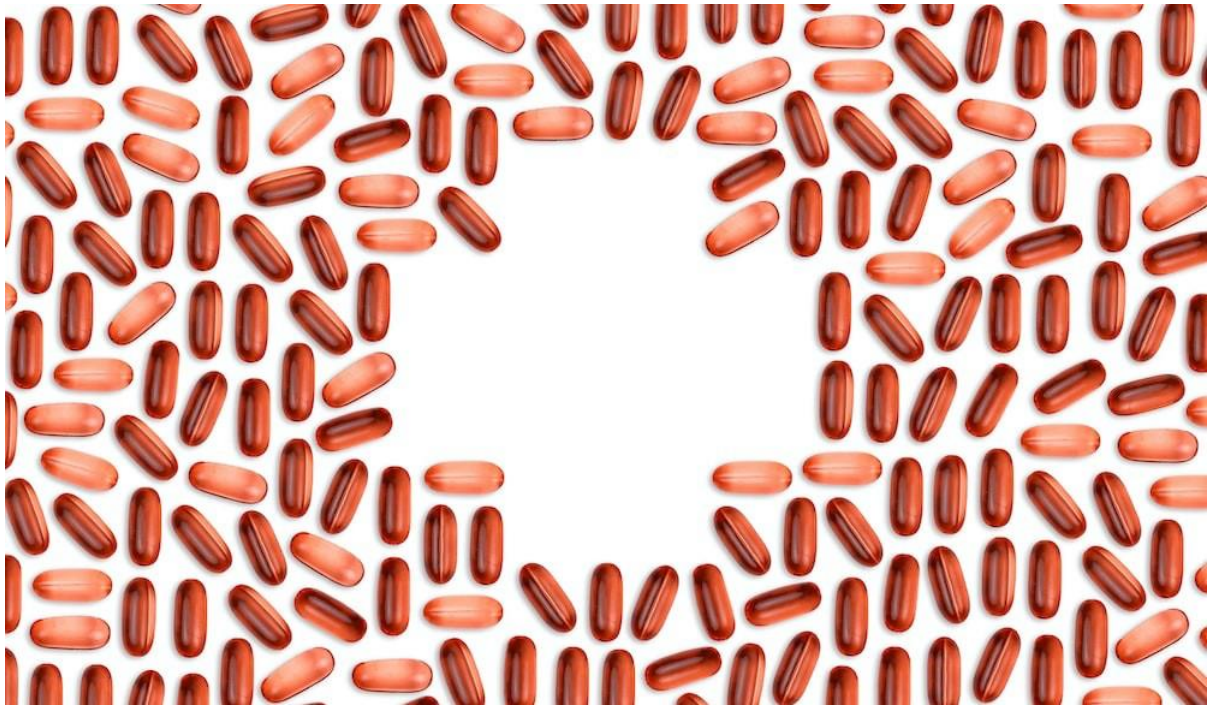


WAIPH STRATEGY SERIES



Pic: Volodymyr Hryshchenko



MARKET-SHAPING STRATEGY

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Introduction:

The West African Institute of Public Health (WAIPH) is committed to strengthening health systems in West Africa, particularly in the areas of essential medicines, nutrition commodities, and medical products. The institute recognizes the importance of ensuring the availability of affordable products and avoiding wasteful use of high-cost ones. To achieve this, WAIPH embraces market shaping as a primary strategy to facilitate access to products, improve health outcomes, and support resilient health systems. By co-creating advocacy and market shaping roadmaps, WAIPH aims to scale up the availability and utilization of multiple micronutrient supplements (MMS) for improved maternal, child, and adolescent nutrition, thereby contributing to Sustainable Development Goal 3. The institute collaborates with both the public and private sectors to shape markets and generate savings in the procurement of drugs, devices, and diagnostics across all areas of its work. This strategy document outlines the key approaches and activities that WAIPH will undertake to drive market shaping in West Africa.

Strategic Focus:

1. **Health Systems Strengthening:** WAIPH acknowledges that resilient health systems are essential for the effective delivery of health products. Therefore, alongside improving access, the institute places strategic emphasis on supporting systems to ensure the continued availability and affordability of health products. By strengthening local, national, and regional capacities, WAIPH promotes ownership, equity, and resilience within the health systems, aligning with the broader goal of localized technical assistance and decolonizing global health.
2. **Contextualized Interventions:** WAIPH recognizes the diverse needs, peculiarities, partnerships, funding constraints, and overall landscape of different countries in West Africa. Therefore, market-shaping interventions will be tailored to each country's specific context. The selection of target health products will be optimized based on the guidance provided by the World Health Organization (WHO) to ensure relevance and effectiveness.

Foundational Market-Shaping Strategies:

1. **Market Widening:** WAIPH will employ strategies to expand the market for health products. This may involve introducing standardization, which eliminates barriers by establishing common guidelines or practices. Developing market infrastructure is another key activity, as it attracts market actors and facilitates product distribution. Additionally, WAIPH aims to reduce prices by promoting competition, thereby making products more affordable and accessible. Cognitive reframing of exchange objects can also be utilized to change perceptions and broaden the market. Creating more value for customers and stakeholders through innovative approaches will contribute to market widening. Pursuing deregulation can also open new opportunities and increase market participation.

2. *Market Disruption:* WAIPH recognizes the importance of challenging existing market dynamics to drive positive change. Disruptive strategies may involve introducing innovative products, services, or business models that reshape market behaviors and improve outcomes. By identifying inefficiencies and gaps in the market, WAIPH can introduce disruptive interventions to address these issues and promote more equitable access to health products.
3. *Market Maintenance:* To sustain access to essential medicines, nutrition commodities, and medical products, WAIPH will implement market maintenance strategies. This involves continuous monitoring, evaluation, and improvement of market conditions to ensure stability and ongoing availability. Regular assessments of market dynamics, demand forecasting, and gap analyses will inform targeted interventions to address emerging challenges and ensure the sustainability of market systems.
4. *Market Reduction:* In cases where excessive or wasteful use of high-cost products is identified, WAIPH will employ market reduction strategies. This may involve regulatory interventions, such as price controls or utilization guidelines, to rationalize the use of these products. By promoting cost-effectiveness and return on investment analyses, WAIPH can advocate for the adoption of more affordable alternatives without compromising quality and efficacy.

Key Activities and Examples:

1. *Market-Widening Activities:*
 - a. Introducing standardization: WAIPH will work with stakeholders to establish common guidelines and practices for health product manufacturing, distribution, and quality assurance.
 - b. Developing market infrastructure: The institute will collaborate with partners to improve transportation, storage, and distribution networks, ensuring efficient and reliable product supply chains.
 - c. Reducing price: WAIPH will promote competition and negotiate favorable pricing agreements with manufacturers and suppliers to lower the cost of health products.
 - d. Cognitive reframing of exchange objects: WAIPH will engage in advocacy efforts to change societal perceptions and attitudes toward health products, emphasizing their value and benefits.
 - e. Creating more value for customers and stakeholders: The institute will explore innovative approaches to enhance the value proposition of health products, considering the needs and preferences of target populations.
 - f. Pursuing deregulation: WAIPH will advocate for regulatory reforms that remove barriers and enable market entry, promoting a more competitive and diverse health product landscape.
2. *Market-Disruption Activities:*
 - a. Introducing innovative products: WAIPH will support research and development efforts to introduce new, cost-effective health products that address unmet needs and improve health outcomes.
 - b. Disruptive business models: The institute will explore alternative distribution models, such as digital platforms or community-based approaches, to reach underserved populations and disrupt traditional market channels.
 - c. Addressing market

inefficiencies: WAIPH will identify and address bottlenecks and inefficiencies in the market, collaborating with stakeholders to develop innovative solutions and improve the accessibility and affordability of health products.

3. **Market-Maintenance Activities:**
 - a. **Market monitoring and evaluation:** WAIPH will establish robust monitoring systems to assess market dynamics, track availability, and ensure adherence to quality standards.
 - b. **Demand forecasting:** The institute will conduct regular assessments of health product demand to inform procurement planning and avoid stockouts or excess supply.
 - c. **Financing gap analysis:** WAIPH will analyze the financial barriers that hinder market access and develop strategies to bridge these gaps, ensuring sustained availability of health products.
 - d. **Cost-effectiveness and return on investment analyses:** The institute will promote evidence-based decision-making by conducting economic evaluations to assess the value and impact of health products, helping stakeholders make informed choices.

4. **Market-Reduction Activities:**
 - a. **Regulatory interventions:** WAIPH will work with relevant authorities to establish guidelines and regulations to rationalize the use of high-cost products and prevent excessive or wasteful consumption.
 - b. **Promoting alternative options:** The institute will advocate for the adoption of cost-effective alternatives to high-cost products, highlighting their efficacy and potential cost savings without compromising health outcomes.

The West African Institute of Public Health (WAIPH) recognizes the significance of market shaping in facilitating access to essential medicines, nutrition commodities, and medical products in West Africa. By embracing market widening, disruption, maintenance, and reduction strategies, WAIPH aims to enhance market dynamics, improve affordability, and promote equitable access to health products. The institute will leverage a range of techniques, including market sizing, demand forecasting, financing gap analysis, cost-effectiveness, and return on investment analyses, to inform its market shaping interventions. Through partnerships with the public and private sectors, WAIPH will co-create advocacy and market shaping roadmaps to scale up multiple micronutrient supplements (MMS) and other critical health products, ultimately contributing to the achievement of Sustainable Development Goal 3.

Key Reading Resources

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4. Tantalo, C., & Priem, R. L. (2014). Value creation through stakeholder synergy. *Strategic Management Journal*, 35(2), 258-279.
5. Burr, W. R. (2014). *Infrastructure: The social value of shared resources*. Oxford University Press.
6. Lee, S. M., Olson, D. L., & Trimi, S. (2018). Coopetition in business networks: To cooperate and compete simultaneously. *Industrial Marketing Management*, 71, 103-115.
7. Kjellberg, H., Mallard, A., & Sörhammar, D. (2019). Why should I buy this? A study of value creation and appropriation in business networks. *Journal of Business Research*, 103, 332-345.
8. Mellet, K., & Beauvisage, T. (2020). Building and maintaining trust in interorganizational partnerships. *Public Administration Review*, 80(6), 875-887.