

Tips and Techniques for Referral Development Management

1. *Develop an internal marketing communication plan for selling internally.* Remember that your peers and senior management are your customers – and they will need to be reminded of the value you and your referral development team are delivering. Think in terms of anecdotal and quantitative information that they will value – is there a personal story of success that the CEO might value and a referral volume shift in market share that the CFO needs to see in a key service line.
2. *Provide training for your team.* Develop an overall approach and message style that represents your organization's brand and personality. Training should be in relationship sales methods, messages and client management systems. Beyond that, plan on issue management, organizational and product training and knowledge. Prepare to go in the field on a quarterly basis with your team to observe them on appointments and provide them with ongoing skill development and scripting/message recommendations.
3. *Build ways to integrate with service-line management and referral development.* Perhaps have one of your team members serve as a point person to the service-line team, providing quarterly sales and marketing updates while also learning about new technology, services and offerings from the service-line team. This approach streamlines how you use your team members internally, while also ensuring ongoing updates and communication—in helping you to appear seamless to the physician and their office staffs.