



CASE STUDY

REVENUE INCREASE - ORAL SURGERY NETWORK

A medical practice specializing in Dental Implants with 5 locations in three states was experiencing inconsistent growth.

Ownership would regularly make heavy investments in marketing to build brand awareness and generate new leads. However, these marketing investments created peaks in consultation activity followed by valleys where there were no weekly new patient visits.

OVERVIEW

The business leadership met with Rich Taylor, Fractional CMO, to learn if he could develop a solution to their inconsistent growth.

While meeting with the business owner, a Endodontist by training (root canal surgeon), Rich learned a few important things about the company's marketing and sales efforts:

- Marketing tactics were being planned, managed, and executed in silos.

There was a large internal team of tactical subject matter experts – e.g. website, CRM, paid search, organic search, traditional media, etc.) – along with an array of support vendors that were not collaborating or working together in an organized, integrated and holistic manner.

- Marketing goals and performance metrics were focused on the wrong things. Specifically, the owner was focused on increasing the quantity of leads. *Regardless of the quality of leads.*

This meant the team was constantly increasing the advertising spend, working to convert website visitors into free consultation appointments, following up to confirm appointments made online, then filling clinics with patients seeking a free consultation.



While this sounded logical to the owner, his approach was deeply flawed because data showed that 99% of the leads generated were not qualified or able to afford dental implants (which aren't covered by insurance).

Sales and Clinic Operations staff were not aligned with marketing efforts, had no input on lead evaluation, qualification, or scoring. And were not capturing or recording important information from the scheduling and consultation process that would help marketing evaluate and improve results.

THE CHALLENGE

The client was set in his ways. He had been repeating this cycle of a heavy marketing push followed by a period of operational chaos that produced inconsistent growth for the effort and investment required.

Over the years the client had churned through staff, multiple vendor partners, and a variety of consultants in an elusive search for the breakthrough results he desired.

"How do I get better results? More consistent growth?" the client asked. Our answer surprised and shocked him. "You're the problem" we told the owner.

"You have assembled the wrong set of resources, you're managing them in the wrong way, and you're investing a lot of time, resources, and money focused on the wrong things. The good news is we can fix it."

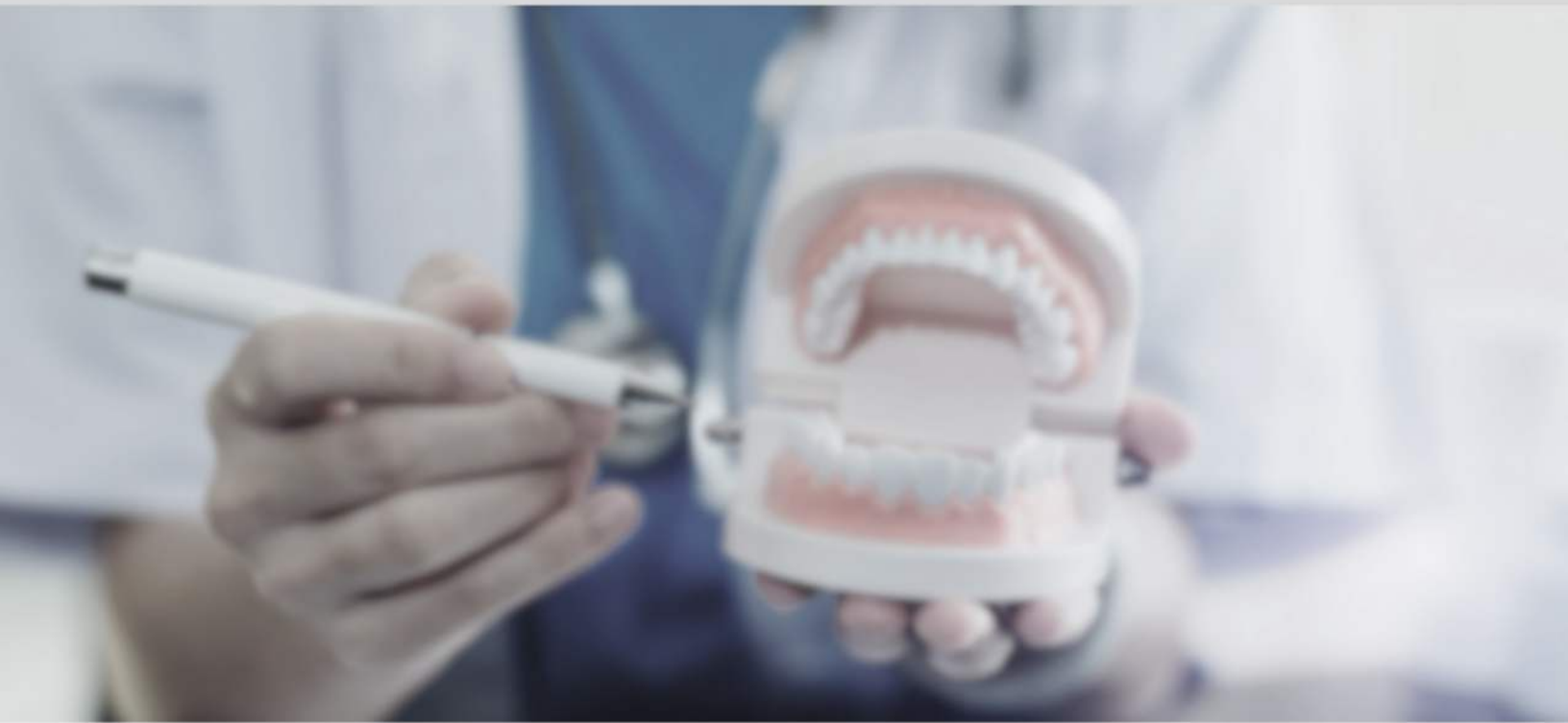
It can be hard for any business owner to realize that sometimes they are the problem. As a doctor and surgeon, the Client was used to analyzing problems and making decisions. But what he struggled with was accepting that his knowledge as a physician didn't make him a marketing expert.



At the end of a Discovery Call with the client we were able to establish a few critical facts based on the data and information he shared.

- Data revealed that arrivals – not leads – were the most important metric (KPI).
- Data showed the marketing as it was being done was a “leaky bucket.”
- 50% of online leads could not be contacted to verify appointments.
- 70% of confirmed appointments were no shows at the clinic.
- 80% of free consultation appointments were unqualified patients – not a candidate for dental implants or not able to afford the procedure.
- 2 patients on average resulted from every 200 leads.
- Data gathered from Clinic (sales) and Operations staff made it clear that far too many patients coming in for a free consultation needed general dentistry care and not dental implants.

These facts created an “ah-ha” moment for the client that led him to decide that bringing in a Fractional CMO, and giving him full authority and accountability over marketing, could achieve the steady growth he was seeking.





THE SOLUTION

Rich established new processes, procedures, practices, and controls to ensure that marketing was reaching qualified candidates.

A nurture strategy and sequence was developed to ensure a higher number of qualified patient arrivals at clinics for a free dental implant consultation.

With this strategy, the clinic was able to increase monthly revenue 250% over a 12-month period. Best of all, on top of this growth in new patients and revenue we reduced overall marketing spend by -20%. The business was growing steadily (and quickly) at a lower cost-per-lead and cost-per-acquisition.

RICH TAYLOR



Rich Taylor is an accomplished Chief Marketing Officer with strong experience working with Healthcare companies.

His Fractional CMO practice includes clients in Clinical Trial Research, Dental, Hospitals, Medical Equipment & Devices, Medical Practices, and Pharmaceuticals. Rich also works with clients in Retail, Professional Services, and Consumer Goods.

To learn more about Rich and his approach to marketing, read his book:

"Authenticity: Building a Brand in an Insincere Age."

Or connect with him at rich@yorcmo.com | 773-368-5135