



# Selling to Hospitals

***Selling to Hospitals-Business Value Mapping***<sup>©</sup> is a process that allows medical device and pharmaceutical organizations to effectively access, understand and communicate with administration in Health Care Organizations, including Long Term Care and GPO's.

Over the past fifteen or so years, health care sales organizations are seeing erosion in the power base of clinical decision makers. Unfortunately, very few of these organizations have taken action in expanding their positioning in the Health Care Organizations to include administration.

Although the pendulum swings back and forth, it not unusual to hear administrators in hospitals make the statement that a less expensive product is “good enough” if the price or terms and conditions were favorable. This is a very uncomfortable position for sales organizations to be in who have previously been successful selling features and “new” technology.

Medical Device and Pharmaceutical companies with clear clinical differentiation and positive patient impact have not had the kind of administrative access necessary to get consideration for their products. In addition, the sales people who do access administration find it very difficult to convert their clinical message to one that has impact with administration.

Several well-known medical companies have broken through these barriers and unlocked the secret of working with administration to develop strategic partnerships and alliances.

## **What did they do right?**

These successful sales organizations generally worked the entire institution and positioned the relationship as organization to organization. They changed their messaging and made it appropriate for the individual to whom they were speaking and they got “out of box” to develop partnering opportunities that were meaningful to the Health Care Organization.

The ***Selling to Hospitals-Business Value Mapping***© process teaches the sales and marketing person and his/her manager to identify the key executives that they need to have a relationship with; the trends and environmental factors that can accelerate or decelerate their decision making; and the executive-level trigger events that indicate that the buying organization has made a commitment to take action-to reduce their exposure or risk or improve their current performance.

Health Care Organizations make many decisions by committee. Whether it is the P & T committee, new product acquisition committees or the Foundation, these committees play a role in the sales process. They also put up huge barriers that prevent the selling organization from uncovering the true buying process and the decision maker's involved. Each of the solutions to these challenges is provided in detail in the ***Selling to Hospitals-Business Value Mapping***© program.

Within these committees, or more frequently outside of the committees, are key hospital executives who play a role in the sales process and who are critical to the selling organizations success going forward. The ***Selling to Hospitals-Business Value Mapping***© process helps the sales person to uncover the performance metrics, individual buying criteria and measurable outcomes for each of these individuals.

Once this information has been gathered, the medical device or pharmaceutical company is in a position to determine the most effective type of presentation to communicate their ROI message to these key executives. Finally, the sales person selects key elements of the solution to highlight in an executive briefing format for each of the key executives.

Implementing the ***Selling to Hospitals-Business Value Mapping***© process is the "GPS System" of positioning your company with and communicating to key administrative people in Health Care Organizations. The result is reduced commoditization of your products and services, increased client retention rates and more revenue by account.

Copyright TeamBuilders International 2006

1-866-670-4447



This program may consist of the following components:

- How the dollars flow in hospitals and health care facilities.
- Why you must get in front of admin.
- The budgeting process and why timing is everything.
- Health care trends and how to capitalize on them.
- That the value you provide may have nothing to do with what you sell.
- Why some organizations take action and why some do not.
- How the P and T committee's objectives, individuals objectives and administration's objectives may differ and why.
- Who the key administrators are and how to access them.
- When you get in front of them, what to say.
- The job responsibilities of these administrators and how their performance is measured in their organizations.
- How to determine what the executives need to accomplish-and how to measure it.
- To put all of this information together in a custom format to build a strategy for your presentation.
- How to ensure that you the customer continues to understand the value that you provide by positioning yourself as an "expert".
- Administrators are people too and will respond to us if we speak their language-- rather than ours.
- National contracts don't guarantee or prevent business from being conducted at the hospital level-and how to sell into the gap with niche products.
- That you may not need to be positioned with the CEO to be effective.

To get additional information about running this program or a customized version of it for your sales or marketing team, please email [pam@teambuilders-int.com](mailto:pam@teambuilders-int.com).

***Selling to Hospitals-Business Value Mapping***© has been developed to assist our Miller Heiman and non Miller Heiman clients with the tactical execution their action plans for hospitals. This program can be run following Strategic Selling, Conceptual Selling, Large Account Management Process and Executive Impact or it can run before implementation of Miller Heiman or other like methodologies. ***Selling to Hospitals-Business Value Mapping***© is a value add to, not a replacement for these programs.

Copyright TeamBuilders International 2006

1-866-670-4447

