

Build a MedTech Career That **Attracts Opportunities,** Rather Than Chasing Them

A practical guide to becoming more visible,
better connected and considered for the right
MedTech opportunities.



Welcome

There is a version of career progression most of us were taught. Do good work, keep your CV current, and when you are ready for something better, start applying.

It is orderly, and it is also the slowest route available to you.

The MedTech sales and marketing professionals who move well are rarely the ones applying hardest. They are the ones who are already known. When a role appears, somebody thinks of them and picks up the phone.

The opportunity arrives before the advert does. That is not luck, and it is not about having an outgoing personality.

It is the result of choices about how visible your expertise is, how clearly it is described, and how many people beyond your immediate circle understand what you are good at.

This report sets out what the evidence shows about how opportunities move through the MedTech market. It explains why the people who attract them are seldom the people applying most often.

You will find current UK market data, research on how job moves happen in practice, and a ninety-day plan you can start this week.

None of it asks you to become a content creator or spend hours a day online.

It asks for clarity about what you do, consistency in saying it, and a specialist MedTech recruiter who can carry your name into rooms you will never be in.



Why the Advertised Route Has **Narrowed**

Start with the market you are operating in, because it changes what a sensible strategy looks like.

According to the Office for National Statistics, there were 705,000 vacancies in the UK between February and April 2026. That is the lowest figure since 2021 and below pre-pandemic levels.

ONS figures also put job-to-job resignations at around 204,000 in the final quarter of 2025, against a peak of 446,000 in mid-2022.

The figures point to a more cautious employment market. Fewer roles are being advertised, and fewer people are moving of their own accord.

A smaller advertised market means more applicants per advert. It also means employers lean harder on people they already know about, or people a recruiter can vouch for.

There is a second half to this picture, and it is the half that matters to you. The Chartered Institute of Personnel and Development, surveying more than 2,000 UK employers, found that a third still report vacancies they cannot fill.

Demand has not disappeared. It has become selective. Employers are cautious about hiring, and when they do hire, they want certainty about the person.

That is particularly relevant in MedTech, where the right commercial hire needs more than a good CV. Product knowledge, clinical credibility, relationships, sales performance and an understanding of complex healthcare environments can all matter.

Certainty comes from familiarity. The MedTech sales or marketing professional an employer has read, heard about, or been recommended carries less perceived risk than the one who arrives cold through an application portal.

The Difference Between Being Available and Being Findable

Most people who want a better role are available. Far fewer are findable.

Being available means you would say yes to the right approach. Being findable means the right approach can locate you, understand what you do, and decide you are worth contacting.

These are not the same thing, and the gap between them is where many careers stall.

Think about how a hiring decision usually starts. A MedTech business has a problem. Perhaps it needs a Territory Manager capable of opening a new region, a Clinical Specialist who can build credibility with clinicians, a Product Manager who understands a particular therapy area, or a Sales Director who can take a growing team to its next stage.

That problem is described to a colleague, a contact, or a specialist recruiter. Names come up.

At that moment, your CV is irrelevant, because nobody is reading it. What matters is whether your name surfaces, and whether the person who says it can explain in one sentence why you fit.



How Opportunities **Travel** Through a Market

The strongest evidence on this comes from a study published in Science in 2022 by researchers at MIT, Harvard and Stanford.

They ran experiments across 20 million people over five years, generating around two billion new connections, and tracked roughly 600,000 resulting job changes.

The finding was consistent.

Acquaintances produced more job mobility than close contacts. Loose connections outperformed strong ones.

The reason is structural rather than social. Your close contacts largely know what you know and move in the circles you already move in. They rarely surface information you do not have.

Acquaintances sit in adjacent parts of the market. They hear about things you would never hear about, and they connect you to people you would never meet.

The study also found the effect was not simply a matter of the weaker the better. Connections sharing around ten mutual contacts were the most productive of all.

Close enough to be credible, distant enough to bring new information. That is the sweet spot.

The 1973 Finding This Confirmed

This was not a new idea, but it had never been tested at scale. The sociologist Mark Granovetter surveyed people who had found jobs through personal contacts in 1973.

More than 83 per cent had found those roles through people they saw only occasionally or rarely. Fewer than 17 per cent found them through people they saw often.

Fifty years later, an experiment across millions of people confirmed it causally rather than by correlation.

What This Means for You in Practice

If loose connections drive opportunity, then the goal is not simply to deepen a handful of relationships. It is to be understood correctly by a wide circle of people who know you only slightly.

For a MedTech professional, that might include former colleagues, customers, clinicians, distributors, industry contacts, people you have met at conferences, and recruiters who specialise in your market.

You cannot achieve that through one-to-one conversation alone. There are not enough hours.

You achieve it by saying something publicly and consistently about what you do, so that hundreds of loose contacts form the same accurate impression at once.



What the **Data** Says About Visibility and Progression

There is now direct evidence linking visibility to advancement, not just to job moves.

One analysis examined 17,561 LinkedIn profiles of employees at large UK and US companies, comparing those who had been promoted with those who had not.

Employees who had been promoted had, on average, 9.2 per cent more followers than those who had never been promoted. The gap widened sharply with seniority.

Nearly

4x

the connections for people promoted to VP level compared with those promoted into assistant-level roles

Those promoted to vice president level had close to four times the connections of those promoted into assistant level roles.

The timing pattern is interesting. People promoted within one to two years had nearly double the followers of those who took more than a decade to advance.

Correlation is not causation, and a wide network will not compensate for weak work. But the direction is consistent, and it strengthens the further up you go.

The plainest reading is this. At senior levels, opportunities are handed to people who are already known.

Being excellent and invisible is a slower path than being excellent and legible.



What Decision Makers Do Before They Make Contact

Before anybody calls you, they look you up. This is now the standard first step rather than a final check.

A hiring manager hears your name, a recruiter mentions you, or a colleague makes a recommendation. Within a minute, somebody is reading whatever you have put in public.

What they find decides whether the conversation happens at all. If there is nothing there, or what is there is thin and three years out of date, the thought passes. Absence is not read as modesty. It is read as an absence of evidence.

This cuts both ways, and the favourable direction is the one people overlook.

If decision makers are searching before they make contact, you get to decide what they find.

A clear profile, a few pieces of thinking about the commercial or clinical challenges you see in MedTech, and a consistent account of what you do will do more for you than another round of applications.

The people who leave this blank are not neutral in the process. They are filtered out by default, without ever knowing it happened, regardless of how good they are.



The **Four Signals** That Make You Findable

Visibility is often mistaken for volume. It is not about posting constantly. It is about four signals being clear and stable over time.

Clarity About What You Do

Most MedTech sales and marketing professionals describe themselves by job title and employer. That tells a reader where you work, not what you are good at.

Replace it with the problem you solve. Name the type of work, the type of MedTech or HealthTech business, and the outcome you are known for.

A Territory Manager might be known for opening underdeveloped regions. A Clinical Specialist might excel at building clinician confidence around complex technology. A marketing professional might have a track record of launching new products or developing new categories.

If somebody reads your profile and cannot repeat back what you do in one sentence, the profile is not working.

Consistency Over Time

A burst of activity followed by six months of silence reads as a job search. Steady, low-volume presence reads as expertise.

One considered post a fortnight, sustained for a year, outperforms daily posting for three weeks. Compounding matters more than intensity.

This is also why you start before you need to move. Positioning built during a search looks like what it is.

Evidence Rather Than Adjectives

Words like driven, passionate, and results-oriented appear on almost every profile, which is precisely why they carry no information. Replace them with specifics.

What territory did you grow? What product did you launch? What relationships did you establish? What target did you exceed? What team did you develop? What changed because you were there?

Numbers help, but a concrete story works nearly as well. Detail is the signal of somebody who did the work.

Reach Beyond Your Immediate Circle

If everybody who knows your work sits inside your current employer, your network cannot generate much external opportunity. It can mainly generate internal moves. Deliberately build outward.

Comment usefully on other people's thinking. Attend MedTech conferences and events. Stay in touch with former colleagues who have moved elsewhere. Maintain relationships with customers and other people across the industry where appropriate.

Remember the finding on loose ties. These lighter relationships are the ones that carry information across the boundaries of your current world.



Why This **Matters More** as You Become More Senior

The pattern is not evenly distributed across a career. It strengthens considerably as you move up.

Early in a career, formal processes do most of the work. Roles are advertised, applications are read, and structured recruitment does what it is designed to do.

Senior appointments behave differently. The pool is smaller, the cost of a mistake is higher, and employers place more weight on reputation and recommendation than on a well-written application.

A Sales Director, Country Manager or VP of Sales appointment, for example, is far more likely to involve detailed market conversations and proactive search than an employer simply waiting for the right person to apply.

This is why the follower gap in that promotion analysis widened so sharply with seniority. The higher the role, the more the decision runs on who is known and trusted.

There is a sector caveat worth noting. The research on loose connections found the effect strongest in digitally oriented industries and weaker in more traditional ones.

MedTech remains a highly relationship-driven market. Online visibility therefore matters, but it should not replace the relationships built through customers, colleagues, conferences, industry networks and face-to-face conversations.

The principle holds either way. What changes is where the loose connections live. The practical implication is that the work you do now compounds. Positioning built at mid-career is what makes you visible for the senior role five years from now.



Why a **Specialist MedTech Recruiter** Multiplies Everything You Build

Everything above increases the chance that the right person hears about you. A specialist MedTech recruiter changes the odds far more sharply.

Advance Recruitment has specialised in medical sales and marketing recruitment for 29 years.

That matters because specialist recruitment is built on a market map that takes years to develop.

We know MedTech and HealthTech businesses, the people leading their commercial teams, and the professionals operating successfully within them. Our network extends to more than 30,000 professionals, from graduate medical sales through to executive leadership.

We know which businesses are growing, which teams are changing and where new opportunities may be taking shape.

Crucially, we do not rely solely on the people actively applying for jobs. Our search-led approach is designed to identify and engage professionals who may not be looking at job adverts at all. In fact, 79 per cent of our placements come from passive candidates.

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You cannot build that map yourself while doing your job. It takes years of full-time relationship building in one market.

Here is the part that matters most.



Your positioning only reaches the people you can reach. A specialist recruiter carries it into conversations you are not part of.

When a hiring manager describes a problem, the recruiter who understands your experience can name you and explain the fit with credibility a cold application never carries.

That is the multiplier. You do the work of becoming clear and visible. We take that clarity into a market you cannot always see.

How to Get the Most From That Relationship

Build the relationship before you need it. A recruiter who has known your experience and ambitions over time can advocate for you with far more conviction than one you only contact when you need a job.

Be specific about what you want next. Vague ambition is difficult to represent. A clear brief lets us recognise the right role when it appears.

Tell us what you would not consider, and why. The boundaries are as useful as the target.

Stay in touch when nothing is happening. Those conversations are where useful MedTech market intelligence gets shared, in both directions.



Your First **Ninety Days**

None of this requires a dramatic change. It requires a sequence, worked through steadily.

Days One to Thirty: Get the Foundations Right

- Rewrite your headline and summary around the problem you solve, not your job title.
- Add three specific pieces of evidence to your recent roles: what changed because you were there.
- Make a list of twenty people who know your work and have moved to other organisations.
- Open a conversation with Advance Recruitment with no immediate agenda.

Days Thirty- One to Sixty: Start Saying Something

- Comment thoughtfully on three posts a week from people working in MedTech and HealthTech.
- Write one short piece about a problem you see repeatedly in your work and what you have learned about it.
- Reconnect with five people from your list, with something useful rather than a request.
- Give us a clear brief: the role, the type of business, the things that would rule a move out.

**Days Sixty-
One to Ninety:**
**Build the
Relationships
That Carry You**

- Attend one MedTech or HealthTech event, online or in person, and follow up with three people afterwards.
- Publish a second piece, and notice which topics draw responses from people you do not know.
- Ask two trusted contacts how they would describe what you do, and compare it with how you describe it.
- Review your positioning against the four signals and correct whichever is weakest.



At the end of ninety days, you may not have a new job. You will have something more durable: a market that knows who you are and a specialist advocate who can act on it.

What Undoes Good Positioning

A few patterns reliably waste the effort. They are worth knowing before you start. The first is starting only when you need to move. Positioning built under pressure is transparent, and it arrives too late to compound.

The second is describing yourself differently in every place. Your profile, your conversations, and your recruiter brief should tell one story.

The third is treating visibility as broadcasting. Posting frequently without saying anything specific builds noise, not authority.

The fourth is confusing activity with progress. Fifty applications feel productive. Four well-placed conversations achieve more.

The last is going it alone. The information that decides many moves sits with people who spend their working lives inside one specialist market, and much of it is never published on a job board.

In Summary



The advertised market has narrowed, and employers are hiring more cautiously. That makes familiarity and trusted recommendation more decisive than they were.

The research is consistent: opportunities travel along loose connections rather than close ones, visibility correlates with faster progression, and decision makers form a view of you before they ever make contact.

The practical step is not another application. It is to spend the next ninety days making your expertise clear, consistent, evidenced, and known beyond your immediate circle.

If you would like to talk through where you sit in the MedTech market and what your next move could look like, book a confidential career review with us.

It is a planning conversation, not a sales pitch. We will look at what you have built, where the demand is, and what would need to be true for the right opportunity to find you.



About Advance Recruitment

Advance Recruitment has specialised in medical sales and marketing recruitment since 1997, helping professionals build successful careers across the MedTech and HealthTech sectors.

Our network of more than 30,000 professionals spans the market, from graduate medical sales through to executive leadership. That experience gives us a clear view of where opportunities are developing, what employers are looking for and how your skills and experience are valued in the market.

We know that the right career move does not always begin with a job advert. In fact, 79% of our placements come from passive candidates. Our search-led approach means we are regularly speaking with MedTech and HealthTech businesses about talented people who may not be actively looking for a new role.

For candidates, that means you can have a conversation with us long before you decide to move. We take the time to understand what you have achieved, what motivates you, the type of organisation and culture in which you perform best, and what you want from the next stage of your career.

Whether you are a Territory Manager, Clinical Specialist, Product or Marketing Manager, commercial leader or taking your first steps into medical sales, our aim is the same: to help you make an informed career decision rather than simply make a move.

Our values of empathy, collaboration, quality and responsiveness shape how we work. You can expect straightforward advice, honest feedback, regular communication and a relationship that extends beyond a single vacancy.

Because the best opportunity is not necessarily the one you are actively searching for. Sometimes it starts with the right conversation.

Testimonials



Thank you Karen... you were a legend.

During my 24 years in the medical industry I have dealt with a number of different medical recruiters.. both as a active employee looking for their next move and as an RSM looking for a new position to be filled .. and to say that Karen excelled in her contact, conversation, communication and vibe is an understatement - she was simply outstanding. Karen I feel took the time to align me to the correct role and company culture for me which is huge. I'd strongly recommend Karen to anyone in my medical device community

– Ryan W



“From the initial contact about the opportunity proposed, Liv has been amazing. Always catching up to see how you're doing and answering any questions you may have. It was a pleasure working with Liv and she made the process of looking for a new opportunity a breeze

– Krzysztof S

Take the **Next Step**

If you would like a confidential conversation about your current role, career goals or what your next move could look like, book a call with us



[Book a Confidential Career Review Call](#)



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