Foster School Branding

Developing & Living the Foster Brand

Pamela K. McCoy, Executive Director
Eric Nobis, Director of Strategic Marketing & Services
Marketing & Communications
December 2008
Agenda

• The Situation
  – Vision and Objectives
  – Organizational Approach

• The Foster Brand
  – Methodology
  – Brand Platform

• Execution
  – Levels of Creativity
  – Making our Mark

• Living the Foster Brand
The Situation

Decentralized Approach

• 3 distinct teams supporting:
  ➢ Development & Alumni efforts
  ➢ MBA & Exec Ed programs
  ➢ School Web Site

• Specialization produced solid work…but…

• Little opportunity for:
  ➢ cross school strategic planning
  ➢ consistent cross school messaging
  ➢ leveraging deliverables from all 3
  ➢ synergistic or cross marketing among Degree Programs, Executive Education and Centers
Sense of **URGENCY** to Change

a. The Dean has laid out a lofty goal – to be **THE** best public business school
b. Our competitors are not standing still
c. The Foster School is looking to MarCom to improve our programs and reputation

**Compelling reasons for us to make changes that will help drive the School’s growth and minimize potential threats to the School’s future, resulting in a sense of urgency to act.**
Refocusing Marketing & Communications to increase School’s competitiveness

- Integrate 3 distinct groups into ONE = eliminate silo thinking
- Secure necessary skill sets
- Create opportunity for integrated brand messaging
- Optimize strategic thinking
- Increase synergy between all School Programs & their effectiveness
- Leverage M&C investments to increase ROI at sustainable spending level
- Facilitate sharing of M&C best practices

M&C Mission = Increasing the School’s brand value thru extraordinary marketing & communication that delivers the School’s brand promise
M&C Vision = Be a world class organization of marketing & communications professionals creating breakthrough ideas that deliver measurable results
Vision & Objectives...cont.
Where We Are Trying to Go...

From
• Fragmented approaches
• Mixed branding messages
• Tactical communication
• Redundancy and double work

To
• Aligned approaches
• Consistent delivery of brand promise
• Strategic communication
• Efficiency and focus on value added
Organizational Approach

**Strategic Marketing & Services**
- Owns partner relationships
- Drives planning: top-down (central b-school programs & branding and bottom-up (partner’s needs)
- Develops marketing & communications strategies for partners
- Develops concepts and content based on customer insights
- Drives annual marketing planning
- Creative resources vs. Outsourcing
- Accountable for achieving partner marketing goals

**Online Marketing**
- Optimize brand equity in all online activities (website, intranet, email campaigns, podcasts, webcasts, etc.)
- Direct overall interactive marketing infrastructure and web strategy
- Develop Business School’s overall intranet strategy
- Create and enhance site design, layout, content and navigation to provide a highly relevant and usable site experience

**PR & Internal Communications**
- Drives media relations strategy
- Develops internal communications strategy
- Provides strategic communications counsel to internal partners
- Media research
- Accountable for integrating and aligning the public relations and internal communications programs with marketing
Ways of Working

Briefing from Strategic Marketing:
- Objectives
- Priority
- Value Proposition
- Customer Target & Insights
- Timing

Effective, Cost Efficient MarCom Tools

1) Branding
2) PR/ internal communication
3) Online Marketing
4) Sales Collateral
5) Publications
6) Advertising
7) Direct Marketing

Strategic Marketing
PR & Internal Comms.
Online Marketing
The Foster Brand
Brand Strategy

The goal:

establish and hold a position of perceived and real value
in the minds of our most important internal & external audiences.

• Involves the **clarification of the institution’s current core values rather than the creation of new values**

• Should **engage, equip, and energize** the School community

• Strong brands **generate excitement** in the marketplace
Why is NOW the time for Foster?

Convergence of Excellence

• New name
• New building in 2010
• Great new faculty and staff
• Major changes in BA and MBA curriculum
• Gaining traction around leadership and strategic thinking as evidenced by big case competition wins
• Need to be focused and deliberate in how we redefine ourselves and communicate to internal and external stakeholders
Question: What are we branding?

Answer: The Foster School Experience

The experiences that students, faculty, staff, alumni, corporate and community partners, donors, and recruiters have with the Foster School of Business.
Methodology

**Identify trends & brand assets**
- Tap internal & external stakeholders
- 50 in-depth phone interviews + 730 web surveys
- Analysis / brand report cards

**Establish Brand Committee**
- Representatives from faculty, staff, alumni
- Review, discuss, debate research findings
- Series of four 2.5 hour meetings over 3 months
- Create brand tools

**Internal Brand Rollout**
- Rollout new brand tools and articulation to internal audience
- 5 brand roundtable discussions lead by Dean
- 200+ faculty & staff attended
- Ongoing proof point collection
Points of Differentiation

*what our stakeholders said (875 respondents)*

**Students:**

• “students are **focused on everyone’s success** rather than being competitive like East Coast schools.”

• “…students are **very friendly, willing to share** things with each other and be **collaborative**.”

**Faculty/Staff:**

• “…there are incredible **connections with global companies** in this region”

• “…affiliation with the region is its greatest strength. **Seattle** has a positive brand which values using business to **make the world a better place**.”

• “…the **faculty are top notch** — I can put them head-to-head with the best of the best in researching and teaching”
Points of Differentiation
what our stakeholders said

Alumni:
“…integration with the local business community”

Advisory Board Members:
• “…students are willing to roll up their sleeves and get the job done — no egos and they’re collaborative”

Recruiter:
• “students are polished, put together and ready to work”
• “… the students make sense, professors are supportive and the business school is strong — real perspective on the real world.”
Brand Platform Overview

Brand Essence (internal)
Foster attributes: *what we are*

Brand Promise (external)
Foster personality: *who we are*

Message Themes of functional benefits
Message Themes of emotional benefits

Defines the Foster School Experience
Foster School Vision
An Internal Frame of Reference

The Foster School of Business will establish itself as the preeminent educator in strategic thinking and leadership, competing as one of the world’s great business schools.
One of the nation’s great business schools, the Michael G. Foster School of Business is recognized for **alumni who roll up their sleeves and solve complex, unstructured real-world problems.** Leveraging **Seattle’s dynamic business community**, we foster a learning environment with a **unique blend of competition and collaboration**. Bringing together the highest-caliber faculty, innovative business people, and a diverse student body, we **develop leaders who think differently and make a difference.**
Foster Brand Attributes / Assets

*what we are (internal tool)*

A set of brand attributes or assets that supports the brand essence and promise, and conveys their own unique characteristics.

• Collaborate to win
• Cool
• Influential scholarship
• Seattle
Internal Mantra

aligning behavior & decisions

Am I breaking down barriers and creating opportunities?
At the University of Washington, we have a lot: great minds, fierce passions, creative energy, and breathtaking surroundings. We share Seattle and its drive for innovation with leading-edge organizations that are shaping the world. But in keeping with the spirit of our region, we don’t believe it’s the having we should celebrate. It’s what you do with it that counts. That’s what animates the work we do here: our heartfelt commitments to building stronger minds and a healthier world that will benefit all members of our global society, and our leadership in producing knowledge and integrated insights that have the capacity to change the world for the better. Because we can, we are, and we will.
Executing Externally
3 Levels of Creativity

• **Predictable:** The most expensive because no one ever notices it

• **Surprising:** Causes you to go, “Oh!”

• **Courageous:** Causes you to go “Oh!” and then tell someone about it
  – The essence of viral and buzz marketing

Adapted from Stamats, Inc.
Predictable (yawn)

Adapted from Stamats, Inc.
Surprising (oh!)

Adapted from Stamats, Inc.
Courageous (oh, I better go tell someone)

For Christ’s sake, change the world.

Private Christian College

Adapted from Stamats, Inc.
Making our Mark

• Distinctiveness of a brand promise
• Quality of our execution
  – Innovation
  – Integration
  – Duration

change lives • change organizations • change the world
New Unit Level Home Page
Born gamer, Robert Khoo learned how to win in business at the Foster School. Upon graduating, he approached an artist and writer duo with his strategy for taking their cutting-edge comic about video games to the next level. Penny Arcade now draws 70 million page views per month as the de facto tastemaker for the $45 billion gaming industry.
The shortest distance between two points is not a straight line.

Foster School Professor Morela Hernandez knows that the path to leadership is winding and complex. So she helps students hone their capabilities by analyzing and developing behaviors in six key areas: personal, relational, contextual, inspirational, supportive and ethical. Hernandez draws deeply from her own experience, pushing students to gain the insights that ultimately drive organizational performance.

Foster School of Business

Foster School of Business

Foster School of Business

Faculty Profile Morela Hernandez

Academic Career inspired by experience, Impelled by Enron

To most, Enron is a kind of shorthand, a single-word cautionary tale of corporate deception and demise. To Morela Hernandez, a new assistant professor at the University of Washington Michael G. Foster School of Business, Enron is a former employer. And it was a great employer, at least for a while.

"When I was graduating from Rice, I considered Bain, Boston Consulting Group, Deloitte and materials," she says. "And I chose Enron because it was such an amazing place to work. Amazing diversity. Amazing opportunity. An amazing environment that promoted different ideas. It was very exciting."

Hernandez started in Enron's human resources department doing undergraduate research in workplace diversity, moved to community affairs and, after graduation, into industrial markets. But her rise was soon interrupted by the company's fall. She was present at every level of descent as the national news vein began circling outside, the ubiquitous stockholders were quietly removed, and the once-effective company leadership went silent.

When the scandal-fueled bankruptcy and mass layoffs were finally announced in late 2001, Hernandez bombed at Duke's Fuqua School of Business, where she pursued a Ph.D. Her area of research: Effective, ethical, enduring leadership. She coached executives at Fannie and the London Business School, and continues to do so through various executive education programs.

Hernandez is quick to note, however, that Enron is not the reason why she pursued a career in ethical leadership. It was her own unique background ofCreative headphones set against a black background.
We put the “I” in T-E-A-M.  
Because a team of leaders wins.

As part of the Foster MBA team that captured first place at the East-West MBA All Star Challenge in Beijing, Carrie Pederson knows that collaboration works best alongside individual initiative.

In 2008, Foster students won case competitions on topics ranging from marketing Tsingtao Beer in the U.S. to expanding the market for Alltel Wireless.

Read more about Carrie Pederson, competition wins and the Foster School of Business. Visit foster.washington.edu/difference.

Think differently. Make a difference.


Meet Carrie Pederson:
Recent MBA graduate of the Foster School of Business.

Capable of greatness as a team member or on her own.

Forged about the old adage about teamwork eclipsing the individual. To win in business, the best team is a team of leaders, all of whom know how to leverage their strengths, exploit strengths in others, and collaborate as a means of competitive advantage.

This is business as equal at the Foster School of Business, where the end game is focused on helping students become leaders who will think differently and make a difference.

Read Carrie’s story.
Your employees aren't "assets."
They're people.

As former president of Starbucks International, Howard Behar built a culture focused on the human side of business. Think of your staff as people, not labor costs. Think of your customers as humans, not revenue. It turns out this kind of thinking creates very successful organizations.

As the Fritzky Chair at the Foster School, Behar is at home in a place that teaches a focus on people as a key business strategy.

Read more about Howard Behar and the Foster School of Business. Visit foster.washington.edu/difference

Think differently. Make a difference.
Results

Entrance Sources:
/about/Pages/TheFosterDifference.aspx

Comparing to: Site

This page was viewed 1,509 times via 13 sources

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New Collateral
samples

UNIVERSITY OF WASHINGTON
Michael G. Foster School of Business

Back to Business School &
Reunion Weekend

save the date
Sept 12 & 13 2008


BUSINESS
LEADERSHIP
BANQUET

THURSDAY, OCTOBER 30, 2008
6:00 – 9:30 p.m.
Sheraton Seattle Hotel,
Metropolitan Ballroom
New Signage samples

Business Administration
GLOBAL
diversity
responsive
LEADERSHIP
community
collaborative
EXCELLENCE
entrepreneurship
INNOVATIVE

Foster School of Business
UNIVERSITY OF WASHINGTON
Redesigned
Foster
Magazine
Redesigned Foster Magazine

We put the “1” in T-E-A-M. Because a team of leaders wins.

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Cover story

FUTURES CREATED

The books are closed on the historic campaign for the Foster School of Business, but the transformation has only begun.

10 Our Great Good Fortune
How the Foster School of Business community raised $181 million during the eight years of Campaign WW

16 Prime Movers
Foster School campaign queen likes success as both cause for celebration and call to action

19 Insiders’ View
The trenchant behind PACCAR with the process and product to come

20 Thought Leader
Campaign momentum brings renowned leadership expert to the Foster School faculty

20 The Bottom Line
When looking, futures, at the end of the day, in all about
Redesigned Foster Magazine

IN THE NEWS

Leadership Banquet

Foster School honors three distinguished leaders

At the 2008 University of Washington Business Leadership Banquet (October 30), the Foster School honored three of its most accomplished advisors with 2008 Distinguished Leadership Awards.

Eric K. Grinstein (’65) is a strategic director at Mattress Ventures Group and CEO of Delta Airlines. He has served as executive chairman of Agilent Technologies and chairman and CEO of Burlington Northern, Inc. He was a partner in the law firm of Poritz, Thompson, Ellis & Hallman and counsel to the US Senate Commerce Committee and assistant to US Senator Warren G. Magnuson.

Eileen O’Neill Odun (BA ’72), Foster School Advisory Board, is executive vice president and group CEO at Nalco, a natural gas and electric company. She has served in a variety of senior leadership roles with GTE Corp., Verizon Communications and Commonwealth Telephone Enterprises.

Mark C. Poggit is chairman and CEO of PACCAR Inc., a Fortune 500 technology company. PACCAR has received the National Medal of Technology, the nation’s highest science award. Mr. Poggit has been honored with the prestigious Office of the British Empire (OBE), the Commander of the Order of the Crown (Belgium), and the Officer of the Orange Nassau (Netherlands) for his efforts in strengthening international business relations.

A passionate philanthropist, Mr. Poggit and PACCAR have made numerous contributions to the Foster School, including a lead gift to construct PACCAR Hall and the PACCAR Award for Teaching Excellence.

Delivering the banquet’s keynote address was Raymond W. F. Biplin, president and chief operating officer of Nintendo of America, Inc.

NATIONAL CAMPAIGN

Higher Stakes Start-ups

It was a good week for the 2008 UW Business Plan Competition’s top two, Impel NeuroPharma, a UW Euro-truck drug-delivery technology commercialized by pharmaceuticals PhD student John Boekman and Foster Evening MBAs Michael Hite and Peter (Wagner), won the $25,000 HealthWorks Grand Prize, Alvine, a web-based team sports management tool launched by Foster undergrad Brett Lamphier (BA 2004) in the Creating a Company course, took home the $16,000 Herbert B. Jones Foundation Second Prize.

A few days later, the UW Center for Innovation and Entrepreneurship sent both founding teams to Silicon Valley to vie for $500,000 in the prestigious Draper Fisher Jurvetson Venture Challenge. Competing against the top student tech ventures from California universities, both UW entries reached the final round.

Another BPC award winner, Victor Eichler, the $5,000 Heller Etienne Best Clean Tech Idea for its commercialization of a UW algae-based biodiesel technology, received funding from Boston-based venture firm Allied Minds, which has renamed the company AWS.

For over 100 years, PACCAR, the Poggit family and the University of Washington have been beacons of light that shine brightly in all phases of the business cycle. In today’s turbulent world, our focus on education is refreshingly long-term & the outlook, decisive in action, and beneficial to the community and graduates who will lead us in the future.

I would like to thank Jim Jambolico and his team who have done an excellent job of exceeding their capital campaign target—now the fun begins.

PACCAR Hall will establish a physical presence that will clearly articulate the Business School’s creed of quality, innovation and entrepreneurship. It is a wonderful juxtaposition that it sits on the shoulder of Denny Hall, the first building constructed on the campus—two iconic symbols of the integrity and for reaching vision of the UW.

It is also very special that PACCAR is being recognized along with my good friend from high school, Bill Games Jr., and The Foster Foundation as donors of the largest private gift to the University. Within my family and amongst PACCAR employees, there is a feeling of pride that the decades of dedication to quality, hard work and technology leadership has enabled this transformational event to occur.

Besides the new building, it is also important to highlight the benefit to the UW Business School of the PACCAR Award for Teaching Excellence. I am very pleased that we were able to convince the administration of the long-term value of having students recognize the best teachers in our Business School community. For 11 years, these outstanding professors have earned the most prestigious graduate school teaching award in the nation, and it is gratifying that every one of them is flourishing at the University of Washington. That is an unparalleled record of accomplishment.

We look forward to the Business School continuing to grow in national and international stature and sharing with its students and faculty the PACCA model of quality and conservative business practices.
Redesigned Foster Magazine

OUR GREAT GOOD FORTUNE

HOW THE FOSTER SCHOOL OF BUSINESS COMMUNITY RAISED $181 MILLION DURING THE EIGHT YEARS OF CAMPAIGN UW

BY STEVEN HATTING, Assistant Dean for Advancement

It’s easy to get caught up in the number: $181 million to support programs, $28 million to support faculty, $25 million to support students, $78 million to build world-class facilities. In total, $181 million raised in just eight years.

By any financial measure, the Foster School of Business campaign—a portion of the historic $2 billion Campaign UW: Creating Futures—was a resounding success.

But there is one more figure to consider: one of the most important of all. 13,000. That’s the number of contributors who joined in this effort to endow the Foster School with the resources to become the best public business school in the nation. I need to pause every time I consider the magnitude.

Gifts came in all shapes and sizes, from Advisory Board members and untold MBA graduates; from multinationals and small businesses; from partnerships and family foundations; from attorneys and entrepreneurs; from retired CEOs and junior studying finance.

The growing result already taking shape on campus will be nothing short of the transformation of a business school. And that was no certainty when we sat out on the campaign eight long years, many thousands of donors and many millions of dollars ago.

IN THE BEGINNING

The original architect of the UW Business campaign was former Dean Tom Gupta, who brought a necessary swagger to the office to propel his belief that growth was beyond the School’s reach. For almost 30 years, the notion of constructing new facilities to serve undergraduate and MBA students had been regularly discussed, considered and, inevitably, abandoned by all manner of task forces. As Campaign UW commenced in 2009 to raise funds for virtually everything but bricks and mortar, Gupta leveraged his growing sphere of influence inside the University and out to ensure that new buildings would be the cornerstone of this campaign for the UW Business School.

He, along with many other new and long-time advisors, could no longer abide by classrooms, facilities that had been denied for decades, by students and faculty alike—and one described in the national media as “decrepit.”

Gupta and Pete Lusher, then assistant dean for development, got things off to a great start by leveraging the School’s key stakeholders—especially the Advisory Board. An intrepid trio stepped up to serve as Campaign co-chairs—Mike Gunley (BA 1961, JD 1964), Neal Dorszynski (BA 1964) and Ed Franchy. They led a group of 20 strategic volunteers who would not only open doors and make introductions, but also personally contribute one of every 10 dollars to be raised in the campaign.

With inspirational and energized leadership in place, financial commitment began snowballing. But so did the School’s campaign goal as construction estimates skyrocketed on a project so many years from completion. Thus, as the campaign approached its midpoint and “public” phase, Dean Gupta realized another hurdle couldn’t suffice and left the UW Business School was without a long-term leader.

THE MOST IMPORTANT NUMBER OF ALL: 13,000. THAT’S THE NUMBER OF CONTRIBUTORS WHO JOINED IN THIS EFFORT TO ENDOWE THE FOSTER SCHOOL WITH THE RESOURCES TO BECOME THE BEST PUBLIC BUSINESS SCHOOL IN THE NATION.
Redesigned Foster Magazine

ALUMNI

Passion Play

Michelle Gass serves up innovation with a double shot of soul

to Michelle Gass (MBA 1993), Starbucks Anniversary Blend is much more than a brew of perky, invigorating coffee beans that appears in stores each September to mark the company’s birthday. It is a symbol of the growth and maturation of her career, as well as an opportunity to explore new opportunities.

More specifically, since her appointment in 2011, she has become more than just another employee at Starbucks, serving in various roles from a barista to a store manager. Her passion for the coffee business, combined with her leadership skills, has led to her promotion to chief marketing officer in 2017.

This page, however, focuses on Gass’s career journey and how she has made a significant impact on the company.

**A cool new adventure**

During her six-year tenure at Starbucks, Gass’s work is not limited to just overseeing the company’s coffee business. She has also been involved in other aspects of the business, including marketing, product development, and innovation.

In 2015, she was named senior vice president of global strategy and began working with Schultz and the leadership team to articulate a transformation plan for the company, which is known as the “Rising Tide” strategy. This strategy involved a focus on the customer experience, a key component of Starbucks’ success.

**The action figure**

Now that the transformation is in progress, Gass has moved to a central role in its implementation. Recently appointed as senior vice president of marketing and brand strategy, she’s working to integrate marketing, innovation, and customer experience throughout the organization. While doing more to improve upon the core coffee business, she also launched the company’s new market-driven offering, “Vivace: Nourishing Blends.”

“With the launch of our new coffee blends, we’re seeing a positive response from customers. They’re excited to try something new and different,” Gass says. “Feeling part of the community is very important to us. These blends help us connect with customers on a deeper level.”

**The end result**

In conclusion, Michelle Gass’s journey at Starbucks has been marked by innovation, leadership, and a commitment to the customer experience. Her role as senior vice president of marketing and brand strategy is a testament to her dedication to the company and its mission.

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This image is part of a larger document and includes a page number and a logo at the bottom. The text is a mix of paragraphs and headings, with a focus on Michelle Gass’s career at Starbucks and her role in the company’s transformation.
Executing Internally
aka, Living the Foster Brand
The
BRA
GA
ND
P

The Gap Between What You Say and What You Do

Adapted from Stamats, Inc.
Living the Brand

Next Steps

• Launch Foster School Intranet
• Establish Brand Committee
• Create excitement thru internal branding campaign
• Continually share proof points
Brand Team

A cross-functional team of leaders throughout the organization who can:

– Recommend strategies and activities
– Act as brand ambassadors throughout the organization
– Light the Brand Fire and *Energize* the School
questions?

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