Brands are defined by people. It is employees who determine how an organization is seen and customers who decide when to start and terminate their relationship with the brand.

— Nicholas Ind, *Living the Brand*
BUILDING BRAND FROM THE INSIDE OUT

WILLIAM SCHROEDER
Schroeder Group
Columbia University Strategic Communications
THIS EVENING

- What do we mean by “brand”?
- Examples of internally-driven brands
- A refined branding process
- Case Study: The Associated Press
- Breakout: Developing brand actions
- Wrap up
WHAT IS A BRAND?
WHAT IS A BRAND?

A brand is a promise of performance reinforced by a consistent experience.
The strongest brands are clear about their unique point of differentiation and deliver it consistently.
STRONG BRANDS

Differentiated

Relevant

Authentic

Consistent
TYPICAL PROCESS

01 DISCOVER
Understand what defines the brand and sets it apart
TYPICAL PROCESS

01 DISCOVER
Understand what defines the brand and sets it apart

02 DEFINE
Clarify the positioning and brand platform elements
TYPICAL PROCESS

01 DISCOVER
Understand what defines the brand and sets it apart

02 DEFINE
Clarify the positioning and brand platform elements

IMPLEMENTATION

COMMUNICATIONS

- Signage
- Logo
- Packaging
- Messages
- Social
- Environments
- Digital
REFINED PROCESS

01 DISCOVER
Understand what defines the brand and sets it apart

02 DEFINE
Clarify the positioning and brand platform elements

IMPLEMENTATION

PROCESS
CULTURE
COMMUNICATIONS
STRATEGY
Brand strategy Drives COMMUNICATIONS

- Logo and visual identity
- PR and Media
- Digital, Web and social Environments
- Printed materials
- Signage
- Internal Communications
- Messages
Brand strategy Drives CULTURE

- Communication style
- Hiring and retention
- Strategic partnerships
- Innovation
- Training
- Celebration
- Work style
- Meetings

PROCESSES

COMMUNICATIONS

STRATEGY

CULTURE
Brand strategy Drives PROCESS

- Customer interactions
- Sales and marketing
- Financial
- Human resources
- Information technology
- Product development
- Training and development
- Internal interactions
It’s not just values. It’s the extensive sharing of them that makes a difference

— Terrence Deal and Allan Kennedy, Corporate Cultures: The Rites and Rituals of Corporate Life
WHO IS DOING THIS WELL?
ZAPPOS

We’ve formally defined our the Zappos culture in terms of 10 core values:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

— Tony Hsieh, CEO
EVERYTHING MATTERS
Our new brand is designed to unite our firm and present it in a unified and consistent way, and in a manner compelling to clients, prospects, new recruits, and others.

WE NEED YOUR HELP

IT STARTS WITH US.

To build and sustain our brand over the long term, we must recognize and understand what’s made DLA Piper great. We must build on those qualities and make sure that we continue to feel good about our firm and what we do. Equally important, we need to make sure that every client experiences us at our best. And we need to communicate and send the right signals and messages outside the firm, being clear about the type of firm we are and how we’re different and better than other firms. In short, we need to live our brand.

The DLA Piper Brand—What’s My Role? | 01
People hire us and come to work with us not only because we are a high-quality provider of legal services, but also because they like our attitude. They like what we’re like.

**HOW WE’RE DIFFERENT MATTERS**

While many firms are the same and deliver legal advice the same as always, DLA Piper stands out as a progressive and refreshing alternative. We have countless examples of clients giving us work because, knowing that we can deliver on the legal side, they also like our personality.

Our personality helps draw clients to us. It also makes DLA Piper a good place to work. We are:

**Challengers**
We don’t follow; we take the lead.

**Confidently professional**
We know what we’re doing.

**Bold, decisive, and fast moving**
We’re building a new kind of law firm—quickly.

**Goal-focused, savvy, and smart**
We make things happen.

**Open, accessible, and friendly**
We form great relationships with our clients and our communities.

Our understanding of our clients and their needs drives everything we do. We’re shaped by the clients we represent and the services we provide to them, as well as how we run our business. We’re defined by what we believe.

**WHAT WE BELIEVE MATTERS**

After talking to hundreds of lawyers and staff at DLA Piper, as well as clients and others outside the firm, we’ve defined a set of beliefs to guide us as we work together to build deeper relationships with our clients.

Building on the foundation of our core values, we believe that:

- **Our clients’ needs are our compass.**
- **Our legal advice should be as pragmatic and solution-oriented as it is technically excellent.**
- **We need to understand our clients and their businesses more broadly and deeply.**
- **We can better understand our clients if we have strong, healthy, well-managed, and friendly relationships with them.**
- **Better service is delivered by a united, happy community that values teamwork and collaboration.**
- **Everyone in the firm can make a difference in looking after all our clients.**
- **Every contact with DLA Piper should leave a positive impression.**
- **We treat our clients as people and professionals.**
- **Our many local clients are just as important to us as our largest global clients.**
- **Change can be good.**
- **Nothing is beyond our reach.**
- **Above all, we believe that Everything Matters.**
OUR ACTIONS MATTER

Beliefs are empty unless they lead to action. Here are some key actions to focus on every day:

<table>
<thead>
<tr>
<th></th>
<th>BECAUSE OF THIS:</th>
<th>WE DO THIS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDERSTAND</td>
<td>We can only look after our clients if we understand them</td>
<td>... so we do all we can to understand them and their world. We listen carefully before we speak. If we understand each client’s unique perspective, we will give the best advice and the best service.</td>
</tr>
<tr>
<td>CONNECT</td>
<td>We can only gain this understanding if we have the right connections with our clients as we work together</td>
<td>... so we carefully plan how we relate to our clients, and we make sure our team is suitably constructed and properly connected to their team.</td>
</tr>
<tr>
<td>COMMUNICATE</td>
<td>Clarity is at the heart of understanding</td>
<td>... so we make sure communication is a two-way process, listening as carefully as we can and communicating in the clearest and most action-oriented way. We use the most appropriate language, forms, and channels. And we help our clients communicate effectively back into their organizations.</td>
</tr>
<tr>
<td>SHARE</td>
<td>We can only give the best solution and service if our team is involved and engaged</td>
<td>... so we share everything necessary with our fellow team members and with the rest of the firm, so that everyone involved knows what is going on and what is expected of them.</td>
</tr>
<tr>
<td>CARE</td>
<td>Everyone is human</td>
<td>... so we always consider the personal feelings of our clients and our colleagues. We treat everyone in a friendly, respectful manner.</td>
</tr>
<tr>
<td>ADAPT</td>
<td>Our clients’ needs are always evolving</td>
<td>... so we use our understanding of them as businesses, managers, and people to adapt how we work on an ongoing basis, and we develop new products, services, and ways of working wherever we see a need.</td>
</tr>
<tr>
<td>WELCOME</td>
<td>We value relationships above all else</td>
<td>... so we welcome our clients, colleagues, partners, and suppliers into our world. We make them feel valued and wanted.</td>
</tr>
<tr>
<td>EXCEED</td>
<td>And because everything matters</td>
<td>... we reach beyond usual expectations to deliver superior solutions and service at all times.</td>
</tr>
</tbody>
</table>
Key takeaways

1. Brand is everyone’s responsibility

2. Marketing and Human Resources share the lead

3. Involve internal stakeholders throughout the process

4. Use the brand to spark ideas and guide change

5. Reward on-brand behaviors and actions
CASE STUDY: AP
OSCAR MOMENTS

AP Images offers instant access to the largest collection of historical and contemporary photos on earth – more than 30 million editorial and creative images. See the best images from the red carpet.

View the best from the Academy Awards »

FOLLOW US

AP's global network of resources means you get the first word of breaking news and up-to-the-minute coverage of events as they happen. AP does what it takes to get the story and connect you to the news you need.

Follow Us »

GET AP MOBILE

AP's fast, accurate and trusted news content is available on your smartphone and tablet device. Let the award-winning AP Mobile app be your first choice for global and local news, on the go.

Get the AP Mobile app »

BROADCAST FACILITIES AVAILABLE AT THE VATICAN

AP Global Media Services is providing broadcast facilities at the Vatican offering a range of facilities including live stand-up positions overlooking Saint Peter's Square.

Find more info or book an event »
AP BRAND PROMISE

The Definitive Source
AP MISSION STATEMENT

To be the first choice for news by providing the fastest, most accurate reporting from every corner of the globe across all media types and platforms.
AP VISION

To have the strongest and most dynamic relationship with everyone who values accurate and independent news.
AP BRAND ATTRIBUTES

- Gutsy
- Connected
- Integrity
- Action
- Independence
- Resourceful
INTEGRITY

Beijing-based video journalist Ken Teh covers the violent street riots in Bangkok, as police squared off against Red Shirt demonstrators advancing to pour blood on government buildings. AP Photo by Sakchai Lalit.
ACTION

At the height of the Libyan conflict, an anti-Gadhafi fighter is interviewed by Cairo-based journalist Hadeel Al-Shalchi and Paris-based cameraman Nicolas Garriga outside the town of Nalut. AP Photo by Lefteris Pitarakis.

SOURCE: www.ap.org
INDEPENDENCE

AP White House correspondent Ben Feller conducts a one-on-one interview with President Barack Obama. AP Photo by Pablo Martinez Monsivais.
GUTSY

As US troops battle insurgents in Iraq, AP photographer David Guttenfelder captures the action.
AP Photo by Khalid Mohammed.
RESOURCEFUL

In a blackout during a night of heavy bombing in Afghanistan, Islamabad-based correspondent Kathy Gannon files a story by lantern light in a basement. AP Photo by Dimitri Messinis.
CONNECTED

Susan Henderson, head of broadcast services for North America, and Nico Maounis, production manager for AP Global Media Services, work with clients broadcasting live from the site at ground zero on the 10th anniversary of the 9/11 terrorist attacks on New York. AP Photo by Ryan Scahuro.
But how did we put these ideas to action?
In today’s world, a brand’s actions must be consistent with what it communicates about itself.
BREAK OUT
What do I want you to take away?
5 STEP PROGRAM

1. Brand is everyone’s responsibility
5 STEP PROGRAM

1. Brand is everyone’s responsibility

2. Marketing and Human Resources share the lead

3. Involve internal stakeholders throughout the process

4. Use the brand to spark ideas and guide change

5. Reward on-brand behaviors and actions

6. Rinse and repeat
THANK YOU