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Organization's Name: Northwestern Memorial Hospital
Division, Category and Sub-category: Marketing Communication – 7.3
Title of Entry: Enjoy Your Health
Time Period of Project: January 2003-December 2003
Brief Description: Branding campaign for Northwestern Memorial Hospital

Needs/Opportunity

Hospital bed utilization was at near capacity for most key service lines at Northwestern Memorial, but competitive media spending in the Chicago market had increased. We realized we needed to maintain our leadership position within the community without creating strong product demand in areas with already existing scheduling problems. This presented a unique opportunity for us to strengthen our brand reputation without the limitations of a service line or specialty campaign.

Intended Audience

Male and female healthcare decision makers 25+ in a nine-county Chicago metro area.

Within this broad group, our primary audience consisted of what we defined as “opinion leaders.” These were people who are creative, current, culturally aware and civic-minded. They tend to shape the opinions of those around them. They also had to participated in three or more of the following types of activities in the previous 12 months:

- Voted in elections
- Written to newspaper editor, congressman or elected official
- Addressed a public meeting or taken part in local civic issue
- Engaged in fundraising or volunteer
- Recycled

The rationale for this group is that they would likely be the type of advocate that would broaden our message beyond the reach of our media dollars.

Goals and Objectives

The marketing objectives for the new campaign are:

- To maintain our leadership position in the marketplace
- Differentiate ourselves amongst “opinion leaders”
- To reflect positively on Northwestern’s core values
 - Integrity
 - Excellence
 - Patients First

Solution Overview

Out of extensive ad testing and consumer focus groups, we launched the campaign we titled “Enjoy your Health.” It’s bold use of the color blue and clever copy worked wonderfully to break through the hospital advertising clutter. That imagery was

incorporated into each communications outlet to give the hospital a consistent voice within our community.

The campaign was met with both smiles and acknowledgment that we were speaking to the consumer, rather than at them. Often hospital advertising simply tells consumers what latest and greatest equipment or service they offer. Campaign lines like “It’s just traffic. Enjoy your Health” placed in busy, congested intersections really let the consumer know that we were thinking about them and their issues in a way that was light-hearted while also providing good advice.

Other executions, like the TV and radio spots, focused on regular people telling us what they do to “enjoy their health” rather than featuring the typical successful past patient story. Audiences loved the variety of things people listed and could see themselves and their hobbies in our campaign. Again, the hospital was relating to the audience and their lifestyles.

Implementation and Challenges

Part of the development of the branding campaign led to the challenge by senior management of creating a strong hospital image for Northwestern Memorial without featuring the typical strategies of using doctors, nurses, or patients stories. It also had to function at a higher plan, not being directly solicitous of people’s business but to rather have them think positively about the hospital.

Measurement/Evaluation of Outcomes

A telephone survey was utilized to conduct the annual Corporate Image Tracking Study for the “Enjoy Your Health” campaign. The sampling plan included a random sample of 307 male and female healthcare decision-makers 25+ in a nine-county Chicago metro area, supplemented with a quota sample of 114 opinion leaders in the Chicago metro area.

Brand awareness outcomes were as follows:

- Name recognition for Northwestern Memorial (93%) is stable.
- Top-of-mind hospital awareness was greatest for Northwestern Memorial Hospital at 23%.
 - Increases in top-of-mind awareness (17% to 23%) were experienced.

Recall of advertisements:

- Only 5% specifically spontaneously recalled the “Enjoyed Your Health” campaign when asked about advertising in general.
 - However, 15% translated the messages of the campaign into Northwestern Memorial Hospital’s core values: Patients First = 9%, Excellence = 6% and Integrity = 1%.
- Opinion leaders recalled Northwestern Memorial Hospital’s advertisements more often than the random sample in all but one advertisement.

Marketing results are also measured by increases in:

- Image and reputation
- Consumer preference
- Ratings as the best hospital
- Market share

Image and Reputation:

The new “Enjoy Your Health” campaign has been effective in balancing Northwestern Memorial Hospital’s core values (patient first and integrity) with its already strong perception of expertise.

<u>Patients First Core Value</u>	<u>% Agreeing</u>
NMH cares about keeping me healthy	65%
NMH understands that there is nothing more important than my health	63%
NMH offers warm, attentive, compassionate and personalized care	56%
<u>Integrity Core Value</u>	
NMH does the right thing for me and my family	54%
<u>Expertise/Excellence of Care</u>	
NMH has doctors who are trustworthy, caring, well trained, and experienced	67%
NMH provides advanced care using cutting edge techniques and high tech equipment	66%
The new facility provides the most advanced technology	61%
NMH is respected as the leading teaching hospital in the Chicago area	56%
NMH has nurses who are compassionate, attentive, and experienced	56%

Consumer Preference:

Northwestern Memorial Hospital ranked first or was tied for first place on consumer preference for each of the key specialty areas measured:

- 19% preferred NMH for a life threatening illness or major surgery compared to 14% two years ago
- 16% preferred NMH for a general medical need or minor surgery compared to 9% two years ago
- 16% preferred NMH for neurological services compared to 13% two years ago
- 16% preferred NMH for organ transplants compared to 9% two years ago
- 14% preferred NMH for women's health compared to 10% two years ago
- 14% preferred NMH for cardiovascular services compared to 9 % two years ago
- 13% preferred NMH for cancer treatment compared to 8% two years ago

Opinion Leaders Preference:

- 26% of the opinion leaders preferred NMH for organ transplants compared to consumers preference at 16%
- 23% of the opinion leaders preferred NMH for neurological services compared to consumers preference at 16%
- 22% of the opinion leaders preferred NMH for cancer treatment compared to consumers preference at 13%
- 21% of the opinion leaders preferred NMH for women's health compared to consumers preference at 14%
- 19% of the opinion leaders preferred NMH for cardiovascular services compared to consumers preference at 14%

Northwestern Memorial Hospital has been fortunate that it maintained its consumer leadership position in the Chicago marketplace, despite its lower levels of spending compared to marketplace competitors. This may be due in part due to its successful campaign which clearly differentiates Northwestern from competitors in consumers' mind.

Rating of Northwestern as "the best hospital in Chicago for me":

- Northwestern Memorial Hospital advertising appears to have had a statistically significant positive effect in moving more people to consider NMH as the 'best hospital for me' (40% in June 2003 compared to 30% in June 2001).
 - Interestingly, it was not anticipated that the creative executions would have a positive impact on what historically been a key measurement.

Market share:

- Northwestern Memorial statistically surpassed University of Chicago Hospitals, a major competitor, in being preferred for a life-threatening illness or minor surgery
- Northwestern Memorial grew 7 points and maintained strong leadership over all other medical centers in being preferred for a general medical need or minor surgery.
- Northwestern Memorial grew directionally 3 points and maintained its leadership advantage over UCH, which grew 4 points in consumer preference for neurological services.

- Northwestern Memorial Hospital (16%) statistically improved 7 points in consumer preference for organ transplants and is now tied with University of Chicago Hospital's (18%).
- Northwestern Memorial has directionally grown 4 points from its already strong consumer preference as a market leader for women's services.
- Northwestern Memorial statistically improved 5 points and now ties University of Chicago Hospitals for first place consumer preference in cardiovascular services.
- Northwestern Memorial rose 5 points to statistically tie University of Chicago Hospitals for first place at 13% preference for cancer treatment.

The "Enjoy Your Health" campaign has been successful in maintaining top-of mind hospital awareness, and maintaining leadership preference for each of the five specialty areas studies as well as overall preference for a major or minor medical need. It has statistically raised scores on "best hospital for me." The campaign scored well on both the "expertise/excellence" dimension as well as the core values of "patients first" and "integrity" dimension. These findings are evidence that the campaign has been successful in differentiating Northwestern Memorial Hospital from competition. The campaign's "high touch" dimension appears to compliment its earlier "high tech" strategy seen in previous campaigns.