

### **About NCI Consulting Group (NCI)**

NCI is a leader in “Best Practice” sales solutions to provide revenue-generating and cost-optimizing insights, connections and sales channels to enhance supplier clients’ business development opportunities in the healthcare industry. NCI’ vision and mission is to positively affect the financial stability of healthcare organizations by creating and/or promoting solutions to improve healthcare business efficiencies and financial performance. To obtain a white paper validating NCI consulting services

### **NCI End-to-End, Sales Assessment to Solicitation Offering:**



- **Strategic Direction Solution:** Our proprietary discovery process identifies enterprise strengths, weaknesses, development needs and new business opportunities to grow a prospective partner’s solution. Whether it is a product, service or even software, NCI Strategic Directions solution includes a combination of, competency modeling, market research and in-market evaluation for greater enterprise effectiveness. The result for our clients is the knowledge necessary to sustain higher performance. Strategic Directions is fundamental to all that we do providing the critical intelligence to strategic sales transformations.
- **Develop a Value Proposition:** Assess and develops a unique value proposition anchored by value-centric selling principles, validating it with leading GPOs, Regional GPOs, IDNs, Coalitions, Channels and Partnership executives.
- **Identify Opportunities:** We develop custom market growth strategic and tactical plans used in selecting GPOs, IDNs, Coalitions, major Health System’s, Channels and Partnerships for <sup>3</sup>Speed to Revenue<sup>2</sup> success.
- **Business Growth:** For many of our clients, acquiring access to key decision makers in their target market is a difficult yet critical challenge uncovered during Strategic Directions. Using our extensive relationships, we have generated over the past 27 years, clients can select targets from GPO, IDN, Regional GPOs, Coalitions, major Health System's, Channels and Partnerships to present their solution for market share expansion.

- **Sales Execution:** We support our client's sales team's access to key healthcare executives setting up initial meetings, creating value propositions and working with our clients on ongoing strategy and penetration. Clients can engage NCI's outsourced sales team aligning the needs of our clients business to an expertly selected sales team.
- **Corporate Accounts Outsourced Offering:** We will supervise or manage all corporate accounts contract administration and manage the day-to-day operations. We will support and implement all corporate accounts initiatives. We will support and implement all national accounts initiatives to include: Negotiate, develop, communicate and renew contracts with targeted GPO's and Key Accounts, **Provide strategic direction for the field sales organization, which leads to increased compliance, market share and profits,** Communicate in a timely and comprehensive fashion with your field sales organization on GPO contracts, key target accounts, and provide periodic updates on status and direction. This is a full service national accounts service offering.
- **Business Development Projects 90/180/365:** Is your organization considering GPO, IDN & Coalitions contracts for revenue growth? Then you might already be aware of the magnitude of the project to evaluate the opportunity. The research into each GPO major IDN's and Coalitions contracting practices, schedules for RFI/RFP's and their expectations for contracted vendors is critical information needed for the decision making process.. Obtaining the marketplace data available for the product group that your product falls into for each GPO targeted IDN's and Coalitions analyzing it is a project by itself. NCI Business Development Projects, which are customized for each client, will conduct the research, analyze the data and transform it all into actionable intelligence enabling you to make an informed decision.



**NCI Consultative Service Offering Provide Complexity of Sales Assessment, Sales Training, Talent Evaluation and Solicitation solution Sets**

**Purchase Services-Pharmaceutical-Laboratory-ITSoftware-Technology-Capital**

- NCI delivers (1) Market growth opportunities, (2) critical insight from supply chain stakeholder decision-makers, and (3) hands-on support to maximize the ROI.
- Our opportunity scouting, due-diligence, and revenue-development services are ideal for results-minded Clients seeking highly focused support in opportunity research, vetting, and optimization within the healthcare industry.
- Our team's ability to uncover, characterize, and enhance the investment value of health industry opportunities was honed through decades of work with nearly every category of stakeholder in the healthcare vertical.
- We have nurtured deep relationships with the supply chain executives, leadership teams, and revenue-performance drivers in a broad range of health industry enterprises:
  - Startups, Small and Mid-Sized Companies, and World-Class Multinationals in the Pharmaceutical, Biologic, and Medical Device Sectors
  - Institutional Service Providers including Janitorial, Linen, Resterilization, Equipment and Device Refurbishment, and FoodService Companies
  - Drug and Med-Surg Distributors
  - Data-Standard Setters, Health-Information-Technology (HIT) Companies, and Value-Added Resellers
  - Alternate Care Sites
  - Pharmacies and Retail Enterprises
  - Integrated Delivery Networks (IDNs), Health Systems, and Hospitals
  - National Group Purchasing Organizations (GPOs), Regional Purchasing Cooperatives (RPCs), and Contracting Consultancies
  - Managed Care Organizations and Indemnity Insurers

- Our industry analysis, strategic planning, and business development work with health industry enterprises has contributed to the financial success of more than 120 supplier clients.
- We've kept a finger on the pulse of untapped markets for more than 25 years, and we've consistently differentiated between game-changing innovations with “staying power” and “flashes in the pan.” We know which new solutions are so well-aligned with customer needs that their developers are sure to emerge as market leaders...and which are “me-too” offerings, at best.
- We've seen the value-propositions that lead to deals and the ones that lead to dead-ends. We know the difference.
- We understand what it takes to build a profitable enterprise with broad-based customers, predictable revenue streams, and highly favorable margins—so we can spot a winning sales opportunity months ahead of a client closing cycle.
- In addition—if a piece of the puzzle is missing in an otherwise compelling opportunity—we have the far-reaching connections to bring that missing piece to the table.
- NCI has the knowledge, know-how, and know-who to (1) increase sales penetration; (2) validate and prioritize opportunities with greater speed, accuracy, and precision; and (3) free-up clients' time so energy can be shifted off analytical work and onto deal-making, value-building, and long term contractual relationships.
- We can help you target, buy, and build channel opportunities- or acquisition-ready partners with compelling fundamentals and favorable liquidity potential.
- Count on us to differentiate between compelling and ill-advised value propositions, management teams, and operations.
- We'll lead you to healthcare's best sales opportunities, so you get the ROI you deserve.

**NCI's research-analyst experts can help you:**

- **fill your pipeline of sales leads in healthcare's fastest growing and most promising GPOs, IDNs, Regional GPOs, Coalitions, Stand Alone Hospital and AlterNet Site market;**
- **vet opportunities so you don't pass up sure-winners or waste time or money on losing sales opportunities;**
- **qualify and build highly-effective management teams;**
- **analyze and reengineer value propositions to optimize revenue development;**
- **get your sales-leadership teams in front of the right decision-makers at the right time to accelerate speed-to-revenue and earnings; and**
- **position your solution for highly-favorable sales so you get the financial windfalls you deserve.**

**NCI principals can serve:**

- **as investment scouts;**
- **on your due-diligence teams;**
- **in revenue-jumpstart and corporate turnaround roles;**
- **as advisory-board members and subject-matter experts;**
- **as "missing-link" talent scouts; and**
- **as focus-group facilitators.**

## **Case Study #1**

### **NCI and a Revenue-Jumpstart for Tri-anim**

#### **Situation/Opportunity**

Tri-anim was at a turning point. The company's acute-care customers wanted product price breaks and standardization in their Anesthesia, Respiratory, and Critical Care Departments. Unfortunately, the GPOs and IDN-contracting units that served them didn't fully appreciate how member providers would benefit from specialty-product contracts.

Jeff Hayes, then Tri-anim's Director of Corporate Accounts, understood the mission-critical implications of this challenge. In his earlier role as a frontline Sales Rep, he'd seen dozens of mom-and-pop suppliers and manufacturer reps leveraging practitioner relationships to gouge key provider accounts on price. Jeff knew that Tri-anim's full line of specialty products could be delivered to these providers at competitive prices on a nationwide basis. He felt he owed it to them and to his employer to ensure that happened. What concerned Jeff was his team's ability to accelerate speed-to-contract. Someone was going to roll up acute-care specialty products and close the nation's biggest deals. His getting in front of the right decision-makers first and getting long-term, high-volume deals in place were essential to Tri-anim's leading the field.

That's when Jeff and Tri-anim turned to the NCI Consulting Group.

#### **Actions**

As an NCI principal, Jim was highly-regarded for his expertise in top-down, national-accounts-style selling. In more than two decades of prior work representing multiple categories of health industry stakeholders, he had earned the respect of C-level teams representing tier-one contracting authorities, provider organizations, and suppliers alike. All trusted him to identify and represent exceptional solutions to the most pressing supply-side challenges facing provider organizations.

Jim studied Jeff's situation and knew exactly what was needed: a rapid increase in contracting authorities' awareness of the specialty-product spend in member hospitals, and a unique selling proposition that was an instant lock with GPO, IDN, and RPC decision-makers.

Jim and Jeff constructed a three-step action plan. They (1) optimized providers' potential speed-to-savings by reprioritizing products for bundling and consolidation under Tri-anim contracts, emphasizing brand-name products, (2) created a methodology to quantify member-



hospitals' spend in targeted specialty products, and (3) designed a tool to show instantly what could be saved by member hospitals if their contracting authorities worked with a company that was national in scope (rather than dealing with dozens of mom-and-pop shops).

Once the Tri-anim "go-national" strategy was in place, Jim presold high-volume contracting authorities on the value of meeting with Jeff, emphasizing what was in it for them and why the meetings should occur sooner versus later. With that groundwork laid, Jim provided Tri-anim with an aggressive schedule of appointments. All were C-level decision-makers in tier-one GPOs and IDNs.

Jeff quickly found himself in front of VIPs with the authority and need to sign deals. He explained the specialty-product value proposition and took care of the close. Tri-anim's national-accounts team then managed the essential backend to-do list.

Once Tri-anim's base of key accounts was established, Jeff occasionally pulled Jim back in to address the natural ebbs and flows of contract compliance and renewals. For example, if Jeff's team was experiencing unwarranted push-back from mid-level contracting administrators, Jim would help Jeff reach the true powerbrokers in the contracting organizations: the C-level decision-makers most likely to understand and appreciate Tri-anim's importance to member organizations.

### **Results**

Jeff's leadership ability in National Accounts and Jim's VIP relationships contributed to Tri-anim's growth from \$30 million to more than \$350 million in annual revenues. The company became a natural target for investors and was rapidly acquired.

Today, Jeff is quick to credit Jim as a key success factor in Tri-anim's impressive growth and his own career progression. "Time is of the essence in contracting. NCI eliminated hoops for us and dramatically enhanced our speed-to-contract. That was central to our building the market share and earnings that set us ahead of the pack."

## Case Study #2

### NCI, Alsius, and the Fast-Track to Revenue

#### Situation/Opportunity

Mark Colangelo needed leverage. His employer, Alsius, was an \$8 million supplier of integrated capital equipment and disposable medical devices for use in Trauma, ICU and Acute Surgery. As a highly-effective Director of Corporate Accounts, Mark and his team of 15 veteran national account reps worked hard and produced. But, with large territories, they were spread thin. They couldn't generate the degree of traction and momentum that Alsius needed to get to the next level. Alsius considered hiring another rep, but budgets were tight and sales cycles long. Something else was missing: a new approach.

That's when Mark ran into NCI's Jim Dausch. The two were at a GPO conference, and Jim stood out among the healthcare supply chain experts there. One high-level executive after another greeted Jim warmly and engaged in upbeat and yet serious conversation.

Before the conference was over, Mark and Jim met and talked. For Mark, it was a defining moment. Jim was clearly a top-rate connector. That was the missing link. Mark realized his team had been scrambling just to get to the right decision-makers. If the right doors had been opened for them, all their effort to date could have been focused on revenue-generating deals and key-account management: no missed opportunities and no missed earnings.

With the importance of relationships top-of-mind, Mark's next decision was easy: engage Jim and his firm rather than hire a new account rep. With Jim's connections and lock-step penetration plan, Alsius could optimize its breadth-of-coverage, depth-of-coverage, and speed-of-coverage in National Accounts.

#### Actions

Once engaged, Jim and the NCI team quickly began generating ROI to cover their consulting fees. First, Jim and Mark rolled up their sleeves and prioritized GPOs, IDNs, and RPCs according to their potential contribution to Alsius' revenue and earnings. Next, they evaluated Alsius' sales pipeline and the connections the Company needed most. Finally, they overlaid Jim's connections on Mark's marketing and sales strategies to prioritize targets. The result was a powerful hit list of key decision-makers.

Interestingly, the missing GPO decision-makers were at the regional versus national levels. While Mark and his hard-working crew had impressively secured six of the top seven GPOs, they'd not had the bandwidth to dig into regional affiliates with important volume-driving capabilities. Over a hundred affiliates were noteworthy. A few dozen of these were truly essential to maximizing the ROI on GPO contracts. These affiliates had their own marketing



and sales teams. They also had strong relationships with targeted customers in their regions. If they believed in Alsius' products, they could offer up their own reps as trusted extensions of the Alsius sales team. This would increase the number of "feet on the street." In addition, the affiliates could deliver VIP contact information. With a VIP list, Mark would have all he needed to run high-impact marketing campaigns targeting the affiliates' member organizations.

Jim set up a series of meetings with top decision-makers in the targeted affiliate organizations. In planning every meeting, he'd ensure exactly the right people were involved, so any agreement reached would translate to immediate market influence. That gave Mark and his team the opening and the leverage they needed to close and manage critical volume-driving contracts.

### **Results**

With NCI's expert help, Mark's door-opening and deal-closing campaign was a clear success. Alsius grew from \$8 million to \$14 million in just over a year and was quickly acquired.

Today, Mark reflects on his decision to bring Jim and NCI onboard. "I knew we'd made the right decision within a few weeks," he says. "Jim and I were at a GPO conference and he introduced me to a VP of Supply Chain at an organization we'd been targeting. Our efforts had stalled after months of sales contact. But Jim's intro prompted a conversation. That led to emails, phone calls, and a commitment to do business. This was the speed-to-revenue we were after!"

Now with another company, Mark has once again engaged NCI. "Jim and his team understand the healthcare industry," he explains. "They go way beyond just opening doors and performing in the obvious areas. They're our trusted business development partners: our eyes, ears, and advocates on the street."