



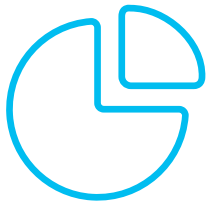
A comprehensive guide
for all things medtech
marketing

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Effective market segmentation

One of the most important aspects of medical device marketing and positioning is segmenting your markets and accounts. Account segmentation is a powerful strategy that enables more personalized and effective interactions with your market, improving overall business performance across multiple dimensions. Market segmentation is specific to every business, and there are countless ways to define your segments. The examples in the figures below show some of the criteria that can be used to segment accounts within your markets. We'll dive deeper into each of these in the section ahead.

Here are some of the key ways that segmentation will help with your marketing and help to focus your messaging with your sales team:

1. Available market opportunity: Through segmentation, you can identify underserved or untapped market segments. With the resulting insights, you can develop strategies to address these opportunities, potentially leading to new product development or market entry strategies tailored to target segments.

SEGMENTATION STRUCTURE EXAMPLE: HOSPITALS/IDNS

Commitment to existing portfolio	Competitive accounts	All member	Tier level	Tier level	Tier level	Tier level
GPO affiliation	Vizient	Premier	HPG	Ascension	Regional	
IDN affiliation	IDN #1	IDN #2	IDN #3	IDN #4	IDN #5	
Hospital type	Short-term acute		Children's	Specialty	VA	
Account size (e.g. census beds)	<100	101-200	200-300	301-400	401-500	501>



A hospital/IDN segmentation strategy considers the organizational structure of the institution. This strategy may be best for capital equipment companies selling high-cost and/or differentiated devices, as well as companies that rely on GPO agreements for selling large volumes.

SEGMENTATION STRUCTURE EXAMPLE: PHYSICIANS

Physician specialty	Cardiology	Pulmonology	Internal medicine	OB/GYN	Family medicine	
Affiliation type (e.g. physicians groups)	Kaiser Permanente	Mayo Clinic	Northwell Health	Ascension Medical Group	Independent	
Referral volumes	<100	101-200	200-300	301-400	401-500	501>
Annual procedure/diagnosis volumes	<1000	1001-20k	20k-30k	30k-40k	40k-50k	50k>



A physician segmentation strategy can be a great fit for physician-preference products, where a physician is a major stakeholder (and sometimes the technology buyer).

2. Targeted and differentiated messaging: Account segmentation allows you to categorize your target audience based on various criteria (like size, industry, needs, etc.). This means you can tailor your messaging and marketing strategy to resonate with each specific segment. Healthcare organizations, providers, and consumers are more likely to engage with customized messages because they address their unique challenges and needs.

3. Audience target prioritization: Segmentation also helps identify which consumers, providers, and healthcare organizations are most valuable or have the most growth potential. This allows you to allocate your sales and marketing resources more efficiently and nurture high-priority segments that are more likely to drive revenue. This can also help to identify which accounts would benefit from a targeted account-based marketing (ABM) strategy.

4. Stronger customer and market knowledge: Segmentation fosters a deeper understanding of the various audiences within your market. This knowledge can guide product development, marketing strategies, and customer service approaches, ensuring they are all aligned with the specific needs and preferences of each segment.

5. Improved customer retention: When you understand your customer segments, you're better equipped to satisfy their expectations. Satisfied customers are more likely to be loyal and continue doing business with you, enhancing customer retention.

6. Win/loss analysis: By segmenting audiences, you can more accurately analyze why sales were won or lost within specific segments. This helps to identify patterns or trends related to product offerings, pricing, or marketing tactics that are more effective with certain types of audiences.

7. Increased sales and revenue: Combining all the above points, audience segmentation helps create more effective and efficient sales and marketing strategies, leading to higher conversion rates, stronger customer loyalty, and, ultimately, increased sales and revenue. By focusing on the most promising segments, you can optimize your efforts for the best return on investment.

How can you decide what the most effective tactics will be if you haven't segmented your market in a way that will allow you to deliver targeted messaging that resonates? Even if your organization has already segmented its audiences, it's worth comparing your existing processes with these best practices.

ALT SITE SEGMENTATION

Facility type	ASC		Imaging center		Outpatient clinic		Long-term care		
Network affiliation	Ascension Health		CHI	HCA	Baylor Scott & White		None / independent		
Procedure volume	< 250		250–499		500–999		1k – 2k		2k>



An alternative segmentation strategy may be useful for technologies that enable care team collaboration, where patients are spread across various facilities, treated by multiple physicians, and require tight-knit care coordination.



Hospital and integrated delivery network (IDN) segmentation

According to Definitive Healthcare data, there are more than 9,300 hospitals and IDNs in the U.S. marketplace, which is why segmentation is so important. Will the same messaging and marketing tactics resonate with everyone? History and data tell us, “No.” While your messaging may have commonalities, nuance is important, and segmentation can help. Your specific device may dictate a different segmentation structure, but we’ll walk through the rationale behind this structure as a general strategy.

COMMITMENT TO EXISTING PORTFOLIO

- This internal metric can be used to quantify a hospital’s or IDN’s commitment to your product portfolio. It can be based on group purchasing organization (GPO) contract tier, annual spend, annual volume, commitment to cross-product lines, or anything else of value.
- This metric helps your organization identify where you have the opportunity for deeper account penetration or where your competitors own the account.

IDN AFFILIATION

- Hospitals associated with IDNs may have less autonomy to make decisions on their own and may have to work through a central purchasing team or value analysis committee.
- Segmenting your hospital accounts by IDN affiliation can help your teams determine a hierarchical sales strategy. Nuanced marketing messages can be

applied to central teams within an IDN and target personas at the individual hospital level.

- This level of segmentation not only helps to create a unified marketing and sales strategy but can also help identify which systems and specific hospitals have the greatest opportunity.

GPO AFFILIATION

- While not all devices require agreements with GPOs, it can be important in certain situations and may impact your marketing effectiveness and your marketing team’s ability to sell into a hospital or IDN.
- Some facilities may be members of more than one GPO, so you’ll need to ensure you have the correct membership and primary affiliation.
- This segmentation can help your team identify where it has an opportunity based on bids awarded to your company for your device(s).

HOSPITAL TYPE

- Hospital types can be broken down into children's hospitals, critical access hospitals, Department of Defense (DoD) hospitals, long-term acute care hospitals, short-term acute care hospitals, psychiatric hospitals, rehabilitation hospitals, Veterans Affairs (VA) hospitals, and more.
- This level of segmentation can help analyze where your device is most likely to be sold — and where your marketing has the greatest chance of success.
- For example, if your organization produces devices for pediatrics or neonates, a psychiatric hospital may be the wrong market, even if it meets your other segmentation criteria. Being able to identify children's hospitals in this instance will be tremendously valuable.

ACCOUNT SIZE

- Depending on your device, larger hospitals may equate to the largest sale opportunity. You can get an idea of the size of an opportunity by checking the number of beds a facility has.

OTHER CATEGORIES THAT CAN BE USED FOR SEGMENTATION:

- Annual (specific) diagnostic procedures
- Annual (specific) surgical procedures
- Number of operating rooms
- Hospital or clinical quality metrics
 - Hospital inpatient quality reporting (IQR)
 - Hospital outpatient quality reporting (OQR) ratings
 - And many others

Of course, you don't have to stick to these criteria. You can use any criteria that are quantifiable, can be tied to specific facilities, and are important for your products. The key consideration here is to understand your target audience and what matters to them and then find more prospective customers with similar characteristics.





Healthcare provider (HCP) segmentation

There are more than 2.6 million HCPs and allied health professionals in the U.S., based on Definitive Healthcare data. You can't feasibly go after everyone — and even if you could, it's likely a waste of resources. HCP segmentation helps you focus on those best suited to make or influence a purchasing decision. Your segments may not align exactly with these examples, but there's a good chance you'll find value in using some of the following categories:

PHYSICIAN SPECIALTY

- This one is an easy decision. If you have an orthopedic device, your best targets are probably orthopedic surgeons. If your device is used to diagnose or treat cardiological diseases, you should focus on cardiologists, interventional cardiologists, or electrophysiologists. Copy and paste for your relevant physician specialty targets.

AFFILIATION

(e.g., physician group, etc.)

- Affiliations can be important with any HCP, but in this example, we've used physician groups.
- An individual HCP may not have sole purchasing power over certain medical devices. Purchasing decisions are often made collectively with either other physicians within their physician group or as part of a value analysis committee within a hospital.
- By segmenting HCP affiliations to physician groups, your teams will be able to identify each call point and ensure that they have a consistent message for everyone involved.

REFERRAL VOLUMES

- Referrals can be a great way to identify earlier or alternative intervention opportunities for your patient population. With visibility and tracking into HCP referral patterns, you could potentially educate an HCP treating patients within your target population, even if they're not the typical prescriber or procedure performer.

ANNUAL DIAGNOSIS OR PROCEDURE VOLUME

- Procedure volume is important because it can equate directly to total opportunity value, which is useful for targeting and prioritization purposes.
- If you're focused on a specific patient population as opposed to performed procedures, diagnosis volume might be important for you to quantify. How many of your diagnosed patients are being seen by specific HCPs?



Alternate site segmentation

Depending on your product, you may be more concerned with alternate site facilities. There are more than 12,000 ambulatory surgery centers, nearly 100,000 long-term care facilities, over 50,000 clinics, and more than 18,000 imaging centers in the U.S., according to Definitive Healthcare data. Your segmentation can be broken out by each facility type, or you may have a blanket strategy across those markets. There's no "right" way. For our example, we'll segment according to the following criteria:

FACILITY TYPE

- As mentioned, you can segment each facility type if it makes sense for your device and organization.
- In this example, you might segment by ambulatory surgery centers, imaging centers, outpatient clinics, and long-term care facilities.
- Your real-world application could get even more granular and segmented by urgent care clinics, cancer treatment clinics, dialysis clinics, retail clinics, or veterinary clinics, if appropriate for your device.

NETWORK AFFILIATION

- Many networks also have alternate site facilities underneath the organizational umbrella; your teams should be able to identify these. If there are several ASCs

affiliated with a large IDN network that you sell into, these could present opportunities for your organization to expand within the network.

- In this example, we've named a handful of specific network affiliations, but it's not all-encompassing. Your actual segmentation should include the full landscape, as well as independent or unaffiliated facilities.

PROCEDURE VOLUME

- Procedure volume can equate directly to total opportunity value, which is important to understand for targeting and prioritization purposes.
- Again, if you're targeting patient populations as opposed to performed procedures, diagnosis volume is probably worth quantifying.

Using content & intent data for segmentation

In addition to the segmentation categories discussed above, organizations should also consider incorporating real-world content engagement into their segmentation approach. Incorporating engagement metrics into your segmentation strategy enables your organization to track (1) the frequency at which HCPs and other individuals in your device's buying process engage with promotional activity, and (2) the likelihood of changing their behavior. There are both quantitative and qualitative metrics that can be used as reference points.

For example, HCPs may say they have specific content preferences, but your quantitative metrics that show what they're engaging with may say something entirely different. Even if your persona-based profiles suggest one content preference, engagement metrics should be used to measure effectiveness.

When HCPs are more engaged with your content, they'll have a higher likelihood of engaging with sales representatives. Segmentation by engagement frequency and type may also inform how, when, and where your organization engages with an account.

Additional considerations

The complexity of any of these segmentations can be seen in the analysis. Which combination of criteria gives your teams the greatest chance for success? Once you've completed segmentation, sales operations or business analytics can help create curated target lists of accounts or HCPs that match the highest chance of success criteria.

Additionally, you should evaluate your segmentation annually to keep up with mergers and acquisitions as well as openings of new surgery centers, clinics, and other facilities. Other important factors can change over time, too: physicians may change their affiliations, procedure volumes may shift, etc. Because the market is ever-changing, it's important to keep your healthcare commercial intelligence up to date.

Tools and integrations for your workflows

Once you've defined how you want to segment your target audiences and accounts, it's time to bring the data to life for your sellers to use to go to market. You'll need both internal- and externally-acquired data to achieve the level of segmentation outlined in the above examples. Segmentation is an exercise that should be done in conjunction with sales, marketing, and sales operations to ensure cross-functional alignment and tailored messaging for each segment. The defined segmentation categories will likely live within your customer relationship management (CRM) database, but the process may start with a simple spreadsheet if you're defining market segmentations for your organization for the first time.

Over time, as your commercial strategy evolves, your team will likely want to consume targeting and segmentation information in various ways, both in the field as sales reports and at headquarters, using maps and high-definition analytics of the market and the customers. When selecting a data vendor for segmentation and targeting, look for capabilities that enable a flexible, precise, and effective commercial strategy in the dynamic healthcare market. Your vendor choice should support sustainable growth and competitive positioning as you evolve your go-to-market strategy.



The Carevoyance product from Definitive Healthcare not only enables easy market segmentation but also improves the alignment and communication of that information with your sales team. Define and build out your ideal segmentation criteria into the Carevoyance platform and activate those into the targeting portion of the platform for sales. This improved alignment ensures your sales team is using the right messaging with the right market segments.

Customized marketing messaging

Another significant benefit to segmentation includes being able to hyper-customize your messaging. Depending on your digital and omnichannel tools, you can deploy an ABM campaign with customized messaging to a specific hospital, IDN, or physician group that features data points specific to them.

For example, if you're targeting the Ascension Health IDN, you can use the number of procedures billed under Medicare or private payors and include messaging around "performing more than 100 of these procedures annually" or anything else that you believe will be impactful for your target audience. This messaging can be deployed across several different tactics, and again, is very highly targeted.



Building your persona profiles

Decision-makers, users, and influencers are the core of omnichannel engagement. Get to know them. Profile them. It may be worth tracking several different criteria in your profiles — those listed on the following page are what we've identified as best practices. This information will help you determine marketing tactics and messaging.

Decision-makers are the ones making the primary decision to buy or prescribe your product. As previously mentioned, a user can be a nurse, pharmacy technician, surgeon, or a patient. Likewise, an influencer could be the patient or a corporate leader — anyone who has influence over purchasing decisions.

BASIC PERSONA PROFILE EXAMPLE

Job role	What they do/what they oversee
Common titles / Job role (Who do they report to?)	Other titles (to ensure you're including different variations of the same role)
Challenges they have	– Repetitive motion tasks – Patient satisfaction – Patient safety – Concern over treatments and hospital costs – Accurate usage reporting
Initiatives they undertake	– Ease of use – Patient outcomes – Ensuring supply reliability in conjunction with supplier – Green initiatives – Alternative source identification (trade channels, alternate suppliers)
Role in buying process	Decision-maker, user, or influencer
Content preferences	Digital, hard copy, scholarly articles, reports, whitepapers
Where do they go to solicit information?	Industry societies/publications/government sources (e.g., ASHP, FDA, NEJM, SCCM, Pharmacy Practice News, Endovascular Today)



Developing your go-to-market plan

As a best practice, you should be creating an annual marketing plan. This will help you align your goals with broader organizational objectives, map out what you know about the market, competition, product, and messaging, and serve as a proposal for the marketing budget.

WHEN CREATING YOUR MARKETING PLAN, THERE ARE SOME KEY AREAS TO CONSIDER:

Business goals and priorities summary:

- Describe the market
- Business goals
- Priority initiatives

Market understanding & segmentation:

- Situational analysis of market trends
- Opportunities and challenges, identified via your market segmentation analysis
- Influencer map

Marketing programs:

- Marketing campaigns, programs, and channels
- Marketing budget request summary

Customer/audience understanding:

- Segmentation and targeting
- Buying process
- Understanding personas

The product:

- Product definition
- Benefits ladder
- Product/personas/messages alignment
- Competitive performance assessment
 - Identify key competitors
 - Competitor profiles

Pricing:

- Guiding principles
- Current pricing structure
- Rebate and/or reimbursement structure
- Goals and recommendations

“IWIK” (I wish I knew)

- I wish I knew gap and plan
 - This process helps marketers pinpoint what they don’t know about their audience (the “IWIK” gap) and plan how to gather that information by (1) asking targeted questions, (2) brainstorming solutions, (3) capturing ideas, and (4) deliberating on the best course of action.

As you look through the list, you'll notice that we start at the macro market level. This starting point helps to level-set on the size of your total addressable and serviceable markets, align overarching business goals, and include up-to-date information on trends that may impact your business, your customers, or your competitors.

We pivot from the market review to proposed programs because these annual marketing plans can be very lengthy. Getting the proposed programs and budget requests in early can ensure your leadership has this as a key takeaway upfront. From there, the marketing plan focuses on your understanding of customers, products (including competitors), and pricing. These remaining sections are not intended to be short and quick — they require investigation and thoughtfulness.

The IWIK portion is optional but can be great for identifying key knowledge gaps. IWIK should be framed as output statements and act as a catalyst to bring clarity to an issue. There are four components to the IWIK process: ask, brainstorm, capture, and deliberate.

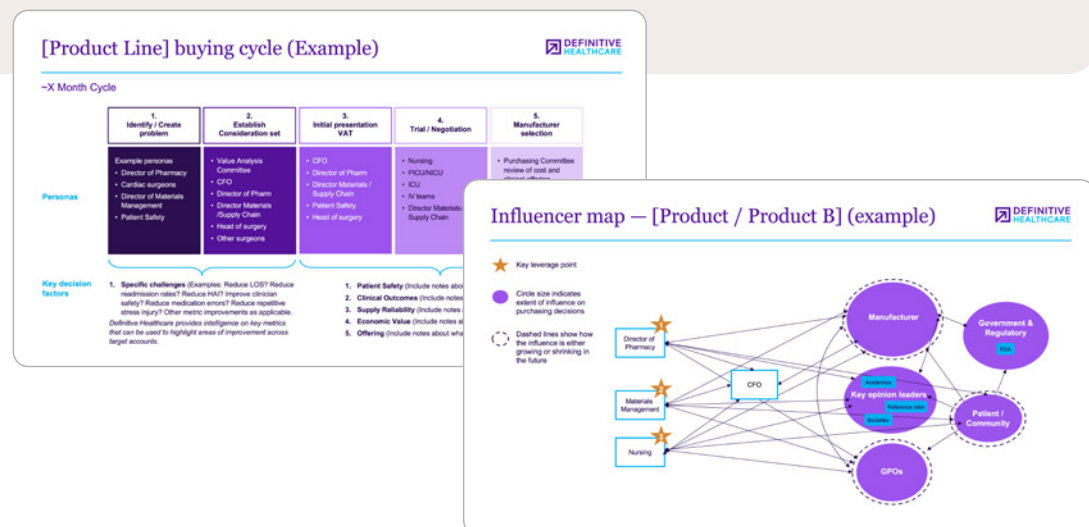
Jumpstart your marketing planning with this practical template

Collecting all the components you need within your marketing plan can be a challenge. Anticipating what different leaders will want to see can take some guesswork, and they may not know themselves. And, finally, figuring out how to best present the information isn't always clear.

Working with real medtech marketers like you, we created this PowerPoint planning tool packed with templates, instructions, and examples to help facilitate your annual marketing planning.



To help you get a jumpstart on your planning, we created a [PowerPoint template](#) that you can use to create your annual marketing plan.





Creating your product or portfolio positioning

The Pragmatic Institute is one of the foremost authorities on positioning, and it has a lot to say about it. Before we jump into best practices, let's discuss what positioning is and is not.

According to the Pragmatic Institute, positioning isn't a tagline, a slogan, or something built around product features. Instead, think of it as a process with inputs, activities, and outputs. Positioning is a strategic activity that impacts business decisions, from the products and services your company builds to the type of culture you want to have and the message you communicate to the market. Your positioning should set the context for your product or portfolio, define where it fits in the market, who it serves, and how it's differentiated.

“Successful positioning should create a connection with potential customers that results in selling more products and services. You hope it creates more awareness, helps drive qualified leads, and shortens the purchasing decision. But too often, it doesn't support any of those desired outcomes.” — [The Pragmatic Institute editorial team](#)

Maintaining your regulatory compliance is important, even for an internal positioning document. Ensure your overall positioning avoids any overstated

claims that cannot be supported by clinical evidence. All claims should be approved by your regulatory, medical, and legal review teams and align with the FDA-approved indication. False or overstated claims in your positioning can be used by others within your organization externally, exposing your organization to unnecessary risk.

Developing your positioning requires a solid understanding of your target market, decision-makers, influencers, and users. What challenges do they face, and how can your device help them or improve their outcomes? To create a strong association between your product and the market, you need to understand what matters most to your target audience and gather evidence that convincingly positions your device as a solution to their challenges. Key elements of your positioning should include a positioning statement, value proposition, elevator pitch, defensible differentiators, and business benefits.



WHAT'S THE DIFFERENCE BETWEEN A POSITIONING STATEMENT AND A VALUE PROPOSITION?

A value proposition focuses on the benefits and value for the customer, highlighting why your device is valuable and necessary. A positioning statement is an internal guide that defines how a product fits in the market and against competitors, focusing on the brand's image and market placement.

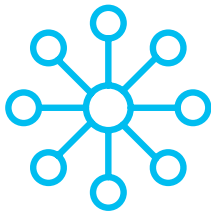
Your positioning document is your foundation to help guide consistency across your marketing and messaging. How do you get your message into the market? In the next section, we'll take a 30,000-foot view of omnichannel strategy.



WHAT'S THE DIFFERENCE BETWEEN MESSAGING AND POSITIONING?

Messaging is the external translation of your product or portfolio positioning. It's the terminology, words, and phrases used for campaigns, ads, and customer-facing collateral. Positioning is the strategic foundation that enables clear and compelling messaging. It sets the context for your product or portfolio and defines where it fits in the market, who it serves, and how it's differentiated. While they are distinct, you absolutely need to have both for strong and compelling go-to-market strategies.





A brief focus on omnichannel

Using data insights to determine your marketing strategy

Data-driven decision-making tends to result in better outcomes. According to the [McKinsey Global Institute](#), data-driven organizations are 23 times more likely to acquire new customers and 19 times more likely to achieve above-average profitability.

Luckily for these organizations, everyday life in the digital era produces a wealth of data. Most digital behavior is tracked and recorded, creating behavioral and preferential data that you can analyze and leverage for your growth strategy.

Market definitions

Defining your market is a must. As discussed above in the segmentation sections, your market definition can be inclusive of several factors — such as specific CPT, ICD-10, DRG, HCPCS, or NDC codes — or it might be associated with a qualifying code instead. You may need to stitch together a variety of data sources to map a more accurate patient journey. It could include where your device is sold into (e.g. labs, hospitals, ASCs, etc.), the therapeutic area your device is intended for, details of your patient population, or aiding in a clinician's workflow.

Take special care to clearly define your market when you're partnering with media and data vendors. This level of detail will ensure you're using the most relevant, targeted, and applicable data for your product or brand.

Once you have your market definitions, you can start to investigate the inputs that will help inform your omnichannel strategy.

Using the past to inform your future

If you've previously run campaigns or an organized multi-channel strategy, you'll likely have gathered some useful data points around campaign and channel engagement that can help inform future decisions.

If certain topics, messaging, or channels haven't performed well in the past, it could be that your decision-makers, users/patients, or influencers aren't accessing information through the chosen channels — or your messaging might not be resonating with your audiences.

Channel measurement should be selected based on where the channel falls in the marketing funnel. Identifying the right metrics ensures you have an accurate sense of your strategy's performance. For example, CTR on display isn't useful for impact assessment, but impressions are. Likewise, tracking impressions for search doesn't offer much value — in this case, CTR is the more useful metric.

Depending on where your channel falls within the marketing funnel, you might consider tracking these KPIs:

- CTRs (click-through rates)
- Impressions
- Gated content downloads
- Ad clicks
- Conference or symposium attendance data
- Leads generated from conference booths
- Webinar registrations and attendance
- Market research
- Marketing-driven revenue
- Patient adherence (to therapy or follow-up care)

But engagement metrics are only one side of the equation. The most crucial performance indicator is channel impact: Did the channel drive sales? Engagement metrics are only a leading indicator of success — and only if they're tailored to the appropriate channel.

One of the key aspects of a solid marketing strategy is identifying all the different channels your buyer uses, which means collecting data to understand how, why, and when they might interact with a brand. Whatever measurements you have at your disposal from past campaigns, be sure to leverage them as you shape your strategy going forward.

You should evaluate any and every tactic, whether it's worked or not. Are these mechanisms you want to try again or abandon? Does an unsuccessful channel/tactic simply need new messaging? You'll need to find a balance between tried-and-true methods and new tactics informed by internal or external data. Don't get too hung up on old metrics if you don't think they'll be relevant.

Have you thought about an omnichannel strategy?

It's worth noting that omnichannel and multi-channel are two different concepts. Multi-channel marketing is the practice of engaging with your decision-makers using a combination of indirect and direct communication channels. Omnichannel

marketing is a customer-centric strategy for identifying all the different channels a customer engages with and collecting data to understand how, why, and when they might interact with your content. Omnichannel marketing is all about building a strategy with the customer at the center.

Omnichannel strategies, widely used in B2C and B2B spaces, leverage advanced concepts that are just starting to gain traction in the medtech industry, particularly among larger medtech organizations.

If you're looking for more information about omnichannel best practices for life science organizations, we have another free e-book that goes into greater depth. [Check it out here!](#)

Identity resolution

What is identity resolution?

Identity resolution is the process of connecting multiple identifiers across devices and channels to build a cohesive, omnichannel view of individual customers or targets.

Why is identity resolution important — and for what can you use it?

Think about how you consume information — your habits probably look like most of the population's.

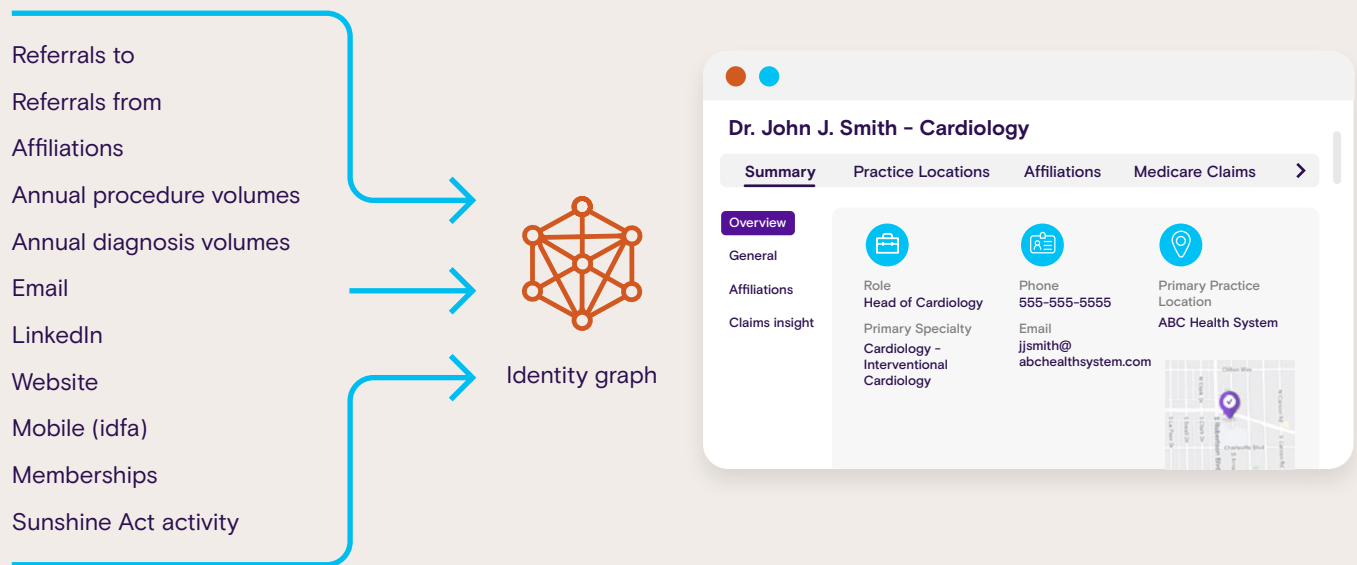
This type of data has been widely adopted by Amazon, Apple, Google, and other B2C and B2B companies. So, it's a little surprising that this application isn't more prevalent in medtech. Companies in the life science space that have adopted identity resolution are ahead of their time and will very likely reap the rewards with market share and profitability. "The brands that will succeed in this environment won't be the ones using the same identity graph as their competitors. The competitive advantage will instead be given to the brands that are able to resolve identity in unique ways based on unique use cases," says Zeke Sexauer of Narrative I/O.

At work, you might use a mobile phone, desktop/laptop, tablet, or simply have a conversation with sales representatives. At home, there are phones, tablets, smart TVs, smart speakers, desktops/laptops, and more. You probably use separate logins for each app or website depending on whether you're performing a work or personal function.

Every time someone uses a device or channel to interact with a brand, a different identifier — such as an email address, device ID, cookie, IP address, or phone number — is attributed to that individual. Marketers need to find a way to connect all these disparate identifiers back to the right person by creating (and maintaining) a database of customer profiles, known as an identity graph.

You can use identity resolution to understand when your decision-makers, users, or influencers are accessing your website, reacting to your social media content, performing mobile visits, completing event registrations, and engaging in other interactions. Paired with other pertinent information, this data helps you understand how they interact with your brand, how they can be reached via your omnichannel strategy, and how they fit into your overall targeting plan.

DATA COLLECTION POINTS AND PROFILE OUTPUT



Data collection points and profile output. The data points on the left should be gathered and fed into your identity graph, which can then live within target buyer, influencer, or user profiles. One location for your data points to help you market more effectively.

Anonymous visitors account for upwards of 98% of all website visitors, meaning that only 2% provide their contact information. But as a life sciences organization, most of your engagements aren't likely to come from your website.

Take tips about identifying anonymous website visitors with a grain of salt — the process is simply less important for life sciences. For medical device, pharmaceutical, and biotech companies, these website visits tend to be farther down the funnel from current customers who are already buying or prescribing your product.

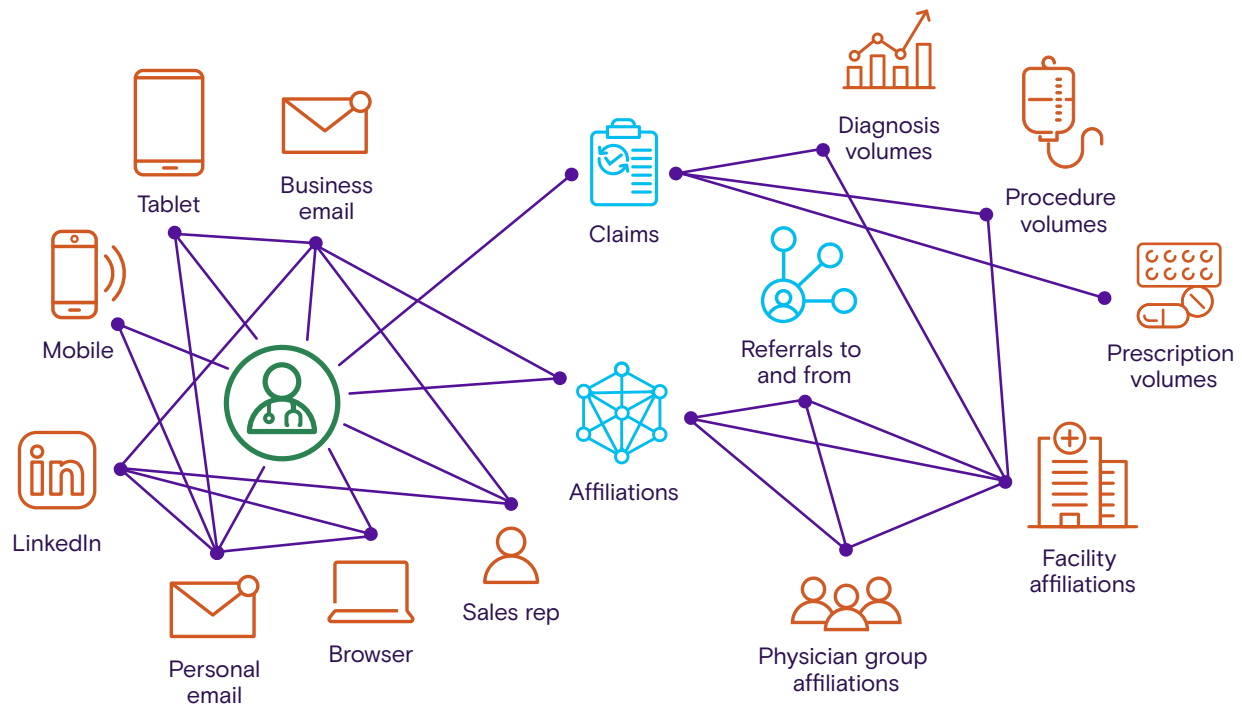
In the figure above, the identity graph showcases multiple touchpoints for the HCP (or decision-maker, user, influencer, etc.). Understanding a target's behavior outside of the healthcare space can make them easier to reach. Over the course of a day, a person may use business and personal email accounts, multiple apps, browsers, and logins. This activity produces a ton of data. It's your job to determine which data are worth collecting so you can build an identity graph that fits your needs. The blue icons on the identity graph identify where Definitive Healthcare provides intelligence. This helps to ensure you're continuing to target the right decision-makers, that you understand their sphere of influence, and that you have a consistent message across their affiliated networks and contacts.

In marketing your medtech, you need more information than how a customer or prospect interacts with your organization — you need to know if they're the right target in the first place.

In the figure below, we've expanded upon what you might typically see in an identity graph to include affiliations and claims information. Typical identity graphs will include the various devices and accounts used in relation to your content or brand. To maximize the effectiveness of your omnichannel strategy, you should consider incorporating your qualifying criteria, which could include referral, claims, or affiliations data.

If you need to target multiple decision-makers, users, or influencers within a network, hospital, or physician group, affiliations information is your best friend. Knowing your targets' affiliations could give you an edge in your outreach. The figure on the following page is representative of the affiliations portion of the Definitive Healthcare physician profile screen. Because the data is exportable into a CSV file or Excel, the information can be integrated into your identity resolution platform to give you a full picture of your targets.

HCP IDENTITY GRAPH EXAMPLE



Identity resolution for patient profiles is much more complex. Because patient healthcare information (PHI) must be de-identified to remain HIPAA-compliant, medical device and pharmaceutical companies have the difficult task of tying out-of-healthcare behavior to anything specifically related to healthcare claims. Simply put, they cannot use the same methods as consumer product companies.

REFERENCE DIGITAL TOUCHPOINTS AND AFFILIATIONS TO UNDERSTAND YOUR TARGETS

Dr. John J. Smith, Cardiology

< Traits Events **Identities** Affiliations Claims Volumes Sunshine Act Data >

	Scientific lecture attendance at XYZ event on October 1, 2022	jjsmith@personalemail.com
	Email open from desktop on October 12, 2022	jjsmith@abchealthsystem.com
	Webinar registration From website form on October 14, 2022	jjsmith@abchealthsystem.com
	LinkedIn user_id from mobile (app) on October 15, 2022	John J. Smith, MD
	Webinar attendance via Zoom on October 19, 2022	
	Whitepaper download via Endovascular Today on October 30,	

Consolidate touchpoints between your brand and target individuals

Dr. John J. Smith, Cardiology

< Traits Events Identities **Affiliations** Claims Volumes Sunshine Act Data >

10	17	8	3
Network Affiliations	Hospitals	Home Health Agencies	Physician Groups
Franciscan Missionaries of Our Lady Health (AKA FMOL)	Ochsner Lafayette General Medical Center (AKA Lafayette Medical Center)	Grace Home Health	Louisiana Cardiovascular and Limb Salvage Center

Definitive Healthcare physician profile — Affiliations tab

But demographic information, on the other hand, can be used to target patients. As you analyze your ideal patient cohorts, you can identify personal and geographic demographics and understand where and by whom the patients in your cohort are being seen.

Identity resolution can be used to both acquire and retain customers. As you develop your omnichannel strategy, you'll need to consider both new customer acquisition and retention for a seamless experience.

Medical, institution, and prescription claims

All-payor claims data is just a piece of the complex omnichannel puzzle. Claims aren't going to tell you how your HCP targets are interacting with your brand, but they will deliver other critical insights that can shape your omnichannel strategy. Not only that, but as we discussed earlier, claims data can be critical in establishing your market segmentation.

Identifying your target patient cohort will help you identify the HCPs who are diagnosing, performing procedures, or prescribing to that population.

When it comes to patient marketing, claims can also shed light on critical demographics including geography, age, gender, and other details. Using this information, you can better build out your HCP and ideal patient profiles.

Claims are necessary, but the puzzle remains incomplete without affiliations data. Coupling all-payor claims with affiliations can point you to where physicians are practicing, referring to, receiving referrals from, and, potentially, who else is part of the decision-making process.

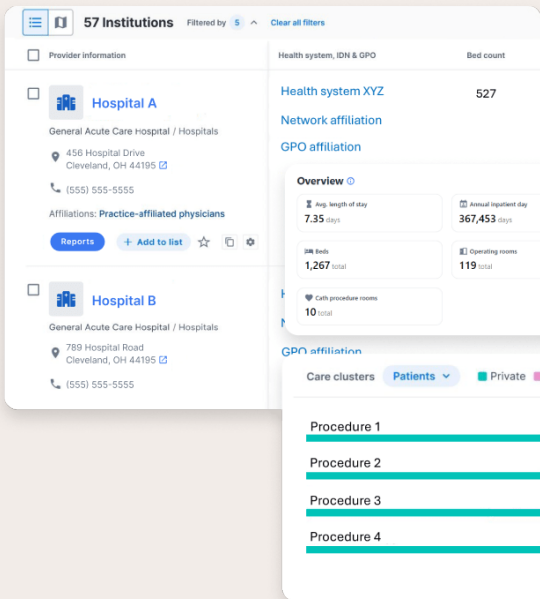
If an HCP has strong hospital affiliations, there may be a value-analysis committee in charge of making buying decisions. The same goes for physician group affiliations. To create a layered messaging and targeting approach, try to answer these questions:

- Who are all the decision-makers, users, and influencers you need to target?
- How does the messaging that matters most to them vary?
- Where are they going to solicit scientific information?

Perhaps you have a device that is intended for transthoracic valve replacement, or an infusion pump that could be used across a hospital or ASC. Whatever your organization's focus, you'll want to use medical, institutional, and/or prescription claims to inform your marketing strategy.

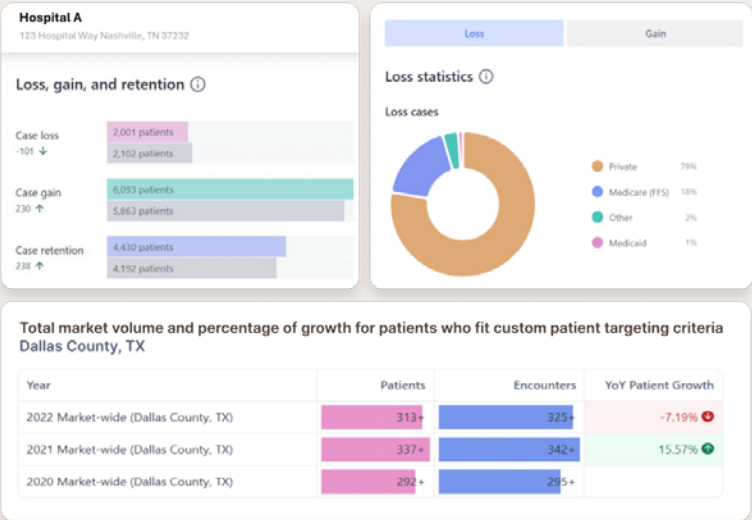
The Carevoyance product from Definitive Healthcare conceptualizes claims data in a way that is visually oriented and easy to understand. In other words, you don't have to be a data scientist or work in complex Excel spreadsheets. You can engage with interactive reports and understand your target markets deeper to develop messaging that will really resonate.

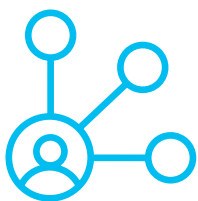
INTERACTIVE REPORTS MARKET MODULE



Run analyses to get a 360-degree view of the market, patient populations, site of care and HCP specific metrics, and key trends.

Instantly generate interactive reports that show hospital and physician case loss, patient treatment destinations, market share, case retention, patient pathways, and much more!





Advancing messaging with KOL and DOL programs

Omnichannel is a great way of deploying and measuring tactics strategically to create a seamless journey of touchpoints to drive the most effective outcomes. As we pivot back to focusing on tactics, it's important to dedicate a section here to key opinion leaders (KOLs) and digital opinion leaders (DOLs).

KOLs and DOLs can play a pivotal role in effectively launching a new product, telling your story to their peers and your target audience, training others on your procedure, and advocating for your device, all in service of helping expand your reach in the marketplace. There is no standard approach to engaging with KOLs and DOLs in medtech. Your organization's needs and the reasons you require KOLs and DOLs will vary. When all is said and done, category leadership is important in medtech. KOLs can be leveraged for conference and congress symposiums, on-site programs, off-site programs, clinical studies, and more. You'll want to target different types of opinion leaders based on your goals and opportunities, so be sure you understand what you're working toward and what your options are.

According to [Mediatool](#), KOL marketing offers several benefits: It enhances trust and credibility by associating your device with a respected expert, which can boost public perception and word-of-mouth marketing. Additionally, KOLs can facilitate targeted outreach to niche audiences interested in your therapy area or field, ensuring relevance. Lastly, KOL campaigns promote increased engagement and community-building through diverse, omnichannel strategies.

KOLs

KOLs are 'classically' recognized experts in their respective fields, and could be healthcare professionals, academic researchers, or prominent clinicians. They have established credibility and influence within the medical community based on their impact within a therapeutic space, be it via raw scientific contribution, their ability to shape meaningful discussions, or objective influence on treatment behaviors.

HOW ARE KOLS TYPICALLY ENGAGED?

KOLs are often engaged through traditional channels such as in-person meetings, advisory boards, scientific conferences, and peer-reviewed publications. They may also participate in educational events, clinical trials, and research collaborations.

SPOTLIGHT ON 5 TYPES OF ENGAGEMENT:

- 1 Clinical studies** Clinical studies can often turn into published articles that are showcased through a variety of medical publications. Clinical studies are a no-brainer if you need to establish strong differentiation and positive clinical outcomes. These are not short-term engagements, and you'll want to work with KOLs who have experience in your treatment area, with clinical studies, and with article publication. We'll talk more later about identifying the right KOL for your programs.
- 2 Conference and congress symposium** By partnering with a KOL to speak at a conference or congress symposium, they can become a strong advocate for your device. These events are typically specific to therapy area or device types, which helps to ensure that you're reaching your target decision-makers with a credible industry voice. If you don't have a clear-cut market winner from clinical studies, your KOL can speak to a relevant industry topic and share their personal experiences using your device.
- 3 On-site programs** These are events typically held at a site of care facility, academic medical institution, or other medical practice location. A common example of these events are 'lunch and learn' programs (make sure you remain Sunshine Act compliant!). You typically want a KOL within the institution advocating for your device and teaching their peers within the facility about their experience and the clinical outcomes. This can really help to build momentum for your device within a targeted facility, and within close networks.
- 4 Off-site programs** Off-site programs are held at a non-medical venue. These can be timed around specific conferences, a geographic location of a high population of targeted medical professionals, or near a specific targeted facility or practice. In my past life, I managed a KOL dinner program around infection management and for closed-system transfer devices (CSTDs). Again, make sure you obtain advanced registrations and sign-ins to ensure your organization maintains compliance with the Sunshine Act.
- 5 Digital/social** Webinars, virtual symposia, social media videos, and more are also options at your disposal. Consider curating expert engagement to include both KOLs and DOLs!

Regardless of what specific KOL programs you deploy, you must ensure that all your materials and talk tracks go through appropriate MLR review and approval — and don't forget to track any leads generated for your sales or MSL teams to follow up on.

If possible, engage KOLs early in the product development lifecycle to gather insights, shape clinical trial protocols, and gain advocacy for the product. Additionally, maintain ongoing relationships with KOLs to leverage their expertise throughout the product life cycle. KOLs can be invaluable long-term partners for medtech companies.

DOLs

DOLs are influential individuals who leverage digital platforms, such as social media, blogs, podcasts, and online forums, to share insights, opinions, and information within the life sciences industry. They may be healthcare professionals, patient advocates, influencers, or online experts.

HOW ARE DOLs OPTIMALLY ENGAGED?

DOLs are engaged primarily through digital channels, utilizing social media platforms, virtual events, webinars, and online communities. They may also contribute to digital content creation, such as blogs, videos, or podcasts, to reach broader audiences.

Engage DOLs throughout the product life cycle, particularly during product launches, marketing campaigns, or disease awareness initiatives. Their influence on digital platforms can help amplify messaging, reach target audiences, and drive engagement with stakeholders.

TIP – Understand what is important to each of your KOLs and DOLs to ensure your engagement with them is mutually beneficial. Often, the 'north star' in KOL and DOL engagement is genuine partnership, maximizing the strategic (and business) impact of their involvement with your company and its products.

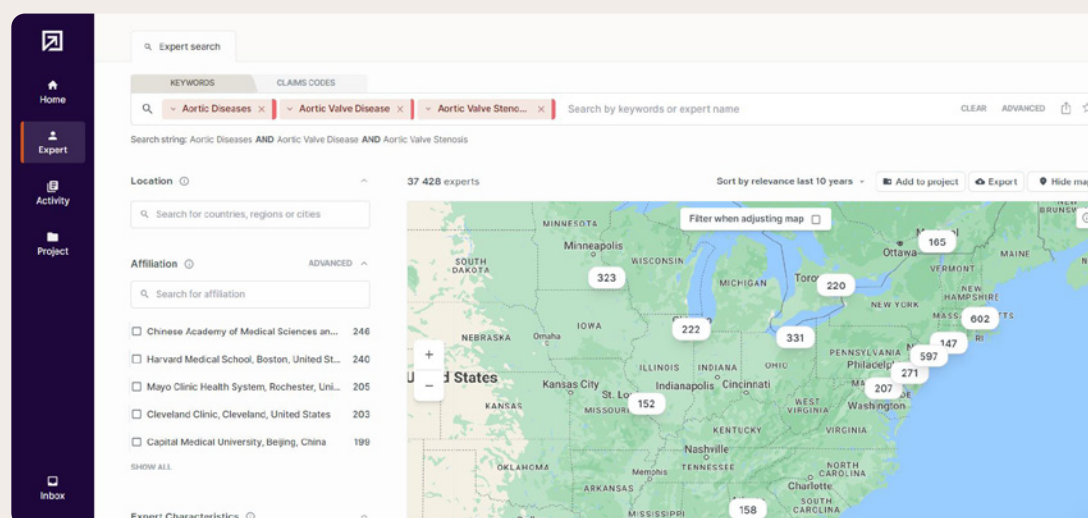


FINDING KOLS AND DOLS FOR YOUR SPECIFIC THERAPY AREA / TREATMENT

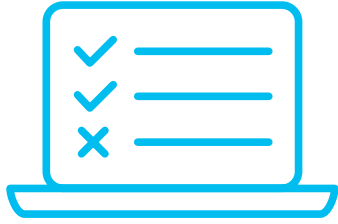
There are lots of ways to work with experts to help advocate for your device — but how do you find the voices that will be most impactful? Scouring PubMed and other relevant publications is a common starting point. You can also use claims data to identify healthcare professionals who are performing the same or similar treatments for the device you offer. Word of mouth and relationship building also play a crucial role.

While these methods are valuable, they can be time-consuming and may not lead to the most qualified, influential, and credible KOLs for your device. Definitive Healthcare offers a better solution. Monocl ExpertInsight is a powerful tool that helps you quickly find the most relevant KOLs and DOLs specific to your therapy area or treatment. Search by keywords or claims codes to generate a short list of HCPs actively involved in your therapy area, either performing relevant procedures or publishing works. This can significantly reduce the time spent finding and engaging with the KOLs who can drive the success of your device.

EXTERNAL ACTIVITY FOR 15M+ EXPERTS WORLDWIDE



Monocl ExpertInsight delivers a deep understanding of KOL and DOL activity for more than 15 million experts globally across virtually any therapy area. Identify collaborators, publications, clinical trials, presentations, and more to partner with the experts that may help to promote your device.



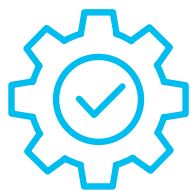
MLR review (medical, legal, regulatory)

Look, there's no way around it: all materials must go through medical, legal, and regulatory (MLR) review and approval. While this isn't the focus of our e-book, it's extremely important, and I'd be remiss if I left this reminder out.

Be a good partner to your MLR counterparts to form solid working relationships, establish credibility, and position yourself as the gatekeeper to market messaging. If you think your claim is too bold or not substantiated by clinical evidence, ask your medical or regulatory teams or err on the side of caution to limit your risk exposure. The last thing your organization wants or needs is to issue retractions, recalls, or receive negative publicity because you overstated your device's outcomes and capabilities.

All said, MLR can be a lengthy and tedious process, especially for larger content. There are many different software programs available that can help your organization remain compliant and ensure there are appropriate review measures in place. As a marketer, you can easily load your content into the software, load your source materials, and then cite sources to your marketing materials for your medical, regulatory, and legal teams to review, provide comments, approve, or reject the asset you've submitted.





Operationalizing your marketing programs

For starters, there is no one-size-fits-all program and no magic wand. Operationalizing your marketing programs depends entirely on what you're doing. If you're considering multi-channel instead of omnichannel, the job is going to be easier. Additionally, your in-house resources are going to play a large part as well. If you work for a medtech firm that hasn't invested in marketing automation software, SEO tools, ABM software, or analytics, you still have options. I don't have to tell you that your budget will be restrictive to what you can deploy, so you need to be smart with your marketing spend.

Using tools like Carevoyance, you can easily segment your markets and obtain lists of the people and organizations that are high-value targets for your campaigns. While it's not marketing automation software, you can use this tool to gather key intelligence for messaging and ABM as well as key targets. Carevoyance can also help you align more closely with your sales teams to ensure you have consistent messaging and the right targets.

There are some basic and inexpensive programs that can help you to get the job done if you don't have a large budget or resources, like MailChimp or HubSpot. Agencies are also an option, and should be able to effectively deploy various tactics and provide you with the measurements, lead lists, next best action recommendations, and more. If you have limited internal resources, working with an agency may be the best option, but it will likely be more expensive.

If you have a robust marketing operations team in house, you likely already have systems in place like Marketo, Salesforce Pardot, HubSpot, Ahrefs, Moz Pro, Google Analytics, Demandbase, 6sense, etc. Work with your execution experts to deploy your multi-channel strategy. You may already work regularly with an agency that has familiarity with your target decision-makers, influencers, users, and your portfolio.

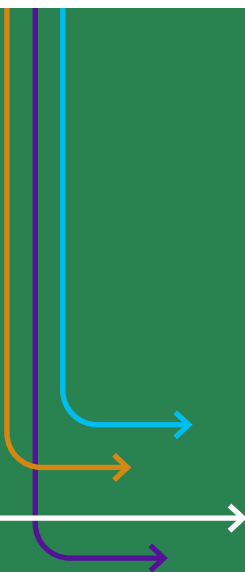
Put together your campaign brief:

1. Product/portfolio
2. Key messages
3. Audience
4. Tactics
5. Campaign purpose
6. Budget allocation (per tactic)

Whether you're using in-house teams or an agency, pulling together a brief will help to level set everyone on the work to be done. If you're using an agency for the first time, your positioning document (and likely other literature), samples, labeling, the instructions for use (IFU), and any clinical evidence may also be important in helping them fully understand your device and its clinical uses.

Chart your path to success

The world of medical device marketing is an expansive one, demanding a strategic, data-driven approach to ensure you have a full understanding of your market, patients, and customers and are getting the most for your budget. This guide has provided you with a roadmap to effectively market your medtech product, from understanding segmentation and using a diverse range of marketing tactics to developing a robust KOL engagement plan and strong product positioning. By leveraging the insights in this e-book, you can segment your markets and accounts, build your persona profiles, and develop your annual marketing plan, positioning your device for success in a dynamic market.



About Definitive Healthcare

At Definitive Healthcare, our mission is to transform data, analytics, and expertise into healthcare commercial intelligence. We help clients uncover the right markets, opportunities, and people, so they can shape tomorrow's healthcare industry. Our SaaS products and solutions create the path to commercial success in the healthcare market, so companies can identify where to go next.

For more information, visit definitivehc.com. Interested in discovering how we can help grow your business? Start a [free trial](#) or contact your Definitive Healthcare sales executive to learn more.