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## **Modernizing Your Marketing Efforts for Today's Marketplace**

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In today's era of disruptive innovation and economic uncertainty, there are an abundance of challenges facing many hearing aid dispensing practices. Regardless of your business model, these challenges are likely to include keeping pace with new hearing aid technology, hiring the right staff, and maintaining a profitable business. Among the major obstacles many practices face on a daily basis is the finite number of prospects willing to consider your product and service offerings. This article sheds light on the challenge of bringing prospects to your clinic in an era in which traditional marketing mediums are losing the effectiveness and consumers have available to them a nearly infinite array of choices.

For various reasons the industry has been plagued with an inability to convert qualified leads into loyal patients. First, relative to other medical professions, the market for hearing aid services is relatively small. Consider that approximately 16% of adults in the U.S. suffer from hearing loss (Agrawal, et al, 2008). Further, of the 26 million Americans who have a hearing loss, 17.9 million do not want or need amplification. This suggests that the untapped market for hearing aids is about 8 million individuals, suggesting a 51.3% market penetration rate (Amlani & Taylor, 2012). Among the non-owners of amplification some will be in denial for the proverbial 7 to 10 years, while others in this group refuse to try hearing aids because of stigma or because they simply cannot afford them. In short, the footprint (the number of prospects within a 20-30 minute commute to your business) of any given practice often attracts less than 100 motivated hearing impaired individuals over a 120 to 150 day timeframe. Given the abundance of options available to the relatively small number of consumers in need of amplification and the growing number of options available to purchase amplification devices and related services (such as the internet, mail order and other direct-to-consumer options), hearing care professionals must find more effective ways to differentiate their offerings in an increasingly crowded marketplace.

Over the past five to ten years two gradual societal transformations, one involving technology and the other relating to consumer behavior, have occurred. These slow moving societal transformations have occurred largely beyond the purview of the hearing care community. The first transformation is related to the increasing availability of over-the-counter personal sound amplification products (PSAPs). Although PSAPs have been available for quite some time, it is only relatively recently that they have become available through third-party insurance providers and so-called "big box" electronic outlets.

### **The Age of Disruptive Innovation**

PSAPs as well as other types of direct-to-consumer devices represent a growing trend in disruptive innovation that has challenged virtually every industry at one time or another since the Industrial Revolution. Recently, however, the combination of low-cost electronics combined with the internet has enabled disruptive innovations to challenge many elective medical procedure markets, including hearing aids.

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According to C. Christensen (2003) there are two types of disruptive innovations. Low-end disruptions target customers who do not need or desire to have the full performance valued by customers already using the product or technology. Low-end disruption commonly overtakes a traditional product or technology when the rate at which product improvement exceeds the rate at which customers can adapt to new performance features. Low-cost cameras and laptop computers with limited features are two prime examples of low-end disruptive technology.

The second type of disruptive innovation is new market disruption. This occurs when the needs of a specific group of customers go under served for a prolonged period of time. Thus, a new and often less-experienced technology can capture untapped sectors of the market. For example, the Sony pocket radio introduced a large group of teenagers who could not afford or lacked the space for a table top radio to the pleasures of rock and roll in the late 1950s.

Over-the-counter PSAPs represent both low-end and new market disruptions. Given the relative low market penetration rates of hearing aid adaptation, 30% “failure rate” and cost barriers associated with hearing aid use for some individuals, hearing healthcare professionals need to understand and potentially find ways to unleash the power of disruptive technology in their practices to grow their business without cannibalizing their existing core patient base.

Disruptive innovations are certainly not confined to products. The outsourcing of medical procedures to developing nations, such as India or China, represents another threat to the future of audiology and hearing aid dispensing as it has been traditionally practiced. Other medical professions, like radiology, have already felt the impact of medical outsourcing. It is not too difficult to imagine a day when hearing aids are remotely fitted and fine-tuned from an office halfway across the world by audiologists or hearing instrument specialists.

Let’s examine how hearing care professionals can begin the process of differentiating their services amidst disruptive innovations. Traditionally, market segmentation involves compartmentalizing patients based on age, degree of hearing loss, or income. Once segmented along age, hearing loss, or income; hearing care professionals can devise marketing strategies to reach various segments of the market. To leverage the concept of disruptive innovation, however, hearing care professionals must segment their patients in a different way. By asking the question, “What jobs do hearing impaired patients hire me to do?” Hearing care professionals can begin to better understand the role disruptive innovations might have in their practice. The answer to this important question often leads to one of two possible unexpected answers.

- A no-frills product without service support
- A relationship. Expert advice, outstanding service, and emotional engagement wrapped around a product.

Both of these unexpected answers may lead professionals to offer products, services, and experiences to an underserved segment of their market. In the case of a no-frills product, it may lead hearing care professionals to offer a less sophisticated device as a sort of starter hearing aid. In the case of a relationship it may cause the hearing healthcare professional to enhance the overall quality of the experience provided to patients during their journey through your clinic.

### **Your Mark in the Marketplace**

Although it would be advantageous to attract all segments of the hearing aid market to your clinic, the reality is we cannot meet the needs of all segments of the market, especially new markets that disruptive innovations may open. You can build your business around one segment of the market by asking one simple question, “What do I want to be known for in my marketplace?” The answer to this

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question will enable you to build a business around one tangible characteristic of a product or service that appeals to consumers. Being known as the leader in one of these segments often gives you the distinct privilege of commanding a higher average selling price or garnering more free word-of-mouth advertising. Here are the four possible answers to this question, which get at the heart of what customers are willing to purchase:

- Price – Like a well-known discount store, you may be known for charging the lowest prices. The segment of the market looking for no-frills and low quality will seek you. Before embracing this model, remember low prices can be easily matched.
- Convenience – Like a drive-thru, fast-food retailer, perhaps you are known for easy access and predictability. Like low price leaders, convenience leaders offer no-frills. This model can be easily matched by tools like the Internet.
- Technology – Maybe you are known for offering state-of-the-art technology. The downside to this model in the hearing aid business is that many producers are offering essentially the same products.
- The Experience – The “progression of economic value” (Pine & Gilmore, 2011) suggest that when you move beyond price, convenience, and technology to provide a memorable and emotionally engaging experience you can attract consumers to your practice that are willing to pay a premium for the opportunity to be transformed. Your ability to provide this memorable and remarkable experience has tremendous potential to drive the overall productivity of any hearing healthcare practice willing to put this business model into place.

### **The Healthy Aging Movement in an Era of Mindful Spending**

For the past 30 years the hearing aid industry has been anticipating a wave of Baby Boomers flocking to their clinics to receive hearing care. While the Baby Boomer generation because of its sheer size will undoubtedly change the marketplace, its ability to transform hearing aid dispensing practices into thriving profit centers is a misnomer. Due in part to changes in the consumer marketplace and an underestimation of the profound diversity of the Baby Boomer generation, it is unlikely that an influx of patients over the age of 65 clamoring for hearing aids is about to occur.

Over the past five years or so the American economy has undergone upheaval on a seismic scale, unlike any time since the Great Depression. There is evidence suggesting that the current economic uncertainty is the new normal and that it has begun to systematically change the buying habits and priorities of many consumers, including Baby Boomers (Benett & O’Reilly, 2010). These authors present evidence, gathered from more than 7,000 persons that consumer buying habits are undergoing a shift away from gratuitous consumption to more mindful spending. This paradigm shift in consumer behavior, which certainly could have an effect on how individuals approach the hearing aid market, can be broken down into four distinct ways the “new consumer” is approaching the market.

- Embracing Substance – A growing number of consumers are disenchanted with the buying transaction. They are looking for a reason to connect with a product or service. The “new consumer” is craving real, authentic experiences and they are willing to hang on to their cash until they feel a sense of engagement with a product, service or business.
- Rightsizing – Many consumers feel paralyzed with the sheer number of choices for any given product. They are seeking a move toward simplification in which a trusted family member, friend or other influencer is able to help them make an intelligent decision.
- Growing Up – Nearly everyone has been personally touched by unemployment from the recent economic malaise or family upheaval resulting from a decade of low intensity war in the Middle East. The result of which is a movement beyond immediate gratification and a trend toward establishing a sense of community with others, including businesses.

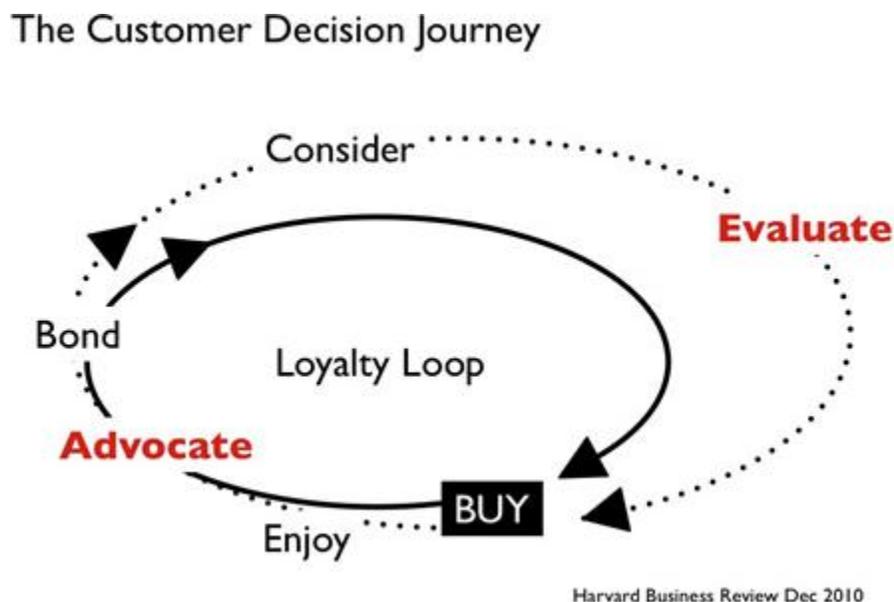
- Seeking Pleasure with a Purpose – Impulse shopping is losing its sense of appeal with the “new consumer.” People are still willing to spend money, but the trend is toward a more conscientious form of consumption in which shoppers do their homework, seek to connect and establish a long term relationship with businesses that have the same set of values they possess.

**Promotion: The Era of Low Hanging Fruit is Over**

Most hearing healthcare professionals would agree that the way patients interact with their practice has undergone a remarkable transition over the past 3 to 5 years. Gone are the days when you could post an occasional promotional offer in your local newspaper and generate immediate sales. Once a staple of many practices, we can no longer rely on a consistent pull of new prospects from these traditional marketing mediums. Given these demographic and socioeconomic constraints, hearing aid dispensing practices must redefine their marketing plans with modern tactics that are designed to build loyalty and create community. In short, the era of plucking low hanging fruit (hearing aids sales) from a relatively small, captive audience (hearing impaired patients will no other options to receive hearing care) is over.

Given the rise in electronic media and the evolution in consumer buying habits, the so-called marketing funnel has limited effectiveness. Edelman (2010) has coined the term “loyalty loop” to describe how consumers typically interact with businesses. Rather than attempting to raise awareness of a broad group of potential and convert a small percentage into sales, the loyalty loop (Figure 2) suggests that customers evaluate their options over a longer period of time. And, once they have made a buying decision, purchasers want to engage a business in a relationship. In contrast to the traditional marketing funnel, which suggests the buying transaction is the end of the process, the loyalty loop implies that there are opportunities to turn a customer into an advocate or promoter of your business long after the purchase has been made. Data from Edelman (2010) would indicate that relationship marketing and electronic media would be two pillars of a modern marketing strategy.

**Figure 1 Loyalty Loop (Edelman, 2010)**



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## **Tactical Marketing Plan**

In addition to creating a marketing plan that reaches out to both new and existing patients, there are five distinct marketing tactics that every practice needs to execute on a monthly basis. We fondly refer to these five tactics as the CORUS of essentials marketing services. Although the core fundamentals of an effective marketing plan are unchanged (e.g. presence in the 5 pathways, tracking ROI, a specific allocation of resources devoted to marketing, etc.), modernization of your marketing efforts requires a CORUS of new and emerging services. Here is a summary of these CORUS services.

**C** – Captivating website. It's no longer enough to simply have a website. Your website must have patient testimonials, videos, downloaded educational content and other interactive material that captivates the attention of your prospects and current patients. Perhaps the most important element of a captivating website is an introductory video that addresses the vision and mission of your practice. Rather than showcasing products or technology, this introductory video must speak to the quality-of-life changes hearing aids bring to patients.

**O** – On-line reputation manager. Your website also must link current patients to your website in order to generate more word-of-mouth referrals. This can be done through an on-line reputation service, which collects patient testimonials and posts them on your website for prospects to view. You can think of an on-line reputation manager as an electronic version of the traditional pencil and paper patient comment card.

**R** – Relationship & medical marketing programs. Building essential referral networks with physicians and other influencers is no longer a luxury. Physician marketing programs have been available for decades but many of them fail because the hearing healthcare specialist doesn't methodically execute the program over a long period of time. Today, building relationships with physicians and other influencers require that the specialist has a good understanding diseases that affect hearing. When hearing care professionals take the time to educate physicians about various disease states, such as diabetes and dementia and their relationship to hearing loss, it obligates the physician to refer patients to your clinic for a hearing screening.

**U** – Upstanding member of your community through public relations. Like relationship marketing efforts, public relations requires the hearing care professional to have a presence in the community. There are several relevant topics with broad consumer appeal that could be used as part of a systematic public relations campaign in your community. Once you have identified a topic that you are passionate about and has broad appeal, you can begin building a PR campaign. Taking a few hours each month to conduct community outreach centered on the installation & use of loop systems is one example of a PR tactic that can brand your practice as a pillar of your community.

**S** – Social media. Data suggests that more and more people over the age of 70 are using Facebook and other forms of social media to stay in touch with family and friends. Social media is an electronic billboard that allows you to cost-effectively reach an expansive number of current patients and prospects. The key to successful use of social media is your ability to seed your Facebook and Twitter feeds with fresh and informative content that keeps people interested and engaged in your practice.

## **Keep Some Traditional Marketing Tactics**

Of course, the BANDD cannot be outdone by the CORUS. In order to complete our concert of marketing services, there are four traditional marketing tactics that are essential to any comprehensive marketing portfolio. BANDD is the acronym that describes them and, like classic rock, traditional marketing tactics never go out of style. Tapping into your existing database of patients is similar to tapping into your collection of Rolling Stones and The Who – every month or two, you have the urge to listen to

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something familiar. With database marketing you are tapping into some familiar faces using some of the tactics described below.

**B – Brand palette and advertising.** A cornerstone of any effective marketing campaign requires a business to have a consistent look and feel to its message. In practical terms, a brand palette is the color, font, logo, tag line and any other component of how your brand is communicated to the public in its advertising. Once you have established your brand palette you can use it in all your marketing tactics.

**A – Advertorials.** A variation of public relations is careful placement of advertorials in local newspapers. An advertorial is a short fact-based article of consumer interest that also subtly promotes your practice. There are several topics of interest, such as tinnitus, the dangers of over-the-counter hearing aids and hearing loops that could be used as subjects in a consumer-oriented advertorial. Many communities have local newspapers and senior newsletters that are willing to feature advertorials.

**N – Newsletters.** Modern printing techniques allow practices to customize their own educational newsletters. Using an office management system, newsletters can be created and mailed to a targeted sub-segment of your patient database. Sub-segments of your database may include Tested Not Sold, Mild Hearing Loss, and CIC Users.

**D - Database letters.** Like newsletters, traditional letters with a strong call to action can be sent to specific sub-segments of your existing database. Letters to your database can be easily customized using many current office management systems.

**D - Digital signage.** An emerging technology that warrants further attention for any hearing healthcare specialist interested in modernizing the reception area is Direct out of Home Marketing. Direct out of Home Marketing (DOOH), sometimes called digital signage has become a very popular educational and advertising delivery vehicle for public and private venues such as retail stores, doctor's offices and corporate buildings. Recent surveys indicate that DOOH is a useful tool for driving office traffic and consumer buying decisions. In addition to contributing to a modern looking clinic, there may be some business reasons surrounding the use of DOOH. Cotterill (2011) conducted a digital signage study comparing DOOH to more traditional forms of out of home marketing. Results of this survey showed that "digital signage displays have a 47.7% effectiveness on brand awareness, increased the average purchase amount by 29.5%, created a 31.8% upswing in overall sales volumes and generated a 32.8% growth in repeat buyers. According to Dodson (2011) the core to DOOH marketing is the use of digital signage, which is displayed in the reception area on a flat screen television. The content of the digital signage displayed on the flat screen television is usually controlled using basic personal computers, by way of proprietary software programs. This keeps the costs of DOOH manageable by avoiding any large capital outlays for the controller equipment. Most systems automatically update themselves using a high speed Internet connection, which reduces clinic staff involvement and keeps fresh content in front of your patients. The hearing care professional simply has to inform the DOOH service of changes and updates in content that is displayed on the flat screen TV.

### **Time to Strategize**

Time is the most precious resource for all of us. With a finite number of working hours in a day, hearing care professionals must prioritize how their time is allotted. Make time in your month to really examine your practice's particular footprint and use the aforementioned tactics to build a solid strategy to grow your practice while providing a valuable service to those in need.

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*Brian Taylor, Au.D is the director of practice development and clinical affairs for Unitron. The author encourages you to contact him at [brian.taylor@unitron.com](mailto:brian.taylor@unitron.com) for additional information any of the services, tests or procedures reviewed in this article. You may also contact him if you wish to schedule a “patient experience assessment” of your practice.*

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# IHS Continuing Education Test

1. **Broadcasting educational content into your reception area is an example of \_\_\_\_\_ marketing**
  - A. digital signage
  - B. DOOH
  - C. Direct out of the home
  - D. All of the above
  
2. **Which of the following could be part of a modernization campaign?**
  - A. DOOH
  - B. Social media
  - C. Captivating website
  - D. All of the above
  
3. **The main advantage of social media as part of a comprehensive marketing plan is**
  - A. advertising products
  - B. monthly promotions
  - C. building a community of advocates for your practice
  - D. All of the above
  
4. **CORUS is**
  - A. superior to BANND as a marketing strategy
  - B. an out-dated marketing concept
  - C. incorporates social media into your marketing plan
  - D. consists of six fundamental components, including social media
  
5. **Brand palette**
  - A. Should be updated on a monthly basis
  - B. Should only be used for colorful direct-mail pieces
  - C. Should be used in all marketing pieces
  - D. Should be transitioned annually to keep your look fresh
  
6. **A practice's footprint**
  - A. can extend to many states
  - B. often attracts less than 100 motivated prospects in a 3-4 month period
  - C. is a set number determined by office location and population
  - D. None of the above.
  
7. **'Low-end' and 'new market' refer to**
  - A. Customer base
  - B. Product technology
  - C. Disruptive innovations
  - D. None of the above
  
8. **The recent economic upheaval may leave consumers**
  - A. Seeking pleasure with a purpose
  - B. Right-sizing consumer purchases
  - C. Embracing authentic products and services
  - D. All of the above
  
9. **Edelman's 'loyalty loop' describes**
  - A. the same concept as the marketing funnel
  - B. how consumers take less time to evaluate products
  - C. how customers arrive at a purchasing decision
  - D. None of the above

10. **PSAPs are a direct-to-consumer device that**
  - A. Are representative of all other disruptive innovations that have occurred in time
  - B. Are a challenge to hearing aids
  - C. Have recently become available though third-party insurance providers
  - D. All of the above

*For continuing education credit, complete this test and send the answer section at the bottom of the page to:*

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## MODERNIZING YOUR MARKETING CE TEST

### ANSWER SECTION

(Check the correct response from the test questions above.)

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