

Co-Branding with MemorialCare

Co-Branding Overview

The MemorialCare Brand

The MemorialCare brand is a strategic and valuable asset. We are investing substantial resources to modernize, simplify and strengthen our brand by consistently delivering a differentiated Simply Better patient experience focused on ease and access, systemness and patient centricity across all consumer touch points all the time. Our visual identity is the most frequently seen representation of our brand. Upholding the integrity of our logo, colors, and naming and brand architecture standards in co-branding is critical to creating consistent, clear, positive associations with the MemorialCare brand. It is also important that our brand be utilized and displayed only in compliance with applicable legal, regulatory and contractual requirements, and consistent with sound risk management policies and criteria.

Partnerships are a reality and a necessity in the ever changing healthcare environment, and MemorialCare is at the forefront of creating innovative partnerships to bring better value to consumers. We are viewed by industry peers as a proven, trusted partner. These brand guidelines are designed to provide strategic direction and consistency in approach when negotiating partnerships and determining whether to co-brand and what co-branding strategy will best reflect the nature of the partnership and achieve our marketing objectives. In any particular instance, however, we will also want to review the proposed strategy to ensure that it complies with applicable regulatory requirements, is consistent with our risk management objectives and aligns generally with our other business strategies.

What Co-Branding Is

Co-Branding is a marketing strategy in which two or more brands agree to work together to enhance an existing offering or bring a new offering to the market. It can be as straightforward as using another company's logo in communications to jointly promote both or as complex as representing a relationship that includes significant investment and responsibility by each company involved. Co-branding encompasses a wide range of marketing activities including partnerships, affiliations, advertising, promotions, sponsorships and print materials.

When MemorialCare Should Co-Brand

When MemorialCare co-brands, we are "loaning" our strategic asset, our brand, to another company, and our partner is lending their brand to us. Each lends its reputation to the other and assumes the risk (and potentially the liability) for poor brand performance by the other partner or the co-venture itself. Each partner also gains the opportunity for strengthening brand equity and attracting new patients based on the strength and performance of the partner brand.

Co-Branding Criteria

From a general marketing perspective, MemorialCare should only agree to any form of co-branding when the following criteria are met:

- The co-branding partner adheres to patient quality and service standards equal to or greater than MemorialCare's.
- Co-branding is likely to increase consumer awareness and preference for MemorialCare.
- Together the brands can create a stronger market presence than either can alone.
- There is a need to capitalize on each company's unique strengths to the strategic benefit of both.
- Co-branding does not create insurmountable negative impacts on other business or clinical relationships with other MemorialCare partners or constituents.

Legal and Risk Considerations

In any particular circumstance, a co-branding strategy should also be reviewed for regulatory, contracting, risk management such as:

- Whether applicable licensing or other regulations permit co-branding of a particular activity or facility, taking into account its legal and clinical structure (or whether we must instead identify a single provider)
- Whether co-branding is required or consistent with the contract with our partner, or raises potential issues under arrangements with other business partners (e.g., exclusivity provisions or other restrictive covenants)
- Whether MemorialCare, based on its level of investment and business and/or clinical oversight of the venture, will face potentially increased risk of liability (e.g., professional liability, labor & employment, etc.), or is at risk for being “tainted” with any issues that might affect the co-branding partner outside of the venture

Which Co-Branding Strategy Should be Used?

MemorialCare’s co-branding strategies must reflect the nature of the relationship between MemorialCare and its partners so patients are not misled or confused by the association. Factors that contribute to the selection of a co-branding strategy include ownership structure and levels of investment, which partner is employing the staff or otherwise managing business operations, ownership and licensing of the facility where services are being delivered, which party is handling billing, and which party has the most influence over clinical services and the patient experience.

Co-Branding Strategies – Overview

When the co-branding criteria outlined on page 73 are met, MemorialCare may choose to engage in one of four different co-branding strategies.

(1) Co-Master (50/50) Linked Co-Branding

Two corporate logos reflect equal responsibility by partners and are “locked-up.”

(2) Owner-Led Dominant Co-Branding

Two or more corporate logos are present, but one party is clearly leading, and that party’s corporate logo is dominant. Other logos are secondary to the lead logo and are often accompanied by a short phrase that defines the role that those brands play. Visual identity is that of the lead brand.

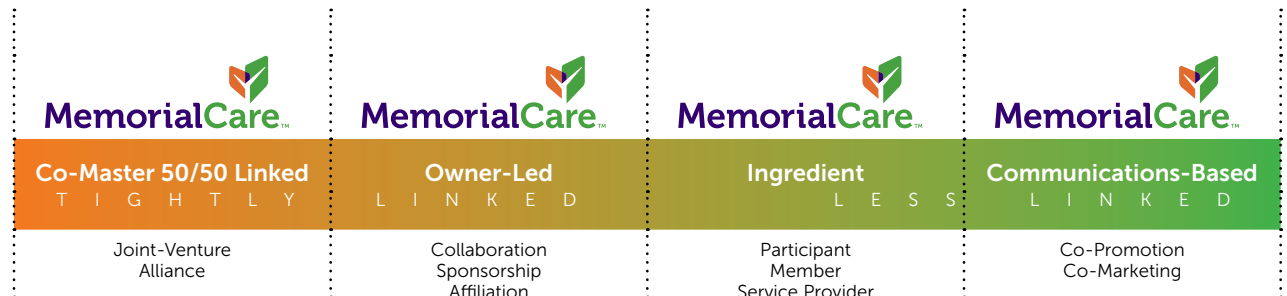
(3) Ingredient Co-Branding

Creating brand presence for an ingredient or component of a product to extend brand awareness of quality and performance of the ingredient. A single corporate logo and a partner/ingredient type logo (a non-corporate logo) are present.

(4) Communications-Based Co-Branding

Marketing strategy that involves including multiple brands for the sole purpose of promotion.

Co-Branding Spectrum



Co-Branding Scenarios Summary

Scenario	Message From	Third-Party logo	MemorialCare Logo	Logo Placement
1 Co-Master 50/50 Lock-up	Mutual	 <i>BrandName</i>		- Equal in size and placement - Logos are locked up - MemorialCare may be on the left or right
2 Owner-Led	Partner	 <i>BrandName</i>	Affiliated with 	- One logo is clearly dominant - Logos not locked up
2 Owner-Led	MemorialCare	Affiliated with  <i>BrandName</i>		- MemorialCare logo is larger - MemorialCare Logo is in dominant position
3 Ingredient	Partner	 <i>BrandName</i>	Powered by 	- Partner corporate logo is used and larger - Partner logo is in dominant position - Special logo treatment
3 Ingredient	MemorialCare	Powered by  <i>BrandName</i>		- MemorialCare is larger - Special treatment for partner logo used
4 Communications Based	Mutual	 <i>BrandName</i>		- Logos are equal in size - Logos are not locked up and are separated by significant white space on opposite sides of the page

Co-Branding Strategies

Co-Master (50/50) Linked Co-Branding

Two corporate logos are displayed that are equal in size and placement, with equal ownership of the message. This scenario should be reserved for MemorialCare's most significant and noteworthy partnerships, like joint ventures. There must be a description that defines the relationship between the entities. If this approach is used too frequently the importance and marketing impact can be diluted.

Criteria for Co-Master 50/50 Linked Co-Branding

A Co-master 50/50 linked co-branding strategy should only be used when the following criteria are met in addition to the criteria for using any co-branding strategy (listed on page 73).

1. Shared funding and/or contribution of resources to deliver a complete product to the market
2. Both parties contribute or bring equal value to the relationship
3. Joint responsibility and liability for patient quality and service
4. Joint call to action (patient can contact either company for information, or list a single contact that reaches both companies)

Example A



MemorialCare | BrandName

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MemorialCare | BrandName

Co-Branding Strategies

Strategy 2: Owner-Led Dominant Co-Branding

Two or more corporate logos are displayed, with one brand clearly leading. There must be a description that defines the role of the supporting brand. Brand dominance means one partner has the lead presence and emphasizes their visual identity. Brand dominance is usually determined in partnership negotiations and is influenced by factors like financial and/or resource contribution, which partner is granting access to patients and maintaining the patient relationship.

Criteria for Owner-Led Dominant Co-Branding

An Owner-Led Dominant Co-Branding strategy should only be deployed when the following applicable criteria are met in addition to the criteria for implementing any co-branding strategy (listed on page 73).

1. One partner has more liability and responsibility for the product or service. Liability and responsibility factors include:
 - a. The holder of the license for the facility where patient care is being delivered
 - b. Employment of the staff delivering the care and most responsible for quality and service
 - c. Ownership percentage
 - d. Financial and resource contributions

Example A











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Co-Branding Strategies

Strategy 3: Partner/Ingredient Co-Branding

Ingredient co-branding uses one brand as an element in the production of another brand. One corporate logo and a partner or ingredient logo are displayed. The ingredient partner will usually be represented by a specially designed treatment, or a corporate logo if displayed less prominent than major partner logo and space permits..

Criteria for Partner/Ingredient Co-Branding

A Partner/Ingredient Co-Branding strategy should only be used when the following criteria are met in addition to the criteria for implementing any co-branding strategy (listed on page 73).

1. One partner is providing a product or service that is a single element or component of a broader product offering.

Website Example

MemorialCare
Direct Health Plan

powered by
CENTIVO®

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Example A



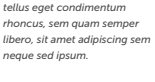
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Example B



BrandName



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Co-Branding Strategies

Strategy 4: Communications-Based Co-Branding

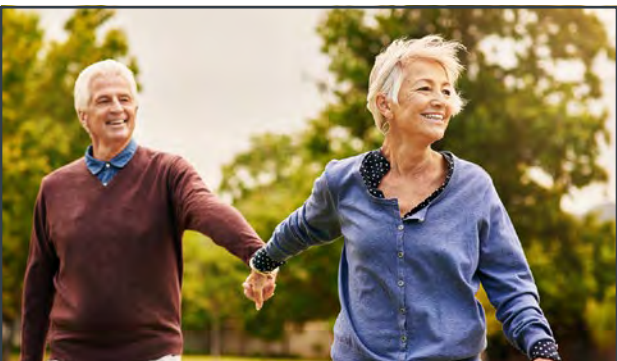
Communications-Based Co-Branding is a marketing strategy that is utilized when two or more brands simply want to appear in communications vehicles together for the sole reason of jointly communicating and promoting their brands. Each corporate logo can be used but are not linked and are separated by significant white space.

Criteria for Communications-Based Co-Branding

A communications-Based Co-Branding strategy should only be deployed when the following criteria are met in addition to the criteria for implementing any co-branding strategy (listed on page 73).

1. The communications messages to be delivered in the co-branded materials are joint messages.

Example A



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Example B





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General Requirements for Co-Branding

- Use of communications-based co-branding requires the approval of the MarComm Leadership. Use of all other forms of co-branding require the approval of President's Group.
- All co-branding requires the applicable fully executed legal agreements reflecting mutually agreeable terms (including with respect to trademark licensing).
- Business associate agreements ("BAA's") and privacy policies involving the collection and use of personal information must be adhered to by all co-branding parties.
- Use of the MemorialCare logo requires a license and written approval by MemorialCare, along with customary trademark symbol and other language.
- Only the logo files provided by MemorialCare may be used.
- Any use of MemorialCare logos that MemorialCare deems offensive, improper or otherwise unacceptable may result in termination of usage privileges.
- MemorialCare's name or a variation of MemorialCare's name may not be used by any party except under a negotiated contractual agreement.
- The TM symbol may not be deleted when it is used in the approved logo art file.
- The MemorialCare logo may not be animated or altered in any way other than to resize it and minimum size and white space requirements must be adhered to.
- MemorialCare's mark may not be removed from the logo. Please refer to page 12 and written approval from MemorialCare is required.
- The MemorialCare logo may not be combined with other elements that might be confused as a logo.
- The MemorialCare logo may not be used on any material that disparages MemorialCare's products or services or those of its partners or other companies.



More information

To learn more, please contact the marketing department.