

A practical model to link marketing activity to enterprise financial outcomes

Marketing leaders are under increasing pressure to prove financial impact, not just activity. In healthcare especially, impressions, clicks, and awareness metrics aren’t enough to earn credibility with CEOs, CFOs, and boards. The question has shifted from “what did marketing do?” to “how did marketing move margin, revenue, and growth?” The CMO Financial Impact Framework provides a clear line of sight from brand and campaign activity to enterprise-level outcomes, equipping CMOs to sit at the strategy table as true growth stewards.

1

Foundation: Define Success With the C-Suite

Shared Metrics Agreement: Align with CEO and CFO on what financial outcomes marketing will be accountable for.

Core Enterprise KPIs:

- ▶ Contribution Margin (per service line)
- ▶ Patient Lifetime Value (PLV)
- ▶ Referral Conversion Rate
- ▶ Net Revenue per Patient Acquired
- ▶ Retention / Leakage Rate

2

KPI Ladder: From Marketing Activity to Financial Outcomes

Level	Metric Example	How It Links to Finance
Enterprise	Contribution Margin, Net Revenue	Core P&L measures the board tracks
Patient / Customer	New Patients in Key Service Lines, Referral Conversion	Direct drivers of revenue & margin
Engagement / Experience	Portal activations, Digital self-scheduling, Net Promoter Score	Reduces cost-to-serve, increases retention
Marketing Channel	Cost per Inquiry, Cost per Referral	Efficiency of spend ties directly to acquisition cost
Campaign / Creative	CTR, Engagement, Recall	Inputs into funnel, informs ROI when rolled up

3

90-Day Measurement Blueprint

- ▶ **Phase 1 (0–30 Days):** Audit existing data flows (finance, EHR, CRM, web analytics). Map where data connects—or doesn't.
- ▶ **Phase 2 (31–60 Days):** Stand up a pilot dashboard with one high-value service line (e.g., cardiology referrals). Show marketing input → patient inquiries → referral conversion → contribution margin.
- ▶ **Phase 3 (61–90 Days):** Expand dashboard to include at least 2–3 enterprise-aligned KPIs (margin, leakage, PLV). Share with C-suite to validate.

4

Tools & Enablers

- ▶ **Brand Health Dashboard:** Aggregate awareness, sentiment, search, and recall data into a single score.
- ▶ **Attribution Models:** Multi-touch attribution where possible; proxy models when data is incomplete.
- ▶ **Predictive Analytics:** Forecast volume and margin impacts of campaigns.
- ▶ **Quarterly Executive Review:** Marketing, Finance, Operations align on results and re-forecast.

5

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6

Output: The Scoreboard

Deliverable should be a one-page executive scoreboard showing:

- ▶ Top-Line Growth Drivers: New patients, referrals, leakage reduction.
- ▶ Financial Metrics: Contribution margin, PLV, ROI of campaigns.
- ▶ Operational Efficiency Signals: Digital access adoption, cost-to-serve savings.
- ▶ Brand Health Index: Awareness + sentiment trend line.

End Value:

This framework moves marketing from “cost center reporting clicks” to “enterprise growth engine reporting contribution margin.” It gives CMOs the credibility to sit alongside CEOs and CFOs in board-level discussions.

Set up a real time dashboard demo now

