

BRAND CULTURE PLAYBOOK.

ABOUT.

Founded in 2020, Mustard Studio works for the cinema and film sector and uses strategy and creative knowledge to build brands, audiences, campaigns and cinemas.

We collaborate with industry start-ups and established companies to develop their business and offer specialised consultancy services such as programming and sustainability workshops. We practice business growth with purpose, delivering tangible results while looking after people and the planet.



WHY HAVE A CULTURE?

Increasingly, brands and businesses recognise the importance of employee engagement. A great business leader knows that a company's success depends on its employees. We can have our vision, products and services, but without an engaged team and people who feel comfortable enough to contribute to the culture, your business may never reach its full potential. If you find yourself repeating things to every recruit or reminding people of the company values, this could be a perfect time to revisit your purpose and find new ways to embed it into your day-to-day.

If you can, then looking at your culture with a facilitator will often lead to better results, as having someone who can step back and look at your objectives and guide and support your journey will benefit the entire organisation. But if you can't and prefer to do the work internally, then this document or similar will give you some guiding principles.

WHAT IS A CULTURE PLAYBOOK?

Creating and maintaining a positive company culture is essential for any successful organisation. You and your team can collaborate through our playbook and define your purpose, principles, vision, mission and values. This strategy document will provide the tools to connect your purpose with strategic marketing and build a strong, unified culture within your organisation.



**VISION +
MISSION.**



BUSINESS VISION.

This is your North Star. It is the aspiration for the organisation that motivates you and your team. The vision can be expressed in less than ten words. Once written, the vision will enhance everything you do and give people a reason to believe in you and your business.

Do you have a business vision? Does it make you feel excited? Does it fit what you do?

If you have one, write it on slide 8, or if you have more work to do around this do the exercise on slide 6 first with further thinking on slide 7.



YOUR BUSINESS VISION.

If you don't have one, then do this exercise. Have a look at some of these business visions. Which ones speak to you? Find more online. Pick three. Talk them through with your team. Sit on them for a few days and test them out with your customers or trusted advocates. Do they ring true?

EXERCISE 1.

<p>To create a better everyday life for the many people.</p> <p>IKEA</p>	<p>To inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time.</p> <p>STARBUCKS</p>	<p>We promise to be a good company.</p> <p>OATLY</p>	<p>To be a successful business powered by its people and its principles defines our unique company today. All our Partners share the profits and benefits created by our success.</p> <p>WAITROSE</p>	<p>To enhance the lives of our customers, by providing quality products at market leading value, whilst ensuring that customer satisfaction is at the heart of everything we do.</p> <p>LIDL</p>
<p>Empowers people with creative ideas to succeed.</p> <p>SQUARESPACE</p>	<p>To champion the potential of people, families, and businesses.</p> <p>NATWEST</p>	<p>To be the world's favourite travel company.</p> <p>MARRIOTT INTERNATIONAL</p>	<p>Exceptional and personalised service, exceeding expectations, and inspiring a connection to our brand in the experiences we provide.</p> <p>MARCO POLO HOTELS</p>	<p>To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.</p> <p>AMAZON</p>
<p>To spread the power of optimism.</p> <p>LIFE IS GOOD</p>	<p>To fill the earth with the light and warmth of hospitality.</p> <p>HILTON HOTELS</p>	<p>Spread Ideas.</p> <p>TED</p>	<p>Helping content creators around the world to find a global audience.</p> <p>NETFLIX</p>	<p>To reinvent how people share knowledge, tell stories, and inspire their audiences to act.</p> <p>PREZI</p>

DISCUSS THESE IDEAS.

1.
What do our customers say about us?

2.
What is the ideal world we can create?

3.
What makes us different?



Now that you've had that discussion, invite every team member to write a vision statement.

Share your visions and group them together to start to collate similar words and themes.

Work together to create the vision, constantly asking yourselves why it's essential. Once you have a vision, print it out and put it in the office.

Does it resonate every day? Is it memorable?

OUR BUSINESS VISION.



YOUR MISSION STATEMENT.

Your mission underpins your vision statement; it's your mini-manifesto of how you achieve your vision.

What do you do?
Who do you do it for?
Why do you do it?

Your mission should talk to people; if you want it to have an impact, it should be memorable, so there isn't any need to make it super long. It just needs to explain your vision.

The Nike mission statement is more explanatory; *'Our mission is to bring inspiration and innovation to every athlete* in the world [*if you have a body, you are an athlete]. This mission drives us to do everything possible to expand human potential. We do that by creating groundbreaking sports innovations, by making our products more sustainable, by building a creative and diverse global team and by making a positive impact in communities where we live and work.'*

In this instance, what do you do: 'we create groundbreaking sports innovations'
Who do you do it for: Athletes (anyone with a body) - ergo, everyone
Why do you do it: To make a positive impact

Now write down what you do:



EXERCISE 2.

MISSION STATEMENT	STATEMENT 1	STATEMENT 2	STATEMENT 3
WHAT WE DO			
WHO WE DO IT FOR			
WHY DO WE DO IT			



YOUR PURPOSE.

Refine your purpose. The purpose is the reason why your organisation exists.

Now you have the words that make up your vision and mission statements; great! Test them outside your organisation, and ask some customers or members what they think. Does it fit? If it makes sense, feels instinctively right, and you can recall them from memory, commit to them.

Our Purpose is:

(add vision)

(add mission statement)



VALUES.



YOUR VALUES.

This is an important exercise to do with your team. Too often, company directors or CEOs can come up with values that can feel different to the people on the frontline of customer service. For values to be successful, they must be lived and breathed, so they should be developed with all team members. Working on the values with your team fosters meaningful team-building, giving everyone there the opportunity to be heard and included in the process.

Values need to be actionable, achievable, memorable, timeless, and believable. Values are the core beliefs of the business or organisation and the standards of how you want to operate. They can help you define the decisions and choices you make while also acting as the blueprint for your staff to follow.

3 - 5 values are enough. More than 5, and people won't remember them all. Usually, the value is accompanied by a narrative, i.e., the specific behaviours you will adopt to enable your team to live your values.

To do this next exercise, it's a good idea to use some values flash cards. You can purchase these from Mustard Studio or find them online. We designed them specifically for creative and cultural organisations and share instructions on how to use them. Flash cards help the teams determine the words they want to use to create the foundation for the values.



USING VALUES FLASHCARDS.

The objective of this exercise is to get to 3 - 5 value words that resonate most with the organisation and people taking part. These words will be the values that you commit to as an organisation and support and amplify your vision and mission.

If there are more than 5 team members present, split into two groups, otherwise work together as one group. You need to allow around 90 m for this exercise.

Step 1

Sort the values cards into two piles. A Keep pile and a Discard pile. This should be done very quickly, with gut instinct rather than deliberation or overthinking. The Keep pile should be the values that feel meaningful and relevant to the organisation and set the stage for behaviours and performance more closely aligned with the organisation's objectives and personality. The discard pile is no longer required. This should take no more than 10 minutes.

Step 2

Now, reduce the Keep pile to 8 cards, using the same process - Keep and Discard. Allow around 30 minutes for this step as participants will discuss their choices.

Step 3

Reduce the Keep pile to 4 (or 5) cards. This part requires the most amount of time for discussion. Once landing on the 4 values that feel appropriate, you can move on to exercise 4 to discuss the behaviours that will demonstrate the chosen values.

YOUR BEHAVIOURS.

Start this exercise by thinking about what you do when you feel your best at work. Write down statements:

I like helping customers

I like it when people come out of a film or event, smiling, having had a good time

I like it when people get excited about a film we have programmed.

What are the statements in common? Do the statements indicate 'pride in our job' or 'excellence in curation'.

Try to work on statements that are beyond single words such as 'integrity, excellence, passion' -

For the above statements, you could define a value as:

WE ARE WELCOMING + FRIENDLY

With behaviours

We help our customers, we go above and beyond to make sure they are comfortable

We like to make our customers smile

We actively share our programme when it's announced because we're excited to tell people what we're showing

We are happy to show someone to their seat or take a little bit of extra time with someone who is unsure



OUR VALUES.

VALUE 1.

What is it? How do we behave to make this real?

VALUE 2.

What is it? How do we behave to make this real?

VALUE 3.

What is it? How do we behave to make this real?

VALUE 4.

What is it? How do we behave to make this real?

Mustard's Values Cards are designed specifically to support organisations in defining their purpose. Crafted to facilitate introspection and strengthen team bonds, our pack of 100 colour-coded cards is the key to unlocking your organisation's true potential.

Printed on natural recycled, biodegradable paper and presented in an eco-friendly, biodegradable box, our Values Cards reflect our commitment to sustainability while fostering a culture of authenticity and growth within your team.

Priced at £35 each (exc postage), get in touch at info@mustardstudio.co.uk to order your pack.



CREATING A CULTURE.

You've got your vision, mission and values in place! That's great. Your next step in this process is to consider what kind of culture is in your venue. This part needs buy-in from every department to look at. It's not just about current behaviours, but if you had a new recruit, and they asked you about the culture at work, how would you describe it?

Think about what your principles are here.

How do you behave towards each other? Are you generous and inclusive?

How do you communicate with each other? The pandemic has meant hybrid working. Is all your communication still working?

Are people free to discuss things openly? Do they feel safe doing so?

Try and have honest conversations internally to explore some of these topics.

Think about what a good leader and a good employee look like. What are the traits you want to see in both?



COMMUNICATING PERSONALITY.

As part of the culture playbook, your last task is to distil all the elements of your purpose and principles into your venue's personality.

This is not a design exercise! Personality can be expressed through design, but personality comes from what lies within, i.e. your values and how you demonstrate them. It's mainly about the tone of voice you use through your platforms. For most venues, that's via their website, programme, newsletter, social media and how they treat people! That's it. If you have a designer on your books, then, of course, bring them in on this exercise. Words and great design = nothing better.

So go ahead and write some things. It's that simple.



COMMUNICATING PERSONALITY.

WEBSITE.

Where are the editorial opportunities? Most venue websites are sales tools, so there may be little opportunity to create something different unless, for example, there is a blog element. However, check your photography. If one of your values is 'we are welcoming and friendly', does your photography show that and stack up?

PROGRAMME.

Some cinemas have a weekly printout or a bi-monthly published programme. This is an opportunity to highlight the most important events that matter to you and to your purpose.

NEWSLETTER.

You'll have all your stats and analysis, of course; you'll know your open rate and click-through, but is your newsletter fun to read? Most cinemas show similar content, so why does someone read your newsletter above a rival?

SOCIAL MEDIA.

A lot of film content on social media is quite generic because marketers are trying to promote all the regularly booked films and events. Think about how you communicate the individuality of the venue and what you can tell people about what you do beyond just films. Celebrate some of your customers. Or show them behind the scenes.

CUSTOMER SERVICE.

For customer service to match your purpose and principles, you could invest in some hospitality training so that people understand how they demonstrate the culture. If you're a small team and training isn't viable, then spend a day discussing the values with your floor team (and hopefully, they were involved in setting the values too).

DEFINING YOUR BRAND.

DEFINE.

What are the values and beliefs of your brand?

WHAT DO YOU OFFER?

What is unique about your business offer?

IDENTIFY YOUR STRENGTHS.

Why do people choose to come to you rather than an alternative?



LORENZO
MEN
M
A

KNOW YOUR AUDIENCE.

How do you convert an unaware visitor into an interested customer?

CREATE YOUR BRAND STORY.

How do you tell people who you are and what you do?

FIND YOUR VOICE.

How will you communicate your story across channels?

CHANNELS.

How are you reaching your target consumers?

DESIGN.

Does all this add up to a cohesive and consistent representation visually?

Mustard Studio 