Foundation Repair:
Strengthening a Heritage Brand

Children’s Hospital Association
Annual Conference 2014
Agenda

• Challenges We Faced
• Setting a Common Language
• Guiding Decisions
• Engagement
• Q & A
Texas Children’s Hospital: Who we are

We have grown and expanded rapidly over the past 60 years.
Challenges we faced

“People view us as preeminent care but a bit of a hassle, like going to the post office.”

“Why do we have NASCAR coats with 83 titles and pins?”

“Every component looks like we’re still trying to be a small hospital... We went small to big really fast and have not adapted in all the areas we could.”

“We have national leaders in the elevator and we don’t even know who they are.”

“I think we have a lot of people walking around the city thinking, ‘Who is TCH?’ and even employees here wondering who we are.”

“Some of the practices you can’t even tell it’s associated with Texas Children’s – [there is] no logo (example: Greenbriar), but once you get out there, maybe on the forms you can tell?”
Brand Fragmentation

Inconsistent and rogue logos
Setting a common language

“Right care at the right place at the right time.”

“We have patients from 35 states and 25 countries.”

“...the definitive children’s hospital in the U.S.”

“We have just completed a $1.5 billion expansion in an economy where no one was expanding... We’re in a mode no else is... No one else has that story to tell. “

“We do what nobody else does; we’re here to do what others don’t do.”

“Texas Children’s Hospital has “bench strength” – breadth and depth of services not found elsewhere, other hospitals might have one subspecialty led by a superstar physician.”

“...longevity of the employees. The nurses who taught me how to become a doctor are still here.”
Elements of Our Brand

Clarifying what makes us a trusted brand
Transformation required

- Aligning and refining the brand (identity, voice, look and feel)
- Culture changes
- Partnership formation
- New market entry
- Competitive response
- Operational challenges
Process: Brand audit

- Internal interviews
- Site visits for experiential audit
- Materials audit
- Competitive analysis
- Rankings review and other third-party research and reports
- Health care trends review
“Texas Children’s Hospital is losing business to the private practices because they’re being seen as ‘just as good but easier to get into.’”

“The perception is that we have a closed system and you can’t get in unless you’re in the family.”

“We all look the same to consumers.”

“There’s a large perception that it takes 6-9 months to get into all of our subspecialties and that’s not accurate. It may be true for about 4 of the 39 and the others you can probably get in within 48-72 hours.”

“The hardest sell is Houston.”

“Texas Children’s Hospital is losing business to the private practices because they’re being seen as ‘just as good but easier to get into.’”

“When a patient is referred into TCH ‘they get lost, and I never hear back from Texas Children’s Hospital on their care.’”
Defining our audience

- Patients & families
- Local community
- Physicians & Scientists
- Media
- Employees
- Referring physicians
- Donors
Aligning our Brand

Means of Alignment

- Naming
- Identity
- Visuals
- Service Delivery
- Messaging

"Branded House"

"House of Brands"
Change in perspective

- We are more than pediatric care
- Brand is about THEM, not US
- Alignment is critical for brand asset management
- We CAN manage this!
Our goal is to strengthen the Texas Children’s brand locally and globally. By delivering strategic, consistent messages and exceptional experiences, we as an organization will support a brand that is increasingly powerful, meaningful and valuable.
Logo can be the pathfinder
Brand platform

▼ Our brand promise

• Texas Children’s Hospital delivers safe, high quality, family-centered and compassionate care to children and women.

• Texas Children’s Pediatrics cares for children at every stage of childhood by providing family-centered, compassionate primary care and education.

• Texas Children’s Health Plan helps to support and maintain a community of healthy children and pregnant women by providing quality affordable health coverage.

▼ Our brand position

• Texas Children’s Hospital is setting the new global standard for pediatric and women’s health care.

• Focused exclusively on the needs of children, Texas Children’s Pediatrics offers quality primary care close to home.

• As the local choice for health coverage in East Texas, Texas Children’s Health Plan understands the needs of its community.

▼ Support pillars

• Outstanding and comprehensive patient care    • Unparalleled support for research

• Multifaceted patient and physician education    • A commitment to outreach

▼ Our brand voice

It is friendly, declaring the achievements and leadership of the hospital with modesty and confidence.
Guiding Principles

• Alignment starts at the top
• Must align to strategic plan
• Everyone is a brand steward
• Decisions now will affect our future
• Creativity excels with structure
Dear Colleagues:

We continue to make significant strides in elevating Texas Children’s stature as a renowned health care organization with a nationally ranked pediatric hospital. In recent years, we have also increased our scope to care for women.

In support of our expanded mission to create a healthier future for children and women throughout our global community by leading in patient care, education and research, we want to develop and maintain a strong trust in our brand so that families will choose us for their care, physicians will refer to us, scientists will want to collaborate with us and conduct research at our facilities, media will want to feature our stories, donors will want to support us financially and our community will want to partner with us.

As part of redefining who we are and who we care for, our marketing team began a thoughtful process of clearly articulating the organization’s brand promise, position and voice. The team led our efforts to develop a common language and understanding about Texas Children’s position in the local, regional and national marketplaces.

Through their work, we have identified, clarified and standardized our brand. Marketing and Public Relations will provide ongoing guidance to the organization as we define and communicate the service standards that represent our brand to our key external audiences. The results of their work are included in this important brand book.

Our senior executives and medical leaders stand firmly behind the brand with a goal to create a powerful and compelling story and experience for the patients we serve. Please join us in supporting our efforts to represent our brand in all that we do for our patients and our community.

Sincerely,

Mark A. Wallace
President
Chief Executive Officer
How to support the Texas Children’s brand every day

Our brand is only as strong as its reputation. Therefore, follow and support current brand standards.

- Be a brand ambassador: embody the Texas Children’s brand by supporting patient care, education and research in your daily work.
- Use the logo correctly in all material.
- Phase out materials with outdated branding or incorrect logo usage.
- Partner with Marketing and Public Relations on your marketing efforts.

Our organization impacts the lives of children and their families every day. Each time we are with them, we are representing our brand.
What makes a brand strong in the marketplace?

Consistency.

An organization must clearly convey the same overall look, feel and message with every communication it has with its audiences: in advertising, informational brochures, t-shirts, stationery or frisbees – wherever the brand has a public face (or presents to the public).

The logo must be consistent in look. The message must support the overall strategy of the organization. The brand should have one voice.

When an organization treats its logo in many different visual styles, it loses meaning. When it uses different voices, it loses its distinct personality that sets it apart from the rest of the competitive field.

Consistency of look, feel and message is essential to a strong brand.
Texas Children’s®

Hospital | Primary Care | Health Plan

Texas Children’s Hospital

- Pavilion for Women
- West Campus
- The Woodlands
- Health Centers
- Jan and Dan Duncan Neurological Research Institute

Texas Children’s Pediatrics

Texas Children’s Health Plan

The Center for Children and Women
Results

“We really do translate research to bedside care… Yes we do deliver care but a lot of times we’re developing the care.”

“We have so much that needs to be marketed.”

“We redefined the child.”

“We are trying to attract patients from all over the world and the U.S., but when they come here they have to know it’s something special.”

“Texas Children’s Hospital is the hospital of this century. We are wealthier, in positive building mode, with high energy recruitment.”
Activation Strategies

• Clearly focused position and brand messaging platform

• Define Texas Children’s brand architecture to reflect current system
  • Refocus logo family from many to a few
  • Consistent messaging around leading in patient care, education and research
  • Centralize brand promotion activity in Marketing department
Touchpoint Mapping
Roll-out Plan

PHASE ONE
Audit, architecture, insights and basic standards

PHASE TWO
Creative, production and distribution of applications

PHASE THREE
Deployment, awareness and education

PHASE FOUR
Maintenance, measurement and adjustment
Prescriptions for Success

• Buy-in and continued support from key organization leadership is vital
• Multiple messages throughout implementation to support and educate
• Resources and guidance should be accessible
• Marketing and PR Department should be the go-to for all things brand.
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