DISCLAIMER

This material is based upon work by Hamilton Consulting Group (HCG) for its client Med Dev Company. Any opinions, findings, conclusions, or recommendations are those of the authors and do not reflect the views of Med Dev Company, its employees, or its administration.
CLIENT PROFILE

Mid-size medical device manufacturer with 30 years in the industry

Smaller than competitors, but possesses promising proprietary tech

Comprised of peripheral vascular, vascular access, and oncology products

Needs to align marketing and sales strategies and find identity after several mergers

Revenue:
- 90% from large customers
- 10% from small customers
INTRODUCTION

Scope of Work

Project Limitations

Opportunities
INTRODUCTION: SCOPE OF WORK

- Assess benefits and risks
- Identify sales process for large and small customers
- Analyze competitors’ ecommerce platforms
- Review product offerings and assess ecommerce viability
INTRODUCTION: PROJECT LIMITATIONS

- Ill-advised to create functioning ecommerce site
- Competitors’ sites not accessible to general public
INTRODUCTION: PROJECT LIMITATIONS

- Ill-advised to create functioning ecommerce site
- Competitors’ sites not accessible to general public

- Considerable legal concern over the creation of a functioning, or even non-functioning, ecommerce site
- The idea that this exists somewhere on the internet, possibly without intention of going live, is worrisome
- Work-around: Study and analyze similar sites
INTRODUCTION: PROJECT LIMITATIONS

Ill-advised to create functioning ecommerce site

Competitors’ sites not accessible to general public

- Only current customers can see competitors’ ecommerce sites
- There is a good amount of information available on competitor sites about their ecommerce portals
- Work-around: Use available information to draw conclusions about sites
INTRODUCTION: OPPORTUNITIES

- Increased efficiency in customer orders
- Less human error
- More free time for reps to foster other relationships
- Potentially eliminate price negotiations
- Increased customer satisfaction
FINDINGS
**FINDINGS: RISKS**

- Negative user experience
- Poor or confusing design
- Perceived negative impact on sales team
- Project follow-through and future maintenance
- Creation of ecommerce team
FINDINGS: RISKS – CREATING AN ECOMMERCE TEAM

- **Director of Ecommerce Strategy**
  - Leader of Ecommerce Team
  - Minimum 10 years experience
  - Healthcare, pharma, med device industry knowledge essential

- **Sr. Web Developer**
  - Manages ecommerce site’s back end
  - Minimum 5-7 years experience
  - Expert in HTML, CSS, and other web coding languages/programs

- **Data Specialist**
  - Analyzes data retrieved by ecommerce site
  - 2-4 years experience in data management
  - Works closely with marketing team to identify and capitalize on data trends

- **Content Specialist**
  - Updates and manages front end content
  - 2-4 years experience in copywriting/content editing
  - Works closely with marketing team to coordinate content updates and product listings
FINDINGS: BENEFITS

71% of B2B buyers prefer to conduct their own online research before contacting a sales rep*

FINDINGS: BENEFITS

- Tech executives agree that ecommerce is here to stay*
- Customers *want* an ecommerce experience

- Orders are processed faster
- Fewer mistakes from manual data entry
- Customers can do their own research about products
- Sales reps can access customer data
- More free time for sales reps to develop relationships with new customer

Price transparency
- Elimination of aggressive negotiation
- Remove the hassle for the customer and sales rep

Ecommerce is the preferred method of purchase

Increased efficiencies on all fronts

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*CIO, “Why Digital Is a More Ethical Sales Tool”, 2017
FINDINGS: CURRENT SALES PROCESS – LARGE CUSTOMER

- Product demo/trial
- Several follow-up meetings to discuss results
- Price negotiation
- Final decision from customer

- If purchased, sales rep works with admin. to add product in hospital SCM system
- Subsequent orders made automatically via SCM system
- Relationship with customer maintained by frequent check-ins from sales rep
FINDINGS: CURRENT SALES PROCESS – SMALL CUSTOMER

Product demo/trial → Several follow-up meetings to discuss results → Price negotiation → Final decision from customer

If purchased, customer places order by phone, email, or fax to sales rep → Sales rep forwards order to Med Dev Company customer service dept. → Relationship with customer is maintained by frequent check-ins from sales rep → Repeat steps 5, 6, and 7 for remainder of relationship with customer

*Steps in gray can potentially be eliminated with the introduction of ecommerce
FINDINGS: SALES PROCESS – SMALL CUSTOMER W/ ECOMMERCE

Product demo/trial → Several follow-up meetings to discuss results → Final decision from customer

Customer submits product order online → Relationship with customer is maintained by frequent check-ins from sales rep
FINDINGS: CURRENT COMPETITOR ANALYSIS

Competitors Analyzed: Bard, Cook, Boston Scientific
- All three companies are multi-billion dollar businesses, much larger than Med Dev Company
- Analyzed on information made available to the general public via their websites

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Embrace this highly-desired modern convenience
Competitor and market analysis shows that customers will use ecommerce sites
Realize efficiencies across the board: sales, marketing, customer service, finance

Go “all in” — don’t hold back!
Avoid temptation to run parallel systems; push reps and customers to ecommerce system
Complete and thorough move to ecommerce will help ensure success of the platform
CIO, “Why Digital Is a More Ethical Sales Tool”, 2017
Competitor information retrieved from:
Icons made by Freepik, Dave Gandy, ProSymbols, SmashIcons, and Gregor Cresnar at flaticon.com