

Build your employer brand with an ambassador program to drive change and improve engagement

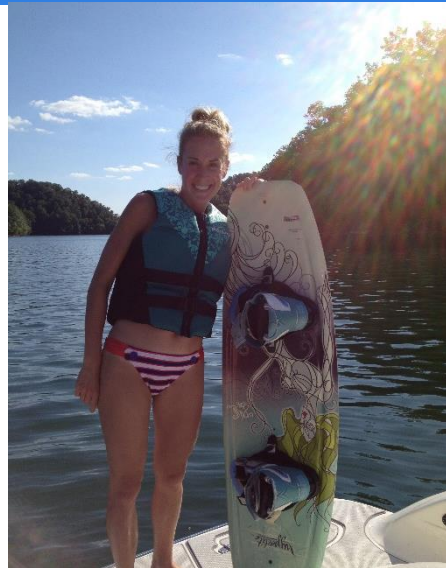
Kristen Bowser, director of communications, Dayton Children's
Kelly Kavanaugh, VP & chief strategy officer, Dayton Children's

learning objectives

1. Implement a brand ambassador program to help staff effectively navigate and embrace change.
2. Leverage a team of employees to implement and communicate significant changes impacting your organization's culture.
3. Sustain your brand ambassador program and measure its effectiveness and success.



about Kristen and Kelly



Kristen:
4 kids (yes 4!)
Marathon running in tutu's
Avid wakeboarder

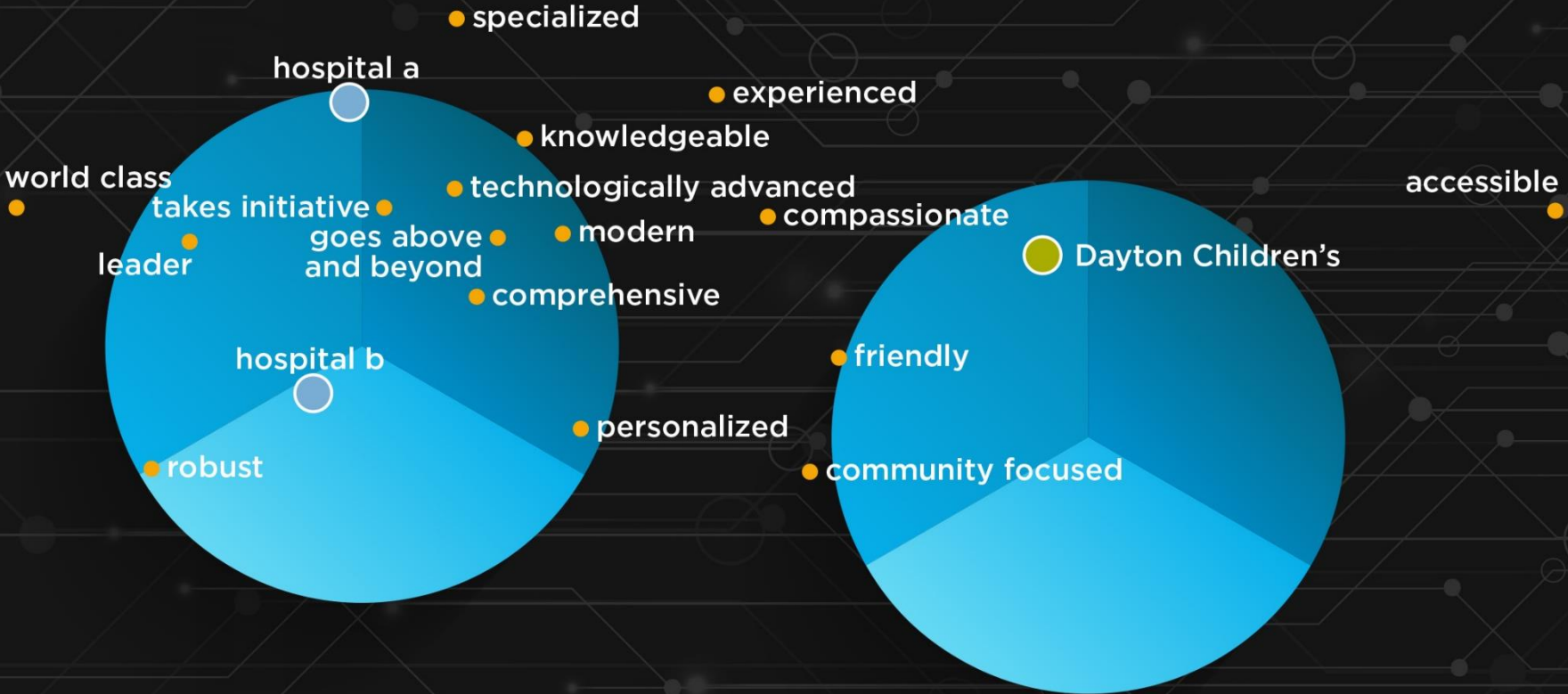
Kelly:
Alumni from THE Ohio State
University, but also a Roll Tide Fan
Daughter Madison in medical school

about us



- 178 beds
- Serve 20 county area in southwest Ohio
- 360,000+ patient visits a year
- Recognized by U.S. News in pulmonology
- Magnet designated
- One of six children's hospitals in Ohio

problems we were trying to solve



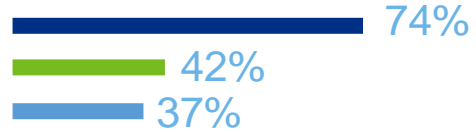
problem
1

Brand position not aligned to brand aspiration amid fierce competition

problems we were trying to solve

employee brand equity + NPS 2015

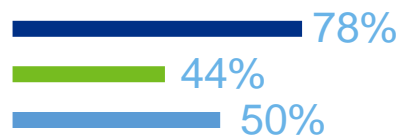
brand equity



very/somewhat favorable reputation



likely to recommend



very/somewhat satisfied



net promoter score



problem

2

Employees not as strong of brand advocates as desired

problems we were trying to solve



problem
3

Inconsistent,
dated and
cluttered
brand identity

why brand ambassadors?



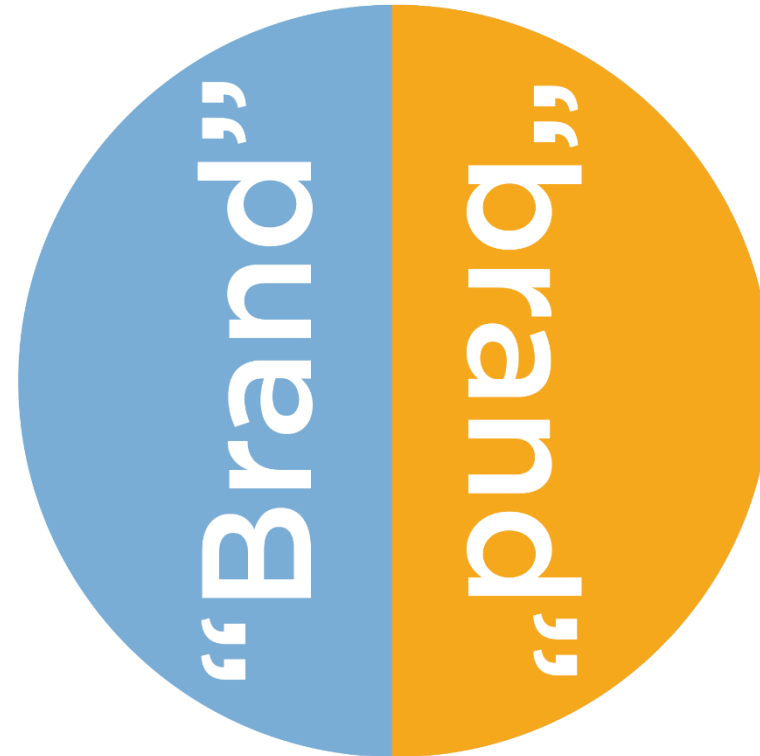
the big “B” and little “b”

Much more than a name or symbol

Lives inside people’s hearts and minds

Represents a promise delivered consistently through all of the touch points that represent it

Has functional and emotional aspects



In time, name and symbol bring equity to every branded enterprise

Result of a thoughtful, informed process

A powerful tool in communication, internally and externally

Organized by brand architecture methods

new identity launch

Logo name: The Whirligig

The ribbons represent the many members of the community that it takes to care for a child. The vibrant colors represent the variety of services we provide, the diversity of the patient population we serve and the bright future we think all kids deserve.

The white star within the center of our logo reminds us that each child we care for is our singular focus. The 10 points of the star represent our goal to always strive for a "perfect 10" in patient care.

The lower case font illustrates how we address items at a child's level and demonstrates our humility in being a community-supported health care system.



- Provide catalyst to tell story of transformation
- Required advocacy for employees
- Strategy to reposition as more modern specialized and assessable

brand starts with employees



- **Best practice** for managing your brand
- Key component to help **transform** from the inside out
- **Every interaction** reinforces your brand – positively or negatively

brand starts with employees



- **Grassroots effort** to strengthen brand perception
- **Infiltrate enthusiasm** and champion change
- **Employees advocating** for the hospital validates the brand

it's easy to be negative...



It's easy to be negative.

Employees who are trusted by their peers and can explain the “why” and “how” can help change perceptions.

a great ambassador is...



- Enthusiastic
- Trusted
- Loyal
- Committed
- Engaged
- Passionate

*Goes above and
beyond in
everything they do*

our approach



our approach: start with leadership



- Get leadership buy-in on the importance of a program
- CEO asks directors to nominate their staff; outlines the “job description”

rally the troops: job description



- Serve as the model and constant reminder of delivering on the Dayton Children's brand
- Communicate and represent the brand through everything you write, speak and do
- Provide guidance on ways to support the brand in daily actions and decisions helping to infuse the brand into the our culture
- Become familiar with the new brand standards, encouraging others to follow them and answer questions about the brand and/or standards

the team



- Team of 20-25 employees
- Clinical, non-clinical employees
- Individual contributors, *not management*
- Employees from all shifts
- Nominated by their director

focus groups



- Hired outside organization to conduct focus groups with selected ambassadors.
- Learned we had a REAL problem on our hands...
- You can't be an ambassador and a negative Nancy at the same time!

a lack of clarity and a negative Nancy...

“The new logo. We’re rolling it out but not rolling it out. We’re seeing it but not seeing it. It’s at the airport, but we can’t use it on our business cards. What is up with that?!”

“There’s a lot of anger about the new logo. Anger about the frivolous spending. Anger about not being able to wear the jewelry and clothing we’ve bought over the years. Those of us who’ve been here a long time associate with the mother and the child or the father and the child. That’s who we are.”

“People don’t understand the new logo. What is this ‘whirligig’ thing? What does the logo mean? And how is it related to what we do here Dayton Children’s? People understand our old logo.”

“Did they change the logo to move us toward standardized uniforms?”

how to weed out a bad apple...



- Do some investigative journalism to identify your potential bad apple
- Call the manager and have an honest conversation
- Give the bad apple the opportunity to resign as a brand ambassador

on-board with a retreat



- Exercise to get to know each other: “speed strength finders”
- Educate on big “B” versus little “b”
- Educate on the “why and what” that led to changes.
- Review focus group results and gain feedback
- Develop team leadership structure, schedule

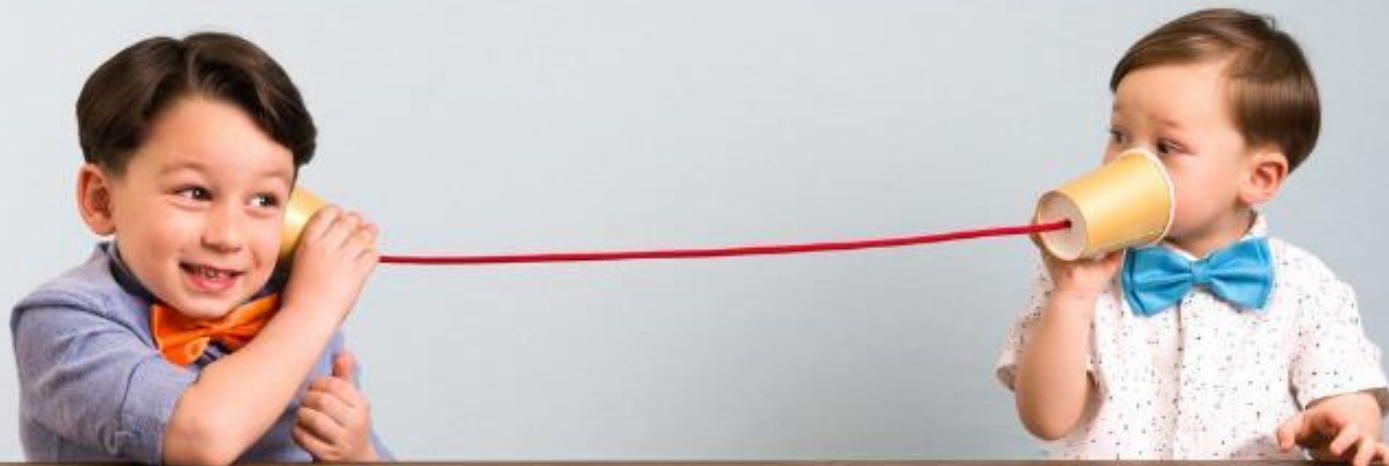
what do ambassadors get in exchange?



You get the chance to make Dayton Children's a better place where each child is treated as the only child.

- Access to information before everyone else, including confidential information
- Acknowledgement for your feedback
- Tools and training
- Access to key leaders: the CEO and VPs
- SWAG! The first swag with the new brand

importance of confidentiality



- Oops, the cat is out of the bag, now what?
- Create a confidentiality agreement that outlines strict confidentiality of information shared about upcoming changes in the organization.
- Make it a **SIGNED** agreement!

impact on change

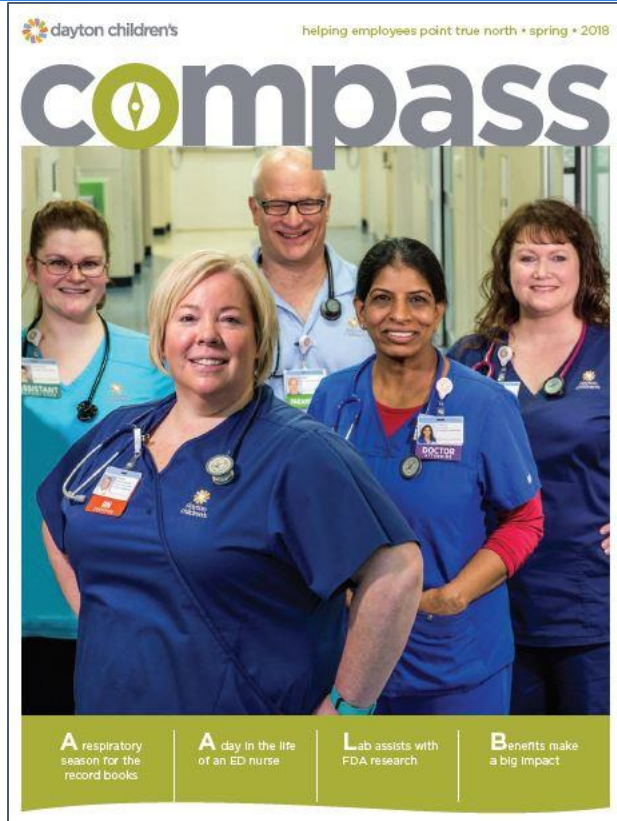


Impact on changing the physical brand:

- Identify outdated materials
- Tours of the new tower
- Sales for new uniforms and logowear

Actively be part of the changes and promote with enthusiasm

impact on change



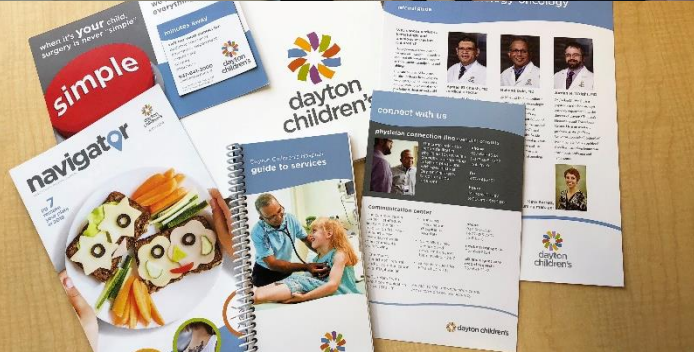
Sounding board for key issues:

- Crisis around a physician in the news; catalyst for changing chaperone policy
- Joint Commission accreditation; preliminary denial
- Feedback on game-changing performance sessions (GPS)
- Feedback on Compass, employee publication

results

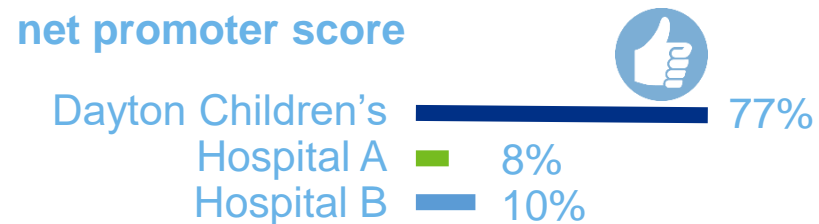
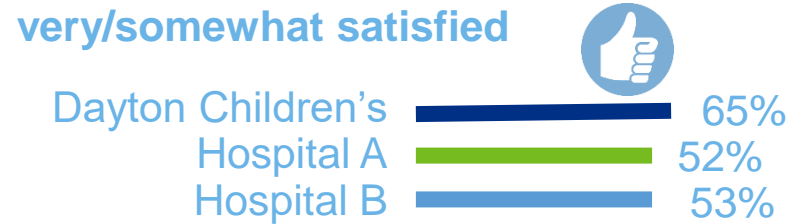
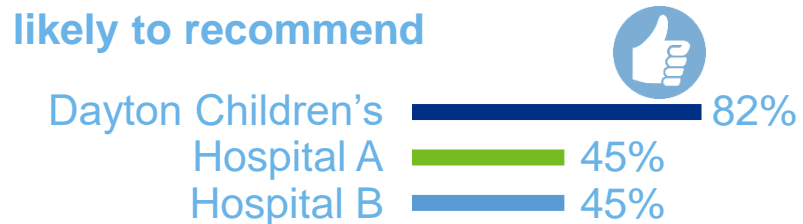
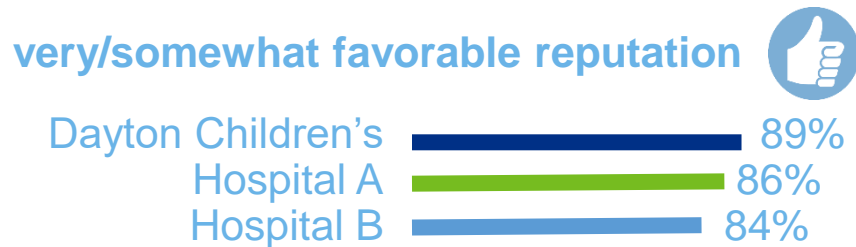
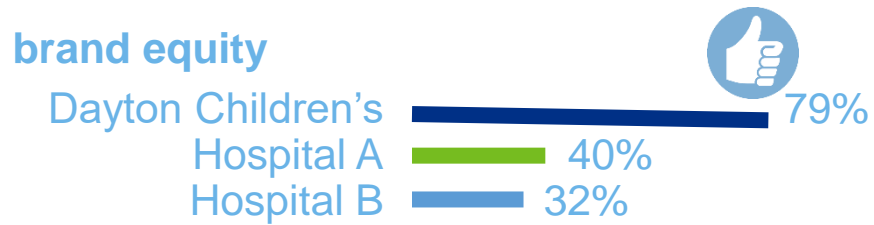


brand identity managed



- 6,000 branded assets converted to new identity
- Standardized uniforms embraced
- Clutter eliminated; requires vigilance

employee brand equity + NPS gain



Employees
are stronger
brand
advocates
today!

positive shift in brand perception



3 key take-aways

1. Without leadership support, you will not have a sustainable program. Do something else that works in your organization.
2. Ensure you have the right team with a solid job description, commitment from the employee and commitment from the leader.
3. Confidentiality is key; have ambassadors sign an agreement.

Bottom line: Brand starts with employees.

thank you!



Questions?

Please be sure to complete the session evaluation on the mobile app!

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