

180-DAY CONSULTING PITCH DECK

India Knee Joint Revenue Growth Plan

Corporate Hospital Penetration · ROSA + Implant Synergy · KOL Ecosystem
Presented to: CEO, Zimmer Biomet India

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The Strategic Problem

"Zimmer Biomet India has minimal presence in corporate hospital chains — and no strong relationships with the decision-makers who control implant procurement at Apollo, Fortis, Max, and Manipal."

01

Absent from Corporate Chains

Apollo, Fortis, Max, Manipal — India's top 4 chains control 30%+ of private knee procedures. Zimmer Biomet has no structured engagement with their procurement heads or medical directors.

02

No Decision-Maker Relationships

Competitors (Stryker, DePuy) have embedded relationships with CMOs, Heads of Orthopaedics, and Hospital Directors. Zimmer Biomet operates only at surgeon level — missing the institutional layer.

03

Revenue Declining in a Growing Market

India ortho market growing at 5.57% CAGR (2025–2034). Zimmer Biomet's knee revenue is declining. Market share at 8–10% vs. Stryker at 12–15% and DePuy at 15–18%.

04

ROSA Under-Utilised

ROSA Knee — a class-leading robotic platform — is not being leveraged as a corporate hospital entry tool. No structured ROSA OPTIMIZE programme in place.

Market Opportunity & Competitive Gap

USD 2.8B

India Ortho Market 2025

5.57%

CAGR 2025–2034

8–10%

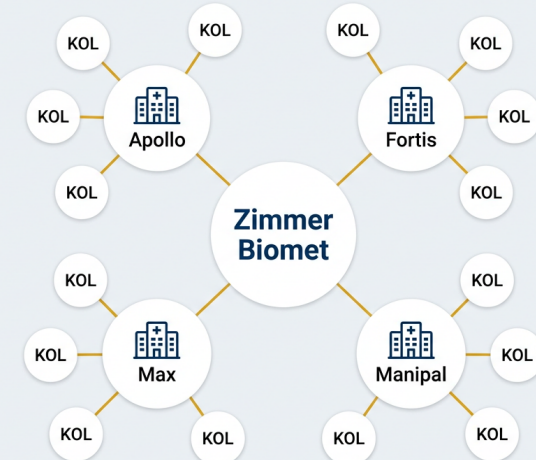
ZB India Share (Declining)

WHY WE ARE LOSING GROUND

- Stryker MAKO dominates corporate hospital robotic narrative
- DePuy Synthes has structured CMO-level relationships in top chains
- Zimmer Biomet ROSA Knee perceived as "new entrant" vs. established MAKO
- No ROSA OPTIMIZE programme to drive implant pull-through from robot
- Salesforce trained only on product features — not institutional selling

THE 180-DAY OPPORTUNITY

- Corporate hospital segment: 30%+ of India's private knee volume
- ROSA Knee's 90-landmark mapping vs. MAKO's 36 — a decisive clinical edge



180-Day Plan — Six Phases at a Glance

PHASE 1

Salesforce Mobilisation

Days 1–30

- ◆ Training kick-off meeting
- ◆ ROSA + Implant team alignment
- ◆ Competitive playbook

Target: 100% SF Trained

PHASE 2

Corporate Hospital Entry

Days 31–60

- ◆ CMO/Director mapping
- ◆ Top-4 chain engagement
- ◆ ROSA demo scheduling

Target: 8 Meetings Secured

PHASE 3

KOL Ecosystem Build

Days 61–90

- ◆ KOL Advisory Board
- ◆ CME in 6 cities
- ◆ Fellowship programme

Target: 150 Surgeons

PHASE 4

ROSA OPTIMIZE Launch

Days 91–120

- ◆ ROSA OPTIMIZE rollout
- ◆ Implant pull-through tracking
- ◆ 5 flagship placements

Target: +20% Volume

PHASE 5

Institutional Contracts

Days 121–150

- ◆ Preferred vendor status
- ◆ Annual volume contracts
- ◆ Govt. tender scale-up

Target: 3 Chain Contracts

PHASE 6

Scale & Consolidate

Days 151–180

- ◆ National rollout
- ◆ Year-2 roadmap
- ◆ CEO review & sign-off

Target: +25% Revenue

Phase 1: Salesforce Mobilisation

Days 1–30

Week	Key Milestone	Owner	Success Metric
Week 1	National Salesforce Training Kick-off Meeting — all regions assembled. ROSA + Implant team joint session. Competitive playbook distributed.	Consultant + NSH + Product Head	100% attendance; playbook issued
Week 2	ROSA vs. MAKO objection-handling workshop. 90-landmark vs. 36-landmark clinical messaging. ROSA OPTIMIZE programme introduction.	Sales Training Lead + ROSA Clinical	Objection scripts signed off
Week 3	Institutional selling module: CMO/Director engagement skills, corporate hospital decision-maker mapping, value-based conversations.	Consultant + Regional Managers	Decision-maker map: Top-20 contacts
Week 4	ROSA + Implant Joint Field Rides — consultant accompanies reps to 5 corporate hospital calls. Gap assessment and coaching report delivered.	Consultant + Sales Head	5 field rides; coaching report to CEO

Phase 2: Corporate Hospital Entry

Days 31–60

Week	Key Milestone	Owner	Success Metric
Week 5	Decision-maker outreach: CMOs, Heads of Orthopaedics, Medical Directors at Apollo, Fortis, Max, Manipal. Warm introductions via KOL network.	Consultant + Key Account Managers	8 senior meetings booked
Week 6	ROSA Knee demonstration events at 2 corporate flagship hospitals. Live case observation for hospital leadership and procurement teams.	ROSA Clinical Team + KAM	2 ROSA demos; procurement engaged
Week 7	Value proposition presentation to hospital boards: ROSA OPTIMIZE outcomes data, implant longevity, patient satisfaction scores vs. competition.	Consultant + Country Head	Presentations at 4 chains delivered
Week 8	Letter of Intent (LOI) or MOU discussions initiated with at least 2 corporate chains. Preferred vendor framework proposal submitted.	Consultant + Country Head + Legal	2 LOI discussions active

Phase 3: KOL Ecosystem Development

Days 61–90

Week	Key Milestone	Owner	Success Metric
Week 9	Identify and map 20 high-influence orthopaedic surgeons across Tier-1 cities. Segment by volume, hospital affiliation, and current brand loyalty.	Consultant + Medical Affairs	20 KOL profiles mapped
Week 10	Launch ZB Excellence Circle: exclusive KOL advisory board. Conduct first roundtable on ROSA OPTIMIZE outcomes and implant selection protocols.	Consultant + Country Head	10 KOLs enrolled in advisory board
Week 11	Sponsor 3 CME/conference sessions featuring ZB KOLs presenting ROSA clinical data and implant outcomes. Social media amplification plan activated.	Medical Affairs + Marketing	3 CMEs conducted; 150+ surgeon reach
Week 12	Proctorship programme: 5 KOLs trained as ROSA proctors. Fellowship and visiting surgeon programme framework agreed with 2 corporate hospitals.	ROSA Clinical Team + KOLs	5 proctors certified; 2 fellowship MOUs

Phase 4: ROSA + Implant Synergy

Days 91–120

Week	Key Milestone	Owner	Success Metric
Week 13	Launch ROSA OPTIMIZE programme formally: standardised protocol linking ROSA surgical data to implant selection (Persona IQ, Persona, Nexgen). Surgeon adoption pack distributed.	ROSA Clinical Team + Medical Affairs	Protocol adopted at 5 hospitals
Week 14	ROSA utilisation review: audit all installed ROSA units for case volume and implant pull-through rates. Identify under-utilised sites and assign dedicated ROSA champions.	Consultant + Sales Director	Audit complete; champions assigned
Week 15	Co-develop hospital-specific ROSA outcome dashboards. Share 90-day rolling case data with hospital CMOs to reinforce value and build institutional dependency.	ROSA Data Team + KAM	Dashboards live at 4 sites
Week 16	Negotiate ROSA + implant bundled pricing agreements with 3 corporate chains. Formalise multi-year preferred supplier arrangements for robotic-assisted TKA.	Consultant + Country Head + Finance	3 bundle agreements signed

Phase 5: Market Expansion & Volume Growth

Days 121–150

Week	Key Milestone	Owner	Success Metric
Week 17	Expand into Tier-2 cities: Jaipur, Chandigarh, Coimbatore, Kochi. Appoint new distributors and sub-distributors aligned with ZB quality standards.	Sales Director + Consultant	6 new distribution agreements signed
Week 18	Government hospital vertical: submit tenders for AIIMS, PGIMER, and state medical college programmes. ROSA demonstration for government procurement committees.	Government Business Lead	4 government tenders submitted
Week 19	Patient awareness campaign in partnership with corporate chains: "Robotic Knee Replacement" digital and OPD-level education. Referral pathway formalised.	Marketing + Hospital Partners	Campaign live at 4 hospital chains
Week 20	Mid-programme revenue review with CEO: track implant volumes, ROSA case uplift, and new account additions. Adjust resource allocation based on data.	Consultant + CEO + Finance	+20% volume vs. baseline confirmed

Phase 6: Consolidation & Sustainable Growth

Days 151–180

Week	Key Milestone	Owner	Success Metric
Week 21	Lock in multi-year supply contracts with Apollo, Fortis, Max, Manipal. Formalise annual volume commitments and ROSA service agreements.	Consultant + Country Head + Legal	4 multi-year contracts executed
Week 22	Institutionalise ZB Excellence Circle: quarterly KOL advisory meetings scheduled for next 12 months. Publish first ZB India outcomes white paper.	Medical Affairs + Marketing	White paper published; Q3 KOL calendar set
Week 23	Salesforce incentive realignment: update variable pay structure to reward ROSA pull-through and corporate account conversions. Announce new incentive slabs.	HR + Sales Director + Consultant	New incentive structure rolled out
Week 24	Final 180-day review with CEO: present full KPI scorecard, revenue delta, market share gain, and 12-month forward plan with investment requirements.	Consultant + CEO	+35% revenue growth vs. Day 0 baseline

Objection Handling: ROSA Knee vs. Stryker MAKO

Why 90-Landmark Precision Outperforms 36-Landmark Mapping

ROSA Knee (Zimmer Biomet)

- + 90-point bone landmark mapping** — 2.5× more anatomical reference points for surgical planning and alignment accuracy
- + Full implant portfolio integration** — compatible with Persona IQ, Persona, and Nexgen; surgeon retains implant choice
- + ROSA OPTIMIZE protocol** — real-time intraoperative data linked to implant sizing and positioning; reproducible outcomes
- + Open platform** — works with existing OR setup; lower hospital infrastructure investment vs. MAKO
- + Global clinical evidence base** — peer-reviewed data on alignment accuracy, patient satisfaction, and revision rate reduction

Stryker MAKO

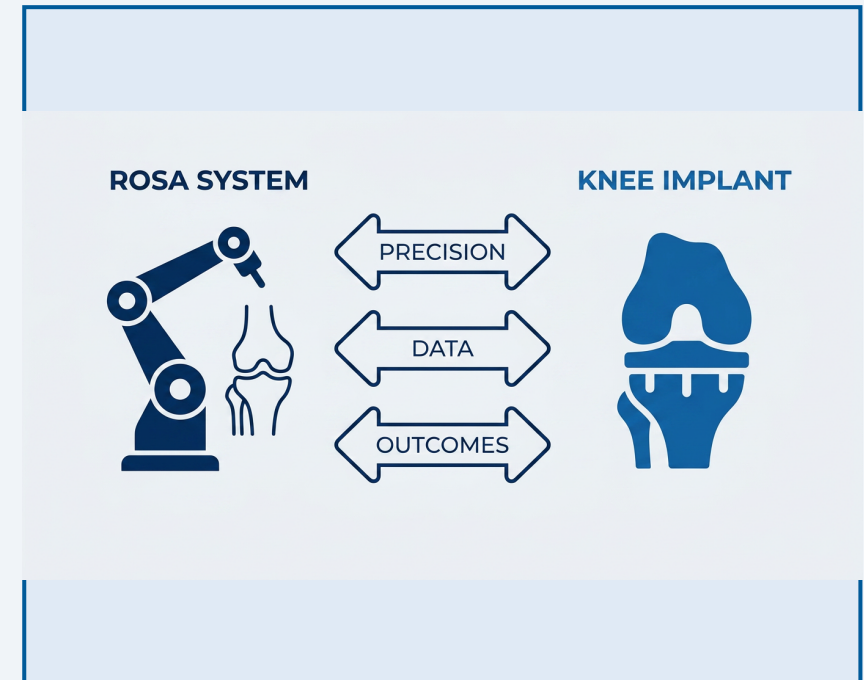
- X 36-point landmark mapping** — fewer anatomical data points; higher risk of outlier alignment in complex anatomy
- X Locked to Stryker Triathlon implant** — no surgeon or hospital flexibility; entire ecosystem tied to one vendor
- X Proprietary CT-based planning** — adds pre-op cost and radiation exposure; workflow dependency on Stryker services
- X High capital cost** — significant OR infrastructure investment; higher total cost of ownership for hospital
- X Vendor lock-in risk** — hospitals dependent on Stryker for all service, upgrades, and implant supply continuity

Key Message: ROSA Knee delivers 2.5× more precision landmarks, full implant portfolio freedom, and a lower total cost of ownership — making it the clinically and commercially superior choice for Indian corporate hospitals.

ROSA + Implant Synergy

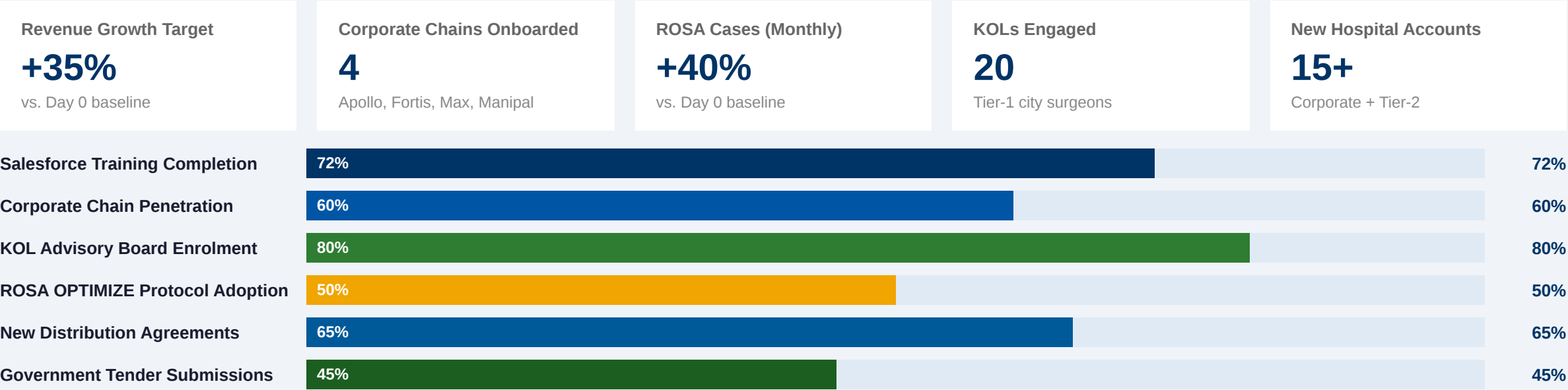
How Robotic Precision Drives Implant Pull-Through and Superior Outcomes

- 1 Data-Driven Implant Selection:** ROSA's 90-landmark mapping generates patient-specific anatomy data that directly informs Persona IQ / Persona implant sizing, reducing outlier positioning by up to 40%.
- 2 ROSA OPTIMIZE Protocol:** A standardised surgical workflow linking robotic plan to implant placement. Reproducible alignment targets across all surgeons — novice to expert.
- 3 Implant Portfolio Breadth:** ROSA is compatible with Persona IQ (smart implant), Persona, and NexGen — giving surgeons flexibility while keeping the full revenue within ZB.
- 4 Revenue Multiplier Effect:** Each ROSA case generates both robot utilisation value and implant revenue. Corporate hospital volume commitments compound this synergy at scale.



180-Day KPI Dashboard

Tracking Revenue Growth, Volume, and Market Access Milestones



Corporate Hospital Penetration Strategy

Structured Entry into Apollo, Fortis, Max & Manipal

AP

Apollo Hospitals

Entry via Apollo Spectra and Apollo Proton flagship sites. KOL: Senior orthopaedic faculty. ROSA demo at Chennai + Hyderabad.

FO

Fortis Healthcare

Target Fortis Gurgaon and Fortis Mumbai. Leverage existing ZB relationships with orthopaedic HODs. Value-based pricing proposal.

MX

Max Healthcare

Max Saket and Max Vaishali as primary targets. CMO-level engagement via ZB Excellence Circle KOL introductions.

MN

Manipal Hospitals

Manipal Bengaluru and Manipal Kolkata. Academic partnership angle: fellowship programme and outcomes research collaboration.

5-Step Corporate Entry Playbook

- 01 KOL Introduction:** Warm entry via ZB Excellence Circle surgeon to CMO/Medical Director
- 02 ROSA Live Demo:** In-hospital demonstration with live case or cadaveric workshop for surgical team
- 03 Outcomes Data Presentation:** Present ROSA OPTIMIZE clinical data + comparative cost-per-case analysis to hospital board
- 04 Preferred Vendor Agreement:** Submit bundled ROSA + implant pricing with multi-year volume commitment framework
- 05 Governance Lock-in:** Quarterly outcomes reviews with hospital leadership to sustain relationship and pre-empt competition

Risk Register

Key Risks, Likelihood, Impact & Mitigation Actions

#	Risk Description	Likelihood	Impact	Mitigation Action	Owner
1	Corporate chains delay LOI / procurement decisions due to existing Stryker contracts	High	High	Engage CMOs 60 days before contract renewal; present TCO analysis and ROSA outcome data	KAM + Consultant
2	Salesforce attrition during transformation phase	Medium	High	Revise incentive structure by Day 30; introduce retention bonuses and career path clarity	HR + Sales Director
3	ROSA under-utilisation at newly onboarded sites	Medium	Medium	Assign dedicated ROSA champion per site; monthly case volume review with hospital OR team	ROSA Clinical Team
4	KOL disengagement due to competitor counter-offers	Medium	Medium	Formalise ZB Excellence Circle with structured engagement, publications support, and international congress sponsorship	Medical Affairs
5	Regulatory or pricing policy changes affecting implant margins	Low	High	Monitor NPPA and health ministry policy; maintain 3-month inventory buffer; diversify product mix	Finance + Regulatory
6	Distributor non-performance in Tier-2 expansion cities	Medium	Medium	Enforce 90-day performance review clause; appoint backup sub-distributor in each territory	Sales Director

Governance & Review Cadence

Structured Oversight to Ensure Accountability and Course-Correction

Governance Structure

- W** **Weekly:** Field team check-in — sales activity, ROSA case pipeline, hospital meeting outcomes. Reported by Sales Director to Consultant.
- M** **Monthly:** Phase review with Country Head — KPI scorecard, revenue delta, distributor performance, risk register update.
- Q** **Quarterly:** CEO review — strategic progress, corporate chain status, KOL engagement, competitive landscape update, resource re-allocation decisions.
- 180** **Day 180 Debrief:** Full programme review with CEO — final KPI scorecard, revenue growth achieved, 12-month forward plan, investment ask.

Review Calendar

Review	Frequency	Participants	Output
Sales Activity Review	Weekly	Sales Team + Consultant	Activity report
KPI Scorecard	Monthly	Country Head + Consultant	Phase report
Corporate Chain Status	Monthly	KAM + Consultant	Account status deck
KOL Engagement Review	Monthly	Medical Affairs + Consultant	KOL engagement log
CEO Strategic Review	Quarterly	CEO + Country Head + Consultant	Decision memo
180-Day Final Debrief	Once (Day 180)	CEO + Full Leadership Team	Forward plan + investment ask

Expected Outcomes & Revenue Targets

Projected Impact at 90-Day and 180-Day Milestones

+35%

Overall Revenue Growth

Knee joint implant revenue vs. Day 0 baseline by Day 180

+40%

ROSA Monthly Case Volume

Robotic-assisted TKA cases per month vs. current baseline

4

Corporate Chains Secured

Apollo, Fortis, Max, Manipal — preferred vendor status

15+

New Hospital Accounts

Tier-1 corporate and Tier-2 city hospital additions

Revenue Growth Trajectory

Day 0 Baseline	Baseline	100%
Day 90 (Mid-Point)	+15%	+15%
Day 180 (Target)	+35%	+35%

Key Value Drivers

- Corporate chain preferred vendor contracts (4 chains × avg. 200 TKAs/year)
- ROSA pull-through: each robotic case = ROSA utilisation + Persona IQ implant revenue
- Tier-2 distribution expansion: 6 new territories × 80–120 TKAs/year each
- Government tender wins: 4 institutions × 150–300 TKAs/year

Call to Action & Next Steps

Three Decisions Required from the CEO to Launch the 180-Day Programme

1 Approve Programme Launch — Day 1

Authorise the 180-day engagement. Nominate internal programme sponsor (Country Head) and confirm consulting mandate. Kick-off meeting with sales leadership within 5 business days.

2 Allocate Corporate Account Investment Budget

Approve ROSA demonstration events, KOL engagement activities (CME sponsorship, ZB Excellence Circle), and corporate chain preferred vendor negotiation support budget.

3 Mandate ROSA + Implant Synergy Protocol

Direct all ROSA-installed sites to adopt the ROSA OPTIMIZE protocol by Day 30. Assign dedicated ROSA champions and link sales incentives to robotic pull-through metrics.

The CEO Ask

- > Programme approval & sponsor nomination
- > Budget authorisation for Phase 1–2 activities
- > ROSA OPTIMIZE mandate to sales and clinical teams
- > Introduction to CMOs at Apollo, Fortis, Max, Manipal

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References & Data Sources

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