Cases in Health Care Marketing

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Dedicated to my mother, Mary Margaret; my sister, Lisa; and my brother, Parrish.
Acknowledgments

Cases in Health Care Marketing represents my fifth book and second published by Jones and Bartlett Publishers. This particular work proved very challenging as it forced me to draw on significantly more creativity than that required by traditional marketing textbooks and journal articles. It seemed simple at the onset. I just needed to reduce to writing around 40 of the countless marketing scenarios that I present in my classes every semester in order to assist students in their understanding of given topics. However, as I went about converting 5-minute oral presentations of scenarios from my marketing classes into 1500-word written passages of the same, it quickly became apparent to me that this would be much more difficult than I ever could have imagined.

Questions came from every angle. Of the countless scenarios conveyed in my classes, which should I present in this work? How much or how little detail should I include in each scenario? Should the characters in cases resolve their given dilemmas or should I leave that to the reader? Slowly but surely, I answered these questions and each of the 40 cases presented in this work began to take shape.

At times, I felt more like a playwright than an academic author as I went about creating storylines, crafting plots, and generating characters and their associated personas. Indeed, the writing style required of this work is far removed from anything that I have ever written in my academic career. But despite the associated challenges, this was perhaps my most rewarding writing experience and I believe that the finished product will do more to educate and enlighten readers than anything that I have previously written.

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helping me author *Cases in Health Care Marketing.*
About the Author

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Dr. Fortenberry’s academic research interests are centered on marketing, including the components of advertising, consumer behavior, and strategy. His specific sector interests include health, retail, and transportation industries. He is the author of five books, including Health Care Marketing: Tools and Techniques, published by Jones and Bartlett Publishers.
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Preface

Cases present opportunities to learn a great deal about marketing issues, events, and circumstances occurring in and around healthcare institutions. The thought processes that they evoke are far greater than those provided by readings in standard healthcare marketing textbooks that merely identify and explain terms, practices, and procedures. Instead, cases force readers to think through myriad elements that have direct and indirect linkages with internal and external environments. Hence, they compel readers to apply the tools and techniques that are learned from standard marketing textbooks to resolve or otherwise address applicable dilemmas.

Further enhancing intellectual development, cases rarely have single, defined solutions, but instead may be successfully addressed in multiple fashions, depending on the nature and arrangement of associated remedies. All in all, cases are fantastic learning devices and possibly do more to prepare one to address real-world situations than anything other than direct experience. Given the value that cases provide readers, I authored *Cases in Health Care Marketing*.

Written for healthcare administrators, clinicians, students, and other interested parties, *Cases in Health Care Marketing* presents a series of 40 cases, partitioned into six categories; namely, product, brand, and identity management; marketing communications; marketing management; marketing strategy and planning; consumer behavior and target marketing; and environmental analysis and competitive assessment. Each case is placed in its own chapter and includes an introductory snapshot, which provides a quick outline of case components, including locations, characters, and contexts, permitting individuals and groups to more easily engage in associated discussions and debates without confusing the various elements of given cases. Discussion inquiries are provided at the conclusion of each chapter, providing challenging questions and associated directives to further bolster knowledge and insight. Additionally, a glossary is included at the conclusion of this work.
As for the specific topics addressed in this book, they are numerous and sufficiently differentiated from one another from chapter to chapter, but there are many common themes running through the entire collection of cases, recurring throughout the text to emphasize their associated importance. Frequent and inexcusable oversights, such as failing to monitor the environment, taking the patronage of customers for granted, sinking into complacency when all is well, deploying marketing communications without measuring performance, and operating marketing departments that fail to deliver across every component of the discipline are brought front and center across the pages of this text. In some cases, conflict exists between parties, with individuals disagreeing on the manner in which to address certain situations. In other cases, individuals are presented with personal and professional quandaries, not knowing the appropriate direction to take when faced with given problems or circumstances. Readers are charged with making sense of things and determining prudent courses of action.

Each case presented in this work is fictitious. The locations, institutions, and characters have all been derived from my imagination. The storylines, too, are the product of my imagination; however, they each have been influenced by actual events that I have been exposed to over the course of my career. The scenarios presented herein can and do actually occur in the healthcare industry. Of course, any resemblance noted between the cases and actual persons or places is unintentional and purely coincidental.

It is perhaps most beneficial to use *Cases in Health Care Marketing* as a supplemental work alongside a standard healthcare marketing textbook, such as my own *Health Care Marketing: Tools and Techniques* or perhaps Eric Berkowitz’s *Essentials of Health Care Marketing*, both of which are published by Jones and Bartlett Publishers. This tandem approach permits readers to learn and refer to theoretical and practical facets of the discipline of marketing, courtesy of the standard healthcare marketing textbook, and then exercise their skills at deployment, courtesy of this particular book.

Whether using this text as the basis for discussions and debates within classrooms, executive offices, or other venues, I anticipate that the end result will be education and enlightenment that will make readers more proficient marketers and more capable healthcare executives.

*It is my hope that this text advances your administrative skill set and permits you to see what others cannot.*

John L. Fortenberry, Jr.