Voice Lessons

March 2019
It all began in the 80s.
“What I want is an address that speaks with one voice.”
for two decades now, millions of New Yorkers have instinctively flinched when those frenzied words came over their radios and TV's. On television, they're supplemented by the frantic, overwrought gravelly voice of Jerry Carroll, Crazy Eddie's hyperkinetic spokesperson and literally its "voice" -- a figure so thoroughly identified with the electronics chain that many mistake him for the real Eddie.

Crazy Eddie's voice does more than set the mind-numbing conversion. Its retail stores are a picture of low cost, with boxes of merchandise scattered in apparently random piles. C-beiners are accosted at the door by fast-talking, fast-bargaining salesmen, all adding up to the ultimate discount buying experience, so unpleasant that no one doubts they're getting the lowest prices possible -- even when they're not.

A corporate voice must fit its objectives. While TV commercials may drive New Yorkers crazy, Crazy Eddie's powerful message drew them into the stores. Until the company went bankrupt by a combination of bad management and appallingly criminal behavior, Crazy Eddie's crystal-clear voice single-handedly built it into the largest electronics chain in the New York area.

Which shows that you don't have to be elegant, upscale, or even pleasant to create a distinctive and effective voice.
• Instantly recognizable
• Strong images and emphasis on design
• Tone
• Fusing language, design and content
• Celebrity spokesperson
Where are we today?
Convert brand communications to expanding digital platforms
Move from one-way communications to a dialogue
Incorporate personalization, flexibility and simplicity
React with instant responses to rumor, speculation, criticism on the internet
Build social responsibility into your brand voice
Pay attention to translating English for multi-national markets due to globalization of the internet.
Validate and measure for Clarity, Credibility, Relevance and Impact
What is Brand Voice?
A fully developed brand voice drives communications and projects your personality, messages and customer interactions.
Brand Voice works as the Brand Glue. It shapes and crystallizes the strategies behind your identity.
It’s the “red thread” that runs through every touchpoint of the brand—beyond traditional and new media to reputation and crisis management.
New media has transformed the need for the voice that is conversational.
“Don’t be a bore, and please don’t feed the zombies.”

–Sir Harold Evans
British-American journalist and writer, Editor of The Sunday Times
Voice Lessons
1 Inside out
CORE INSIGHT THAT DRIVES THE DEVELOPMENT OF YOUR IDENTITY

MARKET
Competitive situation and market dynamics

AUDIENCE
Perceptions and expectations of key audiences

ENTERPRISE
Organizational strengths, challenges, and distinctive characteristics
“If I had asked people what they wanted, they would have said faster horses.”

–Henry Ford
“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people, so they can tell us what to do.”

–Steve Jobs
“The best way to predict the future is to invent it.”

–Alan Kay (Xerox scientist and inventor of the computer mouse)
Define your identity
A clear corporate brand identity provides direction and purpose, enhances the standing of products, aids in recruiting and retention and helps protect a firm’s reputation in times of trouble.
The City University of New York is the premier public urban institution of higher education, created to give all New Yorkers equal access to a high-quality education in order to have better opportunities in life.
AeroVironment is a courageous technology company that provides customers with actionable intelligence, so they can proceed with certainty.
Born in the digital age CUNY J-School is the tireless incubator of change in journalism education, a springboard for the fearless, street-smart, entrepreneurial students who will become the face of journalism in the 21st century.
The Lupus Foundation of America is the only national force devoted to bringing together the community of patients, researchers, doctors, donors, payers and government agencies to fight lupus and to give caring support to those ravaged by this cruel mystery.
Overarching purpose
Define a short overarching PURPOSE – your reason for being in business, the calling your company answers in the market and society, the problems you are striving to solve – to replace cumbersome, generic, predictable mission and vision statements.
Employees will actively support brands with a purpose with meaning and values they can embrace and share.
“Purpose affirms trust, trust affirms purpose, and together they forge individuals into a working team.”

–General Stanley McCrystal
“Purpose is not a mere tagline or marketing campaign; it is a company’s fundamental reason for being – what it does every day to create value for its stakeholders. Purpose is not the sole pursuit of profits but the animating force for achieving them.”

–Larry Fink, Blackrock CEO
Challenging All Students to Own Their Future
“‘Practice tests through our partnership with Khan Academy advance all students without respect to high school G.P.A., gender, race and ethnicity or parental education. And it’s free. Our aim is to transform the SAT into an invitation for students to own their future,’ said College Board President, David Coleman.”
“The Urban Institute was founded to bridge the gulf between the lonely scholar in search of truth and the decision maker in search of progress.”

– President Lyndon B. Johnson, 1968
NY Times Columnist David Brooks once wrote: “Today most think tanks look like rapid response teams for their partisan masters.” Caught in this crossfire, Urban Institute, known for its academic rigor and objective points of view, was losing influence (and donors) to far more partisan institutions.
URBAN INSTITUTE

ELEVATE THE DEBATE
In a time of fierce partisan struggles at all levels of society and government, the Urban Institute offers something all too rare: a unique perspective that combines academic detachment and policy engagement. The resulting analysis and insights raise debate above rancor and paralysis to the embrace of workable solutions for a society that craves to get things done.
Create a powerful master narrative
A brand narrative clearly states who you are, where you’ve been and where you are going. It explains why you exist, what your purpose is and why. It makes people understand that if your organization didn’t exist a void would exist.
Your narrative is your company’s personal story. And in a world where we humans have less and less in common, it will always be true that everyone loves a good story.
“Logic will get you from A to B. **Imagination will take you anywhere.**”

– Albert Einstein
Cornell Engineering
BREAK THE RULES TO DO GREAT THINGS
Cornell Engineering is the place where you can break the rules to do great things.

Breaking rules isn’t about disregarding the rules of physics. It’s not about cutting corners, taking the easy path, or doing something illegal.

Rather, it’s about taking the untried path and the unconventional approach.

**Breaking the rules is an attitude.**
It’s an ethos, not a slogan.

It’s always asking one simple question: Why Not?
Why not challenge convention, tradition, limitations and expectations?

What we are saying to the world is: we are here for those unafraid to challenge conventional wisdom to bring about positive change for a world greatly in need of change.

We are inviting those unconventional thinkers to come study with some of the greatest minds and impassioned spirits in engineering.

Together, we’ll tackle the world’s biggest problems and we’ll do it in a way that world has never seen before.
WHERE ELSE WOULD YOU FIND THE WORLD’S GREATEST URBAN UNIVERSITY THAN IN THE GREATEST CITY ON EARTH?

There’s a statue in our harbor that welcomes the world, promises hope, opportunity and a better life.

And there is a unique institution in our city that helps all New Yorkers achieve just that.

**THE CITY UNIVERSITY OF NEW YORK.**

It has lifted generations of families. Educated millions of people. A recent in-depth study showed that CUNY propels almost six times as many low-income students into the middle class and beyond as all eight Ivy League campuses, plus Duke, M.I.T., Stanford and Chicago, combined. It is one of the most noble, worthy and just creations that this city has ever constructed.

It is one of the wonders of this city and the envy of the world.

Humanize, personalize and clarify
“The New Jewish Home helps the most demanding seniors in the world continue to live in the most vibrant place on earth.”
"Oy, without The New Jewish Home, I’d be farklempt."

At The New Jewish Home, 79% of the people in our care aren’t Jewish. In fact, we have 50 Catholic sisters living with us in the Bronx and they find it very haimish (homey).

Farklempt (Verr-clempt) Yiddish (adj): All choked up
easterseals

taking on disabilities together
BEHIND EVERYONE WITH A DISABILITY IS SOMEONE WHO LOVES THEM.

AND BEHIND THEM IS EASTERSEALS.
THE NEW FACE OF DISABILITY

Because Corporal Chadwick doesn’t need a wheelchair, people don’t see the disability. In fact, he faces a series of challenges as he transitions to civilian life and searches for a good job to support his family.

Chances are, he’ll be fine. But if he needs assistance taking the right steps, we’ll be there — just as veterans and military families have been there for all of us.
They say older people frequently repeat themselves.
Too bad. Too bad.
We say older LGBT people are invisible to most of society.
So, we’ll say it ‘til you hear it. We’ll say it ‘til you hear it.
Say it ‘til you see us as productive and accepted members of our society.
You see a vulnerable 3-year-old. We see a Nobel Prize winner.

Where others see only poverty, we see unlimited possibility.

We are ParentChild+, an early childhood literacy program that provides the economically disadvantaged with the greatest of advantages.

We ensure that vulnerable children begin school as well prepared as their more affluent peers, ready to live a life full of opportunity.

We teach children that the world is theirs for the reading. We teach parents that every moment is a teachable moment and their actions, words and intentions matter.

When we do these things we see parents and children change the course of their lives, break the cycle of poverty and shatter societal expectations.

With your support we can do more, help more children and their families.

Together, we can rewrite the story of the future.
6 Authenticity
FIERCE ADVOCATES FOR JUSTICE
EDUCATING FOR JUSTICE

CRIMINAL
INTERNATIONAL
ENVIRONMENTAL
ACADEMIC
RACIAL
RELIGIOUS
CULTURAL
LEGAL
POLITICAL
ECONOMIC
THEORETICAL
MORAL
POETIC
SOCIAL
REASON 6: “EDUCATING FOR JUSTICE” IS GLOBAL

John Jay’s horizons have expanded far beyond New York City in recent years. The need to coordinate against the fast-changing threats to our growing, globalizing world attracts students and teachers representing more than 130 countries. John Jay graduates are prepared for further study or professions within and outside the fields of security and law enforcement, and as public servants and global citizens imbued with a sense of justice.

Finally, John Jay has established strategic educational partnerships with universities and governments around the world to collaborate on new approaches to crime and justice.

The Campaign for the Future of Justice:

10 EXCITING REASONS TO SUPPORT THE ONGOING TRANSFORMATION OF JOHN JAY
Opening Up a Pipeline
Education Program Helps Pave the Way for Prisoner Reentry
by Peter Dodenhoff
Elie Wiesel was a Romanian-born American Jewish writer, professor, political activist, Nobel Laureate, and Holocaust survivor. He authored 57 books, written mostly in French and English, including Night, a work based on his experiences as a prisoner in the Auschwitz and Buchenwald concentration camps.
Gloria Marie Steinem is an American feminist, journalist, and social political activist who became nationally recognized as a leader and a spokeswoman for the American feminist movement in the late 1960s and early 1970s.
GO TO ANOTHER COLLEGE TO LEARN TO WRITE CODE.

COME HERE IF YOU WANT TO RIGHT WRONGS.
THE TOP FIVE REASONS WHY YOU NEED TO GO TO JOHN JAY:

FREDDIE GRAY
MICHAEL BROWN
ERIC GARNER
WALTER SCOTT
SANDRA BLAND

FIERCE ADVOCATES FOR JUSTICE
jjay.cuny.edu
60% increase in annual fundraising revenue from ‘13–’14

35% increase in number of alumni donors

50% increase in amount donated by alumni

RANKED #4 in “Best Bang For your Buck” by Washington Monthly

RANKED #3 in “Best Programs for Vets,” Military Times

34% increase in applications following the Justice Campaign
WE ARE
A pharmacy innovation company

OUR STRATEGY
Reinventing pharmacy

OUR PURPOSE
Helping people on their path to better health.
“Put simply, the sale of tobacco products is inconsistent with our purpose.”

– CVS President & CEO Larry J. Merlo
Help Us Solve The Cruel Mystery
LUPUS
FOUNDATION OF AMERICA
In an effort to present hope, The Lupus Foundation was ignoring the devastation of the disease.
“In the past, we have been reluctant to talk about the serious ramifications of lupus—including mortality. But they are realities and the public must understand just how devastating lupus can be. Throughout our organization we speak in unison about this disease and its effects with the same powerful message so all of us can wage this fight together.”

–Lupus Brand Spirit Brochure
Expect the unexpected
AIRLINE OUTRAGE

PASSENGER DRAGGED OFF UNITED AIRLINES FLIGHT
Consumers started to respond to the controversy on social media platforms
Maxism Mao
@MaxismMao

#NewUnitedAirlinesMottos we will re-accommodated you.
5:21 AM - 11 Apr 2017

650 1,286
United Airlines would like to introduce their newest customer service agents
We do, however, believe that there are some lessons we can learn from this experience.

#NewUnitedAirlinesMottos

If we cannot beat our competitors, we beat our customers.
Equifax ignored a cybersecurity risk that endangered the personal information of millions of U.S. residents.
CYBER ATTACK
Personal Info Exposed

EQUifax

AS MANY AS
143 MILLION
CUSTOMER
The hackers had access mid-May through July 2017.

Equifax uncovered the breach on July 29 but didn’t publicly announce it until Thursday, September 7.
In his written testimony, Equifax CEO Smith blamed the breach on “human error and technology failures” and said the company was a victim of “a massive theft.”
“The company’s founding values are based on humanity and inclusion. We will learn from our mistakes and reaffirm our commitment to creating a safe and welcoming environment for every customer.”

– Howard Schultz, Starbucks Executive Chairman
“A company can grow big without losing the passion and personality that built it, but only if it’s driven by values and by people, not by profits.”

– Howard Schultz, Starbucks Executive Chairman
Best Buy employees are now enabled to respond instantly on Best Buy’s behalf via social media. The company empowered their teams to take action on their own.
When an iPhone bought from Best Buy broke, the consumer started tweeting that the in-store staff did not do him justice (instead of offering him a replacement iPhone they gave him a Blackberry).
A Best Buy customer service representative saw the tweet, swooped in, responded, and arranged for him to have an iPhone the next day.
Empowered, and armed with technology, your employees can build solutions at the speed of today’s connected customers.
In February 2018, KFC had to close more than half of its 900 stores in the United Kingdom because of a shortage of...chicken.
“WE’RE SORRY

A chicken restaurant without any chicken. It’s not ideal. Huge apologies to our customers, especially those who traveled out of their way to find we were closed. And endless thanks to our KFC team members and our franchise partners for working tirelessly to improve the situation. It’s been a hell of a week, but we’re making progress, and every day more and more fresh chicken is being delivered to our restaurants. Thank you for bearing with us.”
After appearing only ONCE in two national newspapers, the apology was:

- Shared to **219,138,216** people through social channels
- Reached **796,709,795** people through editorial coverage
“KFC’s genius apology advert makes us want to forgive them for running out of chicken.”

“KFC’s launches brilliant advert... and people can’t get enough of it.”
KFC’s bold, authentic and borderline obscene reaction showed it deeply knew its audience (young, hip and irreverent) and it followed through in the exact kind of tone and language that was consistent with how the brand was positioned in other, more positive marketing.
8 Meaningful conversations
Your audiences are no longer passive—organizations must put programs in place to support meaningful conversations.
### BEFORE

**Quest Diagnostics Results Report**

![Image of a Quest Diagnostics results report]

<table>
<thead>
<tr>
<th>Test Name</th>
<th>In Range</th>
<th>Out of Range</th>
<th>Reference Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMP METAB PANEL W/BGFR GLUCOSE</td>
<td>96</td>
<td></td>
<td>65-139 mg/dL</td>
</tr>
<tr>
<td>SODIUM</td>
<td>139</td>
<td></td>
<td>135-146 mmol/L</td>
</tr>
<tr>
<td>POTASSIUM</td>
<td>4.3</td>
<td></td>
<td>3.5-5.3 mmol/L</td>
</tr>
<tr>
<td>CHLORIDE</td>
<td>106</td>
<td></td>
<td>98-110 mmol/L</td>
</tr>
<tr>
<td>CARBON DIOXIDE</td>
<td>25</td>
<td></td>
<td>21-33 mmol/L</td>
</tr>
<tr>
<td>UREA NITROGEN</td>
<td>16</td>
<td></td>
<td>7-25 mg/dL</td>
</tr>
<tr>
<td>CREATININE</td>
<td>0.85</td>
<td></td>
<td>0.57-1.03 mg/dL</td>
</tr>
</tbody>
</table>

The glucose reference range is based on a non-fasting state.
Glucose Profile

My Glucose Levels
Your glucose profile will give you a quick look at your levels and will indicate if you are at risk or not.

84
Your glucose levels
in mg/dl

Optimal
Elevated Risk
High Risk

My Health History
Information regarding your health history. Our records show that your glucose levels have dramatically improved over the past 5 months.

6/09 127
7/09 120
8/09 156
9/10 103
10/10 84

Notes from your physician
Your glucose level is normal, please continue with your medication as prescribed. I am ordering a new series of tests for you later in the month.

Next Steps
Your doctor will contact you regarding next steps. In the meantime you may want to look into research material found within the Quest Dynamic charts application.
BEFORE

CitiBank Loan Note

Word Count: 243
Character Count: 1365
CitiBank Loan Note

Word Count: 31
Character Count: 154
Cogito detects human signals and provides live behavioral guidance to improve the quality of every interaction.
Cogito’s emotional intelligence software improves every customer interaction with real-time agent guidance.
Streaming behavioral recommendations empower agents to build better customer relationships on every call.
Leadership
Any Wednesday

By Keith Reinhard, Chairman Emeritus, DDB Worldwide Advertising Hall of Fame
The distinction between competition and achievement is one that interests me. When people commit to achievement, their direction is necessarily forward and upward. When they decide to become competitive, they risk diverting their energies from their own standards to focus on what others are doing.

I suspect that by concentrating on achieving we are more likely to win than we are by concentrating on winning.
A quote jumped off the page of a document outlining the future plans of another company. I won’t name the company because the quote, from one of the firm’s employees, would apply to most organizations, including our own. The employee said simply:

“This would be a great company if it actually was what it says it is.”

The ideals set forth in our mission statement are difficult to live up to. But what a great company we can be when we actually do what we say.
I read a lengthy article that said people receive too much written information these days.
Keith Reinhard’s Leadership Toolkit
Telescope

A telescope to help me see beyond the moment and try to discern what the future holds so we can consider how we might shape it.
Leadership is like a compass: it sets the course of an organization and aligns actions with the given direction.
Another leadership tool is the baton with which to set the tempo for your organization. Erich Leinsdorf, the great conductor of the Boston Symphony, said that selection of tempo is the most important decision a conductor ever makes.
Eyeglasses

It contains a pair of amazing eyeglasses called “Other Eyes.” Putting them on helps you see things as others see them—the others you hope to inspire and the clients you serve. And of course, looking at the world through the eyes of others can in turn inspire you.
Sword

My imaginary set of tools includes a sword. Just as you have great expectations of your people, they are entitled to have great expectations of you. That means, from time to time, while you must not compete with them or do their job for them, you must personally draw the sword and perform heroic acts.
10 Voice centered world
Just as we are coming to grips with how to extend our voices on websites, mobile phones, tablets, smart home devices, watches and bots, A.I. has moved us into what one expert called a **Voice Centered World** where virtual assistants will become the preferred communication platform. People will use them to get information, goods and services, revolutionizing how consumers interact with the marketplace.
The Google Assistant is getting so “smart” that it’s soon going to be able to place calls for you.
Google debuted the technology in May 2018 at its annual I/O conference where Google Assistant impersonates humans to make phone bookings.
“Hi, I'm calling to book a women's haircut for a client.”
The Capital One Alexa skill allows you to check your credit card balance or make a payment when one is due.
We will all have to focus on migrating our distinctive voice to these platforms. Keeping the essence of your organization or brand will require an entirely new way of dealing with consumer interactions.
Thank you!

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