



Behaviors and Experiences Make the
Invisible Visible

ACHIEVE BRAND INTEGRITY

Guide: Building and Operationally Defining a Brand Lens™

This document contains:

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Part 2: **Determining Who We Are, What Do We Do**

Part 3: **Documenting What We Believe, How
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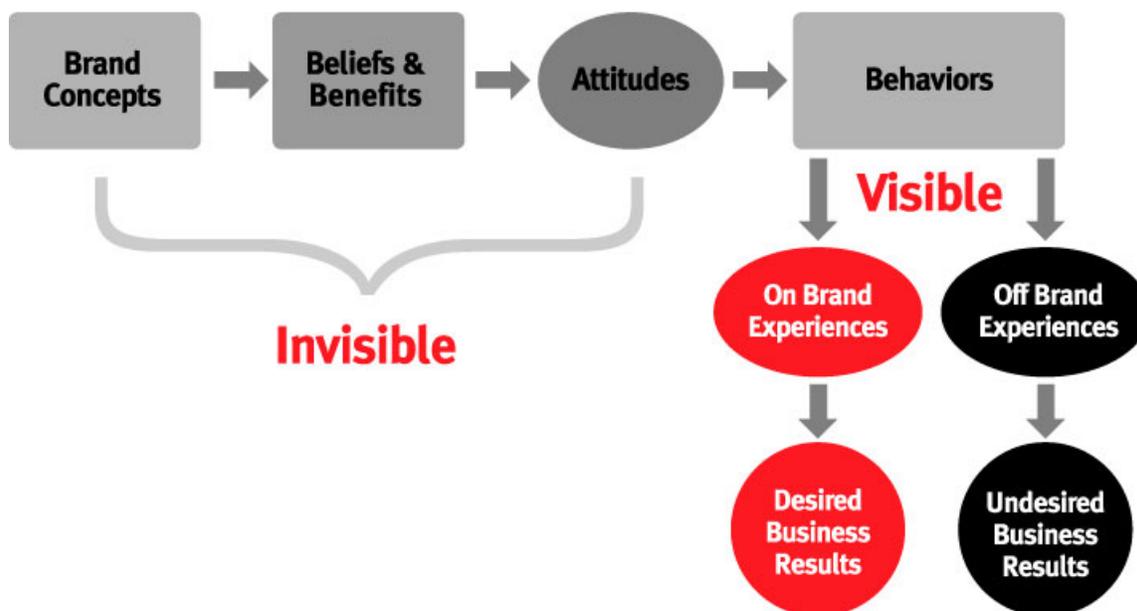
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Part 1: Overview

A brand strategy is the ultimate business strategy. The brand is the end result of the execution of a brand strategy (the process of aligning what you say about your company with what your company’s employees actually do, to positively influence what customers think). A strong brand is not a means to an end. It is the outcome of a well-executed strategy — a result that drives company culture and leads to tremendous loyalty among employees and customers.

The graphic below displays the steps in creating a Brand Lens, which is a visual representation of your company’s brand image, the few concepts you want to be known for and therefore must *do* for employees and customers. The Making the Invisible model will help you to define the beliefs, behaviors, and experiences necessary to bring your Brand Lens concepts to life.

Making the Invisible Visible



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Part 2: Determining Who We Are, What We Do



The purpose of this team-based exercise is to determine “Who You Are” as a company. Gather together a few leaders and document 5 to 7 Brand Lens concepts that you want your company to be known for.

To help you brainstorm, you can gather ideas from a number of sources including, but not limited to:

1. Existing vision, mission, or values work.
2. Results from a brand image assessment with employees and/or customers. If you have not conducted an assessment to determine the existing brand image/reputation of your company, then make sure to review the download Guide to Brand Image Assessments, which can be found at www.brandintegrity.com/truth3.

Give each Brand Lens concept that you come up with a generic name, for example, Great Place to Work or Operational Excellence. It should be a name that everyone on your team understands and can relate to for the purpose of uncovering the meaning behind it. Resist the urge to spend time and energy trying to create the perfect concept name at this point. After you and your team have operationally defined the Brand Lens concept, the name will be easier to agree upon. Keep this in mind: the name that you choose will need to capture the hearts and minds of employees so that they will understand it, commit to it, and do it. The name should **not** be created with the intentions of being a tagline for the external world.

Note: Part 5 of this guide takes you through an exercise for naming the Brand Lens concepts you develop.

To learn more about the types of concepts that typically go into a Brand Lens, visit page 99 to 100 in the *Achieve Brand Integrity* book.

Below is a short list of questions to get you thinking about a few of the “basic” types of Brand Lens concepts:

1. What two or three words best describe the desired work culture for your company? What concept captures the essence of what it is (or should be) like to work for your company?
2. What two or three words best describe “operationally” what your company is or should be known for?
3. What two or three words best describe what your company is known for with respect to how you deliver customer/client service?

Remember, don’t try and wordsmith the perfect name; focus on the concepts.

To see examples of placeholder names for Brand Lens concepts refer to page 31 in the *Achieve Brand Integrity* book. Part 3 of this guide has a sample Brand Lens with concepts included for illustration purposes.



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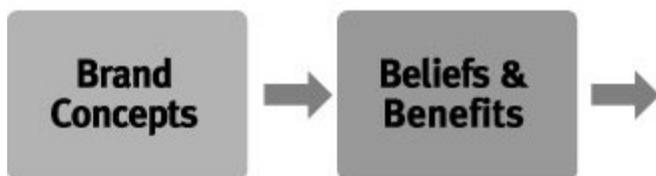
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Use the space below to document the six or seven placeholder names you created for your company Brand Lens.

| | |
|-------------------|-------------------|
| Concept 1: | Concept 5: |
| Concept 2: | Concept 6: |
| Concept 3: | Concept 7: |
| Concept 4: | |

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Part 3: Documenting What We Believe, How They Benefit



This next exercise will help you to outline the company beliefs about why each concept is important and the benefits each concept provides to employees and/or customers.

The Brand Lens

- A description of “who you are.”
- The foundation that drives experiences delivered to your employees and customers.
- A “lens” you can look through to guide decision-making and behaviors that drive employee and company performance.



For each Brand Lens concept you developed in Part 2, draft belief and benefit statements.

What Is a Belief Statement? A belief is a description of what the Brand Lens concept means to the company. A belief statement contains ideals and philosophies that leaders and employees hold to be true.

What Is a Benefit Statement? A benefit is something that is of value to a customer or employee because it makes his/her life better in some way. A benefit statement contains a desired outcome that customers or employees want.

Tips for gathering belief and benefit statements:

1. Assemble a group of 6 to 12 leaders and break them into 2 to 3 groups to explore beliefs and benefits. Use the questions below to stimulate participant thoughts. Have participants write as well as verbalize their ideas.
2. Have the groups share beliefs, discuss them, and then create 2 to 3 belief statements and 2 to 3 benefit statements for each Brand Lens concept.
 - Write the belief statements in the following format: “We believe ... “



- Write benefit statements in the following format: “ We provide ...” or “We deliver ...”
3. Have participants vote on the beliefs and benefits they feel are the most accurate and important in capturing the essence behind the Brand Lens concept.
 4. Resist the urge to debate the semantics of the concept name. After you are finished with this step (gathering beliefs and benefits) and the next step (gathering behaviors), then it will be much easier to agree on the name of the Brand Lens concept — a name that captures the core of the concept from an internal (employee-focused) perspective, not an external (marketing) view. Remember, your customers care about how you **do** the brand concept, not what you say about it.

What questions should be asked to uncover company beliefs and benefits about a Brand Lens concept?

Below are a few questions that can be asked to uncover the beliefs and benefits that make the Brand Lens concept important. Give participants time to think through these questions individually and in a small group (3 to 5 people). Share ideas and capture as many statements as you can. Don't worry about crafting the perfect sentence or description, just get the ideas on paper. Perfecting the belief and benefit statements will come next.

| Questions for exploring beliefs: | Questions for exploring benefits: |
|---|---|
| What does [BRAND CONCEPT] mean? | What does doing [BRAND CONCEPT] lead to for customers? |
| How does [BRAND CONCEPT] make people feel? | What do customers get when our company does [BRAND CONCEPT]? |
| What does [BRAND CONCEPT] look like? | What are the top three benefits of delivering [BRAND CONCEPT] to customers? |
| How is [BRAND CONCEPT] accomplished? | Why do customers really care if we deliver [BRAND CONCEPT]? |
| What thoughts about [BRAND CONCEPT] are required? | |

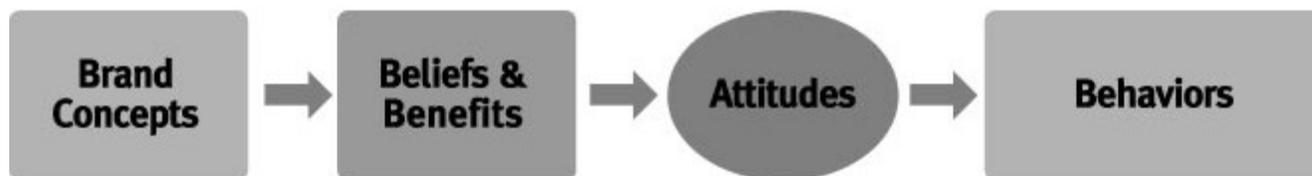
Spinning¹ Beliefs and Benefits:

Assign the task of spinning to one or two individuals. Their job is to take the collective wisdom of the group and draft 4 to 6 concise belief statements and 4 to 6 benefit statements for each concept. Beliefs should describe the philosophy and ideals that the organization holds to be true about the Brand Lens concept. The benefit statements should highlight the key desired outcomes the customers feel are important. Try not to duplicate ideas between beliefs and benefits. Rather, put the idea into the section where it has the most impact. When spinning beliefs and benefits, try to be as specific and to the point as possible. Brevity counts, but at the same time there must be enough detail for employees to understand and commit.

¹ Spinning: The act of taking the raw data from the belief and benefit statement development exercise and combining similar responses into concise, accurate sentences that best reflect the Brand Lens concept.

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Part 4: Identifying Behaviors to Continue, Stop, and Start



What are behaviors?

Behaviors are individual and company beliefs turned into actions. Behaviors become the “rules of engagement” that drive the work culture.²

What are brand-driven behaviors?

Brand-driven behaviors are specific, visible (you can see them being done), and measurable actions that positively represent a company’s brand (i.e., an employee *doing* a Brand Lens concept). Brand-based behaviors are critical for success because:

1. **Competitive advantage is difficult to sustain.**
Competitive advantage is usually very short-lived with respect to company innovations, best practices, and creative marketing.
2. **Brand-based behaviors are proprietary.**
Behaviors that are trained, measured, and reinforced become proprietary to your company.
3. **Brand-based behaviors differentiate.**
Behaviors differentiate your company because quite often they require more discipline, skill, and willingness than your competition possesses.

Team-based Exercise: Exploring Continue, Stop, Start Behaviors

This exercise is broken into two parts, individual and group. In this exercise you will have participants document company-wide behaviors for each Brand Lens concept. Ask participants to come up with as many behaviors as they can think of that employees in the company already do that should be continued. Next, have them think through any behaviors that should be stopped because they are off-brand. Finally, document behaviors that employees should consider doing (Start Behaviors) in the future.

² Work culture: “The way we do things around here.”



Exercise Part 1: Individual Work

Below are some questions to send participants so they can work independently. Have participants record their behaviors and e-mail them back to you. These questions will need to be modified slightly based on your company and the specific Brand Lens concept.

| | |
|---|---|
| CONTINUE: List at least three behaviors our company already does that demonstrate [INSERT BRAND CONCEPT] and should continue to do in the future. | START: Brainstorm three new ways to demonstrate [INSERT BRAND CONCEPT] that our company could start doing in the future. |
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| STOP: List at least three behaviors that our company does that are off-brand and should stop doing because they do not help the organization deliver [INSERT BRAND CONCEPT]. | |
| 1. | |
| 2. | |
| 3. | |

Repeat this same set of questions for each Brand Lens concept.

Spinning³ Company-wide Behaviors:

Assign the task of spinning behaviors to one or two individuals. Similar to spinning beliefs and benefits, the spinner’s job is to take the collective wisdom from the individual participants and craft concise, unique behaviors for each concept. Try not to duplicate behaviors between concepts. Rather, put the behavior into the section where it fits best.

Keep in mind that these behaviors are company-wide behaviors. They should be high-level, yet still visible to employees throughout the company. Having a list of sound, company-wide behaviors makes it much easier to create job category behaviors that tend to be more specific and customized to individual positions in the company.

³ Spinning: The act of taking the raw data from the Continue, Stop, Start exercise and combining similar responses into concise, accurate, and observable behaviors.



Exercise Part 2: Group Work

Gather together 6 to 12 leaders in your company and split them into 2 to 3 groups to explore behaviors.

- Review the combined efforts from the pre-work. As you are reviewing, seek to combine similar ideas and/or expand and further define the behaviors. Seek out new ones that are not listed. Remove any that are not visible behaviors. (For example, if someone lists an operational process, ask yourself what the key behavior is to making sure the process is done consistently. Don't record the process as a behavior.)
- Resist the urge to turn all the Stop behaviors into Start behaviors as it is important to own up to the types of behaviors that need to be focused on as Stops. Also, don't put behaviors under Continue if they are not consistently done. If it is rarely done by employees in the company, but should be done more consistently in the future, put it under the Start list.
- Have the groups vote for what they think are the top 3 to 5 behaviors under Continue, Stop, and Start for each concept.
- Review the Stop behaviors and pick out the ones that can proactively be turned into Starts.

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Part 5: Naming Concepts

Why is the name of the Brand Lens concept important?

The name of the concept must be clearly understood by employees who will be held accountable for doing it. Use the KISS Principle (KISS = keep it simple, stupid) when brainstorming names. The goal is not to create a catchy tagline; the concept name is for internal use only. Simple names that are memorable and make sense to employees almost always work best.

Gather together 6 to 12 leaders. Break into groups of 3 or fewer. Instruct each group to create names (1 to 3 words) that best capture the essence of the Brand Lens concept.

- To help in thinking of a name, review the beliefs, benefits, and behaviors that you developed in Part 3 and 4 of this guide.
- Keep reminding participants that they are not tasked with creating a tagline or marketing slogan. Instead reinforce that the name should be logical, memorable, and easy for employees to connect with and relate to.
- For some sample names to consider, refer to page 31 in the *Achieve Brand Integrity* book.
- After working in small groups, reconvene as a large group to present the names, seek feedback, and make final decisions.



A final thought on choosing a name:

Not everyone in the group will agree on each name. Go with the names that the majority of the group can agree on. Remember, it is critically important that the name is simple, straightforward and easily understood without explanation to all employees (don't choose names that are difficult to say or spell).