

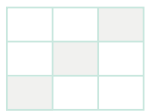
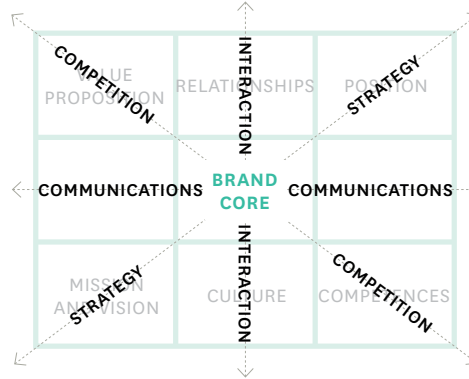
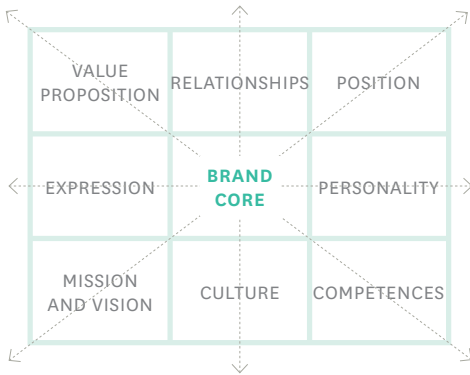
THE BRAND IDENTITY MATRIX

An organization's identity is made of up nine interrelated components. By examining each one and how it relates to others, any organization, including libraries, can build a stronger brand.

External	VALUE PROPOSITION What are our key offerings, and how do we want them to appeal to customers and other stakeholders?	RELATIONSHIPS What should be the nature of our relationships with key customers and other stakeholders?	POSITION What is our intended position in the market and in the hearts and minds of key customers and other stakeholders?
Internal/External	EXPRESSION What is distinctive about the way we communicate and express ourselves and makes it possible to recognize us at a distance?	BRAND CORE What do we promise, and what are the core values that sum up what our brand stands for?	PERSONALITY What combination of human characteristics or qualities forms our organizational character?
Internal	MISSION AND VISION What engages us (mission)? What is our direction and inspiration (vision)?	CULTURE What are our attitudes, and how do we work and behave?	COMPETENCES What are we particularly good at, and what makes us better than the competition?

Does Your Matrix Measure Up?

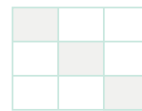
Use the following exercise to assess the coherence of your answers to the questions in the matrix. As you fill in the blanks, you'll create a narrative about your strategy, your competitive approach, and the basis and nature of your external interactions and communications. With all four paths of the matrix, you'll want to confirm that each element logically follows the one before it, regardless of which direction you're moving in. The clearer and more logical your narrative is, the more stable the matrix is, and the stronger your corporate brand identity.



THE FIRST DIAGONAL PATH FOCUSES ON STRATEGY:

Our mission is _____
 Our vision is _____
 What we promise is _____
 Our core values are _____
 Our intended position in the market is _____

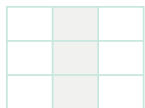
Do your mission and vision engage and inspire people in your organization and, ideally, beyond it? Do they translate into a promise that the organization will fulfill? Is that promise manifest in the company's positioning? Finally, does the logic also flow in the other direction: Does your positioning resonate with your promise and values, which align with the corporate mission and vision?



THE SECOND DIAGONAL PATH FOCUSES ON COMPETITION:

Our competences are _____
 What we promise is _____
 Our core values are _____
 Our value proposition is _____

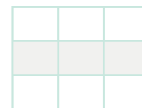
Do the items in the list above fit well together? Do your current competences allow you to keep your promise and provide a solid basis for competitive and appealing value propositions?



THE VERTICAL PATH FOCUSES ON INTERACTION:

Our culture is _____
 What we promise is _____
 Our core values are _____
 The kinds of relationships we strive for are _____

This section reveals how well your organizational values and culture resonate with and engage people inside and outside your company. Employees are your most important resource for ensuring the authenticity of the corporate brand. If they don't embrace these elements of your corporate identity, then your outside relationships, whether with customers, partners, or other stakeholders, will suffer.



THE HORIZONTAL PATH FOCUSES ON COMMUNICATION:

Our communication style is _____
 What we promise is _____
 Our core values are _____
 Our corporate personality traits are _____

The corporate personality or character underpins the company's brand core and is expressed in myriad ways, from product design and the architecture of the headquarters to the corporate logo and marketing taglines. Assess how well that personality comes through in all communications, both internal and external.