

Practice Marketing Manager Job Description



General Description and Overview

Marketing covers everything an office does to promote its services. This can include literally hundreds of different but important procedures that are done day-to-day in the office. Add to these scheduled promotions and even the most humble office can be involved in many direct and indirect marketing activities.

There is a direct ratio to how well these procedures and promotions are performed to the volume of services an office sees. The more marketing activities competently executed, the more volume of patient services the office will have to deliver. The clinic director is personally responsible for all marketing, but as she or he is also the doctor, the actual management of these activities should be delegated to a marketing manager.

The marketing manager manages all the marketing in a chiropractic office. To do so, a marketing “department”, which is really just a systemized set of procedures, has to be set up. It usually takes 6 - 9 months of part time work for this to be done.

Essentially, a list of all marketing activities needs to be made and then delegated to various staff. Some of these activities are new or done only now and then. They need to be scheduled, planned, and supervised as projects, such as a screening at a county fair or an open house.

Many of marketing activities are already delegated as they are part of routine internal office procedures. These would include activities such as answering the phone with a smile (front desk), an effective report of findings that closes the patient for the appropriate treatment program (doctor), and a pleasant financial consultation that resolves all patient financial concerns so they stick with their treatment program (patient accounts). Other recurring procedures may not be attached to specific department, and so must be assigned. These might include birthday cards to patients, scheduling external events at local businesses, etc.

Since marketing includes so many direct and indirect activities, the marketing manager has to keep a list of these procedures and regularly review them.

Her job includes reminding and encouraging staff and doctors to follow through on the activities they are assigned, particularly those that they may have temporarily overlooked. A major duty, then, is motivational. She is the office cheerleader and a chiropractic evangelist.

While the job of Marketing Manager covers a lot of details and requires a high level of performance, it does not take much time. Two to five hours per week is plenty of time in a small office to manage all of the activities.

Key Characteristics of the Practice Marketing Manager

- Love people and want to help them. Empathize with people.
- Obsessive about helping more people and seeing more office visits.
- You are a driver. You lead the office from the point of view of promotion.
- You cheerleader.
- You are upbeat, friendly, courteous, positive, make lemons out of lemonade.
- Disciplined. Get things done.
- Organized and task oriented.
- Not shy. Communicates personally.
- Passionate about the benefits' of chiropractic and need for others to receive adjustments and the services of your office.

Mission of the Practice Marketing Manager

To help the doctors help more people by assisting the clinic director and staff to manage and improve all the marketing activities such that the office operates at or near full capacity.

Key Performance Monitors

- Number of new patients (internal/external).
- Number of returning patients
- Patient retention. (OV/NP, % NPs still active after 3 months.)



References

Marketing Manager System Introduction by PM&A

Worksheets: Past Successful Activities, List of Special Promotions, Recurring Marketing Procedures

Key Duties

A good part of the marketing manager's job is to manage all of the marketing activities that go on in the office. Some of these will be events that need to be scheduled, and others are routine parts of everyday duties. Managing these activities is best broken down by what is done by time periods: daily/weekly, monthly, quarterly, yearly, and initially.

One of the most important duties, however, that goes on all the time are motivational duties. This is covered at the end of this job description.

FIRST THINGS FIRST: MAKING YOUR LISTS. (The following items should only be done initially. This begins to set up your marketing systems. Then, done once per year as a review.)

___1. **Past - Successful Procedures and Promotions.** Make the list of past successful procedures and special promotions. (See attached worksheet.). There can be two sections: one for marketing procedures – things you did or do regularly, and special promotions or events, things you need to schedule. This can be done in a “brain storming” session to get veteran staff to recall what worked.

___2. **Active - Special Promotions List.** After you have made your list of what you used to do that worked, you can now make your Special Promotions List. Transfer your past successful special promotions from to a new list (see attached worksheet) to your Special Promotions List and add any other special promotions, ads, or events that you are currently doing and or have planned. Again, these are events require special scheduling, such as a Patient Appreciation Day, screenings, external workshop, etc.



___3. **Active - Recurring Procedures List.** Do the same with your recurring procedures that used to work. Transfer them to a new list (see attached worksheet). Now add to your list any current procedures. This can get a little complicated because there are two types of recurring procedures: those that are part routine office procedures that are already part of someone’s job, and those that are strictly focused on marketing. At first, just write them all down. Some will be routine procedures like “greeting each new phone call with a smile.” Others might be “updating the Facebook fan” page, “obtain patient success stories”, “send out newsletters”, etc.



- **Office Departmental Checklists.** If you have department checklists of procedures of each office department, you can review these on occasion as well. If you don’t, check with your doctor or office manager when these might be done. Such actions as a good report of findings can generate lots patient referrals, as can a good patient financial consultation or greeting by the front desk. All of these also relate to marketing.

___4. **Review the Marketing Checklists Marketing Manager System** for additional reference or ideas.

___5. **Updates.** Keep adding to and revising your two marketing lists regularly: Your **Special Promotions** list and your **Recurring Marketing Procedures** list.

___6. **Assign Duties.** Go over with the Clinic Director and ensure that all items on the list are assigned to a team member. Most should be already delegated by reason of their particular job duties, eg, greeting the patient on the phone with a smile (front desk).

___7. **Leadership.** In a staff meeting, the clinic director should discuss marketing and go over everyone’s marketing duties, including those of the marketing coordinator.

DAILY/WEEKLY

- ___ 8. **Special Promotion and Event Supervision.** Each week, meet with the clinic director (and staff at a staff meeting if possible) and review action steps for upcoming events and ensure that all is being done that is needed. Coordinate as needed. (~ ½ hour)
- ___ 9. **Help with Marketing Events.** During the week, give assistance to team members working on action steps on specific special promotions and events. (~30 minutes)
- ___ 10. **Review the Recurring Marketing Procedures** list briefly each week and so that you can spot what actions are being done and what may be overlooked. (~15 minutes)
- ___ 11. **Help with Recurring Marketing.** In passing and as appropriate, help team staff and doctors to follow through recurring marketing procedures that they may have overlooked or abbreviated. Note these down to go over with clinic director and at weekly or monthly staff meetings.
- ___ 12. **Recurring Marketing Procedures.** Each week, with the clinic director, address any urgent and important recurring marketing procedures that need to be improved upon.
- ___ 13. **Marketing Manager Administration.** Make sure you keep up on the administrative details of the position, including: NP log is up date, NP tracking, key statistics, charts or “thermometers”, filing, keeping calendar up to date, correspondence, etc.
- ___ 14. **Be the Chief Cheerleader.** Compliment patients for their accomplishments – doctors and staff too.

MONTHLY

- ___ 15. **Meet with the doctor**, with or without staff. Before or during the meeting, do the following steps:
- ___ 16. **Review Last Month’s Performance.** Review the Marketing Scorecard, New Patient Tracker, and any other statistics that may help you know how your marketing activities did the previous month.
- ___ 17. **Planner/Calendar.** Review the marketing planner or calendar, and check how each scheduled promotion for the past month did. Note if it was done, and if so, how effective the project was. Get the numbers if you can.
- ___ 18. **Scheduled Projects.** Now is the time you look at and schedule upcoming major events over the next three months. You can schedule such things as:
 - ___ a. Special Promotions. For example, an open house.
 - ___ b. Internal Events. For example, “Headache Awareness Week.”
 - ___ c. External Events. For example, screening at local business.
 - ___ d. Advertising campaigns
- ___ 19. **Deadlines.** Ensure all the major actions of each project have a deadline, or dates set for completion.



- ___20. **Finance.** Make sure all events are planned out financially. Determine the expenses for all upcoming proposed events to present to the meeting.
- ___21. **Update Calendar.** Add to, revise, and or continue scheduled activities on your planner/calendar. This is a brief planning for the next 2-3 months. Discuss any slowdowns or log jams, and get them fixed.
- ___22. **Post on large calendar.** The whole team should see the “Community Outreach & Education Calendar.” You can call it any name you want, but post all of your special promotions for all to see and rally around.
- ___23. **Next meeting.** Schedule your next month’s meeting.
- ___24. **Goals.** Set monthly goals for total new patients and visits at a staff meeting or with your doctor.
- ___25. **Delegation.** Make sure all events and promotions are delegated to one person.
- ___26. **Individuals.** Go over details with individual staff or doctors as needed.
- ___27. **Staff Coordination.** If necessary, schedule an additional staff meeting soon to go over the details about upcoming promotions. Go over details to make sure everyone understands their part.
- ___28. **Recurring Procedures.** Don’t forget to review any items that are usual and recurring on your Recurring Checklist. Go over these with the clinic director and staff as well.
- ___29. **Training.** Schedule a training time. This will help everyone prepare for the upcoming event. It could be a rehearsal of an upcoming inside event, or practice screening procedure for an external event.
- ___30. **Personal Development.** Make sure that each month you spend time on studying some aspect of marketing and management to continue to “sharpen the saw.”
- ___31. **Monthly Report.** Complete a monthly report with your comments and plans and send in to your clinic director and marketing coach.

QUARTERLY/ 12 MONTH PLANNING CHECKLIST

- ___32. **Strategic Review.** Once a year, or even every three months, depending on time available, you can review the items on the **12 Month Checklist Yearly Planning Checklist** in the Marketing Manager Program. This checklist covers such things as reviewing your Mission Statement, Fees, Services, Positioning, and other long range and strategic items that are not urgent, but are important.

MOTIVATION

- ___33. **Motivation.** The office needs a cheerleader. Staff and doctors can become distracted with the stresses of day-to-day administration and the joy of chiropractic and helping patients can be lost. There are many different things that the Marketing Manager can do to keep him and the team excited about helping more people. But it all starts with excellent communication between you and the doctor and between you and the staff. Go out of your way to maintain a friendly relationship with all team members. There is a list of motivation procedures on the **Marketing Checklists in the Marketing Manager System.**

