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**FUSION:
How Integrating Brand and Culture Powers the World's
Greatest Companies**

By Denise Lee Yohn

“Leaders everywhere are trying to build great brands, but few realize how powerfully brands are shaped by the cultures of their organizations. This compelling book shows how to connect the image you present to the outside world with the values and norms that operate inside your world of work.”

—Adam Grant, *New York Times* bestselling author of *Originals*, *Give And Take*, and *Option B* with Sheryl Sandberg

A culture crisis threatens to disrupt Corporate America today as much as the financial crisis did a decade ago. Whether it's claims of sexual harassment, lack of diversity and equality, or the nearly 70% of American workers who are not engaged at work, business leaders must devote more attention to their workplace cultures now than ever before. The problem is that most leaders don't know how to build a healthy, effective, and valuable culture. In **FUSION: How Integrating Brand and Culture Powers the World's Greatest Companies** (Nicholas Brealey; March 13, 2018), Denise Lee Yohn cracks the code on culture-building.

Yohn argues that savvy business leaders power their companies' performance by fusing together their brand and culture. Independently, culture and brand are powerful business drivers, but in too many companies, culture and brand have been put in different silos. CEOs delegate culture to HR and the brand to marketing, which often leads to a disconnect between how companies behave on the inside (culture) and how they are perceived on the outside (brand).

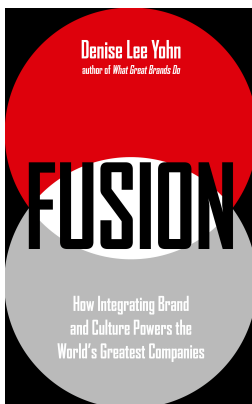
When business leaders align and integrate culture and brand, they increase their competitive advantage, create measurable value for customers and employees, and future-proof their businesses. That isn't possible by simply cultivating one or the other alone. **FUSION** teaches leaders how to cultivate a distinct culture that is fully aligned with their brand identity – that is so well integrated with it that it is hard to distinguish what they do internally with who they say they are externally.

For over 25 years, Yohn has worked with leading companies – including Frito-Lay, Oakley, and Sony – to build great brands and exceptional organizations. In **FUSION**, she demonstrates how some of the world's greatest organizations – like Amazon, Airbnb, REI, MGM Resorts, and others – have integrated their brands and cultures and created extraordinary results and growth. Achieving brand-culture fusion must be strategic and intentional, and to that end, **FUSION** teaches readers how to:

- Forget writing a mission statement -- instead identify a single overarching purpose and one set of core values
- Determine your desired culture – the unique culture that will support your brand identity
- Empower leaders throughout the company to initiate company-wide changes that will cultivate the desired culture that is aligned with the brand
- Execute five strategies for aligning brand and culture: organize your company and operate it on-brand; create culture-changing employee experiences; build culture through rituals, artifacts, policies, and procedures; kick-start your cultural transformation with employee brand engagement; and, if your culture is already particularly strong, define your brand by leveraging your culture.

Drawing on case studies, exclusive industry leader interviews, and the latest academic research, **FUSION** explains how great companies achieve brand-culture fusion – so leaders in any industry can, too.

Take a Brand-Culture Fusion Assessment
 at <http://deniseleeyohn.com/fusion-assessment/>



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By Denise Lee Yohn

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ABOUT THE AUTHOR



Denise Lee Yohn is the go-to expert on brand leadership for national media outlets, an in-demand speaker and consultant, and an influential writer. In addition to *FUSION*, she is the author of the bestselling book *What Great Brands Do: The Seven Brand-Building Principles that Separate the Best from the Rest* (Jossey-Bass) and the e-book *Extraordinary Experiences: What Great Retail and Restaurant Brands Do*.

News media including *FOX Business TV*, *CNBC*, *The Wall Street Journal*, and *NPR* call on Denise when they want an expert point-of-view on hot business issues. She is a regular contributor to *Harvard Business Review* and *Forbes*, and has also written for *Fast Company*, *Entrepreneur*, and *Knowledge@Wharton*, among others.

Denise initially cultivated her brand-building approaches through several high-level positions in advertising and client-side marketing. She served as lead strategist at advertising agencies for Burger King and Land Rover and as the marketing leader and analyst for Jack in the Box restaurants and Spiegel catalogs. Denise went on to head Sony Electronic Inc.'s first ever brand office, where she was the vice president/general manager of brand and strategy and garnered major corporate awards. Consulting clients include Target, Oakley, and Dunkin' Donuts.

ADVANCE PRAISE FOR *FUSION*

“Leaders everywhere are trying to build great brands, but few realize how powerfully brands are shaped by the cultures of their organizations. This compelling book shows how to connect the image you present to the outside world with the values and norms that operate inside your world of work.”

—**Adam Grant**, *New York Times* bestselling author of *Originals*, *Give And Take*, and *Option B* with Sheryl Sandberg

“Denise Lee Yohn hit a home run with her first book, *What Great Brands Do*. Now she's written *FUSION* and it is just as provocative. Denise proves beyond a shadow of a doubt that great companies are powered by brand-culture fusion. I highly recommend this book!”

—**Ken Blanchard**, coauthor of *The New One Minute Manager®* and coeditor of *Servant Leadership in Action*

“Denise Lee Yohn's *FUSION* should be on every business leader's reading list this year. It provides the much-needed antidote to the culture and leadership crisis corporate America is experiencing.”

—**Marshall Goldsmith**, *The Thinkers 50 #1 Leadership Thinker in the World*

“Denise Lee Yohn's extensive research, insightful analysis, and gift of storytelling make *FUSION* a practical and inspiring guide to building a great brand and a great culture.”

—**Philip Kotler, S.C. Johnson & Son Distinguished Professor of International Marketing, Kellogg School of Management, Northwestern University**

“Denise Lee Yohn is back with another breakthrough! Her first book, *What Great Brands Do*, challenged us to think differently about brand-building. Now *FUSION* cracks the code on culture-building and reveals how outstanding companies use their corporate cultures as a competitive advantage. It's a must-read!”

—**Verne Harnish, Founder Entrepreneurs' Organization (EO) and Author of *Scaling Up (Rockefeller Habits 2.0)***

“Everyone wants to their company to be a great place to work, but few really know how to create an outstanding corporate culture. Denise Lee Yohn takes you behind the scenes at some of the world's greatest organizations and pulls the curtain back on the strategies that enable them to attract and motivate the best talent.”

—**Tiffani Bova, Growth and Innovation Evangelist, Salesforce**

“I have spent a lifetime creating and building brands, all based on Ideas-based leadership cultures. *FUSION* explains it all. Bravo Denise.”

—**Kevin Roberts, author of *Lovemarks***

“This new way of looking at the relationship of the internal and external brands and culture is a relevant topic which Denise Lee Yohn has thoroughly explored. *FUSION* presents great ideas and examples that can provide any leader or company an opportunity to rethink the way they go to market.”

—**Mark Levy, former global head of Employee Experience, Airbnb**

“Denise Lee Yohn has an uncanny knack for pulling the curtain back on the strategies that enable today's most-successful companies to consistently produce market-leading results. In her latest book, *FUSION*, Yohn takes readers on a remarkably insightful journey to the power that can be unleashed in any organization when brand and culture are fused together as one. If you're an executive or leader who wants to take your organization to the very top, then you owe it to yourself to read this book and then share the lessons you learn with your team.”

—**Peter Economy, The Leadership Guy on Inc.com**

“Brand strategist Denise Lee Yohn's new book, *FUSION*, tackles one of the most important and surprising aspects of a strong brand: company culture. Yohn builds a compelling case that will make leaders everywhere want to achieve brand-culture fusion. Highly-recommended!”

—**Skip Prichard, President & CEO, OCLC, Inc., Author of *The Book of Mistakes*, and Leadership Insights blogger at www.skipprichard.com**

“Denise is the first brand expert to bridge two powerful, yet apparently disconnected areas of business and management: Culture & Brand. With masterfulness, Denise explores the central relationship between the two of them, unveiling hidden connections and showing their full potential when managed consistently. *FUSION* is a history-making book, an essential read for every businessperson driving change.”

—**Eduardo P. Braun, leadership expert and author of *People First Leadership***

Suggested Questions for Denise Lee Yohn, author of FUSION

- 1. Why did you write this book?**
- 2. You have said that a culture crisis threatens to disrupt Corporate America today as much as the financial crisis did a decade ago. Can you explain?**
- 3. What does culture have to do with brand-building? Aren't these separate functions?**
- 4. What happens when a company's brand and culture are NOT aligned?**
- 5. You argue there is no universal definition of a good culture. Why is that?**
- 6. What are some best practices of building a great brand that aligns to the culture?**
- 7. How does brand-culture fusion impact employee engagement?**
- 8. Can you share an example of a company that has nailed brand-culture fusion?**
- 9. How about one that shows the consequences of failing to align the two?**
- 10. How does aligning brand and culture translate to your customer's experience?**
- 11. As a company works to align their brand and culture, how can leaders make sure this happens throughout the organization?**
- 12. When will leaders know they have achieved brand-culture fusion?**
- 13. What is the one thing you hope leaders will take away from your book?**