



August 18, 2023

NOTICE

The Board of Directors of Kaweah Delta Health Care District will meet in a Marketing & Community Relations Committee meeting at 4:00PM on Tuesday August 29, 2023, at the Sequoia Regional Cancer Center, Pauline & Maynard Faught Conference Room; 4945 W. Cypress Avenue.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Health Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

Michael Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads 'Cindy Moccio'.

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:

Governing Board

Legal Counsel

Executive Team

Chief of Staff

<http://www.kawahhealth.org>



KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS MARKETING & COMMUNITY RELATIONS

Tuesday, August 29, 2023

Kaweah Health Sequoia Regional Cancer Center

4945 W Cypress Avenue – Pauline & Maynard Faught Conference Room

ATTENDING: Directors: Garth Gipson (Chair) and Dave Francis; Gary Herbst, CEO; Marc Mertz, Chief Strategy Officer; Karen Tellalian, Director of Marketing & Media Relations; Deborah Volosin, Director of Community Engagement; Raymond Macareno, Sr. Communications Specialist; María Rodríguez Ornelas, Sr. Communications Specialist; Patrick Moorman, Jr., Sr. Marketing Specialist; Greg Bitney, Sr. Graphic Designer; and Kelsie Davis, Recording

OPEN MEETING – 4:00 PM

CALL TO ORDER – Garth Gipson, Chair

- 1. PUBLIC / MEDICAL STAFF PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
- 2. COMMUNITY ENGAGEMENT** – *Deborah Volosin, Director of Community Engagement*
 - 2.1. Update on community engagement and events
 - 2.2. [Wayfinding Focus Group](#)
- 3. MARKETING & MEDIA RELATIONS** – *Karen Tellalian, Director of Marketing & Communications*
 - 3.1. Digital Campaign ROI
 - 3.2. [Latest ads](#)
 - 3.3. [Ambrosia Café Rebranding](#)
 - 3.4. [Food & Nutrition Services branded wear](#)
 - 3.5. [Social Media Update](#)
 - 3.6. [Budget Branding](#)

ADJOURN – Garth Gipson, Chair

In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Delta Health Care District Board of Directors meeting.

*Mike Olmos – Zone I
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Board Member*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

MISSION: Health is our Passion. Excellence is our Focus. Compassion is our Promise.



Are you up for the challenge?

Kaweah Health Wayfinding

You are invited to participate in a Wayfinding Focus Group at Kaweah Health. The main hospital downtown has multiple entrances, various parking lots, and two wings.

We are interested in your opinion on how easy it is to park, to find the appropriate unit, and to find some other amenities inside the facility.

Here is what your participation will entail:

- Once you commit to being a part of the group, you will be assigned a specific location (for example: the ICU or 4South)
- You will need to physically go and find that specific location sometime during the period of August 4 – August 20th. You can go anytime during regular visiting hours.

- After you reach the assigned location, you will be prompted by a QR code to fill out a survey and give feedback on several areas of focus. (website directions, parking, entrance locations, cleanliness, etc.) If you do not have a SMART phone, you can fill out the paper survey that will be included in your participation folder.
- If you are doing a paper survey you will submit that survey to Deborah Volosin at: dvolosin@kaweahhealth.org
- You will be invited to attend a follow-up, in-person meeting to discuss your feedback with the leaders of all of the teams that we are surveying on.

Thank you for participating in this focus group. We value your opinion and are constantly looking at ways we can make the patient and family experience better at Kaweah Health.



f y t i VISIT: KaweahHealth.org



The pursuit of healthiness.

It starts with a happy heart.

Healthiness is everything, which is why Kaweah Health provides two locations to help keep your heart healthy and happy. The talented teams at the Kaweah Health Cardiology Centers provide a wide range of cardiology subspecialists along with the attentive, leading-edge cardiology care you need — all in a comfortable and convenient setting.



Kaweah Health Cardiology Center

IN VISALIA
820 S. Akers St.
Suite 130
Visalia, CA 93277
(559) 624-6520

IN TULARE
938 N. Cherry St.
Tulare, CA 93274
(559) 686-3481



IN VISALIA: [KaweahHealth.org/VisaliaHeart](https://www.KaweahHealth.org/VisaliaHeart)

IN TULARE: [KaweahHealth.org/TulareHeart](https://www.KaweahHealth.org/TulareHeart)

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IN TULARE: [KawahHealth.org/TulareHeart](https://www.kawahhealth.org/TulareHeart)



LaMar Mack, MD
Board Certified Vascular Surgeon

Kaweah Health Cardiology Center

WELCOMES

LaMar Mack, MD

Board Certified Vascular Surgeon

The Kaweah Health Cardiology Center provides ongoing evaluation and management of heart and vascular problems.

Along with Dr. Mack, the center staffs a team of experienced cardiologists:

David Cislowski, MD

Ankur Gupta, MD

Dennis Johnson, MD

Harry Lively, MD

Sarmad Said, MD

Atul Singla, MD

If there seems to be more to your rapid heart rate than a second cup of coffee, perhaps it's time to call Kaweah Health Cardiology Center.

Health issues addressed

- Aortic aneurysm repair
- Aortoiliac disease
- Carotid stenosis
- Peripheral arterial disease
- Thoracic outlet syndrome (TOS)
- Hemodialysis access



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820 S. Akers St.
Suite 130
Visalia, CA 93277
(559) 624-6520

IN TULARE

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(559) 686-3481



IN VISALIA: KaweahHealth.org/VisaliaHeart

IN TULARE: KaweahHealth.org/TulareHeart

Partners for Children and Babies

**SINCE
2016**



Kaweah Health's Pediatrics and Neonatal Intensive Care Units are staffed by physicians from Valley Children's Medical Group.

Our pediatric care features

- A partnership with Valley Children's Healthcare providing pediatric physician services
- Pediatric hospitalists employed by Valley Children's Medical Group on site 24/7
- An on-site 12-bed pediatric unit
- Direct over-the-phone consultation for direct admissions from clinics
- Certified nursing staff
- Pediatric hospitalist emergency department consultations
- Outpatient newborn follow-up for weekend and holiday coverage (weights/jaundice)
- 24-hour playroom with family-friendly amenities

For provider-to-provider consultation and/or direct admission to the hospital, call (559) 624-2288.

KaweahHealth.org/Pediatrics

STREET SIGN for Mineral King Ave. and Locust St., Visalia



Back and Neck Pain?

Kaweah Health can help.

Don't let back and neck issues slow you down. Call today for an appointment with one of our local board-certified surgeons.

Mathias W. Daniels, M.D. - Orthopedic Surgeon
Orthopaedic Associates Medical Clinic Inc. • (559) 733-3346
KaweahHealth.org/Daniels

Frank L. Feng, D.O. - Orthopedic Surgeon
Sequoia Orthopedic and Spine Institute • (559) 733-7888
KaweahHealth.org/Feng

Richard B. Williams, M.D. - Neurosurgeon
Center Neurorestoration Associates • (559) 202-0282
KaweahHealth.org/Williams



f |  |  |  KaweahHealth.org















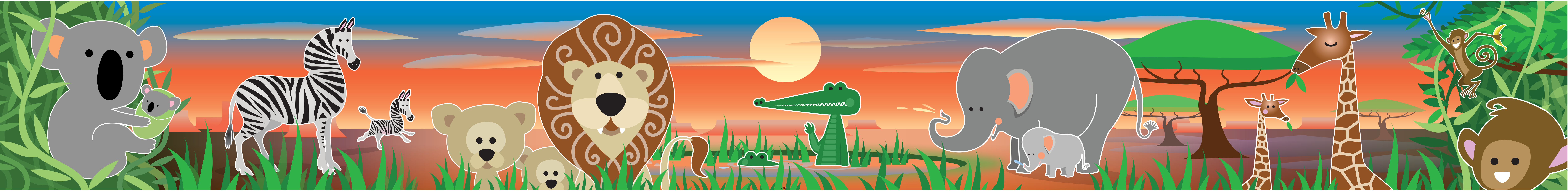












New Identity for Ambrosia cafe.

BACKGROUND and DIRECTION

THEME

The outside shape of the logo suggests a band-aid, lending it to light, medically-themed messaging that plays up the fact that we are a hospital-based cafe, an important differentiator

MARKETING ANGLE. Acknowledge hospital staff as hard-working professionals. Hungry, thirsty or needing a boost? Ambrosia has the cure. Giving 110 percent today? Reward yourself. You've earned it.

SIGNAGE



The blue and orange would be used alternately on items such as cups, napkins, stir sticks, etc. Orange should dominate.



LOGO TREATMENT

The blue and orange could be used alternately with orange dominating. When using the orange logo, secondary graphic elements would carry the blue. (See page 3.)

POTENTIAL AD CONCEPTS to be posted on Kaweah Compass



For mild to moderate pastry deficiency.

AMBROSIA
more than coffee


In the Mineral King lobby of
Kaweah Health Medical Center
400 W. Mineral King Ave.
Visalia, CA 93291



Maintain fluid levels.

AMBROSIA
more than coffee

In the Mineral King lobby of
Kaweah Health Medical Center
400 W. Mineral King Ave.
Visalia, CA 93291



12-hour shift? Be sure to prep.

AMBROSIA
more than coffee

In the Mineral King lobby of
Kaweah Health Medical Center
400 W. Mineral King Ave.
Visalia, CA 93291

EXPLORING THE POTENTIAL OF MEDICAL-THEMED MESSAGING

When morning needs a band-aid.

AMBROSIA
more than coffee

Urgent care for chronic cravings.

AMBROSIA
more than coffee

Dehydrated? Seek immediate attention.

AMBROSIA
more than coffee

12-hour shift? Be sure to prep.

AMBROSIA
more than coffee

The cure for the common day.

AMBROSIA
more than coffee

Suffering an acute case of bleh?

AMBROSIA
more than coffee

For mild to moderate pastry deficiency.

AMBROSIA
more than coffee

In need of thirst-aid?

AMBROSIA
more than coffee

Side effects may include satisfaction.

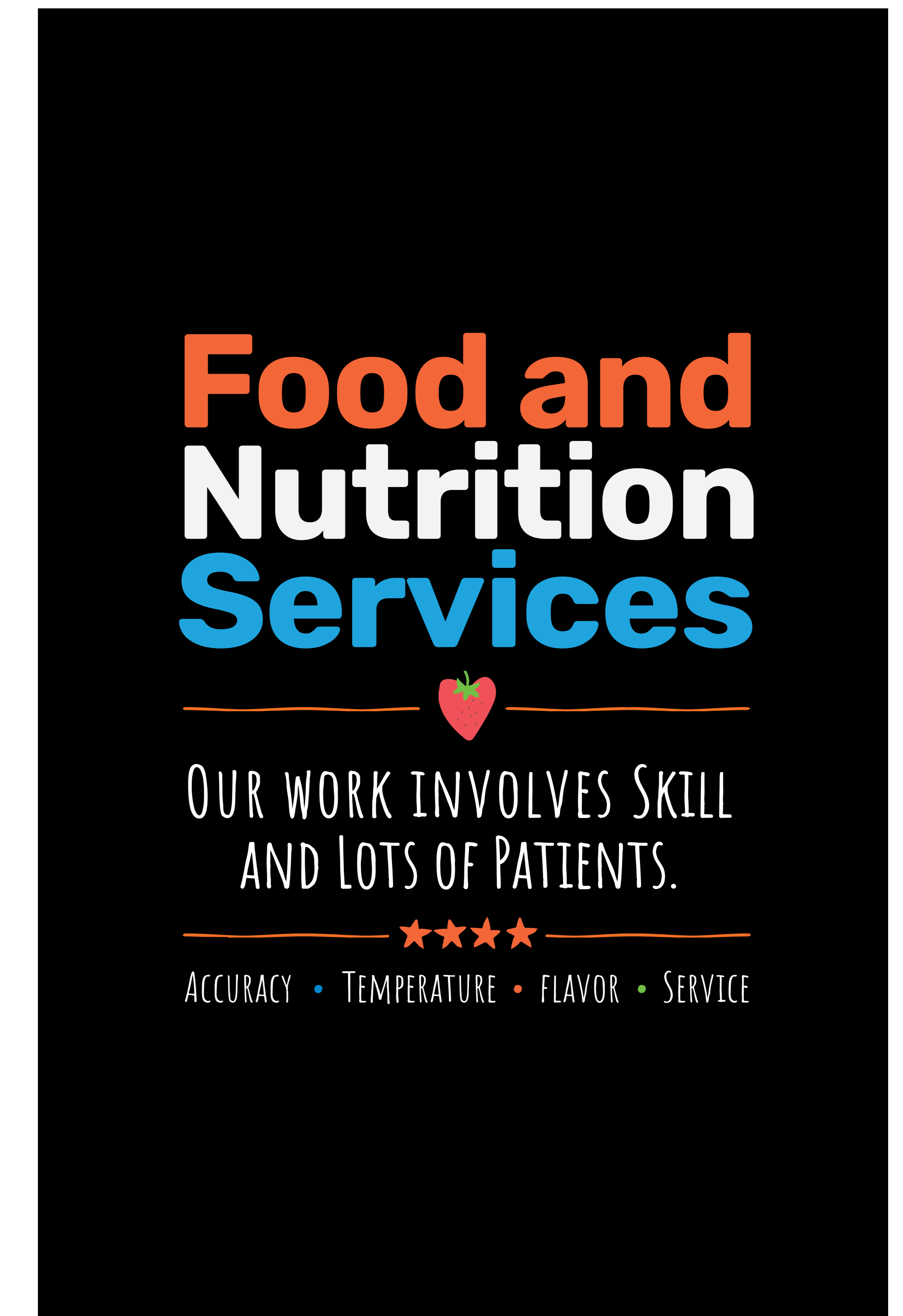
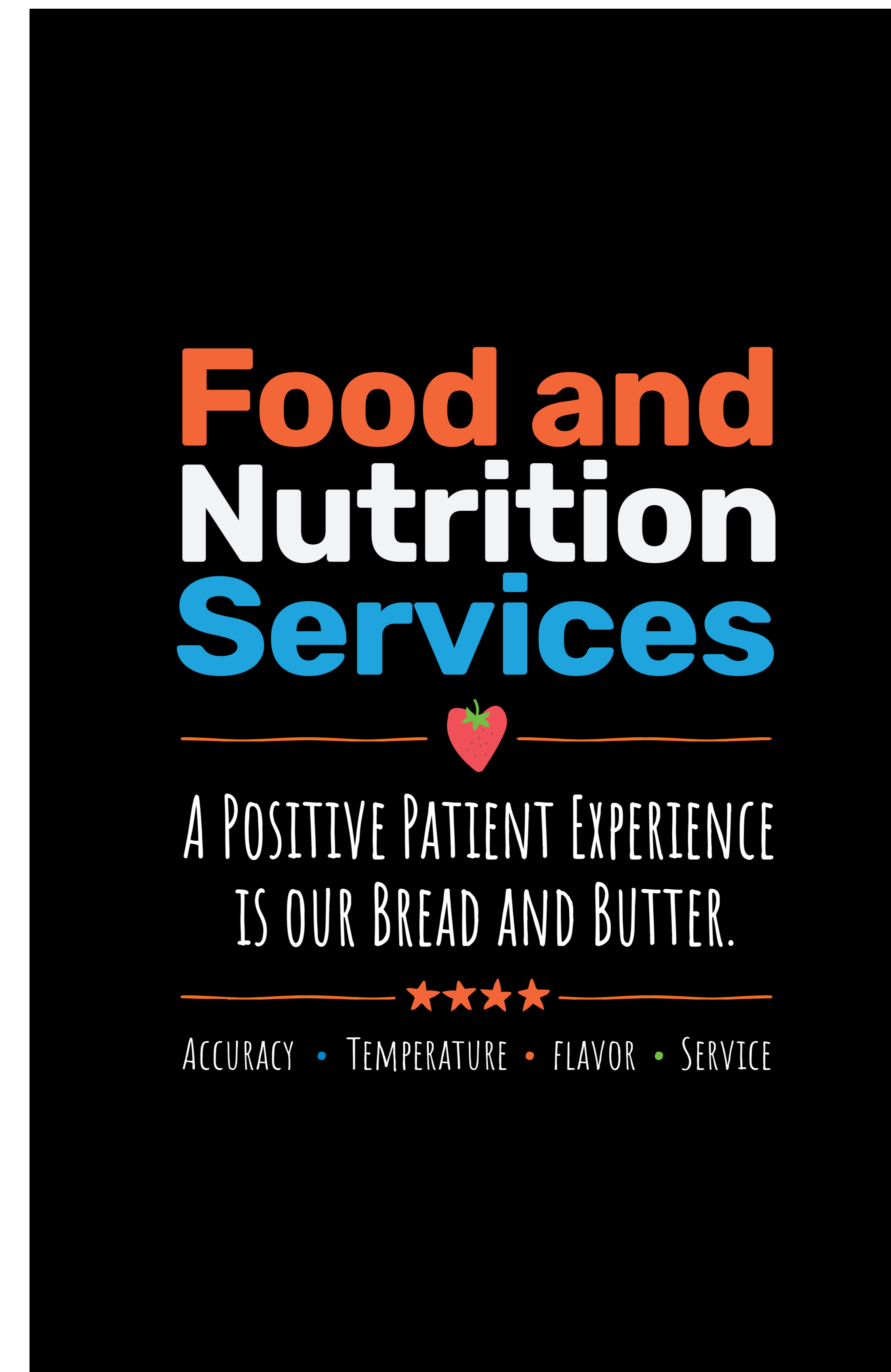
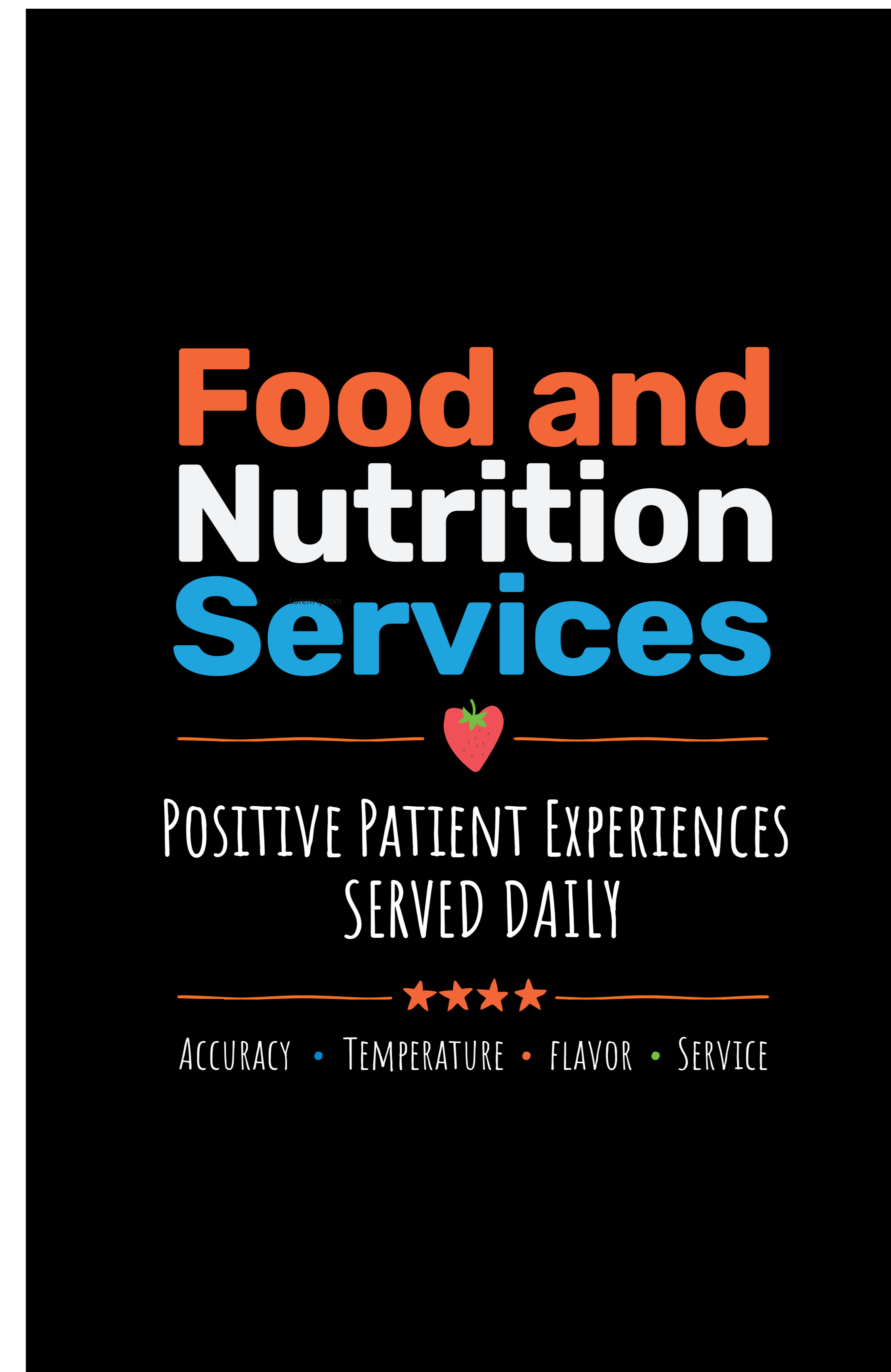
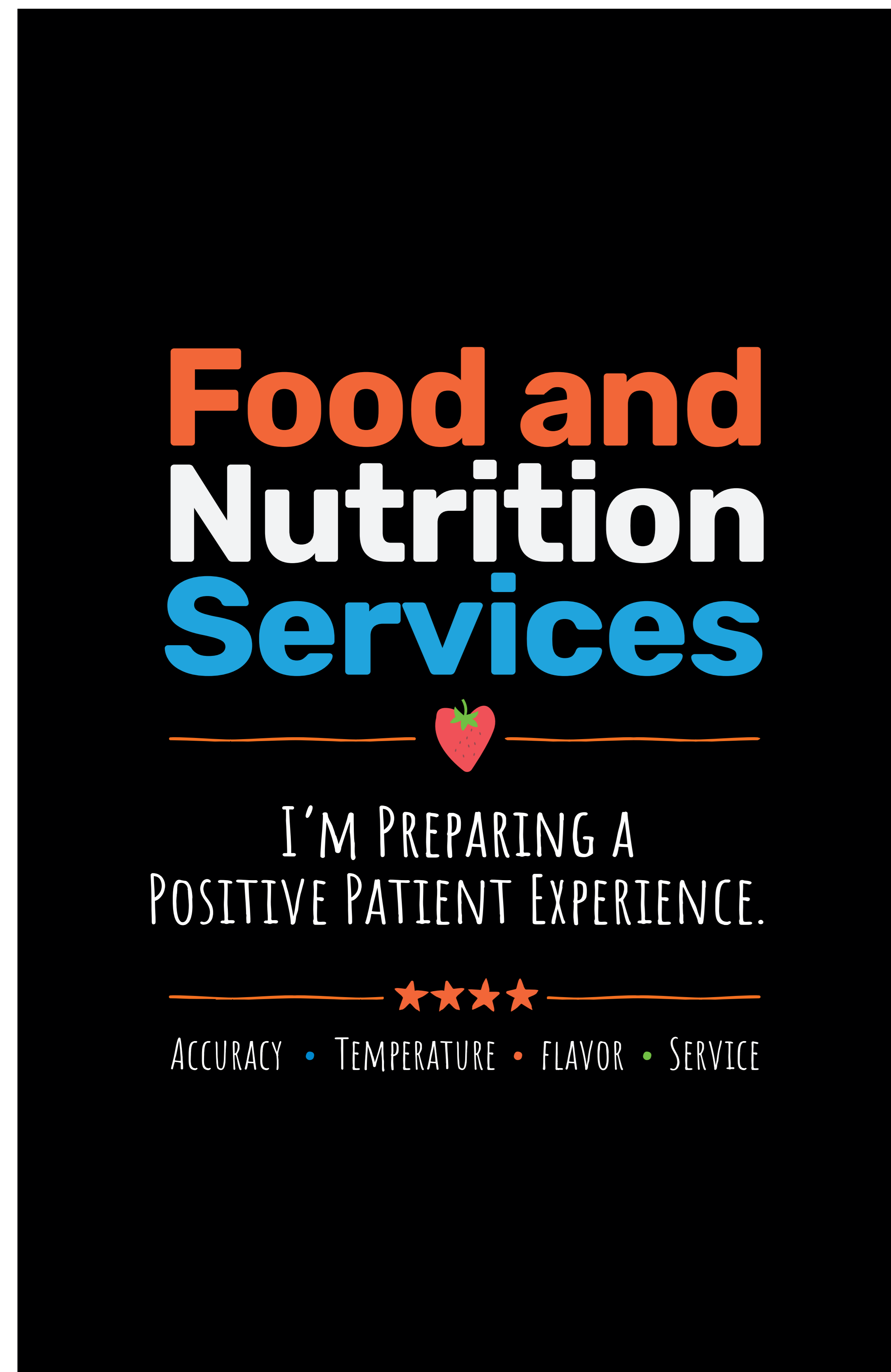
AMBROSIA
more than coffee

Food and Nutrition Services T-shirt

Food Services has seen continued improvements in recent NRC surveys with regard to patient experience, focusing on four key areas: accuracy, temperature, flavor, and service.

Marketing has been tasked to design a t-shirt with messaging that

- Acknowledges the department's accomplishments
- Will help keep excellence top of mind and inspire continued improvement
- Will boost team morale



Media Relations Update



kawahhealth.org



Top Performing News Content – May 11, 2023 - August 17, 2023

 **HealthGrades**
Editorial | US | Aug 12 - 9:57 PM

Kaweah Health Medical Center... Kaweah

Health Medical Center is a medical facility located in Visalia, CA. This hospital has been recognized for America's 100 Best ...

Kaweah Health Medical Center

10.3M Reach

Positive 

 **Yahoo! News**
Editorial | US | Jun 7 - 9:47 AM

Kaweah Health named 1 of America's 100 best hospitals for 2023


... Kaweah Health named 1 of America's 100 best hospitals for 2023 ...

Kaweah Health

60.2M Reach 1 Duplicates



Positive 

 **Becker's Hospital Review** · Anna Falvey, Claire Wallace
Editorial | US | Jul 28 - 8:52 AM

153 great community hospitals | 2023

... care and infection prevention. Kaweah Health Medical Center (Visalia, Calif.). Kaweah Health has made significant strides in improving ...

Kaweah Health Medical Center, Kaweah Health

559k Reach 43 Social Echo 4 Editorial Echo



Positive 

 **GV Wire** · Edward Smith
Editorial | US | Aug 11 - 8:38 AM

Financially Challenged Kaweah Health Named One of Best US Hospitals

... in education and outreach. "Kaweah Health has made significant strides in improving medical education, nursing programs, community ...

Kaweah Health

93.1k Reach 1 Social Echo



Positive 

Social Media




kawahhealth.org




Competitor Performance - May 11, 2023 - August 17, 2023

Profile	Audience	Net Audience Growth	Published Posts	Public Engagements	Public Engagements per Post	% Audience Growth	Published Carousels	Published Videos	Published Photos	Published Links	Published Text	Reactions	Comments	Shares
Your Profiles Average	5,696.43	68.86	89.43	5,494.71	61.44	1.22%	27.33	19.57	52.57	6.75	3.00	5,052.00	341.71	176.75
Competitor Profiles Average	12,803.62	209.00	49.62	3,052.46	61.52	1.66%	18	7.15	30.92	7.00	0.50	2,904.38	76.69	116.00
1 Valley Children's	60,649	195	44	2,902	65.95	0.32%	N/A	2	33	9	0	2,437	164	301
2 Kaweah Health	25,283	256	266	19,744	74.23	1.02%	N/A	66	179	19	2	17,191	1,899	654
3 valleychildrens	22,321	626	25	17,212	688.48	2.89%	12	6	7	N/A	N/A	17,004	208	N/A
4 @CareForKids	19,344	-111	48	292	6.08	-0.57%	N/A	2	26	16	4	237	11	44
5 adventisthealth	15,044	410	84	5,149	61.30	2.80%	20	29	35	N/A	N/A	5,023	126	N/A
6 Community Region...	14,566	43	17	135	7.94	0.30%	N/A	10	3	4	0	108	5	22
7 Saint Agnes Medica...	12,877	228	31	660	21.29	1.80%	N/A	3	28	0	0	520	37	103
8 Adventist Health in ...	7,413	519	87	3,915	45.00	7.53%	N/A	9	61	17	0	3,469	164	282
9 kaweahhealth	6,654	87	198	17,437	88.07	1.32%	63	53	82	N/A	N/A	17,013	424	N/A
10 Sierra View Medical...	4,999	627	69	1,459	21.14	14.34%	N/A	3	56	10	0	1,183	103	173
11 Kaweah Health Lif...	3,794	44	37	183	4.95	1.17%	N/A	4	32	0	1	166	14	3
12 dignityhealthbakers...	2,690	81	47	2,050	43.62	3.10%	20	18	9	N/A	N/A	1,992	58	N/A
13 saintagnesmedicalc...	2,688	60	42	1,620	38.57	2.28%	9	5	28	N/A	N/A	1,589	31	N/A

Top Posts May 11, 2023 - August 17, 2023 – Post Engagements

 **Kaweah Health**
Wed 7/26/2023 6:28 pm PDT

Jeromy Blackwell went from enjoying a hot summer day to suffering a terrible heatstroke and inhaling mud for two hours until help...





Let me say from the top that the whole Kaweah Health staff were first class and second to none.

Jeromy Blackwell
Kaweah Health

Total Engagements	4,041
Reactions	465
Comments	39
Shares	22
Post Link Clicks	—
Other Post Clicks	3,515


⋮ 📍 💬

 **Kaweah Health**
Wed 6/14/2023 2:49 pm PDT




Total Engagements	3,046
Reactions	209
Comments	22
Shares	6
Post Link Clicks	11
Other Post Clicks	2,798

⋮ 📍 💬

 **Kaweah Health**
Thu 5/25/2023 3:24 pm PDT


Don't forget to thank our FIRST RESPONDERS this week during National Emergency Medical Services Week. ❤️ It was a privilege to host...




Total Engagements	2,717
Reactions	248
Comments	18
Shares	10
Post Link Clicks	—
Other Post Clicks	2,441

⋮ 📍 💬

Top Posts May 11, 2023 - August 17, 2023 – Reach

 **Kaweah Health**
Wed 7/26/2023 6:28 pm PDT

Jeremy Blackwell went from enjoying a hot summer day to suffering a terrible heatstroke and inhaling mud for two hours until help...




Let me say from the top that the whole Kaweah Health staff were first class and second to none.


Jeremy Blackwell
@jeremyblackwell

Reach 15,585

⋮ 📍 💬


 **Kaweah Health**
Thu 5/25/2023 3:24 pm PDT

Don't forget to thank our FIRST RESPONDERS this week during National Emergency Medical Services Week. ❤️ It was a privilege to host...




Reach 11,783

⋮ 📍 💬

 **Kaweah Health**
Wed 8/16/2023 6:26 pm PDT

The Visalia Police Department conducted a very special operation at Kaweah Health's Pediatric Unit this morning. 🚔 Officer Alvaro...



Reach 9,382

⋮ 📍 💬

Top Posts May 11, 2023 - August 17, 2023 – Shares

 **kaweahhealth**
Tue 8/15/2023 10:20 am PDT

You'll ❤️ how we help babies receive the best nutrition. 🍼 Meet first-time father and Clinical Pharmacist, Tauhid Bhuiyan, and his son,...



Shares 56

⋮ 📌 💬


 **kaweahhealth**
Thu 6/8/2023 8:44 am PDT

You can't miss our short #Duckumentary showing the highlights of Kaweah Health's Rubber Ducky Derby. 🦆 What was your...




Shares 47

⋮ 📌 💬

 **kaweahhealth**
Fri 5/12/2023 1:17 pm PDT


#FunFriday | How much does our Chief Operating Officer, Jag Batth, know about Laundry Services? Let's find out. 😂 #funny...




Shares 41

⋮ 📌 💬

Top Posts May 11, 2023 - August 17, 2023 – Comments


 **Kaweah Health**
Fri 5/12/2023 8:32 pm PDT

"In the ED, I know it's easy to become desensitized from everything you see and deal with on a daily basis, but Karen exceeded..."




Comments 105

⋮ 📍 💬


 **Kaweah Health**
Thu 7/6/2023 9:10 pm PDT

This is the story you've been waiting for. ❤️
Linda Crase was admitted to our Rehabilitation Hospital while her husband, Dewane, was..."




Comments 86

⋮ 📍 💬


 **Kaweah Health**
Mon 7/31/2023 3:26 pm PDT


Happy retirement, Rosalie! 🎉🍷 Today we bid farewell to Rosalie Goulbourne who has made history as the first employee to reach 50 year..."




Comments 57

⋮ 📍 💬

@kaweahhealthspanol |  965 LIKES, 1,044 FOLLOWERS |  55 FOLLOWERS
 Top Posts May 11, 2023 - August 17, 2023 – Post Engagements

 **Kaweah Health en Español**
 Thu 5/25/2023 3:46 pm PDT

Estamos en la Semana Nacional de Servicios Médicos de #Emergencia. ❤️ Hoy tuvimos nuestra Parrillada Anual para celebrar al...




Total Engagements	556
Reactions	30
Comments	1
Shares	7
Post Link Clicks	—
Other Post Clicks	518

 **Kaweah Health en Español**
 Thu 6/29/2023 5:38 pm PDT


DELICIOSO 😋 | Vea el primer segmento de nuestra nueva serie, Rico y Saludable de Kaweah Health, donde le traemos recetas...





Total Engagements	147
Reactions	32
Comments	8
Shares	10
Post Link Clicks	—
Other Post Clicks	97


 **Kaweah Health en Español**
 Tue 6/13/2023 9:56 am PDT

HECHO HISTÓRICO | Celebramos a nuestra PRIMER empleada en cumplir 30 años de servicio en Kaweah Health. 🎉 Rosalie...




Total Engagements	107
Reactions	32
Comments	2
Shares	4
Post Link Clicks	—
Other Post Clicks	69

@kaweahhealthspanol |  965 LIKES, 1,044 FOLLOWERS |  55 FOLLOWERS
 Top Posts May 11, 2023 - August 17, 2023 – Post Engagements

 **Kaweah Health en Español**
 Thu 5/25/2023 3:46 pm PDT

Estamos en la Semana Nacional de Servicios Médicos de #Emergencia. ❤️ Hoy tuvimos nuestra Parrillada Anual para celebrar al...




Total Engagements	556
Reactions	30
Comments	1
Shares	7
Post Link Clicks	—
Other Post Clicks	518

 **Kaweah Health en Español**
 Thu 6/29/2023 5:38 pm PDT


DELICIOSO 😋 | Vea el primer segmento de nuestra nueva serie, Rico y Saludable de Kaweah Health, donde le traemos recetas...



Total Engagements	147
Reactions	32
Comments	8
Shares	10
Post Link Clicks	—
Other Post Clicks	97

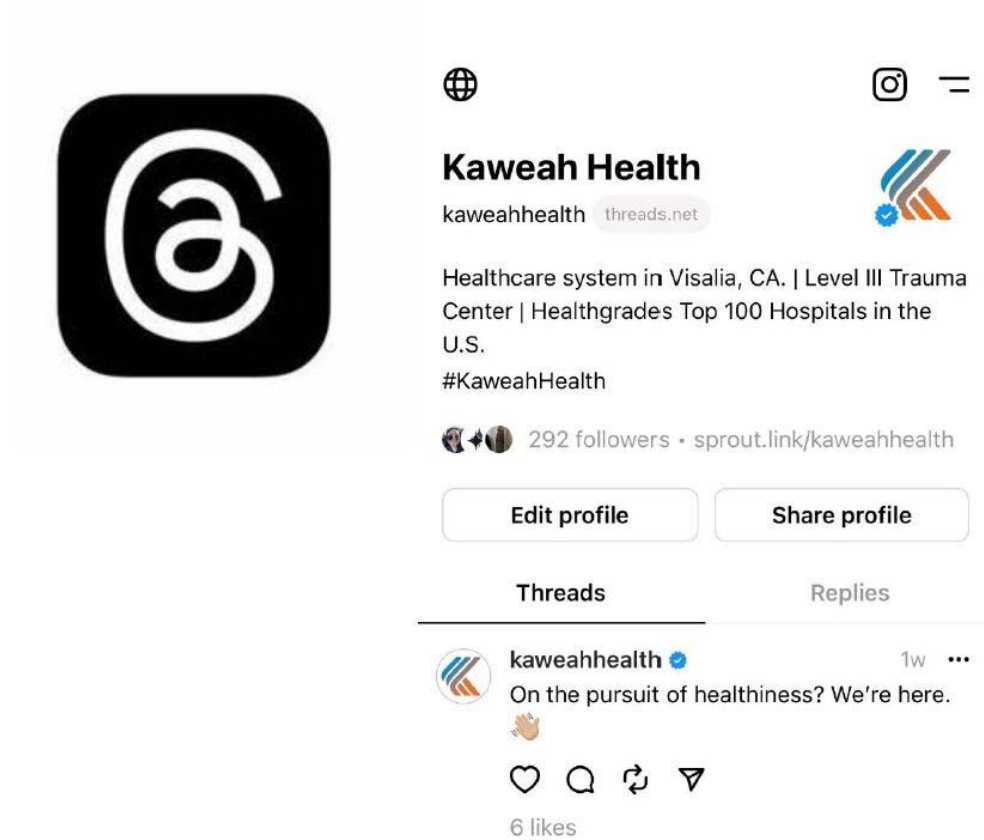
 **Kaweah Health en Español**
 Tue 6/13/2023 9:56 am PDT

HECHO HISTÓRICO | Celebramos a nuestra PRIMER empleada en cumplir 30 años de servicio en Kaweah Health. 🎉 Rosalie...



Total Engagements	107
Reactions	32
Comments	2
Shares	4
Post Link Clicks	—
Other Post Clicks	69

(NEW) THREADS – July 2023



The screenshot shows a Threads profile for Kaweah Health. On the left is a large profile picture featuring a white '@' symbol on a black rounded square background. To the right of the profile picture, there are icons for a globe, Instagram, and a menu. The profile name is 'Kaweah Health' with a verified badge, and the handle is 'kawahhealth' with a 'threads.net' domain. Below the name is a bio: 'Healthcare system in Visalia, CA. | Level III Trauma Center | Healthgrades Top 100 Hospitals in the U.S.' and the hashtag '#KawahHealth'. It also shows '292 followers' and a link 'sprout.link/kawahhealth'. There are two buttons: 'Edit profile' and 'Share profile'. Below these are tabs for 'Threads' and 'Replies'. A single thread is visible, posted by 'kawahhealth' (verified) '1w' ago, with the text 'On the pursuit of healthiness? We're here.' and a hand icon. It has 6 likes and icons for heart, comment, share, and report.

Reputation Management



[kawahhealth.org](https://www.kawahhealth.org)



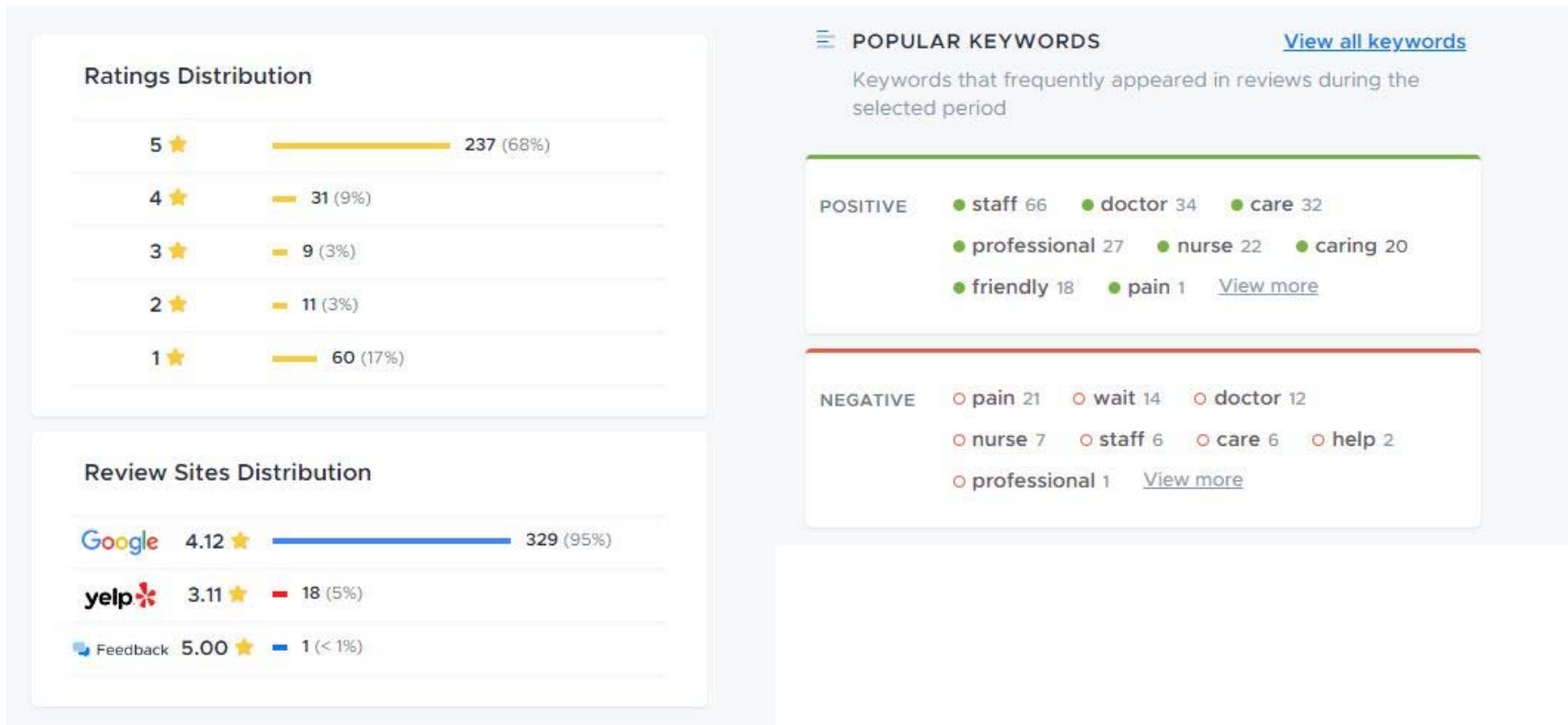
Average Rating – May 11, 2023- August 17, 2023



Top Locations - May 11, 2023- August 17, 2023

Locations		Groups
Rank	Location	Score
 1	Kaweah Health Urgent Care (Court Street) 1633 S Court St Visalia CA	80 / 100
 2	Kaweah Health Exeter Clinic 1014 San Juan Ave Exeter California	73 / 100
 3	Kaweah Health Therapy Specialists Spine and 820 S Akers St Visalia California	73 / 100

Rating Info - May 11, 2023- August 17, 2023





Performance Score ⓘ

49/100

+27% vs. previous period



Average Rating

3.89

+1% vs. previous period ⓘ



Total Reviews

1,414

+123% vs. previous period ⓘ



Response Rate

77.02%

-18% vs. previous period ⓘ



Response Time

2.66 days

-64% vs. previous period ⓘ

Average Rating

🚫 Drop > 10% ⋮ Target ● You





Performance Score ⓘ

49/100

+27% vs. previous period



Average Rating

3.89

+1% vs. previous period ⓘ



Total Reviews

1,414

+123% vs. previous period ⓘ



Response Rate

77.02%

-18% vs. previous period ⓘ



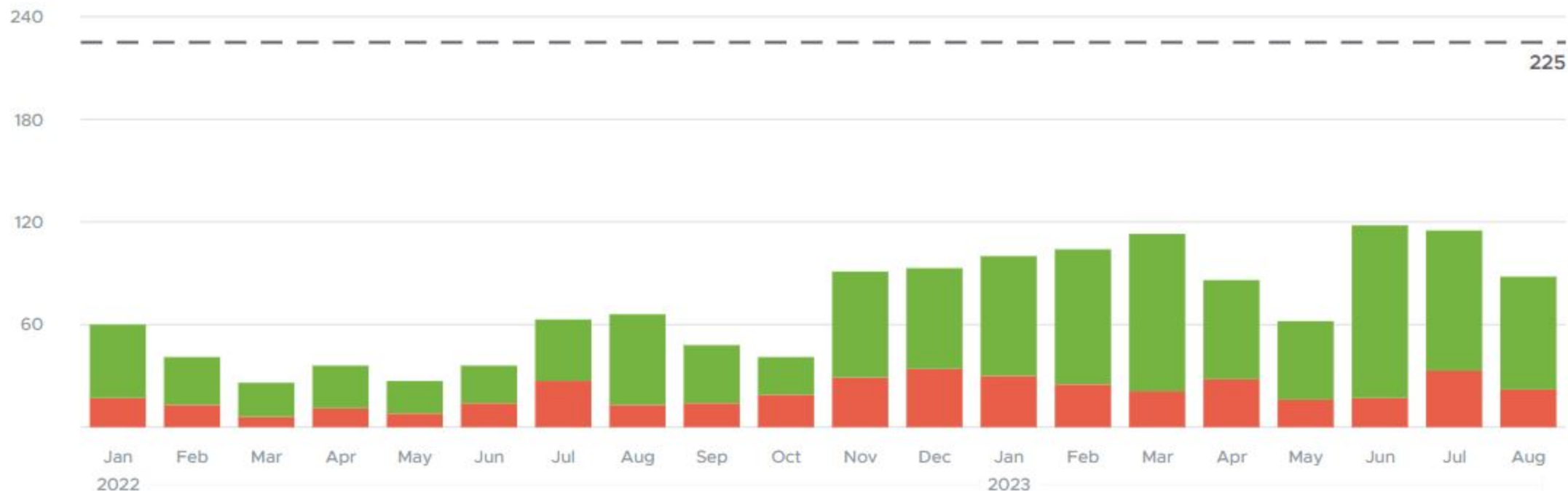
Response Time

2.66 days

-64% vs. previous period ⓘ

Total Reviews

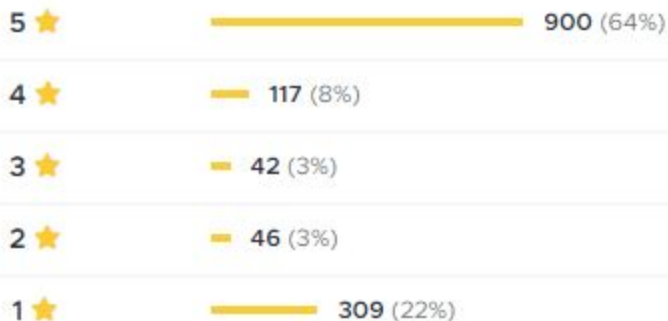
🚫 Drop > 10% - - - Target 🟢 Positive 🔴 Negative



📍 DISTRIBUTIONS

Breakdown of ratings and review sources during the selected period

Ratings Distribution



Review Sites Distribution



Should You Spend Your Media Budget on Branding or Acquisition?

July 13, 2023



Jane Weber Brubaker

MultiCare’s CEO believes brand-building is the key to sustainable growth, and that it supports acquisition. It’s not either-or; it’s both-and.

Health care marketers are sometimes on the defensive when proposing budgets to their CEOs and CFOs, feeling the pressure to justify the expense and project the expected return on investment — especially for “softer” initiatives like brand building.

<https://strategichcmarketing.com/tag/return-on-investment-roi/>



William G. “Bill” Robertson, CEO of MultiCare

It was refreshing to hear a different perspective from Bill Robertson, CEO of MultiCare, a 12-hospital health system in the Pacific Northwest.

“Why spend the money if we’re not going to grow as an organization?” he said during a session at HMPS in Austin, Texas in April. “It didn’t make sense, the idea of building awareness. It didn’t seem to be about growth — at first.”

Robertson’s change of heart came about through wide-ranging monthly conversations with his friend and co-presenter Jerry Hobbs, president and chief chief strategy officer at Prairie Dog, a health care marketing agency. “Jerry brought up a couple of books that he thought I should know about,” Robertson says.

<https://www.multicare.org/>



Jerry Hobbs, president and chief strategy officer at Prairie Dog

The two books were [How Brands Grow: What Marketers Don't Know](#) by Byron Sharp, and [The Long and the Short of it: Balancing Short- and Long-Term Marketing Strategies](#) by Les Binet and Peter Field.

Hobbs says, “What these books do for us is they represent a new way of looking at growth and a new way of looking at marketing effectiveness.”

The title of their session, “The Long & Short of It: Brand-Building vs. Acquisition,” implies that there’s a binary choice — either one or the other. Robertson contends that doing “both-and” is the winning formula.

Key Metric: Market Penetration

“Sharp’s research tells us that growth is all about market penetration,” explains Hobbs. “And we define that as the number of people who buy your brand at least once in a given period of time.”

He stresses that adding to the number of people who buy your brand at least once should be the primary focus, not market share, retention, or repeat buyers.

Investopedia illustrates market penetration with this example: “If there are 300 million people in a country and 65 million of them own cell phones, the market penetration of cell phones would be approximately 22%. In theory, there are still 235 million more potential customers for cell phones, or 78% of the population remains untapped. The penetration numbers might indicate the potential for growth for cell phone makers.”

Coca-Cola has the highest market penetration in the world. Hobbs points out that half of Coke’s sales come from infrequent buyers. “So, if Coca Cola only decided to focus on heavy buyers or those buyers with a high propensity to buy their product, they’d be missing out on half their sales,” he says. “So, they know that they have to continuously reach all potential buyers in order to grow their brand.”

Robertson notes, “Focusing your advertising efforts on heavy buyers or increasing and retaining current buyers will have little effect on growth. Focusing on the people who are always going to buy you anyway doesn’t help you grow. You have to focus on all the rest — those who are not necessarily seeing you as an alternative.”

<https://strategichcmarketing.com/tag/market-share/>

<https://www.investopedia.com/terms/m/market-penetration.asp>

<https://strategichcmarketing.com/tag/patient-retention/>

Why People Choose Brands (Hint: It's Not Brand Love)

Hobbs challenges the notion of “brand love” as the driver of consumer choice. “There’s very little brand loyalty or brand love as we tend to think of it,” he says. He contends that we choose based on familiarity and convenience, or stick with brands because of high switching costs, contracts, and subscriptions. Taking it down to the most pragmatic level, he says the purpose of a brand is to make your company or product easy to know and understand and make it easy to find. “And you do that by building and sustaining memory in the consumer mind,” he says.

<https://strategichcmarketing.com/tag/brand-loyalty/>

An Always-On Approach

Hobbs says brands help us make fast decisions. “We tend to create memory structures, and you might call them shortcuts. All a brand is, is a shortcut,” he says.

To become part of that memory structure, Hobbs recommends an always-on approach to media buying, with an emphasis on reach even at the expense of frequency. “You should not be flighting your brand media,” he says. If you’re out of the market for periods of time, consumer memory of your brand decays.

Robertson notes, “We don’t know when someone’s going to want to buy, but we want to be there, and we want them to choose us when they do want to buy. If you wait until the buyer goes to market, it’s already too late.”

He points out that at any given time, there’s a finite number of people who need care, using births, total joints, and cancer as examples in the chart below.

DON'T BE TOO LATE TO THE GAME.

	New Cases / 100	Percent of Population In-Market Yearly	Percent of Population In-Market Monthly
Births	1.14	1.1%	0.095%
Total Joints	0.573	0.6%	0.048%
Cancer	0.451	0.5%	0.038%

“What we’re trying to accomplish when we look at focusing on the always-on is when someone ultimately has to think about cancer or needing a total hip or they want to think about having a baby that we’re what first comes to mind,” Robertson says.

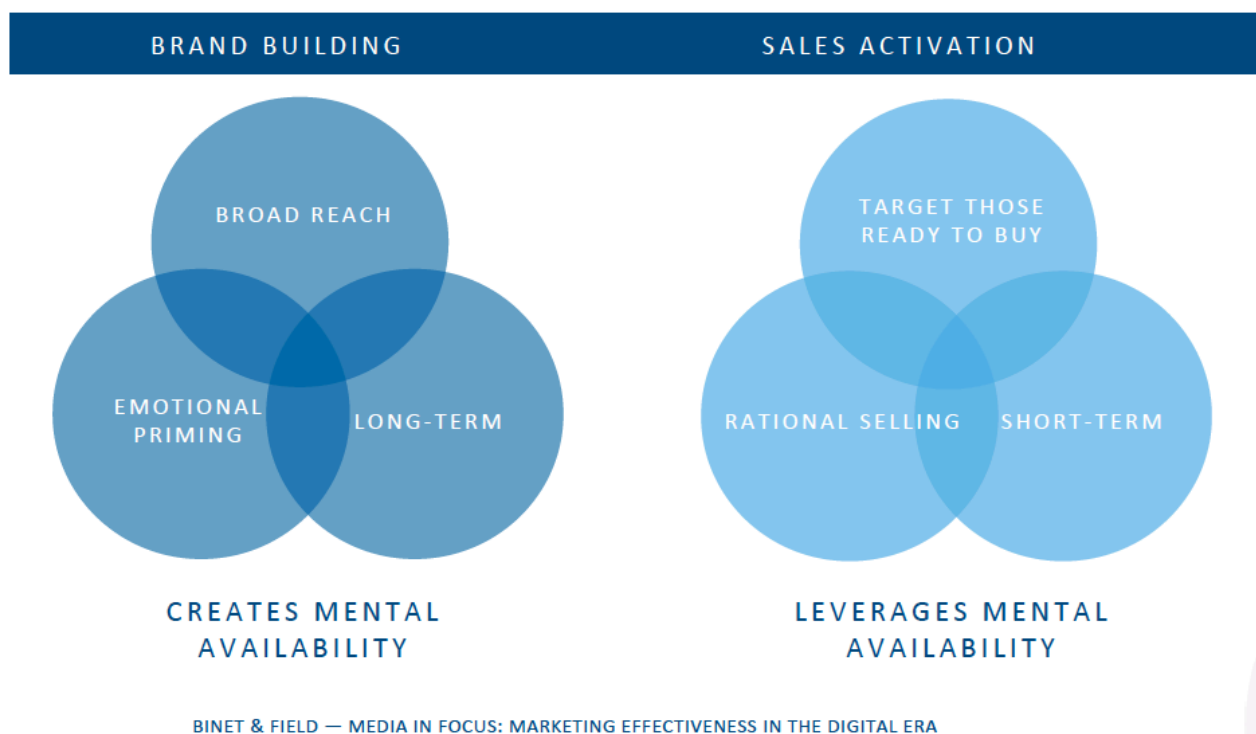
<https://strategichcmarketing.com/tag/media-buy/>

Brand-Building and Sales Activation: Better Together

Binet and Field, authors of *The Long and the Short of It*, are considered by many to be the world's foremost experts on advertising effectiveness.

"Their work identifies two primary components of advertising, the brand-build and sales activation," says Hobbs. "Brand-building is about creating mental availability." He says brand-building is like growing a tree and sales activation is like picking the fruit.

THE LONG AND THE SHORT OF IT

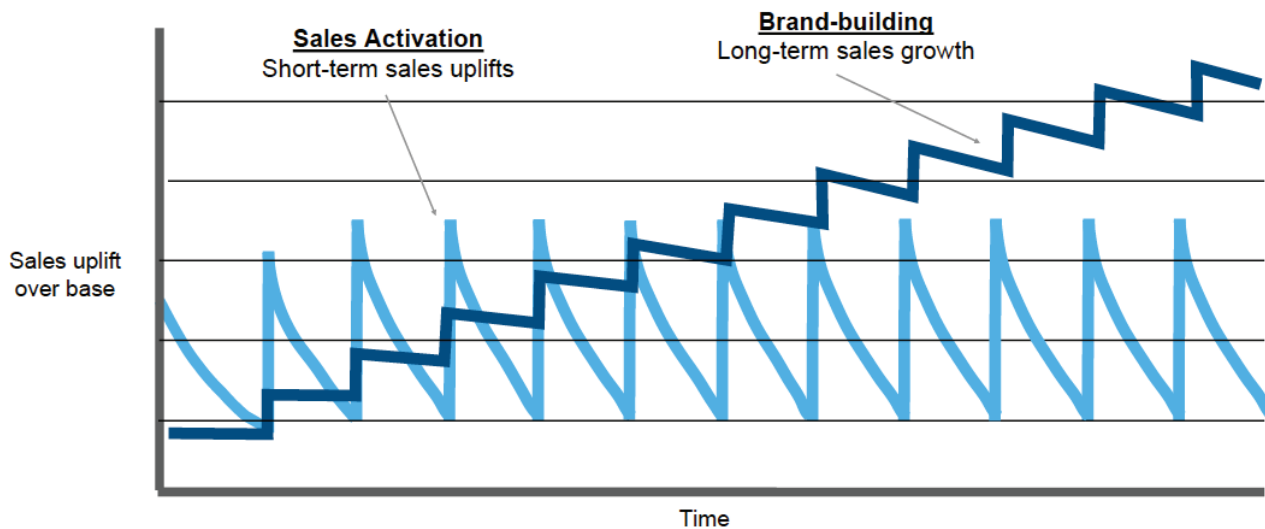


The authors, with decades of data to back up their conclusions, note that advertising effectiveness is declining. "It's failing in terms of driving growth, share, and profit," says Robertson. "Brand awareness is also declining."

He sees the culprit as what he calls short-termism and admits that there's industry-wide pressure to seek short-term measurable results. But brand-building, he says, is actually the main driver of growth. "Brand-building has a much larger long-term impact on growth than activation. It creates, I believe, a sustainable, competitive advantage over time." Hobbs adds, "The brand-build actually lifts sales activation."

<https://strategichcmarketing.com/tag/brand-awareness/>

TWO HALVES OF THE FUNNEL



BINET & FIELD — MEDIA IN FOCUS: MARKETING EFFECTIVENESS IN THE DIGITAL ERA

Binet and Field recommend a 60/40 split between media spend for brand-building and sales activation, respectively, but in health care, a high consideration choice for consumers, the proportion should be closer to 70/30. “The brand builds that trust by being bigger and safer,” Hobbs says.

Robertson sees this approach as a new paradigm. “It’s a big journey for us inside my own health system,” he says. “This is a both-and approach. Building [market] penetration is the key, and it takes both the brand-build and sales activation to deliver the results.”

<https://strategichcmarketing.com/tag/trust/>

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