Leveraging Employees to Deliver Your Brand Promise

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Goals for this Discussion

- Outline success factors in fostering internal brand understanding and consistent delivery
- Identify tools/frameworks to help guide efforts to ensure brand delivery
- Foster a discussion so that we can learn from each other
Brand Realization
A brand is... 

A brand is the collective perceptions of those who matter.

- Built by the sum of all interactions between a product, service or company and its key stakeholders
- A relationship based on past experience and future expectations
- Defined by functional and emotional benefits
- Intended to influence customer behavior
- An asset that must be actively managed

Brands are not optional – whether or not you choose to manage them is
Brand Realization is how brands are brought to life across a myriad of touchpoints

Pharmaceutical Example
Brand Realization is first dependent upon a clear strategy

- Aspirational brand associations
- Ideal experience customers should have with the company & offerings

Source: David Aaker “Building Strong Brands” and Prophet
Brand Realization is also dependent on clear employee understanding, belief and delivery of the brand promise.

Source: Davis and Dunn “Building the Brand-Driven Business and Prophet

HawkPartners LLC
Brand Realization involves finding the intersection of client and employee understanding.

**Employee Behavior Funnel**
- Hearing it
- Believing it
- Living it

**Customer Behavior Funnel**
- Loyalty
- Preference
- Consideration
- Awareness

**Brand Realization**

**Results**
- Organic growth
- Competitive advantage
- Dedicated workforce
Brand Realization has a variety of additional benefits

- Accelerate the pace of change
- Attract and retain the very best employees
- Minimize the bad as well as maximize the good
- Foster collaboration
- Envision customer linkage for those without customer interaction
The following are key success factors to ensure brand realization through your employees:

Key Success Factors

- Set the stage for success
- Approach internal brand realization the same as external
- Define strategy in actionable way
- Top-down consistency and communication
Overview of Success Factors

Set the Stage for Success

- Approach Internal Branding the Same as External
- Define Strategy in an Actionable Way
- Top-Down Consistency and Communication
Employee engagement and collaboration requires a solid foundation in order to take root

- Provide common language
- Link to business objectives
- Engage leadership early (and often)
When defining/repositioning a brand, an internal launch can help enhance the external launch

Benefits resulting from launching brand efforts internally first:

- Provides a tangible employee “reasons to believe”, which keeps them motivated and energized
- Can clarify the role each employee plays in delivering the client experience to its customers and the effect of these efforts on business goals
- Develops a level of employee pride tied to fulfilling the brand’s promise
- Re-inforces an “outside-in” approach
Understanding internal reactions may, in some cases, be more important than understanding external reactions.

**Goals of Internal Discussions**

- Set the baseline reaction against which external reactions can be compared
- Uncover potential benefits and risks not identified in hypothesis development
- Identify necessary hurdles to decision-making and buy-in
- Identify necessary changes to deliver against the portfolio strategy
Overview of Success Factors

- Set the Stage for Success
- Approach Internal Branding the Same as External
- Define Strategy in an Actionable Way
- Top-Down Consistency and Communication
Approach brand building the same way internally as externally

**External Approach**
- Segment the market and set goals
- Define the strategy that is relevant, distinct and credible to target
- Identify key gaps and ways to close gaps
- Prioritize and plan delivery
- Measure results

**Internal Approach**
- Segment employees and set goals
- Define the strategy that is relevant, distinct and credible to employees
- Identify key gaps and ways to close gaps
- Prioritize and plan delivery
- Measure results
### Segment audiences by desired behavior and set goals

#### Understand your target and set realistic objectives and activities

<table>
<thead>
<tr>
<th>Employee Segment</th>
<th>Objectives</th>
<th>Possible Activities</th>
</tr>
</thead>
</table>
| **Embrace**      | • Build champions and that will demonstrate through actions | • Leadership team meeting  
|                  |            | • Launch event  
|                  |            | • Newsletters |
| **Set Example**  | • Train the trainer that equips to lead by example | • Launch event  
|                  |            | • Work sessions  
|                  |            | • Newsletters |
| **Change Behavior** | • Change behavior to align with Brand strategy and desired outcomes | • Launch event  
|                  |            | • Work session  
|                  |            | • Intranet  
|                  |            | • Emails  
|                  |            | • Newsletters |
| **Be Aware**     | • Gain awareness and understanding of the brand strategy | • Intranet  
|                  |            | • Emails  
|                  |            | • Newsletters |

**Possible Activities**:
- Launch event
- Work session
- Intranet
- Emails
- Newsletters

**Employee Segment**:
- Senior Managers
- Division Managers
- Marketing Managers
- Communications
- Sales Managers
- Sales Reps
- Customer service
- HR
- Legal
- IT
- Finance
- Other
Employees with high internal and external brand impact may need to change the job processes, systems and behavior to align with brand

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
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</thead>
<tbody>
<tr>
<td><strong>Sales People</strong></td>
<td>sales targets</td>
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<tr>
<td></td>
<td>Selling product</td>
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<td></td>
<td>Aggressive</td>
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<tr>
<td><strong>Customer Service</strong></td>
<td>Product knowledge</td>
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<tr>
<td></td>
<td>Reactive</td>
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<td></td>
<td>Expedient</td>
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<tr>
<td><strong>Information Technology</strong></td>
<td>Service complexity</td>
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<td>Project oriented</td>
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<td>Elusive</td>
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</tbody>
</table>
Changes in employee behavior required much more than just awareness and understanding of the corporate brand positioning.

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Motivation</th>
<th>Alignment</th>
<th>Operational Issues</th>
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<tbody>
<tr>
<td>“We don’t get it”</td>
<td>“We aren’t rewarded for it”</td>
<td>“We don’t care about it”</td>
<td>“We aren’t able to do it”</td>
</tr>
</tbody>
</table>

- Launch an internal awareness/education initiative
- Sustain internal communications
- Leverage existing vehicles
- Compensate at client vs. BU level
- Stress tangible and intangible rewards
- Get senior management on board
- Form cross-functional teams to build consensus
- Develop the skills and provide tools
- Resolve issues at touchpoints
- Redesign systems/fix processes
Education and inspirational activities are not always enough to get people to change their behavior

Tackle the root causes of employee inaction or brand-customer breakdowns

PEOPLE
- Lacking employee capabilities
- Poor employee collaboration
- Insufficient resources

PROCESSES
- Processes are too complex
- Gaps in key aspects of operational delivery

TECHNOLOGY
- Inability to access to customer data
- Poor product/service quality
- Functional area is under resourced
A lifecycle view of internal touchpoints and impact may be a helpful guide to ensuring proper reinforcement beyond communications.

### Employee Lifecycle

<table>
<thead>
<tr>
<th>Internal Touchpoints</th>
<th>New Hire</th>
<th>Mastering the Job</th>
<th>Entering Management</th>
<th>Seasoned Managers</th>
<th>Leadership</th>
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</thead>
<tbody>
<tr>
<td>Ongoing Management</td>
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<tr>
<td>Internal Communications</td>
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<td>Training</td>
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<td>Goal Setting</td>
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<td>Career Planning</td>
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<tr>
<td>Business Planning</td>
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### Current Emphasis on Delivering the Brand

- **High**
- **Medium**
- **Low**
Brand Engagement – Deliver the Brand

- Consider all relevant constituencies
- Prioritize critical points of interaction
- Segment internal audiences
- Define the intended experience…together
- Recognize current efforts
Overview of Success Factors

- Set the Stage for Success
- Approach Internal Branding the Same as External
- Define Strategy in an Actionable Way
- Top-Down Consistency and Communication
The following are a few tips and tools that have worked well at other organizations:

- Customer vignettes
- Establish an employee version of the mission/brand positioning
- Storytelling
- Establishing a channel and atmosphere of candid feedback
- Make sure corporate values are actionable
Abby, 33, works in San Francisco in product management for a tech company. She travels frequently to meet with clients and sales reps.

- She doesn’t want to be “surprised” by her accommodations and seeks consistent, business-friendly hotels but appreciates when unique luxuries are offered.
- She is a member of the rewards program and takes advantage of it by spending her points on weekends away with her husband.

<table>
<thead>
<tr>
<th>Pre-purchase</th>
<th>Purchase</th>
<th>Usage</th>
<th>Post Purchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Abby’s company travel policy limits her hotel options when traveling for business.</td>
<td>- Abby uses her company’s intranet to book her trip to Washington D.C. for her meeting.</td>
<td>- Arrives at her hotel late and is tired. She appreciates the efficient check-in.</td>
<td>- Abby checks her rewards account on-line to see if her account was credited.</td>
</tr>
<tr>
<td>- The corporate travel department requires employees to stay at reasonably priced business hotels, whenever possible.</td>
<td>- There are 3 convenient hotels approved by her company’s travel policy, but Abby always prefers Hotel Brand X since they are part of the rewards program and offer her consistency with a touch of luxury.</td>
<td>- Once settled, she orders room-service and takes a bath, a luxury she rarely takes at home. While eating dinner, Abby checks her e-mail and prepares for her meetings.</td>
<td>- She sees that she is only 2 nights away from another free weekend and begins planning her next vacation at a Luxury Hotel Brand.</td>
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</tbody>
</table>

Usage:
- After calling her husband, she gets into the Hotel Brand X Bed Spread (with a comforter like she has at home) and falls asleep.
- In the morning, Abby uses the health club and orders a light breakfast to be delivered to her room.
- She scans her bill and checks-out using Express Check-Out.
Swapping customer with associate can yield not only helpful discussions but also a useful management tool.

Company X will maintain and enhance its position as a premier investment management firm by providing the highest quality investment and related services to help **clients** achieve their goals.

Company X will maintain and enhance its position as a premier investment management firm by providing the highest quality investment and related services to help **associates** achieve their goals.
Storytelling is a powerful way to make a mission/positioning more tangible and actionable for employees.

**Investment Management**
- Proactively informing that returns may not continue
- Consistency in actions and appearances

**World Class Service**
- Disaster response
- Refusal to offer new clients discounts

**Heritage of Integrity**
- Encouraging owning up to mistakes
- Consistency of actions then and now

*Direct managers experiences and stories can be as influential, if not more so, than executives.*
Encouraging critical thinking and feedback helps reinforce a firm’s commitment to its vision and to its employees

Benefits of soliciting feedback on an ongoing basis

- Encourages the same type of questioning and rigor that goes into our business analytics process
- Provides an opportunity to explain the “why” and “how” behind the brand approach
- Provides another opportunity for leaders to have candid discussions with employees
- Opportunity to demonstrate more aspirational brand elements (e.g. agility and progressive thought) through a more transparent consideration of new ideas

Sample Approaches to Collect this Feedback

- Leadership Town Hall Meetings
- Employee Focus Groups
- Employee Surveys
- Online Chat/Forums
Ensure corporate values are actionable
Overview of Success Factors

Set the Stage for Success

Approach Internal Branding the Same as External

Define Strategy in an Actionable Way

Top-Down Consistency and Communication
Employees will always look to leadership and other key influencers to validate the strategy

**Leadership Must Walk the Walk!**

- **Executive Team**
- **Corporate Level**
- **Business Units**
Employee programs need to be reinforced and sustained

- Communicate successes
- Include in the corporate dialog
- Track progress and course correct
As a result, someone should have the responsibility and authority for ensuring internal understanding and delivery takes place.

Someone needs to drive and own all of this going forward – and often times HR may not be the right place.

<table>
<thead>
<tr>
<th>Planning</th>
<th>Ongoing Oversight</th>
<th>Measurement</th>
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<tbody>
<tr>
<td>• Identify key initiatives for the year</td>
<td>• Monitor progress on key activities throughout the year</td>
<td>• Establish success metrics and tracking approach</td>
</tr>
<tr>
<td>• Determine key internal collaborators</td>
<td>• Review key communications/initiatives and provide guidance and feedback</td>
<td>• Determine ability to add questions to existing internal surveys</td>
</tr>
<tr>
<td>• Identify required resources</td>
<td>• Conduct debriefs with collaborating teams to collect feedback</td>
<td>• Measure and report on progress and course-correct as needed</td>
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<tr>
<td>• Establish check-ins and meeting schedule</td>
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Even a subtle approach to reinforce the mission and value proposition will require planning, oversight and ongoing measurement.