



MED360^o

Comfort Medical's online platform to disrupt the US dealer market and make life easier for patients



Cecilie Gyldenvang

Frederikke Kaysen

Karsten Torp

Thomas Murmann

Meet the team and our approach

The BEAM Team



Cecilie Gyldenvang Møller
"Let me draw an issue tree"



Frederikke Kaysen
"I build slides to relax"



Karsten Torp
"Don't forget to chill"



Thomas Murmann
"Numbers are fun"

Our case solving logic

Situation & problem

Changing dynamics and flawed incentives

Solution

MED360° platform to create transparency

Impact

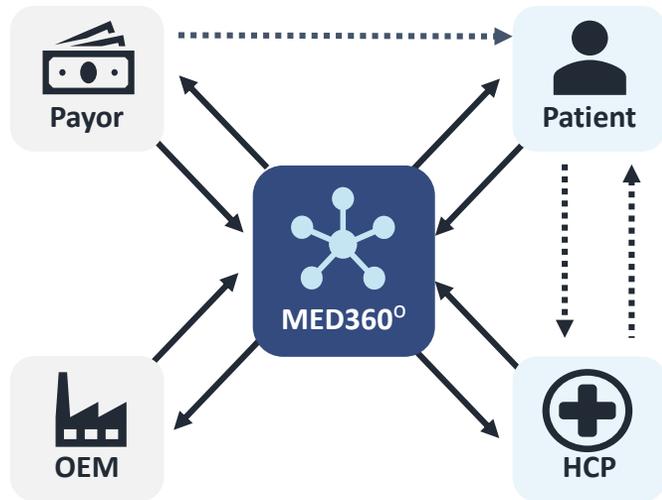
High revenue and strategic impact

Implementation

18 month development and ramp-up

MED360° enables Comfort Medical to disrupt the US dealer market

Changing the market supply chain by offering a holistic online platform



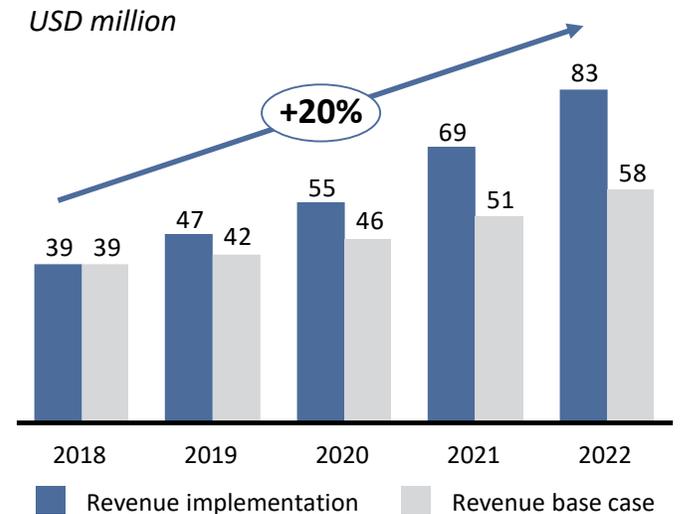
- MED360° drives leads through VBHC and patient-focused initiatives
- MED360° centralizes catheter dealer processes

The platform will consist of four core pillars to enhance user experience



- The four components of MED360° close the gaps in the dealer market
- MED360° enhances the long-term relationships between Comfort Medical, patients, and HCPs

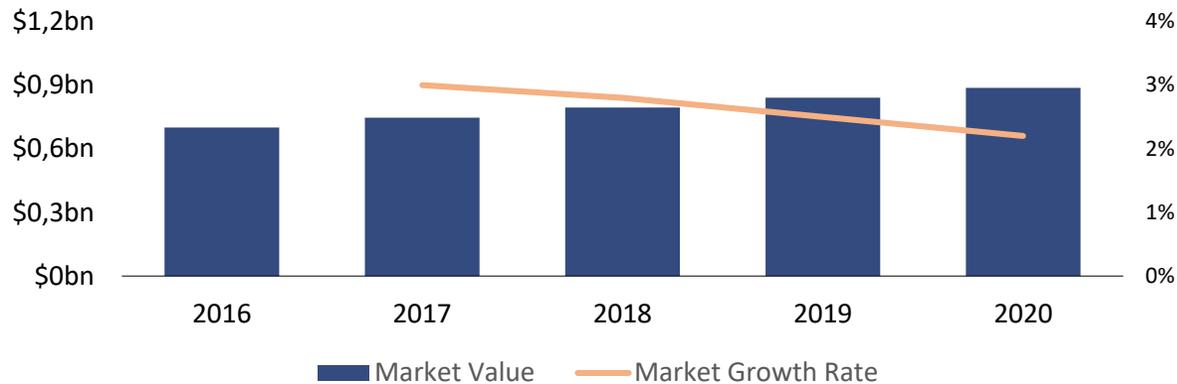
Comfort Medical's revenue is expected to grow by 20% as a result of MED360°



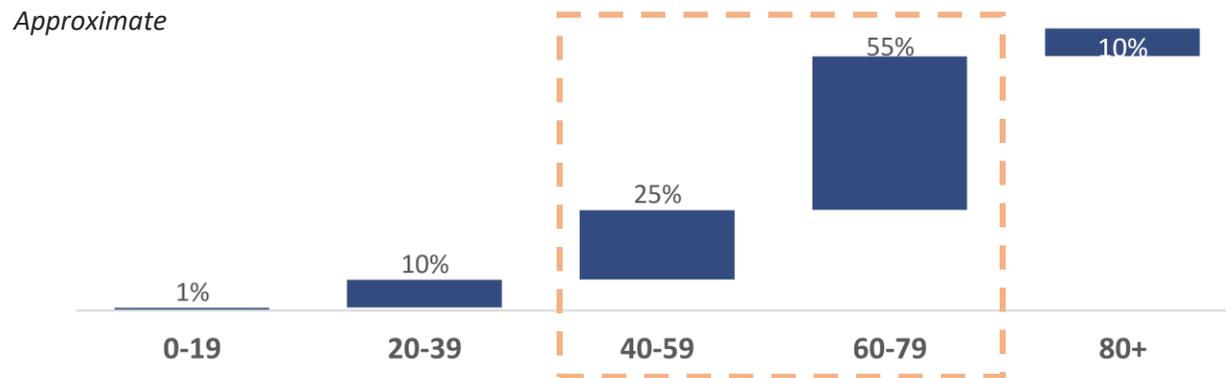
- MED360° results in double market share by 2022
- Comfort Medical can increase revenue by USD 25m relative to base case in 2022

The catheter market is slowly growing while the industry is increasingly focusing on patient experience

Growth diminishing for catheters market while non-reusable market value increases



Elderly overrepresentation in catheter user age distribution



Disrupting the US Dealer Market, International Business Case Competition: The Case

Dynamics in the MedTech market are changing



*“Large **manufacturers** have **moved downstream** and **purchased dealers** who sell their products to end users”*

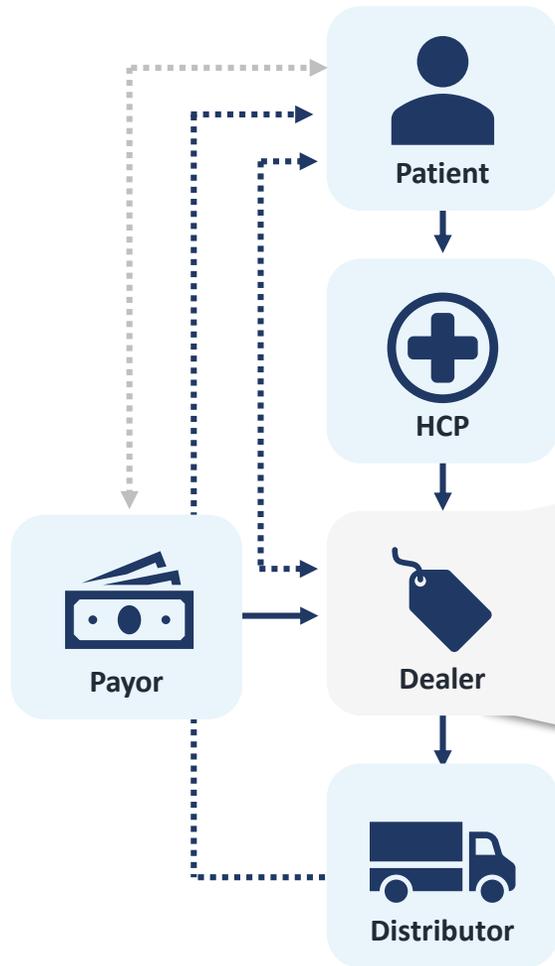


*“HCPs have turned their attention towards furthering the **patient experience**”*

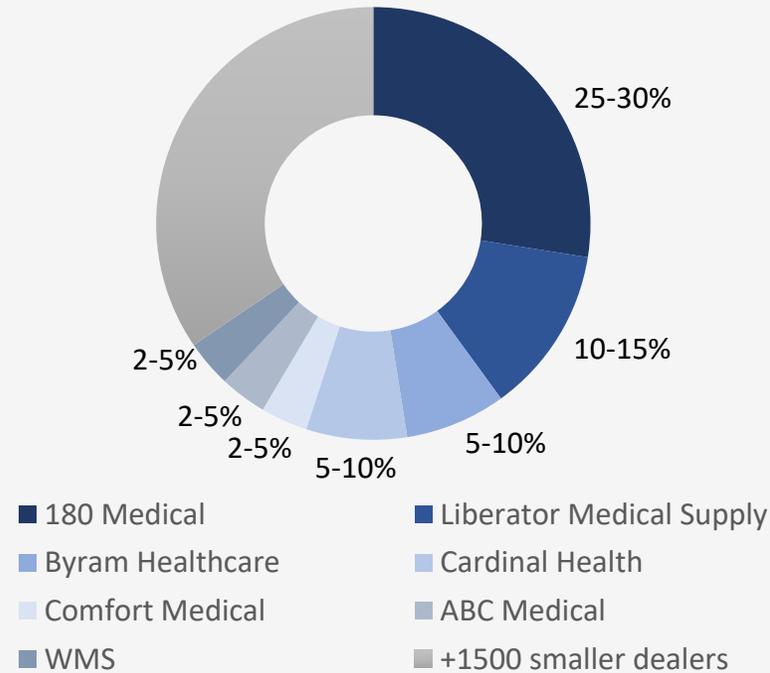


Key influencers in medical decisions vary across age groups

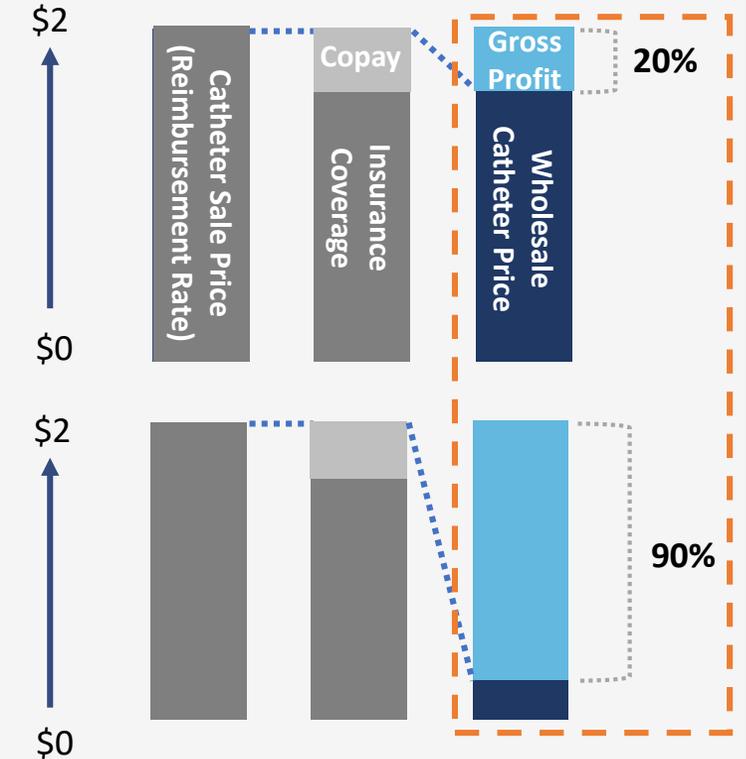
The typical buying process of MedTech products in the US is characterized by friction across the supply chain



The US catheter dealer market is semi-fragmented...

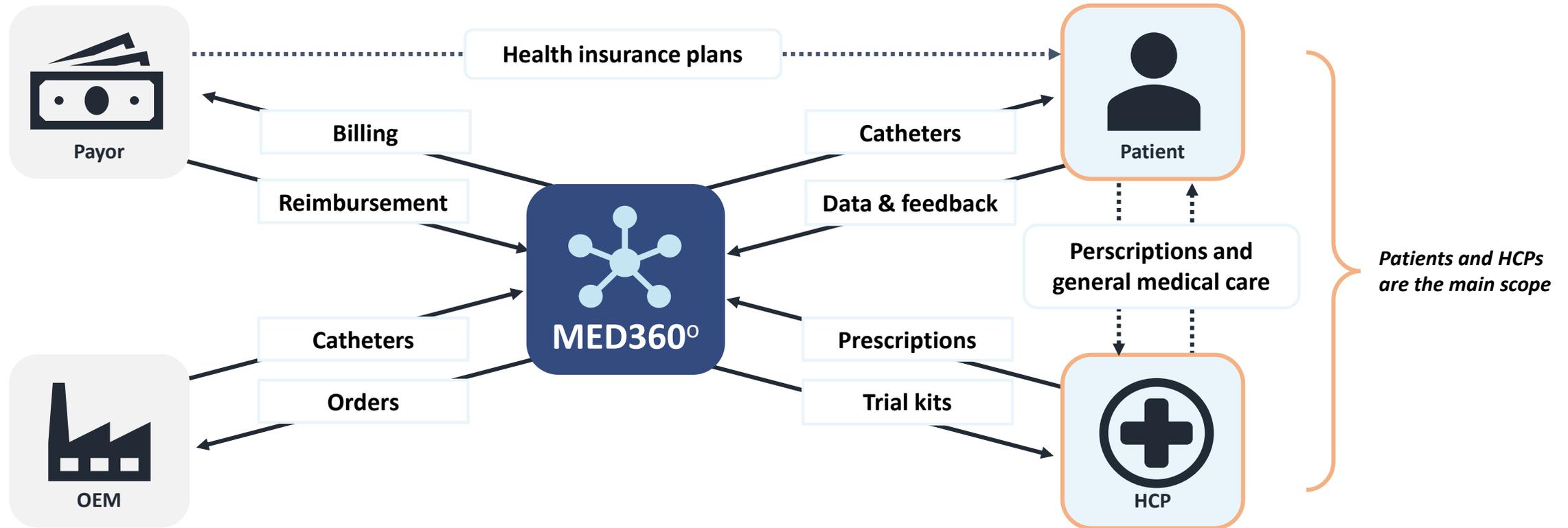


...with skewed profit incentives that harm the patients



How do we drive patient and HCP leads to Comfort Medical in this market?

The online platform MED360° will address the power of dealers in the market while driving patient and HCP leads to Comfort Medical



The platform reduces points of contact for all stakeholders and increases transparency in the market

Four core pillars of Comfort Medical's MED360° platform will make life easier for patients and HCPs alike



Market Transparency

- **Product comparison** tool to identify optimal product for the patients
- **Ratings and reviews** from patient to patient



Simple Administration

- All relevant documents from involved parties collected to **reduce admin. work** and **simplify processes**



Service Hotline

- **24h available** to all users
- **Physical and mental** guidance
- **Product** specific support



Designated Community

- Blog to **exchange experiences** with like-minded patients

Patients and HCPs to reap primary benefits

MED360^o differentiates itself by providing a holistic service platform to patients and allows HCP personnel to focus on value creating activities

Dealer	24h service hotline	Documentation handling	Product comparison	Product reviews	Online community
	✓	✓	✓	✓	✓
	✗	✗	✗	✗	(✓)
	✓	✓	✗	✗	✓
	✗	✗	✗	✗	✗
	✗	(✓)	✗	✗	(✓)
	✗	(✓)	✗	✗	✗

Key insights



Dealers do not provide a **transparent** overview of product assortment



Increasing focus on creating an **online forum** for sharing experiences



Limited access to **support from professionals** around the clock

Source: Company websites

MED360° enables patients to make informed decisions through a transparent system

Since Michael's accident, he has been met with multiple problems...



...but MED360° will make his life easier

Transparent market place

Offer a wide range of product types and brands so Michael can purchase his preferred catheters

Administrative assistance

Handle all paperwork so Michael only has to provide his information once

24h service hotline

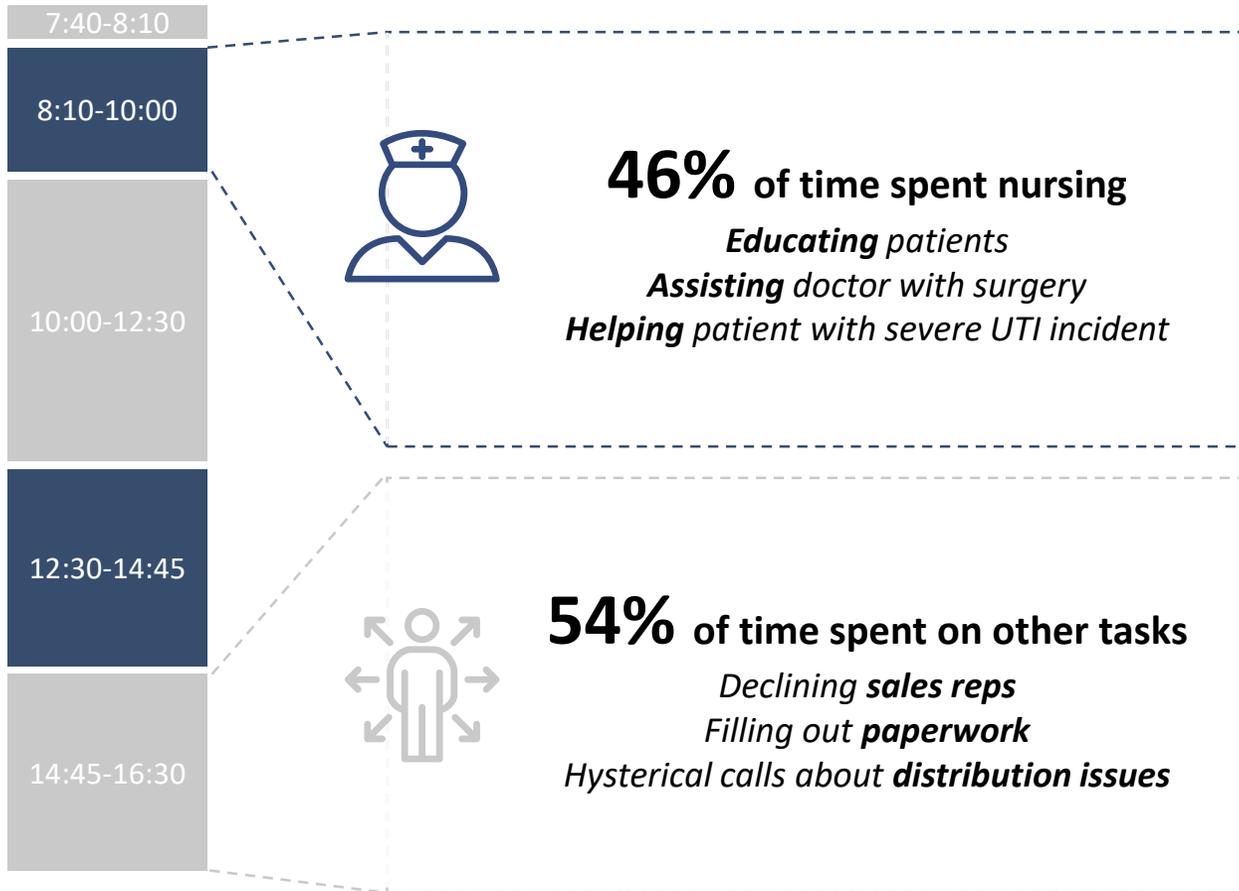
Provide professional help that caters to Michael's needs

Community forum

Facilitate sharing of experiences in a safe space

MED360° allows care takers to spend more time on nursing activities

A broad range of tasks forces nurses to spend their time inefficiently



Non-nursing activities

Nursing activities

MED360° enables focus on improving patients' lives

Handling administrative tasks

Standardized health record information
Communication with OEMs and payors
Reliable and quick product distribution

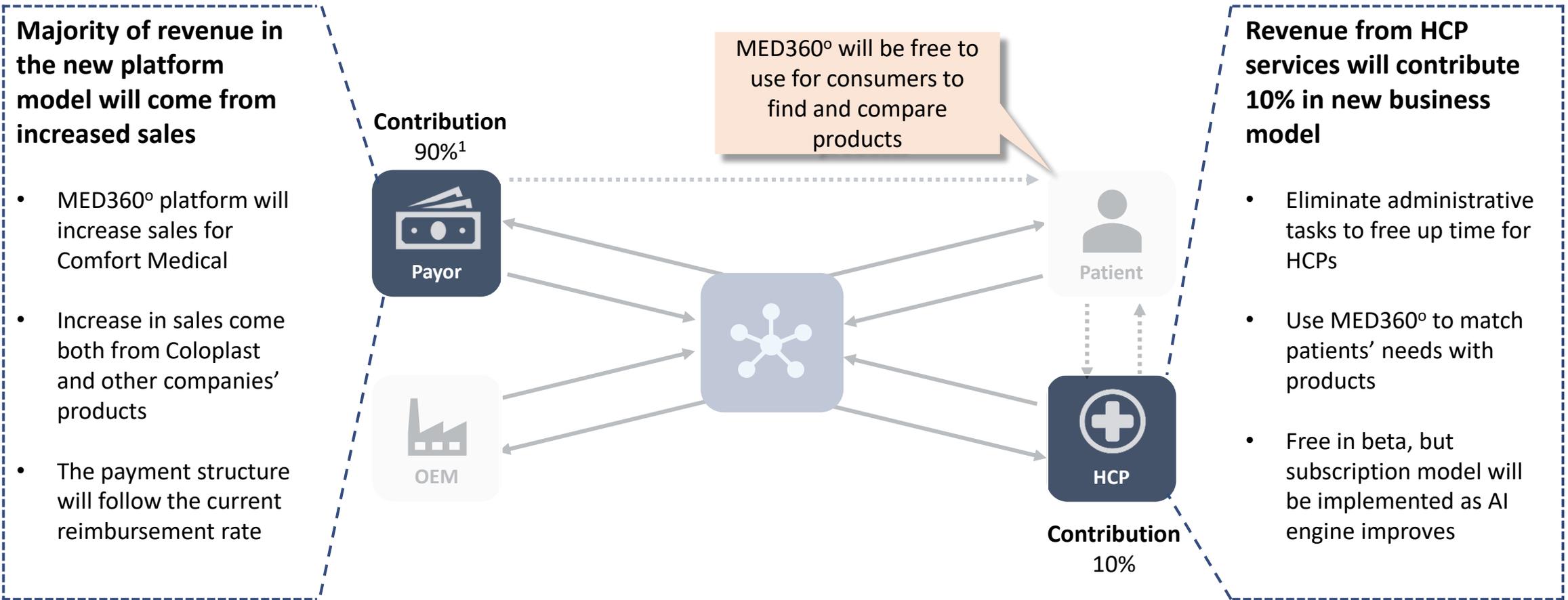
Offering services real time

24h hotline
Distribution matters
Specialized service personnel to assist different needs

Providing product overview

Access to comprehensive and non-dealer biased product selection and comparison

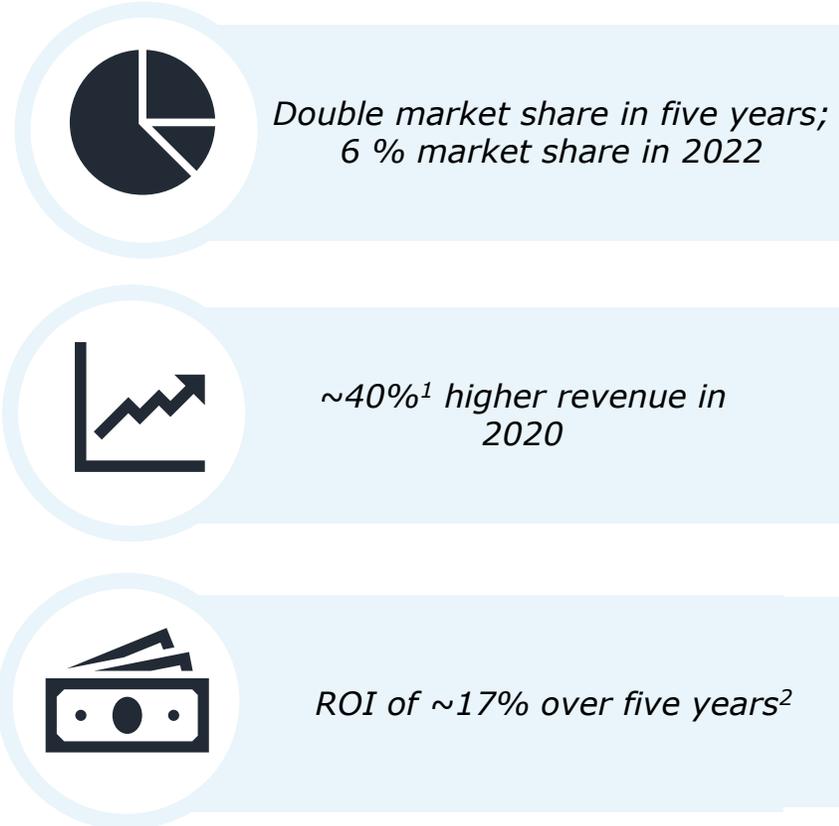
~90% of revenue in the new MED360° platform strategy will come from sales of catheters



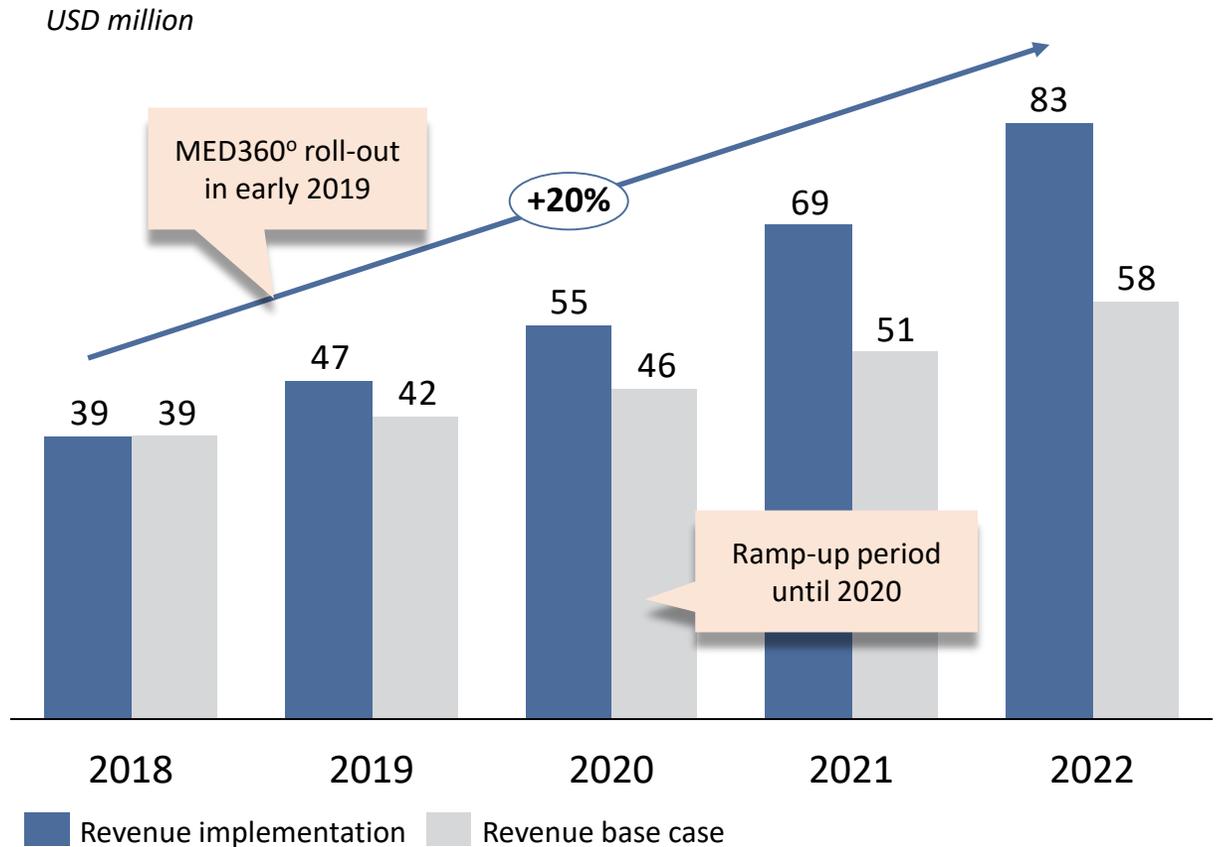
¹The payment structure will follow the current setup with approximately 20% copay

Revenue expected to increase by USD ~25m with full implementation of MED360° in 2022

MED360° secures growth of Comfort Medical

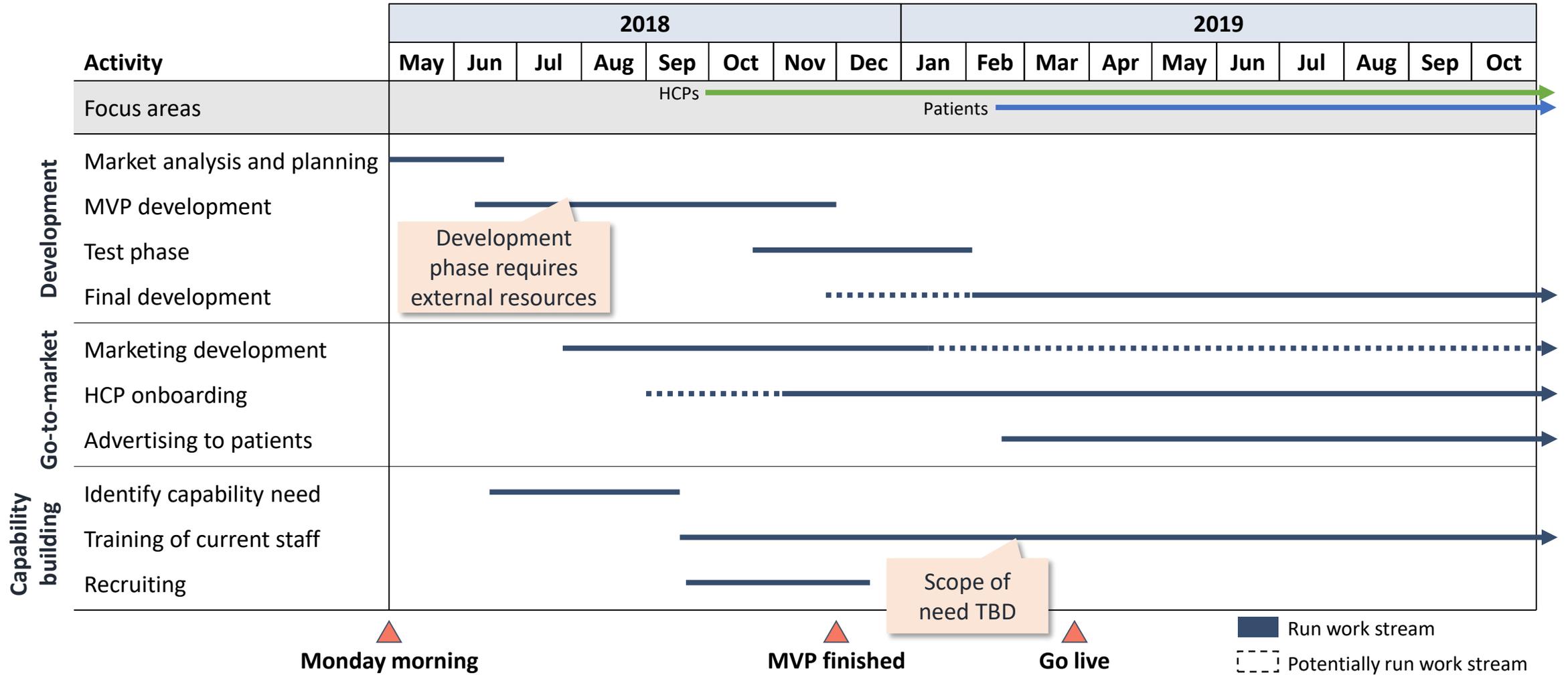


Implementation of MED360° will result in 10%-point higher CAGR

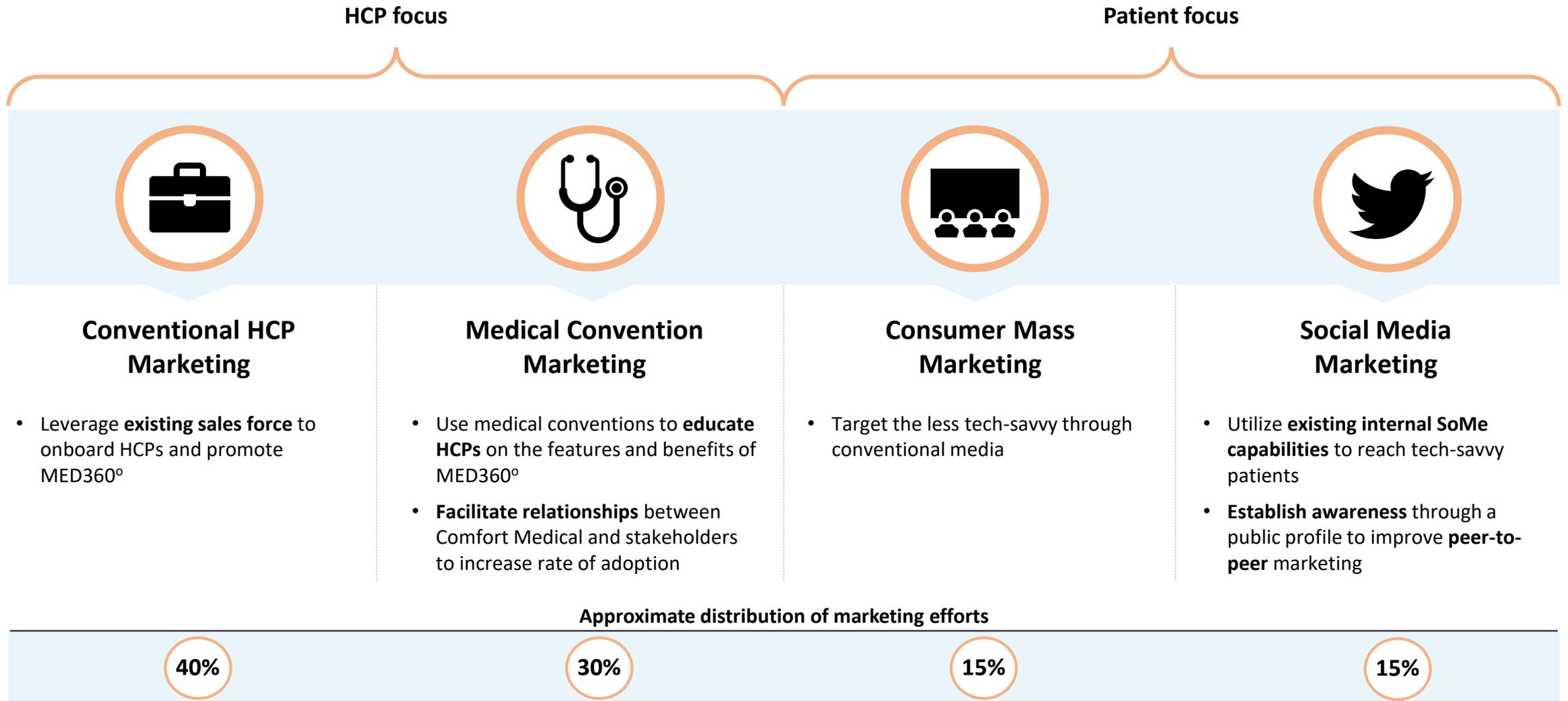


Note: ¹Partial increase come from disposable catheter market growth at ~3% CAGR 2018-2022; ²Assumed similar growth in profit as revenue, total cost of \$ ~3m for 15 FTEs during development and 8 FTEs for operation
Source: Coloplast annual report 2017

Development and implementation of MED360° will take 18 months and will continue for certain work streams



Ensure adoption of MED360° through tailored marketing initiatives



Risks related to trust and cannibalization can be mitigated through proper governance and transparency

Ownership structure likely to create trust issues



Issue: MED360° intends to be an independent platform, however, since Coloplast is the owner of Comfort Medical users might lose trust in the platform regarding other OEM products

Solution: Secure transparency and governance structures that remove incentives for misinformation

Decrease in sales of Coloplast products



Issue: MED360° will also contain competitor products that might decrease sales of Coloplast products

Solution: Provide complete and updated information on Coloplast products. Track and act on developments of new products from competitors

HCPs and consumer adaptation might be lower than expected



Issue: Some HCPs might be bound to certain routines. Large segments have low levels of empowerment and will not search for new catheter solutions

Solution: Educate consumers and HCPs on MED360° features and how to use the platform

Other dealers might be reluctant to carry Coloplast products



Issue: As a response to MED360°, other manufacturer-owned dealers might discontinue carrying Coloplast products

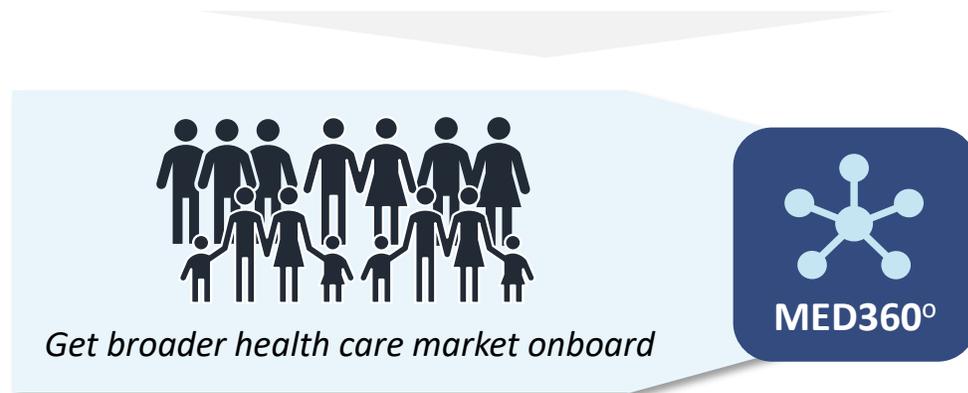
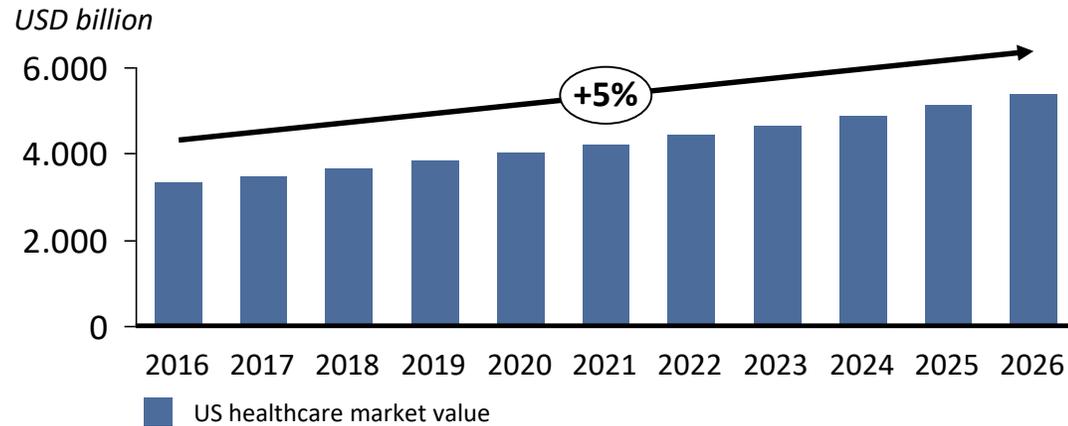
Solution: Grow Comfort Medical to make Coloplast less reliant on other dealers

Risk impact

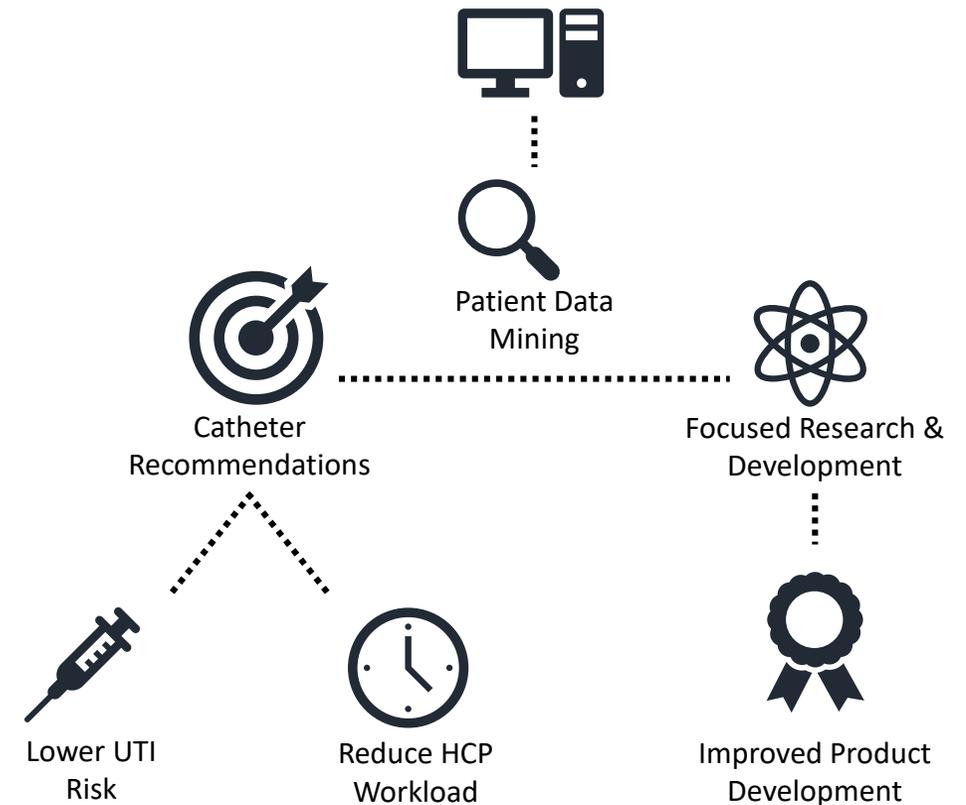
Low impact Medium impact High impact

Going forward, MED360° has potential to expand to other product categories in the US health care market and to pursue AI enhancement

US health care market faces supply chain challenges that MED360° can address



MED360° has potential to employ Artificial Intelligence to enhance patient care



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Thank you!