



**Getting to "Always"**

Delivering on the Brand Promise

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**What is a Brand?**

- Positioning strategy
- Name
- Theme line
- Logo
- Lore/ Word of Mouth/ Stories



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**Mission, Vision and Positioning**

<b>"Us to Market" Description</b>	<b>"Market to Us" Description</b>
<ul style="list-style-type: none"> <li>• Mission Statement:               <ul style="list-style-type: none"> <li>- What we say we are and do for the market.</li> </ul> </li> <li>• Vision Statement:               <ul style="list-style-type: none"> <li>- Our view of the organization in the new future.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Positioning:               <ul style="list-style-type: none"> <li>- How we want to be known by the market.</li> <li>- An exercise in minimalism</li> <li>- Expressed in theme line</li> </ul> </li> </ul>



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### The Positioning Question

- What do you want to be known for in your market, with your priority segments?



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### Hallmarks of Good Positioning

- Rooted in real strengths
- Differentiates us from competitors
- Presents an attractive face to the consumer



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### Learning from the Greats



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- Show ready” at all times, in every corner
- Master at creating the *experience*
- Make every customer feel important
- Award-winning communications training
- Frontline is the bottom line

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NORDSTROM

- Customers’ happiness before money
  - Liberal return policy
- Employee efforts to connect to customers—thank-you cards, home deliveries, personal appointments, and phone calls re: upcoming sales
- Evaluate service-mindedness during the interview process

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- Hassle-free returns
- Purchase experience customized per customer
- Create life-long customers
- 10-hour, record-breaking customer service phone call

*“Zappos’ first core value is deliver wow through service, and we feel that allowing our team members the ability to stay on the phone with a customer for as long as they need is a crucial means of fulfilling this value.”*

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**SOUTHWEST**

- “Customer service company that happens to fly airplanes”
- Focus on hiring process
- Employee authority to make snap decisions to correct service situations
- Service recovery: personally apologize; don’t just send vouchers



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**THE RITZ-CARLTON**

- Service motto: “We are Ladies and Gentlemen serving Ladies and Gentlemen”
- “Three steps of service”: a warm, sincere greeting, and use guest’s name; anticipate and fulfill each guest’s needs; warm goodbye with guest’s name
- Employee connection to purpose: “I build strong relationships and create Ritz-Carlton guests for life”
- Emotional engagement



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**Common Denominators**

1. Consistency in experiences is essential
2. Service is an integral part of the brand strategy
3. Strong focus on hiring right
4. Employees are empowered to do the right thing at the right time for the right reason



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## Brand Consistency



- Guiding principles
- Standards
- Training
- Coaching
- Ongoing observation
- Accountability



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## Service is Integral to Brand



- Not considered "fluff"
- Part of the core strategy
- Used as a differentiator



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## Health care is a service industry

Marketers work really hard to shape the messages that help create the brand yet...

**it is the experience** that creates the emotional connection to the brand.



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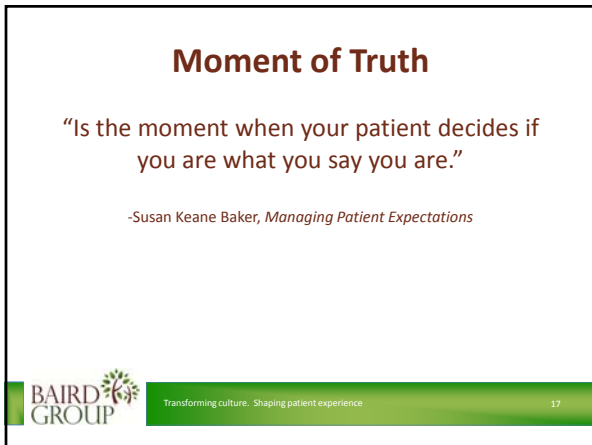
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### The MarCom call to action

1. Understand the current reality (What are your consumers feeling about the experience?)
2. Reinforce the behaviors that create the desired brand experience. (Are the experiences consistent across the organization? Or does "it depend?")
3. Partner with operations & clinical leaders (What tools do they need to create a consistently positive experience?)
4. Lead the initiative with a methodical plan of action (What steps can you put into place to serve as the champion of the patient experience?)



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### Understand the Current Reality



- Mystery shopping
- In-depth interviews
- Focus groups
- Intercepts



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### When & where do the moments of truth occur?



- First Impressions
- Last Impressions
- Everything in between



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### First Impressions brand the experience

- Phone
- Exterior
- Parking
- Wayfinding
- Signage
- Human interaction



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**“We’re obligated to see you.”**

**“I’m sorry you didn’t understand.”**  
click

**“We can’t possibly help you. This is a clinic.”**



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### Take a Seat at the Table

- Partner with operations
- Represent the voice of the customer
- Prepare communication strategies to drive culture change



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**“I attribute my success to this - I never gave nor took excuses.”**

-Florence Nightingale



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### Contact Information

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