

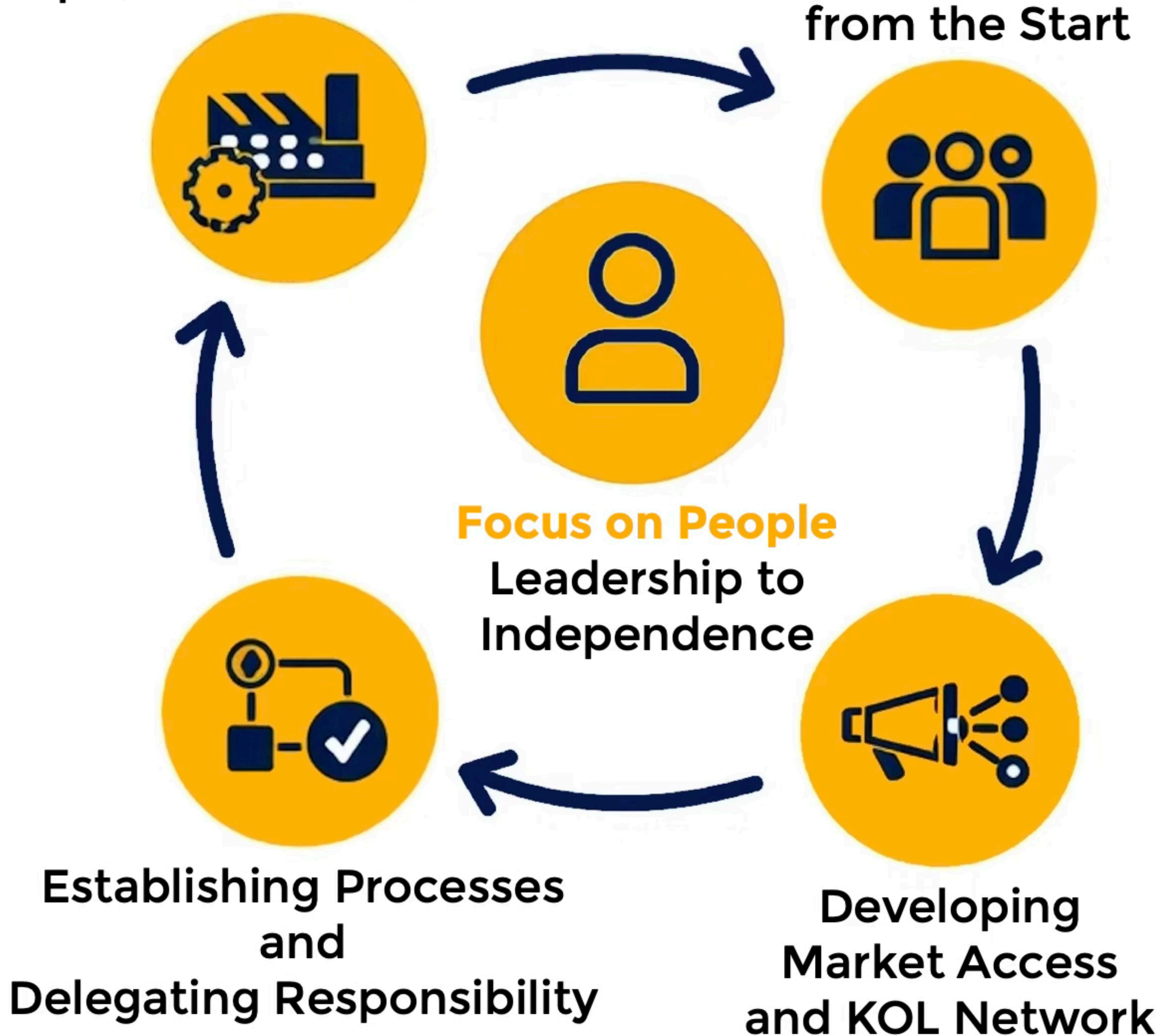
Path to Profitability

Country Autonomy

Triple Revenue in 2 Years

Creating Infrastructure
and
Operational Foundation

Building and
Leading the Team
from the Start



MedTech rollout - Triple Revenue in 2 Years Through Scalable Country Organization

- **Industry:** Medical Technology (non-invasive ambulatory tumor therapy)
- **Function:** General Management and Sales (DACH)
- **Topics:** Organizational Structure and Processes, Building Business Units, Business Development, Consultative Selling, Talent Development & Leadership
- **Revenue:** from €3 million to €9 million
- **Employees:** from 2 to 20

Starting Point: A blank slate in Europe's largest and most challenging market

When I took over responsibility for Germany, the company, a global MedTech pioneer with a newly approved device-based neuro-oncological therapy, had its European headquarters in Switzerland but no local structure in Germany at all. All activities had been managed remotely from the Swiss headquarters up to that point. In Germany, there was no office, no dedicated sales team, no local contracts, and only a few active treatment centers.

The German market was and remains pharma-dominated, highly regulated, and naturally skeptical toward non-pharmacological therapies. The therapy itself was innovative but required extensive explanation and complex prescribing: a wearable medical device that uses low-frequency alternating fields to selectively disrupt tumor cell division, representing a completely new modality in oncology.

Task: Establishment of the German regional organization with an absolutely hands-on mindset

The task was clear and challenging: within two years, Germany was to be transformed from a remotely controlled secondary market into an independent, profitable, and scalable market. This was to be achieved with a local office, our own sales team, device support team, and sustainable structures that could continue to grow even after I left.

Implementation - Four Consistent Areas of Action

1. Creating Infrastructure and Operational Foundation

In the first few months, the German office in Berlin-Mitte was opened and made fully operational. Everything from office furnishings and telecommunications contracts to vehicle fleet and hotel framework agreements was personally negotiated and implemented. This rapid operational capability was essential to appear credible in front of customers and Key Opinion Leaders (KOLs).

2. Building and Leading the Team from the Start

Within just two years, the German team grew from two to 20 employees, enabling it to cover all key areas itself: strategic key account sales, patient support with technical device support, coordination of individual patient care, case management with a focus on reimbursement and health insurance companies, sales coordination, and office management.

In particular, I personally recruited and filled the sales- and marketing-focused positions and provided intensive hands-on support during the initial phase, often spending several days per week together with the team in the field. Quality took precedence over speed: it was better to spend a few months longer looking for the right person than to hire the wrong one.

3. Developing Market Access and KOL Network

In close collaboration with Medical Affairs, key neurosurgeons, neuro-oncologists, and oncology centers were personally supported. We were present at every relevant national and international congress, established additional strategically important reference centers, and developed existing centers into active multipliers. The message of a fourth treatment modality for glioblastoma (GBM), complementing surgery, radiation, and chemotherapy, was communicated consistently and patiently in a market where many initially saw it as just 'another device'.

4. Establishing Processes and Delegating Responsibility

A clear sales and implementation process was introduced, a local CRM system adapted, and weekly pipeline reviews established. In parallel, a German 24/7 device support team was built. This provided a decisive competitive advantage, as therapy adherence depends heavily on technical availability.

From the second year, I gradually delegated responsibilities, so that by the end of my mandate, the team was running operations practically independently.

Of course, there were challenges: coordination processes with the Swiss headquarters were sometimes slow, regional differences in the German healthcare system were significant, ranging from highly innovation-open centers to very conservative structures. Additionally, there was natural caution from many established KOLs toward a new, non-pharmacological therapy option.

Result: Revenue had tripled, and the team was fully self-sufficient

- Revenue from €3 million to €9 million in 24 months (+200%)
- The number of therapy prescriptions grew by 177% already in the first year
- Built a 20-member, highly motivated, and independent team
- Established highly active and influential treatment centers
- Fully functional German country organization with a Berlin office, support team, and clear processes
- Reimbursement situation significantly improved (dossier advanced by Swiss colleagues)

Lessons Learned

- A consistent hands-on mindset and the ability to be an all-rounder are indispensable in a build-up phase, especially in Germany.
- In oncology, success comes not from PowerPoint but from persistence, expertise, absolute reliability, and partnership-based relationships with key stakeholders built on trust.
- Hiring the right people takes longer but saves years. Ultimately, this determines success.
- An interim or build-up mandate is particularly valuable to me when, at the end, a team stands that is stronger than at my entry.

This project exemplifies how, in one of Europe's most difficult yet lucrative MedTech markets, a professional, independent, and sustainably profitable country organization can emerge in a short time. This was achieved through entrepreneurial thinking, strong on-site presence with customers, and consistent building of a strong, self-sustaining team.

Germany not only became by far the largest and most profitable market in Europe, but also a model for further rollout in other countries.