



2026 MedTech Mid-market Benchmark Survey

Key Findings

October 2026



Why this survey, and why now?

THE INDUSTRY IS AT AN INFLECTION POINT

The way MedTech companies operate, compete, & grow is getting reshaped through:

- Supply Chain Volatility
- Regulatory Shifts
- Pricing Pressure
- Evolving Commercial Models
- Digital Adoption incl. AI

OUR VISION FOR THIS SURVEY



CAPTURE THE MEDTECH REALITY

Understand the key challenges, priorities, and opportunities shaping MedTech companies today.



ADDRESS THE EVIDENCE GAP

Provide representative benchmarks built for mid-sized companies that are often underrepresented in industry surveys.



ENABLE BETTER DECISIONS

Turn aggregated responses into, data-backed insights and help companies to assess their positioning.



IDENTIFY INDUSTRY TRENDS

Deliver a benchmarking report that empowers organisations to compare, learn, and identify MedTech industry trends.

We have synthesised aggregated survey responses into a benchmarking view that highlights where MedTech companies stand today, how priorities vary across peers, and where leaders need to focus next

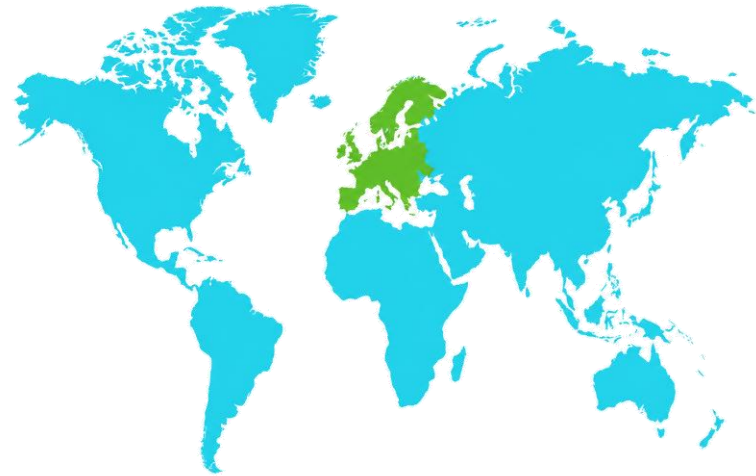
Respondent profile

Responses across MedTech companies ranging from emerging players to large enterprises, with representation across function, company size, revenue, & geography



> **30** Respondents

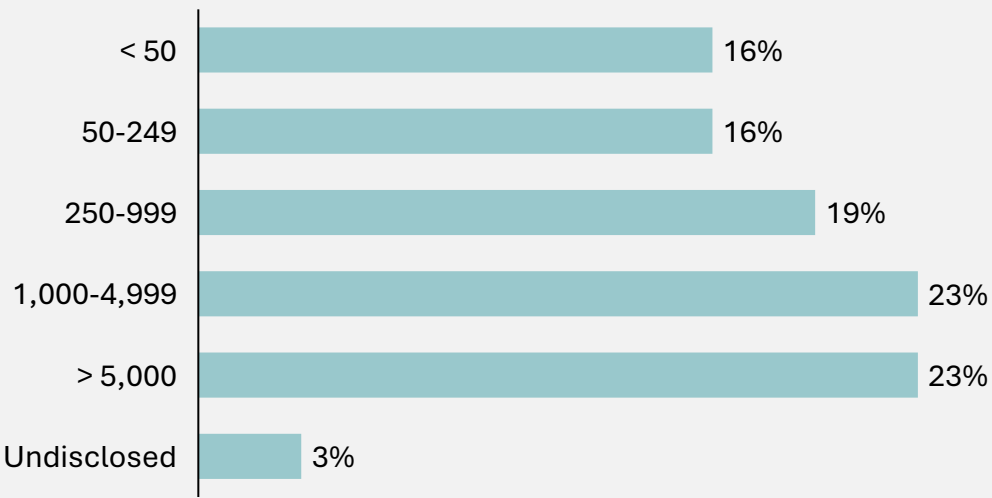
GEOGRAPHIC FOCUS OF RESPONDENTS' ORGANISATIONS



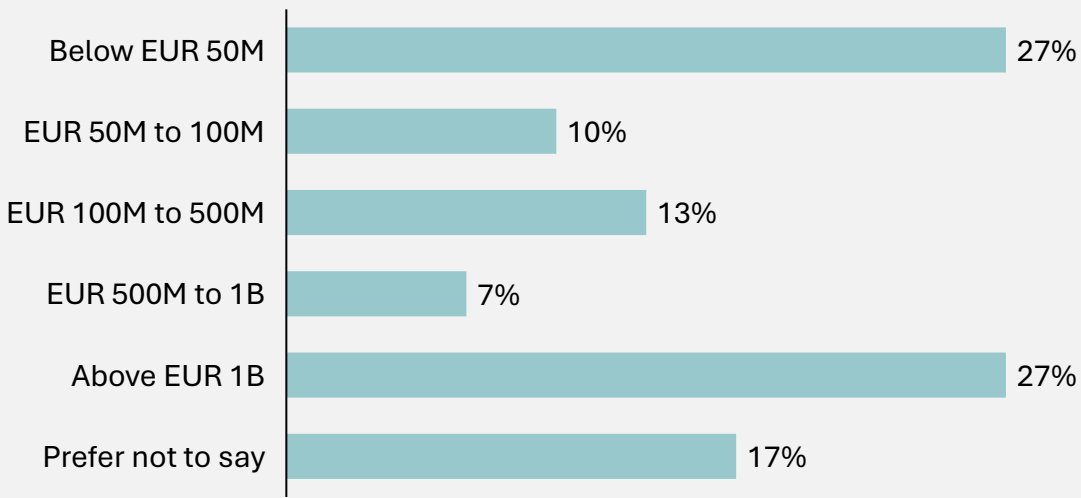
GLOBAL
49%
of responses

EUROPE
51%
of responses

COMPANY SIZE BY EMPLOYEES

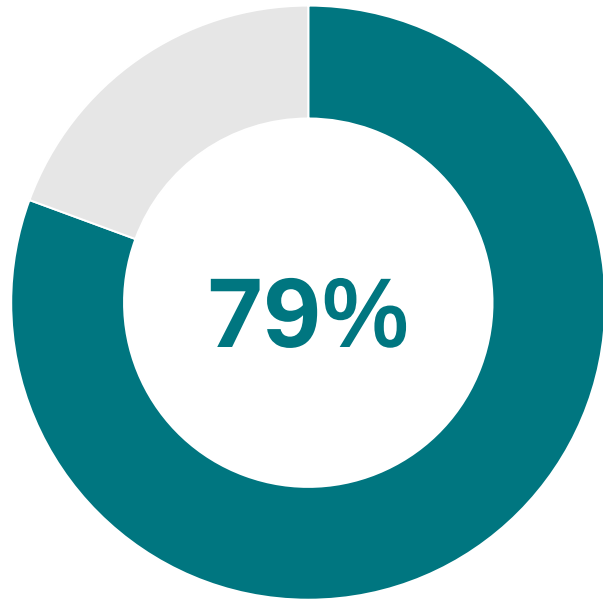


COMPANY REVENUE MIX



Leaders are optimistic but under cost pressure

MedTech leaders feel positive about the outlook, yet cost pressure and revenue growth dominate the agenda



reported a positive or very positive business outlook for the next 1-2 years

Revenue growth is the top challenge

#1 challenge revenue growth (59%)

#2 challenge cost pressure (45%)

#3 challenge regulatory complexity (41%)

74%

feel well or very well prepared for regulatory change

48%

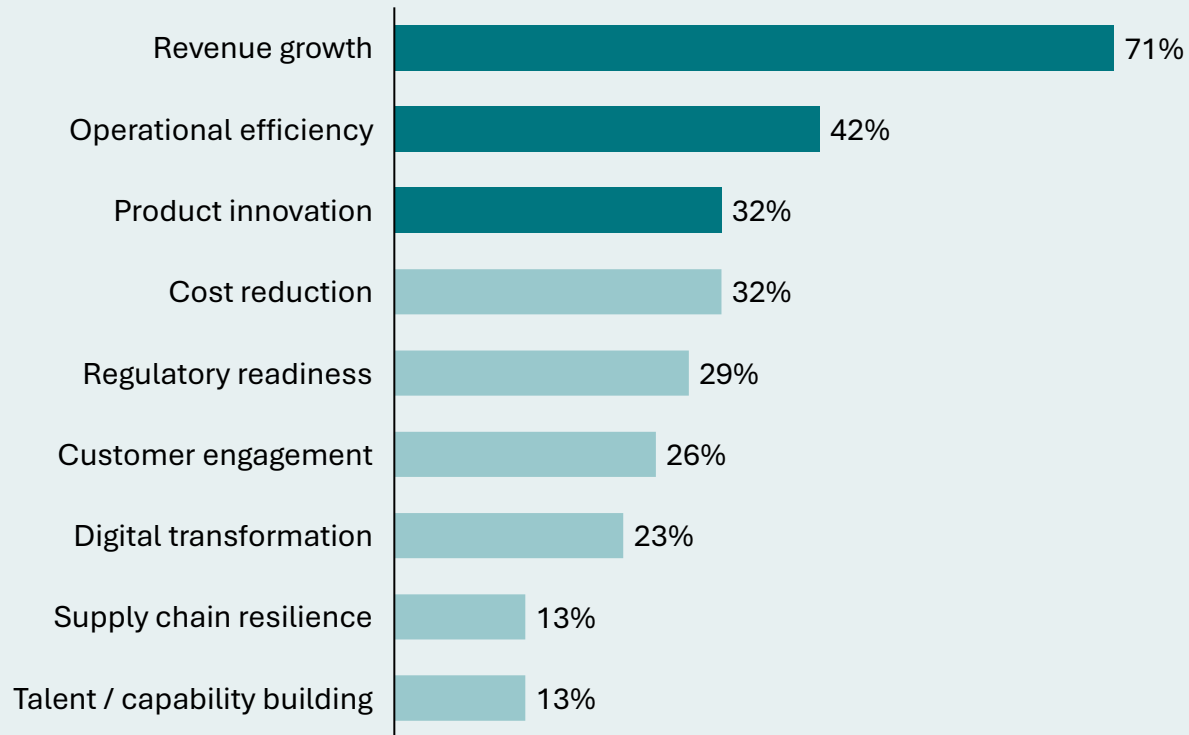
feel cost pressure that is significant to very significant

Optimism is real, but sustaining it depends on execution against cost, not on an easy market

Growth, cost and regulation drive the agenda

Organisational challenges and top priorities converge around the same business drivers

Top priorities (next 12-24 months)



Key Insights

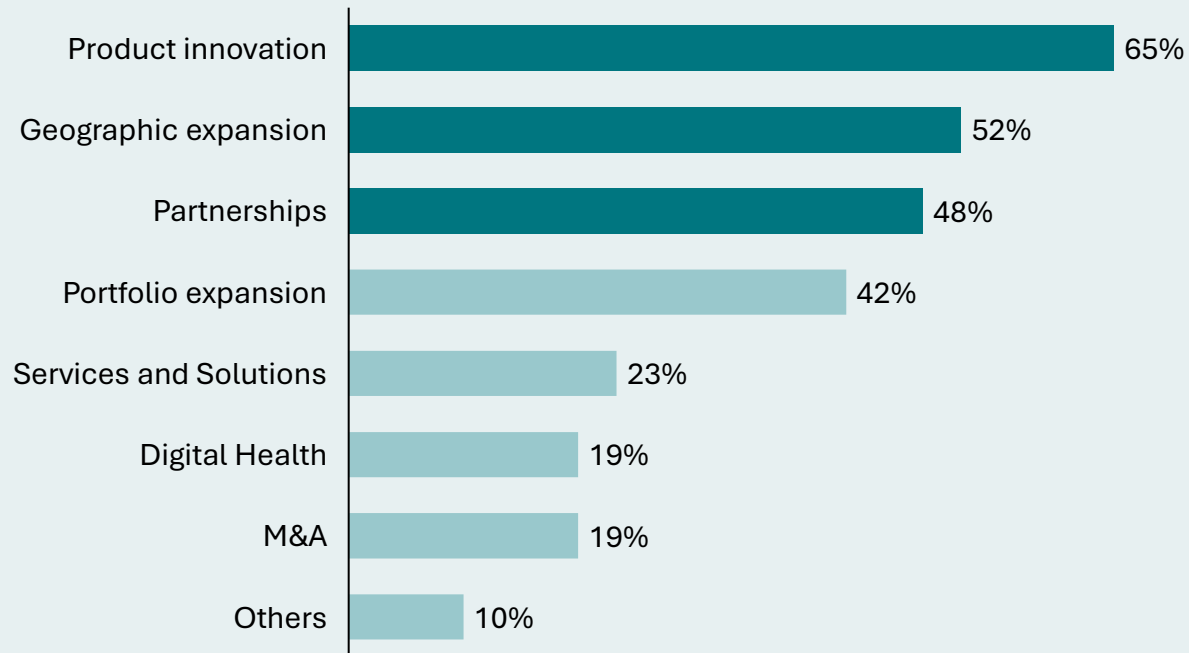
- **Over 90% of small to mid-sized companies** (i.e., below 1 B in revenue) consider **growth as their top priority**, to finance innovation and improve operational efficiency
- **Digital transformation and customer engagement rank surprisingly low**, at 23% and 26% respectively, well below the leading priorities, suggesting more urgent near-term operational needs are crowding them out
- Supply chain and talent rank low, but this **reflects reprioritisation** rather than resolution. Both remain live pressures in 2026, increasingly **absorbed into digital, reshoring and workforce programs**

Priorities mirror the challenges, tilting towards the operating fundamentals needed to protect growth

Companies want to grow at multiple fronts...

Product innovation, expansion and partnerships are all in play at once

Growth focus areas



Key Insights

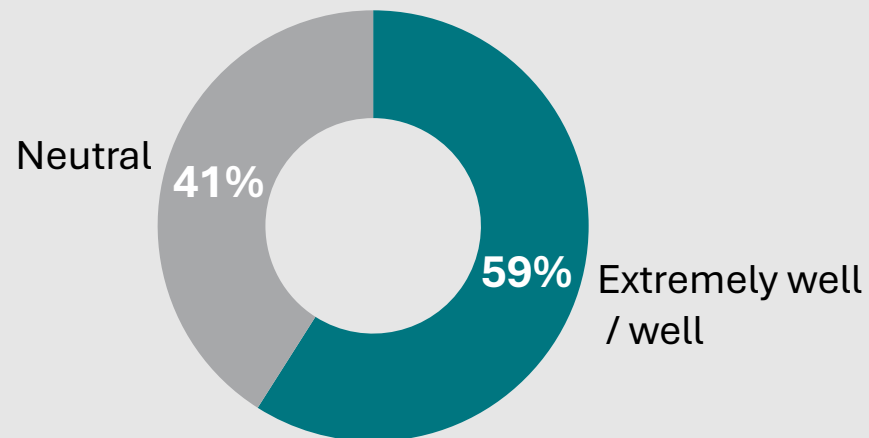
- Across companies, **product innovation is still the key growth engine**, while only a minority consider Services and Solutions or Digital health
- **Geographic expansion** is far more a **small-to-mid-sized priority** (75% of companies below €1B) than a large-company one (30% above €1B), since larger players are already global
- **Partnerships** have moved into the **top tier of growth levers**, suggesting MedTech is treating collaboration as a core strategy rather than a fallback when internal development falls short

The limit on growth is execution capacity, not appetite: companies pursue expansion and execution at once

What are the biggest gaps holding companies back from scaling growth?

Companies recognise the challenges ahead but struggle to scale key capabilities needed to address them

Confidence in responding to market needs



59% say they respond well or extremely well to evolving customer needs, so the issue is scaling, and operational efficiency not understanding the market.

What are the top capability gaps to strengthen?

From strategy, operations, commercial to medical affairs, digitalisation (incl. AI) and commercial excellence, survey respondents rated top capability gaps on their agenda.

For more insights, request the full report.



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Companies understand the market well. There are other challenges blocking commercial success.



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