**Figure 16.7** Advertising planner

**Advertising Planner**

**Advertiser ­­­­­­­­ UNIVERSITY HOSPITALS**

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| --- | --- | --- | --- | --- | --- |
| **Business model (Check one)** | B2B \_\_\_\_  B2C-D \_\_\_\_  B2C-R **X** | Tangible \_\_\_\_  Intangible **X** | Scalable \_\_\_\_\_  Non-  scalable **X** | Development\_\_\_\_  Introduction \_\_\_\_  Growth \_\_\_\_  Maturity **X**  Decline \_\_\_\_\_ | Cost leader \_\_\_  Differenti-  ation  **X**  Focus – Cost\_\_\_  Focus – Diff \_\_\_ |
| **Value**  **Proposition** | For four generations the University Hospitals have treated and cared for the state’s population with nationally ranked, reliable, proven medical expertise. |  |  |  |  |
| **USP** | University Hospitals – You have trusted our reliable, proven health-care  expertise for  generations.  Thank you. |  |  |  |  |
| **Ideal customer** | Anyone who needs health care. |  |  |  |  |
| **Desired**  **results** | Aware \_\_\_  Appeal\_\_\_  Ask **X**  Act \_\_\_\_  Advocate **X** |  |  |  |  |
| **Message**  **objectives** | Inform\_\_\_\_  Persuade \_\_\_  Remind **X**  Reinforce\_\_\_ |  |  |  |  |
| **Message**  **appeal** | Rational \_\_\_  Emotional **X** |  |  |  |  |
| **Media**  **objectives** | Reach \_\_\_\_  Frequency \_  Engagement **X** |  |  |  |  |
| **Media**  **strategy** | Vehicle dominance \_ Consistency **X**  Flighting \_\_  Recency \_\_\_ |  |  |  |  |
| **Create**  **budget** | Considerations  - Life cycle stage  - Market share  - Competitive clutter  - SOV  - Substitutabil-  ity | Methods  - Affordable  - Percent of sales  **X**  -Compet-  itive parity  - Objective-and-task |  |  |  |

EXECUTIVE SUMMARY

The University Hospitals are business-to-consumer non-profit organizations that are referred to and admitted to the hospitals primarily through physicians affiliated with one of the hospitals. Therefore, advertising should be directed (1) to every adult citizen of the state who might need treatment and (2) to physicians who refer and admit patients.

The hospitals need to promote an intangible service that is not scalable and that is in a mature stage of an organizational life cycle. The hospital system must also differentiate itself from a privately-owned hospital that is aggressively advertising its new cyber–knife technology.

The value proposition for the hospital system is that for four generations the hospitals have treated and cared for the state’s population with nationally ranked, reliable, proven medical expertise.

The unique selling proposition (USP) for the hospital system should emphasize its four-generation service to the community as a way of differentiating it from its new hospital competition because the state’s residents tend to respect and admire tradition, and the chances are that the vast majority of state residents and members of the families are aware of and have used the hospital system, sometimes often. The system should position itself as trusted, reliable, and proven, which, by implication, positions the competing hospital as new, unproven, and, perhaps, unreliable. The USP, therefore, is: “University Hospitals – You have trusted our reliable, proven health-care expertise for generations. Thank you.”

The desired results of an advertising campaign should be: (1) to ask for more information about the hospital and its doctors and (2) to advocate for and recommend the hospitals in the system.

The objectives of the advertising messaging will be to remind them of the system’s history and effectiveness. Ads do need to persuade people to use the hospital system because virtually all the state’s citizens have already used the system in one way or another.

The appeal will be emotional. The ads will use testimonies from patients whose lives have been saved by one of the hospital’s medical procedures. The objective of these video and audio ads will be to engage the audience and have viewers and listeners connect emotionally to the former patients who give the testimonials.

The hospital system will advertise consistently in all 12 months of the year on television, the local cable system, on radio, on Google, and on Facebook. They will also have Facebook pages as well as updated-websites for each hospital.

Because the hospital system is in a mature life cycle, is well known in the state, and has a high market share, it does not need to advertise as heavily, in terms of both reach and frequency, as if it were new and unknown. There is not a lot of advertising clutter of hospitals advertising, just the one competitive hospital that is advertising a single technology procedure for prostate cancer and that runs in flights because the hospital at this time has a limited budget. Therefore, a consistent, relatively light campaign of ads for a variety of successful life-saving procedures that emotionally connect to a mass audience should be scheduled. Attempting to achieve a high share of voice (SOV) is not necessary. The method for determining the advertising budget should be percent-of-sales because the hospital system has no easy way of determining the competitive hospital’s advertising budget. Therefore, .05 percent of the hospital system’s yearly revenue ($750,000,000) would amount to $3,500,000, a more-than-adequate amount for a mature, well-known medical service organization to conduct a consistent, 12-month advertising schedule of testimonial video and audio ads.