

# Access Correction: Case Study

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Driving ICD Reimbursement and Adoption

# CRM Mission



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- ▶ ***Creating a world where every person suffering from cardiac disease who could benefit from our therapies will get them.***



# Shifting the Paradigm



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## ▶ *A Successful Political Campaign*

- *A great candidate*
- *A compelling platform*
- *Great audience analytics*
- *Great opposition research*
- *Well defined constituencies*
- *Thorough constituency development strategy*
- *Ability to rapidly counter opposition*
- *Active evangelists*
- *Strategy and execution around key milestones*
- *Investment / funding*
- *Operational excellence and integration*



# Engineering a Dramatic Turnaround

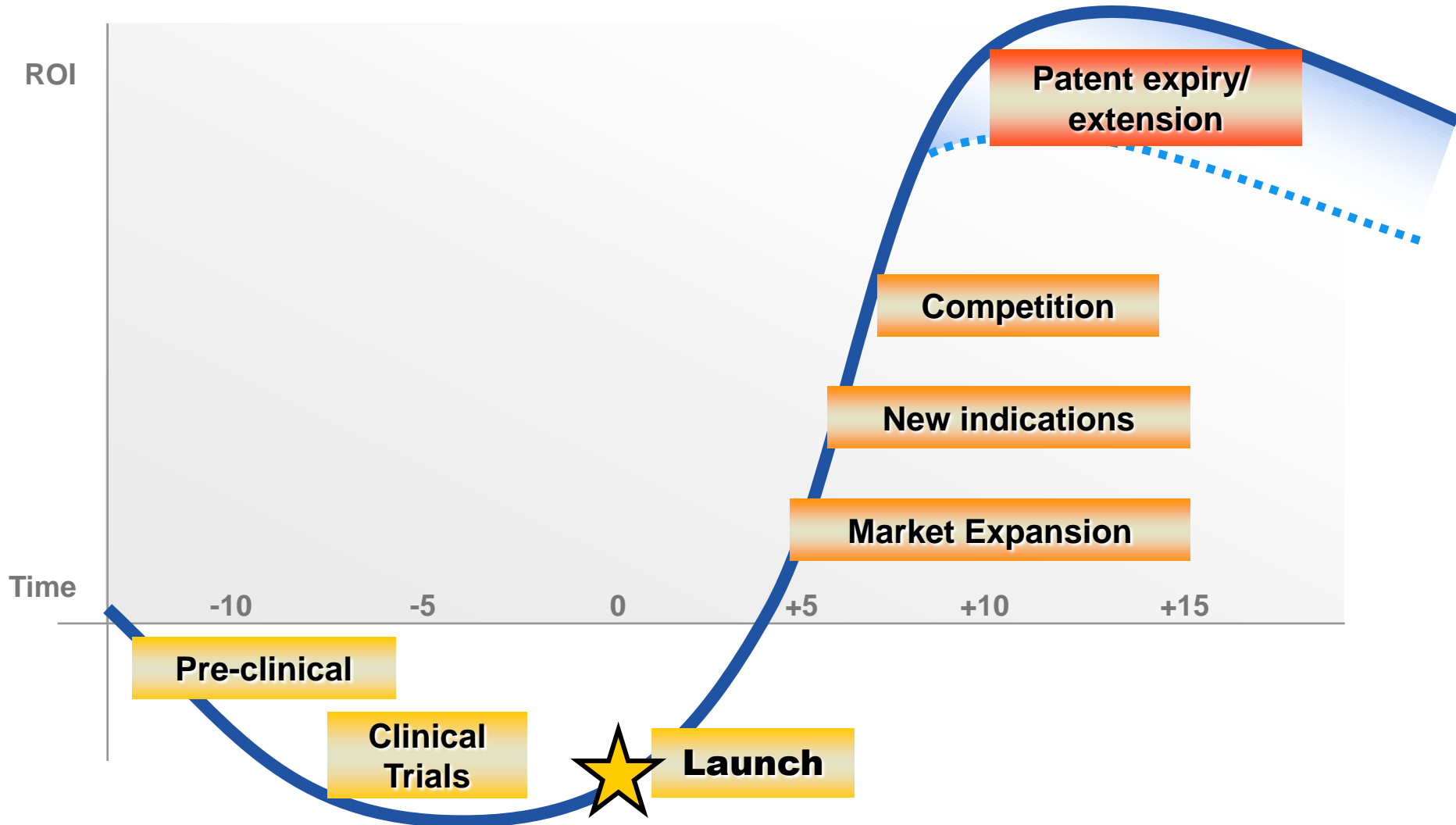


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- ▶ ***“Analysts” see a stunning victory and call for:***
- ***Alignment of strategy and resources to match what’s at stake***
  - ***A dramatic shift from defense to offense***
  - ***A concerted effort to exploit all assets***
  - ***Better integration and coordination***
  - ***A reinvigorated call-to-action and sense of purpose***



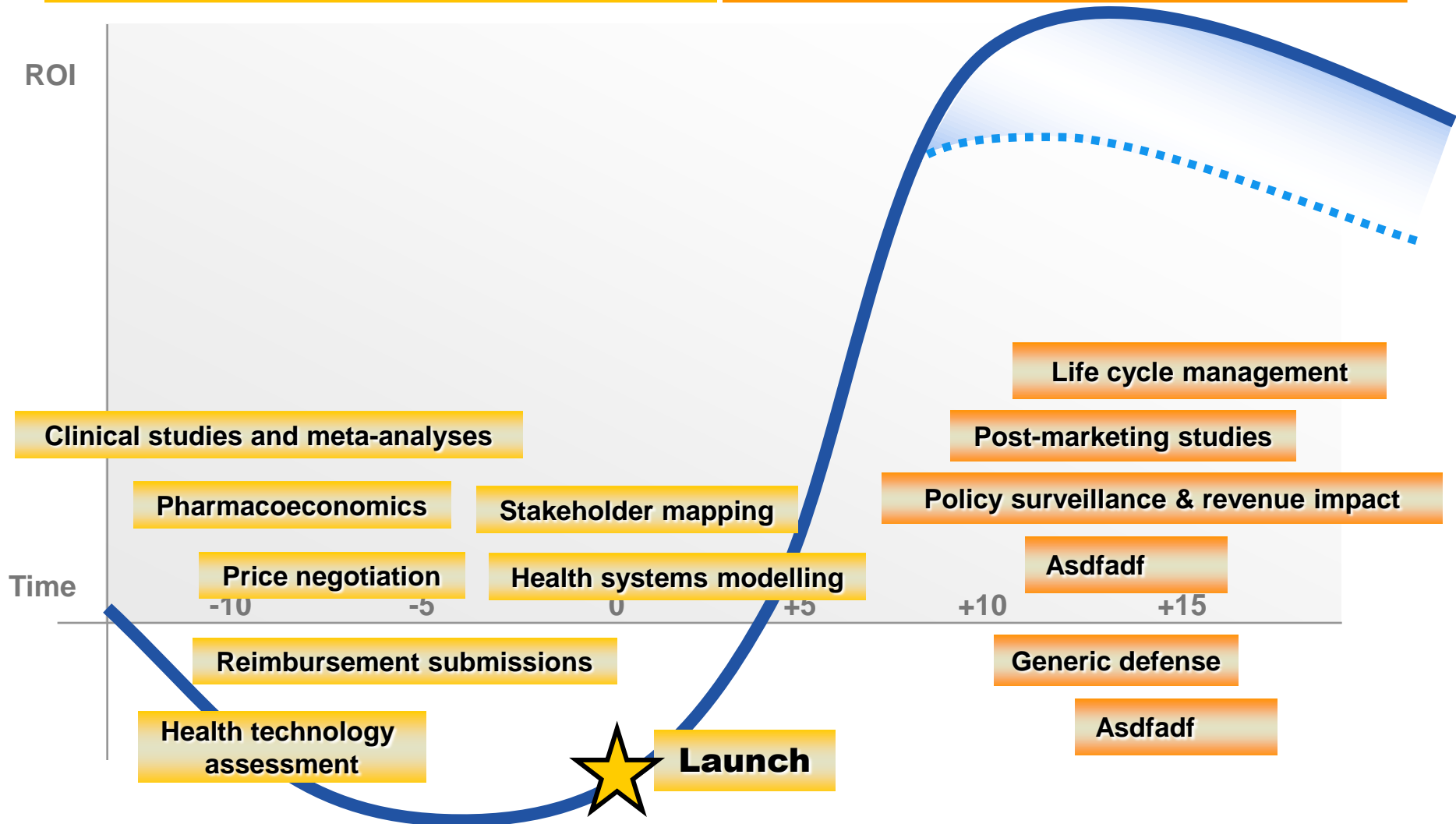
# The Pharmaceutical Brand Lifecycle



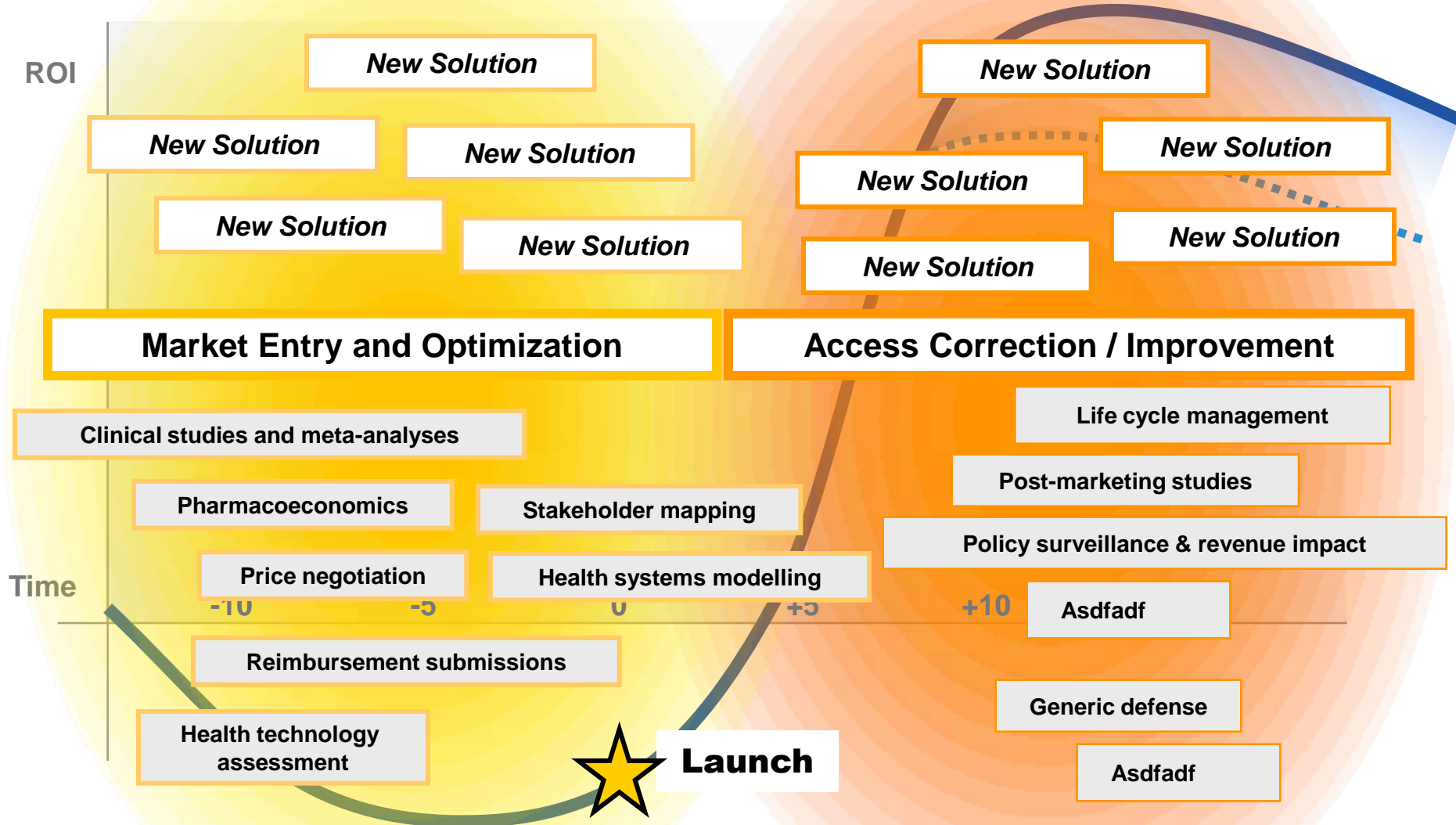
# The Pharmaceutical Brand Lifecycle

Market Entry and Optimization

Access Correction / Improvement



# A Complete Solution Drives Value



# The Way It Works In Our World

## DEVELOP “CANDIDATE”

*Build fundamental value proposition*

- Refresh core value proposition
- Help define the scope of evidence required to optimally address stakeholders’ unmet needs
  - Health economics?
  - Psychosocial impact?
  - Disease burden?
  - Caregiver burden?
  - Quality?
  - Clinical applications?

## DEVELOP PLATFORM

*Build perceived value proposition*

- Define methods and messages to influence stakeholders
- Understand and leverage influence cascade
- Create a sharp focus on highest potential targets to drive change
- Create rational and emotional experiences for targets that:
  - Drive true understanding of medical, economic and human benefit

## DEVELOP MOMENTUM

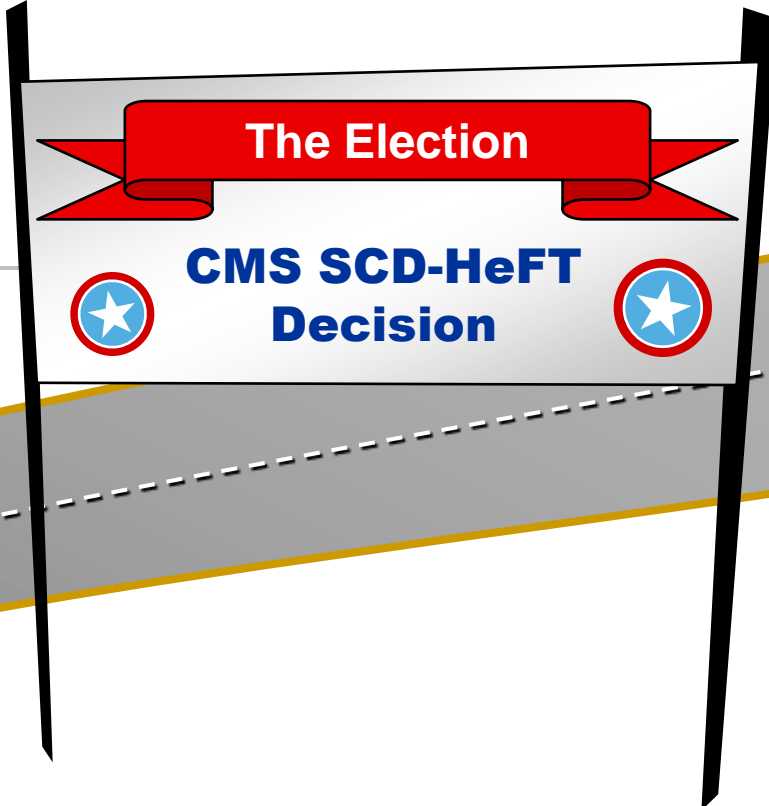
*Drive stakeholder alignment*

- Define parameters for desired change
- Optimize political will for change
- Call highest priority targets effectively to action
  - Leveraging influence cascade
  - Creating constructive pressure on key decision makers
  - Aligning stakeholder actions with key decision points
- Engage policy community
- Define and amplify change as it occurs

# The Trail Ahead



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**The Election**

**CMS SCD-HeFT  
Decision**



**5** May 2004  
**Publication of  
SCD-HeFT in NEJM**

**4** Jan-March 2004  
**SCD-HeFT Goes Public  
“The Primary”**

**3** Oct, 2003  
**Close of  
SCD-HeFT Trial**

**2** Sept 1, 2003  
**ESC**

**1** June 6, 2003  
**CMS MADIT II  
decision**

# Access Correction / Improvement Framework

Bubble size = status of the fundamental value proposition

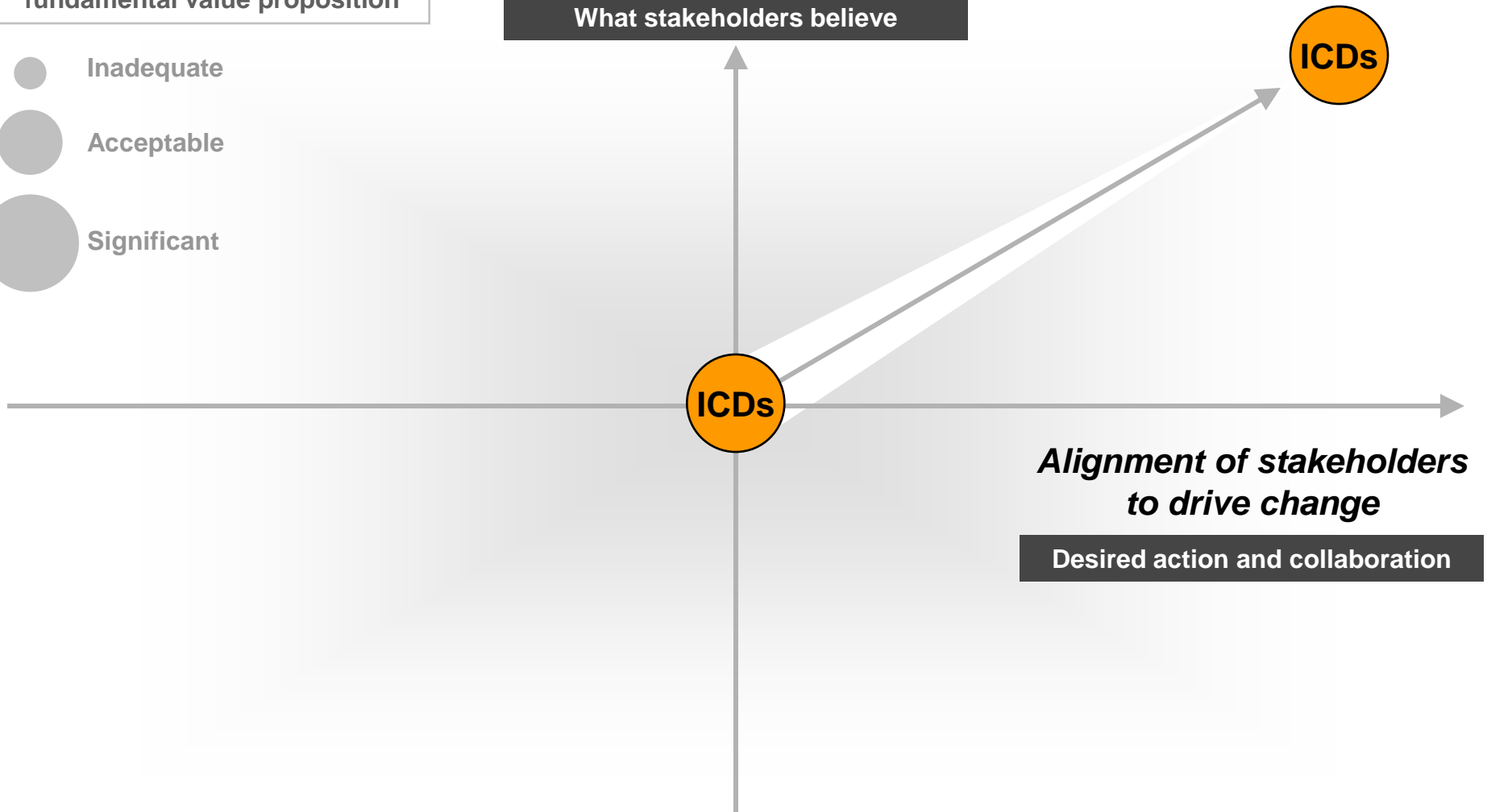
**Perceived value proposition**

What stakeholders believe

● Inadequate

● Acceptable

● Significant



**Alignment of stakeholders to drive change**

Desired action and collaboration