

# Sustainable Growth

*through* Marketing, Management and  
Systems Strategies



**Pride**  
INSTITUTE

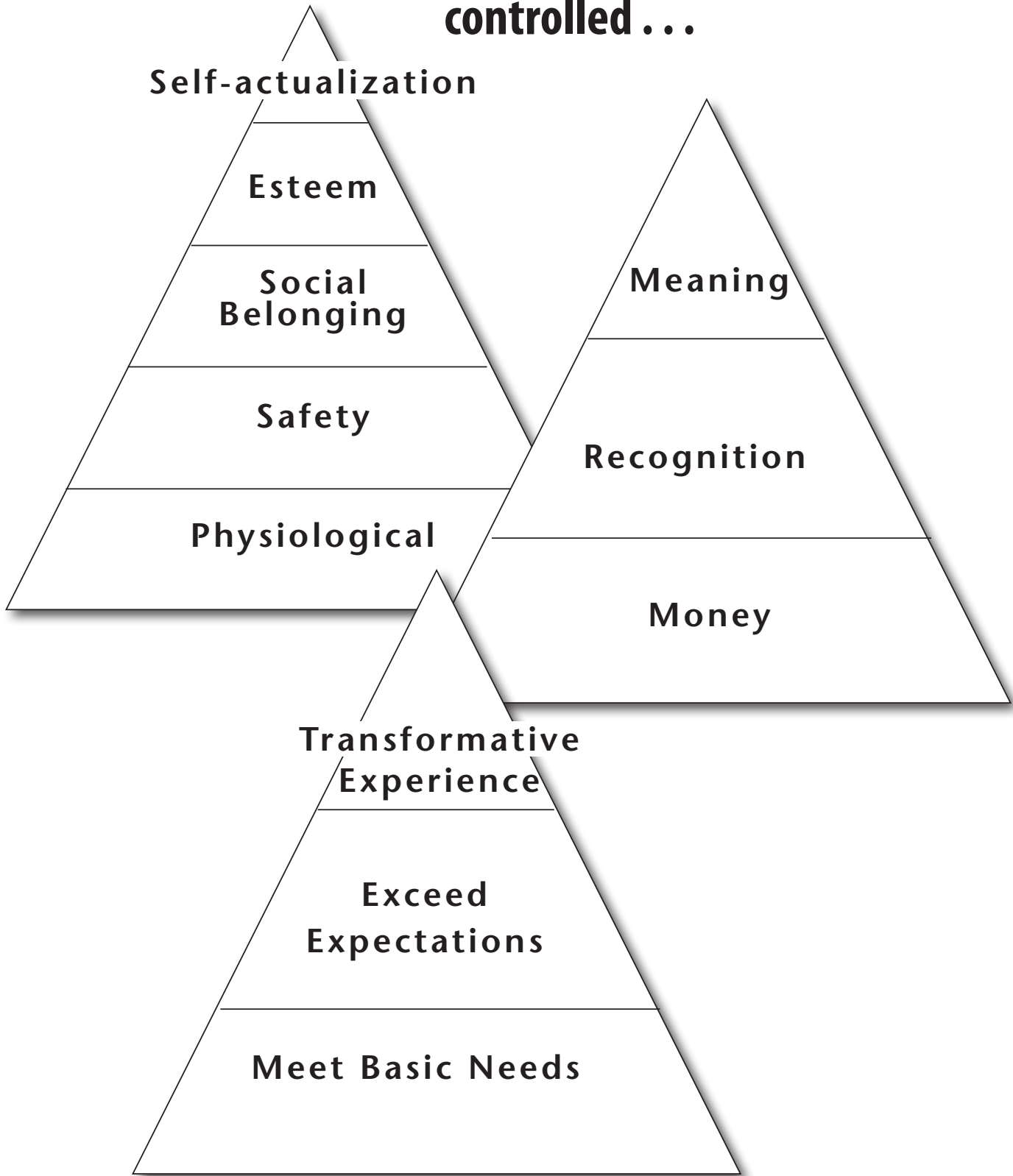
**Presented By Amy Morgan, Pride Institute CEO**

UNIVERSITY OF THE  
**PACIFIC**  
Arthur A. Dugoni  
School of Dentistry

University of the Pacific, Arthur A. Dugoni School of Dentistry

113TH ANNUAL ALUMNI MEETING *Saturday – March 10, 2012*

# What is MEASURED can be controlled ...



## Where to Start?

### Marketing Defined:

**Marketing** is the *ongoing process of connecting with people who appreciate your products & services.*

- The art of being well-known and well thought of.
- Creating awareness, engagement and commitment.
- Educating new and existing patients about who you are and what your practice has to offer.
- Educating your specialists about who you are and what value you bring.
- Anything and everything that you and your staff say or do.



*Which patients do you want to delight and how do you connect?*



## Using **BRAND IDENTITY** to Connect with Your Patients

### **BRANDING DEFINED**

Branding is simply... making a promise to your patients  
and your community & never breaking it.

### **Four Benefits of Branding**

1. **BRANDING** differentiates you from all others
2. **BRANDING** unifies all of your communications
3. People are loyal to **BRANDS**
4. People will pay more for a **BRAND**

### **Before you define your Brand you must first know:**

Your Brand **Promise**

Your Brand **Personality**

Your Brand **Voice**

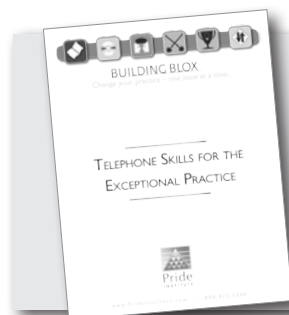
Your Brand **Ambassador**



## Branding Evaluation

Do these items have a unity in look and feel? Do they convey a message that compliments your brand promise (sophisticated, thorough, organized, and consistent)? Do the images match the words? Do the photos/images match your target audience (kids, adults, multi-cultural, multi-generational)?

- **Business cards**
- **Continuing care letters and/or recall postcards**
- **New patient communication including welcome and follow-up letters**
- **Emails and e-newsletters**
- **Stationery**
- **Message on-hold**
- **Other (brochures, printed newsletters, advertising, etc.)**



*Excerpted from*

Pride Institute's **New Methods, New Models  
in New Marketing Building Blox™**

*Part of the Building Blox™  
Comprehensive Training Collection*



# Branding Evaluation Worksheet

Marketing Component	Rate how well this item reflects your brand and keeps it consistent across all materials. <i>(Examine colors, font, logo, design and content.)</i>				
	Poor	Neutral		Excellent	
<b>Business cards</b>	1	2	3	4	5
<b>Continuing care letters and/or recall postcards</b>	1	2	3	4	5
<b>New patient communication including welcome and follow-up letters</b>	1	2	3	4	5
<b>Emails and e-newsletters</b>	1	2	3	4	5
<b>Stationery</b>	1	2	3	4	5
<b>Message on-hold</b>	1	2	3	4	5
<b>Other (brochures, printed newsletters, advertising, etc.)</b>	1	2	3	4	5

Discuss how you can move any items from neutral or below to excellent.

# 6 Six Basic Marketing Questions to Magnetize Desirable Patients to your Front Door

1. Do you prefer more adults, seniors or families?
2. Do you prefer more males or females?
3. What two income groups do you prefer to focus on? (i.e. lower income, middle income, middle-upper income or upper income)
4. What two types of employment do you prefer to focus on? (i.e. Blue Collar, Pink Collar [clerical/admin.], New Collar [teachers, nurses, supervisors] or White Collar [business owners & executive management.]
5. What two national retail stores do your desirable new patients probably shop at? Walmart, Sears, Target, Macy's, Nordstrom's.
6. How do they like to communicate?

## Questions to Ask about Your Website

- How easily can they be found on the search engine?
- Do they have a login site for patients? Doctors?
- Do they show before and after pictures? (full face- not just teeth)
- Do these photos highlight general dentistry as well as specialty care?
- Do they post testimonials and reviews from patient and from their specialists?
- Do they post multiple ways to get in touch with the team from text, e-mails, Facebook, YouTube and Twitter?
- Are there links to newsletters and articles which would be of interest to both patients and referrers?
- Are there photos and bios of each team member?
- Are there photos/links to specialists?





## **Your website should also be able to:**

- Schedule and confirm appointments
- Provide easy-to-use online forms: patient registration, health/dental history, health history updates, etc.
- View account history, monitor insurance and make payments online
- View office guidelines, office location, directions, hours of operation
- Provide post-op instructions
- Display patient feedback and real testimonials
- Communicate the benefits of your practice's services (not a laundry list of procedures)
- Use patient education tools like GURU/Casey, digital x-rays to educate your individual patients as to their progress
- Highlight patient's treatment plans, so they can participate as partners in their care
- Invite patients to refer others

## **Social Media/Social Networking: What is it?**

Social media is simply using the Internet to leverage what has been the best source of marketing for dentists since the inception of the profession: Word of Mouth.

Social Media allows users to do more than just retrieve information. We can now share our thoughts, ideas, and opinions...by generating our own content online using social networks. (Facebook, Twitter, blogging)

## **Who is Using Social Media: Everyone!**

- Facebook: 500 million active users, and growing
- 55% of social network users are women
- Average user spends 4.5 hours a month on Facebook (2.3 hours on Google)
- Of the top 20 websites, 9 are social
- 30% of Facebook users have incomes between \$60-100,000, and an additional 32% have incomes over \$100,000



Facebook

FUN FACTS

## Top Ten Reasons Consumers “like” Fan Pages on Facebook

- 1 To receive discounts and promos
- 2 To show support for the brand to their friends
- 3 To get a “freebie” (e.g., free samples, coupons)
- 4 To stay informed about company activities
- 5 For updates on future projects
- 6 For updates on upcoming sales
- 7 Just for fun
- 8 To get access to exclusive content
- 9 To learn more about the company
- 10 For education about company topics



Facebook  
FUN FACTS

## Where should you tell Patients, Vendors and Friends to “fan” you

- 1 On your website
- 2 On every e-mail you send out as a company
- 3 On every staff person’s e-mail signature
- 4 On every business card handed out
- 5 On every brochure you print
- 6 On every receipt you hand out
- 7 On every piece of snail mail you send out
- 8 On every inbound phone call to your practice
- 9 On every outbound phone call from your practice
- 10 On packaging
- 11 On in-location signage

## Now That You Are Posting: What Do You Say?

### KEEP IT REAL:

Imagine going up to people at a party and saying “Hi”. Would you immediately try to sell your services to them?

HINT: Don’t communicate with patients the way you would with a company. Make it about THEM.

- Connect, don’t invade
- Create a dialogue
- Don’t just talk...LISTEN...  
RESPOND
- Create multiple points of entry
- Give your patient access behind the scenes
- Meet them where they are

## Other Social Media Ideas

- “Tweet” on Twitter about new technology or appointment availability
- Blog about being a dentist and patient interactions
- Post YouTube videos of patient testimonials or home care topics
- Record podcasts about popular services like implants and whitening
- Excite your team too! Ask them to get on their Facebook pages and invite their “friends” to “Like” your practice

## Facebook Post Ideas

<b>Words of encouragement</b>	A keep-up-the-good-work message about managing gum disease. Congratulations to a patient about an achievement or milestone.
<b>Patient of the week</b>	Choose one patient each week and with their permission post their picture holding a certificate or flowers.
<b>CE update</b>	Describe any conferences or training including OSHA and CPR training.
<b>Ask a question</b>	Post a question that readers can respond to such as their tips to get kids to brush, ideal amount the tooth fairy should leave, favorite movie portraying a dentist, favorite dental joke.
<b>Video</b>	Link to a video showing brushing technique or a patient testimonial.
<b>Holiday celebrations</b>	Show photos of your office decorations. Offer specials associated with a holiday such as bleaching specials prior to Valentines Day.
<b>Contests/Drawings</b>	Announce in-office and online contests and describe prizes.
<b>Team building</b>	Describe any team events including charitable efforts.
<b>Team member achievements</b>	Congratulations for winning an award, graduation, new baby, running a race, etc.
<b>Practice News</b>	Describe any new equipment or technology that will benefit patients.
<b>Quote of the day</b>	If your morning meeting includes an inspirational quote, you can post it on your Facebook status update on a daily basis.
<b>GP/Specialists news</b>	You work in a community of other dentists and share good news about your referral community.

*Excerpted from* **Pride Institute's New Methods, New Models in New Marketing Building Blox™**



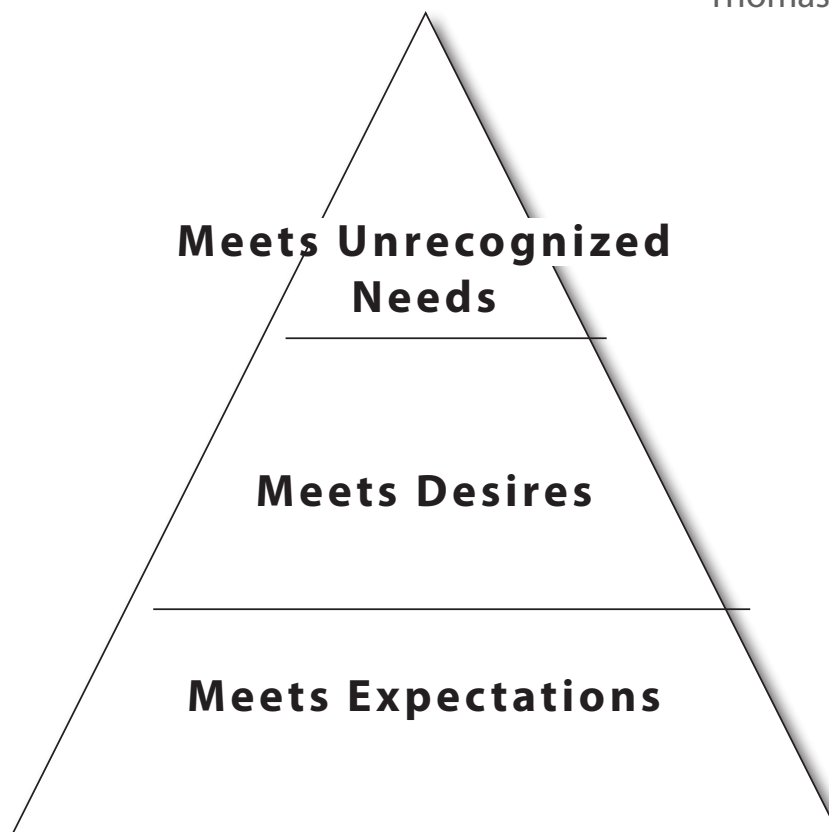
## The Importance of FIRST IMPRESSIONS

“ We have undervalued the emotional aspects of customer service; that truly is a highly personal subjective agenda that we both fail to ask about in customer research and fail to deal with in service delivery.”

– Robert Peterson

“ Good is not good when better is expected.”

– Thomas Fuller



– Chip Conley PEAK

**The Patient says: “I’m calling to see if I can schedule  
a complimentary consultation for my son”**

**Old School Response**

- Yes!
- Can I put you on hold?
- Do you have insurance?
- How do you spell your son’s name?

**RESULT: An appointment**

**New School Response**

- You made the right choice calling Dr. John’s office!
- What primary dental concerns or goals do you want the doctor to focus on?
- In order to make the proper appointment for you . . .
- Whom may we thank for referring you?

**RESULT: A relationship**

***And now for commitment!***

## **Consultative Closing**

We know who we are. We use technology to engage with groups of people. Now we will focus the conversation on influencing the individual.

**How successful are we?**

**What is our case acceptance rate for new patients?**

**What is our case acceptance rate for patients or record ?**

**What percentage of callers (inquiries) do we convert to appointments?**

**Where is our opportunity for greatest growth?**



## *Having an* **Expectation of Closing**

Patients usually don't know what they're doing, or what they're supposed to do. All they know is:

- It's usually safest to wait and do nothing (more in a moment).
- If stuck, they'll say "I'm interested" and promise to call back later.

**YOU NEED TO HAVE A PLAN**, an expectation of closing:

- "What we normally do..."
- "I'm going to recommend we do what most people do..."
- "We need to move ahead on this right away if that's what you're looking for..."



**Asking too late in the process seems too salesy!!**

## Consultative Presentation

Review the patient's pain (needs & wants)

You mentioned that you have pain/discomfort/missing/wanting	+	That's why I'm recommending...	+	Here's how what I'm recommending will help	+	What are your thoughts on that?
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### Hygiene example:

"Because you see blood when you brush and your assessments today indicate that you have gum disease, I am recommending treatment that will deal with the underlying causes of this disease. Scaling and root planing will remove deposits and allow us to disrupt the bacteria that are the cause of your infection. What are your thoughts about this solution?"

## Buyers LOVE “Maybe”



### Remember: They Are Masters of Deception

- When they think **“NO”**, they say **“MAYBE”** (When sellers hear “maybe” they think YES)
- When they have issues, they say **“EVERYTHING LOOKS GOOD”**
- When they don’t want to proceed, they say **“CALL ME LATER”**

### **“MAYBE” and “WE’RE INTERESTED” Are Their Favorites.**

- You might as well anticipate getting this response 90% of the time.
- IT’S NOT REAL about 98% of the time.

### **Other Thoughts:**

- They can’t screw up in “maybe” – just looking into doing something may be what they’re really after
- They often don’t trust their own judgment
- The higher the cost and commitment, the greater the risk (a major part of successful selling is identifying and reducing real or perceived risk)





# 0 to 10 Close

0 1 2 3 4 5 6 7 8 9 10

- Use “0 to 10 Close” to flush out what the patients/parents are thinking.
  - “On a scale of 0 to 10, with 0 being you don’t want to move forward, and 10 being you’re ready to purchase, where are you?”
  - 90% of people will say “7”...because it’s neutral, but positive
  - Then say, “What would you need to see, in order to be at 10”
  - Don’t let them blame others...we’re talking about where would THEY be
- If you get NEUTRAL, go to NO (Remember the Death Valley)
- Once you get better at the system, you’ll learn how to TAKE THEM TO NO as one of your best closing strategies



## Taking Them to NO by Fishin' in the Ugly Pond

### Fishin' example:

"It sounds like you're feeling overwhelmed by what we've been talking about. I sense this has something to do with finances/time/uncertainty. And I'm also sensing that this is a big enough issue for you to be at a no for now. How accurate is that?"

- We must get used to hanging out on the **NO** side of the valley...embrace **NO** as a possible answer...
- **NO** is better than **MAYBE**...it's better than **I'M INTERESTED**...it's better than **LET ME CALL YOU BACK**...etc.
- **NO** is basically just acknowledging reality...the patient has issues...and unless the issues are raised and addressed...the treatment/appointment will never take place...
- Patients won't go to **NO** naturally... they prefer Neutral...it's the team's job to pull the patient toward **NO**
- Once you pull someone to **NO**, you need to then "**Go Fishin' in the Ugly Pond**" and find the core issues that are often unexpressed by the patient

## Five Pride Techniques to Respond to “No”

- 1 Feel, Felt Found** *“I don’t want to do this. It sounds really painful and I hate needles.”*

“Some of other patients feel exactly like you do. They have felt worried that the pain associated with anesthesia was even worse than their toothache. What they have found is that Dr. Silverman is so gentle, they hardly felt a twinge.”

- 2 Statement in Question** *“My last dentist didn’t say anything about me needing a night guard.”*

Joe, it sounds like you’re asking an important question, which is why do I need a night guard now?

- 3 Quick Return** *“I don’t have time to get that bridge done.”*

That’s exactly why you need to schedule it right now.

Huh?

Because you are concerned about time, we want to do this now when we can schedule it at the most convenient time for you. We don’t want to wait for this to become an emergency and jam up your schedule even more.

- 4 Inducement** *“It seems so expensive.”*

Let’s put aside cost for one moment. If money wasn’t an issue would you be willing to go ahead?

- 5 Cards on the table** *“Well maybe I need a second opinion.”*

It sounds like you have some significant misgivings. Can you talk to me about them?

## Start with a State of the Nation Letter



Dear Patient:

As a tumultuous year draws to a close, on-going concerns about the economy and what's in store for us in the new year is on everyone's mind. With that brings new levels of stress and that can affect your oral and overall health.

It is important for my patients to know that my team will do everything possible to support your goals for long term dental care through any and all economic down turns. We have always known that maximizing insurance benefits and creating effective guidelines for financial arrangements has been key in insuring patients never have to compromise their clinical needs based upon money concerns.

Because there are so many new economic challenges, it is vital that we provide even more flexible options so that you can continue to receive the quality dentistry you desire and deserve. To that end, we have launched several new initiatives . . .

### When to use The State of the Nation Letter

- Expand Financial Arrangements
- Change of the relationship with insurance
- Customer Service Survey
- Aggressive call to Action / Offer
- Introduce upgrades and changes

# How to Move these Ideas into **SUCCESS**

## 1. Marketing

Analysis ..... 1 2 3 4 5

Strategy ..... 1 2 3 4 5

Training ..... 1 2 3 4 5

## 2. Telephone Skills

Analysis ..... 1 2 3 4 5

Strategy ..... 1 2 3 4 5

Training ..... 1 2 3 4 5

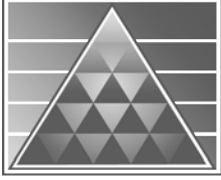
## 3. Treatment Presentation

Analysis ..... 1 2 3 4 5

Strategy ..... 1 2 3 4 5

Training ..... 1 2 3 4 5

**What's the Number 1 Priority?**



## How Can We Help?

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- Meet One-on-One with Liz Armato or Amy Morgan
  - Strategic Planning Intensive
  - The Comprehensive Marketing and First Call Assessment
- Utilize Pride Institute's Building Blox Training System
  - Attracting New Patients through Referrals
  - Creating the Ideal Schedule
  - Leading the Team by the Numbers
  - Motivating Patients to Want the Treatment They Need
  - New Methods, New Models in New Marketing
  - Optimizing your Collections System
  - Telephone Skills for the Exceptional Practice
  - More Than a Cleaning: Building a Dynamic Continuing Care System
  - Partnering with Your General Practitioner *(for specialists)*



## Last Words

“A brand for a company is  
like a reputation for a person.  
You earn reputation trying to do  
hard things well.”

– Jeff Bezos

“Marketing takes a day  
to learn.  
Unfortunately it takes a  
lifetime to master.”

– Phil Kotler