

# **Prayas by Sanofi-Aventis in India: Making Healthcare Accessible to the Bottom of the Pyramid**

## **Executive Summary**

Prayas is a unique healthcare initiative, launched in India by Sanofi-Aventis, a French multinational pharmaceutical company. The key objectives of this initiative are: (1) to update the medical knowledge of doctors in semi-urban and rural areas and bridge the gap between diagnosis and treatment; and (2) to make available quality medicines at affordable prices. The Prayas model leverages the expertise of leading doctors from urban areas to educate doctors in rural areas. This case discusses the evolution of the Prayas model from its inception to its current state, and the company's business strategies around it. It highlights how Sanofi-Aventis integrated its social and profit objectives by catering to the healthcare needs of the population at the bottom of the pyramid (BOP). Through Prayas, the company is making healthcare accessible to the rural population while also creating long-term business opportunities for itself. The company identified key problems in the rural health infrastructure and turned them into an opportunity. The case discusses the challenges faced while developing the Prayas model and how they were overcome.

Cognizant of the success of Prayas, many competitors of Sanofi-Aventis are actively developing and implementing similar models. Competitors are approaching Prayas doctors with lucrative offers to lure them to their companies instead. The company's top management team has to respond to this competitive threat, for which Sanofi-Aventis is rethinking its plans for geographic expansion, leveraging technology in protecting the Prayas Advantage, and reevaluating opportunities for engaging patients and chemists. The company also has to decide whether or not to expand its existing acute care product portfolio by adding chronic care drugs.