A CEO asked whether to enter a $4.2B market. The real question was how.

Entry strategy, not market size, was the question that actually needed answering.

$4.2B	14%	100M+	DENTAL IMPLANTS & BIOLOGICS
TOTAL MARKET VALUE	PROJECTED ANNUAL GROWTH	US PATIENTS WITH TOOTH LOSS	The market data said yes. Whether a new entrant could compete was a different question.

MARKET STRUCTURE | WHERE THE SHARE SITS, AND WHERE A BUYER CAN ACTUALLY ENTER

TIER I · OVER 75% MARKET SHARE — TIER II — III

FIVE COMPANIES, INCUMBENT POSITION — ENTRY ZONE — CONSOLIDATION

I MARKET LEADERS

OVER $200M REVENUE · 5 COMPANIES

Decades of clinical evidence, full-service customer models, deep practitioner loyalty.

NOT CONTESTABLE ORGANICALLY

II MID-SIZE PLAYERS

$50M TO $200M REVENUE

Building clinical evidence, seeking partners and investors, expanding geographically.

PRIMARY CANDIDATES

III NICHE SPECIALISTS

UNDER $50M REVENUE

Low-cost or differentiated models, limited reach, seeking critical mass.

CONSOLIDATION TARGETS

ENTRY PATH CHOSEN ACQUISITION

Immediate presence, inherited clinical evidence, an established customer base, a defensible position.

RULED OUT ORGANIC ENTRY

Years to clinical credibility, no practitioner relationships, high cost and an uncertain timeline to share.

RECOMMENDATION | Enter via acquisition. Five targets identified and prioritized, one valued at approximately $150M.

The CEO of a global medical device company commissioned an assessment of the dental implant and biologics space. On the surface the question was whether the opportunity was worth pursuing. An aging population was driving demand and a dentist base was only beginning to place implants at scale.

The harder question was whether there was a path in that could actually compete. The market was attractive. Organic entry was not.

Over five months, research reports, practitioner interviews, surveys, society meetings, and direct company analyses were synthesized into a structured market view, mapped across three tiers and evaluated on product strategy, clinical track record, pricing posture, and acquisition potential.

Leadership accepted the recommendation and pursued targets. The deal did not close, for reasons unrelated to the assessment, but the analytical foundation shaped where leadership directed attention.

RESULTS

5 mo	3 tiers	5	$150M
CEO-commissioned, single analyst	Competitive landscape mapped	Targets identified and prioritized	Lead target valuation, pursuit initiated