Marketing 360:
Take a holistic view to demonstrate marketing ROI
HOUSEKEEPING

**AUDIO** is available through your computer speakers or through dial-in. All lines are muted.

You can **SUBMIT QUESTIONS/COMMENTS** at any time. We will address all questions during the Q&A session at the end of today’s presentation.

Links to the slides and **RECORDING** will be made available and sent to all attendees via e-mail.
Today’s Agenda

You will Learn:

- Things every marketer should be measuring consistently
- Keys to designing a dashboard in the right way
- What’s possible in today’s digital age
Webinar Leader

John McKeever
Executive Vice President
Healthcare Business Unit Leader
Gelb Consulting
ABOUT US

WE WORK WITH NATIONALLY-RECOGNIZED INSTITUTIONS:
5 “Honor Roll” institutions
5 out of the top 10 cancer programs
3 out of the top 4 pediatric hospitals
3 out of the top 10 cardiovascular programs

NATIONAL BENCHMARKING STUDIES:
Patient experience management
Marketing practices
Physician relations programs
International programs

Ranked as one of top 50 Healthcare Consulting firms by Modern Healthcare
Challenges

Is There Anything Marketing Doesn’t Do?

**MARKETING INFLUENCES...**

<table>
<thead>
<tr>
<th>Need</th>
<th>Scheduling</th>
<th>Evaluation</th>
<th>Treatment</th>
<th>Follow-up</th>
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</thead>
<tbody>
<tr>
<td>Trust in brand overall</td>
<td>Web to Lead Justifying selection</td>
<td>Consumer education</td>
<td>Connection with community physician during stay</td>
<td>Introduction to related services</td>
</tr>
<tr>
<td>Influencer choices</td>
<td>Patient preparation (limited)</td>
<td>Communication with physician</td>
<td>Physician satisfaction</td>
<td>Link to development</td>
</tr>
<tr>
<td>Consumer choice</td>
<td>Patient education</td>
<td>Physician satisfaction</td>
<td>Family satisfaction</td>
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<tr>
<td>Knowledge of services</td>
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<td>Drive to richer information</td>
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**OVERALL OPPORTUNITIES FOR ENGAGEMENT**

<table>
<thead>
<tr>
<th>Paid / Owned / Earned Media</th>
<th>Physician profiles</th>
<th>Patient education materials for physicians</th>
<th>Connecting messaging</th>
<th>Email for remarketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician outreach</td>
<td>Conversion monitoring</td>
<td>Physician outreach</td>
<td>Monitoring physician communication and satisfaction</td>
<td>Landing pages for prior patients for development</td>
</tr>
<tr>
<td>Development</td>
<td>Remarketing</td>
<td>Online tools</td>
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Marketing is a **strategic** function - internal customers need to be educated (and reminded) about the role of marketing and the requirement for measurement.

Assumptions are often our downfall; we need to access actual performance data (MD ≠ Marketing Director).

Best practices exist for marketing and we should follow them - this tactic can work for you, but we need to have control over the how, when and what if you want these results.

We have a variety of competing priorities for resources, so your initiative is part of an overall strategy; this is a benefit to you because we learn more and build our brand along the way.
Digital Only Doesn’t Cut It

94% of WOM brand impressions occur offline*

<table>
<thead>
<tr>
<th>Before</th>
<th>During</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sparks a word of mouth conversation about a Brand</td>
<td>Reference to the Brand during a word of mouth conversation</td>
<td>Seeking information or interacting with the Brand in response to a word of mouth conversation</td>
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There are opportunities to influence before, during and after an experience conversation

*Google Word of Mouth Study, 2012
The Importance of Framing

“The Essence of Strategy is Deciding What NOT To Do”

– Michael Porter

Strategy ➔ Insight ➔ Activate
Capture ➔ Analyze ➔ Share
The Round Trip of Marketing

Marketing Strategy
Paid | Earned | Owned

Marketing & Communication Channels

Sales/Referral Channels
- Email
- Web Form
- Mobile
- Call
- Fax

Impressions

Lead
- New Lead
- Existing Patient
- MQ Lead

Conversion
- Call Center
- Scheduling
- Service Line
- Appointments

Service Channels
- NPR Volume in Target Scope
- Assigned Attribution
- $ per New Patient

Measurement
Connecting to the Business

Strategy & Measurement Roadmap

Achieve Sustainable Competitive Advantage Through Customer Experience

**BUSINESS OUTCOMES**
Contribute to business growth & operational efficiency

- Key Result Indicators:
  - Marketing ROI
  - Payback Customer Acquisition Cost
  - Lifetime Value: Customer Acquisition Cost
  - % Marketing Leads Generated
  - % Marketing Influenced
  - % Change in Payor Mix

**BRAND IMPACT**
Influence market perceptions & create brand impact

- Key Result Indicators:
  - Brand Equity
  - Net Promoter Score
  - Earned to Paid Ratio
  - Share of Voice
  - Market Share
  - Customer Experience
  - Reputation

1. Define priorities to support decision-making for optimizing tactics

2. Identify Opportunities

   **STRATEGIC PRIORITIES**

   **CUSTOMER ACQUISITION**
   - Build Brand Awareness
   - Attract and Acquire Leads and Customers in Target Markets
   - Increase Top of the Funnel Velocity

   **ESTABLISH KEY INITIATIVES**
   - BRAND ENGAGEMENT
   - Increase Content Consumption for Target Products & Services
   - Reduce Barriers for Conversion
   - Exceed Customer Expectations

   **CLV/ADVOCACY**
   - Grow Positive Share of Voice
   - Increase Word of Mouth Referrals
   - Decrease Customer Defection

3. Focus Effort

   **CURRENT STATE VERSUS FUTURE STATE**

   **VIEW BY TARGET SEGMENTS**
   - Products/Services
   - Target Markets
   - View by Product/Service & Customer Segment

   **DETERMINE IDEAL EXPERIENCE**
   - Map by product/service & customer segment
   - Awareness
   - Schedule
   - Visit
   - Treatment
   - Advocacy

   **ESTABLISH JOURNEY**
   - Map by target audience/persona and channel usage/performance

   **CUSTOMER JOURNEY BY PERSONA**
   - Marketing/Communication
   - Sales/Service Channels

   **MARKETING/COMMUNICATION**
Focusing Your Efforts

Paid Media can have a high impact to increase awareness, but is also expensive.

Highest message control, but require lots of resources.

Hardest to control CONTEXT, but can help create authority.

Enforcing contracts is very difficult and brand confusion must be managed.
Overview – What’s Possible

**Brand Impact**

- **View by Segment:** All

- **Brand Equity Score:**
  - 14.0% (12.0% FY14)
  - 85.0% (89.0% FY14)
  - 75.0% (72.0% FY14)
  - 89.0% (92.0% FY14)
  - 87.0% (85.0% FY14)

**Insights360 Dashboard**

**Marketing Influence on Brand and Financial Impact**

- **Program Performance**
  - $4,012 (55,021 FY14)
  - $6,213 (54,576 FY14)
  - 82% (88% FY14)
  - 82%

**Business Impact**

- **Marketing ROI**
  - Customer Acquisition Cost: $4,250k (5,467k FY14)
  - Customer Lifetime Value: $1,245k (1,354k FY14)

- **Revenue**
  - $9,879 (8,256 FY14)
  - Attributed to Marketing

- **Brand Equity**
  - ▲ 86 (86 FY14)

- **Revenue**
  - ▲ $9,879 (8,256 FY14)
  - Attributed to Marketing
Brand Leadership
Engage your stakeholders to map the alignment between business strategy, marketing and communications strategy and tactics.

Assess key result indicators (KRIs) for business outcomes and brand impact.

Determine the right key performance indicators (KPIs) that accurately measure marketing and communications key initiatives and can act as levers for change.

Discover information gaps and data needs for measurement and/or further exploration.

Develop a measurement roadmap to identify the starting point, the ultimate destination and the path to get there.

Create a data model that is flexible enough to manage data from different sources and of varying type/format.

Develop metrics map that connects the dots between business and brand priorities, marketing initiatives, measure and metrics.

Identify, source and design integration method for data.

Provide a means to capture and share insight across the organization.

Utilize this system for planning activities and continue to refresh with new information.
Resources

Healthcare Dashboard Resources

Marketing360 Demo

Marketing's Role in CRM

Using Market Research to Measure Campaign Effectiveness
QUESTIONS?

COMMENTS?
Thank you for participating!
Contact Us

• Have additional questions?

• Have a representative come to speak at your organization?

• Want more information?

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