HEALTHSHARE™
SYMPOSIUM 2017

BREAKOUT SESSION

Omni-Channel Capabilities

Fostering the Journey From Acquisition to Loyalty

PRESENTED BY

Rich Phillips

Executive Partner, Customer Evolution
Former CTO, Tampa General

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

HEALTHSHARE™
SYMPOSIUM 2017

Customer Acquisition
Customer Experience

Fulfilling the dual role of marketing leadership

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Important Clarification

Getting the intent right

Omni-channel is less about

"every channel"

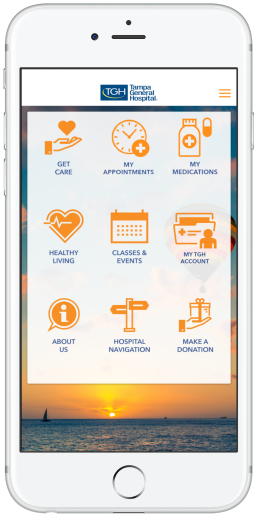
and more about

customer-centric and congruent
across lifestyle channels

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Modern Marketer – Customer **Acquisition** & Experience

Living in a world of transparency and peer messaging

From	To	Because
		

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Modern Marketer – Customer Acquisition & **Experience**

Living in a world of transparency and peer messaging

From

To

Because

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

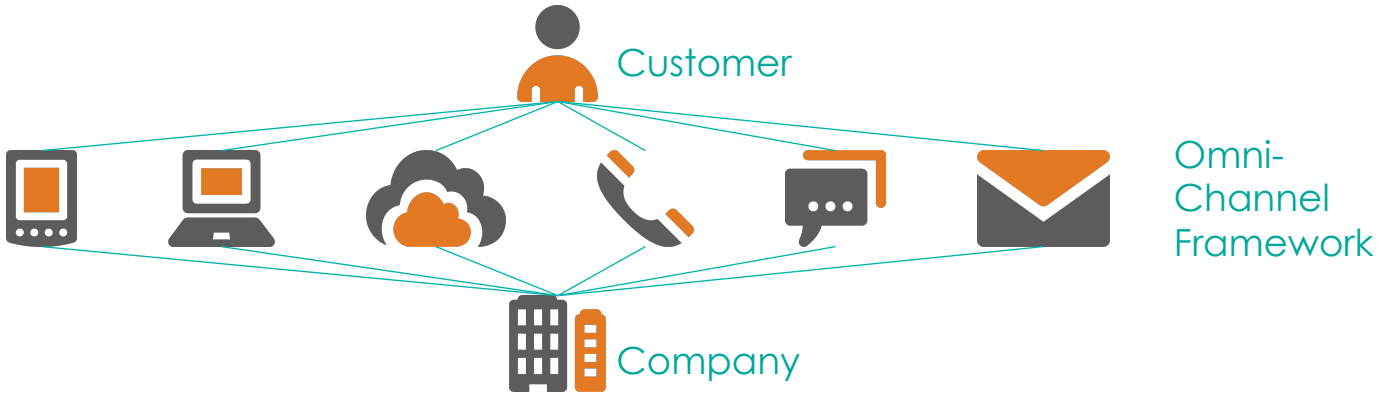
The Good News

Customer Acquisition

&

Customer Experience

both leverage



CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Journey Management

>60% will switch PCP for better service/treatment

Pre	Encounter (+)	Post
… Search Find Dr. Make Appt Complete forms Location Find	Wayfind Check in **PCP Visit (8 minutes)**	Pay bill Labs Prescription Concierge/ ɔliance /-up (all ok?)
" " "	Radiology / Lab	" " "
" " "	Surgeon Visit / Diagnosis	" " "
" " "	ER Visit	" " "
" " "	Case Management	" " "
" " "	Admissions - InPatient	" " "
" " "	Healthplex Visit	" " "

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

HEALTHSHARE™
SYMPOSIUM 2017

Customer Acquisition

Meeting customers where they live

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Consumer Digital Marketing Maturity Road Map

Dimension	Foundational	Optimizing	Differentiating
Audience Objectives	• **Understand** audience • Shift from awareness to conversion	• **Engage** targeted share • Precision insights and actions	• **Influence** behavior • Brand advocacy thru personal interactions
Common Attributes, Indicators and Capabilities	• Focus on **proxy indicators** (clicks, impressions, views) • Inability to identify what is working and why • Busy-ness with limited clarity on priorities • Partner pockets/orbits • Limited baseline data • Measurement tools (CRM, UTM, dashboard) • Basic command of macro audience • **Lack of ROI measures constrains leadership support**	• **Data-driven** decisions • Focus on access and **conversions** • **Test & Learn** • Retarget/remarket • Personalization • **Heavy use of look-alike modeling** • Purposeful progress on **matching anonymous to identified** (member, forms, 3rd-party data, etc.) • Performance by channel by audience	• Focus on engagement and activities • Cross-channel data mgmt. • Programmatic interaction mgmt. (next best action) • **Experience (intra-encounter) management** • **Journey (inter-encounter) mgmt. through mobile, data and rules mgmt** • Single, integrated app • High peer referral levels
Key Measures of Success	• **Awareness** • Mix of spend trad/digital • Macro-ROI • Revenue (maybe incremental)	• Cost per lead • Funnel cycle time • Conversion ratios • Incremental revenue	• Peer referral rates • Share of wallet • Customer Lifetime Value • Services/Household • Influencer Net Promoter

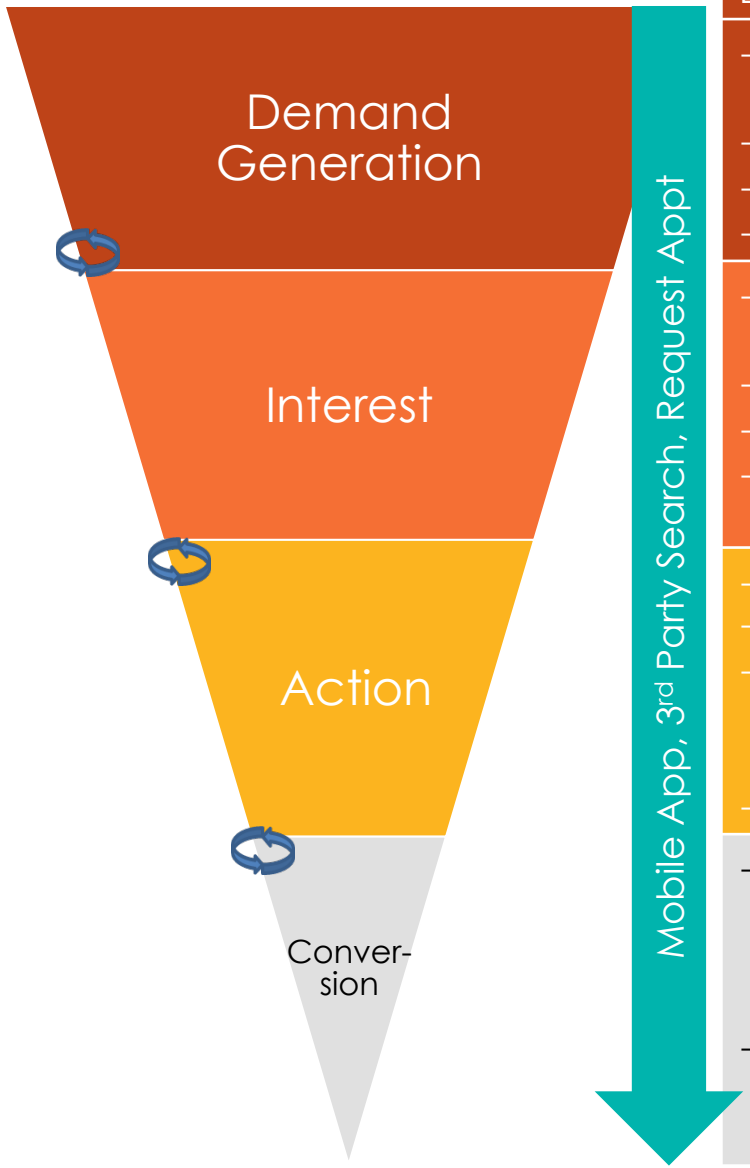
CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Managing Maturity Phase Transitions

Foundational	Optimizing	Differentiating
Understand audience Shift from awareness to conversion	**Engage** targeted share Precision insights and actions	**Influence** behavior Brand advocacy thru personalized interaction
Level 1 to Level 2 • Get building blocks in place (Platforms, data capture & analysis tools, disciplines) • Establish baseline performance ratios/ targets • Begin "consumer foundation" build • Explore micro-personas • Begin lifestyle mobile • Begin Test & Learn, Learn, Learn …	**Level 2 to Level 3** • Use of new data types (Multi/cross-channel, Behavior/activities, 3rd-party) • Conduct Customer Lifetime value analysis • Re-market/targeting • Introduce interaction management (next best action) • Real-time EMR integration • Extend Test & Learn via micro-testing	**Extend Level 3** • Exploit advantage • Cherry-pick leading edge partners with market-advantaged agreements • Narrow audience segmentation

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Managing the Digital Funnel



Example Tools	Example Measures
– Paid search, Paid social, Display, vanity traditional – CRM targeting/models – Ad & Email (re)targeting – Paid Phys Search	– Total Prospects (by persona) – Cost per Lead – Peer referral counts
– Landing page web content, SEO – Web search, Find Dr. – Web personalization – Mobile app lifestyle functions	– Impressions (views by source (display, mail, email, pd search, social) – Time on page – Email opens – Click-thrus
– Web forms – Mobile forms – Mobile app conversion functions (find dr., request appt, sched appt) – Call center	– Leads / Cost per lead – Form completions – Newsletter/event sign-ups – Incremental revenue – "Members" joined – App downloads
– CRM database linked to digital source (UTM codes) and EMR (encounter data) – Control groups	– Patients: total, new, returning, cross-sell – Revenue – Conversion Ratios – Visits vs. Control Group – Down-stream pull-through – Funnel cycle time

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

HEALTHSHARE™
SYMPOSIUM 2017

Done right, acquisition, experience, and ROI are always aligned

Three examples:

- Web Personalization
- 3rd Party Physician Search
- ☑ Loyalty

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

HEALTHSHARE™
SYMPOSIUM 2017

Customer Loyalty

The journey from customer acquisition and experience to lifetime engagement

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Learning Experience Management & Loyalty From the Experts

Experiences

Convenience

Predictable

Privilege

Member

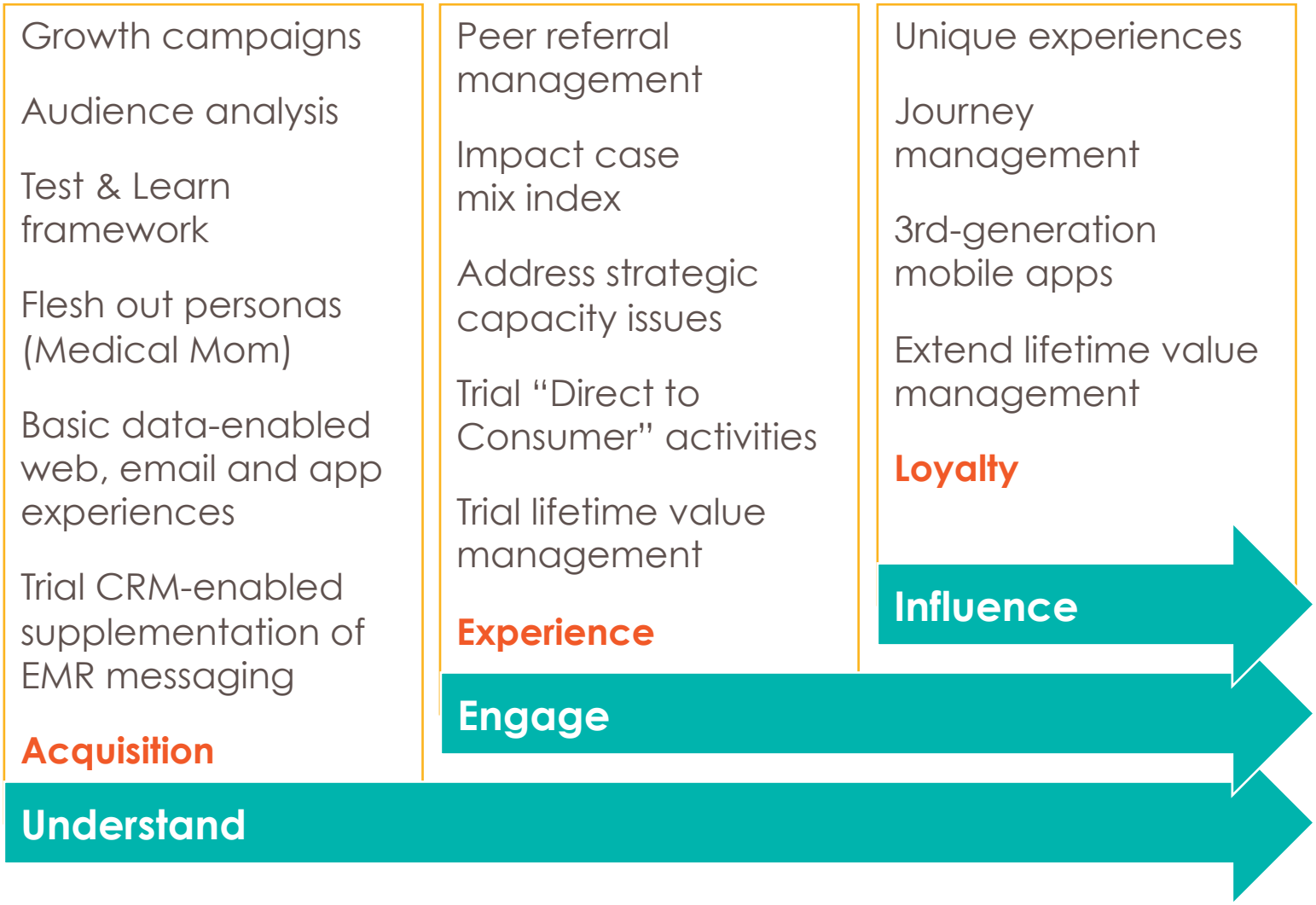
Emotion

Well beyond transactional relationship

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

The Customer Relationship Maturity Road Map

A foundation for acquisition and experience management

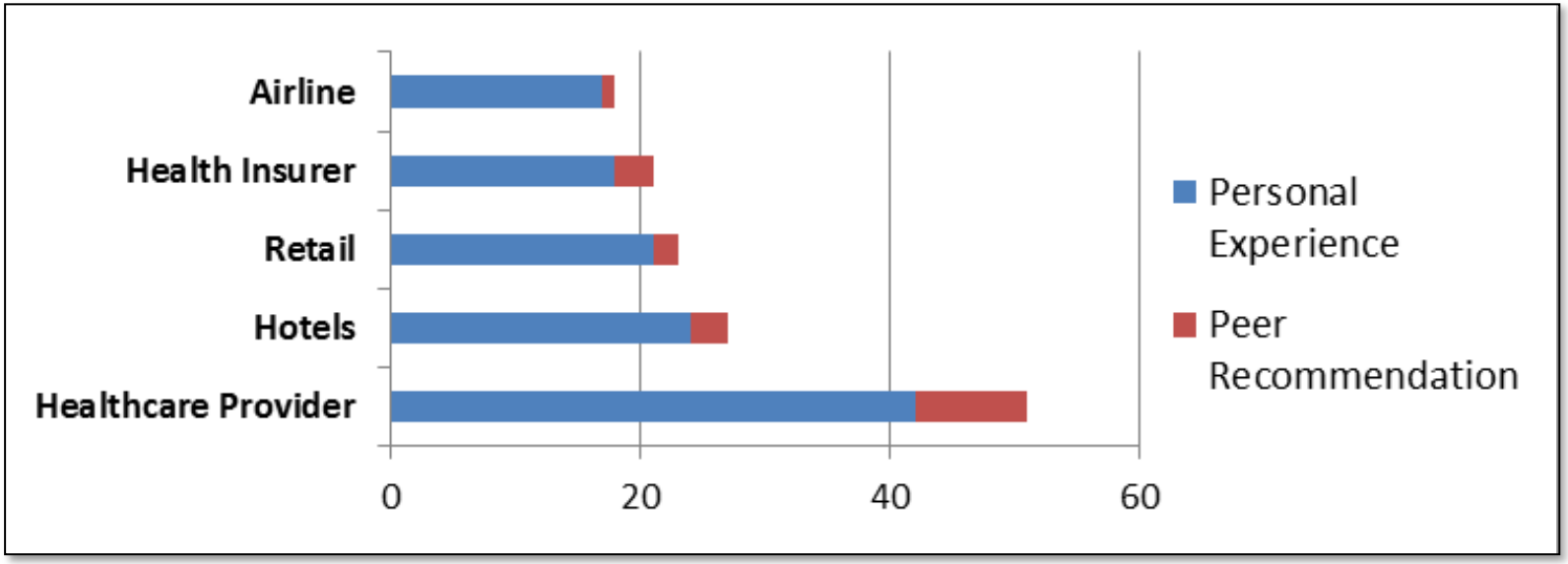


CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

The Power of Experience & Referral in Healthcare

- **Personal experiences and peer recommendations matter the most in choosing a doctor or hospital**
- Influence of personal experiences and peer recommendations in selecting a provider (social, friend network, etc.)

  * PwC 2011 Customer Experience Radar Research



CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Key Principles

- "You've brought 'em in – we'll help you keep 'em"
- Customer lifetime value – share of wallet, retention, over time, householded, referrals (circle of influence)
- Tip the scales within the decision envelope
- Collapse the time between action and benefit (healthy behavior)
- Member/belong, gamification, influence science, propensity, memorable experiences, leader boards, self-directed wish list, test & learn, preference center
- Screenings, enrollment, referral, plan of care, refills, downloads
- Perks and privileges
- Natural complement to CRM

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Modern "Loyalty" programs fuse the power of acquisition, experience and engagement

Customer Acquisition

- Trusted partner
- Message targeting to preferences (channel, content)
- Screenings and other access for healthy behaviors

Customer Experience

- Differentiated, memorable experiences, particularly at key Moments of Truth
- Personalized
- Consistent across key channels
- Accessible (forms, online, 24-hour, tele-med, mobile)

Customer Engagement

- Customers referring customers
- Perks and privileges (wait list, parking, delivery, transportation, points for screenings, etc.)
- Participation in coalition partner-provided benefits (healthy food, fitness membership, classes & events, etc.)

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

Rich Phillips

rich.phillips@customer-evolution.com
314.308.4024

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.

CONFIDENTIAL © Copyright 2017 Healthgrades Operating Company, Inc. All Rights Reserved.
May not be reproduced or redistributed without the express permission of Healthgrades Operating Company, Inc.