

Assessment of New Business Opportunities in the US Transcutaneous Electrical Nerve Stimulation (TENS) Units Market

Sample Deliverable

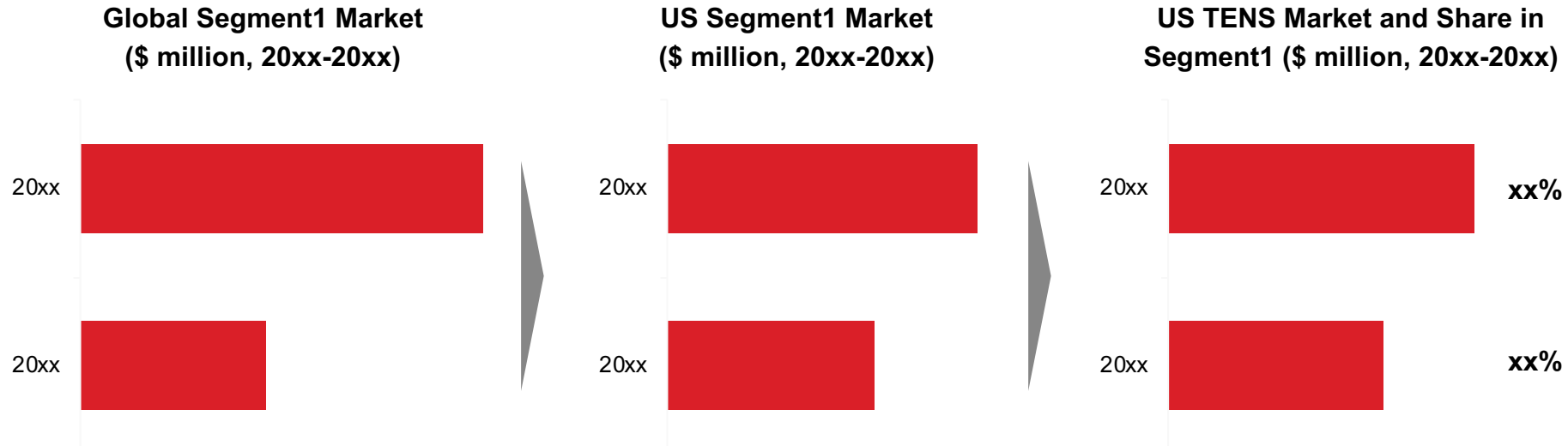
20xx

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



How big is the market? Which segments offer greatest opportunities for growth?



Key Segments (in terms of relative market potential)

Segment1 (P)

Despite being a **xx segment**, there is huge potential for devices that can help treat ortho and post-operative pain; currently, manufacturers have not introduced devices targeting these indications

Segment2 (S)

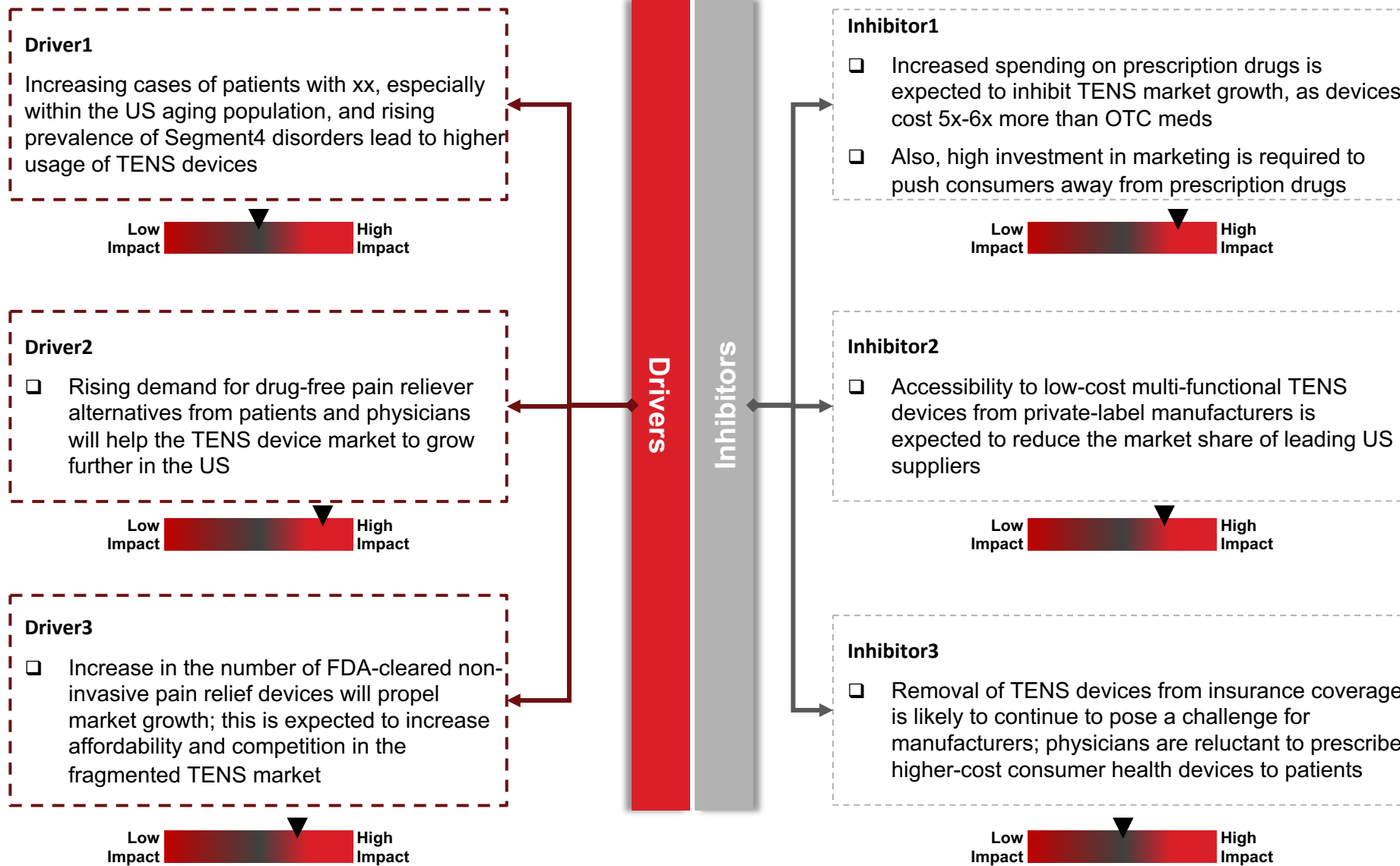
The **large size of Segment2 medicine market and rising popularity of Segment3**, because of increasing health consciousness, provide a significant opportunity to tap into **Segment2 and Segment3**. Currently, a few companies are actively promoting devices for these segments

Segment3 (F)

Segment4 (N)

The segment is in a **nascent stage**, with a few companies offering devices for the treatment of Segment4 disorders; hence, there is a good opportunity for manufacturers to **introduce devices targeting PTSDs**, especially for xx and military personnel

What are the key factors driving/impacting market growth?



What are the emerging market trends and key recent developments?

Trend1

- ❑ Manufacturers have introduced devices combining TENS technology with EMS or heat technologies to target multiple indications
- ❑ These devices have multiple preset modes and intensity levels; for example, separate modes/programs for TENS and EMS

Trend2

- ❑ TENS devices supported by xx help provide personalized pain treatment options by tracking patients' pain levels, activities, sleeping habits, and body postures

Trend3

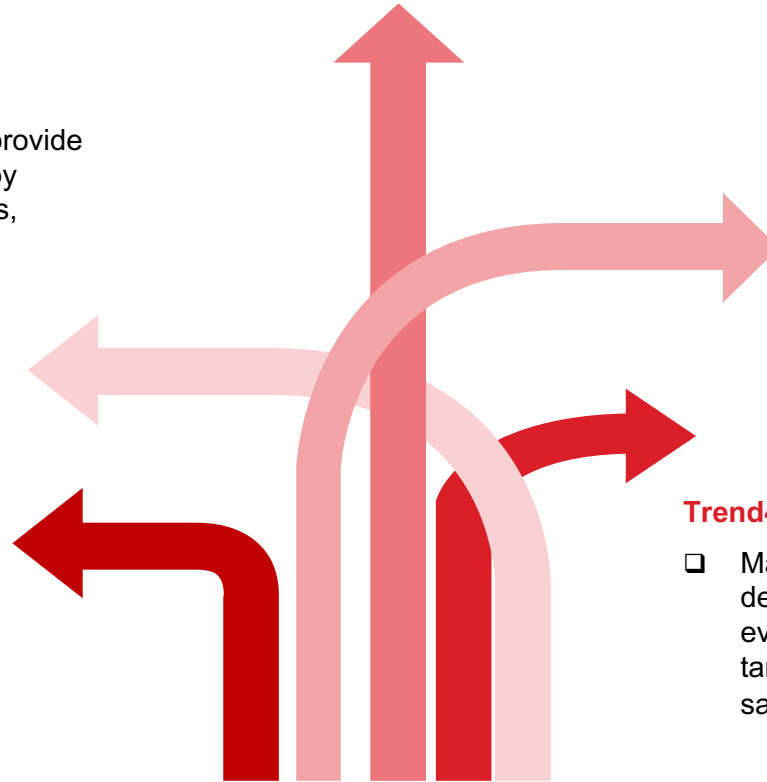
- ❑ PEMF therapy uses electromagnetic fields, instead of electrical current in TENS devices, to reduce inflammation, increase circulation, boost mobility, and relieve pain
- ❑ Currently, these devices are priced higher than TENS devices; however, affordable PEMF devices might pose a threat to TENS devices

Trend5

- ❑ To leverage the popularity of smartphones and provide ease of access, there is a shift toward wireless devices that can be controlled from smartphones via Bluetooth; this enables patients to have on-the-go pain relief

Trend4

- ❑ Manufacturers are introducing devices with quad channel (and even greater) capabilities; this helps target multiple body parts at the same time



What types of players operate in the US TENS market? How do competitors benchmark against each other?

Types of Companies Operating in US TENS Market

1

Pharma Companies:

Large multinational companies with dedicated business units offering TENS devices

2

Medical Device Manufacturers:

Diversified manufacturers who sell TENS devices, along with other medical equipment

3

Specialized TENS Manufacturers:

Pure-play companies that focus only on TENS devices and associated consumables

4

Private-label Manufacturers:

Smaller companies offering OTC TENS devices, and primarily having an online sales presence

Company10 vs. Key Competitors

S. No.	Company Name	Wireless/Wired	Modes		Channels	Price Range (\$)	Number of Products
			TENS	EMS			
1	<u>Company1</u>	xx	xx	xx	xx	xx-xx	xx
2	<u>Company2</u>	xx	xx	xx	xx	xx-xx	xx
3	<u>Company3</u>	xx	xx	xx	xx	xx-xx	xx
4	<u>Company4</u>	xx	xx	xx	xx	xx-xx	xx
5	<u>Company5</u>	xx	xx	xx	xx	xx-xx	xx
6	<u>Company6</u>	xx	xx	xx	xx	xx-xx	xx
7	<u>Company7</u>	xx	xx	xx	xx	xx-xx	xx
8	<u>Company8</u>	xx	xx	xx	xx	xx-xx	xx
9	<u>Company9</u>	xx	xx	xx	xx	xx-xx	xx
10	<u>Company10</u>	xx	xx	xx	xx	xx-xx	xx
11	<u>Company11</u>	xx	xx	xx	xx	xx-xx	xx

How should a manufacturer promote and market the device?

Method1

S F N P

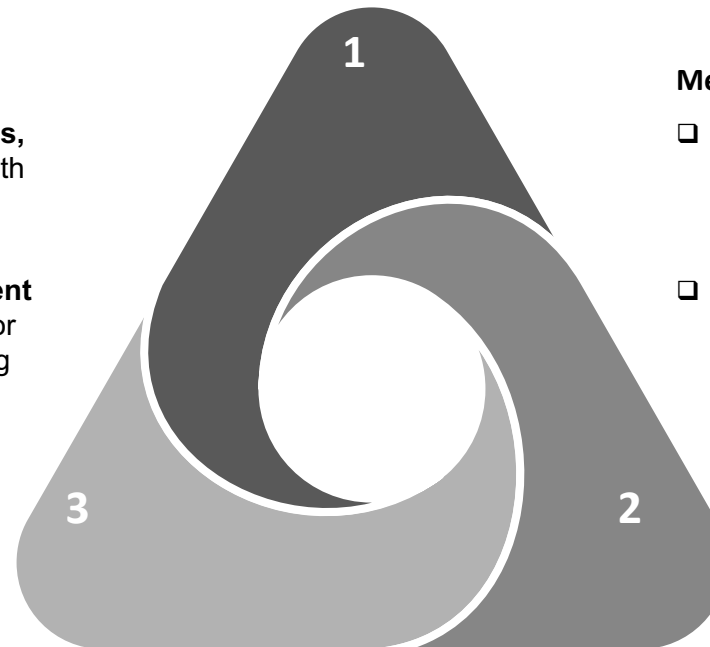
- ❑ Display **digital ads** (banners, non-endemic displays) and **signage** in doctors' clinics and events
- ❑ Introduce **special discounts and offers** on devices and consumables on website and social media
- ❑ Post **informative videos**, clinical evidences, and testimonials from doctors and personal trainers
- ❑ **Feature products** in popular health, Segment2, fitness and technology **blogs and magazines**

Method2

S F

Sponsor popular Segment2 xx, teams, and events to associate the product with treatment of Segment2 injuries and improving xx

- ❑ **Get endorsements from prominent Segment2** to popularize devices for Segment2 and xx segments among their huge fan base



Method3

S F N P

- ❑ Utilize search term advertising for devices and strategize to feature in top search results
- ❑ Indicate themes such as 'wearable device', 'drug-free pain relief', and 'Segment1' in product branding

Segments to be Targeted

S F N P

What channels should be leveraged to strengthen the distribution network?

Online Distribution

There has been an industry shift toward direct distribution through own website or ecommerce as it is considered to be a high-margin channel. Hence, Company10 should continue to strengthen its online presence by selling products through the below-mentioned channels

1 Company website	2 Ecommerce marketplaces: Leading ecommerce companies and dedicated marketplaces for Segment2 and fitness equipment manufacturers	3 Online pharmacies and health portals
---------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------

Retail Distribution

Given below are some of the potential players/companies that can be targeted to strengthen the retail distribution channel:

Distribution Channel1 Place products in specialty Segment2 and fitness equipment stores/outlets S F	Distribution Channel2 Place TENS units xx in large retail stores S F N P	Distribution Channel3 Collaborate with xx to encourage xx to incorporate TENS units in training schedules S F
Distribution Channel4 Bundle devices with xx F	Distribution Channel5 Leverage contacts of companies manufacturing wheelchairs, braces, etc., within xx to push TENS units F N	Distribution Channel6 Partner with xx s to supply to xx and xx, as these companies have existing contracts with these departments N
Distribution Channel7 Deploy on-ground representatives to encourage doctors to recommend TENS units to patients, especially to those suffering from Segment4 N P	Distribution Channel8 Leverage wide distribution network, xx and relationships with xx N P	Distribution Channel9 Collaborate with xx to supply products to xx and gain access to xx N

What are the current offerings in the market? How should Company 10 modify/improve its TENS units to target various segments?

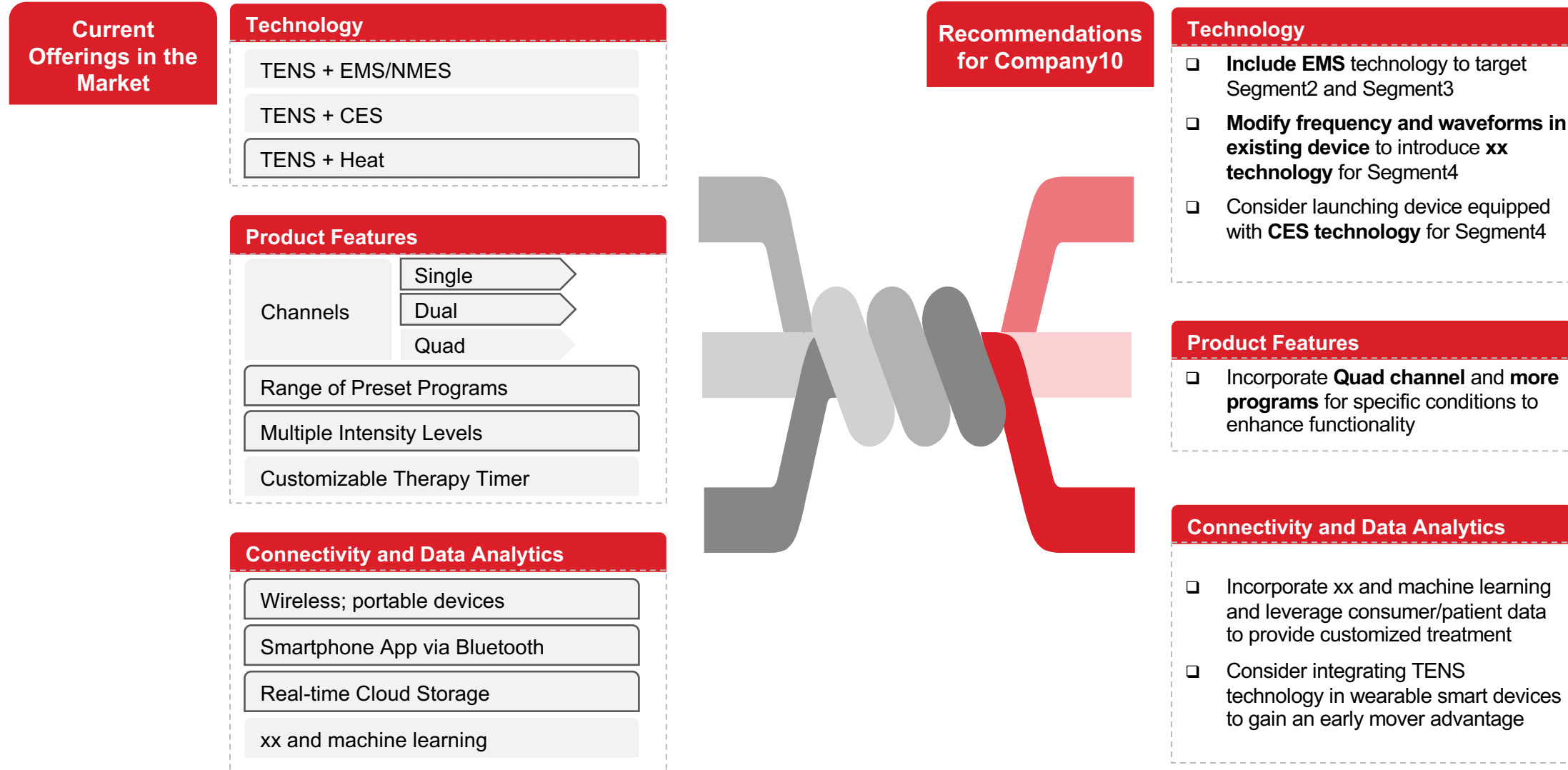


Table of Contents

▪ Executive Summary	3
▪ Market Overview	
▪ <u>Segments</u>	10
▪ Size and Outlook	
▪ Growth Drivers and Inhibitors	
▪ Market Trends and Technology Innovations	
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Table of Contents

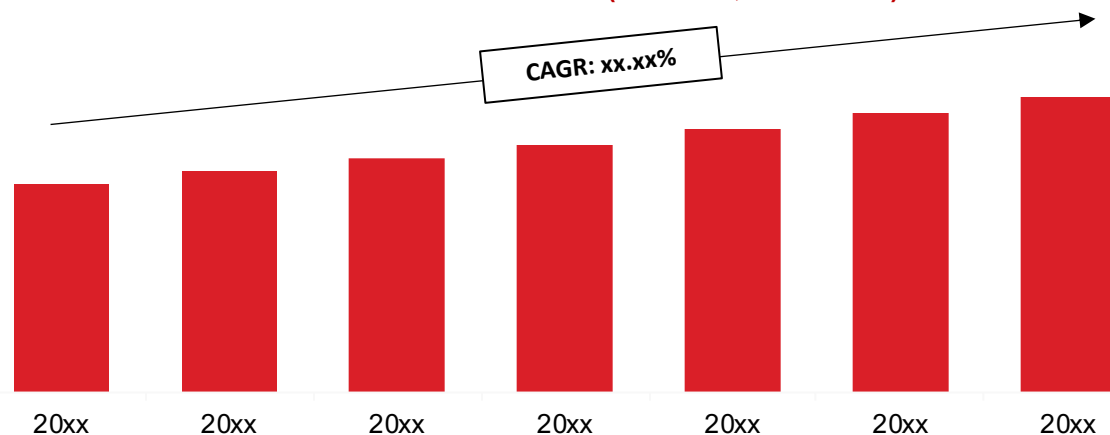
▪ Executive Summary	3
▪ Market Overview	
▪ Segments	
▪ <u>Size and Outlook</u>	11
▪ Growth Drivers and Inhibitors	
▪ Market Trends and Technology Innovations	
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



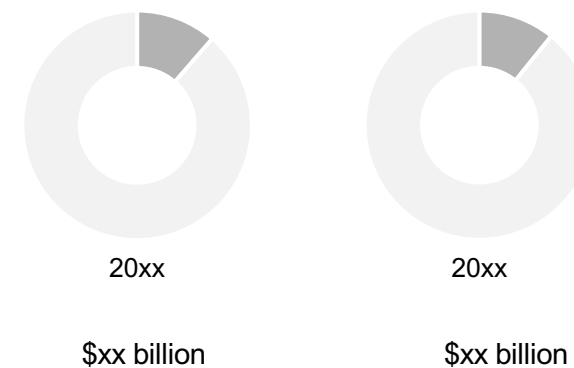
TENS market expected to grow due to continued growth in Segment1 and penetration into Segment2

Size and Outlook

US TENS Market Size (\$ million, 20xx-20xx)



Share of TENS in US Segment1 Market (%)



- The US TENS market is estimated at \$xx million in 20xx and projected to grow at xx.xx% CAGR, driven by growing healthcare expenditure, rising demand for fitness products coupled with growing availability of electrical stimulation devices
 - By application, the Segment1 category is anticipated to grow considerably, compared with other categories during 20xx-20xx

“

The US TENS devices market was close to \$xx million in 20xx, this does not account for the EMS devices market, which is also a huge potential area. The market has witnessed a fall in 20xx, when TENS devices were excluded from Medicare and insurance coverage. However, the market is now stable and expected to grow at a xx.xx% CAGR. If the TENS manufacturers were to tap into upcoming segments such as Segment2 and wellness, the market would see an upwards push.

– xx, xx

”

Segments offering significant growth opportunities

Attributes	Segment2	Segment3	Segment4	Segment1
Degree of Market Maturity	Moderate to High	Moderate	Low; Nascent-stage	High
Degree of R&D and Innovation Required	Moderate	Moderate	High	Low
Key Indications/ Diseases	<input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx	<input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx	<input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx	<input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx



Rise in Segment2-related injuries and an increasing trend toward health consciousness, along with decline of Company2 and Company7 TENS devices present a significant opportunity for Company10 to tap into the Segment2 + Segment3



There is a high potential among xx for treating xx and xx (Segment4); and xx and xx patients (Segment1)

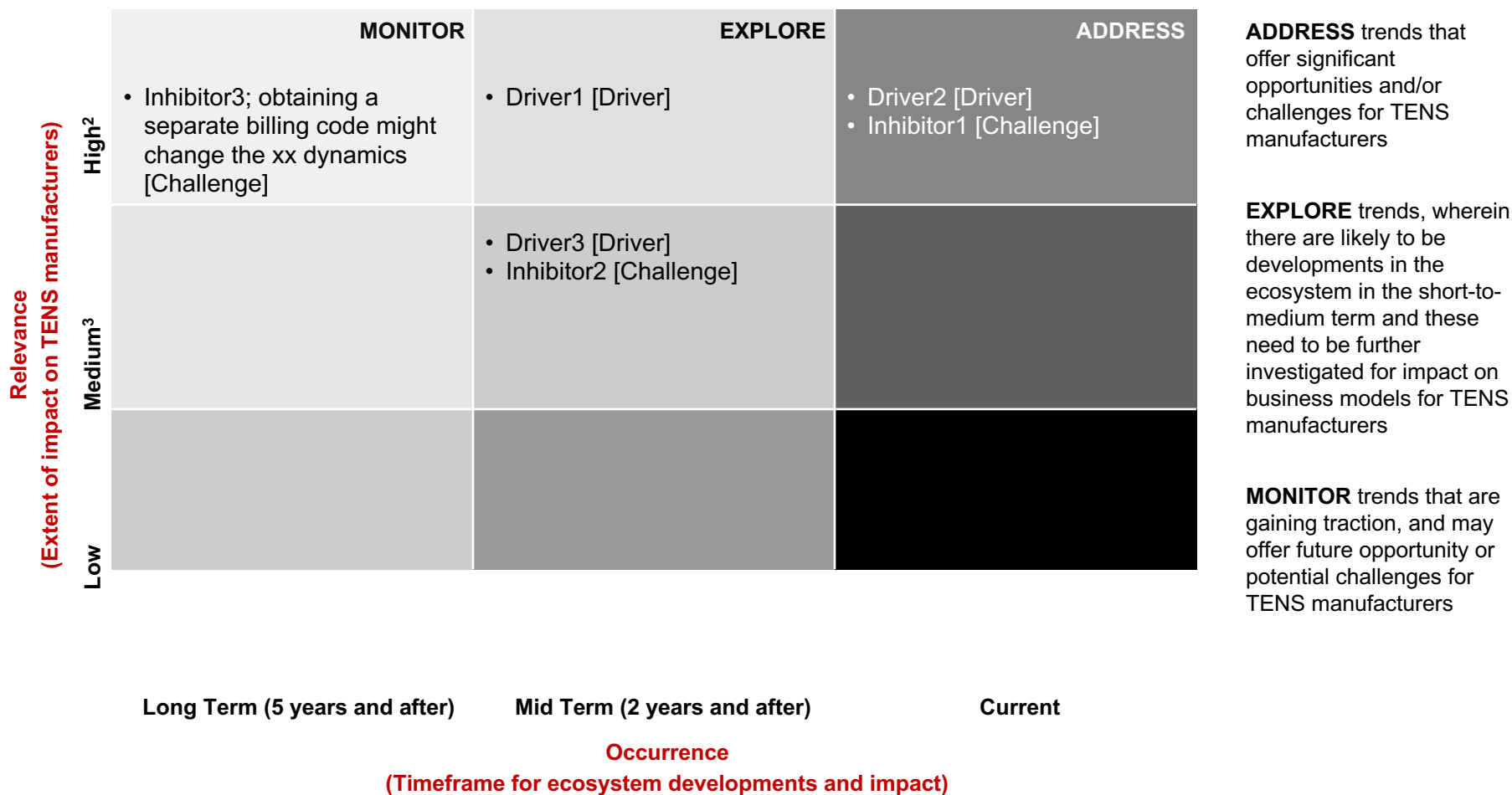
Table of Contents

▪ Executive Summary	3
▪ Market Overview	
▪ Segments	
▪ Size and Outlook	
▪ <u>Growth Drivers and Inhibitors</u>	14
▪ Market Trends and Technology Innovations	
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



US TENS market will be driven by rising demand for drug-free treatment



Drivers and Inhibitors – Snapshot¹



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Increased cases of patients with xx especially within the US aging population is likely to lead to higher usage of TENS devices



Key Market Drivers (1/3)

Driver	Description	Impact
 <p data-bbox="188 476 295 505">Driver1</p>	<ul style="list-style-type: none"> <li data-bbox="596 379 1803 488">□ In US, there is a rise in the usage of TENS devices due to increasing prevalence of Segment4 disorders – such as xx and xx, primarily driven by increasing aging population (age >xx years) <ul style="list-style-type: none"> <li data-bbox="657 528 1786 631">▪ The aging population was one of the primary factors that resulted in increase in cases of xx, wherein the share of xx+ aged population increased from xx% in 20xx to xx% in 20xx, of the total US population <li data-bbox="657 668 1816 733">▪ According to a 20xx report by xx, ~xx% and ~xx% of US adults suffer from xx and high impact¹ xx, respectively, compared with ~ <xx% high impact xx patients in 20xx 	 <ul style="list-style-type: none"> <li data-bbox="1992 491 2410 759">□ Rising prevalence of Segment4 disorders and the increasing aging population in US will further lead to increased application of TENS devices

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Increased spending on prescription drugs is expected to inhibit TENS device market growth in the US

Key Market Inhibitors (1/3)

Driver	Description	Impact
<div style="text-align: center;">  <p>Inhibitor1</p> </div>	<ul style="list-style-type: none"> ❑ Illicit drug use and opioid addiction are key concerns for US, as citizens do not refrain from taking prescription medication <ul style="list-style-type: none"> ▪ In 20xx, the number of prescriptions filled by US citizens (including adults and children) increased 85% over two decades as compared with xx% rise in population ▪ In 20xx, prescription drug spending grew xx% among off-invoice discounts and rebates, while during 20xx–20xx, the out-of-pocket costs for patients purchasing retail prescription drugs grew by \$xx billion ❑ In US, the average consumer who suffers from minor, periodic pain typically prefers OTC pain relievers over TENS devices, as the latter cost xx more than OTC medications <ul style="list-style-type: none"> ▪ For instance, Company2 sells xx, an xx for \$xx, while the xx, a drug-free and pain-relief TENS device by the company is sold at ~\$xx 	<div style="text-align: center;">  </div> <ul style="list-style-type: none"> ❑ Drifting of consumers away from prescription drugs is likely to require high investment from TENS manufacturers on marketing and raise market awareness

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	
▪ Segments	
▪ Size and Outlook	
▪ Growth Drivers and Inhibitors	
▪ <u>Market Trends and Technology Innovations</u>	18
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Increased spending on prescription drugs expected to inhibit TENS device market growth in the US

Market Trends and Technology Innovations

Trend1

- ❑ Companies launched xx that provide a pain relief solution for multiple pain areas; these devices have multiple modes, intensity levels, and preset programs, making it easy for consumers to operate the devices
 - With the increasing incidence of muscle injuries among **active persons**, a device that combines TENS and xx helps them **maintain their level of strength** (provided by xx) and **provides pain relief** (delivered by TENS)
- ❑ Typically, a TENS device is combined with xx or xx or xx, xx, and xx
 - **xx**: Also known as xx or xx; it is a type of nerve stimulation that sends electrical impulses to nerves and enhances muscle toning and speeds up recovery time by building new muscle tissues
 - **xx**: Also known as 'xx.' It is used for non-inflammatory body pain and helps relax stiff joints and muscles
 - **xx**: A form of neurostimulation that delivers a small, pulsed, alternating current via electrodes on the head and is used for treating a variety of conditions such as anxiety, depression, and insomnia

Impact



Increasing adoption of multi-functional devices may push competitors to invest in R&D and lead to further rise in technology innovation in the TENS market

Low Impact  High Impact

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Key players address multiple health problems by combining TENS devices with xx, xx, or xx

Market Trends and Technology Innovations

Examples of Trend1

TENS + xx

- ❑ In February 20xx, **Company15** launched **xx**, a xx device that combines xx, to strengthen muscles, burn calories, and speed up recovery
 - The device has xx to target specific problem areas for muscle enhancement and Segment1
- ❑ In September 20xx, **Company16** launched **xx**, a combination of xx that delivers low-voltage pulses to stimulate nerve fibers, blocking the xx
- ❑ In October 20xx, **Company17** introduced **xx** that combines xx, and uses a microcurrent therapy to provide xx

TENS + xx

- ❑ In September 20xx, **Company10** launched **xx** unit that combines TENS technology and xx to provide pain relief and maximize therapy effectiveness; the unit has xx with options to alternate between xxx and TENS modes for xx
 - It has xx intensity levels and xx preset programs for arm, lower back, leg, foot, joint, and shoulder pain

TENS + xx

- ❑ **Company18** introduced **xx** combination device – **TENS** unit for the treatment of xx and a **xx** unit for the treatment of xx
 - It has xx lead wires and xx self adhering electrodes for TENS, while a bifurcated (split) lead wire with xx and a small bottle of xx for xx
 - The device has options for xx, xx, or continuous timer settings and supports xx modes which operate independent of each other

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Manufacturers are integrating xx with TENS devices to deliver personalized Segment1 solutions

Market Trends and Technology Innovations

Trend2

- Companies introduced xx-supported TENS devices that provide personalized pain treatment options by tracking patients' pain levels, activities, sleeping habits, and body postures
 - In April 20xx, Company9 launched xx that is worn on the leg, regardless of the site of pain; the device is powered by a proprietary neurostimulation microchip that automatically adjusts to changes in body posture and sleeping patterns, and is designed for multiple types and sources of xx
 - Earlier, in 20xx, Company9 started collecting patients' data in xx; by 20xx, the company leveraged xx and xx to improve the dosage of electrical stimulation given to each patient, by studying individuals' nerve health, skin condition, and body mass
 - It introduced 'xx' to its app that combines goal setting, real-time feedback, and motivational messages to provide a sense of accomplishment to users by using gamification techniques

“ We are introducing the xx in xx. This is important because xx develops over years or decades, so it can't be corrected overnight. So, what we have done is we have gamified the first xx-xx days which is the period over which patient will experience pain relief. – xx, xx, Company9 (January 20xx) ”

Impact



Combination of TENS device with xx will act as a differentiating factor among existing manufacturers
Personalized program might improve patients' adherence to TENS therapy and reduce mid-way fall-outs

Low Impact  High Impact

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Affordable xx devices will likely pose a potential threat to TENS devices

Market Trends and Technology Innovations

Trend3

- ❑ xx therapy uses xx, instead of electrical current in TENS devices, to reduce inflammation, increase circulation, boost mobility, and relieve pain
 - The increase in clinical evidence and a better understanding on its mechanism of action, practitioners are now promoting the usage of xx as a xx therapy
 - In February 20xx, according to the results from a controlled trial conducted among xx patients at the xx, California, majority of the patients felt a significant decrease in their pain and stress levels after using xx for xx weeks
- ❑ Companies such as Company11, Company19, and Company20 have introduced xx devices, although these are priced higher than TENS devices
 - In January 20xx, Company11 launched xx, a xx device that reduces inflammation, repairs injured cells, increases circulation, improves mobility, and alleviates pain

PEMF Products – by Price

Company	Product	Price (\$)
Company11	xx	xx
Company20	xx	xx
Company19	xx	xx

Impact



Increase in clinical evidence and affordability of xx devices may pose a significant threat to the TENS market

Low Impact High Impact

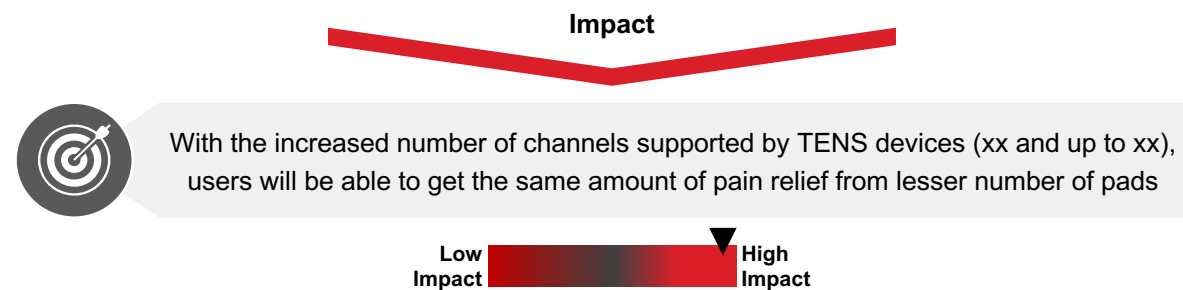
1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

High number of channels supported by devices are likely to lead to greater convenience for users

Market Trends and Technology Innovations

Trend4

- TENS device manufacturers are attempting to increase the number of channels supported by electrode pads; this, in turn, is likely to help reduce number of pads and increase the handiness for patients
 - **Company6 launched xx** in December 20xx, a xx device that can support up to **xx channels**, targeting multiple areas of the body (such as shoulder, waist, back, neck, and joints); the device has xx wireless receivers, xx modes, and xx intensity levels
 - **Company8 introduced xx**, a xx device that has xx preset programs – xx TENS programs for pain relief and xx xx programs for muscle conditioning – and xx intensity levels; it can also support additional pods for targeting multiple body parts at once
 - Unlike traditional wired devices, **xx only requires xx pad per channel**, i.e., patients do not have to place xx pads on their body to treat one area
 - **Segment1 Technologies** (a US-based device manufacturer) introduced 'xx' – a xx combination device that has xx programs – xx for TENS and xx for EMS; each channel can be adjusted for a different intensity level and program, and is to be connected to a pair of electrodes



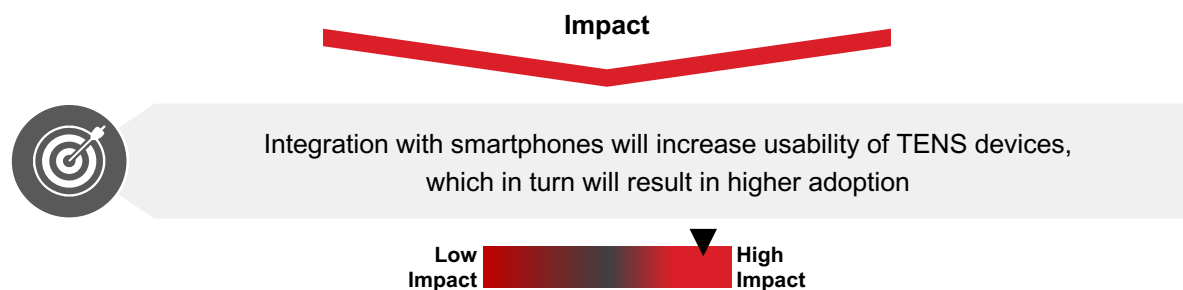
1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

xx TENS devices help patients to choose predesigned modules or create their own customized therapy

Market Trends and Technology Innovations

Trend5

- TENS devices that can be integrated and controlled from smartphones – providing ease of access to patients
 - **xx** (launched by Company15) device can be controlled from a smartphone app to customize workout intensity and switch between modes
 - Company3's **xx** device is controlled using Bluetooth through the smartphone app – **xx**; the device allows patients to choose among xx settings and recommends electrode placements specific to the problem areas
 - **xx**, a wearable wireless TENS device, can be operated by a smartphone app using Bluetooth; the app allows users to select the body part and program for treatment; however, the app also comes with preset programs that are automatically triggered depending on the pain type
 - The app supports up to xx devices and can be used for multiple body areas simultaneously
 - Company10's **xx**, a xx device, can be controlled from **Company10 xx app via Bluetooth**; the app allows patients to have on-the-go personal control of pain relief



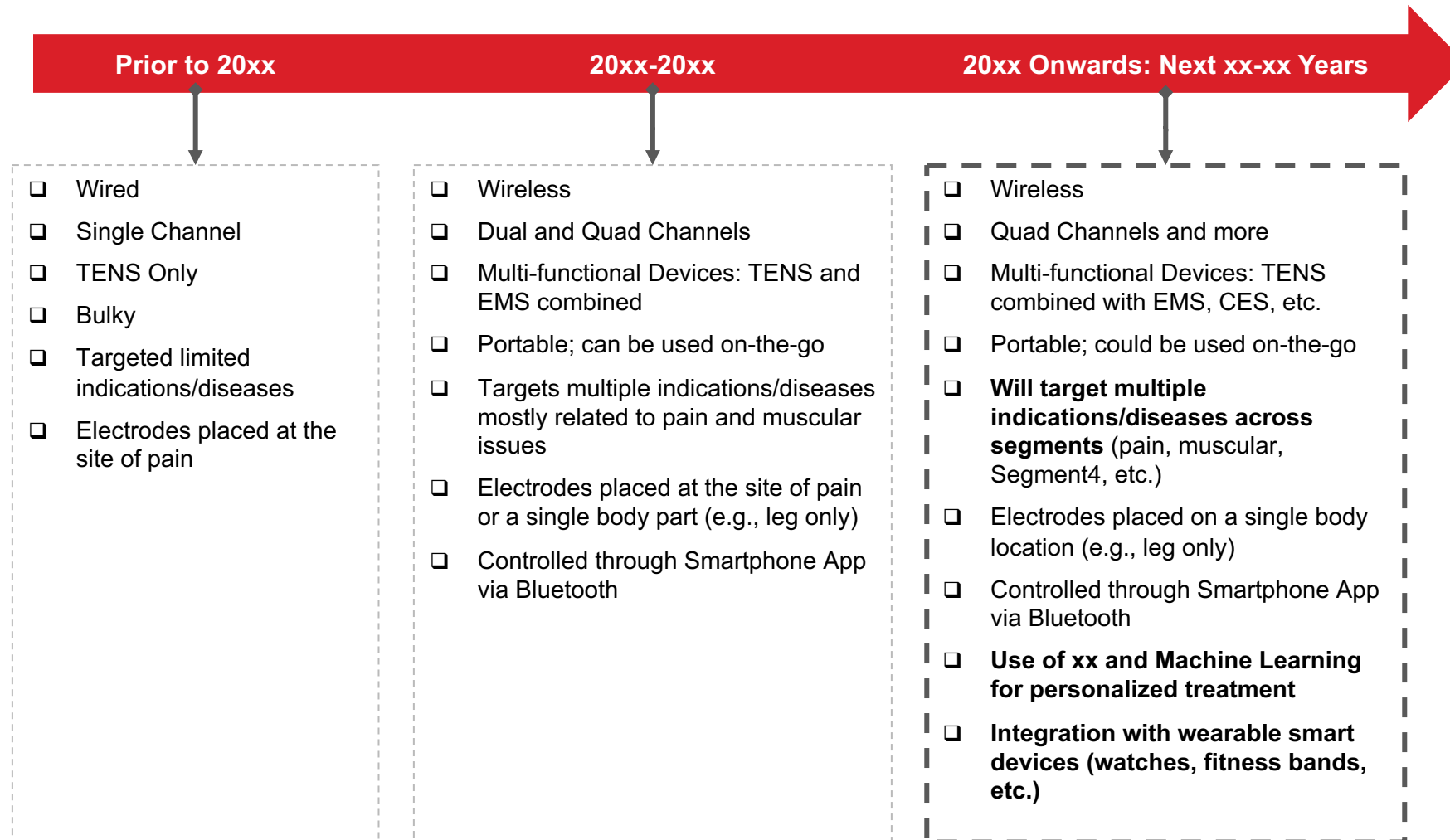
1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Technology Evolution



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

TENS device pricing varies depending on features and functionalities

TENS Products

- ❑ TENS manufacturers are moving from wired to wireless devices; there has been an increasing prevalence for multi-functional devices, with dual- and quad-channel capabilities to target multiple pain areas simultaneously
 - Company8's xx TENS device (launched in November 20xx) has xx capabilities, enabling users to employ up to xx electrodes simultaneously at different body parts
- ❑ Typically, TENS products feature multiple intensity levels, adjustable therapy timers, and preset programs/modes that can be customized as per user preference, and these have a direct impact on the product prices
- ❑ The number and types of accessories – pads, electrodes, battery, adapters, etc. – provided also impact product prices
 - Company5's low-priced product comes with replaceable batteries and xx electrode pads and wires, while a higher priced product has AC adapter or USB charging, along with up to xx electrode pads and is wireless

Differentiating Factors		
Categories	Low Price Segment (<\$xx)	High Price Segment (>\$xx)
Intensity Levels	xx	xx
Number of Channels	xx	xx
Number of Programs	xx	xx
Wired/Wireless	xx	xx
Therapy Timer	xx	xx
Batteries/Charger	xx	xx

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Price benchmarks and typical industry margins

Product Pricing

- Most manufacturers have introduced multiple SKUs in their product portfolios at varied price points; the products are differentiated based on various parameters including intensity levels, therapy timer, number of channels and programs/modes, number of accessories provided, etc.

Product Pricing for Leading TENS Manufacturers¹ in US (\$, July 20xx)

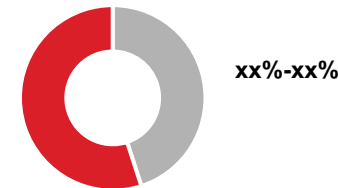


Most products are in the low- and mid-price segments; Company10 should maintain its current pricing strategy

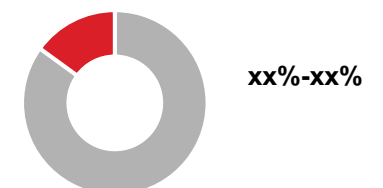
Margin Analysis

- Margins for TENS manufacturers average xx-xx%. Typically, manufacturers have higher margins for consumables (such as electrodes) than for TENS devices

US TENS Units Margin (as of 20xxE)



US TENS Consumables Margin (as of 20xxE)



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

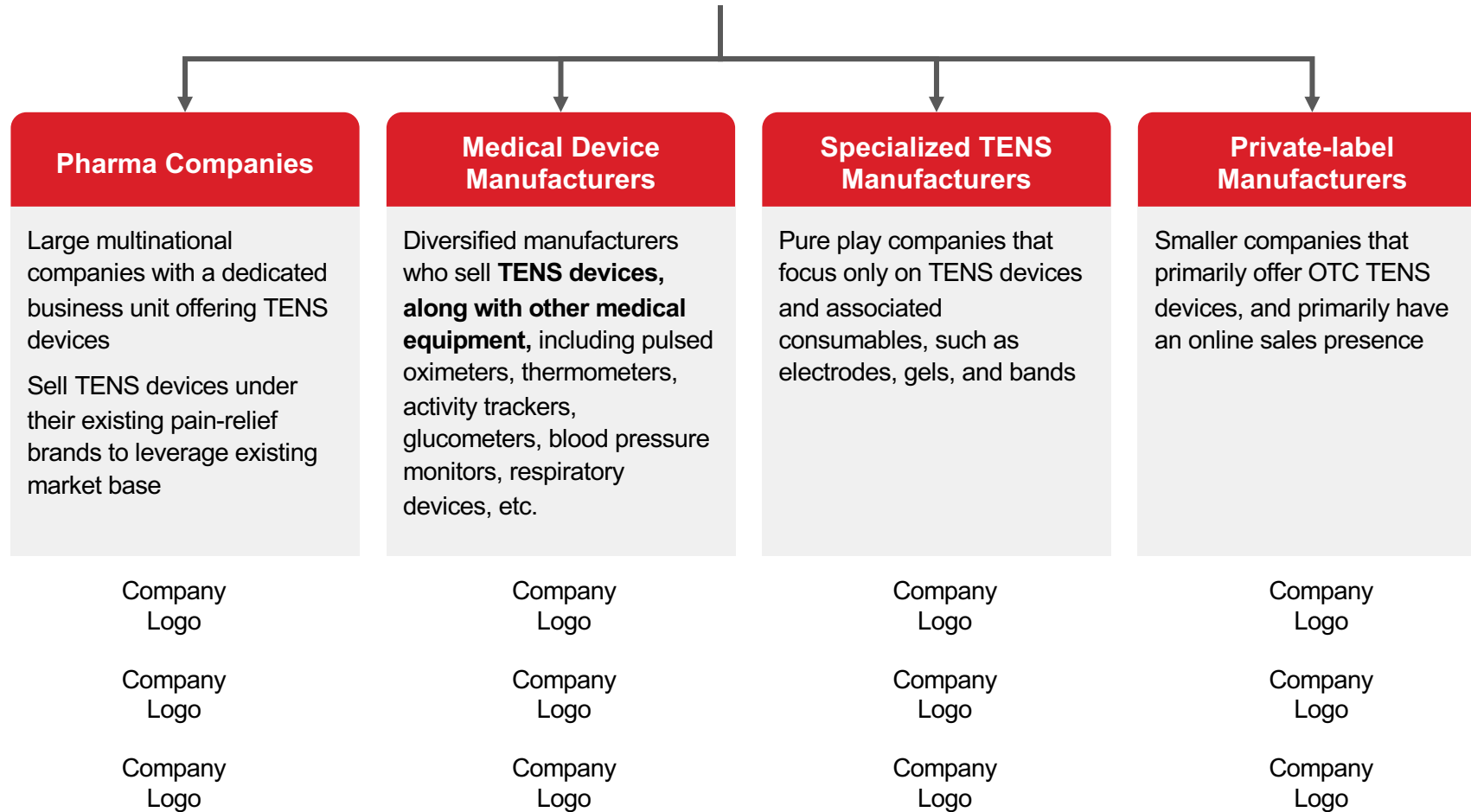
Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	
▪ <u>Type of Players</u>	29
▪ Competitive Landscape and Benchmarking	
▪ Company Profiles	
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



US TENS market characterized by types of players

Types of Companies Operating in US TENS Market¹



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	
▪ Type of Players	
▪ <u>Competitive Landscape and Benchmarking</u>	31
▪ Company Profiles	
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Competitor business strategies

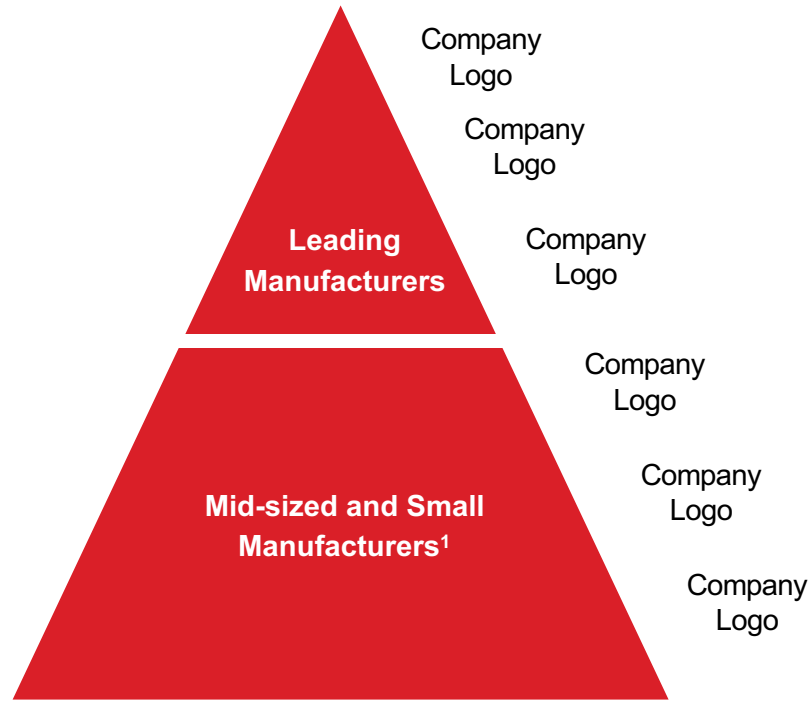
Company	Segments Targeted	Distribution	Promotion	Partnerships
Company9	Segment1 (xx-enabled unit)	<ul style="list-style-type: none"> <input type="checkbox"/> Ecommerce; drug stores; mass merchandisers/ retailers; HCPs 	<ul style="list-style-type: none"> <input type="checkbox"/> Shifted toward digital advertising from TV ads <input type="checkbox"/> Participates in events organized by medical associations 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership with xx through xx <input type="checkbox"/> Collaboration with xx (pharma company) to expand ex-US <input type="checkbox"/> Partnership with research institute for clinical studies
Company4	Segment2; Segment3; Segment1 (specific products targeting Segment2 and fitness segments)	<ul style="list-style-type: none"> <input type="checkbox"/> Specialist doctors; HCPs; athletic trainers 	<ul style="list-style-type: none"> <input type="checkbox"/> Posts testimonials from renowned xx on its website <input type="checkbox"/> Conducts interviews of various sportspersons under its “xx” campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership with xx for selling products across business units and potentially leverage it to push TENS units <input type="checkbox"/> Partnership with US xx team <input type="checkbox"/> Sponsors online athletic competitions
Company6	Segment2; Segment1	<ul style="list-style-type: none"> <input type="checkbox"/> Ecommerce; distributors; trade shows; retailers; mall kiosks 	<ul style="list-style-type: none"> <input type="checkbox"/> Posts blogs and videos on social media platforms <input type="checkbox"/> Reaches out through email, highlighting new products, special offers, and industry updates <input type="checkbox"/> Participates in trade shows and exhibitions 	<ul style="list-style-type: none"> <input type="checkbox"/> Sponsors various Segment2 teams/ franchises and events
Company8	Segment2; Segment1	<ul style="list-style-type: none"> <input type="checkbox"/> Ecommerce; drug stores; mass merchandisers/ retailers <input type="checkbox"/> Specialty Segment2 stores 	<ul style="list-style-type: none"> <input type="checkbox"/> Promotion through social media, radio, television, and print media 	<ul style="list-style-type: none"> <input type="checkbox"/> Endorses xx from various Segment2
Company5	Fitness; Segment1 (portfolio of 48 devices)	<ul style="list-style-type: none"> <input type="checkbox"/> Ecommerce; drug stores; mass merchandisers/ retailers 	<ul style="list-style-type: none"> <input type="checkbox"/> Promotion through social media, radio, television, and print media <input type="checkbox"/> Posts blogs and videos on website <input type="checkbox"/> Participates in events organized by medical associations 	<ul style="list-style-type: none"> <input type="checkbox"/> NA

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Company10, Company4, and Company9 are leading manufacturers of TENS devices in the US

Competitive Landscape

- ❑ The US TENS devices market is consolidated at the top, with leading players such as Company10, Company4, and Company9 accounting for ~xx% market share; however, the market is xx at the bottom with the presence of a large number of established companies and private-label manufacturers; according to research reports over xx brands of TENS and microcurrent devices are registered with US xx
- ❑ There are many small manufacturers offering products that are not xx approved, further intensifying market competition



“

The US TENS market is xx, and it would be very surprising if any of the companies would have >xx%-xx% market share. There are xx as the cost of making a device is very low and companies can sell their products as OTC products on ecommerce websites.

– xx, xx, Company11

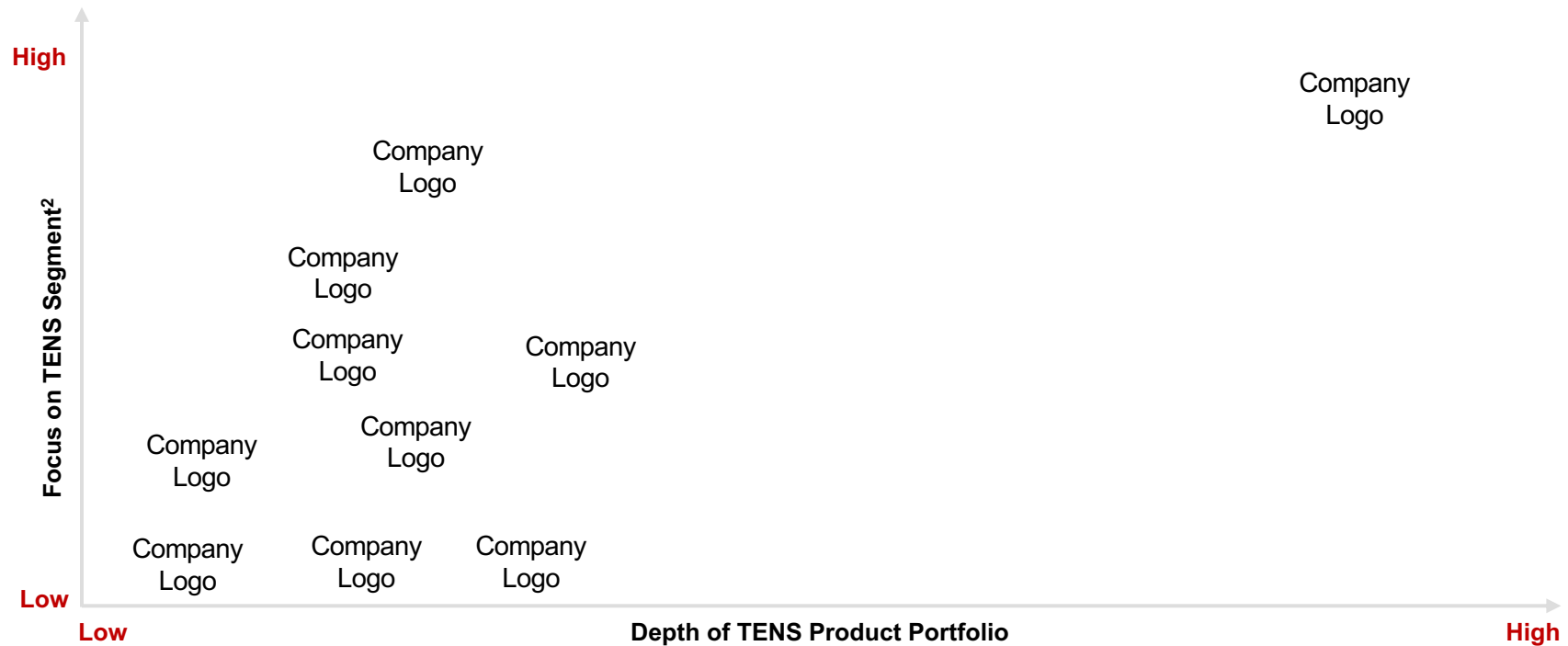
”

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Company1, Company8, and Company10 offer TENS products in the low-mid price segment

Company Benchmarking¹

- ❑ Company6, Company8, Company5, and Company9 have a strong focus on TENS devices
- ❑ Company5 has an extensive portfolio of TENS products across varied price ranges, with the majority being in the mid-price segment (\$xx-\$xx)
- ❑ Company10 and Company8 offer products in the low-mid price segment (<\$xx), while Company1, Company2, and Company7 have all products in the low-price segment (<\$xx)
- ❑ Company6 specializes in TENS devices and has products in the high price segment (>\$xx)



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Competitors' View of Company10

Industry Opinion

“

Company10 is focused on targeting internal medicine and endocrinology for selling xx; however, with the wide application of TENS units, it can probably shift its focus toward targeting xx segments. – **xx, xx, Company9**

”

“

To target the Segment2, wellness, and rehab segments, Company10 needs to focus on patient-centric selling and developing good relationships with physicians that can assist Company10 with the better health outcomes. – **xx, Company2**

”

“

Company10 is a really good company that manufactures top-level products. The latest device introduced by Company10 provides a combination of xx and is more powerful than Company8's xx. – **xx, xx**

”

“

Company10 probably engages with xx of the largest distributors, one of them is xx. It typically likes to do marketing on its own, wherein it uses these wholesale companies in the process of shipping the products from its warehouses. Lately, it has sold these devices to the OTC market; however, there is still scope for tapping into the clinical side of the market. – **xx,xx**

”

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	
▪ Type of Players	
▪ Competitive Landscape and Benchmarking	
▪ <u>Company Profiles</u>	36
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Company9 – a leading player in the industry – sells xx through multiple channels and has strong industry partnerships

Company
Logo

COMPANY¹

PRODUCT
OFFERINGS

STRATEGY

Overview	<ul style="list-style-type: none"> ❑ Founded in xxxx, Company9 develops wearable xx devices and xx diagnostic tests to address chronic health conditions, including xx, sleep disorders, and diabetes ❑ While the company has global presence, it largely focuses on US 		
Size	<ul style="list-style-type: none"> ❑ Revenue: \$xx million (20xx) ❑ xx employees (20xx) 		
<hr/>			
<ul style="list-style-type: none"> ❑ Launched in 20xx, xx is a drug-free, wearable TENS device that uses neurotechnology for the treatment of various xx ❑ Company9 has recently launched a higher version of its traditional xx device, equipped with xx and machine learning ❑ The company also offers other products, such as xx, xx, xx 			
Growth and Market Positioning	Product Development	Distribution Channels	Partnerships
<p><u>Promotion Strategy</u></p> <ul style="list-style-type: none"> ❑ Traditionally, the company has primarily leveraged TV advertising for marketing its products; however, recently the focus has shifted toward digital advertising 	<ul style="list-style-type: none"> ❑ With the 20xx version of xx, the company aimed to enhance user experience and improve aftermarket sales ❑ In 20xx, R&D spend as a proportion of overall operating expenses was xx%, significantly higher than 20xx (~xx%) ❑ It leverages big data and machine learning for personalized treatment 	<p><u>Direct & Indirect Channels</u></p> <ul style="list-style-type: none"> ❑ Company9 sells xx products through multiple channels: ecommerce (including own website and Amazon), drug stores, mass merchandisers/retailers, and HCPs ❑ In 20xx, it optimized the distribution channels to focus more on ecommerce – highest margin channel. It also cut down low-performing and high-cost channels including mass market retailers and home shopping stores ❑ The company aims to drive xx% of its sales through xx in 20xx 	<p><u>Strategic Collaboration with xx Consumer Healthcare</u></p> <ul style="list-style-type: none"> ❑ Collaborated with xx in January 20xx to transfer exclusive ownership of xx – to expand the product outside US <ul style="list-style-type: none"> ▪ In 20xx, the company received \$xx million in milestone funding from xx ❑ Further, Company9 and xx will co-fund xx technology development till 20xx, which can be later extended by mutual agreement <p><u>Partnership with xx to sell to the xx</u></p>

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

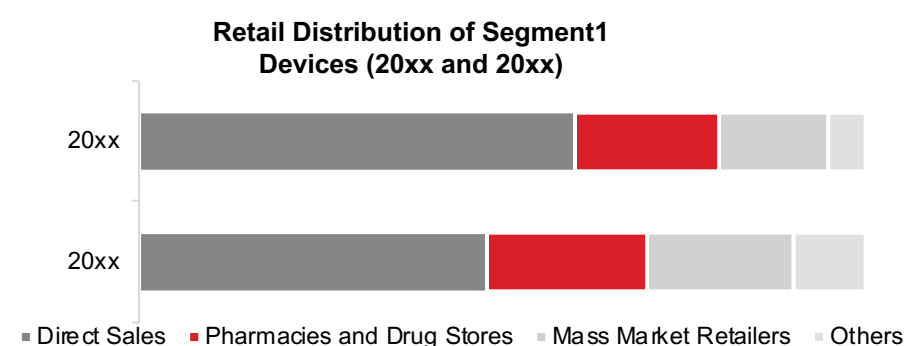
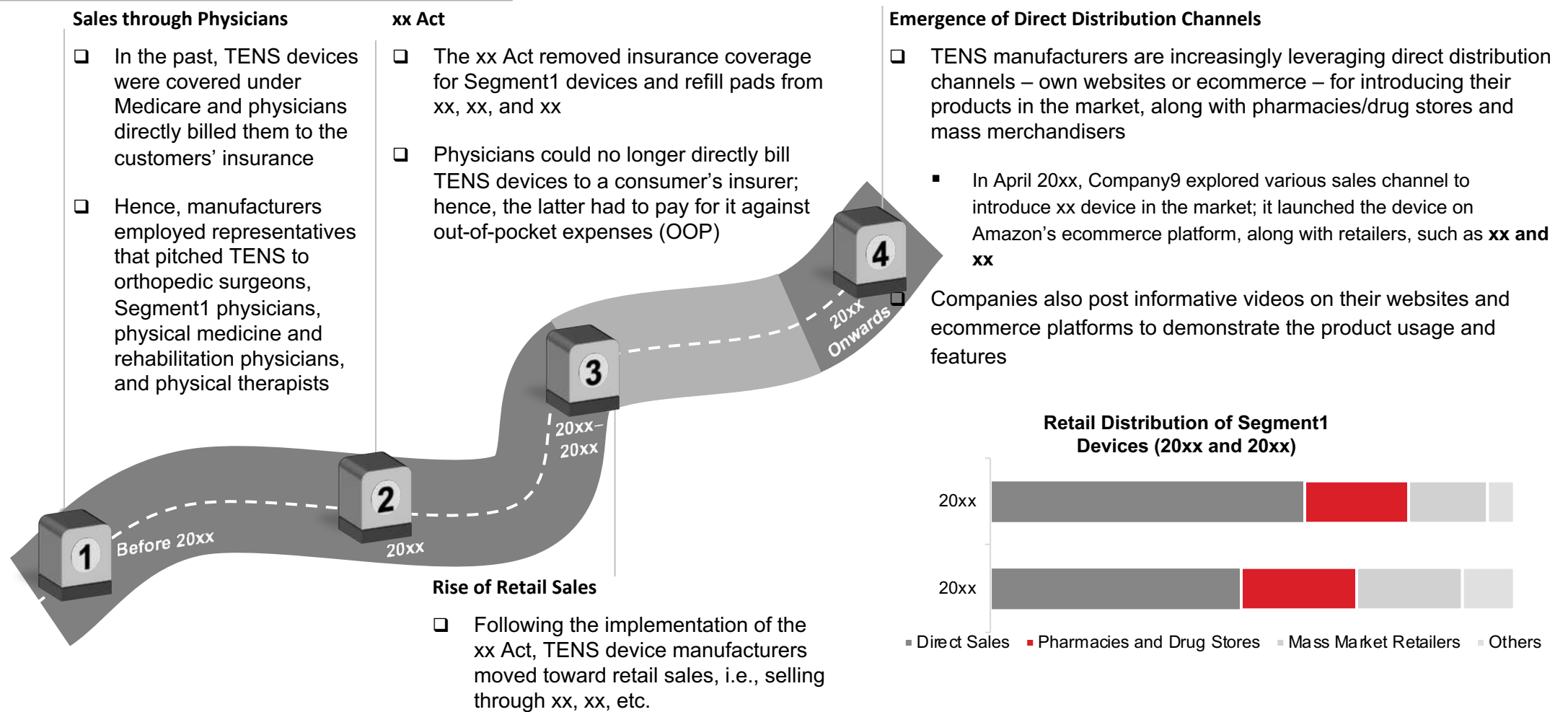
Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ <u>Distribution Channel</u>	38
▪ Segment2	
▪ Segment3	
▪ Segment4	
▪ Segment1	
▪ Recommendations	
▪ Appendix	56
▪ Bibliography	57



Direct distribution likely to gain momentum in the near term as TENS device manufacturers move away from retail sales

Evolution of TENS Distribution Channels



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

xx-owned medical supply distribution companies can help penetrate xx

US Department of xx (1/2)



Collaboration with Medical Supply Distribution Companies

Manufacturers should collaborate with medical supply distribution companies that are xx with a history of supplying products to the Department of xx

Benefits of leveraging this channel:

- ❑ **Evaluate product:** These companies assist manufacturers in determining the best price, depending on various factors including product features, differentiating elements, and volume
- ❑ **Leverage experience and relationship with xx:** Have existing contracts and contacts with the xx, simplifying the process of selling to the xx
 - Typically, an annual contract, which can be auto-renewed, is established with a product supplier
- ❑ **Access to extensive workforce:** They have the necessary workforce – in-house or through strategic partners – to supply products to multiple xx facilities (including hospitals and out-patient clinics) across US

Medical Supply Distribution Companies¹

Company Logo	Company Logo
Company Logo	Company Logo
Company Logo	Company Logo
Company Logo	Company Logo



Manufacturers can also leverage medical supply distribution companies to target xx; although none of the leading TENS suppliers are currently doing this

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Company9 collaborates with medical supply distributor to sell to xx

US Department of xx (2/2) – Example Company9

Below are the strategies adopted by Company9 to offer products to the xx

Registration with US Federal Government

Company Logo

- ❑ Company9 registered with US Federal government's xx – a key requirement for selling products to any federal government entity

Partnership with Medical Supply Distribution Company

Company Logo

- ❑ Partnered with 'xx' – a xx and medical supply distribution company – to supply xx to xx

Collaboration with a Pharma Company

Company Logo

- ❑ The company has leveraged its collaboration with xx – a multinational pharmaceutical company – to further penetrate the xx

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model









Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ Distribution Channel	
▪ <u>Segment2</u>	42
▪ Segment3	
▪ Segment4	
▪ Segment1	
▪ Recommendations	
▪ Appendix	56
▪ Bibliography	57



Segment2 Summary

“Segment2 is the most lucrative market for a TENS manufacturers in US, given the large size of Segment2 medicine market. Only a few companies are actively targeting this segment currently. The market size here would easily be \$xx million to \$xx billion if a manufacture wanted to tap into this segment.” – xx, xx

	<p>Degree of Market Maturity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Moderate to high market maturity as multiple players have introduced devices with xx modes for Segment2-related injuries; however, they have not positioned or actively promoted for this segment 	<p>Low  High</p>
	<p>Degree of R&D and Innovation Required for Company10</p> <ul style="list-style-type: none"> <input type="checkbox"/> Moderate degree of innovation and R&D is required, as Company10 would need to include xx technology in its existing devices; specific TENS and xx programs/modes would need to be added 	<p>Low  High</p>
	<p>Key Sub-segments to be Targeted</p> <ul style="list-style-type: none"> <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx <input type="checkbox"/> xx 	
	<p>Current Market Opportunity</p> <ul style="list-style-type: none"> <input type="checkbox"/> High market opportunity due to rising number of Segment2-related injuries, coupled with reluctance for opioid use <input type="checkbox"/> The market competition has eased with the decline of Company7 and Company2 	
	<p>Distribution Channel Mix</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digital channels, including company's own website and ecommerce <input type="checkbox"/> Specialty Segment2 shops/retailers 	
	<p>Key Partnerships and Marketing Mix</p> <ul style="list-style-type: none"> <input type="checkbox"/> Endorsing prominent Segment2 personalities, and sponsoring various Segment2 and xx <input type="checkbox"/> Social media outreach <input type="checkbox"/> Leverage keywords such as 'on-the-go', 'wearable', 'muscle relaxation', 'warm up', and 'relief from overuse injuries' for targeting this segment 	

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Rising demand for electrical stimulation devices among athletic people creates a significant opportunity for TENS device manufacturers

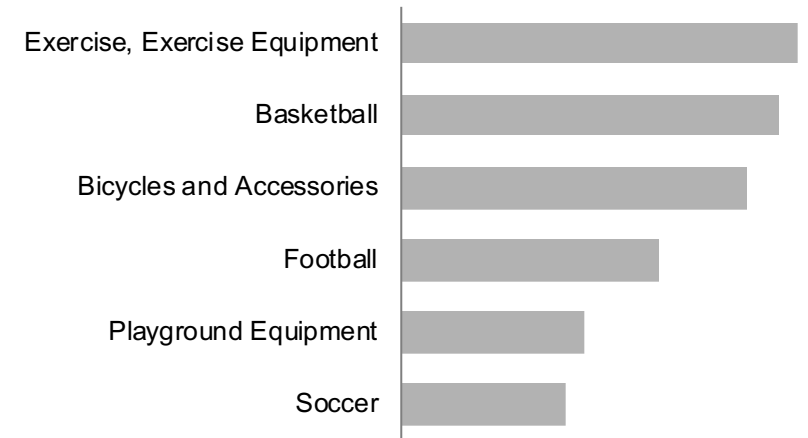
Segment2 – Overview

Target Market Composition		Device Types	
xx	Icon	Active people who indulge in Segment2 activities	Icon
		<ul style="list-style-type: none"> ❑ Combination of TENS and xx device – TENS device for pain associated with muscle injuries; xx to train, build, and recover muscles ❑ Further, specific programs/modes should be preset in these devices that deal with recovery and muscle enhancements 	

Market Opportunity

- ❑ In US, many active people suffer from Segment2-related injuries; some of the common injuries – such as xx,xx – require muscle stimulation therapies
- ❑ The rising prevalence of muscle injuries and reluctance to use medications are likely to increase demand for electrical stimulators (such as TENS and xx devices) among xx and athletic people – thereby, presenting a large opportunity for TENS devices combined with xx
 - Lightweight, wireless, and portable TENS devices will help them undergo treatment as and when required, without needing to visit physiotherapy clinics

Number of Injuries in US by Segment2 Type – Top 6 ('000, 20xx)¹



1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Endorsements from Segment2 personalities and sponsoring Segment2/ xx events are key strategies for product promotions

Segment2 – Key Strategies

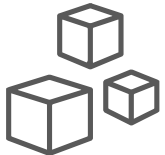
What are the key strategies to target this segment?



Marketing and promotions via celebrity endorsements and social influencers



Partnerships/alliances with and sponsorships of Segment2 xx and xx clinics



Product launches with features/ programs targeted for the Segment2 – xx, xx, etc.



Most TENS/xx manufacturers use keywords (such as xx) while marketing their products to the Segment2

Which distribution channels to be leveraged?



Digital or direct distribution channels, such as company’s website or ecommerce (Amazon, eBay, etc.)



Specialty Segment2 shops/retailers, such as xx, xx

Company Logo

Company Logo

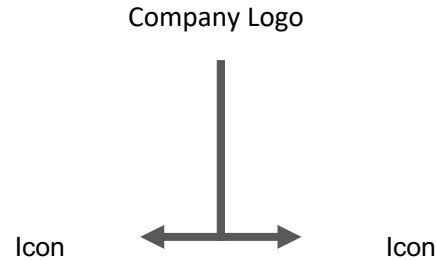
Company Logo

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Several key players leverage celebrity endorsements to target the Segment2

Segment2 – Marketing Strategies/Celebrity Endorsement Examples

Endorsement of Celebrities from Various Segment2



- ❑ Company8 engaged **multiple xx from various Segment2** to promote **xx** (a TENS and xx unit); some of the celebrities who endorsed the product include **xx, xx, xx**
 - The campaign cited benefits of using the wireless xx device to help warm up muscles; reduce swelling and soreness by improving blood flow; and protect from overuse injury¹ xx
 - Further, the use of xx therapy helps increase muscle strength – especially for xx

Engaging Highly Decorated Segment2 Personalities

Company Logo

Icon

“

xx is groundbreaking – it is wire free, lightweight, and smaller than a credit card so I can wear it all day long. The relief it gives me is long lasting and, since I don't need a prescription, I don't miss a beat in my busy life off the court.

– **xx**

”

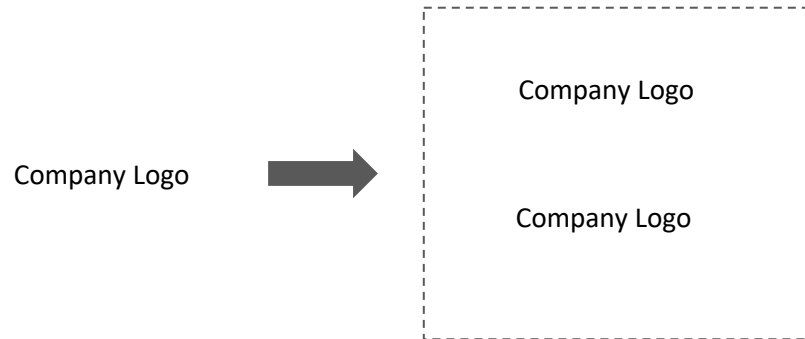
- ❑ xx signed **xx** to promote xx – a battery-powered TENS therapy device that helps through pain relief for persistent, xx (such as xx) that many sportspersons have after the training sessions
 - The marketing campaign, coupled with wide retail distribution via drug stores and mass merchandisers (xx), resulted in a xx% Y-o-Y increase in sales in 20xx

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Sponsor Segment2 events and xx for product promotion

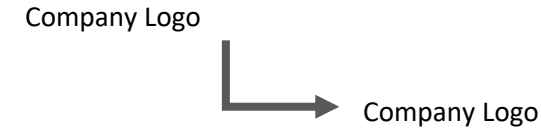
Segment2 – Partnership/Sponsorship Examples

Sponsoring Segment2 Teams and Events



- ❑ **Company6** has been **sponsoring various Segment2 xx** across US to promote its products
- ❑ It is currently a sponsor for US **xx team** (part of US xx), **xx, xx**

Sponsoring xx for Segment2 Events



- ❑ xx **sponsors various xx** participating in the **xx**¹; its 'xx' device helps xx train, recover, and improve their fitness levels
 - The **xx device** helps xx reduce the risk of injury at all stages of training programs by improving blood circulation and lowering the level of blood lactate for muscle recovery
- ❑ The product has **support from various xx and xx**, including xx, xx

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Use a combination of keywords in product names and descriptions to target Segment2 and fitness segments

Segment2 – Product Launch Examples

Preset Programs + Targeted Keywords

Company Logo

Company Logo

- ❑ xx's **xx**, a combination of xx and TENS unit, comes with xx programs, including **strength/firming, endurance, resistance**, xx, and micro current therapy, that helps mitigate and eliminate muscle injury
- ❑ **xx** explicitly calls out various keywords in the product description to target sportspersons and xx people

“

*The xx Unit was designed for individuals and **xx** wanting to achieve high maximum level performance with minimal effort. You now have **xx pre-set programs** to choose from - thus making your **workout fast, easy, and effective!** It is ideal for those who desire a user-friendly xx that offers a **variety of pre-set workouts and recovery programs** that are powerful and effective.*

– **xx**

”

Product Naming + Targeted Keywords

Company Logo

Product
Image

Product
Image

Product
Image

Product
Image

Product
Image

Product
Image

- ❑ Company4's **xx** brand provides a wide range of xx units that cater to the Segment2 and Segment3; these devices help **tone muscles, sculpt body, elevate endurance, increase strength**, and enhance the overall workout routines
- ❑ The company uses **xx (for Segment2)** and **xx (for fitness)** in its product nomenclature to draw the attention of health and fitness enthusiasts
- ❑ **Keywords used:**
 - Keywords
 - Image

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Experts' Perspective of Segment2

Industry Opinion

“To target the Segment2, the device should have both TENS and xx; the former for pain associated with muscle injury and the latter to train, build, and recover the muscles. Further, it should have specific programs/modes for Segment2 people that deal with recovery and muscle enhancement. The device needs to be wireless and available to sportsperson through various channels, including e-commerce websites.
– **xx, xx**”

“The target audience for Segment2 is xx+ years; typically, the marketing strategies that can be used to target this audience include an online presence to educate patients, active participation in fitness and wellness trade shows to educate physicians, advertising on websites of xx (such as xx) and on xx, and promoting products via ads in xx and xx.”
– **xx, Company2**”

“Multiple marketing strategies can be opted for by TENS manufacturers to target the Segment2. Some of them include creating multiple touchpoints to convince the users to buy the device, such as using celebrity endorsement, associating with xx and Segment1 (such as xx), creating an online community for users wherein they get additional information on xx, something like a pain diary which they can refer to. There should be an increased focus on conducting medical research on xx Segment1 in collaboration with clinics, such as xx.”
– **xx, Company4**”

“A potential distribution channel that can be explored to target the Segment2 is by putting your products in specialized Segment2 stores, wherein this xx–xx aged population, who has money and knowledge about the technology, can come and buy TENS devices.”
– **xx, Company2**”

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ Distribution Channel	
▪ Segment2	
▪ <u>Segment3</u>	50
▪ Segment4	
▪ Segment1	
▪ Recommendations	
▪ Appendix	56
▪ Bibliography	57



Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ Distribution Channel	
▪ Segment2	
▪ Segment3	
▪ <u>Segment4</u>	51
▪ Segment1	
▪ Recommendations	
▪ Appendix	56
▪ Bibliography	57



Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ Distribution Channel	
▪ Segment2	
▪ Segment3	
▪ Segment4	
▪ <u>Segment1</u>	52
▪ Recommendations	
▪ Appendix	56
▪ Bibliography	57



Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	
▪ Distribution Channel	
▪ Segment2	
▪ Segment3	
▪ Segment4	
▪ Segment1	
▪ <u>Recommendations</u>	53
▪ Appendix	56
▪ Bibliography	57



Company10 Product Strategy Recommendations

Products and Innovations

- ❑ TENS has been in the market for quite some time and many companies have introduced products with no or limited product differentiation. Hence, exclusivity (in terms of products' functionality, diseases targeted, design, etc.; for example, a single device targeting multiple diseases – pain relief, muscle recovery, headaches, migraines, etc.) can be a game changer in this highly competitive market.

Particulars	Company10's Offerings	Gap Analysis and Comments
Technology		
TENS	xx	-
xx	xx	Key requirement for targeting Segment2 and Segment3
xx	xx	Key requirement for treating Segment4
Product Features		
Channels	Single and Dual	Quad channel should be incorporated for enhanced functionality
Preset Modes/Programs	xx	Include more programs for specific conditions (e.g. muscle recovery post-workout)
Intensity Levels	xx	Consider including higher intensity levels
Therapy Timer	xx	-
Connectivity		
Wireless	xx	-
Smartphone	xx	-

- ❑ Company10 should consider incorporating **xx and xx** in its devices; analyzing data to provide customized recommendations to consumers/patients may increase effectiveness and adoption
- ❑ If technically feasible, Company10 may incorporate TENS and xx technologies in its **wearable device for xx**; Additionally, Company10 should **modify the xx** to target the **Segment4**, if the investment in xx technology is not feasible in the near term

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Company10 Online Distribution Strategy Recommendations

Categories	Examples ¹	Company10's Current Positioning	Strategies
Company Website	-	XX	<ul style="list-style-type: none"> ❑ Continue to sell products via Company10 website
Ecommerce Marketplaces	xx, xx	XX	<ul style="list-style-type: none"> ❑ Continue to have presence on leading ecommerce websites ❑ List products on dedicated online marketplaces of Segment2 and fitness equipment manufacturers
Health Portals and Pharmacies	xx, xx, xx	XX	<ul style="list-style-type: none"> ❑ Leverage online pharmacies and health portals to sell products



Company10 should continue to strengthen its online presence considering there is an industry trend toward direct distribution through own website and ecommerce as it is the highest margin channel; however, there are many retail channels that Company10 should leverage for product distribution targeting various segments

1) Refer to the next set of slides for details on each of the market drivers and challenges; (2) Trends that have severe impact on suppliers and are likely to disrupt business models; (3) Trends that are moderate and need to be addressed to drive adoption and usage and, therefore, are likely to influence the business model

Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57



Table of Contents

▪ Executive Summary	3
▪ Market Overview	10
▪ Products Analysis	25
▪ Competitive Landscape	29
▪ Blue Ocean Strategy	38
▪ Appendix	56
▪ Bibliography	57





Disclaimer

This document is proprietary to RocSearch and the information contained herein is confidential. Not without prior written permission from RocSearch, may this document be reproduced, either in whole or in part, or disclosed to others outside your firm.

Whilst care and attention has been exercised in the preparation of this document, RocSearch does not accept responsibility for any inaccuracy or error or any action taken in reliance on the information contained within. All warranties whether expressed or implied by statute, law or otherwise are hereby disclaimed and excluded to the extent permitted by law.

In case of any questions on this document, please reply to the sender.

About RocSearch

Please visit www.rocsearch.com for more details on the company.