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"It's Real. It's Here. It's Working!"

Energy Case Study

How some Innovative Focus Groups Helped Focus a Campaign



by Richard Earle
Regis Senior Associate

I estimate that I must have stared through the one-way mirror at a focus group over 500 times during my 30-year career in advertising. Despite the familiarity of the routine, I'm never bored. In fact, I never fail to learn something surprising!

A Perplexing Situation

An example of this occurred in 2003, when my clients, the Clean Energy States Alliance and SmartPower, needed more insight into a perplexing situation:

Clean Energy suppliers had gone into a number of markets to try to get consumers to switch to a renewable energy company as their electric power supplier, for a surcharge of \$6.00 to \$10.00 a month on their electric bill.

An encouraging number of

September 2009

Moving on

Morphew Returns to Healthcare Management

After spending three years as a Senior Associate with the Regis Group, Phil Morphew has accepted the position as the Executive Director of the Indiana Primary Health Care Association (IPHCA).

The IPHCA was organized in 1982 and has, as its mission, the development and delivery of accessible, community-driven quality health care in Indiana.

Advocates for Quality

IPHCA advocates for quality health care for all persons residing in Indiana and supports the development of community-oriented primary care initiatives, including Community Health Centers.

Community Health Centers provide health care to the poor, uninsured, and Medicaid recipients of the state. In addition, they provide care to individuals who are unable to afford health care, or who would otherwise have no access to medical care.



Phil Morphew

President's Letter

Congratulations, Phil!



by Marc Chinoy

Thanks and congratulations are due to my long-time friend and colleague, Philip Morphew, who has been tapped to become the CEO of Indiana Primary Health Care Association.

Phil has proven and re-proven himself as both a top leader in the Health Care profession and an example of doing the right thing for society.

consumers had told them: "I love the idea of clean energy, and I'd pay a little more each month to support it." Yet, when they'd go into a market, despite running a lot of advertising showing belching smokestacks and coughing children, very few people signed up. We needed to identify the disconnect between what consumers told us and what they did. We had hired a very bright New York City ad agency, Gardner-Nelson, to execute a campaign for us. They urged us to conduct some focus groups.

So we recruited six groups in Connecticut and Massachusetts from among consumers, business and "opinion leaders."

Take away the Tool Kit

One way to encourage people to react at an emotional level is to take away their rational tool kit: their vocabulary. So we asked respondents to imagine that all the energy used to power their world is clean, gave them paper and colored pencils, and had them draw what a "clean energy world" would look like and date the pictures.

In almost all the drawings, clean energy was seen as "weak" and not capable of powering our world. Everyone drew multiple types of clean energy: solar panels, hydro, even sail-powered cars! The dates on the drawings were revealing: their worlds were either in the past (1700s) or decades away (2050, 3000.)

We also learned that people thought of clean energy as science fiction. They believed clean energy would require huge sacrifices. They didn't think it was strong enough, or could be harnessed in sufficient quantity to replace fossil fuels.

Our conclusion based upon these focus groups was that our campaign needed to be built around a key idea: Clean energy is more real and

Care to One in Seven

With approximately over three thousand CHCs around the country, CHCs currently provide medical care to one in seven rural health consumers.

The national association of CHCs is headquartered in Washington D.C.

Phil Morphey was President and Chief Executive Officer of Health Care Excel, from 1980 to 2001.

Peace Corps in Africa

Phil left HCE to serve in the Peace Corps in Zimbabwe. He was assigned to ZAPSO, a national HIV/AIDS organization, and worked with the Board and management in strategic planning.

Many Boards

Phil has continued to be involved in Zimbabwe through his own charitable initiatives. Phil has also served on the boards of directors of many non-profit entities.

He is a co-founder and member of the Board of Directors of the James Q. Cannon Foundation.

Until recently, Phil served as a member of the Board and Treasurer of the American Health Quality Association.

Governance Consultant

His experience in governance provided a solid basis for governance advice to his consulting clients.

Phil served a number of

A Leadership Role

Phil first became familiar with The Regis Group, Inc. through his leadership role in the American Health Quality Association, where he represented his long term employer, Health Care Excel (HCE) of Indiana.

After retiring as the CEO of HCE, Phil went into the Peace Corps, accepting a tough assignment in Zimbabwe. Unfortunately, Phil's time was cut short due to a dangerous instability of the government.

Upon returning from Africa, Phil became directly involved in Regis in cooperative activities for the benefit of the children of the State of Virginia and the American College of Cardiology.

First Associate

Shortly thereafter, Phil became the first of the current group of Regis Associate and has worked as a part of the team in that capacity for the past three Years.

All of us at Regis, wish Phil nothing but the best, and have every confidence that his current affiliation will serve to continue the unbroken chain of value he has brought to our nation and the world.

Marc Paul Chinoy

more powerful than you think.

Single-minded Spots

The agency devised a series of single-minded 15 second TV spots to express the key idea. Each started out with a surprising statistic: "America now makes enough clean energy to power every home in 11 states," "America now makes enough clean energy to power every factory in New York, New Jersey, Pennsylvania, Massachusetts, Connecticut, and Rhode Island."

Each ended with the line: "It's real. It's here. It's working." Our logo then appeared with the words: "Clean Energy. Let's Make More."

Without the innovative design of our focus groups, we never would have arrived at that campaign. And by the way, today, that advertising is real, it's here, and it's working!

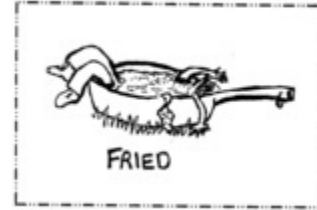
This article is adapted from a case study by Richard Earle, from the book "Introduction to Communication Research" by D. F. Treadwell, scheduled for a 2010 Publication by Sage Publications, Inc.

Regis clients as a planner, strategist, evaluator, and in helping clients reach resolutions to challenging issues.

He is knowledgeable in issues of transparency in health care, and assisting clients in community endeavors in improving the value of care at the community level.

IU & Dartmouth

Phil is a graduate of the Indiana University School of Business, and holds a Masters Degree from Dartmouth College.



**BizSpeak:
Fried**

Definition:
To be angered, frustrated, and otherwise in a great lather.

Related Terms:
Tied in a knot; Wrapped around the axle; Torqued up.

How it Sounds:
"By the end of the meeting, everyone was FRIED by the lack of progress."

For More BizSpeak, check out the Book.
[Click here.](#)

**Coaching Secret #4
Coming Next Month**

Installment #4 in David Basch's series "Coaching Secrets" was moved to the October Agenda to make room for Phil Morphew's big announcement. Watch for it!

In the meantime, review articles #1-#3 on our web site by clicking [here](#)

Focus on the Future

Guest Predictions: Charlene Connolly

Guest Predictions is a regular feature in which we ask leaders in a number of professions questions that affect us all.

Charlene Connolly, Ed.D, RN is the Executive Vice-President of the International University of Nursing with administrative offices in New York and campus in St. Kitts, West Indies. www.iuon.org. She was formerly the Provost of the Medical Education Campus at Northern



Charlene Connolly

Virginia Community College, Director of Member Health Education for Kaiser Permanente, Southern California and engaged in nursing education for several years. Dr. Connolly is an alumni of the Robert Wood Johnson Executive Nurse Fellows Program.

Q: What changes in your professional environment in the past 3-5 years have you found to be the most beneficial?

A: The recognition of the nursing shortage of both practitioners and faculty has created a "tipping-point catalyst" that has created a more forward "out of the box" thinking by agencies, governments and other organizations that in the past had very traditional viewpoints

Q: What changes have been the most troubling to you?

A: I think it is more "lack of changes" or the "unwillingness to change" that is most troublesome. Trying to challenge beliefs and processes that are "tried and true" that did work in the past, but you see just are not effective any more.

Q: What significant challenges might be anticipated in your professional area in the next few years?

A: Within health care delivery, the U.S. has always been "the preferred destination for practice" for many international nurses and has lured nurses from their home countries with significantly higher salary. I believe that as other world powers gather strength and as their economies grow and health care delivery systems change, the emigration of nurses will increase to other countries as well causing severe shortages globally.

Q: What significant challenges might be anticipated in your professional area in the next few years?

A: The ongoing debate concerning the level of nursing education for entry to practice at the baccalaureate level is gaining strength based on evidence-based research. Many states (and countries) are now requiring nurses to hold bachelor's degrees in nursing to enter the profession and either eliminating or changing the associate degree level nurse. This comes at a time of the most severe nursing shortage accompanied by the "bolus" of baby boomers that need services.

Q: What are the greatest challenges confronting young professionals in Western culture today?

A: Expectations of leadership at much earlier stages in a career and the need to be appropriately educated to carry out those responsibilities--the need for higher education to ensure that the degree programs they offer are responsive to the needs of "today's" young professionals. The lack of continuity and dedication in a workplace as a result of more transitory positions and frequent job change.

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