



CASE STUDY: Bringing Marketing Spend Effectiveness into Focus



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

- Given the impact of the economy on consumer decisions with respect to elective surgery, the Lasik category is facing considerable pressure on procedure volume
- Under this economic uncertainty, the ability to quantify the impact of media and identify opportunities to improve efficiency and effectiveness of spending is critical
- Needed to develop a model that will allow us to determine the impact of different types of media and OD/MD referrals on leads, consults and procedures while controlling for market and unit characteristics
- Needed to allocate the marketing budget among media types and markets to achieve maximum performance and generate improved, measurable ROI

Approach

- Establish baseline set of metrics regarding lead generation activities, consultation requests and ultimately translation into actual completed procedures
- Create a Marketing Spend Effectiveness model based on historic spend levels across various media and marketing channels to help marketers make optimal decisions with linkage to specific business goals eg:
 - Marketing impact by DMA and by medium
 - Optimizing spend allocation across marketing budgets
- Assisted in rolling out new MSE capabilities and driving marketer adoption and compliance

Result

- Investment in robust and quantitative model yields a 10x ROI on efficiency and effectiveness
- Revealing the impact of unit mix drives 300% increase in direct mail leads
- Understanding how spending level impacts leads helped to fuel 18% growth in procedures year over year (over 4.5 times greater than the control group)