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COLLIDE



**A  
WHITE  
PAPER**

Creating greater value  
through alignment  
and collision points

*By Rachel Audigé & Leigh Morrison*

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# WHY

DID WE WRITE THIS?

**THE BACKDROP TO  
THIS PAPER IS THE  
OBSERVATION OF  
THREE TRENDS**

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# A SEARCH FOR MEANING...

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We believe that while the world is increasingly automated, digital, impersonal and dehumanised, there is a strong counter-trend towards mindfulness, balance, empathy and the importance of emotional resilience. We see this in the move to conscious capitalism

and in the desire for a meaningful purpose of many corporates. For example, **Johnson & Johnson** - caring for the world one person at a time. **LG** - spreading the power of optimism, expressed to consumers as 'life is good' and **airbnb** have really anchored their

meaning to 'belonging' through the line 'belong anywhere'. There seems to be general recognition that people, and the organisations they are part of, will thrive if they can create a meaningful impact inside out.

...

## A NEED FOR A 'PEOPLE MINDSET'

a shared understanding about what is important to the people who work there and mutual benefits to the organisation.

*"Company culture is more important than ever. It's not that company culture was ever unimportant, but it's quickly proving to be a "must-have" rather than a "nice-to-have."* **ENTREPRENEUR MAGAZINE**

*"If you don't understand people, you don't understand business."* **SIMON SINEK**

*"What we need are businesses that have a complete understanding of the impact of balancing purpose and profit."* **TANK MARKETING**



# AN APPETITE FOR INNOVATION...

Most organisations know that their sustainability depends on their ability to reinvent ideas, products, processes, services and their business model and to do this on all three horizons (incremental, breakthrough and transformational). A number of companies have come to terms with the fact that their competitive set has completely changed. For example, GE now considers Amazon and google to be major competitors. Most look at recent innovations such as Uber and airbnb as proof that the new model can turn the market upside down.

Fostering an innovation culture in an organisation has become a major priority for public and private enterprise alike.

*"According to a study by IBM and based on 1,500 corporate heads and public sector leaders across 60 nations and 33 industries, creativity is now the most important leadership quality for success in business, outweighing even integrity and global thinking."*  
**FAST COMPANY**

*"The company that builds a culture of innovation is on the path to growth. The company that fails to innovate is on the road to obsolescence."*

**A.G. LAFLEY AND RAM CHARAN**

*"It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date."*

**ROGER VON OECH**

*"The things we fear most in organisations - fluctuations, disturbances, imbalances - are the primary sources of creativity."*

**MARGARET WHEATLEY**

...

## A NEED FOR AN 'INNOVATION MINDSET'

a recognition of the need for alternative ways of thinking, greater agility, and a high tolerance for risk. All for better business results.

# A REFOCUS ON THE CUSTOMER...

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We have seen a general shift in most companies from product or technology-led to customer-led marketing. Click on almost any website and you will read something around customer centricity or the needs and pain points of the customer. Most organisations we speak to are seeking to operate a shift in this direction and are painfully aware of their lack of 'customer insights'

or 'customer intimacy'. Whereas Marketing was always a cost centre and brands an investment, the former is now seen by many as the driver of value and brands are now appearing on the balance sheet.

*"Modern capitalism [is now all about] customer-driven capitalism"*

**ROGER MARTIN - HBR**

*"Because the purpose of business is to create a customer, the business enterprise has two - and only two - basic functions: marketing and innovation. Marketing and Innovation produce results; all the rest are costs... Concern and responsibility for marketing must permit all areas of the enterprise.*

**PETER DRUCKER**

...

## A NEED FOR A 'MARKETING MINDSET'

a shift in organisations to centre on 'what's in it' for the customer.

...

**WE BRING ALL THREE MINDSETS TO THE TABLE; AND WE CONNECT THE DOTS**

# WHAT

IS BEHIND THIS?

**ALL THREE  
MINDSETS ARE  
REQUIRED AND  
YET THEY ARE  
MISALIGNED  
BECAUSE...**



What is behind this?

### **PEOPLE DON'T KNOW OR THEY SKEW WHERE THE SOLUTION WILL COME FROM**

In many organisations, the function or focus of a department or a team creates a bias as to where they look for solutions. Managers seek out experts in their field to solve problems that may either be better solved by another discipline or in consultation with another one. In one instance, a client approached us seeking innovation consulting only to reveal that the leadership team was stifling ideas due to their lack of respect and trust in each other. What they needed was a joint approach that addressed their behaviours and their inventive thinking. This pattern repeats constantly.

### **THESE CRUCIAL MINDSETS (PEOPLE, INNOVATION & MARKETING) ARE BEING LIMITED TO DEPARTMENTS**

All too often, single departments take on initiatives and recreate the wheel - or a portion of it. We see marketing teams working on re-branding and overhauling a campaign, while HR is working on improving employee morale and working on the culture. What you really want is for one brand and culture to drive experience inside-out. In another project, HR had taken on a change management initiative in isolation following a merger. We recommended the injection of inventive thinking to harness the agility and creativity of the target firm and bring that across the newly formed business.

### **THERE IS A LACK OF CONGRUENCY BETWEEN WHAT IS SAID AND WHAT IS BEING EXPERIENCED**

The buzz words are bandied around: purpose, value proposition, mission, values, culture... but what is being said - or what the brand promises - is often at odds with the experience of the employees. We have clients sharing privately that while their company is winning 'best place to work' the internal behaviours are far from optimal. On the other hand, we discovered a strong internal culture in a client with very motivated and loyal employees, but a poorly known brand that undersold the internal vibrancy. We believe in a seamless experience of a brand and culture inside out.

### **STRATEGY IS DECIDED BY THE HIERARCHY WITH TOO LITTLE BUY-IN**

All too often, strategy and the key business drivers are developed in a closed room without buy-in and alignment. We work with many companies who have launched a new strategy and announced a vision (often a purely a financial objective) with limited input by marketing, HR and other aspects of the business. The result is a vision that is out of whack with the organisation, the brand promise and often the customer value proposition.

### **THERE IS A STRIKING MISSED OPPORTUNITY IN WHAT MOST ORGANISATIONS CALL THEIR 'PURPOSE'**

People want to know that what they are doing matters, and respond well to an organisation that stands for something. We believe that best practice involves developing a positive purpose that resonates for everyone. Anchored in a creative (and differentiating) brand value proposition that serves as a strong element of the employee value proposition, and is expressed easily in the organisation values. Examples of strong purpose statements include *Disability Sports Australia* 'changing lives through sport'.

Doing this well requires a co-created effort. While the sole driver of corporates is often fundamentally to create shareholder value, this need not be the only driver and indeed, for SMEs, the notion of 'purpose' can be a powerful motivator for both customers and employees.

●●●

**THERE IS A LOT TO  
BE GAINED BY ALIGNING  
THESE MINDSETS**





# WHERE

ARE YOU AT?

**READ THROUGH  
THE CHALLENGES  
& CHECK WHETHER  
THEY RESONATE  
FOR YOU & YOUR  
ORGANISATION**

**IF THESE CHALLENGES RESONATE  
YOU MAY BE NEGLECTING ONE OF  
THESE MINDSETS - OR AT LEAST HAVE  
2 OUT OF THE 3 OUT OF SYNC**

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# CHALLENGES

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*“We spoke a lot about innovation but no one gave us tools to do things differently – and in any case, there was too much turf fighting to actually do anything.”*

*“We nailed the marketing strategy but then failed to implement it because we kept on approaching things the same way.”*

*“We bought out a company that was everything we weren’t: dynamic, agile and exciting. We then swallowed them up and lost all that equity. We should have applied innovation to our own processes and systems to learn from them.”*

*“We developed a purpose but it seems to be way out of sync with our brand.”*



*“We can’t seem to align on anything, let alone how to manage our teams to work together – no wonder there are silos between departments.”*

*“Our company has a so-called ‘purpose statement’ that has replaced our mission – but we know that the main driver is keeping shareholders happy.”*

*“We have a vision statement but it is anything but visionary or innovative. It doesn’t inspire me in the least.”*

*“There are a bunch of values on the wall but they are totally vanilla and they don’t mean much to anyone.”*

*“We talk up our innovation on the outside but what we experience on the inside is bureaucracy, not-invented-here syndrome, and fear of getting it wrong.”*





ORGANISATIONS WILL  
SEE THEIR

**BRAND,  
CULTURE &  
BUSINESS  
STRATEGY  
THRIVE**

WHEN THEY ALIGN THE WAY THEY  
WORK TOGETHER, THE WAY THEY  
THINK INVENTIVELY & THE WAY  
THEY CREATE VALUE FOR  
THE CUSTOMER

# HOW

COULD YOU BECOME  
MORE EFFECTIVE?

TWO CORE  
BELIEFS FORM THE  
FOUNDATION OF  
OUR APPROACH



## **1. HARNESSING ‘VALUE’ THROUGH ALIGNMENT & METHOD**

Organisations will see their brand, culture and business strategy thrive when they align the way they work together, the way they think inventively, and the way they create value for the customer. These three ‘mindsets’ - people, innovation and marketing - need to be worked on with structure and method to bring out their value.

## **2. HARNESSING ‘MEANING’ THROUGH THE COLLISION POINTS**

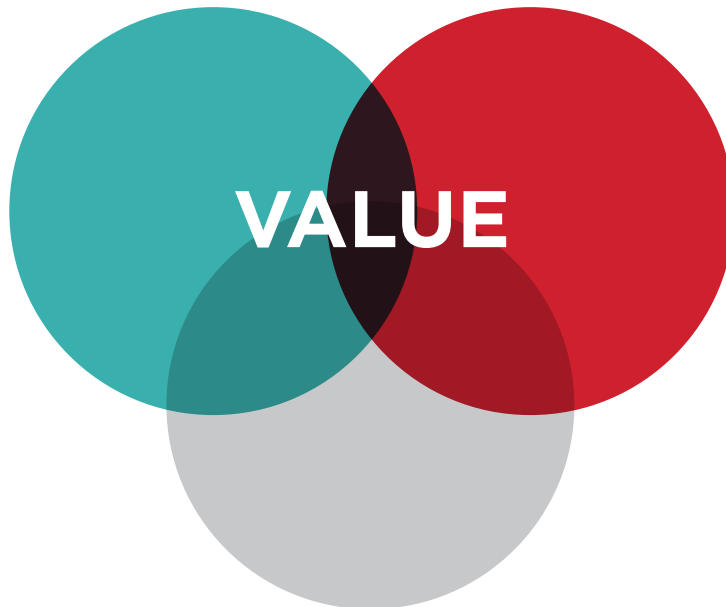
When the three mindsets are aligned, their points of intersection - or their ‘collision points’ - give rise to five compelling and meaningful business drivers that will bring huge value to the organisation: Purpose & Values. Vision. Brand Value Proposition. Employee Value Proposition.

# 1. HARNESSING 'VALUE' THROUGH ALIGNMENT & METHOD

We have established that  
there is a trend towards,  
and a need for...

## A PEOPLE MINDSET

A shared understanding  
about what is important  
to the people who  
work there and  
mutual benefits to  
the organisation.



## AN INNOVATION MINDSET

A recognition of the  
need for alternative  
ways of thinking,  
greater agility, and  
a high tolerance for  
risk. All for better  
business results.

## A MARKETING MINDSET

A shift in organisations to centre  
on 'what's in it' for the customer.

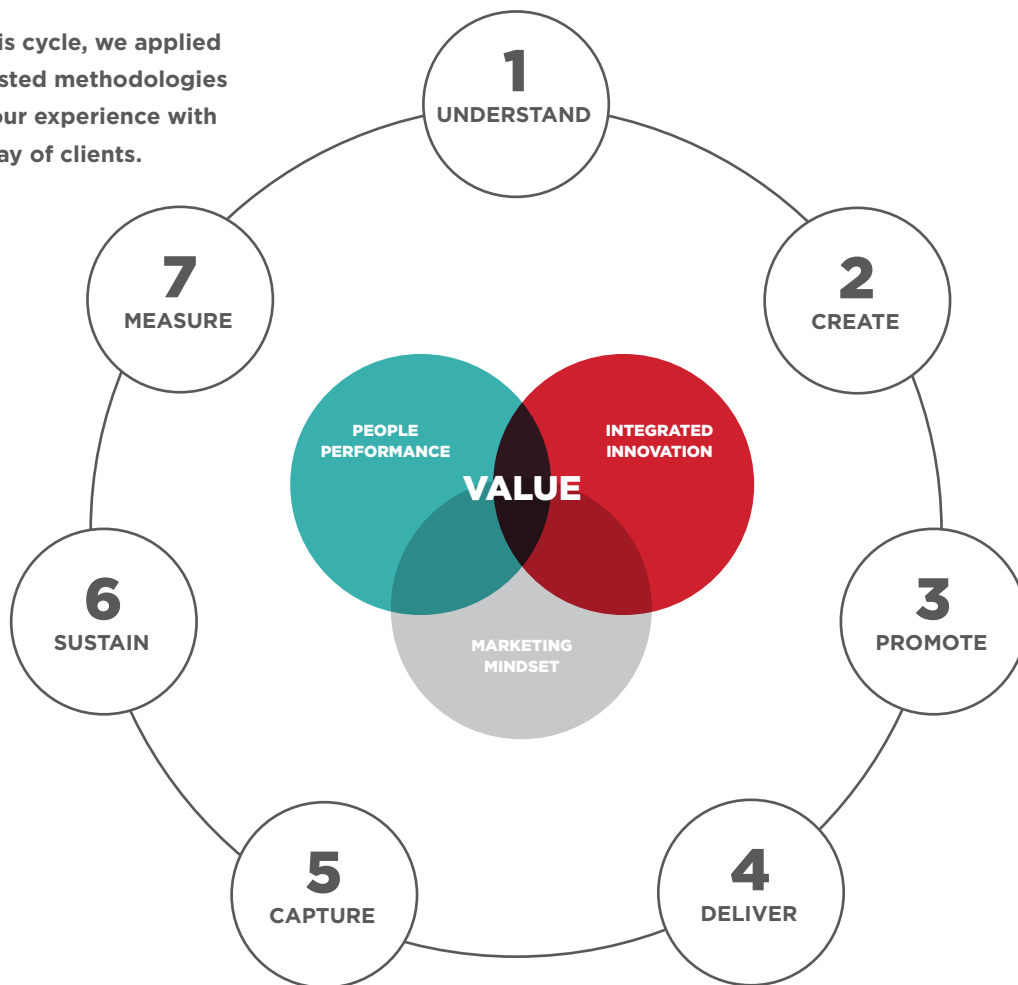
Fostering these mindsets in an organisation requires strategy, structure, tools and experience and agility. We help develop each mindset by approaching them

through relevant areas of the 7-step value cycle to assess and prescribe how you understand, create, promote, deliver, capture, sustain and measure value across

three areas; People, Innovation and Marketing. This helps structure thinking and focus on the unique value landscape and opportunities of each organisation.

WE DEEP DIVE INTO  
THE RELEVANT STEPS  
WITHIN THIS  
VALUE CYCLE.

Within this cycle, we applied  
tried & tested methodologies  
through our experience with  
a vast array of clients.



#### FOR PEOPLE

We place specific emphasis on culture, performance, engagement and wellbeing.

#### FOR INNOVATION

We enable organisations to innovate their processes, products, business models and marketing. We also help them drive organisational innovation.

#### FOR MARKETING

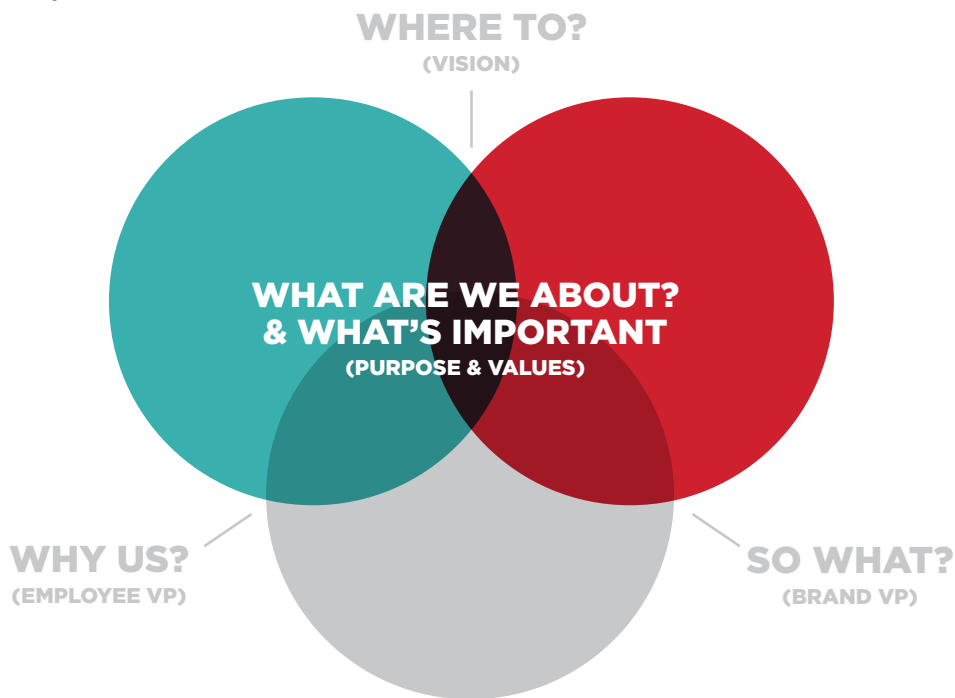
It is all about managing value. Our focus is on understanding opportunities, brand building and bringing counter-intuitive thinking to marketing.



## 2. HARNESSING 'MEANING' THROUGH COLLISION POINTS

Once you align the three mindsets the meaning drivers at each point of collision will be more compelling and impactful...

Our approach sees these as layers of meaning across five areas of the organisation.



### AT THE CORE - PURPOSE

#### WHAT ARE WE ABOUT - OUR 'WHY'

**Our reason for being. Our purpose and a core belief for the team to rally behind and the desired behaviours and attitudes.**

*"To inspire your staff to do good work for you, find a way to express the organisation's impact on*

*the lives of customers, clients, students, patients — whomever you're trying to serve. Make them feel it."* **GRAHAM KENNY - HBR**

There is a lot of conversation about organisations having a purpose. And countless purpose

statements have little emotive appeal or buy in. A purpose shouldn't be a static thing.

In some cases mission statements have been replaced with purpose statements and provided greater depth and meaning.



Purpose should be expressed through relationships and ways of communicating, influencing decisions made, tasks we set, and the mindset we take to what matters in the organisation.

We believe that the purpose should be strong enough to anchor the other meaning drivers at each collision point. It should enrich everyone's experience, inspire staff to do good work, have an impact on the lives of customers, clients, employees and suppliers, and have core truths that people can see and feel to believe. It should resonate.

If it is strong, it will help bring to life the value proposition. For some organisations people buy the "Why?" but for other the "So what?" weighs in more. The purpose will not always need to be communicated externally.

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## GREAT EXAMPLES

**REA Group:** 'To make the property process simple, efficient, and stress free for people buying and selling a property'. This may seem quite straight-forward but really allows everyone involved to step into the head and heart of the customer and connect with what they do day-to-day for their customers. The former CEO calls this the 'philosophical heart beat' of REA.

**Kellogg's:** 'Nourishing families so they can flourish and thrive'.

**ING:** 'Empowering people to step ahead in life and business'.

## AT THE CORE - VALUES

### WHAT'S IMPORTANT TO US - OUR 'HOW'

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Values are what is important. The way we engage with one another. How we foster the desired attitude and behaviours.

*"We believe that it's really important to come up with core values that you can commit to. And by commit, we mean that you're willing to hire and fire based on them."* **TONY HSIEH, ZAPPOS**

Most organisations are able to create values or at least identify them. For values to have impact they need to be meaningful,

memorable and relevant to the business at a given time. Without this filter we find values can't be translated into believable behaviours, or they become forgotten with nothing distinguishing. Too often we see cookie-cutter values slapped onto stationery, plastered over walls and discussed once a year at a conference. Often the intention is well meaning, who wouldn't want to foster 'integrity', 'excellence', 'innovation', 'leadership', 'respect'... But they are vanilla and unable to

be recalled or put into practice.

Organisations treat this as a tick-the-box exercise instead of thinking about what behaviours really matter inside and out. We help them identify meaningful ideas that reflect the brand, culture and the purpose. We then work with the client to ensure that the experience of values actually translates into how people behave and that they are worded in a language that sets the client apart.



LONG  
SCIENCE

## COLLISION 1

### WHERE THE PEOPLE & INNOVATION MINDSETS COLLIDE

#### THE VISION: WHERE ARE WE GOING?

##### **Our future promise. What we want to achieve in the future.**

*“Research shows that employees who find their company’s vision meaningful have engagement levels of 68%, which is 19% points above average.”*

**FORBES MAGAZINE**

A powerful vision harnesses the collision of your people’s shared meaning, ability to work together and make decisions, and how the current and future competencies of your team will enhance, drive and inspire new ways (of doing things).

Too often we see the vision confused with what a company does e.g. ‘Maximize our customers’ ability to get their work done’, an articulation of a business objective e.g. ‘Reach 1 billion by 2020’, or it’s simply a strategy in a convoluted sentence e.g. ‘Develop, deploy, and manage a diverse set of scalable and strategic knowledge management tools to serve our customers, improving the possibility of overall satisfaction among our diverse customer profiles’.

A compelling vision needs to be a statement that people believe in and want to work towards collectively. It should be enduring, and provide a clear picture of future success.

We believe that the vision will be better if it has been fuelled by the people and innovation mindsets.



#### **GREAT EXAMPLES**

“To revolutionise air travel - again.”

**VIRGIN**

“Create a world where people work to create a life, not just a living.”

**WEWORK**

“To create a better everyday life for the many people.”

**IKEA**

“The prime driver in an all-communicating world.”

**ERICSSON**



## COLLISION 2

### WHERE THE **INNOVATION** & MARKETING MINDSETS COLLIDE



#### GREAT EXAMPLES

**Starbuck's** initial value proposition was 'a third space'. This was based on a good insight and a real need for a comfortable space between home and work.

**Slack** have encapsulated it well with 'be more productive at work with less effort'.

**MailChimp** save a slogan proposition 'send better email'.

**Uber's** would appear to be 'the smartest way to get around'.

#### THE BRAND VALUE PROPOSITION: SO WHAT DO WE OFFER?

**Our promise of value 'to be delivered'. Value we add for our customers and clients, and the experience of using our brand/s.**

*"Reinventing customer finance for the better."* **SO-FI**

*"We amplify pride and create connections for fans."* **FANATICS**

Too many organisations focus on what they do (the product or service features) rather than the

benefits of what they do - their 'so what?'. This is how we sell the sizzle not the steak.

When companies develop a value proposition it is often bland and lacking inspiration or internal buy-in. Employees should feel proud when they say it and clients should be hearing a very good reason to pick that company! In short, how do you say "pick me!"

Examples of more successful value propositions illustrate the power of coupling inventive/creative thinking with a customer/marketing mindset.

We have found that the best work on value propositions involves drawing on our marketing experience and inventive thinking to take companies through a mapping exercise to identify an exciting territory, develop a unique value proposition and, from this, key messages for all stakeholders. This mapping also allows us to sharpen the actual offering to make the promise all the more true.

## COLLISION 3

### WHERE THE MARKETING & PEOPLE MINDSETS COLLIDE

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#### THE EMPLOYEE VALUE PROPOSITION: WHY US?

**How we attract and retain talent; our promise to employees.**

*“Customers will never love a company until the employees love it first.” SIMON SINEK*

*“Always treat your employees exactly as you want them to treat your customers.” STEVEN COVEY*

People need a compelling reason to join, stay, and give their best effort to an organisation. We've seen businesses thrive, maintain high performance and engagement from their people, and have high

levels of retention when they are able to articulate a unique proposition of what their career experience will be. Our experience has shown that the magic happens when the promises to your people and to your customer are in sync and it becomes seamless rather than disjointed. This is the 'collision point' between marketing and people mindsets. Once a strong employee value proposition is developed, articulate this clearly and consistently with current employees and outside talent.



#### GREAT EXAMPLES

The **Virgin** brand is about bringing what the customer wants in an engaging and surprising way - hence how they've been able to forge into new industries and break the mould of expectation, in a really personable way.

**Adidas** have set about shaping the future of sport, and have articulated their EVP as 'strengthening the fibre of (y)our future'.

**google** is setting about organising the world's information and making it universally accessible and useful, their tag line is 'do no evil', translates into their EVP as 'do cool things that matter'.

**L'oreal** is globally-awarded and called out for their clearly defined employee value prop, 'a thrilling experience, a culture of excellence.'



**OUR**  
APPROACH

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WE LOVE THIS SPACE AND  
SEEING THE APPLICATION  
OF THE THREE  
MINDSETS, GET IN  
TOUCH TO  
TALK MORE

## HOW WE'LL WORK WITH YOU

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**We work with a 'SHAKE AND SETTLE' approach that enables you to access new toolsets and mindsets and then embed them.**

Our approach is always a response to your needs and your brief. Everything we do is in partnership with you and with an aim to be congruent and to give you more possibilities. We believe that the teams we are working with often have the answers but need new ways of accessing them.

A TYPICAL WORKFLOW MAY LOOK SOMETHING LIKE THIS:

### A. DIAGNOSTIC

Where we understand your needs and pain points and identify where we will be playing in the value cycle (understand, create, promote...) and what is most relevant for your organisation.

### B. ZOOM

Here's where we agree on the focus of the project, the resolution (scope) and deliverables with a picture of what success will look like.

### C. SHAKE

We get smart people in a room and give them alternative ways of doing things. We love to work with workshops and challenge the status quo but when doing this we offer alternative tools and perspectives to help foster the marketing, innovation and/or people culture mindsets.

### D. PICTURE

Whatever the priority area, you are needing a roadmap for how to move forward. It may be a blueprint for how you will embed an innovation culture in your organisation or a behaviour change shift of another order. This is not a cut and paste exercise. It is always bespoke and co-created.

### E. SETTLE

We don't stop at good ideas or warm fuzzies; we are seeking to bring business results. As such, implementation and embedding the changes we have helped bring about is a priority. Many organisations have excellent project management capabilities, but embedding cultural change is something most need ongoing support with.

### F. MEASURE & REVIEW

We all know that what ain't measured can't be managed. We establish clear success factors at the outset and track against them throughout the project.



**ABOUT**  
THE AUTHORS

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## LEIGH MORRISON

BE

**Leigh is passionate about change, and specifically about how to build a sustainable leadership practice that enhances both employees and organisations.**

Her belief is there is a visceral link between energy and performance. Ultimately, high energy is a precursor to top performance. Her coaching guidance will help nurture and sustain the energetic best of your team, ripple through out the organisation and ultimately

breed stronger, more positive performance that drives results.

Much of Leigh's career has been focused on brand strategic and creative communication, until she made the switch to train in coaching, mindful and wellbeing practices. Leigh brings over 15 years experience working with Australia's top ad agencies and Client side roles in Marketing and Learning & Development.

Her processes have been proven to help all levels of the organisation gain more fulfillment,

accountability and reward successes. Her methodology aligns personal wellbeing and responsibility to drive business performance and peak energy levels.

Leigh holds a Bach. Communication (Advertising/Marketing), a Dip. Transpersonal Coaching, is a certified Kundalini yoga and meditation teacher, and Hogan personality assessment practitioner.



## RACHEL AUDIGÉ

**BRANDEXPANSION & INVENTIVE THINKING**

**Rachel Audigé is a facilitator, coach and speaker who works within businesses to enhance their brand or their inventive thinking to achieve tangible business results.**

She has spent 25 years in marketing internationally including 11 as a certified Systematic Inventive Thinking coach. She believes that marketing and innovation go hand in hand.

Her sweet spot is getting smart people in a room and giving them an alternative toolset and

mindset to tackle their new product, packaging and pipeline development, processes, problems, marketing & brand promise, productivity and people issues more effectively. She has had real success shifting mindsets, filling the gap between clients and their agency and bringing in a perspective that is strategic and creative. She has also developed a model for embedding innovation in the organisation and is the author of the forthcoming book, The Innovation Mix.

Rachel is an Economics graduate of Sydney University (1989) and holds a Maîtrise in Political

Economy from l'Université de Paris-Sorbonne (1990). Rachel completed her MBA at Melbourne Business School in 2015 and was awarded the Dean's scholarship for Women in Business.

She serves as a Non-Executive Director on two boards: The Produce Marketing Association ANZ and Creativity Australia. She is also a member of Professional Speakers Australia (PSA) as well as the French Australian Chamber of Commerce. Rachel is a French-Australian mother of three and delights in cooking, pilates, diving, skiing, stage theatre and – increasingly – kite surfing.

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