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B2B MARKETING EXCHANGE

#B2BMX

Imprivata Company Overview

6M
care providers

1900+
global healthcare customers

45
countries

Industry Leadership

- 35+ patents issued to-date
- 2019 KLAS SSO Leader
- 2018 Frost & Sullivan Technology Award

Company Information

- Founded 2002
- Offices in US, UK, and Australia
- 450+ employees worldwide

KLAS CATEGORY LEADER
SINGLE SIGN-ON
2019

FROST & SULLIVAN
2018 BEST PRACTICES AWARD
NORTH AMERICAN
DIGITAL HEALTH CYBERSECURITY
TECHNOLOGY LEADERSHIP AWARD

The Boston Globe
TOP PLACES TO WORK
2017

TOP PLACE TO WORK RECOGNIZED
BECKER'S HOSPITAL REVIEW
-2018-

Modern Healthcare
BEST PLACES TO WORK
healthcare100 informatics

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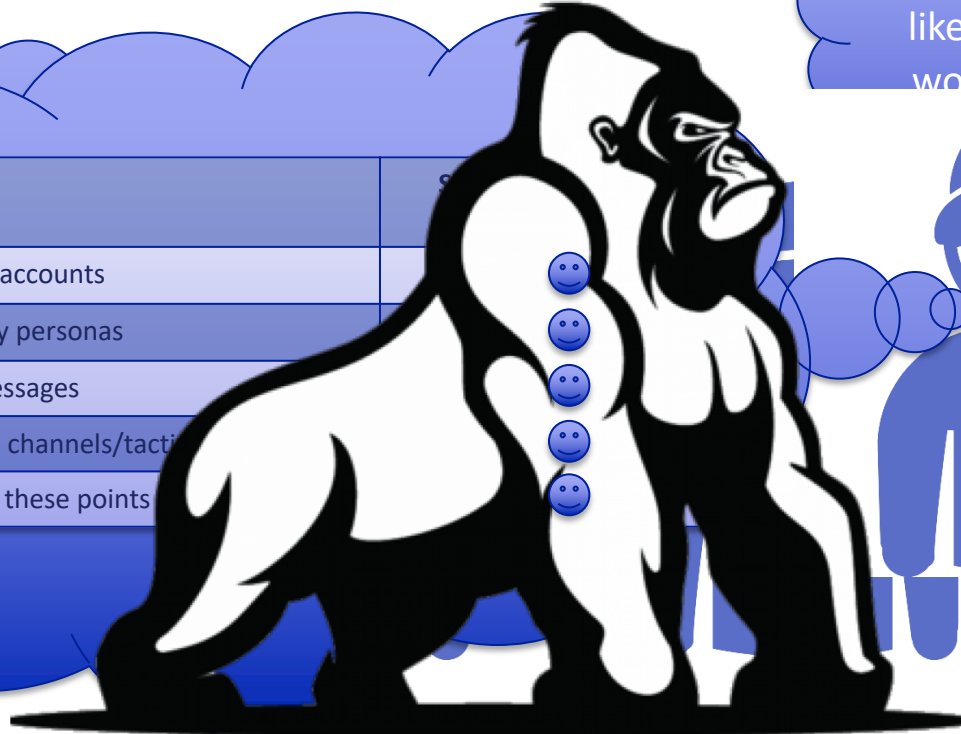
Path to ABM Success

Sales Collaboration	Resources and Timing	Technology Infrastructure	Measurement Considerations

- SVP Sales
- Sales Ops
- Marketing

- 6-8 months
- IT, Sales, Marketing, Operations

- Automated vs. Manual
- Process drives features

- During Rollout
- Continued ABM Specialist Support

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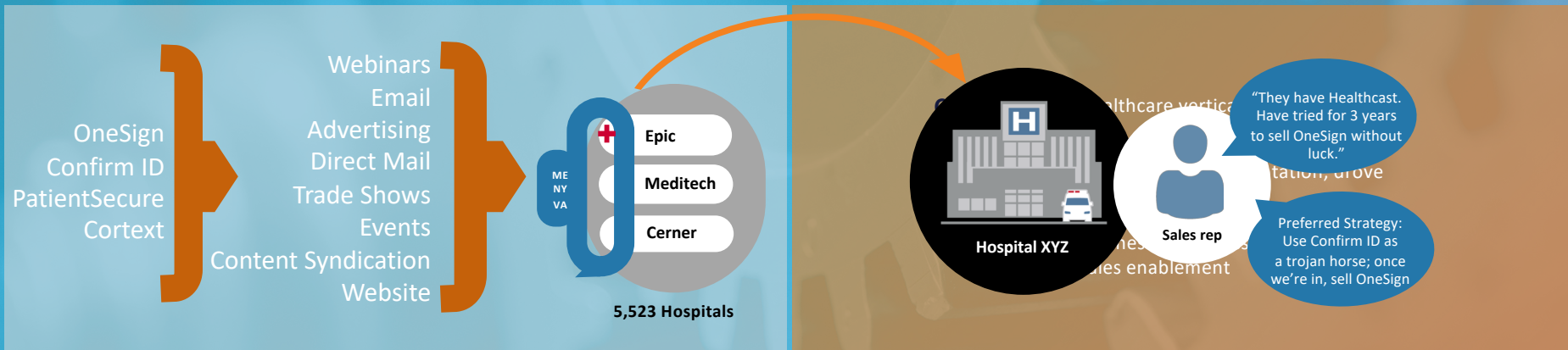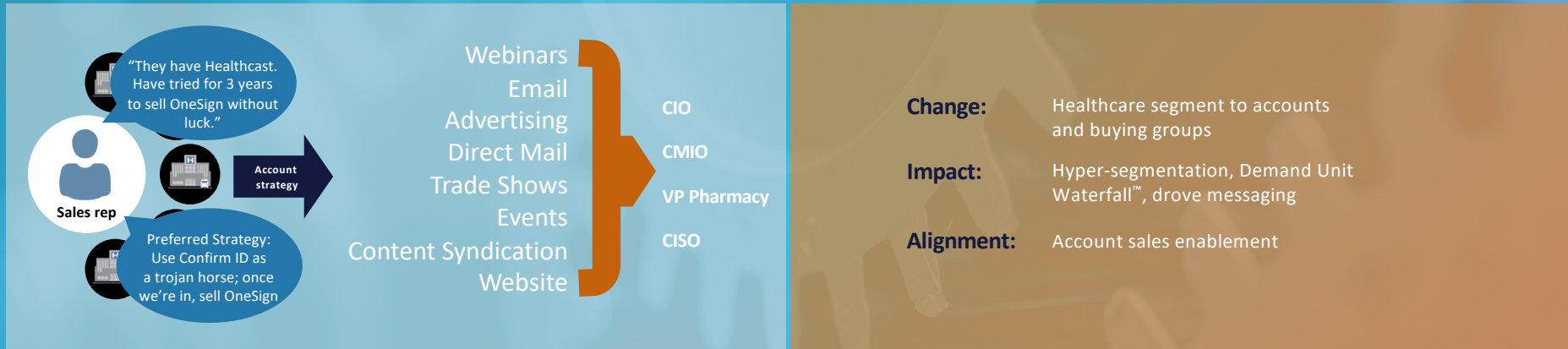
Account Information Drives Strategy

SALES DEFINED

Product Focus	Driver/ Leverage
Confirm ID for EPCS	Security

Account Priority	Strategy Type
High	Product support/ promotion

➕

Account Information
- EHR
- Beds
- Existing customer

➕

Role and Level of Engagement
- CMIO
- CIO
- CISO
- Chief Compliance Officer
- IT Director
- Director Pharmacy
- Clinical Leadership

MARKETING DEFINED

Customized Messages and Campaign Tactics Targeted to Key Personas

Blog Posts	Email	Personalized Website
Direct Mail	Webinars	On-demand Webinars
IP-targeted Ads	Trade Shows or Events	Content Syndication
Remarketing	LinkedIn Outreach	PPC Advertising

Buyer Personas/Groups by Product

	VP Revenue Cycle	CIO	CISO	CMO	Chief Nursing Officer	Patient Safety Officer	Dir. Patient Access	IT Director	Director of Pharmacy	Biomedical Engineer	Chief Compliance Officer	HIM Director	CMIO
Imprivata PatientSecure				✓	✓		✓		✓				
Imprivata OneSign	✓					✓				✓		✓	
Imprivata Cortext			✓	✓		✓			✓				✓
Imprivata Confirm ID		✓			✓		✓			✓		✓	
Imprivata Identity Governance		✓		✓					✓		✓		

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Sample Marketing/Sales Program

WEEK 1	WEEK 3	WEEK 5	WEEK 7	WEEK 9	WEEK 11	WEEK 13	WEEK 15	WEEK 17
Email #1 Opioid Crisis Introduction	**Email #2** EPCS Overview Video	**Email #3** EPCS On-demand Webinar	**Email #4** White Paper - Auditable Chain of Trust	**Email #5** Analyst Report - EPCS Misconceptions	**Email #5** Resend to Non-opens	**Email #7** Benefits of EPCS Page	**Email #8** EPCS On-demand Webinar	**Email #9** Demo Request Call to Action
IP-Targeted Banner Ads & PPC Geo-target Ads	IP-Targeted Banner Ads & PPC Geo-target Ads	Direct Mail - Case Studies	Sales Rep Follow-up to DM	Direct Mail - Key Personas	Sales Rep Follow-up to DM	Gift DM	Direct Mail - Video Mailer	Sales Rep Follow-up to DM
Benchmarks Set	Analyze Intent Data for Sales	IP-Targeted Banner Ads & PPC Geo-target Ads	LinkedIn Outreach	Analyze Intent Data for Sales	LinkedIn Outreach	Sales Outreach Email	IP-Targeted Banner Ads & PPC Geo-target Ads	Measure Results
	Data Mining/ Segmentation	Data Mining/ Segmentation	IP-Targeted Banner Ads & PPC Geo-target Ads	IP-Targeted Banner Ads & PPC Geo-target Ads	IP-Targeted Banner Ads & PPC Geo-target Ads	IP-Targeted Banner Ads & PPC Geo-target Ads	Data Mining/ Segmentation	Data Mining/ Segmentation
			Data Mining/ Segmentation	Data Mining/ Segmentation	Data Mining/ Segmentation	Data Mining/ Segmentation		

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Focused Sales and Marketing

- ABM Account Reviews
  - Activity reporting
  - Contact work
  - Persona management
  - Intent reporting
- Alignment with Programs
  - Persona confirmation
  - Sales follow-up

Importance of Technology Stack

- Lead to account mapping
- Activity visibility
  - Marketing
  - Sales
  - ABM Specialists

- Campaign orchestration engine
  - Coordination of online & offline
- Scoring engine
- Persona mapping
- Data hygiene and augmentation
- Intent data modeling

- Targeted IP ad serving
- Website traffic mapping to accounts
- Personalized website experience
- Reporting
  - ABM vs. Non-ABM

Understanding the Model Changes

Buying group
Relationships
Resources

+

Needs
Urgency
Fit

Demand units are buying centers with needs that your solution fits

Demand Unit Waterfall

Target Dema[nd] ... [o]f product opportunities

Active Dema[nd] ... [uni]ts showing intent

Engaged Dem[and] ... [d] units showing engagement (score 1-99)

Prioritized De[mand] ... [d] units where score is > 100 (sales stage 0)

Qualified Dem[and] ... [d] units in stages 1-3

Pipeline ... [u]nits in stages 4-6

Closed ... [un]its closed (won/lost)

MQL

SAL

SQL

Closed
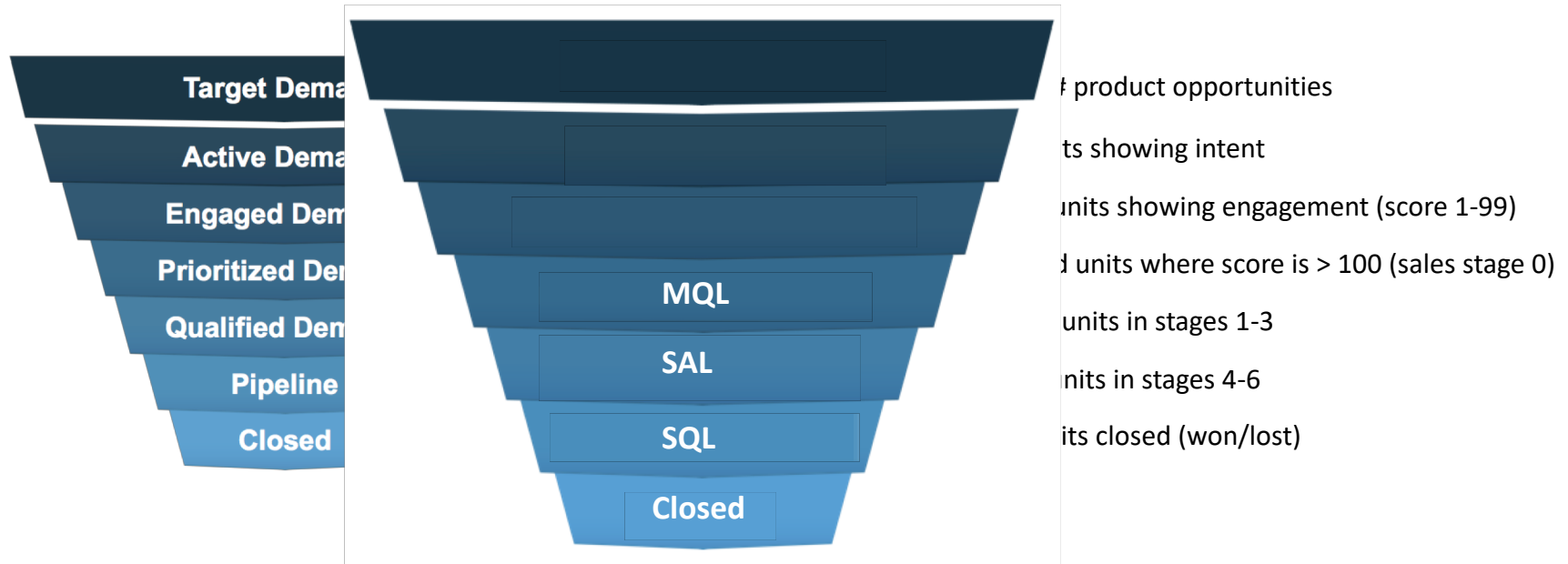
Old World --> New World Impact

- Importance of activating key persona engagement
- Business Development team's NEED FOR LEADS!

Campaign Members		Personas	Opportunity	Stage 0 Opportunity Lead

role in bu... ...ant engage...

...tage 0s ear...

50 25 100 35 50 25 100 50 35 35   110 100   110

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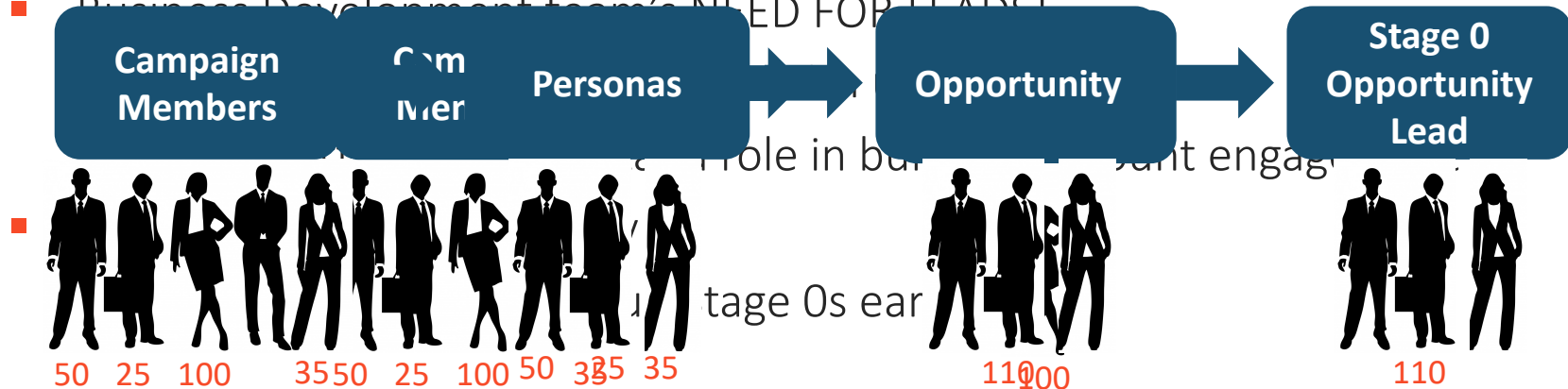
Modeling a New Marketing Business

- Impact on Demand Generation re: the role of the persona
  - Multiple CIOs in a hospital hierarchy
- Struggled with estimating how many MQLs = 1 Demand Unit (Opportunity)
- 8-10 month effort without results
  - Had to build out all new reporting methodology
  - Long sales cycle means we have to wait for results
  - Different metrics for shorter-term results
- Parent-Child Account hierarchy with independent purchasing decisions dramatically complicates model

Reporting Framework

Audience	Pipeline generation health	Sales follow-up rigor	Pipeline velocity	Sales ability to leverage ABM	Persona coverage	ABM business impact	ABM strategy alignment	Campaign ROI
Executive Staff	X		X			X		
Marketing Executives	X	X	X			X		X
Demand Generation	X					X		X
ABM Specialists					X	X	X	
SVP Sales	X	X	X			X		
RVP Sales	X	X	X	X				

Old vs. New Report Out

Backing Out From Bookings Goals

- Split between Inside and Outside Sales teams
- Split between new deals and add-on deals
- Pipeline multiplier requirements
- Average deal size by product, Sales team, region, deal type
- Quarterly breakouts
- Conversion rates for waterfall stages
- Percent split between various Marketing functions
- Percent split between different campaign types of channels

Drive Marketing Focus

Operationalized Model Reports
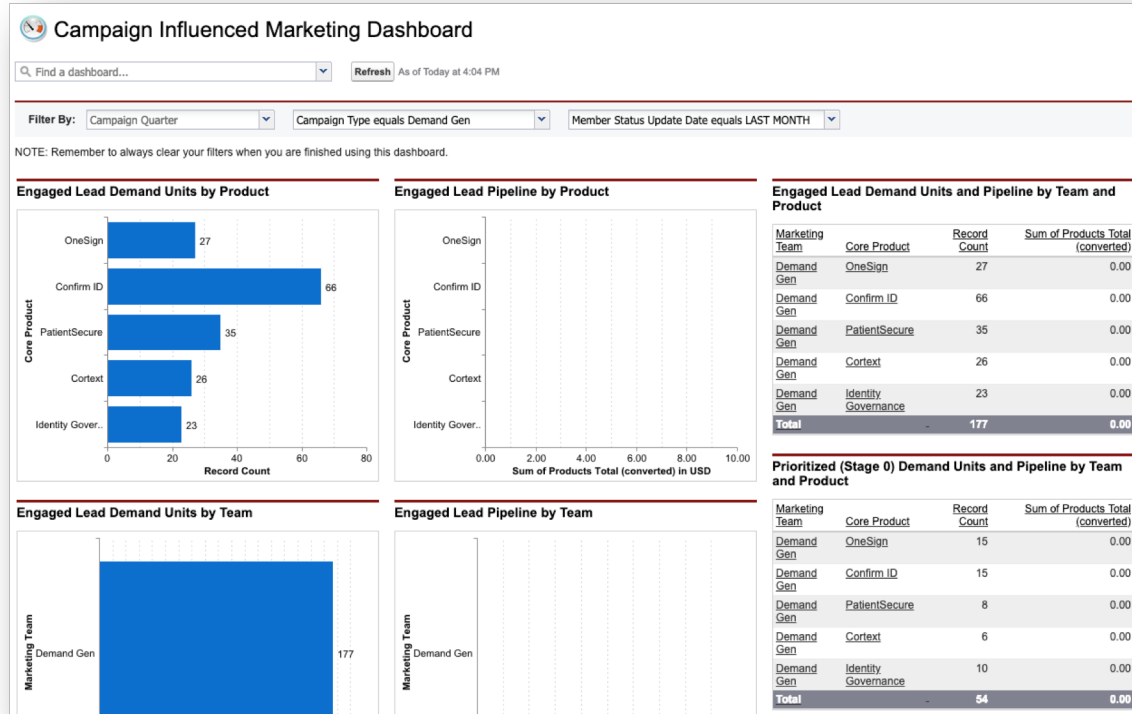
Waterfall Movement

Demand Unit Waterfall

Movement		Current	
6,470	TARGET DEMAND	97,171	
1,807	ACTIVE DEMAND	7,119	
1,455	ENGAGED DEMAND	5,389	
1,005	PRIORITIZED DEMAND	834	
3,021	QUALIFIED DEMAND	4,332	$ M
1,405	OPEN FORECAST	745	$ M
1,233	CLOSED WON	453	$ M

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ABM vs. Non-ABM Performance

- For ABM credit, Account Strategy must match product sold

ABM Accounts

Non-Renewal Opportunities		Products Total (ACV)	
Average Age of NR Opps	56.55	Average Deal Size	$48,033.52

Non-ABM Accounts

Non-Renewal Opportunities		Products Total (ACV)	
Average Age of NR Opps	78.52	Average Deal Size	$30,891.08

Focusing on Persona Coverage


ABM Persona Coverage Dashboard

Prioritizing Across a Territory

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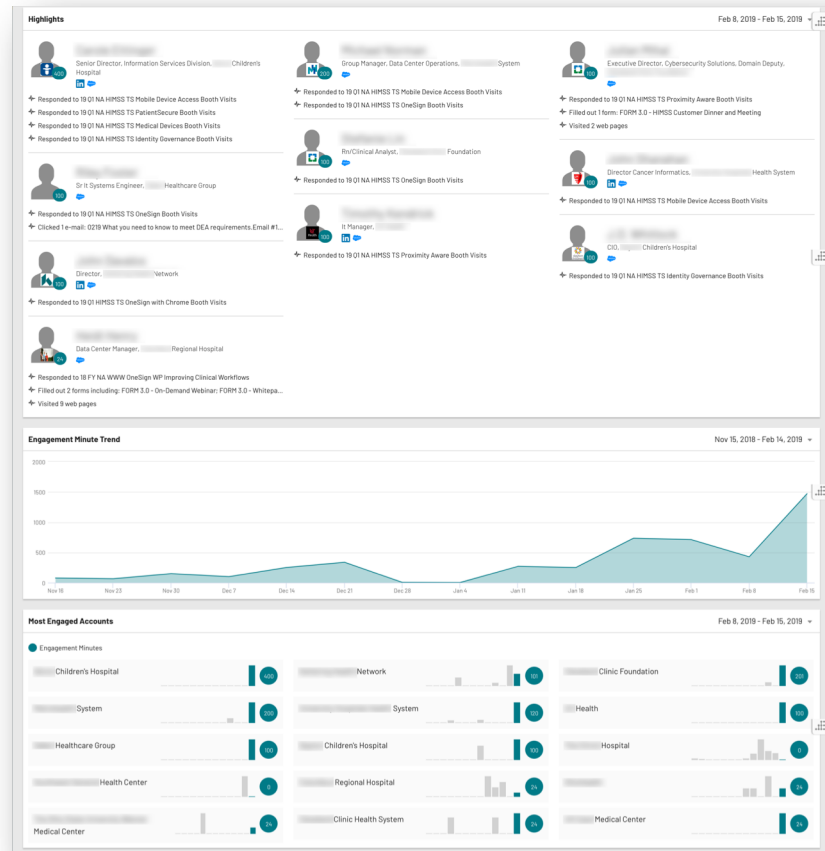
Account Level Engagement Exposed

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Sales Exposure to New ABM Model

- Prioritized (Stage 0) Opportunities
  - New SLAs and dispositioning required
  - These are the new MQL but at the Account/Opportunity level
- Campaign members need to be exposed for Account Activity
  - Clearly articulate these are immature leads!
  - No formal SLAs or follow-up required here
  - Sales process is to add a Salesforce Activity
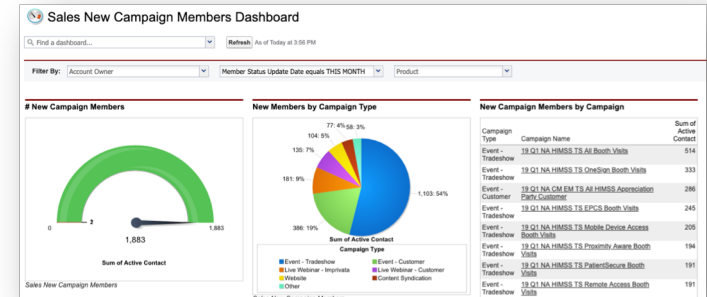
Other Important Conversations

- Sourcing conversations "disappear" – we all touch them all

- Automation vs manual (tech stack, ABM core vs lite, etc.)

- Customers vs prospects in ABM journeys

- Train, re-train, train again, hand hold, train again, help them bookmark reports, answer questions...

Key Takeaways

- Sales collaboration

- Technology infrastructure

- Resources and timing

- Measurement considerations from the start