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Generating Brand Growth Beyond
Crisis for a **Brighter Future**



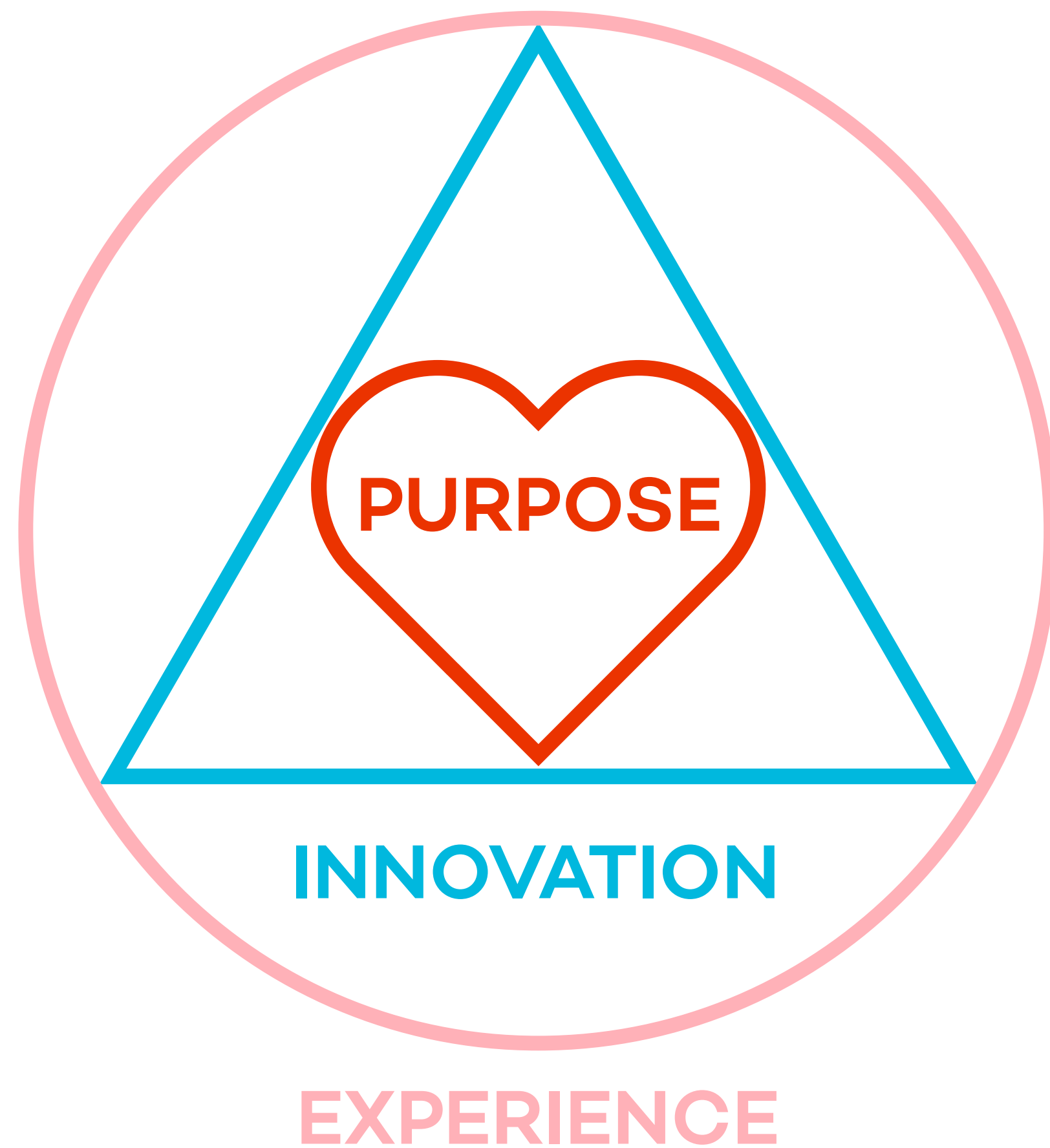


THE NEXT MODEL

Brands exist to serve people. And it's clear that people need brands to show up right now, to put people and communities first, to bring new ideas for how we endure and progress together, to help build a future born of collective strength and human connection.

The challenges facing brands in the current landscape are many. Our system of supply and demand and our notions of health and safety have been thrown into disarray. Brand teams are trying to act quickly to meet the needs of the moment while planning for a future that is more opaque than we're accustomed to.

Brands need a model for growth that is simple to use and oriented toward action, a model that focuses on uncovering and solving for the right problems, the ones that will have the greatest influence on customers, business and our world. **The Next Model** for brand growth elevates **Purpose**, **Innovation** and **Experience** as the three key pillars of brand value beyond communications, as evidenced by the BrandZ™ Top 100 Brands valuation by Kantar. This model will help brands get to work now in service of building a brighter future for all.



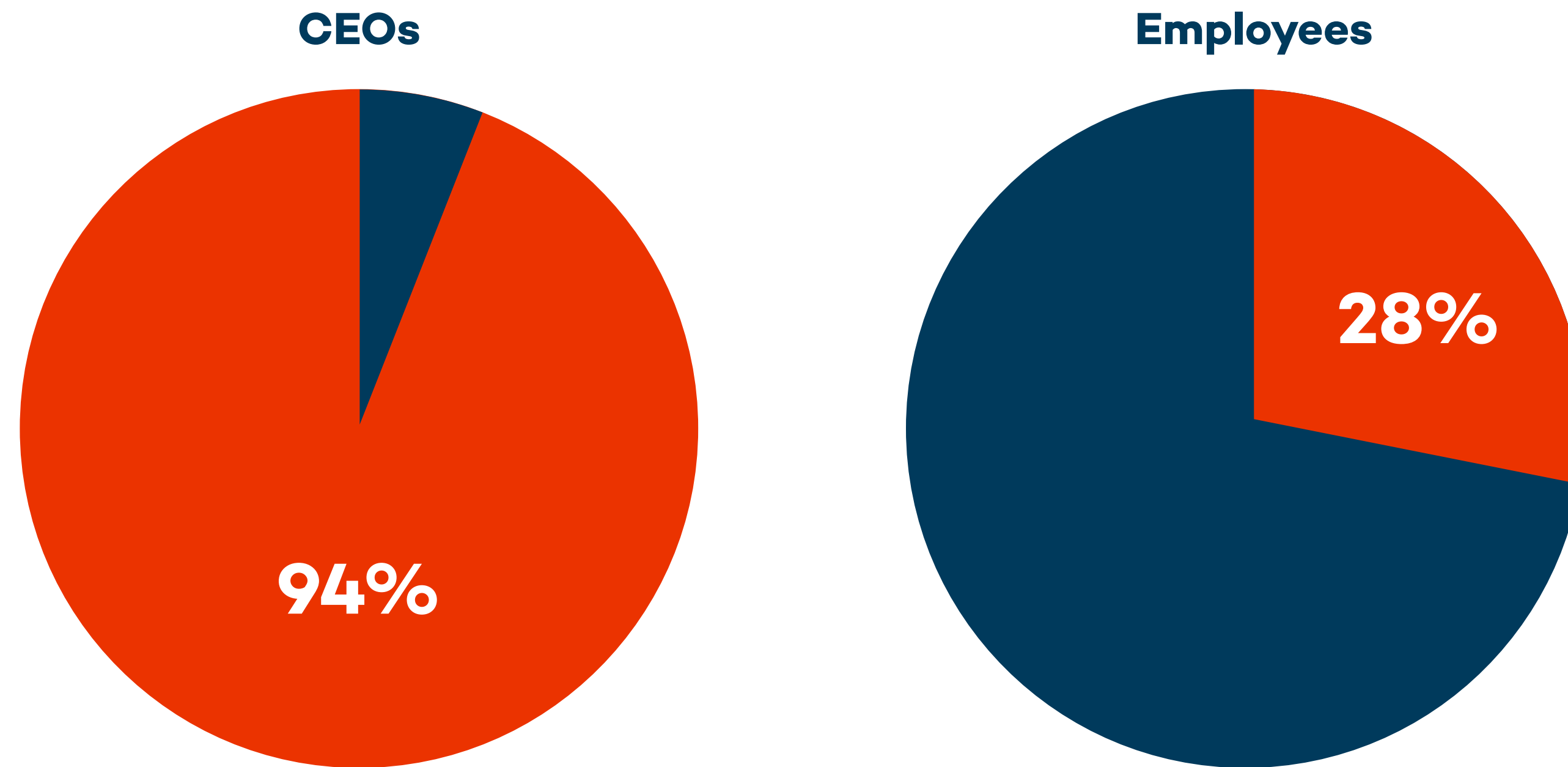
Purpose lies very intentionally at the heart center of the model and becomes the **superpower for change** when imbedded into company culture and used as a catalyst for innovation and experience design.

Purpose

Purpose should be regarded as your organizational compass. Yet, too often, its power to energize employees, inspire innovation and elevate the brand experience is not realized.



Connection to Brand Purpose



An astounding [94 percent of CEOs](#) feel a personal responsibility for laying out their company's core purpose and role in society. However, only [28 percent of employees](#) feel fully connected to their company's purpose. If your brand purpose is not felt and enacted by every single person in your organization, it cannot be fully actualized.

Despite countless people and organizations championing brand purpose, from legendary CMO [Jim Stengel](#) to the [Association of National Advertisers \(ANA\)](#), it still has unrealized potential as a tool for business growth rather than as a marketing mantra. In a study of high-growth companies, [Harvard Business Review \(HBR\)](#) shared that brand purpose revealed itself as an unexpected driver. HBR showed how successful companies use purpose to define new playing fields. As an example, they compared Purina PetCare and Mars Petcare, which have similar purpose statements oriented around helping pet owners improve their pets' health. Purina has stayed focused on pet food while doing some interesting social initiatives. However, Mars Petcare has used purpose to guide its expansion in the broader field of pet health, becoming Mars Inc.'s fastest-growing business division.

Innovation

Innovation uses the power of your purpose-led brand to transform culture and business. It can be big or small, evolutionary or revolutionary. We've seen essential businesses transform almost overnight in our fight against the coronavirus pandemic. From shifting to digital commerce and focusing on the highest need products, to implementing operational changes to protect employees and customers, to leveraging social platforms to foster the sense of connection we all crave. [Harvard Business School](#) calls this "forced experimentation" and predicts "the demand for new digital products, formats, and content will intensify [and] this will speed up automation and digitization investments and generate new products, services, and business models."





Waves of Innovation

Innovation expert [Kumar Mehta](#) says that in looking at history we have always seen waves of innovation following times of crisis. In a recent [interview](#), he advised brands to use this time to take a step back and assess whether they are prioritizing the right areas of their business.

According to Mehta, brand teams should ask themselves if they have an “improvement community,” by which he means a community of people and partners from diverse areas of expertise whom they can collaborate with to come up with ideas for innovation that the brand could never come to on its own. Innovation should not be a department, but rather a collective from inside and outside the organization in pursuit of shared goals, knowledge and action.

A shining example of innovation in a time of crisis comes from a brand in the UK. [Farms to Feed Us](#) has a clear purpose: “helping connect people with farmers, fishers, and food producers during the COVID-19 crisis and beyond.” To that end, they are crowdsourcing a simple grassroots database of food producers that is accessible to anyone, updated daily and will eventually be transformed into a more formal digital experience. Essentially, this brand is helping farmers create direct-to-consumer business models. Proof that the ingenuity and resilience of people is limitless even in distress.

Experience

Experience design addresses human needs and expectations across the brand relationship. [Eight in 10 people say](#) the experience a company provides is just as important as its products and services. From sparking initial interest and consideration, to motivating purchase and usage, to earning loyalty and passionate sharing, brands must understand needs and pains across all points of possible interaction.

Then, look to the intersection of your purpose and these human needs to determine your experience goals and how you want people to feel when they interact with your brand. A whopping [65 percent of people](#) think a positive experience with a brand is more influential than great advertising. The next frontier of experience design will be to go beyond exceeding experience expectations and infuse everything your brand makes, does and says with the spirit of your purpose so that each interaction feels distinctly and remarkably your brand. Consider something as simple as how your online checkout experience and subsequent email and delivery confirmations stand out from the rest to strengthen your customer relationship.



Your Hilton CleanStay Room



- 1 SWITCHES & ELECTRONIC CONTROLS**
Lights, lamps, switches and electronic controls.
- 2 HANDLES & KNOBS**
Doors, closets, drawers, furniture knobs and drapery pull handles.
- 3 MAJOR BATHROOM SURFACES**
Toilet handles and seats, splash walls, shower/tub controls and sink faucets.
- 4 CLIMATE CONTROL PANELS**
- 5 TELEPHONES, REMOTE CONTROLS AND CLOCKS**
Handsets, dial pads and function buttons.
- 6 BED & BEDDING**
All bed linens including duvet covers, pillowcases and sheets.
- 7 BATH AMENITIES**
Bulk dispensers, individual amenities, tissue boxes, soap dishes, amenity trays and hair dryer.
- 8 HARD SURFACES**
Tables, desks and nightstands.
- 9 CLOSET GOODS**
Iron, safe handle and keypad.
- 10 IN-ROOM FOOD & BEVERAGE**
Cutlery, glassware, ice buckets, mini bars, kettle and coffeemaker.

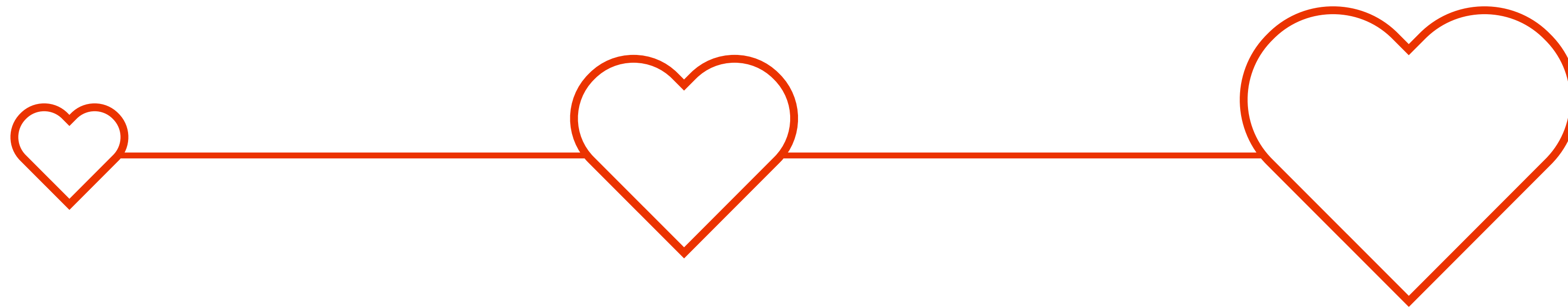
Experience Enhanced Through Partnership

One thing people are feeling deprived of during this crisis is the freedom of travel. While travel right now is at an all-time low, Hilton set out to make sure that when people are ready to return to exploring our wonderful world, they feel like they have a safe place to stay. The hotel brand is partnering with Lysol in consultation with the Mayo Clinic to develop a program they are calling [CleanStay](#) to bring comprehensive cleaning and disinfection protocols to their more than 6,000 properties. A stellar example of experience enhanced through partnership that addresses travelers' many health and safety concerns and gives them feelings of hope, comfort and confidence.

GET STARTED

Building your future starts **now**. But you have to be honest about where you're at before you can plan your path forward. Take a look at the following Purpose, Innovation and Experience spectrums and determine where your brand falls.

How **purpose-led** is your brand?



Low purpose

Your purpose is only known by marketing and may exist only as inactivated words on a document.

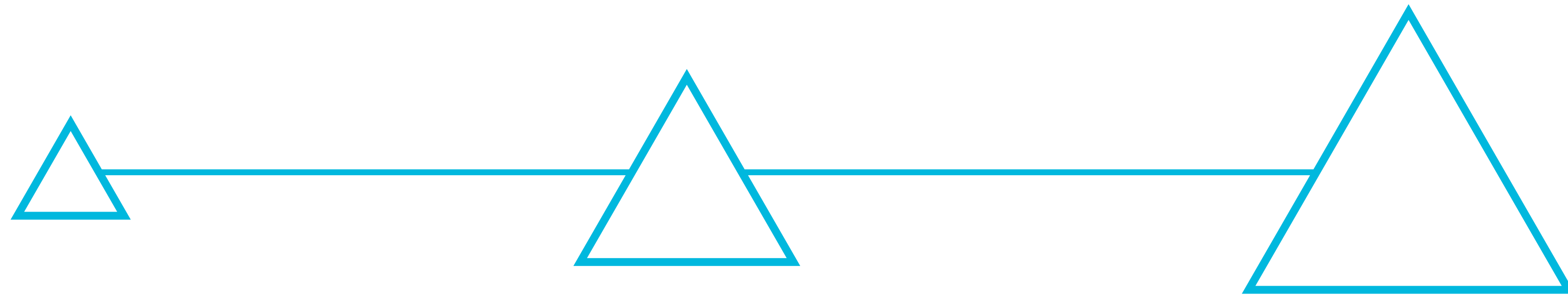
Medium purpose

Your purpose fuels your company culture, with every person and every initiative acting in service of it.

High purpose

Your purpose is transforming how you market, how you innovate, and how people interact with your brand.

How innovative is your brand?



Low innovation

Your teams are experimenting with new brand marketing techniques through emerging media, content production, new partnerships, addressing cultural issues and more.

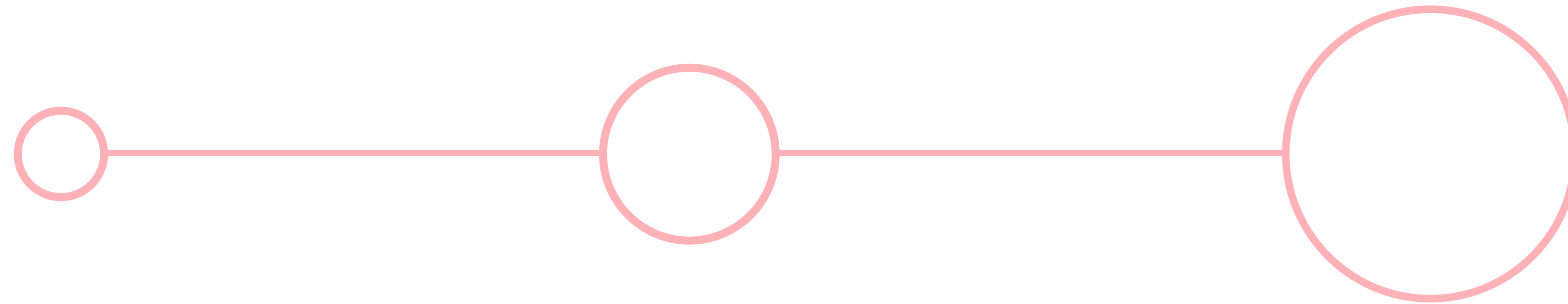
Medium innovation

Your teams are developing business ideas that elevate your core brand offerings through digital transformation, new business models, expanded services and more.

High innovation

Your teams are creating wholly new brand offerings through internal growth backing, joint ventures or acquisitions, new product inventions and more.

How **experience-centered** is your brand?



Low experience

You are beginning to evaluate the end-to-end experience people have with your brand to better activate in service of relevant need states and expectations.

Medium experience

You are connecting marketing activities with success metrics such as conversion and usage, collecting and leveraging user data to personalize and nurture the relationships.

High experience

From supply chain to marketing to customer service to operations to fulfillment to user support, you have a fully connected brand experience infrastructure.

A group of five people are gathered around a long wooden table in a modern office or co-working space. One woman is sitting on the table, while others are standing or sitting on chairs. A laptop is open on the table. In the background, a bicycle is hanging from the ceiling, and a sign with the text "ST. PAUL" is visible on the wall. The scene is overlaid with a semi-transparent blue filter.

Use **The Next Model** with your brand teams and invite new and different people and partners in to envision and enact new areas of growth.

The true beauty of creativity is its power to harness a multitude of inputs — behavior changes, evolving business patterns, emerging technologies, cultural shifts — into ideas for making things better. That's the role of brands in the world: **to make things better**. The tools to do that and the canvas for our creativity are always in flux. We are ambitious and inventive creatures who blend art and science and commerce for the good of the people. And we have a golden opportunity here and now to usher in what's next.



About The Authors

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As managing director, head of client growth, Jessica leads the agency's brand leadership group, overseeing client partnerships while augmenting the agency's digital and data science offerings and fostering transformational leadership.

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As executive director of insight, Katie leads the strategy and data science teams in shaping creative that transforms business problems into human solutions.

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Executive Director,
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As executive director of brand experience design, John is responsible for the development and creation of cohesive brand experiences across marketing disciplines. He also invents and reinvents new mediums to drive business growth for our clients.

Casie Cook

Director, Brand Strategy

As brand strategy director, Casie leads cross-disciplinary project teams to build connections and experiences that create meaningful change for brands and people alike.

About Colle McVoy

Colle McVoy is a full-service creative agency that leads brands to their next. We combine purpose, innovation and experience in new ways to give businesses a competitive advantage.

Our work has been recognized nationally and internationally by the O'Toole Awards, Effie Awards, Webby Awards, The One Show, Communication Arts and Cannes Lions Awards.

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Let's Find Your Next Together

We'd love to get to know you and your business.

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