

Table 4: **Measurement:** Gathering market intelligence

Moderator/Coach: **Rob Klein, Founder & CEO, Klein & Partners**



## ILLINOIS SOCIETY *for* HEALTHCARE MARKETING *and* PUBLIC RELATIONS

### Questions to Ask Ourselves

- 1) How is the market research function structured in your organization? (e.g., centralized/ decentralized, head of research?) Do you have a set of research guidelines regarding when, how, how much, etc? Does research have a seat at the C-suite table?
  
  
  
  
  
  
  
  
  
  
- 2) When does market research come into the decision-making process? Who requests that market research be brought into the decision-making process?
  
  
  
  
  
  
  
  
  
  
- 3) Do you have an annual market research budget? Is it unplanned and ad hoc? Who pays?
  
  
  
  
  
  
  
  
  
  
- 4) Can you think of a time when research really helped you make a successful decision for the organization?



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## Common Business Questions

- How do we attract more patients?
- What patient experience elements have the greatest impact on retention?
- How will the community respond if we build a new OSC?
- What do consumers think of us now compared to competitors?
- How do we communicate the benefits of our new facility to consumers?
- What name should we give to our new entity?
- What health needs are not being met currently?
- Where are most of our patients coming from?
- What markets are most attractive for us to expand into?



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### Why are we doing research?

#### Key questions to answer before conducting market research...

- 1) What events lead you to this decision point that you believe requires market research?
  
  
  
  
  
  
  
  
  
  
- 2) What are the overall objectives of this decision?
  
  
  
  
  
  
  
  
  
  
- 3) What role would market research play in your decision-making?
  
  
  
  
  
  
  
  
  
  
- 4) What specific questions do you need answered to make a confident decision?
  
  
  
  
  
  
  
  
  
  
- 5) From which group of individuals do you need this information?



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## Defining the Problem

- If you are considering conducting market research, you have already identified a problem and an information need.
- Sometimes, further definition of the issue or problem is needed, and for that there are several tools you can use:
  - Internal Secondary Research - “Our Data”
    - Patient Volumes
    - Patient Charges
    - Patient Demographics
  - External Secondary Research – Data from outside the company
    - Newspaper/Magazine Articles
    - Industry Reports
    - Trade Associations
    - Government Publications & Websites

## Overview of Research Options

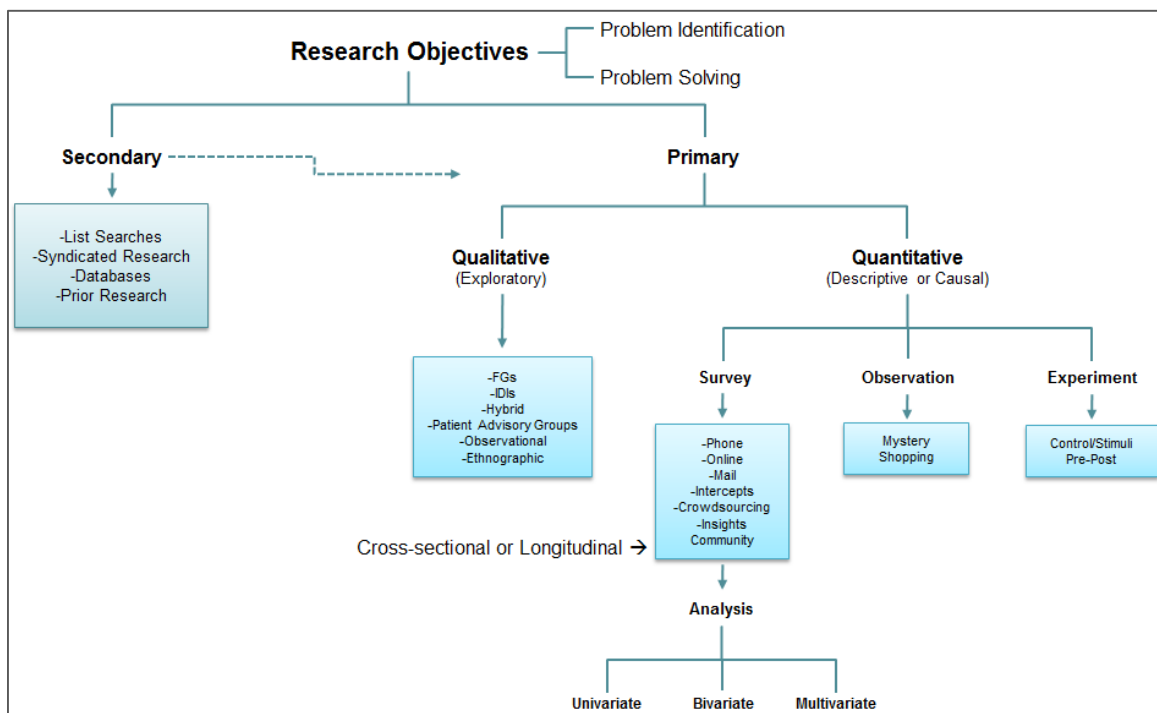


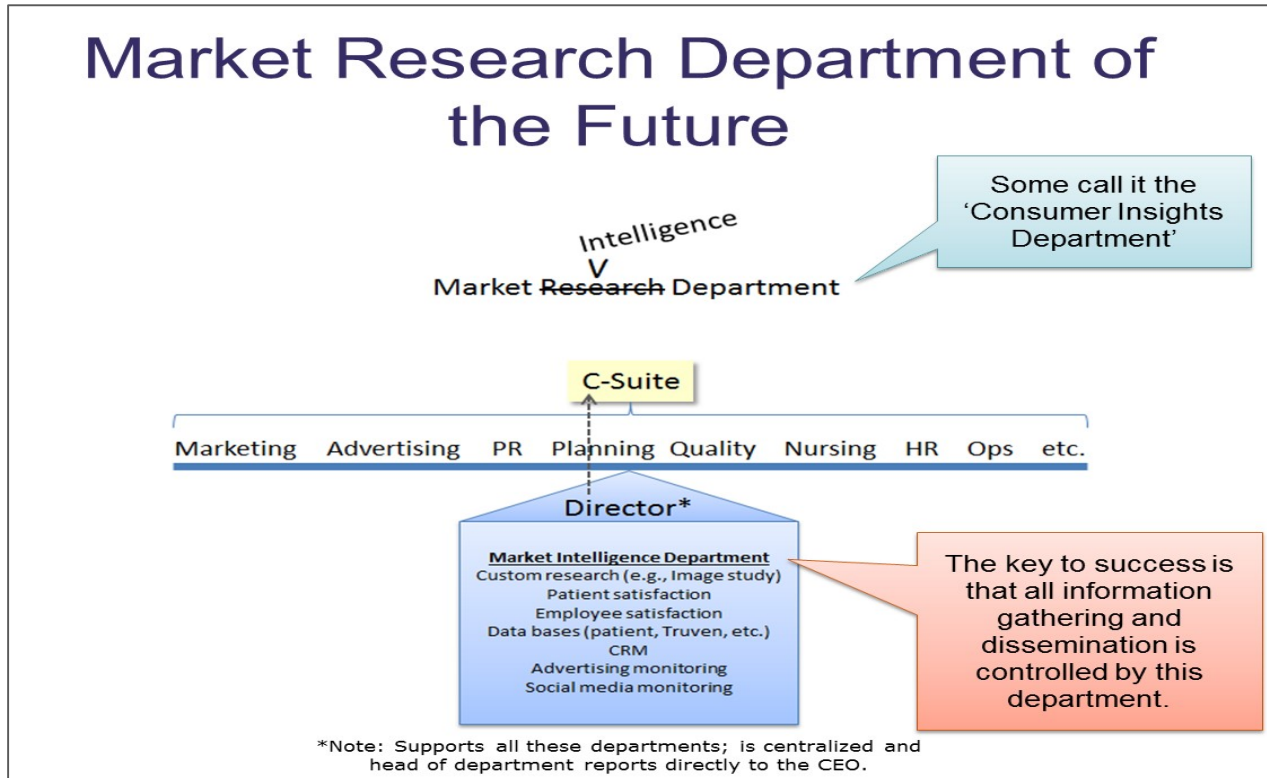
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## Evaluating the Research



### Benefit > Cost

- Was the information timely? (i.e., Did we get it before the decision had to be made?)
- Did it address our objectives and research questions?
- Were we more confident in our decision-making than prior to the availability of this information?
- Did we implement the research recommendations?
- Are we satisfied with the outcome of our decision?
- Is reality  $\geq$  expectations set forth in the research?



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### Resources (for the research geek in all of us!)

- **Marketing Research Association (MRA)** – Provides a certification program for market researchers called PRC (Professional Research Certification) [www.mra.com](http://www.mra.com)
- **American Marketing Association (AMA)** – many members are market researchers so a good deal of the AMA's emphasis is on market research. The website offers lots of information for researchers. [www.marketpower.com](http://www.marketpower.com)
- **Counsel of American Survey Research Organizations (CASRO)** – This organization is the lobbying organization for all market research organizations. They are why we are still treated differently from tele-marketers! They have great publications on data collection rules and regulations. [www.casro.org](http://www.casro.org)
- **Advertising Research Foundation (ARF)** – everything advertising research related. [www.thearf.org](http://www.thearf.org)
- **Brand Channel** – everything related to branding and some great articles on brand research. [www.brandchannel.com](http://www.brandchannel.com)
- **SHSMD's "By The Numbers"** annual report includes marketing research budget figures [www.shsmd.org](http://www.shsmd.org)
- **RIVA** – Becoming a proficient focus group moderator does not happen overnight. It takes experience AND it takes proper training. RIVA is without a doubt the best place for aspiring moderators to hone their skills. [www.rivainc.com](http://www.rivainc.com)
- **Qualitative Research Consultants Association (QRCA)** – A great website to learn more about qualitative research. [www.qrca.org](http://www.qrca.org)
- If you are looking for a focus group facility here are two great resources:
  - MRA's "Blue Book" ([www.bluebook.org](http://www.bluebook.org))
  - AMA's "Green Book" ([www.greenbook.org](http://www.greenbook.org))
- **"Moderating to the MAX"** by Jean Bystedt – a great book on useful moderating tips.
- [www.kleinandpartners.com](http://www.kleinandpartners.com) – Go to my 'Knowledge' page to download all of my annual Omnibus study results along with the latest Healthcare Marketers' Study results.