The
Healthy Brand
Company

THE POWER OF 1

ONE BRAND PEOPLE FIRST

ALIGNING PEOPLE AND BRANDS TO DRIVE BUSINESS RESULTS AND RAISE BRAND VALUE

OVERVIEW

People and brands are your most valuable assets.

Research and successful brands demonstrate that aligning people – employees, customers and key stakeholders – and brands – employer, customer/product and corporate brands – drives business results and raises brand value.

Yet experience and research indicates that alignment is still low.

In this paper, we explore the research and build the rationale for One, people first, Brand.

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Contents

1. Executive summary 2
2. The objective of One Brand thinking 4
3. The business case for One Brand 6
4. Seven reasons why One Brand is important today 11
5. Audience values and beliefs align, why don't yours? 16
6. Brands with strong alignment strategy 19
7. Where to from here? 21
8. Conclusion 23

References 24

About Rachel Bevans and The Healthy Brand Company 25

1. Executive summary

Your business has the opportunity to engage people in building ONE BRAND that consistently delivers against its promise at every experience for every audience.

Thus reinforcing a desirable brand image, positioning your business as a great place to buy, work and invest, and raising the brand's value.

Our definition of a healthy brand is ONE BRAND that:

- **Engages** employees, customers and key stakeholders **and aligns** to their values
- **Aligns** corporate, customer and employer brands to establish one image in people's minds
- **Delivers against its promise** at every touch-point, every experience across the journey – to employees, customers and key stakeholders

In the famous study by Harvard authors, Heskett et al., 1994, 1997, the employee-customer-profit chain at Sears shows the linear links between employees, customers and shareholders driving 0.5% growth[14]. This model was behind the 'happy employees = happy customers = happy shareholders' mantra of the 2000s.

Whilst remaining relevant today, the cause-and-effect is not so definitive – the journey is not linear; customers can be prospective employees, employees your customers; experiences created by customers not just employees - and much research points to engagement and alignment, beyond satisfaction, as the keys to consistently delivering against the brand promise and greater performance.

Engagement and alignment of audiences:

- Top performing companies delivering on their brand promise 75% of the time have more **engaged and aligned employees**.[15]
- Companies that successfully **engage employees and customers** deliver 240% boost in performance-related business outcomes.[2]
- When **employees are aligned**, it drives earnings per share.[15]
- When **customers are aligned**, they give it twice as much share of wallet.[15]

Alignment of brands:

- **Aligning talent and consumer brands** delivers 36% growth in shareholder value in over 5 years[34]
- The correlation between knowledge and impression of **company brand and employer brand** impacts job consideration.[35]
- 40% consumers stop purchasing the product when there's a disconnect between **product and parent brands**.[33]

Yet the picture looks more like this:

- Only **41%** employees strongly agreed that they know what their company stands for and what makes their brand/s different from competitors[2] and **27%** employees always deliver on their promises[15]
- Only **46%** of managers strongly agreed they know what their company stands for[2] and **49%** employees agreed that management delivers on its promises[36]
- Less than **40%** customers were aligned to the brand for 3 key brands in automotive, food & beverage and financial services[2]
- Only **38%** of customers say they are engaged, **50%** say they're satisfied[5]
- **24%** of executives said their employees were engaged vs **74%** saying its driver of success[4]

A study by Employer Brand International highlights the gap in and opportunity for alignment of brands: the employer brand strategy is aligned with company values in **60%** of companies but only **41.3%** to corporate brand and **10.9%** to consumer brand/s.[3]

Brands such as Sony, Virgin, GE, Volvo, The Ritz-Carlton, Google and air bnb demonstrate alignment in publicly made promises that provide a guiding light for their business - inspiring innovation, service and experience delivery; not straight-jacketing them as per the Brand Police of former years.

ONE BRAND facilitates many of the issues keeping business awake at night; attracting and retaining talent, customers and investors; digital transformation, data collection, delivering increasingly individual customer, employee and stakeholder experiences across a myriad of media; flexibility and agility, innovation and entrepreneurialism, leadership and coaching; giving employees the social reigns, empowering employees to make decisions and work flexibly, enabling customers to co-create and collaborate; reducing costs, leveraging existing resources to amplify their in-market effect, premium pricing, profitability and raising long-term brand value.

The less we are in control of our brand and the environment in which we operate, the more we need ONE BRAND as a guiding light that drives our business single-mindedly and that all our audiences buy into.

THAT'S THE POWER OF 1:
ONE BRAND. PEOPLE FIRST.

Consider...

How well does your brand deliver against its promise to customers, employees, key stakeholders? How aligned are your brands? How engaged, aligned and empowered are your employees, customers and key stakeholders?

For your quick self-assessment survey, contact
rachel@thehealthybrandcompany.com

2. The objective of One Brand thinking

The objective of ONE BRAND thinking is to hold a coherent, distinctive image 'promise' in the marketplace, engaging and empowering audiences to deliver experiences against that promise, to improve performance of your people, brand and business, and raise the brand value.

It should provide a guiding light that is meaningful and motivating for all audiences to engage and activate, not a straight jacket for the organisation ('the brand police') or a force fit from one audience to another (e.g. customer branding to employer branding; B2C to B2B; market X to market Y).

Follow the process. Engage your 'end' audiences from the beginning and keep them engaged throughout. And ***"stay loose… the players in one branding are less like a conductor-led orchestra than a leaderless jazz band"*** BCG[1]

Branded House or House of Brands: ONE BRAND thinking applies to any architecture.

Whilst the successful aligned brands that immediately come to mind are branded house (or monolithic) brands like Virgin and Google, ONE BRAND thinking also applies to house of brands like Unilever or hybrid like The Walt Disney Company.

Unilever, Proctor & Gamble and Mars are three fast-moving consumer goods companies that show alignment of their corporate, employer and product brands, using their Masterbrand promise as a guiding light across the business, from mergers and acquisitions, and corporate social responsibility, to people strategy and employee value propositions, to brand portfolio management, brand proposition and positioning development.

For example, Ben & Jerry's that was purchased by Unilever in 2000, has its own distinctive brand identity and experience that includes store service people and a strong community and CSR foundation. The brand now sits very comfortably under the Unilever purpose of making sustainable living commonplace, values of integrity, responsibility, respect and pioneering and promise of helping people look good, feel good and get more out of life.

ONE BRAND thinking isn't one size fits all: Global image. Local relevance.

Perceptions are driven at a 'global' level whereas experiences and relationships that reinforce your image (or not!) are built at a local and increasingly individual level, relevant to 'local' needs – whether this is a truly global brand, regional or national.

There are geographic location and cultural differences, values and needs, drivers and barriers that should be taken into account in building one aligned global brand and empowering localisation.

Building ONE BRAND

By taking an iterative approach to ONE BRAND thinking - taking turns between top down and bottom up research, strategy and planning, from individual person, product and market differences to group and global commonalities and back again to group and individual for implementation - your ONE BRAND should provide a 'loose' guiding light at the Masterbrand level whilst enabling greater relevance at a local, product, segment, individual brand and value proposition level.

In its simplest demonstration:

- **Master brand:** Corporate, Customer/Product and Employer brands are aligned to each other, around a common purpose, values and idea
- **Local brand:** Corporate, Customer/Product and Employer brands are aligned to the Masterbrand, addressing local market challenges and tapping into local market insights and opportunities

Consider...

What does/might your ONE BRAND architecture look like? What objective do you want to achieve with your architecture at each level?

Who would you involve in developing the Masterbrand – your core team and the people you engage throughout the process?

What about at the Local brand level?

3. The business case for One Brand

"Only the harmonisation of corporate, product and employer branding ensures that everyone involved 'pays into' the one-brand account, together raising the brand's value." BCG[1]

Your business has the opportunity to build One Brand:

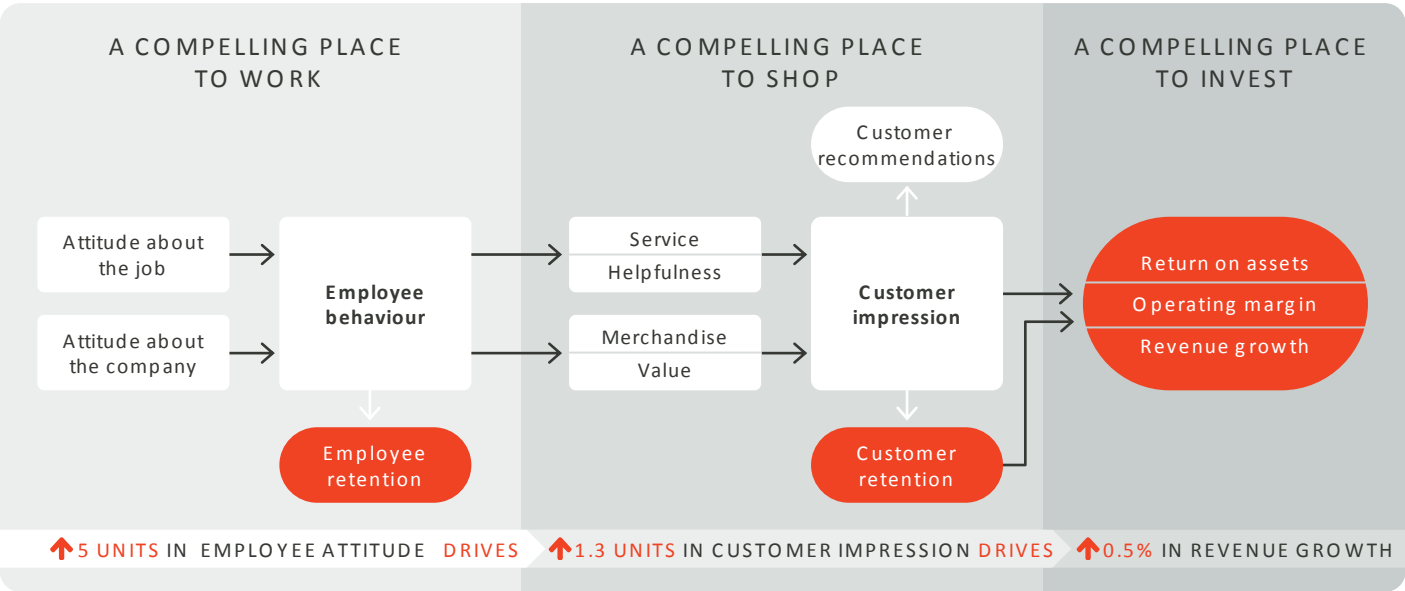
- That **engages** employees**,** customers and key stakeholders **and aligns** to their values
- That **aligns** corporate, customer and employer brands to establish one image in people's minds
- **That delivers against its promise** at every single touch-point across the brand experience journey - to employees, customers and key stakeholders

Thus reinforcing a desirable brand image, positioning your business as a great place to buy, work and invest, and raising the brand's value.

The original employee-customer-profit chain shows the links between employee, customer and shareholders driving **0.5%** revenue growth for Sears. (See Figure 1)

This was the main model behind the mantra of the big corporates of the 2000's: happy staff = happy customers = happy shareholders.

Figure 1. The employee-customer-profit chain at Sears. Source: Harvard Business Review[14]



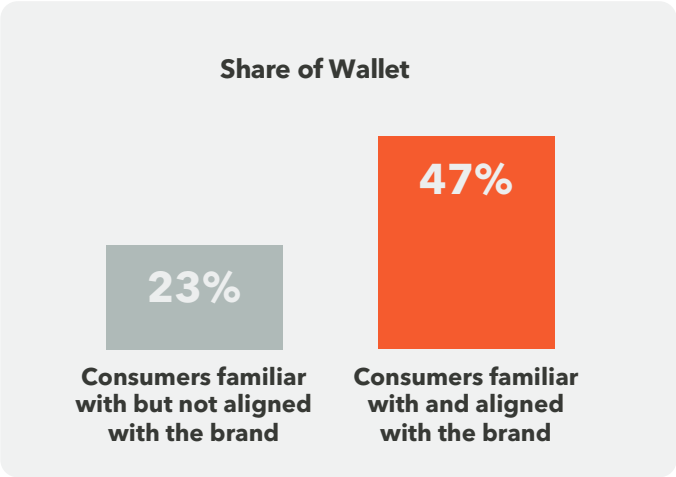
But happy (i.e. satisfaction) is not enough.
Engagement AND alignment of employees, customers and stakeholders is key to deliver consistently against the brand promise …and healthier results.

- When organisations successfully **engage their customers and their employees**, they experience a **240% boost** in performance-related business outcomes compared with an organisation that has neither engaged employees nor engaged customers[2]
- **Engaged workers** – those who participated in a forum, helped out a colleague in a chat, or provided feedback on an enterprise initiative – are **37% more likely to stay with their employers**.[17]
- **Engaged customers** are **three times more likely to recommend or advocate** a product or service to a friend.[17]
- Top performing companies **delivering on their brand promise 75% of the time** have more **engaged and aligned employees** e.g. in the airlines and hospitality industries[15]
- When **workers are engaged but not aligned** with their organisation's brand, it limits their power to create an engaging customer experience that will actually **drive earnings per share**.[15]
- When **consumers are aligned** with a brand, they give it **twice as much share of wallet** as those who are not aligned with that same brand. It can be difficult for consumers to fully trust in a brand and align themselves with it, but when they do, they reward it generously.[2] (See Figure 2)

As is the alignment of brands important for delivering the promise and results:

- Aligning talent and consumer brands delivers **36%** growth in shareholder value in over 5 years[34]
- The correlation between knowledge and impression of company brand and employer brand **impacts job consideration**[35]
- **40%** consumers stop purchasing the product when there's a disconnect between product and parent brands[33]

Figure 2. Brand alignment predicts share of wallet
Source: Gallup[2]



The reality is Alignment is low

For many businesses, there is little alignment between corporate, customer and employer brands, communications and experiences; or alignment of customers, employees and key stakeholders to the brand.

A study by Employer Brand International highlights the gap in and opportunity for alignment between brands.

The employer brand strategy is aligned with company values in 60% of companies but only 41.3% to corporate brand and 10.9% to consumer brand/s.[3] (See Figure 3)

Research conducted by Gallup highlights the gap in and opportunity for alignment of consumers to the brand.

Across six brands, only the airline and the major retailer had alignment at or above 90% among consumers who were already familiar with their brands.[2] (See Figure 4)

And whilst Engagement is recognised as important, it's not being realised

In a recent poll by the Harvard Business Review:

- 71% of executives listed employee engagement as a key driver of success. Yet only **24% said their employees were highly engaged**.[4]
- Half of all customers (50%) say they are satisfied with a given brand, but only **38% of customers say they are engaged** with one[5]

Figure 3. Employer brand strategy alignment (multiple response). Source: Employer Brand International[3]

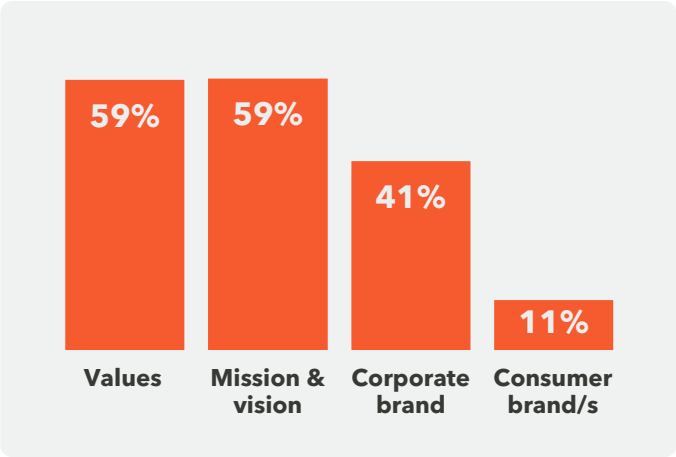


Figure 4. Alignment across six major brands.
% Consumers familiar with and aligned to the brand
Source: Gallup[2]

With more companies recognising the need for engagement and alignment to deliver against their brand promises, few are achieving it.

- Of 18 million customers surveyed by Gallup, **50%** strongly believe that the companies they do business with always deliver on their promises[15]
- Only **27%** of employees strongly agree that they always deliver on the promises they make to their customers[15]
- In the 'average' organization, only **49%** employees agreed that management delivers on its promises versus 75% in Top 50 Great Places to Work[36]
- In researching 3000 employees, Gallup found that only **41%** strongly agreed that they know what their company stands for and what makes their brand/s different from competitors. This was higher for Execs than Managers and Non-Managers/Non-Execs.[2]

The result: confused image, lack of relevance, broken promises.

We experience different visual identities, messaging, behaviours, sets of values, and even purpose, within the one organisation. This results in:

- The brand image that is being projected through communications to customers is different to that in employee communications and stakeholder communications
- The brand lacks relevance to what customers, employees and key stakeholders value
- The brand promise is not delivered against, consistently across all experiences to customers, employees and key stakeholders – so the experiences are not reinforcing the desired image and that which is in people's minds

Figure 5: % strongly agreed they know what their company stands for and what makes their brand/s different from competitors. Source: Gallup[2]

The opportunity is there in the numbers: to boost performance related business outcomes by 240%, double share of wallet, treble advocacy and increase retention by 37%.

Based on afore mentioned statistics, there is significant room for **ONE BRAND** thinking to improve your performance:

- **90% of readers of this paper** are likely to be working within businesses in which the employer brand is not aligned with the consumer brand
- **60% of your employees** may not know what the company stands for and what makes your brand/s different to competitors
- **51% of managers** may not be delivering against the company brand promise with 54% managers and 40% executive not knowing what the brand stands for
- **60% of current/prospective customers** (those familiar with the brand) may not know what the company stands for and what makes your brand/s different to competitors
- **62% of your customers** may not be engaged
- **73% of your employees** may not be engaged, and
- **73% of your promises may not be delivered!!**

Consider...

How can an employee deliver an experience that lives up to customers' expectations if they don't know which brand they're delivering on, what the brand stands for or feel any connection i.e. alignment to that that brand?

How can customers be aligned to and engaged with the brand if they don't know what it stands for or feel any connection to that brand?

4. Seven reasons why One Brand is important today

1) Building trust in a digital and data-driven environment
2) Your customers' brand experience includes and is driven by your people
3) Clarity and credibility in delivering authentic experiences
4) Reducing the effect of organisation complexity and physical/emotional distance
5) Blurring audience segments
6) Your social image
7) Linking brand to bottom line

1) Building trust in a digital and data-driven environment

The digital world we live in has given rise to the non-stop customer. Consideration and engagement are on their terms.

These customers have heightened expectations for superior and relevant interactions across all digital and physical channels at all times. In fact, many customers are willing to share their personal information for superior customer service.

Their path to purchase is complex and far from linear. Customers are increasingly looking for opportunities to act as co-producers of content, experiences– even products and services. This demands synchronicity across the entire value chain. Accenture[6]

- People are bombarded with thousands of messages every day, our concentration span is 7 seconds (one second less than a gold fish)
- The path to purchase for customers and recruitment for employees is no longer linear
- Whilst entrusting business with more information, people have greater expectations of that business - of understanding me and personalisation, of customer service standards such as response times and problem resolution, of transparency and compliance.
- Brands that are inconsistent, incoherent and lack relevance in this environment will neither cut through nor connect.

2) Your customers' brand experience includes and is driven by your people

Every direct or indirect point of contact - through a bill, an ATM transaction, an online interface, or a product - has the potential to make a customer feel more or less engaged with the company.[7]

- Brand drives everything you are, say and do – people and process, product and service, distribution and pricing, communications.
- Every touch-point is an opportunity to add to or detract from the brand.
- If you have 11,000 employees, you have 11,000 brand experience touch-points, their every action an opportunity for customers to experience your brand, to deliver against your promise.
- Those 11,000 touch-points need to be delivering the same brand experience, consistently over time, so that the image in customers' mind is continually reinforced.
- When experiences do not deliver against the promise, customers get confused, disappointed and angry, and eventually leave the relationship.

"There are 11.2 billion possible combinations of how you can experience the product…
In every case, someone 'owns the moment' "

Tom Boyles, SVP Disney[8]

3) Clarity and credibility in delivering authentic brand experiences

A common barrier for better customer experience is when employees feel that there's a disconnect between how the company treats them and how they're expected to treat consumers.[9]

- When employees have the same image in their minds as customers, it reduces the confusion for what brand they're living vs what brand they're delivering so they are more likely to deliver an experience that meets the customers' expectations.
- It also means they're delivering it with more authenticity. If they believe in the brand, if they're living a brand that's true to their values, they deliver the brand to customers more credibly.

4) Reducing the effect of organization complexity and physical/emotional distance

The implications of increased outsourcing and offshoring means companies who can effectively manage virtual community partners will be best positioned to build competitive advantage through acquisition and employment of its human capital. [10]

- Regardless of how collaborative organisations are between individuals, business lines and departments, and geographic locations, people operate in different situations under different objectives.
- With the advancements in technology leading to increased mobility of customers, talent and stakeholders, the shift to a consulting model and peer-to-peer business models (such as air bnb) complexity and distance increases.
- By operating within the realms of one brand thinking, it doesn't matter who you are, where you are or what you're doing, you align to, deliver against, experience and engage with one brand.

5) Blurring audience segments

One in four British jobseekers have either entirely stopped purchasing (12%) or purchased less (11.5%) from a brand because of a negative candidate experience. Poor candidate experience is estimated to have cost Virgin Media £4.4m in 2014.[11]

- Current customers are prospective employees. Employees are prospective customers. People in the community are prospective employees, customers and likely current influencers (mums, dads and partners).
- A poor recruitment experience can turn candidates off your brand as customers.
- As part of the employee value proposition, you offer your product/service to your employees, they should be experiencing what they're promising to customers so they can clearly and credibly communicate and deliver the experience themselves.
- Through the customers' experience, they experience employees' fulfillment that demonstrates it's a great place to work and they're inspired to consider your business as a future career.
- Whilst what they're looking for may be different – a job, a product, an investment or company they would advocate – employees, customers and key stakeholders are all people with one set of values they look to align with other people, brands and businesses (See Section 5 'Audience values and beliefs align, why don't yours?)

6) Your social image

The emergence of social networks demands total transparency. Your employee and candidate experience will be reported on, not just by word of mouth, but perhaps via Twitter or Facebook. Potential workers tend to believe what they hear from their social networks more than they would from a recruiter.[12]

- Word of mouth has always been the most influential means of communication, however with the rise in social media, the speed, reach and impact of WOM have exploded.
- In social media, the lines between corporate, customer and employer brands are blurred.
- If someone is talking about your brand, it doesn't matter whether they are a happy customer, a disgruntled employee or cynical press, every tweet, post, share, status update or blog adds to or detracts from your brand.

7) Linking brand to bottom line

A Fortune article pointed out the correlation between employee alignment and the bottom line, noting that many of the companies on their 'best companies to work for' list enjoy stock returns well above industry average.[13]

Your brand sits on the P&L as goodwill - there are various tools to calculate brand value.

- Brand Finance, Finance, Interbrand and Millward Brown are three of the mainstream rankings regularly promoted in the press.
- The straightforward way to think about it is: you have one image to communicate and all experiences delivering against one brand promise - your business benefits from economies of scale in brand building and everything you are, say and do multiplies the value of your brand.
- People buy more from, work longer for, invest more in a brand they know what it stands for and that delivers consistently against its promise, whilst it remains relevant to them.

Your brand should not be ethereal and sit above the business - it must be linked to commercial objectives and audience goals throughout the business:

- Providing on-going performance evaluation, identifying issues and opportunities to evolve activation, creative, strategy and objectives
- Delivering effectiveness, ROI and raising brand value

Consider

How does your brand link to bottom-line?

Which of the other six reasons most affects your business?

How might ONE BRAND thinking benefit your business by have one social image, one set of core values, one silver thread to tie your business areas, people, experiences and communications together, and doing business with authenticity?

5. Audience values & beliefs align, why don't yours?

As previously discussed, our definition of ONE BRAND refers to two key requirements:

1) **Aligning people to your brand** – people seek businesses, brands and people that align with or complement their purpose, values and beliefs
2) **Aligning corporate, consumer and employer brands** – all audiences have the same image or promise in their minds

From the prior section, we learned that audiences are blurring. There's a good reason why. In general, people's values and beliefs don't change whether they're seeking an employer versus a product/service or an investment…if they want to remain authentic. Nor do their values change much over time, whereas needs do. Values and beliefs may change in weighting, come to the surface after years of suppression or be compromised, to justify a purchase or job offer or an investment, but they essentially stay the same.

By 2020, Millennials will form 50% of the global workforce.

Millennials want their work to have a purpose, to contribute something to the world and be proud of their employer. The brands that appeal to young people as consumers including those that stress their environmental and social record, are the same brands that appeal to them as employers.[18]

So if you want to align customers, employers and key stakeholders to your brand, why would you not align your product/service, employer and corporate brands around a common set of values and beliefs?

Our View on Values

Values could warrant a paper themselves, so here are a few considerations:

1) Depending on which model you look at, there are 6-12 core values/value sets – stretching from I-oriented to We-oriented, from safety and control to risk and challenging the status quo. It can be a useful starting point, but doesn't leave much room for differentiation so needs expansion.
2) If you look at corporations, there are a handful core values that are commonly referenced – leadership, teamwork, innovation, excellence, trust and integrity. Look familiar? Whether these are all values is questionable. For one, trust is what you earn by transparency and consistently delivering against the promises you make, it's not a value in its own right. Moreover if you have these at your core, like many others, how are you going to differentiate your corporate or employer brand from others? And how do these values, for example 'teamwork', translate to the customer?
3) Your values should align with your audiences' but they don't need to be the same, and will likely be expressed in different language appropriate for the audience, depending on the relationship or role the brand plays in people's lives.
4) Values are nothing without action. The way for values to 'live' is to translate them to behaviours – of your business, brand and people.

The following sample of broad generational insights demonstrates that what people seek lines up between customer, employer and corporate brands.

Please note these are by no means definitive or well-defined values, beliefs and behaviours. Any study or strategy development would require much deeper insight digging and development in order to align, differentiate and activate your ONE BRAND.

	CUSTOMER BRAND	EMPLOYER	CORPORATE
GEN Z			
– Culture-creators - empowered, connected, empathetic self-starters that want to stand out and make a difference in the world[23] – Value uniqueness, authenticity (real, pragmatic), creativity, share-ability and recognition[23] – Collective-conscious[19] – Goodness/kindness	– Continuous, two-way dialogue[23] – Real people not celebrities[24] – Products that are, or make Gen Z feel socially connected, fun and entertaining, cool and socially desirable, life enhancing, new and innovative.[25]	– Seek career and transferrable skills that will help change the world for the better[27] – Making a difference[24] – Collaboration[27] – Diversity and equality – Interested in building key skills at a young age[25] – Life/work balance, enjoyment, empowerment, support, flexibility, involvement, creativity, innovation and global working atmosphere[25]	– They will be the generation that realizes a global Green Economic Revolution by making corporate social responsibility (CSR) a core criteria in deciding what to buy and who to buy from[26]
MILLENNIALS			
– Happiness[21] – Freedom to pursue their passions[21] – Stay authentic and true to values[20] – Concerned with the state of the world[20] – Tribal – group more important than individual[19]	– Help them live more fulfilled lives[21] – Help them give their best[21] – Empower them to make wise decisions[21] – Deliver meaningful experiences[21] – Environmentally and socially responsible[18]	– Career is about the freedom to achieve a meaningful and fulfilled profession[19] – Want their work to have a purpose, to contribute something to the world[18] – Proud of employer[18] – Aligns with who I am[18] – Deliver on their promises[18] – Team-orientation[19]	– Products first, CSR second[33] – Transparency[20] – Socially responsible or impact investments[20] – Care about the environment[22] – Familiarity – brands trust as customers[22]

	CUSTOMER BRAND	EMPLOYER	CORPORATE
GEN X			
– Want to enjoy life, make a difference, and do something meaningful besides punching in 9 to 5 – Want to be seen as unique individuals who make a valuable contribution to society – Freedom, flexibility and spontaneity – Creative, independent and struggle with limits and rules – Fun: work to live – Family: quality time[29]	– Because they're independent, they shun companies that imply they need a product or service or preach why they must have it, they want information to think for themselves[29] – They favour brands that reflect diversity and acknowledge that every consumer is different[29] – Emphasize how your products and services can protect their homes/the planet/their families/their hard-earned money[30]	– Expect employers to hear what they have to say. Want to understand the "big picture" for the company and how this influences their employment and growth. Creative thinkers, independent, results oriented and bring with them a healthy dose of skepticism. – Want to grow in their jobs and learn new skills. Want better benefits, more opportunity for professional growth as well as personal fulfillment.[31]	– Corporate reputation and ethical conduct is important[35] – Seek forward thinking companies with dynamic young leaders and cutting edge systems/tech[31]
BABY BOOMERS			
– Whilst family values are important, they are defined by their careers and ownership of things – traditional symbols of success. – Me-focused, feeling entitled to a good life. – Independent thought and fighting for a cause. – Self-actualization in the form of travel and education to improve their knowledge – Health & wellness to sustain active lives[32]	– Sense of fun & enjoyment – 50 is the new 40 – brands that offer the fountain of youth, promote active, healthy lifestyles – Opportunities to explore and discover new experiences – on and offline – education, travel, food – Provide them with information and options with which they make their own decisions – Environmentally conscious but want cost savings from green products first [32]	– Career as investment in financial future[19] ie planning for retirement, keeping active and sense of identity – Flexibility, creating balance – Health & wellness – Community involvement – Value hard work, knowledge and experience – Opportunities for expansion through education and mentoring – Fit in with the company vision/mission – Sense of structure and process[31]	– Corporate reputation affects brand choice – Focus on social causes – Conduct business well – Quality products and services[33]

6. Brands with strong alignment strategy

On the following page are excerpts from the core strategies of seven successful businesses that are available from their websites.

We can see through these publicly made promises, that their corporate, customer and employer brands are inextricably linked. They use this as their guiding light to deliver experiences that live up to their brand promise to their employees, customers and key stakeholders.

It is apt to note that these promises don't always take the same form – purpose, mission, philosophy, values, positioning statements, communications propositions and taglines. We have a preferred model and use each of these for different purposes, but as long as all audiences are clear what they're acting upon, then it matters less what form it takes.

As a guide, key strategic elements that make up the promise in people's minds and whenever they see, hear, experience the brand, that's what they expect it to deliver:

- **The core idea** should be as compelling, simple to understand, meaningful and actionable as possible
- **Values** to drive behaviour, deeper connection and alignment
- **Higher purpose** to drive business beyond profit and alignment
- **Personality** for the audience to relate to, that translates to your visual identity and tone of voice
- **Value propositions** to engage the relevant audiences and audience groups

One of these seven brands is Virgin Australia, selected for three reasons:

1. Their public promise is clear and simple and includes the impact of employee on the customer (See next page)
2. In 2015, they ranked highly in awards across customer, employer and corporate brands:
   - Top 50 Brand Finance Brand Value in Australia
   - No. 15 in AMR Corporate Reputation
   - No. 1 in Randstad Employer Branding
3. The quote upon presentation of the Randstad employer branding award is proof of people understanding the importance of one brand thinking and living the brand throughout the business (See below)

"We are incredibly proud of the lengths to which our people go to bring the Virgin Australia brand to life. It's fantastic to see their passion and commitment recognised with the Randstad Award for the second consecutive year."

Geraldine Chin Moody, Group Executive, People, Culture and Sustainability at Virgin Australia[16]

The Virgin Group believes in making a difference and stands for the principles of value for money, quality, innovation, fun and a sense of competitive challenge.

It delivers a quality service by empowering its employees and facilitating and monitoring customer feedback to continually improve the customer's experience through innovation.

www.virgingroup.com

We are ladies and gentlemen serving ladies and gentlemen.

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A vehicle designed around you. The focus is on the human being rather than the vehicle or the technology. We align the design of our vehicles according to the driver's behaviour, driving enjoyment and maximum possible well-being.

A career designed around you. At Volvo Cars we offer great career development opportunities. We empower our employees and give them the knowledge and training they need to develop themselves and help us achieve our ambitions as a company.

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GE works on things that matter. The best people and the best technologies taking on the toughest challenges. Finding solutions in energy, health and home, transportation and finance. Building, powering, moving and curing the world. Not just imagining. Doing. GE works.

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We do search. With one of the world's largest research groups focused exclusively on solving search problems, we know what we do well, and how we could do it better. Through continued iteration on difficult problems, we've been able to solve complex issues and provide continuous improvements to a service that already makes finding information a fast and seamless experience for millions of people

Google Careers: Bring questions. Build answers.

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To help create a world where we can belong anywhere

www.airbnb.com

Our mission is to inspire and fulfill curiosity amongst our customers and our employees.

www.sony.com

7. Where to from here?

Our approach is designed to align brands, engage, align and activate employees, customers and key stakeholders to build and consistently deliver against a compelling brand promise.

Engaging people - customers, employees and key stakeholders - throughout the process

Gets them excited, ensures shared understanding, transfers ownership and increases the likelihood of delivering consistently 'on-brand' experiences.

Building and aligning corporate, consumer and employer around common values and purpose

Builds a deep and ongoing connection with like-minded audiences for delivery of more credible, authentic experiences. People's values don't change significantly over time, and they tend to align themselves with businesses, brands and people with similar or complementary values. And increasingly people are looking for brands with a purpose beyond profit to buy from, work for and invest in.

A single-minded brand idea, distinctive identity and creative platform

Makes it easier to rally people behind the brand, for people to recognise the brand in amidst the clutter and to inspire customers, employees and key stakeholders to engage with, buy from, work for, invest in your brand.

Integrating customer, employee and key stakeholder communications and experiences

Ensures that employees have the technology, systems and processes, capabilities and responsibilities that empower them to deliver 'on-brand' experiences at every touch-point; and that employees experience, themselves, what they're essentially 'paying forward' to customers and key stakeholders.

Measuring performance

At the beginning of every project, we work with our clients to understand existing objectives and performance measures; recommend and help setup future performance measures, monitoring, reporting and actioning processes; and obtain the current status and refine ongoing objectives.

We encourage focus and balancing agility and stability:

- Identifying your high level dashboard measures – identify what's really important to prevent being lost in the data
- Longer term Vs short term measures – keep your eye on real-time results for quick wins whilst getting a more comprehensive report for bigger decisions
- Defining action standards – inconsistent strategy = inconsistent experience; determine what response you need to take action to change activities versus changing strategies

How healthy is your brand?

With people within your business having different perspectives on how well your business is performing on One Brand thinking, we have a developed a quick self-assessment survey to obtain a cross-section of views, draw a line in the sand and help gain senior leadership and key stakeholder buy-in.

The 13-minute survey asks for quantitative responses with a guide for questions to ask in qualitative follow up. If you'd like a copy of this questionnaire to see where you stand on ONE BRAND, please email **rachel@thehealthybrandcompany.com**

Key measures

ONE BRAND thinking requires measuring your overall commercial objectives, measures across the corporate, customer and employer brands, and specific activity measures to link brand to bottom line.

Some popular high level dashboard measures:

- **Commercial objectives:**
  - Sales value/volume; No. customers (customers)
  - Retention (employees)
  - Share price/earnings-per-share
- **Brand equity tracker:** measure key attributes of 'the promise' and alignment to those attributes amongst employees, customers and key stakeholders
  - Include NPS (current customers); eNPS (employees); Corporate reputation & Consideration (prospective customers and employees)
- **Customer/Employee experience survey:** measure how the experience delivers against the promise (customers; employees)
  - Consider longer term, comprehensive survey and short term 'pulse' surveys
- **Campaign/conversion tracking and engagement:** set up for each stage in the journey, specific to activity (customers; employees; key stakeholders)

Also consider your ranking on global & local monitors:

- **Brand value:** Millward Brown Brand Z; Interbrand; Brand Finance
- **Employer brand:** Randstad; Fortune's Great Places to Work
- **Corporate reputation:** Global Reptrak; Australia AMR Corporate Reputation

8. Conclusion

Research and experience indicates that One Brand* that guides business, drives results.

** Whereby our definition of One brand is: engaging, aligning and activating employees, customers and key stakeholders; building and aligning corporate, customer and employer brands, communications and experiences.*

It is easier for employees to understand and deliver, consistently and authentically, against the brand promise – as they are creating experiences for customers, key stakeholders and fellow employees, for the same brand they are experiencing themselves as employees, customers and key stakeholders.

One brand stands out in the marketplace, with all communications and experiences adding to the one brand meaning and status.

It is more likely that customers and key stakeholders know what the brand stands for, to engage with, co-create and collaborate 'on-brand' experiences, thus amplifying the effect even further.

Within our increasingly complex, individual, fast-moving, digital and data-driven marketplace, One Brand is your opportunity to hold a coherent, distinctive image and deliver coherent, distinctive experiences that attract and retain, engage and empower employees, customers and key stakeholders.

ONE BRAND is a great place to work, buy and invest.

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About Rachel Bevans and The Healthy Brand Company

About Rachel Bevans

Rachel Bevans is a strategic marketer, brand, communications and experiences planner and business director with over 23 years' experience leading and motivating people to transform organisations to be brand-driven, customer-centric and employee-engaged.

Her roles span local, regional and global; marketing in Unilever, News Limited, Glenfiddich and Westpac; and consulting in brand and design, advertising and research agencies.

Rachel holds a Bachelor of Business - Major in Marketing, Certified Practicing Marketer, and Certificate in Employer Brand Leadership, and is a member of the Australian Marketing Institute, Employer Branding Global Community, Australian Market & Social Research Society and Account Planning Group.

About The Healthy Brand Company

People and brands are two of a company's most important assets. Rachel founded The Healthy Brand Company as the brand consultancy that takes the healthy approach: motivating people to build healthy brand-driven business, inside and out.

We engage employees, customers and key stakeholders to build, align and integrate corporate, customer and employer brands, communications and experiences. Ensuring your brand consistently delivers against your promise.

We offer clients and agencies senior experience, a holistic external perspective and flexible ways of working, without the fixed overheads. Giving you the internal capacity, objectivity and agility to drive change.

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