

# How to create a successful company within the Medical Technology industry

by Axel Åkeson

**Creating a start-up is connected to a great deal of uncertainty of the future and many start-ups fail along the way. But there is hope! By following the recommendations of this master thesis, presented below, one can greatly increase the chances of success for one's start-up within the Medical Technology (MedTech) industry.**

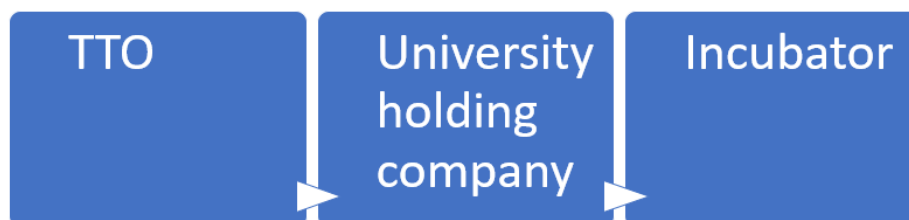
The world today is changing and improving at a faster pace than ever before. To stay relevant and attractive for customers, innovation and renewal is crucial for any company. A good innovation is a must to be successful and competitive, but it's not enough with having a great product on its own!

In this master thesis, three start-ups and three supporting organisations (organisations who assist a start-up at different times of their development) were interviewed. The results of the interviews were combined with relevant research and theories, and important connections were made, which lead to a more complete picture of the challenges faced in the MedTech industry.

The MedTech industry is a heavily regulated industry, due to high safety concerns for the patient's well-being. A start-up within MedTech faces many challenges along their way and risks sometimes making unnecessary mistakes, which could be avoided.

To be successful within the MedTech industry, it's important to take the following tips into consideration, already at an early stage:

1. **Contact supporting organisations, such as Technical Transfer Offices (TTO), University holding companies and Incubators. These organisations assist with patent application, company structure, creating a business case, their networks and other essential parts for a new company. Contact these organisations in the following order:**



2. **Build the right team to work with, that complete each other's competences and who work well together.**
3. **Get in contact with the market early on, to gain customer insight and increase one's network.**
4. **Apply for grants and subsidies early on, so you don't have to give up equity of your company at a too early stage, when your company is not highly valued yet.**

5. **Bring in investors who can contribute with more than capital, such as experience and industry knowledge.**
6. **Consider investments in exchange for equity, since this can increase the chances of reaching the market and achieve profit.**
7. **Be prepared for a long and expensive journey. Normally it takes several years for a MedTech innovation company to reach the market, a journey which requires more money than initially calculated.**
8. **Team up with a trusted industrial partner, who has their routines in place and thereby can make you reach the market quicker.**
9. **Ensure that the patent protection is strong enough, so you don't lose your competitive advantage to competitors.**

**Title:** Opportunity framing - Critical junctures and tough choices in the MedTech industry in Sweden

**Student:** Axel Åkeson

**Supervisor:** Carl-Johan Asplund & Jonas Åkeson

**Examiner:** Ola Alexandersson

Faculty of Engineering LTH

Department of Industrial Management and Logistics

Division of Production Management

MIOM05 Degree Project in Production Management