



**CHRO
MIUM**

**THE
BRAND + CULTURE
CONTINUUM**

Tony Wessling, Managing Partner
chromium.group

A person wearing a dark hoodie and pants is walking away from the camera down a long, straight, paved path. The path leads towards a range of mountains in the distance under a hazy, overcast sky. The overall mood is contemplative and forward-looking.

**WE NOW LIVE IN A
RELEVANCE ECONOMY**

WE ARE LIVING AND WORKING IN A DIFFERENT ERA



Products > Products + Services > Online Platforms > Mobile > AI
1970s 1980s 1990s 2000s Today
Career > Profession > Role > Gig



**IN THE LAST 15 YEARS
52% OF THE FORTUNE 500
HAVE CEASED TO EXIST**

Rapidly changing needs of workers and customers are a powerful force

Source: Forbes Magazine



**IN THE LAST 10 YEARS
\$890 BILLION FLOWED OUT OF
ACTIVELY MANAGED FUNDS**

Algorithms are becoming as trusted as seasoned veterans

Source: Forbes Magazine



55% OF MILLENNIALS SAY THEY HAVE NO PLANS TO PURCHASE A CAR

What one generation thought was true turns out to be fleeting

Source: Forbes Magazine



3.6 MILLION BOOMERS WHO HEAD COMPANIES ARE SET TO RETIRE THIS YEAR

The next generation is here, and it is ready to lead. In an entirely new direction.

Source: Deloitte

THE COST OF IRRELEVANCE

- 68.5% of workers cite disengagement as performance factor
- In unhealthy cultures, turnover is high and innovation is low
- Replacing a worker costs 3x to 5x their salary
- Weak culture = 65% lower share price over time
- Weak brands spend more on customer acquisition
- Insufficient investment in brand results in slower growth
- Irrelevant brands are significantly less profitable
- Nobody likes this state of affairs

A close-up photograph of a silver fork lying on a wooden surface. The tines of the fork are curled into a tight spiral, with the sharp point of one tine extending upwards. The lighting is warm, highlighting the metallic sheen of the fork and the grain of the wood.

THE ONE THING

A group of approximately 12 Zappos employees are smiling and standing behind a large, white Zappos.com shipping box. The box is prominently displayed in the foreground, featuring the Zappos logo and a blue exclamation mark. The background shows a modern office environment with large windows and a staircase.

**AMAZON PAID \$1.2 BILLION FOR A MAIL-ORDER
SHOE COMPANY IN A REMOTE DESERT CITY.**

**Why? Zappo's is relevant because it celebrates
its culture as the driving force behind its brand**

IBM USED TO BE ALL ABOUT MARKET DOMINATION

Now they use their vision for a better world to attract and retain talent and customers





LUNCHING THIS WINTER

mixtgreens.com

THE MIXT MOVEMENT

21

Number of times
our most loyal
customers eat
Mixt per month



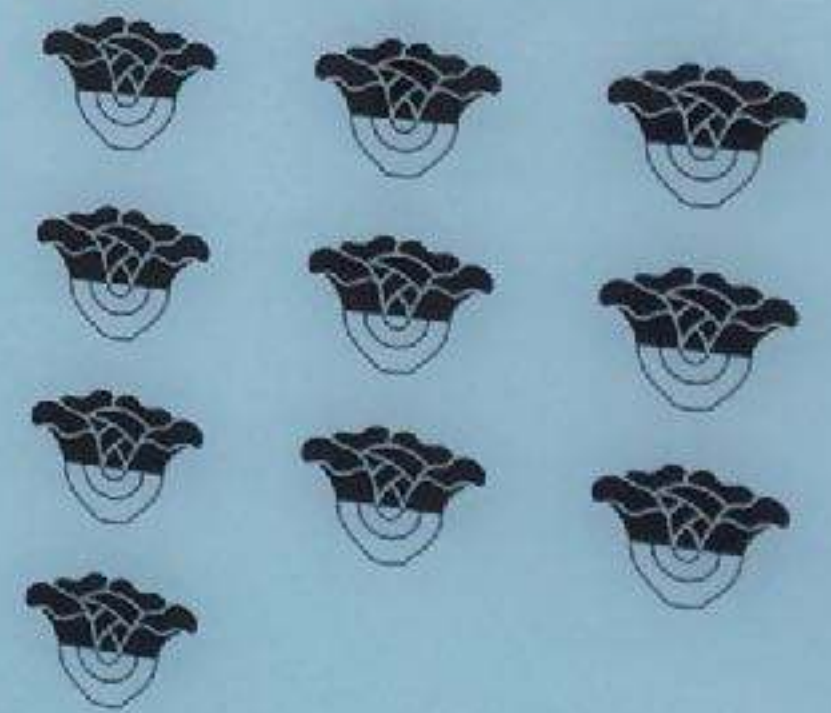
102

LOCAL
INGREDIENTS
SOURCED

99% OF WASTE DIVERTED
FROM LANDFILLS

3 YEARS

Average length of
employment with the
company



9 OUT OF 10
STORE MANAGERS
PROMOTED FROM
WITHIN

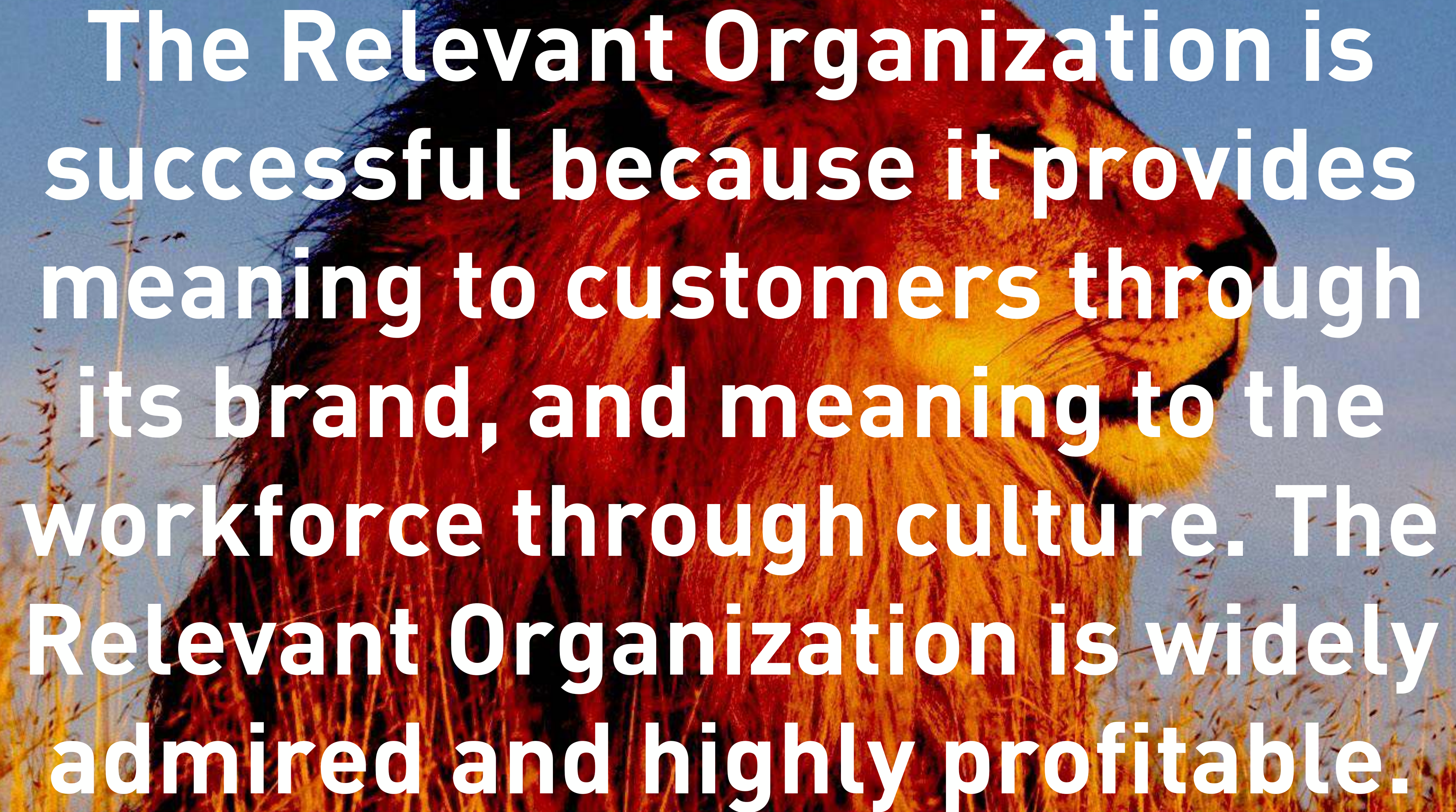
1,000,000

pounds of local, sustainable
and organic vegetables
served per year

{NOT SELLING SALAD}

THE COMMON THREAD?

Life is now seen as a personal journey, and the brands we associate with are relevant to our journey



The Relevant Organization is successful because it provides meaning to customers through its brand, and meaning to the workforce through culture. The Relevant Organization is widely admired and highly profitable.

THE VALUE OF RELEVANCE

- Strong brands have lower customer acquisition costs
- Engaged workers are 87% less likely to quit
- Strong cultures produce 19.2% higher annual growth
- Good organizational health = 16% more productivity
- Strong cultures drive 5% higher share price over time
- Top brands can command 3x premium pricing advantage
- Relevant brands outperform weak ones by 20%
- That's what we call strategic

Customers & Workers Now Expect Something Different; How will Your Organization Deliver?



Memorable Experiences + Authentic Relationships + Life Learning Opportunities + Valuable Network + Path to Self-Actualization

**RELEVANT ORGANIZATIONS ARE
NOT ABOUT BRAND OR CULTURE**

**THEY'RE ABOUT BRAND AND CULTURE –
WHICH, IT TURNS OUT, ARE INSEPARABLE**

A close-up, low-angle shot of a spider on its web at night. The spider is positioned in the upper right quadrant, illuminated by a bright light source, creating a strong contrast with the dark background. The web's spiral pattern is clearly visible, radiating from the center towards the edges. The background is dark and out of focus, emphasizing the spider and its web.

WHAT IS A BRAND?

POSITIONING • APPEAL • PERSONA • MISSION • VISION • ESSENCE • CORE VALUES • NARRATIVE

COFFEE

COFFEE



WHAT IS CULTURE?

PEOPLE • PRACTICES • PLACE • ARTIFACTS • CORE VALUES • NARRATIVE

A top-down view of two slices of white bread on a light-colored plate. The slice on the left is spread with a thick layer of light brown peanut butter, showing some swirls. The slice on the right is spread with a thick layer of dark red jam. The text 'BETTER TOGETHER' is written in large, white, bold, sans-serif capital letters across the center of the two slices.

BETTER TOGETHER



- Deliver WOW Through Service
- Embrace and Drive Change
- Create Fun and A Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest Relationships with Communication
- Build a Positive Team and Family Spirit
- Do More With Less
- Be Passionate and Determined
- Be Humble



WHERE ARE WE GOING?

WHO WILL DECIDE?



with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation: — For quartering large bodies of armed troops among us: — For protecting them, by a mock Trial, from Punishment for any Murders which they should commit on the Inhabitants of these States: — For cutting off our Trade with all parts of the world: — For imposing Taxes on us without our Consent: — For depriving us in many cases, of the benefits of Trial by Jury: — For transporting us beyond Seas to be tried for pretended offences: — For abolishing the free System of English Laws in a neighbouring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies: — For taking away our Charters, abolishing our most valuable Laws, and altering fundamentally the Forms of our Governments: — For suspending our own Legislatures, and declaring themselves invested with power to legislate for us in all cases whatsoever. — He has abdicated Government here, by declaring us out of his Protection and waging War against us. — He has plundered our seas, ravaged our Coasts, burnt our towns, and destroyed the lives of our people. — He is at this time transporting large Armies of foreign Mercenaries to complete the works of death, desolation and tyranny, already begun with circumstances of Cruelty & perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation. — He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their Hands. — He has excited domestic insurrections amongst us, and has endeavoured to bring on the inhabitants of our frontiers, the merciless Indian Savages, whose known character of violence and barbarity is a constant incitement to all the crimes of bloody murder. — He has attempted to make us a separate Kingdom, and has thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free people. — Nor have we been able to obtain redress from our British brethren, who have shown a total want of concern for the rights of the Colonies, and of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which, would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity, which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends. —

We, therefore, the Representatives of the united States of America, in General Congress, Assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish and declare, That these United Colonies are, and of Right ought to be, Free and Independent States; that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. — And for the support of this Declaration, with a firm reliance on the Protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

Button Gwinnett
Lyman Hall
Geo Walton.

Wm Hooper
Joseph Hewes
John Penn

Edward Rutledge

Thos Mifflin
Thomas Lynch Junr
Art. St. Ar

John Hancock

Samuel Chase
Wm. Paca
Thos. Stone
Charles Carroll of Carrollton

George Wythe
Richard Henry Lee

Robt Morris
Benjamin Rush
Beng. Franklin
John Morton
Geo. Clymer
Jas. Smith

Geo. Taylor
James Wilson
Gt. Ross

Casey

Sam. Joynt
Chas. Livingston
Joan Lewis
Lewis Morris

Rich. Stockton
Jas. Witherspoon
Fra. Hopkinson

Josiah Bartlett
Wm. Whipple
Sam. Adams
John Adams
Robt Treat Paine
Elbridge Gerry

Step. Hopkins
William Ellery
Roger Sherman
Sam. Huntington

BRAND X CULTURE

Your brand x culture strategy is a driver of success in nearly every part of your organization:



Mission: What we do

Chromium is a strategic consulting firm with a unique high tech/high touch methodology that catalyzes the energy of an organization's culture, inspiring its people to build a vivid, shining brand from the inside out.

Leadership teams in change-making companies who are driven by:

- Need for growth
- Need for transparency
 - Need for insight
 - Need for innovation
 - Need for respect
- Need for stewardship/legacy
- Need for trustworthiness
- Need for collaboration

- Culture suddenly a hot topic for leadership
- Productized offers not viewed w/skepticism
- Company is consciously structured for potential future acquisition by larger consulting firm
- Strategic consulting avoids commoditization

Vision: Why we do what we do

At Chromium, we're building a world where vital organizations pair brand+culture to achieve extraordinary success

Values: How we do what we do

- Foment Innovative Thinking
- Foster Positive Dynamics
- Communicate Genuine Gratitude
- Give Science and Creativity Equal Respect

Creative: Always seeking a better, more beautiful way
 Collaborative: Consensus-driven success
 Mindful: Words & actions have consequences
 Candid: Respectfully speaking our minds
 Can-do: Eager and undaunted
 Curious: Expressing authentic interest

After decades of working with traditional branding processes, Chromium's founders concluded that in order to truly build a strong brand, organizations needed to also have a strong, positive corporate culture. So they formed Chromium to pioneer the brand+culture approach, pairing it with a high tech/high touch methodology that results in authentic, resonant brands and cultures, built from the inside out in a compressed timeframe with the enthusiastic consensus of key stakeholders.



- High tech/high touch methodology shortens time to more effective, immediately-actionable deliverable
- Consensus-driven process results in stakeholder authorship and ownership of the culture and brand
- Single program with clear end-date
- Practice Leaders are industry experts
- Discipline Leaders are experts in their craft

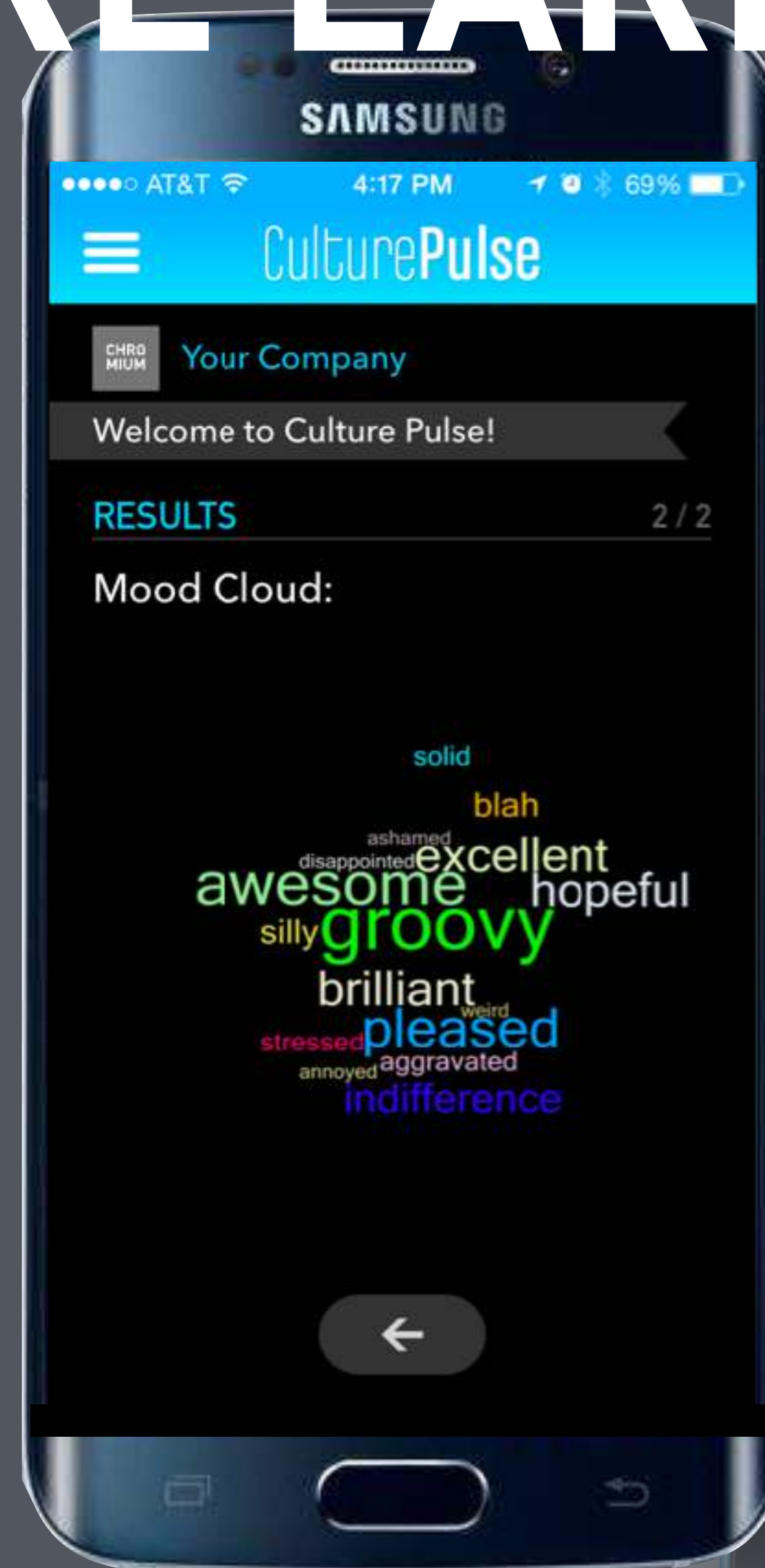
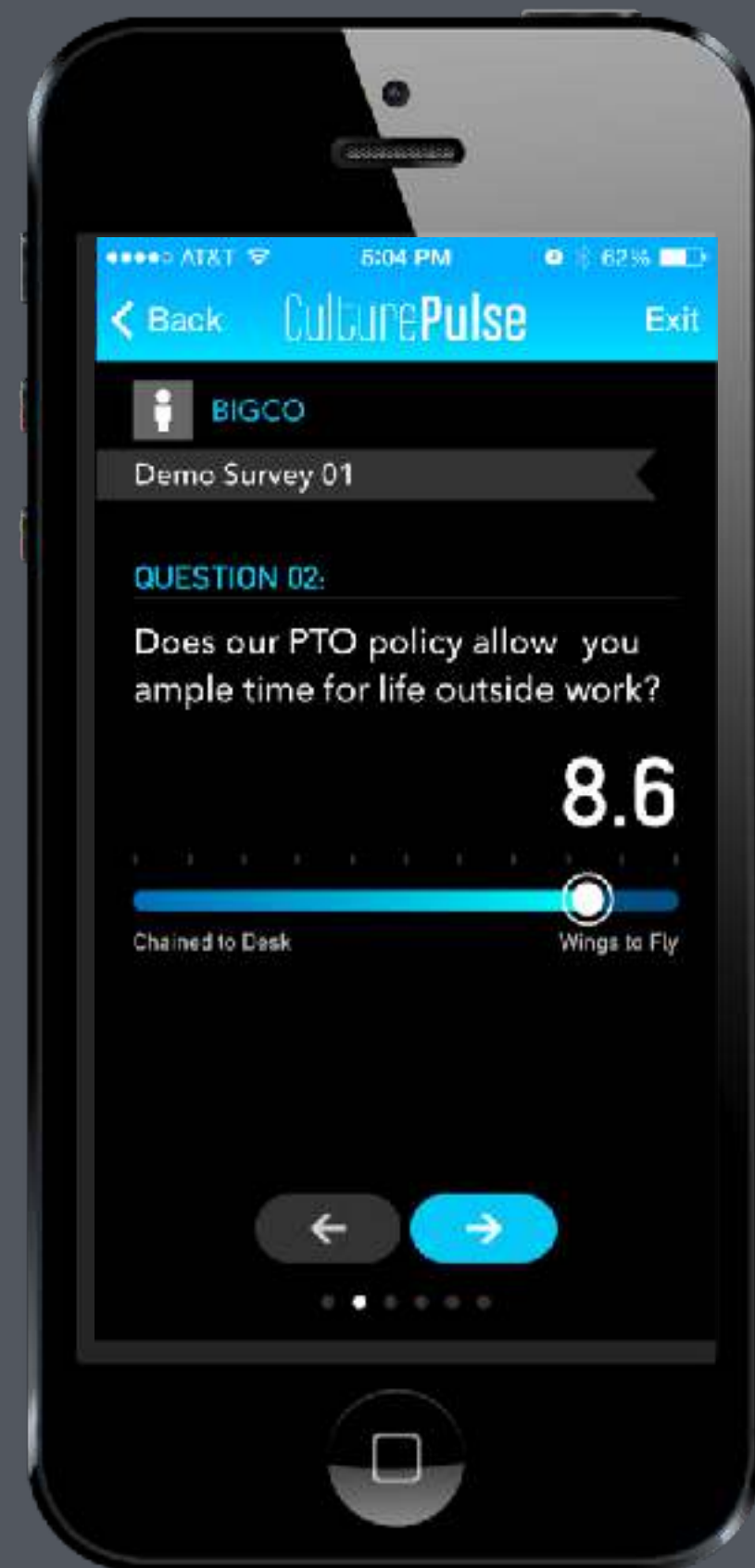
LET IT FLOW





IDEATE AND PROTOTYPE

MEASURE EARLY AND OFTEN






BRAND + CULTURE

=

RELEVANCE



RELEVANCE
=
GROWTH

A FORMULA FOR RELEVANCE

1. Bring the leadership team to consensus behind, have them commit to and codify, a concise and authentic brand x culture strategy.
2. Form a “brand x culture club” in your organization to infuse this strategy into the fabric of your workplace. Have everyone carry the strategy with them everywhere. Don’t let this club live exclusively in HR or marketing.
3. Get rid of your sales & marketing team. Replace them with subject matter experts, empathy specialists, and statistician-philosophers. Personnel changes not required.
4. Strive to part of your customers’ “expedition team.”
5. Measure your progress or regress — and talk about it openly, giving credit where credit is due and taking the heat when things don’t go as planned. Fix what’s broke. Measure again.

HOW RELEVANT IS YOUR ORGANIZATION?

- Does your brand image look contemporary?
- Is the message your brand is sending resonating with your audience?
- Is your culture vibrant and positive, attracting the best and brightest?
- Do you have a holistic strategy to change any of these for the better?

**CHRO
MIUM**

Tony Wessling, Managing Partner
twessling@chromium.group
415.652.8132