



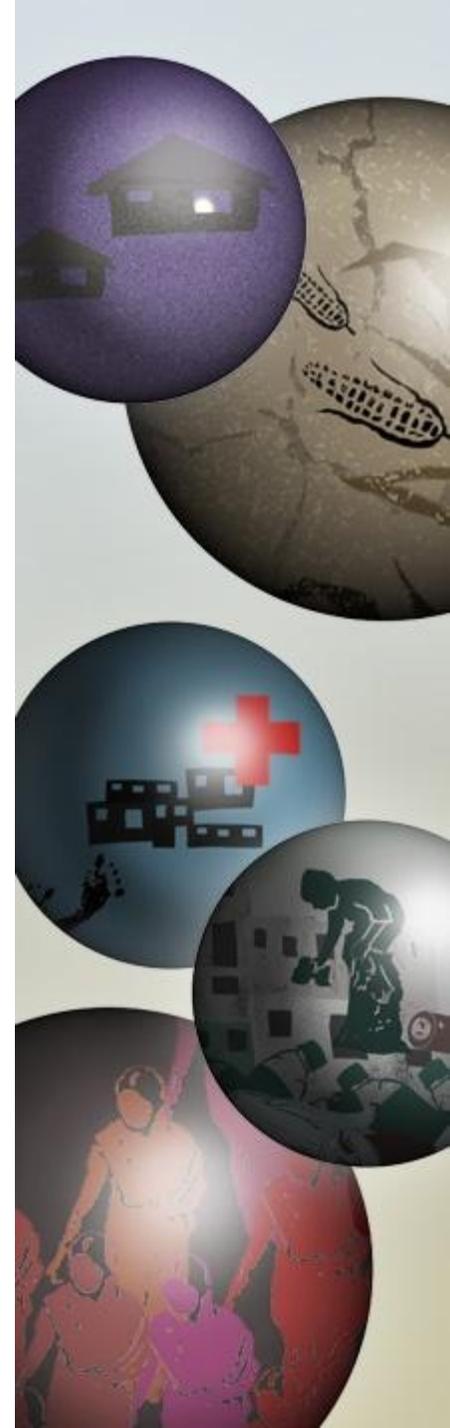
LGT Impact Fellowship 2016-2017

Pete Troiano

Impact Report

LGT Impact Ventures

October 2017





Pete Troiano (India)

Host organization: Sabka Dentist (India)

Fellowship role: Marketing , Business and CSR Development

Fellowship duration: November 2016-October 2017

Degree: Master of Business Administration (Thunderbird School of Global Management) Master of Journalism (Columbia University)

Professional experience: Three decades combined experience working in media, communications, international education and business.

Summary: Although the dental care landscape in India is swiftly changing and evolving, Sabka Dentist is still the leading dental chain in India and has just celebrated its seventh year in operation. It provides quality dental care services through a network of 110 clinics in two Tier 1 cities (Mumbai and Bangalore) and three Tier 2 cities (Aurangabad, Pune and Surat). Sabka Dentist has 550+ qualified and trained dentists (90% of whom are women) and has treated more than 600,000 patients. Although its customers are mostly from the urban mass and middle class, with its transparent pricing, payment plans, extensive free dental camps and reasonably priced range of dental services, Sabka Dentist's stated mission is *"To ensure everyone visits a dentist at least once a year and make quality dental treatments affordable and approachable."* Since good dental health is critically linked to good overall health and wellbeing, Sabka Dentist's contribution to helping give India a "Healthy 32" is a significant one.

Problems Sabka Dentist aims to tackle

- The biggest challenge for *Sabka Dentist* this year was to successfully rebrand from *Mydentist* which was the company name since 2010. Legally obligated, the rebranding sent the marketing department into overdrive. Sales and services are down from past levels because a significant part of the customer base has not yet fully made the connection between the old and new brand names.
- Only 2% of the Indian population has ever been to a dentist. Pervasive dental myths such as "I don't have a dental problem" and "going to the dentist is always expensive" prevents a large part of the population from taking care of their dental pain and oral health issues.



Sabka Dentist's solution

- As soon as the name change became official , Sabka Dentist began an intensive and extensive marketing campaign to help with the rebranding. A forced rebranding is a major trauma for any company to deal with, but CEO Vikram Vora leveraged it into something positive and exciting: "Changing From *My* to *Sabka* Dentist (which means "Everyone's" in Hindi) is part of our next phase of growth and reflects the company's mission to provide *all* Indians access to professionally delivered dental care in a transparent manner"



- Through its website, advertising and marketing, SD aims to educate the public. Standardized and transparent pricing removes surprise, mystery and distrust from going to the dentist. Cost free checkups, and very low cost cleanings make a dental visit possible for virtually anyone who has access to Sabka Dentist's clinics.

"My experience as an LGT Impact Fellow..."

On the road to building a new career where conscious capitalism meets enterprise development, my fellowship experience in Mumbai, India and Zurich, Switzerland was an important and inspiring stop along the way forward.

It taught me some invaluable lessons about what it takes to run a business in a large and complex emerging market as well as huge lessons in patience, humility and dental care. 😊

Opportunity for an LGT Impact Fellow

Working at Sabka Dentist can give an Impact Fellow exposure to many different areas of working with a start up. I found the managers flexible, open to my ideas and suggestions and extremely open with company data and information.

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Pete's Accomplishments



- Pete researched and wrote a competitive market analysis that featured the largest dental chains in the United States, UK and India that contribute to the \$28 billion global dental care services market. Analysis includes traditional and digital marketing strategies, business model information and company statistics . Important outcomes of the study:
 - ❖ *A strong recommendation and outline for Sabka Dentist to enter India's medical tourism market estimated to reach \$8 billion by 2020*
 - ❖ *A forged relationship between Aspen Dental's CEO and Chief Clinical Officer with Sabka Dentist's CEO and management team*
- Pete led a CSR dental camp initiative with the Inner Wheel Club of Chembur and the Mahatma Education Society which serves over 30,000 students in Mumbai.

Pete's next challenge

Steadfastly believing “borders frequented by trade seldom need soldiers” and that a conscious capitalism revolution can solve most of the world's problems, Pete is getting ready for his next business adventure while getting some badly needed R&R in Ko Chang, Thailand.

I got to be Santa Claus at our Christmas party. Tis better to give than receive.



- Pete contributed to digital and company communications by providing content to the website and social media platforms. Blogging and posting on topics including traditional herbal dental remedies, eating right for good dental health , overcoming dental anxiety and dental myth busting. Pete also produced a video blog featuring Sabka Dentist's four lovely, talented, and hardworking Dental Directors. Drs. Reena Waghela, Jena Shah, Ankita Gada and Rupali Gujar. Also thank you Dr. Anisha Mehta (marketing) and Kiran Garde (HR).
- Liaising with Sabka Dentist's data managers, operations team and Grameen Foundation India's (GFI) project directors, Pete helped coordinate and manage the LGT Venture Philanthropy/GFI PAN India research project on dental healthcare behaviour in low income communities.

Quote from Vikram here