The \$600 Billion Opportunity in Femtech



PRESCOUTER

The menopause market is highly underserved. Here, we reveal a substantial opportunity for consumer goods companies to develop innovative materials and apparel for symptom relief.

Only 7% of femtech companies are addressing menopause care

The menopause market is estimated to be **worth \$600 billion** and will affect **approximately 1.2 billion women by 2030**. Surprisingly, only 7% of femtech companies currently address menopause care due to chronic underfunding.

The industry currently grapples with fragmented solutions for the 34 menopause symptoms, the glaring lack of marketing efforts reaching menopausal women, and a "concerning" lack of knowledge about the full spectrum of menopause symptoms, leaving a substantial gap in reaching this vast and influential target audience.

Patent analysis reveals huge opportunities for consumer goods companies to enter the Menopause space through non-woven materials and apparel designs. These advancements are intended to address pain management and symptom relief.

To seize this opportunity and revolutionize menopause care, companies should prioritize patent acquisition to enhance funding prospects, protect intellectual property, and drive innovation in menopause care.

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Femtech and the Menopause Market

Femtech companies are booming. 10x 2021 Est Year of Founding

Figure: Over the past fifteen years, the femtech industry has experienced an explosive surge, witnessing a tremendous increase in the number of companies. Starting from a modest beginning of 11 companies in 2006, the number has soared to over 200 by 2021. Source: <u>Analytics</u>.

But, only 7% concentrate on menopause care.



18.6%

Pregnancy & Nursing



8.0%

Pelvic & Uterine Healthcare



16.5%

Menstrual Health



7.7%

Women's Wellness



16.1%

Reproductive Health & Contraception



7.1%

MENOPAUSE CARE



12.8%

General Healthcare



2.5%

Mental Health



8.6%

Sexual Health



1.5%

Longevity

Figure: The share of femtech companies in each subsector. Source: FEMTECH Industry.

The femtech Industry comprises 10 subsectors with varying levels of attention and investment.

While pregnancy & nursing, menstrual health, reproductive health & contraception, and general health solutions garner considerable interest, **menopause care** remains comparatively **underrepresented**, currently receiving only a modest **7% share of attention** from femtech companies.

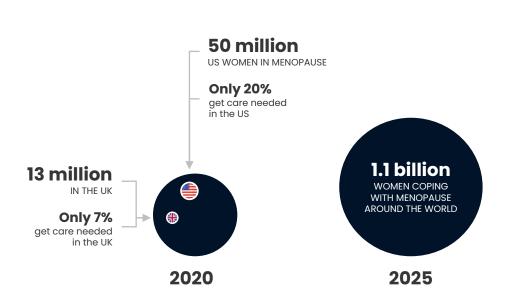
Despite its lower current share, menopause care holds substantial potential, projected to reach **\$600 billion by 2030**[ref].

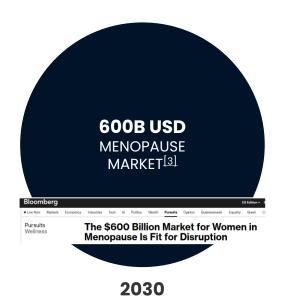
This indicates **a significant market opportunity for companies** to invest in and effectively cater to the needs of menopausal women.

Menopause is a substantial and prolonged phase in a woman's life, but current market offerings for addressing its challenges are limited and fail to fully meet the diverse needs of menopausal women.

The global market for menopause is massive.

The **600B USD** estimate is based on **research by the Female Founders Fund**, a venture capital firm that invests in women-led businesses. The research, which was published in 2020, found that the average woman spends \$2,000 per year on products and services related to menopause over a 10-year period. This includes products such as hormone therapy, over-the-counter medications, and complementary therapies. It also includes services such as doctor's visits and counseling.





Health Centra
Business Inside

The FDA recently approved the first non-hormone drug for hot flashes this year. This signals the beginning of addressing this issue, with just one approved drug available for women who may require daily medication for a significant portion of their lives, indicating an underserved market with considerable potential.



Brittany Barreto, PhD
Known as "The Voice of Femtech"
President, Founder of FemHealth Insights

Addressing The Potential Menopause Market Challenges

Most menopausal women are unaware of targeted marketing for menopausal products, and the existing marketing is often outdated and unrelatable.

LACK OF TARGETED ADVERTISING

91% of women (35-60 years old) in the UK experiencing menopause or perimenopause have not encountered any targeted advertising or marketing for menopausal products.

MARKETING AND ADVERTISING PERCEPTION

57%

of women going through menopause find marketing and advertising content does not reflect their lives or those of their friends **56%**

consider the content uninspiring

54%

believe it portrays an outdated view of their life stage 47%

cannot relate to the content



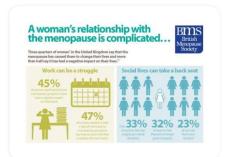
Menopause is often seen as a condition that only affects very old women. This is reflected in the way that it is often marketed, with images of elderly women being used. However, the average age of menopause is 51, and many women do not realize that they are going through menopause until they have been experiencing symptoms for an average of three years. This means that there is a significant opportunity for companies to reach women who are going through menopause by using more inclusive and accurate imagery and messaging.



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Sources: GenM Essity Brands can raise
awareness of
menopause
symptoms through
educational content,
collaborations, and
symptom-specific
marketing.



Educational Content and Information Sharing



Product packaging is accessible and easy to read for all women



Support research into menopause by donating to relevant organizations



Use social media to connect women with each other and share personal stories of menopause

Companies like Wile are using one of the best menopause branding strategies by focusing on 40-plus hormone health. This resonates with women because it acknowledges their wisdom, maturity, and power. Wile also emphasizes the importance of support during this time, which is something that many women crave.

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In women's health, cultivating customer loyalty can be challenging, yet it's invaluable. For femtech, particularly in the consumer packaged goods sector, women's referrals stand out as the top sales driver. Women place greater trust in recommendations from fellow women than in advice from their doctors or online sources, often sharing their experiences with friends.



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The underfunded menopause crisis

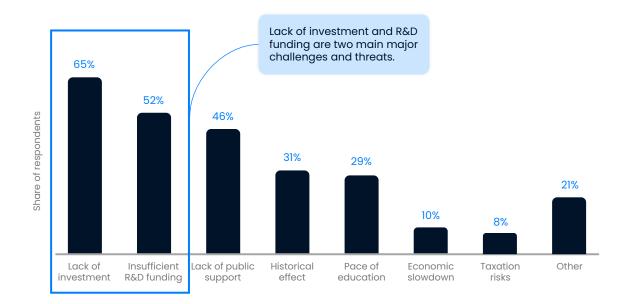


Figure: Lack of investment and R&D funding are two main major challenges and threats in the femtech industry according to industry leaders worldwide as of 2021. Two underlying factors may be related to (1) Cultural taboos surrounding women's bodies and menopause, and (2) Male population dominates decision-makers of VC funding Source: Statista.

Since the space is led by predominantly female founders, they are facing challenges to raise capital from male investors who have no understanding of condition.

Brittany Barreto, PhD

Known as "The Voice of Femtech" President, Founder of FemHealth Insights **Key factors** underlying an exceptional growth opportunity in the menopause market within the femtech sector.



The increasing awareness of menopause

More women are aware of menopause and its symptoms, which is driving the demand for treatments.



Demographic Shift

The global population is undergoing a significant demographic shift towards the baby boomer generation.

Millennials are on the cusp of perimenopause, indicating a substantial market expansion in the coming years.

Approximately 1.3 million

menopausal each year.

people become



Women's **Influence**

Women over 50 are considered super consumers, with 15 trillion in spending power.

~170 million women in the US and 3.8 billion women globally have gone through or will go through menopause.

1.2 billion women are projected to be impacted by menopause by 2030.

MARKET POTENTIAL

Medium blog post

Prioritize a strong IP strategy, consumer education, clear messaging, and holistic treatments, to enhance your menopause market prospects and capture consumer's interest.



Prioritize patent acquisition to enhance funding prospects, protect intellectual property, and drive innovation in menopause care.



Tailor product packaging and messaging: Develop symptom-specific marketing, rather than using the term "menopause" directly.



Consumer education on menopause.
Foster long-term brand loyalty and advocacy.



Develop clinically validated holistic dietary supplement products addressing all symptoms.

White Space Analysis for Menopause Through a Patent Landscape

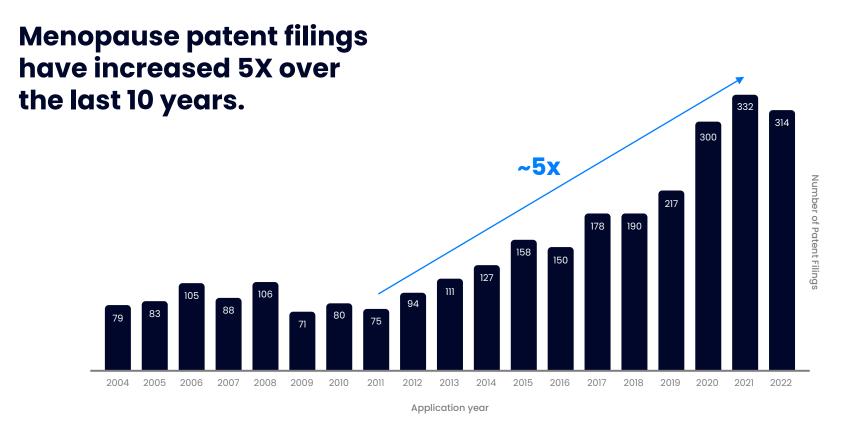


Figure: Patent filings mentioning menopause (US, EU, WO) have increased by almost fivefold in 2021 compared to the previous 10 years. Source: PreScouter patent analysis.

Patent analysis to identify white space opportunities for CPG companies

PATENT LANDSCAPING HAS BEEN PERFORMED USING A COMBINATION OF TRADITIONAL AND AI-INFORMED PATENT ANALYSIS TOOLS.

Step 1

Create the Domain Collection of Patent Documents

Step 2

Manual Data Curation

Step 3

Generate Patent Landscape and Insight

Step 4

Patent analysis

CPG patents for different stages of menopause are the main context of the White-Space Research.

Broad searches using a combination of search strings (keywords and phrases) + IPC code to retrieve the relevant documents representing topics or technology sectors.

Systematic data cleaning and individual patent applications via manual review were carried out by our **advanced-degree analyst teams**, in order to:

- Ensure the relevance of the dataset prior to carrying out the analyses.
- Grouping of technology domain and greas.

Patent landscape was generated using a curated dataset.

Patents were grouped into different industry sectors based on IPC, technology topic, and application domain.

Iterate the White-space Research Process

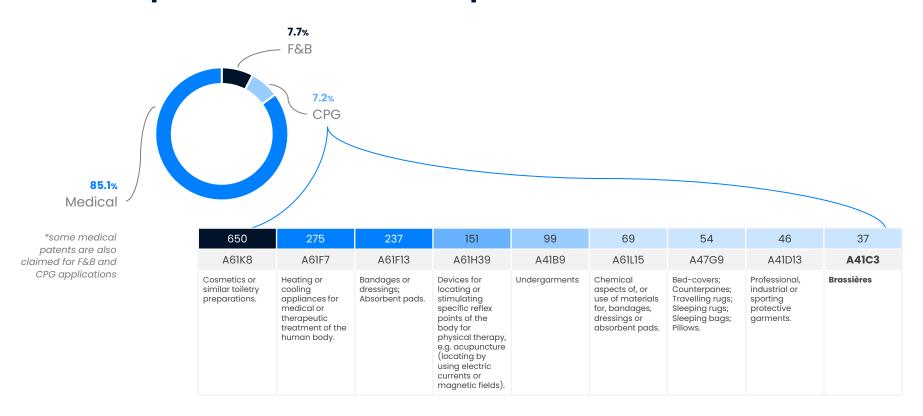
BROAD SEARCH

Any applicable references may be considered prior art, obstructing new patents, irrespective of their presence in pending applications, active patents, abandoned applications/patents, or expired patents.

PreScouter: HERE TO HELP REVOLUTIONIZE YOUR INDUSTRY

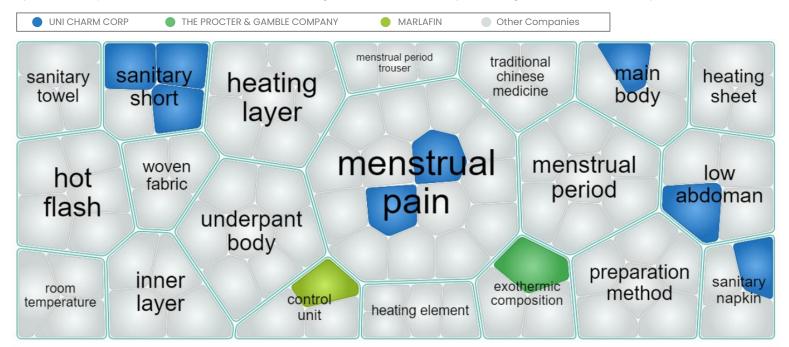
At PreScouter, we utilize a blend of traditional and Al-informed patent analysis tools, combined with expert insights, to help you identify untapped opportunities in your market. Our goal is to guide you in making informed decisions that drive innovation and growth. Let's revolutionize your industry together.

Medical patents dominate the space.



Cell Diagram

The cell diagram shows the keywords and phrases of the records owned by the top current assignees in the technology field. This is helpful for providing a deeper understanding of the concepts within the defined technology and the assignees who are working on those concepts. It helps differentiate the technological focus of each of the top current assignees. The relative coverage is represented by the number of cells under each assignee, with each cell representing the same number of patents.



White space opportunities

DIETARY SUPPLEMENTS: Develop menopause-specific

formulated with ingredients that relieve menopause-related skin

changes, such as dryness and loss of elasticity.

supplements that address common symptoms like hot flashes, mood swings, and sleep disturbances. High **CLOTHING AND APPAREL:** Develop clothing lines with A product backed by temperature-regulating fabrics that are comfortable for clinical trials and women experiencing hot flashes and night sweats. healthcare NON-WOVEN PRODUCTS: Develop menstrual products, incontinence products, breast pads, and intimate care products that are designed for women's needs during **High-Medium** menopause. FUNCTIONAL FOODS AND BEVERAGES: Soy-based snacks, Medium herbal teas, and fortified drinks are all functional foods and beverages that can help manage menopause symptoms. **WEARABLE DEVICES:** Designing wearable technology devices that Low monitor and track menopause-related physiological changes, providing insights and personalized recommendations for symptom management. **BEAUTY CARE PRODUCTS:** Creating creams, lotions, or patches

Menopause Patent analysis provides opportunity in non-woven materials and innovative apparels that address pain and symptom relief. These results also align with the recommendation from the expert.

Patent analysis results align with expert recommendations

Menopause has over 34 symptoms, but the industry is still creating point solutions for each symptom. We need to move towards a more holistic approach that addresses the whole woman.

Brittany Barreto, PhD

INSIGHT FROM

BRITTANY

Known as "The Voice of Femtech" President, Founder of FemHealth Insights

Disclaimers: Please contact PreScouter for the details of the white space analysis.



Disruptive innovators are addressing the needs of menopausal women with innovative solutions.

°Embr Wave Innovator 2014 2019 2017 Founded Year A **bracelet** that provides immediate **Clothing** that helps with some CBD-infused tampons Product relief from hot flashes and symptoms menopause side-effects. to alleviate period pain. related to peri- and menopause, Patent does not claim for such as night sweats, chills, and menopause. interrupted sleep. Patent Number US20220248777A1 US11256309B2 GB2591371B Number patent 6 families

Disruptive innovators are addressing the needs of menopausal women with innovative solutions.



Start-up Investment Drive Revenue of Large Companies

Amyris, Inc - MenoLabs

Amyris acquired MenoLabs in early 2022.

In Q1-2023, the increase in direct-to-consumer revenue from the MenoLabs® brand partially offset the decline in Biossance® revenue[ref].

MenoLabs develops MenoFit, a completely natural supplement for menopause relief[ref]. MenoLabs generates recurring subscription-based revenue through its website and also offers a subscription and save option through the Amazon website. The company is actively expanding its portfolio by venturing into retail channels[ref].



Figure: MenoLabs markets all-natural and proprietary supplements for the treatment of perimenopause and menopausal symptoms, along with a menopause health tracking app and community forum. *Source: Amiris.*

	amyris	MENOLABS
FOUNDED YEAR	2003	2019
Focus	Synthetic biotechnology company	Natural supplements
PRODUCT	Biossance®, JVN™, Rose Inc™ and others	Menolabs®
REVENUE	258.8M USD	<5M USD
LOCATION	Emeryville, California, US	Tucson, Arizona, US
NUMBER OF EMPLOYEES	501-1000	1-10

Alliance Pharma - Biogix/Amberen

Alliance Pharma acquired Biogix Inc., the maker of the menopause supplement Amberen, in 2020. The acquisition was expected to help Alliance expand its presence in the US market and boost its revenue and EBITDA.

In its first full year under Alliance's ownership, Amberen generated net revenues of \$26.5 million (£19.2 million). Second-half 2021 revenues were **12% higher** than the second half of 2020 at constant currency[ref]. Amberen is expected to achieve double-digit revenue growth on a like-for-like basis in the future[ref].

Amberen is a dietary supplement that claims to relieve multiple menopause symptoms. It is one of the leading brands in the menopause supplement market. Biogix owns four patents related to Amberen: US9845284B1, US8546611B2, US8933271B2, and US11213542B2.







Good Glamm group - Sirona Hygiene

In 2021, the Good Glamm Group, a \$1.2 billion valued company, acquired the startup Sirona Hygiene for 13.5 M USD[ref].

The company aims to achieve a 2.5x sales growth by year-end in the online market in 2023, having already experienced a growth of 55-60 percent since the start of this fiscal year [ref].

Sirona Hygiene manufactures menstrual hygiene products, including PeeBuddy, a female urination device, feminine pain relief patches, natural color sanitary pads, oxobiodegradable disposal bags, diaper rash anti-irritation cream, and a menstrual cup kit.

The company's CEO, Deep Bajaj, holds a patent for the PeeBuddy device (US20200367864A1).







FOUNDED YEAR	2021	2014
FOCUS	Beauty and personal care brands	Intimate and menstrual hygiene products
PRODUCT	MyGlamm, Baby Chakra and others	Menstrual Cup with Pouch and others
REVENUE	>2.5B USD	39.9M USD
LOCATION	Pune, Maharashtra, India	New Delhi, Delhi, India
NUMBER OF EMPLOYEES	501-1000	11-50

Hologic, Inc., - Acessa Health Inc.

Acessa Health Inc. was acquired by Hologic, Inc. in 2020 for approximately \$80 million plus additional contingent payments based on future revenue growth [ref].

In 2021, the acquisition was estimated to generate approximately \$13 million in revenue [ref].

As of the Q3 2022 report, Acessa and other investments contributed to Hologic's 9.7% CC revenue [ref], which is a 50% year-over-year growth [ref].

Acessa marketed the Acessa ProVu, a radiofrequency ablation under laparoscopic ultrasound visualization and mapping for treating women with benign uterine fibroids [ref].

Patent hold by Acessa Health: US9662166B2, US9510898B2, US11653852B2 and more.



Image source: Business Wire.





		Y HEALTH
FOUNDED YEAR	1985	2004
FOCUS	Medical imaging and diagnostic systems	Minimally invasive uterus preservation procedures
PRODUCT	Aptima® Vaginal Health	Acessa ProVu
REVENUE	4.5B USD	6.8M USD
LOCATION	Chippenham, Wiltshire, UK	El Segundo, California, US
NUMBER OF EMPLOYEES	10001+	11-50

L'Oréal - ModiFace

L'Oreal acquired ModiFace in 2018, an Augmented Reality (AR) company, as a supplier of this technology for the beauty sector.

With the acquisition, consumers looking for L'Oreal lipstick or eyeshadow brands can use the ModiFace solution to virtually try any shade before purchasing the desired one [ref].

In 2019, the partnership resulted in 120 projects throughout the year, as L'Oreal realized that engagement times doubled and conversion rates tripled with the use of AR feature on their website/application[ref].

In 2020, there was a fivefold increase in the use of these virtual makeup tools, and the adto-sales conversion rate was three times higher with the virtual try-on tool. Sales achieved through e-commerce saw a strong growth of +62% across all divisions and regions, representing a record-breaking 26.6% of the Group's total sales for the year [ref].

In 2021, L'Oreal continued to increase its sales by 16% compared to 2020, with e-commerce accounting for nearly 30% of the sales. The significant sales growth is attributed to the company's almost prescient investment in technology[ref].

ModiFace registered over thirty patent, examples include US9928601B2, US8725560B2, and US9760935B2.





AT A GLANCE

ĽORÉAL	MODIFACE
1909	2007
Manufactures and sells cosmetic products	Provider of AR technology to the beauty industry

FOCUS	Manufactures and sells cosmetic products	Provider of AR technology to the beauty industry
PRODUCT	L'Oréal Paris, Luxe and others	ModiFace technology
REVENUE	37.4B USD	29.5M USD
LOCATION	Clichy, lle-de- France, France	Toronto, Ontario, Canada
NUMBER OF EMPLOYEES	10001+	11-50

FOUNDED YEAR

Meet the Expert



Brittany Barreto, PhD

Known as "The Voice of Femtech" President, Founder of FemHealth Insights

Dr. Barreto dedicates her work to advancing women's health by equipping founders, investing in innovative ideas, and engaging key stakeholders to create better healthcare for women, females, and girls, an industry known as Femtech. She is the Co-Founder and Executive Director of Femtech Focus, Host of the Femtech Focus Podcast, Co-Founder of Coyote Ventures, Advisory Board Member for Johnson Center for Entrepreneurship and Innovation at Indiana University, and an unconventional scientist, entrepreneur, and consultant that proves that anything is possible with hard work and heart.



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Q: As a CPG company that sells fast-moving consumables, how do you plan to differentiate yourself in the menopause space, which is currently dominated by healthcare, biotech, and software companies?

The menopause space is currently dominated by healthcare, biotech, and software companies. However, there are a number of opportunities for CPG companies to differentiate themselves in this space.

One opportunity is to focus on branding and marketing that appeals to a younger demographic. Menopause is often seen as an issue that only affects older women, but the reality is that many women experience symptoms in their 40s and 50s. By targeting younger women, CPG companies can reach a larger audience and make menopause more relatable.

Another opportunity is to focus on natural and holistic solutions. Many women are looking for alternatives to traditional hormone therapy, and CPG companies can fill this need with products that are made with natural ingredients.

Finally, CPG companies can also focus on education and awareness. Many women are not aware of the symptoms of menopause or the resources that are available to them. By providing education and awareness, CPG companies can help women better understand their options and make informed decisions about their health.



Brittany Barreto, PhD

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Q: From a CPG perspective, what are some unaddressed needs in the menopause space that could be addressed with overthe-counter products?

Menopause is a complex condition with over 34 symptoms. The current approach to treating menopause is to develop single-use solutions for each symptom. This is not ideal, as it can be difficult and expensive to manage multiple symptoms with multiple products.

I believe that in the future, there will be a consolidation of these single-use solutions into a more comprehensive menopause care solution. This would be similar to the way that Unilever offers a range of products for different hair and skin care needs.

The recent approval of the first non-hormonal drug for hot flashes is a sign that we are making progress in the development of better menopause treatments. However, there is still a long way to go. Menopause is a major public health issue that affects millions of women worldwide. There is a huge market potential for better menopause treatments, and I believe that this market will be fully realized in the next 10 to 15 years.



Brittany Barreto, PhD

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Q: From a CPG perspective, what are some white space opportunities in the menopause product space for over-the-counter products?

Some areas where I see companies emerging are hot flashes, vaginal dryness, and atrophy. These are mostly being addressed through hardware solutions, such as Embr Labs' bracelet.

There are also supplements, such as those offered by Wile. I think Wile has one of the best menopause branding strategies out there. They rarely use the word "menopause" in their marketing materials. Instead, they focus on the idea of "40-plus hormone health." This makes women feel more empowered and in control, rather than like they're dealing with a medical condition.

Other solutions include lotions, supplements, and devices like Aquafit's gel-based applicator. Aquafit is an Israeli company that makes a product that women can use in the shower to relieve vaginal atrophy. This condition occurs when the vagina shrinks due to decreased estrogen levels. As a result, women may experience vaginal dryness, which can be very uncomfortable.



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Q: How significant is patent filing as a way to differentiate oneself in the femtech industry, compared to branding and customer experience?

The biggest differentiator in femtech is clinically validated, scientifically proven products with high customer loyalty. Customer loyalty is the hardest thing to get in women's health, but it's the best thing to have. Women trust other women with their health more than doctors or the internet.

This is why brands like Honey Pot and Bobby Razor have cult followings. Honey Pot targets the black female consumer, while Bobby Razor makes razors that are as good as men's but don't cost more. Awkward Essentials is another company with a cult following.

The rise of femtech is due in part to the rise of women in STEM. Women in science are 35% more likely to create female-specific medical treatments. If there were more women in STEM, there would be 6,500 more female inventions.

It might be easier to file a female health patent because there are so few patents in this area. This is a wide open space with a lot of potential.

Less than 4% of pharma R&D budgets are dedicated to women's health, and if you take out cancer, it's only 1%. This means that big pharma companies are not developing new solutions for women. They are waiting for startups to do the R&D, and then they will buy the startups once they have a successful product. This is cheaper and faster for big pharma companies than doing the R&D themselves.

.Customers are more likely to stick with a product that is clinically validated and that they trust. It is also becoming more important for femtech companies to have clinical validation. This is because insurance companies are starting to require clinical validation before they will cover a product.



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Q: If you were to develop, which of these categories are the most successful product format in your opinion for femtech?

- DIETARY SUPPLEMENTS

 Developing menopause-specific dietary supplements that address common symptoms such as hot flashes, mood swings, and sleep disturbances.
- 5 CLOTHING AND APPAREL
 Developing clothing lines with fabrics and designs that prioritize comfort and temperature regulation to address hot flashes and night sweats commonly experienced during menopause.
- NON-WOVEN PRODUCTS

 Menstrual products, incontinence products, breast pads, intimate care products, etc.
- 3 FUNCTIONAL FOODS AND BEVERAGES:
 Introducing food and beverage products that contain ingredients beneficial for managing menopause symptoms, such as soy-based snacks, herbal teas, or fortified drinks.
- WEARABLE DEVICES
 Designing wearable technology devices that monitor and track menopause-related physiological changes, providing insights and personalized recommendations for managing symptoms.
- 1 BEAUTY CARE PRODUCTS

 Creating creams, lotions, or patches formulated with ingredients that provide relief from menopause-related skin changes, such as dryness and loss of elasticity.

Green numbers indicate SME ratings on a scale of 1 to 10 (1 = low, 10 = high likelihood of success).



Brittany Barreto, PhD

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Q: You don't see any category scoring higher than a 6. Why is that?

I just feel a little strained because what happens in femtech is that we have a healthcare system that's not built for us. And so there's a lack of billing codes. There's a lack of insurance rebates. Even gynecologists have less than four hours of menopause training in their medical school.

And so when you're creating a product, the fastest route to market is CPG versus going down the insurance route or medical route. And so the reason I get conflicted and I didn't give any of them 9 or 10 is that women are being asked to buy too much already. This should be a healthcare issue that's being managed by physicians versus your Target aisle.

And so that's where I get kind of conflicted. Could it be a CPG that's covered by insurance or recommended by your physician? I would rank that higher than something that's on a Walmart shelf. Because, like I said, women are already expected to buy too many things like taxes are still on menstrual pads. And it's like, "Come on, give us a break. You're going to tax this thing I have to deal with every month."

About the Authors



Daniel Morales, PhD

Technical Director

Daniel is the Technical Director for PreScouter's consumer goods practice. He has led over 100 projects, spanning across areas such as innovation strategy and road mapping, product and process improvement and development, sustainability, and technology trends throughout the CPG industry.

Daniel earned his PhD in Chemical Engineering from NC State University, where his research focused on developing stimuli-responsive polymer networks for microrobotics applications. After his graduate studies, he completed postdoctoral work at INSA Toulouse, France where his work focused on the intersection of nanoparticle assembly, nanofabrication, and microfluidics to develop novel sensors. Before joining PreScouter, Daniel gained industrial experience in pharma manufacturing, polymer processing, and science manuscript editing. He is based in Raleigh, North Carolina.



Thuy Ngo, PhD

Project Manager

Thuy earned her PhD in Advanced Fusion Technology from Konkuk University, Korea, and her Advanced Master's in Intellectual Property Law and Knowledge Management from Maastricht University, the Netherlands. Thuy joined PreScouter in 2017 and has managed service delivery for clients in the Food and beverage, Life Sciences, Chemical Engineering, and Packaging sectors. She is currently based in Ho Chi Minh City, Vietnam.

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Senior Analyst

Paola is a biologist and a PhD in Microbiology, with a focus on clinical microbiology, antibiotic–resistant microorganisms, and pathogenesis. She has experience in the implementation and development of molecular biology assays, particularly in the development and application of PCR, real-time PCR, gene and whole genome sequencing methods, diagnostic methods, and ELISA. Currently, she is further developing her skills in scientific writing and thought leadership as a Senior Analyst at PreScouter.



Amy Givan, PhD

Analyst

Amy is a biomedical researcher with a PhD in Rehabilitation Sciences and an MS in Kinesiology with a Specialization in Exercise Physiology. She has experience studying body composition during randomized control trials and analyzing social determinants of health and physical performance using large, secondary data sets. She aims to use her research, writing, analysis, and professional collaboration skills to help accelerate biomedical innovations.

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