

*Brand Strategy?
Marketing Plan?
Building a Foundation
to Guide Marketing
Resources*

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Why do a plan at all?

- ▶ Agree to your priorities
- ▶ Develop a Budget
- ▶ Focus your time
- ▶ Focus your resources
- ▶ Focus your messaging
- ▶ Have clear targets
- ▶ Actually achieve measurable success
- ▶ Gain support v. Conflict

But HOW do I get Leadership on board?

They Say:

- ▶ Why do you need to know the goals?
Strategic Plan?

You Say:

- ▶ Without it, how do we focus our limited resources?
- ▶ Our audiences can only take in so much...if we are messaging about everything, how do they sort through it all?
- ▶ If we can craft our messages, target our audiences, and build a stronger brand, it is more likely the community will look to us first.

But HOW do I get Leadership on board?

They Say:

- ▶ What do you mean by build a brand?

You Say:

- ▶ It's more than name recognition.
- ▶ It's about a meaningful differentiation of our organization compared to the competition/other alternatives
- ▶ It's about collectively as an organization having our mission come to life in a way that is meaningful to the people we want to attract

But HOW do I get Leadership on board?

They Say:

- ▶ We have a mission statement...

You Say:

- ▶ Ok, but what does that do to differentiate us? Does it mean we will go out of our way to have the latest technology and capabilities? Does it mean we will be better at customer service than any other market alternative? What do we promise to our future and current patients? And how are we doing? Is it even relevant to them? How do we know?

But HOW do I get Leadership on board?

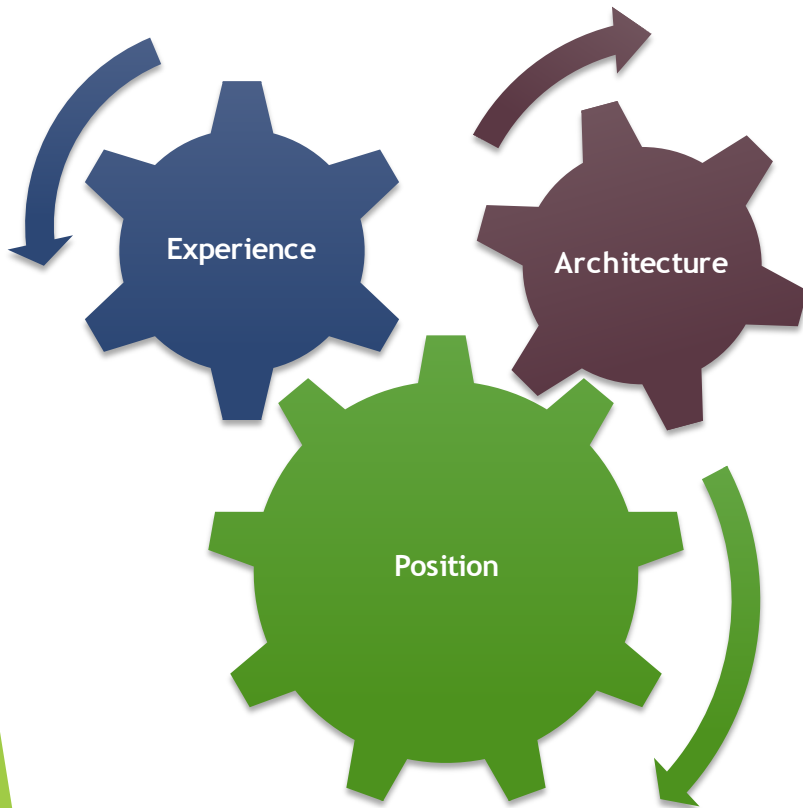
They Say:

- ▶ But we hired these specialists...the neurologist? The Endocrinologist? The Cardiologist? The Orthopedic Surgeon? They all need more patients! They want marketing. And then there is our imaging department...we actually make some money there!

You Say:

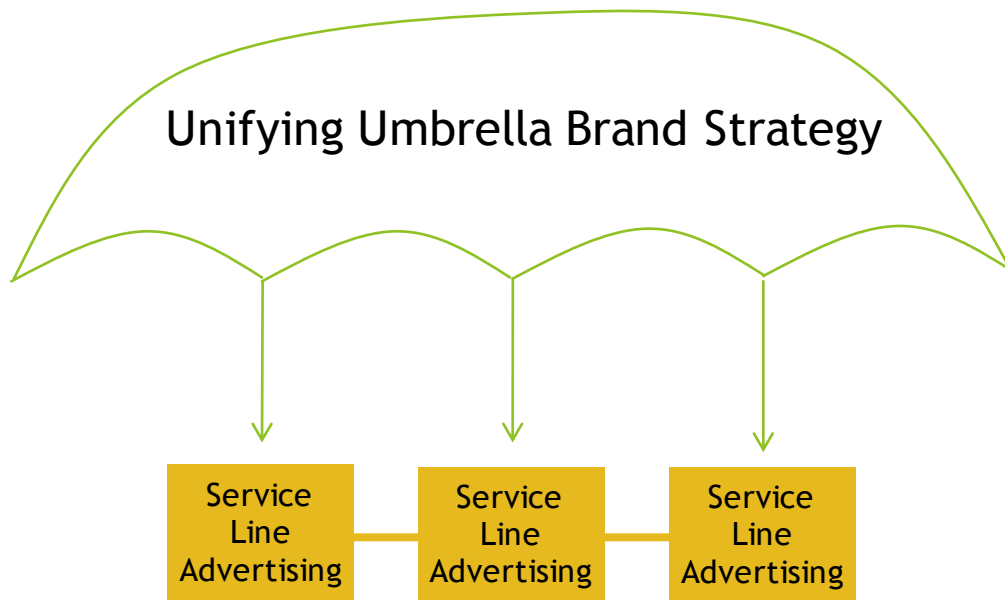
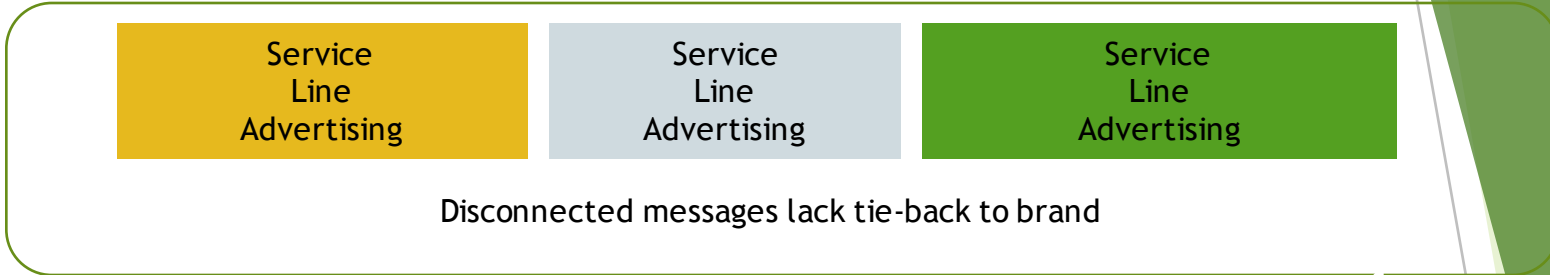
- ▶ Focused v. scatter shot
- ▶ Who cares about what, actually?
- ▶ Why v. what
- ▶ How v. what
- ▶ How will I feel?
- ▶ If we know who we are, we will easily know what to talk about....

Elements of a Plan



- Who are you?
- What makes you YOU?
- Who is the competition?
- What does your org want to achieve?
- What aren't you?

How the 'brand strategy' fits in with a 'service line message'

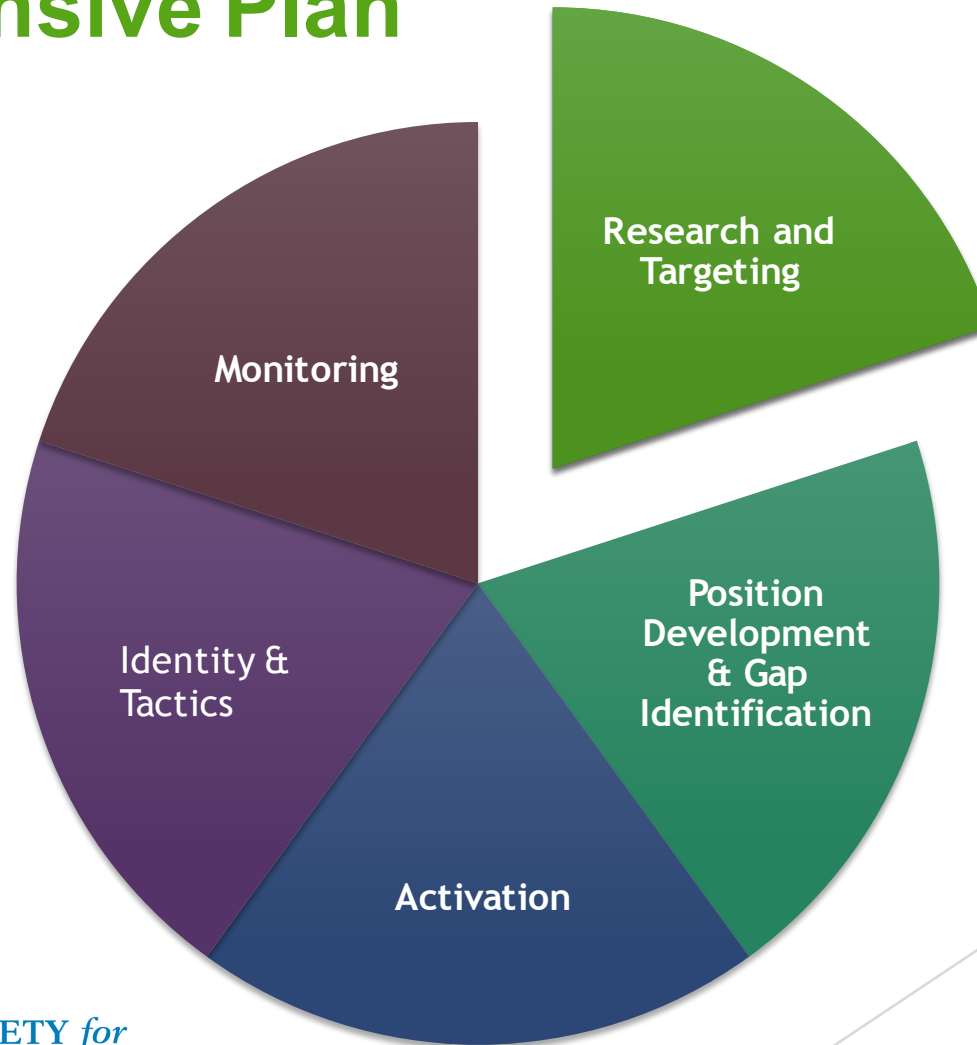


How you sell it

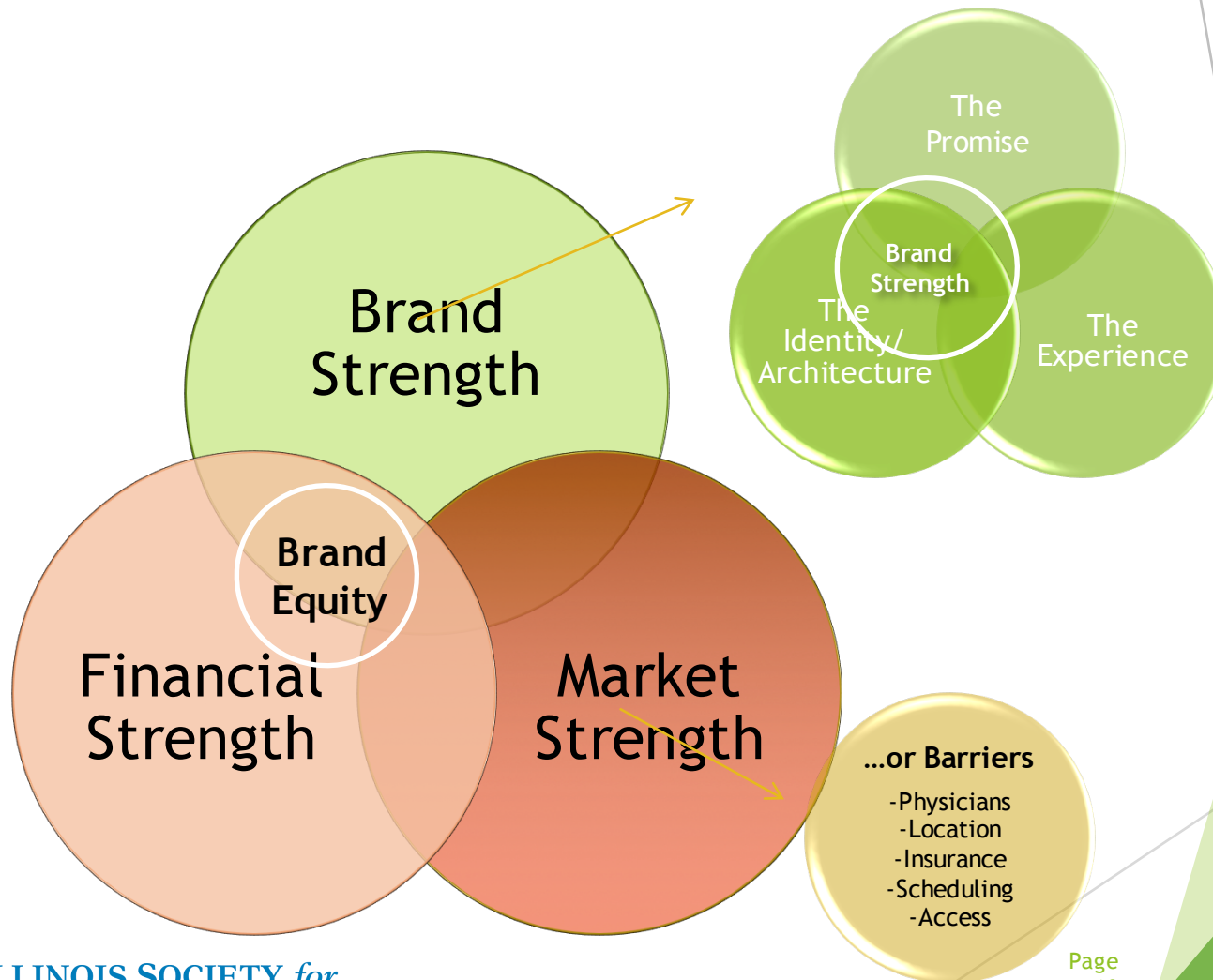
What you sell

A brand strategy unifies your service line messages - each service line message becomes a 'chapter' in a single book (i.e., same theme and tone across all the messages that tie them back to the brand).

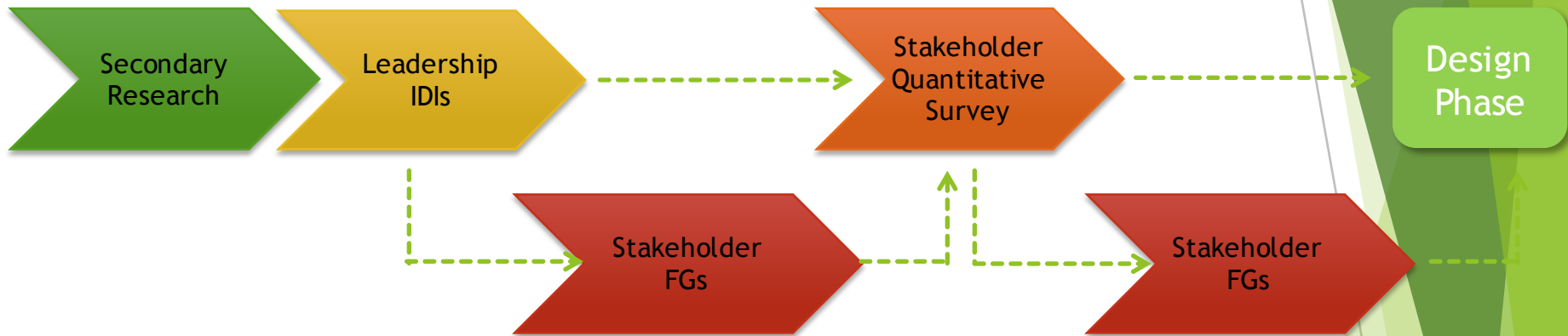
The Five Steps to a Comprehensive Plan



Measuring Brand Equity

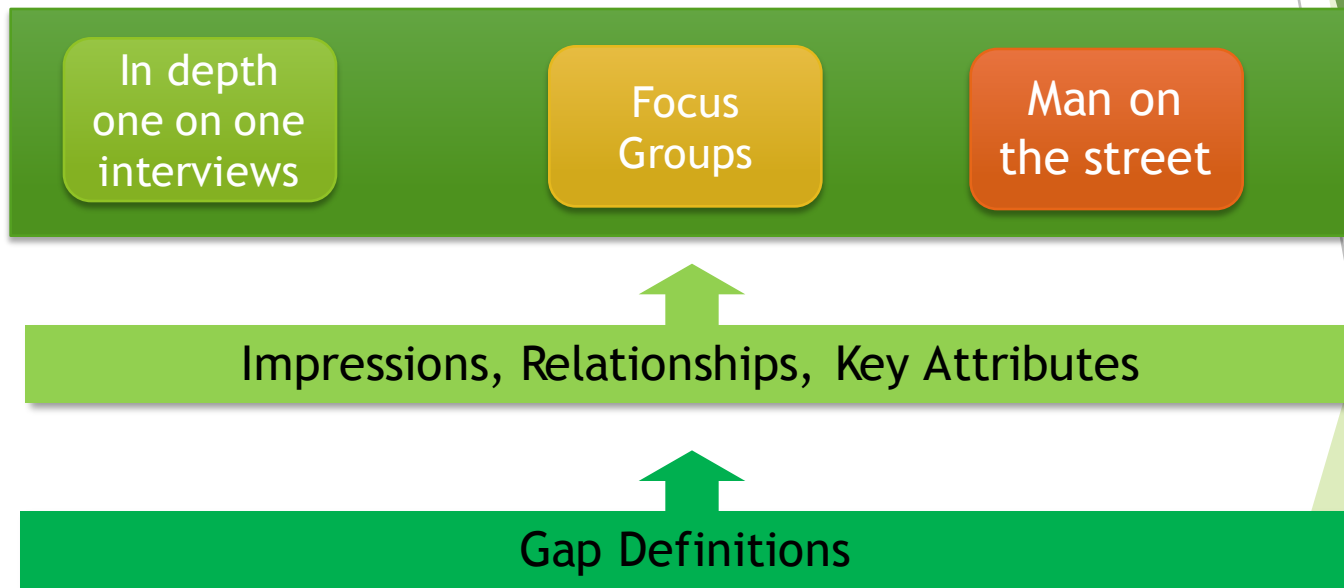


The Research Process

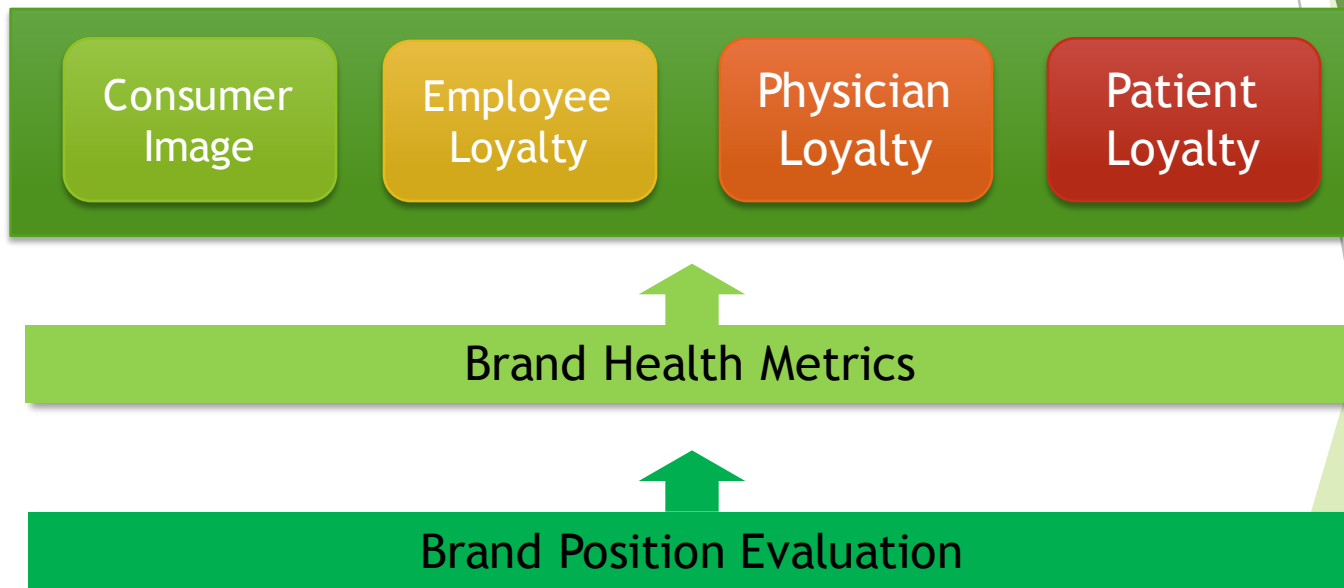


It is important to learn from all of your stakeholder groups - both internally and externally.

Research – Qualitative



Research – Quantitative



At the End You Know

- ▶ The current “brand” and its consistency in the hearts and minds of your multiple audiences
- ▶ What is desired, valued, and compelling to the target audience
- ▶ What is doable, motivational, and aligned with your organization, your employees, and your physicians
- ▶ What brand position is held by the competition, and how effective those positions are in the target market

The Five Steps to a Comprehensive Plan



Defining the Brand Position— a Cautionary Tale



Brand position options

- How is the brand perceived by the target audience (s)?
- How *meaningfully* different are you from your competitors?
- What market segments are the most important to your success?
- What is the current state?
- What hurdles or market barriers are to the desired state?

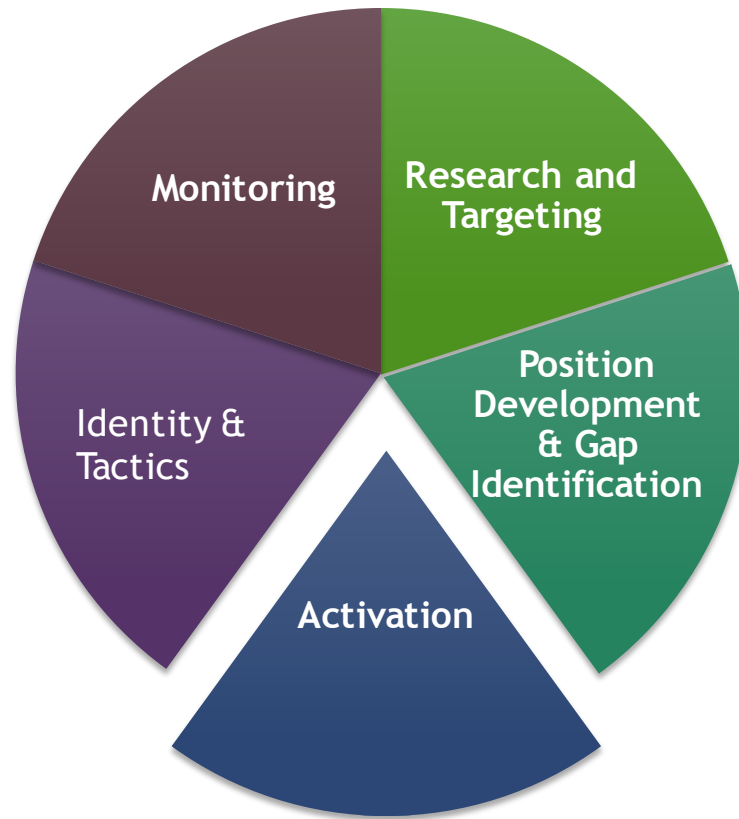
How Does the Brand translate Internally?



At the end of this phase, you have a Brand Position...

- ▶ It's desirable
- ▶ It's valuable
- ▶ It's compelling
- ▶ It's within the realm of doable
- ▶ It's aspirational yet credible
- ▶ It's not owned/or is owned by someone else
- ▶ You know where and how big the GAPS are
- ▶ ***You are ready to activate your brand!***

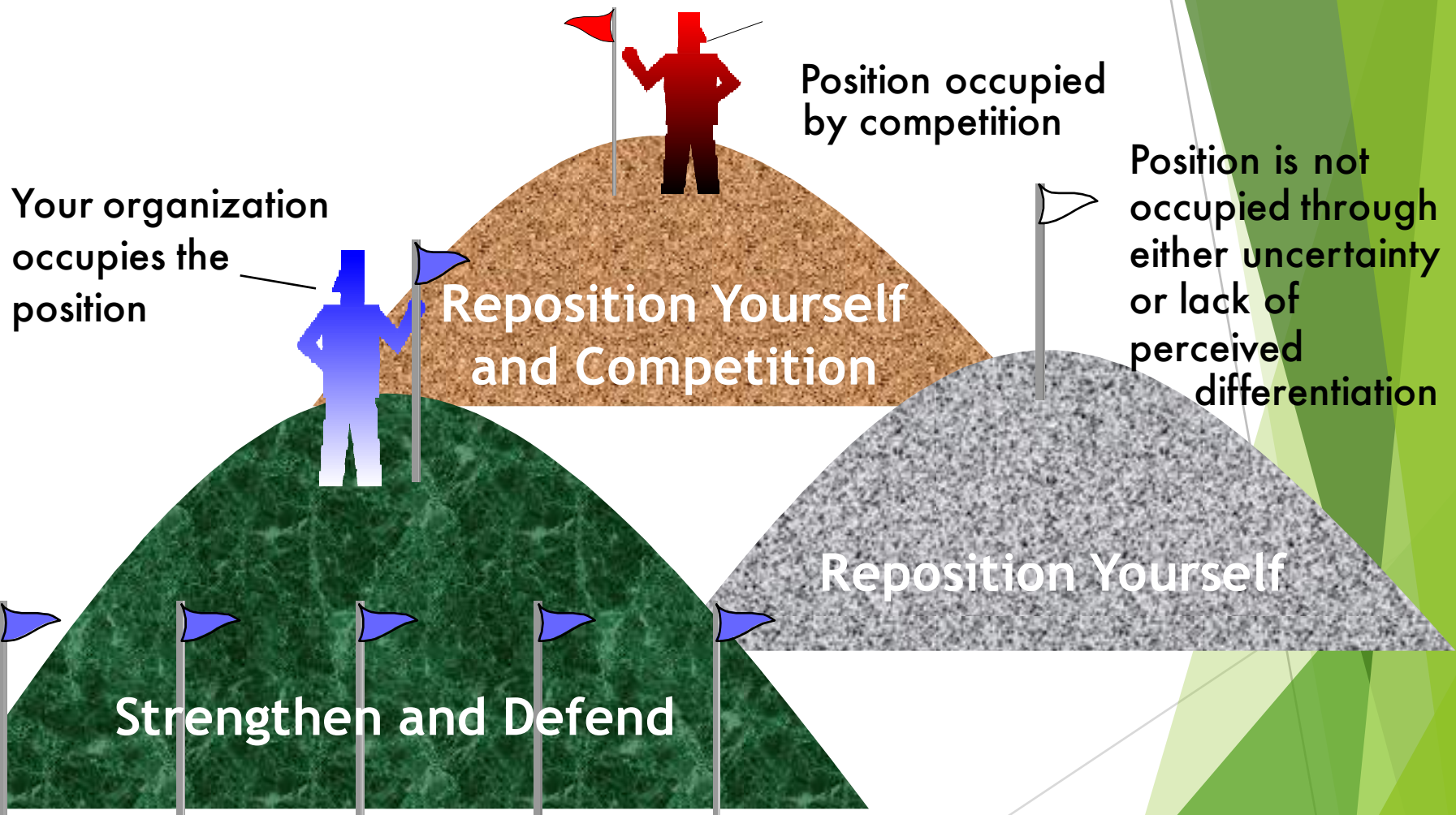
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Setting Objectives, Priorities, and Connecting the Dots

- ▶ What work is required of others?
- ▶ Work with your leadership to prioritize change that is needed.
- ▶ This should already fit into the strategic goals
- ▶ What is ready to activate?
- ▶ Set your ROI measures now
- ▶ Communicate internally to allow your operational partners to understand how your work will eventually help everyone
- ▶ Explain what their role is in the success of the brand

External Position Focus



Operationalizing your brand strategy

(External - patient acquisition)

- Messaging to the target audiences
- Communications strategy - the BRAND PROMISE
- Consistency over time.

(Internal - patient retention)

- Must first reach internal team members (staff)
- You must OPERATIONALIZE the strategy - the BRAND EXPERIENCE
- If all staff are not walking the same talk you will not keep your brand promise
- Physicians are the fifth “P” in the 4P’s of marketing (i.e., Personal selling)

Understanding Experience

Strong brands own their experience!

The three states of EXPERIENCE: Where BRAND fits in:



- | | |
|---------------------------------------|---------------------------------|
| 1. Expectations before the experience | 1. Brand promise (expectations) |
| 2. The actual experience | 2. Brand experience |
| 3. Brand memory over time | 3. Experience + Promise |

- **Expectations** can be set from indirect experience with the brand, previous direct experience with the brand, word-of-mouth, marketing and communication from the brand, or from any other form of communication or interaction.
- The actual **brand experience** is impacted by those expectations the customer brings with them to the encounter with the brand in relationship to how well the experience is delivered.
- **Memory** of the actual experience is affected by how well the experience met positive expectations or countered negative expectations. The bigger the failure in the experience, the longer and more negative the memory halo effect will be (i.e., “memory telescoping” – making a memory better or worse than it really was). This memory can influence someone who is now in a position to influence another person’s expectations (as well as coloring their own for the next experience). And the cycle starts all over again...

Outcomes of This Phase...

- ▶ Activation plans, timelines, budgets
- ▶ Your Brand Story to gain buy in internally
- ▶ You have defined expected behavioral elements to align with the brand
- ▶ You may have identified brand architecture issues, including naming, imagery, etc.
- ▶ Management across the organization is now fully engaged in making the brand position a reality

The Five Steps to a Comprehensive Plan



Identity & Brand Architecture

- Brand Architecture refers to how you organize the different brands that comprise your organization. It provides for the roles each brand plays and the rules of engagement within and between brands so that every brand in the brand family is optimized in terms of what it brings to the table.
- Key things to remember about a brand family:
 - Not all brands can be the lead
 - *Without brand family rules, related brands will seek independent roles*
 - Which brand takes the lead can effect the entire outcome of the brand family

Key Activities in This Phase

- ▶ Launch the Experience Design/Redesign if needed
 - ▶ Training
 - ▶ Events
 - ▶ Depending upon the depth and breadth of the gaps you are trying to close, this can take months or even years
- ▶ Launch the Internal Communications plan
 - ▶ Tell the Brand Story
 - ▶ Events
 - ▶ Agency creates the mar/com plan and brings the execution in house first
 - ▶ External elements are readied for release

Time for the Tactical External Rollout



SONS NEED MOTHERS.
TO GET YEARLY MAMMOGRAMS.

Key Activities in This Phase

- ▶ Create your external messages
 - ▶ By audience
 - ▶ By medium
 - ▶ By area of focus
 - ▶ All in line with the promise of the brand...

Key Points to Consider

- ▶ You cannot prepare the internal audiences enough to be articulate on the brand position and how each element contributes to its launch
- ▶ Don't underestimate the “pain” of change
- ▶ Remember those closely associated audiences, including volunteers, physician practice staff (including voluntary staff), community advisory groups, etc.

The Five Steps to a Comprehensive Plan



Managing your brand position and performance over time

Operationalization

- Hiring and training practices
- Staff accountability
- Corporate culture
- Products/Services
- Customer service
- Pricing
- Distribution
- Marketing/Advertising

Over The Long-Term

- Consistency (“A brand strategy is harder to maintain over time than it is to create.”)
- Commitment from the top
- Resources/Investment
- Committed brand architecture plan (i.e., the brand family)
- Brand responsibility/Leadership
- Tracking system

The evidence clearly shows that brand building is an investment rather than a cost, a necessity rather than a luxury, and a priority shared by the most successful corporations.

What to measure—how often and why

- ▶ Performance Metrics for the Mediums, including Web, Social Media, SOV, etc.
- ▶ All mediums you selected to use
 - ▶ For message awareness
 - ▶ For credibility
 - ▶ For actionable outcomes
- ▶ Internal Stakeholders
 - ▶ Do they see the brand in their work
 - ▶ Is it still credible and meaningful
- ▶ Market Share, New patient encounters, General Consumer Attitudes, Awareness and Likelihood to use