



Excelling in Medtech Sales

Why the convergence of data
and sales behaviour change is
essential for future success



Sales leaders are increasingly embracing new, creative commercial models in order to succeed. Choosing a validated selling methodology to help capture and convey their value is vital.

Global Sales Director, Medical Device Company



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1.0 Introduction

In the highly competitive and constantly evolving medtech market, data have become an invaluable pillar of companies' sales models and are especially powerful when coupled with a proven behaviour driven sales methodology. As healthcare data become more readily available, collectable and manageable, medtech sales professionals are evolving their strategies and tactics by incorporating relevant data into their workflow and preparatory work.

This is especially pertinent considering the global medtech market landscape is currently undergoing significant changes that present sales professionals with immense challenges, rendering data and strategic sales planning increasingly vital. For example, the ongoing transition of healthcare systems toward value-based models, which heightens the importance of outcomes-based pricing and strengthens the influence of group purchasing organisations (GPO). In addition, changes to the European regulatory landscape with its transition to the Medical Device Regulation, will need to be met with a greater understanding of the people and constraints that drive purchasing decisions.

This paper highlights solutions that enable businesses to bolster their sales methods by using insights derived from data—such as patient populations, hospital-level procedure volumes and physician preference data—and employing them within a proven sales and negotiation framework. This framework will enable sales professionals to

understand the psychology of decision making and have longer, customer-focused, value-driven consultative sales conversations.

To do so, the paper will first review the importance of utilising a behaviour driven sales methodology, which will be followed by a case study illustrating how data can inform sales strategies in the medtech industry. Finally, the paper will shed light on how the convergence of a sales approach based on behaviour change and market-specific data solutions can better enable sales professionals to effectively pursue their medtech customers in an increasingly value-based and data-driven healthcare market.



2.0 The value of a behaviour driven sales methodology

It is important to note that, despite advancements in data availability and analysis, the fundamentals of selling—that is, the need to help customers understand the value in what is being sold and that the seller can provide what is needed—remain unchanged universally. The most successful salespeople are able to uncover potential value and opportunities by relying on a proven sales methodology founded in behaviour analysis.

This kind of sales approach is centred around altering sales professionals' behaviour and strategies to foster a skillset that efficiently elicits a better understanding of a customers' specific needs, pain points, and decision making criteria.

2.1 How a behaviour driven sales methodology works

Behaviour driven sales methodologies rely on the fundamental psychology of decision making to equip sales professionals with a framework that can reveal business needs and opportunities among targeted customers and can influence various members of a decision-making unit.

Successful sales professionals plan how organisations make complex buying decisions, evaluate their competitive position and potential risks using the same techniques as the customer, and then use that analysis to differentiate their solution to resolve customers' concerns.

Gaining a deep understanding of a prospective or existing customer's business, their needs and the context of a sale are important. Having the relevant data to expediate this understanding and to become more knowledgeable, prepared and relatable to the customer from the start can enhance conversations around customer needs and shorten the time it takes to either qualify out a customer or to close a sale.

The case study presented later in this paper explored one such methodology in more detail and explains how the sales professional would apply this skillset and what these behaviours may look like in conversation with an interventional cardiologist.

2.2 How data can inform a behaviour driven sales methodology

In addition to developing a robust sales methodology, medtech sales professionals are increasingly using data to evaluate how their companies approach sales opportunities and how their methods can be improved by identifying potential target customers and uncovering specific needs.

The information below presents some possible outcomes of using data to inform sales strategies, some of which will be discussed in more detail throughout this paper:

Data-derived information

- Compare opportunities across countries or regions
- Validate assumptions about territories
- Determine which businesses are under-resourced.

Data-driven capabilities

- Plan effective product launches
- Engage in meaningful consultative sales calls
- Manage major sales opportunities confidently.

Ultimately, access to the right kind of data at the appropriate stage in the sales process can make the difference between closing or advancing an opportunity or losing the prospect's attention and interest; this is particularly the case in Europe because access to high-quality data that is accurate, comprehensive and based on a sound methodology is lacking across the region. The case study presented will elaborate on the benefits of using treatment volume data and will explain the advantages afforded by the use of physician preference and health economics data in more detail.

Key takeaways

A behaviour driven sales methodology allows sales professionals to **make the complex simple.**

-
- Develop a skillset that will give you a better understanding of customers' specific needs, pain points, and decision-making processes
 - Uncover potential business needs and opportunities
 - Influence various members of a decision-making unit
 - Plan for how organisations make complex buying decisions, that will enhance your sales conversations.

Data, insights can enhance behaviour driven sales by **doing the right things at the right time for the right people.**

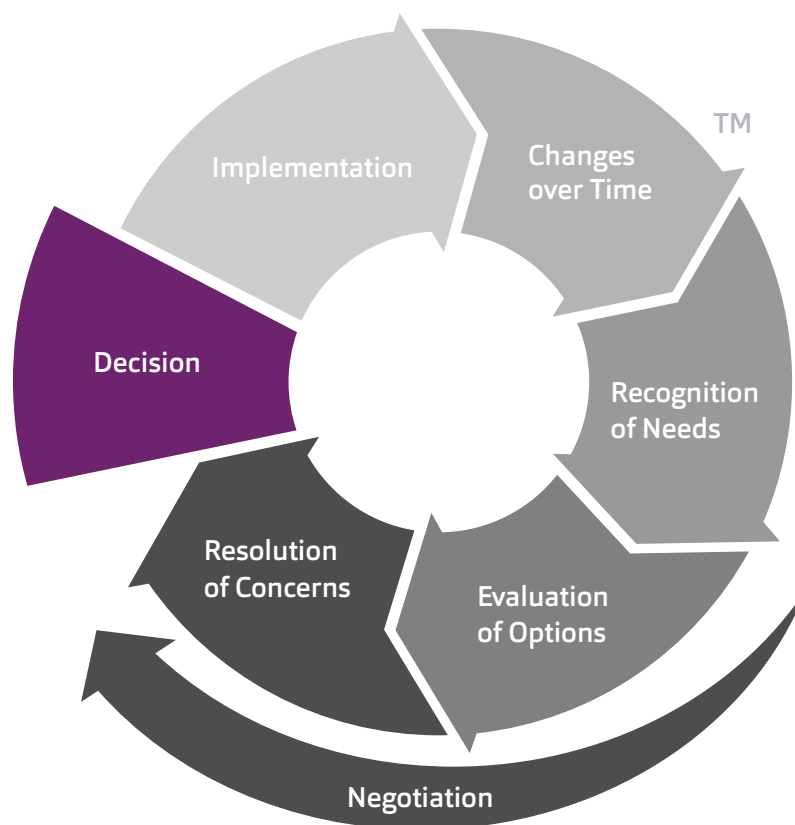
-
- Inform sales professionals on specific differences between target customers
 - Verify/disprove assumptions
 - Reveal specific customer needs and challenges, thereby enhancing sales conversations.



2.3 How to leverage data within the Buying Cycle™

Research conducted by Huthwaite shows that successful organisations align their sales activities to the way customers buy.

The Buying Cycle™ model represents the psychological stages that a customer goes through when making a complex (and/or what they perceive as important) purchasing decision. Successful sales professionals view target customers in each phase differently and adapt their behaviour and approach accordingly.



Crucially, the data and behaviour required to achieve a successful sale must continuously adapt around the Buying Cycle™, and if filtered through the fundamentals of a behaviour driven sales methodology, ensure that sales professionals are selling solutions that customers and customer segments need, not a set of features they happen to have.



Changes over Time

Description

Customer is not yet in the market to buy at all. They may be satisfied with the status quo and not actively seeking a new solution. However, forces (market, financial, or other, both inside and outside the organisation) will eventually create a sales opportunity.

Supportive data

- Market data, including procedure volumes and pricing trends, can help companies identify future opportunities before the prospect is aware of them
- Medtech market research and disease forecasts can shed light on market and therapy trends
- Social listening helps companies keep a pulse on physician and patient concerns and ideas.

Recognition of Needs

Description

Customer becomes aware that the status quo is no longer satisfactory. In the early stages of this phase, needs are usually presented in the form of problems, difficulties, and dissatisfactions with the current situation or incumbent provider. As customer progresses through this phase, needs grow into recognition of value and a desire for change.

Supportive data

- Sales professionals equipped with data and insights can assist customers in fleshing out problems and dissatisfactions, transforming them into value-stated needs for change.

Evaluation of Options

Description

Customer actively seeks a solution by unsolicited inquiries (eg, RFPs, tendering) to the supplier market. For many sales teams, this is the point when a sale begins.

Supportive data

- Combining a systematic sales approach with data that can address the customer's needs—such as clinical evidence or health economics and outcomes research—will convey credibility and value.

Resolution of Concerns

Description

Customer's attention shifts to the downstream risks associated with any particular offer. Customer may question claims made by sales professionals and be drawn toward the perceived lowest-risk option, which can take the form of a market leader, an incumbent supplier, or the least expensive offer, regardless of quality. Sales professionals often take for granted the progress they have made leading up to this point and therefore overlook this phase because while it's an inevitable part of the psychology of decision making, it's often not an explicit part of sales conversations.

Supportive data

- Using proven sales techniques that uncover these concerns, coupled with data demonstrating product value, sales professionals can dispel the customer's doubts and unequivocally demonstrate the benefits of their solution, reaffirming it as a reliable and worthwhile option.

3.0 Case study – leveraging data solutions and a robust sales methodology to bolster sales

This case study illustrates how a robust sales methodology and relevant data solutions can enhance sales results.

Challenge	Approach	Data solution	Results
<ul style="list-style-type: none"> Expanding CardioWorld's drug-coated balloon (DCB) market share in Europe Convincing existing CardioWorld customer to switch from drug-eluting stents (DES) to DCBs 	<ul style="list-style-type: none"> Utilising data to derive strategic insights surrounding customer needs Using the SPIN® Selling methodology to articulate value-led DCB conversations with customer Identifying possible customer needs and the questions that will uncover them 	<ul style="list-style-type: none"> Relying on market and epidemiology data to refine sales targeting Utilising procedural data to derive strategic insights surrounding customer and prospect needs Altering sales approach by referring to physician preference data 	<ul style="list-style-type: none"> Sales process strengthened through the utilisation of data-driven, strategic, and tailored conversational framework Sales efforts and resources are appropriately allocated Sales meetings leave a lasting impression

Case study: CardioWorld

In this example, CardioWorld—a fictitious global medtech company that manufactures a variety of interventional cardiology devices—has recently developed a premium drug-coated balloon (DCB) used to treat coronary artery disease (CAD) that it would like to commercialise in key markets and use to win market share from its competitors. The company aims to refine the behavioural skills of its European sales force, inform its commercial decisions with regional data, and provide its sales teams with the insights derived from data to hold more audience-appropriate conversations and meetings with its customers.

Additionally, the goal of this commercialisation effort is to influence customers and decision-makers to purchase DCBs at a time when these are considered a viable competing treatment against the more commonly performed stented percutaneous coronary interventions (PCI) for CAD in Europe. In particular, clinical interest in DCBs as an alternative to drug-eluting stents (DES) as the sole treatment for small vessel disease and in-stent restenosis has been supported by multicentre randomised clinical trials^{1 2} and has been proposed in recent guidelines published by the European Society of Cardiology and European Association for Cardio-Thoracic Surgery³.

1. Baan JJ, et al. A Randomized Comparison of Paclitaxel-Eluting Balloon Versus Everolimus-Eluting Stent for the Treatment of Any In-Stent Restenosis: The DARE Trial. *JACC Cardiovascular Interventions*. 2017;11(3):275–283.

2. Jeger RV, et al. Drug-coated balloons for small coronary artery disease (BASKET-SMALL 2): an open-label randomized non-inferiority trial. *The Lancet*. 2018;392(10150):849–856.

3. Neumann FJ, et al. 2018 ESC/EACTS Guidelines on myocardial revascularization. *European Heart Journal*. 2019;40(2):87–165.

Using market and epidemiology data to improve sales targeting

Given the favorable dynamics in the CAD treatment market, CardioWorld wanted to understand which hospitals in Europe presented the best opportunities to focus its sales efforts on. Separately, CardioWorld had already acquired market forecasts and CAD patient estimates, which the company's sales leadership used to decide that Germany would be the first country in Europe to roll out its data-driven sales methodology because it had the largest patient population and annual volume of stented PCI procedures.

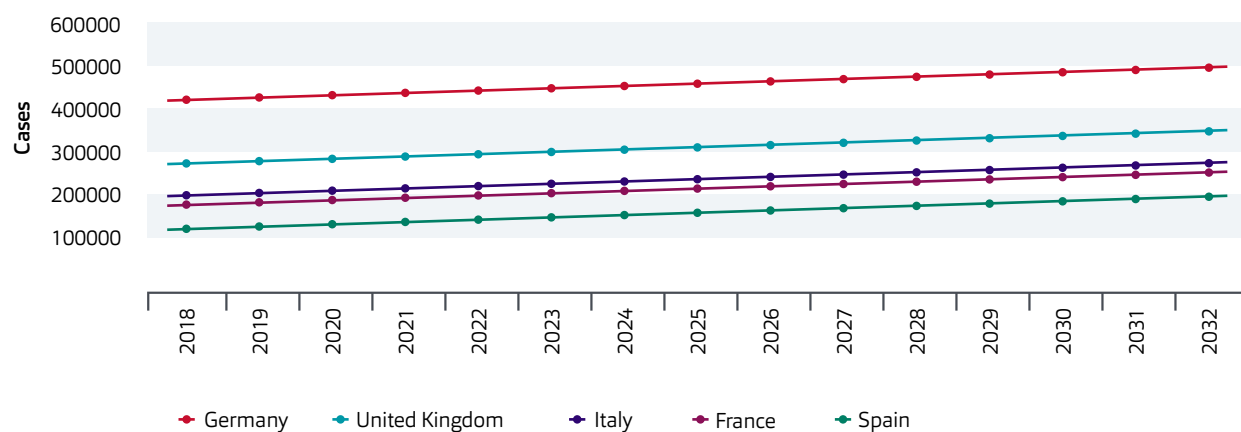


Figure 1. Diagnosed incident cases of coronary artery disease in major European countries. Source: Decision Resources Group, 2019

Country	2017	2018	2019	2020	2021	2022	2023	2024	CAGR*
France	83,100	85,500	87,800	90,100	92,400	94,700	96,800	99,000	2.5%
Germany	239,700	241,800	243,900	245,900	247,900	249,900	251,800	253,600	0.8%
Italy	124,000	126,100	128,100	130,100	132,100	134,100	135,900	137,700	1.5%
Spain	39,000	39,900	40,800	41,600	42,400	43,200	44,000	44,800	2.0%
United Kingdom	86,200	88,000	89,700	91,400	93,100	94,700	96,400	97,900	1.8%

Figure 2. Stented PCI procedure volumes in major European countries. Source: Decision Resources Group, 2018.

*Compound annual growth rate

Commercial targeting solutions: procedural data

For Germany, CardioWorld paired annual PCI procedure volumes with its unit sales of stents used during PCIs at each hospital to calculate its market share at each facility. By plotting this on a graph (Figure 3), the company was able to clearly see the remaining opportunity presented by a hospital depending on where it lay on the graph.

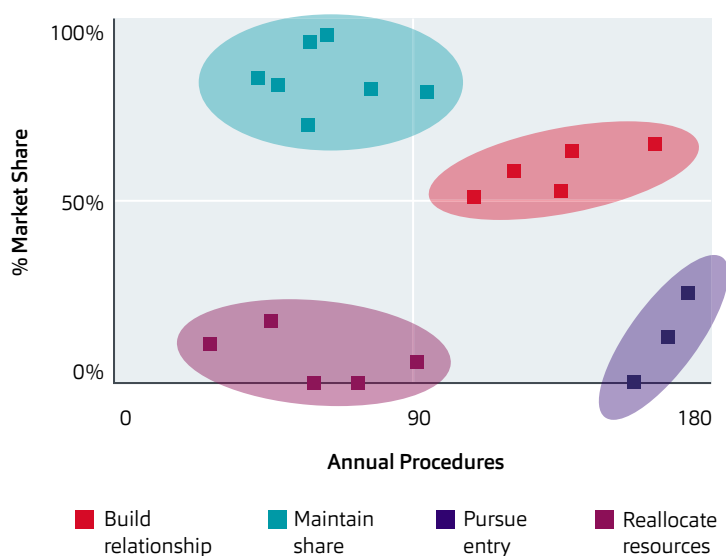


Figure 3. Opportunity matrix of select hospitals in Germany. The market share at each hospital is calculated by dividing the company's annual PCI stent sales by the annual PCI procedure volumes (from Procedure Finder) for each account.

The opportunity matrix consists of four quadrants, each representing a different combination of annual procedure volumes and current market share. Customers in each quadrant require different sales strategies and tactics in order to be effectively engaged and influenced. Below, examples of the information that can be derived from relevant data in each quadrant are reviewed, along with the strategies that can be derived from such information.

The value of such an opportunity matrix allows CardioWorld to:

- recognise where strong or weak opportunities lay
- allocate its resources to capitalise on the most promising or high potential account
- offer sales professionals a reliable way to carve out realistic and accurate territories for its staff, set achievable quotas, and anticipate areas of resistance.

Build relationship

Status and composition

- Large revenue potential
- Likely large, specialised, or academic centre
- Large annual procedure volumes, moderate current market share.

Strategic positioning and insights

- Value-based messages should resonate with purchasing decision makers
- Continue contact with the Physician/customer lead to resolve any concerns, spot opportunities for growth and manage existing portfolio.

Maintain share

Status and composition

- Moderate to large revenue potential
- Moderate annual procedure volumes, high current market share
- Main concern is to defend existing market share and against competitor entry.

Strategic positioning and insights

- Physicians may have more influence on purchasing decisions at these accounts (because size allows for less cost-focused procurement); a strong relationship with procurement may have already been developed, in which case the relevant sales professional would continue to manage this account.

Pursue entry

Status and composition

- Lucrative potential, but highly competitive and difficult to gain entry
- Likely large, specialised, or academic centre
- Large annual procedure volumes, small current market share.

Strategic positioning and insights

- Need to understand why other brands or competitors are chosen instead
- Need to understand purchasing constraints and timing of next sales opportunity
- Emphasise successful clinical trials results that support key product differentiators.

Reallocate resources

Status and composition

- Low priority, and sometimes ignored outright
- Likely small, rural, or community facilities that offer treatments sparingly or employ less experienced physicians
- Small annual procedure volumes, small current market share.

Strategic positioning and insights

- Sales can be more reactive (as opposed to proactive) at these accounts.

Using the opportunity matrix, CardioWorld decided to focus its attention on hospitals in the 'Maintain', 'Build', and 'Pursue' clusters, while ignoring those in the 'Reallocate' cluster. However, prior to contacting the relevant hospitals, the company's sales professionals were provided further information to aid their understanding of each account and to prepare accordingly.

The volumes of PCIs performed at each hospital were also broken down by the device used—DCB or stent—to indicate how many of the PCIs remained possible for conversion to DCBs. As shown in Figure 4, some hospitals categorised in the 'Maintain' cluster were found to still present significant sales opportunities because DCB usage remained low at those facilities.

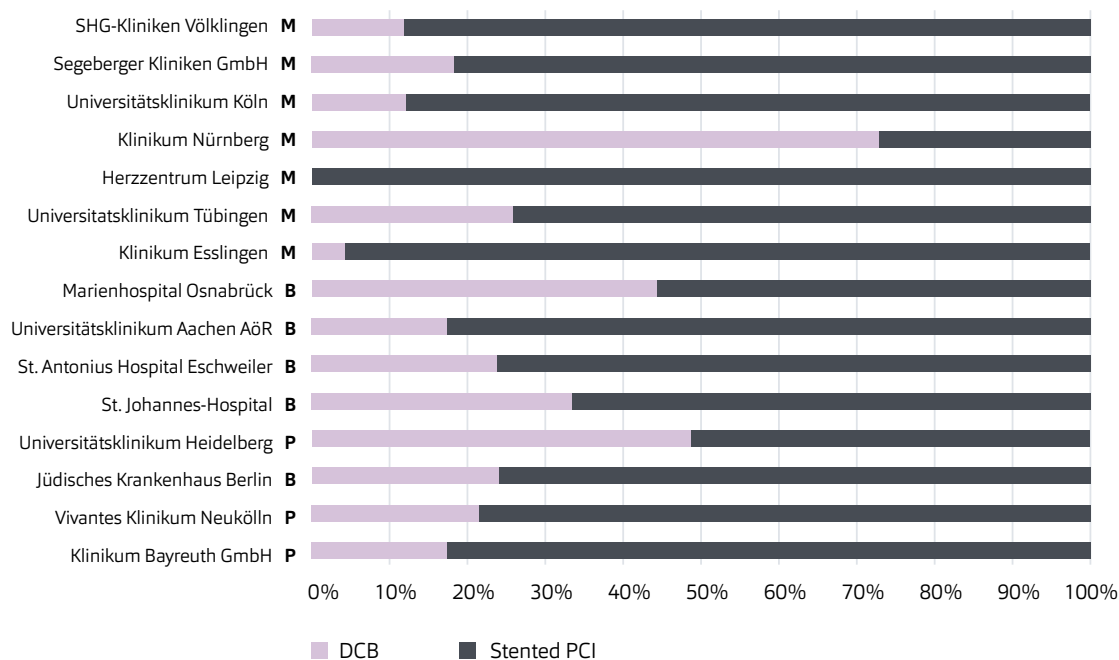


Figure 4. PCI procedures at select hospitals in Germany. Notes: (P) = Pursue; (B) = Build; (M) = Maintain.

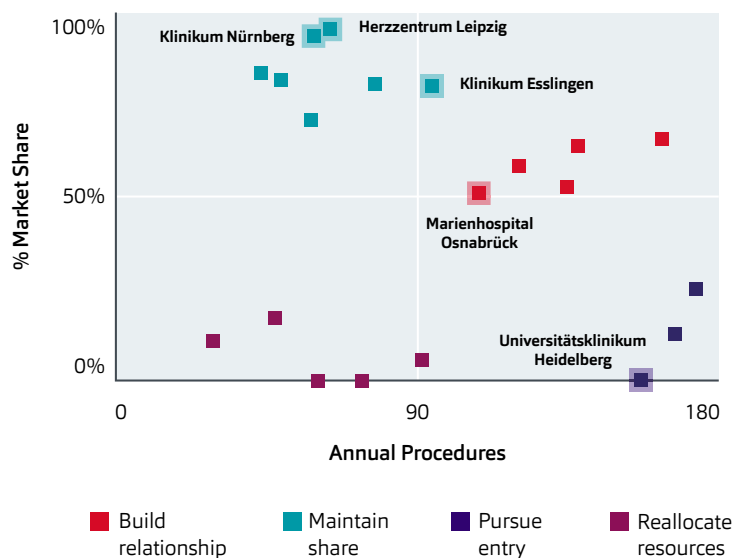


Figure 5. Opportunity matrix of select hospitals in Germany.

To demonstrate the potential of data-driven insights further, Figures 4 and 5 can be used in tandem to apply a more nuanced approach to conversations at each hospital. For example, despite how closely similar in market share and annual procedure volume Klinikum Nürnberg and Herzzentrum Leipzig seem to be (Figure 5), the penetration of DCB usage at these two facilities (Figure 4) tell a very different story and suggest the need for customised sales tactics and conversations.

In particular, the sales representative approaching Herzzentrum Leipzig should continue asking questions to draw out a deep contextual understanding behind the lack of DCB usage at the hospital, whereas the representative approaching Klinikum Nürnberg may already know how and when DCBs are used by physicians at that facility (or separately, why procurement has chosen to purchase DCBs), and therefore questions should focus on eliciting the customer's 'explicit needs' to signal how CardioWorld can be positioned to help achieve them.

Different conversational approaches will also be needed at Klinikum Esslingen compared to Marienhospital Osnabrück, despite their similar annual procedure volumes. CardioWorld may already hold a large market share at Klinikum Esslingen, but to grow the use of DCBs at that hospital from its existing penetration of less than 5% will require lines of questioning that help understand why stented PCIs continue to be the go-to approach, and to elicit 'implicit needs' of the decision-makers. On the other hand, at Marienhospital Osnabrück, where DCBs are used in nearly half of all cases, even though CardioWorld has a lower market share, a sales representative should aim to further understand the customer's problems and frustrations with the incumbent's DCB ('implicit needs'), as well as probe their future goals ('explicit needs').

Lastly, the low market share at Universitätsklinikum Heidelberg but high share of DCB use in PCIs could indicate barriers to selling to this facility at this time (eg, an exclusivity agreement). Arming the sales professional with this insight will lead to better time spent and reduce disappointment. It also prompts investigation during the 'Changes over Time' phase in the Buying Cycle™ toward understanding when the current contract will end so that CardioWorld can position itself as a desired vendor by the time the 'Evaluation of Options' phase arrives, thus shortening the 'Resolution of Concerns' phase.

Overall, having the above information prior to engaging with the clinical and procurement heads at each hospital provides CardioWorld's sales professionals with a distinct advantage that can help guide their discussions to get to the heart of the hospital's needs more quickly and effectively.

Huthwaite's SPIN® Selling model provides sales professionals with a four-stage, customisable conversational framework that allows salespeople to gain a better understanding of the pain points and needs of both current and potential customers.

The four different types of questions that make up the SPIN® Selling model can be fully understood as follows:

Situation Questions

gather background information and understand the context of the sale.

Problem Questions

explore the customer's dissatisfactions and concerns.

Implication Questions

develop apparently isolated problems by examining their 'knock-on' effects in other areas of the customer's business.

Need-payoff Questions

invite the customer to consider the benefits of solving their problems, and having done so, to express an 'explicit need' for the solution.

The SPIN® Selling model affords sales professionals with a strong understanding of the target customer's mindset at each phase of the Buying Cycle™ so that they may better anticipate resistance and preemptively prepare their approach. This leads to strengthened customer engagement and increased customer persuasion, allowing the sales professional to better capitalise on opportunities and generate customer commitment.

Armed with a behaviour driven sales methodology and key data insights, sales professionals from CardioWorld can enter discussions with an interventional cardiologist during the 'Recognition of Needs' phase by uncovering needs such as:

- limitations of non-invasive treatment options for some coronary lesions (like native vessel disease and in-stent restenosis)
- concerns about the risks of using DCB products, which are unproven
- uncertainty regarding the safety and short-term efficacy of new coronary DCBs for PCIs
- a need for alternative treatments to stenting for patients who may be unsuitable for DES implantation (eg, those with small vessel disease)
- interest in reducing the risk of restenosis in patients
- demand for evidence-based DCBs with effective targeted drug-transfer technology
- a need for DCBs to prevent acute and subacute vascular occlusion
- interest in expanding the treatable population to improve patient outcomes and reduce bed stays for patients.

The following questions could be asked at various stages of the conversation with an interventional cardiologist and are not expected to be delivered in succession. The content should be adapted to the product or solution that you would propose, which meets the stated needs of the interventional cardiologist.

Note: Using a variety of ways to phrase the questions can help them to make them sound more natural and appropriate.

Example Situation Questions

- 'Can I check, what is the current split between DCB and DES procedures?'
- 'How many patients do you see with coronary lesions?'
- 'How long is the average PCI procedure?'
- 'How often is it a first or re-insertion intervention?'

Example Problem Questions

- 'What is the biggest problem you see following the PCI procedure?'
- 'Among the X number of PCIs being performed at your hospital, what is the biggest challenge you experience following the procedure?'
- 'For patients who may be unsuitable for DES implantation, what is the risk of using a DCB without effective drug delivery material?'
- 'How satisfied are you with the current treatment options for patients with small vessel disease?'

Example Implication Questions

- 'Do you think that the limited number of treatment options for patients with small vessel disease increase the risk of acute and subacute stent thrombosis?'
- 'How does this impact your patients?'
- 'When treating patients with in-stent restenosis, does the repeat use of DES limit the effectiveness of the treatment?'
- 'Are the costs of longer postoperative care impacting your available budgets and having downstream effects on purchases of supplies, devices, or much-needed replacement capital equipment?'

Example Need-payoff Questions

- 'Would a drug distribution which does not damage the small vessels be of a suitable alternative in your treatment options?'
- 'What would the value be to the patient's recovery?'
- 'How useful would it be to partner with a supplier who can provide the entire suite of coronary intervention devices, including stents and DCBs in one tender?'
- 'If you could treat more patients with small vessel coronary lesions using a DCB that has proven safety and efficacy, what impact would that have on the patients' long-term outcomes?'
- 'If you could be shown clinical trial data that supports the long-term effects of using DCB with patients of small vessel disease, would you be interested to find out how?'

Physician preference data

In addition to procedural data, sales professionals (as well as marketing professionals involved in marketing strategy and collateral creation) can cater their product’s messaging and presentation of information to customers in a persuasive way by obtaining voice of customer and market data that provide an idea of the formats or content types that resonate strongly with the intended audience.

For example, as CardioWorld’s sales professionals meet with interventional cardiologists and uncover their needs, they would minimise any concerns the interventional cardiologist may have by providing collateral that supports CardioWorld’s capability to meet these expressed needs whilst remaining persuasive.

By planning ahead and anticipating what needs the interventional cardiologist may have, the sales professional could bring along materials that contain clinical evidence from a recent conference or leave behind a print medical journal that includes a study supporting their product and the proposed solution.

DRG’s research on a panel of interventional cardiologists (Figure 6) demonstrates that these sources have been found to be trusted and more influential on their clinical decisions over many other sources.

This type of information allows sales professionals to be well prepared when meeting customers, thereby increasing the likelihood that they will leave a strong and enduring impression that may ultimately sway the customer’s opinion on the use of DCBs over DES.



Figure 6. Sources rated to be highly influential on clinical decisions by interventional cardiologists.
Source: *Taking the Pulse*, Decision Resources Group, 2018.

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[Procedure Finder] data has affected sales planning and territory alignment meaningfully in the form of better-informed segmentation, targeting, metrics and territory sizing. Our ability to track market share at a granular level is markedly improved. Data was [also] able to be integrated with other internal data to maximise its impact and reliability.

Vice President of Sales and Strategy at a large medtech company

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4.0 Conclusion

Employing healthcare market data alongside a proven sales methodology founded in behaviour change can drive success in the commercialisation of medtech devices as the market continues to squeeze out companies that cannot adapt.

Whether due to the relentless wave of mergers and acquisitions that serves as the foundation of innovation in this industry, or the downward pricing pressures exerted by GPOs, procurement departments and government agencies, the need to demonstrate the value and benefits of a product that matches the decision-maker's 'explicit needs' will always form the cornerstone of medtech sales.

It is when data are used in conjunction with a systematic approach to selling that sales professionals can do what they do best: uncover needs, build a persuasive case around these needs, and provide effective solutions that results in the customer being fully bought in.

Key takeaways

The convergence of medtech data with a behaviour driven sales methodology can be used to **do things differently and do different things.**

- Identify the markets and facilities that should be made high priority
- Develop insights into hospital performance of specific procedures requiring the use of your products, allowing a recognition of strong and weak opportunities
- Prepare specific sales questions that can uncover challenges and needs at target hospitals
- Create a customisable and unique sales approach for each account
- Allocate resources away from low opportunity centres or regions and toward those of high potential.

5.0 Summary

The convergence of data and a behaviour driven sales methodology allows salespeople to...

- Stay abreast of market landscape changes
- Identify key opportunities
- Better understand customer segments
- Consider the challenges facing each customer segment and the individual facilities or systems within them.

To foster the behaviours associated with successful salespeople, sales professionals should...

- Build compelling market-level value propositions for solutions; demonstrate how your product directly solves a problem
- Utilise data-led conversations with the target customer to explore needs, then use that discussion to bolster your value proposition and build a persuasive case around specific problems
- Allow customers to express their experiences and real-world problems in order to frame your abstract data into usable and actionable insights.

To be well prepared for various scenarios, sales leaders must stay aware of the data available to them, such as...

- Account-level data that allow the leader to identify opportunities; plan territories and resources; build strategies and prioritise; and monitor performance
- Voice of customer data that provide an understanding of the customer's needs, challenges and desires
- Value messaging and health economic and outcomes research data to help elaborate product benefits with the support of clinical evidence or economic incentives; this also helps prepare and mitigate against customer pushback.



6.0 Endnotes

From Huthwaite International

In a world where patient needs are becoming ever more complex, procurement processes are shifting to meet the needs of more commercially savvy medical management teams and the digital age presents a whole realm of opportunity and considerations for buyers in the medical device sector, the need for a strategic, flexible and proven sales model is of paramount importance.

By shifting the approach to insightful data-led sales questioning as part of an informed and systematic strategic approach, sales leaders in the medical device sector can arm themselves with the tools required to future proof their business models and truly utilise the convergence of data and behaviour change to optimise business growth.

Project team:

Huthwaite International

Jo Derriman – Client Director
Rachel Massey – Director of Marketing

From Decision Resources Group

Medtech companies that use data to direct their strategies and measure the results of their efforts can maximise sales and surpass their sales goals. This is the source of satisfaction for the many repeat customers we see at the medtech division of Decision Resources Group. Still, data alone can only get you to priority call-points and better inform you about your customers. Along with data, an effective sales approach also needs to be present and evolving with the marketplace to close a deal. For that reason, Decision Resources Group is very excited to partner with Huthwaite International to meet the broader needs of sales teams in the medical devices sector.

Decision Resources Group

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Glossary

Coronary Artery Disease (CAD) - The narrowing of or blockage in coronary arteries, which could lead to angina and heart attacks.

Drug-Coated Balloon (DCB) - A balloon that simultaneously delivers an anti-proliferative drug to arterial walls and inflates to counter arterial obstructions, such as plaque.

Drug-Eluting Stent (DES) - A stent that slowly releases an anti-proliferative drug after being placed in diseased coronary arteries.

Group Purchasing Organisation (GPO) - An entity, composed of a group of businesses, that leverages collective buying power to obtain discounts.

Percutaneous Coronary Intervention (PCI) - A non-surgical procedure to treat CAD, typically with the use of balloons and/or stents.

7.0 About Huthwaite International

Huthwaite International is a leading global provider of sales, negotiation and communication skills development. It supports companies around the world with behavioural methodologies which are research-based and measurable.

Best known for its creation of the iconic **SPIN® Selling model**, which is more relevant today than ever before, Huthwaite International has worked with hundreds of thousands of sellers, negotiators and communicators worldwide, helping them improve their performances.

Over the past 45 years, Huthwaite International has worked with companies within the medtech sector to refine and improve the selling behavior within an organisation. Having recently conducted research into the contemporary challenges facing the sector, the company is now seeking new strategies and approaches to help its partners and peers to implement innovative solutions, designed specifically to overcome challenges and future proof their organisations.

This proactive approach to sector insight and a deep understanding of the seismic changes happening at the very forefront of the medtech sector provide Huthwaite International with a unique and in-depth insight into the requirements of businesses looking to embrace new methodologies, approaches and strategies.

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8.0 About Decision Resources Group

Large global medtech companies to small, innovative start-ups rely on DRG's best-in-class data and experts to stay ahead of the fast-moving market and make confident decisions from R&D to commercialisation.

DRG's commercial targeting solutions enable teams to:

- Prioritise and profile the best-fit targets
- Design the right sales team structure and territories
- Optimise their sales and marketing efforts
- Incorporate voice of the customer intel into value stories and content
- Prepare their reps with accurate intel, powerful value-focused messaging, and polished collateral

Engage your targets effectively and immediately with solutions focused on your specific market segment driven by DRG's:

Market Experts

- Dedicated team of medtech market experts, consultants, data scientists, and digital specialists
- Flexibility to customize scope to align with customer needs and your unique view of the world

Data

- Code-level data assets capturing direct hospital activity in multiple EU countries
- Comprehensive hospital profiles covering 18,000+ hospitals across 24 countries

Methods

- Therapeutic and data science expertise enabling contextually appropriate analysis
- Solutions range from on-demand data platforms to custom research and analytics to hands-on training

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