THE ASSET THAT OUTLIVED THE ENGAGEMENT

A newly public company that could not be found in the category it created. Six months to find the constraint, put ownership on it, and build an asset that kept working for a decade after I left.

1.4	46	#1	~98K
PERCENT SHARE OF VOICE IN ITS OWN CATEGORY, SEPT 2015	PERCENT OF SITE TRAFFIC FROM ORGANIC SEARCH BY MONTH FIVE	RANK FOR TELEMEDICINE TODAY. NOT RANKED IN 2015	RANKING KEYWORDS ON TELADOCHEALTH.COM, APRIL 2026

THE SITUATION

Two months after its IPO, Teladoc had nearly 11 million members and a category it had pioneered. In the searches that defined virtual healthcare it held 1.4 percent share of voice. Telemedicine, telemed, and thirty-plus priority terms read NOT RANKED.

THE CONSTRAINT

It looked like a search problem. It was an ownership problem: no one owned how the company's own category demand turned into members. No shared taxonomy across brand, B2B, and consumer teams, and thousands of clinical articles gated where no buyer could find them.

THE WORK | FIND. OWN. EXECUTE.

1 Find

A share-of-voice baseline in week one. A content audit surfaced the move that was not in the contract: a hidden library of clinical content to bring into search.

2 Own

One audience and keyword taxonomy across seven B2B verticals, signed off by the brand team. Coordinated across marketing, creative, PR, and member experience.

3 Execute

Analytics, a 310-URL migration map, and a public Knowledge Center. Proved it: organic became the top channel by month five. Transferred it to the in-house director.

THE RESULT

Ten years later, teladochealth.com ranks for about 98,000 keywords, with an estimated $1.21 million per month in organic traffic value (a SEMrush estimate, not revenue) and 3,400-plus citations in Google's AI Overviews. The structure recommended in 2015 is the structure live on the site today. I claim the architecture phase, September 2015 to April 2016, as CEO of the firm and Principal Strategist. The in-house team compounded it. I do not claim their decade of work.

WHAT THIS MEANS FOR YOUR COMPANY

A buyer pays for what keeps working after the founder, the agency, and the operating partner are gone. If growth depends on a channel you rent or a person you cannot replace, that dependency is the constraint. The seat spans five lanes: marketing, sales, operations, finance, and people.

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