

Internal Brand Bytes

Karl D. Speak





Brand Tool Box

510 First Avenue North, Suite 605

Minneapolis, MN 55403

www.brandtoolbox.com

Published by Brand Tool Box

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Welcome to the digital version of Internal Brand Bytes! We published this little “book” in response to repeated requests from executives asking me ‘Can you give me the “executive level” (short and simple) description of the core concepts of internal brand building?’

The request for a short and simple version underscores one of the operating principles of internal brand building. To be effective, internal brand building must be approachable by all employees within an organization. This means brand and other related concepts must be simple and pragmatic for everyone to understand.

In this book you will find some concepts and definitions that may be familiar to you, such as brand is not logo. In other cases you will be introduced to new concepts like the alignment of personal and business brands. What is most important is that you view each of these “bits” as a logical “byte.” Together each of the individual concepts will provide a broader view of internal brand building.

A handwritten signature in black ink, appearing to be 'D. S.', with a checkmark at the end.

Please note: The best way to view the digital version of Internal Brand Bytes is in a “facing pages” view of this pdf formatted document.

A strong brand is not about

being different . . .

it's about

the difference you make.

Karl D. Speak

Brands are

relationships.

Brands *are not* logos, ad campaigns or tag lines. Brands are assets because they represent the strength of the relationship between a company and its customers.

Companies who are admired and respected by their customers have *brand strength* that delivers three important advantages.

- ▣ Customers will buy more products with less sales effort – *sales advantage*.
- ▣ Customers are more likely to proactively refer and endorse a company's products creating true *marketing advantage*.
- ▣ Customers are easier to service and may even help solve problems that arise – *service advantage*.

Brands are verbs,

not nouns

The strength of every brand is based upon the *activities* and *values* behind the name or logo.

Although many companies describe their business in terms of the features and benefits of their products or services (the “what”), the most admired brands are known for the way they conduct their business (the “*how*”).

Brand represents the values that give *credibility* to an organization’s products and services.

Brand Arithmetic

WV = Working Values

CBV = Company's Core Brand Values

PBV = Customers' Preferred Brand Values

~~WV = CBV~~

~~CBV = PBV~~

WV = PBV

“Doing the Math”

WV = CBV The values and behaviors inside the organization impact the customer’s perception of the brand.

CBV = PBV To create loyal customers, perceptions of the brand must equal customers’ highest expectations.

WV = PBV By substitution, the values inside the organization must be consistent with the expectations of the marketplace to develop sustainable brand loyalty.

Brand on the **outside**

is only as **strong** as

brand on the **inside**

Building a strong brand is an *organizational development* strategy, not a marketing program.

Internal brand building is not an initiative with a start and end date – it's a *long-term* organizational development strategy that connects employees with customers.

Internal brand-building initiatives use the framework of brand as an organizational learning tool to connect employee's values and behaviors *to consistently deliver distinctive value to customers.*

Personal Brand₁
+ Personal Brand₂
+ Personal Brand₃

Company Brand

Every organization's brand is equal to the sum total of the personal brands of all its employees – strong and weak. Brand building is the result of *individual efforts*, not organizational processes and policies.

If an employee's behavior doesn't directly impact a customer, it will impact someone inside the company that will ultimately cause a *ripple effect* that eventually will find its way to a customer.

Strong internal brands are fueled by the energy of employees' personal brands to create a stronger company brand, producing an environment that nurtures the growth of employees' brands.

Internal Brand-Building Programs

Type 1 → Communication-based

Type 2 → Brand leadership

Type 3 → Organizational engagement

There are three general types of so-called internal brand-building programs:

Type one – event-based program most often conducted by the marketing function or corporate communications department as the result of a change in corporate identity, merger or new advertising campaign.

Type two – senior executives conduct road show-type events espousing a new strategy or initiative.

Type three – employee engagement initiatives managed by HR or OD team. The most effective programs are created through the careful integration of organizational development and brand principles. Type three programs create a sustained connection between employees and customers.

Power of Alignment

Organization

- Values
- Standards
- Style
- Brand Promise

Alignment



Employee

- Values
- Standards
- Style
- Brand Promise

To attain sustainable organic internal brand building there must be *alignment* between the personal brand values of employees and the organization's brand values.

This synergy is important to reinforce the growth of both brands which is the basis for *organic brand building*.

True internal brand building relies on employees' belief that there is *alignment* between their personal brand values and the organization's brand values.

Not everyone

will live the brand . . .

It is impractical to believe that everyone in the organization will live the brand with the same passion.

A relatively small group of employees will contribute disproportionately more brand-building energy than others. These employees are known as “*internal power-brand nodes.*”

Internal power-brand nodes must be *identified*, provided with brand coaching tools, and be *recognized* for their commitment to the brand.

Internal Brand

Measurements

There are three types of measurements that can be used to evaluate the effectiveness of internal brand-building initiatives.

- ▣ Brand research that measures employees':
 - ▣ Understanding of key dimensions of the organization's brand.
 - ▣ Knowledge of the behaviors that support the brand and activities that inhibit brand building.
- ▣ Changes in employee engagement and job satisfaction.
- ▣ Brand research with key customer segments to analyze changes in customers' brand perceptions, that describe their relationship with company.

Great

brands

are inspired by

strong,

effective leaders

Strong brands depend upon *engaged, passionate leaders* throughout the organization. Three brand leadership axioms are:

- ▣ The *true character* of a brand is most visible in times of stress and dilemma.
- ▣ Connecting the dots between leadership decisions and the company's brand adds real *credibility* for brand leadership.
- ▣ Building strong brands requires an *enduring commitment* to act on behalf of the brand everyday.

Karl D. Speak

Karl D. Speak is a consultant who delivers powerful insight and pragmatic advice on brand management issues. His experience and knowledge are founded in his activities with Beyond Marketing Thought, the company he founded in 1984.

Karl's pioneering work on internal brand building started over 10 years ago when he authored the first internal brand workshop and implemented customized programs for his clients.

Karl's articles have been published in publications and books around the world, such as *Business Week* and *The Wall Street Journal*. His bestselling book *Be Your Own Brand* has been translated into nine languages. His energetic style and wide-reaching knowledge of brand make him a sought-after speaker and executive consultant.

Brand Tool Box

Brand Tool Box is the global leader in the development and implementation of internal brand-building programs. The company was created by Beyond Marketing Thought after 20 years of providing brand management consulting services to some of the world's most respected companies.

Brand Tool Box's achievements are the result of its innovative combination of organizational development excellence and brand expertise that was developed over its 20-year history of engaging organizations, especially senior managers, in building stronger corporate brands.

Brand Tool Box is a unique organization melding world-class brand expertise and recognized best practices in organizational development to implement proven internal brand-building programs to connect employees to customers.