



## New Market Growth Strategy

### Business Problem

A leading European healthcare equipment manufacturing company is looking to gain entry into Indian market. The product is mainly diagnostic imaging equipment and company claims it uses advanced technology than currently available CT Scan equipments. Their products are thus costlier than currently available solutions.

### About Industry & Market

Typically, such large and very expensive diagnostic equipments are bought by hospitals and stand-alone diagnostic centers. Since high cost of equipment can only be offset by significant utilization of the device, thereby ensuring marginal increase in per unit diagnostic cost. However there could be diagnostic centers that cater to very low to low income households, who will not be able to afford even marginal increase in such diagnostics costs. Alternatively, there are diagnostic centers who serve well off households, who will appreciate the incremental value of an advanced technology and willing to pay significantly higher fees per test.

The market opportunity is significant, but is in very early stages of adoption in this new market. Hence sales cycle times are very high. There is lot of education involved, with multiple levels of buyer interactions in person. Post such discussions, chances of purchase are a function of affordability and whether a diagnostic center will be able to drive returns on their investment. It is thus very important for sales teams to very careful identify prospects where they will spend time and effort, to ensure meaningful returns on their time and investment.

### Objective

The company needs help on an effective customer targeting and prioritization strategy, so their sales teams could see meaningful returns on their investment. You are expected to present to sales leadership team of the company with an approach to target customers effectively.

### Data Available:

The company had decided to target some of the cities and villages from North India. They also conducted research to gather data from around 400 hospitals + diagnostic centers, which includes firmographic data, equipment availability and capacity insights. Also, have demographic information about some of the districts. Unfortunately, firmographic data is not well populated. You could see how this information could be leveraged. You could also bring additional data from other sources to solve this challenge and come with final recommendations.