

Growth in an environment of public tenders

A global company had lost almost ten large public tender processes in one of the major European markets

Background and objective

A global medtech company had lost almost ten major tender processes in one of their leading European markets and wanted to analyse – and change – this negative development.

The purpose of the project was to develop a growth strategy for this market.

The overall objective was to formulate a total offer that would be perceived as attractive by purchasers and could be used for a more proactive approach to the market. Key priorities on the national as well as local level were identified and incorporated into the total offer.

The strategy aimed at avoiding a situation where price alone is the selection criteria in tender processes – both by proactively changing the mindset of the purchaser in future tenders and creating an attractive offer in tenders expected in the near future.

Our client had expressed that the desired outcome of the project was an action plan and the initiation of a process leading to increased sales, rather than a lengthy report containing an in-depth market analysis.

- Analysis of the market conditions
 - Relevant trends and national initiatives
 - Identification of areas where the conditions for patients are worse than the national average
 - Identification of opinion leaders and change agents
 - Lost & won analysis
- Formulation of the total offer
 - Key priorities on national as well as local level
 - Qualifiers vs order winners in tenders
 - Key components of our new offer
- Communication strategy
- Implementation plan
- To what extent can the conclusions from this project be applied on other European markets?

Project work

The project followed Vasco Advisers' methodology for business development, which includes three phases: research, analysis and recommendation.

The project comprised the following steps:

- Desk research
 - Public sources and Vasco Advisers databases
 - Internal documentation
- In-depth interviews
 - Relevant managers at the client
 - Key opinion leaders
 - Customers where tenders were lost
 - Questionnaire based phone interviews
- Findings and results were evaluated to determine how they affect the client.
 - In close cooperation with the client.
 - 2 workshops and 3 project meetings were held with the project team and other relevant personnel.
- We formulated an agenda for change – identification of key success factors and actions to gain market share

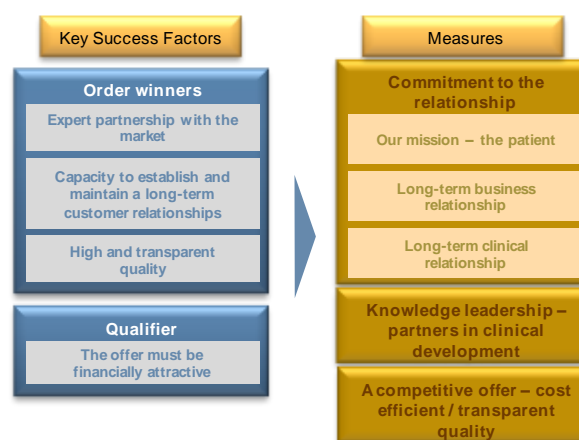


Figure 1 Three main measures to generate growth on the selected market were identified

Results

The project was successfully completed. A number of internal and external threats and opportunities were identified which lead to restructuring and a new way of approaching the market.

As part of the project, three tender bids were submitted based on the new approach – and they were all successful. The company went from losing almost ten sales on a row to winning 100% of the bids.

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