CHALLENGES FACING GLOBAL HEALTH ENTREPRENEURS

Amy Lockwood
Chief of Staff, Research
UCSF Global Health Sciences
Key Issues

• What makes global health innovation so hard?
• Where are innovators most likely to get derailed?
• What creative solutions can help innovators overcome common barriers?
25 Organizations
Complicating Factors

• Multiple stakeholders—patients, providers, payers—with distinct yet overlapping interests
• Safety and testing requirements imposed by governments and healthcare providers
• Diverse geographies, each with different infrastructure, customs, and market dynamics
• Limited resources—financial, physical, and human—that impact requirements for pricing and collaboration
Key Challenges

- Identifying and validating needs
- Understanding market and stakeholder dynamics
- Getting to a market ready product or service
- Sales, marketing, and distribution
- Defining a viable business model
- Securing adequate funding
Identifying and validating needs

• Understand the difference between empathy and sympathy
• Employ a mix of humility and perseverance
• Revisit the need throughout the innovation process
• Helpful resources:
  – Bootcamp Bootleg, Hasso Plattner Institute of Design at Stanford
  – Human-Centered Design Toolkit, IDEO.org
Sales, marketing, and distribution

- Identifying the decision makers in the purchase (wholesale and retail) and understanding how they evaluate new products
- Determining the extent to which behavior change is necessary and the challenges to effecting this change
- Analyzing the logistics required for your product to reach end-users
- Building your own vs. creating effective partnerships
Understanding market and stakeholder dynamics

- Requires an understanding of the surrounding context by assessing market and stakeholder dynamics
- Recognize that reports and accurate data may be elusive
- Understand the difference between need and demand
Defining a viable business model

- Identifying how the organization will generate value – social vs. economic returns
- Determining the appropriate organizational structure – for profit, non-profit, hybrid
- Creative ways to achieve mission
Getting to a market ready product or service

• Turning a prototype into a product that meets regulatory and industry standards and ensuring it can be manufactured at scale, at a cost that allows a net return
• Understand the time line and cost of collecting clinical data
• Helpful resources:
  – Biodesign: The Process of Innovating Medical Technologies, Zenios, Makower, Yock
  – Biomedical Engineering, Richards-Kortum
Securing adequate funding

• Accurately estimating the amount of funding necessary and the time horizon for returns (economic or social)
• Identifying appropriate sources of funding for your business model and recognizing their limitations
• Recognizing the amount of time and energy required for fundraising
• Measuring impact in order to tell your story
GLOBAL HEALTH
Innovation Insight Series