



...landing at a comprehensive brand vision

October 2005: report to date



We know...

it's about YOU



Introduction

Questions:

Is it about money?

Are we becoming a Southwest?

I love to fly why can't it be easier?



Getting Our Bearings:
beginning the process of discovery

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design development initiative **page 3**



Conclusion:
become a culture by design



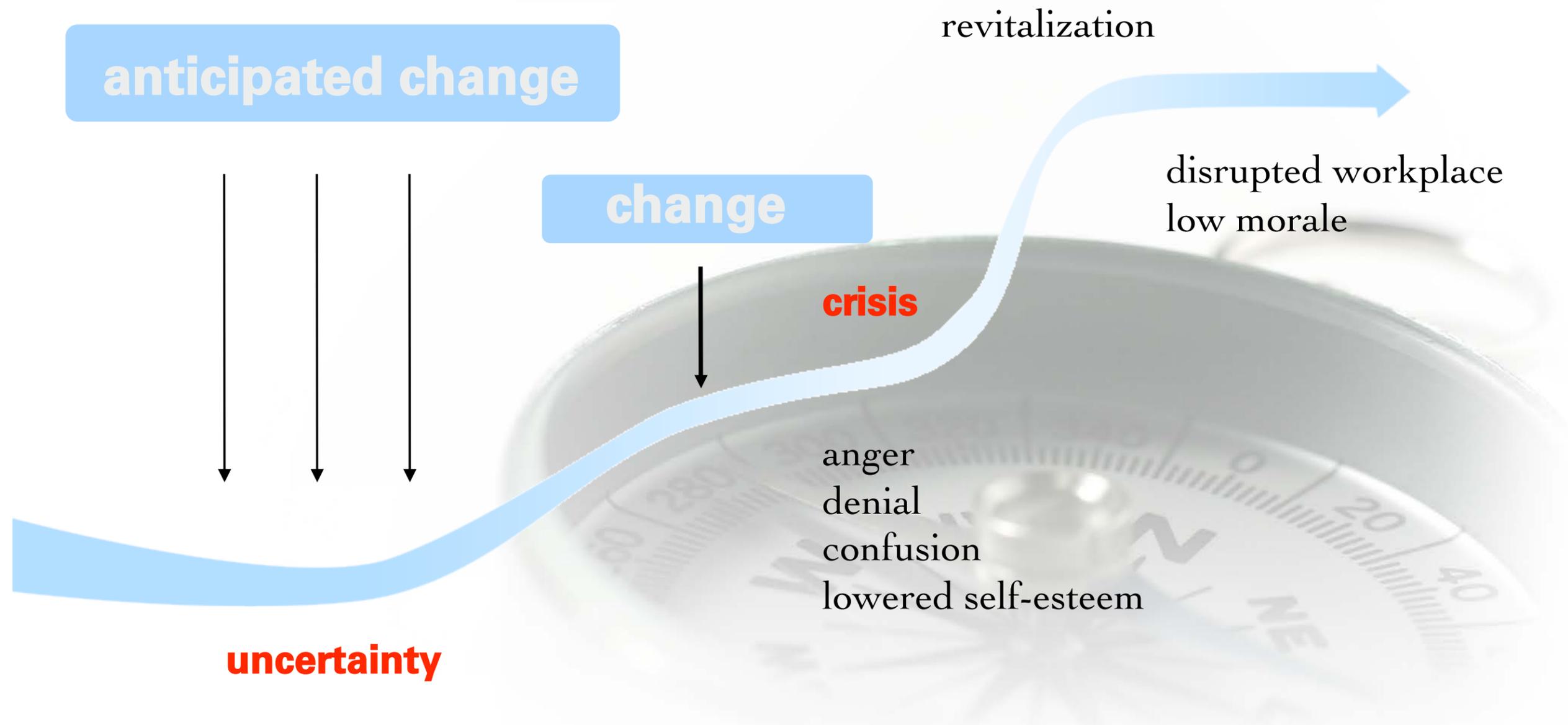
Questions

Getting our Bearings

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Implementing Change

Aroon Shah & Associates



Understanding the Process:
harnessing the elements

Vision of the ideal future'

More than a Motorcycle, Teerlink and Ozley



Understanding the Process:
harnessing the elements

Brand Strategy: a product & environmental
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Preparing for Take-Off:
checking the controls

“employees are the most critical audience. if they believe it, all the rest will happen. if they don’t have it, and you try to get the message to consumers, it won’t fly.”

— executive

Questions:

1. Who are we?
2. How do we act?
3. What makes us special?



Understanding the Climate: identifying the passions within Alaska Airlines while confronting the brutal facts

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confused

(top down or bottom up?)

low morale

Culture in Crisis

2010?

lacking accountability

lacking diversity



Understanding the Climate:
confronting the brutal facts

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We value ...

caring

professionalism

integrity

resourcefulness

alaska spirit



Understanding the Climate:
the good news

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Real, down to earth

“ if you’re going to have an attitude, make sure it’s a good one, ‘cause they’re contagious.”

— management

“ we treat it as if it’s our own business; any loss to the airline my loss is. that’s my work ethic.”

— flight attendant

“ stellar stews...when you fly with them you have a great time; positivism breeding positivism.”

— flight attendant



Understanding the Climate:
the good news

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Understanding the Climate:
the good news

“success was about heart,
a conscious decision
to communicate to the
heart...our product doesn't
do anything different,
yet people feel different
about it.”

— ken schmidt,
former vp communications,
harley davidson



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Results

Compassionate
Family
Strong
Generous
Loyal
Familiar
Innovative
Quirky, irreverent
Charismatic
Responsive
Smart
Sophisticated
Friendly
Welcoming
Real, down to earth

Confused
Change adverse
Schizophrenic
Fragmented, detached
Layered, disconnected
Struggling to be proud
Indecisive
Stubborn
Reactive
Inefficient
Less friendly, less helpful
Unreliable
Changing, in flux
Informally formal
Mass, volume



Understanding the Climate:
why we forecast the need for change

Less friendly service

“when they choose to come to a person, it’s by preference or true need.”

— customer service agent

“we were so service oriented; it’s not what it used to be. people expect so much from us based on history.”

— flight attendant

“...having been extremely disappointed in flight attendants and their pre-occupation with socializing rather than being concerned about passenger safety.”

— customer



Looking Inward:
validating the change

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Uncertainty

“i don't think we've got enough confidence in our business model to say what it is and what it's not.”

— executive

“is our rate of change great enough?
Do we have enough zoom projects?
Are we working on projects that are relevant?”

— executive

“the unknown...what will they pay?”

— executive

“we're rethinking how we value customers, we're looking at value based tiering, looking at profitability; greg latimer will say don't disenfranchise these people, but we need to listen to that information.”

— executive

“the execs believe our customer service survey measuring attitude is an indicator of employee service and morale; attitude is not equal to service or morale.”

— manager

“i live in fear we're headed toward commoditization.”

— executive

“it's a commodity business, but i don't know if that makes sense long term.”

— executive





Brand Culture:
culture by nature or design

Brand Culture

How do we act?

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We are ...

caring

responsive

siloed

not the best

communicators



Brand Culture:
who are we?

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Brand Culture:
who are we?

Our Brand is:

4 to 8 airlines

a partner in alaska air group

in the hospitality business

a partner with other brands

a retailer

(food, liquor, entertainment, kennels)

a concierge & business center

(boardroom)

a cargo company

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We transport people ...

“ we do an adequate job getting them from point a to b.”

— management

“ ...turned more into mass transit; used to be individual service carrier... I’m seriously thinking about switching to united.”

— 60,000 miles/yr customer



Brand Culture:
it's what we do

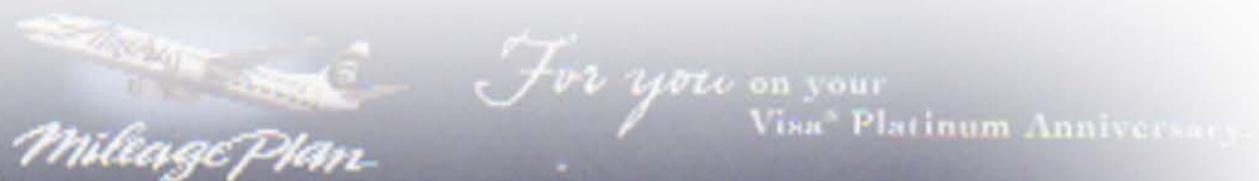
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We issue credit ...
...and mileage

“you buy groceries where
you can get miles.”

— management



“I wouldn't expect this from
bank of america or alaska
airlines (in reference to direct mail that
looked like a government check).”



— advertising executive

NOTICE TO POSTMASTER: If addressee has
moved, handle in accordance with security
regulations in Section F020 of the United States
Postal Service Domestic Mail Manual.

Control code: TW397-46
To Be Opened By Addressee Only
IMPORTANT DATED MATERIAL ENCLOSED

PRESORTED
FIRST-CLASS MAIL
U.S. POSTAGE
PAID
BANK OF AMERICA

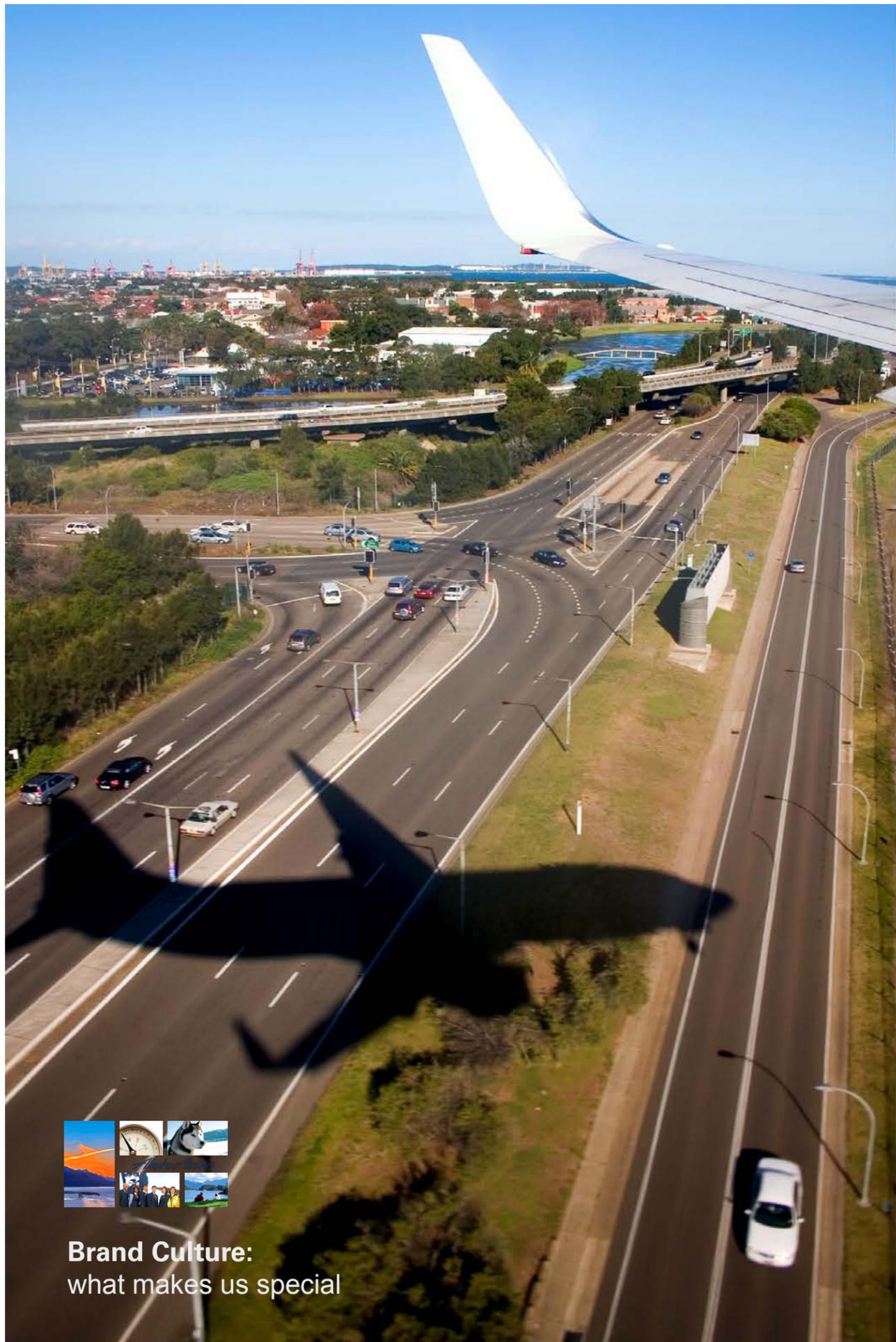
“mileage is currently the second
largest form of currency in the u.s.”

— management



Brand Culture:
it's what we do

Brand Strategy: a product & environmental
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Brand Culture:
what makes us special

Brand Differentiation

what makes us special?

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“ it’s how the people treat our customers.”

— executives

our people ...

“ our customer interaction is the thing.”

— customer

“ our people want to deliver. they take pride. but are limited based on circumstances.”

— management

“ the idea that our people differentiate us is a bunch of hogwash. we’re capable of differentiating because of the people. these people can deliver but the opportunity to act isn’t there.”

— management



Brand Culture:
what makes us special

Brand Strategy: a product & environmental design development initiative

mileage plan ...

“ the mileage plan of course. don't retreat any more from that.”

— customer

“ the mileage plan use to, but is getting so diluted as to be less valuable.”

— customer



Brand Culture:
what makes us special

Brand Strategy: a product & environmental
design development initiative



Conclusion:
why does a brand strategy and culture matter?

Conclusion

Why does it matter?

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heritage

“the wings of the great northwest;
it’s something no one else can
lay claim to.”

—manager

responsive

“i think of lifeline and freedom when
i hear the words alaska airlines.”

—customer

charismatic

“we celebrate well.” —manager

family

“we’re a family, and we have to take care of one
another. And if we take care of each other,
we’ll take care of the customer just fine.”

—manager

generous

we’ve got a history of doing the right
thing long before it was in vogue.

—executive



Conclusion:
we have the ingredients

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Brand Culture

we aim to become a brand culture by design



Conclusion:
become a culture by design

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Questions?



Conclusion:
become a culture by design

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Thank You



Conclusion:
become a culture by design

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