

*with COVID-19 UPDATE*

# MANIFESTO

Rally Cry.

FIVE REASONS YOU NEED A  
**BRAND MANIFESTO**

By Tim Dyer

# Covid-19

Update

Over a handful of weeks, the world changed and will never be the same again. From enterprise-level clients to small businesses, companies have found themselves coping with the need for an immediate shift in strategy including stakeholder and employee engagement. Our clients are asking us how to navigate these uncertain times and seeking to unify their people like never before. Why? Because their survival on the other side depends on it.

## Every Brand Is Now a Startup

**"IF THERE HAS EVER BEEN A TIME TO RECONSIDER YOUR BRAND'S PURPOSE AND VALUE PROPOSITION, THE TIME IS NOW."**

There's life before Covid-19 and life after. And while the signs are promising we'll pull out of it, the impact of a global pandemic can be earth-shattering for a brand. Due to the sensitivity of the subject matter, every brand is now both a challenger brand and a startup. Challenged to rethink the way it communicates. Challenged to pivot its value proposition—and even its product offerings. But most of all, challenged to lean into the heart and soul of who they truly are.

Day after day, we're seeing brands rise to the occasion. And the common denominator between all of them is their willingness to set aside short-term profitability in exchange for long-term brand loyalty. From these ashes, heroes and opportunists alike will arise. And when the dust settles, the heroes will be celebrated for the role they played, and the opportunists will face the backlash of society as we set the record straight.

As a brand, this is a chance to show and tell the world what you stand for.

Truth be told, many brands don't know what they stand for as of this moment. And a global pandemic is forcing them to reconsider everything. From how to engage their employees who are now working remotely (or not working at all) to how they communicate with their key stakeholders in the midst of uncertain times. And finally, how preservationist or benevolent they truly are.

Right now, more than ever, brands need a Rally Cry. They have the chance to answer the call of a society that needs every ounce of sweat that can be given. And if there's ever been a time to reconsider your brand's purpose and value proposition, the time is now.



# Covid-19

Response Trends



There are a handful of trends emerging right now in both employer branding and consumer and stakeholder engagement. There is no roadmap, but there is a compass. And the north star is empathy coupled with action. Brands are testing and adapting in real time what works and what doesn't.

## 1. Employee as Hero

Employees have always been heroes in the realm of employer brand. But today, those keeping our basic needs met and those caring for the sick are the true heroes. If you champion your employees, avoid backlash by ensuring their basic human needs, including living wages, are addressed first.

## 2. Repurposed Supply Chains

From Nike to Budweiser to LEGO and many more, there is a global rush to involve supply chain and production in helping flatten the curve. Yes, someone can always out-donate you, but manufacturing brands are finding ways to quickly adapt their supply chains and tell a powerful story around it.

## 3. Flip Maslow's Hierarchy of Needs Upside Down

Right now, self-actualization is for the privileged few. The basic needs of humanity matter more than ever. Food, shelter and emotional safety are primary. When it comes to your employees and key stakeholders, it's essential to assure them that you have a plan, that you're taking action, and that they work for a conscientious company that takes care of its people.

## 4. A Posture of Gratitude

Gratitude, by far, is one of the greatest emerging elements of Covid-19. People are grateful for their health, for their employment, for the benevolence of their employers and for the person who showed up to work so they can buy groceries or pump gas.

## 5. Upskill While You Wait

With more time and desire for community than ever, employees and brand enthusiasts alike want to join the conversation. We've seen a massive surge in the free sharing of skills, webinars and online courses. One of the greatest ways to garner loyalty for brands that don't make tangible things is to share freely what you do have.

# Covid-19

What You Can Do

## Pair Empathy With Action

Whether in employee or external communication, your brand's empathy is backed by its action. Too many tone-deaf ads have already been made in the past few weeks that seem to contain the same formula of stock footage and socially-distant people. Action will define your brand's belief system and give employees and stakeholders something to get behind.

## Draft Off The Cultural Conversation

A CEO recently told me, “marketing is just joining a conversation that already started.” And brand communication in a time of crisis needs to meet people where they’re at. Whether it’s a brand’s thoughtful response to COVID-19 or playing off of the ultimate distraction in a time like this: Netflix’s *Tiger King*, for example, relevant and timely topic alignment allow brands to draft off of and enter the cultural conversation to garner earned media.

## Be Decisive Or Drowned Out

Once one brand jumped onboard to communicate during COVID-19, so did a hundred others. Like prom-goers taking a leap into the pool in “It’s a Wonderful Life,” brands are contemplating their own communication during this time. Whatever you do, do it with gusto and boldness. If you don’t you’ll be drowned out by the doppelgangers attempting to do the same thing.

## Make A Movement, Not Just An Ad

The ad world has been rightly criticized by formulaic brand communication amidst COVID-19, and rightly so. Consider a call and response mechanism that takes a powerful idea, seeds it into culture and releases it to be iterated upon by others. Brands that enable and empower now more than advertise, will come out stronger. By allowing people to participate with you in something, you will endear them to your brand not just today, but tomorrow.

## Use What’s Already In Your Arsenal

No one is doing elaborate photo or video shoots, but some brands like Jeep, Burger King and others are re-purposing assets to create their external communications. While others, like Nike, are using low-fidelity ads with powerful statements. Ad-making isn’t the end game here. Having a point of view and sharing what you are doing to help is.

# Introduction

There's a moment in every hero's journey that you know is coming. Two armies meet on a field of battle. One, a ragtag bunch and the other, an overwhelming force ready to crush the rebellion. This could be Star Wars, this could be Braveheart, or this could be you.

**"ESTABLISHED BRANDS  
ARE IN THE CROSSHAIRS OF  
UNSEEN SNIPERS, QUIETLY  
WAGING A GUERILLA WAR ON  
THEIR MARKET—AND THEIR  
MORALE."**

The world's most established brands face a grave challenge. They are being toppled faster and with more ferocity than they have in decades. In a closed-door conference of advertising professionals in New York in late 2017, a C-suite marketer at Facebook showed a stat-driven slide revealing a dozen industries that were being outpaced, outflanked and outgunned by nimble startups no one had heard of just a few years ago. From mattresses to transportation to banking and beyond, the world's most established brands are now in the crosshairs of unseen snipers who are quietly waging a guerilla war on their market—and their morale.

The world is changing and we must change with it.

## It Starts with Declaring What You Stand For

This is a story about how to change brand culture, thoughts and behavior—and to adapt to the nimbleness that has led to the rise of the startup world. The age in which we live is no longer just about what you make, but rather, *the purpose with which you make it*. Your reason for being. And more importantly, a brand's ability to tell stories that resonate in the hearts and minds of human beings.

Contained within this document are the five reasons *you need a brand manifesto*. Here, we'll unpack the market trends that cause employees and consumers to be unengaged and disloyal, highlight the key components of a brand manifesto—and how to make it stick. Finally, we'll look at three examples of companies who've successfully deployed a manifesto and activated it to transform their brand culture.



# 1

# A brand manifesto articulates beliefs.

*Manifesto:* “a written declaration of belief or intentions.” Used by political parties, revolutionaries, insurgents and yes—the world’s most ambitious brands. The *brand manifesto*, at its core, is the boiled-down, articulated set of beliefs a brand holds most dear. It’s been agreed upon by a quorum of key stakeholders and designed to create resonance between employees, brand culture enthusiasts and the world at large. It is the rallying cry to turn the tide. Within it is a declarative, articulated message that catalyzes brand stakeholders toward a unified vision.

## The Purpose of the Brand Manifesto

A brand manifesto serves an organization with three primary functions. One: It creates an indisputable focus that transcends divisions, verticals and business units. Two: It unites those disparate parts of the company with purpose rooted in something higher and deeper. Three: It catalyzes those companies—and the people within—to work together in pursuit of a singular vision. It also taps deeply into what motivates people at their core: feeling part of something bigger than ourselves.



## Purpose is the New Battlefield

Now, in the 21<sup>st</sup> Century—in what some call *The Age of Brands*—creating your own distinct mark on the world is even more important than ever. The titans of industry like Amazon will out-price and unravel those who have long been considered impervious. While price and product matter, belief systems—the higher purpose of *why* a consumer latches on to one product or another—is the new battlefield. We've all felt that disappointing moment when little Ralphie from *A Christmas Story* decodes the hidden message: “Be sure to drink your Ovaltine.”



On the opposite end of the spectrum, the most innovative brands in the world (big and small) are building purpose into their bottom line. Outdoor industry innovator CamelBak, for instance, boldly tags their advertising with their mission, “To continuously reinvent and forever change the way people hydrate and perform.” If you want your brand to rise above the fray, you have to lead with purpose. Some call it mission, vision, values. We call it the manifesto.

## Alignment Through Shared Beliefs

Some forward-thinking global companies are tapping into this phenomenon and unleashing both budgets and resources against solving these internal alignment tasks (companies like Nike, Cisco, Amazon, Intel, Wolverine Worldwide, Caterpillar and others). As C-suite officers begin to communicate more (CMO and CEO, CIO and CMO), they are discovering that a unified approach to internal and external communications is absolutely necessary for business success. And agencies are responding in kind—some with new, hybrid offerings that connect the business metrics of B2B marketing with the sexiness of B2C marketing. In some cases, it's been proposed that there is no more B2C marketing, but rather B2B2C—one simple, new model that more aptly reflects the majority of communication. And there's even a shift from shareholders to stakeholders—employees, customers, partners and, ultimately, the end consumer. In *The Age of Brands*, there is one directive: The need to win over your key stakeholders, rally them around a single purpose, and leverage their evangelism to sell it to the world. And nothing articulates the core beliefs of a brand better than a manifesto.

# 2

# A brand manifesto combats complacency.

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A 2013 Gallup study concluded that disengaged employees cost \$450B to the economy every year. Between social media, fantasy football, streaming sports and job hunting for their next gig, the costs are incomprehensible. Beyond that, employees find themselves stuck in a position with no ability to affect change within their organization. C-suite directives for innovation conflict with the realities of a brand's culture, often mired in company politics. Apathetic employees hide out in cubes or muted conference calls while secretly perusing job posts. These brands suffer from the complacency of their workforce. A properly articulated manifesto has the power to break the complacency cycle and set employees on a trajectory toward productivity and alignment. But before you believe every word you read, consider the costs.



# Inspire Them or Lose Them

According to a June 2018 Forbes article, 50% of the workforce is actively looking for a job at this very moment. Millennials, the new workforce that confounds HR again and again, seem to have a commitment issue. More comfortable multi-tasking, viewing the blend of work and life in a way that previous generations didn't, their recruitment and retention will become one of the most powerful forms of company currency; inspired, retained, aligned human capital. This generation values feeling part of where a company is headed. In fact, to engage them, you have to tap into their belief system. An employee who believes in where the brand is going is on a personal journey from apathy to engagement. A brand manifesto combats complacency because it signals eminent change.

**"AN EMPLOYEE WHO BELIEVES IN WHERE THE BRAND IS GOING IS ON A PERSONAL JOURNEY FROM APATHY TO ENGAGEMENT."**

## An Engaged Workforce is Directly Linked to Business Impact

### BY THE NUMBERS:

 Over 1 in 4 Millennials rated employee treatment as the most important value a business should follow if it wishes to have long-term success.

(2016 Deloitte Millennial Survey—*Winning Over The Next Generation of Leaders*)



Employees at organizations with an engaged workforce are 87% less likely to leave.

(ADP Staff—2013)



Work units at the top 25% of the employee engagement stats are 3.4x more effective financially than the bottom half of these measures.

(Engage For Success 2012)

# Get a Pulse on Employee Engagement

So how do you get a handle on the true state of your workforce, especially when layers upon layers of management hinder the ability to get a real picture of employee engagement across a company?

In 2016, we engaged with a large blue-chip tech company facing the challenge of a disengaged workforce. Following a significant shift in business direction and a 10% workforce reduction, anecdotal evidence from HR managers suggested a “heads-down, keep quiet” aura had settled over the organization. With competitors on their heels and a recent divesting of resources to focus on new growth opportunities, the company needed to inspire employees again. But to do so, they had to get a real pulse check on employee sentiment that could accurately capture both the problem and potential solutions.

Working in partnership with a C-suite support group, we deployed teams across the system to get a pulse on employee sentiments. It wasn’t a scientific polling. It was merely a thoughtful outreach to contacts at varying levels of a global organization. The approach was simple. Gain perspective at a level that the C-suite never really could, ensure that it was enough of a sample size to make it credible, and finally, rely upon the universal anecdotal truths we uncovered to help illuminate a true state of the union.

And illuminate, it did. We found out that employees were not as engaged as they once were. They were hungry for inspiration, poised to be reassured of a single, unified vision. That the golden era they’d once known could be established once again. That their best days were ahead, and not behind. More importantly, we discovered that across the organization, employees were more ready than ever to make a jump to another employer due to the uncertainty surrounding the workforce reduction from two years prior. What followed was a campaign construct presented to the C-suite designed to reinvigorate employee belief in the brand by helping them see themselves as a critical component to that brighter future. Beginning with a manifesto, the campaign was designed to turn complacency into commitment.



# 3

# A brand manifesto unites the clans.

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“Unite us. Unite the clans.” It was William Wallace’s directive, delivered to Robert The Bruce, in my all-time favorite film, *Braveheart*. And in corporate America, warring clans are real. Factions of disparate groups working for self-preservation in a dog-eat-dog hierarchical structure. These groups are not necessarily incentivized to work together and have nearly an impossible time seeing themselves as part of the whole. The *brand manifesto* has the potential to unite disparate clans of employees who may be loyal to their division, team or manager—instead, uniting them to the larger vision of the organization.



# A Living, Breathing Manifesto

What drives disunity between groups? Is it lack of vision? Self-preservation? Or a misaligned incentive system. It might be all three. Sometimes the disruptors within an organization are the ones who have the most potential to affect change. But they're also the ones who can quickly feel disempowered if the culture isn't ready for it. They fight for resources, go rogue and will do battle with anyone in their way. At least for a while. These are the employees that, properly empowered, have the ability to move the brand forward through unimaginable innovation. And within the language and concepts of a brand manifesto exists the power to help these disillusioned employees hear the unspoken cries of their heart and witness the true watershed moment they have been looking for. Whether passive employees or rogue rebels, without this watershed moment, their days are numbered. Eventually, they'll be keeping their head down and just doing their job. Which is the opposite of what the world's most ambitious brands want to inspire.

**"TO END THE QUIBBLES  
BETWEEN WARRING CLANS  
WITHIN A BRAND, THEY NEED  
A GUIDING ARTICULATION OF  
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GET LASER FOCUSED."**

To end the quibbles between warring clans within a brand, they need a guiding articulation of beliefs that lifts their eyes from the chaos and helps them get laser focused. They need a rallying cry. And it doesn't always have to live in the form of a written document.

Our work with GE Healthcare in 2014 employed this very concept, as we challenged their 26 healthcare divisions to imagine *selling* in a different way—not as disparate groups, but instead, as integrated healthcare solutions. They realized that *only* GE Healthcare was perfectly poised with the right people, the right process and the right technology to tackle the operating room of the future.

What resulted was a rallying cry campaign we created, called "Operation OR—Special Outcomes Unit." Delivered by way of cinematic teaser trailer and featuring a fictional cast of characters from across GE who had been pulled into a special unit for an undisclosed assignment, this became GE Healthcare's living manifesto! The campaign showed misfits from across GE Healthcare—each with deep discipline expertise—join forces for the first time. Our story was a reflection of what we wanted to inspire: real, human collaboration. In the following months, GE Healthcare was able to focus its collective energies on inspiring its divisions to think, act and believe as one—all through the power of a living, breathing brand manifesto.



# 4

# A brand manifesto connects you to your origins.

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Why does your brand exist? No, really. Think about it. Why does your brand deserve headspace on planet Earth? Your brand may be small and yearning to become something more. Or, it may be immense—and if so, it grew by leaps and bounds for a reason. Do you remember when it was small? When it was only a spark? When it was but an idea scribbled on a tattered napkin. This is your origin story.

Your origin story is a fundamental element of your brand that is often lost in the growth and pivots. Brand stakeholders—and especially employees—know *what* they do. They know *how* they do it. But most don't know *why* they do what they do. Simon Sinek captured the essence of this phenomenon in his book, *Start With Why*. Your origin story pulls that *why* to the forefront and reminds stakeholders of the immutable truth that existed within the brand since day one.

# The Origin Stories of Brands

Delta Airlines is a great example of a company that remains committed to the values it was founded upon. Launched in 1924 as a crop-dusting company, it continued to take on new challenges and opportunities at every turn. Now, only ten years after emerging from bankruptcy, it's one of the most awarded and preferred airlines in the world. *Keep Climbing* is not only a tagline, it's a reminder to employees and customers that the Delta experience is and always will be the centerpiece of what sets the brand in a class all its own. From incredible employees to an elevated in-flight experience and a vast infrastructure of worldwide destinations, Delta stands apart from its competition because of its relentless pursuit to become a better airline.

Cisco Systems started with its own unique origin story. Ideas scratched on a couple napkins. Intel, since its very inception, has been driven by its founder's belief that "what has been done can be outdone." Nike's tagline is its own rallying cry. Actions, not words. The truth is, within the beginnings of almost every brand story is a nugget of truth—pay dirt—that needs to be extracted, refined and brought to life.

Within the purity of a brand's origin story is often its *Why*—its reason for being. Take Tesla, for instance, the defy-all-odds car company driven by its quest to achieve the *advent of sustainable transportation*. Even as they diversify, they keep their disruptive spirit woven through everything they do. Your manifesto should trace the story of that forgotten truth and show how your brand got from then to now, there to here.

Maybe the brand is unwavering and it's never lost that passion to serve. Or maybe, like Wells Fargo, the brand hit rock bottom and has finally found the courage to return to the ideals that once made it a great company. In any case, your story is *yours* alone. And the more you thread your own brand's truth throughout it, the more it will resonate.

**"WITHIN THE BEGINNINGS OF ALMOST EVERY BRAND STORY IS A NUGGET OF TRUTH THAT NEEDS TO BE EXTRACTED."**



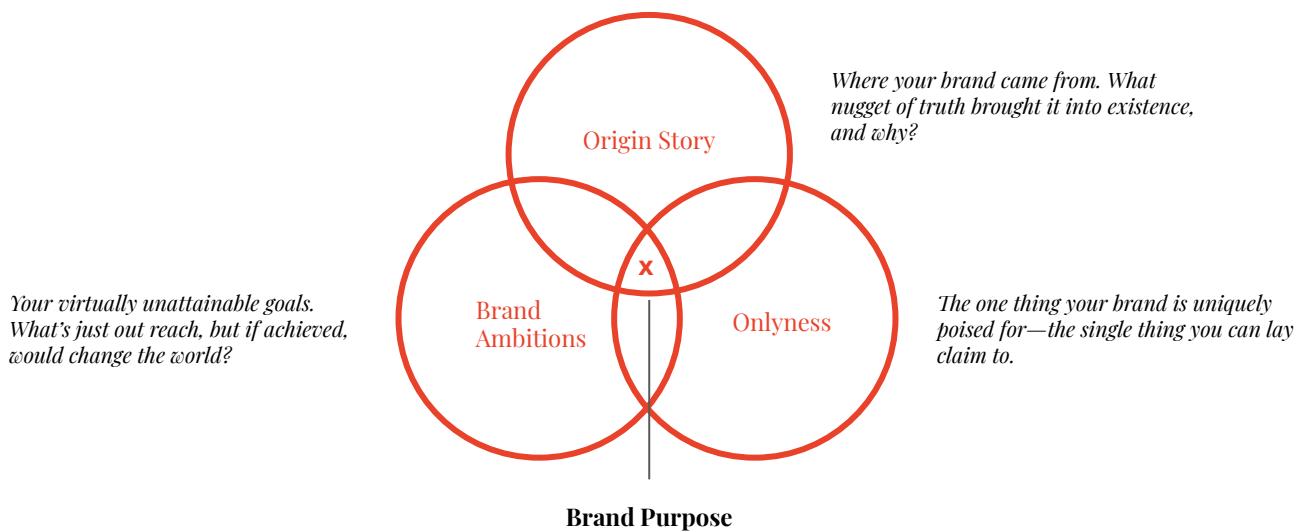
# Origins & Onlyness

Your brand exists for a reason. It has a unique, individual, undeniable purpose—or what we like to call, an *onlyness*. It's the one thing in the world only you can uniquely lay claim to. And it's all yours. You just have to identify it.

For Intel, it was the fact that they have employees *inside* that make amazing possible *outside*. An Amazon Gift Card is the only gift card that allows you to give someone the gift they actually want—the gift of *anything*. And Tesla, with upgradable firmware, is the only car that gets better *after* you buy it.

In every scenario, weaving your *onlyness* into your brand manifesto is a way to ensure it's entirely defensible—and entirely yours. Every brand has an *origin* and an *onlyness*. You just have to uncover it.

## BRAND PURPOSE MODEL



# 5

# A brand manifesto builds brand culture.

Peter Drucker said it best, “Culture eats strategy for breakfast.” What he meant by that was simple: Companies with sound intentions and strategies are often hijacked by the brand culture they’ve created. In fact, in some cases, it’s nearly impossible to turn the tide with brand strategies that contradict the culture they exist within.

In many cases, the C-suite is far too removed from the front lines of the business to truly understand the challenges these employees face on a daily basis. Lack of empowerment and red tape often stand in the way of progress. Despite the knowledge that brand culture is what retains, engages and creates loyal employees, highly matrixed global brands have a hard time shaping that culture. Size and decentralized structure often work against the cultural values of nimbleness, innovation and self-governance that quickly rising startups are known for.



## Rallying the Troops

A brand manifesto, properly articulated, embodies the intention of what a brand seeks to be, not necessarily what it is today. It's a baby step toward capturing the sentiment of an organization poised for a new era. But within the adoption and activation of the brand manifesto is the power to affect culture.

A brand manifesto gives permission to think different and act different. To be bold. And when the C-suite is behind it, it provides a refreshing narrative that people can support with a resounding *Yes!* A brand manifesto acts as an upward draft to an organization. And though the flight may be fragile—just like the Wright Brothers' famous fifty-nine seconds of air time—it's the moment we look back upon knowing we had liftoff.

## The Culture Gap is Real

**"THE BRAND MANIFESTO GIVES PERMISSION TO THINK DIFFERENT AND ACT DIFFERENT. TO BE BOLD."**



In 2014 and 2015, we helped Cisco face a difficult culture challenge. A proven innovator on the cutting edge of some of the world's greatest technologies, the brand was misunderstood and mired in a culture of fear.

An innovation group within the walls of Cisco was trying to inspire the global employee base to freely tackle the *Innovate Everywhere Challenge*: a company-wide innovation contest that challenged teams across the globe to work within lean startup pods to generate and ultimately scale new ideas. This was on the heels of an external *Never Been A Better Time* campaign, which proposed that Cisco's never been in a better environment technologically, culturally and globally to impact the world for good. The campaign didn't ring true internally. Instead, our work revealed a culture of red tape and hand-slapping for those few who would venture beyond the bounds of the unknown.

To help solve this for Cisco, we worked to create the *Articles of Innovation*, a nontraditional brand manifesto that embodied the spirit of innovation Cisco wanted to see reflected within their culture. It articulated the fundamental beliefs that would spur innovation, unleash creativity and align the workforce. Punctuating a six-month consulting engagement, we helped them design a digital hub to gain more participation from employees company wide. The result? It was the highest level of participants the challenge had ever seen. One giant step toward their bolder future.

## Tapping into Brand Culture—Nike Zerocity

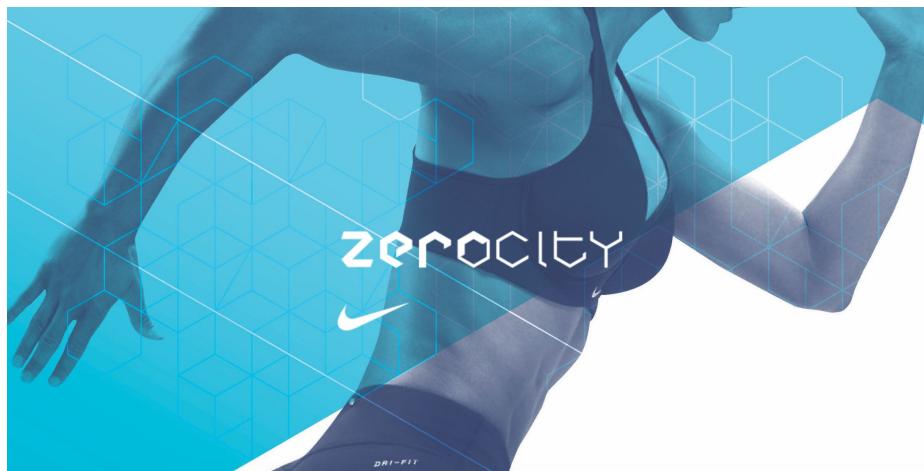
**“TO DRIVE SUSTAINABILITY, NIKE KNEW IT WOULD HAVE TO RALLY AROUND A SINGULAR GOAL WRAPPED IN AN IRRESISTIBLY POWERFUL STORY.”**

When Nike leads, the world follows. But in 2016, it faced the challenge of trying to align its workforce around a culture of sustainability and innovation. Working toward a \$50B goal, innovation *through* sustainability was the charge. Nike was about to make a bold declaration: the pursuit of a zero-waste supply chain. Bold, ambitious and completely audacious. To do it, Nike knew it would have to rally the entire organization around a singular goal wrapped in an irresistibly powerful story. To crack the code on selling Nike’s zero waste supply chain plan, we had to tap into the culture—employees’ ambitions to push past the boundaries of what’s possible. Instead of driving down waste, we called on employees to *accelerate it* to zero.

Armed with a deep human insight about the collective momentum of Nike, its athletes and the world, we created a platform and accompanying campaign called *Zerocity*. Within weeks, Nike’s SB&I team had taken the visual center and our collaborative thinking and begun shaping each event and outreach into a living manifesto that fell under the banner of *Zerocity*. A section of the manifesto reads as follows:

*We don’t waste a breath, let alone a single scrap. Lighter, better, faster. When Nike, our athletes and the world create an unstoppable force that accelerates waste to zero, we’ve done our job. We’ve created sustainability through innovation.*

*We have created Zerocity.*



# The Decentralized Workforce Trade-off

No one has more to gain—or lose—from this potential rally cry (or lack thereof) than global companies. These brands, while often possessing a centralized headquarters, usually have a decentralized and dispersed employee base. More and more employees are working from home, and according to a January 2016 *Forbes* article, by 2020 nearly half the workforce will be contractors. Whether your workforce is employed or contracted, you still need to tap into their hearts and minds for motivation.

**"WHEN REMOTE EMPLOYEES FEEL IMPACTED BY A CULTURE SHIFT, IT'S EVIDENCE THAT THE ENTIRE ORGANIZATION IS BEGINNING TO THINK, ACT AND BELIEVE AS ONE."**

With the decentralization in workforce, the language barrier (and accompanying considerations around multi-lingual, translated employee communications campaigns), global companies face the challenge of misalignment, above all else. Ask anyone, and they'll tell you about major swaps of talent between Google, Intel and Cisco, for instance. These global companies, more than regional or national players, need a rallying cry to unite their disparate workforces. Instilling a deep sense of brand culture at the far reaches of satellite offices is often difficult, but necessary. This includes consistent communication from leadership, along with the clear recognition that global employees, even at the far reaches of the planet, need to be brought along for the ride. When employees in remote or distant locations feel impacted by the culture shift of a brand manifesto, it's evidence that the entire organization is beginning to think, act and believe as one.



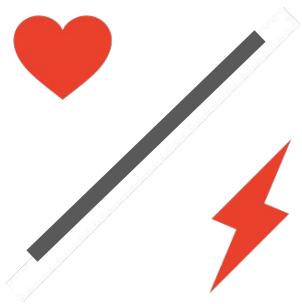


# The **WATCHOUT** million-dollar manifesto mistake

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The million-dollar mistake—or perhaps, for some companies, the billion-dollar mistake—is the failure to activate your brand manifesto in a tangible and compelling way. Declaration is just the first step, but we believe there are two more crucial steps. Over the years working with brands, we developed the *Brand Actualization Hierarchy*—a model that encapsulates a brand's movement from survival to significance. First, it starts with declaring what you stand for. Second, activating those beliefs internally and externally. Third, actualizing those beliefs by ensuring they are programmatically true through the organization. Top to bottom, inside and out.

Brands like Intel, Amazon, Cisco and Nike know this. In every case, our work with them didn't stop with the articulation of the brand manifesto. Rather, that's where it *began*. For Intel, it resulted in a global campaign and tour to engage employees. For Cisco, it continued with the *Innovate Everywhere Challenge*. For GE Healthcare, it was a content-led campaign veiled as a cinematic teaser trailer with recruitment events across the country. The worst thing you can do is draft a manifesto that only gives lip service to the future. Instead, the brand manifesto needs to be activated and engrained in everything you do. Campaign it. Programmatize it. Embody it.



# Activating your brand manifesto

## THE STEPS

### 1. DECLARE WHAT YOUR BRAND STANDS FOR

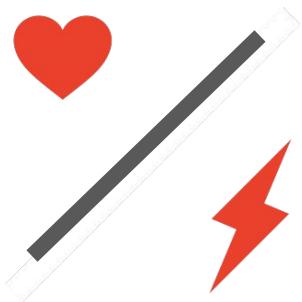
- Articulate and publish your brand manifesto, socialize it and gain buy-in at the highest levels of your brand.

### 2. ACTIVATE YOUR BRAND BELIEFS

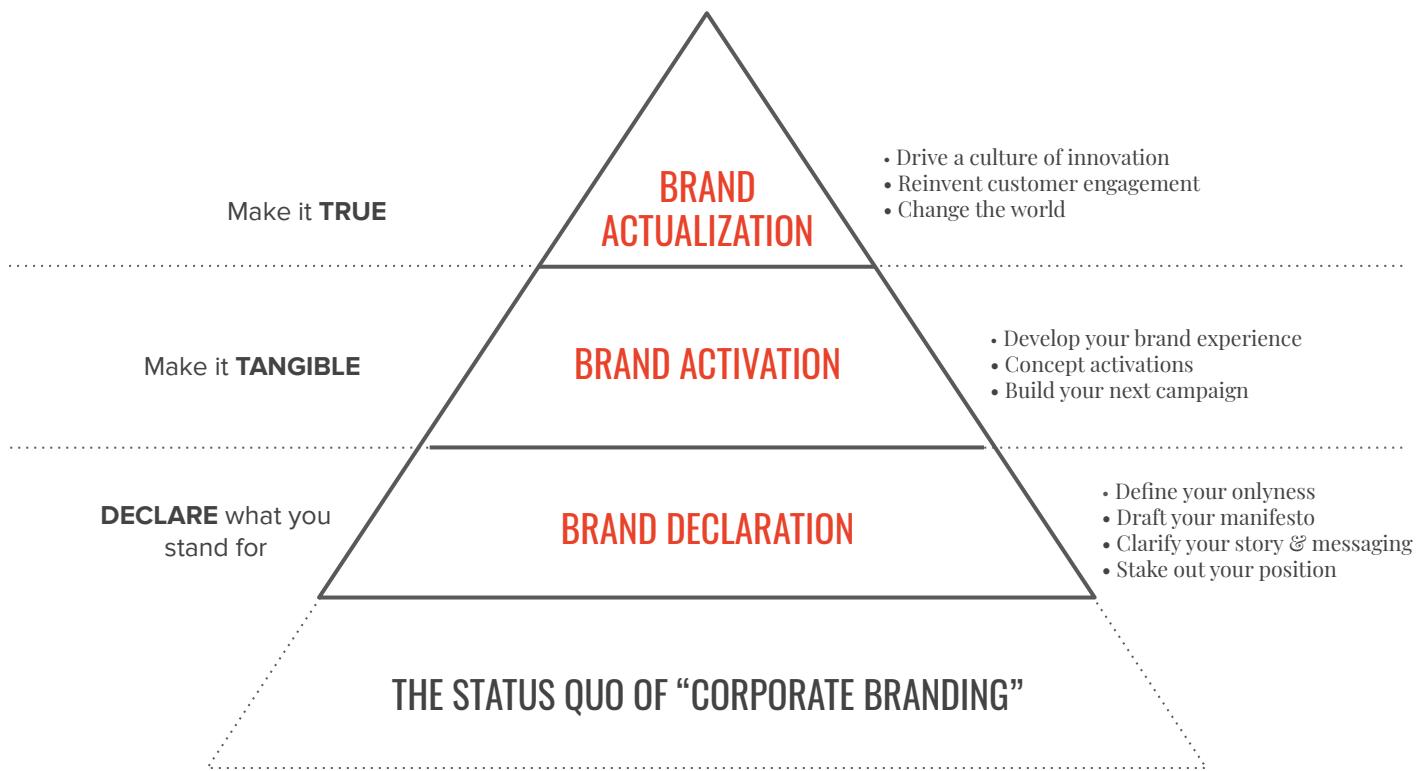
- Campaign internally and externally to turn your brand manifesto into a true artifact that is sharable and experienced by stakeholders at every level.

### 3. ACTUALIZE YOUR BRAND

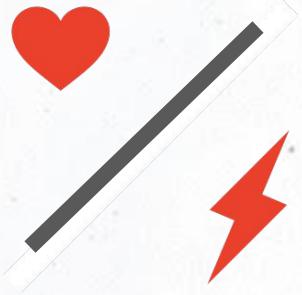
- Take the brand ambitions you've identified (the ones that aren't quite true today) and start changing the way you do business: innovate, reduce red tape, change policy, enable a more nimble culture—one employees want to be part of.



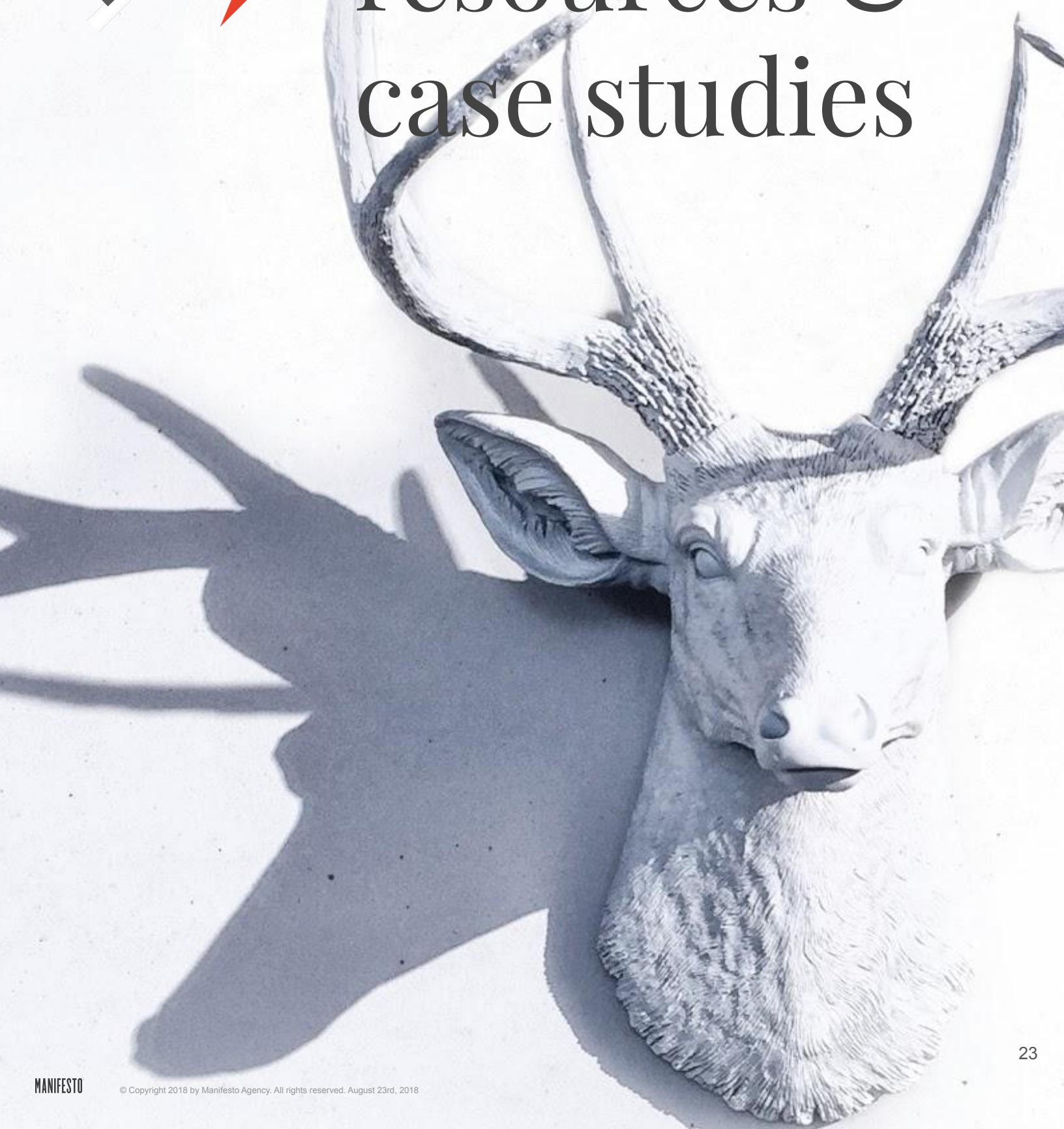
# Brand actualization hierarchy

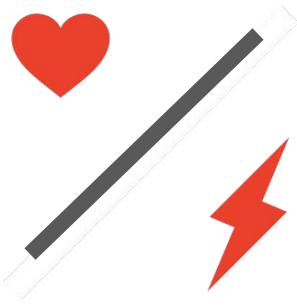


The *Brand Actualization Hierarchy* is the proprietary model we developed to help our clients identify and move toward their growth edge. Foundationally, it begins with declaring what you stand for, with actions that articulate and stake out your position. Next, it's activating the brand. Making what you've declared tangible through experiences, activations and campaigns. But that's where most agencies stop. The real pinnacle of a brand's existence is its ability to self-actualize. To be entirely true to self. To drive a culture of innovation, reinvent the way it functions, innovate at every turn and impact the world for good by giving back.



# Appendix, resources & case studies





# Intel

## EMPLOYEE ACTIVATION

### Let The Inside Out

Starting in 2015, Manifesto had the opportunity to work with Intel on a global, employee-first campaign that emerged from deep within. Intel was on the cusp of an external campaign, making the shift from an ingredient brand to *the author of amazing experiences*. Working with a mix of key stakeholders—from employee communications to HR, innovation and beyond—Intel undertook a massive endeavor to reach out to its 110,000-plus global employee base.

Such a massive shift in business would require Intel to not only inform its employees about the shift, but to engage them as part of it; to unlock from within a deep brand truth. At the onset, we faced skepticism due to former internal campaigns that were deemed cheesy, unrealistic or far-fetched. In fact, employee skepticism and distrust of corporate marketing was the greatest hurdle we would have to overcome if we truly wanted to connect with Intel employees' hearts and minds.

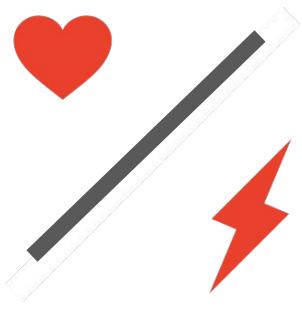
To get under the hood of the culture, our search for truth started with one guy: Andy. Andy was an engineer working in a skunkworks group. But what he elevated in terms of insights became the lynchpin for the entire campaign. Out of this informal interview, over beers, our team developed a series of tenets that were discovered to be unilaterally true across Intel. “Managers as gatekeepers” was one of the most fundamental truths of all. Beyond simply campaigning, we had to deeply engage and build into the rallying cry an opportunity to involve managers as the gatekeepers for this message.

Next was the manifesto itself. With a handful of anecdotal conversations, we wrote a manifesto that represented the unified voice of Intel employees. The first draft was close. Most of all, it was amazing to watch the room of Intel higher-ups light up at the truth that had been uncovered within. “You get us!” These words were Manifesto’s articulation, but the ideas contained within were not new—or even ours. They were Intel’s. Someone just took the time to uncover a truth that existed at every level and articulate it. This Intel manifesto became the jumping off point for a nearly two-year campaign to unite the global Intel workforce.



#### THE INTEL MANIFESTO

*Intel has been the powerful force behind amazing technology, but rarely gets the credit. Far too long has the brilliance, intellect, and innovation of Intel been kept a secret from the world. We are no longer just the ingredient. Today we will show and tell the world what we stand for: that we create amazing experiences from the inside out. As employees, we've been too busy working on the technology inside to lay claim to the experiences we create on the outside. In reality, we, the employees are the brilliant force inside Intel that creates amazing on the outside. It's time to Let the Inside Out.*



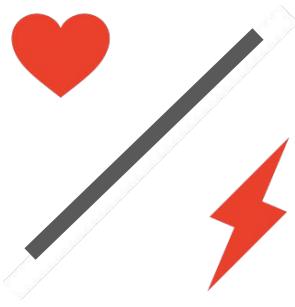
# Amazon

HEART OF THE BRAND

## Prime Manifesto

Having grown by leaps and bounds over the years, the Amazon Prime team found itself in 2016 faced with the challenge of formulating their beliefs. What started as a benefit set for premium customers took on a life of its own, offering free movies, music and more—alongside the free 2-day shipping benefit. On the heels of our successful launch of the Amazon Prime Rewards Visa Signature Card, Amazon engaged Manifesto again, this time to draft its brand manifesto. What? A brand manifesto for Amazon? Yep. Even successful behemoths need to be reminded what they stand for. What resulted was an anthemic narrative delivered to the Prime team that elicited discussion, broke barriers and unleashed a larger conversation of what Amazon stands for.





# The Artifacts of Brand Actualization

It's easy to instruct a brand around the need for a manifesto. But it's another thing to ensure it comes to life. During our work with some of the world's biggest and most matrixed brands, we discovered the following tools are the most powerful—and in most cases, necessary—to effectively deploy a brand manifesto. Below are examples of artifacts you'll need to get started.

## BRAND MANIFESTO

Written articulation of beliefs; published, designed, supersized and put everywhere. E.g., [The Intel Let The Inside Out Manifesto](#), [Our People Deal](#), The Cisco Articles of Innovation, or The [Amazon Core Operation Principles](#), for a less sexy guiding set of beliefs. We believe a vessel is necessary to contain these beliefs. And in our experience, a manifesto is the best vessel.

## ANTHEM VIDEO

Anthemic, inspirational video that brings the manifesto to life and employs a brand's origin story & onlyness. E.g., [Mount Mary—Here's To The Bold](#). This was for a 100-year-old university that had to rediscover their own truth: That they were pioneers before their time! They helped women go to college in a time when women didn't go to college. And they never lost that bold spirit.

## PURPOSE PLATFORM

A focused point of view on your brand purpose. E.g., Nike's Sustainability & Innovation—[Accelerate Waste To Zero](#) or Intel—Our Employees Inside Make Amazing Experiences Outside. The purpose platform creates a focused container or big idea to operate, build out and mobilize your campaign.

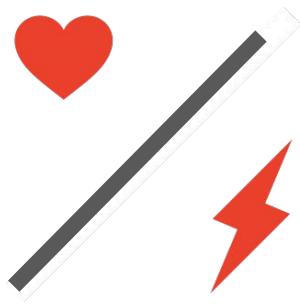
## INTERNAL CAMPAIGN

The [Intel Let The Inside Out](#) Tour—A global, experiential campaign blanketing 24 campuses, featuring cutting-edge Intel technology and local stories of innovative employees. Components might include building wraps, elevator wraps, lobby takeovers, on-campus activations, lock-screens. In this case, a global [experiential tour](#). Any channel employees will digest.

## PROGRAMMATIC IMPLEMENTATION

[Cisco's Innovate Everywhere Challenge](#) was a company-wide initiative to engage employees in innovative, startup-inspired thinking. The feedback loop from employees and a changing culture is just as important as implementing programmatic changes to a brand. Whether pulse checks across the organization that demonstrate incremental improvement, or engaging organizations like [MindWire](#)—a quickly growing Human Capital firm that helps to predict and enhance the performance of your people—knowing your workforce and having them know each other is part of unlocking your collective DNA.

\* Not all of the examples above are tools we authored end to end. That's not the point of these tools. This is a collection of both Manifesto's work and an exposure to client initiatives that informed our work. Most of all, the list above should provide a helpful set of examples for you to get started.



# It doesn't have to be daunting.

**GET IN TOUCH WITH US**

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Tackling a brand manifesto and bringing it to life doesn't have to be daunting. We've seen successes time and again where brands emboldened their stakeholders to move toward higher ground. If you need help, that's why we exist. We'd love to talk shop and help you navigate how to not only articulate your brand manifesto, but to bring it to life and truly transform your brand's culture.

*Tim Dyer is Chief Storyteller and Managing Partner of Manifesto. Manifesto is a brand declaration agency that rallies humans around the heart and soul of the world's most ambitious brands. Manifesto's work spans brand strategy, brand development and storytelling, employee engagement, branded content, CSR and sustainability campaigns for brands such as Starbucks, Nike, Intel, Amazon, Cisco and GE Healthcare.*

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