

**Is your firm's brand
agile enough for today's
changing world?**

What we'll discuss

- Components of a strong brand
- Defining agile branding
- Action items that you can implement at your firm

Let's set the table



**A brand is not a logo,
an ad campaign
or a website.**

external communications + service offerings + behavior of its people + use of technology + professional leadership + intellectual leadership + social networks + diversity and inclusion + community involvement

Understand your buyer's needs

**Focus on
expertise**

**Driven by
logic, then
emotion**

A brand position must be:

- Relevant to buyers
- Authentic
- Somewhat aspirational
- Consistently delivered
- Sustainable
- Memorable

**What are you
up against?**

4,000 to 10,000

Messages a day

Source: [forbes.com](https://www.forbes.com)



On average,
professionals have
over **200 emails**
in their inbox...

Source: [hbr.com](https://hbr.org)



...and receive an average **120 new emails** each day

Source: hbr.com

What is an agile brand?

**An agile brand is a
mindset.**

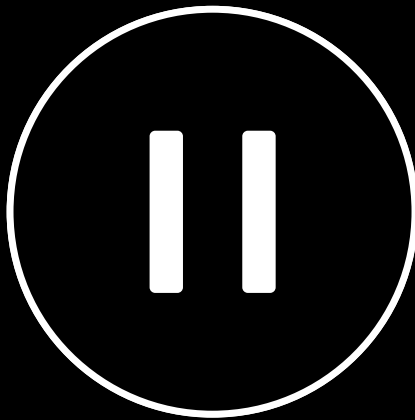
Components of an agile brand



Principled

Adaptive

Collaborative



**Principled
means...**

Driven by a core mission.



“Creating happiness”



**“Empower every person
and every organization on the
planet to achieve more”**



“Build a better working world”

Adaptive means...

**Nimble to risk and responsive
to opportunities.**

Adaptive



Adaptive



Nike  @Nike · Mar 21

Now more than ever, we are one team. [#playinside](#) [#playfortheworld](#)

**IF YOU EVER DREAMED OF PLAYING
FOR MILLIONS AROUND THE WORLD,
NOW IS YOUR CHANCE.**

Play inside, play for the world.



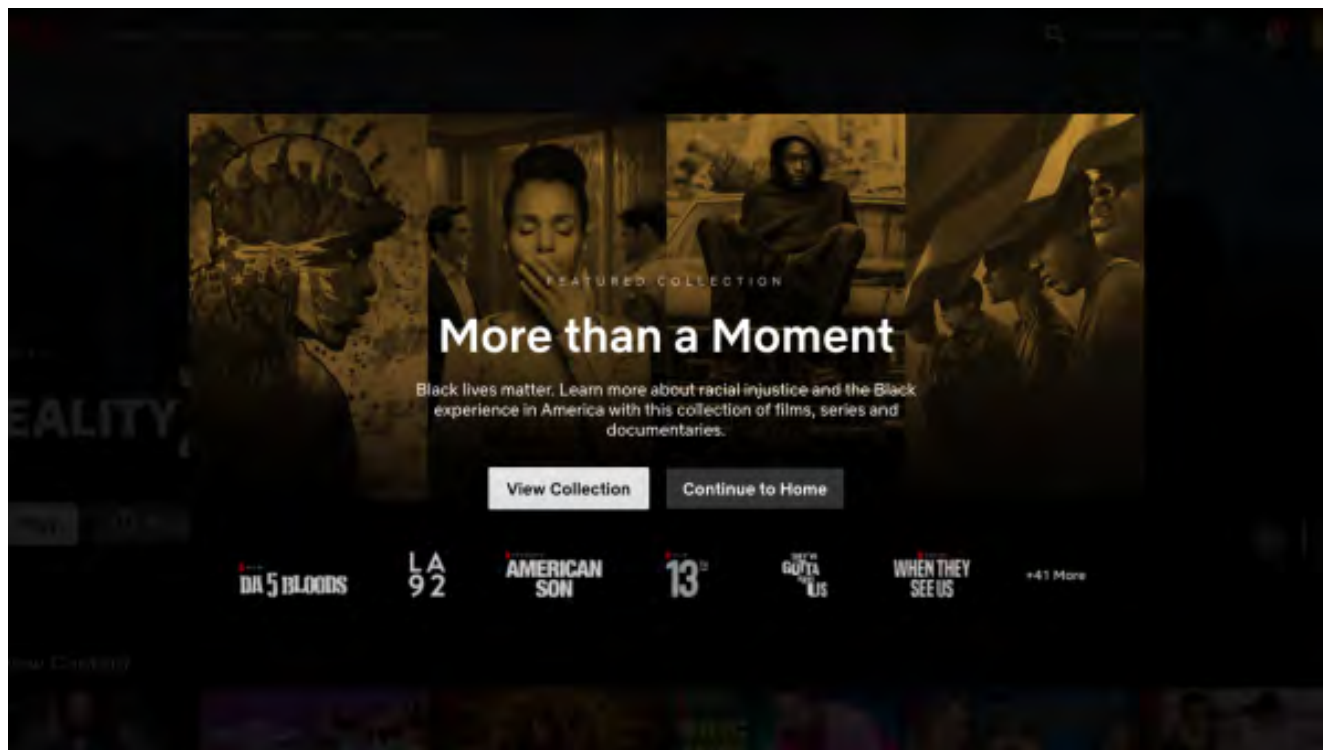
 1.2K

 34.3K

 130.8K



Adaptive



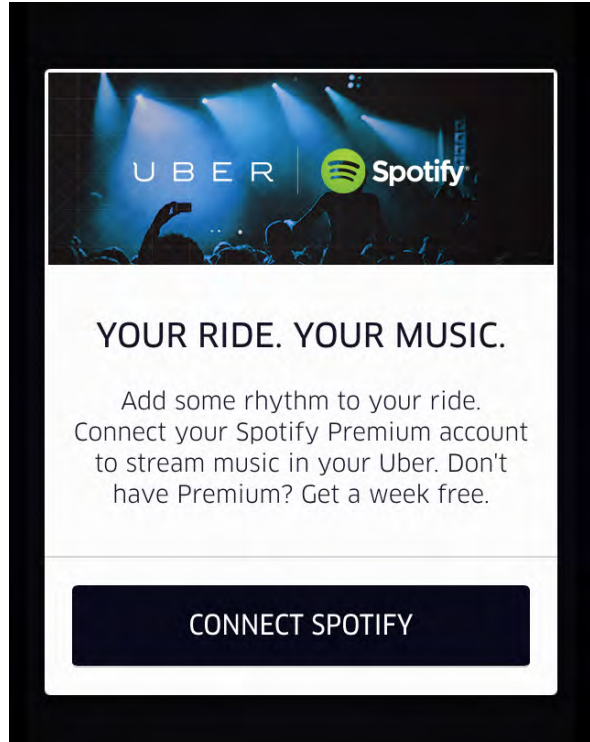
**Collaborative
means...**

Working together to reach beyond.

Collaboration



Collaboration



UBER | Spotify

YOUR RIDE. YOUR MUSIC.

Add some rhythm to your ride. Connect your Spotify Premium account to stream music in your Uber. Don't have Premium? Get a week free.

CONNECT SPOTIFY



Collaboration



RONALD McDONALD HOUSE CHARITIES

CONTEXT:
Every year in Argentina, McDonald's celebrates McHappy Day, a day in which all Big Mac sales are donated to a charitable foundation that helps children with cancer.

IDEA:
This year we wanted to embrace the cause and decided not to sell any Whopper during that whole day and encouraged our customers to go and buy a Big Mac at McDonald's restaurants.

And we went there ourselves!



A DAY WITHOUT WHOPPER
THE DAY WE DONATED OUR GUESTS TO McDONALD'S CHARITY

WE SOLD 0 WHOPPER IN 107 RESTAURANTS NATIONWIDE

McDONALD'S SOLD 73.437 MORE BIG MAC'S THAN LAST YEAR

IT WAS A RECORD YEAR FOR McHAPPY DAY IN ARGENTINA

Clarín
"A TRUCE IN THE ETERNAL WAR OF BURGERS"

THE MUSEUM
"BURGER KING EMBRACES McDONALD'S"

AdAge TAXI Webretail ADWEEK YAHOO! Marketing 24/7
LaVoz EL MISIONERO LA-CAPITAL ELCRONISTA G PERFIL

Collaboration



Where do you start?

Action Item #1

**Clarify your purpose
or guiding principle**

Consumers are swayed by purpose-driven brands

“There is no doubt about it. Being meaningful is good for business!

A massive 77% of consumers prefer to buy from companies that share their values.

Brand activism will become a crucial part of a brand’s strategy.”

—Maria Garrido, Chief Insights Officer, Havas Group and SVP Brand Marketing, Vivendi

Consumers are swayed by purpose-driven brands

62%

**of consumers want
companies to take
a stand on current
social issues.**

Source: Accenture

What about law firms?

What

What a business or an organization does.

How

**How you are different.
How you do what you do.**

Why

**Why the organization exists.
Its purpose.**

The logo for Hogan Lovells, featuring the name in a serif font on a light green square background.

A global law firm that works as part of your team. Helping solve your toughest and most complex legal issues. Wherever you are.

The logo for Lathrop GPM, with "Lathrop" in a bold sans-serif font above "GPM" in a similar font, followed by a stylized graphic of three overlapping triangles in purple, blue, and teal.

Let's shape the future.

The logo for Skadden, featuring the name in a white serif font on a red rectangular background.

**Innovative thinkers. Client service leaders.
Champions of inclusion.**

Resources

Defined principle

Reaction time

“You don’t need that many people or that much time, if you have purpose—it’s been proven time and again that **purpose-led teams outperform those without purpose; and if you get your purpose right, it’s amazing how quickly and elegantly you can build from there.”**

—Rob Booth, general counsel at The Crown Estates

It matters 2x as much to millennials

Millennials do not “silo” their concerns between personal and business lives.

Source: Deloitte

They're able to “influence up”

Unlike previous generations, studies have shown that marketing preferences by this group have influenced both GenX and Boomers.

Source: FutureCast







“We will not be casual
observers to injustice. We will
do more, and we will do it
together.”

-Larren M. Nashelsky, Chair of Morrison & Foerster

[LEARN HOW WE STAND FOR RACIAL JUSTICE](#)

Proskauer» For Good

Ready to make a difference? Learn more about our pro bono and community volunteering.



An environment that values collaboration, camaraderie and creativity.

Proskauer Named a "Best Place to Work for LGBTQ Equality" 2020



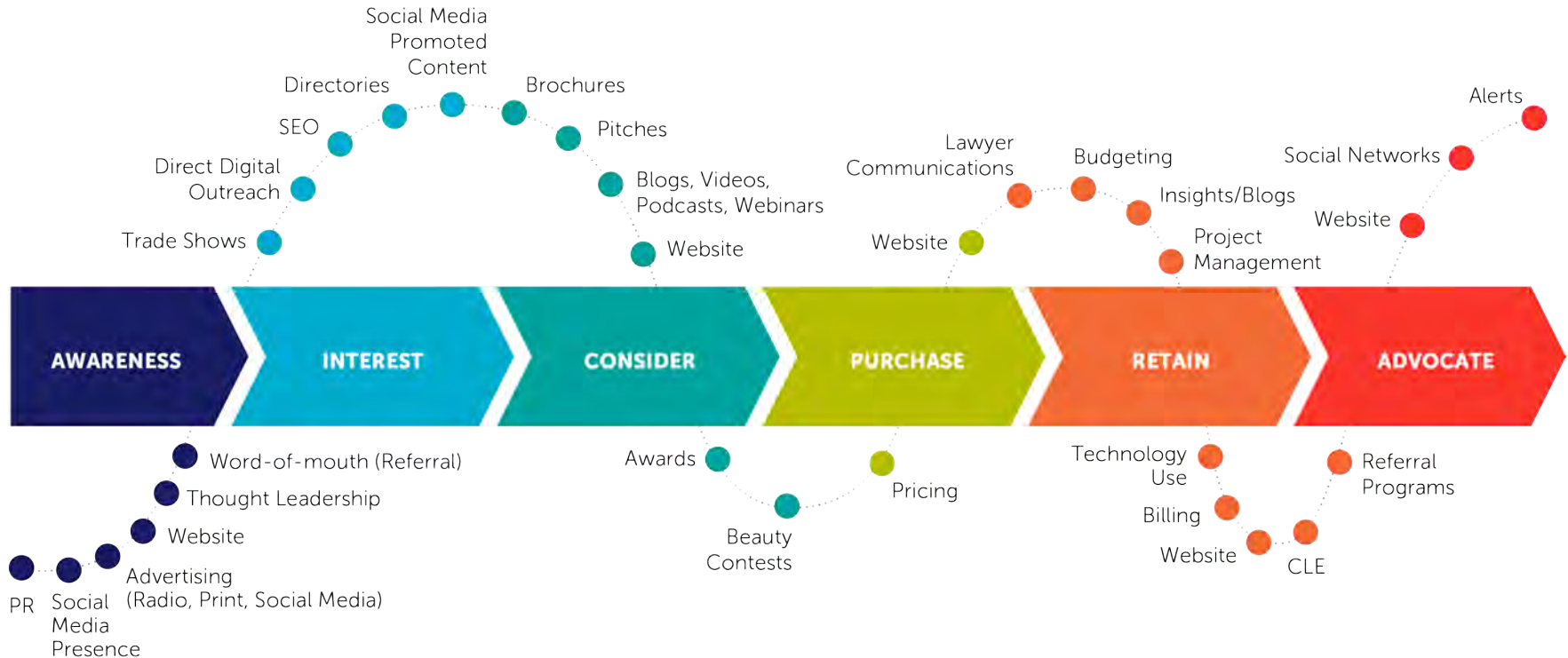
“Go like hell. As fast as you’re going after your innovations; as fast as you’re going after your cool next campaign; go after purpose and build it into your business!”

–Matthew McCarthy, CEO of Ben & Jerry’s

Action Item #2

**Assess your
brand touchpoints**

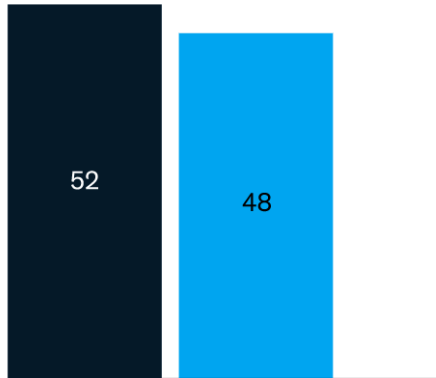
Different touchpoints in the buyer journey



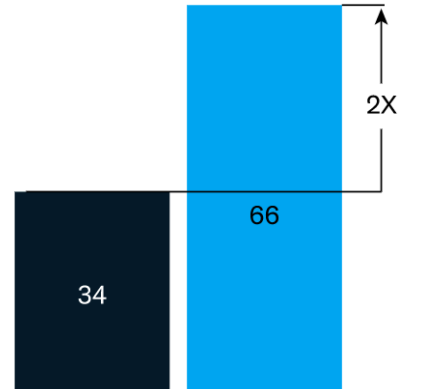
Right now, digital interaction is twice as important

■ Traditional sales interactions ■ Digital-enabled sales interactions

For the period *before* COVID-19,
which method was more important
to your customers?
% of respondents



For the period *during* COVID-19
(next two weeks), which method do
you believe is more important to your customers?
% of respondents



Source: McKinsey B2B Decision Maker Pulse Survey, April 7, 2020 (n = 3,619)

Changes to your buyer journey

**In-person meetings
and pitches**



**Virtual meetings
and pitches**

**Tradeshows
and events**



**Webinars and
podcasts**

**In-person
networking**



**Social media and
virtual gatherings**

Action Item #3

Audit your brand materials

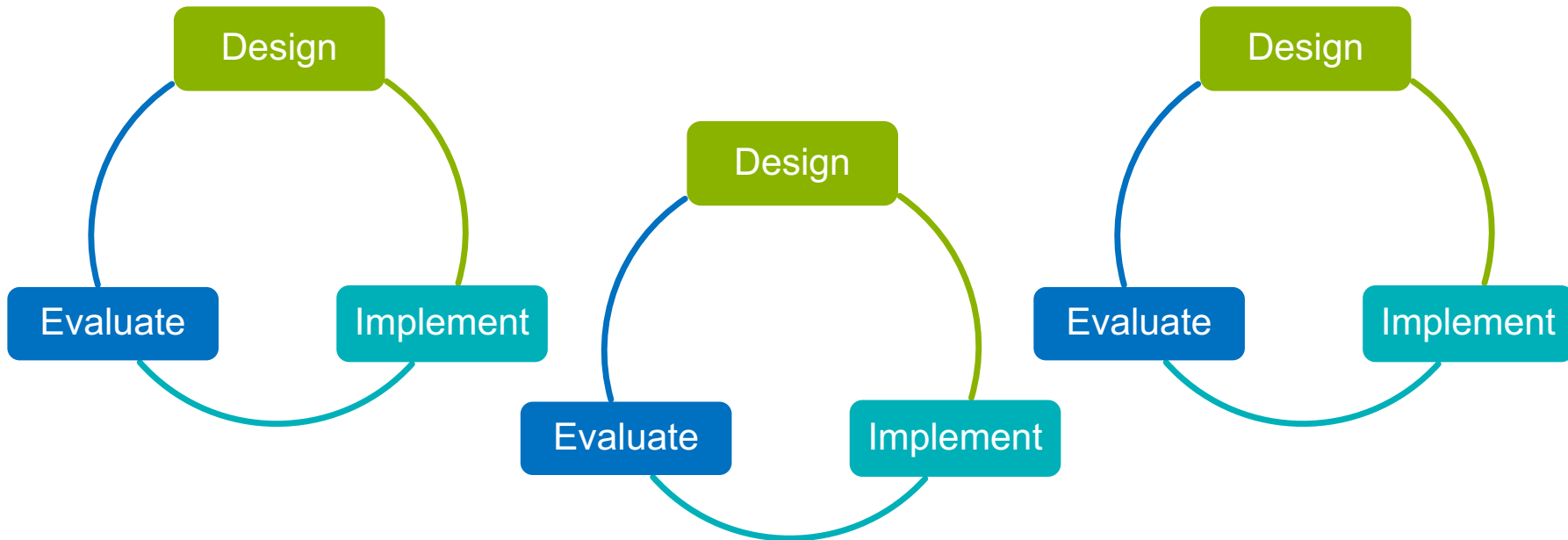
Share perspectives.



**But it's not
about being
the brand
police.**



How you should approach changes to your brand



Brand purpose or guiding principle

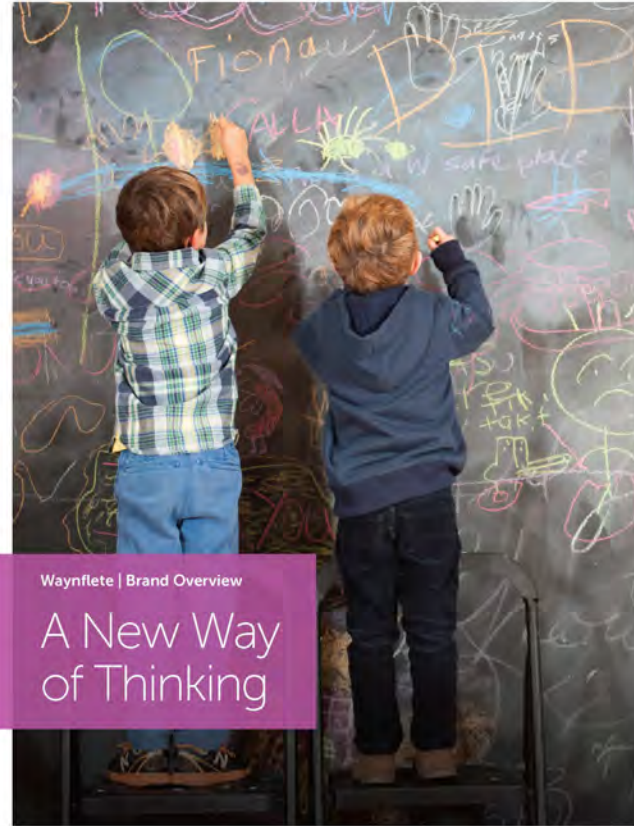
Focus on:

- Improving the brand
- Talking about the obstacles
- Finding new directions
- Being stronger as a team

Do-It-Yourself Brand Audit

1. Start by collecting all communications that your various audiences receive from your school over the course of a year. What do they get and when? Do most pieces have a call to action? Are they compelling? Are they written in English or academic speak? Be sure to include communications intended for the following audiences:
 - Parents
 - Prospective parents
 - Alumni
 - Friends of the school*Laying them out on large boards in the order they are listed above provides powerful insight.*
2. Scrub your Web analytics and find out what your stars are today. What are your top 10 pages? What pages get no visits? How long do visitors stay? What pages are they on when they drop off? What are your top referring sites? How many visitors request information?
3. What is your school's presence on social media—Facebook, LinkedIn, Twitter, Instagram and YouTube? Have you branded your pages effectively?
4. What do referring websites say about the school? Parents rely on sites like schooligger.com and greatschools.org. Make sure to recruit your school's supporters to provide positive reviews on these key sites.
5. Dig into what is authentic about your school. Hold a focus group that includes faculty, administration, students, alumni and board members. Create a master list of the attributes that make your school what it is.
6. Read through parent, student or alumni surveys for more insight on what people value about your school and why they stay. On the flip side, admissions surveys can highlight communication challenges.
7. Who are your top five competitors? Create a spreadsheet that includes key visuals and top-level messaging for each school. What is the same? What is different?
8. Arrange your competitors' advertising pieces on a wall. Which ones pull you in? Why? How many have a true call to action that drive people to a website or event?
9. Once you can answer those questions about your competitors, ask yourself: How can our ads be different?
10. Study the NAIS research and make sure your messaging aligns with the top reasons parents select a school.

Once you have all this data, the real fun begins. Develop a creative brief and make sure you know what the #1 thing you want people to remember about your school is. Keep it simple. Keep it clear.



Waynflete | Brand Overview

A New Way
of Thinking

RIGHT HAT

230 E. Ohio Street, Suite 207, Chicago, IL 60611
t. 312.971.8200 // righthat.com

Action Item #4

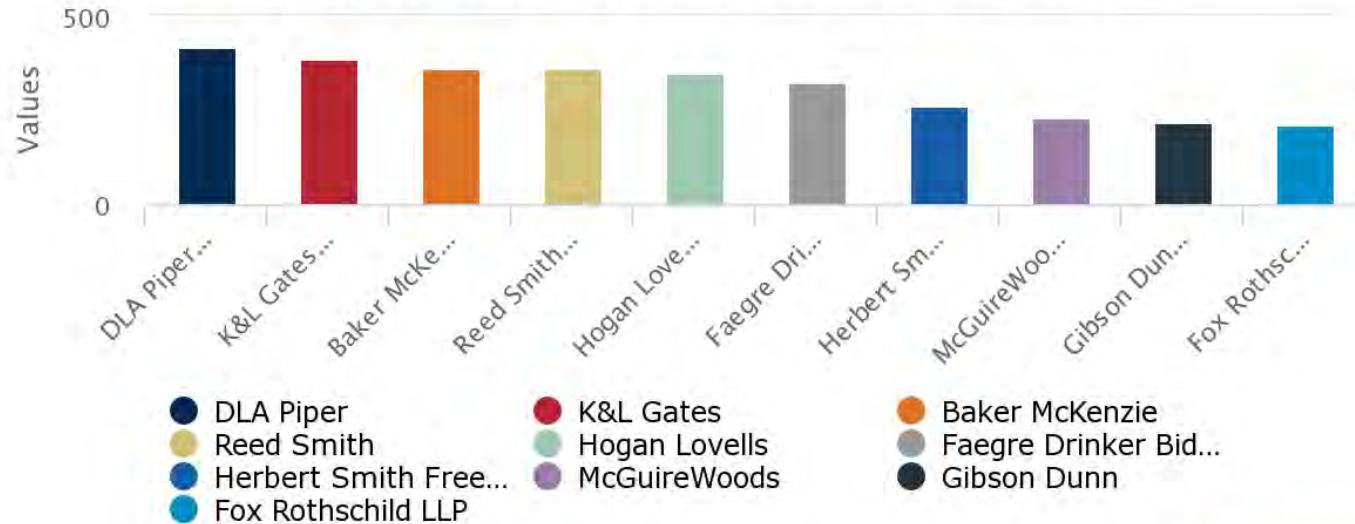
**Use research to
support your
marketing initiatives**

Benchmarking Tools

- DIY competitor audit
- Google analytics
- Legal Compass
- SEMRush
- Syndicated research

Tweets about COVID-19 by law firms from March to July

**Top Firms by Total News
(03/01/2020 - 07/01/2020; All Practices)**



Action Item #5

Sharpen your tools

1. Focus on being **buyer-centric.**

COOLEY GO

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CELEBRATING 5 YEARS

1.25 million visitors. 160+ countries.
166,000+ document packets. Cooley GO.

more

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Latest ▾ All regions ▾

FAQ: Delaware Public Benefit Corporations
Start

Jen Barnette

A Delaware public benefit corporation (PBC) is a for-profit corporation intended to produce a public benefit and operate in a responsible and sustainable manner. A PBC must be managed in a way that balances the interests of the company's stockholders, key stakeholders, and a specific public benefit.

@COOLEYLLP

10h
RT @Know_Group: Practical guide to address pivotal issues in the government's antitrust enforcement efforts. Catch seasoned panel i...
<https://t.co/RkawZxrincD>

10h
RT @ISMG_News: What blind spots might there be in your in your BCP, breach

1. Focus on being **buyer-centric**.

The image shows a screenshot of the Orrick Total Access website. At the top, there is a dark navigation bar with links for "About Us", "Locations", "News", "Events", and "Careers". Below this is the Orrick logo and a search bar. The main navigation area includes buttons for "Technology", "Energy & Infrastructure", "Finance", "Litigation & IP", and "Transactions". A secondary navigation bar contains "People", "Practices", "Insights", and "Community". The "Total Access" section features a dark header with "TOTAL ACCESS" and sub-sections for "Events", "Blog", and "Tool Kit". A light blue banner below reads "Providing entrepreneurs with today's tools for tomorrow's success". Two event cards are displayed: "Fireside Chat with Yigal" (May 29, 2019) and "Live Term Sheet Negotiation" (April 24, 2019). The event cards feature colorful, abstract graphics. On the right side, there is a vertical stack of four green icons: a magnifying glass, a group of people, a plus sign, and a globe.

Orriick

Technology Energy & Infrastructure Finance
Litigation & IP Transactions

People Practices Insights Community

Home > Total Access

Total Access

TOTAL ACCESS Events Blog Tool Kit

Providing entrepreneurs with today's tools for tomorrow's success

PAST EVENT MAY 29, 2019
Fireside Chat with Yigal

PAST EVENT APRIL 24, 2019
Live Term Sheet Negotiation

2. Opportunities to **segment and customize.**

The image shows a user profile settings page for email subscriptions. On the left, there is a sidebar with a 'Profile' link and a prominent 'Email Subscriptions' button. The main content area is divided into three columns: PUBLICATIONS, INDUSTRIES, and FUNCTIONS. Each column contains a list of options with checkboxes. The 'PUBLICATIONS' column has 'McKinsey Quarterly' checked and 'McKinsey Global Institute' unchecked. The 'INDUSTRIES' column lists 14 categories, all of which are currently unchecked. The 'FUNCTIONS' column has 'Marketing & Sales', 'Strategy', and 'Sustainability' checked, while 'Analytics', 'Corporate Finance', 'Digital', 'Operations', 'Organization', and 'Risk' are unchecked. Below the 'FUNCTIONS' column is a 'REGIONS' section with 'Americas' checked and 'Asia-Pacific', 'China', 'Europe', 'India', and 'Middle East & Africa' unchecked.

Profile

Email Subscriptions

PUBLICATIONS

- McKinsey Quarterly ⓘ
- McKinsey Global Institute ⓘ

INDUSTRIES

- Advanced Industries
- Automotive & Assembly
- Capital Projects & Infrastructure
- Consumer & Retail
- Energy, Resources & Materials
- Financial Services
- Healthcare Systems & Services
- High Tech, Telecoms & Internet
- Pharmaceuticals & Medical Products
- Private Equity & Principal Investors
- Public Sector
- Social Sector
- Travel, Logistics & Transport Infrastructure

FUNCTIONS

- Analytics
- Corporate Finance
- Digital
- Marketing & Sales**
- Operations
- Organization
- Risk
- Strategy**
- Sustainability

REGIONS

- Americas**
- Asia-Pacific
- China
- Europe
- India
- Middle East & Africa

3. Think in terms of a series.

Deloitte.

CFO Insights The dangers of being too decisive

As CFO, you confront multiple decisions every day. Some, such as filing a meeting agenda, may border on the pedestrian. Others, like launching a new product, pursuing a merger, or filling critical personnel vacancies, can have a material impact on your company's fortunes. Compounding the challenge, many CFOs face external or self-imposed pressure to quickly reach a conclusion.

And no wonder: We are inundated with breathless proclamations about the unprecedented pace of modern business and competitive intensity. The implication is that by waiting a week (a day, an hour) before choosing a course of action, an opportunity might be missed, to the perpetual detriment of the investor. Serious business writing touts the importance of "decisiveness" for effective leadership. "Classy folks to make you decide, for both personal and professional gain. And we are told that "indecisive" is among the worst epithets that can be leveled against an executive."

However, a rich body of research in social psychology and behavioral economics suggests that decisiveness is not an unqualified good. Studies on "mindset" reveal that, when contemplating an important decision, prematurely focusing on execution can exacerbate decision-making biases and lead to excessive risk-taking. In this issue of CFO Insights, we will discuss the different decision-making phases and offer suggestions for mitigating the pitfalls of execution-oriented mindsets.

Crossing the mental Rubicon
The theory of action phases, pioneered in the 1980s by Peter Gollwitzer and Henri Heckhausen, suggests that individuals move through distinct states of mind leading up to and following a decision. Each mindset is tuned to a specific task, so switching from one to the next changes the way people receive, process, and act on information.

During the pre-decision period, individuals adopt a deliberative mindset. Here, people focus on adjudicating potential goals. They weigh information about the likelihood and value of different outcomes. Eventually, "the die is cast," and in the post-decision stage, an implemental mindset takes over. This is when a firm commitment crystallizes in a course of action. People stop deliberating, and turn to executing the decision. Consider a company exploring a major acquisition. In a deliberative mindset, the CFO and her team might look at all potential targets, considering their capabilities, cultures, and prices. Once the acquisition is complete, an implemental mindset focuses on making the decision a reality by, for example, making announcements to shareholders and integrating employees.

Naturally, the switch from a deliberative to an implemental mindset occurs at some point. Unfortunately, many individuals and groups cross over prematurely. People might "trust their gut" and jump to a quick decision, driven perhaps by a desire to appear decisive. Alternatively, decision points may be imposed externally, based on deadlines set elsewhere in an organization. Similarly, the decision threshold can be crossed when an individual concludes that a particular outcome is inevitable. Even in these cases, such as "thinking ahead" about how a decision would be executed, can prompt a shift to an implemental mindset—often without an individual even being aware.

Herein lies the danger: Even if a decision seems correct at the time, new facts may arise, warranting reconsideration. However, implemental mindsets can lead to a host of decision-making biases. Having an execution-oriented frame of mind may encourage "tunnel vision" and lead to overconfidence and excessive risk-taking. In the end, individuals may stick to decisions that simply no longer make sense.



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The CFO Program

Deloitte.

CFO Insights Three ways to strengthen the CFO-CIO partnership

With technology playing a larger role in driving company value and competitive advantage, it is more important than ever that CFOs collaborate closely and effectively with CIOs. Yet, in a poll taken during a recent Deloitte webinar, "Forging a new CFO-CIO partnership"—the rise of the Chief Integration Officer," fewer than one-third of respondents said the CFO and CIO at their company share a strong partnership characterized by mutual understanding.

Despite the challenges, CFOs and CIOs can improve their ability to align IT investment with strategic growth plans and business performance if they strengthen their partnership. Moreover, many CFOs and CIOs understand the importance of getting this relationship right: for CFOs, 77% report one of the largest budget items, and for CIOs, 72% report to their CEO. (See Figure 1.)

This partnership is particularly important now. In the Q1 2016 CFO Signals™ survey, many CFOs cited efforts to improve strategies for managing IT and for providing better data and insights as their top agenda items for 2016. They also indicated a broad range of tactical efforts to implement, upgrade, and consolidate financial systems. In the issue of CFO Insights, we'll discuss three actions critical to building a stronger CFO-CIO partnership: achieve mutual understanding, establish effective communication, and identify opportunities to collaborate on delivering value to the business.

How to achieve mutual understanding
CFOs can forge better mutual understanding by looking at the many commonalities that exist across the two roles. In many organizations, the CIO mandate is similar to that of the CFO—to ensure that the current business operations are running efficiently and effectively while helping shape the strategy for future growth and stability. To understand these commonalities, CFOs can identify how the CIOs can collaborate within the "four focus" framework associated with the CFO's primary roles:

Catalyst: How investments in IT making or identifying as critical for future scaling of the business?

Strategist: How is technology supporting the organization's growth strategy?

Operator: Is IT delivering timely and accurate data that supports the delivery of predictable outcomes and insights on revenues, costs, market share, profits, and earnings?

Steward: How is IT managing security risks and protecting core assets? How is there appropriate governance for technology investments?



CFO Insights: Three ways to strengthen the CFO-CIO partnership | 1

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CFO Insights What it takes to be an advantaged acquirer

Last year was one for the M&A record books. As of the end of 2015, some \$3.8 trillion had been spent on mergers and acquisitions—the highest amount ever—according to data compiled by Bloomberg, and while M&A may not continue at this record pace, the trend seems far from abating. Many companies, in fact, intend to continue coupling in 2016 for numerous strategic reasons, including expanding in existing markets and scale economies, reports the most recent CFO Signals™ survey (see sidebar, "Reasons to deal").

Still, this type of volume indicates that we may be in a "merger wave"—concentrations of accelerated M&A activity—possibly the sixth so far in the last century. And while time will tell if we have created it or not, this type of head-pose can produce mistakes, such as deals that don't achieve the anticipated benefits or fit strategically with the acquirer. Moreover, premiums acquired seem to pay over the target's pre-lead share price tend to escalate as competition intensifies.

Amid such deal abundance, it may behoove CFOs to not only become an acquirer, but to become an advantaged acquirer. After all, several factors that have been driving M&A for the last few years—low interest rates, accessible and inexpensive financing, healthy balance sheets, and an economy that's growing at less than 4%—remain intact. To win in this environment may involve something more: a set of detailed action steps that helps companies identify strategic deals instead of simply reacting to the cascade of available deals and auctions. In this issue of CFO Insights, we will examine the common mistakes that happen in merger waves and outline ways that CFOs can potentially avoid them by becoming advantaged acquirers.

Merger waves challenges
Merger waves happen when deal volumes increase dramatically, rise, and then fall. In short, companies start making capital investments they were not doing in prior periods. The first such period began in the 1920s and ended with the Great Depression. Subsequent waves happened in the 1960s and in each decade since the 1980s. While the reasons behind those waves vary, there are several mistakes that companies often make in those periods:

The first is having an **unclear growth strategy** or one that does not clearly consider the role that M&A will play in that growth. In the M&A space, that can push companies into being reactors. Unwittingly, they have outsourced their growth strategy to their investment bankers and often end up reacting to the available deals those intermediaries present instead of proactively identifying viable candidates through their own strategic process. While this is very common in the M&A landscape overall, it tends to be magnified during merger waves, as more inexperienced acquirers enter the arena and experienced players expand their risk profiles.



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4. Clean up your **content**.

A readability test for English writing

A fog index of 12 requires
the reading level of a U.S.
high school senior.

Source: gunning-fog-index.com





Beyond COVID-19

A Roadmap to Stability

3R Model

Resilience

Recovery

Renewal



Our 3Rs (Resilience, Recovery, and Renewal) Model can help your organization navigate the full continuum of the COVID-19 pandemic. While most businesses will pass through all three phases of the model, the phases themselves are non-linear and may recur or overlap, particularly for those with global operations. You may be dealing with a lockdown in one market and relaunching operations in another. Balancing the safety needs of employees and customers with changing strategic direction for the long haul. Wherever you are in the ebb and flow of the pandemic, we will meet you with the services and resources you need.

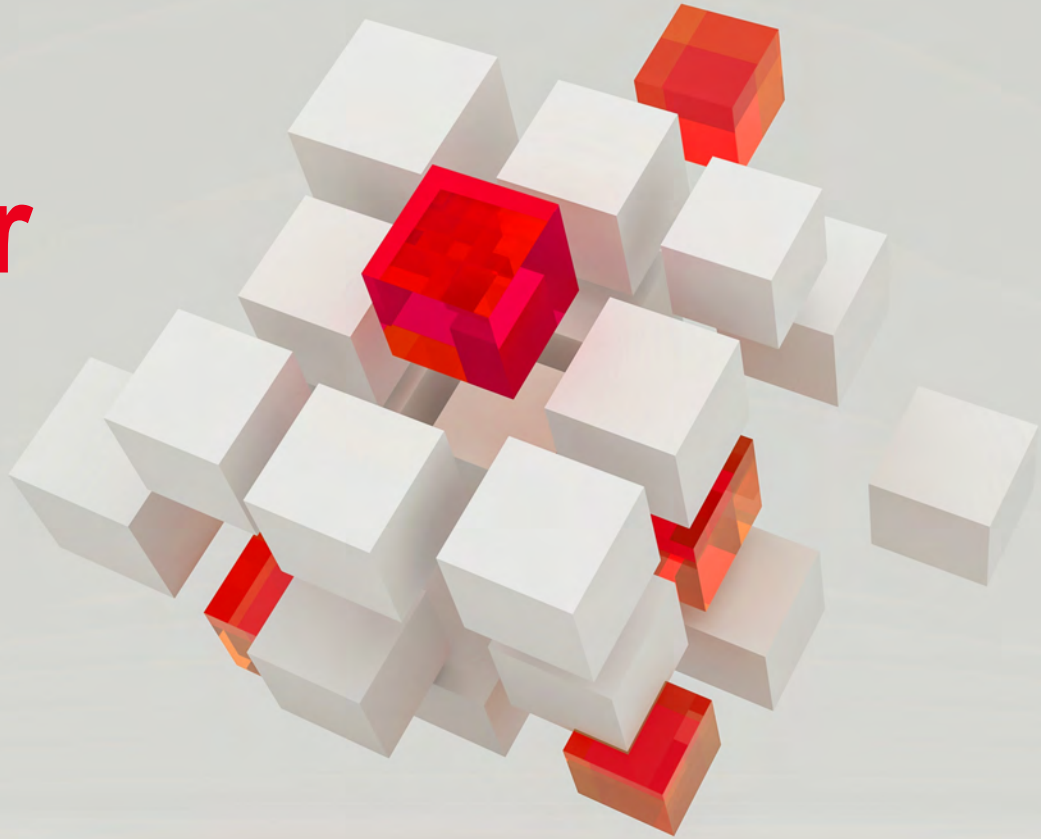
Visit our Beyond COVID-19 Resource Center for real-time legal and regulatory updates. We will be tracking risks and opportunities across business functions, industries and geographies. We invite you to return regularly as we will constantly refresh our content to keep pace with the changes you face.

[VISIT THE BEYOND COVID-19 RESOURCE CENTER](#)

Action Item #6

**Explore new ways
to collaborate**

**Build a
stronger
team.**



**Authorship
can be
overrated.**



**“It’s not the strongest
that survive, nor the
most intelligent, but the
one most responsive
to change.”**

– Charles Darwin

Thank you

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RIGHT HAT

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