



# It's Elementary, Dear Watson: Marketing Innovation Hiding in Plain Sight

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# Eureka!

# Your Duty Officers Today



**LAURIE MARINO**

VP, Marketing & Communications  
The Menninger Clinic



**JAKE YARBROUGH**

Group Director  
Schaefer Advertising





## Today's Agenda

- The Detective's Mindset
- *"The Case of the Unseen Gems"*
- *"A Mystery of Forgotten Roots"*
- Equipping You: The Guide to Innovation
- Open Case: *"Enigma of the Legacy Letter"*
- Go Forth and Solve





## Learning Objectives

1. **Identify** and leverage overlooked organizational strengths and insights
2. **Uncover** hidden opportunities within your organization
3. **Gain** practical tools and techniques to advocate for transformative ideas

## Your First Test





# Who was the best Sherlock Holmes?









Habituatation

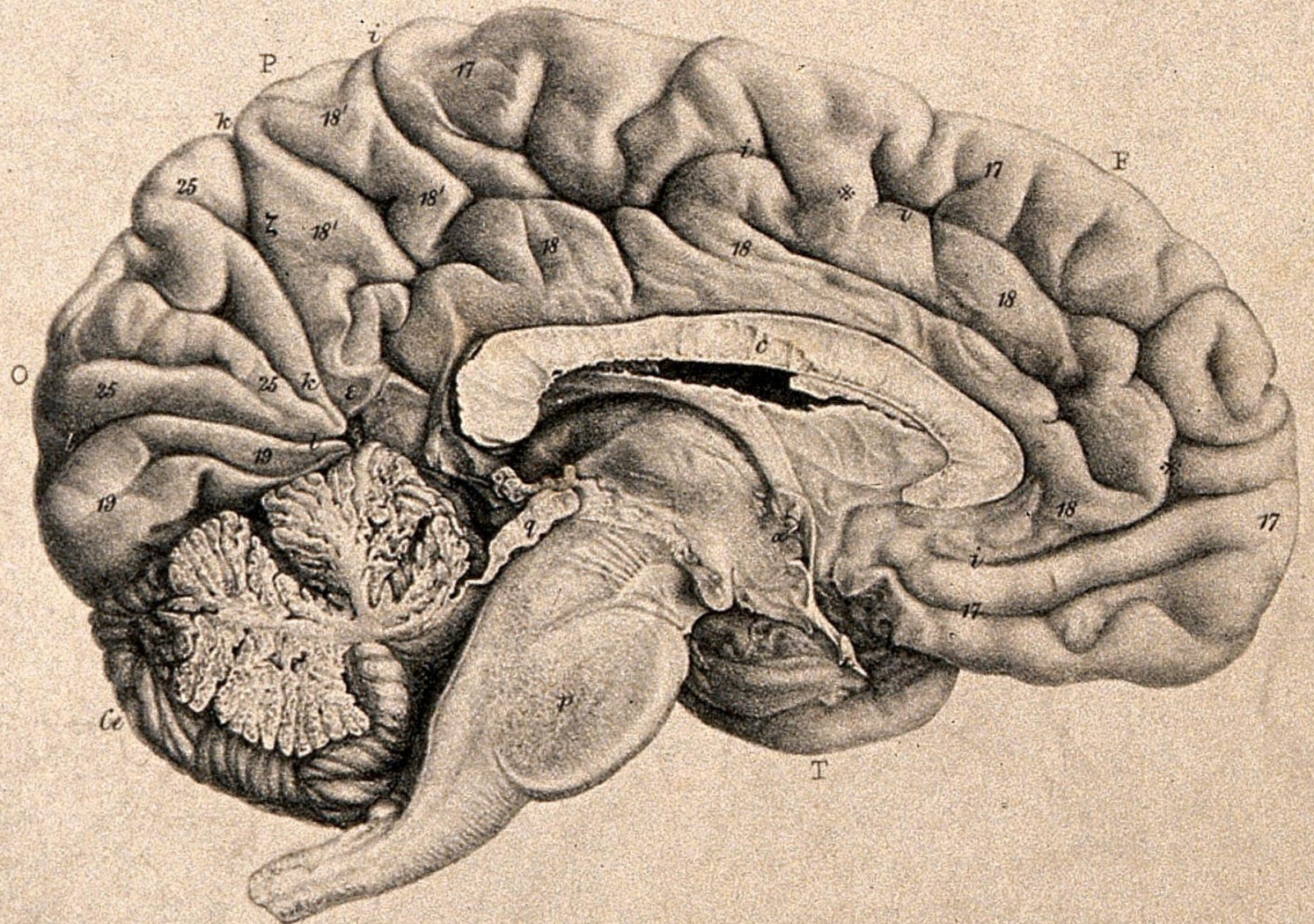
Inattentional Blindness



## Unleash Your Powers of

- Observation
- Curiosity
- Evidence Gathering

# Organizational Mystery Solvers





# The Case of the Unseen Gems

timely MD

- Early market (pre-Covid)
- Highly competitive
- Pursuing two paths:
  - Traditional
  - Higher ed.
- Founder's dilemma



Largest Universe  
Most Crowded  
Fastest Return

Untapped Niche  
Longer Ramp  
Greater Long-term Return

**STRATEGIC  
COUNSEL**

- Gathered Evidence
- Found Clues
- Connected Dots
- Solved the Mystery





# Which path did Timely choose?



**Wellness is Now in Session.**

School may take a break, but we don't. TimelyMD lets your students access the physical and mental care they need, 24/7, off campus or on. Visit [timelymd.com](https://timelymd.com) to learn more.

timelyMD  
Telehealth for Students

A man with a backpack sits on a ledge outdoors, looking at a tablet.

**This Doctor's Office Never Closes.**

Engaging busy students requires easy, convenient access. TimelyMD lets your students click, swipe or tap the physical and mental care they need, 24/7.

timelyMD  
Telehealth for Students

A woman with glasses and a scarf looks at her smartphone.

**Equal Access to Care. Always.**

TimelyMD gives easy, 24/7 access to care to all students – regardless of their insurance status, and whether they are on campus or off. Find out more at [timelymd.com](https://timelymd.com).

timelyMD  
Telehealth for Students

A man with glasses sits on steps outdoors, using a laptop with a TimelyMD sticker.

**Fill in the Gaps with Virtual Care.**

TimelyMD helps fill the gaps in your campus care with 24/7 access, after-hours care, and convenient access to psychiatric services and non-critical care.

timelyMD  
Telehealth for Students

Hands hold a tablet showing a smiling woman.

**Care as Diverse as Your Students.**

Better health begins with engagement. Our diverse provider network drives engagement by letting students talk to people they feel most comfortable with.

timelyMD  
Telehealth for Students

A woman sits cross-legged on steps outdoors, using a laptop with a TimelyMD sticker.



timelyMD  
Virtual Health and Well-Being  
for Students

Request a Quote

Discover how a virtual health and well-being platform can help your campus thrive. [Start the Conversation.](#)

timelyMD

What We Do

Who We Serve

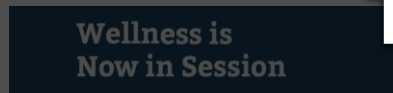
About Us

Resources

Support



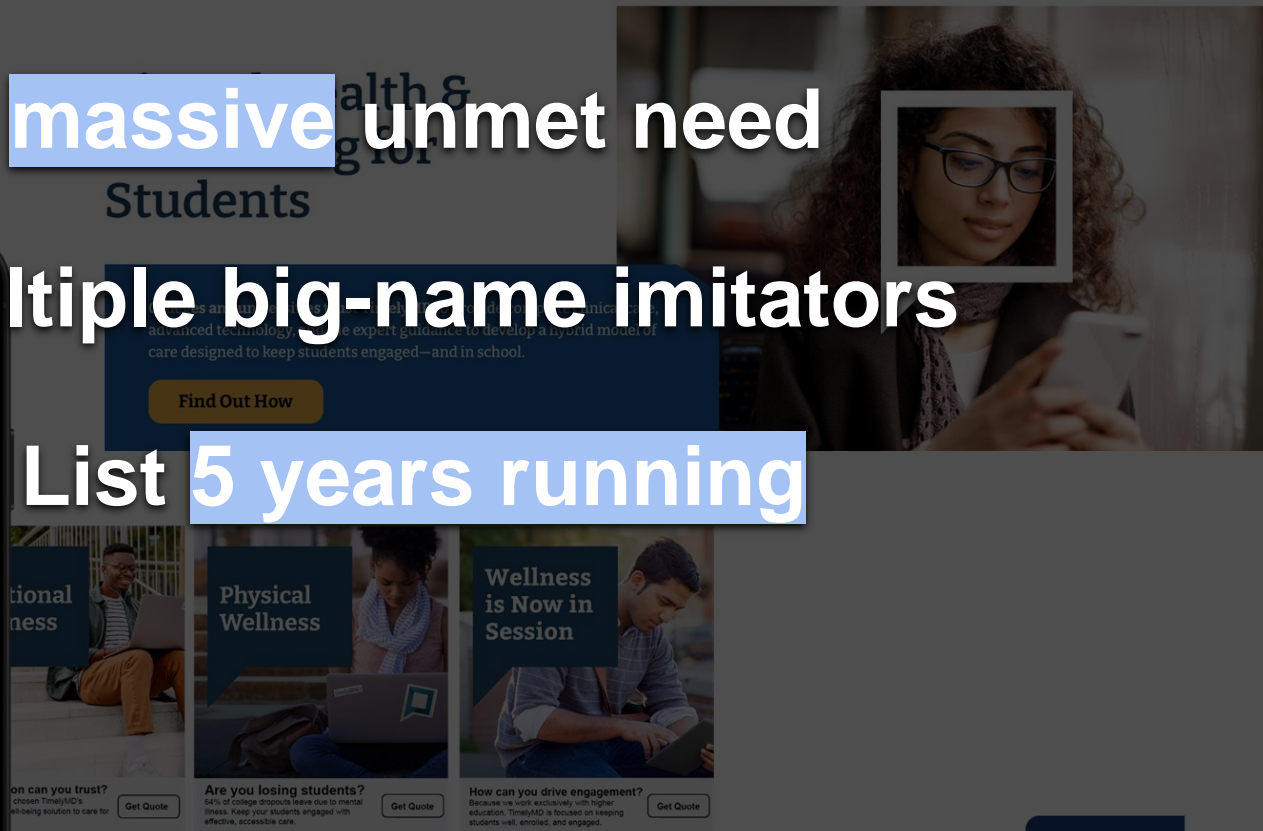
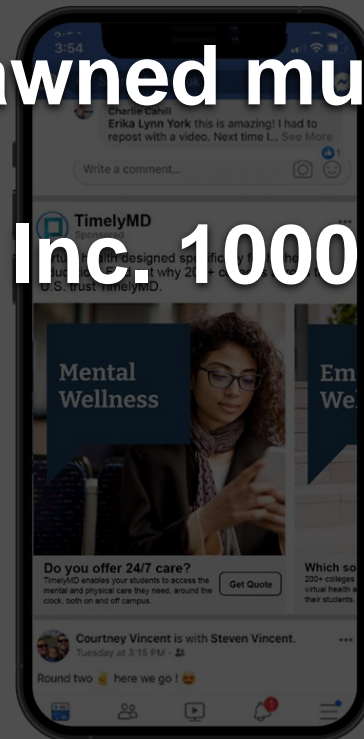
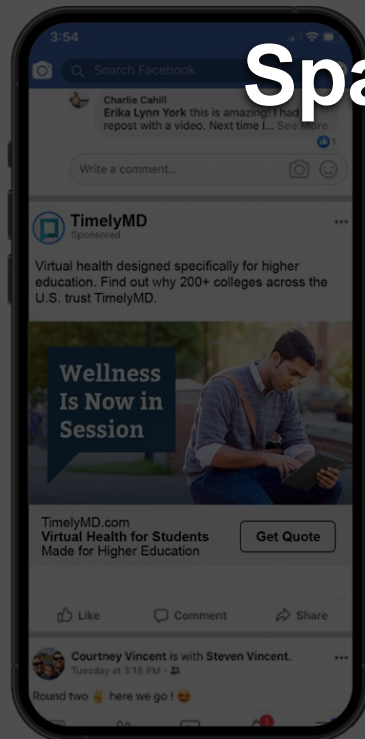
Request a Quote



Tapped a massive unmet need

Spawned multiple big-name imitators

Inc. 1000 List 5 years running





# A Mystery of Forgotten Roots



- Bowling Alley
- Osteopathy (TCOM)
- 5 Additional Colleges
- Hospital
- Community Clinics



Brand Disconnect  
Community Apathy  
Feature-Heavy, Disparate  
Messaging  
Recruitment Challenges  
Development Challenges



- Gathered Evidence
- Found Clues
- Connected Dots
- Solved the Mystery



## Where was HSC's insight hidden?

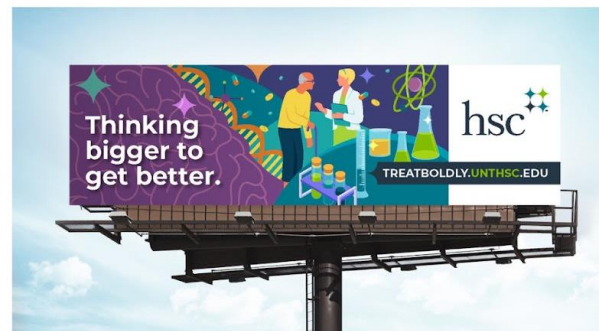






POSITIONING  
*HSC boldly and bravely pursues all paths to health.*









Total HSC awareness grew 14%

13% growth in perception (excellent/above average)






Positive community impact increased 7% in 3 months





# The Detective's Guide

## A Five-step Innovation Framework

-  Gather the Evidence
-  Spot the Clues
-  Connect the Dots
-  Solve the Mystery
-  Test the Theory



# The Enigma of the Legacy Letter!



# The First 100 Years

!! Gather the Evidence



# The Founders' Vision

## Sealed since 1947

*"We had the vision of a better kind of medicine and a better kind of world."*

*"...teamwork is essential to the best practice of the the complicated science of medicine."*

*"All work is patient centered...the patient's welfare is never subservient to other activities..."*

*"we are part of this community and not apart from it."*

*"...the best possible person for the job should be selected, regardless of irrelevant consideration such as color and religion."*

Source: Menninger Perspective, No. 2, 1980

## A letter from the founders: the legacy of Menninger

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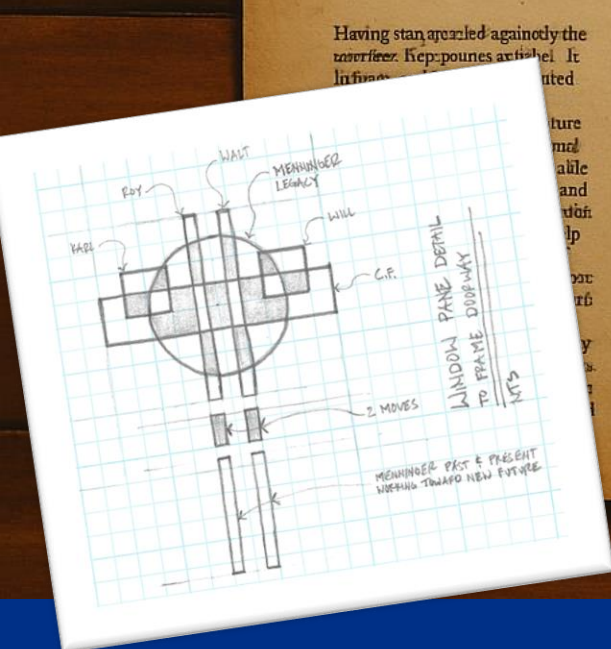
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Some statements for the counsel and guidance  
of the Trustees and Medical Council of The Menninger  
Clinic and Menninger Foundation in future years

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Gather the Evidence



Society for Health Care  
Strategy & Market  
Development™

# What Clues Do YOU See?



Gather the Evidence



Spot the Clues



Connect the Dots



Solve the Mystery



Test the Theory



# Enviably Past: Promising Future

## Changing Misconceptions

### Perceived

### Actual

Elite, Inaccessible → Expanding Access

Rigid → Team-Oriented, Evidence-Based






Out-of-Date → Eternally Pioneering

*“We’ll never abandon our mission — but we need to reframe it for a new century”*

 Spot the Clues

# Where Do YOU See Alignment?



-  Gather the Evidence
-  Spot the Clues
-  Connect the Dots
-  Solve the Mystery
-  Test the Theory



# Where Menninger is Headed

(Still Working the Case)



Core Mission



Misaligned Perceptions



Reframe for Next Century



Brand Repositioning



Referrals and Census



*“To prepare for the next 100 years,  
we have to look back to the first.”*



A black fountain pen with a gold nib is positioned diagonally across the bottom right corner of a piece of aged, yellowish-brown paper. The paper is placed on a dark brown wooden surface. The text 'What legacy would your founders want preserved?' is written in a black serif font on the paper.

What legacy would  
your founders  
want preserved?

## Closing Thoughts

- **Avoid** inattentional blindness
- **Employ** detective powers to see anew.
- **Deploy** *The Detective's Guide* to **identify** and leverage overlooked organizational strengths
- **Unearth** the value embedded in what you do and who you serve
- **Transform** beginning with insight — you are uniquely qualified to find and deliver it





# Questions?

Please be sure to complete the session evaluation on the mobile app!

# Your Duty Officers Today



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