

Colophon

Master Thesis:

When the Partnership Becomes the Journey:
Helping Philips sales managers sustain stronger
relationships with their customers-hospitals over time for
mutual success partnerships.

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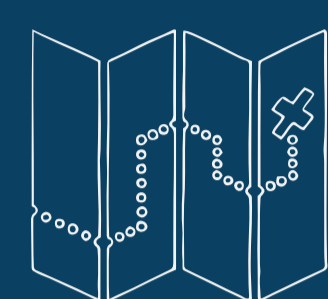
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Date of graduation: 30/07/2021
Student number: 4991877

Appendix.

Partnership Journey Toolbox

Hospital Z - Philips, 2023



Aim:

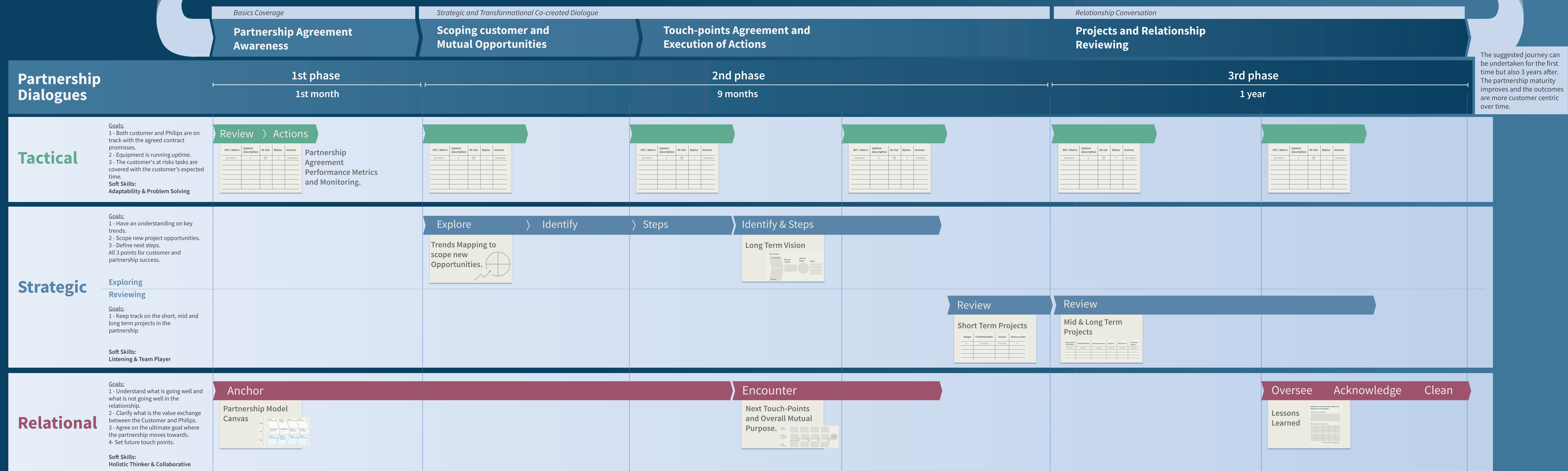
The aim of this poster is to let the stakeholders (Hospital and Philips) move across their partnership to review the current projects and scope new opportunities.

The stakeholders go through the following 3 phases covering the 3 defined dialogues over time:

- 1 - Basics Coverage (first month):
- Partnership Agreement Awareness.
- 2 - Strategic and Transformational Co-created Dialogue (until 9th month):
- Scoping customer and mutual opportunities.
- Touch-points agreement and execution of Actions.
- 3 - Relational Dialogue:
- Projects and relationship reviewing.

How to use it:

- Place this poster on the room walls where stakeholders normally meet.
- Each phase is carried out by using the Partnership Journey Tools indicated in this overview. Philips Account Manager will be in charge of providing them.
- Use markers and sticky notes on top of the poster to indicate changes or new events. It is highly recommended to use 1 sticky note to mark the current position of the partnership in the journey.
- Keep the defined goals as north-star, but welcome new definitions of it.
- Stakeholders are encouraged to follow the suggested soft skills within each dialogue to help reach the expected outcomes.



The suggested journey can be undertaken for the first time but also 3 years after. The partnership maturity improves and the outcomes are more customer centric over time.

Outcome phase 1

- Agreement promises reviewed.
- Urgent issues are tackled.
- Exploration and identification of mutual trends.
- Partnership differences and bridges arised.

Partnership maturity towards customer centricity increase.

Outcome phase 2

- Agreement promises reviewed.
- Urgent issues are tackled.
- + Scoped new opportunities into short, mid and/or long term projects.
- + Clarified Partnership next touch-points and ultimate goal.

Outcome phase 3

- Agreement promises reviewed.
- Urgent issues are tackled.
- + Running project reviewed.
- + Relationship performance and improvements.

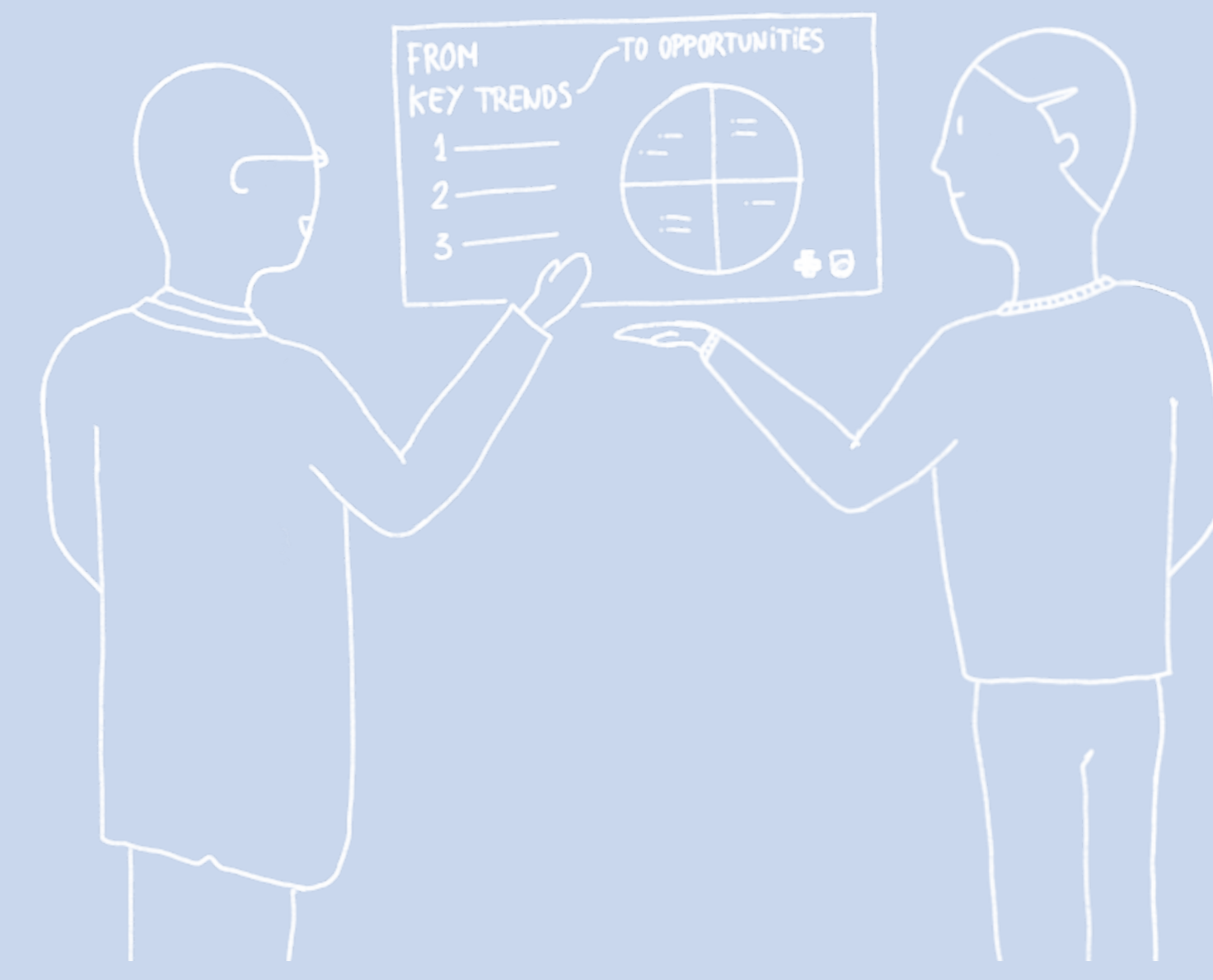
Sustained Stronger Relationship

Industry Trends Mapping.

WORKFLOW TRENDS



This tool helps to get familiar with current trends and aims to map those important ones for the hospital. Moreover, the stakeholders will be able to understand why the key trends match the hospital's strategy.



Unified Healthcare Professionals Collaborations.

Patient Flow Descentralisation.

Real-Time Communication.



- Medical Image Integration.
- UCM workflows.
- Integration of mobile devices.
- Promotional activities.
- Interdepartment collaboration.

- Share of patient medical data.
- Smart waiting rooms.
- Diagnosis forecasting.
- Decentralised diagnosis.
- Smart Patient Scheduling.

- Integration of EMR
- Data decentralisation.
- Share of real-time patient data.
- Smart reporting.
- Communication forecasting.

Trends of interest

Which ones?	Why?
-------------	------

Hospital's Key Strategy points around Workflow improvements

on Patient Experience	on Staff Experience	on Costs reduction	on Better healthcare outcomes
-----------------------	---------------------	--------------------	-------------------------------

How to use it:

- 1 - Observe the poster trends with your collaboration partner.
- 2 - Start with either "trends of interest" or "hospital's strategy according to the topic" to relate both areas with each other.

Tips & tricks:

- Place this poster on the room walls where all stakeholders can see it and stand in front.
- Use markers and sticky notes.
- Apply the suggested soft skills for the strategic dialogues "Listening and Team player".

Next Step:

- Translate the selected trends into project opportunities using the Quadruple Aim tool.

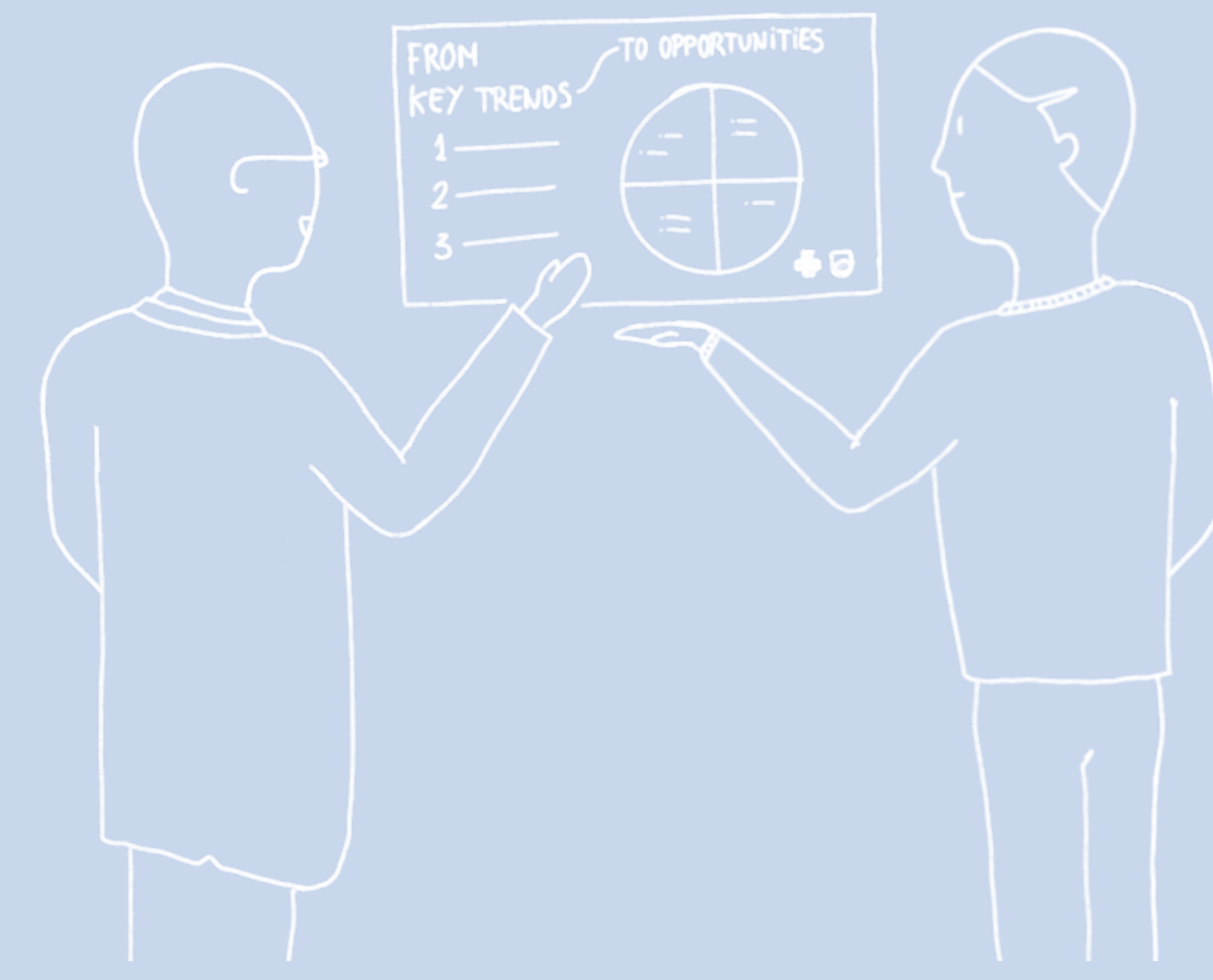


Industry Trends Mapping.

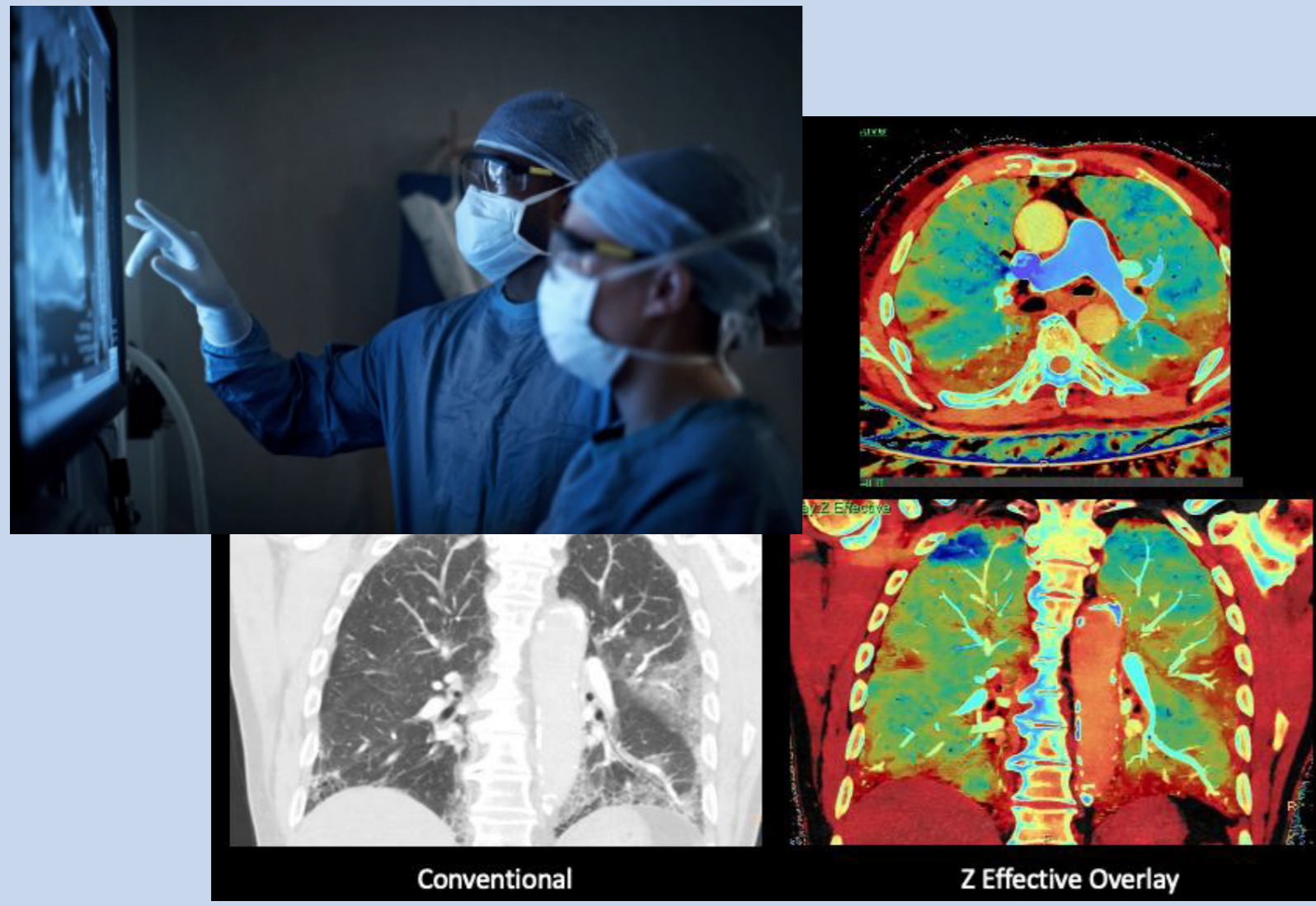
DIAGNOSTIC TRENDS



This tool helps to get familiar with current trends and aims to map those important ones for the hospital. Moreover, the stakeholders will be able to understand why the key trends match the hospital's strategy.



Automation Technologies



- Medical Image Integration.
- UCM workflows.
- Integration of mobile devices.
- Promotional activities.
- Interdepartment collaboration.

Personalized Patient Approaches



- Share of patient medical data.
- Smart waiting rooms.
- Diagnosis forecasting.
- Decentralised diagnosis.
- Smart Patient Scheduling.

Cloud Computing



- Integration of EMR
- Data decentralisation.
- Share of real-time patient data.
- Smart reporting.
- Communication forecasting.

Trends of interest

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-------------	------

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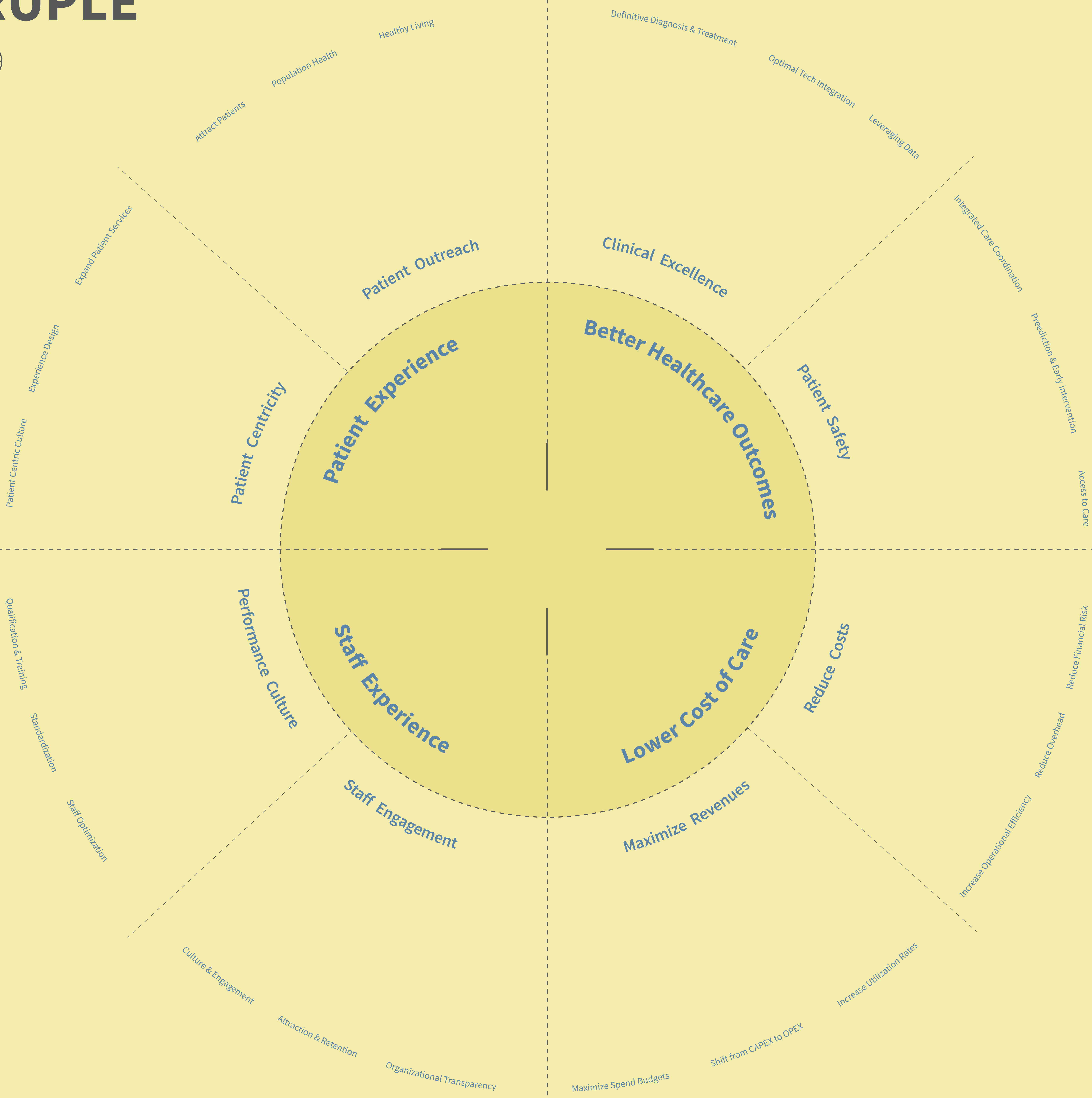
- Translate the selected trends into project opportunities using the Quadruple Aim tool.



Partnership Opportunities
Mapping into the

QUADRUPLE

AIM



Partnership Relationship

PARTNERSHIP MODEL CANVAS

This tool aims to anchor the partnership / collaboration purpose. It helps to see understand both parties as equal partners and define the mutual success.

How to use it:

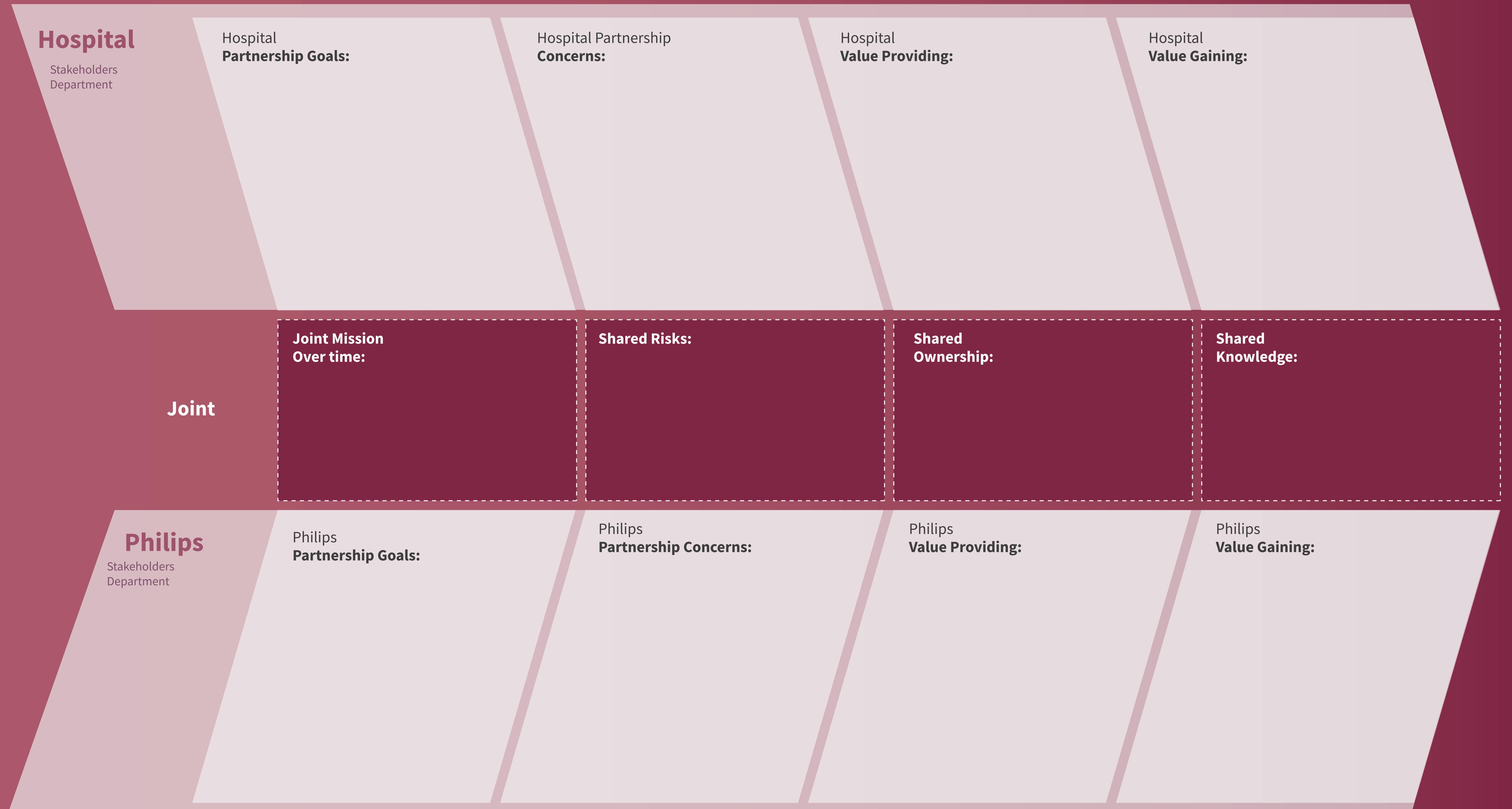
1 - Start with the first column on Partnership Goals for both Hospital and Philips.

2 - Define the joint layer.

3 - Move on to the right with the second column. Again, dialogue first on each party, and then define the joint layer.

Tips & tricks:

- Place this poster on the room walls where all stakeholders can see it and stand in front.
- Use markers and sticky notes.
- Apply the suggested soft skills for the relational dialogues "Holistic Thinker and Collaborative".



Tactical Dialogue

Partnership Agreement Performance Metrics & Monitoring.

This tool aims to make sure all the tasks and short term activities are running with normality. It helps to spot urgent and at risk tasks.

How to use it:

Review the aspects in every meeting. The "Tactical Dialogue" should be covered before having the Strategic one.

Tips & tricks:

- Place this poster on the room walls where all stakeholders can see it and stand in front.
- Use markers and sticky notes.
- Apply the suggested soft skills for the tactical dialogue "Adaptability and Problem Solving".

KPI / Metric	Uptime description	At risk	Status	Actions	Short term project	Optimal Outcome	Budget	Stakeholders	Actions
description	%	<input type="checkbox"/> note	%	description	description	description	00	description	description
		<input type="checkbox"/>							
		<input type="checkbox"/>							
		<input type="checkbox"/>							
		<input type="checkbox"/>							
		<input type="checkbox"/>							
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Meeting Preparation.

What are we going to focus on today?

This tool helps to know in WHAT will the partners focus in the meeting, and HOW MUCH TIME will they spend in every discussion.

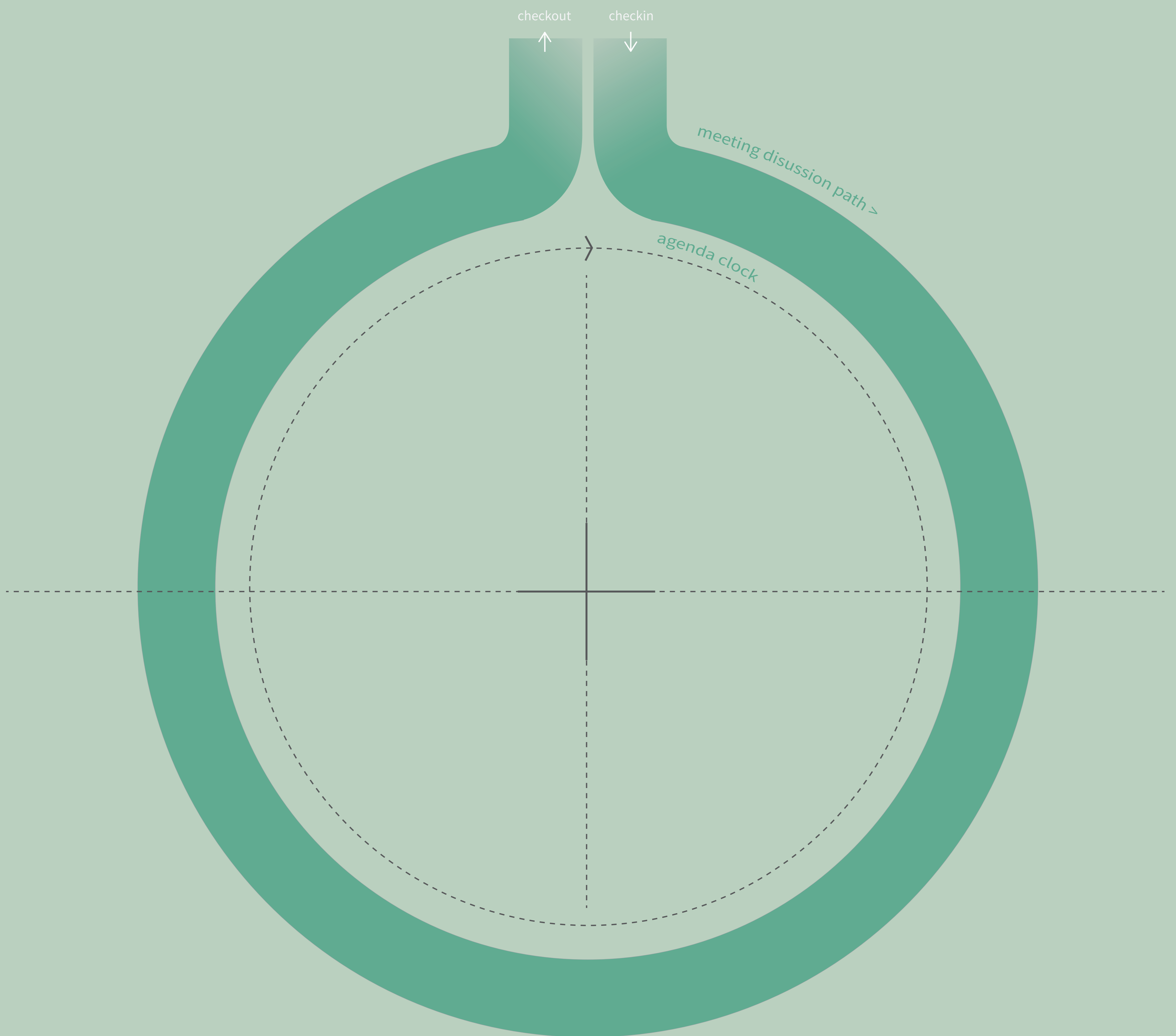
Dialogues and Projects:

What activities should be reviewed?

What topics should be explored?

How much time should you spend for each?

	Partnership Agreement Performance	Short Term Projects	Trends & Opportunities	Mid Term Projects	Long Term Projects	Partnership Relationship Reviewing
on Tactical	⊕	⊕				
on Strategic		⊕	⊕	⊕	⊕	
on Relational	⊕				⊕	⊕



How to use it:

1 - Both partners together, think on the topics that should be covered today and how much time for each.

2 - Use the table to point at the topics of interest and then use pos its to map them into the clock.

Tips & tricks:

- Place this poster on the room walls where all stakeholders can see it and stand in front.
- Use markers and sticky notes.
- Apply the suggested soft skills for the tactical dialogues "Adaptability and Problem Solving".

Next Step:

- Use the rest of the tools to undertake the chosen dialogues.

- LSP name:
- How long and old is the LSP? (since- til):
- What role do you have at the moment?
- Can you say this is "my LSP"? "my customer"?
- Did you have other roles within the same LSP in the past? Which ones and why?
- (in short) Product & services commitment in agreement:
- How did you arrive to the current position? Where do you come from?
- What do you like the most about your position?
- From your perspective what's an Account Manager?
What is the job description saying you are supposed to do?
- DO we talk about the same kind of role or aim, when we say at philips, or within the LSP or towards the customer?

----- What is the value we are delivering to the customer?

- check > Product & services commitment in agreement:
- What was your personal initial motivation (before getting the LSP) ?
- What is your current personal motivation?
- What do you feel responsible for?
- What do you need to achieve? across the years!
- How do you get all these things done?
- What do you deliver to the customer?
- What does it mean for Philips?
- What are the key moments that can influence the partnership, in the sens of wether they decide to stay or not stay? why?
- > about soft skills / mindset / behaviour here.

-----stakeholder map:

- Who else is involved? (to understand the stakeholders of this LSP, so from both Philips and customer sides)

Make a simple list with first name (optional), position or, role (key).

- Do you know their position?

- Who do you miss? why

- How do you feel about the combination between people and what we deliver.

-----go wrong or great:

- What are learning opportunities? what have you learned that you would tell to someone?

- What can be difficult moments? (resources or legal...? having the power or not)

- What do you feel proud or feel like celebrating? why

- What can go wrong? when do you need to be careful? why?

-----communication:

- What tools are used?

when?

why?

- advantages and disadvantages:

-----soft skills and behaviour:

- Knowing what you deliver and when, which soft skills and behaviour and mindset do you apply?

- What do you turn on and off

-----desired LSPs:

- Last about dreaming, think of your ideal partnership. How does it look like?

- What shift needs to happen?

- What do you miss?

- What could go wrong?

Start:

record.

Who am I & Why this:

I am a designer here at philips and I work with Kurt and also with Hanneke hoogewerf for the CX program.

thank you for the participation and this will be of great insight. this belongs to the program of Edwin Paalvast's Customer lifetime value mapping. How can we be the best partner for our customers - standard longterm engagement.

Privacy:

No information will be sourced. I will ask you who is the customer or the name of the partnership but they will be under "customer 1" or "account manager A".

Apologies:

We are at the very start of this program, so my apologies beforehand if you notice things are still building up. I don't know about this process or terminology.

Part of:

So this is part of a process. the idea is to have another 30 minutes session with you in january.

Be honest:

encourage you to be as honest as possible with your values, work and future vision for LSPs.

Do you already have any question?

When I say, rethinking how can we be a better partner, what do you think or feel about this? (why you think our conversation is somehow important today)

End:

Plan the 30 minutes session on january.

Do you have any potential customer we might interview?

Reach me out if you have more things in mind or things / topics you would like to say.

INTERVIEW BLUEPRINT

Across Delivery Services & Value of the Relationship

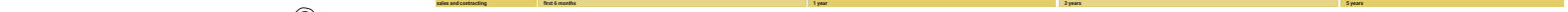
Who is YOUR USP?

- USP name
- Company tagline/slogan
- How long and old is the USP (years)
- Who have existing partnerships with (3 years)
- What USP do you have at the moment?
- What USP do you have at the moment?
- What USP do you have at the moment?
- What USP do you have at the moment?
- What USP do you have at the moment?

- Who else is involved? (to understand the stakeholders of the USP, who can help create and deliver value)
- What is a single list with first names (surname), position or role (e.g.)
- John Doe
- John Smith
- John Brown
- John Black
- John White
- John Grey
- John Blue
- John Red
- John Purple
- John Orange
- John Yellow
- John Green
- John Cyan
- John Magenta
- John Brown
- John Black
- John White
- John Grey
- John Blue
- John Red
- John Purple
- John Orange
- John Yellow
- John Green
- John Cyan
- John Magenta

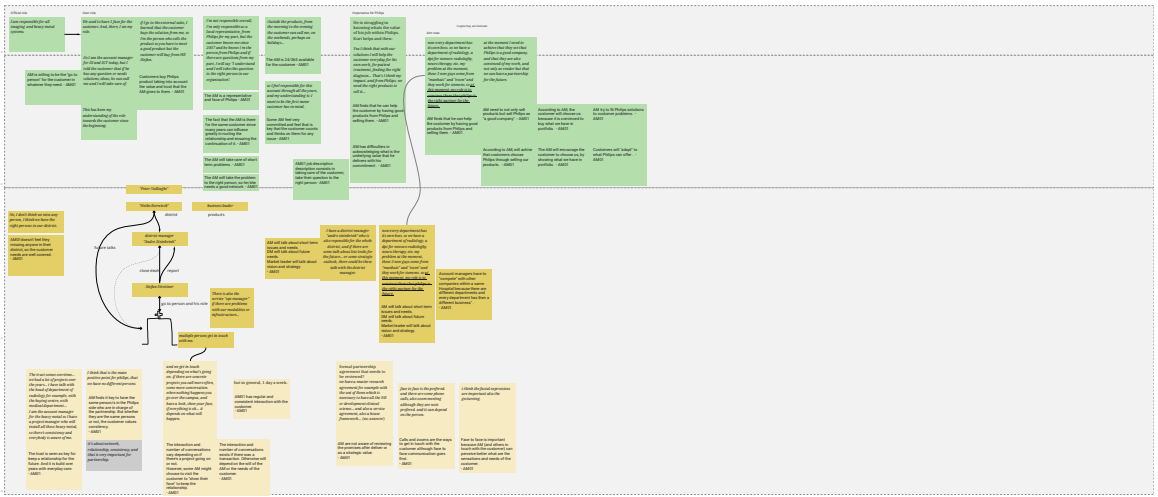
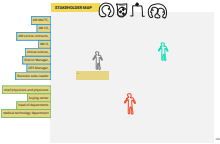
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- John Magenta



What is the business trying to do?

What is the business trying to do? What is the business trying to do? What is the business trying to do?



I need to talk to account managers since they are the representatives from Philips but they can talk more about sharing a deal than the various alternatives - CM

Vendor neutral contract: 1st year contract that was signed November 2018 to provide equipment to the hospital and to provide John Carmichael onsite work - AMO2

People change jobs, and it seems very often in sales - AMO2

One of the responsibilities of the BDM is to make sure that all the account managers are happy and pull them together to have one unified approach - BDM01

Business development manager will go to all different hospitals together to see if there is a more holistic approach instead of looking at single machines... BDM01

CDM roles is to develop a long term relationship of possible partnerships and added value within that - BDM01

CDM roles develops the top, stays during the transition to deal, meets a year the operational manager - BDM01

CDM has no defined contract to end the role in the coming 10 years because of the opportunity to report and renew - BDM01

STAKEHOLDERS, WHO - WHAT.

The district is being funded investment in the top. Some reasons are because they are not interested or investment to do so, some lack expertise and capabilities but also, it's about having the right people driving the right business at the right time - AMO2

Account managers are focused in the top. Some reasons are because they are not interested or investment to do so, some lack expertise and capabilities but also, it's about having the right people driving the right business at the right time - AMO2

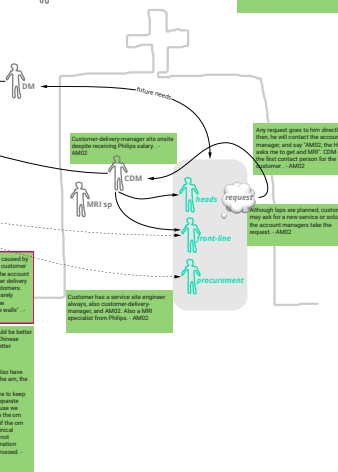
AMO2 is the CEO of Philips UK for the customer and the responsible partner for everything and sales that happens in the territory - AMO2

Being in new business, managing customer expectations day by day, ensure all customer requests are escalated and I am ultimately responsible for customer revenue in the North East of England - AMO2

AMO2 sees some deals could be better for him and for Philips if "Chinese wall" would exist or be better managed - AMO2

Procurement also does a lot of most of the transactional business which can overlap with the ultimate goal of account manager - BDM01

Where we have here you also have day to day interaction by the way, the issue that "Chinese wall" is to have to have our contractual business separate from our business, cover we might not mix information the way might have access to, and if we do have access to budgets, client preferences, and they are not allowed to share information barrier that shouldn't be crossed - BDM01



Customer delivery manager role needs descriptive recovery Philips delivery - AMO2

Any request goes to him directly, and then, he will contact the account manager and not AMO2. The hospital will see to get and AMO2. CDM can be the contact person for the customer - AMO2

CDM manager is seen as "best person and approach" - AMO2

Although type are shared, customers may ask for a new service or solution, the account manager has the request - AMO2

Management manages the details with the customers. If the equipment in CDM needs but customer not afford at the moment but need it all immediately, Philips will offer to pay monthly quarterly - AMO2

Customer has an on-site client engineer always, also customer delivery manager and AMO2. Also an AMO specialist from Philips - AMO2

Needs looks at the LSP's website and then to standardize and give link and share knowledge. She is trying to deliver this information to what - CDM01

International customer delivery manager (AMO1)

medical board

steering committee

CDM teams

district team

all best hospital customer and Philips badge - CDM01

Customer delivery manager for 2 LSPs. The AMO2 district manager and in parallel was also part of the steering committee. The second LSP for the Marina Hospital which was report and of day-to-day. She was account manager before - CDM01

The people involved in an LSP will depend on how complex or used in Philips in delivering the contract. Sometimes CDM is enough but other times, there needs to be more people involved exclusively on one LSP - CDM01

The role of CDM seems to be overplayed. The responsibility of delivering the LSP seems to be the only one, but it is not. CDM coordinate but delivering an LSP is complex and interconnected. Operational manager should be the point of contact for the customer (part of the governance structure that Philips puts in place) contracts, access, penalties, negatives, open KPIs, technical lead, agreements, quarterly reviews - BDM01

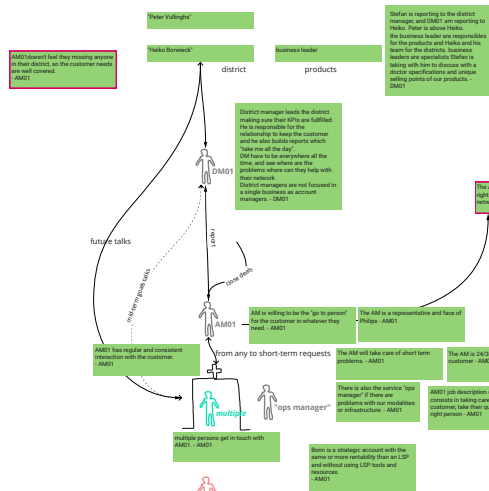
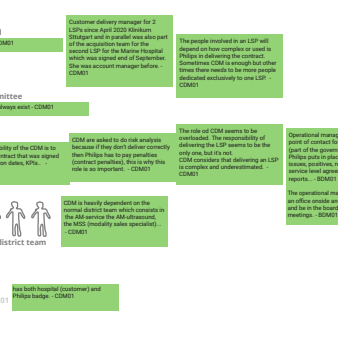
The operational manager would have an office inside and would be visible and be the point of contact for certain meetings - BDM01

The responsibility of the CDM is to be in the contract that has regional contract (parallel), this is why this role is so important - CDM01

CDM is heavily dependent on the medical district team which consists in the AMO and the AMO's account. He AMO2, normally sales specialists - CDM01

CDM could be the project manager of new people who would start with contracts from the hospital in IT, digital pathology, consulting, consultancy marketing - CDM01

CDM also handles with someone at the hospitals with whom they make requests for account manager, also the medical district, who could risk the customer responsibility to be track - CDM01



Peter Valentin

business leader

district

products

AMO2 doesn't feel they missing anyone in their district, by the customer needs not covered - AMO1

Account manager leads the district making sure their KPIs are fulfilled. He is responsible for the relationship to keep the customer and he also leads reports which "take you all the day" CDM has to be aware about all the problems where can they help with that - AMO1

District managers are not focused in a single business an account manager - CDM01

The AM will take the problem to the right person, so he/she needs a good network - AMO1

AMO1 regular and customer interaction with the customer - AMO1

AMO1 will take care of short term customer - AMO1

The AM is 24/24 available for the customer - AMO1

AM need to not only sell products but also Philips as a "good company" - AMO1

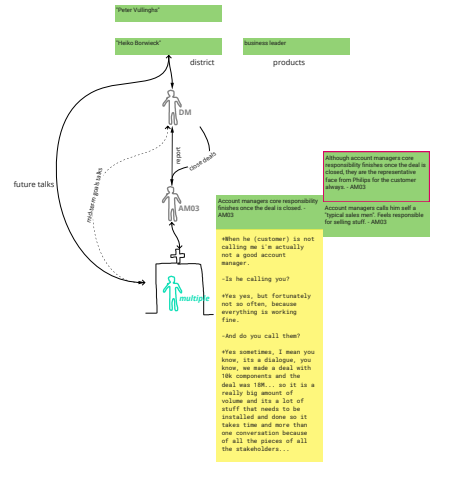
AM are not aware of retaining the customer after delivery or as a strategic value - AMO1

AMO1 job description description consists in taking care of the customer, take their question to the right person - AMO1

There is also the service "ops manager" if there are problems with our modules or infrastructure - AMO1

There is a strategic account with the same or more variability than an LSP and without using LSP words and - AMO1

Account managers have to "connect" with other companies within a same hospital because there are different departments and every department has been a different business - AMO1



Peter Valentin

business leader

district

products

Account manager core responsibility business one the deal is closed - AMO2

Account manager calls him and a "happy take over". Fees responsible for selling stuff - AMO2

"When he [customer] is not calling me, I'm not actually not a good account manager"

"-Is he calling you?"

"-Yes yes, but fortunately not so often, because everything is working fine."

"-And do you call them?"

"-It's not really... I mean you know, it's a dialogue you know, we don't deal with 100 components and the deal was 100... so it is a really big amount of volume and it is a lot of stuff that needs to be installed and there it takes low and more than one customer. It's not all of the pieces of all the stakeholders..."

Although account manager's core responsibility business one the deal is closed, this is not the case in the representative face from Philips for the customer always - AMO2

TIME - years-months STAGES



KEY TOPICS

ACCOUNT MANAGERS BRING IN THE CURRENT POINT OF AN LLP CONVERSATION. HOWEVER, DUE TO THE NATURE OF THESE SALES, THEY LIVE A SALES ENVIRONMENT. ACCOUNT MANAGERS MEET TO THE CUSTOMER WITH OTHER SUBJECTS. THIS OFTEN LEADS TO CONVERSATIONS FROM PHILIPS.

TO SEARCH OUT THE RIGHT PEOPLE IS CHALLENGING SINCE PEOPLE BELIEVE PHILIPS WANT TO BEYOND THEIR COMFORT NETWORK. AS THERE IS LACK OF KNOWLEDGE, CLARIFIED STANDARDS ARE NEEDED.

BOTH PHILIPS AND CUSTOMER REAGENTS ARE ALWAYS UNDERSTANDING PARTNERSHIP IN THE SAME WAY.

DIFFERENT CONVERSATIONS REQUIRE DIFFERENT RESULTS. IT IS NOT CLEAR WHAT TYPE OF CONVERSATION IS NEEDED AND BY WHOM. ALSO SOME BILLS CAN LEAD TO THE WRONG CONVERSATION.

THE SLOWLY GROWING IS NEEDED TO BUILD A LONG LASTING RELATIONSHIP BUT IT IS CHALLENGING AS IT IS NOT CLEAR WHAT TYPE OF CONVERSATION IS NEEDED AND BY WHOM. ALSO SOME BILLS CAN LEAD TO THE WRONG CONVERSATION.

THERE ARE TWO MAIN PHASES WITHIN THE PHILIPS PARTNERSHIP THAT ARE CLEARLY DEFINED BY THE MOMENT OF SIGNING THE CONTRACT. THIS REFERENCE IN BELIEF AND APPROACHES WHICH CAUSED CHALLENGES IN THE SECOND PHASE. REPEATEDLY.

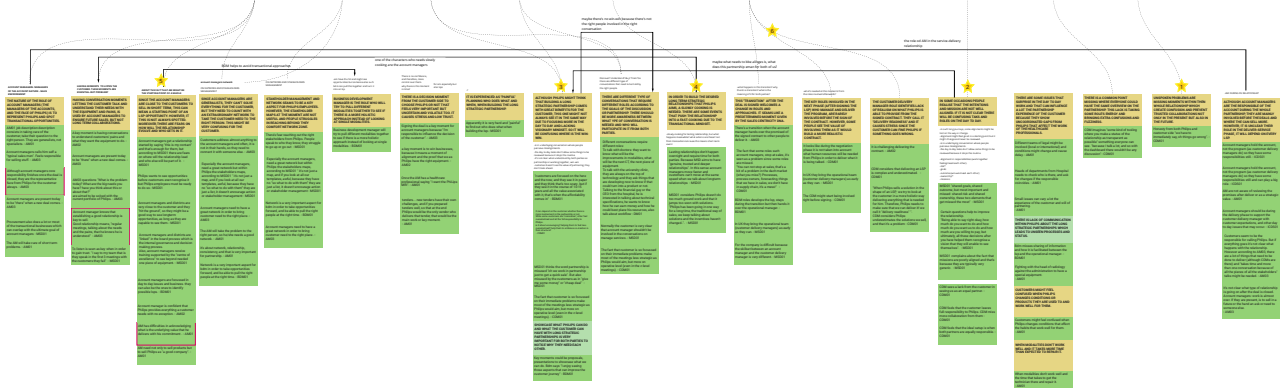
THERE ARE SOME QUESTIONS AND CHALLENGES THAT REMAIN UNCLEAN ALONG THE RELATIONSHIP.

THERE IS OVERVIEW MISSING AND FEW PEOPLE UNDERSTAND IT. THEY ARE THE ONLY ONE WHO TRY TO ALIGN EVERYONE.

HOW CAN WE ENABLE CUSTOMERS WHO ARE CURRENTLY MISSING SOMETHING TO BEING DONE.

TIME: Hours

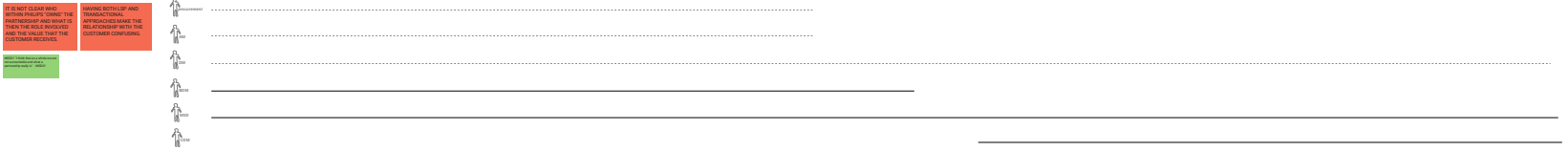
KEY MOMENTS



specific WHO-WHEN-WHAT



GENERAL WHO-WHEN-WHAT



IT IS NOT CLEAR WHO WITHIN PHILIPS OWNS THE PARTNERSHIP AND WHO IS RESPONSIBLE FOR THE BILLING AND THE VALUE THAT THE CUSTOMER RECEIVES.

HAVING BOTH UP AND DOWNSTREAM RELATIONSHIPS MAKES THE RELATIONSHIP WITH THE CUSTOMER CHALLENGING.

the purpose of phillips or the phillips employees involved in the partnership
this is the change we want, this is what we want to contribute on (not skills, not technology)

HA1 INDIVIDUAL PURPOSE AND ROLE EMPOWERMENT

The aim of this chapter is to define the reader's purpose. This is key to be able to understand ones top contribution towards a customer. It also expose the ownership of the reader (an introduction to the rest of the chapters)

- Supported pains:**
- mismatch of expected contributions (self vs. keeping the relationships)
 - unable to define the own role beyond the current one
- Desired impact:**
- define the reader's purpose
 - empower account managers by defining the new boundaries of their role.

both parties anchor
this is what drives and motivates all the stakeholders, what keeps them together

HA2 THE AIM OF THE PARTNERSHIP IS THE PARTNERSHIP ITSELF

This chapter tries to emphasize the need of having a layer between the parties. A common point and reason of being together. All the goals lay in this common point.

- Supported pains:**
- no space for added value
 - no common and mutual goals to drive all the activities to do together.
- Desired impact:**
- emphasize on the fact that there is a common point where the partnership makes sense.

B1 THE COMMON PURPOSE OF THE PARTNERSHIP AND THE GOALS BEHIND

The aim will be to clarify the relevance of being in partnership and working together, by clarifying a common purpose or value, and deferring what is that every party gives and takes.

- Supported pains:**
- not clear what is the puts both parties together
 - Collaborations based on transactions.
 - express that their goals are our goals.
- Desired impact:**
- Clarify what is the statement of the relationship.
 - The relevance of partnering.

B2 THE 3 HIDDEN DRIVERS, FEAR, RISK & OWNERSHIP.

As seen in the research, exposing fears, shared risk and ownership is key but very much missing in the current conversations.

- Supported pains:**
- Taboo topics make the partnership conversations uncomfortable for not having someone bringing them on the table.
 - Missing the same mutual understanding that due to unclear ownership, role and unspoken fears.
- Desired impact:**
- Expose these 3 aspects in order to empower possible re-orientation.

observe and listen our customers
this is about how we perceive and look our customers. To move out from seeing them as source of revenue. "What else do we need to know from them to understand them as a whole?"

B3 TO RECOGNISE THE ECOSYSTEM AS A WHOLE

What else do I need to know to understand the customer as a whole? This block puts the focus on the key decision leaders Top Goals and Quadruple Aim to understand where is the hospital moving towards.

- Supported pains:**
- unknown executive level goals and drivers
 - struggle to map and organize the insights around
 - unclear key topics for the hospital.
- Desired impact:**
- To know what is the hospital trying to do and where to they want to get.

B4 TO UNDERSTAND CUSTOMERS SOLUTIONS NEEDS

There are probably a lot of needs within the hospital ecosystem, but this chapter tries to facilitate the needs understanding of the person you will be talking to. It will help to map the needs to build solutions.

- Supported pains:**
- struggle to move out from the modality centrality.
- Desired impact:**
- Understand how to interpret customer needs in a way that they are used to build solutions and holistic knowledge.

our behaviour
this relates to our day to day behaviour, the daily human approach.

HA4 KEEP AN EYE ON SMALL THINGS

Define which small things you could do in order to better care for the customer. Email or portfolio or software update? Ask "how are you? Go to visit?"

- Supported pains:**
- Not sure which maximum triggers could help to engage and empathize better with the customer.
 - Account managers interests are shown on face.
- Desired impact:**
- Let the account manager realize of what small things they can do that can set the tone of the relationship. Email or portfolio or software update? Ask "how are you? Go to visit?"

HA5 IMPARTIALITY AND SLOWING DOWN

Understand the existing opportunities and possibilities when the customer is not in the need of buying something. Moreover, slow down the selling process so that both parties feel that all the needs are well covered and not rushed.

- Supported pains:**
- Missing the engagement when the hospital doesn't want to buy anything at that moment.
 - Selling not needed items to the hospital in missing clear
- Desired impact:**
- Search the occasion feeling of not selling into an opportunity.
 - Let the account owner see the relationship deeply looking

HA6 BE CLEAR AND TRANSPARENT ON ANY CONCERN

Realise about the things that might stay in the air, and become the facilitator to bring them on the table (this can be applied in other blocks)

- Supported pains:**
- Not handling of common problems that might lock and spin the relationship flow.
- Desired impact:**
- Take time to empathize with the relationship and spot few possible concerns from both sides.
 - Provide a clearer stakeholder map to account managers.

HA8 MULTILEVEL AND FEARLESS NETWORK

Understand which stakeholders you would like to include or connect with your work. Empathize with how might another person look at the other blocks and take action to define customer insights.

- Supported pains:**
- Not getting out of your comfort network to build mutual connections between hospital and phillips.
- Desired impact:**
- Provide a clearer stakeholder map to account managers.

BS AGREE ON THE MOMENTS WHERE PARTIES NEED EACH OTHER AND FOR WHAT

The aim is to realise that certain stakeholders need to meet at a certain frequency in order to meet the expectations and be able to keep the partnership moving on.

- Supported pains:**
- Not clear what happens when "nothing" happens.
 - Account managers might feel absent to the customer and not meeting for selling.
- Desired impact:**
- Exchange account managers to plan future touch-points together with the customer.
 - Put meaning to these future touch-points.

B6 EXPLORE THE UNKNOWN EMERGING INNOVATIONS TOGETHER

Invite the customer to research events, being able to show emerging innovation to our customers and blend it into their future top goals.

- Supported pains:**
- Customers want to know that we will help them succeed on cutting edge technology and healthcare innovations.
 - Not being proactive.
- Desired impact:**
- Talking the customer to research events, trends of emerging trends and innovations that both need to explore and both would benefit from.

doing things together
this is how do we dance together with the customer, what collaboration touch-points do we offer and build.

checking the ground
this is about making sure we tackle the right content with the right time during a conversation

B7 CHECK-IN AND CHECK-OUT MOMENT

Instead of jumping to content right from the start of the meeting check on what is going ok, what's not. By the end, finish 5 minutes earlier to reflect on the lessons learned.

- Supported pains:**
- Not let the account manager enter into the meeting, this can set the pace for the next hour.
 - Not setting the tone that sets the context that might break the account manager dialogue.
- Desired impact:**
- Let the account manager check the health of meeting in and checking out to check customer temperature and realize of both parties expectations.

B8 BUILDING THE MEETING AGENDA TOGETHER

Plan ahead any meeting what do you think it might be important to talk about. Before jumping into content build the agenda with your customer and add your suggestions.

- Supported pains:**
- Anticipating the necessary topics of the meeting without considering them and not delegating the involved one to another employee.
- Desired impact:**
- Engage the account manager to build the agenda together with the customer. Check to their own agenda.
 - Let the account manager see the value of building the agenda together with the customer at the start of the meeting.

ACCOUNT MANAGER

DISTRICT MANAGER

STARTING POINT

WHO TAKES ACTION?

PLANNING A POSSIBLE MEETING

BEFORE THE MEETING

DURING

NEXT STEPS

FATE

DESIRED

Account managers get a relationship oriented by saying "this is my territory" and there's enough there, but it's not enough to win it back. It's not enough to win it back. It's not enough to win it back. It's not enough to win it back.

Maybe the district manager says "this is your new client" and there's enough there, but it's not enough to win it back. It's not enough to win it back. It's not enough to win it back. It's not enough to win it back.

All calls to know if someone would receive this to talk.
All will call up on and will connect with the customer.
All will go on a meeting.

1
1. The fact that customer is so focused on their individual problems.
2. MDSI should be used in this scenario.
3. MDSI should be used in this scenario.

2
2. MDSI should be used in this scenario.
3. MDSI should be used in this scenario.

3
3. MDSI should be used in this scenario.
4. MDSI should be used in this scenario.

4
4. MDSI should be used in this scenario.
5. MDSI should be used in this scenario.

5
5. MDSI should be used in this scenario.

6
6. MDSI should be used in this scenario.

Receive a call of a hospital saying it's like to talk about this.
Account managers need to have a good relationship with customers. Account managers need to have a good relationship with customers. Account managers need to have a good relationship with customers.

7
7. MDSI should be used in this scenario.

8
8. MDSI should be used in this scenario.

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9. MDSI should be used in this scenario.

10
10. MDSI should be used in this scenario.

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11. MDSI should be used in this scenario.

12
12. MDSI should be used in this scenario.

Account managers need to have a good relationship with customers. Account managers need to have a good relationship with customers. Account managers need to have a good relationship with customers.

13
13. MDSI should be used in this scenario.

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14. MDSI should be used in this scenario.

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15. MDSI should be used in this scenario.

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22. MDSI should be used in this scenario.

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23. MDSI should be used in this scenario.

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24. MDSI should be used in this scenario.

25
25. MDSI should be used in this scenario.

What are we going to focus on today?

2 hours

Land.
time:
to be decided.

Open up.
time:
10min

How much time does it deserve?	Final Today's Agenda
-	- Delivery roadmap overview.
-	- "I wonder if we are taking the right steps to meet X deliverable" - Philips
-	- Define next KPIs.
-	-
-	- Prices transparency.
-	- "if the modality comes on the Xth, delivered by Y, how can we make sure the Z room is ready?" - philips
-	- Next half year pieces supply chain.
-	-
-	- Future sales
-	-

Nagging concerns:	How much time does it deserve?
"I am not sure we are aware of all the prices we have established for the next pieces" - customer	-
"Not understanding some words in the contract is stopping me from taking decision" - custoemr	-
"Having too much things in mind from my day to day. I end up forgetting details and feel frustrted for getting lost" - customer	-
-	-
-	-

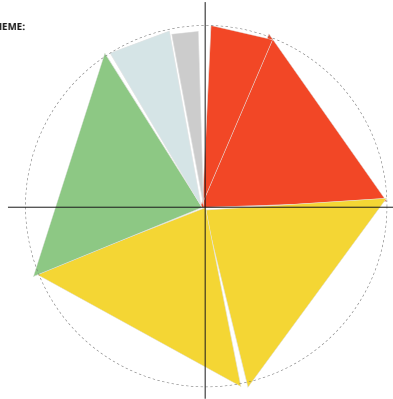
Closing & agenda reviewing

1- (5min) WRITE DOWN THE CONCERNS/TOPICS OF EACH THEME
put down whats on top of your head today.

Urgent and nagging concerns:	Operational performance review	Short term projects and activities	Long term ambitions and strategies	Postpone
"Not understanding some words in the contract is stopping me from taking decision" - custoemr	"I wonder if we are taking the right steps to meet X deliverable" - Philips "Having too much things in mind from my day to day. I end up forgetting details and feel frustrated for getting lost" - customer "if the modality comes on the Xth, delivered by Y, how can we make sure the Z room is ready?" - philips	"I am not sure we are aware of all the prices we have established for the next pieces" - customer		

- Create a higher KPI, do they already do this? how is it included in their work?
- Jessica build the agenda with her tandem, how's the balance made?

2- (2min) AGREE TIME SPENT FOR EACH THEME:



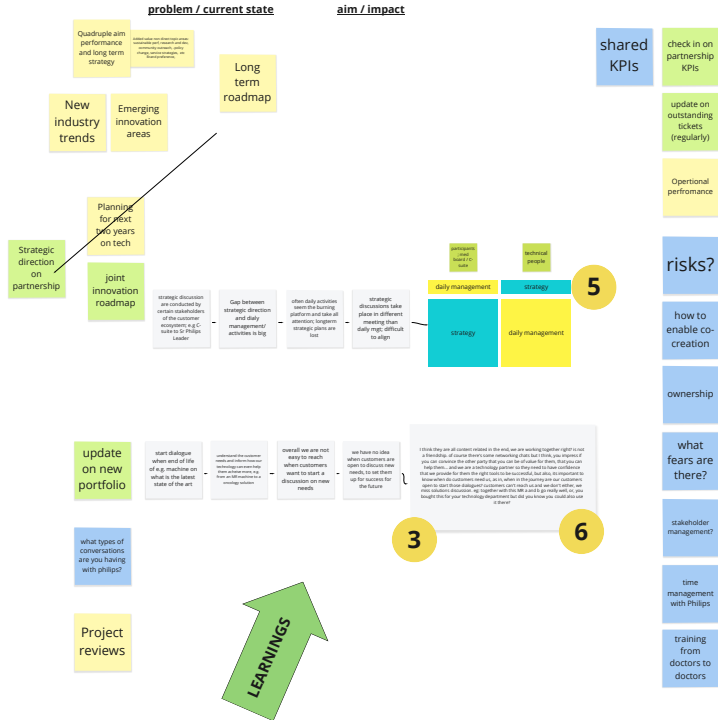
3- REPORT THE TEMPERATURE OF EACH TOPIC:

Urgent and nagging concerns: "Not understanding some words in the contract is stopping me from taking decision" - custoemr	core pain	activities affected	stakeholders affected	desired improvement	action required
Operational performance review "I wonder if we are taking the right steps to meet X deliverable" - Philips "Having too much things in mind from my day to day. I end up forgetting details and feel frustrated for getting lost" - customer "if the modality comes on the Xth, delivered by Y, how can we make sure the Z room is ready?" - philips	core problem	potential cost	are we on target? aren't we?	milestone	action required
Short term projects and activities "I am not sure we are aware of all the prices we have established for the next pieces" - customer	intention	stakeholders involved	activities required	problem forecasting	action required
Long term ambitions and strategies	intention	stakeholders involved	activities required	problem forecasting	action required
Postpone	when are we going to talk about this?	stakeholders involved	problem forecasting	action required	

1- Understand better what I am trying to solve.
2- explore other ways.
3- improve this concept

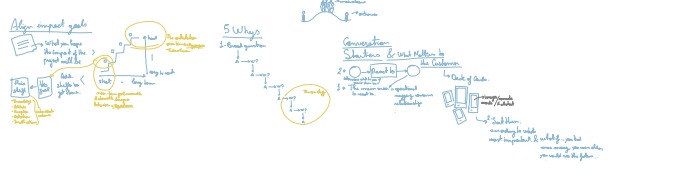
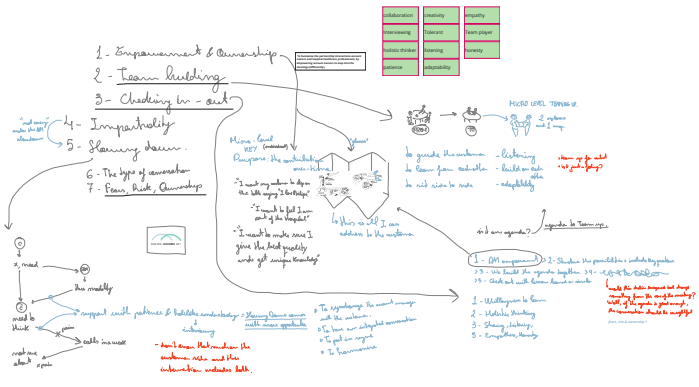
tool / feedback

**BETWEEN THE CUSTOMER AND US,
I WOULD LIKE MORE CONVERSATIONS ON:**



What are the aspects we could check to know the current customer temperature?





Reasons of the partnership is the partnership itself
 - There is a common point
 - There is a common point
 - There is a common point

Checklist:
 1. - Empowerment to team
 2. - Mutual respect
 3. - Shared history
 4. - Empowerment, history

