

NATIONAL SEMINAR

“EMERGING TRENDS IN HOSPITAL ADMINISTRATION”



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TOPIC

Do Hospitals need to build themselves as a “Brand”?
How to build a brand in Regional and Global
Healthcare?

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DO HOSPITALS NEED TO BUILD THEMSELVES AS A “BRAND”?



WHAT IS A BRAND ?

- Brand is a representation of Who You Are, What You Do, Whom You Serve & How You Serve
- 'Branding in Healthcare' is about configuring a 'Patient Experience' that is delivered consistently

Brand is an EMOTIONAL CONNECTION between the PRACTICE and the PEOPLE IT SERVES.

BRANDING IN HEALTHCARE

- Healthcare has always been about 'Brands'
- Providers are diversified and segmented based Size, Specialization & Care Proficiency
- Brand Positioning therefore cannot be a **MONOLITH**, where one approach fits all
- Reputed Doctors & Hospitals have always played a key role in influencing the healthcare choices in their communities
- Some have grown to establish as National / International Brands

TAMIL NADU'S HEALTHCARE BRANDS

Individuals

- Prof. Dr. B Ramamurthi –
Neurosurgeon
- Dr. T J Cherian - Cardiothoracic
Surgeon
- Prof. Dr. K V Thiruvengadam -
Physician

Institutions

- Adyar Cancer Institute
- Apollo Hospitals
- Aravind Eye Hospitals
- CMC, Vellore
- M V Diabetes
- Perambur Railway Hospital
- Sankara Netralaya

HOW TO BUILD A BRAND IN REGIONAL AND GLOBAL HEALTHCARE?



BRAND BUILDING INVOLVES

- The Fundamental building blocks - Assets, Skills, & Processes
- The differentiation is the uniqueness of how they are Configured
- Brand building requires
 - A long term planning
 - Strategic thinking
 - Organizational commitment
 - Appropriate Ongoing Investments

CRITICAL ELEMENTS

GOALS

Simple, Consistent & Long Term

COMPETITIVE ENVIRONMENT

Insightful Understanding

STRATEGY

RESOURCES

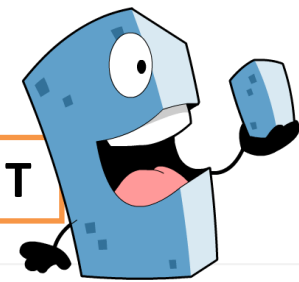
Objective Appraisal of Assets, Skills
& Investments

IMPLEMENTATION

Effective Processes, Seamless
workflow, & Responsive Team

BRAND IDENTITY LADDER

STRONGEST



Bonding: "It's my brand"

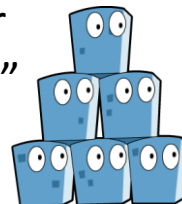
Advantage: "It does a better job"

Performance: "It does a good job"

Relevance: "It's for people like me"

Presence: "I tried it before, I am familiar with it"

No Presence: "I did not try it" or "I don't remember it"



WEAKEST

*Where
does
your
hospital
stand ?*



Some Options in shaping the UNIQUENESS of your Brand

BRAND IDENTITY

1. PRODUCT/ SERVICE LEADERSHIP

- Brand Focus - Medical Technology, Doctor Skills/ Reputation, Infrastructure.....
- Scope of Services – Specialities, Niches, Procedures...
- Geographic Presence – Single location, Value chain....

***Leadership positioning requires - Consolidation, Differentiation,
Regular Updating & Adequate Resources***

EXAMPLE: SERVICE NICHE

- Founded in 1945
- Global leaders in Hernia Repairs
- ‘Gold Standard’ for medical professionals around the world.
- Case Study by Harvard Business School (2.6 lakh copies sold)



**SHOULDICE HOSPITAL
CANADA**

- ~3.4 lakh hernia repairs in 65 years
- 7,500 procedures every year
- 2,000 operations scheduled online

2. OPERATIONAL EXCELLENCE

- Care givers Team – Knowledgeable, Efficient, Professional
- Processes – Simplified, Customer centric, Technology Empowered
- Communication – Effective, Language & Literacy neutral
- Quality - Clinical Outcomes / Success Rates, Certifications
- Experience - Consumer Endorsements

***Process driven, requires – Consistency, Improvisation,
Documentation, Quality Certifications...***

EXAMPLE: EFFICIENCY & CONSISTENCY

- Ranked 4th best hospital in the US.
- Ranking based on
 - Deaths
 - Reputation
 - Patient Safety



- No. 1 ranking for Heart program for 19 consecutive years (Since 1994)
- 9 specialties ranked in the Top 5.

3. CUSTOMER RELATIONSHIP FOCUSED

- Customer Selection – Identification of core target groups
- Moderating Expectations – Understand, Define & Reinforce key expectations
- Consumer Bonding – Simple processes/ workflow, Consistency in service & Sensitivity to special needs

Consumers have varied needs, meeting the expectations of multiple diverse groups is not an easy task

EXAMPLE: CUSTOMER CENTRIC



Mayo clinic ranked 3rd most trusted out of 1,151 brands across 42 categories for Consumer Trust.

FOCUS ON CARE EXPERIENCE

- Care Providers are focusing on 'Patient Experience'
- 'Patient Experience Summit' organized in US since 2010
- Discussions focused on improving 'Patient Experience'.



- Participation from
 - 2,400 healthcare leaders
 - 45 states
 - 37 countries
 - 730 healthcare organizations

What is happening in the Healthcare Consumer Space

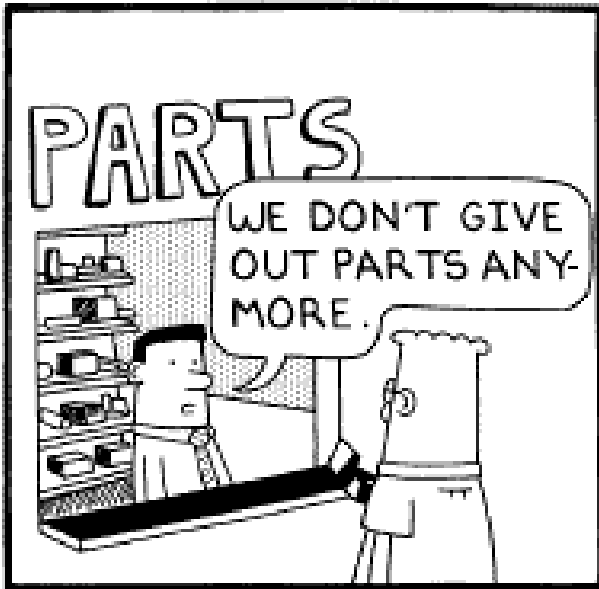
MARKET CHALLENGES

DISRUPTIVE MARKET DYNAMICS

- Secrecy/Myths in Healthcare **EXPLODED** by Internet, Social Awareness
- Doctor's Demigod Status **CHALLENGED** by Consumerism
- Consumer Expectations **RAISED** by Media, International Exposure
- Dissatisfied Consumers **EMPOWERED** by the Social Media
- Healthcare Decisions **INFLUENCED** by Insurance
- Corporatization increased **OPTIONS** to Consumers



CUSTOMER LOYALTY



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CUSTOMER FEEDBACK



Gaining Consumer Trust & Loyalty is difficult in today's time ?

What You as a Healthcare Provider should Remember

IN SUMMARY

TAKEAWAYS

- Brands are more volatile and susceptible to external influences – media, consumer voice etc.
- Brand building is an ongoing exercise involving continuous engagement with the consumers – social media
- Brand visibility today can be achieved in a shorter timeframe – multiple media platforms (mainline & social media)
- Ensure Connect between Communication and the actual Experience -
Avoid clichés and exaggeration

CONT...

Success depends on Institution's ability to manage –

- Core Strengths (Skills, Technology, Infrastructure)
- Boundary spanners (Reception, Nurses, Housekeeping)
- Standardization & Innovation (Processes)
- Customer Oriented Systems (Work Flow)
- Promoting Intrapreneurship (Commitment/ Ownership)

Brand Building is Important, Challenging & Fun

WHERE TO START ?

- 1. Don't Shoot for Grand Solutions/ Goals** – They become out-dated before implementation
- 2. Go for Quick Wins** – Start with small things/ areas and low tech; Expand when you have mastered your current level
- 3. Replicate the Best Practices** – Good things is already being practised somewhere in your organization, Challenge is to identify it.

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THANK YOU