Deloitte.

The Future of Business
Interaction in MedTech
Marketing, Sales and
Service in the Digital Age

MAKING AN
IMPACT THAT
MATTERS
since 1845

Introduction

When it comes to customer experience, companies in MedTech lag far behind others sectors. Embracing more differentiated, customer-centric go-to-market models would help to close the gap. Advanced digitalization is a business necessity for today's enterprises and the key to delivering the kind of services and experiences that will set them apart from the competition and generate profitable growth.

Digital transformation gained momentum during the pandemic, not only for the MedTech sector, but even more so among its customers – that were seen as ill-suited for digital interaction just a few years ago. National governments in many countries have endorsed massive investment programs for digitalization in the healthcare sector, e.g., Germany's Hospital Future Act (KHZG) that provides 4.3 billion euros in funding to public and private German hospitals until December 2024.

The more digitalization progresses in hospitals, the greater the buy-in among key decision-makers and hospital staff for digital interaction models. The timing is crucial – how MedTech transforms the customer experience today will have a direct effect on its future role in the health care ecosystem.

Structure of the study:

A Reimagining the customer experience for the digital age

B Do we really know what our customers want?

C How can we achieve customer success in the real world?

D Outlook

A

Reimagining the customer experience for the digital age

The pandemic has disrupted established customer interaction models, and it has done so much faster than the technologically-driven changes in the market and customer behavior in the past. The way many large MedTech companies are doing business today is outdated as a result and ill-suited to our new post-pandemic reality (see also key shifts in the industry on the next page). We see more differentiated go-to-market models winning in the market, particularly those already in use at smaller, more agile players in the field. Digitalization and digital customer engagement models are the new reality today, enabling better services and experiences in MedTech customer interactions, and changing how MedTech designs its interactions (see the box below for examples of digital customer engagement).

We published a study focused on the customer experience in MedTech well before the pandemic changed everything. Particularly the hospital-based customers in our survey (see the list on page 8 for all customer types) reported that their interactions with sales reps felt more like a disruption than a value-adding experience. Even then, we were starting to see the limitations of traditional interaction models in use across the MedTech sector.

In early 2020, face-to-face interactions became virtually impossible and external meetings moved off-site to lower the infection risk. This forced both industry and providers to implement tools for virtual interaction and rethink the way they interact with their customers, from the first customer contact to regular check-ins and
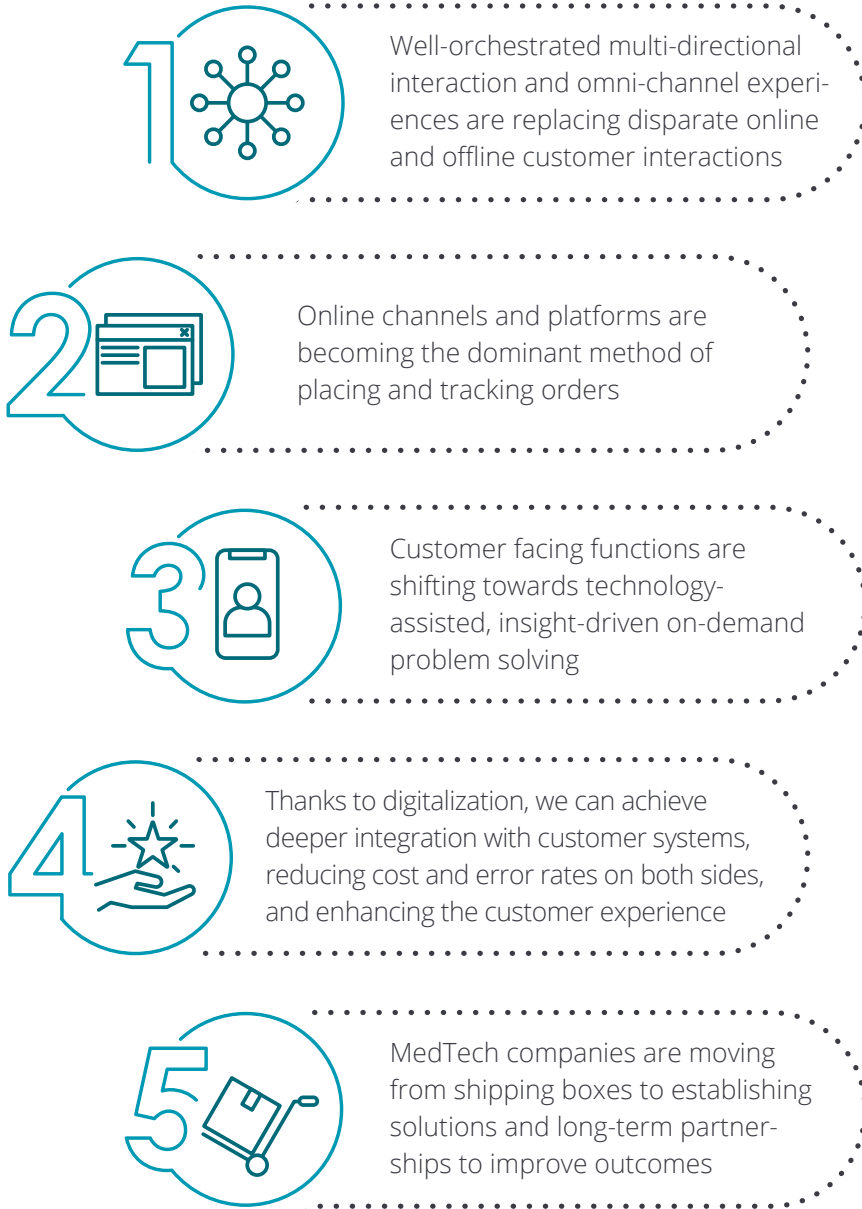
launching new products and after-sales services. Companies that had already adopted novel, more customer-centric interaction models, particularly smaller, very agile start-ups, were ultimately better equipped to deal with the pandemic and outperformed their larger peers as a result. Only a few months into the new normal, sales reps began to recognize the following key benefits of these virtual engagement models:

- Up to 32 virtual calls per day vs 4-8 F2F interactions per day

- Air-time of remote interactions is about 2 times longer compared to F2F

- Quality of the interaction and level of personal engagement is significantly enhanced

- Customers rate their experience with remote interactions as superior

Examples of digital customer engagement

1. Making high-quality websites, chat bots and voice bots available 24/7 enables companies to address customer requests in a timely fashion, with escalation to customer-facing teams for more complex questions

2. Touchless order processing and contract management, along with blockchain-secured supply chain and data, improve just-in-time delivery and data security while simultaneously reducing hands-on employee time

3. Virtual trainings and demos – often supported by AR/VR tools – are becoming increasingly common and help optimize customer contact

4. Integrated procurement solutions and monitoring platforms make products more accessible and performance feedback more consistent, leading to a more seamless customer experience

5. Providing an uptime guarantee with a vendor-agnostic approach in combination with pay-per-use options on own equipment

Fig. 1 – Key shifts in the industry

1 Well-orchestrated multi-directional interaction and omni-channel experiences are replacing disparate online and offline customer interactions

2 Online channels and platforms are becoming the dominant method of placing and tracking orders

3 Customer facing functions are shifting towards technology-assisted, insight-driven on-demand problem solving

4 Thanks to digitalization, we can achieve deeper integration with customer systems, reducing cost and error rates on both sides, and enhancing the customer experience

5 MedTech companies are moving from shipping boxes to establishing solutions and long-term partnerships to improve outcomes

With the pandemic still raging in 2021, what began as a contingency plan has become our new reality. We expect this reality to persist into the future, shaping business relationships and interactions for years to come. Some of the long-term effects this could have are as follows:

- Increasing customer preference for virtual engagements at convenient times

- Changing customer access dynamics

- Accelerated shift in site of care, e.g. ambulatory, telemedicine

- New models required to offset pandemic-related decline in revenue and generate sustainable profits in the post-pandemic world

While the pandemic forced MedTech companies to rethink how they translate their activities to the new environment, it also opened up new opportunities with health-care companies focused more and more on advancing and funding their digital transformations. This will lower some of the largest obstacles to digital business interactions. Forward-thinking MedTech firms are already innovating solutions to partner and support the transition in hospitals. Their new business models center around services that were unthinkable in the pre-pandemic world due to a lack of sufficient infrastructure and digital readiness in hospitals (see box for digital advances made by MedTech during the pandemic). In Deloitte's "Digital Transformation – Shaping the Future of European Healthcare" study published in September 2020, respondents named bureaucracy in healthcare, cost of technology and finding the right technology as the top 3 challenges in implementing digital solutions. However, the pandemic, and with it the increased investments in digital technology, accelerated the adoption of digital technologies, providing new opportunities for customer engagement in a more digital-ready environment.

The COVID-19 crisis accelerated trends already underway in the customer engagement space and pressure tested the different interaction models that will shape the future. In this study, we used interviews with MedTech companies and their customers as well as project reviews to gain insight into the "new normal" and the changes required to make business interactions better, more differentiated and more customer-centric.

If companies act today, they will have the opportunity to become an active and attractive partner. Companies without the burden of a legacy structure are putting larger MedTech players under pressure, and we need to understand what makes their customer interactions and experiences better. Without that insight, established MedTech companies will find it hard to meet customers' expectations moving forward. In particular, partnering with tech companies like AWS, Google, Microsoft, Alibaba, Apple and Samsung, which already have a proven track record in improving customer service in other industries, can accelerate success for MedTech companies.

Partnerships between hyperscalers and MedTech plays will offer the best of both worlds: deep customer/consumer insights, tech savvy and MedTech expertise.

Digital advances made by MedTech during the pandemic

- established digital and connected workplaces for medical and admin staff with remote/mobile capabilities
- extended bandwith for faster and multidimensional communication with low latency
- introduced and rolled out comprehensive collaboration tools
- increased usage of cloud based services

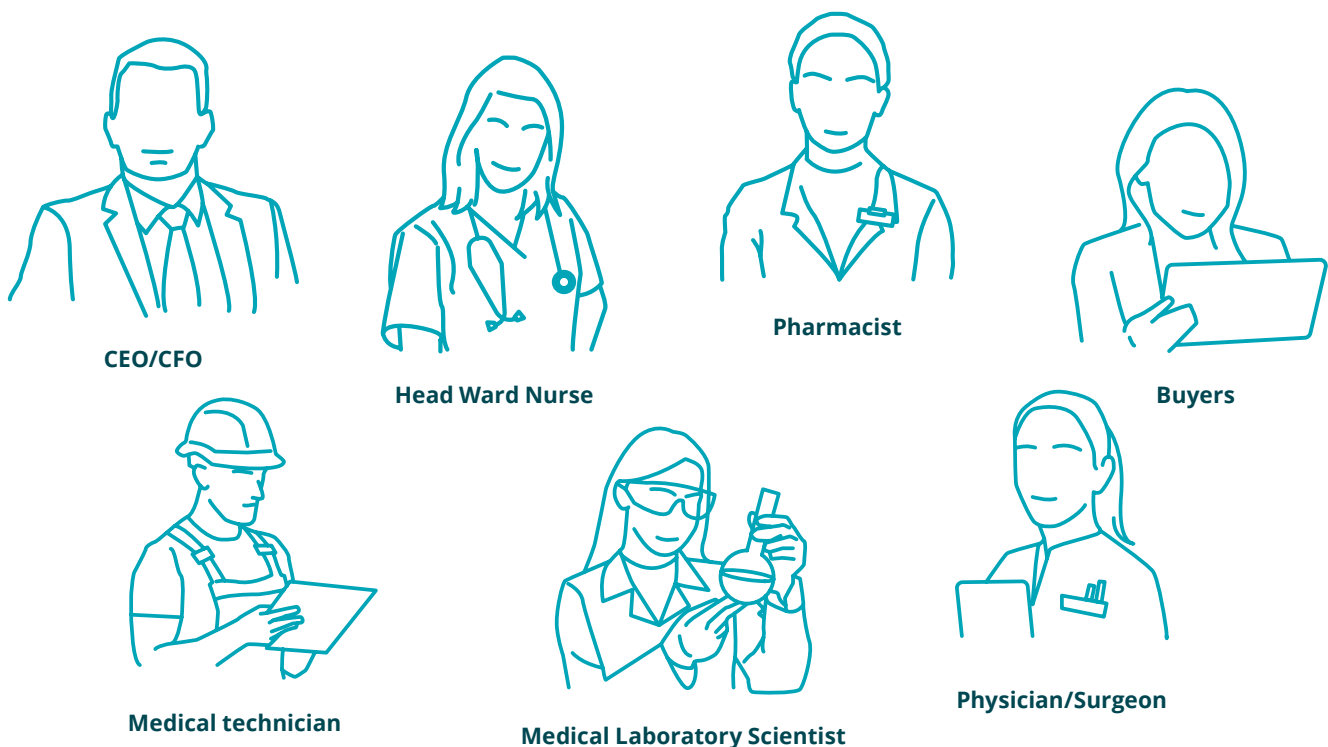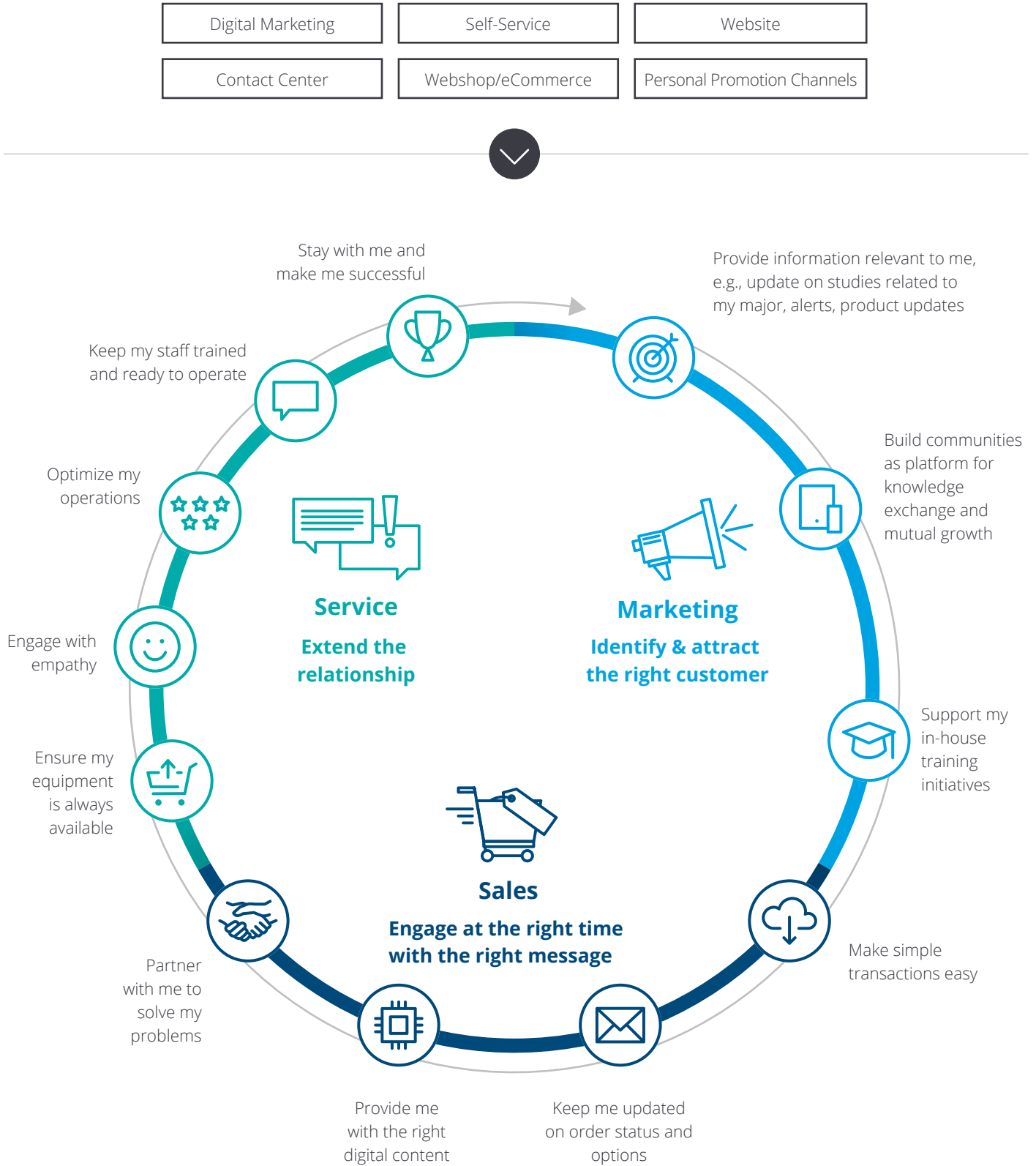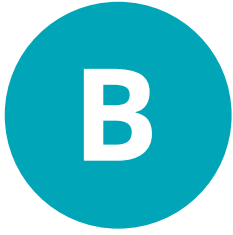**Fig. 2 – Stakeholder profiles to be addressed in a hospital environment**

CEO/CFO

Head Ward Nurse

Pharmacist

Buyers

Medical technician

Medical Laboratory Scientist

Physician/Surgeon

Fig. 3 – A successful sales lifecycle is about more than just selling a product, but also marketing and service continuity

| Digital Marketing | Self-Service | Website |
| Contact Center | Webshop/eCommerce | Personal Promotion Channels |

Stay with me and make me successful

Provide information relevant to me, e.g., update on studies related to my major, alerts, product updates

Keep my staff trained and ready to operate

Build communities as platform for knowledge exchange and mutual growth

Optimize my operations

Service

Extend the relationship

Marketing

Identify & attract the right customer

Engage with empathy

Support my in-house training initiatives

Ensure my equipment is always available

Sales

Engage at the right time with the right message

Make simple transactions easy

Partner with me to solve my problems

Provide me with the right digital content

Keep me updated on order status and options

B

Do we really know what our customers want?

MedTech companies are facing a complex customer landscape in hospitals with very different levels of digital maturity. Each customer type has unique requirements and expectations that need to be considered both when approaching clients and designing a multi- or omni-channel customer engagement and buying process (see Fig. 2 for the key customer contacts in the hospital environment). The variety of products on offer to hospitals creates further complexity, as different categories require different information, training, distribution channels or payment options:

- Investment/capital equipment products (e.g., MRI, CT, scanners, scopes, dialysis machines)

- Single or multi-use products (innovations or commodities, e.g., staplers, catheters, implants, surgical meshes)

- Disposables (e.g., syringes, needles, solutions)

In the following sections, we outline how the requirements of selected customer archetypes differ and what steps MedTech companies can take to best accommodate those different needs. This will allow them to make the customer experience more consistent across all product types (see Fig. 4 for more information).

We start by examining different hospital customer archetypes and their varying needs when sourcing different products. Then, we describe the change imperatives in the MedTech industry for each of the three phases in the buying process (product marketing, sales and service), which is outlined in more detail in Fig. 3.

The complex buying process for hospital-based MedTech customers is a mix of B2B and B2C sales activities which are heavily regulated locally and managed differently by different providers. With so many stakeholders involved in the buying process

and so many competing objectives and motivations (e.g., financial, operational, medical), an already complex regulatory environment takes on more complexity (see Tab. 1 for stakeholder weightings). The comparatively low digital maturity and disparate purchasing systems of hospitals were major obstacles in the pre-pandemic world. The challenge today is to develop a business interaction strategy that factors in each customer's needs, but not at such a granular level that it cannot be used across a variety of key accounts.

Fig. 4 – Segmenting MedTech customers according to their individual needs and circumstances

Dimensions to be considered

Care setting

| Hospital chains (public/private) | Small/mid-sized private practices | Public and private hospitals of all sizes | Assisted living facilities | Ambulatory care centers | Lab chains |

Customer

Situation

| Patient lives | Restrictions | Chaos | Education & training | Routine | Cost containment |

Products

| Disposables | Single or multi-use (innovative or commodity) | Investment/capital equipment |

Health system arche-types

| Consolidated (public/private (DE, FR) | Independent (BE, NL) | Regional (ES, IT) | Centralized (UK) |

"Exemplary" Customer Segmentation – Segmentation across the relevant dimensions leads to targeted customer engagement based on individual needs

Tab. 1 – Hospital and third-party stakeholders play a varied role in purchase decisions, depending on the product category

	Stakeholders	Roles	Invest	Innovative (S/M)	Commodity (S/M)	Disposables
			←		Product categories	→
Buying center	Buyers/GPOs [1]	Conducts negotiations, handles order & delivery process, manages supplier portfolio, MSEs, rebates, tenders	🟢 Low	🔵 High	🔵 High	🔵 High
	Pharmacists[2]	Manages hospital formulary system and may negotiate contracts			🟢 Low	🟢 Low
	Physician/surgeon[3]	Influences buying decisions for devices	🔵 High	🔵 High	🟢 Low	
	Nurses	Supports decisions on commodity products			🟢 Low	🔵 High
	Medical technician	Supports decisions with technical knowledge	🔵 High	🔵 High		
	Medical Laboratory Scientist	Supports decisions by offering user perspective	🔵 High	🔵 High	🟢 Low	🟢 Low
	CFO/CEO	Sets tone, e.g., economic focus vs prestige; sets budget and controls costs	🔵 High	🟢 Low	🟢 Low	🟢 Low

Invest products include scanners, scopes, dialysis machines, MRIs, etc.
Innovative single/multi-use products include pacemakers, stimulators, implants, valves, etc.
Commodity single/multi-use products include staplers, catheters, screws, plates, surgical meshes, etc.
Disposables include needles, syringes, drapes, clamps, scalpels, etc.

Weight of direct role in decision making   S/M = single or multi-use

🟢 Low   🔵 High
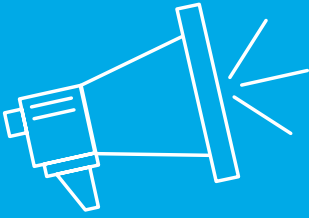
Marketing, Training & Customer Education

Imperatives for MedTech Players
1. Develop a content and access strategy aligned across all relevant channels
2. Provide information based on the needs of the different customer segments
3. Provide comprehensive information tailored to each targeted channel (e.g., product description, images, compatibility and availability
4. Improve data analytics practices to enhance cross-selling and up-selling skills and gather insights for product R&D

Question: Who will deliver the better customer experience – large MedTech players with profound medical experience or digital native start-ups without legacy systems?
Marketing products to hospital-based customers requires different levels of support throughout the buying process as well as a robust content strategy and market access. The level of support is mainly defined by

• The type of purchase (service or products)

• The type of product (e.g., MRI machine versus single-use disposables)

• The familiarity of the customer with the product (applies only to innovative products)

Omni-channel view versus field force
The field force has become less important in the process of sourcing products/ companies. Instead, today's MedTech players need an omni-channel view of customers and the tools to anticipate their needs as customers move towards digital means for gathering information. Today's customers are more likely to look online for information on an unfamiliar product or service and to request further information if needed through a variety of channels. This pull for information by the customer

differs significantly from the supplier's push of information in the past, when information on new products was much more difficult to access. The role of the sales rep has transformed into more of a problem solver/ helper in contrast to the more active and less tailored approaches of the past.

Multi-channel marketing capabilities
The shift to fewer in-person interactions compels companies to invest in multi-channel marketing capabilities to reach existing and identify new customers for their products. Established players can capitalize on an existing customer base, while new entrants must first invest in finding customers and building their brand on an exclusively online basis. These younger players not only have more innovative ways to address and impress potential customers, they also have the advantage of starting fresh without the burden of legacy systems and outdated business processes.

Robust content market access strategy
One key component of marketing products to new and existing customers, in addition to a multi-channel approach, is to define a robust market access strategy that optimizes content for each target customer segment, making the best use of the available information. The strategy must factor in the individual needs of each customer group, providing a far more granular view than an account-based view. Another key aspect in this improved strategy is the way different channels display and provide information, potentially offering an opportunity to achieve better visibility among clients on different channels without bothering them. This allows MedTech players to create information with well-defined customers in mind while also considering the individual needs of each customer segment (e.g., HCPs, technicians, purchasing, management). HCPs have different requirements for information as well as delivery form (e.g., video, text,
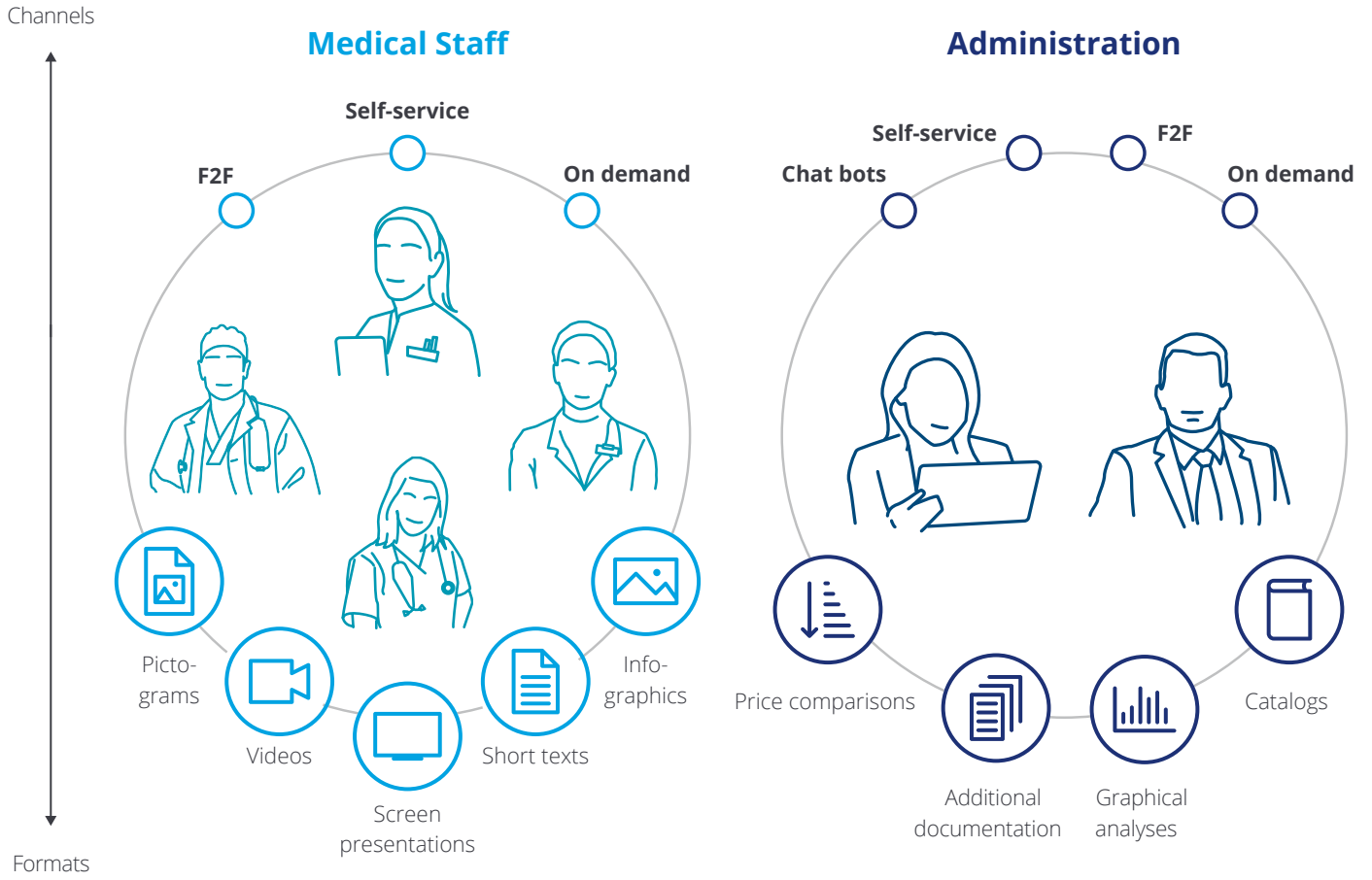
pictures, infographics) when compared to members of the purchasing department (see Fig. 5). After creating the content, we can map out and schedule delivery to each segment using the best channel in each case to reach the target. Mapping all client interactions becomes a vital method of gathering data on the best channels and the best times for contacting a customer.

Customer-facing functions gaining importance
Two customer-facing roles that will gain importance in future business interactions are the clinical/medical field representatives as well as the field service. They will interact with customers in hospitals, both in person as well as virtually, to advise on products and solutions, provide training and education. The clinical/medical field rep is perceived as a trusted advisor on the newest developments in the MedTech space, as he is not selling products to clients but rather generating leads for the sales department (see also Tab. 2 for shifts in the role of customer service and sales reps in the new normal). The field service technician is another crucial member of the customer facing team, building trust with the customer through technical expertise as well as product related information.

Whether large MedTechs or digital native start-ups provide a better customer experience in the future will depend on the ability of established players to adopt omni-channel excellence and redesign their legacy structures and processes to keep pace with customers' evolving expectations.

Fig. 5 – Preferred information types and delivery channels may vary by role (simplified)

Channels

Medical Staff

Self-service

F2F

On demand

Picto-grams

Videos

Screen presentations

Short texts

Info-graphics

Administration

Self-service

F2F

Chat bots

On demand

Price comparisons

Additional documentation

Graphical analyses

Catalogs

Formats

Sales

Imperatives for MedTech players

1. Introduce and deploy multiple channels (create a solution selling experience)
2. Integrate all channels to offer a multi-channel experience to your customers
3. Invest in systems and processes to make it easier for customers to do business with MedTech
4. Design a seamless end-to-end experience without breakpoints, e.g., websites/stores, downstream processes, cross-business units
5. Harmonize selling approaches and contracts to unlock the full potential of digitalization

Question: Which is the first company to implement all of these approaches in the daily journey and when?
Tomorrow's sales journey will be a true team approach made of physical and digital interactions. The sales rep of the future is fully embedded in and supported by digital channels, such as online stores, self-service portals and webpages (see Fig. 6a). Facing the customer, the sales rep will be accompanied by clinical field representatives as well as field service technicians. Marketing and Customer Service will deliver additional insights using analytics to make the conversations and interactions as meaningful and value-adding as possible.

That is why it is so vital for MedTech companies to invest in their digital capabilities (see Fig. 6b), evolve their go-to-market approach and look towards omnichannel strategies.
The benchmark for customers is their B2C experience, which needs to be replicated in the B2B world.

In today's world, the ordering process for most products is either fully automated or these roles are changing radically and giving sales and customer service teams an opportunity to provide real value in customer interactions and to stay relevant (see Tab. 2). In the future, customer service will be integrated into the ordering process, focused on adding value and delivering the information and insight the customer needs. The routine tasks they perform today will be largely standardized and automated to make the most of limited resources and air-time with the customer.

Seamless online interactions in focus
Increasingly, market viability depends on the ability to offer seamless online interactions – either through the customer's ERP system or the company's website – and to enable direct access to product information. Most of today's larger MedTech players are trying to remove friction from the buying process and improve the purchase and sales experience. Customers receive additional support on demand where needed, and often only interact with their suppliers through chat bots or virtual meetings. This novel approach demands a well-defined omni-channel customer engagement strategy and a system that combines market information with longitudinal data on customer behavior based on interactions via different channels.

MedTech players that adopt these strategies can achieve the next level in account management. It will be vital for tomorrow's account managers to understand the best channels to deploy and the right channel mix to generate the highest share of wallet and optimum margins across the company's portfolio.

Designing a seamless end-to-end journey for customers will be a key differentiator, particularly for those companies able to deliver B2C experiences in the B2B world.

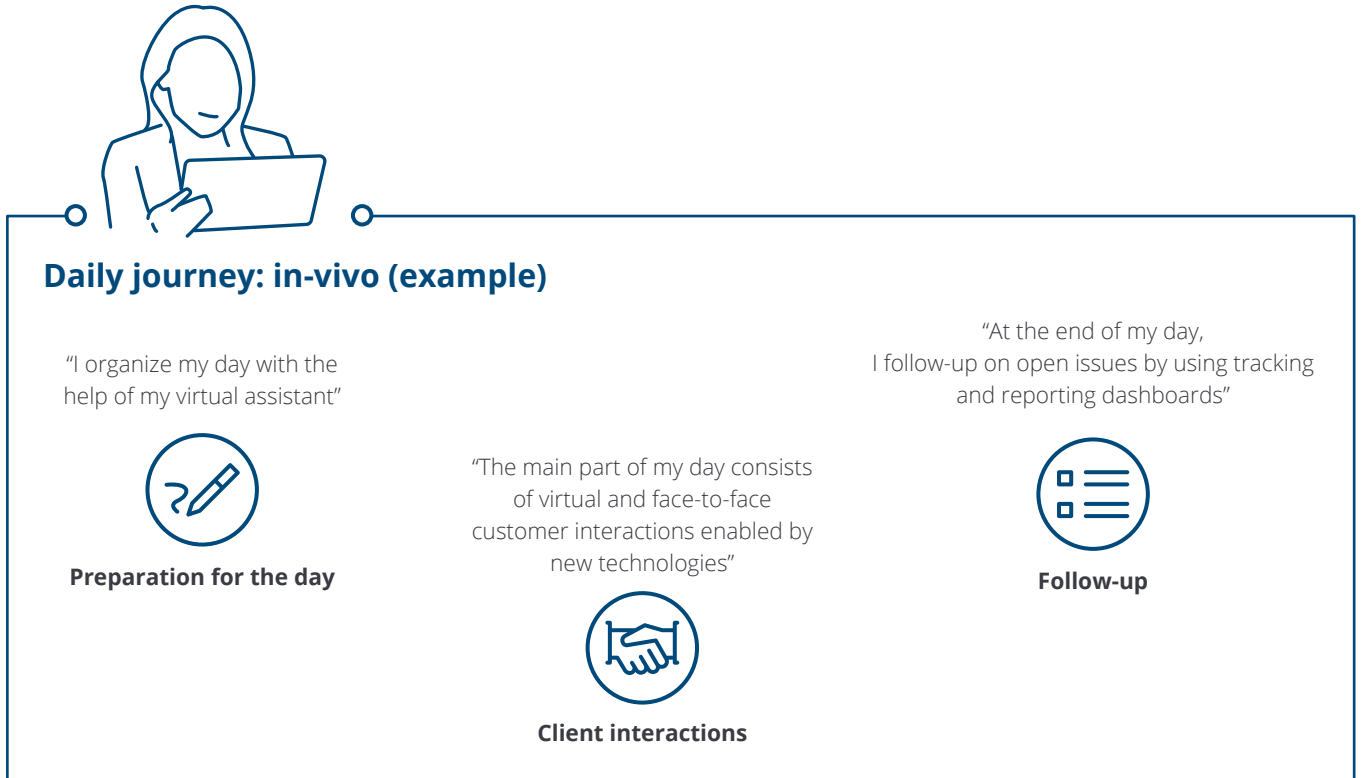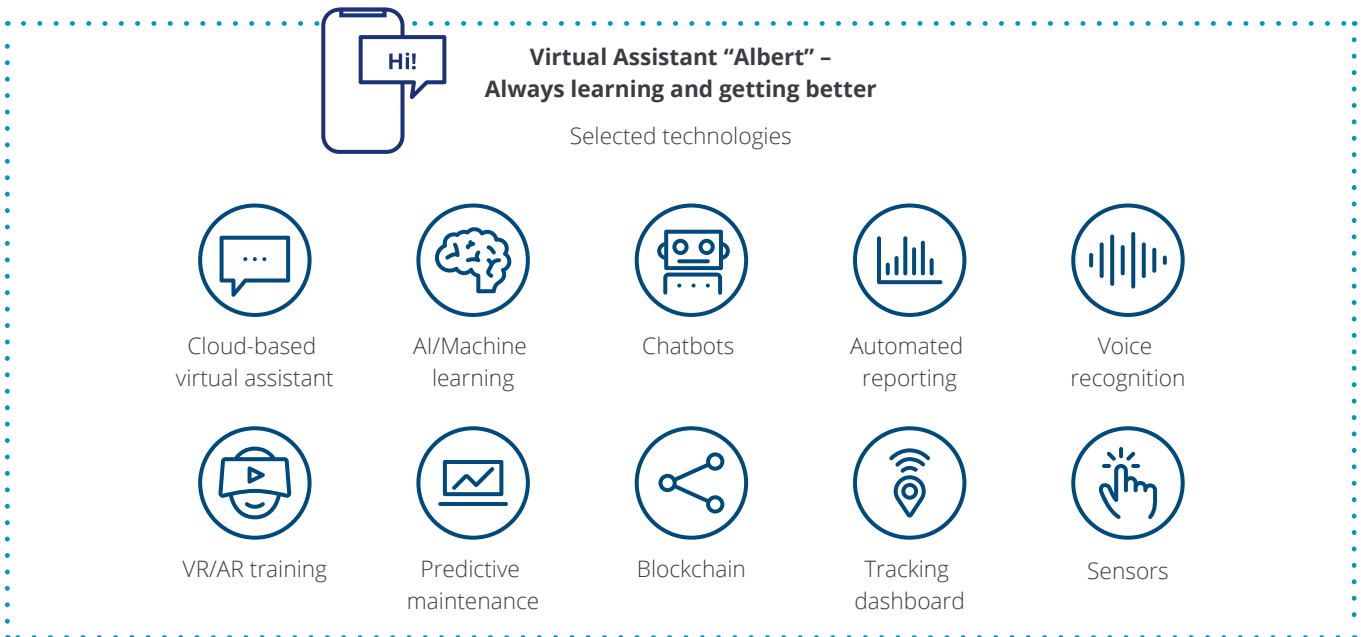**Fig. 6a – A virtual assistant-enhanced day in the life of a sales rep**

Daily journey: in-vivo (example)

"I organize my day with the help of my virtual assistant"

Preparation for the day

"The main part of my day consists of virtual and face-to-face customer interactions enabled by new technologies"

Client interactions

"At the end of my day, I follow-up on open issues by using tracking and reporting dashboards"

Follow-up

Fig. 6b

Virtual Assistant "Albert" – Always learning and getting better

Hi!

Selected technologies

Cloud-based virtual assistant

AI/Machine learning

Chatbots

Automated reporting

Voice recognition

VR/AR training

Predictive maintenance

Blockchain

Tracking dashboard

Sensors

Service

Imperatives for MedTech Players

1. Use the service team as the nucleus and driver for digital capabilities, e.g., for training and first inspection
2. Upskill your field service team to become a tech-enabled solution specialist
3. Build after-sales capabilities, especially for capital products – the after-sales business will be a key revenue-driver in the future
4. Generate seamless processes and experiences – they will be key to winning and keeping customers

Question: To what extent will services contribute to Medtech's topline in the future vs. the sale of devices and consumables?

A deeper analysis of the customer-related service needs will allow MedTech companies to become more sales-oriented, in terms of the field service as well as customer service staff. Going forward, increasing automation will take over more transactional tasks, freeing up customer service and field service teams to take on the role of a competent partner and a relevant channel for recurring sales. The product-oriented service organization will become the primary entry point for future service revenues. Both customer service and field service teams have an opportunity to augment their services by identifying new opportunities and commercial leads.

Digital as the new standard

The pandemic has made digital channels the new standard in the industry. In the past, near and off-shore back offices handled customer complaints and inquiries that arose from media breaks or manual processes. Today, we rely on self-service portals, chat-bots and/or e-commerce platforms to handle these incidents. MedTech players need to design these new on-demand touch points deliberately to give their customers a seamless experience. For example, even though the purchasing department of a hospital has access to the internet and is comfortable using the features offered by a self-service portal, nurses may not have dedicated internet access. They will need other interaction options as a result, including targeted training.

Today's customers can easily access self-service solutions and download videos or VR applications to service their products themselves or to receive training on new applications. Although these solutions do not work for all clients, products, training needs and technical issues, MedTech companies can incentivize this behavior. The first step in solving technical problems in the future will either be customers making a remote diagnosis on their own or service technicians providing remote video-enabled assistance.

New business models in the new normal

The pandemic also opened the door for new business and after-sales service models, and major MedTech players will have to get on board or risk being over-taken by smaller, more agile players (for more detail, see also Deloitte's study from 2021 on "Six winning roles for MedTech to thrive in the future of health"). Thanks to resources hospitals have invested in digitalization, infrastructure has improved dramatically and allowed new services to emerge that had previously been impossible due to a lack of interfaces and outdated hospital systems. The German parliament passed the Hospital Future Act (KHZG) and and distributed 4.3 billion euros in funding to public and private hospitals throughout Germany, a good indication of the kind of investment happening in the sector today. The fund aims to support investments in IT security, digital processes for requesting services, among others. Deloitte's study on the "Hospital of the Future" will give you an idea the future prospects for the healthcare ecosystem and the role hospitals will play.

The shift in customer engagement

The shift away from frequent in-person visits to tailored customer engagement is a big opportunity for MedTech players. They can use their service offerings as a differentiation strategy, not only with training modules for customer staff, but also with expertise in data management, data analysis and processing (e.g., AI image analysis or remote patient monitoring). It is much easier to separate these value-adding services from product sales today thanks to remote sales and service models. As a result, MedTech players will have the opportunity to deploy a product or a service sales team remotely without the need for local experts, who are limited in the territory they can cover in person. Today it is possible to deploy highly specialized experts to any territory on a remote basis. At the same time, customers are becoming more accustomed to communicating through digital channels in a post-pandemic world. This has done little to disadvantage the remote sales models that had only been feasible for smaller accounts before the pandemic (Tab. 2). By having different sales reps promoting products and services, MedTech companies will be more effective at differentiating their service portfolio, without the effort and the cost of deploying multiple local sales forces.

Service offerings (e.g., data analysis) will become dramatically more important for MedTech's topline as the digital infrastructure used by their customers becomes more advanced.

Tab. 2 – The new normal: changing engagements across the sales lifecycle due to the pandemic

Pre-pandemic				
	Key customer contact	**Sales rep**	**Customer care**	**Field Technician**
Marketing, Training & Customer Education	HCPs	Actively pushes product information and disrupts customers	Provides information to customers only on demand	Leads occasional information seminars aimed at new customers
Sales	HCPs, Purchasing Management	Receives order and transfers it into the system; feels disconnected from customer's online interactions	Organizes and facilitates the quotation and ordering process only on demand	Provides in-person demos to customers only on demand
Service	HCPs, Technician	Follows up based on personal experience and knowledge of the customer	Responds to complaints, requests and service only on a reactive basis	Provides training on new equipment and repairs products for customers only on demand

The new normal				
	Key customer contact	**Sales rep**	**Customer care**	**Field Technician**
Marketing, Training & Customer Education	HCPs	Provides as a trusted advisor the right information at the right time to the right audience as a means of generating leads and identifying business opportunities	Adds value to the relationship by identifying business opportunities informed by expert insight into different use-cases for the products customers need	On-demand videos and content explaining the product features, combined with live chat options to stimulate customer interest
Sales	HCPs, Purchasing Management	Provides omni-channel experience to customers by orchestrating a data-driven ecosystem	Proactively engages and notifies the right target at the customer (e.g., medical, sales) where questions arise (potentially using a predictive model based on a data-driven analysis of customer interactions)	Proactively contributes to establishing long-term equipment maintenance and service contracts
Service	HCPs, Technician	Provides self-service solutions to customers and follows up based on customer needs, identified in the analysis of customer data	Proactively looks for upselling and cross-selling opportunities based on customer data and behavior	Provides self-service options incl. videos, combined with virtual training and service options to increase reach and reduce on-site visits for key repairs

C

How can we achieve customer success in the real world?

Customer engagement in a digital world (top-line impact)

The future of customer engagement is already here. Though some trends were already apparent before, disruption really gained speed during the pandemic. A holistic approach to the new normal of customer engagement begins by re-imagining the end-to-end customer journey (by product category) – from marketing and in an effort to design transformative omni-channel experiences. The new experiences enable customers to have valuable, seamless experiences in both digital and physical interactions.

Throughout the entire sales and service journey, customer engagement is a key success factor for companies looking to transform the customer relationship for the long term and rebrand sales and service staff as trusted, value-generating partners:

›› Focus on the customer journey and the customer experience, prioritizing moments that matter (set yourself apart from and outperform the competition)

›› Utilize/orchestrate sales efforts (face-to-face, remote sales, e-commerce, platforms, etc.) based on the customer's specific needs and value propositions as well as the relevant customer segment

›› Increase use of customer and sales analytics to deliver additional value throughout the entire selling lifecycle (for sales pitches as well as after-sales service)

›› Introduce innovative sales operations, making your team more agile and less driven by a 'one size fits all' mindset

›› Move towards a segmented multi-channel approach to engage with customers and optimize the customer experience

Cost transformation potential (bottom-line impact)

As shown in Tab. 3, digital customer engagement and sales models can make a significant contribution to the bottom-line of MedTech companies. At the same time, they can use improved tracking and targeting to enhance the customer experience by automating manual processes, offering self-service options to address any issues quickly and reduce redundancies when interacting with customers through improved tracking and targeting.

Tab. 3 – Cost transformation potential – Exemplary leverage points (bottom-line impact)

	Higher ← → Lower		
Marketing, Training & Medical Education	• Content management • Lead generation • Customer service • Provision of training	• Digital distribution of product information & training material	
Sales	• Automated order processing • Virtual sales formats/ inside sales • Automated quote-to-cash processes	• Provision of additional information (e.g., lead times) • Contract negotiation and bidding	• Paperless order processing
Service	• Repeat orders • Remote servicing • Self-service portals • Customer care access and availability • Automated contract management	• Higher demand forecast accuracy	• Customer follow-up

D

Outlook

As the digital era progresses, MedTech companies need to fundamentally transform their customer interaction strategies – particularly as a means of keeping pace with customers that invested heavily in digitization during the pandemic. Hospital-based customers, for example, put a lot of money towards improving their digital infrastructure, in part driven by government subsidies, and are now ready to embrace digital engagement models.

MedTech companies should keep technical standards and interoperability in mind when they create these digital solutions.

The digital transformation journey started with innovative selling models and digital capabilities and processes. Today, the focus should be on making it an integral part of a MedTech company's DNA. To enable the industry to meet future customer expectations and to actively shape the future of healthcare, MedTech needs digital solutions across the entire value chain.

Customers are also more likely to tell their MedTech suppliers exactly what they need moving forward - a much less painful process.The pandemic has impacted and disrupted established go-to-market models, accelerating the trend towards omni-channel customer engagement.

MedTech companies need to respond to these challenges by focusing on customer experience, innovative go-to-market approaches and digital enablers.

To meet changing demands and actively achieve customer success, MedTech companies should:

1. Provide an **experience the same or very similar to the B2C** experience of the customers with other tech companies

2. **Drive the cultural shift towards customer success management** and move away from product to **customer centric thinking throughout the entire process**

3. Invest in **advanced analytics, IoT, AI and ML capabilities** and focus on integrating end-to-end, disparate data sets to create **customer 360° view**

4. Offer a **seamless end-to-end customer journey** that has 24/7 support available on demand and in real-time

5. Establish **self-education opportunities** to customers as they become increasingly self-guided and prefer to educate themselves rather than pushing marketing and in-person interactions that are not targeted

6. Engage with all participants, acknowledging increased **influence of General Purchasing Organizations** in the decision and buying process

7. Create **tailored interactions according to customer needs** and combine available information from multiple channels to offer meaningful services and products

8. Offer a **targeted mix of expert staff** and technological solutions across the customer journey

The focus is now shifting away from face-to-face sales force and customer service interactions, which historically provided a competitive advantage. The new focus is on digital tools and innovations in customer engagement as well as MedTech products, which will benefit both customers (less disruption and more targeted engagement) and companies (lower cost).

Companies must prioritize giving customers positive outcomes and experiences, in addition to solving their problems as an equal partner. This will not only improve the customer experience but also meaningfully and measurably improve outcomes for the MedTech companies themselves.

The transformation towards a digital, customer-centric approach to business interactions is possible. In the past year, most customers in the MedTech space have invested in digital infrastructure and capabilities. MedTech start-ups have taken it one step further, by not only enriching customer interactions with digital content but truly transforming the way MedTech interacts with its customers. Unless large MedTech companies quickly adapt to the new normal by transforming their legacy systems, they risk being overtaken by their customers and smaller, tech-savvy start-ups.

The future of business interactions is now. Today's customers expect a B2B experience similar to their B2C interactions, which are well orchestrated and shaped by large tech companies. It is time for MedTech to play a more active role in shaping the future of healthcare.

Authors and Contacts

Michael Dohrmann
Industry Lead
Life Sciences & Health Care
Tel: +49 89 29036 7638
mdohrmann@deloitte.de

Georg Selle
Director
Life Sciences & Health Care
Tel: +49 40 32080 4415
gselle@deloitte.de

Ibo Teuber
Partner
Health Care/Provider
Tel: +49 89 29036 7839
iteuber@deloitte.de

Further Authors

Dr. Fabian Ehlert
Manager
Pharmacist

Dr. Kendra Bussey
Senior Consultant
PhD Immunology

Deloitte.