

Concept selling leads to positive prognosis

As anyone who has been in hospital for an operation knows, the goal is to get better and go home. Faster recovery, a satisfied patient and an empty bed are also the surgeon's aim.

So when manufacturer of orthopaedic implants Biomet developed Rapid Recovery, they called in Huthwaite International to ensure that the company's sales and marketing teams understood and supported the concept, and could communicate it internally and externally.

Rapid Recovery is a method of 'peri-operative' care of patients, considering the pre-, per- and post-operative journey for the patient, taking into account all the activities relating to those stages. It means educating patients in preparation for surgery; the efficiency of processes in the hospital; less disruptive surgery; less pain and blood loss; and better healing – ultimately leading to faster, more effective recovery.

Biomet is a worldwide leader in the design and manufacture of orthopaedic implants such as hips, knees and shoulders. Its headquarters are in the USA, and the European arm of the business operates from Holland. With a turnover of \$500m and with 1,500 employees, Biomet Europe is a substantial business in its own right and

has plans for double-digit growth over the next couple of years.

To help achieve this target, Biomet is investing heavily in promoting Rapid Recovery among the 500 staff involved directly in sales and marketing across Europe.

Biomet director of new business development Ad Donkerlo, who is responsible for marketing Rapid Recovery in Europe, chose to work with Huthwaite International from personal experience of solid results delivered by the Huthwaite Approach. "I've worked on huge projects with Huthwaite in Germany in the past," he explains, "and have been a licensed Huthwaite trainer of SPIN® selling and coaching programmes.

Although Ad was confident about choosing Huthwaite, he knew the project had its challenges and needed Huthwaite to help his organisation find a way to sell the concept. "Our sales reps are used to selling products such as joints or implants in the traditional transactional way, therefore we needed a way to help them change their selling behaviour to communicate the benefits of Rapid Recovery.

"We needed to define and translate the Rapid Recovery message and incorporate it into our marketing plan, to ensure that all of our sales and marketing people understood it."



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BIOMET
rapid recovery
PROGRAM

BIOMET
Europe





Huthwaite's input began with crucial pre-training consultancy. Working with senior Biomet staff over a number of weeks, Huthwaite's goal was to establish exactly how Rapid Recovery should be interpreted by the sales team, so that they understood the value of the concept and could successfully market it to surgeons, nurses and other stakeholders.

Taking hold of the concept in this way, Huthwaite was able to help Biomet direct their sales and marketing strategy, and therefore start to change the behaviour of the sales and marketing teams.

"They didn't give us an off-the-shelf training programme; in fact, preparation took several weeks," continues Ad. "They analysed the Rapid Recovery concept in order to convert it into a SPIN® marketing workshop, giving us a deeper understanding of how we should address the key messages and simplify them in a credible way."

SPIN® marketing workshops were held in February and June for Biomet's European sales and marketing directors and managers, and coaching and reinforcing of messages following the workshops continues.

To support this, new SPIN®-based marketing materials are being produced to incorporate the Rapid Recovery messages. These include slide presentations and

brochures for the sales team, and an educational DVD is in progress. Results so far show that customers are responding and requesting more information.

The medical profession is clearly being won over by the Rapid Recovery philosophy. One such win was a professor who, despite not being one of Biomet's prospective customers, was convinced by Rapid Recovery and asked Ad for advice on prosthetics.

"By the end of our meeting I had an order worth 750,000 Euros from him for knee prostheses," says Ad. "We had clearly managed to create a positive image of Biomet and Rapid Recovery in his mind!"

"Huthwaite International's approach to sales and marketing has helped us define, develop and align our messages and promote our mission – that medical staff get patients better and out of hospital as effectively and quickly as possible."