

Brand Guidelines

Move Forward.

Physical Therapy Brings Motion to Life.



American Physical Therapy Association



Book Objectives

Brands are not created in an ad agency; brands are not manufactured on a production line; brands are not built in a pristine vacuum without external influences. Instead, brands are discovered, uncovered and revealed. Brands are established inside-out, and then scrutinized not only on their own merits, but within the greater context of the competitive landscape.

In order for a brand to be considered meaningful, it must be:

Credible

Does the marketplace believe the specific claims made by an organization?

Differentiating

Does the organization provide the marketplace with a unique product or service?

Sustainable

Can the organization maintain its credible and differentiating position well into the future?

In most brand development scenarios, organizations look to brand themselves. However, in the case of APTA, we are branding the physical therapist and physical therapy. In short, the brand is about you and what you do, but it is important for APTA to establish Brand Guidelines to ensure that brand is consistent across its membership.

It is vital for each of us to look within the figurative APTA mirror and see our reflection; everyone in our organization must understand the meaning and value of the PT brand, and the role each of us plays in expressing it to prospective and current patients, as well as the medical and regulatory community. This Brand Guidebook is intended to facilitate this understanding.

Objectives

> To showcase our value and our relevance

How we are different, and what specifics we may credibly highlight to illustrate that we provide greater value than our competitors.

> To define our behavior (relationship & personality)

How we as individuals interact with and treat our patients, insurers, referring clinicians and other key audiences.

Brand Promise

What we provide and promise is more relevant today than ever before. Our target consumer audiences want what we offer– they are looking for prevention and wellness options that will help them stay active. In addition, medical professionals are looking for reliable partners in search of effective treatment options for their patients. The insurance industry is searching for answers to reduce the costs of coverage. And today's corporations are in need of effective ways to reduce absenteeism and increase productivity as they compete for precious human resources.

Our Promise:

Physical therapists help you restore and improve motion to achieve long-term quality of life.

Brand Essence: What We Stand For

In today's cluttered and oversaturated marketing environment, creating a single, ownable thought in the minds of our audiences is the key to differentiation. Winning brands do that: Nike (performance), Volvo (safety), etc.

This is known as the brand essence, which is the living, breathing idea that lives at the center of our profession, driving everything we do. It is expressed as a single thought that captures the soul of our brand. It acts as the glue that holds the brand together. But this ownable thought cannot be developed in a vacuum; our brand must be developed within the context of the competitive landscape.

The competitive landscape for physical therapy is a crowded and confusing territory. What makes it so confusing? The very nature of competition must be re-defined as "anyone or anything that can be a potential distraction to our target audience." And there are plenty of things out there clamoring for audiences' attention.

Our competition is sometimes more obvious, such as the chiropractic community; but things become confusing when we have to compete not only with our friends (such as MDs, who are an important referral source, but who may also limit our ability to have direct access to patients), but also with ourselves (because we are primarily associated with delivering rehabilitation services).

Here is a quick look at the main competitive base, the ownable thought each occupies in the minds of the consumer, as well as the emotional and psychological connections each competitor has with the consumer.

Competitor	Ownable Thought	Value
Physicians	Starting point	Familiar, safe
Orthopedic Surg.	Injury/Damage	Repair, emergency
Chiropractors	Back/neck	Instant gratification
Pain Meds	Pain relief	Easy and quick
Massage Therapist	Relaxation	Stress relief
Gels, Creams, Heat	Soothing	Relief
Inertia	Easy	Denial, "It'll go away"
Rehabilitation	Heal	Long-term benefit

Brand Essence: What We Stand For *(continued)*

Physicians & Orthopedic Surgeons

For most patients, this is their top-of-mind starting point. Our challenge in this regard is two-fold: a) to gain direct access to some of these patients, b) to increase the level of MD awareness of physical therapy as a viable and rewarding treatment option prior to surgery.

Chiropractors

The chiropractic community has come a long way in the eyes of the healthcare consumer. Once considered a very fringe treatment, chiropractic care is moving ever-closer to being considered mainstream.

Patients seek out this type of care usually driven by a specific pain in the neck, shoulders or back. The patient's visit for treatment is usually very quick, and the treatment itself is a distinctive "crack" that the patient both feels and hears. This type of sensory stimulation is a powerful aspect for the patient-provider relationship; with a dramatic sound and an active cracking feeling, the patient feels confident that the chiropractor took action to help relieve the patient's pain during that visit. It's an obvious hands-on, immediately gratifying visit.

Many patients of physical therapy are also chiropractic patients. So while it is important for us to educate patients about the pre-rehab attributes of physical therapy, as well as our capabilities to treat specific neck, shoulder and back issues, we must provide this information in a manner that doesn't alienate our patients who are also chiropractic patients. (We discuss this further in the "Tone of Voice" section later in this Guide Book.)

With this said, we are confident that we can position physical therapy's treatment benefits as long-term versus chiropractors' results which are often short-term.

Pain Medications, Gels, Creams, Heating Pads, etc.

These products are competitors because they often enable patients to put off seeking treatment. They are an easy alternative, as they often don't require prescriptions, insurance company involvement or physicians' input.

Like the chiropractors, these products offer the notion of immediate gratification. We usually don't have to wait long for pain medications to take effect. Meanwhile the perception of gels, creams and heat can be summed up: "If it smells or burns, it's probably working."

Brand Essence: What We Stand For *(continued)*

Massage Therapists and Exercise Physiologists

These are treatment options that patients seek for specific reasons. Massage therapists (those outside of PT practice) seem to clearly own the notion of “relaxation.” Exercise physiologists are usually associated with “increasing athletic performance.”

Inertia

This is an easy competitor to overlook because it is so obvious. However, the ability for a patient to delay taking action is a powerful competitive force and must not be underestimated. It is important, therefore, to instill a sense of comfort and urgency in the benefits of physical therapy; we must also address our own operations and procedures to ensure that our patients’ visits are as user-friendly and expedient as possible.

Given the above listed competitive landscape, where can we plant the physical therapists’ flag in territory that is not only available for physical therapists, but also best reflects our differentiated service?

Physical therapists bring motion to life. Therefore, if Nike means “performance” and Volvo means “safety,” then physical therapists mean “Motion.”

The Tenets of the “Motion” Positioning

Motion is an incredibly dynamic notion for physical therapists to “own” in the marketplace. It addresses the multi-faceted nature of our profession as well as the emotional connections we must have with our target audiences. Therefore the tenets of the “motion” positioning act as interlocked puzzle pieces:

- > **We believe in Motion as Professional Improvement** – we are committed to elevating the status of our profession by continuously improving our operations, performance standards and capabilities; our internal members must have a sense that the profession is moving forward, while medical doctors, nurse practitioners and insurance companies must have a comfort level that physical therapy is a vibrant component of patient care.
- > **We believe in Motion as Necessity** – we believe that daily life requires us all to have significant range of motion. The world is full of “___ings” – bending, reaching, standing, lifting, stepping up or down, opening; for those who suffer from limited motion, these “___ings” restrict one’s basic quality of life. Physical therapy then is an integral part of our patients’ quality of life.
- > **We believe in Motion as Liberation** – a freedom taken for granted until we lose it. When motion is limited, your world shrinks. Conversely, increase your range of motion and possibilities open up everywhere and your independence soars.
- > **We believe in Motion as Personal Progress** – we want to help patients explore ways that they can push themselves to new heights, or to simply live life to the best of their abilities.
- > **We believe in Motion as a component of the “Fountain of Youth”** – motion is the best anti-aging medicine there is. The more of it you have, the younger and more self-reliant you look and feel.

When taken as a whole, these tenets add up to a professional service that can assist patients in advance of surgery or serve as an alternative to surgery. In addition, the tenets show that physical therapy can address a variety of conditions, as well as continue to serve as the most trusted treatment in post-surgical or post-trauma rehabilitation.

Positioning Statement

Stating our position in the marketplace helps clarify what functional and emotional benefits we offer to our audiences that differentiate us in the marketplace.

*For people who want to improve their motion
for greater quality of life, physical therapists
are the preferred provider.*

Brand Personality

Another critical component to our success is the type of relationship we choose to have with our audiences. It provides separation and clear differentiation from how the competition is selling and marketing services. For physical therapists, the relationship is that of a Sage Hero.

Sage: Helps people act smarter and feel more confident.

Known as: Coach/Teacher

Delivers: Knowledge

Offers: Independence

Focus: Understanding

Traits: Experts, advisors

Hero: Helps people perform at their upper limits.

Known as: Rescuer/Warrior

Delivers: Courage

Offers: Mastery

Focus: Proving

Traits: Motivates

The Sage Hero

- > Merges the independence gained from a teacher/coach with the strength and mastery offered by the hero
- > Lifts up the role of the physical therapist in the eyes of consumers from caregiver

Brand Personality: How We Behave

It's important to remember that "character, not circumstance" makes the person. It's no different for organizations and companies. Through our brand personality, the marketplace gains a sense of the type of profession we are (for example, what kind of sage are we? The stern, wise old man or the energetic, compassionate advisor?) and connects with us in a more fulfilling way. We apply our personality in everything we do: communicating with patients, marketing our practices and working with our partners.

Professional

Our branding research revealed that one of the most effective ways for us to elevate the status of physical therapy in the eyes of MDs, nurse practitioners, the insurance industry and consumers is for us to behave as health care professionals. This behavior can be demonstrated in how we manage our business and work environment and in how we conduct ourselves with patients and other professionals. Examples include:

- > Completing flawless and thorough documentation to insurance companies
- > Introducing ourselves with our full name and title. ("Hello, I'm Dr. Laura Smith, physical therapist", or, "Hello, I'm Emily Jones, physical therapist assistant.")
- > Maintaining a professional personal appearance
 - Appropriate professional attire for physical therapists
 - Professional work casual outfit for physical therapist assistants
 - Name tag with name, professional designations and title
- > Conducting written and verbal communications that instill confidence and provide clarity of physical therapy's benefits
- > Maintaining clean and uncluttered treatment areas and offices that convey a pleasant, professional medical environment
- > Respecting patients by monitoring waiting times; preparing clear and concise take-home instructions; and employing meaningful follow-up processes
- > Eliminating personal conversations in front of patients who are being treated or conducting exercises

Brand Personality: How We Behave *(continued)*

Entrepreneurial

As we envision a future of open access, we also realize that the physician is still an important partner. We must shape our future through smart marketing and business strategies that recognize that our reputation and business opportunities are shaped through the eyes of multiple audiences. This means we must:

- > Organize and use our resources wisely to market our services directly to consumers and our physician/professional partners
- > Embrace and follow the brand guidelines for marketing and communications so that we are speaking with a common voice and message
- > Become the leading resource for information about physical therapy

Inspirational

Since so much of our interaction with patients is during their treatment, it is necessary for us to serve as coaches. But of course our patients' concerns have even deeper emotional drivers we must connect with; they need our support and positive inspiration to instill the "yes, you can!" spirit.

Knowledgeable

Physicians view us as highly knowledgeable and capable. Consumers respect our specialized training, and while we are not currently viewed as doctors of physical therapy, consumers see the designation as valuable. We will demonstrate our expertise through actions, such as:

- > Conducting research, speaking at conferences and writing professional articles
- > Concluding each patient visit with the statement "What questions do you have, what additional information can I provide?"
- > Issue reports and useful information for medical professionals to be more familiar with our scope of services
- > Actively participating in media opportunities
- > Providing information and support to our Web-based educational initiatives

Key Messages: What We Say

We have a lot to say, but little time and space to say it.

Therefore, it's important we convey our value and relevancy early and often.

Below are core messages to begin communicating key benefits of the brand. They are to serve as a guide when speaking in public, writing copy for a marketing piece, etc.

Physical therapists can help you improve your mobility and quality of life without surgery or prescription drugs.

Physical therapists have the most specialized education to help you restore motion.

Many physical therapists are doctors of physical therapy and all are trusted health care professionals with extensive education in diagnosing and treating conditions that limit the body's ability to move and function in daily life.

Physical therapists can teach you how to prevent or manage a condition so that you will achieve long-term health benefits.

In most states, you can make an appointment with a physical therapist directly, without a physician referral.

Tone of Voice: How We Say It

The tone of voice we use in written and verbal communications is another component in bringing our brand to life. It translates the brand into a verbal style. It reflects our spirit, attitude and the type of relationship we want to have with our audiences. And, it must come across in all written and verbal communications, be it advertisements, press releases, patient communications or speeches.

Before we examine *how* we say it, we must briefly remind ourselves *to whom* we are saying it.

Our target audiences:

Patients

Tend to be between the ages of 35-70, representing three waves of the Baby Boomer generation, as well as the first wave of Gen Xers; the common denominator of this disparate group is a sense of defiance, a willingness to be open-minded, and a sense of redefining what it means to be "old."

Medical professionals (MDs, NPs, Insurers)

This is Influencer-as-Channel; what are THEY concerned about? Patient care, quality information, controlling costs, patient safety issues, patient compliance, managing their practice. The fine line we have to hit is that we need to partner with MDs and NPs, as they are a primary referral source. At the same time, we want consumers to become comfortable with accessing PTs directly and seeing physical therapy as reducing the need for surgery and pain medication.

Key Takeaway: Without adequate education, "influencers" are "inhibitors."

Tone of Voice: How We Say It *(continued)*

Our Tone

As a Sage-Hero, what we have to say has a purpose and a mission, so our tone is inspirational, passionate and energetic. It's authentic, not flashy or riddled with jargon and catchy phrases. It is straightforward and declarative, not chatty and long-winded. It is simple, clear and direct. It has an aura of confidence and authority. But it's not distant or preachy. It is engaging, warm and personable. It's conversational in nature.

- > **Inspirational, motivational** – Emotional-neutral will not suffice
- > **Respectful sharing of information** – We must convey a sense of wisdom without talking down
- > **Relies heavily on the Voice of the Consumer** – Today's consumers rely on other consumers to assist in their purchasing habits and this is true in health care as well; it is imperative that our tone actively incorporates our patients' tone
- > **Piquing curiosity** – Causing the audience to view a category they already know and then consider it in a different light
- > **A rallying cry** – For internal audiences, as well as for patients
- > **Strikes the chord of defiance** – The target demographic is dominated by Baby Boomers who have no interest in growing old gracefully
- > **Non-combative vis a vis the competition** – It is important to acknowledge that other treatment options have a role, albeit a largely short-term effect; we must be respectful of our audiences who may use additional treatments not as an either/or manner, but in a complementary manner

Brand Vocabulary

Every company has words and phrases that become associated with them. The Ritz-Carlton refers to their staff as “ladies and gentlemen” to remind them of their commitment to the guest. GE constantly uses imagination and innovation to position their mission. Starbucks uses “grande” and “venti” to reinforce their coffee as an exotic escape from the mundane. Below is a blend of some familiar and some new words to consider when positioning physical therapy.

Trigger words/phrases that are distinctly PHYSICAL THERAPY:

- > Motion
- > Quality of life
- > Liberating
- > Genuine caring
- > Provider of choice
- > Trusted health care professional
- > Evidence-based
- > Established reputation
- > Long-term results
- > Knowledgeable
- > Extensive education
- > Proven
- > Experts
- > Regain independence
- > Eliminate pain

Brand Vocabulary *(continued)*

Move Forward: What Our Tagline Means.

First is it important to understand that taglines may come and go, but brand positions must remain constant. With that said, we feel that this tagline has a great deal of staying power.

- > It addresses our need for an internal rallying cry
- > It is a signal to the medical field and insurance providers that we are striving to continuously improve and are not satisfied with past achievements
- > It is an exhortation to patients to break free from the chains of limited range of motion; it is inspirational in tone to encourage patients to reach new heights
- > It carries with it a sense of energy and urgency

The importance of the credibility statement:

“This message approved by APTA”

This message approved by:



This message approved by:



As mentioned previously in this document, our brand development efforts have been focused not on branding APTA, but rather on physical therapists and physical therapy. However, it is imperative that the APTA be responsible for managing the brand position. To this end, we recommend creating a “seal of approval” icon to denote that a communication has come from a professional source, and that you as a physical therapy provider have an entire organization behind you to help establish and maintain your credibility.

This credibility statement and icon must be on every marketing communications piece. Specific graphic standards will need to be developed to provide helpful information about the size, placement and color usage of the seal icon.

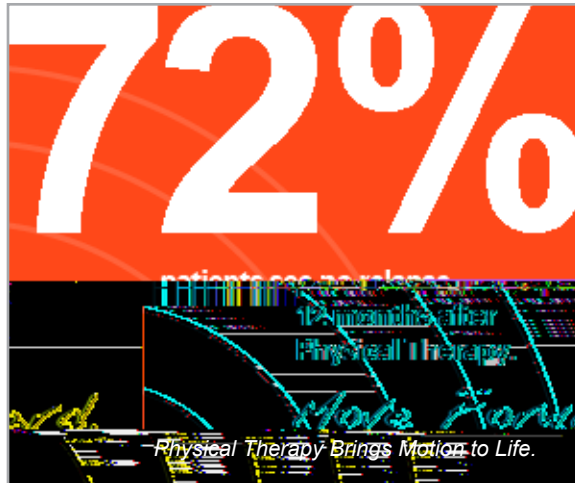
Move Forward.

What does the “Motion” position look like?



Layout is for style guidance with copy and photo for the purpose of illustration only.

What does the “Motion” position look like?



Utilize numbers as a significant graphic element

Think of the power of the phrase “4 out of 5 dentists...”; we need to incorporate as many grounded metrics as possible into our communications; these numbers need to be prominent in both location and size.

Move Forward.

What does the “Motion” position look like?

Typography

Typography is an important element in maintaining the brand identity and integrity. The typographic standards allow enough variation and flexibility for unique design solutions that share a common typographic unity.

Move Forward Type Recommendation

Handwritten

FG Jason & Univers 55 Italic

Move Forward.

Physical Therapy Brings Motion to Life.

What does the “Motion” position look like?

Typography

Typography is an important element in maintaining the brand identity and integrity. The typographic standards allow enough variation and flexibility for unique design solutions that share a common typographic unity.

Univers should be used as the primary font for print materials like posters, tri-fold brochures, ads and the Web site.

Univers Family

Univers 75 Black

The quick Brown fox

Univers 55 Regular

The quick Brown fox

Univers 55 Italic

The quick Brown fox

Univers 65 Bold

The quick Brown fox

Univers 65 Bold Italic

The quick Brown fox

Arial should be used for the large graphic numbers proposed to display the statistical data indicating the benefits of physical therapy.

Arial

Arial Regular

The quick Brown fox

Arial Italic

The quick Brown fox

Arial Bold

The quick Brown fox

Arial Bold Italic

The quick Brown fox

PMS 314	C: 100	R: 0
	M: 0	G: 131
	Y: 9	B: 169
	K: 30	

PMS 172	C: 0	R: 244
	M: 66	G: 120
	Y: 88	B: 54
	K: 0	

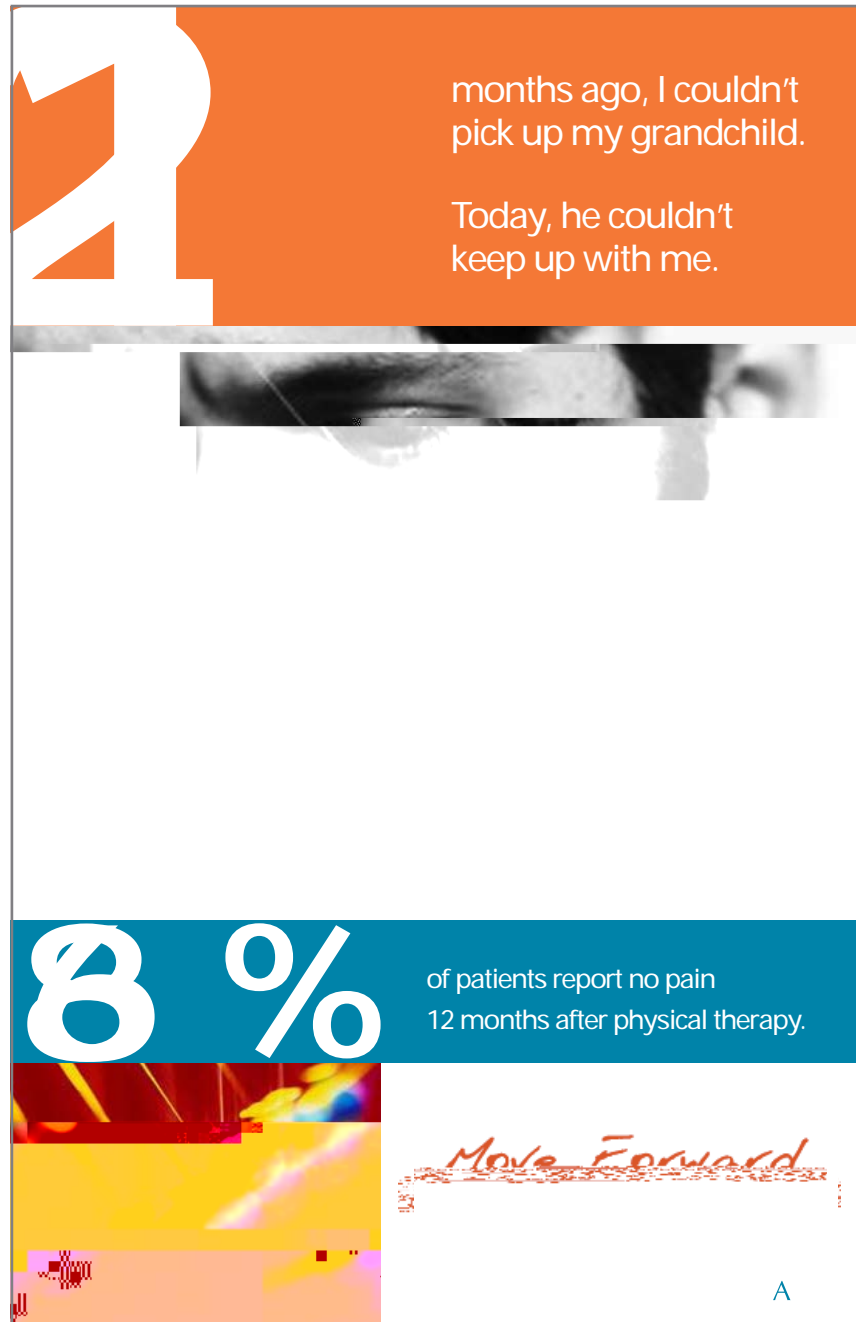
PMS 1807	C: 0	R: 181
	M: 100	G: 18
	Y: 96	B: 27
	K: 28	

PMS 361	C: 69	R: 84
	M: 0	G: 185
	Y: 100	B: 72
	K: 0	

Cool Gray 10	C: 0	R: 128
	M: 2	G: 127
	Y: 0	B: 131
	K: 60	

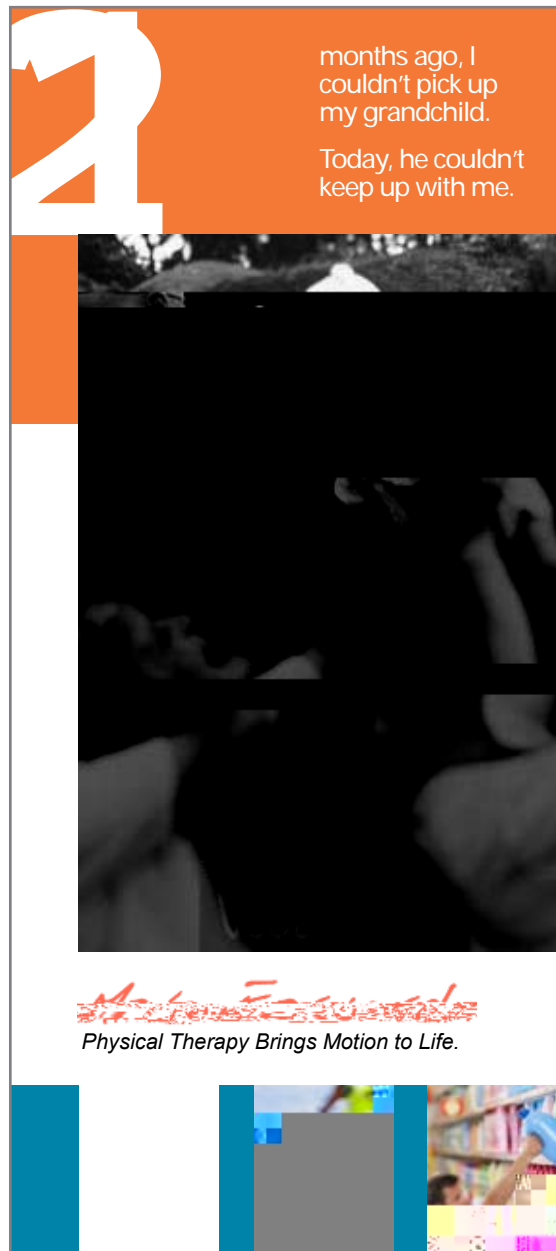
What does the “Motion” position look like?

Poster



What does the "Motion" position look like?

Tri-fold Brochure

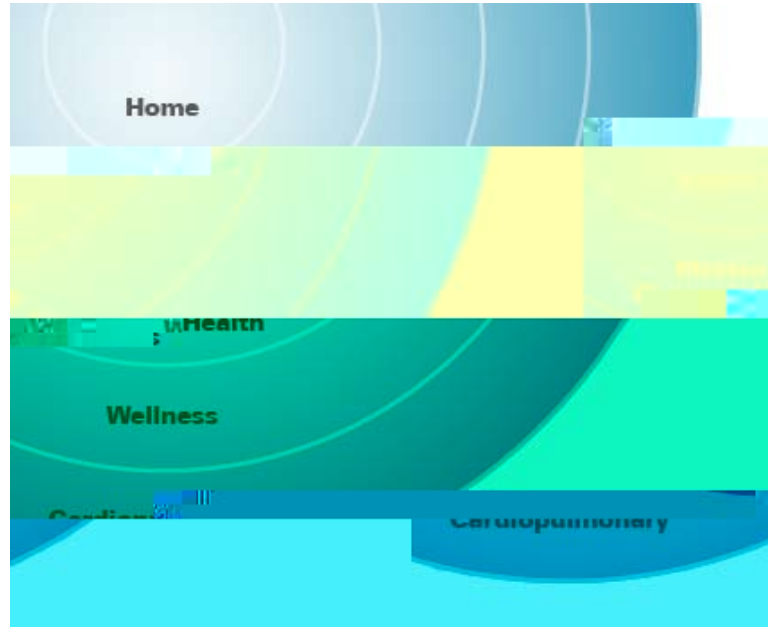


What does the “Motion” position look like?

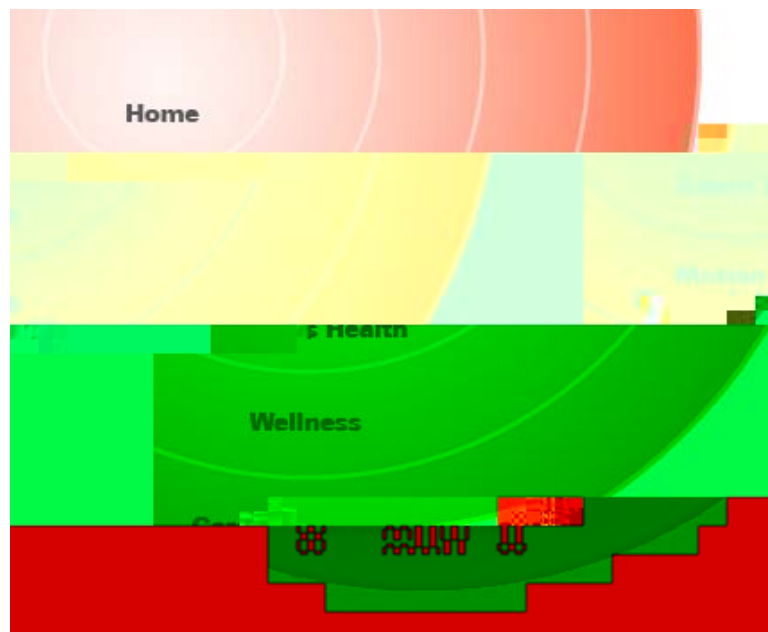
Web site Elements

Sample Navigation

PMS 314



PMS 172



Layout is for style guidance with copy and photo for the purpose of illustration only.

What does the “Motion” position look like?

Web site Elements

Sample Callouts & Web Banners

