

WINNING COMPLEX HEALTHCARE DEALS

How B2B healthcare companies identify buying momentum & accelerate pipeline.

BEFORE WE BEGIN...

1

***THIS WEBINAR IS
PRE-RECORDED & YOU
WILL RECEIVE A COPY***

2

***PLEASE USE THE
QUESTIONS BOX &
WE WILL FOLLOW UP***

3

***WE WILL SHARE A BRIEF
SURVEY AT THE END,
PLEASE SHARE FEEDBACK***

TODAY'S SPEAKERS



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HEALTHCARE BUYING COMPLEXITY IS INTENSIFYING

Three forces are making healthcare buying decisions **harder to see and influence**:



**MORE
STAKEHOLDERS**
shaping the decision



MORE RESEARCH
is happening outside
of your view



MORE PROOF
is required to advance
the decision

IMPLICATION: Buying momentum is harder to detect early enough to influence.

HEALTHCARE BUYING GROUPS ARE LARGE AND FLUID

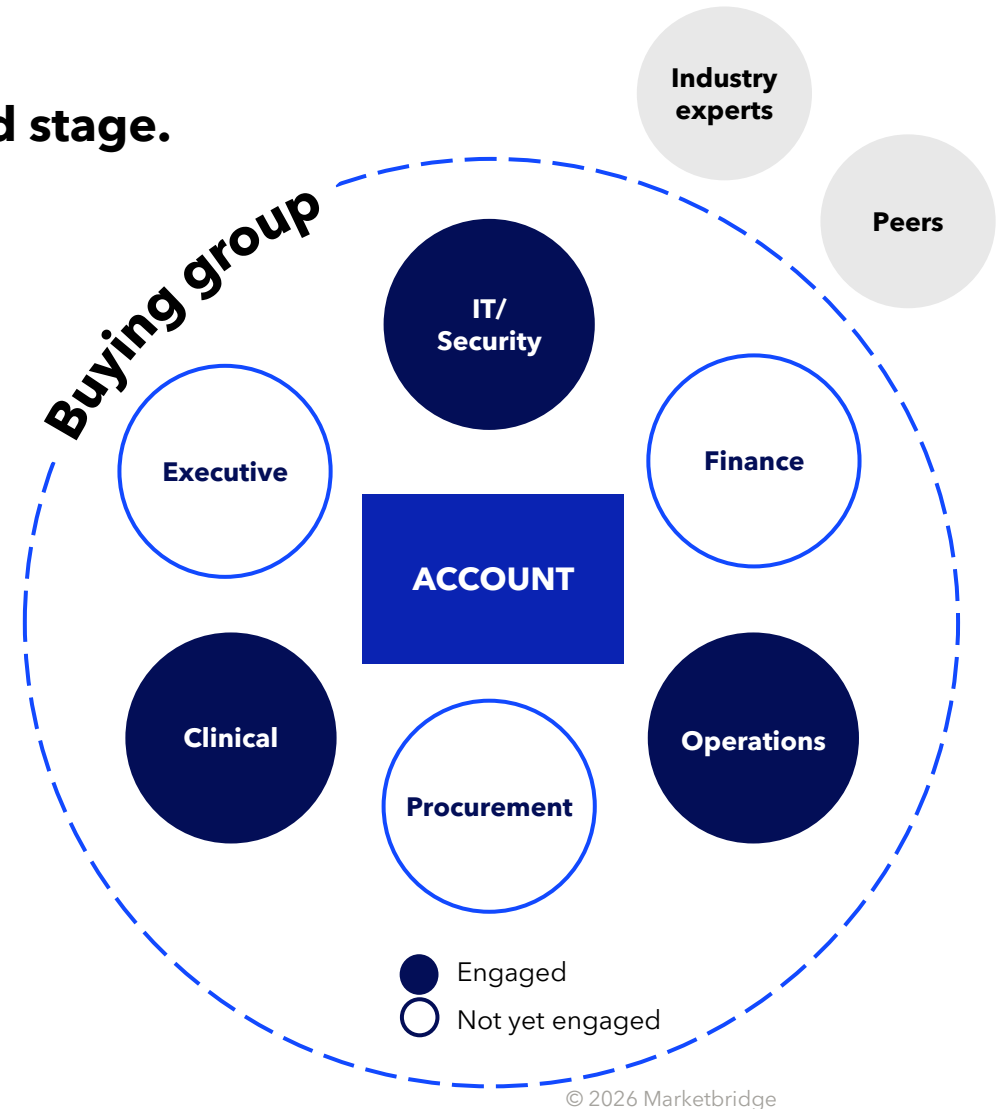
The people shaping the decision change by solution and stage.

Typical buying decision includes ¹

13 internal stakeholders
+9 external influencers

Buying-group composition is a signal.

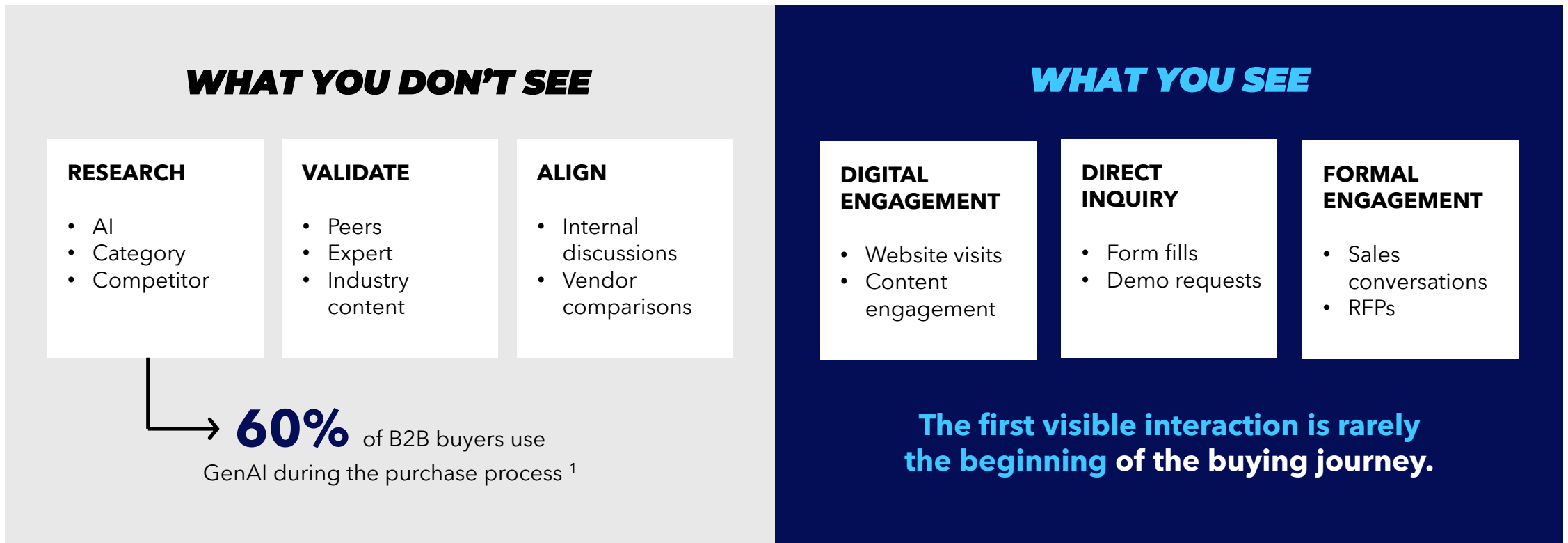
Who is engaged, who is missing and when they appear reveal how the decision is progressing.



¹ Forrester's 2026 Buyer Insights: GenAI is Upending B2B Buying as Leaders Face Mounting Pressure to Justify Every Dollar Spent

MORE OF THE BUYING JOURNEY HAPPENS OUTSIDE YOUR VIEW

Buyers often define the problem and form preferences before speaking with Sales.



THE BURDEN OF PROOF IS RISING

Different stakeholders need different proof before the decision can advance.



CLINICAL PROOF

Outcomes and workflow



TECHNICAL PROOF

Integration and risk



OPERATIONAL PROOF

Implementation and adoption



ECONOMIC PROOF

Value and investment



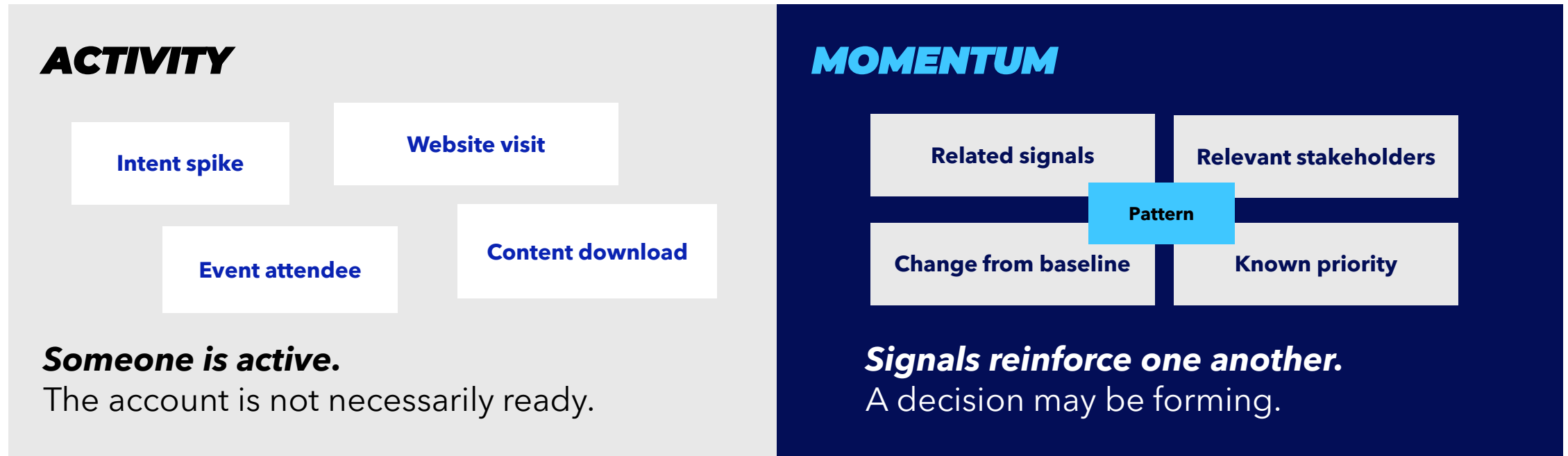
PEER PROOF

Confidence from similar organizations

**The next-best action depends on the
next proof point the buying group needs.**

BUYING MOMENTUM IS HARDER TO RECOGNIZE

More activity creates more noise. Patterns reveal when a decision is forming.



**Momentum lives in the pattern,
not the individual signal.**

HOW TO TURN SIGNALS INTO OUTCOMES

FOUR STEPS TURN SIGNALS INTO COMMERCIAL OUTCOMES

1 SIGNAL

What signals matter?

- Third-party intent
- Competitive research activity
- Buying-group engagement
- First-party web behavior

2 SCORE

How should signals be prioritized?

- Competitive vs. category intent
- Trending activity vs. historical baseline
- Stakeholder weighting
- Multi-contact buying-group activity
- Journey-stage relevance

3 PLAY

What actions should be triggered?

- Sales engagement
- Executive alignment
- Targeted content delivery
- Account prioritization

4 OUTCOME

What should improve?

- Earlier opportunity identification
- Increased buying-group engagement
- Reduced price sensitivity
- Improved win rates

TAKEAWAY:

Each step turns buying activity into a commercial decision.

SIGNAL

Which signals matter most?

1 **Third-Party Intent**

Examples

- Competitor research
- FDA 510(k) / regulatory pathway
- Medical device cybersecurity
- Interoperability
- Quality management system (QMS)

These signals reveal the business, clinical or operational problems an account is actively researching.

2 **Trending Intent**

Examples

A sudden increase in:

- AI-enabled workflow research
- Regulatory pathway research (FDA / MDR)
- Interoperability / integration

Trending behavior can indicate that a priority is becoming more urgent.

3 **First-Party Engagement**

Examples

- Solution pages
- Case studies
- ROI / business-case content
- Integration / interoperability content

Weighted by:

HR Clinical leader
CIO / IT
Finance

Operations
Procurement
Executive sponsor

TAKEAWAY:

A buying group becomes visible when **multiple signal categories reinforce one another.**

SCORE

Scoring should reflect concentration of interest. Not ambient noise.

COMMON PRACTICE

Everything gets a high score.

- Keyword search
- Page visit
- Content download
- Competitor search



EVERYTHING LOOKS IMPORTANT.

VS

LEADING PRACTICE

Signals accumulate value.

- Category research
- Competitive research
- Trending intent
- Pricing engagement
- Buying-group formation



**CONCENTRATED BUYING BEHAVIOR
TRIGGERS ACTION.**

SCORE

What does a high-value buying signal look like?

ACCOUNT A

One regulatory affairs manager searches:

"FDA 510(k) submission software."



INTERESTING. NOT ACTIONABLE.

VS

ACCOUNT B

Within two weeks:

- ✓ IT/Security researching cybersecurity requirements
- ✓ Quality team downloads QMS comparison content
- ✓ Finance visits pricing
- ✓ Competitive research increases

- ↓ **BUYING GROUP FORMING**
- ↓ **TRIGGER COORDINATED PLAY**

TAKEAWAY:

Concentrated buying behavior should trigger action, not isolated activity.

PLAY

How do leading organizations turn buying signals into coordinated action?

TRIGGER: BUYING GROUP REACHES ENGAGEMENT THRESHOLD

IT/Security researching medical device cybersecurity requirements | Quality team downloads QMS comparison content | Finance visits pricing page



COORDINATED PLAY

MARKETING

Deliver cybersecurity and compliance content

SALES

Schedule executive conversation

QUALITY SME

Discuss FDA and quality requirements

CLINICAL SME

Join follow-up discussion

EXECUTIVE SPONSOR

Engage at the appropriate stage

TAKEAWAY:

Coordinated plays create pipeline.

OUTCOME

What business outcomes should improve?

WITHOUT COORDINATED EXECUTION

Buying behavior discovered at the RFP



Compete primarily on price



Limited influence

VS

WITH COORDINATED EXECUTION

Buying behavior identified earlier



Earlier education



Executive relationships



Influence buying criteria



Higher-quality opportunities



Improved win rates

TAKEAWAY:

Earlier engagement creates greater influence over the buying decision.

BUILDING A SIGNAL OPERATING SYSTEM

Three operating capabilities put the Signal, Score, Play, Outcome framework into practice.

1 Signal Inventory

Document:

Intent keywords
Web behaviors
Campaign topics

Organized by:

Solution · Segment · GTM motion

2 Scoring Model

Assign every meaningful signal:

Business value
Journey stage
Owner

Increase value for:

Competitive intent · Trending intent · Buying-group formation · Executive engagement

3 Coordinated Play Library

Who owns the play?

- Which teams coordinate?

What action is triggered?

- What outcome should improve?

THE SIGNAL LIFECYCLE

SIGNAL INVENTORY → SCORING MODEL → PLAY LIBRARY → COORDINATED EXECUTION → BUSINESS OUTCOME

QUESTIONS

THE ADVANTAGE ISN'T MORE SIGNALS. IT'S KNOWING WHEN TO ACT.

SEE MOMEMENTUM FORMING

Recognize when a decision is beginning to form.

KNOW WHO IS INVOLVED

Understand who is engaged, who is missing, and what that means.

MATCH THE RESPONSE TO THE MOMENT

Match the next action to the next proof point.

TRACK COMMERCIAL PROGRESS

Track pipeline creation, progression, velocity, and win rate.

The advantage comes from turning the right signals into coordinated action sooner.

MORE QUESTIONS

Let's continue the conversation

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THANK YOU