



Brand voice and tone

A consistent identity to foster trust and credibility

January 2022

Brand voice and tone

Develop a Cerner brand persona that activates a voice and tone to build a consistent identity leading to trust and credibility with all constituencies.

Objectives

(What are we trying to accomplish?)

- 1 Ensure consistency in how we speak, write and act on behalf of Cerner
- 2 Align our voice and tone with our EVP, vision, mission and desired behaviors
- 3 Align our voice and tone with the personality our clients and prospects desire, based on research

Key priorities

(How we accomplish the goals?)

Drivers to develop the voice and tone include:

- Insights from clients, prospects and key constituencies about what they desire from HIT industry
- Our brand essence, position and promise
- Our EVP
- Our vision, mission and desired behaviors

Rationale

(Why?)

Creates consistency in all our communications and builds brand identity through voice and tone

That identity will engender trust and credibility to more efficiently build and maintain important relationships with clients, prospects and key constituencies.

Brand reputation is the third-highest reason (20%) clients choose a HIT company, according to 2018 research from the Brand Reputation Report

Brand voice and tone

Voice and tone defined

Essence

Brand voice – Our personality reflected in what we say, write and do

Brand tone – How we say and write things with the tone slightly adjusted based on varying audiences and situations

Examples

Coca-Cola
Friendly, optimistic, welcoming.

Harley Davidson
Bold, adventurous.

Nike
Driven, energetic, socially conscious.

Apple
Creative, elegant, simple.

Spectrum (examples)

Formal ←————→ Casual

Traditional ←————→ Contemporary

Arrogant ←————→ Confident ←————→ Humble

Corporate ←————→ Friendly

Serious ←————→ Fun

Bold ←————→ Understated

Cerner brand persona

Current guiding principles, brand guidelines

Vision, mission, behaviors and tagline

Vision – A seamless, connected world where everyone thrives.

Mission – To relentlessly seek innovation that moves healthcare forward

Behaviors – Respect and include, engage and collaborate, innovate and simplify, commit and deliver, behave with integrity

Tagline – Healthcare is too important to stay the same

Current brand voice

Confident and collaborative

Positive

Personal and sincere

Direct and relevant

Simple and concise

Current persona

Driven (*low-value according to Brand Reputation Report 2018*)

Innovative (*high-value*)

Bold (*low-value*)

Approachable (*low-value*)

The persona our constituencies desire

Based on research of clinicians, administrators, others in healthcare

Top 10 desired traits

1. Trustworthy
2. Innovative
3. Professional
4. Responsible
5. Committed
6. Intelligent
7. Flexible
8. Creative
9. Transparent
10. Caring

What our clients want and differentiate us most

Performance-based traits

Innovative

Creative

Collaborative

Values-based traits

Trustworthy

Caring

Persona related to our EVP

*We are a healthcare technology company, enabling the power of data by **innovating integrated software and service solutions** that solve **clients'** most pressing **challenges***
– a trusted partner for healthcare transformation

Innovation and trust
are in the EVP.

Caring is conveyed by the fact we aim to *solve our clients' challenges* and *transform* healthcare.

Collaboration is core to being a good *partner*.

Persona related to vision, mission, behaviors and tagline

Vision – A seamless, connected world where everyone thrives.

Caring – Implies that we care about making the world healthier because we are warm and compassionate.

Mission – To relentlessly seek innovation that moves healthcare forward

Innovative – It's literally in our mission

Behaviors – Respect and include, engage and collaborate, innovate and simplify, commit and deliver, behave with integrity

Trustworthy = Integrity
Collaborative = Respect, include and engage

Tagline – Healthcare is too important to stay the same

Innovate and simplify – Implied by our intent to move healthcare forward

Our new brand persona - the basis for our voice & tone

The brand voice should reflect and amplify the brand persona. Below is how that can be accomplished based on the brand personality traits.

Trustworthy	Straightforward, honest and transparent about everything we write, speak and do.
Selfless	Care about our clients and the patients they serve, as well as each other, so can we make the world healthier.
Innovative	Communicate our history and our relentless focus on unprecedented solutions, resources and tools.
Clear	To simplify the complexity of healthcare and technology.
Collaborative	Be a partner, advocate and advisor to everyone we work with, externally and internally.

** How do we bring this to life in writing? Next steps – sample writings, do this, not that.*

Activating our brand persona through voice and tone

Core brand persona:

Trustworthy

Selfless

Innovative

Clear

Collaborative



Bring the persona to life through voice and tone:

Active

Always speak and write in active tense, listen actively, and act on behalf of others including clients and associates.

Caring

Be considerate of associates and clients. Be warm, caring about them personally as a human being and a business partner. Listen to understand their challenges and show heartfelt empathy and compassion. Be thoughtful about helping find solutions to help achieve the outcomes that clients want.

Clear

We are forthright, transparent and bring clarity to the complexity of healthcare. We simplify technology and make our clients' jobs easier to engender trust.

Forward-thinking

We collaborate with our clients and each other to develop innovative solutions together to make the world healthier. We embrace teamwork as a means to bring more thoughtfulness and perspective to help solve challenges for today and tomorrow – together.

Brand voice and tone

Messaging Formula

Lead with *Why*

Start with a background statement leading/challenging the audience or ask a question validating what their situation is.

"The industry is facing this situation/challenge/problem. Are you experiencing this as well."

"We understand the burden of documentation weighs heavily on clinicians. Are your people experiencing this as well?"

Keep it *You* Focused

Maintain emphasis on the customer/audience (as opposed to Cerner or our products/solutions).

Example:
*"Your issue."
"Your situation."
"Your opportunity."*

*"We want to hear from you about challenges your physicians are facing."
"You can help us define a customized plan for your hospital."*

Drive home *Differentiating* benefits

Use an expanded benefit statement with clear points of differentiation.

"Product/service provides this unique benefit to help you provide better care, become more efficient or make your day easier."

"Cerner Discover uses AI and ML to help your physicians focus on patient care instead of documentation through passive listening to automatic charting. Your team will also have a better work/life balance."

Examples

Current Brand Voice

Driven. Bold. Approachable. Innovative.

We relentlessly advance our clients' clinical, financial and operational success.

To identify and monitor opportunities for improvement, Cerner offers a comprehensive suite of analytic solutions that enables organizations to make data-driven decisions and perform advanced analysis tailored to their organization-specific needs and goals, leveraging aggregated and normalized data across the community.

To ensure your health data is available to you and your providers, interoperability enables your secure, consolidated medical history to follow you as move between hospitals, doctors and other providers to facilitate coordinated, improved care.

We do this to transform the way health care is delivered.

What we do doesn't just impact healthcare – it impacts the world.

Cerner Brand Voice

Trustworthy. Caring. Clear. Collaborative. Innovative.

We work with our clients to help them achieve clinical, financial and operational success.

(More collaborative. Gives credit. Engenders trust)

Cerner's analytic solutions help our clients analyze their specific opportunities to make data-driven decisions to improve care in their communities.

(Clear, more straightforward for business audiences)

Your lifetime health data is safely accessible to you and all your doctors and nurses anywhere to make sure everyone is on the same page to give you the best care.

(Clear, non-technical and more human with focus on caring for consumers)

We work with our clients to transform healthcare together.

(Innovation through collaboration to deepen a trustworthy relationship. Speaks to our forward-looking drive to innovate)

Healthcare is a worldwide challenge and working with clients to find solutions is our privilege.

(Speaks to collaboration, caring and innovation.)

Next steps

- Agreement or modification of the brand personality traits by collaborating with key stakeholders (TBD).
- Use the brand personality traits to inform the brand voice and modify the descriptors.
- Develop guidelines for how to use the brand voice when writing, speaking, presenting and acting on behalf of Cerner.
- Provide writing examples of using the brand voice correctly and incorrectly.
- Provide examples of how brand voice is delivered in slightly modified tones contingent on the audience and situation.
- Summarize the brand voice and tone, as well as guidelines and examples, concisely in the brand guidelines document.

APPENDIX

Examples

Current Brand Voice

Driven. Bold. Approachable. Innovative.

At Cerner, we have more than four decades of equity and expertise connecting everyone in the health care continuum with high-quality data to make our patients and the world healthier.

CDRC requires clinical, financial and information technology to work together as one collaborative functional unit. To achieve maximum value role responsibilities, shift to perform more value-added work while allowing automation to drive repetitive activities and develop new end-user workflows.

We empower each of these critical parts of the health care continuum individually and collectively to make their communities and individuals healthier.

Proposed Brand Voice

Trustworthy. Caring. Clear. Collaborative. Innovative.

For four decades, we have worked with healthcare professionals throughout the continuum to deliver high-quality data and innovative analytics to help them care for each patient, and make the world, healthier.

(Collaboration that gives credit to our clients to build trust and advances a collective focus on caring about the health of patients and the world.)

CDRC merges clinical and financial data with information technology to allow people to focus on patient care while automation addresses repetitive activities and develops efficient workflows.

(Clearer. Humanizes CDRC to focus on care. Highlights how innovation can help improve care)

We work with each person in healthcare to help individuals and communities get better care.

(More collaborative to engender trust. Also, simpler and more human: “person” vs. “continuum.” Also promises care, instead of guaranteeing healthier outcomes.)

Competitor brand voices



Intelligent
Flexible
Disciplined
Casual
Straightforward
Simple

Source: Brand Reputation Report 2018



Collaborative
Helpful
Partner

Source: Cerner Competitive Audit



Unconventional
Rebellious
Sympathetic
Understanding

Source: Cerner Competitive Audit



Collaborative
Forward-thinking
Authentic
Optimistic
Experts

Source: Cerner Competitive Audit

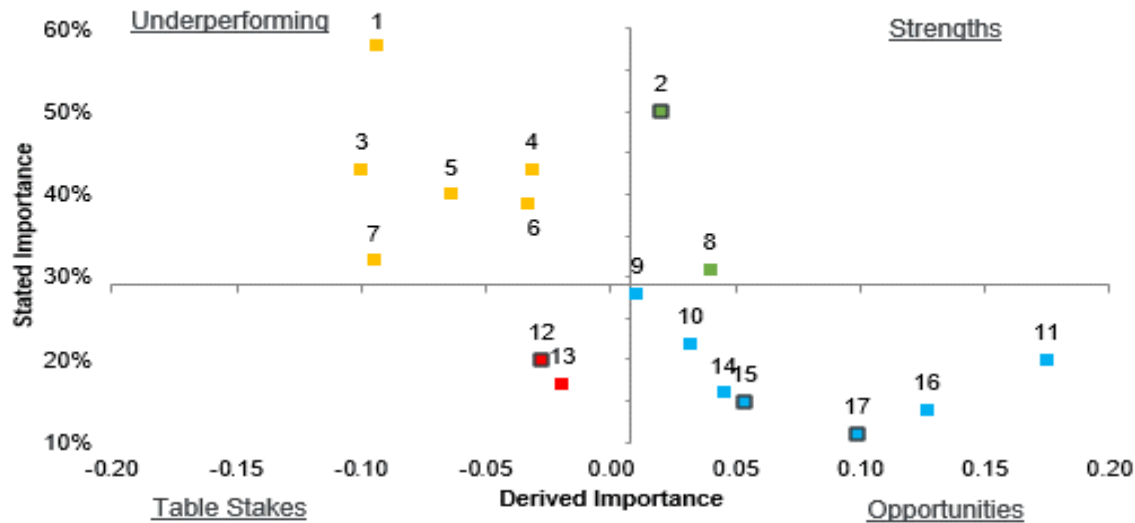


Innovative
Optimistic
Confident

Source: Brand Reputation Report 2018

Brand Reputation Report 2018

Personalities that influence the likelihood to recommend for all brands



Personalities	
1	Trustworthy
2	Innovative (*)
3	Responsible
4	Professional
5	Committed
6	Intelligent
7	Flexible
8	Creative
9	Transparent
10	Caring
11	Approachable (*)
12	Disciplined
13	Precise
14	Sincere
15	Driven (*)
16	Enthusiastic
17	Bold (*)

Insights:

- Analyzing which personality attributes drive the likelihood to recommend, allow us to key in on ways to differentiate ourselves in a nominal way
- Looking at all brands, only Innovative and Creative are strengths for all HIT vendors
- There are a lot of personality attributes that can be seen as opportunities for differentiation and driving likelihood to recommend among customers
- Driven and Bold can be opportunities for driving impressions with customers despite having a low stated importance
- Approachability and Precision are both table stakes in this industry

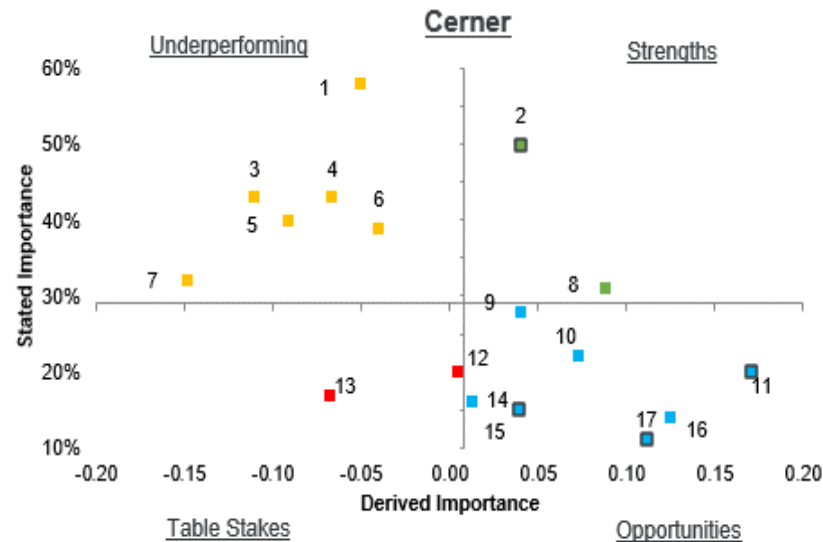
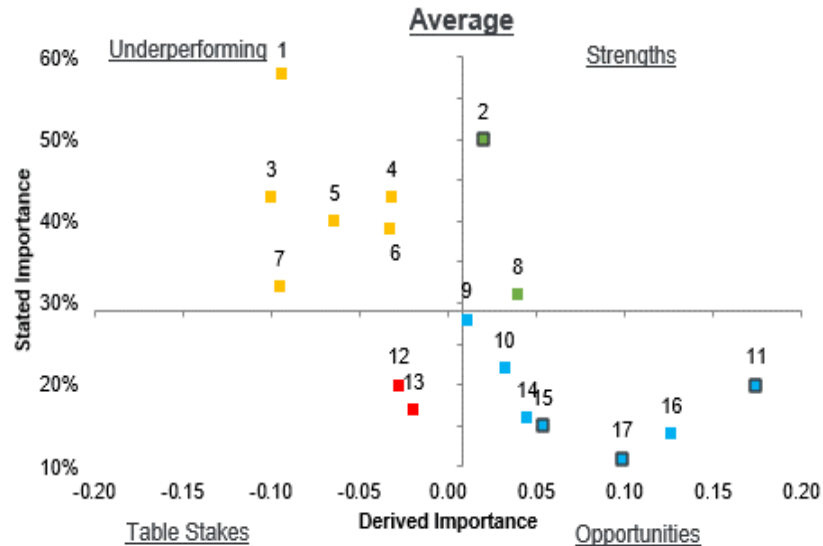
Desired personalities from external constituencies

Brand personality rankings by value – external constituencies

1. Trustworthy
2. **Innovative** ← *Only one of chosen Cerner personalities are in top 10*
3. Professional
4. Responsible
5. Committed
6. Intelligent
7. Flexible
8. Creative
9. Transparent
10. Caring
11. **Approachable**
12. Disciplined
13. Precise
14. Sincere
15. **Driven**
16. Enthusiastic
17. **Bold**

From Brand Reputation Report 2018

How is Cerner differentiated from all HIT brands?



Personalities			
1	Trustworthy	10	Caring
2	Innovative (*)	11	Approachable (*)
3	Responsible	12	Disciplined
4	Professional	13	Precise
5	Committed	14	Sincere
6	Intelligent	15	Driven (*)
7	Flexible	16	Enthusiastic
8	Creative	17	Bold (*)
9	Transparent		

Insights:

- Cerner's strengths are perceived to be Innovation and Creativity
- Our current brand personalities of Approachability, Driven and Bold do not drive likelihood to recommend today, but can if we are able to show the customer how these attributes are important to them
- Cerner can lean into Transparency as an attribute with a strong chance to make it a differentiating characteristic among other HIT vendors

Insights

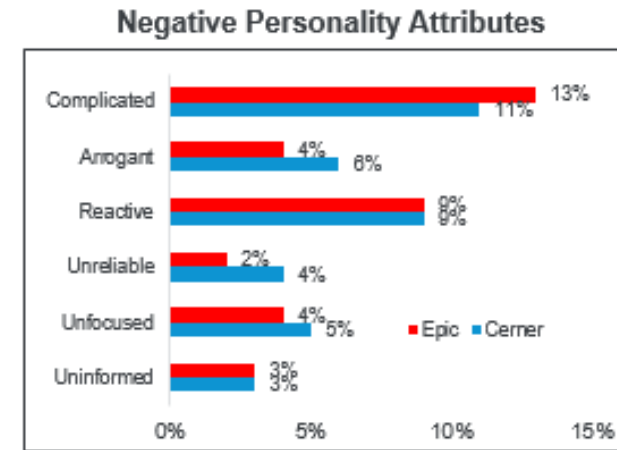
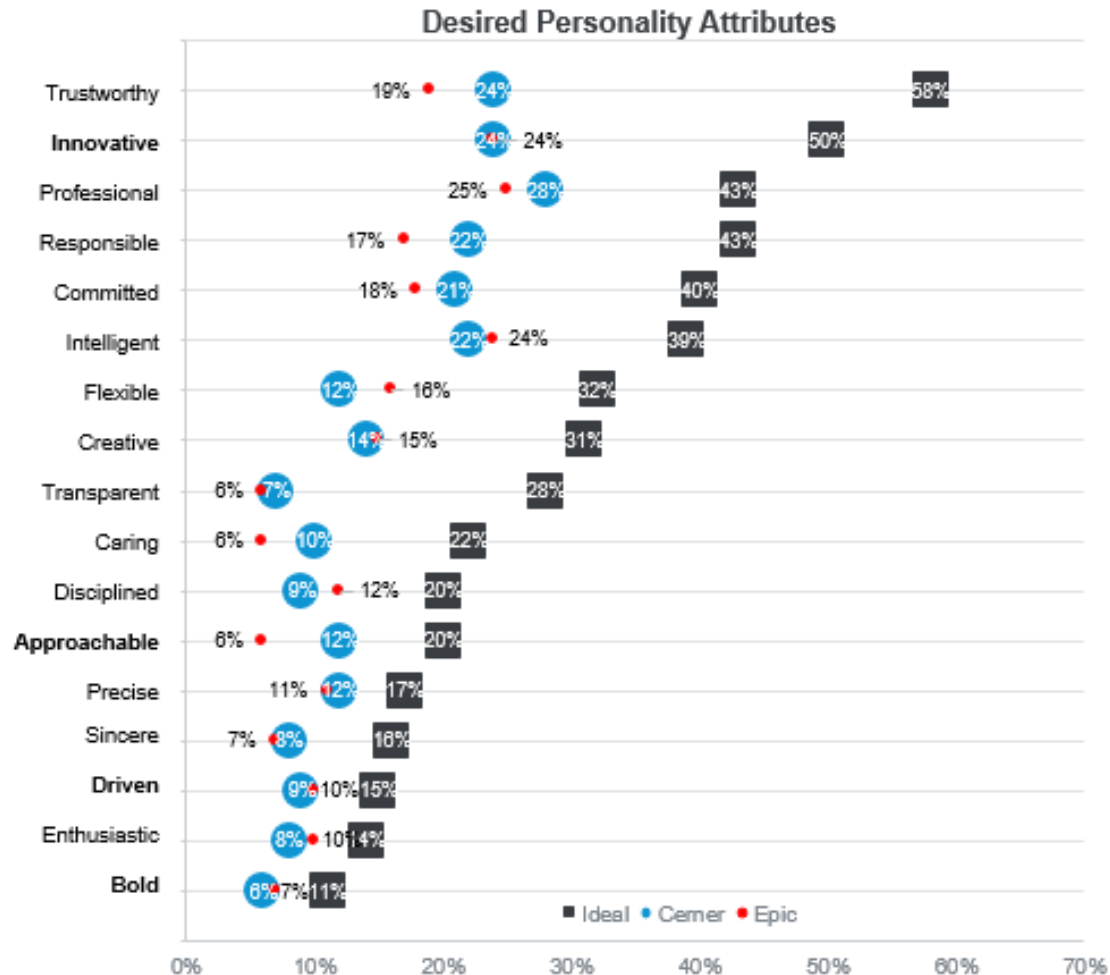
“Cerner strengths are innovation and creativity.”

Three of our current selected personalities – **approachability, driven** and **bold** – do not drive likelihood to be recommended...

Cerner can lean into transparency

From Brand Reputation Report 2018

Stated performance against HIT personalities



Insights:

- The top 5 desired personalities in an HIT company are Trustworthy, Innovative, Professional, Responsible, and Committed
- Cerner is mostly undifferentiated from Epic on stated performance with a slight edge in being perceived as Trustworthy, Professional, Responsible, and Committed
- Similarly on negative personality attributes, both Cerner and Epic are seen as undifferentiated with a very small proportion of respondents indicating that Cerner is more Complicated than Epic, while a similar proportion of people perceive Epic to be more Arrogant than Cerner
- Other than Innovative, Cerner's chosen brand personalities are not perceived to be as important from an ideal HIT vendor

Q1. Which five statements below best describe the characteristics you believe an exemplary or ideal healthcare technology company should be known for?
 Q3. Which three characteristics below best describe [PN: PIPE IN BRAND SELECTED]? (Please select up to 3 options.)

Considerations to develop new Cerner persona

Proposed process to define new persona and voice

Screen one

Select from the top 10 traits most valued by the 350 surveyed in the Brand Reputation Report 2018: C-level executives, healthcare professionals, health IT professionals and payers.

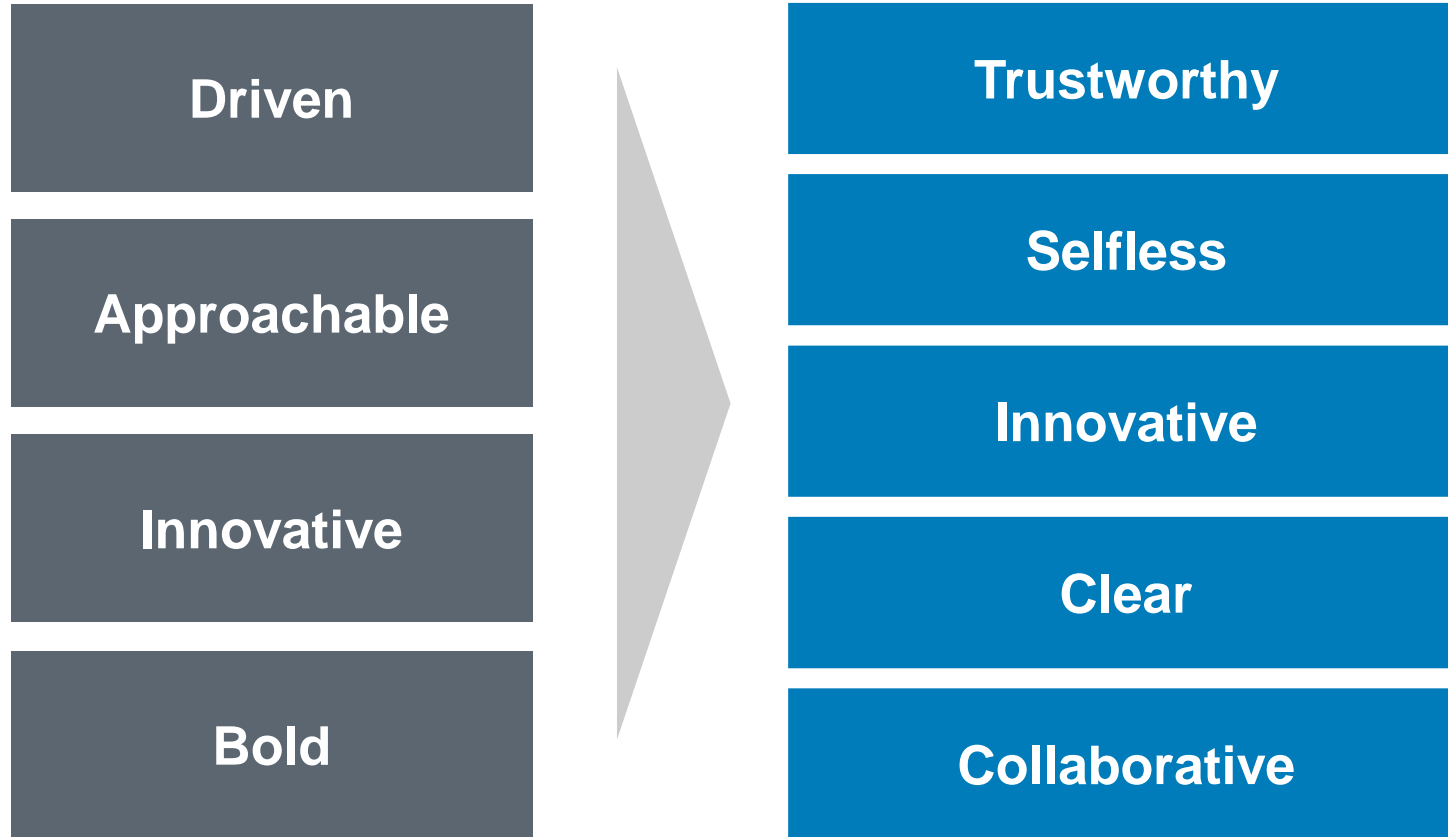
Screen two

Determine among those top 10 traits (or similar traits – for example ‘transparency’ is a synonym for ‘authentic’ or ‘sincere’), which give us the most differentiation with Epic and other competitors.

Differentiation vs. unique

It’s important to keep in mind the desire to have a ‘unique’ brand persona and voice is not realistic considering most humans want, and want to display, similar personalities that will appeal to others. Our goal should be to find as much differentiation as possible.

Current and proposed persona



Working slide to add "warmth/compassion/personal"

Persona descriptor:

Current: Caring

Compassionate

Warm

Personal

Candidates
(in a business context)

Synonyms:

[kind](#) · [kindhearted](#) · [warmhearted](#) · [softhearted](#) · [tender](#) · [feeling](#) · [concerned](#) · [attentive](#) · [thoughtful](#) · [solicitous](#) · [responsible](#) · [considerate](#) · [affectionate](#) · [loving](#) · [doting](#) · [fond](#) · [warm](#) · [benevolent](#) · [benign](#) · [humane](#) · [good-natured](#) · [gentle](#) · [mild](#) · [indulgent](#) · [sympathetic](#) · [understanding](#) · [receptive](#) · [compassionate](#) · [charitable](#) · [gracious](#) · [long-suffering](#) · [patient](#).

[pitying](#) · [sympathetic](#) · [empathetic](#) · [understanding](#) · [caring](#) · [concerned](#) · [solicitous](#) · [sensitive](#) · [tenderhearted](#) · [softhearted](#) · [warmhearted](#) · [warm](#) · [loving](#) · [tender](#) · [gentle](#) · [merciful](#) · [lenient](#) · [tolerant](#) · [considerate](#) · [thoughtful](#) · [kind](#) · [kindly](#) · [kindhearted](#) · [humanitarian](#) · [humane](#) · [charitable](#) · [benevolent](#) · [good-natured](#)

[friendly](#) · [comradely](#) · [affable](#) · [amiable](#) · [genial](#) · [cordial](#) · [kindly](#) · [kind](#) · [pleasant](#) · [sympathetic](#) · [affectionate](#) · [warmhearted](#) · [goodnatured](#) · [loving](#) · [tender](#) · [fond](#) · [welcoming](#) · [hospitable](#) · [liberal](#) · [caring](#) · [benevolent](#) ·

[customize](#) · [individualize](#) exclusive tailored distinctive heartfelt.

[concerned](#) · [attentive](#) · [thoughtful](#) · [considerate](#) · [understanding](#) · [compassionate](#) empathetic
caring · heartfelt

Working slide (2) to add "warmth/compassion/personal"

Rationale

Select the word(s) that most broadly capture all of the qualities above. Then describe the word(s) to include all of the personality traits.

Persona Candidates

(in a business context)

Attentive
Thoughtful
Considerate
Understanding
Warm
Compassionate
Empathetic
Caring
Heartfelt
Personal

Recommendation

Selfless

Be considerate of associates and clients. Be warm, caring about them personally as a human being and a business partner. Listen to understand their challenges and show heartfelt empathy and compassion. Be thoughtful about helping find solutions to help achieve the outcomes that clients want.