



CASE STUDY

Shifting Offline to Online Sales: How a Digital Procurement Platform Can Boost Sales in the HealthTech Industry

A top 10 global HealthTech player in the diagnostic imaging and patient monitoring space identified that the field sales team spent 20 to 30 percent of their time with tiny Tier 3 customers. Consequently, missing significant market share gains with strategic Tier 1 and 2 customers. To enable the sales team to re-engage with strategic accounts, we supported our client in assessing the business opportunity and operating model for a self-serviced online platform for Tier 3 customers.

Together with the client team we first assessed the overall business opportunity and the fair market share. This was underpinned by external qualitative customer interviews, and a large scale quantitative survey. Secondly, we built a product roadmap tailored to customer needs, and defined the operating model – including establishing an inside sales team.



How we Create and Elevate Digital TopLine Power

We enable: We enable you to activate the most relevant digital channels to reach your customers.

We empower: We navigate you towards your future digital business.



We elevate: We elevate your pricing decisions to the next level by combining data, machine learning, and software.

We expand: We fuse marketing with digital to boost your return on ad spend, and customer lifetime value.

Case Study: Shifting Offline to Online Sales, Boosting Sales Through a Digital Procurement Platform

Situation & Objectives

We supported a leading top 10 HealthTech player in understanding whether shifting the business from offline to online sales would grow margins. We, therefore, decided to assess which consumer segments would be open to a self-serviced e-platform, as well as the possible factors for success. In this way, we were able to evaluate the online business opportunity, and outline the operating model tailored to customer needs.

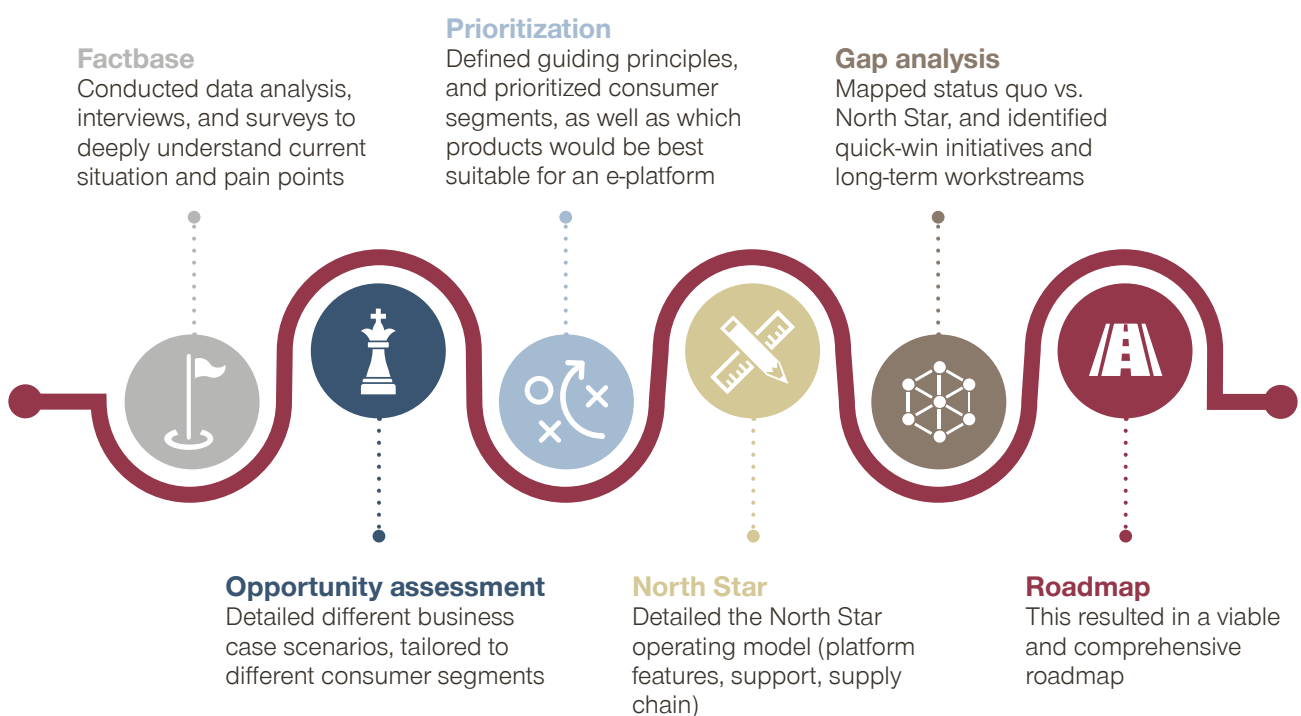
Approach & Solution

To understand customer needs, we conducted a series of qualitative interviews, as well as a large scale quantitative customer survey. We also looked at past transactions to understand procurement patterns, and what portfolio elements would be most suitable for a self-service e-platform. During the customer interviews, we investigated what success factors would be required to create an attractive consumer-centric digital experience (inside sales support, online configurator, etc.).

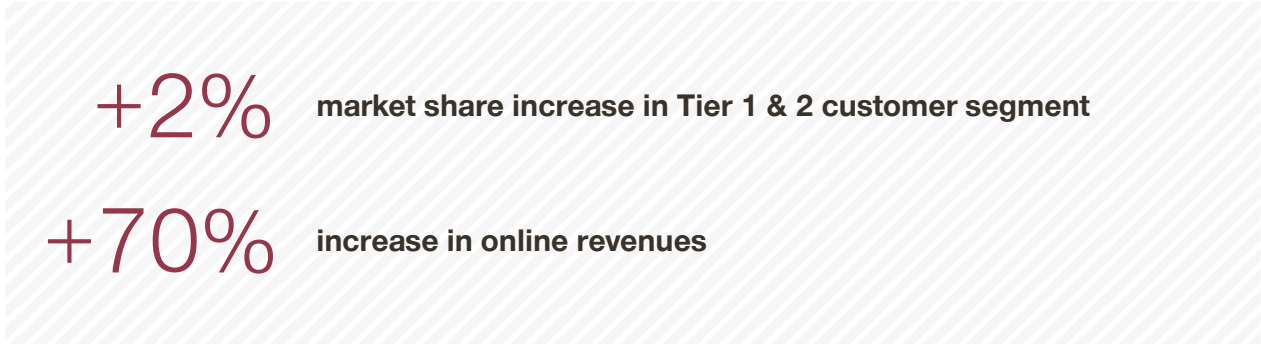
We aligned consumer needs with the client's business objectives to design a consumer-centric operation model and define the user experience. We then conducted a gap analysis to identify quick-wins and long-term fixed rates, which were consolidated and further detailed.

The project team used an agile, highly collaborative approach that engaged an extensive set of stakeholders to define, align, and create the path forward.

How we assessed the online business opportunity and defined the operating model for a self-serviced e-platform in HealthTech



Impact



The successful implementation of the e-platform enabled the sales team to refocus sales engagement with strategic accounts, and increase market share penetration by two percent. It also elevated customer and sales team satisfaction by automating small orders, and allowing for a better supply chain experience.



Simon-Kucher Elevate did an excellent job detailing the business opportunity of shifting from offline to online sales, as well as helping us to reshape our eCommerce operating model.

Global Lead Online Sales
Simon-Kucher client

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About Simon Kucher & Partners

For over 30 years, Simon-Kucher & Partners has been helping hundreds of clients around the world address their strategic and marketing challenges. We are regarded as the world's leading top-line advisor and thought leader. We have served more than 100 of the Global Fortune 500 companies, and our clients come from all major industries.

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