

Thought Leadership Marketing: A Strategy for B2B Healthcare Organization

By

Atul Kini R

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



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ABSTRACT

Introduction: Thought Leadership Marketing (TLM) is defined as the art of positioning your company as a leader in its field through best-in-class content. The study attempts to check the brand awareness of DayToDay Health among top managers of leading hospitals and explores ways in which DayToDay Health can excel in TLM, thus building a strategy for its TLM endeavours by proposing a framework. **Methodology:** It was a cross-sectional, descriptive study where primary data was collected from 28 respondents (selected through purposive sampling) using an online questionnaire. The collected data was cleaned and analysed using Microsoft Excel. Additionally, an extensive literature review was carried out using Google Scholar for secondary data and insights. **Results:** The study showed the importance of undertaking TLM endeavours through a well-structured framework. Only 43 per cent of the respondents were familiar with the DayToDay Health brand, the majority of whom heard about the brand from a friend or a family member. The study also emphasized on the importance of a live presentation and LinkedIn presence for a successful TLM. **Conclusions:** Although brand awareness among top managers of hospitals needs significant improvement, these managers understand the importance of care management and digitalisation of hospitals. TLM efforts should not replace traditional ways of marketing like salesperson interaction, instead they should complement it. In conclusion, the study recommends moving forward with Thought Leadership Marketing following the prescribed framework.

TO WHOMSOEVER MAY CONCERN

This is to certify that Atul Kini R, student of MBA Hospital and Health Management from the IIHMR University, Jaipur has undergone internship training at DayToDay Health from 10th February 2020 to 8th June 2020.

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific, and analytical. The internship is in fulfilment of the course requirements.

I wish him success in all his future endeavours.

Dean, Academics and Student Affairs
IIHMR University, Jaipur

Professor
IIHMR University, Jaipur



The certificate is awarded to Dr. Atul Kini R

In recognition of having successfully completed his Internship and his project on
Thought Leadership Marketing: A strategy for B2B Healthcare company

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

We wish him all the best for her future endeavors

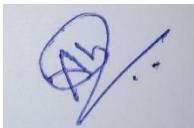
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THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled ‘**Thought Leadership Marketing: A Strategy for B2B Healthcare Organisation**’ and submitted by **Atul Kini R**, Enrolment No. **0725** under the supervision of **Dr. Anshuman Sewda** for award of MBA in Hospital and Health of the University carried out during the period from **10th February 2020** to **8th June 2020** 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.

A handwritten signature in blue ink, appearing to be 'Atul Kini R', enclosed within a circular stamp or seal.

Signature

ACKNOWLEDGEMENTS

This study could not have been successful without the support of some concerned people. I extend sincere gratitude to my mentor, **Mr. Dhananjay Chithathoor**, Senior Vice President, Marketing (APAC) at DayToDay Health. His dynamic critical thinking and broad and profound knowledge constantly encouraged me to complete the allotted tasks and perform well. 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 for being immensely helpful while finalizing my projects within the limited time frame.

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ORGANISATIONAL PROFILE

DayToDay Health is a Boston-based health startup founded in 2017 that deals with remote care management of surgical patients and uses artificial intelligence systems. This MIT-incubated startup was founded by MIT alumni. The company has a diverse team with offices in the United States 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.”

DayToDay Health is technologically advanced and has a novel business model. The company is a B2B player and partners with leading hospitals to serve the patients. DayToDay Health remotely and digitally provides several services, including pre-procedure care, post-procedure care, psychological support, and physiotherapy. 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 the COVID-19 pandemic. It started a virtual healthcare system for patients who tested positive for COVID-19 and partnered with the HEAL Foundation to deliver the first-ever home patient management program for COVID-19 patients in India, free of cost.

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ABBREVIATIONS

B2B: Business to Business

B2C: Business to Consumer

NHS: National Health Service

NPOV: Novel Point of View

NPS: Net Promoter Score

PDF: Portable Document Format

TLM: Thought Leadership Marketing

USA: United States of America

1. 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 is defined as the art of positioning a 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, thereby increasing its market influence, and positioning it as a leader or oracle 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 an expert. Organisations or 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 TLM.

Marketing is defined by the 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 fulfil those needs. Additionally, marketing involves selecting a target group of customers to identify the best segment for a company according to its focus area and strengths.

The idea 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 advancement (4). Through TLM, businesses can market themselves as experts in their fields and hence this marketing strategy is gaining popularity.

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 Business-to-Consumer (B2C) sales, thus requiring 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 have pointed 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 parts of building business relationships. Thus, thought leadership is an essential element of a 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 per cent reported that thought leadership had increased their trust in an organisation and 45 per cent said that thought leadership had directly led them to do business with a company. When it comes to brand impact, 89 per cent stated that thought leadership has enhanced their perception of an organisation. More importantly, a staggering 59 per cent agreed that thought leadership is a better and more reliable basis to judge an organisation's capabilities and competencies than any other marketing material (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). TLM 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 per cent of buyers chose the company that was first to add value and defined their buying vision (8).

Although several companies are aware of the value that TLM brings, only 15 per cent of the decision-makers rate the quality of most of what they read as very good or excellent (9). A 2014 Forrester research study revealed that a staggering 85 per cent of B2B marketing leaders failed to connect their content to business value (10). Therefore, it is advisable to move forward strategically with a clear thought leadership framework.

To that end, we combined 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 included an orderly listing of practically applicable activities, sub-activities, time framework, required resources, and a measuring tool to quantify its impact.

1.1. 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 relatively more stringent than B2C business decisions and go through multiple rounds of scrutiny.
- 3) Businesses with niche or innovative ideas need to engage in TLM.

- 4) A proper framework is required for the success of TLM.

1.2. Research Questions

- 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 a successful TLM?

1.3. Objectives

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

2. LITERATURE REVIEW

A study by H. A. Alhaddi showed that innovation requires thought leadership (6). 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 organisation 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 the 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. Such fresh ideas and insights can lead to a paradigm shift in the ways we address the 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 depends on the type of content and includes print, which is favored for longer pieces, and digital channels, which are preferred when reading general news media. Most importantly, each piece of thought leadership should be 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, and Craig Badings, advocated the idea of having a thought leadership framework (8).

3. RESEARCH METHODOLOGY

3.1. Study Design

Cross-sectional, Descriptive

3.2. Data Collection

Primary as well secondary data

Study instrument: Questionnaire

3.3. Primary Data

Surveying the top management of the hospitals

3.4. Sampling

Purposive sampling

Sample size: 28

3.5. Secondary Data

Extensive literature search was carried out with the help of Google Scholar. Overall search strategy was to use certain keywords, such as ‘thought leadership marketing,’ ‘thought leadership strategy,’ and ‘tools for thought leadership.’

3.6. Data Analysis

Primary data was analyzed using Microsoft Excel (Office 365).

4. RESULTS

Out of the 28 respondents, 19 (67.86%) were unable to provide a brand in response to the question: “which company comes to your 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; and health startups like Indohealth and Pristyn Care. One of the responses received was: “The above solution provider are many, and all have adopted the platforms used in US and NHS... they are a startup and are in a phase of evolving their solutions as per practices and process in Indian healthcare ecosystem, till date there is no leader who has a substantial market share.” None of the respondents equated DayToDay Health with the idea of care management.

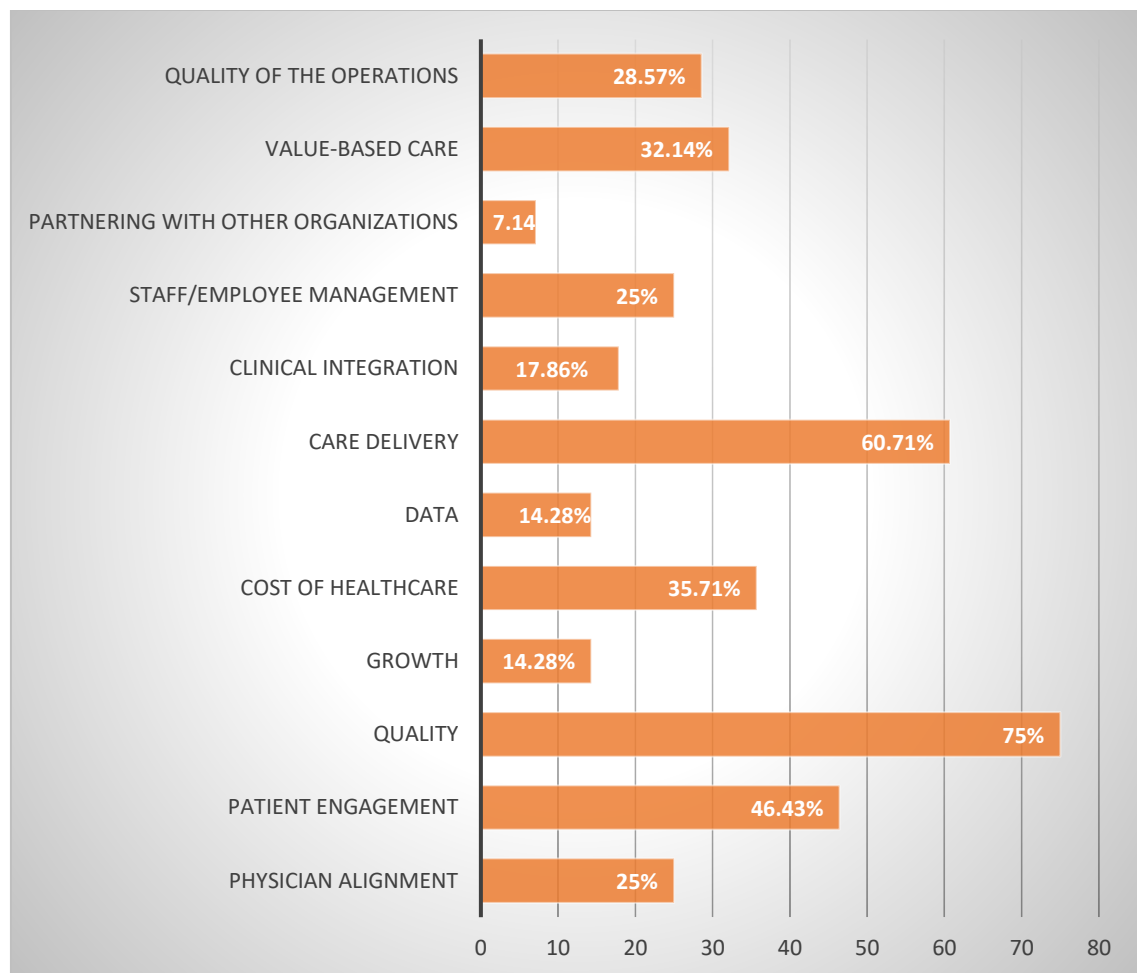


Figure 4.1. When respondents were asked three highest priority strategic initiatives for their organisation.

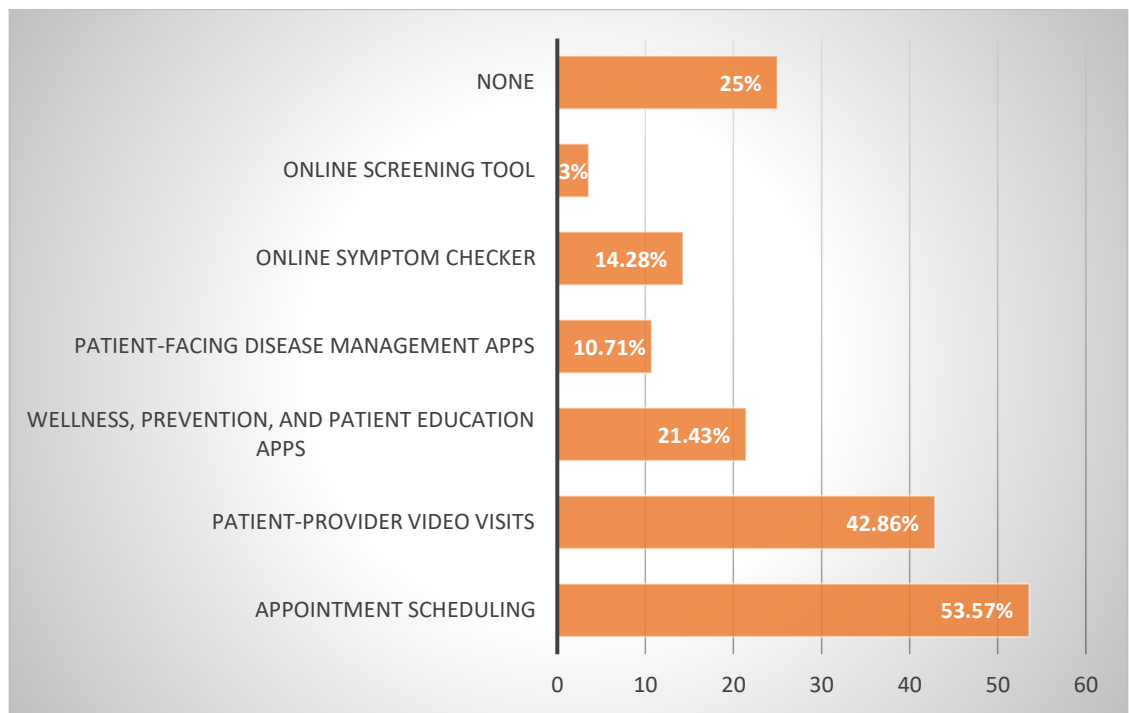


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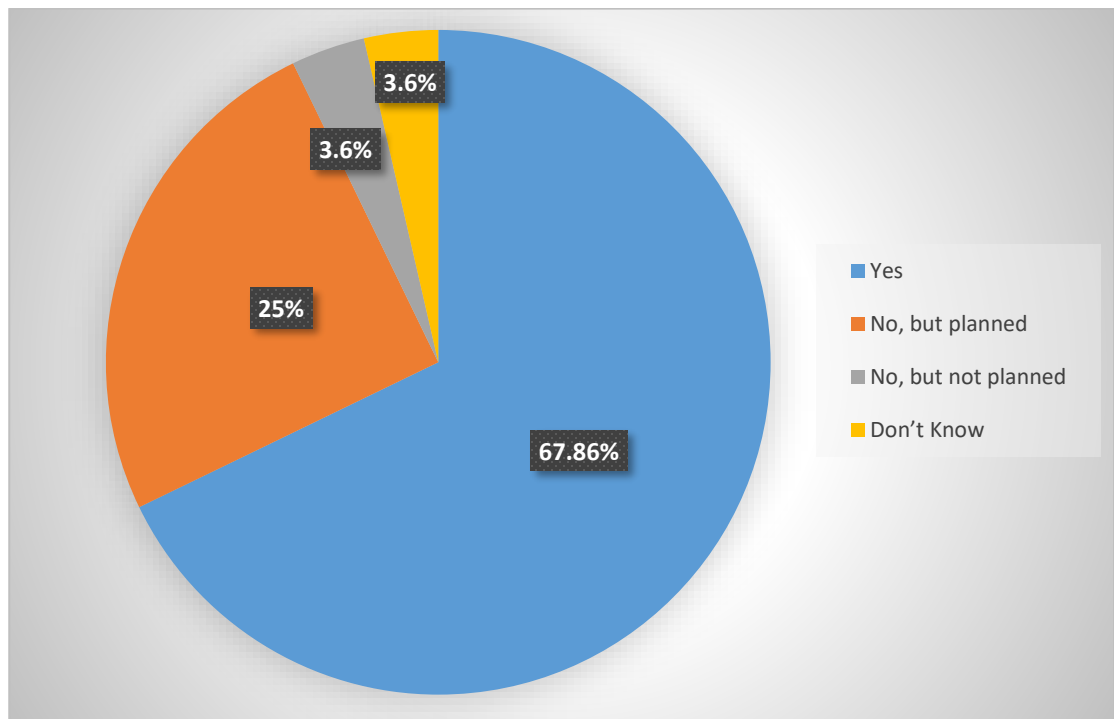


Figure 4.3. When respondents were asked whether they believe that that their hospital is digitally transformed.

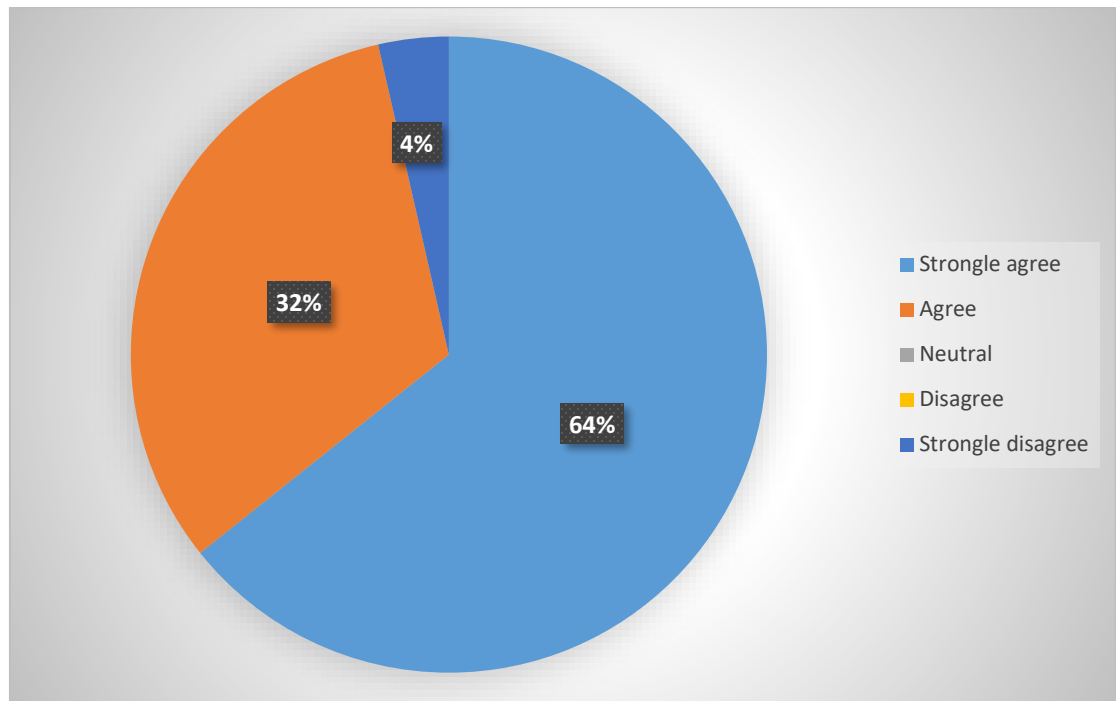


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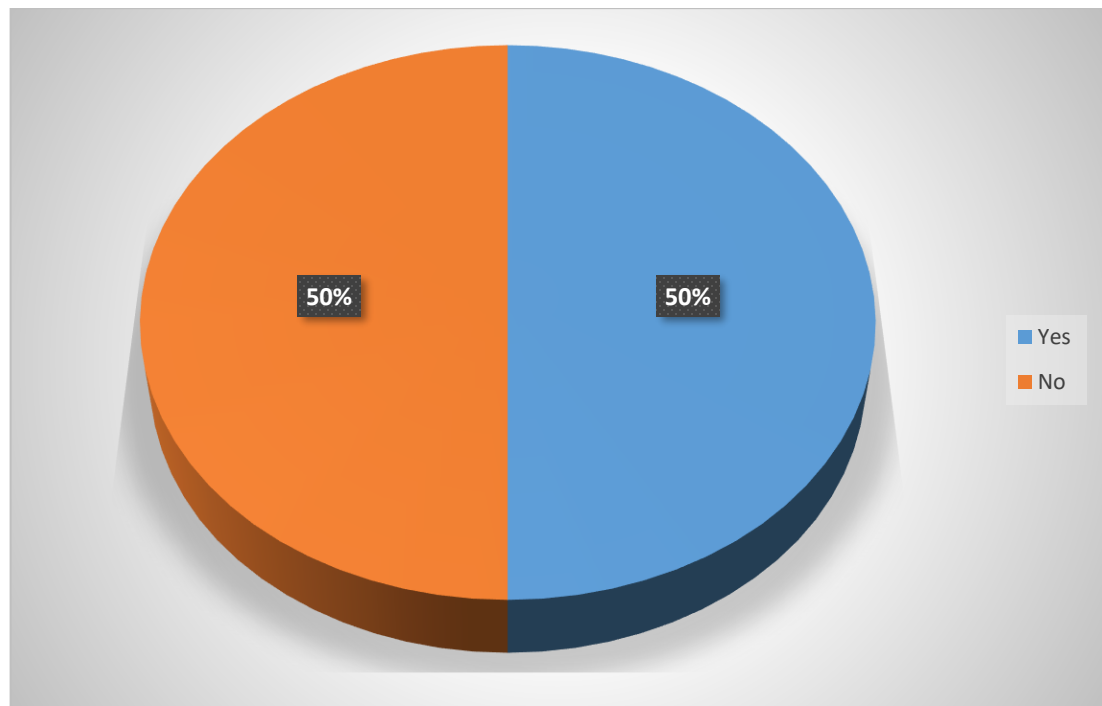


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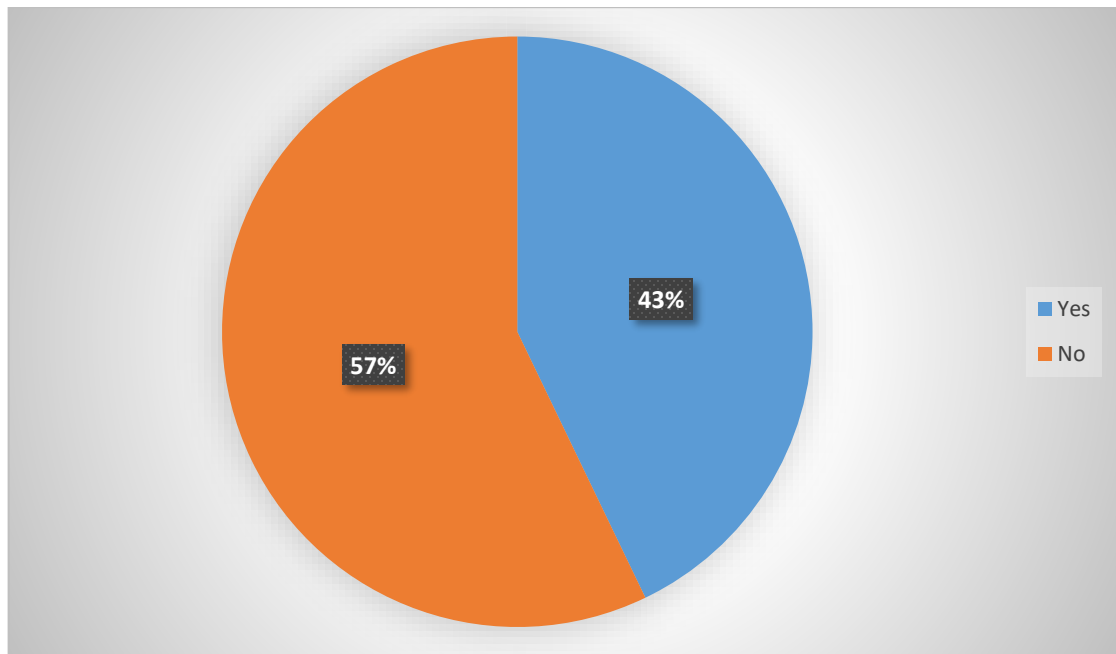


Figure 4.6. Responses to the question whether they have heard of a brand named DayToDay.

Of the 57 per cent replied that they have heard about the brand DayToDay. Eight of them said that they have heard through friend/family, followed by LinkedIn which was the reply of three participants.

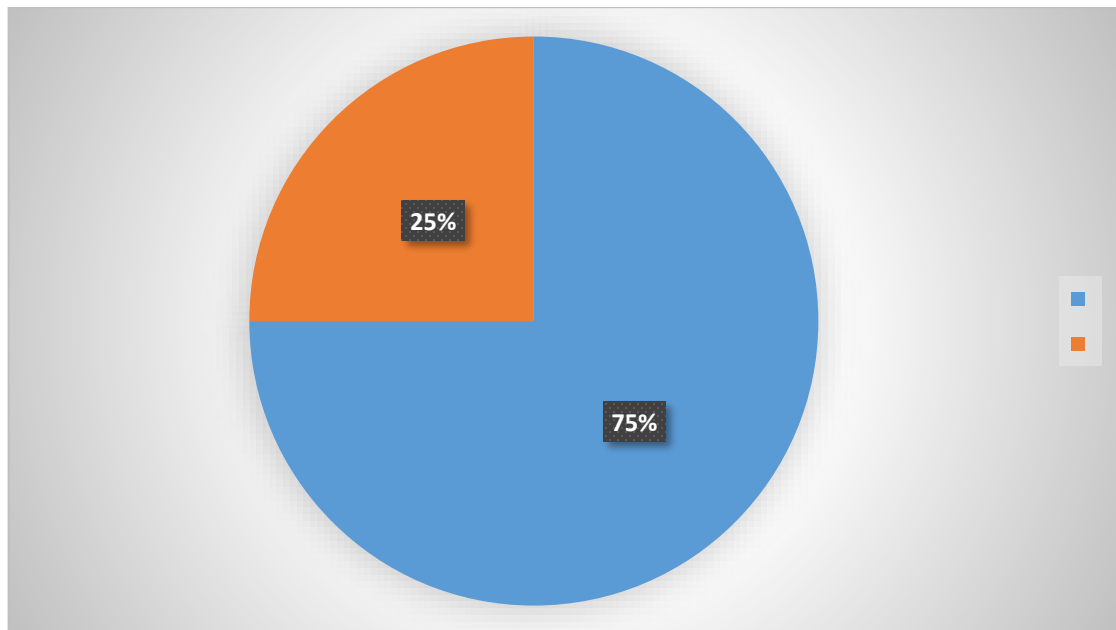


Figure 4.7. Of the 57 per cent of the respondents who have heard about the brand DayToDay, 75 per cent recognized it as a healthcare company, while the rest saw it as a tech company.

Table 4.1. When 57 per cent respondents who had heard about the brand DayToDay were asked how the brand can position itself as a thought leader.

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%

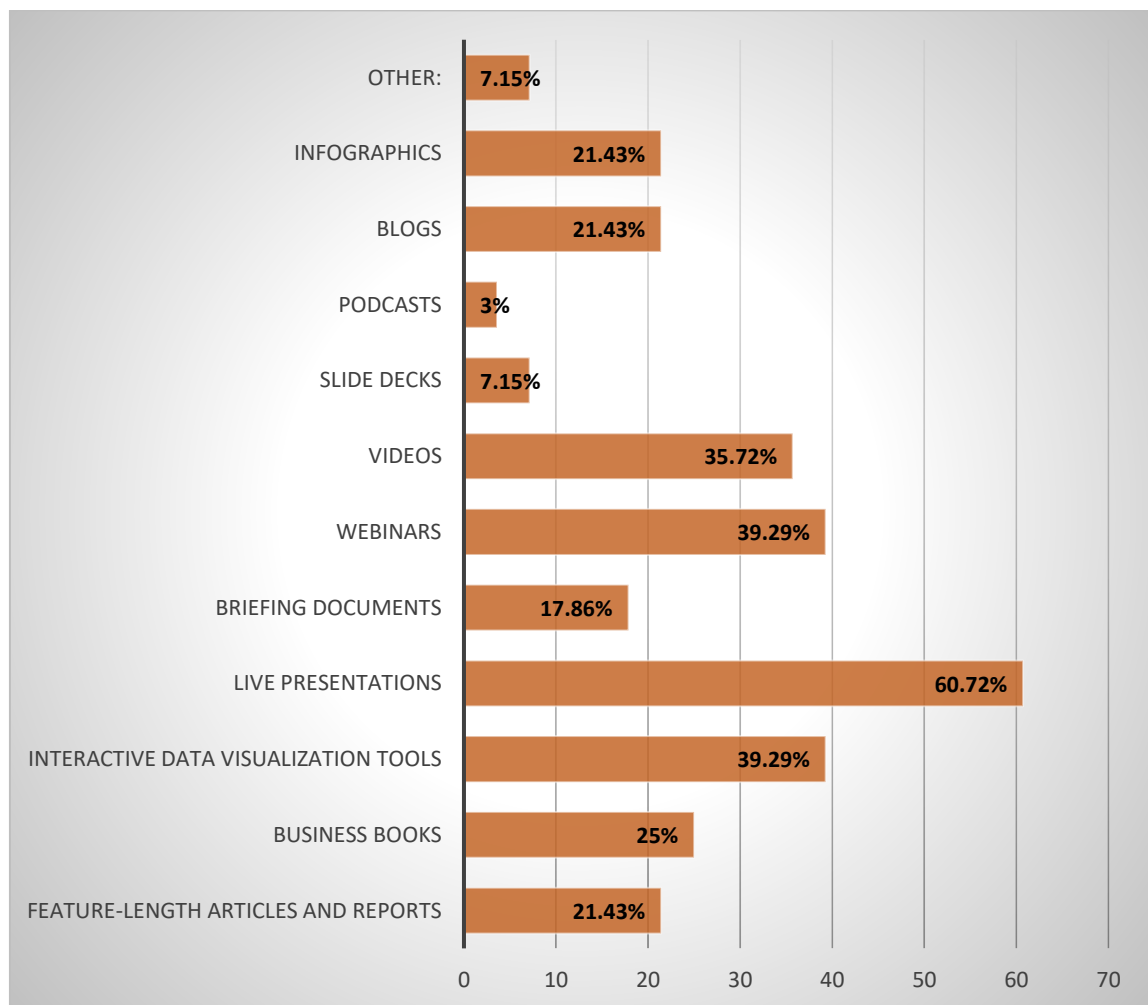


Figure 4.8. Responses when asked what the best way is to engage with top management officials of their organisation.

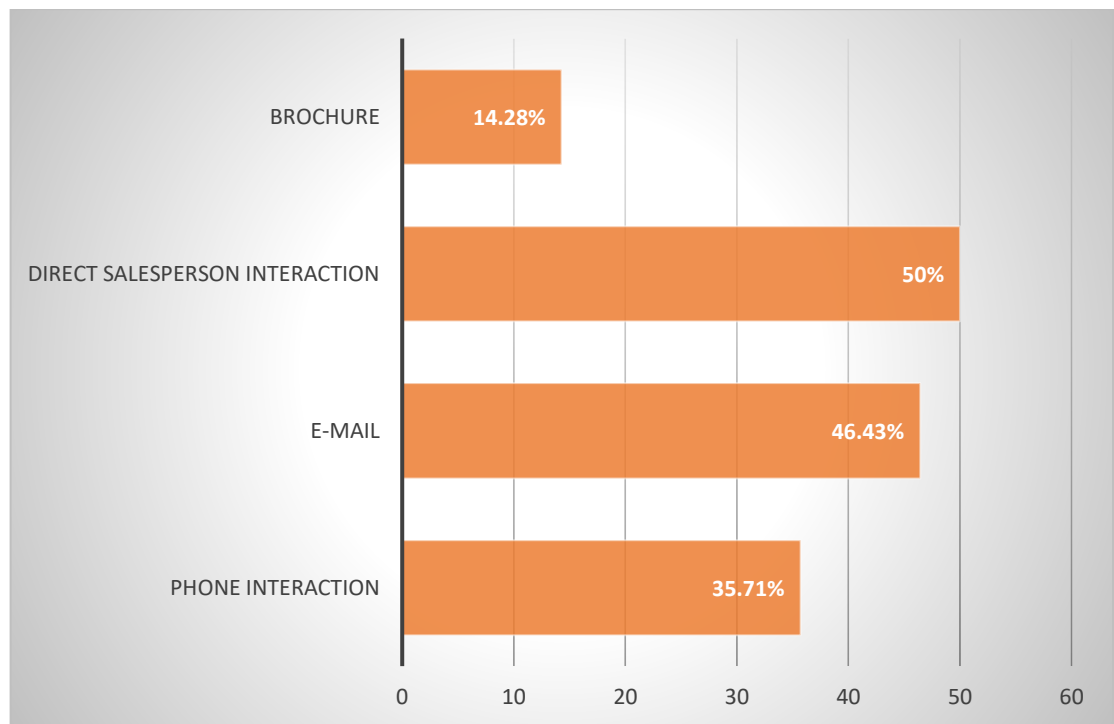


Figure 4.9. While respondents were asked the best channel of interaction to get in touch with the top management of their hospital, if DayToDay Health wants to partner with them.

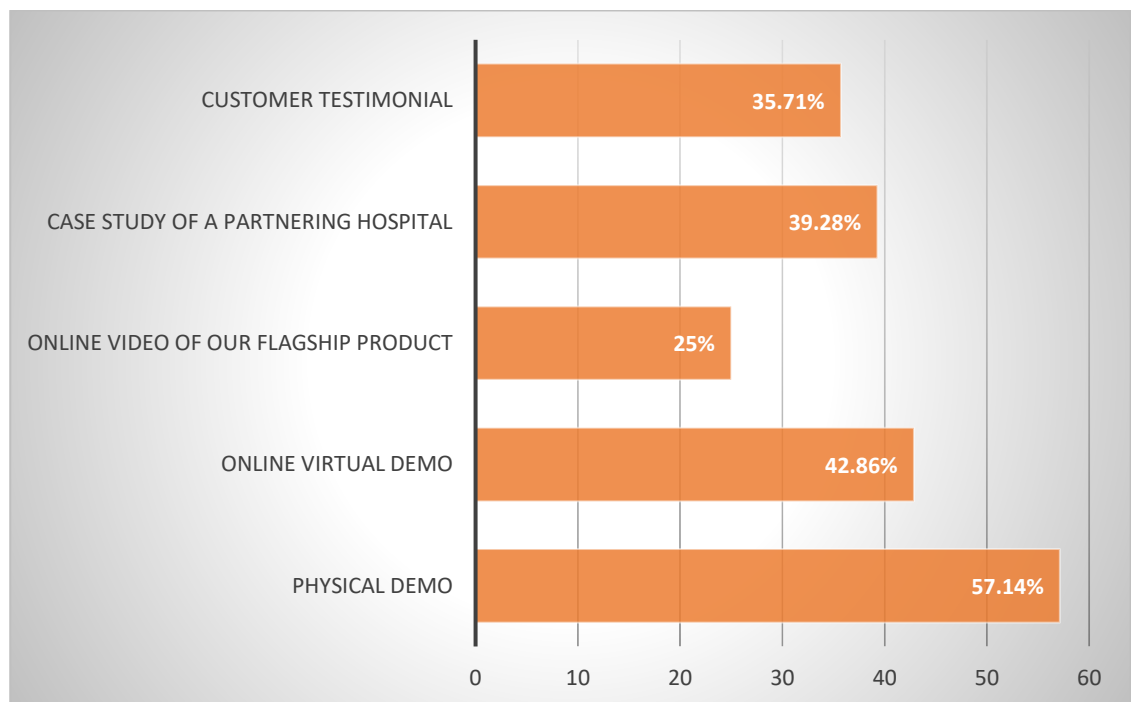


Figure 4.10. When respondents were asked their preferred channel to know about our services.

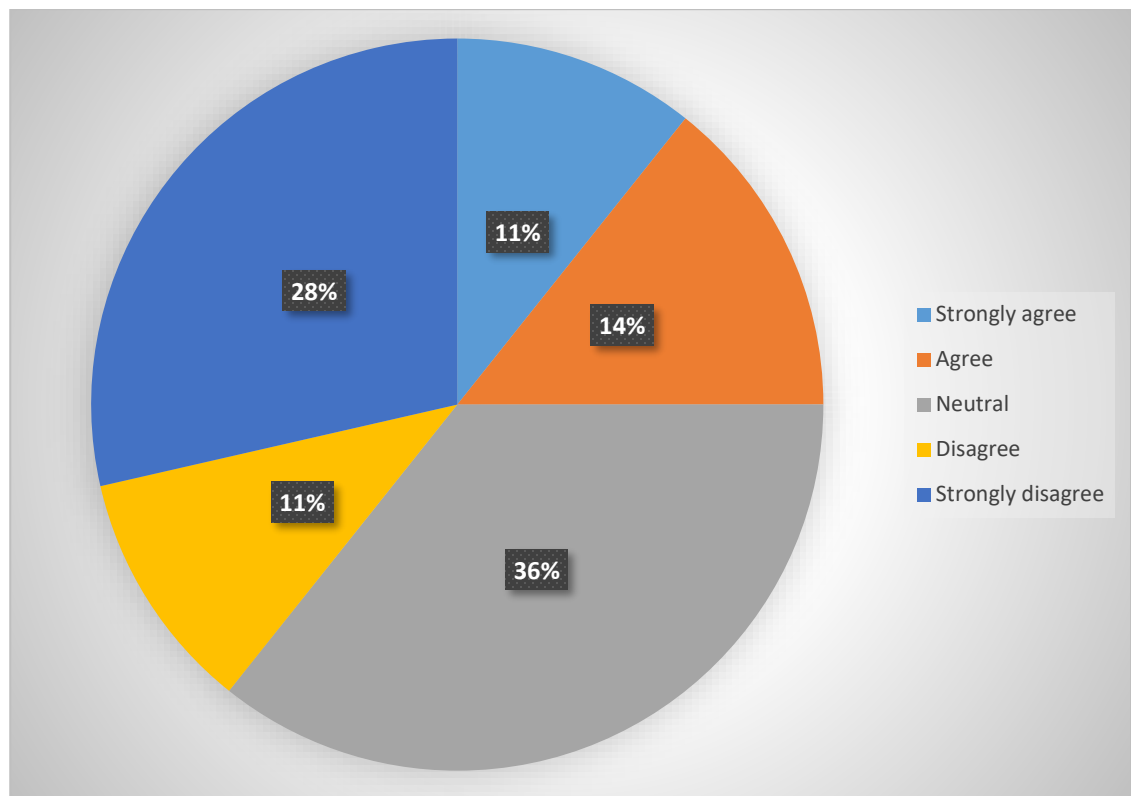


Figure 4.11. When respondents were asked for their view about the statement “Modern medical care is based on interactions between a doctor and patient and human-to-human touch and care. Digital transformation of a hospital goes against this concept.”

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

E. Gagnon, 2014 prescribed the goals of any content-based B2B marketing to be generating quantifiable interest for lead generation and to establish thought leadership in lead development, to convert leads into sales (11). The study evaluated different mediums that can be utilized to achieve these goals and prescribed 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).” Furthermore, it is rational to use different formats because the buyer goes through different phases and at different phases, some formats have a better power to assist the prospective buyer. The three stages that a buyer goes through are: A) Epiphany stage: white papers,

research papers, videos, and forums are useful; B) Awareness stage: content which captures the attention are useful; and 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, 30 per cent of the US corporate buyers are likely to use a supplier whose thought leadership helped them to clarify the issues that they were trying to address (13).

4.1. Slide deck

Slide deck or a slide presentation is a collection of multiple slides. According to a 2019 DemandGen report, 86 per cent of B2B buyers expressed some level of desire to access interactive/visual content. The same survey also found that 93 per cent of the respondents wanted the content to be in shorter formats (14). Slides are a crisp or concise display of the most important information and allow the 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 endeavours. As of 2015, it had a user base of 70 million (15). Even so, SlideShare is currently only used by around 17 per cent of B2B marketers (16), giving a competitive edge over late entrants.

4.2. 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 now (18). LinkedIn has, over the years, become synonymous with B2B marketing. In their study, the Aberdeen Group (2016) found 83 per cent of surveyed business marketers actively pursue social media marketing (19). According to LinkedIn's Sophisticated Marketer's Guide to LinkedIn, 94 per cent of B2B marketers use LinkedIn as a medium for content distribution, compared to Twitter (89%), Facebook (77%), and YouTube (77%). With a user base of whopping 62 million, India has the second-largest user base, only next to the US. Furthermore, it showed a jump in its user base in India by an

impressive 24 per cent in the previous year (20). According to internal research conducted by LinkedIn, 46 per cent of social traffic to a company's site comes from LinkedIn (21). A staggering 97 per cent of B2B marketers use LinkedIn for content marketing. With a whopping 49 million decision-makers, it is also the most used social media platform where most of the Fortune 500 decision-makers and executives and 59 per cent of B2B marketers produce leads through the platform. Also, 45 per cent of social media traffic to company website comes from LinkedIn (22). LinkedIn is now responsible for 64 per cent of all visits to corporate websites generating through social media platforms (23). According to A. Nair and J. Sidhu, "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 a LinkedIn page, 30 per cent of the engagement comes from their employees, who are 14 times more likely to share that content compared to other types of content (25).

Given 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, 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. Since 46 per cent depend on colleagues and peers for content on B2B purchases (11), this can facilitate a ripple effect on engagements.

According to R. Brennan and R. Croft, "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)."

4.3. 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)." Webinar (39%) was ranked as the second most valuable influencer content format, only next to case studies. Sixty-three per cent of respondents in a survey also said that they were willing to share information to access webinars. Also, a whopping 63 per cent were willing to spend 20–60 minutes working

on a webinar, and 50 per cent of the attendees were likely to share the information with peers (14). Webinars also allow attendees to raise a question, thus giving way for two-way communication. People are more likely to buy from a business who shared their expertise and gave valuable guidance. However, 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 the 2020 Webinar Benchmarks Report, the best time to hold a webinar is mid-week, with a strong preference for Wednesday and Thursday (28). However, 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.

4.4. White papers

A white paper “is an informational document, usually issued by a company or not-for-profit organisation, 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). Fifty-five per cent 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 per cent were willing to share the 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).”

4.5. 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 assert that the key to marketing success 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 organisation and such a transformation would have beneficial manifestations. After all, 66 per cent in a B2B marketing survey said that extensive data and research should be used to support the content (14).

4.6. 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 does not allow interaction or real-time feedback. Having said that, half of the respondents in a survey were willing to spend 10–30 minutes listening to podcasts (14).

4.7. 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 is 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. It 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). The 2019 Content Preference Survey Report says that 92 per cent of respondents give most credence to peer reviews/user-generated feedback. Even Backing to the trend of Open forums, 97 per cent of respondents said they place emphasis trustworthiness of the source (15).

4.8. 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 per cent of respondents share case studies with their peers, and 47 per cent respondents (highest) agreed that case study is the most valuable influencer content format (15).

5. DISCUSSION

While a brand 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, mainly focusing on their view on digitalization and technology in healthcare, their perception of the brand DayToDay Health, and then some questions directed towards the company's thought leadership efforts.

Out of the 28 managers who responded, 53.6 per cent were males, 42.9 per cent were females and 3.6 per cent preferred not to disclose their gender. As schematically represented in Figure 4.1, the respondents were asked their highest priorities for strategic initiatives for their hospital, and the top three responses were quality (75%), care delivery (60.7%), and patient engagement (46.4%). Furthermore, 67.9 per cent of respondents told that their hospital is digitally transformed; 25 per cent responded that it is not, but planned; and 3.6 per cent replied as no.

When asked about the patient-facing tool that was implemented at the hospital that did not primarily come from their own enterprise, 53.6 per cent replied it as an appointment-scheduling tool, followed by patient provider video-visits (42.9%). Care management was believed to be very important by 82.1 per cent of the respondents (Figure 4.2).

As shown in Figure 4.4, 64 per cent of the respondents strongly agreed, 32 per cent agreed and just 4 per cent strongly disagreed to the statement "hospitals that provide a greater extent of care management services have higher patient satisfaction scores (NPS) than those who do not. Interestingly, 50 per cent of the respondents believed and 50 per cent did not, when asked whether the hospital's ability to provide services remotely once the patient get discharged (Figure 4.5).

A staggering 67.86 per cent 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, the idea is niche and a novel one, and second, the company should engage in marketing their core concept and then has a scope to be synonymous with the term "care management."

Of the 57 per cent replied that they have heard about the brand DayToDay, eight of them said that they have heard through friend/family, followed by LinkedIn which was the reply of three participants, showing the importance of word of mouth and LinkedIn marketing, which has risen as the top network for B2B marketing.

Of the 42.9 per cent of the respondent who had heard about "DayToDay," 75 per cent recognized it as a healthcare company whereas 25 per cent thought of it as a tech company (Figure 4.7). A whopping 75 per cent recognized "DayToDay Health" as a digital health organisation. Of the 43 per cent of the respondents who have heard about "DayToDay", 58.33 per cent told that DayToDay must engage in publishing reports to position itself as a thought leader followed by webinars, blogs (50% each) (Table 4.1).

A staggering 60.72 per cent 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 per cent, 39.3 per cent, and 35.7 per cent, respectively (Figure 4.8).

When asked how DayToDay partner with them and what would be the best way to get in touch with top management for businesses partnerships, 50 per cent said direct salesperson interaction, showing the relevance of brick and mortar way of pitching a product/service in B2B business, followed by e-mail (46.43%) and phone interaction (35.71%) (Figure 4.9). It sends a powerful message that our digital effort should not replace direct sales pitching and should only compliment it. Furthermore, 57.1 per cent 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 showing the relevance of direct salesperson interaction (Figure 4.10).

Finally, the Figure 4.11 shows the optimism hospital managers have towards digital transformation of healthcare. Only 25 per cent of the respondents agreed or strongly agreed towards the statement "Modern medical care is based on interactions between a Doctor and a 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 endeavour, is vital.

The study had its own weaknesses. It was conducted at the time of COVID-19 outbreak which restricted civilian movement and exponentially increased the footfall at hospitals around the globe. We took extra care while taking insights from already burnt out hospital

management staff. Their participation was completely voluntary and online survey was used to 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 to gather insights and secondary data. This study largely depends on secondary data because of the fact that the primary data was collected using a relatively smaller study population, mainly due to difficulty in reaching to the hospital management staffs at the time of a pandemic, and due to time constraints of the study.

Limited studies have been published on the particular subject indicating that taking insights and gathering data is challenging.

The fact that the COVID-19 outbreak and the lockdown that followed had a catalytic effect on digitalization in healthcare and telehealth, it may have influenced the respondent's response and changed their traditional views on issues relating to digitalization in healthcare. Nevertheless, many experts have 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 beyond the scope of this study. The study did not check the turnover or the financial condition of the hospital, and it may have influenced the respondent views towards digital transformation of healthcare.

6. CONCLUSIONS

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

The study also showed that direct salesperson interaction and e-mail were the most preferred ways chosen by top hospital managers for a firm to get in touch with them. It shows the decision-maker's reliance on physical and online demonstrations while making an important decision.

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

7. RECOMMENDATIONS

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 showed the relevance of TLM and the digital endeavours a company should engage in. Interestingly it also showed how much corporates rely on face-to-face interactions like direct salesperson interaction and live presentations. Hence, the latter should not be undermined and the two should complement each other.
- 2) The two pillars of TLM 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 in 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 the company should look to increase its presence on the platform.
- 4) The primary data showed that a large majority of the respondents came to know about DayToDay Health through word of mouth. This shows the relevance of internal marketing a company should engage in. A clear guideline or a framework for internal marketing goes beyond the scope of this 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.

8. SUPPLEMENTARY

8.1. Study Instrument

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 organisation:

- 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 organisation'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 organisations
- 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 organisation 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 organisation'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:

8.2. 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>]

8.2.1. 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.

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

Schema hypothesises 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.

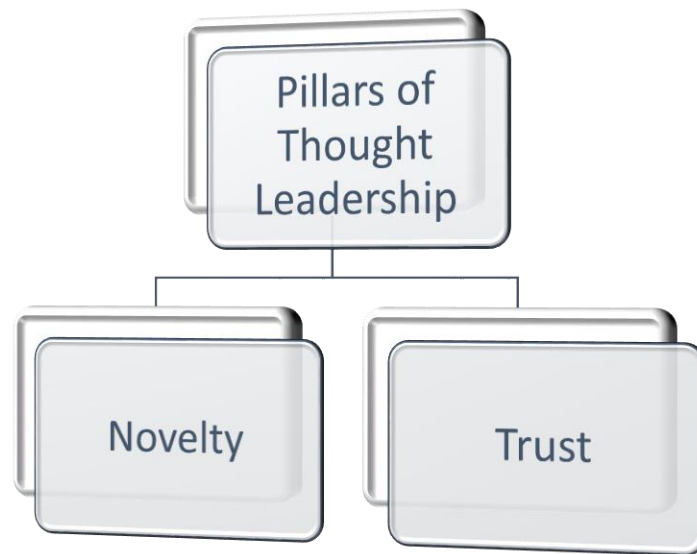


Figure 8.1. The two pillars of Thought Leadership

8.2.2. Framework of Thought Leadership

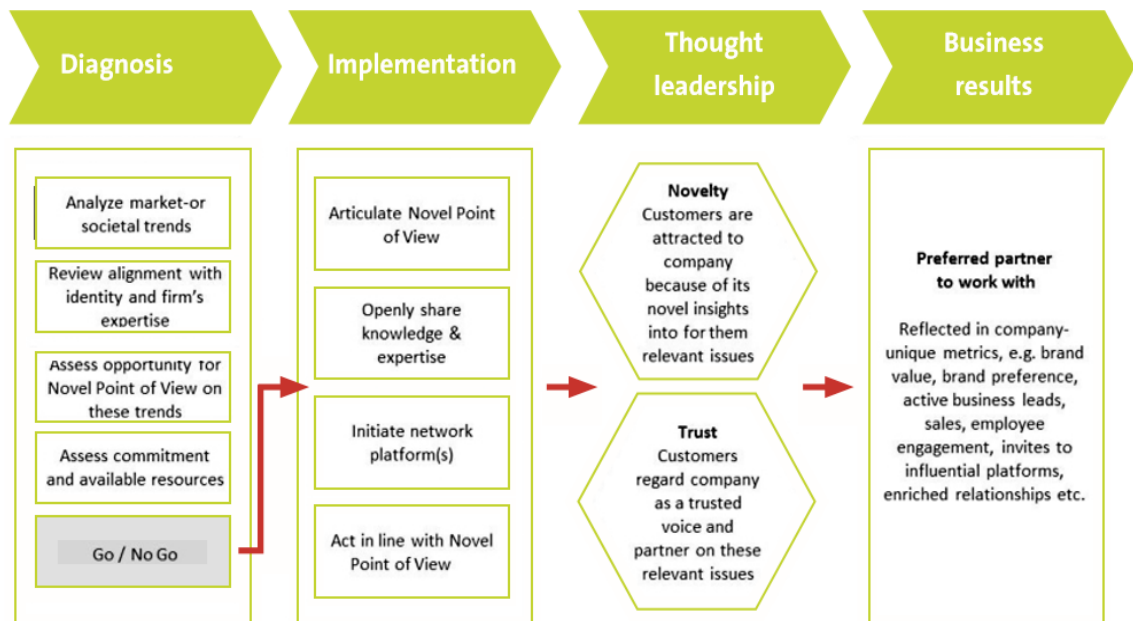


Figure 8.2. Framework of Thought Leadership. Source: How to differentiate your company and stand out from the crowd: thought leadership [<https://pdf4pro.com/cdn/thought-leadership-leading-thoughts-357d57.pdf>]

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 organisation 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 organise 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.

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 heath & Access, Role of IOT , HAI, 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												

Figure 8.3. Gantt Chart for the activities to be carried out as a part of Thought Leadership.

Dependencies / Resources													
A) WIHV 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		

Figure 8.3 contd. Gantt Chart for the activities to be carried out as a part of Thought Leadership.

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