

Strategic Marketplace Positioning

Rogers Memorial Hospital

Challenge: To clarify the brand of Rogers Memorial Hospital, a nonprofit behavioral health care provider for children, adolescents and adults, and to “hard wire” it among employees.

Target: Employees, professional referents, patients and patients’ family members.

Solution: Rogers Memorial Hospital facilities include two hospital locations in Oconomowoc and West Allis, as well as day treatment facilities in Kenosha and Brown Deer. While Rogers felt that its employees had an awareness of the organization’s brand, the marketing staff was concerned that there were inconsistencies across locations in how employees understood and communicated the brand in their day-to-day work. The marketing department also wanted to understand current perceptions about Rogers among external partners and patients and patients’ family members.

To better define Rogers Memorial Hospital’s brand and instill a consistent brand message across all locations, Bottom Line conducted both internal and external research, as well as a review of collateral materials, to create a brand architecture. Internal research consisted of focus groups and phone interviews with employees from various departments and locations, as well as with medical directors and board members. External research included phone interviews with referral sources, patients, patients’ family members and community leaders, as well as an analysis of Rogers competitors. Throughout our research process, we worked closely with Rogers marketing department to teach them our methods, get their buy-in and position them to carry on the work internally.

From the vast information gathered during research, we synthesized a brand architecture that included:

- A brand profile summarizing the brand’s target audiences and their core needs, brand values, imagery, tone, promises, differentiators and competitors
- Brand positioning statements that clearly define the brand profile in precise statements that inform marketing activities
- A brand portfolio matrix that linked the overall brand and business strategy with specific roles of the sub-brands like the hospital’s foundation and center for research
- A gap analysis that identified perception gaps in how Rogers brand is perceived and how Rogers would like its brand to be perceived

Outcome: Our research confirmed that Rogers' employees did have an awareness of the organization's brand, and that employees across the four locations were approaching their work in much the same way. However, the research also identified a weak internal communications structure and lack of communication tools that would help employees articulate the brand. Through development of the brand architecture, Bottom Line provided Rogers' marketing staff with recommendations on how to consistently use the organization's brand, improve overall internal and external brand awareness, and address the identified perception gaps to strategically move the brand to the next level.

We identified immediate next steps to maintain momentum for the brand.

Rogers Marketing Department is in process with a new set of collateral materials and a Web site that more clearly upholds and communicates the brand.