

## **TrackMed**

### High Level Marketing Plan

January, 2017

#### *Introduction*

Technology has caused major disruption in a number of different fields and sectors, and its impact in healthcare is only just beginning. In banking for instance, hundreds of jobs have been replaced by ATMs, Internet banking, phone banking and mobile applications. The next frontier in banking is likely to be the sharing of spending and investment data with robotic financial advisers that will aggregate data from every other customer and return the best saving and investment strategies based on the success (or lack thereof) that others have had. In the medical professional, we're seeing a dawn of a new era. Virtual consultations are ubiquitous and Electronic Health Records (HER) are widespread.

However, there still appears to be an area of medicine that remains ripe for exploitation. It is, the referral process between Primary Care Providers (PCPs) and specialists. It's an area that continues to leak referrals, frustrate patients and hemorrhage potential referral revenue. While technology solutions exist in the referral niche, small office specialists nor PCPs have not embraced it, and thus there is an opportunity for a cloud based solution with an enthusiastic sales team to enjoy success.

This high level marketing plan will make sales and marketing recommendations for TrackMed, an online tool designed to make the process between PCP and specialist

seamless. The software will firstly be described; namely, an explanation of its utility and how it solves a consumer problem, before marketing strategies will be explored.

### *Business Description*

TrackMed is a referral management and patient care software tool that is designed to help facilitate a better patient experience through the specialist referral process. In addition to significant patient benefits (which in turn will lead to better loyalty and revenue opportunities for practices), the tool vastly improves the medical administrative assistants workflow by reducing the time and paperwork required to manage referrals. The software allows PCPs and specialists to:

- consolidate all referrals into one work queue (fax, electronic, phone, website);
- provide full patient tracking and status updates in real-time with all providers in an practice's network;
- share EHR (as much or as little is required for the particular consultation);
- report on revenue garnered from each referring business; and
- collaborate on the care given to a patient in both EHR and real terms.

TrackMed currently has a small number of users. Their feedback below makes up the market research carried out to date and accordingly the current challenges that can be solved with effective marketing.

### *Target Market*

TrackMed aims to find a niche in small medical practices in the US. From initial research it is clear that hospital ownership of small medical practices is still low, meaning there is still an opportunity to target small medical practices that are privately owned.

Additionally, research about the target market tells us:

- 60.7% of physicians nationwide work in small practices with 10 or fewer physicians;
- 56.8% of physicians work in practices wholly owned by physicians;

This information tells us that it is still commonplace for physicians to share ownership of small practices and that a large portion of the medical industry is still likely to have the small practice mindset. Rather than this being a challenge, it is an opportunity. Small practices are likely to suffer from traditional thinking. They are likely to embrace paperwork, standards and norms. They are unlikely to be adaptive to change or dynamic, however, with an accomplished and persuasive sales team that is exactly what they can become. Small practices can be transformed thanks to TrackMed (more in the value proposition section below).

The only difficulty with the ownership structure of the small medical practices that TrackMed needs to be aware of is the possibility of multiple decision makers. As an example, the appointment may be set up through a receptionist, who then brings the practice manager to the face to face manager but needs the owner and all partner physicians to agree to use the service.

## *Market Research*

As of January 2017, a small pool of users have access to TrackMed. The users were asked to provide feedback on the tool and answer questions as to its likely uptake in the medieval community. The results are summarised below:

- users indicated that the pool of practices using the software is so small that TrackMed often isn't adapted. Practices who are invited to use the software often fail to enrol, likely due to the time or seeming small benefit their practice would reap. (For instance, if only one practice of approximately 50 uses TrackMed, why would one practice change its current way of doing things?.)
- users recommend that an incentive to encourage enrolment or direct, face-to-face sales would likely be necessary to see any widespread adoption of the software. Conversely, any negative effect of a practice opting not to join TrackMed is small: practices are rarely lacking for new customers, so even if they chose not to join TrackMed and wouldn't get the referral without it, this is not really a barrier; and
- current users of TrackMed are administrative employees, rarely the doctors themselves. So if an administrator sees no benefit of enrolling and a doctor is unlikely to encourage the software's adoption.

## *Value Proposition*

The TrackMed value proposition focuses on patient care. It is believed that all physicians and the people that work for them want to provide the best care they can for patients in their time of need (during what can be an awfully scary time for patients). Patients shouldn't have to worry about sorting out their own specialist appointments – they can instead be handled during the PCP appointment thanks to the calendar sharing functionality between PCP and specialist practice. Neither should patients have to question who is responsible for their ongoing care or get lost in a dark hole of uncertainty. Instead both PCP and specialist should have visibility as to when the patient has appointments, when they've been treated, how they've been treated and what follow up care is required. Both the PCP and the specialist can then enquire as to the patients wellbeing at each stage of the process, even if it is a simple text message to ask how their specialist appointment went.

Therefore the unique selling proposition is simply - Technology fosters better patient experiences, better practice management and better practice numbers. Here's how the TrackMed system is better for patient and practice staff:

1. Patient Care – Rather than operating in isolation, connected PCPs and specialists share information, medical records and treatment plans to ensure that the patient is receiving the utmost care. Physicians from both practices can keep track of the care the patient is receiving, touch base with them to ensure they're satisfied and streamline the appointment booking between the two practices. With TrackMed, the PCP receives alerts when a patient has been accepted to a specialist, when the patient has been seen / discharged and when the EHRs have been updated. The

result for the patient is an unparalleled level of support and care. Happy patients mean repeat patients, practice ambassadors and referrers and ultimately less patient churn, leading to more revenue for the practice.

2. Less Paperwork – Administrative staff at medical practices detest paperwork but it's difficult to avoid in the medical professional. However, technology can help improve the referral process by eliminating referral notes and appointment card and instead instantly placing a patient with the appropriate specialist. There is no onus on the patient to facilitate their own appointment and both patient and PCP get full visibility of the specialist appointment details. Practices can save time on the administrative functions and instead focus on the things they're good at, like improving patient care or improving their practice in other areas.
3. Track referral revenue and reward specialists that give the best care – With the TrackMed dashboard referrals get allocated and tracked to the appropriate specialist. For PCPs that means they can analyse and report on the specialists care and for specialists they can see where their referrals are coming from. Choosing to either reward the referring PCPs or grow their referral sources through more advertising.
4. Embracing technology in a simple referral system will also allow practice to adapt in the future. Virtual medical consultations, the sharing of EHR, symptom checking chat bots and patient text message prompts can all work together to improve patient

care. Once a practice adopts some form of medical software, the other possibilities become more tangible.

5. Harmonious relationships between PCPs and specialists can put an end to the confusion over the role of the specialist or the PCP in the patients care moving forward. Rather than fighting over the patient long term, the practices can agree bundled payments, episodic care or simply the sharing of information that leads to a more completed medical package for the patient.

### *Marketing Strategy*

The marketing plan that TrackMed will implement in order to gain new leads, new customers and more valuable brand equity will encompass both push and pull marketing tactics. Push strategies take the product to the target audience – for example a direct sales team, whereas, pull strategies aim to attract the consumer when they are actively seeking a product that matches the TrackMed description. Pull strategies encompass things like Google AdWords (search not display ads), content marketing and search engine optimisation (SEO). The below explains in more detail the approach to each.

### *Sales Team*

The most important aspect of the push marketing tactic is the formation of a direct sales team. The best approach to sell to more small medical practices is a two pronged sales team. The first team are the appointment setters. These are not closers. The appointment

setters are tasked with cold calling new practices (from telephone books, medical journals, government directories and Google) and introducing them to the TrackMed software tool. Their pitch is largely scripted (written by experts and the closers in the team) and backed with exceptional rapport.

The appointment setters are offering small medical practices a free trial to the TrackMed platform or a face to face demonstration from a TrackMed and small medical practice efficiency expert.

If a firm appointment is achieved the second group of sales representatives meets with the prospect.

If the medical practice does not opt for a face to face appointment, the options for the appointment setter include offering a free trial to the service or offering the practice the opportunity to opt in to the email marketing list. Leads should remain within a lead management database in order for the team to track how many sales phone calls or appointments the practice has been subject to.

The second role within the sales team is the closer. The stronger sales representative that encourages the medical practice to take out a paid subscription to the TrackMed system. The sales reps should be armed with an iPad for face to face demonstrations, a sales pitch / script that is equal parts slick and equal parts informative. Marketing collateral can also support the sales pitch but importantly the iPad must be configured to solicit a sign up then and there. Medical professionals have precious time so the pitch and sign up process once

the prospect is over the line must be immediate. The on boarding can be entirely digital, it simply needs to be supported by the appropriate payment processing gateway.

Every sales representative / closer should have their own appointment setter, which also provides the scale for which to grow to. Appointment setters should aim to make 50 phone calls per day (depending on the number of medical practice leads sourced) and work on account management duties when not on the phones (customer service queries, billing queries, late payment follow ups, exit interviews or cancellation saves and courtesy calls). A salary of approximately \$30,000 is befitting of the role with commission opportunities for every successful appointment created.

The face to face sales representatives should aim to get five meetings schedule per day (travel dependent). Given the lack of time likely to be available for practice owners, it is imagined that the appointments will be brief and therefore five is a reasonable number to get to in any day if they are scheduled sensibly (location based). Face to face closers should be paid approximately \$50,000 with acquisition and trailing commissions payable when a customer signs up and for every month they continue to be subscribed to the service.

Truly ambitious sales representatives will also research their own leads to pass through the lead management system and will look for referral opportunities from existing medical practices that are using TrackMed (word of mouth referrals and discounts applied for successful referrals).

*Google AdWords (display network)*

Display ads on the Google Adwords Display network are considered push marketing tactics because they are interruptive. In short they are banner image ads on popular websites (perhaps related to the medical profession) that entice the viewer to click through to the TrackMed website. They are not served based on a viewers search terms but rather serves to a target audience (age, interests) and places in sites that they are likely to visit. Paying per impression (in most cases) not every time the ad is served will result in a conversion (a visit to the TrackMed sign up page) but they do help brand equity and memory recall with the brands name, logo and tagline. The following sites have been identified as likely to result in leads from display advertising:

- ☐ NBC
- ☐ Time
- ☐ Wired
- ☐ The Guardian; and
- ☐ Other sites with contextual content keywords such as “medical + practice + technology”

Display advertising can also be used to remarket to prospects that have visited the TrackMed website but haven't yet signed up for a free trial or paid subscription. The display ads then follow the user around their favourite websites reminding them of the TrackMed software. The following remarketing list could be develop to maximise the effect of display network advertising:

- ☐ website visitors to TrackMed
- ☐ Free trial users of TrackMed
- ☐ Paid but lapsed users of TrackMed
- ☐ Free trial but not converted users of TrackMed
- ☐ Email marketing subscribers of TrackMed

Note, the category of user above can also become lifecycle email communications campaigns. For example, the lapsed users could become part of a winback campaign whereby they are sent three or four emails asking them to come back to the service. The offer could be incentivised like a discount or could be positioned as an exit interview – please let us know about why you're leaving – which gives the sales reps more understanding of the objection they need to handle to win the customer back.

### *Google AdWords (search network)*

Earning new leads and business when consumers are actively researching the product class is easier than the pull strategies described above. However, there is still a requirement to understand where the prospect is in their buying journey (are they researching and comparing available referral tracking platforms? Are they ready to make a decision?) and implement tactics that fit the stage of journey.

One of the more obvious ways in which to reach consumers searching for a software solution like TrackMed is through pay-per-click advertising. Google Adwords is the most

obvious and involves bidding for the keywords that the target market is likely to be searching for.

### *Print Advertising*

Advertising doesn't need to be purely digital either. Traditional advertising in Medical Journals and other industry publications and research can be highly targeted. Most readers will be doctors or other medical professionals with an interest in a practice and a full page spread might be enough to take the name TrackMed to their practice manager or even sign up for a trial of the service themselves. The print advertising should include all of the value propositions with clear calls to actions and screenshots of the software in action. The language should be you focused. I.e. "Are your patients tired of the cumbersome referral process?", "Can your practice save time, save paperwork and but still make more money?". This is preferred to an approach of only talking about TrackMed and what it does.

There might need to be one caveat listed for medical journal advertising. The proliferation of pharmaceutical advertising may drive the price higher and lower the reader's interest in advertising generally.

### *Content Marketing*

Content Marketing is another key aspect of pull marketing. LinkedIn is the obvious choice for fresh content to be published given the career focus and use as a professional networking tool. Articles that will also appear on the TrackMed blog can be posted to

LinkedIn to facilitate discussions within the medical community. Articles must have a clear purpose - is the TrackMed writing team highlighting the challenges with traditional referral processes and then including a war call to action to trial TrackMed for free?

Those who do use the call to action in this scenario and sign up for a free trial of the TrackMed software tool become warm leads for the sales representatives to close. They're considered warm because it is assumed they know about the product and the features and benefits don't need to be explained in full detail (this marketing plan will feature more on the sales team at a later point).

Or is the blog and associated social media posting a value added mechanism to gain the trust of consumers before they become customers. For instance, a blog post of that ilk would be about top ten tips for managing paperwork in a medical practice. This type of article doesn't ask for a buying commitment immediately but rather nurtures the customer over a longer period of time. The call to action in the second article is to join a email marketing list for weekly tips medical practice insights.

Because both administrative assistants and qualified medical professionals will be using LinkedIn there is a real opportunity to connect to new business prospects.

A second LinkedIn feature that can be used is the downloading of a medical professional's network email addresses to add to the business email marketing list. While there are consent issues at play, if the email addresses is public available you may have free rein to email to the address. Alternatively, you could pop a courtesy note to those in your network

asking if you can email them useful updates about medical technology and tips for running an even smoother medical experience for patients.

### *Email Marketing*

The purpose of the email marketing campaign is to nurture leads to the point where they sign up for a paid TrackMed subscription. It's considered a pull marketing tactic because it is assumed the recipient has shown enough interest in the TrackMed service in order to agree to its marketing updates.

An email marketing campaign should provide value to the recipient not simply encourage a purchase. Value can be added with the distribution of content marketing initiatives (e.g. “top tips for running a paperless medical practice”), through the sharing of insights gained from existing users (patient satisfaction soared to over 90% in these three companies using TrackMed) or through special offers and promotions.

A subset of email marketing is the lifecycle communication strategy that prospects and users receive when they show an interest or take out a paid subscription to the service. Email lifecycle comms should be consistent, digitally savvy and optimised for both desktop and mobile, aesthetically beautiful and engaging. The following emails should all be part of the lifecycle:

- Registered Users
  - o Welcome email;

- Follow up to welcome email listing tips for users (FAQs), links for video tutorials and navigation advice;
  - Billing and invoicing emails;
  - Compliance requirements and satisfaction thereof (HIPAA)
  - Reset password, change details, change credit card, user permissions
- Invited Users
- Invitation to join from practice partner
  - Reminder to join
  - Free trial reminder to join
  - Free trial expiry reminder
  - Full subscription call to action
- Free Trial Users
- Special offer discounts and promotions
  - Offer ending soon urgency reminder
  - Tips for making the most of a free trial

### *Estimated Marketing Budget*

*Option 1 - \$200,000 Spend*

<b>Marketing Activity</b>	<b>Expected Spend</b>	<b>Expected # of Leads Generated</b>	<b>Expected # of Sales Conversions</b>
Sales Team			
- Salaries (Appointment Setter, Sales Rep)	\$86,000		
- Collateral	\$4,000		
- VoIP System	\$1,500		
- Mobile Phones and Tablets	\$5,500		
<i>Sub-Total</i>	<i>\$97,000</i>	<i>5,000</i>	<i>500*</i>
Google AdWords			
- Display Network	\$26,000		
- Search Network	\$40,000		
- Keyword Research	\$2,000		
- Salaries (Campaign and			

Optimisation Manager)			
<i>Sub-Total</i>	<i>\$68,000</i>	<i>8,000</i>	<i>160**</i>
Print Advertising			
- Copywriting	\$2,500		
- Design	\$3,500		
- Media Spend	\$10,000		
<i>Sub-Total</i>	<i>\$16,000</i>	<i>50,000</i>	<i>50</i>
Content Marketing			
- Blog Template Build	\$2,000		
- Copywriting	\$4,000		
- Social Media Boosted Post Budget	\$5,000		
- Salaries (Marketing Content Manager)***			
<i>Sub-Total</i>	<i>\$11,000</i>	<i>50,000</i>	<i>125</i>
Email Marketing			

- Template Builds	\$3,000		
- Copywriting	\$4,000		
- Sending Costs	\$1,000		
- Salaries (Graphic Designer)			
<i>Sub-Total</i>	<i>\$8,000</i>	<i>1,500</i>	<i>5</i>
<b>Totals</b>	<b>\$200,000</b>	<b>114,500</b>	<b>840</b>

\*Assumes a 10% conversion rate from leads generated from the sales team. A set of success metrics will be developed to hit the targets. Appointment setters call 100 prospects per day. 20 become leads and book face to face demonstrations (five / ten appointments per day for face to face rep). Of those 20, 2 are converted and take out a paid subscription - 2 sales per working day.

\*\*Assumes a 2% conversion rate from clicks, and a cost per click of around \$8.

*Option 1 - \$150,000 Spend*

<b>Marketing Activity</b>	<b>Expected Spend</b>	<b>Expected # of Leads Generated</b>	<b>Expected # of Sales Conversions</b>
Sales Team			

- Salaries (Appointment Setter, Sales Rep)	\$86,000		
- Collateral	\$4,000		
- VoIP System	\$1,500		
- Mobile Phones and Tablets	\$5,500		
<i>Sub-Total</i>	<i>\$97,000</i>	<i>5,000</i>	<i>500*</i>
Print Advertising			
- Copywriting	\$2,500		
- Design	\$3,500		
- Media Spend	\$10,000		
- Collateral	\$18,000		
<i>Sub-Total</i>	<i>\$16,000</i>	<i>50,000</i>	<i>50</i>
Content Marketing			
- Blog Template Build	\$2,000		
- Copywriting	\$4,000		

- Social Media Boosted Post Budget	\$5,000		
- Salaries (Marketing Content Manager)***			
<i>Sub-Total</i>	<i>\$11,000</i>	<i>50,000</i>	<i>125</i>
Email Marketing			
- Template Builds	\$3,000		
- Copywriting	\$4,000		
- Sending Costs	\$1,000		
- Salaries (Graphic Designer)			
<i>Sub-Total</i>	<i>\$8,000</i>	<i>1,500</i>	<i>5</i>
<b>Totals</b>	<b>\$200,000</b>	<b>114,500</b>	<b>680</b>

\*Assumes a 10% conversion rate from leads generated from the sales team. A set of success metrics will be developed to hit the targets. Appointment setters call 100 prospects per day. 20 become leads and book face to face demonstrations (five / ten appointments per day for face to face rep). Of those 20, 2 are converted and take out a paid subscription - 2 sales per working day.

\*\*Assumes a 2% conversion rate from clicks, and a cost per click of around \$8.

Note: Option two focuses on the sales reps as the chief lead generators and source of sales. Rather than an expensive media spend where keywords are highly competitive and where customers could be anywhere in the buyer's journey, the plan focuses on creating warm leads within the industry. Appointment setters in conjunction with the sales reps target those that they know will benefit from the service – clinics, practices and medical centres. This is highly targeted, but also challenging considering the leads are cold initially, however, when they get to a sales conversation phase they become much warmer and much more likely to convert.

*Option 3 - \$70,000 Spend*

<b>Marketing Activity</b>	<b>Expected Spend</b>	<b>Expected # of Leads Generated</b>	<b>Expected # of Sales Conversions</b>
Google AdWords			
- Display Network	\$16,000		
- Search Network	\$14,000		

- Keyword Research	\$2,000		
- Salaries (Campaign and Optimisation Manager)			
<i>Sub-Total</i>	<i>\$32,000</i>	<i>4,000</i>	<i>80**</i>
Content Marketing			
- Blog Template Build	\$5,000		
- Copywriting	\$5,000		
- Repurpose (e-guides, infographics, webinars)	\$2,500		
- Social Media Boosted Post Budget	\$10,000		
- Salaries (Marketing			

Content Manager)***			
<i>Sub-Total</i>	<i>\$22,500</i>	<i>100,000</i>	<i>250</i>
Email Marketing			
- Template Builds	\$3,000		
- Copywriting	\$4,000		
- Sending Costs	\$1,000		
- Salaries (Graphic Designer)			
<i>Sub-Total</i>	<i>\$8,000</i>	<i>1,500</i>	<i>5</i>
Referral Marketing			
- Establishment and incentives	\$7,500		
<i>Sub-Total</i>	<i>\$7,500</i>	<i>50</i>	<i>10</i>
<b>Totals</b>	<b>\$70,000</b>	<b>114,500</b>	<b>345</b>

\*\*Assumes a 2% conversion rate from clicks, and a cost per click of around \$8.

Note: With such a small budget, the sales team is not achievable in the early stages.

Therefore, the company will implement an Inbound marketing methodology in order to test

the value in its service, achieve proof of concept, generate leads and build brand awareness. Inbound essentially means developing a suite of meaningful content that adds significant value to a target audience to gain their trust and eventually push them down the marketing funnel. Value is added through helpful advice on medical practice management, the ins and outs of privacy dealings and clients, the efficient running of referrals and the wider – technology in medicine. Once TrackMed has attracted engaged readers to the website through content (e-guides, blog posts, social media posts, infographics, webinars and so on), they can be funnelled towards the content that gets them closer to a purchasing decision (i.e. consideration -> decision). Inbound is popular because it involves attracting those that closely fit buyer personas and can be scaled easily. Google AdWords, social boosted posts and blog syndication, repurposing and republishing support the campaign.

There is also an allowance for a referral marketing programme whereby existing customers are rewarded (e.g. a free month subscription to TrackMed) for every other practice they recommend to the service and which signs up for an annual subscription. TrackMed can make word of mouth referrals worthwhile for the clients and will therefore benefit from warm leads already in the consideration phase of the inbound methodology.

### *Roles and Responsibilities*

Campaign and Optimisation Manager – The role is designed for a Google AdWords and Analytics certified marketing resource that can manage and optimise all search and display

campaigns being run by TrackMed. Optimising involves the conversion tracking, keyword researching and selecting, budget management, reporting and tweaks to ensure the campaign uses its budget effectively. Because there are only two campaigns to manage it is expected that this can be a part time resource or shared resource that can also work on SEO strategies.

Marketing Content Manager – Responsible for putting together the content marketing strategy and implementing it through blog writing, social media posting (and community management), email marketing copywriting and deployment. Needs to be familiar with ConstantContact (email marketing software), all social media channels (even if not in TrackMed's current contemplation), and needs to be adept at either writing content for Ads (print and digital) and marketing collateral or can effectively brief external agencies to assist. Where possible, this resource should also be able to develop a PR strategy (ensuring media mentions for TrackMed) and facilitate its distribution through new and existing media relationships.

Graphic Design – Ads (print and digital) and all marketing collateral will need to be designed according to brand standards. Therefore, a permanent graphic designer might be needed to ensure brand consistency through all marketing and communications projects. In addition to marketing collateral (brochures, flyers) the graphic designer will be responsible for digital assets and especially in the initial launch phases will be exceedingly important. Design can be outsourced, but for brand image reasons the same agency needs to be used for each project.

Note, the Appointment Setter and Sales Rep roles are described in the *Sales Team* section above. Also note, these positions have been set out to scale, meaning as TrackMed grows the same resources can be hired again to handle the increased workload. At that point, a Marketing Manager might be needed to oversee the entire team and act as the conduit between the team and TrackMed's management.

*Breakeven Analysis (from marketing activities)*

Option 1 - \$200,000 Spend

Marketing Spend = \$200,000

Operating Expenses = \$200,000

Subscription Pricing = \$300/year

Number of Sales Required to Breakeven= \$1,333

Option 1 - \$150,000 Spend

Marketing Spend = \$150,000

Operating Expenses = \$200,000

Subscription Pricing = \$300/year

Number of Sales Required to Breakeven= \$1,167

Option 3 - \$70,000 Spend

Marketing Spend = \$70,000

Operating Expenses = \$200,000

Subscription Pricing = \$300/year

Number of Sales Required to Breakeven= 900