

Orthopedic Knee Joint Replacements
Role Play Paper-Part 1
Dr. Castleberry
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EXAMPLE 8

I. OrthoTex Orthopedic Knee Joint Replacements

A. Product

1. product to be sold is orthopedic knee joint replacements
2. the artificial joint is placed inside the patient's knee
 - allows the patient to move without pain
 - acts as a single axis system (it pivots back and forth at one point)
3. the doctor actually places the metal equipment into the patient's knee to replace the natural joint
 - the ceramic pivoting parts have been proven to last 90% longer than the traditional metal pivoting parts
4. replacement joints are meant to be a permanent fix for the patient's ailments
5. joint replacements are bought in a complete set of sizes: 2 of each size for right, and 2 for each size of left. As one is used, another is automatically ordered to take it's place in the inventory. (they will have 44 sets in all).
-ED1
 - the business buying the product must purchase each item to be placed in their inventory.
 - any unused products are the liability of the business, not OrthoTex's
6. all OrthoTex products have a guarenteed for life, they will be replaced at OrthoTex's expense if there are problems or defects.

B. My company

1. OrthoTex
2. Based out of Minneapolis, MN
3. 27 branch offices nationwide, with 500 employees
4. In business for 25 years
5. corporate image= high tech, professional, state-of-the-art products
6. provides high quality, technologically advanced joint replacements to hospitals
 - the company research and development is in the Minneapolis branch
 - extensive testing is done on all new products before they are sent for national testing.
7. has an overnight delivery guarentee
 - if the product isn't recieved in the next working day, the hospital will recieve the product as soon as possible, plus a 100% refund on their order.
 - this policy applies to special size orders too

II. Altru Health Systems, Orthopedic Department

A. The buying firm

1. Altru Health Systems Orthopedic Department
 - Altru is a large hospital system, including several clinics, rehab facilities and surgical facilities
 - Doctors in orthopedic dept make buying decisions, but decisions must be approved by the administration
 - buyer= head orthopedic surgeon
 - a. is in charge of choosing and testing out surgical parts for the orthopedic department
 - b. will actually use the product
 - c. assumes role of user and influencer in buying decision process
 - d. has been in this position for 10 years
2. Currently using a knee replacement from Zimmer Trilogy
 - Altru has been using this particular product from Zimmer for a year now

Zimmer

- It's a standard single axis knee replacement, that Altru buys from
- Zimmer's product is comparable to OrthoTex's (mine), but theirs is a standard version, whereas OrthoTex's uses the latest technology
- Altru is considering changing suppliers for knee joint replacements

B. Buyer's needs

1. Quality

- the product needs to be long-lasting (the life of the patient)
- easy to use for surgeons
- no excessive training needed for surgical staff
- must meet all safety and testing standards

2. Convenience

- the company that Altru buys from must use EDI to keep inventory constantly stocked
- must be easy to order special sizes
- fast delivery of replacements inventory (overnight is best)

C. What OrthoTex has done so far with the Head Ortho Surgeon and Altru

1. The buying process of joint replacements at Altru

- first, the seller must present the product to the administrative staff
- if the administration likes the product, they will have the head orthopedic surgeon meet with the sales rep
- the seller's goal at this meeting is to get the surgeon to either agree to a test trial of the product, or to straight out buy the product
- if they test trial, the seller will be at the hospital to provide training and to oversee the surgeries
- if the product is purchased for the hospital, the seller will provide training and be available whenever necessary to provide help to the surgical staff

2. the seller has not met with this particular surgeon before

- the seller has met with admin staff. in order to set up this meeting with the head surgeon
 - a. one month ago, the seller met with the admin. staff
 - b. a presentation of the product was given- test results, product composition, testimonials,
- the head surgeon (buyer) has met with another OrthoTex representative before, several years ago

3. OrthoTex has done business with Altru before

- Altru bought knee joint replacements from OrthoTex 6 years ago
- The hospital switched suppliers for price reasons 6 years ago
- They switched to Zimmer Trilogy

4. Other business deals between Altru and OrthoTex

- Altru uses OrthoTex's hip joint replacements
- They have done this business together for 5 years now

III. The Buyer's Options

A. OrthoTex's Single Axis Total Knee Systems

1. Prices = the 4-piece set for \$5000

2. Strengths

- fast and efficient ordering system (EDI)
- state-of-the-art products
- high quality
- on site training of surgical staff, post-sale support

3. Weaknesses

- the product is new, and requires re-training of staff

-high priced product

B. DePuy Duraloc

1. Prices= \$4500
2. Strengths
 - EDI inventory system
 - high quality
3. Weaknesses
 - their products are of good quality, but they aren't state-of-the-art
 - although they use EDI, their inventory control system isn't reliable

C. Zimmer Trilogy

1. Prices= \$4800
2. Strengths
 - EDI inventory system
 - high quality
 - provides training of surgical staff
3. Weaknesses
 - based out of St. Louis, Missouri, so shipments take longer to arrive
 - products aren't as technologically advanced as Zimmer's competitors

D. Steroid Injections (Corisone)

1. Prices= \$800 every 6 months to one year
2. Strengths
 - can take place in the doctor's office
 - less expensive
3. Weaknesses
 - temporary solution
 - may or may not provide relief

IV. Objectives

- A. Primary Goals- to arrange for a set of several test trials at Altru
- B. Minimum Goals- to meet with the surgeon, and get him/her to accept an information booklet on the product
- C. Optimistic Goals- to make a sale on the spot, for an inventory of replacement joints.
(2 of each size of right knee, and 2 of each size of left knee., 44 in all)

Annette

Orthopedic Knee Joint Replacements
Role Play Paper-Part 2, objections
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1. Retraining the staff to use a new product is such a hassle.
2. Zimmer and DePuy are both less expensive.
3. I haven't heard how the national test trials went.
4. I'm comfortable with the product that we are currently using
5. You're too young to know what you are talking about.
6. You don't have a medical degree. How do I know you know what you're talking about.
7. I don't like OrthoTex's products.
8. If this product doesn't test trial well at Altru, it will reflect poorly on me.
9. Have you or a friend ever tried this product?
10. This new product hasn't been used long enough to see how it withstands wear and tear. How do I know this is a quality, long lasting product?
11. I don't like you.
12. I don't like OrthoTex.
13. I'm just not interested in trying a new product right now.
14. I need time to think about it.
15. I don't like the sizing system, it isn't the same as our old one.
16. I don't like the design.
17. I was looking for a different type of material.
18. This product just doesn't seem durable.
19. I need more information
20. Is it true your company lost money last year?
21. How do I know you'll be in business next year?
22. Who does your designing?
23. How do I know you can deliver on time?
24. I wasn't looking to spend that much money.
25. We always get a special discount
26. I'd like to talk it over with the other surgeons
27. I want to look around.
28. Just leave me your literature. I'll study it and then let you know what we decide.
29. I believe we might be able to do business if you are willing to start seeing me socially.
30. I will need to see data on revision rates. (revisions are done due to failure; a re-do)
31. There is not enough variety in sizes.
32. I don't like the composition of the components. (what they are made of)

take away her portfolio

33. I don't like the lay out of the trays/pans. It looks as though it could be difficult to work with.

34. I don't like the cost of maintaining inventory.

35. Can OrthoTex carry the inventory so that Altru only has to cover the cost of what is used?

36. I don't like the templates.

37. Will this product require changing brands of drills to utilize different drill bits specific for this item?

[REDACTED]--Orthopedic Knee Joint Replacements
Role Play Paper--Part 2, responses
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1. Yes, retraining is a hassle to deal with, but I assure you, the process isn't a long one. In addition, I'll be there every step of the way, to take care of all of the training, and questions that the staff may have.
2. The higher price accounts for the higher quality of product. The parts are more expensive, but the ceramic ones will last 90% longer than the traditional parts. It is worth it in the long run.
3. The test trials were actually just published in last month's Medical Journal. OrthoTex passed all trials with flying colors, and was listed in first place among our competitors. It was a quite recent publication, its understandable that it isn't common knowledge at this point.
4. I understand that you and your staff are used to your current product, however, getting too comfortable with a product is a danger. The industry is constantly changing, and it is important to keep up with those changes.
5. Yes, I am young, but I see that as an advantage. My training is up to date, and I am enthusiastic. Pulling 14, 15, 16 hour days is no big deal to me. I am able to keep on top of things and still have time and energy left over.
6. Although I don't have a medical degree, OrthoTex fully trains us in orthopedics. I know the in's and out's of the procedures and products used.
7. Why is that?? (probe to find out WHY they don't like the products)
8. I understand your concern. You'd be taking a big risk, trying out a product you didn't know. But, I wouldn't be selling you this product if I thought you'd have problems trialing it.
9. Yes, actually my sister's father-in-law just had a knee replaced. They used this exact joint in him, and he's doing as good as ever.
10. This product has undergone extensive lab testing, followed by human trials. All evidence shows that it is a quality product that will withstand wear and tear above and beyond the competition's products.
11. I'm sorry to hear that. We've just met, is there something that I did to make you not like me?
12. I can certainly understand how you feel. You haven't used our products for several years. Crookston's Meritcare's ortho department felt the same way before they bought from us. But after using our knee joints, they found that the quality was actually much better than their previous joints.
13. I understand that you don't want to change products right now. Crookston's Meritcare felt the same way, they were satisfied with their knees, but after a series of test trials, they found that both the staff and patients were happier with our knee joints.
14. Is there anything you are specifically worried about that I could clarify? What exactly do you need

more time to think about?

15. The system is different, but we believe it is better than the old one. It does take a few tries to get used to, but in the long run, it will make not only sizing better, but it will help with record-keeping, inventories...and many other aspects.

16. Which feature don't you like about it?? Is there a feature that I can tell you about more?

17. Which materials were you referring to? Our manufacturers make these parts especially for us, no other company has the same. They have been tested extensively and have proven to be of superior quality. Can I show you this chart showing the test results?

18. The material used, has been developed through years of research and development. It has proven to be a superior material that will withstand wear and tear above and beyond the competition's products.

19. Is there something specific that I can clarify for you? (probe to find out WHAT they need more info on)

20. Yes, that is true. But neither did J&J, Zimmer or DePuy. I'm not sure of their reasons why, but we didn't make money because we invested large sums in a new plant in Chicago.

21. You don't know if we'll still be in business next year, but why would we spend huge sums of money on research and development if we were going out of business?

22. OrthoTex has a team of engineers in Minneapolis that do all of the research and design for the company.

23. We are based out of Minneapolis, and have a distribution center there. We guarantee overnight delivery on all of our products. Even special size orders can be filled overnight. If we don't fulfill this guarantee, we will get the product to you as quickly as possible, and you will receive 100% of your money back on that order.

24. It is a lot of money to spend, but this product is an expensive one. The materials used to make joints are quite pricey, but they are also elite. For a superior quality product, a higher price can be justified.

25. We do offer a 25% discount on orders of 20 pieces or more, that's usually the initial start-up order. Discounts on everyday orders aren't ordinary in this line of products for OrthoTex.

26. I understand why you'd want to talk it over with the others. This is a decision that will impact all of you. But is there anything that I can get for you...more information on something, that will help you out? I'd like to set up a time to meet with them, if I could.

27. I understand why you'd feel like you should look around. Can I get you any more information that will help you make a decision?

28. When will you let me know? Should I give you a call, in let's say, 2 days?

29. I am flattered that you say that, but it is against my company policy. If we could get back to my presentation that would be great...now, about the test trials at Altru...

30. I have that right here in my portfolio...as you can see we are ranked quite high in this category...

31. We have 11 regular sizes, plus we make smaller and larger sizes to special order. This variety of sizes is standard for OrthoTex lines, and seems to work quite well with our customers.

32. I understand your concern. This is a new product made from new components. Our product has undergone extensive lab testing, followed by human trials. All results have shown that this is a safe, quality, durable product.

33. The tray set up is slightly different from what you currently use. It may appear to be confusing, but after a training session or two, most people LIKE the different set up better. They find it to be more easily accessible during the procedures.

34. The set-up cost of installing the EDI system is covered by OrthoTex. All inventory is ordered automatically, as parts are needed. Shipping is the only additional cost that would apply to maintaining the inventory, and that's something that hospitals must pay regardless of their vendor.

35. Our company policy is that, hospitals keep two of each set, for both side-left and right- in stock at all times, unless the hospital has a policy stating that they need more than that on hand. Only what is needed is ordered. Anything that is unused cannot be returned to OrthoTex though.

36. Is there something specific that you don't like about them? I can demonstrate how they are used, if you would like.

37. Our product requires the same drill and drill bits that most other brands and models do. We have found that the standard drill does the job just as well as any other, so we saw no need to design a new drill for this model of knee.