

THE NUMEROF 2021 GLOBAL MEDICAL DEVICE OUTLOOK

Key Action Steps

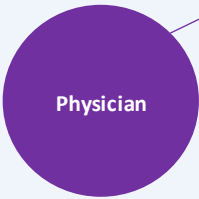
- Redesign commercial models to reach key customers & decision makers.
- Align R&D, Medical Affairs, Commercial functions.
- Develop high value products backed by evidence.
- Innovate new products/services for use across the care continuum.
- Craft compelling economic & clinical value propositions.
-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



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



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



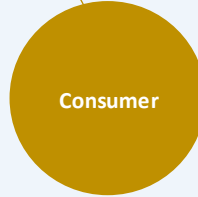
Physicians guided by institutional formularies, care paths, **less influential** in decision making. Engagement requires new approaches.



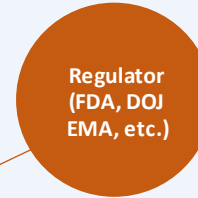
Decisions centralized in **cross functional committees**. Increased focus on costs, economics, evidence, and **reducing inventory**. More HTAs, care paths. Movement to value-based models creates more interest in **risk-sharing** and services.



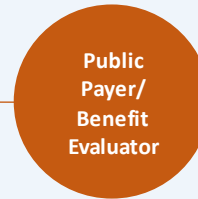
Increased **interest in reducing total cost of care/improving outcomes** could create opportunities for adaptive manufacturers.



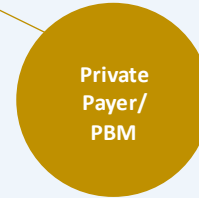
Pricing transparency likely to drive **more shopping** for lower cost, high quality procedures. More engaged in healthcare, **choice of tests and products**.



Tough enforcement of manufacturing, provider payment, marketing rules & **adverse event reporting**. **Cost effectiveness evidence** plays bigger role in approvals.



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**. Ongoing interest in **risk-based pricing**.



Increased **demands for evidence** of better outcomes, lower costs. Increasing price **transparency**. More outcomes-based **value contracting**. Expect more **reference pricing** for procedures.