The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year
# Executive Summary

Introduction

About the Healthcare Digital Marketing Survey

What We Learned: Detailed Survey Results

Online/Digital Marketing Techniques Used

CMS, CRM and Marketing Automation

ROI and KPIs

Web Innovations

Importance/Effectiveness of Digital Marketing Efforts

Driving Digital Transformation of the Healthcare Brand

Healthcare Marketing Resources

Survey Sponsors
This annual report shares the results of the second annual healthcare digital marketing survey administered by Greystone.Net and Klein & Partners. It provides valuable insight for CEOs, CMOs, web and digital managers and others involved in healthcare marketing to assess the current state of their organization’s digital efforts, look at future plans and compare themselves to their peers.

Digital marketing has become more prevalent and sophisticated in healthcare. Although the healthcare segment of marketing has not been as deeply studied regarding their use of digital marketing strategies and techniques in the past, this is changing. The results from this survey represent an effort to better understand the relationship between healthcare and digital marketing.

A new feature in this year’s survey is the Healthcare Marketing Leadership Index, in which survey respondents graded the effectiveness of their marketing efforts in the areas of CRM, social media, website strategy and development and digital marketing and compared them to the efforts of other provider organizations, along with those of three non-provider industries.
The healthcare industry remains behind other industries in the scope of digital marketing efforts.

Social media efforts are similar to 2015: Healthcare organizations are either already utilizing social media or have no plans to do so. Very few organizations not currently using social media are planning to do so in the future.

In 2015, only 50% of the survey respondents reported using a CRM system, while significantly more (65%) report using a CRM in 2016. Significantly more respondents say their CRM is integrated well with their website, compared to last year.

Use of a marketing automation tool has doubled from last year’s survey, from 23% to 48%.

There is a lot of room for improvement in achieving the digital goals of healthcare organizations.

A significantly higher number of survey respondents this year reported that they plan to upgrade or change their CMS platform or redesign either their website or intranet in the coming year.

Advanced or emerging digital activities, such as wearables, IoT or beacon technology, are still not being used much by healthcare organizations.
The proportion of survey respondents that consider a strong digital and interactive strategy to be essential to building their brand dropped significantly to 61% in 2016 from 76% last year.

As in 2015, the top three challenges/barriers to the respondents’ digital marketing efforts continue to be:
- Money
- Silos
- Change

However, some disturbing potential trends reported by the respondents are:
- Insufficient senior leadership commitment
- Lack of required skills among staff
- Unclear objectives

Healthcare marketers are more confident in the effectiveness of their websites than last year, but their confidence still lags far below how actual visitors rate their website experiences.

Almost one-half of the survey respondents report that their organization has mapped the Mobile customer journey and 62% have mapped the Digital customer journey. This is up from 35% and 46%, respectively, last year.

61% of the survey respondents reported conducting usability testing and 57% said they conduct web visitor satisfaction research. This is an increase from 50% and 47%, respectively, last year.
Key Takeaways, con’t:

- The survey respondents remain optimistic about their future budget resources, with 29% expecting an increase in their marketing budgets next year and 52% expecting their budget to remain the same.

- Survey respondents consider personalization/one-to-one marketing and ROI to be their top-two most pressing concerns.

- When compared to others, healthcare provider-side marketers rate their own organizations well below the marketing index for online retailers and banking, on par with other provider organizations, and better than insurers.
Digital marketing has become more prevalent and sophisticated in healthcare. Although the healthcare segment of marketing has not been as deeply studied regarding their use of digital marketing strategies and techniques in the past, this is changing. The results from this survey represent an effort to better understand the relationship between healthcare and digital marketing.

To that end, in 2015 Greystone.Net and Klein & Partners developed and administered a new survey to assess the current state of digital marketing in the healthcare space. The results of that survey were reported in

Industry Perspective: Where We Are, What’s Changed in a Year


This year, we deployed a similar survey to healthcare marketers. To assess changes from last year, most of the same questions were asked, along with a few new ones. There were 230 respondents to the 2016 survey. They were all healthcare marketers and digital professionals from various healthcare provider organizations - small community hospitals, academic medical centers, children’s hospitals and large health systems with multiple sites. The respondents provided answers on their current use of digital marketing and their expectations for 2017.

This annual report analyzes and discusses the results from this second annual healthcare digital marketing survey. It provides valuable insight for CEOs, CMOs, web and digital managers and others involved in healthcare marketing to assess the current state of their organization’s digital efforts, look at future plans and compare themselves to their peers.
Survey Methods

The survey was comprised of 65 questions, designed to elicit information pertaining to:

- The scope of the organization’s digital and website activities
- The importance and effectiveness of the organization’s digital marketing efforts
- Details about the organization’s planned future web activities and challenges
- Details about the organization’s marketing resources
- The organization’s classification/demographics

The digital marketing survey was made available via SurveyMonkey to healthcare organizations from August 12-30, 2016. During this time, the survey was completed by 230 healthcare marketing professionals. As an added incentive to participate in the survey, participants were offered a $10 Starbucks gift card for completing the survey.
Survey Respondents Demographics
There were 230 unique responses to the Healthcare Digital Marketing Survey. Respondents came from 39 US states.

Demographic Profile

<table>
<thead>
<tr>
<th>Demographics</th>
<th>2015 Benchmark</th>
<th>2016 Wave II</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization Type</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health system</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>AMC</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Community hospital</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Children’s hospital</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Cancer center</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>#Beds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;200</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>200-499</td>
<td>19</td>
<td>21</td>
</tr>
<tr>
<td>500-999</td>
<td>29</td>
<td>27</td>
</tr>
<tr>
<td>1,000+</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td><strong>Title</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Marketing</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Chief Marketing Officer</td>
<td>5</td>
<td>14↑</td>
</tr>
<tr>
<td>Marketing Manager</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>VP of Marketing</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Dir of Interactive/Digital Marketing</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Web Manager</td>
<td>16</td>
<td>8↓</td>
</tr>
<tr>
<td>Chief Digital Officer</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Director of Web Services</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Webmaster</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Chief Experience Officer</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>11+ years in healthcare</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>40+ years old</td>
<td>64%</td>
<td>48%</td>
</tr>
</tbody>
</table>
What We Learned:
Detailed Survey Results
Healthcare Marketing Leadership Index

As part of this year’s Healthcare Digital Marketing Survey, there was a desire to get a sense of how respondents “graded” their organization’s effectiveness in implementing four key marketing initiatives:

- Customer Relationship Management (CRM)
- Social Media
- Website Strategy and Development
- Digital Marketing

In addition, respondents were asked to grade the efforts of other hospitals and health systems along with three non-provider industries. From this data, a Healthcare Leadership Index was created that can be used to track an organization’s progress compared to others over time. The efforts and spending of the “A” organizations will be profiled over time so that others can learn from and emulate them.

In the coming months, we will be profiling the industry leaders (“A” students) regarding their activities and resource use in an upcoming white paper.
The CRM Marketing Leadership Index

These healthcare marketers are least confident in their CRM efforts compared to their peers and other industries.

- Our Healthcare Org: B-
- Others in Healthcare: B-
- Health Insurers: B-
- Banking Industry: B+
- Online Retailers: A-
The Social Media Marketing Leadership Index

- Our Healthcare Org: 3.18 (B)
- Others in Healthcare: 3.01 (B)
- Health Insurers: 2.51 (C+)
- Banking Industry: 2.76 (B-)
- Online Retailers: 3.65 (B+)

These healthcare marketers are most confident in their social media efforts.
The **Website Strategy** Marketing Leadership Index

The ‘retailization’ of healthcare is here and your website is your ‘digital front door.’

<table>
<thead>
<tr>
<th>Sector</th>
<th>Index</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Healthcare Org</td>
<td>3.07</td>
<td>B</td>
</tr>
<tr>
<td>Others in Healthcare</td>
<td>3.07</td>
<td>B</td>
</tr>
<tr>
<td>Health Insurers</td>
<td>2.86</td>
<td>B-</td>
</tr>
<tr>
<td>Banking Industry</td>
<td>3.36</td>
<td>B+</td>
</tr>
<tr>
<td>Online Retailers</td>
<td>3.86</td>
<td>A-</td>
</tr>
</tbody>
</table>
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

The Digital Marketing Leadership Index

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Healthcare Org</td>
<td>3.02</td>
</tr>
<tr>
<td>Others in Healthcare</td>
<td>2.99</td>
</tr>
<tr>
<td>Health Insurers</td>
<td>2.64</td>
</tr>
<tr>
<td>Banking Industry</td>
<td>3.16</td>
</tr>
<tr>
<td>Online Retailers</td>
<td>3.85</td>
</tr>
</tbody>
</table>

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Healthcare marketers’ confidence in their online marketing efforts are well below their perceptions of the banking industry and online retailers (e.g., Amazon). However, they are more confident in their efforts than what they see coming out of health insurers, with the exception of CRM. Healthcare marketers acknowledge that providers and insurers are way behind other industries in this regard.

Note: This chart shows the range between the highest and lowest score, along with where healthcare marketers place their efforts in comparison.
Online/Digital Marketing Currently Used at Hospital/System

- Website: 86% (2015), 95% (2016)
- Social media marketing: 77% (2015), 78% (2016)
- Online advertising: 73% (2015), 78% (2016)
- Images and videos: 76% (2015), 73% (2016)
- eNewsletters: 69% (2015), 75% (2016)
- Paid search marketing: 74% (2015), 72% (2016)
- Email marketing: 64% (2015), 69% (2016)
- Blogs or Micro-blogs: 60% (2015), 63% (2016)
- Content marketing: 58% (2015), 63% (2016)
- Infographics: 49% (2015), 51% (2016)
- Retargeting ads: 43% (2015), 49% (2016)
- Online reputation mgt.: 40% (2015), 45% (2016)
- Mobile marketing: 22% (2015), 30% (2016)
- Marketing automation: 22% (2015), 36% (2016)
- Online communities: 19% (2015), 30% (2016)
- Programmatic buying: 15% (2015), 30% (2016)
- Geo-fencing: 12% (2015), 25% (2016)
- SMS/Text messaging: 11% (2015), 21% (2016)
- Dark Posts on Facebook: 8% (2015), 21% (2016)
- Real-time marketing: 21% (2015), 21% (2016)

More and more healthcare marketers are moving to newer digital marketing tools.
## Online Advertising Used in Healthcare

<table>
<thead>
<tr>
<th>Service</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>78%</td>
<td>79%</td>
</tr>
<tr>
<td>Local Websites</td>
<td>61%</td>
<td>58%</td>
</tr>
<tr>
<td>Pandora</td>
<td>39%</td>
<td>49%</td>
</tr>
<tr>
<td>Twitter</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td>Consumer Health Websites</td>
<td>28%</td>
<td>35%</td>
</tr>
<tr>
<td>News Websites</td>
<td>23%</td>
<td>45%</td>
</tr>
<tr>
<td>Online Video Sites</td>
<td>19%</td>
<td>35%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>14%</td>
<td>24%</td>
</tr>
<tr>
<td>Microsoft Ad Center</td>
<td>7%</td>
<td>24%</td>
</tr>
<tr>
<td>Snapchat</td>
<td>NA</td>
<td>17%</td>
</tr>
<tr>
<td>Online Ad Networks</td>
<td>NA</td>
<td>45%</td>
</tr>
<tr>
<td>Do not advertise online</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Not sure</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Healthcare marketers definitely have expanded the types of online advertising sites they utilize.
Social Media Channels
They Either Are Doing It Already or Are Not Going To

- Facebook: 3% Active Account, 80% Plan to <6 mos., 17% Inactive Account, 10% No plans to
- Twitter: 4% Active Account, 77% Plan to <6 mos., 5% Inactive Account, 4% No plans to
- YouTube: 3% Active Account, 74% Plan to <6 mos., 5% Inactive Account, 4% No plans to
- LinkedIn: 5% Active Account, 68% Plan to <6 mos., 2% Inactive Account, 3% No plans to
- Blogs: 11% Active Account, 62% Plan to <6 mos., 2% Inactive Account, 6% No plans to
- Instagram: 17% Active Account, 52% Plan to <6 mos., 2% Inactive Account, 2% No plans to
- Google+: 12% Active Account, 51% Plan to <6 mos., 2% Inactive Account, 4% No plans to
- Pinterest: 24% Active Account, 37% Plan to <6 mos., 4% Inactive Account, 3% No plans to
- Vimeo: 41% Active Account, 26% Plan to <6 mos., 2% Inactive Account, 2% No plans to
- Periscope: 45% Active Account, 25% Plan to <6 mos., 2% Inactive Account, 2% No plans to
- Snapchat: 45% Active Account, 18% Plan to <6 mos., 2% Inactive Account, 2% No plans to
- Vine: 57% Active Account, 13% Plan to <6 mos., 2% Inactive Account, 2% No plans to
Active Social Media Channel Accounts - trended

- **Facebook**: 80% in 2015, 93% in 2016
- **YouTube**: 74% in 2015, 86% in 2016
- **Twitter**: 77% in 2015, 85% in 2016
- **LinkedIn**: 68% in 2015, 78% in 2016
- **Blogs**: 66% in 2015, 62% in 2016
- **Google+**: 51% in 2015, 64% in 2016
- **Pinterest**: 37% in 2015, 56% in 2016
- **Instagram**: 48% in 2015, 52% in 2016
- **Vimeo**: 27% in 2015, 26% in 2016
- **Vine**: 12% in 2015, 13% in 2016
- **Snapchat**: 3% in 2015, 18% in 2016
- **Periscope**: 0% in 2015, 25% in 2016

Are some healthcare marketers giving up already on so many social media channels? Or, just moving to new ones?
Online Advertising Techniques Used in Healthcare

- Google AdWords or similar service: 78% (Used in past year), 14% (Plan to use in next 6-9 mos.), 10% (No plans to use), 10% (Not sure)
- Boosting Facebook Posts: 83% (Used in past year), 10% (Plan to use in next 6-9 mos.), 7% (No plans to use), 10% (Not sure)
- Promoted Tweets: 51% (Used in past year), 22% (Plan to use in next 6-9 mos.), 27% (No plans to use), 0% (Not sure)
- LinkedIn Promotion: 56% (Used in past year), 19% (Plan to use in next 6-9 mos.), 25% (No plans to use), 1% (Not sure)
Online Advertising Techniques Used in Healthcare - trended

- Google AdWords or similar service: 81% (78%)
- Boosting Facebook Posts: 76% (83%↑)
- Promoted Tweets: 50% (51%)
- LinkedIn Promotion: 39% (56%↑)

It will be interesting to see the results a more B-to-B social media site will deliver for healthcare marketers.
CMS Software Used to Support Website

- **Open source tool**: 36% (2016), 27% (2015)
- **Sitecore**: 24% (2016), 18% (2015)
- **SharePoint**: 28% (2016), 11% (2015)
- **Ektron/EpiServer**: 16% (2016), 6% (2015)
- **Convert**: 19% (2016), 6% (2015)
- **VitalSite**: 19% (2016), 5% (2015)
- **Sitefinity**: 19% (2016), 5% (2015)
- **Oracle**: 17% (2016), 4% (2015)
- **CommonSpot**: 17% (2016), 3% (2015)
- **Adobe**: 18% (2016), 3% (2015)
- **Kentico**: 0% (2016), 3% (2015)
- **Sitemaker**: 18% (2016), 2% (2015)
- **Other**: 25% (2016), 14% (2015)
- **Not sure**: 11% (2015), 12% (2016)

Significantly more healthcare marketers are using more CMS software vendors.
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

CMS Software Used to Support Intranet

- **Open source tool**: 26% (2016), 10% (2015)
- **Sitecore**: 20% (2016), 3% (2015)
- **SharePoint**: 41% (2016), 45% (2015)
- **Ektron/EpiServer**: 15% (2016), 2% (2015)
- **Convert**: 18% (2016), 0% (2015)
- **VitalSite**: 17% (2016), 1% (2015)
- **Sitefinity**: 16% (2016), 1% (2015)
- **Oracle**: 15% (2016), 3% (2015)
- **CommonSpot**: 16% (2016), 3% (2015)
- **Adobe**: 13% (2016), 0% (2015)
- **Sitemaker**: 17% (2016), 1% (2015)
- **Other**: 19% (2016), 11% (2015)
- **Not sure**: 20% (2016), 13% (2015)

And there is a significantly wider variety of software used this year than just SharePoint.
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

50%/65% Have a CRM System

Note: 2015/2016

CRM Vendor Used

Website and CRM Integrated

Up significantly from 11% in 2015.
Use of a Physician Relationship Management (PRM) System

- Yes: 50%
- No: 37%
- Not sure: 13%

PRM Vendor

- Salesforce.com: 20%
- Evariant: 14%
- Healthgrades: 10%
- Influence Health: 9%
- Marketware: 8%
- Audience RX: 7%
- LionShare Marketing: 7%
- TeaLeaves Health: 7%
- Adv Brd/Crimson: 7%
- Other: 4%
- Not sure: 7%
Use of a Marketing Automation Tool

- Not sure: 16%
- No: 36%
- Yes: 48%

Up significantly from 23% in 2015.

Marketing Automation Tool Used

<table>
<thead>
<tr>
<th>Tool</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>ExactTarget</td>
<td></td>
<td>24%</td>
</tr>
<tr>
<td>Marketo</td>
<td></td>
<td>18%</td>
</tr>
<tr>
<td>Hubspot</td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Act-On</td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Eloqua</td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>Pardot</td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Adobe Campaign</td>
<td></td>
<td>6%</td>
</tr>
<tr>
<td>IBM Unica</td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td>Silverpop</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>24%</td>
</tr>
<tr>
<td>Not sure</td>
<td>6%</td>
<td>12%</td>
</tr>
</tbody>
</table>

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SEO Tools Currently Use

- Google AdWords: 67%
- Google Trends: 50%
- SEMrush: 34%
- Moz: 29%
- Buzzsumo: 26%
- SpyFu: 25%
- Seed Keywords: 25%
- Other: 5%
- Not sure: 9%
Email Marketing Service Currently Use

- Salesforce Marketing Cloud: 41%
- Constant Contact: 40%
- MailChimp: 38%
- Campaign Monitor: 32%
- Hubspot: 32%
- Emma: 25%
- Sidekick: 24%
- ActiveCampaign: 22%
- Other: 16%
- Not sure: 8%
Planning Platform and Design Changes in the Coming Year?

- CMS platform upgrade: 39% (2015), 47% (2016)
- CMS platform change: 32% (2015), 40% (2016)
- Redesign of Website: 45% (2015), 57% (2016)
- Redesign of Intranet: 42% (2015), 49% (2016)

Even more change and redesign is in the wings this coming year.
Tools Used to Measure Digital Return on Investment (ROI) - trended

Google Analytics remains the dominant preferred digital ROI measurement tool, but many more tools are being deployed now by healthcare marketers. Clearly, healthcare marketers are responding to organizational goals for better marketing ROI demonstration but...

- 86% (2015) vs 77% (2016) for Google Analytics
- 15% (2015) vs 15% (2016) for Radian6
- 24% (2015) vs 25% (2016) for Social Sprout
- 41% (2015) vs NA (2016) for Hootsuite
- 23% (2015) vs NA (2016) for Tweet Deck
- 16% (2015) vs NA (2016) for Klout
- 16% (2015) vs NA (2016) for Sysomos
- 13% (2015) vs 11% (2016) for Buffer
- 26% (2015) vs 4% (2016) for Other
- 4% (2015) vs 8% (2016) for Do not measure digital ROI
- 6% (2015) vs 5% (2016) for Not sure
### Digital Key Performance Indicators (KPIs) - trended

<table>
<thead>
<tr>
<th>KPI</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of unique visitors</td>
<td>58%</td>
<td>72%</td>
</tr>
<tr>
<td>Number of page views</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Growth of Website visitors</td>
<td>58%</td>
<td>64%</td>
</tr>
<tr>
<td>Click through rates on paid search campaigns</td>
<td>67%</td>
<td>71%</td>
</tr>
<tr>
<td>Growth in social media engagement</td>
<td>58%</td>
<td>62%</td>
</tr>
<tr>
<td>Average length of time on site</td>
<td>62%</td>
<td>64%</td>
</tr>
<tr>
<td>Size of the audience/community</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Bounce rate</td>
<td>59%</td>
<td>64%</td>
</tr>
<tr>
<td>Click through rates on email campaigns</td>
<td>51%</td>
<td>59%</td>
</tr>
<tr>
<td>Requests for service via Web site</td>
<td>60%</td>
<td>62%</td>
</tr>
<tr>
<td>Conversion rates</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>Number of online class/event registrations</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>eNewsletters subscriptions</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Growth of your email list</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Number/Growth of scheduled appts.</td>
<td>43%</td>
<td>41%</td>
</tr>
<tr>
<td>Lead generation/New leads</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Amount of online donations</td>
<td>33%</td>
<td>39%</td>
</tr>
<tr>
<td>Number of bills paid online</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>Online commerce</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Don't have any KPIs for digital/Not sure</td>
<td>2%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Identifying key digital KPIs is not gaining ground. Other Klein & Partners research has shown that many healthcare organizations are still struggling with identifying the most appropriate KPIs for their organizations.
## New or Emerging Functionality Available on Website

<table>
<thead>
<tr>
<th>Feature</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online class/event registration</td>
<td>60%</td>
<td>66%</td>
</tr>
<tr>
<td>Online bill pay</td>
<td>58%</td>
<td>59%</td>
</tr>
<tr>
<td>Online class/event payment</td>
<td>43%</td>
<td>49%</td>
</tr>
<tr>
<td>EMR integration</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Quality reports</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>Online app's scheduling via tool like ZocDoc, etc.</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>Multilingual content</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Providing ratings and reviews</td>
<td>23%</td>
<td>35%†</td>
</tr>
<tr>
<td>Contextual search</td>
<td>20%</td>
<td>30%†</td>
</tr>
<tr>
<td>Waiting list options like InQuickier, etc.</td>
<td>18%</td>
<td>21%</td>
</tr>
<tr>
<td>Online gift shop</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Pricing calculator</td>
<td>11%</td>
<td>19%†</td>
</tr>
<tr>
<td>Virtual app's gateway like MD Live, etc.</td>
<td>11%</td>
<td>21%†</td>
</tr>
<tr>
<td>Quality transparency</td>
<td>NA</td>
<td>28%</td>
</tr>
<tr>
<td>Online scheduling through EMR</td>
<td>NA</td>
<td>38%</td>
</tr>
</tbody>
</table>

Note: Online bill paying is the number one pain point for hospital and system website visitors based on our g5light™ survey findings.

And look what new tools are more readily available. These are the tools consumers are demanding.
Website Responsively Designed

- Yes, fully responsive: 68%
- Yes, partially responsive: 25%
- No, but separate mobile site: 2%
- Not, not responsive: 4%
- Not sure: 1%

On average, 39%/41% of website visitors use mobile devices to access their site. In 2015, this figure was significantly lower at 57%.

Note: 2015/2016
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

### Main Purpose of Consumer Mobile App

<table>
<thead>
<tr>
<th>Purpose</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Looking up Dr</td>
<td>55%</td>
<td>47%</td>
</tr>
<tr>
<td>General Hospital info</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Find a doc</td>
<td>43%</td>
<td>41%</td>
</tr>
<tr>
<td>Facility location info</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>Making Dr appt</td>
<td>38%</td>
<td>36%</td>
</tr>
<tr>
<td>Patient portal</td>
<td>33%</td>
<td>29%</td>
</tr>
<tr>
<td>Health library</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Weighing</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Symptom info</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>EMR access</td>
<td>61%</td>
<td>61%</td>
</tr>
</tbody>
</table>

### Main Purpose of Physician Mobile App

<table>
<thead>
<tr>
<th>Purpose</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find a physician to refer a patient to</td>
<td>61%</td>
<td>45%</td>
</tr>
<tr>
<td>Look up clinical trial info</td>
<td>45%</td>
<td>58%</td>
</tr>
<tr>
<td>Find out how to refer a patient</td>
<td>58%</td>
<td>39%</td>
</tr>
<tr>
<td>Look up info on referred patient</td>
<td>39%</td>
<td>35%</td>
</tr>
<tr>
<td>Look up info on an in-house patient</td>
<td>35%</td>
<td>52%</td>
</tr>
<tr>
<td>Look up CME info</td>
<td>52%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Note: Data are from the 2016 wave

Note: 2015/2016
Offer Practice Websites for Employed Physicians

- Part of overall health system or hospital website: 45%
- Do not have employed practices: 15%
- Standalone websites: 14%
- Both - a mixture: 26%
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Importance/Effectiveness of Digital Marketing Efforts

Advanced digital marketing activities are up significantly from 2015 across the board. Evidently, all those folks last year who said they were ‘planning to in the next 12 months’ really meant it!
## Essential/Very Important to the Organization - trended

<table>
<thead>
<tr>
<th>Feature</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website functionality</td>
<td>93%</td>
<td>87%</td>
</tr>
<tr>
<td>Mobile First strategy</td>
<td>69%</td>
<td>84%</td>
</tr>
<tr>
<td>Social media accounts (e.g., Facebook)</td>
<td>70%</td>
<td>76%</td>
</tr>
<tr>
<td>Content marketing</td>
<td>NA</td>
<td>75%</td>
</tr>
<tr>
<td>CRM</td>
<td>NA</td>
<td>70%</td>
</tr>
<tr>
<td>Content sharing tools (e.g., Blogs)</td>
<td>59%</td>
<td>67%</td>
</tr>
<tr>
<td>Email campaigns and marketing automation</td>
<td>58%</td>
<td>65%</td>
</tr>
<tr>
<td>Location-based marketing</td>
<td>NA</td>
<td>64%</td>
</tr>
<tr>
<td>Personalization</td>
<td>NA</td>
<td>61%</td>
</tr>
<tr>
<td>Marketing automation</td>
<td>NA</td>
<td>58%</td>
</tr>
<tr>
<td>Photo-sharing sites (e.g., Instagram)</td>
<td>18%</td>
<td>32%</td>
</tr>
</tbody>
</table>

A Mobile First strategy is essential/very important to significantly more organizations this year, while website functionality is not. Content sharing and photo sharing sites also have taken on more importance to more organizations this year.
How Effective Organization has Been at Meeting Goals

- Website functionality: 50% (Very Effective) 44% (Somewhat Effective) 27% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Mobile first strategy: 50% (Very Effective) 33% (Somewhat Effective) 20% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Content marketing: 53% (Very Effective) 39% (Somewhat Effective) 29% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- CRM: 41% (Very Effective) 39% (Somewhat Effective) 29% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Email campaigns and marketing automation: 47% (Very Effective) 40% (Somewhat Effective) 23% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Location-based marketing: 34% (Very Effective) 34% (Somewhat Effective) 23% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Personalization: 34% (Very Effective) 34% (Somewhat Effective) 23% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Marketing automation: 35% (Very Effective) 34% (Somewhat Effective) 23% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Social media accounts (e.g., Facebook): 33% (Very Effective) 33% (Somewhat Effective) 20% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Content sharing tools (e.g., Blogs): 39% (Very Effective) 39% (Somewhat Effective) 29% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
- Photo sharing sites (e.g., Instagram): 35% (Very Effective) 34% (Somewhat Effective) 23% (Somewhat Ineffective) 14% (Very Ineffective) 0% (Not sure)
Very/Somewhat Effective at Meeting Goals

- Website functionality: 85% (77%) in 2015 to 81% (77%) in 2016
- Mobile First strategy: 64% (64%) in 2015 to 81% (81%) in 2016
- Social media accounts (e.g., Facebook): 82% (82%) in 2015 to 83% (82%) in 2016
- Content marketing: 73% (NA) in 2015
- CRM: 59% (NA) in 2015
- Content sharing tools (e.g., Blogs): 68% (68%) in 2015 to 68% (68%) in 2016
- Email campaigns and marketing automation: 63% (64%) in 2015 to 64% (64%) in 2016
- Location-based marketing: 63% (NA) in 2015
- Personalization: 48% (NA) in 2015
- Marketing automation: 48% (NA) in 2015
- Photo-sharing sites (e.g., Instagram): 40% (40%) in 2015 to 49% (40%) in 2016

Significantly more healthcare organizations are feeling confident in their Mobile First strategy efforts of late. But, fewer are confident in their website functionality.
### Organization has Been Very/Somewhat Effective at... - trended

<table>
<thead>
<tr>
<th>Activity</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing a crisis</td>
<td>40%</td>
<td>31%</td>
</tr>
<tr>
<td>Improving community relations</td>
<td>24%</td>
<td>26%</td>
</tr>
<tr>
<td>Driving Web traffic</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>Attracting new patients</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>Engaging patients</td>
<td>20%</td>
<td>22%</td>
</tr>
<tr>
<td>Recruiting new employees</td>
<td>24%</td>
<td>19%</td>
</tr>
<tr>
<td>Managing customer service</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>Fundraising online</td>
<td>NA</td>
<td>14%</td>
</tr>
</tbody>
</table>

*Fewer organizations this year are confident in their crisis management efforts. Is the lack of cybersecurity the culprit here?*
How An Organization Rates its Digital and Interactive Efforts Compared to Other Hospitals/Systems Across the US

Confidence in digital and interactive efforts is growing among these healthcare marketers.

2015
- Above average: 11%
- Among the very best: 43%
- Average/Middle pack: 36%
- Below average: 26%

2016
- Above average: 22%
- Among the very best: 42%
- Average/Middle pack: 26%
75% of these healthcare marketers view their website as its new ‘virtual front door.’

But only 61% of these healthcare marketers feel their website is funded appropriately as the virtual front door.

That means just 46% have a properly funded virtual front door.
Who Helps Organization with Digital and Web Strategies

- Digital strategy firm: 55%
- Advertising agency: 51%
- Only in-house resources: 50%
- Digital advertising agency: 44%
- No formal digital strategy: 17%
- Not sure: 5%
Importance of a Strong Digital and Interactive Strategy in Building a Strong Brand Overall

- **Very important** 31%
- **Essential to brand building** 61%
- **Important but other factors more imp.** 5%
- **Not sure** 1%
- **Not important to brand building** 1%

76% in 2015—concerning that this would drop significantly in one year.
Challenges/Barriers Affecting Digital Marketing Efforts

- We lack funding: 49% (2015), 52% (2016)
- We are not sufficiently integrated with other business functions: 48% (2015), 48% (2016)
- Managing change in our organization is difficult: 41% (2015), 52% (2016)
- Organization lacks critical technology or tools: 39% (2015), 37% (2016)
- We can't adequately demonstrate ROI: 33% (2015), 35% (2016)
- We have inefficient business practices: 32% (2015), 34% (2016)
- We do not have sufficient senior leadership commitment: 25% (2015), 39% (2016)
- Our people lack the required skills: 24% (2015), 39% (2016)
- Our objectives are unclear: 23% (2015), 34% (2016)
- We can't demonstrate its impact on our overall brand strength: 23% (2015), 30% (2016)
- Leadership has unrealistic expectations: 12% (2015), 27% (2016)

It still comes down to three things:
1) Money
2) Silos
3) Managing Change

But these are disturbing potential trends.
## Overall Star Rating

<table>
<thead>
<tr>
<th>Overall Number of Stars Awarded to Website</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 perceptions</td>
<td>3.39</td>
</tr>
<tr>
<td>2015 perceptions</td>
<td>3.27</td>
</tr>
<tr>
<td>*Benchmark</td>
<td>3.77</td>
</tr>
<tr>
<td>**Leaderboard</td>
<td>4.38+</td>
</tr>
</tbody>
</table>

*Benchmark: These are ‘average’ scores across all gSight studies combined.

**Leaderboard: The Stars Leaderboard score is calculated based on those who want to return to the site because it was useful and feel the experience either re-affirmed or created new positive feelings towards the brand. Leading websites exceed the leaderboard metric.
Consistency of the Customer Journey Across Digital Platforms and Channels

- Pretty consistent: 50%
- Completely consistent: 18%
- Not very consistent: 23%
- Not at all consistent: 8%
- Not sure: 1%

Up significantly from 8% in 2015 but still a long way to go.
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Mapping the Customer Journey

35%/49%↑ have mapped the ‘Mobile’ customer journey

46%/62%↑ have mapped the ‘Digital’ customer journey

The proportion of healthcare organizations that have mapped their mobile and digital customers’ journeys has increased significantly. Mapping is the first step in understanding and optimizing the online customer experience.

Note: 2015/2016
Website Market Research Conducted

50%/61%↑
conduct usability testing

47%/57%↑
conduct Web visitor experience research

Note: 2015/2016
16%/16%
block ALL staff from going on social media sites

45%/45%
block SOME staff but not all from these sites

35%/39%
do NOT block any staff from going on these sites

Note: 2015/2016
Organization is Embracing Digital Transformation

- Mostly 46%
- Completely 29%
- Somewhat 23%
- Not at all 2%

Still a long way to go in fully embracing digital transformation throughout the organization.

Note: New question in 2016 wave
Top-2 Pressing Issues in Healthcare Marketing

- Personalization and one-to-one marketing: 41%
- Marketing attribution (ROI): 40%
- Creating a single customer view: 22%
- Content marketing: 22%
- Social media in customer service: 22%
- Moving away from MarCom and toward MarTech: 20%
- Brand management: 19%
- More location-based marketing: 12%

Note: New question in 2016 wave

Recall that these healthcare marketers graded themselves lowest on CRM efforts.

It’s all about understanding and reaching each individual customer, and tracking effectiveness.
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Total [Operating & Salary] **Marketing** Budgets

Expect budget to be lower next year – 11%
Expect budget to be unchanged next year – 52%
Expect budget to be higher next year – 29%

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>Operating Budget</th>
<th>Salary Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$250k</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>$250k-$499k</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>$500k-$999k</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>$1m-$1.499m</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>$1.5m-$1.99m</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>$2m-$2.499m</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>$2.5m-$2.999m</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>$3m-$3.999m</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>$4m-$4.999m</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>$5m-$6.999m</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>$7m-$9.999m</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>$10m+</td>
<td>23%</td>
<td>3%</td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
<td>30%</td>
</tr>
</tbody>
</table>

Median Operating Budget: $3.1m
Median Salary Budget: $2.1m
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Total [Operating & Salary] Digital and Interactive Marketing Budgets

- Operating Budget:
  - <$250k: 26%
  - $250k-$499k: 9%
  - $500k-$999k: 16%
  - $1m-$1.499m: 9%
  - $1.5m-$1.999m: 7%
  - $2m-$2.499m: 5%
  - $2.5m-$2.999m: 6%
  - $3m-$3.999m: 5%
  - $4m-$4.999m: 6%
  - $5m-$6.999m: 3%
  - $7m-$9.999m: 2%
  - $10m+: 2%

- Salary Budget:
  - <$250k: 31%
  - $250k-$499k: 13%
  - $500k-$999k: 15%
  - $1m-$1.499m: 6%
  - $1.5m-$1.999m: 4%
  - $2m-$2.499m: 8%
  - $2.5m-$2.999m: 7%
  - $3m-$3.999m: 4%
  - $4m-$4.999m: 7%
  - $5m-$6.999m: 3%
  - $7m-$9.999m: 0%
  - $10m+: 2%

Median Operating Budget: $950k
Median Salary Budget: $700k
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Total [Operating & Salary] Website Development Budgets

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>Operating Budget</th>
<th>Salary Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$250k</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>$250k-$499k</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>$500k-$999k</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>$1m-$1.499m</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>$1.5m-$1.999m</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>$2m-$2.499m</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>$2.5m-$2.999m</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>$3m-$3.999m</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>$4m-$4.999m</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>$5m-$6.999m</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>$7m-$9.999m</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>$10m+</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Median Operating Budget: $640k
Median Salary Budget: $468k
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Budgets Part of the Overall Marketing Budget

- Digital and Interactive Marketing:
  - 2015: 64%
  - 2016: 54%
  - Budget next year:
    - Higher: 38%
    - Same: 43%
    - Lower: 4%
    - Not sure: 15%

- Website (development and management):
  - 2015: 51%
  - 2016: 53%
  - Budget next year:
    - Higher: 30%
    - Same: 44%
    - Lower: 11%
    - Not sure: 15%

Optimism Remains
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

- Traditional Marketing Only FTEs Average: 16
- Digital Marketing Only FTEs Average: 13
- Web Development Only FTEs Average: 12
- Total Marketing FTEs Average: 30 (23 in 2015)
- Mixed Responsibility FTEs Average: 17
The State of Digital Marketing in Healthcare Moving Toward 2017

Industry Perspective: Where We Are, What’s Changed in a Year

Web and Interactive Marketing Roles Performed...

- **Project management**: 5% in-house, 14% agency, 62% no resource/role
- **Social media listening**: 8% in-house, 15% agency, 61% no resource/role
- **Social media marketing**: 2% in-house, 15% agency, 57% no resource/role
- **Web analytics**: 1% in-house, 13% agency, 57% no resource/role
- **Email marketing**: 9% in-house, 18% agency, 58% no resource/role
- **Content authoring**: 2% in-house, 15% agency, 50% no resource/role
- **Online reputation mgt.**: 2% in-house, 15% agency, 41% no resource/role
- **Information architecture**: 10% in-house, 25% agency, 40% no resource/role
- **Web design**: 1% in-house, 37% agency, 39% no resource/role
- **Web hosting**: 2% in-house, 46% agency, 37% no resource/role
- **Online advertising**: 2% in-house, 35% agency, 52% no resource/role
- **Usability testing**: 1% in-house, 26% agency, 35% no resource/role
- **SEO**: 8% in-house, 30% agency, 34% no resource/role
- **Web development**: 1% in-house, 25% agency, 51% no resource/role
- **CRM integration**: 1% in-house, 22% agency, 77% no resource/role
- **Marketing automation**: 20% in-house, 26% agency, 31% no resource/role
- **SEM**: 5% in-house, 45% agency, 15% no resource/role

**Agencies are brought in predominantly for web hosting and SEM.**

**Digital roles less likely to have a resource include CRM integration and marketing automation.** Recall that CRM is an area where these healthcare marketers feel least confident. However, these scores have improved since last year when 49% didn’t have a marketing automation resource and 39% didn’t have resources for CRM.
### Web and Interactive Marketing Roles Performed In-house - trended

<table>
<thead>
<tr>
<th>Role</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management</td>
<td>62%</td>
<td>70%</td>
</tr>
<tr>
<td>Social media listening</td>
<td>61%</td>
<td>69%</td>
</tr>
<tr>
<td>Social media marketing</td>
<td>57%</td>
<td>65%</td>
</tr>
<tr>
<td>Web analytics</td>
<td>57%</td>
<td>63%</td>
</tr>
<tr>
<td>Email marketing</td>
<td>53%</td>
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</tr>
<tr>
<td>Content authoring</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>Online reputation mgt.</td>
<td>43%</td>
<td>41%</td>
</tr>
<tr>
<td>Information architecture</td>
<td>NA</td>
<td>40%</td>
</tr>
<tr>
<td>Web design</td>
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<td>41%</td>
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<td>Web hosting</td>
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<tr>
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<tr>
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<tr>
<td>Marketing automation</td>
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<tr>
<td>SEM</td>
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</tr>
</tbody>
</table>

Fewer and fewer healthcare organizations are performing many of these functions in-house.
Greystone.Net

Founded in 1996, Greystone.Net provides education, consulting services and products that are the innovation through which we build skills and capabilities and develop knowledge capital for healthcare organizations. We were formed with a vision of how both classic and interactive marketing techniques could transform the way healthcare organizations interact with patients, consumers, physicians, employees and others. Throughout its history, Greystone has expanded its offerings and capitalized on evolving trends and technologies to benefits its clients. We have worked with hundreds of hospitals and health systems as they strive to develop, implement and integrate interactive marketing strategies. Learn more at www.greystone.net.

About Klein & Partners

The objective of any brand that strives to be strong is to “acquire and retain customers more efficiently and profitably than competitors over the long-term.” These two elements of a single strategy are brought to life through an effectively communicated brand promise (i.e., patient acquisition) and the effective internal operationalization of the brand promise by creating a strong brand experience (i.e., patient retention). All of Klein & Partners’ quantitative and qualitative research and consulting services are geared toward improving your brand’s overall health; whether it is in providing information that helps your brand increase its share of new patients or increase its retention of existing patients or even improve current patients’ level of interaction (i.e., share of experience) with the brand... because it’s all brand research.

A knowledge leader you can trust: Rob Klein, Founder & CEO, is a recognized expert in healthcare market research and brand management. His focus on staying abreast with developments in healthcare, brand management, and market research ensures information that will keep you one step ahead of the competition. When you work with Klein & Partners, there is no language barrier. You can be assured of strategic and tactical counsel well beyond the numbers.

Klein & Partners → Your brand’s GPS.