## INDEX

NB: page numbers in italic indicate figures or tables

Advertising Research Foundation 124	brand consideration 37-38
Allen, D 16	brand departure 39-40, 39
Amazon 106	brand experience 38
ambition 113-16, 117, 121 see also	brand selection (preference) 38
definitions and strategy	objective 33-34
of different organizations 114-15	brand and diversity (and) 161-67
and purposes 113-14 see also P-A-S-P	see also Brooke, B and diversity
model	diversity and inclusiveness 161-62
Amuso, L 96-97	experience of inclusivity and diversity
Anderson, R 108	164-65
Apple 25, 33	feel of the marketplace 165
and packaging design 38	functional diversity 164
articles (on)	gender perspectives 164
diversity (Harvard Business Review) 78	inclusive leadership 163-64
Sears and employee engagement (Harvard	qualifying for leadership 166
Business Review) 54	research on diverse teams 162-63
authentic, relevant and differentiating 67	ways to demonstrate diversity and inclusivity 165
Beer, M 115-16	what matters from a brand perspective
Benson, B	167
a better way see change	women as economically high-growth
blog on lists and rule of three (Listly) 81-82	market 166
Brand Asset Valuator (Young & Rubicam)	brand equity (Moran): effective market
15	share; relative price; durability 15
brand definition (and) 20-32	brand and executive talent (and) 157-60
the challenge 26	bottom line for senior-level hires 160
challenges with the current state 27-29	categories of can-do, will-do and fit 158
current state of practice 20-26	the culture fit 158-59
see brand definition methods	culture variation and senior talent 159
the problem 29-32 see also Huawei	diversity 160
website for 25	driving a different culture 159
brand definition methods 20-26	recruiting at senior level 157
definition: brand models 23-26	brand models 23-26
see also brand models	brand architecture 25-26
discovery 21-23	brand attributes 23-24
position 22-23	Huawei example of 24
brand delivery (and) 33-42	brand essence/DNA 23
customer and user experience 36, 36, 37	brand promise 25
customer brand engagement 40	brand values 25
employee brand engagement 41-42	brand in a multinational conglomerate
guidelines for 35-36	183-89 see Mahindra Group and
method(s) for 34-35	Shukla, S P
touch points for 34	brand positioning: authentic, different and
user experience mapping 37-40, 39	relevant 18
brand advocacy 38-39	brand and purpose 190-96 see also
brand awareness 37	Johnson & Johnson and Sneed, M
	아들이 다시다고 아름다면 보고 있는데 아름다면 나를 하는데

brand and social media 43-50 see also	CapGemini Applications 2
social media	change 91-103
brand and talent 197-201 see also EY	begins (by/with)
(Ernst & Young) and Weinberger, M	auditing your competition 101
brand, talent and the new world of work	auditing yourself 99, 100-101
(and) 168-74 see also Coplin, D	banning specific words/phrases 92-93
and Microsoft	committing and executing 102
agility 172	a core framework 95-99, 96, 98, 99
evolution of branding industry and	see also P-A-S-P model
emergence of social media 170	designing possible solutions and
organizations oriented around common	engaging people again 101-02
goals 171-72	engaging stakeholders 100, 101
outmoded models and ways of thinking	keeping one brand and one core set of
169-70	ideas 93-99, 94
solutions 172-73	values 96-97
brand, talent and strategy (and) 175-82	communications 73-74
see also Cullen, M and Ernst &	difference of approach to 102-03
Young (EY)	and making the connection 91-92
business linkage study 177-78	chapter notes/references for
effect of skills shortage 176-77	ambition 116
engagement drivers 179-80	brand and social media 50
from financial services to global	brand delivery 42
people leader 175-76	brand(s) 19
HR 181-82	change 103
new EVP and brand positioning for EY	defining your brand 32
176	engaging talent 87
new purpose of EY 180-81	proposition 128
people engagement 180	purpose 112
brand valuation (and) 15-16	putting it all together 140
assessing attributes (Aker and others) 15.	strategy 122
brand equity (Moran) 15	the talent agenda 62
see also subject entry	toolkit 153
concept and London Stock Exchange 15	chapter summaries/conclusions (for)
methods 15-16	ambition 116
branding, history of 8-9, 10	brand and social media 50
brand(s) 7-19	brands 19
brief history of 7,8-10	engaging talent 86
as business management discipline	purpose 111-12
16-17	putting it all together 139
concluding questions on 19	strategy 121-22
examples of great 10, 11-12	Churchill, W 81, 82
marketing and sales 13-14, 13, 14	Coca-Cola 70, 107
positioning as authentic, relevant and	codes of conduct 70
different 18	Collins, J 96
premium 17-18	communication(s)
and setting the context 7	change 73-74
talent 1-2	employee 75-76
valuation see brand valuation	two-way 75
BrandPic 2, 87	consumer marketing approaches 27
The BrandZ Top 100 Most Valuable Brands	Coplin, D 61, 92, 168-74
(Interbrand annual report) 15	as chief envisioning officer at Microsoft
Brooke, B 79, 161-67	UK 168-69
background to role at EY 161-62	Corporate Identity 34
Business Reimagined 92	'The Corporate Personality: an inquiry into the
business-as-usual (BAU 80	nature of corporate identity' 34

corporate purpose, ambition, strategy and	messages 79-82, 81
positioning 132	'religion, repetition, trios' example
crises, surviving major 40	of 81-82
Cullen, M 175-82	more integrated approach to 86-87
Cullen, M 173-82	situational leadership 76
1.6.1	
defining your brand see brand definition	EY (Ernst & Young) 2, 79, 106, 114,
definitions (of)	175-82, 197-201 see also brand
ambition 113	and talent; Brooke, B; Cullen, M
customer value proposition 127	and Weinberger, M
diversity 77	Global Talent Function 175
employment value proposition 127	importance of purpose 199
purpose 105	purpose and ambition 115, 121
social communication 45	and Vision 2020 200
	and vision 2020 200
strategy 117	F11- 40 83
The Discipline of Market Leaders 17	Facebook 40, 83
Disney 107	figures
purpose and ambition 115	blank messaging framework 152
diversity 77-79, 160	the brand marketing funnel 13
brand see brand and diversity	a brand positioning spectrum 125, 144
functional 164	the Corporate Executive Board
HBR article on 78	Company's model 56
and inclusivity 164-65	the Corporate beadership Council's mode
and performance studies 77-78	of engagement 55
and performance studies 77-76	
T11 1 T D	efficient vs inefficient conversion 14
Edelman's Trust Barometer 45	the employee lifecycle 65
Einstein, A 79	how P-A-S-P drives Awareness,
employee communication 75-76	Consideration, Preference and
employee lifecycle (and) 64-75, 65	Advocacy 126
joining experience 69-70	master P-A-S-P model 153
roceuismons ounoriones 69 60	a messaging framework 81
risks of 'employee branding' efforts	P-A-S-P model 105, 135
67-68	P-A-S-P model examples 136
67-68 your brand 65-66	purpose, ambition, strategy,
your talent brand 66-58	proposition 145
work experience (in) 70-75	stakeholder mapping - the broader
change communications 73-74	community 148
departure experience 74-75	stakeholder mapping - competitors 150
employee brand engagement 72-73	stakeholder mapping - customers/clients
talent management/career	149
development 71-72	stakeholder mapping - stakeholders 151
employment value proposition (EVP)	stakeholder mapping - third-party
67-70, 72-74, 176, 179	organizations 147
engagement, top five drivers of 80	stakeholder mapping – your
engaging talent (and) 63-87	organization 146
diversity 77-79 see also subject entry	value disciplines 142
employee communications: the three	variations on the 'customer lifecycle
Ms 75	marketing' theme 37
employee lifecycle 64–75, 65	why do people leave brands? 39
see also subject entry	Forbes on brands 110
fundamental points for 75-76	Ford, H xv, 31
information overload/fatigue syndrome	Fred Reichheld, Bain & Company 16
79-80	and the same of th
as a journey 63-64	gender diversity 78, 183
그렇게 하게 되었어요? 이번 회에서 이 집에서는 보다면서 하게 되고 있다는 사이를 보고 하게 하셨다.	Giblin, E 96–97
그렇게 하고 있는데 아니라 없이 맞게 되는 게 하는데 하는데 하는데 아니라 아니라 하나 아니라 하나 아니라 하다.	
media 83	globalization 74, 95, 187-88

Harvard Business Review 54, 78, 109 see also articles	House of Mahindra 186–87 HR 189
Harvard Business School 77, 115	manufacturing background of 188
Havas Global 110	new word mark 188–89
Hay Group 31	recruitment from humanities
Heskett, J 54	background 188
Huawei 29-31, 41-42, 64, 80, 91	Rise tag line 189
brand attributes 24, 25	Visual Identity 183
core values 29	measurement, messages and media
definition of culture of 29-30	(the three Ms) 75
Hubbard, D W 83	measurement 83-86
	qualitative approaches to 86
IBM (and) 25, 31, 106, 108, 114	quantitative approaches to 84-85
key areas for creating a 'smarter planet'	and risks 84-85
119-20	Microsoft 61, 92, 168-73
'Solutions for a smarter planet' 118	Millward Brown 110
strategy 118-20	mission 64, 102
Incorporated Society of British Advertisers	MIT Sloan School of Management 77
(ISBA) 133	models
insight interviews see subject entries	CLC engagement 55-56, 55
and named persons as detailed in	PAP 117
contents pages	P-A-S-P see P-A-S-P model
Interface 94, 108	situational leadership 76
	<b>%</b> .
Johnson, R W 190	National Organizations Survey 78
Johnson & Johnson (and) 82, 190-96	Nestle® 26
see also Sneed, M	net promoter score (NPS) 16
air traffic control/noise	200
management 193-95	Ogilvy, D 7
barriers and challenges 191	Olins, W 34
credo of 190, 192, 194	One Young World 110
engaging people and candidates in credo	2.22
and values 192-93	Palmisano, S 108
level of engagement 193	P-A-S-P model 95-99, 96, 98, 99, 104-05
risks of top-down approach 195-96	105, 114, 118, 123, 126, 129,
Jones, D 110	134-35, 135, 136-38, 139, 144,
	145, 152-53, 153
KitKat® 26	Peters, T 96
Klein, M 45	Polman, P 108, 121
D 10 10 10 10 20	Porras, J 96
Lace, J 133	Porter, M 118, 129
leadership	positioning 102, 123-26, 125
inclusive 163-64	infrastructure-led 124
qualifying for 166	process-led 125
situational 76	product or service-led 124-25
lists: rule of three examples - religion,	purpose-led 126, 126
repetition, trios 81-82	values-led 125-26
Androne Harris (1997) 1997 (1997) Androne (19	PriceWaterhouseCoopers (PwC) 31
McKinsey & Company 106	Procter & Gamble (P&G) 26, 27, 40, 107
purpose and ambition 115	108
Mahindra Group (and) 183-89	proposition (and) 123-28 see also
concept of A1 companies 184	definitions; P-A-S-P model and
connecting brand and talent: group	positioning
management centre (GMC) 185-86	customer value 127
core ideas and purpose 186-87	the deal 123
globalization 187-88	employment value 127-28

Psychology Today 124	external brand engagement tool 49-50
purpose (and) 104-12	Facebook white paper on 44-45
as brand model 106	Forrester research report on 43, 44
defining 105	internal tool 45, 49, 46-48
four-box (P-A-S-P) model 104-05, 105	social communication - technologically
see also P-A-S-P model	enabled 45
purpose-driven brands 106-11	Stanford Graduate School of Business
see also subject entry	Diversity and Work Group
purpose-driven brands 106-11	Performance faculty 77
do better, evidence for 109-11	Stengel, J 108, 110
examples of 106-07	strategy 64, 117-22
and J&J's credo 107-08	examples 118-21, 121 see also EY; IBM
leaders' comments on 108-09	and Unilever
three simple rules for 110-11	plan 117–18
putting it all together (and) 129-40	Stuart, J 14
see also P-A-S-P model	studies (of/on)
employer branding 131, 132	Brand Finance and Global 500 15
friction points 130	emotions towards brands 124
the integrated approach 133-34	global analytical framework on brands
see also surveys	(Havas Media Group) 109-10
network analysis 134-55, 135, 136	check this
other functions 137, 137-38	information fatigue syndrome (IFS)
putting P-A-S-P to work 129	(Reuter) 79-80
reputation as brand 131-33	market leaders 17
testing the approach 139	social media (Insight Consulting) 43-44
	talent diversity and brand (US) 78
Quinn, S (Walmart CMO) 45	Tues (Giblin and Amuso) 96-97
100 NO 10	summaries see chapter summaries
Reichheld, F 54	surveys (by/on)
research (on)	46 global marketers on integration
diverse teams 162-63	(FlockAssociates) 133-34
drivers of engagement (CLC) 80	global CEO survey (PWC) 56
emotions and brands (Psychology Today)	market's view on integration
124	(ISBA/Professor J Lace) 133
employee engagement (Callop) 54-55	
link between talent programs and	tables
improved return on business capital/	brief history of branding 8-9
performance 177	customer and user experience:
social media (Forrester) 43, 44	things to consider 36
top five drivers of engagement (CLC) 80	examples of alignment to P-A-S-P 137-38
rule of three: religion, repetition, trios 81-82	examples of great brands 11-12, 12
	functional ownership of brands 59-60
SAP 106, 109	snapshot of social media for brand
purpose and ambition 114	building 46-48
Sasser, W E Jr 54	Unilever's 'Sustainable Living Plan' 121
Satmetrix 16	the talent agenda (and) 53-62
Shukla, S P 183-89 see also Mahindra	CLC engagement model 55-56, 55
Group	CLC's HR EVP framework 56-57, 56
situational leadership 76	employee engagement 53-55, 61
slogans 106-07	history of 54–55
Smith, A 53	functional ownership of brand and talent
Snabe, J H 109	agenda 58,60-62,59-60
Sneed, M 82, 190–96 see also Johnson &	reasons why organizations struggle 57–58
Johnson	The Talent Journey: The 55-minute guide to
social media (as) 43–50, 170 see also	employee communications 3
definitions	Taylor FW xv. 31

toolkit exercises 141-53 1: value disciplines 141-43, 142 a. product/service leadership 142-43 b. operational excellence 143 c. customer/marketplace intimacy 143 2: positioning 144, 144 3: purpose, ambition, strategy, positioning 145, 145 4: stakeholders 145, 146, 147, 148, 149, 150, 151 5: messaging framework 152, 152 6: bringing it all together 152-53, 153 Treacy, M 17 Twitter 40

Unilever 26, 27, 106, 107 purpose and ambition of 114 sustainable living plan 120-21, 121

values 64, 102 Virgin 26 vision 64, 102

Walmart 45 war for talent 56 Waterman, B 96 Weinberger, M (and) 108-09, 197-201 see also EY (Ernst & Young) challenges faced as CEO 198 exceptional experience at EY 199 insights as Chairman and CEO 201 inspirational purpose 200 interaction of brand management and talent management 201 Welch, 1 160 Wharton Business School (University of Pennsylvania) 77 what is a brand? see brand(s) Emple (Linkedh sema, F 17 orkforces, Gallup engaged 5 Zuckerberg, M 83 D 'Why Your Employer Brand Matters' (LinkedIn White Paper, 2012) 66 workforces, Gallup data on benefits of highly engaged 54-55