

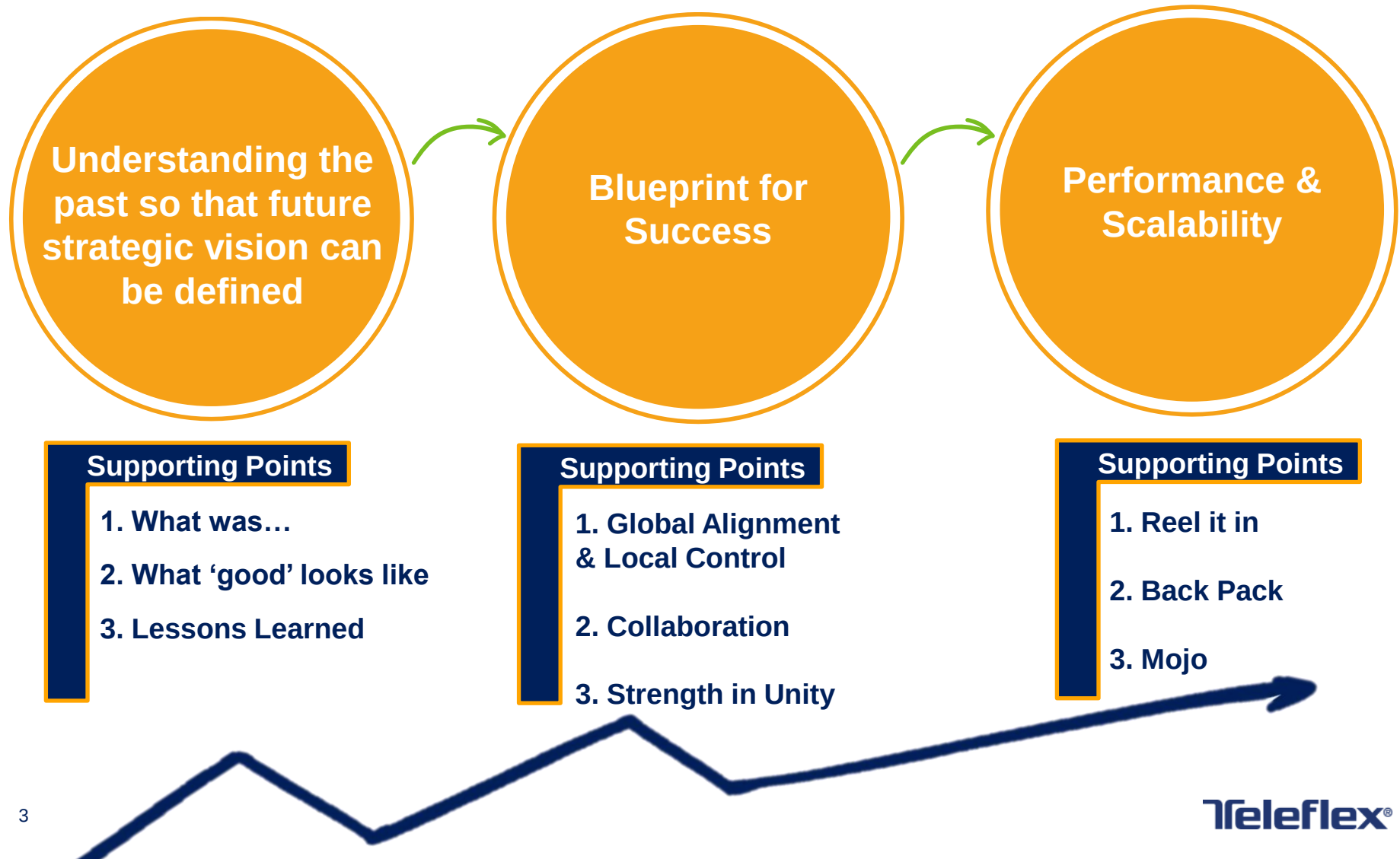


Valuing & Optimising the role of Strategic Marketing within the Medtech Sector

Gaining strategic alignment across commercial functions
by removing barriers between Sales & Marketing

**Global
Strategic
Marketing
Best Practices**

Success Factors & Best Organisational Designs



What is Strategy?

The Essence of
Strategy is

*Plan of action designed
to achieve a major or
overall aim*

**Choosing what Not
to do, and what To
Do Differently***



What is a marketing Strategy?

How do companies create the sales & profit
act's using competitive advantage



Upstream Marketing

Focuses on the strategy and analytics behind fulfilling customers' needs

- The analysis behind the numbers
- How customers use the product or service
- What value proposition is required to drive competitive advantage at the correct price point in order to win more business

The strategic element of upstream focuses on innovation



Downstream Marketing

Downstream marketing is what everyone thinks of when they hear the word 'marketing'

- Product Promotion
- Public Relations
  - Advertising
- 'On the ground activities'

This activity is considered downstream because activities supporting enhance the acceptance of a product or service that already exists



**“Without strategy,
execution is aimless.
Without execution,
strategy is useless.”**



Understand where you have been so you know where to go

**Global Strategy # 1
Team USA**

**Deviation: Copy & Paste
Team EMEA**

**Global Strategy # 2
Regional**

**No Alignment & No True
Global Strategic Focus**



2012 Acquisition

LMA Hyper Global

Brought across what worked
so well and embedded it into
the Teleflex organisation

Teleflex®

LMA™
Better by Design

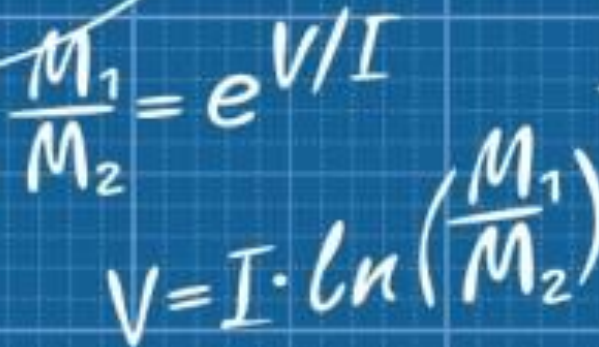
Why are M&A's so difficult to integrate?

Learning & adapting to best practices

LMA Silo
Direct Market Access

Updated the Global marketing Strategy

Performance & Scalability


$$\frac{M_1}{M_2} = e^{V/I}$$
$$V = I \cdot \ln\left(\frac{M_1}{M_2}\right)$$

GLOBAL ALIGNMENT



LOCAL CONTROL

Worked for LMA
Is working for Teleflex

Over arching Global
Strategic Plan

Work tirelessly with your
regions & countries

Adapt to local requirements
is key to success



Multiple Projects

Multiple Departments

Keep everyone moving in the
right direction



How did Teleflex succeed with applying the ‘global alignment & local control’ methodology?

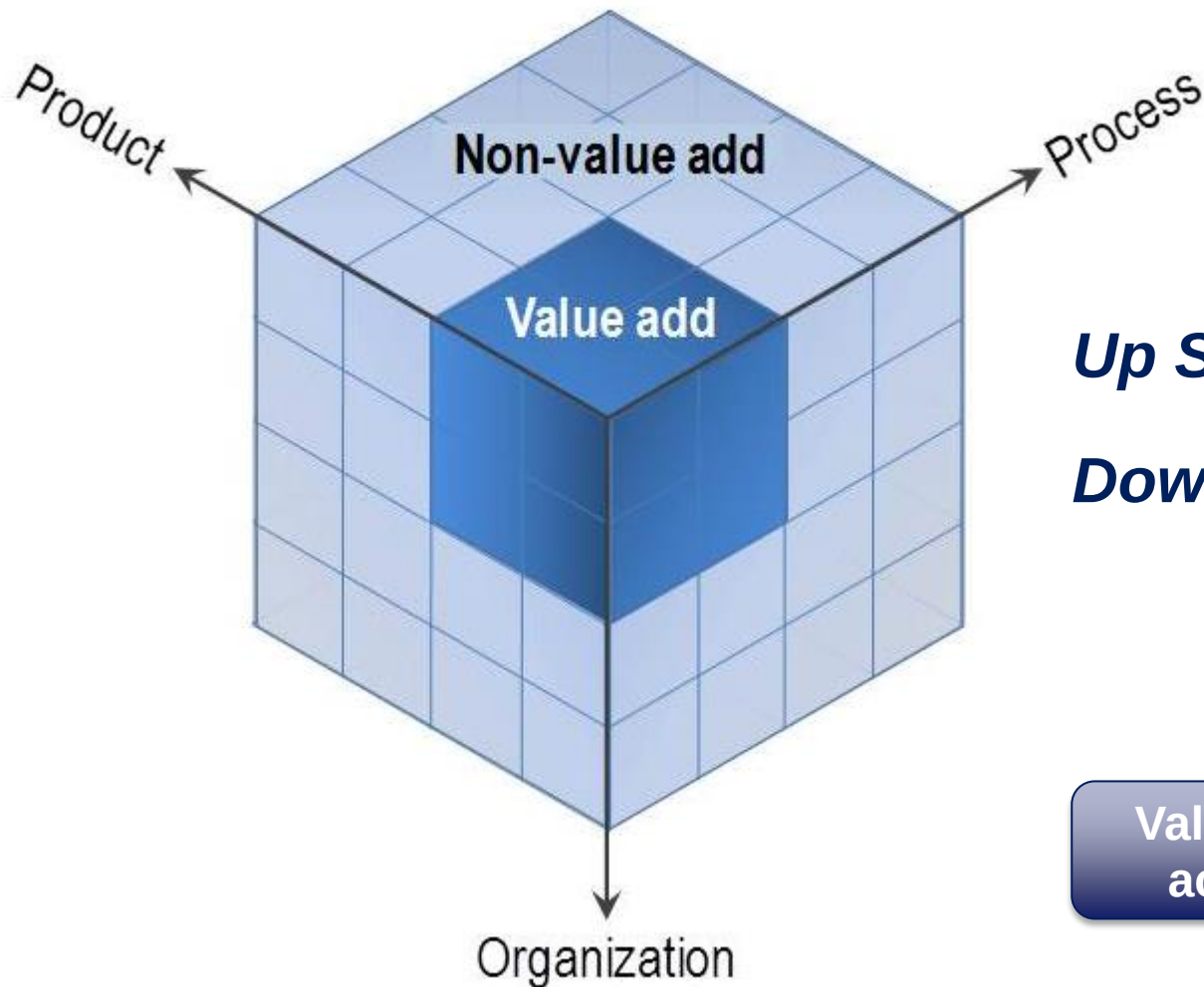
... Priorities & Collaboration



**KEEP
CALM
AND
PRIORITISE**

It's all about ROI

The Complexity Cube



Up Stream Marketing

Down Stream Marketing

Value add & non value add
activities gets mixed up

Recognised - Too Much Stuff

Operational effectiveness is a serious concern and cost competitiveness is beginning to have an impact on performance.

PRODUCT
COMPLEXITY

PROCESS
COMPLEXITY

ORGANISATION
COMPLEXITY

NON-NECESSARY COMPLEXITY

R&D	Manufacture	Supply	Marketing	Sales
More effort due to more products to make	Higher purchase price due to lower volumes	Higher inventory costs	Lower marketing spend per brand / product	More effort in account management
Less innovation due to less focus	Higher Admin costs	Higher QA costs	Lower efficiency / effectiveness due to lack of product focus	More effort in order management
Spend dispersion	Higher inbound logistics	More effort in planning and scheduling		More customer service effort
		Higher warehouse costs		Reduced FC accuracy

NPI *limit* to replace rationalized lines as fast as needed to benefit all segments

Grow

Migrate

Harvest

Delete

Impact on Sales – Impact on Gross Margin – Impact on Contribution



Vitality
NPD & Portfolio Management

Global Strategic Marketing

Project Management...

Regional Activities...



Happy & Innovated
Working effectively, at
capacity, not overloaded

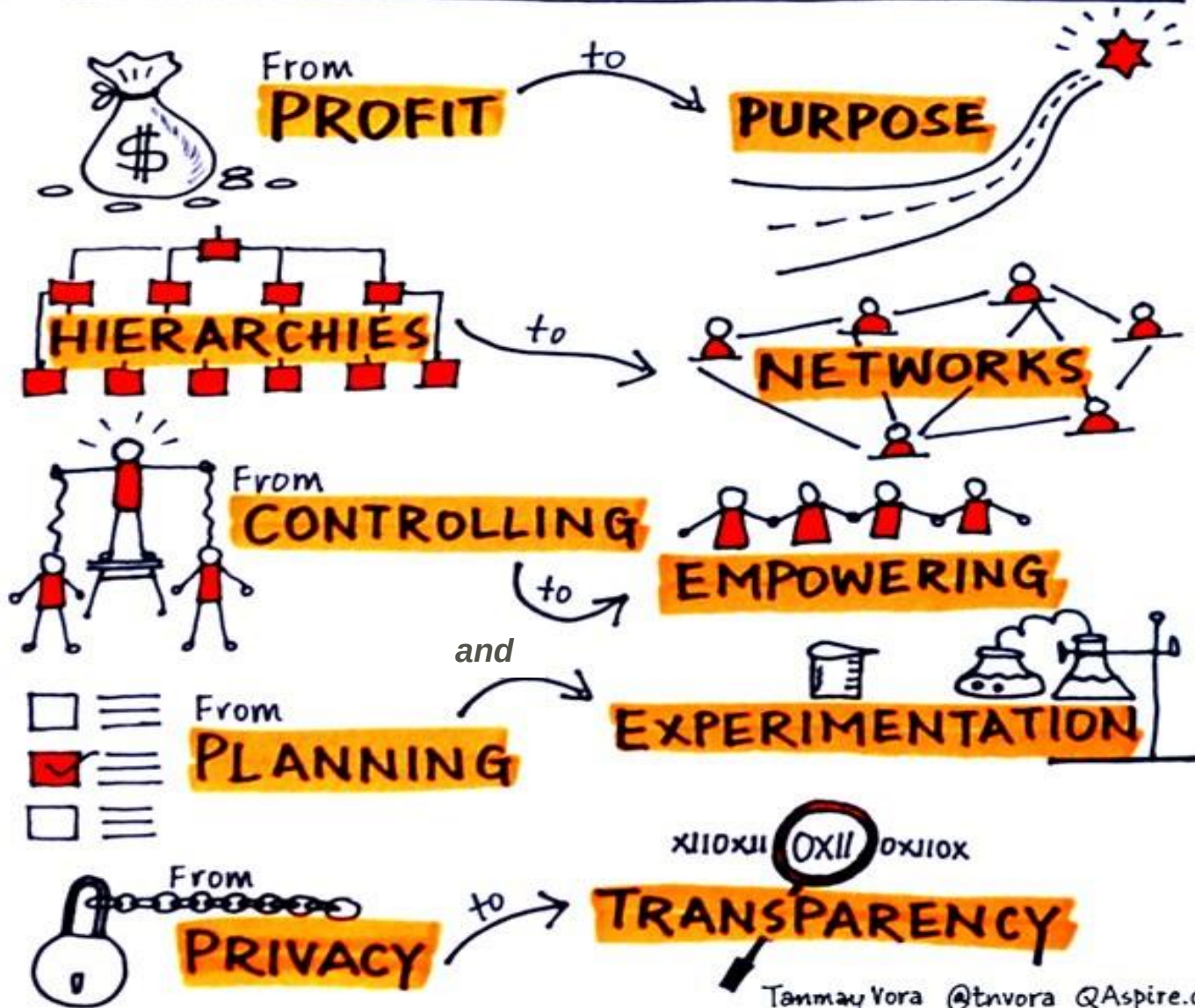
Dismantlement of Silos...



Global Collaboration and change in mindset



AARON SACHS AND ANUPAM KUNDU THOUGHTWORKS
MINDSET SHIFTS FOR Organization Transformation



Less of this...



More of this...



Lots of input into strategic planning process...



SPOC's

Keep activities streamlined,
and moving faster



It's all about autonomy

Learning & adapting to best practices

Embracing an autonomous, collaborative culture

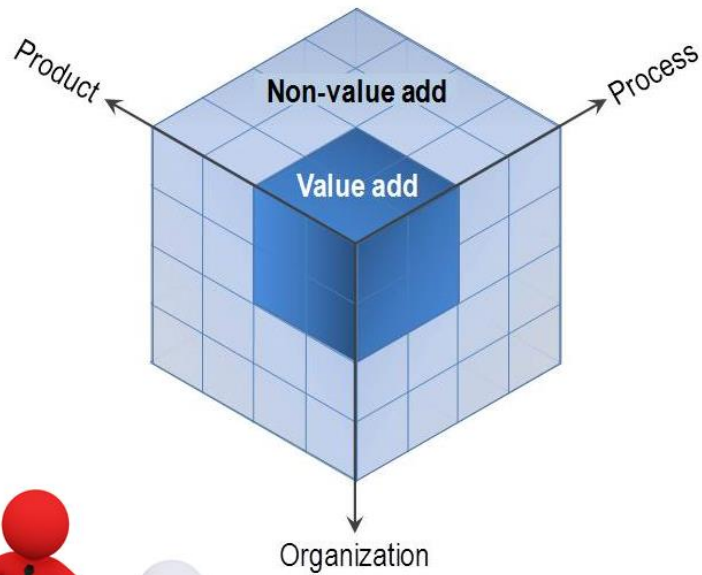
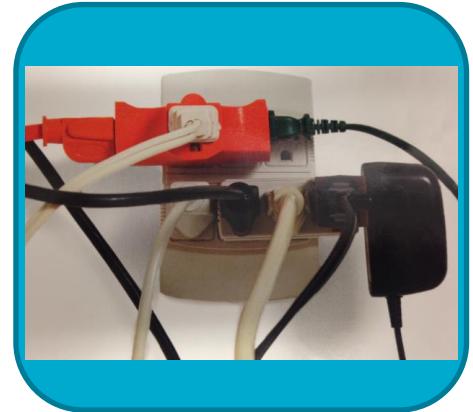




Performance and Scalability

Performance & Scalability

The Complexity Cube



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Thank You