

case study:

American Hospital Association

situation:

AHA's marketing challenges centered around three key areas: declining membership and membership fee revenues, declining market share and revenue from "For Sale" products, and decreased perception of value for member institutions, governments, and customers. The goals of the brand were recognized early in the research phase:

- Increase market penetration and communication of value of membership services, For Sale products and services
- Increase perception and communication of purpose, value, and position

process:

- Six month interview period, 48 interviews, fact finding to establish most pertinent issues
- Industry perception—value research
- Industry visual attribute value research
- Created three brand documents: interview index, identity/brand study and visual to brand attribute study
- Conducted communications audit

solution:

- Created one service mark, replacing 36 existing marks
- Revised one ceremonial mark, the AHA 'seal', with goal of raising quality
- Created consistent naming system and signatures for all co-brands, sub-brands, and products
- Created three classes of communications correlated with member/trade research and revenue streams
- Developed graphic standards program, manual and communication of program throughout association
- Monitoring and review program for 1900 staff, vendors and suppliers

results:

- Member satisfaction survey of communications, image and value, improved by 100%. 43 to 86% satisfaction rating
- 18% increase in sales revenue from For profits products and services
- 10% increase in member retention vs. 2 years prior

new brand mark
 perception/value
 survey results
 book cover
 brand naming
 application

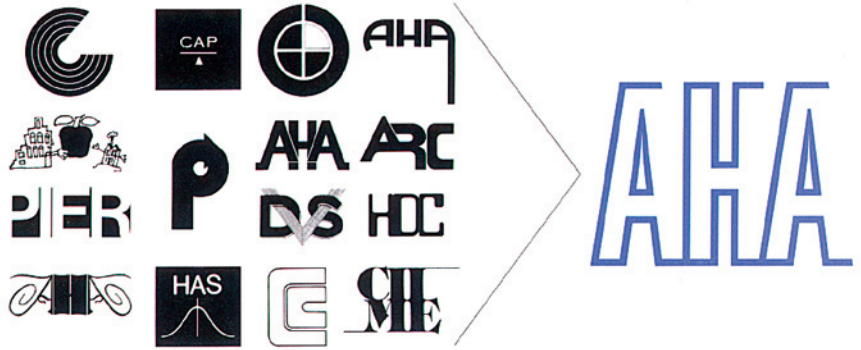
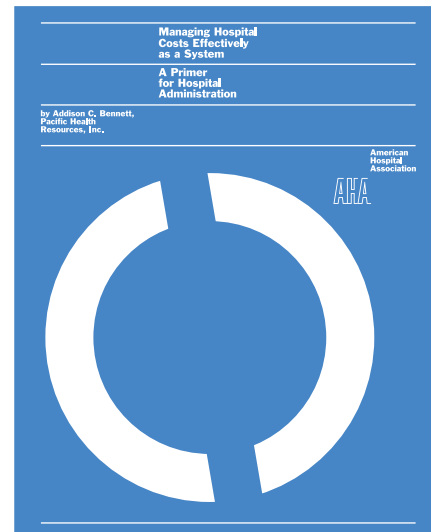
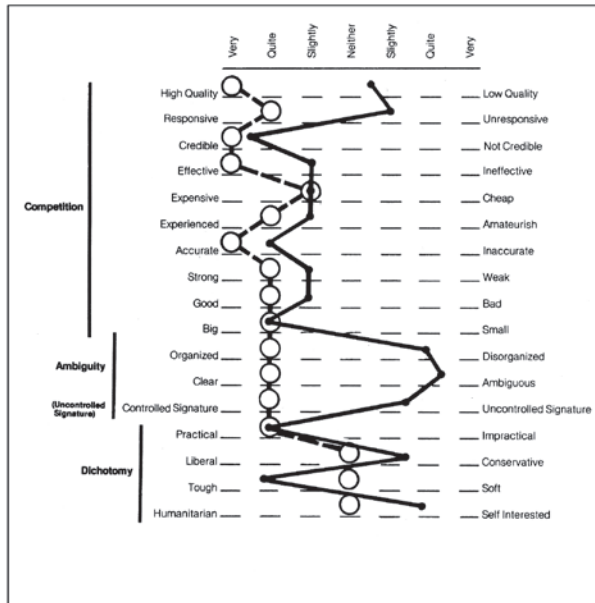
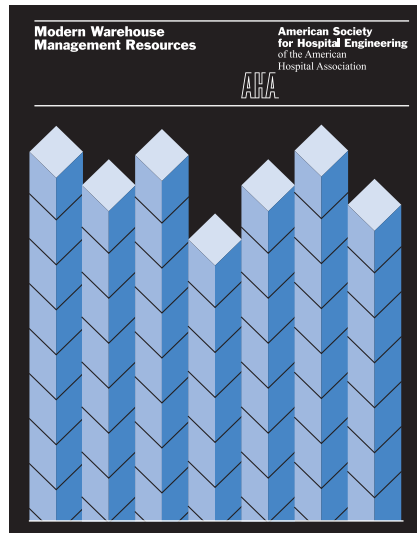


Illustration 9

Existing Image
 Desired Image



Correct



Incorrect

