





# The 5Ds of Brand Development—how to assess and develop your brand

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# The Why..

# The basis for competition in the health industry is rapidly changing . . . Strong brands will prevail. Why?



- Restructuring markets and intensifying competitor activities will align around the strongest brands in the local/regional/national markets...will your brand survive? Be sought after?
- New value-based reimbursement methods and care delivery models will expand access and provide consumers with choice.
- Transformation of marketing through web, social and mobile technologies—your brand is real, virtual, and ubiquitous.

## Focus of the market driven organization...




- Understand the changing economic model and the implications for marketing strategy.
- Build your marketing team's customer acquisition and customer retention capabilities
- Step up brand building to strengthen competitive leverage across all lines of business.
- Help executives/physicians/boards to understand brand as a strategic asset to drive growth and business performance.
- Strengthen factors that drive differentiation and increase competitive leverage.

## Focus of the market driven organizations




- Understand that consumers today no longer have purely offline or online experiences but weave technology through nearly every point of contemplation, purchasing and use of products and services.
- Orchestrate business, clinical and marketing alignment to deliver consistent brand experiences.
- Align brand identity and experience across web, social & mobile environments, including health IT/EMR/patient, physician and employee portals



Brand = Experience


The What....

From this.....

 Brand = Experience




To this.....

 Brand = Experience





# What is a brand?

 Brand = Experience

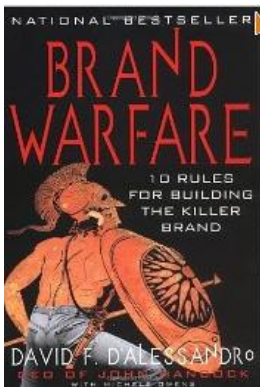
“A brand is a **singular idea** or concept that you own **inside the mind** of a prospect.”



---Al Reis,  
*Author Origin of Brands*

# What is a brand?


“A brand is more than just advertising and marketing. It is nothing less than **everything anyone thinks of** when they see your logo or hear your name.”



--David F. D'Alessandro

Author, *Brand Warfare: 10 Rules for Building the Killer Brand*

# Brand v. Branding?

 Brand = Experience

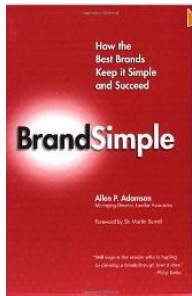
“A **brand** is a promise about who you are and **what benefits you deliver** that gets reinforced every time people come in contact with any facet of you or your business. **Branding** is the process of building a **positive collection of perceptions** in your customer’s mind.”



--*Bill Chiaravalle and Barbara Findlay Schenk*  
*Author, Branding for Dummies*

# What is a brand?

“For a brand to be successful it must first differentiate itself from the competition in the minds of consumers and this difference must be relevant. Most important, however, ***whatever it is that makes it different or relevant must be simple to understand—to both the people inside the brand organization and the people outside.***”




--Allen P. Adamson

or, *BrandSimple: How the Best Brands Keep it Simple and Succeed*

The Brand is the Experience people have; it's not the facility, it's not the advertisement, it's not the logo.....while it is **ALL** of that, ***it's really about the experience***.....we are in a service industry...the rest is just the location, the message, the expectations we create.

---Candace Quinn,  
CEO, Brand=Experience

# Brand management is...

 Brand = Experience

*Brand management is a business strategy,  
NOT  
just a marketing or communications strategy.*

## The Brand Equity Equation



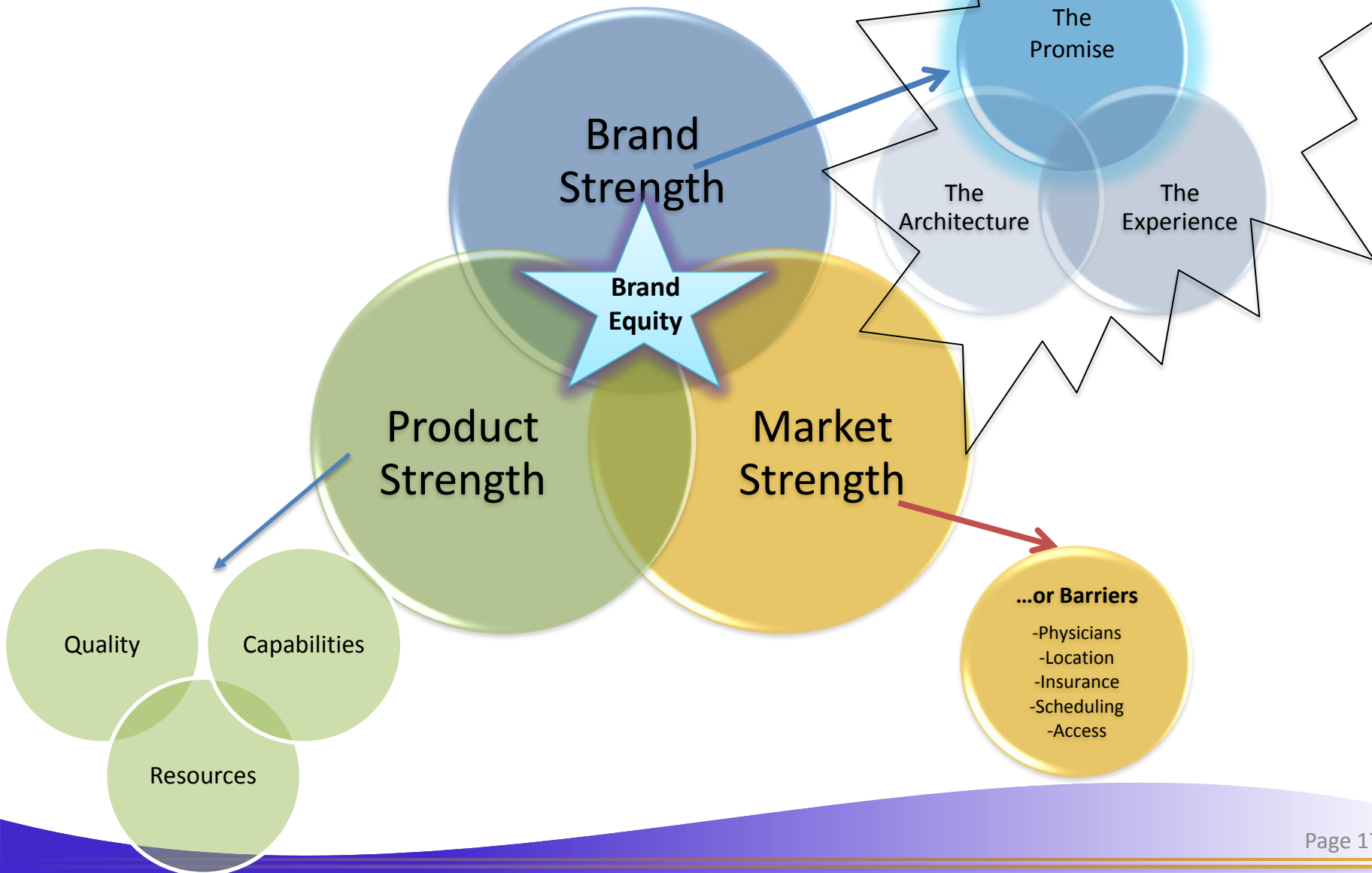
## How Brand and Market Strength Interact: Push/Pull (or Yin/Yang)

- ✦ A strong brand creates interest in itself for initial and repeat use and it also has to make sure it is “available” for those who want to use it. That is why strong brands pay attention to the Push/Pull aspects of their brand strategy:
  - ✦ **Pull (aka, Brand Strength)**
  - ✦ **Push (aka, Market Strength)**
- ✦ When developing a brand strategy, both Push/Pull elements must be coordinated. Addressing just one is like a body builder exercising only one arm...





# The Brand Equity Equation



# Brand = Experience

## The Promise



How the brand promise is relevant to consumers: how the brand will benefit customers rationally and emotionally.

How the brand is visually presented. Part of the brand identity.

Why your brand promise is believable; ways the organization can support and live the promise. It is a "reason to believe."

A statement actively communicated to consumers that creates a unique and meaningful image and set of expectations in the consumer's mind.

What human personality traits this brand exhibits. Part of the brand identity.

How the brand is different from the competition.


3-4 words that describe your brand's heart and soul.

## The 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:
  - Managing a brand family is like managing a play...
    - Roles must be defined
    - Lines must be memorized
    - Each player must stay within their defined parameters
  - Not all brands can be the lead
  - Without brand family rules, related brands do not play well in the auditorium
  - Which brand takes the lead can affect the entire outcome of the brand family



# The Architecture

 Brand = Experience

Managing your brand family and its architecture

Branded House		Subbrands		Endorsed Brands			House of Brands	
<u>Same Identity</u>	<u>Different Identity</u>	<u>Master Brand as Driver</u>	<u>Co-Drivers</u>	<u>Strong Endorsement</u>	<u>Linked Name</u>	<u>Token Endorsement</u>	<u>Shadow Endorser</u>	<u>Not Connected</u>
BMW	GE Capital GE Appliance	Buick LeSabre	Gillette Sensor	Courtyard by Marriott	McMuffin	Grape Nuts (Post)	Tide (P&G)	Touchstone (Disney)

*Where does your organization fall in this spectrum?*

**The  
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         |

Strong brands own their experience! →



vs.












*It's not just what you  
do but how you do it...*

*---Scott Bedbury*

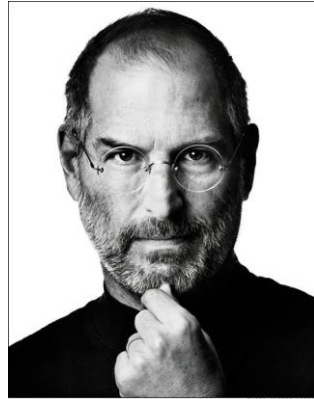
# Great Brands...

*Connect to timeless human needs.....*

-  To feel safe
-  To feel welcomed
-  To feel recognized
-  To feel valued
-  To feel part of something bigger
-  To feel rewarded for our efforts
-  To feel loved
-  To feel love for someone else
-  To feel empowered

*Scott Bedbury, 2013*

## Managing your brand over time



### Over The Long-Term---Brands can't be developed unless everyone is on board

- 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 systems

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.

## Managing your brand over time




### ***Unleash* the human potential of your organization**

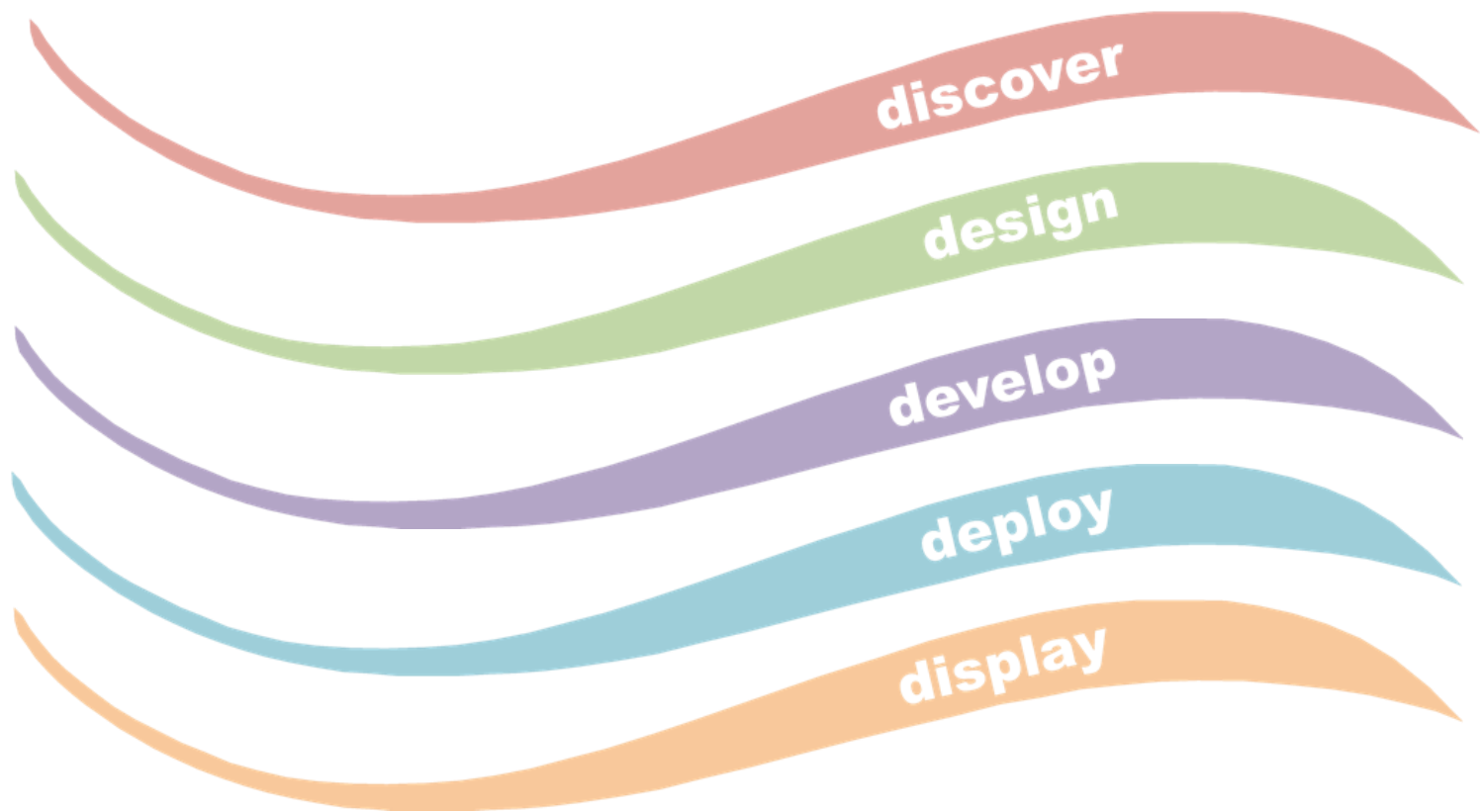
- Hiring and training practices
- Staff accountability
- Corporate culture
- Products/Services
- Customer service
- Pricing
- Distribution
- Marketing/Advertising




# The How...

# The 5 Ds of Brand Strategy Development

 Brand = Experience





 Brand = Experience

discover

The **discovery** phase of the brand exercise involves:

1. looking at all measures of the brand's **performance** in the market
2. understanding the **aspirations** for the brand by the leadership (board, administrative, and clinical), and
3. discovering the brand's **potential** in the minds of the consumer as it competes in its unique target markets

During **discovery**, you will try to learn as much as you can from as many as you can:



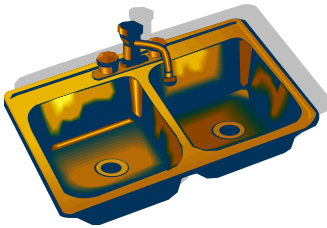


Enlightened by the findings in the discovery phase, the **design** phase work involves:

- ✦ designing a meaningful brand position (s) to test within the organization to validate fit with the same.
- ✦ Successful brands are relevant, valued, believable, recognizable, *meaningfully differentiating* and compelling to not only the target market, but also to the organization, staff and physicians.
- ✦ If your staff don't believe the position reflects the organization's priorities and their own values, it will never be brought to life...

## Approaches/Obstacles

“Let’s add the kitchen sink”



Just pick one—any one...



## Brand = Experience

### Approaches/what is needed

- Focus Groups or Employee survey
- Brand Team
- “GAP” between the brand positions tested and the organization’s reality

What you get:

- ✓ **the desired organizational brand position**
- ✓ **the “GAP” analysis for both the marketing elements of the brand strategy as well as the operational “experience” elements**
- ✓ **brand architecture issues**








develop

Armed with a Brand position that you have found to be *valued, desirable, compelling and **Meaningfully Differentiating*** to the target markets, as well as deemed *doable, aspirational, and appropriate* for your organization to deliver, you are in a position to **develop** your **Activation plan**.

# Brand = Experience









## Activation--Internal

-  Brand Experience
-  Brand Signals
-  Brand Architecture
-  Brand Story
-  Internal Launch of all external messaging



## Activation---External

-  Architecture
-  Messages
-  Tag Lines
-  Targeted Campaigns
  -  Broad
  -  Service Based





The **deploy** phase is the implementation phase of any operational enhancements to support the brand.




# Brand = Experience

“ The core of every brand is people... everything/everyone that touches the brand is either *an asset or a liability..... Every touch point, every message, every customer, employee, citizen has more influence today (on your brand) than ever before...*”

Frequently, the gaps that need closing are experience related. Consider some great tools to get your started:

1) Get some outside help...

 Studer, Starizon, Integrated Learning Systems, Disney, Baptist, etc.....

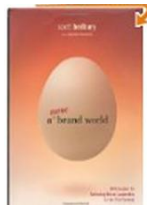
2) Try some relational exercises with your in-house design group:

Apple stores, Disney, Southwest, McDonalds, Starbucks, Ritz-Carlton


--*Scott Bedbury*

*Former Brand Genius,  
Nike, Starbucks; CEO at  
Brandstream*

*Author, A New Brand  
World*




What can we learn?

 Brand = Experience





 Brand = Experience



The **display** phase is the making and communicating of the *Brand Promise*, implicitly and explicitly in the messages you launch externally.



## Do I need help?

*How do I know?*



- Will I be seen as objective enough as we look at various opportunities?
- Do we have the internal resources to move the work along in a timely fashion?
- Struggles will arise between brand focus, brand messaging, and brand experience---can I as the leader handle the hard conversations that the data may indicate?
- Will I be able to guide the organization to embrace what is uniquely ours?

# What will this cost?

- ✓ Create a realistic budget and time line.
- ✓ If you get help from outside, be sure that those helping you don't have a stake in which path you take
- ✓ Make sure that the work and approach takes into consideration how your organization does work, makes decisions, and embraces direction

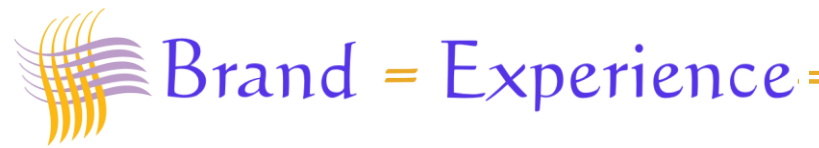
## IT UNDERWORLD

by Phil Johnson




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# General Expenses



- \$ In depth interviews: intensively time consuming. Schedule wisely, and prepare in advance if using a consultant's time.
- \$ Consumer studies---Quantitative \$25,000-40,000 depending upon methodology and sample sizes
- \$ Focus groups---Staff: up to \$2-3,000 per group; Physicians: up to \$4,000 per group; Consumers: up to \$6,000 per group...to save money, as a client, do the recruiting, hosting, etc. Combine into short time periods, etc.
- \$ Brand consultation/Process expert: Many offer a project price and assume the risk of the time that will be needed...frequently a benefit to the client. \$80K-250K
- \$ Logo work, brand design, naming creation: This can get pricey. Ranging from a low of \$18K to well over \$125K.
- \$ Brand Story development, brand book, and brand look and feel: \$50K and up....

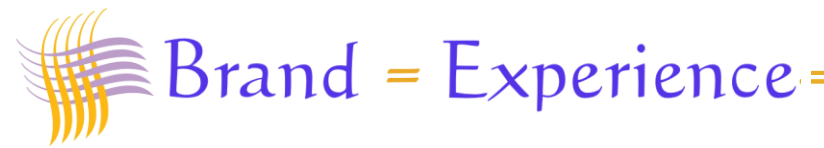
 Brand = Experience



Questions???



# Thank You!



## Questions. Comments. Discussion.

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*Does your organization need a  
BrandCheck®?*