


RCA + Teardown

 Topic: Improving Patient Conversion & Retention on Practo's Appointment Booking System

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1. Purpose

Define a scalable, user-centric booking flow revamp aimed at reducing drop-offs, increasing repeat bookings, and addressing high no-show rates—while reinforcing Practo's reputation as the go-to healthtech suite.

2. Problem Statement

Despite high traffic, Practo experiences significant drop-offs during the appointment booking journey due to friction in discovery, data entry fatigue, and unclear slot availability.

3. Business Goals

- **Conversion (Visit→Booking):** +15% \Rightarrow from 10% to 11.5% (implies +120K appointments/month)
- **Rebooking Uptake:** +20% among existing users
- **Booking Completion Time:** -30% (from 60s down to under 45s)
- **No-show Rate:** -15%
- **NPS Impact:** +10 points
- **ROI:** Break-even within 4 months of launch
- **Repeat Booking:** Improve repeat bookings by 20%

4. User Needs

- Find trusted doctors faster
- Reduce form fatigue during booking
- Get timely confirmations/reminders
- Personalize experience based on history

5. User Persona

Name	Type	Needs	Pain Points
Riya Gupta	Patient	Fast, trusted appointments	Long forms, unclear slot status
Dr. Mehra	Clinic Admin	Steady bookings, fewer no-shows	No real-time sync with system

6. User Stories, Acceptance, Edge Cases

1. **Story:** “I want one-click rebooking”
 - **Criteria:** pre-populated with prior fields; completes booking within 3 taps
 - **Edge Cases:** no prior data → fallback to manual fill
2. As a user, I want to rebook an old appointment quickly.
3. As a clinic admin, I want fewer no-shows and auto-reminders.

7. Target Audience

- Riya Gupta, 28, urban professional booking consultants at 1–2-months frequency
- Dr. Mehra, 45, seasoned clinic admin focused on reducing no-shows and streamlining appointments
- Family caregivers who manage elderly appointments

8. Root Cause Analysis (RCA) via 5 Whys

Observation	Root Cause
High drop-offs on slot screen	Users see "no availability" too often
Long data input fields	No form autofill or saved profile integration
No incentive to rebook	Lack of personalized post-visit follow-up
Clinic no-shows	No real-time slot sync between patient & clinic

9. Product Teardown

Parameter	Current State	Issue	Improvement
Slot Visibility	Cached/Delayed	Drop-offs on full slots	Real-time slot API + Alternate suggestions

Form UX	5+ fields	Lengthy → fatigue	Auto-fill + profile reuse
Post-Confirmation	SMS only	Low retention follow-through	Add feedback + rebooking prompt
CRM Touchpoint	None	Missed engagement	On-site wallet incentives + reminders

10. Competitor Insights

- **1mg**: commands ~18% of India's digital health space, strong in pharmacy and diagnostics; Practo's chief rival in doctor consultations and e-pharmacy with ≈ 30.75 M; bounce ~80%
- **PharmEasy & Netmeds**: leading in medicine delivery and diagnostic bookings, have cutting into Practo's e-pharmacy position
- **Apollo 24/7**: backed by Apollo Hospitals, offers holistic healthcare services (consultation, pharmacy, diagnostics) — strong offline integration
- **Lybrate, Mfine, DocApp**: focused telemedicine platforms, often outperforming Practo in UI, specialist access, and chat-based triage with ~5.27 M, PharmEasy ~6.7 M, Netmeds ~8.3 M

Practo leads with ~28% market share in India's digital health sector with ≈ 8.13 M visits; bounce rate ~85%


11. Brand Presence

Platform	Current Strength	Gaps
Play Store	High downloads but avg retention	Poor review replies
LinkedIn	High employer branding	Product/UX not highlighted
Website	Smooth UX	Booking flow needs polish

12. Real-Time Data & Brand Context

- 17 crore (170 million) users served; 1 lakh+ partner doctors in FY22
- 22% YoY operating revenue growth to ₹242 cr (FY24); 90% EBITDA improvement
- Platform enlists 40 cr consumers, 1.5 L doctors, 80 K+ healthcare centers
- Monthly website visits ~10.8M, with 56% bounce rate, 2.9 pages/visit average
- Online consultations surged from 0.55M (2019) to 2.4M (2023), with 90% via video

13. **Proposed Solution**

 Feature: Smart Appointment Booking System

- **Saved Profiles & 1-Click Rebooking**
→ For returning users to skip manual entries
- **Smart Slot Suggestions**
→ Use ML to suggest nearby doctors or earlier alternatives
- **Prepaid Incentive Wallet**
→ Reduces no-shows; incentivizes user commitment
- **Post-Visit Feedback + Reminder Loop**
→ Enables repeat booking + retention flow

14. **Alternative Approaches Considered**

Approach	Why Not Selected
WhatsApp-based scheduling	Lacks personalization and history tracking
Booking-only app revamp	Would increase load without CRM integration

13. **GTM Plan**

Phase I (Beta) – 3 Tier 2 cities

- Launch via banners; A/B test 50% user base
- Clinic partnership thresholds, training

Phase II – Expand to 5 Tier I cities

- Paid Social Media Influencers (Facebook, Instagram)
- Clinic admin webinars

14. **Infrastructure Requirements**

- Real-time availability API with 15-second refresh
- Datastore for Saved Profiles & Repeat Booking
- Secure Wallet for prepay incentives; PCI DSS
- Notification Service (WhatsApp/SMS)

- Event tracking via Mixpanel + GA
- Simple ML Engine for smart slot suggestions

15. Guesstimate

“How many appointments happen on Practo per day?”

- Daily Visitors: ~800K
- % looking for appointments: ~40% → 320K
- Conversion rate: ~15% → 48K/day
- Our feature target impact: +15% → **~7.2K more bookings/day**

16. Success Metrics

Metric	Target
Conversion rate (Visit → Book)	+15%
Rebooking rate	+20%
Booking completion time	↓30%
No-show rate	↓15%

17. Budget & Approvals

Line Item	Estimated Cost
Dev + QA (4 wks)	₹720k
API Integration	₹120k
Design & UAT	₹120k
Notification Service	₹60k/month
Marketing & Onboarding	₹150k/transient
Total (FY)	~₹1.25M

ROI break-even within 4 months

18. Timeline

Phase	Duration	Dependencies
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Align Scope	+	1 week (w/o 20)	Stakeholder alignment, clinic data
Design UAT	+	1.5 weeks	Wireframes, API mocks
Development		4 weeks	Backend, slash-rate testing
Beta Launch		2 weeks	Clinic onboarding, event instrumentation
Feedback Loop		2 weeks	Data analysis, iteration
Full Launch		1 week	Go-live ceremony + support

19. 🚀 Capstone Angle

This case reflects my ability to:

- Identify systemic UX bottlenecks
- Strategize & test impactful PM solutions
- Lead CRM-based healthtech flows end-to-end
- Design features that are not just usable, but scalable

20. 🤔 Open Questions

- What % of clinics currently support real-time sync?
- Do clinics accept pre-pay incentives?
- What wallet limit is acceptable?
- Is WhatsApp or push notification funnel more effective?
- Any existing API rate limits or cost per 1K users?