

THE DARDEN BRAND STORY

“Put Your Why to Work”

Confidential CASE Submission for Unit Branding Program

February 2019



UNIVERSITY
of VIRGINIA

DARDEN SCHOOL
of BUSINESS

CHARLOTTESVILLE, VA | WASHINGTON, DC AREA | SAN FRANCISCO, CA | SHANGHAI, CHINA

INSIGHT, STRATEGY & APPLICATION

1

OUR BRAND STRATEGY PROCESS

Here's the process we used to arrive at Darden's positioning and sources of differentiation.

2

IMPLEMENTATION: CREATIVE & TACTICAL

"Put Your Why to Work" is the first external, customer-centric expression of the strategy.

3

OUTCOMES & IMPACT

The brand campaign is making a big difference for the School across four dimensions.

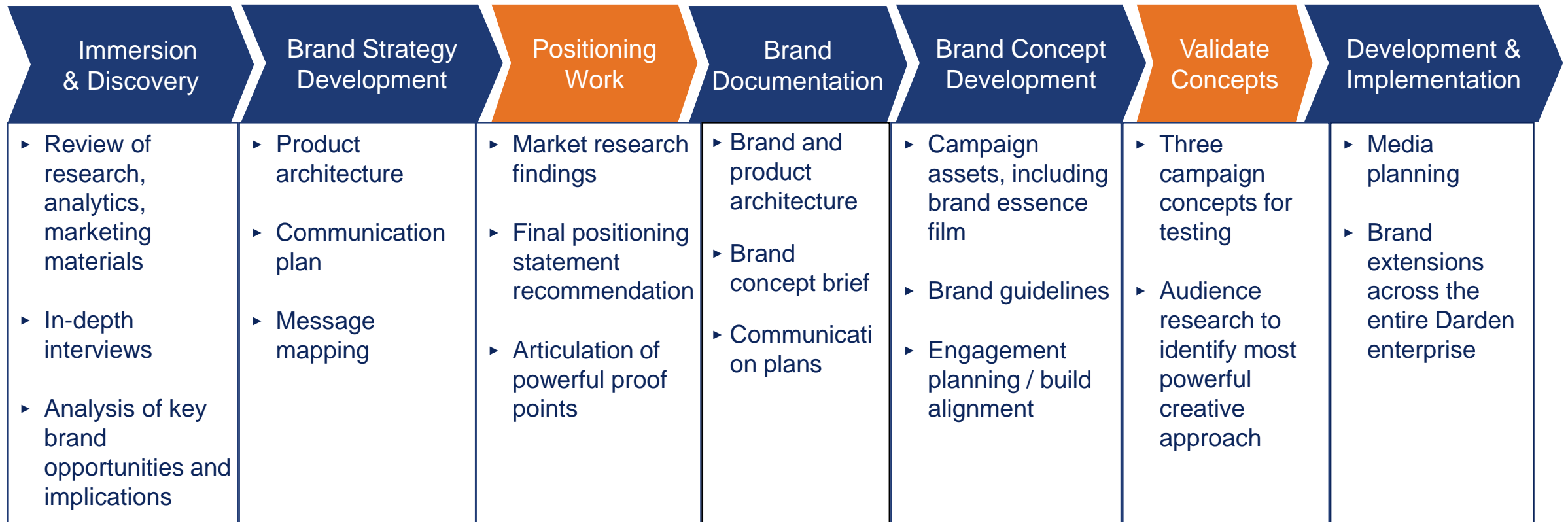


1. OUR BRAND STRATEGY PROCESS

Here's the process we used to arrive at Darden's positioning and sources of differentiation

HERE'S HOW WE DID IT.

In alignment with the School's newly crafted "Darden Worldwide" strategic plan, the brand project aims to differentiate Darden from competitors and drive clarity and purpose across the organization.



MORE THAN 1,300 VOICES INFORMED THE PROCESS

DARDEN PERSPECTIVE

EXTERNAL PERSPECTIVE

Senior Leadership

Dean's Office

Positioning Committee

Faculty | Communication & Marketing | Admissions |
Advancement | Executive Education | Center for Global Initiatives

Faculty

Input from broad group of faculty

Students

Student Brand & Marketing Committee

Leadership Boards

Board of Trustees | Corporate Advisory Board |
Global Advisory Council | Alumni Board

Onsite Discovery Interviews & Workshops

100+ faculty, staff, students, alumni leaders

Community Brand Survey

700+ responses from faculty, staff, students, alumni leaders

Prospective MBA Students & EE Clients

600+ respondents to the
brand positioning survey

Research Partners & Studies

McKinsey | Bloomberg | UNICON |
Poets & Quants | Gartner | Rankings |
White House Council of Economic Advisers |
EMBAC | IBM | KPMG | GMAC |
Hanover Research

UVA Communications

University of Virginia Communications leadership

Karma Agency

Strategy, concepts and implementation

Focus Groups

Prospective MBA/EMBA Students
Executive Education Participants
Current Domestic and International Students



MARKET CONTEXT IN A NUTSHELL

- The MBA is under **pressure from commoditization** while **doubts about the value of leadership** education grow in context of the velocity of change affecting Business.
- **Millennial expectations** of work and career have shifted the definition of success.
- **Disruption and rapid change** are the new normal, contributing to an emerging talent gap as Business seeks people qualified and prepared to navigate uncertainty and drive innovation.



DARDEN'S OPPORTUNITY

1. Shape the modern definition of an effective leader.
2. Incorporate purpose, impact and personal transformation.
3. Take a market-based approach to solving business needs.
4. Focus on the talent gap.
5. Demonstrate how graduates are uniquely aligned with the needs of business and prepared to drive business growth and transformation.

KEY INSIGHT

**WHAT YOU LEARN
CAN OBSOLESCE
RAPIDLY; HOW
YOU LEARN IS
THE CRITICAL
FACTOR IN
CREATING THE
FUTURE.**



OUR BRAND POSITIONING IS *HOW* WE DELIVER ON OUR
MISSION & VISION

**DARDEN EMPOWERS AGILE,
CREATIVE AND CRITICAL
THINKERS TO BE CATALYSTS
FOR BUSINESS AND SOCIAL
TRANSFORMATION,
GLOBALLY.**



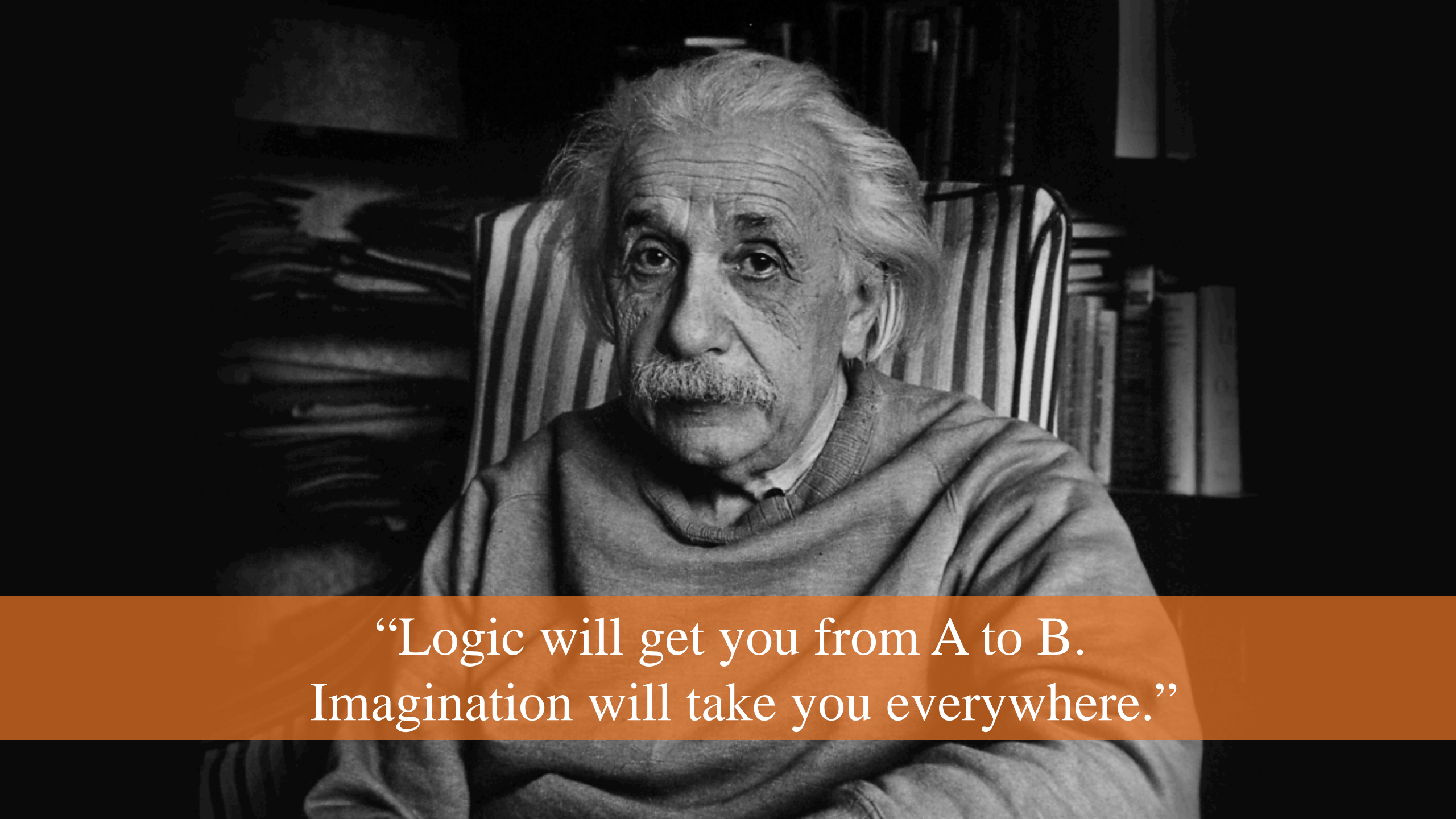
Darden is differentiated by five pillars.



- 1. Spontaneous yet deliberate learning experience**
- 2. Intensity of experience**
- 3. Culture of mutual respect and positive intent**
- 4. Proximity to business practice**
- 5. Honor and purpose**

2. IMPLEMENTATION

An overview of the creative and tactical implementation. “Put Your Why to Work” is the first external, customer-centric expression of the strategy.



“Logic will get you from A to B.
Imagination will take you everywhere.”

WE TESTED THREE MARKET-FACING CONCEPTS DESIGNED TO ESTABLISH THIS POSITIONING

A

CURIOSITY FUTURE PROOFS BUSINESS

Unexpected intersections that unlock business and social transformation, such as Knowledge and Imagination or Purpose and Profit.

B

PUT YOUR *WHY* TO WORK

A point of view about value creation through the lens of modern leadership, where business and society belong in the same sentence.

C

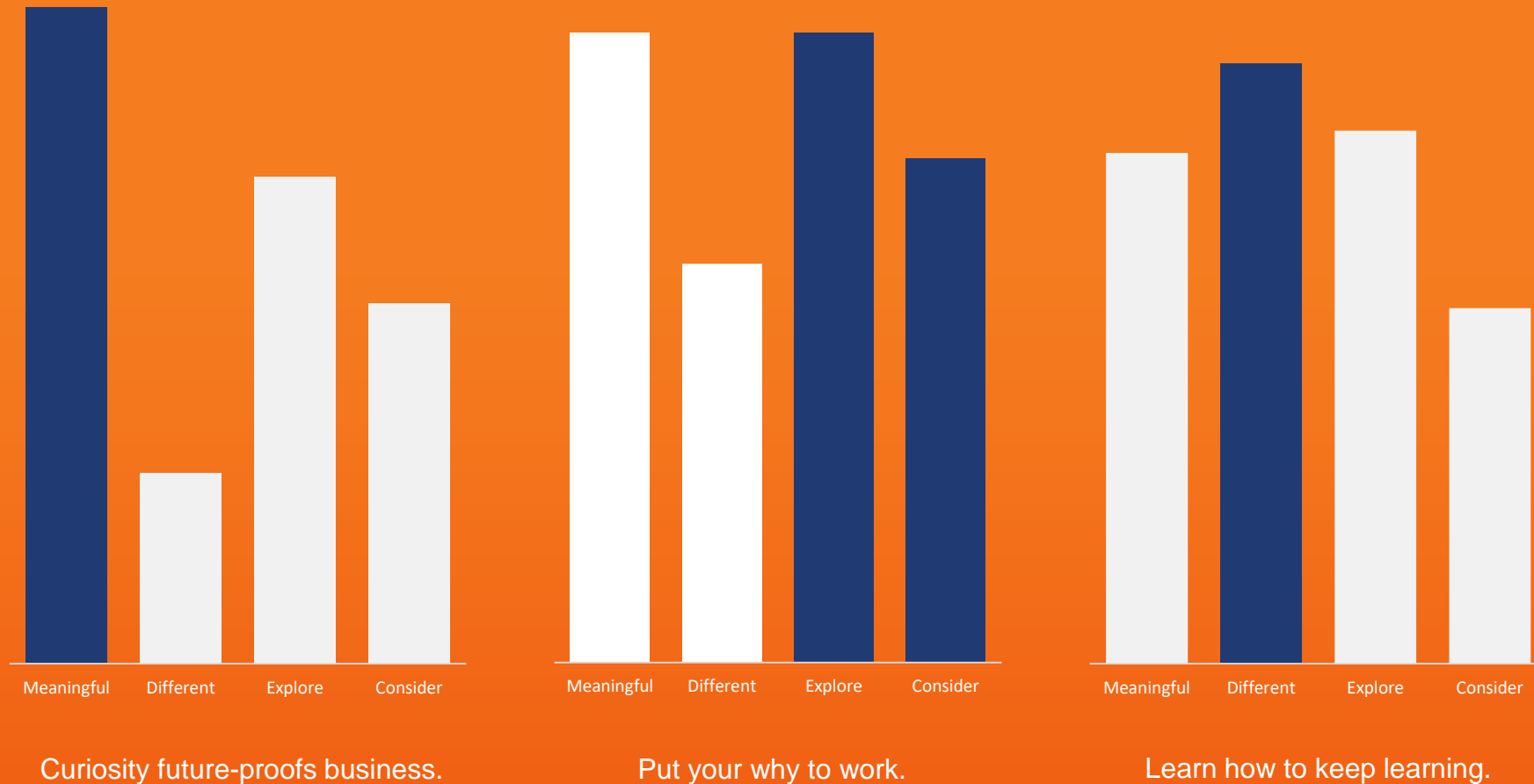
LEARN TO KEEP LEARNING

Preparation for unpredictability and the pace of change: business comes without a script, so why should business education?



WHAT THE FOCUS GROUPS HAD TO SAY.

Put your why to work emerged as the most compelling proposition for exploring and considering Darden. However, the other two approaches have strengths we can apply to future expressions of the Darden brand.



IMPLEMENTATION

“PUT YOUR WHY TO WORK” IS THE THEME OF THE NEW MARKETING CAMPAIGN

- Personal challenge
- Purpose-driven leadership
- Meaningful work



PUT YOUR WHY TO WORK

Business with a capital B is about value creation — from careers to communities, from eking out efficiencies to disruptive innovations and from granular transactions to GDPs. Value is the nerve center of progress and the soul of meaningful work.

Your why — your personal challenge — is how Darden develops modern leaders. Here, ambition and collaboration catalyze each other and business and purpose belong in the same sentence.



“PUT YOUR WHY TO WORK” BRAND CAMPAIGN PRINCIPLES

- Harness the power of “Put your why to work.” Make **why** a trigger word.
- Convey a richer view of success through **purpose and reward**.
- **Clean, modern** art direction.
- Avoid vanilla; embrace **bold differentiation**.
- **Rotunda Orange** is a character in the campaign.
- Selectively leverage the **power of people**.
- Develop and flex the message through the dimensions of “**personal challenge**.”
- Revel in **brevity**. Delight in **wit**.



HOW WE STAND OUT AGAINST THE COMPETITION

The Power of (You)¹⁰
▶ START NOW
CARNegie MELLON UNIVERSITY
TEPPER SCHOOL OF BUSINESS

How Not to Worry About What Others Think of You
THE UNIVERSITY OF TEXAS AT AUSTIN
McCOMBS SCHOOL OF BUSINESS
READ THE RESEARCH

NEW
Customer Analytics
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Warwick Business School

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STANFORD BUSINESS SCHOOL
Executive Education
Learn More >>

THE DARDEN MBA
R-O-WHY.
ASK MORE OF YOUR MBA >>
UVA DARDEN

ATTACK BUSINESS CHALLENGES WITH BOLD NEW STRATEGIES
Global executives come to MIT Sloan Executive Education to learn powerful frameworks and business strategies they can immediately apply to complex problems.
Plan your attack—enroll now in these upcoming programs:
Improving Improvement Strategies: Dynamic Work Design
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Pricing 40x (live online)
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Entrepreneurship Development Program
January 27-28, 2017
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FALL 2016 MIT SLOAN MANAGEMENT REVIEW 71

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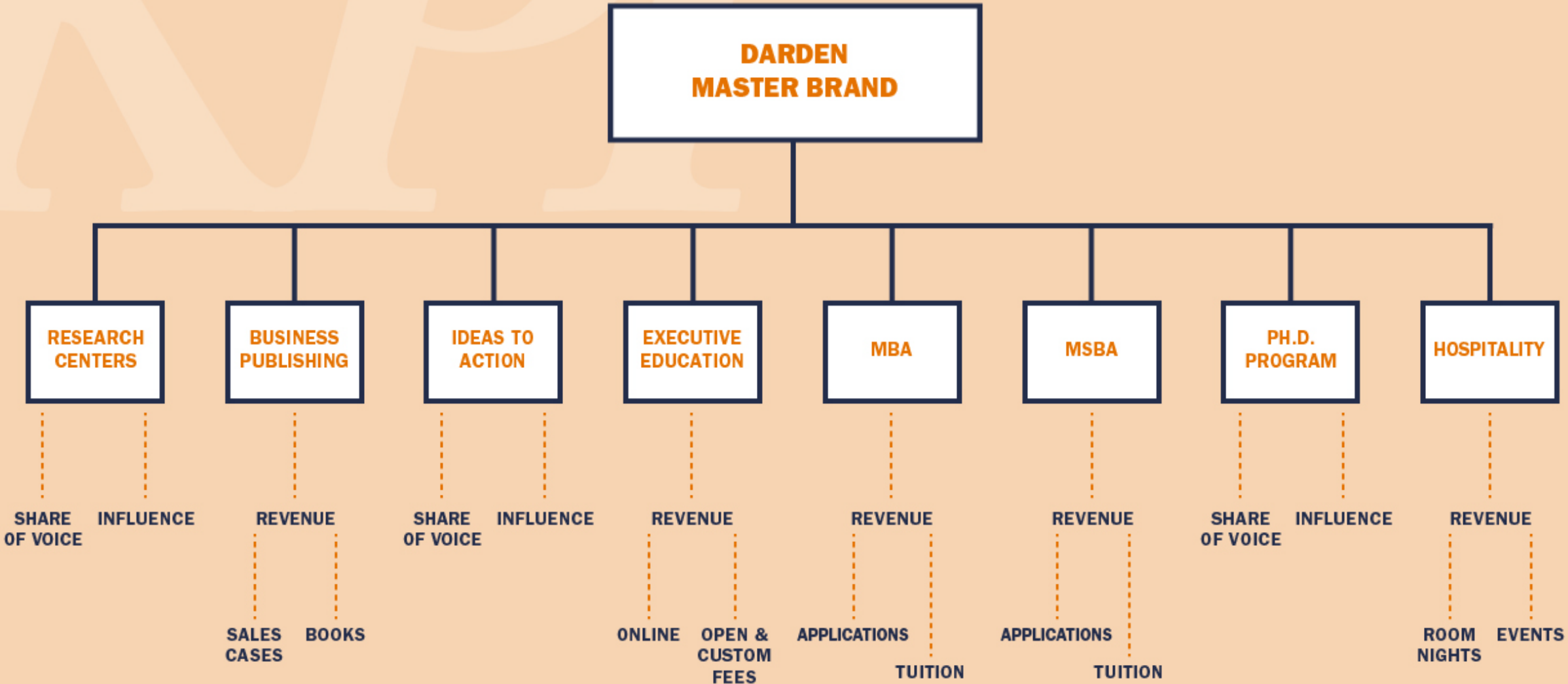
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Executive Education
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WE THEN WORKED TO INFUSE THE BRAND ACROSS DARDEN AND DRIVE KPIS.



FLEXING THE BRAND FOR THE DARDEN MBA

**THE DARDEN MBA IS
UNMATCHED IN
PERSONALIZED
PREPARATION FOR AN
EXTRAORDINARY CAREER
AND A LIFETIME OF
MEANINGFUL WORK.**



REVAMPING THE MBA CUSTOMER JOURNEY

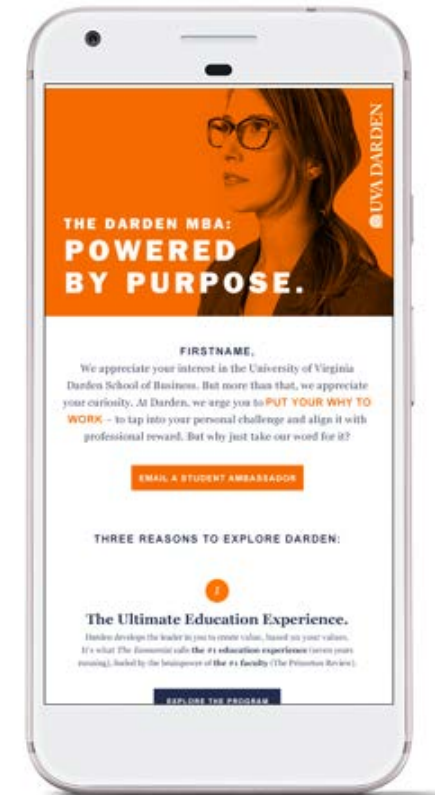
We launched and tested new ads in the digital marketplace and revamped the customer journey, starting with the MBA online landing page and email communications.



DIGITAL ADS



ONLINE LANDING PAGE

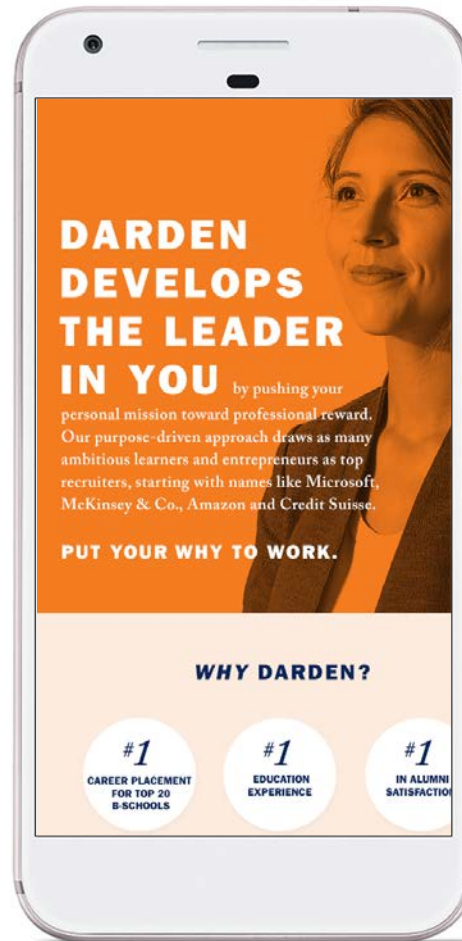


FIRST TOUCH EMAIL

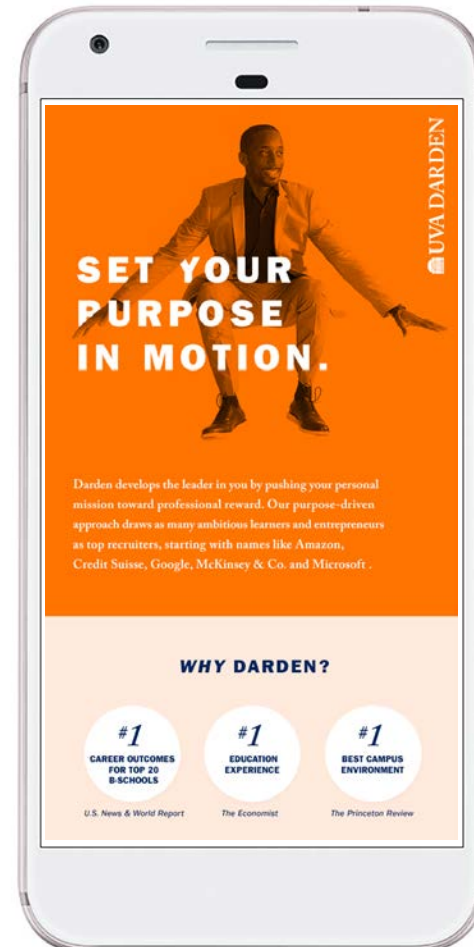
PARTNERSHIPS & SPONSORSHIPS EXTENDED OUR REACH



UVA



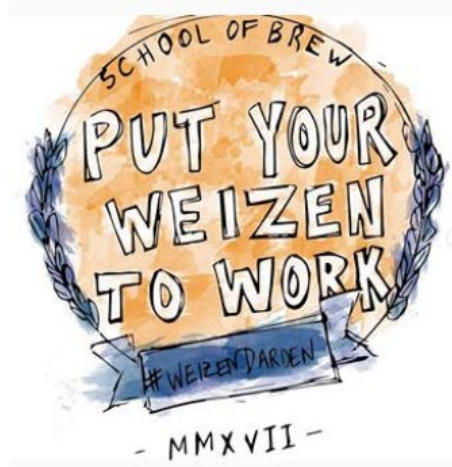
CLEAR ADMIT



POETS & QUANTS



DARDEN STUDENTS ACTIVATED THE BRAND.

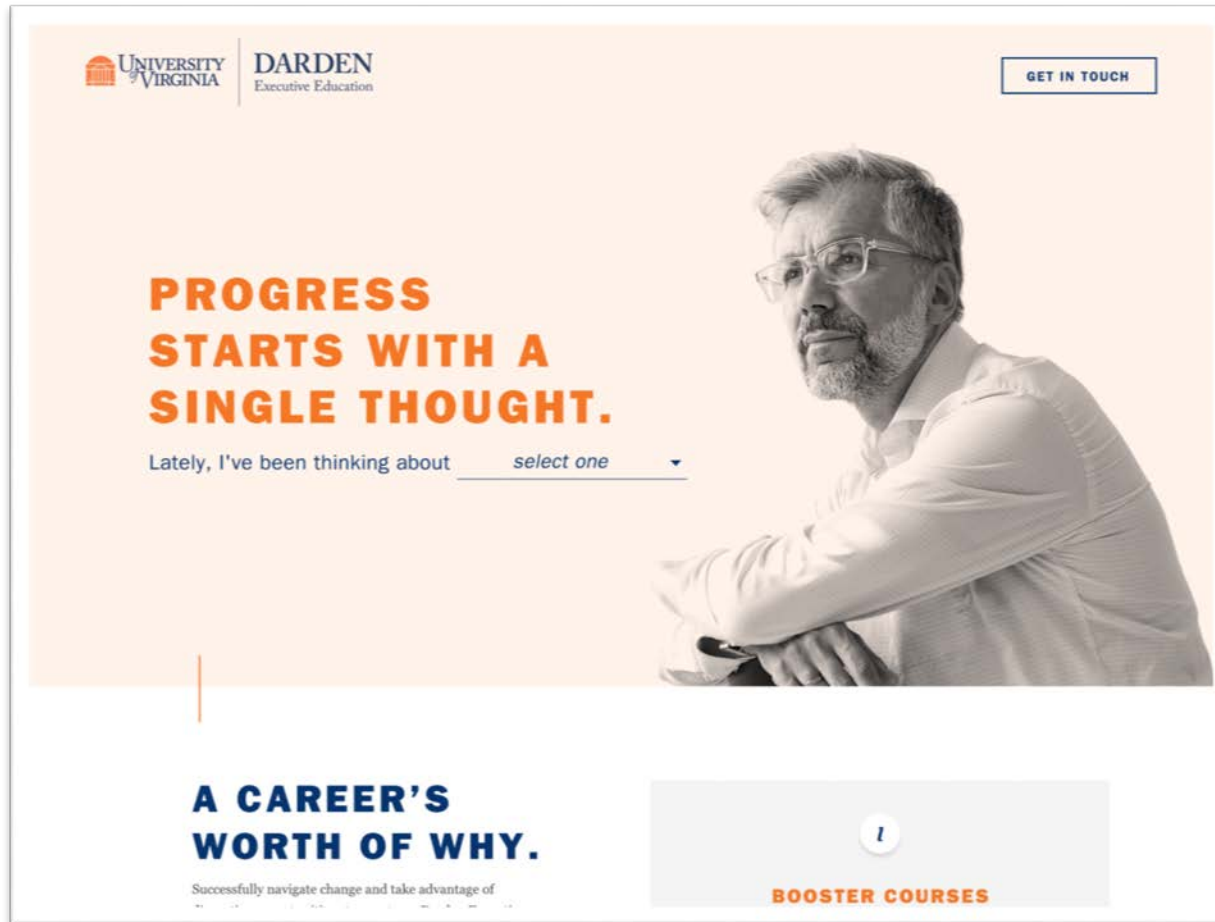


FLEXING THE BRAND FOR DARDEN EXECUTIVE EDUCATION

**DARDEN EXECUTIVE EDUCATION
UNLEASHES LEADERSHIP &
INNOVATION POTENTIAL, ENABLING
ORGANIZATIONS TO THRIVE IN THE
CONTEXT OF PERPETUAL CHANGE.**



EXECUTIVE EDUCATION REVAMPED ITS CUSTOMER JOURNEY



UNIVERSITY OF VIRGINIA | DARDEN Executive Education

GET IN TOUCH

PROGRESS STARTS WITH A SINGLE THOUGHT.

Lately, I've been thinking about

A CAREER'S WORTH OF WHY.

Successfully navigate change and take advantage of

BOOSTER COURSES



UVA DARDEN EXECUTIVE EDUCATION

PUT YOUR WHY TO WORK.

2018 EXECUTIVE EDUCATION PORTFOLIO

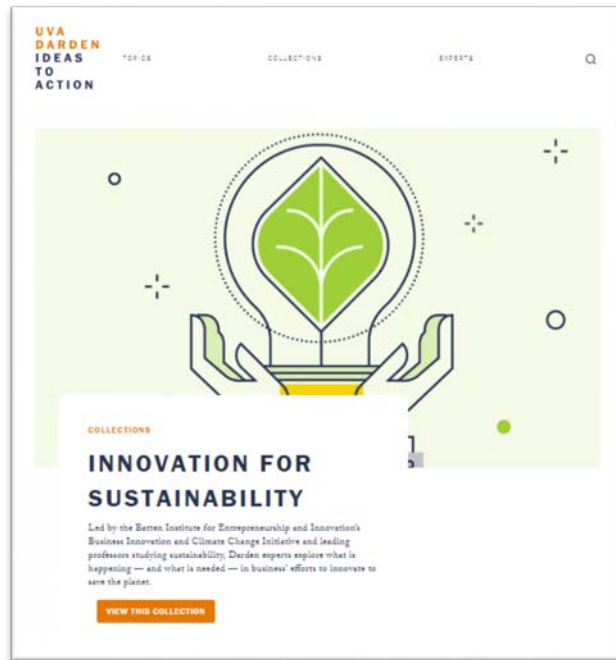
FLEXING THE BRAND FOR FACILITIES

The new brand campaign energizes Darden's new 40K square foot facility, the UVA Darden Sands Family Grounds, located in Arlington, Virginia, with sweeping views of the D.C. capital region.

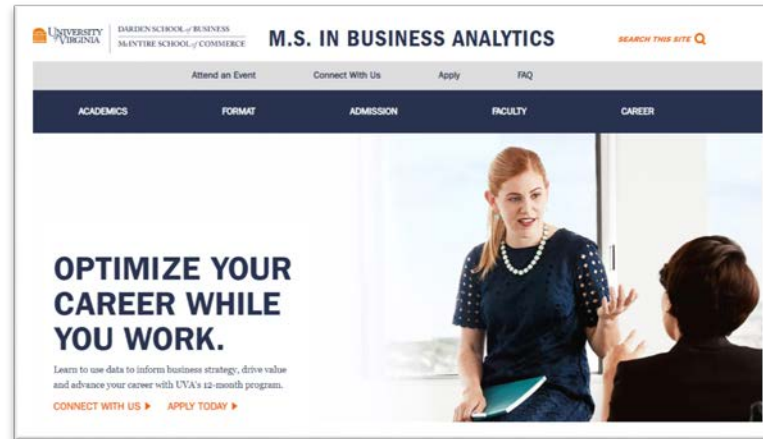


AND THE LIST GOES ON ...

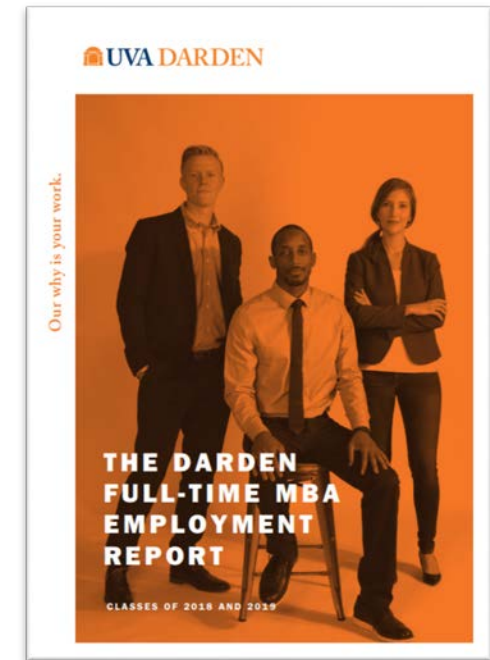
Darden Ideas to Action, a Thought Leadership Platform



Launching a New Program, the MSBA with UVA McIntire



Expressing Darden's Career Outcomes



3. OUTCOMES & IMPACT

The brand campaign is making a big difference for the School across four dimensions:

1. Engagement
2. Advancement
3. Enrollment
4. Reputation

1.

ENGAGEMENT

BUILD BRAND EQUITY THROUGH PAID, EARNED, SHARED AND OWNED MEDIA

Improved digital ad results.

Ads more than doubled click-through rates.



Increased online sessions to websites.

Total online sessions increased 12% YOY, reaching:

Record
Online
Sessions

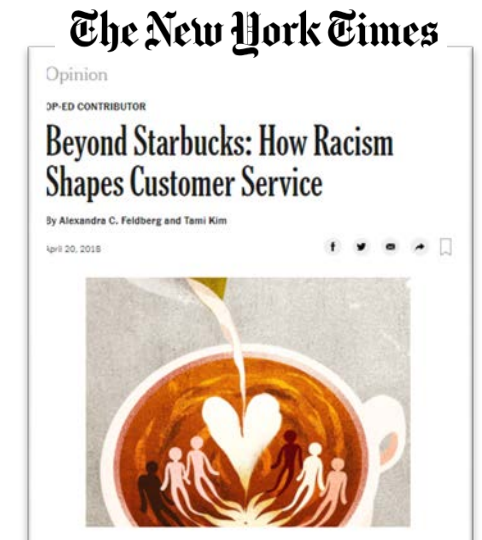
Boosted social media engagement by 48%.

Energized Instagram and LinkedIn efforts.



Grew media mentions for 7th straight year.

Engaged top-tier outlets with thought leadership.



2.

ENROLLMENT

GROW AWARENESS, INTEREST AND APPLICATIONS FOR PROGRAMS

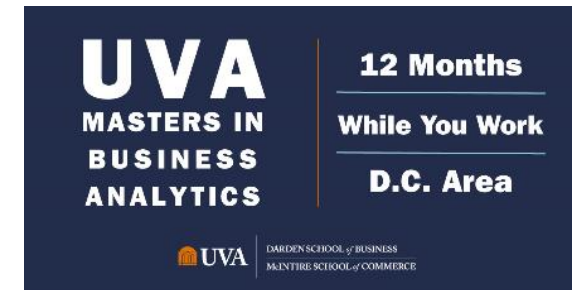
Enhanced every step of the MBA prospect journey.



Steady volume of leads generated by advertising.



Built strong pipeline for new MSBA with UVA McIntire School of Commerce.



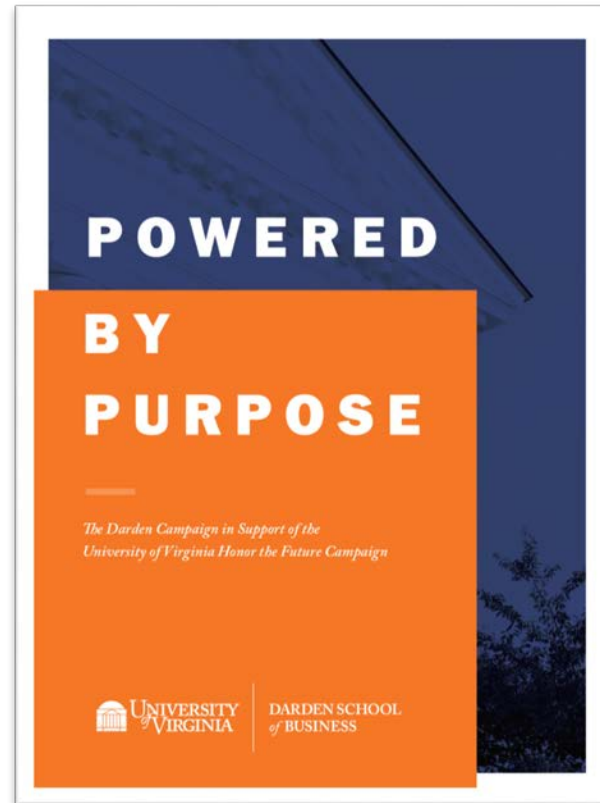
3.

ADVANCEMENT

PURPOSE SET THE MESSAGING FOUNDATION FOR A RECORD-BREAKING FUNDRAISING YEAR AND DARDEN'S CAPITAL CAMPAIGN



2018 Investors Report



Total funds raised increased 33% over the previous year.



Social media and giving campaign resulted in a University and Darden record of **\$1.24M raised in 24 hours.**



4.

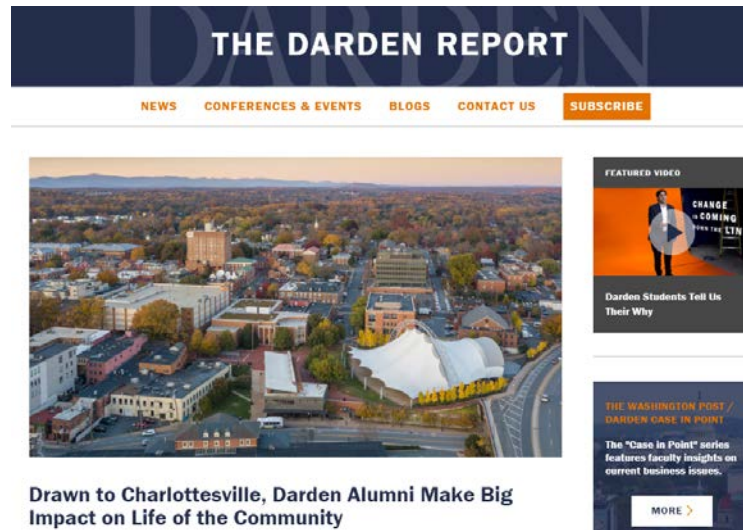
REPUTATION

EARN AND MAINTAIN DARDEN'S REPUTATION IN THE GLOBAL MARKETPLACE

Darden channels drive growth in online activity.



Proactive issues management mitigates risks.



Darden recognized as a top 10 school in multiple rankings and categories.





THANK YOU.



UNIVERSITY
of VIRGINIA

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