Agenda

• Marketing’s Role

• Demonstrating Marketing’s Value

• Success

• Getting Started
MARKETING’S ROLE
Our mission is to eliminate cancer in Texas, the nation, and the world.
# Marketing at M. D. Anderson

<table>
<thead>
<tr>
<th>Differentiate</th>
<th>Focus on the Customer</th>
<th>Target Pockets of Profitable Growth</th>
<th>Improve Payer Mix</th>
</tr>
</thead>
</table>
| • Strengthen and manage the brand  
  • Develop marketing campaigns that highlight key MDACC differentiators:  
  – Technology & expertise  
  – Research & clinical trials  
  – Education  
  – Specialized Support Services | • Understand and represent the Voice of the Customer  
  • Address/overcome customer misperceptions  
  • Initiate and manage strategic marketing partnerships and sponsorships | • Target newly diagnosed, insured patients  
  • Initiate service line marketing to generate demand for specific centers and programs  
  • Support national/global extensions and affiliations | • Apply research and ROI findings to target the right customers  
  • Provide market research and data intelligence in support of new business development  
  • Communicate value with greater focus on success (outcomes vs. experience) |

Overall, we must remain good stewards of organizational resources
DEMONSTRATING VALUE
Top Challenges are ROI Focused

• What marketing activities and strategies improve ROI?

• What metrics are used for ROI? How do these vary by industry?

• What metrics are used to measure ROI for social media?

• How do you measure ROI on customer insights?

• What ROI metrics are top management most focused on in your firm?

Source: 2010 CMO Survey, cmosurvey.org
Healthcare Leaders: Marketing = Investment

Source: 2009 Gelb/AAMC benchmarking survey
Demand, Brand and ROI

Biggest Marketing Priorities in 2009

Source: 2009 Gelb/AAMC benchmarking survey
ROI a Focus for Institutions as Well

Source: 2009 Gelb/AAMC benchmarking survey
Our Approach

Architecture
  ↓
Configuration
  ↓
Testing
  ↓
Training
  ↓
Support

- Begin with the end in mind
- Match data to reporting tools
- Ensure the data reporting is correct and useful
- Monitor usage to determine learning needs
- Identify new information needs
Defining Our Goals

- Capture disparate data in one source
- Report information in a meaningful way to senior leaders
- Identify opportunities to modify our marketing strategy
- Show the relationship between marketing expenditures and outcomes
Basic Measurement

• Activity
  – Admissions (better – increases)
  – Service line utilization (better – increases)
  – Lead source (e.g., web referral form)

• Experience
  – HCAPs
  – Other satisfaction (e.g., Press Ganey)

• Financial
  – Revenue (increases better, particularly by service)
Advanced Measurement

• Activity
  – Patient testimonials (requires micro-site or categorical tracking)
  – Donations (requires call to action)
  – Lead source (e.g., ad, physician)

• Experience
  – Real-time dashboard (e.g., call center, follow-up)

• Financial
  – Case margins
Mapping to Patient Experience

Advertising → Awareness → Interest → Choice → Advocacy
Advertising Exposure (length of bar = amount of exposure)

<table>
<thead>
<tr>
<th>Total</th>
<th>TV/Cinema</th>
<th>Radio</th>
<th>Print</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>May-09</td>
<td>Jun-09</td>
<td>Jul-09</td>
<td>Aug-09</td>
<td>Sep-09</td>
</tr>
</tbody>
</table>

Data Blinded
Awareness → Interest → Choice → Advocacy

Microsite Visits

AskMDAnderson Calls

Campaign Calls

AskMDAnderson Emails

Red line = total advertising exposure
Awareness → Interest → Choice → Advocacy

New Patient Appointments

Red line = total advertising exposure

Referrals

New Patient Appointments

Leukemia
Lung
Lymp
GYN
Support: Where We Go From Here

- Integrate customer insights dashboard data
- Modify marketing research to match outcomes measurement
- Adding specific budgetary thresholds for expenditures
- Experimental design with marketing tactics
- Tracking lead source to revenue (CallCenter Dashboard)
Limitations

• Financial
  – Determining margins
  – ROI “broad” versus ROI “specific”

• Meeting Senior Management Expectations

• Report Integration

• Taking Credit

• Being Honest with the Data
“My doctors back home gave me ONLY a few weeks to live. That’s when I made the ONE decision that saved my life. I went to M.D. Anderson. That was six years ago. And counting.”

Katherine Raul
Survivor

THERE’S ONLY ONE YOU AND THERE’S ONLY ONE M.D. ANDERSON.

Katherine Raul’s diagnosis was grim. But she chose to fight cancer with the best in the business: M.D. Anderson. Her team of doctors created a treatment plan just for her, including a tailored combination of radiation and chemotherapy. For more than six decades, our experienced cancer specialists have helped people with that kind of customized care. And we want to help you. If you’re facing cancer, call us directly at 1-877-MDA-4229 or visit MakingCancerHistory.com.
Campaign Objectives

• Reinforce M. D. Anderson’s brand image and increase consumer awareness
  – Increase brand presence in competitive market
  – Bust myths and misperceptions about obtaining care at M. D. Anderson
  – Continuation of “Making Cancer History®” brand advertising

• Support institutional business goals
  – Campaign provides demand generation for featured clinical areas
Linking Strategy and Measurement

**Next Steps - Conversions & Brand Tracking:**
Campaign impact will be measured after one year to ensure messages are resonating.

**Creative Production and Placement:**
Final creative was developed (print, television, radio and online ads) and placed within targeted media channels.

**Validation:**
The rough creative was *Qualitatively* tested again among patients and caregivers in focus groups.

**Creative Brief & Development:**
The messages with the most potential were integrated into a creative brief, and creative concepts were developed.

**Start - Message Map:**
Based on brand research and stakeholder meetings which laid out key needs and messages (both differentiating and substantiating).

**Refinement:**
Into key positioning statements and support points which were tested within *Qualitative* focus groups.

**Message Testing:**
Qualitative findings helped to develop four *key messages/support* which were tested *Quantitatively* (online survey).

**Start - Message Map:**
Based on brand research and stakeholder meetings which laid out key needs and messages (both differentiating and substantiating)

**Refinement:**
Into key positioning statements and support points which were tested within *Qualitative* focus groups.

**Message Testing:**
Qualitative findings helped to develop four *key messages/support* which were tested *Quantitatively* (online survey).
Measurable Results

• Campaign Conversions
  – Online self-referrals completed
  – Call center volume
  – Donations received online
  – "Tell Us Your Story" submissions

Visitors were provided an opportunity to share their stories, make a contribution, or complete a self-referral to become a patient.
Using the Framework to Show Results

Advertising

Awareness

Interest

Choice

Advocacy

Television
Radio
Online
Print
Sponsorships

Houston 3% lift to 86%
Nationally no change
Call center volume increased 31%
19,000 Microsite visits per month
More than 700 online self-referrals after online ad exposure

Significant increase in patient volume, institution met FY09 business goals

Visitors from all states in US

$300,000+ online donations received from individuals exposed to the campaign

Average of 5 "Tell Us Your Story" online submissions per month

$300,000+ online donations received from individuals exposed to the campaign

$300,000+ online donations received from individuals exposed to the campaign

$300,000+ online donations received from individuals exposed to the campaign
...Business Results Proved Marketing Value

- Executive leadership *doubled* our media budget to continue the campaign...despite the economic recession

![Diagram showing Patient Self-Referrals and Impressions](chart)

Direct correlation between the number of self-referrals and the number of media impressions in the market.
GETTING STARTED
Initiation

• Use this kick-off meeting to establish:
  – Charter for workgroup
  – The area of interest for the implement
  – Team members
  – Critical success factors for the project

• This meeting will also serve to confirm timelines, deliverables, and roles/responsibilities for team members

• Include authorities, information providers and end-users

• Gather information outlined herein
Practices Review

• Use the following sources to assess the current marketing process:
  – Marketing strategy
  – Presentations to senior management (things that resonated in the past)
  – Interviews with key stakeholders

• This activity will enable your team to:
  – Develop a common understanding of current information needs
  – Gain “buy-in” from stakeholders through information gathering
  – Identify needs to establish a formal process (a dashboard requirement)
Data Inventory

• This activity provides a gap analysis between the key practices and the data used to make decisions

• Typical data includes:
  – Customer satisfaction scores
  – Market share trends
  – Competitive intelligence (by area)
  – Services
  – Target descriptors (e.g., roles, titles)

• The data inventory is mapped during the next step to the analytical plan along with data sources

• We defined data sources to be collected/stored
Analytical Plan

• Often called “pain points,” the analytical planning activity will identify key reporting needs

• Examples:
  – Demonstrate to senior executives why marketing is important
  – Need to adjust our campaigns
  – Identify top opportunities for retention
  – See which messages resonate most

• Create and maintain “Wish List” during the project for future Phases and workflows

• These are prioritized and then translated into functional requirements
Tools to Use
Functional Requirements

• Functional requirements detail how end-users will make use of reports and input data

• This documentation takes the form of “use cases” that will illustrate (both through flow charts and text) how profiled users gain the insight they need

• Outline data sharing model and security, and requirements for off-site availability

• This activity will help your team to envision the final work product and focus programmers on areas that matter most

• This documentation will serve as a starting point for training materials and users’ manuals
Technical Requirements

- Once functional requirements are defined, it is time to start determining technical feasibility.

- Using the work performed to this stage, we mapped needs and information sources.

- Develop the system architecture (including the need to integrate with existing systems).

- And develop recommendations for reports that require customized programming to integrate all information sources.
DISCUSSION

John McKeever
281-759-3600 x1022
jmckeever@gelbconsulting.com
www.gelbconsulting.com

Cara Zorzi
713-794-1083
czorzi@mdanderson.org
www.mdanderson.org
www.makingcancerhistory.com