



CASE STUDY



Example 1- Well known Consumer Brand (One of the largest of its kind in the World)

“Recently we were invited in by a client who was becoming concerned that the people in his organisation were becoming stuck in their ways. The fear was that they may not meet the year’s challenging performance targets. They were starting to feel the pressure to take positive action and felt unsure about how they were going to attract new talent and inspire the current team into action.”

Where many of us are

I think we all know the world isn’t what it used to be, intensifying brand competition, the drive to attract talent and the unpredictability of external forces , economic downturn in the western world. Many companies are realising working in the old ways are becoming less successful or in a few cases have stopped working altogether in some environment the old way are even having a negative effect.

Where they were

Revenues were down so budgets had to be cut, competitors were forging ahead. As a result there was a big push from the Global board to achieve more with less and a new emphasis on global empowerment and internal collaboration.

We were appointed by a European Marketing Director who needed to implement campaigns that increased revenue and market share, and the European HR Director who needed to drive employee engagement, decrease turnover and foster greater unity between departments and their teams.

They both shared two common concerns - How would the business react to “Change”? and how would they breathe life into the brand from the inside, so performance would improve?

Goals

NBT worked with client to identify some specific objectives which were to:

1. Align and mobilise a cross functional project team behind a clear actionable framework
2. Respect and fully leverage the time, talent and opinions of the cross functional employee representatives.
3. Provide the project team with insights into the appetite amongst employees to engage with the brand and business agenda
4. Provide the project team with recommendations about how they might start to influence their employees and shift the existing culture to inspire new levels of belief in the brand and its future
5. Provide the representative employee steering group with insights into how high performing brands marshal their internal tribes for enhanced performance and provide a framework of how they could build a stronger unified tribe around a new brand purpose.

Our Methodology

NBT’s unique approach to brand engagement is based upon developing and supporting the use of belief structures to evoke your brand tribe to deliver your business goals. In broad terms this involves:

Phase	Activity	Outcome
1. Know	Understanding the current levels of appetite and belief amongst the business and markets for your brand and its cause.	Clear focus on the right priorities for short, medium and long term efforts and challenges for engagement.
2. Unify	Pulling together functional stakeholders to buy-in and agree to a timetable of participation, interventions, metrics and	Defined programme of action agreed by key stakeholders.



	interdependencies	
3. Influence	Design and roll-out of planned brand engagement programme across agreed timetable for short, medium and long term impact	Increase in engagement by audiences leading to greater participation and performance

The work to accomplish these objectives

Corporate culture is notoriously hard to shift- but if you can work out how the organisation behaves and performs you can help people match this to new potential behaviours that will drive the culture and business forward.

NBT designed a bespoke programme to support our clients’ understanding of how their culture has developed to the present moment. Using the NBT methodology, model and an interactive two day workshop programme we worked with selected colleagues across all functions to gain insight into the current ‘in-use’ beliefs as compared to the aspired vision of the business.

Key components of the brand and culture including data provided by the client were also explored between sessions by NBT Consultants.

We then facilitated the cross functional employee steering group to identify key behaviours which were essential / desirable to deliver a new brand agenda and relate these to the status quo. This provided a gap analysis around WHAT and WHERE shifts in culture / mindset were needed at all levels.

Outcomes to date:

The process identified the most important cultural enablers and blockers that would critically affect a shift in belief and ultimately performance improvement.

The programme made action orientated recommendations about short, medium and long term interventions the client felt it could take and be supported by the leadership based on the insights gathered and the evidence available.

The dynamic and thought-provoking workshop sessions were vital to bring things to the surface in a way which broke down functional siloism. It also enabled ideas and learnings to be practically shared and applied within an engagement environment.

The client has since been able to make immediate progress on several aspects that were previously an unreachable challenge. They continue to approach the task at hand with greater focus, energy and conviction. The process is on-going. They are competing better – the spirit behind the brand is greater.

New Brand Tribalism Limited

Two Valentine Place, Blackfriars, London SE1 8QH

t. +44 (0)20 7803 0905 f. +44 (0)20 7401 3411

www.newbrandtribalism.com

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