

Roche Diagnostics is a division of the Roche group and the world's leading provider of diagnostic system solutions for hospitals, universities, laboratories and medical practices. In over 100 countries, they offer the broadest in vitro testing portfolio in the industry, as well as tools for consulting, digital diagnostics, disease management, laboratory automation and software systems.

Case background.

The diagnostics industry has been catapulted front and centre of the public health response to the pandemic Covid-19 situation. The diagnostic industry showed what it can do and how important and especially cost-efficient prevention is in comparison to excessively costly therapies and treatments. In addition, the pandemic has led to a boost in medical knowledge and self-determination in the entire population. People want to understand more, are willing to challenge medical decisions more often and just want to be in the driver's seat of their health. There is a general trend towards a higher health awareness in society, characterized by the individual desire for healthier lifestyles, healthy nutrition and more exercising, including the detailed tracking/monitoring of fitness progress.

Utilize the recently gained visibility and take advantage of the increased sensitivity for health topics and prevention in society as well as the increased ability to confidently perform self-tests. Examples could be found in the **lifestyle segment**, e.g. weight loss, longevity and/or in the **medical segment**, e.g. sexually transmitted diseases, chronic disease management (e.g. cancer), risk management for potential stroke candidates and general disease prevention.

Roche wants to explore **new opportunities in the direct-to-consumer (DTC) segment**, specifically if there is something in it for them. If the answer is yes, how should Roche approach the market and what products and/or services should they offer? These ideas should ideally be based on existing diagnostics tests (e.g. bundling for a screening panel) or on innovative digital healthcare solutions that help to either improve patient outcomes or to increase the efficiency of data and information flow, e.g. by connecting healthcare providers and patients.

What does Roche Diagnostics expect from the teams?

CASE:

Market strategy for a DTC product

1. Define the DTC market
2. Describe potential segments and target groups
3. Identify the most promising segment and identify a product / service or strategy idea.
4. Perform a deep dive:
 - a. Describe the customer needs of the selected target group.
 - b. Clarify the willingness to pay
 - c. Calculate the market potential
5. Elaborate on the go-to-market strategy
6. Describe potential incentives (e.g. governance, insurance, collaborations between Roche, health insurers and customers, a price reduction of assurances in exchange for data etc.)

Possible approaches.

- Propose an M&A strategy to acquire a venture with the necessary technology to complement Roche's current product portfolio or one that will help them expand into new areas.
- Present an innovative product or service idea
- Present a strategic Due Diligence for a potential acquisition of a start-up
- Carry out an extensive market analysis of the DTC market.

Restrictions: your idea should be feasible and possible to implement in the following 3 to 7 years.

Next steps.

- Form a group and hand in your **Exposé** by the **11th of April**.
 - **Exposé requirements:**
 - Short description of your team and idea
 - At least 1 to max. 3 pages
 - The document should be submitted in english
- Second round **Kick-off Event** on the **13th of April** (hybrid event - zoom and SQUARE).
- **Final pitch** on the **12th of May**. The participants will be invited to the Roche Campus in Rotkreuz to pitch their idea in front of the Roche Diagnostics management.

Your output will be **slides and a 10-15 minute sales pitch** of your idea.

Contact:

info@studentsbusinessclub.com or maximilian.ruffieux@student.unisg.ch