

Marketing A to Z: Online and Offline Strategies for Growing a Thriving Practice

Kimberly Sena Moore, MM, NMT-F, MT-BC
Sarah Thompson, MM, NMT-F, MT-BC

Kimberly Sena Moore

- Been in practice since 2005
- Worked agency contracts, individual contracts, music lessons, consultations
- Began online “career” in 2008: Twitter, Facebook, LinkedIn, blog, podcast
- Currently have 2000+ Twitter followers, almost 600 Facebook fans, 560+ blog subscribers, 500+ newsletter subscribers
- Contributor for Psychology Today, Posit Science, and PediaStaff

Sarah Thompson

- Been in practice nearly 8 years
- Worked in-patient, out-patient, community based
- Started 10-20 new contracts, mostly in the past few years
- Attended many local networking groups and conferences relevant to clinical populations
- Regular interactions with other music therapists because of ties to Colorado State University, Colorado Association for Music Therapy and MTs working in Denver

It’s About the Relationship: Philosophies Behind Successful Marketing

A new perspective...

- Getting work in today’s marketplace requires a new perspective on marketing yourself and your profession



What is selling?

- Exchanging money for a product or service that already exists
- More popular in the 1950’s and 1960’s
- Try to sell as much as possible
- Customer tastes don’t change

What is marketing?

- More current way to get products and services sold
- Staying current to customer's changing tastes and needs
- Constant flow of information to and from customers and potential customers

What is marketing?

- Communicating about your business
- Building relationships with your customers
- Communicating value for your services (or products)
- Originates from going to sell your things at the market
- Involves many processes

Traditional Selling

- Buyers sit back and listen to a sales "pitch"
- Focused on the seller getting to say what he/she wants
- False sincerity
- Seller just wants to close the sale to increase their numbers



Why traditional selling doesn't work

- We have a different culture now
- Buyers are sick of the "sales pitch"
- Buyers want to see proof that it will work
- Buyers have access to much more information and don't assume that sellers are the expert

Why traditional selling doesn't work

- Buyers want something that works for them, not just what works for some people
- There is no trust relationship with the seller
- Today's buyers are fully aware of the seller's motivation

Selling has evolved

- Current selling often involves more marketing and networking
- There are still situations where the buyer doesn't have prior knowledge of the seller before the initial meeting, so it feels like a sales pitch

The New Focus: Building Relationships

- More of a long-term investment
- An ongoing exchange between the buyer and seller (service provider and service recipient)
- The service provider is an "idea merchant" (McLaughlin)
- Bring your set of skills to help co-invent solutions to their problems

Relationship Building Leads to a Sale

- People won't use a service that they don't know about
- People are more likely to use a service that they are familiar with
- The key is building a trust relationship



What things can you do to build trust?

You can build trust by:

- Being consistent
- Being smart
- Staying calm
- Being authentic and real



You can build trust by:

- Being present and remembering what a person has said
- Making people feel comfortable and casual



You can build trust by:

- Eliminating gossip and having values that people can trust
- Helping to put the issue in context through stories and anecdotes



You can build trust by:

- Removing our own judgment
- Letting them know that the relationship is more important than the current issue



You can build trust by:

- Giving options
- Focusing on doing the right thing rather than satisfying a quota (case example)



You can build trust by:

- Giving reasoning for various decisions instead of mandating a particular conclusion
- Being a problem-solver



You can build trust by:

- Staying competitive by always trying to improve the service to the patients/clients
- Focusing on the facility staff/administration as people and recognizing that business problems affect them as people too, not just administrators



You can build trust by:

- Actually delivering a quality service
- Resource: "The Trusted Advisor"
by David H. Maister



What you gain by being a trusted person



- Facilities/clients/leaders are more inclined to ask for your advice
- Facilities/clients/leaders are more inclined to actually take your recommendations

What you gain by being a trusted person



- Facilities/clients/leaders will include you in more advanced decision making issues
- Facilities/clients/leaders will treat you as you wish to be treated

What you gain by being a trusted person



- Facilities/clients/leaders will respect you
- Facilities/clients/leaders will share more with you, which helps you to serve them better

What you gain by being a trusted person



- Facilities/clients/leaders will pay your bills without questioning you
- Facilities/clients/leaders will refer people to you
- Facilities/clients/leaders will interact with you with much less stress and tension

What you gain by being a trusted person



- Facilities/clients/leaders will give you the benefit of the doubt
- Facilities/clients/leaders will forgive you when you make a mistake

What you gain by being a trusted person



- Facilities/clients/leaders will involve you early on if an issue starts to form
- Facilities/clients/leaders will protect you and warn you of dangers

Case Example

- Craig Hospital – Denver, CO
- A Top 10 Rehab hospital since they began rankings
- Christopher Reeves did his spinal cord injury rehab here
- People fly in from all over the country to do their rehab here
- Focused on spinal cord injury, brain injury and stroke

Case Example (cont...)

- From initial contact to actual contract was about 4 years
- Former patient contacted me
- Took 9 months to get 45 minute presentation over lunch (Dr. Thaut and Dr. McIntosh)
- Presentation sparked interest
- Meetings to discuss how music therapy is used in this population and how I could work there

Case Example (cont...)

- More meetings
- Out-patient referral – paid for by worker's comp
- Very successful
- Family talked to many other families
- Hospital Foundation pursued funding for pilot program
- Funding source had a stroke a few days before they were scheduled to write the check

Case Example (cont...)

- Tried to get services to funding source
- Gave presentation to entire TBI rehab staff and funding source was there
- FINALLY got started with services directly to funding source
- Got funding for pilot program (5 patients)
- Completed pilot program

Case Example (cont...)

- Did another presentation showing results of pilot program
 - Video of client sessions
 - Quantitative measurements from client
 - Feedback from clients and families of their experience with the service
 - Feedback from staff about working with me during co-treatments

Case Example (cont...)

- Asked to present to Hospital Foundation Board of Directors
- Asked to present to Hospital Board of Directors
- Got \$10,000 grant for 1 year of services
- Continue to get more funding
- GOT CONTRACT

Case Example (cont..)

- Negotiating contract (rate, types of services etc)
- Putting MT notes into computer system
- Hospital email
- Becoming a service that can be scheduled for people
- Starting to see patients

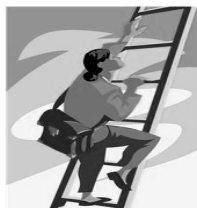


Key Points in This Process

- Learning about the facility
- Communicating with staff to act as part of the therapy team
- Open minded attitude – being easy to work with
- Remaining committed to the client
- Knowing when I am not needed

Key Points in This Process

- Listening to the needs of the hospital
 - Question during BOD presentation – “Where do you see this program in 5 years?”
 - Answer: Full-time MT with intern and involvement with research
 - “I am happy to start small because I really want to listen to the needs of the patients and the needs of this hospital to ensure that I am truly doing what I set out to do, which is enhance and improve the patient experience.”



**A new point of view for
selling music therapy.....**

What are you *really* selling?

- Improved patient outcomes
- Improved client and family satisfaction with the facility
- Experiences that are memorable and make that facility memorable
- Improved engagement
- Positive atmosphere and positive memories

What are you *really* selling?

- The idea that this facility is cutting edge
- The impression that this facility goes above and beyond for it's patients or clients
- The idea that this facility cares about a particular individual (individualized music and intervention)
- Something new and effective

What are you *really* selling?

- YOU – You aren't just selling music therapy, you are selling yourself!!!
- Sell yourself as someone that potential co-workers would want to work with
- Sell yourself as someone that a potential employer would want to hire or contract
- You will be representing their company

Offline Strategies

The Marketing Plan

- Reflects your mission and vision statement
- Lays out the contacts that you want to make
- Describes the general direction the company will go to market it's services or products

Marketing Plans Include:

- Description of the services and/or products
- Description of the target market
 - Who are they? Age? Income? Stats
- Description of economic factors affecting this
 - Funding sources? State and regional factors
- Description of competition

Marketing Plans Include:

- Description of your niche
- Description of your marketing strategy
- List specific actions with dates and what you expect to get out of it
 - Updating this list as you do things can help you learn what works best for your population and your professional environment

The Marketing Strategy

- Describes how you will communicate your worth to your market
- Building relationships is a marketing strategy

We tend to sell by:

- Stating our qualifications (board certification)
- Explaining where we went to school and what a good school it was
- Describing any additional training
- Touting our years of experience

Potential contracts/employers want to know:

- Do you really understand what I need?
- Can you solve my problem?
- Can you do what you claim?
- Will you work well with us?

Example

- You need to find a lawyer to write your will and handle all your affairs in the event that anything should happen to you and your spouse
- You set up a meeting with 2 different lawyers

Example

- Lawyer #1 tells you that he graduated from Yale law school. He gestures to the wall of diplomas behind him and explains that he was 2nd in his class. He explains that he has done this a million times and is clearly qualified to handle your affairs.

Example

- Lawyer #2 welcomes you to his office and asks what brings you in today. He asks some general questions like what you do for a living and engages in general conversation. When you get to the point of explaining what you need, he explores a few options with you. He lets you know that you can choose what works best for you.

Which lawyer would you choose
and why?

Key Points

- The qualifications are the bare minimum for selling a service
- The interaction and the approach are what close the deal

The 3 C's of Winning the Professional Service Sale

- Connect
- Collaborate
- Commit

Resource: "Winning the Professional Services Sale"
by Michael W. McLaughlin

The 3 C's of Winning the Professional Service Sale

- Connect
 - Prepare efficiently
 - Interview clients with insight
 - Uncover the real problem

The 3 C's of Winning the Professional Service Sale


- Collaborate
 - Know when to walk away
 - Craft your story
 - Understand buyer motivations
 - Anticipate shifts
 - Compel with your proposal

The 3 C's of Winning the Professional Service Sale

- Commit
 - Make the case for change
 - Guide the sale to closure
 - Learn what worked and what didn't
 - Cultivate your client network

Meeting with Potential Employers/ Contracting Facilities/ Clients: Connect

Face to Face Meetings

- So you got a meeting...now what?
 - Dress professionally
 - Be friendly, confident and approachable
 - Bring ALL the materials they could possibly want
 - Be sure that you have done your homework

Face to Face Meetings: The Homework

- What should you know?
 - Thoroughly review the organization's website and any other material or news stories on them
 - Know who their local competitors are and what sets each facility apart

Face to Face Meetings: The Homework

- Know how they fit into the national picture and what competitors across the country are doing
 - Are they part of any "top" lists?
 - Are any other facilities on the "top" list using MT?
 - Contact other music therapists at those facilities
 - Are they a chain and is any part of the chain using MT?
 - Contact other music therapists at those facilities

Face to Face Meetings: The Homework

- Contacting other music therapists
- Find out:
 - The history: When and how did MT start?
 - The funding: How many hours does that MT work and how are services paid for?
 - Details:
 - How much does the MT get paid?
 - Is it contract/employed
 - Budget for instruments etc.

Face to Face Meetings: The Homework

- It is *very* important to research....



- Research funding sources for that setting and understand them to the best of your ability

Face to Face Meetings: The Homework

- Researching funding
 - AMTA book on reimbursement (green cover)
 - Talk to other MTs in your state and in that setting
 - Talk to other MTs in that setting in other states
 - Talk to other professionals in that setting (OT, PT etc)
 - Social workers can be a very good resource for this type of information

Funding sources by population

Elderly, Alzheimer's/Dementia	Possibly some reimbursement from documenting on the Minimum Data Set (MDS)
Developmental Disability/Autism/Multiply Disabled	Medicaid waivers (vary by state), Private Insurance
Head injured/Neurologically impaired/Parkinson's/Stroke	Medicaid waivers (vary by state), Worker's Compensation, Private Insurance
Terminally ill/hospice	No direct reimbursement; hospice reimbursed on a per diem basis; music therapy is a cost-effective service (Romo and Gifford, 2007)

What if there really isn't funding?

- Know your rationale for including MT in that setting
- Does the hospital get a lump sum and you are going to facilitate faster recovery of functional skills for faster discharge (saving the hospital money)?
- Where in the equation do you make up the cost of pay for you?

Face to Face Meeting: Collaborate

- Be interested in their facility and clients
- LISTEN
- DON'T use your elevator speech
- The same style won't work in every situation
- Read the cues



Face to Face Meeting: Collaborate

- Show them that you know your stuff by using current terminology and referencing current issues in the client population within the first 10 minutes if at all possible
- Connect with them about your common ground: the clients



Face to Face Meeting: Collaborate

- Get to the point of the meeting
- Talk about how this specific population benefits
- Use words that are in line with the facility mission and vision or other key words from their own materials
 - Shows that you are talking their language
- Have a good story ready



Face to Face Meeting: The Story

- Telling a good clinical story
 - Have a few prepared with different points
 - Know what the point is from the beginning
 - Be HIPPA friendly
 - Only use relevant information to enforce the point
 - Describe the “aha” moment or the goosebump moment in detail

Face to Face Meeting

- The main points to get across:
 - I understand this clinical population.
 - I am interested in making things easier for the clients and staff at this facility
 - Using this service will make you more competitive in the industry.
 - Using this service will have a direct positive impact your client's daily lives.

What are you *really* selling?

- Improved patient outcomes
- Improved client and family satisfaction with the facility
- Experiences that are memorable and make that facility memorable
- Improved engagement
- Positive atmosphere and positive memories

What are you *really* selling?

- The idea that this facility is cutting edge
- The impression that this facility goes above and beyond for it's patients or clients
- The idea that this facility cares about a particular individual (individualized music and intervention)
- Something new and effective

What are you *really* selling?

- YOU – You aren't just selling music therapy, you are selling yourself!!!
- Sell yourself as someone that potential co-workers would want to work with
- Sell yourself as someone that a potential employer would want to hire or contract
- You will be representing their company

Biggest Marketing Mistakes in Music Therapy



- Focusing on trying to “prove” music therapy works and forgetting about the client or facility
- Pressing the sale before you have demonstrated value
- Expecting that they should want to hire/contract

What if they say “no”?: Commit

- “No” only means “not right now”
- “No” does NOT mean “not ever”
- There can be a lot of turnover (depending on the setting)
- You can try again

What if they say “no”?: Commit

- If you are truly interested in that facility after that meeting, continue to track them
 - Follow them on Facebook and/or Twitter
- Stay friendly and let them know you will be continuing to work in the field
 - “I hope to see you at the (next population specific conference in your area).”

Your job is....

- Your job is to make them want to commit to having you
- Even if the funding isn’t there (yet), you want them to want you
- It is impossible to know all the ins and outs of a facility from the outside, so you probably won’t be able to figure out the reason

After the meeting

- Update your marketing plan
- Write a thank you note to them and send it immediately with a business card enclosed
- Write in your calendar to follow up with them in a specific amount of time
- Keep connecting and collaborating until you get the commitment you want

You only need one “yes”

- You only need one contract or client to start with
- Make it wildly successful
- Make your impact exponential by
 - gathering video, and data (if an individual)
 - Marketing through the facility – writing a “what is music therapy?” article for their website or newsletter

Be Persistent

- A lot of the work is just showing up
- Stay connected with the facility
- Let them know about anything related to music therapy and that population
- Send them congrats when you see them win an award or get positive media coverage

Keep Networking

- Join networking groups associated with the population (example: Brain Injury Alliance of Colorado Professionals Network)
- Go to conferences
- Always have your business cards!



Networking at a Conference

- Why do it?
 - It is a place where you can engage a person, not just a company.
 - It gives you a personal connection to companies that do not list their personnel on websites and printed material

Networking at a Conference

- The representative have to be social – it is their job!
- It allows you to get a glimpse of the culture of a place via their materials and involvement in the conference

Networking at a Conference

- Talk to people at booths
 - They have to talk to you, it is their job
 - Learn about their facility
 - Briefly discuss your work but don't be too pushy
- Go to meals that are offered and talk over meals

Networking at a Conference

- Figure out who is well connected and try to talk to them
 - May not be presenting, may be family members or living with the disease/disorder
 - Family members drive the marketplace, so they are just as important (if not more important) than the facility staff

Talking to Other Professionals

- Look for opportunities to show interest in them
- Look for opportunities to compliment them
- Keep in mind that you need to build your list of resources that you can refer your clients to
- Give the impression that you are there to stay and you will be an active member of that community

The Materials

- Brochures
- Business cards
- Informational sheets (AMTA or self made)
- Promotional items such as pens etc.

What do we look for in a brochure?

- Simple, professional design
- Something easy to read
- High resolution (not blurry)
- Tells me something valuable
- Gives me a sense of what to expect from that business

What do we look for in business cards?

- Simple, professional design
- Person's name and position is clearly stated
- ALL contact information is present (phone, email, address)

Overall Business Approach

- Be clear about your goal and your plan
- Keep getting out there
- Always improve your service
- Always increase your network
- Repetition is key
 - Repeat the same font and logo on printed materials
 - Repeat your approach in multiple places to multiple audiences

Your to-do list:

- Write or update your marketing plan
- Make a list of marketing targets
- Decide your marketing strategy

Summary of Offline Strategies

- Build relationships with your marketing targets
- Go to non-music therapy conferences related to your client
- Get at least one personal connection to a facility
- Have meetings that may not result in a contract

Summary of Offline Strategies

- Stay connected to let them know that you are interested in maintaining a relationship with them
- Write newsletter articles for organizations
- Give talks to support groups

What is “Web 2.0”?
What is Social Media?

Web 2.0 is about the community

Web 1.0: A Brochure on the page
Dot-Com bubble burst (2001)
Led to changes in software developers and engineers used the Web
Web 2.0 (2004): Interaction, Community, Conversation

With Web 2.0, we are the authors

User-generated content --> *Wikipedia, YouTube*
Information sharing --> *Facebook, Twitter*
User-centered design --> *blogging, CMS*
Collaboration --> *online communities, commenting*

The Difference between Traditional & Social Media

Media = Sources where people gain information, education, news, etc.
Traditional Media = Newspapers, television, film
Social Media...

Social Media is built around *interactions*

Web-based tools and technologies
Generally inexpensive and accessible
Anyone can publish or access information

Examples of Social Media

Communication/Networking: Twitter, Blogging, Facebook, MySpace, Meetup.com, Ning

Collaboration: Wikipedia, Delicio.us, Digg, Stumbleupon, Reader

Multimedia: Flickr, YouTube, MySpace, Viddler, Skype

Others for Reviews/Opinions, Entertainment, Brand Monitoring

An Internet Business's Guide to Using Social Media for Marketing

Create your brand (personal, business) -->
Google your name
Expand your network
Target specific demographics/industry/company
Easy market research
Promotions and Marketing
Customer service

Brainstorm ways music therapists can use social media for marketing.

The MT-BC's Guide to Using Social Media for Marketing

- Building Relationships
 - Learn to trust you and use you as the go-to resource
- Creating Value
 - Current and potential customers are getting "something for nothing"
- Interacting and Communicating
 - Share studio news and announcements, links to interesting stories

The MT-BC's Guide to Using Social Media for Marketing

- Building an Online Presence
 - Have you Googled your own name?
 - Create Google Places account for your business

Using Tools that save you Time and Money!

What to Blog About?

- Self-Care
- Business Tips
- Research
- Experiences
- Inspiration
- Songs
- Activities
- Reviews
- Articles
- Products

Blogs can be text, video (vlog), art, photos, audio, podcasting

Business site where you share yourself: your thoughts, your opinions, your services

The Business “Blog”

Pages let readers know about you, your company, your services, and contact information

Sidebar items contain links to relevant information and resources

Blog articles are optional, but may be a nice way to current and potential clients to “get to know you”

Email Marketing

Send messages to subscribers those who sign up.

Email managers: Aweber, Constant Contact, Mail Chimp, and more.

Multiple lists and statistical information.

Recommended Uses: Communicate content, announce new programs, share studio news and announcements, offer sales/deals...

YouTube

A free, video-sharing website where you can post your videos.

Easy way to add video to your blog/website without worrying about storing the video file.

Allows you to expand your online presence by creating your own channel and adding yourself to another online ‘medium’.

Recommended Uses: Educate (tutorials, “mini-lectures”), Share experiences, Promote

Skype

Online audio/video conferencing, free application for your computer (and iPhone).

1 to 1 setting (with video) or more (with audio).

Recommended Uses: Online consultations, “Meeting” with other professionals, Sessions, Podcasting, Social calls..

Facebook: Many Ways to Connect

- Start with a personal profile
- Create a page for your business
- Communicate with colleagues using groups
- Use applications to integrate other platforms, including Twitter, YouTube, and your own website.
- Follow and communicate with potential clients

Your Business Page

- A place to communicate with people who “like” your page.
- Create interest in your business through conversation starters, relevant news articles, and most importantly – your own content (blog posts, pictures, status updates, etc.)
- Your business page should lead people to your website.

Twitter: A microblogging platform

140 characters or less

Recommended Uses: share valuable content, entertain, broadcast news, ask questions & do market research, *connect with other music therapists and potential prospects*

Applications for a better experience
(Tweetdeck, Ttwitter, apps)



LinkedIn

A business-oriented social networking site.

Have a profile, post your resume, give/receive recommendations, ask for introductions, contacts, join groups.

Recommended Uses: Increase your visibility, network with professionals, communicate your professional affiliations/experience, get/post a job, discuss with people in groups.

Quick Links for Marketing:

Flickr / Photobucket - Online image storage.

Picnik - Online image editing.

99Designs / FiveRR - Graphic design.

These are just tools...

...the important part is your strategy. How do you use these tools?

What is one tool you can start using...and why and how do you plan to use it?

CMTE Post-Test

- 1. The purpose of a marketing strategy is....
- 2. Name 3 offline strategies you can incorporate into your practice
- 3. name 3 online strategies you can incorporate into your practice
- 4. Name 2 additional resources that can help you develop a comprehensive marketing strategy
- 5. name 4 tips/ideas to make your marketing strategy a success