

Med Device Customer Needs Assessment Case Study



Global medical products brand defines core customer needs for product and strategy development

Background and Objectives

BCE's client had conducted more than 25 previous studies to understand customer and market dynamics in one of its core business segments. Despite the volume of previous research, the client was still missing a clear set of customer and market insights. As a result, BCE's client could not move forward developing effective product development and selling strategies to meet growth objectives. BCE's core mission during this engagement was to help create an overarching set of insights from previous research, identify gaps in the existing insights/analysis, and then fill those gaps with the appropriate scope and methodology.

Approach

BCE began the engagement by rapidly auditing, reviewing, and reorganizing data from the ~25 existing customer and market studies. The purpose of this phase was to assess each document in terms of quality and thoroughness. Having reviewed each report with this goal in mind, BCE was able to create a single view of what the client "did and did not know" about this core customer set and market. In creating this view, BCE was able to identify key knowledge gaps within the client's business – a clear understanding of customer needs was a critical knowledge gap that emerged from this initial phase of work.

Having discovered this insight, BCE then recommended a deeper quantitative analysis of existing and prospective customers (clinical users and administrative buyers) to assess core needs today and areas of unmet needs going forward. BCE designed, deployed, and analyzed a custom survey to these customer audiences across the U.S. leveraging its in-house survey capabilities. Working with the client team, BCE executed this survey and the corresponding analysis over the course of three weeks. Key elements of the analysis included:

- Awareness of client and competitor product solutions in the market
- Uses and preferences surrounding these product options
- Stated versus derived importance of key customer needs
- Satisfaction with existing products' ability to meet those needs today

BCE also evaluated these results by looking at differences in survey results by customer type, care site, and other key customer demographic data (age, tenure, etc.) to derive tactical/actionable next steps for the client.

Recommendations

BCE recommended a series of product development and customer education next steps as a result of findings from this study, as well as five areas of additional investigation. Product development next steps centered on core feature enhancements and additional compatibility with near adjacent products. Customer education and training recommendations were focused on expanding awareness and comfort using core clients devices in adjacent use cases (to meet critical customer needs and also expand client volume opportunity).

Audit Findings		
Strategies	Data Gaps Identified	Recommended Approach to Gap Filling
Increase Penetration of Existing Market	- Total market size - Growth subsegments within hospital	- Bottom up sizing of market and pen rate
	- Opportunities to maximize the value of training and customer engagement	- VOC research with key clinical staff
Expand Addressable Market	- Unmet needs among non-adopters - New applications for the core technology concept	- VOC research with key decision-makers in non-adopting HCPs
	- Opportunity for international expansion and market development	- VOC research and needs analysis - Top-down market sizing and market prioritization
Defend Against Share Erosion	- Competitive offerings - Future technologies or developments	- Competitive analysis and review of emerging technologies

