

Senior Leadership Brand Audit

Prepared for:



Klein & Partners, Inc.
research for your brand's health

Senior Leadership Brand Audit

In developing a strong brand position, there are many questions that must be addressed that will guide this process and ultimately guide the brand position. The questions are broken down into four major categories:

1. **Where are we now?**
2. **Where do we want to go?**
3. **How do we get there?**
4. **Are we on track?**

The focus of this exercise is to understand where you – senior leadership – perceive the Brand X brand to stand now and what opportunities you see going forward. Read each question in each section and, based on your current level of knowledge, write your answer in the space provided. We will then combine all of leadership's responses to gain an overall understanding of where the Brand X brand stands today. This information also will give us an idea of where you see opportunities and challenges for moving the brand forward.

These questions are provided prior to the actual one-on-one interview to give you an opportunity to read and reflect upon our topics.

1) Where are we now?

How might an organization such as Brand X benefit from having a strong brand strategy in the market place?

And how might consumers in the market benefit from a health care organization such as Brand X having a strong brand strategy?

What 3-4 words capture Brand X's core "essence?" This is the heart and soul of the brand. It is a brand's fundamental nature or quality. It is the one constant across all products, services, facilities, etc.

What would you say is Brand X's current brand promise to consumers?

What would people miss most if Brand X ceased to exist? That is, what brand experiences would cease to exist that they couldn't easily replace at another healthcare provider?

What kinds of brand experiences do patients and their families have at Brand X?

What are the **positive** brand experiences?

What are the **negative** brand experiences?

What brands are in the Brand X brand family or portfolio? (including facilities and key service lines)



Do consumers think of you as a system with multiple hospitals and facilities and services OR just as separate facilities with no real common link?

What expectations do you think would be created with the Brand X name attached to any facility or service in the Brand X brand family?

How do consumers generally decide on which hospital to go to? What factors come into play?

Next, let's discuss how you personally perceive different stakeholder groups to view Brand X now, for better or for worse. When responding, please use your own personal experiences and perceptions (not any research results you may have recently heard). We want your business gut feel on how Brand X is viewed now.

What does the general public (i.e., not customers) think of Brand X now? That is, what expectations do you think consumers have of Brand X before they have an actual experience? What are you known for?

Now, what do recent patients think of Brand X? That is, what brand promise do you think they feel they experienced? Do you think their expectations were met? Why/Why not?

How do employees view Brand X now? That is, what do they think the organization stands for and promises?

How do physicians view Brand X now? That is, what do physicians think Brand X stands for and promises?

Who is/are Brand X's target audience(s)? How do they differ?

How do the needs of these target audiences differ?

What trends do you see happening in the market? That is, how do you see the needs, expectations, and demands of consumers changing?

Who are Brand X's primary competitors? (Don't think too narrowly here.)

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

What are each competitor's strengths and weaknesses?

- 1) _____

- 2) _____

- 3) _____

- 4) _____

- 5) _____

How does Brand X differ substantively and perceptually from these competitors? That is, how is a "Brand X experience" truly different?

On what factors is Brand X really no different from its competitors? How are all competitors undifferentiated?

2) Where do we want to go?

The next several questions pertain to developing your brand's "identity." View this section as your preliminary thoughts about how you want the Brand X brand to be perceived. As we learn more from other internal and external stakeholder research, your ideas may change.

As you see it, how do you want your brand as an organization to be viewed or perceived by consumers? That is, what should Brand X "look like" to consumers?

And how do you want to be perceived by employees and physicians? What kind of work environment do you want to foster?

How do you see Brand X structured in the future? That is, how do you see the Brand X name being used? What roles do you see each facility and key service line playing in the overall brand family?

What are your “strategic products” that you want to highlight in support of your overall brand strategy? And how would you want them positioned to consumers? Which brands will offer them?

What is your brand’s personality? (i.e., if the brand were a person, what type of personality and behavior patterns would/should it exhibit?)

What should your brand’s visual imagery be? (i.e., brand identity including logo, colors, facilities, etc.)

What type of relationship do you want your brand to have with customers? (Think of different types of relationships people have. For example, seller/buyer, husband/wife, teammates, neighbors, boss/employee, etc.)

Describe the type of experience you want patients and families to have

How do you ultimately want consumers to “feel” about their experiences at Brand X?
What emotional reaction do you want the Brand X name to elicit from consumers
and patients?

This section of the audit looks to the future. View it as a preliminary exercise based on your current knowledge set. As we learn more about the brand from various stakeholder groups, your ideas and beliefs may change.

From what I answered in the above questions, what should our **brand position statement** be? A brand position statement is that part of the brand's **identity** and **value proposition** that is to be actively communicated to the target audiences. Essentially, it is a **promise** by the organization to behave in a certain manner.

To _____,	_____
(Target Audience)	(Brand)
is the brand of _____ that _____	_____
(Competitive Framework)	(Value Proposition)
_____.	The reason is _____.
	(Reasons why)
The brand relationship is _____	_____
	(Brand Relationship)
_____.	

What is your brand essence?

Now, using just 3-4 words, what is your brand's heart and soul? That is, what is your brand's fundamental nature or quality? (How you define your organization will provide opportunity, direction, and limitations on how you proceed.)

Example Essences

Nike: authentic athletic performance
Post-it's: fast, friendly communication
Disney: fun family entertainment

Brand Essence Exercise: Here are the names of several well known people. What is the core essence of each of these people? [Madonna, Bill Clinton, Abraham Lincoln, Albert Einstein, Bill Gates, Michael Moore, Kobe Bryant, Arnold Schwarzenegger, Picasso, Frank Sinatra]

Support for this Position

Why do you think your organization can execute this brand promise?

How will this differentiate you in the market?

In what ways is this brand promise relevant to stakeholders?

Expectations Created

What expectations will be created on the part of external and internal stakeholders? (i.e., community, patients, physicians, staff, insurers, brokers, government, etc.)

Pros and Cons

What are the advantages to going with this brand promise?

What are the challenges that the organization would face?

How do we “live” the brand promise?

What hurdles/challenges from employees do I anticipate facing in developing this brand strategy?

What hurdles/challenges from health professionals do I anticipate facing in developing this brand strategy?

What hurdles/challenges from consumers and patients do I anticipate facing in developing this brand strategy?

To execute this brand promise, how would I define the “Brand X way?”

What are the key internal changes that must occur to operationalize this brand strategy? (e.g., hiring and training protocol, staffing, culture, signage/logos, marketing, bricks and mortar, product offerings, pricing, etc.)

What is the best structure or relationship for all of our brands in our brand family? (i.e., brand architecture issues)



What resources are we willing to commit to the execution of this brand strategy in the short-run and over the long-term? (i.e., money, staff, etc.)

How do we communicate this brand strategy internally?

How do we communicate this brand strategy to external target audiences?

Who is our brand champion?

Brand Operationalization Work Form

Focus area: _____

Priority: _____ Timeframe: _____ Brand Champion: _____

Measurement Metrics: _____

Current Environment	Necessary Changes	Impact on Other Areas	Resource Commitment
Expected Outcome (What will we do and how will we communicate it?)			

4) Are we on track?

This section cannot be completed until after the brand strategy has been implemented.

What are our key brand success metrics to measure?

How are we scoring on these key brand metrics?

What hurdles/challenges are we continuing to face internally? Externally?

Are we meeting our brand goals?
