

# Farm Credit Foundations: Growing your Internal Brand in a Splintered Environment



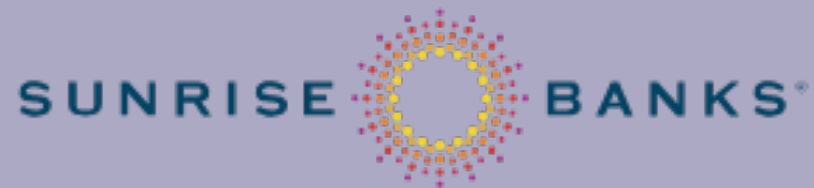


# HARLEY-DAVIDSON.

MOTOR  
HARLEY-DAVIDSON  
CYCLES









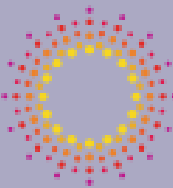
**IntraFi.**

**AgriBank**   
FARM CREDIT BANK



**Partners**  
IMPACT FOR THE COMMON GOOD

 **PULSE**

SUNRISE  BANKS®



**FIRST  
EAGLE**  
BANK



**CDBA**  
COMMUNITY DEVELOPMENT  
BANKERS ASSOCIATION

 S U M M I T

Minnesota Association of   
**COMMUNITY HEALTH CENTERS**



LEADERSHIP VISION

 **YORK**  
SOLUTIONS

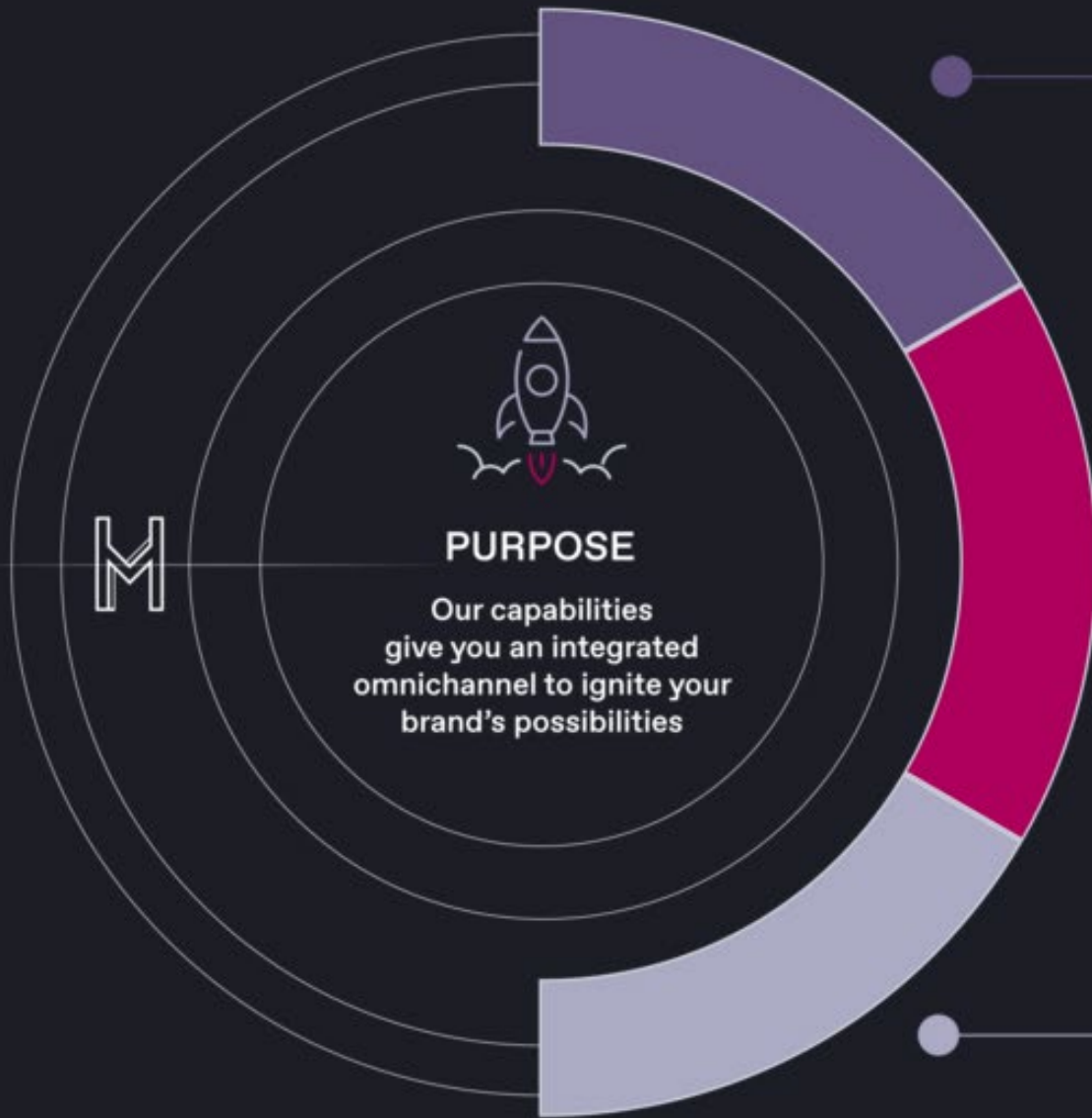


MORRIS HOEFT GROUP

FAST COMPANY







## PUBLIC RELATIONS

Building a brand takes time and public relations plays a vital role in its growth. We go beyond mere media coverage — our team creates compelling brand narratives told by you that resonate with your target audience, influencing markets and capturing hearts and minds.

## GROWTH MARKETING

At Morris Hoelt Group, we deploy growth marketing strategies based on research that optimizes your resources, enabling you to achieve more with less. Marketing is no longer a cost center, but when embraced, a powerful revenue driver that meets your business goals.

## INTERNAL BRAND/CULTURE

At Morris Hoelt Group, we know that when your employees live and breathe your brand, success follows. Whether it's internal branding, cultivating a vibrant culture, fostering values-driven environments, championing DEIB (Diversity, Equity, Inclusion, and Belonging), or developing exceptional leaders, we partner with the best HR experts to help you achieve your goals.

Creating an organization is  
about creating culture.  
The numbers tell you how  
successful you were at  
creating culture.

Companies with strong cultures saw a 4x increase in revenue growth compared to companies with weaker cultures.

77% of adults would consider  
a company's culture before  
applying for a job.

- Glassdoor, 2023

“If a company can transition from simply delivering a product to building a community, they can unlock extraordinary competitive advantages and create a superior business model.”

- Harvard Business Review, 2020

But how do you build community  
inside an organization?

# CULTURE





# CULTURE

## **Artifacts**

- Things you can see and feel

## **Values**

- Attitudes that drive artifacts

“Values should move your culture from abstraction to action.”

- Erin Meyer | Harvard Business Review, 2024

# VALUES

## **Abstract**

- It's simple. We care. How we work is just as important as the work we do.
- We help and respect each other.
- We value integrity.
- People are at the center of everything we do.

## **Action**

# VALUES

## **Abstract**

- It's simple. We care. How we work is just as important as the work we do.
- We help and respect each other.
- We value integrity.
- People are at the center of everything we do.

## **Action**

- Regularly share unfinished work.
- No brilliant jerks; the cost to teamwork is just too high.
- Debate then commit.
- Use business to protect nature.

# VALUES

## Abstract

- It's simple. We care. How we work is just as important as the work we do.
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## Action

- Regularly share unfinished work. **PIXAR**
- No brilliant jerks; the cost to teamwork is just too high. **Netflix**
- Debate then commit. **Gusto**
- Use business to protect nature. **Patagonia**

# CULTURE

## **Artifacts**

- Things you can see and feel

## **Values**

- Attitudes that drive artifacts

REFRESHING

HALL

BRANDING  
GOSPEL

CREATE A  
RAVING FAN  
BASE



INSPIRED

NOT A LOT OF TRADITIONALISTS  
WILL UNDERSTAND. THOSE  
THAT DON'T WILL GO  
AWAY.

EPIC!

A HUGE IMPACT  
ON  
MY LIFE



PRIMAL BRANDING

BY

PATRICK HANLON

# 1. CREATION STORY





# 1. CREATION STORY



FARM CREDIT

# 1. CREATION STORY



**Federal Money for FARMERS**

*How It May Be Obtained and For What Purposes It May Be Used*

**Who Can Borrow**  
The Federal Government, through the Federal Land Banks, will lend money to farmers only, and for farming purposes only.  
This money can be obtained for a period of time: 1 to 10 years, at 4 per cent interest, with the privilege of paying it any time after any 5 year period.

**Who Is Eligible?**  
Anyone wishing a loan need not necessarily live on the farm. He can live in town and still be eligible for a loan. However, he must be interested in the extent of furnishing stock, tools, or fertilizer, or in the equivalent of a 30 per cent. interest in the cultivated crops.

**Amount**  
A farmer may borrow up to 30 per cent. of the appraised valuation of land offered as security and 20 per cent. of the appraised valuation of desirable buildings thereon.

**How to Obtain Loan**  
Application blanks are furnished by the Federal Land Bank and may be had by applying to the Secretary-Treasurer of the Farm Loan Association. This blank must be filled out and filed with the Secretary-Treasurer of the Association, who will handle it after that—better still, have the Secretary-Treasurer fill it out for you.

**Cost of Obtaining Loan**  
There is a fee of 1 per cent. the borrower pays IN ADVANCE to the Association for the purpose of defraying the expenses of handling the loan. It is necessary for an attorney, approved by the Federal Land Bank, to make an abstract of the title to the land offered as security for the loan. This fee is also paid by the borrower, and will cost approximately \$25.00, depending on the amount of work to be done.

**How It May Be Used**  
The money thus obtained may be used for the purpose of buying lands or improving lands by erecting dwellings, tenant houses, barns, etc., by ditching, fencing or draining. It may be used for the purpose of buying or leasing existing encumbrances, such as mortgages, liens or debts, secured or unsecured. It may be used for providing pasture and stocking the farm with improved cattle, hogs, etc., or for the purpose of buying livestock, fertilizer, farming tools, or machinery for the purpose of cultivating it, but it cannot be used for other than legitimate farm purposes. To divert funds thus obtained and use them for other than farm purposes is a violation of the statute and the mortgage automatically becomes due and payable.

**Monroe Farm Loan Association**  
RAYMOND C. GRIFFIN, Secretary.

**SOUSHERS COTTON OIL COMPANY**  
W. J. Paulson, Mgr. Monroe, La.

**HEATH - MORROW COMPANY**

**SECRET MOTOR COMPANY**

**MONROE INSURANCE & INVESTMENT CO.**  
G. B. Caldwell, Manager.

**THE SIKES COMPANY**

**HENDERSON - SNYDER COMPANY**

*The above space is contributed by the undersigned with a sincere desire to relieve the acute financial situation, believing that a great many people can get loans from the Federal Land Bank, and thereby pay their obligations to the merchants and banks who are now carrying them, thus enabling business to resume more normal conditions.*



## 2. CREED

BELIEVE

## 2. CREED

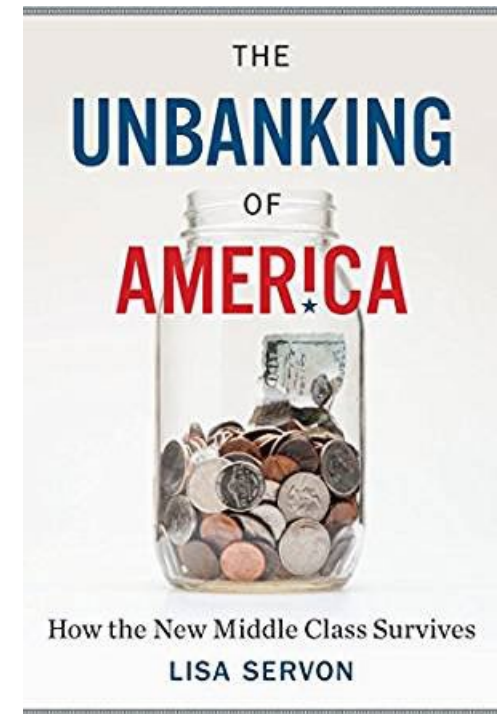
All communities have core principles. Determining what you believe in is one of your most important challenges.



BELIEVE

## EXECUTIVE BRIEF:

- **Instability is the “new normal.”**
- **Big Banking has multiple pain points.**
- **Social change is creating financial gaps.**
- **Users need education and new tools.**
- **Where is the ‘American Dream growth engine?’**



## 2. CREED

**The most socially  
responsible bank in the  
world.**

## 2. CREED

**Social Engine for Good.**

## 2. CREED

**We are  
wealth builders for all.**



## 2. CREED

**We do good everyday.**

## 2. CREED



**Support rural communities and agriculture with reliable, consistent credit and financial services, today and tomorrow.**

## 3. ICONS

Icons are quick concentrations of meaning that signal whether we should approach or avoid your brand community – as a prospective employee or customer.

# 3. ICONS



# 3. ICONS

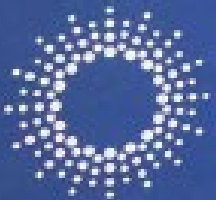


# 3. ICONS



# 3. ICONS

**BANK  
IN THE  
WORLD  
FOR POSITIVE  
OVERALL  
SOCIAL &  
ENVIRONMENTAL  
IMPACT.**



**SUNRISE**



## 3. ICONS

A close-up photograph of a woman's face, focusing on her eyes. She has light brown eyes and is looking directly at the camera with a neutral expression. Her hair is dark and wavy. The image is overlaid with a semi-transparent dark red filter.

**Ranked best bank in the world for positive overall social & environmental impact.**



# 3. ICONS



CARDS 4 GOOD

PICK A CARD DO GOOD. #WeDoGood

# 3. ICONS



# 3. ICONS



## 4. RITUALS

Rituals are our beliefs in motion.  
Rituals can be positive or negative.  
Community vitality comes from the  
buzz of repeated positive interactions.

## 4. RITUALS

Other words for ritual are  
“process,” “methodology,” “habits,”  
“the way we do things here.”

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“process,” “methodology,” “habits,”  
“the way we do things here.”

**“It creates a shared identity.”**

- Paolo Guenzi | Harvard Business Review

## 4. RITUALS

“Rituals are what make us us. What we do that you can count on. What matters to us. Rituals are almost always episodic, though, in that they’re triggered by something else—a milestone, for example.”

- Bill Schaninger of McKinsey, January 2023

# 4. RITUALS

Performance Reviews

Quarterly State of the  
Company

Team meetings

Team volunteering

Team celebrations

Idea Farm



# 4. RITUALS

**“Juice is our new way of working and living that will enhance creativity, collaboration and ultimately, the work we deliver for our clients. With the right blend of in-office and remote work and enhanced resources to enable and motivate our teams – we’re giving everyone the ingredients they need to keep mind, body and soul healthy and strong.”** – Brian Offutt, Chief Workforce Innovation & Operations Officer, Weber Shandwick

Starting in 2022, there are three ways for employees to YOLO:

1. One month of working remotely from anywhere.
2. Two extra weeks off with a \$2,000 USD stipend.
3. Two months of paid leave with a \$5,000 USD stipend.



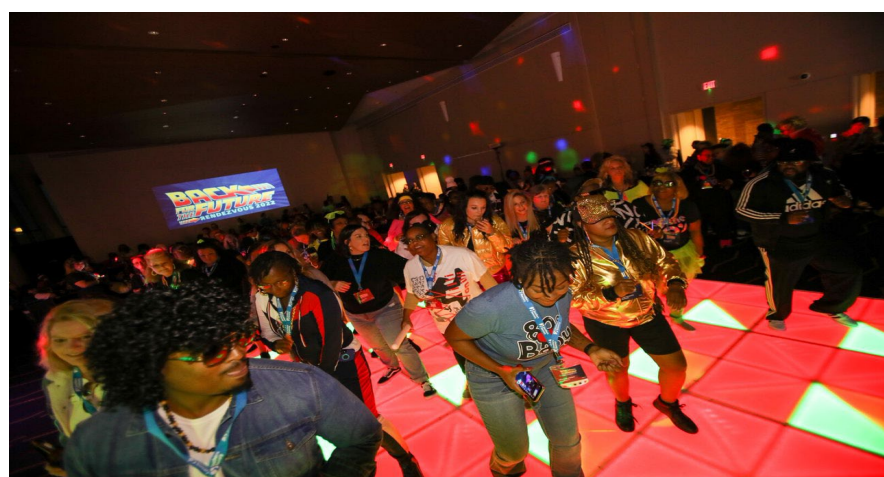
weber  
shandwick

# 4. RITUALS





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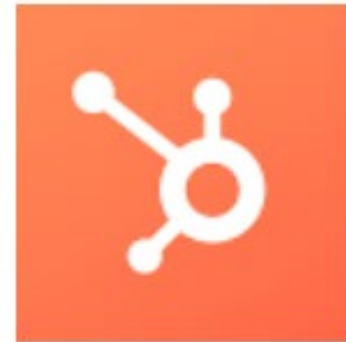


# 4. RITUALS

A photograph of three people in a meeting. A man with glasses and a beard is on the left, a woman with curly hair is in the center, and a man in a striped shirt is on the right. They are all looking at and pointing to documents on a table. A laptop is open in front of the woman. The background shows a modern office setting with large windows and a wooden wall.

**What are our rituals of engagement?  
What should be our rituals of engagement?**

# 4. RITUALS



McKinsey  
& Company



Microsoft



Source: Glassdoor 2021



# 4. RITUAL SCRAMBLE



A. Super fun work environment and I adore my coworkers.



B. Exceptional at communicating to its employees and listening to feedback



C. "I feel cared about every single day."



D. People are very smart, motivated and put HUGE emphasis on work/life balance



E. Upped their game on diversity and inclusion.

Microsoft



F. Work/life balance, teamwork, great culture, flexibility to pursue my intellectual goal

# 4. RITUAL KEY



Upped their game on diversity and inclusion.



"I feel cared about every single day."



People are very smart, motivated and put HUGE emphasis on work/life balance



Exceptional at communicating to its employees and listening to feedback



Microsoft

Work/life balance, teamwork, great culture, flexibility to pursue my intellectual goal.



Super fun work environment and I adore my coworkers.

# 4. RITUAL KEY



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Exceptional at communicating to its employees and listening to feedback



Work/life balance, teamwork, great culture, flexibility to pursue my intellectual goal.

Microsoft



Super fun work environment and I adore my coworkers.

Which of these attributes  
are in your organization?

Which of these attributes  
do you wish applied  
to your organization?



# 4. RITUALS

| Exercise: Write your own review.



## 4. RITUALS

A close-up, side-profile shot of a fluffy brown dog, possibly a Shetland Sheepdog, looking out of a car window. The dog's fur is thick and wavy. The background is a blurred outdoor scene with green trees and a light-colored ground. The text "3 minutes" is overlaid in large, bold, yellow font across the middle of the image.

**3 minutes**

# 5. LEXICONS

YBF

Juice

HD Family

Yorkies

Geniuses

**All belief systems have their own set of words that identify those who belong to that community.**

Peer Forum

Connections

North4Good

Pay It Forward



## 5. LEXICONS

**When a new employee walks through the door, they won't know the language.**



## 6. NON-BELIEVERS

For every culture there is a counter-culture.  
For every insider there is an outsider.

# 6. NON-BELIEVERS



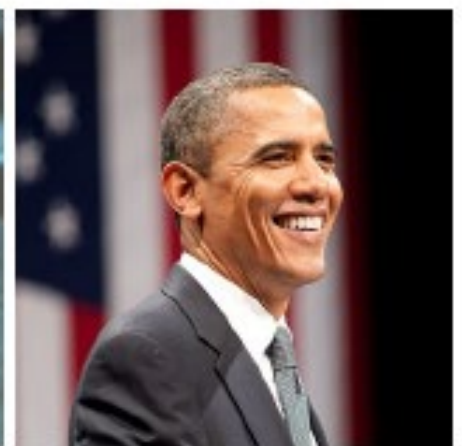
American  
Bankers  
Association®

**WELLS  
FARGO**

# 6. NON-BELIEVERS



# 7. LEADER



**All brand communities were started by someone who set out against all odds to recreate the world according to their own POV.**

# 7. LEADER



Tying it together.

# Community drivers:

**CREATION STORY:** Sense that you are embraced as a member of a long and noble tradition.

**CREED:** We share the same beliefs. There's a reason why we belong. (Why we come to work every morning.)

**ICONS:** There are identifies, logos, banners, souvenirs, sights, sounds and smells that identify us and signal to outsiders who we are.

**RITUALS:** We have a way of behavior (or process) that somehow sets us apart and distinguishes us. "This is how we work together."

**LEXICONS:** There are names, anecdotes, jokes, songs understood by the members of the community: and is a foreign language to those who do not.

**NON-BELIEVERS:** We know who and what we are not. And what we never want to be.

**LEADER:** We have a leader. We all know who they are.



# CULTURE

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- Things you can see and feel

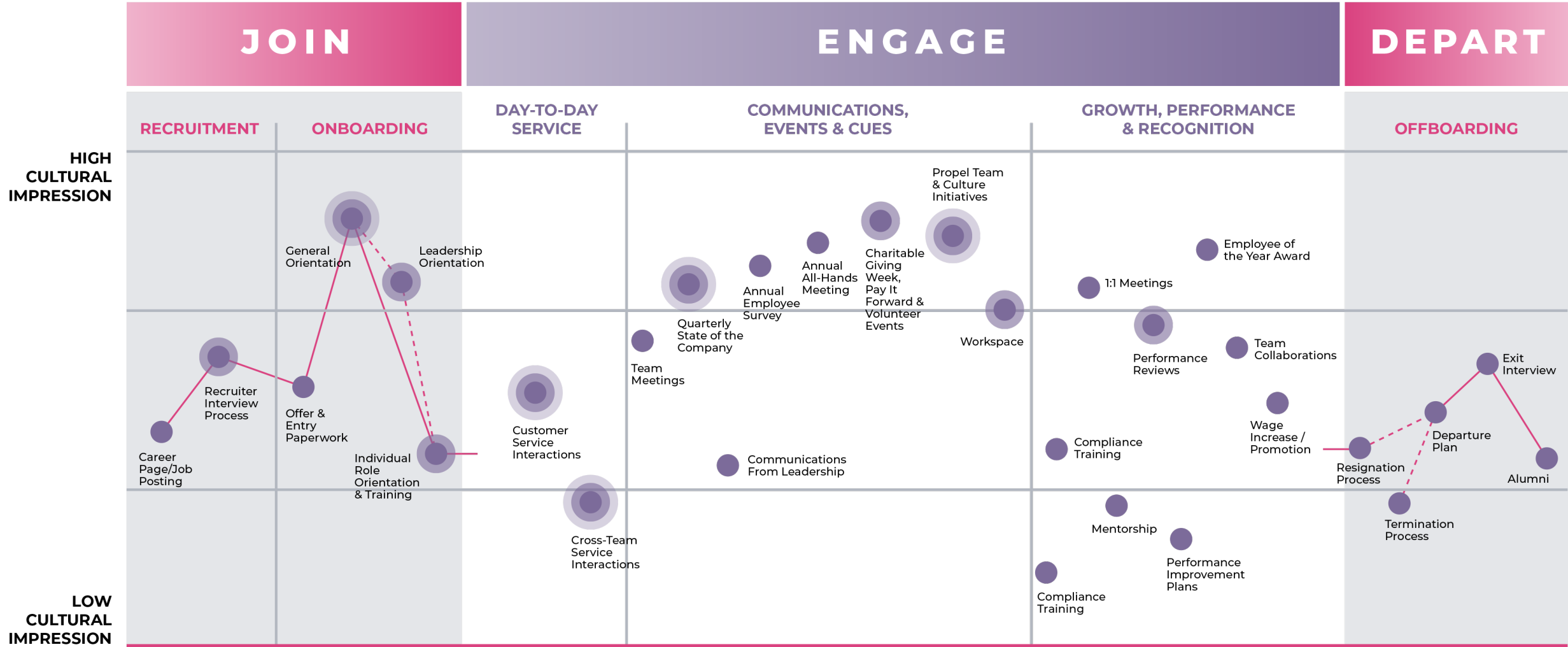
## **Values**

- Attitudes that drive artifacts

# EMPLOYEE EXPERIENCE JOURNEY MAP

This map documents an overarching employee journey, identifying key touchpoints in the employee experience where there are opportunities to activate the company culture

SIZE OF EFFORT



LOW CULTURAL IMPRESSION

**PAIN POINTS**

Establish consistent recruiting materials throughout recruiting process that reflect culture and values.  
Develop employer value proposition

Build a standard three-day new employee experience  
Establish periodic check-ins the first year

Build an HR department Brand  
Communicate HR roles and responsibilities

Identify and explain NEE communication channels  
Establish attendance guidelines for various meetings  
Set expectations for employees  
Provide opportunity for all employees to Propel  
Establish guidelines for hoteling, personal signage, noise

Ensure equity in employee awards  
Tie values to performance goals  
Equity with 1:1 meetings

Create an alumni group  
Alumni volunteering or impact days

How can you make your  
brand the best experience of  
your team member's day?

A person is shown from the chest up, holding a soccer ball with both hands. The person is wearing a dark long-sleeved shirt. The background is a blurred crowd of people, suggesting a stadium or a large gathering. The text is overlaid on the image in a white, sans-serif font.

Build an advocacy engine that helps you create more authentic advocates, influencers, and employees who actively support and champion your brand.

# Build A Village.



# If Farm Credit was a village, what would it look like, be like, feel like, smell like?

- If I asked you to imagine a village called **Nike**, we imagine running paths, people wearing Lycra, etc.
- We can imagine an environment called **Apple**: immense white spaces, connectivity, open source.
- What does [our] world look like? Who lives there? What do we wake up to each day? What do we celebrate? What defines us? How do people know it's us? What is our "best self"?

# Thank you.

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This is the end of the deck