



MASSACHUSETTS GENERAL HOSPITAL

Insights and Implications

Situation: Massachusetts General Hospital (MGH) is one of the most highly regarded medical institutions in the world, consistently ranking as one of the country's best hospitals by *US News & World Report*. Founded in 1811, MGH is the third-oldest hospital in the United States and the largest in New England.

While highly regarded and widely recognized as a world-class institution, MGH lacked clear positioning in the market and had not consistently communicated its brand. In an environment of escalating competition, many local, regional, and national hospitals were advertising in MGH's core market area. In addition, with so many strengths as a hospital and with increased affiliated offerings, MGH feared that its brand was in danger of losing its focus.

Engagement: Denneen & Company was engaged to assess the brand's strengths, weakness, issues, and opportunities. Obtaining a true understanding of the brand would ultimately lead to a clear and compelling brand positioning strategy that would effectively differentiate MGH from the competition. This assessment included:

- The synthesis of insights gleaned from previous research
- An assessment of key internal stakeholder viewpoints, primarily around the hospital's current brand and the role of branding in the organization
- A competitive assessment, including an evaluation of the positioning and key messaging of regional and national competitors
- Several customized market research instruments, including a quantitative study among patients, a qualitative study among referring physicians, and an employee survey
- In-depth analysis of the data collected, as well as key insights from the research

Results: Following the Denneen & Company analysis, MGH understood for the first time in many years its market position, the strengths and weaknesses of its brand, and a clear



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definition of what the brand stood for in the minds of patients, referring physicians, and employees.

After completing the brand assessment, we were ready to position the MGH brand. We developed a unique value proposition to compete among the country's premier medical centers, and the hospital was ready to communicate its brand. MGH's senior administration and medical chiefs are now aligned around what makes the hospital's offering unique and compelling to patients and referring physicians.