



OPERATING UNDER A NEW STRATEGY

WITH A SIMPLE YET COMPREHENSIVE SOLUTION

THE LAUNCH ADVISORY TEAM

BusinessCare for HealthCare™

SUMMARY & BENEFITS

- In-Depth Market Analysis
- Uncovering Marketing Pitfalls
- Master Branding Strategy
- Restoring Sales and Market Share
- Creating a New Identity

A leading medical device and instrument manufacturer, in response to their declining sales and market share, called in a member of the Launch Advisory Team to evaluate the challenges and obstacles the company was facing, evaluate current market trends, and bring an outside perspective to the problem making appropriate recommendations for a solution or solutions. Although the manufacturer was a well-known, highly-respected leader in several categories of specialty products for trauma and reconstruction, its competitors were uncovering specific occasions to take sales that, in turn, created greater opportunities that led to larger contracts for the competition.

From his customer *and* market research, the Launch Advisory Team consultant identified several reasons for declining sales and share based on changes in surgeon and OR nurse perceptions and preferences, changes in contracting and purchasing practices, and concerns for having simpler, easier solutions available from fewer resources. One pronounced perception in the marketplace, which evolved over several years of the company's practice to develop and promote individual brands rather than a master brand with families of products, was that the manufacturer was unintentionally developing an identity that focused only on providing unique, specialized products rather than a full line of conventional devices and instruments common to trauma and reconstructive procedures. As such, it gave opportunities for competitors to take sales and share.

In response, the consultant recommended several solutions and strategic corrections; one for a master brand strategy with new categories of product and instrumentation reassuring general practitioners they have a comprehensive yet easy, simple resource while specialists have a complete integrated solution for their needs. In addition, the consultant recommended a change in marketing emphasis and communication to promote "simple yet comprehensive," as appropriate, and "specialty expertise areas" of trauma and reconstruction management such as maxillofacial, spine, and hand with two concurrent, complementary messaging campaigns aimed at surgeons, nurses, specialists, and purchasing (*206 Reasons* and *Long, Short, Flat, and Irregular*). The initial results indicated a positive change in market perceptions helping to restore some sales and to reestablish share and leadership. New management, a new corporate focus, and reduced budgets, however, brought the work to an early close.