

ICPs Overview

Two Primary ICPs Drive Market Demand

- Universities: 80+ research-active institutions across Canada
- Commercial Labs: 3,800+ life sciences companies (1,000+ biotech)

University Market Size

Universities Represent $\sim\frac{1}{4}$ of Canada's Lab Supply Market

\$18.1B

Total R&D Spend

(2022/23)

\$1.8B

Lab Supplies Spend

Across Canada (2023, +6.2% CAGR)

24%

University Share

\$400–500M TAM

6–8%

Growth Outlook

Annually

Market Dynamics

Mature Market, No Dominant Supplier

- 100% of TAM already served → highly penetrated
- Preferred supplier agreements dominate
- No single vendor controls all accounts → room for new entrants
- SOM: 20–30% of spend realistically contestable

Revenue & LTV Potential

High Long-Term Value from University Accounts

Market Size

- 4,000-5,000 university labs across Canada
- Avg. spend: \$150–200k consumables/year → \$45–100k revenue/lab/year

Long-Term Value

- Avg. contract: 5 years → \$225–500k LTV/lab
- Large departments/universities = multi-million LTV opportunities

Demand Drivers

Mission-Critical Demand Creates Opportunity

Consumables

Constant + high-frequency need

Build-outs

Episodic, high-value opportunities

USPs

(Speed, collaborative design) can upgrade position from "nice-to-have" → "compelling alternative"

Key selling points

Lead time, compliance, after-sale support

Lead Pool

University Leads Are Numerous but Hard to Engage

Lead pool: 12k–15k contacts (after overlap)

Breakdown:

11K

Lab Managers

400

Core Facility Managers

960

Dept/Institute Admins

120

Facilities/Capital Planning

160

Central Procurement

Engagement Channels

Reaching University Leads is Challenging

1

Online Presence

Limited; Facebook > LinkedIn

2

Cold Email

~2% replies → 200–260/year

3

LinkedIn

8–10k profiles, only 30% active monthly → 2.4–3k active leads

4

Conferences

15% attend annually → ~1,800–2,200 contacts

5

Event outreach

450–550 meetings/year potential

Commercial Lab Market Size

Commercial Labs = Larger, Faster-Growing Market

3,800+

Life Sciences Companies

(1,000+ biotech)

36%

Instrumentation Demand

(vs 24% universities)

\$1B+

TAM Annually

(2x universities)

8-12%

Growth Annually

(Faster than universities)

Driven by: \$2.2B government + \$1.4B VC funding

Market Dynamics

More Flexible Procurement Environment

Contract Flexibility

Less tied to long-term contracts than universities

Agile Procurement

Mid-sized firms: agile procurement processes

Greenfield Opportunities

40–100 new labs formed annually

Market Availability

40–50% of TAM still up for grabs

LTV & Buying Behaviour

High LTV with Critical Need for Speed

Financial Profile

- Avg. lab spend: \$130k/year
- Consumables: core operational necessity
- Build-outs: frequent as labs scale

Key Requirements

Faster lead times = must-have (QC, product launches, regulatory bottlenecks)

Lead Pool & Engagement

Commercial Labs More Reachable & Responsive

- Lead pool: 9k–16k contacts
- Roles: Lab Ops, Procurement, R&D, Facilities/EHS
- Stronger LinkedIn + conference presence
- More receptive to cold outreach vs universities
- Higher probability of traction with tailored messaging

ICPs Summary

Two Distinct Markets, Two Distinct Plays

Universities:

- Mature, penetrated, slower growth
- High LTV, difficult engagement, ABM essential

Commercial Labs:

- Larger TAM, faster growth, less entrenched
- Higher responsiveness, more greenfield opportunities

The Lab Manager Persona

Experienced Leaders Driving Lab Success

45-64

Age Range

Mid-to-late career

73%

Experience

With 5+ years management

50%+

Senior Experience

With 10+ years

1 Career path: technician/scientist → leadership

2 Oversee small-to-mid labs within larger organisations

Identity & Mindset

How Lab Managers See Themselves

Leaders, Problem-Solvers, Enablers of Discovery

Business Leaders

Compare lab management to running a small business

Innovation Champions

Value innovation (75% rate it "extremely valuable")

Pragmatic Realists

Recognise gaps between ideal & reality

Team Enablers

Success = team achievements, not individual credit

Leadership Style

Inclusive, Collaborative, Purpose-Driven

1

Nurture Talent

Hire for potential, mentor staff

2

Foster Community

Open communication and community in lab

3

Scientists at Heart

Love solving problems

4

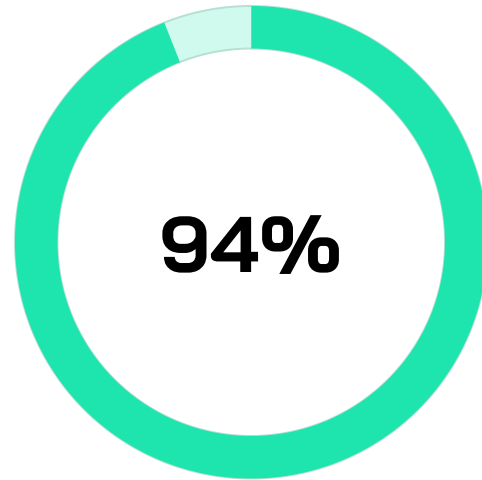
Purpose-Driven

Work seen as contributing to society

Attitudes & Behaviours

Career Satisfaction

Committed and Loyal Professionals



Want to Stay

With current employer

1 High sense of responsibility as stewards of labs

2 Balance eagerness to innovate with risk awareness

Media & Learning Habits

Where Lab Managers Go for Information

- 77% use Lab Manager Magazine for new products/tech
- Heavy readers of trade publications
- Prefer expert-led content (white papers, guides, case studies)
- Webinars: highly popular, workday, 1-hour, expert-hosted

Digital & Platform Use

LinkedIn is the Hub for Professional Engagement

Primary Platform

Platform of choice for news, networking, vendor updates

Active Participation

Actively attend webinars & online events

Communication Style

Use professional, factual, data-driven communication style

Content Preference

Prefer subtle, useful info over ads (91%)

Marketing & Content Implications

They Value Education Over Promotion

Resonates with:



White papers & technical articles



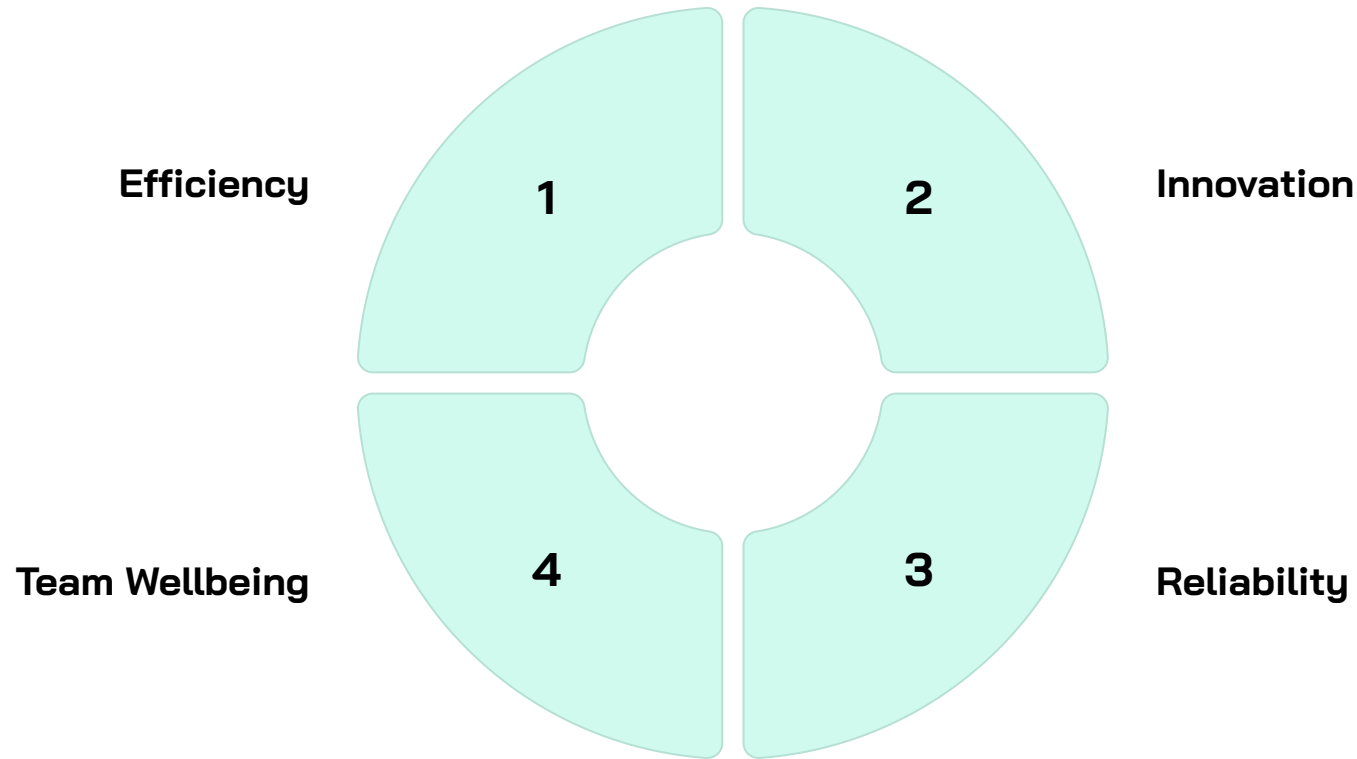
How-to guides & product information (educational format)



Case studies & peer success stories (webinars, publications)

Resonant Themes

Four Core Themes Align with Their Mindset



Best Approach to Engage Lab Managers

4-Pronged Content & Channel Strategy

Owned

Blog, webinars, newsletters

Earned

Collaborations with Lab Manager

Paid

LinkedIn campaigns


Shared

LinkedIn engagement & peer advocacy

Ensuring Reliable Supply & Continuity

Keep the Lab Running Without Downtime

- Mission-critical: uninterrupted supplies & equipment uptime
- Expect suppliers to deliver peace of mind, not just products
- Aspiration: "zero-downtime" lab with seamless functionality
- Core trait: proactive risk-minimisers & problem-solvers
- Pain points: supply chain disruptions, outdated systems, backorders

 **Keywords / Voice samples:** "backordered hell" • "I hold my breath every time I open a box" • anxiety, stress, urgency

Streamlining Procurement & Efficiency

Make Procurement Invisible and Hassle-Free


- Goal: reduce admin burden so science comes first
- Need: easy interfaces, automated reordering, consolidated invoices
- Aspiration: procurement that "just happens"
- Motivation: free up human resources, reduce overload
- Pain points: fragmented systems, slow quotes, bureaucratic rules

 **Keywords / Voice samples:** "Excel + email orders" • "procurement bottleneck" • "8 hours/week wasted"

Cost Management & Value Maximisation

Stretch Budgets Without Sacrificing Quality


- Seek best value, not just lowest cost
- Need: predictable pricing, transparent quotes, fewer hidden fees
- Aspiration: financial stewardship + strategic responsibility
- Pain points: rising prices, funding delays, waste from over/duplicate orders
- Emotions: stress, frustration, guilt vs pride when savings achieved

 **Keywords / Voice samples:** "price hikes, unwillingness to negotiate" • "lack of human feeling" • "staying within budget = stewardship"

Quality, Compliance & Risk Mitigation

Protect Integrity of Science & Safety of Staff

- Job: ensure products meet regulatory + quality standards
- Need: certifications, traceability, compliance-ready suppliers
- Aspiration: "no worries" quality – confidence everything works
- Motivation: accountability, pride in lab's reputation
- Pain points: unreliable suppliers, heavy compliance paperwork, variability

 **Keywords / Voice samples:** vigilance • ISO/cGMP • anxiety about risk • "do the right thing"

Expert Support & Innovation Enablement

Look to Suppliers as Knowledge Partners

- Expect suppliers to provide consultation, training, troubleshooting
- Role: cut through noise, highlight relevant innovations
- Aspiration: supplier as extension of the lab team
- Motivation: stay at cutting edge, solve problems faster, learn continuously
- Pain points: vendor ignorance, lack of responsiveness, info overload

 **Keywords / Voice samples:** curiosity • intellectual stimulation • "help us do more with less"

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Macro Trends: Funding & Budgets

- Federal research funding stagnant 20+ years; no new grants/scholarships in 2023
- Canadian life science funding fell ~37%: \$0.8B (2019) → \$0.5B (2023)
- 16% of labs cite lack of government support as a top challenge
- 57% limited budgets; 55% high cost of new instruments
- 120 global biotech firms cut 10,000+ jobs in 2023

Macro Trends: Workforce & Costs

Rising Talent Costs

54% of lab managers report rising talent costs as a top concern

Workforce Shortages

Shortage of Canadian MLTs persists

Brain Drain

Top researchers leaving for better funding abroad

EDI Requirements

Equity, diversity & inclusion (EDI) now required in many grant applications

Macro Trends: Tech & Compliance

Automation & AI Opportunities

- 46% of labs see automation as top opportunity; 38% cite AI
- 86% believe AI will significantly speed research
- Only 19% fully automated; ~42% automate select activities

Environmental & Legal Pressures

- Environmental pressures: McGill zero-waste by 2035; 25%+ of firms with Paris-aligned targets
- 36 pharma/biotech firms (>50% sector revenue) signed Race to Zero
- Legal risks: fines (e.g. \$26K in BC, 2024) & toxic substance bans raising compliance costs

Competitive Environment

Buyer Power

Buyers shop around; strong leverage → lower margins

Commoditization

Lab consumables commoditised; brand trust crucial

Status Quo Bias

DIY rare, but "do nothing" (stay with current supplier) common

E-commerce lowers barriers, but capital & manufacturer ties remain high

Regulatory compliance = barrier to entry; brand trust critical

Substitutes: reusing consumables, simulated labs, DIY/3D-printed hardware

Competitor: Sarstedt

Content & Positioning

- Mix of content: product news, PDFs, case studies, "Tip of the Month"
- Positions as leader in quality, efficiency, workflow speed, sample integrity
- Strong credibility: founded 1961, 4.8/5 reviews, Nobel-linked prize sponsorships
- Relies on SEO + industry channels; little social/paid media

Weaknesses

- Overly technical, product-led
- Gated PDFs, no early-stage guides
- Content largely migrated from German site; limited local nuance

Competitor: FroggaBio

SEO Strength

SEO strength for generic terms (cryovials, filter tips); brand name searches

Social Presence

LinkedIn active: product updates, giveaways, flash sales = highest engagement

Messaging

Messaging: innovation, safety, efficiency; partnerships with manufacturers

Credibility

20 years in business; citations page builds credibility

- ❏ **Weaknesses:** no reviews online, absent from industry publications. No audience-focused content (no webinars, case studies, or thought leadership)

Competitor: ESBE Scientific

100% Canadian, family-owned; 50 years in business

Strengths

- Messaging: reliability, sustainability, cutting-edge innovation, service
- Content mix: spec sheets, old YouTube demos, product catalogue, trade shows
- Pandemic visibility: supplied vaccine freezers nationally
- Moderate industry presence, earned media mentions, manufacturer partnerships

Weaknesses

- Outdated site, weak e-commerce
- No thought leadership, low social activity
- Customer support claim undermined by online forums (e.g. Reddit)

Where Content Marketing Fits Into All of This?

Brand Positioning & Differentiation

Brand Positioning & Differentiation

Overall Offer

Compared to commoditised product suppliers who compete only on price and catalogue size, we deliver **peace of mind, continuity, and innovation enablement**. We combine robust supply reliability, streamlined procurement, transparent value, and expert partnership into one seamless experience. We are not just another vendor; we are a partner to the **"zero-downtime" lab** - helping managers keep their labs running smoothly, efficiently, and at the forefront of discovery.

1. Reliable Supply & Operational Continuity

- It's not about simply shipping boxes; it's about guaranteeing seamless, zero-downtime operations.
- If continuity is about having stock on hand, then it's also about removing the anxiety of "backordered hell" and restoring managers' confidence in every order.
- While competitors talk about reliability, they leave managers "holding their breath when they open a box." We differentiate by tying reliability to emotional relief.

Positioning statement: We transform procurement from a source of stress into a foundation of confidence - building the zero-downtime lab that every manager aspires to run.

2. Procurement Efficiency & Streamlining

- It's not about digitising catalogues; it's about making procurement invisible so lab managers can focus on science, not spreadsheets.
- If automation is about faster workflows, then it's also about returning 8+ hours a week back to highly skilled scientists - turning admin overload into research momentum.
- Competitors present fragmented e-commerce and slow customer support; we differentiate by integrating workflows and reducing friction.

Positioning statement: We turn procurement from a bottleneck into a "just happens" process, letting managers run research-first labs where discovery—not admin—leads the day.

3. Cost Management & Value Maximisation

- It's not about being the cheapest supplier; it's about delivering predictable value and long-term stability in volatile funding environments.
- If value is about pricing, then it's also about transparency, budget predictability, and eliminating hidden drains - helping managers demonstrate fiscal stewardship.
- While competitors compete on discounts, we differentiate by aligning with managers' responsibility to be "good stewards of funds" through a personalised approach.

Positioning statement: We help labs do more with less, turning budget constraints into a point of pride in responsible, forward-looking management.

4. Quality Assurance, Compliance & Risk Mitigation

- It's not about ticking regulatory boxes; it's about protecting integrity, safety, and the lab's reputation with "no-worries" quality assurance.
- If compliance is about certifications, then it's also about partners who proactively share documentation, traceability, and scenario planning—so risk is mitigated before it materialises.
- Competitors deliver products; we deliver peace of mind, confidence, and reputation protection, acknowledging the professional accountability and vigilance lab managers carry daily.

Positioning statement: We remove the compliance burden and reinforce quality confidence - so managers can lead without second-guessing their suppliers.

5. Expert Support, Knowledge Partnership & Innovation Enablement

- It's not about selling products; it's about extending the lab's expertise and enabling discovery.
- If support is about customer service, then it's also about ongoing knowledge transfer, training, and curating insights that keep managers at the cutting edge.
- Competitors push product updates; we differentiate by being a true partner in curiosity and innovation.

Positioning statement: We become an extension of the lab team - partnering in discovery, problem-solving, and staying ahead of innovation.

The Zero Downtime Lab Content Platform

Purpose

To position Company as the trusted partner and knowledge enabler for lab managers, going beyond commoditised products to provide expert guidance, problem-solving, and innovation insights. The platform will act as both a content experience hub and a structured mechanism for guiding audiences from curiosity to consideration, creating a natural bridge to the Company's commercial differentiators.

Contextual Foundation

Persona Fit

Lab Managers see themselves as enablers of discovery and stewards of innovation, yet often feel overwhelmed by procurement inefficiencies, information overload, and budgetary constraints.

Market Gap

No Canadian supplier currently leads with help-first expertise. Competitors focus on product specs, discounts, or heritage. None embody efficiency and innovation in their content.

Strategic Opportunity

By owning the "Zero Downtime Lab" narrative, Company can shift conversations away from price and commoditisation, and into trust, partnership, and leadership.

Funnel Movement

1

Engage → Subscribe

SEO-driven blogs, promoted LinkedIn posts, and Lab Manager magazine collabs spark curiosity with practical, problem-solving content.

2

Model → Segmented/Reached

Webinars, downloads, and newsletter content deepen engagement, segmenting the audience by role, sector, and supplier status.

3

Handover to Sales

By this stage, prospects have already been subtly primed on the Company's differentiators - procurement speed, reliability, and expert partnership. Procurement feels like a natural extension of the relationship rather than a hard sell.

Success Narrative

Through this platform, the Company becomes not a vendor but the [activation partner for the Zero Downtime Lab](#). The implicit message is:

“

If our free content helps you run better labs, imagine what working with us directly would do.

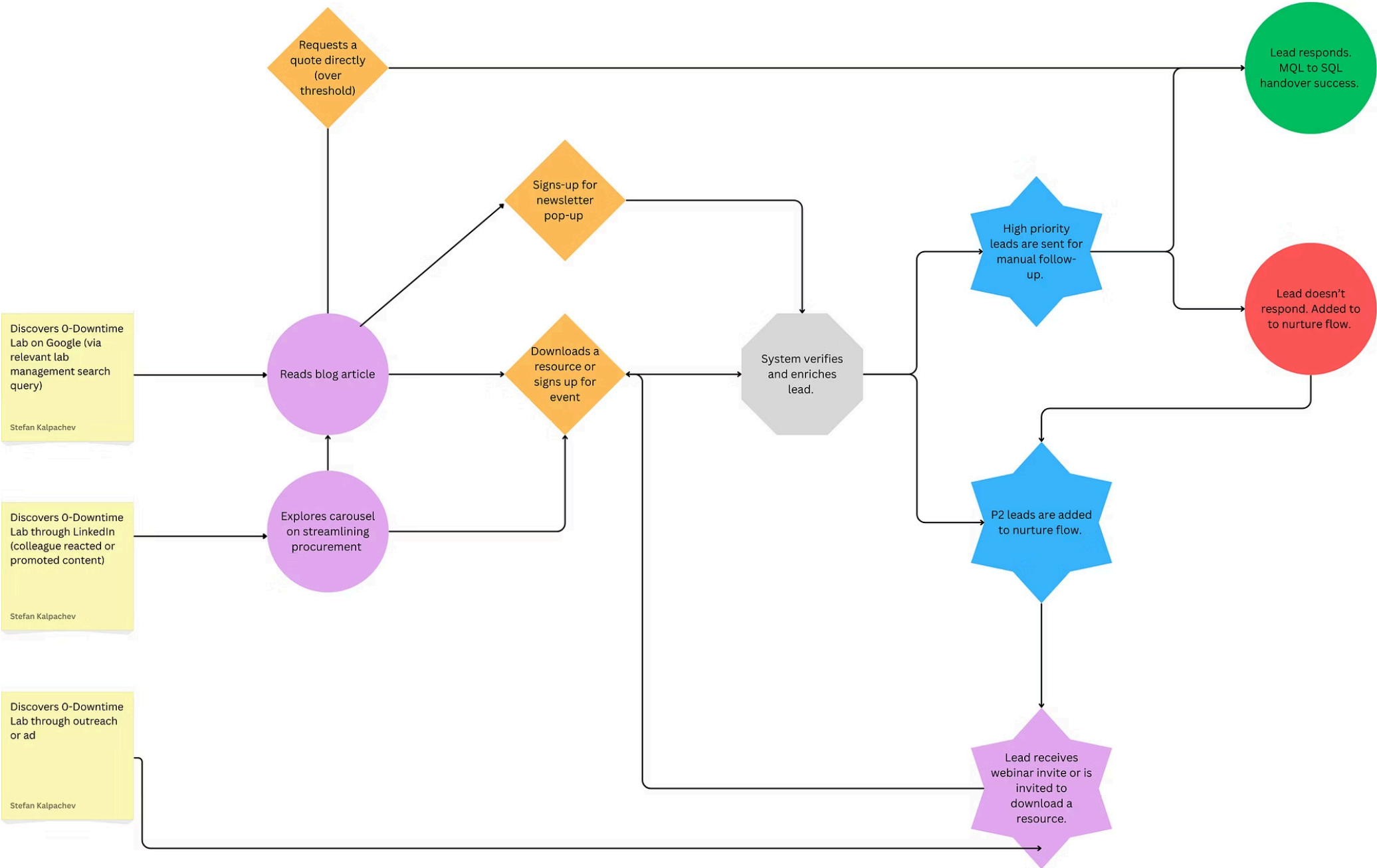
”

“

Content positions the Company as the lab manager's ally in solving problems, reducing stress, and advancing innovation—turning trust into curiosity, and curiosity into natural conversion.

”

Funnel map



Strategy KPIs

Stage	Tactics To Move Audience Down Funnel	Audience Definition	Measures	Conversion (Baseline %) To Next Funnel Stage	Cost	Expected Monthly Results
Aware	SEO-driven blogs, LinkedIn posts (organic + promoted), Lab Manager magazine collaborations, trade shows (non-sponsorship presence), cold outreach	Target Market (TAM/SAM/SOM: all potential lab managers + adjacent influencers)	% of TAM/SOM reached via Content Impressions	2% of impressions turn to visitors	CPM = Cost per 1000 impressions	48,000 impressions on 0-Downtime Lab content CPM = \$64 USD
Interested	Resources, promoted thought-leadership downloads, newsletter sign-ups, email marketing to existing pipeline	Visitors (audience who engages with content)	Visitors, time on page, CTR	8% of visitors subscribe	CPV = Cost per visitor	939 visitors CPV = \$3,20
Engaged	Webinars, white papers, newsletter nurturing	Subscribers / Prospects (opt-in audience segmented by role, sector, supplier)	# of Registrants / Downloads	50% of prospects/subscribers qualify as MQLs	-	75 subscribers CPS = \$40
MQL	Segmented nurture flows (by commercial/academic, supplier status, role); handover criteria to sales defined	Qualified Leads (engaged prospects meeting defined criteria)	# of Subscribers qualify as MQLs	30% of MQLs complete funnel (handover to sales)	CPL = Cost per lead	36 MQLs CPL= \$86