


Communicating The Ideal Of Liberty

Persuading By Reason; Motivating By Emotion

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Celebrating 40 years of helping businesses succeed

“Politics is the art of looking for trouble, finding it everywhere, diagnosing it incorrectly and applying the wrong remedies.”

Groucho Marx


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“The virtues of men are of more consequence to society than their abilities; and for this reason, the heart should be cultivated with more assiduity than the head.”

Noah Webster

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What Is A Brand?

- A timeless definition:

“A brand is a distinguishing name or symbol intended to identify goods/services (liberty and freedom), and to differentiate those goods/services (liberty and freedom) from those of competitors.”

– David Aaker
- The problems with this definition are:
 - It focuses only on the product (liberty and freedom), not the consumer
 - It assumes consumers already know how the product (liberty and freedom) works, what makes it different, what it will do for them and, therefore, why they want it.

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What Is A Brand?

- A new definition - in Wirthlin's lexicon:

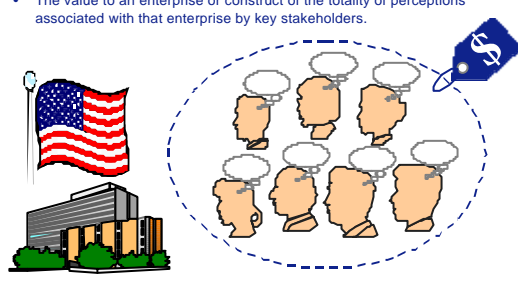
“A brand is a **set of persuasive promises** about a product or service (liberty and freedom) that **differentiate it from others in universally positive, contextually relevant and personally compelling ways**, **AND** that are **logically supported by its' tangible characteristics or properties.**”

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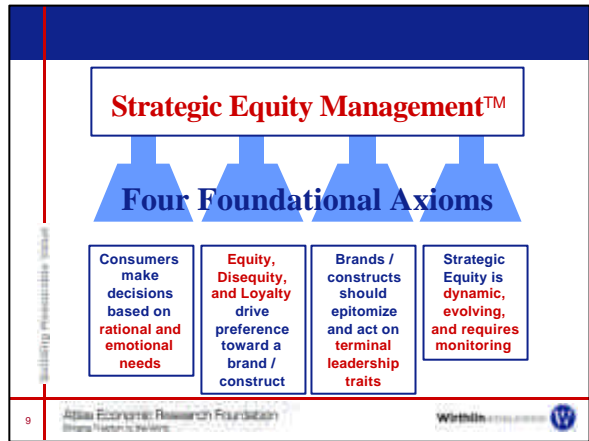
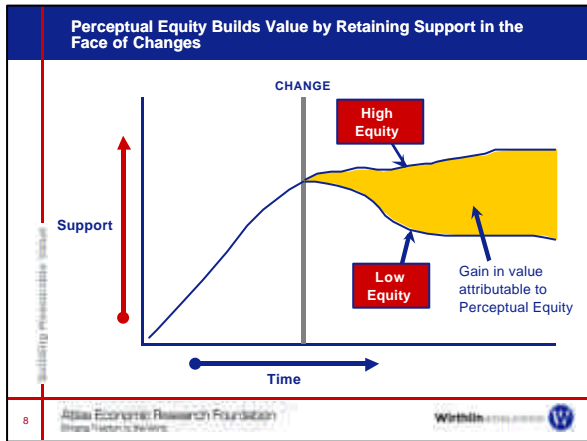
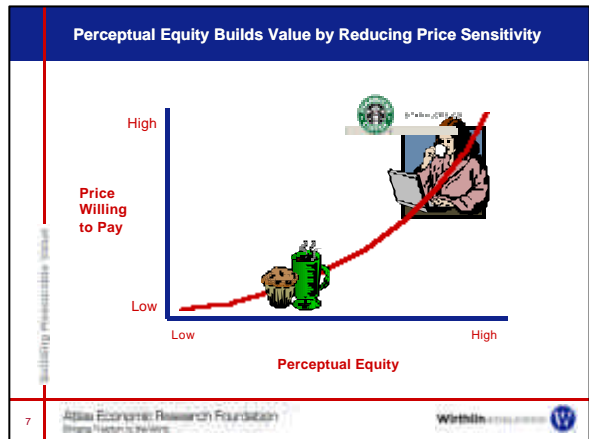
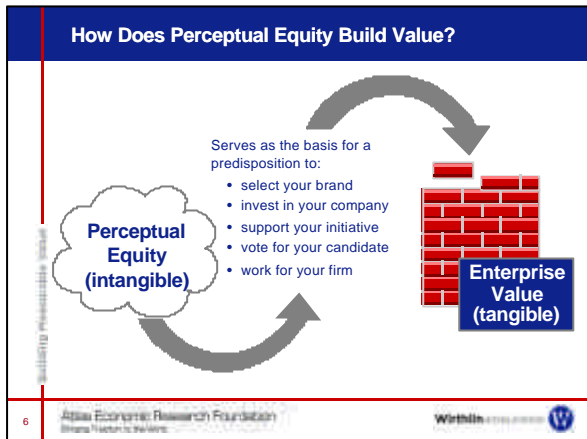
Perceptual Equity

- The value to an enterprise or construct of the totality of perceptions associated with that enterprise by key stakeholders.



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Four Fundamental Axioms of Strategic Equity Management™

1 The perceptions, expectations and beliefs that **drive decision-making behavior** have both rational and emotional components.

“persuade by reason, and motivate through emotion”

Four Fundamental Axioms of Strategic Equity Management™

1 The perceptions, expectations and beliefs that **drive decision-making behavior** have both rational and emotional components.

- It is important to understand the rational and emotional components of decision-making behavior in the context of specific situations or occasions.

"Persuade By Reason, and Motivate Through Emotion"

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**"Persuade by REASON...
...Motivate through EMOTION"**

Effective positioning provides both the rational "reasons why" and links them with their motivating personal values and emotions.

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Strategic Marketing Hinge

A "Strategic Hinge" exists, which links the product/issue/industry to target audiences in positive and personally relevant terms.

AUDIENCE

Identifying the best means to activate the hinge is the purpose of strategic communications research.

Product/Issue/Industry

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The Path to Effective Communications

Target Audience

Personal Value

Emotional Consequence

Functional Consequence

Attribute

Emotional Level

Rational Level

Product/Candidate

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Values Are Determined By:

CULTURE

SOCIAL CLASS

REFERENCE GROUPS INCLUDING FAMILY

VALUES

- Central in decisions
- Emotionally charged
- Cross cultural
- Lasting

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Personal Values (Partial List)

- Self-Esteem
- Personal Satisfaction
- Sense of Accomplishment
- Security
- Care for Others
- Peace of Mind
- Enjoyment / Enjoy Life
- Happiness
- Personal Freedom and Control
- Take Care of Family
- Longevity
- Concern for Future Generations
- Belonging
- Trust
- Sharing with Others
- Self-Fulfillment
- Sanctity of Life
- Pride
- Love
- Self-Preservation
- Preserve the Earth
- Eternal Life / God
- Respect
- Self-Image

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Why Values Are Important for Strategic Communications Planning

- They are motivational → Ideal to inspire consumers to DO something
- Widely shared → Ideal to build coalitions-- expand our base and reach out
- Stable, enduring → Ideal for continuity of message throughout campaign--umbrella theme

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Communications Framework

- Set the parameters -- The Framing Questions
 - What is the issue?
 - Who is the target audience?
 - What relevant behavior would we like to affect in the audience?
 - What are the relevant environment and context of decision making?
 - Who is the opposition, and what are they trying to do?

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Example: Aluminum Bat Choice

- Set the parameters -- The Framing Questions
 - What is the issue?
 - Easton bat company wants to sell aluminum bats
 - Who is the target audience?
 - Softball players
 - What relevant behavior would we like to affect in the audience?
 - Buy more aluminum bats
 - What are the relevant environment and context of decision making?
 - Players in competitive Church and Industrial leagues
 - Who is the opposition, and what are they trying to do?
 - Bombat, DiMarini communication strategies

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Attributes

Consumers

Personal Value

Emotional Consequence

Functional Consequence

Attribute Level

- Specific issues, products, or ideas
- Specific attributes of the organization
- Specific things an organization does, produces, or sponsors

Attribute

Aluminum Bat

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Functional Consequences/Benefits

Consumers

Personal Value

Emotional Consequence

Functional Consequence Level

- Specific, tangible ways the issue, product, idea, or attribute benefits people
- Be sure to explain exactly how and why it results in these benefits

Functional Consequence

Attribute

Aluminum Bat

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Emotional Consequences

Consumers

Personal Value

Feeling Level -- Emotional Consequence

- Emotions people will feel because of the benefits
- Communicate that you empathize emotionally with your audiences

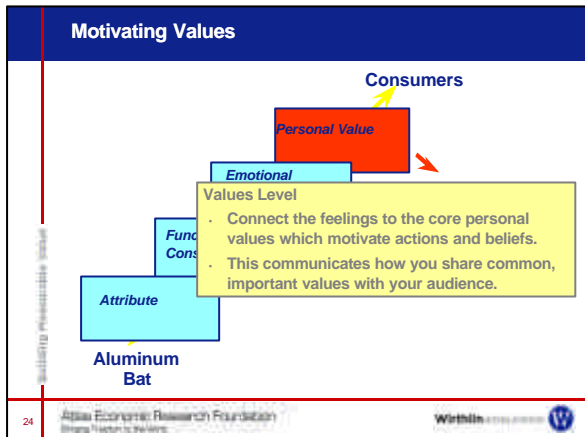
Emotional Consequence

Functional Consequence

Attribute

Aluminum Bat

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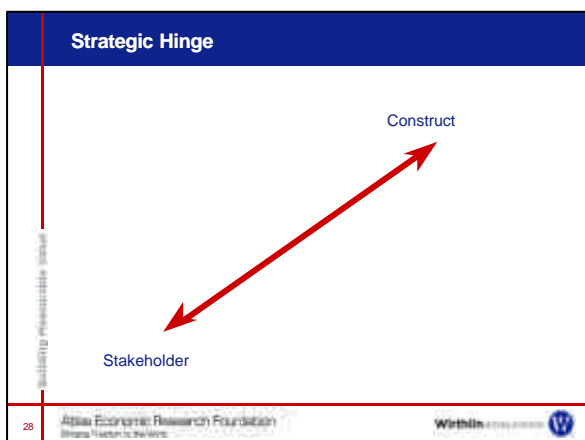


- ### Example: Making The Argument For Freedom and Liberty Exercise #1
- Set the parameters -- The Framing Questions
 - What is the issue?
 - Who is the target audience?
 - What relevant behavior would we like to affect in the audience?
 - What are the relevant environment and context of decision making?
 - Who is the opposition, and what are they trying to do?
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- ### VISTA™
- Values laddering interviewing process (Qualitative)
 - in-depth, one-on-one, personal interviews
 - content analysis -- codes, lexicon
 - linkage analysis
 - decision mapping
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- ### Building The Strategic Hinge
- Shampoo
 - Liberty and Freedom
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Laddering On The Meaning Of Liberty And Freedom Exercise # 2

- What are the characteristics and attributes of Liberty and Freedom that differentiate one environment from another? (Attribute level)
- Why is that important? (Consequence level)
- How do you feel about this? (Emotional level)
- Why is this particular feeling important to you? (Values level)

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Communications Ladder

Stable, enduring personal goals.

Emotional or social benefits derived from the issues or benefits.

Functional benefits derived from the traits or beliefs about the issue.

Perceived beliefs about an issue / construct or traits of a product.

Audience

Personal Values

Psycho-social Consequences

Functional Benefits

Attributes

Emotional Components

Rational Components

Brand / Construct

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"Coffee" Decision Making Process

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Dual Brand "Bridge" Positioning

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Strategic communications must have four qualities:

- It must get the audience's attention
- It must hold their interest
- It must feed their desire
- It must move them to action.

A research plan that addresses these dimensions is critical to the success of your organization as you seek to develop your communications messages and vehicles.

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Four Fundamental Axioms of Strategic Equity Management™

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Just as political and business leaders are defined by leadership equities and disequities, so too are corporations, brands and constructs.

- These equities engender the confidence that the corporation, brand or construct can deliver the benefits it promises. They empower.

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Six Leadership Imperatives

- Provide Vision
- Turn the Vision into Reality/Gets Things Done
- Strong/Consistent
- Caring
- Honest/Trustworthy
- Epitomize Shared Values

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Provide Vision

- Articulate goals in visionary terms
- Goals must be shared by those who follow
- Especially when those goals call for sacrifice
- The vision must be unique

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Turn Vision Into Reality/Gets Things Done

- The ultimate test is the ability to induce positive change in people's lives
- Jung said, "A dream not understood remains a mere occurrence. Understood it becomes a reality. Experienced it becomes a part of your personal life."
- Leaders get things done

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Strong/Consistent

- To focus energies and assets, and marshal support, leaders must be consistent and keep focused
- A leader stays the course even when blown by countervailing winds
- Guided by their own moral compass, principles and values, leaders must develop a foundation of strength and consistency
- Strength gives leaders grace under fire

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Caring

- Leaders must show that they care, through both words and actions
- Caring leaders give praise generously, express thanks, and treat others as they would like to be treated
- Leaders must be open to opposing viewpoints, and be willing to listen
- Followers must believe that the leader has their best interests at heart. They can detect hypocrisy

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Honest/Trustworthy

- Honesty is the "greens fee" that allows a leader into the tournament. Without it, a leader remains out of the game
- Closely related to integrity and sincerity

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Leaders Epitomize Shared Values

- Leaders must exemplify and support the values of those they hope to lead
- This begins by articulating the values that bind a group together
- Once defined, leaders must show they embrace those shared values in their own lives and in their policies and programs
- Shared values are the linchpin for effective communication

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Leadership/Empowering Equities

- Honest / Trustworthy *Gerber*
- Innovative / Provides Vision *3M*
- Caring *Marriott*
- Strong / Consistent *Dean Witter*
- Epitomizes Traditional Values *Coca-Cola*
- Gets Things Done *Boeing*

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