

Internship Training

at

DayToDay Health

Thought leadership Marketing: A Strategy for B2B2C Healthcare
Organisation

by

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Enroll No.- PG/18/026

Under the guidance of

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Post Graduate Diploma in Hospital and Health Management

2018-20



INTERNATIONAL INSTITUTE OF
HEALTH MANAGEMENT RESEARCH

International Institute of Health Management Research
New Delhi



The certificate is awarded to

Ishwin Kaur

In recognition of having successfully completed her Internship in
department of

Marketing

and has successfully completed her project on

**Thought Leadership Marketing: A Strategy for B2B2C Healthcare
Organisation**

She comes across as a committed, sincere & diligent person who has a strong
drive and zeal for learning

We wish her all the best for her future endeavors

Authorized Signatory

P S Vishnu Vardhan

Dr. P. S. Vishnu Vardhan

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ishwin Kaur student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone internship training at DayToDay Health from 10th February to _____.

The Candidate has successfully carried out the study designated to him during internship training and his/her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his/her future endeavors.

Dr Pradeep K Panda
Dean, Academics and Student Affairs
IIHMR, New Delhi IIHMR, New Delhi

Mentor

Certificate of Approval

The following dissertation titled “**Thought Leadership Marketing: A Strategy for B2B2C Healthcare Organisation**” at “**DayToDay Health**” is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name

Signature

**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,
NEW DELHI**

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled “Thought Leadership: A Strategy for B2B2C Healthcare Organisation” and submitted by Ishwin Kaur, Enrollment No- PG/18/026 under the supervision of Dr B.S Singh for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from 10th February to embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature

Acknowledgement

I owe immense appreciation to some people for their contribution towards this work. This study could not have been successful without the support of some concerned people. I extend my sincere gratitude to my mentor, **Mr. Dhananjay Chithathoor**, Senior Vice President, Marketing (APAC) at DayToDay Health. His dynamic thinking, his broad and profound knowledge, his critical thinking has given me constant encouragement to achieve the task allotted and perform better. I am thankful to him for spending his valuable time with me and giving me an understanding to complete this work. I would also like to thank my parents and friends who helped me a lot in finalizing my projects within the limited time frame.

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Organization profile

DayToDay health is a Boston based health startup founded in 2017 that deals with remote care management of surgical patients and even uses AI systems. This MIT- incubated startup was founded by MIT alums. The company has a diverse team with its offices in United States of America and India. The aim of the company is “to empower patients to live healthier lives by enriching the cure.” The mission of the company is “to become gold standard in patient centered care” because the company believes that “the majority of care journey reaches beyond hospital walls; patients are often inadequately supported on the preparation and recovery phases that will determine the quality of the treatment outcome.

The company's business model is a novel one and is technologically advanced. The company is a B2B player who partners with leading hospitals, through them serving the patients. It remotely provides services through digital means which include pre-procedure care, post-procedure care, psychological support, physiotherapy etc. Thus, providing complete end-to-end care services to patients. It has partnered with leading hospitals and doctors and provide its services across different departments, namely Cardiology, Orthopedics, Urology, Oncology and Neurology.

DayToDay Health rose to its commitment towards the people's health at the time of COVID-19 pandemic. It started a virtual healthcare system for patients who tested positive for COVID- 19 and also partnered with HEAL Foundation to deliver the first-ever home patient management program for corona virus patients in India that too for free of cost.

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Introduction

Thought Leadership Marketing (TLM) is a strategy of marketing that reinforces a company or an individual as an expert and specialist within an industry. TLM has been defined as the art of positioning your company as a leader in its field through best-in-class content. By publishing articles, videos, research, or any other form of original content regularly, potential clients and members of the industry may begin associating the company's brand with insight and authority.¹ Simply put, TLM is a distinctive type of content marketing used to improve the credibility of a company or an individual. It is a tactic adopted to increase the visibility of a company and thereby increase its market influence subsequently positioning them as leaders or oracles in its line of work. Hence the goal of TLM is not to create sales-heavy content, but to provide an entry point to a company's business by branding it as expert.² Organizations/individuals who pave the way for thinking in their field are called thought leaders, and using their expertise to build value and visibility of a brand is called Thought Leadership Marketing.

Marketing is defined by American Marketing Association as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large".³ Marketing refers to the activities that deal with gaining the attention and interest of customers in a particular product or service. It taps the unrealized needs of the customer and displays how a certain product or service can fulfill those needs. It also involves selecting a target group of customers to understand which segment the company is capable to cater to in the best manner.

The ideas of marketing as it is perceived today began with mass production during the time of the industrial revolution and ever since it has evolved with time and technological advancement⁴. Through TLM businesses can market themselves as experts in their fields and hence is gaining popularity as a marketing strategy.

TLM provides the knowledge and experience to a company to respond to the questions of their patrons, especially to problems that they have not realized yet. Business-to-business (B2B) sales undergo much heavier scrutiny than a Business-to-Consumer (B2C) sales, thus requires intense measures to build trust and credibility. According to 'The State of Sales 2019' report by LinkedIn (United States), sales professionals and decision makers ranked

trust as the most important factor in closing deals.⁵ Results of several reports point out the fact that one of the biggest advantages of TLM is its role in promoting business relationships. Furthermore, The Sophisticated Marketer's Guide to Thought Leadership by LinkedIn suggests that, thought leadership helps with trust building which is one of the most important part of building business relationships. Thus, thought leadership is an essential element of marketing strategy for gaining a competitive advantage in an industry. In an Edelman and LinkedIn survey of more than 1,300 US business decision makers and C-suite executives, 88% reported that thought leadership has increased their trust in an organization. Forty-five percent said that thought leadership has directly led them to do business with a company, and when it comes to brand impact, 89% state that thought leadership has enhanced their perception of an organization. More importantly, a staggering 59% agreed that thought leadership is a better and reliable basis to judge the organization's capabilities and competencies than any other marketing materials.⁶

The two pillars of Thought Leadership are 'Trust' and 'Novelty.' Stakeholders are attracted to a company because of its novel insights into relevant issues. Stakeholders regard a company as a trusted voice and partner on these relevant issues.⁷ Thought Leadership Marketing can be used to expose gaps in the industry, thus creating a market for novel products and services. According to Sales Establishment Resource Library report, 74% of buyers chose the company that was first to add value and it defined their buying vision⁸.

Although several companies are aware of the value that thought leadership marketing brings, only 15% of the decision-makers rate the quality of most of what they read as very good or excellent⁹. A 2014 Forrester research study revealed that a staggering 85% of B2B marketing leaders failed to connect their content to business value¹⁰. This fact, hence, rationalizes moving forward strategically with a clear thought leadership framework. To that end, we combine theoretical insights with research based on case studies of different corporations who are seeking to establish thought leadership positions in their industries. The comprehensive framework would include an orderly listing of practically applicable activities, sub-activities, time framework, required resources, and a measuring tool to quantify its impact.

Rationale

- 1) Marketing mix variables cannot be easily applied to healthcare businesses. Thus, an out of the box approach is needed.
- 2) B2B business decisions are comparatively more stringent and go through multiple rounds of scrutiny.
- 3) Businesses with niche or innovative ideas need to engage in thought leadership marketing.
- 4) A proper framework is required for the success of thought leadership marketing.

Research Question

- 1) What is the present status of awareness about the brand DayToDay Health among top management staffs of leading hospitals in Bangalore?
- 2) Which channels of engagement should be explored for successful thought leadership marketing?

Objectives

- 1) To assess the present level of knowledge about the brand DayToDay among top managerial staffs of leading hospitals in Bangalore.
- 2) To explore the different channels of engagement that should be used to engage with top management of leading hospitals in India.

Literature Review

A study by H.A Alhaddi showed that innovation requires thought leadership. Innovation is becoming a strategic priority and core value to the companies for their success. Based on the power of ideas to transform our way of thinking, a strong tie is established between innovation and thought leadership. Therefore, the duo becomes a differentiator which enables an organization to achieve its strategic position in a competitive environment.⁶

A marketing mix has four main components: Price, Product, Promotion, and Place and the four Ps do not have much relevance in healthcare business.⁶ Increasingly, B2B and B2C companies are using thought leadership to build their brand, develop brand awareness, create a unique platform for competitive differentiation, build deeper relationships with customers, be ‘heard above all the *noise* in the marketplace,’ and engage important stakeholders in a company’s strategic plans, New ideas or insights in the process to break conventional thinking leading to a new way of addressing stakeholders.⁸ The digital content attributes and dialogic strategies that help distinguish a company’s expertise while meriting the attention of their customers and prospective buyers who are flooded with content clutter, are important to B2B marketers.⁹ A Forbes Insights report observed that the type of channel to be used differ for different types of content and includes print, which is favored for longer pieces—and digital channels, which are preferred when reading general news media. What is most important is that each piece of thought leadership is presented on its most preferred channels.¹⁰

An e-book named “How to differentiate your company and stand out from the crowd: thought leadership” (2013) by Mignon Halderen, Kym Kettler-Paddock, Craig Badings advocated the idea of having a Thought Leadership Framework.⁸

Research Methodology:

Study Design:

Cross-sectional, Descriptive

Data Collection

Primary as well secondary data

Primary- Surveying the Top Management of the Hospitals

Tool to be used- Questionnaire

Sampling:

Purposive sampling

Sampling size: 28

Secondary data- Extensive literature search was carried out with the help of Google Scholar. Overall search strategy was to use certain keywords like Thought leadership Marketing, Thought Leadership Strategy, Tools for Thought Leadership etc. with specific inclusion and exclusion criteria.

Data Analysis

Primary data was analyzed using Microsoft Excel 365

Results

Out of the 28 respondents, 19 (67.86%) of them were unable to answer any brand while asked which company comes to their mind while talking about the Care management of surgical patients? Other responses were Home healthcare companies like Portea, Apollo Homecare; Hospitals like Manipal Hospital, Cloudnine Hospital, SPS hospital, Fortis Hospital and Manipal Hospitals. Health startups like Indohealth and Pristyn Care were also among the responses. One of the respondent responded to the question as “The above solution provider are many and all have adopted the platforms used in US and NHS... they are startup and are in phase of evolving their solutions as per practices and process in Indian Healthcare Ecosystem, as on date there is no leader which substantial market share.” None of the respondents equated DayToDay Health with the idea of Care Management.

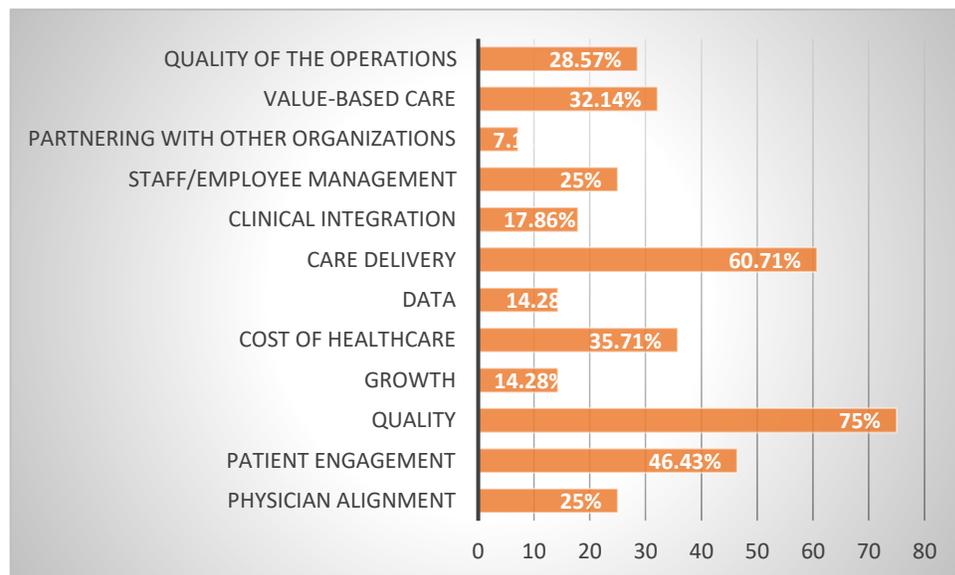


Figure 7.1 When respondents were asked three highest priority strategic initiatives for their organization

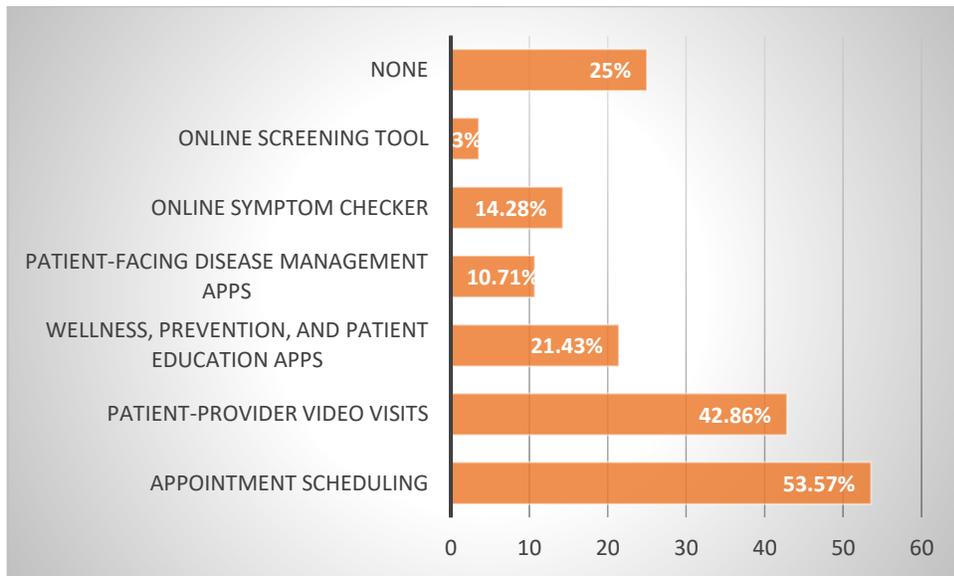


Figure 7.2: Responses to the question “Which of the following Patient-facing tools have you implemented that did not primarily come from your enterprise?”

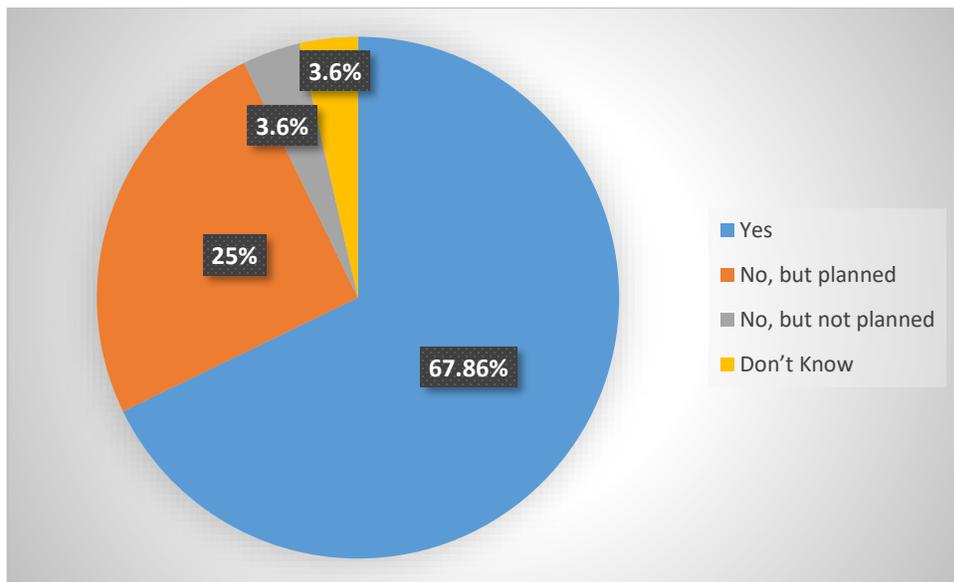


Figure 7.3: When respondents were asked whether they believe that their hospital is digitally transformed

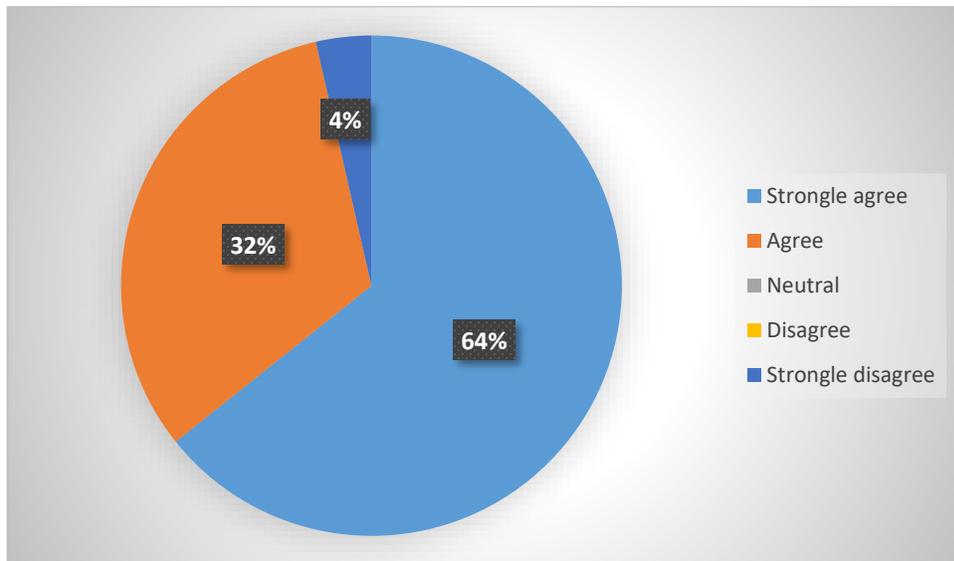


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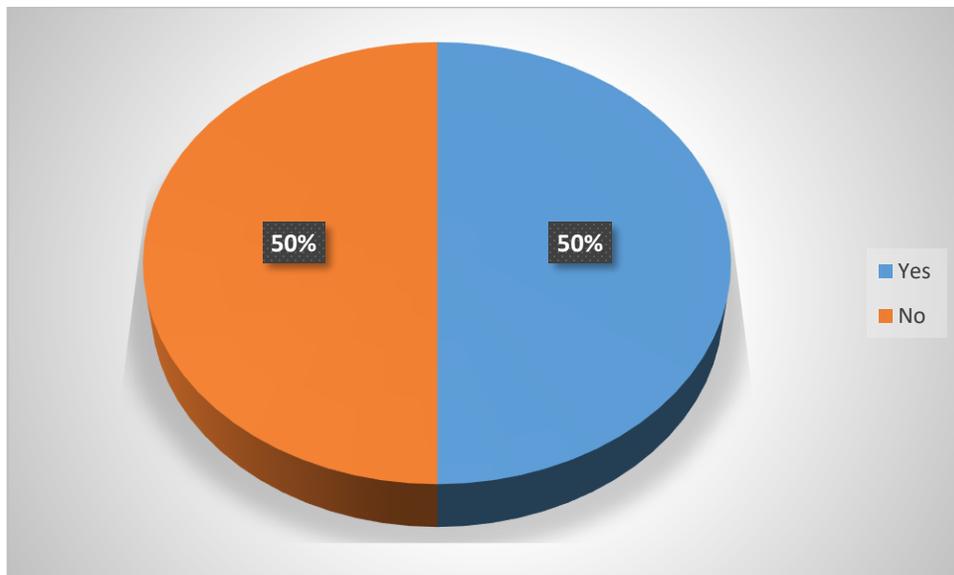


Figure 7.5: Responses when asked whether the respondent believe that their hospital can provide care management services remotely, once the patient gets discharged

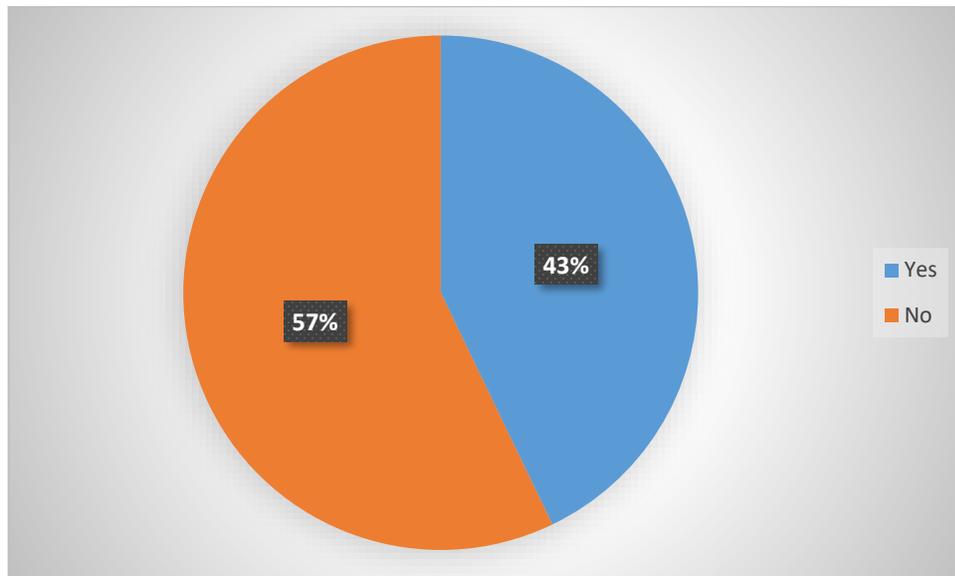


Figure 7.6: Responses to the question whether they have heard of a brand named DayToDay

Friends/ Family	8
Google	1
LinkedIn	3

Table 7.1: Of the 57% of the 28 respondents who have heard about the brand DayToDay, when asked their source of information about the brand

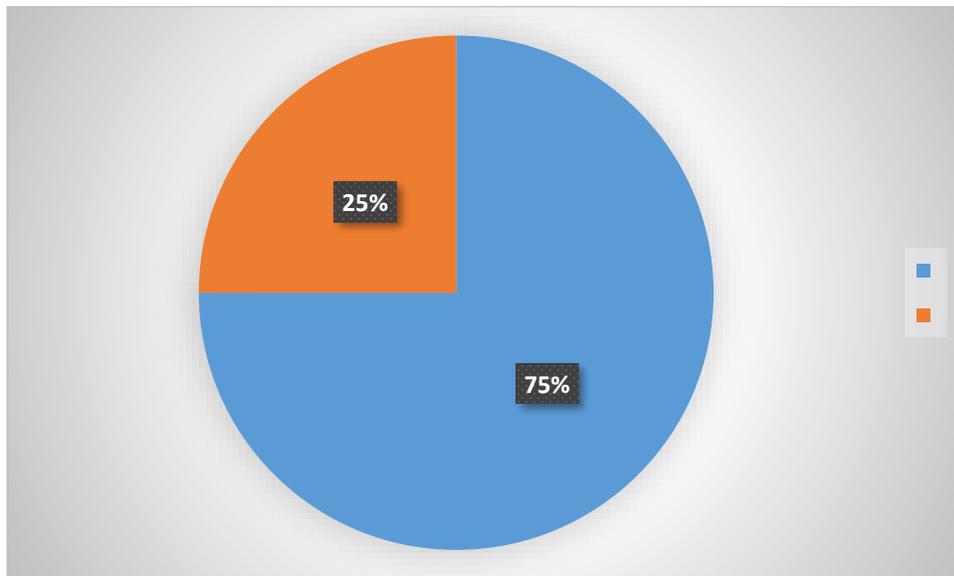


Figure 7.7: Of the 57% of the respondents who have heard about the brand DayToDay, 75% recognized it as a Healthcare company, while the rest saw it as a Tech company

Response	Count	Percentage
Publish Reports	7	58.33%
Live Presentation	5	41.66%
Blogs	6	50%
Webinars	6	50%
Podcasts	4	33.33%
Case Studies	5	41.66%
Publish White Papers	2	16.66%
LinkedIn live webcasts	2	16.66%
Publish articles in peer-reviewed Journals	2	16.66%

Figure 7.2: When 57% respondents who had heard about the brand DayToDay were asked how the brand can position itself as a thought leader

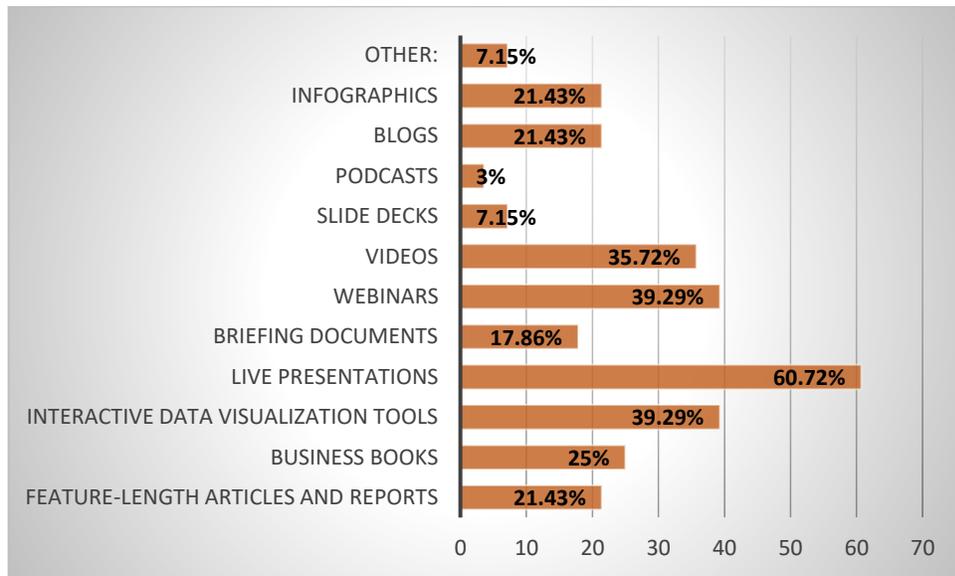


Figure 7.8: Responses while asked what the best way is to engage with top management officials of their organization

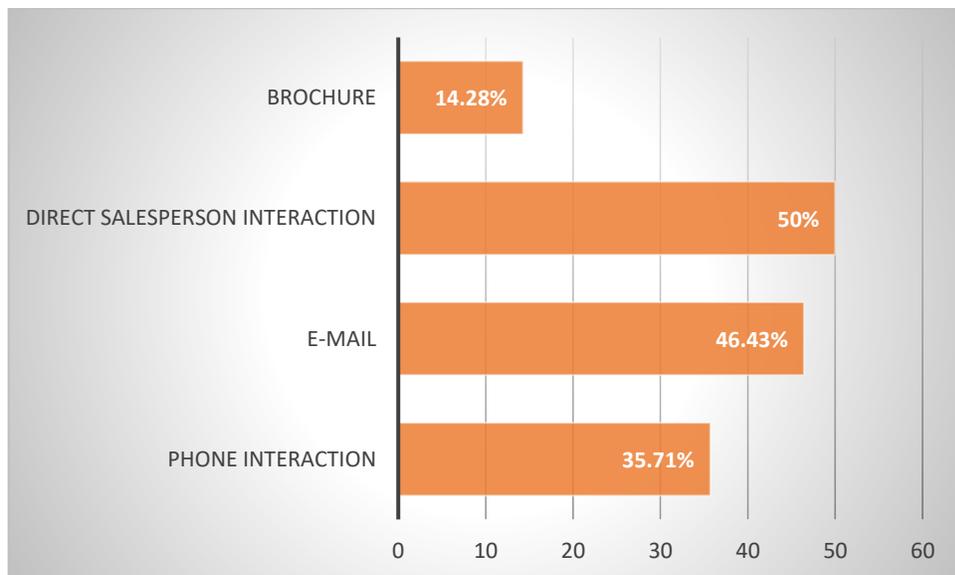


Figure 7.9: While respondents were asked the best channel of interaction to get in touch with the top-management of their hospital, if DayToDay Health wants to partner with them.

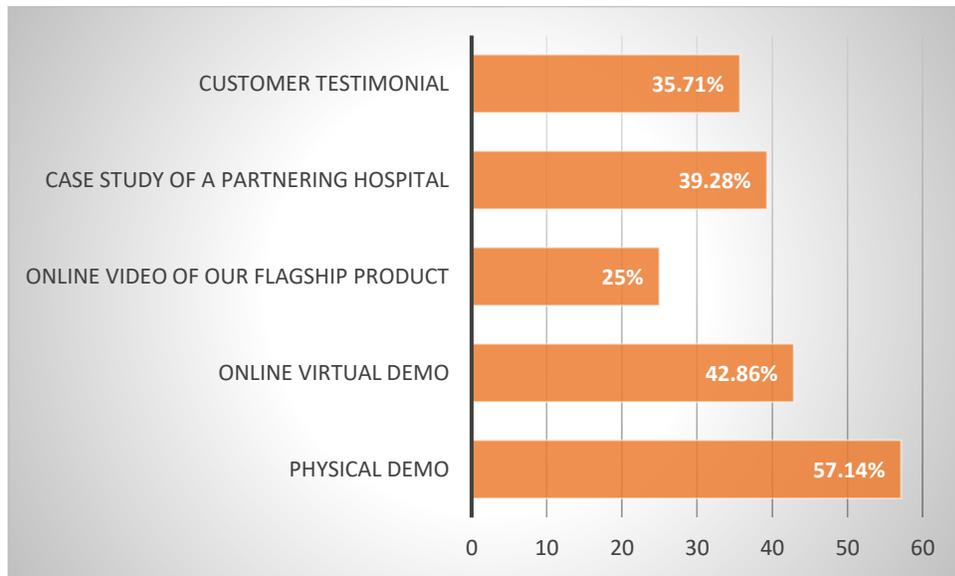


Figure 7.10: When respondents were asked their preferred channel to know about our services

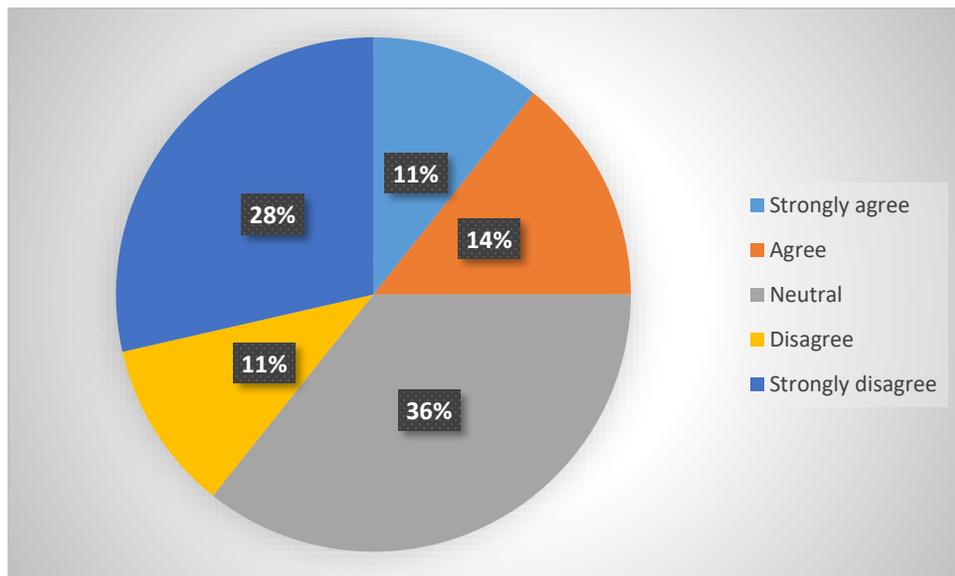


Figure 7.11: When respondents were asked for their view about the statement “Modern medical care is based on interactions between a Doctor & patient and human-to-human touch and care. Digital Transformation of a Hospital goes against this concept”

Channels of engagement that should be explored to for successful Thought leadership marketing:

E. Gagnon, 2014 prescribes the goals of any content based b2b marketing to be generating quantifiable interest for lead generation and also establish thought leadership in lead development, to convert leads into sales.¹¹ The study evaluates different mediums that can be utilized to achieve these goals and prescribe an implementable framework for the company. The rationale behind the use of multiple formats for content marketing has a scholarly validation from E Gagnon, 2014, according to whom “content-based marketing programs require developing a deep base of widely varied content utilized in many formats, with each format used in either lead generation or ongoing lead development.”¹¹

It is also rational to use different formats because the buyer goes to different phases and at different phases, some formats have a better power to assist the prospective buyer. The 3 stages the buyer goes through are namely A) Epiphany stage- white papers, research papers, videos and forums are useful, B) Awareness stage- content which captures the attention are useful, and finally C) Interest stage- Case studies of successful implementation and testimonials are useful.¹² Gone are the days where every information generated at a business was kept confidential, According to research studies from the Information technology Service Marketing Association (ITSMA), 30% of the US businesses buyers are likely to use a supplier whose thought leadership helped them to clarify issues they were trying to address.¹³

Slide deck

Slide deck or a slide presentation are a collection of multiple slides. According to a 2019 DemandGen report, 86% of B2B buyers expressed some level of desire to access interactive/visual content. The same survey also found that 93% of the respondents wanted the content to be in shorter formats.¹⁴ Slides are crisp or concise display of most important information and allows addition of graphic features to enhance the esthetics. Given the fact that slides-shows are widely used in displaying facts and figures to the top management within a corporate set up, its acceptability is universal. The ability of slides to be uploaded in multiple platforms including video sharing platforms like YouTube and dedicated slide sharing platforms like SlideShare makes it very easy to use. Given the fact that SlideShare is integrated with LinkedIn; it can help get better engagements on LinkedIn, in turn helping

the company's LinkedIn endeavors. As of 2015, it had a user base of 70 million.¹⁵ Even so, SlideShare is currently only used by around 17 percent of B2B marketers,¹⁶ this giving a competitive edge of lesser competition to late entrants.

LinkedIn

Technology companies have taken the medium of social media tools to position themselves as thought leaders in a highly dynamic sector.¹⁷ B2B marketers have been extensively using Internet applications for several years now¹⁸. LinkedIn has over the years become synonymous with B2B marketing. In their study, the Aberdeen Group (2016) found 83% of surveyed business marketers actively pursue social media marketing.¹⁹ According to LinkedIn's Sophisticated Marketer's Guide to LinkedIn, 94% of B2B marketers use LinkedIn as a medium for content distribution, compared to Twitter at 89%, Facebook and YouTube both at 77%. With a user base of whopping 62 million, India has the 2nd largest user base, only next to its home country USA. It also showed a jump in its user base in India by an impressive 24 percent in the previous year.²⁰ According to an internal research conducted by LinkedIn 46% of social traffic to your company site comes from LinkedIn.²¹ A staggering 97% of B2B marketers use LinkedIn for content marketing. With a whopping 49 Million decision makers present it is also the most used social media platform where majority of Fortune 500 decision makers and executives and 59% of B2B marketers produce leads through the platform. Also, 45% of social media traffic to company website comes from LinkedIn.²² LinkedIn is now responsible for 64% of all visits to corporate websites generating through Social media platforms.²³ According to A. Nair and J. Sidhu, 2010, "The B2B market is far smaller than the B2C market. This fact alone impels expanding your reach to identify new leads. Social media is well-placed to do just that."²⁴

LinkedIn is an excellent platform to engage with employees and that would in turn help the company's internal marketing efforts. In fact, when an admin posts on LinkedIn page, 30% of the engagement comes from their employees, who are 14 times more likely to share that content compared other types of content.²⁵

Given the fact that LinkedIn is filled with features and allows to conduct webinars, publish articles, infographics, images, testimonials, slides, PDFs and allows to share blog posts, research articles and videos etc.; the platform can serve as an excellent catalyst to other Thought leadership efforts with real-time feedback from the audience. The share feature on

each post allows users to share the information with their connections and given that 46% depend on colleagues and peers for content on B2B purchases¹¹, this can facilitate a ripple effect on engagements.

According to R. Brennan and R. Croft, 2015, "the B2B marketer who successfully implements a social media marketing strategy will create value for other stakeholders and will create conditions for change within the industry by developing a new and vibrant forum for the exchange of information and the collaborative development of new technical and commercial ideas."¹⁷

Webinars

Cambridge dictionary defines webinar as "an occasion when a group of people go on the internet at the same time to study and discuss something"²⁶ Webinars (39%) were ranked as the second most valuable influencer content format, only next to Case studies. 63% of respondents in a survey also said they were willing to share information to access webinars. Also, a whopping 63% is willing to spend 20 to 60 minutes working on webinar and 50% of the attendees are likely to share the information with peers.¹⁴ Webinars also allow attendees to raise a question, thus giving way for a two-way communication. People are more likely to buy from a business who shared their expertise and gave valuable guidance. But the best part is its ease of conducting and there are multiple platforms where it can be conducted for free.²⁷

Timing plays a big role in the success of a webinar. According to 2020 Webinar Benchmarks Report, the best time to hold a webinar is mid-week, with a strong preference for Wednesday and Thursday.²⁸ But trends in March have changed how webinars are attended. The best performing day for webinar attendance is now Tuesday.²⁹ However, such a detailed examination goes beyond the scope of this study.

White papers

A white paper "is an informational document, usually issued by a company or not-for-profit organization, to promote or highlight the features of a solution, product, or service" and "the purpose of a white paper is to promote a certain product, service, technology or methodology, and to influence current and prospective customers' decisions."³⁰ However, content-based marketing programs require developing an extensive and varied collection of

contents.¹¹ 55% of respondents in a B2B marketing survey said that they are likely to share white papers with their peers, highest among all the formats and 49% was willing to share information to access the white papers, only next to webinars in numbers.¹⁴ According to E. Gagnon, 2014 “In this new post-marketing world, content-based marketing programs will be the key to lead generation and lead development”.¹¹

Peer reviewed research journals

Research is "creative and systematic work undertaken to increase the stock of knowledge, including knowledge of humans, culture and society, and the use of this stock of knowledge to devise new applications."³¹ Naude and Holland (2004) proposed that B2B marketing has moved from the transactional approach that deal with point-of-sale transactions, through the relationship approach that is dependent on loyalty, interaction and long-term interaction; and into a new era that they call information marketing. In this new era marketing, Naude and Holland claim, assert that the key to marketing success successful is through acquisition, analysis, and deployment of information.¹⁸

We also like to make an assumption that a company engaging in publishing Peer reviewed research journals will empower the scientific temperament of the organization and such a transformation would have beneficial manifestations, Afterall 66% of a B2B marketing survey said that extensive data and research should be used to support content.¹⁴

Podcasts

Cambridge dictionary defines podcasts as “a radio program that is stored in a digital form that you can download from the internet and play on a computer or on an MP3 player”.³² Podcasting has been considered a converged medium in its purest form, i.e., a medium that brings together audio, the web and portable media players.³³ The major disadvantage with this format roots from the fact that it is a one-way communication, thus it doesn’t allow interaction or real-time feedback. Having said that, half of the respondents in a survey were willing to spend 10 to 30 minutes listening to podcasts.¹⁴

Open-Forum

It is an online community and content site that provides small business owners with insights, ideas, and connections to help them grow their businesses. It is based on the community first approach because that’s where OPEN Forum originated, to enable business owners to

connect with other business owners. The content came later, but it also significantly increased engagement, including more connections. So expanded the types of article, video, and other content, but still with the focus on maintaining a peer-to-peer experience. This means that most stories and advice featured are from or about other business owners, rather than from the same brand. It is a place where businesses convene to exchange ideas and advice, and we are the host.³⁴ 2019 Content Preference Survey Report says, 92% of respondents give most credence to peer reviews/user generated feedback. Even Backing to the trend of Open forums, 97% of respondents said they place emphasis trustworthiness of the source.¹⁵

Case Studies

Oxford Dictionary defines case studies as “a process or record of research into the development of a particular person, group, or situation over a period of time” or “a particular instance of something used or analyzed in order to illustrate a thesis or principle”.³⁵ Even 2019 Content Preference Survey Report says 49% of respondents share case studies with their peers And 47% respondents (highest) agreed that case study is the most valuable influencer content format.¹⁵

Discussion:

While a brand is owned is owned by a company, brand perception is owned by its customers and the people. For this study, a survey was conducted among healthcare managers of top hospitals in India with varied questions which mainly focused on their view on digitalization and technology in healthcare, their perception of the brand DayToDay Health and then also questions directed towards the company's thought leadership efforts.

Out of the 28 managers who responded, 53.6% were males, 42.9% were females and 3.6% preferred not to disclose their gender. As schematically represented in Figure 7.1, the respondents were asked 3 highest priorities, strategic initiative for their hospital, and the top 3 responses were quality at 75%, care delivery at 60.7% and Patient Engagement at 46.4%. 67.9% respondents told that their hospital is digitally transformed while 25% responded that it is not but planned and 3.6% replied as no.

While asked about the patient facing tool that was implemented at the hospital that did not primarily come from their own enterprise 53.6% replied it as appointment scheduling tool, followed by patient Provider video-visits at 42.9%. 82.1% of the respondents believe that care Management is very important why rest of the respondents important, as graphically represented in Figure 7.2.

As shown in Figure 7.4, 64% of the respondents strongly agreed, 32% agree and just 4% strongly disagree to the statement that "hospitals that provide a greater extent of care Management Services have higher patient satisfaction scores (NPS) than those who don't. Interestingly, 50% of the respondents believed yes and 50% not when asked whether the hospital ability to provide services remotely once the patient get discharged, as represented in Figure 7.5.

A staggering 67.86% of the respondent applied "None" when asked "Which company come to their mind while thinking about the Care Management of surgical patients." Which can basically imply two things- First being, the idea is niche and a novel one, On the other hand, it also implies that the company should engage in marketing their core concept and has a scope to be synonymous with the term "Care Management".

As graphically represented in Figure 7.6, 57.1% replied that they have not heard about the brand DayToDay. Of the 66.7%, who has heard about the brand said that they have heard

through friend/ family, followed by LinkedIn at 25% (Table 7.1). Showing the importance of word of mouth and LinkedIn marketing, which has rose at the top network for B2B marketing.

Figure 7.7 shows that, of the 42.9% of the respondent who has heard about "DayToDay" 75% recognized it as a healthcare Company while 25% thought its Tech company. A whopping 75% recognized "DayToDay Health" as a digital health organization.

Of the 43% of the respondents who have heard about "DayToDay", 58.33% told DayToDay must engage in publishing report the position itself as a thought leader followed by webinars, blogs at 50% each (Table 7.2).

As shown in the Figure 7.8, a staggering 60.72% the people thought live presentation is the best channel of communication suitable to engage with top management of hospital, segmenting the fact that corporate world is well acquainted with live presentation followed by interactive data visualization tools and webinars and videos at 39.3%, 39.3% and 35.7% respectively.

As represented in Figure 7.9, while asked how DayToDay partner with them what would be the best way to get in touch with top management for businesses partnerships, 50% as direct sales person interaction, showing the relevance of brick and mortar way of pitching a product/ service in B2B business, followed by E-mail at 46.43% and phone interaction at 35.71%. It sends a powerful message that our digital effort should not replace direct sales pitching and should only compliment it.

57.1% of the respondents chose Physical demonstration as their preferred choice channel to know more about DayToDay Health's services, followed by online virtual demonstration 42.9% again show in the relevance of direct salesperson interaction (Figure 7.10).

Finally, the Figure 7.11 shows the optimism hospital managers have towards digital transformation of healthcare. Only 25% of the respondents agreed or strongly agreed towards the statement "Modern medical care is based on interactions between a Doctor & patient and human-to-human touch and care. Digital Transformation of a Hospital goes against this concept". DayToDay Health being a B2B healthcare company, the attitude of hospital managers, a key stakeholder in our thought leadership endeavor is vital.

The study had its own weaknesses. it was conducted at the time of COVID-19 outbreak which had lead restrictions on civilian movement and exponentially increase in the footfall at hospital around the globe was witnessed. We took extra care while taking insights from already burnt out hospital management staff. Their Participation was completely voluntary and used online means avoid any contact. No visits to any hospital was made to take be insight to minimize the risk.

The study had to be done within a tight timeframe. Literature review was carried out gather insights and secondary data. This study largely depends on secondary data because of the fact that the primary data was collected using comparatively smaller study population, mainly due to the difficulty in reaching to the hospital management staffs at the time of a pandemic and also due to the time constraints of the study.

Limited study available on the particular subject also meant that taking insights and gathering data was a herculean process because of which throughout the study other than the research articles published on Peer reviewed journals, other articles like report published by different agencies, newspaper articles, blog articles etc. has been heavily cited.

The fact that the COVID-19 outbreak and the lockdown that followed had a catalytic effect on digitalization in Healthcare and tele-health might have, to some extent influenced the respondent's response and might have also changed their traditional views on issues relating to digitalization in healthcare, a bias that most respondent would not have showed in pre-COVID-19 era. Many experts have also opined that most of the practices that we have learnt at the time of the lockdown might get fixated.

India is a country with large Geographic discrepancy in healthcare and the attitude towards it. An exploration into such variables is outside the scope of this study. The study has also not checked the turnover or the financial condition of the hospital, that can also influence their view towards digital transformation of healthcare.

Conclusion and Recommendations:

The study gives directional path for DayToDay Health to achieve the status of thought leader. It is evident that multiple formats of thought leadership marketing tools should be used to gain the trust of the people, out of which respondents chose publishing reports, webinars and blogs as the top 3 tools that DayToDay Health has to use to achieve the status of thought leader. The study reaffirms the importance of LinkedIn in B2B businesses.

The study also showed that direct salesperson interaction and email were the most preferred way chosen by top hospital managers for a firm to get in touch with the top class of the hospital. It also showed the reliance on physical and online demonstrations the decision makers have while decision making.

Most importantly, the study legitimizes moving forward with a well-defined framework with defined roles and timeline.

From the insights taken from the hospital Managers and the secondary data gathered, few conclusions were drawn upon which the following recommendations have been suggested:

- 1) The study shows the relevance of thought leadership marketing, the digital endeavors company should engage in. Having said that, interestingly it also shows how much corporates rely on face to face interactions like direct salesperson interaction, and live presentations. Hence, the latter should not be undermined, and both should go complementary to each other.
- 2) The two pillars of thought leadership marketing are novelty and trust. Novelty is at the heart of the DayToDay Health's product/ service. Trust requires data gathering and analysis, publishing research papers on Peer reviewed journals and presenting papers at conferences.
- 3) Data has evidently shown the importance of LinkedIn in B2B businesses. LinkedIn is packed with features and brand must " Blitzcale" it is LinkedIn presence.
- 4) The primary data showed that a large majority of the respondents came to know about DayToDay Health through word of mouth. This also shows the relevance of internal marketing company should engage in. A clear guideline or a framework for internal marketing goes beyond the scope of the study.
- 5) The study decisively shows the positive attitude of hospital managers towards both digital transformation of healthcare as well as a healthcare company engaging in thought leadership.

Annexure:

- Instrumentation: Questionnaire

DayToDay Survey

This survey tries to capture insights from the top management of leading hospitals in India to better understand their perception and priorities regarding hospital management and areas that can be improved using Thought Leader Marketing.

By participating in this study, you are agreeing to provide the requested information to the best of your knowledge. All responses will be anonymized before the research team accesses the completed survey. Furthermore, the survey results will not be shared or discussed outside the team involved in this survey research.

If you decide not to participate after starting the survey, you may close this window and leave the survey at any time. Until you close the survey window, you may take a break and come back to the survey to complete it. The survey will only be submitted to us after you click 'Submit' on the last page of this survey.

1) By selecting "I agree", you are consenting to the conditions described above:

- a) I agree
- b) I disagree

2) Gender?

- a) Female
- b) Male
- c) Prefer not to say
- d) Other

3) Name of the Hospital:

4) Designation:

5) City:

- a) Bengaluru

- b) Chennai
- c) Mumbai
- d) New Delhi
- e) Kolkata
- f) Other:

6) Type of organization:

- a) Nursing homes
- b) General hospital
- c) Super-specialty hospital
- d) Multi-specialty hospital
- e) Teaching hospital
- f) Other:

7) Specify the three strategic initiatives that are your organization's highest priorities [Check all that apply]:

- a) Physician alignment
- b) Patient engagement
- c) Quality
- d) Growth
- e) Cost of healthcare
- f) Data
- g) Care delivery
- h) Clinical integration
- i) Staff/Employee management
- j) Partnering with other organizations
- k) Value-based care
- l) Quality of the operations
- m) Other:

8) According to you, is your hospital digitally transformed?

- a) Yes
- b) No, but planned

- c) No, and not planned
- d) Do not Know

9) If you answered 'Yes' to the previous question, please specify why you believe that your hospital is digitally transformed.

10) Which of the following patient-facing tools have you implemented that did not primarily come from your enterprise?

- a) Appointment scheduling
- b) Patient-provider video visits
- c) Wellness, prevention, and patient education apps
- d) Patient-facing disease management apps
- e) Online symptom checker
- f) Online screening tool
- g) Other (you could say 'None'):

11) Over the next 12 months, is your organization planning to do any of the following to expand your digital health efforts?

- a) Implement new patient-facing tools and apps
- b) Increase budget dedicated to digital health
- c) Leverage analytics to improve patient journey
- d) Form new strategic partnerships in digital health
- e) other
- f) None of the above

'Care Management' is a set of activities intended to improve patient care and engagement through enhanced coordination of services, eliminate duplication, and help patients and caregivers manage the patient's health condition more effectively. Healthcare or Care Management includes the entire spectrum of Care, such as acute care, chronic care, rehabilitation, and palliative care.

12) In your opinion, how important is care management?

- a) Very important
- b) Important
- c) Neutral

- d) Not important
- e) Not at all important

13) In your opinion, how responsible is your hospital in patient care management?

- a) Very responsible
- b) Responsible
- c) Neutral
- d) Not responsible
- e) Not at all responsible

14) Please rate the following statement on a 5-point scale:

Hospitals that provide a greater extent of care management services achieve higher patient satisfaction scores or Net Promoter Scores (NPS) than those who do not.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

15) Does your hospital have the ability to provide care management services remotely, once the patient gets discharged?

- a) Yes
- b) No

16) What are the most important aspects that you look for in a remote care management platform?

- a) Cost effective
- b) Technologically sound
- c) Package customizability
- d) Feedback on doctor's treatment quality
- e) End-to-end visibility for both the patient and the doctor
- f) Higher Net Promoter Score (NPS)
- g) Greater geographical reach

- h) Greater patient centricity
- i) Other:

17) Which company comes to mind while talking about care management of surgical patients?

Please type "None" if no answer

18) Have you heard of the brand called DayToDay?

- a) Yes
- b) No

If yes for Q18, proceed to Q19, if no, proceed to Q24

19) From where did you get to know about DayToDay?

- a) Interaction with a sales representative
- b) Google
- c) LinkedIn
- d) Newspaper
- e) Friends/Family
- f) Journals
- g) Webinars
- h) Other:

20) How did DayToDay get in touch with you?

- a) Direct meeting
- b) Email
- c) LinkedIn
- d) Phone call
- e) Brochure
- f) Not approached yet
- g) Other:

21) What do you think DayToDay stands for?

- a) Tech company

- b) Hospital
- c) Pharmaceutical company
- d) Healthcare company
- e) FMCG (Fast Moving Consumer Goods) company
- f) Other:

22) What do you think DayToDay Health is

- a) Hospital
- b) Pharmaceutical organisation
- c) Digital health organisation
- d) Event management organisation
- e) Consultancy

23) If DayToDay has to position itself as a thought leader, what do you believe it should engage in?

- a) Publish reports
- b) Live presentations
- c) Webinars
- d) Podcasts
- e) Blogs
- f) Case studies
- g) Publish white papers
- h) LinkedIn live webcast
- i) Publish articles in peer-reviewed journals
- j) Other:

24) Which channel of communication do you think is suitable to engage with top management of hospitals?

- a) Feature-length articles and reports
- b) Business books
- c) Interactive data visualization tools
- d) Live presentations
- e) Briefing documents

- f) Webinars
- g) Videos
- h) Slide decks
- i) Podcasts
- j) Blogs
- k) Infographics
- l) Other:

25) If our company wants to partner with you, what is the best way to get in touch with your top management, i.e., what is the best way to engage?

- a) Direct salesperson interaction
- b) E-mail
- c) Phone interaction
- d) Brochure
- e) LinkedIn
- f) Other:

26) How would you prefer to know about our services?

- a) Physical demo
- b) Online virtual demo
- c) Online video of our flagship product
- d) Case study of a partnering hospital
- e) Customer testimonial
- f) Other:

27) Which of the following represent significant barriers to your organization's digital priorities right now?

- a) Lack of resources
- b) Other priorities taking precedence
- c) Concern about lack of adoption by patients
- d) Lack of insights about patient experience
- e) Other:

28) Please rate this statement:

'Modern medical care is based on interactions between a doctor and patient and human-to-human touch and care. Digital transformation of a hospital goes against this concept.'

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree
- f) Other:

- Appendix: A Summary of learnings from “How to differentiate your company and stand out from the crowd: thought leadership” by Mignon van Halderen, Kym Kettler-Paddock, Craig Badings.

[<https://pdf4pro.com/cdn/thought-leadership-leading-thoughts-357d57.pdf>]

- Two pillars of thought leadership: Novelty and Trust

Novelty: Thought Leadership is driven by a novel perspective (NPOV). Thought leaders must own a NPOV created around their characteristics and their expertise and innovation. The novelty pulls attracts the customers and invite them to invest energy thinking about it. NPOV should transform the conventional thinking about stakeholder needs.



Fig 11.1: The two pillars of Thought Leadership

The novelty of the perspective should go about as a “schema-cracking catalyst”, pulling in customers towards the organization.

Schema hypotheses rationales the curiosity of customers towards novelty of thought leaders. Schemas are “perceptual filters through which a person notices or interprets new information.”

Trust:

Trust is a basic part in the connection between thought leaders and customers. In the scholarly administration writing, trust is very much characterized by Mayer and partners as "the willingness of one party (the ‘trustor’) to be vulnerable to the actions of another party (the ‘trustee’) based on the expectation that the trustee will perform a particular action important to the trustor, irrespective of the trustor’s ability to monitor or control the trustee".

While trust is not imperative to persuade individuals regarding a NPOV's worth or believability, it is significant for creating and supporting important partner relations dependent on this NPOV. Trust is additionally a significant result of what happens when your NPOV empowers a client to reconsider or alter their current blueprints, helping them to understand their pertinent issues. To clarify our point, we will clarify the two parts of trust.

Trust results from two distinctive psychological mechanisms. Cognition-based trust is built on the knowledge of role performance, whereas affect-based trust is built on the. emotional bonds between partners.

Framework of Thought Leadership

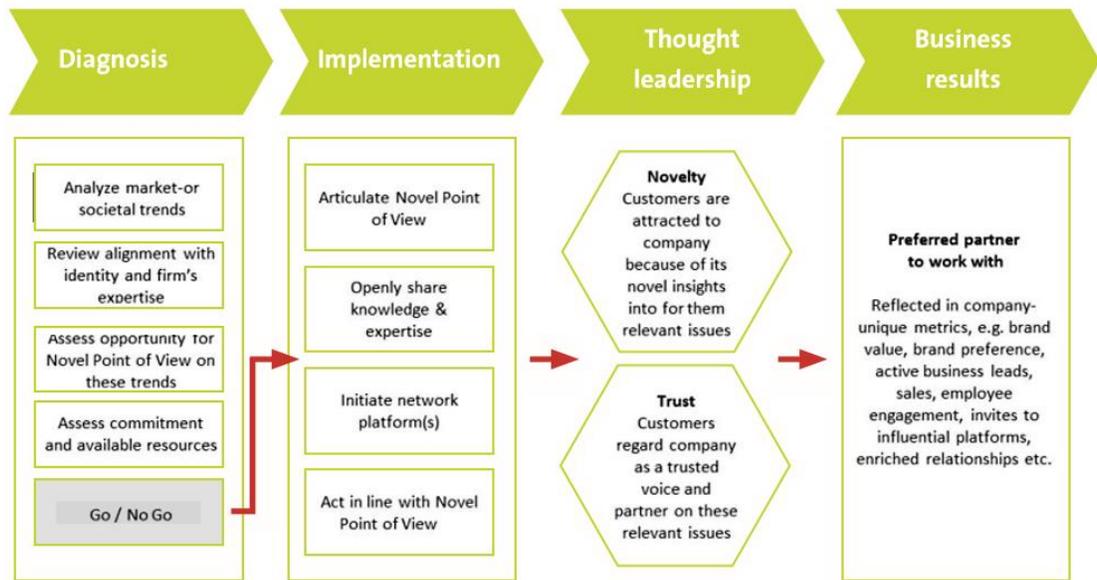


Fig: 11.2: Framework of Thought Leadership. Source: How to differentiate your company and stand out from the crowd: thought leadership [https://pdf4pro.com/cdn/thought-leadership-leading-thoughts-357d57.pdf]

Thought Leadership strategy can be assessed in terms of 4 phases:

- 1) Diagnosis
- 2) Implementation
- 3) Establishment of thought Leadership Position
- 4) Business outcomes.

Initial phase of thought leadership strategy is diagnosis phase in which companies need to reflect on several important decision drivers of thought leadership before they decide whether to proceed further or not. In some cases, these steps might be followed linearly, but it is more likely that the implementation steps occur simultaneously. Quantification of the performance against expectation is an important aspect in any form of marketing, Phase 4 deals with this aspect.

Implementation

- I. stage one: articulating a Novel Point of View

To be viable, an organization needs to verbalize its NPOV with the goal that it very well may be imparted to customers and different partners.

II. Implementation stage two: sharing information and expertise

Identified with the NPOV, one manner by which thought Leaders make trust with customers is by transparently sharing data about their NPOV.

Thought leaders transparently share data and experiences to pick up trust from their partners. An extra advantage of sharing data is that these trades help build up the connection between the trade accomplices.

III. Implementation stage three: start organize platform(s)

A third step in a thought leadership strategy is to make a network platform around the NPOV. Network platforms focus specifically on the topics addressed by the NPOV. Companies can invite key stakeholders, experts and opinion leaders like Analysts, policymakers, customers, or academics to share and advance insights

Stage 3 has three main advantages:

- 1) It develops Cognition-based trust,
- 2) It assembles influence based trust, advancing valuable connections,
- 3) It makes direct access to broad pools of information and mastery.

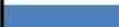
IV. Implementation stage four: act in accordance with the Novel Point of View Although we talk about this progression last, it is maybe the most basic one for thought initiative to succeed.

There should be consistency in acting in accordance with the NPOV, this facilitates trust building and more importantly the rationale behind this step is that it shows that you are emotionally connected to the cause and this in turn is necessary to win stakeholders.

Figure 11.2: Gantt Chart for the activities to be carried out as a part of Thought Leadership

ACTIVITIES	1WEEK	2WEEK	3WEEK	4WEEK	5WEEK	6WEEK	7WEEK	8WEEK	9WEEK	10 WEEK	11WEEK	12WEEK
1)Articulating a novel point of view												
Intervention management, Continuum of care using virtual care												
2)Sharing the Knowledge and Expertise												
2A) Article, white papers, Research papers on virtual care on Mental health & Access, Role of IOT, HAL, Quality of life (EQ-5D Analysis), Readmissions, Compliance, 1 TO 2 PAGE LONG ARTICLE TO BE PUBLISH ON WHO BULLETIN, FORBES, ETHEALTH RESEARCH PAPERS- Bulletin of The World Health Organisation, NCBI, New England Journal Of Medicine, BMC Pediatrics, British Medical Journal, Lancet												
2B) Op-eds - lockdown & corona virus etc. with Toll free no. LINKEDIN, ETHEALTH, HINDU												
2C) Symposiums and Workshops on Virtual Care, Healthy living with healthy foods For CMEs in collaboration with Association of Physicians, Association of Indian Doctors, With Hospitals												
2D) Linkedin Live, Wordpress												
2E) University and Research Institute collaboration (IIT Kanpur, IIM Ahemdabad) Part of CMEs and Leverage of Expertise - Think Tank												

Dependencies / Resources	1WEEK	2WEEK	3WEEK	4WEEK	5WEEK	6WEEK	7WEEK	8WEEK	9WEEK	10 WEEK	11WEEK	12WEEK
A) WHV Virtual Health symposium												
B) Mignon Van Halderen - Laurie Young and HBR												
C) Forbes Insights- Strategic content to help CXOS Learn & Lead, Using Thought												
D) Sophisticated Guide Thought Leadership												
E) WHO Continuing Medical Education in India - FOGSI												
F) Accreditation pathways & Mechanisms in India- NCBI												
G) The Art and Science of Conducting a Continuing Medical Education Program												
3)Initiate Network Platform												
3A) Healthcare radius, eHealth, Economic times, Health IT News, Hindu Health, Health Tech Magazine, wikipedia												
3B) PR Insourcing												
3C) Linkedin-inviting opinions from people on our op-eds, page												
3D) International Government												
(linking CA with CSR)												
4)Act in line with Novel Point of View												
Dialogue sessions with Care Manager												
Engagement with Hospital Management												

	On-Going
	Underprocess
	To be Publish
	Preparation for Symposium
	Symposium to be held
	Application Approval process for LinkedIn Live
	Establishing Collaboration
	Contacting and Networking for publishing
	PR Insourcing
	CMEs not possible

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