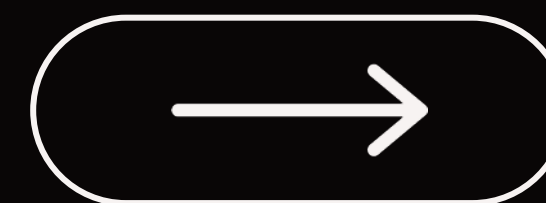




2026 *Pricing Outlook*

What We're Hearing From Clients as They Plan for the Year Ahead

Healthcare & MedTech





In conversations with Healthcare and MedTech leaders, the same challenges are surfacing repeatedly as organizations plan for 2026:

Intensifying Cost Pressures Across the Value Chain

Leaders are navigating rising labor costs, regulatory compliance burden, supply chain challenges, and shifting payer dynamics, all squeezing margins.

Slower Capital Equipment Purchasing Cycles

Hospitals and health systems remain cautious with budgets, delaying equipment upgrades, new platform adoption, and broader tech investment decisions.

What We're Hearing From Leaders

“Our 2026 roadmap was locked...and now half of it is being re-scored because the market shifted again.”

— VP Strategy, MedTech Company (current client)

Heightened Scrutiny from Payers & Providers

Payers are increasing reimbursement pressure, while providers demand clearer justification of clinical value, total cost of ownership, and long-term outcomes.

Growing Preference for Outcome-Based Value

Decision-making is shifting toward solutions that improve workflow efficiency, reduce administrative burden, or enhance patient outcomes, not just clinical features.

Rising Interest in AI, with Cautious Adoption

While many teams see promise in AI for diagnostics, inventory optimization, or care management, most organizations want clearer evidence, defined use cases, and manageable implementation risk.

Risks on the Horizon for 2026



As Healthcare leaders move beyond reactive cost management, a new set of commercial risks are emerging :

Pricing & Reimbursement Misalignment

If pricing strategies don't reflect payer realities or reimbursement constraints, offerings risk becoming financially unattractive for providers.

Delayed Commercial Momentum

Slow decision cycles, growing committees, and stricter procurement processes can stall adoption, even for high-value innovations.

Margin Erosion from Product Complexity

Broad portfolios, overlapping SKUs, bundled service models, and rising service expectations can create hidden costs and underpriced value.

Vulnerability to Competitor Messaging

If clinical or economic value is not communicated clearly, competitors with stronger value stories (even if not stronger products) gain ground.

Misaligned AI Investments

AI initiatives without strong data governance, clear clinical pathways, or aligned stakeholders risk producing noise — or worse, eroding trust with providers and regulators.

Where Leaders Are Focusing Their Attention



Strengthening Economic & Clinical Value Narratives

Leaders are refining how they communicate ROI, workflow impact, total cost of ownership, and patient outcomes to navigate tougher provider and payer scrutiny. Clearer value articulation is becoming essential to drive adoption and protect margins.



Exploring More Flexible Commercial Models

Organizations are evaluating subscription models, service bundles, usage-based pricing, and risk-sharing structures to better align with constrained budgets and evolving reimbursement realities.



Rationalizing Product Portfolios & Investing Behind Fewer Bets

Companies are simplifying SKUs, clarifying product roles, and concentrating resources on solutions with the strongest clinical and economic value — reducing complexity and improving margins.



Pursuing Practical, Evidence-Backed AI Use Cases

There is strong interest in AI for forecasting, diagnostics support, inventory optimization, and workflow efficiency. However, leaders want targeted, low-risk implementations grounded in real data, not broad transformation programs.

A Thought to Leave With

In our work with Healthcare and MedTech leaders, we've learned that the organizations gaining momentum aren't the ones with the most advanced solutions. They're the ones who excel at value communication.

When budgets are constrained and scrutiny is high, the ability to clearly articulate clinical benefit, economic impact, and operational relevance becomes the primary driver of adoption.

If any of these themes resonate with what you're navigating internally, please feel free to [connect with us](#).



