



## OPTUM C-SUITE PERSONA THOUGHT LEADERSHIP PROGRAM

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### PROJECT SUMMARY

Over the past few years, health organizations have been working to modernize their organizations. They have had to respond to market consolidation, shifting demographics and alternative financial models. Last year, COVID-19 amplified existing performance gaps and inspired leaders to accelerate their change initiatives. Optum wants to partner with these transformative organizations and demonstrate they can help health leaders face both market disruption and the intense demand for rapid internal reorganization. To achieve this objective and to connect with key decision makers in health organizations, they developed a C-Suite Persona Thought Leadership Program.

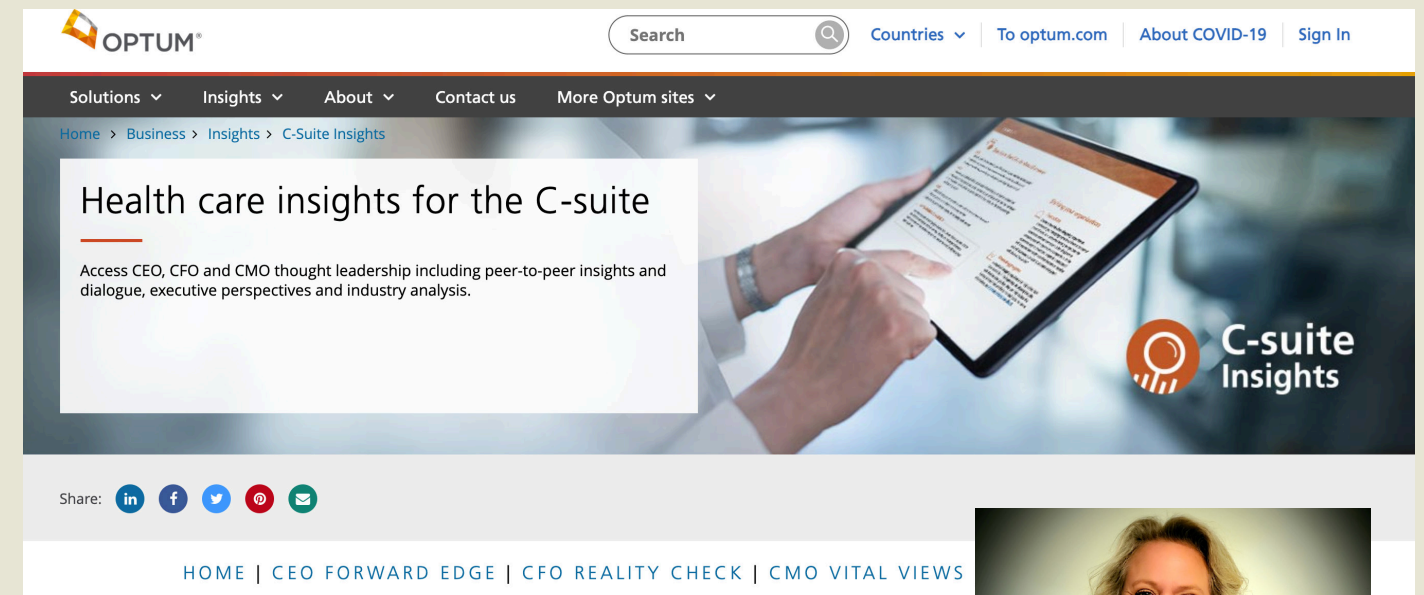
Optum launched the program in 2018, with the CFO "Reality Check" campaign, targeted specifically to CFOs in the health system and offering practical insights, analysis, and perspectives for understanding trends to meet the bottom line and enable transformation. On the heels of that campaign's success, Optum expanded the program to include two additional audiences: CEOs with "Forward Edge" and Chief Medical Officers (CMOs) with "Vital Views." These programs build trust by engaging leaders on crucial business topics for their respective areas, and by sharing insight on cross-industry dynamics and in a manner that aligns with their role and function. Optum also created "C-Suite Insights" to create a circle of influence across the health care C-Suite.

Prior to embarking on the project, Optum conducted qualitative and quantitative persona research, which confirmed that CEOs embody their organization, drive

transformation, and are forward-looking. CFOs, of course, are driven by numbers, trends, measurements, and comparisons. CMOs bridge the business and clinical worlds, caring deeply for clinicians and working tirelessly to improve patient care.

The team's guiding principle was to create an experience that was uniquely built for each role with a content strategy and creative guidelines for each of the three personae. Optum developed a coordinated, integrated, and multi-channel approach using email, social media, paid search, and third-party promotions to deliver white papers, eBooks, tools, articles, videos, events, webinars, and round tables. This strategy engaged existing contacts, reached contacts in the channels they prefer, and found net new contacts. During the program's expansion, COVID-19 brought the world to a halt. The health industry was perhaps most directly affected by the pandemic, which amplified and accelerated existing challenges. All health executives faced broad and dramatic market disruption as well as intense demand for rapid internal reorganization.

Optum pivoted quickly, pulling a select team of their own consultants to focus on developing insight about the impact COVID-19 was having on the industry. From this insight, Optum created a point of view on the forces that would define the industry during and after the pandemic. The team developed a core asset called **Health Care Beyond Crisis: Eight Forces That Will Define the Future** and another asset, **Economic Aftershock: How economic uncertainty and emerging risk are shaping health care**. These assets were so



well received that each month thereafter, Optum created content for each C-suite persona role related to these forces of change in a new "Navigating Forward" series.

Other assets and components of the program include:

- **C-Suite Margin Growth eBook Series** to help leaders consider margins in the broader context of eco-system maturity.
- **Telehealth Series**, which launched within two weeks of quarantine to hit the market as the health system needed to fast track telehealth models
- **New England Journal of Medicine (NEJM) Catalyst Partnership**. Optum published bi-monthly viewpoints and thought leadership articles through *NEJM Innovations in Care Delivery* and partnered with NEJM on quarterly events.
- **Media and Research Partner Content**, delivering research, reports, and webinars via strategic content partnerships.
- **C-suite. Connected. Conversations in Health Care**, webinars, roundtables, summits, workshops, podcasts, and video to enable peer-to-peer interaction.

Optum's persona-driven approach to C-Suite communications has been very effective, primarily because the content and its delivery truly aligns with the needs, pressures, and tensions of each role.

Statistically, the **C-Suite Persona Thought Leadership Program** is one of the most, if not the most successful engagement programs to date at Optum.



Optum has consistently surpassed its business goals by a huge margin in every category.

For example, the team delivered 41 assets to the market in 2020, which earned over 53,000 engagements and 7,635 net-newly engaged C-level executives. The subscription rate grew by 84% YoY and connected with 72% of strategic accounts and 16 of Optum's 19 optimal client accounts. In addition, the program has influenced over \$3 Billion in Total Booked Revenue in 2021 alone, a number that increases daily.

Photo: Leslie Cozatt, Head of B2B Corporate Marketing, C-Suite Persona Program & Data & Emerging Technology Program, Optum