The Strategy of Image

*Image Management
A Branded Experience*

Workshop Purpose

To use the tools of image management

In a way that will guide our strategic thinking

So that we craft a target audience (customer) perception that facilitates growth.

Products

1. **Introduction to strategic Image planning**
2. **Distinguishing the difference between** *Branding* **and** *Image Management*
3. **Description of a success oriented image**
4. **Attributes of our image**
5. **Statement of our branding philosophy**
6. **Target audiences, current perceptions and messages we must send**

"Image"

"…a mental representation of anything not actually present to the senses."
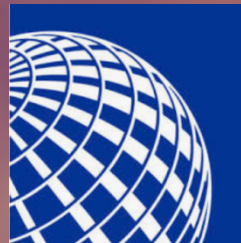
Article Debrief
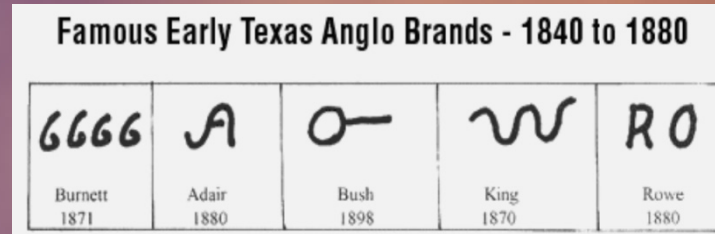
- **27 Seconds**

- **Frontier pizza**

- **United Web tickets**

"Brand"*

- **A sensory stimulus which summarizes an image.**

- **Webster says "…a mark made by burning with a hot iron to designate ownership, as upon an animal, or upon a container to designate the quality, manufacturer, etc. of the contents."**

Famous Early Texas Anglo Brands - 1840 to 1880

6666	A	O━	⌄⌄⌄	R O
Burnett 1871	Adair 1880	Bush 1898	King 1870	Rowe 1880

- **The relationship between the product (company), it's mark and the intended audience.**

Think…

- **Brand Equity is the value system and positive/negative associations affiliated with the mark and its products /company.**

Think...

Enron

Wells Fargo

- **Brand equity is more than a logo + name. Companies spend a fortune creating logos + names and a *REAL* fortune creating equity over time by associating values with the brand.**

A Branded Target Audience Experience

- Systematic and disciplined management of the target audience's experience.
  - From the time I come in until the time I leave, everything I experience with my senses has been thought through; even my experience when not present.
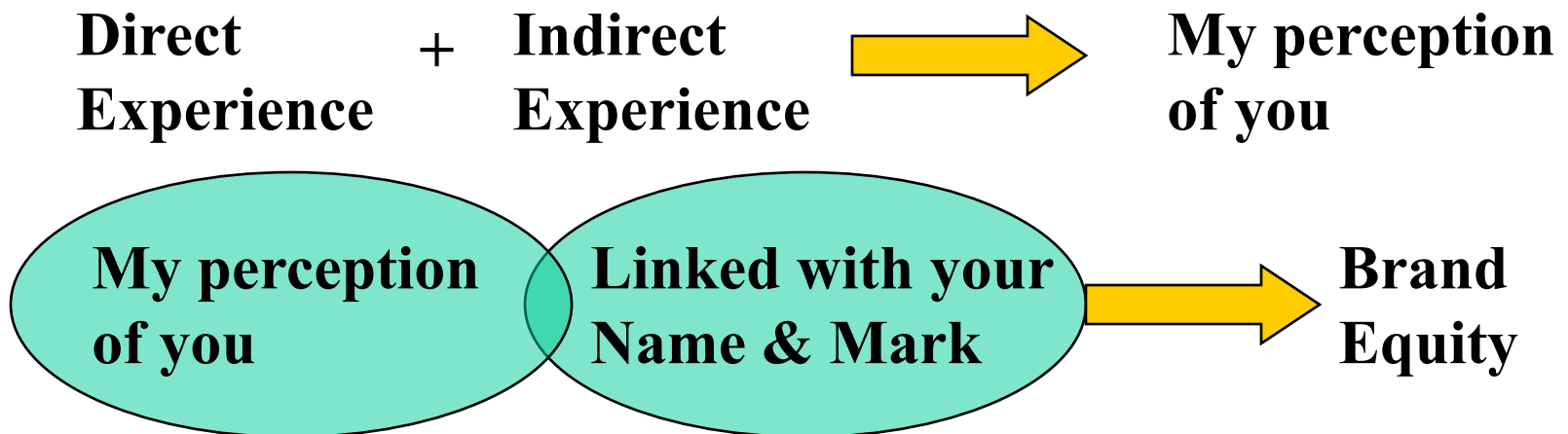 - Is my experience definable, repeatable and predictable?

Direct Experience + **Indirect Experience** ⟶ **My perception of you**

My perception of you **Linked with your Name & Mark** ⟶ **Brand Equity**

Image Management

- Do I appreciate that people are now using Brand as a way to "compress information" when they cannot touch and feel what they are making a decision about?

    - Can I leverage this fact?

Brand Equity = Compressed Information
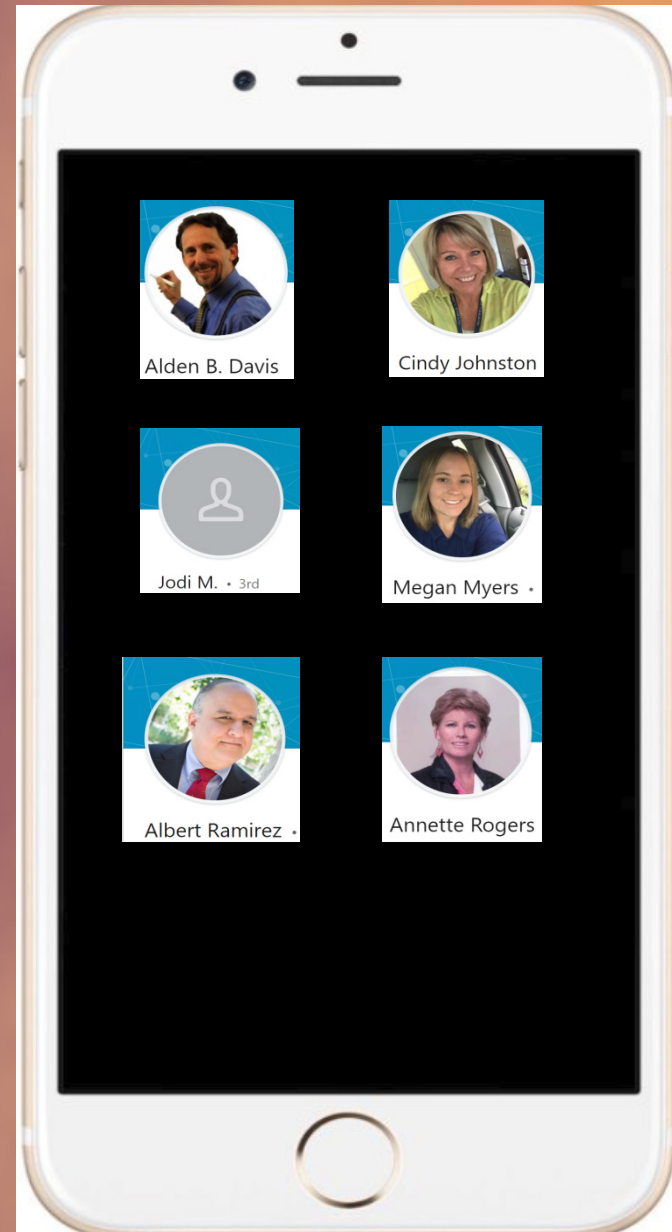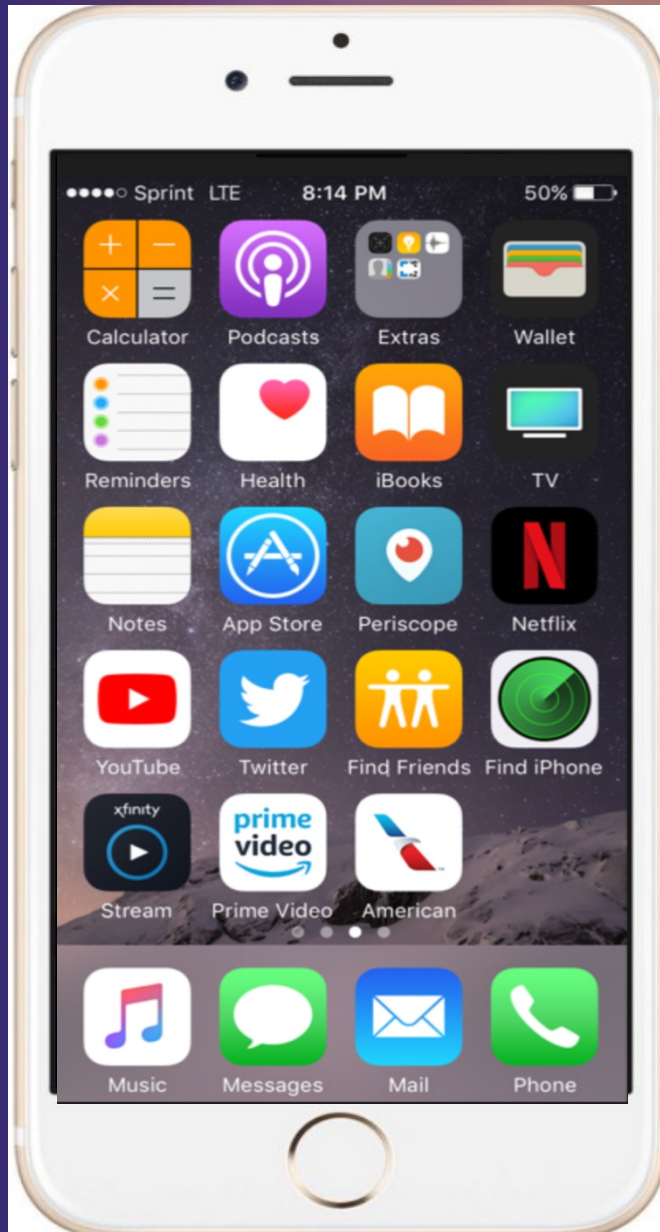
Key Flow: Image Management

Core Purpose:
To create a shift in perception from current state to desired state
in a way that the targeted audience receives facts, stories and images accurately and realistically
so that desired behaviors are experienced.

Core Process:
"Advancing information in the public forum, for the purpose of contributing to public opinion." Harold Burson

Product:
1. A measurable shift in
   - perception
   - behavior/action
   - opinion
2. End-state perception defined
3. Current-state perception defined
4. Plan/strategy for shifting

Key Beliefs:
1. There is a "window of credibility" between the rational mind and the emotional mind among every target audience
2. A correlation exists between the "trust-bank" and the "window of credibility."
3. The window of credibility opens slowly and shuts quickly.
4. Image not explicitly defined by me, will be defined by someone else.
5. Image cannot be created in a vacuum.
6. Image management is an ongoing effort not a one-time event.
7. Image erodes over time without continual maintenance.
8. Congruity must exist between image and reality.
9. Without strategy there is no creative (a good idea which does nothing is not a good idea).
10. Public opinion/acceptance is everything. With public sentiment nothing can fail; without it, nothing can succeed.
11. The molder of public opinion goes deeper than the one who pronounces decisions.
12. The public acts on information in its own perceived best interest.
13. Accuracy is paramount; inaccuracy is deadly.
14. Image management advocates a particular point of view in the public forum.
15. Facts are objective; perception is subjective.
16. People behave emotionally.
17. The target audience owns the decision.

Our Work

Image Management

Target Audience	Image Desired	Why?	Metrics of Success	Current Perception	5-Why's to Root Cause	Messages We Must Send	"Medium" to Send Messages	Actionable Items

Image Management for Quality, Inc.   March, 20xx

Target Audience	Image Desired	Why?	Metrics of Success	Current Perception	Messages We Must Send	"Medium" to Send Messages	5-Why's to Root Cause	Actionable Items
Quality, Inc.'s Customer	* High integrity * Results oriented * Customer focused * Broad-based understanding * Reliable & on time * We make money-worth investing in * Influential power	* Creates trust * Ability to solve problems * High quality products * Serve the customer's interest * Strengthen the bench * Be investable * Increase the type of products offered	* Quality leads projects * Profitability increase due to CI * Customer satisfaction * X% promotion out of Quality, Inc. * Involvement in business decisions * Participation vs. facilitation * Push:Pull ratio * Pre:Post prob.ratio	* "Police" * Gatekeeper (legacy image) * Facilitators * Low energy * Necessary evil * Quality, Inc..."You should have had a procedure to keep me from being dumb"..."You have too many procedures."	* We are value adding participants * We understand the customer's needs * We can "make" you money	* Success stories * Actions of our associates * Customer feedback * Cost of quality projects * Person-to-person (sharing stories)	Not given credit for participation - or - Don't understand the impact of the issue - or - Don't maintain project control of a "portfolio of problems" -or- Yielding to current state due to downsize burnout	* Problem Mgmt. Portfolios - Problems under management - Problem severity reduction over time * Extend audits to include days of help * Don't make Qlty take brunt of reductions because they are a "service org."
Prospective Employees "dependant variable"... lagging indicator	* Vital * Immersed * Mobile * Challenging * Success * Skill diversity * Influential power	* Internal & external * Retention * Attracting * Best talent	* Turnover rate * No. of applicants * Qlty. of applicants * # recruited by external groups * % of senior mgmt. with Qlty backgrnd * Quality mindset vs. check-in-box * Search-time to fill slots	* Dead-end * Parking lot * Bureaucratic * Non-value added * Not in touch with reality * "There is no money there" * "Charts R us"	* Opportunity * Recognized * Vital * Immersed	* Events * Success * Personal contact * Voice * Testimonials * Intranet stories * Posters * Awards * "Qlty person of the week"...anyone up holding qlty ideals * Sr.Mgmt promotion	Internal perception as a contributor. -or- Sr. mgmt does not see link between profit and quality -or- Quality not seen as "part of the org." -or- No higher level jobs	* Short circuit perception with aggressive recruiting for key positions * Promote success stories in $ and hidden benefits * Act as consultant within org. to solve probs. "Promote partnership" * "DO"don't "TALK"
Current Employees	* Professional * Respected * Desired by others * Productive * Value added * Influential power	* Employability (seeding the organization, building client retention, spreading the culture) * Self-esteem * Productive in current job * Job Satisfaction	* # of certified professionals * Promo. turnover * % effort on prevention vs. detection * Employee sat. * Ee retention	* Powerless * Non-value added * Unwanted * Not part of the team * "Indirect" * "Overhead" * Persistent and a nuisance * Highly skilled, unappreciated	"You can make a difference" "Our future depends on you" "Lifelong learning is essential to being a contributor" "You are the customer advocate" "You act in the best interest of the company and the customer" * Qlty is essential to business success	* Communication of our desired state to our current ee's * Performance reviews * Highly advertised and exaggerated promotions * Recognition & rewards * Senior partners setting the example	Changing the Quality Org. has not been a priority for our clients or us. - or - Previously failed quality initiatives -or- Success through qlty. improvement strat. not fully understood	* Create a skill matrix descriptive of our "desired state" consulting firm. * Integrate quality accountability into comp and progressn * Show value added in quality efficiency

Example

Image desired	Why?	Metric of success	Current Perception	5 Why's to Root Cause	Messages We Must Send	"Medium" to Send Messages	Actionable items
Professional, Intelligent, The go to guy "the plumber"	So that I can post out band 4 and move up in my career quickly. Be investible & career longevity	Post out Band 4. Be put on interesting and challenging assignments	"New Guy", Doesn't understand the work we do, In need of guidance, "too young"	"he doesn't have real world experience.", Introverted personality, Struggle to connect with others, Social anxiety, Pigeon Held by the "Kanaban Guy"	I am knowledgeable in more areas than just Kanban, I am intelligent, I can fix things quickly and calmly	MP4, Face to Face, KPI Demos to managers, create/ implement innovative Ideas	Create an introduction "elevator pitch", Demo current proof of concept to management, Take strides to be more approachable/extroverted, Set up lunch dates

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Thank You

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Building Better Businesses