Kunden-Kommunikation in Krisenzeiten

Dr. Heiko Visarius
April 20, 2020
Lucerne / Zoom
Inhalt

• Vorstellung

• Wie es früher war…

• Was machen wir nun?

• Kanäle
  – Website
  – Newsletter
  – LinkedIn

• Diskussion, Q & A
Wer ist Heiko?

• Geboren in Witten, D 1966
• Dipl.-Ing., Univ. Bochum, D 1986-1990
• Ph.D., Bio-Engineering, Michigan, USA 1990-1993
• M.E. Müller Institute, Bern, CH 1994-1996
• SYNTHES: CEO Medivision, EC Member SYNTHES 1996-2003
• MBA, Zürich & New York 2002-2003
  Bus. Dir. DACH, One Medtronic Office, Senior Bus.
  Dir. Spine Europe (250mio USD; 300HC)
• VISARTIS Healthcare GmbH 2012-
  Interim CEO Elchrom Scientific AG (2013)
  Innosuisse Startup Coach (since 2012)
  Board: PersonalMedSystems, Berger, Lorange, idiaq
  Mandates: Coaching, Strategy, Bus. Development,
  Networking MedTech, KMUs uvam
Projekte 2019 - 2020

Projects Medtech

Coaching

Startups CH and international

Business Development

Boards

Teaching

Expert

VISARTIS Healthcare GmbH . Dr. Heiko Visarius . +41 79 1000 600 . heiko.visarius@visartis-healthcare.ch
Netzwerk

• Large Medtech Network in Switzerland and International – Industry partners, clinics, chief surgeons, …

• Contacts to many important suppliers in the Medtech sector (Synthes-Depuy, Zimmer, Stryker, Biomet, Mathys, Straumann, Nobel Biocare, Haag-Streit, Ziemer, Schaerer, etc)

• Tight link to many players in the Medtech world, eg Medtech Cluster, Medtech Switzerland, World Medtech Forum, FASMED etc.

• Broad experience in the areas of sales, marketing, KOL management, international distribution negotiations, R&D

• Regional know-how and business experience in Europe and Emerging Markets (LAT, RSA, Middle East, India)

• Direct market experience with investment goods as well as consumables (implants etc.)

• Experience in Medtech, coaching, communication
Traditionelle KMU Kanäle

- Aussendienst
- Kundendienst
- Netzwerk, Stammtisch, Sportverein
- Messen
- Kundenbesuche vom Chef
- (Oft eher langweilige) Mailings
Participating in a trade fair is a big investment. A good preparation is worth it. Our trade fair workshop includes the following topics:

- Goals?
- Preparation
- Presentation / Pitch
- Sales-Training
- Marketing / Self-Marketing
- Target Groups
- Debriefing
- Follow-up
Wirksam?

Messe-Einladungen MedtecLIVE 2020 in Nürnberg

Wild Karin <karin.wild@microdul.com> im Auftrag von Stalder Adrian <adrian.stalder@microdul.com>

An Heiko Visarius

Signiert von adrian.stalder@microdul.com

Sehr geehrter Herr Visarius

Das Microdul AG Sales-Team freut sich, Sie zu laden zur Veranstaltung MedtecLIVE 2020 in Nürnberg.

- MedtecLIVE in Nürnberg

Die MedtecLIVE 2020 findet vom 31.03. - 2.04.2020 in Nürnberg, Deutschland, statt.

Nürnberg, Germany 2020

MedtecLIVE
Connecting the medical technology supply chain

Adrian Stalder und Marian Lancki werden Sie in Nürnberg wahrnehmen.

Falls Sie Interesse haben an der Messe MedtecLIVE 2020 in Nürnberg, dann haben Sie die Möglichkeit, mit uns einen persönlichen Termin zu vereinbaren:

+41 44 455 35 11 oder

per E-Mail: karin.wild@microdul.com

Freundliche Grüße

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Und plötzlich...
Und was jetzt? Kunden-Kommunikation?

• Website
• Newsletter
• LinkedIn
Typische KMU Website

• Unsere Qualität ist toll
• Wir sind in der Schweiz (ja, teuer, aber die Qualität…)
• Es gibt uns schon seit … Jahren
• Wir machen …
• Und überhaupt, Schweizer Qualität…

Es fehlt oft…

• Was habe ich als Kunde davon?
• Warum seid Ihr besser als die Konkurrenz?
• Was tut Ihr, um mich als Kunden abzuholen?
• Batterien

http://www.wyon.com/

RELY ON THE SPECIALISTS...
...to develop and produce your customised rechargeable Li-ion battery solution. The Swiss company, Wyon AG, based in Appenzell, is leading in the technology needed to manufacture the very smallest rechargeable Li-ion batteries.

CUSTOMER VALUE AT THE HEART
Since 1999 we have been developing and producing customised designs in accordance with demands for the highest quality. We succeed in getting the maximum amount of energy out of minimum space. Thanks to gas-proof plastic casing, the design can be chosen with relative freedom. In addition, we save a great weight compared to conventional aluminium or steel casing.

LI-ION BATTERIES
Wyon has specialised in developing and producing Li-ion batteries. This technology has the most energy density to date. The lifespan of Li-ion batteries is equally so high that they mostly correspond to the lifespan of the appliance. The exterior geometry and specification of the integrated safety circuit in Wyon Li-ion batteries are developed in cooperation with the customer.

PROJECT MANAGEMENT AND DESIGN
Our experienced project managers have a distinct focus on customer value. Right from the start they have close contact with the customer to be able to optimally meet the respective requirements. Thanks to our on-site design department, we are able to produce the respective design with maximum energy density and in a form tailored to the customer’s requests. The whole development process is attended to by our project managers who apply their knowledge of developing and manufacturing whole systems while considering electro-chemical, mechanical, and electronic aspects, and environmental demands. Thanks to a wealth of experience in miniaturisation, plastic and metal welding, laser machining, automation etc., we are very flexible and within a reasonable time period, can respond to customer wishes.

QUALITY ASSURANCE
Safety and quality are Wyon’s utmost priority. Our batteries are produced completely in Switzerland. All of our batteries are checked numerous times, and the results of the testing are entered and archived in our database. Wyon fulfills the ISO 9001 standard. All of our processes, however, are in accordance with ISO 13485.
Was wollen wir sagen?

Firma
Technologie
Produkt
Features
Benefit
Kundennutzen!!!
Money is here!
You are here!
Wem wollen wir es sagen?

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<th>Congress</th>
<th>KOL Programs</th>
<th>Marketing Campaigns</th>
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<td>Unsegmented</td>
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<td>Let Go On</td>
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<td>Develop</td>
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Congress KOL Programs Marketing Campaigns

Unsegmented Let Go On Maintain Develop Top
Wo wollen wir hin?

Product/service selling
- Understand customer needs within context of a specific opportunity
- Match customer needs to product or service benefits

Solution/value selling
- Understand business problem behind the customer's stated needs
- Combine services, products, capabilities that address the customer's business need

Trusted strategic partner
- Understand customer's strategic business challenges and situation
- Provide value by advising and providing new information and insights that help the customer
Heiko has years of MedTech business experience distilled into highly valuable wisdom. He analyzed our business case with pinpoint questions, emphasized our advantages and the problems we may experience, as well as providing practical solutions to these problems. Heiko also knows the tips and tricks of implementing these solutions in the medical devices sector with finesse and can direct you to key experts within his vast network for further assistance.

At GliakoLens, we were lucky to work with Heiko as part of our H2020 SME Instrument Phase I project. It was a beneficial and joyful experience to be coached by him, considering his optimistic and pleasant demeanour. I would strongly recommend Heiko’s coaching to other striving medtech startups.

Ozgur Kaya - Biomedical Engineer, SME Instrument Champion, Swiss Army Knife
Glaubwürdigkeit

- Expert
- Organizer
- Moderator
- Teacher
- …
Newsletter

Was gibt es Neues?

Relevant für den Kunden?

Was kommt bald?

Aufforderung zur Tat?

AIDA!

Praxistipp Nr. 2
Dr. Visarius provides great insight and strategic direction during a pivotal time of transition and growth for our company. His wonderful sense of humor and optimism make our meetings productive and fun, and his combined knowledge of the business of healthcare, the corporate landscape, and the internet... See more

We chose Dr. Visarius (former head of MEDTRONIC SPINE EUROPE) as our preferred business coach for our E.U. SME Instrument grant that our company AscentX Medical has recently been selected for. After spending two full coaching days in Zuerich with this terrific expert and human being, I can say- without hesitation and the urge to reciprocate- that he far exceeded our expectations in every aspect. His deep MedTech industry knowledge, grasp of technologies, ability to ask the right questions, global network of top tier executives and entrepreneurs in all areas, creative ideas, and willingness to help in every way possible is truly impressive. Heiko personifies the ideal mentor/coach for any MedTech entrepreneur. I can only hope that many entrepreneurs after us will also have the privilege to meet Heiko and benefit from his mentorship. What an exceptional experience we had. Let's go on to Phase III! See less

Heiko is not only an experienced and skilled coach asking all the relevant questions - he is also a lot of fun and energy, and we really enjoy being in his sessions.
Bad example

- Absolutely unspecific
- Offering unclear
- Mass email

Christian Mur • 10:15 am
Good morning Dr. Visarius, we met at EPFL last year. I reconnect as a member of Excelerate Partners consulting services. What we offer: No corporate structure • We listen • Seasoned local & international multifunctional experts • Proven track record in small & large projects • Reliable, agile, accessible. We would appreciate a space in Your agenda to present our offering, for Your Clients and Partners. Thank You.

Dr. Heiko Visarius • 12:33 pm
Hello Mr. Mur, thank you for your message. To be honest, the explanation of what you offer is so generic, that I have absolutely no clue what you are doing. You have agile experts that listen. Very unclear.
Best regards, Heiko Visarius
Haben wir den Kunden schon mal gefragt?

A) Select participants

B) Customer touchpoints
   - Priming call
   - NPS survey (online or phone)
   - Follow-up

C) Data reporting

D) Escalation/Problem solving/Account management

E) Implementation & Administration

Note: Feedback loops implemented throughout the process in order to ensure optimization of program efforts, impactful results, and immediate escalation of critical issues
**NPS of non-clinical customers**
53ppts lower vs. clinical

<table>
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<th>Sample Co</th>
<th>NPS</th>
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<tr>
<td>50%</td>
<td>41%</td>
</tr>
<tr>
<td>20%</td>
<td>12%</td>
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<tr>
<td>-9%</td>
<td>-32%</td>
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- **# of responses**
  - Clinical: 324
  - Non-clinical: 59

**Improvement areas suggested by non-clinical customers**

- "A uniform 'face' to customers."
- "Sales Reps are not so keen to work with the people who actually raise the purchase orders and pay the bill."
- "Prices of products may be an area for consideration given the current climate."
- "A "value" range of products with excellent SampleCo standards would be a good idea."
- "Listen to what customers are trying to achieve and respond in more helpful ways."
Mal wieder die Preise anschauen

Was soll es kosten?

• COGS * X
• Konkurrenz
• Share of wallet (zB PlayStation 1 für 399$)
• Value (wie nachgewiesen?)
• Mindest-Bestellmengen
• Express-Zuschlag
• Mengen-Rabatt
Price waterfall shows a breakdown of all elements that affect pocket margin

Illustrative example of a price waterfall
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Herzlichen Dank!

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