THE DILEMMA

These are troubled times for U.S. Hospitals. Under healthcare reform they are required to provide coordinated and efficient care while simultaneously achieving quality and cost targets. Those that are successful will earn a bonus and those that fail will be subject to a financial penalty.

This isn’t their only dilemma. Health care is a very capital intensive business. Hospitals must be able to generate enough cash flow from their operations to fund short and long-term strategic investments in their facilities, people, service lines and technology. Access to the capital markets is a requirement that is difficult for many to achieve and for others to sustain.

Never before has the hospital C-Suite been so laser focused on improving its quality of patient care and patient satisfaction while decreasing its costs and improving revenue. The C-Suite today is willing to accept clinically acceptable products if the price, terms and conditions are favorable.

To cope with an ever changing reimbursement climate and regulatory oversight, hospitals have introduced new measures to contain and reduce costs. They have joined GPOs and formed IDNs and RPCs. They have engaged third party product evaluation firms to provide assistance with objective analysis, buying criteria and decision making tools for the selection of equipment, supplies and services. Hospitals have also limited access to their facilities and personnel and they have implemented supply chain management, six-sigma, purchasing committees and spend management initiatives to control expenditures.

By acquiring physician practices and treating them as partners, implementing value analysis committees and initiating RFPs they are decreasing physician preference items and standardizing the products and services that are purchased.

These changes have fundamentally altered the buying process. Department heads and influential surgeons who often made purchase decisions in a silo are now being replaced by new influencers, new decision makers and new objective product selection and approval criteria. For the supplier that can provide measurable value and prove it - this will be an opportunity to prevent commoditization and allow them to become a strategic and trusted partner with the C-Suite. For those organizations with no strategic, clinical or economic evidence the future will be bleak. They will be fortunate to be a vendor.

THE SOLUTION

Selling within hospitals has never been more difficult. To win in today’s environment the seller must identify all the of the external and internal factors that drive buying decisions. They must thoroughly understand a hospital’s functional structure, management and governance.

Knowledge of how a hospital generates its revenue and spends its money will be a basic requirement. Knowing how and when they budget and plan for capital purchases will be a necessity. Understanding their financial and clinical performance and how your product, service or solution positively impacts it will be paramount.

Astute sellers will also need to continue to adapt their strategies when they call on federal versus non-federal hospitals and for-profit and not-for-profit institutions.

They will need to understand from the hospitals’ perspective the role that GPOs, IDNs, RPCs, purchasing committees, the Governing Board and other influencers have on their purchase decisions.

Armed with this knowledge the seller of the future will be able to develop a strategy that articulates and proves value while making them comfortable in the C-Suite, confident with purchasing committees and convincing with clinicians.
**Program Description**
This program provides the Business Acumen course content with a sales simulation to enhance learning and retention. A Sales Simulation is a total immersion experience that replicates your selling milieu. The Simulation is specifically designed and crafted for your organization based on a real hospital situation and business challenge that your sales representatives are encountering. This is a highly interactive session that requires pre-reading and preparation before the program.

**During the sales simulation participants will:**
- Experience an entire sales cycle from opportunity identification to the order
- Compete against other teams
- Receive in-depth feedback on sales skills and sales strategy throughout the sales cycle
- Integrate all their previous sales training and product training
- Each participant will receive a workbook with copies of all the slides used in the program, our tools and templates

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**Who Should Attend?**
- Medical device manufacturers
- Pharmaceutical companies
- Medical distribution organizations
- Out-Sourcing firms that sell to hospitals
- Hospital supplies and materials vendors
- ERP, CRM and HIS solution providers
- Medical service providers

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**Typical Attendees**
- Sales and clinical support personnel
- Field service representatives
- Marketing and product management
- Company executives and trainers
- Implementation personnel such as project managers, customer relationship executives and support staff.

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**Program Operation**

<table>
<thead>
<tr>
<th>Day 1</th>
<th>8:00-8:15 am</th>
<th>How the New Healthcare Environment Affects Suppliers</th>
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<tbody>
<tr>
<td></td>
<td>8:15-9:00 am</td>
<td>Hospital Revenue &amp; Expense Sources</td>
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<td></td>
<td>9:00-10:00 am</td>
<td>Understanding a Hospital’s Financial Condition</td>
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<td>10:00-10:15 am</td>
<td>Break</td>
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<td>10:15-11:00 am</td>
<td>Hospital Operating &amp; Capital Budgets</td>
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<td>11:00-12:00 pm</td>
<td>Working with Committees, RFPs &amp; Outside Influences</td>
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<td>12:00-1:00 pm</td>
<td>Lunch</td>
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<td></td>
<td>1:00-1:45 pm</td>
<td>How Hospitals Define Value</td>
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<td>1:45-2:45 pm</td>
<td>Defining &amp; Communicating Your Value</td>
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<td>2:45-3:00 pm</td>
<td>Break</td>
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<td>3:00-4:00 pm</td>
<td>Getting to the C-Suite &amp; Selling Value</td>
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<td>4:00-4:45 pm</td>
<td>Wrap-up &amp; Adjustment</td>
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<thead>
<tr>
<th>Day 2</th>
<th>8:00-12:00 pm</th>
<th>Hospital Simulation (continued)</th>
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<tr>
<td></td>
<td>12:00-1:00 pm</td>
<td>Lunch</td>
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<tr>
<td></td>
<td>1:00-4:00 pm</td>
<td>Hospital Simulation (continued)</td>
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<tr>
<td></td>
<td>4:00-4:45 pm</td>
<td>Lessons Learned &amp; Re-Cap</td>
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**What You’ll Learn in the Sales Simulation!**

The Sales Simulation is an experiential program so learning occurs at three primary points:

**Strategy Planning Sessions**
During each session, a Strategy Advisor works with each team reinforcing strategy principles and tools used by your company.

**Sales Calls**
Following each sales call during the simulation, the sales team members observing the call along with a facilitator provide call-specific feedback.

**Presentation or Strategy Session**
Here, each sales team gets to see “their competitors” — an opportunity we rarely enjoy in real life. Yet, by observing the other presentations, each team becomes acutely aware of the different solutions proposed, differences in sale strategies, and differences in information obtained during the sales calls.