



CASE STUDY: Defining Customer BuyWay™ For Growth



Background

\$300 million eye care services company with leading position in \$2.8 billion refractive (Lasik Eye Surgery). Traditional GTM Strategy relied on Optometric referrals. Corporate Competitor disrupted market by introducing direct-to-customer (DTC) advertising model. TLC sought to compliment OD model with DTC. TLC 2 year procedure trend -10%.

Challenges

- TLC did not understand the different market segments nor the steps customers took to make decision to have Lasik surgery
- Although an early adopter of technology, TLC did not believe it was effectively communicating the benefits of its superior Lasik technology (i.e. Intralase)
- Concerned positioning not clear
- Limited experience in customer marketing – broad reach or targeted via direct or internet; lacked communication strategy
- Market share was stable but recently ceded leadership to a competitor

Approach

- Develop and execute a brand architecture providing point of differentiation and preference at each point in the purchase process
- Define customer segments, understanding how the purchase decision is made
- Develop Value Proposition and Brand Architecture
- Define differentiating benefits and map to each touch point to drive purchase intent
- Activate segmentation by developing questions that define segment/point in purchase process
- Define creative strategy and implement awareness-building campaign
- Develop tailored web / direct communications and testing and metrics to assess effectiveness

Result

- An 18% increase leads, consultations and procedures
- A 50% increase in awareness
- 200% increase in direct marketing effectiveness
- Online consultation bookings grew from 5% to 15% reducing Call Center Costs