



Marketing & Sales solutions for growth

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AGENDA

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- 4. Growth Opportunities
- 5. Performance Overview
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SALES PERFORMANCE & INSIGHTS

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Background & Opportunity

How we grow through identified opportunities and pain points

Growth through data insights and optimization of sales & marketing process

Marketing

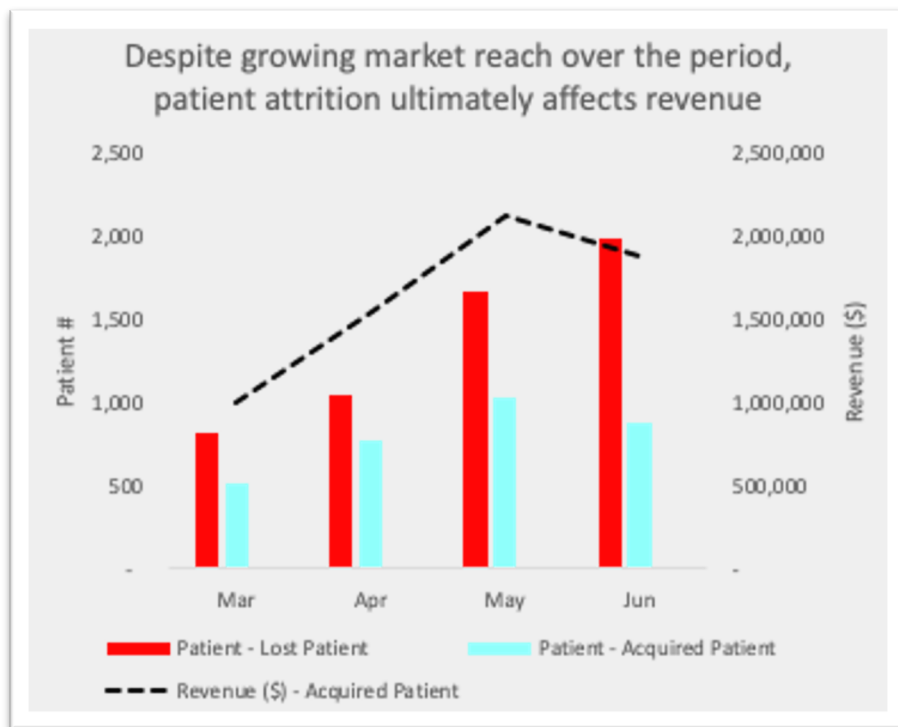
1. Continue to focus on **diversification** of marketing channels
2. Funnel spend from low performers and campaigns to higher conversion channels
3. Partner with marketing to **understand targeted personas** and campaign impact to identify efficacy and messaging alignment (ROI)

Sales

1. Territory approach to sales (region, country)
2. Best practices shared from top performers to bolster sales
3. Scaled compensation scheme for high performing salespersons
4. Opportunity to align salesperson with persona type to maximize support
5. Insert sales/support functions into drop off points in process to increase patient contact and conversion

Operations

1. Work with operations and design teams to focus on UX and customer behavior in each step of process to understand **drop off points** and bolster conversion
2. Offer in-person impressions through verified byte vendors in order to speed along the process
3. **Partner with cross-functional** teams (ops, data, mktg) on key KPI's, internal metrics, OKR's and datapoints to mitigate data issues for trending and analysis in scaling process



23.8 days: the average time to patient order from the initial patient creation date



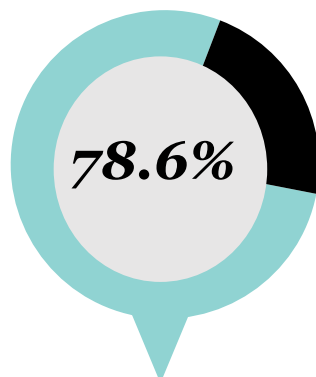
3,193 patients placed orders from May through June.

Month over month growth:

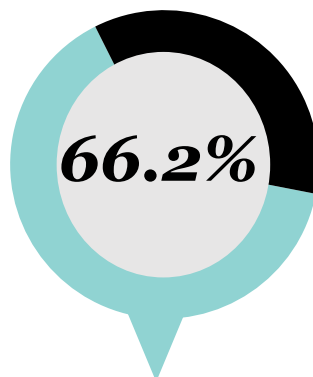
March - April	April - May	May - June
52%	34%	(15%)



3 personas drive **67%** of revenue: Aware Alice, Function Finn, and Wary Wendy



78.6% of Revenue is attributed to Affiliate, Paid Search, Paid Social and Native Marketing



66.2% of Revenue in the period is driven by 15 of the 43 Salespersons



Average conversion of 8,716 patients



Understanding Personas - 3 patient personas dominate, representing over 67% of sales and 66% of total patients



Persona	Have Insurance %	Marketing Group	Conversion	Revenue	Total Patients Created
Aware Alice	54%	Affiliate	37%	\$2.07M	2,721
Function Finn	53%	Affiliate	37.7%	\$1.27M	1,569
Wary Wendy	53%	Affiliate	36.9%	\$1.09M	1,447
Disconnected Dana	55%	Affiliate	37.5%	928K	1,219
Thrifty Tess	50%	Affiliate	37.7%	714K	937
Eager Eric	58%	Affiliate	33.6%	310K	456
Mystery Matt	44% (TBD - 84/367 blank)	Affiliate	26.2%	195K	367

Data Overview & Limitations

Data limitations and analysis implications

1

Missing and incomplete information for patient data population including salesperson, marketing group, subgroup, insurance datapoints affecting presented trends and deep dives

2

Duplication of datapoints in set i.e. insurance information duplicated and nonsensical (insurance type includes both “Insurance;FSA,” and “FSA”) - not material, but a consideration for scaling and data integrity/streamlining

3

Timing differences due to lengthy order process for some customers making matching difficult with revenue and marketing campaigns and skews trending

4

Incorrect datapoints such as populating insurance information for those that do not have insurance which skews results

5

Customer behavior as X-factor – order ultimately based on choice and desire.

While there are data factors we can use – we need to focus on targeting specific customer personas that are high value and high conversion and ensure we are providing the best messaging and sales support to targeted group(s)

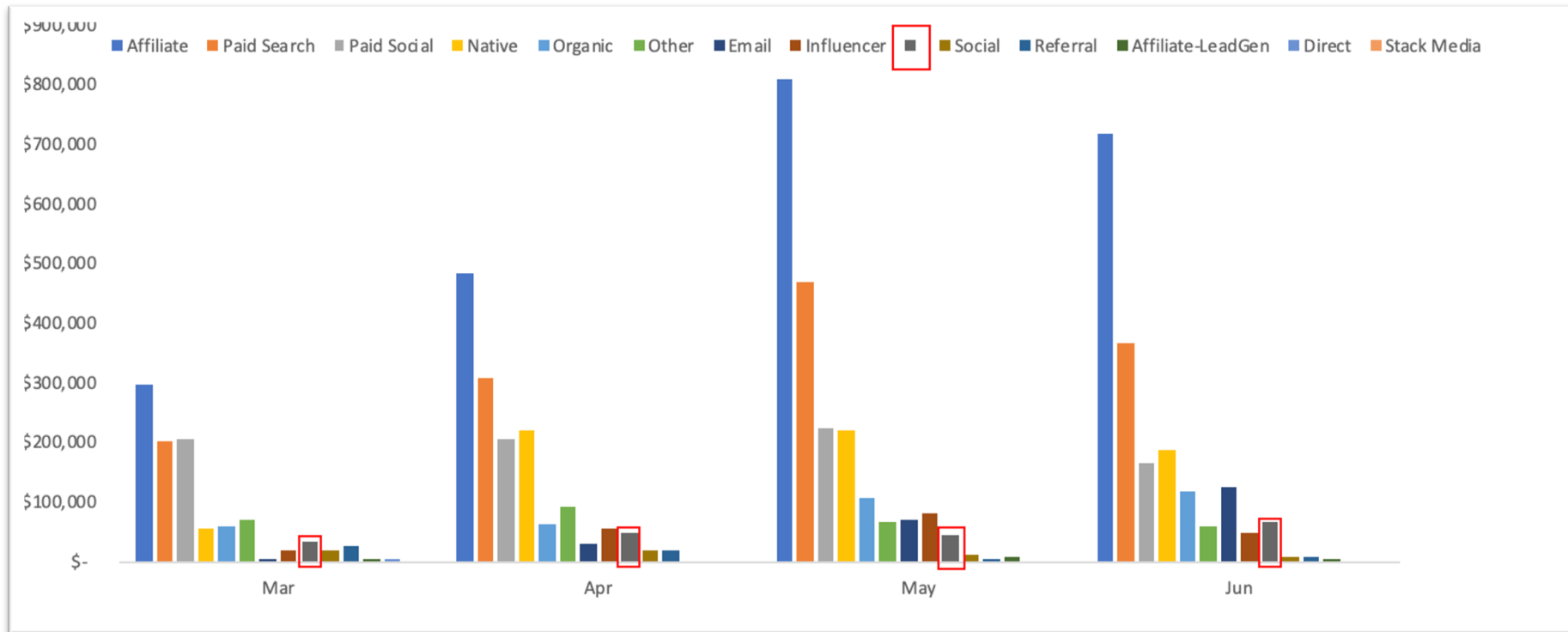


Bolster analysis through evaluating in conjunction with other datasets (i.e. Marketing spend by category and campaign) to evaluate ROI in addition to prior year/period data to understand trends over time through growth

Marketing Performance & Insights

Marketing channels overview

Affiliate, paid search, paid social, and native account for \$5.1M of \$6.5M in revenue and 6.9k of 8.7k total patients for the period



- Overall, revenue from ramped up from March to May and declined slightly in June from top performers with disparity in terms of patient reach and conversion
- Need to look at data in tandem with marketing campaign spend for **ROI**
- Allocate blank and other into more descriptive values to refine strategy and understand true efficacy of marketing group
- Evaluate low revenue channels for future use

Marketing groups with disparate efficacy

Focus on diversification of marketing channels' conversion while evaluating trends of each to understand reach, potential, and results to adjust strategy.

Marketing Conversion	March	April	May	June	Total
Affiliate	39.5%	44.7%	37.9%	31.5%	37.0%
Paid Search	40.6%	42.4%	39.7%	32.1%	38.1%
Paid Social	31.9%	31.8%	29.2%	20.3%	28.1%
Native	44.6%	49.1%	44.5%	37.2%	43.6%
Other	32.0%	49.0%	37.5%	42.4%	39.5%
?	36.0%	31.8%	24.4%	23.3%	27.2%
Organic	51.7%	53.3%	56.3%	46.3%	51.3%
Email	40.0%	53.3%	47.8%	26.4%	33.6%
Influencer	52.9%	51.8%	43.6%	31.9%	42.8%
Social	66.7%	43.5%	17.9%	19.0%	33.3%
Referral	44.8%	34.6%	37.5%	20.0%	35.9%
Affiliate-LeadGen	100.0%	0.0%	60.0%	40.0%	50.0%
Stack Media	0.0%	0.0%	0.0%	0.0%	0.0%
Direct	100.0%	0.0%	0.0%	0.0%	100.0%
Grand Total	38.5%	42.6%	38.1%	30.6%	36.6%



Opportunity: invest more spend on groups with higher conversion (e.g. Other and Organic)



Reduce marketing spend in lower conversion categories



Continue to evaluate groups based on trends in consumer behavior and response (i.e. influencer marketing)

Revenue of top 4 marketing channels by subgroup					
Review Site	205,314	287,764	392,017	274,897	1,159,992
Affiliate	91,050	191,443	417,217	431,003	1,130,712
YouDecide	1,795	4,240		10,524	16,559
TapJoy					
Affiliate	298,159	483,447	809,234	716,424	2,307,263
Google Paid	188,749	300,929	450,803	353,787	1,294,268
Bing Paid	13,965	8,330	19,000	12,370	53,665
Paid Search	202,714	309,259	469,803	366,157	1,347,933
FB & IG Paid	205,348	197,433	212,297	159,289	774,367
SnapChat	1,895	9,275	12,420	7,632	31,222
Paid Social	207,243	206,708	224,717	166,921	805,589
Other	54,130	220,395	220,192	186,731	681,448
Native	54,130	220,395	220,192	186,731	681,448



Granular level detail needed to understand true drivers of conversion and revenue within each category (Affiliate, Affiliate or Other, Paid Social)

Google campaign analysis and persona impact

Represents \$1.2M or 18% of total revenue for the period with Brand Search as the most effective campaign with over half the patient reach

Persona	Revenue	Total Patients	Conversion
Aware Alice	\$397k	481	38%
Function Finn	\$203k	265	37%
Wary Wendy	\$190k	239	39%
Disconnected Dana	\$190k	224	42%
Thrifty Tess	\$134k	157	41%
Eager Eric	\$40k	70	27%
Mystery Matt	\$40k	56	34%

Key highlights and takeaways:

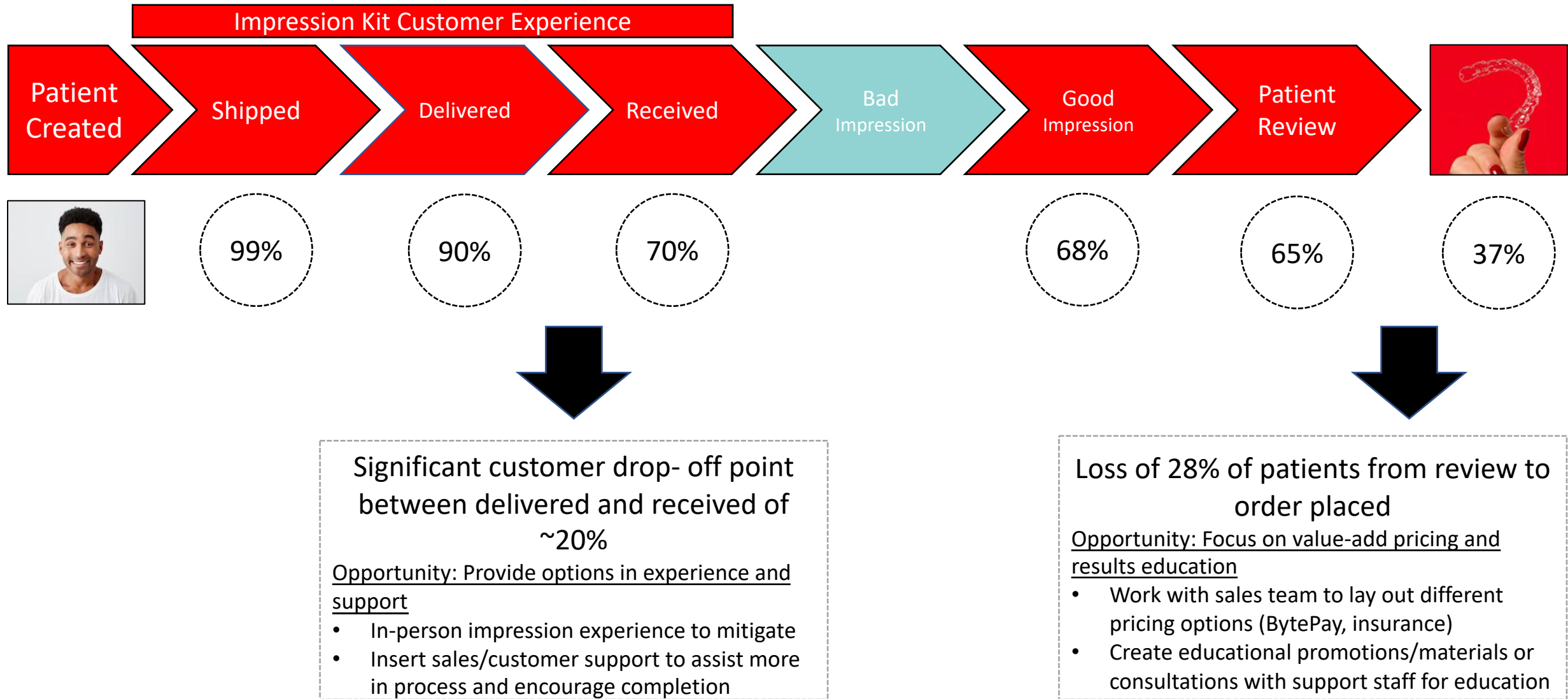
- **Trending:** revenue increased significantly over the period
- 18 campaigns over the period spread over Affiliate, Influencer, Paid search and Other groups
- Reach (1.7k or 17% total patients)
- Identifies need to **benchmark and ID key KPI's** for keep vs. drop evaluation of channels and campaigns
- Low-end of expectation considering power of Google platform



1. Focus on **target persona** with Google Campaigns to customize
2. Ability to increase Google Campaign efforts
3. “Mystery Matt” and aligning data with correct datapoints

Sales Performance & Insights

Understanding drop-offs in sales lifecycle for process improvements



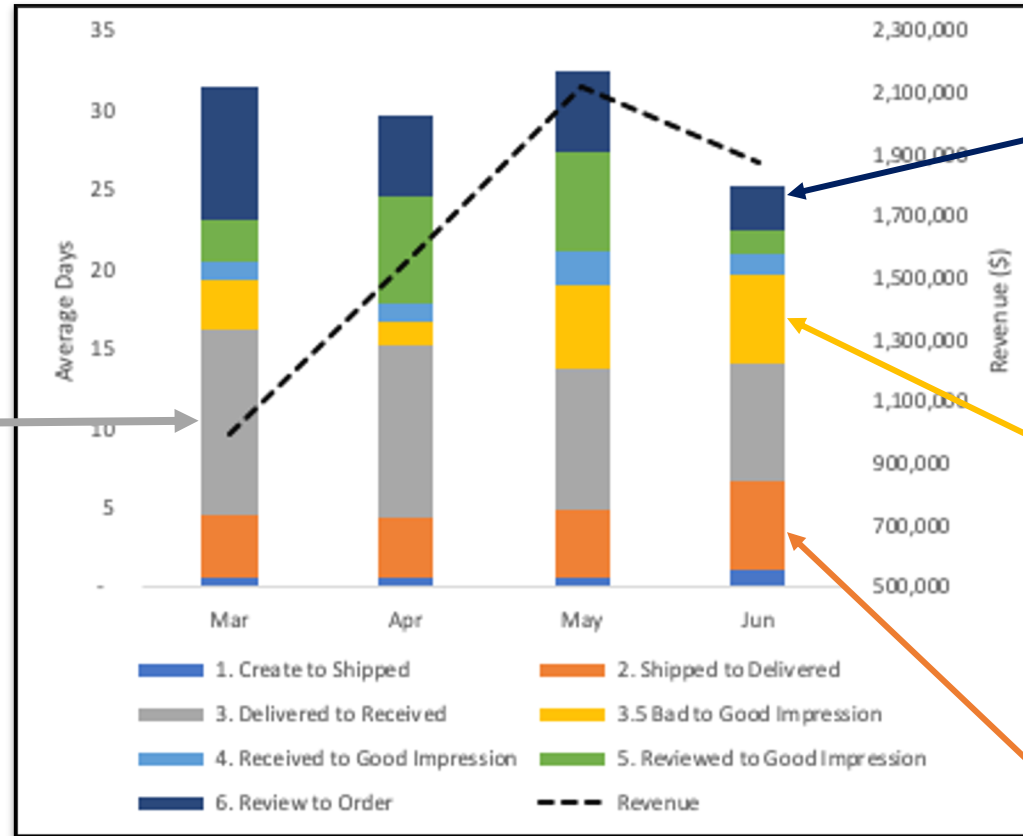
Analyzing the sales process by average days

Averages fluctuated over the period, signaling opportunity to streamline process. Use benchmarking to prior periods to identify overarching trends in customer experience

(1) Delivered to Received process most time intensive in process

- March – 12 days
- April – 11 days
- May – 9 days
- June – 7 days

Ops opportunity -
Work with preferred vendors to assist with impression making and avoid drop off



(2) Review to Order second longest: Sales/ customer service opportunity – increase patient contact during this step to push conversion

3.48 days average - Decrease time between **good vs. bad impression** through partnership with vendors

(3) Improve shipped to delivered average time (4.48 days) through partnership with common carriers

Insurance's effect on conversion

Competitive advantage through partnership with common insurance carriers, integrating popular insurance plans, and targeting underserved market with BytePay



Top providers for orders*

1. Delta Dental (\$1M)
2. Metlife (\$321k)
3. Cigna (\$222k)

**Over 680 options listed for Payer Plan Name – need to implement high level grouping and streamlined input values (i.e. one value for United healthcare vs. United Health Care)*

Opportunity: Partner with most common dental providers to promote product (increase market and total orders) & streamline insurance payment process (UX).



Trends of orders placed:

- HSA only type **15%**
- **68%** of “insurance” type with no detail (1,351)*

Inconclusive as to which plan type is more likely to lead to sale due to datapoints

Opportunity: Work with data team to streamline data points and understand plan details in depth for target market

	No Insurance	Insurance
Did not Place Order	70%	57.2%
Order Placed	30%	42.8%

- More even split between purchase behavior of patients with insurance.
- Patients without insurance were less likely to order*

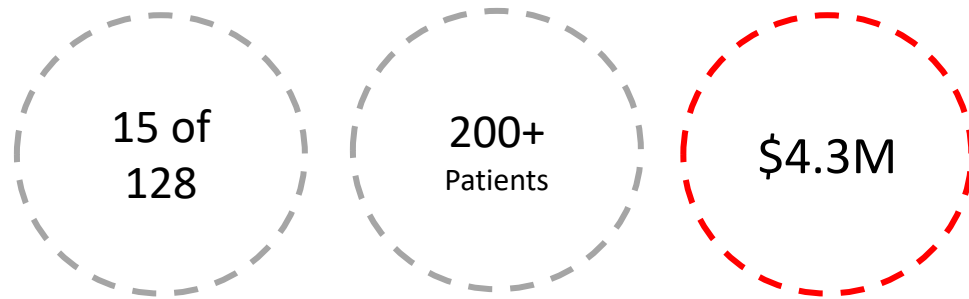
BytePay Competitive Advantage

- Capitalize and target “no insurance” market with BytePay
- 2,813 patients - \$5.3M total revenue potential if fully converted



Salesperson insights and opportunities

Opportunity #1: Rewarding Top Salespersons



*Top performer – 280 patients in 48 states
\$355k in revenue*

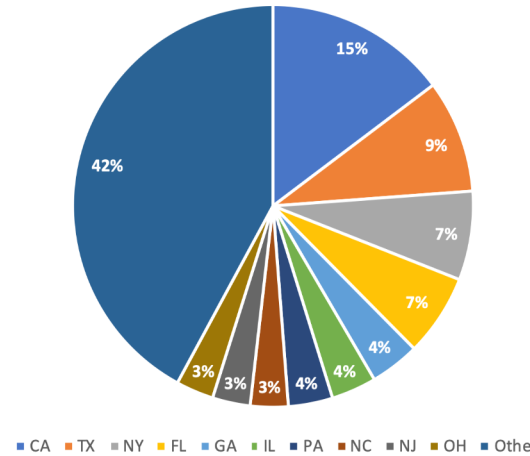
Opportunity:

- Create scaled compensation scheme to reward performance for meeting certain thresholds
- Share best practices by top performers
- 2,750+ patients were not tagged to salesperson- Use AI bot on online platform for immediate assistance to cover

Other consideration: Review in conjunction with compensation data and prior period performance to understand total performance trends and identifying effective pay/reward scheme. Scaling and growth impact in long term.

Opportunity #2: Territory Approach

10 US states comprise over 42% of total patients



- Capitalize on customer behavior knowledge and regional nuances – best practices for scaling
- Canada completely underserved - no revenue or salespersons assigned despite patient count

Q&A