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I – Case facts

(External Analysis)

Threats and Opportunities

- Customers are persons with disabilities (i.e. Spinal Cord Injuries, Amyotrophic Lateral Sclerosis, and Multiple Sclerosis)
- Pricing constraints are the percentage share of distributor for target US Market
- Competitors are alternative products with a lot of cons listed (i.e. Unhygienic and stigmatizing, limiting in movements, etc.) and no direct competitor that makes their position in the market stronger
- Distribution issues are trading law between US and Germany, proper distribution channel
- Technology being used is unique and hard to imitate (i.e. High-end Bluetooth technology, easy adaptation within 20 secs compare to other similar products, and overall cost-savings overtime)
- Regulation issue currently is on FDA regulations and go-to-institution for US Market penetration
- Major uncertainties fall under reimbursement plan of the insurance company (whether private or public) to purchase their product
- Potential Partners are US distributors of medical equipment for faster US Market penetration

(Internal Analysis)

Strengths and Weaknesses

- This company was initially established in Germany and plans to penetrate US market.
- Cost Structure
 - Pricing is dependent on customer classification developed by the company:
 - Demo unit = €4,500
 - Indirect Customer = €6,600
 - Direct Customer = €7,600
- The product portfolio is currently focused on wheelchair application of the Munevo Drive. With possible market opportunity on Robotics and Smart home application
- Employees skills are highly innovative dominated by information technology and engineering

II – Key Problems and Issues

Upon analyzing the case study, the key problem is to develop a US Go-To-Market Strategy for Munevo DRIVE that will answer below specific questions:

- a. How to get Munevo’s product to the US? What approvals are required? How long will that process take and what resources are needed?
- b. How to distribute the product? To whom?
- c. How many units should Munevo be able to distribute in the first 6 months, 1-year, 3-years, 5-years?
- d. How would US Insurance providers be involved from a reimbursement standpoint?
- e. How to market the product and who to target?

III – Analysis of Cause

In analyzing the case facts, the group adopted External Analysis and Internal Analysis (EA/IA) in figuring out the SWOT analysis of Munevo. Understanding internal and external factors will give a comprehensive analysis of Munevo’s current company situation. SIPOC (Supplies, Inputs, Process, Outputs and Customers) will be used to determine the market of the product and the specific target market. SIPOC is a tool that summarized the inputs and outputs of one or more processes in table form (Bridges, 2018).

IV – Alternatives

<p>VISION: To become an innovative solution for mobility improvement, that is globally available and a top-choice by patients for improvement of life quality</p> <p>MISSION: To provide wheelchair control that allows hands free mobility to persons with special needs in enabling them to become more independent and connected in the community as well as in digital environment</p>	<p>STRATEGIC OBJECTIVES:</p> <p>O1: To be a consistent top choice in market of every country having high demand for wheelchair control in 2024</p> <p>O2: To penetrate US market through partnership with key medical equipment distributor</p> <p>O3: To establish relationship with US Insurance healthcare provider that will apply reimbursement purchasing.</p> <p>O4: To provide a 5 – years forecasting model that will determine the market potential and units to be distributed</p>
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KEY RESULTS AREA		
Strategic Objectives	Key Results Area	Performance Indicator
O1; O2; O3	Intensify partnership and linkages with distributors	Business Continuity Plan (BCP) improvement; 100% attendance on the chosen convention
O1	Establish quality customer satisfaction	Overcome global benchmark of Healthcare net promoter score (NTP) of 71%
O2; O3	Forge business rapport	Signed MOU/MOA
O1	Continuous Innovation of product technology	Improved product features New product line through horizontal integration
O4	5 – years production model of units	Structured forecasting model based on established data

Strategy Programs Alternatives Time Frame RESources (SPATRES)

(O1 Strategy)	Programs	Activities	Time Frame	Resources
Strategy No. 1 : Collaborate with marketing BPOs for promotion and advertising of the product to potential distributors and direct consumers	Identify top 3 BPOs specializing in advertising and promotion with experience on medical equipment marketing	Set an appointment with the top BPOs to discuss marketing analysis plan	1 month	*Free consultation *Pending cost upon negotiation
	Identify top Digital Marketing: SEO and Social Media that focuses on Medical Equipment Marketing	Set an appointment with the top Digital Marketing to discuss marketing analysis plan	1 year	*Free consultation *Pending cost upon negotiation
(O2 Strategy)	Programs	Activities	Time Frame	Resources
Strategy No. 1: Establish connection with the healthcare industry (i.e. Insurance provider, medical equipment/device distributor, etc.)	Identify potential partners from conferences and trade shows (e.g. MD&M West 2019, MD&M East, International Medical Device Expo, Design of Medical Devices Conference, etc.)	Attend US conferences and trade shows that focuses in Healthcare solutions	At least 5 conventions for the first 3 years and attend at least once a year moving succeeding	*Per diem *Registration fee *Transpiration Cost (Air/Land) *Accommodation Cost
(O3 Strategy)	Programs	Activities	Time Frame	Resources
Strategy No. 1: To be legally accredited supplier for Insurance Provider	Compliance to statutory requirements of the Insurance Provider	Prepare and submit required documents by FDA - Device Advice (www.fda.gov/medical-devices) further details on the reference portion of this paper, Medicare, International Trading	3 months	*Processing cost per document
(O4 Strategy)	Programs	Activities	Time Frame	Resources
Strategy No. 1 Determine the most recent and established data to develop the forecasting model	Identify the most credible data sources that will be the basis for model development	Search and validate the available data	1 month	*established research paper payment

For the calculation of market potential and forecast units to be distributed, below table was used:

2019 data*	No. of Patients
Population in US with Disability	61,000,000.00
Percentage of Disability due to Mobility	13.70%
Total number of population with mobility disability	8,357,000.00
Percentage of Electric Wheelchair users [^]	6%
2019 Powered Wheelchair Users	501,420.00

Sources:
*<https://www.cdc.gov/ncbddd/disabilityandhealth/infographic-disability-impacts-all.html>
[^]<https://www.disabled-world.com/pdf/mobility-report.pdf>

From the 2019 powered wheelchair users, the 5 years projection of demand was computed using compound growth rate of 5% year on year of powered wheelchair users. To determine the total market potentials in units, a conversion rate of .01% for year 1 and an increase of .05% year on year was used.

Forecasted yearly Demand	No. of Patients	Total Market Potential in Units
year 2020	526,491.00	53
year 2021	552,815.55	276
year 2022	580,456.33	580
year 2023	609,479.14	914
year 2024	639,953.10	1,280

The total units to be produced for 6 months will be 26 units, for 1st year will be 53 units, for 3rd year will be 580 units, and for 5th year will be 1,280 units.

References:

- Migrator. (2018, May 15). External and internal analysis for your marketing plan. Retrieved November 12, 2019, from <https://www.nibusinessinfo.co.uk/content/external-and-internal-analysis-your-marketing-plan>.
- Bridges, J. (2019, August 19). What Is SIPOC? How to Use a SIPOC Diagram. Retrieved November 12, 2019, from <https://www.projectmanager.com/training/what-is-sipoc>.
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V – Recommendation and Conclusion

Visualizing Munevo “To become an innovative solution for mobility improvement, that is globally available and a top-choice by patients for improvement of life quality”, this will direct the business to be a leader of wheelchair controller worldwide. This case analysis concludes that the best strategies for Munevo are intensified market penetration and product development; market penetration wherein the company should institutionalize greater marketing efforts in order to increase its market share for its present products in the current market and product development by expanding its capacity to accommodate a greater number of user. Market penetration could be achieved following the five key results area:

- Intensified partnership with distributors
- Established quality customer satisfaction
- Forged business rapport
- Continuous innovation of product technology
- Five years production model

The generic business strategy applicable to the case is focus differentiation because they serve small and specific market and their product is different from the others. In terms of product forecast for distribution, the materialization will only be dependent on the implementation of the strategic market plan following the proposed timeline.

To have a one notch higher analysis of the case, it is advisable to embedded sustainability initiatives of selecting suppliers through guidelines established by GRI index (i.e. selecting FedEx over UPS due higher score established in GRI).

MUNEVO will stand firm on its ground, given the analysis conducted. At the end of it, it will soar high to meet their very core objective of improving life quality.