



## Getting on the Radar

Building Awareness of the Healthcare and  
Medical Research Advantages of the  
Illinois Medical District at Springfield

A Marketing and Public Relations Initiative

April 20, 2006



## Building a high-impact marketing plan for the IMDS

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## Marketing & Awareness Building Objectives

- Attract and retain new healthcare facilities, medical research dollars, medically related companies to grow the IMDS and benefit the community.
- Raise awareness of the Illinois Medical District at Springfield's healthcare services and medical research capabilities, and increase affinity among all key audiences at target organizations.
- Clearly communicate the role of the District in community healthcare services and medical research – at both the state and local levels – and its importance to the community.



## Our Approach

- Develop a high-impact marketing plan that differentiates the Illinois Medical District at Springfield from other medical parks or districts in the Region, and increases affinity among all key audiences at target organizations. These include...
  - + **Healthcare providers**
  - + **Medical researchers**
  - + **Hospitals**
  - + **Clinics**
  - + **Legislators**
  - + **Patients**
  - + **Media**
  - + **Ancillary amenities and other services**





## The IMDS Marketing Program will:

- Appeal to the special healthcare and medical research needs and interests of the various stakeholder groups.
  - Capitalize on the District's provider, academic and regional positioning in key areas.
    - + For example, medical milestones of the two key hospitals, specialty clinics and SIU Medical School within the District could be highlighted in the initial phase of the marketing campaign.
  - Elevate the District's identity beyond the local arena and onto a regional-level awareness in the healthcare provider, medical research and patient communities.



## The IMDS Marketing Program will...continued

- Increase awareness within the State Legislature, and with other opinion leaders on local / regional healthcare policy and funding issues.
  - + This includes the role medical research plays in overall regional economic development.
- Help propel the District's credibility through well-publicized alliances with third-parties (e.g., medical societies, medically-related or research-related associations, research universities within the region, etc.).

## Stakeholder Research: what we found

- **A total of 131 interviews.** These were split between external and internal stakeholder groups:
  - + Major internal stakeholders – 20
  - + Investment community – 13
  - + Civic leaders – 8
  - + Lawmakers – 7
  - + Potential External Partners – 5
  - + Media – 4
  - + 70 physicians from the Sangamon County Medical Society



## Stakeholder Research: what we found

- 51 percent of all survey respondents were familiar or very familiar with the District; but only 34 percent of physicians surveyed were.
- 75 percent of all respondents were somewhat to very positive about the District's ability to meet its goals.
- 46 percent of respondents identified economic development as the main goal of the District. Only 21 percent mentioned neighborhood re-development.
- 33 percent of physician respondents said they were not sure what the District's mission is.
- Lack of funding was considered the District's single-biggest obstacle to success among non-physician respondents; it was named by 24 percent of respondents.
- 47 percent of physicians said lack of understanding in the community about the District's mission and influence of local politics are the biggest obstacles to success.
- Potential External Partners surveyed were not able to identify either key differentiators or compelling reasons to locate within the District.



## Marketing Materials Review: what we found

- Three common themes emerged: patient care excellence; accessibility to diverse medical treatments; and collaborative efforts of existing partnerships.
- Compelling proof points that can be leveraged in a District umbrella marketing program include:
  - National reputation for plastic surgery, orthopedics and general surgery.
  - Regional reputation for primary care.
  - Two hospitals involved in conducting medical research.
  - Well-regarded cancer care and cardiology specialists.
  - Triple-accredited rehabilitation facility.
  - Larger patient volume in total for cardiovascular care than Mayo Clinic.



## Media Coverage Review: what we found

- The majority of IMDS coverage is governmental in nature and balanced.
- The District has limited media appeal because it is hard for reporters and editors to figure out what it is.
- The idea of the IMDS appears to enjoy solid editorial support from the Journal-Register. But there is a sense of urgency in the paper's editorial tone for the District to show early success.
- National rankings of individual institutions within a district also play a major role in visibility. Currently, no IMDS institutions are ranked in *U.S. News & World Report*.
- Currently, the IMDS is known within the media more as a vague concept than an actual driving force.



## Stakeholder Research: perceptions & challenges

- A high level of optimism and expectation.
- A sense of urgency for the District to show early successes.
- A need to portray the District as a coalition of medical, academic, government and community leaders that have banded together to foster collaboration to achieve its goals.
- A need to address differences in perceptions of non-physician stakeholder groups versus (SCMS) physicians.
- A need to build awareness and mind share for the District's unique attributes – in terms of medical excellence, cutting-edge research and highly-regarded physicians – to attract and retain external partners in significant numbers.

## Stakeholder Research: perceptions & challenges

- A need to articulate and widely communicate compelling reasons for locating within the IMDS boundaries.
  - A need to highlight particular incentive packages to attract specific target stakeholder groups.
  - A need to create an infrastructure that will attract research dollars and researchers.
  - A need to clearly communicate the opportunities available within the District for collaborative research, cost savings and financial support, including tax breaks.
  - A need to build credibility by addressing concerns about funding as one of the District's biggest challenges, as well as ability of the District to avoid political maneuvering and channel resistance to change.
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## **IMDS Positioning Platform (based on research findings)**

The Illinois Medical District at Springfield is an innovative medical complex dedicated to expanding medically related research, education and services available within the region to improve the quality of people's lives.

Leaders in healthcare, education, government and the community focus the District's efforts to foster collaboration and innovation. This creates an environment where medical excellence, the development and application of new treatments, information sharing and discoveries that result in better patient care are preeminent.

To accomplish its mission, the District acts as a financing partner, assists in the real estate development process, promotes the vibrancy and character of its neighborhoods, facilitates commercialization of medical discoveries and influences public policy.





## Marketing Program Strategies Year 1





## The Marketing Program: Achieving IMDS Objectives

- Based on the positioning and messaging that resulted from the stakeholder research, the following target markets must be addressed to achieve the District's marketing and awareness-building campaign goals. These may include, but not be limited to:



## Target Markets:

- **Companies working in 5 specialty areas:**
    - + Aging & longevity (e.g. Alzheimer's)
    - + Cancer (e.g. pharmaceuticals)
    - + Cardiac / cardiovascular
    - + Nutrition / diet / obesity (also exercise)
    - + Reconstructive surgery
  - **Media:**
    - + Medical
    - + Biotech
    - + Site selection
    - + Business & Mainstream (healthcare, technology, business reporters)
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## Target Markets:

- **Midwest universities:**
  - + Faculty in select disciplines
    - Aging & longevity
    - Biology
    - Biotechnology (including agricultural, environmental and industrial)
    - Life sciences
    - Medicine
    - Nutrition
  - + Researchers & investigators in these fields; and those specializing in fields such as cancer, Alzheimer's, cardiovascular, obesity, regenerative medicine





## Marketing Program Strategies

- Position overall IMDS specialty care, medical research and education differentiators. Use three simultaneous tracks:
  - **Strategy 1:** Aim directly at medical researchers & investigators, medical educators, and medically-related emerging company decision-makers.
  - **Strategy 2:** Support the direct positioning effort with an umbrella media relations awareness building initiative.
  - **Strategy 3:** Build a sense of commitment and ongoing buy-in from key community leaders and influencers, as well as the community as a whole and potential redevelopment investors.



## Strategy 1: Direct Positioning

### Year 1 Priorities

- Jump start District momentum and lay a strong foundation for the future by focusing on a few, high-impact activities.
  - Quickly gain a higher District profile with key medical, research and academic stakeholder groups.
  - Dynamically re-introduce the District as “on-the-move” to both external and internal groups.
  - Strengthen and/or build internal support and participation from key stakeholder groups now on the sidelines.
  - Use limited resources where they will make the biggest impact.
  - Measure program success and course-correct moving forward.

## Strategy 1: Direct Positioning

- Establish central point of contact and interface – the “face of IMDS,” to build District credibility and showcase progress.
  - Raise the profile of this interface in all initiatives, events and communications.
  - Create a target list of medical research, educator and emerging company decision-makers; and gather complete contact information – to be used in targeting District marketing and outreach activities.
    - Prioritize by matching potential needs with IMDS strengths: such as in cancer care, cardiovascular, orthopedics, plastic and reconstructive surgery and rehabilitation.
    - Using this information, develop and maintain an on-going contact database.
  - Establish formal agreements with district tenants (particularly anchors) regarding use of the IMDS logo and supporting wording to take advantage of cross-promotional opportunities as they arise.



## Strategy 1: Direct Positioning

- **Develop an extended group of Medical District ambassadors** to serve as evangelists for the medical research, clinical trial and patient care opportunities available within the IMDS.
  - Recruit well-regarded physicians and researchers, from the SIU School of Medicine and the two hospitals, to actively network for the District.
  - Supply these ambassadors with support materials and spokesperson training for their role as ambassadors.



## Strategy 1: Direct Positioning

- Develop extended group of Medical District ambassadors, cont'd.
  - Collaborate with existing public relations channels at these institutions to create the ‘ambassador network.’
    - + Coordinate meetings and presentations for ambassadors.
    - + For maximum impact, use a combination of individual meetings and industry-event related presentations.
  - Use existing contacts and “spider outreach” tactics to initiate meetings with key District targets in the medical research, patient care and emerging medically-related company arenas.
  - Showcase opportunities available within the District for collaborative research, cost savings and financial support, including tax breaks.

## Strategy 1: Direct Positioning

- **Focus on Midwestern Universities: Profiles in Collaboration.**
  - Create an interdisciplinary workshop (or roundtable) or series of workshops to raise levels of awareness among target academic institutions within the region.
    - + Focus on areas of strength, such as aging and longevity, cancer care, cardiovascular, reconstructive surgery, commercialization, etc., where opportunities for collaboration and joint research exist.
      - \* The workshop (or roundtable) would discuss current medical research or patient care issues, discoveries or trends in the area selected.
      - \* Leading medical researchers and/or academics from within the District would host and invite their counterparts at the target Midwestern Universities to participate.

## Strategy 1: Direct Positioning

- Focus on Midwestern Universities, cont'd.
  - \* Collaborative approaches or solutions to the issues/problems would be highlighted, along with the District's expertise in the area selected and potential collaboration or partnering opportunities.
- + Leverage the discussion and/or outcome of the workshop (roundtable) to create greater overall awareness among key stakeholder groups (including legislators) about the value and expertise of IMDS in medical collaborations and clinical trials that extend the frontiers of medicine.
  - \* Develop a bylined article addressing a specific topic from the workshop (roundtable) and seek placement in the relevant industry journal (oncology, cardiovascular, aging, reconstructive surgery, biotech, etc.).
  - \* Develop a position or white paper based on the workshop (roundtable) and distribute to target Midwestern University researchers and faculty in the specified disciplines.



## Strategy 1: Direct Positioning

- Launch District e-newsletter (bi-monthly or quarterly)
  - Target physicians, medical researchers & investigators, medical educators and emerging medically-related companies.
  - Invite anchor institutions, and others, to participate in developing content.
  - Focus on trends in specialty medicine (in which the District is strong), District milestones, collaboration/clinical trial/research opportunities.
  - Partner with the IDTA (Illinois Technology Development Alliance) to highlight Federal and Foundation funding opportunities relevant to the target audiences.
  - Position the e-newsletter as the place to learn about cutting-edge medical research and patient treatments in the Region.
    - + Include stage-related updates on planned expansions or construction currently taking place within the District.

## Strategy 1: Direct Positioning

- Create 'Business Assistance' Tool Kits
  - Distribute to targeted companies in fields such as: medical devices, drug delivery, bioinformatics, cancer treatments, cardiovascular, aging, nutrition and wellness, regenerative medicine, reconstructive surgery, and other areas to be determined.
  - Provide detailed information for each of the following areas, and clearly spell out opportunities (and incentives) available within the District for:
    - + Collaborative research and clinical trials.
    - + Financial incentives, including tax breaks and cost savings.
    - + Real estate development process assistance.
    - + Discovery / technology commercialization assistance.
    - + Benefits of public policy efforts of the District.
    - + District amenities and lifestyle.



## Strategy 1: Direct Positioning

- Create 'Business Assistance' Tool Kits, cont'd.
  - Tool Kit information can be provided in printed folders with inserts and/or on CDs, for flexibility in keeping information current and in distribution to target audiences.
    - + Tool Kit contents would be posted to an expanded District Web site.
    - + Initial Tool Kit contents to include “basics”, such as Backgrounder, Fact Sheet, District Map and Brochure (with District 'Medical Miracles' section), to support opportunities / incentives information.
  - Create a customized subset of the Tool Kit for potential investors interested in developing projects within the District involving housing, ancillary shops, eateries, and other amenities.



## Strategy 1: Direct Positioning

- The ‘District Experience’ – live
  - Develop series of on-going signature events (2 to 3 in Year 1)
    - Clinical trials forum: discuss the quirks of successfully executing a clinical trial (including multi-site and multi-country trials).
      - Invite panelists / participants from companies sponsoring trials and the insurance industry, as well as from the medical and academic communities.
    - Legislative breakfasts or coffees: an up close and personal visit with key lawmakers and their staffs – focus on “Healthcare Imperatives.”
      - Invite leaders from current anchors and business-related stakeholder groups.
      - In addition to the value of IMDS to the community and region, an opportunity to discuss regulatory and funding issues.

## Strategy 1: Direct Positioning

- The ‘District Experience’ – virtual
  - Morph IMDS Web site into a showcase for the medical excellence within its borders; and to appeal to target audiences the District is trying to attract.
    - Create flash animation ‘show and tell’ of current District highlights; update quarterly or bi-monthly.
    - Include Web site ***interactive*** map and “It’s All Here” targeted information; along with “virtual tour” of the District’s relevant cutting-edge medical facilities.
    - Create “buttons” to provide specific information on:
      - Business culture
      - Entrepreneurial environment
      - R&D infrastructure
      - Workforce talent



## Strategy 1: Direct Positioning

- Develop series of radio PSAs (public service announcements).
  - Focus on the medical research, well-regarded physicians and clinical trials taking place within the District.
  - Bring clarity to what the District is and its important milestones within the IMDS target region.
    - + Seek placement of PSAs on local “talk radio” and special interest programs at stations within the Greater Springfield area and IMDS target region.
  - Benefit: Creates awareness with potential referring physicians and collaboration partners, and among expanded patient population.





## Strategy 2: Media Relations

- Leverage the positioning platform by highlighting well-regarded physicians practicing within the District.
  - Initial focus on already recognized physicians such as: Dr. Bartke, Dr. Brewer, Dr. Caspary and Dr. Zook.
  - Work with existing PR channels to provide spokesperson coaching.
  - Create an ‘electronic Rolodex’ experts’ guide to highlight these “medical all-stars” and distribute to target trade media and select business media at least quarterly during Year 1, with accompanying note about IMDS. Follow-up with print version and selectively mail hard copies to top tier journalists.
    - Rotate the areas of expertise highlighted in each ‘electronic Rolodex’ e-mailing.



## Strategy 2: Media Relations

- Develop a ‘media burst’ campaign focused on trades and specialty publications to take advantage of the relatively small window of opportunity to build awareness and mindshare.
  - Target and execute specific campaigns one issue at a time.
    - + Topics might include cutting-edge discoveries, treatments or research in areas of District strength, such as aging & longevity, cancer, cardiovascular, reconstructive surgery; or clinical trials, commercialization, or public policy.
    - + Focus on publications and journalists covering the medical, biotech and site selection industries, as well as reporters at mainstream media who cover healthcare, technology and business issues.
  - Showcase “medical excellence spoken here” by highlighting awards & recognition of hospitals and physicians.



## Strategy 2: Media Relations

- Develop a ‘media burst’ campaign, cont’d.
  - Collaboration success stories.
    - + Establish a ‘story tree’ with District anchors, to feed ideas to central District contact (IMDS media person); this will geometrically increase visibility for both the District and anchors.
      - \* IMDS media person to regularly contact anchors to solicit stories, as well.
    - + Develop cross-promotional guidelines with District anchors to gain maximum impact from collaboration successes – both from the District and from an individual anchor standpoint.
      - \* To include anchor newsletters, Web sites, annual reports and other materials.
  - ‘Medical miracles’ stories (for broader appeal across target audiences).
    - + Focusing on the cutting-edge medical research, advanced treatments and clinical trials taking place within the Illinois Medical District at Springfield.
    - + Highlighting the “medical innovators” (physicians and medical researchers) who are making these ‘medical miracles’ happen.



## Strategy 2: Media Relations

- Develop a ‘media burst’ campaign, cont’d.
  - District milestones campaign.
    - + Take a news bureau-like approach; provide a steady stream of District milestone announcements related to areas such as: new buildings and facilities; new District tenants; expansion of existing District tenants; research awards; discoveries or commercialization announcements; other milestones and interesting ‘factoids’ on hot topics in healthcare and medical research.
    - + Particularly target the facilities / site location media.
  - Provide a special area on the IMDS web site for journalists to access and learn about the latest medically-related happenings within the District.
  - Train spokespeople to use IMDS references.



## Strategy 2: Media Relations

- **Develop an IMDS platform as a differentiator.**
  - Select an issue or issues that the District can champion, to build the image of well-regarded IMDS medical professionals as thought leaders.
    - Example: Partner with a 3rd party to help ease the nursing shortage through a Nursing Training Center, to be located in Springfield.
      - Tell the story of what IMDS is doing to help ease a critical and growing shortage of nurses; and the effect it will have on the quality (and cost) of health care.
    - Use IMDS community leaders as spokespeople.
    - Develop a series of “live” or “virtual” Editorial Board briefings for target healthcare and technology editors at select publications within the Region.
  - Take full advantage of all opportunities to contact the media with any district-attributable and district-linked achievements.



## Strategy 3: Build Community Commitment & Buy-in

- Leverage direct positioning and media relations activities to build community commitment and continued buy-in for the District's mission and goals.
    - Hold an initial community Open House to signify “kicking it up a notch” in District efforts to foster economic development and job creation – and to show early progress and collaboration successes (already scheduled in June 2006).
    - Inaugurate a bi-monthly “buzz sheet” that is e-mailed to all key influencers within the District charting the on-going progress (potentially use the list of stakeholders developed for the Stakeholder Perceptions survey). Link it to the IMDS Web site to extend the reach into the community.
      - Develop a specialized version of the "buzz sheet" for legislators and other elected officials who are in a position to appropriate funds for the District.
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## Strategy 3: Build Community Commitment & Buy-in

- Leverage direct positioning and media relations activities to build community commitment and continued buy-in, cont'd.
  - Promote the revamped Web site as the place to get the latest updates on everything related to the District.
  - Regularly mark significant District milestones with small events (perhaps quarterly or at least once every 6 months in Year 1).
  - Further enhance community awareness and pride by marking the physical boundaries of the District with “street banners” that are attached to light poles (or other existing structures). Use the new District logo, along with a “Welcome to the Illinois Medical District at Springfield” type greeting.
    - + When budget permits, consider use of permanent District boundary markers.



- **Measuring success**

- Increase in coverage of District news (non-governmental).
- Placements of feature articles (collaboration successes), bylined articles and Op-Ed pieces.
- Attendance at, and inquiries from, District-sponsored events.
- Traffic on and inquiries from enhanced Web site.
- Conduct follow-up survey of stakeholder groups to chart how perceptions have changed.
  - Survey additional institutions and companies in each stakeholder category to broaden understanding of District perceptions, competitiveness in the marketplace.





## Building IMDS Momentum A Success Initiative

