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TARGET, MEASURE & PROVE SUCCESS:
USING ANALYTICS TO TRANSFORM YOUR MARKETING

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SPEAKERS

BILL STINNEFORD
SENIOR VICE PRESIDENT

JEFF DAVIS
VICE PRESIDENT

AGENDA

- State Of Healthcare Marketing

- Role Of Analytics In Healthcare Marketing

- Case Study: Applications Of Analytics
  - Targeting
  - Execution
  - Measurement

HEALTHCARE MARKETING IS EVOLVING

Shrinking Budgets

Intense Competition

Consumerization of Healthcare

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SO HOW DO YOU GROW MARKET SHARE IN
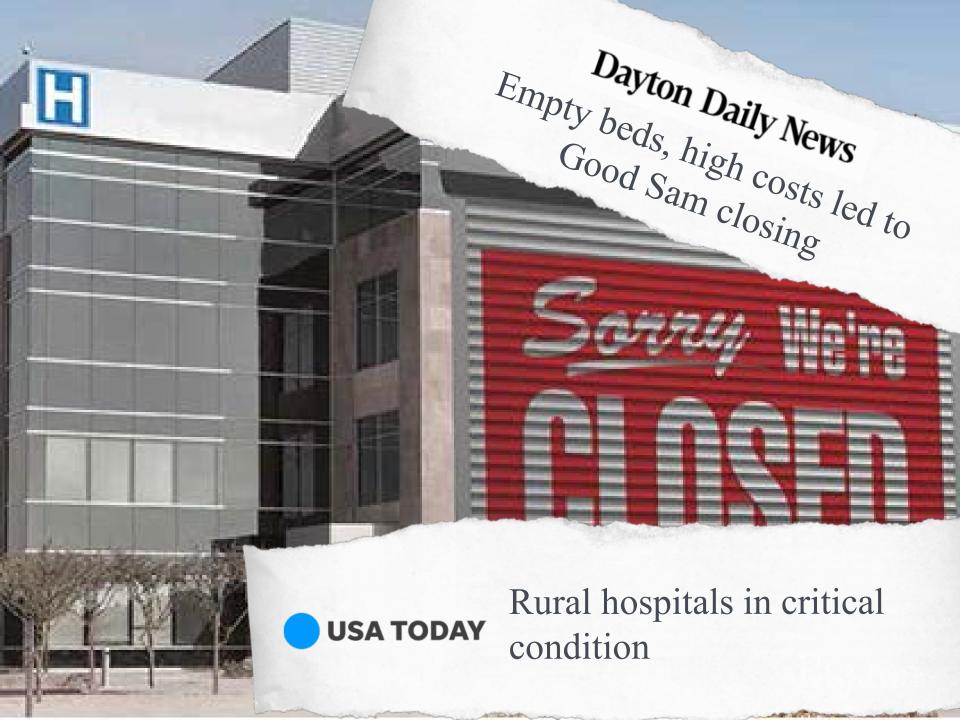# AN EVER-CHANGING ENVIRONMENT?

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KNOW YOUR CONSUMER.

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The way we've been taught to understand marketing decisions is perfectly suited for **a healthcare world that no longer exists**.

Dayton Daily News

Empty beds, high costs led to Good Sam closing

Sorry We're CLOSED

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Dayton Daily News

Empty beds, high costs led to Good Sam closing

USA TODAY

Rural hospitals in critical condition

Dayton Daily News

Empty beds, high costs led to Good Sam closing

Sorry We're CLOSED

Modern Healthcare

Changes to Medicaid could accelerate hospital closures ...tals in critical

ScribeAmerica

Why do Hospitals Close?

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The New York Times

Closing a Hospital, and Fearing for the Future

Modern Healthcare

Changes to Medicaid could accelerate hospital closures ...tals in critical

SCRIBEAMERICA

Why do Hospitals Close?

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BECKER'S
Hospital CFO Report

State-by-state breakdown of 83 rural hospital closures

Sorry We're

The New York Times

Closing a Hospital, and Fearing for the Future

Modern Healthcare

Changes to Medicaid could accelerate hospital closures

tals in critical

What's the best strategy to out-position yourself with specific competitors in your market all while **transitioning from a cost center to a profit center**?

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"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete."

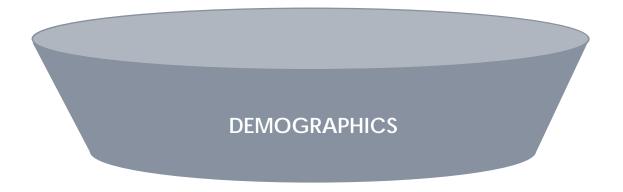BUCKMINSTER FULLER

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ANALYTICS

STRATEGY

TACTICS

Bu**x**ton

WHICH APPROACH ARE YOU USING?

DEMOGRAPHICS

WHICH APPROACH ARE YOU USING?

DEMOGRAPHICS

NATIONAL MODEL

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WHICH APPROACH ARE YOU USING?

THE RIGHT CONSUMER

THE RIGHT STRATEGY

TOTAL UNIVERSE OF HOUSEHOLDS

OUTSIDE DATA
Psychographic Data,
Credit Card, Attitudinal, Mobile GPS,
Lifestyle, Demand Data, Supply Data,
Provider Data, Insurance Data,
Retail Data, Etc.

YOUR DATA
Patient Data by Service Line,
Performance Data by Location,
Facility Data

Buxton®

THE RIGHT CONSUMER

THE RIGHT STRATEGY

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THOSE WHO WOULD
LIKELY PREFER &
CHOOSE YOU

Buxton®

THE RIGHT CONSUMER
THE RIGHT STRATEGY

TOTAL UNIVERSE OF HOUSEHOLDS

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SERVICE LINE
PRIMARY CARE

Buxton®

THE RIGHT STRATEGY

TOTAL UNIVERSE OF HOUSEHOLDS

OUTSIDE DATA
Psychographic Data,
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SERVICE LINE
URGENT CARE

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XYZ HEALTHCARE SYSTEM

PROFILE:

- Relationship started in 2009

- Midwest Health System

- 40+ hospitals; 800+ physician practices
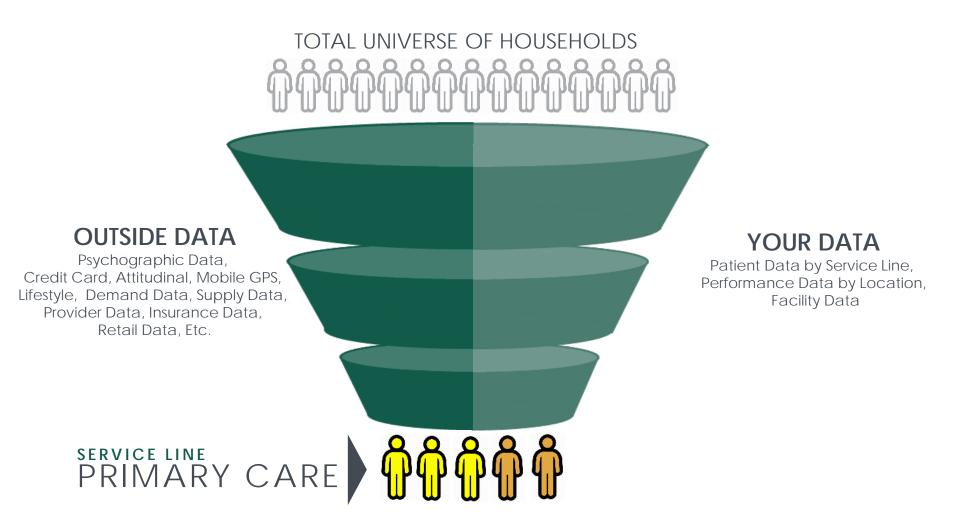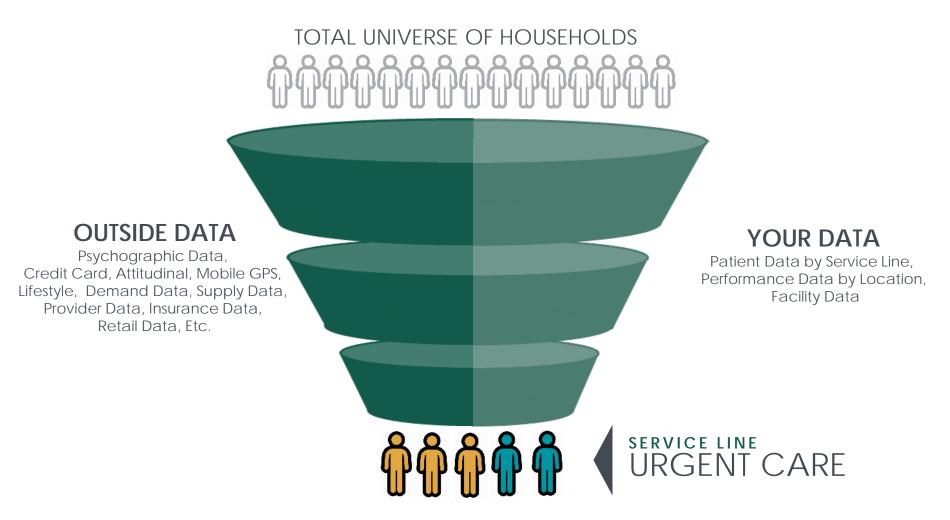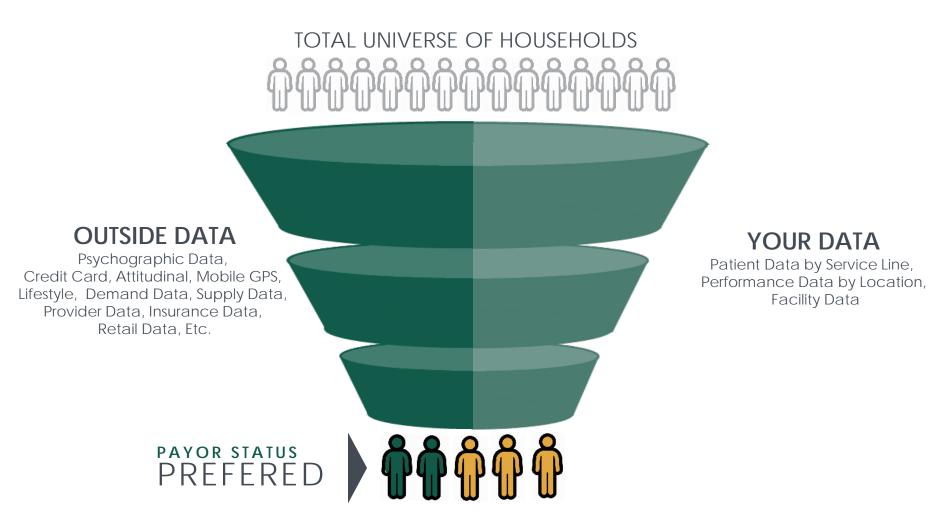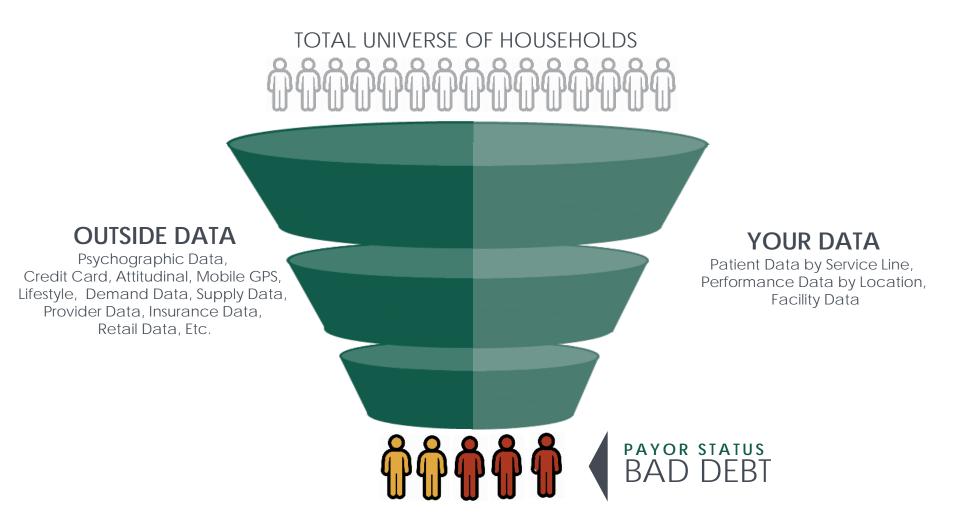
- Locations in city centers and rural areas

XYZ HEALTHCARE SYSTEM

PROFILE:

- Relationship started in 2009

- Midwest Health System

- 40+ hospitals; 800+ physician practices

- Locations in city centers and rural areas

MAJOR PAIN POINTS:

- Actively marketing, but without clear goals

- Marketing was a fulfillment center answering the requests of individual hospital leadership and physicians

- "Measurement" was based on feel

- Needed to maximize existing assets as real estate growth slowed

- Had to prove marketing's ROI in the face of budget cuts

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KEY LESSONS LEARNED

- Get your data organized

- Better tomorrow than you are today – move forward with incremental sprints as you continue to improve

- Plan to measure outcome of every activity – partner with Finance on CONSERVATIVE measurement business rules to start

- Plan to increase % of planned marketing activities as % of overall budget YOY

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THE MARKETING CYCLE

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DIRECT
MARKETING
SOLUTION

TARGET
Understand the attributes of
your customers and where to
find more who look just like them

EXECUTE

MEASURE

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THE MARKETING CYCLE

Buxton

DIRECT MARKETING SOLUTION

TARGET
Understand the attributes of your customers and where to find more who look just like them

EXECUTE
Understand where and how your customers consume your messages

MEASURE

Buxton®

THE MARKETING CYCLE

Buxton

DIRECT MARKETING SOLUTION

TARGET
Understand the attributes of your customers and where to find more who look just like them

EXECUTE
Understand where and how your customers consume your messages

MEASURE
Understand the performance of your marketing tactics and optimize your budget

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TARGET, EXECUTE, & MEASURE

TARGET

- 70 Propensity Models
- Across 23 Service Lines
- 6 Payor Types

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EXECUTE

- Account for Message Fatigue
- Campaign Prioritization
- Measurement Planning
- Process Map for Post-campaign Evaluation
- Conversion Criteria BEFORE Campaign Deployment

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MEASURE
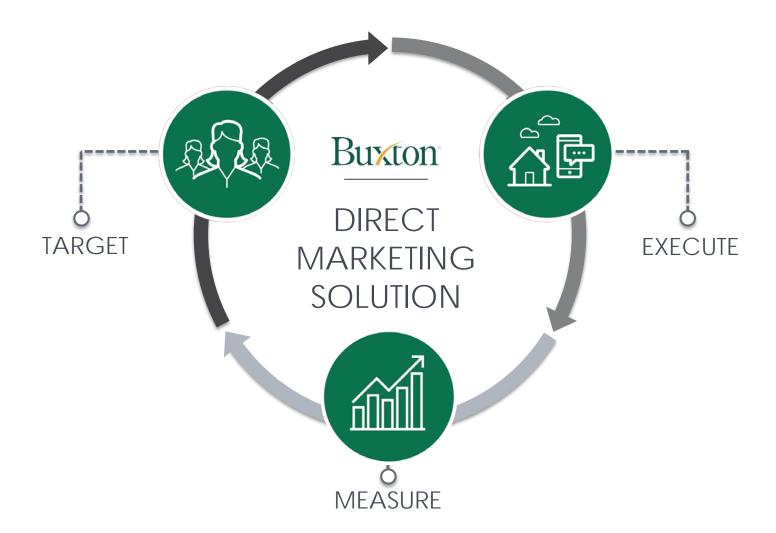- Attribution Windows by Campaign
- Tracking of "Halo" Mass Media Marketing
- Frequency of Reporting
- Priority Service Line Guidelines
- Utilize Data to "Decline" Some Requests for Campaign Support

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TARGET, EXECUTE, & MEASURE

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DIRECT MARKETING SOLUTION

TARGET
- 4 Propensity Models
- Across 4 Service Lines

EXECUTE

MEASURE

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TARGET, EXECUTE, & MEASURE

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EXECUTE
- Running Campaigns/Lists in a Vacuum

MEASURE

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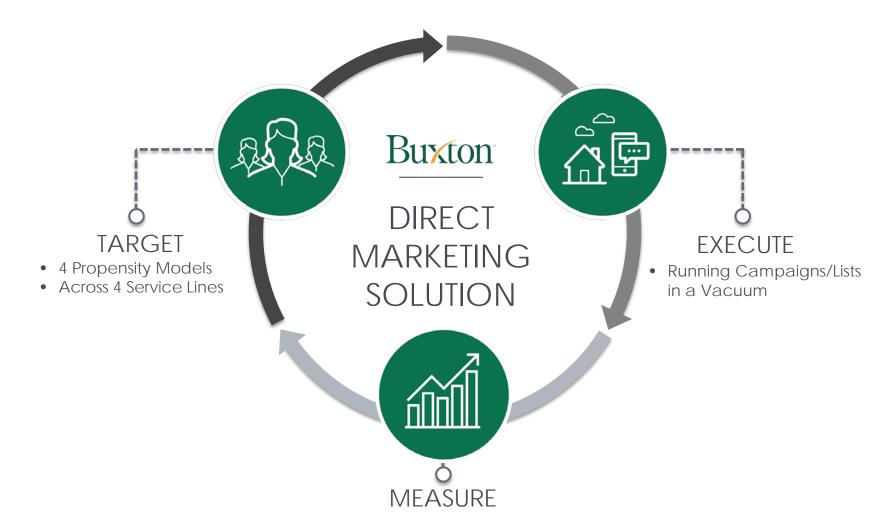
EXECUTE
- Running Campaigns/Lists in a Vacuum

MEASURE
- Measurement Planning
- Conversion Criteria AFTER Campaign Deployment
- Net Revenue; Net Conversions
- Reporting 3 Months Post-execution

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FROM COST CENTER TO PROFIT CENTER

BEFORE:

- Unable to quantify department worth

- Zero ownership of marketing efforts

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FROM COST CENTER TO PROFIT CENTER

BEFORE:

- Unable to quantify department worth

- Zero ownership of marketing efforts

AFTER:

- Generating 3x the cost of the department

- Growing the marketing team when every other department faced cuts in a down economy

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QUESTIONS?

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