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. X 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% ⇒ 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. S User Needs

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

5. **User Persona**

Name	Туре	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"
 - o 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. <u> Target Audience</u>

- 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/Delaye	Drop-offs on full slots	Real-time slot API + Alternate suggestions

Form UX	5+ fields	Lengthy → fatigue	Auto-fill + profile reuse
Post-Confirm ation	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 \sim 18% of India's digital health space, strong in pharmacy and diagnostics; Practo's chief rival in doctor consultations and e-pharmacy with \approx 30.75 M; bounce \sim 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. <u>Marian Guesstimate</u>

"How many appointments happen on Practo per day?"

• Daily Visitors: ~800K

• % looking for appointments: $\sim 40\% \rightarrow 320$ K

• Conversion rate: $\sim 15\% \rightarrow 48$ K/day

• Our feature target impact: $+15\% \rightarrow \sim 7.2$ K 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. S 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?