



New Product Launch

Pre-Launch Market Assessment for a Client¹

Background to the Project

The Client is a Rs.100 crore 3-decade old company engaged in providing products and services to the **Clinical Laboratory industry** in **India, Sri Lanka and Bangladesh**. It is a respected and trusted manufacturer of medical equipment with a mixture of indigenously developed technologies and partnerships with leading foreign manufacturers.

The Client was keen to expand their presence in the **Medical Diagnostics** space by entering the **Veterinary Diagnostics market**.

ECG was engaged to conduct a comprehensive study to assess the **market for Veterinary Diagnostics** in **4 States** across **India** and recommend a **market entry strategy**.

ECG Approach

Our extensive study of the business environment covered **15 cities** of **all tiers** across **Tamil Nadu** (*2 cities*), **Karnataka** (*1 city*), **Delhi** (*2 cities*) and **Rajasthan** (*10 cities*) during which our team engaged with **~300** key stakeholders such as **medical practitioners** and **academicians**. Crucial industry aspects such as the **equipment used, reach & scale of existing suppliers** etc. were measured. The responses were analyzed to provide a data driven mapping of the current and future market scenarios, along with conclusive recommendations on market entry.

Key Insights

Unavailability of advanced tests in Tier 1 cities

A major concern of respondents in some cities stemmed from a lack of equipment for advanced veterinary tests. This pointed to a supply gap for advanced equipment, which pointed to a potentially assured customer base with high margins for the Client.

Crowded Outsourcing Setup in Tier 1 cities

Tier 1 cities have specialized veterinary labs which collect samples from nearby clinics and report results in 24 hours, usually.

Given this is a highly competitive volume-driven environment and a sizeable number of respondents were willing to undertake testing at their own setup using Diagnostic Kits, it clearly presented an opportunity to focus on direct equipment distribution for the Client.

Project Outcomes

Based on the analyses and findings, ECG recommended a **layered approach** to the **market**. Certain markets were designated for **"instant kick-off"** while some others were categorized **"wait and watch"** and the remaining being earmarked for **"pilot launch"**. This has also enabled the Client to consider phased investment.

Project Timelines

The project was undertaken over **7 months** in a phased manner with **2 cities** (from the same state) in **Phase 1** and the remaining covered as **Phase 2**. While ECG's work was executed with a mixture of parallel and linear implementation across geographical markets, the Client decision making was facilitated through periodical updates and multiple Interim Reports that summarized the findings from markets which had been studied till then.