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Turn On the Brand Messenger

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Marketers spend considerable time crafting brand messages and developing vehicles to deliver those messages. Integrated campaigns extend the brand message across a wide array of outlets all seeking to make a meaningful connection with a customer or prospect. However, in this complex mix of media there is one communication channel that is often overlooked – the brand messenger.

The brand messengers are the people personally delivering your brand message to the customer. They are your sales force, the folks interacting with your customers every day.

The point of contact with a customer is the critical moment of truth when the brand promise either comes to life or falls flat. Nothing will derail a great brand campaign faster than a sales person offering up a totally different, or even contradictory, message.

Winning at this point of contact (what we like to call “the last mile”) with the customer is an absolutely vital component for any successful branding effort. One study estimated that 85% of Business-to-Business brand decision making and loyalty is driven by the field -- generated at the point of contact with a customer and afterwards.¹

However, this point of contact is often where the brand messages get compromised. We’ve all heard the stories of the well-intentioned sales people who develop their own materials because they don’t feel the marketing materials truly address his or her customer’s needs. Of course this causes problems for the brand message. One source even estimated that up to 80 to 90% of customer facing content created by sales people is inaccurate and dilutes the brand².

¹ Booz Allen Hamilton Study

² Proceedings of the Customer Message Management Forums, AMA and Ventaso


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So how can brand marketers turn on this channel for delivering the brand message?

1. **Include Sales in the Brand Message Development:** The first course of action is to involve sales in the creation of brand messages. They can help you quickly figure out how your brand is best positioned against specific customer needs. Their ability to sell depends on drawing meaningful connections between the customer's pain points and the product or service they are selling.

Marketers often do talk to the customer when developing brand messages but sales people can often provide the between-the-lines nuances. Tap into your sales people to get to the heart of the messages that will resonate with customers.

2. **Get More Specific with Your Brand Messages:** The one-size fits all brand message may work for marketing low cost, ubiquitous consumer brands but when the product becomes a more considered purchase, like enterprise software, the brand message must get more specific to be useful to sales people. Of course, this means an explosion in the number of messages that need to be developed and managed. Developing and managing this inventory of messages will require an organization matrix. Messaging matrices are best organized to highlight the value intersections between the specific customer requirements and the relevant brand feature.

Marketing can collect these value intersections and deploy them through a brand messaging platform and collateral system that salespeople will use and customers want to see.

3. **Extend the Brand Message Deeper into the Sale:** In a Business to Business selling environment the tools used by sales people toward the end of the buying process are vital to help close the deal. Companies need to be assured they are making the right buying decision and hard working materials such as case studies, detailed proposals and highly specific presentations are needed for this purpose. Sales people are often left to their own devices here because the marketing materials are often not suitable when the conversation gets down to brass tacks.

Marketers need to consider re-allocating their budgets and extending the message into materials that extend deeper into the sale. In this way the brand message can be consistently reinforced from the first impression it made on your website right through to the proposal that ultimately closed the sale.

4. **Make Sales A Primary Audience:** Most marketing plans detail the various audiences a program will reach. The better ones will include specific tactics for each audience. Few, however, include sales (either direct and/or indirect) as a discrete audience and fewer still make sales a primary audience.

Selling a brand to your customer often begins by engaging the sales force. Consider the added potential of getting your brand message through when you "turn on" you sales force and have those front-line resources become your strongest brand champions.


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There are a variety of techniques that can turn sales into a megaphone for your brand message. Of all the various ways you can be sure your customer gets the message you want to send, the sales force is by far the most effective.

For nearly 20 years, MossWarner has worked with the marketing and sales organizations of leading companies to engage their customers and equip sales forces. We specialize in branding, messaging and creating communications which address the audiences most influential to the sale; your customer and the sales people that call on them.

For more information on how to make your next brand launch a real breakthrough contact Marcy Kalina or Margie Elsesser at 949-429-2266.

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