



CONSULTSCHOOL 2.0

WEEK 3 CASE

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*Nurturing the
Consultants of
Tomorrow*

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Problem Statement



ASCLEP Inc.

Sector – Medical Diagnostics
Headquarters – Munich, Germany
Founded In – 2014
Current Markets – USA, EU, UK, Japan

Your client is Asclep Inc., a startup that pioneered a new medical diagnostics device called 'Freyja'. Unlike conventional tests that require a lot of blood, Freyja can perform multiple tests with a single drop of blood collected using a fingerstick.

Asclep Inc. is contemplating a market entry into India considering its huge population & robust healthcare network in some of its cities. It aims to maximize its overall profits & needs to break even within 3 years. It needs advice on whether it should enter India, & if yes, on how it should enter the market.

Freyja vs Competition

Freyja can perform all the standard blood tests. The test process is that a single drop of blood is collected and inserted into the machine to get the results. Hence, it needs only one person to operate.

In India currently, all tests are done on machines called Blood Analyzers which need more blood and at least two people – a qualified nurse to take blood & a technician to study the blood using the Analyzer.

	Freyja	Blood Analyzers
Total Blood Required	1 ml	30-50 ml
Total Time Taken	15 mins	4-24 hours
Accuracy	± 8%	± 5%
Price of Machine ¹	[min] 45 Lakhs INR	20 Lakhs INR
Operating Cost/ Test ²	250 INR	750 INR
Lifespan	5 Years	7 Years

¹If they choose to launch in India, they will price it at a minimum of 45 Lakhs., ²Does not include labour costs.

Asclep Inc.'s Plans

Freyja is Asclep's sole product and it is manufactured in two company owned facilities in Munich and Los Angeles. It costs 40,000 euros to manufacture one Freyja.

Driven by Freyja's success, Asclep has grown rapidly. As of 2024, Freyja penetrated into >75% of the market in the EU and >60% of the market in the USA. Freyja although marginally inaccurate and more expensive, has come in handy in a wide variety of situations:

- In remote towns with inadequate medical personnel.
- Emergency surgeries that require quick pre operation tests.
- Patients with low pain tolerance.
- Critical patients who have inadequate blood in their system.

Of course, Freyja is also a blessing for patients who get faster reports with almost no pain. In the current markets, it was observed that hospitals and medical centers that use Freyja scores better in patient friendliness & have a better customer retention ratio.

Despite its initial regulatory hiccups, given its Freyja's reception, Asclep is profitable. However, growth rates have come down given that it is increasingly saturating its current markets. This has been a concern given that it is eyeing an IPO by 2026. It can afford to invest upto 10 million euros for the proposed market entry.

Task for Week 3

This week you will only focus on improving your presentations.

- Your pitch deck needs to follow a storyline and there should be a flow in your structure, research, calculations and conclusions
- Pitch deck should not span more than 7-8 slides.
- Use one template in the whole pitch deck and use all the tips & tricks given in session 3.
- Marking will be based on how clean and clear your presentation is.