

## Service Snapshot: Branding

Controlling your brand is virtually impossible but you can create an innovative framework that helps you guide it in the right direction – both externally and internally – to ensure a sustainable future.

### Challenge

Standing out in today's crowded markets and media is a real challenge for organisations. This means that organisations have to reflect constantly on their brand strategy in order to win the battle for customer hearts and minds.

The value of a brand is taken seriously right up to Board level. This importance has encouraged a surge in learned articles, books and so on about branding.

However, like so many strategic business initiatives, many branding exercises fail to fulfil their promise.

Recent research found that:

- 62% said senior management failed to support the brand
- 75% of business professionals did not support their organisation's branding initiatives

These findings suggest that much of the failure is down to an inability of the brand strategy to engage people – particularly employees.

When it comes to brands engaging people there is often a disconnect between the sophistication of the brand thinking and the quality of the advice given for gaining employee commitment.

What is needed is a means of connecting great brand thinking with the way people are supposed to behave to bring the brand to life for customers, in a measurable and scientific manner, with the aim of creating a sustainable advantage.

### Solution

Our approach to branding strategy is different to most in that we place as much importance on peoples' behaviour as we do on the actual brand strategy and realisation.

Even if employees know what their brand values are, the management struggle to ensure that people behave consistently in accordance with the behaviours required by the values. At Penumbra we use a validated behaviour diagnostic called Eclipse that enables clients to achieve amazing results.

Our overall approach to branding encompasses five elements:

#### Research and Insight

Winning strategies are built on robust analysis which provides real insight to guide the strategic thinking.

Our capabilities cover both qualitative and quantitative aspects:

#### Qualitative

- Focus groups
- Depth interviews
- Experience simulations

#### Quantitative

- Surveys
- Customer/market/segmentation
- Competitor analysis
- Market forecasting

#### Strategy

Our service includes

- Brand model
- Competitive positioning
- Brand positioning

- Brand personality
- Portfolio strategy

#### Visualisation

The best strategy will not work if the creative interpretation is not well done. At this point we will help you create a good brief for the creative teams and we have strategic alliances with a number of proven agencies who can do brilliantly effective corporate identity, communications, web sites, retail design, tradeshows and exhibits.

#### Realisation

This is the danger point for most brand strategies, particularly for service businesses.

Defining the customer experience and the employer brand is the aspiration. Organisations then need to be able to look at their employees' behaviour. That's the reality. Only then can they look at how to close the gap between current reality and their aspirational targets for customer experience. At Penumbra we can deliver this with our Eclipse behaviour diagnostic.

#### Brand Risk

As the importance of brand as a driver of shareholder value goes on increasing so it will become more important to manage and mitigate risk. Our approach to risk is enterprise wide and comprehensive.

#### Benefits

- Key aspects of brand are covered
- An innovative and robust approach that can deliver the right behaviours for your brand

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services