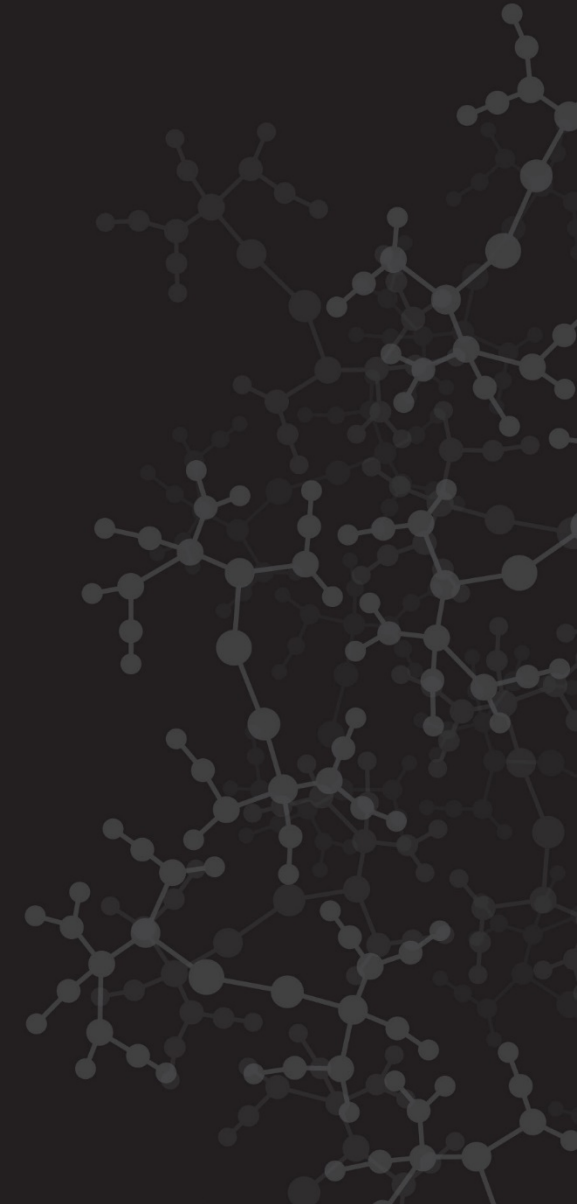Geonetric
Digital with care.

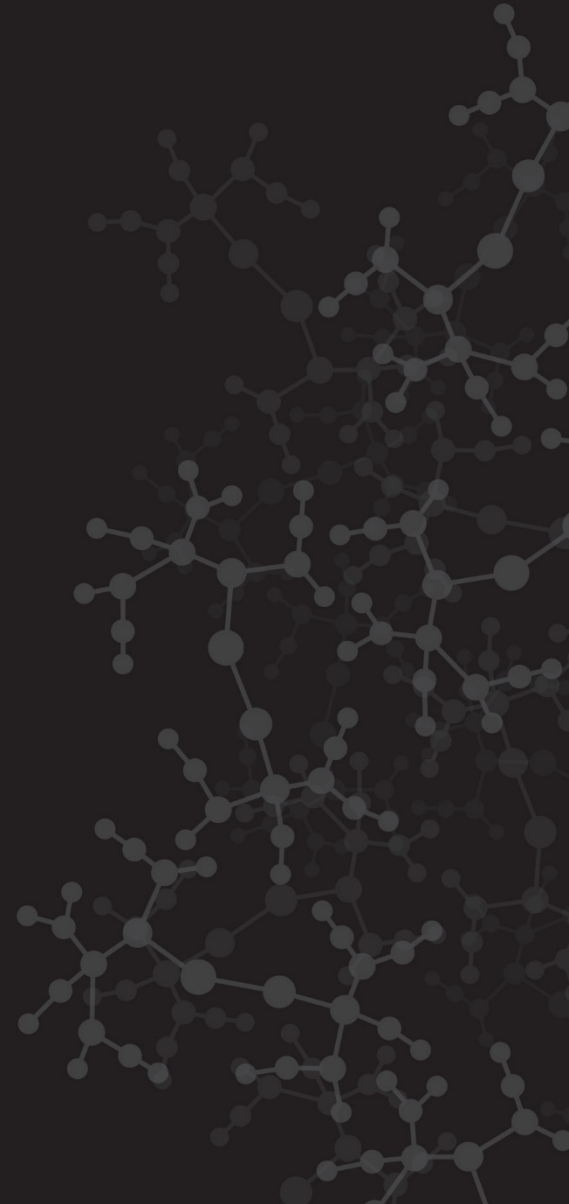# Accelerating Your Digital Transformation
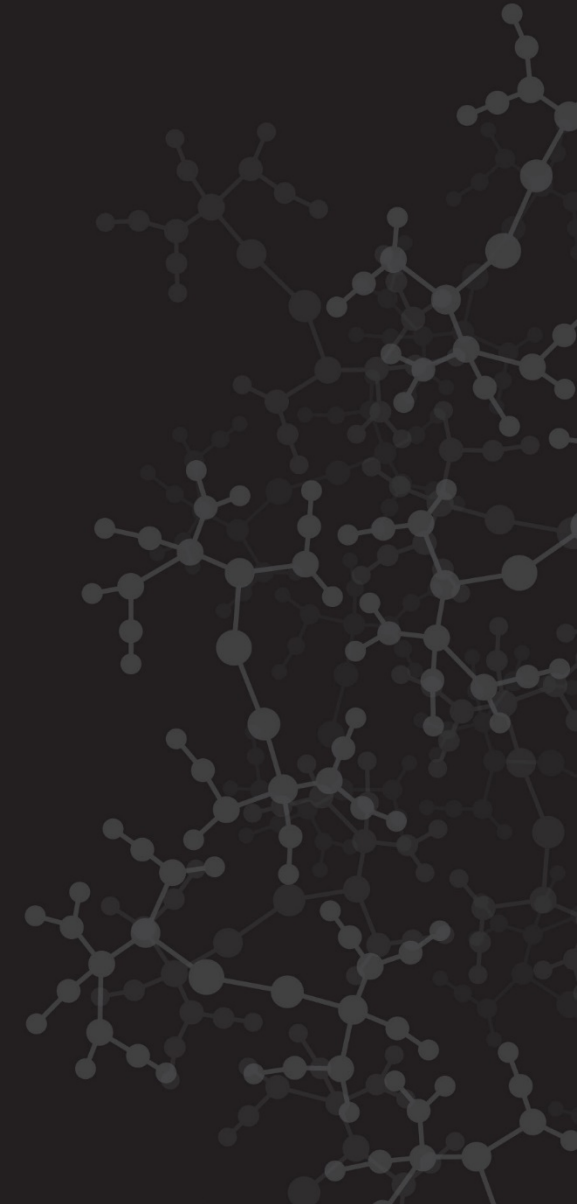
What is digital transformation?

Why is this happening now?

What are some of the key focus areas
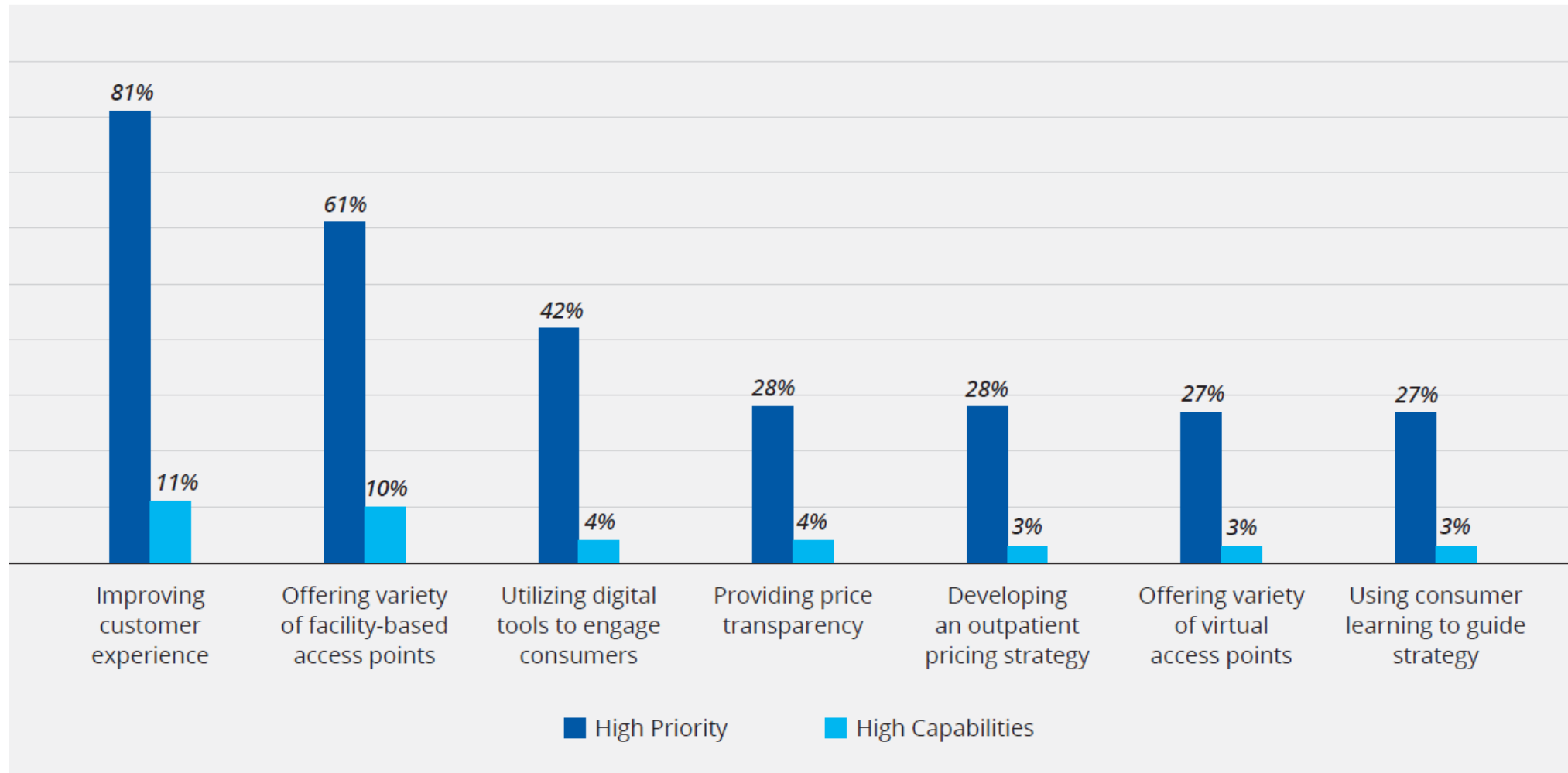for digital transformation in healthcare?

"Which business process(es) will be/is/was the focus of your firm's digital transformation?"

	Manufacturing	Retail and wholesale	Business services and construction	Media, entertainment, and leisure	Utilities and telecommunications	Financial services and insurance	Public sector and healthcare	
Marketing	33%	48%	33%	54%	34%	41%	28%	← 4
Sales	38%	52%	30%	41%	28%	45%	16%	
Customer service	45%	53%	42%	54%	52%	47%	63%	← 1
Field service	24%	23%	23%	6%	23%	23%	24%	
Product development	36%	28%	33%	43%	31%	31%	21%	
IT processes	53%	50%	65%	43%	68%	64%	53%	← 2
Financial	23%	20%	30%	30%	29%	43%	34%	← 3
Inventory management	31%	35%	24%	19%	28%	15%	20%	
Manufacturing	36%	17%	22%	17%	21%	11%	6%	
Supply chain	37%	43%	26%	19%	26%	17%	18%	
Partner support	26%	31%	27%	24%	27%	21%	14%	

https://reprints.forrester.com/#/assets/2/644/RES137090/reports

Health Systems Responding to Consumerism

Figure 3. Consumer-centric Priorities vs. Capabilities

High Priority values: Improving customer experience 81%, Offering variety of facility-based access points 61%, Utilizing digital tools to engage consumers 42%, Providing price transparency 28%, Developing an outpatient pricing strategy 28%, Offering variety of virtual access points 27%, Using consumer learning to guide strategy 27%

High Capabilities values: Improving customer experience 11%, Offering variety of facility-based access points 10%, Utilizing digital tools to engage consumers 4%, Providing price transparency 4%, Developing an outpatient pricing strategy 3%, Offering variety of virtual access points 3%, Using consumer learning to guide strategy 3%

Legend: High Priority, High Capabilities

Source: Kaufman Hall 2019 Healthcare Consumerism Survey.

geonetric.com

Consumer Experience and Digital Marketing

	Importance to Digital Marketing Success			
	Laggard	Average	Leader	Overall
Consumer experience	1.12	1.19	1.35	1.22
Consumer engagement	1.06	1.13	1.27	1.15
New-patient recruitment	1.11	1.01	1.23	1.11
Patient satisfaction	1.14	0.99	1.17	1.10
Consumer awareness	0.97	1.06	1.05	1.03
Return on investment (ROI)	0.94	1.04	1.12	1.03
Revenue	0.97	0.89	0.96	0.94
Profitability	0.87	0.81	0.95	0.87
Community relations	0.67	0.50	0.51	0.56
Physician engagement	0.48	0.39	0.65	0.51
Employee recruiting efforts	0.31	0.58	0.55	0.48
Fundraising/Giving	0.09	0.24	0.09	0.14

(Average of scored responses: Not at all important = –2, Slightly important = –1, Neutral = 0,
Very important = 1, Extremely important = 2)

Source: 2019 Healthcare Digital Marketing Trends Survey

geonetric.com

What lessons can healthcare learn from
other industries?

"Traditional" Building Blocks of Digital Transformation

Customer Experience	Operational Process	Business Model
Customer Understanding Analytics-based segmentation Socially-informed knowledge	**Process Digitization** Performance Improvement New Features	**Digitally-Modified Business** Product/Service Augmentation Transitioning Physical to Digital Digital Wrappers
Top Line Growth Digitally-Enhanced Selling Predictive Marketing Streamlined Customer Processes	**Worker Enablement** Working Anywhere Anytime Broader and Faster Communication Community Knowledge Sharing	**New Digital Business** Digital Products Reshaping Organizational Boundaries
Customer Touch Points Customer Service Cross-Channel Coherence Self Service	**Performance Management** Operational Transparency Data-Driven Decision-Making	**Digital Globalization** Enterprise Integration Redistribution Decision Authority Shared Digital Services

Unified data & Processes Analytics Capability	Digital Capabilities	Business & IT Integration Solution Delivery

geonetric.com

What has gone really wrong in other industries? What should we be avoiding?
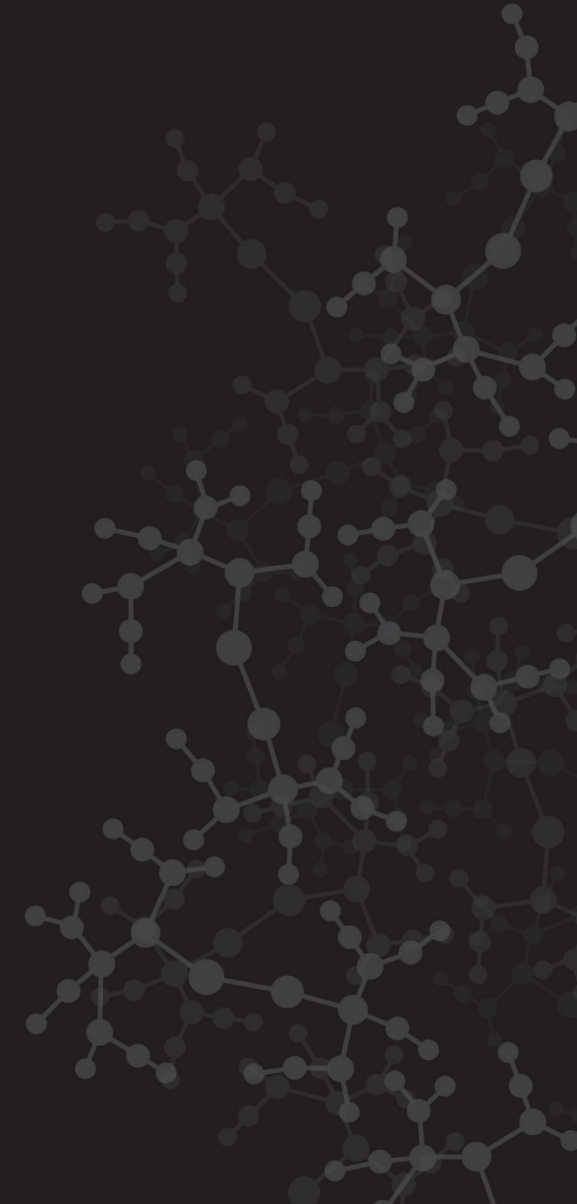
Lewin's Change Model

D x **V** x **F** > **R**

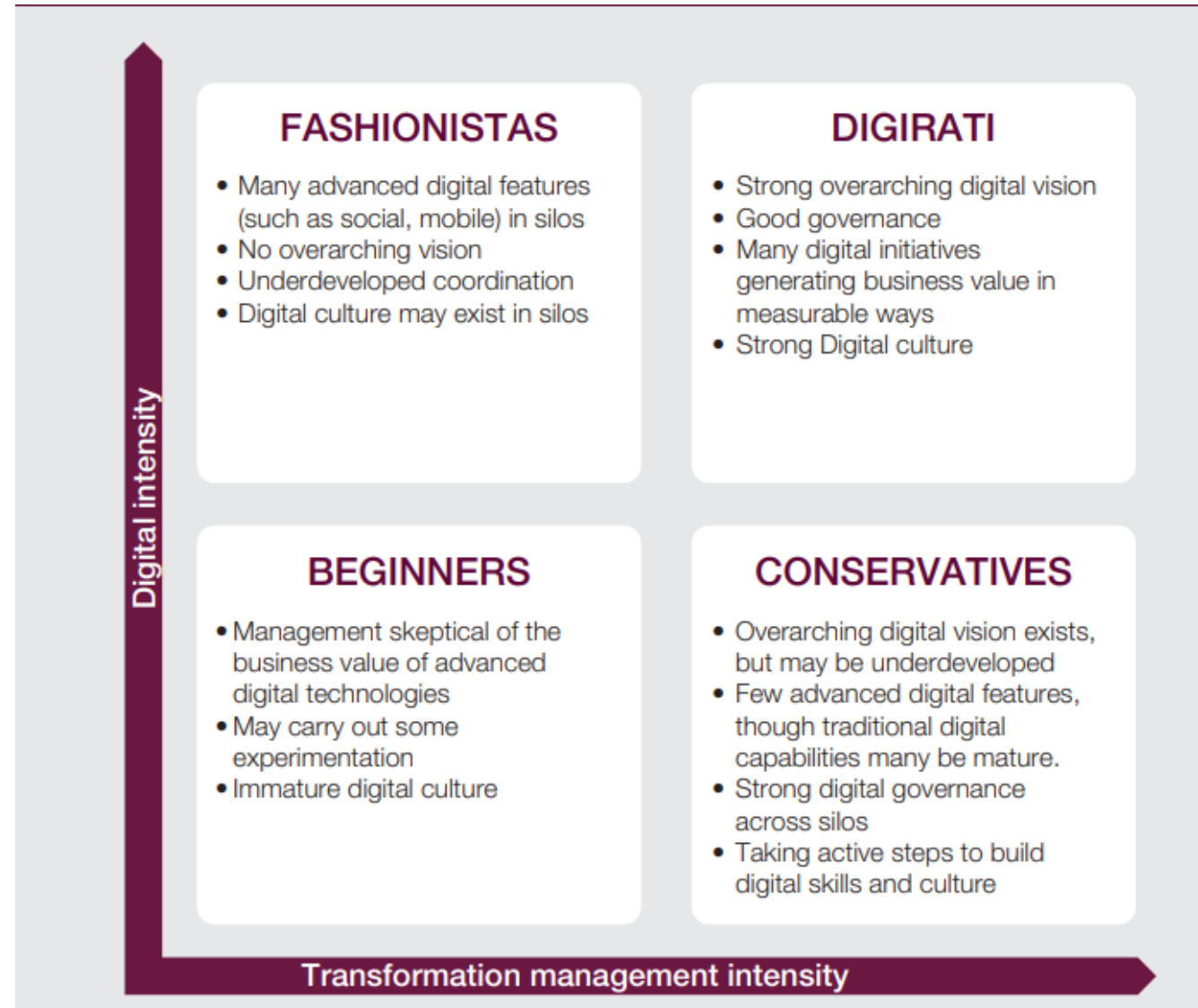**Dissatisfaction** with the status quo

Vision of a compelling future

First Steps in the right direction
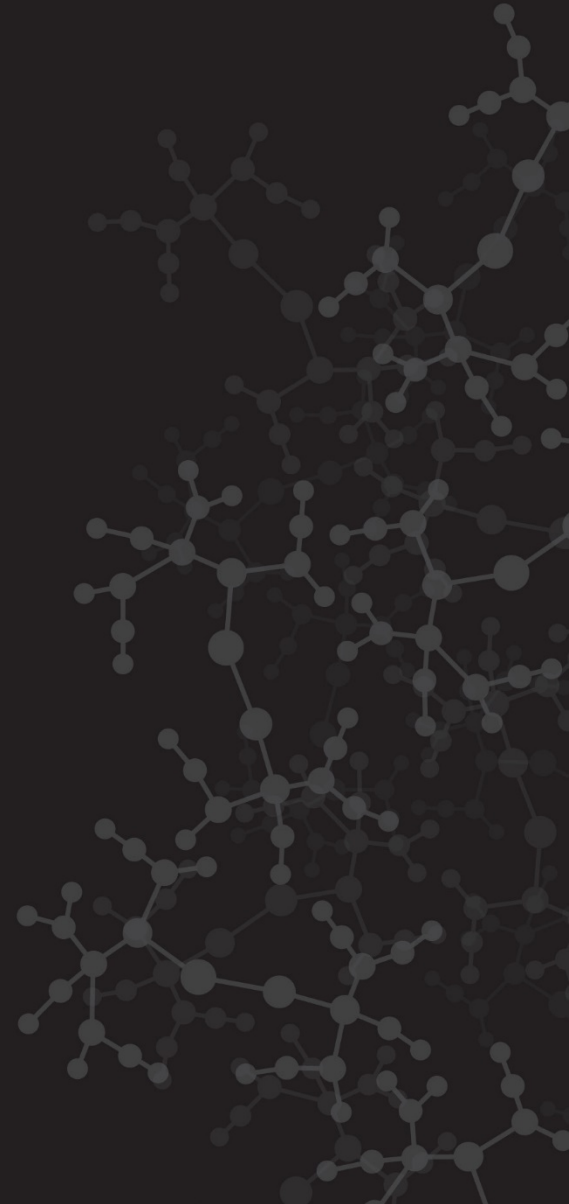
Resistance to change

Digital Transformation Maturity

FASHIONISTAS
- Many advanced digital features (such as social, mobile) in silos
- No overarching vision
- Underdeveloped coordination
- Digital culture may exist in silos

DIGIRATI
- Strong overarching digital vision
- Good governance
- Many digital initiatives generating business value in measurable ways
- Strong Digital culture

BEGINNERS
- Management skeptical of the business value of advanced digital technologies
- May carry out some experimentation
- Immature digital culture

CONSERVATIVES
- Overarching digital vision exists, but may be underdeveloped
- Few advanced digital features, though traditional digital capabilities many be mature.
- Strong digital governance across silos
- Taking active steps to build digital skills and culture

Digital intensity

Transformation management intensity

geonetric.com

https://www.capgemini.com/wp-content/uploads/2017/07/Digital_Transformation__A_Road-Map_for_Billion-Dollar_Organizations.pdf

What does the process look like?

Prepare

Benchmark current state

Create dissatisfaction with the status quo

Provide an inspiring vision for the future

Develop a GPS map for progress

Direct

Communications roadshow

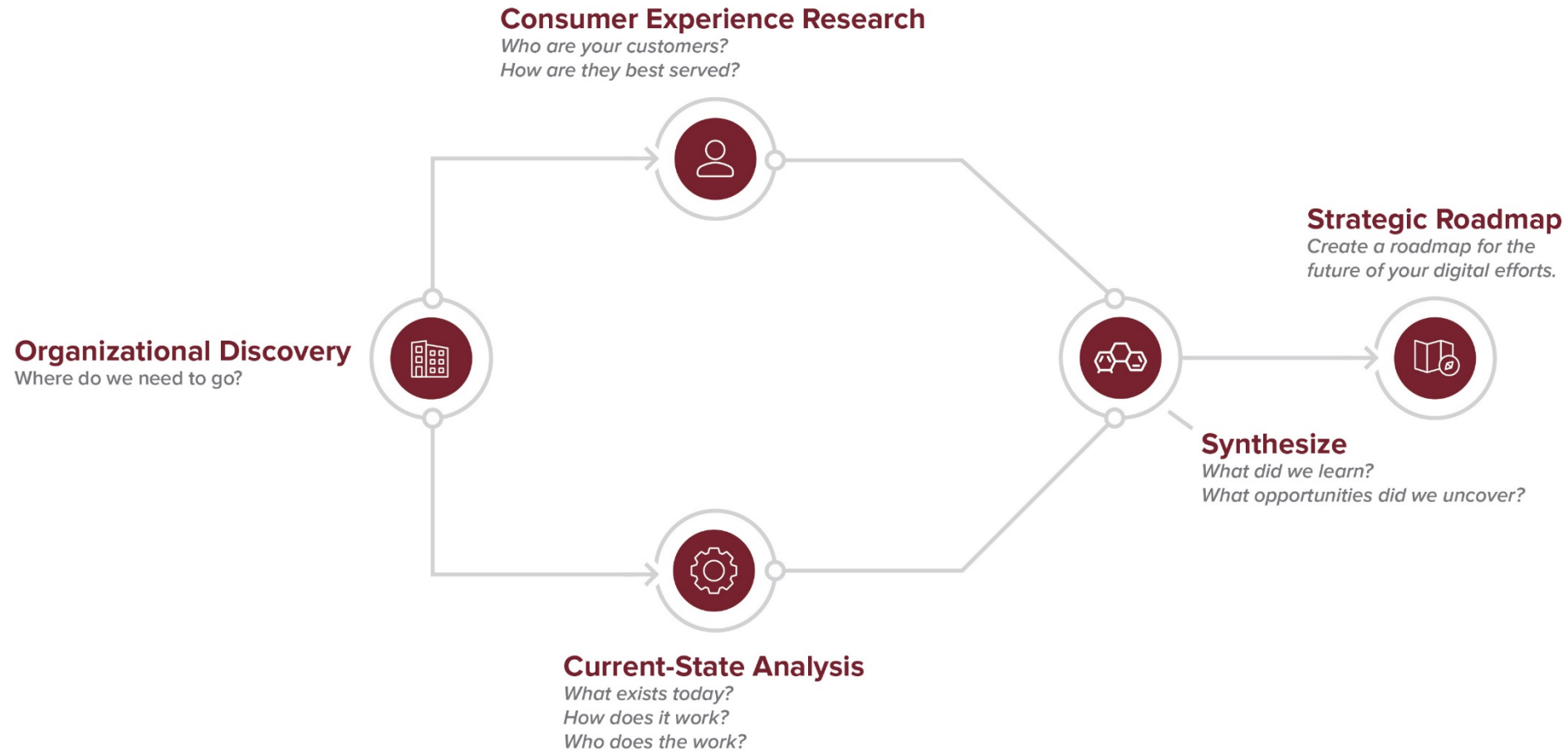Align incentives for leadership and other stakeholders

Lead

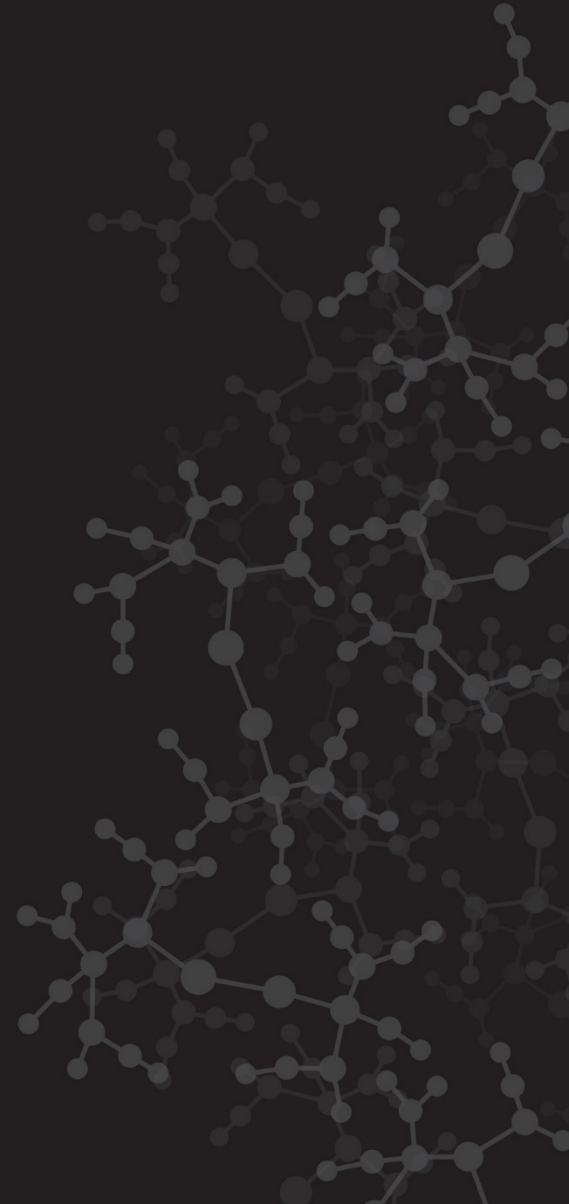"Lighthouse" projects

Fail fast

Iterate
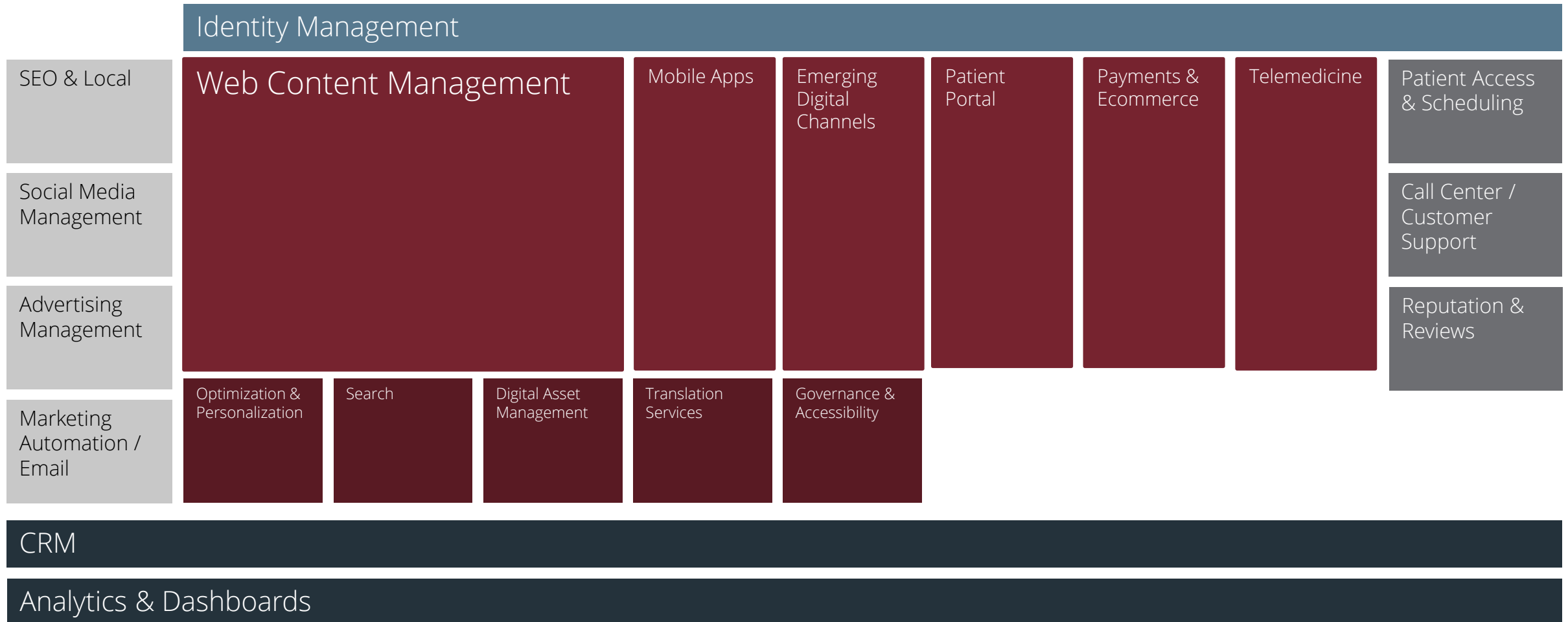
Take successes to scale
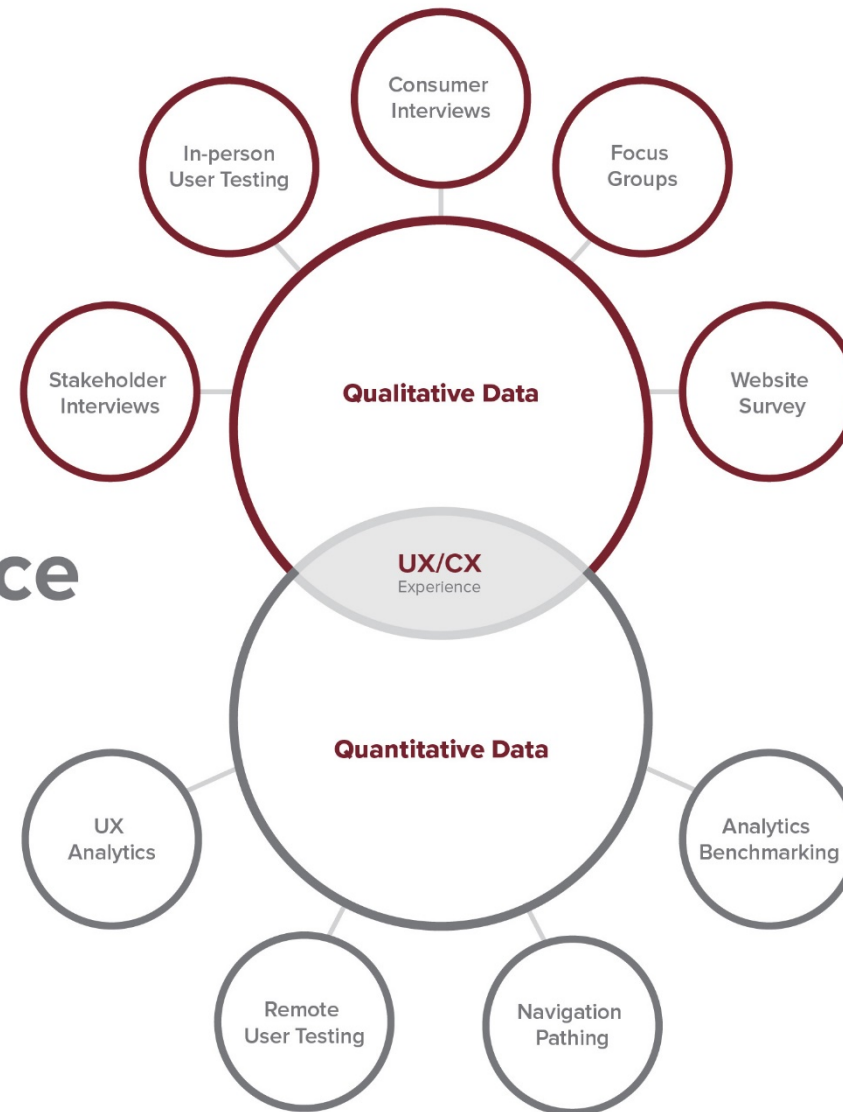
Strategic Roadmapping Process

Consumer Experience Research
Who are your customers?
How are they best served?

Strategic Roadmap
Create a roadmap for the future of your digital efforts.

Organizational Discovery
Where do we need to go?

Synthesize
What did we learn?
What opportunities did we uncover?

Current-State Analysis
What exists today?
How does it work?
Who does the work?

What are the key pieces of technology
successful healthcare organizations
have in place?

Healthcare Digital Experience Platform Components

Identity Management

SEO & Local

Social Media Management

Advertising Management

Marketing Automation / Email

Web Content Management

Mobile Apps

Emerging Digital Channels

Patient Portal

Payments & Ecommerce

Telemedicine

Patient Access & Scheduling

Call Center / Customer Support

Reputation & Reviews

Optimization & Personalization

Search

Digital Asset Management

Translation Services

Governance & Accessibility

CRM

Analytics & Dashboards

Where should a healthcare organization begin from a user experience standpoint in tackling a digital transformation project?
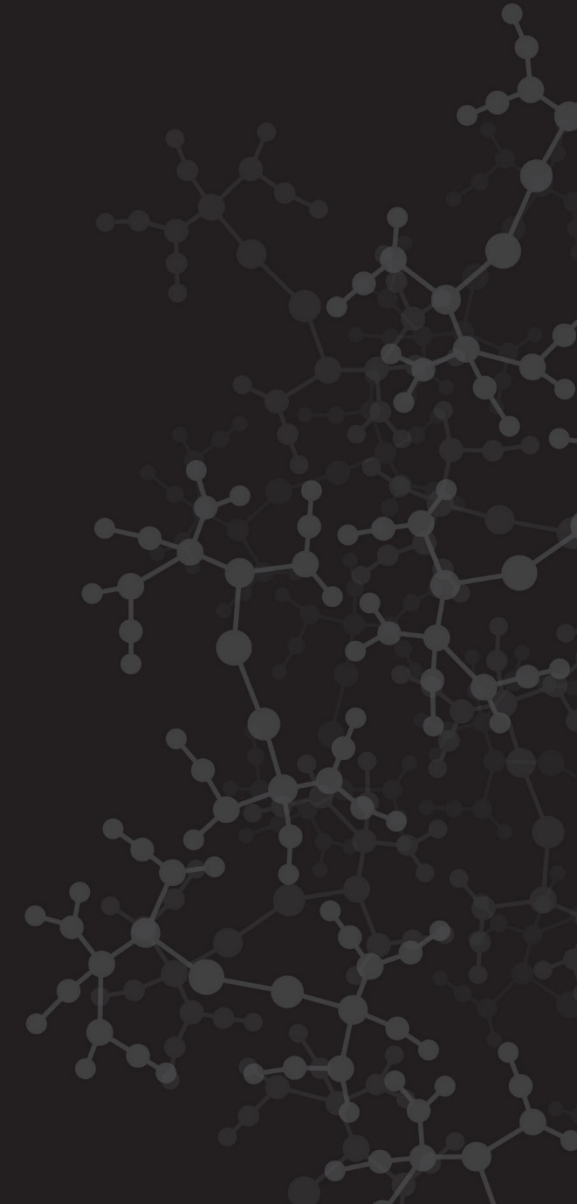
If you're told to "just do it", what do you do?