

# BCE's MedTech Commercial Differentiators Framework

*Positioning for go-to-market success and core-market growth*

***Over 50% of MedTech launches fail to meet expectations –This drives ongoing commercial challenges but also provides opportunity to build sustainable differentiation.***

# How should you think about your customers?

Understanding how customers generate brand loyalty & trust influences the importance of commercial differentiators

## CUSTOMER PROFILES

*What are the different customer profiles?*



## PRACTICE PRIORITIES

*What does success look like?*

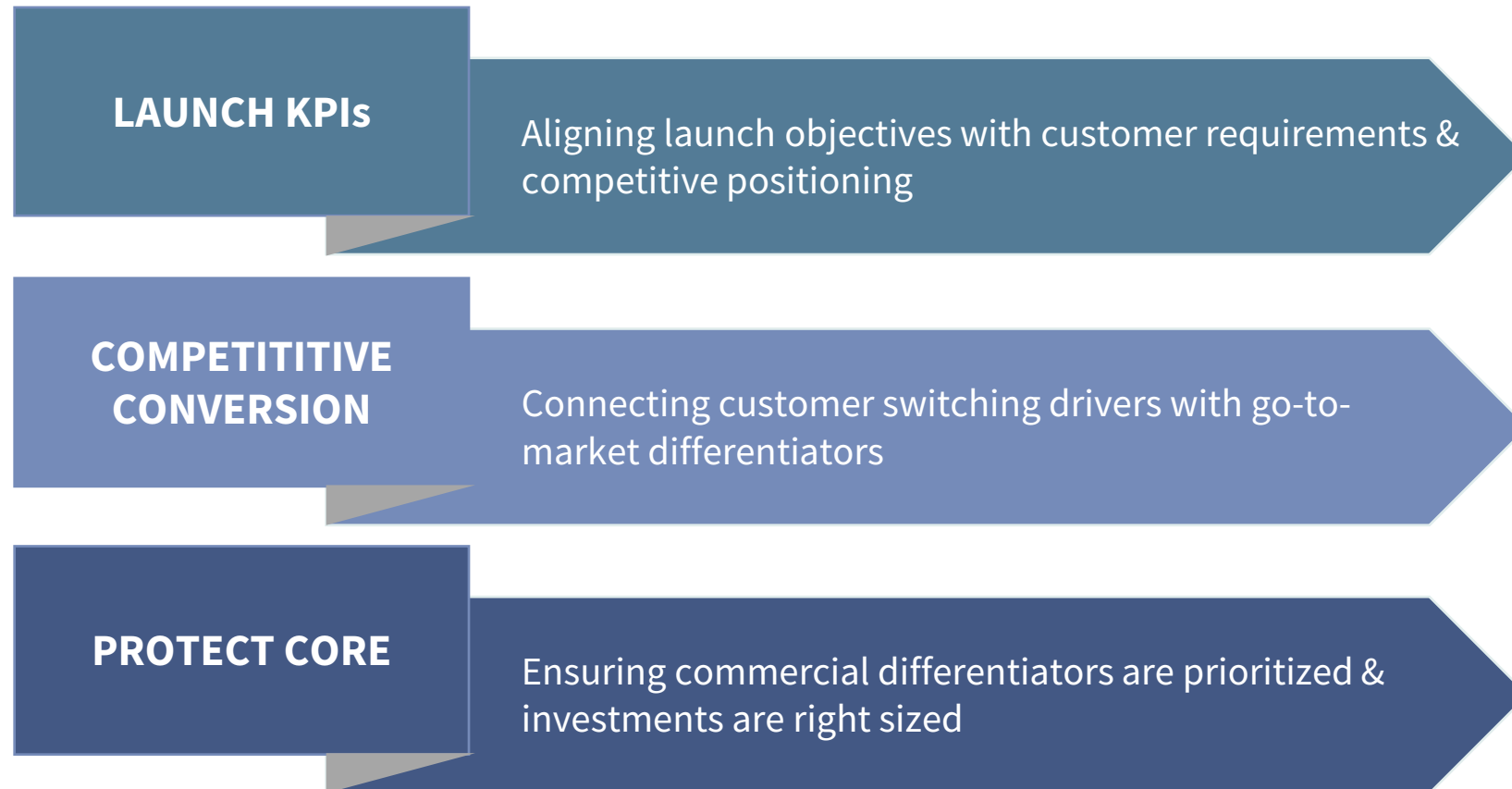


## VENDOR INFLUENCE

*How can vendors support this success?*

# What defines commercialization success?

Capturing launch or commercial objectives is the foundation to prioritize go-to-market efforts & investment



*Success factors will vary based on position in a competitive vs. a new or emerging market.*

# What builds commercial differentiation?

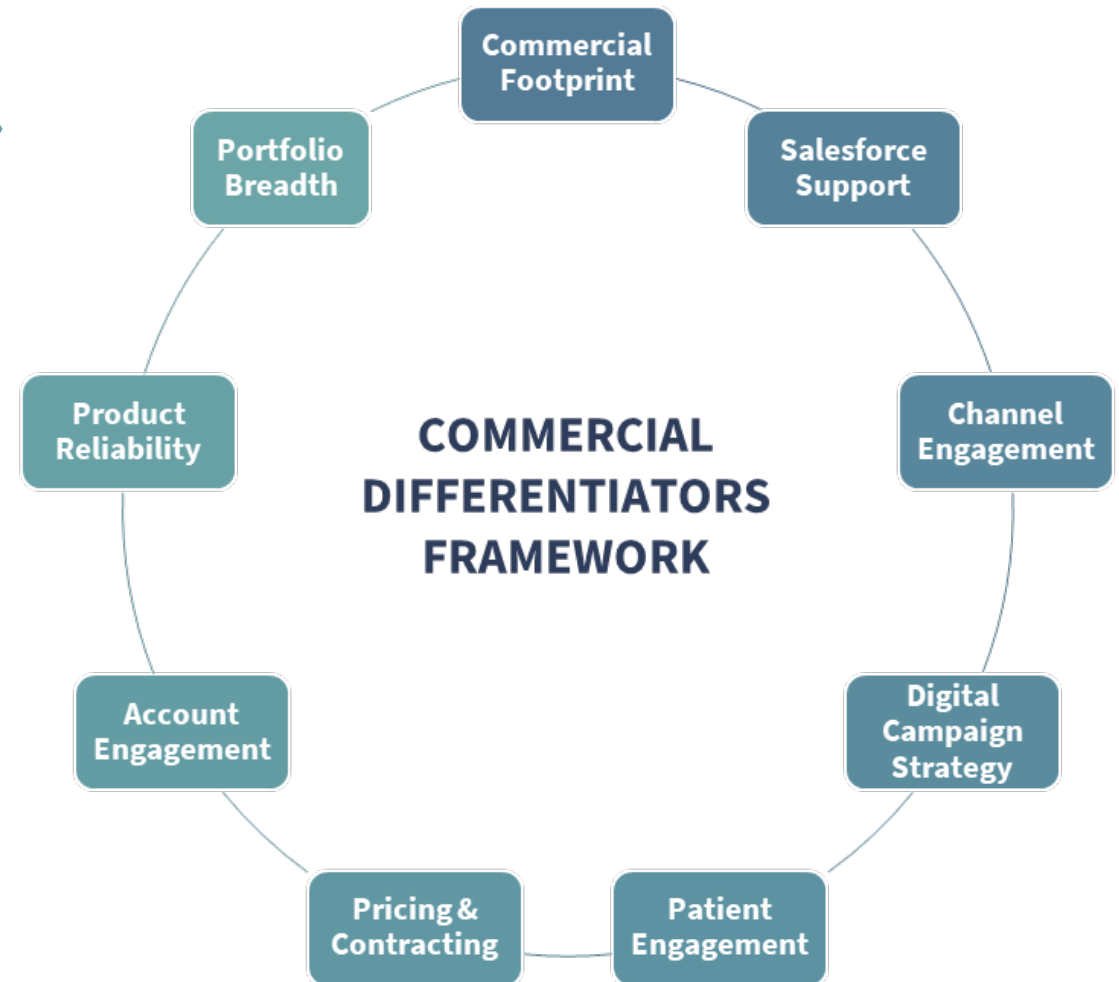
An initial assessment captures what commercial activities customers value, how they assess effectiveness, and their relative importance

## WHAT IS IMPORTANT TO CUSTOMERS?

*What commercial factors build customer loyalty?*

*What does 'good' look like for each factor?*

*How important is each factor?*



# How do you and your competitors perform?

Next competitors are benchmarked against these commercial activities and compared to how you perform

## HOW DO YOU PERFORM?

*What do customers expect?*

*How do you think you perform against each factor?*

*How do customers believe you perform against each factor?*

*How do your core competitors perform?*

	ACCOUNT ENGAGEMENT	PRODUCT RELIABILITY	SALESFORCE SUPPORT	PORTFOLIO BREADTH	COMMERCIAL FOOTPRINT	PRICING & CONTRACTING STRATEGY	PATIENT ENGAGEMENT	CHANNEL ENGAGEMENT	DIGITAL CAMPAIGN STRATEGY	TOTAL
<b>Weighting</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>15%</b>	<b>14%</b>	<b>8%</b>	<b>5%</b>	<b>5%</b>	<b>2%</b>	
<b>Competitor A</b>	●	◐	●	●	●	●	◐	●	◐	<b>92%</b>
<b>Competitor B</b>	◐	◐	◐	◐	◐	◐	◐	◐	◐	<b>60%</b>
<b>Competitor C</b>	◐	◐*	◐	◐	◐	◐	◐	◐	◐	<b>51%</b>

# Where should you prioritize investment?

Finally, goals, customer priorities, and opportunities are collided to concentrate effort with maximum impact & return

## WHERE SHOULD YOU INVEST?

*Where can you invest to build differentiation?*

*What strategies are actionable?*

*What is necessary to improve to protect accounts? Convert accounts?*

*Where can you decrease focus?*

DIFFERENTIATOR	ACTION	IMPACT	ACTIONABILITY	RELEVANT CUSTOMERS
COMMERCIAL FOOTPRINT				Defined customer Profiles Defend – Grow – Convert
SALESFORCE SUPPORT				
CHANNEL ENGAGEMENT				
DIGITAL CAMPAIGN				
PATIENT ENGAGEMENT		High Medium Low	High Medium Low	
PRICING & CONTRACTING				
ACCOUNT ENGAGEMENT				
PRODUCT RELIABILITY				
PORTFOLIO BREADTH				

# Where can BCE support?

BCE broadens our clients' commercial effectiveness by generating actionable focus based on internal & market-facing realities



# BCE healthcare & life sciences team

BCE's healthcare and life sciences sector leaders are integral to our project delivery process – we drive engagement scoping, research and work plan development, synthesis and analysis, and strategy development



**RICHARD CRUMB, MANAGING PARTNER** 

Richard Crumb is a co-founder and senior partner of BCE Consulting based in Menlo Park, CA. He has more than 19 years of experience supporting clients on a range of growth and operational programs. In over 700 projects, he has helped clients develop corporate and business unit strategy, evaluate adjacent markets and whitespaces, evolve business and commercial models, and supported in a variety of transaction-related activities.

Richard is responsible for leading BCE's Healthcare & Consumer division and serves as BCE's managing partner. He holds an MBA from the University of Michigan Ross School of Business and a BA from Middlebury College.



**LIZZIE SCHAEPPPI, PRINCIPAL** 

Lizzie Schaeppi is a Principal in BCE Consulting's Healthcare and Consumer division based in the Twin Cities. Prior to joining BCE, Lizzie spent time in marketing (upstream & downstream) and strategy roles at Medtronic and Boston Scientific with a focus primarily in the Cardiovascular space, including peripheral vascular, cardiac rhythm, structural heart, and LAAC. Most recently, she led competitive, clinical, and implanter marketing for the WATCHMAN division at Boston Scientific.

She has extensive experience in product commercialization, value-based healthcare, market development, and pricing strategy. In addition, she brings five years of management consulting experience, working with clients across several industry verticals. Lizzie holds an MBA from the Tuck School of Business at Dartmouth and a BA from Middlebury College.



**WALT SHEPARD, PARTNER** 

Walt Shepard is a partner at BCE Consulting and is deputy of the firm's Healthcare & Consumer Division. Walt leads the firm's quantitative research and insights team. Walt applies expertise in customer and consumer research to support healthcare clients better understand the needs and opportunities in the markets they serve. Most recently, Walt led a group of teams responsible for all corporate research and customer strategy at L.L.Bean, an IR 500 Top-35 retailer. In this position Walt was responsible for developing and maintaining L.L.Bean's omnichannel voice-of-customer program, leveraging customer feedback to improve the customer experience across channels and to drive continuous improvement in the product development process. Additionally, Walt led the development of L.L.Bean's overall customer strategy and was responsible for developing brand and customer insights to guide customer acquisition efforts.



**ELEANOR HARLAN, MANAGER** 

Eleanor Harlan is a manager assigned to BCE's Healthcare and Consumer division. In this role, she supports business development, engagement management, insights generation, and thought leadership. Ellie graduated from Colby College with a bachelor's degree in Government and a concentration in Middle Eastern politics.



**CALEB KERN, MANAGER** 

Caleb Kern is a manager within BCE's Healthcare and Consumer division, supporting business development, project delivery, and thought leadership. Prior to this role, he served as BCE's Chief of Staff. Caleb received his BA from Colby College.