



# IRONBRAND OVERVIEW: A GUIDE TO IMPROVING HEALTH SYSTEM PERFORMANCE

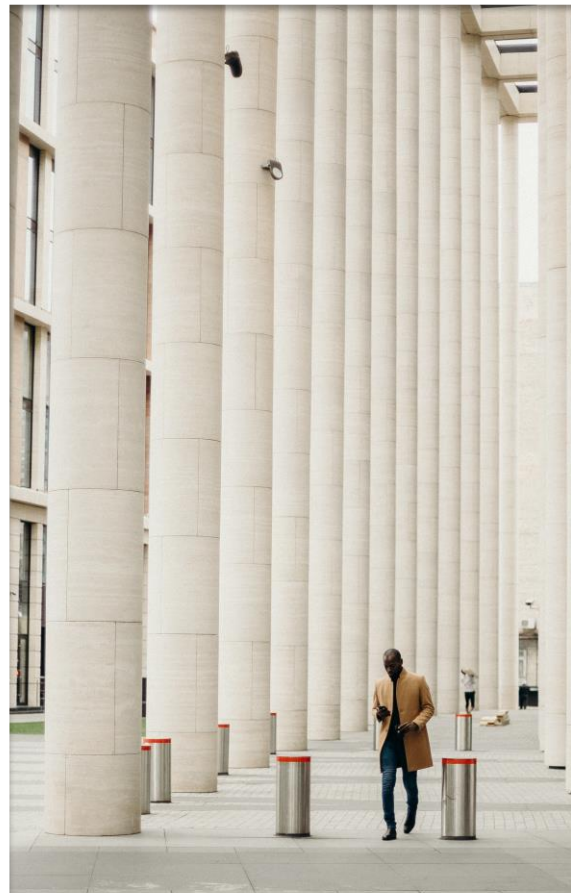
IRONWOOD  
HEALTHCARE  
SOLUTIONS



# *IronBrand Market Assessment: Impacting a health system's market performance is the goal*

The key to building brand strength and profitability revolves around consumers' psychological *commitment* to a brand, as well as the influence of *market factors*

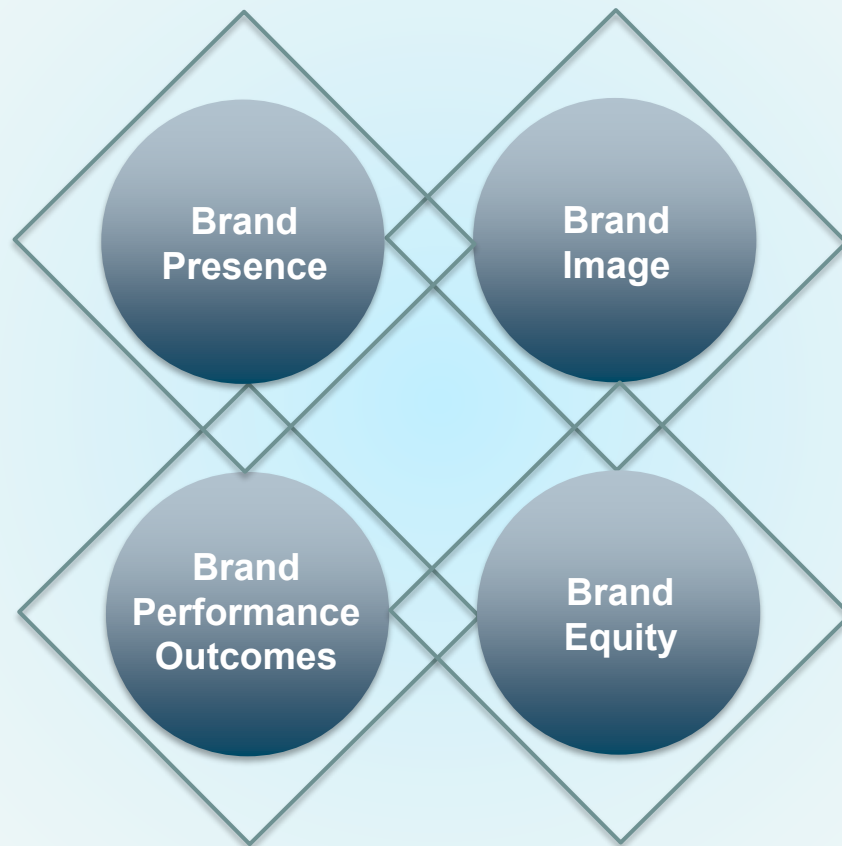
1. The psychological construct *commitment is a stronger predictor of current AND future brand performance* than satisfaction or even loyalty
2. *Market effects can work in favor of or against a brand's performance* in the marketplace



# ***Measurement Objectives: IronBrand provides a comprehensive view of the current and future market landscape***

## **Key Measures**

- Awareness, familiarity
  - Usage/tenure
  - Spend/share of wallet
  - Etc.
- 
- Advocacy
  - Preference
  - Future spend/-share of wallet
  - Consideration
  - Etc.

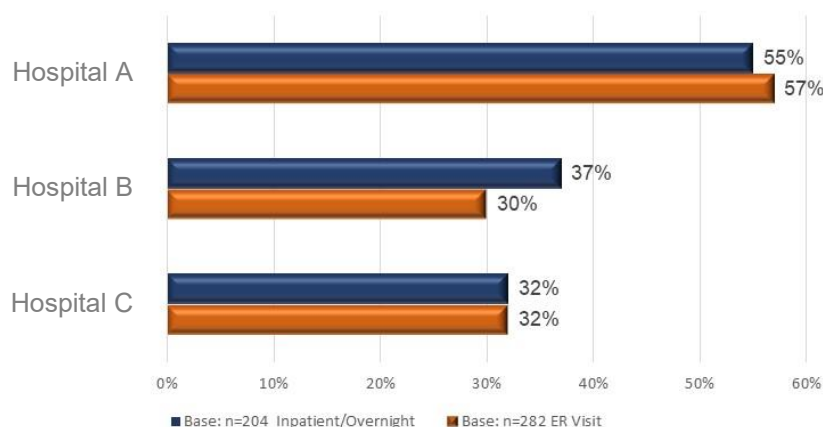


## **Key Measures**

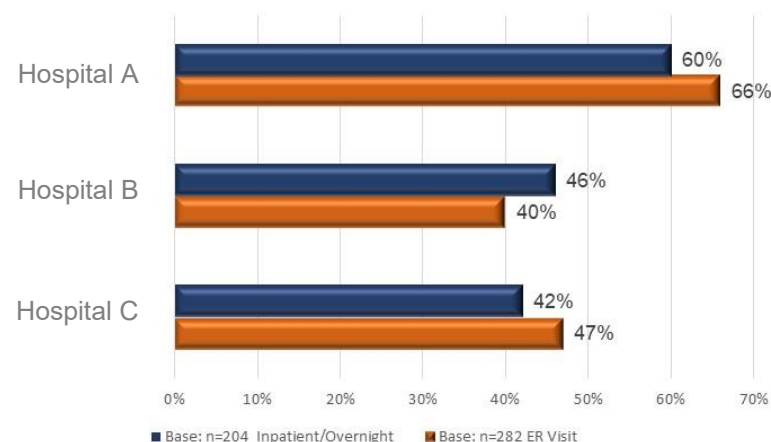
- Functional benefits (“offer” attributes)
  - Emotional benefits (“feeling” attributes)
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- Attitudinal equity (brand relationship)
  - Market effects (+/- market circumstances)

## ***Brand Presence: Basic marketing performance measures create a map of current and likely future use of health systems in the market***

Past Two Year Usage: Health System Rollup



Future Consideration: Health System Rollup

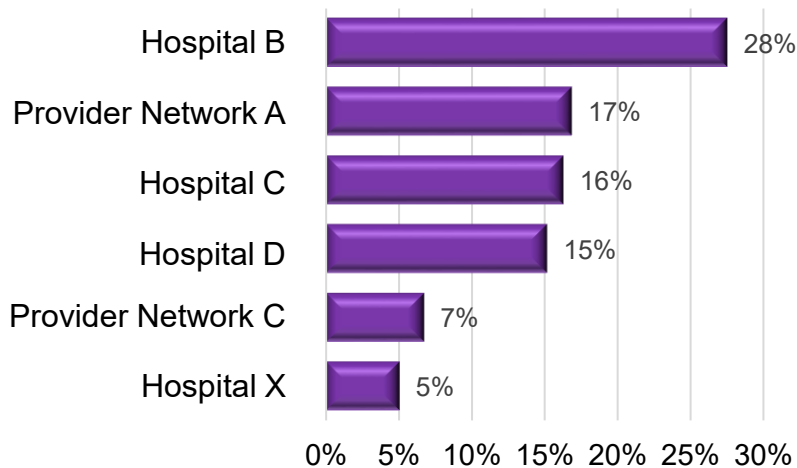


Multiple responses accepted; totals exceed 100%

# Understanding Brand Presence by Service Line: Facility most likely to use by service line

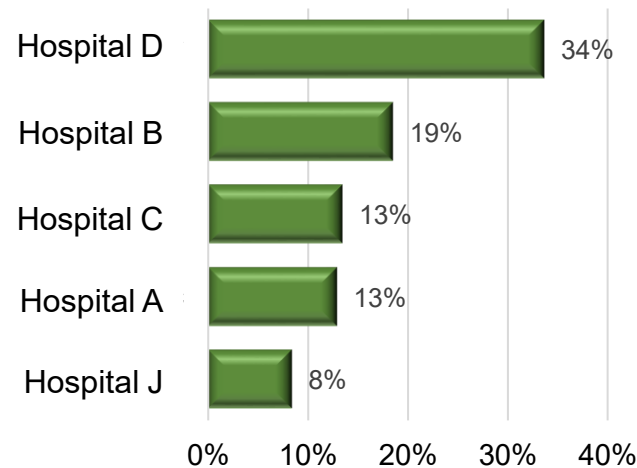
- **Neurology:** Hospital B holds a clear advantage over competitors in terms of the market's likely consideration of its facilities for neurology/stroke treatment.

## Neurology

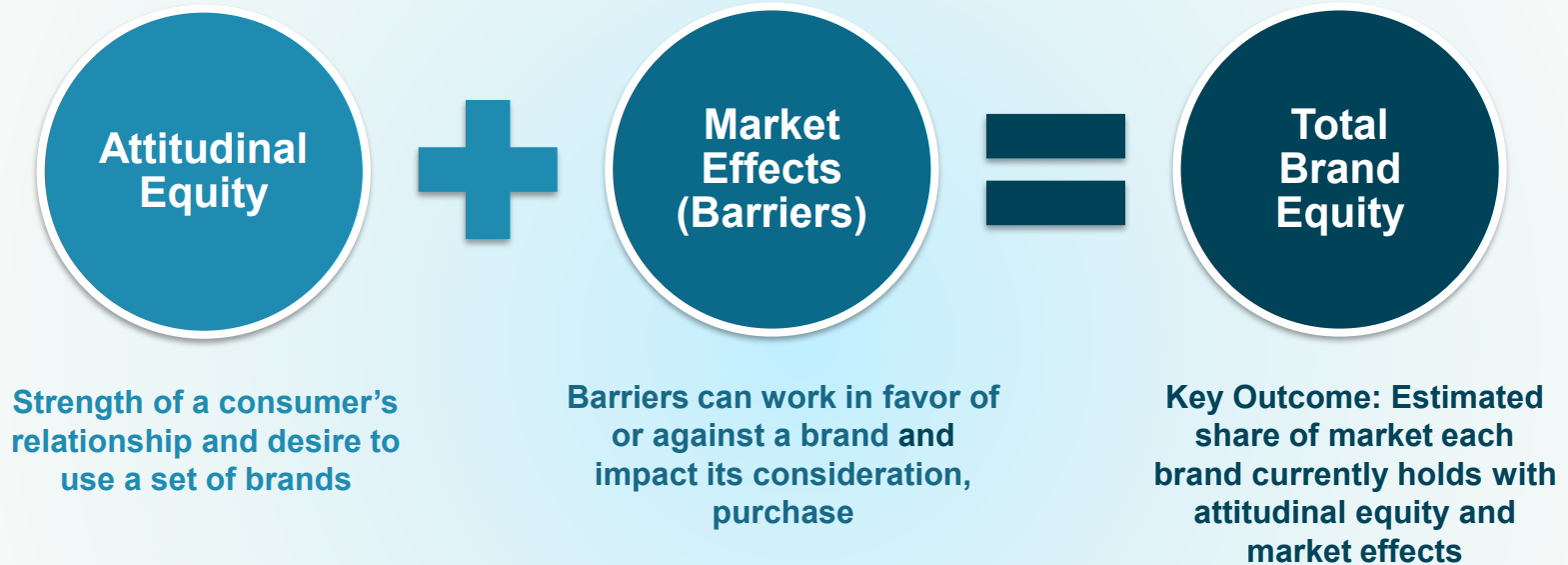


- **Oncology:** Hospital D would be the institution of choice, by a wide margin, for oncology care.

## Oncology



## **Model Structure & Goal:** *Identify/mitigate barriers, capture more committed consumers and drive market share*



- **Ideal State:** *Attitudinal Equity is VERY HIGH and Market Barriers are FEW*
- **Result:** High brand equity with few risks of consideration or switching to a new brand

## Market Effects / Barriers: Including market and competitive dynamics provides a unique lens into factors that may impact a brand's performance (+/-)



- In our example, HOSPITAL B has the strongest position of the “big three.” HOSPITALs A and C are particularly disadvantaged relative to barriers around **network reach, wait time and innovative treatments**.
- Effectively addressing these barriers could lead to rapid gains in total brand equity and ultimately, market share.

### Example: Market Barriers for Hospital's A, B, C

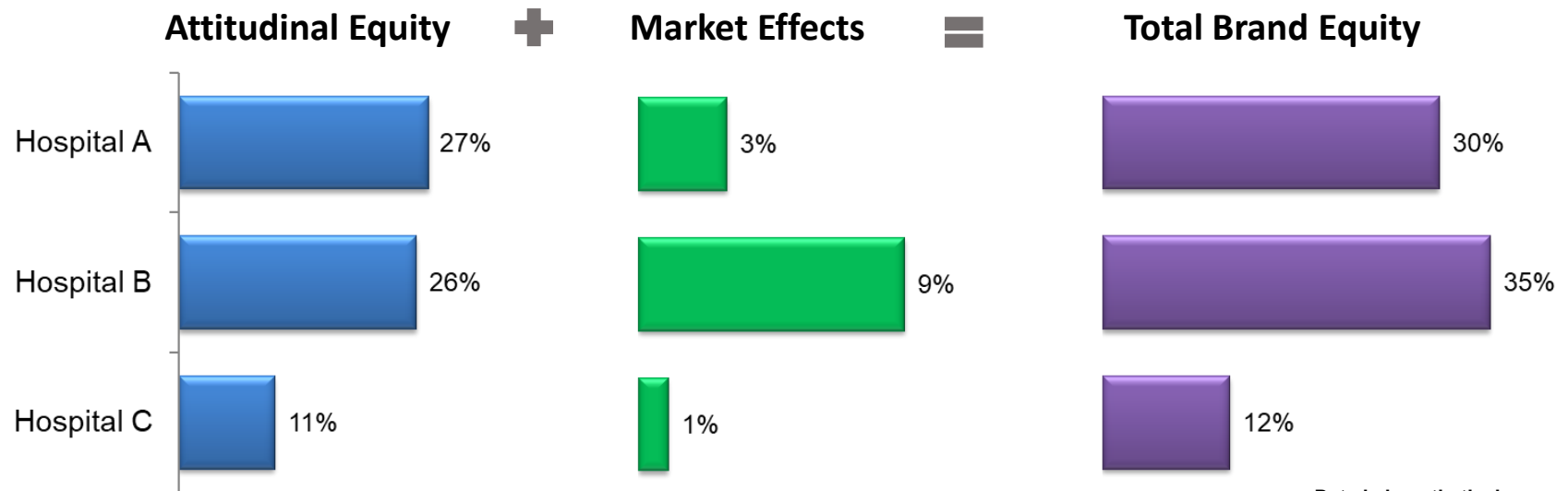
Percentages	Hospital A	Hospital B	Hospital C
1-The hospital is out of network from my insurance	22%	5%	19%
2-My MD doesn't see patients at this hospital	14%	9%	11%
3-My MD does not recommend this hospital	2%	2%	3%
4-Long wait time for medical procedures	14%	4%	21%
5-Arrogant/Disrespectful staff	4%	7%	6%
6-Hospital does not have the specialty care I need	4%	5%	2%
7-Staff does not care about patients	7%	6%	14%
8-Hospital does not practice innovative medicine	15%	7%	15%
9-The billing process is frustrating	6%	5%	7%
10-Lacks online healthcare options	8%	8%	7%
11-Lacks wellness programs	4%	3%	2%
<b>Total Barriers</b>	<b>338</b>	<b>460</b>	<b>543</b>
<b># People Responding</b>	<b>178</b>	<b>223</b>	<b>257</b>

Data is hypothetical

## ***IronBrand Brand Equity Scores: Scores are a reflection of what the market could be under certain conditions if market barriers are addressed effectively***



- An algorithm is used to apply the *market effects (barriers)* to the *attitudinal commitment* score and estimate their positive or negative impact on the likelihood of brand consideration/purchase.
- In our example, HOSPITALs A and B have similar attitudinal equity, BUT HOSPITAL B's Total Brand Equity in the market is higher because it is doing a better job of managing market barriers.



Data is hypothetical



## Attributable Effects: Identifies the upside and downside to the brand



- This probability-based analysis provides a clear picture of areas of *greatest opportunity* and *greatest risk* to the brand, identifying specific areas that need attention in order to...
  - Increase the preference of patients OR
  - Maintain performance to prevent erosion in preference
- Attention to the five attributes at right—most of which align with the top-of-mind drivers of choice—should produce the greatest upside for improving satisfaction and brand advocacy (likelihood to recommend).

### Priorities for Improving Brand Performance

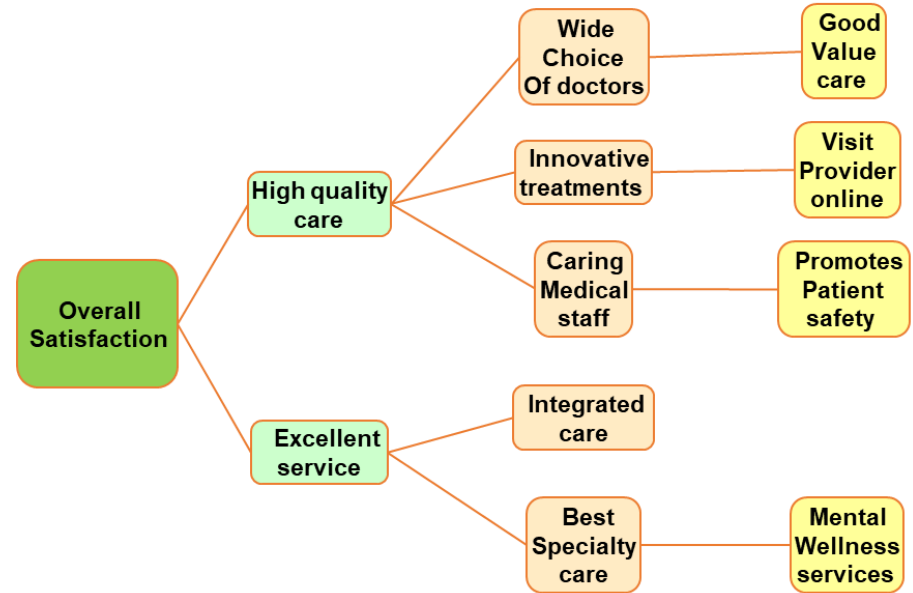


# Graphical Modeling: Examines how attributes connect and can be leveraged to drive brand preference



- The chart at right, shows the root causes that drive **high quality care**, one of the attributes with the greatest potential: **wide choice of doctors**, **innovative treatments** and **caring medical staff**.
- Areas of focus for HOSPITAL A could therefore include such initiatives as: **expanding the reach of their physician network** (including recruiting more leading-edge specialists), **training support and clinical staff in the importance of a caring, communicative demeanor** will help improve brand performance in the near-term.

## Example: Hospital A



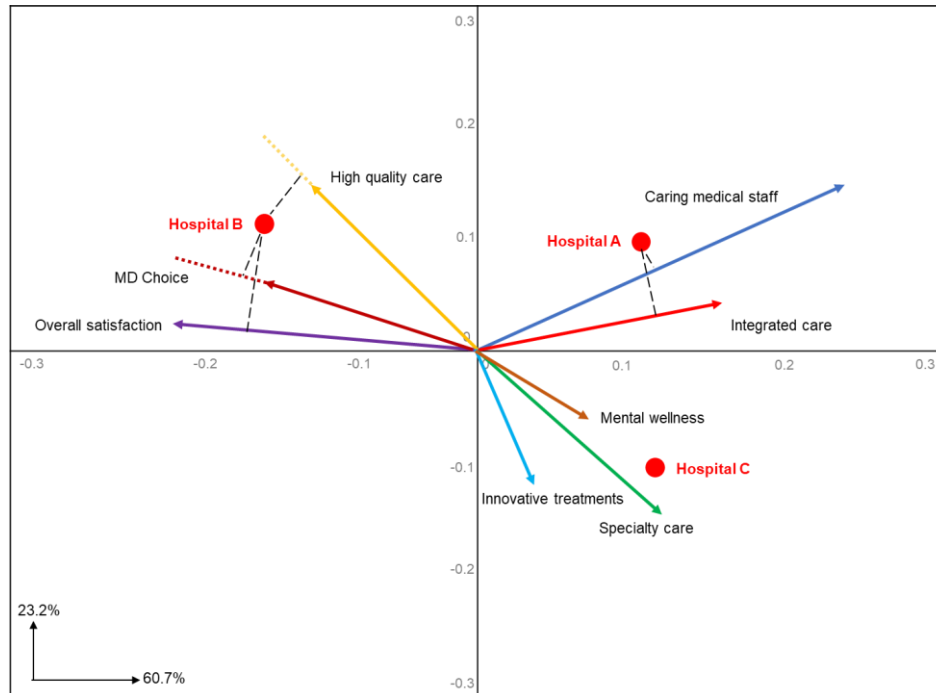
Data is hypothetical

# Perceptual Mapping: Understand your hospital's fit vs. key competitors and the "ideal" market position



- This analysis competitive differentiation and relevant gaps in the marketplace provides a way to monitor the changing market position and changes in consumer preferences over time.
- Here we see that Hospital A scores highest on the **caring medical staff** and **integrated care** attributes.
- Hospital B scores highest on **doctor choice** and **high-quality care** which are strong drivers of satisfaction and brand preference.

## Example: Hospitals A, B, C



Data is hypothetical

# Summary...Advantages of the approach



## Forward Looking

- The brand equity score is a reflection of what the market could be under certain conditions if market barriers are effectively addressed)



## Actionable & Immediate ROI

- Most impactful market barriers are identifiable and effective management can produce immediate dividends in brand equity *AND* share of wallet



## Segment Focused

- Attitudinal Equity calculated at the respondent-level, allowing decision-makers to identify key segments where the brand equity is strong or weak



## A Competitive Advantage

- Pull market share from key competitors through effective management of market barriers—mitigate risks to your brand

