

DIGITAL MARKETING CASE



UNIVERSITÉ DE SHERBROOKE

PRESENTED BY:



WRITTEN BY:

Maxime Courchesne, Lecturor, Université de Sherbrooke
Ana Dragović, VP Academic Happening Marketing
Étienne Moreau, VP Academic Happening Marketing

Description of the company and the industry

Dermago is an asynchronous-only medical clinic that relies on technology to provide teledermatology services. Through a completely digital offering of patient care, the organization makes it possible to access a dermatologist easily and quickly, which can be a very long process in Canada when using public services. The team's expertise is in treating the following conditions: acne, rosacea, rejuvenation, hair loss, eczema and psoriasis.

There are many benefits in using the Dermago platform. These benefits are less known by the public and deserve to be highlighted. Indeed, each consultation is supervised by a certified dermatologist, the appointment is made quickly and without the help of a family doctor. Moreover, your photos allow the doctor to offer you a fast and precise quality service with a prescription that will be sent directly to the pharmacy of your choice. All these steps are done in the comfort of your home.

Dermago's mission is to make a Dermatologist accessible, without the constraint of scheduling a physical or virtual appointment. The exchange of information is done through photos that are analyzed by Dermago's experts, within a short time frame. This consultation approach facilitates the patient's daily life by providing a clear and precise diagnosis, regardless of the time of day or location.

Dermago is defined by its 4 main values which are the anchor points of their service offer:

1. Universal accessibility to dermatological care, which is made possible by Dermago's innovative technological processes. Geographical and linguistic limits are now a distant memory.
2. Ensure the security of digital data by putting in place a high level of security infrastructure and processes, providing reassurance that personal data is in safe hands.
3. Ease of use with an innovative platform configuration focused on the user experience. The interface provides an efficient, fast and simplified viewing and tracking experience.
4. Delivering care quickly, because the Dermago team wants to provide quick and lasting relief to its patients. Asynchronous consultations eliminate exorbitant delays in getting professional help.

Context

Despite a growing confidence in medical technologies, many people are still wary of entrusting their entire consultation, diagnosis and follow-up to a virtual-only practitioner. Dermago is working to

demonstrate the relevance and efficiency of its new practices, specifically to a population that is more resistant to change.

Moreover, Dermago's expertise is perfectly adapted to the practice of telemedicine, because diagnoses are made mainly by sight. The increasing quality of communication tools allowing visual exchanges, notably smartphones, tablets and computers, contributes to simplify the processes for dermatologists. These tools are perfectly adapted to the types of consultations that professionals perform on a regular basis. The practice context is more than favorable to the digital shift, and it is simple to demonstrate the relevance of teledermatology by focusing on efficiency, speed and performance. Each year, more than 3 million dermatology consultations take place in Canada and the United States, hence the relevance of an innovative practice to accommodate the numerous requests.

To better understand how Dermago works and the packages offered, please refer to the company's website at <https://dermago.ca/>

Thus, the company is working more and more to make its business model known and to set up its digital presence, relying in particular on a brand new modern and performing website to make known the extent of its services. Its objective is to develop a powerful digital ecosystem, which will allow it to reach and convince potential customers to adhere to Dermago's expertise.

Mandate

Your mandate is to acquire new customers for Dermago through digital marketing strategies. You will have to put in place innovative and creative strategies that will not only generate traffic via the platforms, but more importantly, transform this traffic into customers.

The return on investment is a priority for the Dermago team, so you must include a very good analytical portion in your strategy, in order to demonstrate the relevance of your strategic plan and the various actions linked to it.

The most favourable territory for the development of the organization is Canada. Moreover, the public most involved with Dermago's services is made up of 25 to 44 year olds, experiencing one or several dermatological problems. This group is also more connected and uses the web to perform many everyday actions. However, you will need to pay special attention to the legal considerations that govern the telecommunication standards for this industry, but also to the cultural aspects of the province(s) selected for market development.

Objectives

- Effectively communicate the added value of the Dermago technologies and model in a teledermatology context.
- Generate customer consultations via the brand's digital platforms. The company is looking for an ROA of at least 4.0.
- Increase the online appointment booking and the use of the Dermago platform services by 30% year on year, i.e. over 12 months, at the same date.

The company wants a multi-platform strategy that will allow it to build knowledge/recognition with a new pool of potential customers and finally lead them to take a concrete action, which is to convert. To do this, you can use the brand platforms, suggest optimizations, but also propose new ones to integrate into the digital ecosystem.

Your presentation should include a complete schedule of actions and an overview of the planning, a detailed budget for the various initiatives, as well as your performance indicators and your estimated return on investment for each of your actions.

Constraints

The Canadian reality is better controlled and can be attacked head-on by the brand. Your digital recommendations should focus on this territory. Furthermore, the budget allocated to marketing communication initiatives is around \$500,000 annually and must cover all expenses (agency, creative, production and placement fees). However, a higher budget can be presented if a clear return on investment can be anticipated and if the overall strategy calls for it. In this sense, present your ROI calculations if you need to justify going over budget for your planning. The planning should cover a full year. The beginning (start of the planning) and the end are however at your discretion.

In carrying out the mandate, you do not have to consider the context of COVID-19. You can therefore propose solutions in a non-pandemic spirit. You must keep in mind that despite the wide range of possibilities related to the web environment, health advertising is still subject to strict rules from the Quebec and Canadian authorities, even on media not regulated by the authorities. You must therefore ensure that you present your brand's offer in a factual manner, while respecting the specific constraints dictated by Canadian advertising standards, as well as those of Health Canada, if applicable.

An excel file is available for you to know the real data of Dermago. Consult it in your Drive folder.