

Account Intelligence Report

Generated: January 16, 2026

Report ID: CRM-2026-004

Account Overview

Account Name: MedTech Innovations Inc.
Industry: Healthcare Technology & Medical Devices
Company Size: 1,850 employees
Annual Revenue: \$780 million (FY2025)
Headquarters: Boston, Massachusetts, USA
Region: North America & Europe
Account Status: Key Account (Tier 2)
Current Contract Value: \$1.1M annually
Contract Renewal Date: August 2026

Recent News & Developments

CEO Leadership Transition

In October 2025, MedTech Innovations announced that founder and long-time CEO Dr. Robert Harrison would transition to Executive Chairman effective January 1, 2026, with former COO Michelle Torres assuming the CEO role. Dr. Harrison, age 68, had led the company for 22 years since its founding in 2003. The announcement characterized the transition as a “planned succession” aimed at positioning the company for its next growth phase while retaining Dr. Harrison’s strategic guidance through his board chairmanship.

Michelle Torres, 47, joined MedTech Innovations as COO in 2021 from Johnson & Johnson’s medical devices division. Her appointment signals a focus on operational excellence, international expansion, and portfolio optimization. Industry observers view the transition positively, noting Torres’s strong track record in scaling medical device operations and navigating regulatory complexities.

FDA Approval Milestone

MedTech received FDA approval in December 2025 for their next-generation cardiac monitoring device, the CardioPulse 3.0. The approval represents a significant milestone, with the device featuring AI-powered arrhythmia detection and remote patient monitoring capabilities. Analysts estimate the device addresses a \$2.8 billion market opportunity, with launch expected in Q2 2026. Clinical trial data showed 94% accuracy in detecting atrial fibrillation, significantly outperforming existing solutions.

The FDA approval process took 18 months, slightly longer than anticipated, but the device received approval without additional clinical trial requirements (positive signal for product quality and regulatory submission excellence).

Strategic Portfolio Review

New CEO Michelle Torres announced in December 2025 that the company would conduct a comprehensive strategic portfolio review during Q1 2026 to “optimize resource allocation and focus on high-growth, high-margin product lines.” While no specific products were identified for divestiture, the announcement indicated some legacy product lines might be candidates for sale or discontinuation.

Industry analysts interpret this as a positive strategic rationalization, though some investors expressed concern about potential revenue disruption from portfolio pruning. Torres emphasized the review aims to “sharpen strategic focus and accelerate growth in areas where we have sustainable competitive advantages.”

International Expansion in Europe

MedTech announced plans in November 2025 to establish a direct sales and distribution presence in Germany and France, transitioning away from third-party distributors in these key European markets. The initiative includes opening offices in Munich and Paris, hiring approximately 60 sales and support staff, and building regional regulatory affairs capabilities. Management projects the direct presence will improve margins by 8-12 percentage points while enhancing customer relationships and market intelligence.

The European expansion complements strong growth in the UK market, where MedTech established direct operations in 2023. European revenue currently represents 18% of total company revenue, with management targeting 30% by 2028.

Workforce Optimization Initiative

As part of the leadership transition and strategic portfolio review, MedTech announced a “workforce optimization” initiative in December 2025 affecting approximately 120 positions (6.5% of workforce). The reductions focused on administrative functions and support roles for legacy products under strategic review. The company simultaneously announced plans to hire 90 new positions in R&D, clinical affairs, and commercial roles supporting growth products.

The net reduction of 30 positions was characterized as a “strategic reallocation of talent” rather than cost-cutting. Employee reaction has been mixed, with some concern about organizational stability during leadership transition.

Financial Signals

Solid but Moderating Growth

Q4 2025 Results (Preliminary, full report due January 29): - **Revenue:** \$206M (up 7% YoY, below consensus estimate of \$212M) - **Gross Margin:** 67.2% (compressed from 69.1% prior year quarter) - **Operating Income:** \$38M (18.5% margin)

Full Year FY2025 (Preliminary): - **Total Revenue:** \$780M (up 8% from FY2024's \$722M) - **Net Income:** \$126M
- **Earnings Per Share:** \$2.14 (in line with guidance, slight miss vs. \$2.18 consensus) - **R&D Spending:** \$109M (14% of revenue)

Revenue Growth Deceleration: MedTech's revenue growth has moderated from historical 12-15% range to current 7-8%, driven by:
- Mature products facing increased competition
- Pricing pressure in legacy cardiac monitoring segment
- Delayed international expansion impact (Europe direct sales model in transition)
- Supply chain constraints affecting product availability (resolved Q4 2025)

Product Mix Dynamics

High-Growth Segments: - Remote Patient Monitoring (RPM) Solutions: \$187M revenue (up 24% YoY) - 24% of total revenue - AI-Enabled Diagnostic Devices: \$93M revenue (up 31% YoY) - 12% of total revenue - Cardiac Rhythm Management: \$312M revenue (up 11% YoY) - 40% of total revenue

Declining/Mature Segments: - Legacy Monitoring Devices: \$141M revenue (down 8% YoY) - 18% of total revenue - Accessories and Consumables: \$47M revenue (down 3% YoY) - 6% of total revenue

Strategic portfolio review likely targets declining segments for rationalization or divestiture.

Profitability and Cash Flow

- **Operating Margin:** 19.3% (down from 21.7% prior year)
- **EBITDA:** \$178M (22.8% margin)
- **Operating Cash Flow:** \$156M (solid but down 11% YoY)
- **Free Cash Flow:** \$97M (after \$59M capex for facility expansion and R&D infrastructure)

Margin compression reflects product mix shift toward lower-margin RPM solutions, investments in European expansion, and increased R&D spending for pipeline products.

Balance Sheet and Liquidity

- **Cash and Equivalents:** \$213M (healthy)
- **Total Debt:** \$180M (conservative leverage)
- **Debt-to-Equity Ratio:** 0.31 (very comfortable)
- **Current Ratio:** 2.8 (strong working capital position)

Strong balance sheet provides flexibility for strategic investments, acquisitions, and navigating leadership transition period.

Stock Performance and Market Sentiment

- **Stock Price:** \$38.20 (down 14% over past 12 months from \$44.50)
- **Market Capitalization:** \$2.25 billion
- **P/E Ratio:** 17.8x (below medtech sector average of 22.3x)
- **Analyst Coverage:** 12 firms (5 "Buy," 6 "Hold," 1 "Sell")

Stock underperformance reflects revenue growth deceleration, margin compression, and investor uncertainty about leadership transition and portfolio strategy. However, valuation now appears attractive with CardioPulse 3.0 launch opportunity not yet reflected in estimates.

Guidance and Outlook

Management provided FY2026 preliminary guidance in December 2025: - **Revenue:** \$820-850M (5-9% growth) - **Operating Margin:** 18-20%
- **EPS:** \$2.20-2.40

Guidance characterized as "prudent" given leadership transition, portfolio review, and CardioPulse 3.0 launch execution uncertainty. Some analysts view guidance as conservative and see upside potential if execution improves.

CRM Activity & Notes

Relationship Status: STABLE BUT UNCERTAIN

Executive Sponsorship: In transition - former CEO champion retiring from day-to-day role; new CEO relationship not yet established

Strategic Alignment: Our solutions remain relevant but strategy under review

Satisfaction Metrics: Good but declining slightly

Renewal Confidence: 65% (moderate risk due to uncertainty)

Active Opportunities

Opportunity 1: Contract Renewal (Primary Focus) - **Value:** \$1.1M annually - **Stage:** Renewal Discussion (7 months out) - **Close Probability:** 65% - **Primary Contact:** James

Mitchell, CTO - **Status:** Renewal discussion initiated; awaiting clarity on new CEO's priorities and budget allocations - **Notes:** CTO James Mitchell remains supportive but has indicated "all significant contracts will be reviewed under new leadership." Procurement has requested detailed usage analysis and ROI documentation (unusual for renewal this early). Suggests increased scrutiny. We need to establish relationship with new CEO Michelle Torres quickly.

Opportunity 2: European Expansion Technology Support - **Value:** \$320K (one-time implementation) + \$180K annually (ongoing) - **Stage:** Discovery/Requirements - **Close Probability:** 45% - **Primary Contact:** Christine Weber, VP International Operations - **Timeline:** Decision by March for Q2/Q3 deployment - **Notes:** European expansion initiative requires technology infrastructure for Munich and Paris offices. We're positioned to extend our platform to support international operations. However, strategic portfolio review has introduced pause on all "non-essential" investments. Christine indicated interest but needs CFO approval, which is pending pending portfolio review completion.

Opportunity 3: CardioPulse 3.0 Launch Analytics - **Value:** \$150K (analytics/reporting module) - **Stage:** Discussed but not formally proposed - **Close Probability:** 35% - **Primary Contact:** David Rahman, VP of Marketing - **Timeline:** Q2 2026 (if moves forward) - **Notes:** Marketing team interested in advanced analytics to track CardioPulse 3.0 launch performance, physician adoption, and patient outcomes. Budget likely exists given launch importance, but timing uncertain. Need to engage post-launch (Q2 2026) when tracking needs become urgent.

Recent Interactions

January 12, 2026 - CTO Check-in Call Spoke with James Mitchell (CTO) for routine check-in. Conversation was cordial but more cautious than typical. James mentioned "lots of change happening" with new CEO and strategic review. He expressed continued satisfaction with our platform but noted "Michelle [new CEO] is reviewing all major vendor relationships and contracts as part of getting up to speed." When asked about renewal, he said "I expect we'll continue, but I need to get Michelle comfortable with the relationship and value proposition first." He suggested we schedule an introduction meeting with Michelle in February.

December 10, 2025 - Quarterly Business Review QBR with IT and operations teams. Standard positive feedback on platform performance and support. Discussion of European expansion technology needs. IT Director Susan Park mentioned budget uncertainty due to strategic portfolio review: "We're being asked to justify every dollar and show clear ROI for any new initiatives." Overall sentiment positive but with undercurrent of caution about spending.

November 18, 2025 - Former CEO Farewell Event Attended Dr. Robert Harrison's farewell event at company headquarters. Opportunity to meet new CEO Michelle Torres briefly. Positive but brief introduction - she was gracious but clearly overwhelmed with transition responsibilities. She acknowledged our partnership ("Robert speaks highly of your team") but didn't engage substantively. Need to schedule proper introduction meeting in early 2026.

October 22, 2025 - Support Escalation (Resolved) Brief service interruption affected 45 users for approximately 3 hours. Our team responded within SLA and resolved quickly. Post-incident review conducted with IT team. No lasting concerns, but incident reminded us that service excellence is critical during periods of organizational change when vendor relationships face heightened scrutiny.

Customer Satisfaction Metrics

- **Net Promoter Score (NPS):** 56 (down from 64 in June 2025 - declining trend)
- **Customer Health Score:** 72/100 (Yellow/Monitor status, down from 81/100 six months ago)
- **Support Response Time:** Avg 3.8 hours (within SLA of 4 hours)
- **Support Resolution Time:** Avg 11.2 hours (within SLA)
- **Executive Sponsor Engagement:** Low/Uncertain - previous CEO sponsor transitioning out; new CEO relationship not established

- **Product Adoption Rate:** 78% (down from 84% - some decline in usage intensity)

Key Stakeholder Sentiment

- **Dr. Robert Harrison (Executive Chairman, former CEO):** Was Champion - Historically very supportive, but transitioning to board role with less operational involvement
- **Michelle Torres (CEO):** Unknown - New to role, no established relationship, focused on strategic review
- **James Mitchell (CTO):** Supportive - Continues to value our solutions but in “wait and see” mode regarding new CEO’s priorities
- **Christine Weber (VP International):** Engaged - Interested in European expansion support but needs budget approval
- **Susan Park (IT Director):** Satisfied User - Day-to-day contact, positive feedback, but limited influence on strategic decisions
- **Procurement Team:** Increasingly Scrutinizing - Requesting more documentation and ROI justification than historically

Contract and Commercial Dynamics

- **Current Contract:** Expires August 31, 2026 (7 months remaining)
 - **Payment Status:** All invoices current, no delays
 - **Usage Trends:** Slight decline in user activity (78% adoption vs. 84% six months ago), though still healthy
 - **Pricing Sensitivity:** No explicit concerns raised, but increased ROI scrutiny suggests pricing will be evaluated
 - **Competitive Activity:** No direct intelligence of competitor activity, but elevated scrutiny increases vulnerability
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Social Media & Market Sentiment

Mixed Sentiment Around Transition

Social media and market sentiment reflects cautious optimism about leadership transition balanced with near-term uncertainty:

Positive Sentiment (52%): - FDA approval for CardioPulse 3.0 widely praised by medical community - Michelle Torres appointment viewed favorably by industry analysts - European expansion seen as positive strategic move - Strong scientific publications and clinical data

Neutral Sentiment (33%): - Standard coverage of leadership transition - Financial results coverage (in-line with expectations) - Portfolio review announcements (factual reporting)

Negative/Concerned Sentiment (15%): - Some employee anxiety about workforce optimization and organizational changes - Investor concern about revenue growth deceleration - Analyst questions about portfolio review impact on near-term revenue - Competitive pressure in legacy product lines

Employee Sentiment (Glassdoor)

Overall Rating: 3.9/5.0 (down from 4.1 six months ago) - based on 148 reviews

CEO Approval: - Dr. Robert Harrison (outgoing): 87% approval - Michelle Torres (new): Insufficient data (only 3 ratings, 67% approval)

Recommend to Friend: 76% (down from 82%)

Recent Review Themes: - Positive: “Great technology,” “Meaningful work,” “Strong R&D culture,” “Excited about new products” - Concerns: “Uncertainty about direction,” “Organizational changes,” “Some communication gaps during transition,” “Workforce

reduction created anxiety”

6-Month Trend: Slight decline in sentiment, likely attributable to transition-related uncertainty. Not alarming but worth monitoring.

Media Coverage Analysis

Healthcare Technology Publications: - **MedTech Dive** (Dec 2025): “MedTech Innovations’ CardioPulse 3.0 Approval Sets Up Growth Opportunity” - positive product focus - **Health IT News** (Nov 2025): “CEO Transition at MedTech Innovations: What It Means” - balanced analysis - **Medical Device + Diagnostic Industry** (Oct 2025): “MedTech Innovations Navigates Leadership Change” - neutral/positive

Financial/Business Media: - **Boston Business Journal** (Jan 2026): “MedTech Innovations CEO Torres Promises Strategic Focus” - interview with new CEO - **Forbes Healthcare** (Dec 2025): “Michelle Torres’ Prescription for MedTech Innovations” - profile piece, generally positive

Industry Analyst Commentary: - William Blair: Maintained “Market Perform” rating, citing “execution uncertainty during transition offset by attractive valuation and product pipeline” - Baird: “MedTech Innovations remains fundamentally sound business navigating normal leadership succession” - Jefferies: “CardioPulse 3.0 launch could be positive catalyst, but portfolio review introduces near-term uncertainty”

Consensus view: Solid company with good products, navigating transition that introduces near-term uncertainty but doesn’t fundamentally alter long-term prospects.

Customer and Physician Sentiment

Healthcare Provider Reviews: - Products generally well-regarded by physicians and clinical staff - CardioPulse 3.0 generating significant interest based on clinical trial data - Some providers expressing concern about product discontinuation rumors (legacy devices) - Customer service and technical support consistently rated positively

Clinical Literature: Multiple peer-reviewed publications featuring MedTech devices published in Q4 2025, demonstrating continued clinical validation and thought leadership.

Risk Assessment

MEDIUM-HIGH RISKS

Leadership Transition Uncertainty - MEDIUM-HIGH New CEO Michelle Torres is conducting comprehensive strategic review that explicitly includes “all major vendor relationships.” Our contract comes up for renewal during this review period (August 2026). Risk factors: - No established relationship with new CEO (limited to brief introduction) - Strategic portfolio review could impact budget allocations and investment priorities - “Fresh start” tendency of new leaders to evaluate all major commitments - Procurement requesting unusual scrutiny of ROI and usage (signal of evaluation intensity)

Estimated Impact: 35% risk of non-renewal or significant price reduction pressure

Strategic Portfolio Review Impact - MEDIUM The portfolio review may result in product line divestitures, which could affect our relevance. If product lines heavily utilizing our platform are divested or de-emphasized, it reduces our strategic importance and justification for continued investment.

Competitor Displacement Opportunity Window - MEDIUM Organizational transitions create vulnerability to competitive displacement. Competitors aware of leadership change and strategic review will target this account aggressively with “fresh evaluation” positioning.

MEDIUM RISKS

Budget Constraints from Margin Pressure - MEDIUM Operating margin compression (from 21.7% to 19.3%) and revenue growth deceleration create pressure to optimize costs. IT budgets often targeted for efficiency savings. While our contract isn't enormous (\$1.1M), it could face scrutiny as "optimization opportunity."

Declining Usage/Adoption Trend - MEDIUM Product adoption rate decreased from 84% to 78% over six months. While still acceptable, the negative trend weakens renewal justification and could be cited as reason for scope reduction or non-renewal. We need to understand drivers and reverse this trend.

European Expansion Delay Impact - LOW-MEDIUM If European expansion slows or pauses due to strategic review, the associated expansion opportunity (\$500K total) evaporates and reduces our growth prospects with this account.

LOWER RISKS

Financial Stability - LOW Strong balance sheet, healthy cash flow, and conservative debt levels mean financial risk is minimal. Payment delays or financial distress are unlikely.

Service/Satisfaction Issues - LOW No significant service problems or satisfaction concerns. Day-to-day user feedback remains positive. Risk is strategic/relationship-level, not operational.

Opportunity Identification

DEFENSIVE PRIORITIES (Risk Mitigation)

1. New CEO Relationship Establishment - CRITICAL PRIORITY Objective: Secure meeting with Michelle Torres within next 4-6 weeks to establish relationship, demonstrate value, and position for renewal.

Strategy: Request introduction meeting through CTO James Mitchell (who has her trust). Prepare concise executive briefing demonstrating our strategic value, ROI, and alignment with her priorities (operational excellence, international expansion, portfolio optimization). Focus on how we enable her success, not just features.

Timeline: Meeting target by late February/early March

Action: Coordinate with James Mitchell to find appropriate timing given her schedule

2. Usage and Adoption Reversal Campaign Objective: Reverse declining adoption trend (78% to back above 85%) to strengthen renewal justification.

Strategy: - Conduct detailed usage analysis to understand adoption decline drivers - Launch targeted user engagement campaign with training, best practices, and support - Identify "champion users" who can advocate internally - Document clear business value delivered through usage metrics

Timeline: 90-day campaign starting immediately

Action: Customer Success team to lead with IT team collaboration

3. Comprehensive ROI Documentation Objective: Build bulletproof business case for renewal addressing procurement's scrutiny.

Strategy: - Quantify cost savings, efficiency gains, and business value delivered - Benchmark against alternatives (TCO analysis showing replacement costs) - Document risk mitigation value (compliance, security, operational continuity) - Prepare executive summary for new CEO and CFO review

Timeline: Complete by end of February for March-April renewal discussions

Action: Finance/ROI analysis team to develop comprehensive case

4. Early Renewal Approach Objective: Secure renewal commitment before strategic portfolio review concludes (reducing uncertainty window).

Strategy: Propose early renewal (April/May vs. August) with modest incentives (5-10% discount for early commitment, extended term, etc.). Position as “one less decision for Michelle to make during busy transition period.”

Timeline: Proposal by March, targeting April/May renewal

Action: Get internal approval for early renewal terms and approach

OFFENSIVE OPPORTUNITIES (Growth)

5. European Expansion Technology Package Value: \$500K total (\$320K implementation + \$180K annual)

Probability: 45% (currently paused but could resume)

Strategy: Position as enabler of strategic international expansion initiative. Demonstrate rapid deployment capability and cost-effectiveness. Offer phased approach to ease budget concerns.

Timeline: Decision by March-April if portfolio review provides clarity

Action: Maintain engagement with Christine Weber; prepare proposal ready to activate

6. CardioPulse 3.0 Launch Support Value: \$150K (analytics module)

Probability: 35% (contingent on launch success)

Strategy: Monitor Q2 launch; engage Marketing VP David Rahman post-launch to offer analytics support for tracking launch metrics, physician adoption, and patient outcomes.

Timeline: Q2 2026 engagement, Q3 potential close

Action: Prepare CardioPulse-specific analytics use cases; stay engaged with marketing team

7. Strategic Advisory Relationship with New CEO Value: Relationship capital (indirect revenue impact)

Strategy: Position ourselves as trusted technology advisors who can provide objective guidance on IT strategy, vendor landscape, and digital transformation. If we help Michelle succeed in her strategic review, we become indispensable partner rather than just vendor.

Timeline: Ongoing through her first year

Action: Offer complimentary strategic technology assessment as part of introduction

Recommended Sales Strategy & Talking Points

Core Strategy: Enabling New Leadership Success

Primary Message: “Michelle, as you take on CEO responsibilities and conduct your strategic review, we want to be a partner that makes your transition easier, not another complexity to manage. Let us show you how we’re enabling MedTech’s operational excellence, supporting your European expansion, and providing the technology foundation for growth products like CardioPulse 3.0.”

Key Talking Points for New CEO Engagement

1. Low-Risk, High-Value Continuity *“You have enormous priorities during this transition - leadership team formation, strategic portfolio review, CardioPulse 3.0 launch, European expansion. Our platform is working well, your IT and operations teams are satisfied, and renewing creates zero disruption. We can provide continuity in technology while you focus on higher-priority strategic decisions.”*

2. Operational Excellence Enabler *“One of your stated priorities is operational*

excellence. Our platform delivers measurable efficiency gains for MedTech's [specific operations]. James [CTO] can speak to the ROI, but the bottom line is we help your team do more with less - exactly what you need during this period of strategic focus."

3. Growth Initiative Support *"Your European expansion into Germany and France is exciting. We can extend our platform to support Munich and Paris operations rapidly and cost-effectively. Your team has the proposal - we're ready to deploy when you are. Technology shouldn't be the bottleneck for strategic growth initiatives."*

4. Partnership Mindset *"We're not here to sell you more stuff. We want to understand your priorities and align our roadmap with your strategy. If that means right-sizing our engagement, we're open to that conversation. If it means expanding to support growth initiatives, great. Our goal is to be the technology partner that makes your job easier."*

Talking Points for CTO and IT Team

1. Adoption Recovery Initiative *"James, we've noticed utilization dipped slightly to 78%. Let's work together to understand why and reverse that trend. We've launched a 90-day engagement campaign with additional training, best practices, and support. Our goal is to get above 85% adoption and demonstrate maximum value from your investment."*

2. Renewal Simplification *"We'd like to propose renewing 3-4 months early to remove this from your plate during the strategic review period. We can offer modest pricing incentives for early commitment, and it gives you one less vendor renewal to manage during a busy time. Lets discuss terms that work for your budget cycle."*

Objection Handling

Objection: "We need to evaluate all vendors as part of strategic review"

Response: "Absolutely appropriate for a new CEO to evaluate major relationships. We welcome the review because we're confident in the value we deliver. What we'd ask is: Can we present our ROI documentation and strategic alignment before you invest time in a formal RFP? If our business case is compelling, we save you the time and distraction of a vendor search. If not, evaluate alternatives with nothing lost."

Objection: "Budget pressures require cost optimization"

Response: "We understand margin compression creates pressure on every budget line. Let's have an honest conversation about optimizing our agreement. We might right-size licensing, adjust services, or restructure payments. The question is: What's the total cost of vendor transition versus optimizing an existing, working relationship? Transition costs - implementation, training, integration, disruption - typically exceed savings from switching vendors."

Objection: "Portfolio review might affect our technology needs"

Response: "That's exactly why we should discuss scenarios. If certain product lines are divested, we can adjust our agreement accordingly. If you're consolidating on growth products like CardioPulse 3.0, we support those operations. Our platform is flexible - we can scale with your evolving needs rather than locking you into rigid commitments during uncertain times."

Objection: "New leadership wants to bring in their own vendors"

Response: "Michelle comes from J&J where she likely worked with multiple technology vendors. We're happy to be evaluated against her preferred vendors. What we bring is institutional knowledge - we know MedTech's environment, configurations, users, and workflows. That knowledge has value during a transition period when continuity reduces risk."

Competitive Defense

Anticipated Competitive Approaches: - "New leadership, fresh start, modern solution" messaging - Lower pricing to appeal during cost pressure period - "Purpose-built for medtech" claims (if we're positioned as generalist)

Our Counter-Positioning: - Emphasize operational continuity during transition (risk

mitigation) - Total cost of ownership analysis including transition costs - Proven delivery track record at MedTech specifically - Flexibility to adjust agreement vs. locked into new long-term commitment

Next Steps & Action Items

URGENT (Next 2 Weeks): 1. Coordinate with CTO James Mitchell to schedule new CEO introduction meeting - Target: Late February 2. Launch 90-day user adoption recovery campaign - Start: Immediately 3. Begin comprehensive ROI documentation and business case development - Target: Complete by February 28 4. Analyze usage decline drivers and develop action plan - Target: January 31

HIGH PRIORITY (Next 30 Days): 5. Prepare executive briefing materials for new CEO meeting (concise, strategic, value-focused) 6. Develop three renewal scenarios (status quo, right-sized, expanded) with business cases 7. Get internal approval for early renewal incentive terms 8. Schedule executive sponsor (our VP) to attend new CEO meeting 9. Create competitive TCO analysis showing vendor transition costs 10. Engage with European operations VP Christine Weber to maintain expansion opportunity

MEDIUM PRIORITY (30-60 Days): 11. Present ROI documentation and renewal proposal to CTO 12. New CEO introduction meeting and relationship establishment 13. Initiate early renewal discussion (target April/May vs. August) 14. Monitor strategic portfolio review announcements for impact assessment 15. Prepare CardioPulse 3.0 launch support proposal for Q2 deployment

ONGOING: 16. Weekly account health monitoring during critical transition period 17. Track strategic portfolio review developments and competitive intelligence 18. Maintain strong support delivery and user satisfaction 19. Build relationships with new executive team members as they're announced 20. Monitor financial results and analyst commentary for strategic insights

Account Team

Account Executive: Sarah Williams (sarah.williams@company.com) - PRIMARY OWNER

Customer Success Manager: Tom Bradley (tom.bradley@company.com)

Solutions Engineer: Rachel Kim (rachel.kim@company.com)

Account Manager: David Foster (david.foster@company.com)

Executive Sponsor: Michael Zhang, VP Sales (michael.zhang@company.com) - ESCALATION FOR CEO MEETING

Internal Support Needed: - ROI/Finance Analysis Team: Comprehensive business case development - Executive Briefing Team: New CEO meeting materials - Customer Marketing: Usage campaign and adoption support materials - Competitive Intelligence: Monitoring for competitor activity

Last Updated: January 16, 2026

Next Review Date: February 1, 2026 (BIWEEKLY monitoring during transition)

Risk Level: MEDIUM-HIGH - Leadership transition creates renewal uncertainty

Action Required: Proactive relationship building and value demonstration

Conclusion

MedTech Innovations represents a solid account facing transitional uncertainty typical of CEO succession. The company fundamentals remain strong - good products, FDA approval momentum, strategic expansion initiatives, and healthy finances. However, new CEO Michelle Torres's strategic review and "evaluate everything" approach creates near-term renewal risk.

Critical Success Factors for Retention: 1. Establish relationship with new CEO quickly - Cannot wait until renewal is imminent 2. Demonstrate clear, quantified value - ROI documentation needs to be bulletproof given scrutiny 3. Reverse adoption decline trend - Usage metrics matter during evaluation periods 4. Position as transition simplifier - Help new CEO by providing continuity and reducing decisions 5. Maintain service excellence - Operational issues during transitions are magnified

Risk vs. Opportunity Balance: - **Renewal Risk:** 35% (moderate-high given circumstances) - **Growth Opportunity:** Limited near-term but European expansion and CardioPulse support offer potential - **Strategic Importance:** Medium - good account but not largest; worth fighting for but manage investment

Recommended Approach: Take proactive, relationship-focused approach emphasizing partnership and flexibility. Avoid being defensive or pushing hard on expansion - focus on demonstrating value and earning continued business. If we help Michelle Torres succeed in her first 6 months, we become indispensable. If we're perceived as just another vendor to manage, we're vulnerable.

The next 90 days are critical. Execute relationship building, adoption recovery, and ROI documentation flawlessly.

CONFIDENCE LEVEL: MEDIUM- Requires Active Management and Executive Engagement

This account intelligence report is confidential and intended for internal sales and customer success teams only.