Branding and HR Sitting in a Tree

Ron Johnson
Co-Founder, Blueprint Creative
November 30, 2018
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Welcome
HR professionals,
Branding professionals,
CEOs, Entrepreneurs &
Disruptors
Let’s get this party started!
99 Red Balloons
Let’s get to know each other
About Blueprint Creative

• One of Barbados’ leading strategic branding agencies
• Won several ADDY awards for our design work
• Won three Barbados’ Best Employers Awards
Theory
HR professionals are branding professionals in disguise.
Today’s session is about empowering you to return to your organisation and “tightly your brand’s shoelaces”
Goals of today’s session:

► Examine the emerging global trend of branding and HR working together
► Examine the organizational synergies that can be achieved when branding and HR work together
► Empower you, as HR professionals to take the necessary steps to work with your company’s marketing department and/or branding agency
► Facilitate a vigorous discussion on the trend of branding/HR integration, the future of branding/HR integration and how we in the Caribbean can benefit from this trend.
Bonus goal:

To repeat the phrase:

**HR professionals are branding superheroes in disguise!** The closer your HR and marketing teams work together, the more powerful your brand becomes.

Until you get sick of hearing it.
When it comes to branding, beauty is nothing without brains.
When it comes to branding, beauty is nothing without brains.
“The days of operating in a HR silo are over. Increasingly, this will mean partnering with functions such as marketing, internal communications, IT, and real estate to create a seamless and engaging employee experience which mirrors the consumer experience a company is delivering in the marketplace.”

Jeanne Meister
Activity:
Evaluate the viewpoint of Jeanne Meister and discuss, to what degree, these changes are occurring at your organization and in your home country.
“The days of operating in a HR silo are over. Increasingly, this will mean partnering with functions such as marketing, internal communications, IT, and real estate to create a seamless and engaging employee experience which mirrors the consumer experience a company is delivering in the marketplace.”

Jeanne Meister
The Branding/HR spectrum
Zero integration:
Companies treat branding and HR as two distinct silos
Partial integration: Companies pair HR and marketing to work in the same department or on the same project.

Companies are now hiring classically trained marketing professionals to work in their HR departments.
Full integration:
Branding and HR are viewed as natural extensions of each other
Example of full integration:

Pizza Hut Restaurants UK has one individual responsible for managing both the branding and HR portfolios. (Kathryn Austin is Chief People & Marketing Officer at Pizza Hut Restaurants UK).
In a 2017 MarketingWeek.com article entitled “How dual roles for marketers can make brands stronger”, Kathryn Austin, HR and marketing director at Pizza Hut Restaurants, explains that the creation of her role was a deliberate strategic business decision to take a holistic approach to developing the Pizza Hut brand, covering both marketing and the “people agenda”. 
“Because HR and marketing are so intrinsically linked, the overall objectives are ultimately the same. Across HR and marketing we both focus on building a brand, whether this is our employer brand or the Pizza Hut Restaurants brand. People are at the very heart of both roles. I need to know what people want – whether these are our team members or guests – and how I can best reach them.”

Kathryn Austin
A crash course on branding

Beauty & Brains
Your brand is what your employees, customers and the general public think and feel about your organisation, its products and its services.
Branding is any activity, programme or behaviour that influences the way people think or feel about an organisation, its products and its services.
In other words, your brand lives in the minds of the hearts and minds of your employees, customers and the general public.
Our role as HR and branding professionals is to give employees, customers and the public compelling reasons to fall in love with our brands.
Branding includes customer-facing activities such as:

- Marketing/Advertising
- Public relations
- Buzz marketing
- Storytelling/ blogging
- Corporate social responsibility
- Customer service
- Employee relations
- Volunteerism

And the list goes on…
The “Big Picture” of branding

Branding includes employee-facing activities such as:
- Internal communications
- Training
- Employee relations
- Employee storytelling
- Employee feedback mechanisms
- Corporate social responsibility
- Freedom to experiment, learn new talents and skillsets
- A ‘fear-free’ working environment (no fear of leaders, no fear of failing etc.)
- Customer service
- Volunteerism

And the list goes on...
“Brands are built from the inside out. The way a company behaves on the inside is going to find its way to the outside.”

Ginger Hardage
Remember, our role as HR and branding professionals is to give employees, customers and the public compelling reasons to fall in love with our brands.
These “compelling reasons” must be spread across the entire organization!
Progressive organizations can no longer rely exclusively on marketing to brand the organization. The marketing department must work hand in hand with strategy, HR, sales, customer service, IT, finance teams and all other departments to build a stronger brand and a stronger business.
Each department is like a player on a championship winning team.

The HR position is central to the team!
IT TAKES A VILLAGE TO RAISE A BRAND!
Within that village live HR professionals who are actually branding professionals in disguise!
Two Trends influencing branding/HR integration
Trend #1
Brand professionals are taking a more holistic (and more experiential) approach to branding rather than relying solely on paid advertising.
“We don’t believe brands are built from advertising anymore. They are built from an amalgamation of customer experiences, so that is what we are focused on.”

Brian Whipple (Senior Managing Director at Accenture Interactive)
Trend #2
The transformation of HR “from an administrative overhead to the fountainhead of innovative solutions to cultivate and nurture talent”.
• Chief People Officer
• People Operations Manager
• VP of People
• Vibe Manager
• Cultural Evangelist

• Chief Happiness Officer
• Chief Culture Officer
• Director of Mood
• Mood Coordinator
• Employee Experience Manager
These two trends have created an intersection of professional interests which currently encourages (or perhaps even requires) HR and branding professionals to work together.
The intersection between branding and HR

“Branding is no longer solely the job of the marketing department. HR professionals must now embrace their roles as internal branders.”

Chris Wakely
The intersection between branding and HR

“When you think about the world’s most successful brands, you think of names like Google, Coca-Cola, and Apple - brands that have transcended their category of product or service to become icons themselves. But if you look closely, these brands also have another thing in common. They consistently top annual Best Places to Work Lists. In addition to brand recognition, they also have a strong company culture and highly engaged employees.”

Chris Wakely (5 Ways HR Can Build Your Brand)
The intersection between branding and HR

“...Enduring brands are built by people – not ads, clicks or views. Marketing has traditionally taken the lead in communicating the corporate brand promise, but when it comes to delivering on those promises, its people from all around the organization who have to do the meticulous work of successfully bringing the brand promise to life...and that’s precisely why HR has a significant role to play in the process.”

Michelle Smith
“Marketing and human resources are two departments in organizations with common points of interaction. The success of each organization depends on how these departments work together for a common purpose. Efficient marketing starts with investing in your employee experience.”

5 Reasons to Blend Marketing and Human Resources
The intersection between branding and HR

“Brands are built from the inside out. The way a company behaves on the inside is going to find its way to the outside.”

Ginger Hardage
The intersection between branding and HR

Because the work HR does most definitely has an impact on the way that a company behaves on the inside (and by extension on the outside), HR professionals are, by default, branding superheroes in disguise.
Branding + HR = ‘Bhranding’

“Bhranding is the practice of branding and HR working together to achieve powerful synergies that simply could not be achieved when these two groups of professionals work independently of each other.”

Ron Johnson
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
Activity:
If you were a branding/HR superhero, what would be your top 3 superpowers? What would your top 3 ‘Kryptonites’?
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
“Working backwards” to the core of branding/HR integration
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:

Employer branding: (Possibly the most often referenced branding/HR collaboration)
The essence of employer branding is developing a reputation as a ‘great place to work’ that attracts the industry’s best and brightest
“HR isn’t able to attract the top talent if Marketing fails to develop great content and promote the brand purpose. Creating better synergy between the two teams will ultimately produce greater results in strengthening the company brand.”

Lori Almeida and Margaret Molloy: Aligning Human Resources and Marketing to Strengthen Brand Experience
If branding does not make it clear what personality traits and characteristics it needs to fulfill the brand promise, HR can’t effectively do a good job at recruitment.
GE partnered with agency BBDO to develop a recruitment campaign entitled ‘What’s the matter with Owen’.
According to Business Insider, after the commercial aired, visits to GE’s online recruitment site increased 66% month over month.
“...employers with strong employment brands see a 43% decrease in cost per hire. Additionally, having a strong employer brand discourages early departures - New hires are 40% less likely to leave after the first 6 months.”
According to the U.S. Department of Labor, the price of a bad hire is at least 30 percent of the employee’s first-year earnings.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Rebranding/ repositioning projects
Rebranding/ Repositioning

“Brands are built from the inside out. The way a company behaves on the inside is going to find its way to the outside.”

Ginger Hardage
By extension, a good rebranding/repositioning campaign needs to start from the inside, not the outside.
Even the most clever advertising (or repositioning) campaign can be derailed by disengaged employees delivering poor customer experience.
“I would very much recommend that marketers get involved in developing and implementing the training programmes of their business. If they gain insight into how business objectives are being perceived internally, and then delivered to customers, this will help them to shape future campaigns.”

Kathryn Austin, HR and marketing director at Pizza Hut Restaurants
Rebranding/ Repositioning
(The Wells Fargo Experience)

From 2013 – 2016, Wells Fargo was rocked by the ‘Fake accounts’ scandal in which it illegally opened millions of fake accounts in customers names without their permission.
Bill Bado, a former Wells Fargo banker in Pennsylvania was fired after he refused to open phony bank accounts, called an ethics hotline and sent an email to human resources in September 2013, flagging unethical sales activities.
Rebranding/ Repositioning (The Wells Fargo Experience)

To help save the public perception of the brand, Wells Fargo hired leading advertising agency BBDO to produce its ‘Re-established’ Campaign in an attempt to rebuild consumer trust. (May 6, 2018)
WHAT’S HAPPENING AT WELLS FARGO?
“Wells Fargo is in trouble again, this time over employees who allegedly altered the documents of business clients. The bank added or changed information like dates of birth and social security numbers on client documents it was submitting to regulators at the end of last year and the beginning of this year”. Quartz (May 17, 2018)
“Brands are built from the inside out. The way a company behaves on the inside is going to find its way to the outside.”

Ginger Hardage
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Identifying brand inconsistencies
“Every day, the digital world shines a spotlight on brand inconsistencies. Employees and potential candidates might get one impression, customers and partners may have another experience, while investors and influencers might see an altogether different picture. The result is brand confusion – or worse – brand conflict.”

Michelle Smith
Identifying brand inconsistencies: Always be listening!
15Five is a continuous performance management suite that allows you to coach your employees as fast as you sprint.

15Five Overview

My team

Current 15Fives

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</tr>
</tbody>
</table>

Add teammates

From an email with a link to this 15Five account. They'll have access directly to you.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:

Customer experience training
“Marketing should communicate any data gained through customer satisfaction surveys from clients. If a customer identifies an area where improvement is necessary, it’s essential that Marketing shares it with HR for staffing and training purposes.”

Lori Almeida and Margaret Molloy: Aligning Human Resources and Marketing to Strengthen Brand Experience
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Internal communications
Activity: Discuss the following

- Who is responsible for internal communications in your organization?
- What role, specifically, does HR play in internal communications in your organization?
- What types of internal communications does your organization use to keep team members updated and engaged?
- Who is responsible for the copywriting and design of your internal communications materials?
“Our rule of thumb is that nobody should hear about anything externally, until we’ve told them internally,”

Mark Levy, Airbnb’s Global Head of Employee Experience
Words Matter

THE EXPERIMENT
Psychologist John Bargh conducted a series of ‘priming experiments’ on the effects that words have on our behaviour.

Bargh conducted a two-part experiment at New York University.
**Stage 1:** Unscramble Words
**Stage 2:** Go down the hall to receive instructions
THE RESULTS
The first set of students interrupted the conversation between the experimenter and the confederate on average after about 5 minutes.

82% of the second set of students did not interrupt the conversation after 10 minutes had passed.

Why?
THE REASONS

Words for group 1: “aggressively” “bold”, “rude”, “bother”, “disturb”, “intrude” and “infringe”

Words for group 2: “respect”, “considerate”, “appreciate”, “patiently”, “yield” and “polite”
Just interacting with two different types of words impacted the student’s behaviours.

But here’s the thing, in order to get permission from NYU to conduct the experiment, he had to promise not to carry on the experiment past 10 minutes.
THE LESSON

The words you use to describe your organisation, your team, your vision, your products & services and all other areas of your business have a direct impact on behaviour of your employees and your clients.
Design Matters

The design of your internal materials should be just as impactful as your customer-facing materials.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:

Internal Design
IN THIS KITCHEN WE DANCE
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:

Storytelling
“...[Marketers should] partner with HR to not only to tell the brand story through them, but also to discover new stories about why people come to work at the company, what matters to them, and how their own stories mesh with the brand story.”

Michelle Smith
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
Zappos doesn’t sell pizzas! Or...does it?
Activity:
Share one outstanding story of leadership, customer service, teamwork at your organization that you are proud of.
‘To be a good corporate storyteller, you must have a good storytelling system’
Today, *everyone* is a media house. *Everyone* is a storyteller.
The dream just gets better.....

Review of Sandy Lane Hotel

Reviewed 27 May 2014

I have been fortunate to be a guest at Sandy Lane for the last 8 years and have become a little complacent at the standards of excellence I continue to expect, but are always delivered. On this occasion I took advantage of a 'Romantic' break which included a catamaran cruise and a complimentary meal at Sandy lane’s fine dining restaurant, L’acajou. I was indifferent about the cruise but always look forward to eating at L’acajou. The cruise was absolutely incredible! Seven couples from Sandy Lane were picked up from our private beach at 10.00am and spent the first hour meeting each other, Casper and Josh and the rest of the crew, then the facilities whilst consuming the first of many cocktails and fine wines. First adventure was to spend another hour swimming with a dozen or so turtles (no dolphins Casper!) before visiting a wreck and reef swamped by an amazing variety of brightly coloured fish including my first sighting of a puffa fish and sea snake in situ! Then onto a secluded beach where we moored and enjoyed a lunch of steak, chicken, fish, great wine and great company with our new found friends before frolicking like kids in the warm and inviting Caribbean! The crew of the 'Seaduced' made this an unforgettable experience. During the cocktail evening I met with Head Chef Emmanuel and shared my love of pan fried Fois Gras and Steak tartar. When we arrived... More
User Generated Content

- Photography training
- Promotion of social media channels
- Promotion of hashtags
Ha ha now this is great customer service!
#Barbados #lastnight
## Drinks

### Homemade Lemonades
- Fresh Lime Lemonade: $1.95
- Cucumber Mint Cooler: $2.50
- Hibiscus Water: $2.50

### Sodas & Mineral Water
- $3.00

### Jarritos
- Guava, Lime, Mandarin, Pineapple, Mango: $3.50

### Beers
- **Salsa Cerveza**: $3.50
- Heineken: $3.95
- Dos Equis: $4.25
- Pacifico: $6.50

### Fresh Lime Margarita
- $10.00

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**Salsa Social Club**
- [salsashop.com](http://salsashop.com)
- [@salsashopofficial](http://twitter.com/salsashopofficial)
- [@salsashop_amsterdam](http://twitter.com/salsashop_amsterdam)
- [@salsashop_official](http://twitter.com/salsashop_official)

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Order online at [Deliveroo.nl](http://deliveroo.nl)
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Personal branding
Personal branding training can be beneficial across the entire organization, and can be especially useful for CEOs, C-Level Executives, sales teams and other customer-facing team members.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Employee experience (especially as a pre-requisite for customer experience)
ACTIVITY:
PAPER AIRPLANES

#BrandingAndHR
#FWordPaperPlane
Your customer experience will never exceed your employee experience.

Even the most clever of branding initiatives can be derailed by disengaged employees delivering poor customer experience.
CUSTOMERS WILL NEVER LOVE YOUR COMPANY UNTIL THE EMPLOYEES LOVE IT FIRST.

• SIMON SINEK•
“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

Richard Branson
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
People love working here

Best Places to Work 2016
glassdoor

#1 Best Place to Work
The Airbnb Employee Experience Programme

“Marketing has the talent to help HR target an employee audience – just like it does a customer audience – and bring the brand alive by creating passionate, emotional connections...”

Michelle Smith, How Marketing & HR Can Build a Much Better Brand Together
Tea Party

Birthday Fashion Show

Obstacle Course

Spontaneous Beach Day

Ron Loves Christmas!

Team Gym Challenge

Print Turns 9

to School Day
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Empowering team members to solve problems
Blueprint Creative

“Setting up” for success
Ritz Carlton

- 38,000 employees throughout 73 properties in 24 countries.
- Renowned for its customer service
THE RITZ CARLTON
$2,000 RULE
Ritz-Carlton empowers its team members to spend US$2,000 to make you happy and solve customer problems and *without consulting a manager.*
The lifetime value of the average Ritz-Carlton customer is **USD$250,000**.
THE LIFETIME VALUE OF A STARBUCKS CUSTOMER IS SAID TO BE AROUND USD$14,000
What is the lifetime value of your customer?

What monetary or non-monetary items can you invest in making your customers happy?
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Developing a learning culture
• Company library
• Online learning platforms
• “Sharing sessions” (in person and/or digitally)
• Rewards and recognition (in person and/or digitally)
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Forecasting changes in the market & anticipating client needs
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Helping team members stay “in character”
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
AREAS OF HIGH POTENTIAL FOR BRANDING/HR INTEGRATION:
Developing and reinforcing the brand compass
Enron:
A Cautionary Tale
Brand Compass

Remember! “Brands are built from the inside out. The way a company behaves on the inside is going to find its way to the outside.”
The core of branding/HR synergies:

Building and reinforcing a strong “brand compass”

- Vivid Vision
- Purpose and/or Mission
- Core Values
BONUS AREA OF HIGH
POTENTIAL FOR BRANDING/HR
INTEGRATION:
The role of CFOs (yes, CFOs)
One of the criticisms that has been leveled against HR over the years from C-suite executives such as CEOs and CFOs is that it is difficult to track the ROI of HR-related initiatives.
Culture eats strategy for breakfast
Culture may eat strategy for breakfast, but finance eats the leftovers for lunch.
Quantifying branding/HR programmes

- Customer Lifetime Value
- ROI of branding/HR programmes
- Quantifying value of employee ideas & initiatives
OTHER AREAS FOR BRANDNG/HR INTEGRATION:

Your team knows!
BUT, BEFORE WE BEGIN TO THINK ABOUT MOVING AHEAD WITH A BRANDING/HR PROGRAMME:
Examples of Giant Dancing Chickens

• Fear of change
• Fear of failure
• Fear/mistrust of leaders
• Fear/mistrust of team members
• Low levels of employee brand engagement
• Poor employee experience
• Weak Brand Compass
• Poor internal communications
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
Activity:
Name your company’s top 3 ‘giant dancing chickens’
THE FUTURE OF BRANDING/HR INTEGRATION
HOW CAN WE, IN THE CARIBBEAN, BENEFIT FROM THE BRADING/HR TRENDS?
What we’ve found
(The bad news)

• The Caribbean is lagging behind in taking a holistic approach to branding
• Excessively (and dangerous) over-reliance by marketing on paid advertising
• Excessive silos with well-intentioned employees not taking advantage of branding/HR synergies
What we’ve found (The good news)

• Once introduced to the concept of branding/HR integration, companies in the Caribbean have been willing to make the necessary changes needed to take advantage of branding/HR synergies
The Caribbean can be a global leader in the emerging trend of branding/HR integration. This can happen if all of us here takes a leadership role in each of our respective organizations.
“SHOULD I TAKE THE BOLD STEP TOWARDS BRANDING/HR INTEGRATION?”
PRACTICAL ‘NEXT STEPS’ FOR HR PROFESSIONALS TO ACHIEVE BRANDING/HR SYNERGIES
Accept your superhero persona
Really understand branding – really!
Evaluate the current role of marketing in your organization
Evaluate the current role of HR in your organization
Walk the walk
(Offer an olive branch)
Pull up a chair!
Consider the use of an impartial facilitator
Brand Audit

• A ‘deep dive’ into all aspects of an organization’s brand (including HR components)
• Diagnosis of the health of an organization’s brand
• Involves participation by a wide cross section of branding stakeholders (leadership, branding, HR, Finance, Front-line staff)
• Identification of ‘Giant Dancing Chickens’
• Impartial facilitator
• The Blueprint Creative Method
Brand Roadmap

• A step-by-step plan to achieve your branding goals.
Blueprint Creative 6-Step Process for brand leadership

- Start with the end in mind
- Build an engaged company culture
- Understand the ideal client
- Words matter
- Build a strong brand
- Measure, monitor and refine
Activity: Superhero Battle!
Hungarian doctor named Ignaz Semmelweis (July 1, 1818, - August 13, 1865) discovered that the simple process of doctors washing their hands could significantly reduce the occurrence of childbed fever.
HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
Thank you
Any questions?
Any stories?
Goals of today’s session:

- Examine the emerging global trend of branding and HR working together
- Examine the organizational synergies that can be achieved when branding and HR work together
- Empower you, as HR professionals to take the necessary steps to work with your company’s marketing department and/or branding agency
- Facilitate a vigorous discussion on the trend of branding/HR integration, the future of branding/HR integration and how we in the Caribbean can benefit from this trend.
Giveaway Time!

How many times was this slide shown during today’s workshop?

HR professionals are branding superheroes in disguise! The closer your HR and marketing teams work together, the more powerful your brand becomes.
Email us your list of biggest HR challenges and your “Giant Dancing Chickens”.

Five lucky businesses will receive a free hour-long branding consultation with one of our Blueprint Creative brand consultants.
Connect with me!

Ron Johnson
1.246.436.1522
1.246.256.2315
ron@blueprintcreativeinc.com
www.linkedin.com/in/ronjohnsonbb