

CryoLife MarCom History

Hired September - 2014

- ▶ Same month as Pat Mackin, new incoming CEO
- ▶ Hired as Trade Show Manager, working for VP of Marketing, Bruce Anderson (Founder's Son)
- ▶ I had two reports: Trade Shows Coordinator, Web Master (hired but not present)
- ▶ Trade show management was a two person job, organizing 130 meetings per year, paper folders, no automation
- ▶ Brand Identity was a 5 page brochure, fonts and color only
- ▶ Product managers were independently producing assets from several different agencies, no consistency
- ▶ CryoLife spend over \$425K annually with Boyd agency in CA
- ▶ Outdated Web Site 1.0 hosted internally, new site under construction by subcontractor SolutionBuilt, \$10K per quarter
- ▶ Outdated "App" for presentations and collateral distribution, cost \$6K per quarter to maintain, also by SolutionBuilt
- ▶ Print ads and banner ads only - B2B Surgeons, do direct to patient

October - 2014

- ▶ New Web Master arrives, Nathan Williams
- ▶ Placed Web Master in charge of new site development, single point of contact with contractor SolutionBuilt

December - 2014

- ▶ Finished first iteration of Trade Show Database: Application allowing one person to organize all but the largest shows: STS, AATS
- ▶ Shifted focus to largest tradeshow, new brand identity manual and website 2.0
- ▶ Began designing trade graphics and brochures in house

January - 2015

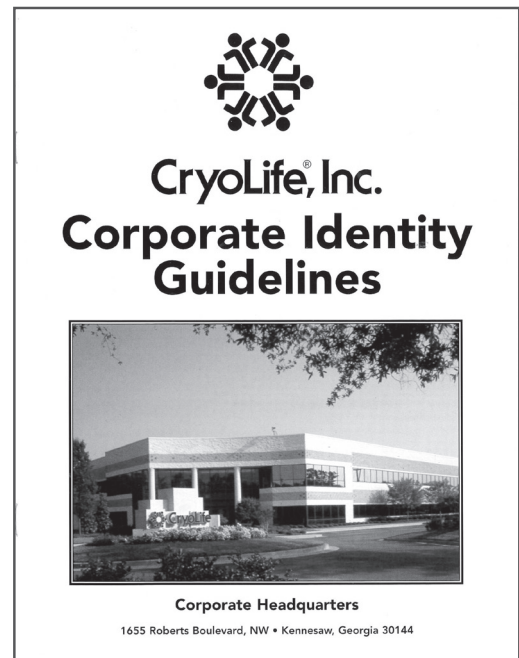
- ▶ Attended first major tradeshow, STS in San Diego
- ▶ Our exhibit was sparsely attended, too much space dedicated to outdated products and presentations, no hospitality
- ▶ SolutionBuilt launched Web Site 2.0, buggy, rolled back to 1.0

February - 2015

- ▶ First Global Marketing Meeting in US
- ▶ Agreed to update brand guideline, compromise of EU and US Guidelines previous version

March - 2015

- ▶ Web Site 2.0 finally ready for prime time
- ▶ Fired contractor SolutionBuilt for poor rollout, brought website maintenance and development totally in house.



4 Years Ago - Brand Guidelines - 5 Pages



MarCom database empowered 1 person (Trade Show Coordinator) to do the job of 2, eventually, the database becomes a vertical app. serving the whole department



2015 exhibit design, presentations not a draw, laser took up too much space, no hospitality

May - 2015

- ▶ Attended second major tradeshow, AATS in Seattle
- ▶ Exhibit sparsely attended, decision made to completely remake the exhibit for major tradeshows in 2016
- ▶ Presented new brand guidelines 2.0 to EU

June - 2015

- ▶ Pitched Pat on bringing all print and digital production in house
- ▶ **Move saved \$325K in first year**
- ▶ Received approval to hire two new people, print and Digital designer

September - 2015 - End Year One

- ▶ Bruce Anderson, VP of Marketing replaced by John Davis
- ▶ My new boss is Ashton McKinney, Director of Marketing

December - 2015

- ▶ Hired Print Designer, Allison
- ▶ Hired Digital Designer, Jason
- ▶ Jason begins work on replacement for the "App" - ShowCase Workshop, move **saves company \$24K per year**
- ▶ Allison begins work on finishing a comprehensive brand guidelines 3.0
- ▶ On-X acquisition announced

January - 2016

- ▶ Large tradeshow, STS Phoenix, AZ, introduced new "Anatomy" exhibit
- ▶ New exhibit immediate hit with surgeons, many take pictures in front of anatomy, added espresso station, traffic skyrockets
- ▶ Added On-X products for the first time

May - 2016

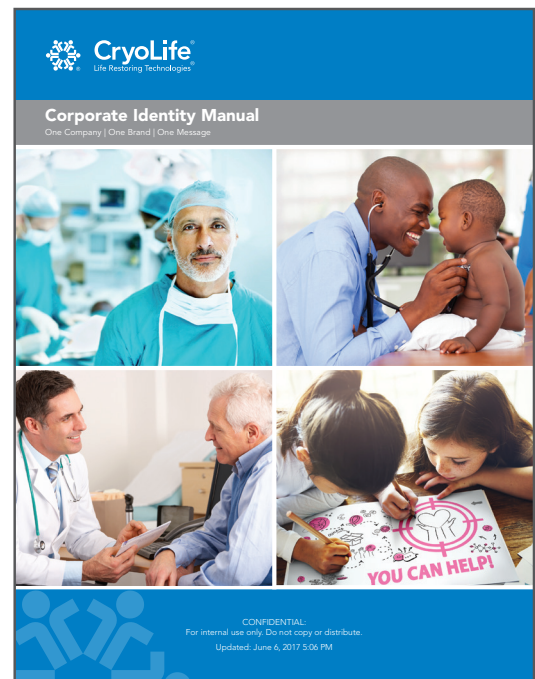
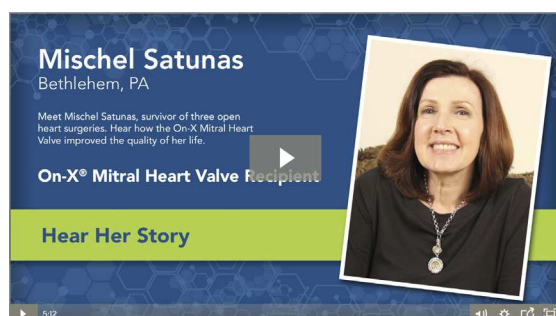
- ▶ Second major tradeshow, AATS Baltimore, again, booth traffic up **from 35 scanned badges in 2015 to over 400**

June - 2016

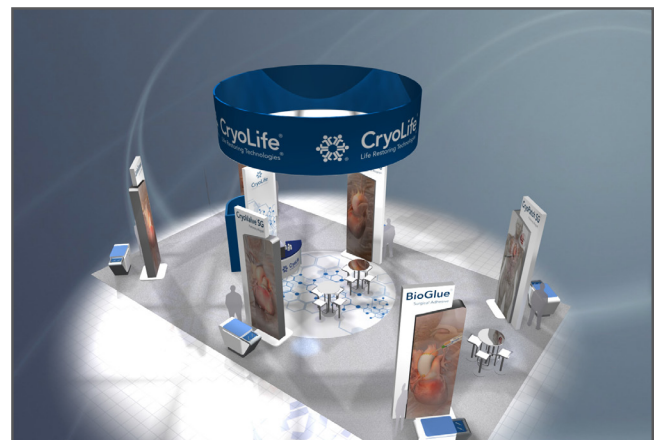
- ▶ Outsourced web server to WPEngine, obsoleting Web Master's stack skill set
- ▶ Propose Web Site 3.0, complete rewrite, new foundation, to be developed jointly by Web Master and Digital Designer

July - 2016

- ▶ First in-house patient interview, video and story Mischel Satunas



2015: first truly Global Brand Guidelines 3.0 published



2016 exhibit design, introduced at STS, Phoenix, anatomy concept, w hospitality



AATS 2017, Boston, challenging hall layout, last appearance of the "anatomy towers"

- ▶ Pat suggests hiring an outside firm for a direct to patient strategy, orders we interview at least 3 firms and make recommendation

August - 2016

- ▶ First revision of Quick Reference Guide

October - 2016

- ▶ Begin work on Project Styx (NeoPatch)
- ▶ Interview Adrian Hines, Vayner Media, 352 Consultants
- ▶ ShowCase Workshop replaces "App"

December - 2016

- ▶ On-X acquisition announced
- ▶ Basil, Mark Yosick, Jason present results of on "direct to patient" agency search
- ▶ We propose hiring 3 more people in lieu of an outside agency, video editor, writer, On-X marketing specialist

January - 2017

- ▶ STS Houston

February - 2017

- ▶ Based on data collected from surgeons, we replaced dark CryoLife blue with the new "Water Blue" and color pallet

April - 2017

- ▶ AATS Boston
- ▶ After AATS, Pat expresses interest in large graphics of products instead of anatomy

May - 2017

- ▶ Writer, David Layman Joined Team
- ▶ Video Editor, Matt Rodgers Joined Team
- ▶ Second Global Marketing Meeting in Gilford, UK
- ▶ Decision taken to explore one exhibit designer for EU and US

June - 2017

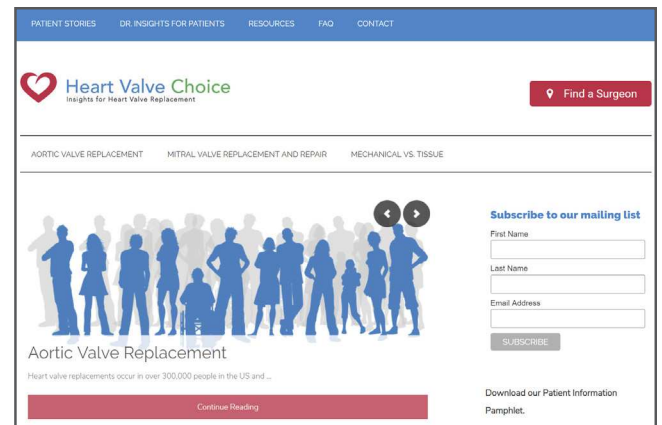
- ▶ HeartValveChoice, first direct to patient site and AdWord campaign goes live
- ▶ HVC immediately begins generating 2 patient leads per day

August 2017

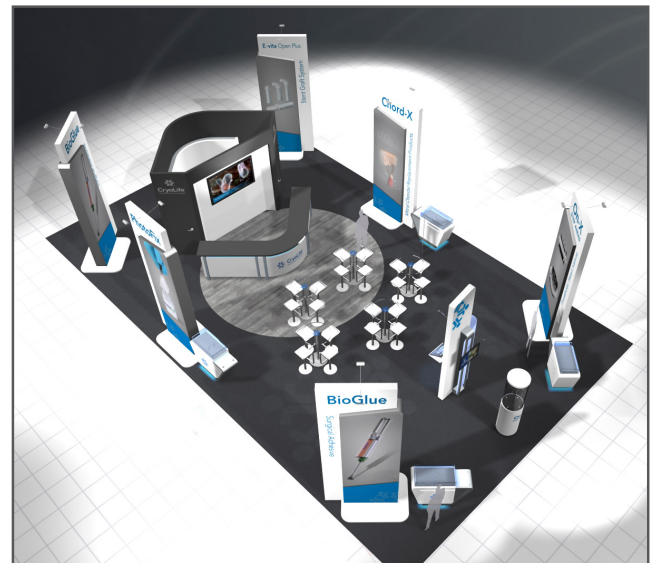
- ▶ Project Jolly (JOTEC acquisition) begins, assets required include videos of both CEOs and micro site

October - 2017

- ▶ EACTS unification meeting Vienna
- ▶ BlueSky Meets EU marketing people



HeartValveChoice.com, our first direct to patient site and campaign generates 6.63 patient leads per day. The site intentionally departs from our brand guidelines to appear Independent of CryoLife products.



2018 exhibit design, anatomy concept scraped in favor of large product graphics Pat prefers, w extended hospitality



The 2018 exhibit is the most successful design in 4 years yielding over 400 badge scans in first iteration

December - 2017

- ▶ Acquisition of JOTEC announced
- ▶ All global ambitions on hold due to merging of marketing departments
- ▶ Pat announces On-X valve 9% market share increase stolen from competitors

January - 2018

- ▶ BigTinCan replaces ShowCase WorkShop
- ▶ STS Fort Lauderdale
- ▶ Extend MarCom Database to Travel Department

April - 2018

- ▶ Budget cuts require layoff of Web Master, and Video Editor
- ▶ Trade Shows Coordinator resigns to accept Manager position at another company, Sandy assumes small show responsibilities

June - 2018

- ▶ HeartPainRelief.com patient site and AdWord campaign launches
- ▶ Two new videos, patient and surgeon
- ▶ Geo fenced to Nashville and Memphis

August - 2018

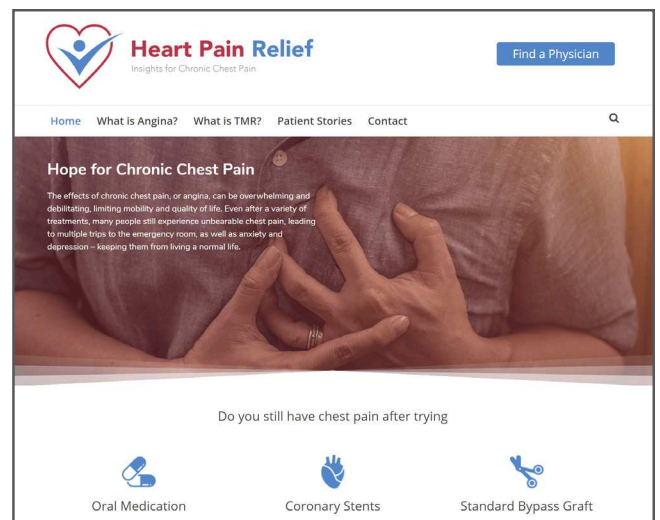
- ▶ TheRossProcedure.org patient site and AdWord campaign launches
- ▶ 3 new patient videos
- ▶ 7 surgeon videos

September - 2018

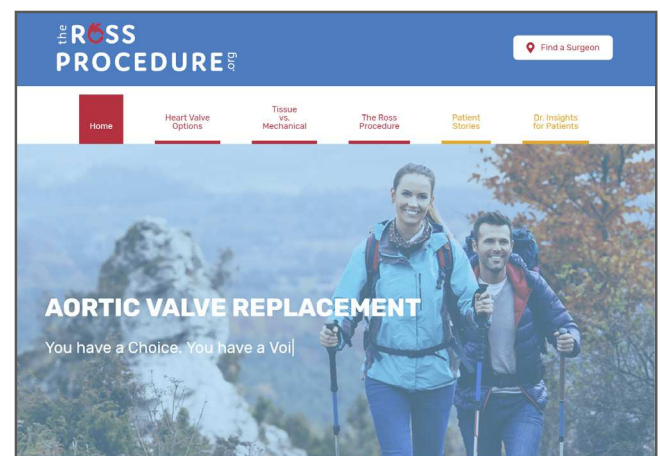
- ▶ On-X leads generated from AdWords & HeartValveChoice.com increase to 6.63 per day

October - 2018

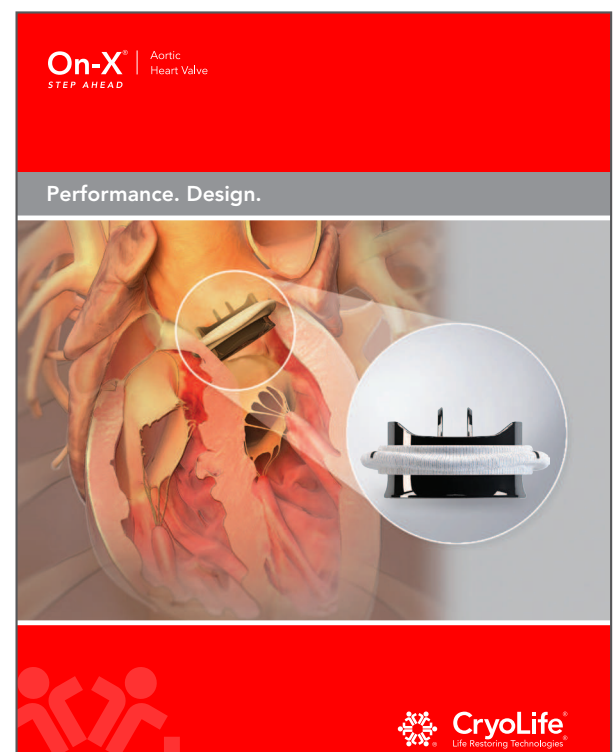
- ▶ Megan Eckerman joins as VP of Global Marketing
- ▶ MarCom establishes PodBean podcasting service



HeartPainRelief.com



TheRossProcedure.org, built to support the Ross Community and CryoValve SG Sales



Present brand guidelines ensure all collateral is constant

Basil's 2019 Objectives

Unify Global Brand

- ▶ Insure all CryoLife brands, current and those acquired into alignment, document the standards
- ▶ Covert all collateral artwork to new branding

Manage Meetings

- ▶ Facilitate 100+ meetings including STS, AATS, and related off site meetings
- ▶ Maintain meetings data base
- ▶ Manage off-site inventory , stay in budget

Manage Video Production

- ▶ Produce at least 7 video such as patient interviews, surgeon interviews, proof of concept, or other marketing video
- ▶ Edit and publish videos as necessary

Manage Web Properties

- ▶ Oversee the refinement and development of all CryoLife web assets
- ▶ Manage the production of specialized sites as needed

Manage Collateral Production

- ▶ Produce at least 15 pieces of marketing collateral that support sales, or other mission critical functions

Generate Patient Conversions

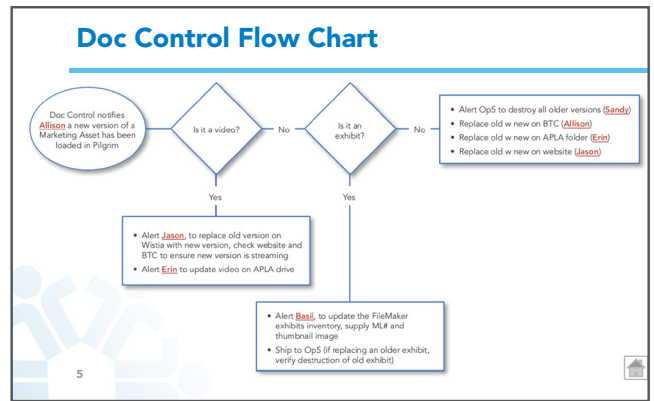
- ▶ sing digital marketing methods, generate at least 6 patient conversions per day, provide quarterly analytics to PMs
- ▶ Work with Digital Strategist to ensure our digital marketing effort is best in class

Manage "One Document Initiative"

- ▶ Deploy Sales Enablement tool (or BTC or OneDrive as applicable), make it available to all Field Sales
- ▶ Ensure obsolete documents, videos, and other marketing assets are replaced by new documents as needed

Score 4+ Combined Team Engagement

- ▶ Ensure team engagement remains high
- ▶ Develop reports, push to project manage



The 1 document initiative ensures no obsolete documents get into the field



MarCom database continues to expand to facilitate departmental automation



Dr. Naka (BioGlue Video) is typical of our in-house surgeon interviews and testimonials



Victor Abraham, Ross Patient is one of 10 videos produced for the Ross Patient Site

Marketing Capabilities

Strategy & Conversion Funnels

Jason McCullough, Basil Beighey, David Layman, Allison Scollan, & Product Managers

- ▶ Targeted Marketing Campaigns
- ▶ Trade Show Marketing / Management
- ▶ Live Training Seminar

Content Marketing (Product)

David Layman, Allison Scollan, Basil Beighey, Jason McCullough

- ▶ Brochures / Flyers
- ▶ Trade Show Graphics / Exhibits / Models
- ▶ Videos / Audio / Script Writing / Photography
- ▶ Patient Stories / Written & Video
- ▶ Surgeon Testimonials / Interviews
- ▶ Web Development / Digital Properties / Micro-sites
- ▶ Pod Casts
- ▶ Presentations
- ▶ Labels / Packaging
- ▶ Social Media Content

Paid traffic & Customer Acquisition

Jason McCullough, Allison Scollan, David Layman

- ▶ Google AdWords
- ▶ Bing Ads
- ▶ Facebook Ads
- ▶ Banner Ads
- ▶ Print Ads

Email Marketing

Jason McCullough, David Layman, Product Managers

- ▶ Mail Chimp

Social & Community Management

David Layman

- ▶ Facebook
- ▶ LinkedIn
- ▶ Instagram
- ▶ Twitter

Search Marketing

Jason McCullough

- ▶ SEO
- ▶ Link Building

Marketing Analytics & Data Science

Jason McCullough & Product Managers

- ▶ Google Analytics
- ▶ YouTube / Video Analytics
- ▶ Ad Platform Analytics
- ▶ Focus Groups

Testing & Conversion Rate Optimization

Jason McCullough

- ▶ Split Testing

Marketing Database Construction and Management

Basil Beighey

- ▶ Trade Show Database
- ▶ On-X Valve Database

Interdepartmental Creative Services

Jason, Allison, David, Basil

- ▶ HR Creative
- ▶ Executive Suite Creative / Video



Bob Smith, On-X valve recipient, remains the highest evolution of CryoLife MarCom capabilities ...



... the filming required script writing, story telling, photography, drone work, and video editing

Challenges and Suggestions

In the aftermath of the JOTEC purchase (Spring 2018) and the subsequent merging of the companies, Marketing was asked to reduce costs by \$80K. This cost reduction resulted in the layoff of several employees including two from MarCom - the Web Master and the Video Editor. A week after these layoffs, a third MarCom employee, the Trade Shows Coordinator resigned to pursue a management position at another medical company. The decision was then made to keep the Trade Shows Coordinator position open to further reduce costs. This three person reduction severely inhibited the effectiveness and morale of the department.

MarCom coped with this issue by first merging the Web Master's responsibilities into the Digital Strategist position. Secondly, the Trade Shows Coordinator responsibilities were divided between Sandy, the Marketing Admin. and Basil, with Sandy organizing the small, table top shows, and Basil organizing the larger shows - STS and AATS.

The Video Editor's responsibilities were transfer to Basil (basic editing) and occasionally an outsource for more complex animations.

The result of these layoffs was a much diminished sense of morale in the department. The Video Editor, Matt Rodgers, was well liked, very talented, and very productive. His last video before leaving, Bob Smith, Aortic On-X Recipient, was arguable the best video ever produced by CryoLife. There was a sense in the department that no matter how productive you were, anyone could be the next casualty of cost cutting. CryoLife had just set two record quarters. We had stolen 9% market share from other mechanical valve competitors and made two successful acquisitions. Still, MarCom was required to lay off two people.

Trade Show Coordinator

Sandy Hayes is doing an excellent job managing small meetings. Traditionally, the Trade Show Coordinator was a full time job. It's a tribute to Sandy that she can handle both Trade Shows and Assistance to the head of the department. She is able to handle this additional load due to the reduced load Ashton, previous Director of Marketing was satisfied with. My concern is that any additional responsibilities placed on her will add stress and diminish a very productive situation. The present situation is fine, but if your wanting a higher level of service from your personal assistant, we should either promote Sandy to Trade Shows Coordinator (my preferred course of action) and replace the Administrative Assistant, or fill the presently empty Trade Shows Coordinator position.

Video Editor

Video is the pinnacle of marketing communications and the favorite medium of all social media and digital marketing channels. During the tenure of our full time video editor, we produced an unprecedented amount of video and animation assets supporting our sales efforts - at a relatively low cost. The loss of our editor severely diminished the capabilities of the department. I would strongly suggest a replacement as soon as possible. Our digital marketing effort requires content.

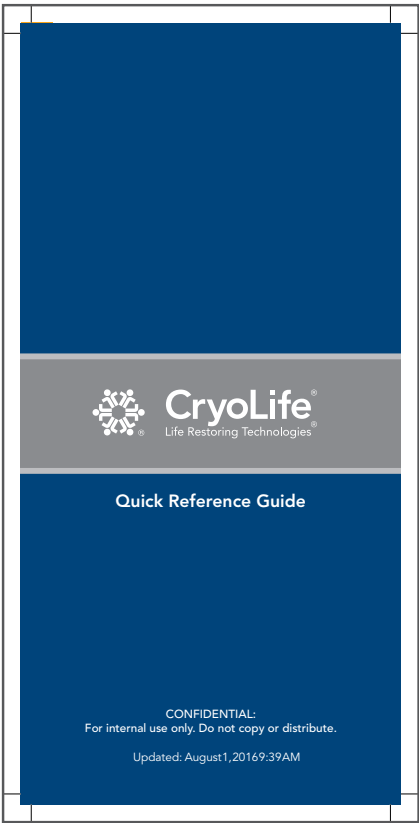
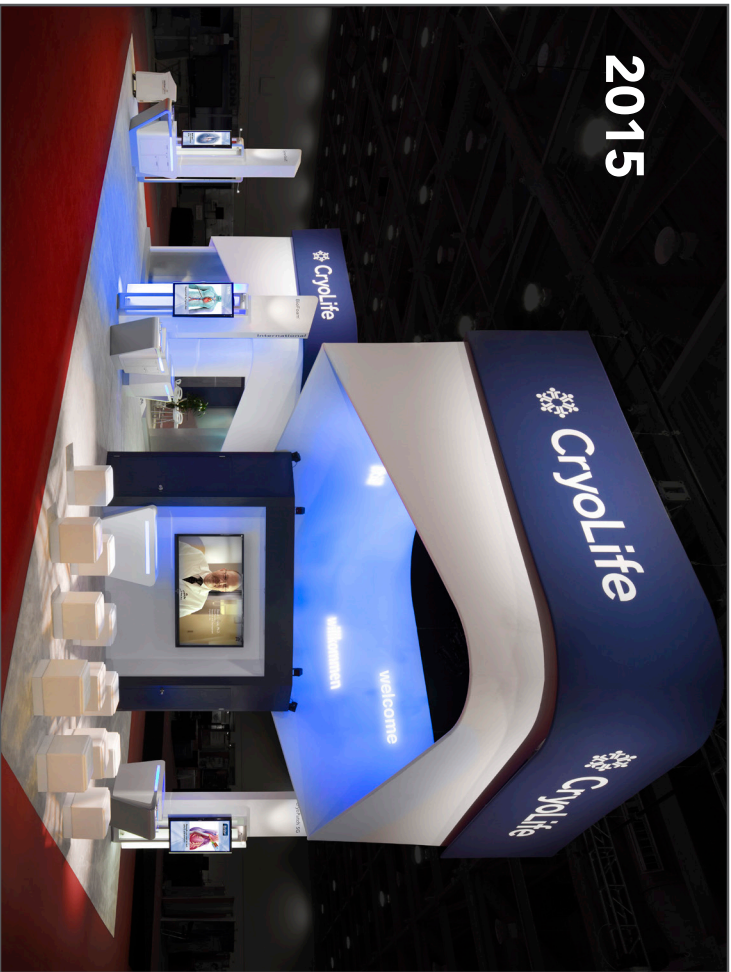
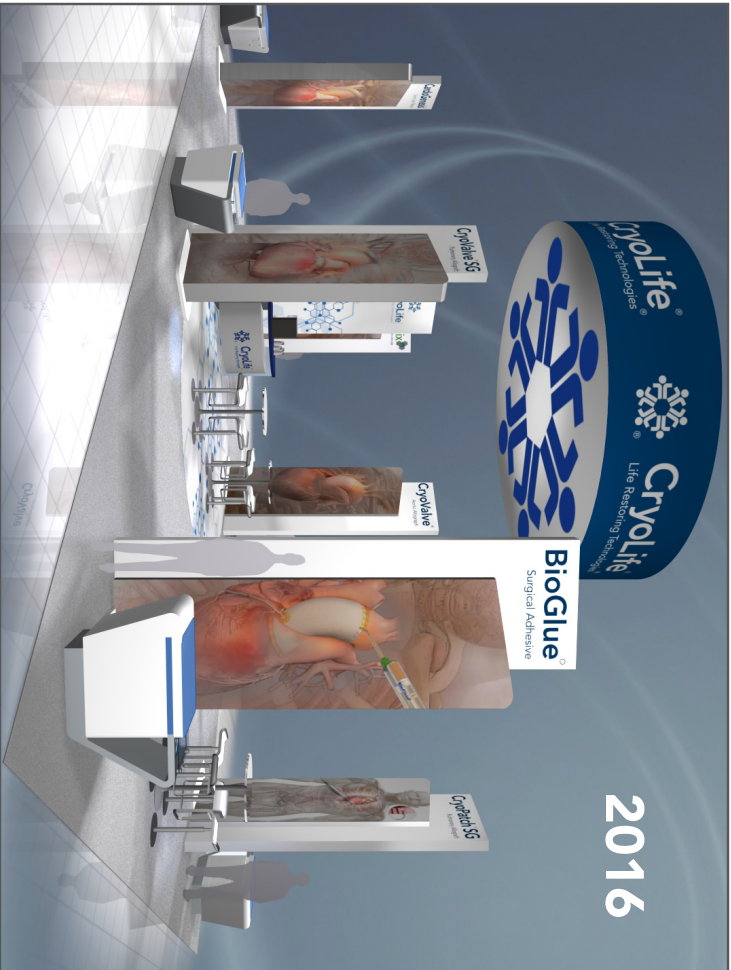


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The Quick Reference Guide was suit pocket size guide outlining the capabilities and specs of all CryoLife Products



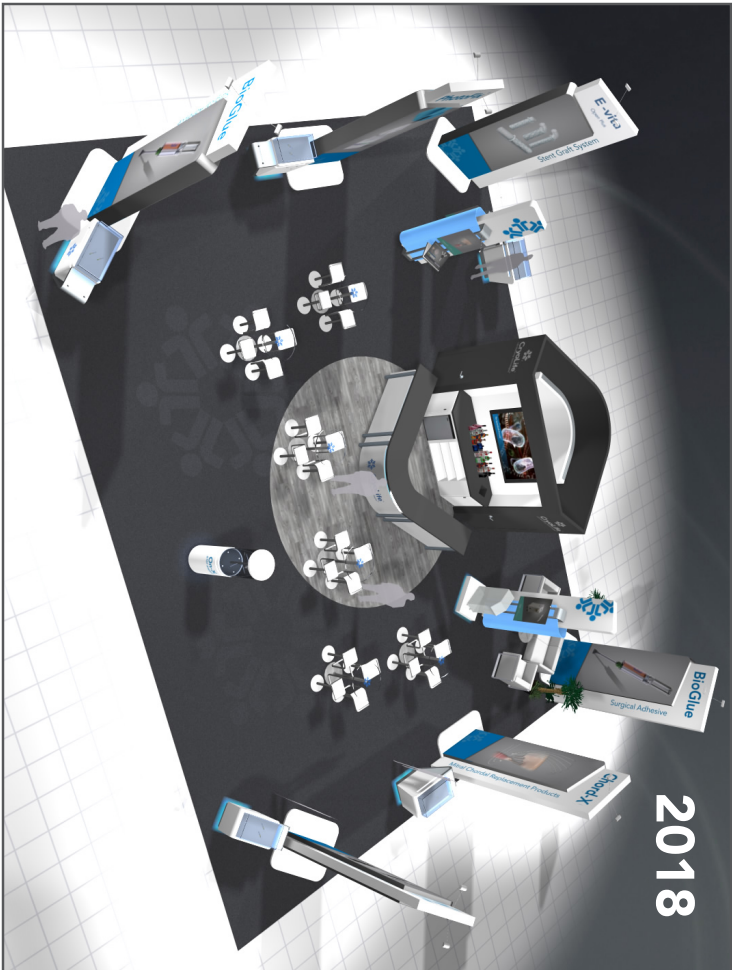
2015



2016



2017



2018