

A close-up portrait of a smiling Black man with short hair, wearing a plaid shirt. The image is slightly faded to serve as a background for the text.

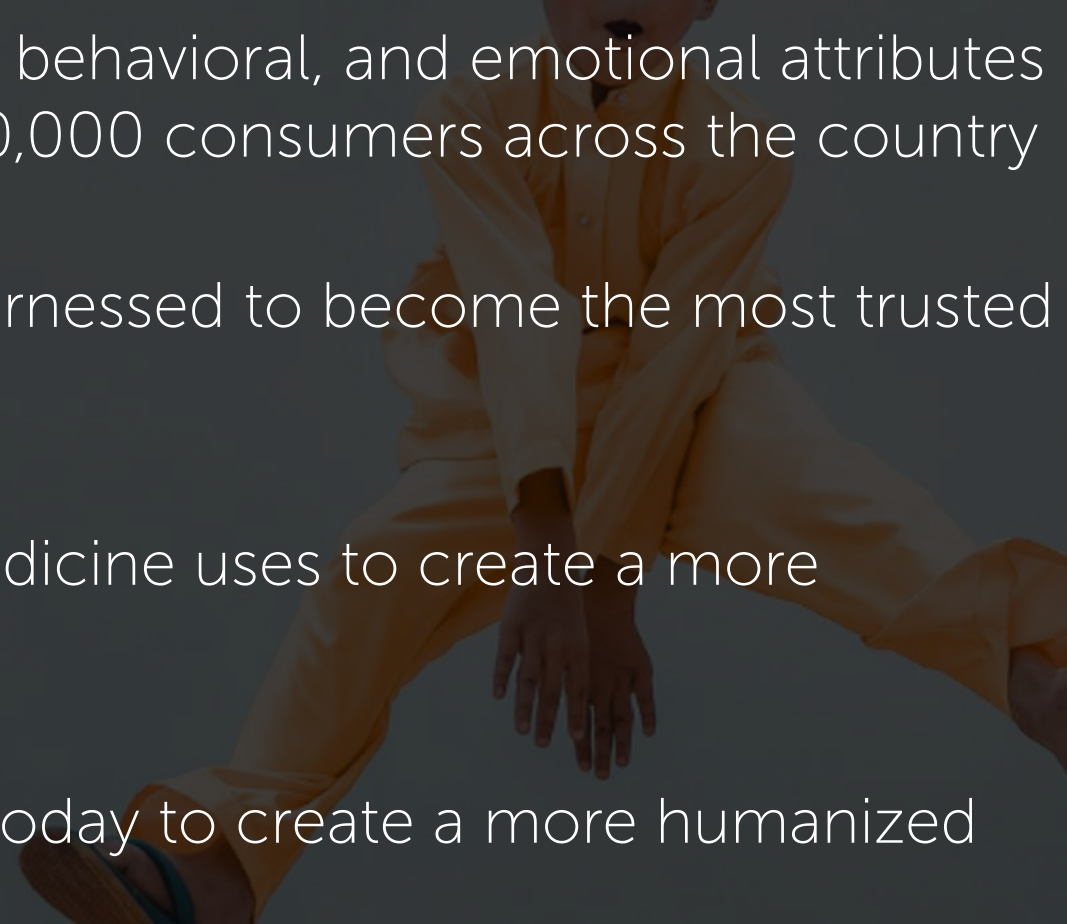
Building Trust

How Johns Hopkins Medicine Achieved the #1 Spot in
Monigle's *Humanizing Brand Experience* National Ranking



Hello

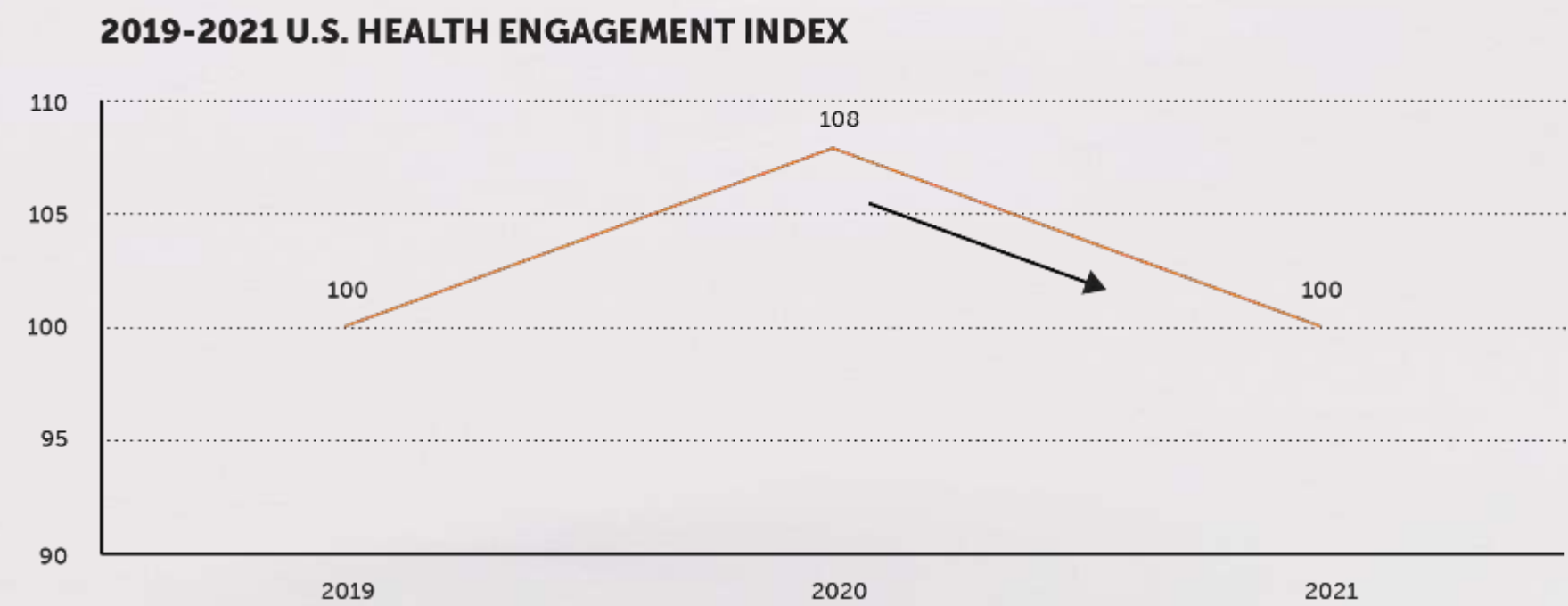
LEARNING OBJECTIVES FOR TODAY

- 
- 01 The most important sensorial, intellectual, behavioral, and emotional attributes of healthcare experiences according to 30,000 consumers across the country
 - 02 Strategies Johns Hopkins Medicine has harnessed to become the most trusted brand in healthcare
 - 03 The listening strategies Johns Hopkins Medicine uses to create a more personalized human experience
 - 04 Strategies and tactics you can start using today to create a more humanized healthcare experience

What matters to
consumers through
this time of unimaginable
disruption and change?

Peoples' engagement with health and wellness has regressed back to 2019 levels

While healthcare has been front and center for many throughout the pandemic, the biggest softening in engagement is in peoples' Topical Interest in content about health and wellness. The perpetual waterfall of content may have left them feeling fatigued and overloaded.

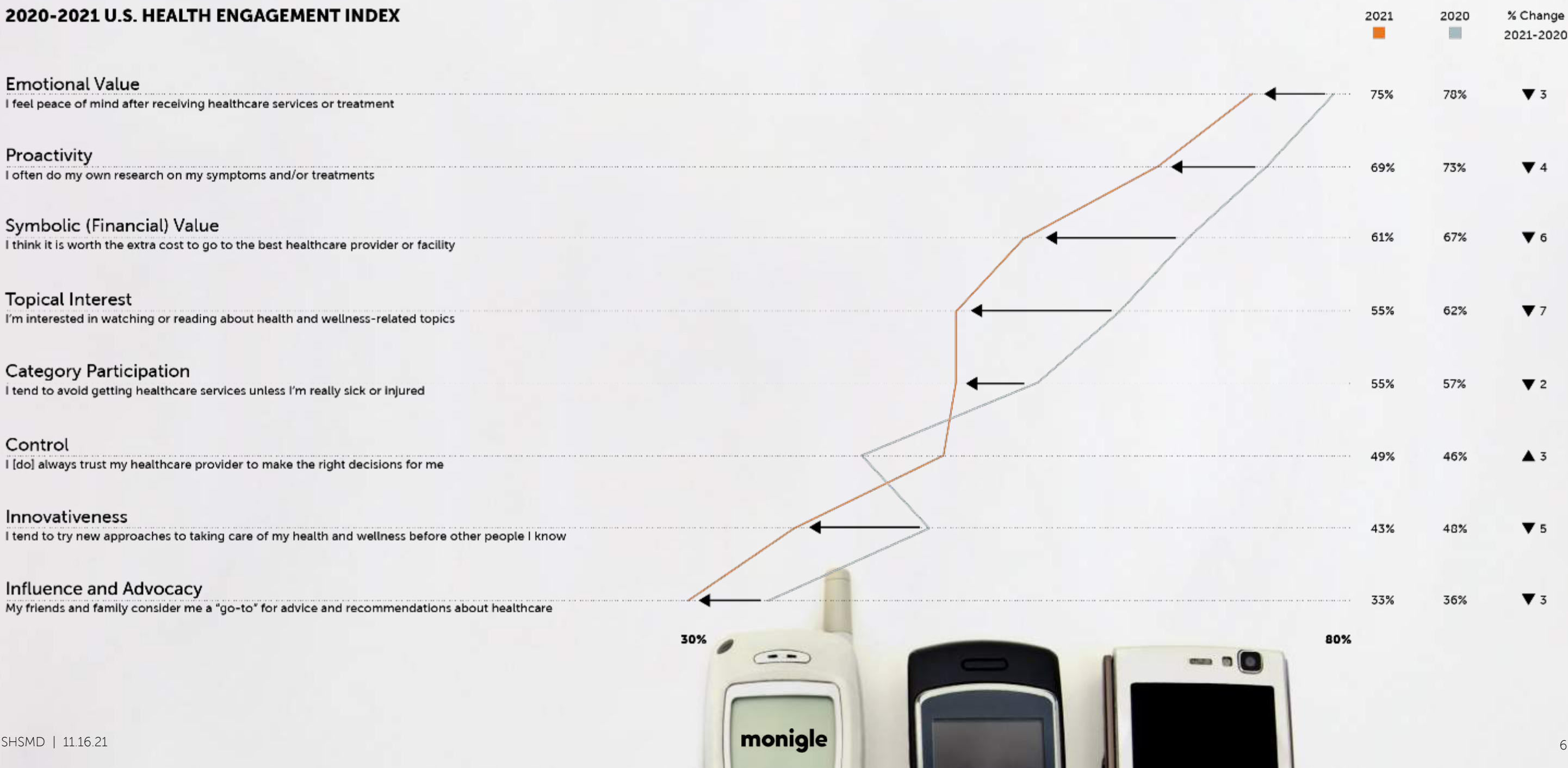


The Healthcare Engagement Index is a multi-market index score based on average health and wellness engagement across selected indicators: Emotional Value, Proactivity, Symbolic (Financial) Value, Topical Interest, Innovativeness, Influence, and Advocacy.

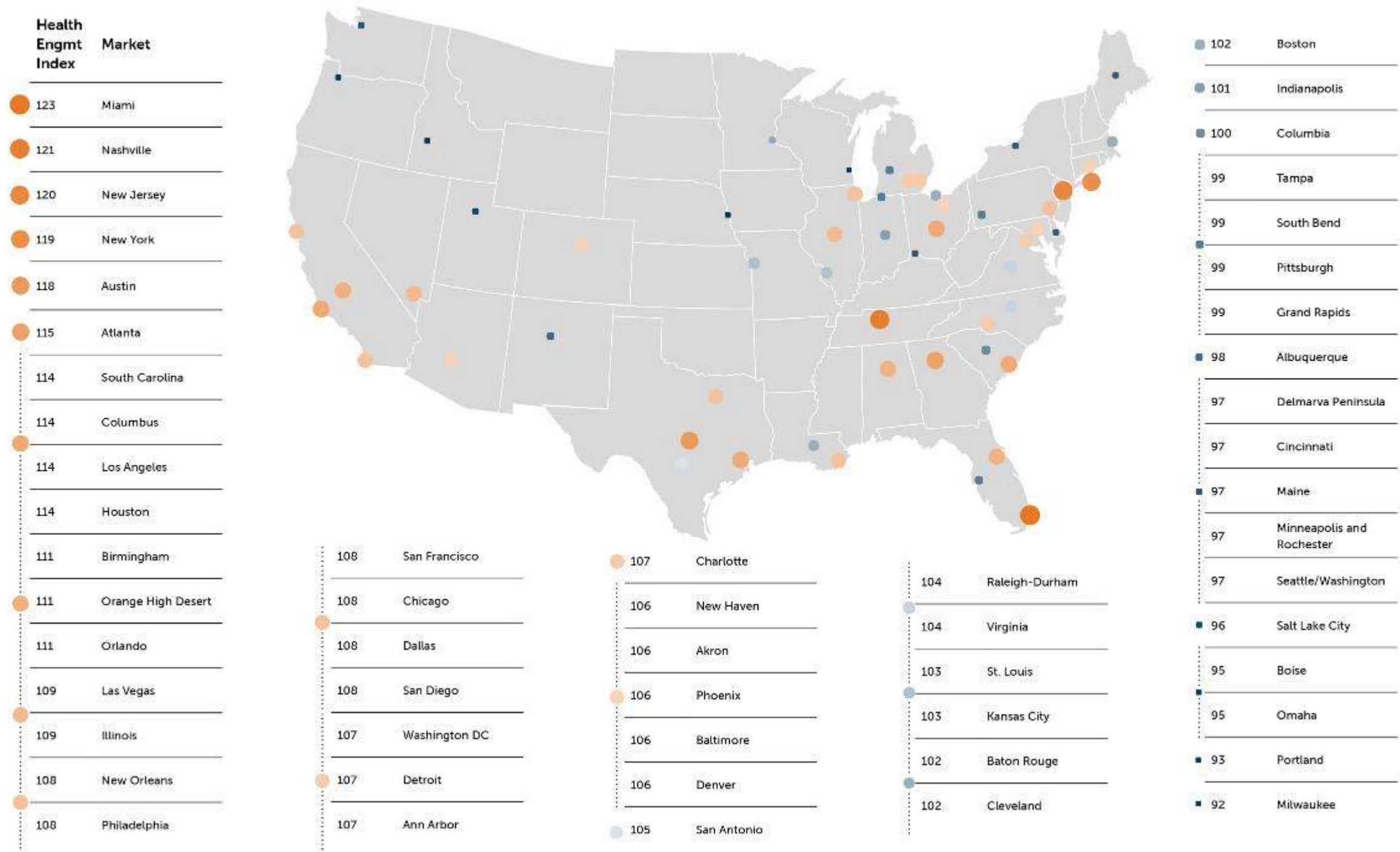


Topical Interest, Symbolic Value and Innovativeness have deteriorated in particular—only Trust has a seen a modest increase year over year

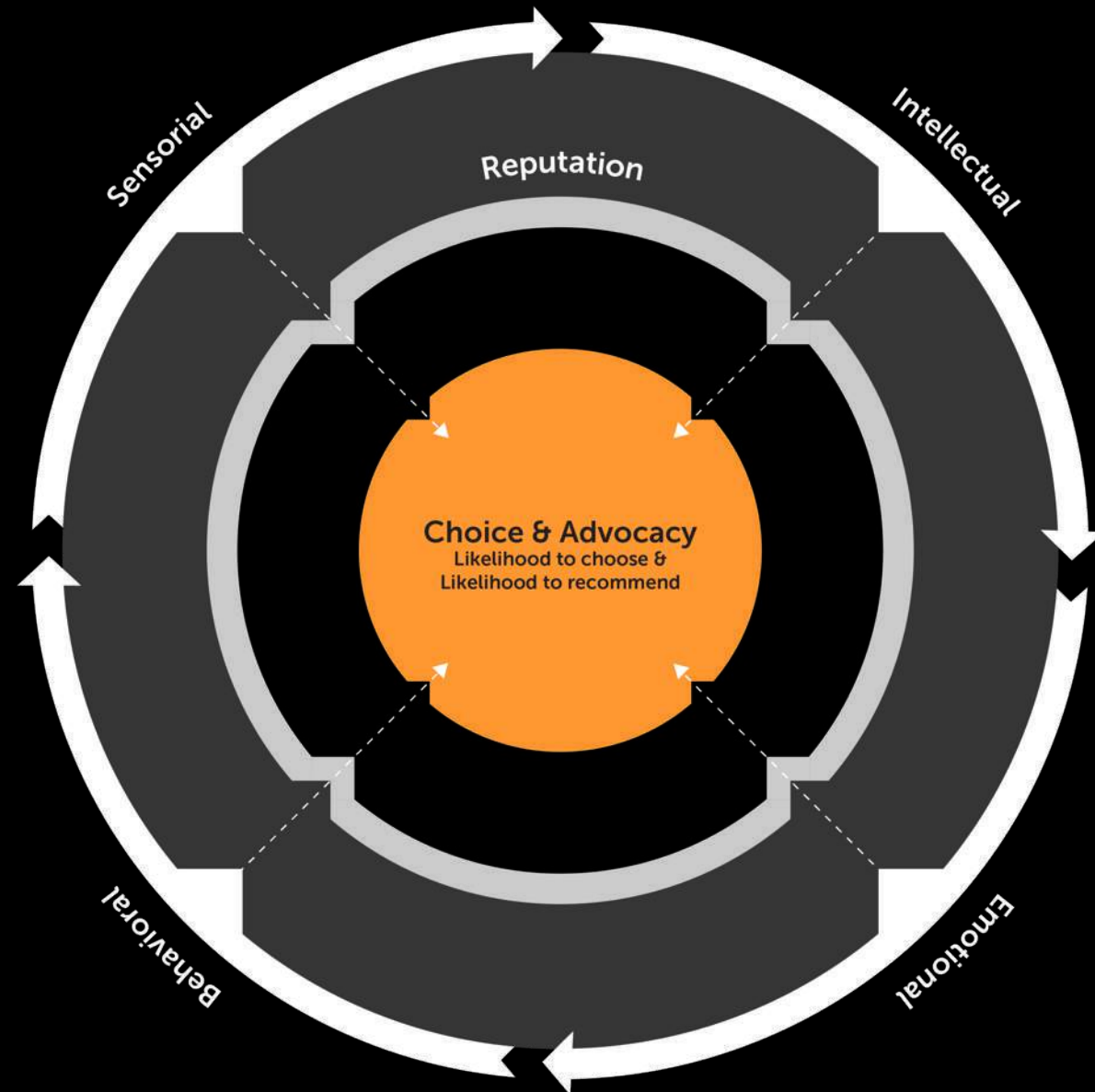
2020-2021 U.S. HEALTH ENGAGEMENT INDEX



Engagement levels vary across the country—where is your market?



LET'S GET MORE FOCUSED IN OUR VIEW HERE TO HOW BRANDS
CREATE MORE HUMAN EXPERIENCES



We evaluate all brands in the study using our proprietary framework

This year, we continued to explore the attributes that are top-of-mind for consumers through our research with healthcare brands across the country. No changes were made to the model year-over-year, and we maintained our four areas of focus and the structural equation model (SEM) approach.

We did recalibrate our national brand scoring and ranking to adjust for variances in category engagement across markets. Composite brand scores from the SEM model were weighted by market, using the health engagement index, which measures how central health and wellness is to consumer's lives.

EMOTIONAL DRIVERS: Seeking a more human connection



EMOTIONAL DRIVERS

People are hungry to build an emotional connection with healthcare brands—these attributes chart the course

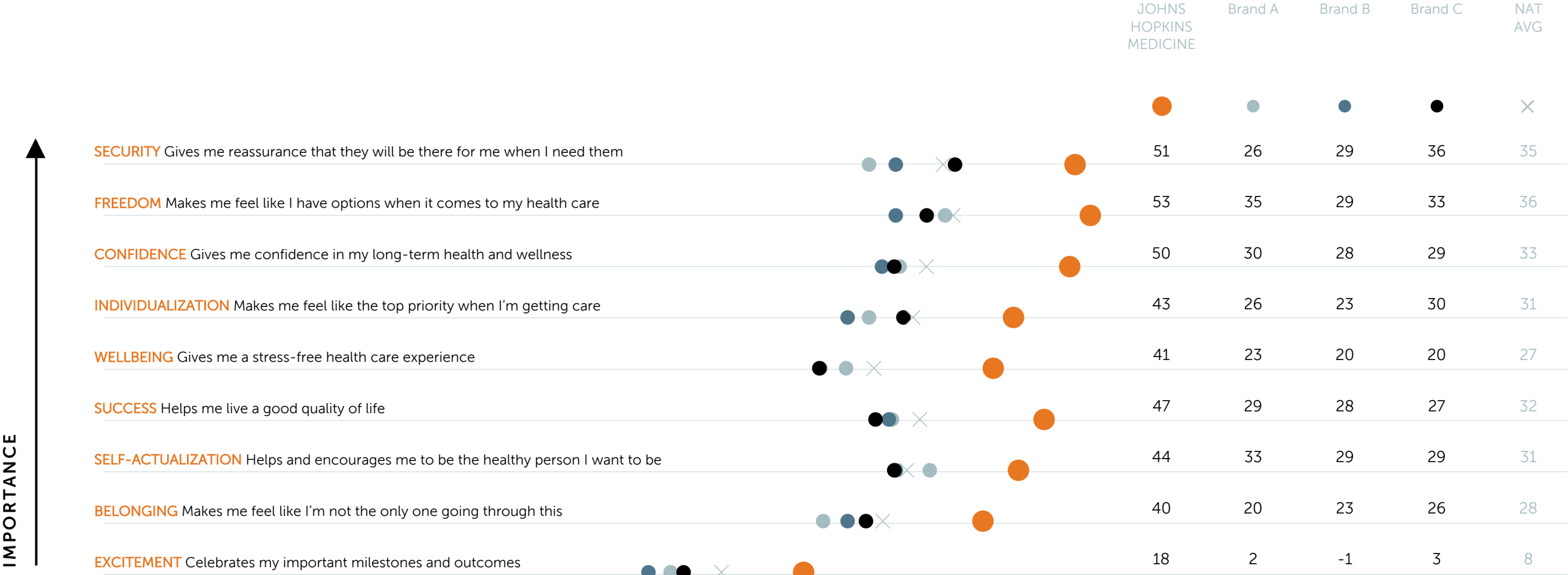


2020 vs. 2021 Emotional Attributes

	2020 Derived Importance Rank	2021 Derived Importance Rank
Security Gives me reassurance that they will be there for me when I need them	1	1
Freedom Makes me feel like I have options when it comes to my healthcare	3	2
Confidence Gives me confidence in my long-term health and wellness	2	3
Individualization Makes me feel like the top priority when I'm getting care	5	4
Wellbeing Gives me a stress-free healthcare experience	4	5
Success Helps me live a good quality of life	6	6
Self-Actualization Helps and encourages me to be the healthy person I want to be	7	7
Belonging Makes me feel like I'm not the only one going through this	8	8
Excitement Celebrates my important milestones and outcomes (birth of a child, becoming cancer-free, etc.)	9	9



EMOTIONAL ATTRIBUTES



M/P Baltimore / 2021
Base All respondents at least somewhat familiar with each brand: Johns Hopkins Medicine (161), Brand A (108), Brand B (120), Brand C (176)
QB4 Based on what you know about [BRAND], how well do they deliver on the following?
Data Net score [top two box – bottom two box]

- ✓ virtual school
- ✓ virtual meeting
- ✓ virtual checkup



COVID-19
GUIDANCE

VACCINE
DISTRIBUTION
PLANS &
PROCESS

RETURN
TO CARE
CAMPAIGNS

Your *Safe* Schedule

SCHEDULE SAFE IN-PERSON OR VIRTUAL VISITS FOR ALL YOUR HEALTH CARE NEEDS

We've all adapted to a new way of living. But you can keep your regular health care on schedule with Johns Hopkins Medicine, where your health and safety are our highest priorities. Johns Hopkins Medicine is open and ready to care for you through virtual visits, or in person at our hospitals, surgery centers, primary and specialty-care clinics, and community-based practices across Maryland and the Greater Washington region. Our experts, your health, total safety.

Your health is important. Schedule safe care now.
Learn more at hopkinsmedicine.org/safe



Telemedicine



Play Video



“Telemedicine has been a lifesaver, especially for me who is immunocompromised, affording me the opportunity to receive medical care without the fear of exposure.”

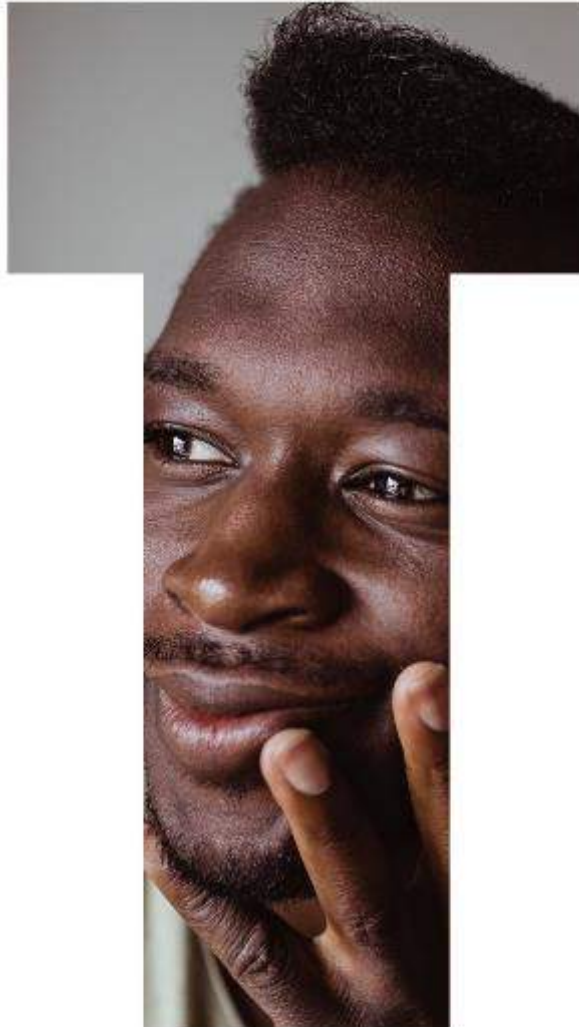
— PATIENT SURVEY PARTICIPANT

“I’m grateful that Johns Hopkins jumped on board so quickly, knowing that we were in this dangerous pandemic, and gave us this option.”

— HEART FAILURE PATIENT CAREGIVER



INTELLECTUAL DRIVERS: Building credibility and trust

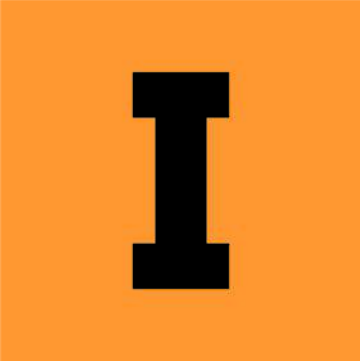


INTELLECTUAL DRIVERS

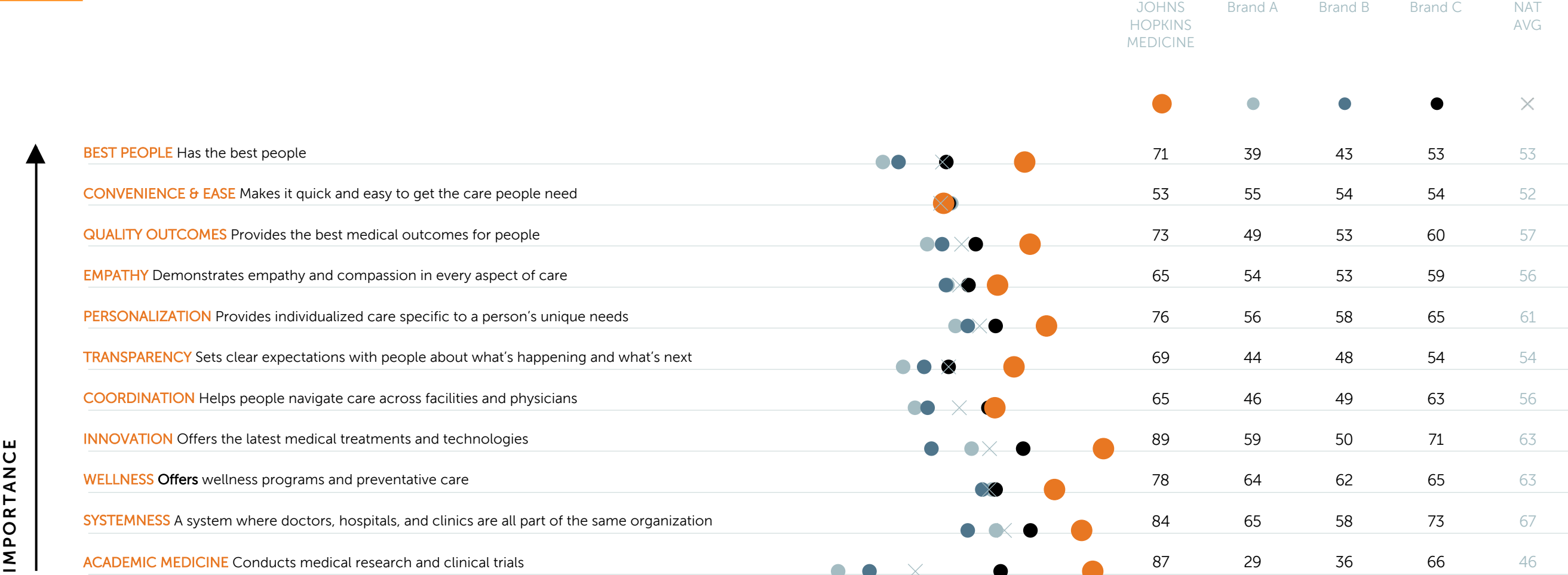
The bread and butter for healthcare brands still matters; you just have to make sure you think beyond these drivers as definitions (and people's understanding) of them are expanding

2020 vs. 2021 Intellectual Attributes

	2020 Derived Importance Rank	2021 Derived Importance Rank
Best People Has the best people	1	1
Convenience and Ease Makes it quick and easy to get the care people need	3	2
Quality Outcomes Provides the best medical outcomes for people	2	3
Empathy Demonstrates empathy and compassion in every aspect of care	4	4
Personalization Provides individualized care specific to a person's unique needs	7	5
Transparency Sets clear expectations with people about what's happening and what's next	6	6
Coordination Helps people navigate care across facilities and physicians	5	7
Innovation Offers the latest medical treatments and technologies	8	8
Wellness Offers wellness programs and preventative care	9	9
Systemness Is a healthcare system where doctors, hospitals, and clinics are all part of the same organization	10	10
Academic Medicine Conducts medical research and clinical trials	11	11



INTELLECTUAL ATTRIBUTES



M/P Baltimore / 2021
Base All respondents at least somewhat familiar with each brand: Johns Hopkins Medicine (161), Brand A (108), Brand B (120), Brand C (176)
QB3 Based on what you know about [BRAND], in your opinion, how well do the following statements describe them?
Data Net score [top two box – bottom two box]

Extraordinary People. Extraordinary Moments.



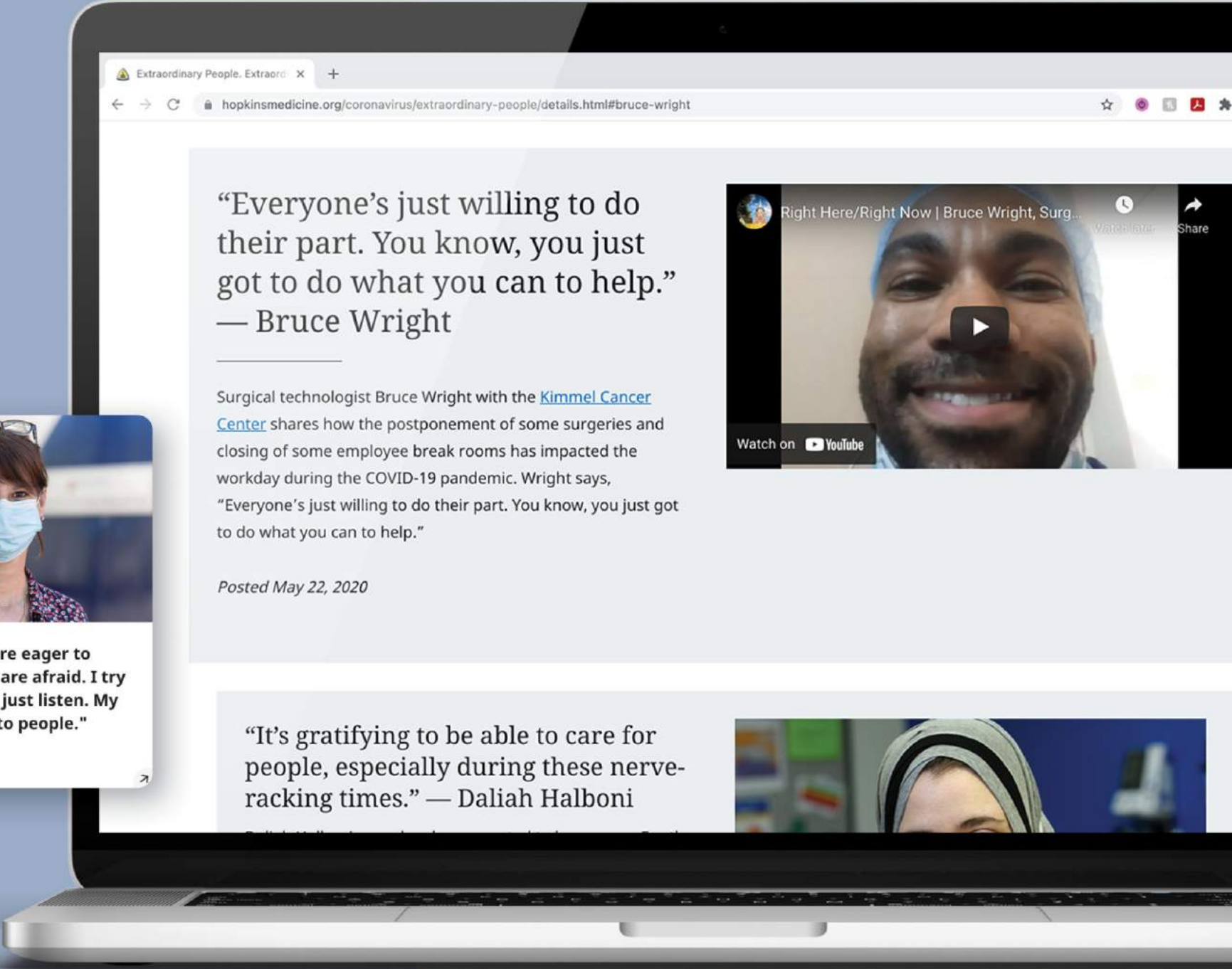
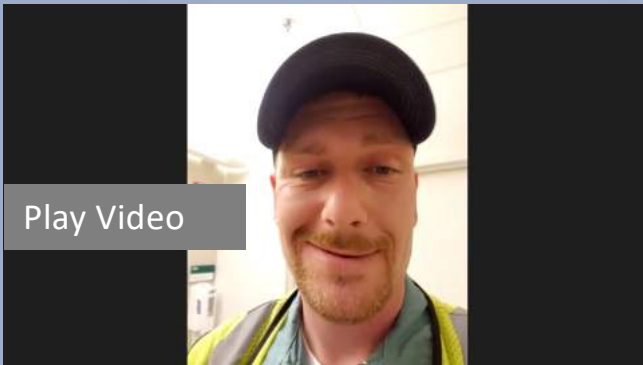
"This will hopefully end the pandemic."
Denise Fu



Essential Hospital Workers: Staying Safe



"Some people are eager to help, and some are afraid. I try to be there and just listen. My heart goes out to people."
Catherine Wren



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SENSORIAL DRIVERS: Looking at experience holistically

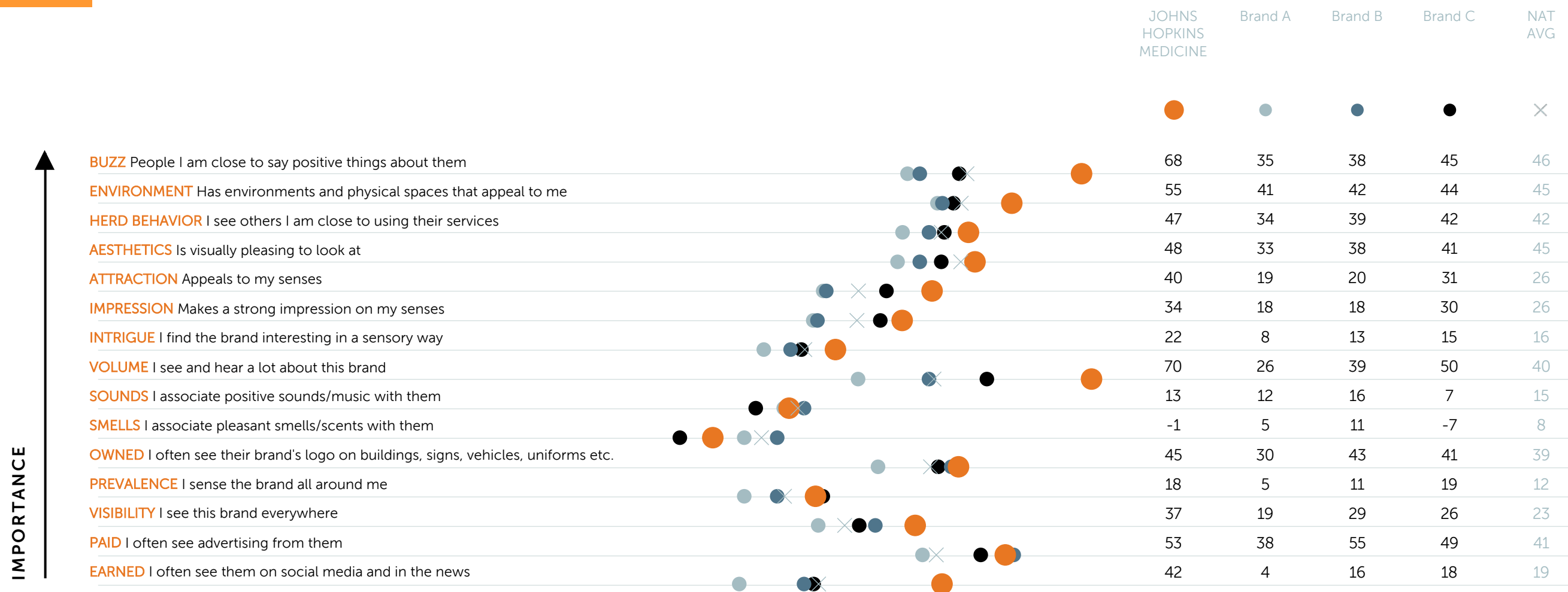


2020 vs. 2021 Sensorial Attributes

	2020 Derived Importance Rank	2021 Derived Importance Rank
Buzz People I am close to say positive things about them	1	1
Environment Has environments and physical spaces that appeal to me	2	2
Herd Behavior I see others I am close to using their services	4	3
Aesthetics Is visually pleasing to look at	5	4
Attraction Appeals to my senses	3	5
Impression Makes a strong impression on my senses	8	6
Intrigue I find the brand interesting in a sensory way	7	7
Volume I see and hear a lot about this brand	13	8
Sounds I associate positive sounds/music with them	6	9
Smells I associate pleasant smells/scents with them	9	10
Owned I often see their brand's logo on buildings, signs, vehicles, uniforms etc.	11	11
Prevalence I sense the brand all around me	10	12
Visibility I see this brand everywhere	12	13
Paid I often see advertising from them	15	14
Earned I often see them on social media and in the news	14	15



SENSORIAL ATTRIBUTES



M/P Baltimore / 2021
Base All respondents at least somewhat familiar with each brand: Johns Hopkins Medicine (161), Brand A (108), Brand B (120), Brand C (176)
QB2 Please think about all of the sensory elements you associate with [BRAND]. How much do you agree or disagree with the following statements?
Data Net score [top two box – bottom two box]

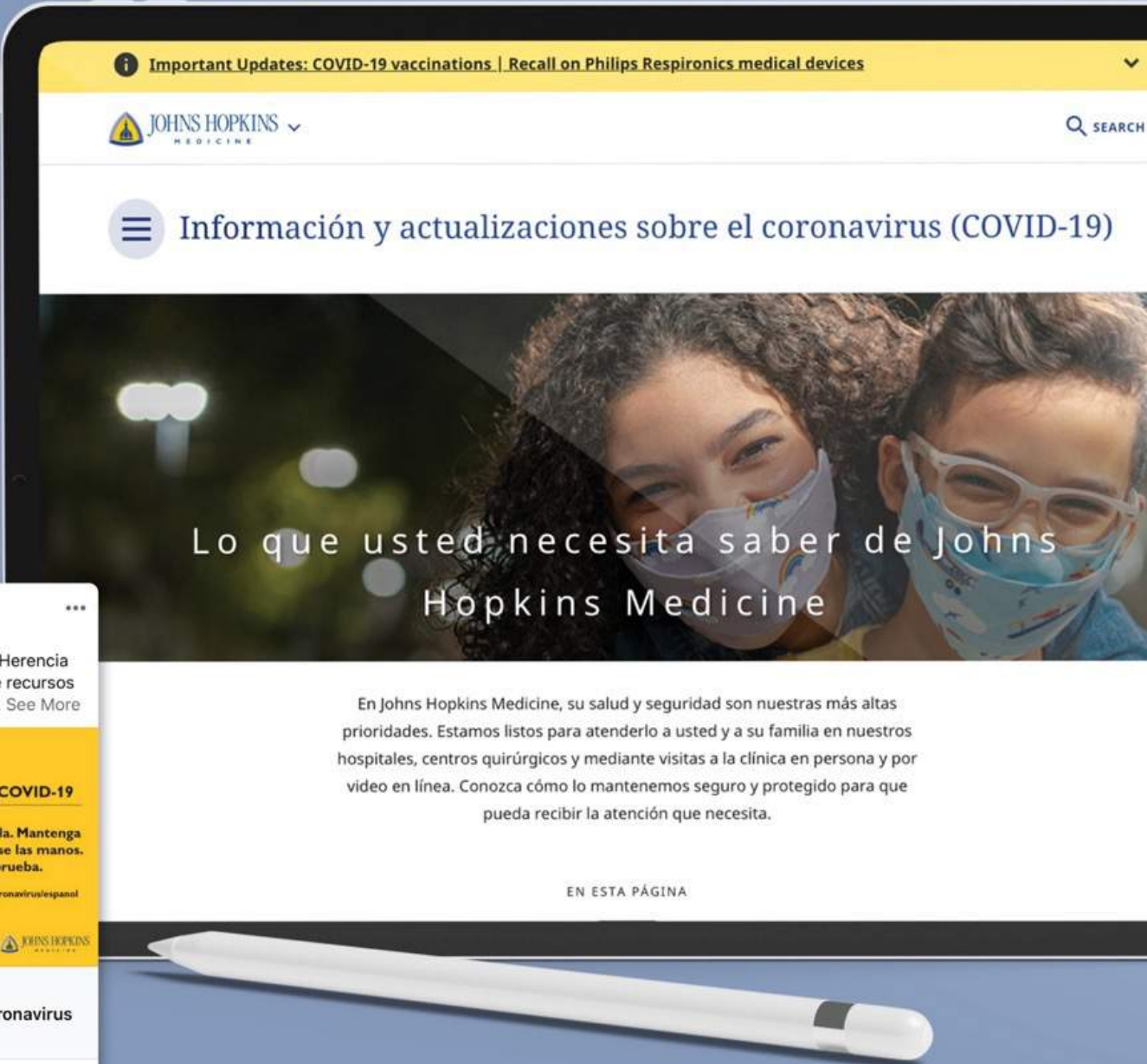


#whitecoatsforblacklives

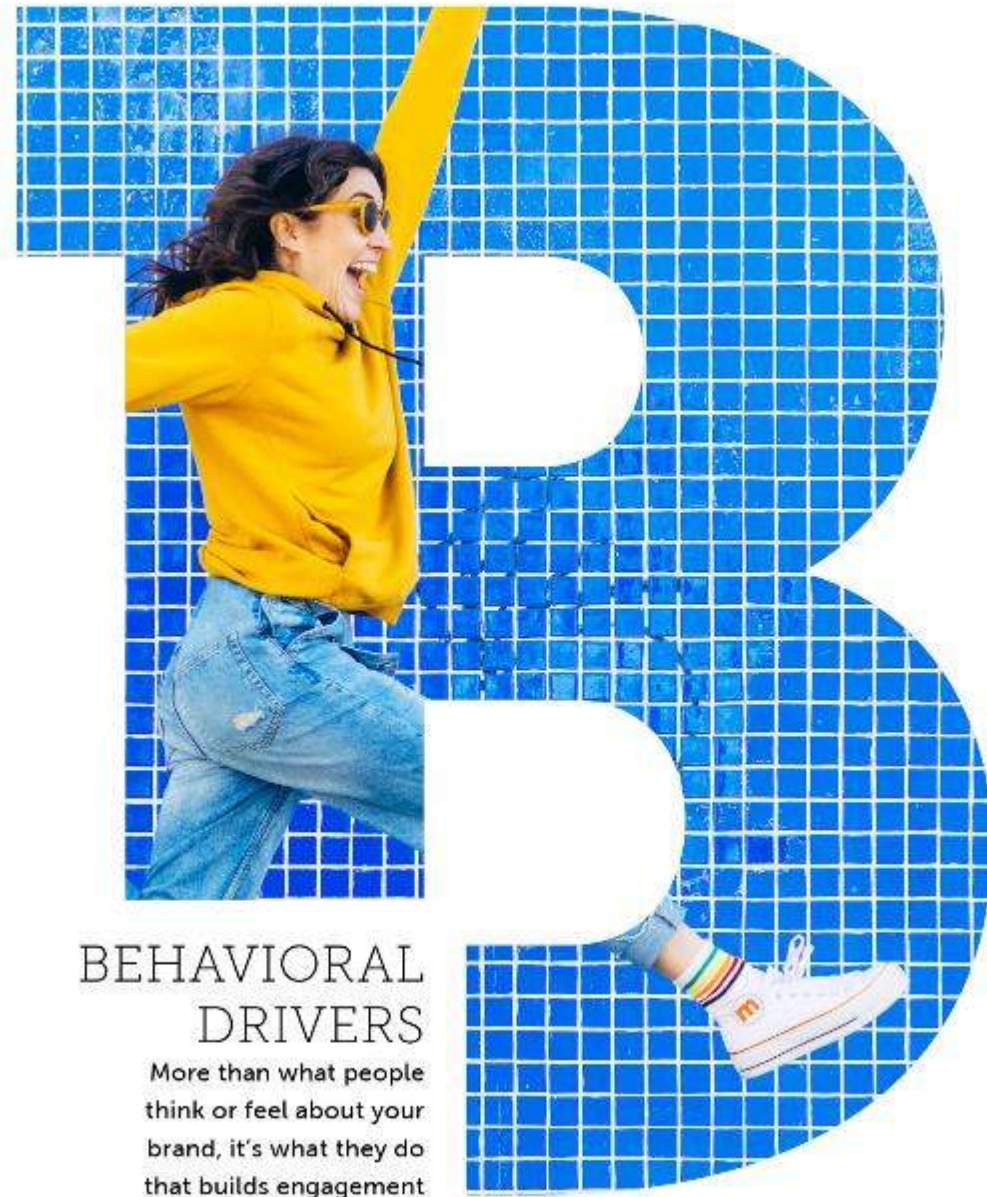
Play Video

SHSMD | 11.16.21

Juntos contra COVID-19



BEHAVIORAL DRIVERS: Moving people to action

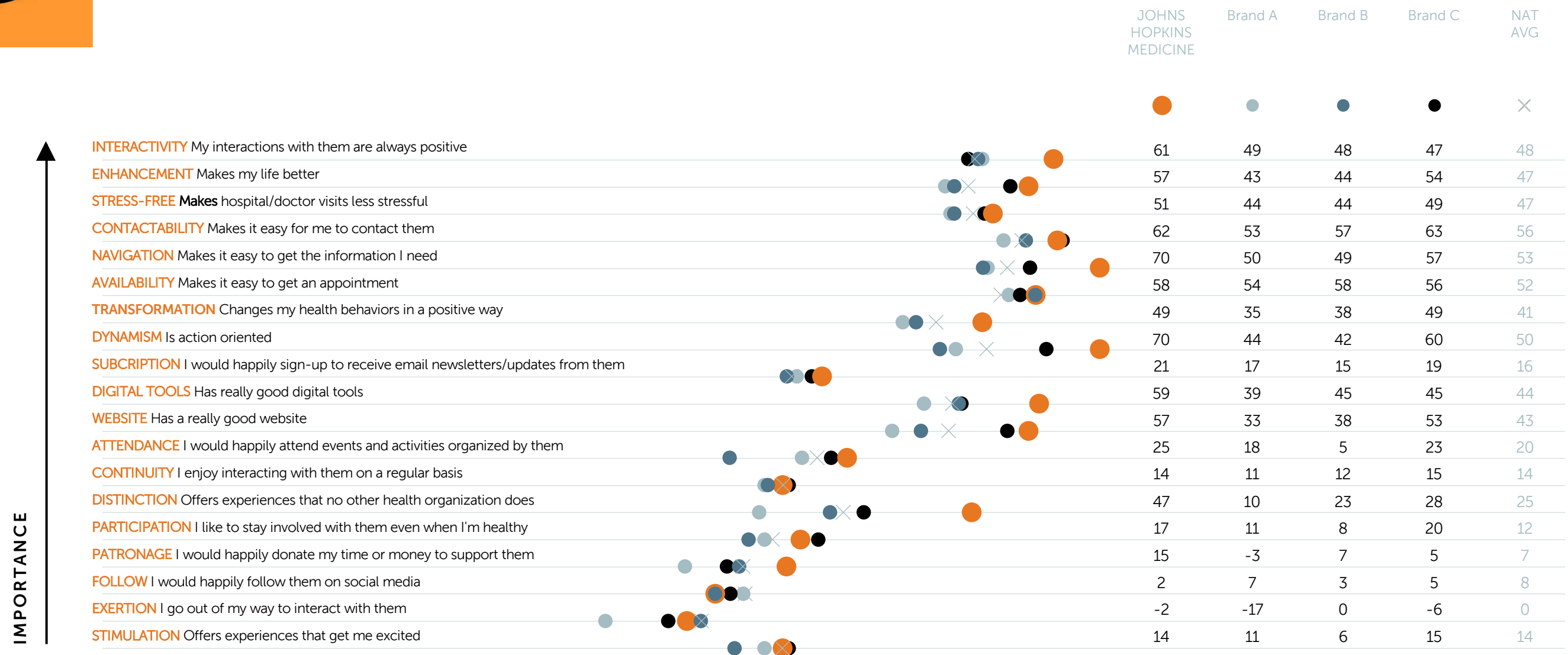


2020 vs. 2021 Behavioral Attributes

	2020 Derived Importance Rank	2021 Derived Importance Rank
Interactivity My interactions with them are always positive	2	1
Enhancement Makes my life better	1	2
Stress-Free Makes hospital/doctor visits less stressful	4	3
Contactability Makes it easy for me to contact them	7	▲ 4
Navigation Makes it easy to get the information I need	5	5
Availability Makes it easy to get an appointment	11	▲ 6
Transformation Changes my health behaviors in a positive way	3	7
Dynamism Is action-oriented	9	8
Subscription I would happily sign-up to receive email newsletters/updates from them	10	9
Digital Tools Has really good digital tools	16	▲ 10
Website Has a really good website	19	▲ 11
Attendance I would happily attend event and activities organized by them	6	12
Continuity I enjoy interacting with them on a regular basis	0	13
Distinction Offers experiences that no other health organization does	16	14
Participation I like to stay involved with them even when I'm healthy	12	15
Patronage I would happily donate my time or money to support them	13	16
Follow I would happily follow them on social media	15	17
Exertion I go out of my way to interact with them	14	18
Stimulation Offers experiences that get me excited	17	19

*Derived Importance Rank and Rank based on Stepwise Linear Regression

BEHAVIORAL ATTRIBUTES



M/P Baltimore / 2021
Base All respondents at least somewhat familiar with each brand: Johns Hopkins Medicine (161), Brand A (108), Brand B (120), Brand C (176)
QB5 Please think about all of your experiences and interactions with [BRAND]. How much do you agree or disagree with the following statements?
Data Net score [top two box – bottom two box]

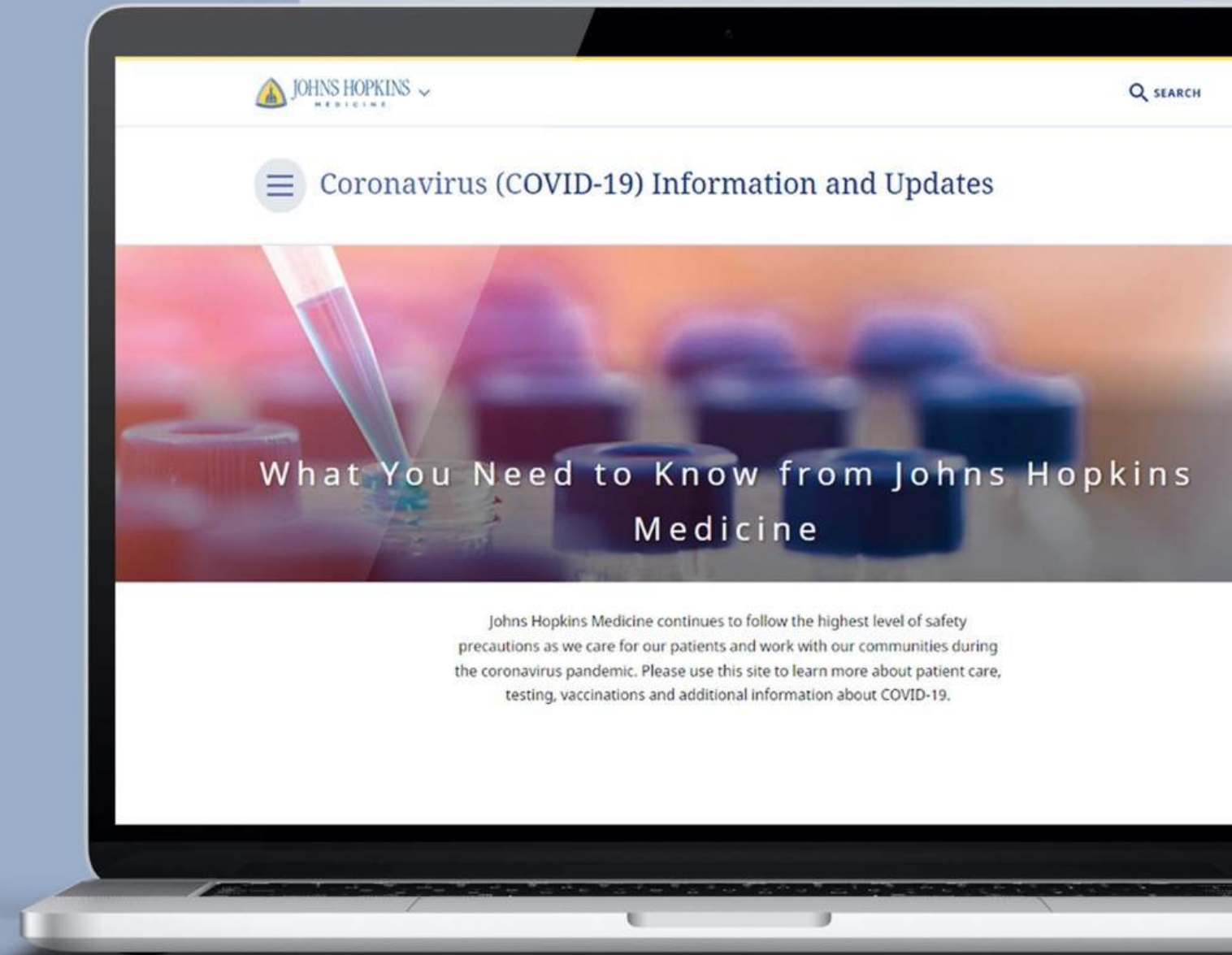
Informing & Educating the Public



Coronavirus Web Site

EARLY LAUNCH &
CONSTANT EVOLUTION

*80 million
visits and
more than
73 million
visitors*



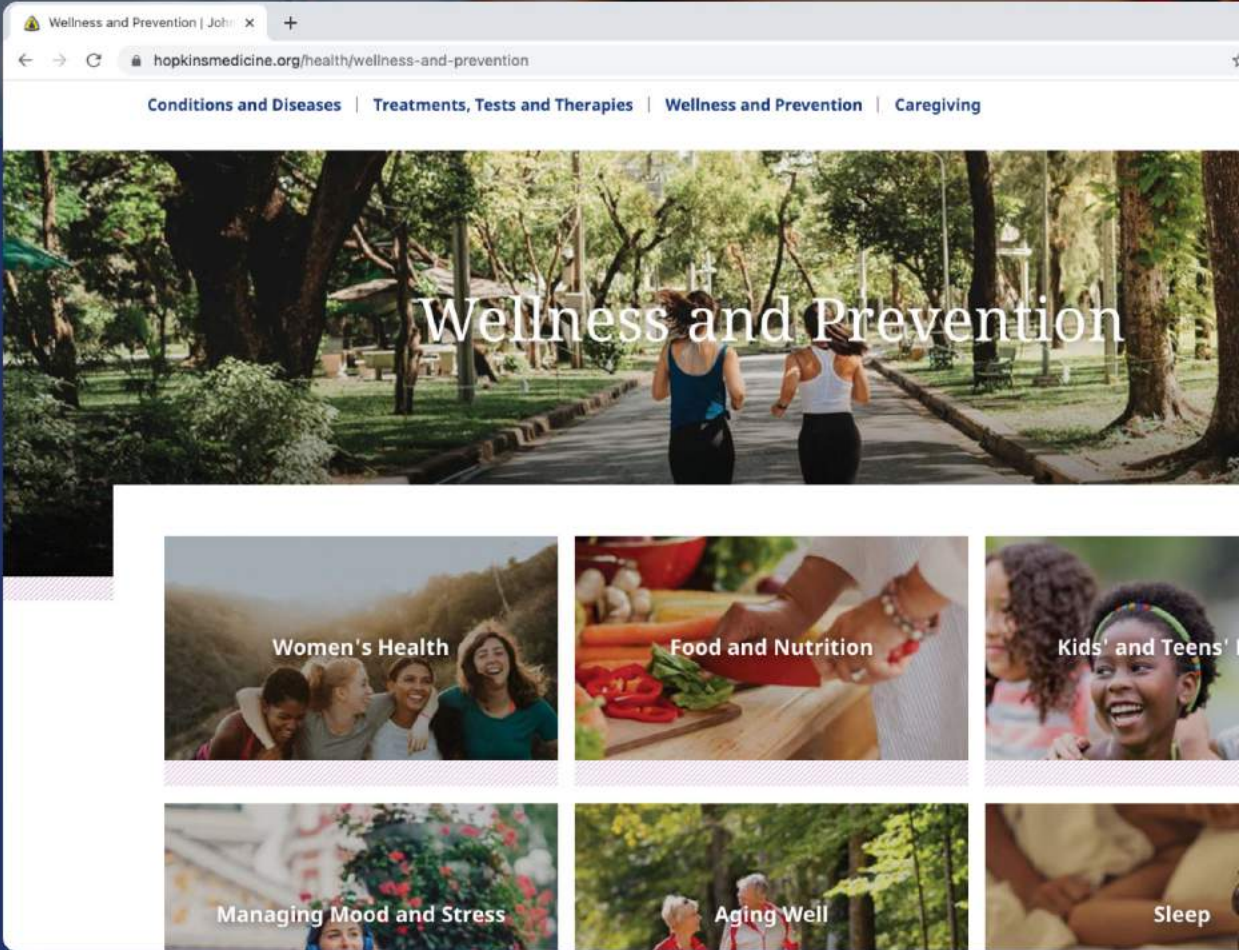
Engagement for Well-being



Booster Shots and Third Doses for COVID-19 Vaccines: What You Need to Know

Two experts answer common questions about third vaccine doses and COVID boosters.


Learn More >



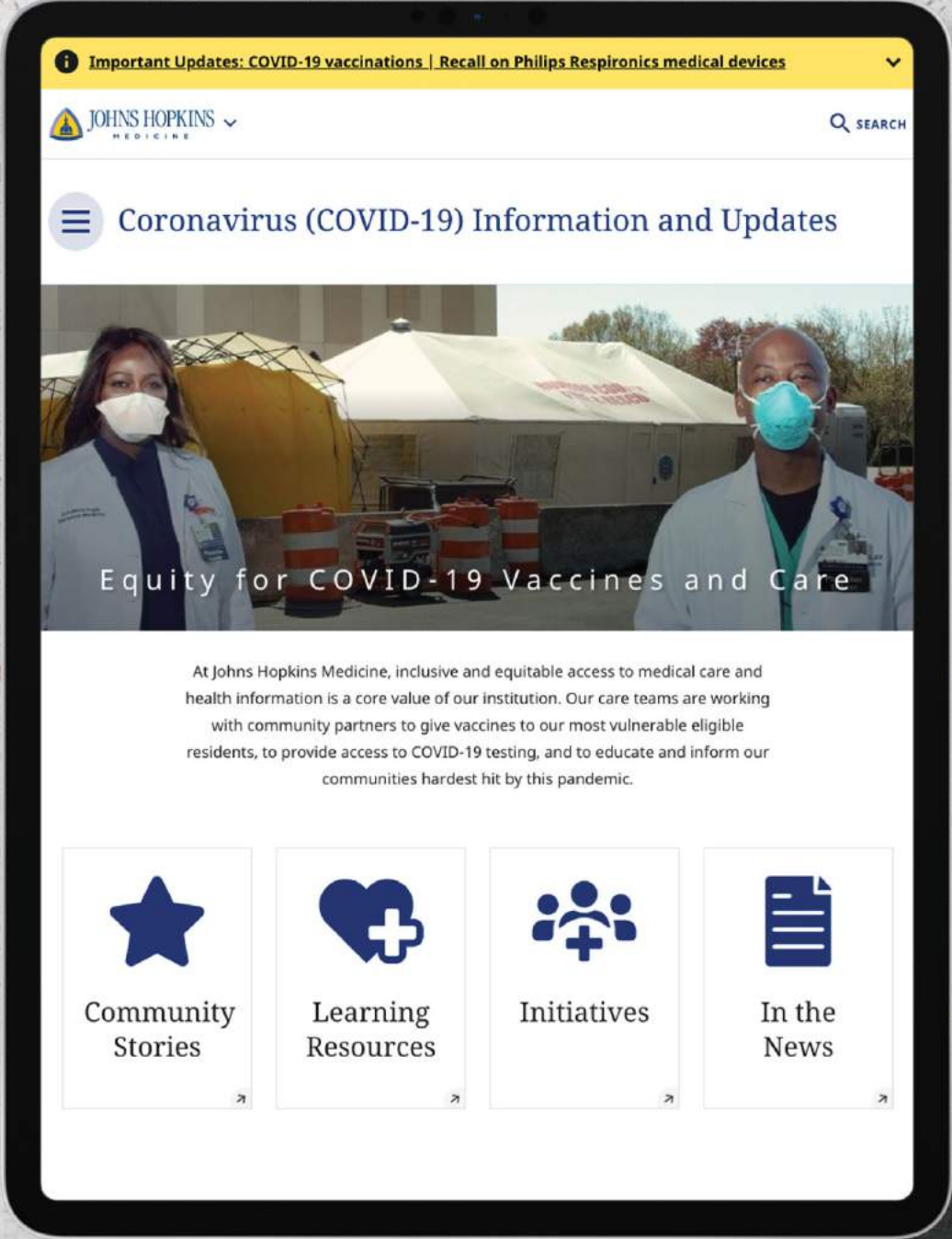
Coronavirus (COVID-19)

What you need to know from Johns Hopkins Medicine.

Learn more >



Commitment to Community



Johns Hopkins Joins National #MaskUp Campaign to Slow the COVID-19 Pandemic >


Johns Hopkins Medicine, together with 100 of the nation's other top health care systems have come together with an urgent plea for all Americans — #MaskUp.

Wrapping together
these insights leads to
a compelling story that
became the foundation
of a new campaign

The Creative Interpretation

Strengthened by our values.

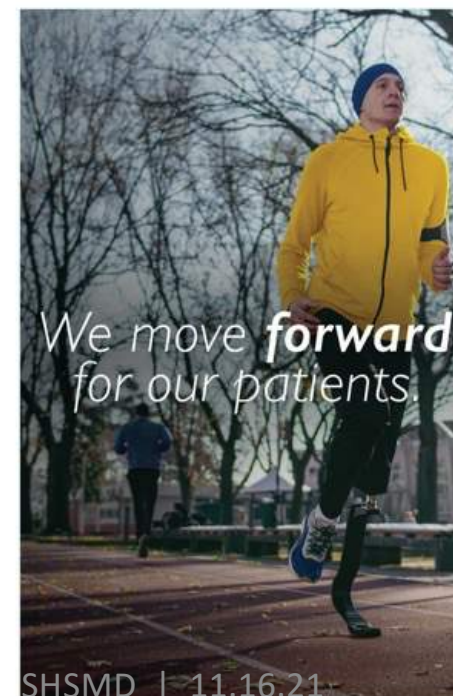
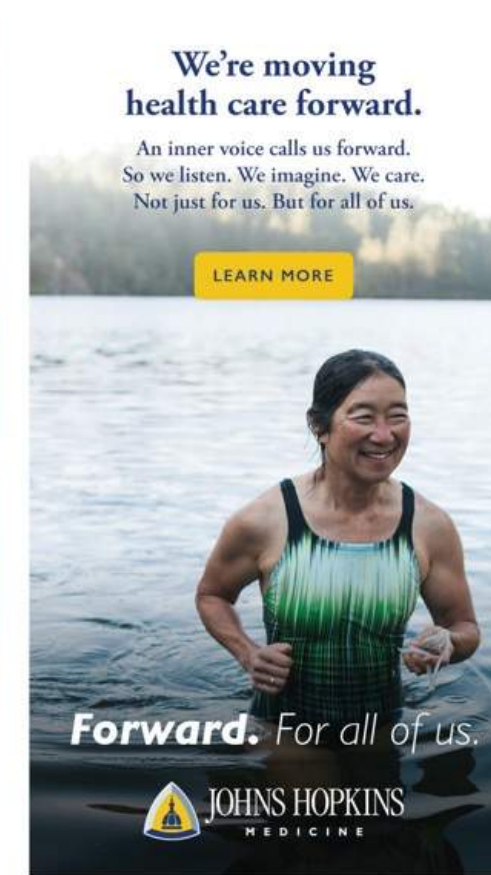
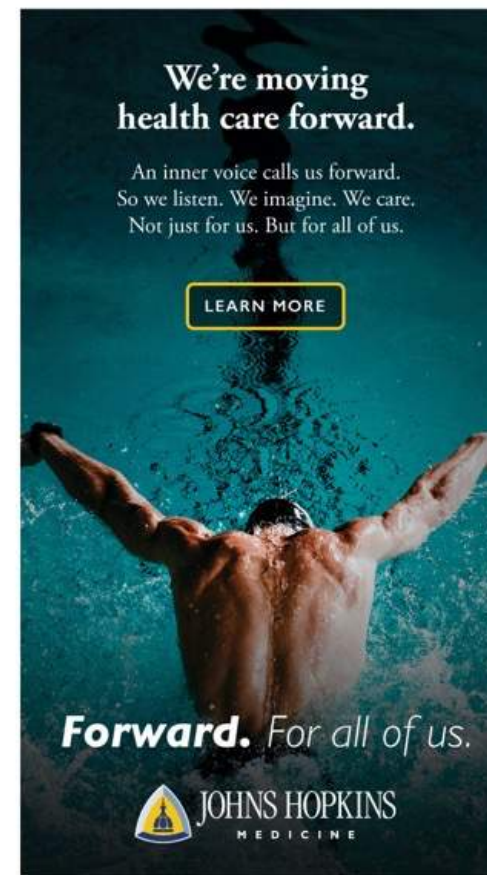
*We are relentless
in our pursuit of
the greater good.*

A hand is shown reaching upwards, palm facing forward, against a solid blue background. Several thin, white, concentric circles are overlaid on the image, creating a sense of motion or expansion. The hand is positioned in the center-right of the frame.

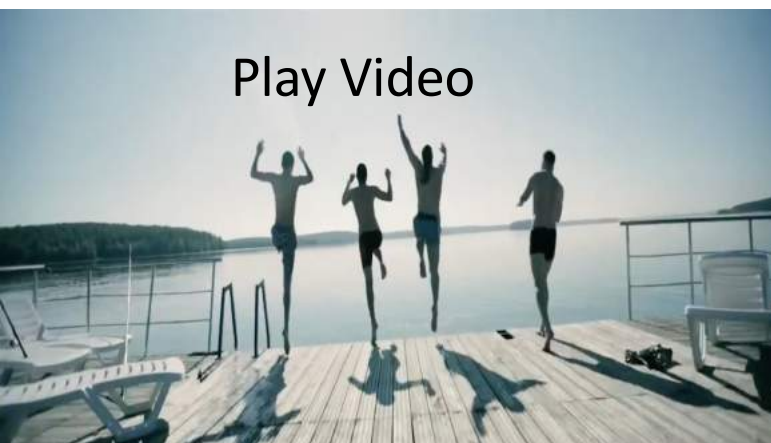
*Progress doesn't
happen overnight.
It's not always pretty.
It's long
and arduous.*

A Message for All of Us

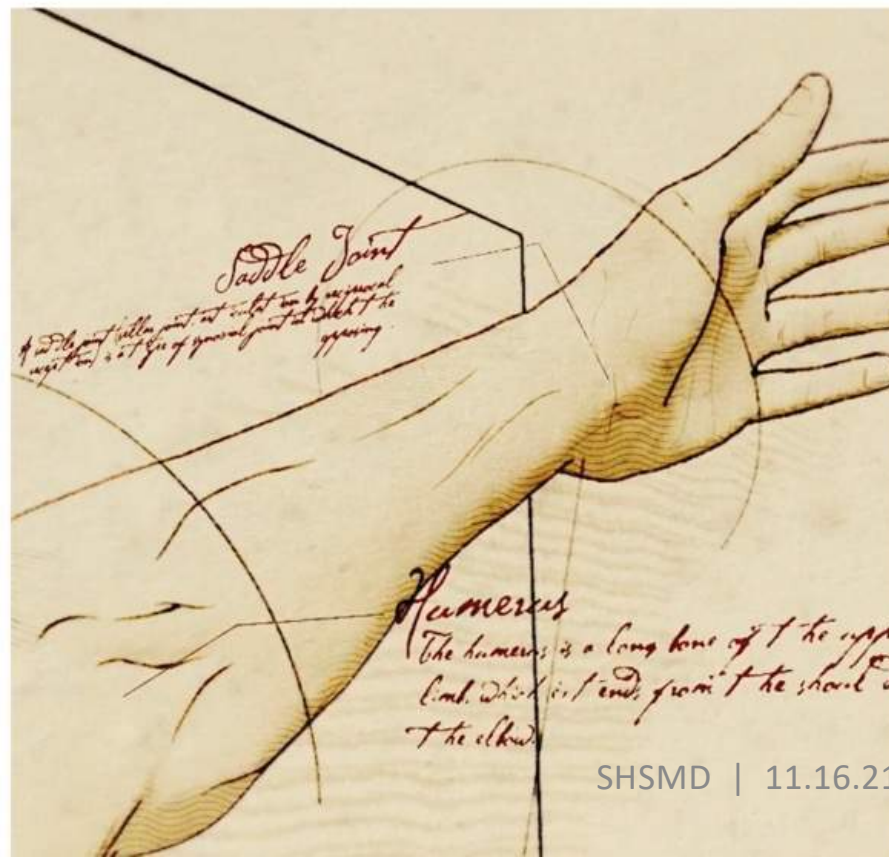
The ethos of Johns Hopkins Medicine and its people is an innate drive for forward progress. To shape a future with less pain and more progress. For good. For all of us.



*Forward.
For all of us.*



Play Video



SHSMD | 11.16.21

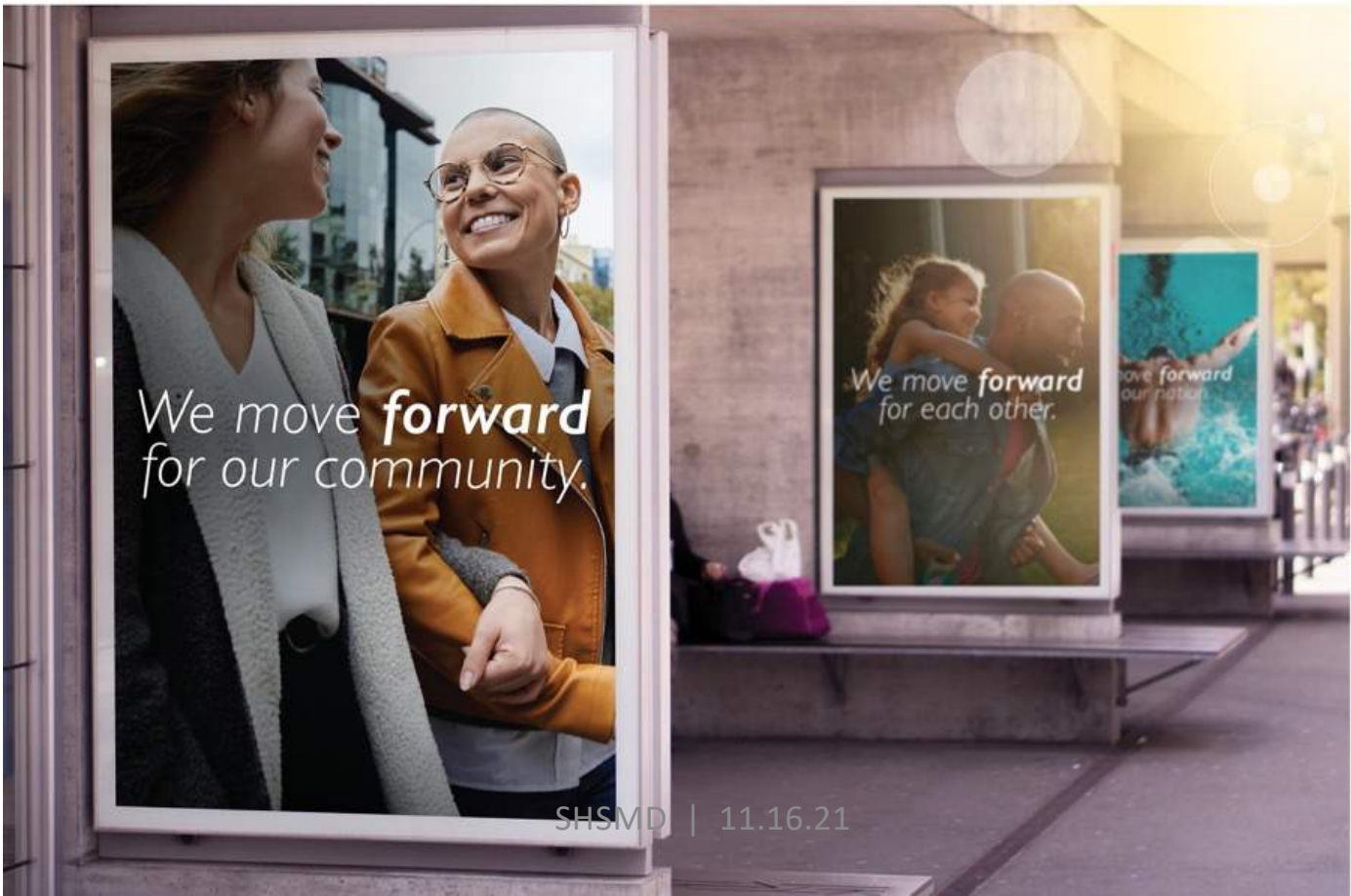


30

In-Market Examples



Our campaign aims to feel inclusive and authentic to the audiences we serve.



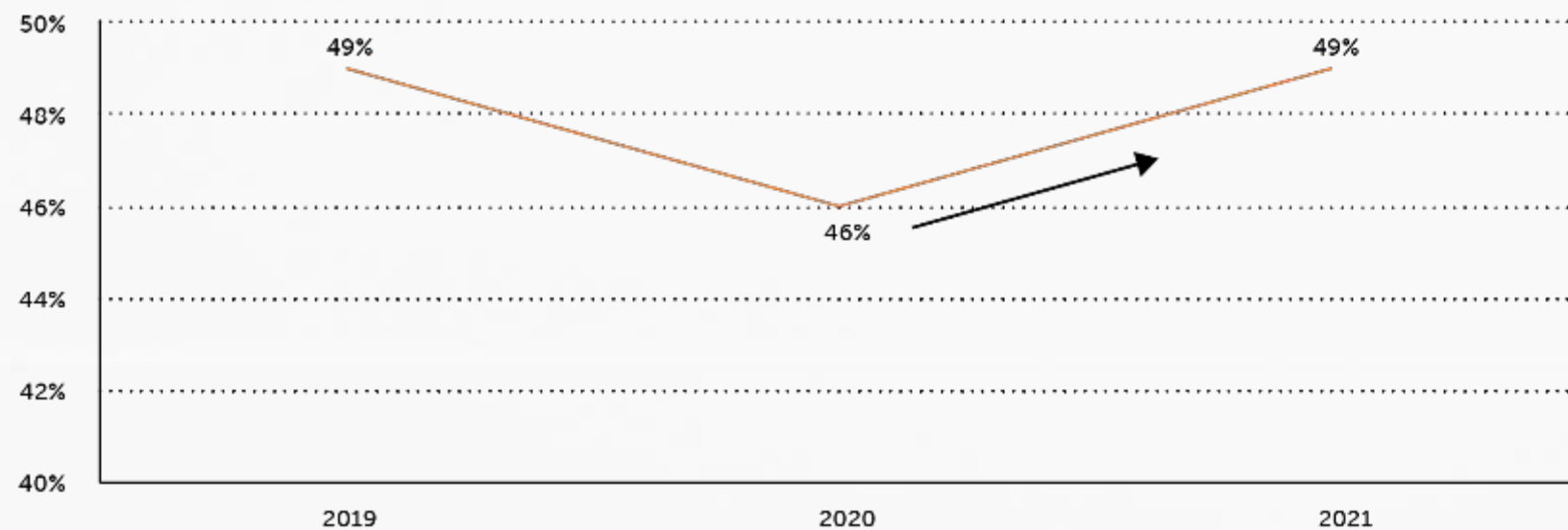
Core to the success of
Johns Hopkins Medicine
was its understanding of
consumer trust

Fortunately for healthcare brands, data actually shows a minor uptick in trust across consumer groups over the past year. It's a small, but meaningful recovery from the decline seen from 2019 to 2020. This tells us that amidst the uncertainty and fear of the pandemic, consumers put more faith in healthcare brands than they did prior to its onset. Though individuals' engagement in their own health and wellness has declined, they are now listening to you more than before.

What do you want to say to them?

2019–2021 U.S. TRUST OF HEALTHCARE PROVIDERS

'I [do] always trust my healthcare provider to make the right decisions for me'



Top 10 Most Trusted Brands

Rank	Brand	
1	Johns Hopkins Medicine	
2	UNC Health	
3	Massachusetts General Hospital	
4	The Ohio State University Wexner Medical Center	
5	Nebraska Medicine	
6	Baptist Health South Florida	
7	Stanford Healthcare	
8	Mayo Clinic	
9	Memorial Healthcare System	
10	Emory Healthcare	

Based on net score for the statement: 'Is an organization that people trust'



The world
changed and
We listened.

How do you build a listening organization?

Three techniques will help your organization to listen

01 Build channels for gathering feedback

Consumer insights are essential to decision-making. Gathering insights takes many forms, ranging from short surveys to in-depth discussions with patient advisory panels.

Learnings established through these channels directly inform brand actions. Examples include updating wayfinding systems to be more intuitive and personalizing pandemic safety and vaccine content based on patient and consumer feedback and preferences.

While research can be expensive and time-intensive, it doesn't always have to be. There is room for all types of data collection in today's brand-building.

02 Leverage social listening to stay aware

Social listening helps you stay up-to-date on the latest consumer conversations. This helps the brand pinpoint what topics audiences are interested in, but also equips content creators with the language to engage in authentic, responsive dialogue.

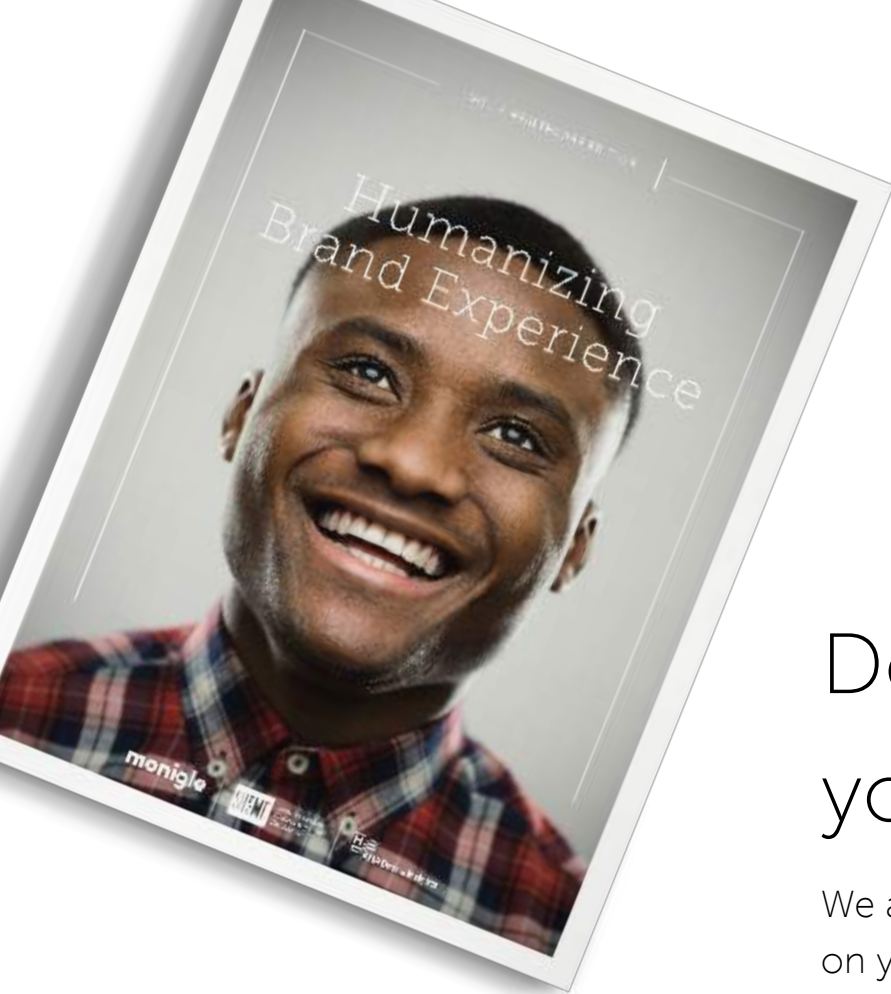
In addition to helping Johns Hopkins Medicine keep a pulse on what matters to audiences, social listening has fostered a culture attuned to the kind of communication that benefits its patients and local communities—but the ripple effect doesn't stop there. For example, social listening played a significant role in the creation of a Johns Hopkins Medicine coronavirus website in 2020, featuring more than 200 articles, videos, and posts, much of it in answer to questions the public was asking.

03 Don't forget about your people

At Johns Hopkins Medicine, listening extends to employees, too. The brand has established multiple channels for staff to voice feedback and concerns, so that leadership can respond accordingly.

Chief Wellness Officer, Dr. Lee Biddison, is key to employee listening at Johns Hopkins Medicine. Dr. Biddison heads the Office of Wellbeing, a team charged with leveraging internal feedback to identify issues and implement solutions.

When COVID-19 put immense pressure on workers, the Office of Wellbeing ensured the organization was proactively hosting conversations about burnout and creating resources to help staff cope.



Do you want to see data like this for your brand? Join the movement.

We are currently in the field with the 5th volume of our report and likely have data on your brand and competitors as well as national benchmarks. As a *Humanizing Brand Experience* member, you gain access to data for your specific brand and market, while also receiving report learnings prior to public distribution. We can also provide access to the data including past year comparisons. For more information, get in touch with us at **[Monigle.com/HBE-Subscription](https://monigle.com/HBE-Subscription)**



To the journey ahead

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Denver, Colorado 80206
303.388.9358
www.monigle.com

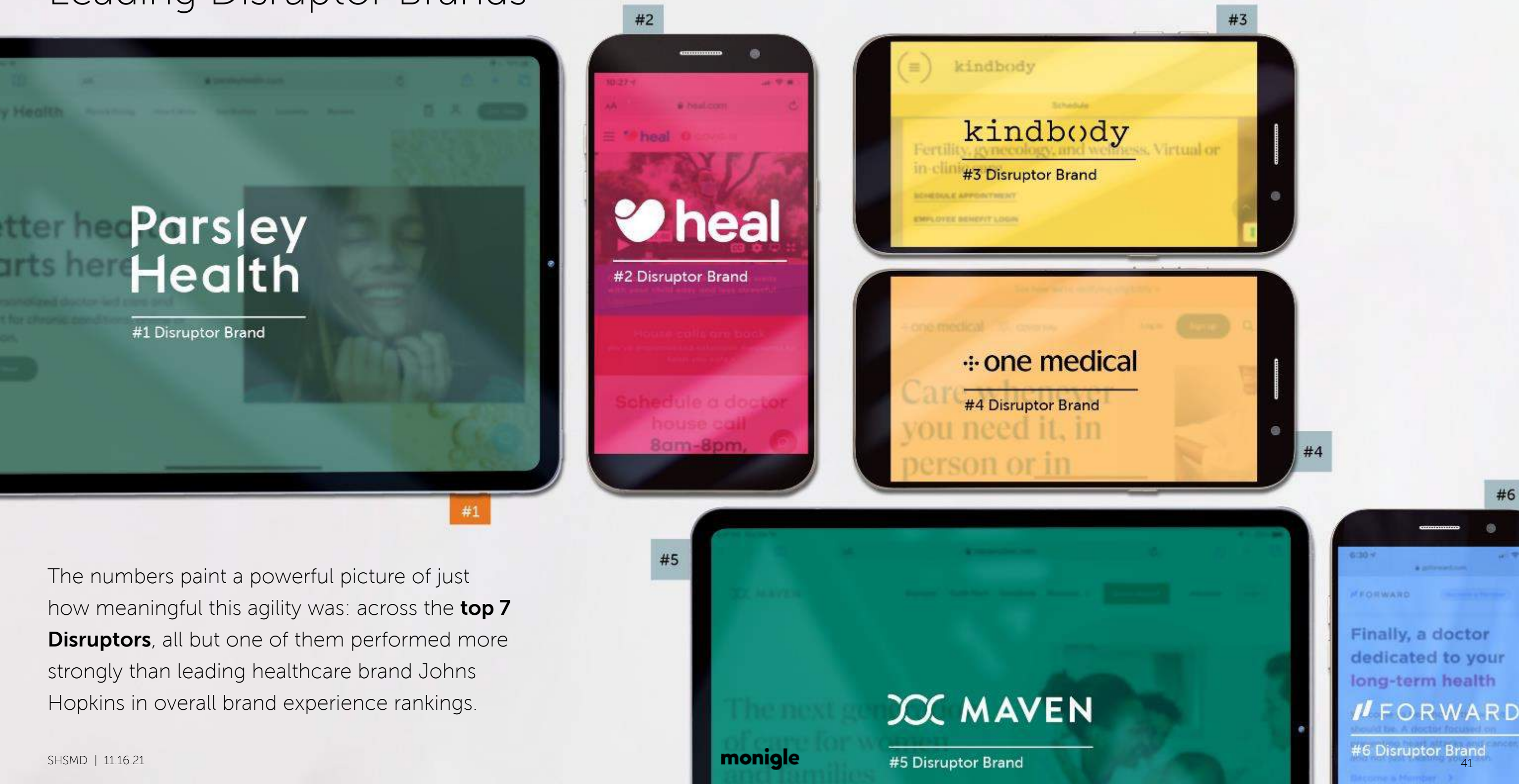
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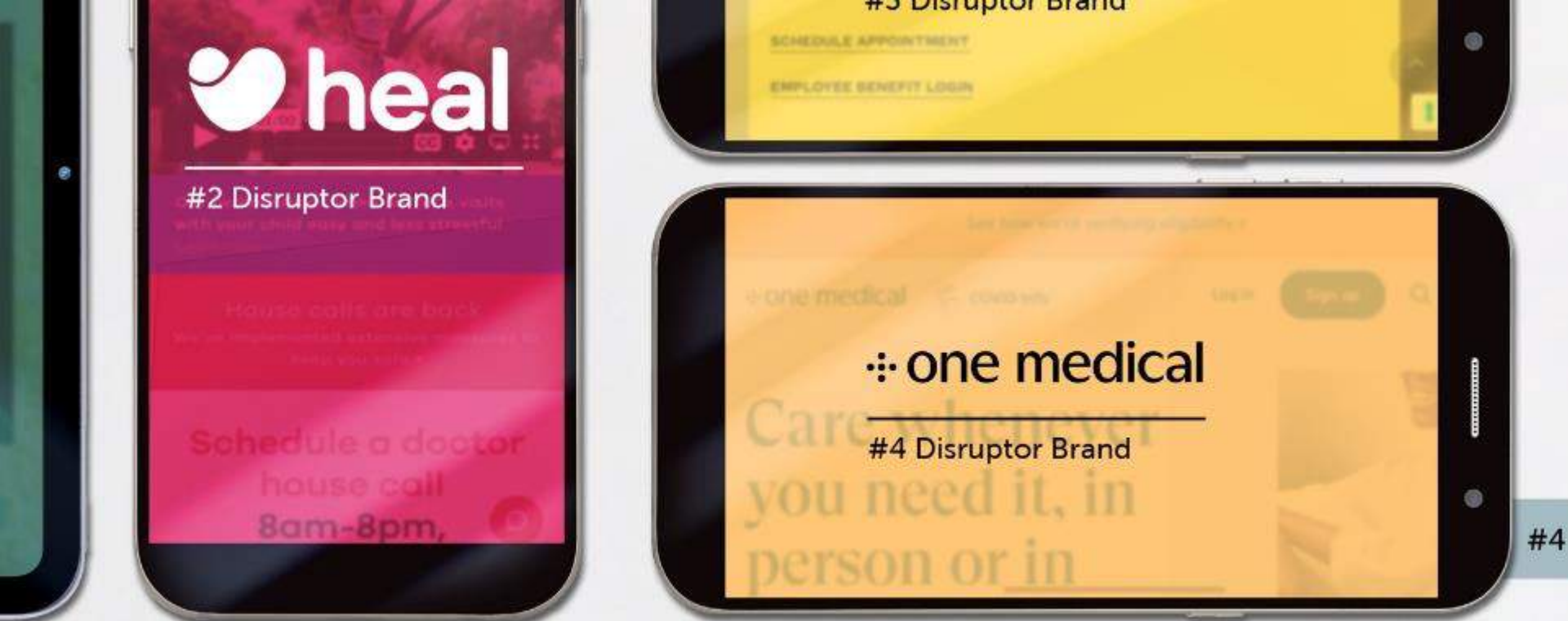
AP

Supporting Documentation

Leading Disruptor Brands



The numbers paint a powerful picture of just how meaningful this agility was: across the **top 7 Disruptors**, all but one of them performed more strongly than leading healthcare brand Johns Hopkins in overall brand experience rankings.

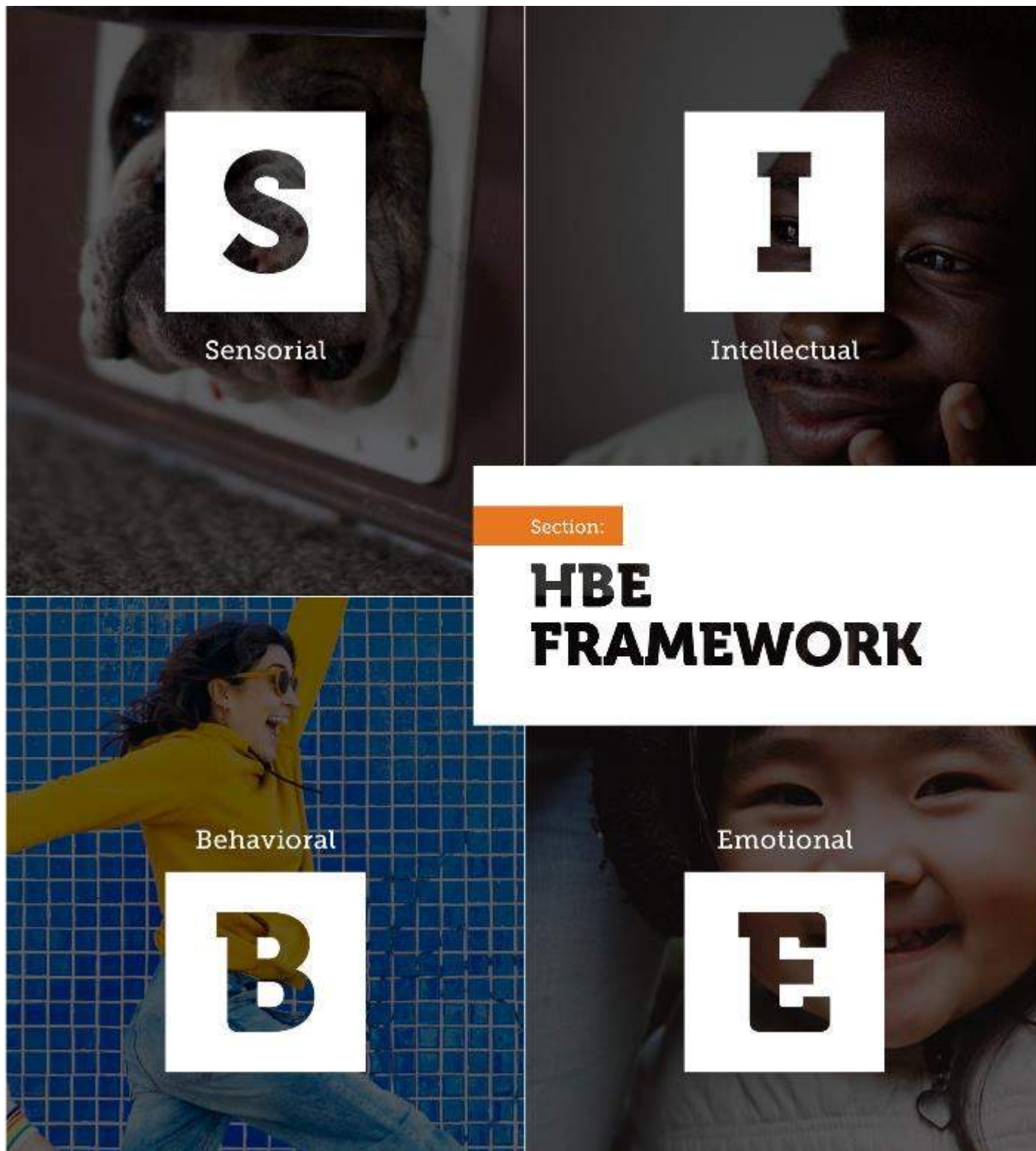


Leading Disruptor Brands

Healthcare leaders take note:

If you don't embrace the same adaptable mindset, technology-led approach and consumer-driven strategies as the Disruptor brands, they will continue to outperform your brand—and it's only a matter of time before consumer preferences recover from the scarcity mindset of the pandemic and recalibrate toward these more human brand experiences.





The Humanizing Brand Experience framework is built for today's brand leaders and guides our insights approach

It is based on the latest social sciences and brand thinking, highlighting the experience-driven actions needed to grow reputation and move people.

At the heart of the framework is a structural equation model that has been validated and proven to drive brand choice and advocacy.

The published HBE brand rankings are based on the composite score from this model, weighted by market to reflect varying category engagement.

Extensive analysis uncovered a strong correlation between HBE brand experience scores and overall HCAHPS performance

What we did

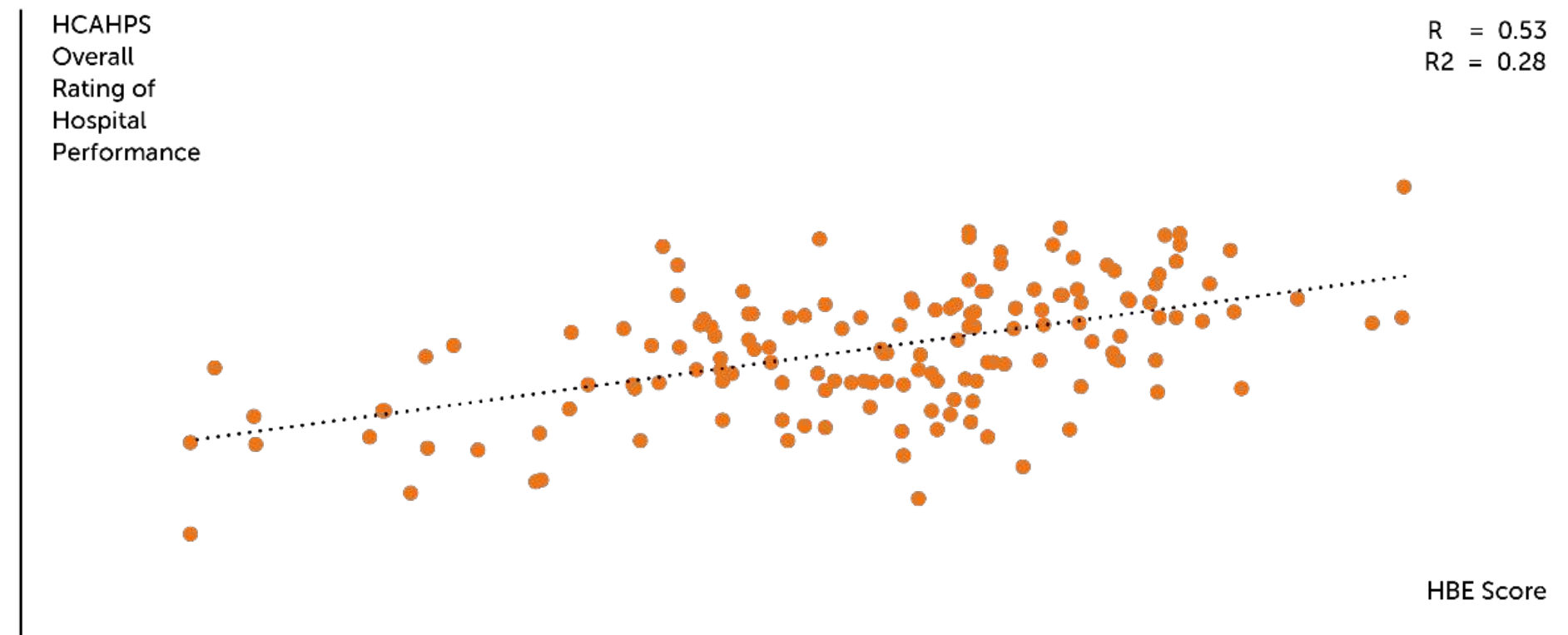
Pulled hospital level HCAHPS data for
148 of the 179 systems evaluated

Analyzed the 25,000+ consumer responses to create a logic to aggregate hospital level data into systems

Created composite HCAHPS scores for these systems using hospital data

Defined analytical dataset of 152 systems/hospitals with HCAHPS and HBE scores

Ran correlation analysis at the overall attribute and metric-specific levels to understand relationships





Three big shifts could help spark a critical mindset change among your executive leadership teams

Start working together

Align your Brand, Marketing, and Operations teams around shared, brand-driven goals and approaches. The pandemic has sparked new ways to collaborate, and this data should further cement the importance of breaking down the ever-present siloes in healthcare.

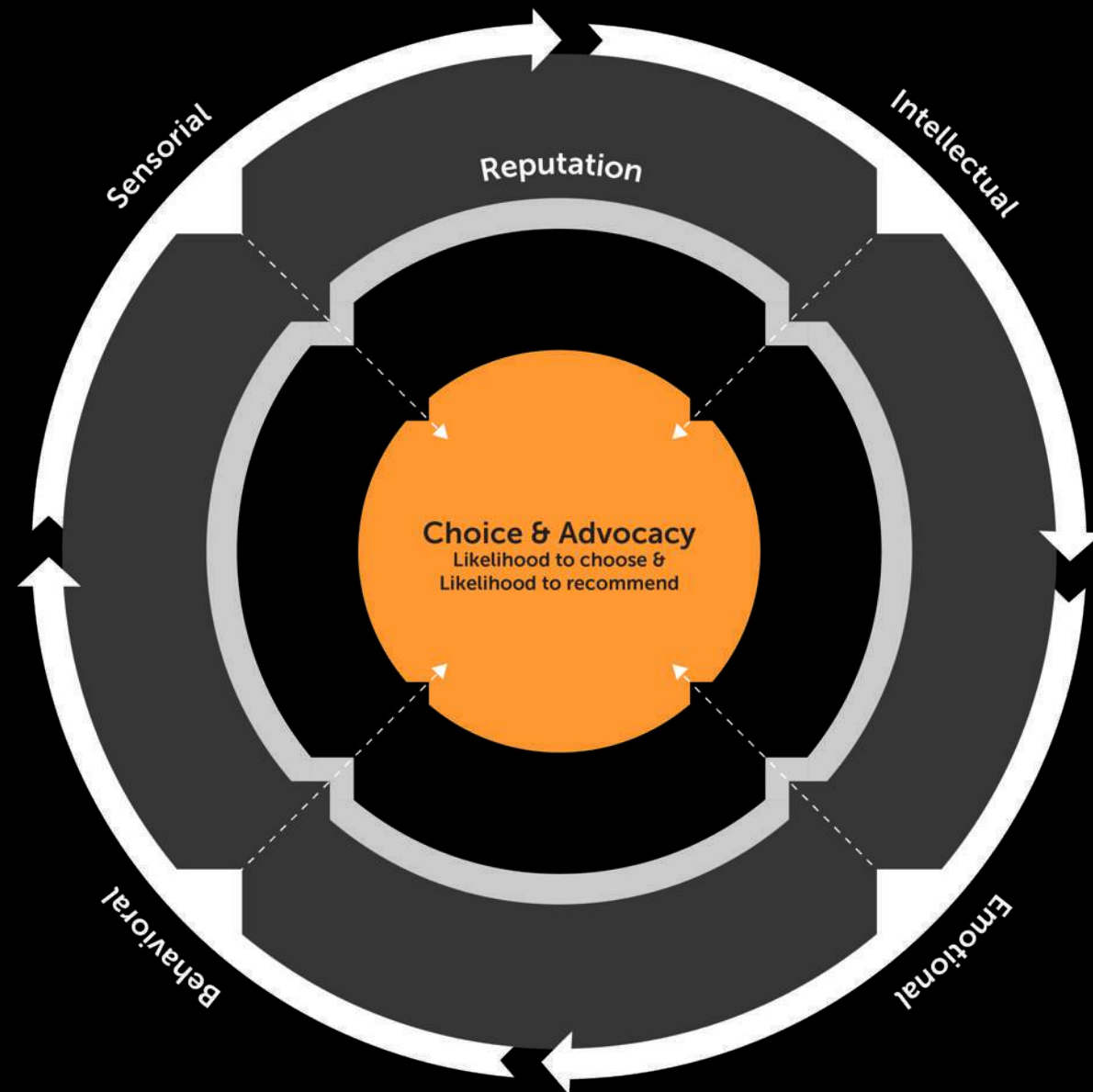
Stop neglecting brand

Marketing and Brand should not be the first budgets you cut when times get tough; you'll put financial performance directly at risk as evidenced by this analysis. It's time to end the debate around investing in brand, as it definitively enhances aspects of experience that directly tie to business performance.

Think beyond "patient" experience

Create multi-disciplinary Experience teams that are charged with influencing what happens before, during, and after patient care is delivered. Patient experience is important, but experience is a broader concept that needs more holistic attention and a wider aperture to truly make an impact.

A FRAMEWORK FOR SUCCESS













We evaluate all brands in the study using our proprietary framework

This year, we continued to explore the attributes that are top-of-mind for consumers through our research with healthcare brands across the country. No changes were made to the model year-over-year, and we maintained our four areas of focus and the structural equation model (SEM) approach.

We did recalibrate our national brand scoring and ranking to adjust for variances in category engagement across markets. Composite brand scores from the SEM model were weighted by market, using the health engagement index, which measures how central health and wellness is to consumer's lives.

2021 Brand Rankings

Rank	Brand	
1	Johns Hopkins Medicine*	
2	UAB Medicine	
3	UVA Health	
4	UNC Health	
5	Memorial Healthcare System	
6	Bronson Healthcare	
7	Nebraska Medicine	
8	LCMC Health	
9	Michigan Medicine*	
10	The Christ Hospital	














*Multiple markets NET score

Differences in strategy between research fielding and report development might occur

The names and logos above reflect the brands that were included during this year's research fielding (November-December 2020). Some brands may have evolved or been updated since that time.

Rank	Brand	
11	Baptist Health South Florida	
12	The Ohio State University Wexner Medical Center	
13	Cleveland Clinic*	
14	Massachusetts General Hospital	
15	Mayo Clinic*	
16	IU Health	
17	Beaumont Health	
18	UT Southwestern Medical Center	
19	Ochsner Health System*	
20	The University of Kansas Health System	
21	Intermountain Healthcare	
22	TriHealth	
23	Spectrum Health	
24	Houston Methodist	
25	Brigham & Women's Hospital	
26	OhioHealth	
27	St. Luke's Health System	
28	Kadlec	
29	Trinity Health Detroit	
30	NewYork-Presbyterian	
31	Texas Health Resources	
32	UCLA Health*	
33	University of Miami Health System	
34	Penn Medicine	
35	Duke Health*	

*Multiple markets NET score

Rank	Brand	
36	Inova	
37	Stanford Healthcare	
38	Northwestern Medicine	
39	OHSU Healthcare	
40	BJC HealthCare	
41	Froedtert & Medical College of Wisconsin	
42	Beth Israel Lahey Health	
43	ChristianaCare	
44	UChicago Medicine	
45	Novant Health	
46	Memorial Hermann	
47	Medical City Healthcare	
48	Atrium Health	
49	Tampa General Hospital	
50	Rush University Medical Center	
51	UC Health	
52	Carilion Clinic	
53	NYU Langone Health	
54	Emory Healthcare	
55	National Jewish Health	
56	UT Health San Antonio	
57	Kettering Health Network	
58	AdventHealth*	
59	BayCare	
60	MaineHealth	

*Multiple markets NET score

Rank	Brand	
61	University of Maryland Medical System	
62	MemorialCare*	
63	Catholic Health Services of Long Island	
64	Mercy Hospital	
65	McLeod Health	
66	St. Elizabeth Healthcare	
67	UCHealth	
68	UW Medicine	
69	University of Utah Health	
70	Main Line Health	
71	Orlando Health	
72	Mercy Medical Center	
73	UCSF Medical Center	
74	Allegheny Health Network	
75	Virtua Health	
76	Yale New Haven Health	
77	SwedishAmerican	
78	UC San Diego Health	
79	Advocate Healthcare*	
80	Community Health Network	
81	St. Joseph Health*	
82	Valley Health System	
83	Hoag Memorial Health	
84	Our Lady of the Lake	
85	NorthShore University HealthSystem	

*Multiple markets NET score

86	Methodist Health System	
87	Torrance Memorial Medical Center	
88	Advocate Aurora Health	
89	Beacon Health	
90	Beebe Healthcare	
91	St. Luke's Hospital	
92	Baylor Scott & White Health*	
93	Grandview Medical Center	
94	HealthPartners	
95	Sparrow	
96	Jefferson Health	
97	Sunrise Health	
98	Sharp HealthCare	
99	Keck Medicine of USC*	
100	University Hospitals*	
101	Trinity Health Mid-Atlantic	
102	Cedars-Sinai	
103	Dignity Health*	
104	WellStar	
105	UCI Health	
106	UPMC	
107	George Washington University Hospital	
108	University of Missouri Health	
109	St. Peter's Health Partners	
110	Henry Ford Health System	

*Multiple markets NET score

Rank	Brand	
111	LifePoint Health	
112	West Hills Hospital and Medical Center	
113	Swedish Health Services	
114	Hartford HealthCare	
115	Saint Luke's Health System	
116	OptumCare*	
117	Northwell Health	
118	Boone Hospital Center	
119	Northside Hospital Atlanta	
120	Providence Health & Services*	
121	SSM Health	
122	Scripps Health	
123	Trinity Health of New England	
124	WakeMed Health	
125	Atlantic Health System	
126	Methodist Healthcare	
127	HonorHealth	
128	Carle Foundation Hospital	
129	Loyola Medicine	
130	Detroit Medical Center	
131	MedStar Health*	
132	TidalHealth	
133	Mount Sinai Health System	
134	Tidelands Health	
135	Tufts Medical Center	












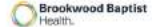





*Multiple markets NET score

Rank	Brand	
136	Munson Healthcare	
137	HealthCare Partners*	
138	Saint Joseph Health System	
139	St. David's HealthCare	
140	Mercy Health Cincinnati	
141	Metro Health – University of Michigan Health	
142	Asante	
143	University Health System	
144	Saint Alphonsus Health System	
145	OSF HealthCare	
146	Conway Medical Center	
147	Piedmont Healthcare	
148	Saint Joseph Mercy Health System	
149	SCL Health	
150	Broward Health	
151	Legacy Health	
152	AMITA Health	
153	Goshen Health	
154	Grand Strand Health	
155	Nuvance Health	
156	The Valley Health System	
157	Centura Health	
158	Ascension*	
159	Summa Health	
160	LifeBridge Health	

*Multiple markets NET score

Rank	Brand	
161	Allina Health	
162	South Bend Clinic	
163	Presbyterian Healthcare Services*	
164	Hackensack Meridian Health	
165	Central Maine Healthcare	
166	MultiCare	
167	Baptist Health System	
168	HealthONE	
169	Tulane Medical Center	
170	Sutter Health	
171	HCA Healthcare*	
172	RWJBarnabas Health	
173	CHI*	
174	Banner Health	
175	Baton Rouge General	
176	M Health Fairview	
177	Franciscan Health	
178	Mercy Health Grand Rapids	
179	Kaiser Permanente*	
180	Atlantic General Hospital	
181	University Medical Center	
182	Denver Health	
183	Premier Health	
184	The MetroHealth System	
185	UNM Health System	

*Multiple markets NET score

Rank	Brand	
186	PeaceHealth	
187	Lake Health	
188	Adventist Health	
189	Sentara Healthcare	
190	East Jefferson General Hospital	
191	Grady Health System	
192	HCA Midwest Health	
193	McLaren Healthcare	
194	MaineGeneral Health	
195	Northern Light Health	
196	Lovelace Health System	
197	Brookwood Baptist Health	
198	Steward Healthcare	
199	Mount Carmel Health	
200	Truman Medical Centers/University Health	
201	CHRISTUS St. Vincent Health System	
202	West Valley Medical Center (HCA)	

M E T H O D O L O G Y

THE HUMANS

Health care decision-makers for the household that have received medical care in the past 2 years and have health insurance (70% Private / 30% Government - excludes Medicaid)

THE METHOD

Online quantitative survey with health care consumers across the U.S. sourced from panel sample

THE NUMBERS

n = 30,138 total respondents

n = 3,035 respondents who are nationally representative of the U.S. in terms of gender, age and region

n = 27,103 respondents who are from all 61 markets where brands were evaluated

THE FIELDWORK

Wave 4 (2021) November – December 2020 | Wave 3 (2020) November – December 2019

THE SCIENCE

Quantitative analysis used z-tests to identify statistical significance at a 95% confidence level, as well as Factor Analysis, MaxDiff, Shapley Value Regression and Structural Equation Modelling (SEM)

SCORING SYSTEM

Our HBE scoring system in 2021 is based on a Structural Equation Modelling (multiple regression) approach and is an updated version of our 2020 model.

Structural Equation Modeling (SEM) is a system of simultaneous equations which are modeled based upon a priori hypotheses. In other words, the model framework is configured based upon assumed relationships among variables and is tested with data.

SEM combines both factor analysis and multiple regression. Utilizing this method has many advantages. Namely, measurement error is controlled, familywise error is reduced, and both latent variables (hypothetical constructs) and unsystematic variance can be modeled.

The SEM for HBE was conducted using the factor variables Sensorial (QB2s), Intellectual (QB3s), Emotional (QB4s), Behavioral (QB5s), and single variable Reputation (QB7) to predict Brand Behavior, a factor variable consisting of Advocacy (QB9) and Intent (QB8).

The relationships between each of the variables and their respective factors were examined, as well as the relationships between each of the exogenous factors (independent/predictor factor variables), along with the relationships between the exogenous factors and the endogenous factor (dependent/criterion factor variable). This modeling occurred at once, simultaneously.

The results revealed that Sensorial, Intellectual, Emotional, Behavioral, and Reputation all significantly predict Brand Behavior (made up of Advocacy and Intent). Specifically, they explain 74% of the variance in Brand Behavior.

Furthermore, Sensorial, Intellectual, Emotional, Behavioral, and Reputation are all significantly and positively related to each other, with the most common relationship pathway as evidenced by the data being as follows: Sensorial → Intellectual → Emotional → Behavioral → Reputation → Intent → Advocacy.