



Turning polymers into possibilities.



Turning polymers into possibilities.

*Zeus is a global leader in polymer extrusion technologies, focusing on fluoropolymers, engineered polymers and implantable biomaterials. We concentrate on close technical support for polymer materials from product design conception and throughout the lifecycle. Zeus has manufacturing facilities in United States and Europe (Ireland) with sales offices located globally.*

---

# Contents

- **Overview of a Strategic Sales and Marketing plan, building the story**
  1. **Market research and analytics.**
  2. **Formulating a Market Strategy with marketing and sales elements.**
  3. **Communicate and execute.**
  4. **Evaluate, tweak and update.**
- **Importance of an Integrated Strategy for medical devices**
  - **Significance of non market strategy.**
- **Recap on main points.**

---

# *Market Research and Analytics*

- As with all elements of the process this is influenced first and foremost by the firm's corporate strategy and competencies.
- Purpose is to demonstrate that a market exists for your product/service.
- Usually involves desk research from various sources with relevant analysis.
  - Databases, market reports, media etc.

---

# *Market Research and Analytics*

- Try to identify your Total Available Market (TAM) and your Serviceable Available Market (SAM) and CAGR.
- Identify and articulate a story about your market - who are the major players (both potential customers and competitors), geographical nuances, existing challenges
- Use as much science and be as realistic as possible.
- Develop a deep understanding of your customers needs and behaviours –key!

---

# *Market Research and Analytics*

Outcome:

- *Evidence* that there is a potential market and demand for your product.
- *Knowledge* about your customers.

---

# *Formulate your Market Strategy*

- This is where your “traditional” sales and marketing activities occur.
- Create a cross functional team, “ice break” and identify a team lead and individual responsibilities.
  - Everyone contributes to the process, develop a cohesive team dynamic.
  - **Leadership is essential!**

---

# *Formulate your Market Strategy*

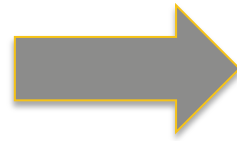
- Outline a strategic framework based on the evidence and knowledge gained from research and analysis.
- Identify your significant needs and opportunities - drill down to their success factors, strategy, tactics and initiatives.
- Set time limits, create a roll out plan for all activities, build in mandatory review and tweak.



# Market Strategy Example

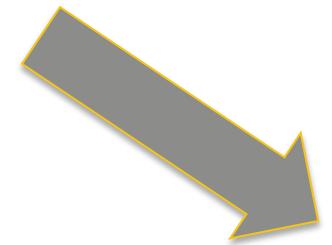
- **Significant Needs and Opportunities**

- Create market awareness.
- Educate sales team.
- Generate leads.

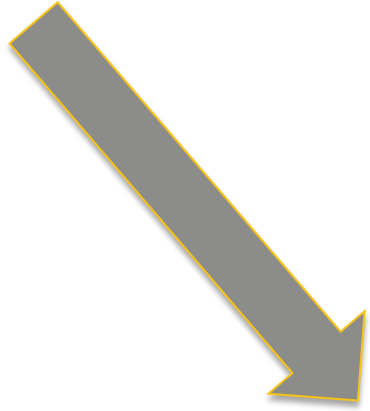


- **Identify Success factors**

- Market penetration.
- Knowledgeable, driven and successful team.
- New business development.



# Market Strategy Example



- **Strategy**

- Tell the market.
- Educate team on features and benefits.
- Target marketing and selling.



- **Tactics and Initiatives**

- Marketing Communications.
- Integrated sales and product training.
- Sales activities, advertising, website, SEO, whitepapers etc.

---

# Considerations .....

- Test and check your strategy along during the journey - revisit all parts – think laterally.
- Scenario plan: create “memorable, coherent stories describing a small set of plausible future contexts and how they might come about” – what might happen.
- “What if .....

# Considerations .....

- Always be aware of the competition “*the essence of strategy formulation is coping with competition*” (Porter), think deeply and role play via scenarios what the competition’s action/reaction will be and re-strategise accordingly.
- Formulate an Integrated Strategy – complement market and non market activities. This is especially crucial in medical device sector.

# Integrated strategy

*“The theory of modern competitive strategy concludes that strategies must be tailored to the structure and dynamics of the market environment and to the competencies of the firm, and similarly a nonmarket strategy must also be tailored to the firm's nonmarket competencies and the characteristics of its market and nonmarket environments” (Baron)*

**Non market strategy** is an important consideration in regulated industries like healthcare.

Integrated in that it is to be considered and influenced alongside your market strategy e.g. *5 Forces* etc.

# What is non-market strategy?

- Market strategy is concerned with competition, the firm, suppliers and customers.
- BUT .... What about effect of governments, media, courts, regulatory agencies, interest groups etc.?
- ADD ..... Complexity in international/export business, how do the dynamics change?
- How can we craft a non-market strategy to create opportunity?

# Non-market strategy examples

- POSITION, INFLUENCE and ANTICIPATE (*Thun*)
  - Create opportunities; enter new foreign markets (non market component crucial component for international strategies).
  - Change competitor's opportunities; increasing costs via regulation or opposing competitions plans (M&A etc.).
  - Mitigate the influence of the nation state; deregulation, bailout etc.
  - Create uncertainty; legal action

# 4 I's of Non Market Environment (*Baron*)

4 Is	Definition	Examples
<b>ISSUES</b>	The focus of action	Proposed law, product liability, obesity, labour relations, national security
<b>INSTITUTIONS</b>	Major decision makers in the issue area and their processes	Legislation, regulation, non governmental bodies, media
<b>INTERESTS</b>	Major actor's stakes (goals, preferences, fears) in this issue	Stakes of policy makers, firms, NGOs
<b>INFORMATION</b>	Actor's belief/knowledge about the issue	Chanelled via lobbying, media, think tanks etc.



# 4 I's working example ...MDR

4 Is	Definition	Examples
<b>ISSUES</b>	The focus of action	Regulation of European Parliament etc. on Medical Devices (2017/745)
<b>INSTITUTIONS</b>	Major decision makers in the issue area and their processes	European Institutions, National and local politicians, industry representative bodies, patient representative bodies, notified bodies, national healthcare systems etc.
<b>INTERESTS</b>	Major actor's stakes (goals, preferences, fears) in this issue	Public opinion/election, funding, health and safety etc.
<b>INFORMATION</b>	Actor's belief/knowledge about the issue	Media coverage (mainstream and industry), corporate diplomacy etc.

Consider non market elements alongside your competitor's strategic position. Understand their drivers and counteract unless it's preferable for a concerted effort e.g. where a non-market issue has a universal effect.

# Recap on main points

- Strategic marketing starts with the firm's corporate strategy, resources and competencies.
- The fundamental process of evaluate, plan, execute and track is the same regardless of industry, product or market.
- Remember to road-test and challenge your assumptions, strategy and tactics.
- Employ creative techniques and map cause and effect - have a broad team involved from varying backgrounds, personalities, risk positions etc.

---

# Recap on main points

- Think about the totality of the process and distill this down to logical steps, keep re-distilling and mapping.
- Try and remain as objective as possible, do not be dogmatic in your thinking (*but sometimes you will need to trust your instincts in the absence of clear evidence*).
- Go through these processes early and often throughout your product and firm lifecycles, it will augment all areas of your business.

---

# Good luck and enjoy!

**Brian Clarke**  
**Global Business Development**  
**Manager, Biomaterials**  
**Zeus Industrial Products**  
**+ 353 87 286 2032**  
**[bclarke@zeusinc.com](mailto:bclarke@zeusinc.com)**