

Three markets. A clearer starting point.

THE FICTIONAL SCENARIO

A fictional biosimilar developer is comparing three unnamed international markets. These are abstract Market A, Market B and Market C, not proxies for particular countries. All scores are invented; no real pricing, regulation, demand estimate or market research is represented.

ILLUSTRATIVE MARKET PRIORITIZATION MATRIX

Criterion / weight	Market A	Market B	Market C
Demand fit / 25%	4	5	3
Access feasibility / 25%	3	2	4
Competitive headroom / 20%	3	2	4
Partner availability / 15%	4	3	2
Execution fit / 15%	4	2	4
Weighted score / 5	3.55	2.90	3.45

Scale: 1 = weak, 3 = moderate, 5 = strong. Weighted score = sum of criterion score x weight. Higher means more favorable under the stated assumptions. Weights total 100%.

WHAT THE EXAMPLE SUGGESTS

Market A narrowly leads Market C. The 0.10-point difference is too small to treat as a robust conclusion without validating the underlying access and partner evidence.

If Market A's access score falls from 3 to 2, its total falls to 3.30 and Market C leads at 3.45. Treat access feasibility as a decision-critical evidence gap.

Validate the assumptions that change the order.

Access | What can actually be served?

Confirm the intended channel and identify the product-specific local access and approval questions.

Competition | What is the reference point?

Collect dated competitor, presentation and pricing evidence before judging commercial headroom.

Execution | What capabilities are missing?

Map local distribution, stakeholder engagement and evidence needs to the company's available resources.

EXAMPLE OUTPUTS AND CHECKPOINTS

- 1. Longlist filter** - Remove markets that fail product, channel or capability requirements.
- 2. Priority-market research** - Validate the assumptions most likely to reverse the initial ranking.
- 3. Go / no-go conditions** - Document the evidence, partner capacity and resources needed to proceed.

TO SCOPE A REAL ENGAGEMENT

Product and indication; target channels; available market evidence; expansion objectives; resource constraints; preferred decision timeline.

A country scorecard is not regulatory, legal or reimbursement advice. Product-specific requirements must be validated with qualified local specialists.

Discuss your project: contact@orqalis.com

All scenarios, organizations, scores and schedules are illustrative. This is not completed client work. Scope, timing and deliverables are agreed for each engagement.