Company Strategic Assessments

For each of the Top 10 companies, the report provides an approximately 95-page strategic analysis, including the following information:

**Section I: Executive Summary**
- A 3-15 page synopsis of key sections

**Section II: Business Organization**
- History of the imaging business evolution, which is important to understanding the company’s corporate culture and strategies
- Recent acquisitions, divestitures, and significant organizational changes
- Current organizational structure

**Section III: Senior Management**
- Management philosophy and attitudes toward the diagnostic imaging market
- Background of key executives

**Section IV: Facilities and Employees**
- Location and size of administrative, manufacturing, and R&D facilities in the U.S. and abroad
- New plants under construction
- U.S. and international work force size and distribution

**Section V: Technological Know-How**
- Internally developed and acquired diagnostic imaging and related technologies, including X-ray, ultrasound, MRI, CT, nuclear medicine, PET, PACS, and others

**Section VI: Product Portfolio Analysis**
- Placements and installed base of major systems in the U.S. and abroad, by modality
- Review of major product lines
- Specifications, features, advantages, weaknesses, introduction dates and prices of current systems

**Section VII: Marketing Tactics**
- The U.S. and international sales force size in major geographic regions
- Selling options, including rental plans, leasing and others
- Promotional tactics, e.g., pricing, discounts, advertising, trade shows, seminars, product literature, newsletters, etc.
- System service and support

**Section VIII: Sales and Profit Growth**
- Sales estimates by division, geographic region, and modality
- Sales and operating profit performance

**Section IX: R&D Expenditures and Major Programs**
- R&D budget, research facilities, and staff
- New technologies, systems, and applications in development, including their specifications and anticipated introduction dates

**Section X: Collaborative Arrangements**
- Major joint venture, distribution, O.E.M., and licensing partners, both industrial and academic
- Terms of collaborative agreements and specific products involved

**Section XI: Strategic Direction**
- Business, new product development, and marketing strategies
- Anticipated acquisitions, joint ventures, and divestitures

**Worldwide Market Overview**

The study provides an approximately 30-page worldwide overview of the diagnostic imaging market, including:

- Estimates of the market size and growth, including the sales forecasts by geographic region and modality.
- Review of the U.S. and international technological, regulatory, economic, demographic and social trends with potentially significant impact on the diagnostic imaging industry during the next five years.
- Analysis of major geographic regions, including North America, Europe, Japan and Latin America.
- Discussion of trends in X-ray, ultrasound, MRI, CT, nuclear medicine, PET, PACS and other technologies.

**Comparative Analysis**

In this section of the report, the Top 10 companies are ranked according to the following criteria:

- Sales and market shares in the U.S., Europe, Japan and other geographic regions
- Sales by modality
- Operating profit and margins
- R&D expenditures
About This Report

Rationale

Strategic assessment of the competitive environment is widely recognized as one of the highest priority management responsibilities—crucial to business survival, growth, and profitability. Timely and factual competitive intelligence is vital to the success of all business functions, particularly Marketing, Planning, R&D, and Manufacturing.

In a highly dynamic diagnostic imaging market, besieged by intense competition and the rapid pace of technological innovations, the ability to anticipate new product introductions and marketing strategies is particularly important...and spells the difference between success and failure.

Objectives

“The Top 10 World’s Leading Diagnostic Imaging Companies” is a unique multiclient study prepared by VPG in order to provide industry executives with strategically significant competitor information, analysis, and insight crucial to the development and implementation of effective business, marketing, and R&D programs. The study’s major objectives include:

- To establish a comprehensive, factual and cost-effective information base on performance, capabilities, goals, and strategies of the world’s leading diagnostic imaging companies.
- To help current suppliers realistically assess their financial, technological, and marketing capabilities vis-a-vis leading competitors.
- To assist potential market entrants in evaluating prospective acquisitions and joint venture candidates.
- To complement organizations’ internal competitor information gathering efforts with strategic analysis, data interpretation, and insight.

Methodology

The Top 10 report is based on interviews with current and former executives, customers, suppliers, financial analysts, as well as experts from trade associations, and others knowledgeable of the companies’ current operations and strategic directions. The study also includes the information obtained from industry shows, marketing conferences and scientific symposia.

In addition to primary sources, the Top 10 report contains information retrieved from VPG’s proprietary database, which has been developed in the course of continuous monitoring of the diagnostic imaging industry, as well as over 100 multi-client studies and numerous single-client assignments. This database contains extensive information on companies, technologies, products and executives worldwide.

Moreover, a comprehensive review of the Top 10 companies’ product and financial literature, local press, business and technical periodicals, trade and professional association surveys, marketing meeting presentations, patents, government documents and pertinent industry analyst reports was conducted.

Special Features

- 850 pages of vital market intelligence.
- 85 tables containing estimates of the Top 10 companies’ sales and operating profit by division, geographic region and modality.
- A 30-page Worldwide Market Overview, including sales forecasts for major geographic regions, market segments, and modalities.
- Comparative Analysis ranking the Top 10 companies according to their sales, profit and R&D expenditures.
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