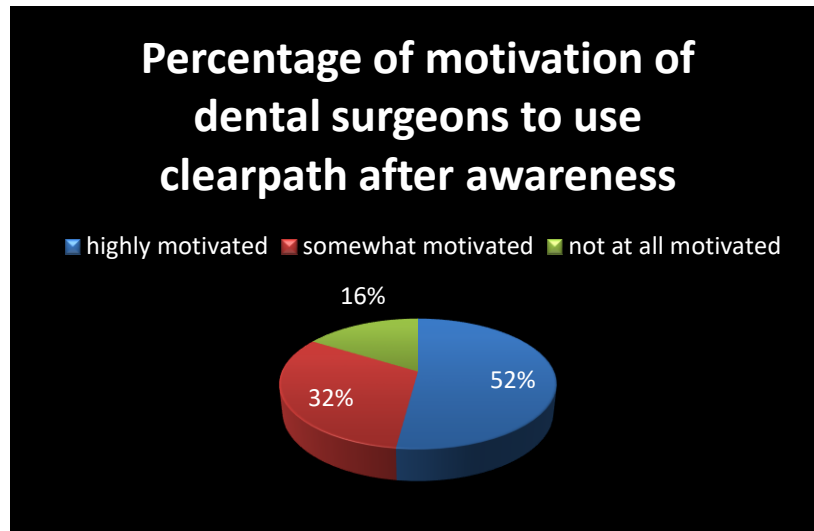
29% dental surgeons said that they were visited by patients asking about clear aligners whereas 71% said that they were not visited by any patient already knowing about clearpath

10) PERCENTAGE OF CONVINCED DENTAL SURGEONS OF DELHI FOR USING THIS TECHNOLOGY AFTER AWARENESS



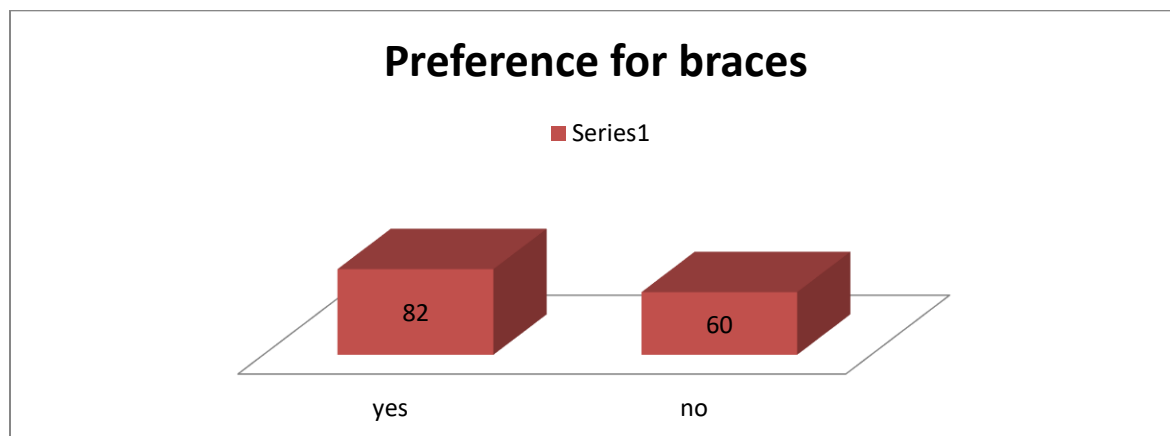
75% dental surgeons were convinced to carry out the treatment after awareness and said they will inform as soon as they get a convinced patient in their clinic whereas 25% were not convinced and said they won't buy the product as they believed it didn't show any results.

#### 11) LEVEL OF MOTIVATION AMONG THE DENTAL SURGEONS OF DELHI TO USE CLEARPATH ALIGNER TECHNOLOGY AFTER AWARENESS



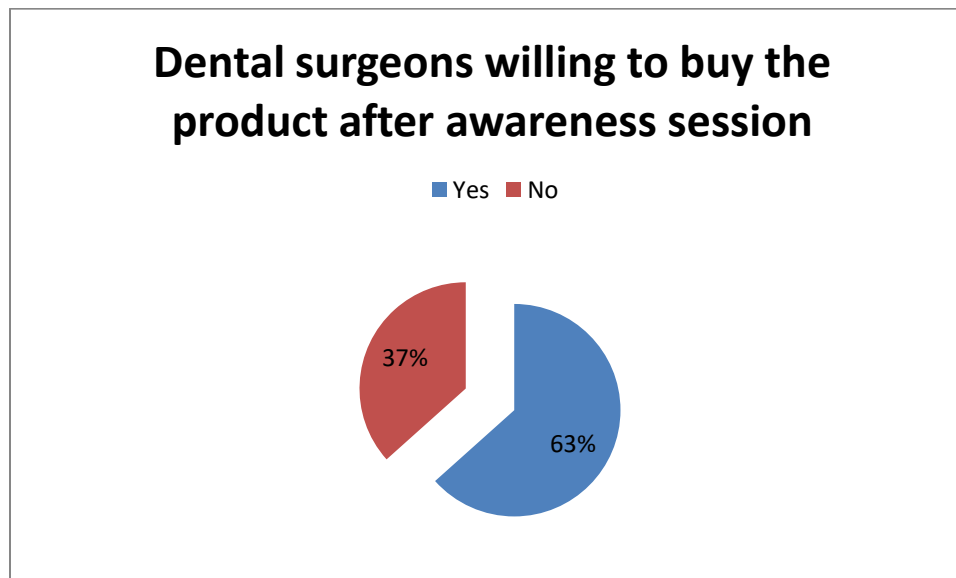
52% dental surgeons were highly motivated to use clear aligners at their clinic after awareness session whereas 32% were partially motivated and said they will ask their orthodontist or find out on Google about it and then decide.

#### 12) PREFERENCE FOR BRACES AMONG DENTAL SURGEONS OF DELHI



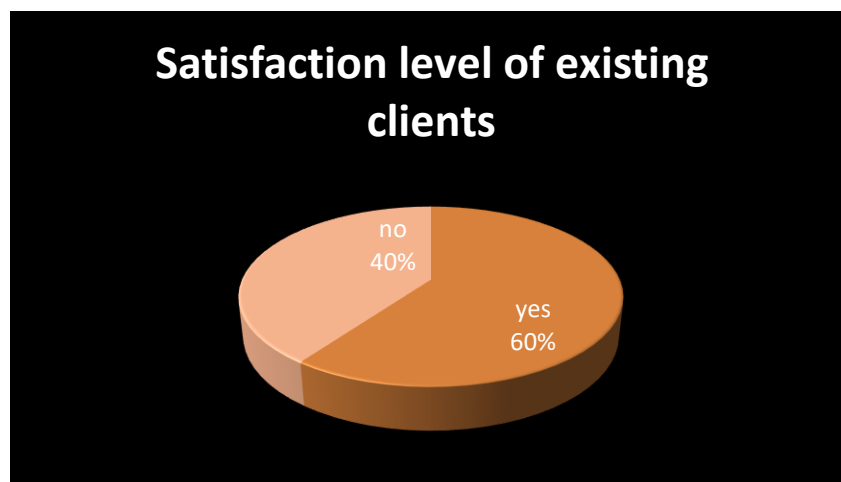
82 out of 142 said that they would still prefer braces as it is the oldest of technique being used whereas 60 said that they don't prefer braces and new technology like clear aligners have definitely taken over conventional braces.

### 13) LEVEL OF MOTIVATION TO BUY THE PRODUCT AFTER AWARENESS



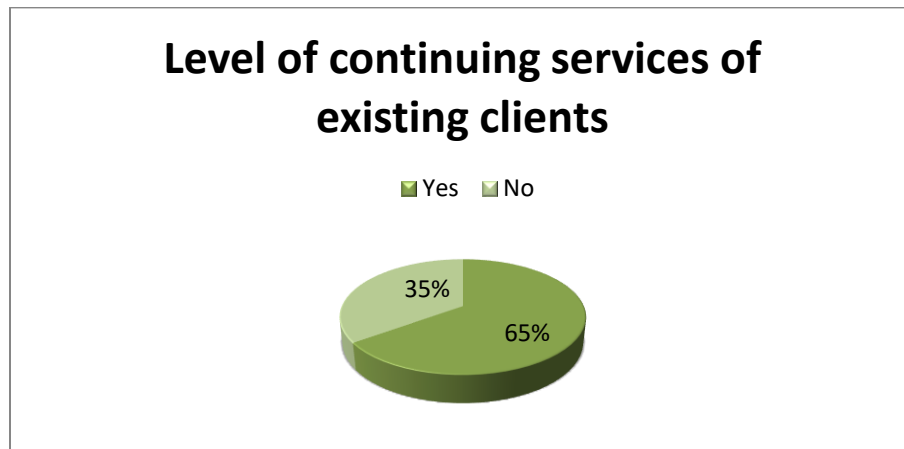
63% said that they will surely buy the product when the patient comes in whereas 37% said that they were not at all interested in buying the product.

### 14) LEVEL OF SATISFACTION AMONG EXISTING CLIENTS



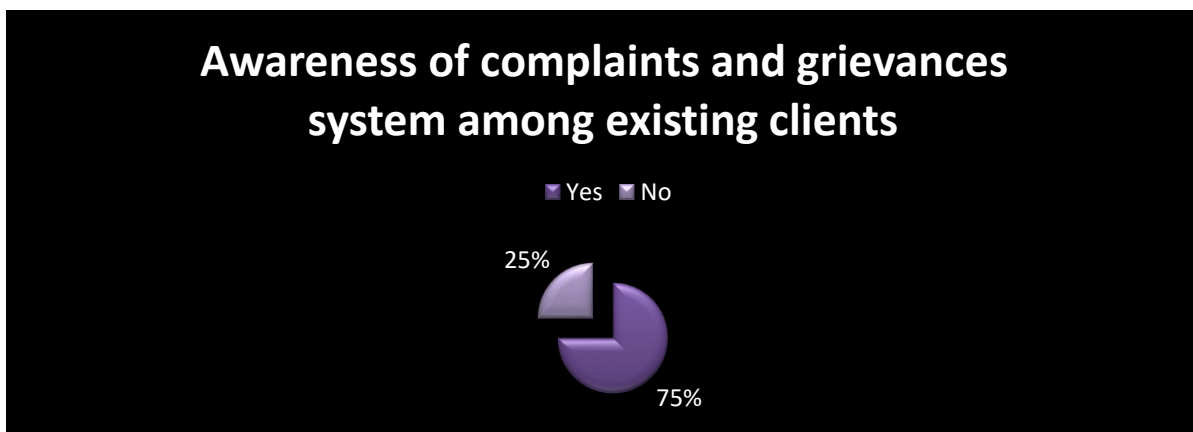
60% of the existing clients were satisfied with the services provided by clearpath whereas 40% were not at all satisfied with the services

15) LEVEL OF MOTIVATION TO CONTINUE DOING CASES WITH CLEARPATH ALIGNERS AMONG EXISTING CLIENTS



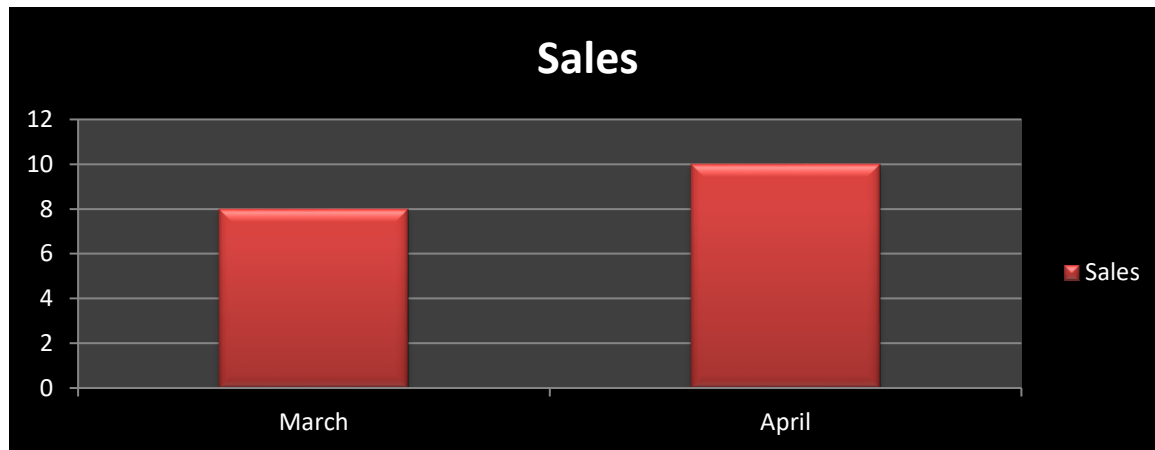
65% existing clients were satisfied with the services provided by clearpath and wanted to continue giving more cases and buy the product whereas 35% didn't want to continue the services.

16) AWARENESS ABOUT THE CUSTOMER CARE SERVICES FOR REPORTING COMPLAINTS AMONG EXISTING CLIENTS IN DELHI



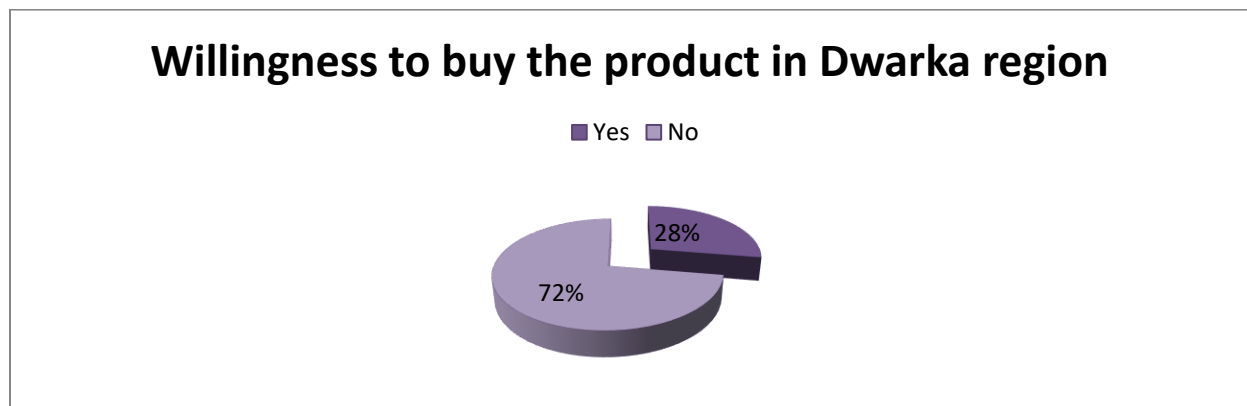
75% of the existing clients knew about the complaints and grievances system of the company whereas 25% were not aware about the complaint and grievances system.

#### 17) INCREASE IN SALES IN MARCH AND APRIL



The target for March was 10 and sales done in total were 8. The target for April was 10 and sales done were 10. From March to April, sales increased by 25%.

#### 18) WILLINGNESS OF DENTAL SURGEONS IN DWARKA AREA OF NEW DELHI TO BUY THE PRODUCT



72% of the dental surgeons in Dwarka said that they won't buy the product as it was too costly and none of the patient would become ready to pay that much for dental treatment whereas 28% said they would inform if they get a patient.

## **CONCLUSION**

- 52% of dental surgeons knew that aligner is a clear plastic tray
- 37% had this misconception that only mild cases could be treated using clear aligners and 30% thought that aligners cannot treat any malocclusion
- 73% didn't know that there was an advertisement of clearpath on television and 18% had heard about invisalign but not clearpath
- 52% of the dental surgeons were highly motivated after awareness session and were willing to start a clearpath case, 32% were somewhat motivated and wanted to ask their orthodontist or check on Google first, 16% were not at all motivated and didn't want to do any case
- 65% of existing clients were willing to give more cases while 35% were not so much satisfied with the services
- Sales increased by 25% in 2 months

## **RECOMMENDATIONS**

- 1) Awareness can be increased by conducting a workshop in Delhi region by a trained professional or senior practitioner.
- 2) Most dental surgeons believed that clear aligners can treat only mild to moderate malocclusion and can be used adjacent to fixed orthodontic treatment. This misconception can be removed by continuous motivation, awareness and workshops and seminars for the dental surgeons.
- 3). Awareness can be increased by advertising about the product in leading television channels
- 4) Sales Team Initiative: Sales team could meet existing dissatisfied clients and change client dissatisfaction into client delightedness
- 5) Dental surgeons were not willing to buy clear aligners in Dwarka Area. This could be improved by reducing cost or market penetration by developing new strategy like promotional strategy for Dwarka Region
- 6) Patient education using print media/online media

## **LIMITATIONS:**

- 1) Many dental surgeons in Delhi were not interested to participate in the study
- 2) The sales of the product was dependant on the patient as if patient will buy the product and services of the doctor , then only the doctor would buy the product and services by company.

## **OTHER SUGGESTIONS GIVEN BY THE DENTAL SURGEONS**

- 1) Clearpath aligners are too expensive and their cost should be reduced.
- 2) Proper workshops should be conducted to train the dentists to carry out the desired treatment by international speakers or senior practitioners.
- 3) Patient awareness to be increased by advertisement and approaching the public
- 4) Standaees to be installed in huge hospitals.



## **REFERENCES**

- Elizabeth Wasserman( Dec1, 2009) title “How to find new customer and increase sales”
- Kirthi Kalyanam, Ph.d (Published November, 2013) title “Proof That Online Search Ads Can Boost Offline Store Sales”, Retail management Institute, Santa Clara University.
- James Manyika, Michael Chui, Brad Brown, Jacques Bughin, Richard Dobbs, Charles Roxburgh, Angela Hung Byers( May,2011) title “Big data: The next frontier for innovation, competition, and productivity” Report, Mckinsey Global Institute
- George Eliades, Michael Retterath, Norbert Hueltenschmidt and Karan Singh( June 15,2012) title “ Healthcare 2020” Bain Beif company
- Trefis Team ( May 16th, 2013) title “GE Healthcare Targets Growth Markets And New Technologies To Drive Sales”
- Clearpath Bureau, Bangaluru(Friday, January 03, 2014, 14:00 Hrs [IST]) title “ClearPath Orthodontics grabs 15% sales a month from dental aligner market in Karnataka”
- Dianne Ledingham,Mark Kovac, Michael Heric and François Montaville( January 16, 2013) ,title “ Is complexity killing your sales model?”
- <http://pewinternet.org/Reports/2011/HealthTopics.aspx>.
- <http://www.expresshealthcare.in/201201/theyearthatwas201152.shtml>

**ANNEXURE**

**Questionnaire**

**Name: (optional)**

**Client base:**

**location:**

(You may tick more than 1 option)

Q1. In your Opinion clear aligner is?

- a. clear plastic tray
- b. don't know
- c. same as invisalign aligners
- d. some lab material

**Age:**

**Gender:**

**Designation:**

Q2. Do you think that this is a technology that will bring revolution in the treatment of malaligned teeth?

- a. Yes
- b. No
- c. don't know

Q3. Do you think that the clearpath aligners will help in correcting deficiencies of teeth?

- a. Yes
- b. No
- c. don't know

Q4. Are you aware of the type of treatment that can be done using aligners?

- a. all
- b. none
- c. some

Q5. Are you aware of the cost of clearpath aligners?

- a. Yes
- b. No

Q6. Are you aware about the mechanism behind which clear aligners work?

- a. Yes
- b. No

Q7. Have you seen any advertisement about clearpath?

- a. Yes
- b. No
- c. have heard about invisalign

Q8. After awareness will you educate your patient about clearpath?

- a. Yes
- b. No

Q9. Has any patient walked in your clinic asking about clear aligners?

- a. Yes
- b. No

Q10. Has awareness about clearpath convinced you to do patients using this technology?

- a. Yes
- b. No

Q11. How much motivated are you to do patients with clearpath aligners after increased awareness?

a. 100%

b. 50%

c. 0%

Q 12. Do you still prefer braces?

a. Yes

b. No

Q 13. Will you buy this product after awareness session?

a. Yes

b. No

(only If you are existing client)

Q14. Are you satisfied with our services?

a. Yes

b. No

Q15. Will you continue doing cases with us?

a. Yes

b. No

Q16. Are you aware about the customer care services to report complaints about clearpath?

a. Yes

b. No

Any other suggestions,

---

---