

Future Shape of the Winner

Case Study: Brand Inside:Brand Outside with the US Military

The Problem

The technology and acquisitions support command of one of the US military services found itself in an increasingly defensive position on Capitol Hill. Those *titans of industry* who now run the Department of Defence challenged its value added and contribution - as had its own leadership team! The issue was framed internally as a serious lack of alignment and inadequate communication of its full contribution, rather than one of self-preservation. The command's senior leaders believed that without the full complement of services they provided to support warfighters and the platforms they use, the warfighters' safety, security and operational effectiveness would be severely compromised. At the same time, these same platforms played a role in the deployment in Afghanistan.

The Solution

Tom Peters Company has served as a strategic counsellor to the command leadership, helping them to identify best practices in alignment and branding that could be used to accelerate their own internal and external alignment with the warfighters and their Department of Defence sponsors.

We helped them identify an external brand strategist, participated in the assessment process that led to the crafting of a powerful brand strategy, story and deployment plan, and worked with them over the period of a year to deploy "brand-driver alignment" across 29,000 people at 10 sites around the world.

Our primary deployment strategy has been to educate a group of "champions", and equip them to be able to identify "key touch-points" through which they can work to accelerate alignment and re-dedicate colleagues to serving their primary customer, the warfighter. A cohesive strategy for making the biggest possible impact on their ailing internal reputation!



The Result

Over 90% of the 200 plus employees that we trained to serve as *alignment champions*, civilian and military, reported that:

- They better understand the brand
- They are better prepared to communicate the alignment expectations
- They are better able to align the brand to work initiatives and tasks
- They consider themselves to be “the leaders of the brand”

Additionally, the fleet aviation commander (the customer) has adopted one of the key deliverables – a “Warfighter Bill of Rights” and the associated logo, as part of his personal overall alignment work.

