



Ideal Growth

The Key to Building Sustainable Business Growth

Derived from : Jim Stengel, *Grow*

BOOK
RAPPER

THE BOOK

Jim Stengel; *Grow : How Ideals Power Growth and Profit at the World's 50 Greatest Companies*

THE BIG IDEA

The key to building sustainable business growth is directly linked to your ability to connect with fundamental human emotions. Define and build your brand ideal to directly improve people's lives.

SPEED RAP

Stengel takes it one step further than most. Making the world a better place is not just a nice thing to do. It's the key to building sustainable business growth. Do it because it's good for business! And, he has the numbers to back up his idea based on a ten year study of more than 50,000 brands from around the world.

YOUR CHALLENGE

Create a new story for your business. An ideal story. One that changes people's lives. Define it, build it and attract people to it. You will be rewarded.



Ideal Growth

The Key to Building Sustainable Business Growth

Contents : Ideal Growth

Book Rapper Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book.

We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.



BR Review : Grow

RAP1 : The Stengel 50

RAP2 : The Ideal Tree

RAP3 : Define Your Ideal

RAP4 : Build Your Culture

RAP5 : Communicate to Engage

RAP6 : Deliver Experiences

RAP7 : Evaluate Progress

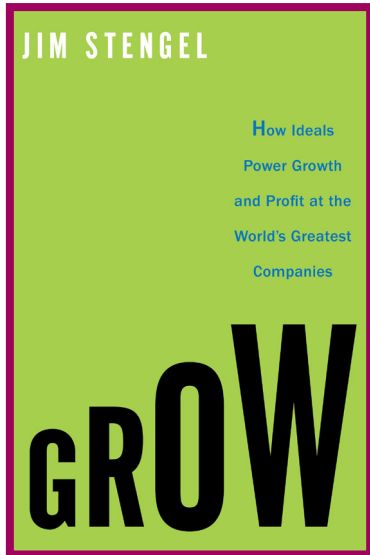
Context : The Next Ideal Tree

More...

Action Plan

BR Review : Grow

Jim Stengel; Grow : How Ideas Power Growth and Profit at the World's 50 Greatest Companies; Virgin Books, Random House, 2011



PRÉCIS

Consistent business growth and working to improve people's lives go hand in hand.

FEATURES

- Lots of long and strong case studies.
- A simple five part framework for action.
- Based on substantial research.

BENEFITS

- Boost your energy by getting in touch with why you're really in business.
- Achieve better results by aligning action to your brand ideal
- Boost your brand recognition and market value by focussing on THE key elements.

WHO'S IT'S FOR

For BIG and little businesses serious about sustainable growth AND making the world a better place. Jim would argue you can't have one without the other!



Photo : TED.com

JIM STENGEL

- In his role as Global Marketing Director of P&G Fast Company suggested he was arguably the most powerful person in marketing. Not surprising given he was managing an \$8 billion advertising budget and 7000 people.
- A number of impressive marketing awards.
- Board of Director of AOL, Motorola Mobility, Ensequence. Advisor to others.
- Professor of Marketing at UCLA Anderson School of Management.
- Founder, Jim Stengel Company, a think tank and consulting firm.
- His Company Ideal : "Inspire business leaders globally to achieve higher performance by rethinking their ideal and all behaviours emanating from that ideal."
- Jim at TED2012 - blog post only
- Website : JimStengel.com
- Twitter @JimStengel
- Facebook Page
- Wikipedia



BOOK RAPPER THINKS...

If only I had this book 12 months ago when I started IdeasMarketing.com.au and 1000Manifestos.com. It provides the business numbers for why idealism drives business! I've used this RAP to sharpen Book Rapper's edge. And, I suggest you do the same.

RAP1 : The Stengel 50

PROFIT : Stengel's book is based on a hefty body of research. We explain it here.

THE MILLARD BROWN OPTIMOR

Millard Brown operate the world's leading brand equity database: *BrandZ*. It measures the value of the brand relative to the overall market value of the company.

It asks: If a company is valued at \$10 million, how much of that can we attribute to the brand? It tracks over 50,000 brands from around the world.

THE STENGEL STUDY OF BUSINESS GROWTH

Based on *Milliard Brown's Optimor* research, 50 top brands were identified that showed extraordinary growth and outperformed their competitors during the noughties.

These companies form the *Stengel 50*. Had you invested in the Stengel 50 in 2000, by 2011 you would have earned 4 times more than the S&P 500.

And, Stengel wanted to take this one step further. He wanted to know: What's the connection between financial value AND the growth in consumer commitment to brands?

GROW

What he found became the book *Grow*.

The premise is: the world's fastest growing companies were designed and organised based on improving people's lives.

This not only helps you define strategy, it motivates and engages your staff. Plus, when it's delivered consistently and creatively it inspires customers to align with your brand.



The S&P 500 Index



The Stengel 50

SOME OF THE TOP 50

- Accenture
- Amazon
- Apple
- Calvin Klein
- Coca-Cola
- Dove
- Emirates
- FedEx
- Google
- Heineken
- Hermes
- HP
- Hugo Boss
- IBM
- Jack Daniel's
- Lindt
- L'Occitane
- Mercedes Benz
- Moët & Chandon
- Pampers
- Red Bull
- Samsung
- Starbucks
- Visa
- Zappos

RAP2 : The Ideal Tree

PROFIT : Stengel's simple framework for building your brand ideal is based on the tree. Here's your overview of his BIG idea...

2 BUILD CULTURE

Translate your ideal into a way of working and a daily culture.

1 DEFINE

Invent or refresh the ideal or mission that you want people to rally around.

COMPETITION

The trunk defines the areas where you have advantages over your competitors and where you don't.

3 COMMUNICATE

Share your ideal in ways that engage your employees and your customers.

4 EXPERIENCE

Deliver a customer experience that reflects your ideal.

5 EVALUATE

Measure business and people performance against your ideal.

BELIEFS AND SHARED VALUES

The roots that feed your Ideal combine the internal beliefs of your organisation, plus the values you share with the people your brand serves.



The Ideas Marketing Tree

Love the Tree metaphor! My work around Ideas Marketing uses a similar model around translating your ideal into a Manifesto, Campaign...

RAP3 : Define Your Ideal

PROFIT : Defining your ideal starts with you taking a stand for something compelling. From his research, Stengel identified five fundamental human values that you can use to define your brand ideal. Here they are with some questions to ask to sharpen your attention.

ENABLE CONNECTION

Make it easier for people to connect with one another and the world in meaningful ways.

Blackberry = connect people with one another.

INSPIRE EXPLORATION

Help people explore new horizons and new experiences.

Apple = creative exploration and self-expression.

Book Rapper's ideal lives here!

INCITE JOY

Stimulate experiences of happiness, wonder, and limitless possibility.

Lindt = provide joy through small luxuries.

EVOKE PRIDE

Give people increased confidence, strength, security, and vitality.

FedEx = deliver peace of mind to everyday interactions.

DEFINE

IMPACT SOCIETY

Make the world a better place by challenging the status quo and redefining what is possible in health, business, environment, etc.

IBM = help build a smarter planet.

Define Your Ideal

- Which of the five brand ideals fits your organisation? (Ideally one, maybe two).
- What is the core reason your business exists? (Hint: It's not about the money).
- What are the core beliefs of your organisation?
- How do you improve life for others?
- What roles have you played for people in the past? What is the heritage of your organisation?
- Who do you want to become for others in the future?
- What do you want to stand for?
- What is important to your customers? What are their values?
- What values do you share with your customers?

RAP4 : Build Your Culture

PROFIT : Now that you've defined your ideal, how are you going to bring it life? Start with your team and the culture within your organisation. If the ideal doesn't live here, then it's unlikely to inspire your customers. Here's 10 keys to building your culture and bringing your ideal to life.

TRANSLATE

Turn your brand ideal into actions that people can take on a regular basis.

EXPECTATIONS

People love a challenge - raise the standards in every decision you make.

CLARITY

Be clear about what you stand for, inside and outside your company and demonstrate this through the priorities and decisions you make.

TRAINING

As a leader, every interaction is an opportunity for training. Set the standard and coach your team to follow.

BUILD

DESIGN

What do you need to win? Design your organisation to do this.

SYMBOLS

Who you choose to acknowledge and reward as the heroes within your brand will set the tone for what is important to others.

TEAM

Putting the right team in play is critical. Doing it quickly is even more important.

BE INSPIRED

If the people behind the business are not motivated and inspired, then the chances are the consumer won't be either.

INNOVATE!

The future lives in today's innovations. Champion fresh ideas and applications of all kinds.

LEGACY

What's the difference you want to leave behind when you're gone? Live this today.



RAP5 : Communicate to Engage

PROFIT : One of the most important leadership functions is to set the tone for communicating the brand ideal. Here we offer eight things to consider to help engage people in sharing your message.

LEAD THROUGH COMMUNICATION

Treat communication as top priority and critical driver of growth. Constantly confirm your communication forwards your brand ideal.

BUILD RELATIONSHIPS

Use your communications to build relationships. And, remember that listening is more important than speaking.

ASSUME TRANSPARENCY

More people have more access to more information. It's safer to presume that others know possibly more than we do.

EVERYTHING COMMUNICATES!

Consider all the ways and levels that you can communicate your brand ideals : internal conversations, memos, reports, business cards, email signature blocks, logos, website design and copy, verbally to suppliers and customers, what you share with employees, with social media...

YOUR IDEAL VOICE

Use your brand ideal to define the tone of your voice and provide a consistent, authentic and compelling message.

COMMUNICATE

MAKE IT PERSONAL

Skip the spin and design your communication as if you're talking with friends. Apply this to all interactions with staff, employees, customers and suppliers.

MEASURE COMMUNICATIONS

Measure the quality of your communications. Include levels of trust, engagement, loyalty and advocacy.

BRIEF EVERY ASSIGNMENT

A key leadership activity is to guide your communication partners through an inspirational, clear and concise brief for every assignment.



RAP6 : Deliver Experiences

PROFIT : Your Brand Ideal lives or dies in your customers' experience of it. Remember, in the customer's mind the person that answers the phone IS your business. Thus, it's crucial to consider all the interactions they have with your product and your people. Here's seven suggestions for delivering near-ideal experiences for your customers.

ALWAYS START WITH THE IDEAL

It's NOT about the Product or Service! It's about the improvement to your customers lives. Design the experience to build relationships, word of mouth and to inspire repeat customers.

KNOW YOUR CUSTOMER

You can only deliver a delightful brand experience if you know what appeals to your customers.

INNOVATE & EXECUTE

Brand experiences rely on the twins of constant innovation and consistent and reliable execution.

Be deliberate in your innovation efforts and give your employees room to respond in spontaneous ways. Marry this to building repeatable and teachable processes.

INNOVATE DEEPLY

Develop innovations at three levels :

- Sustaining Innovation : daily continuous improvements
- Commercial Innovation : create demand through marketing
- Disruptive Innovation : reinvent a category that changes a business model.

INNOVATE WIDELY

Remember, everyone can innovate! And, look for opportunities to collaborate with suppliers and vendors too.

EXPERIENCE

HIRE RIGHT

The key to delivering great customer experiences lives in the people that deliver them. It's essential you hire the right people.

MEASURE SUCCESS

A useful measure of customer experience is:

How many would like to work at your organisation after their interaction?



RAP7 : Evaluate Progress

PROFIT : Unless you measure your progress against your Brand Ideal you won't be able to sustain your growth. And, your work in the previous four areas will be hit or miss. Here's six things to consider to measure your results...

ACCOUNTABILITY

Measuring progress is crucial to hold the leaders and the organisation accountable for the results you produce. Measure where your business creates the most value for your customers in both quantity and quality terms.

EVERYDAY WE...

The key to engagement in your Brand Ideal is to connect your employee's everyday actions to delivering the ideal customer experience. Make it clear what's required daily. And, add specific actions and measures to every employees' work plan.

IDEAL KPI

It's all about focus! All of your Key Performance Indicators (KPI) need to measure your ideal otherwise you might be heading off course. Measure both financial information and the health of your brand.

LINK ADVANCEMENT

The strongest message a leader can send is in how people are rewarded. And one of the biggest rewards is promotion. Link promotion to results in business, organisational development and building the brand.

BE TRANSPARENT

Brand health needs to be available to everyone on the playing field so you know if you are winning or not. Create a Brand Scoreboard to display the current results.

EVALUATE

CUSTOMER TIME

Measure and reward time spent with customers and end consumers. To deepen your customer understanding, consider making it compulsory for all employees.



Context : The Next Ideal Tree

PROFIT : What's the big picture context for the brand ideal? It's value to the business is clear to see here. And, we suggest the rise of social media will prompt a shift to include social capital in future market value calculations.



1980 : INDUSTRIAL AGE

In 1980, almost the total market value of companies listed on the *Standard & Poors* index (S&P) was based on the value of their tangible or physical assets. For example: cash, office, plant and equipment.

2010 : INFORMATION AGE

By 2010, the *Millard Brown Optimor* research (discussed in *Grow*) shows that tangible assets only makes up 40-45 percent of the total value of companies on the *S&P* index. (left tree) And, 30% of the grand total is directly attributed to the value of the brand (right tree).

2015 : SOCIAL AGE

As these words are being written, *Facebook* is about to launch its Initial Public Offering (IPO). They represent a new way to value companies that includes the value of their customers or social network. Expect this to be normal soon.

Want More?

PROFIT : Here's some more resources so you can dive a little deeper... It includes some related Book Rapper issues to rap your head around... A special Manifesto ebook, plus videos and ebooks by Jim Stengel. And, the ultimate 'more' - buy the book!

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HOW TO INSPIRE YOUR CUSTOMERS TO BUY

One important aspect of defining your ideal is to touch your reason for existing. In other words, 'WHY' are we doing this?
Derived from Simon Sinek's *Start With Why*.

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THE MOTIVATED ORGANISATION

Traditional carrot and stick motivation doesn't work in practice - or in science. Instead, work from the extrinsic, purpose and the ideal.
Derived from Daniel Pink's *Drive*.

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BRAND WORSHIP

If you want a 3D guide to building a brand, here it is. It's a similar view to Stengel's *Grow* although from a different lens.
Derived from Douglas Atkin's *The Culting of Brands*.

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MANIFESTO

Whilst not a Book Rapper issue, it's by the Book Rapper and derived from his project 1000manifestos.com. This ebook provides 9 key elements to defining your ideal future in a way that you can share and inspire others. Download Manifesto

CHANGE THE NARRATIVE OF BUSINESS

A summary ebook by Jim Stengel from *Change This*. Includes a good section on the art of leading a brand ideal company.
<http://changethis.com/manifesto/show/90.01.Grow>

JIM'S VIDS

Here's Jim Stengel in video form. 12+ quick vids here:
<http://www.jimstengel.com/thought-leadership>
And 10 from a conference presentation here:
<http://www.millwardbrown.com/Sites/mbOptimor/Insights/Grow.aspx?s=tw>

BUY THE BOOK!

We only select one book each month to RAP so you know it's great!
Buy *Grow* on Amazon (affiliate link)



Your Action Plan

PROFIT : The ideal would be for you to read this RAP and then take action. Here's a suggested plan to get you started...

DEFINE

- Answer the questions on page 7 to define your Ideal.
- Create a document of your answers to share with colleagues and stakeholders.
- Share your answers with your key customers and listen for feedback and suggestions.



BUILD

- Review your current efforts in delivering on your brand ideal.
- Rate the level at which you improve your customers lives.
- Identify the areas that need to be improved immediately.
- Devise incentives to stimulate innovation.
- Start building and rebuilding your organisation to bring your ideal to life.



COMMUNICATE

- Make a list of all the ways you communicate your brand.
- Rate each of these methods as to how well they communicate your brand ideal.
- Pick 3-5 of the most important ones to address immediately.
- Schedule time to address the others in the near future.
- Create a plan to review your communication output regularly.



EXPERIENCE

- Become a mystery shopper to personally experience life as your customer.
- Review your innovation processes. Are you working deeply and widely?
- Review hiring policies and procedures to ensure you're hiring people who can truly fulfil your brand ideal.
- Review the level of consistency with which you deliver your customer experience. Improve where needed.



EVALUATE

- Review your KPIs. Are you measuring the health of your brand effectively?
- Review Employee Work Plans to link them to building your Brand Ideal
- Review your promotional policy to include contribution to building the brand.
- Spend more time with your customers. Create an organisational decree to promote this.



WHAT ELSE?

- What other action will you take?
- Who will you discuss this with?
- Will you buy the book and/or read the other resources?

More from Book Rapper

PROFIT : Here's even more suggestions to deepen your thinking and sharpen your learning.

CREATOR

Who is the Book Rapper?



Geoff McDonald is a former architect who no longer designs buildings. Instead, as the Ideas Architect, he helps individuals and organisations to design, build and sell their ideas. More...



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More...



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DISCUSS THIS

The best way to learn is through interacting with other people.

Take this RAP and share it with a colleague.



BLOG : GeoffMcDonald.com/blog

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