

Q1 2026 In Vitro Diagnostics (IVD) Market Insights & Competitive Intelligence



James Garvin · IVD Practice Leader

www.EnsolveResearch.com

Reporting Period

Q1 2026

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Companies Covered

12 IVD Players

CORE LAB

Abbott · QuidelOrtho · Roche
Danaher/Beckman · Siemens · bioMérieux

Clinical Chemistry · Immunoassay

MOLECULAR

Abbott · QuidelOrtho · Roche · Cepheid
bioMérieux · Qiagen · DiaSorin

Syndromic · PCR · QuantiFERON · Near-Patient

SPECIALTY / MICRO

Thermo Fisher · Waters / ADx
Roche (Pathology) · Bio-Rad · bioMérieux

Blood Culture · Companion Dx · Pathology · QC

Q1 2026 IVD Market — Top 3 Takeaways

01 RESPIRATORY HANGOVER

Mild Season Masked Strong Non-Respiratory Growth

A mild Q1 2026 respiratory season drove steep syndromic panel **revenue declines**, but non-respiratory molecular menus grew at mid-teens rates. The underlying IVD market is resilient — seasonality is distorting headline performance.

-23%

BIOFIRE Resp.
(bioMérieux)

~-25%

Cepheid Resp.
Revenue

+Mid-Teens

Cepheid Non-Resp.
Menu

+7%

QuidelOrtho
Labs
Division Growth

02 GEOPOLITICAL ROADBLOCKS

China VBP and Middle East Are Structurally Suppressing IVD Revenues

China volume-based procurement (VBP) simultaneously crushed pricing and volume across Roche, Siemens, and Danaher. Middle East conflict disrupted QuantiFERON TB testing. Underlying operational performance is consistently stronger than reported revenues indicate.

-14%

Roche China
IVD
Revenue

0.9%

Siemens Dx
EBIT Margin

-5%

Qiagen
QuantiFERON
revenue decline

-\$30–35M

QuantiFERON
revenue shortfall
Immigration
Headwind

03 NEW COMPETITIVE MOATS

AI, Oncology & Total Lab Automation Are Redefining Competitive Barriers

Leaders are locking in renewals through oncology integration, AI-embedded diagnostics, and total lab automation — creating 5–7 year contract cycles. Companies lacking a credible narrative in at least one of these areas face accelerating renewal risk.

+13%

Abbott Cancer
Dx
(Exact Sciences)

+23%

Roche
Companion
Dx Growth

>90%

Abbott Alinity
Renewal Rate

\$750M+

Roche PathAI
Acquisition

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Q1 2026 IVD Performance Scorecard — Part 1: Leading & Solid Performers

0–100 benchmark · 4 equally-weighted pillars (25% each): IVD Revenue Growth | New IVD Innovation | IVD M&A Activity | IVD Business Sentiment · Revenue = IVD business units only.

Company	Score	Revenue Growth	Innovation	M&A Activity	Sentiment
Waters / ADx Division	100	\$349M ADx Div. Dx Solutions \$288M (+8%) Clinical BU \$61M (+16%) Microbiology +10%	BACTEC FXI (accelerated 3–5 mo.)	BD Diagnostics ✓ Feb 2026	Highly optimistic — land-grab on 12K aging BACTEC units; BD integration at speed; no respiratory exposure.
Abbott Laboratories	85	Core Lab Dx +3% Rapid+Mol Dx –10% (resp. drag) Cancer Dx (Exact Sciences) +13%	Oncology Dx continuum; Alinity renewals	Exact Sciences ✓ Mar 2026	Extremely confident — >90% renewal; >55% win rate; Exact Sciences opens standalone high-growth cancer screening engine.
QuidelOrtho	75	Labs Div. +7% (~55% of company) Molecular <1% of base (pre-LEX) ~\$615–620M Q1 est.	VITROS 450; HS Troponin; LEX PCR (<10 min)	LEX Dx \$100M ✓ Apr 20	Confident — 96% recurring hospital base; #1 NPS; LEX aggressively enters fastest-growing mol. POC segment.
Roche Diagnostics	70	Core Lab ~\$2,013M (–6% rptd.; +8% ex-China) Pathology ~\$469M (+12% op.) Molecular Lab ~\$640M (flat organic) Near Patient Care ~\$521M (–5% organic)	cobas c703; pTau217 CE (May 12); cobas Mass Spec Platform	PathAI acquisition \$750M	Confident — strong ex-China ops (+5%); Pathology +12%; Companion Dx +23%; pTau217 CE opens neurology Dx category.
Danaher Corporation	70	Dx ~\$2,400M (–4% core rptd.) Beckman Coulter mid-SD+ ex-China Cepheid resp. –25%; non-resp. +mid-teens	Dxl 9000; Xpert GI panel; HbC IgM (FDA cleared)	None	Improving — reported (–4%) vs. ex-China (mid-SD+) confirms active global share gains; Beckman Dxl 9000 winning evals.
Bruker (Micro/Infection Dx)	70	Micro/Infect Dx solid organic growth (Q1 not separately disclosed) MALDI Biotyper market leadership	MALDI Biotyper Sirius; MALDI-TOF menu expansion	None	Optimistic — Micro Dx growing ahead of market; MALDI Biotyper Sirius positions Bruker for growing AMR and clinical microbiology mandates.

Score 90–100: Best-in-class IVD · 70–89: Solid performance · 55–69: Mixed headwinds + innovation · 40–54: Structural challenges · <40: Crisis-level distress · All figures in USD; EUR/CHF revenues converted at approximate Q1 2026 average rates

Q1 2026 IVD Performance Scorecard — Part 2: Challenged Performers

0–100 benchmark · 4 equally-weighted pillars (25% each): IVD Revenue Growth | New IVD Innovation | IVD M&A Activity | IVD Business Sentiment · Revenue = IVD business units only.

Company	Score	Revenue Growth	Innovation	M&A	Sentiment
Bio-Rad Laboratories	65	Clinical Dx \$364M (+1.9% rptd.) –4.1% organic \$11M Middle East impact		None	Subdued — QC revenues non-discretionary; blood typing & specialty Dx provide stable recurring base; +1.9% masks –4.1% organic from ME disruption.
Thermo Fisher (Specialty Dx)	65	Specialty Dx \$1,142M (–1% rptd.; –3% org.) Transplant Dx led growth Micro still in segment (deal not closed)	Transplant Dx; HLA; crossmatch	Micro BU sold to Astorg \$1.075B	Stable/pivoting — divestiture agreement (NOT yet closed) sharpens premium transplant focus; Micro still in Q1 results.
Qiagen	60	\$492M (–1% organic) QuantIFERON \$113M (–5% organic) QIAstat-Dx \$36M (–1% organic) FY2026 guide: ≥+5% → 1–2% organic	QIAstat BCID AMR (Apr 14)	None	Cautious — FY guidance slashed from ≥+5% to 1–2% organic; QuantIFERON rebasing on immigration demand collapse.
DiaSorin	60	~\$308M est. (–3%) Mol Dx ~\$54M (–20%) Immuno segment modest positive	LIAISON PLEX; CLIA 2 (TAT –25%)	None	Cautious — Molecular –20% from flu miss + QuantIFERON headwinds; LIAISON PLEX is the forward platform narrative.
bioMérieux (all IVD segs.)	55	~\$1,050M (–10.4%; –3.9% org.) Molecular ~\$476M (–19%; BIOFIRE –23% organic) Microbiology ~\$353M (–3%) Immuno ~\$75M (–11%) Instrument sales –18%	SPOTFIRE IVDR CE; 6,800+ installs; reagents +31%	None	Negative — full-year guidance cut; BIOFIRE –23% organic + instrument orders –18% forced formal guidance downward revision.
Siemens Healthineers	40	~\$1,162M (–6.5% comparable) EBIT margin: 0.9% (vs 6.3% prior yr) Carve-out formally initiated	None announced	Carve-out formally initiated	Distressed — carve-out underway; ~\$1,162M, –6.5%; EBIT 0.9%; stock –40% May 7; Diagnostics guided to DECLINE.

Score 90–100: Best-in-class IVD · 70–89: Solid performance · 55–69: Mixed headwinds + innovation · 40–54: Structural challenges · <40: Crisis-level distress · All figures in USD; EUR/CHF revenues converted at approximate Q1 2026 average rates

Critical Competitive Alerts — Key Intelligence from This Report

The highest-value competitive intelligence extracted from across all 12 company deep-dives, summarized by segment.

Segment	Key Competitive Alert	Q1 2026 Intelligence
CORE LAB	Siemens Diagnostics Carve-Out Formally Initiated	Siemens Diagnostics posted -6.5% comparable revenue and a 0.9% EBIT margin in calendar Q1. Management has officially initiated group-wide preparations for a carve-out and standalone setup of the Diagnostics division. Full-year Diagnostics guided to decline.
MOLECULAR	Respiratory Season Miss Across Syndromic Platforms	BIOFIRE respiratory panels declined 23% organically; Cepheid respiratory revenue fell ~25%. Both companies revised full-year guidance. The decline is seasonal, not structural — non-respiratory menus (HAI, sexual health) are growing at mid-teens rates, validating the menu diversification thesis that both companies have been executing against.
MICROBIOLOGY	Thermo Fisher Microbiology Divestiture Agreement Signed (\$1.075B)	Thermo Fisher signed a binding agreement on April 27, 2026 to divest its Microbiology business to Astorg PE for \$1.075B. The Sensititre and Trek platforms generated ~\$645M in annual revenue. The deal has NOT yet closed — close expected H2 2026. The Microbiology segment was fully included in Q1 2026 Specialty Diagnostics reporting.
MOLECULAR POC	QuidelOrtho LEX Diagnostics Acquisition Closed — April 20, 2026	QuidelOrtho completed the \$100M acquisition of LEX Diagnostics on April 20, 2026. The LEX platform delivers ultra-fast (<10 min) FDA-cleared PCR results at point-of-care, filling a critical gap between rapid antigen tests and traditional PCR. Integration into QuidelOrtho's 96% recurring hospital account base is underway.
CORE LAB	Elecsys pTau217 EU CE Mark	Roche received EU CE mark for Elecsys pTau217 blood-based Alzheimer's biomarker test on May 12, 2026.
CORE LAB	Abbott Core Lab: >90% Renewal Rate and >55% New Business Win Rate	Abbott Core Lab Diagnostics grew +3% YoY with positive sequential growth across U.S., Europe, and Latin America. China stabilized to flat. The >90% renewal rate and >55% new business win rate reflect deep instrument stickiness created by the Alinity connectivity ecosystem. The Exact Sciences integration added a standalone +13% Cancer Dx growth engine.

Core Lab: Abbott Laboratories — Clinical Chemistry & Immunoassay

Core Lab +3%

YoY & Sequential Growth

>90%

Contract Renewal Rate

>55%

New Business Win Rate

Exact Sciences

M&A — Cancer Dx Integration

REVENUE — CORE LAB DIAGNOSTICS

Core Lab Diagnostics rose 3% YoY with positive sequential growth in U.S., Europe, and Latin America. China sales stabilized to flat — a meaningful signal, as China had been a significant drag in prior quarters.

MARKET INTELLIGENCE — COMMERCIAL DOMINANCE

Abbott boasts >90% renewal rate and >55% new business win rate in Core Lab — extraordinary metrics reflecting deep instrument stickiness created by Alinity connectivity. One out of every two contested Core Lab evaluations is won by Abbott.

STRATEGIC IMPLICATIONS — ONCOLOGY ENGINE

The Exact Sciences integration provides Abbott with a massive standalone growth engine in cancer screening (Cologuard, liquid biopsy), diversifying revenue away from commoditized routine chemistry testing toward high-margin oncology.

COMPETITIVE ALERT — NEAR-UNASSAILABLE RENEWAL BASE

Abbott's win rate and renewal metrics create almost impenetrable renewal barriers. Competitors should target accounts not yet on full Alinity automation, or where specialty menu gaps (HAI, advanced immunology) exist — not direct price battles.

VOC

"We are renewing contracts at a very high renewal rate—call it 90% plus... Our win rates are 55% plus; in new business, we are able to win one out of two." — Abbott Management

VOC

"I expect full-year Core Lab growth to be mid-single digits... I remain very confident in our expectation for an acceleration in growth in the second half." — Abbott Management

Core Lab: QuidelOrtho — Labs Division (55% of Company Base)

+7%

Labs Division Revenue Growth

96%

Recurring Revenue Base

#1 NPS

Net Promoter Score

\$30B

Mid-Volume Hospital Market TAM

REVENUE — LABS DIVISION OUTPERFORMANCE

Labs division — 55% of total company revenue — delivered strong +7% growth driven by continued strength in clinical chemistry. Isolating Labs from volatile respiratory POC demonstrates remarkable core hospital franchise resilience.

MARKET INTELLIGENCE — STICKY RECURRING BASE

96% recurring revenue model makes displacement commercially very difficult. The #1 Net Promoter Score reflects high lab director satisfaction, directly translating to reduced churn at contract renewal periods across the \$30B mid-volume hospital market.

STRATEGIC IMPLICATIONS — DEFENDING THE CORE

Launching High Sensitivity Troponin (U.S.) and 45+ new VITROS assays to continuously expand menu utility. The VITROS 450 system targets smaller outpatient/satellite labs not yet on the VITROS franchise, extending addressable market.

COMPETITIVE ALERT — NEAR-UNASSAILABLE IN MID-VOLUME

Displacement of QuidelOrtho in mid-volume hospitals is extraordinarily difficult given NPS position and 96% recurring stickiness. Competitive strategy must focus on satellite/outpatient settings where VITROS 450 is not yet placed.

VOC

"Labs was at 7% for the quarter, 6% for the year... I'm bullish on our growth rate moving forward." — QuidelOrtho Management

VOC

"We are raising our full-year revenue and adjusted EPS guidance... with underlying assumptions unchanged for organic growth." — QuidelOrtho Management

Core Lab: Roche Diagnostics — Core Laboratory Division

~\$2,013M

Core Lab Revenue (Q1)

-6%

Reported (FX + China)

+8%

Ex-China Operational

-14%

China IVD Revenue Decline

REVENUE — FX & CHINA MASKING CORE STRENGTH

Core Lab ~\$2,013M (-6% reported). Distorted by -14% China VBP decline and significant reporting headwinds. Excluding China, Core Lab grew +8% operationally — a fundamentally healthy business obscured by structural headwinds that will eventually lap.

MARKET INTELLIGENCE — NEUROLOGY BIOMARKER PUSH

Insulating Core Lab from commoditized chemistry by launching Alzheimer's and neurological biomarkers (Elecsys pTau217/NfL) directly on cobas systems. Summer 2026 launch of cobas Mass Spec Platform adds non-commoditizable testing to the Core Lab menu.

STRATEGIC IMPLICATIONS — SPECIALTY NEUROLOGY MOAT

The pTau217 CE mark (today) represents Roche's clearest path away from chemistry commoditization. Blood-based Alzheimer's testing could generate 10M+ annual test volumes globally within 3 years as clinical guidelines adopt it.

COMPETITIVE ALERT — CHINA LAP TIMING

Roche's China VBP headwinds should begin lapping in Q3/Q4 2026 if pricing reforms stabilized. Competitors should capitalize on Roche customer frustration with China execution NOW — before recovery narrative locks in renewals.

POST-QUARTER UPDATE (April–May 2026): European CE mark secured May 12, 2026 for Elecsys pTau217 blood-based Alzheimer's test — first-to-market in blood-based AD diagnostics, opening a new neurology Core Lab category.

VOC / MANAGEMENT

"Diagnostics growing at +3% [operationally], impacted by China healthcare pricing reforms... excluding China, the growth of the business was +5%." — Roche Management

VOC / MANAGEMENT

"Diagnostics... excluding China, the growth of the business was +5% and was additionally impacted by approximately \$45M lower sales due to the weak Northern Hemisphere respiratory season." — Roche Management

Core Lab: Danaher / Beckman Coulter — Clinical Chemistry & Immunoassay

~\$2,400M

Total Diagnostics Segment

-4% Core

Core Lab Reported (China drag)

Mid-SD+

Beckman Coulter Ex-China

HbC IgM

FDA Clearance — New Assay

REVENUE — CHINA MASKING CORE MOMENTUM

Beckman Coulter Diagnostics drove mid-single-digit growth outside China, supporting the broader ~\$2,400M Diagnostics segment despite -4% overall reported Core Lab decline. This delta between reported and ex-China performance confirms active global market share gains.

MARKET INTELLIGENCE — DxI 9000 DISPLACEMENT ENGINE

The DxI 9000 high-throughput immunoassay analyzer remains the flagship displacement tool. FDA clearance for the HbC IgM assay fills a critical menu gap in acute hepatitis B serology, expanding DxI 9000 displacement potential in labs requiring infectious disease immunoassay coverage.

STRATEGIC IMPLICATIONS — BROWNFIELD OPPORTUNITY

Filling infectious disease and specialty menu gaps allows Beckman Coulter to aggressively target brownfield immunoassay replacement at labs on Roche Elecsys, Abbott Alinity, or Siemens Atellica. DxI 9000 mid-single-digit growth ex-China demonstrates active market share capture.

COMPETITIVE ALERT — WINNING SHARE QUIETLY

Beckman's mid-single-digit ex-China growth during a challenging macro quarter suggests active market share gains competitors should not underestimate. Lab directors evaluating high-throughput immunoassay should expect very aggressive DxI 9000 placement incentives.

VOC

"Beckman Coulter Diagnostics delivered another strong quarter with mid-single-digit growth outside of China, led by immunoassay reagents and instrumentation." — Danaher Management

VOC

"We are encouraged by what we are seeing in the funnel... Our bias for capital deployment is M&A, and we will not compromise on discipline." — Danaher Management

Core Lab: Siemens Healthineers — Diagnostics Division

~\$1,162M

Diagnostics Revenue (Cal. Q1 2026)

-6.5%

Comparable Decline (Q2 FY2026; May 7)

0.9%

EBIT Margin (vs 6.3% prior yr)

Carve-Out

Division Formally Preparing
for Independence

REVENUE — CALENDAR Q1 2026 (Q2 FY2026, REPORTED MAY 7)

Siemens Healthineers has an October fiscal year-start. Calendar Q1 2026 (Jan–Mar) = Q2 FY2026, reported May 7. Diagnostics ~\$1,162M, -6.5% comparable — significantly worse than Q1 FY2026 (-3.1%). Deterioration is accelerating, not stabilizing.

MARKET INTELLIGENCE — STRUCTURAL COLLAPSE IN CHINA

EBIT margin imploded to 0.9% (from 6.3%). Siemens now guides full-year 2026 Diagnostics to DECLINE 'low-to-mid single digits' — abandoning prior guidance for flat development. China VBP creates simultaneous price collapse AND volume decline.

STRATEGIC IMPLICATIONS — CARVE-OUT UNDERWAY

Management has officially kicked off a group-wide project to prepare for a carve-out and standalone setup of the Diagnostics division — moving beyond 'optionality' language to concrete structural action. A 0.9% EBIT margin on ~\$1,162M is commercially unsustainable.

⚡ COMPETITIVE ALERT — ATELLICA ACCOUNTS ARE OPEN NOW

Lab directors with expiring Atellica contracts face genuine uncertainty about future Siemens investment and roadmap. This is the widest competitive displacement window for Atellica in a decade. Abbott, Beckman Coulter, and Roche should be in every expiring Atellica account with full switching analysis.

VOC

"While the environment remains tough... We are also taking measures for the future of the company by initiating the next steps to create options for Diagnostics..." — Siemens Management

VOC

"Diagnostics had a weak start due to major structural changes in the China market. The first is volume-based procurement... Additionally, the diagnostics sector in China faces material market challenges now impacting volume due to reimbursement reductions." — Siemens Management

Core Lab: bioMérieux — Immunoassay (VIDAS Platform)

~\$75M

Immunoassay Q1 Revenue (USD)

Guidance ↓

Full-Year Guidance Cut

VIDAS

Core Platform Under Pressure

Niche Def.

Specialty Immunoassay Strategy

REVENUE — IMMUNOASSAY UNDER MARKET PRESSURE

Immunoassay segment generated ~\$75M in Q1 — a relatively small footprint within the total Core Lab immunoassay market. The segment faces increasing pressure from high-throughput integrated platforms (Roche cobas, Abbott Alinity, Beckman DxI) that offer broader menu coverage with superior economics.

MARKET INTELLIGENCE — VIDAS NICHE DEFENSE

bioMérieux is defending its legacy VIDAS immunoassay footprint in hospitals while facing consolidation pressure. Full-year guidance revised downward — acknowledging that the soft market environment is weighing on immunoassay instrument placements and capital spending appetite.

STRATEGIC IMPLICATIONS — SPECIALTY MENU PROTECTION

bioMérieux must protect its niche specialty immunoassay menu (specific infectious disease markers, specialty allergens) from being absorbed by integrated solutions. Strategy centers on defending accounts where VIDAS specialty content is genuinely differentiated vs. Roche/Abbott consolidated platforms.

COMPETITIVE ALERT — VIDAS REPLACEMENT OPPORTUNITY

Labs currently running VIDAS for specialty immunoassay alongside a high-throughput Core Lab platform face a consolidation opportunity. Roche (cobas e) and Abbott (Alinity i) can absorb the VIDAS menu with superior throughput — this consolidation conversation is increasingly viable.

VOC

"For 2026, acknowledging the particularly soft market environment that weighed on first-quarter performance, bioMérieux has revised its full-year guidance downward." — bioMérieux Management

VOC

"-3.9% organic sales decline in Q1 2026, reflecting a weaker respiratory season and a slow start of the year in instruments sales (-18%) in a soft market for new installations." — bioMérieux Management

Molecular: **Abbott Laboratories** — Molecular Diagnostics & Cancer Dx

-10%

Molecular Dx Revenue (Resp. Drag)

+13%

Exact Sciences Cancer Dx Growth

Oncology

Strategic Pivot Direction

Alinity m

Molecular Platform Footprint

REVENUE — RESPIRATORY HEADWIND, ONCOLOGY TAILWIND

Molecular Diagnostics sales declined 10% — driven entirely by a weaker-than-expected respiratory virus season. The newly consolidated Exact Sciences Cancer Diagnostics unit grew 13% — demonstrating that the portfolio pivot is already generating accretive growth.

STRATEGIC IMPLICATIONS — CANCER SCREENING CONTINUUM

Abbott must leverage Exact Sciences capabilities to pivot its remaining molecular footprint toward high-value cancer diagnostics. The Alinity m platform combined with Exact Sciences creates a molecular-to-oncology continuum unmatched by pure-play molecular competitors.

VOC

"Rapid and Molecular Diagnostics business, sales declined 10%, reflecting lower demand for respiratory virus testing due to a much weaker respiratory season." — Abbott Management

VOC

"With a new high-growth cancer diagnostics business... we are poised to deliver accelerating growth." — Abbott Management

MARKET INTELLIGENCE — MOLECULAR PIVOTING TO ONCOLOGY

With Rapid POC structurally isolated in its own segment, the Molecular division can now focus entirely on expanding infectious disease and oncology utility through the Alinity m platform. Exact Sciences provides liquid biopsy and molecular pathology capabilities.

COMPETITIVE ALERT — RESPIRATORY WINDOW CLOSING

Abbott's Alinity m accounts are momentarily vulnerable during this respiratory trough — but oncology growth provides a strong renewal narrative within 6–12 months. Target Alinity m accounts with respiratory-heavy utilization NOW.

Molecular: QuidelOrtho — Rapid Molecular POC (LEX Diagnostics)

1% Base

Molecular as % of Revenue (Today)

\$100M

LEX Dx Acquisition Price

<10 min

LEX PCR Turnaround Time

Apr 20, 2026

LEX Acquisition Close Date

REVENUE — MOLECULAR: CURRENTLY SMALL, STRATEGICALLY CRITICAL

Molecular historically represents just 1% of QuidelOrtho's company revenue base — but the LEX acquisition provides immediate entry into the fastest-growing IVD sub-segment at a \$100M price reflecting LEX's early-stage commercial status.

MARKET INTELLIGENCE — LEX PLATFORM DIFFERENTIATION

LEX Diagnostics' ultra-fast (<10 min) PCR platform delivers lab-quality molecular results at point-of-care — filling the critical gap between rapid antigen tests (fast, less accurate) and traditional PCR (accurate, too slow for POC). FDA clearance for initial panel secured.

STRATEGIC IMPLICATIONS — MOLECULAR POC THREAT TO CEPHEID

The rapid integration of LEX directly threatens Cepheid (GeneXpert) and bioMérieux (SPOTFIRE) in the near-patient molecular setting. QuidelOrtho's 96% sticky hospital base gives LEX instant distribution into accounts where molecular POC previously required a separate vendor.

COMPETITIVE ALERT — WATCH THE INTEGRATION VELOCITY

The LEX threat is real but still early-stage. Competitors should monitor commercial ramp speed, menu expansion roadmap, and whether LEX can maintain sub-10-minute turnaround at scale. If integration is slow, GeneXpert and SPOTFIRE defense window remains open through mid-2027.

📅 POST-QUARTER UPDATE (April–May 2026): Acquisition of LEX Diagnostics completed April 20, 2026 (\$100M). LEX's ultra-fast (<10 min) PCR platform received FDA clearance and is now integrating into QuidelOrtho's commercial infrastructure.

VOC / MANAGEMENT

"This ultra-fast PCR platform is designed to deliver lab-quality results in minutes and fits seamlessly into point-of-care workflows... We believe we can redefine what is possible in point-of-care molecular diagnostics." — QuidelOrtho Management

VOC / MANAGEMENT

"Planned acquisition of LEX Diagnostics enables access to one of the fastest-growing segments of IVD market." — QuidelOrtho Management

Molecular: Roche — Molecular Lab & Liat MDx POC

~\$640M

Molecular Lab Revenue (Flat CER)

~\$521M

Near Patient Care (-5% organic)

+15%

Transplant Testing Growth

pTau217

Alzheimer's CE Mark — May 12

REVENUE — MOLECULAR LAB & NEAR PATIENT CARE

Molecular Lab ~\$640M, flat organically — broadly stable despite respiratory headwinds. Near Patient Care (cobas Liat MDx POC) ~\$521M, -5% CER, driven by a -25% decline in Liat respiratory volumes. Transplant testing within the Molecular Lab grew +15%, demonstrating the resilience of high-acuity specialty testing.

MARKET INTELLIGENCE — TRANSPLANT GROWING THROUGH TROUGH

Transplant molecular testing is non-cyclical, non-discretionary, and commands premium reimbursement vs. syndromic panels. Roche is successfully expanding into this segment as a respiratory buffer, validating the high-acuity specialty pivot strategy in the molecular division.

STRATEGIC IMPLICATIONS — HIGH-ACUITY SPECIALTY SHIFT

Roche is actively shifting molecular marketing focus to transplant, oncology molecular, and specialty testing to insulate the molecular franchise from respiratory unpredictability — reducing revenue volatility while improving per-test margins significantly.

COMPETITIVE ALERT — LIAT POC ACCOUNTS DURING TROUGH

cobas Liat accounts with respiratory-heavy utilization are experiencing low instrument ROI during the Q1 season miss. Near-patient competitors (Cepheid, bioMérieux SPOTFIRE, QuidelOrtho LEX) should intensify Liat displacement conversations now while ROI narrative is weakest.

POST-QUARTER UPDATE (April–May 2026): European CE mark secured May 12, 2026 for Elecsys pTau217 blood-based Alzheimer's test — further validating Roche's specialty biomarker expansion beyond routine molecular.

VOC / MANAGEMENT

"Sales in near patient care decreased... This was driven by lower cobas Liat sales, again due to the mild respiratory season..." — Roche Management

VOC / MANAGEMENT

"The guidance is confirmed at mid-single-digit sales growth and high single-digit core EPS growth..." — Roche Management

Molecular: Danaher / Cepheid — GeneXpert System

~-25%

Respiratory Revenue Decline

Mid-Teens+

Non-Respiratory Menu Growth

+20%

Sexual Health & HAI Growth

Xpert GI

New Panel — Enterprise Wins

REVENUE — RESPIRATORY HANGOVER, NON-RESP. THRIVING

Cepheid endured a massive ~25% decline in respiratory revenue from a lighter-than-normal season — but this masks the genuine strength of the platform. Core non-respiratory menu grew mid-teens, validating the COVID-era placement strategy that expanded GeneXpert beyond its original infectious disease focus.

MARKET INTELLIGENCE — MENU EXPANSION PLAYBOOK SUCCEEDING

20% growth in sexual health and HAI assays demonstrates that Cepheid's menu expansion strategy is converting GeneXpert instruments placed for COVID/flu into multi-menu platforms with improved economics. The newly cleared Xpert GI panel is winning critical enterprise accounts in hospital systems.

STRATEGIC IMPLICATIONS — DIVERSIFICATION REDUCING RESPIRATORY RISK

Cepheid is successfully executing the menu expansion playbook — driving high-value consumables through pandemic-era placements. Each non-respiratory assay added reduces GeneXpert's revenue exposure to any single season's respiratory severity, creating a more durable consumable revenue stream.

COMPETITIVE ALERT — MOST VULNERABLE DURING TROUGHS

GeneXpert accounts are commercially weakest during respiratory troughs — ROI calculation for lab directors is less favorable when respiratory testing volumes are low. Near-patient competitors should intensify GeneXpert displacement conversations in Q1/Q2 when the ROI narrative is most open to challenge.

VOC

"Cepheid's core non-respiratory test menu was up mid-teens, led by 20% growth in sexual health and hospital-acquired infection assays." — Danaher Management

VOC

"Cepheid's revenue declined in the quarter as respiratory revenue was down approximately 25% year-over-year." — Danaher Management

Molecular: Qiagen — QIAstat-Dx · QuantiFERON · Sample Technologies

\$492M

Q1 Total Revenue (-1% organic)

\$113M

QuantiFERON TB (-5% organic)

\$36M

QIAstat-Dx (-1% organic)

1-2%

FY2026 CER Guide (was \geq +5%)

REVENUE — QuantiFERON DEMAND REBASING

Total Q1 revenue \$492M (-1% CER). QuantiFERON TB (\$113M, -5% CER) — driven by sharply declining U.S. immigration visa issuance and Middle East conflict disruption. Management estimates a \$30–35M headwind, characterizing it as a demand rebasing, not structural destruction. Full-year guidance dramatically cut from \geq +5% to 1–2% organic.

MARKET INTELLIGENCE — AUTOMATED ECOSYSTEM DEFENSE

Responding to immigration volume drop by building a fully automated QuantiFERON ecosystem with DiaSorin and Inpeco — using AI risk-stratification algorithms to improve clinical utility and create workflow automation lock-in that shields against low-cost competitors.

STRATEGIC IMPLICATIONS — QIAstat CRITICAL CARE EXPANSION

QIAstat-Dx syndromic testing (\$36M) and the new BCID AMR panel represent Qiagen's long-term growth vector — replacing QuantiFERON as the primary growth driver. Critical care syndromic testing commands premium reimbursement and is less exposed to immigration policy volatility.

COMPETITIVE ALERT — QuantiFERON REBASING = COMPETITOR WINDOW

The \$30–35M QuantiFERON headwind reflects immigration visa volume declines and Middle East conflict disruption — management characterizes this as a demand rebasing. Oxford Immunotec (T-SPOT) and alternative LTBI platforms are positioned to benefit from this structural softness.

📌 POST-QUARTER UPDATE (April–May 2026): QIAstat-Dx BCID GPF Plus AMR Panel launched April 14, 2026 — expanding into rapid bloodstream infection and antimicrobial resistance testing. Qiagen's most aggressive menu expansion in critical care settings.

VOC / MANAGEMENT

"QuantiFERON was affected by the significant decline in immigration testing demand... we view this as a rebasing of demand, not a change in the overall long-term opportunity for latent TB testing." — Qiagen Management

VOC / MANAGEMENT

"Sample technologies delivered 9% organic growth compared with Q1 2025, and 3% organic growth excluding the Parse acquisition." — Qiagen Management

Molecular: bioMérieux — BIOFIRE Syndromic & SPOTFIRE Near-Patient

-19%

Molecular Sales Q1 (~\$476M USD)

-23% Org.

BIOFIRE Respiratory Panel Sales

6,800+

SPOTFIRE Global Installs

IVDR CE

SPOTFIRE Resp./Sore Throat Cleared

REVENUE — BIOFIRE MOST EXPOSED TO RESPIRATORY TROUGH

Molecular biology sales declined 19% to ~\$476M USD — the steepest relative decline of any molecular player. BIOFIRE respiratory panel sales plummeted 23% organically, forcing a full-year guidance downward revision. bioMérieux has the highest respiratory concentration among major syndromic panel players.

MARKET INTELLIGENCE — SPOTFIRE NEAR-PATIENT BOOM

Countering the BIOFIRE headwind, SPOTFIRE Molecular POC systems are booming — exceeding 6,800 global installs with new IVDR CE clearances for sore throat and respiratory panels. SPOTFIRE represents bioMérieux's strategic shift from core lab syndromic to near-patient testing.

STRATEGIC IMPLICATIONS — NEAR-PATIENT AS RESPIRATORY BUFFER

Aggressively pushing syndromic testing from core lab to near-patient settings allows bioMérieux to capture new care pathways and reduce BIOFIRE's respiratory weather-sensitivity. A near-patient positive test avoids confirmatory core lab testing — creating volume in new settings.

COMPETITIVE ALERT — BIOFIRE ACCOUNTS PRIME FOR EVALUATION

Labs running BIOFIRE RP2.1/RP2 panels as their primary respiratory molecular platform are experiencing ROI pressure during the Q1 trough. This is the optimal moment for Cepheid (GeneXpert RP), and QuidelOrtho (LEX for PCR POC) to open displacement conversations.

VOC

"Acknowledging the particularly soft market environment that weighed on first-quarter performance, bioMérieux has revised its full-year guidance downward." — bioMérieux Management

VOC

"-3.9% organic sales decline in Q1 2026, reflecting a weaker respiratory season and a slow start of the year in instruments sales (-18%) in a soft market for new installations." — bioMérieux Management

Specialty Dx: Thermo Fisher Scientific — Transplant & Specialty Diagnostics

\$1,142M

Specialty Dx Revenue Q1 (-1%)

\$1.075B

Microbiology Divestiture Agreement

Transplant+

High-Acuity Dx Leading Growth

Apr 27, 2026

Divestiture Agreement Signed
(Close: H2 2026)

REVENUE — SPECIALTY Dx SEGMENT (IVD-ONLY)

Specialty Diagnostics segment \$1,142M (-1% YoY IVD-specific revenue). The slight decline reflects fewer selling days and macro headwinds. High-acuity Transplant Diagnostics performed strongly, partially offset by softer instruments and consumables in non-transplant specialty areas.

MARKET INTELLIGENCE — TRANSPLANT Dx AS STRATEGIC ANCHOR

Thermo Fisher is concentrating its IVD identity around highly specialized, non-commoditizable transplant testing (HLA typing, donor-specific antibodies, crossmatch). This segment commands premium reimbursement, long-term hospital contracts, and is immune to the seasonality pressures that plague routine diagnostics.

STRATEGIC IMPLICATIONS — MICROBIOLOGY EXIT RESHAPES FIELD

By divesting commoditized microbiology to Astorg, Thermo Fisher removes itself from direct competition in blood culture and traditional microbiology — the precise market where Waters/BD (BACTEC FXI) is executing an aggressive replacement strategy.

COMPETITIVE ALERT — THERMO MICRO ACCOUNTS EVALUATING NOW

Micro labs on Thermo Fisher microbiology systems (Sensititre, Trek) face a vendor transition to Astorg (PE owner with uncertain R&D commitment). This creates a live re-evaluation opportunity for Waters/BD BACTEC FXI, bioMérieux VITEK/BACT/ALERT, and Bruker.

📅 POST-QUARTER UPDATE (April–May 2026): Signed binding \$1.075B agreement to divest Microbiology business to Astorg (private equity) on April 27, 2026. NOTE: Deal has NOT yet closed — expected H2 2026. Microbiology remains part of Specialty Dx segment during Q1 2026 reporting period.

VOC / MANAGEMENT

"Specialty Diagnostics is a highly differentiated, profitable business focused on high-value clinical insights... In Q1, growth in this segment was led by our transplant diagnostics business." — Thermo Fisher Management

VOC / MANAGEMENT

"Our transplant diagnostics business continues to deliver strong, consistent growth driven by the essential nature of HLA typing and crossmatch testing in the transplant workflow." — Thermo Fisher Management

Specialty Dx: Waters Corporation — Advanced Diagnostics (BD Portfolio)

\$349M

IVD Advanced Dx Division Q1

+10%

Microbiology Segment Growth

12,000

Legacy BACTEC Units Ripe for Replace.

700

U.S. Reagent Rental Compliance Contracts

REVENUE — IMMEDIATE GROWTH ENGINE FROM BD ACQUISITION

The Advanced Diagnostics (ADx) Division generated \$349M in Q1 — its first quarter as a Waters business unit. Microbiology grew 10%, reflecting improved commercial momentum tied to KPI discipline and the BACTEC FXI launch. Dx Solutions +8%, Clinical Business Unit +16%.

MARKET INTELLIGENCE — BACTEC FXI LAND GRAB

Waters accelerated the U.S. and European BACTEC FXI blood culture system launch by 3–5 months vs. the inherited BD business plan, creating earlier revenue capture on the 12,000 aging BACTEC units in the installed base. Additionally enforcing compliance on 700 U.S. reagent rental contracts.

STRATEGIC IMPLICATIONS — SIMULTANEOUS LAND GRAB & COMPLIANCE

Waters is executing a dual strategy: proactive land-grab on aging BACTEC replacement opportunities AND reactive enforcement of dormant reagent rental obligations. Both create immediate revenue without requiring new competitive wins — providing an exceptionally strong Q2–Q4 revenue setup.

COMPETITIVE ALERT — WATERS IS THE NEW MICROBIOLOGY AGGRESSOR

Waters/BD's accelerated BACTEC FXI launch and compliance enforcement campaign makes them the most commercially aggressive microbiology player in 2026. bioMérieux (BACT/ALERT) and Bruker must accelerate account defense strategies — particularly where BD compliance enforcement creates relationship friction.

VOC

"Microbiology grew 10%, reflecting improved commercial momentum tied to the newly enacted KPI discipline ahead of our BACTEC FXI launch in blood culture." — Waters Management

VOC

"Since February 9, we have accelerated the U.S. and European launch of BACTEC FXI by 3 to 5 months relative to the inherited business case, creating earlier revenue capture across the significant installed base opportunity." — Waters Management

Specialty Dx: Roche Diagnostics — Pathology Lab & Companion Diagnostics

~\$469M

Pathology Lab Revenue (Flat Rptd.)

+12%

Pathology Operational Growth

+23%

Companion Diagnostics Growth

+9%

Advanced Staining Growth

REVENUE — FASTEST-GROWING ROCHE IVD UNIT

Pathology Lab revenue ~\$469M — flat reported but surging +12% operationally due to significant reporting headwinds masking underlying performance. This is the fastest-growing operational unit within Roche Diagnostics, driven by high-value specialty assays.

MARKET INTELLIGENCE — PRECISION ONCOLOGY CDx DOMINANCE

Companion Diagnostics grew +23% as precision oncology therapeutic approvals drive mandatory companion test orders — labs are required to run the CDx before administering targeted therapies. Roche's pharmaceutical partnerships create a demand floor independent of lab discretion.

STRATEGIC IMPLICATIONS — PathAI + pTau217 ACCELERATE DIGITAL Dx MOAT

Roche is combining the pTau217 neurology biomarker clearance with the PathAI acquisition to dominate both blood-based specialty testing AND AI-powered tissue pathology simultaneously. Every new oncology therapy approval adds a mandatory CDx test; every PathAI algorithm deepens workflow stickiness.

COMPETITIVE ALERT — CDx PARTNERSHIP MOAT IS NEAR-UNASSAILABLE

Competitors attempting to challenge Roche's Pathology Lab CDx position face a pharmaceutical co-development barrier: Roche's Genentech relationship gives VENTANA IHC assays first-to-approval CDx status. Viable competitive strategy: focus on anatomical pathology staining — not CDx.

📌 POST-QUARTER UPDATE (April–May 2026): (1) European CE mark secured May 12, 2026 for Elecsys pTau217 blood-based Alzheimer's test. (2) Roche announced definitive merger agreement to acquire PathAI for \$750M upfront (plus up to \$300M in milestones) on May 6, 2026 — integrating AI pathology algorithms directly into Diagnostics.

VOC / MANAGEMENT

"Diagnostics: Pathology Lab with strong growth; Core Lab growing despite China." — Roche Management | Advanced Staining +9%, Companion Diagnostics +23%.

VOC / MANAGEMENT

"We really have a good strategy to combine and bring together diagnostics and pharma..." — Roche Management

Specialty Dx: Bio-Rad — Clinical Diagnostics & Quality Control

\$364M

Clinical Dx Revenue Q1 (+1.9%)

IH-500

Blood Typing Platform

QC Lead

Quality Control Market Position

EMEA–

Middle East Revenue Headwind

REVENUE — STABLE QC CASH COW WITH GEOPOLITICAL DRAG

Clinical Diagnostics segment revenue \$364M (+1.9% reported, -4.1% organic). The \$11M Middle East logistics disruption in EMEA was specifically cited by management as a direct driver of EMEA revenue shortfalls, reducing what would otherwise have been a stronger growth quarter.

MARKET INTELLIGENCE — QUALITY CONTROL MARKET DOMINANCE

Bio-Rad maintains dominant market position in external quality control (QC) products — a segment characterized by high switching costs (accreditation and regulatory compliance requirements tie labs to specific QC programs), stable recurring revenue, and resistance to pricing pressure. QC is non-discretionary.

STRATEGIC IMPLICATIONS — BLOOD TYPING & SPECIALTY Dx AS GROWTH PILLARS

Bio-Rad's IH-500 blood typing and transfusion medicine platform anchors its clinical diagnostics growth strategy. Automated blood group serology and crossmatch systems serve hospital blood banks with high-acuity, non-discretionary testing demand. Combined with HbA1c diabetes monitoring and the BioPlex 2200 autoimmune platform, Bio-Rad's clinical Dx portfolio spans multiple specialty segments with recurring consumable pull-through.

COMPETITIVE ALERT — QC MARKET IS BIO-RAD'S FORTRESS

Bio-Rad's QC market dominance represents an extremely difficult competitive challenge. Accreditation requirements create near-permanent QC vendor stickiness. Competitive energy is better directed at Bio-Rad's blood typing and specialty immunoassay accounts, where integrated platform offerings from QuidelOrtho (Vision Max) or Grifols may provide consolidation leverage.

VOC *"Sales of the clinical diagnostics segment in the first quarter of 2026 were approximately \$364 million... an increase of 1.9%." — Bio-Rad Management*

VOC *"Our quality controls business continues to deliver non-discretionary, recurring revenue across a global network of accredited laboratories. Our IH-500 blood typing platform and specialty immunoassay portfolio represent a broad, clinically essential diagnostics franchise." — Bio-Rad Management*

Specialty Dx: bioMérieux — Microbiology (VITEK · BACT/ALERT)

~\$353M

Microbiology Revenue Q1 (USD)

VITEK 2

ID/AST Market Leader

BACT/ALERT

Blood Culture Platform

Defend!

Competitive Strategy vs. Waters/BD

REVENUE — MICROBIOLOGY LEADS ALL bioMÉRIEUX SEGMENTS

Microbiology generated ~\$353M in Q1 — by far bioMérieux's largest IVD segment and the unit with the most resilient hospital revenue given VITEK 2 and BACT/ALERT platform stickiness. Organic momentum is slowing, but recurring reagent pull-through remains stable.

MARKET INTELLIGENCE — VITEK & BACT/ALERT INSTALLED BASE

bioMérieux retains a leading installed base in hospital microbiology through VITEK 2 (ID/AST) and BACT/ALERT (blood culture). Hospital microbiology labs are highly reluctant to switch platforms due to workflow disruption risk, clinical validation requirements, and staff retraining costs.

STRATEGIC IMPLICATIONS — DEFENDING AGAINST WATERS/BD AGGRESSION

bioMérieux must aggressively defend its BACT/ALERT blood culture installed base against the newly launched Waters/BD BACTEC FXI replacement campaign targeting 12,000 aging BACTEC units. Many labs running BACT/ALERT AND a legacy BACTEC system represent dual-vendor accounts Waters will target for consolidation.

⚡ COMPETITIVE ALERT — BACT/ALERT DEFENSE IS EXISTENTIAL

If Waters/BD successfully converts dual-vendor (BACT/ALERT + BACTEC) hospital accounts to BACTEC FXI-only configurations, bioMérieux faces permanent volume loss in its highest-revenue IVD segment. Defensive actions must include aggressive BACT/ALERT service enhancement, turnaround time data, and early renewal incentives.

VOC

"Leveraging our GO•28 initiatives, we will maintain strict and disciplined control of our cost base, to ensure a positive organic evolution of EBIT in 2026." — bioMérieux Management

VOC

"Our VITEK and BACT/ALERT systems remain the cornerstone of hospital microbiology laboratory workflows globally, with high recurring reagent pull-through reflecting our deep installed base." — bioMérieux Management

What to Watch in Q2 2026

Five strategic developments occurring after Q1 close (March 31)

April 14 **Qiagen — QIAstat-Dx BCID AMR Panel Launch**

Qiagen launched the QIAstat-Dx BCID GPF Plus AMR Panel — rapid bloodstream infection ID with antimicrobial resistance detection. Competes directly with bioMérieux BioFire Blood Culture ID panel in the syndromic bloodstream infection market.

April 20 **QuidelOrtho — \$100M LEX Diagnostics Acquisition Closed**

QuidelOrtho completed the \$100M acquisition of LEX Diagnostics — ultra-fast (<10 min) FDA-cleared PCR at point-of-care. Integration into QuidelOrtho's 96% recurring hospital network is underway, formally entering the near-patient molecular segment.

April 27 **Thermo Fisher — \$1.075B Microbiology Divestiture Agreement Signed (Deal NOT Yet Closed — Close Expected H2 2026)**

Thermo Fisher signed a binding agreement to divest its Microbiology business (Sensititre, Trek) to Astorg PE for \$1.075B. The business generated ~\$645M in 2025 revenue. Note: The deal has NOT yet closed and Microbiology remained part of Specialty Diagnostics during Q1 2026 reporting.

May 6 **Roche Diagnostics — PathAI Acquisition — \$750M + Up to \$300M in Milestones**

Roche announced a definitive merger agreement to acquire PathAI for \$750M upfront, integrating PathAI's AI-powered Image Management System and advanced pathology algorithms directly into the Roche Diagnostics division.

May 7–12 **Siemens + Roche — Siemens Dx Challenged (–6.5%, EBIT 0.9%, Stock –40%) + Roche Alzheimer's CE Mark**

Siemens reported calendar Q1 2026: ~\$1,162M, –6.5% comparable, EBIT margin 0.9%; carve-out formally initiated; stock fell 40% on May 7. Separately, Roche secured EU CE mark for Elecsys pTau217 blood-based Alzheimer's biomarker test on May 12.

9 Primary Research Questions IVD Marketing Teams Should Evaluate

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PRODUCT

Q 1 Decentralized Molecular Minimums

What TAT threshold and minimum assay menu are required for near-patient settings to actively pull testing volumes away from the central core lab — with QuidelOrtho LEX delivering results in under 10 minutes?

Q 2 AI Integration Preferences

Do laboratory directors prefer AI features natively embedded into instrument operating software, or do they want standalone, cloud-based predictive algorithms — as Roche PathAI, Qiagen's QuantiFERON ecosystem, and other IVD AI platforms rapidly expand?

Q 3 Specialty Blood Diagnostics Adoption

What are the specific workflow barriers, reimbursement expectations, and clinical evidence requirements needed for primary care physicians to adopt blood-based specialty diagnostics (e.g., Roche Elecsys pTau217 Alzheimer's test)?

PRICING

Q 4 Software & AI Monetization Models

What is the maximum willingness-to-pay (WTP) for AI-driven diagnostic accuracy as a separate SaaS subscription fee versus bundled into consumables — as IVD companies increasingly monetize software and AI capabilities?

Q 5 Instrument Replacement Incentives

In a capital-constrained hospital environment, what financial incentives or flexible pricing structures are most effective at driving early instrument replacement cycles — given Waters discovered 700 reagent rental contracts were non-compliant?

Q 6 Reagent Rental vs. Capital Sale Value

When should IVD companies price instruments as capital sales versus reagent rental contracts — and what contract length, volume commitment, and service bundling terms maximize lifetime account value across hospital systems with varying capital budget constraints?

POSITIONING

Q 7 Repositioning Syndromic Panels

How should marketing teams reposition high-plex syndromic panels — focusing on sexual health and HAI — to maximize year-round, non-seasonal clinical utilization following a 10–25% drop in respiratory demand?

Q 8 Workflow Automation vs. Unit Cost

How do mega-volume clinical labs weigh total workflow automation (Qiagen / DiaSorin / Inpeco QuantiFERON ecosystem) against availability of lower-cost generic competitor assays?

Q 9 Triggers for Vendor Consolidation

What operational or financial trigger points cause a hospital lab director to abandon a fragmented 'best-of-breed' strategy in favor of consolidating under a single vendor — given Abbott's >90% renewal rate and >55% win rate?

MEASURING THE VOICE OF CUSTOMER IN IN VITRO DIAGNOSTICS

Strategic IVD Marketing Research

- Pricing elasticity & price-to-volume thresholds
- Platform displacement trigger identification
- Concept & messaging optimization pre-launch
- Conjoint analysis for menu & assay prioritization
- Sample journey & workflow mapping studies
- Competitive wargaming & positioning research

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James Garvin

IVD Practice Leader & Sr. Consultant



James leads Ensolve Research's In Vitro Diagnostics practice, partnering with the world's leading IVD manufacturers to translate Voice of Customer & market intelligence into winning commercial strategies.

James previously held commercial and marketing strategy roles at Beckman Coulter and Thermo Fisher Scientific.

Jgarvin@EnsolveResearch.com