

Modernising the healthcare sales process: *Beyond traditional teams.*

AGENCY
HEALTHCARE DEMAND GEN SPECIALISTS

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A vision of modern healthcare sales, from traditional to transformational.

THEN: Sales teams relied exclusively on face-to-face interactions, battling restricted HCP access and costly, inefficient methods.

NOW: Digital augmentation empowers reps with targeted insights, scalable interactions and compliant creativity, driving deeper relationships and increased sales efficiency.

Healthcare sales are at a critical inflexion point. The past approach of relying solely on field teams is no longer sufficient in today's fragmented attention economy. Forward-thinking healthcare companies are experiencing breakthrough results by enhancing, not replacing, their traditional sales forces with strategic digital approaches.

“
The most successful healthcare suppliers aren't abandoning their sales teams. They're empowering them with digital tools and approaches that scale their impact and create demand before the first conversation even happens.”

Marco Baiguini
MedTech Commercial Leader, Transformation & Growth Architect.

WHITE PAPER:
Why modernisation is urgent.

Key industry realities:

- **Access has dramatically declined:** Face-to-face meetings with HCPs have dropped by 58% since 2019, with 70% of HCPs now preferring remote engagement for non-urgent interactions (McKinsey, 2024).
- **Decisions Involve Multiple stakeholders:** Individual VACs tend to be large groups. It is not uncommon for 12 to 24 individuals to sit on a single committee. (WHX Insights 2025).
- **Value based healthcare is on the rise:** Nearly 80% of procurer’s and medtech companies, believe that VBP is highly important (BCG and MedTech Europe, 2022)
- **HCP rules of engagement are changing:** 81% of physicians and 89% of procurement professionals now prefer multichannel digital engagement over traditional field sales visits alone (McKinsey, 2021).
- **Artificial intelligence is accelerating:** technological abundance enables MedTech companies to dramatically scale activities and meet customers through flexible channels allowing significant cost efficiencies, potentially reducing total revenue costs by 6-12%, Selling, General and Administrative (SG&A) costs by 7-19% and Cost of Goods Sold (COGS) by 5-12% (Deloitte Center for Health Solutions, 2024)
- **Hybridisation of the sales process:** 66% of healthcare professionals would choose a provider based on their ability to communicate in a timely and consistent manner (Redpoint Global, 2024), with 38% now prioritising supplier websites and self-service digital tools for initial product information.

Overcoming myths:

- **Myth:** Digital replaces relationships ———→
Reality: Digital enhances personal engagement.
- **Myth:** Digital overloads HCPs ———→
Reality: Segmentation ensures relevance, including AI driven.
- **Myth:** Digital is a ‘big brother’ that disempowers reps ———→
Reality: Digital strategies can help reps to take more control of the content and conversations they are having.

WHITE PAPER:

The 4 pillars of modern healthcare sales.

Based on our experience category leading healthcare suppliers build their digital sales transformation on four essential foundations:

01 *Digital transformation:*

- Enhance and/or replace manual processes with digital tools that scale rep impact.
- Enhance client engagement through interactive content and virtual demonstrations.
- Create digital touchpoints that maintain relationships between in-person visits.
- Deploy self-service options for routine information requests.
- Implement virtual meeting capabilities that expand access to specialists.
- Use digital tools to enhance and improve the selling model.

02 *Data and analytics:*

- Move beyond experience and perception to data-driven insights and decision making.
- Identify high-potential HCPs through behavioural analysis.
- Remove biases and preconceived notions.
- Test key selling messages and go-to-market strategies with quantifiable results.
- Measure which content and channels drive engagement and conversions.
- Use predictive analytics to anticipate needs and prioritise outreach.
- Inviting data to the table allows for the introduction of a new stakeholder who's opinion is grounded in evidence untainted by emotion and opinion - which can often cloud judgement in strategy development and adaption.
- Understand HCP sentiment and root causes of prescribing patterns.
- Use AI and agentic workflows to deliver insights to reps and refine commercial strategy.

WHITE PAPER:

The 4 pillars of modern healthcare sales.

Based on our experience category leading healthcare suppliers build their digital sales transformation on four essential foundations:

03 *Omnichannel engagement:*

- Deliver consistent messaging across both physical and digital touchpoints.
- Enable seamless transitions between channels based on HCP preferences.
- Recognise previous interactions regardless of the channel used.
- Create integrated journeys that build understanding across multiple touchpoints.
- Maintain a contact history and collect valuable customers' interests and preferences that enable a deeper understanding of their needs and a personalised approach that informs all future interactions.
- Shape and improve content over time, incorporating real world effectiveness datapoints.

04 *Sales-marketing alignment:*

- Create unified product messaging playbooks that ensure consistency across all customer touchpoints.
- Develop sales playbooks that capture best practices from top performers and structure effective customer conversations.
- Actively structure sales & marketing as part of your commercial machine, with clear roles and responsibilities in managing the sales funnel and establish shared metrics and KPIs that focus both teams on business outcomes rather than activity measures.
- Implement joint planning processes that break down silos and coordinate campaign activities.
- Build AI and automated feedback loops between field insights and content development to continuously refine messaging.

By implementing these four pillars in concert, healthcare organisations create a multiplier effect that drives deeper engagement, better conversion rates and stronger customer relationships than any single approach could achieve on its own.

What good looks like...

SUCCESS STORIES:

Pfizer - enhancing sales with digital engagement.

- **Challenge:** Post-pandemic, Pfizer faced significant decline in HCP access and needed to maintain meaningful engagement without traditional face-to-face interactions.
- **Solution:** Implemented omnichannel approach synchronising digital media with field engagement, including smart targeting tools, digital content hubs and coordinated virtual detailing programs.
- **Results:** When sales representatives share digital content during HCP interactions, it drives **2.5x more new patient starts** compared to meetings without content sharing. Companies implementing synchronised digital-field strategies achieve **treatment adoption 40% faster** with targeted scientific outreach, while addressing the critical gap where only 27% of HCPs currently receive both digital advertising and field engagement within a three-month timeframe (Veeva Systems, 2023).

250% more new patient starts.
40% faster treatment adoption.



• **Veeva Systems.** (2023). "Biopharmas Boost Marketing Effectiveness by 23% by Synchronizing Digital Media with Field Engagement." Veeva 2023 Trends in HCP Omnichannel Engagement Report. May 16, 2023.
<https://www.veeva.com/resources/veeva-2023-trends-in-hcp-omnichannel-engagement-report/>

SUCCESS STORIES: *Medtronic* - strategic data alignment.

- **Challenge:** Needed better market segmentation and smarter outreach strategies to improve engagement quality and conversion rates across diverse HCP segments.
- **Solution:** Introduced comprehensive omnichannel marketing strategy with data-driven lead scoring, integrated digital engagement across email and targeted advertisements and coordinated field alignment.
- **Results:** Life sciences companies implementing similar omnichannel transformations achieve **18% improvement in conversion rates, 20% increase in customer engagement, 30-point increase in Net Promoter Score and 15% rise in sales performance.** Additionally, **customer lifetime value increased by 25% within the first year** post-implementation, demonstrating sustainable long-term relationship improvements (Flevy Life Sciences Case Study, 2023).

- 18%** improvement in conversion rates.
- 20%** increase in customer engagement, **30-point increase in Net Promoter Score.**
- 15%** rise in sales performance.
- 25%** customer lifetime value increase.

Medtronic

• **Flevy Management Consulting.** (2023). "Omnichannel Marketing Strategy for Life Sciences Firm - Case Study." Flevy Business Document Database. <https://flevy.com/topic/omnichannel-marketing/case-omnichannel-marketing-strategy-life-sciences-firm>

SUCCESS STORIES:

Johnson & Johnson - scaling demand creation.

- **Challenge:** Required a scalable digital strategy to educate HCPs and drive product demand across global markets while maintaining regulatory compliance.
- **Solution:** Implemented comprehensive digital marketing transformation including strategic campaign coordination, targeted search optimisation and interactive digital tools to engage and educate HCPs at enterprise scale.
- **Results:** Leading medtech companies achieve **qualified leads increases of more than fivefold within four months** through optimised digital campaigns and A/B testing. **90% of medtech companies report 10% or greater ROI improvements** from digital marketing initiatives, with **50% of top US performers achieving 20%+ ROI**. Companies with mature omnichannel capabilities experience **twice the revenue growth** of average performers, with **top-tier organisations outgrowing industry averages by a factor of 12** (McKinsey, 2021).

90% of medtech companies report **10%** or greater ROI improvements.
50% of top US performers achieving **20%+** ROI.
200% revenue growth compared to average performers.

Johnson & Johnson

• **McKinsey & Company.** (2021). "The rise of digital marketing in medtech." McKinsey Insights.
<https://www.mckinsey.com/industries/life-sciences/our-insights/the-rise-of-digital-marketing-in-medtech>

DIGITAL SALES MATURITY LADDER:

Digital commercial maturity model for medical devices.

LEVEL 01

Foundational *Basic digital presence:*

- **Current State:** Commercial activities are predominantly traditional and relationship-based, with no integrated digital sales strategy. Minimal use of email and web content, with sales and marketing operating separately.
- **Business Impact:** Establishing this baseline creates a clear roadmap for growth opportunities and provides the foundation for building a compelling business case for digital enhancement.

LEVEL 02

Experimental *Targeted digital outreach:*

- **Current State:** organisation begins testing digital channels like targeted emails and LinkedIn outreach. Activities remain largely tactical and disconnected, with a lack of proactive strategic planning to measure results and use them as feedback loops to better interate improvement.
- **Business Impact:** Generates valuable new lead sources through digital channels, providing early success indicators and building momentum for expanded digital investment.

LEVEL 03

Integrated *Omnichannel sales enablement:*

- **Current State:** Strategic sales and marketing alignment through shared CRM platform. Marketing orchestrates digital campaigns and automates lead nurturing, while sales teams use digital content for customer conversations.
- **Business Impact:** Delivers measurable ROI from digital investments and creates an efficient, scalable growth engine.

DIGITAL SALES MATURITY LADDER:

Digital commercial maturity model for medical devices.

LEVEL 04

Optimised *Data-driven intelligence:*

- **Current State:** Advanced analytics power decision-making with predictive lead scoring, behavioural triggers and AI-driven personalisation. The organisation moves from reactive to predictive commercial activities.
- **Business Impact:** Significantly enhances commercial effectiveness by increasing team focus on highest-potential opportunities and improving conversion rates through intelligent resource allocation.

LEVEL 05

Transformed *Hybrid human-digital commerce:*

- **Current State:** Highly automated omnichannel engagement with AI-driven lead prioritisation and real-time compliance integration. Digital commercial model becomes the organisational standard with seamless transition between physical and virtual interactions that deliver seamless customer experiences.
- **Business Impact:** Creates sustainable competitive advantage through superior customer experience and operational efficiency, while maintaining automated regulatory compliance.

“
In MedTech, marketing and lead generation are evolving as fast as the technology itself, and the suppliers who win are those who blend human expertise with digital intelligence to create demand long before a sales rep makes contact with a busy HCP.”

Professor Keith Jackson CEng CDir
Non-Executive Chair & NED/International Speaker/International Growth Partner.

DIGITAL SALES MATURITY LADDER:

Digital community maturity assessment grid.

Maturity Level	Technology & Systems	Sales & Marketing Alignment	Data & Analytics	Customer Engagement	Business Impact
1 Foundational	<ul style="list-style-type: none"> Basic email and web presence Manual, spreadsheet-based tracking No integrated CRM system 	<ul style="list-style-type: none"> Sales and marketing operate separately Different objectives and metrics Limited coordination 	<ul style="list-style-type: none"> Historical data analysis Individual experience-based decisions No predictive capabilities 	<ul style="list-style-type: none"> Traditional relationship-based approach Face-to-face meetings primary channel Static, one-size-fits-all messaging 	<p>Clear roadmap for growth opportunities Foundation for building compelling business case for digital enhancement</p>
2 Experimental	<ul style="list-style-type: none"> Basic email marketing tools LinkedIn Sales Navigator Simple social media management 	<ul style="list-style-type: none"> Initial coordination efforts Shared lead lists Basic handoff processes 	<ul style="list-style-type: none"> Basic campaign tracking Simple lead source attribution Inconsistent measurement 	<ul style="list-style-type: none"> Targeted email campaigns LinkedIn outreach Basic digital content sharing 	<p>Valuable new lead sources through digital channels Early success indicators building momentum for expanded investment</p>
3 Integrated	<ul style="list-style-type: none"> Unified CRM platform Marketing automation tools Digital content management system 	<ul style="list-style-type: none"> Strategic alignment achieved Shared KPIs and objectives Regular coordination meetings 	<ul style="list-style-type: none"> End-to-end journey visibility Basic lead scoring Campaign ROI measurement 	<ul style="list-style-type: none"> Multi-channel coordinated campaigns Automated lead nurturing Personalized sales content 	<p>Measurable ROI from digital investments Efficient, scalable growth engine established</p>
4 Optimized	<ul style="list-style-type: none"> Advanced analytics platforms AI-powered tools Predictive modeling systems 	<ul style="list-style-type: none"> Fully integrated operations Shared performance dashboards Joint planning and execution 	<ul style="list-style-type: none"> Predictive lead scoring Behavioral trigger automation Advanced customer analytics 	<ul style="list-style-type: none"> AI-driven personalization Behavioral-based triggers Dynamic content optimization 	<p>Enhanced commercial effectiveness Increased focus on highest-potential opportunities with improved conversion rates</p>
5 Transformed	<ul style="list-style-type: none"> Fully automated omnichannel platform Real-time compliance integration Autonomous system operations 	<ul style="list-style-type: none"> Seamless unified operations AI-driven resource allocation Autonomous workflow management 	<ul style="list-style-type: none"> Real-time predictive insights Autonomous decision-making Continuous optimization algorithms 	<ul style="list-style-type: none"> Fully automated engagement AI-driven next-best-actions Seamless omnichannel experience 	<p>Sustainable competitive advantage Superior customer experience with automated compliance and operational efficiency</p>

How to Use This Assessment Grid

Step 1: Review each row and identify which level best describes your current capabilities across all dimensions.

Step 2: Note areas where you may be at different levels - this is normal and helps prioritize development areas.

Step 3: Focus on strengthening foundational capabilities before advancing to the next level - organizations achieve greatest success through progressive development.

DIGITAL SALES MATURITY LADDER:

Your strategic roadmap to digital sales transformation.

A successful transition to digital sales isn't about overhauling everything at once - it's about strategic and incremental changes that yield meaningful results while addressing organisational challenges. This phased and iterative approach transforms traditional sales through digitalisation rather than replacement.

PHASE 0

Envision & Align

(Pre-Work)

Vision and commitment.

This foundational phase is the single most critical predictor of success. It ensures the entire organisation is aligned on the destination and the reason for the journey.

- **Define clear vision & objectives:** Articulate precisely why change is necessary ("to defend market share against new digital-native competitors"), what will be developed ("an omnichannel engagement platform for surgeons") and how operations will differ ("our reps evolve from information providers to clinical value partners").
- **Secure active executive sponsorship:** Gain visible support from top management with defined roles: champion the vision, secure resources and remove organisational roadblocks. Without this, initiatives stall at the first sign of resistance.
- **Build the narrative & align incentives:** Transform an official strategic priority with clear, consistent messaging that emphasises empowerment, not replacement. Begin adjusting incentive structures to reward both traditional performance and digital adoption behaviours.
- **Align outcomes**
What does success look like? Conduct a pre-mortem, pretend the project has completed and define the outputs you would want to see in advance. Then quantify them to define a framework of clear KPIs and metrics that can be monitored before, during and after implementation.

DIGITAL SALES MATURITY LADDER:

Your strategic roadmap to digital sales transformation.

PHASE 01

Foundation

(Weeks 1-12)

Establish and experiment.

- **Form a multi-disciplinary leadership team:** Align sales, marketing, medical affairs, IT and finance with clear decision rights and shared success metrics to ensure enterprise-wide coordination.
- **Start with targeted pilot programmes:** Select one high-potential digital channel and create a limited-scope pilot with clear success criteria, generating internal case studies to overcome scepticism.
- **Build your measurement framework:** Establish analytics that track both traditional metrics and digital engagement indicators, creating a balanced performance system that demonstrates value.
- **Incorporate learnings from adoption hurdles:** Identify what worked well and what were internal / external adoption hurdles in the pilot programme. Iterate and learn from this to develop the next phase of the project. Tweak strategy and be prepared to sacrifice pre-conceived assumptions to pivot where needed.

PHASE 02

Transformation

(Weeks 12-20)

Enhance and integrate.

- **Develop your team's digital capabilities:** Provide training programmes that address both technical skills and mindset shifts, creating pathways that honour clinical expertise while building new competencies.
- **Connect in-person and digital interactions:** Implement systems that allow representatives to transition conversations between channels while maintaining consistent messaging effortlessly.
- **Equip sales teams with customer insights:** Provide representatives with real-time data on HCP preferences and engagement history to make every interaction more valuable and relevant.

DIGITAL SALES MATURITY LADDER:

Your strategic roadmap to digital sales transformation.

PHASE 03

Scale

(Weeks 20-30)

Orchestrate and optimise.

- **Implement intelligent digital assistants:**
Deploy tools that automatically answer product questions, analyse customer interactions and personalise content to enhance your team's capabilities..
- **Extend reach to underserved markets:**
Utilise digital channels to connect with HCPs in regions where in-person coverage is limited, while allocating field resources to high-value consultative interactions.
- **Deploy comprehensive performance dashboards:** Provide commercial leaders with real-time visibility into cross-channel performance, enabling them to make agile strategy adjustments based on actual results.

This roadmap addresses both the strategic vision and implementation challenges of digital transformation, creating a foundation for sustainable competitive advantage rather than merely incremental improvements.

“
By establishing analytics that track both traditional metrics and digital engagement indicators, creates a balanced performance system.
”

Badri Wadawadigi
Anavoq, Pharma & Med Tech Omni-channel Strategist.

DIGITAL SALES MATURITY LADDER:

Overcoming digital adoption challenges.

Digital transformation:

- **Organisational resistance** —→ Digital adoption playbooks, ongoing training and communication.
- **Technology overload** —→ Centralised tech stack with clear integrations.
- **Regulatory compliance** —→ Use modular, pre-approved content frameworks.
- **Human overload** —→ Overwhelming time-starved reps and team members with more tools and data than they can manage.

Many companies hesitate to scale digital sales efforts due to concerns around compliance, content approval and cross-functional alignment. Below, we address these key concerns with structured frameworks.

Marco's recommended S.H.I.F.T. Digital Implementation Framework.

Systems: Assess technical infrastructure and usage maturity to identify gaps and establish a clear development roadmap. Select integrated tools (CRM, marketing automation, content management) and form cross-functional teams with representatives from sales, marketing, medical affairs, regulatory and IT to ensure enterprise-wide alignment. Establish data governance protocols with clear ownership and adoption expectations, incorporating regulatory compliance from the outset. The critical success factor: focus on user experience and value creation because even the most advanced technical deployment will not succeed without engaged users.

Human Capabilities: Invest in comprehensive training programs that develop both technical skills (CRM usage, digital content creation) and engagement skills (virtual consultation, remote relationship building) for effective omnichannel operations. Plan targeted acquisition of digital-native competencies while upskilling existing talent. Focus on building confidence with digital tools, not just competence. Ensure teams understand the strategic rationale and, most importantly, experience tangible personal benefits so their work becomes easier, faster and more effective with measurably better results.

Insights: Select indicators that align with strategic objectives and balance leading indicators (digital engagement patterns, content utilisation rates) with lagging indicators (sales performance, customer satisfaction). Keep measurement frameworks simple and actionable by resisting the temptation to measure just because you can. Avoid redundant data capture that burdens sales teams or customers. Ask yourself: Why do we need this data? What will we do with it? And what is it telling us? Focus on metrics that drive decisions, improve performance and demonstrate success.

DIGITAL SALES MATURITY LADDER:

Overcoming digital adoption challenges.

(continued)

Marco's recommended S.H.I.F.T. digital implementation framework.

Facilitation: Create formal change management programs and align both financial and non-financial incentives to drive digital adoption. Revise compensation models to reward digital engagement alongside traditional performance, communicate progress regularly and implement champion programs to showcase early successes. Establish feedback loops to address resistance before it becomes entrenched. The key principle is to position digital tools as a capability enhancement, not a replacement for existing expertise.

Transition: Provide comprehensive enablement tools and continuous support systems as teams transition to new approaches. Create accessible resource libraries, establish dedicated technical support channels and implement regular progress assessments with clear timelines and deadlines. Adopt agile methodologies: test frequently, learn from failures, build iteratively and scale successful approaches. Be prepared to discontinue initiatives that don't deliver value. Start with lower-risk, high-reward applications and expand systematically as experience grows.

This framework recognises that successful digital transformation in MedTech requires equal attention to technological capability and human adoption because neither succeeds without the other. By addressing both technical and human aspects systematically, organisations can achieve sustainable transformation results that enhance rather than disrupt their core expertise.

RECOMMENDED SAFE FRAMEWORK

for compliant content creation:

S

- **Stakeholder mapping:** Identify who the content is for, its specific purpose and who needs to be involved in its creation and sign-off. Begin by mapping the entire stakeholder ecosystem, from target HCPs to internal approvers, ensuring all voices are considered from the outset

A

- **Aligned:** Develop customer-centric messaging that focuses on HCP needs rather than product features. Create stakeholder mapping to identify all decision-makers and influencers in the approval process.

F

- **Frameworked:** Establish structured content frameworks, claims matrices and sign-off processes designed from the outset. These frameworks enable creative freedom within pre-approved guardrails.

E

- **Efficient:** Implement streamlined project management and approval workflows that maintain compliance without creating bottlenecks. This ensures the timely delivery of high-quality content that meets both regulatory requirements and marketing objectives.

This methodology enables healthcare companies to produce engaging, impactful content that drives digital engagement while navigating complex regulatory requirements. By integrating compliance considerations from the beginning of the creative process, the **SAFE** framework reduces approval delays and ensures consistent, compliant messaging across all channels.

COMPLIANT CREATIVITY:

Balancing compliance & engagement creation:

Healthcare digital engagement must remain impactful while fully adhering to regulatory requirements. As regulatory complexity increases with the emergence of new digital health rules in 2024, organisations with structured content frameworks and pre-approved messaging pathways demonstrate

significant advantages in speed-to-market and approval efficiency (Navigating Regulatory Changes in Healthcare, 2024). This approach allows for creative exploration within established guardrails, ensuring content that is both compelling and compliant in an increasingly stringent regulatory environment.

Next steps and quick wins:

The most successful healthcare companies don't overhaul everything at once—they start with strategic changes that yield quick wins and measurable progress.

Immediate Actions to Get Started:

- **Commercial Process Audit:** We have a range of gap analysis templates I can send you from light touch, to comprehensive. Essentially they focus on brand messaging, channel management and then competitor analysis. The stats come from SEO software like SEM Rush reports.
- **Customer Journey Mapping:** Help identify your customer journey and understand where usage of new channels can create additional value by mapping touchpoints. Creation of customer journey maps and ready made board level materials to show how your current sales process aligns and where optimisation might occur.
- **Align Sales, Marketing & Medical Teams:** Create playbooks to ensure cross-functional collaboration with clear roles and responsibilities and aligned definition (e.g., what are the criteria for SQL/MQL and who is owning the activity, how does handover happen and what are the expectations), compliant messaging and effective digital engagement.
- **Launch your first multi-channel or omni channel digital pilot:** Implement a controlled digital sales pilot using an establish flagship product in selected markets in the most effective channels for your audience.
- **Start measuring and analysing data:** Define some possible metrics and start to measure them. Experiment with and start to refine how you define success and analyse the performance of your selling model, content and commercial organisation. Surface insights and show them to all stakeholders.

How we can help...

- **45-Minute Strategy Session:** Custom digital sales roadmap tailored to your business needs (No charge. No strings attached. We just ask you fill out an assessment so we are informed beforehand and can accelerate the discussion)
- **5-Minute Digital Readiness Assessment:** Evaluate your readiness and get actionable steps to move forward. 20 questions - which produces you a tailored report benchmarking where you are now compared to market leaders and suggestions for further modernisation

- **Webinar Series:** Practical insights from market-leading experts to upskill your knowledge of strategies such as thought leadership, omnichannel and multi-channel marketing.
- **Data-driven commercialisation pilots:** Evaluate how data could help drive insight and improvement in commercial performance with a short 30-60 day proof-of-concept pilot.

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