



Acing the Test: Taking Digital Strategy to the Next Level



Today's Presenters

- * Shawn Stavseth, Senior Director of Product Development, Bluespire
- * Brian Bierbaum, SVP of Client Solutions, Bluespire
- * Kimberly Morgan, Senior Vice President of Healthcare Strategy, Bluespire



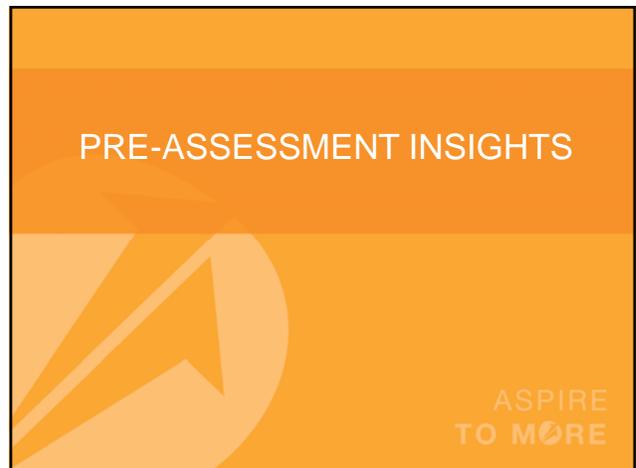
2



Agenda

- *What Are Your Colleagues Doing? Pre-assessment Insights
- *What is Digital Maturity?
- *Assessing Your Organization
- *Reaching the Next Levels of Sophistication

3



PRE-ASSESSMENT INSIGHTS

ASPIRE TO MORE

bluespire

Room for Improvement for Digital

- * You're not alone if you think your strategy is average or below average (nearly 69%)
- * Only two respondents labeled their digital marketing strategy as "Excellent" (3.45%); only three labeled as "Poor" (5.17%)
- * 22.41% answered above average, 50% average, 18.97% below average

5

bluespire

You're Engaging with Patients On...

Channel	Percentage
Social Media	94.83%
Mobile Website	72.41%
Display Ads	70.69%
Email	67.24%
SEO	65.52%
PPC	48.28%
Mobile Apps	24.14%
Contentual Marketing	17.24%
Remarketing	13.79%
Webinars	13.79%

6

bluespire

Poll: Nearly all of you are on social media. What best describes your social media activity level?

1. People want it, so we have it (simply for presence)
2. Use social media for brand awareness or customer services purposes only
3. We actively listen and participate in two-way conversations consistently
4. We don't utilize social media

7

bluespire

Best Way to Measure Effectiveness?

Method	Percentage
Basic Analytics	75.86%
Share of Content	46.55%
Brand Awareness	62.07%
Patient Engagement	39.66%
Patient Acquisition	22.41%
ROI	32.76%
A Combo of All	32.76%

8

bluespire

Additional Thoughts

"We really haven't had a solid digital strategy but moving forward need to get more in place here. I would love get new insight about what works best (especially for healthcare companies/hospitals) and measuring effectiveness."

"Recommended percent of total marketing budget supporting digital?"

"We dabble in a little of all of this. I just feel like we could do better at what we're doing."



9

WHAT IS DIGITAL MATURITY



ASPIRE TO MORE

bluespire

Maturity



11

bluespire

Product Maturity



12

bluespire

What is Digital Maturity?



13

bluespire

What is Digital Maturity?

Process of Maximizing Tools  Ideal Consumer Experience

14

bluespire

Exceptional Consumer Experiences



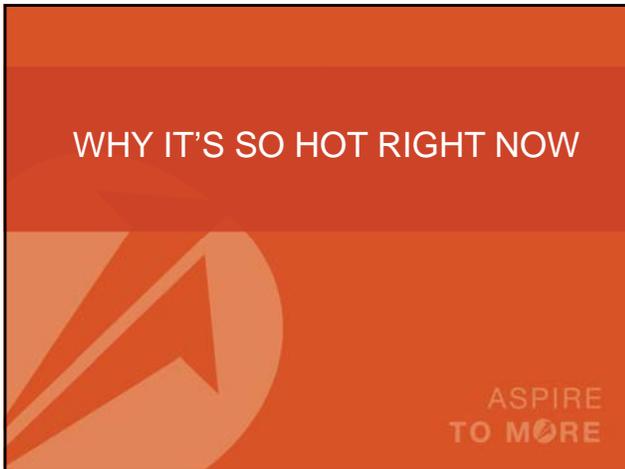
15

bluespire

Consumers have long outpaced brands...



16

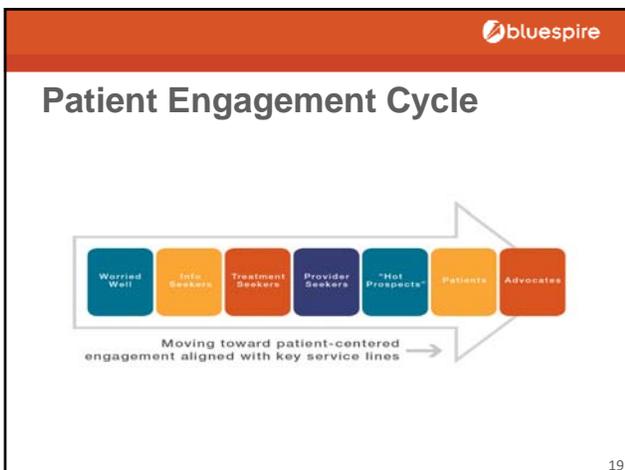


bluespire

Digital Landscape

- *Internet of Me
- *Outcome Economy
- *Platform Revolution
- *Intelligence Enterprise
- *Workforce Re-imagined

18



bluespire

PROSPECTIVE PATIENTS TELL US DIGITAL MATTERS

The Patient Journey

- 61% used a mobile device throughout their patient journey
- 45% used a mobile device at least once during an appointment or appointment preparation

When users look for a hospital

- 40% focused on quality
- 38% looked for location
- 35% focused on patient care
- 25% focused on services and specialties

1 in 3 patients use a mobile device to schedule an appointment

84% of patients used both search and other resources

MOBILE IS A CONSTANT RESEARCH COMPANION

Patients use their mobile devices to research hospitals, 61%

- 16% use mobile devices to research hospitals
- 20% use mobile devices to research hospitals
- 27% use mobile devices to research hospitals
- 27% use mobile devices to research hospitals

SEARCH IS INDISPENSABLE IN THE PATIENT JOURNEY

77% of patients used search prior to scheduling an appointment

3x Search drives an average patient to hospital sites compared to referrals

38% of patients used search to find a hospital

37% of patients used search to find a hospital

19% of patients used search to find a hospital

8% of patients used search to find a hospital

ONLINE VIDEO INFORMS AND CONNECTS

3 in 8 watched a hospital video or video that didn't exist

33% watched hospital videos

39% of patients used search to find a hospital

16% of patients used search to find a hospital

16% of patients used search to find a hospital

20

bluespire

The Digital Journey to Wellness

48%	84%	77%	61%	70%
researched more than two weeks before scheduling an appointment	used both online and offline resources	of patients used search prior to setting up an appointment	visited two or more hospital websites before converting	of the decision is made before talking to a human

Search alone drives **3X** as many visitors to hospital sites compared to non-search.

21

bluespire

Digital is Key to Engagement

“The consumer-to-patient journey is largely a digital journey at their moment of need. If I were diagnosed with something tomorrow, one of the first things I would do is go online.” – Jon Weston, CMO at Mayo Clinic

According to Cleveland Clinic CMO Paul Matsen, about **80% of patients who are diagnosed with an illness go to the Web** to find information about their condition.



Source(s): “Why Digital Marketing Has Become the Health-Care Industry’s Rx for Revenue”

22

bluespire

Increasing Digital Spend

73%	69%	50%
of health systems increased social media budgets	of health systems increased website and online media	of health systems increased ad budgets

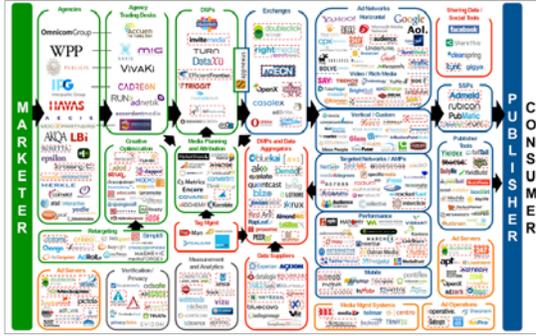
Two out of three marketers have moved at least 30% of their budgets from traditional to digital media in the past three years.

Source(s): SHSMO By The Numbers 2013, IBM Medical Insights Study 2012, The CMO Survey 2014

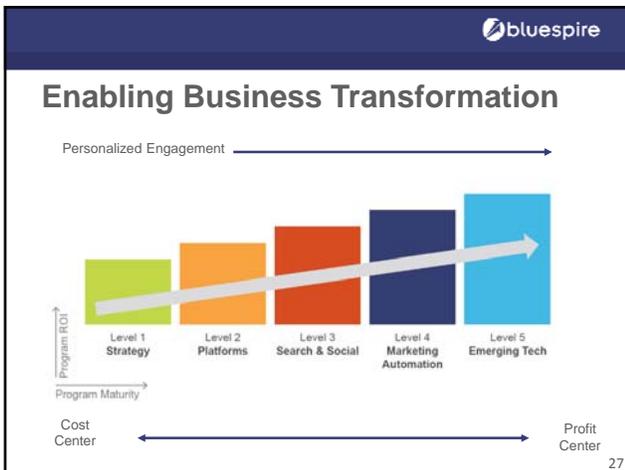
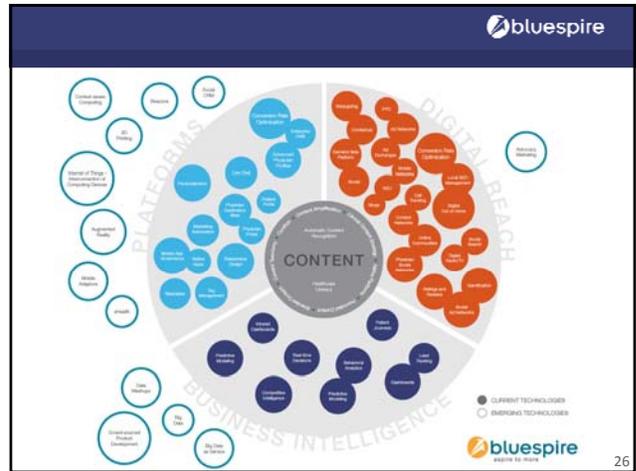
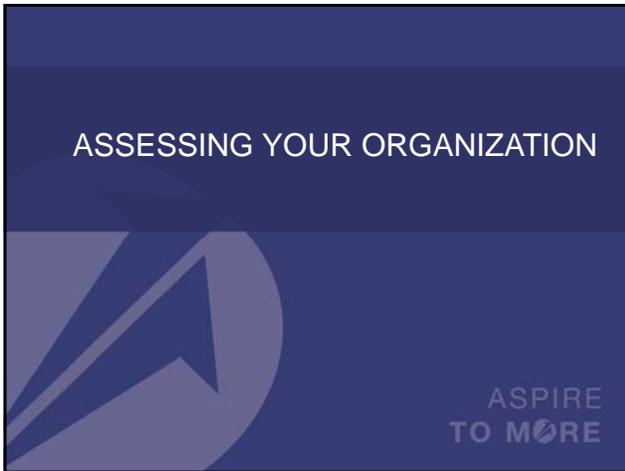
23

bluespire

Digital Reach Ecosystem



24



-
- bluespire
- 5 Pillars of Digital Maturity**
- *Organizational alignment of strategy, tactics and objectives
 - *Content is the fuel
 - *Technology is the enabler, not the solution
 - *A single view of customer
 - *Employee enablement
- 28

bluespire

How Do You Know Where You Fall?

- * Ask yourself and others in your organization some important questions
- * Quick: <http://www.startspringboard.com/>
- * In-depth: Facilitated discussion, road-mapping session

Level	Category	Percentage
Level 1	Strategy	40%
Level 2	Platforms	20%
Level 3	Search & Social	28%
Level 4	Marketing Automation	25%
Level 5	Emerging Tech	10%

29

REACHING THE NEXT LEVEL

ASPIRE TO MORE

bluespire

Steps to Reach the Next Level

Technology
Content
Strategy
Talent

31

bluespire

Strong Digital Talent

- * Envision the Future
 - * Work with some ambiguity
 - * Driven by constant change
 - * Work cross-functionally
- * Analytic-minded
 - * Absorb data
 - * Surface trends
 - * Share simply with others
- * Technical Aptitude
 - * Experience working with digital channels

32

bluespire

Strategy

- * Architecture
 - * Branding
 - * Research
 - * Planning
- * Patient Experience
- * Patient Intelligence
- * Content
- * Technology platforms
- * Resources



33

bluespire

Strategy = Service Design

DISCOVER

The Discover phase is divergent, where the problem is explored through secondary research, user research and creative thinking that leads to ideas.

DEFINE

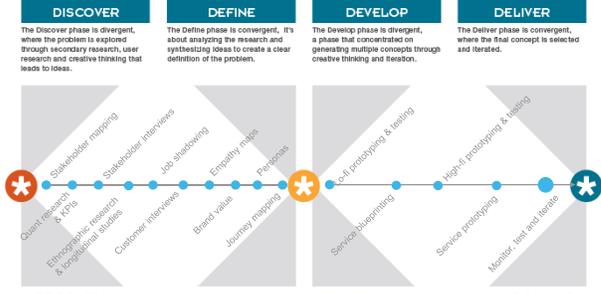
The Define phase is convergent, it's about analyzing the research and synthesizing ideas to create a clear definition of the problem.

DEVELOP

The Develop phase is divergent, a phase that concentrated on generating multiple concepts through creative thinking and iteration.

DELIVER

The Deliver phase is convergent, where the final concept is selected and iterated.



34

bluespire

Experience Mapping Sample

Background/Context	Can I afford this? Will I be profitable? I don't understand!	Oh, I need it! ... how what?!	Oh, I guess I'm doing this!	Can I afford this? Will I be profitable? I don't understand!
Stages	Research & Discovery	Discovery	Design	Development
Activities	<ul style="list-style-type: none"> Market Research Discovery Discovery Discovery Discovery Discovery Discovery Discovery Discovery Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery
Outcomes & Deliverables	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery
Inputs & Resources	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery 	<ul style="list-style-type: none"> Discovery

35

bluespire

Content

- * Most Underestimated Challenge
- * Ask Yourself:
 - * Have you defined a content strategy and developed data-driven personas?
 - * Do you have a content taxonomy and a defined content calendar?
 - * Do you have content for each stage of the decision process, by persona?
 - * Is your existing content usable and in formats ready for marketing?



36

bluespire

Technology

BI
Business Intelligence

Analytics
Marketing Analytics

MCM
Multi-Channel Marketing

CRM
Customer Relationship Management

WCM
Web Content Management

DAM/MAM
Digital Asset Management

- 1) Assess Currently Capabilities
- 2) Identify Gaps
- 3) Procure Needed Solutions

Critical Considerations

- * Flexibility
- * Security
- * Integration
- * Supports Regulatory Compliance
- * High Performance
- * Total Cost of Ownership

Enterprise Marketing Management Stack 37

bluespire

Average of 19% uplift in sales.



Source: Forrester 38

bluespire

Acquisition



Acquisition 39

bluespire

Vision of Patient Journeys

Phase 1 – Demand Generation and Lead Nurturing
Phase 2 – Improved Clinical Outcomes and Reimbursements

Acquisition



Nurturing



Pre-treatment



During & Post Treatment



Successful Outcome 40

Slide 41

SS1

Joint camps webinars from employed and associate physicians

Shawn Stavseth, 6/16/2015



Next Steps to Digital Maturity

<p>1) Discovery</p> <ul style="list-style-type: none"> * Goals * Infrastructure * Assessing current patient experience <ul style="list-style-type: none"> * Strategy, technology, content <p>2) Define</p> <ul style="list-style-type: none"> * UX * Content strategy * Platform identification * Phased approach * KPIs 	<p>3) Develop</p> <ul style="list-style-type: none"> * Design * Deploy * Test * Measure <p>4) Deliver</p> <ul style="list-style-type: none"> * Refine * Re-deploy
--	---



45



Dream BIG.

Start small.

Get fast wins.

Build from there.

Refine, adjust.

46



Parting Thoughts: Connect with Us Soon!

- * SHSMD Connections 2015
 - * Business Solution Spotlight session
 - * Tuesday, Oct. 13, 8-8:45 a.m.
 - * "Creating Exceptional Patient Journeys in a Digital World"
- * Free content: "3 Tips for Building a Successful Patient Journey"
 - * Tip sheet will be available within the next week
- * Nov./Dec. SHSMD Spectrum Article
 - * Focusing on evolving your marketing technology landscape

47






48