

Behave Yourself!

Aligning Organizational Culture and Values in Support of Your Brand Building Efforts

Online/Offline Branding Conference
NYC
2/01

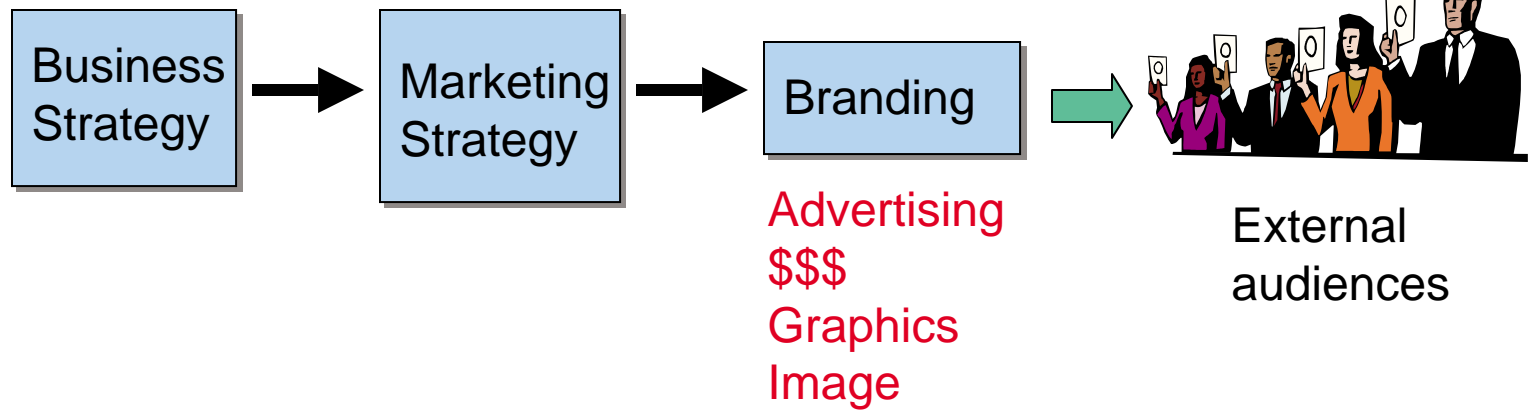
What's the point here?



- Brand building success in the “next economy” ... more about behavior than communications.
- Need to tightly align internal culture and values that drive day-to-day behavior with the promises of the brand.
- This requires new approaches, and most importantly, a new mindset about branding.

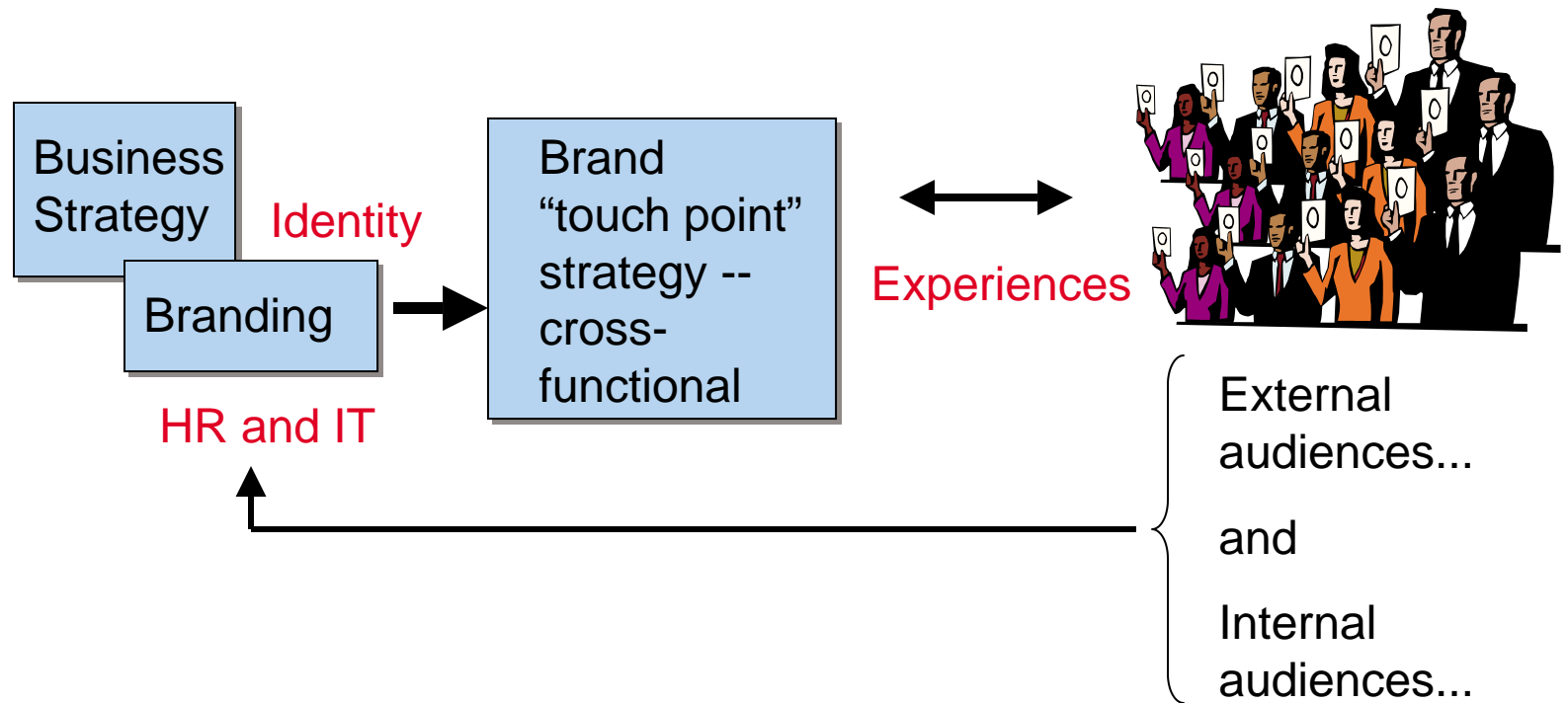
A New View of Branding is Emerging

Old Economy Branding



A New View of Branding is Emerging

Next Economy Branding

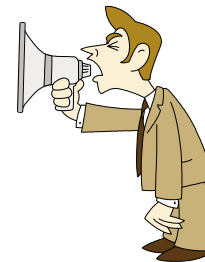


Brand = Experience

Your brand is the sum of the good and the not-so-good experiences customers (and others) have -- directly or indirectly -- with your products, services, communications and people.

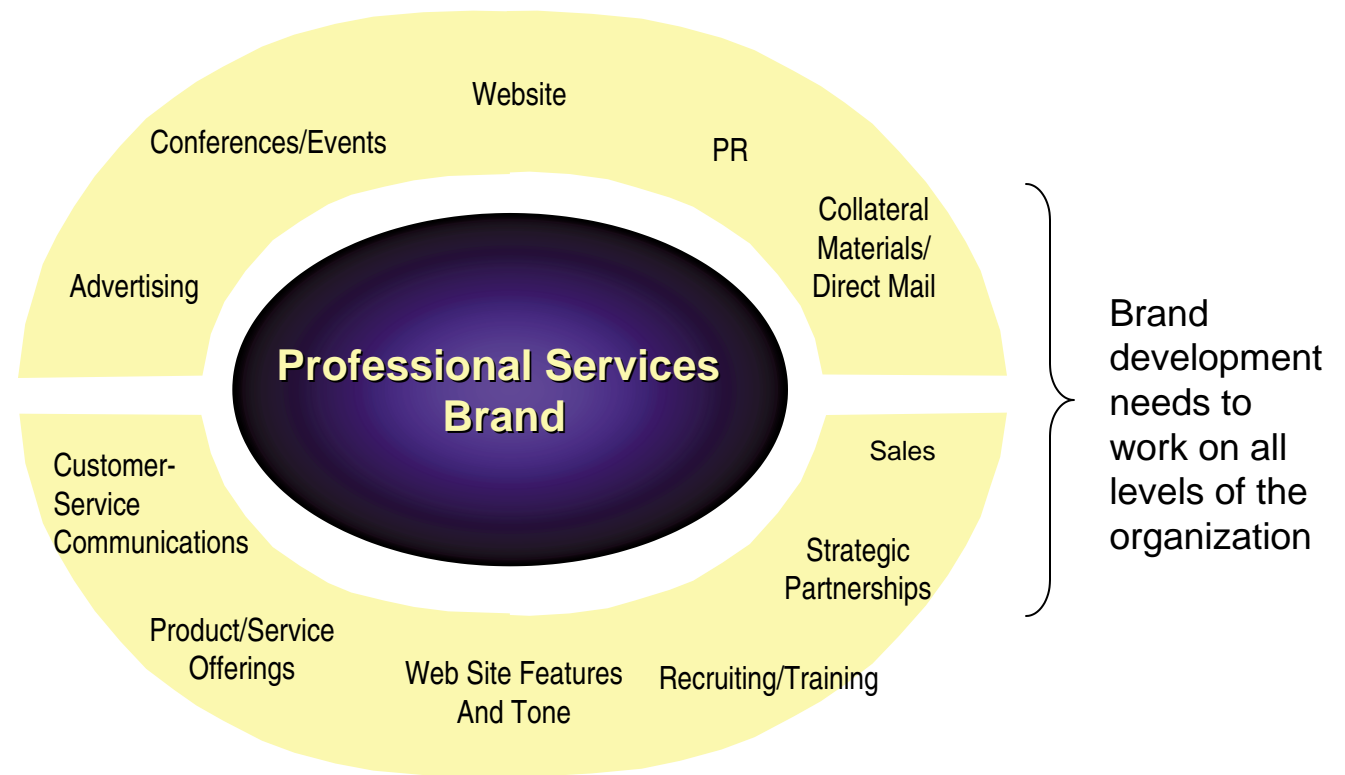
Brand is what you do, not what you say.

Blah, blah, blah...



Brand as Experience

Traditional Brand Building Activities



Culture and Values Emerging as Key Source of Competitive Advantage

“In a business world driven by the Internet, which requires rapid and continuous innovation, corporate culture is the central competitive advantage.”

– *David Pottruck, Schwab*

“The most important thing we have that’s hard to duplicate is our culture of customer obsession ... cultures are impossible to copy.”

– *Jeff Bezos, Amazon*

Trust and Authenticity Trump the Big Spend



...but you can't claim it, you have to live it.

Southwest Airlines

“The principle role of marketing is to define its own culture to its own people.”

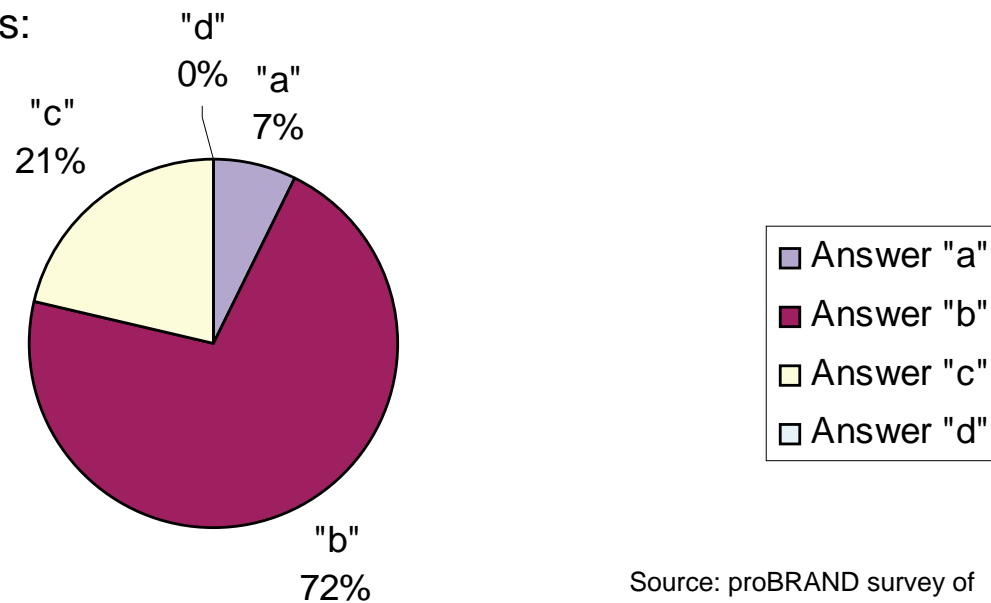
- The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.
- “At Southwest Airlines, our Mission Statement has always governed the way we conduct our business.”

The Mantra of the Next Economy



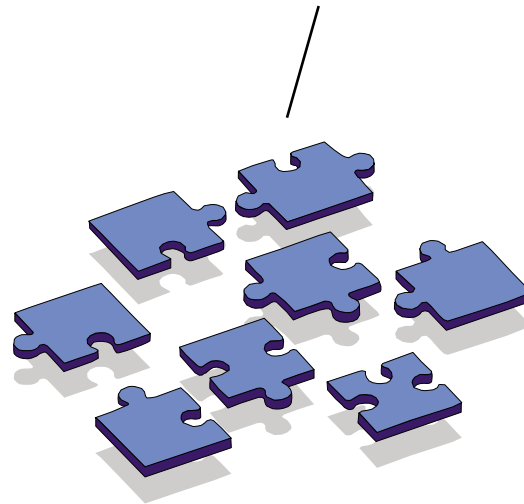
To what extent does your organization “live the brand” today?

- a) High; we’re doing a darn good job of “living the brand” promise and values day to day.
- b) Improving; we’re making progress but not where we want to be yet.**
- c) Low; we need to be a lot more competitive in this area.
- d) Other/comments:



Putting All the Pieces Together

**1. Get clear
about brand**



What is “brand”?

“A brand is a distinguishing name and/or symbol intended to identify...and differentiate goods and services.”

– David Aaker

“Brand is passion made palpable.”

– Tom Peters

“A brand is a living memory, a genetic program, a contract.”

– Jean-Noel Kapferer

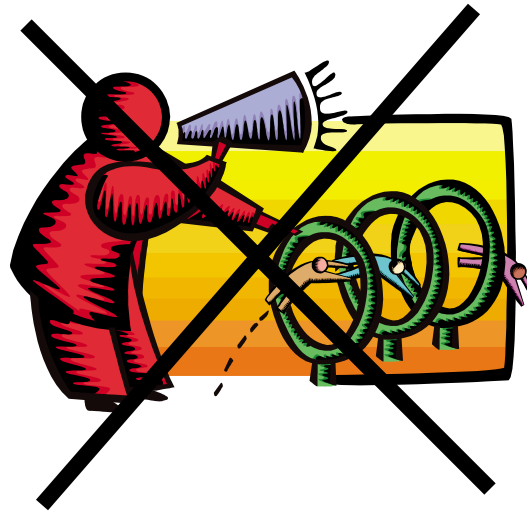
“Brand is an icon with virtual memory.”

– Regis McKenna

“Brand is the personality or identity of a product, range of products or an organization.”

– David Arnold

Behavioral Branding

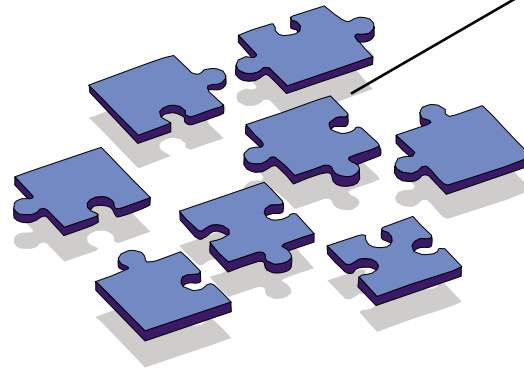


Behavioral branding is more about purpose and passion than process.

Putting All the Pieces Together

1. Get clear
about brand

2. Vision and values



Where's the Passion and Purpose?

- To be the premier provider of products and services in the information age for professional publishing solutions, business publishing solutions, document solutions, and digital imaging solutions in the company's addressed market segments.

Or...

- To democratize technology, harness the power of the computer for the individual, and change the world.

Charles Schwab

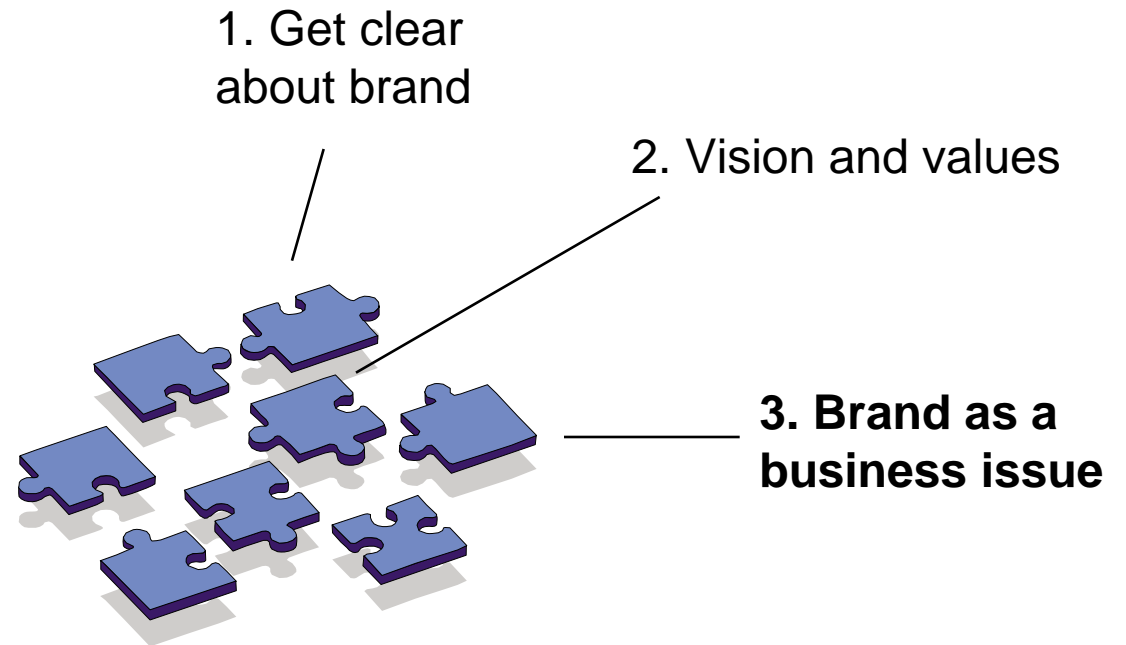
If our vision is constant, why is our strategy always changing?

- **Schwab vision: "To provide customers with the most useful and ethical financial services in the world."**
- Corporate (brand) values:
 - *Be fair, empathetic and responsive in serving our customers*
 - *Respect and reinforce your fellow employees and the power of teamwork*
 - *Strive relentlessly to improve what we do and how we do it*
 - *Always earn and be worthy of our customer's trust.*



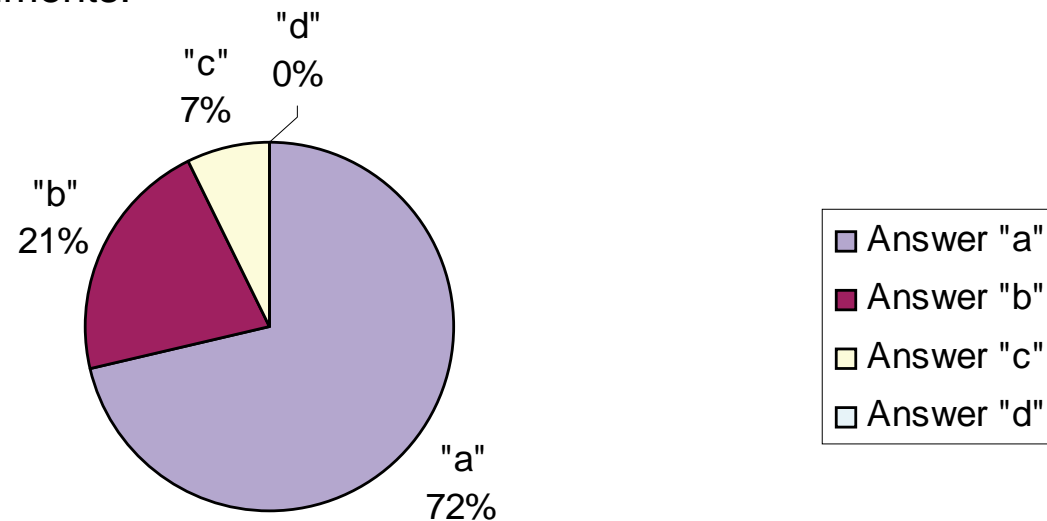
- Genuine and fun
- Consumer champion
- Contemporary and different
- First class experience at business class prices

Putting All the Pieces Together



Select one statement that best describes how your organization generally views branding.

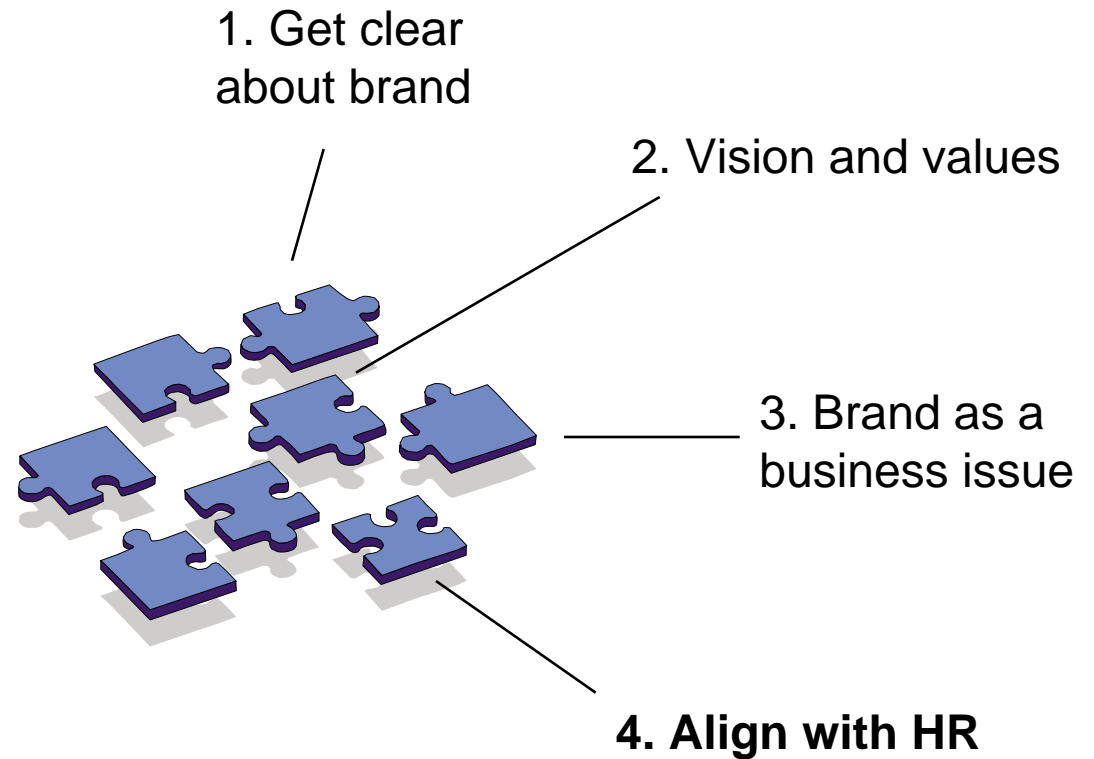
- a) Branding is seen more and more as a top-level business issue
- b) Branding is treated as a marketing-level issue
- c) Branding is primarily a marcom responsibility
- d) Other/comments:



Others That Get It

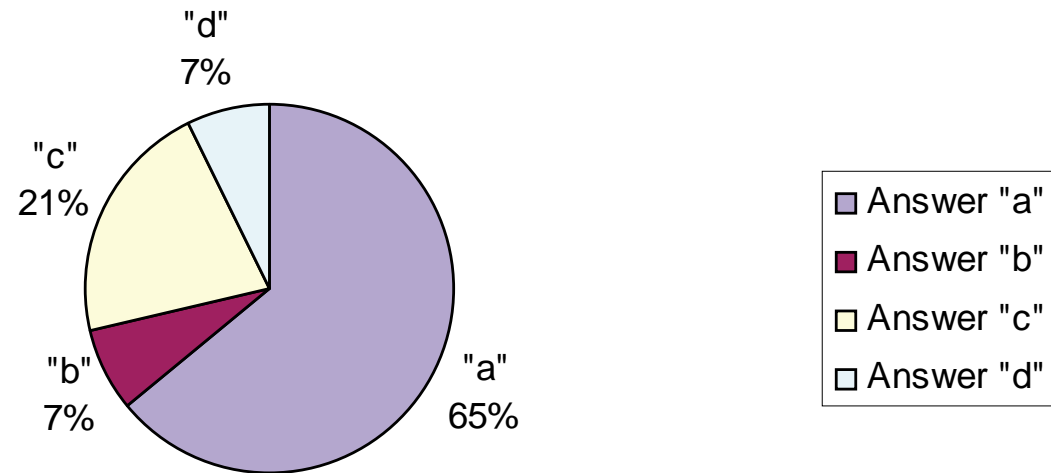
- E-Trade: *We are committed to providing a level of service that astonishes and delights.*
 - Customers first
 - We move fast, very fast
 - We do what we say
 - Who dares wins
- Saturn: *Earn the loyalty of Saturn owners and grow our family...*
 - Commitment to customer enthusiasm
 - Commitment to excell
 - Teamwork
 - Trust and respect for the individual
 - Continuous improvement
- LL Bean: 100% Satisfaction Guaranteed
- Google's mission is to organize the world's information, making it universally accessible and useful.

Putting All the Pieces Together

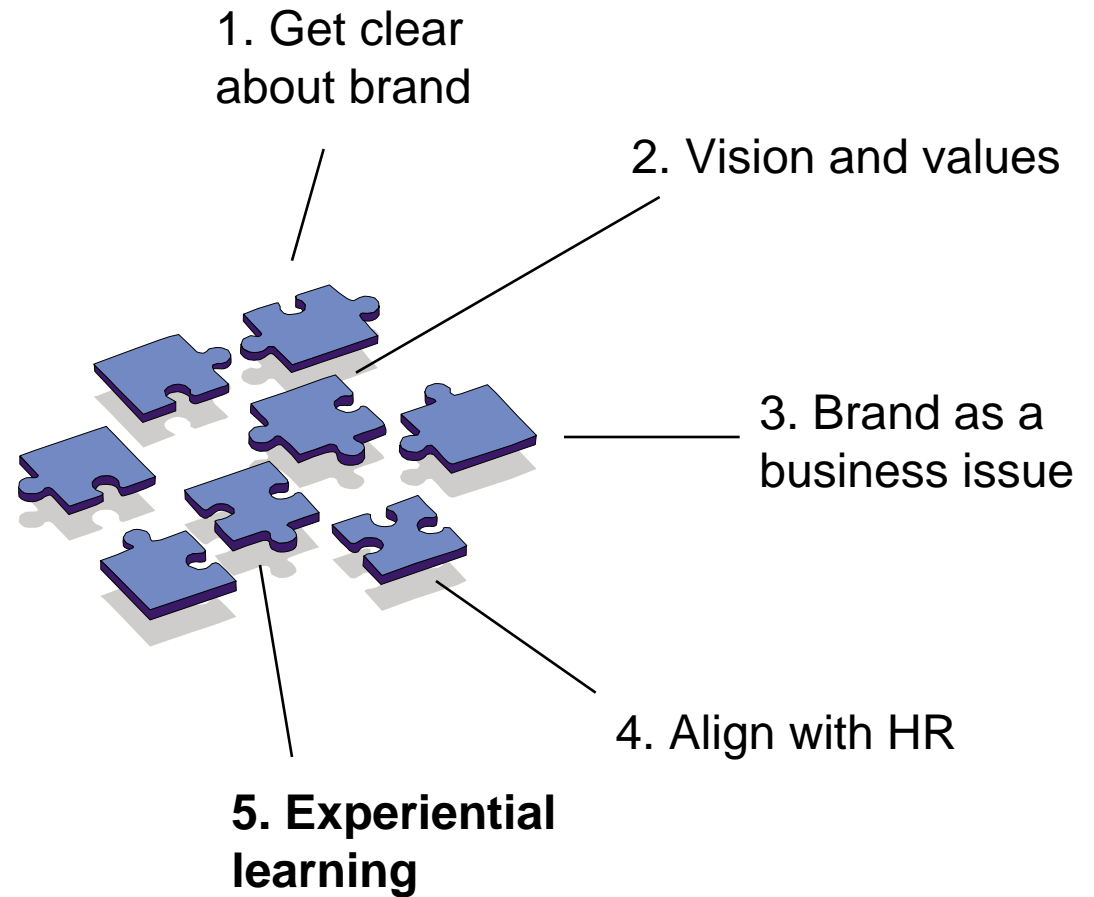


When did you last meet with HR to discuss corporate brand values and/or strategy development?

- a) We just met last week/month/planning period.
- b) We haven't met yet, but we've talked about it and know we should.
- c) Hasn't happened yet.
- d) Other/comments:

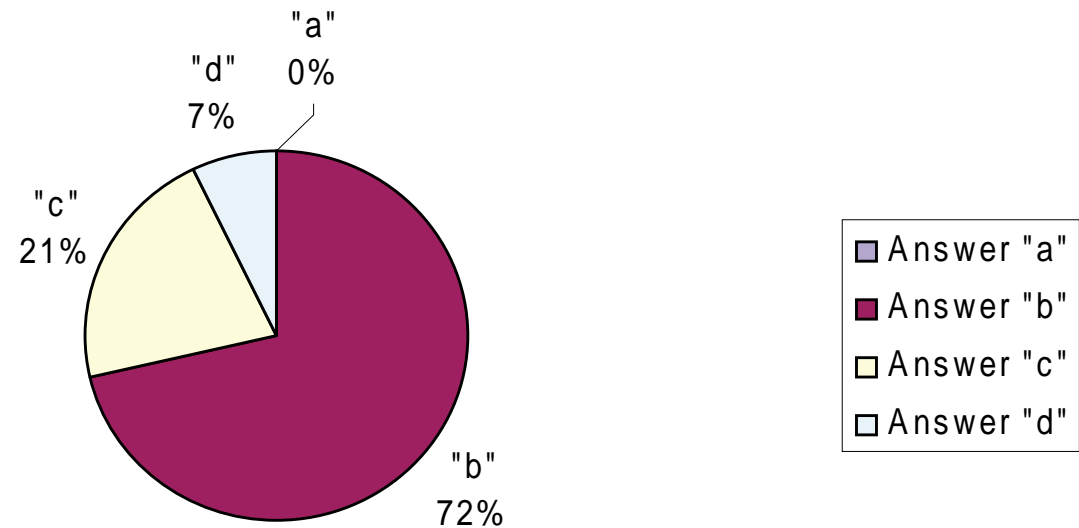


Putting All the Pieces Together

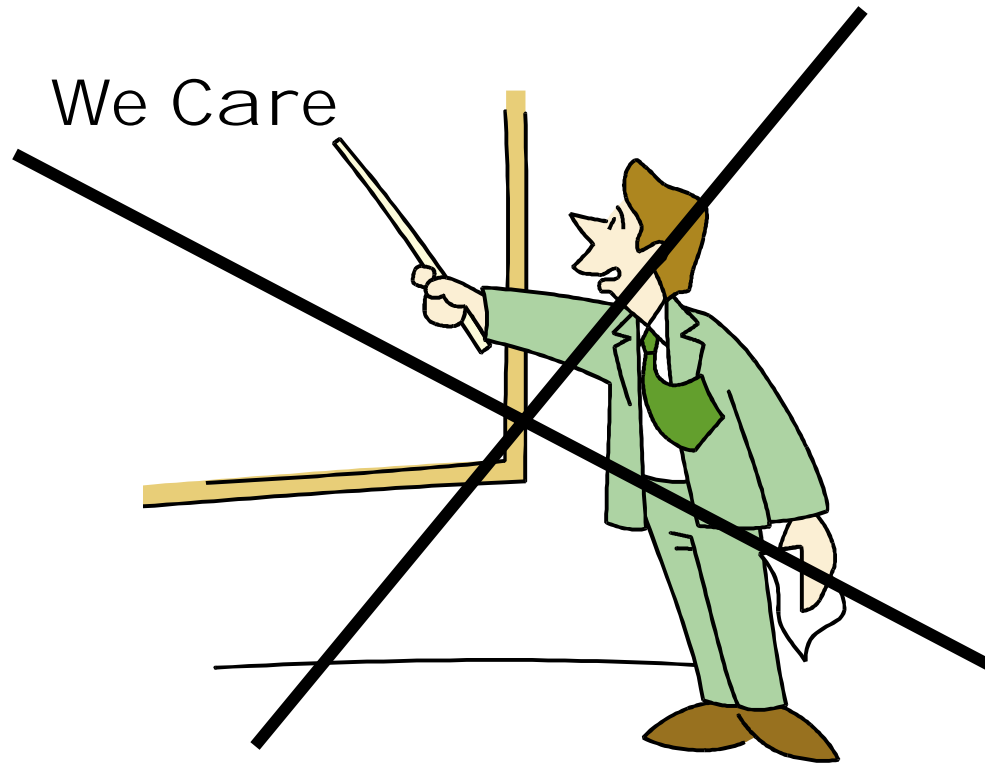


How effective do you believe your organizational brand training and educational efforts have been?

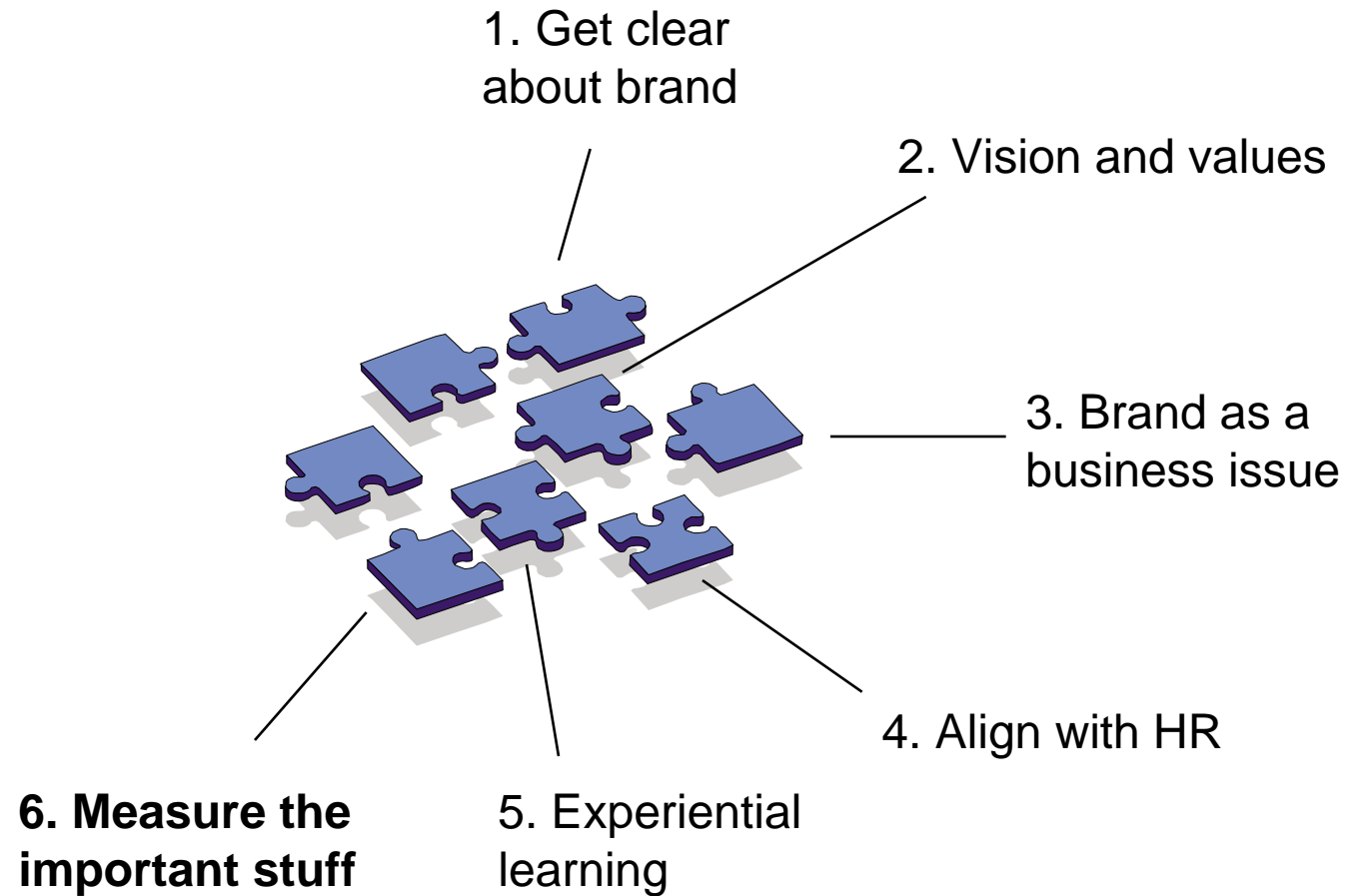
- a) Quite effective; we're satisfied with our efforts to date.
- b) Moderately effective; we've gotten a good number of the key people on board but need to do better.**
- c) Not very effective; we can do a lot better.
- d) Other/comments:



Don't Teach or Preach ... Practice Experiential Learning



Putting All the Pieces Together



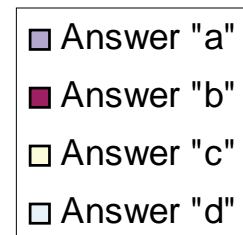
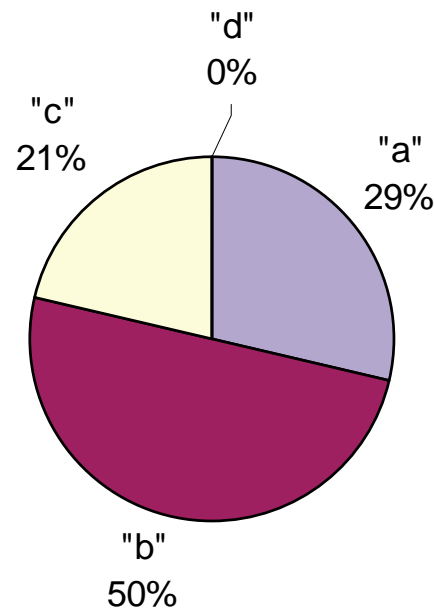
Internal brand development measurements

a) We have solid measurement and tracking systems in place to help us determine progress in achieving our internal brand development goals.

b) We're planning to develop some metrics but haven't yet.

c) This is an interesting idea but we're not doing much in this area.

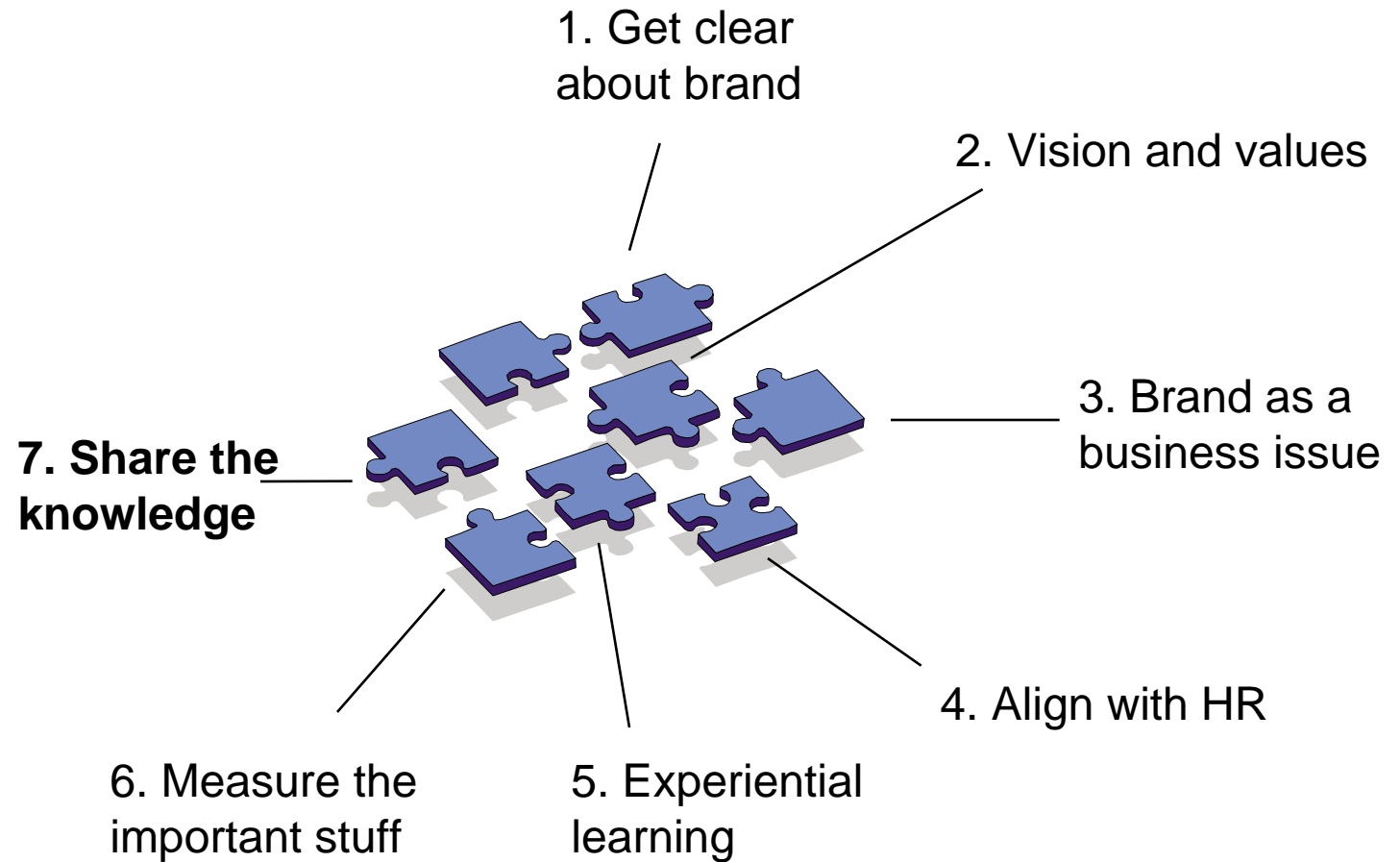
d) Other/comments:



The Key Overlooked Metrics

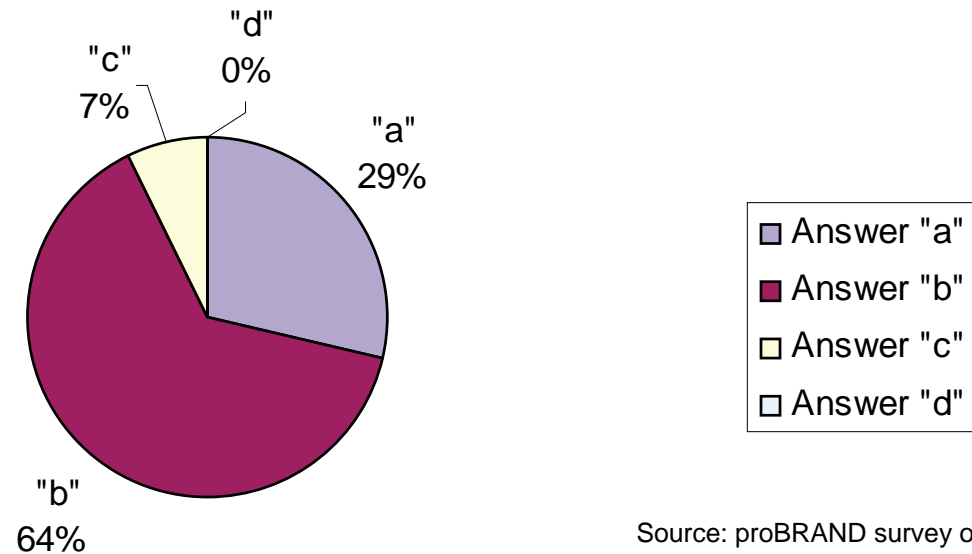
- Measure brand loyalty, not just customer satisfaction
- Internal brand assets are rarely monitored effectively.

Putting All the Pieces Together



Role and effectiveness of internal communications

- a) Internal communications plays a successful role in supporting our brand building efforts.
- b) We see the need for more effective internal communications and are working on it.**
- c) Internal communications is not (yet) one of our strengths.
- d) Other/comments:



Source: proBRAND survey of representative technology companies – Jan. 01

Putting All the Pieces Together

