

Commercial Excellence Academy

by  Asbiverse Group

— Optimizing Route to Shopper® Capability for Winning in Retail —

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# Route to Shopper®

A Strategic Framework for  
Integrated Shopper-based Value  
Creation in the Medical  
Devices Industry

# The Route to Medical Device Shopper™ Framework

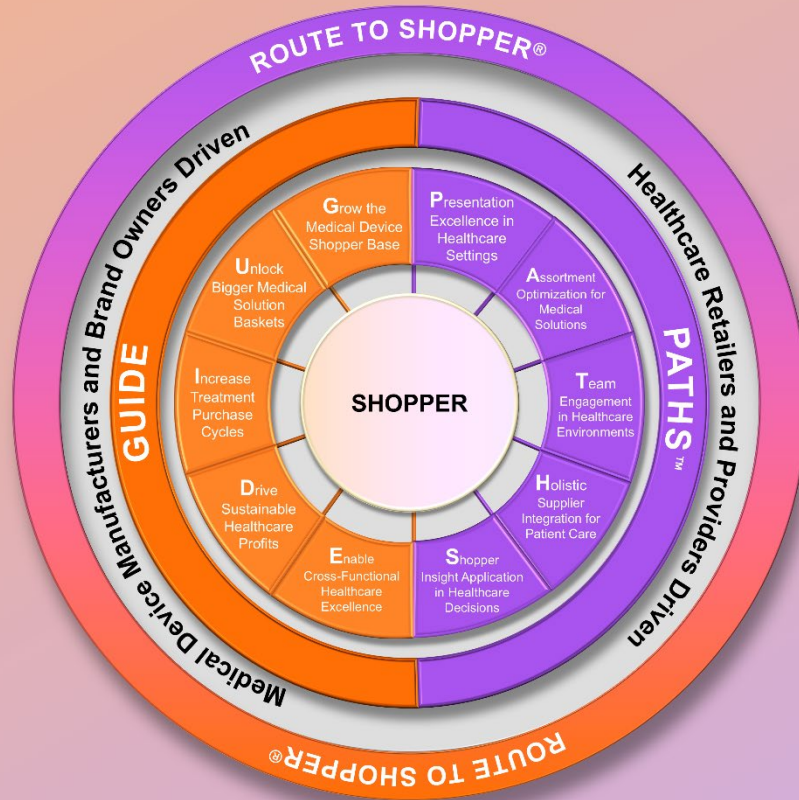
A Strategic Transformation for Healthcare Commerce  
Excellence

*A Strategic Positioning Document from the Commercial Excellence Academy*

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# The Route to Shopper® Framework incorporating GUIDE – PATHS™ for Medical Device Industry



## Strategic Purpose & Context

**What does it really take to win a shopper's consideration in a world of endless options?**

In the healthcare landscape, the path to purchase for medical devices has undergone a fundamental transformation. The traditional paradigm, where clinicians made unilateral decisions, has evolved into a complex ecosystem of shared decision-making among healthcare professionals, informed patients, insurance providers, and caregivers.

**The Route to Medical Device Shopper™ Framework** represents a comprehensive capability system reimagined for healthcare commerce. It optimizes both the path to purchase and the path to treatment, creating synchronized value between medical device manufacturers, healthcare providers, and ultimately, the patients they serve.

This framework addresses three critical shifts in the healthcare marketplace:

1. **The Empowered Healthcare Consumer:** Patients increasingly research, evaluate, and influence selection of their medical devices, particularly in chronic care, diagnostics, and mobility solutions.
2. **Value-based Decision Making:** Both institutional and individual purchasers demand demonstrated outcomes, compelling economic value, and measurable impact on care quality.
3. **Omnichannel Healthcare Journeys:** Medical device decisions now span clinical settings, retail environments, digital platforms, and home healthcare contexts. This requires integrated strategies across touchpoints.

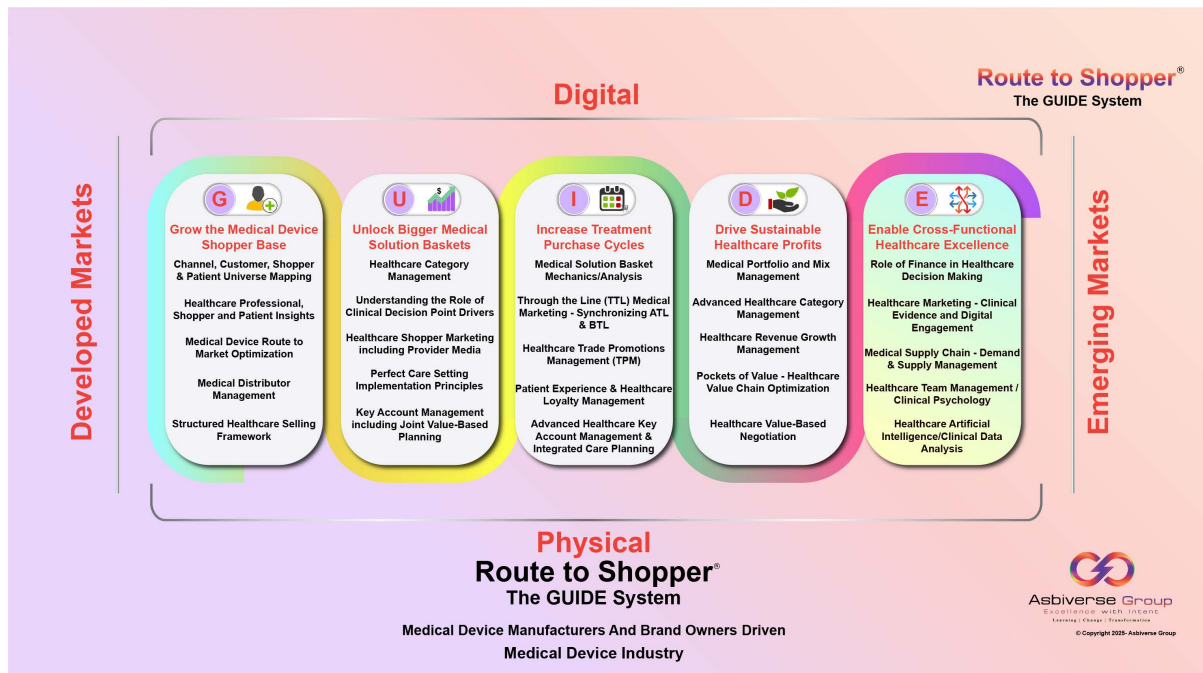
In this environment, commercial success demands more than clinical evidence alone. It requires sophisticated understanding of healthcare decision journeys, stakeholder motivations, and purchase dynamics across diverse settings, from hospital value analysis committees to direct-to-patient e-commerce.

The Route to Medical Device Shopper™ Framework creates a strategic bridge between commercial objectives and patient outcomes, enabling sustainable growth through genuine value creation rather than traditional selling approaches.

## GUIDE – PATHS™ Frameworks for Medical Devices

Our integrated framework consists of two complementary systems providing a holistic approach to medical device strategy:

# GUIDE Framework (For Medical Device Manufacturers and Brand Owners)



## G: Grow the Medical Device Shopper Base

- Expand reach among healthcare professionals, institutional buyers, caregivers, and empowered patients
- Create strategic segmentation that distinguishes between decision influencers, economic buyers, and device users
- Develop targeted strategies for each stakeholder in their specific role within the healthcare decision ecosystem

## U: Unlock Bigger Medical Solution Baskets

- Increase value through holistic treatment or prevention bundles that address complete care needs
- Create cross-category solutions that follow patients across their healthcare journey
- Develop strategy for accessories, consumables, and complementary devices that enhance core product value

## I: Increase Treatment Purchase Cycles

- Drive loyalty and adoption for recurring-use devices and supplies
- Create strategic upgrade pathways for durable medical equipment
- Develop maintenance, service, and enhancement offerings that extend product lifecycles

## D: Drive Sustainable Healthcare Profits

- Deliver profitable growth through value-based pricing aligned with outcomes
- Optimize product mix across reimbursed, partially covered, and self-pay categories
- Create innovation pipelines balanced between breakthrough technologies and value engineering

## E: Enable Cross-functional Healthcare Excellence

- Align marketing, commercial, clinical, and regulatory teams around patient-centric objectives
- Create seamless collaboration between market access, sales, clinical education, and product development
- Develop interdisciplinary approaches that address both clinical and commercial requirements

## PATHS Framework (For Healthcare Retailers and Providers)



## P: Presentation Excellence in Healthcare Settings

- Optimize physical presence in pharmacies, hospital supply rooms, clinics, and home health environments
- Create digital presentation strategies for healthcare e-commerce, telehealth platforms, and provider portals

- Develop omnichannel presentation standards that create consistency across patient and provider touchpoints

### **A: Assortment Optimization for Medical Solutions**

- Curate product mix tailored to patient populations, treatment protocols, and site of care requirements
- Create category strategies that balance innovation, reliability, and economic sustainability
- Develop assortment architecture that supports both specialty excellence and comprehensive care

### **T: Team Engagement in Healthcare Environments**

- Empower clinical and non-clinical staff with knowledge to recommend, explain, and support medical solutions
- Create training systems that address both technical capabilities and patient communication
- Develop engagement models that respect clinical autonomy while enhancing product knowledge

### **H: Holistic Supplier Integration for Patient Care**

- Foster partnerships between device manufacturers and care providers that enhance clinical outcomes
- Create collaborative approaches to inventory management, clinical education, and quality initiatives
- Develop integrated systems for data sharing, outcome measurement, and continuous improvement

### **S: Shopper Insight Application in Healthcare Decisions**

- Apply behavioural, clinical, demographic, and treatment data to personalize device recommendations
- Create predictive models for patient needs based on condition, demographics, and treatment pathways
- Develop test-and-learn systems for continuous refinement of healthcare commerce approaches

The **GUIDE** framework creates strategic direction for manufacturers, while the **PATHS** framework enables effective execution across healthcare environments. Together, they create a synchronized system that drives both commercial success and enhanced patient care.

# Illustrative Hypothetical Examples

## Example 1: Home Diagnostic Devices

**Manufacturer Strategy (GUIDE):** A manufacturer of glucose monitoring systems applies the **GUIDE** framework to transform their approach:

- They **Grow their Shopper Base (G)** by expanding beyond patient-focused marketing to target caregivers of elderly diabetic patients and developing specific messaging for endocrinologists, primary care physicians, and diabetes educators.
- They **Unlock Bigger Baskets (U)** by creating bundled solutions combining their monitoring devices with telehealth consultation subscriptions, data management tools, and specialized supply kits for different lifestyle needs.
- **Increasing Purchase Cycles (I)** occurs through automatic supply replenishment programs, loyalty incentives tied to consistent monitoring, and structured upgrade pathways as technology advances.
- They **Drive Sustainable Profits (D)** by optimizing their product mix across premium Bluetooth-enabled devices and value-engineered standard models, with tiered supply options aligned with different payer coverage levels.
- **Enabling Cross-functional Excellence (E)** means creating integrated teams where regulatory specialists work alongside marketing from project inception, ensuring compliant claims while still delivering compelling messages.

**Retailer Strategy (PATHS):** A pharmacy retailer implements the **PATHS** framework to complement the manufacturer's approach:

- **Presentation Excellence (P)** means creating dedicated diabetes management centres within stores, with devices displayed in lifestyle-based use cases rather than technical specifications.
- **Assortment Optimization (A)** involves curating good-better-best options for different patient types: newly diagnosed, technology-embracing, and value-seeking customers.
- **Team Engagement (T)** includes training pharmacy staff on having initial conversations about monitoring options, identifying appropriate referrals to certified diabetes educators, and explaining insurance coverage.
- **Holistic Supplier Integration (H)** creates collaborative inventory management systems with the manufacturer, ensuring high demand supplies never stock out and enabling automatic substitution recommendations when coverage issues arise.

- **Shopper Insight Application (S)** drives personalized outreach when refills are due, tailored educational content based on monitoring patterns, and targeted messaging for seasonal needs like travel kits.

**Expected Outcome (Hypothetical):** This synchronized approach could increase device adoption by 22%, strengthen category conversion from 38% to 65%, and improve treatment adherence measured by consistent monitoring from 61% to 83%, ultimately improving both clinical outcomes and commercial performance.

## Example 2: Orthopaedic and Mobility Aids

**Manufacturer Strategy (GUIDE):** A manufacturer of orthopaedic braces and supports applies the **GUIDE** framework:

- They **Grow their Shopper Base (G)** by segmenting their approach across sports medicine physicians, orthopaedic surgeons, physical therapists, and direct-to-patient channels, with specific strategies for athletic injuries versus age-related support needs.
- **Unlocking Bigger Baskets (U)** happens through recovery kits that combine braces with complementary recovery tools, cold therapy devices, and rehabilitation accessories.
- They **Increase Purchase Cycles (I)** by developing staged recovery products that follow patients from immediate post-injury through rehabilitation phases, with clear upgrade pathways based on recovery milestones.
- **Driving Sustainable Profits (D)** involves creating premium products for performance athletes while maintaining accessibility for general needs, with innovative materials commanding value-based pricing.
- **Enabling Cross-functional Excellence (E)** includes collaborative development between materials engineers, clinical advisors, and consumer insight teams to create products that balance clinical efficacy with consumer usability.

**Provider Strategy (PATHS):** An orthopaedic hospital service line implements **PATHS** to enhance patient care:

- **Presentation Excellence (P)** includes creating recovery pathway displays showing appropriate devices for each recovery stage and developing virtual fitting experiences for pre-surgical planning.
- **Assortment Optimization (A)** ensures appropriate options for different patient populations, from paediatric to geriatric and athletic to degenerative conditions, with clear clinical selection criteria.

- **Team Engagement (T)** ensures discharge planners, physical therapists, and home care coordinators are aligned on product capabilities, contraindications, and proper fitting techniques.
- **Holistic Supplier Integration (H)** creates collaborative clinical pathways with manufacturers, including shared outcome tracking and continuous improvement processes.
- **Shopper Insight Application (S)** enables personalized recovery programs based on patient age, condition, compliance history, and home support systems.

**Expected Outcome (Hypothetical):** This approach could yield 31% higher lifetime value per patient, reduce product returns by 58%, and enhance provider collaboration scores by 4.2 points on a 5-point scale, while improving patient satisfaction with recovery experiences by 27 percentage points.

## Potential Outcomes from Route to Medical Device Shopper™

Organizations that successfully implement this framework can potentially realize significant benefits:

### Commercial Performance

- Increased conversion rates at both clinical recommendation and purchase decision points
- Larger average transaction value through solution-based selling rather than single-product focus
- Higher lifetime customer value through systematic repurchase and upgrade strategies
- Improved inventory efficiency and reduced carrying costs through demand synchronization
- Enhanced manufacturer-provider-retailer alignment reducing channel conflict

### Healthcare Impact

- Better treatment adherence through products that meet real-world patient needs and contexts
- More appropriate product selection reducing abandonment and misuse
- Enhanced recovery outcomes through systematic post-purchase support
- Improved patient satisfaction through solutions aligned with lifestyle and practical constraints

- Greater continuity of care through integrated product and service offerings

## Organizational Capability

- Stronger cross-functional collaboration between commercial, clinical, and technical teams
- Enhanced market responsiveness through systematic shopper understanding
- More efficient resource allocation aligned with greatest value opportunities
- Improved forecasting accuracy reducing supply disruptions
- Greater innovation effectiveness through consumer-clinical insight balance

## AI Enablement in Healthcare Commerce

The Route to Medical Device Shopper™ Framework is designed to thrive in an increasingly AI-enhanced healthcare environment:

### Intelligent Personalization

- **Patient Profile-based Recommendations:** AI systems that match medical device configurations with specific patient characteristics, comorbidities, and lifestyle factors
- **Predictive Adherence Modelling:** Algorithms that identify potential compliance challenges and recommend appropriate support interventions
- **Dynamic Pricing Optimization:** AI-powered systems that optimize reimbursement pathways and patient payment options based on coverage analysis

### Enhanced Decision Support

- **Clinical-commercial Decision Integration:** Connected systems that merge efficacy data with patient preference insights for optimal recommendations
- **Image-based Sizing and Selection:** Computer vision technologies enabling precise product selection based on patient morphology
- **Virtual Product Trial Experiences:** Augmented reality systems allowing patients to visualize and interact with devices before purchase

## Operational Intelligence

- **Demand Forecasting by Procedure Code:** AI models predicting device needs based on scheduled procedures and historical utilization
- **Inventory Optimization Across Care Settings:** Smart systems balancing stock levels across acute, ambulatory, and retail touchpoints
- **Automated Outcome Tracking:** AI-enabled monitoring of device effectiveness through connected data systems

The framework's structured approach to shopper understanding and response creates the ideal foundation for AI application. This ensures that artificial intelligence enhances rather than replaces the human elements of healthcare decision-making.

## Role of Commercial Excellence Academy

The Commercial Excellence Academy serves as your capability partner at the intersection of healthcare impact and commercial performance. We help medical device organizations develop the strategic frameworks, analytical methodologies, and cross-functional capabilities required for sustainable growth in an increasingly complex healthcare marketplace.

Our approach emphasizes:

- **Evidence-based Strategy Development:** Applying robust shopper insights methodologies within healthcare regulatory frameworks
- **Cross-functional Capability Building:** Developing skills that span traditional boundaries between clinical, marketing, and sales functions
- **Sustainable Implementation Systems:** Creating processes that ensure consistent execution across multiple healthcare touchpoints
- **Measurement and Refinement Methodologies:** Establishing metrics that balance commercial performance with healthcare outcomes

Through structured capability development, your organization can transform traditional medical device commercialization into sophisticated healthcare commerce that delivers value for all stakeholders.

## An Invitation to Explore

We invite you to join forward-thinking medical device leaders who are:

- **Reimagining the healthcare commerce journey** through the lens of diverse decision-makers, from clinical specialists to empowered patients

- **Building commercial models that enhance rather than conflict with clinical objectives**
- **Creating synchronized strategies across manufacturers, providers, and retail partners**
- **Developing capabilities that thrive in the emerging healthcare ecosystem**

The Route to Medical Device Shopper™ Framework offers a strategic roadmap for organizations seeking to create sustainable competitive advantage through superior understanding of healthcare decision journeys.

In a marketplace where clinical excellence alone no longer guarantees commercial success, this framework provides the structured approach needed to align product innovation with real-world healthcare decision processes.

To explore how the Route to Medical Device Shopper™ Framework can transform your organization's approach to healthcare commerce, contact the Commercial Excellence Academy.

## Contact

To begin a strategic dialogue on implementing the **Route to Shopper®** Framework in your organization, please contact:

Strategic Partnerships Team

Commercial Excellence Academy

[www.commercialexcellence.academy](http://www.commercialexcellence.academy)

[info@commercialexcellence.academy](mailto:info@commercialexcellence.academy)

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