

## Kunden-Kommunikation in Krisenzeiten

Dr. Heiko Visarius

April 20, 2020

Lucerne / Zoom



Lucerne University of  
Applied Sciences and Arts

**HOCHSCHULE  
LUZERN**

FH Zentralschweiz



# 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 SYNTHE S 1996-2003
- MBA, Zürich & New York 2002-2003
- Medtronic: Marketing Dir. Europe, Bus. Dir. Emerging Mkts,  
Bus. Dir. DACH, One Medtronic Office, Senior Bus.  
Dir. Spine Europe (250mio USD; 300HC) 2003-2012
- VISARTIS Healthcare GmbH 2012-  
Interim CEO Elchrom Scientific AG (2013)  
Innosuisse Startup Coach (since 2012)  
Board: PersonalMedSystems, Berger, Lorange, iddiag  
Mandates: Coaching, Strategy, Bus. Development,  
Networking MedTech, KMUs uvam

# Projekte 2019 - 2020

## Projects Medtech

be▶advanced

SWISS MEDTECH  
Head Startups

CREDIT SUISSE

n|w Fachhochschule Nordwestschweiz  
Hochschule für Life Sciences

SWISS EXCELLENCE STIFTUNG

phw  
PRIVATE HOCHSCHULE  
WIRTSCHAFT PHW BERN  
Teil der Kalaidos  
Fachhochschule

HORIZON 2020

SwissEconomicForum

W.A. DE VIGIER  
STIFTUNG

SWITZERLAND  
GLOBAL  
ENTERPRISE  
enabling new business

Boards  
Teaching  
Expert

Lucerne University of  
Applied Sciences and Arts  
HOCHSCHULE  
LUZERN

gracient®  
PERSONAL MEDTECH

Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
Innosuisse – Schweizerische Agentur  
für Innovationsförderung

EASME

platinn  
platforme innovation

be▶advanced

## Coaching

zünder

## Startups CH and international

MOSERBAER

Heraeus

EY  
Building a better  
working world

## Business Development

oerlikon

EFFECTUM MEDICAL  
YOUR START-UP TO MARKET

Erchinger  
MEDTECHNOLOGY



## 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

# Workshop Messe-Vorbereitung und -Auftritt

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@microd

An Heiko Visarius

Signiert von adrian.stalder@microdul.com

Antworten    Allen antworten    Weiterleiten    ...

Mi, 04.03.2020 08:31

Sehr geehrter Herr Visarius

Das Microdul AG Sales-Team freut sich, Sie an der folgenden Veranstaltung teilnehmen zu lassen:

- o MedtecLIVE in Nürnberg

Die MedtecLIVE 2020 findet vom 31.03. -

Nürnberg, Germany 2020  
**MedtecLIVE**  
Connecting the medical technology supply chain

Adrian Stalder und Marian Lancki werden

Falls Sie Interesse haben uns an der Mes

Sie haben die Möglichkeit, mit uns einen p  
+41 44 455 35 11 oder

per E-Mail: [karin.wild@microdul.com](mailto:karin.wild@microdul.com)

Freundliche Grüsse

Adrian Stalder  
Verkaufsingenieur Module / Dickschicht

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[www.microdul.com](http://www.microdul.com)





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?



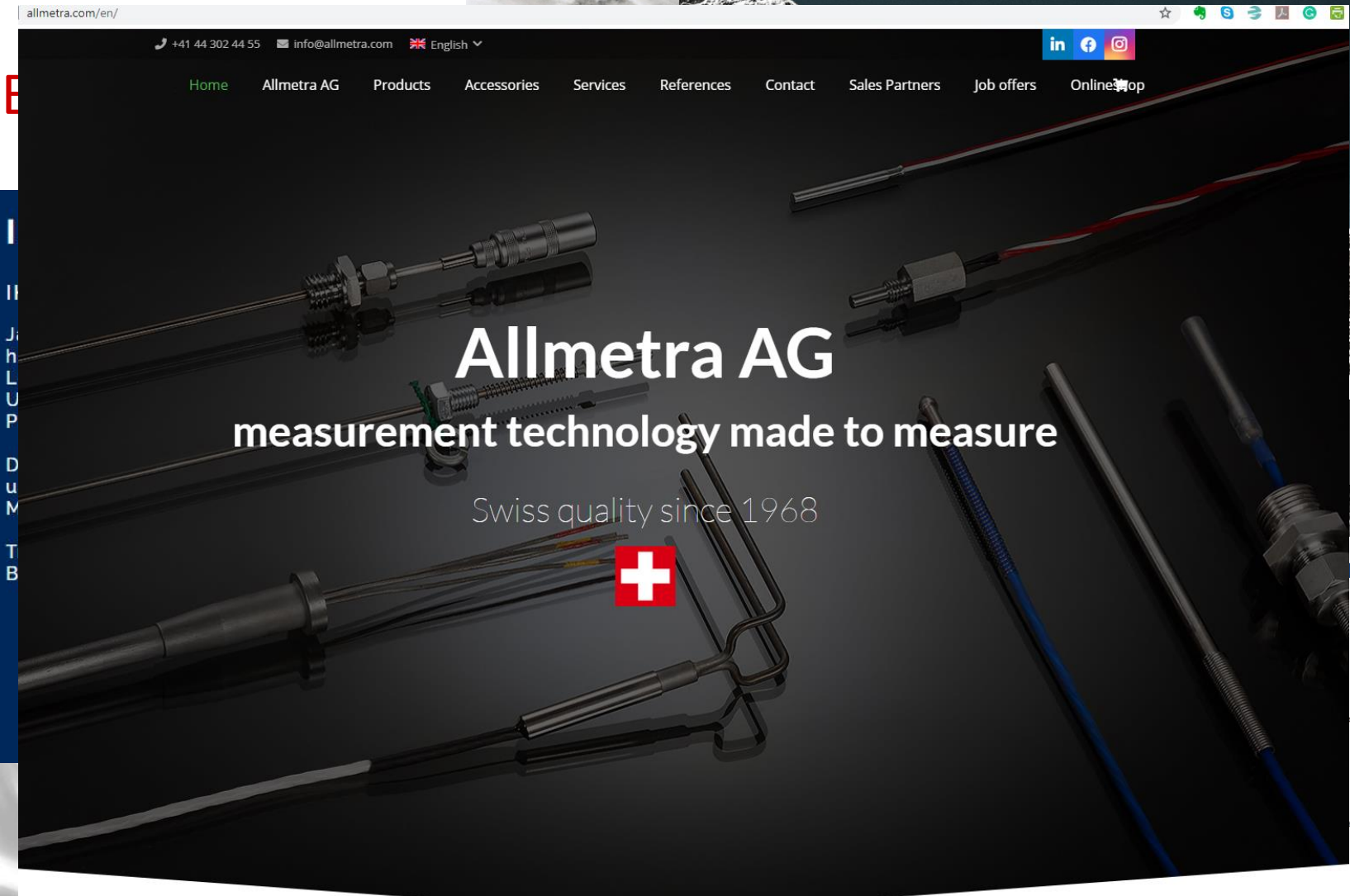
WILLKOMMEN BEI  
REISHAUER  
GEAR GRINDING  
TECHNOLOGY

allmetra.com/en/

+41 44 302 44 55 info@allmetra.com English

Home Allmetra AG Products Accessories Services References Contact Sales Partners Job offers Online Shop

**Allmetra AG**  
measurement technology made to measure  
Swiss quality since 1968



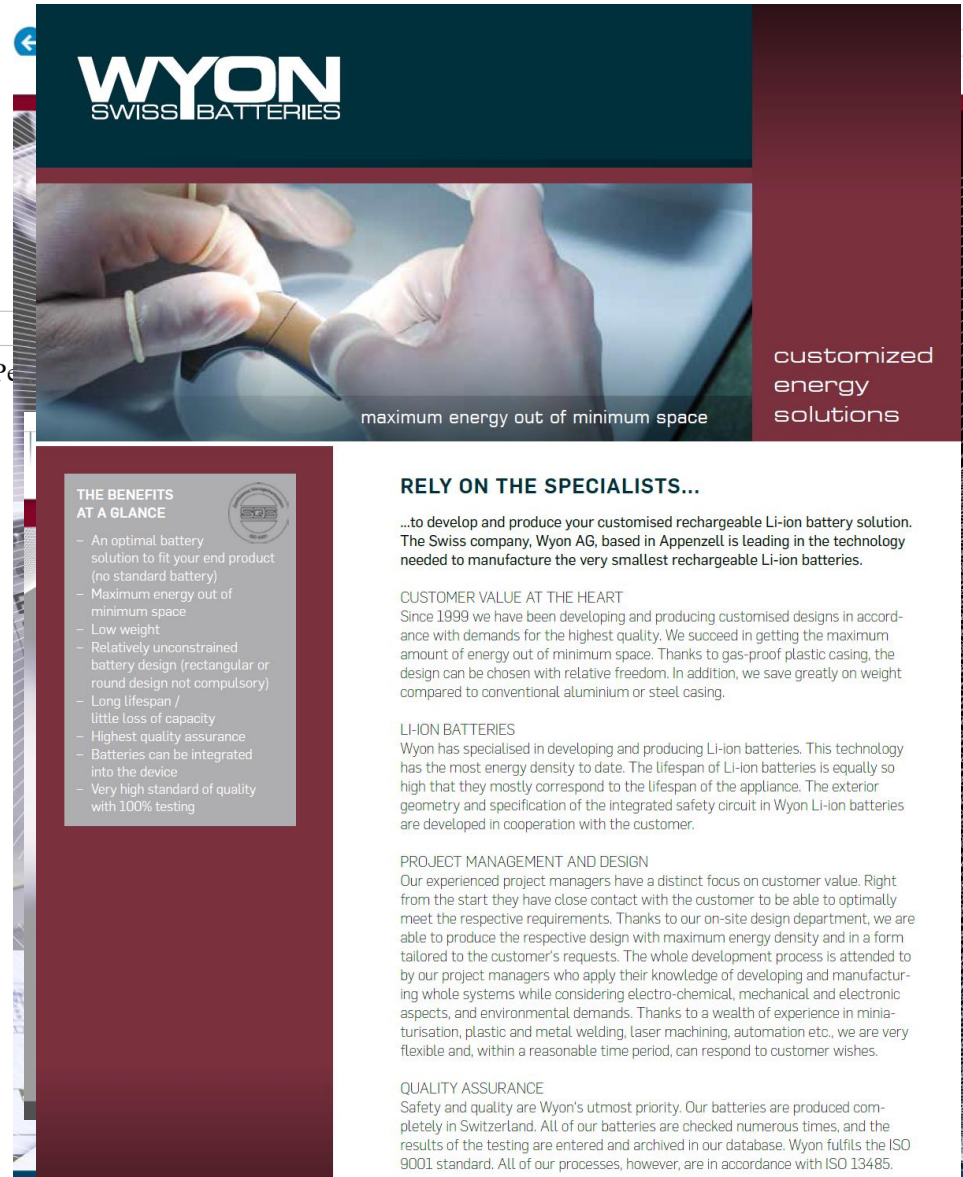
# WYON

**WYON**  
SWISS BATTERIES

- Batterien

   <http://www.wyon.com/>

<%@LANGUAGE="VBSCRIPT" CODEPAGE="1252"%> Maintenance Being Performed



The screenshot shows the Wyon Swiss Batteries website. At the top is the Wyon logo. Below it is a large image of hands holding a battery, with the text 'maximum energy out of minimum space' and 'customized energy solutions'. To the left of this image is a sidebar titled 'THE BENEFITS AT A GLANCE' listing various advantages of their batteries. To the right is a main content area with the heading 'RELY ON THE SPECIALISTS...' and several paragraphs of text describing their services, including 'CUSTOMER VALUE AT THE HEART', 'LI-ION BATTERIES', 'PROJECT MANAGEMENT AND DESIGN', and 'QUALITY ASSURANCE'.

**WYON**  
SWISS BATTERIES

maximum energy out of minimum space

customized energy solutions

**THE BENEFITS AT A GLANCE**

- An optimal battery solution to fit your end product (no standard battery)
- Maximum energy out of minimum space
- Low weight
- Relatively unconstrained battery design (rectangular or round design not compulsory)
- Long lifespan / little loss of capacity
- Highest quality assurance
- Batteries can be integrated into the device
- Very high standard of quality with 100% testing

**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 greatly on 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.

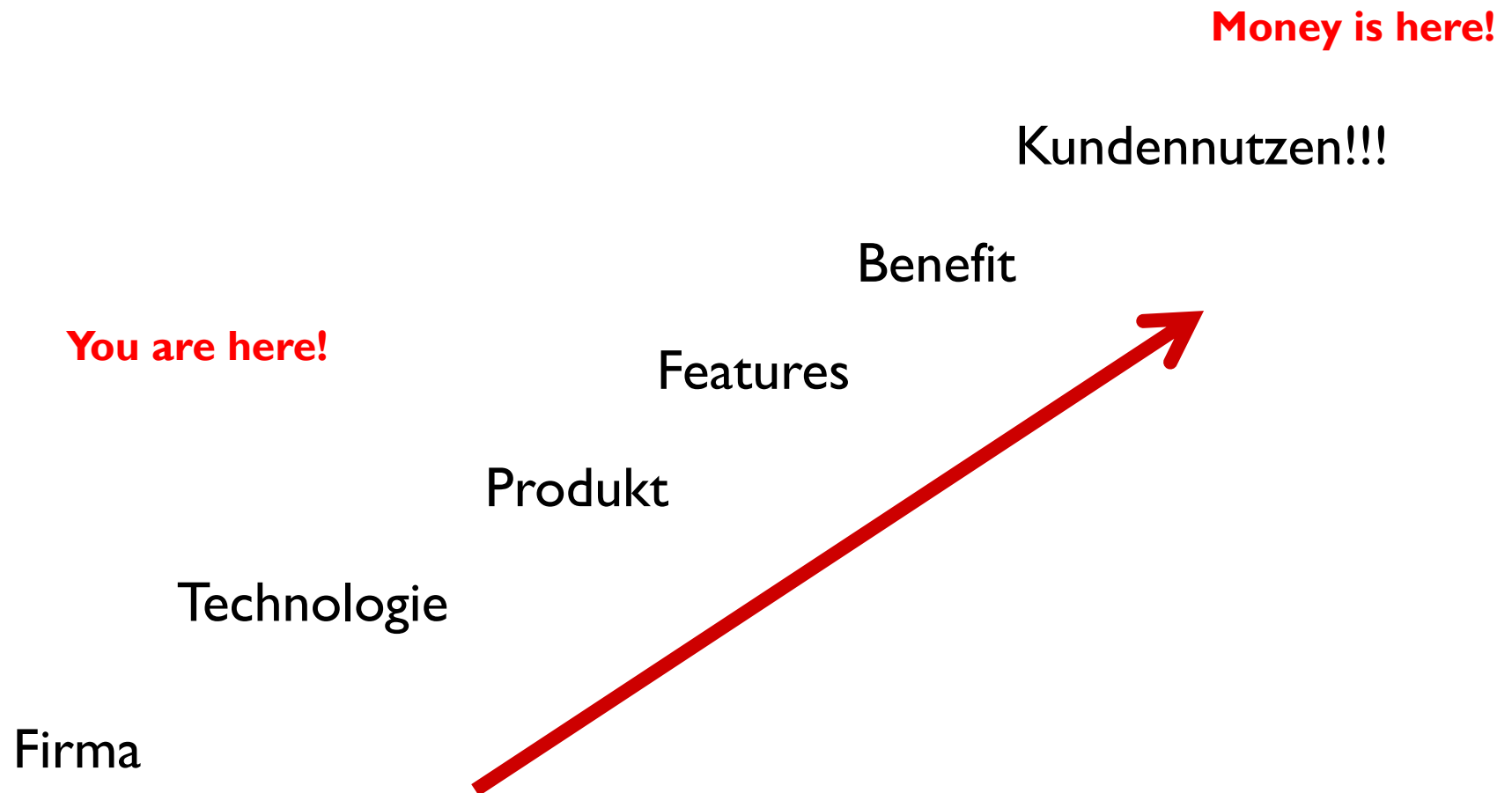
**PROJECT MANAGEMENT AND DESIGN**

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**

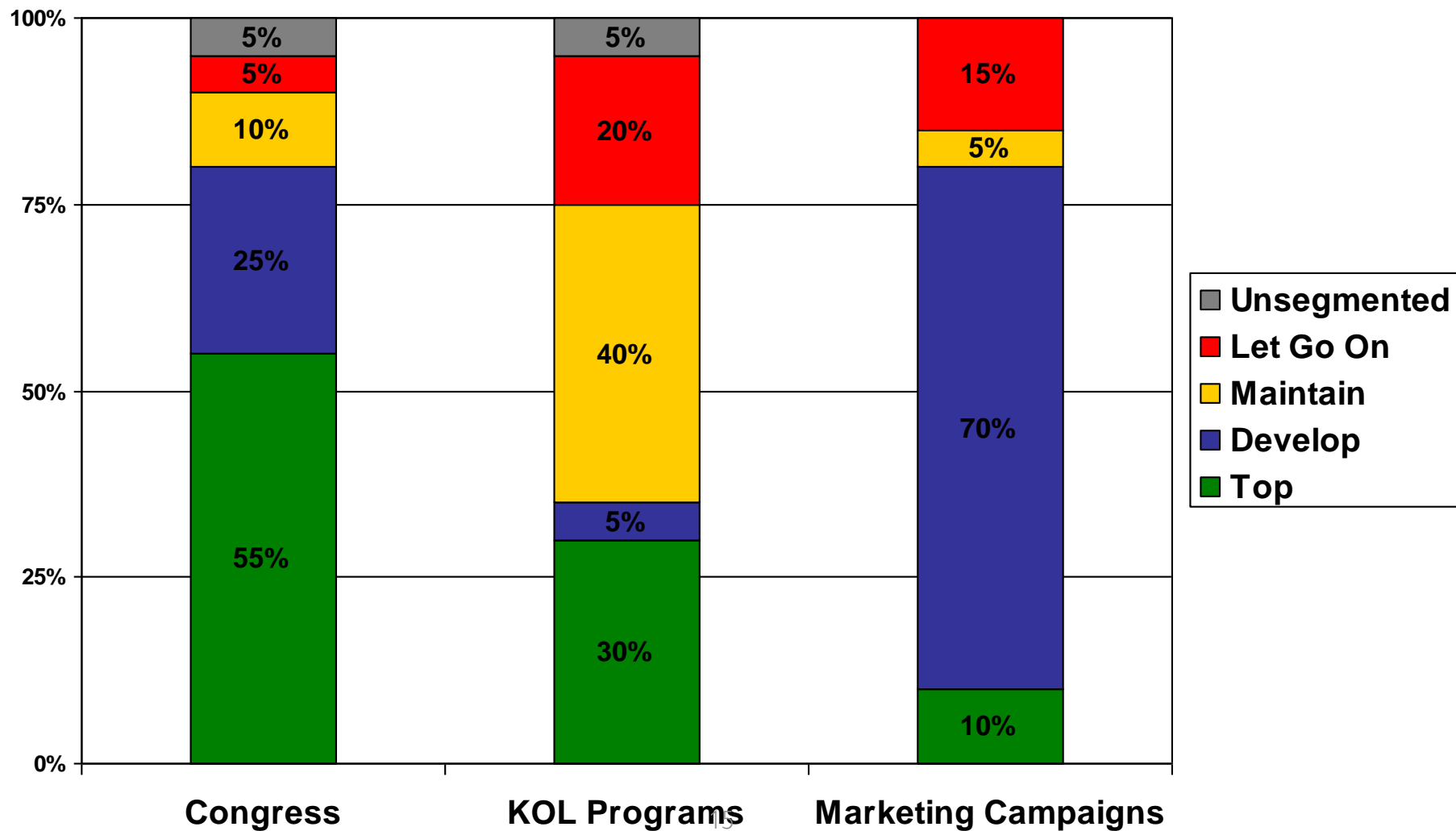
Safety and quality are Wyon's utmost priority. Our batteries are produced completely in Switzerland. All of our batteries are checked numerous times, and the results of the testing are entered and archived in our database. Wyon fulfils the ISO 9001 standard. All of our processes, however, are in accordance with ISO 13485.

Was wollen wir sagen?





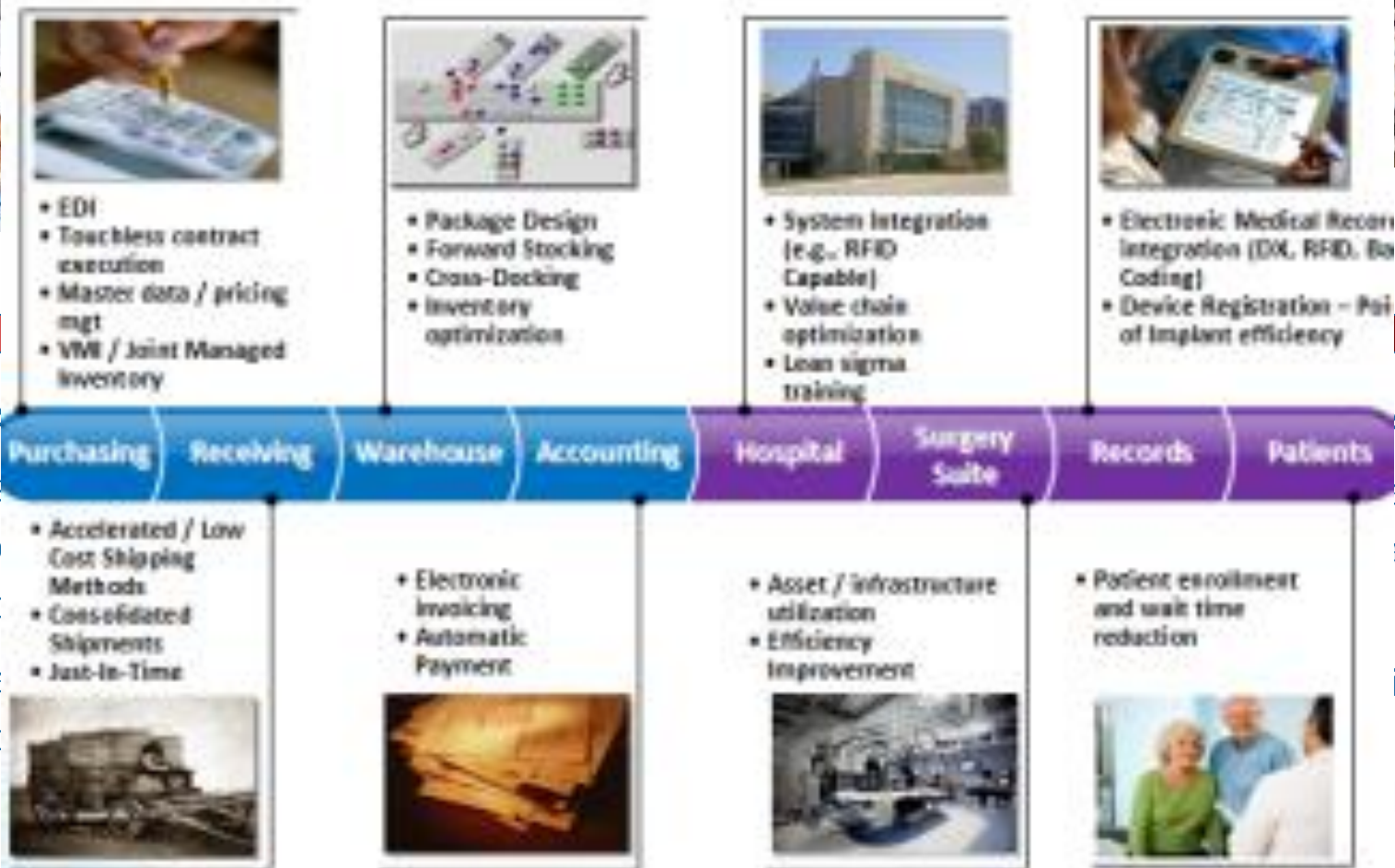
## Wem wollen wir es sagen?





# Wo wollen wir hin?

## Value Chain Elements / Potential Opportunities



Product/

- Unders
- within
- opport
- Matche
- produc

# Website

Kunden-  
Nutzen?

Glaubwürdig?

Ressourcen?

The screenshot displays a website layout. At the top, there is a navigation bar with a logo on the left and a menu on the right. Below the navigation bar, the main content area is divided into two rows of service boxes. The first row contains 'Coaching' (with a diamond icon), 'Workshops' (with a line graph icon), and 'Vorträge' (with a pencil icon). The second row contains 'Expertise' (with a magnifying glass icon), 'Board Mandate' (with a person icon), and 'Events' (with a calendar icon). Each box lists specific services or expertise. Below the service boxes, there is a large dark grey section featuring a testimonial. The testimonial text is in white and describes Heiko's experience with GlakoLens. At the bottom of the testimonial section, the name and title of the person providing the testimonial are listed.

**Coaching**  
für CEOs | Startups  
Wachstums-Coach

**Workshops**  
Trade Fairs | Market Access  
Deutschland

**Vorträge**  
Fachvorträge | Impulsvorträge |  
Vorlesungen

**Expertise**  
Investoren-Beratung | Jury-Mitglied |  
Externer Experte

**Board Mandate**  
Medtech- und Strategie-Kompetenz  
für Ihr Board

**Events**  
Konzeption | Moderation

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 GlakoLens, 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.

Özgür Kaya - Biomedical Engineer, SME Instrument Champion, Swiss Army Knife

# Glaubwürdigke

- Expert
- Organizer
- Moderator
- Teacher
- ...

**HOCHSCHULE LUZERN**  
University of Applied Sciences and Arts  
Wirtschaft

**SwissEconomicForum**

**SEF4KMU**  
Expert contract number: CT-FX2015D230696-102  
Pool: 016588 Tpl: H2020\_evaluation.xml\_142  
REV 02

**EUROPEAN COMMISSION**  
Research Executive Agency  
REA/C/04

**EXPERT CONTRACT**  
**CONTRACT NUMBER - CT-FX2015D230696-102**

This Contract ('the Contract') is **between** the following parties:

on the one part,

the Research Executive Agency (REA) ('the Agency' or 'the contracting party'), under the power delegated by the European Commission,  
represented for the purposes of signing this Contract by Anya ORAM, HEAD OF UNIT, REA/C/04

and

on the other part,

**VISARIUS**  
Heiko  
FX2015D230696  
Preisegg 19  
3415  
Hasle bei Burgdorf  
Switzerland  
heiko@visarius.ch

**DEPARTEMENT VOLKSWIRTSCH.**  
Aargau Services Stan

**China Business Platform**  
中國商務平台

**Aargau**

**ANNE LUTER**

**MOSEBAE**

**UBS**

**Allianz**

**SWISSMEM**

# Newsletter

Was gibt es Neues?

Relevant für den Kunden?

Was kommt bald?

Aufforderung zur Tat?

AIDA!

Praxistipp  
Nr. 2

19. April 2020

## OPTIMEYES™ INSI

### INSIGHTs Briefs

- Optimo Medical celebrate
- Optimeyes™ VRM allows
- The trend of digitization s

Optimeyes™ simulation software, capable of providing patient-speci parameter optimization. Our softw the individual eye with a precision t

### Anniversary and CTI start-up Label

Two years ago, Optimo Medi received its commercial registry. Since then, the start-up has reached milestones, and invested a lot c dedication and passion into dev Optimeyes 1.0. Just in time for th was the presentation of the CTI- rewards the hard work and recogn success and potential that lies Optimeyes™ and Optimo Medical.

We are all very happy and proud of (v.l.t.r.: Harald Studer, Elena Businar

### VRM – Vinciguerra Regression Mo

Dr. Vinciguerra, together with our Module (VRM) for the prediction c VRM algorithms have been extensi and SMILE surgery. The promising r available on the Optimeyes™ softw refraction prediction.

### Future developments, Computatio

Not only have we received confi developments in the FDA have show future too. The FDA increases the t Optimeyes™.

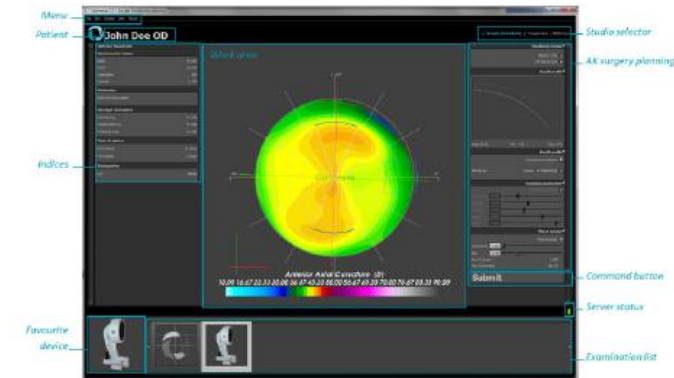
In the US congress report from July device sponsors to explore greater

The EU Council on Medical Devices Annex I from June 11<sup>th</sup> 2015 (p83) t assessment method that should be

Optimo Medical AG | Robert-Walser-Pla medical.com

## Optimeyes 1.0 for Arcuate Keratotomy; only moments away

We are looking forward to releasing the first version of our patient-specific surgery planning software anytime soon. The CE mark for Optimeyes 1.0 – Arcuate Keratotomy (AK) planning is only weeks away, and we expect to be able to officially launch the software before the end of this year.

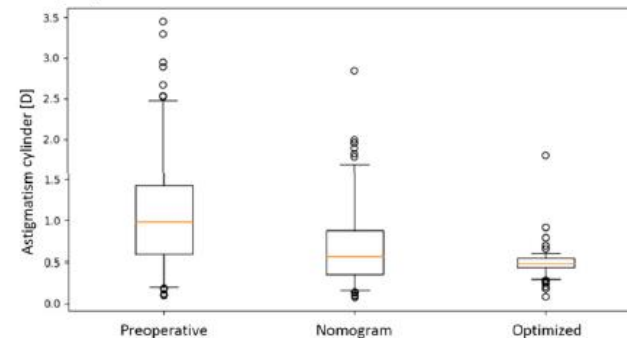


1) Import data-set, 2) double check patient name, and 3) receive optimal and individualized arcuate parameters for your patient: Optimeyes 1.0 comes with an easy-to-use user interface, closely resembling user interfaces of well-known diagnostic devices. It allows importing Pentacam and Galilei data sets.

### Optimeyes 1.0 simulation and optimization results

A computational study including over 300 cases has shown the potential of the Optimeyes™ surgery parameter optimization for arcuate keratotomy (AK) surgery to improve clinical outcome dramatically.

Every case in the study was simulated i) with AK parameters according to the Lindström nomogram, and subsequently ii) with Optimeyes™ optimized AK parameters. The following image clearly shows that corneal astigmatism was much better reduced with the optimal parameters than with nomogram parameters.



It is interesting to note as well, that the target post-simulation astigmatism was set to 0.5D in the above simulations.

Optimo Medical AG | Robert-Walser-Platz 7 | CH-2503 Biel | +41 32 513 6793 | info@optimo-medical.com | www.optimo-medical.com

CE Mark for Optimeyes 1.0 expected anytime soon.



Patrick Andres, BSc  
CFO, QMR, Optimo Medical

"As an ISO 13485:2012 certified company, we set very high quality standards in development, production, quality assurance, and servicing of all our products"



Elena Businaro, MSc, MBA  
Head R&D, Optimo Medical

"Individually optimized surgical parameters results in much better astigmatism management than what can be achieved with nomograms."

Your Contact:  
Dr. Harald P. Studer, PhD  
Robert-Walser-Platz 7  
2503 Biel  
Switzerland

Tel. +41 32 513 67 93  
harald.studer@optimo-medical.com  
www.optimo-medical.com



# LinkedIn

Photo

Description

Network  
(Connections \*  
800)

Recommendations

Praxistipp  
Nr. 3

The screenshot shows a LinkedIn profile for Dr. Heiko Haslebrandt. The header includes the LinkedIn logo, a search bar, and navigation links for Home, My Network, Jobs, and Messaging. Below the header, there's a banner image and a headline: "Improve user education - Knowledge Centered Service has never been easier". The profile section shows a circular profile picture of Dr. Heiko Haslebrandt, his name, and a brief description: "Dr. Heiko Haslebrandt, M.D., MBA, Founder/CEO ASCENTX MEDICAL, INC. San Diego, California". Below this, there are three recommendation cards. Each card features a profile picture of the recommender, their name and title, the date of the recommendation, and a short text snippet. The first card is from Danny Weissberg, Co-Founder and CEO at Voiceltt, dated November 17, 2019. The second card is from Stefan Lemperle MD, Ph.D., MBA, Founder/CEO ASCENTX MEDICAL, INC. San Diego, California, dated October 27, 2019. The third card is from Fridtjof Heyerdahl, CMO hos EpiGuard, dated October 21, 2019. Each card also includes a "See more" link.

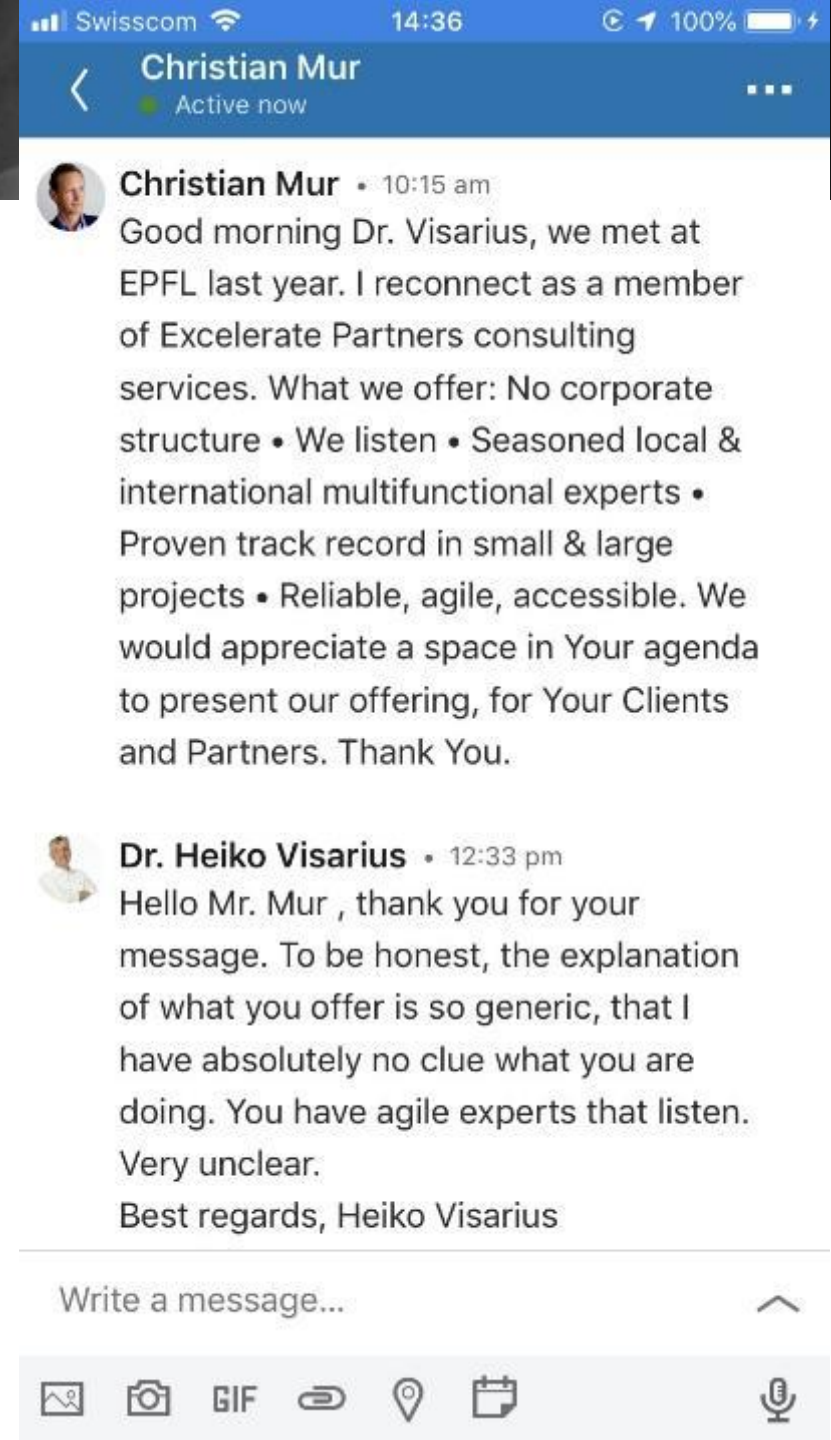
**Danny Weissberg**  
Co-Founder and CEO at Voiceltt  
November 17, 2019, Dr. Heiko was a client of Danny's  
Dr Visarius provides great insight and strategic direction during a pivotal time of transition and growth for our company. His wonderful sense of humor and optimism make our meetings productive and fun, and his combined knowledge of the business of healthcare, the corporate landscape, and the internat... [See more](#)

**Stefan Lemperle MD, Ph.D., MBA**  
Founder/CEO ASCENTX MEDICAL, INC. San Diego, California  
October 27, 2019, Stefan was a client of Dr. Heiko's  
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](#)

**Fridtjof Heyerdahl**  
CMO hos EpiGuard  
October 21, 2019, Fridtjof was a client of Dr. Heiko's  
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.

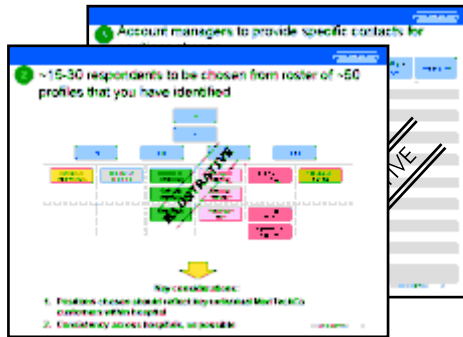
## Bad example

- Absolutely unspecific
- Offering unclear
- Mass email



# Haben wir den Kunden schon mal gefragt?

## (A) Select participants



## (B) Customer touchpoints



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

## (D) Escalation/Problem solving/ Account management



Survey

Escalation triggers

Reports &  
Escalation  
triggers

## (C) Data reporting



Praxistipp  
Nr. 4

(E)

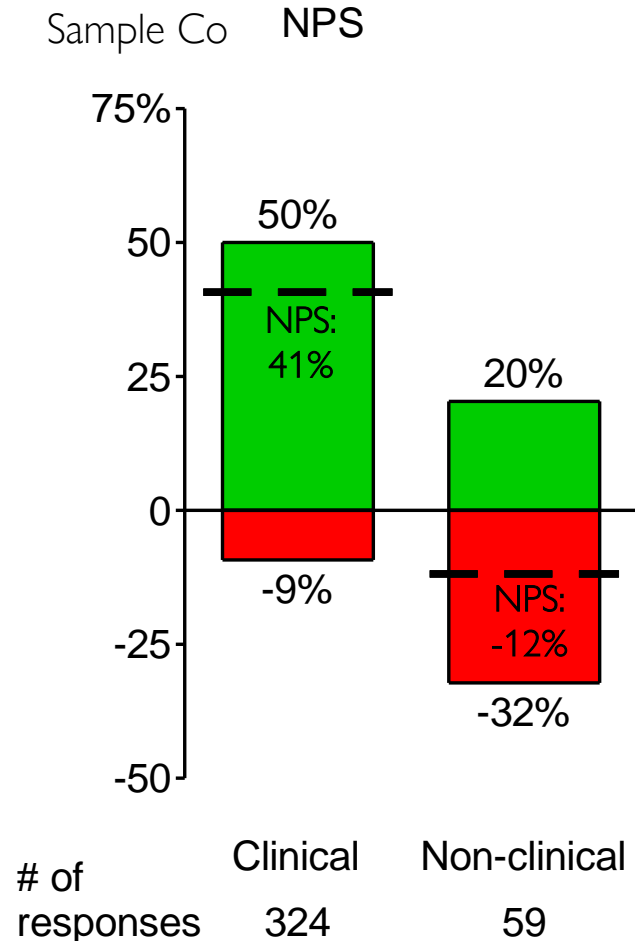
Implementation & Administration

Note: Feedback loops implemented throughout the process in order to ensure optimization of program efforts, impactful results, and immediate escalation of critical issues

VISARTIS Healthcare GmbH



## NPS of non-clinical customers 53ppts lower vs. clinical



## 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?

- $\text{COGS} * X$
- Konkurrenz
- Share of wallet (zB PlayStation I für 399\$)
- Value (wie nachgewiesen?)
- Mindest-Bestellmengen
- Express-Zuschlag
- Mengen-Rabatt

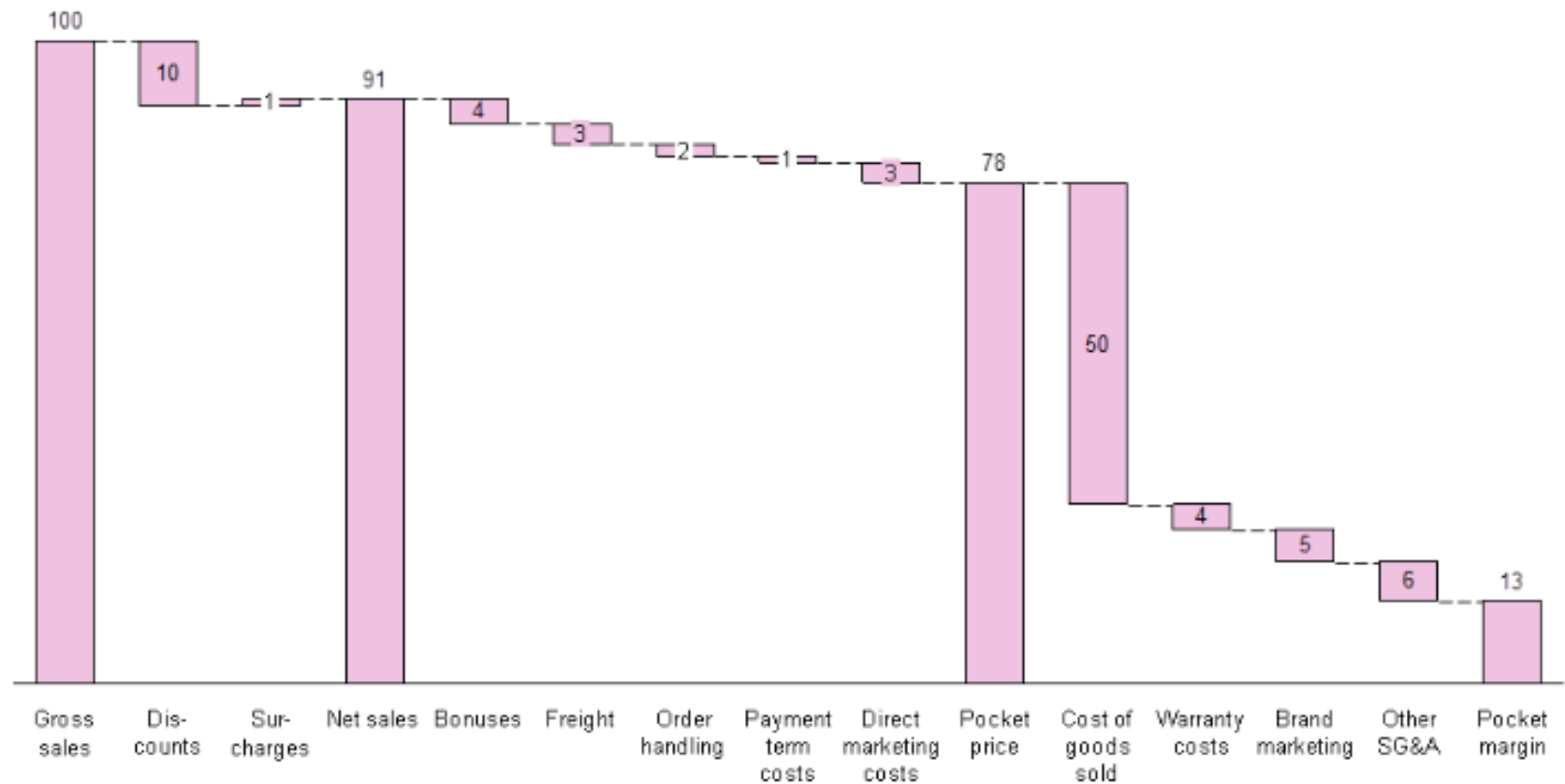


Praxistipp  
Nr. 5

# Tücken beim Deckungsbeitrag

**Price waterfall shows a breakdown of all elements that affect pocket margin**

**Illustrative example of a price waterfall**





# Inhalt

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- Was machen wir nun?
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- Diskussion, Q & A

Herzlichen Dank!

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