

**brandinstinct\***

# Brand Engagement

Beyond internal communications and brand training

## Agenda

brand engagement

when is it useful

case examples

our process

what 's important

who's important

deliverables

## APPROACH

## AFFECT

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Promotions & events

Aims to create memorable moments with fun events that help raise awareness; temporary effect.

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Training & internal comms

Builds awareness through campaigns; one-way in delivery; does not promote dialogue or identification; more telling than promoting thinking.

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Process management

Operations focus to change. Consultants and/or internal central team create plans for business process change and cascade. People focus is to get employees to carry out ops plan.

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Culture/Brand leadership

Uses some of the above approaches, but focuses on creating opportunities for employees to identify with and implement the values/vision in a supported setting; facilitating their leadership and getting involvement.

Meaning  
Understanding  
Identification  
Actions

## Meaning

Brands are a way of generating meaning for why and how we do things in the workplace.

They communicate our personality, our way of doing things as a company.

They are not recipes for behaviour, but guides.

Meaning in the brand is generated collectively.

## When

Re-branding: a change or re-vitalisation of your brand position/vision

Mergers/takeovers: build cohesion & identification with the parent brand

Lack of internal brand awareness or comprehension within the company

Mismatch between external messages and experience with customers & staff

Lack of identification with the company goals & values

## Inside Out

Culture & brand reflect & influence each other.

Not the same, but they need to be in sync.

Risks when misaligned.

Start well with an authentic but not overly prescriptive brand.

Descriptions of internal behaviour & narratives help build your brand.

Attention to actions that are in line with your brand promise and the systems that support it.

**Corporate Identity:  
It's a team effort**

Your people

Brand consultants

Designers

Organisational consultants

## Case in point

What have you heard about the Abbey re-brand prior to the purchase by Santander?



abbey

## Key

Involve your staff early on.

They need to understand the vision, how it arose, its purpose & begin relating to it.

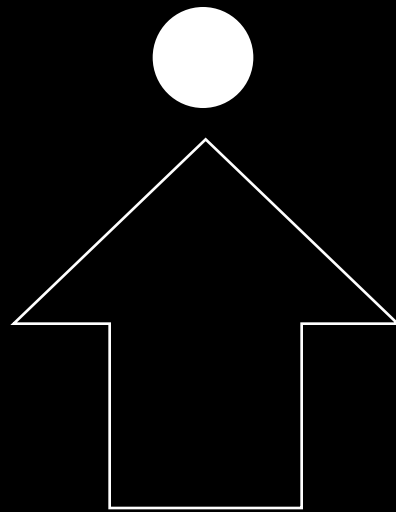
Communication is two way.

Get into some detail.

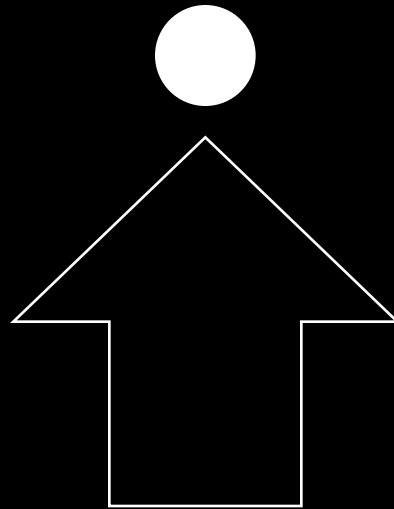
Staff actions are a strong message.

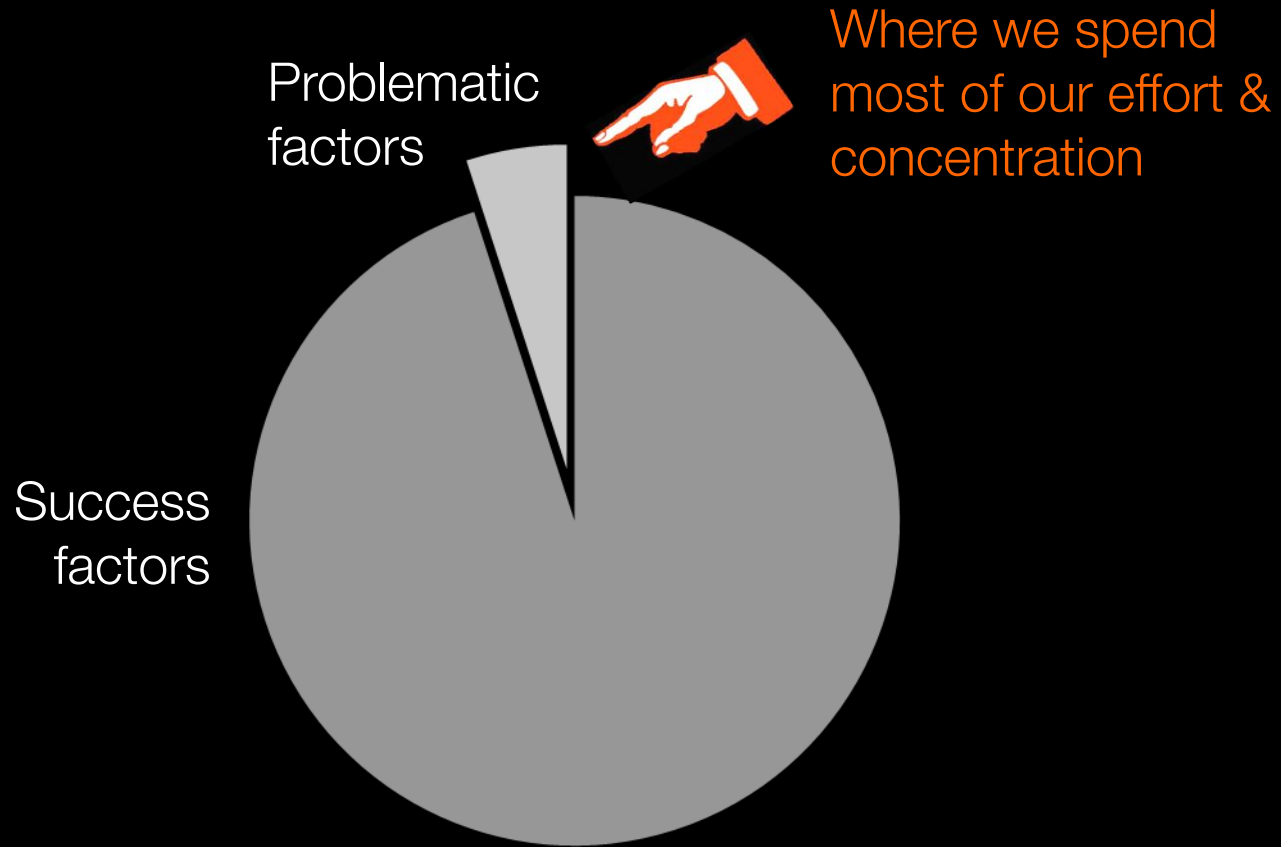


The best ideas are not good ideas if no one is behind them.



What's the problem?





Even though we create visions, most effort is spent on looking for problems.

## Limitations of traditional problem solving

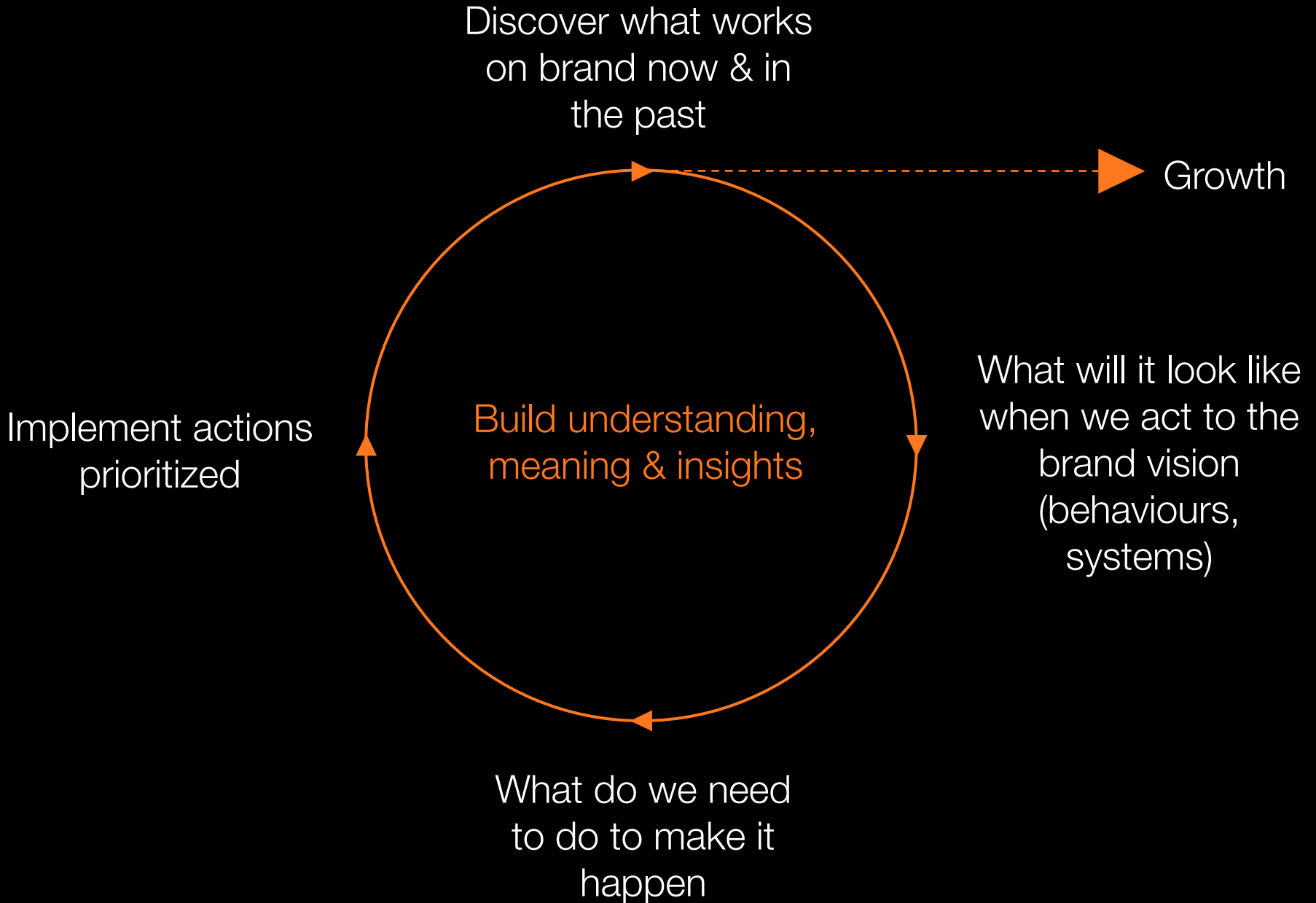
Focuses the company's energy on problems.

Detailed view, but not a system view.

Attention is in creating fewer errors, not on creating more successes.

Success is not achieved by  
the absence of problems.

Another way...



## Benefits of this process

Systematic view

Focus on creating more success

Insights into the experiences of success

Insights into patterns of behaviour that need to be different

Motivating & empowering versus push approach

Historical focus creates confidence for employees to move into the future by hanging on to what they are already doing that works.



We're helping GE Money develop greater customer centricity across teams while engaging senior management on shaping the culture toward a 'no-nonsense' brand vision.



We helped bridge the new strategy of 'becoming the house bank' to every-day actions that can be taken by staff and new initiatives that senior management rolled out across Dutch operations.



After the Enron fiasco, we helped E&Y staff consider new ways to approach risk across their offices worldwide. The programme focused on internal communications and online training.

## Bank of Ireland



We helped BoI encourage greater customer empathy between staff and customers, utilising a series of narratives that were already present in the brand.

We are helping Clerical Medical plan initiatives to embed the values that will shape and deliver on the new customer propositions; a plan that will engage levels of management to customer facing employees.



We helped identify greater meaning behind the new brand strategy for cross functional staff across 12 European countries. We developed communications, events, training and coaching initiatives across Europe.

An example

Plans & patterns

**A big international  
bank**

Re-brand

Previously little knowledge/recognition internally

Not a brand led culture

Operations driven

Plans are formulaic,  
human change never is

Why don't people just do  
what I say!

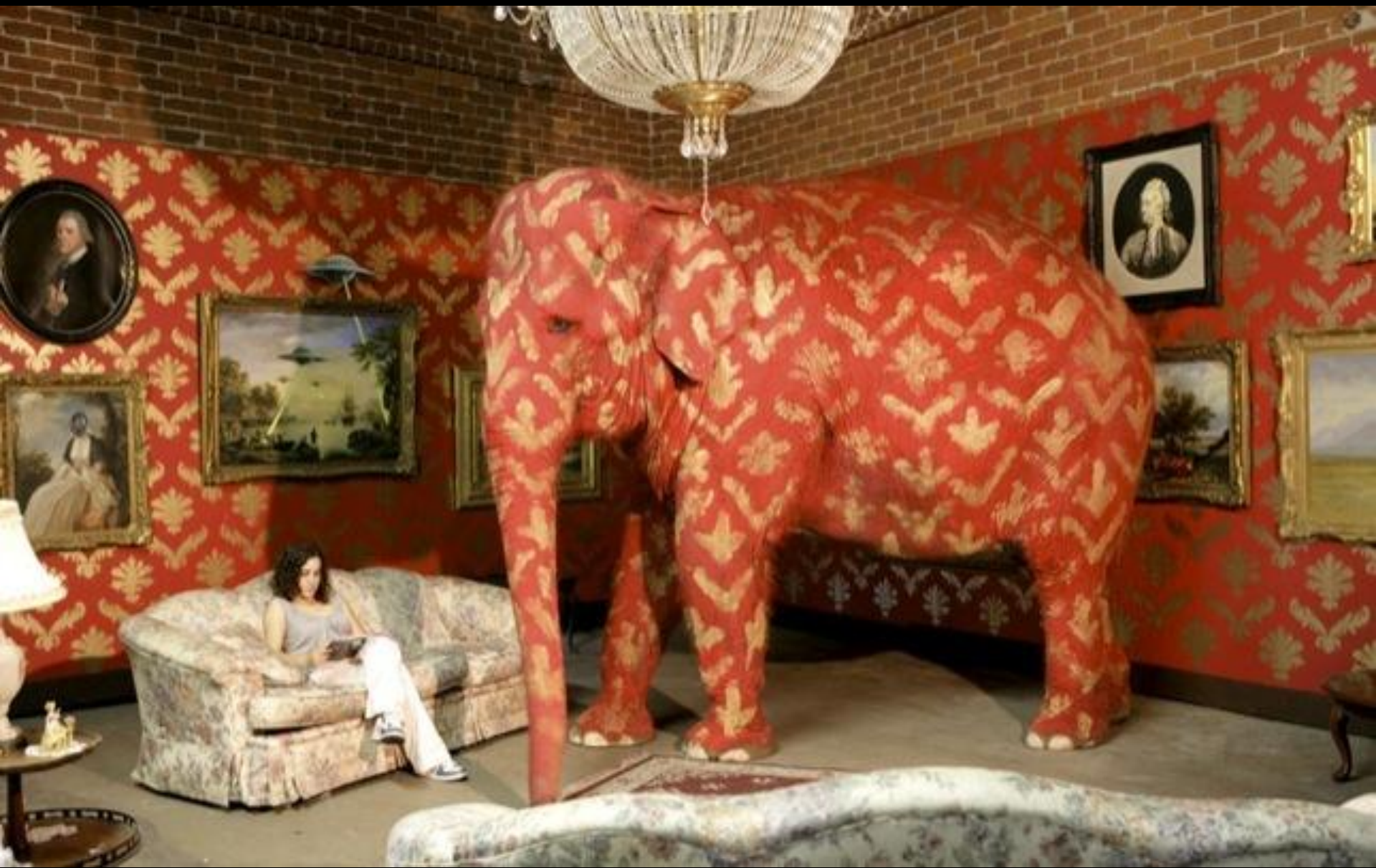
Cultural patterns are the  
spoken and unspoken rules;  
the way we do things  
around here

We need to uncover these  
cultural patterns before we  
execute our plans

Need to find the patterns  
that create success and  
hinder progress

Patterns are systemic, they  
are created by the group

Don't subvert



Need to create a forum  
where dialogue can take  
place in a safe way

The right people need to  
discuss these patterns

Key role of outsiders



## Set-up

- Marketing sponsor
- Set objectives
- Identify approach
- Recruit teams
- Define communication
- Map infrastructure

## Core consultation team

- Identify what's working
- Identify narratives
- Envision future state
- Unpick cultural patterns
- Plan initial steps
- Review with CEO

## Engage Exec Board

- Cultural patterns raised
- Redefined boards role
- Consensus on brand goals
- Core team leads programme

**Recommendations  
for action &  
implementation**

- [1] Senior mngt. brand leadership workshop
- [2] Brand champions
- [3] Division workshops
- [4] Quick wins- immediate actions
- [5] Employee experience - HR
- [6] Internal communications
- [7] Customer experience - front line
- [8] Product offerings

## **It's a joint effort**

We implemented some actions within the plan.

The client carried forth actions internally.

The key to success is when the client begins acting on the brand beyond the marketing department.

## Feedback loops

Outcome of workshops must be fed into decision makers and involves them.

Subsequent decisions and rationales must be fed back to the working groups.

The feedback channels are critical to work out and agree expectations and how you will work together.



Vision and Action

Working to build a more  
performance-based culture through  
the house-bank concept.

## The future

What does this positioning mean to people inside the company?

Pull out the anchors for discussion:

House bank

Bespoke

Customer intimacy

High performance

Get at their experience past and present.

Get them envisioning the future in detail.

remarkable moments

deconstruct

eureka

Find the patterns; speak the  
unspoken

What about systems and  
processes?

## Actions

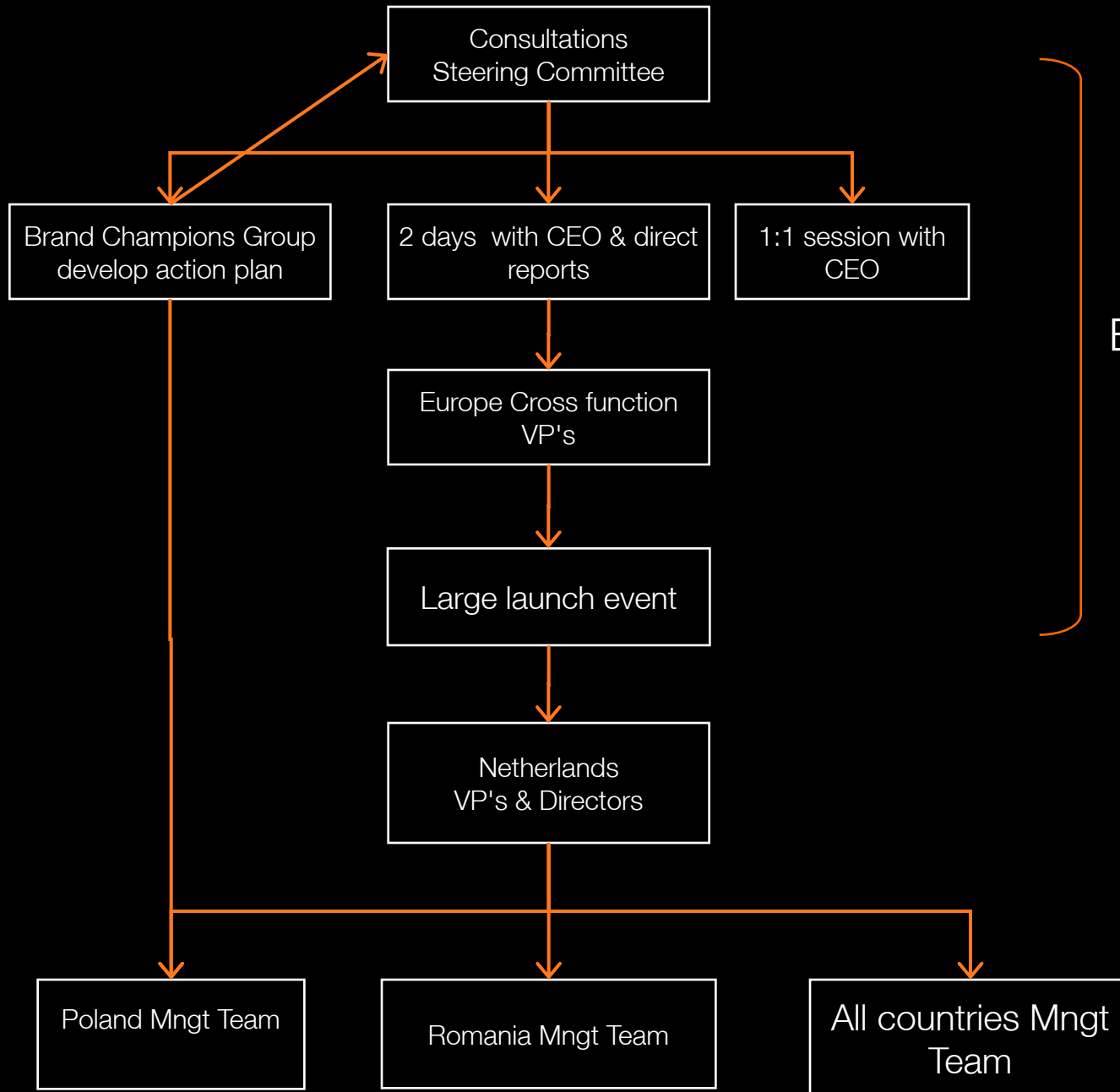
We facilitate and guide the process.

The employees responsible for the work generate the actions.

These actions incorporate both behaviour changes and systems/process changes.

We can direct their focus to key areas and provide recommendations where needed.

# UPC Structure



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Brand champions

## Who's

Must have senior management support and participation in the program. How they are involved depends on the issues & context.

Employees are selected by what we expect of the group and promote leadership.

Need several leaders across functions in the organisation and senior enough to influence others and make things happen.

## Measurement

Employee perception surveys

Brand experience audits

Build measurement into your existing tools  
whenever possible (current KPIs etc)

Standardised measures e.g. ROIT

## Deliverables

Aim: your continued and sustained efforts

[1] Brand engagement plan

[2] Leadership workshops/workbooks

[3] Action plans for implementation

[4] Communication channels and follow-up

[5] Developed meaning of the key brand behaviours/values

not just broadcasted



moments of realisation & engagement

## **Seven benefits of brand engagement activity**

Involves employees in the efforts

Focuses organisation wide leadership in one direction

Reduces gap between promise & experience

Provides structure for managing the brand

Identifies hot-spots that need attention

Develops a brand-led way of working

Improves loyalty, retention, and performance

## Take Away

It's meaning generating

It's behaviour patterns and it's the systems and structures that will support change

It's about wider organisational ownership

It's in the dialogue and employee involvement

It's the small things and the big things

It's in the focus on success which generates momentum

It's also a plan for cascading and integrating the brand

## Getting buy-in

Assessing internal brand awareness & usage.

Enlist support across functions (HR, Marketing, Internal Comms, Customer Service, etc.).

Look into discrepancies between brand, customer perception, and employee behaviour.

Link the brand to business objectives.

Those who invest in brand have higher market value.

“We always need both freedom and order. We need the freedom of lots and lots of small, autonomous units, and at the same time the orderliness of large-scale, possibly global, unity and coordination.”

-Ernst Schumacher

**end\***