

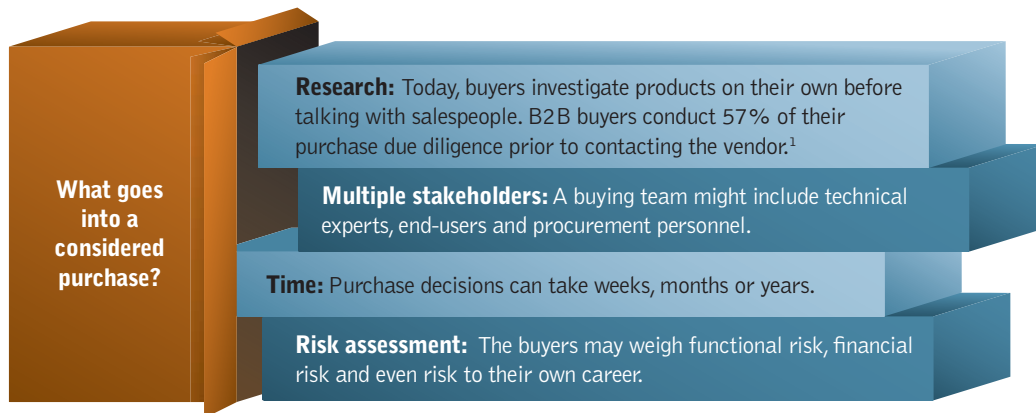
Brand Enrollment

Helping employees live your brand, so customers will want to buy it

With “considered” purchases, behaviors of your people are key to making the sale

Purchase decision-making for business-to-business (B2B) products is often complex. Sales cycles tend to be long, with multiple stakeholders involved on both the buyer and seller sides of the equation. These types of thoughtful purchases are called considered purchases. Successful branding efforts for considered-purchase products need to account for *behaviors* much more than logos, fonts and color schemes. Brand enrollment is a process that helps move employees from mere brand awareness to brand adoption, so they demonstrate the core behaviors of the brand every day.

With considered purchases, your people must be “on brand”



A B2B considered purchase typically involves 6 phases:²



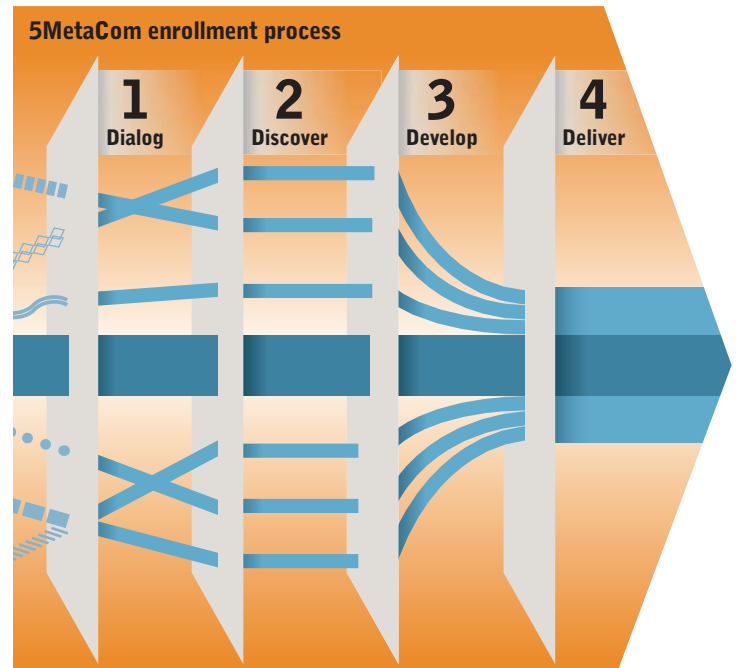
Executive Summary

- With considered purchases, your people play a pivotal role in getting your brands bought and sold.
- When employee behaviors fail to align with marketing messages, buyers become wary. The brand can be damaged and customers lost.
- Brand enrollment is a process that actively engages employees with your brand to ensure their everyday working behaviors align with the promise of your brand.

Brand enrollment: the 5MetaCom process

Brand enrollment is the process of actively engaging employees in the tactical expression of the brand. It is not about implementing a brand, but internalizing it. The process is best done in groups smaller than 50 people. Many organizations enroll customer-facing employees first, like sales and service, but eventually the entire organization should be enrolled for maximum benefit.

- 1 Dialog**
Talk *with* employees (not *to* them) to uncover what they think about the brand. Share how their views compare to what was learned in brand development research, and the logic behind the brand positioning.
- 2 Discover**
Through dialog comes discovery. The group concludes together: This is who we are, what we do and how we'll compete. Employees connect to the "why" of the brand.
- 3 Develop**
The group develops core brand messages that should be delivered every time, to every customer. This is not a verbatim script, but rather headlines that employees will be able to fluently speak to in their own words.
- 4 Deliver**
Employees leave enrollment better able to act on the principles of the brand and, therefore, deliver that brand more effectively to customers. An ongoing process of re-enrollment at least annually keeps the employees and brand position aligned, and allows for tweaks to positioning in response to ongoing market demands.



Without proper brand enrollment, employee attitudes, opinions and behaviors related to the brand often vary widely. Most weak B2B brands share this common problem. The 5MetaCom 4-step brand enrollment process aligns employee attitudes, opinions and behaviors with the brand.

Why brand alignment matters

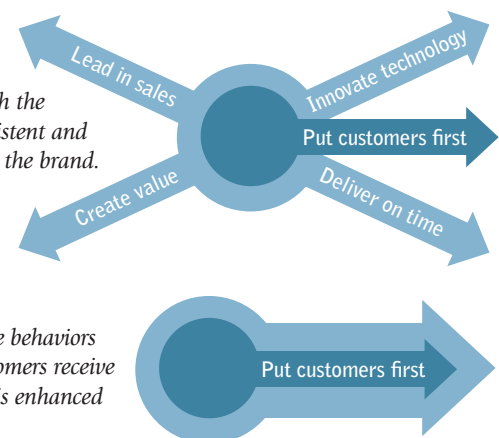
When organizations undergo a branding/re-branding effort, employees are often invited to a brief kick-off event that provides a high-level orientation. They often receive plenty of information about when and how to use the new logo, but little about how their behavior should reflect the brand. The result can be brand execution in the marketplace that is misaligned and inconsistent at best; at worst, the brand could be damaged.

Misaligned brand

When employee behaviors fail to match the brand position, customers have inconsistent and potentially damaging experiences with the brand.

Aligned brand

When the brand position and employee behaviors are moving in the same direction, customers receive a consistent experience and the brand is enhanced through every interaction.



Brand enrollment recognizes the greatest influence on a considered purchase is an organization's people. Empowered to live the brand, enrolled employees can deliver a consistent brand experience to customers, making the brand stronger at every customer touch point.

¹ CEB Marketing Leadership Council in partnership with Google (2012). *The Digital Evolution in B2B Marketing*. Retrieved from <http://www.executiveboard.com/exbd-resources/content/digital-evolution/pdf/Digital-Evolution-in-B2B-Marketing.pdf>

² TriComB2B in partnership with the University of Dayton School of Business Administration (2011). *The Considered Purchase Decision: What Matters, What Doesn't and What It Means for B2B Marketing and Sales*. Retrieved from http://tricom2b.com/sites/default/files/TriComB2B-UD_Research_Report.pdf