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Case Study | American Ortho



How the Nation's Leading Orthodontics Manufacturer Conquered Amazon

American Orthodontics successfully connected with B2C buyers on Amazon, allowing orthodontists and dentists to refer patients to purchase their products directly. They also leveraged Amazon's B2B selling channel, enabling licensed medical professionals to buy AO's Class 2 products in bulk or individually

"Enceiba has been our trusted partner and guide as we navigated the Amazon waters. Their depth of Amazon knowledge and superb execution has been the cornerstone of our success on the channel."



Peter Drozda, *Manager of Business Operations*

Bracing Themselves for Success

If you or someone you know has had braces, then there's a good chance some or all of the materials used came from American Orthodontics (AO). Founded in 1968, American Orthodontics is the United States' leading manufacturer of orthodontic materials and equipment, including brackets, ligatures, elastomers, and more. Their products are sold in over 100 countries through large distributors as well as to individual orthodontic and dental offices. Many of the company's products are Class 2 FDA-approved medical devices and require a license to be purchased, and AO also sells over the counter (OTC) products, such as elastics for braces.

In 2020, AO became interested in Amazon Business based on what management was hearing related to the growth of B2B sales on the marketplace and prominence of Amazon as a product search engine. The company wanted to understand the viability of the channel for their products. Up to this point, the company had sold their products mainly through large medical distributors such as Henry Schein.



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Drilling Down the Details

Specifically, AO wanted to know:

- 01 Did they have an opportunity to sell their products on Amazon?
- 02 How large was the sales opportunity and was it growing?
- 03 Would selling on Amazon cause channel conflict with their traditional distributors?
- 04 Overall, was the channel worth investing in?

With little experience but many burning questions, AO tapped Enceiba to investigate and find the answers.

A Strategic Assessment Shines Light on Key Approaches

Enceiba's first step was to conduct a thorough assessment of the opportunity to understand:

- The size of the market on Amazon
- The opportunity and approaches required to sell both Class 2 and OTC products on the marketplace
- The competitors and competitive products on Amazon



YTD Seller Central Data & Statistics Comparison: 2023 vs. 2022

Orders		Conv Rate	
2023		2023	
2022		2022	
% Change	516.72%	% Change	167.00%

Impressions	
2023	
2022	
% Change	2,251.02%

Clicks	
2023	
2022	
% Change	2,761.29%

Sessions	
2023	
2022	
% Change	138.77%

Sales	
2023	
2022	
% Change	241.60%

Units	
2023	
2022	
% Change	470.01%

Stats	
Projects	
Staff	
Updates	149,722

Enceiba. (2023). Seller Central Data & Statistics YTD 2023-01-01 thru 2023-05-23 compared to 2022-01-01 thru 2022-05-23.

Enceiba successfully achieved significant improvements in key performance indicators (KPIs) such as conversion rate, impressions, and sales. Their strategic efforts resulted in a drastic increase in these metrics, indicating a strong positive impact on their overall business performance.

Ultimately, Enceiba needed to answer three questions:

- 01 Should American Orthodontics sell their products on Amazon?
- 02 If so, how should they sell? Which selling approach should they use?
- 03 If they do choose to sell, how will they mitigate channel conflict?



Straightening Things Out

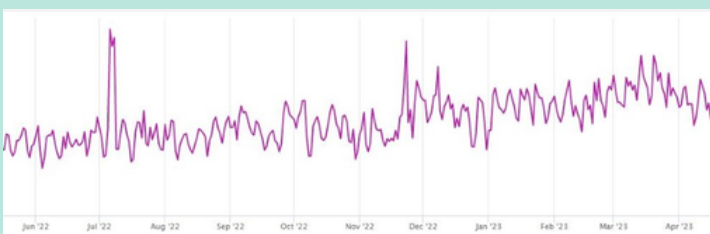
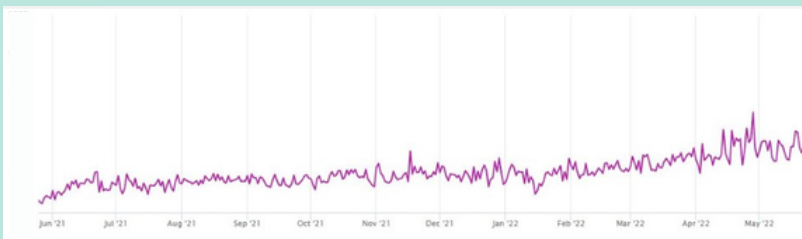
What Enceiba found was eye opening. First, we interviewed B2B buyers in the healthcare industry as well as key people working in the healthcare sector for Amazon Business. We found that many healthcare and dental professionals were shifting their buying habits. Amazon was becoming a central place for research and purchase of products in AO's categories, particularly for components and consumables (such as elastics). Enceiba uncovered that Amazon Business was selling more than \$2 billion in medical and dental supplies per year, a remarkable and surprising number. Amazon had evolved to a true dental products distributor and retailer.

In addition to B2B volumes, Enceiba found an enormous volume of non-Class 2 products being sold to consumers. This led to the identification of a number of adjacent product categories that were identified as opportunities for the Company, including toothpaste, whitening rinses, elastics, and pain relief products.

Lastly, Enceiba identified a number of unwanted resellers offering AO products on Amazon, which were degrading product content, brand presence, and retail pricing on the channel. To address these issues, Enceiba developed a strategy for removing these opportunistic sellers while safeguarding the brand and mitigating channel conflict.

All of this added up to a diversified assortment strategy for Amazon, where AO could sell differentiated B2B and B2C products lines to both licensed medical professionals and consumers. AO's Amazon opportunity was significant and there were paths to create a world class presence on the channel while mitigating channel conflict.

Traffic Analysis: June 2021 to May 2023



Enceiba. (2023). Traffic By Month June 2021 thru May 2023.

During the period from June 2021 to May 2023, American Ortho experienced a significant spike in overall traffic to their Amazon site. This surge in traffic holds promising potential as it is expected to translate into substantial sales growth. The increased visibility and engagement on their Amazon page indicate a growing interest in the company's offerings, which bodes well for their future sales performance.



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Reaching B2B and B2C Buyers to Maximize Performance and Profits

By implementing the recommended approach, Amazon quickly became American Orthodontics' fastest growing sales channel, connecting them with a wide range of B2C customers and allowing orthodontists and dentists to refer patients to purchase their products on the platform for the first time ever.

At the same time, AO seized the opportunity to benefit from Amazon's expanding B2B selling channel. By utilizing Amazon Business, they differentiated their B2C and B2B products, allowing licensed medical professionals to conveniently purchase AO's Class 2 products in bulk or individually, ensuring quick delivery.

American Orthodontics expanded their product offerings on Amazon by acquiring another manufacturer, enabling them to sell OTC pain relief products like Gishy Goo™, which became their best-selling item on the platform.

Enceiba's recommended Amazon channel strategy established AO as the exclusive seller, eliminating unwanted resellers and positioning them as the marketplace authority.

Importantly, AO achieved success on Amazon while maintaining strong relationships with traditional distributors. They controlled retail prices on the platform, generating substantial revenue and profit margins without undermining distributors. B2B buyers could still purchase in bulk through their distributor connections, ensuring the growth of AO's traditional sales channels.

By implementing Enceiba's Amazon strategy, American Orthodontics achieved significant sales growth, captured new customers, and effectively managed channel conflicts, benefiting both their B2B and B2C operations.



American Orthodontics leveraged B2B selling to set themselves apart while catering to licensed professionals.



Enceiba's recommended strategy made AO the exclusive seller, establishing them as the authority, eliminating unwanted resellers, and ensuring control over pricing.

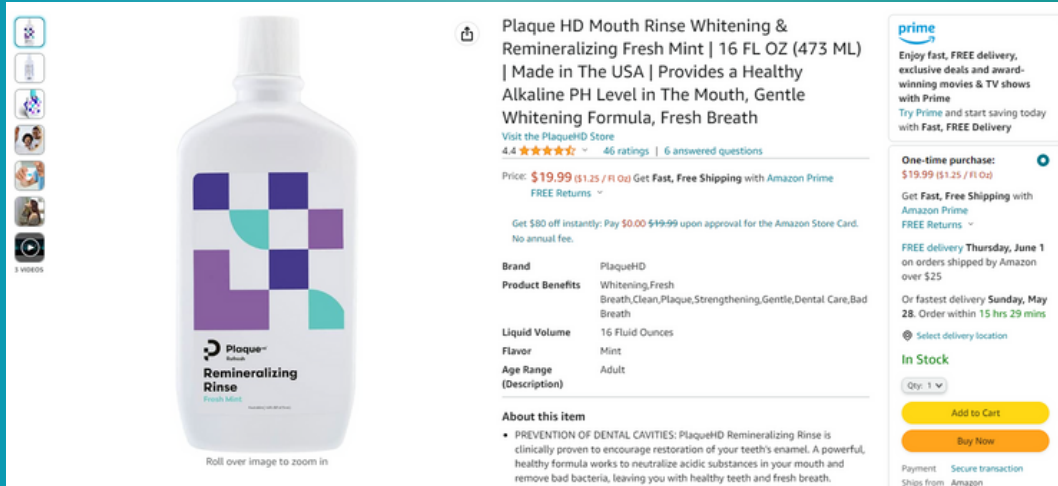


AO achieved Amazon success without compromising distributor relationships by controlling retail prices and generating substantial revenue without undercutting distributors.



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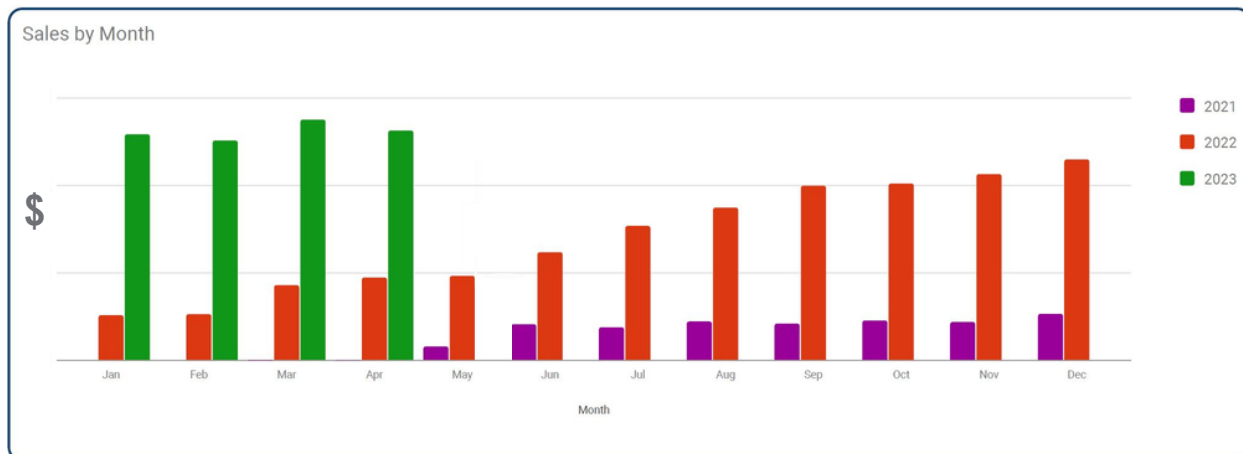
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Amazon A+ Content Created by Enceiba

- Prime Feature
- Amazon Buy Box
- Exemplary Showcase of Proper Images & Captions in Action

Sales Comparison: Analyzing Performance Across 2021, 2022, and 2023



Enceiba. (2023). Amazon Sales by Month 2021 vs 2022 vs 2023.

Enceiba played a vital role in driving remarkable growth for American Ortho's Amazon pages, leading to significant sales expansion. Through their expertise and strategies, Enceiba enabled American Ortho to overcome Amazon-related challenges and achieve outstanding sales results. If you are experiencing frustration with your Amazon presence, we encourage you to reach out to us for a complimentary 30-minute Amazon assessment, where we can evaluate your situation and provide valuable insights.

Amazon frustration?
Let's talk strategy.



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NOT ON AMAZON? YOUR COMPETITORS ARE.