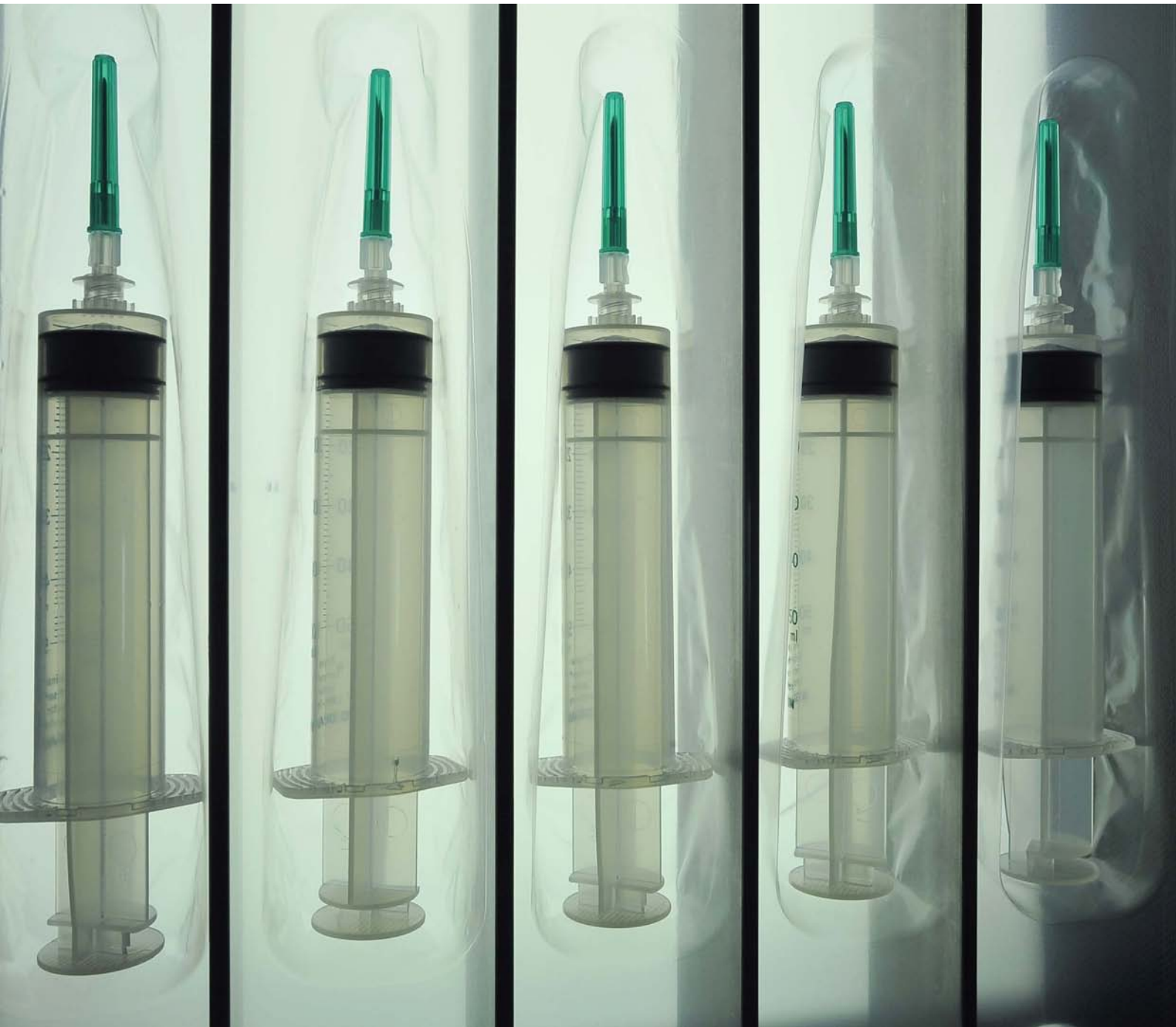


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# The Global Medtech Industry: Visions in Times of Change

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While this report is intended to provide an overview of the medtech sector and its opportunities at the time of print, each individual manufacturer or company may have to conduct their own analysis to get a better understanding of the possibilities and opportunities available to them. You are encouraged to explore and develop your opportunities based on research and in-depth analysis.

Readers should take note that Medtech Switzerland does not guarantee the accuracy of any of the information contained in this report, nor does it necessarily endorse the organizations, associations, companies and individuals listed herein. Readers of this report should verify the accuracy and reliability of the information contained herein before making a business decision.

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# Introduction letter from the authors

The healthcare environment has been transforming faster during the last couple of years. New approaches for managing, financing and competing in healthcare are pushing all players in the sector to constantly question the relevance of their formula for past success. As a result, all suppliers of healthcare products, including those in the medtech industry, experience more pressure on their top and bottom line.

In response, the medtech experts who participated in the first World Medtech Forum Lucerne from September 25–27, 2012 predicted a transformation of the sector in the coming 5 years and assessed the strategic decisions ahead of us related to “where to play” and “how to win”. In particular, they highlighted the opportunity to shape their corporation’s future by evolving towards new business models and shifting gears towards emerging markets.

This report builds on the thought provoking contributions and highly interactive discussions during the 2012 WMTF. The numerous medtech experts on stage were challenged by the experienced audience who contributed their opinions through electronic voting on 15 questions at the Executive Day and the European Day using PowerVote. The quantitative PowerVote survey and qualitative insights were summarized into a set of hypotheses and discussed with more than 20 medtech executives and experts resulting in a rich glimpse of the future in the medtech sector, demonstrated by the three quotes below:

- *“Rising cross-national providers transform the healthcare market”*
- *“Medtech’s need for change is higher than our pace of innovation”*
- *“Owning the disease/procedures is already today’s battle field”*

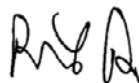
We want to thank all speakers and attendees who participated in the PowerVote survey at the WMTF 2012 as well as the medtech experts who took the time to provide us with their visions of the future during a personal discussion. We hope that this report builds on your collective wisdom and provides you with further food for thought, enabling both you and your medtech colleagues to identify and capture the many opportunities healthcare change will provide while minimizing the increasing risks.



Dr. Patrick Dümmler



Beatus Hofrichter



Aleksandar Ruzicic

# Appendix: Methodology & acknowledgements

‘The Global Medtech Industry: Visions in Times of Change’ report is published by Medtech Switzerland. The report builds on the presentations, panel discussions and electronic voting from September 25 to 27, 2012 at the WMTF Lucerne. It was written in close collaboration with medtech executives, and experts involved in interviews as well as Eucomed, the association representing medical technology industry in Europe.

The quantitative PowerVote survey was conducted through real-time electronic voting at the WMTF 2012, sponsored by IMS Consulting Group. Two sets of 15 questions were asked on September 25 and 26 using PowerVote, a user-friendly audience response system. The medtech experts and moderators participating in the WMTF 2012 panel debates, as well as the medtech experienced audience, answered each question which resulted in up to 76 answers per question on the Executive Day and up to 58 answers per question on the European Day. The authors want to thank all the 2012 WMTF Lucerne attendees and, particularly, the presenters and panel members for their thought provoking contributions.

The quantitative PowerVote survey and qualitative insights during the 2012 WMTF were summarized in a set of hypotheses and synthesized in a 20-page discussion document. 24 medtech executives and experts answered up to 15 pre-formulated questions in personal interviews lasting around one hour. The authors want to thank all the medtech executives and experts for taking the time from their busy schedules to participate in these interviews (medtech companies and associations listed in alphabetical order):

Baxter	B. Braun	Biodenta	Biomet
Bracco	Cochlear	DePuy Synthes/ J&J	Eucomed
Fresenius Medical Care	GE Healthcare	Haag-Streit Diagnostics	HBM Healthcare Investments
LifeScan/J&J	Linde Healthcare	Mathys	Medartis
Medela	Medtronic	Philips Healthcare	Roche Diagnostics
Smith & Nephew	Sonova	Straumann	Zimmer

Last but not least, the authors want to thank all those who contributed to the writing of ‘The Global Medtech Industry: Visions in Times of Change’ report, particularly Rüdiger Speitel and Sarah Moyle.

# Appendix: Authors



## **Dr. Patrick Dümmler**

Dr. Dümmler is Managing Director of Medtech Switzerland and Project Leader and host for the **WMTF Lucerne Conference** where he acted as a co-speaker on **New Medtech Business Models**. He has published over 100 articles and books, numerous reports on the medical devices industry, and since 2006, has co-authored the Swiss Medical Technology Industry (SMTI) survey. Dr. Patrick Dümmler studied Economics at the University of Zürich and completed his PhD at the ETH Zürich. His PhD thesis was entitled “Knowledge-based clusters in Switzerland: Reality or fiction? The example of the Medical Devices Industry” (2005).



## **Beatus Hofrichter**

Mr. Hofrichter is Engagement Manager at IMS Consulting Group, Switzerland. He was a co-speaker at the **2012 WMTF Lucerne** on **New Medtech Business Models**. He has published numerous articles and has been a co-author of the SMTI survey since 2006. He has more than 13 years of consulting experience in the medical devices and pharmaceutical industries, focusing on strategy, business modeling, transformation and operational excellence. Mr. Hofrichter holds an MBA in Management and International Business.



## **Aleksandar Ruzicic**

Mr. Ruzicic is Vice-President of the INSEAD Healthcare Alumni Network and President of the INSEAD Swiss Healthcare Industry Club (cHIC). He led the **real-time voting sessions** and **panel discussions** at the **2012 WMTF Lucerne**. He has published numerous articles and reports on the medical devices, biopharmaceutical and healthcare industry. Mr. Ruzicic has worked almost 20 years in consulting, starting at McKinsey & Company in 1994. Since 2000, he focused exclusively on the healthcare/life sciences sector at Elsevier MDL, Roland Berger Strategy Consultants and IMS Consulting Group. He holds an MBA from INSEAD and a Master of Science in chemistry from University of Zürich.