



## **Business Recovery Initiative**

# **Going 'Virtual' For Revenue Generation – Assuring Consumers & Referral Sources Can Find You**

**The Coalition for Behavioral Health's Business Recovery Initiative**

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Wednesday, June 24, 2020

Presented by Timothy Snyder, Jr., Executive Vice President, Marketing,  
and Emily Kornis, Senior Associate, *OPEN MINDS*

# Agenda

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- A. Going Virtual:** Understanding why a successful business recovery strategy begins with ‘going virtual’
  
- B. Designing Your Online Blueprint:** Developing a unique online strategy based on your organization’s environment and  
The *OPEN MINDS Best Practice Approach*:
  1. Know Your Audience
  2. Become Mobile Friendly
  3. Embrace All Areas Of SEO
  4. Manage Your Online Reputation
  5. Focus Your Social Efforts
  6. Measure, Learn, Adjust, Repeat



## **A. Going Virtual:** Understanding Why A Successful Business Recovery Strategy Begins With ‘Going Virtual’

# 1. Understanding Why 'Going Virtual' Is The Critical First Step To Any Successful Business Recovery Strategy

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- For most organizations, the same core objectives are driving their current or planned business recovery strategy:
  - Sustain revenue from current sources
  - Generate revenue from new sources
- Prior to the COVID-19 market disruption, in a competitive health and human service market focused on value, the 'virtual tipping point' was approaching – as the normalization of 'informed customers' and virtual treatment continued to accelerate
- As this normalization continued, the 'virtual' element – both in terms of marketing and service delivery – became more and more critical for organizations looking for competitive advantage and successful long-term growth strategies success
- Environmental changes related to stay-at-home orders, social distancing, and related COVID-19 safety precautions, accelerated this process past the 'virtual tipping point' into an a 'new normal' environment where the virtual element is mandatory

*Prior To The COVID-19 Market Disruption...*

## The 'Virtual Revolution' Arrives & Customer Behavior Shifts

### The "Moment Of Truth" Pre-Virtual Era

- The "First Moment Of Truth"
- Decision-making cycle occurring mostly at or near the point of sale (POS) with limited information and/or research
- Relatively short time frame to influence customer purchasing behavior



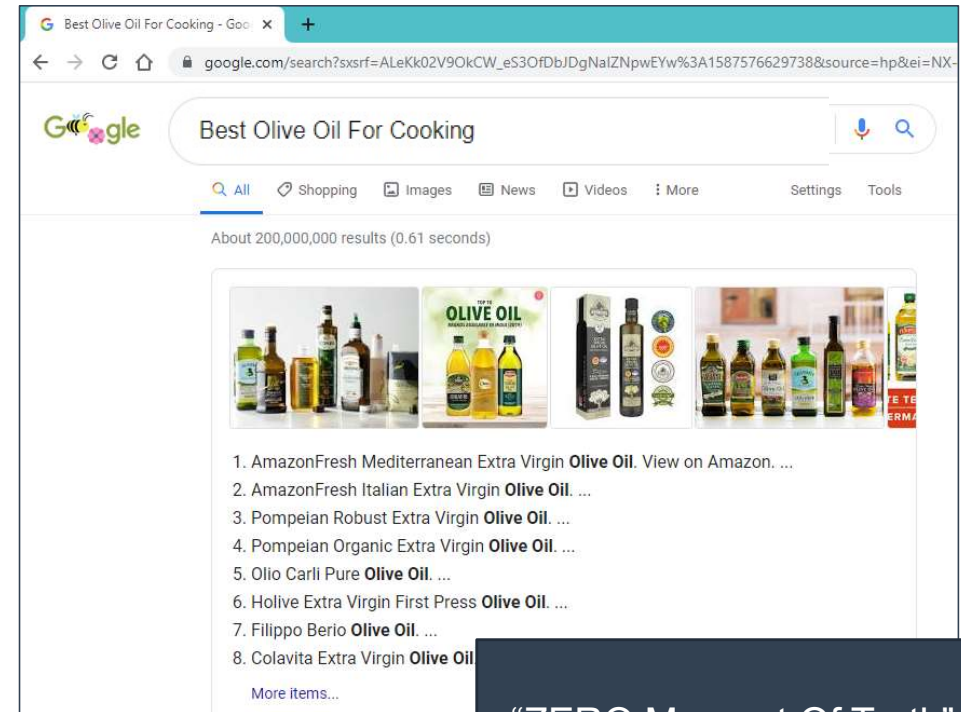
"First Moment Of Truth"  
Occurring At POS

*Prior To The COVID-19 Market Disruption...*

## The 'Virtual Revolution' Arrives & Customer Behavior Shifts

### The “Moment Of Truth” Today

- The “ZERO Moment Of Truth”
- Decision-making cycle is a multi-stage process (or journey)
- Customers have plethora of research and information one mouse click, finger tap, or SIRI voice command away
- Relatively longer time frame to influence customer purchasing behavior



“ZERO Moment Of Truth”  
Occurs Prior To POS

*Prior To The COVID-19 Market Disruption...*

## The 'Virtual Revolution' Arrives & Customer Behavior Shifts

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***Where is the “Zero Moment Of Truth” happening? Ask yourself these questions...***

- Do you research a product or service **online** after you become interested in it?
- Do you ever compare prices, features, and key differences of similar products **online** before making a final purchasing decision?
- Have you ever chosen a restaurant (dine in/take out/delivery) based on positive comments you read **online** or on apps like **Yelp and Door Dash**?
- Have you ever removed a business or product from your consideration after seeing negative reviews on **Facebook, Angie’s List, or Amazon**?
- Would you ever try or consider a specific business or product just because a friend highly recommended it on **social media**?

# Since The COVID-19 Market Disruption... The 'Virtual Era' Is Here To Stay

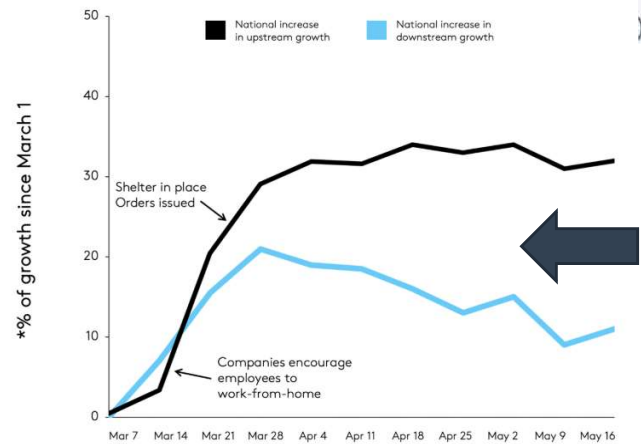
NCTA

## Downstream Growth (% of usage)

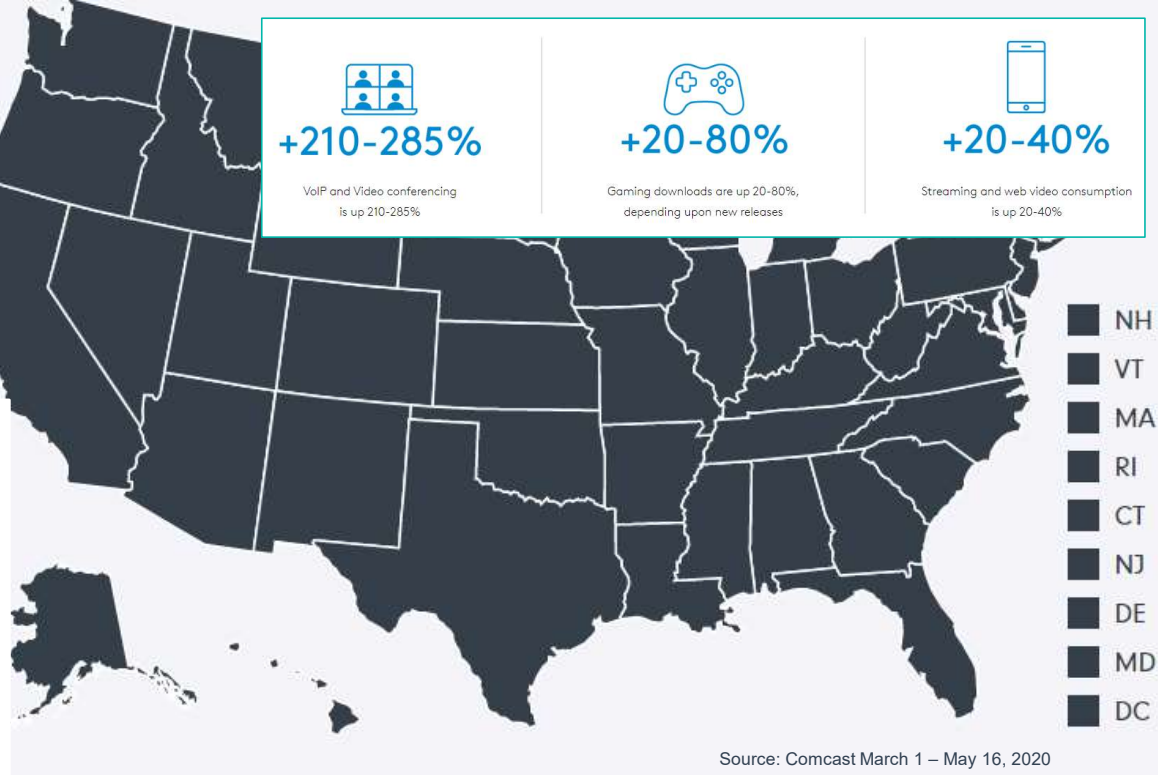
**14.9 %** OVERALL SINCE 3/1    **7.8 %** WEEKLY 5/30 - 6/6

## Upstream Growth (% of usage)

**24.9 %** OVERALL SINCE 3/1    **-0.3 %** WEEKLY 5/30 - 6/6



**COMCAST**  
**(32%)**





# The Virtual Era & Health Care: The Importance Of Your 'Virtual Brand' & Online Presence

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84% of Americans researched health care providers and treatment options online last year.



think with Google™

(SOURCE: Think With Google Study)

## The Virtual Era & Health Care: The Importance Of Your 'Virtual Brand' & Online Presence

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44% of this group admitted to making health care-related purchasing decisions primarily based on what they read and watched online.

Internet Is All We  
Need!



think with Google™

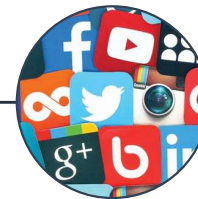
(SOURCE: Think With Google Study)

## The Virtual Era & Health Care: The Importance Of Your 'Virtual Brand' & Online Presence

90% of this group identified at least one of these online channels as their preferred source of finding online health care information.



**Health Care  
Provider  
Websites**



**Social Media**



**Rating & Review  
Websites**



**Google &  
Google Places**

think with **Google**<sup>™</sup>

(SOURCE: Think With Google Study)



Your “virtual brand” is the “gut feeling” your various target audiences have about you from online channels

The ‘Gut Feelings’ Your Target Audiences (& Potential Revenue Streams) Have About You Online Determines How Successful You Are In Today’s Zero Moment Of Truth.

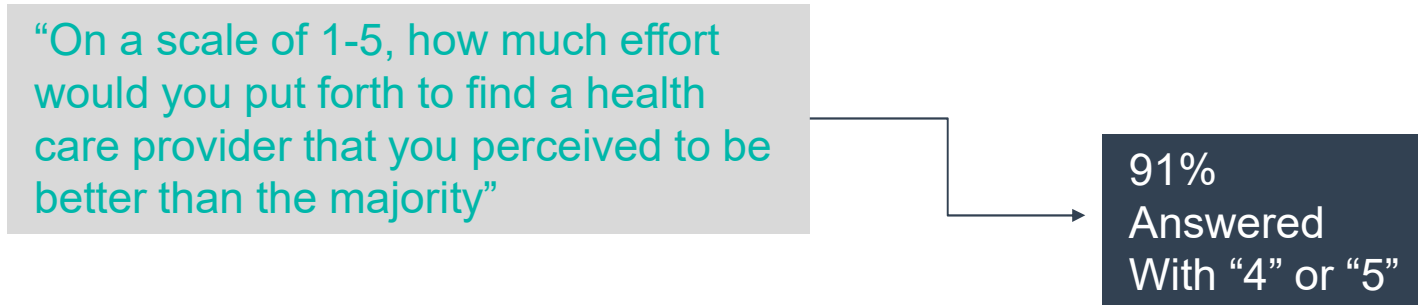
# The Virtual Era & Health Care: The Importance Of Your 'Virtual Brand' & Online Presence

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The same "Think With Google" study asked the following question:



Those who answered “True” were then asked:



# The Virtual Era & Health Care: The Importance Of Your 'Virtual Brand' & Online Presence

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## What Your Audiences Now Expect To Learn About You Online

1. How do your costs compare to competitors?
2. How does your quality of care stack up?
3. What do your patients and patient caregivers say about you?
4. What is your facility's reputation for being safe?
5. What is the performance of your clinical staff?

This information will probably exist online (in some format – accurate or not) regardless if you track/manage/optimize it.



If this information does not exist online, the perception will be that it must be negative.



## **B. Designing Your Online Blueprint:**

Developing A Unique Online Strategy Based On Your Organization's Environment & The *OPEN MINDS* Best Practice Approach

# Designing Your Online Blueprint

1 Know Your Audience

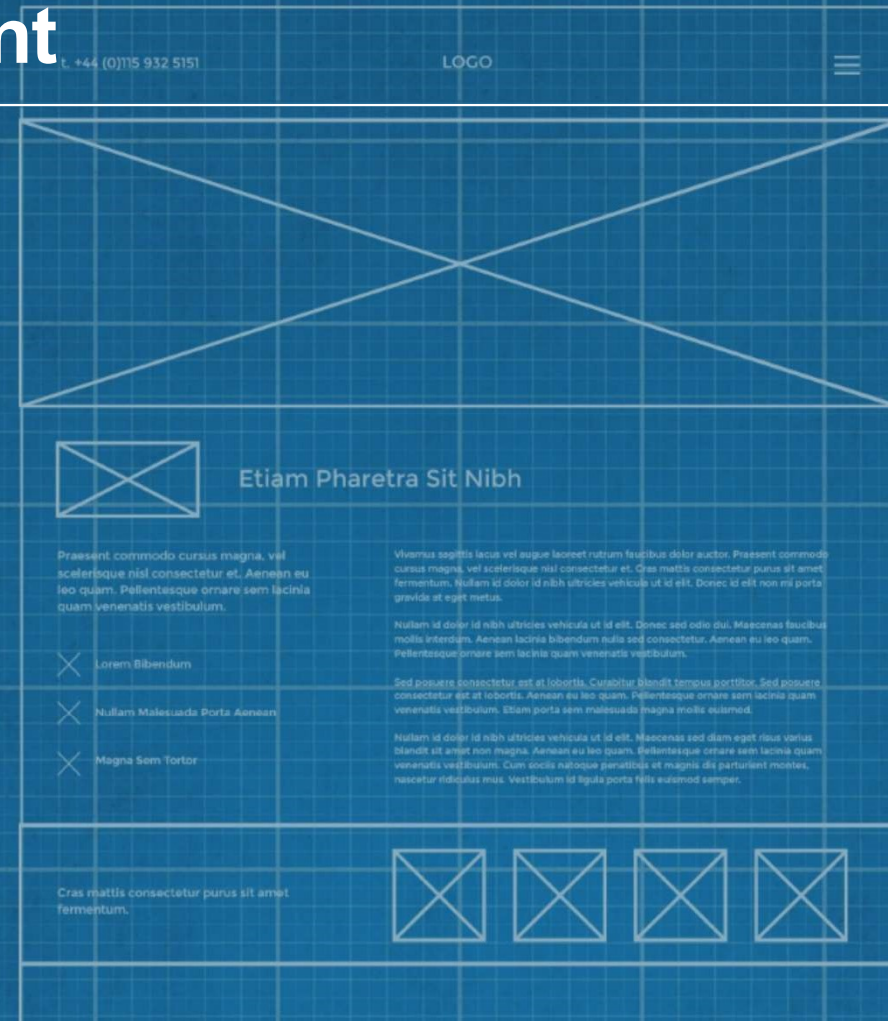
2 Become Mobile Friendly

3 Embrace All Areas Of SEO

4 Manage Your Online Reputation

5 Focus Your Social Efforts

6 Measure, Learn, Adjust, Repeat





# 1. Know Your Audience

## Step 1 – Identify & Prioritize Your Organizational Objectives

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- The first step to any blueprint design, strategy, or in this case, online marketing plan, is to identify your objectives, goals, and target customers
- Your objectives for your online plan should link directly to your strategic plan – or your revised crisis management plan – in situations like today
- Having great web traffic or tons of social followers should not define your success
- Achieving organizational strategic objectives – such as securing new health plan contracts, improving clinical talent, retaining top physicians, or acquiring new profitable service lines through M&A – will lead to increased revenue – but each requires its own unique online strategy
- Knowing and prioritizing your objectives allows you to easily identify your target audiences for your online efforts – as well as know how to best spend any size budget

# 1. Know Your Audience

## Step 2 – Identify All Potential Key Stakeholder Groups (Target Audiences)

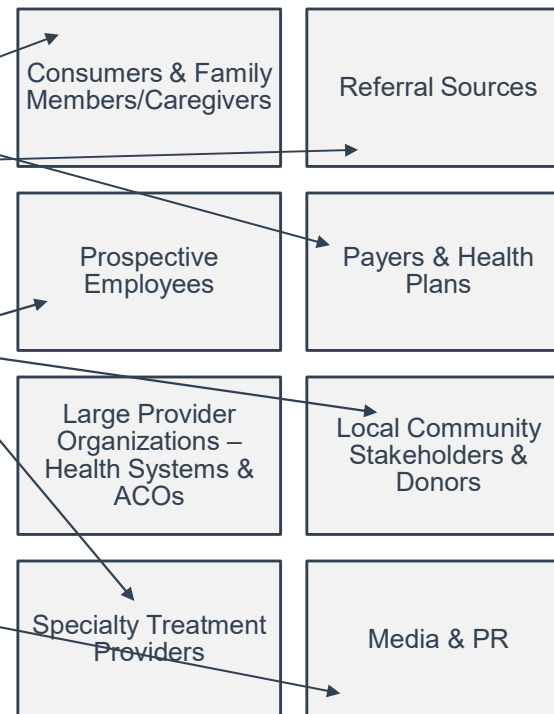
### Example Key Stakeholder Groups (Target Audiences)



# 1. Know Your Audience

## Step 3 – Link Potential Target Audiences To Your Strategic Objectives

- Objective: Find potential partners or organizations to acquire.
- Objective: Increase revenue and referrals.
- Objective: Increase community support and annual donations.
- Objective: Retain and acquire top talent.
- Objective: Increase national awareness for future expansion.



# 1. Know Your Audience

## Step 4 – Prioritize & Weight By Importance

1. Organizational Strategic Objectives (In Priority Order)	2. Stakeholder Groups (Target Audiences) Associated With Each Strategic Objective	3. Weight By Importance Or Revenue Potential
1.	1.	30%
2.	2.	25%
3.	3.	20%
4.	4.	15%
5.	5.	10%
<p><u>Examples:</u></p> <ul style="list-style-type: none"> <li>Find potential partners or organizations to acquire</li> <li>Increase revenue and referrals.</li> <li>Increase community support and annual donations</li> <li>Retain and acquire top talent</li> <li>Increase national awareness for future expansion.</li> </ul>	<p><u>Examples:</u></p> <ul style="list-style-type: none"> <li>Payers &amp; Health Plans (New Contracts, Network Referrals, Etc.)</li> <li>Provider Orgs (Acquisitions, Mergers, Partners, Referrals, Etc.)</li> <li>State/Local/National Stakeholders (Donors, Media, Policymakers, Grants)</li> <li>Consumers &amp; Family / Caregivers</li> <li>Prospective Employees</li> </ul>	<p><b>EXAMPLE</b></p>

**This chart identifies which target audiences to market to online – and how much of your budget and resources to spend on each!**

# 1. Know Your Audience

## Step 5 – Create Customer Journey Maps For Each Priority Audience

Before you can build your online marketing strategy, you first should understand the typical journey your target audiences would take to find you online.



**An online customer journey map helps you spend your time, money, and resources on the online channels that will have the most impact on the goals you wish to achieve.**

- ✓ Research the steps (or the “journey”) a typical person in your target audience would take to find you and/or your competitors online
- ✓ Map your customer’s expectations, concerns, state of mind, and desired outcomes during this journey
- ✓ Call out the steps of the journey that most impact their overall experience, both positive and negative (these are the “moments of truth”)
- ✓ Cross-compare your online strengths against the customer journey map – where are the gaps?

# 1. Know Your Audience

## Step 5 – Create Customer Journey Maps For Each Priority Audience

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### Key Questions You'll Want Answered For Any Customer Journey Map

What information will my target audience be looking for online?

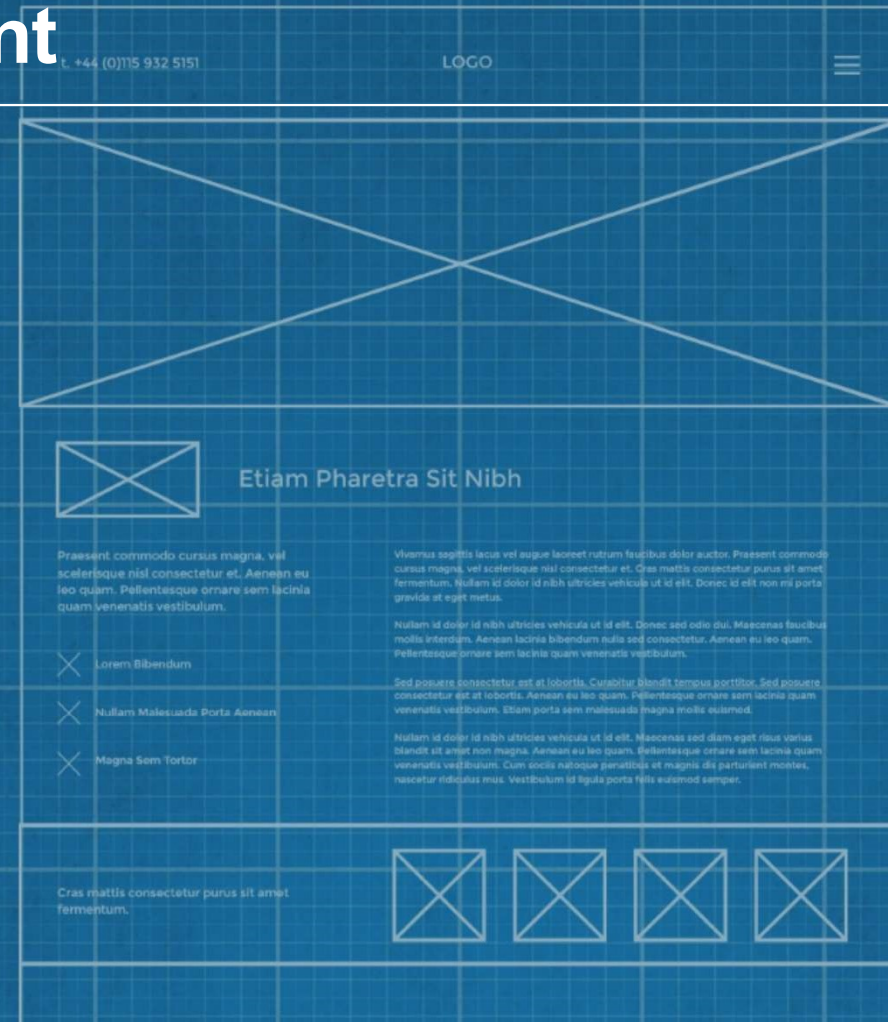
What are the most popular online channels and methods my target audience uses to find this information?

What control do I have over the online channels my target audience uses?

Is there a potential 'moment of truth' or key decision-making point that could occur on a specific channel?

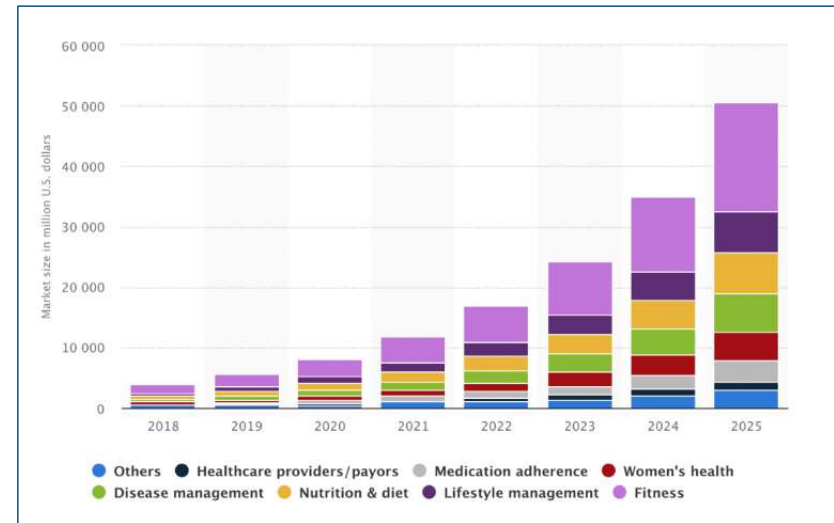
# Designing Your Online Blueprint

- 1 Know Your Audience
- 2 Become Mobile Friendly
- 3 Embrace All Areas Of SEO
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## 2. Become Mobile Friendly

- **81 percent of American adults have a smartphone.** According to Pew Research. Smartphone ownership has increased rapidly since 2011 (then 35 percent) and is even higher for young people. 95 percent of teens have access to a smartphone and 45 percent say they're online "almost constantly."
- **62% of smartphone users have used their device to gather health-related information.** Think With Google informed us that 84% of Americans researched health care providers and treatment options online last year. A 2015 Pew Research Center study cited that 62 percent of Americans used their smart phone to conduct that research! This made mHealth a more common smartphone activity than online banking (57 percent), job searches (42 percent) or educational content (30 percent).





## 2. Become Mobile Friendly

### Step 1 – Invest In A Website That Works For Every Person & Every Device

Every journey your stakeholder groups take to find the services they need may be different.



Different age groups and customer types utilize different devices and web tools to get the information they seek



What ever path they take, chances are, they'll arrive at your website at some point.



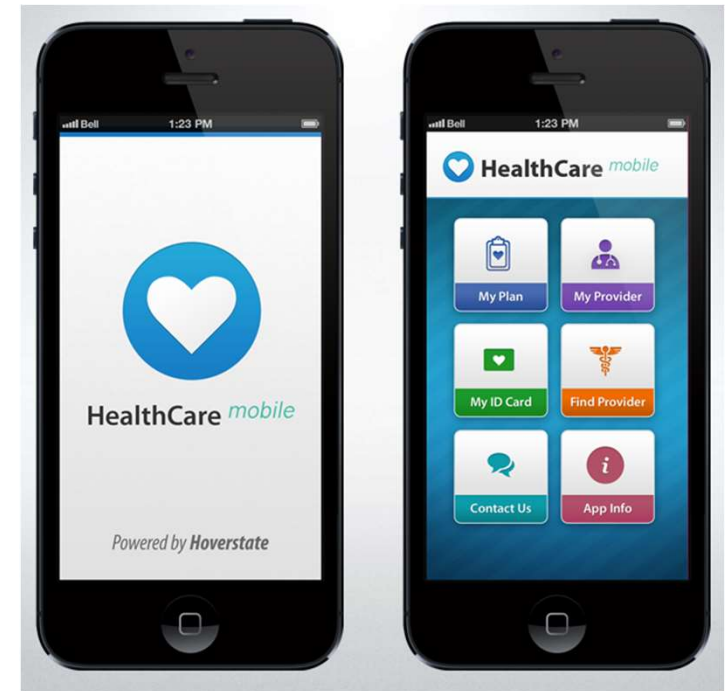
**Responsive Web Design** is an approach of coding a website in such a way that it provides an identical and/or optimal viewing experience across all device types and screen sizes.

- Responsive websites ensure that your target customers are able to find you, see you, and get your message the way you intended.

## 2. Become Mobile Friendly

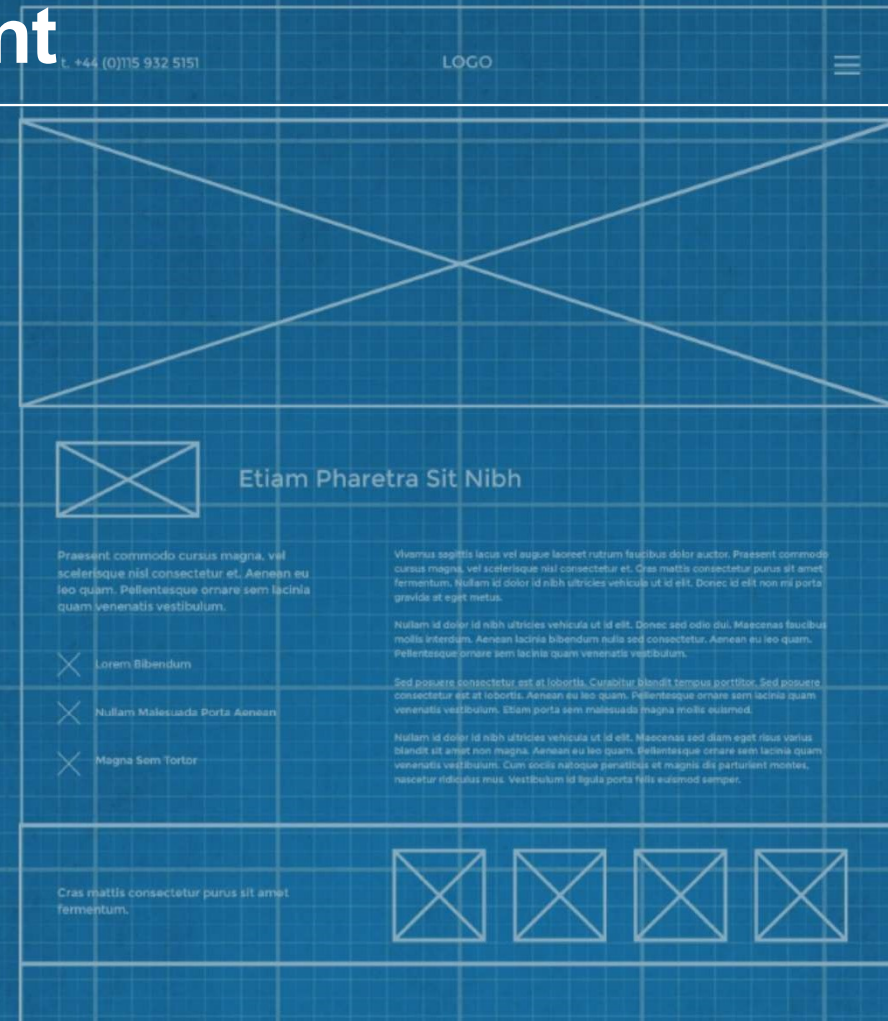
### Step 2 – Consider Investing In Mobile Apps (If It Aligns With Your Objectives)

- **Over 70% of Americans have downloaded an mHealth app.** (Pew Research)
- **66% of the largest US hospitals offer mobile health apps.** (Accenture)
- **43% of millennials prefer to access patient portals from their smartphone.** Based on a 2014 Xerox study, this number is surely higher in 2019.
- **74% of patients say using mobile apps, wearables and other mHealth tools helps them better cope with and manage their conditions.** (Boston Technology Corporation)
- **85% of health insurance companies think mHealth creates value.** (mHealth Economics)



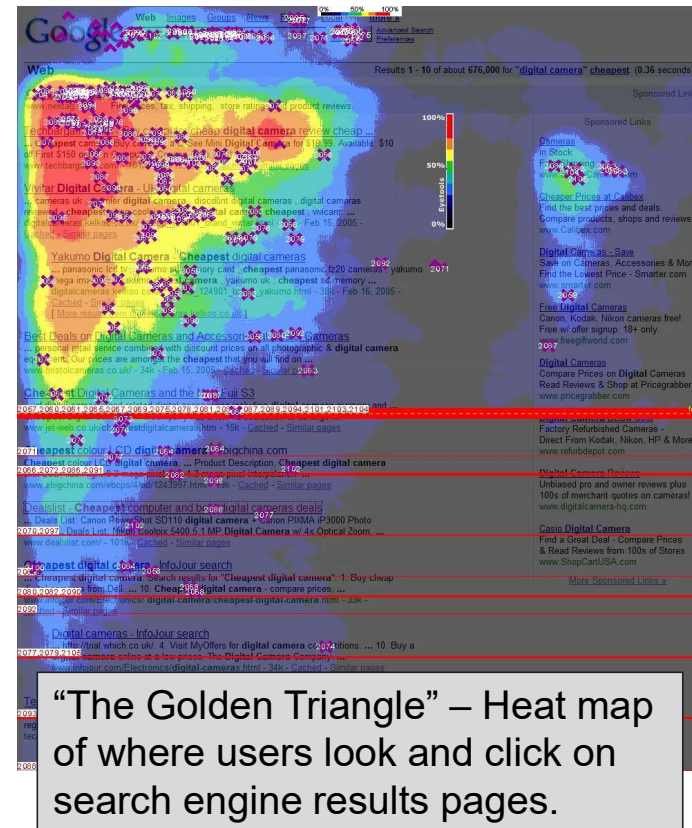
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### 3. Embrace All Areas Of SEO

- 93% Of Online Experiences Begin With A Search Engine
  - Positioning on search engine results give your target customer an immediate impression of where you rank in comparison to alternative options.
- 68% Of All Searchers Don't Go Past The First Page Of Search Results
  - If your website isn't showing up on the first page of search results for the main keywords associated with your services, you practically don't exist online.



### 3. Embrace All Areas Of SEO

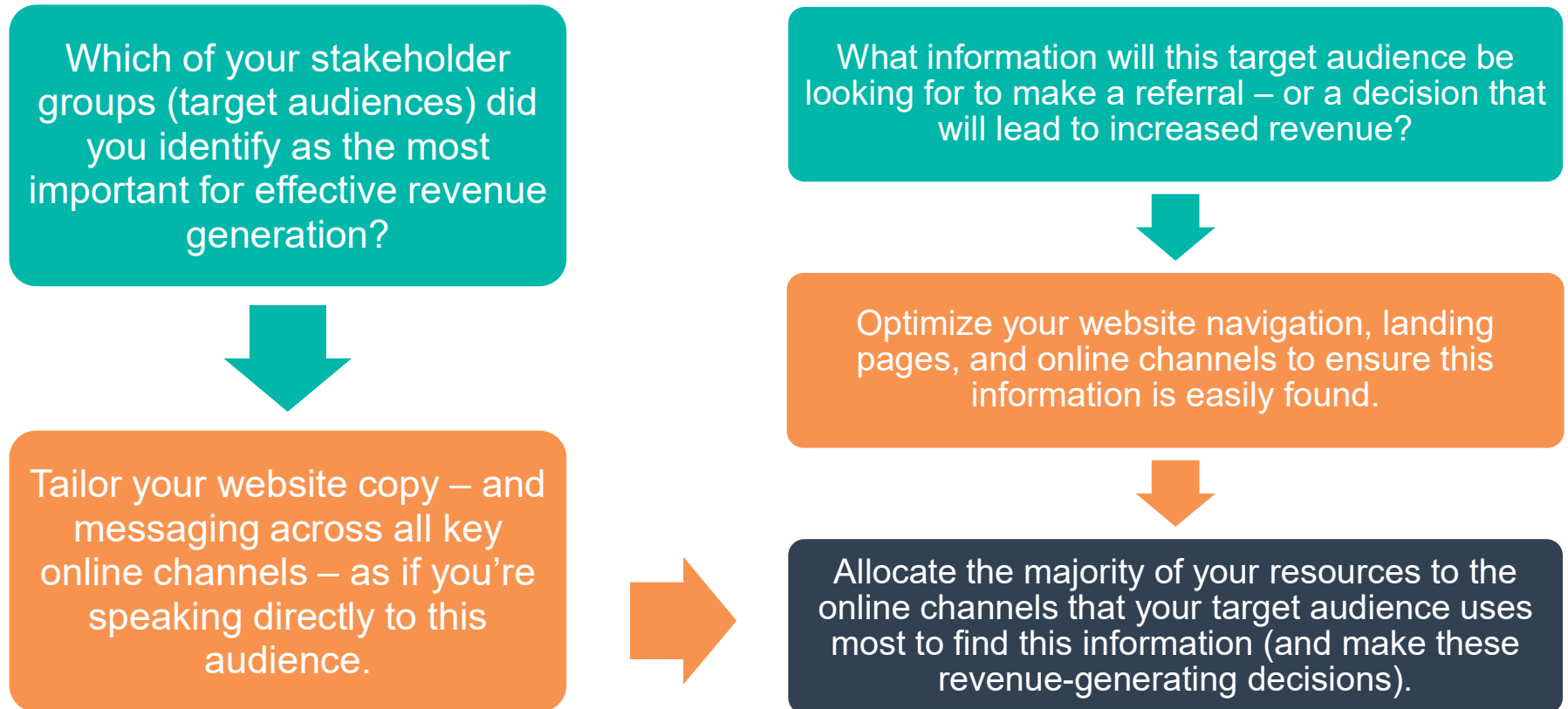
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- Search engine optimization (SEO) is more than pay-per-click ads, keyword strategies, and tech coding that pleases Google
- At its root, SEO is a communications strategy – a practice of using the messaging and language that your target audience uses so they can find you easier when searching online



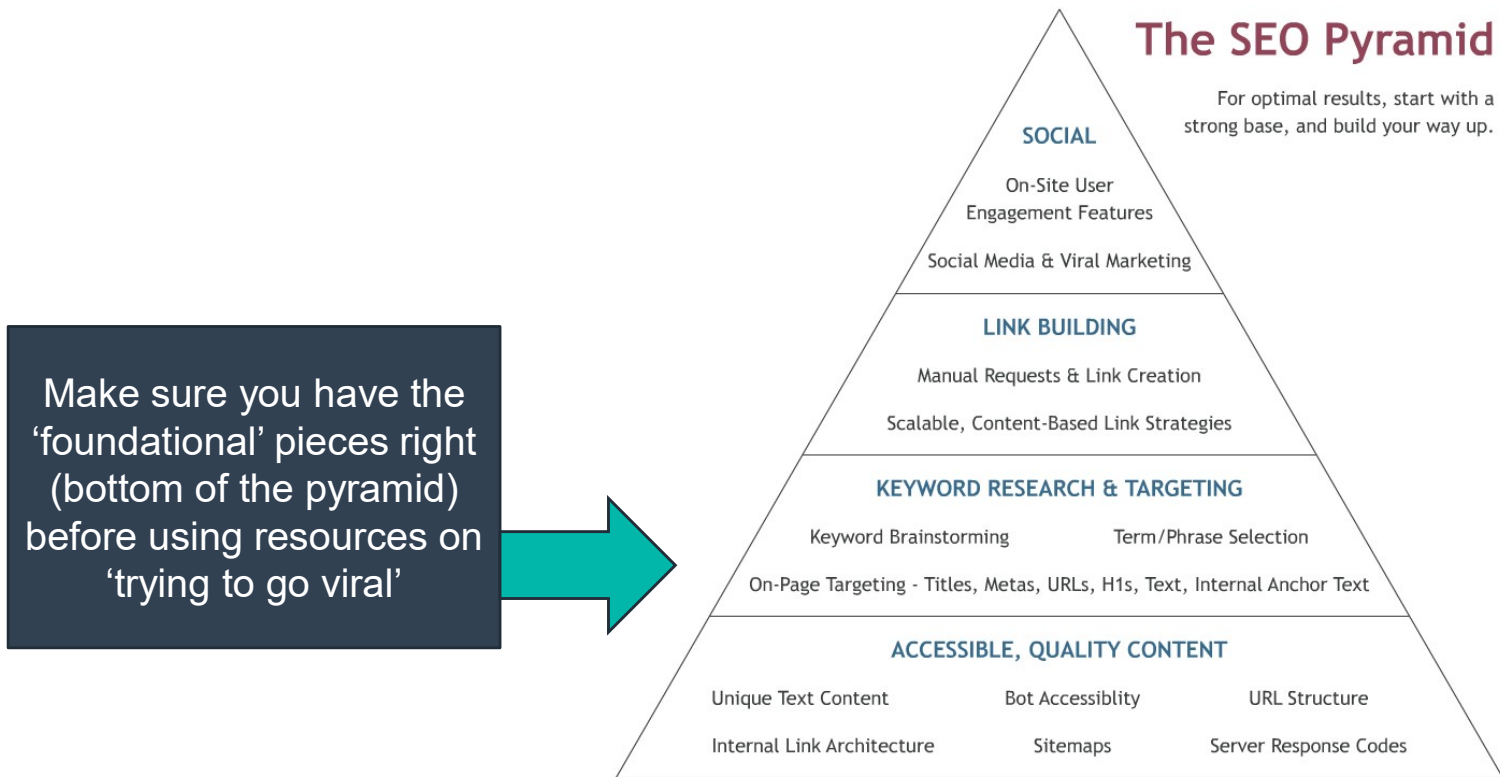
### 3. Embrace All Areas Of SEO

#### Step 1 – Write, Edit & Tailor Your Content To Your Priority Target Audiences



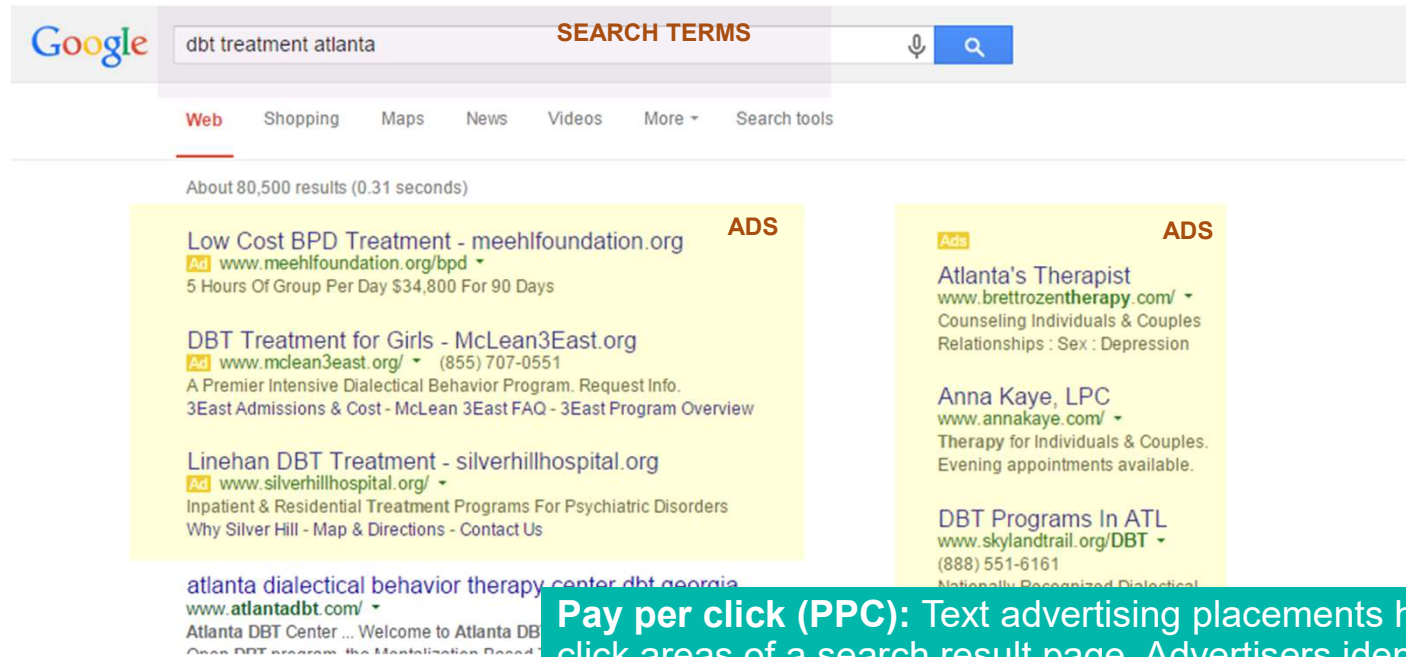
### 3. Embrace All Areas Of SEO

#### Step 2 – Have A ‘Long-Term’ SEO Mindset



### 3. Embrace All Areas Of SEO

#### Step 3 – Supplement With Pay-Per-Click In The Short-Term



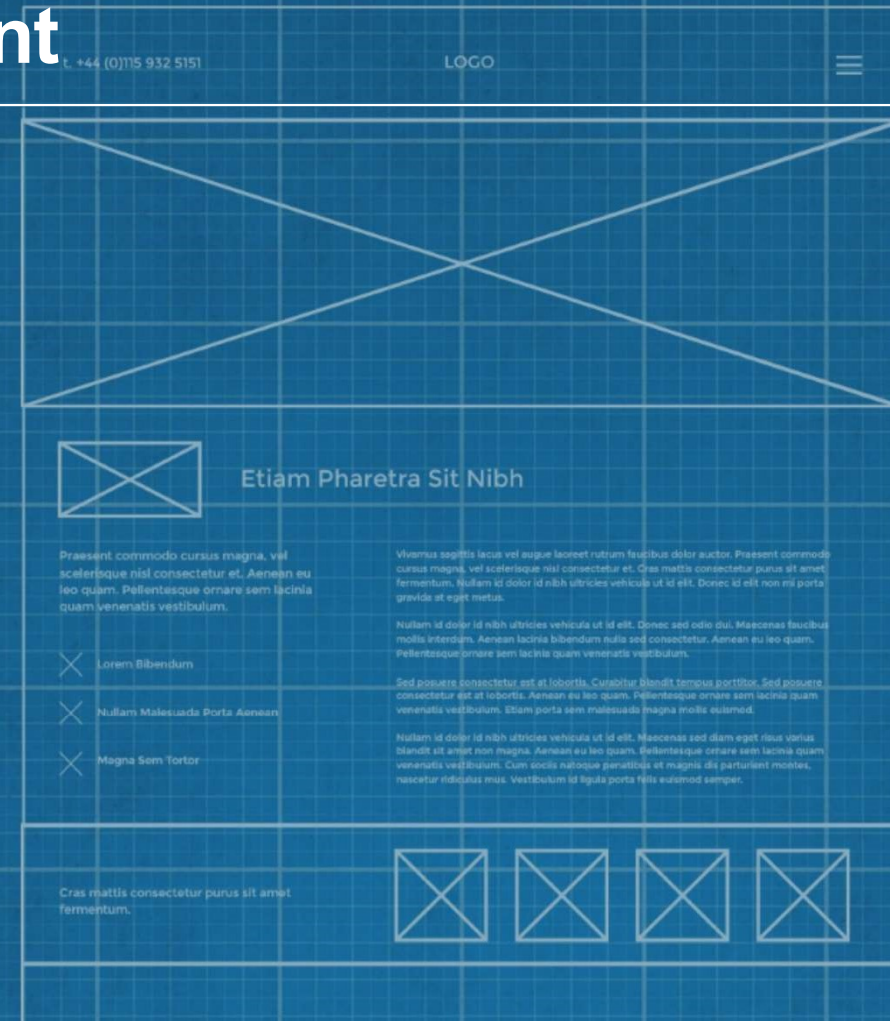
**Pay per click (PPC):** Text advertising placements high-click areas of a search result page. Advertisers identify search terms where they would like a text ad to appear and pay only when an ad is clicked.

A way of buying high rankings and visits to your site, rather than attempting to “earn” those visits organically.



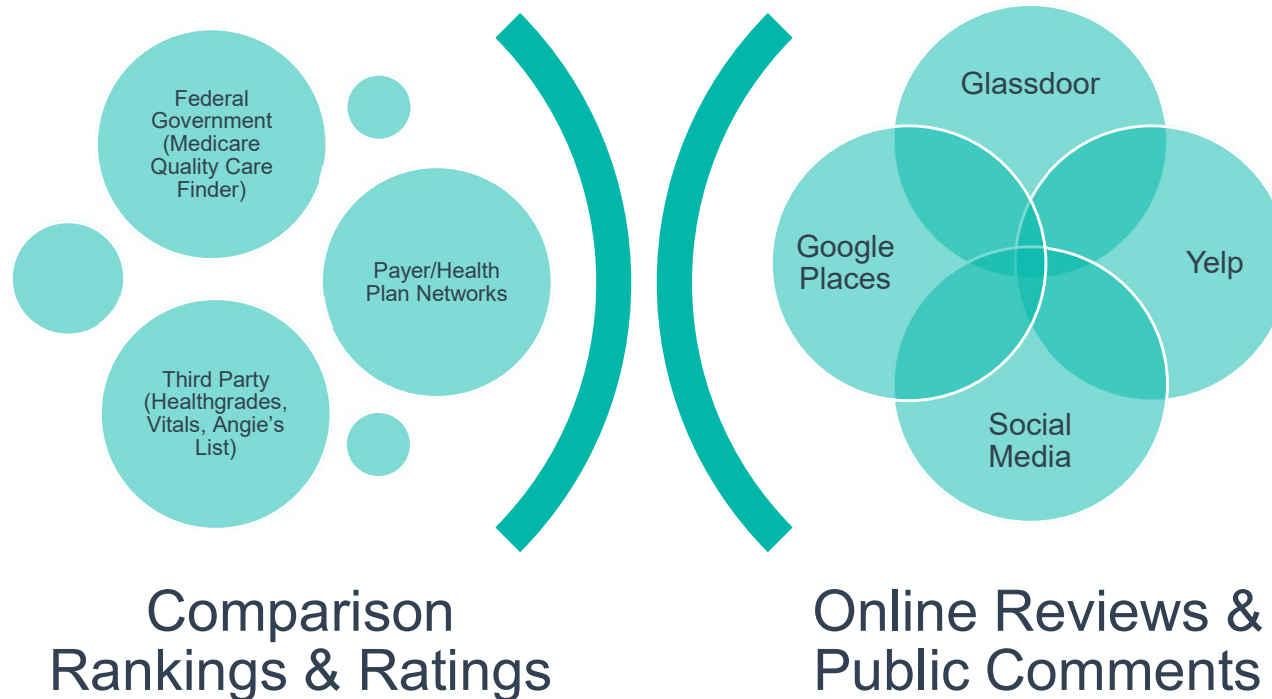
# Designing Your Online Blueprint

- 1 Know Your Audience
- 2 Become Mobile Friendly
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- 4 **Manage Your Online Reputation**
- 5 Focus Your Social Efforts
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## 4. Manage Your Online Reputation

### Step 1 – Identify & Participate In Outside Channels (Ratings/Rankings/Reviews)



# Medicare.gov

The Official U.S. Government Site for Medicare

- Sign Up / Change Plans
- Your Medicare Costs
- What Medicare Covers
- Drug Coverage (Part D)
- Supplements & Other Insurance
- Claims & Appeals
- Manage Your Health
- Forms, Help, & Resources

## Get Medicare coverage info on the go!

Learn about our new app

- Find health & drug plans
- Compare coverage options
- Estimate Medicare costs



Find out how much Medicare costs in 2019 [Learn more](#)

Important information about new Medicare cards [Learn more](#)

**Address change/Medicare card issue?**

Select your card issue...

**Information for my situation**

Select your situation...

**Find someone to talk to**

Select your state...

### Find doctors, providers, hospitals, plans & suppliers

- Find doctors & other health professionals
- Find nursing homes
- Find hospitals
- Find home health services
- Find dialysis facilities

**Blogs** | News | Videos

- Become a donor—save lives
- Go red to support women fighting heart disease
- This Valentine's Day, give your heart some love
- Get Medicare's new "What's covered" app!

- Sign up for email updates from Medicare
- Get help with costs
- Find out how Medicare works with other insurance
- Mail you get about Medicare
- Go paperless: get MSNs or Medicare & You electronically



Family Doctors / G.P.s

Los Angeles, California, United States

[Near Me](#)

All

Male

Female

All

Verified Doctors Only

All

Accepting New Patients

### The Best Family Doctors / G.P.s in Los Angeles, CA

[What is a Family Doctor / G.P.?](#)



**Dr. Christine L. Effimoff**

Family Doctor / G.P.

★★★★★ 13 reviews

#### Dr. Christine L. Effimoff's Latest Rating

Dr. Effimoff is the best! She truly takes an opportunity to hear her out patients. She generally answers messages speedily as well!



**Dr. Mehrangiz Cadry**

Family Doctor / G.P.

★★★★★ 4 reviews

#### Dr. Mehrangiz Cadry's Latest Rating

Excellent doctor. The clinic could use work, but as a physician she is amazing



**Dr. Paul S. Osborne**

Family Doctor / G.P.

★★★★★ 4 reviews



**Dr. Ramtin T. Massoudi**

Family Doctor / G.P.

★★★★★ 6 reviews

#### Dr. Ramtin T. Massoudi's Latest Rating

Doctor and staff are very were knowledgeable about my vein problem.



**Dr. Sharon S. McGarrity**

Family Doctor / G.P.

★★★★★ 9 reviews

#### Dr. Sharon S. McGarrity's Latest Rating

The best doctor I've ever been too. Cares a great deal about her patients.



**Dr. Allan Abbott**

Family Doctor / G.P.

★★★★★ 4 reviews

#### Dr. Allan Abbott's Latest Rating

- Members can compare clinicians by cost (actual out-of-pocket expenses) as well as clinical performance ratings on quality and efficiency.

## Optum Provider Rating System

Preferred clinicians “star-rated” for quality can earn a second star rating for meeting cost-efficiency standards

*"This looks a lot like picking a flight...it is already feeling familiar."  
 "Ratings matter."  
 — Consumer Testing Responses*

The screenshot displays the 'Health Care Cost Estimator' interface for 'Depression'. It compares four clinicians: Beverly Gordon, MD; Sarah Paul, DO; Anthony Akas, DO; and James Calvert, MD. The interface shows metrics for 'Quality Rating', 'Cost', and 'Efficiency' for each clinician. A 'Quality Rating' of two stars is highlighted for Beverly Gordon, MD. Below the main comparison, a 'Clinician Search' table lists several clinicians with their quality ratings.

Clinician	Dist.	Clinician Type	Address
Beverly Gordon, MD	1.7	Maternal Level Clinician	5003 Norman
Johanna, Susan	0.0	Maternal Level Clinician	4504 Bryant
Kovacek, Nicholas, MD	8.2	Maternal Level Clinician	4508 Park St
Silman, Barbara	8.8	Maternal Level Clinician	4432 Chicago
Wills, Elizabeth	9.7	Maternal Level Clinician	10511 165th

# CMS Nursing Home Rating System

## Your Selected Nursing Homes

	<a href="#">ANGELA JANE PAVILION</a> 8410 ROOSEVELT BLVD PHILADELPHIA, PA 19152 (215) 708-1200  <a href="#">Mapping &amp; Directions</a>	<a href="#">BETHANY VILLAGE RETIREMENT CENTER</a> 5225 WILSON LANE MECHANICSBURG, PA 17055 (717) 766-0279  <a href="#">Mapping &amp; Directions</a>	<a href="#">CHESTNUT HILL LODGE HEALTH AND REHAB CTR</a> 8833 STENTON AVENUE WYNDMOOR, PA 19038 (215) 836-2100  <a href="#">Mapping &amp; Directions</a>
<b>Overall Rating</b>	★★★★★ 5 out of 5 stars	★★★ 3 out of 5 stars	★ 1 out of 5 stars
<a href="#">Show Information</a> <a href="#">Health Inspections</a>	★★★★★ 5 out of 5 stars	★★ 2 out of 5 stars	★ 1 out of 5 stars
<a href="#">Show Information</a> <a href="#">Nursing Home Staffing</a>	★★★★ 4 out of 5 stars	★★★ 3 out of 5 stars	★★★ 3 out of 5 stars
<a href="#">Show Information</a> <a href="#">Quality Measures</a>	★★★★ 4 out of 5 stars	★★★★★ 5 out of 5 stars	★★★ 3 out of 5 stars
<a href="#">Show Information</a> <a href="#">Fire Safety Inspections</a>	6 Fire Safety Deficiencies	7 Fire Safety Deficiencies	9 Fire Safety Deficiencies
<a href="#">Show Information</a> <a href="#">Penalties and Denials of Payment Against the Nursing Home</a>	0 Civil Money Penalties 0 Payment Denials	1 Civil Money Penalties 0 Payment Denials	0 Civil Money Penalties 0 Payment Denials
<a href="#">Show Information</a> <a href="#">Complaints and Incidents</a> <a href="#">What is this?</a>	1 Complaints 0 Incidents	1 Complaints 1 Incidents	7 Complaints 0 Incidents
<b>Nursing Home Characteristics</b>			
Program Participation	Medicare	Medicare and Medicaid	Medicare and Medicaid
Number of Certified Beds	49 Certified Beds	69 Certified Beds	200 Certified Beds
Type of Ownership	For profit - Partnership	Non profit - Corporation	For profit - Corporation
Continuing Care Retirement Community	No	Yes	No
Resident & Family Councils	Resident & Family Councils	Resident & Family Councils	Resident Council Only
Located in a Hospital	No	No	No

**1. Care Resource**  
  8 reviews  
 Counseling & Mental Health, Medical Centers



Midtown  
 3510 Biscayne Blvd  
 Miami, FL 33137  
 (305) 576-1234

 It is always an honor to work at Care Resource. Care Resource (a Federally Qualified Health Center (FQHC) provides comprehensive primary medical and preventive care, including health, oral and...


**2. Blue Pearl Therapeutic, PA**  
  4 reviews  
 Counseling & Mental Health

1000 Ponce De Leon Blvd  
 Coral Gables, FL 33134  
 (786) 383-2738

 Gaby is amazing! Her voice is very soothing and she always gives the best insight and feedback. She helped me get through so many different things like my break up with my partner, my career...

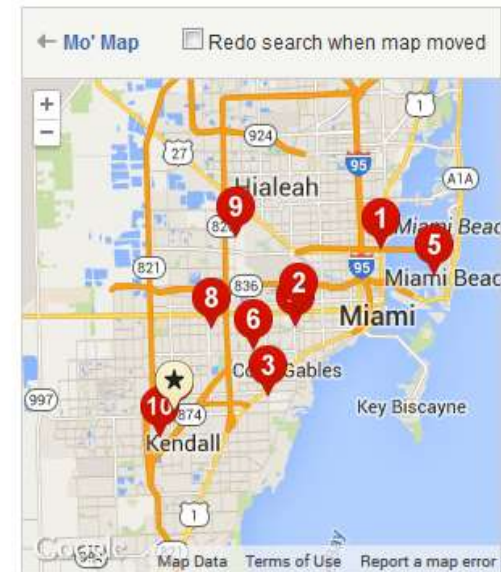
**3. Mind Therapy Group**  
  4 reviews  
 Counseling & Mental Health

7600 Red Rd  
 South Miami, FL 33143  
 (305) 275-0707

 Rachel Salzberg is an excellent therapist/hypnotist- it's more relaxing than a spa! This is the first time I've ever done hypnosis with a professional therapist and Rachel has a wonderful...

**4. Coral Gables Counseling Center**  
  3 reviews  
 Counseling & Mental Health

356 Alhambra Cir  
 Coral Gables, FL 33134  
 (305) 445-0477



This may be your most important channel!

## 4. Manage Your Online Reputation

### Step 2. Develop A Reputation Management Strategy That's 'Doable'

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1. Manually and continuously monitor the websites that are most utilized by your target audience – these are key to your success
  - Ignoring negative comments, reviews and ratings only strengthens the affect they have on your online brand
2. Set up “Google Alerts” for key terms, names, and services so you are notified when they are being mentioned on less important channels

**Focus your resources and budget on managing your reputation in the channels most important to your target audience!**





## 4. Manage Your Online Reputation

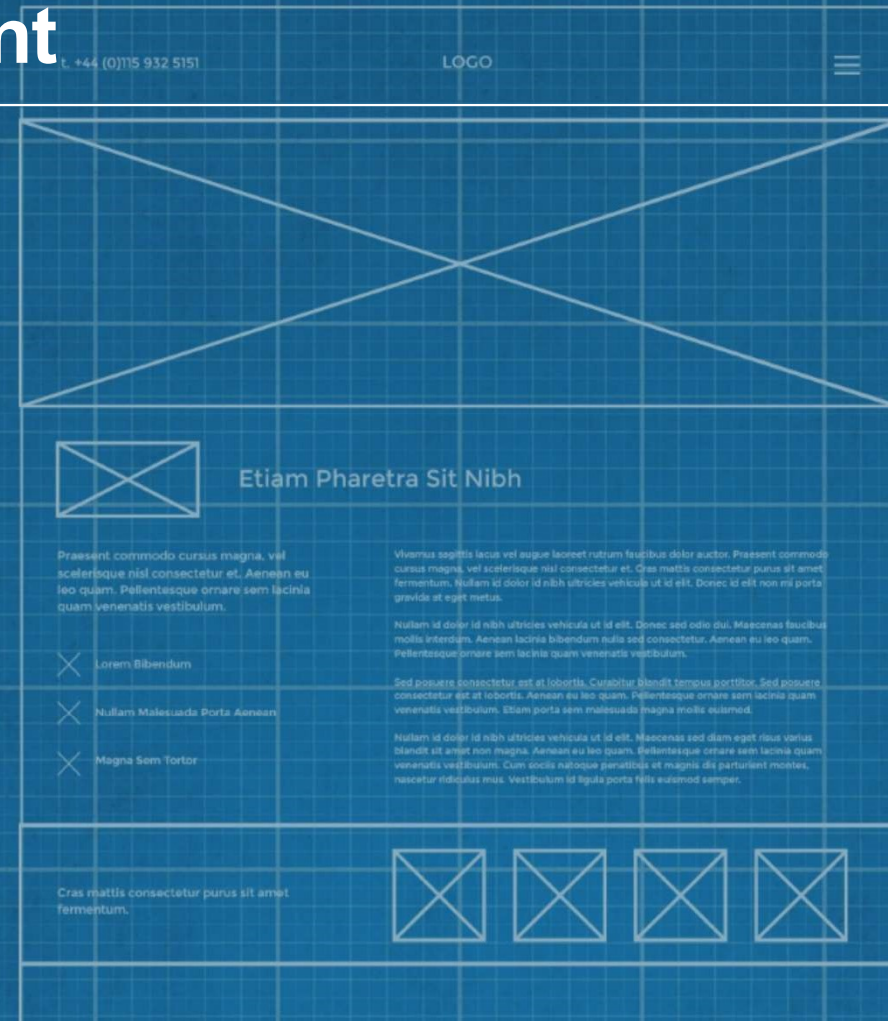
### Step 2. Develop A Reputation Management Strategy That's 'Doable'

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3. Respond quickly when your reputation is being damaged
  - The web is real-time. The majority of provider organizations are not
  - Implement a 'doable' process to answer negative comments/reviews quickly and efficiently
  - Find internal shortcuts for validating answers more quickly – like a response chart
  - A response chart that outlines what to do and/or say in 90% of situations can significantly improve response time while limiting risk
  - Respond appropriately and refute false claims – but don't make the situation worse by engaging in back-and-forth battles
4. Be proactive about improving your performance on these key channels. Take identified steps to improve ratings, spark positive conversations about your organization, and build brand loyalty

# Designing Your Online Blueprint

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- 5 Focus Your Social Efforts**
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## 5. Focus Your Social Media Efforts

- Start With The Channels Most Important To Your Target Audiences
- Graduate To #TheBigSix... When You're Ready
  - LinkedIn, Facebook, Twitter, Google+, YouTube & Glassdoor (Instagram? New Channels?)
- Curate Each Channel's Messaging To It's Identified Priority Audience
- Ensure Your Critical Information Is 'Just A Click Away'
  - If social media is the first impression a person has of your organization – or if it is the primary vehicle used by a stakeholder group – you want to make sure the critical information they may need to make a decision is no more than a click away.
- Don't Be Promotional (Follow The 80/20 Rule)
  - People hate commercials. If the majority of your posts are self-promotional, you are the equivalent of a social media commercial.
  - A best practice rule to follow: Never allow more than 20% of your posts to be straight promotional. If at least 80% of your posts are informational and of interest to your audience, all of your content will get more eyeballs.



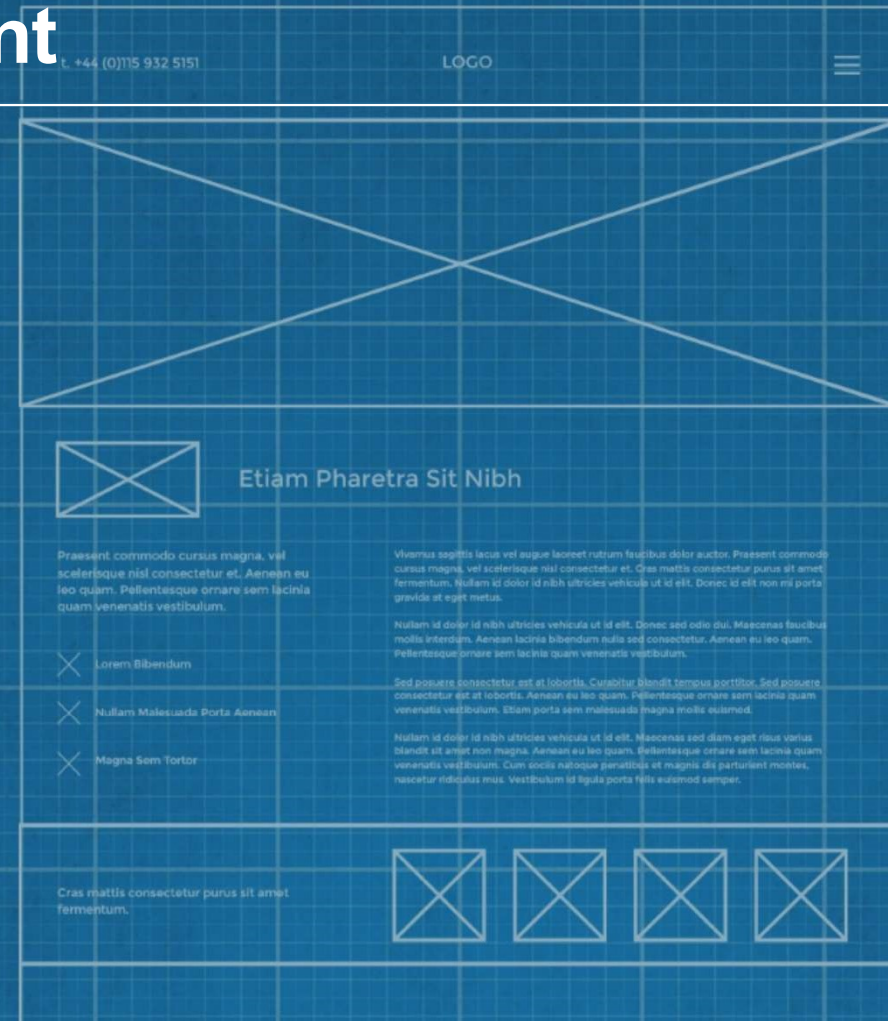
## 5. Focus Your Social Media Efforts

Instagram is one of the most-used channels by younger users and should be considered as well

	LinkedIn	Facebook	Twitter	Google+	YouTube	Glassdoor
Type Of Website	Business-oriented social networking website	Social sharing website	Social networking and micro-blogging website	Social networking community, and organizational profile service	Video marketing platform and social media tool	Job and recruiting website
Main Use	Showcase your company and connect with organizations and individuals worldwide	Personal use, unrelated to the company	Promoting thought leaders in your company and connecting with consumers	To make your business more visible to search engines and visitors online	Share and post videos. Users can also comment, follow, and tag material.	Job search engine and a recruitment, and employer branding tool
What's Shared	Share information, announcements, job opportunities, and updates related to the organization or what's going on in the marketplace	Share photos, thoughts, music, videos, and events in a personal setting	Words and photos shared in 140 characters or less	Share information about your organization: events, new developments, interesting content, and videos	Videos	Company reviews, CEO approval ratings, salary reports, interview reviews and questions, benefits reviews, office photos
Signature Ways To Connect	Create posts, attach files, tag companies and connections	Status updates, tagging friends/companies/groups, attaching photos/videos	Hashtags, Retweets, tagging individuals or companies	Share, view, post, follow, and comment on material and join organizations' pages	Share and view video content, comment, like and share.	Job details, salaries, office photos, company reviews
Total Number Of Users	Over 300 million users	Over 1 billion users	Over 1 billion registered users	Over 300 million users	Over 1 billion users	Over 30 million users

# Designing Your Online Blueprint

- 1 Know Your Audience
- 2 Become Mobile Friendly
- 3 Embrace All Areas Of SEO
- 4 Manage Your Online Reputation
- 5 Focus Your Social Efforts
- 6 Measure, Learn, Adjust, Repeat



## Questions From Our Circle Members

1. What can I do if my organization has a very limited online marketing budget—or is hesitant to spend regular marketing dollars online?
2. Who in my organization should be in charge of online reputation management?
3. How many staff would I need to run an online marketing program?

# OPEN MINDS RESOURCES

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Upcoming *OPEN MINDS* Institutes:



From the *OPEN MINDS* Circle Library:

- *Is Your Website Designed to Get Referrals?*
- *Customer Experience Is An Essential Part Of Health Care Service*
- *Who ‘Owns’ Marketing In Non-Profit Organizations?*
- *The “M” Word In Health & Human Services Strategy—Why Marketing Should Be Part Of The Everyday Conversation*
- *What Does It Take To Outlast The Disruptors? Building A New Strategy For A New Market*

# Turning Market Intelligence Into Business Advantage

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