

Welcome to the Sales & Marketing Chapter of IAOP!

“The 5 Key Steps to Building Your Brand”

Addressing the challenges that come with greater levels of outsourcing is going to take a new breed of outsourcing professionals.



Pretium Partners
Chapter Chair

Kyle Andrews,
Principal
& Today's Host



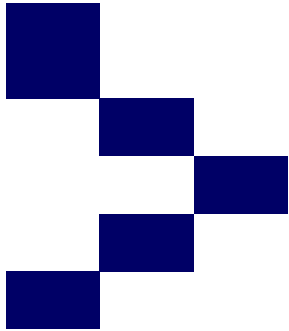


Addressing the challenges that come with greater levels of outsourcing is going to take a new breed of outsourcing professionals.

The International Association of Outsourcing Professionals (IAOP)

Global Standard-Setting Organization and Advocate for the Outsourcing Profession.





Sales & Marketing Chapter

The International Association of Outsourcing Professionals (IAOP)

Mission:

To make providers and their salespeople more successful selling outsourcing. To accomplish this, the chapter will strive to bring together the best minds on the provider and buyer sides to determine successful practices and disciplines for marketing and selling outsourcing.

Today's Meeting is a Presentation and Q&A:

The 5 Key Steps to Building Your Brand

Framing Today's Discussion...

- The value of a strong brand and why you should care
- Hard ROI benefits of building brands
- The 5 shared characteristics of top B2B brands
- Five key steps to building your brand



Our guest speaker

Brenna Garratt
CEO
The Delve Group



The 5 Key Steps to Building Your Brand

IAOP Sales and Marketing Chapter, October 13, 2011
Brenna Garratt, CEO, The Delve Group

Today's Discussion

Major Topics:

- The Value of a B2B Brand
- Building a B2B Brand Foundation
- Case Study #1
- B2B Brands and Social Media
- Case Study #2
- Questions

What is Brand?



Brand is

- ☐ Your promise to the market
- ☐ Your point of differentiation
- ☐ An expression of your value proposition
- ☐ The perception in the minds of your customers
- ☐ The visual impression of your company
- ☐ The heart and soul of your organization
- ☐ How you answer the phone
- ☐ How you handle customer service
- ☐ Your most powerful sales tool
- ☐ **And more!**

Some Argue that Branding Plays No Role in the B2B World

Is it a waste of time and money compared to “Hard ROI” activities?
Some experts say:

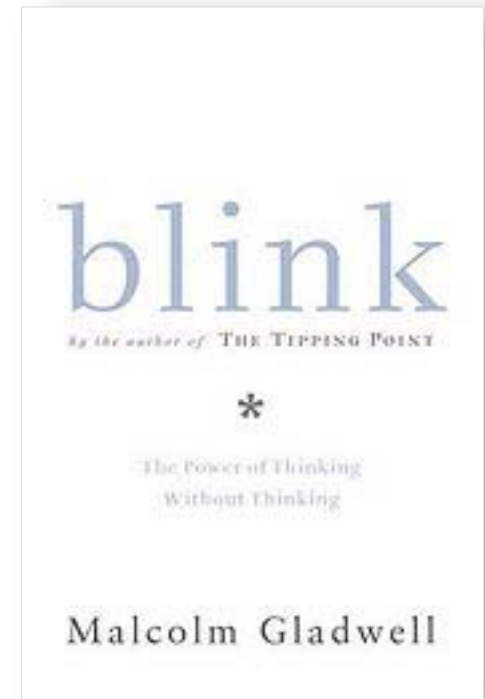
- B2B buyers are rational decision makers not swayed by emotional factors such as brands
- B2B purchases are all about the relationship between the individual sales representative and the buyer; if the B2B brand means anything, it is created by the sales person
- B2B products do not promise to make you "cool" or "sexy" or any other aspirational attribute. Price is the only thing that matters
- B2B products are too complex to reduce to a tagline or an ad
- B2B companies sell to narrow audiences, so marketing through brand building does not make sense

Brands Do Matter in B2B Markets

- Often times B2B marketing communications is characterized by numbing sameness, commoditized feature wars, and laundry lists of product benefits
- Branding today is a strategic tool that cuts through the morass of the market, gets noticed, and connects with the customer on many levels and in many ways
- A strong brand becomes the customer's "shorthand" for making good choices in a complex, risky, and confusing marketplace.

Research Indicates Emotions Impact Economic Decision Making

- In *Blink: The Power of Thinking Without Thinking*, **Malcolm Gladwell** writes that **buyers make most decisions by relying on a two-second first impression** versus a long, drawn-out process involving lots of rational yet extraneous information
- Buyers make split-second decisions based on **stored memories, images and feelings**—which is what a brand is all about



Heuristics (Scrabble Word 😊)

A heuristic is a simple, efficient shorthand that simplifies decision making

- Emotions do impact how decisions are framed and are heavily involved in the creation of heuristics
- They can guide which information and options are considered and which are rejected, **and can bypass rational decision making altogether**

Buyers are often Overwhelmed...

...with Choices, Features, Benefits, Information, Data and Metrics

- The typical RFP process involves many potential vendors and hundreds of questions – more information than any buyer could evaluate
- No matter how disciplined a buying process is, the fact that B2B buyers have emotions means they will still use heuristics to simplify their decision making
- This may be conscious or it may be subconscious. In fact, whether or not the buyer realizes it, the decision is often made long before the buying process is completed and much of it ends up being an effort to justify the initial emotional decision

If you sell into procurement or corporate sourcing you have seen this dynamic play out many times

Tangible ROI Benefits of Building Brands

Because heuristics impact buyer decision making, companies with strong brands often have better financial performance.

Strong brands also enjoy :

- **Name Brand Price Advantage** – Branding can increase the perceived value of a product or service, and that translates into higher prices and margins. For example, the difference between the retail price of a six-pack of Coke and the store brand. That difference is easily computed and is part of the calculations of the brand's valuation.
- **Higher Company Valuation** – Investors in public companies tend to value well-branded companies higher. According to CFO Magazine, "Corporate brand plays a real role in stock performance of approximately 5 to 7 percent."



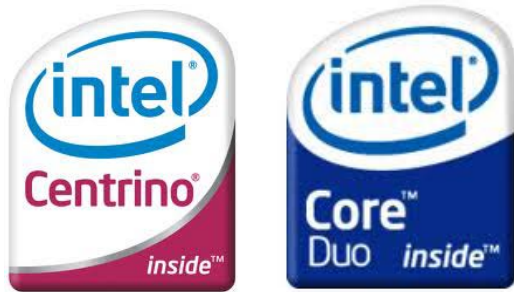
HBS Study: The Importance of Branding to B2B CEOs

HBS Study: Five Shared Characteristics of Top B2B Brands

An HBS research team recently conducted a study of top B2B global brands. They shared the following five characteristics:

1. The CEO **is a willing brand cheerleader**, loves the brand heritage and is a great storyteller. The CMO sees his or her purpose as helping the CEO in this effort
2. The CEO understands that building brand reputation **reduces commercial risk, insulates the company** in a crisis and **provides the common purpose** that can bond all the company's stakeholders
3. Efforts are focused on a **single, corporate brand rather than individual product brands**
4. The **payback on marketing expenditures is measured rigorously** to the satisfaction of the hard-nosed engineers and finance staff who run the typical B2B enterprise
5. Coordination of company websites and social media worldwide to **present a consistent face to stakeholders is the best way to get control of marketing** communications that may have become too decentralized

Example: Intel & Intel Inside, an Ingredient Brand



- In the 1990s, Intel, a second-tier electronics player lagging well behind Texas Instruments in microprocessor sales, was an undistinguished brand.
- In 1991, Intel launched a \$100 million long-term cooperative “Intel Inside” brand campaign with PC-makers to differentiate computers built with its chip “ingredient” and build “consumer pull” for the Intel component. At the time, Intel’s market capitalization was \$10.2 billion.
- Today the Intel brand, based on a commodity product, is the fifth most valued brand in the world with a market cap around \$113 billion

Example: GE and Microsoft



Microsoft®

- GE and Microsoft are hybrid brands with some **B2C sales** that have helped to build the reputations of what are primarily B2B companies
- Although selling to businesses, they want to be **in touch with end consumers**, with **their aspirations and their needs**
- This is also a source of **competitive advantage** in driving their innovation, staying close enables them to know more, have more insight, and develop products and services to meet changing needs

Example: IBM eServers



- IBM created "eServers" when it realized that **its alpha numeric product naming convention confused customers** and it was wasting millions of marketing dollars on very similar products
- By streamlining its powerful corporate computer offerings and rebranding them **under the new "eServers" brand, customers were more easily able to understand IBM's server offerings**
- Additionally, the **new brand was clearly linked to its eSolutions brand** of IT consulting, creating stronger cross-selling opportunities



Developing a Brand Foundation

If You Don't Define Who You are in the Marketplace...

The *market will do it for you...*
...and chances are, they won't get it right.

Be Clear About What Your Company Does

Tell me what this company does?

“We are global leaders in deploying flexible, scalable, integrated best practice client-centric solutions that embed continuous process improvement and deliver BPO services efficiently and effectively to significantly reduce costs and meet business objectives.”

Use Plain English – Avoid industry jargon as much as possible. Keeping it unique but simple is much more memorable than speaking in acronyms and “insider” language

Focus on What Differentiates You



Robust brands address all levels of messaging expected and desired in the market



5 Key Steps to Build Your Brand

5 Key Steps to Build Your Brand

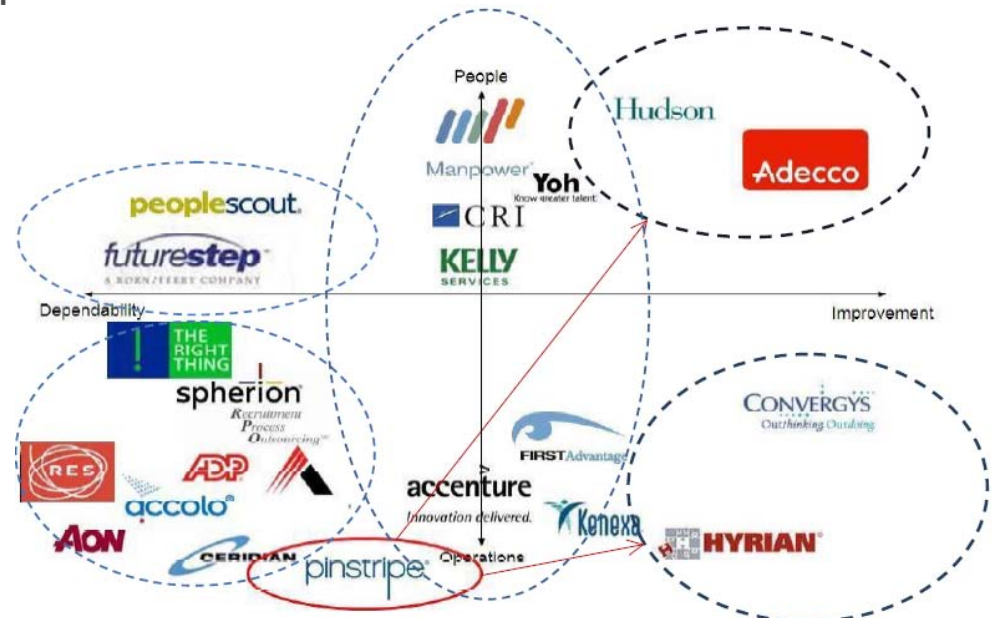
#1 – Understand Internal and External Perceptions

- Meet internally to objectively discuss perceptions of your business and the marketplace you operate, then
- Talk with key external stakeholders and ask their point of view – try to conduct this research in confidence. Findings will be much more insightful
- Determine if there is a gap between internal and external perceptions and why they exist

5 Key Steps to Build Your Brand (cont')

#2 – Analyze Your Competitive Landscape

- The context of your marketplace is critical input in brand development
- How has it evolved, how might it continue to change?
- Where do you stand? Compared to whom?
- Where do you want to be?



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5 Key Steps to Build Your Brand (cont')

#3 – Define Your Strategic Positioning, Messaging and Visual Expression

- **Message Platform:** Focuses on what makes you unique:
 - Positioning Statement/Value Proposition
 - Key Messages
 - Elevator Pitch
- **Key Tenets to your Marketplace Positioning:** Relevant, Credible, Differentiated, Sustainable
- **Visual Expression** is how you present your brand's look and feel, such as your logo, typography, imagery, color palette, which are all expressed in your website, sales and marketing tools, business system (business cards letterhead etc.), and your social media presence.

5 Key Steps to Build Your Brand (cont')

#4 – Build a Plan to Deploy the New Brand

- Aligning Brand and Marketing with Sales Approach
- Communicating Internally with Senior-level Sponsorship
- Mapping out a Go-to-Market Strategy (leveraging at least 5-6 channels)
- Determining the resources you need to get there
- Building in metrics, check points, measurements, reviews, accountability, and consequences into your plan

5 Key Steps to Build Your Brand (cont')

#5 – Steward Your New Brand to Ensure and Protect its Value

- Create the Brand Management tools needed – e.g. brand standards
- Elect a Brand Manager to oversee and steward the brand – ensure they report to senior leaders and are empowered to have people comply with new brand guidelines
- Collaborate with internal communications to cascade new information throughout the organizations. Empower your people to be brand stewards – give them the training they need to consistently deploy the brand

5 Key Steps to Build Your Brand - SUMMARY

Strong Brands are Built from a Solid Strategic Foundation

1. Understand Internal and External Perceptions
2. Analyze Your Competitive Landscape
3. Articulate and Express Your Marketplace Positioning Verbally and Visually
4. Build a Plan to Articulate and Express the New Brand
5. Steward Your New Brand to Ensure and Protect its Value

Brand from the Inside-Out, Top-Down and Bottom-Up

Aligning the whole organization with your brand strategy is crucial to driving brand value and customer loyalty, especially in B2B

- Take into account that **your employees** meet, greet, and assist your customers in many different ways. **They are the face of your brand.** Engage your staff right from the start and encourage input.
- It is important that **your employees are participating in new brand initiatives** and strategies. Staff who are unable or unwilling to support your marketing will negatively affect results.
- The end result is to **align "employee understanding and behavior to the promises and values of the brand"**. It comes more easily and naturally if everyone believes in the company, its products and its services.



Case Study #1: Expressume Becomes Montage Talent

Expressume Becomes Montage Talent

To bring this process to life, let's discuss a recent branding assignment:

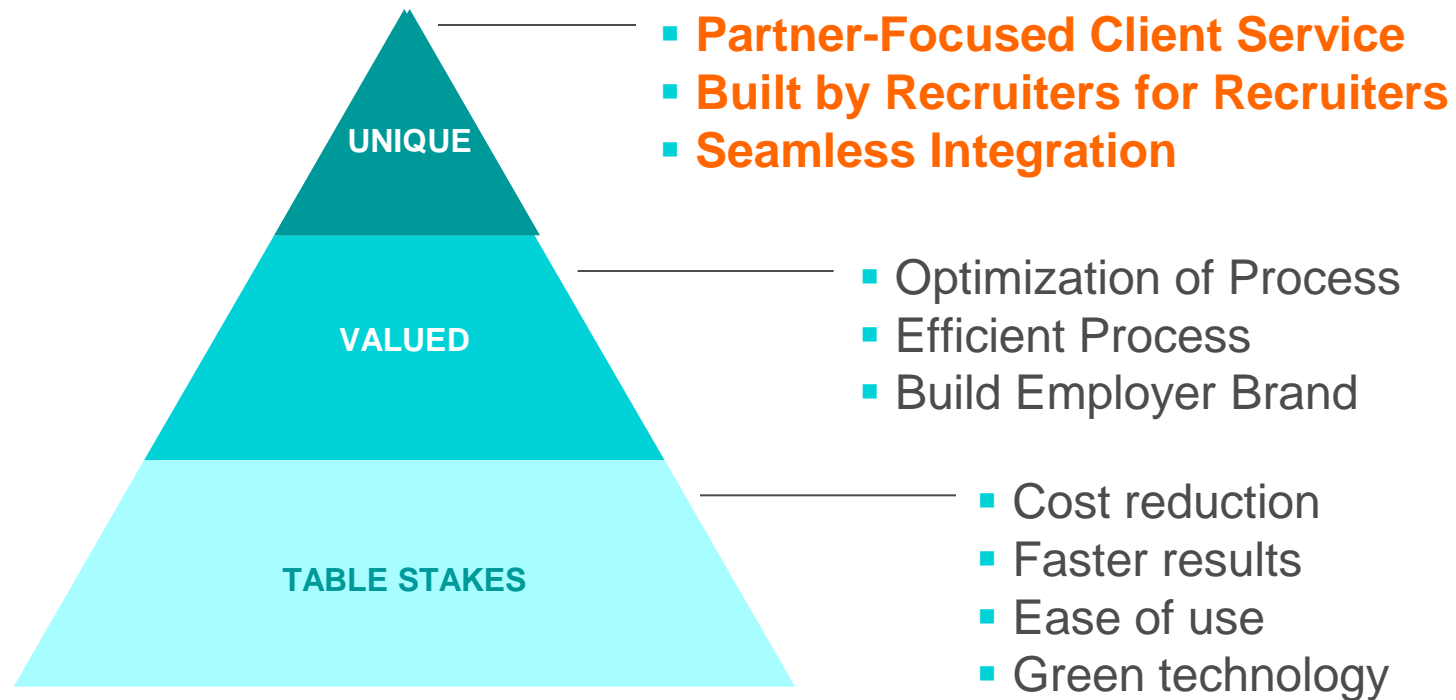
Montage Talent

- Why they re-branded?
- Why they selected us?
- Our client's view of the process
- The evolution and value realized to date
- Commitment to and importance of the Montage brand
- Messaging certification process

Expressume Becomes Montage Talent



Expressume Becomes Montage Talent



Expressume Becomes Montage Talent

Elevator Pitch

Montage is a pioneer in the utilization of video technology to optimize the hiring process by connecting great talent with great companies.

Value Proposition

Montage clients maximize quality of hire, candidate reach and efficiency by leveraging our built-for-recruitment technology, innovation, expertise and first-class support.

Expressume Becomes Montage Talent

Key Message Concepts:

- Designed by recruiters delivered by experts
- Ease of use, immediate adoption and seamless integration-for companies and candidates
- Continuous partnership through innovation, service and expertise
- Highest ROI and most complete solution to meet your needs now, and in the future
- Attract, find and place the RIGHT people FASTER to improve results and enhance you brand

Expressume Becomes Montage Talent



[Corporate Communication]



[Web Site]



[Business Card]



B2B Brands and Social Media

Vital Statistics About B2B Marketing

Even though B2B tends to be slower to adopt new trends, a new and remarkable finding is how **social media has altered the marketing landscape**.

It's a mistake though to assume that 'traditional' techniques are dead. Rather, companies are deploying an integrated approach with 75% of B2B marketers deploying five or more channels.

Social media is now a key channel and **B2B companies are generating demand and getting leads using it**. Consider these key facts:

The Internet is C-Suite Executive's Primary Information Resource*:

- **63%** of the time they turn to mainstream search engines to locate information
- **6 out of 10** conduct more than six searches a day
- **53%** said they prefer to locate information themselves

*Web Advertising Studios-Vital Statistics for B2B Marketers: April 2011.

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The Role of the Web in B2B Buying Decisions is Critical

- **Search marketing** is seen as core to brand visibility for many companies and **43%** state that their goal is quite simply being seen
- B2B companies that **blog** generate 67% more leads per month than those who do not
- **69%** of B2B marketers are shifting their budgets toward **social media**
- **41%** of B2B companies are acquiring customers through **Facebook**
- **86%** of B2B companies are using social media, compared to **82%** of B2C companies

What does this mean for B2B organizations? You must absolutely be where your customers are – and increasingly your customers are spending time on social networks.

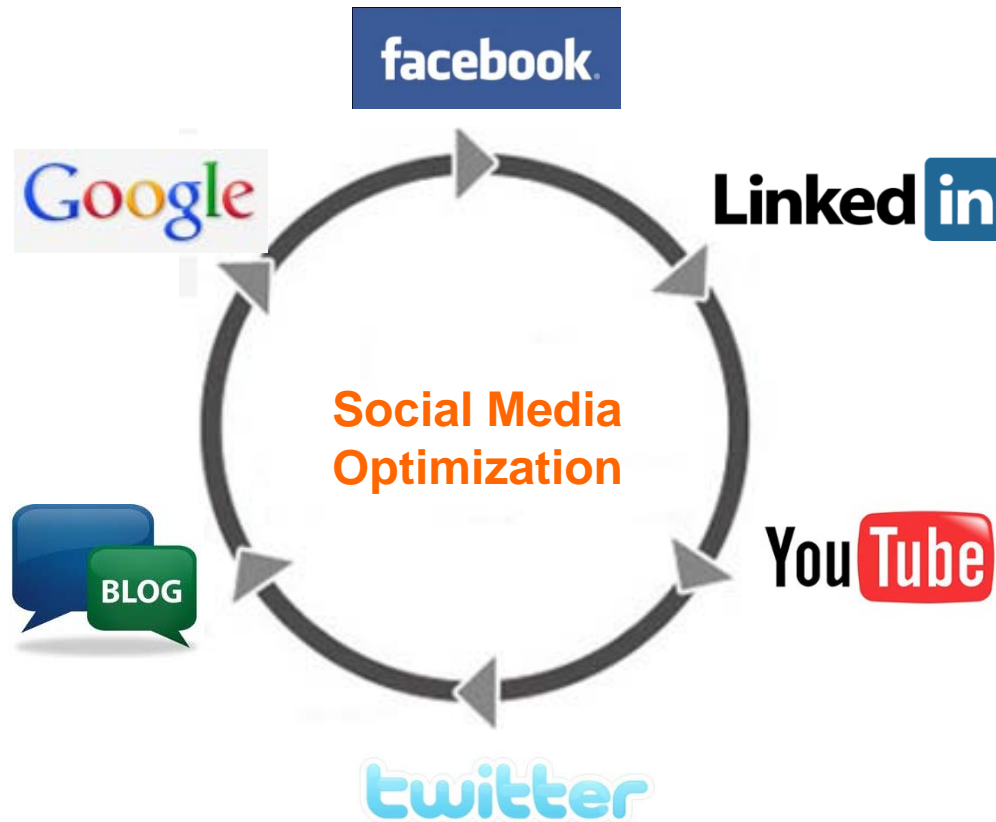
Circle Research- B2B SEO Benchmarking Report-Highlights: by Beth Pearson, March 2011.

Social Media Today- Five Awesome B2B Social Media Statistics: by Chad Wiebesick, August 2011.

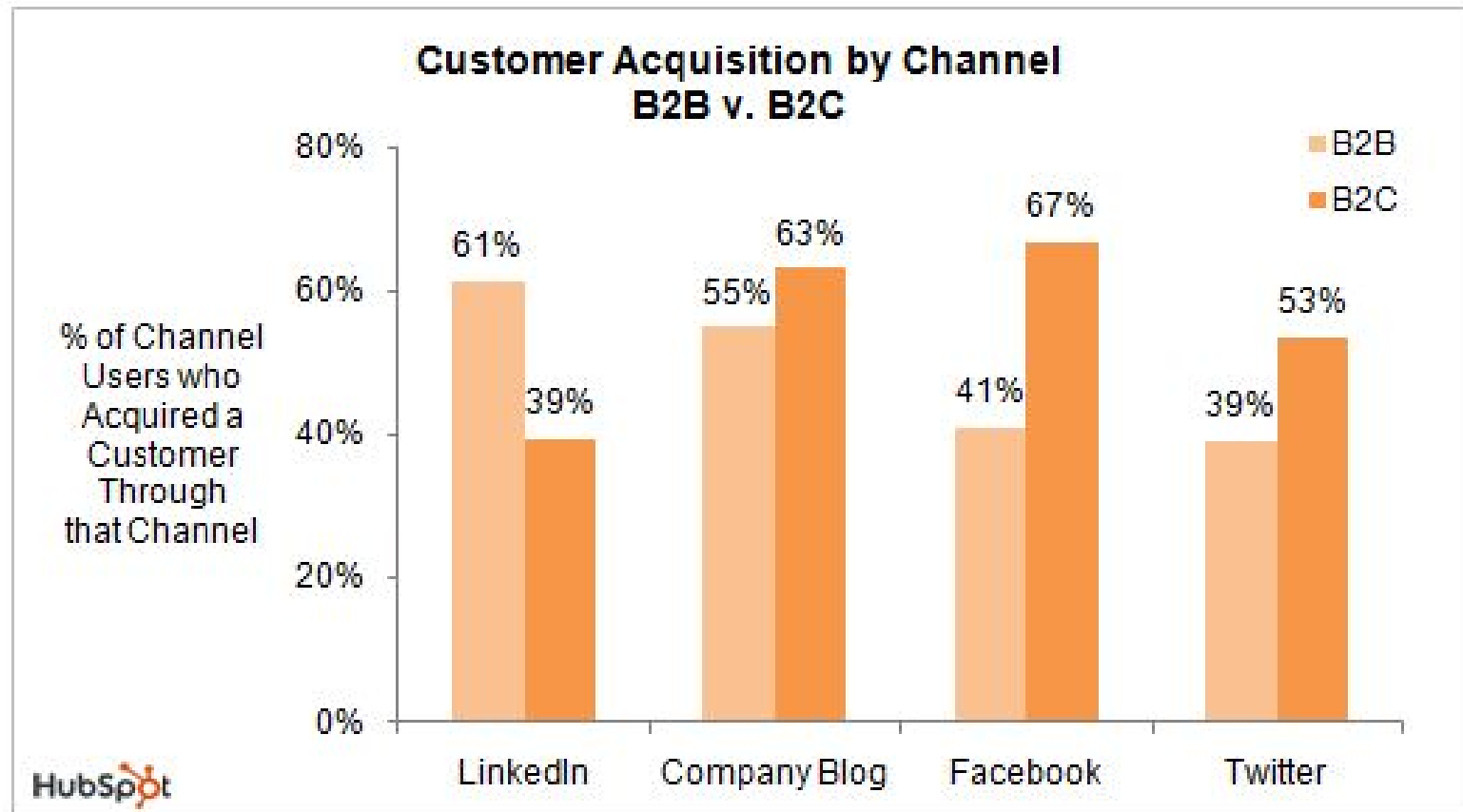
Follow Your Customers

- “But wait”, you say. “I’m an industrial B2B manufacturer. What’s a Facebook page supposed to do for me?”
- Social media isn’t just Facebook. Identify where your customers are first and then choose the right social channel.
- In some cases, YouTube might be a better venue. Think about highlighting the benefits of your complex industrial product through a series of YouTube videos. Then equip your sales force to use the videos as a sales tool.

Social Media: What is The Best Strategy for Your Company?



Generating Leads through Social Media Channels



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- LinkedIn is a great resource for B2B companies to grow and leverage their network, increase visibility, generate leads, increase web traffic, and recruit talent
- Many business referrals can come from the use of LinkedIn, but this will only hold true if your LinkedIn page is complete and employees are linked to it
- A complete and consistent LinkedIn page will facilitate the referral process because prospects are able to see company connections to other professionals
- It is highly likely that acquaintances of company employees will come across the companies' LinkedIn page when either trying to reconnect with friends or when looking for new business opportunities



- Blogging is an interactive way to establish expertise and position the company as a thought leader in the marketplace
- Blog posts can be used to create a dialogue and start discussions regarding industry trends, anecdotes, or relevant news
- A blog can help you establish relationships in your industry that will increase your network and generate leads
- Blogs can improve your SEO and increase unique visitors on your website

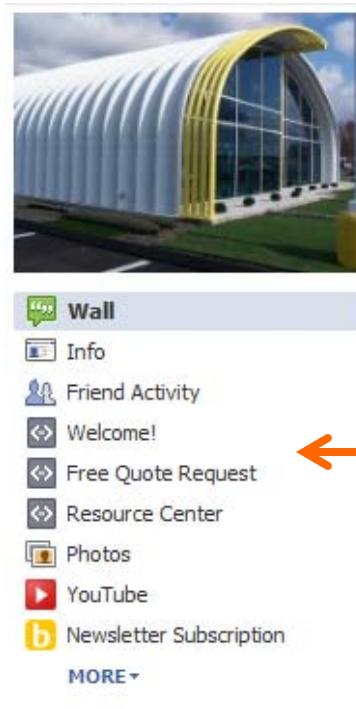


- Twitter can be used to create opportunities for sales conversations and increase website traffic by sharing links to your website, case studies, or client testimonials
- Twitter will keep your customer base up-to-date on company events and will promote recent blogs, articles and news
- Twitter can be used to update customers about products/services as well as employment opportunities

- Facebook allows you to engage with customers and increase brand awareness
- Facebook can improve your customer service and provide a platform to listen to what people are saying in the marketplace
- Facebook can be used to celebrate your company successes and make your brand more human and tangible

Example: Steel Master Buildings' Facebook Presence

Steel Master Buildings, a manufacturer of prefabricated steel buildings for industrial use have a highly successful and effective Facebook page.



The image engages you to share your story

The navigation gives you the opportunity to :

- Write on their wall
- Get a free quote request
- Access their resource center
- Subscribe to their newsletter

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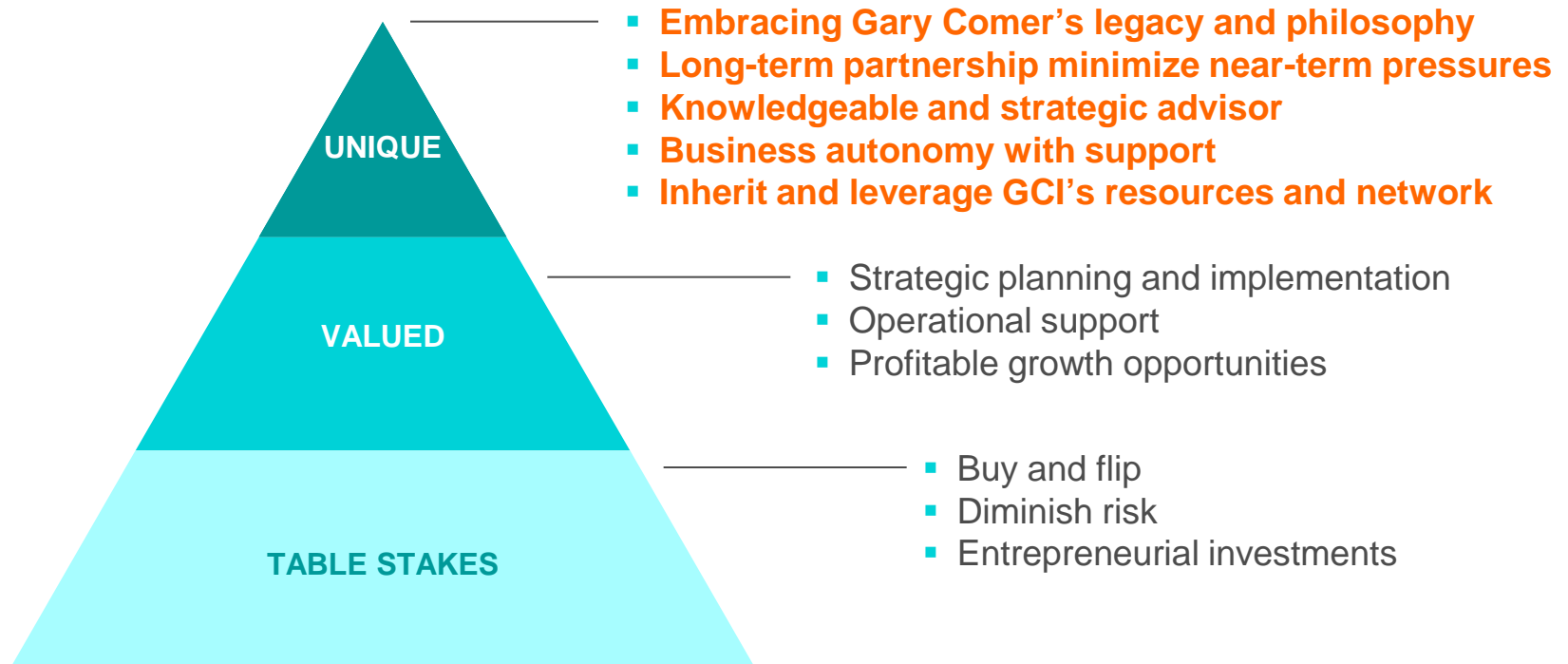
Case Study #2: GCI Evolves its Brand

GCI Evolves its Brand

G C I An Investment Company

GCI Investments
Empowering
Success

GCI Evolves its Brand



GCI Evolves its Brand

Elevator Pitch/Tagline

- Investments Empowering Success

Positioning Statement / Value Proposition

- As a family-funded private equity firm, GCI is committed to fostering sustainable, mutually rewarding partnerships with passionate people who lead innovative companies. We are dedicated to providing patient capital, vital central-office resources, and ongoing strategic business expertise.

With this support system, we relieve our companies from near-term pressures and give them the tools to focus on long-term substantive outcomes that benefit all stakeholders, including management, employees, and the community.

GCI Evolves its Brand

Key Messages:

- We are guided by solid principles that motivate us to serve and inspire our portfolio companies, their employees, and their communities to thrive. We attribute each success to the quality firms we have partnered with.
- As a committed, long-term partner to our portfolio companies, we follow a fundamental belief that near-term distractions and needless pressures can erode a company's focus and compromise its potential success. Our energy and expertise are dedicated to avoiding these distractions, instead favoring a much more positive journey which typically exceeds expectations.
- Providing more than just capital, our financial acumen, wide-ranging experience, and informed advice contributes to the strategic and operational maturity and development of our portfolio companies.

GCI Evolves its Brand

Key Messages:

- Our leadership teams run, drive and grow their own businesses. GCI promises to support these teams with strategically-informed guidance to help management realize the unique goals and visions of each business.
- A solid business foundation is a key element to success. We provide a vital central office support system that includes a network of business resources and top-notch expertise that fill the gaps for growing businesses.

GCI Evolves its Brand



[Corporate Web Site]



[Business Card]



[Power Point Presentation]



About The Delve Group

About The Delve Group

Brand Development is Business Development

Key Facts About The Delve Group:

- 10-year old boutique business-to-business branding, marketing and communications firm
- Based in New York City with global clients
- Devoted to the strategic and creative development of brands to contribute to business growth
- Team is comprised of strategic business thinkers and stellar creatives
- Deep expertise in B2B services, technology, healthcare, and outsourcing arenas

Core Strengths:

- Proven methodology to develop, create and deploy strategic branding and go-to-market programs
- Steeped knowledge of long, complex and consultative sales environments
- Track record of creating market leadership for our clients
- Ability to articulate unique value clearly, concisely, and competitively
- Enable our clients to know their strengths and make better decisions

About The Delve Group

Our Strategic Brand Development Process



Discover:

- Internal & External Perceptions
- Competitive Analysis
- Business Objectives
- Brand Positioning/Strategy

Create:

- Name & Tagline Development
- Message Platform Development
- Brand Architecture
- Corporate Identity and Look & Feel

Deploy:

- Sales & Marketing Tools
- Website Development
- Event Strategy & Materials

Launch:

- Brand Launch Strategy
- Launch Materials and Client Outreach
- Go-to-Market Programs

Manage:

- Brand Management Support
- Ongoing Program Management
- Brand Compliance and Stewardship

About The Delve Group

Our Core Services

Representative Delve Client List	Market Positioning & Messaging	Corporate/ Product Naming	Brand Architecture	Identity/ Logo Development	Visual Brand Development (Look & Feel)	Offline Print Collateral Development	Online Web Development	Social Media Programs	Brand Launch/ Training Go-to-Market Programs
Accenture	X								
Accretive Health	X			X	X	X	X		
Cardinal Health	X	X			X	X	X		X
Daversa	X			X	X	X	X	X	
Fidelity	X				X	X			
GCI	X			X	X	X	X	X	X
Mercer	X	X			X	X	X		X
Montage Talent	X	X		X	X	X	X	X	X
Rideau	X	X		X	X	X	X		X
Six Pillars	X	X		X	X	X	X	X	
Solix	X		X	X	X	X	X	X	X
Syven	X			X	X	X	X	X	X
TeleTech	X	X	X	X	X	X	X		
VO2 Partners	X			X		X			
WB Wood	X		X	X	X	X	X	X	X
% Totals	100%	40%	20%	73%	86%	93%	80%	46%	53%

All of our efforts are underpinned by the strategic market positioning and messaging foundation we develop with our clients

Brand Development *is* Business Development

About The Delve Group

Client Snapshot: Our Business-to-Business Focus



About The Delve Group

Client Snapshot

Accenture • Consulting, technology, outsourcing
Accolade • Personal healthcare assistance for corporations
Accompli • Leadership consulting
Accretive • Private equity
Advantec • HR outsourcing for small/medium businesses
AlphaStaff • HR outsourcing
API Outsourcing • Finance and accounting outsourcing
Arise • At-home virtual services
Axiant • Legal debt collections
Cardinal Health • Healthcare equipment and technology
CoAdvantage • HR outsourcing for SMBs
Colliers • Real estate and facilities management
Conifer • Healthcare cycle revenue management
Daversa Partners • Executive recruiting
Dow Jones • Global business news & information services
Equitant • Finance & accounting outsourcing
Exult • HR outsourcing
Fandango • Moviegoer information & transaction services
Fidelity • Investments & outsourcing
Fortent • Risk/regulatory compliance services & technology

Forthright • Process Design and Management
Hewitt • HR consulting & outsourcing
Lazard • Advisory investment bank
Mercer • HR Consulting
Modern Medical Systems • Medical equipment maintenance
Montage • Technology-based talent acquisition solutions
NewRoads • Operations solutions for commerce companies
Openbook Learning • English language teaching software
Pinstripe • Recruitment process outsourcing
Quickstart Global • In-house operations worldwide
Rideau • Employee rewards & recognition
SixthGear • Auto finance solutions
StraightSource • Recruitment process outsourcing
Sykes • Customer contact solutions
Syven • Financial research & analytics
TeleTech • Customer and enterprise solutions
Triangle Services • Managed facility support services
TRO Jung|Brannen • Architecture & design services
WNS • Global business process outsourcing
Zimmerman • Healthcare revenue cycle management

About The Delve Group

Testimonials

“Working with Delve and leveraging their proven methodology helped us identify those core attributes that separate us from our competitors. Communicating our value and positioning in a clear and consistent way enables us to really own a space in the marketplace. The value of having ‘universal language’ to talk about our business – both internally and externally – can’t be overstated.”

MARY TINEBRA, GLOBAL HEAD OF SALES & MARKETING, MERCER’S OUTSOURCING BUSINESS

“We are a company that is expanding our product set and market presence to meet the changing needs of our customers. Despite our complex offerings, Delve inherently understands the intricacies of our business and our specialized market. They integrated this knowledge with our culture to truly create a brand that gives us a platform for continued strong growth.”

ED BAUM, CHIEF MARKETING OFFICER, FORTENT

“Exult defined the concept of wholesale, HR BPO when it was formed. For such a small company, it has truly built for itself market acceptance and brand. Exult’s market acceptance is most evident when we hear from procurement consultants that Exult is invited (or pre-qualifies) in almost every HR BPO deal opportunity that is out there today. No other vendor can make that same statement, in our view. Exult’s brand leadership is most evident by its market share.”

WILLIAM ZINSMEISTER, DEUTSCHE BANK SECURITIES, GLOBAL EQUITY RESEARCH



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Thank you for your time!

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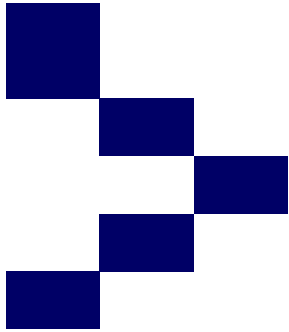
✓ *A Call for Speakers and Topics*

Some Previous Topics

- ❖ The Science of Identifying High Potential Salespeople
- ❖ The Disconnect Between Buyers and Providers: Important Lessons to Help Providers Close the Gap
- ❖ How Demonstrating Value Changes Customer Perceptions and Wins Business
- ❖ What Makes a Successful Outsourcing Sales Person – According to Buyers and Advisors
- ❖ Using Governance as a Competitive Differentiator
- ❖ How to Successfully Incorporate the Delivery Team Into the Sales Process
- ❖ Renegotiating a Contract? Get The Real Scoop From All Sides – Buyer, Seller and Legal
- ❖ Sales Readiness For Outsourcers
- ❖ The Top 10 Friction Points in Outsourcing Deals

Meeting content is driven by our membership!

If you have a topic you feel would be of interest, would like to speak at a web-based chapter meeting, or know someone else who would like to, please contact us.



Thank you!



“The 5 Key Steps to Building Your Brand”



IAOP Sales and Marketing Chapter

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