
Cases in Health Care Marketing

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JONES AND BARTLETT PUBLISHERS

Sudbury, Massachusetts

BOSTON TORONTO LONDON SINGAPORE

World Headquarters

Jones and Bartlett Publishers
40 Tall Pine Drive
Sudbury, MA 01776
978-443-5000
info@jbpub.com
www.jbpub.com

Jones and Bartlett Publishers
Canada
6339 Ormindale Way
Mississauga, Ontario L5V 1J2
Canada

Jones and Bartlett Publishers
International
Barb House, Barb Mews
London W6 7PA
United Kingdom

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Production Credits

Publisher: Michael Brown
Editorial Assistant: Catie Heverling
Editorial Assistant: Teresa Reilly
Production Manager: Tracey Chapman
Senior Marketing Manager: Sophie Fleck
Manufacturing and Inventory Control Supervisor: Amy Bacus
Composition: DSCS/Absolute Service, Inc.
Cover Design: Kristin E. Parker
Cover Image: © Petros/Dreamstime.com
Printing and Binding: Malloy, Inc.
Cover Printing: Malloy, Inc.

Library of Congress Cataloging-in-Publication Data

Fortenberry, John L.

Cases in health care marketing / John L. Fortenberry Jr.
p. ; cm.

Includes bibliographical references and index.

ISBN-13: 978-0-7637-6448-7 (pbk.)

ISBN-10: 0-7637-6448-5 (pbk.)

1. Medical care—United States—Marketing—Case studies. 2. Medical care—Needs assessment—United States—Case studies. I. Title.

[DNLM: 1. Marketing of Health Services—United States—Case Reports. 2. Health Services Needs and Demand—economics—United States—Case Reports. W 74 F737c 2011]

RA410.56.F67 2011

362.1068'8—dc22

2009039384

6048

Printed in the United States of America

14 13 12 11 10 10 9 8 7 6 5 4 3 2 1

*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.

Of course, this work would not have been possible without the assistance of Michael Brown, Catie Heverling, Sophie Fleck, Tracey Chapman, and the rest of the Jones and Bartlett team who provided excellent

vi ACKNOWLEDGMENTS

guidance and support throughout the development, publication, and promotion of this text. Furthermore, for their support of my scholarly writing efforts, I must thank several administrators at LSU Shreveport, namely, Drs. Vincent J. Marsala (Chancellor), Paul Sisson (Vice Chancellor for Academic Affairs), David Gustavson (Dean of the College of Business, Education, and Human Development), and Douglas S. Bible (Associate Dean of the College of Business, Education, and Human Development). Finally, James K. Elrod, President and Chief Executive Officer of Willis-Knighton Health System, deserves to be recognized for his ongoing support of my scholarly writing endeavors.

I am deeply appreciative of the guidance and support offered by the individuals noted above. They each have played an important role in helping me author *Cases in Health Care Marketing*.

About the Author

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He received a BBA in Marketing from the University of Mississippi; an MBA from Mississippi College; a PhD in Public Administration and Public Policy, with concentrations in Health Administration, Human Resource Management, and Organization Theory, from Auburn University; and a PhD in Business Administration, with a major in Marketing, from the University of Manchester in the United Kingdom.

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.