

## THE CHALLENGE

This HealthTech SaaS company wanted to increase their commercialization effectiveness to short-term acute care hospitals after they were acquired by Optum, Inc. (division of United Health Group). The challenge was figuring out how to capture a portion of a market that was over \$3.6 billion in Total Addressable Market (TAM) in 2021-2022.

Honeywell, Phillips, AccuHealth, American Telecare, HRS, & Vitls had 70% of the U.S. market share in the Remote Patient Monitoring sector.

*Question:* How to differentiate Vivify Health in the market and capture double digit market share in an entrenched market, where hospitals are regulatory using other products and services from the aforementioned companies. Price alone isn't a strategic way to differentiate enough.

## THE BridgeAudit™ DISCOVERY

After multiple meetings with internal executive management, mid-level management and sales directors reviewing the commercialization strategy for the agreed upon target market, it was discovered that hospitals wanted the SaaS platform, but couldn't figure out how to pay for it without losing money. The competitive products were being bundled with other products already being used by the competitive companies. Vivify was having a difficult time being accepted in the hospital environment.

What was ultimately uncovered? It was time to expand to United Healthcare Care insured patients, ACO's and large conglomerate physician offices and some organizations like US Renal Care and US Oncology.

Thus, this newer expanded revenue opportunity was a way to circumvent the traditional hospital pathway.

## THE SOLUTION

Through **auditing** the commercialization process, the traditional way of introducing the technology was seeing very little annual growth. Yet, with this newly expanded target market, it gave the company unconventional pathways to infiltrate the hospitals and the acute care organizations. The service was demonstrated to be needed, because by incorporating RPM into the daily healthcare monitoring of high acuity patients, the loss or unnecessary expenses on certain patients were cut, based on the amount of reduced to Emergency Departments.

It was determined that by not trying to compete directly with the entrenched competition at the hospitals, by circumventing the traditional pathway the patients were able to use Vivify Health's RPM technologies and gain the trust of the clinical teams who then positioned themselves to petition their hospitals to use Vivfy's services.

When uncommon and creative commercialization strategies and tactics are used, it benefits more than just the company itself.

- The BridgeAudit™ identifies gaps and holes in a company's commercialization single focused strategy, multi-layered strategies and/or multiple processes that are showing ineffectiveness and inefficiencies that create unnecessary complexities and complications.
- By identifying what isn't working in commercialization, a process of replacement is used to fill the gaps and holes for more effective strategies and process results.
- Steps of implementation are taken to incorporate and measure what is potentially more effective for increased customer adoption from uncommon strategies and processes with attached KPIs.

