



Providing healthcare with a single touch Business Plan Proposal for MUrgency

Executive Summary

Hong Kong & Kerala, India | January 2016

Introduction



Participants of GIFT's 45th GLP with the Chief Minister of Kerala Mr. Oommen Chandy (centre).

The **Global Institute For Tomorrow (GIFT)** is a Hong Kong based independent think tank and executive education provider focused on advancing a deeper understanding of global issues. The **Global Leaders Programme (GLP)** is GIFT's internationally recognized, high-impact leadership development programme which seamlessly integrates classroom theory and field-based practice into a two week transformational learning experience.

In January 2016, twenty-five professionals from a range of global companies joined the 45th Global Leaders Programme. Participants travelled to Cochin in the Indian state of Kerala to work with **MUrgency Global Services**: a start-up cloud platform and mobile application connecting people who need medical assistance with trained responders.

Through field-research, stakeholder interviews and site visits, participants gained a better understanding of the challenges facing emergency response in both India and Kerala. They used their insights to propose a new business plan for **MUrgency** for its launch in Kerala and its expansion into the rest of India and beyond.

The following pages are an **Executive Summary** of the business plan produced by the participants and refined by GIFT. This document summarises the highlights and key ideas of the proposal. More detailed analysis can be found in the full report which is available upon request.

The Context

The World Health Organisation estimates that approximately 5 million deaths occur each year in the developing world are a result of lack of timely care, roughly equal to the number of deaths from HIV/AIDS, malaria and tuberculosis combined.

Emergency response can be split into three segments. **Care in the community** ensures that illness and injury is recognized before they become fatal. **Care during transportation** ensures that patients are transported to a care facility rapidly and safely. **Care upon arrival** ensures that patients are taken to the right hospital and their problem is recognised and treated quickly.



Emergency medicine is a very young discipline in India. The Medical Council of India only recognized emergency medicine as a specialty in 2009, and it remains a niche area of study for most medical graduates. Indian emergency departments cited two constraints in the development of emergency response: traffic congestion and an unclear communication and dispatch systems. The growth in car ownership and lack of new roads have made congestion the norm in India's cities, even in relatively smaller ones like Cochin.

Another constraint is the lack of a centralized communication and dispatch system. Numbers are also not standardized amongst locations. People often do not know which number to call, nor is there an efficient dispatch system to direct a request to a hospital or ambulance company. Many patients, rather than waiting for an ambulance, are transported directly to hospitals by private transportation.

MUrgency Global Services Inc.



MUrgency Global Services is a cloud-based platform and mobile application with a vision of making emergency response available to anyone, anytime, anywhere—with just one tap on a mobile phone. Their goal is to connect people who need help in a medical emergency directly with medically-trained responders in the vicinity.

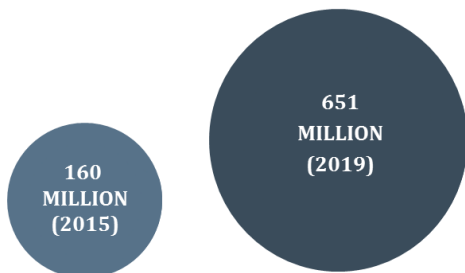
Their network aggregates existing emergency responder resources which include: doctors, nurses, paramedics, EMTs, First Aid Assistants, CPR-trained individuals, and other medically-certified and trained volunteers. These responders are all validated and verified by MUrgency.

Murgency's network was piloted in 2016 in the State of Punjab, covering the Chandigarh-Mohali-Panchkila region, also known as the Tri-City Area. They plan to expand to Kerala and across India.



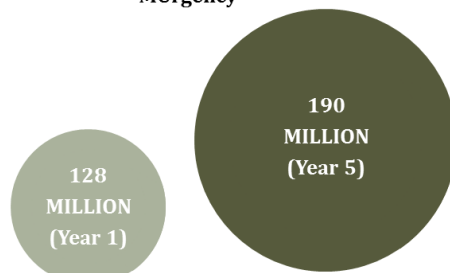
Kerala as Launch Market

Projected growth of India's smartphone users



4 fold increase as projected by the Smartphone Users Persona Report (SUPR) 2015 for India

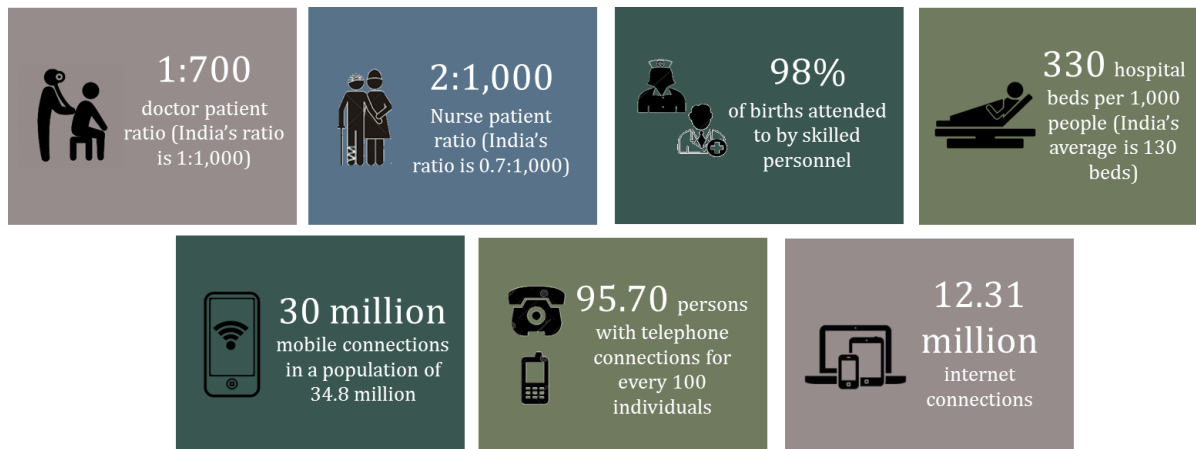
Projected market size of urban smartphone users for MURgency



Business expansion plan from 5 states in Year 1 (2016) to all States and Union Territories in Year 5 (2020)

India is an optimal location to launch healthcare technology companies, especially those associated with smartphone applications. India's mobile phone market is expected to grow dramatically over the next few years, driven by cheap smartphones.

Kerala in particular is a good launchpad for a company like Murgency. The state has a long history of organized healthcare provision. Compared with other states in India, Kerala's government investment in healthcare is one of the country's highest. From 2004-5, 4.7% of Kerala's government spending went towards the healthcare sector, the second highest in India (after Himachal Pradesh).



Source: Ministry of Health & Family Welfare, Government of India and the Telecom Regulatory Authority of India.

The Proposal



It is proposed that Murgency leverage underutilized healthcare resources to expand coverage of both non-emergency and emergency care. This should provide cheaper, faster and more convenient care than what would be provided under normal business models.

The MUrgency business will include 3 streams of service: **MUrgency Emergency**, **MUrgency Community** and **MUrgency Connect**.

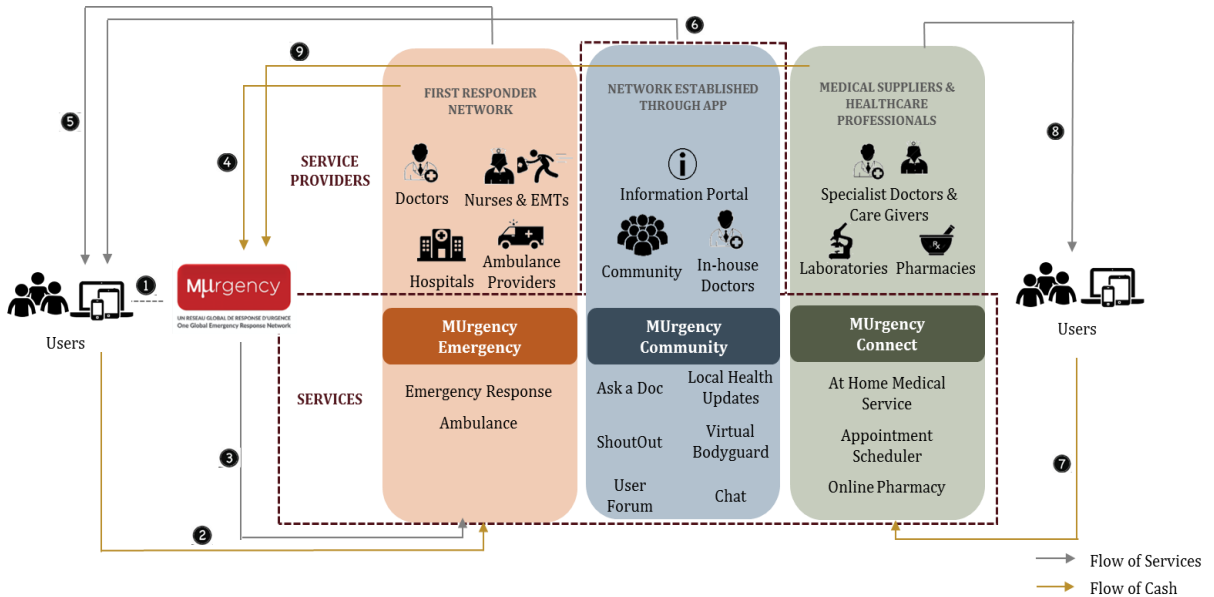
Emergency adds much-needed capacity to the **stressed emergency response system**, which already suffers from too few ambulances and not enough responders. Using a network of nearby medical personnel can lead to **faster stabilization and treatment**, provided before motorized ambulances can reach a patient.

Community will develop an **integrated community** of users and healthcare professionals to facilitate the sharing of healthcare information.

Connect will provide cheaper and more convenient options for care by **expanding primary health coverage**. This will help account for the **increasing prevalence of chronic and “lifestyle” conditions**, such as hypertension, cardiovascular conditions and diabetes, in India. These conditions require earlier, more constant and more consistent care.

The Business Model

The following business model defines how **MUrgency** will deliver social value and achieve financial sustainability:



- 1 Users download the free MUrgency app and have instant access to Connect, Community and Emergency features.
- 2 Via MUrgency Emergency, users have access to an expansive network of first responders and ambulance providers. Service fee applicable.
- 3 To ensure quality service, MUrgency will facilitate mandatory BLS/ALS training for all registered first responders.
- 4 First responders will incur a membership fee in order to be on the MUrgency network. They are also charged for Basic Life Support/Advanced Life Support training provided by MUrgency. The company will take a 20% commission from first responders and 10% service fee per transportation from ambulance providers.
- 5 In an emergency, users can alert network of first responders. Responder picks up call and travels to users location to provide medical assistance.
- 6 Community features and network are maintained by MUrgency and are provided to users free-of-charge.
- 7 Via MUrgency Connect, users will have access to an expansive network of medical suppliers and healthcare professionals. Service fee applicable.
- 8 Medical suppliers and healthcare professionals are available via MUrgency for the users non-emergency healthcare needs.
- 9 Medical suppliers and healthcare professionals will pay service, subscription and annual maintenance fees to MUrgency. For an additional fee, they can advertise on the app.

MUrgency Financial Projections

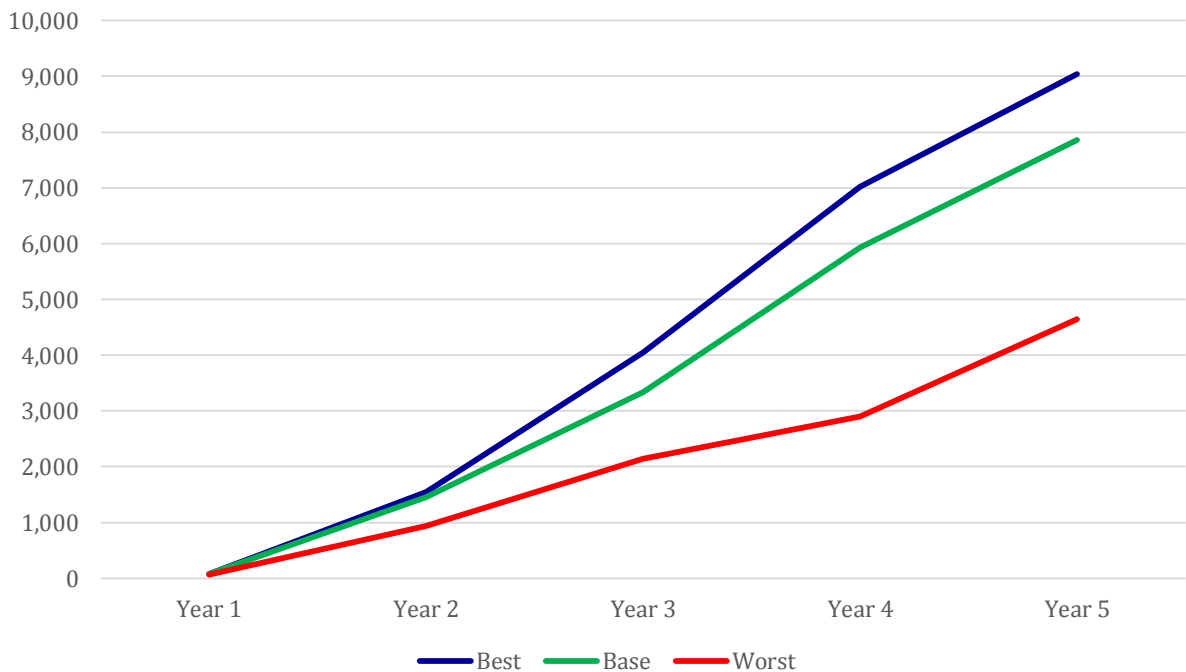
The launch of **MUrgency** presents an excellent opportunity for investors, both locally and internationally, who wish to create significant impact on India's promising healthcare sector.

MUrgency will require an initial investment of INR 1.7 billion (~ USD 25.7 million) to cover capital expenditures and expenses. **MUrgency** will have a Net Present Value of INR 659 million (~USD 9.75 million) with a payback period of 4.1 years.

The model shows that MUrgency offers investors an attractive IRR of 13.5% (base case) over a five year period:

- Base case assumes ~ 50 million active users, 90,000 doctors enrolled and 225,000 pharmacies.
- Best case assumes ~ 52 million active users, 150,000 doctors enrolled and 285,000 pharmacies
- Worst case assumes ~ 26 million active users, 90,000 doctors enrolled and 225,000 pharmacies

Revenue



*For more detailed analysis, scenarios and key assumptions, readers can request access to the full report.

Social Impact

MUrgency will greatly improve community healthcare. It will improve access to emergency and non-emergency services, especially those from a low-income background, their families and their communities.

As smartphone penetration surges, **MUrgency** will be a key gateway to affordable and high-quality healthcare services for over 100 million people nationwide. **MUrgency's** services will enhance the use of existing healthcare resources to improve outcomes concerning endemic diseases, chronic conditions, maternal and mental health, and other health issues.

MUrgency will mobilize service providers to conduct health awareness workshops in partnership with public health officers, NGOs and CSR representatives to enhance awareness of local diseases. It will also engage individuals working or living near accident-prone areas to use the application to alert a responder. These people could be designated **Murgency Ambassadors**.

Responders will also enjoy increased income as a result of being part of **Murgency's** network. Expansion should also drive demand for nurses and emergency medical technicians—good aspirational careers for lower- and lower-middle income communities.

MUrgency Updates

- Since the programme, MUrgency has launched in cities across the state of Punjab.
- The company has also received investments from Tata Sons Chairman Emeritus Ratan Tata and from Axilor Ventures, set up by Infosys co-founders Kris Gopalakrishnan and S D Shibulal.
- MUrgency will soon be launching a unique Health Monitoring Package, designed for parents of those who live outside India or in a different city. This package will provide regular doctor visits at home, access to a 24/7 help center, and medical concierge services.



For more information on Murgency please contact Rachita Mehrotra at rmehrotra@global-inst.com or +852 3571 8204

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