




Senior Internship

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Analysis of Marketing Terminology - San Diego Health-Based Companies

Introduction:

I'll admit it; when I arrived at the parking lot of Audacity to interview for a potential internship opportunity, I was exhausted. I had already stepped through the doors of countless marketing companies only to come away with another business card and a sense of hopelessness each time. But the second I stepped into the office of Audacity (the company on my initial list that I desperately wanted to intern at) the switch flipped and the sadness I had for the unproductive back-and-forths with other organizations went out the window.

I was warmly greeted by two Audacity team members, Jeremy and Cindy, who generously took time out of their busy schedules to learn more about me and High Tech High North County's internship program. I felt more prepared than ever to seize this interview opportunity and make the most of it. I even gained a newfound sense of energy and confidence, revitalizing me to do better than ever before in an interview setting. Fortunately, I got the internship position and was able to be a small part of the Audacity Team, even if it was just for five months. But what was most important throughout this entire journey and what should not be left behind was not that I was able to join Audacity for my semester-long internship but



specifically the motivation behind why I wanted to intern at Audacity in the first place and how this motivation continued to carry over into my internship research.

With other marketing companies that I started to look into, their clients were often scattered in a variety of different areas. Audacity's one and only focus, even today, is healthcare. Even prior to my first visit with Audacity, I was inspired through my research of the company by their outlook on the clients who they work side-by-side with. Their clients are directly empowering the world by providing patients with the care they need. And in turn, Audacity is helping their clients market and brand their medical companies so that these companies can do this job. Audacity is doing a service to these healthcare companies and San Diego by working in such a unique yet critical marketing niche. I have always wanted to help others, and used this motivation to fuel my work.

From there, I was particularly intrigued with how marketing terminology and other physical and psychological branding factors could play a role in helping Audacity's clients achieve the success they desire. After presenting these inspired ideas to the rest of Audacity, we (the company and myself) collectively decided to focus on the differentiation between marketing terminology among healthcare fields, given their constant challenge of trying to connect with clients on this level. I felt that by helping Audacity break down this communication barrier and providing them with the research to make terminology connections, I could make my own small difference. With this in mind, I decided to approach the research question: *“What marketing terminology is used by health-based companies in San Diego and how does data from pharmaceutical companies compare with that of clinical, diagnostic, and medical device companies?”*



Background:

Audacity Health is a San Diego-based marketing organization that does brand strategy and activation for health companies. Audacity's brand revitalization for its clients begins at the base with the establishment of a "compelling" story, to then lead into building "emotional experiences" and "positive perceptions" for the public in order to create a concrete brand outline (Audacity). Basic elements within this process for their clients include the brand's purpose (the reason why the company exists and employees' motivation), personality (specific characteristics that give the brand a voice), and identity (the ideas and brand associations that can be made with an organization such as their tagline, colors, etc.).

With these specific brand aspects, some variations can be made in what they are listed as for a particular organization. For example, one company's values and unique value proposition were listed as "Foundation Principles", while another client listed their positioning statement as "Our Strategy". Aside from occasional versions of this terminology, not too many exist and no evidence on this research was discovered behind the differentiation of terminology between specific fields. This is where the research took a turn towards the content itself. After identifying ten action verbs from the appendix that provided added depth to the image of Audacity's clients, the research analysis redirected itself to highlight the significance of word frequency. Word frequency is not just applicable in business terms, but also in trying to identify trends in any kind of information.

In speaking about the analysis of word recognition in a set of qualitative data or reading passage, "frequency of occurrence is one of the strongest predictors of processing efficiency. High-frequency words are known to more people and are processed faster than low-frequency



words (qtd. In the *word frequency effect*; Monsell, Doyle, & Haggard, 1989)” (Brybaert).

James S. Adelman and his team of researchers, on the contrary, found through research of their own that not word frequency but contextual diversity is most important in determining frequency of keywords in a text. The difference is that while word frequency is the overall number of times that a word shows up within a variety of sources, contextual diversity pertains to the number of sources in which a keyword appears (Adelman). In another source focused on the impact of learning and memorization in education, contextual diversity was also favored over word frequency. In this particular research experiment “participants were presented with four novel objects and their corresponding spoken nouns... After the training phase, participants had to choose the appropriate object for each noun out of eighteen potential objects” (Rosa, Eva, et al.). It was also discovered that experiment participants did better in high contextual diversity situations (which in this case was “the number of other stimuli a given pair coincides with”) than in lower contextual diversity situations (Rosa, Eva, et al.).

Within this particular research on marketing terminology, both word frequency and contextual diversity were captured. While the entire data set totaled forty-one keywords (of the ten possible options: achieve, advance, change, discover, extend, impact, improve, inspire, lead, and transform), “Pharmaceutical” had the most of any category with fourteen. This was shortly followed by “Clinical Labs” with twelve keywords, “Medical Devices” with ten, and eventually “Diagnostics” with five. The truth in this statistical evidence and the many other ways to analyze this same data is that how information is presented can contribute greatly to the narrative of a story or in this instance, the outcome of a brand, whether good or bad.



In connecting this information to business and marketing, using these keywords and other action-based and forward-focused language is critical to a brand's purpose and overall identity. One source on this topic discusses the concept of brand identity in saying "Even though visual identity has a huge importance in brand building, it represents only one component among all other elements that form brand identity (qtd. in van Riel and Balmer 1997; de Chernatony 2010)" (Petek, Nusa, Ruzzier). Elements of a brand that consumers see on promotional materials (the brand's colors, tagline, celebrity sponsors, etc.) do not tell the full story of a brand or the impact that it may have on its consumers and the people it serves. This idea is especially prevalent in the healthcare field, where the mission of the company and the people that it serves are pushed to the forefront of each and every marketing decision.

The following quote from this last source reflects the importance of brand management reading "Activities within brand management enable to build loyal customers through positive associations and images or a strong awareness of the brand. Brand image is the key driver of brand equity, which refers to consumer's general perception and feeling about a brand and has an influence on consumer behavior" (Chovanová). This same Slovak research paper showed that of four motivational factors pushing consumers to purchase a specific product (quality, price, packaging, and tradition) 72.6% of respondents chose quality as the most significant of factors. While quality is a mostly objective measure, this trait in relation to a brand can also be based on thoughts behind how well an organization is marketed. As clearly demonstrated through this background research, when the visual aspects of brand identity among multiple organizations begin to blend together, the use of hard-hitting, persuasive verbs can be utilized effectively to draw in a large audience and sell the heartfelt story of a brand.



Methods:

In collecting data for Audacity Health, it was best for qualitative data to be obtained through websites of the companies that I was researching and other online sources. This particular method was utilized for discovering company-specific brand terminology (position, point of differentiation, promise, etc.) in favor of first-person interview and survey methods. While obtaining information directly from company representatives could lead to qualitative errors or confusion surrounding what this branding language even was, seeking this knowledge from company websites provided timely and convenient data that could be easily logged into spreadsheet format. This method allowed the research to progress at its own pace whereas waiting on survey or interview data would have taken longer to gather and analyze.

Given the time allotted towards transcribing client interviews and completing other non-research tasks for Audacity, the data collection process truly did not begin until after the project details were finalized in early-March. Following this confirmation, a week-by-week timeline was established based on the collection of branding language for specific companies and overall fields. However this plan was consistently re-evaluated over the course of the two-month project, with an initial list of thirty companies to research revised into just twelve (three for each of the four health categories). More data was charted and inputted (quoted directly from the company websites and inserted into a mass data collection spreadsheet) in some weeks than others, and this inconsistency was solely based on the challenge of finding certain research elements for each of Audacity's twelve partners.

The essential question leading into this research project was, *“What marketing terminology is used by health-based companies in San Diego and how does data from*



pharmaceutical companies compare with that of clinical, diagnostic, and medical device companies?” The intention of this initial inquiry was to compare and mostly contrast this terminology between the four pre-established company fields (e.g. pharmaceutical companies tend to utilize the marketing phrase “brand pillars” when describing their standard set of core values while diagnostics companies typically use the term “brand values” to illustrate these same ideas). The assumption that this kind of research was immediately accessible became unfounded, but this qualitative investigation continued nonetheless.

Aside from falsely-concluded correlation between brand type and terminology, the information under each category (e.g. the unique value proposition for Cardinal Health) was also nearly impossible to find at times. This information was often strictly available to company members or posted on outdated or unreliable websites, resulting in some sections being marked with the statement, “Relevant information not found”. At times, miscellaneous information would be loosely linked to one of the terms (e.g. an explanation of Medtronic’s future commitment related and thus was recorded for Medtronic’s vision). In these cases, qualitative data would have to be judged on an individual basis as to whether it fit the marketing term or should be left as a “Relevant information not found” section.

Rather than analyzing the impact of what these marketing areas were called, the ideas themselves within the over one hundred overall categories were carefully inspected for key information. This provided an opportunity to repurpose data by looking at keyword count, total words, keyword density, and most common keywords. With this information, Audacity could gain a sense of marketing trends and discover innovative ways to build on and differentiate the brand identities of their current clients from competitors in the same space.



Analysis:

After conducting individual research at Audacity, it can be concluded that there is no definitive correlation between a healthcare field and a type of marketing terminology. The few terminology differences that were evident in this research were not relevant enough to claim a trend in the data. Instead, analysis was specifically conducted on the intricacies of the marketing information. This investigation was initially inspired by the discovery of critical words in the qualitative data used to drive the branding platform of a business in a positive direction. These ten words (achieve, advance, change, discover, extend, impact, improve, inspire, lead, and transform) do exactly and were identified from the branding language because they were not vague (e.g. do) nor were they specific (e.g. perspective-shifting).

After the forty-one keywords (of the possible selection of ten) were counted up in each of the ten marketing categories for the four healthcare fields, a percentage based on the number of keywords within a section of text was calculated. Of the one hundred twenty-five words displayed in the positioning statements for each of the three “Medical Device” companies, three were one of the ten pre-listed keywords. This came out to a keyword density percentage of 0.024%. Of the positioning statement sections for each of the four healthcare fields, “Medical Devices” had the third highest percentage. From a general standpoint, positioning statements combined had fifteen total keywords and eight more than any other category with company mission statements coming in second at seven keywords.

This specific statistic regarding the total number of keywords says a lot about the impact of a strong positioning statement. As it is defined, the brand positioning statement is “how the brand is perceived in the context of competitive alternatives” (Daye). This positioning statement



should spell out exactly who a brand is in three to five sentences, with the implementation of the company's history, values, and its mission moving forward. For this reason alone, it is no surprise that such powerful, captivating terms would appear in this particular aspect of the branding platform.

Mission statements, the area with the next most keywords at seven, also is high in quantity in comparison to the rest of the data. This qualitative data turned quantitative is precisely reflective of what a mission statement serves as in a branding portfolio. The mission statement is viewed as “the essence of a business’ goals and the philosophy underlying them”. Nike’s mission, for example, “Bring inspiration to every athlete* in the world. *if you have a body, you are an athlete”, is able to establish a “tone for the rest of its brand pillars...” (MacLeod). In fact, the mission statement of Nike has one of the key root words identified in this research (inspire) to give another reason/example as to the importance of integrating these forward-thinking verbs in a platform.

Pulling apart the data even more, out of any marketing terminology and healthcare field combination, the mission section for pharmaceutical has the highest keyword density percentage at more than 6.5%, which is well over the second highest combination (tagline section for diagnostics) at close to 5.9%. As discovered in the background section of this paper, however, word frequency does not tell the whole story, just as the analogous keyword density is not the only statistic to consider. In fact, this keyword density is only responsible for three keywords given the fraction of three over one hundred forty-six. This number of three is over two times less than the greatest number of keywords in a healthcare field and marketing terminology combined section, seven. Despite the fact that seven keywords in the positioning section



occupied over fifty percent of all keywords in the clinical laboratories section, it resulted in a keyword density of just 3.3%.

This point gets back to the root of the argument between word frequency and contextual diversity. With this example, word frequency pertains to the total number of times that a specific keyword shows up in any marketing terminology section within any healthcare field. In considering the latter option, contextual diversity deals with specifically the variety of marketing terminology and healthcare field sections in which a given keyword appears in. In this case, the root word “lead” dominates both frequency and diversity. Of the forty-one sampled keywords found in this qualitative data, eleven of them (26.8%) contained the root word of “lead”. This eclipsed the next highest keyword, “improve”, by almost ten percent. Not only did “lead” show up eleven times, but it also showed up among a best eleven unique combinations, with no terminology and field grouping ever repeating itself.

Taking a step back from the never-ending cycle of numbers, this incredible finding can be attributed to the culture and values of not only individual businesses, but entire parent organizations. Every business sets out with the goal in mind to be the leader of the pack, which is why the prioritization of the word “lead” in a branding platform is as critical as ever. But this ongoing trend brings up an even more important priority: unique value proposition. By establishing a company as not only a leader but also a trendsetter and differentiator within a certain niche, the overall business can realistically achieve success. The economic impacts of utilizing such verb such as “lead” were not able to be discovered within the context of this research, but using optimistic language such as this will allow consumers to feel a part of the brand and want to purchase products or services from that company.



Conclusion:

While I was not able to find a definitive answer to my central question, I can say based on my work that there is no correct marketing terminology used by any specific healthcare field. Yes, there are subtle differences. “Our Pillars” as opposed to “Values”. “Our Strategy” instead of “Position”. But nothing for clients to angrily jump out of their chairs about. On many occasions, no information could even be found on these brand principles, and a stretch would have to be made from the “Point of Differentiation” to (e.g. “Why Choose Quest?”). With this in mind, it can be inferred that companies beyond my research have never created a proper brand to showcase to the public. They don’t know the marketing terminology behind their company, or the visual and SEO strategies necessary to run a strong business.

For this reason, I believe that no new action should be taken on this matter. This is not implying that this difference in marketing definitions is not an obstacle. But I am really saying that this obstacle can be overcome. Even if there are variations at first between Audacity and a given client with marketing language, I feel that this process will allow the client to work on adjusting to a slightly different style. Just as a client and a given company would work through any disconnect, this creates an excellent learning opportunity for the client, which will only strengthen their trust and value in the knowledge that you (Audacity) possess. In many work environments, even certain departments are known as other names, and I believe this small issue is a comparison with marketing terminology; it might only take a small conversation to clear up any confusion. Just to reiterate, I would certainly provide a solution if there was, in fact, a consistent relationship between marketing terminology and healthcare field. But since there is



not, I truly believe that you should stay put and continue to do the great things that you are already doing as an organization.

I acknowledge myself that this research was not perfect. The research behind the question was altered to project something else given the inconclusive evidence for the initial research question. The information that I was supposed to find was not exactly aligned with what was online. And some information was non-existent. But I really felt that I was able to do the best with the information that I found. I made it my goal to find a clear-cut answer to my essential question from the beginning. I was frustrated with the fact that halfway through the project I knew this answer wouldn't come. But I learned that often times, evidence is inconclusive, and that's okay. I don't know how my current research can be utilized, but I do know that some good will come out of it, whether that's for you or myself.

I still have hope that just by taking action and looking at more examples of marketing terminology for companies in a variety of different fields, a differentiation can be made between these commonly-used branding terms and various fields. Thinking about the use of keywords, I wonder if there are any economic impacts to using certain words as opposed to not. While I was not able to find research to support this cause, I can only imagine how lackluster a mission statement would look if it did not include a word like "achieve", and how this could negatively affect the marketing of an entire company. With any research question and analysis, there is never a clear end. Research can continue to evolve and grow and change. In terms of my research, I want you (Audacity) will make of it what you will and use it to succeed in any way that you can. My goal throughout this internship was to help you in any way I could and I sincerely hope that I was able to do that. Thank you!



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Appendix A:

Medical Devices	GE Healthcare	Medtronic	Cardinal Health
<i>Position</i>	GE Healthcare: "GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. From medical imaging to patient monitoring systems to biopharmaceutical manufacturing technologies, GE Healthcare is encouraging the world to re-imagine how we predict, diagnose, inform, and treat disease."	Our Brand Positioning: As a company deeply rooted in innovation, we believe that the power of technology to address these systemic problems has not yet been fully realized. We believe we can play a leading role in using technology to integrate care and deliver better clinical outcomes for patients and better economic outcomes for our health systems.	Brand Positioning: We apply our deep understanding of healthcare to deliver inventive and meaningful solutions that improve the total cost of care.
<i>POD</i>	GE Healthcare: "As a global leader, GE can bring together the best in science, technology, business and people to help solve one of the world's toughest challenges and shape a new age of healthcare."	What we do differently from our competitors: Progress + Partnership	Relevant information not found
<i>UVP/Promise</i>	Based on General Electric's 2017 Annual Letter (Unofficial): 1.) Delivering outcomes for customers, 2.) Strengthen GE's businesses to thrive in the decades ahead, 3.) Run the company for	Our promise is the external expression of our positioning, and serves as our rallying cry. It is a declaration of how we will achieve our Mission. We share this externally with our customers through our	Relevant information not found



	Cash, 4.) Drive a culture of candor and accountability in our teams	tagline, Further, Together.	
<i>Tagline</i>	Imagination at work	Further Together (which is about the courage, commitment, and collaboration through which we will all find a way to a better future, together).	Essential to care
<i>Personality</i>	Brand Attributes: Contemporary, Innovative, Dynamic, Trusted, Dependable, Approachable, Global (7 adjectives that personify the brand)	Personality: Courageous, inspiring, authentic	We are tenacious in fulfilling our commitments to customers. We are accountable for high performance and to each other. We are inventive and adaptable. We bring a sense of optimism, enthusiasm and competitive spirit to our work. We are genuine, open, direct and respectful. We can be trusted to do the right thing. We are inclusive and work together with confidence and trust. (Defined by the values and the voice, values are the full statements and the voice of the company is bolded)
<i>Vision</i>	GE Vision Statement: "To become the world's premier digital industrial company, transforming industry with software-defined machines and solutions that are connected,	Partnering To Drive Real Change In Healthcare - "We know that what got us where we are today isn't enough to ensure our future success. That's why we're committed	To be the premier global healthcare company as recognized by current and potential customers, employees, and shareholders. Diversity, inclusion, and access are essential elements of



	responsive and predictive"	to expanding our role in healthcare, and collaborating with others across the industry... To keep our momentum, we each strive every day to meet the following expectations in our work:" (shape, engage, innovate, and achieve).	that vision and are reflected in our EPPIC core values (Ethical, People-driven, Performance-driven, Innovative, and Collaborative).
<i>Mission</i>	General Electric has no official Mission Statement. From "Do You Know GE?" - "To create things that build, power, move, and cure our world." - From Panmore Institute: "to invent the next industrial era, to build, move, power and cure the world."	Mission Statement broken up into "One Company, One Mission" (overview) and "The Medtronic Mission", which can be summarized as "to alleviate pain, restore health, and extend life", to "direct our growth in the areas of biomedical engineering", "to strive without reserve for the greatest possible reliability and quality in our products", "to make a fair profit", "to recognize the personal worth of employees", and to "maintain good citizenship"	Combining education programs, high-performance products, and clinical compliance, Cardinal Health is committed to working with healthcare professionals to eliminate all preventable infections.
<i>Values</i>	Relevant information not found	Our Pillars: Meaningful innovation, aligning value, global access, trusted partner, Our Traits: Patient centric, problem solver, borderless collaborator, system thinker	Values: We are tenacious in fulfilling our commitments to customers. We are accountable for high performance and to each other. We are inventive and adaptable. We bring a sense of optimism, enthusiasm and competitive spirit to our



			work. We are genuine, open, direct and respectful. We can be trusted to do the right thing. We are inclusive and work together with confidence and trust.
<i>Purpose</i>	GE Curing (Unofficial): GE is constantly working to make the world a healthier place by supplying the healthcare technology that saves nearly 3,000 lives every day.	What drives us — our enduring commitment and contribution to the world — Our Mission (refer to The Medtronic Mission)	We make healthcare more cost-effective so our customers can focus on their patients.
<i>Identity</i>	Colors: various levels for color palette, mostly #3A73B8 - RGB(58, 115, 184) Typography: GE Inspira ("bold, precise, and modern"), only acronym in brand architecture is GE, GE logo is consistent and expresses the past, present, and future, tagline: Imagination at work, bright color palette of cyan, red, purple, and black aside from their traditional blue color (shown above) the identity voice of GE is optimistic, precise, and simple	Colors: Navy Blue, Medtronic Blue, Cobalt Blue, Medium Blue, Sky Blue, Light Blue (Primary Blue Color Palette: 70%), Charcoal Gray, Blue Gray, Dark Gray, Light Gray, Pale Gray, White (Primary Neutral Color Palette: 20%), Yellow, Light Orange, Orange, Purple, Green, Turquoise (Accent Color Palette: 10%) Typography: Effa Font, Logo: "The simple, sans serif forms have a balance of straight lines and curves... Connection between the "d" and "t" reflects our connection with our partners, patients, and the healthcare community."	Cardinal Health Primary Red (Print): Pantone 185 PC C:0, M:92, Y:76, K:0, Red is featured significantly in all publications, balanced with white within the color palette to support the "clear and clean style of our visual identity system". Secondary colors include orange, yellow, blues and greens, and darker tones. Alternatives to white include a cream-based color and a very light gray. In Cardinal Health's electronic palette for powerpoints, video presentations, and other graphics in made up of Cardinal Health red, their primary color (R:238, G:0, B:0), Myriad Pro Light or Myriad Pro Bold for



			headlines, preferred system font: Arial, website font: Verdana
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Diagnostics	Sysmex	Thermo Fisher Scientific	Abbott Labs
<i>Position</i>	What Is Sysmex? - We at Sysmex have been delivering products and services in the field of healthcare testing to our customers at medical institutes in over 190 countries and regions worldwide. We now accept the challenge to open a new future in healthcare by testing limits and reshaping the world of diagnostics.	Relevant information not found	Relevant information not found
<i>POD</i>	About Us (Explore our Legacy of Excellence and Your Future with Sysmex): What we do at Sysmex sounds rather complex. We are a global leader in the design and development of high quality, reliable and innovative clinical diagnostic hematology, coagulation and urinalysis analyzers and information systems. Still, the impact we make is easy to see. We help to positively affect patient care by providing laboratories with systems that help them work smarter.	Relevant information not found	Relevant information not found



<i>UVP/Promise</i>	Promise: Innovation (pushing boundaries of healthcare and healthcare testing), Fusion (Aufheben) (diversity creating a sense of company value), and Total Solutions (can provide the complete healthcare solution to the patient who is struggling).	Relevant information not found	Our Promise: The promise of our company is in the promise that our work holds for health and life. Dedicated to the promise of human potential.
<i>Tagline</i>	Corporate Message: Lighting the way with diagnostics	The world leader in serving science.	Life to the fullest.
<i>Personality</i>	Personality: Originality, Flexibility, Global, Passion, Sincerity, Teamwork, Trustworthy, Wisdom	Character/Personality: (Fundamental: Assertive, Powerful, Innovative, Organized, Stable), (Emotive: Curious, Spirited, Perseverant, Bright, Self-Assured)	Relevant information not found
<i>Vision</i>	Relevant information not found	Relevant information not found	Relevant information not found
<i>Mission</i>	Mission: Shaping the advancement of healthcare	Mission: Enabling our customers to make the world healthier, cleaner and safer	Our Mission: Live not just longer, but better
<i>Values</i>	Value: We continue to create unique and innovative values, while building trust and confidence. (Also have various Core Behaviors for customers, employees, business partners, shareholders, and society as a whole entity.	Values: Integrity, Intensity, Innovation and Involvement	Our Values: Achieving, Caring, Pioneering, Enduring



<i>Purpose</i>	Relevant information not found	Relevant information not found	Our Purpose: To harness the enabling power of health to nurture, celebrate, and fulfill the promise of human potential together
<i>Identity</i>	"The solid but soft logotype communicates friendliness and humanity." Symbol creates the infinity sign to showcase the "unlimited possibilities of Sysmex", ocean and mountains of kobe landscape, Sysmex Blue is a "prideful" corporate color, Sysmex's Blue Ocean and Green Mountain colors support the boldness of the blue with harmony, balance, confidence, and intelligence	Look is clean, simple, and refined, Primary Colors: (PMS: Black, Red (032), Light Blue (646), Royal Blue (286), White), utilize Meta Font, Sabon Font, and Univers Font families for all typography, logo is not typography, crucial to brand	Sixteen colors on Abbott color palette including three varying shades of Abbott Blue, other secondary colors include yellow, orange, red, and magenta, Typography: Helvetica Neue with other Light, Roman, and Italic fonts also utilized

Pharma	Johnson & Johnson	Novartis	Pfizer
<i>Position</i>	About Johnson & Johnson: Caring for the world, one person at a time, inspires and unites the people of Johnson & Johnson. We embrace innovation — bringing ideas, products and services to life to advance the health and well-being of people around the world. We believe in collaboration, and that has led to breakthrough after breakthrough, from	Our Strategy: Our strategy is to use science-based innovation to deliver better patient outcomes in growing areas of healthcare.	Pfizer Corporate Responsibility believes that all individuals, everywhere, deserve access to quality healthcare and the opportunity to lead healthy lives. We combine traditional philanthropic methods with novel approaches that create an enduring and meaningful impact on public-health systems to facilitate access to healthcare for



	medical miracles that have changed lives, to the simple consumer products that make every day a little better. Our over 125,000 employees in 60 countries are united in a common mission: To help people everywhere live longer, healthier, happier lives.		under-served communities around the world.
<i>POD</i>	Relevant information not found	Relevant information not found	Working with your doctor and other health care professionals is essential to gaining the real-world information we need to deliver treatment choices that improve the health of patients.
<i>UVP/Promise</i>	Unique Selling Proposition (USP): Johnson & Johnson has innovative healthcare products and is a trusted brand.	Relevant information not found	Relevant information not found
<i>Tagline</i>	The Family Company	Relevant information not found	The Power of Science
<i>Personality</i>	Brand Personality: Sincerity, Genuine, Kind, Family-Oriented, Trustful	Novartis Brand Personality: Patient, Inspiring, Empathetic, Fact-Based, Innovation, Responsibility, Quality, Performance-Driven	Innovative, Perspective-Shifting
<i>Vision</i>	Vision: Our vision at Johnson & Johnson, is for every person to use their unique experiences and backgrounds,	Our vision is to be a trusted leader in changing the practice of medicine.	Relevant information not found



	together – to spark solutions that create a better, healthier world.		
<i>Mission</i>	Our over 125,000 employees in 60 countries are united in a common mission: To help people everywhere live longer, healthier, happier lives.	Our mission is to discover new ways to improve and extend people’s lives.	Our Mission: To be the premier, innovative biopharmaceutical company.
<i>Values</i>	Value Pillars: Growth & Innovation, Investing in Our Future, Global Diversity, Citizenship and Sustainability, Develop Our Diverse, Global Supply Base	Values: Innovation, Quality, Collaboration, Performance, Courage, Integrity	Our Values: Customer focus, Community, Respect for people, Performance, Integrity, Quality, Leadership, Innovation, Collaboration
<i>Purpose</i>	Mission and Purpose: Growth & Innovation, Investing in Our Future, Global Diversity, Citizenship and Sustainability, Develop Our Diverse, Global Supply Base	Relevant information not found	Our Purpose: Our purpose is to innovate to bring therapies to patients that significantly improve their lives.
<i>Identity</i>	Johnson and Johnson Color: Rosso Corsa, Hex: #D71500, RGB: (215, 21, 0), CMYK: 0, 0.902, 1, 0.156	Novartis Colors/Identity: Warm colors and light, bright feel, Persimmon (232, 88, 15), Medium Persian Blue (0, 106, 158), Spanish Yellow (247, 181, 22), Novartis Logo Font: Trajan Bold (glyphic serif font), other fonts: News Gothic MT, Sabon, Arial, and Verdana, Images: focus on the people/out-of-focus background	Visual Identity - Colors: Pfizer Blue (Process Blue, R: 0, G: 147, B: 207), Black (Black, R: 0, G: 0, B: 0), Gray (Cool Gray 10, R: 97, G: 99, B: 101), White (White, R: 255, G: 255, B: 255) - other colors as well - Typography: Primary Font for All Communications (FS Albert), Headline and Impact Font (Latin Modern Roman Demi), Alternate Font (Arial)



Clinical Laboratories	Myriad Genetics, Inc.	Quest Diagnostics	Sonic Healthcare
<i>Position</i>	<p>Inside Myriad - Overview: Since 1991, Myriad has invested heavily in educating patients and healthcare professionals about the role genes and proteins play in disease. More than 1.5 million patients have already benefited from Myriad’s hereditary cancer genetic testing, which helps healthcare professionals better manage and tailor medical care. Today, Myriad continues this strong tradition. We are expanding our reach and increasing our impact on patient care by introducing new molecular diagnostic and companion diagnostic tests for a growing number of diseases.</p>	<p>Company Overview: Quest Diagnostics empowers people to take action to improve health outcomes. Derived from the world's largest database of clinical lab results, our diagnostic insights reveal new avenues to identify and treat disease, inspire healthy behaviors and improve health care management. Quest annually serves one in three adult Americans and half the physicians and hospitals in the United States, and our 45,000 employees understand that, in the right hands and with the right context, our diagnostic insights can inspire actions that transform lives.</p>	<p>About Sonic: Since its establishment in 1987, Sonic Healthcare has grown to become the world’s third largest pathology/laboratory medicine company with operations in eight countries. Sonic is also a leading provider of general practice, radiology, occupational medicine and corporate medical services in Australia.</p>
<i>POD</i>	Relevant information not found	<p>Why Choose Quest: KNOWING is the first step. We help you know what’s best for your health.</p>	Relevant information not found
<i>UVP/Promise</i>	<p>MyriadPromise: Because patients and their families use test results to make life saving medical decisions, Myriad</p>	Relevant information not found	<p>Foundation Principles (shaped like a building with pillars): Medical Leadership (roof), Personalised Service for Doctors & Patients</p>



	<p>promises to provide affordable access to testing, a lifetime commitment to accurate results, and comprehensive support for ALL appropriate patients and their families. If a patient encounters ANY financial hardship associated with their bill, Myriad will work directly with the patient toward their complete satisfaction, GUARANTEED.</p>		<p>(pillar), Respect for our People (pillar), Company Conscience (pillar), Operational Excellence (pillar), Professional & Academic Expertise (pillar)</p>
<i>Tagline</i>	When Decisions Matter	Action from Insight	Quality is in our DNA
<i>Personality</i>	Relevant information not found	Relevant information not found	Relevant information not found
<i>Vision</i>	Our Vision: To be a trusted advisor transforming patients' lives worldwide with pioneering molecular diagnostics.	Our Vision: Empowering Better Health with Diagnostic Insights	Relevant information not found
<i>Mission</i>	4 In 6 Mission: Answering patients' four most pressing questions: Will I get a disease?, Do I have a disease?, Should I treat this disease?, How should I treat this disease? - In six medical specialties: Oncology, Preventive Care, Urology, Dermatology, Autoimmune, Neuroscience	Our Mission: To be the undisputed world leader in diagnostic testing, information and services.	Relevant information not found



<i>Values</i>	Our Values: Passion for our Patients, Answers based upon Pioneering Science, Acting as Trusted Advisors, Part of a United Team	Our Values: Quality, Integrity, Innovation, Accountability, Collaboration, Leadership	Our Values: Commit to Service Excellence, Treat each other with Respect & Honesty, Demonstrate Responsibility & Accountability, Be Enthusiastic about Continuous Improvement, Maintain Confidentiality
<i>Purpose</i>	Our Strategic Imperatives: Transitioning and expanding our hereditary cancer business, Diversifying our product portfolio, and Increasing our international contribution.	Relevant information not found	Relevant information not found
<i>Identity</i>	4 Color Myriad Logo: "The four color Myriad logo includes the historical brand colors and adds a third color with the orange in the helix" - Primary Colors: Dark Blue (PMS 301), Orange (PMS 7413), Dark Gray (PMS 431), Light Gray (PMS 429) - Typography: Avenir for logo and tagline, all weights, used in print materials with the smallest font being 8 pt., Arial used in all weights for all digital materials, all small text, no smaller than 9 pt. with 12 pt. leading	Rebrand (New Quest Logo Information): "Quest delivers more than test results, it powers ACTIONS. The new logo is simple, clean, and precise. It imparts a sense of confidence and focus, while generating energy and movement. The logo maintains the color green, the most prominent existing equity of the old Quest brand, yet the new green is embedded with a spark of illumination."	Relevant information not found

Appendix B:

		Position	POD	UVP/Promise	Tagline	Personality	Vision	Mission	Values	Purpose	Identity
Medical Devices	Keyword Count	3	1	1	0	1	3	1	0	0	0
	Total Words	125	47	82	29	102	128	130	88	60	256
	Keyword Density	0.024	0.02127659574	0.01219512195	0	0.009803921569	0.0234375	0.007692307692	0	0	0
	Most Common Keywords:										
		Achieve	0	0	1	0	0	1	0	0	0
		Advance	0	0	0	0	0	0	0	0	0
		Change	0	0	0	0	0	1	0	0	0
		Discover	0	0	0	0	0	0	0	0	0
		Extend	0	0	0	0	0	0	1	0	0
		Impact	0	0	0	0	0	0	0	0	0
		Improve	1	0	0	0	0	0	0	0	0
		Inspire	0	0	0	0	1	0	0	0	0
	Lead	1	1	0	0	0	0	0	0	0	
	Transform	1	0	0	0	0	1	0	0	0	

		Position	POD	UVP/Promise	Tagline	Personality	Vision	Mission	Values	Purpose	Identity
Diagnostics	Keyword Count	0	2	0	1	0	0	1	1	0	0
	Total Words	60	80	63	17	27	12	26	43	28	125
	Keyword Density	0	0.025	0	0.05882352941	0	0	0.03846153846	0.02325581395	0	0
	Most Common Keywords:										
		Achieve	0	0	0	0	0	0	0	1	0
		Advance	0	0	0	0	0	0	1	0	0
		Change	0	0	0	0	0	0	0	0	0
		Discover	0	0	0	0	0	0	0	0	0
		Extend	0	0	0	0	0	0	0	0	0
		Impact	0	1	0	0	0	0	0	0	0
		Improve	0	0	0	0	0	0	0	0	0
		Inspire	0	0	0	0	0	0	0	0	0
	Lead	0	1	0	1	0	0	0	0	0	
	Transform	0	0	0	0	0	0	0	0	0	

		Position	POD	UVP/Promise	Tagline	Personality	Vision	Mission	Values	Purpose	Identity
Pharmaceutical	Keyword Count	5	1	0	0	1	2	3	1	1	0
	Total Words	164	36	23	11	20	46	46	40	41	129
	Keyword Density	0.03048780488	0.02777777778	0	0	0.05	0.04347826087	0.0652173913	0.025	0.0243902439	0
	Most Common Keywords:										
		Achieve	0	0	0	0	0	0	0	0	0
		Advance	1	0	0	0	0	0	0	0	0
		Change	1	0	0	0	0	1	0	0	0
		Discover	0	0	0	0	0	0	1	0	0
		Extend	0	0	0	0	0	0	1	0	0
		Impact	1	0	0	0	0	0	0	0	0
		Improve	0	1	0	0	0	0	1	0	1
		Inspire	1	0	0	0	1	0	0	0	0
	Lead	1	0	0	0	0	1	0	1	0	
	Transform	0	0	0	0	0	0	0	0	0	

		Position	POD	UVP/Promise	Tagline	Personality	Vision	Mission	Values	Purpose	Identity
Clinical Labs	Keyword Count	7	0	1	0	0	0	2	2	0	0
	Total Words	211	25	98	11	12	27	60	50	27	148
	Keyword Density	0.03317535545	0	0.01020408163	0	0	0	0.03333333333	0.04	0	0
	Most Common Keywords:										
		Achieve	0	0	0	0	0	0	0	0	0
		Advance	0	0	0	0	0	0	0	0	0
		Change	0	0	0	0	0	0	0	0	0
		Discover	0	0	0	0	0	0	0	0	0
		Extend	0	0	0	0	0	0	0	0	0
		Impact	1	0	0	0	0	0	0	0	0
		Improve	2	0	0	0	0	0	0	1	0
		Inspire	2	0	0	0	0	0	0	0	0
	Lead	1	0	1	0	0	0	1	1	0	
	Transform	1	0	0	0	0	0	1	0	0	

Keyword Density					
Company Type	Position	POD	UVP/Promise	Tagline	Personality
Medical Devices	0.024	0.02127659574	0.01219512195	0	0.009803921569
Diagnostics	0	0.025	0	0.05882352941	0
Pharmaceutical	0.03048780488	0.02777777778	0	0	0.05
Clinical Labs	0.03317535545	0	0.01020408163	0	0
Company Type	Vision	Mission	Values	Purpose	Identity
Medical Devices	0.0234375	0.007692307692	0	0	0
Diagnostics	0	0.03846153846	0.02325581395	0	0
Pharmaceutical	0.04347826087	0.0652173913	0.025	0.0243902439	0
Clinical Labs	0	0.03333333333	0.04	0	0

