Hey Brand! Take a Stand!

5 Insights into Shared Value & Gaining a Competitive Edge

2018 Colorado Governor's Tourism Conference
POWDER DAYS
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tr>
<td>9:15 - 11:30</td>
<td>CUD Office of Advancement Presentation</td>
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<tr>
<td>10:00 - 11:00</td>
<td>401k Info SESSION</td>
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<td>11:00 - 12:30</td>
<td>Chat with Adam</td>
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<td>12:30 - 1:30</td>
<td>Block/lunch/catch-up on startup week</td>
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<td>2:00 - 3:00</td>
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<td>3:00 - 4:00</td>
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<td>CU OOA Quick Chat</td>
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<td>11:00 - 12:00</td>
<td>Kickoff call</td>
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<td>12:00 - 1:00</td>
<td>楼州的午餐和重新分组</td>
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<td>1:00 - 2:00</td>
<td>BOC Print Concept</td>
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<td>2:00 - 3:00</td>
<td>ICR #2: VOC Neddy the Yeti Teaser #11701 Overlook</td>
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<tr>
<td>3:00 - 4:00</td>
<td>DEN WRITE UPS</td>
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<tr>
<td>4:00 - 5:00</td>
<td>Jeff's stuff / 5k</td>
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<tr>
<td>5:00 - 6:00</td>
<td>Meet-with the kitchen</td>
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WE SOLVE BUSINESS PROBLEMS

Then we apply the power of those solutions to creative executions.

(Creative executions could be through PR, media, promotions or events. Not just advertising)
TODAY

OUR PURPOSE IS TO

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
FOCUS
YOUR EFFORTS

2018 COLORADO GOVERNOR’S TOURISM CONFERENCE
FIND
YOUR SHARED VALUE

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
HEY BRAND. TAKE A STAND!

BECAUSE

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
OF CONSUMERS SAY THEY WILL CHOOSE, SWITCH, OR AVOID A BRAND BASED ON WHERE IT STANDS ON THE POLITICAL OR SOCIAL ISSUES THEY CARE ABOUT.

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
TODAY, BRANDS MUST GO BEYOND SIMPLY SELLING THEMSELVES!

SHARED VALUE

MEANS STANDING FOR SOMETHING BIGGER THAN YOUR FUNCTIONAL BENEFITS

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
Believe in something. Even if it means sacrificing everything.
Just Do It

After briefly dipping in the wake of the debut of the Kaepernick ad, Nike shares have risen and recently hit an all-time high.

Source: Bloomberg
Play sports and buy these shoes.
Dear Senator Murkowski,

I'm writing you as a fellow skier, lover of winter, and concerned citizen. I can't think of another place in the world more on the front lines of climate change than Alaska, yet you remain indifferent to the issue. How can that be when "ski" is right there in your name? Your state's annual average temperature has warmed 2.4 degrees since 1998 and an astonishing 5.4 degrees in the winter. Alaska has some of the best skiing and riding in the world. But the whole economy—and entire villages built on melting permafrost—is threatened. Despite the obvious impact on our world, you choose not to take the lead on climate. That's gotta change. Of all people, you're the right person in the right place to Give a Flake.

Sincerely,

[Signature]

Aspen Snowmass
To learn more and take action, visit giveaflake.com
THE RULES OF BUSINESS HAVE CHANGED AND PEOPLE ARE CHOOSING TO ACT ON THEIR VALUES (AND VOTE WITH THEIR WALLET!)

2018 COLORADO GOVERNOR’S TOURISM CONFERENCE
CONSUMERS ARE TURNING TO BRANDS AS THEIR CHAMPIONS

46% BELIEVE: BRANDS HAVE BETTER IDEAS FOR SOLVING OUR COUNTRY'S PROBLEMS THAN GOVERNMENT

53% BELIEVE: BRANDS CAN DO MORE TO SOLVE SOCIAL ILLS THAN GOVERNMENT

54% BELIEVE: IT'S EASIER TO GET BRANDS TO ADDRESS SOCIAL PROBLEMS THAN TO GET GOVERNMENT TO TAKE ACTION

2018 STUDY BY EDelman / 40,000 SUBJECTS / 8 COUNTRIES

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
I’M JUST TRYING TO RUN A BUSINESS. NOW I HAVE TO GET INTO POLITICS TOO?!  

ANSWER:  
No. But you do need to understand people’s beliefs and concerns and how you’re brand will address them. Over the next 4-6 decades, Millennials and Gen Zers will control trillions of our economy’s dollars. Is your brand ready to connect with them?
HEY BRAND!

TAKE A STAND!

5 INSIGHTS INTO SHARED VALUE & GAINING A COMPETITIVE EDGE

2018 COLORADO GOVERNOR’S TOURISM CONFERENCE
LETS GET STARTED
5 INSIGHTS INTO SHARED VALUE & GAINING A COMPETITIVE EDGE
Hey Brand. Take a stand!

Define Your Purpose

What do you stand for beyond what you make or do?

2018 Colorado Governor's Tourism Conference
WHAT IS PURPOSE?

PURPOSE IS YOUR COMPASS

Purpose adds meaning to our day and our life. As a company, purpose guides and inspires everyone to create economic and societal value together. It points us towards the things that matter most and away from the things that don’t. As a leader, it is who you are and what makes you distinctive. Your purpose is your brand, and it affects every decision you make.
CONNECT WHAT MATTERS
ALIGN YOUR BRAND VALUES WITH YOUR CUSTOMERS VALUES & SOLVE THEIR PROBLEMS
“Americans are seeking “something more” than a simple deal when they shop. Instead, customers are seeking connection. If they identify with a company’s values, customers reward that company with their loyalty.”

- Jerry Stritzke
CEO, REI
EVERY DAY IS BETTER WHEN YOU #OPTOUTSIDE

We had no idea this would happen. In 2015, we decided to close our stores on Black Friday and give our employees a paid day off to #OptOutside. That moment became a movement much larger than us.

#OptOutside isn't just about Black Friday. It's a mindset. It's about choosing life outdoors. And it has become a way for people to share who they are and what we believe in.
#OPTOUTSIDE

Campaign Results

9.3% Increase in Revenue

7% Increase in Comparable Store Sales

23% Uptick in Digital Sales

1.4 Million People Spent Black Friday Outdoors
THIS IS ALL GREAT, BUT WHAT IF IT BACKFIRES?

ANSWER:
There are no silver bullets. Advertising is unpredictable and works best when based on truth. If your shared value is based on something real, the right people will notice.
'Fearless Girl' Statue Funder Underpaid Women and Minorities

Because everything is terrible.

I’m... sad
Hey Brand. Take a Stand!

Turn what is to what if

Identify what's true about the current state of things to create a path forward

2018 Colorado Governor's Tourism Conference
Hey Brand. Take a stand!

To change behavior, first you must change perspective

What is:
Identify biggest truths about the customer, the brand & the category.

What if:
Identify potential avenues to give the brand a bigger role in someone’s life.

2018 Colorado Governor’s Tourism Conference
WHAT IS:

The craft beer world’s over-production of “hoppy”, heavy, higher alcohol beers has left behind a lot of people (who aren’t beer nerds) that are seeking a lighter craft beer as an invitation to try craft beers.
WHAT IF:

1) WE BREWED A LIGHT, EASY DRINKING BEER. NOT A HEAVY, HOPPY, BEER.

2) WE TALK TO THE AVERAGE BEER DRINKER, BOTH CRAFT & DOMESTIC.

3) OUR FIRST JOB WAS TO INSPIRE, NOT SELL.

4) WE GO OLD SCHOOL MENTALITY. SIMPLE VS COMPLICATED.

5) WE SAVE THE DIVE BAR!
HELLO FRIENDS, WE ARE DIVE BAR BREWING COMPANY. NAMED AFTER THAT GREAT, AMERICAN INSTITUTION WE HOLD DEAR, THE DIVE BAR. A SACRED PLACE WHERE FRIENDS GATHER TO DRINK AND SOCIALIZE AMONG DUSTY LIGHT FIXTURES AND CRACKED LINOILEUM FLOORS. THE OPPOSITE OF PRETENTIOUS. DAMN NEAR PERFECT IF YOU ASK US. SO ENJOY BOTH OUR PASSION AND OUR PRODUCT. A SIMPLE, HONEST BEER, BEER. LIKE YOUR DAD DRANK AFTER CUTTING THE GRASS. NO FRILLS, NO COMPLICATIONS, NO WORRIES. SO TAKE A BREAK, BLOCK OUT THE WORLD AND ENJOY THE MOMENT. IT'S BEEN A GOOD DAY.

DON'T BE A STRANGER. DROP BY AND SHARE A STORY WITH US AT DIVEBARBEER.COM
I'M JUST A LITTLE COMPANY. HOW CAN I MAKE A DIFFERENCE?!

ANSWER:
Small brands can think big. An idea doesn't cost money. You have to step away from short-term thinking and add long-term shared value in some way. Based on research, it's how your future clients will choose you!

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
Hey Brand. Take a stand!

Take your family Whitewater Rafting this Summer!

The days are hot, the water is cool and the fun is awesome!

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WHAT IS:

TODAY, QUALITY FAMILY TIME IS DISAPPEARING FAST.

Long working hours, lengthy commutes and busy school schedules has led to families getting just 37 minutes of quality time together per day!
WHAT IF:

1) WE BECOME ADVOCATES FOR QUALITY FAMILY TIME.

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WHAT IF:

1) WE BECOME ADVOCATES FOR QUALITY FAMILY TIME.

2) WE MIX ADVENTURE WITH WATER CONSERVATION EDUCATION.
WHAT IF:

1) WE BECOME ADVOCATES FOR QUALITY FAMILY TIME.
2) WE MIX ADVENTURE WITH WATER CONSERVATION EDUCATION.
3) WE PROMOTE FREE RAFTING DAY WITH 2 HRS OF RIVER CLEAN UP.
HEY BRAND. TAKE A STAND!

WHAT IF:

1) WE BECOME ADVOCATES FOR QUALITY FAMILY TIME.
2) WE MIX ADVENTURE WITH WATER CONSERVATION EDUCATION.
3) WE PROMOTE FREE RAFTING DAY WITH 2 HRS OF RIVER CLEAN UP.
4) WE TIE WHITWATER RAFTING TO OVERCOMING FEAR IN LIFE.

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
WHAT IF:

1) WE BECOME ADVOCATES FOR QUALITY FAMILY TIME.
2) WE MIX ADVENTURE WITH WATER CONSERVATION EDUCATION.
3) WE PROMOTE FREE RAFTING DAY WITH 2 HRS OF RIVER CLEAN UP.
4) WE TIE WHITESTREAM RAFTING TO OVERCOMING FEAR IN LIFE.
5) WE CREATE A SIBLING BONDING EXPERIENCE FOR FAMILIES.
WALK THE WALK
YOUR BRAND IS A VERB. CONTINUALLY DEFINE IT BY BEHAVIOUR

2018 COLORADO GOVERNOR'S TOURISM CONFERENCE
Mike Kaplan: We’re still here

Mike Kaplan
Guest Commentary
December 27, 2016

Holiday season chairlift rides always make me think. My focus is usually on the state of the slopes below: the quantity of the snow, the quality of the grooming and so on. But sometimes I find myself contemplating the remarkable timeline we’re all part of. When my thoughts turn to the founders of skiing in Aspen — particularly the 10th Mountain Division origins of our resort — I’m humbled.

These men had just returned from fighting fascism in Europe, one of humanity’s greatest struggles for its own soul, and the next thing they thought to do was help build a ski area. That — and the fact that wounded veterans still come here to recuperate — is a powerful commentary on what skiing can do for a person’s humanity and sense of place in this world. It also makes me wonder: Do we owe those 10th Mountain vets something?

They risked their lives fighting back against human beings’ darkest instincts. At the very least, we should make clear that we’re worthy of that effort, that we stand as bastions of tolerance and civility. That idea, lofty as it may seem, has taken on resonance after the divisiveness and aftermath of the presidential election.

I believe this election was more about dissatisfaction with government than it was about ideology. And I don’t think racism or bigotry was a major driver at the polls. But some elements of President-elect Trump’s platform conflict with Aspen Skiing Co.’s core values. Since the election, there have been local and national incidences of intolerance. And the entire campaign stood out in rejecting the pressing need for action on climate and environmental regulation, jeopardizing our wild landscapes and outdoor lifestyles, something another 10th Mountain vet, David Brower, devoted his life to protecting.
Is love a choice you make, or something that chooses you? It's both—that's the magic. Aspen fell for Gay Ski Week in the 1970s. Our only regret is not finding each other sooner. The question now is how we open our hearts even more.

LOVE—IT'S THEASPENWAY
IF YOU LIVE TO SKI
IF YOU LOVE TO RIDE
IF YOU WANT TO PROTECT THAT RIGHT
IF YOU RESPECT THE MOUNTAIN
IF YOU’RE CONCERNED ABOUT CLIMATE
IF YOU’RE STILL CONFUSED, IF YOU CARE
DO YOUR THING, PLAY A PART, STAND UP
GET DOWN, HAVE FUN, SPEAK OUT
GIVE A FL*KE
GIVE A FLAKE

PROTECT YOUR PASSION. JOIN THE MOVEMENT.

Sometimes caring about an issue isn't enough. You have to do something. It's time to turn our concern about climate change — and yours — into action.

See below for a list of actions you can take to make your voice heard.

#GIVEAFLAKE - IT'S THE ASPEN WAY
Dear Senator Murkowski,

I’m writing you as a fellow skier, lover of winter, and concerned citizen. I can’t think of another place in the world more on the front lines of climate change than Alaska, yet you remain indifferent to the issue. How can that be when “ski” is right there in your name? Your state’s annual average temperature has warmed 2.4 degrees since 1980 and an astonishing 5.4 degrees in the winter. Alaska has some of the best skiing and riding in the world. But the whole economy—and entire villages built on melting permafrost—is threatened. Despite the obvious impact on our world, you choose not to take the lead on climate. That’s gotta change. Of all people, you’re the right person in the right place to Give a Flake.

Sincerely, X

To learn more and take action, visit GiveAFlake.com
I GIVE A FL*KE

Dear Senator Murkowski,

I’m writing you as a fellow skier, lover of winter, and concerned citizen. I can’t think of another place in the world more on the front lines of climate change than Alaska, yet you remain indifferent to the issue. How can that be when “ski” is right there in your name? Your state’s annual average temperature has warmed 2.4 degrees since 1988 and an astonishing 5.4 degrees in the winter. Alaska has some of the best skiing and riding in the world. But the whole economy—and entire villages built on melting permafrost—is threatened. Despite the obvious impact on our world, you choose not to take the lead on climate. That’s gotta change. Of all people, you’re the right person in the right place to Give a Flake.

Sincerely, X ____________________________

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KEEP IT SIMPLE

CHALLENGE YOURSELF. SUM UP YOUR BRAND STORY IN 6 WORDS
FOR SALE. BABY SHOES. NEVER WORN.

Six word story by Ernest Hemingway
HEY BRAND. TAKE A STAND!

6 WORD STORIES = CLARITY, INSPIRATION, ALIGNMENT
STORIES ARE HOW WE REMEMBER AND ALLOW US TO EXPAND ON OUR PURPOSE.

NIKE
INSPIRING ATHLETES TO FIND THEIR GREATNESS

VOLVO
DESIGNING BETTER CARS THAT SAVE LIVES

ZIPLINE CO
BRINGING FAMILIES TOGETHER THRU OUTDOOR ADVENTURE

2018 COLORADO GOVERNOR’S TOURISM CONFERENCE
I DON’T HAVE A ZILLION DOLLARS! WHAT CAN I DO?

ANSWER: When you can’t outspend your competition, outsmart them. Go back to your “what if” opportunities. Dollar Shave Club outsmarted Gillette with shared value. Warby Parker bested Lens Crafters with shared value. Make deeper connections.
BLUE STAR RECYCLING
LOCATIONS IN DENVER, BOULDER & COLORADO SPRINGS

LESS THAN 20% OF ELECTRONIC WASTE IS RECYCLED!

MORE THAN 80% OF PEOPLE WITH DISABILITIES ARE UNEMPLOYED!

100% SOLUTION!

Over 40 local jobs for people with disAbilities in Colorado communities
Over $4 million in new local revenues and $1.5 million in taxpayer savings
Over 12 million pounds of electronics ethically recycled
2018 TOP COMPANY AWARD FROM COBIZ MAGAZINE
ENTREPRENEURIAL

We are a commercial organization, a company that wants to make the world a better place. Money is not our goal, simply a means to realize our vision. We have guts. We dare to reach for the stars, pushing limits and breaking barriers to get things done. We never choose the easiest way to do things, and we persevere where others would give up.

TONY'S CHOCOLONELY

CRAZY ABOUT CHOCOLATE, SERIOUS ABOUT PEOPLE
1. Purpose is your compass: Guides your decisions and inspires your company beyond profit.

2. Connect what matters: Align brand/customer values and solve their real life problems.

3. What is to what if: Don't let reality stop your dreams of what could be.

4. Walk the walk: How does your brand behave in the world?

5. Keep it simple: 6 words = clarity.

Let's recap:
5 insights into shared value & gaining a competitive edge.

2018 Colorado Governor's Tourism Conference
Hey Brand. Take a Stand!

We believe in the power of an Idea to change the world for the better.

2018 Colorado Governor’s Tourism Conference
AND WHY NOT? WHY NOT YOU? WHY NOT HERE?
YOU’RE STANDING ON THE FRONTIER OF CREATIVITY, CULTURE AND COMMERCE.
BURSTING WITH GREAT IDEAS, BIG AND SMALL, IN THE HOTTEST STATE IN THE COUNTRY.
WE COULD CONTINUE WITH BUSINESS AS USUAL. OR WE COULD GIVE BIRTH TO IDEAS AND BRANDS THAT REALLY MAKE A POSITIVE DIFFERENCE IN PEOPLE’S LIVES.
ARE YOU READY TO TAKE A STAND!