

Take another look.

OUT OF HOME ADVERTISING
Brand Alignment & Implementation Workbook





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IMPLEMENTING THE OOH **BRAND STRATEGY**

Strategy without implementation doesn't work. Making a brand promise without delivering on it is worse than making no promise at all. So, from the very outset of the OOH industry brand positioning project, the OAAA Board of Directors has had a clear goal – work together to align outdoor advertising companies against the brand promise, so that each can deliver a more consistent customer experience that brings to life the industry's new vision.

The purpose of this Brand Alignment and Implementation Workbook is to provide a clear roadmap to get there, with tools and guidance on how each company can conduct a comprehensive assessment of its brand consistency. Through the assessment process detailed in this workbook, you will no doubt identify “gaps” in brand compliance that your company should address. With these tools, you'll then be able to prioritize the gaps and develop a plan of action for improvement.

Each outdoor advertising company is encouraged to choose an implementation leader or form a small cross-functional team to work on aligning their company against the industry brand vision.

To help your company organize its work, OAAA has created three tools, all contained in this workbook:

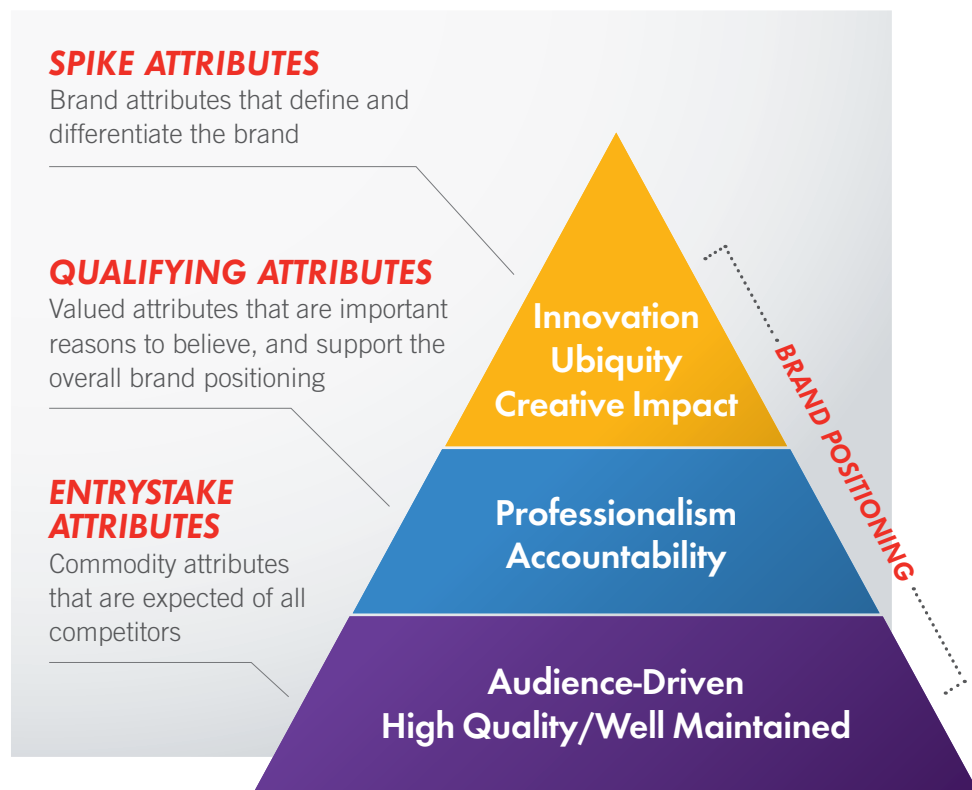
- ▶ **An Implementation Checklist** – an easy to use inventory that outlines suggested company functions and areas of focus that should be assessed for brand consistency.
- ▶ **Suggested Company Alignments** – a list of suggested actions your company might consider to become more ‘on-brand’.
- ▶ **Implementation Planning Worksheets** – Included in this workbook, and also available to download at **OOHTakeAnotherLook.org**. These planning worksheets can be used to identify and plan specific actions your company can take to align against the OOH brand. The version included here is filled-in with suggested implementation ideas. A blank version for your own planning purposes is available for download.

Additional tools, including a white paper entitled Business Case for Change, are also available for download.

OAAA and its advisors are available to assist you in identifying needed actions, prioritizing them, and developing project plans to make required changes. Please contact **Stephen Freitas, OAAA Chief Marketing Officer**, at **sfreitas@oaaa.org** or **(202) 833-5566** to request assistance.

IMPLEMENTATION CHECKLIST

Implementation of the new OOH industry positioning means bringing the people, processes, and technologies in your company into alignment with the new industry brand pyramid, so that the customer experience mirrors and reinforces the seven brand attributes that the industry stands for. Please refer to pages 12-13 of the OOH Brand Guidelines for a detailed definition of each brand attribute.



As you begin to think about how your company can align against these seven brand attributes, recognize that it takes a 360-degree approach to deliver them in each and every internal and external touch point that you have with employees, customers, partners, and other important stakeholders.

To get started with alignment and implementation, you should audit how your company is currently aligned, and note areas where you believe there is room for improvement. In those areas where you have identified gaps, you may choose to use the full Implementation Planning Worksheets to identify and recommend actions.

IMPLEMENTATION CHECKLIST

Use this checklist as a thought-starter to begin your audit

CORPORATE DIRECTION

- Our vision, mission, and values statements reflect the seven brand attributes of the OOH positioning.
- We are dedicated to a culture of continuous improvement and innovation.
- Our budgets support activities that will better align our company with the brand positioning.
- We are focused on understanding the customer experience we provide and have identified cross-functional activities and teams to continually improve this experience.
- We are actively dedicated to measuring results and have specific programs in place to develop case studies and proof points for the ROI of OOH advertising.
- When we make strategic acquisitions, we move to quickly align and integrate their culture and processes with our own.

PEOPLE

- Our hiring and promotion criteria include brand compliance factors and assessment of the delivery of on-brand attributes to customers and the marketplace.
- Incentive compensation is tied to success in aligning and delivering on-brand attributes to customers and the marketplace.
- Employee communications and training are reflective of the brand positioning.
- We invest in the skill-sets necessary to drive our brand positioning.

PROCESS

- We invest resources in continuous improvement and innovation in our business processes.
- The measurements we use to gauge business success include indicators of progress on brand consistency.
- We are shifting from DEC's to TAB OOH ratings (for measured formats.)
- We are dedicated to improving our business processes with the objective of improving our customer experience.

TECHNOLOGY

- We invest in technology infrastructure that enables innovation.
- We invest in implementing TAB OOH ratings (for measured formats.)
- We seek out the latest digital, interactive, social and mobile technologies to integrate into our advertising inventory.
- We have provided our customer-facing employees with the best technology to show the strength of our medium to prospects and customers.



SUGGESTED COMPANY ALIGNMENTS

Aligning against the new innovation-centered brand positioning requires getting advertisers and agencies to think differently about out of home advertising. We are working to shift the way advertisers and agencies think about OOH:

<i>FROM</i>	<i>TO</i>
Location-Driven Sales	Audience-Driven Sales
Tactical Use	Strategic Use
Hard to Plan & Measure	Easy to Use & More Accountable
Inventory Transactions	Consultative Solutions
Old Fashioned	Innovative
Mixed Creative Quality	High Creative Impact
Inconsistent Maintenance	High Quality Appearance

To effectively change the way advertisers and agencies think about OOH, the industry will need to evolve company cultures, technology, processes, and people to align with the new vision. Here are some suggested ideas for approaching how to align your company:

CORPORATE LEADERSHIP AND VISION

- ▶ **Align company values with positioning to support the industry vision.** Choose an internal leader or working team responsible for identifying and driving needed changes. Align all company web sites, presentations, collateral, and communications.
- ▶ **Encourage open dialogue about innovation with employees.** Acknowledge and reward employees who recommend innovative approaches.
- ▶ **Embrace the out of home descriptor.** Consider referring to your company's offerings as out of home (OOH) formats if you don't already.
- ▶ **Focus on improving the customer experience.** Ensure innovation is customer-focused and makes the company easier to do business with on a day-to-day basis.
- ▶ **Incorporate mergers & acquisitions seamlessly.** Develop protocols for integrating new personnel and inventory.

- ▶ **Embrace social media and mobile technology to align with customer interest.** Encourage convergence between social media and OOH. Develop marketing programs that explain how social media can be incorporated into out of home campaigns, and support industry-wide standards that ensure consistent implementation of these programs.
- ▶ **Expand traditional inventory to better serve customers.** If it makes sense for your business, consider expanding market coverage by developing new products within the company's trading area. Consider expanding into other inventory categories to complement existing coverage.
- ▶ **Invest in digital conversion or expansion.** If it makes sense for your business, create or expand the company's digital footprint. Explore opportunities to build digital displays across the out of home continuum (e.g., billboards, bus shelters, kiosks.) Consider investing in digital place-based networks. Be part of the digital conversation.

SALES AND MARKETING

- ▶ **Support customers in new ways and become an even more valued media partner.** Embrace new ideas by developing a process to implement unusual campaign installations and elements.
- ▶ **Use TAB audience metrics exclusively (for measured formats).** Shift from DEC to TAB audience metrics. Ensure all internal company systems and processes incorporate TAB metrics. Ensure all external communications with customers refer to TAB metrics. Discontinue using general circulation data and nomenclature (e.g., DEC, showings.) Work with TAB to expand ratings into other OOH formats as quickly as possible.
- ▶ **Create new processes that simplify sales transactions to improve the overall customer experience.** Streamline and automate internal business systems including proposal and contract creation, elements of web self-service, charting, installation, invoicing, and post campaign analytics.
- ▶ **Encourage account executives to maximize time spent with customers to meet sales objectives.** Establish new customer service approaches to facilitate internal and external campaign implementation tasks.
- ▶ **Institute a more sophisticated sales training program to ensure professionalism.** Insist on professionalism among sales and marketing personnel and train them to be better equipped to participate in strategic campaign planning discussions and provide consultative advice. Areas of training focus include general media proficiency, TAB audience metrics, and consultative selling techniques.

SUGGESTED COMPANY ALIGNMENTS (CONTINUED)

- ▶ **Reward innovation in business development.** Ensure sales programs incent account executives for achieving new business goals using innovative approaches.
- ▶ **Create new standardized post-campaign analytics to prove the value of the medium.** Streamline and automate post campaign analytics by providing return on investment (ROI) metrics, accurate performance affidavits, and merchandizing.
- ▶ **Return on investment (ROI) research.** Conduct ongoing ROI research to prove the value of the medium. Provide the research to current customers and use the data to build a historical database of successful ROI case studies.
- ▶ **Create new online account management systems to better allocate resources and measure success.** Develop new dashboards that provide real-time insights to measure account executive productivity and success at achieving sales goals.
- ▶ **Create new online business performance tools to monitor overall company success at meeting sales objectives.** Develop new dashboards that provide real-time insights to measure company productivity and success at achieving occupancy, revenue, and cost of business (cost of campaign) goals.

CREATIVE

- ▶ **Invest in high-caliber creative talent.** Hire quality creatives. Ensure account executives use in-house creatives to help pitch new accounts or consult with customers about current campaigns. Encourage customers to meet with in-house creative teams and for the teams to provide custom design services.
- ▶ **Expand relationships with creative agencies to build advocacy.** Encourage creative teams to meet with and foster stronger relationships within creative agencies. Hold events for relationship-building. Encourage creative personnel to join advertising industry organizations.
- ▶ **Exploit the creative ‘secret sauce’.** Develop ways to use industry OOH inventory and assets that catch the imagination of customers and bring new advertisers in. Create more user-friendly digital archives of the best historical campaigns as a reference for customers.
- ▶ **Continue to advocate creative excellence.** Build or enhance existing creative testing platforms, and encourage customers to pre-test OOH designs. Illustrate how OOH designs can be improved with a before & after creative enhancement program. Solicit press coverage that highlights outstanding creative campaigns.



- ▶ **Commit to better creativity.** Establish policies to refuse or to help improve marginal creative designs.
- ▶ **Go to new levels showing off the medium to improve the image of the company and industry.** Enter local, regional, national, and international creative award shows. Highlight good creative within company collateral (including websites).
- ▶ **Renew your commitment to post public service over blank or outdated ads.** Ensure locations are not left blank between contracted advertising periods.

OPERATIONS

- ▶ **Maintain structures with rigorous standards.** Make a bigger investment in ongoing maintenance programs to ensure regular upkeep and maintenance and preserve the aesthetic integrity of OOH inventory.
- ▶ **Invest in sustainable technologies.** Develop green company policies and energy efficiency programs. Promote the use of new energy-efficient lighting systems.
- ▶ **Invest in systems and methods to reduce production schedules.** Work cooperatively with customers and printers to compress time frames necessary for producing, shipping, and installing campaign materials.
- ▶ **Work cooperatively with customers and suppliers to meet or reduce 5-day posting leeways.** Consider moving from five days to a shorter posting leeway when placing and removing campaign materials.
- ▶ **Consider developing monetary incentives to encourage better performance among operations personnel.** Establish new incentive programs that reward operations personnel for excellence and safety on the job.
- ▶ **Design new structures to enhance the company and industry image.** If it makes business sense for your company, retain an architect to design new out of home structures that are aesthetically attractive and aligned with community sensibilities.

IMPLEMENTATION PLANNING **WORKSHEETS**

The full implementation planning worksheets provide a comprehensive approach to identify and develop priorities and initiatives that form the basis of a long-range brand implementation plan.

Each worksheet represents a core function of your company, and identifies important alignment and implementation priorities for each of the OOH brand attributes. It separates these priorities under the core categories of People, Process, and Technology.

The worksheets included in this workbook already have examples of suggested approaches filled-in. A blank version for use in company planning activities is available for download at **OOHTakeAnotherLook.org**.

Working through each function of corporate management, marketing, sales, HR, operations, real estate, finance, and IT, company task forces can develop the comprehensive plan they need to begin aligning against and delivering the new OOH brand.

OAAA and its advisors are available to assist companies with the implementation planning process. Please contact **Stephen Freitas, OAAA Chief Marketing Officer**, at **sfreitas@oaaa.org** or **(202) 833-5566** to request assistance.





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