### BRANDING ON PURPOSE

How Winning Brands

Make Simple Memorable

infinia



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How Winning Brands Make Simple Memorable

RON CAPPELLO

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Everything should be made as simple as possible, but not simpler. SECTION ONE ARTICLES

#### INTRODUCTION

When you are lucky enough to do something you love, you learn that work is a very generous teacher.

I've been helping clients sort out brand, marketing and communication issues for more than 20 years.

The one thing I've learned is that most of them are mired in complexity and find it hard to express the simple essence of who they are and their purpose. Getting to the essence is what the content of this piece attempts to do.

Each article addresses a different part of the performance puzzle that makes it possible to ensure what matters most resonates with those who matter most.

Ron Cappello Winter 2021





**WE MAKE** 

# THE COMPLEX SIMPLE AND THE SIMPLE MEMORABLE



# BRANDS AFLOAT IN A FLUID WORLD



KEEPING BRANDS AFLOAT IN A FLUID WORLD

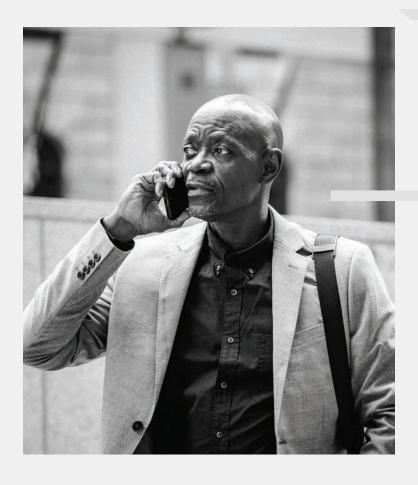
#### KEEPING BRANDS AFLOAT IN A FLUID WORLD

Today's communications environment is in constant flux. The flow of information and the sheer profusion of media channels make it increasingly challenging for marketers to direct and control their messaging.

Consequently, how should CMOs and agencies or consultants manage a brand's expression in such a fluid landscape? What can a business do to maintain the integrity, consistency and effectiveness of its communications? How can it navigate this world of constant chatter, feedback and opinion?

We offer some helpful insights and observations on this fluid world, and the flexible thinking necessary to remain competitive.





#### BE CLEAR, BE COMMITTED

The overriding issues of communicating in a cacophony are content and distribution.

Clarify and sharpen both. Articulate precisely who you are, and what you want to say and focus on to whom and where you want to say it.

More channels, more media, more stuff yields less impact, while clear messages to well defined targets equal clear value.

## PICK WISELY, PARTICIPATE WHOLLY

When you can't control the flow, choose where you want to go. Examine which media and channels are valuable additions to your brand culture, and lose those that aren't.

Conversely, explore those new areas that can add value. Move beyond the idea of maximum reach to maximal influence. Identify the most resonant and relevant areas where you should communicate and concentrate your resources appropriately.





#### REUSE, REPURPOSE

"Liquid content" encapsulates how brand messaging must fuse with media that can be deployed in multiple ways.

Look to create materials that can be reused and repurposed to amortize the cost of production.

Event videos can become presentation introductions or webcasts, while sales sheets can evolve into collateral—creating value and variety built around a consistent brand message.



"The most effective brand channel is always the human one..."

#### LET YOUR PEOPLE SPREAD THE WORD

Get your colleagues aligned and on message. The most effective brand channel is always the human one, whether live, online or in print.

No matter how tight, tailored and focused the brand platform, it's hard to extend its reach and influence if the message makers and communicators remain centralized and are few in number.

With customers and other stakeholders demanding increased access to people and information, it makes sense to access the ability of employees to shape opinions and impressions of a company.



#### EMBRACE STRUCTURE, NURTURE SPIRIT

The traditional processes and management tools of the "logo and brand identity cops" are still relevant to some degree, but going forward, communications will be more about a common feeling, mindset and context within which people can work.

The approach is similar to a gaming scenario where players are given a core set of rules or playbook, with which they can creatively deploy, adapt and progress.

#### MORE FACT, LESS GUT

Instinct is still very important, but today, there's a greater need to "prove" or justify actions based on intelligence.

A natural consequence of these uncertain times, and the massive changes in markets, is that many organizations are questioning their very understanding of what is driving demand, and what will define and differentiate them.

The need to gauge the respective accuracy and cultural relevance of communications means that interest for actionable research and improved ways to track the effectiveness of the investment is at an all-time high.

The more dynamic and insightful your intelligence, the better you'll connect.



#### SECOND TIER— FIRST ADVANTAGE



Nimbleness is everything.

As industry leaders vanish or become distracted by regulatory, reputational and balance sheet issues, their ability to dominate a conversation/category has waned.

There has never been a better time for second-tier players in all sectors to be opportunistic in existing or new markets.



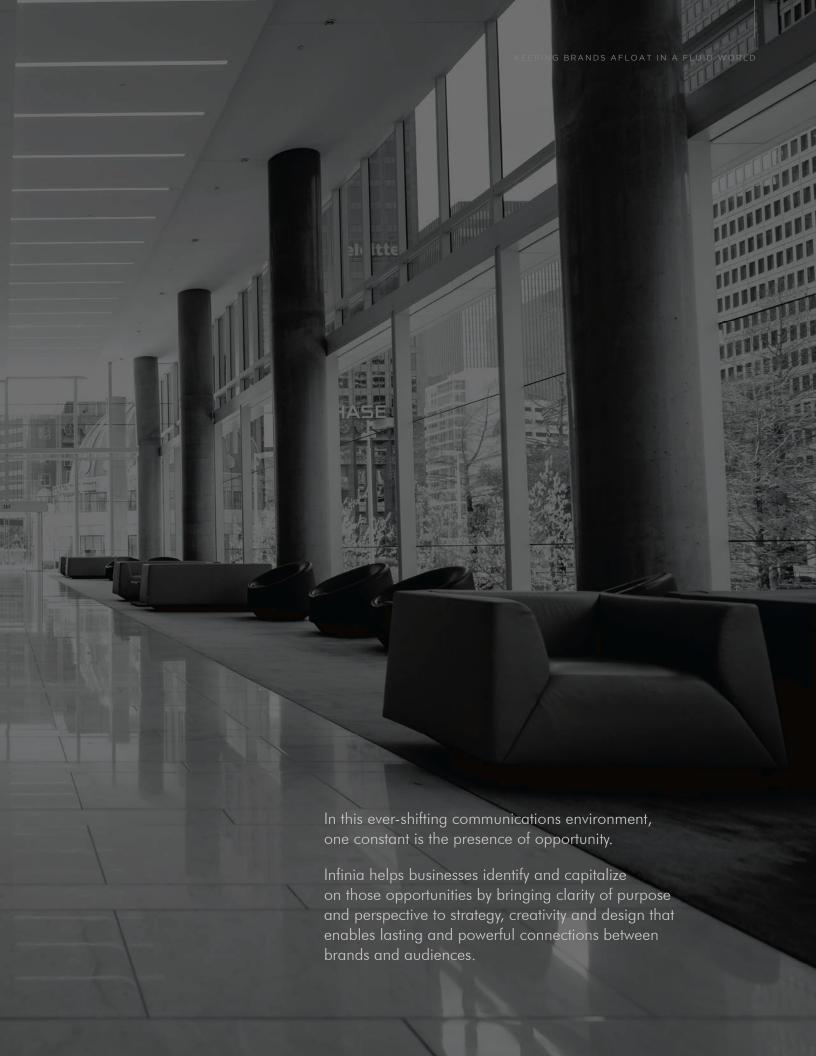
#### B2B = B2C?

B2B communications managers are facing more complex marketing environments. Sophisticated and demanding audiences, and a whirl of non-traditional media and channels are the key elements in the battle for the customer and their loyalty.

In short, business clients have finally become consumers, too — bringing opinions, scrutiny and transparency to the supplier relationship and its related communications.

Succeeding here means adopting (often reluctantly) the directives of the experienced B2C communications campaigners, who are deft in the art of combining multiple strategies and tactics to win in B2B markets.

# pportunity





## THE SIX Cs OF CREATING COMPELLING COMMUNICATIONS



THE SIX CS OF CREATING COMPELLING COMMUNICATIONS



#### TO STAND OUT— STAND FOR SOMETHING

Standing out in a crowded world by being markedly different is very difficult, yet it's possible to emphasize key differences between you and the rest of the pack by developing a "master narrative"— your own story, in your own unique tone of voice.

This effectively creates a central communications framework to express the purpose, the mission, vision, culture, values and goals of the enterprise. When investing in and compiling this "infrastructure for ideas," it's worth considering The Six Cs of Creating Compelling Communications as a means to monitor its relevance and resonance.



#### 01. CONTEXT

Be honest as to where you and your business sit in the minds of your market and your competition, and how, precisely, you want that to change.

## 02. Content

The hardest part of communicating is knowing what matters to those who matter most and balancing that with the need to be true to who you are.

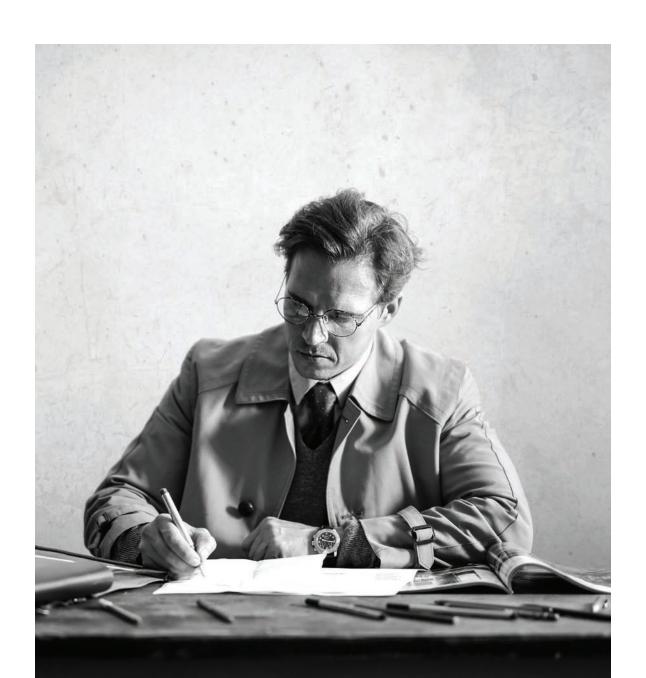
Compelling content is the fuel that drives the relationships all businesses need to build success. In short, make sure there's a "there" there.

"Know what matters to those who matter most."

#### 03. CLARITY

This is possibly the most potent weapon you have in communications. Who are you? What do you do? Why should people care?

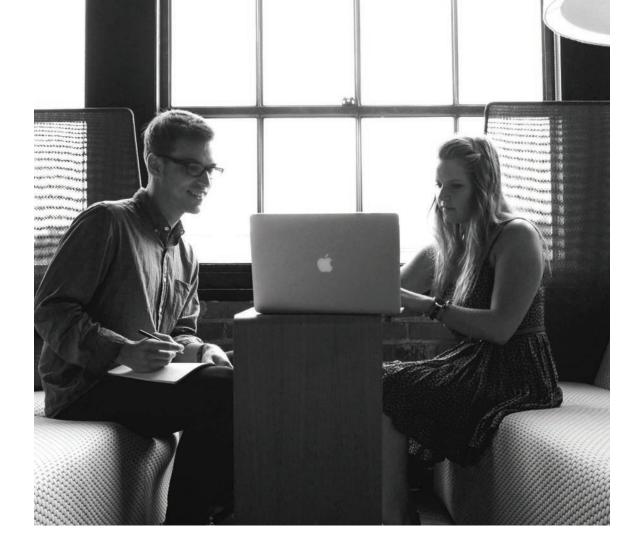
Addressing these key questions is a big step towards building an affective communications platform and finding a singular voice.





#### 04. CREATIVITY

Many businesses are clear, yet are boring. That just doesn't cut it. Let your intelligence, wit, and, where appropriate, emotion show. Remember, having "soul" matters in business, too.



#### 05. Consistency

Discipline is not the enemy of creativity; rather, it enables and extends its shelf life and credibility.

Say what you need to say, the way you want to say it, and repeat as necessary. Then become known for it.

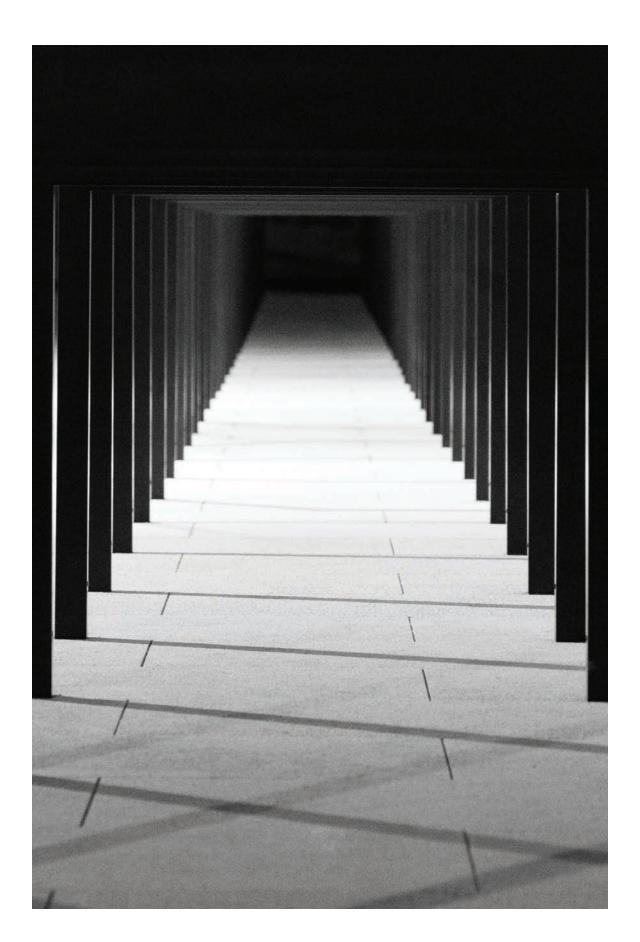
#### 06. Channel

There are too many ways to send a message and too few ways to have a conversation. Therefore, evolve in your view and use media to match your messages to your constituents.

Applied well, these simple guidelines can make all the difference between two other important Cs: merely Communicating and actually Connecting.



# THE SEVEN CONSTANTS OF INTERNAL CHANGE COMMUNICATIONS



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Warren Buffett, quoting Mark Twain, once said, "History doesn't repeat itself, but it does rhyme."

Similarly, throughout the relatively short history of internal communications, there are certain recurring motifs and patterns common to those strategies that are most effective — particularly when an organization is undergoing an important transition.

This can include being taken public, a merger or acquisition, a sell-off, or a consolidation. A large, fragmented conglomerate may be striving to build a unified brand. Another company may have taken the initiative to fundamentally alter their entire business strategy, creating doubt and uncertainty in the minds of employees.

Whatever the scenario, it's vital that everyone be engaged, informed and motivated when change comes knocking. This is the audience you have to win over because thanks to the evolution of the knowledge-based economy, employees are sophisticated, educated and aware.

Regardless of industry or tactical trigger, the process of readying leadership and employees for radical change will go a lot smoother if strategy is designed and executed around the application of the Seven Constants.

#### 01. SIMPLICITY

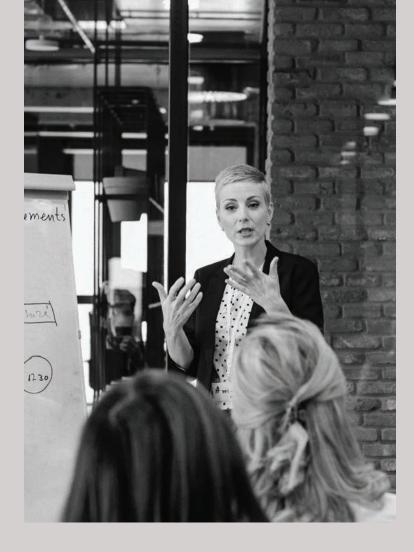
#### KNOW THE COMPANY'S SOUL

The compass of employee communications must always point toward being simple and straightforward.

This usually takes the form of a few keywords that articulate the expectation of the organization in simple, plain language. Invoke the "Rule of Three" to distill this message.

Acknowledging that it's difficult to change behavior always informs the first step: to engage the audience with something that is easy to understand and is memorable.





"Discipline and repetition are not the enemies of creativity."

#### 02. CONTEXT

#### KNOW WHAT DRIVES THE NEED

Whether the underlying business challenge is trying to address how to simplify and unify, remind and motivate, or focus and inspire, it's crucial to reinforce the core ideas over and over again.

Remember, discipline and repetition are not the enemies of creativity. They are essential to success.

## 03. CONFIDENCE TONE MATTERS

Positive psychology is as impactful in the workplace as it is in everyday life. It's critical to impart to employees a sense of confidence and trust — reminding them that they should have it and why.

Empty motivational messages will fall on deaf ears. Therefore, base inspiring messages on fact, on the true legacy of the company, on examples — especially those that recall and highlight relevant achievements — in order to instill a greater sense of belief and pride.

"It's critical to impart to employees a sense of confidence and trust."





# 04. CONTEXT THE MESSENGER AND THE MESSAGE MATTER

Who delivers the message is key. Ideally, for maximum credibility, it should be the CEO. However, the messaging, too, must be credible.

The effect of aspirational communications will be severely undermined if their objectives seem too lofty.

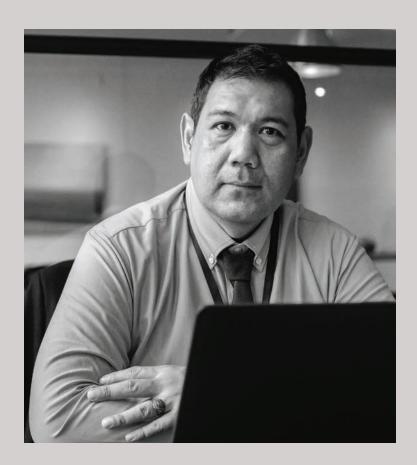
Employees must feel that it's reasonable to expect that what is being asked of them is within the collective capability of the company.

## 05. CLARITY THE POINT MATTERS

The employee communication plan and related messages must be founded on clear, comprehensible takeaways. "Flavor of the month" variations can damage the consistency of both messaging and the behavior it's intended to inspire.

Leadership must play the long game, be constant and committed to seeing things through over time. This involves laying out goals, continuously reinforcing the message and providing updates on progress.





06. CONTENT THE TRUTH MATTERS

"Hope is not a communications strategy."

This seems obvious, but it's not. Too often, leaders underestimate their employees' sophistication and their understanding of the "state of affairs" within the company.

Therefore, if the message and idea are not true to the spirit of an organization, the communications will not work. This is especially the case if the content itself is not true to its aims and to its audience.

Hope is not a communications strategy nor is selective intelligence, "spinning" a point or excessive marketing.

People are too smart, too cynical and too quick to see through something that is not authentic. Directness and candor are the watchwords.

### 07. CHANNELS DELIVERY MATTERS

There are many ways to make contact with employees. One size doesn't fit all. Therefore, select the channels through which they prefer to be engaged, those that are most likely to reach and resonate with them.

Today's workforce is intergenerational. If there's any "gap" to be aware of, it's the one related to the use of technology to communicate. While technology is a great enabler of productivity and efficiency, it also enables individuals to avoid having face-to-face interactions, or even a basic phone conversation. There are those who would argue that it's the modern version of the Water Cooler; however, the real thing — talk, dialogue, exchange — remains the best catalyst for engagement and understanding.

Internal communications exist in a transparent, global, fast paced and multi-channel environment. It's where there's no difference between strategy and execution; time compressions and the immediacy of communications demand that the two are in sync.





"The mantra 'say what you mean and mean what you say' has never been more important."

It's also an environment where there are precious few secrets. Despite being originally designed as internal, all company communications inevitably find their way onto a larger, external stage, exposed to a wider audience.

These Seven Constants serve as a reliable reference guide in planning how an organization can literally and figuratively address the future. After all, internal communication has always been about looking forward, addressing both the now and the next.

Peter Drucker may have put it best when he wrote: "The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."



MOVING ON

# THREE BIG "GETS" ONCE YOU GET GOING

#### 01. GET ON WITH IT

Acting with a sense of urgency helps, acting with a sense of panic doesn't. It is important to know the difference. Solidify the strategy and begin executing it in a voice that is familiar, that is true to the company. This is often hard due to concerns about legal issues; however, the more human and empathetic the delivery, the quicker the word spreads and is absorbed. This is why the best way to sustain institutional memory is to have the right people deliver the right messages on a one-on-one basis. That way, key influencers and stakeholders are seen to be staying, delivering on and living the mandate being put forward.

#### 02. GET STRONGER

Times of turmoil are the perfect time to reallocate resources where they can have the greatest impact. This can't be achieved by simply cutting; you have to invest in what works. Investment can be about setting new priorities, or enabling employees to have a greater say and sense of ownership in the company and their professional development. By showing focus and a level of commitment, you ensure opportunities, momentum and morale are maximized.

#### 03. GET USED TO IT

Whatever the driver of change, suggesting that it "will take care of itself" or that "it will pass" to allow the resumption of business as usual is not a communications strategy. Acknowledge and embrace complexity and change: they, too, are constants of the business environment — and they aren't going anywhere. The expectation has to be communicated that adapting to change is part of everyone's job, and not just company leadership.



### SEVEN SIMPLE VVAYS TO IMPROVE YOUR PRESENTATIONS



SEVEN SIMPLE WAYS TO IMPROVE YOUR PRESENTATIONS

# SEVEN SIMPLE WAYS TO IMPROVE YOUR PRESENTATIONS

Every day, around the world, people deliver presentations. Unfortunately, many of them are unpleasant experiences.

Clear, high-quality presentations take time to create because good presentations are, at heart, good stories.

From our experience, we have found the following seven steps essential to getting through to audiences.



#### 01. CHOOSE YOUR OWN ADVENTURE

Where do you want to go today?

When planning a presentation, the second key question becomes "How do you get your audience to the same destination?"

The answers to these questions define the goals. To answer them requires that you know:

- Who is your audience?
- Whom you want to impact most?
- What specific decisions do you want to be made?
- Which specific behavioral changes would you like to see?

The goals you establish at the outset are what every slide and every statement should be measured against.

#### 02. ON THE COUNT OF THREE

Pick the three things you are going to say that will engage your audience. This process is a two-way interaction; include them early to make it feel that way.

Why three? How we encode information directly affects our ability to remember it. Research on how we're able to manage and recall information suggests that we fare better with only two or three chunks of information than we do with more.

"How we encode information directly affects our ability to remember it."





#### 03. SPIN A YARN, NOT A WEB

After a presentation, facts, figures and data are often forgotten. We are a storytelling species, and a good story is not only memorable, it can also deliver a lot of information.

When presenting, stories fit in at two levels: one, the overall narrative of the presentation; and two, individual stories to illustrate key points along the way.

Remember that old Golden Rule from school: stories need a beginning, a middle and an end.

#### 04. ILLUSTRATE — DON'T DOMINATE

Information design is its own discipline and well worth exploring. If you're unable to do that, or lack access to skilled resources to seamlessly integrate lively charts and graphs into your narrative, then pick a simple, clear presentation format that doesn't distract from your message and stick with it.



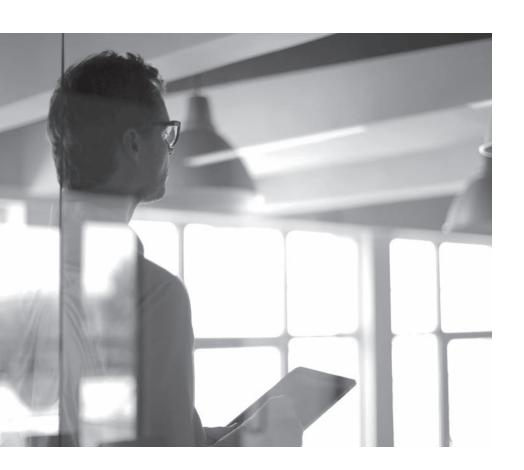


#### 05. A SHORT STORY— NO NOVELS

A presentation can't do all of the heavy lifting of informing. Bring supplemental, more detailed materials for your audience to refer to afterwards.

If you design effective supplemental materials, your colleagues are less likely to forward the presentation via email without including its ancillary materials.

#### 06. SLIDES ARE CATAPULTS, NOT CRUTCHES



There is a common adage that you should only spend two minutes per slide. Don't believe it. Remember, you're not reading; you're presenting. The words on your slides are merely cues, sparks used to ignite discussion.

Three great slides on a substantive topic can generate 30 minutes of useful and meaningful dialogue, adding texture to the overall story and allowing you to reveal further detail, insights and expertise.

If your slides are so textdense that your audience could simply read the deck and get the point of your presentation, then save them the time and just mail it in.



"You want to spark a conversation that creates momentum."



#### 07. CONVERSATIONS EAT PRESENTATIONS FOR BREAKFAST

We've all sat through events where the presenter was determined to get through every slide, regardless of the audience's engagement.

Ultimately, a presentation is always about making a connection, not about simply "getting through it."
You want to spark a conversation that creates momentum.

Acknowledging and adapting to your audience in real-time creates opportunities to take the story where it is going to have the greatest impact.

After all, many of the best presentations are those when the presenter shutts off the computer and focuses on having a conversation.



## EMBRACE IT AND SHARE IT

We believe embracing your inner author and implementing these seven tips will create stronger engagement and impact.

You can drive more productive meetings, achieve greater retention of the information presented, and more clarity in achieving the objectives you identified before the deck was written.

If your stories begin to win you legions of fans, feel free to share these tips with your colleagues.

After all, when was the last time you heard a good story?

THE SEVEN
KEY STEPS
OF BRAND
ACTIVATION



THE SEVEN KEY STEPS OF BRAND ACTIVATION

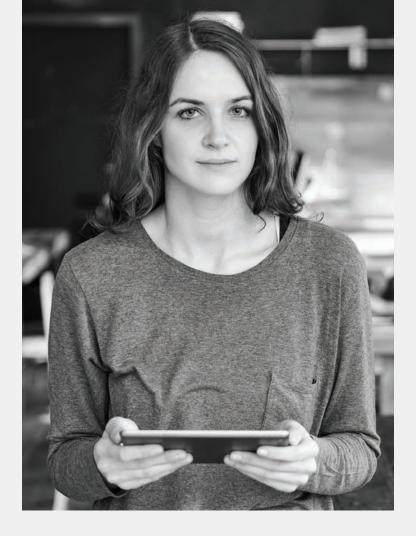


## THE SEVEN KEY STEPS TO BRAND ACTIVATION

Developing a new brand demands effort. Research, touchpoint analysis, positioning, brand architecture, naming conventions, logo design, identity guidelines, and more provide the framework.

Then comes the task of physically bringing the brand to life, both in the way an organization looks and the way it acts. Each of these areas takes careful planning and execution to maximize the investment and ensure the long-term brand sustainability.

There are, of course, hundreds of considerations and variables common to implementing any type of brand. We've boiled that list down to seven.



"Involve the right people and instill a feeling of collective ownership in the process."

# 01. BUILD BUY-IN FROM THE TOP DOWN

Visible support from the C-suite is a critical element for success. However, a CEO prioritizing the initiative has to be complemented by the engagement of key management across the organization.



#### 02. COMMUNICATE CLEARLY AND OFTEN

Define the reason for change in simple, compelling language and emphasize its strong relationship to the core business strategy.

This isn't a new coat of paint; it's part of a long-term business plan to ensure the success of the organization, which is why you should keep on keeping everyone in the loop: an internal communications plan educates, engages and enhances support for the brand when it's launched externally.

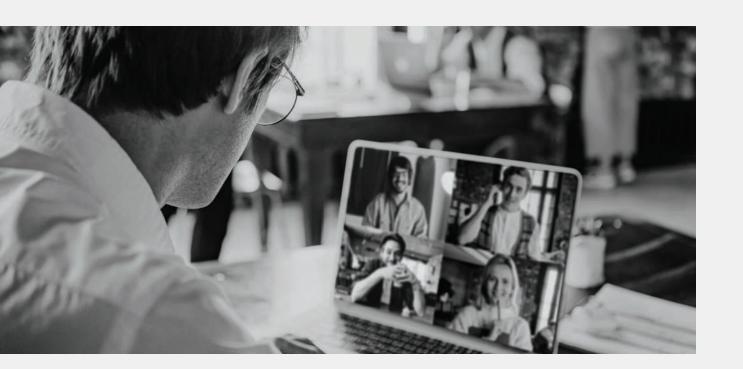


# 03. PRESENT A PLAN, STICK TO THE SCOPE

Draft a rollout strategy and a high level timeline to share with decision makers for their input. Even a rough outline establishes a spine for the initiative and dilutes doubt about its success. Then you can define the project scope and objectives in detailed terms — milestones, budgets, responsibilities — and manage tightly to that structure.

#### 04. GET A GET-IT-DONE TEAM TOGETHER

Build an activation team by sourcing the right people with the knowledge, the perspective and the time to get the job accomplished and make sure that they're fully backed and empowered by executive management.





#### 05. KNOW THE LEAD TIMES

After developing the timeline, prioritize key assets to convert and plan for long production lead times in labor-intensive areas such as systems and signage.

#### 06. SET APPROPRIATE EXPECTATIONS

Make sure that everyone knows what will happen and when it will happen. This is especially important for communicating which elements will be re-branded for the launch. With most conversions being done in phases, employees and the market should understand when things will change.





#### 07. DON'T BREAK THE BANK

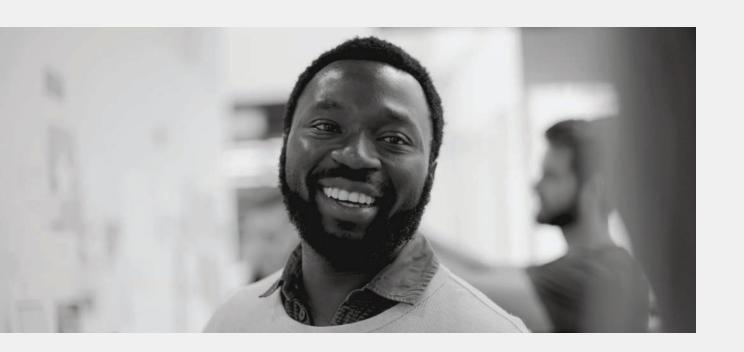
Determine how to achieve the required launch volume level in a cost-effective manner.

Minimize budget by adopting business-as-usual processes wherever possible, with conversion occurring when reordering takes place.

Identify timing for regular updates, reprints, upgrades and use those opportunities if legal requirements don't dictate an "all at once" change.

# BRAND ACTIVATION IS ABOUT THE PLAN AND THE PEOPLE

A successful, sustainable launch and conversion depends on a strategy-based plan with clear objectives and a realistic schedule; plus the involvement of the right people at the right time, with visible executive management support and commitment to getting the job done.





INFINA GROUP

# 

We create simple brand strategies, designs and effective communications that move organizations—and the world—forward.

We make this happen by...

...staying attuned to the societal, consumer and regulatory changes impacting demand. We discover the clarity of purpose needed to create authentic brands that provide new pathways of growth, value creation and improvements to the employee and customer experience.

...balancing business and behavioral intelligence to provide objective counsel to leaders. We help isolate the key performance factors of yesterday, identify the trends of today and forecast the preferences of tomorrow.

...integrating verbal and visual expressions to craft positionings, design experiences and shape stories. Together, these create strong emotional connections between consumers and the brands they love.

Combining experience with insight, data and subject matter expertise, we provide a rich mix of incisive strategy, innovative design and creative thinking—the critical capabilities needed to bring brands to life.



### Ways we help make the complex simple

#### STRATEGY

- + Research, analysis & insights
- + Mission, vision, values & purpose
- + Positioning & narrative
- + Brand architecture & naming

#### ADVISORY

- + Market entry strategy
- + Awareness building
- + Network access
- + Mergers & acquisitions

#### WORKSHOPS

- + Problem definition
- + Strategy road maps
- + Story & narrative
- + Customer journey mapping

### Ways we help make the simple memorable

#### DESIGN

- + Logo & visual identity systems
- + Website design & development
- + Brand & style guidelines
- + Marketing collateral
- + Social media content
- + Digital brand centers

#### PRODUCTION

- + Overview
- + Explainer
- + Motion graphics & videos
- + Presentations

#### ACTIVATION

- + Implementation management
- + Rebrand scenario planning
- + Budgeting & cost analysis
- + Detailed conversion project planning
- + Brand launch & rollout coordination
- + Employee engagement



# strategic clarity

#### Florida Blue 💩 🗓

- CONTEXT

Blue Cross Blue Shield of Florida saw the shift to patient power earlier than most (2008). We helped them by making the brand and its communications more consumer-centric. - PROBLEM

They had to innovate and make changes that remained true to their reputation, all while facing competition from larger national brands and addressing a population of widely varying demographics, needs and wants.

- SOLUTION

We helped the company go straight to the people, co-developed ads, sales and marketing materials, radio and TV commercials, internal videos, corporate messaging and point-ofpurchase and digital.

#### cultural alignment



- CONTEXT

CareCore and
MedSolutions were already
strong brands in the
medical benefits sector
when General Atlantic
Partners purchased and
merged them.

- PROBLEM

The new unified company had to reflect the legacy and expertise of the two companies, while fusing their shared attributes into a common culture. SOLUTION

We created the eviCore name, a launch video, print collateral, posters and environmental projections.

# digital adaptability



- CONTEXT

Through a series of mergers and acquisitions Mount Sinai grew from two to eight hospitals, over

38,000 employees.

500 physician offices and

- PROBLEM

The larger Mount Sinai needed a new positioning and clear brand story and identity to unify different cultures of care, academic leaders and the diverse communities they serve.

- SOLUTION

A phased plan introduced the elements of change, including a digital brand center containing tools, templates and information, advertising and collateral — all of which demonstrated the unity and utility of the new look and voice.

#### operational agility



- CONTEXT

NYAM was founded in 1847 to be a neutral convener of New York's medical experts. This led to the creation of a worldclass medical library. Later, they evolved to address public health

and policy issues.

PROBLEM

This beacon of excellence [in three distinct areas] was not getting the credit, attention, nor the funding it deserved.

SOLUTION -

We modernized their identity, modified their organizational structure and crafted a narrative that highlighted what they do, the benefits of that work and why they should be supported.

### reputational strength

#### Stella Health

- CONTEXT

Blue Cross Blue Shield of Minnesota realized that their growth depended upon becoming a total health company. - PROBLEM

While the BCBSM name had a high level of equity, there was a perceptual disconnect in repositioning the brand to transcend insurance.

SOLUTION SOLUTION

We assisted in the formation of a consumer-facing entity, making health easy and connected that centered resources and services around the customer. Co-creating business strategy and internal board presentations, we named the new company Stella, introduced an identity system, brand architecture and crafted key launch messaging.







































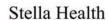
RUTGERS HEALTH

















































#### INFINIA GROUP LLC New York

We create simple brand strategies, designs and communications that move markets, organizations — and the world — forward by collaborating with our clients to change experiences in ways that positively impact the behaviors of customers, employees, investors and policymakers.

We make this happen by transforming complexity into simplicity and ensuring what is simple becomes memorable.



### RON CAPPELLO Founder and CEO

Ron founded Infinia in 2003, and has long believed in branding as a critical tool to advance organizational change, innovation and growth.

Clients agree: he's nurtured key relationships at AICPA, tdf, Bank of America, Rutgers Health, Florida Blue, Wellforce, Pfizer, Westfield Insurance, CD&R, General Atlantic Partners, EQT, Nielsen, HCA, Duke University and more.

His ability to express the complex in clear, simple terms has made him a popular speaker in the industry, and frequently published in prominent trade journals.

Previously worldwide President of Enterprise IG, part of WPP Group plc, Ron has a BA in Economics from the University of Colorado.

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