STOP GAMBLING
with Your Marketing Dollars

A Guide to Geometric’s Responsive Campaigns
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“Half of my marketing dollars are wasted. I just don’t know which half.”

This famous quote from marketing pioneer John Wannamaker was recorded in the early 1900s. It’s even truer today — especially considering we are bombarded by thousands of offline and online marketing messages each day.

Every one of your marketing dollars should contribute to your bottom line. If you launch an unnecessary billboard or a rogue website because the CEO or one of the doctors wants it that way, you’re simply wasting your dollars. If you spend months developing a marketing campaign filled with shotgun techniques, you’re just contributing to the noise. You need a new approach.

Marketing channels and audience behaviors are evolving rapidly. Traditional campaigns take months to implement and even longer to see tangible value. And they’re much too rigid to work in today’s fast-paced marketing environment.

Geonetric approaches marketing differently. We launch Responsive Campaigns — campaigns that not only help healthcare marketers prove their value, but also solve many of the flaws inherent in traditional campaigns.

In this white paper, we examine why marketing campaigns often fail and how Responsive Campaigns overcome common marketing limitations.
HOW RESPONSIVE CAMPAIGNS WORK

Responsive Campaigns are a new way to approach and implement marketing campaigns.

With the traditional approach, your marketing department or agency typically spends time at the start laying the foundation for the campaign. You brainstorm and conduct research. You develop a comprehensive marketing plan with defined online and offline tactics. You then launch the big campaign, by executing the tactics and hoping your original assumptions hold true over the long period of time. At the end of the campaign, you measure the results and try to attach them to a return on investment (ROI).

With Responsive Campaigns, you begin with the results. The first step is to establish the goal and determine how to measure success. You create value right away — you don’t waste time planning and brainstorming. You execute an arsenal of tactics in short iterations — each week, you plan and create new work, immediately test it by taking it “live,” evaluate the results, and make rapid adjustments. You conduct many small experiments and adjust your decisions as new data is available. And your focus always remains on the results and ROI.

The benefits of Responsive Campaigns is that they’re results-driven, they’re flexible, and they focus on the right tactics — those that produce measurable results. They solve many of the challenges faced by traditional marketing campaigns.

TRADITIONAL VS. RESPONSIVE

And in this corner we have traditional campaigns – slow to start and leading up to one big punch. In the other corner we have Responsive Campaigns, fast, flexible and starts hitting right away. Let’s go to the tale of the tape and see how these two really stack up to one another.

**TRADITIONAL CAMPAIGNS**
- Create a comprehensive marketing plan; typically developed by the marketing team over the course of 12+ months
- Print the plan; then execute tactics according to plan
- Conduct research during planning, and execute tactics based on initial assumptions
- Launch the campaign in one big “reveal”
- Assign responsibilities to various staff members/vendors to execute

**RESPONSIVE CAMPAIGNS**
- Plan only for initiatives that will launch in the next couple of weeks
- Jot down ideas on index cards; place them on a planning board and prioritize weekly
- Make some assumptions, launch tactics, measure their success, and adjust them rapidly as data is available
- Conduct many small experiments
- Work together in cross-disciplinary teams to plan ideas, launch tactics, measure response and make adjustments
Why do you launch a marketing campaign? Is it to simply promote your organization? Communicate with consumers? Build relationships with them? If you are successful at all of these — attracting consumers, communicating with them, and building relationships — but don’t convert them into patients, are your efforts really working?

Consider most healthcare marketing campaigns — campaigns that say little more than “look at me, look at me!” We create billboards and television ads, and evaluate how many people see them. We launch Web efforts and track the number of visits. We create a Facebook page and monitor how many “likes” we get. Do these views move the needle of success for your organization? Does your CFO really care? The answer is, “No.”

Measuring the real success — the ROI — of a marketing campaign is difficult. And because of that, we often can’t justify how well our campaigns are performing. Either we don’t measure them or we focus on a soft, easy metric like brand awareness.

Although a popular measurement, awareness is not a useful metric. Awareness was simply a concept created to price mass market advertising tools. Two billboards aren’t created equal — one is better than the other because of the number of people who see it. That’s all awareness measures — how many people see your message.

And of course, more people will see your message if it really stands out. That’s why advertising agencies often come to the table with big, attention-grabbing ideas. Ideas that make you laugh. Ideas that make you cry. Maybe even ideas that make you blush. These concepts may win awards in the advertising world and contribute to your awareness metric, but do they really bring patients in the door?

Instead, focus on launching tactics that convert prospects into patients, and track those conversions. If you want to justify your marketing budget, then prove the value of your campaigns by reporting metrics that your stakeholders really care about.

Geonetric’s Responsive Campaigns focus on real, tangible numbers to prove success. Before a Responsive Campaign launches, you establish a goal such as: “Generate 50 new screenings for cholesterol as measured by an appointment request over three months.” The goal is measurable. It’s attainable. And it doesn’t just serve as just part of the marketing campaign. It is the entire focus of the campaign. You track progress toward the goal each day. And you create and launch only the marketing tactics that have the most likelihood for reaching that goal.
CHALLENGE #2

TRADITIONAL MARKETING CAMPAIGNS TAKE A LONG TIME TO LAUNCH AND AREN’T FLEXIBLE.

Think about the typical campaign plan. Does it contain a huge Gantt chart with tactics mapped over the course of six to twelve months?

When launching traditional marketing campaigns, you typically spend months planning for the campaign. You conduct research, plan a course of tactics, and develop content and creative. And then you pull the trigger. You reveal all your hard work, sit back and hope results flow in. And what happens when those results don’t flow in? Or what happens when the market doesn’t respond to your campaign as expected?

Responsive Campaigns are fast and flexible. You don’t wait months to see value. And it’s easy to change your approach mid-plan if you’re not seeing the results you expected.

That’s because Responsive Campaigns are executed in short iterations, during which you create a plan, develop and launch a series of tactics and then monitor the data to see if they work. You make a few assumptions and you test them in the market. If your assumptions hold true, that’s great. And if they don’t, you can make rapid adjustments. You don’t spend months planning your campaign; responsive campaigns are launched within a few weeks and you don’t waste time or money executing a failed effort.

In the traditional approach, campaign tactics are defined during the early planning session and based on initial research. By the time you launch them, you run the risk of executing tactics that are no longer relevant or were not right from the start.

The flexibility provided by the responsive approach allows you to adapt to changes in your market or reactions from your audience, modify your messages if they don’t resonate, and change tactics that simply don’t work.

If an advertisement isn’t delivering conversions, you quickly pull it and allocate those funds somewhere else. If you wonder which headline best connects with your market, you test it online before launching it in a TV ad. If you struggle with getting visitors to fill out your form, you conduct an A/B test to see if a shorter form produces better results.

With Responsive Campaigns, it’s easy to test your assumptions. You’ll know in a couple of weeks which approach is most successful.

IF IT WORKS FOR SOFTWARE...

The idea of responsive campaigns is founded in software development. With the increasing demand for faster products in the marketplace, software developers created an agile way to build software faster. These agile techniques break complex functionality into smaller tasks, which can be implemented and put in the market quickly.
CHALLENGE #3

TRADITIONAL MARKETING CAMPAIGNS DON’T FOCUS ON THE RIGHT TACTICS.

According to a recent study by Gartner, a majority of digital marketing budgets are significantly underfunded. On average, companies spent 10.4 percent of their 2012 revenue on overall marketing. Only 2.5 percent was spent on digital marketing.

For healthcare marketers, these numbers are even lower. Hospitals typically allocate less dollars to marketing budgets than retail organizations. And with less dollars to spend you have to spend them as wisely as possible.

Consumers are spending more time online, using diverse mobile tools and technologies, and are now connected 24/7 regardless of where they are. Consumers who watch TV now tend to watch it with a laptop or tablet in hand — in a phenomenon known in the ad industry as the battle for the second screen. Their attention is often split between traditional and digital marketing.

Rather than focusing most of your marketing efforts on offline tactics — print advertisements, billboards, commercials, etc. — it’s time to shift your marketing mix to the channels that generate the most value.

Responsive Campaigns don’t eliminate offline marketing tactics. Instead they take an integrated approach, ensuring that every tactic is connected to a conversion point. For example, a radio commercial should offer a call to action that directs listeners to an online landing page with a form that has been tested to generate conversions.

Responsive Campaigns use an array of channels to connect with online audiences. Many of these channels are likely to be digital-centric, because the Web allows you to easily track your efforts. Integrating social media, mobile and inbound marketing along with television and print advertising can be very effective when implemented in tandem.

Moving to a responsive approach a large shift in mindset. It changes the way healthcare marketers approach and implement campaigns. At first blush, some might think Responsive Campaigns are just adding a layer to an already complex team — internal marketers, advertising agencies, Web and CRM vendors and call centers.

But a Responsive Campaigns isn’t just adding another layer, it’s replacing what you’re currently doing. It’s doing what you’re doing in a more cohesive way, aimed at a goal.
STOP HIDING AND START PROVING VALUE

Moving to a responsive approach requires a shift in your mindset and your marketing culture. It requires you to:

• Agree on a meaningful, measurable objective
• Remove that long, up-front planning process
• Assemble a team who can launch a series of tactics quickly and in short iterations
• Measure the success of each tactic, measure them continuously, and make rapid adjustments
• And most importantly, commit to meeting your goal

Instead of letting results hide behind words like branding and awareness, try a new approach. Take your top goals ― promoting doctors, services lines and foundation events — and approach them with a Responsive Campaign.

Rather than just putting out messages and hoping your consumers hear it, generate real results. Launch a campaign that allows you to say "Our marketing efforts resulted in 50 patients signing up for a new appointment." Or even, better, "The 50 appointments we set up resulted in 48 new patients to the system and $180,000 in new revenue."

Now that’s powerful.
CROZER-KEYSTONE’S MARKETING CAMPAIGN GETS 73 APPOINTMENTS IN 90 DAYS

Armed with the goal of generating 100 colonoscopies in a three-month time frame, Crozer-Keystone Health System launched a Responsive Campaign aimed at putting tactics to market quickly that could be measured, evaluated and modified. Over the course of the three months, the multi-disciplinary team:

- Launched a paid search campaign on both Google and Bing to attract candidates to the Crozer-Keystone website
- Created two landing pages with trackable phone numbers and online intake forms — one to coordinate closely with Crozer-Keystone’s offline marketing efforts and the other to coordinate with the paid search ads
- Revised all of the gastro-intestinal service line content on the Crozer-Keystone website and adding keywords to improve search engine results as well as strong calls to action to encourage colonoscopy registrations
- Incorporated fun, holiday-themed social media campaigns and email blasts
- Created and placed tile and banner ads on more than 45 Pandora Internet channels, along with coordinating landing pages

Just a few weeks into the campaign, the appointment requests began rolling in. At the end of the three months, Crozer-Keystone received 73 colonoscopy requests through the online forms and custom phone numbers.

Read the full story at www.geonetric.com/crozercolon
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Ben is a co-owner of Geonetric and an eHealth industry thought leader — he writes and speaks extensively about Web trends and the industry-leading efforts of Geonetric's clients. Ben has more than 15 years of experience in healthcare I.T., having worked previously at University of Iowa Healthcare and Michigan Insurance Bureau. He holds a bachelor's degree in computer engineering from The University of Michigan and a master's degree in eBusiness and strategic management from The University of Iowa. Ben co-authored the "Emerging Media Handbook," has been a judge at the eHealthcare Leadership Awards for the last 10 years and was an inaugural judge of the Healthcare Internet Hall of Fame. He serves on the SHSMD Board of Directors, co-chairs the HIMSS e-Health SIG and is a member of the HIMSS Personal Health I.T. Taskforce.

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ABOUT GEONETRIC

Geonetric helps healthcare organizations develop Web strategies that engage consumers. VitalSite®, Geonetric's content management software, is the foundation of websites, portals and intranets for more than 500 hospitals, physician groups and clinics around the country. Geonetric also provides a comprehensive suite of online services – from Web strategy and design, to content development and responsive marketing campaigns, to online support and hosting – all designed to turn prospects into patients and deliver measurable results. Visit www.geonetric.com to learn more and follow us on Twitter www.twitter.com/geonetric.