

Team Four

Marketing Plan for Chesapeake Dental Group, LLC

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Executive Summary

This report contains information on Dr. K. Michael Murphy and Associates, LLC, and a variety of factors - both positive and negative - that have led the business to where they are today. With the information we provide, we aim to give insightful marketing strategies that can be implemented to improve the future of this business, soon to be known as Chesapeake Dental Group, and project their mission toward a new and larger audience.

Company Description

Dr. K Michael Murphy and Associates, LLC is a cosmetic dentist's office proudly serving the audience of the Baltimore area, located in the Tuscany-Canterbury neighborhood. After being in service for over 60 years and running through two previous owners, the office is about to be under the ownership of Dr. Alex Barton, being renamed to "Chesapeake Dental Group". The current office specializes in a variety of cosmetic dentistry procedures, such as crowns, dental implants, retainers, and sleep apnea treatments. In addition to their mentioned services, routine cleanings, and oral care treatments, they go the extra mile to make sure the general audience of Baltimore can receive their services. Despite having higher-end services, they help customers who need it with their finances and create financial plans, to make sure customers can receive whatever treatments they may need. The office is also very spacious, and despite needing a revamp of the current décor, the office is very cozy and has a welcoming environment, ensuring that their customers are satisfied with the area around them while waiting to be treated. All of the company's amazing contributions to the Baltimore area can be credited to its current incredible staff and will be continued with the new staff under the supervision of Dr. Alex Barton.

Strategic Focus and Plan

Mission

Dr. K Michael Murphy and Associates are committed to providing the highest quality oral health care for families and individuals in the Baltimore area. They strive to create an environment where everyone is treated with dignity and respect. They help customers with any financial issues that may arise to ensure that their customers are never worried about how they will pay for their next treatment. They use the latest technology in a caring manner, thanks to their amazing staff. They are always open to questions, comments, concerns, and suggestions, allowing for a more personal feel between staff and clientele. Chesapeake Dental Group should strive to be equal to, if not better, than the current mission of Dr. K Michael Murphy and Associates.

Goals

Our goal for Dr. K Michael Murphy and Associates, soon to become Chesapeake Dental Group under Dr. Alex Barton, is to maintain the existing customer base that will be carried over from the previous owners, while also growing their clients to new communities and markets. Additionally, we want to boost their sales by growing their social media presence and helping Chesapeake Dental Group become involved in the Baltimore community by participating in charity events; not only are they giving back to the people who give to them, but people can recognize them for their contribution to the community and benefit from their amazing services. By the end of this year, we hope to establish a strong social media presence on apps, like Instagram and Tik Tok, connecting them to partner with local businesses, and additionally provide Chesapeake Dental Group with tools to successfully promote their company on those platforms.

Core Competency and Sustainable Competitive Advantage

Chesapeake Dental Group's core competency and sustainable competitive advantage are their highly trained and skilled team of dental professionals, their state-of-the-art facilities equipped with the latest dental technologies, and their commitment to providing personalized and compassionate care to their patients. Additionally, they have developed and maintained strong relationships with their patients and have a solid reputation in the community, which gives them a sustainable competitive advantage over new dental practices. The partnership and transfer of ownership that is currently established between Dr. K Michael Murphy and Associates and Chesapeake Dental Group have also given the practice a competitive advantage because they can work together to ensure their patients continue to receive the best care possible for years to come.

Situation Analysis***SWOT Analysis***

Dr. K Michael Murphy and Associates's marketing has many strengths and chances for opportunities, but they also need to be aware of the weaknesses and threats they may face in the future. When looking at their strengths, Dr. K Michael Murphy and Associates have a large spacious office, located in a great spot in Baltimore, with a very strong and loyal client base. This isn't a shock considering another one of their strengths is their highly skilled and certified dentists. The team has received several awards/recognition for their efforts in cosmetic dentistry in Baltimore. This all leads to them having strong customer reviews, and a credible reputation when being discussed by word of mouth. A great reputation helps create trust within the customer-company relationship. To keep that trust going, great communication needs to be involved which is a perfect opportunity for them as a company to expand upon. There needs to

be a better presence when it comes to their online marketing through social media and it needs to be a smooth transition. By doing so, they will reach a broader audience and help raise consumer interest. Another opportunity to consider with this rebranding is to reach out to local orthodontists/pharmacies and create a partnership. Establishing a partnership with an orthodontist is great for publicity, especially with the new incoming clients. Customers will see that they have a 2-for-1 deal, being able to get cosmetic work done at Chesapeake Dental Group and have somewhere to get their orthodontic work done as well. In return, the partner orthodontist can recommend soon-to-be Chesapeake Dental Group to their patients, creating a win-win situation. Additionally, partnering with a pharmacy is a great way to help Dr. K Michael Murphy and Associates/Chesapeake Dental Group attract new clients while still providing a smooth and easy process to accessing health care. All these opportunities will help raise the current profits. With all this opportunity, they must face and fix their current weaknesses. The first is their outdated website. There are some missing biographies for office staff, the web page setup could be simpler and cleaner, and the website overall is a little hard to navigate. They also need to create a social media presence, considering their last Facebook post (as of April 14th) was posted mid-January; and their last YouTube video was posted 9 years ago. Hiring someone to focus and manage their social media accounts, and putting out content weekly will be an investment, but a smart one that will help create revenue in the long run. Lastly, looking at the threats they face, some competitors are more advanced than Dr. K Michael Murphy and Associates. But, on the bright side, most of the threats are in ways that we have talked about already: online presence. Some competitors' websites are easier to navigate, provide much more detail, and are frequently updated. Also, they are much more well-known when it comes to social

media marketing. Chesapeake Dental Group should consider tackling these weaknesses and threats as soon as they can.

Industry Analysis

The cosmetic dentistry industry has had its ups and downs over the recent years, experiencing some staggering growth. There is a growing trend in the market of people wanting to improve their physical appearances to help aid in boosting their confidence. As the years go on, it continues to offer a wide range of procedures making it a multi-billion dollar industry.

Many factors go into their tremendous growth. More and more people are intrigued with cosmetic dentistry every year as society slowly shifts its social attitudes pertaining to physical appearance and self-image issues. We can give a huge shoutout to social media for these trends because as the social media market continues to grow, the more people are posting pictures of their everyday lives, which results in more people being fed into this idea of how it is a need to always “look good” whether they are self-aware or not. So, as a result, people are more willing to spend their money on these procedures because the pressure of fitting the status quo becomes stronger with each passing year.

Another factor is the accessibility and advances in modern-day medicine and technology. Procedures are so much more affordable, and allow consumers to have easier access to these opportunities. There are a variety of products that can be done at home and people can achieve the same results. The final factor which we believe plays the biggest role in the growth of the cosmetic dentistry industry is the role celebrities play in fuelling the fire. Many figures in the eye of the people have publicly undergone procedures and treatments in order to help them improve their own self-esteem. Once again, this helped destigmatize this idea of cosmetic dentistry

making it much more acceptable in today's current society. It is clear that the future of cosmetic dentistry is headed in the right direction.

Competitor Analysis

- Smile Rotunda (Services)
 - Smile Rotunda offers a full range of services, many similar to K. Michael Murphy and Associates, but include many that are typically not offered in other dental practices, such as preventive care (exams, cleanings, and mouthguards), general dental care (root canals, fillings, and restorations), restorative care (crowns, and dentures), cosmetic care (teeth whitening, veneers, and Invisalign), and lastly specialty care (endodontics, and periodontal treatments). These services allow them to stand out as a competitor, considering the convenience and range of services that appeal to many different target demographics.
- Dr. Garcia General and Cosmetic Dentistry (Customer Satisfaction & Reputation)
 - Dr. Garcia General and Cosmetic Dentistry has maintained a 4.9 review on their website (770 reviews total), Google reviews (652 reviews), and Facebook (118 reviews). Not only is the review status very high, the number of reviews are much higher than the ones Dr. K Michael Murphy and Associates receive, with a much higher frequency of reviews as well. The reason for them being a competitor is the importance of reviews. Good reviews are crucial when focusing on attracting new clients to a company.
- Spectrum Dental (Online Presence)
 - Spectrum Dental is a huge competitor when it comes to online marketing. They have an online presence that is much more impressive than what Dr. K Michael

Murphy and Associates currently have. Their website is easy to navigate and keeps a clean and simple look while having their own unique personal branding. At the top of the website, they include the location of their office, office phone number, and social media links. Compared to all competitors, they also have an impressive Facebook following (1,000 followers). They post much more frequently (the last post was April 12th), and receive much more social media engagement.

Company Analysis

Dr. K Michael Murphy and Associates, LLC, is a cosmetic dental office that is located in the Tusculum-Canterbury neighborhood of Baltimore. The office is about to be under the ownership of Dr. Alex Barton, being renamed to “Chesapeake Dental Group”, who wishes to one day open more locations throughout the Baltimore area. Under current ownership, the variety of cosmetic dentistry procedures, helping customers who need it with their finances and creating financial plans, and a very spacious and well-decorated office separates this dentist from their local competitors. They have the latest technology when it comes to dental care, and even have dentists certified to medically treat patients with sleep apnea through oral care.

The primary marketing strategy for the dental office is through word of mouth, which is highly effective, but outdated compared to their competitors. This may deter customers away from them as they aren't seeing Dr. K Michael Murphy and Associates' services, location, and staff being promoted on a daily basis. Despite the disadvantage to this, word-of-mouth marketing is highly effective, as customers will hear first-hand all of the amazing things that this office has to offer. This has proven to be effective over the past 60-plus years, but it is time to become more 'new-school' to be equal to or better than their competitors in the market.

Customer Analysis

Chesapeake Dental Group's target market will vary depending on the services it provides. Dental services are available to people of any age, so the clientele could include children as well as older adults if that's what they want. We believe that the addition of cosmetic services will bring in a new clientele of 40-year-olds to 55-year-olds, regardless of how broad the demographic may be. Chesapeake Dental Group will stand out from other nearby dental practices that do not offer cosmetic services and hopefully attract new customers as a result of the addition of other services they may decide to provide. Through the use of social media, we hope to further expand this demographic by incorporating our marketing strategies. We believe that younger customers can be reached with a more advanced social media presence. Additionally, the current company, Dr. K. Michael Murphy and Associates, LLC, serves a rather older clientele; a smooth transition is essential to fostering client loyalty.

Market Product Focus

Chesapeake Dental Group has to assess their market product focus before introducing the rebrand of this company. First, they must look at how they can penetrate the market and outshine existing products and services within the community. In addition to that, they must be able to win over the current market they are in while also tapping into new ones. Next, Dr. Barton and Chesapeake Dental Group have to work on product development by bringing new products into existing markets. Dr. Barton explained to our class how he wanted to introduce botox as a form of dental care, which is something that is not as common within the dental field. This gives the company an advantage and also creates new interest in the market for people to try their services. Chesapeake Dental Group must also focus on their market development and be able to bring their existing services to newer markets, such as clear aligners and regular cleanings. This can be

done by reaching new communities through social media to come and be patients at the new office. Lastly, Chesapeake Dental Group must focus on their diversification and bring new products to new markets. We will help them push their services that are less popular while also growing their customer base so that all of these goals can be achieved.

Target Markets

The target market of Chesapeake Dental Group will range based on the variety of services offered. Dental services are not subject to any specific age group so the demographic could range from children to older adults if desired. However as broad as the demographic can be, we believe that the inclusion of cosmetic services will attract a new clientele of older adults ranging from 40 to 55. The inclusion of cosmetic services will hopefully gain new attraction while also putting Chesapeake Dental Group at an advantage over other dental companies nearby that do not offer cosmetic services. Additionally, offering routine cleanings and clear retainers can attract a younger demographic, ideally, those 25 and younger. With the incorporation of our marketing strategies, we hope to expand this demographic even further through the use of social media. With a more advanced social media presence, we believe that a younger clientele can be reached.

Marketing Program

Dr. K Michael Murphy and Associate's current marketing plan is mainly through word of mouth. While by all means this can be very effective, as customers can hear first-hand about all of the wonderful things this dentistry provides, it is simply an outdated method of marketing. When Dr. Alex Barton takes over, there are a few recommendations we suggest tackling to further improve the current reputation of the office and gain new clients and receive a higher profit. This plan specifically will focus on improving and starting new social media platforms,

creating and trying new types of loyalty programs, and becoming more involved in the Baltimore community.

Social Media

Social media is a highly effective form of marketing in today's market. People are constantly on social media - whether that be on a phone, laptop, tablet, etc. - and social media users are constantly receiving advertisements and promotions on the home pages of these social media platforms. So, what better way to promote a business than by promoting the highlights of your business right when someone opens up an app? This can also include promoting their website to pop up as a recommended website when someone uses Google to look up "Dentists near me".

Fortunately for Chesapeake Dental Group, creating social media pages are free. Creating content for these social media pages are relatively low-cost, and more often than not *free* to create posts. If they wish to have these videos promoted and advertised on home pages and search pages, they can pay a small fee to let the algorithm do all the hard work. Transformation photos/videos, a video tour of the renovated office, a "meet the staff" introductory video, and promoting their loyalty programs are a small fraction of the countless media Chesapeake Dental Group can create. Additionally, a fun idea for both the staff and the customers may include a "day in the life of _____" on their Instagram and Facebook accounts, where a certain dental staff records the ins and outs of their day at work. This staff member can also host a Q&A with their followers, and this staff member can post the questions and responses onto their story, allowing *everyone* following along to be provided with answers to questions they may have themselves. Once this "day in the life of _____" is over, they can create a highlight reel of the story to be featured on their account; customers will be able to view this highlight reel whenever

they please, allowing for easy access to see how the business runs from a staff member's point of view.

Besides social media, a great way to make the business feel fresh is by creating a new website. An effective website for a dentist's office is short, concise, and straight to the point with what they do and why you should trust them to be your dentist. Keep the most important information at the top - such as their impact statement, rewards/qualifications, customer reviews, and "schedule an appointment" button/link - as this is what customers want to see right away when looking to join a new office. They want to make sure their new office is clean, efficient, and qualified, and this is a great way to promote that. Additionally, creating a menu bar is a great way to provide customers with other important information without clogging the website, such as listing *all* services they offer, meet-the-staff page, insurance policies, etc. Also revamping their business cards is a small, but effective, way of showing customers that Chesapeake Dental Group cares about what others see and think of them. Doing any or all of the ideas above will show that the business makes an effort to make customers satisfied with the information they receive.

Loyalty Programs

Creating a relationship with clients is very important in any industry. The inclusion of loyalty or reward programs with Chesapeake Dental Group could be very beneficial in creating and maintaining these relationships. As mentioned, there will be many clients who will be transitioning from the old practice to the new practice which may not always be easy. To ensure the transition is very smooth, we believe that there should be some type of reward system or even discount for older clients to maintain that loyalty. This would show the older clients that they are still just as prioritized as newer clients and help create a relationship with the new office.

For every client, we believe there should be loyalty programs that would be mutually beneficial and help create and maintain relationships with the office. One suggestion we have is the implementation of a membership program where clients may receive lower costs on different services based on how frequently they visit the office. Incorporating this into the practice may encourage clients to come more frequently which would only bring in more revenue in the long run. To expand this membership option, Chesapeake Dental Group could partner up with other businesses nearby and create a discount exchange program where clients could receive discounts and perks outside of just the dental office. One example of this could be, every visit a client who is an active member could receive '20% off' at select stores nearby.

The most important 'loyalty program' is ensuring that the office is hospitable. A large part of a dentist visit is the experience, so creating a space where clients would want to return is crucial. To create this space, we suggest that the waiting room offer a water or coffee bar that clients have the option of choosing from. Even though the goal of the waiting room is to have clients wait the least amount of time, the inclusion of a beverage bar creates a hospitable environment where clients can feel welcome and comfortable. If not planned already, we also think the dental company should include some form of 'goody-bag' that would have a wide variety of items. One of these items could be a mini discount at the dental group or stores nearby, as mentioned above. Creating a space and maintaining relationships where clients would want to come back will be a large factor in the success of the dental group.

Involvement in the Community

Dr. Alex Barton is interested in partnering with local businesses and giving back to the community that gives to him. Not only is this a great idea to get his business out into the world and provide good publicity, but it is also an amazing strategy to build a more personal and less

professional relationship with his customers. While professionalism is still important to maintain in an office setting, getting to know a customer on a first-name basis and being able to be informed on the good and bad parts of their life will make a customer feel more appreciated at the business and that they are truly cared about. A great example of a business that does this is hair salons. Hair stylists are *always* talking to their clients like they have been best friends for years and show genuine appreciation and care for their clients. In return, clients feel a unique and special bond with their hair stylist that they might not receive anywhere else, which keeps these clients coming back for more and more services. Chesapeake Dental Group can develop a similar relationship with their clients through charity work and partnerships, which will make customers feel appreciated and keep their clients coming back for more and more services.

Speaking of charity work and partnerships, this is a great way to earn good publicity while also making Baltimore a tighter-knit neighborhood. Chesapeake Dental Group can either donate to or physically participate, such as a 5k to raise money for research towards a certain cause, in these charity events. The people of Baltimore will appreciate the hard work that Chesapeake Dental Group is putting into making Baltimore a great community and will want to thank them for their services by coming to receive oral care from them.

Additionally, creating established partnerships with local businesses that will promote them is a great way to get publicity. Let's say Chesapeake Dental Group partners themselves with a diner, for example. Diners will often have either a bulletin board, clear tables with business cards decorating the table, or advertisements of businesses on their menus. While diners are waiting for their food, these advertisements will give their customers something to look at, and having their business promoted at the diner will make people aware that they exist if they ever need to switch dentists, or simply just want to try out their services. On Chesapeake Dental

Group's end, they can provide coupons in goodie bags and emails and/or text alerts to promote the diner they decide to partner with. This applies to a variety of other business types, such as pharmacies, gyms, doctor's offices, orthodontists, retail stores, etc.

Financial Data and Projections

Dr. K. Michael Murphy and Associates brought in an estimated \$4 million annually. Dr. Barton's plans for the upcoming years is to grow the company from within and update it so that their revenues can increase. Additionally, Dr. Barton has expressed that he wants to expand their offices and practices to multiple locations across the area. While the goal is always to generate more revenue, we must take into consideration that the money we gain now is going to be put towards hiring and training new staff, remodeling the current office, and purchasing new office spaces and revamping those. While the growth may not appear in the numbers immediately, there will be a significant increase in revenue once the full rebranding of Chesapeake Dental Group is put into effect.

Organization

Some things our marketing plan will do is organize certain aspects of Chesapeake Dental Group. To start, we will revamp and reorganize the website to make it easier for customers to navigate. We will have a distinct layout of all the services provided, what insurance is accepted, and a place designated for making appointments online. Additionally, the display of the website can be updated to look cleaner and more modern and to also display all of the contact information for the office along with listing all of the individuals that work there. Pictures and videos can be inserted on the website, and the office's social media pages can also be added to it. Another organizational method we will implement is changing the business cards and pamphlets that the office will hand out so customers can adhere to the new look of the company while also

promoting the brand well. Additionally, there will need to be high levels of attention dedicated to organizing the social media pages for the dentist's office. A new position could be created to manage the accounts and find the best content to make that will promote the business.

Implementation

Our team will help implement our new marketing plan in the following ways. We will implement ways to manage procedures that will help evaluate growth and sales. Dr. Barton has discussed potentially hiring a social media manager as either a full-time position or intern, which will help the company manage the new online accounts that we will create for them. Additionally, we will update the staff about the changes that will go into place, and provide any training that is needed to make the transition go smoothly.

Evaluation and Control

Once we implement the marketing plan and gather all the resources necessary, our team will help evaluate and control the progress of the plan. We will survey customers to see if the changes have improved their experience and overall perception of the brand. We will also perform monthly evaluations of growth to see what needs to be added, removed, and fixed in regard to marketing efforts. Lastly, we will continue to find ways to build upon the changes when the company is ready.