

# WAIT

Why Am I Talking?

# MY BRAND STRATEGY (REVISIONIST HISTORY)

UW grad from Jefferson, Wisconsin

Special Needs Teacher — New York

Technology Geek — NYC

Advertising Brand Strategist — NYC to London

Brand Strategist & Consultant — Europe, Asia, South America, North America

Brand Consultant Business Owner

Brand Strategist, Client Side — NYC, LA, SF, London

My definition of brand strategist: listener, synthesiser, pattern-finder, wrangler, silo-buster, & insight sleuth



The logo for Ogilvy, featuring the word "Ogilvy" in a black, elegant serif typeface. The letters are closely spaced, with the "O" being particularly large and prominent. The entire logo is set against a solid, vibrant red rectangular background.

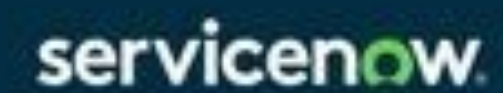
Ogilvy

AGENCY

The logo for crimea river, consisting of the words "crimea" and "river" stacked vertically in a bold, white, sans-serif font. The text is centered within a large, solid dark blue circle.

crimea  
river

CONSULTANT

The logo for ServiceNow, featuring the word "servicenow" in a white, lowercase, sans-serif font. The "o" is a distinctive green color. The logo is positioned in the top left corner of a dark blue rectangular background.

servicenow.

**THE WORLD WORKS  
WITH SERVICENOW**

CLIENT

**NOTE TO SELF:**  
**THIS DECK WILL BE YOURS**



A photograph of two individuals from the waist up, standing side-by-side with their arms crossed. The person on the left is wearing a bright green V-neck sweater over a pink collared shirt and an orange tie. The person on the right is wearing a yellow V-neck cardigan over a green top and a pink skirt. The background is a solid, vibrant blue.

TERESA ALPERT, NOVEMBER 2024

# HEADLINES FROM THE FRONTLINES

BRAND STRATEGY IN A GLOBAL WORLD



**WARP SPEED  
DELUGE OF DATA  
ONSLAUGHT OF LLM'S  
THE AI ARMS RACE  
ACCELERATED BUSINESS DECISIONS  
SHRINKING ATTENTION SPANS  
FICKLE AUDIENCES  
PROLIFERATING MEDIA CHANNELS  
GLOBALLY DECENTRALIZED WORKFORCE**

# BRAND STRATEGY IS

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*Your Secret Weapon*



# THE SWORD

**EVERYONE THINKS THEY ARE STRATEGIC**

**EVERYONE WANTS THE S WORD IN THEIR TITLE**

**IF YOU ARE STRATEGIC, YOU CAN**

**SEE THE FOREST AND NOT THE TREES**

**FIND NEEDLES IN HAYSTACKS**

**DISCOVER THE ONLY THING THAT REALLY MATTERS**

**SHUT OUT THE NOISE, DISTRACTIONS, DISRUPTIONS**

**SYNTHESIZE, EDIT, ELIMINATE**

**BOIL THINGS DOWN TO THE CORE ESSENCE**

**IF YOU ARE STRATEGIC**

**YOU ARE A SIMPLIFIER**



# THE B WORD

**EVEN MORE MISUNDERSTOOD!**

**BRAND IS NOT SIMPLY**

**A COLOUR PALETTE OR COSMETIC AFTERTHOUGHT**

**A CATCHY NAME OR NIFTY LOGO TREATMENT**

**A LAUNDRY LIST OF VALUES OR LOFTY MISSION**

**STATEMENT**

**CHASING THE LATEST FAD OR TREND**

**IF YOU CAN**

**UNCOVER, DEFINE, ARTICULATE AND CONVEY THE  
UNIQUE SIGNIFICANCE OF YOUR BUSINESS  
UNDERSTAND YOUR BUSINESS INSIDE AND OUT  
FIND THE RIGHT PEOPLE AT THE RIGHT TIME AND  
UNDERSTAND THEM BETTER THAN ANYONE**

**EVERYONE BENEFITS!**

**START-UPS, BIG BAD BEHEMOTHS, SMALL CORNER  
GROCERS AND EVERYTHING IN BETWEEN  
ALL BUSINESSES XS, S, M, L, XL  
EVERYONE IN THE ENTIRE ORGANISATION  
THOSE WHO LIVE INSIDE AND OUTSIDE OF MARKETING**





















**YOU WANT TO BE SEEN & HEARD**

***YOU'LL HAVE A FIGHTING CHANCE WITH A  
COHERENT, SOLID, STRONG BRAND STRATEGY***

**BRAND  
STRATEGY=  
CENTER OF  
GRAVITY**

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**WE DON'T  
SELL SADDLES**

**WE SELL  
HORSEBACK RIDING**







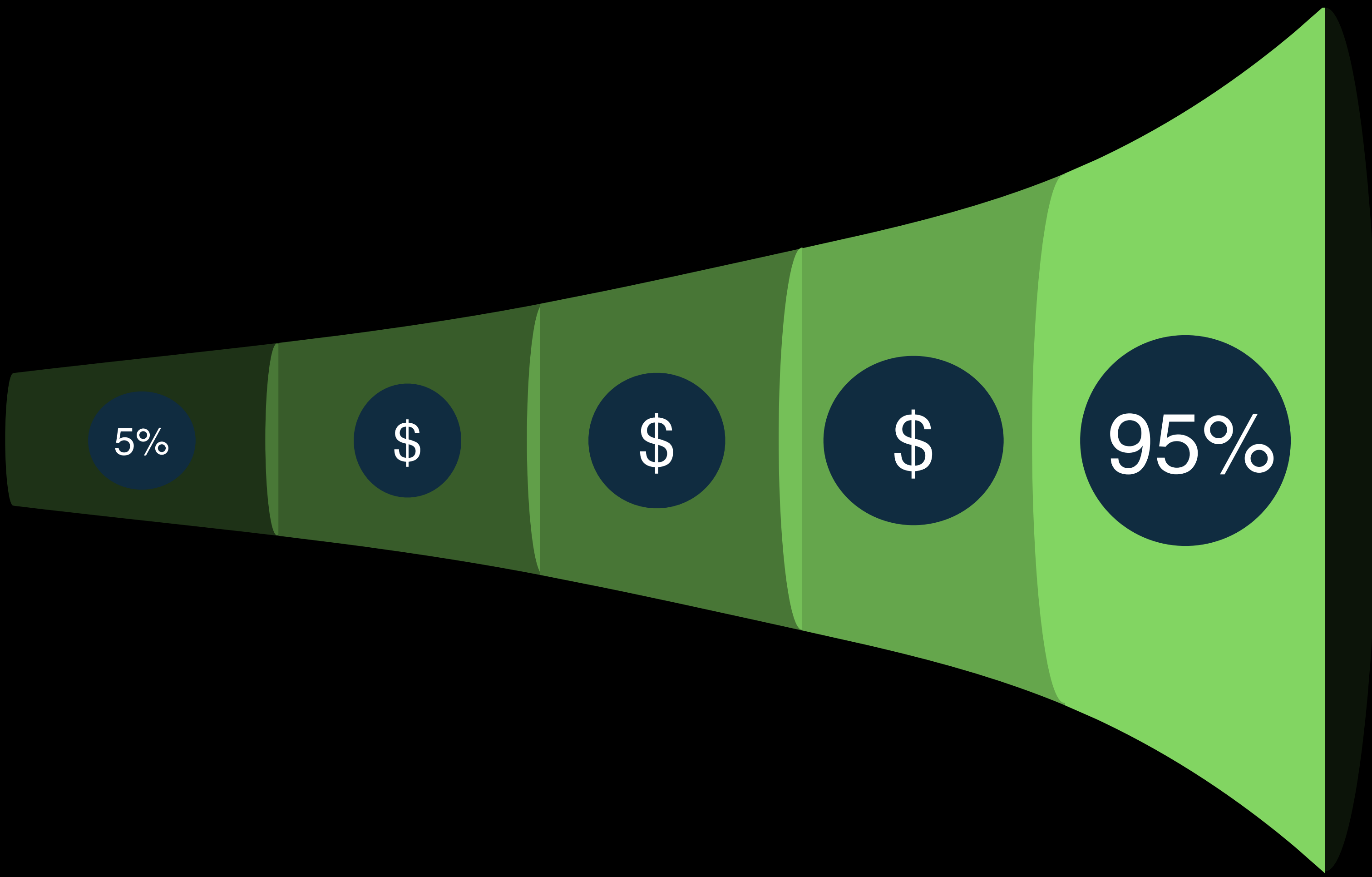
**BRAND =  
BUSINESS**

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*Only 5% of the market are in “purchase mode” at any one period of time. Brands need to build the right awareness and emotional affinity with the 95%, so we get onto their short list for when they ARE in purchase mode.*

Current Buyers  
“In-Market”



Future Buyers  
“Out-of-Market”

**BRAND = BUSINESS:**

**REVENUE IMPACT (HBR/20%)**

**TRUST, LOYALTY, RETENTION (EDELMAN/81%)**

**INFLUENCE ON PURCHASE DECISIONS (NIELSEN 59%)**

**MARKET SHARE (KELLER & KOTLER/10X)**

**CUSTOMER LOYALTY (HBR/23%)**







**“We are an IP  
(intellectual property)  
and entertainment  
company, not a toy  
manufacturer.”**



**“Barbie helps us  
think, manage, and  
extend our  
business across  
all our toys.”**



BRAND=BUSINESS\$\$\$

BUSINESS\$\$\$=BRAND

# BRAND STRATEGY IS ALL ABOUT PEOPLE

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*Establishing a  
human connection*









**LISTEN**



**EMPATHY**

**DOESN'T REQUIRE EXPENSIVE, TIME-CONSUMING  
RESEARCH OR FOCUS GROUPS**



# BREAK FREE

Get out of your box  
Leave the premises  
Go where they live  
Find where they congregate  
and take out your ear buds





# FIND SOME EXPERTS

Find the gate-keepers  
You're in the oral care category  
and need to know more FAST?  
Talk to a few dentists — they see  
like a gazillion patients a week!





# ASK BIG JUICY QUESTIONS

Ask a big juicy, open question

Ask to record session

Wind them up

People love to tell their stories

Let the conversation begin

*(be sure to hit record -- really listen)*



# THE ART OF CONVERSATION

Scale of 1-10 vs. 'How you feeling today?'

Multiple choice vs. Open ended

Direct Question vs. set a larger context

Give to Get -- be willing to SHARE

Talk to both the Lovers & the Haters

The probe: *Why is that? Have you ever felt that way before? Tell me more...*

Be comfortable with silence





# INSIGHT GATHERING IS AN ART

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*Don't get distracted by mass  
quantities of stats and data*



**data**



**insight**







# What's an insight?

Stops you dead in your tracks

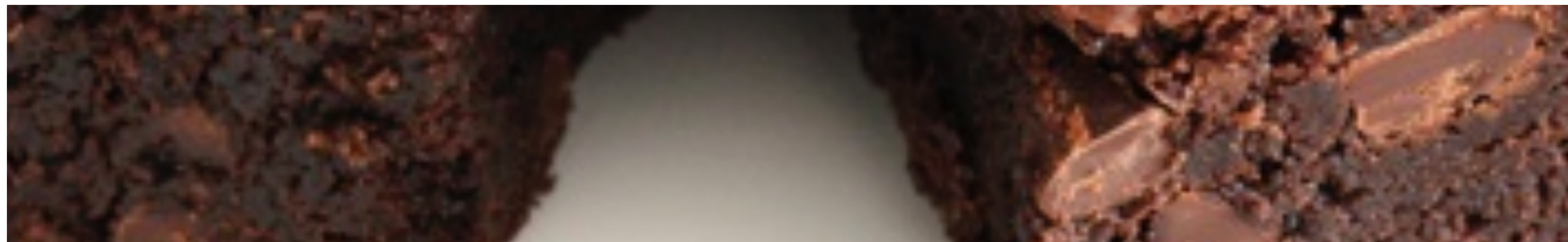
“I never thought about that before”





**“MY WIFE MADE BROWNIES”**

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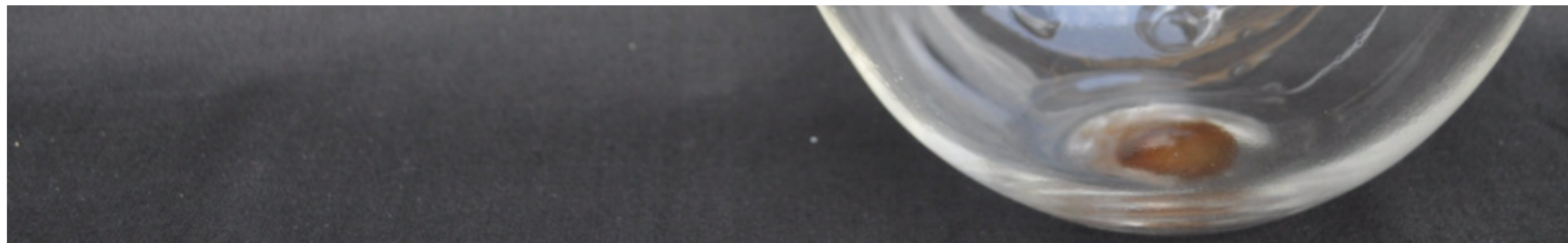






**DISTILL. DISTILL. DISTILL.**

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**STRAIGHT FROM  
THE HORSE'S  
MOUTH**

**ALL QUOTES  
GUARANTEED  
VERBATIM**

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# **PATTERNS & THEMES**



# LAUNDRY

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**DIRT IS GOOD**

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# AUDIENCE PARTICIPATION

**THERE WILL BE A QUIZ**





In the B2B world, the impact  
of grabbing a single  
executive's attention  
can be monumental



A man and a woman are sitting at a light-colored wooden dining table in a home office. The man, on the left, is wearing a grey t-shirt and dark shorts, looking towards the camera. The woman, on the right, is wearing a blue and white patterned dress, looking at a laptop. On the table are a laptop, a smartphone, and a small packet. In the background, there is a large painting of a ship, a model ship, and two blue ceramic lamps. The text 'They are working tirelessly' is overlaid at the top.

They are  
working tirelessly

CEO's work on:

79%

of weekend days

70%

of vacation days





They are  
*a bit* more diverse

LEADERSHIP · FORTUNE 500

## The number of Black Fortune 500 CEOs returns to record high—meet the 6 chief executives

BY PAIGE MCGLAUFLIN

May 23, 2022 at 4:00 AM PDT



**They are  
learning new skills**

## **Today's CEOs Need Hands-On Digital Skills**

by Dan Graves

November 26, 2021

**Fewer than**

**25%**

**of CEOs are  
digitally proficient**

**12.5%**

**of CFOs are digitally  
proficient**





They are  
learning new behaviors

LEADERSHIP STRATEGY

**The New Meaning Of CEO: Chief  
Empathy Officer - 4 Reasons  
Leaders Need Empathy Now**



# They are letting down boundaries



CORNER OFFICE

Logged On From the Laundry Room: How the C.E.O.s of Google, Pfizer and Slack Work From Home





They are  
embodying the image of peak  
performance

PERSONAL FITNESS >

## Why ripped abs are the new power trip for CEOs

Jeff Bezos shows off his six pack on his yacht while Elon Musk apologizes in public for his extra pounds. The era of the buff businessman is here



They are  
navigating volatility

60%

of C-suite execs globally  
expect a recession in 2023





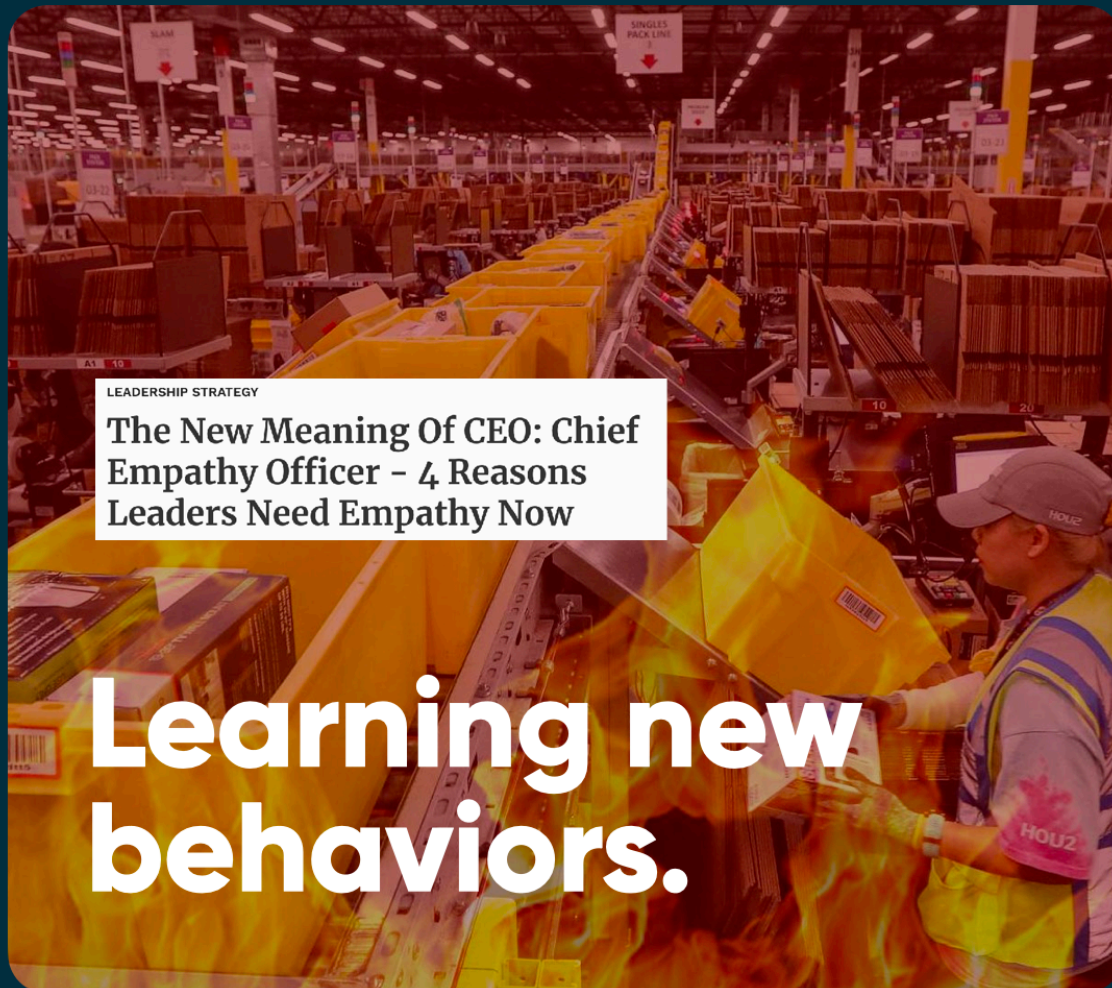
# Audience Participation:

Which one of these is an insight?

*Hint: Stops you dead in your tracks.*

*Hint: “I never thought about that before.”*





LEADERSHIP STRATEGY

The New Meaning Of CEO: Chief Empathy Officer - 4 Reasons Leaders Need Empathy Now

**Learning new behaviors.**

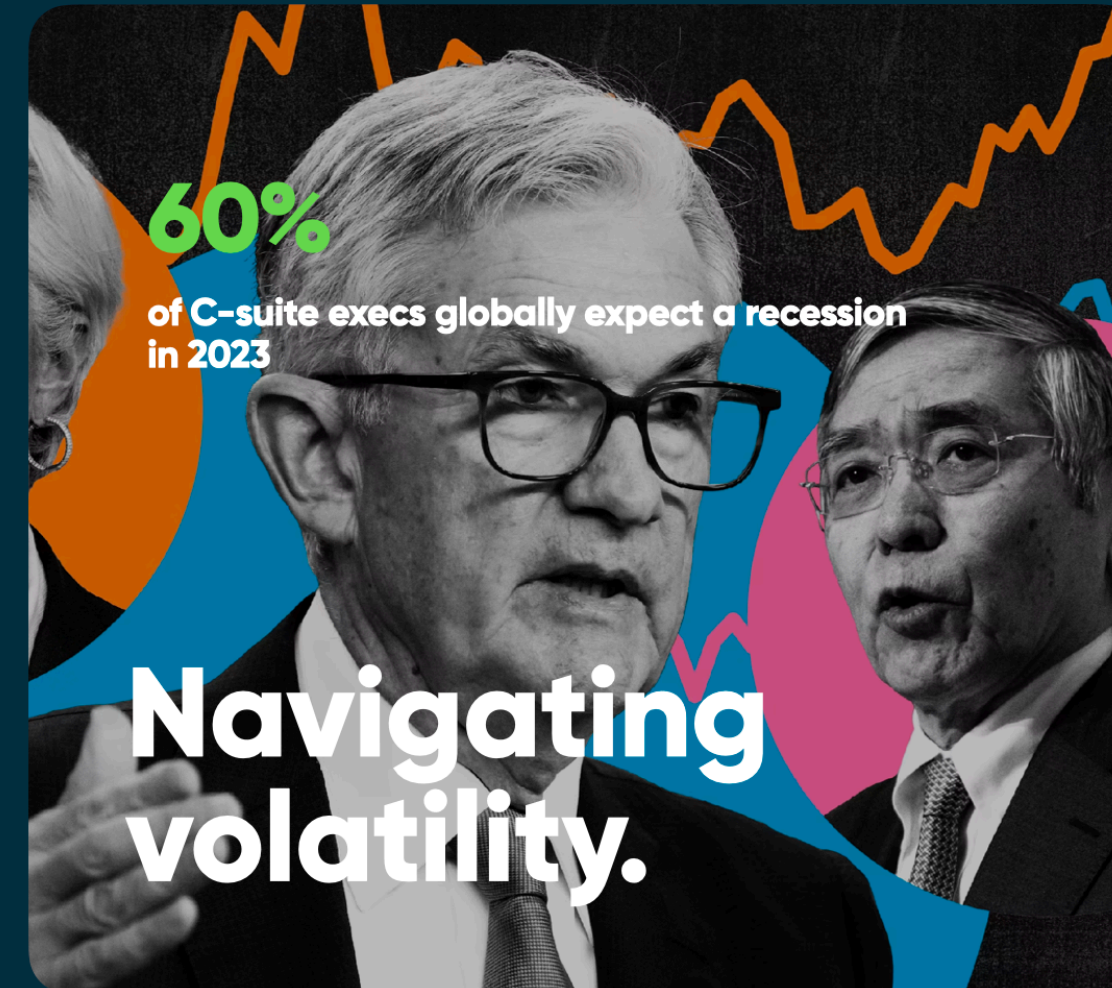


CEOs work on

**79%** of weekend days

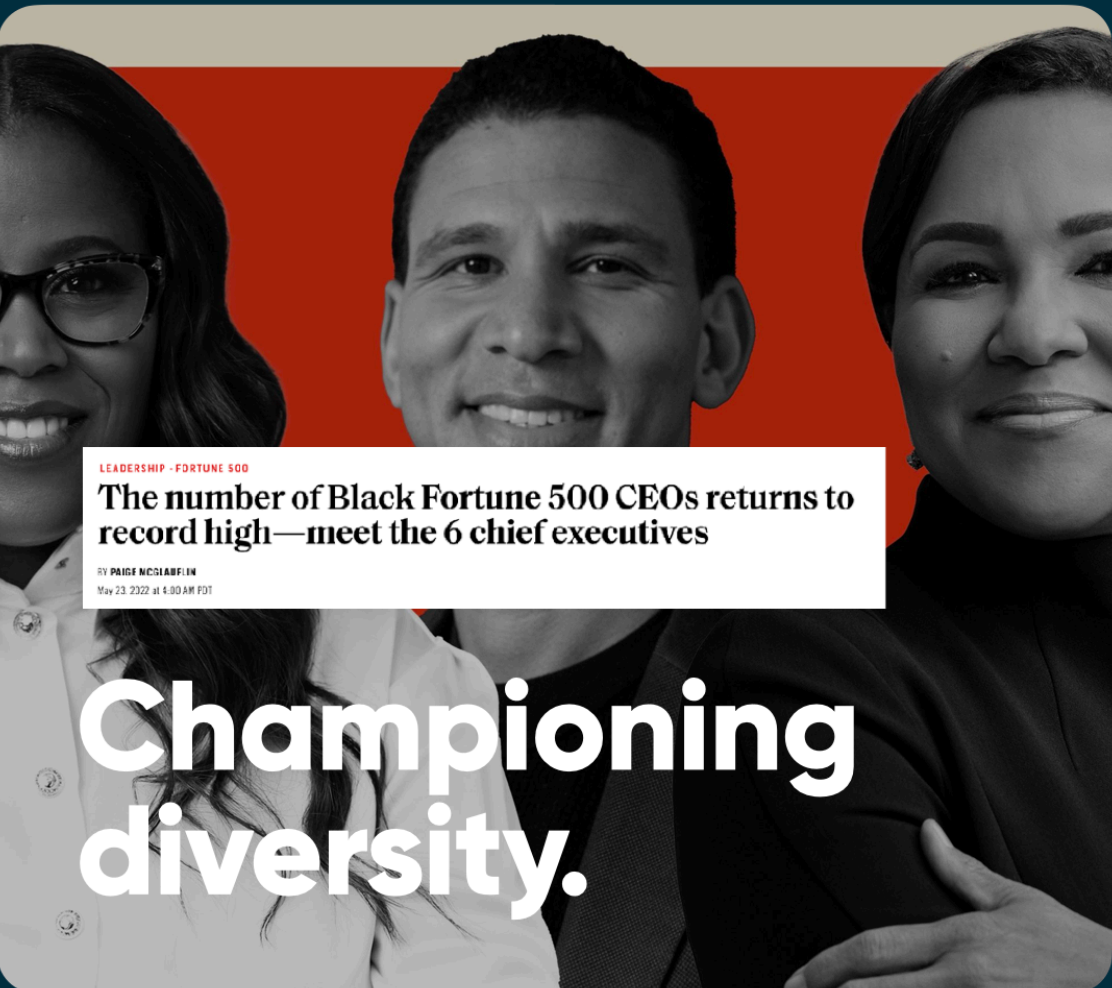
**70%** of vacation days

**Working tirelessly.**



**60%** of C-suite execs globally expect a recession in 2023

**Navigating volatility.**



LEADERSHIP - FORTUNE 500

The number of Black Fortune 500 CEOs returns to record high—meet the 6 chief executives

BY JESSICA MCKINNEY FOR FORTUNE MAGAZINE  
May 13, 2022 at 4:02 AM PST

**Championing diversity.**



PERSONAL FITNESS

Why ripped abs are the new power trip for CEOs

Jeff Bezos shows off his six pack on his yacht while Elon Musk apologizes in public for his extra pounds. The era of the buff businessman is here

**Getting 'ripped abs'.**



Fewer than

**25%** of CEOs are digitally proficient

**12.5%** of CFOs are digitally proficient

**Learning new skills.**



# Audience Participation:

That was a TRICK QUESTION.



**The pressure, demands,  
and stakes are super-high**





The pressure, demands,  
and stakes add up to an  
**emotional toll.**

A man in a dark suit stands with his back to the camera, looking out of a large window in a modern office. The office interior is dimly lit, with a desk and chairs visible in the foreground. The view outside the window shows a bright, hazy cityscape.

**61%**

of CEOs feel alone



Insight

**It's lonely at the top.**

**“It's lonely at the top” drove the entire strategy — we built it around an inclusive CIRCLE. For events we had break out groups, therapy sessions, we wanted them to feel affinity, support, a sense of community.**



Human Insight  
drives  
Brand Strategy



# BRAND STRATEGY: START INSIDE

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**START INSIDE**

Where's the know-how?

Who cares the most?

Who knows the most?



# KNOWLEDGE INSIDE: YOU'RE SOAKING IN IT

**What info is already available to you INSIDE?**

- Subscriptions to important journals, reports
- Competitive data, sales data, customer sat scores
- Research studies the company conducts
- Segmentation plans

***not all of it is perfect but it should be considered  
Make sure it is timely (within past year)***



# SALES

Care A LOT about Brand  
Brand drives business, opens doors  
They are on the front lines  
Understand customer challenges  
Understand customer opportunities  
Can see common pains and joys  
Can help you find patterns  
**CONNECTS BRAND TO BUSINESS**  
(They want to make money!)





# INNOVATORS

Care A LOT about Brand  
Helps them innovate consistently  
On the front lines of innovation  
Understand customer challenges  
Understand customer opportunities  
Can see common pains and joys  
Can help you find patterns  
CONNECTS BRAND TO FUTURE





**SALES & INNOVATORS**

**BRAND SHERPAS**

**BRAND AMBASSADORS**

**BRAND CONNECTORS**

**BBFF'S**

**(They keep you honest!)**



# GLOBAL SILO-BUSTING & WRANGLING

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*Finding The Glue*











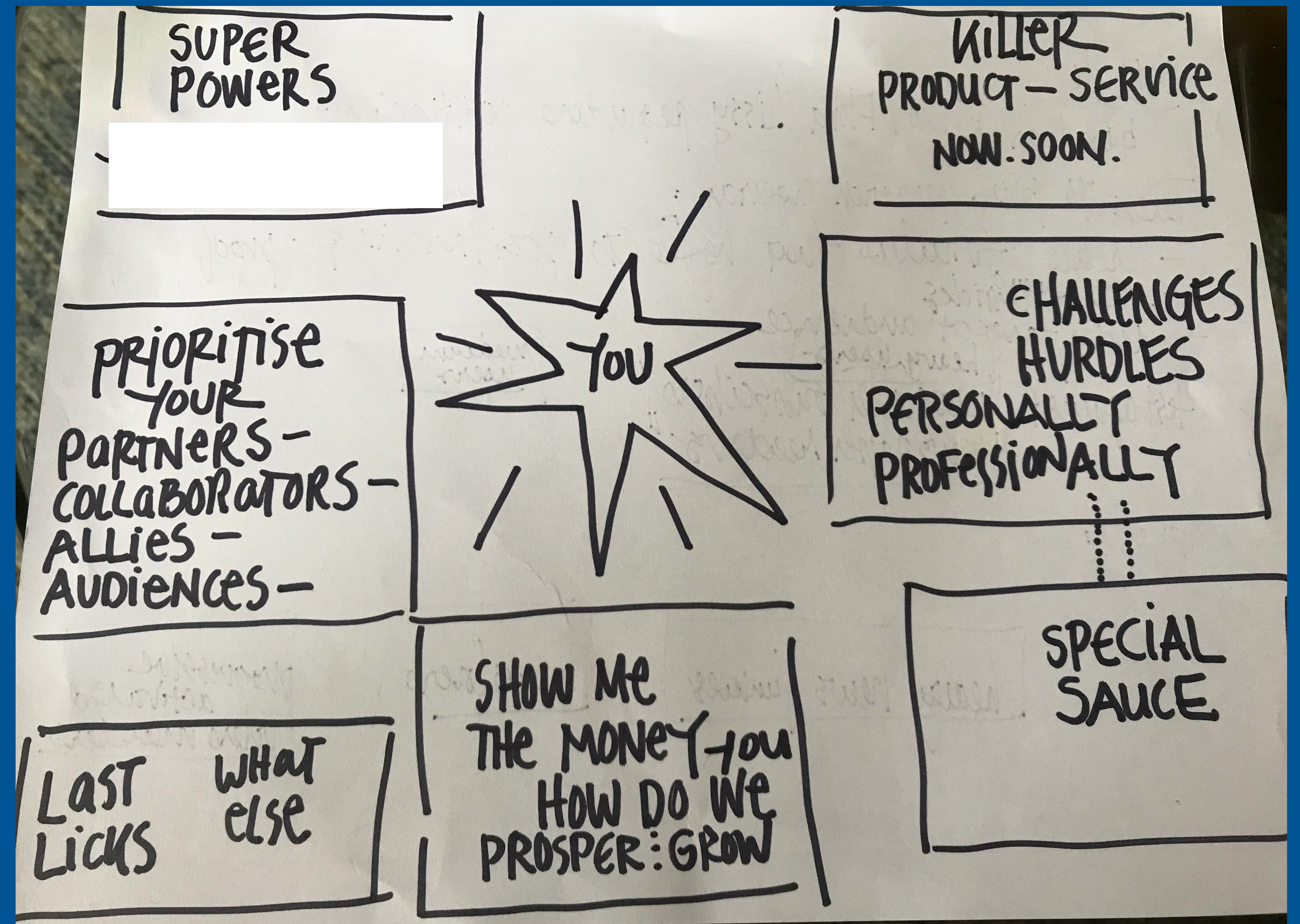


**START AT THE TOP:  
TOP DECISION MAKER  
(FOR GREEN LIGHT)**





WE ARE MORE ALIKE  
THAN DIFFERENT



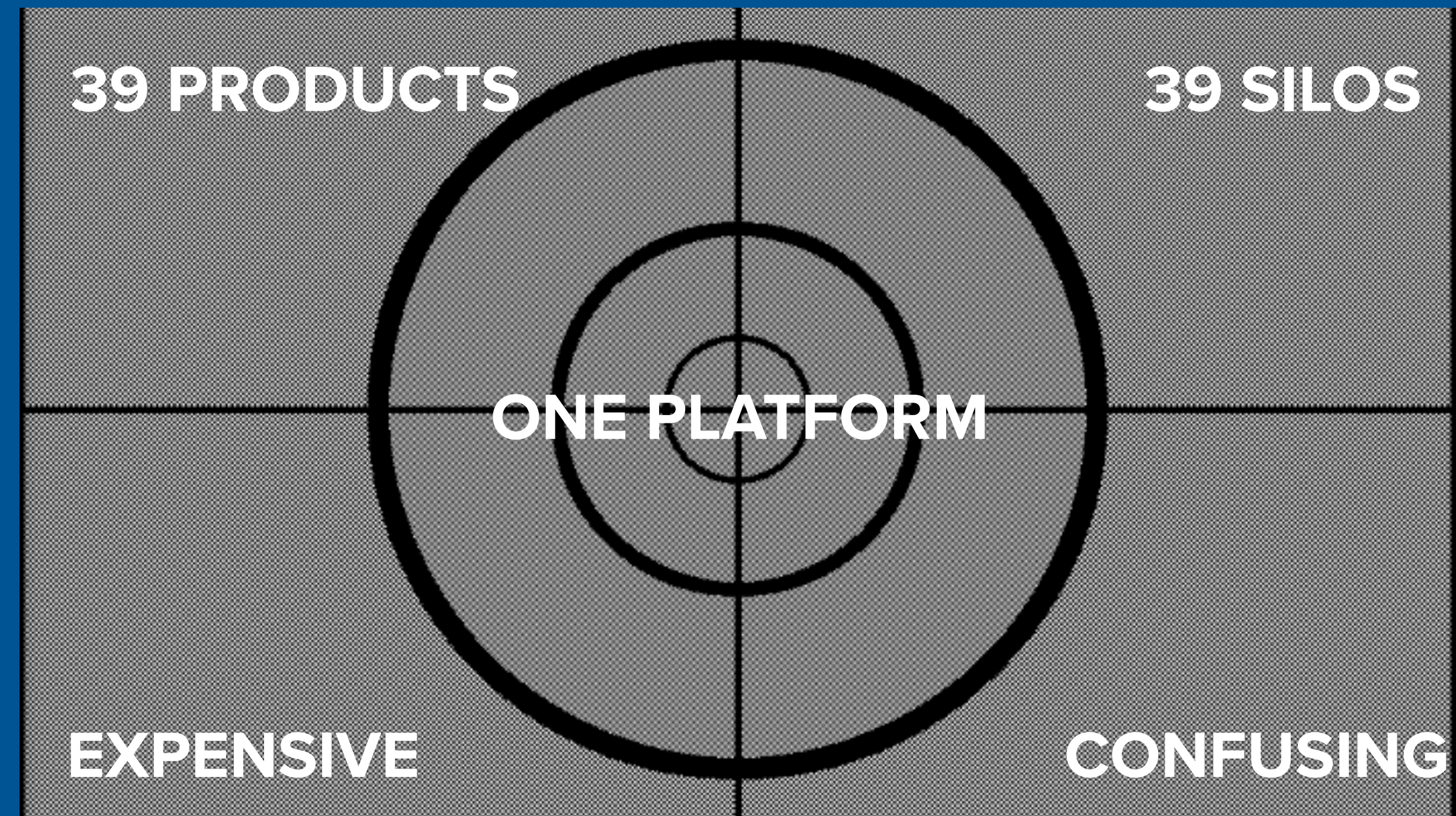


# WRANGLING FOR BIG GLOBAL IMPACT





# GLOBAL BRAND SYNERGY MAKES BUSINESS SENSE





# BE A SIMPLIFIER

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*You will be loved  
all over the world*





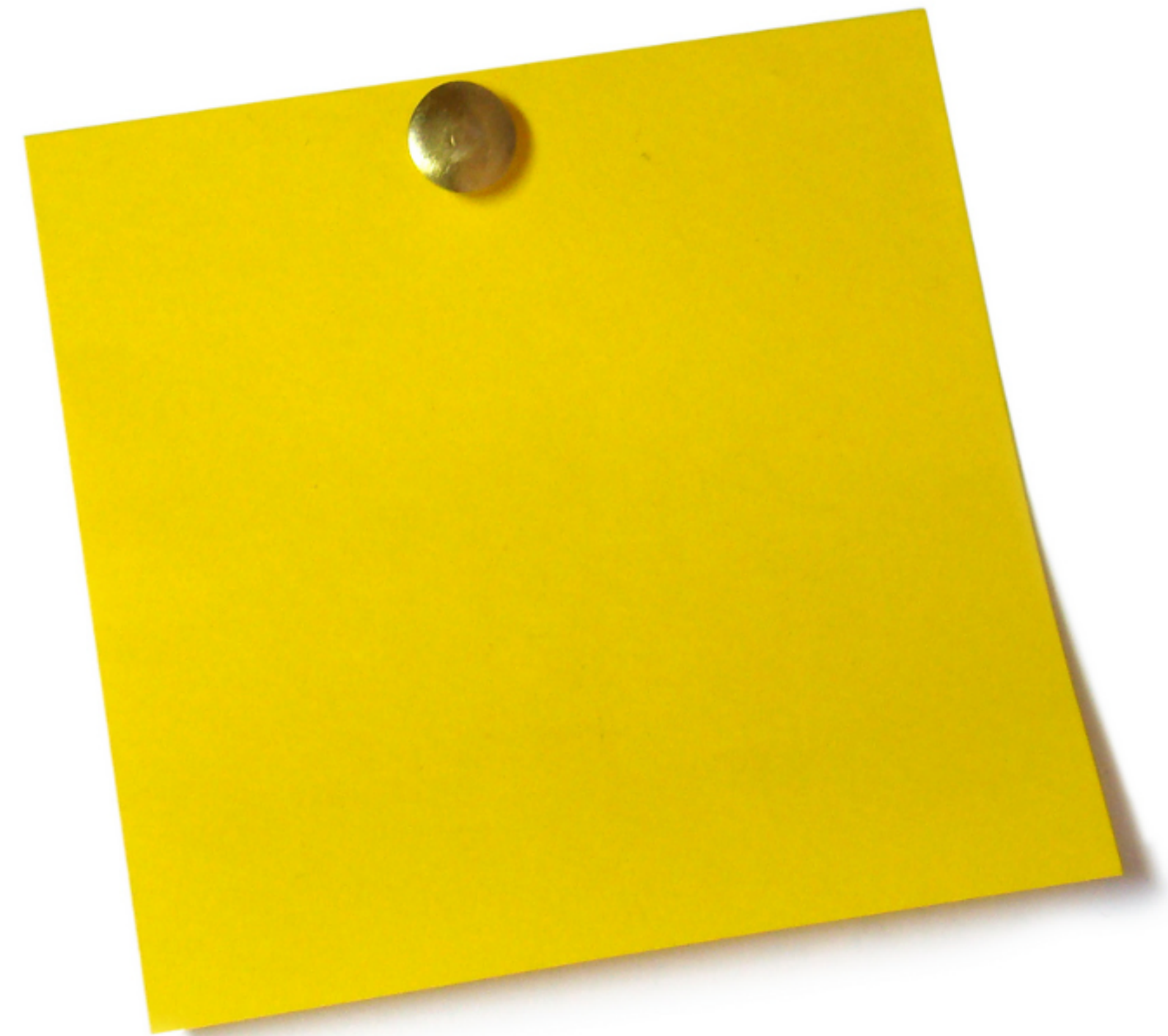
# I HAD THIS PIECE OF MARBLE

.....  
*AND I TOOK AWAY EVERYTHING  
THAT WAS NOT DAVID*





**THE STICKY  
CAN BE SO  
REVEALING**





# BE VISUAL

A picture is worth 1000 words

# SPEAK SLOWLY

People are translating







# LUBRICANT





**“ANY INTELLIGENT FOOL CAN MAKE THINGS  
BIGGER AND MORE COMPLEX. IT TAKES A  
TOUCH OF GENIUS AND A LOT OF COURAGE  
TO MOVE IN THE OPPOSITE DIRECTION.”**

**ALBERT EINSTEIN**



**SIMPLE LANGUAGE=  
JARGON DETOX**

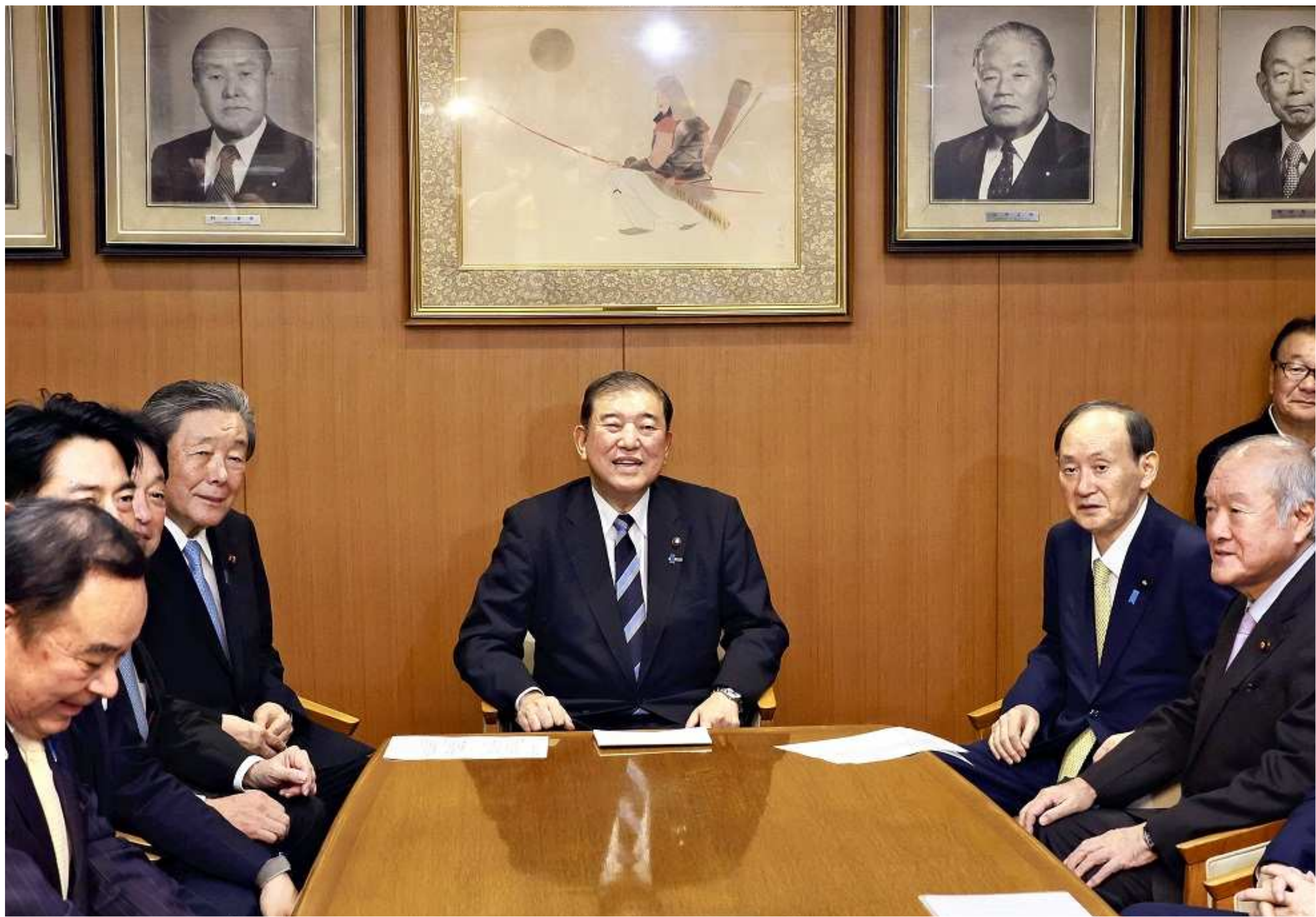


# GLOBALICIOUS

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АНА



**FLIP THE RELATIONSHIP BETWEEN HQ & REGION  
(HQ HAS THE IDEA, REGIONS TRANSLATE)**

**SPOTLIGHT AUSTRALIA  
LUNCH & LEARN FROM JAKARTA  
FEATURE THE REGIONS!**

**BECOME THE HEROINE OF GLOBALSCIOUSNESS**



# GOOD THINGS COME IN THREE'S

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*Creating global brand  
allies and believers*



10



**CHALLENGE: GLOBAL NETWORK WITH 90 FAR-  
FLUNG OFFICES ALL OVER THE WORLD**



**THE INSTITUTE**



# GLOBAL CHALLENGES

- **INSTILL GLOBAL CULTURE**
- **RECRUIT & RETAIN**
- **ENRICH & INSPIRE**





# THE INSTITUTE IS BORN

- IN A ZOOM WORLD
- NOTHING TAKES THE PLACE OF REAL HUMAN CONNECTION





# CBS TRIOS

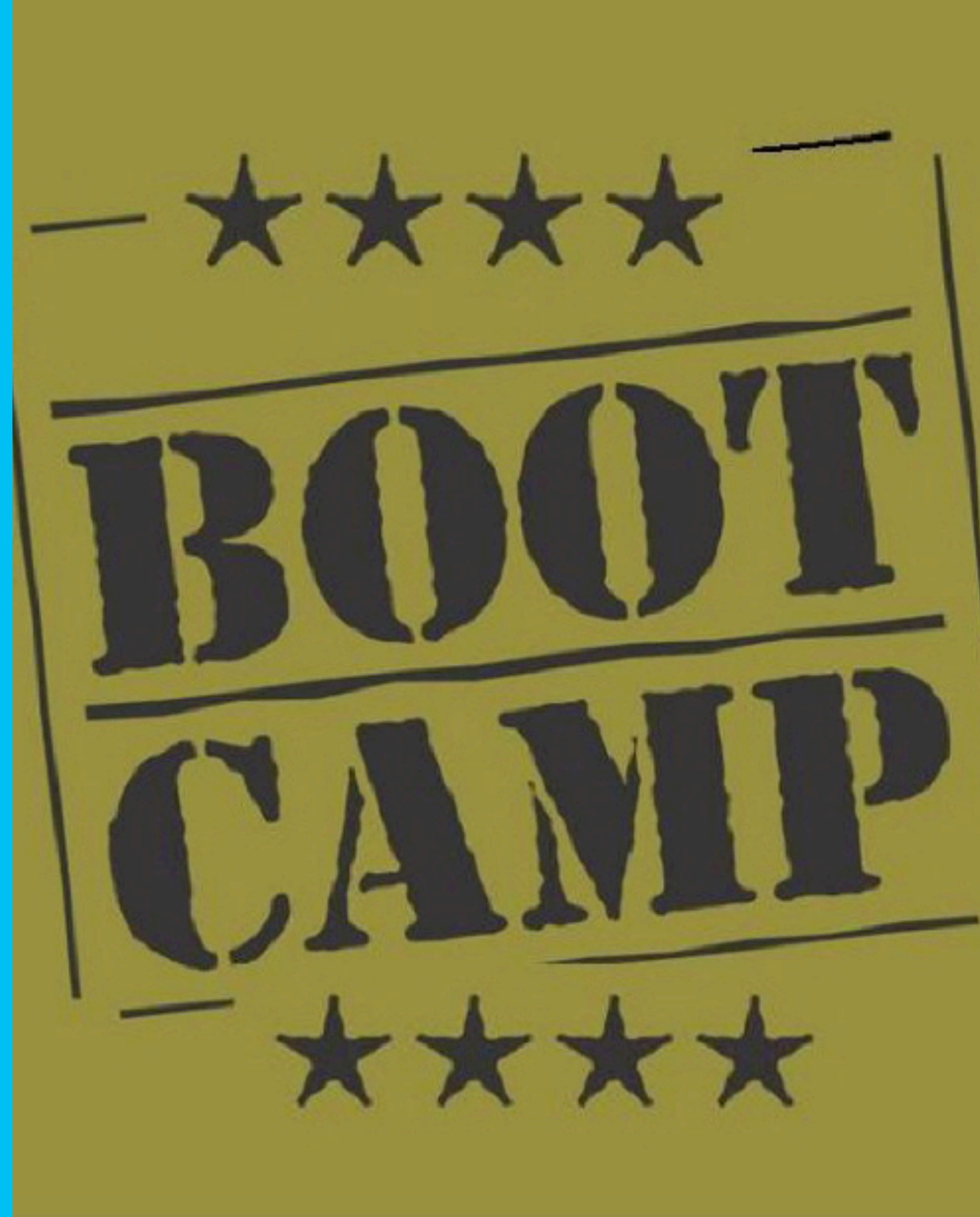
- CREATIVE. BUSINESS, STRATEGIC
- TRIOS TRAVELLED TOGETHER NYC
- 15 DIFFERENT COUNTRIES
- 15 CBS TRIOS





# BOOT CAMP

- Live assignments
- Real global problem solving
- Strategic principles shared across the global network
- Guest speakers from Hollywood, music industry
- Everyone a brand believer





# THE RESULT

- LEVERAGED THE GLOBAL NETWORK TO CLIENTS
- STRONGER PARTNERS BETWEEN CBS
- COLLABORATIVE GLOBAL CULTURE
- TALENT RETENTION
- INTERCONNECTED WORLDWIDE AGENCY









**LAST LICKS**



The image features a large, bold, black graphic in the background consisting of the letters 'R' and 'B' intertwined. The 'R' is on the left and the 'B' is on the right, with their forms overlapping. Centered over this graphic is the text 'BRAND=BUSINESS' in a bold, grey, sans-serif font. Below the text is a horizontal dotted line.

**BRAND=BUSINESS**





**FIND THE CENTRE OF GRAVITY**











# FIND YOUR GLOBAL ALLIES

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The background of the image is a bright blue sky filled with several fluffy white clouds. The clouds are scattered across the frame, with a larger one in the center-left and another in the lower-right. The text is overlaid on this background.

**If you want to be universal**

**tell me about your village**





**A SIMPLIFIER, NOT A COMPLICATOR**

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АНА











ANMA



# 15 MINUTES

**SIGN UP SHEET OUTSIDE MY OFFICE**



# SUMMER '25

**I MIGHT BE ON CAMPUS TEACHING BRAND STRATEGY**









[crimeariver.co](http://crimeariver.co)

Teresa Alpert