

The Procurement Leader's Guide to Operational Value

Moving Beyond Unit Price Toward Total Cost
of Ownership, Supply Chain Continuity and
Long-term Partnership.



The Evolving Mandate

Procurement is being asked to do something fundamentally different.

The traditional brief – competitive tender, lowest compliant price, contract awarded – was designed for a different era. Today's hospitals must simultaneously expand capacity, modernise supply chains and reduce costs. Procurement leaders are expected to contribute to all of it.

The data reflects the gap between the current model and the mandate:



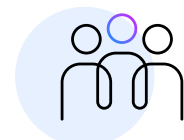
54% to 95%

of medtech tenders in the EU still awarded on lowest price alone vs. 51% EU-wide average across all public procurement sectors¹



98%

of above-threshold medtech procurements use open procedure only¹



3.2

average bidders per tender. Limited competitive pressure driving genuine innovation¹

MedTech Europe² describes Value-Based Procurement as

"...an innovative procurement approach that supports patient-centric, high quality and affordable healthcare."

OECD³ (2023) identifies...

...supply chain resilience, ensuring products and services reach hospitals reliably and predictably, as a core priority for health systems following recent disruption.



Why Total Cost of Ownership Matters

What unit price captures. What it misses.

Evaluation Dimension	Unit Price Model	Total Cost of Ownership
Product cost	✓ Captured	✓ Captured
Inventory holding & expiry costs	⊗ Invisible	✓ Quantified
Manual ordering time & errors	⊗ Invisible	✓ Quantified
Procedural delays from stock-outs	⊗ Invisible	✓ Quantified
Infrastructure modernisation timing	⊗ CAPEX dependent	✓ Financing options available
Administrative burden	⊗ Absorbed by operations	✓ Reducible
Implementation & transition costs	⊗ Often unbudgeted	✓ Planned and supported



An integrated operational partnership platform.

ADVANTICS™ is built around four pillars: Financial Sustainability, Operational Productivity, Referral Acceleration and Patient Satisfaction. Each combines advisory services, digital tools and flexible contracting models.

Financial Sustainability	Operational Productivity	Referral Acceleration	Patient Satisfaction
• Facilitate investment in new technologies: Capital financing enables investment without upfront expenditure • Transform CAPEX to OPEX: Long-term operational partnerships combine technology, services and performance support in a predictable model • Adopt fee-per-procedure: Integrate FPP into inventory management to limit uncertainty around procedure costs	• Reduce the wait list: Eliminate bottlenecks to reduce waiting lists and improve patient access • Maximise cath lab and OR usage: Improve scheduling to maximise utilisation and reduce downtime • Digital inventory (ezPro): Real-time stock visibility and EDI ordering reduce administrative burden and prevent procedure delays	• Flag eligible patients through population health approaches: Algorithm-based flagging for eligible patients not yet on your pathway • Establish multidisciplinary teams: Improved collaboration between departments enables better, earlier patient qualification • Gain centre of excellence visibility: A strong reputation drives referrer growth and increases procedure volumes	• Improve patient experience: Satisfied and stress-free patients drive positive word-of-mouth referrals • Limit pathway falloff: Understand when and why patients drop off the pathway and address pain points • Reduce calls to hospital staff: Better patient communication increases reassurance and reduces the need for patient questions

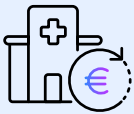


Financial Sustainability



Access equipment now. Without waiting for the capital cycle.

Capital financing removes the CAPEX barrier, converting infrastructure investment into predictable operational costs. Payment as instalments or fee-per-procedure gives procurement full budget visibility across the contract period. ADVANTICS™ also supports full CAPEX-to-OPEX transformation through long-term operational partnerships combining technology, services and performance support.



ADVANTICS view

OPEX-based access models help hospitals in constrained capital environments improve budget predictability and accelerate modernisation without upfront commitment.

Operational Productivity – Digital Inventory (ezPro)

A key capability within Operational Productivity: real-time inventory management.

ezPro is ADVANTICS' digital inventory platform. It addresses the hidden costs that don't appear in unit price comparisons: manual ordering errors, fragmented stock visibility and procedure delays. ezPro provides real-time visibility, predictive analytics, EDI integration and full consignment management.

Boston Scientific managed services can offload inventory management entirely for hospitals requiring deeper support.



Third-party benchmark

MedTech Europe identifies supply chain inefficiency as one of the largest sources of hidden cost in hospital procurement, with manual burden and inventory waste adding measurable cost beyond unit price.²

OECD (2023) highlights supply chain digitisation as a key lever for health system resilience and predictability across European hospitals.⁴



Value-based Procurement in Practice

How ADVANTICS™ responds to the questions your tender criteria will ask.

MedTech Europe's VBP framework evaluates partnerships on total cost of ownership, operational productivity, lifecycle value, workflow efficiency, supply continuity and implementation support.²

ADVANTICS is designed to perform against all six dimensions.

Below are the evaluation questions most frequently raised by procurement leaders with specific responses referencing both third-party evidence and field results.

Evaluation Question	ADVANTICS Response
Does this improve operational efficiency?	Trier, Germany: 80% reduction in ordering time; 87.5% reduction in warehouse management; 47% savings in post-order transactions ⁵ University Hospital, Saudi Arabia: 133% increase in storage utilisation; 50% faster product picking; 100% expiration avoidance ⁵
Does this support infrastructure modernisation?	Capital financing removes the CAPEX barrier, converting infrastructure investment into predictable OPEX. Third-party benchmark: OECD Health confirms OPEX-based access models improve budget predictability and accelerate modernisation without upfront capital commitment ³
Does this reduce workflow complexity?	EDI integration; automated inventory management (ezPro); 47% post-order savings ⁵
Does this come with implementation support?	Boston Scientific provides dedicated implementation, IT integration and process redesign as part of the partnership
Does this meet GDPR – data security requirements?	Solutions comply with global information security standards; Data Processing Agreements available



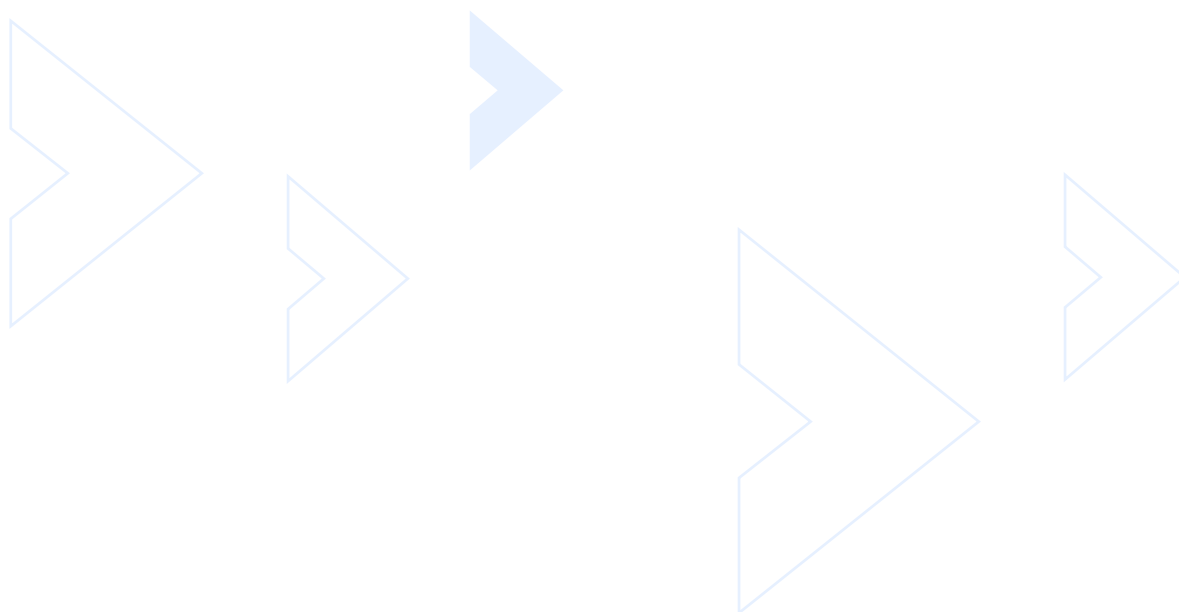
IT and Interoperability



Common concerns, answered directly.

Procurement leaders and hospital IT functions raise a consistent set of questions when evaluating digital solutions.

Common Concern	Specific Response
How does ezPro integrate with our existing systems?	Boston Scientific technical specialists manage installation and guide hospital IT teams through secure integration. EDI connectivity is standard
What are the cybersecurity and data governance standards?	Solutions comply with global information security and cloud data processing standards. Architecture documentation available for IT review
How is patient data protected under GDPR?	Boston Scientific works continuously with customers to ensure GDPR compliance. Data Processing Agreements are available as standard
Who manages implementation and what is the timeline?	Boston Scientific provides dedicated coordination, onboarding and integration planning as part of the ADVANTICS™ partnership; not an additional cost



Request a strategic assessment. Talk to an ADVANTICS™ advisor about your hospital's transformation priorities.

Get in touch



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From Transactional to Strategic



The shift in practice: a side-by-side comparison.

This table is designed to support internal conversations about how your hospital evaluates supplier relationships. It maps the operational and financial difference between a traditional procurement approach and an ADVANTICS™ partnership model.

Dimension	Traditional Model	ADVANTICS Partnership
Contract structure	Contract by contract, device by device	Multi-year strategic partnership, full portfolio
Price evaluation	Lowest unit price	Total cost of ownership and outcomes
Ordering	Manual, variable inventory costs	Automated EDI; predictable cost per procedure
Capital access	CAPEX; waits for budget cycle	Capital financing: access now, predictable payments
Supplier model	Reactive; resets each contract	Embedded advisory; continuous improvement
Implementation	Limited post-sale support	Dedicated onboarding, IT integration, optimisation

Your Next Step

The goal of this guide is to ensure the right questions are asked within your procurement process. If the evidence presented here is relevant to your hospital's context, we recommend the following steps.

- 1 Supply Chain Assessment:** Identify where ordering and inventory processes are consuming time and cost before committing to any contract. [Request via your BSC representative](#)
- 2 Financing and Contracting Review:** Explore capital financing, fee-per-procedure and managed services options available in your market. [Available across EMEA](#)
- 3 Strategic Partnership Conversation:** Build a long-term operational partnership aligned to your hospital's transformation priorities. [Visit BostonScientific.eu/ADVANTICS](https://BostonScientific.eu/ADVANTICS)



References



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2. MedTech Europe Value-Based Procurement Framework
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3. OECD, 'Ready for the Next Crisis? Investing in Health System Resilience,' 2023
https://www.oecd.org/en/publications/ready-for-the-next-crisis-investing-in-health-system-resilience_1e53cf80-en.html
4. OECD (2024). Fiscal Sustainability of Health Systems: How to Finance More Resilient Health Systems When Money Is Tight? OECD Publishing, Paris.
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5. Boston Scientific EMEA ADVANTICS™ field results (internal data)
Results cited: Krankenhaus der Barmherzigen Brüder, Trier, Germany (80% reduction in ordering time; 87.5% reduction in warehouse management; 47% post-order savings) and University Hospital, Saudi Arabia (133% increase in storage utilisation; 50% faster product picking; 100% expiration avoidance). Hospital consent and BSC approvals required before use in any external communication.

Learn more about the various ways ADVANTICS can help enhance your hospital's overall performance.

Learn more

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