

## **Neonatal Services Case History**

### **The Problem:**

A medical entrepreneur – who also happened to be a board-certified Neonatologist – had developed a service whereby he could provide licensed Neonatologists to hospitals onsite 24/7 on a turnkey basis. This had a potentially significant value to many hospitals with large number of births, because they often have to transfer at-risk infants to Level III hospitals when there is a problem, losing patients and revenue, while increasing the risk to the infant. And having a Neonatologist on call meant potentially significant delays waiting for him or her to come in when needed. But it was expensive, and almost impossible to arrange for 24/7 coverage.

### **What They Tried:**

Introducing the concept of an onsite neonatologist group to upper management was extremely difficult. Many hospitals were comfortable with the on-call model despite its drawbacks, or simply accepted the transfer problem as a cost of doing business. So they ignored the company's direct mail. Networking was sometimes effective if they could make contact, but produced barely two good leads per year. As a result, growth was stalled, and the company was missing the market.

### **JV/M's Solution:**

With extensive experience prospecting into hospitals for a number of products and services, JV/M understood the bureaucratic and political issues involved. So we developed an Executive Appointment-Setting campaign that enabled us to understand the hospital's needs, as well as the decision process, before trying to get in. Using a strategically drafted and customized letter, and using extensive research and follow-up calls, JV/M was able to generate high-level appointments as often as 40% of the time on a base of scores of hospitals.

### **Summary:**

With several dozen qualified leads, the company was able to close six deals in the first year of the program for over a million dollars each.