

# Selling in a Dynamic Healthcare Environment

## Transforming Your Strategy to Thrive in the Midst of Disruption

### 4 Megatrends Creating a Vastly Different Business Climate

1. A relentless drive to contain costs
2. New players changing the competitive landscape
3. Acceleration of M&A
4. Patients as value-conscious consumers

– Deloitte

“Most of the leading health systems in the country are setting ambitious targets and rightfully embarking on a ruthless search for unnecessary complexity, fragmentation, and waste.”

– PwC 2015 Healthcare Trends

*“When an industry faces disruption, companies often fail to appreciate quickly enough the nature, extent, and velocity of the changes taking place.”*

– McKinsey & Co.

Greater price pressure, increased regulations, shifting consumer demands, heightened scrutiny, changing payer and delivery systems, new reimbursement models, technology advancements...

Most industries today are dealing with change, but even within that context, the volatility and complexities within the world of healthcare stand out. In this dynamic landscape, marked by rapid business model transformation and seismic cultural shifts, “business as usual” simply doesn’t exist for most medical device, diagnostic and pharma/biotech companies.

If you’re selling in this environment, it’s a good bet that you’re dealing with a new, broader coalition of stakeholders—and along with it, new

decision-making protocols, priorities and mindsets about what's most important. Consolidation is affecting not just your customers but also your own business, intensifying competitive pressures and creating new demands on internal collaboration.

Healthcare, as a whole, is changing at a tremendous pace and at a near-constant rate. To thrive, organizations, their leaders and their sales teams have to be able to transform along with it. For sales representatives, it will require a fundamental shift in the way they interact with customers and collaborate with their teams.

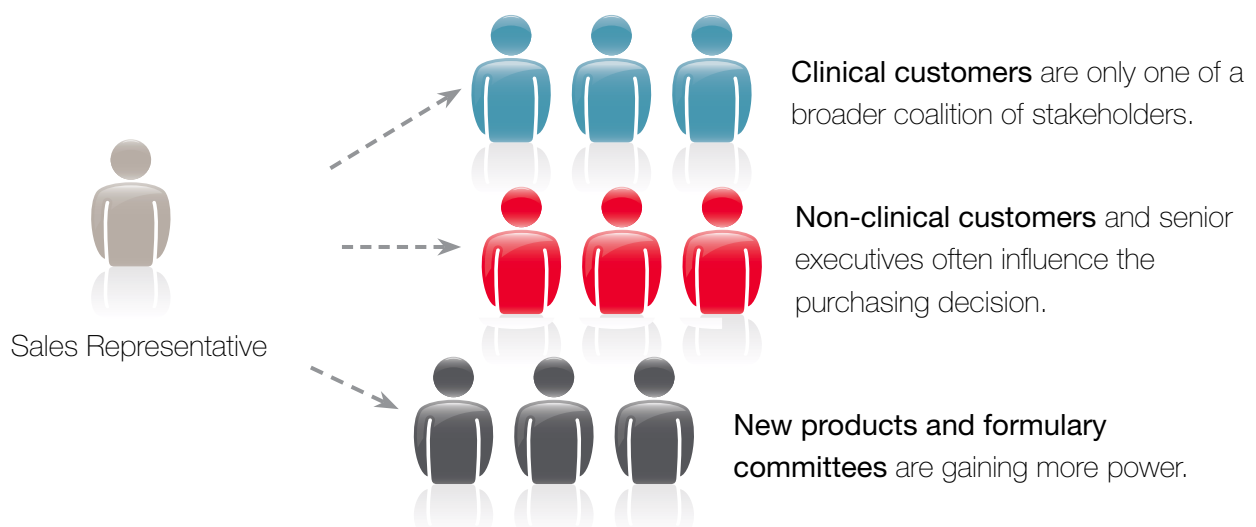
### Selling Value to a Broader Decision-Making Network

Most successful salespeople got that way by developing strong relationships with clinical stakeholders. Because clinical stakeholders typically had primary decision-making authority, once they agreed to use a particular product, the deal was essentially done. The clinical stakeholder would usually then let Purchasing know that the decision had been made.



This is a model many salespeople were trained on and became very comfortable with. They were able to build successful businesses on the strength of these clinical stakeholder relationships. But with the proliferation of integrated delivery networks, the clinical stakeholder no longer holds all the decision-making cards.

Today decisions are influenced by several other factors:



*"MedTech companies will need to convince providers that they are partners committed to solving their problems as opposed to simply looking for ways to sell them more things."*

*– MedTech Industry Needs to Build Trust  
With Hospitals, MD+DI*

### Customer decision-making is also influenced by:

- Ongoing regulatory and policy changes that affect their processes and other internal requirements
- A desire to centralize suppliers and work with fewer vendors
- Increased demands from patients in an era of consumer-driven healthcare

With all of these disparate stakeholders and variables involved, now more than ever, salespeople have to be agile, confident and focused on delivering the value each customer cares about. Whether it's the senior executive's concerns about strategic goals and initiatives, the non-clinical customer's focus on greater efficiencies, or the clinical customer's emphasis on patient outcomes, all are important to the buying decision. The opportunity for the salesperson lies in being able to communicate value based on each customer's priority goals.

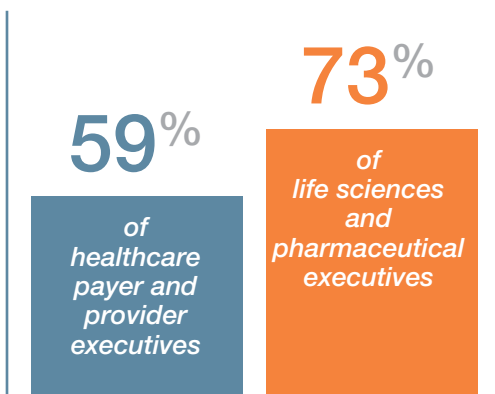
In spite of all these changes, most customers agree on one thing: They want to deliver high-value, high-quality care that produces the best patient outcomes at a reasonable cost.

### Consolidation Raises the Stakes on Internal Collaboration

As healthcare suppliers consolidate, teams with different backgrounds, knowledge and processes will need to collaborate to meet complex customer demands.

Without a common language and value-based sales process to create the necessary alignment for these teams to work together productively, organizations will face an uphill battle trying to compete, hit revenue goals and stay viable in this challenging environment.

As the dust settles, it's likely that there will be fewer competitors in the market. Those that survive will rely on salespeople who are committed to forging strong partnerships internally with a wide range of stakeholders.



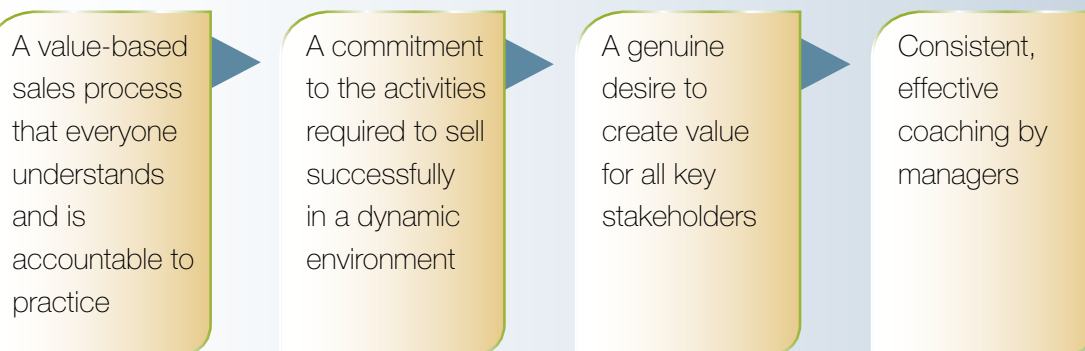
Percentages of respondents that believe new business models will profoundly impact their respective industries

*– Digital reinvention:  
Preparing for a very different tomorrow,  
IBM Institute for Business Value*

As a recent Accenture Life Sciences report put it:

“This [new environment] requires the sales organization to work with marketing and other functional areas to develop tools, services and programs that stakeholders notice and value. Coordination and collaboration among sales resources and between sales and non-sales functions are critical.”

### Essential elements for productive, successful sales teams:



### Selling in a Dynamic Environment: An Action Plan

Old ways of doing things can't propel your organization ahead in a world marked by constant change and increasing complexity. Transform your approach to meet the realities of this dynamic environment:

1. Create clarity, don't add to the complexity: Help salespeople think strategically and sell value beyond product.
2. Align the sales process with what customers want: A value-based sales process will help sales representatives approach selling in a highly consultative way.
3. Help salespeople make every conversation count: Sales representatives must quickly engage their customers, understand their needs and position their products and services appropriately.

*"As the medtech industry faces the very real market challenges of addressing costs and a shifting buyer, an increased focus on sales managers is critical. Placing sales managers at the center of sales effectiveness can improve sales performance."*

*– MD + DI Medical Device and  
Diagnostics Industry*

4. Reinforce the attitudes, values and beliefs that drive change: Ultimately, a salesperson's ability to change may hinge on emotional aspects of performance, like actions, feelings and behaviors. Sales managers will likely need to spend more time coaching beliefs and attitudes.
5. Make sales managers a key part of the strategy: There's a good chance many of today's sales managers built their own successes by selling in a different way than today's environment demands. That means they may need additional development to be able to effectively coach and support their teams going forward

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