**THE NUMEROF 2020 GLOBAL MEDICAL DEVICE OUTLOOK**

**Global Medical Devices**

**Key Action Steps**
- Develop high value products backed by evidence.
- Innovate new products/services for use across the care continuum.
- Craft compelling economic & clinical value propositions.
- Redesign commercial models to reach key customers & decision makers.
- Align R&D, Medical Affairs, Commercial functions.
- Recruit, train talent to engage executive decision makers.
- Elevate business acumen, diagnostic, and influence skills.
- Create collaboration opportunities with providers, payers & market disruptors.

**Employer**
- Direct contracting, bundled pricing will grow, making providers more cost sensitive, but could create opportunities for adaptive manufacturers.

**Consumer**
- More engaged in healthcare, choice of tests and products. Higher deductibles driving to more shopping for lower cost, high quality procedures.

**Retail**
- As retail clinics expand, more opportunities to provide products to new decision makers.

**Physician**
- Employed physicians guided by institutional care paths, less influential in purchase decision making.
- Decisions centralized in cross functional committees. Increased focus on costs, economics, evidence, and reducing inventory. More HTAs, care paths. Movement to value-based models creates more interest in risk-sharing and services.

**Public Payer/Benefit Evaluator**

**Regulator**
- Tough enforcement of manufacturing, provider payment, marketing rules & adverse event reporting. US pre-market approval progress continues. Cost effectiveness evidence plays bigger role in approvals.

**Private Payer/PBM**
- In the US, political and legislative action creates risk and opportunity. More transparency for comparative quality, pricing. Continued emerging market success but greater price sensitivity. Even more focus on CER and RWE. Growing interest in risk-based pricing.

**Pharma**
- Use of AI and predictive analytics. More product development collaborations, combining drugs, devices and diagnostics.

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