



What is delivery?

What can health care learn from other industries?

Dr. Stefaan Van der Borght

Businesses can be successful in Africa (*from the year report 2007*)



	FY 2007	FY 2006	% change
Cons. Beer Volume	15.7	13.3	+ 18%
Revenue €M	1,416	1,182	+ 20%
EBIT (beia) €M	329	234	+ 41%

- The fastest growing region in the Group driven by greater stability and growing economies
- Strong growth in Nigeria, Central Africa and Egypt
- Heineken brand grew 38%
- Good pricing and margins
- Amstel beer imported from Europe in South African market
- Expanding: acquisition in Algeria, building in South Africa, Tunisia, D.R. Congo, expanding capacity in Nigeria and Central Africa

4 billion drinks a year in Africa: the ingredients

- Focus on the consumer
- A performing supply chain
- Knowledge and application to make a good product
- Flexibility in methods of delivery
- Importance of Human Resources
- Invest in infrastructure and technology
- Innovate and speed of implementation
- Measure your performance continuously
- Listen to the feedback

Focus on the consumer

- What does he/she want? Preference studies
- Household expenses: where is money spend and how much?
- Price elasticity: is the price right? Affordability
- Market the product
- Focus Group discussions: expectations and ambitions
- Study the competitor: what can we learn
- Listen to the consumer, feedback, needs

Focus on the patient

- No patient focus, no legitimacy
 - Needs
 - Demand
 - Choices
 - Effectiveness
- Is health care affordable for those in need ?
- Communicate with the patient: expectations and ambitions

Input, process and output

- Obtain the raw materials
- Avoid out-of-stocks of raw materials
- Knowledge to make a good product
- Apply the knowledge to make a good product
- Deliver a good product to the middle man and the retailer
- Respect your internal customers and clients

Input, process and output

- Assured supplies of drugs and renewables
- No out-of-stocks
- Knowledge about good health care
- Apply adapted, efficient and effective solutions
- Respect all involved in the process

Knowledge and application

- Knowledge needs to be put in action
- Quality of the product needs to be continuously assessed
- Selling a poor product gets you out of business, the competitor will win
- Be proud of your products

Knowledge and application

- Apply the knowledge
- Quality of health care delivered needs to be continuously assessed
- Delivering poor health care makes you unqualified to continue

The human resources factor

- Attract the best staff
- Optimalise productivity per FTE
- Train and explain
- Create staff loyalty: celebrate successes
- Retain the good ones – reward performance
- Development and offer career possibilities

Human resources for health

- Attract the best staff
- Optimalise mix of competencies and tasks to fulfil
- Train and explain
- Create staff loyalty: celebrate successes
- Retain the good collaborators- reward performance
- Development and offer career possibilities

Innovate and speed of implementation Apply research findings

- New insights will have to be converted in actions
 - What works should be applied
 - Consumers preference to verify and act upon
- Apply research findings more rapidly.
Examples Health Affairs:
 - PMTCT
 - HAART
 - LL ITN
 - IPT
 - ACT for malaria
 - HBV vaccination and treatment
 - AHT

Invest

- Old buildings are costly to maintain
- Old production tools produce poor beer
- Adapted technology improves performance

Investment is necessary

- Dirty and decrepit buildings will keep patients a way (perceived quality)
- Appropriate technology, well used, will improve the care delivered
- Bedside diagnostics, rapid tests

Measure performance continuously

- Weekly report (Dashboard –Tableau de bord) on sales and progress worldwide
- Information systems on inputs and outputs

Measure performance

- Select appropriate and sensitive indicators
 - Utilisation rate
 - Case mix
 - Infectious and/or important diseases
 - Satisfaction of patients
 - Costs
 - Examine critical incidents:
ex.: malaria deaths
- Quarterly reporting with feedback
- Benchmarking

Flexibility in delivery

- What is the best way to reach the consumer?
- No “one size fits all” approach: large bottles, small bottles, strong beer, non-alcoholic products.
- Delivery through wholesalers, door to door sales, supermarket sales: be present where the customer is.

Adapt to the patients choices

- Flexible opening times
- Reduce waiting time
- Triage for serious cases and patients with high opportunity costs (workers, mothers)
- Utilise public-private mix of services to complete the package.

Listen to the feedback of the consumer

- The Kinshasa consumer feedback
 - 150 million litres sold
 - 543 complaints received from customers 0.00036%
- The Bralima clinic
 - 6 complaints received
 - 35000 medical visits 0.017%

Innovation at Heineken

- We work to **continually anticipate** and meet the changing needs of consumers
- Innovation is at **the heart** of our company and strategy
- (from : *Heineken Corporate Presentation*)



Innovation at Heineken Health Affairs

- We work to **continually anticipate** and meet the changing needs of patients.
- Innovation is at **the heart** of our health care delivery
- (from : *Heineken Corporate Presentation adapted*)

Thank you



