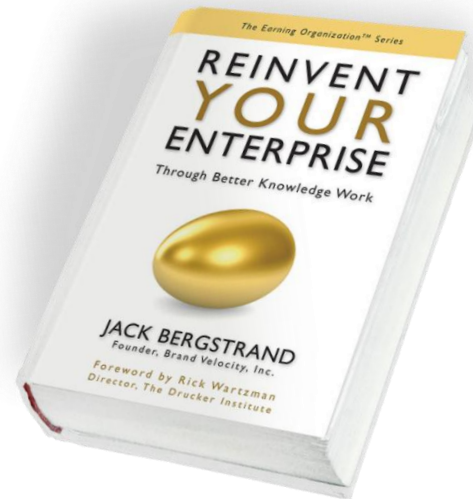


How CIO's can build a better brand



Jack Bergstrand - CEO, Brand Velocity, Inc.





How CIO's can build a better brand



Your brand and your business model

The role of innovation and technology

How to increase the velocity of brands

Your brand and your business model



Image: A lagging indicator

- Branding matters but it's not all that matters
- Weak companies never have strong brands for long
- Four brand myths erode brand strength over time

Branding is only one part of building a brand



Branding: The Emperor's New Clothes?

Marketing 101 and the 4 P's

- Product – what is bought
- Price – the revenue equation
- Place – route to market
- Promotion – image & positioning

Strong companies build strong brands



Ranked #1 on USA Today Ad Meter

Remember pet.com?

- Pet.com sales rose dramatically due to attention
- The company had weak fundamentals
- \$300 million invested – 268 days after its IPO it liquidated

“ ... like asking the Royal Family how to get rich”



How would they know?



Four brand myths

- Brands are durable assets
- Strong brands can command premium prices
- Brand loyalty is real
- Marketing is responsible for building great brands

Myth: Brands are durable assets



Remember planned obsolescence?

The asset myth

- Brands are the result vs. source of competitive advantage
- To survive and thrive:
 - Strong business model
 - Run and change
 - Project capabilities to create the future

Myth: Brands command premium prices



You don't make money.
You earn money.

The pricing myth

- Competitive advantage produces pricing power
- If you are better you can charge more
- If you are the same you are a commodity with a high cost structure

Myth: Brand loyalty is real



What have you done
for me lately?

The loyalty myth

- Brand loyalty is an illusion
- Brand preference is the proper goal
- Competitive advantage drives brand preference
- Innovation and technology enable competitive advantage

Myth: Marketing builds great brands



If I told you what I did I
would have to kill you

The marketing myth

- Marketing is critical
- The business model needs to support marketing
- Marketing needs to support the business model
- Technology projects needs to enable both



How CIO's can build a better brand

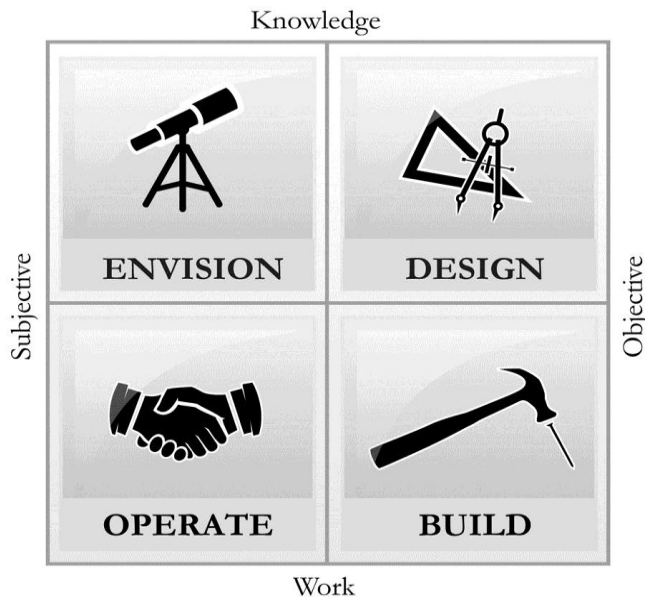


Your brand and your business model

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The role of innovation and technology

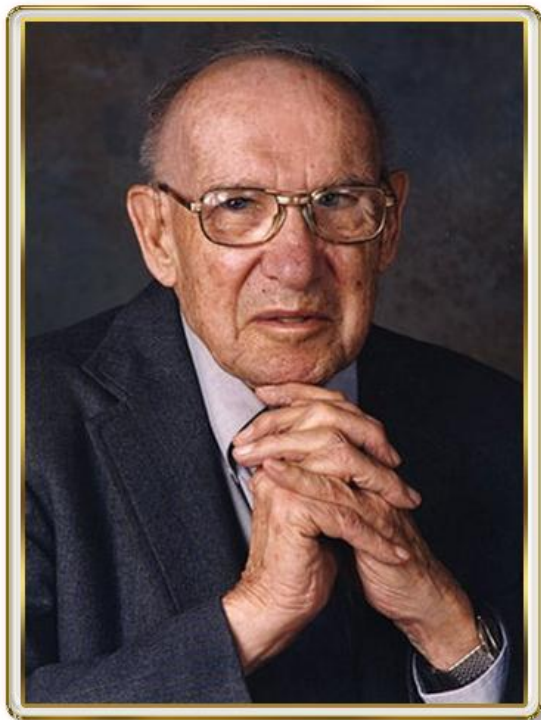


Reinvention builds brands

- Reinvent to win
- Manage outside-in
- Innovate organi-technically

Reinvent to win

Take a page from the book of Peter Drucker



Peter F. Drucker got
reinvention right

- *Stop*
something that's unsuccessful
- *Expand or improve*
something already successful
- *Implement*
something new that's successful

Reinvent to win

Stop something that's unsuccessful



Have the courage to not feed birdseed to your cat

Reinvent to win

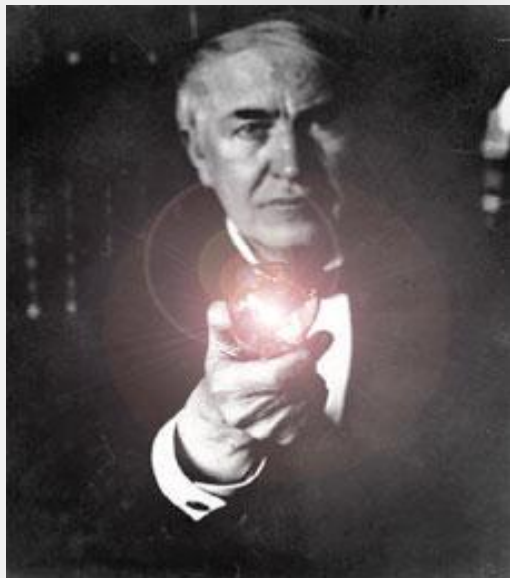
Expand or improve something that's already successful



- Grow organically
- Grow by acquisition
- Grow by divestiture

Reinvent to win

Implement something new that's successful



- **Clean sheet**
If you could start from scratch what would you do?
- **New asset structure**
What would your company look like with no fixed assets?
- **Fewer moving parts**
If you cut your transactions in half what would be left?

Manage outside-in

Organizational projects are different



- A changing environment can't be successfully planned in detail
- Over-engineered governance structures break down over time
- You can have 98% green lights and projects can fail

Manage outside-in

Visible

Standalone

Unchanging

Traditional
project
management



Organizational
project
management

Invisible

Interdependent

Ever-changing

Innovate organi-technically – one size fits one

Executive Vision

Employee Commitment

Execution

- Shared approach
- Vendor Alliances
- Established capabilities
- New capabilities

Applications

- Business Intelligence
- Social Media
- Shared services
- Unique services
- Pilots

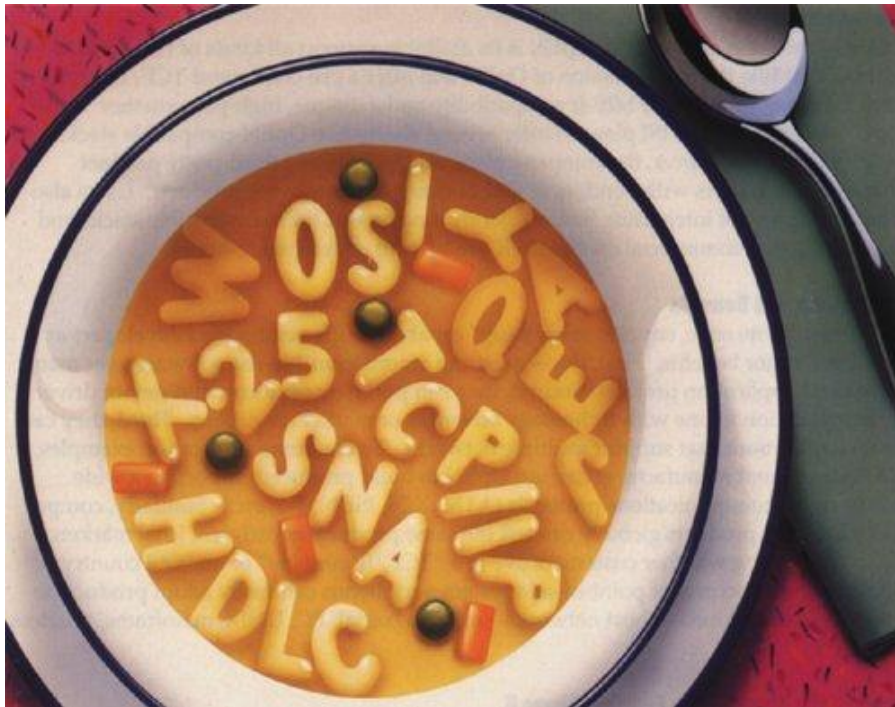
Technology

- Cloud
- Non-Cloud
- Mobile
- Non-Mobile

Partner Commitment

Customer Value

Innovate organi-technically – one size fits one



Rule #1

**STOP Acronyms
and DEMAND
Business English**



How CIO's can build a better brand



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How to increase the velocity of brands

How to increase the velocity of brands

Your enterprise is ultimately your brand

- Stronger business models make stronger brands
- Improving business models requires successful reinvention projects
- Unfortunately, reinvention projects fail 70% of the time because of human dynamics
- Center reinvention projects on human dynamics and you will be more successful

How to increase the velocity of brands

ENVISION

DESIGN

BUILD

OPERATE



ENVISION



DESIGN

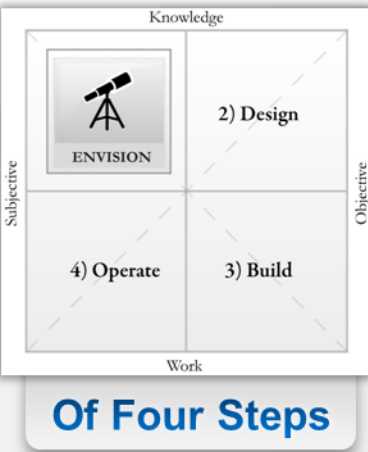


BUILD



OPERATE

How to increase the velocity of brands



FIRST

Where you intend to go and **Why** ?

Where gives direction and **Why** gives purpose

Not highly detailed nor “perfect”

Time frame needs to be clear from the beginning; the shorter the better

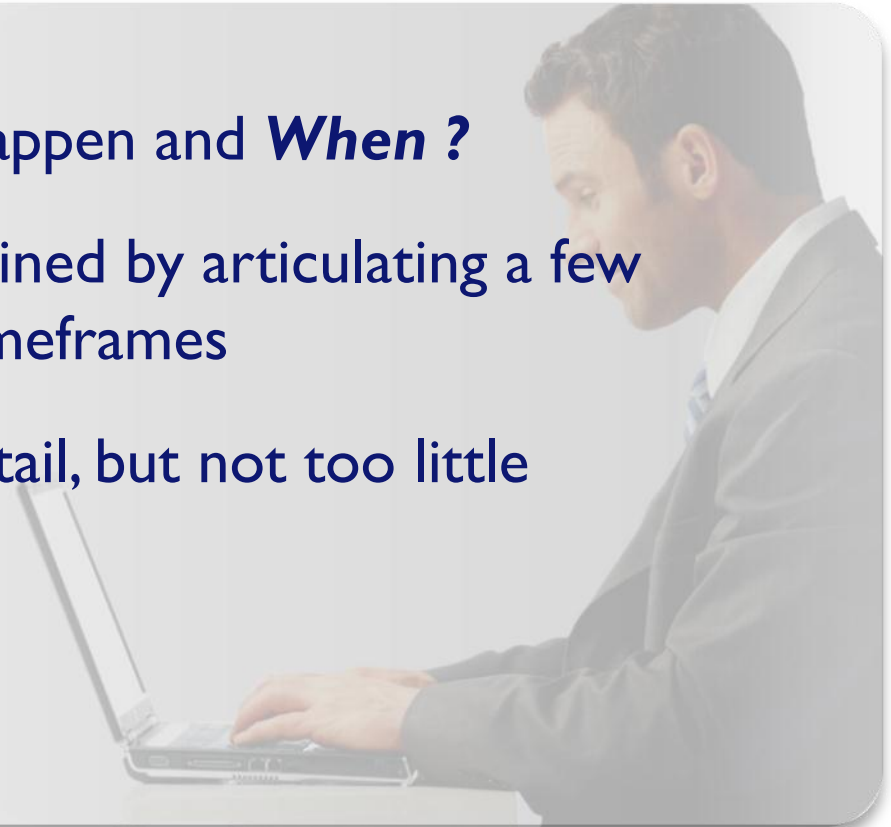
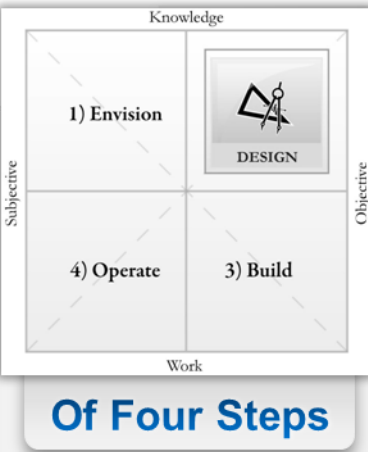
How to increase the velocity of brands

SECOND

What needs to happen and ***When*** ?

Success is determined by articulating a few clear steps and timeframes

Not too much detail, but not too little either



How to increase the velocity of brands

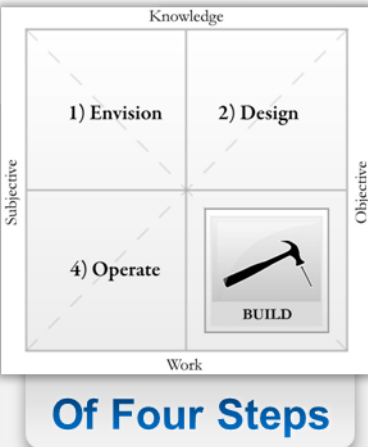
THIRD

How to best implement the design ?

Move forward productively,
not perfectly

Use the 80/20 rule to focus on what's
important now

Improve quality through faster cycle
times—JIT vs. Just In Case



How to increase the velocity of brands

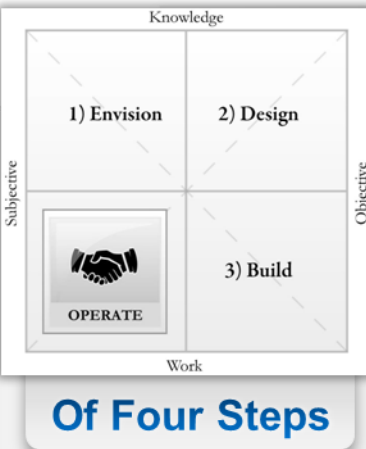
FOURTH

Who is responsible for which tasks and motivated to do them ?

Achieve results through people and relationships

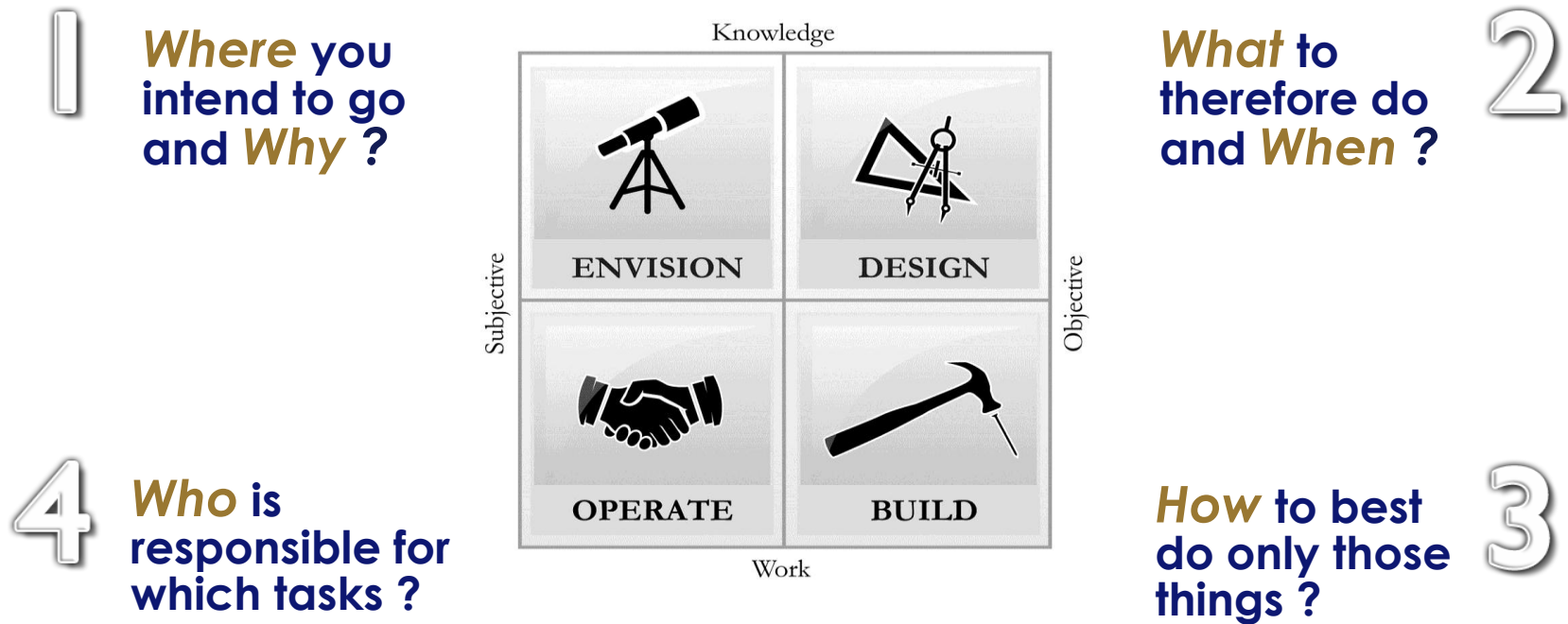
Ensure that the right people are involved, set the tone, orchestrate productive communications

Engage the hierarchy for tradeoffs

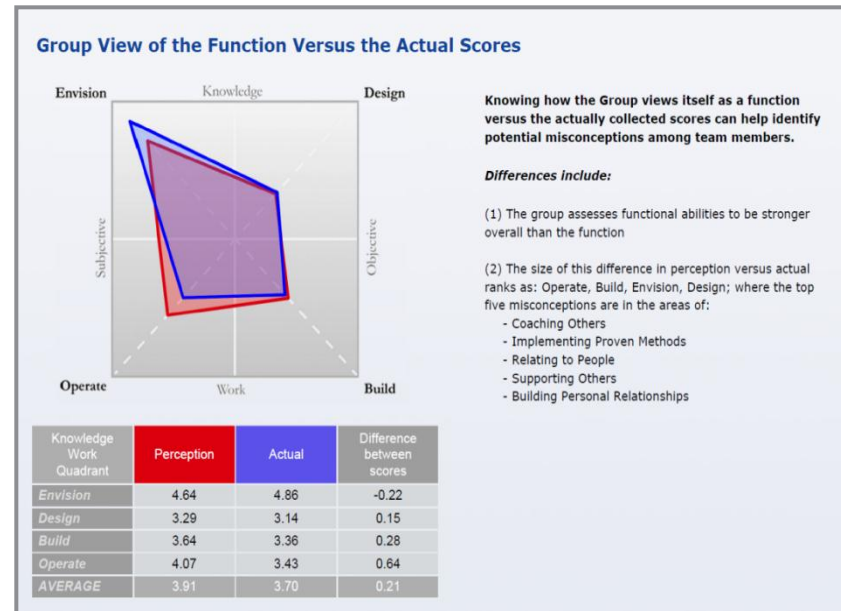
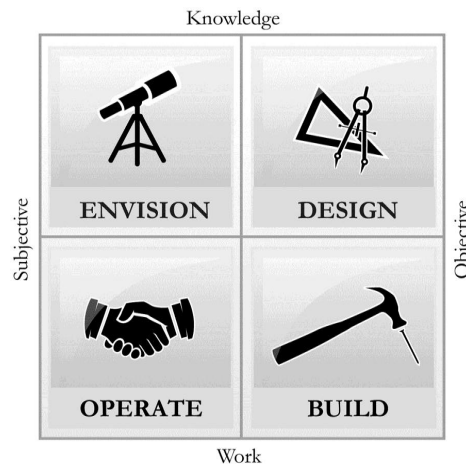


How to increase the velocity of brands

Continually manage gaps and sequence



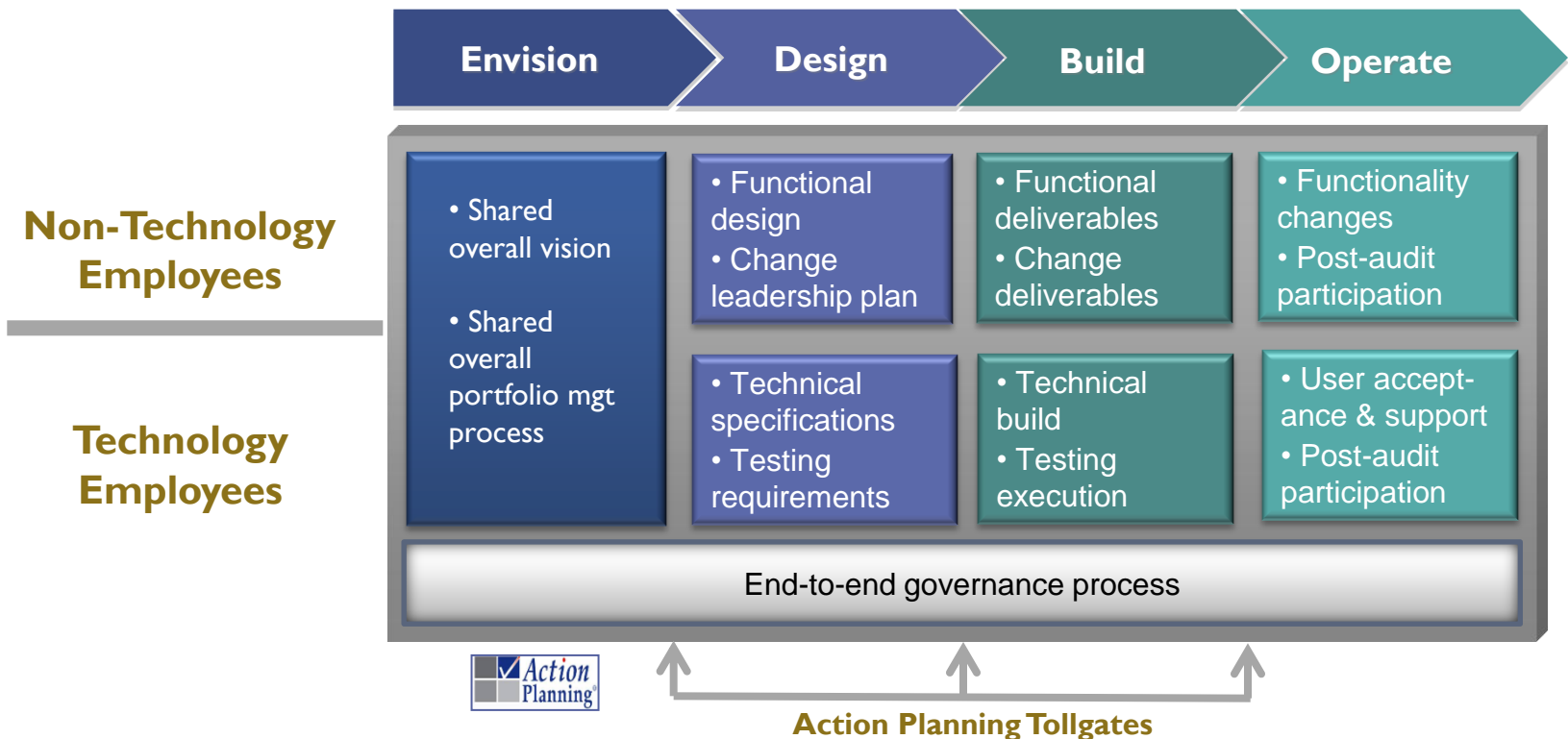
How to increase the velocity of brands



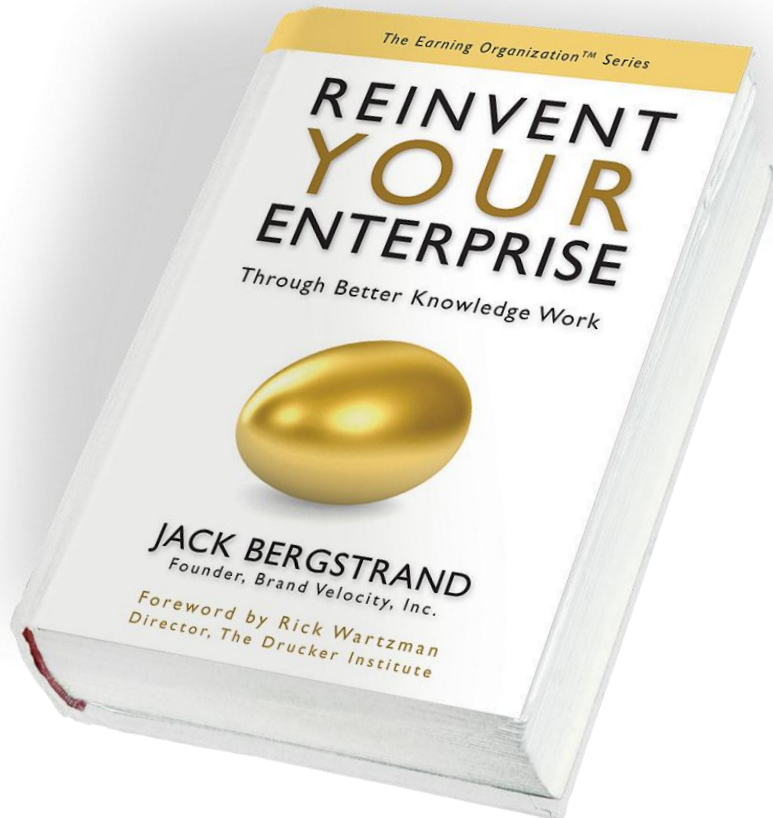
- Activate Envision-Design-Build-Operate
- Strategic Profiling makes the invisible visible
- Facilitation turns planning into action

How to increase the velocity of brands

Use your project lifecycle to integrate stakeholders



How to increase the velocity of brands



1

Think like a generalist

2

Plan differently

3

Integrate execution

4

Insist on facilitation

5

Speak Business English



How CIO's can build a better brand

CIO brand building in an eggshell



Focus on your business model

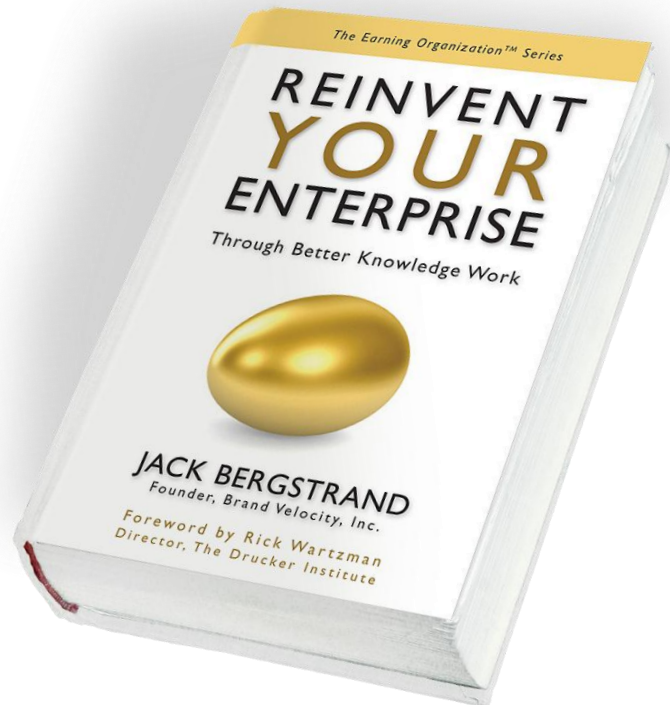
Reinvent: Stop, improve and develop

Innovate organi-technically

Increase the velocity of key initiatives



How CIO's can build a better brand



CIO Perspectives

Dallas, Texas