

CASE 2020 Circle of Excellence Awards  
The University of Pennsylvania  
School of Veterinary Medicine (Penn Vet)

**Entry Title (10 Word Max):** Exceptional Care. Here, Everyone Gets It.  
**Award Area:** Marketing  
**Category:** Advertising – Campaign

**Entry Instructions:**

Entries should be an advertising campaign used to advance any aspect of an institution, with an emphasis placed on paid advertising. Campaigns are total packages, as represented by space ads, display posters, billboards, multimedia ad campaigns, web advertising and other promotions.

All entry materials for this category will be submitted online; no items are to be mailed.

**Required:** Attach ad campaign materials or provide hyperlinks.

**Judging Criteria:**

- Understanding of target audience(s)
- Strategy and methodology
- Content and design of ads
- Effective use of budget and available resources
- Impact and results

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**Concise Summary of Entry:**

*If your entry is selected for an award, your summary will be used in award-related materials. Please limit response to 250 words.*

Since its inception as a large animal hospital in 1964, the University of Pennsylvania’s School of Veterinary Medicine’s (Penn Vet) New Bolton Center has been widely recognized as a premier teaching hospital and an innovator in equine health. It holds an international reputation for excellence, particularly for its treatment of complex and emergent cases.

The ‘Exceptional Care’ brand campaign reintroduces New Bolton Center’s gold-standard of renowned equine veterinary care - going beyond its distinctive clinical and academic expertise and advanced diagnostic technologies - to instead showcase something even more extraordinary: **the sacred bond between horse and human** that drives New Bolton Center’s very deep, very personal commitment to delivering the highest level of care across a broad spectrum of equine medicine.

Exceptional care. Here, everyone gets it.

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## Methodology and Strategy:

*How did you accomplish your goal(s)? Provide a list of no more than 10 key activities, strategies and/or decisions that were central to your success (such as research, collaborations, design considerations, message/content development, communication or marketing strategies, resource deployment, constituent engagement).*

### 1. Identifying Why We Are Advertising:

- a. The primary goal of the 'Exceptional Care' campaign was to reestablish confidence in the New Bolton Center brand by demonstrating our clinical community's unequivocal commitment to delivering the highest level of veterinary care to each equine that enters our hospital. In doing so, we were able to align the subsequent campaign to our hospital leadership's overall goals of providing accessible, collaborative, and approachable care.
- b. Specifically, New Bolton Center's exemplary level of equine veterinary care manifests in a variety of ways, including:
  - The advanced academic achievements and rigorous board certification of our clinical faculty;
  - Our instilled culture of collaborative, integrated care across all clinical specialties, creating a unique "one-stop shop" experience for our clients;
  - Our unsurpassed, state-of-the-art clinical diagnostic capabilities.
- c. At the end of the day, the single most unifying element that drives, and elevates, the veterinary care provided at New Bolton Center is the deeply felt, deeply respected reverence for the sacred bond shared between horse and human. Just as clients experience this connection with their equines, so do our clinicians.

### 2. Identifying to Whom We Are Speaking:

- a. In order to maximize our marketing budget, strategically identifying and reaching a meaningful audience was particularly imperative. We selected four target segments within the local, regional, and national equine communities that hold particular decision-making power in this niche market: **trainers, owners, barn managers, and referring veterinarians.**
- b. However, each of these target segments differs substantially from the other in terms of perspectives, priorities, and influence on equine health care decisions:
  - i. **Trainers:** Trainers fall into two key demographics: millennial-age trainers who rely on their parents to financially support their equestrian endeavors; or older, seasoned trainers who have built their clientele over decades. Trainers work in close partnership with owners to address equine health and fitness.
  - ii. **Owners:** Mostly female, particularly in the equestrian show world, across a spectrum of age groups. Similar to the trainers segment, children/young adults may "own" the horse, but parents are the primary financial supporter. Although they listen closely to the recommendations of trainers, referring veterinarians, barn managers and fellow equine enthusiasts, owners are the ultimate decision-makers and payers;

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- iii. **Barn Managers:** Generally middle-aged females, barn managers are often solicited by owners to address equine healthcare and management. This particular segment is also likely to hold close relationships with veterinarians and farriers. They enjoy gatekeeper status as to which veterinarians are welcome in their stables/barns.
- iv. **Referring Veterinarians:** This segment is mostly women from large veterinary practices; however, there is also a notable network of well-established, male referring veterinarians. The most influential of the decision-making audiences, referring veterinarians have both a collaborative and competitive relationship with New Bolton Center. As technology and techniques have become more widely available, veterinarians in practice can do more of the procedures they traditionally referred to large animal hospitals. They remain however, the best and most authoritative source for referrals.

### 3. Understanding Our Target Audiences' Current Beliefs and Desires:

- a. All four audience segments know and respect New Bolton Center and associate it with the highest-level care. Those who have direct experience are enthusiastic proponents and would not look elsewhere, especially for urgent or high-risk care.
- b. To those unfamiliar with our level of care, New Bolton Center is viewed similarly to that of the Mayo Clinic or Sloane Kettering in human medicine: it is where you go for serious illnesses and injuries—not for simple or “routine” procedures.
- c. As competition among equine medical facilities grew, our audience segments no longer felt compelled to consider New Bolton Center for their equine care. This is due in part to its reputation: New Bolton is perceived to be more expensive and less accessible than its private practice competitors.
- d. While there is a generally shared awareness and perception of New Bolton among our target segments, each segment's unique and varied motivations impact the decision-making process when selecting quality of care. For example:
  - i. Barn managers can influence *who* to choose from for care, while trainers can influence *what* to choose from.
  - ii. Trainers and barn managers do not own the client's horse, so they are not emotionally invested in the quality of care for the horse they serve.
  - iii. Referring veterinarians, on the other hand, recognize that a positive referral regarding quality of care enhances their own reputation within the marketplace.

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#### 4. Understanding Specialty Service Drivers; Aspirations:

- a. Across the four target segments, there are three universal criteria by which our audience will judge a veterinary care facility:
  - i. **Accessibility:** The ability to make appointments/receive care on a timely basis that aligns with the urgency of their needs as well as direct access to individual veterinarians working with their animals;
  - ii. **Clarity:** Easily understood medical and diagnostic information from veterinarians and support staff;
  - iii. **Trust:** Firm belief in the ability of the veterinarians; the foundation for a successful relationship between client and veterinarian.
- b. In an effort to increase hospital caseloads numbers as well as drive revenue growth, we strategically selected three specialty services (Field Service, Sports Medicine, and Surgery) that aligned with broader Hospital goals to profile in the campaign.

We recognized that each service carries its own unique set of drivers and desired aspirations from our chosen audience segments that needed to be addressed in the development of the campaign creative:

- i. **Field Service:** New Bolton Center's Field Service veterinarians are the 'ambassadors' of the hospital, regularly interacting with trainers, owners, barn managers, and referring veterinarians in a community setting. Audience segments for this service expect a deeply personal relationship with these veterinarians while enjoying an unparalleled level of access to New Bolton Center's sophisticated expertise and facilities.
- ii. **Sports Medicine:** This service, consisting of board-certified sports medicine and rehabilitation specialists, provides a series of comprehensive evaluations, diagnostics and targeted treatment plans for the competitive equine athlete. The ultimate goal of this specialty service is to provide patients with a "competitive edge" through high quality evaluations that ensure the equine is healthy and in peak fitness – similar to the personalized health and fitness care plans that professional human athletes rely on. Audience segments for this service expect expedited treatment and rehabilitation and sense of urgency among the veterinary care team.
- iii. **Surgery:** This service is one of New Bolton Center's premier, most-recognized services. Headed by boarded and/or dually boarded large animal surgeons, New Bolton Center offers a full range of surgical interventions including orthopedics, biomechanics, and soft tissue treatments. Audience segments for this service expect the best care possible as soon as possible; direct access to the surgeon; and reassurance that their horse is receiving the best care possible. It is important to note that this service serves two distinct groups – sport horse audience segments and racing audience segments.

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## 5. Identifying Our Market Differentiators

- a. The core of the New Bolton Center brand narrative reflects its multidisciplinary, 360-degree approach to equine care; the uniqueness of its client relationships; and its technological capabilities in both diagnosis and treatment. Beyond that, each of the three selected service areas come with their own set unique differentiations that were important in further tailoring the campaign messaging:

### i. Field Service Differentiators:

1. New Bolton Center's Field Service veterinarians bring the reputation and quality of care offered at New Bolton Center's brick-and-mortar hospital campus directly to clients and their horse/barn/business - "When Field Service pulls in, the expertise of the entire hospital is behind them.";
2. New Bolton Center Field Service veterinarians possess, or have access to, specific preventive care expertise that, in the long run, can avoid hospitalization or a concern evolving into a more serious case;
3. New Bolton Center Field Service veterinarians offer a deeply personal knowledge of each patient that they see - they know the name of every horse in the barn;
4. The New Bolton Center Field Service team is equipped with state-of-the-art technology/equipment that can be taken into the field with them, surpassing diagnostics available at most private practices;
5. Clients enjoy direct access to their personal veterinarian around-the-clock – 24 hours a day, 7 days a week, 365 days a year.

### ii. Sports Medicine Differentiators:

1. New Bolton Center possesses a full suite of advanced imaging capabilities that private practices do not offer, such as its world-first standing robotic computed tomography (CT) system;
2. New Bolton Center is the only large animal hospital with a dedicated, on-staff radiologist;
3. New Bolton Center possesses a distinct level of expertise through its impressive number of board-certified veterinary specialists that represent every sub-field related to the Sports Medicine specialty (neurology, surgery, internal medicine, etc.). This results in comprehensive evaluations and workups: one stop, one place, one day;
4. Clients can expect each case to receive a unique, collaborative approach that incorporates their referring veterinarians to develop targeted treatment plans that can be implemented when the patient is not physically at New Bolton Center.

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iii. Surgery Differentiators:

1. New Bolton Center is home to a uniquely dynamic team of prestigious, world renowned clinical faculty and surgeons that others don't have;
2. New Bolton Center routinely delivers on its decades-old reputation as being a go-to place for complex and challenging cases – has access to superior quality talent, facilities, and equipment;
3. New Bolton Center has dedicated, on-staff anesthesiologists—others do not;
4. New Bolton Center's surgery service meets clients' desires, providing efficiency and the best service for the best price;
5. New Bolton Center surgeons are easily accessible, providing clients with continuous communication and fostering one-on-one relationships with caring attention;
6. Clients can be bolstered in that New Bolton Center continues to be a leading innovator in equine care, pioneering and practicing techniques that others cannot;
7. No surgical procedure is too small to be important: ankle chip, knee chips, throat surgeries (simple arthroscopies);

6. **Identifying Goals for Creative Identity and Direction:**

- a. Our foremost creative goal was to translate the passion and dedication behind the care New Bolton Center provides to its patients by targeting the human and horse bond. Through this, we sought to connect to a number of our audiences' desires and align these desires with the overarching goals of the Hospital, such as accessibility of care and understanding of our clients' needs.
- b. We also wanted this campaign to be client-centric and relatable to our target audience segments by appealing to their pathos, both in the creative's visuals and copy tonality. A specific example of this execution is the purposeful use of an anonymous human identity, enabling our target audiences – no matter what audience segment they represented – to be able to "picture" themselves and their horses.
- c. We also executed this through our careful choice of words throughout the creative, positioning the brand in a voice that is both knowledgeable and approachable; modest and confident, and empathetic and personable.
- d. Finally, we included an aggressive call-to-action in every iteration of the campaign creative in an effort to generate a meaningful response (pick up the phone call us) and drive results for our goals of increasing hospital caseload numbers: "Make an appointment;" "Schedule a consult;" "Contact Us."

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## 7. Planning Comprehensive Campaign Execution:

- a. We utilized a multiplatform strategy encompassing print, digital, programmatic, and social ad placements. Each print and digital platform was selected carefully based on audience type and reach, and ad placements were thoughtfully aligned to outlets based on the outlet's geographic location and audience interests.
- b. To maximize our marketing budget allocation, we placed a particularly strong emphasis on digital/social platforms because of the analytical decision-making power they offer. We strongly relied on the data continuously captured through these placements to better inform our next steps when designing the creative and rolling out the campaign. For example, we utilized A/B testing on our designated social media platforms to gauge overall reaction to our campaign identity and further refine our creative and copywriting direction for the subsequent service-specific creative iterations.
- c. Leveraging social media advertising also provided the power to strategically geotarget our desired audiences segments based on their interests and geographic areas, increasing the likelihood that our target segments would interact with the campaign and generate a meaningful action – i.e. make an appointment.
- d. We also wanted to deliver a consistent user experience that would drive our audience to the appropriate information on the Penn Vet website, particularly for the specialty service ads. We accomplished this through the creation of custom-made, interstitial landing pages – one for each creative iteration – that served as directional tools linking our digital ads to the service-specific webpage. Each landing page mirrored the creative for its coordinating ad and reiterated the aggressive call-to-action as a physical button that, when clicked on, would provide the user with the appropriate information to make an appointment or contact New Bolton Center.

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### Resources:

*Describe and detail how your resources were used (or attach a project budget below). Do not include staff salaries but describe the number of staff and how they participated. If applicable, describe how external consultants, vendors and freelancers were used, and the amount spent.*

**Total amount spent:**    Budget for Creative Development: \$50,000  
                                      Budget for FY19 Media Placements: \$100,000  
                                      **Total: \$150,000**

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**External Consultant/Vendor:** Utilized Philadelphia-based creative marketing firm LevLane to execute the development of the campaign's creative.

LevLane was also responsible for making media placement recommendations and facilitating the logistics of the media buy placements (billing, insertion deadlines, performance metrics) per the feedback/guidance of Penn Vet's Internal Communications Team.

**Internal Communications Team:** Primarily comprised of Penn Vet's Director of Communications and Associate Director of Communications. The two assumed the primary roles for managing the campaign development, including serving as the point-persons for both LevLane as well as important "internal clients" such as School and Hospital leadership as well as other internal stakeholders that helped provide insight on the direction of the campaign. They played an integral role in defining the creative identity, had a heavy hand in the copy writing and refinement process, while conceptualizing and executing a strategic rollout for the campaign. Additionally, Penn Vet's Web Manager, another member of the Internal Communications Team, worked to create the custom-made interstitial landing pages and establish a robust analytics-driven digital infrastructure that would be essential to the campaign's success

**A Special Consideration Regarding the Campaign's Creative Development:** Given the overall modest marketing budget allotted to the creative and execution of this campaign, the creative team had to rely strategically chosen stock photography in lieu of photography specifically shot for the purpose of the campaign.

This certainly added an additional challenge to creating a campaign intended to convey a deep sense of personal reach to our audience. This task required great attention to detail in order to select a series of images that were intended to look a part of the same "visual suite," which was further complicated by finding images that accurately depicted realisms within the equine world. (Evidently, there is a lot of stock imagery that may look fine to the 'average' individual, but to the 'educated equestrian' eye, would be considered a grave faux pas.)

In the end, we were very pleased with the final series, particularly in that we were able to represent different interests and riding disciplines that would resonate with our target audience segments, all while conveying the sense of reverence between horse and human.

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#### Outcomes:

*Describe your goals/objectives and how they were measured/met. If this is a recently launched program, describe your plans to evaluate it.*

Despite an overall modest fiscal framework backing the development and execution of the 'Exceptional Care' campaign, the Penn Vet communications team was able to develop and deliver a successful, meaningful, and targeted brand campaign that met/exceeded our primary goals of increasing awareness of the New Bolton Center brand, driving interest to our targeted specialty services featured in the campaign, and ultimately effectively increasing hospital caseload and revenue.

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In total, our print advertising efforts boasted a total circulation of nearly 150,000 individuals falling into our key target segments in the local and regional geographic footprint surrounding New Bolton Center. Our strategically chosen digital advertising placements boasted a total audience reach of 1.7 million unique visitors monthly.

The 'Exceptional Care' campaign was launched and active throughout the duration of FY19. By the end of FY19, New Bolton Center's revenue and hospital caseloads recorded a 10% increase in hospital caseloads, resulting in a 15% increase in total hospital revenue.

Designed to be a 'breathing' campaign, our choice to utilize a largely digital marketing presence enabled us to continuously track individual ad performance and adjust creative messaging and placements as needed.

Under the launch of the campaign, total New Bolton Center Hospital web views increased by 39%, compared to the 3% increase seen by New Bolton Center's sister companion animal hospital.

18% of total overall pageviews to the hospital were directly attributed to the custom interstitial landing pages that directed viewers to the appropriate service information webpages.

In that same timeframe, views for the three priority service lines targeted in the 'Exceptional Care' campaign (Field Service, Surgery, and Sports Medicine) outperformed the overall traffic to New Bolton Center's website:

- Views for New Bolton Center's Field Service webpage increased by 102%
- Views for New Bolton Center's Surgery webpage increased by 50%
- Views for New Bolton Center's Sports Medicine webpage increased by 40%.

Our Facebook advertising efforts consistently generated an average 3.67% click-thru-rate, outperforming the industry average of 3.48%.

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### What makes your entry distinctive?

*Judges will look for evidence of exceptional results, innovative and creative ideas, judicious use of resources, successful strategies and other measures that make the entry a model for others. Please limit response to 500 words.*

The biggest distinctive trait of the 'Exceptional Care' campaign is that it stands as a testament that meaningful, institutional advancing results can be achieved even without an illustrious marketing budget.

The thoughtful, creative, and resourceful approach to the development and execution of the 'Exceptional Care' campaign – as outlined above – enabled it to achieve all of the intended goals of the campaign.

In the end, we were able to create a final product that embodies the collective culture of our institution, delivering a deeply personal experience to our target audiences, while also producing desirable actions and results; namely, a 10% increase in hospital caseloads and a 15% increase in total hospital revenue.

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Additionally, this campaign enabled us to define a sense of formality around the Penn Vet brand, where historically as an institution, there has not a lot of advertising or consistent delivery of brand identity. The campaign identity is both distinctively Penn just as much as it is an essence of New Bolton Center's character, further bolstering the Penn Vet New Bolton Center brand's reputation, notability, and respect.

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