



Glorious Creative DIY Brand Workshop Pack

“Share your knowledge. It’s a way to achieve immortality.”

Dalai Lama

(1357 – 1419, high lama of Tibetan Buddhism)



We've shared our knowledge on running brand workshops, so you can benefit from running one yourself

What you'll find in your DIY Brand Workshop Pack

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Introduction

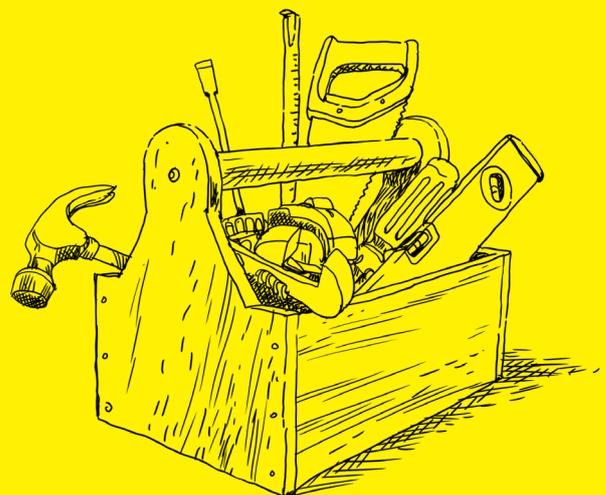
There was a time when we offered new clients a choice. We could either start with a brand workshop, with a carefully selected client team. Or we could simply talk to them about their business objectives and take it from there. Experience has taught us there's a right and a wrong way to approach new client projects.

The workshops work so brilliantly well, we couldn't produce such effective work without them. And we want to produce great work for all our clients. Having developed and refined our workshop over the years, we've decided to share a free DIY version. So now companies can 'do it themselves'.

We wouldn't claim this is a purely selfless act. As hopefully, when it comes to interpreting the findings and producing the creative work, one good turn will deserve another. And you'll come and talk to us at Glorious Creative.

Mark Ross

Managing & Creative Director



Why it's a good idea to hold a brand workshop and how it will give you a competitive edge

Let's answer the why, first.

There are a whole host of reasons to take a long, hard look at your brand. Maybe new competitors have entered your market. Or you're finding it difficult to express your brand difference. Your customers may have changed significantly. Or you've developed new products and services. Perhaps you're entering a new market. It could be that your company's growth has slowed or stopped. Or you're finding it increasingly difficult to attract top talent.

Whatever the reason, holding a brand workshop will provide you with the insights to start to tackle these issues. But more than that, the insights you gain will make it possible to go on the offensive. They will give you a competitive advantage that you can build on and sustain. And a powerful brand proposition to take on your competitors more effectively. They will help to align your brand more closely with your customers. And even make inroads into new markets.

And now, for the how.

To produce this DIY brand workshop, we've spent many years testing ways to get to brand truths. And we make no apology for occasionally borrowing the best of other people's ideas. Now it's up to you. Most of the exercises are straightforward, but coming up with the answers will sometimes be challenging. However, the results will prove well worth the effort.

Once you have your findings, we can help to interpret them and produce creative work that expresses your brand insights. If that sounds like a good idea, simply call Jeff Edis our Director of Brand Strategy on 0161 237 3575 or email jeff@gloriouscreative.co.uk and he'll explain how we can help.



A change of scenery could change the way you think

There are no ‘hard and fast’ rules on where to run a brand workshop. If you’ve all the facilities and necessary space within your office environment, great. If not, the ‘away day’, has a lot to be said for it. Here are just a few reasons why it’s a good idea to consider holding your brand workshop away from the office.

Better facilities

Your office may not have high-tech equipment, with all the latest ‘bells and whistles’. Or lack the appropriate break-out areas and the right kind of catering facilities. If that’s the case, choose a local venue that has been purpose-designed, to provide the ideal meeting space.

Sparks creativity

If your office is a little manic, a different venue can create an oasis of calm. Or if your workplace is too quiet, a change of environment might just introduce the added element of interest and excitement. Either way, you can create an environment where your team will feel comfortable to think and act differently.

More privacy

Sometimes your office isn’t the best place to discuss sensitive subjects. It’s not about the inquisitive ears and prying eyes of colleagues. It’s about your team feeling they’re free to give honest and frank opinions and, occasionally, to say the unsayable.

It doesn’t feel like going to work

Getting away from the office is often a welcome break from routine. When you’re in a different environment, it feels a little less like work. And hopefully it will allow you and your colleagues to relax and let your imaginations run free.

The right people

Management should be represented, but seniority isn’t the only consideration. People you consider valuable to your organisation should also attend. Often, less senior people are happier to rock the boat a little and a degree of naivety can often be the source of radical, new ideas.

Lots of materials

Make sure you have enough colour post-it notes and sticky dots. You’ll also need a supply of colour markers and a white board or flip chart. It’s easier to be expressive with a marker than with a boring ballpoint!

Snacks and drinks

Snacks and drinks create a relaxed atmosphere and help to get everyone in the right mood. The barriers often come down when people are placed in more informal environments and given small treats. Although, it is important that they remember why they are there and what needs to be achieved.

Voice recorder

Trying to take comprehensive notes is almost impossible. In our experience making a recording is a better option. If you’ve an audio recorder, or the budget to buy one, that’s ideal. But a mobile phone will be perfectly adequate. Once the workshop is over, you have the option of sending the audio file to be transcribed.

Breaking the ice with a fun ice-breaker

Even if everyone attending the workshop knows each other reasonably well, it's a good idea to start your brand strategy workshop with an icebreaker. A good example is **Two Truths and a Lie**.

Everyone writes down 3 facts about themselves, one of which is untrue. Each person takes turns reading their list aloud and the rest of the team writes down which they think is the untruth. Then they all read their list again and 'fess up' to the lie. To add an extra incentive and to get people engaged, the person who identifies the most lies correctly could win a small prize.



The importance of the brand workshop leader

Having the right person to lead your brand workshop can be the difference between success and failure. To unearth game-changing insights, it needs to be someone who commands respect and authority within the company. Someone that other people in the workshop will listen to, and whose decisions will be accepted.

There may be someone with experience of chairing meetings or running group discussions in the company. Failing that, there will be someone in the management team with the right personal qualities to run your brand workshop. To provide help and support for the right person, we have put together some helpful hints and tips in the next section.



Guidelines for running your brand workshop

Create a positive environment

Being friendly, super positive and even smiling more than usual, creates the right environment for getting the most out of your team. Comfortable seating and a pleasant environment also helps.

Make sure to involve everyone

Be careful not to focus on one or two people. Otherwise, the rest of the group may be reluctant to contribute. Within any group you'll get a mix of personalities. This means there's a danger that only the opinions of the dominant people will be heard. Make sure everyone is able to have their say. After all, you decided to invite them for a reason.

Keep the group on track

If someone is distracted or simply not paying attention, re-engage them by asking for their view or opinion. In our experience, people tend to pay more attention when their name is called and they are encouraged to contribute.

Make time limits clear

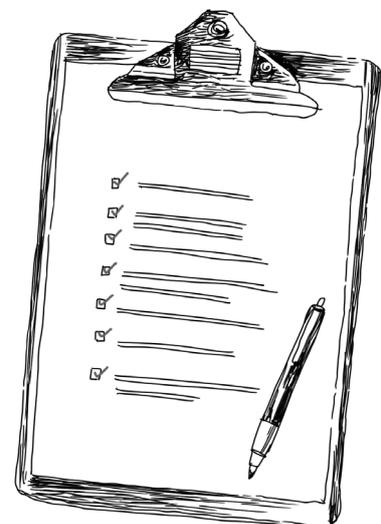
To keep activities moving, let the group know how much time they have on each exercise. Keep a check on progress and announce when time's nearly up. If it's an important exercise and you believe it's worthwhile to extend the time, ask how much more time is needed. This is better than cutting the exercise short and failing to capture valuable insights.

The ideal group size

The ideal group size is 5-8 people, because it creates a variety of different views. If it helps, you can break out into smaller groups to tackle the same issue but in a different way. For example, we have included two different ways to come up with the brand personality.

Settle any disagreements

Ensure each session stays on the subject. Recognising when it's going off track can help resolve disagreements and avoid a sense of frustration building up.



Exercise 1 – Establishing your brand purpose

1

(30/40 minutes for this exercise)

Brand purpose can be the deciding factor as to why someone chooses your brand over another. Your brand purpose has to be authentic. This means customers need to believe your brand is true to itself, true to its customers and it's the genuine article - not pretending to be something it isn't.

Purpose-driven brands are powerful because they stand for something. We all search for meaning and significance in everything we do, and answering the question: "What is the purpose of our brand?" is your way to appeal to that basic human instinct. Just like people, companies need a purpose as they change and grow. Brand purpose helps everyone in the company to understand what they're trying to achieve, and to give their best.

Your brand: the super hero

What to do

To create a stimulating start to your brand workshop, have someone gather together as many pictures of super heroes as possible. Then blu tack them onto one of the walls.

This exercise is about the team imagining your brand as a superhero and the evil it's trying to rid the world of. **This will reveal your all-important brand purpose. For example, a Gym brand may be against intimidating classes and lack of confidence.**

Everyone writes down a list of the evils they think your brand is battling against, with one evil on each post-it note. Stick them on the wall and take a vote on the biggest evil you wish your super hero brand to take on and defeat. This exercise helps you to understand your brand's purpose, and the value you offer customers. **Often, being clear on what you're against makes it easier to be clear on what you stand for.**

Exercise 2 – Establishing your brand vision

2

(30/40 minutes for this exercise)

Your brand vision is your company's ultimate ambition. If everything goes to plan, this is what your company will have achieved over the next five to ten years. Extensive research proves that having a brand vision also has a number of key business benefits:

- Leaders find it easier to recruit good people and retain them
- Staff are more loyal and more productive
- It captures the imagination of people: clients, influencers, management, staff, suppliers, media, etc
- Vision-led business cultures significantly outperform those without a vision.

You've made front page news

What to do

Picture this: 10 years from now, your brand is on the front page for achieving something truly outstanding. What does the headline say? Have you cured a problem? Grown to be the biggest? Changed the way people do something? What does success look like?

Each member of the team writes three front page headlines. For example 'brand x puts an end to smoking with amazing medical breakthrough'. The team then discusses the possible alternatives and agrees on one that best represents their brand vision. This could be based on one of the suggested headlines or be inspired by one or more of the headlines.

The best way to understand how to construct your brand vision is to look at some of the vision statements of high profile brands.

Alzheimer's Association

Our vision is a world without Alzheimer's disease.

Amazon

Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.

Google

Our vision is to organize the world's information and make it universally accessible and useful.

Instagram

Our vision is to capture and share the world's moments.

Exercise 3 – Establishing your brand mission

3

(30/40 minutes for this exercise)

Your brand mission is how you are going to achieve your brand vision. If brand vision is your destination, then your brand mission is the stepping-stones along the way.

Your brand is on a mission

What to do

To ensure that your brand mission is realistic and achievable, it's best to start with where you are, by asking the team the following questions:

What do we do?
How do we do it?
Who do we do it for?
How it helps them?

Each person answers each question on a post-it note and puts it on the wall under the relevant question. The workshop leader then writes a summary of the answers to each question, with help and guidance from the team. Once you have an agreed statement for each question, it's time to repeat the exercise in a slightly different way. The questions are amended to;

What do we need to do?
How do we need to do it?
Who do we need to do it for?
How does it need to help them?



Once again, the workshop leader writes a summary of the answers under each heading, with help and guidance from the team. The statements are then adopted as the brand's mission statements.

Here are some examples of famous brand mission statements.

Ebay

We will achieve our brand vision:
By providing a global trading platform where practically anyone can trade practically anything.

Toyota

We will achieve our brand vision:
By leading the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people.

Starbucks

We will achieve our brand vision:
By inspiring and nurturing the human spirit – one person, one cup and one neighbourhood at a time.

Chanel

We will achieve our brand vision:
By being the ultimate house of luxury, defining style and creating desire, now and forever.

As you're now two hours into your brand workshop, it's time for a 20-minute comfort break.

Exercise 4 – Establishing brand values

4

(30/40 minutes for this exercise)

What are brand values

They are what the company believes in and the way it operates and conducts itself. They provide guidance, direction and support for everyone in the organisation, as to what is expected of them when working for and representing the company. They are the guiding principles for all activities undertaken by the company and its employees.

A good example of brand values can be found in IKEA's core values.

IKEA

Humbleness and willpower.
Leadership by example.
Daring to be different.
Togetherness and enthusiasm.
Cost-consciousness.
Constant desire for renewal.
Accept and delegate responsibility.

Brand values are invaluable

What to do

Here we are looking for different ideas of what your brand stands for and believes in. Everyone is invited to write down on a pad sentences that they believe express what the company believes in and are the company's guiding principles. After 15 minutes the sheets from the pads are collected and the workshop leader writes the sentences on the white board or the flip chart. Each sentence is discussed and either selected or rejected. Once you have the selected brand values, spend another 10/15 minutes seeing if they can be expressed in a more interesting and distinctive way. For example, IKEA combines humbleness and willpower which stops you in your tracks to consider how two such qualities can co-exist.

Exercise 5 – Establishing your brand personality

5

(30/40 minutes for this exercise)

There have been many studies on associating human qualities to brands, and how it gives them a significant advantage, by setting them apart from the competition. A distinctive personality establishes a brand tone of voice or ‘way of speaking’, that helps to develop a relationship with the people your brand is trying to connect with.

As humans, we are more inclined to seek advice and be receptive to people who have similar values and characteristics to ourselves. Brands can forge a relationship with their target audience by adopting the fundamentals of human behaviour and characteristics. **Simply put, personality is an important dimension of your brand because, just like human personality, it is differentiating, endearing and enduring.**

Be yourself; everybody else is already taken.

What to do

Give everyone a pad of sticky notes and colour markers. One by one, have each person write down and say an adjective that describes your company. Repeat the process until everyone runs out of adjectives. These adjectives shouldn't be generic. Try to think about what makes your company different from your major competitors. Are you more modern? Are you edgier? What makes you special? Place the post-it notes on the wall. Once everyone has exhausted their list of adjectives, you can use any new adjectives from the list opposite, and decide whether to add them to the stickies on the wall.

People will be tempted to stick to “good” adjectives—like smart, professional, etc. They are fine, but also tend to be generic, which isn't helpful in differentiating a brand. So, try to include controversial or even unusual ideas, just to get the discussion going. A few examples are: complex, aggressive, powerful, confused, indecisive, supportive, remote. They often cause people to write down the opposing adjective or something in between.

This can lead to interesting ideas they probably wouldn't have been thought of without being prompted.

Some additional adjectives you can add to your list

Down To Earth, Honest, Cheerful, Daring, Exciting, Imaginative, Contemporary, Reliable, Intelligent, Successful, Stylish, Sophisticated, Charming, Challenging, Conservative, Contemporary, Tough, Supportive, Glamorous, Family Oriented, Leader, Confident, Trendy, Cool, Unique, Up-To-Date, Feminine, Masculine, Original, Friendly, Sincere, Innovative, Youthful, Progressive, Modern.

Discuss which terms are the least relevant and remove them. If there is disagreement, have people discuss their points of view. The leader of the workshop needs to reach an agreement with the team about whether the adjective is relevant or not. Try to whittle down the list to about 20 - 25 that everyone thinks genuinely apply to describing your company.

Collect the stickies into groups that relate to one another. For example, you would group words like “trusted,” and “reliable” together. The goal is to now get down to seven or fewer groupings.

Come up with a term that describes each group. For example, if the three words in the group are ‘modern’, ‘forward-thinking’ and ‘innovative’, you could label that category ‘progressive’. Now you've got a number of key terms that define your company's personality. You may not use these words in the final, customer facing deliverables, but they'll form an accurate expression of your brand personality.

Exercise 5a – Establishing your brand personality

5a

(30/40 minutes for this exercise)

For this exercise, one person is nominated to collect as many pictures of animals on land, at sea, and in the air. The pictures are stuck on the wall with blu tack and each person is given different coloured sticky spots, so they can identify the animal they think best represents the brand. Then the question is asked:

If our brand was an animal, would it be a lion, an eagle or a dog or some other type of animal? There's something wonderfully non-threatening about comparing your brand to an animal, which can reveal powerful insights. Here are some examples to help stimulate everyone's thoughts. Is our brand:

Analytical and thoughtful like an owl?
Independent, ambitious, and strong like a lion?
Intelligent and creative like an octopus?
Playful, generous, and optimistic like an otter?
Community focused like a honey bee?

This exercise enables everyone to explain why one animal better reflects your brand and its values more than any other. Increasing self-awareness in this way is where you can gain brilliant insights into your brand.

The key to making this exercise work is being specific. For instance, many people are drawn to dogs, which isn't too surprising. "Dogs are a man's best friend." If you happen to choose a dog, go deep. Which breed? Does your brand have endless energy but a misunderstood personality, like a pit bull, or Staffordshire terrier? Or is your brand smart like a Collie? When each person has made their case for their choice of animal, the group votes for the animal that they think best represents the brand. The animal in question and its attributes and characteristics will be an accurate expression of your brand personality.

Exercise 6 – Defining your target audience

6

(30/40 minutes for this exercise)

Defining consumers in the classifications of A B C1 C2 D E, is no longer enough. You need to understand your target audience as people with personal tastes, preferences, beliefs and aspirations. A far better way to get a true fix on your target audience is by creating consumer personas.

Make sure you hit your target.

What to do

In this exercise, one person visits a stock photography website or searches Google, for pictures of different types of people. Based on age, education, occupation, leisure activities, economic status, male, female, marital status and presence of children or anything else that differentiates them. Print these pictures out and spread them out over a table.

Each person picks one picture that could be a target customer. If there is strong disagreement about any of the selected people, they should be removed with the person concerned given the opportunity to select a different person, should they wish to do so.

Then each person spends 15 minutes thinking about the person in their image and what their life is like. What is their day like? Where do they work? How do they spend their weekdays, nights or weekends? What do they do for fun? Where do they live? Everyone should really try to put themselves in their shoes and paint a picture of what their life is like. They should also try and connect it to your product. For example, why would the target customer pick your product, and how does it fit into their life? Then write down the story of their life in 7/9 bullet points. This exercise is helpful because each person will have a different result and story and it will help to more clearly define the nature of your target audience. It may also open up new target customer groups.

Exercise 7 – Establishing your brand positioning

7

(30/40 minutes for this exercise)

Put simply, brand positioning is about positioning your brand in the mind of your customers. Brand positioning is also referred to as a positioning strategy, brand strategy, or a brand positioning statement. No brand exists in a vacuum and your competitors can define and position your brand, by strongly establishing who they are and what they stand for. By doing this they can squeeze you out of the territory you want to occupy.

Position your brand before someone else does.

What to do

Print out visual examples of brands you all recognise and who operate in a similar space/industry. Stick the pictures of the brands on the wall and ask the team to rate the brands based on the following criteria and provide reasons.

We're nothing like this brand – why?

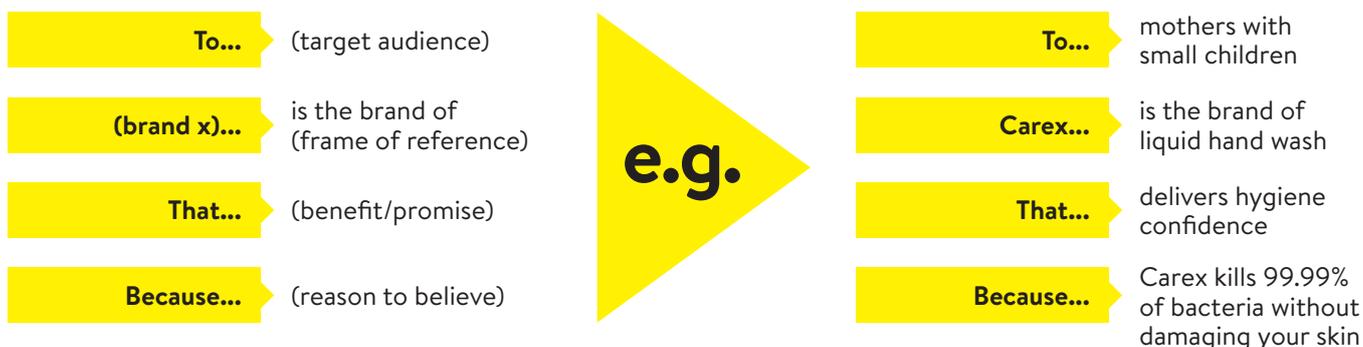
There are things I like about this brand – what?

This brand is great; there's lots we can learn from it – what are they?

This brand is not great but we can still learn from it – in what way?

When you look at the statements you can see how it isn't simply 'This brand is good' versus 'This brand is bad'. Our response to brands is more subtle than that and so should be the way we give our reasons and answers. The exercise is a way of channelling the conversation and exposing key issues. Once you have established what your brand is and isn't, you can create your positioning statement by following the simple template below.

Positioning your brand

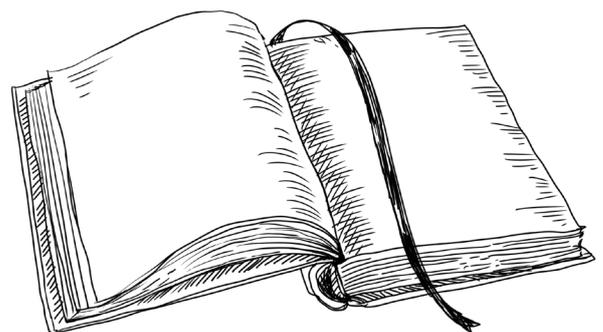


What is a brand book?

Creating your brand book

Your brand book captures the essence of your brand. Your brand purpose, vision, mission, values, positioning, personality and target audience. It enables you to differentiate your brand and achieve consistency in your internal and external communications. It's important to remember that a brand book is pointless if employees don't know about it, or if they don't respect it. It should become the norm that new employees are informed about the brand book and asked to read it. It shouldn't be confused with brand guidelines. That is a subject that shouldn't be tackled in house, unless you have designers who are experienced in producing such publications.

If you don't have in house designers or they don't have the necessary experience of rebranding or producing brand guidelines, you should engage the services of a branding agency.



How to put your brand book together

Your brand book should contain the following sections:

Introduction

This should be an explanation of why it's so important to clearly define where your brand stands and what it stands for.

Brand Purpose

As brands strive for differentiation, relevance and growth, a clear purpose brought to life in compelling ways is often the difference between success and failure. A good definition is 'a higher order reason for a brand to exist than just making a profit'.

Unilever was founded by William Heskith Lever in the 1890s who started with Sunlight Soap, which helped revolutionise hygiene in Victorian England. Here's what he wrote down as its purpose:

"To make cleanliness commonplace; to lessen work for women; to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products".

Today Unilever is a multi-billion pound company which has as its stated purpose 'helping people to look good, feel good and get more out of life'.

When putting together the Brand Purpose section of your brand book, introduce your Brand Purpose findings from Workshop Exercise 1.

Brand Vision

Some people find it difficult to explain the difference between Brand Purpose and Brand Vision. Brand Purpose is the 'Why' you exist: The higher order reason for being, for a brand or business than just 'making a profit' or 'driving shareholder value'. Brand Vision is the 'Where' in terms of, where you want to get to. This is the destination you want your brand or business to arrive at in the future (e.g. 'We want to be the world's leading provider of X by 2020').

When putting together the Brand Vision section of your brand book, introduce your Brand Vision findings from Workshop Exercise 2.

Brand Mission

This is the 'What' of what you should do to achieve your vision. They could be specific initiatives or tactics centered around product development, operational excellence, go-to-market strategies or brand communications.

When putting together the Brand Mission section of your brand book, introduce your Brand Mission findings from Workshop Exercise 3.

Brand Values

Values are the 'How' you need to behave in order to get there: What is the culture of your company? And what are the qualities or behaviors it prizes: for instance, curiosity, inclusivity, diversity of thought etc.

When putting together the Brand Values section of your brand book, introduce your Brand Values findings from Workshop Exercise 4.

Brand Personality

Your Brand personality is expressed as a set of human characteristics that you attribute to your brand. It's something the consumer can relate to. A consistent brand personality communicates traits that a specific consumer segment responds to, because they are traits that they recognise in themselves.

When putting together the Brand Personality section of your brand book, introduce your Brand Personality findings from Workshop Exercise 5.

Target Audience

The days of defining consumers in the rigid classifications of A B C1 C2, is no longer enough. You need to understand your target audience as people with personal tastes, preferences, beliefs and aspirations. A far better way to get a true fix on your target audience is by creating consumer personas.

When putting together the Target Audience section of your brand book, introduce your Target Audience findings from Workshop Exercise 6.

Brand Positioning

Your brand positioning expresses your competitive advantage and your all-important point of difference. It's the summation of much of what has gone before, in terms of the insights that have been gained going through the various workshop exercises. It is the springboard for the development of brand communications.

When putting together the Brand Positioning section of your brand book, introduce your Brand Positioning findings from Workshop Exercise 7.

Three ways to hold your brand workshop

1. You'll decide to have an 'away day' and kick start a whole, new understanding of your brand's purpose, vision, mission, values, personality, target audience and positioning.
2. You decide to 'do it yourself', but with some support from our Director of Brand Strategy (he's friendly and helpful and more than willing to support and help 'where and when' required).
3. You've read through all of the exercises and understand that it's possible to run your own brand workshop, but would rather Glorious organise it and run it for you.

We hope carrying out your DIY Brand Workshop helps you to discover key insights into your brand. It should also identify brand attributes that need strengthening. If you need help, of any kind, to make sure the time and effort you put in delivers quality outputs, please see the following options.

If you decide to go for route 1, we can help you to interpret your findings and produce any creative work you may need to express your brand's attributes.

If you decide to go for route 2 or 3 please call Jeff Edis on 0161 237 3575 or email jeff@gloriouscreative.co.uk and we can then explain how we can give you the level of support you're looking for.

Good luck with your workshop and let us know how you get on.

