

Case Study

# Acquisition Due Diligence for a Medical Technology Company



## About the Client

- The client is a leading pharma consulting firm. Its clients include Fortune 500 companies, start-ups, non-profits and governments

## Business Objective

- One of the firm's end clients, a global medical technology company, wanted to enter the rural healthcare market in India through the inorganic route. RocSearch was tasked with preparing an in-depth report on the existing market dynamics and identifying suitable targets for acquisition or joint venture

## Results & Value Add

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- The findings helped the client get a better understanding of the competitive landscape in the rural healthcare delivery market,, along with the market positioning of the existing players
- This enabled a successful market entry by the medical technology company through a JV with one of the players identified in our market mapping

# Research Methodology and Approach

The team divided the assignment in three phases:

- Development of Market Understanding: Using secondary research, we prepared a discussion guide covering existing public and private players, factors affecting growth in adoption of healthcare systems in the rural market, significance of low cost treatments, etc.
- Validation of the Discussion Guide through Primary Interviews: We reached out to more than 100 Medical Practitioners/Physicians across India to validate our findings and identify any additional factors affecting growth
- Mapping the Competitor Landscape: We analysed companies on the basis of several parameters, including R&D focus, number of products across relevant segments, market share in the rural market, alliances with other top players in the industry, etc. and ranked them using an average weighted index method

## Screenshots

Gauging companies' innovation capabilities				Screening Criteria
Zero	Minimal	Low End Disruptive	Disruptive	
Wellness & Nutrition Hitachi	ARO Telediagnosis Medisoft Telemedicine	Swas Healthcare	TeleVital OnlineInfocom	<ul style="list-style-type: none"> <li>• No Innovation: Companies with no R&amp;D facility or with no rural presence</li> <li>• Minimal Innovation: Companies with basic R&amp;D facility, business model, products offerings, and other similar attributes. Like any other player in the market</li> <li>• Low End Disruptive Innovation: Companies with low-cost products, meant for non- consuming markets; low-cost products with need-to-have features, e.g. a low cost pacemaker or significant rural market penetration</li> <li>• Disruptive Innovation: Covers the following aspects:                             <ul style="list-style-type: none"> <li>– Providing enhanced access with penetration to the sub-urban/rural areas</li> <li>– Reaching to the people/consumers of low economic strata</li> <li>– Offering almost real time healthcare services and products delivery to the rural market (close to the concept of accessibility)</li> <li>– Offering products, simple but with optimal features, (easy-to-use) which consumers can easily use e.g. an innovative blood pressure machine.</li> </ul> </li> </ul>
Save-Life	Genesis Futuristic Technologies Sanjeevani Bio-tech Pinnacle Wellness	Deccan Healthcare Karishma Software	Rx HealthCare Magic Vaatsalya Healthcare MediVed TTK Chitra Heart Valve Sahajanand Medical Technologies	
Medikit	J-Diagnosis Technologies Life Century	Nisargasampada Health Products Nova Medical Centers		
Medisystems	Regenix ENG Exports Silicon Labs Electro Medico	Universal Medical Instruments Schiller Healthcare Medical Point	Medicaid Systems International Biological Laboratories Kody Medical Electronics	



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## Contact Us

Business Enquiries – [sales@rocsearch.com](mailto:sales@rocsearch.com)

General Enquiries – [info@rocsearch.com](mailto:info@rocsearch.com)

[www.rocsearch.com](http://www.rocsearch.com)