

# Measuring the Impact of Business Research in Medical Equipment Companies.

By: EMeRG

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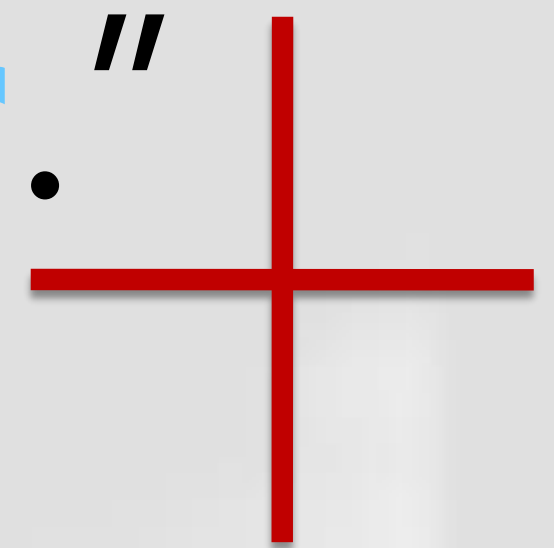
Methods and ways to measure Return on Investments (ROI) for business advisory and market research projects. This particular narrative is specifically designed for measuring such ROIs in the daily processes of Medical Equipment and Medical Devices or MD&D companies. Understand methods, advantages, attributes and the need for ROI in Market / Competitor Intelligence, and End-User Research.



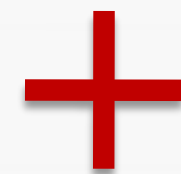




With the right customization and business relevance – any research can be measured for ROI – the investment on measuring ROI is however the question of an **Occam's Razor.**"



## FRONT LOADING ROI DISCUSSIONS.

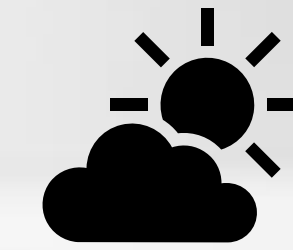


### What Happens When ROI Aims Are Not Documented Pre-Procurement



#### High Failure Research:

When ROI measurement mechanisms are stationed post competition of research.



#### High Success Research:

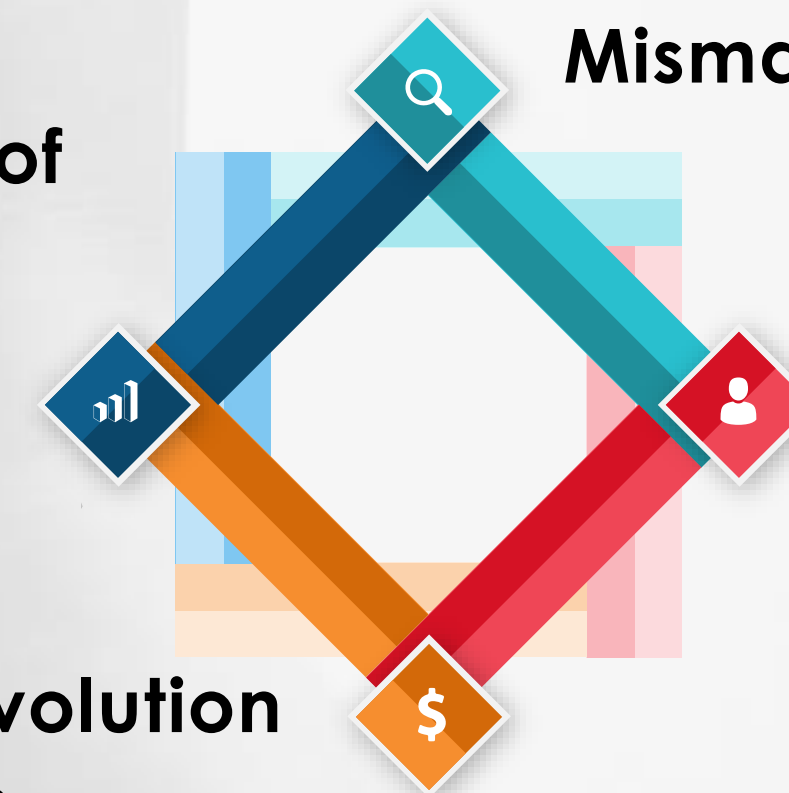
When ROI becomes part of the objective – right from inception, and cuts across every step of the procurement, implementation and report-out lifecycle..

Redundancy of  
Outcomes

Expectation  
Mismatch

Project Evolution  
Slow Down

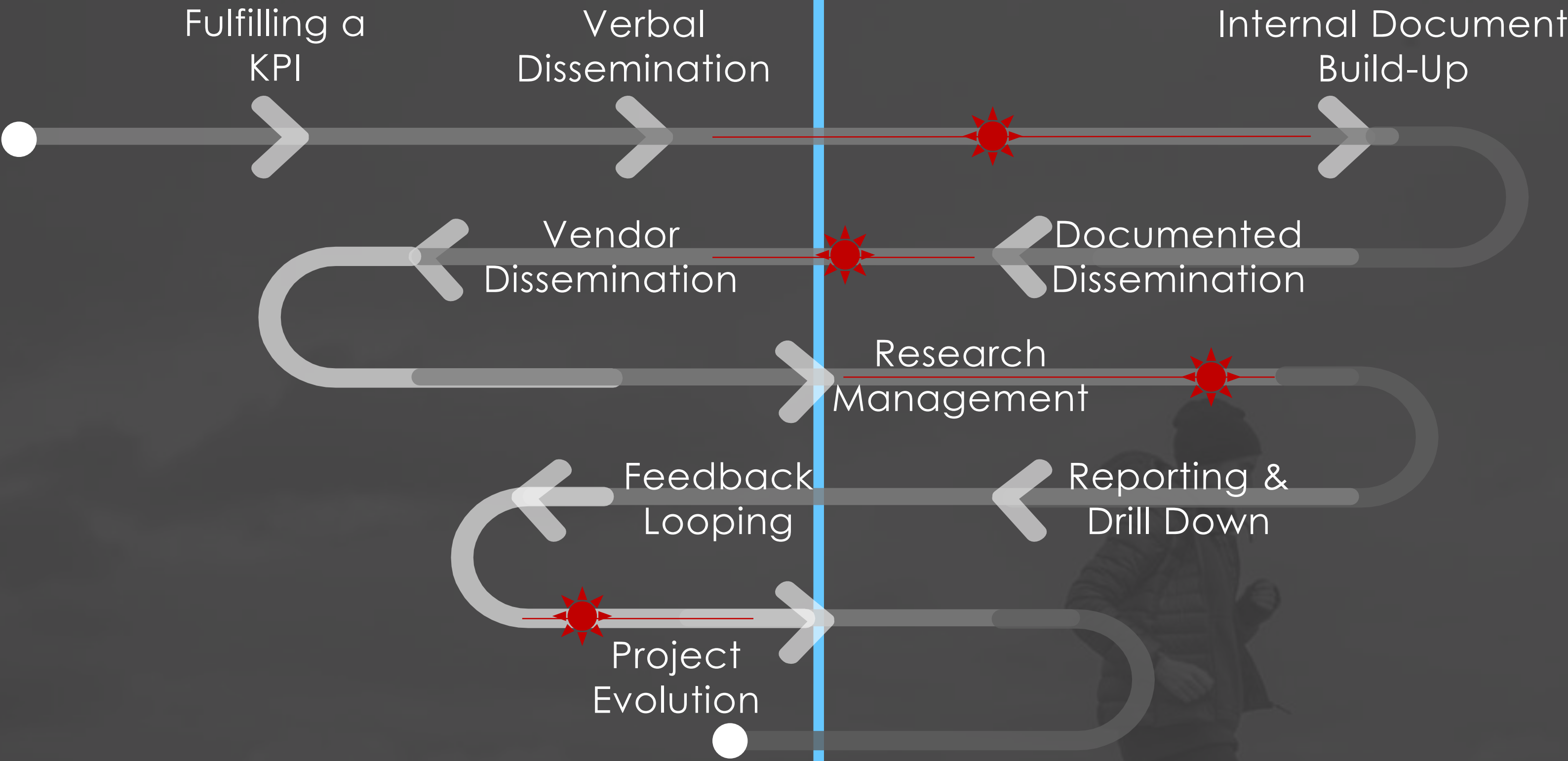
Deviation Due to  
Communication /  
Stakeholder change



# THE IDEAL RESEARCH CYCLE.

Functional Stakeholder (Internal to the Company)

Supplier or Research Vendor








For Operational Success

For Outcomes Success






# MEASURING ROI

## Functional Stakeholder (Internal to the Company)

-  What is Known Now?
-  What is Available Now?
-  What is the On-Field Outcome?
-  What Can be Procured?
-  Defining Satisfaction?

## Supplier or Research Vendor

-  Define Not Describe Objective
-  Ask for Measurable Outcomes
-  Include One Loop – One Outcome

# MEASURING ROI - TRADITIONAL:

## Negotiated Value Method – Pre-Delivery

Begins with a negotiation conversation **internally** with the BU and focuses on the **potential value of decisions** to be guided by the research. Typical terms will include:

**“Discussion”**

**“Estimate”**

Fails: Typically Undefined, Oral, Stakeholder Stability

## ROI – Post-Delivery

$$\text{Traditional ROI} = \frac{\$Return \text{ (Final \$Value - \$Investment)}}{\$Investment}$$

Fails: Post-Delivery, Too Late

# WHAT WOULD SUIT A LARGE COMPANY:

## Research ROI Matrix

ROI Assessment =

$$\frac{[\$Return \text{ (Final \$Value - \$Investment)}] \times \text{Increased Confidence} \times \text{Increased Likelihood of Acting}}{\$Investment}$$

Sample Rating Scales (both pre- and post-research) for End client:

Increased Confidence (%)	Likelihood of Acting (%)
Articulation of Achievable	Ability to take a business decision
What the BU Knows Now	
Proactive assessment of competitor move	
Understanding perception up-close	

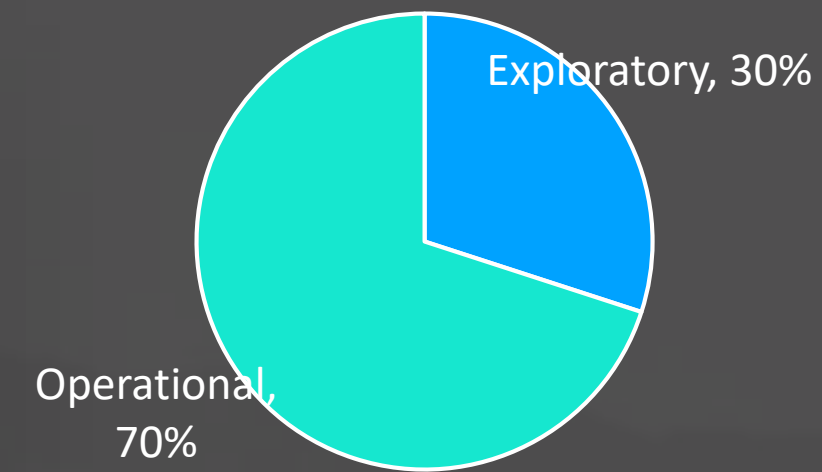
## Sample Rating Scales (only post research by supplier)\*:

- % coverage / adherence to individual scope defined
- % confidence on adequacy of data
- % confidence on exhaustiveness of insight

\*to be defined and rolled out to supplier at the beginning of the research

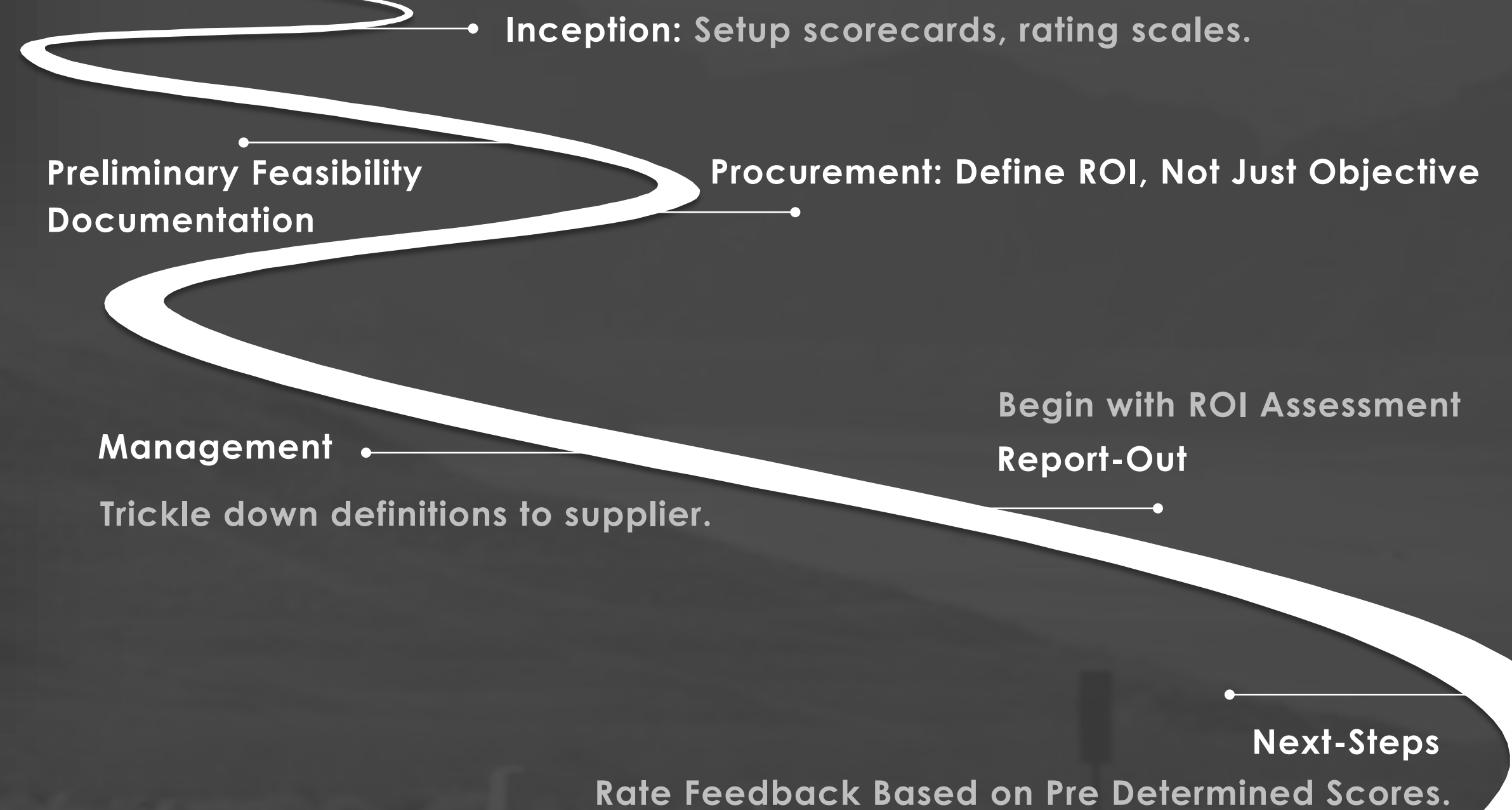


# THE NEED FOR ROI.

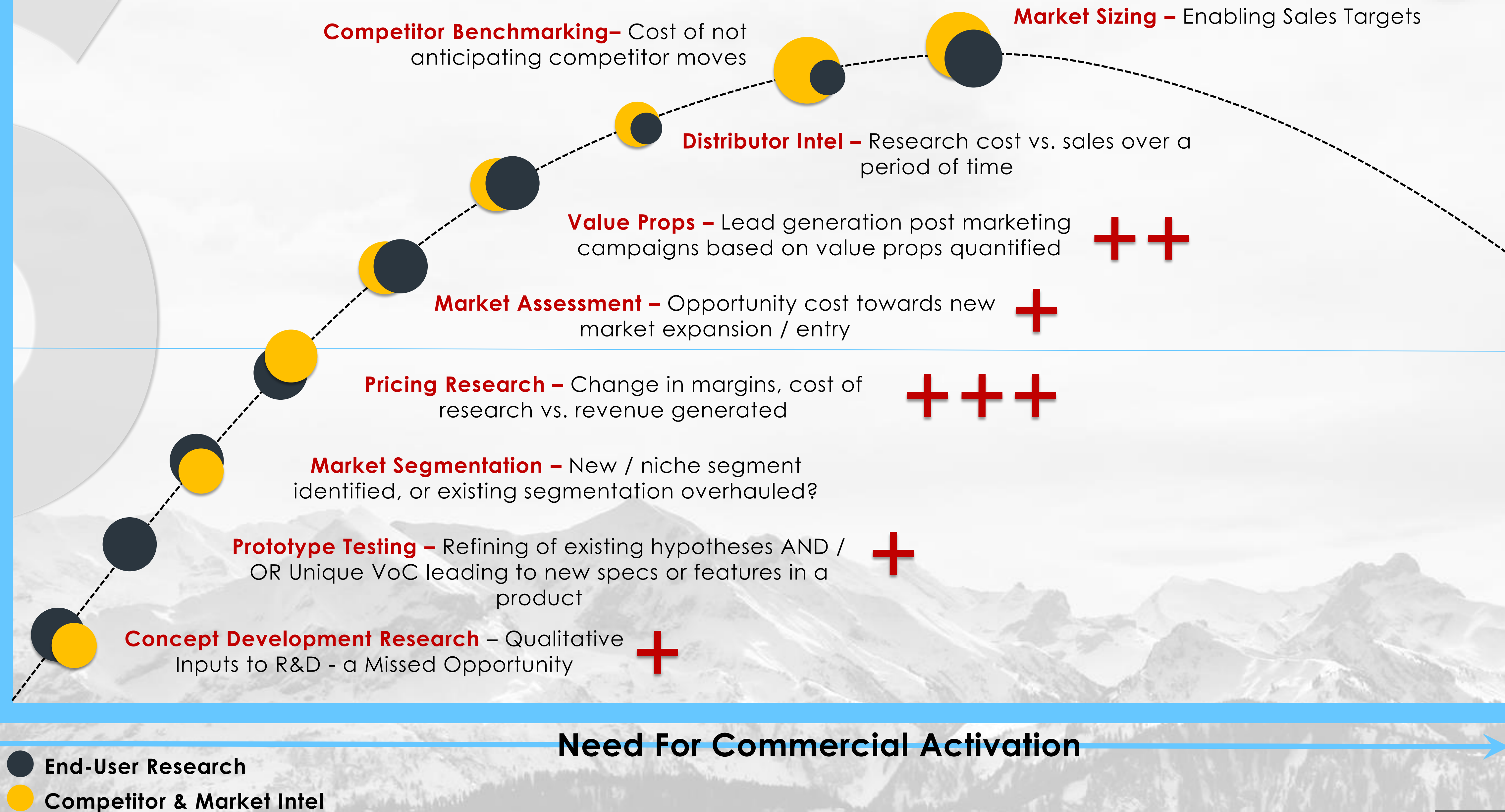


## Exploratory – Ex. Innovative Business Models, ROI takes a backseat.

e.g.- Feasibility assessment of setting up new business functions or sales channels, or understanding emerging adjacent markets around core capabilities of a company etc.



# SAMPLE ROI CYCLE.





# ROI DETAIL.



**Competitor  
Intelligence**



**Market  
Intelligence**



**End-User  
Research**

## PRIOR TO COMMENCING OF RESEARCH

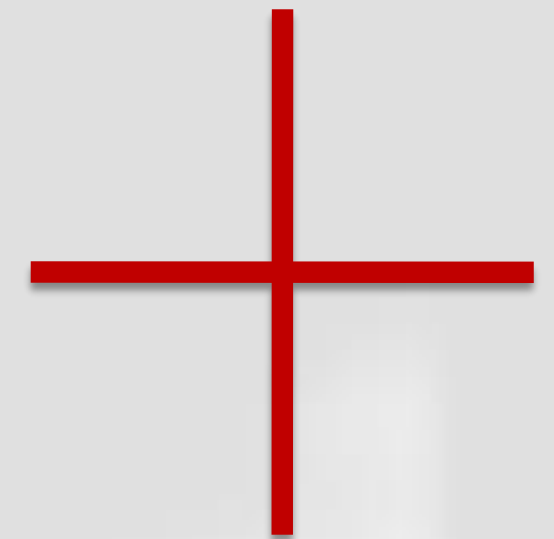
- % confidence on upcoming competitor moves, value props, marketing focus etc.?
- % understanding of competitive landscape to make necessary rebuttals / battle cards / competitive strategy
- Threat in terms of opportunity cost
- % confidence around opportunity based depth to be attained in sizing?
- % understanding of market landscape to make necessary sales target course corrections?
- Identifiable internal data sets compared to new research
- % confidence on current product specs, pricing, GTM
- % understanding of VoC, market dynamics to take the business decision
- ROI anticipated in terms of product sales / revenues?

## POST COMPLETION OF RESEARCH


- % satisfaction among participants towards data adequacy to facilitate a insightful exercise?
- % improved confidence in developing specific marketing campaigns based on competitor insights?
- % improved confidence in being able to develop or drive actionable sales or marketing strategy based on research?
- % satisfaction among participants towards data adequacy to facilitate deeper insight into a market or technology?
- Change in sales and margins projections based on new pricing as compared to NPV
- % unique VoC generated leading to new specs
- % improvement in confidence around product specs defined



Replace Study Objective with  
**Study ROI** – Lowers Risk,  
Documents Change & Builds a  
Single Source of Truth.”







**1** Begin with customized rating scales for **satisfaction, confidence & likelihood to act.**

**2** Process engineer to **embed ROI discussions** on phone & email.

**3** Ensure commercial activation is synergistic – Do multiple business functions discuss synergies between studies?.



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**Key Words:**

Market Research MD&D, Medical Equipment, Medical Devices  
Measuring ROI in market research and business advisory. MRI, CT, X-Ray, Ultrasound, Surgical Devices, Operating Rooms, Cardiovascular Devices, Renal Equipment, Medical Imaging, Radiology & Hospital Transformation.

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chicago.  
singapore.**

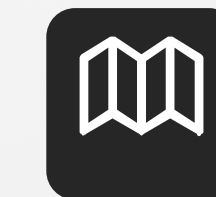


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