



Branding: Building and Managing Your Practice Brand

**Presented by
Preston Gee
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The Compelling Need for Branding

- **The Industry is Changing**
 - **Consumers are emerging as empowered**
 - **Competitors are more entrepreneurial and savvy**
 - **Payment (reimbursement) mechanism is shifting**
 - **Beginning to behave more like the market**
- **The Eight Components of Branding**
- **Conclusions and Discussion**



The Reality

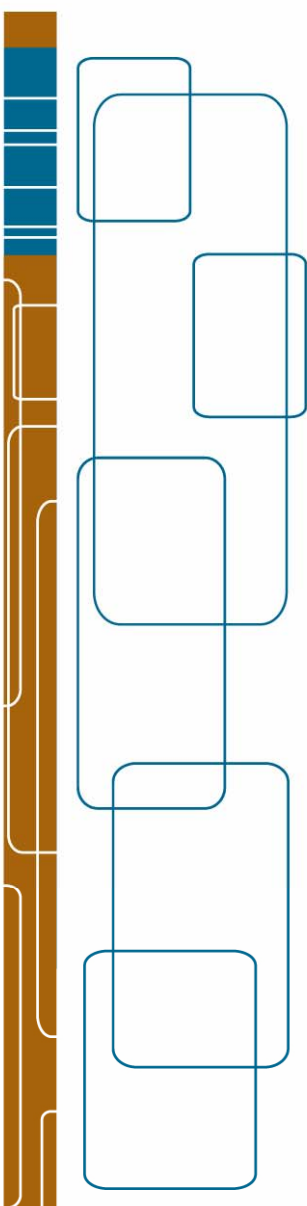
Healthcare organizations have to do a better job connecting with the consumer and establishing a firm position within their perceptual domain – in essence building on the *brand*.



The Market is Sending a Message

Dismantlement of the Medical Campus Milieu

- **Fundamentals**
 - **The bond between doctors and the hospital is breaking**
 - **Economics are galvanizing a new competitive landscape**
 - **Consumerism is on the rise and the retail mindset is the emerging**
 - **Healthcare execs cannot be mired down with former mindset and old model**
 - **Progressive execs and leaders are few**
 - **We may be approaching an inflection point**
 - **Setting up a “battle of the brands”**



“That phenomenon has sparked a war between hospitals and doctors across the country that is transforming the landscape of the US. health-care system – while not necessarily improving it.”

“The Hospital Wars”
TIME Dec. 05, 2006

Historical Framework and Background

- **Considerations**
 - **Physicians are emerging as *the* main competitor (some markets)**
 - **Traditional healthcare is under the gun economically and experientially**
 - **History of intransigence, inertia and ineptitude**
 - **The revised landscape requires a reinvented managerial mindset**
 - **Heavy lifting, major hurdles and high expectations**
- **Objective: Competitive Advantage, Increased Revenue**
- **Perceptual position first, then the strategy**
- **The Imperative for bolstering the brand**

Strategic Market Motivators

- **Not Yesterday's Competition:**
 - **Entrepreneurs emerging**
 - **Migration away from medical campus is intensifying**
 - **Retail as the new reality (i.e. Minute Clinics and Big Box)**
 - **Understanding the consumer and market orientation – positioning is pivotal**
- **What is on the Horizon for Healthcare**
 - **Increasing pressure on regular reimbursement**
 - **Technological interdependence and integration**
 - **Transparency and connectivity**
 - **Mind share will precede market share**

One Example: Convenience Care Clinics -- Significance

- 1. *Minute Clinics – The genre and its genesis***
- 2. *The emergence of “Big Box Healthcare”***
- 3. *Where the model is now – where it’s headed***
- 4. *What’s different about this iteration?***
- 5. *Why does it resonate?***
- 6. *Leadership teams – “Who are these guys?”***
- 7. *What does it mean in terms of branding and marketing?***
- 8. *What’s the best way to compete?***

How to Be Brilliant at Branding

- 1. First seek to understand then codify-- research***
- 2. Determine the perceptual position vis a vis the competition – for differentiation advantage***
- 3. Map out the overarching strategy for brand dominance – themes and messaging is critical***
- 4. Meticulously define the marketing and communication approach to building the brand***
- 5. Develop a business plan for accountability***
- 6. Ensure that (pervasively) the organization syncs with the brand perception and position***
- 7. Bolster the brand with compatibility -- services***
- 8. Monitor, measure and revisit the research***

Two from the Guru

There are two questions that every business should ask itself:

- * What business are we in?**
- * How do we achieve a differential advantage?**

Peter Drucker

1. First Seek to Understand – Take the Pulse

- **Does your organization know what brand position it occupies?**
- **How was that determined – internal or external**
- **Example of Pontiac – let the consumer/patient tell you**
- **Market research is essential, not tangential**
- **Research likely to be revelatory**
- **Consider various research techniques – focus groups followed by phone surveys**
- **Candor is crucial – prejudice**
- **How does the research translate?**



2: Determine the Perceptual Position--Competitively

- **Not every organization is an Everest**
- **Find a space, not *the* space**
- **Avis and Seven-Up as examples**
- **Where to differentiate**
- **Excel against the field**
- **How much do you know about them?**
- **Research should include competition**
- **Check egos at the door**
- **Race is to swift & svelte, not biggest**
- **Again, mind share will become market share**



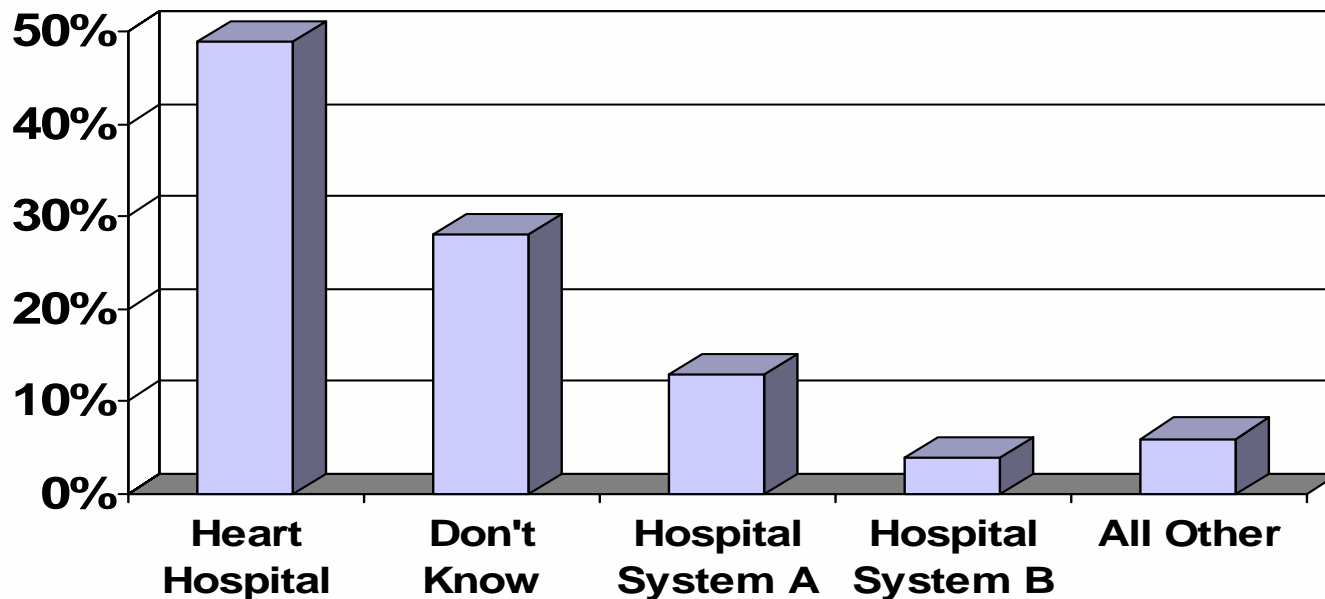
3: Map Out Overarching Strategy: Themes/Message

- **The perception of the brand needs to be translated**
- **What kind of word association exists with your brand position (Lexus, Buick, Camry, etc.)**
- **The basis for effective communication begins with compatible themes, messages and images**
- **Additional research may be required to ensure compatibility of messaging with mind-set for the organization**
- **Try to use names and terminology that are simple, concise and communicative (example of “Heart Hospital”)**
- **Remember – the message is for the masses, not the medical staff**

Example of Focused Messaging

An Upstart Upstages the Big Boys

Impact of MedCath "Heart Hospital" in large market on consumer preference:
"Which hospital provides best heart care?"



4: Define the Marketing/Advertising Approach

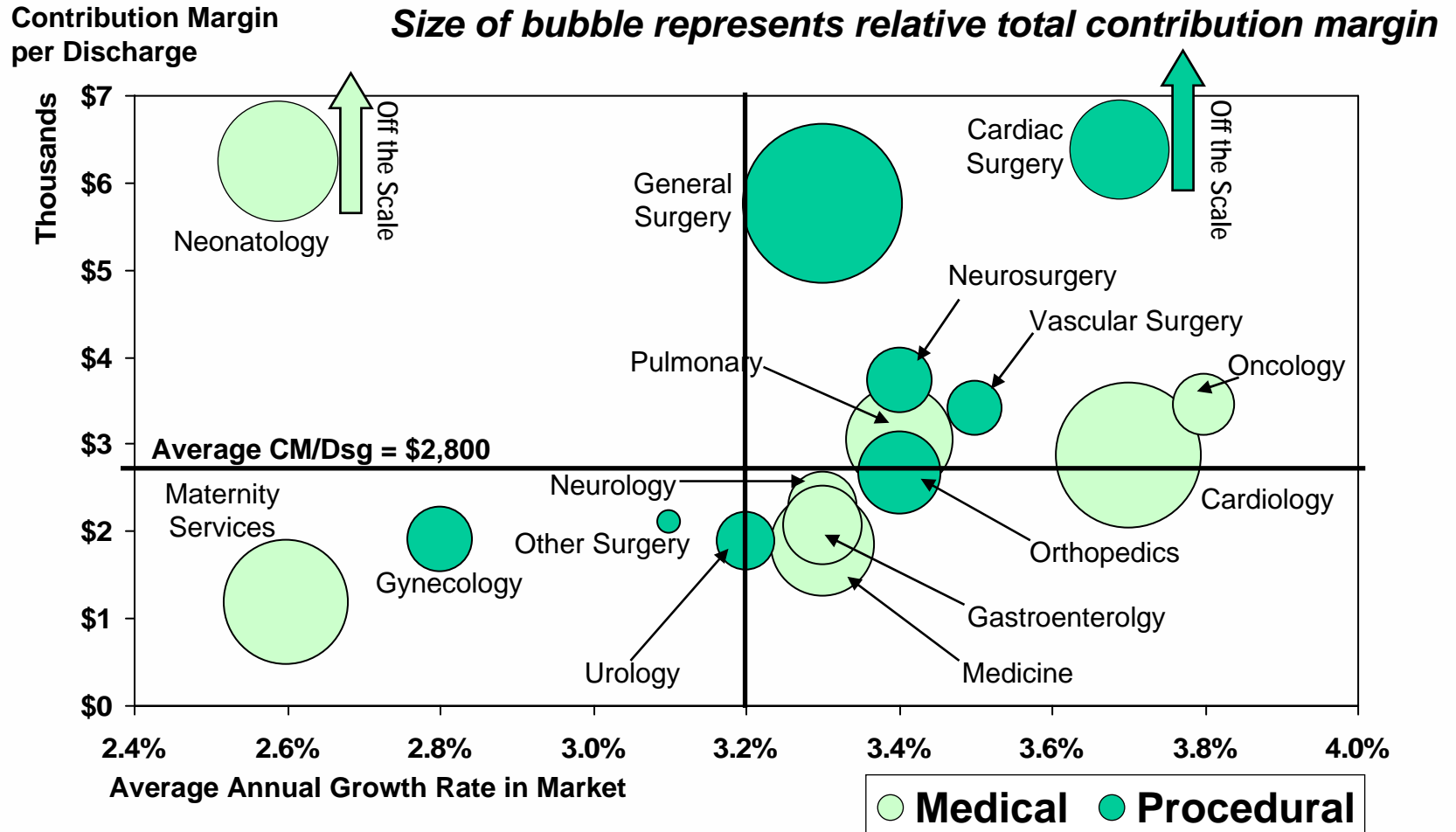
- **Let the research be your guide in marketing**
- **Develop campaigns that are focused**
- **Enlist the assistance of experts**
- **Consider that the competition is savvy and getting more so daily**
- **Don't scrimp on resources**
- **Better to target than broadcast blast**
- **Borrow a page from others**
- **Measure the effort (ROI)**



5: Develop a Business/Mktg Plan--Accountability

- **How many currently have business plans**
- **Are the plans specifically linked to or focused on the brand position**
- **Can make it a subset of the strategic plan, but it needs to receive major-league attention and resources**
- **Begin with research, then move to objectives, strategies, tactics and timelines**
- **Metrics should be integral for periodic measurement success and holding folks accountable**
- **Should be dynamic – updated to reflect changing industry conditions and market reality**

Service Line Focus/Opportunity: *Pareto Group and Branding*



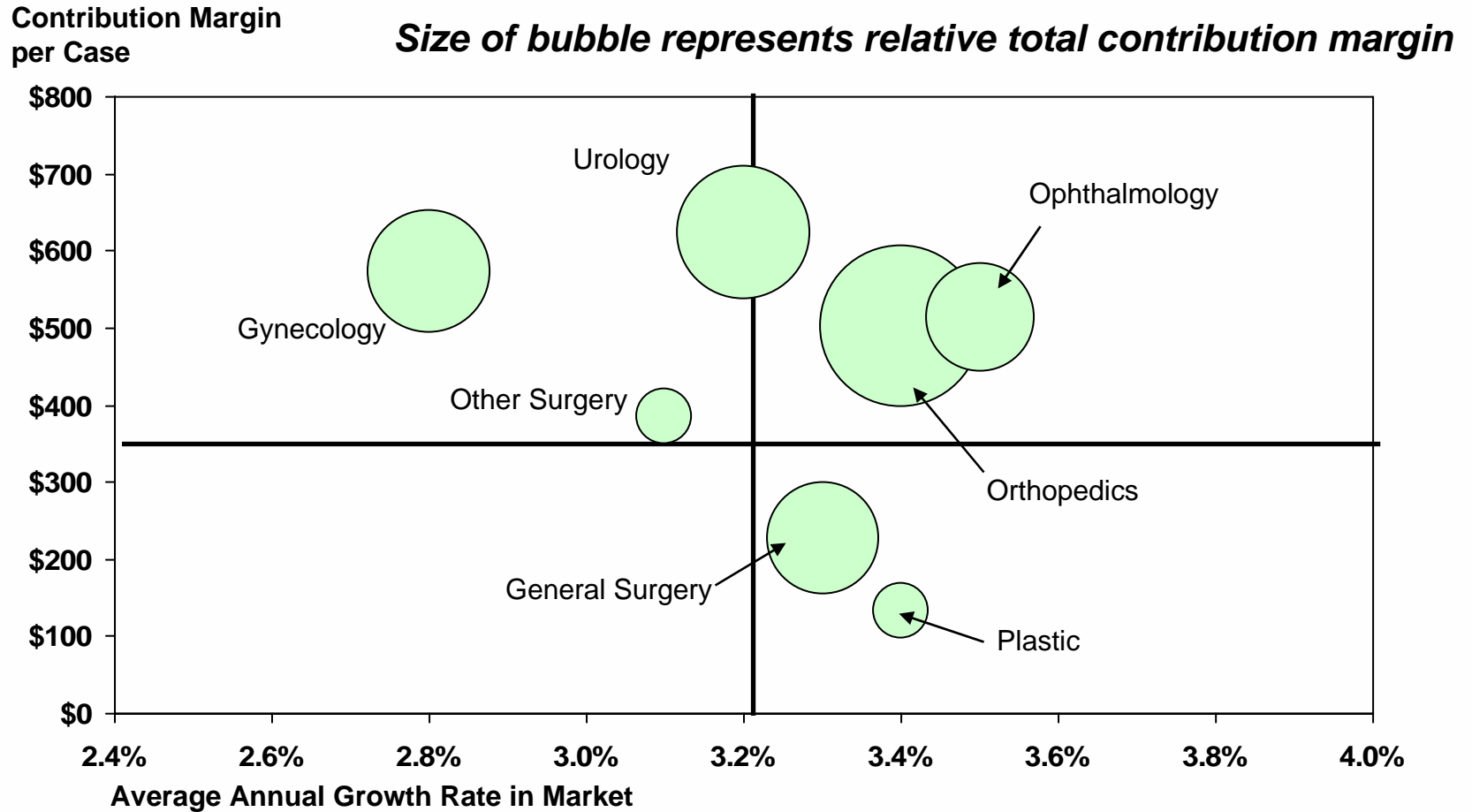
6: Ensure that Organization Syncs with Brand

- **Does the milieu match the message**
- **All things synchronized or major disconnect and market meltdown**
- **Consider doing a brand audit of the facility or organization – level of overall brand compatibility**
- **This emphasized the need for organizational communication and pervasive buy-in**
- **Internal marketing may be the most important—at least at the outset (example of Disney backstage)**
- **Highlights the need for employees to be active ambassadors of the brand, not just bystanders**

7: Bolster the Brand with Compatible Services

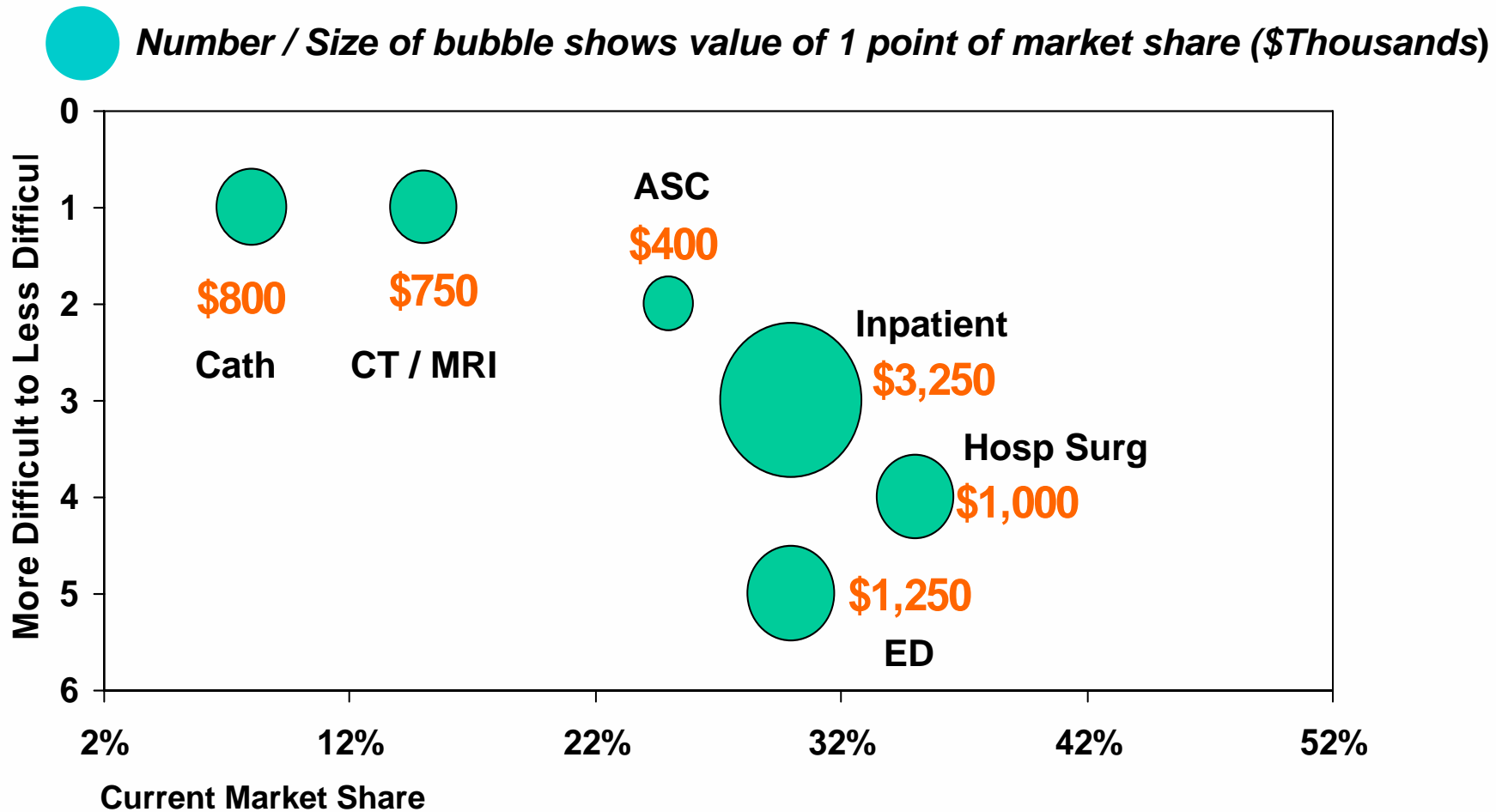
- **New product/service development should sync with brand image, public perception and market position**
- **If something is incompatible, but necessary, consider separate branding (Disney and Touchstone)**
- **Leave it up to the consumer/patient to assess compatibility with brand – not an internal supposition (example of CAM service locally)**
- **Efforts to expand the brand are good, but fraught with risk**
- **Don't let revenues trump market position and upend years of equity**
- **How has your organization done in this regard?**

Bolstering the Brand: *Growth Opportunities*



Bolstering the Brand (con): *Where to focus the effort/attention*

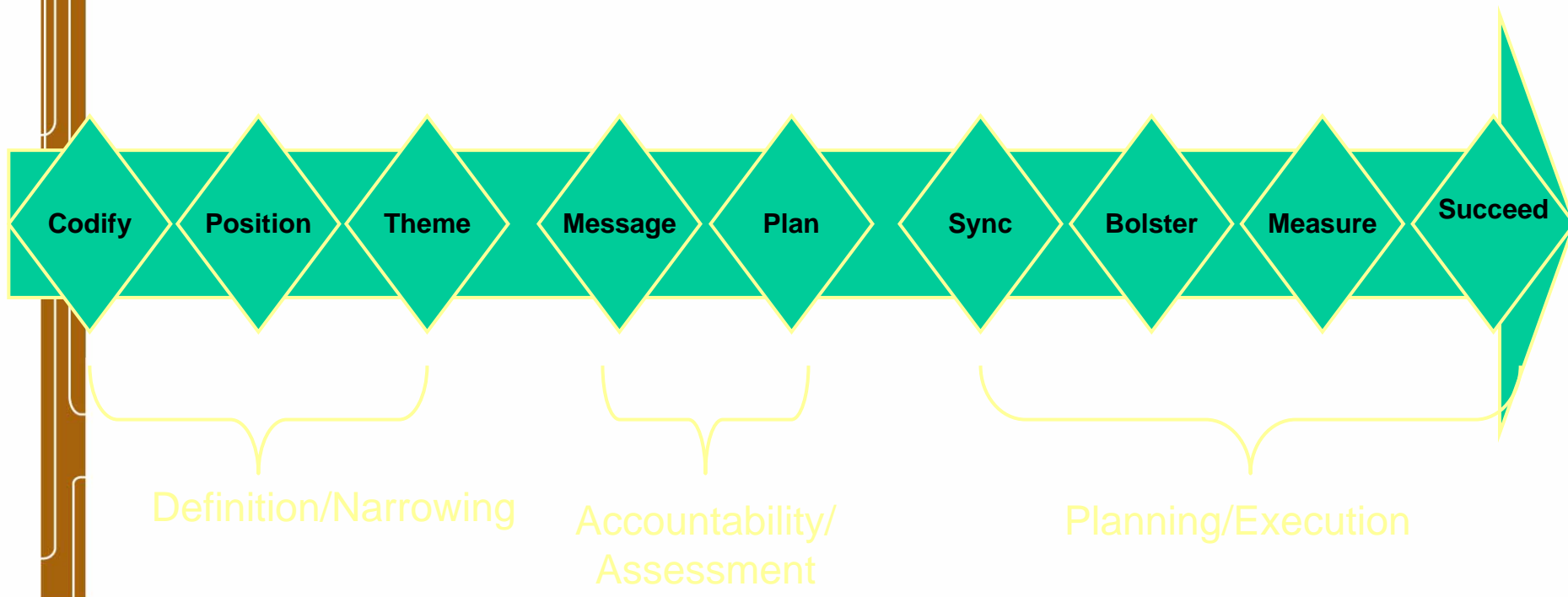
Market Share Movement:



8: Monitor, Measure, Revisit/Update the Research

- **The market and industry are dynamic – brand assessment and strategy should be also**
- **Do brands change, or get tired?**
- **Sometimes it's necessary to refresh the brand with new approaches, innovative approaches and resonant, timely messaging**
- **Don't assume brands are like diamonds that last forever**
- **The role of new or revamped competition should be taken into account**
- **Technology and the impact on branding**

Building a Brilliant Brand: Eight Components to Branding Success



At the End of the Day...



Summary

- **The healthcare industry is shifting dramatically with more of a retail and consumer-driven orientation**
- **Healthcare executives must re-think their traditional approaches and strategies to meet the emerging trends**
- **The value of branding and supporting the brand of an organization cannot be overstated as competition intensifies**
- **There are seven key steps to follow in building a brilliant branding strategy**
- **Bolstering the brand is an ongoing and never-ending process**



Questions/Discussion

For Further Information, Please Contact:

- E. Preston Gee
Managing Director
Phase 2 Consulting, Austin, TX
Tel. 512.346.0500
epgee@phase2consulting.com

Contact Information

Salt Lake City, Utah Office

2120 South 1300 East, Suite 301

Salt Lake City, UT 84106

Telephone: 800-995-0097

Fax: 801-596-2127

Austin, Texas Office

5914 West Courtyard, Suite 360

Austin, TX 78730

Telephone: 512-346-0500

Fax: 512-343-9275

St. Louis, Missouri Office

7733 Forsyth Boulevard, Suite 2300

St. Louis, MO 63105

Telephone: 800-677-1202 ext 2105

Fax: 314-659-2376