

Healthcare Growth Playbook

Including a Strategic Marketing Planning Template



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Growth PlayBook: Strategic Marketing Planning

Introduction and Overview

Often times, healthcare marketing departments find themselves between the proverbial rock and a hard place when it comes to developing a strategic marketing plan and bringing it to fruition. While the desire to design a well-thought out strategic marketing plan exists, resource and time constraints curtail marketers from putting their efforts in the strategic framework needed to guide them in carrying out their plans thereby ensuring success.

Marketing strategy is about resource allocation. Unfortunately in many healthcare organizations, “strategy” devolves into responding to the squeakiest wheel - or the leader or service line with the most political power. If you had only \$100 to spend and 10 areas in which to spend it, merely allocating \$10 across each area is not likely to give you the results for which you’re looking. Conversely, neither is putting all resources toward a pet initiative. Effective strategy development carefully examines all options and places priority on each for information-based decision making.

Absence of a strategic marketing plan does not equate failure, but practically guarantees problems, missteps and duplicate work. Our framework was developed based on best practices, but with specific industry needs in mind. Endeavor’s ultimate goal is to provide our healthcare clients with a customized framework and tools to repeat the strategic marketing planning process on their own for subsequent initiatives. Our customized framework for strategic marketing planning is called a Growth PlayBook.



Growth PlayBook: Strategic Marketing Planning

Benefits of the Growth PlayBook:

- Provides an organizing framework to use market information to share insights and make effective decisions
- Formalizes strategic marketing planning processes
- Synthesizes organizational and market intelligence for effective communication to senior leadership
- Allows decisions to be monitored, adjusted, and documented
- Provides a means for marketing teams to present information-based strategy recommendations to senior leadership

Getting Started

Our experience has shown that forming a Growth Team to lead the strategic marketing process is not only critical to developing a thorough strategic marketing plan, but also increases the likelihood of successful implementation. Although most of the details of strategic marketing planning should be handled by those in the marketing department, there's a role for clinical operations, marketing, physicians and administration to play in setting forth a path for strategic marketing planning.

Representatives from various functions, departments and service lines can work together to review organizational priorities, the overall strategic growth plan, their vision for the plan and other relevant information such as the organizational mission, vision and values. A key purpose of the Growth Team is to work together to make recommendations to senior leadership.

A Growth Team Leader is assigned by the Growth Team to call meetings, set agendas, review group goals, assign action items, and report process/information hurdles to leadership. Ideally, an Executive Sponsor (e.g., CMO, COO) acts as a liaison between the team and senior management, providing routine updates on progress and securing additional resources as the teams require. The team members participate in meetings, complete assignments; but, most importantly, many of them will be responsible for overseeing execution.

Frame and Discover

Developing a Growth PlayBook should always start with understanding of the current market environment. A thorough market analysis results in a strategic marketing plan that is based in data rather than on a hunch. Teams often begin the process with perceptions, such as what patients want, their biggest competition or how to best promote growth, but after the market analysis, they find that many of their initial perceptions were incorrect or that they were missing key opportunities for growth. Additionally, just because an opportunity exists doesn't mean you're in a position to capitalize on it. A thorough market analysis allows you to make informed decisions about which opportunities to prioritize – and gives you backing when making a case to leadership.

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Internal Analysis

Any strategic marketing plan should follow other strategic plans and the vision set forth by leadership. For this reason, it is important to start with a review of your organization's mission, vision, and values, as well as other planning documents such as the overall strategic plan, facilities plans, financial plans, etc. For health systems with multiple locations and sub-brands, a portfolio review of these various entities becomes important.

Examining employee satisfaction and engagement is also critical. It will be nearly impossible to grow a service area if front-line employees are not engaged or do not have the resources to adequately do their jobs. Investing resources into employees is often necessary before promotion to end-users, such as patients and referring physicians. Along with reviewing employee engagement surveys, in-depth individual or small group interviews can uncover hidden assumptions or attitudes. Interviews should be structured so that you can understand what people say (their verbal expressions), what they know and think (their mental or cognitive predispositions), what they feel (their emotions), and how they are inclined to act (their motivational or drive tendencies). It may be necessary for external professionals to conduct the interviews and assure confidentiality to truly discover the honest opinions of employees.

If there is not a clear analysis or understanding of your internal culture, it is useful to conduct an analysis of such for planning purposes. One tool that we find useful is the Schweiger Larkey Organizational Culture Index (SLOCI), which is designed to measure and evaluate culture, particularly related to change and transformation initiatives. This framework deconstructs culture and distills the organizational drivers that have the strongest impact on shared assumptions, while identifying the resulting individual behaviors. The assessment includes cultural drivers, desired outcomes and desired behavior.

External Analysis

Identifying the best opportunities for growth requires a thorough understanding of market dynamics such as patient satisfaction, competitors and market share. This is where the art of marketing becomes important, as data must be transformed into opportunities. Included in this analysis should be geographic trends impacting your market, an analysis of competitors, patient/physician satisfaction and segmentation. The best opportunities are often in the details – such as the realization that one service line is lacking in patients from a particular zip code area.

Segmentation's role in strategic marketing planning cannot be understated. To prioritize the segments, we recommend creating a series of objective criteria based on segment attractiveness and business strengths. Although this list is not exhaustive, consider these examples of varying needs among segments:

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- Service line - an orthopedic patient has very different needs than a pediatric patient
- Distance - any experience-related issues are magnified for patients who are traveling from a long distance
- Physician type - primary care physicians and specialist have different expectations for follow-up and the type of on-going care they would like to manage

This data can often be obtained through publically available resources such as state-funded insurance databases and disease incidence rates. In addition, we have found that developing sound models using demographic mapping software provides structure and insights to guide such analysis.

When analyzing competitors, it is helpful to go beyond a review of market share and to analyze what position they hold in the minds of consumers, why and when consumers and physicians select them and what services they offer. Keep in mind that preconceptions about competitors are not always reality. For example, it could be assumed that your largest competitor is the medical center across town, but in actuality consumers traveling out-of-market for complex health issues.

To complement these analyses, we recommend validating assumptions with primary research. Quantitative research can highlight trends, decision factors, market dynamics, and segmentation. Qualitative research can provide an in-depth understanding of functional and emotional needs. We often conduct Experience Mapping in-depth interviews with patients and referring physicians before organizations attempt to grow or change a clinical service area. This research provides a starting point for understanding the current experience, assessing what is ideal in the minds of patients/physicians and setting a baseline for best practices.

Analyze

By examining the dynamics of the internal environment and external market, your team will be able to consider the multitude of opportunities and decide where to best allocate resources.

Some key questions to ask to generate a healthy discussion:

- How intense is the competition?
- Who will you take market share from?
- How much do competitors know about us? (Rivalry among existing competitors is especially intense when competitors are numerous and fairly equivalent in terms of ability to deliver; when growth is slow, competitive intensity increases)
- What trends or healthcare providers are impacting and changing our market?

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- Are there ways that healthcare customers satisfy their needs through non-conventional methods? (Consider on-going wellness programs, preventative care or destination health options)
- Are there resources required that you (or front line staff) do not currently have available?

Design

Your team will next develop strategies for each high potential opportunity and segment. First develop clear strategies (what you will do), then develop an action plan for each strategy (how you will do it). The action plan for each strategy should include the entire marketing mix, such as promotion, resources required and who will be accountable for the execution. They should also take internal issues into account, such as training, communications, and incentives.

Typically, these fall into the following hierarchy:

- Strategy – our brand strategy, and our objectives to extended its use into the market; a clear set of expectations or outcomes from the resultant strategy; key messages used to meet the objectives
- Programs – the extent to which we can create more efficiency across awareness building and demand generation; a business case for the investments required
- Plans – specific activities, timelines and responsibilities

Growth Teams should consider the impact of the strategy on all functions operations, technology, marketing, etc. Your team should identify changes necessary to ensure successful implementation of the strategies. Don't overlook training, particularly for new segments or new service requirements. Individuals with customer-facing responsibilities should have a clear understanding of the strategy and their role in implementation.

It helpful to categorize strategies into at least two buckets: those that are top priority to be completed this year, and those that are lower priority but would be helpful to be completed this year. Priorities should come from leadership and the organization's strategic plan. If areas for priority are not already identified by leadership, it may be helpful to conduct an audit of each service line to determine prioritization. The audit should include an analysis of their business case (such as additional volume that could be managed, revenue per patient and potential growth based on the market) and the marketing potential (such as differentiation from competitors, outcomes, and how patients select a treatment provider).

To communicate the strategy, Gelb recommends a Message Map. This document is created for each strategy and audience. Audiences can include internal stakeholders, customers, and influencers. The Message Map reviews current perceptions, desired outcomes and key messages, and the touch points that will be used to persuade. Key messages must include positioning,

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differentiating messages and reasons to believe. This is then used to align messages across a series of touchpoints (e.g., conversations, print ads, digital copy, etc...).

There are a multitude of tactics available to communicate with targeted segments. The challenge is identifying the optimal mix of media and message frequency. Every interaction with prospective and current customers is a touch point. These activities have a relative importance to awareness building, attitude reinforcement, and likelihood to use. The richer the medium, the more effective it is at creating action. But as noted above, different segments will require a unique mix.

Implement

By this point in the Growth PlayBook, you will have defined key opportunities and strategies. Your communications goals should also align with marketing objectives – how much you want to sell is related to how you will motivate or persuade target audiences to action.

Depending on the initiative, internal communications are often as critical if not more important than speaking to customers. Marketing strategies often require effort from front-line staff or those outside of marketing. For example, a common strategy is supporting efforts to increase patient or physician satisfaction. To obtain buy-in and change from other internal stakeholders, it is necessary to consider the motivators (i.e., a carrot or a stick) and the ability to make the changes (e.g., tools, training, processes). Ultimately, change is typically “voluntary” as most employees will do the work expected because they are internally motivated or to avoid negative repercussions. But to add work load in the form of change or additional responsibilities, the communications should address “what’s in it for me.” To connect the messaging with “what’s in it for me,” line managers and supervisors serve as primary communicators who link strategic objectives with employee’s job objectives.

One of the ways Endeavor does this is through personal action plans. By allowing individuals to create a personal action plan, each is able to see the connection between his/her actions and the overarching growth objectives. To track progress toward these goals, Endeavor deploys an Organizational Excellence dashboard with personal action plan inputs.

To determine if employee communications will be effective, pre-test using the following measures:

- Are employees familiar with key strategic objectives and growth plan?
- Is there real understanding of the key messages?
- Do employees understand how they can help meet organizational objectives?
- Are employees committed to the strategic objectives?
- Do they agree that the objectives are important and necessary?
- Have employees changed their performance, or seen changes in co-workers, that relate to the strategic messages?

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Senior management is not likely to spend the time reviewing the details of the strategic marketing plan. They have ostensibly entrusted the detail work to the Growth Teams and only require a high-level view and recommendation. Following these steps, leadership is able to buy into the recommended strategies because they are based on market information reviewed through a deliberate, thoughtful process.

Monitoring

Successful strategic marketing planning is an on-going process. Continually monitoring and revisiting the plan is a critical and required step to ensure that the effort in creating the plan was worthwhile. Those who are responsible for executing the strategies need to provide written updates to the team leader on a regular basis. The plan should be reviewed by the entire team about every 30 days. Although adhering to the plan as closely as possible is ideal, it is sometimes necessary to modify the plan as time progresses. A brief update should also be part of the agenda in regular senior management meetings.

The Growth PlayBook template that follows is one example of how a strategic marketing plan can be outlined. We recommend including images, charts and graphics wherever possible. The document should be easy to read and understand, then distributed to others internally. This will ensure that it is not just the marketing department's work plan, but a deliberate blueprint for taking advantage of growth opportunities and obtaining buy-in from internal stakeholders who will play a critical role in implementing the strategies.

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Growth PlayBook Template

Contents

Section	Page
Introduction	
Market Analysis (Frame & Discover)	
Overview of Analysis	
Internal Appraisal Mission, Vision Organizational Business Plan/Strategic Plan Insights Employee Engagement	
External Appraisal Market Data (Market Share, Segments, Volumes, etc.) Patient and Physician Satisfaction	
Opportunity Analysis	
Marketing Plan (Analyze & Design)	
Issues Impacting Marketing Strategies	
Marketing Strategies and Objectives (what we will do)	
Action Plan (how will we do it)	
Resources Required	
Prioritization	
Deployment & Monitoring (Implementation)	
Internal Promotion and Execution	
External Promotion and Execution	
Monitoring Plan Performance	
Measuring Results	

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Introduction

1. Purpose
2. Process of Creating the Plan
3. Participants (the Growth Team)

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Section 1: Market Analysis



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Market Analysis

- Internal Analysis

1. Organizational mission

2. Organizational Vision

3. Brand portfolio (if relevant):

4. Highlights of other organizational plans

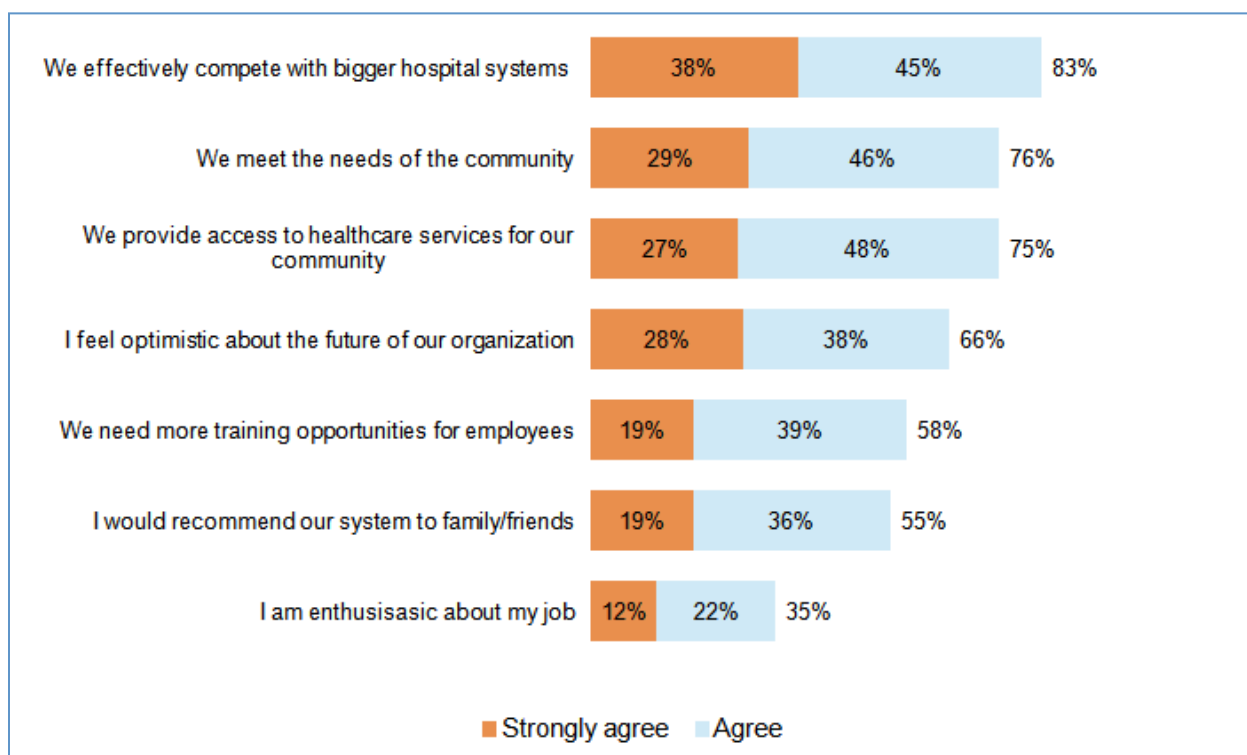
- Strategic
- Facilities
- Financial
- Other

5. Known priorities for the upcoming year

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6. Employee engagement and satisfaction

Example:



7. Medical physician usage and engagement

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8. Marketing resources and budget

- Marketing personnel
- Areas of responsibility
- Budget
- Summary of marketing efforts

9. Other relevant research or issues

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Market Analysis

- External Analysis
- 1. Service area description
 - Service area map
- Priority service areas
- Market share (may need to segment this by service line or key areas)

Area/Zip Code	2008 %	2009 %	2010 %	2011%	2012%
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Primary Zip Codes

Secondary Zip Codes



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2. Geographic trends

- Trends impacting our area
- Trends that might positively impact our market
- Trends that might negatively impact our market
- How we can take advantage of trends

3. Analysis of competitors

- What is their market share?

Healthcare Provider	Overall Familiarity	Used this facility in the past year	Used this facility in the past, but not in the past year	Have heard of this facility but never used	Never heard of this facility
Hospital A	99%	68%	14%	18%	1%
Hospital B	99%	5%	18%	76%	1%
Hospital C	98%	3%	11%	84%	2%
Hospital C	98%	7%	17%	75%	2%
Hospital D	98%	14%	12%	71%	2%

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- How are they positioned in the market?
- What services do they offer?

	Hospital A	Hospital B	Hospital C	Hospital D
Is an expert in a wide variety of specialties				
Offers a wide variety of treatment options				
A center of healthcare excellence				
Uses the latest medical equipment and technology				
Has physicians with the highest level of expertise				
Conveniently located				
Provides hope for a cure				
Uses a multidisciplinary care approach				
Provides care in a comfortable environment				
Provides personal attention				
Uses every available resource to solve problems				



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4. Patient and physician satisfaction

- Attitudes to reinforce
- Attitudes to overcome
- HCAPHS Scores:

Service Line (Inpatient)	2008 %	2009 %	2010 %	2011%	2012%
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Service Line (Outpatient)	2008 %	2009 %	2010 %	2011%	2012%
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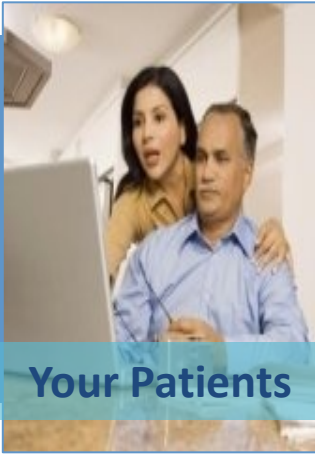
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5. Patient and physician segments

- Demographics
- Psychographics
- Behaviors
- Attitudes

Example:

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“My referring physician gave me a recommendation, but I decided to see care at [hospital] instead. There is only one shot to fix this, so I did look online to research specialists and their outcomes, then ranked the hospitals.”

ATTITUDES

- Willing to sacrifice convenience for the best care
- The doctor is more important than the provider
- Research is an important part of decision-making
- Feel they need to be their own advocate

BEHAVIORS

- Uses online resources and website to conduct research
- Values a referring physician's opinion, but still looks to research and friends/family for advice
- Willing to drive for the outcomes

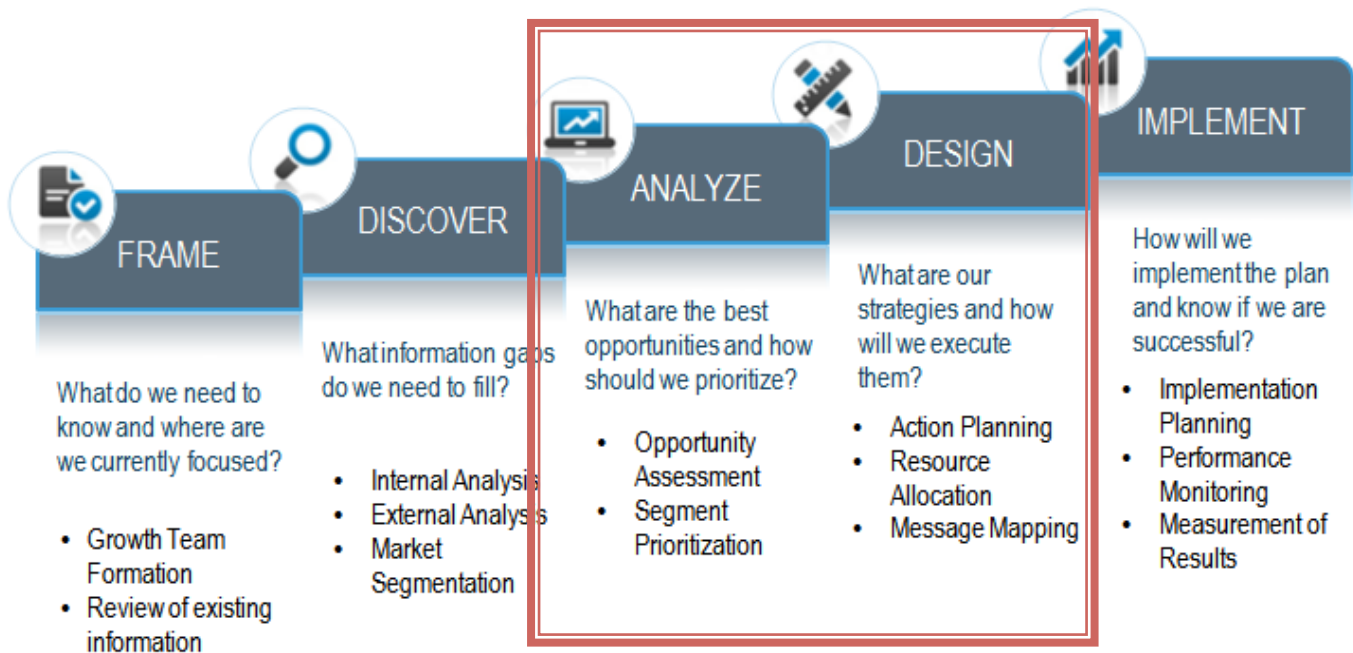
NEEDS

- Detailed information on website about diagnosis and specialists
- Resources for overcoming inconveniences of long drive
- Outcomes and sub-specialty data

6. Other relevant research with external audiences

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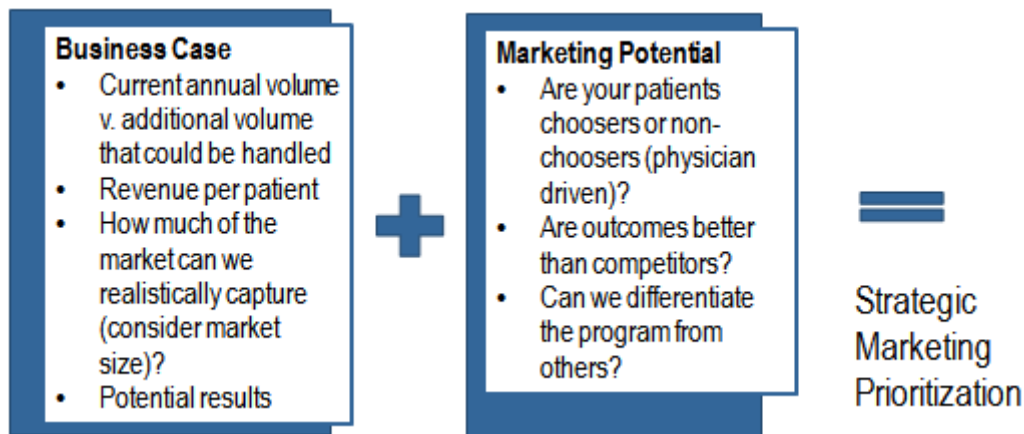
Section 2: Creating Marketing Strategies



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1. Issues impacting marketing strategies (executive summary)

- Findings from the market analysis
- If an audit was used to objectively prioritize programs, include that here



2. Marketing strategies and objectives (what we will do)

Examples:

- Develop a relationship-building effort aimed at community leaders in service area A, including development of at least three partnerships with community organizations for health services
- Develop consumer-friendly options to receive cardiovascular preventative care in a cost-effective manner, with the goal of increasing preventative care usage by 10%
- Develop a database of area consumers to be used for promotional efforts so that at least 5,000 consumers are included in our database by the end of this year

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3. Action plan (how we will do it)

- Top priority actions: Must be completed this year
- Second priority actions: Would be helpful, could be completed next year

(For each strategy listed above)

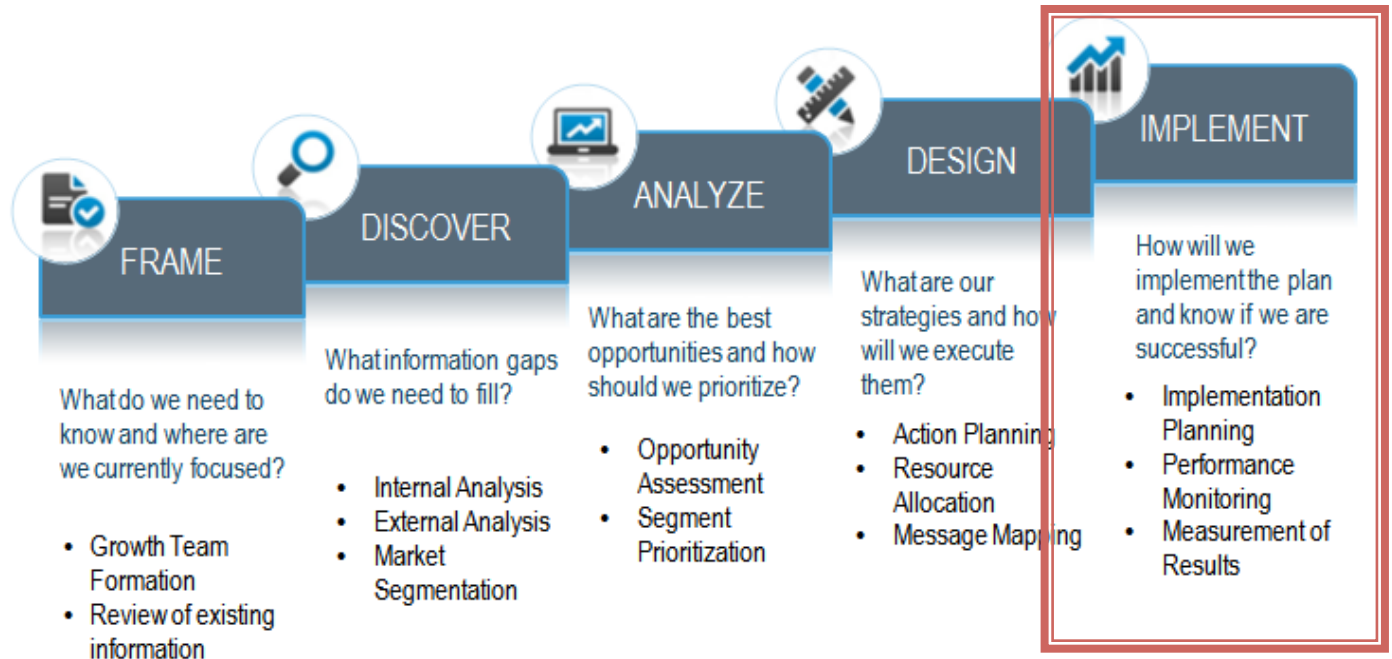
Action	Description	Priority	Time Frame	Resources	Responsible

4. Resources required



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Section 3: Deploy and Monitor



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1. Internal promotion and execution

- Inclusion of leadership in process (their vision)
- Inclusion of front-line staff
(including necessary training, resources or incentives)
- How plan will be distributed/communicated about internally
- Methods of promoting and executing plan

2. External promotion and execution

- What we will use to execute our objectives
- Usage of media, relationship-building events and other touchpoints
(samples of graphics or images may be helpful)

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3. Monitoring plan performance

- How we will monitor performance
- How we will communicate with leadership about performance

4. Measuring results

- How results will be measured
- ROI, market share, awareness, event participation, etc.

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About Us

Endeavor Management, is an international management consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

Our clients include those responsible for:

- Business Strategy
- Marketing and Brand Strategy
- Operations
- Technology Deployment
- Strategic Human Capital
- Corporate Finance

The firm's 40 year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry.

Gelb Consulting Group, a wholly owned subsidiary, monitors organizational performance and designs winning marketing strategies. Gelb helps organizations focus their marketing initiatives by fully understanding customer needs through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional experiences and launch new products. Gelb can help you to develop and implement the right strategies. Using advanced research techniques, Gelb can help you to understand the complexities of your market, to develop your strategic decision frameworks and to determine the best deployment of your resources and technology to monitor your successes.

For over 40 years, Gelb has worked with marketing leaders on:

- Strategic Marketing
- Brand Building
- Customer Experience Management
- Go to Market
- Product Innovation
- Trademark/Trade Dress Protection

Our websites:

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