Horizontal Business Expansion Opportunities and Strategies

Case Study

Horizontal Business Expansion Opportunities and Strategies

Client	A global healthcare company
Industry	Healthcare
Products	Rx and OTC – pharmaceutical and medical devices

Engagement Scope

Market Opportunities and Level of Attractiveness

- What is the market size and segmentation for related therapy and sub-therapy areas?
- How will associated sectors, subsectors, therapy and sub-therapy areas perform in mid-to-long-term?
- What are the drivers, challenges, and positive indicators of these therapy adjacencies?
- What is the level and quality of competition in these adjacencies?
- Which are the most attractive markets and segments for these therapy areas?

Context

 The client wanted to identify potential business opportunities in skin and respiratory-related adjacencies in the US, EU-7, Japan, China, Korea, and Australia.

Key Business Questions

- What are the potential therapy areas untapped by the client's current portfolio?
- What are the treatment options available and what are the key unmet needs?
- What are the perceptions of the medical fraternity, nursing staff, technicians, patients, pharmacists, and retailers about existing solutions and expected improvements in these solutions?
- What is the probability of the client being successful in these areas, considering market factors and internal strengths?
- Which are the key growth opportunity areas considered by competitors and what are their priorities?
- What are the strategic and operational bottlenecks and challenges to enter into selected areas?

2 Stakeholder Insights

- Which are the targeted segments therapy specialty, experience level, patient pool, POC/POU, and channels of distribution and promotion?
- How will the perception and behavior of stakeholders change over the years?
- Which are the key factors influencing decision for product selection and treatment road map?
- What changes in present solutions can ease life of healthcare providers?
- How much are patients willing to spend (ideal price point)?

Market Ecosystem

- What are the current and expected growth drivers for highlighted areas?
- Who are/would be the key competitors?
- What is the level of innovation and development pace for these areas?
- What are the strong technology and business barriers to enter the market?
- Which startups and research institutes would be important from a technological perspective?

Key Findings & Recommendations

- Key potential areas where the client has high probability of success
- Unique internal capabilities that would enable entry in these areas
- Gaps in current portfolio would be filled by prospective areas
- External solutions or partnerships to bring forth new ideas
- Possible partnerships for market entry and expansion in different markets
- Business models suitable for different adjacencies

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Research Methodology

Secondary Research

Company websites, databases, scientific articles, whitepapers, market and industry reports, etc.

Primary Research

100 detailed interviews and web survey of 500 responders - prescribers, nurses, technicians, and pharmacists to understand potential opportunities in adjacencies

Benefits to Client

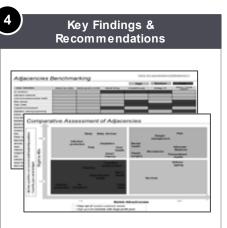
- In-depth adjacencies evaluation report based on multiple techno-commercial parameters
- Shortlisted adjacencies based on market attractiveness and right-to-win assessment
- Based on study insights and recommendations, the client strategic team shortlisted 3 key adjacencies for their short-term business development goals

Sample Analysis









Thank you

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