

# Marketing Strategy & Positioning

Chuck Felder  
MBA, PT, SCS, ATC

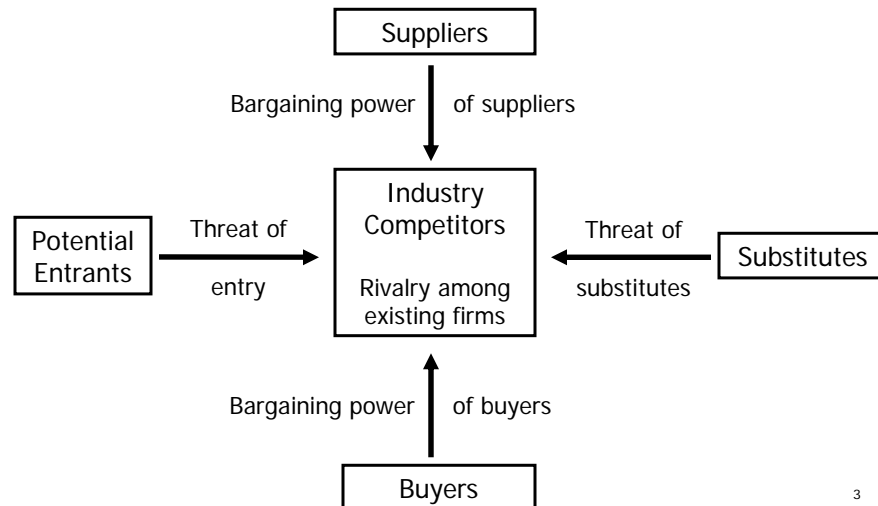


## Competitive Environment

- Direct competitors
  - PT clinics
  - POPT clinics
  - Chiropractors?
  - Personal trainers?
  - Dance studios?
  - Massage therapists?

2

## Strategy Concepts: Porter's Five Forces of Competition



## Competition from Substitutes

- Many substitutes exist
- Consumers often can't differentiate between PT and the substitutes
- PT is often significantly more expensive
- PT is 'medical' & should be covered by insurance – makes it difficult to develop cash based business

4

## **Rivalry With Or From Established Competitors**

- Becoming more of an issue
- Traditional sources of referrals were MD's – now expanded to payors, employers, etc...
- 'Friendly' competition – or not?

5

## **Bargaining Power of Buyers**

- Payors have the power and they are being more aggressive
- Difficult to get into many networks
- Price pressures are intensifying
- Consumers likely to be even more demanding

6

## Customers

- Referral sources
  - Physicians
  - Insurance companies
  - Employers
  - Coaches / schools
- Patients
- Payors

7

## Core Competencies

- Define your core competencies & those of your staff
  - Where do you need to make changes?
  - Who should perform a given task?
  - How can you improve your weaknesses?
  - How can you maximize your strengths?

8

## Develop a Sustainable Competitive Advantage

- Specialized services
- Cost is not a good method to compete on – often leads to a death spiral
- Customer service
- Value added services

9

## Strategy

- Where are you?
- Where do you want to be?
- How can you get there?
- What's happening in the market?
  - Regional / Local
  - Demographics
- Niche marketing

10

## Strategy

- Identify market
- Is there a want / need that is not being met?
- Can you provide a service that meets the want / need?
  - Existing staff / facility
  - New staff / facility

11

## Strategy

- What will it take for you to fill the want / need?
- Will it be profitable?
- Techniques to use to market the service – coming from other speakers
- Ask your customers
  - Focus groups

12

## Positioning

- General practice
- Niche practice
- Core competencies
- Owner's role
- Staff role
- Should you have a specialized marketing person?

13

## Marketing Concepts

### **Four Ps**

- Product
- Price
- Place
- Promotion

### **Four Cs**

- Customer solution
- Customer cost
- Convenience
- Communication

14

## Customize Message

- Customize the message for each customer
- Define their needs / wants / interests
- Find a unique way to meet their needs
- Define your message / positioning – how you want to be thought of

15

## What To Do! - Provider

- e-health presence
- Clinical quality
- Service quality
- In networks
- Good location
- Cultivate relationship with current & past patients to foster referrals

16

## CPPSIG Meeting August 7, 2003

### What To Do! - Provider

- Choose your strategy – volume or customer intimacy
- Market well & appropriately
- Get business help
- Control costs – but recognize that increasing revenue is ultimately better than reducing costs

17

### Thank You!

- Contact Information:
  - Charles R. Felder, MBA, PT, SCS, ATC
  - HCS Consulting, Inc.
  - PO Box 9815
  - Newport Beach, CA 92658
  - Phone: 949.642.9345
  - Fax: 949.574.9345
  - Mobile: 949.280.3449

