

Rethinking Measurement in the Age of ABM

The Power of Focus

Your Presenters



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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

Benefits of Account-Based Marketing Focus

ABM sounds complex – and like it is more work for me

Is ABM?

Strategy

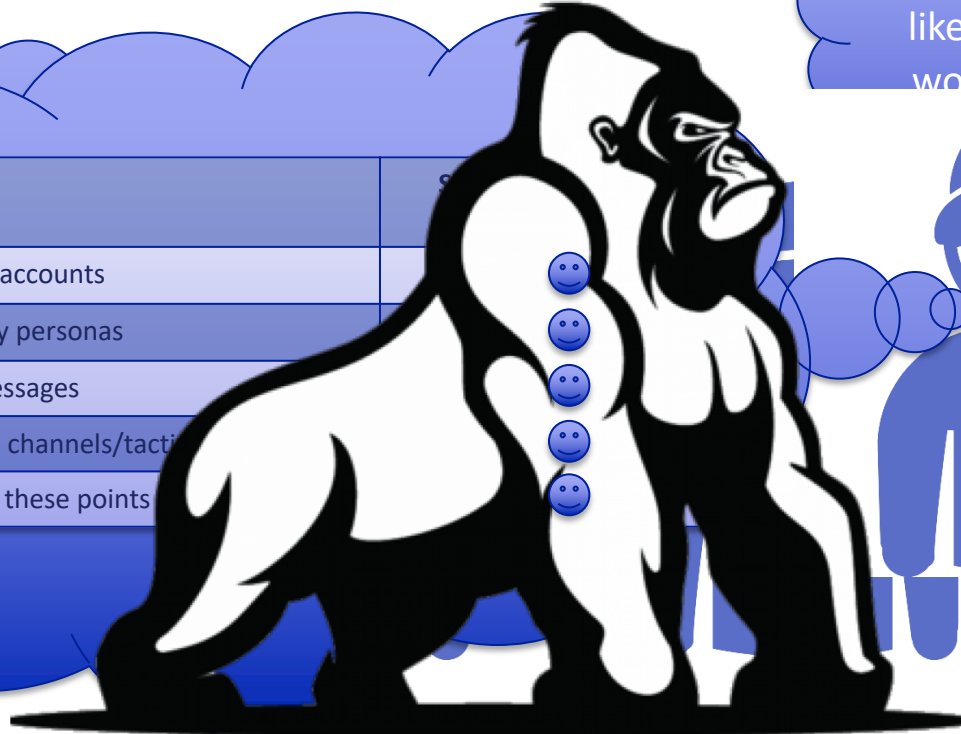
Market to these accounts

Include these key personas

Deliver these messages

Engage via these channels/tactics

Communicate at these points



Path to ABM Success

Sales Collaboration

- SVP Sales
- Sales Ops
- Marketing

Resources and Timing

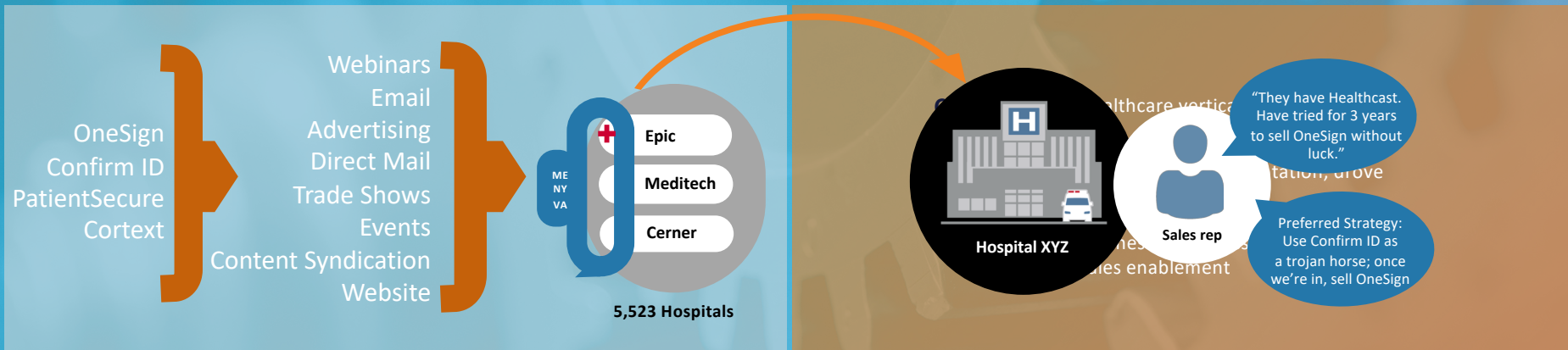
- 6-8 months
- IT, Sales, Marketing, Operations

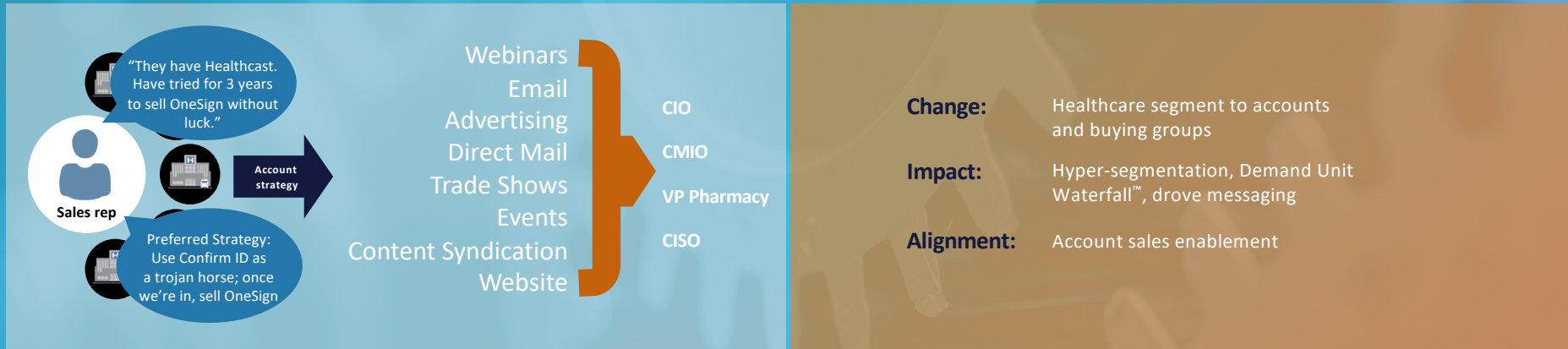
Technology Infrastructure

- Automated vs. Manual
- Process drives features

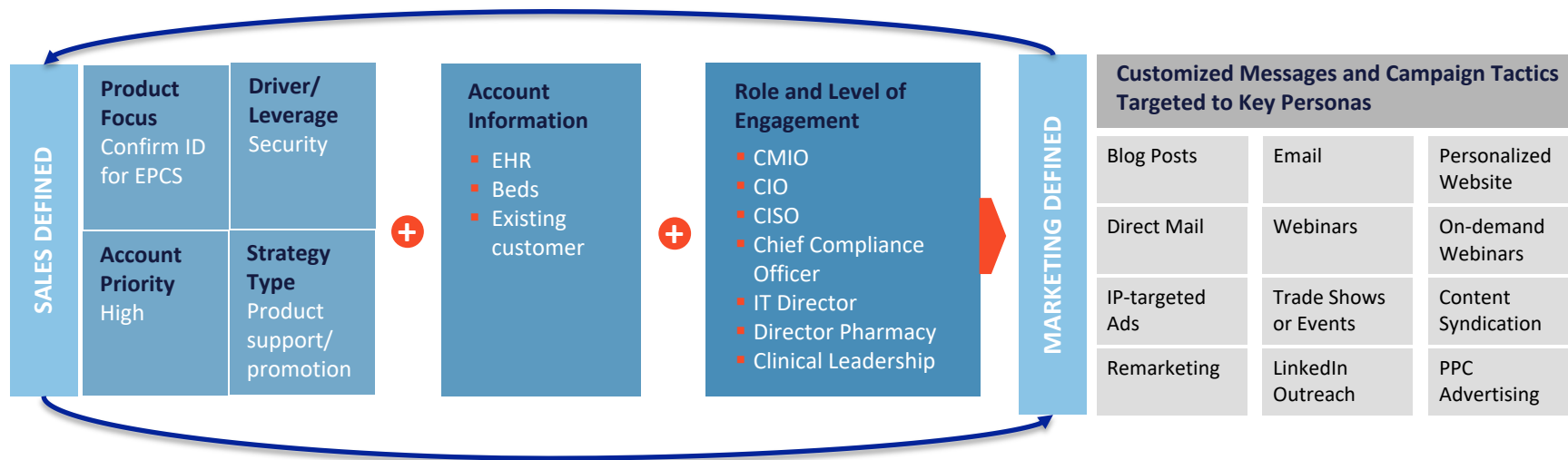
Measurement Considerations

- During Rollout
- Continued ABM Specialist Support


































































Account Information Drives Strategy



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 Cortex													
 Imprivata Confirm ID													
 Imprivata Identity Governance													

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

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



DEMANDBASE

trueInfluence

Drupal™



Terminus

Google Analytics

evergage

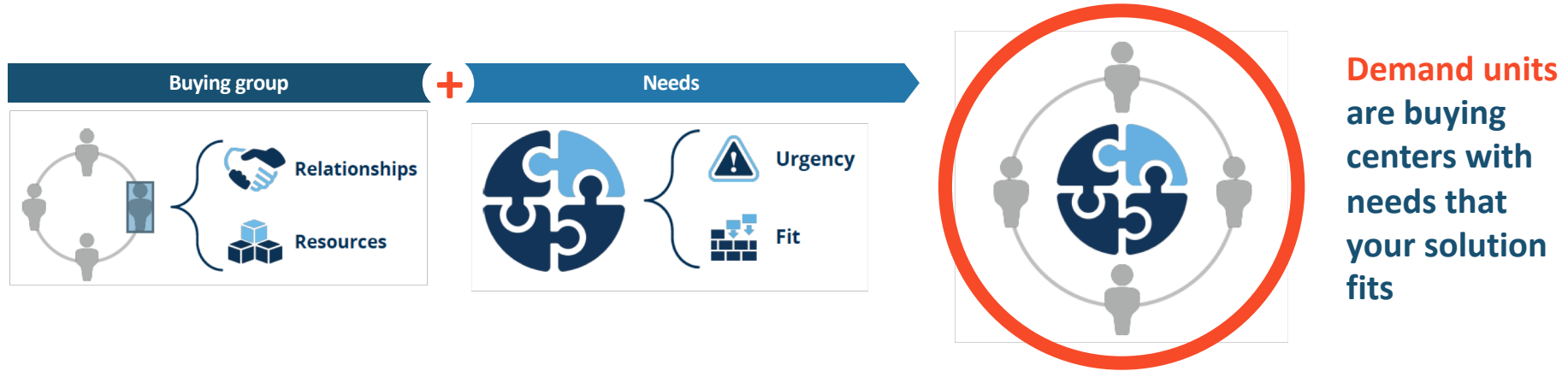
Engagio

Hive

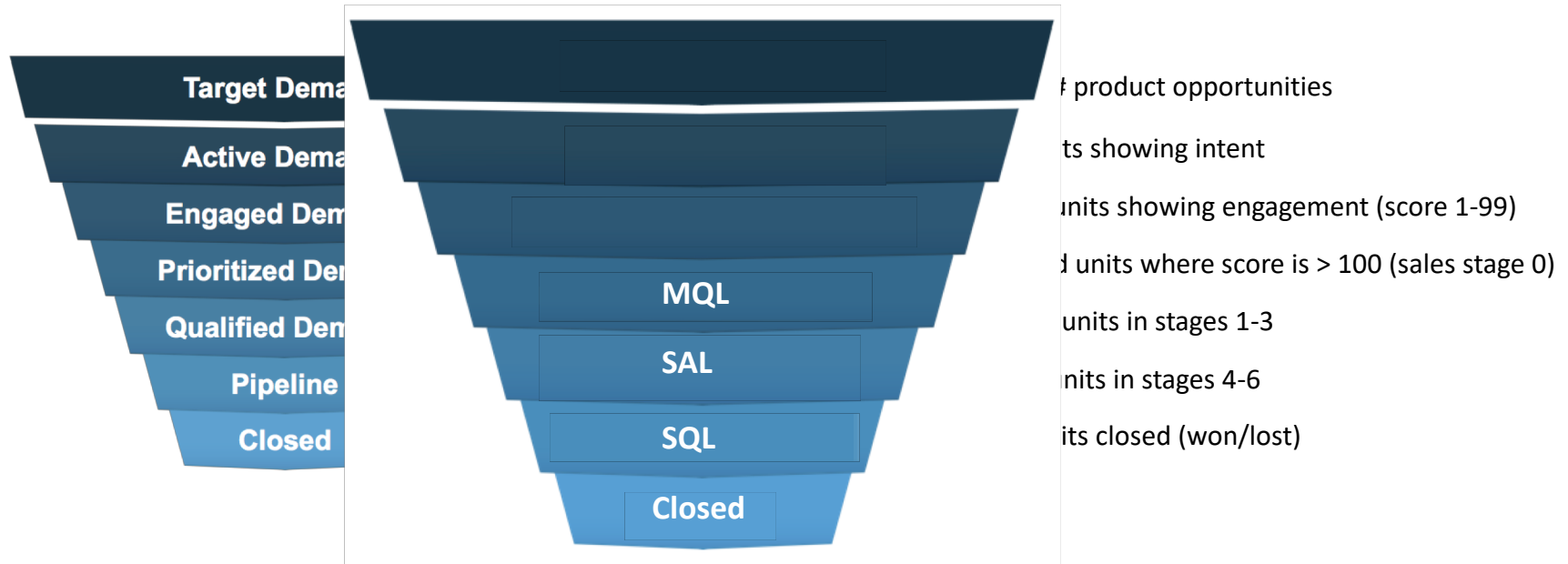
DEMANDGEN™

Marketo™
An Adobe Company

Understanding the Model Changes



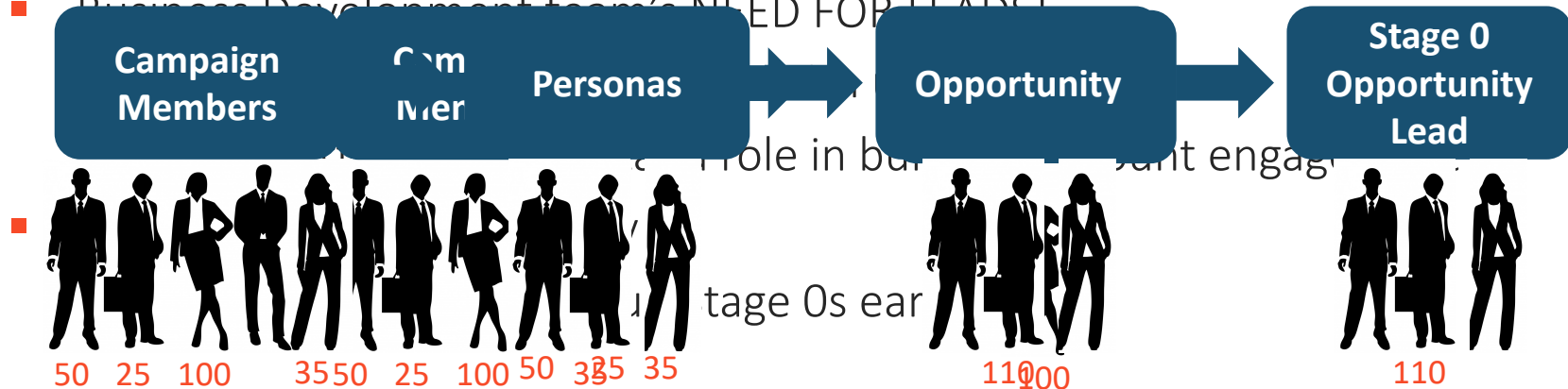
Demand Unit Waterfall



Old World --> New World Impact

- Importance of activating key persona engagement

- Business Development team's NEED FOR LEADS!



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

Marketing NA	YTD Status	Total 2017 Goals	% to Total Goal
OneSign			
OneSign MQLs			
OneSign Opportunities			
PatientSecure			
PatientSecure MQLs			
PatientSecure Opportunities			
Cortex			
Cortex MQLs			
Cortex Opportunities			
Confirm ID			
Confirm ID MQLs			
Confirm ID Opportunities			
Total NA \$\$			
Total NA MQLs			
Total NA Opportunities			

NORTH AMERICA	YTD Status	Total 2019 Goals	% to Goal
OneSign Engaged			
OneSign Prioritized Stage 0			
OneSign Closed - Won \$			
PatientSecure Engaged			
PatientSecure Stage 0			
PatientSecure Cloosed - Won \$			
Cortex Engaged			
Cortex Prioritized Stage 0			
Cortex Closed - Won \$			
Confirm ID Engaged			
Confirm ID Prioritized Stage 0			
Confirm ID - Won \$			
Identity Governance Engaged			
Identity Governance Prioritized Stage 0			
Identity Governance - Won \$			
Total Engaged			
Total Prioritized Stage 0			
Total - Won \$\$			

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 breakdowns

Conversion rates for waterfall stages

Percent split between various Marketing functions

Percent split between different campaign types of channels

North America		2023 Plan				RSM - WON Value \$5 (New and Add-on, by Quarter)				RSM - WON (New and Add-on, by Quarter)				RSM - Open Forecast Value \$5 (New and Add-on, by Qtr)				RSM - Open Forecast (New and Add-on, by Qtr)				RSM - Prioritized (New and Add-on, by Quarter)				RSM - Engaged (New and Add-on, by Qtr)				
		Q1	Q2	Q3	Q4	FY '23	\$ WON	\$ WON	\$ WON	\$ WON	# WON	# WON	# WON	# WON	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Prioritized	# Prioritized	# Prioritized	# Prioritized	# Engaged	# Engaged	# Engaged	# Engaged
OverSign																														
ConfirmID																														
Context																														
PatientSecure																														
MS																														
Total																														

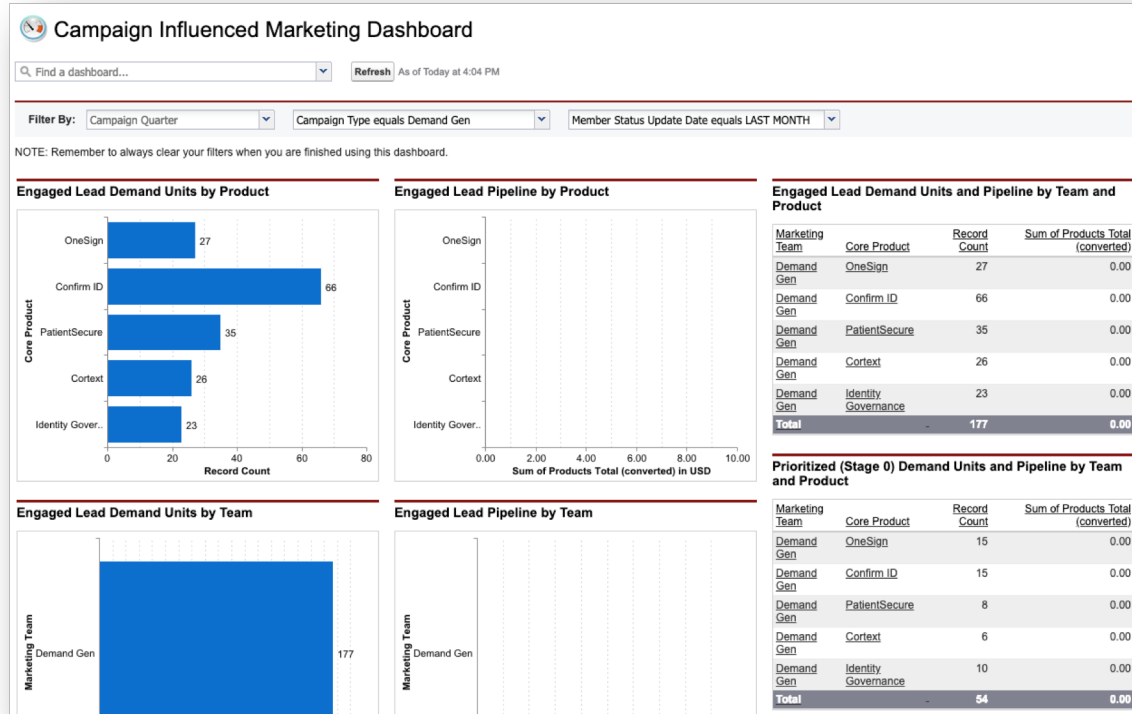
EMEA		2023 Plan				WON Value \$5 (New and Add-on, by Quarter)				WON (New and Add-on, by Quarter)				Open Forecast Value \$5 (New and Add-on, by Quarter)				Open Forecast (New and Add-on, by Quarter)				Prioritized (New and Add-on, by Quarter)				Engaged (New and Add-on, by Quarter)				
		Q1	Q2	Q3	Q4	FY '23	\$ WON	\$ WON	\$ WON	\$ WON	# WON	# WON	# WON	# WON	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Prioritized	# Prioritized	# Prioritized	# Prioritized	# Engaged	# Engaged	# Engaged	# Engaged
OverSign																														
ConfirmID																														
Context																														
PatientSecure																														
MS																														
Total																														

APAC		2023 Plan				WON Value \$5 (New and Add-on, by Quarter)				WON (New and Add-on, by Quarter)				Open Forecast Value \$5 (New and Add-on, by Quarter)				Open Forecast (New and Add-on, by Quarter)				Prioritized (New and Add-on, by Quarter)				Engaged (New and Add-on, by Quarter)				
		Q1	Q2	Q3	Q4	FY '23	\$ WON	\$ WON	\$ WON	\$ WON	# WON	# WON	# WON	# WON	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	\$ Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Open Forecast	# Prioritized	# Prioritized	# Prioritized	# Prioritized	# Engaged	# Engaged	# Engaged	# Engaged
OverSign																														
ConfirmID																														
Context																														
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Drive Marketing Focus

ENGAGED DEMAND UNITS = Opportunities in an Engaged Stage with a score of 1-99																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
# Engaged Q1					# Engaged Q2					# Engaged Q3					# Engaged Q4					Total					Events					Demand Gen					Web					Customer					Total					Webinars					Emails					Content Syn					Telemarketing					Website					PPC/RMKT					Events					ABM					Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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Operationalized Model Reports



Waterfall Movement

Demand Unit Waterfall




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**

Find a dashboard... Refresh As of February 15, 2019 at 4:08 PM

Filter By: Stages equals Pre Pipeline Stages Core Product

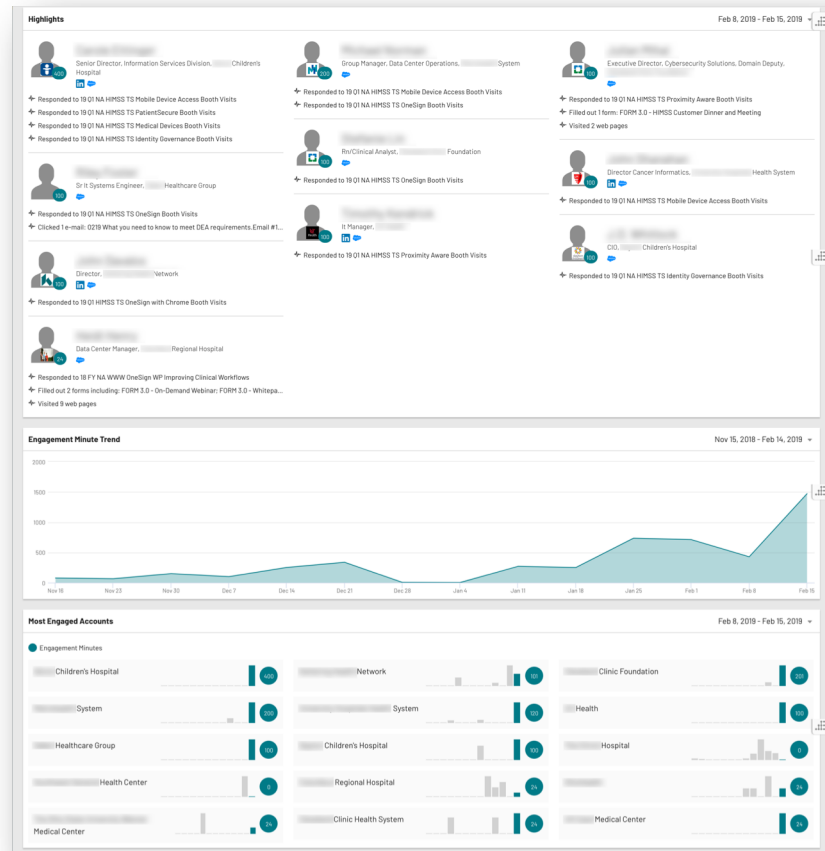
Role	Record Count
Chief Compliance Officer	991
Chief Medical Officer	2,028
Chief Nursing Information Officer	252
Chief Nursing Officer	
CIO	
CISO	
CMIO	
HIM	
IT	
Patient Access	
Patient Safety Officer	
Pharmacy	
Revenue Cycle	
Total	

ABM Mapped Personas

Role	Record Count
Chief Compliance Officer	3,213
Chief Medical Officer	5,621
Chief Nursing Information Officer	403
Chief Nursing Officer	
CIO	
CISO	
CMIO	
HIM	
IT	
Patient Access	
Patient Safety Officer	
Pharmacy	
Revenue Cycle	
Total	

ABM Personas

Prioritizing Across a Territory



Account Level Engagement Exposed

Marketo Sales Insight

Interesting Moments
Web Activity
Score
Email

Name	Interesting Moment	Date
Bob Heston	Confirm ID: (EPCS) Engaged at Event "HIMSS 2019" - Level 3 Interest but not immediate	2/15/2019 2:32 PM
Bob Heston	OneSign: Engaged at Event "HIMSS 2019" - Level 2 Significant Interest	2/15/2019 2:31 PM
Thomas Ray	Event Attendee: Attended HIMSS 2019 and passed by the booth with general product interest. Follow-up to get more details.	2/13/2019 6:36 PM
Michael Miller	OneSign: Attended	
Michael Miller	OneSign: Registered	
Michael Miller	OneSign: Registered	

[Go to list \(6\) »](#)

Engagio Account Highlights

Senior Director, Information Services Division, Children's Hospital

- Responded to 19 01 NA HIMSS TS Mobile Device Access Booth Visits
- Responded to 19 01 NA HIMSS TS PatientSecure Booth Visits
- Responded to 19 01 NA HIMSS TS Medical Devices Booth Visits

Director, Infrastructure, Children's Hospital

- Clicked 9 e-mails including: 1218 CIO's guide to secure texting.Email #3: 0219 GAO Blo...

Engagio Engagement Activities

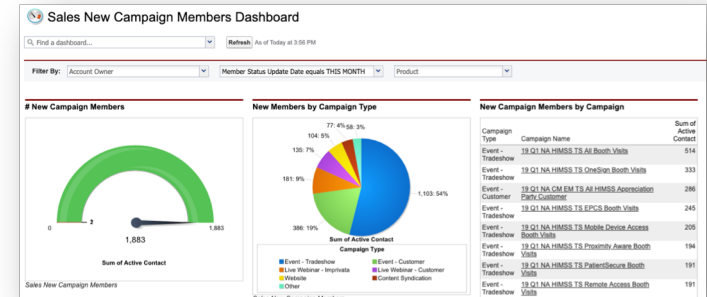
[View in Engagio](#)

Filter:

First Name	Last Name	Title	Type	Details	Engagement Minutes	Activity Date
Bob	Heston	Network + Systems Manager	Interesting Moment	Attended HIMSS 2019 and passed by the booth with general product interest. Follow-up to get more details.	0.02	Feb 13, 2019
Bob	Heston	IS Security Project Manager	Interesting Moment	Attended HIMSS 2019 and passed by the booth with general product interest. Follow-up to get more details.	0.02	Feb 13, 2019
Michael	Miller	Senior Director, Information Services Division	Campaign Response	19 01 NA HIMSS TS Mobile Device Access Booth Visits	100	Feb 12, 2019
Michael	Miller	Senior Director, Information Services Division	Campaign Response	19 01 NA HIMSS TS PatientSecure Booth Visits	100	Feb 12, 2019
Michael	Miller	Senior Director, Information Services Division	Campaign Response	19 01 NA HIMSS TS Medical Devices Booth Visits	100	Feb 12, 2019
Michael	Miller	Senior Director, Information Services Division	Campaign Response	19 01 NA HIMSS TS Identity Governance Booth Visits	100	Feb 12, 2019
			Page Visits (Anonymous)	/secure-messaging	0.01	Feb 7, 2019
			Page Visits (Anonymous)	/secure-messaging	0.01	Feb 7, 2019

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