

# We Care Health Services

## Value Proposition and Branding



### CLIENT

We Care Health Services, a leading national provider of in-home care and support services with over 50 locations across Canada, provides professional and compassionate care that allows seniors and others to live independently in the comfort of their own homes. We Care employs 3,000 homecare staff and provides care to over 15,000 clients in 800 communities across Canada.

### CHALLENGE

We Care wanted to leverage their strong history, national presence and reputation for service to grow market share and build a consistent and compelling brand image. In the face of growing competition and low category awareness, We Care engaged TMG International Inc. to develop a strategic marketing plan for the Private Pay section of their business, including a review of the competition and the articulation of a brand positioning statement.

### APPROACH

After analyzing corporate data and performing additional research, mystery shopping, focus groups, and staff and customer interviews, TMG developed a comprehensive marketing strategy and plan for We Care. When asked about the TMG approach, John Schram, President and CEO of We Care said *"I was amazed at how TMG was able to transform the data we had into relevant and actionable insights. They pushed us to step outside our comfort zone and make some significant changes, resulting in real breakthroughs."*

TMG also performed a Readiness Assessment to determine if We Care had the necessary competencies to execute and deliver on the new strategy. Recommendations were made to assist them in overcoming any shortcomings, with TMG stepping in to help with execution where required in the short term.

### KEY INSIGHTS

TMG identified that a major marketing opportunity existed for We Care to position itself to *"breakout"* in this highly competitive, undifferentiated market based on the following:

- New competitors entering the market are more client centric and marketing savvy, thereby changing the market dynamics and intensifying competition.
- The needs of both the person who purchases the service (buyer) and the person who uses the service (client) must be considered.

## Highlights

### CHALLENGE

Build the We Care Brand to take advantage of the market opportunity

### KEY INSIGHTS

- Market shifting from a referral source driven business to a client -purchased model
- New marketing driven competitors changing the market dynamics
- The buyer of the service and the user of the service represent equally important constituents with different needs.
- Purchase is emotionally charged and life altering for both the buyer and the client

### IMPACT

- Clear, consistent and compelling brand positioning
- Clearly differentiated in market
- Better understanding of client needs
- Strong framework for measuring success
- Positioned for market share growth
- 50% increase in telephone enquiries

- Buyers and clients are increasingly researching and initiating purchase on their own, in addition to being referred by healthcare professionals.
- This is a very emotionally charged, life altering purchase for both the buyer and the client.

## SOLUTION

### Practical and Actionable Strategy

TMG developed a strategic customer-centric marketing plan with the following key elements:

**Better Understand the Client:** A relevant, believable and differentiating value proposition was developed to position We Care in the highly fragmented market. The new positioning required that We Care make a fundamental shift to speak the customer's language and focus more on benefits to the customer.

**Refine the Service Strategy:** A consistent and measurable definition of We Care's service offerings was developed to help provide a common language across the business and to ensure that all client communication was consistent and clear. Performance reporting improvements were implemented to improve insight into sources of business and areas of growth by location.

**Optimize the Channel Strategy:** A more targeted referral source strategy was developed by identifying and prioritizing top referral sources through a common measurement and tracking framework. A contact centre pilot was also launched to help We Care create more consistency in client contact, and to simplify the process for their clients.

**Leverage Marketing to Drive Purchase:** Marketing and advertising materials were updated based on the new value proposition, and key consumer insights. A comprehensive digital strategy, which included the creation of a new corporate website, was developed to leverage the growing importance of the internet in purchase decisions.

### Strong Execution that Delivers Results

TMG's engagement with We Care went well beyond the development of the marketing plan. A TMG consultant became acting Director of Marketing, and took the lead on execution of several of the key marketing tactics, including the development of the new website and marketing

materials. Once We Care assigned their own Director of Marketing, TMG worked alongside the new hire to ensure a seamless transition of all activities and key learnings. *"Because of TMG's ability to move quickly from strategy to execution, we were able to accomplish a great deal in 6 months and move our business forward"*, explains Schram.

Another key to effective execution was the communication of the branding and value proposition to the franchisees and corporate offices. A communication plan was developed to facilitate adoption and buy-in utilizing a variety of delivery vehicles including regional meetings and employee webinars.

### IMPACT

We Care's new service, referral, and client marketing strategies have them strongly positioned for market share growth. With a better understanding of their customers, We Care can focus on identifying and acquiring high value clients. Their newly developed framework for gathering and analyzing key performance metrics allows them to focus their resources and efforts on the most effective referral sources.

We Care's new positioning statement and supporting marketing materials including a new logo, tagline, corporate brochure, print ad and website allow them to communicate a consistent and compelling brand image, and to clearly differentiating themselves from the competition. As a result of the new client-focused marketing campaigns, the number of telephone enquiries has increased by 50%.

### ABOUT TMG

TMG International Inc. is a consulting firm focused on business strategy, marketing, and sales planning. TMG helps business leaders deliver results for their organizations by unleashing their customers' potential. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of "in the trenches" experience. more information on TMG visit [tmginternationalinc.com](http://tmginternationalinc.com).