

# PURPOSE

**STRATEGIC MARKETING & COMMUNICATION**

VBA SCHOOL OF BANK MANAGEMENT 2022

**WELCOME**

**MY WHY**



**PURPOSE**

**THIS  
WEEK**

**BRAND**  
STRATEGY  
**CRISIS**  
ACTION

# POINTS WE WON'T DISCUSS

I'm not here to teach you **HOW** to be a marketer, but rather how to **CONTRIBUTE** fully to your bank's marketing effort.





**TODAY**

**PURPOSE**

OVERVIEW

**CORPORATE BRAND**

PERSONAL BRAND

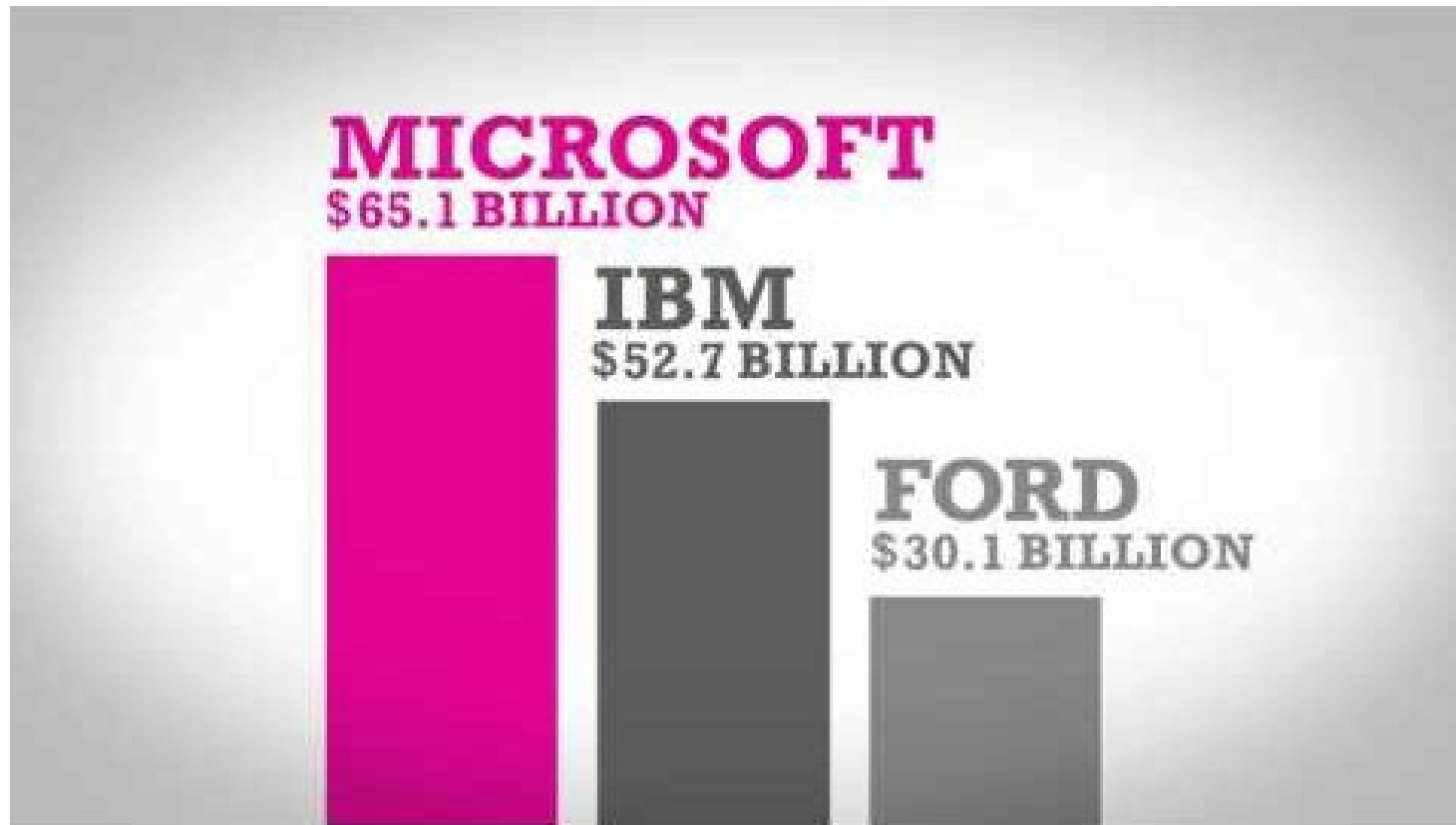




# **OUR PURPOSE**

**CORPORATE BRAND**





[HTTPS://YOUTU.BE/SQLLPC\\_ALT8](https://youtu.be/SQLLPC_ALT8)

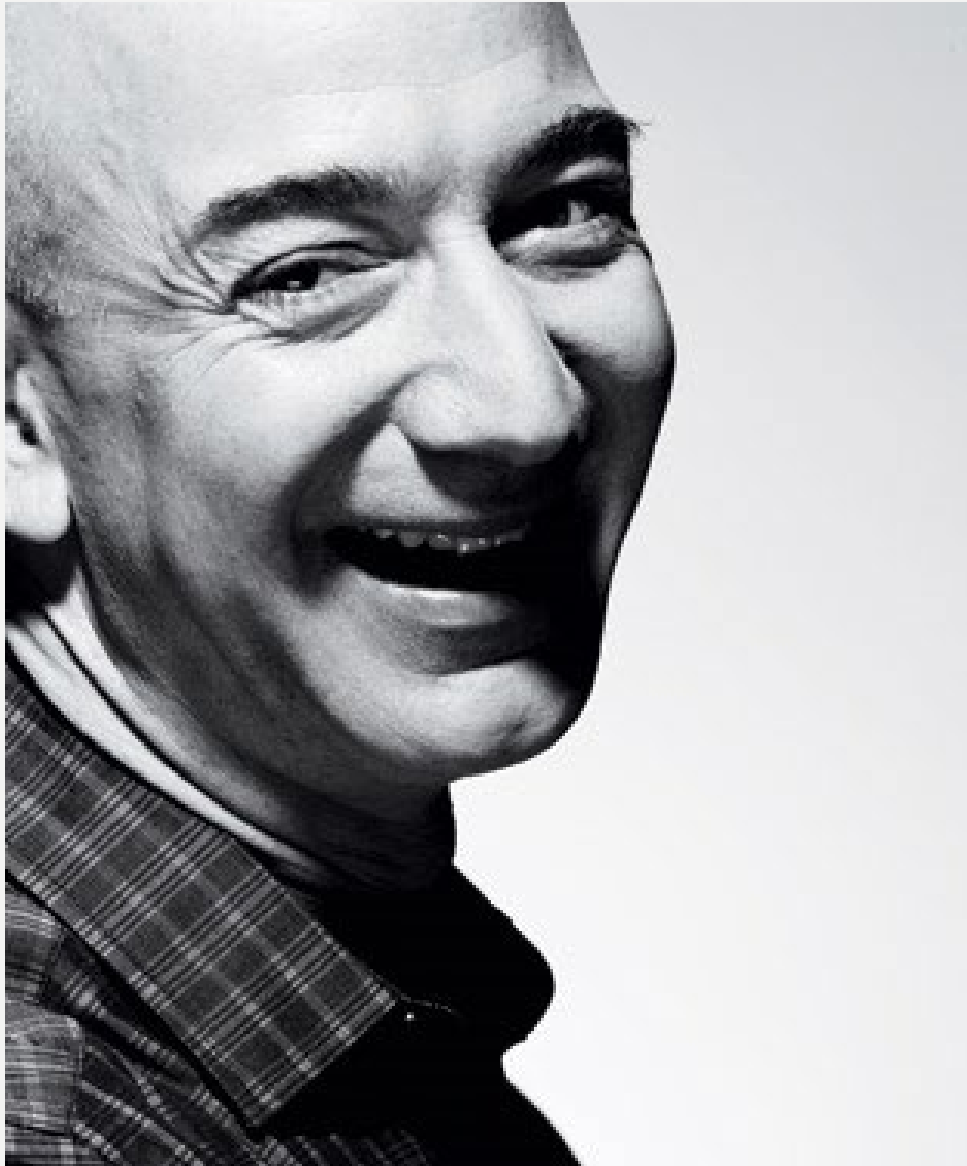
A portrait of Bob Goff, a man with a grey beard and glasses, wearing a light blue button-down shirt. He is smiling warmly at the camera. The background is filled with numerous colorful balloons in shades of red, blue, yellow, green, and purple, creating a festive and joyful atmosphere. The lighting is bright and even, highlighting his features.

# THOUGHTS ON BRAND

**"I USED TO THINK THIS  
AND NOW I THINK THAT."**

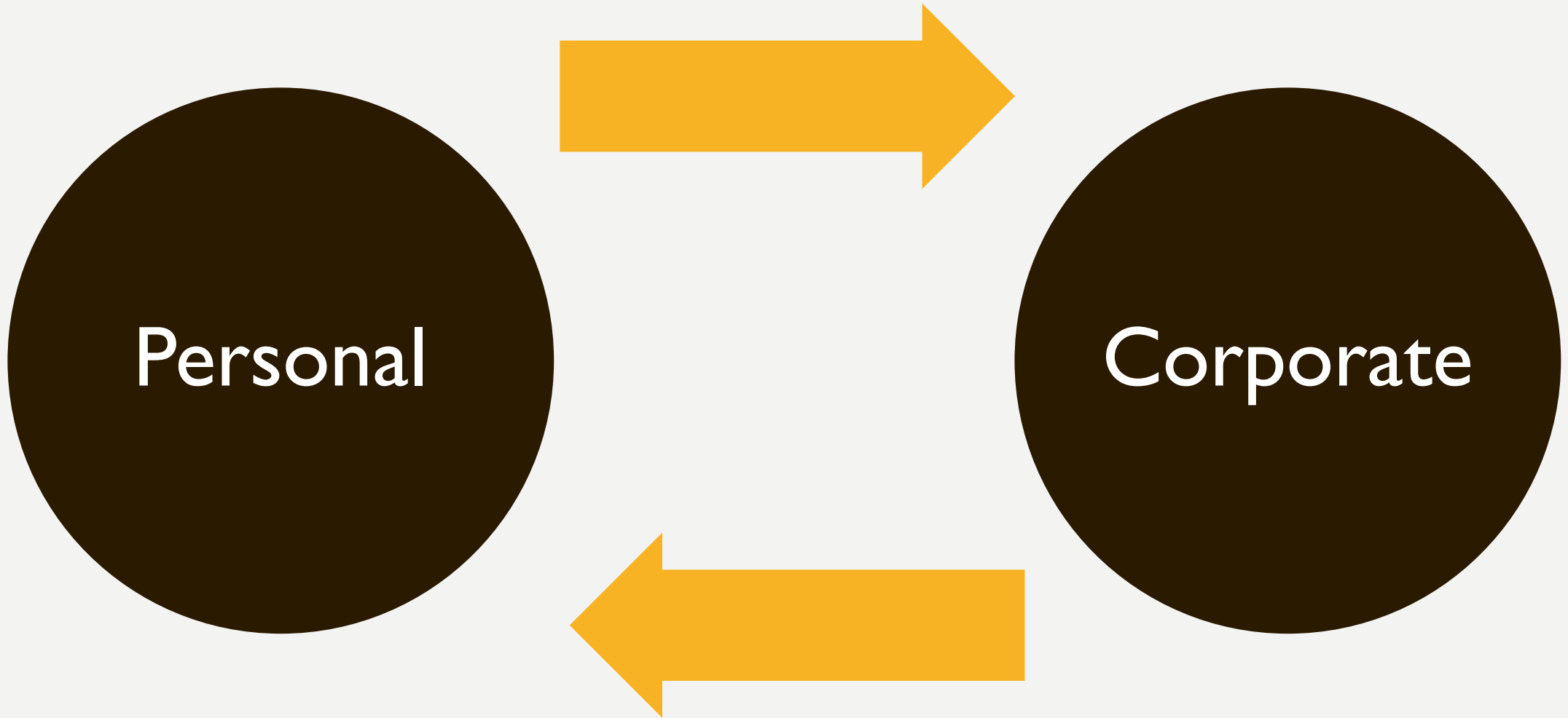
**BOB GOFF  
LOVE DOES**

**HOW  
EFFECTIVE IS  
YOUR BRAND?**



**A BRAND**  
*for a company*  
**IS LIKE**  
**A REPUTATION**  
*for a person.*  
**YOU**  
**EARN REPUTATION**  
*by trying to*  
**DO HARD THINGS WELL.**

# BRAND BREAKDOWN





**C O R P O R A T E   B R A N D**

**HOW DO YOU  
CONTRIBUTE TO  
YOUR CORPORATE  
BRAND?**



# **YOUR PURPOSE**

**PERSONAL BRAND**



A thick, vertical yellow bar with a wavy, scalloped edge on its right side, positioned on the left side of the image.

**HOW WOULD  
YOU DESCRIBE  
YOUR PERSONAL  
BRAND?**

“I didn't learn  
to be quiet when  
I had an opinion.  
The reason they  
knew who I was  
is because  
**I told them.”**

—Ursula Burns, Xerox  
Chairman & CEO

**BLACK  
ENTERPRISE**



# WHAT'S ON YOUR DESK?



**WHAT ARE  
YOU  
POSTING  
ON  
FACEBOOK?**



**ARE YOU  
PARTICIPATING  
ON LINKEDIN?**



**AT WHAT LEVEL?**



**HOW ARE YOU  
INTERACTING  
WITH THE  
WORLD?**



**HOW WOULD YOU  
RESHAPE YOUR  
PERSONAL BRAND?**







## **CASE STUDY**



**PURPOSE**



# QUESTIONS

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**ON  
PURPOSE**

**STRATEGY**



**TODAY**

DEFINITIONS  
**ZEROING IN**  
HAVING A PLAN  
**CASE STUDY**



# DIFFERENTIATING THE COMPONENTS OF MARKETING

- **Marketing** - The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have **value** for customers, clients, partners, and society at large.
- **Public Relations** - Public relations helps an organization and its publics **adapt mutually** to each other. Public Relations broadly applies to organizations as a collective group, not just a business; and publics encompass the variety of different stakeholders.
- **Advertising** - Advertising is the attempt to **influence** the buying behavior of customers or clients with a persuasive selling message about products and/or services.
- **Strategic Communication** - Strategic communication is oriented towards **orchestration** and synchronization of actions, words and images in order to achieve the desired effects.
- How Does **Brand** Fit In?



# DEFINING MODERN DAY MARKETING

Modern marketing takes traditional marketing's principles and frameworks and reshapes the process so we can more quickly adapt to change. It's an approach that must be **user-centered**, interactive and built for continuous learning.





**THE CENTER OF MODERN DAY MARKETING**



# ELEMENTS OF MODERN DAY MARKETING



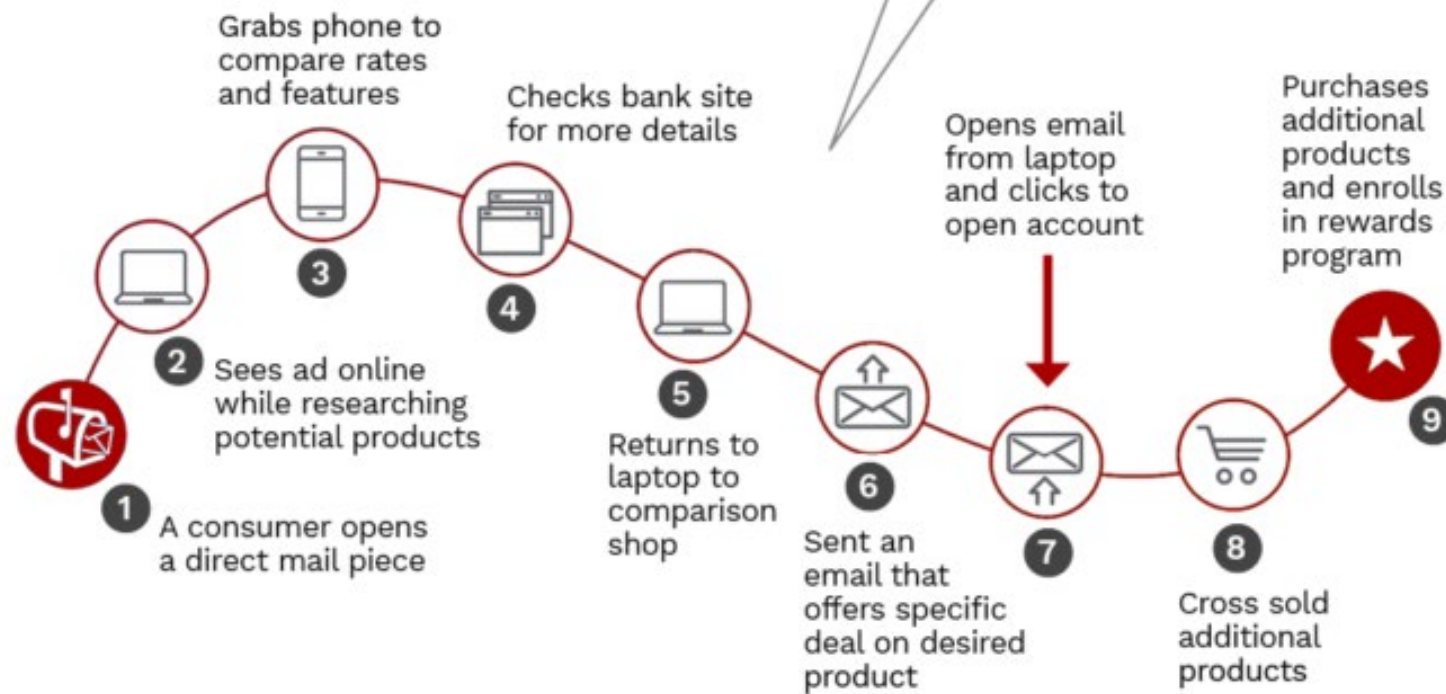
# TYPES OF MARKETING

- Content Marketing
- Affinity Marketing
- Event Marketing
- Email Marketing
- Digital Marketing
- Social Media Marketing
- In-Brand Marketing
- And The List Goes On...



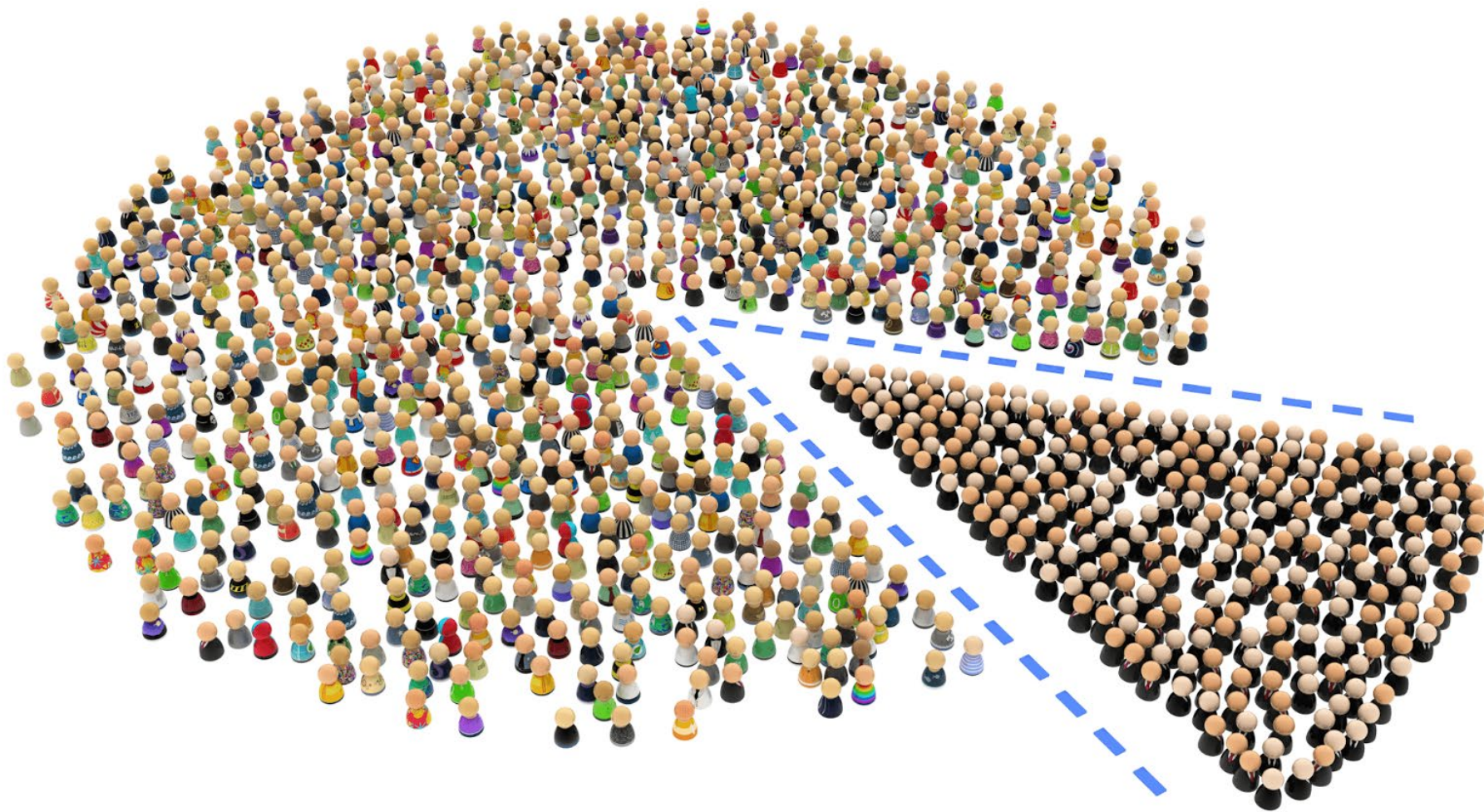


## Multi-touch attribution required across the customer journey



SOURCE: Acxiom © November 2019 The Financial Brand





# The new world of banking

## OLD WORLD

Long established products & services delivered through physical distribution and traditional sales & marketing



Branch Network



Traditional Products



Trust

Drivers of Purchase

## NEW WORLD

A new customer experience driven by digital capabilities, convenience and alignment to lifestyle needs and interests



Real-time Customer Engagement



Open Banking



Distinctive Omnichannel Experience



Perceived Convenience



Socially Engaging

SOURCE: Axiom © November 2019 The Financial Brand

**IF I HAD EIGHT HOURS  
TO CHOP DOWN A  
TREE, I'D SPEND SIX  
SHARPENING MY AXE.**

Abraham Lincoln

# STRATEGIC QUESTIONS WE ASK

- What is the **goal**?
- What is the **purpose**?
- With whom will we **connect**? (Who are the people like us?)
- What **message** will we share?
- What **action** will the audience take?
- What **impact** will this have?



# ESSENTIAL ELEMENTS



**RPIE**

# RPIE

- **RPIE**
- Goals – Long Term, Broad, Global
- Publics - WHO
- Objectives – SMART!
- Strategies – A Roadmap to Achieve Obj.
- Tactics – Tools to accomplish strategies



Smart, Measurable, Achievable, Realistic,  
& Time-Specific

# BUT THAT'S NOT ALL ....

Public Relations Strategy

Crisis Communication Strategy

Employee Communication Strategy

Customer Communication Strategy

Social Media Strategy

Marketing Risk Strategy

And the list goes on....



## **CASE STUDY**

# **MAKE IT HAPPEN**

**GOALS**

**PUBLICS**

**OBJECTIVES**

**STRATEGIES**

**TACTICS**

Enhance employee  
engagement within  
the organization.

**MAKE IT HAPPEN**

**GOALS**

**PUBLICS**

**OBJECTIVES**

**STRATEGIES**

**TACTICS**

The Managers

# **MAKE IT HAPPEN**

**GOALS**  
**PUBLICS**  
**OBJECTIVES**  
**STRATEGIES**  
**TACTICS**

Educate the management team about the value of employee engagement and opportunities for engagement before the end of 2022.



# **MAKE IT HAPPEN**

**GOALS**  
**PUBLICS**  
**OBJECTIVES**  
**STRATEGIES**  
**TACTICS**

- Promote the employee engagement initiative with the leadership team.
- Promote the initiative with the management team.
- Create an open conversation about engagement between leadership and the management team.

# **MAKE IT HAPPEN**

**GOALS**  
**PUBLICS**  
**OBJECTIVES**  
**STRATEGIES**  
**TACTICS**

- Develop an employee engagement curriculum designed for the management team.
- Develop an employee engagement presentation designed for leadership.



**PURPOSE**



# QUESTIONS

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**WITH  
PURPOSE**

**WHEN CRISIS COMES**



**TODAY**

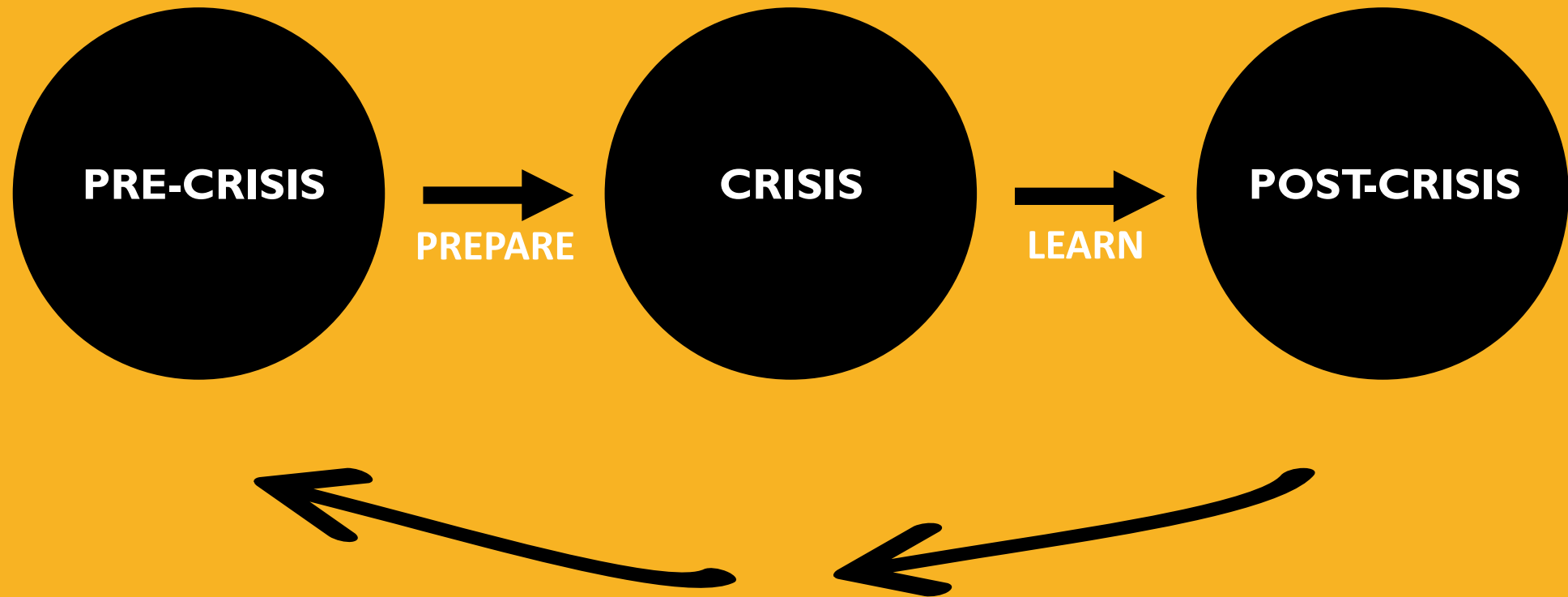
COOMBS  
**THE IMPACT**  
COMMUNICATING  
**CASE STUDY**



The longer it takes to **address** a crisis, the longer it will take to **end** it.

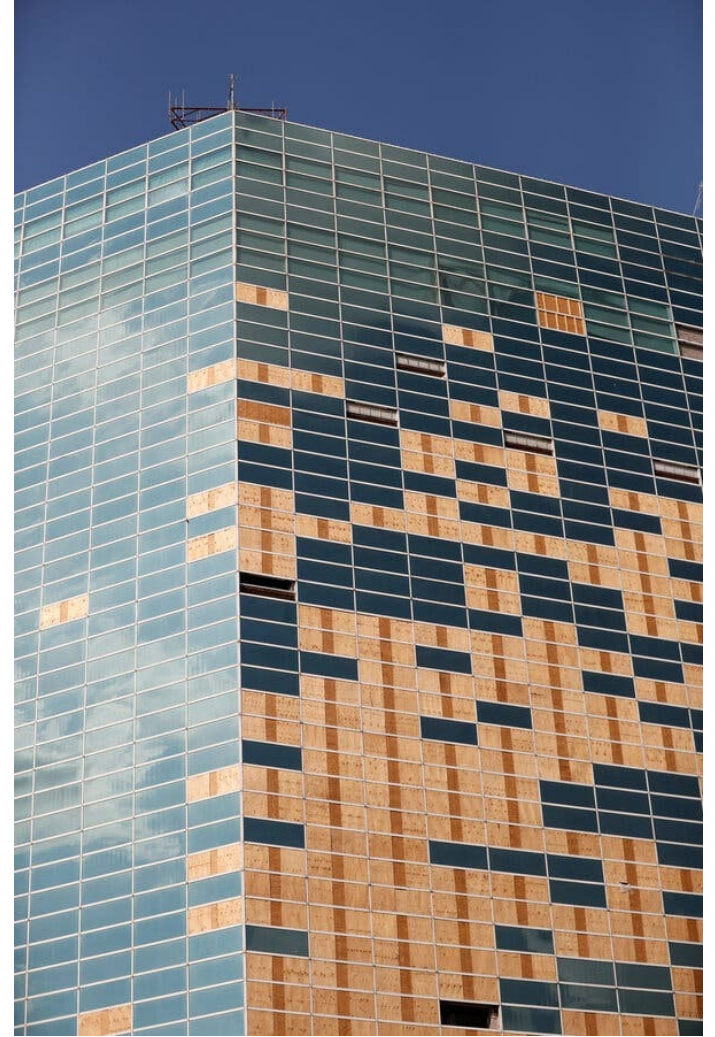


# Coombs' Crisis Lifecycle





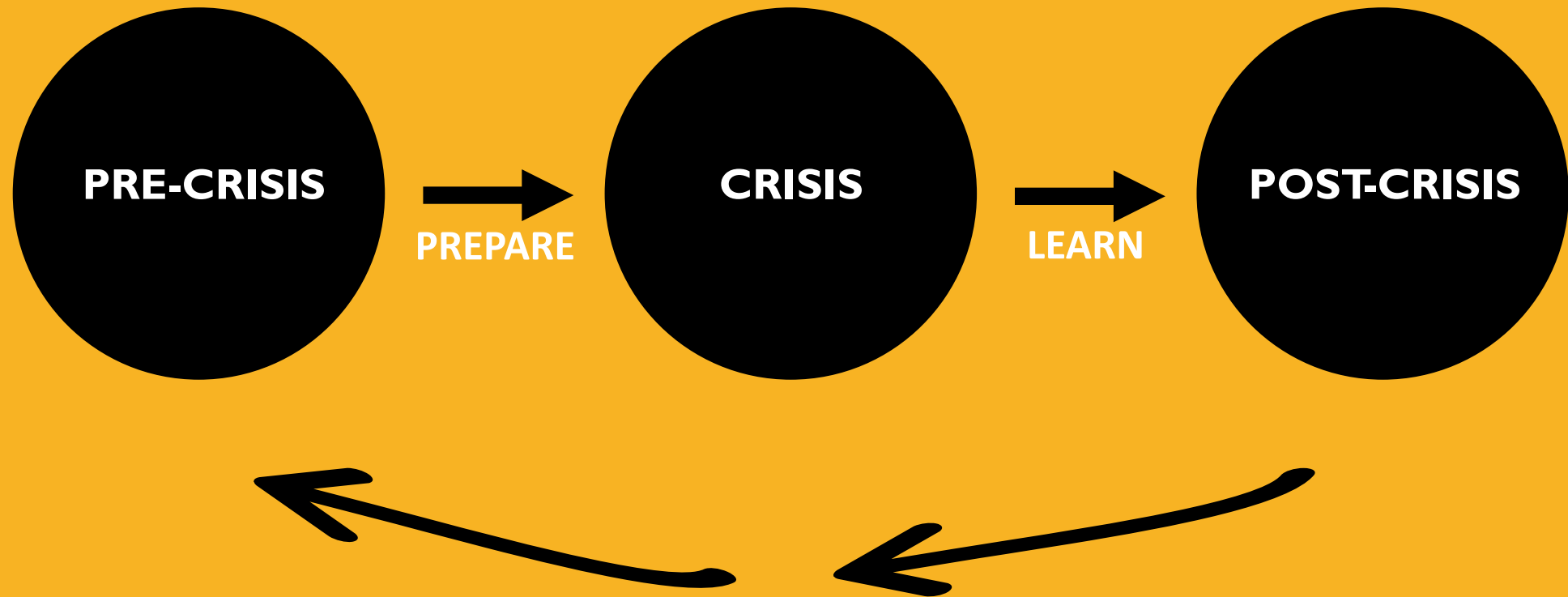








# Coombs' Crisis Lifecycle





**EVALUATE**



I really do think that any deep crisis is an opportunity to make your life extraordinary in some way.

**WITH YOUR  
PERSONAL LIFE IN  
MIND....**

What **crises** have you faced  
in the past 5 years?



**WITH YOUR BANK  
IN MIND....**

What corporate **crises** have you faced  
in the past 5 years?

# THE IMPACT

# THE PLAN

# ELEMENTS OF A CRISIS COMMUNICATION PLAN

- Detailed Plan (Who, What, When, Where, How)
- Crisis Communication Team + Essential
- Key Messages
- Internal Communication Procedures
- Contacts & Regulatory Considerations
- Policies, Templates, & Other Existing Supplemental Materials





## **CASE STUDY**











**PURPOSE**



# QUESTIONS

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**PURPOSEFUL**

**ACTION**



**TODAY**

CASE STUDY

**BANKEXEC**

HOME STUDY

**FINAL THOUGHTS**





## **CASE STUDY**



**BRAND  
STRATEGY  
CRISIS  
ACTION**

# BANK EXEC

## KEY POINTS

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### **MARKETING BUDGET**

- Set Your Business Development Salaries Budget
  - Direct (mktg staff) & Indirect Support
- Set Your Advertising & Promotion Budget

### **BUSINESS DEVELOPMENT**

Decisions in Loans are affected by decisions in Deposits.

You will prioritize how much you need Business Development in your Loan and Deposit decisions.

So let's talk .....

**BANK EXEC**

## WHY INVEST IN ADVERTISING & PROMOTION?

---

- Imagine a Zero Budget.
- Why go **High**?
  - What type of products need more advertising?
  - Why types of customers buy that product?
  - Are those customers swayed by advertising?
  - Example: Checking Accounts
- Why go **Low**?
  - What type of products need more advertising?
  - Why types of customers buy that product?
  - Are those customers swayed by advertising?
  - Time Deposits



# BANK EXEC

## WHY INVEST IN BUSINESS DEVELOPEMENT?

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- Imagine a Zero Budget.
  - Shut down new account sales by employees
  - No marketing personnel
  - Complete focus on existing customer base
  - A great way to shrink a bank's size quickly
- Why go **High**?
- Why go **Low**?

**BANK EXEC**

You Can Always Go Right Down the Middle.

**BANK EXEC**

Or Not.



**HOME  
STUDY**

A decorative yellow wavy border runs vertically along the left side of the slide.

What are **YOUR** biggest  
challenges?

A vertical yellow decorative border with a wavy, scalloped edge on the left side of the slide.

**Be a Problem Solver.**



# ASK QUESTIONS

Ask Your Financial Institution

Ask Your Customers

Ask Your Co-Workers

Ask Your Supervisors

Ask Other Financial Institutions

Ask Me.



**PURPOSE**





# QUESTIONS

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