

What Flavor is Your Champion?

August 5th , 2020

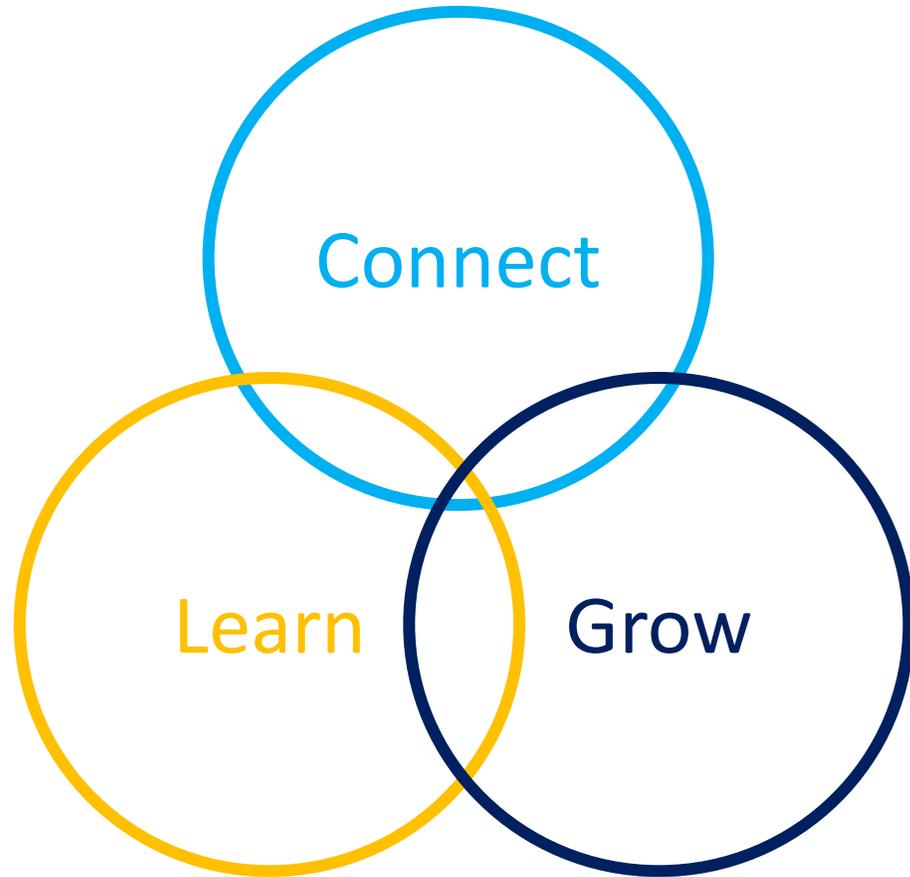


Goals

- Gain new perspectives on why complex sales get stuck
- Learn about the different types of champions
- Understand what you can do to move deals faster

Healthlaunchpad

New Kind of Healthcare Sales and Marketing Firm



Customer Insights
+
Go-to-market Programs
+
Account-Based Marketing



ABM Marketing - How We Help



Pinpoint where to improve and give you greater leverage



Help you gain better insights about your customers



Develop new ways to grow your pipeline and move deals faster through your funnel



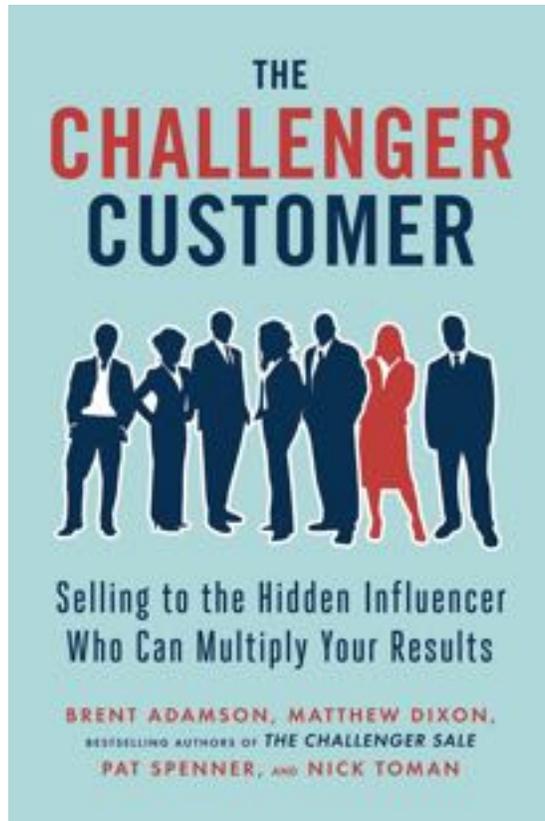
healthlaunchpad CONNECT

An exclusive community for senior healthcare sales and marketing professionals:

- 140 members and growing!
- A place Network with peers
- Get help and feedback
- Explore new career opportunities
- Slack Group
- Exclusive Collaboration Sessions

"ADD ME" in Chat

Today's Webinar is Based On



- Written by executives of The Corporate Executive Board (CEB) now owned by Gartner
- Follow-up to the *The Challenger Sale*
- Based on research with 3,000 stakeholders in complex B2B buying purchases



Why Are Deals Moving Slower?

Consolidation: Big healthcare systems are getting bigger and more complex

Modern Management: Flatter and more consensus-driven

Information: Stakeholders form their own and often differing opinions

Compliance & Risk Management: More people are involved

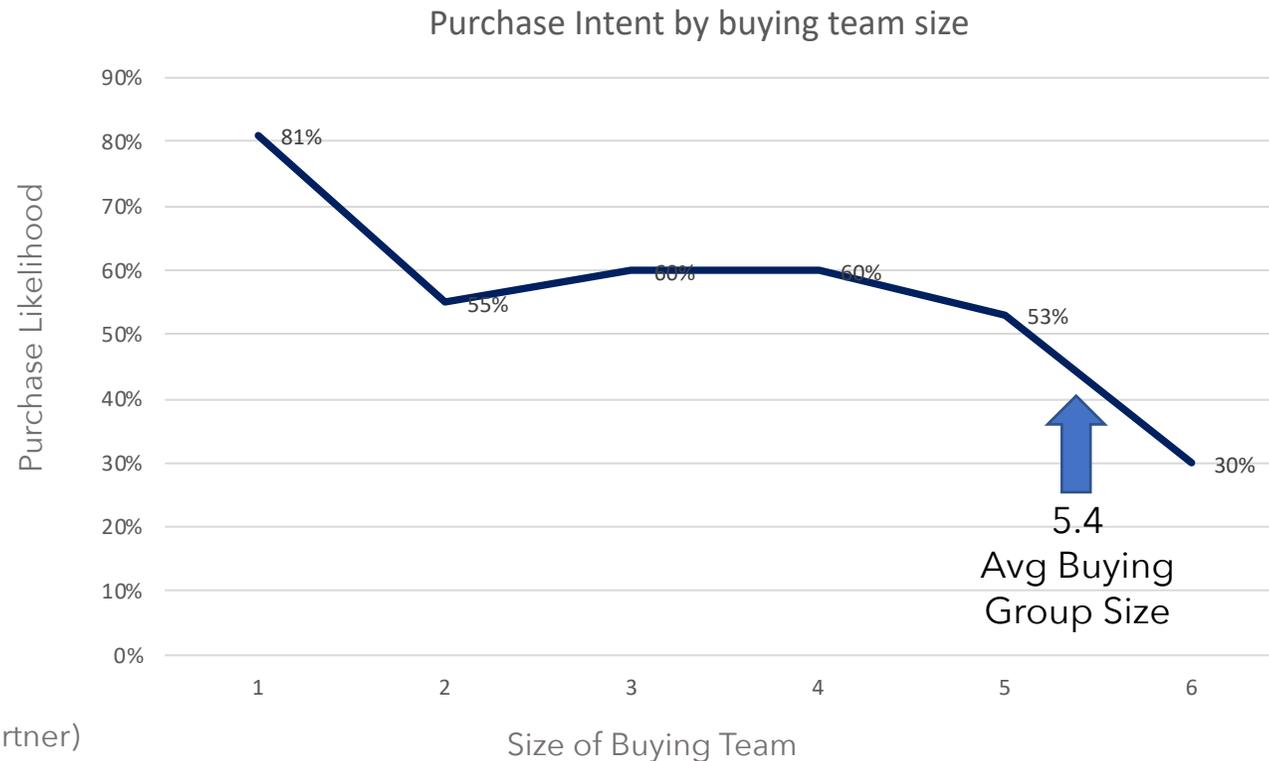
"1 of 3" Problem: Longer sales cycles and smaller, poorer quality deals

COVID-19: Made this even worse



Poll - How many decision-makers are typically involved in your sales?

Too Many Cooks...

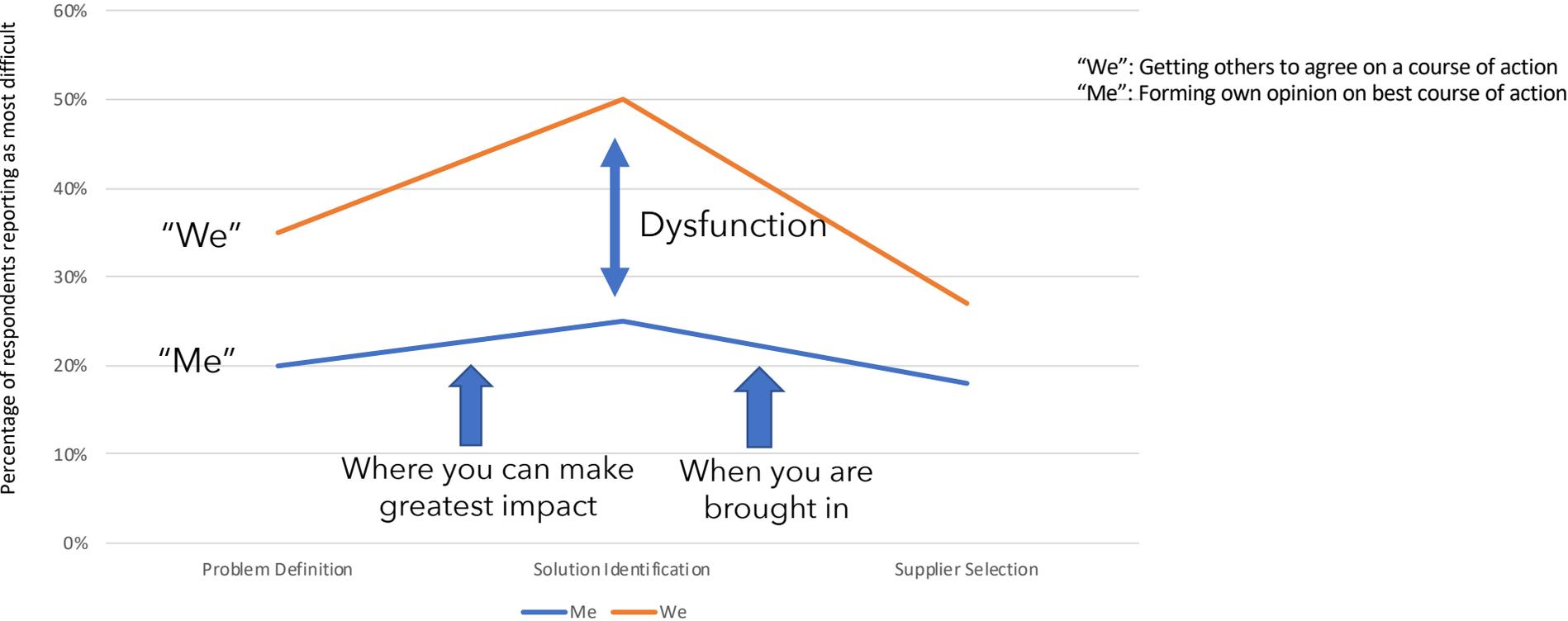


Source: CEB (Gartner)
n=30000

**What's
average
number of
stakeholders
involved in
B2B sales?**

Decision-making Dysfunction

Perceived difficulty of decision making at each purchase stage



Source: CEB B2B Brand Survey

Consensus Building Strategies

- Find a champion
- Track all stakeholders down and win them over
- Gain alignment
- Shift from B2B to B2P marketing
 - Extensive persona development
 - Requires tailoring message to each stakeholder
 - Create vast amounts of personalized content

Finding The Right Champion Is Job #1



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Traditional View of Ideal Champion

1. Readily accessible and willing to talk
2. Provides information typically unavailable to suppliers
3. Pro-supplier's solution
4. Good at influencing and convincing others
5. Speaks the truth
6. Credible, colleagues seek their input
7. Conveys new ideas to other stakeholders in savvy ways
8. Delivers (often more than asked) on commitments
9. Will personally gain from sale
10. Often networks reps with other stakeholders

What Does This Champion Look Like?



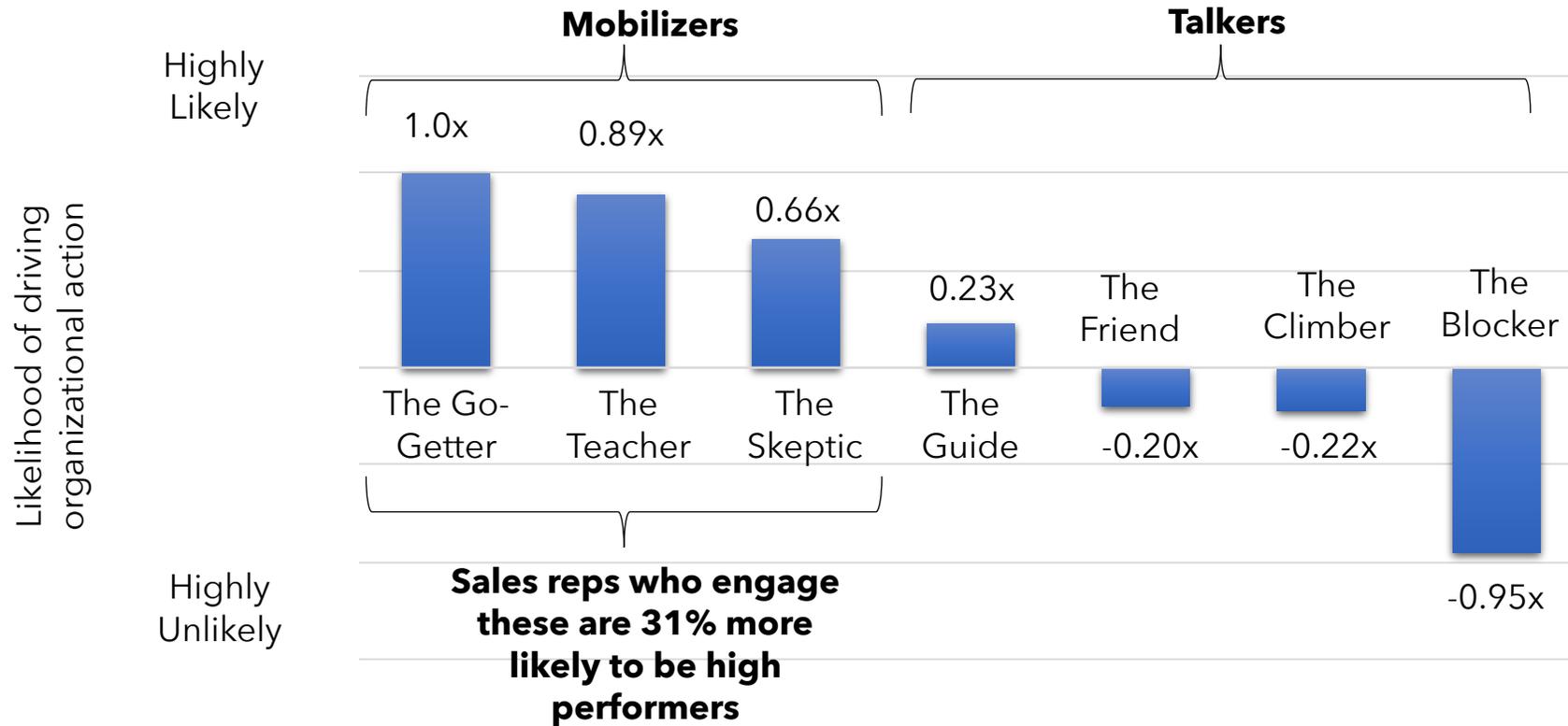
There Are 7 Personas of Champion

The Go-Getter	<ul style="list-style-type: none">• Champions other's good ideas• Always delivers more than asked• Learns from mistakes and moves on	The Teacher	<ul style="list-style-type: none">• Often teaches new insights• Colleagues and senior executives seek their input• Good at convincing others
The Skeptic	<ul style="list-style-type: none">• Perceives unclear projects as risky• Prepares influential stakeholders for disruptive ideas• Believes changes requires small wins first	The Guide	<ul style="list-style-type: none">• Provides information typically unavailable to vendors• Speaks the truth with vendors• Distributes information equally
The Friend	<ul style="list-style-type: none">• Readily Accessible and enjoys conversations with reps• Often networks reps with colleagues• Generous in giving time to reps	The Climber	<ul style="list-style-type: none">• Need to personally gain from projects• Wants personal rewards for risks taken• Likes to tell others about success
The Blocker	<ul style="list-style-type: none">• Believes stability is a goal in and of itself• Believes improvement projects are distracting• Rarely helps vendors		

Source: CEB

Which Champions Mobilize The Sale?

Effectiveness of Customer Stakeholder Profiles for Driving Organization Action (Indexed)

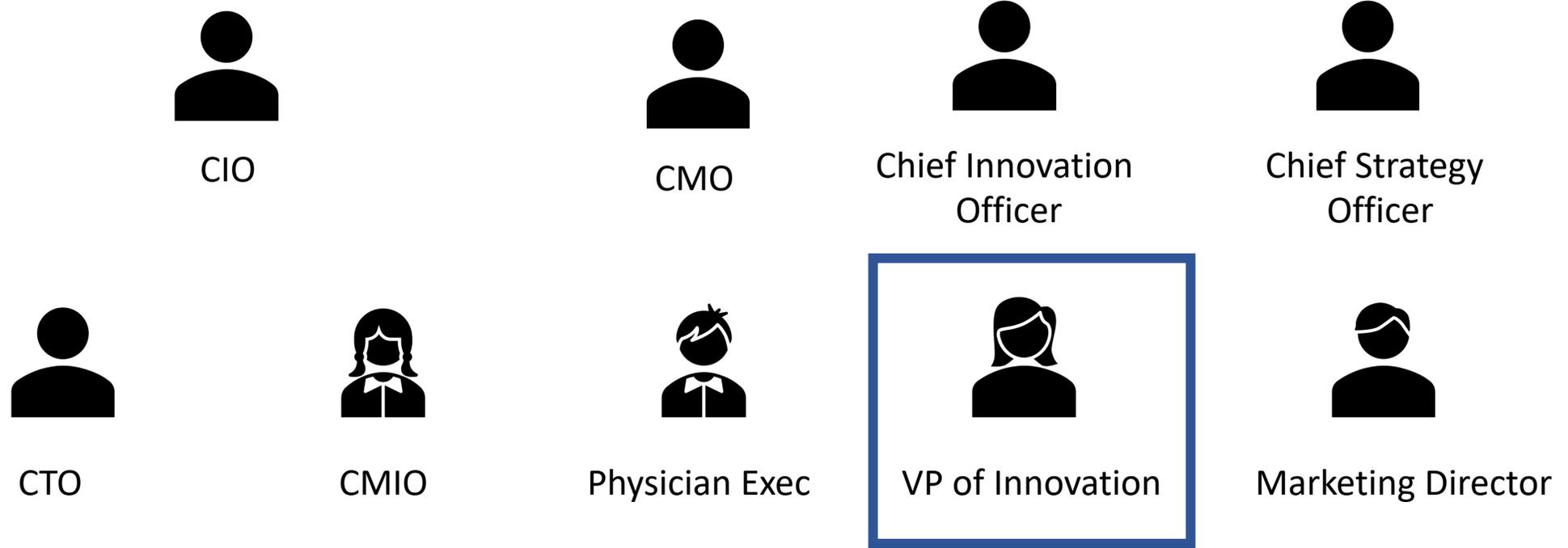


Source: CEB (Gartner)
n=800

Guess The Champion

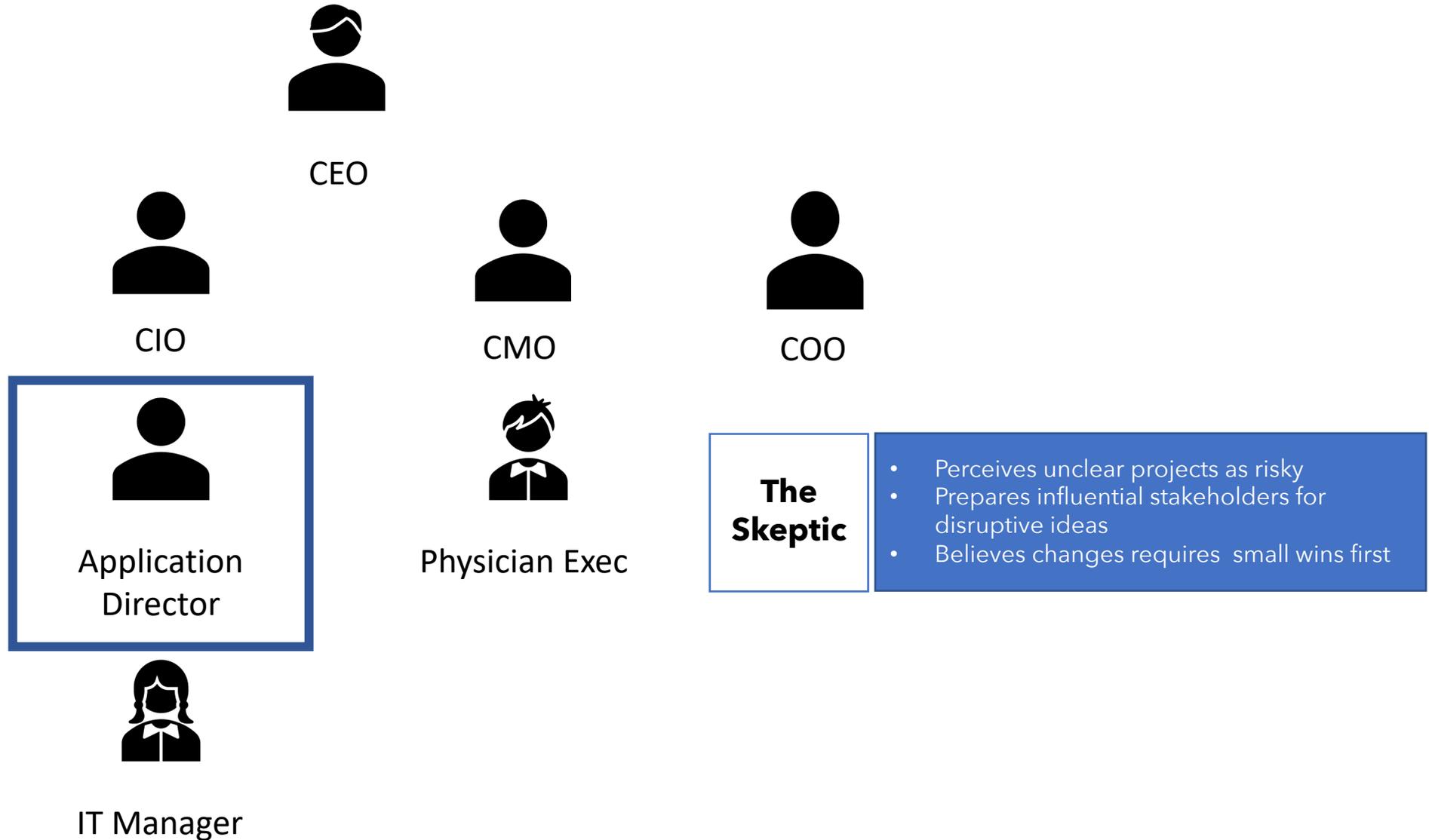
Use your Chat to Pick The Champion

Large Healthcare System WIN

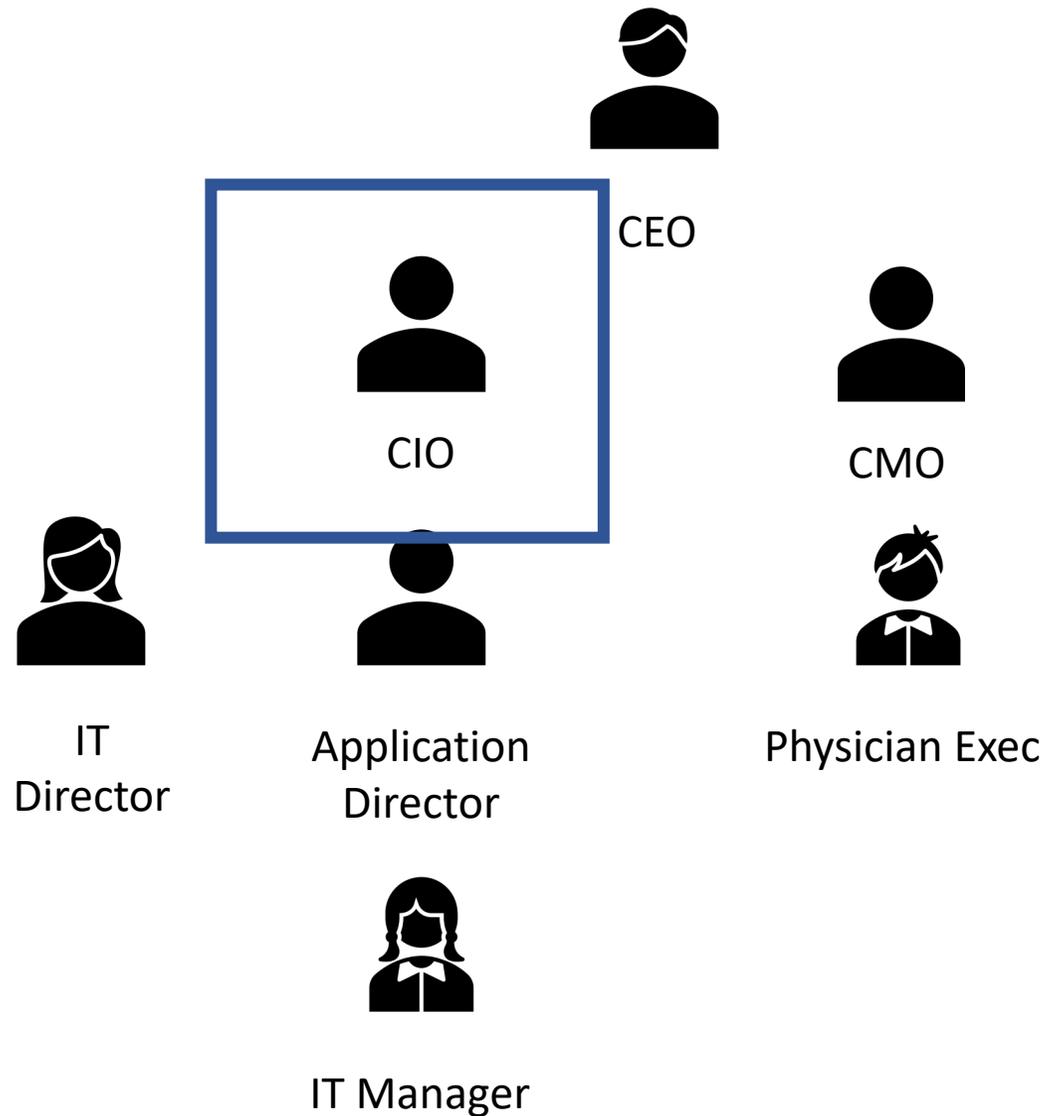


The Go-Getter	<ul style="list-style-type: none">• Champions other's good ideas• Always delivers more than asked• Learns from mistakes and moves on
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Large Tertiary Hospital WIN

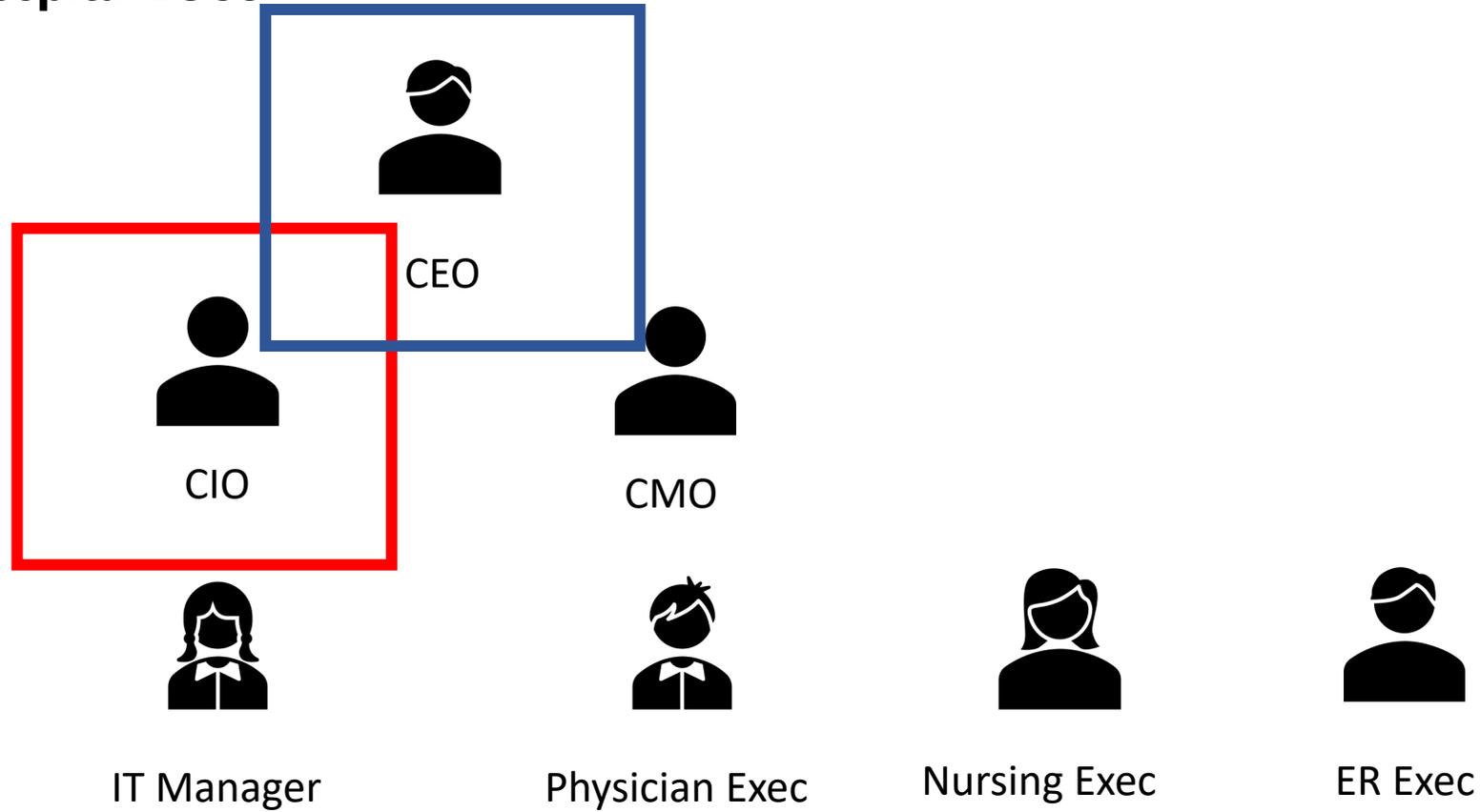


Small Regional Healthcare System Win



The Teacher	<ul style="list-style-type: none">• Often teaches new insights• Colleagues and senior executives seek their input• Good at convincing others
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Large Tertiary Hospital LOSS



The Guide

- Provides information typically unavailable to vendors
- Speaks the truth with vendors
- Distributes information equally



Regional Healthcare Network and Academic Medical Center LOSS



Application
Director



Chief Marketing
Officer



Physician Exec



Hospital CEO



Nursing Exec

The Climber

- Need to personally gain from projects
- Wants personal rewards for risks taken
- Likes to tell others about success



How to Activate Your Mobilizer Champion

1. **Identify** Mobilizers through better qualification
2. **Teach** Mobilizers something that motivates them to take action
3. **Tailor** engagement efforts to specific mobilizer type
4. **Empower** mobilizers to take control of the consensus-building process

Change How You Qualify Champions

Ask questions that will get your champion to identify if they are a Mobilizer

Q: "What type of information do you need from us as we go through the process?"

A: "Don't worry about that. I have got this." = Friend?

A: "We want to learn about the implementation process" = Go-getter?

A: "What are the typical implementation risks?" = Skeptic?



Commercial Insight is Key To Teaching

Commercial Insight...

... captures the Mobilizer's attention

...teaches the customer something new and compelling about *their* business

...provides customers with a compelling reason to take action (and cost of inaction)

...leads the customer back to you

Denstply

- First cordless instruments for dental hygienists
- Dentists LOVED the product but didn't buy
- Dentsply re-focused on productivity problems caused by "corded" products and showed financial impact of this
- Sales took off!



Tailor Your Sales Approach

The Go-Getter

- Champions other's good ideas
- Always delivers more than asked
- Learns from mistakes and moves on

- Focus on structure, process, hard facts
- Be methodical
- Arm them to handle objections

The Skeptic

- Perceives unclear projects as risky
- Prepares influential stakeholders for disruptive ideas
- Believes changes requires small wins first

- Focus on getting buy-in
- Data and testimonials are key
- Discuss risks and mitigation strategies

The Teacher

- Often teaches new insights
- Colleagues and senior executives seek their input
- Good at convincing others

- Focus on bringing their vision to life
- Be specific on how to make this attainable
- Be there "project manager"



Tailoring: Create Content For Mobilizers

SMART Technologies

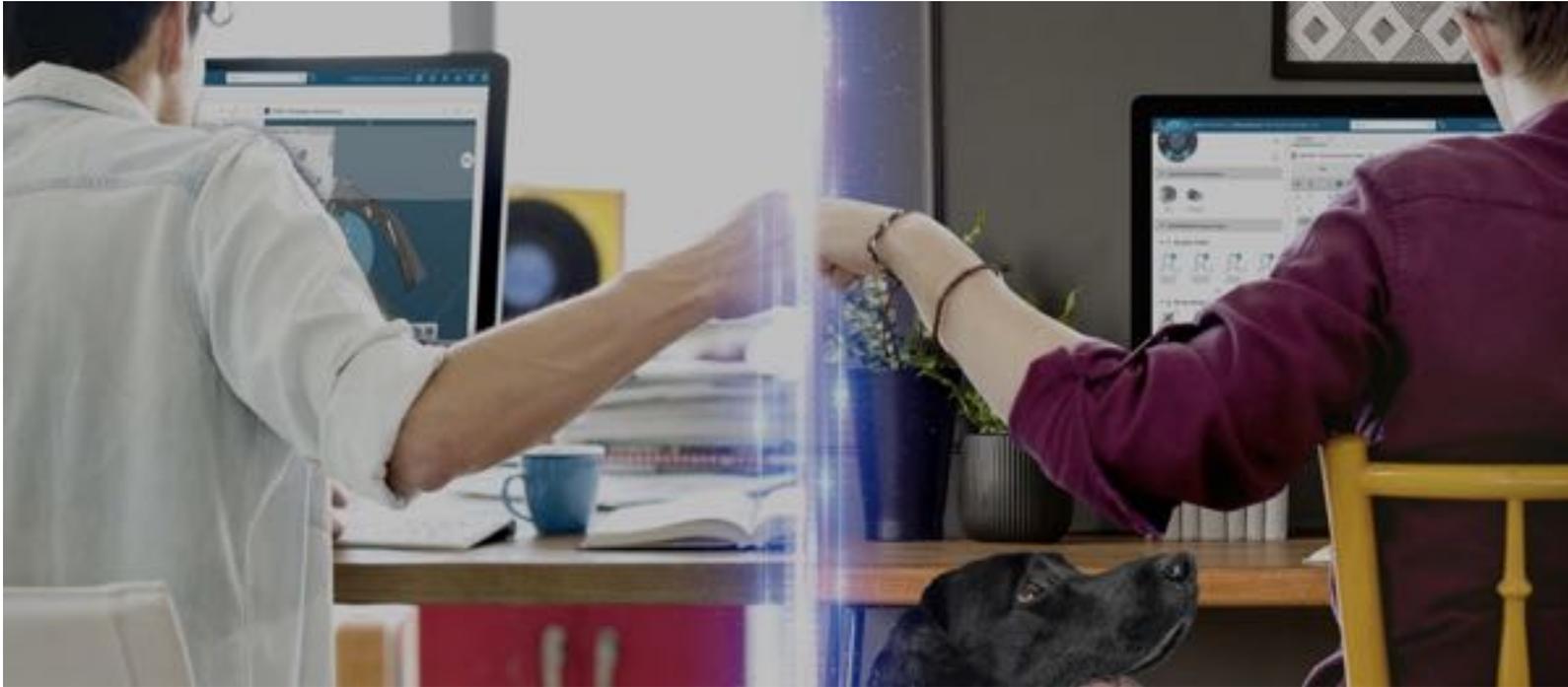
- Leading provider of collaboration technology for schools
- Buyers are researching on their own (57% problem!)
- How to get them engaged earlier in process?

Commercial Insight

- Remote work is leading to employee disengagement resulting in lower productivity and staff turnover
- Developed an idea focused on this problem

Discover the Power of Inspired Collaboration

Discover the Power of Inspired Collaboration



Video mailer tells story about Tragedy of Disengagement

Paints vision of inspired collaboration

Call to action: Take Collaboration Appraisal

Successfully gathered appraisals from 1500 companies

Empowering the Mobilizer: Enterprise Software Vendor

- Sells asset management software to HTMs of healthcare systems
- Dependent on HTM managers to champion the solution
- Historically sale has been very product-oriented
- Need a way to mobilize them with C-Suite who are highly financially-focused.
- Developed a tool to focus on ROI and financial benefit to organization

Enterprise Value Assessment Tool

[Client]	[Date]	
Value Proposition	Importance	What impact are you aiming to achieve?
Ability to audit and monitor service requests. Escalate quickly to a manager		
Ability to quantify an HTM's value and performance to the organization		
Ability to track contracts		
Allows customer to eliminate other application costs		
Allows you to track service PIs and requests		
Easy to integrate with other systems		
Eliminates need for multiple CMMS's		
Gives you more data points to analyze		
Identify compliance status of assets and makes process simpler		
Improved ability to track SLAs and performance		
Makes implementing and managing Alternative Equipment Maintenance program simpler		
Makes it easier to get better insights into clinical equipment program		
Makes it easier to manage service contracts with suppliers		
Makes it easier to monitor staff productivity and balance workloads		
PM scheduling and tracking		
Repair or Replace Report provides insights into what decisions to make regarding asset replacement		
Simplifies parts ordering, inventory and stock room management		



In summary

1. Understanding what type of champion you have is key to determining your likelihood of success and how to move a deal forward.
2. 4 out of 7 Champion types will hurt your chances and not knowing is a drain on your resources and hurts your ability to forecast
3. You can make a Mobilizer champion more successful by teaching them something about their business that makes them want to act (aka Commercial Insight)
4. You need to tailor your approach, the content and tools you use to mobilize the Mobilizers
5. Stop spending time developing content that doesn't address the needs of your Mobilizers

Working With Champions Workshop

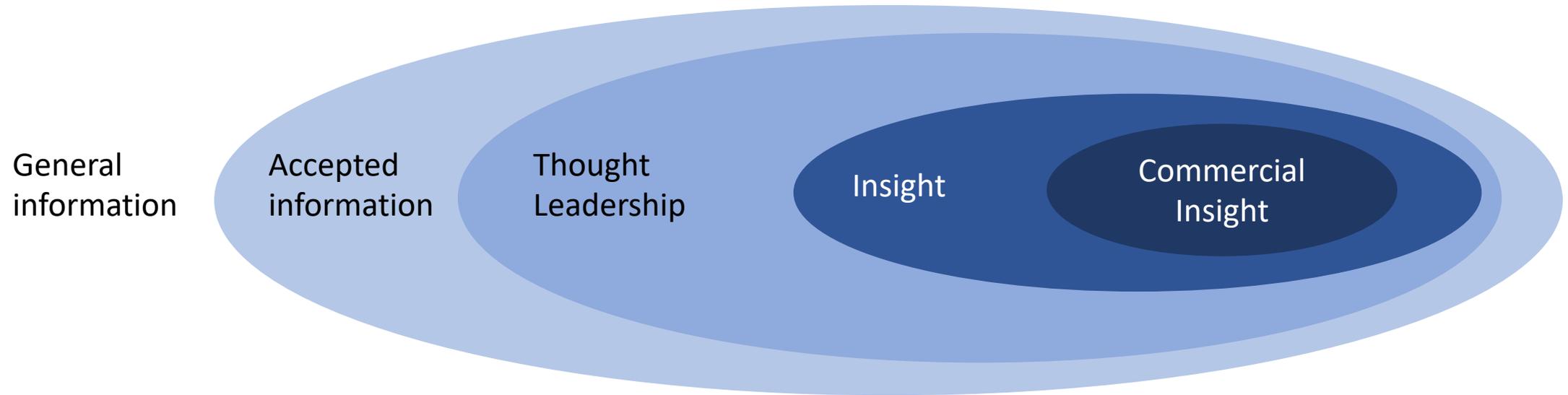
- 2-hour session with sales and marketing leadership
- Training on these concepts
- Quick assessment of champions in your pipeline
- Dive into:
 - How you currently qualify champions
 - How you tailor the sale
 - What content and tools you use to empower champions
- Pinpoint improvement areas

Only slots 2 Open - Act Now!

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Thought Leadership is Not Commercial Insight



Credibility

Newsworthy

Framebreaking

Leads to you and creates action

"I know that"

"That's interesting"

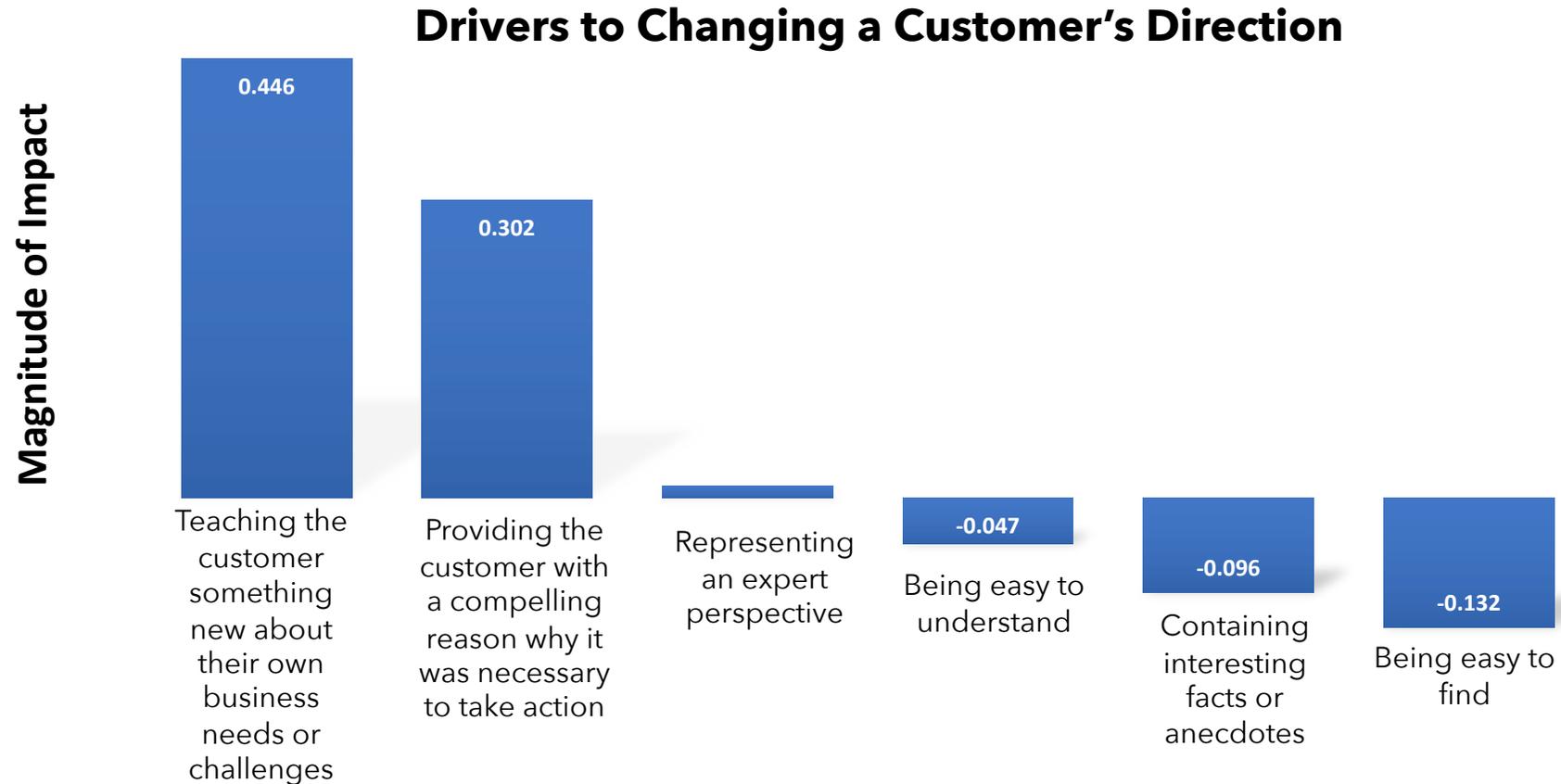
"We need to think about that"

"We need to do something about that..."

"...and the best people to help us are you"



Why Commercial Insight Matters



Source: CEB B2B Brand Survey



**“Account-based Marketing
is a relative term”**