

# Influencing the Healthcare C-Suite Decisionmaker

A Persona-Based Approach

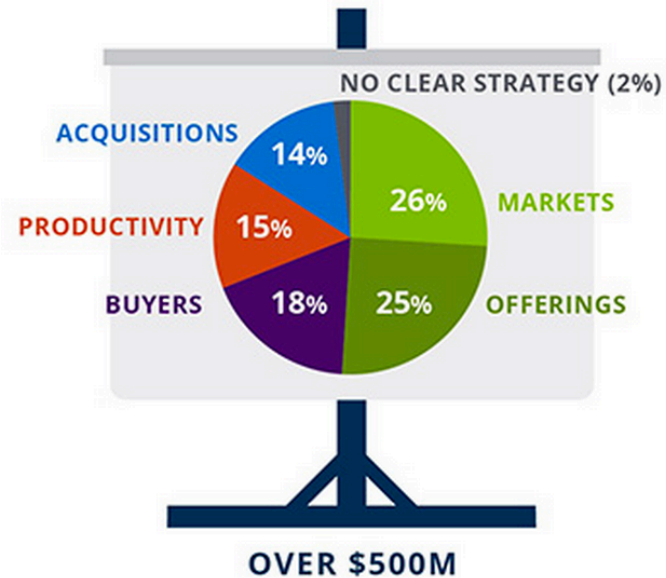


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# Where Is Your Growth Coming From?

## HOW WILL YOU GROW?

OFFERINGS AND MARKETS LEAD THE WAY AS PRIMARY GROWTH PILLARS FOR 2014 AND BEYOND FOR BOTH LARGE AND SMALL COMPANIES.



# Executive Summary

- Key issues
  - Many marketers struggle to find – and influence – the key decisionmaker in the buying process
  - The healthcare buying cycle is protracted, complex and often relies on personal relationships
  - We often claim “healthcare is different” – but we rarely use data to articulate how and why
- What you will walk away with
  - An understanding of the SiriusDecisions Buying Cycle Framework to articulate the buyer’s journey
  - Fact-based insights on how key leaders in healthcare are involved in the buying process
  - The SiriusDecisions Buyer Persona Framework to ensure your marketing messaging can resonate with the C-level audience

# “Vision” and Reality Rarely Coincide

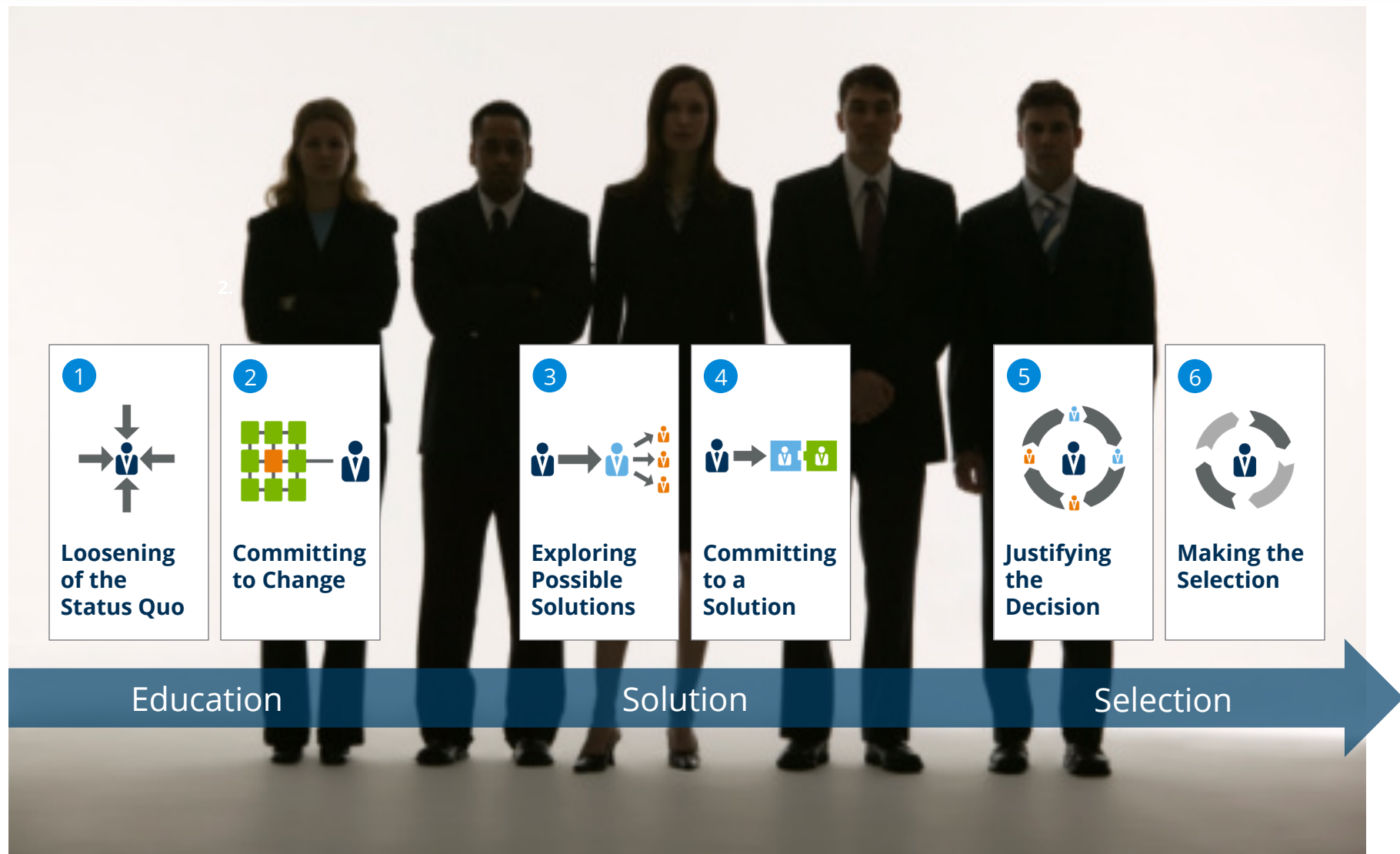


# The SiriusDecisions Buying Cycle Framework

A tool for articulating the buyer's journey



# The SiriusDecisions Buying Cycle Framework



# How Do Healthcare Decisionmakers Learn About New Products and Services?

1



Loosening  
of the  
Status Quo

## Key Strategies

Clearly identify a champion in the buying process

Establish a robust client advocacy program

Participate as a thought leader

Optimize all campaign materials for search

Team or colleague recommendations

Industry peer

Online association

Vendor Web site

Internet search: vendor name

Internet search: product

Internet search: problem statement

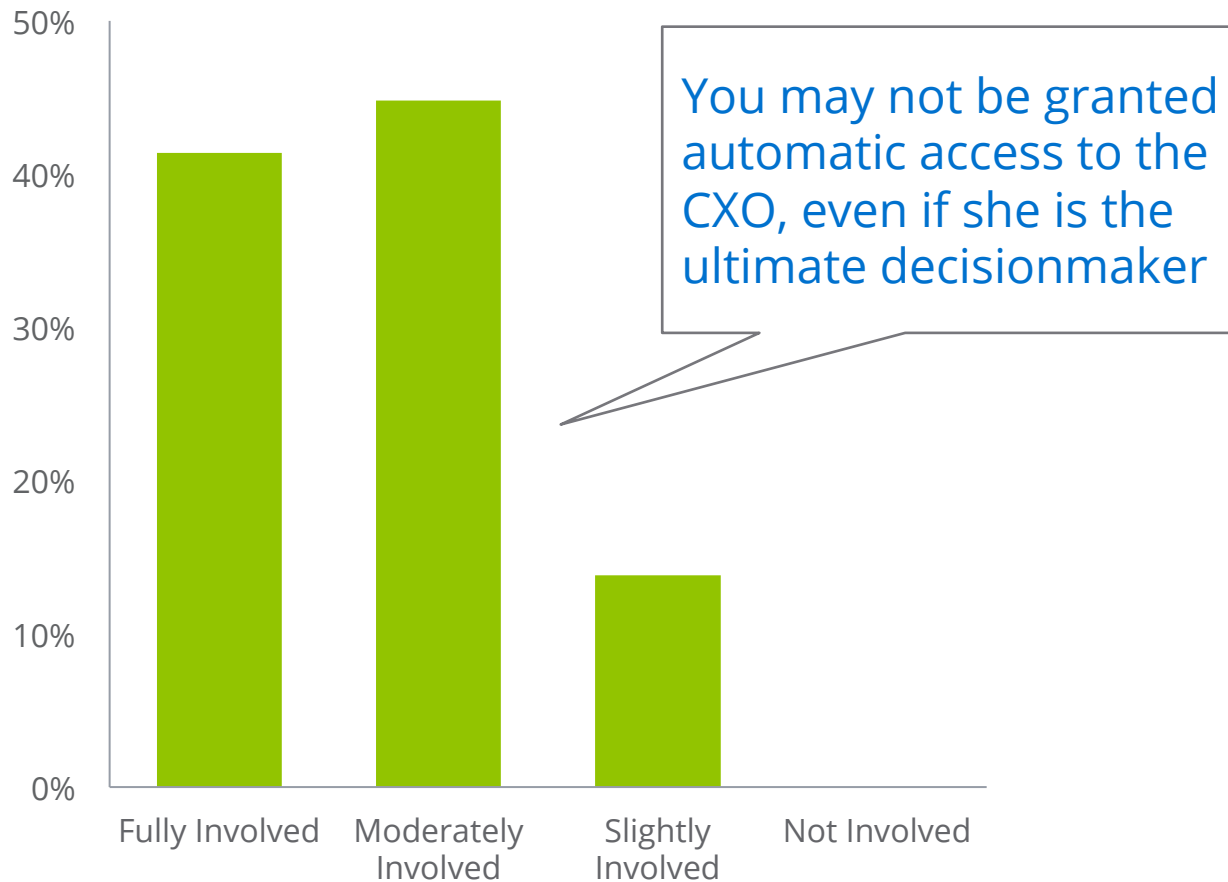
All other industries

# Involvement Is High – But Not Necessarily Consistent

2



Committing to Change



**Committing to change = persuasion that action is essential**

- Share what peers are doing
- Use market data
- Consider the role that heuristics may play

*Q: During the “committing to change” stage, how involved are you in the buying process?*



# The Influence of Direct Reports Cannot Be Overstated



## Arming your champion:

- Information, resources and tools to socialize the idea
- Executive summaries for the CXO
- Watering holes

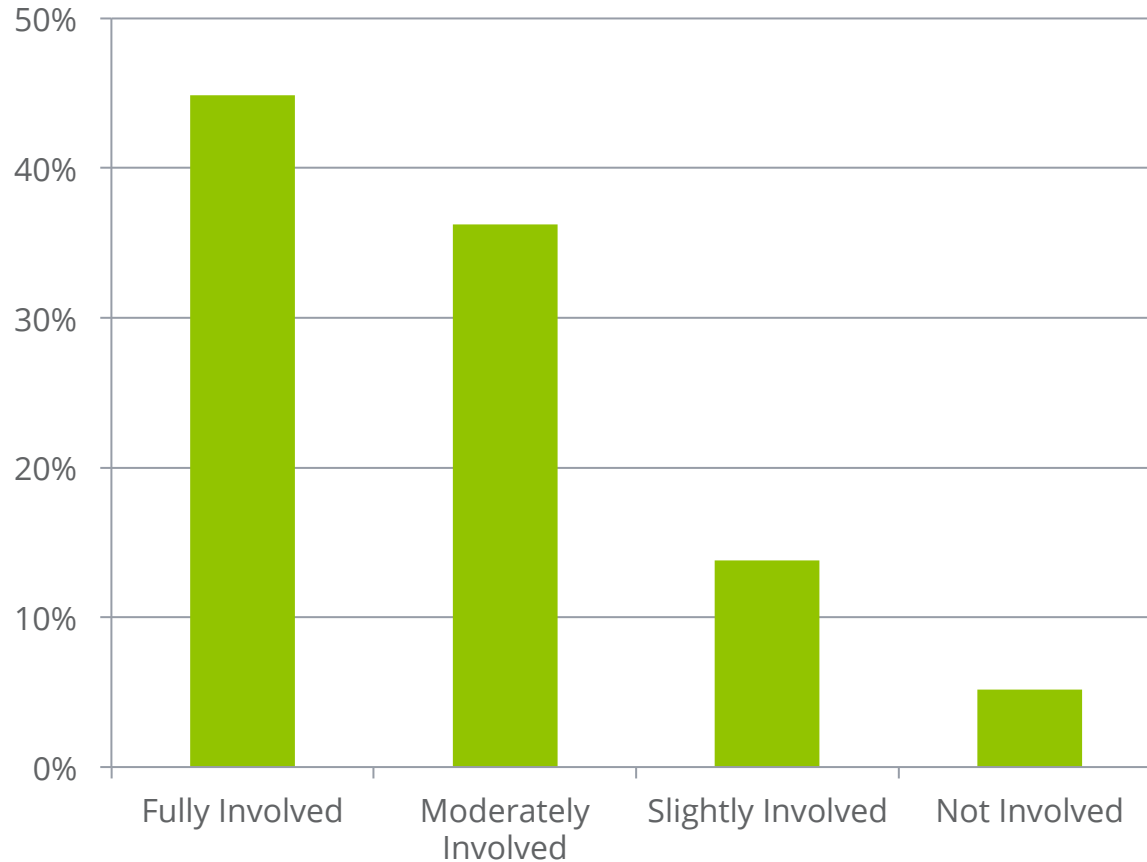
*If involved (during Stage 2), do you typically meet with the vendor's salesperson or sales team (either via phone or in-person)?*

# Involvement Remains Through Commitment

4



Committing  
to a  
Solution



## Getting to commitment:

- Differentiation
- Proof points
- Value of solution vs. status quo
- Vendor experience

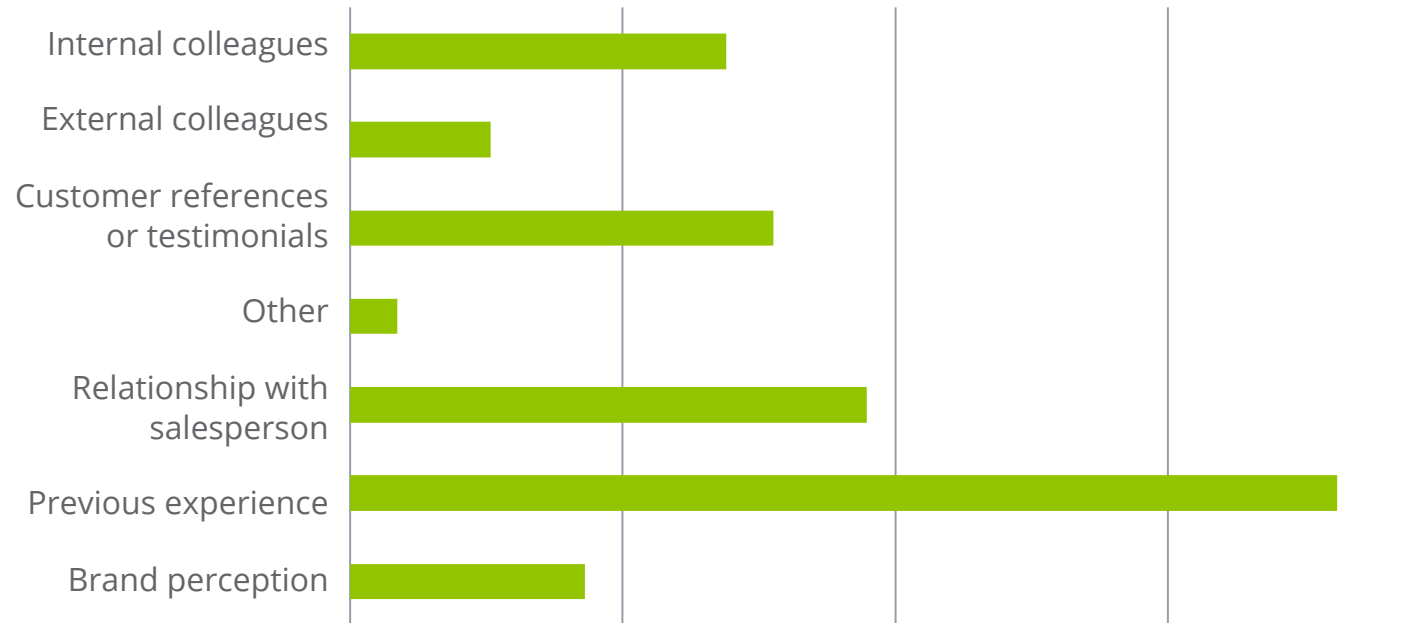
*Q: During the “committing to change” stage, how involved are you in the buying process?*

# Peers Continue to Be Important Through the Last Stage of the Buying Process

6



Making the Selection



*Q: When making a decision, what carries the most weight?*

## Factors that influence response to marketing:

Pertinent to problem they are facing

Pertinent to initiative they are working on

Relevant to job role

Exploring solutions; vendor seems to match

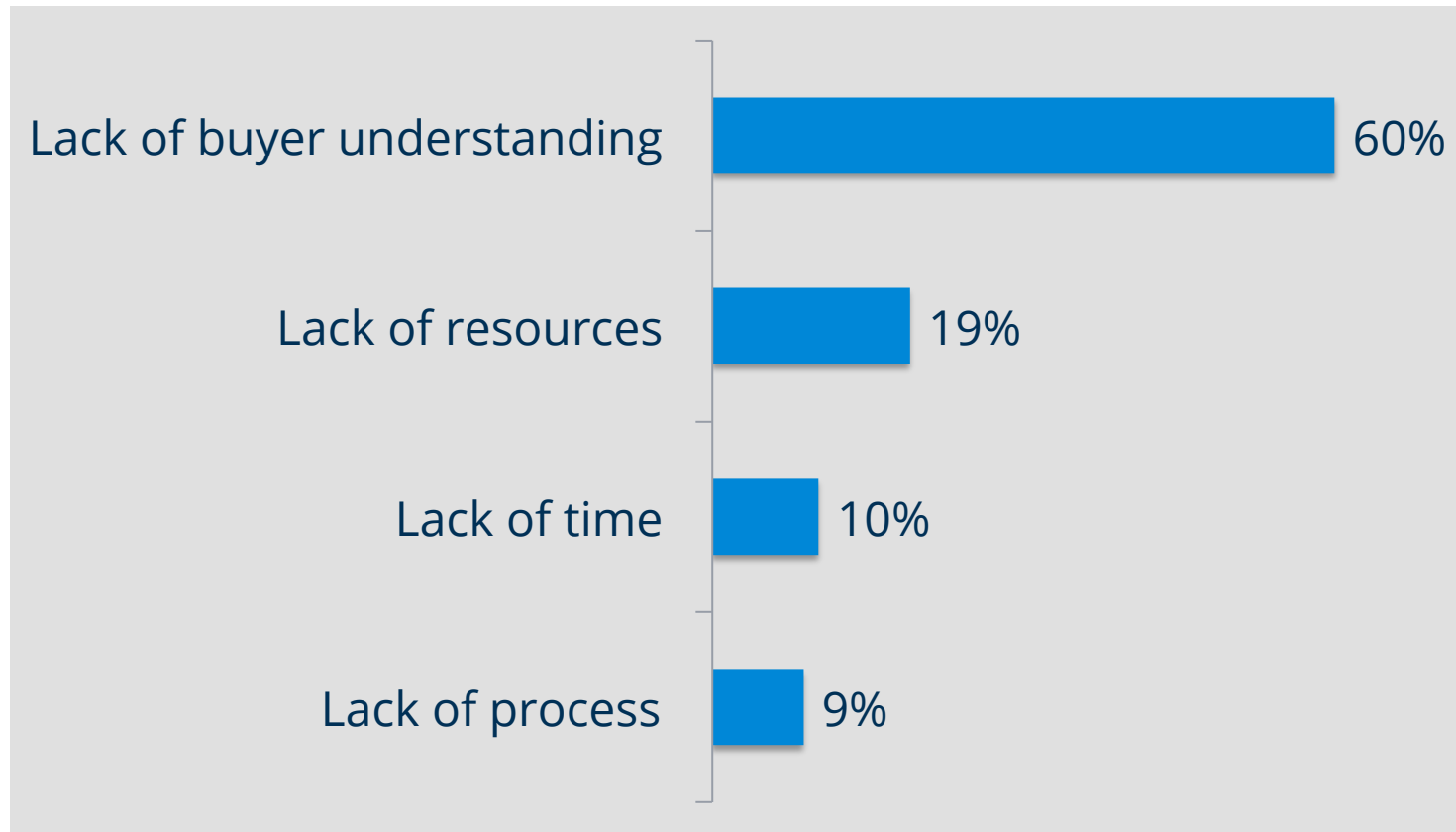
# Personas

The key to understanding the C-suite audience



# The Biggest Breakdown: Lack of Buyer Knowledge

**SiriusPerspective:** Although 83 percent of companies report a goal to increase buyer-centric content creation in 2014, marketers' big challenge is a lack of buyer insight.

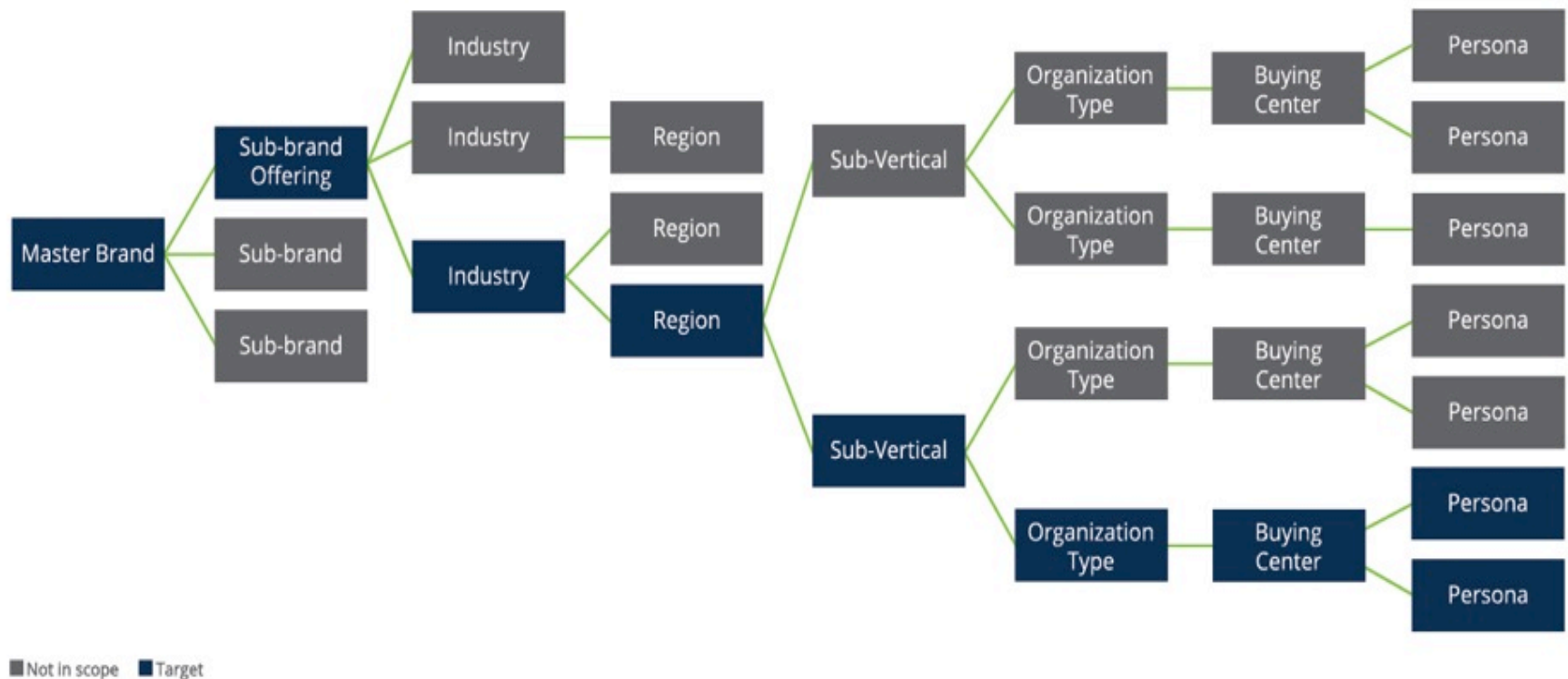


Source: SiriusDecisions B-to-B Content Study, 2014

# Foundational Deliverable: Audience Framework

**SiriusPerspective:** Audience categorization is often missing from the content process, which can cause downstream internal myopia, confusion and content ineffectiveness.

The SiriusDecisions Audience Framework: Sample Audience Levels



■ Not in scope ■ Target

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## Audience Framework: HIT Example

Offering	Industry	Region	Sub- Category	Org Type	Buying Function	Persona	Persona
Inpatient EHR Application	<b>INDUSTRY</b>  <b>Key Issues:</b> <ul style="list-style-type: none"> <li>▪ Ongoing regulatory changes</li> <li>▪ Increasing negative sentiment around HIT/large implementation</li> <li>▪ Increasing need for interoperability</li> </ul> <b>Buyer Needs:</b> <ul style="list-style-type: none"> <li>▪ Adaptable, customizable platforms</li> <li>▪ Smooth implementation</li> </ul>		<b>CIO</b>  <b>Key Issues:</b> <ul style="list-style-type: none"> <li>• Complex legacy systems</li> <li>• Complex purchasing decision involves numerous key stakeholders</li> </ul> <b>Buyer Needs:</b> <ul style="list-style-type: none"> <li>▪ Ensure that the hospital system qualifies for government incentives payments by demonstrating adherence to meaningful-use standards</li> <li>▪ Ensure seamless integration with core systems and native apps</li> </ul>			<b>CHIEF MEDICAL OFFICER</b>  <b>Key Issues:</b> <ul style="list-style-type: none"> <li>▪ Protecting the quality of patient care</li> </ul> <b>Buyer Needs:</b> <ul style="list-style-type: none"> <li>▪ Ensure staff receives adequate training so patient care is not negatively impacted</li> <li>▪ Ensure reporting systems include clinical and operational dashboards to monitor care quality and efficiency</li> <li>▪ Ensure system can be customized to adapt for workflows in specialty departments</li> </ul>	
Key Issues							
Buyer Need							

# The SiriusDecisions Persona Framework

**SiriusPerspective:** Align the organization around a common understanding of buyers and their needs to drive best-in-class messaging, content campaigns and advocacy.





# Common Failure Points

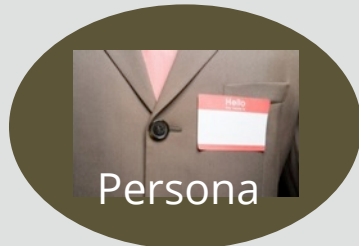
**SiriusPerspective:** Try to uncover commonalities across customers to create a common definition of a persona.



1. Ignoring the key initiatives
2. Overly clever or esoteric personas
3. Not keeping them alive and dynamic
4. Forgetting to talk to actual customers
5. Skipping the validation step

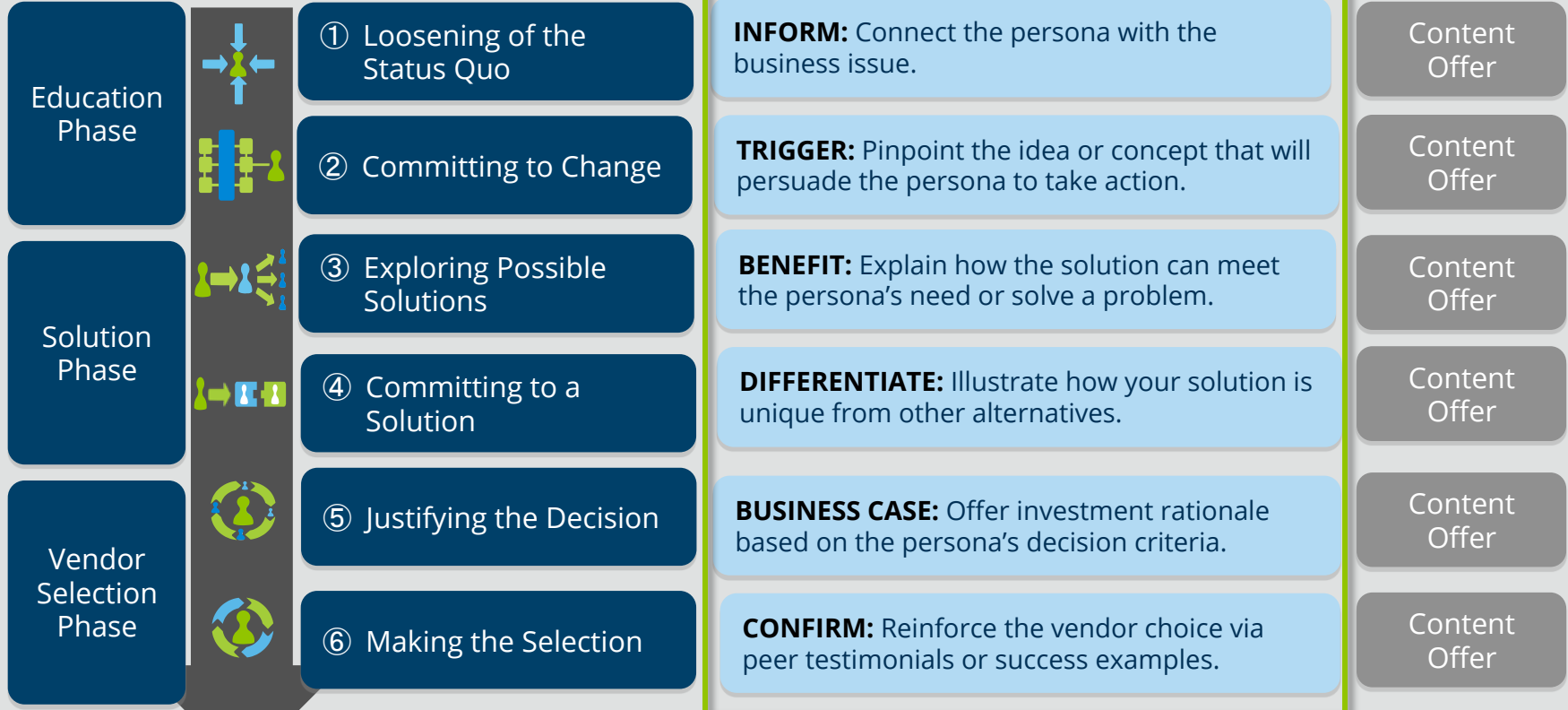
**“Avoid doing personas for personas’ sake.”**

# SiriusDecisions Persona-Based Messaging Map



## Value Proposition

### SiriusDecisions B-to-B Buying Cycle



# Action Items

- Using the SiriusDecisions Buying Cycle Framework, map the buyer's journey, identifying key inflection points and influencers
  - Determine the role of the CXO in the journey
  - Brainstorm pathways to influence
- Identify the three to four personas that are most crucial in the buying process and evaluate your current marketing messages with those lenses
- Leverage the SiriusDecisions Persona Framework to build and validate your knowledge of key personas

## Available Research

- Inside a Customer Buying Cycle
- Creating a Value Stream Map of the Buyer's Journey
- Buyer Audience Alignment: A Framework for Healthcare Marketing Leaders
- Introducing the SiriusDecisions Content Model
- The SiriusDecisions Buyer Persona Framework
- Building B-to-B Personas: An Action Plan and Timeline
- The SiriusDecisions Persona Interview Guide
- Prioritizing Buyer Personas
- The SiriusDecisions Product Marketing Messaging Map