

Minnesota Chamber of Commerce:
Aligning Employees with Brand Values

by

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ABSTRACT

Internal brand building is about aligning employee behavior with brand values. It reinforces the external positioning of the organization, it creates loyalty and trust from consumers and employees, it creates a competitive advantage in the marketplace, it helps employers attract the best and most talented employees and it communicates the value proposition to employees.

In today's competitive marketplace, companies are not only faced with external challenges such as competing for customers and market share. They are also, more than ever, faced with the internal challenge of sharing information and recognizing employee's contributions.

The Minnesota Chamber of Commerce provides value to its members by creating a strong pro-business agenda, aggressively lobbying state government to support Minnesota business, providing timely and informative communications on the issues that impact Minnesota businesses, and connect members to business leaders and key policy

makers. This paper will discuss how implementing an internal branding process into the Minnesota Chamber of Commerce will help align employees with these brand values.

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Chapter I: Introduction

The Minnesota Chamber of Commerce is acknowledged as one of the state's largest business advocacy organizations. Recognized as the voice of business, the Minnesota Chamber represents more than 2,600 businesses of all types and sizes, totaling over 500,000 employees across the state of Minnesota. Year after year, the Minnesota Chamber enhances the competitiveness of Minnesota companies by drafting and passing pro-business legislation. While local chambers of commerce focus on community issues, the Minnesota Chamber concentrates on business-related legislative issues at the State Legislature. Because of their different agendas, the Minnesota Chamber and local chambers complement each other. The Minnesota Chamber benefits by working closely with local chambers of commerce, uniting them with the statewide business community in a common effort to make Minnesota the best possible place to do business (<http://www.mnchamber.com/about/index.cfm>).

The Minnesota Chamber's membership reflects the diverse businesses that call Minnesota home. Manufacturing, finance, health care, insurance and real estate, transportation and public utilities, construction, retail and wholesale trade, and agriculture, forestry and mining are represented. Forty-one percent of member companies are located in Greater Minnesota while fifty-nine percent are located in the seven county metro area. As a proponent of small business, over eighty-three percent of member businesses have less than 100 employees, with seventeen percent of members considered large businesses with over 100 employees (<http://www.mnchamber.com/about/index.cfm>).

The mission of the Minnesota Chamber of Commerce is to advance public policy and job growth strategies that create an environment for businesses statewide to prosper. The Minnesota Chamber is the private-sector solution to public-sector problems by helping to eliminate the roadblocks that can suppress business growth (<http://www.mnchamber.com/about/index.cfm>).

Every year, more than 50 issues are on the Minnesota Chamber's public policy agenda. During the 2005 legislative session, the Chamber defeated a mandate for renewable energy technology, it blocked an increase in the statewide property tax, it defeated two proposals that threatened to significantly increase employers' cost of providing health care and it helped create a nation-leading agreement to reduce mercury emissions (<http://www.mnchamber.com/priorities/index.cfm>).

Although known for its lobbying efforts at the state Capitol, the Minnesota Chamber also provides its members with high-class programs and events, employee benefits and human resource products and services, political action activities and information, and business retention and job growth initiatives (<http://www.mnchamber.com/index.cfm>).

Chapter one of this research paper will provide a background about the Minnesota Chamber of Commerce. It will present the problem statement being addressed, provide the objectives of the research and describe the purpose of the study. The research assumptions made during the study, the definition of terms used throughout the paper, the limitations of the study and the methodology used to complete the study will also be presented.

Statement of the Problem

The purpose of this study is to investigate the concept of internal branding, identify if the internal brand of the Minnesota Chamber of Commerce aligns with its external corporate brand identity and determine if the current environment in the organization is conducive to achieving its external strategic goals and tactics.

Research Objectives

The objectives of this study are as follows:

- 1) Investigate the concept of a brand, branding, external branding and internal branding and identify the process of incorporating internal branding strategies and processes into an organization.
- 2) Identify the process used to develop the external brand of the Minnesota Chamber of Commerce.
- 3) Develop an internal branding plan.
- 4) Implement this plan into the Minnesota Chamber of Commerce organization.

Purpose of the Study

As one of the state's largest business advocacy organizations, the Minnesota Chamber of Commerce has a membership base of more than 2,600, which is equivalent to about 3.6% market share. The prospect market or market availability for new members consists of 72,000 companies across the state of Minnesota (<http://www.mnchamber.com/about/index.cfm>).

In order to continue to build membership and maintain the projected 93% retention rate by number of members, the Minnesota Chamber needed to develop a statewide strategy to build the brand and visibility, not only as it relates to selling the Chamber, but the brand experience promoted by the Minnesota Chamber's lobbying team as well as other programs and affiliates (<http://www.mnchamber.com>).

The external branding process was initiated in July 2004 and was officially launched in January 2006. This process entailed a revision of the mission and vision statements, the development of the brand architecture, the testing of messages and the creation of brand visuals (Byers, personal communication, October 2, 2006). The next step in the brand development process is to determine if the employees understand the brand and determine their awareness level of the external brand by implementing an internal branding strategy into the organization.

The Minnesota Chamber of Commerce employs four executive level management staff, seventeen mid-level employees and four administrative staff (<http://www.mnchamber.com/about/staff.cfm>). The organization's purpose has almost exclusively been focused on lobbying at the Minnesota Legislature. Over the past 15 years, the organization has grown significantly in the areas of the programs and services offered to its members (<http://www.mnchamber.com/about/index.cfm>).

The programs and affiliates of the Minnesota Chamber include Minnesota Chamber Business Services, Leadership Minnesota, Minnesota Business Gives, Grow Minnesota!, Minnesota Waste Wise and Minnesota Chamber Leadership Fund PAC. A description of each affiliate and program is listed below (<http://www.mnchamber.com/about/index.cfm>).

- Minnesota Chamber Business Services is a wholly-owned, for-profit subsidiary of the Chamber. The mission of this organization is to support the Minnesota Chamber by attracting and retaining members, and by providing high quality products and services. Business Services partners with leading providers to offer Minnesota Chamber members access to group employee benefits such as group health care, life and disability insurance, dental insurance, and long-term care insurance; along with human resource information, expert advice, benefit administration, employee training, and employment compliance resources (<http://www.mnchamber.com/benefits/index.cfm>).
- Minnesota Chamber Foundation manages two programs, Leadership Minnesota and Minnesota Business Gives. The purpose of Leadership Minnesota is to enhance the understanding of what drives the state's economy and how public policy affects the success of Minnesota businesses. Thirty key business executives travel across the state to see firsthand the industries that comprise Minnesota's economy and the issues they face to stay competitive. Minnesota Business Gives is a program, established in January 2005, to help recognize businesses locally for their philanthropic contributions to their community (<http://www.mnchamber.com/foundation/index.cfm>).
- Grow Minnesota!, is a program developed to retain and grow Minnesota companies. Local chamber of commerce partners, along with the Grow Minnesota! staff, conduct visits to Minnesota businesses and thank them for doing business in the state along with assisting them with requests in the areas of local and state government, business expansion, regulatory and permitting issues along with many

other concerns and issues that may impede their ability to do business

(http://www.mnchamber.com/research_economy/index.cfm).

- Minnesota Waste Wise is a voluntary environmental organization that helps member businesses reduce waste and protect the environment. The Minnesota Waste Wise program was developed in 1994 to show that a voluntary approach could successfully reduce waste (<http://www.mnwastewise.org>).
- Minnesota Chamber Leadership Fund PAC is the Minnesota Chamber's political arm. It seeks financial contributions from individuals to help fund activities around state elections and direct contributions to nonpartisan candidates, support caucuses, and participate in coalitions (<http://www.mnchamberpac.com>).

Assumptions of the Study

The assumptions of the study are:

1. The organization's management staff supports and currently leads the effort of implementing the external corporate brand.
2. The organization's management staff will support and implement an internal branding effort utilizing in-house staff and current financial resources.
3. The internal brand will be developed based on the external brand the Minnesota Chamber launched January 2006.

Definition of Terms

Member. "A business of any type or size that is currently paying yearly membership dues" (Munyer, personal communication, October 23, 2006).

Affiliate. "A specialized program that operates under the Minnesota Chamber umbrella" (Byers, personal communication, October 23, 2006).

Branding. “Selecting and blending tangible and intangible attributes to differentiate the product, service or corporation in an attractive, meaningful and compelling way” (http://www.brandchannel.com/education_glossary.asp).

Brand architecture. “How an organization structures and names the brands within its portfolio. There are three main types of brand architecture system: monolithic, where the corporate name is used on all products and services offered by the company; endorsed, where all sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement; and freestanding, where the corporate brand operates merely as a holding company, and each product or service is individually branded for its target market.” (www.brandchannel.com/education_glossary.asp).

Brand identity. “Brand identity is a visual, emotional, rational, and cultural image that a consumer associates with a company or a product. A company’s brand identity includes brand names, logos, positioning, brand associations and brand personality. A brand’s identity is its fundamental means of consumer recognition and symbolizes the brand’s differentiation from competitors” (Mangini, 2002, pg. 20).

Corporate branding. “Corporate branding is the business process that is planned, strategically focused, and integrated throughout the organization. It establishes the direction, leadership, clarity of purpose, and energy for a company’s corporate brand” (Mangini, 2002, pg. 20).

Corporate identity. “Corporate identity refers to a company’s name, logo or tagline” (Mangini, 2002, pg. 20).

Corporate image. “Corporate image is the public’s perception of a company, whether intended or not” (Mangini, 2002, pg. 20).

Culture. “Culture is a reflection of a company’s leadership, philosophy, history, shared beliefs and values. A company’s culture drives behavior” (Drake, Gulman, Roberts, 2005, pg. 11).

External brand. “A cluster of functional and emotional values which promises stakeholders a particular experience and promise” (De Chernatony, 2001).

Internal brand. “The ongoing process of sharing information and recognizing employees’ contributions and short-term, specific initiatives that help achieve a particular goal” (Drake, et al., 2005, pg. 6).

Rebrand. “When a brand owner revisits the brand with the purpose of updating or revising based on internal or external circumstances”
(www.brandchannel.com/education_glossary.asp).

Service brand. “A product consisting predominantly of intangible values. A service is something that you do for somebody or a promise that you make to them”
(www.brandchannel.com/education_glossary.asp).

Limitations of the Study

The limitations of this study were:

1. The results of this study are limited to the current full-time employees of the Minnesota Chamber of Commerce and its affiliates.
2. The statistics for this research including the market share, retention rates and membership numbers will be used from the time of the official launch of the external branding process in January 2006.

3. The results of this study are limited to the understanding and awareness of the brand by employees. The final results of the implementation of the internal brand process will not be available when this research project is published.
4. Research developed during the external brand process, particularly in the areas of brand architecture, is confidential and proprietary and will not be included in the appendix section.

Methodology

A review of literature was conducted on the history of the Minnesota Chamber of Commerce along with a look into brands and the history of branding. Internal branding is discussed at length, touching on Maslow's hierarchy of needs and its relationship with internal branding. The chapter ends with the introduction and explanation of three approaches of implementing internal branding into an organization.

The methodology utilized in this paper will examine how internal branding is implemented into the Minnesota Chamber of Commerce using the Drake approach. This approach examines how the external branding process was developed, the foundation of the brand, along with a look into the Chamber's brand identity and how this information is used in developing an internal brand.

The research subject selection will include all full-time Minnesota Chamber of Commerce employees including; four executives, seventeen mid-level employees and four administrative staff. The methodology includes the steps to implement the process throughout the organization.

Chapter II: Literature Review

The concept of internal branding is not new to corporate America. Advancing the corporate brand not only to the consumer but to the employees, while also educating them on the values and promise is on the rise. Companies such as Southwest Airlines, Cisco, BASF, Sears, BP, IBM, Nike and Miller Brewing are all examples of corporations that have implemented internal branding and in turn, their workforce is committed to delivering their brand promise (Aurand, Gorchels, Bishop, 2005, pg. 163).

This literature review will present a history of the Minnesota Chamber of Commerce, providing an insight into the creation of the organization and the political and business climate in the state of Minnesota at that time. The evolution of the organization through its many name changes and brand marks will be discussed, leading way to the present brand of the Minnesota Chamber.

In addition, a review of the history of branding will be introduced, a foundational understanding of branding will be provided along with a look into branding both externally and internally, followed by the introduction and examination of several internal branding approaches currently used in corporate America.

History of the Minnesota Chamber of Commerce

On December 14, 1908, eleven businessmen from the Twin Cities met at Carling's on Robert Street in St. Paul, a well-known eating establishment at the time, to discuss the changing business climate in the state of Minnesota. During this time in history, employers were faced with an increase in personal injury legislation and they felt it was time for employers to take the initiative in securing constructive legislation covering the liability of employers against employees in personal injury cases. The

employers also felt an increased commitment to their employees and dependents, by avoiding long and costly litigation (Faber, 1988, pg. A-1).

These eleven businessmen signed the articles of incorporation for the Minnesota Employers Association and soon began to solicit membership from across the state. On January 11, 1909, 135 applications for membership with dues totaling \$810 had been received by the organization. The greatest number of these new members were in the building or building supply businesses, foundries and machinery manufacturers, breweries, milling companies, and shoe and leather products businesses (Faber, 1988, pg. A-1).

Over the next 60 years the Minnesota Employers Association progressed through many ups and downs. It faced many failures and twice as many successes and its members experienced the organization's changing role on the Minnesota business and political landscape (Faber, 1988, pg. A-2).

The Minnesota Chamber of Commerce Name and Brand Mark

Since its beginning as the Minnesota Employers Association, the purpose of the organization was to always protect the bottom line of business, influence pro-business legislation and promote economic development throughout the state. Although its main purpose has not changed since its incorporation, the name of the organization has gone through many changes and variations throughout the years (Faber, 1988, pg. M-1).

In the mid 1960s, there was much unrest both within the Minnesota Employers Association and within the general business community. In the organization, there was an increase in demand for change in programs, activities and events due to governmental regulations, expanding the membership base beyond particular industries, and something

of a new generation of volunteer representatives of member organizations who were serving on the board of directors. There were those within the organization that saw the need for one statewide organization that could be “the voice of business” and that could present a unified front on legislative issues. A state Chamber was needed for business leaders and local chambers of commerce executives (Faber, 1988, pg. M-2).

Over the next two years, heated discussions from members, boards of directors and staff stalled over the topic of a name change for the organization. At first, the name Minnesota Chamber of Commerce was contemplated, but the board of directors settled on the use of a more modern name, incorporating “association” into the name instead of the old-English term “chamber.” It was also pointed out that the backbone of the organization had always been industry, so the new name should reflect that history (Faber, 1988, pg. M-3).

The logo of the Minnesota Employers Association was illustrated by gear wheels which represented business and industry, with the letters MEA over a reverse map of the state of Minnesota. The organization introduced the new logo to its membership in April, 1970. It was composed of stylize italicized block, lower-case letters with the dotted “i” in the form of an arrow. The italic form and upward pointing arrow denoted forward and upward movement of the association. Along with the new logo for the organization, the look and feel of the bi-monthly magazine and other communications pieces followed suit soon after (Faber, 1988, pg. M-4).

The organization continued its mission and purpose throughout the 1970s and 1980s. By 1983 another logo revision was in order for the organization. It was introduced, replacing the older one gradually. This new logo was a seal type with

conglomerate design representing types of members with the name forming the circular border (Faber, 1988, pg. M-4).

By 1986 there was another movement to again reconsider the association name. The study of a committee resulted in a recommendation made to change the name of the Minnesota Association of Commerce and Industry to the Minnesota Chamber of Commerce and Industry. Just 12 months later the word “Industry” was dropped and the official reference became what we know the organization as today, the Minnesota Chamber of Commerce (Faber, 1988, pg. M-5).

History of Brands and Branding

The word brand comes from the Old Norse ‘brandr,’ meaning to burn, and from these origins made its way into Anglo-Saxon culture (<http://www.brandchannel.com>). The first use of brands or “marks of identification” can be traced back to about the time of the Egyptians. Drawings on Egyptian tombs indicate that cattle were branded as early 2,000 B.C (Rozin, 2002, pg. 5). In and around the Mediterranean region, particularly in the ancient civilizations of Etruria, Greece and Rome, the remains of mass produced clay pots have been found with one of the earliest forms of a brand, which were potter’s marks. A potter would identify his pots by putting his thumbprint into the wet clay on the bottom of the pot or by making his mark such as a fish, a star, or a cross (<http://www.brandchannel.com>).

With the fall of the Roman Empire, the use of symbols and brands on artisan products were used only on a local basis. The exceptions were the distinguishing marks used by kings, emperors and governments. “The fleur-de-lis of France, the Hapsburg

eagle of Austria and the Imperial chrysanthemum of Japan indicated ownership and control” (<http://www.brandchannel.com>).

Spanish settlers who came to America, brought with them ‘family brands’ consisting of letters and symbols. In the 16th century, the explorer Cortez experimented with cattle branding. His brand consisted of three crosses and is the first documented brand in the Western Hemisphere. The reason Cortez branded his animals was no different than why cattlemen today continue the practice, to indicate what they own. By 1537, the number of cattle grew so much that the establishment of a stockmen’s organization was created called Mesta. Each cattle and brand had to be registered, and is the first known record of a brand book in the Western Hemisphere (Rozin, 2002, pg. 5).

By the 17th and 18th centuries, there were huge volumes of manufactured fine porcelain, furniture and tapestries from companies in France and Belgium. Laws at the time were developed and enforced more rigidly to give customers confidence in the products they were purchasing (<http://www.brandchannel.com>).

In America, in the late 1800s, cattle drives were common, as cowboys drove huge herds of cattle across the central plains of the United States. During these cattle drives, cowboys would meet other cowboys driving their herds of cattle and these cattle would come together into enormous herds. To tell which cattle belonged to which cowboy, each ranch would have its own unique symbol that would be branded onto every calf. Ranchers generally used three different types of marks in branding – figures, numbers, and letters. The brands then would be read in one of three ways – from left to right, from top to bottom, and from outside in. These brands not only identified an owner or a specific ranch but they also represented a tradition and a “sense of identity for the

cowboys.” It wasn’t uncommon that a cowboy would ride more for the brand than the ranch or the owner (Rozin, 2002, pg. 5).

The widespread use of brands is well documented during the industrial revolution. The improvements in manufacturing and communications opened up the world to mass-marketing of products. According to the Web site [brandchannel.com](http://www.brandchannel.com), the best-known brands of today were developed during this time in history. These include, Singer sewing-machines, Coca-Cola, Kodak film, American Express, Heinz baked beans, and Shredded Wheat breakfast cereal. Along with these brands came the introduction of early trademark legislation. This allowed owners of these brands to protect them by law. The Bass “Red Triangle” trademark was the very first registered brand in the United Kingdom in 1876. The addition of advertising agencies such as J. Walter Thompson and NW Ayer in the late 19th century gave further momentum to brand development (<http://www.brandchannel.com>).

During the period of time between the end of the Second World War and today, we have seen brands develop exponentially (Rozin, 2002, pg. 5). Spurred by the fall of communism, the arrival of the Internet, mass communications, improved delivery systems, and greatly improved transportation systems, brands have come to symbolize our world economy (<http://www.brandchannel.com>).

Drawing similarities between the branding process of ancient societies, cowboys and modern branding today is an over-simplification of a complex process (Rozin, 2002, pg. 5). In today’s marketplace, companies are faced with the challenge of differentiating their products and services from others (<http://www.brandchannel.com>). Not only are

brands of today a stamp of identification and a sign of ownership, but they are a sign of heritage, of quality, and of employee affiliation and satisfaction (Rozin, 2002, pg. 6).

Brand vs. Branding

A brand is an intangible asset, and can be defined as a cluster of functional and emotional attributes which promise stakeholders a specific type of experience (De Chernotony, 2001, pg. 4). A functional attribute or value, are those things that are tangible such as performance, price and quality. Emotional attributes are those that are less tangible such as how a specific brand makes you feel. A brand is considered the most powerful when both the functional and emotional attributes equally exist. Together they create the overall perception and personality of the brand in the stakeholders mind. When it is directed towards the target market, the relationship that is created is strong and the stakeholder tends to be extremely loyal (Hutchinson, 2002).

This loyalty can help the consumer sort through all the choices in the marketplace and make a decision, either consciously or sub-consciously, about a specific product with the least amount of dissonance (Sartain, 2005, pg. 90). The brand represents to the consumer specific benefits, and consumers come to develop expectations about the brand. Consumers develop these expectations through the many brand encounters they have with a particular brand. Brand encounters can be anything from advertising and in-store displays to customer service experiences, packaging, and retail environments. The image and relationship that is created in the mind of the consumer is the cumulative experience with the brand, more than just names and logos (Hutchinson, 2002).

The real power behind the most successful brands is that they meet the expectations of the customer and they truly represent a promise. Brands that keep their

promise can attract very loyal purchasers for years and years. In the United States and other developed countries around the world, a consumer has an assortment of choices when it comes to products and services. There are dozens of car manufacturers, hundreds of car models and just as many specifications to select. The diversity of choices puts pressure on the producer of products and services to offer high quality at an excellent value. It also puts pressure on them to find ways to communicate these choices to the consumer in a way that will make them different from the competition (<http://www.brandchannel.com>).

Branding is about adding a higher level of emotional meaning to a product or service. This increases the value to the customer and stakeholder. A brand value is directly and explicitly related to the stakeholder's emotional attachment to the product or service (Bergstrom, Blumenthal, Crothers, 2002, pg. 134). The real power behind the most successful brands is that they meet the expectations of the customer and they truly represent a promise. This is true to both product branding and service branding (De Chernatony, Segal-Horn, Drury, 2004, pg. 1).

Service Branding

Service branding is selling the promise of a particular service. The idea of service branding has been on the rise as the demand for financial services and leisure services have increased. The idea of providing high-quality services that are aligned with the brand promise is extremely important in order to build customer commitment and satisfaction (<http://www.brandchannel.com>).

Products can be easily copied by competitors; service can not. Since service really depends on the culture of an organization and the training and attitude of its employees, it

is more difficult to build, but it is also more difficult to copy (De Chernatony, Segal-Horn, 2000, pg. 3).

Service brand building poses a challenge to many organizations, due to its unique characteristics. These characteristics include intangibility, heterogeneity, inseparability of production and consumption and perishability. These characteristics really place the employee in the forefront, making them the public face of the organization and their performance or lack of, can affect customer interpretation of the service (De Chernatony, 2005, pg. 2). “Consumer’s impressions of brands are more strongly influenced by the staff they interact with” (De Chernatony, 2001, pg.5).

Maslow’s Hierarchy of Needs

Abraham Maslow, one of the pioneering fathers of organization development, introduced his Hierarchy of Needs theory as a more positive response to some of the former schools of thought around organizations. He believed that people were motivated based on need fulfillment. He detailed that basic needs must be met in order for people to be motivated further and to attain self-actualization (Bjorkman Chughtai, 2005).

These needs can be divided in to five levels: physiological, safety, belonging and love, esteem, and self-actualization. Each of us is motivated by needs and Maslow states that we must satisfy each need in turn (<http://brand.blogs.com/manta>). This means that an individual won’t worry about esteem unless their basic need for food and shelter are first satisfied (Drake, et al., 2005, pg. 83). Once biological/physiological and safety needs are satisfied, acceptance in a group becomes a prime motivator, along with adopting the same behavior and standards, then conforming to society’s norms (<http://brand.blogs.com/mantra>).

This theory is important to understand when it comes to internal branding because when we align the basic human needs within an organization, we see that the basic organizational needs must be met for employees to be motivated further. In other words, the organizational structure helps position the internal communication efforts. This theory can be illustrated with the following example. If a company's payroll function is satisfied with a ten percent error rate every week, even the best communications plans will not make a bit of difference if people aren't getting the right paychecks (Bjorkman Chughtai, 2005).

Bjorkmand Chughtai (2005) explains in the report, *An Interdisciplinary Approach to Organizational Change*, that many times business leaders perceive the needs of the organization from the top down, whereas employees perceive their needs differently. They need to know and understand their job, how it fits into the business, feel that someone cares about the job they are doing, and that it contributes to the bigger picture of the organization. The needs of both are directly linked; business results begin with employees' basic needs.

Internal Branding

In a small town, somewhere in the midwest United States, a truck driver stopped at a Hampton Inn hotel. On any other occasion he would have slept right in his truck, but this situation was different. On this trip he was hauling a load of cows, and for some reason they would not keep quiet. He fed and watered them, but as he explained to the hotel employee, he just couldn't think of another thing he could do to keep them quiet. Fortunately, one of the hotel employees had experience with cows and she informed the truck driver that they needed to be milked. The truck driver, not educated in the art of

cow milking, asked the hotel employee what he could do. Not to worry, that employee went outside and milked the cows (Drake, et al., 2005, pg. 23).

Nowhere in that hotel workers job description did it read, 'cow milking', but that detail didn't cross the mind of that employee. Her main goal was to take care of the guests at the hotel. This is an example of how employees will go the extra mile to make sure their customers are happy and satisfied. Would most workers do this for their customers? The concept of internal branding is powerful. But, in order to start an internal branding program within an organization or instill this type of empowerment into employees, organizations must first determine if the employees understand what they stand for (Drake, et al., 2005, pg. 24).

In today's challenging and competitive marketplace, it is not only necessary for businesses to deliver the right product or service at the right time, to the right place; but organizations also need to deliver exceptional service and an outstanding customer experience (Burkett & McWilliams, 2006, pg. 40).

By the mid-1990s, it became clear to many companies that the traditional approach of branding only to customers was very limiting. In the real world, there are many constituent groups that are influenced. What companies had overlooked was the importance of people in relaying the brand message, regardless of their level in the organization or job position. It is the people who answer the phone; the people who package the product; the people who take orders or provide customer service; and the people who distribute the product, that leave a lasting memory in the mind of the consumer. Internal branding "unequivocally links people on the job to the brand and to the organization" (Bergstrom, et al., 2002).

Internal branding is aligning the “day-to-day activities, business processes, decisions, organizational design, performance expectations and rewards with the brand identity to deliver the brand promise and drive business results” (Hutchinson, 2002). Oakner (2006) states that internal branding is the alignment of company-wide communications and employee-focused education to help employees understand and actualize their importance to the organization and the valuable role they play in expressing the company’s brand and values through their behavior. Tosti and Stotz (2001) summarize internal branding as the integration of marketing and performance technology. Marketing focuses externally on defining and clarifying the consumer value to provide a clear direction for change, while performance technology focuses on the internal organization’s employees to identify the brand values, practices and behaviors that will take the organization in the right direction. According to Bergstrom, et al., (2002) internal branding is defined as “communicating the brand effectively to the employees; convincing them of the brands relevance and worth; and successfully linking every job in the organization to the delivery of the brand essence.” Internal branding is more than just communicating to employees through one-way communication vehicles; it is about turning a brand promise into reality. This takes research, planning and coordination on all organizational levels. Although each of these definitions of internal branding is different, they all contain the elements of four main themes; communication; recruitment; employee motivation; and the role of management (Tosti & Stotz, 2001, pg. 30-32).

Communication is a key factor in internal branding, particularly between employees and management. Holmgren, Schori, and Wingard (2003) states that the

vision, values and guidelines of the company need to be communicated throughout the organization in order to help raise employee morale and commitment. BMW, Disney and Starbucks are, according to Holmgren, et al., (2003) examples of companies that successfully communicate to their employees. They give their employees a deeper understanding of the brand promise and values, which enables them to understand how their own work tasks contribute to the delivery of the brand promise. Companies that successfully communicate to their employees understand that each employee interprets information and words differently depending on their own personal experiences and cultural references. The meaning of words used to describe a brand promise should be selected carefully (Holmgren, et al., 2003, pg. 28).

Recruitment can be a very effective tool used by management to attract the right kind of employees. According to Holmgren, et al., (2003), the human resources department plays an important role in the internal branding process by incorporating the brand into the recruitment process along with training and development, and reward system. Internal branding is not a one-time event, it is a continuous process that aligns and adjusts the organization (Hutchinson, 2002). Recruitment plays an important role because as a company experiences employee turnover they need to continuously change and evolve to reflect the changes in the culture of the organization (Holmgren, et al., 2003, pg. 30).

“The only way to really motivate employees to live the brand is to ensure they helped create it; that it is partially theirs” (Tosti & Stotz, 2001, pg. 30-32). Employee motivation is an important and interesting aspect of internal branding. As discussed in the previous section, internal branding is needed because it serves the purpose of meeting the

needs of employees. As Maslow states in his theory, individuals need to meet their basic needs before moving to the next level. Employees who only see their workplace as meeting their physiological and safety needs will never live the brand. Employers need to meet the needs of fulfillment, self-actualization and self-esteem by motivating employees by sharing values and beliefs of the organization (Holmgren, et al., 2003, pg. 30).

Management is the last theme we see within the different internal branding process, but may be the most important. In order for an internal branding process to take place within an organization, it must be decided upon and lead by the management. If management doesn't believe in the positive effects of internal branding nor see the purpose, it will most likely not occur. All the research regarding internal branding really points to the concept that the outcome of an internal branding process is totally dependent on the commitment and support from upper management (Holmgren, et al., 2003, pg. 43).

Companies are just learning about how their brand can stand or fail based on internal branding (Oakner, 2006). According to the book, *Light their Fire: Using Internal Marketing to Ignite Employee Performance and Wow your Customers* (2005), there are four reasons why a strong internal brand will help a company succeed, 1) it creates awareness and consistency, 2) it can sustain a positive culture, 3) it drives change, and 4) it can attract and retain the best talent.

An internal brand creates awareness and consistency for employees. Because employees are aware and understand the organization's external brand, mission, vision, and brand promise they can communicate consistently and positively to prospective and current customers. Employees are an organizations most powerful marketing tool. They are either sending a positive or negative message every time they talk to customers, other

employers, or relatives. Employees communicate their opinion about the company through their work and if they don't understand the brand, mission, vision or promise, the wrong message can be sent to customers (Drake, et al., 2005, pg. 54).

An internal brand will build and maintain a positive culture. A company's unique culture can be developed and polished so it truly reflects that company. A positive culture is driven from the top of the organization down. When management truly appreciates its employees and shows them they are important and indispensable, it helps strengthen the culture (Drake, et al., 2005, pg. 56).

An internal brand will drive change. Change is common in any organization, but when change turns into a crisis, internal branding helps companies deal with it in a productive and positive way. "Companies can use internal branding campaigns to achieve both long-term and short-term goals, such as a change initiative, managing external change, coping with internal and external conflicts and meeting short-term financial or other objectives" (Drake, et al., 2005, pg. 57).

An internal brand will attract and retain the best and most talented employees. A strong internal brand helps to create an appealing and positive culture that all employees want to be a part of, and never leave. Great companies provide autonomy and a platform for employees to do what it takes to perform their jobs well. These companies encourage and demand "out of the box" thinking and problem solving. (Drake, et al., 2005, pg. 58).

What does internal branding mean to a company's management besides having happy and empowered employees? There is a direct tie from internal branding to a company's bottom line. The cost of employee turnover to a business is astounding. "For a line-level position, it costs 0.41 times the annual salary to find, hire, and train a new

employee; for a professional associate position, it costs 1.77 times their salary; and for a management position, it costs 2.44 times their annual salary.” Curt Coffman and Gabriel Gonzales-Molina, authors at Gallup, states that, “for an organization of 10,000 employees, a five percent decrease in employee turnover saves \$4 million for front-line employees earning \$20,000 a year, \$35 million for professional associates earning \$40,000 a year, and \$97 million for managers earning \$80,000 a year” (Drake, et al., 2005, pg. 37).

Internal Branding Approaches

There are several approaches and models currently used in implementing internal branding into an organization. Approaches that work for one company many not work for another (Hutchinson, 2002). Although the steps in achieving the result may be different, the internal branding model must incorporate four significant factors to be successful.

1) Brand character – A measurement of key customer value indicators.

2) Alignment – Alignment of the leadership, culture and work process with specific business values and practices that deliver value to customers.

3) Education – The education of employees and enrollment into the internal branding effort is critical and executed by human resources management through a variety of communications.

4) Evaluation – Measuring the effectiveness of the method is critical and helps to modify the process (Leberecht, 2004, pg. 12).

This section of the literature review will introduce three approaches of implementing internal branding: 1) the Tosti and Stotz approach; 2) the Drake approach; and 3) the five C’s approach. The most effective approach will differ depending on

industry, company and specific situation. Successful internal branding continually thrives for the long-term but provides significant short-term results (Hutchinson, 2002).

Tosti & Stotz Approach

External marketing and advertising efforts can attract many customers, but it takes the entire company working together to keep those customers. This is the basis of the Tosti and Stotz internal branding approach. It is based on seven-phases: 1) analysis; 2) senior management orientation; 3) mid-management involvement; 4) enrolling the employees; 5) tactical planning sessions; 6) brand plans; and 7) support, assess, and review (Tosti & Stotz, 2001, pg. 31).

Phase one: This phase is about looking into the organization from an internal perspective. “What core values does the brand stand for? What is the purpose of the brand? And, what desired future development will drive the brand activities?” (Leberecht, 2004, pg. 12). The brand is analyzed from an internal perspective and the main goal is to clarify the brand proposition and brand promise to the customer, establish the brand character that will best deliver the value of the organization, and translate the brand character into values. This phase also should examine the current practices of the organization and determine if there is a performance gap between the brand values and the current practices” (Leberecht, 2004, pg. 13).

According to Tosti and Stotz (2001) many organizations revolve all company processes around the slogan, marketing campaign, or tagline. When this happens it is impossible to get a clear and consistent brand perspective and brand promise from any member of the organization.

Phase two: Senior management plays an important and crucial role in the implementation of the internal brand process. Leaders of the organization must comprehensively understand, support and actively demonstrate a commitment to the process. This must be more than just verbal support at the beginning of the process (Tosti & Stotz, 2001, pg. 31). Tosti and Stotz (2001) highly recommend that an orientation session be developed for the senior management staff in order to communicate the results of the prior phase. This is recommended because it will develop commitment to and ownership of the brand character, values, and practices and establish responsibilities for action and examine the implications of the organization's alignment, approval, allocation, and audit decisions on the success of the process (Leberecht, 2004, pg. 13).

Phase three: Mid-management will become involved in this phase of the process. Mid-managers are an important group of individuals because they provide the day-to-day leadership for the employees in the branding process. This phase includes three activities: 1) pre-workshop preparation; 2) workshop participation; and 3) follow-up activities and review of feedback (Leberecht, 2004, pg. 13).

Pre-workshop preparation entails a mix of reading, personal feedback, and several self-paced exercises. These activities should be specifically tailored to the organization type and its brand. The workshops are positioned as business meetings and not as training sessions. The focus is on the main responsibilities of the mid-managers and what they need to know and understand in order to support the delivery of the brand promise (Tosti & Stotz, 2001, pg. 31).

The feedback component of this phase is critical. It is important because it highlights both strong and weak behaviors for each participant in relation to his or her

personal average for all practices. This feedback is not used to compare managers or to evaluate them. It is used to help identify personal targets of opportunity for improvement. The session ends with the creation of a “brand plan” for each of the mid-manager’s areas in the organization (Tosti & Stotz, 2001, pg. 32).

Phase four: The next phase is to enroll the remaining employees in the internal branding process. It is important when starting this phase to communicate to the employees that they will need to enroll (Leberecht, 2004, pg. 13). It is important to give the employees the choice to voluntarily enroll in this process so they will be more committed and have a desire to succeed (Tosti & Stotz, 2001, pg. 32).

It is highly recommended by Tosti and Stotz (2001) that the information is not dumped on the employees, but rather an all-day session is provided to introduce and explain internal branding. This gives the employees the opportunity to gain insight into the process, feel the brand promise and ask follow-up questions. It provides employees with their first experience into the brand and an understanding of how they play a role in keeping the company’s promise to the customer (Tosti & Stotz, 2001, pg. 32).

Phase five: This phase links mid-managers with their supervisors and all participants learn about the connection between internal branding and the external marketing strategy. This is known as the tactical planning session and it educates the employees on the extent to which practices between groups support or inhibit the delivery of the brand promise (Leberecht, 2004, pg. 13).

Phase six: The final step in this process is the implementation of brand plans for each of the supervisors and their employees. The supervisors work directly with their employees to develop specific ways to support the brand proposition and link these

efforts to meeting the business needs. In service industries, employees directly create and deliver the experience to the customer, so it is important to align them with the brand promise (Tosti & Stotz, 2001, pg. 33).

Phase seven: Accountability drives results in all organizations. An evaluation program with objectives, growth measures and celebrations of achievements is vital for continuing the momentum of the internal brand process (Jacobs, 2003, pg. 25).

All business initiatives need ongoing support and assessment in order for the program to have a lasting effect on the company and internal branding is no different (Tosti & Stotz, 2001, pg. 33). In some instances, there can be obstacles that require resources and management approval and this review process will keep things on track. It is also important to conduct annual employee surveys to identify employee concerns and to test to what extent employees feel empowered to live the brand promise (Leberecht, 2004, pg. 24).

Drake Approach

The Drake approach is an eight-step process that incorporates everyone within the organization that touches the customer in one way or another. This approach devotes one-third of the process to researching within the organization (Drake, et al., 2005, pg. 34).

Step one: The first step of this process requires looking inward. Conducting a SWOT analysis evaluates the strengths, weaknesses, opportunities, and threats to an organization. This exercise is common when developing an external brand; although this time it should be from an internal perspective, through the eyes of employees. It is also important to not only assume what employees think, but to ask them. This helps to build buy-in immediately from employees and will provide amazing information about the

organization. After completing the SWOT analysis, the data should be analyzed to determine the areas that internal branding may help and goals and objectives should be created (Drake, et al., 2005, pg. 79).

Step two: Marketing to internal audiences is not as easy as sending out an internal newsletter. It requires an in depth knowledge about the audience. In this case, the audience is every employee at the organization from upper management to the board of directors to the dock workers. It is important to learn as much as possible about the audience's characteristics such as education level, language, age, type of position, and income because it will identify how the information should be positioned to reach them (Drake, et al., 2005, pg. 82).

Maslow's hierarchy of needs theory is important to take into consideration at this point in the internal branding process. This theory can help in creating an effective message by considering how the audience will vary by message and how the message will vary by audience. Positioning a message to the needs of a particular group helps them understand a message in a way that applies to them and their job position (Drake, et al., 2005, pg. 86).

Step three: The third step in this internal branding process is to assess the climate of the organization. Determining what employees are thinking; if they are happy, if they have fun at their job and if they support upper management will give an organization great insight into how receptive or resistant employees will be to the brand message position (Drake, et al., 2005, pg. 92).

These three steps really provide a clear picture into the organization and of the communication environment. The next steps in the internal brand process deal with

matching the message and vehicles to the audience and to make sure the message is sent clearly (Drake, et al., 2005, pg. 95).

Step four: In an organization, there is good news and bad news and they should be treated with equal importance. It is important to keep the lines of communication open between the upper management and the employees. Most companies communicate good news but keep the bad news secret. This can cause an array of negative things to happen, such as employees suspect things are worse than they really are, the grapevine runs rampant with incorrect information and the worst is that employees can and tend to lose trust for management. During this step in the process it is important to determine and define the key messages and communicate them openly and honestly to the employees (Drake, et al., 2005, pg. 101).

Step five: Determining the type of vehicle to relay a message is more important than one would think. Some corporate information can be sent via email while other information is more important to do via face-to-face communications. Types of information that are common to communicate are the organization's mission, vision and values; motivation information, strategic information; recognition of an employees' accomplishments, company news, financial information, training information and news from the management. Once the information is defined it is important to choose the correct vehicle. Anything from a company meeting to videoconferencing to conference calls and printed newsletters are a way of communicating information to employees (Drake, et al., 2005, pg. 126).

Step six: This step requires the selection of brand champions: A champion is someone who outwardly endorses a cause, who speaks on its behalf, and who is

personally involved with others in mind. In this case champions are those individuals that highly support the organization and its internal branding efforts (Drake, et al., 2005, pg. 126).

There are two kinds of champions in an organization, informal and formal. A formal champion is someone in a position of power who can make decisions. An informal champion is anyone to whom others go for advice or opinion. Informal champions can't necessarily help or hurt the internal branding efforts officially, but they can affect how others feel and think about the process. When employees represent themselves to others as supporters of their company, others may develop a positive image of the company without any direct contact. This positive perception can only benefit the company's relationships with its prospective customers (Fram & McCarthy, 2003, pg. 29).

Step seven: Executing the plan is the seventh step in the Drake internal branding approach. Communication is absolutely essential to keeping all employees on board throughout the process. The element of recognition has not been touched in many of the internal branding approaches so far. Next to communication, recognition is the most important element of a successful implementation. Recognition can be executed through personal contact, via e-mail, on the phone or in front of others. It is important that all employees feel recognized and rewarded for their continued effort for the organization (Drake, et al., 2005, pg. 133).

Step eight: That last step of this approach is no different than with many others, it is the evaluation step. Measuring at the end of the initiative helps to know what has been accomplished and provides the tangible proof of success for the organization. It is the

evidence that is needed to prove if objectives have been met. Evaluation can be accomplished through using electronic surveys, hard-copy surveys, focus groups, interviews or informal feedback (Drake, et al., 2005, pg. 135).

Five C's Approach

The five C approach is a unique approach developed by Alan Bergstrom and Dannielle Blumenthal of the Institute for Brand Management. This approach stands for clarity, commitment, communications, culture and compensation. These broad areas do overlap and are often happening simultaneously (Bergstrom, et al., 2002, pg. 136).

Clarity: Clarity is divided into two stages. The first stage entails comprehensive interviews of individuals from senior management, middle and lower-level employees, partners, vendors, clients, industry analysts, along with former employees. These personnel are interviewed in a confidential and anonymous manner. The second stage requires the senior leadership to decide on key brand attributes that are translated into the visual symbols and language that serves as the cornerstone of the brand (Bergstrom, et al., 2002, pg. 136).

Commitment: During this step consensus must be developed around the brand. Without consensus, there is no commitment, and there is no way to create a genuine allegiance to the brand. Consensus can be built via a forced approach by the CEO or by a coalition-based approach that allows for compromise, discussion and refinement until all the employees are in agreement (Bergstrom, et al., 2002, pg. 136).

Communications: Once the brand has been developed and agreed upon by all involved parties, communication to all employees can take place. This can take the form

of a brand launch event, brand reference materials or even a brand help desk (Bergstrom, et al., 2002, pg. 136).

Culture: The chairman of Starbucks was quoted in *Business Week* on August 6, 2001 stating, “If we want to exceed the trust of our customers, then we first have to build trust with our people. Brand has to start with the culture and naturally extend to our customers.” This is correct, but harder than one would think. Changing culture is not easy. For internal branding to truly take hold, an organization must anticipate, acknowledge and respond to cultural resistance (Bergstrom, et al., 2002, pg. 137).

Compensation: As companies learn how important their front-line employees are to delivering the brand, the more they will compensate appropriately. Ironically, employees who tend to be paid the least, such as customer service representatives, are actually the most critical avenues for building the brand with customers (Bergstrom, et al., 2002, pg. 137).

The three internal branding approaches are very different in the type of emphasis placed on the different steps in the process. Each approach has been implemented with success in several different organizations. The use of a specific approach should be determined at the onset to any internal branding implementation and should take into consideration the many different aspects of a business and how it operates, including the business model, processes, customer access channels, assets and resource allocation, organization and job design, staff skills, and current compensation and reward programs (Hutchinson, 2002).

There are many examples that have been published of companies who have implemented successful internal branding efforts within their companies. A prominent

example is Disney. This organization has built its entire employee infrastructure including hiring, training, and all its human resources procedures to support and promote the attributes and message of their brand. The Disney Company carefully monitors its brand via 'brand equity teams' to ensure its brand is used correctly and consistently. These brand equity teams monitor employee service, behavior and dress. As a result, employees have a very clear understanding of what the corporate brand stands for and how they should support it (Leberecht, 2004, pg. 14).

At the Hallmark Company, a group of internal managers is responsible for conducting training and educational sessions. They organize a brand-based intranet site, internal publications, a speaker series and a daily brand promise reminder that automatically appears on the start-up screens of employees' computers. Hallmark conducts internal assessments on a consistent basis in order to assess their employees' perceptions of the brand (Aurand, et al., 2005, p. 164).

The Mayo Clinic in Rochester, Minnesota also implements internal branding methods to strengthen its organization. New employee orientation is designed to emphasize the patient-first brand promise. They demonstrate the role that all staff plays in affecting patients' care and well being (Aurand, et al., 2005, p. 164).

At 3M, all employees participate in the training and education series, "*The Seven Steps to Mobilizing Employees and Maximizing your Branding Efforts*". This program focuses on delivering the brand promise by every employee, from the executive to the scientist to the sales representative and other front-line employees (Aurand, et al., 2005, p. 164).

Chapter III: Methodology

The purpose of internal branding is to create employees whose passion for what they do erases the boundaries of service. They no longer think about their job as a set of specific tasks. Instead, their work involves whatever it takes to contribute to the well-being of the company. Internal branding is a channel for a company to create inspired and motivated employees who perform well and deliver the brand promise (Drake, et al., 2005, pg. 15).

This study will identify if the internal brand of the Minnesota Chamber of Commerce aligns with its external corporate brand identity and determine if the current environment in the organization is conducive to achieving its external strategic goals and tactics.

The methodology used in implementing an internal branding process into the Minnesota Chamber of Commerce will be discussed in this chapter. It will loosely follow the Drake approach discussed in the literature review. According to Drake et al., (2005) there are two types of internal branding; an ongoing process of sharing information and recognizing employees' contributions; and a short-term, specific initiative that helps achieve a particular goal. An ongoing process is the foundation for a healthy culture where employees operate by the "one for all and all for the organization" philosophy. Continuous internal branding creates a solid foundation on which to build a world-class organization. The Minnesota Chamber will initiate an on-going internal branding process into the organization.

Instrumentation

Internal branding is deemed successful when decision makers align the organization around the brand by coordinating its marketing efforts with the principles of organization change management. As discussed in the previous chapter, the Drake approach is based on eight-steps: 1) set a course; 2) define the audience; 3) assess the climate; 4) define key messages; 5) match vehicles to messages; 6) select brand champions; 7) execute the plan; and 8) measure and adapt.

Data Collection

The development of the external brand including the creation of the new brand promise is significant and instrumental in the internal branding process. It is important to discuss the background and the development of the organization's current external brand including; 1) building the brand architecture; 2) conducting focus groups to gain an understanding from current members on what makes the Minnesota Chamber an organization worth belonging to; 3) the development of an awareness and affinity survey used to test key messages and value statements; and 4) how this research comes together to develop new brand visuals.

In June 2006, the Minnesota Chamber of Commerce was nominated to participate in *The Minnesota Business Journal's*, Great Places to Work survey. Companies can earn the honor of "Great Places to Work," based on employees' responses to issues such as work environment, personal growth, embracing new ideas and how things at their organizations work day-to-day. It was decided by the researcher to use this data to assess the climate at the Minnesota Chamber of Commerce, rather than conduct a specific climate assessment survey. This data will be used by the researcher as a starting point for

the internal branding implementation. The remaining action steps in the Drake approach will be developed and a plan for implementation within the organization in the future also will be described in the next chapter of this paper.

Chapter IV: Results

The purpose of this study is to investigate the concept of internal branding, identify if the internal brand of the Minnesota Chamber of Commerce aligns with its external corporate brand identity and determine if the current environment in the organization is conducive to achieving its external strategic goals and tactics.

This chapter will thoroughly discuss the steps in the implementation of the internal branding process at the Minnesota Chamber of Commerce. Steps one and two are a result of the external re-branding process the Minnesota Chamber has undergone from July 2004 until January 2006. Step three will utilize data from *The Minnesota Business Journal's*, Great Places to Work survey taken by Minnesota Chamber employees in June 2006. Steps four through eight are action steps that the research will plan and implement into the organization in the future.

As discussed in the previous chapter, the Drake approach is based on eight-steps: 1) set the course; 2) define the audience; 3) assess the climate; 4) define key messages; 5) match vehicles to messages; 6) select brand champions; 7) execute the plan; and 8) measure and adapt.

Step One: Set a course

The first step of the Drake approach begins with researching and assessing the organization's brand from an internal perspective. Is the organization healthy or struggling? Is the employee climate supportive or adversary? What is the organization's reputation as an employer? What do the employees feel about past and current initiatives? Has the organization involved employees in the past, or is this a new approach? Are the current circumstances at the Minnesota Chamber conducive to achieving our goals?

In 2004, the discussion about the Minnesota Chamber of Commerce brand, logo, and tagline development surfaced. The question that many within the organization faced was how to differentiate the Minnesota Chamber of Commerce from other trade associations and other local chambers of commerce.

What began as a simple discussion about the logo and tagline developed into an overall evaluation of the brand and its message strategy. The organization established a task force which included two members of executive level management and two mid-level employees from the Minnesota Chamber, along with seven board members that had the experience developing brands within their own organizations or had experience in the marketing and communications fields.

The following information will address how the organization developed a new brand architecture; it will address the formation and results of two member focus groups, it will speak to the key findings of an awareness/affinity research survey that was conducted to test key messages and value statements with non-member companies and it will walk through the process of developing the brand visuals created.

Brand Architecture

The first step in the process to redesign the Minnesota Chamber of Commerce external brand began with the help from the marketing and branding department at General Mills, Inc. Using a confidential, proprietary brand architecture process, General Mills worked with the task force over several months to identify the foundational elements of the brand which included its assets, deliverables and brand character. These three elements speak to the core of an organization's brand promise. The assets and

deliverables are what the Minnesota Chamber employees tell members they can do for them.

Through a rigorous brainstorming session, the task force identified the three brand assets to be the organization's members, its lobbying staff and the state of Minnesota. These assets are defined as being distinctive and ownable only by the Minnesota Chamber of Commerce. Our member base is a unique mix of businesses that can not be duplicated in another trade association, as is the talented lobbying staff. The state of Minnesota was selected as an asset because the Chamber represents the whole state as opposed to other organizations that tend to be regional or community driven.

The primary benefits that the Chamber brand delivers to its members were identified as a road map because the organization provides the information and the direction to solving public policy issues; results because the Chamber prides itself in bipartisan politics by leading others to see both sides; and peace of mind because the Chamber really does the heavy lifting so a business owner can focus their effort and skill on making their business grow.

The ability to apply human personality to a brand is a way to achieve differentiation with products and services. These traits inform customers of the brand behavior through both prepared communication and through the employees who represent the brand. The three personality traits that define the organization's character are tenacious, principled and effective. These foundational elements are crucial in the remaining development of the brand architecture.

The next step in the brand architecture process included identifying the consumer target and insight. While the brand of the Minnesota Chamber of Commerce may attract

many types of businesses to its organization, the membership is really based on a select few. The statement developed as the consumer target really speaks to the needs and motivations of the business and the type of individual that owns and operates that particular business. The consumer target statement that was developed states, the Minnesota Chamber advocate is a hands-on business owner who calls Minnesota home. Now a parent of teenagers, he/she chose the entrepreneurial path for the creative flexibility, operational autonomy, and dynamic growth (personal and financial) it promised, and is conscientious about preserving these benefits of his career choice for himself and his successors. While an individual at heart, he values the collaboration, communication, and community with others who have chosen similar paths and are facing similar challenges.

The consumer insight really taps into the underlying motivation and needs of the consumer. It explains why a particular business owner chose membership in the organization. The consumer insight states, part of being a conscientious business owner – concerned with the present and future growth of his or her business – understands those things, both in and out of one's control. The Minnesota Chamber advocate actively controls what he can (products, services, employees), but is anxious about matters seemingly beyond his control, including public policy issues at the state level. He seeks insight, counsel and authoritative representation in these areas of 'unmanaged risk' so he can focus on what he knows and does best: growing the business.

Defining the key benefit of the Minnesota Chamber of Commerce helps the organization focus on what it offers its members better than its competitors, and it helps to fill an actual consumer want and need. The key benefit statement states that the

Chamber is Minnesota's guardian of business, speaking and acting on behalf of business owners today and tomorrow. From this statement the reason why the benefit is believable is because the Chamber's statewide membership and effective lobbying staff speak with a strong, united voice – and have a track record of getting results.

The last key component of the brand architecture is the brand promise. This is the highest order benefit that is provided to the members of the organization. It incorporates the brand personality, is relevant to the consumer target, and helps to ensure consistency at all touch points in the organization. The brand promise that was developed through this process is, protect my business.

The process of building the brand architecture began in July 2004 and was finalized in September 2004. Throughout the process, buy-in was received from the organization's board of directors and executive level staff. The architecture provided a strong foundation for the next step in the process, revisiting the organization's mission and vision, and developing the guiding principles of the organization and its strategic direction (Appendix A).

Focus Group Creation and Key Findings

In the end of September of 2004, the Minnesota Chamber of Commerce conducted two, one-hour long focus groups to help the task force understand current members' perceptions and opinions about Minnesota Chamber membership, specifically what makes the Minnesota Chamber of Commerce a valuable organization to its current members and what would compel nonmembers to join.

There were four objectives for the focus groups which included, 1) identifying the perceived benefits of Chamber membership, 2) exploring what motivates people to

become members of the chamber, 3) identifying barriers to Chamber membership, and 4) identifying key messages for member recruitment and retention.

The key findings of each focus group provided an insight into how the organization can align and strengthen the messages it presents to current members, potential members and other key audiences. Key findings of the focus group include the following:

- 1) The most valuable benefit of being a Minnesota Chamber of Commerce member is legislative results. It was agreed that proactive, effective lobbying work is what drives continued membership within the organization. Members believe their return on investment is considerable when there is a tangible result at the legislature. Members that are small businesses appreciate the enormous value they receive from the Chamber's lobbying efforts, a task they do not have the time nor resources to handle internally.
- 2) It was discovered that personal relationships are a key recruitment driver for membership. Word-of-mouth is the strongest motivator and focus group participants admitted that a personal relationship with a Chamber member influenced their decision to join the Chamber initially. The current members are the organization's strongest advocates. These personal connections are stated as factors for why businesses join the organization along with why they maintain their membership.
- 3) Focus group participants believe that nonmembers likely do not have a clear understanding of the work the Chamber does on behalf of Minnesota businesses. It was also clear that several participants themselves were unaware of the total

value until they became actively involved in committees or on the board of directors. As a business owner in the state of Minnesota, there are many organizations and trade associations that are vying for company budget dollars and membership. By differentiating itself and building awareness, the Chamber has the opportunity to increase its membership exponentially.

- 4) The Chamber's results-driven culture is instrumental to its long-term success and should be highlighted in recruitment efforts and retention communications.

Participants most closely identified with words that demonstrated the Chamber's bias toward action and feel these messages are most effective when marketing to businesses.

- 5) Although the Chamber does a great job communicating to its current members about its success, it does not do a good job announcing its successes to potential members. The Chamber needs to make itself visible to the business community and potential members that it is the driver behind key business legislation.

These results were reviewed by the task force and it was determined that the data validated the newly created brand architecture. This data along with the vision, mission, key messages and taglines were then further used to prepare a broader poll of nonmembers.

Prospective Member Awareness/Affinity Research Report

The focus groups finding recommended that the Chamber not only look to its members for understanding and perception of the organization but to those businesses that are prospective members. In November 2004, Padilla Speer Beardsley Public Relations conducted a prospective member awareness/affinity research survey. The

objective of this survey was to test key messages and value statements with nonmember companies and identify the awareness and understanding of the Minnesota Chamber of Commerce.

The population for this telephone survey was 93 corporate level executives from businesses with at least 50 employees to not more than 500 employees located throughout the state of Minnesota at all business locations. These executives were nonmembers of the Minnesota Chamber of Commerce who represented all types of industries (Appendix B). Findings include:

- 1) The Minnesota Chamber of Commerce has a favorable awareness and performance base to build on. Nearly half of respondents are at least somewhat familiar with the Minnesota Chamber, they believe the Chamber is at least somewhat effective in representing their business interests at the state Capitol.
- 2) There is a pressing need to educate and differentiate the organization. Nearly one-third of the respondents didn't know the primary purpose of the Chamber and about three-fourths did not have an understanding of the unique functions and strengths of the organization.
- 3) Nearly half of the respondents defined the Minnesota Chamber as an advocacy and lobbying organization, with less than one-fifth having no idea of the purpose of the organization.
- 4) Messages and taglines that were action-oriented really spoke to respondents. Those that focused on the "Statewide" aspect of the organization rated much less or were sometimes a deterrent to respondents.

The overall findings of the awareness/affinity research did provide the task force with a deeper understanding of the thought process of nonmembers. It provided insight into what the organization looks like from an outside perspective and helped to build the visual brand along with the key messages used in the marketing communication pieces.

Minnesota Chamber of Commerce Brand Visuals

The findings from the focus groups along with the awareness information obtained by the awareness/affinity survey were used to build the identity of the Minnesota Chamber brand.

The Chamber hired BBDO/Minneapolis, a local advertising agency to accomplish three main goals; 1) to redesign the logo of the Minnesota Chamber and develop a sub brand for each program and affiliate, 2) to develop and design business communication stationery and envelopes to incorporate the new brand identity and sub brands, and 3) to develop and design a marketing brochure incorporating the new brand identity (Appendix C).

The official launch of the brand was at the Minnesota Chamber of Commerce Session Priorities Legislative Reception and Dinner in January 2006 with the monthly newsletter being launched in March 2006. Since that time, all of the marketing collateral, business communications, and Web site have implemented the new brand identity.

Step Two: Define your Audience

The subjects of this study include all current, full-time employees of the Minnesota Chamber of Commerce. This includes twenty-five individuals including: four executive level management; seventeen mid-management employees; and four

administrative staff. All employees work out of the main office located in downtown St. Paul, Minnesota.

There are three main departments at the Minnesota Chamber including the public policy department, internal operations and external operations. Currently there are seven full-time lobbyists in the public policy department. Their main purpose is to develop the Chamber's policy positions through one-on-one interaction with members at committee meetings. Membership, marketing, communications and events are housed in the external operations department. Membership and marketing are responsible for selling Chamber memberships along with the retention of existing members. The communication staff oversees all internal and external communications. They develop the opinion editorials, and newspaper stories along with developing all member print and Web communications. The event staff plans and executes Chamber and affiliate events throughout the year. The finance department comprises the internal operations department and is responsible for accounts payable and receivable and heads up all other financial issues of the Chamber and its affiliates and programs.

The Minnesota Chamber of Commerce has a flat organizational hierarchy (Appendix D). It consists of three levels consisting of the executive level management, the mid-management or all employees with the title of manager or director and then the administrative staff. The mid-management employees consist of nearly 75% of the employees at the Chamber.

Step Three: Assess the Climate

What is the climate at the Minnesota Chamber of Commerce and what are the employees thinking? That question is important in the internal branding process because

it will help determine how receptive or resistant people will be to the key messages. *The Minnesota Business Journal's*, Great Places to Work survey consisted of thirty-seven questions covering the topics of team effectiveness, retention risk, alignment with goals, trust with coworkers, individual contribution, manager effectiveness, trust in senior leaders, feeling valued, work engagement and people practices. A detailed report of the questions and results for this survey can be found in the appendix (Appendix E).

The researcher will examine the top ten questions rated the highest by employees and the bottom ten questions rated the lowest. Chamber employees rated the following 100% favorable, 'agreeing' or 'strongly agreeing' to the question; I am always thinking about ways to do my job better; I understand how my job helps the organization achieve success; I feel loyal to my immediate team or work group; and the people I work with most closely are committed to producing top quality work. These questions show that the employees understand their job and they understand the purpose of the organization. It also shows that the Minnesota Chamber employees work together in a team environment and strive for success in the work they produce.

In this survey, four questions focused on the topic of trust in senior leadership. Three of the four were rated in the top ten. They include; I trust the senior leadership team to lead the company to future success; the leaders of this organization demonstrate integrity; and I believe the leaders of this organization are honest and trustworthy. This is a good reflection on the leadership at the Chamber and it will prove to be beneficial when implementing the internal branding process. Also rated in the top ten include; I enjoy doing my work; I believe this organization will be successful in the future; and the leaders of the organization value people as their most important resource. The last

question is particularly interesting because it demonstrates that the employees regard the organization and its leaders highly and vice versa.

The bottom ten questions rated higher in the neutral category with answers of 'somewhat disagree' or 'somewhat agree'. These questions fell into all of the main categories and didn't particularly show a pattern. The two questions the researcher did find interesting include; the organization makes investments to make me more successful and; considering the value I bring to the organization, I feel I am paid fairly; were both from the feeling valued category. As stated in the literature review, a main component of internal branding is reward and recognition. By fulfilling the basic human desires for recognition, advancement, esteem and education, an organization can build tremendous employee loyalty.

Step Four: Define Key Messages

Communication is very complicated; even though a message is sent, it doesn't necessarily mean it was received or understood. This step in the internal branding process focuses on defining key messages for the employees at the Minnesota Chamber. In the previous step, it was identified that the areas that need improvement include reward and recognition and professional growth and advancement. The researcher also believes that general communication about what all departments are working on, companywide news and management directives should also be incorporated.

Step Five: Match Vehicles to the Message

An effective internal branding campaign should take advantage of multiple vehicles that reinforce each other. Following is a list of communication vehicles the

Chamber will incorporate into their plan along with a corresponding description of the type of information this vehicle will communicate.

Monthly staff meetings: Currently a monthly staff meeting is scheduled for all employees of the Minnesota Chamber. This is the top choice for any really important information such as strategic news, rewards and recognition of employees, and motivational information. This vehicle can be utilized more effectively than it currently is. Currently, not every employee speaks up during the meeting and therefore the role they play in the organization or within a project is not vocalized.

Newsletters or printed letters: All human resources information regarding employee benefits will be communicated with this vehicle. It will also be used for following up on important issues after its presented to the staff. An employee newsletter can be utilized to recognize employees for superb performance or for participation in activities outside of the organization.

E-mail: Communication via e-mail is not the best and most appropriate means of relaying information to employees. There is no way of knowing if the information is being read or understood. In that case, e-mail should be used to distribute quick, small bits of company news that are time-sensitive. The Chamber will use text emails for short updated and HTML emails utilizing the organization colors and logo for more instructive information. This is a great opportunity to reinforce the external brand.

Intranet: Currently the Minnesota Chamber doesn't utilize an Intranet system. This tool is ideal for communicating follow-up information after a company meeting or just as a central location to find company forms or human resources documentation. This tool would be beneficial to the Minnesota Chamber employees because it would

centralize important documentation and can serve as the company-wide bulletin board for announcements and company news.

One-on-One: One-on-one communication is perfect for personal kinds of messages including performance management feedback and career goal discussions. If executed correctly, Drake, et al., (2005) states that one-on-one communication can be the most powerful communication vehicle at the disposal of an organization.

Table 1 below illustrates the type of communications the management of the Minnesota Chamber may want to communicate to the employees and the type of vehicle that is recommended.

Table 1

| Types of Communication | Communication Vehicles | | | | | |
|--|------------------------|----------------|------------|--------|----------|------------|
| | Company Meeting | Printed Letter | Newsletter | E-mail | Intranet | One-on-One |
| Mission, Vision, and Values | ◆ | ❖ | ❖ | ❖ | ❖ | ❖ |
| Motivational Information | ◆ | | | | ❖ | ❖ |
| Strategic Information | ◆ | ❖ | ❖ | | ❖ | ❖ |
| Reward and Recognition | ◆ | ❖ | ❖ | ❖ | ❖ | ❖ |
| Company News | ◆ | | ◆ | | ◆ | |
| Financial Information | | ◆ | ◆ | | | |
| Management Directives | ◆ | ❖ | ❖ | | ❖ | ❖ |
| ◆ Primary Communication Vehicles ❖ Follow-up Communication Vehicles | | | | | | |

Step Six: Choose Brand Champions

A brand champion is a person within the organization that speaks on its behalf and who is personally associated with it in the minds of all the employees. For the Minnesota Chamber the official brand champion will be the president of the organization. The selection of the president is important because he has the ability to sway opinions and will rally all employees behind a cause.

Step Seven: Execute the Plan

The internal branding program at the Minnesota Chamber will begin implementation on January 2, 2007 (Appendix F). It will be a gradual unveiling starting with employing new tactics at the monthly staff meeting. Since this time of year is the most hectic within the organization and because much of the staff is out of the office at the Legislature, the main communication vehicle will be e-mails.

Step Eight: Measure and Adapt

The last step in the Drake approach is measuring and adapting the program. Currently the Minnesota Chamber's internal plan incorporates the use of an electronic survey and informal feedback. Over the next year, measurement will take place at six-month intervals. At that point, changes to the program can be made to reflect the employees' opinions.

Chapter V: Discussion

The purpose of this study is to investigate the concept of internal branding, identify if the internal brand of the Minnesota Chamber of Commerce aligns with its external corporate brand identity and determine if the current environment in the organization is conducive to achieving its external strategic goals and tactics.

In internal branding, the attitudes and behavior of employees play a central and critical role in the delivery of the external brand. For employees to “live the brand,” they need to be aware and fully understand the brand values of the organization. Capitalizing on employees serving as brand advocates is high on organizational strategic plans.

The concept of internal branding has never been officially introduced to the staff at the Minnesota Chamber, but the alignment of the leadership, culture and work process to deliver value to the customer is in place. The processes necessary to hire individuals that are independent thinkers and action-oriented individuals are currently being utilized. The human resources department, management and the board of directors strive to provide benefits, career growth opportunities and compensation to the employees that allow for personal and professional development. The Minnesota Chamber has an open door policy with all management staff which allows for and stimulates conversation and communication. The low-hierarchy culture helps to communicate the strong idea of what the brand stands for and is very pro-active, open, and forthright to all employees.

The management at the Minnesota Chamber is very hands-off which allows employees to be independent thinkers, risk takers and open to try new things. With regards to the branding, the Chamber supplies each employee with identity guidelines on the new brand and gives options with the brand, allowing them to implement the

guidelines into their own work processes. This helps to make a consistent and undiluted brand image both internally and externally.

Limitations

There are several limitations to this study. The first and foremost is that the results of this study are limited to the understanding and awareness of the brand by employees. The results of the implementation of the internal brand process are not available since the internal branding process will just begin implementation in January 2007.

Another limitation of this research is the lack of additional funding for this project. The internal branding process implemented at the Minnesota Chamber will be conducted using existing staff and resources. At this time, the Minnesota Chamber of Commerce officially organizes two off-property teambuilding workshops per year. It has been suggested and human resources are currently investigating the option to increase this to once a quarter.

Recommendations

Currently, the topic of internal branding is limited to information about the topic including what it is, what it should do for your organization and who should be involved. There is also some information available on case studies from companies who have implemented internal branding into their organization, although this really illustrates how internal branding is implemented into organizations with hundreds of employees. The key information that is missing in all the literature available is how to start the process, whether in a small to mid-size company or a large corporation.

Throughout the literature, it stated that the internal branding process should never be an add-on but instead it should happen simultaneously with the launch of the external

brand. This would be a recommendation to all companies looking into implementing an internal branding process.

Also, all the available literature on internal branding stresses the need for organizations to implement a cultural assessment during phase three of this process. According to Drake, et al., (2005), an organizations culture inevitably affects whether employees will support or hinder the desired change and culture drives behavior within an organization. It is recommended that the executive leadership conduct a full cultural assessment before the internal branding implementation.

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Appendix A: Mission, Vision and Guiding Principles

MINNESOTA CHAMBER OF COMMERCE

VISION, MISSION, GUIDING PRINCIPLES & STRATEGIC DIRECTION

Vision: Working together to make Minnesota the best place for business.

Mission: The Minnesota Chamber of Commerce is committed to advancing public policy and job growth strategies that create an environment for businesses statewide to prosper.

GUIDING PRINCIPLES: *(BELIEFS, FOUNDATION FOR ACTION)*

Member Driven: The Minnesota Chamber of Commerce is its members. Our members set the agenda. We continually ask, listen and respond.

Statewide: Our agenda reflects the priorities of members throughout the State of Minnesota.

Broad Based: We represent the interests of all sizes and types of companies.

Fiscally Prudent: We respect our members' resources and use them as effectively and efficiently as possible.

Strong Voice: We are a tenacious voice for business, and its leading advocate on public policy, regulatory and job growth issues because we understand the powerful and direct relationship between economic competitiveness and Minnesota's quality of life.

Results Focused: Annually, we make progress for our members on their priorities. Our return on investment can be measured each and every year on the bottom line of Minnesota businesses.

STRATEGIC DIRECTION: *(HOW WE ACHIEVE OUR MISSION – THESE LINE UP WITH OUR "CORE STRATEGIES AND TACTICS" DOCUMENT)*

- Retain existing businesses and grow our base – Make every business feel welcome in Minnesota. The Minnesota Chamber of Commerce will lead statewide business retention efforts. We will reach out to businesses statewide to make sure that on an individual basis they know we appreciate their presence and understand the issues that affect their future.
- Listen and respond to members – The Minnesota Chamber of Commerce will constantly seek member input and feedback on issue priorities and strategies and respond to meet member needs.
- Expand the grassroots network – The Minnesota Chamber of Commerce will expand its grassroots network of members and local chambers to speak and act on behalf of businesses statewide.

- **Strongly advocate for business – The Minnesota Chamber of Commerce will be businesses' leading advocate at the Legislature, in regulatory agencies of state government and in the courts. We will also develop innovative solutions to public sector problems to achieve our common goals without penalizing Minnesota employers and reducing the state's economic competitiveness.**
- **Grow the membership – The Minnesota Chamber of Commerce will expand its membership to increase the influence of the voice of business and the resources necessary to effectively advocate for members.**
- **Offer business tools and resources – The Minnesota Chamber of Commerce will develop and offer unique tools to that will save members money, assist in their operations and business development activities and encourage their participation in the public policy arena.**
- **Provide credible research and information – The Minnesota Chamber of Commerce will be a credible and responsible source of information on business and public policy issues.**
- **Retain and attract talented leaders – The Minnesota Chamber of Commerce will attract and retain highly talented and dedicated leaders, both staff and volunteers.**

Appendix B: Prospective Member Awareness/Affinity Research Report

Prospective Member Awareness/Affinity Research Report

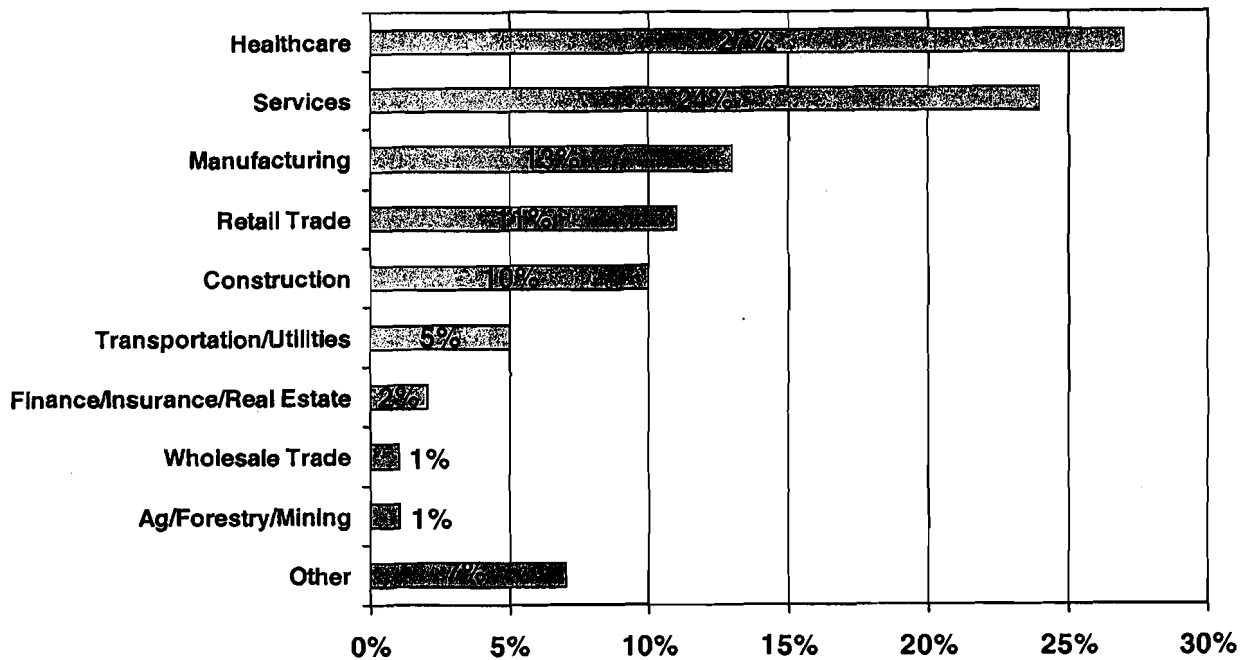
Conducted for the Minnesota Chamber of Commerce by
Padilla Speer Beardsley
December 2004



Methodology

- Telephone survey end Nov/early Dec 2004
- 93 C-level execs
- 50-500 employees throughout state
- Non-MN Chamber members
- Phase Two fact finding – toward strengthening MN Chamber brand
 - Understanding of MN Chamber
 - Response to messages, taglines

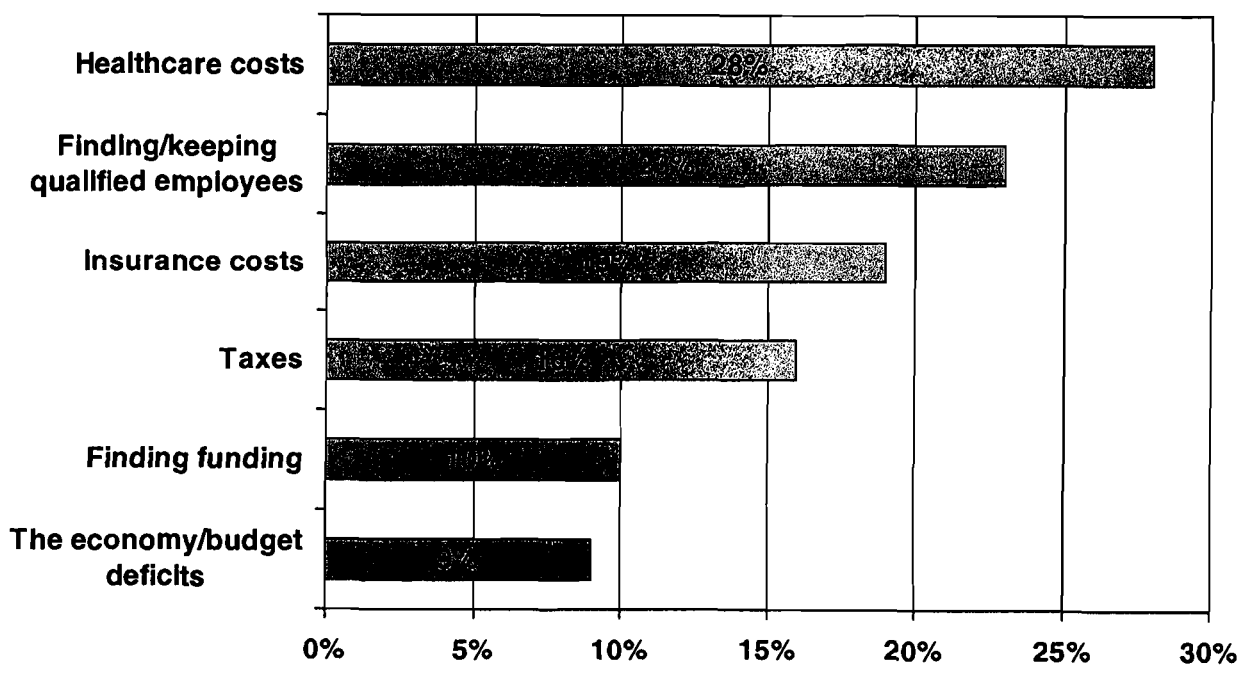
Which of the following best describes your business?



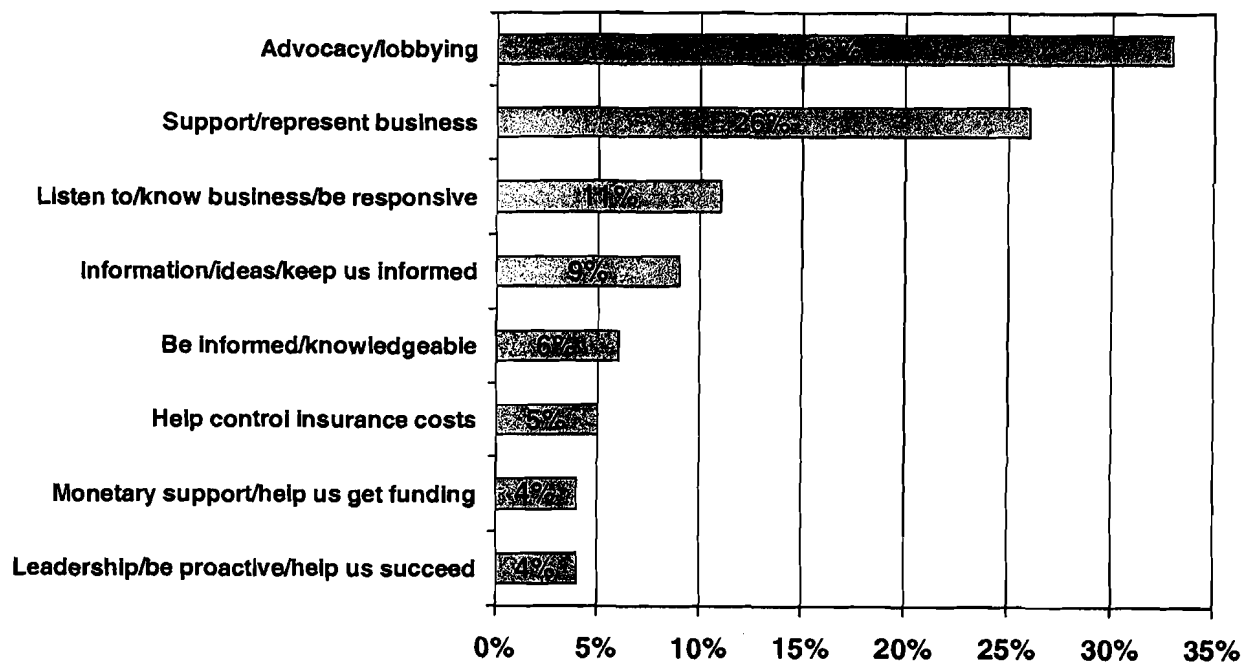
To which of the following organizations do you or your company belong?

- Industry trade association 38%
- Local Chamber of Commerce 42%
- None of the above 20%

What would you say are the most critical issues facing Minnesota businesses today?

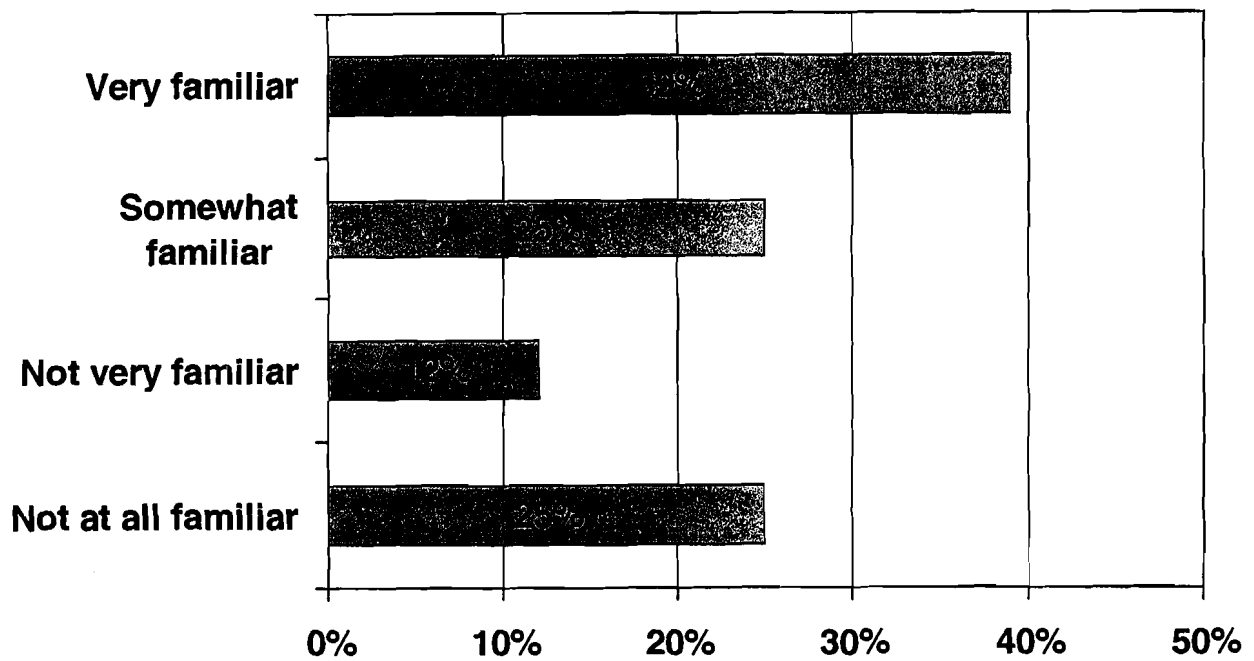


If an organization asserts that it is the “voice of business” in Minnesota, what would you expect from that organization?



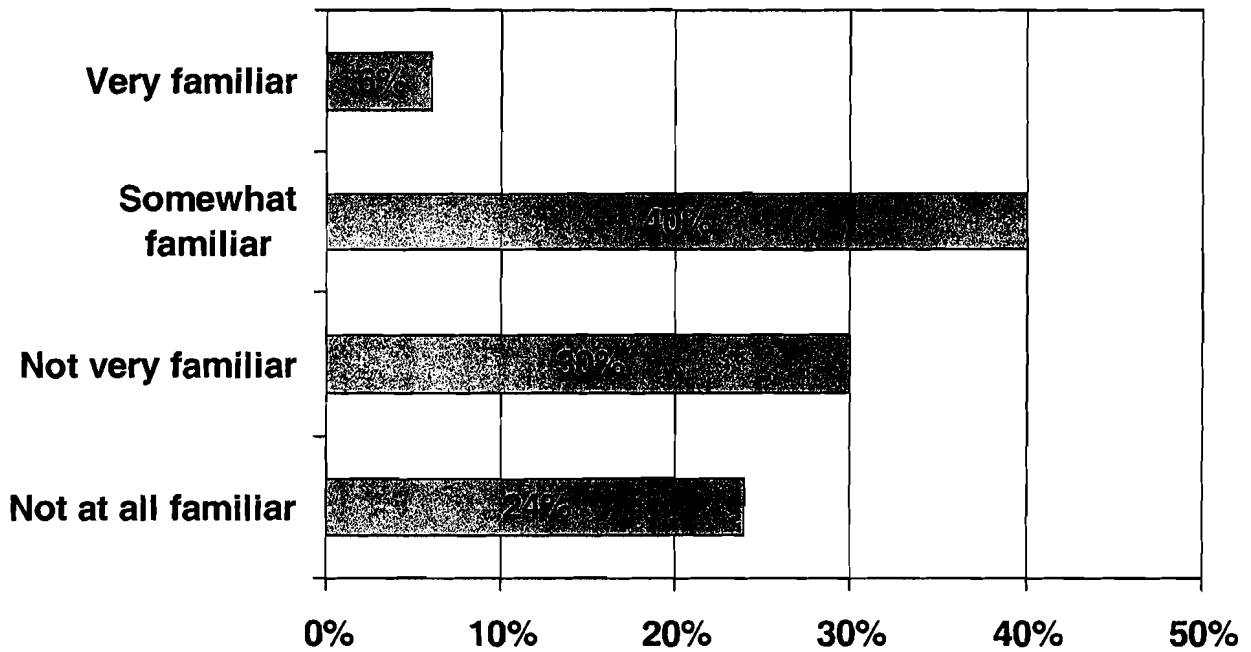
How familiar are you with...

Industry Trade Association



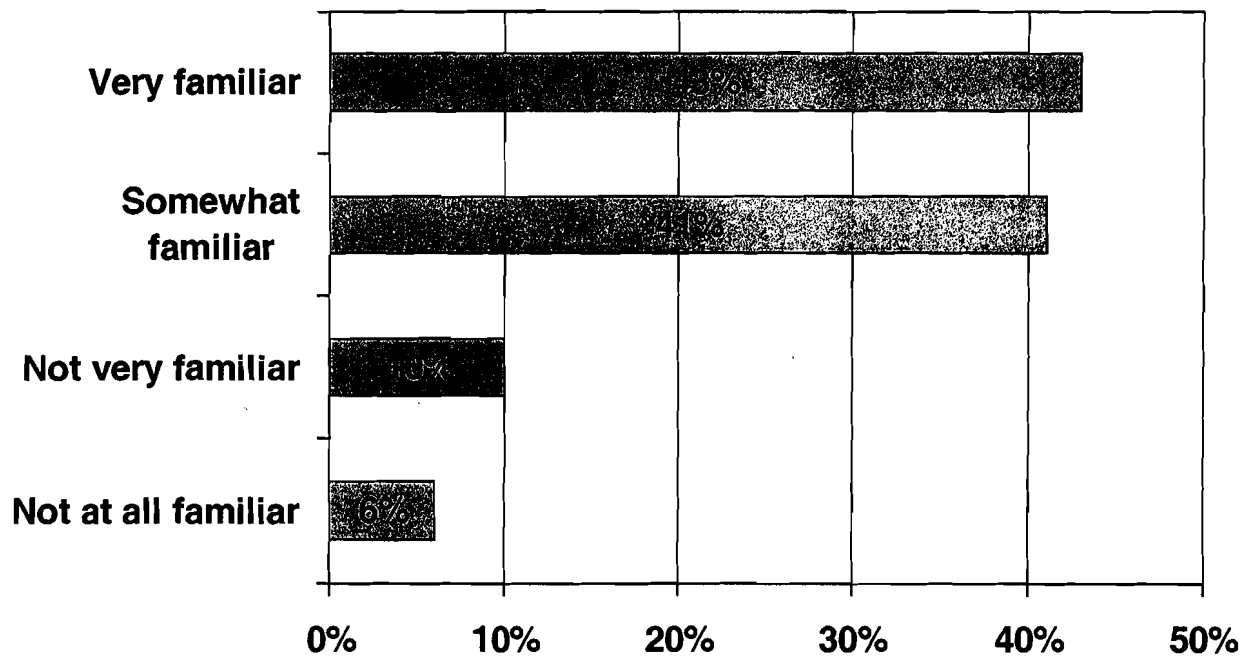
How familiar are you with...

Minnesota Chamber of Commerce



How familiar are you with...

Local Chamber of Commerce



What is the primary purpose or function of the Minnesota Chamber of Commerce?

- Don't know 30%
- To promote/support MN businesses 28%
- To support businesses in legislature/to lobby 16%
- Business information resource 8%
- To help network businesses 2%
- Other comments 16%

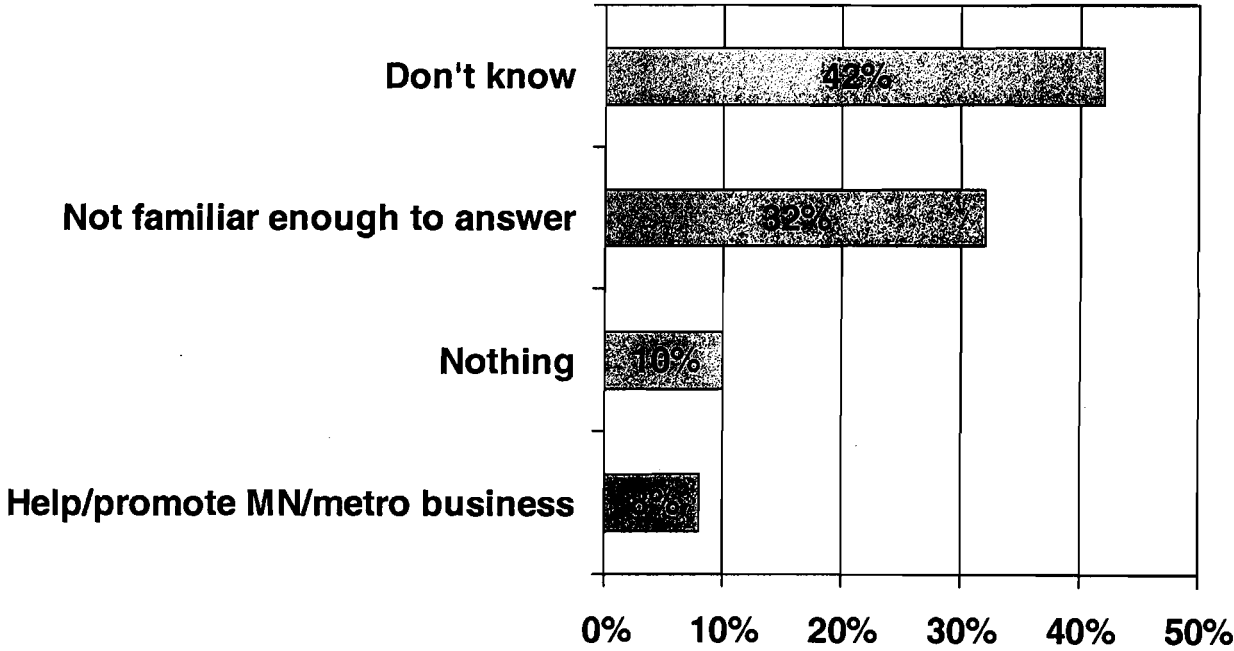
What is the primary purpose or function of your local Chamber of Commerce?

- Promote/support local business 47%
- Don't know 20%
- Help network local businesses 9%
- To support businesses in legislature/to lobby 3%
- Business information resource 3%
- Other comments 16%

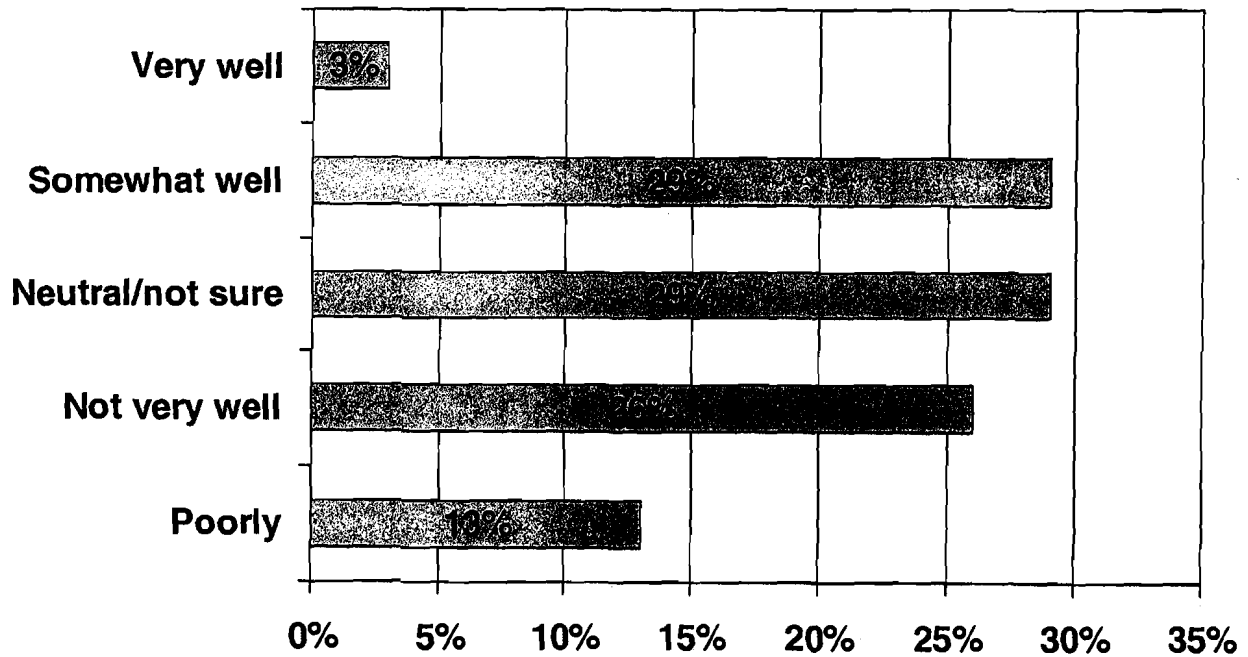
What is the primary purpose or function of your industry trade association(s)?

- Don't know 37%
- To support businesses in legislature/to lobby 18%
- Provide industry information 13%
- To serve as advocates for specific industries 11%
- To help network local business 3%
- Promote/support local business 2%
- Other comments 15%

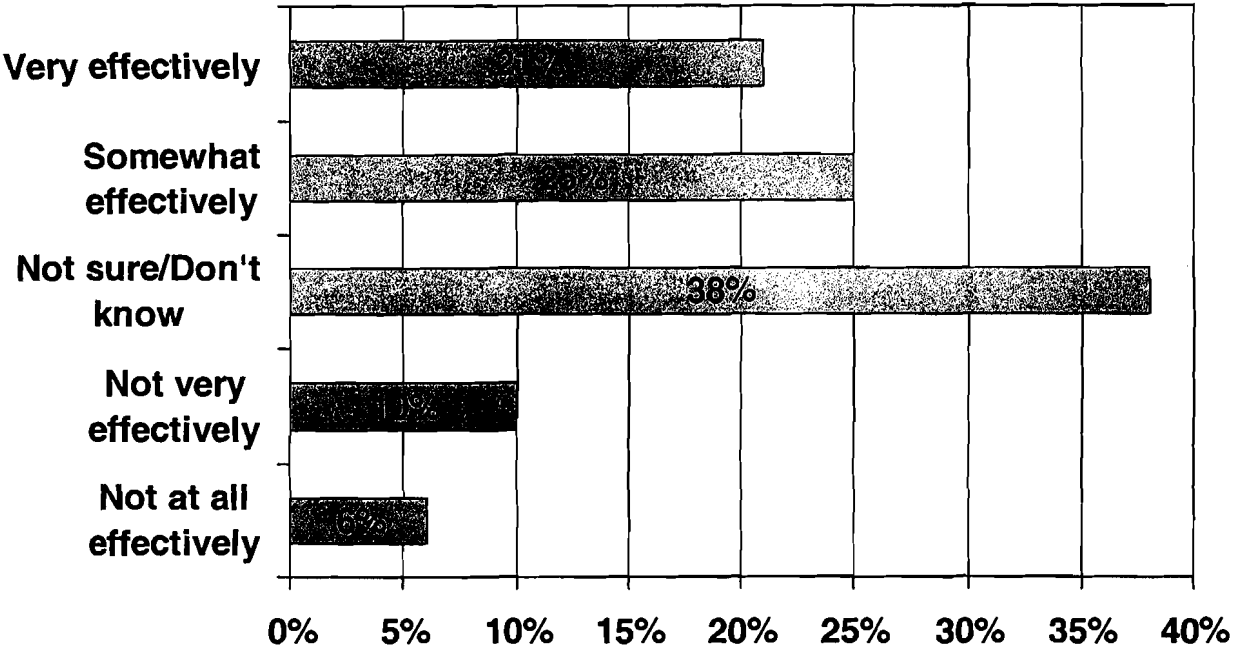
What functions, activities or strengths are unique to the Minnesota Chamber of Commerce?



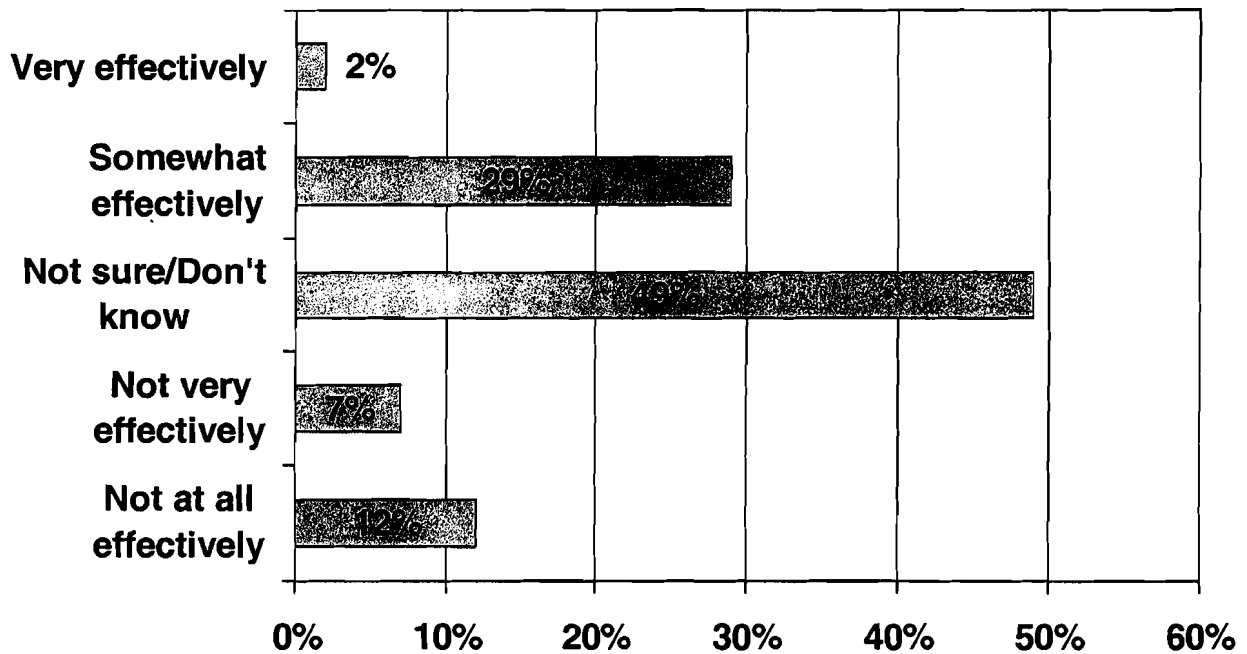
How well would you say small and mid-size business interests are represented at the State Capitol?



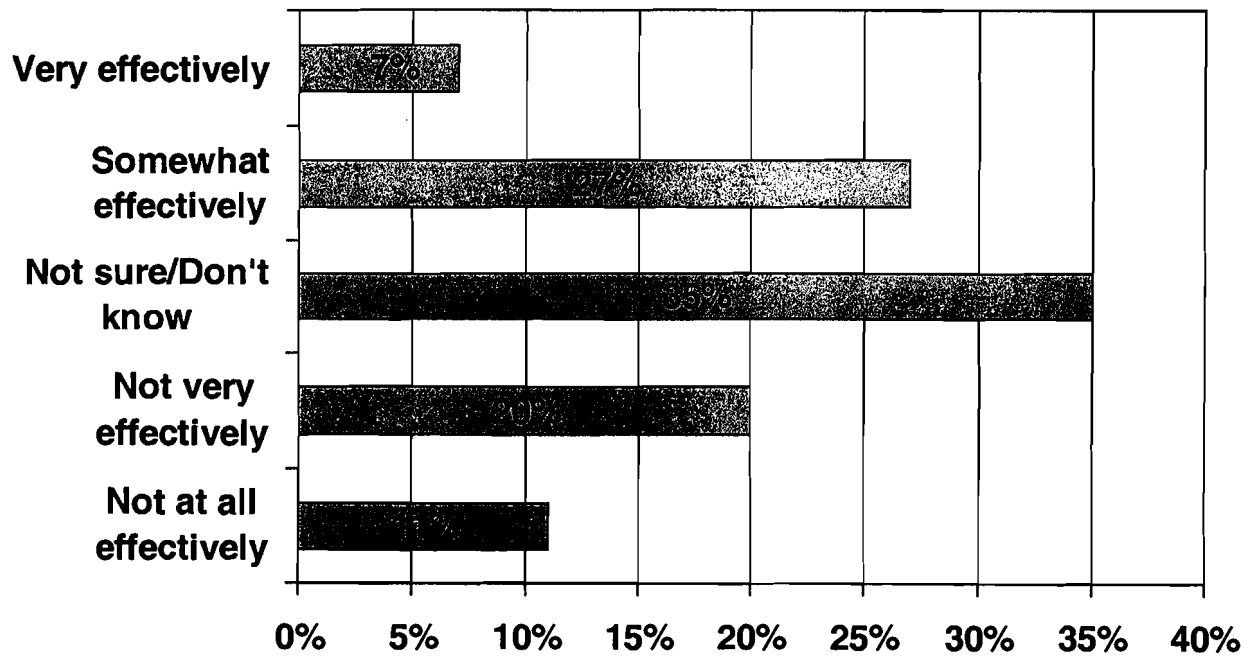
Based on what you know or have heard, how effectively do you think the Minnesota Chamber of Commerce represents your issues and interests at the State Capitol?



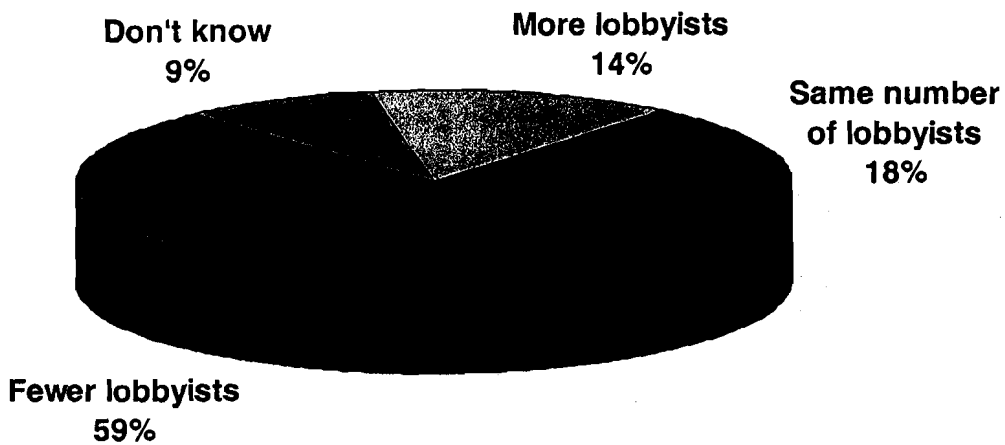
Based on what you know or have heard, how effectively do you think your local Chamber of Commerce represents your issues and interests at the State Capitol?



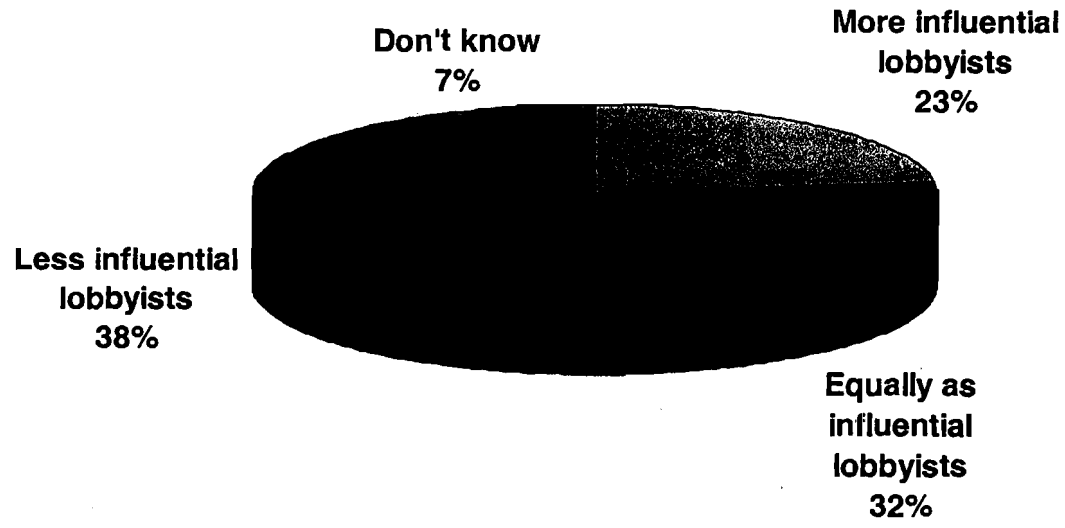
Based on what you know or have heard, how effectively do you think industry trade associations represent your issues and interests at the State Capitol?



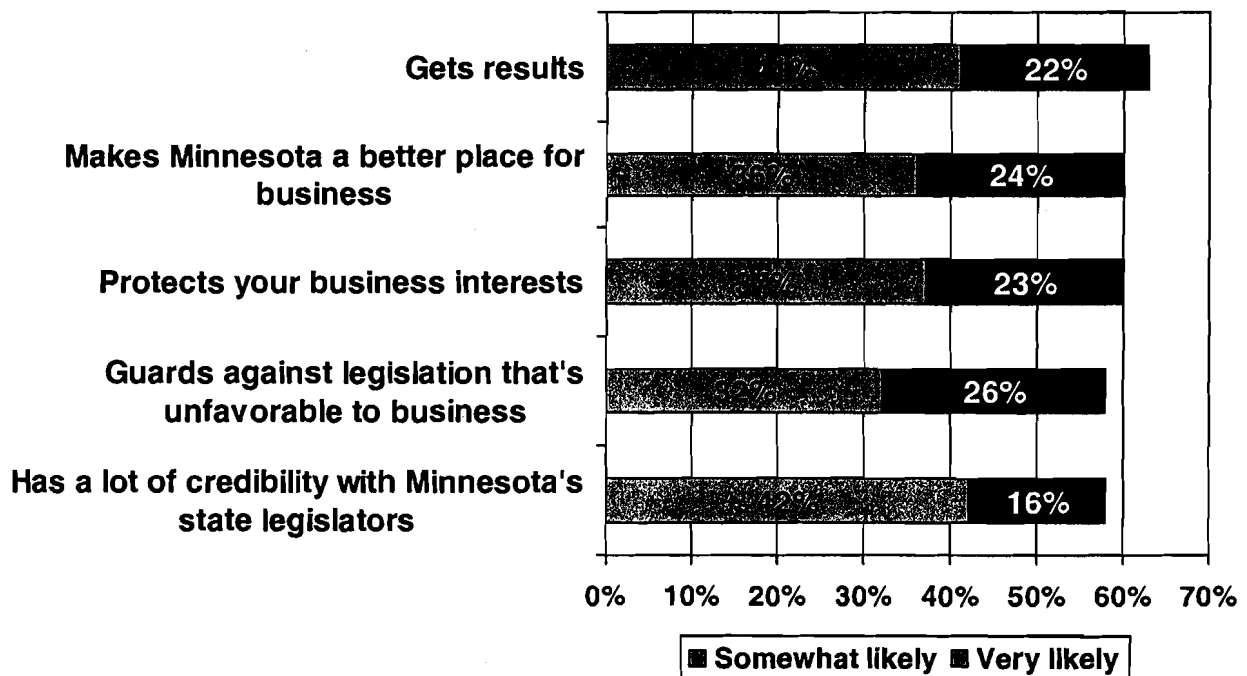
Comparing the number of lobbyists representing small and mid-size business interests to those representing other interest groups – unions, labor, teachers – would you say business has...



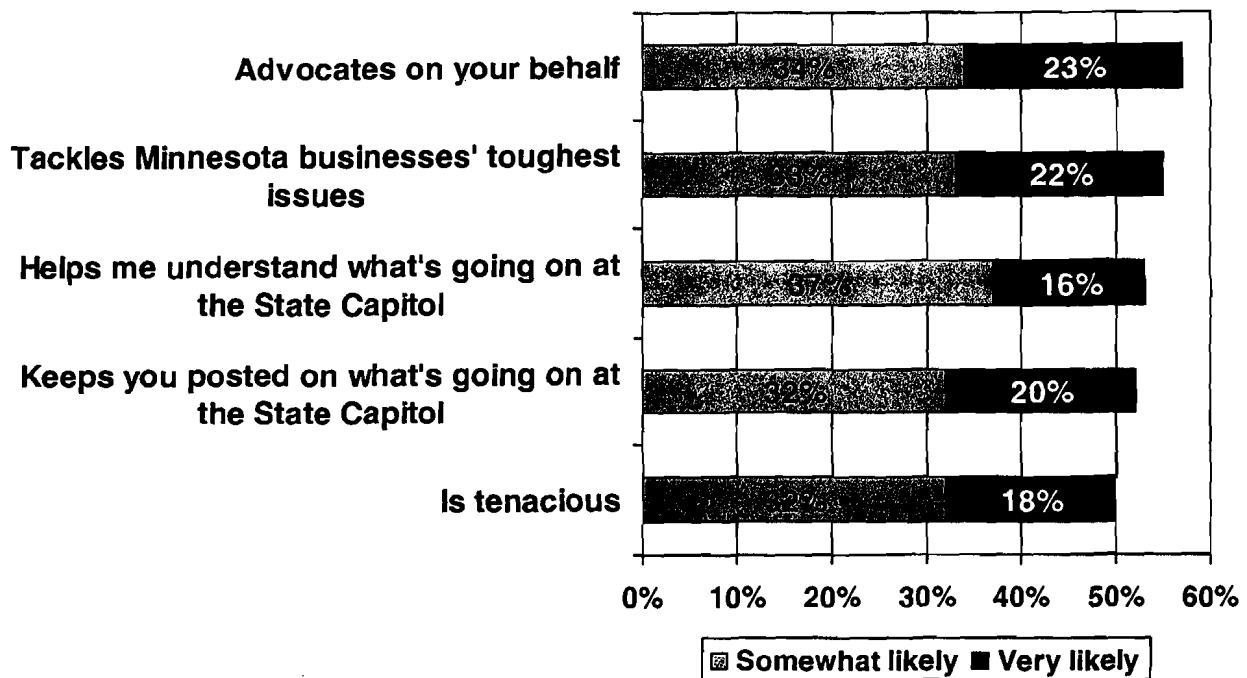
Comparing the relative influence of business lobbyists to other interest groups, would you say business has...



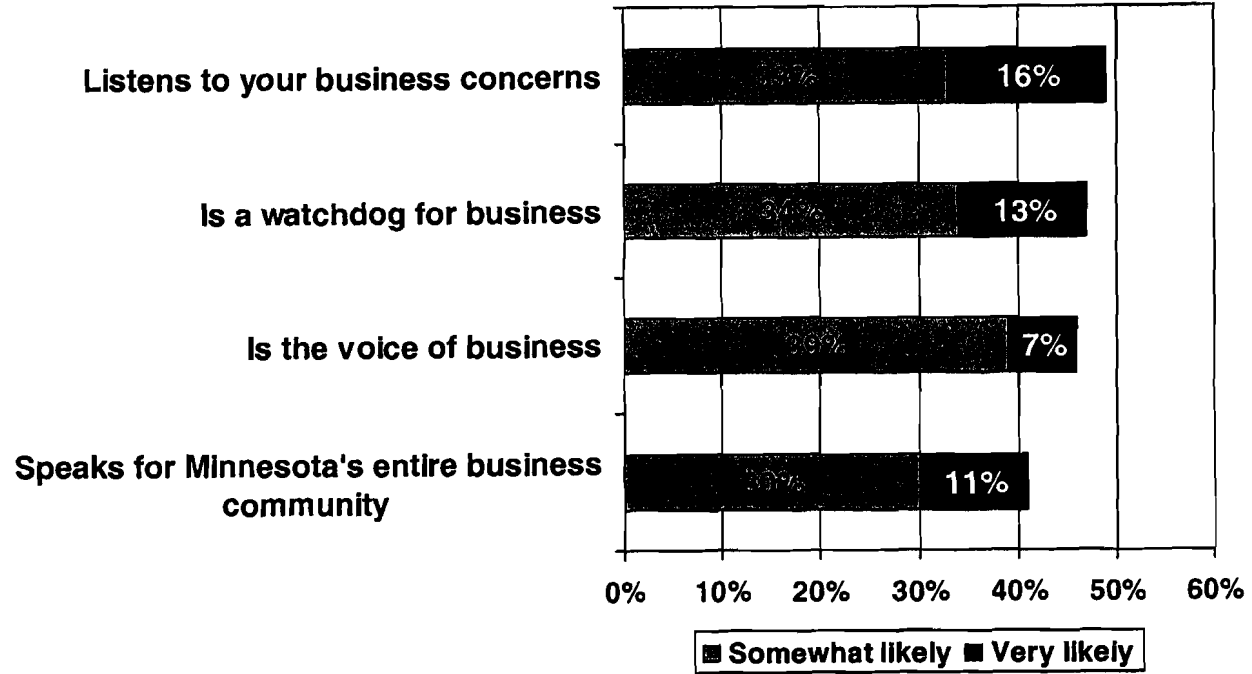
If your business were invited to join a business organization in Minnesota, how likely would you be to respond favorably to an organization that...



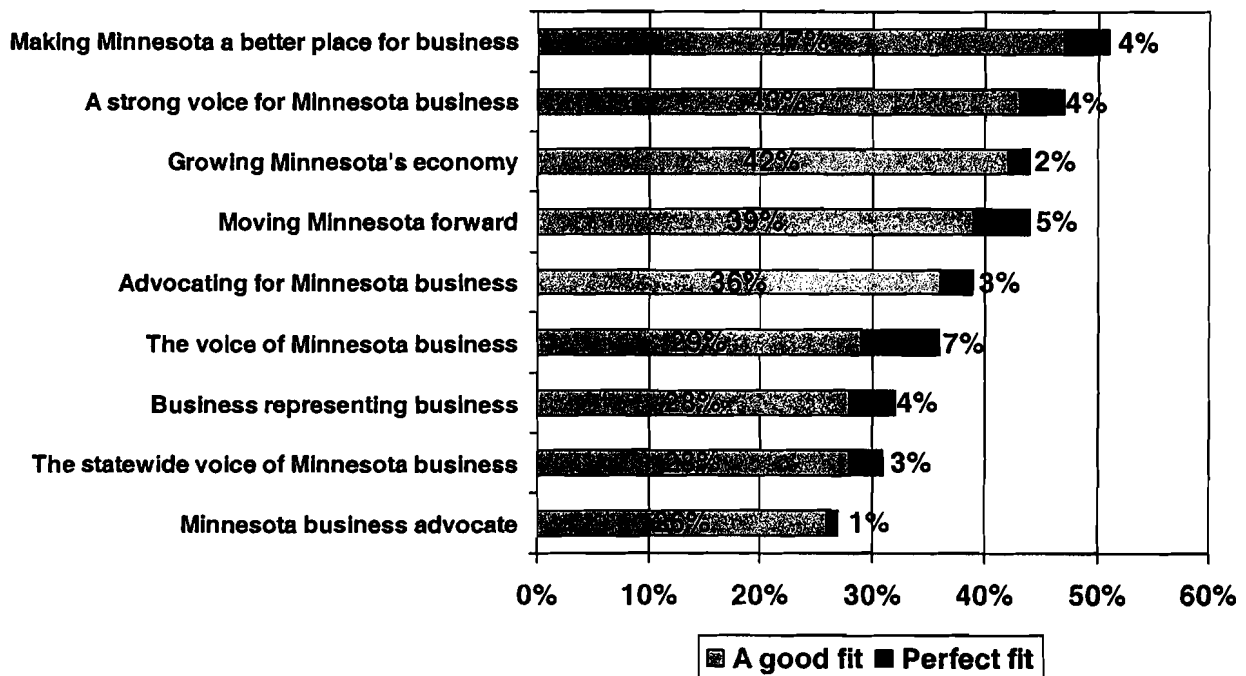
If your business were invited to join a business organization in Minnesota, how likely would you be to respond favorably to an organization that...(2)



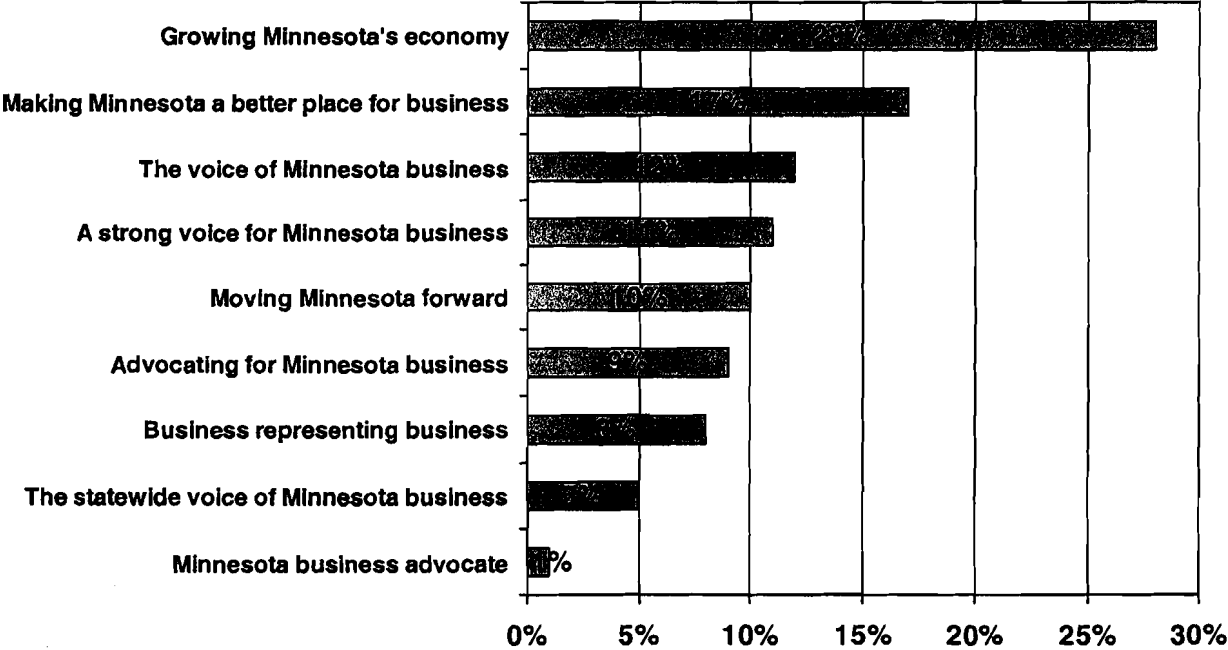
If your business were invited to join a business organization in Minnesota, how likely would you be to respond favorably to an organization that...(3)



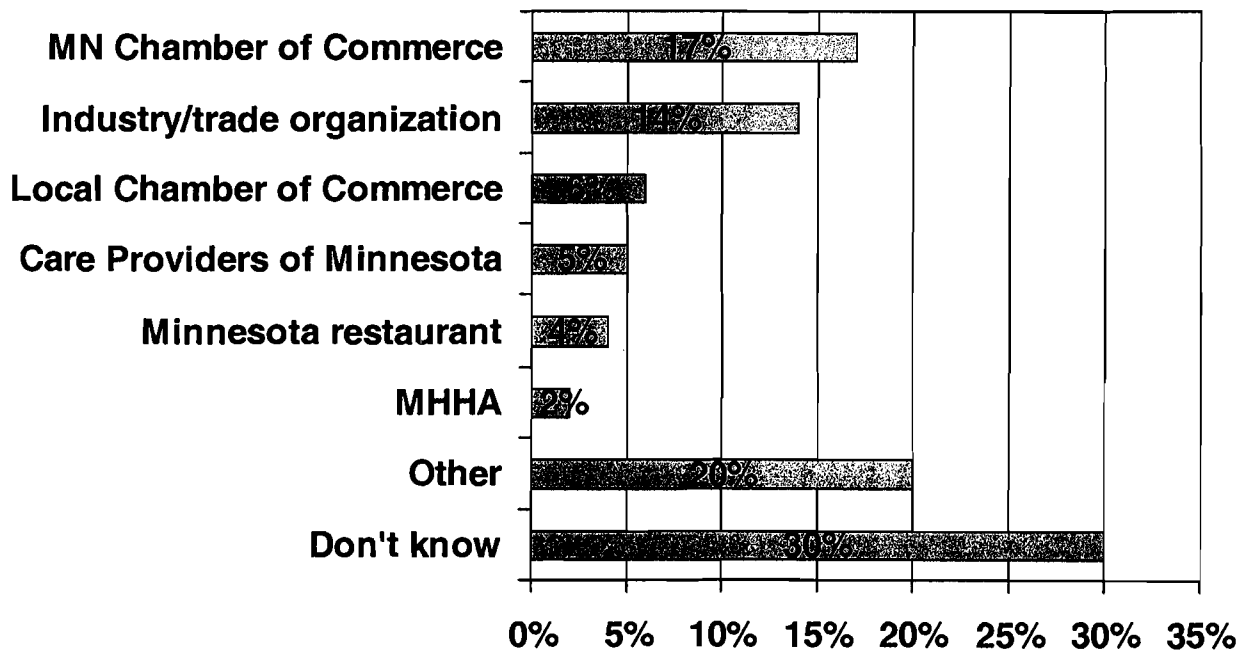
Rate how well these taglines fit an organization representing your business interests at the State Capitol.



Which would you say best fits such an organization?



If you belonged to just one organization representing your business interests at the State Capitol, which organization would that be?



Why?

- Industry/company specific 34%
- They look after our interests 18%
- They know our business 12%
- They lobby for us 11%
- We know them/belong to them 7%
- They are local/for our state 4%
- Other comments 5%

Appendix C: Identity Guidelines

An aerial photograph of a wetland landscape. The foreground features a prominent yellow-green plant with large, broad leaves. The surrounding terrain is a mix of dark blue and light blue, suggesting water and vegetation. The background shows a vast, flat expanse of land with subtle variations in color and texture.

SEPTEMBER
2006

DESIGN GUIDELINES

MINNESOTA
CHAMBER *of*
COMMERCE

LOGO: MINNESOTA CHAMBER

PRIMARY SIGNATURE

MINNESOTA
CHAMBER *of*
COMMERCE

SECONDARY SIGNATURES

MINNESOTA
CHAMBER *of*
COMMERCE

LEADERSHIP FUND

MINNESOTA
CHAMBER *of*
COMMERCE

BUSINESS SERVICES

MINNESOTA
CHAMBER *of*
COMMERCE

FOUNDATION

Color bar with identifier can be separated from signature as long as design retains some relationship between the two.

When separated, the length of the color bar, the letter spacing within, and type justification can be altered to fit in a variety of layouts.

LOGO: WASTE WISE

PRIMARY SIGNATURE

MINNESOTA
WASTE WISE

SECONDARY SIGNATURES

MINNESOTA
WASTE WISE
MINNESOTA CHAMBER OF COMMERCE

Color bar with identifier can be separated from signature as long as design retains some relationship between the two.

When separated, the length of the color bar, the letter spacing within, and type justification can be altered to fit in a variety of layouts.

LOGO: GROW MINNESOTA!

PRIMARY SIGNATURE

GROW
MINNESOTA!

GROW MINNESOTA!

SECONDARY SIGNATURE

GROW
MINNESOTA!

MINNESOTA CHAMBER OF COMMERCE

Color bar with identifier can be separated from signature as long as design retains some relationship between the two.

When separated, the length of the color bar, the letter spacing within, and type justification can be altered to fit in a variety of layouts.

LOGO: CLEAR ZONE



As a general rule, maintain a clear zone between any part of the signature and any other elements appearing with it or the edge of the page.



LOGO: MINIMUM SIZE

For the greatest impact and readability, a minimum logo size has been established. This is the smallest it is advisable to reproduce the signature.

Minimum size is based on the cap height of the "M" in Minnesota, which should never be smaller than .25 in.



LOGO: REPRODUCTION OPTIONS

Always maintain the difference in value between the words of the signature.

When desired background color interferes with the color of the logo, change to white and reverse it out instead.

2 COLOR

MINNESOTA
CHAMBER *of*
COMMERCE

MINNESOTA
CHAMBER *of*
COMMERCE

MINNESOTA
CHAMBER *of*
COMMERCE

1 COLOR







MINNESOTA
CHAMBER *of*
COMMERCE

MINNESOTA
CHAMBER *of*
COMMERCE

MINNESOTA
CHAMBER *of*
COMMERCE

COLOR PALETTE

Six colors make up the core palette. Each division/affiliate has its own dominant color. Secondary colors are any other colors from the core palette or colors determined to be compatible by the designer.

| | DIVISION/ AFFILIATE | PANTONE | C | M | Y | K | R | G | B |
|---|------------------------|-----------|----|----|-----|----|-----|-----|-----|
|  | CHAMBER MAIN | PMS 451U | 33 | 28 | 28 | 0 | 178 | 170 | 126 |
|  | BUSINESS SERVICES | PMS 633U | 92 | 0 | 15 | 5 | 0 | 168 | 203 |
|  | FOUNDATION | PMS 124U | 0 | 28 | 100 | 6 | 238 | 178 | 17 |
|  | LEADERSHIP FUND | PMS 124U | 0 | 95 | 100 | 29 | 179 | 35 | 23 |
|  | GROW MINNESOTA! | PMS 5825U | 0 | 3 | 100 | 41 | 168 | 153 | 0 |
|  | WASTE WISE | PMS 5740U | 40 | 0 | 100 | 31 | 109 | 141 | 35 |

TYPOGRAPHY

The font in the Minnesota Chamber signature is Diotima.

No substitutions are permitted.

Trade Gothic has been chosen as a secondary font to complement the primary font and allow for creative flexibility and enhanced readability.

PRIMARY FONT

Diotima - Small Caps in Oldstyle Figures

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÌÍÎÏÑÒÓÔÕÖÙÚÛ

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

Diotima - Italic Oldstyle Figures

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

Diotima - Italic Oldstyle Figures

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

SECONDARY FONT

Trade Gothic Light

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

Trade Gothic - Light Oblique

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

Trade Gothic - Bold No. 2

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

Trade Gothic - Bold No. 2 Oblique

abcdefghijklmnpqrstuvwxyz
àáâãäåçèéêëìíîïñòóôõöùúû

1234567890

ABCDEFGHIJKLMNopqrstuvwxyz
ÀÁÂÃÄÅÇÈÉÊËÏÎÑÒÓÔÕÖÙÚÛ

STATIONERY

Font:
Arial 11 pt.

Margins:
Left: 1.0"
Right: 1.0"
Top: 2.75"
Bottom: 1.75"

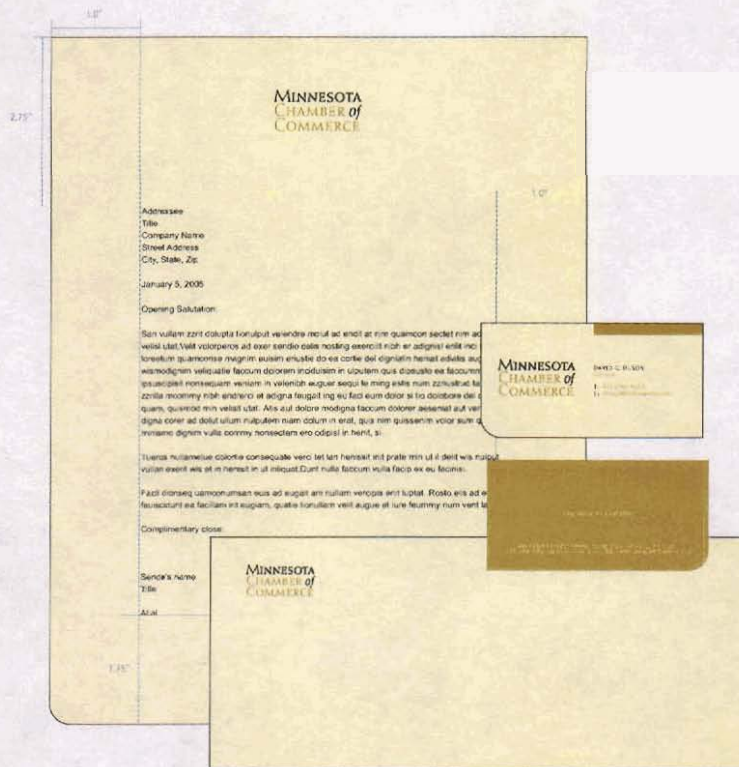
Depending on length of letter, left and right margins can be reduced to .5 inches.

Letter Layout:
Always type out Minnesota on the letter, abbreviation is ok for envelope.

Use appropriate letterhead - i.e. Chamber, Foundation, Leadership Fund, Business Services, Coalitions

For two or more page letters, use the designated second page paper that coordinates.

Envelopes:
Handwritten envelopes only on note card stock. Type or mailing label required for all other envelopes.

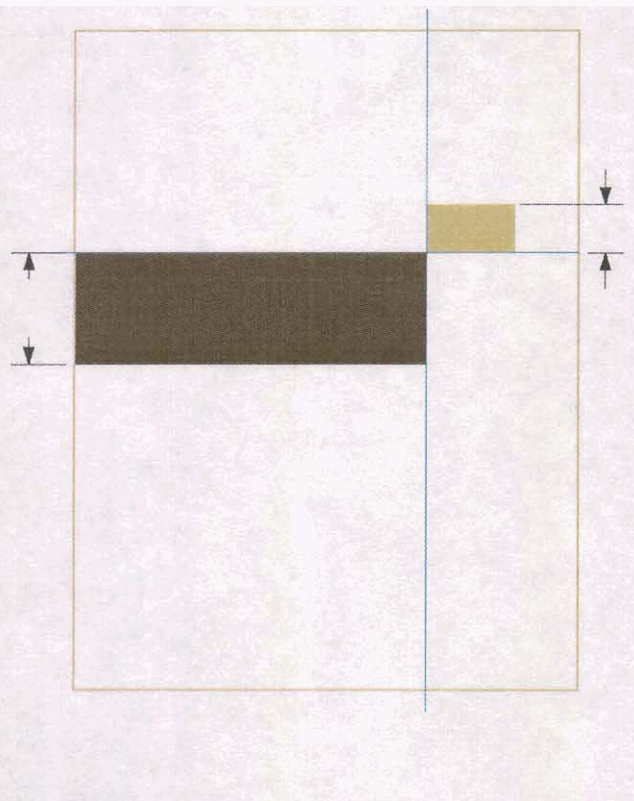


COLLATERAL: CROSSHAIR

The collateral system uses an imaginary cross hair to place the title and logo fields.

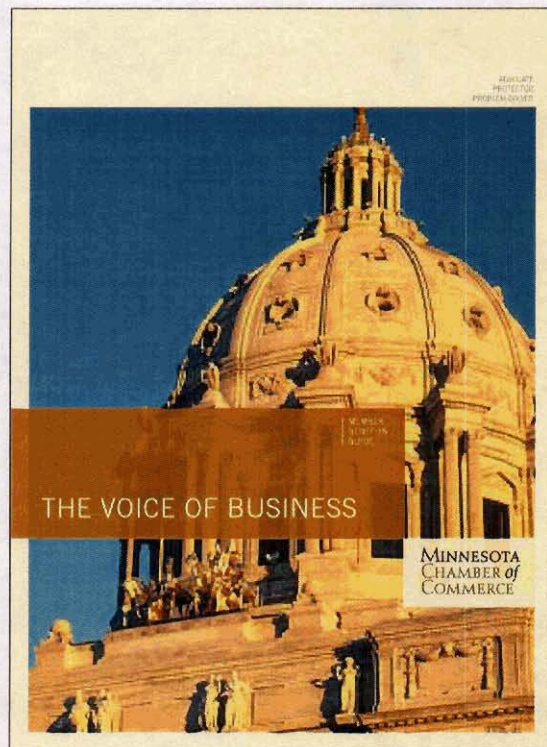
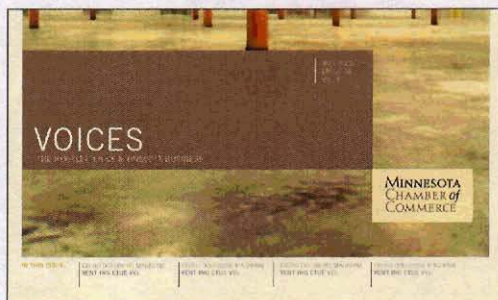
The logo field can go on right or left side and above or below the title field in order to "create" the cross hair.

When space discourages the use of this device the designer can place the elements in a manner more fitting, though this is a clear second choice.



COLLATERAL: EXAMPLES

Below are examples of cover designs. Since publications come in all shapes and sizes, there are no strict rules for formatting the interior.



STYLE GUIDE

External press releases will follow the Associated Press style guide.

The following style guide will apply to Minnesota Chamber of Commerce newsletters, e-mails and other internal and external communications. Webster's New World Dictionary should be the default style guide.

Communications:

All letters going to the board of directors need to be approved by the David Olson or Mary Bethke. In general, contact with board members should be limited (unless they're involved in a committee or projects).

All letters/memos going to the local chambers needs to be approved by Jennifer Byers.

E-mail etiquette: Same policy when sending a letter should be used when sending e-mail. Sentence structure/capitalize first word of sentence. NOTE: All caps email appears to the reader as if you are shouting.

Review/Signature Process: (Who can sign for whom)

All documents written for someone else need to be reviewed by that individual.

An original signature is preferred rather than computer generated

Proofing (100% accuracy). Have a second person review documents (if necessary)

Correspondence:

~~Neatness and accuracy are essential. All materials should be proofread and in the case of a longer document, a second individual should review the document. When the same letter is sent to several people, retain one copy along with a list of people receiving the letter.~~

Whenever an employee writes a letter on behalf of a Chamber member or board member, prior to sending, a draft copy should be sent to them for their approval. A final copy should be sent to them for their record and one kept in their member or board file. It should be determined whether the addressee is known on a first name basis with the signer. It is easy to forget to enclose materials. Always double check mail to avoid this common error.

STYLE GUIDE

Acronyms:

Use sparingly. In most cases, if only one organization/agency is being referenced throughout an entire text, you don't need to use the acronym.

There is no need to put the acronym in parentheses following a name if it's obvious what is being referenced. However, if multiple organizations and acronyms are being used, then include the acronym in parentheses.

For example:

The Minnesota Chamber will be testifying before the Minnesota Pollution Control Agency regarding electricity rates. The agency has final say on the matter.

The Minnesota Chamber will be busy in the next couple of weeks testifying on several issues before the Minnesota Pollution Control Agency (PCA) and the Minnesota Public Utilities Commission (PUC). On a federal level, it expects to be before the U.S. Environmental Protection Agency (EPA). Electricity rates will be addressed by the PUC and environmental regulations will be addressed by both the PCA and EPA.

Phone Numbers:

Phone numbers should be written in the follow format.

(651) 292-4650
(800) 821-2230

States/Nation:

Minnesota – spell out in all instances when it stands alone: i.e. Minnesota Chamber of Commerce, Minnesota Waste Wise

United States – spell out as a noun; abbreviate as an adjective, i.e. U.S. Department of Commerce

STYLE GUIDE: TITLES

Titles:

In general, confine capitalization of formal titles in letters directly before an individual's name.

Example: President David Olson vs. David Olson, president of the MN Chamber

Government Titles:

First reference: Governor Tim Pawlenty; Representative Ron Abrams (R-Minnetonka); Senator Ann Rest (DFL-New Hope); Norm Coleman (R-MN)

Second reference: Governor Pawlenty; Representative Abrams; Senator Rest

Government Addresses:

Governor
The Honorable Tim Pawlenty
Governor of Minnesota
130 State Capitol
St. Paul, Minnesota 55155
Dear Governor Pawlenty:

State Senator/State Representative
The Honorable (full name)
Minnesota Senate/Minnesota House of Representatives
Address
City, State and Zip

Dear Senator/Representative

STYLE GUIDE: BUSINESS NAMES AND ADDRESSES

Business Names:

Spell out business names as they appear in the SBA database

Examples: Best Buy Co. Inc., General Mills, Target Corporation, Wells Fargo Bank N.A.

Addresses:

Abbreviate St., Ave., Blvd., etc. when used within an address. Always type out Minnesota on the letter. The use of postal code abbreviations for envelopes is okay.

Examples:

400 Robert St. N., St. Paul, Minnesota 55101

1400 W. Sixth St., Bloomington, Minnesota 55066

500 Circle Blvd., Minneapolis, Minnesota 55400

STYLE GUIDE

Policy Committee Names:

Education and Workforce Development Policy Committee

Energy Policy Committee

Environment and Natural Resources Policy Committee

Health Care Policy Committee

Labor/Management Policy Committee

Small Business Policy Committee

Tax and Spending Policy Committee

Transportation Policy Committee

Legislation:

Companion legislation will be identified as House file, then Senate file.

For example: HF 1372/SF 1478.

STYLE GUIDE: PREFIXES & FREQUENTLY USED WORDS

Prefixes:

Generally do not hyphenate unless the prefix ends with a vowel and the word starts with a vowel.

Examples:

nontransportation; nonpartisan; pretax; pre-eminent

One exception:

Up-front

Frequently Used Words:

E-mail

Grassroots

Policy-makers

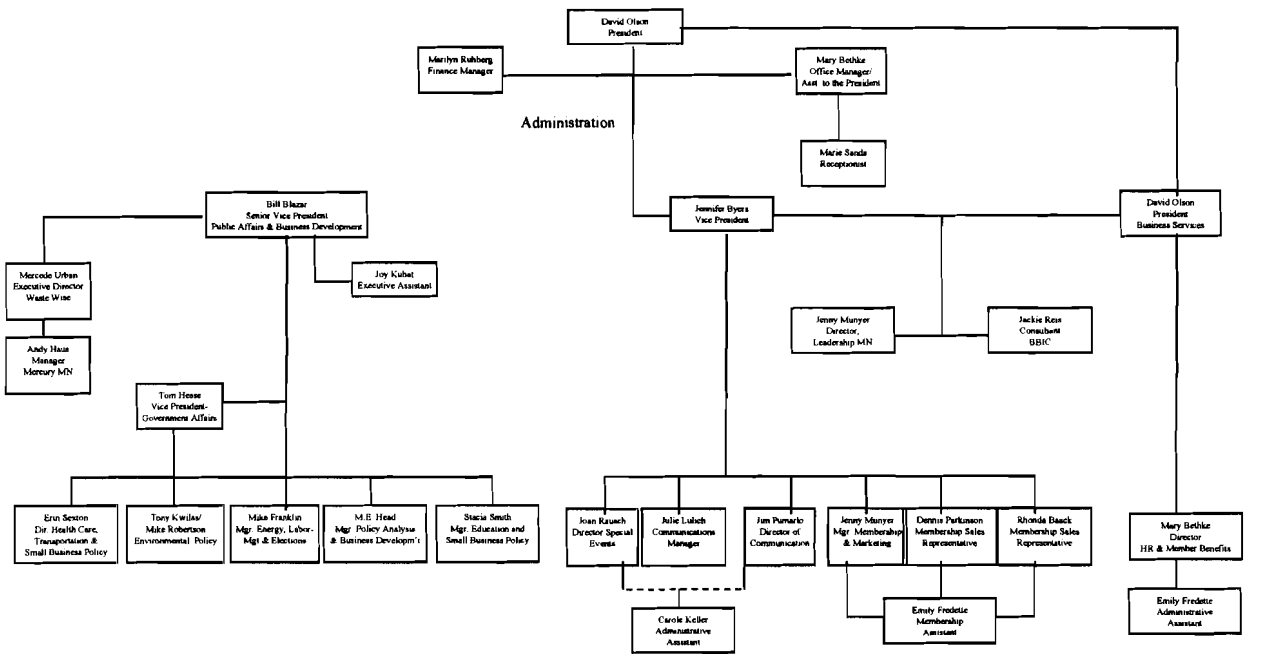
Up-front

Web site

K-12

Appendix D: Organizational Chart

ORGANIZATIONAL CHART



Appendix E: Great Place to Work Survey Results

2006 Employee Opinion Survey

Minnesota Chamber of Commerce - Detail Report

| Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|----------------|-----|---------------------------------------|---|---|
|----------------|-----|---------------------------------------|---|---|

Team Effectiveness

1. My immediate coworkers consistently go the extra mile to achieve great results.

| | | | | |
|--------------------------------------|------|-----|------|-----|
| Minnesota Chamber of Commerce (2006) | 25 | 5.4 | 88% | 12% |
| All Small companies (2006) | 3592 | 5.3 | 86% | |
| Top 3 Small companies (2006) | 52 | 5.9 | 100% | |

10. Goals and accountabilities are clear to everyone on my team.

| | | | | |
|--------------------------------------|------|-----|-----|--------|
| Minnesota Chamber of Commerce (2006) | 25 | 5.3 | 92% | 8% |
| All Small companies (2006) | 3581 | 5.0 | 76% | 21% 3% |
| Top 3 Small companies (2006) | 52 | 5.9 | 98% | 2 |

18. My team effectively collaborates leveraging individual strengths.

| | | | | |
|--------------------------------------|------|-----|-----|--------|
| Minnesota Chamber of Commerce (2006) | 24 | 5.4 | 88% | 12% |
| All Small companies (2006) | 3592 | 5.1 | 79% | 18% 3% |
| Top 3 Small companies (2006) | 53 | 5.9 | 98% | 2 |

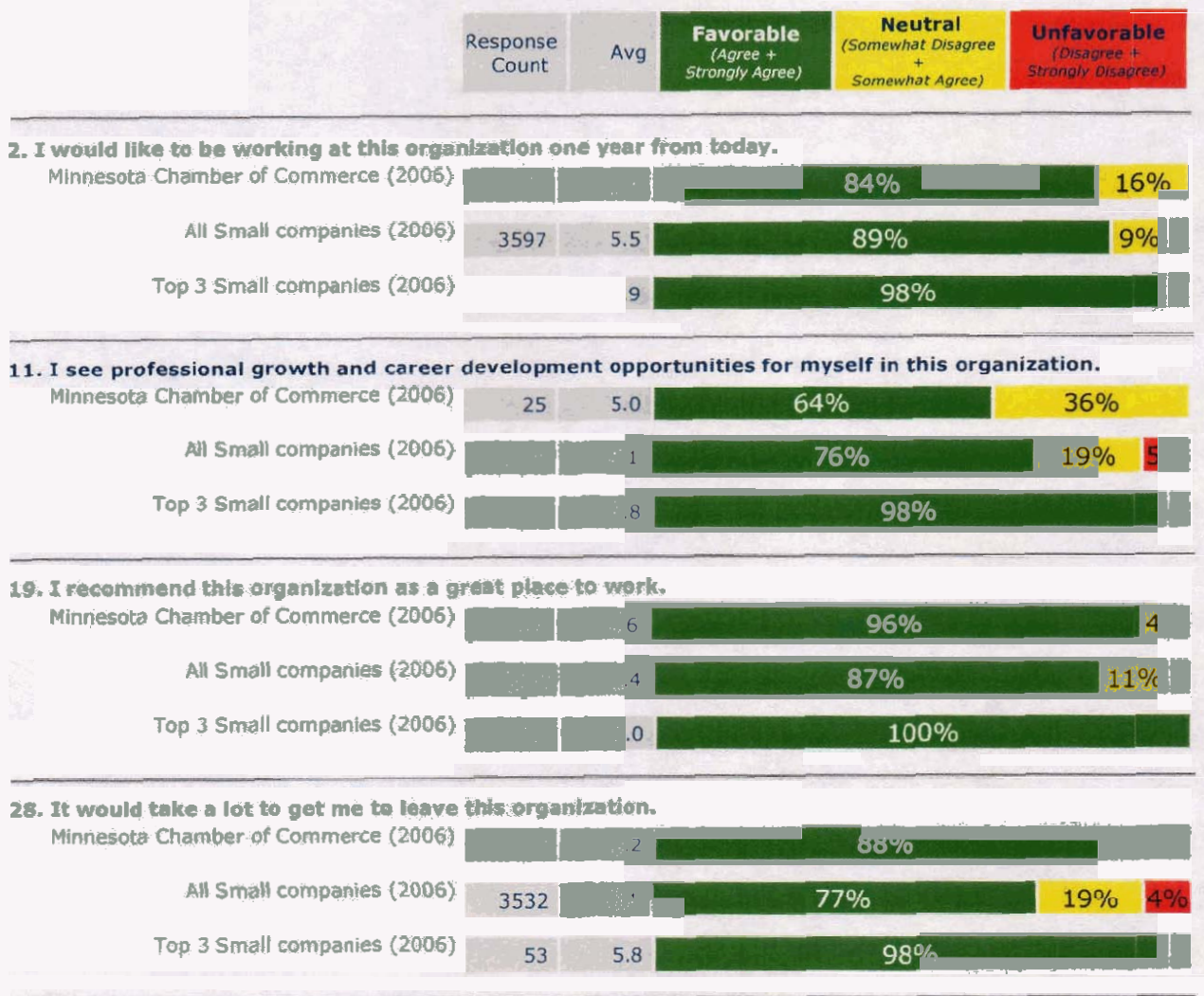
27. The people I work with most closely are committed to producing top quality work.

| | | | | |
|--------------------------------------|------|-----|------|------|
| Minnesota Chamber of Commerce (2006) | 24 | 5.7 | 100% | |
| All Small companies (2006) | 3531 | 5.4 | 90% | 9% 1 |
| Top 3 Small companies (2006) | 53 | 5.9 | 100% | |

2006 Employee Opinion Survey

Detail Report

Retention Risk



2006 Employee Opinion Survey

Detail Report

Alignment with Goals

| Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|----------------|-----|---------------------------------------|---|---|
|----------------|-----|---------------------------------------|---|---|

3. I understand the company's plans for future success.

| | | | | |
|--------------------------------------|------|-----|-----|-------|
| Minnesota Chamber of Commerce (2006) | 25 | 5.3 | 92% | 8% |
| All Small companies (2006) | 3594 | 5.1 | 85% | 13% 2 |
| Top 3 Small companies (2006) | 52 | 5.0 | 96% | 4% |

12. I believe this organization will be successful in the future.

| | | | | |
|--------------------------------------|--|--|------|----|
| Minnesota Chamber of Commerce (2006) | | | 96% | |
| All Small companies (2006) | | | 92% | 7% |
| Top 3 Small companies (2006) | | | 100% | |

20. I understand how my job helps the organization achieve success.

| | | | | |
|--------------------------------------|--|-----|------|----|
| Minnesota Chamber of Commerce (2006) | | 5.8 | 100% | |
| All Small companies (2006) | | 5.6 | 95% | 4% |
| Top 3 Small companies (2006) | | 5.0 | 100% | |

29. I know how I fit into the organization's future plans.

| | | | | |
|--------------------------------------|------|-----|-----|--------|
| Minnesota Chamber of Commerce (2006) | 24 | 5.0 | 75% | 25% |
| All Small companies (2006) | 3531 | 4.9 | 71% | 25% 4% |
| Top 3 Small companies (2006) | 53 | 5.8 | 96% | 4% |

2006 Employee Opinion Survey

Detail Report

Trust with Coworkers

| | Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|--|----------------|-----|---------------------------------------|---|---|
| 4. I have a close and trusting relationship with one or more coworkers. | | | | | |
| Minnesota Chamber of Commerce (2006) | 25 | 5.5 | 84% | 16% | |
| All Small companies (2006) | 3592 | 5.5 | 90% | 9% | 1 |
| Top 3 Small companies (2006) | 52 | 5.9 | 98% | | 2 |
| 13. I feel loyal to my immediate team or work group. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.8 | 100% | | |
| All Small companies (2006) | 3555 | 5.6 | 94% | 5% | 1 |
| Top 3 Small companies (2006) | 53 | 5.9 | 100% | | |
| 21. I know I can depend on the other members of my team. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.7 | 96% | 4% | |
| All Small companies (2006) | 3550 | 5.4 | 88% | 11% | 1 |
| Top 3 Small companies (2006) | 53 | 5.9 | 98% | | 2 |
| 30. I feel close to the other members of my work group. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.5 | 92% | 3% | |
| All Small companies (2006) | 3529 | 5.2 | 81% | 17% | 2 |
| Top 3 Small companies (2006) | 53 | 5.8 | 96% | 4% | |

2006 Employee Opinion Survey

Detail Report

Individual Contribution

| Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|----------------|-----|---------------------------------------|---|---|
|----------------|-----|---------------------------------------|---|---|

I am always thinking about ways to do my job better.

| | | | | |
|--------------------------------------|------|-----|------|----|
| Minnesota Chamber of Commerce (2006) | 25 | | 100% | |
| All Small companies (2006) | 3594 | 5.5 | 94% | 6% |
| Top 3 Small companies (2006) | 52 | 5.8 | 96% | 4% |

22. If I contribute to the organization's success, I know I will be recognized.

| | | | | |
|--------------------------------------|------|-----|------|-----------|
| Minnesota Chamber of Commerce (2006) | 24 | 5.4 | 92% | 8% |
| All Small companies (2006) | 3548 | 5.2 | 78% | 18% 4% |
| Top 3 Small companies (2006) | 53 | 5.9 | 100% | |

2006 Employee Opinion Survey

Detail Report

Manager Effectiveness

| | Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|--|----------------|-----|---------------------------------------|---|---|
| 6. My immediate supervisor cares about my development. | | | | | |
| Minnesota Chamber of Commerce (2006) | 25 | 5.3 | 88% | | 12% |
| All Small companies (2006) | 3594 | 5.3 | 84% | 13% | 3% |
| Top 3 Small companies (2006) | 52 | 5.9 | 100% | | |
| 14. My immediate supervisor regularly gives me constructive feedback on my job performance. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.1 | | | 33% |
| All Small companies (2006) | 3551 | 4.9 | 72% | 23% | 5% |
| Top 3 Small companies (2006) | | | 98% | | 2 |
| 23. I trust and respect my immediate supervisor. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5 | 92% | | 8% |
| All Small companies (2006) | 3541 | 5 | 87% | 10% | 3% |
| Top 3 Small companies (2006) | | 9 | 100% | | |
| 31. I like working for my immediate supervisor. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.5 | 92% | | |
| All Small companies (2006) | 3525 | 5.3 | 86% | 11% | 3% |
| Top 3 Small companies (2006) | 53 | 5.9 | 100% | | |
| 35. There is open and honest communication between employees and managers. | | | | | |
| Minnesota Chamber of Commerce (2006) | 23 | 5.3 | 91% | | 9% |
| All Small companies (2006) | 3516 | 5.0 | 76% | 20% | 4% |
| Top 3 Small companies (2006) | 52 | 5.9 | 100% | | |

2006 Employee Opinion Survey

Detail Report

| Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|----------------|-----|---------------------------------------|---|---|
|----------------|-----|---------------------------------------|---|---|

Trust in Senior Leaders

7. I trust the leaders of this organization to get the right course

| | | | | |
|--------------------------------------|----|-----|------|-----|
| Minnesota Chamber of Commerce (2006) | 25 | 5.6 | 88% | 12% |
| All Small companies (2006) | | 5.2 | 83% | 17% |
| Top 3 Small companies (2006) | | 5.9 | 100% | 0% |

15. I believe the leaders of this organization are honest and trustworthy.

| | | | | |
|--------------------------------------|----|-----|------|-----|
| Minnesota Chamber of Commerce (2006) | 24 | 5.7 | 96% | 4% |
| All Small companies (2006) | | 5.4 | 87% | 13% |
| Top 3 Small companies (2006) | | 6.0 | 100% | 0% |

24. I trust the senior leadership team to lead the company to future success.

| | | | | |
|--------------------------------------|------|-----|------|-----|
| Minnesota Chamber of Commerce (2006) | 13 | 5.7 | 100% | 0% |
| All Small companies (2006) | 2661 | 5.3 | 83% | 17% |
| Top 3 Small companies (2006) | 38 | 5.9 | 97% | 3% |

32. The leaders of this organization demonstrate integrity.

| | | | | |
|--------------------------------------|------|-----|------|-----|
| Minnesota Chamber of Commerce (2006) | 24 | 5.6 | 100% | 0% |
| All Small companies (2006) | 3522 | 5.4 | 88% | 12% |
| Top 3 Small companies (2006) | 52 | 5.9 | 98% | 2% |

2006 Employee Opinion Survey

Detail Report

Feeling Valued

| | Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|--|----------------|-----|---------------------------------------|---|---|
| 8. The organization makes investments to make me more successful. | | | | | |
| Minnesota Chamber of Commerce (2006) | 25 | 5.3 | 84% | 16% | |
| All Small companies (2006) | 3587 | 5.2 | 79% | 18% | 3% |
| Top 3 Small companies (2006) | 52 | 6.0 | 100% | | |
| 16. The leaders of the organization value people as their most important resource. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.6 | 96% | 4% | |
| All Small companies (2006) | 3555 | 5.3 | 83% | 14% | 3% |
| Top 3 Small companies (2006) | 53 | 6.0 | 100% | | |
| 25. Considering the value I bring to the organization, I feel I am paid fairly. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 4.9 | 71% | 29% | |
| All Small companies (2006) | | | | 23% | 5% |
| Top 3 Small companies (2006) | | | 92% | 8% | |
| 33. The leaders of this organization are committed to making it a great place to work | | | | | |
| Minnesota Chamber of Commerce (2006) | | | 96% | 4% | |
| All Small companies (2006) | | | 85% | 13% | 2% |
| Top 3 Small companies (2006) | 53 | 5.9 | 100% | | |

2006 Employee Opinion Survey

Detail Report

Work Engagement

| | Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|---|----------------|-----|---------------------------------------|---|---|
| 9. I enjoy doing my work. | | | | | |
| Minnesota Chamber of Commerce (2006) | 25 | 5.5 | 96% | | 4% |
| All Small companies (2006) | 3584 | 5.4 | 89% | | 10% 1 |
| Top 3 Small companies (2006) | 52 | 5.9 | 98% | | 2 |
| 17. This job is in alignment with my career goals. | | | | | |
| Minnesota Chamber of Commerce (2006) | | | 71% | | 29% |
| All Small companies (2006) | 3558 | 5.2 | 81% | | 17% 2 |
| Top 3 Small companies (2006) | | | 89% | | 11% |
| 26. My job allows me to utilize my strengths. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.3 | 88% | | 12% |
| All Small companies (2006) | 3533 | 5.2 | 83% | | 15% 2 |
| Top 3 Small companies (2006) | 53 | 5.7 | 94% | | 6% |
| 34. I find my job interesting and challenging. | | | | | |
| Minnesota Chamber of Commerce (2006) | 24 | 5.5 | 88% | | 12% |
| All Small companies (2006) | 3525 | 5.3 | 86% | | 12% 2 |
| Top 3 Small companies (2006) | 53 | 5.8 | 98% | | 2 |

2006 Employee Opinion Survey

Detail Report

People Practices

| | Response Count | Avg | Favorable (Agree + Strongly Agree) | Neutral (Somewhat Disagree + Somewhat Agree) | Unfavorable (Disagree + Strongly Disagree) |
|---|----------------|-----|---------------------------------------|---|---|
| 36. My benefits meet my (and my family's) needs well. | | | | | |
| Minnesota Chamber of Commerce (2006) | 20 | 5.1 | 70% | 30% | |
| All Small companies (2006) | 3003 | 5.0 | 75% | 20% | 5% |
| Top 3 Small companies (2006) | 47 | 5.7 | 91% | 9% | |
| 37. We have benefits not typically available at other organizations. | | | | | |
| Minnesota Chamber of Commerce (2006) | 23 | 4.6 | 57% | 43% | |
| All Small companies (2006) | 3423 | 4.5 | 56% | 34% | 10% |
| Top 3 Small companies (2006) | 52 | 5.4 | 79% | 21% | |

Appendix F: Minnesota Chamber Internal Branding Plan

Internal Branding Time line
Launch January 2, 2007 - July 2007

Brand Promise: Protect My Business
 Brand Values: Peace of Mind, Freedom, Growth

| | Month | January 2007 | | | | | February 2007 | | | | March 2007 | | | | April 2007 | | | | | May 2007 | | | | June 2007 | | | | July 2007 | | | | |
|--|-------|--------------|---|----|----|----|---------------|----|----|----|------------|----|----|----|------------|---|----|----|----|----------|----|----|----|-----------|----|----|----|-----------|---|----|----|---|
| Event/Activity | Week | 2 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | |
| Internal Branding Launch Meeting - Introduce Internal Branding plan to employees - Distribute wearable with MN Chamber logo - Distribute logo lapel pin - Screen-saver messages - Handout Identity Guidelines | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| "First to Know" E-mail - Introduction to E-mail communications - E-mail signature guidelines - Mission, vision, values are introduced - Brand promise is introduced | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| E-mail - Human Resources Focus (benefits, policies, recruiting, performance) - FAQ | | | | | ◆ | | | | | | | | | | | | | | ◆ | | | | | | | | | | | | | ◆ |
| "First to Know" E-mail - Organizational Development Focus (culture and change) - FAQ | | | | | | ◆ | | | | | | | | | ◆ | | | | | | | | | ◆ | | | | | | | | |
| E-mail - Training Focus (technical/skill and customer service) - FAQ | | | | | | | | | | | ◆ | | | | | | | | | ◆ | | | | | | | | | ◆ | | | |
| "First to Know" E-mail - Operations (procedure and technology) - FAQ | | | | | | | | | | | | ◆ | | | | | | | | | | | | | ◆ | | | | | | | |
| Monthly Staff Meeting - Presentation from President about internal branding plan - Brand related success stories - Handouts: External Branding Materials | | | ◆ | | | | | ◆ | | | | ◆ | | | | ◆ | | | | ◆ | | | | | ◆ | | | | | ◆ | | |

