

A black and white photograph of a concrete wall. The wall is split vertically by a shadow. The left side is brightly lit, showing the texture of the concrete. The right side is in deep shadow, with a series of parallel, diagonal white lines cast across it, resembling the stripes of a tennis ball or a similar object. The text is overlaid on the left, lit portion of the wall.

Brands That Lead: Turning Purpose into Power

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*// How Risk Pools Can Leverage Purpose, Access,
and Ownership to Build Stronger Brands*

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What is Branding?

So Much more than a logo...



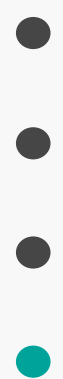
- **More than just a logo (the face):** it's a full reflection of who you are and what you stand for
- **A promise:** the experience people can reliably expect from your organization
- **An emotional connection:** how people **feel** when they engage with your products, services, or team
- **A reputation:** shaped by every interaction, from customer service to social media
- **A differentiator:** what sets you apart and makes you memorable in a crowded marketplace
- **A strategic asset:** it builds trust, loyalty, and long-term growth

How an Organization Builds a Brand

- **Define your purpose:** Clarify why you exist and what you stand for
- **Understand your audience:** Know their needs, motivations, and pain points
- **Develop a clear identity:** Create a consistent voice, visual style, and message
- **Deliver on your promise:** Align actions, products, and services with your brand values
- **Engage consistently:** Reinforce your story across every channel and touchpoint
- **Empower your people:** Ensure employees live the brand through their interactions.
- **Listen and evolve:** Monitor perception, gather feedback, and refine over time

Purpose is Power in Branding

- Branding is not visual design alone—it is **strategic positioning rooted in trust, purpose, and clarity**
- **Purpose-driven brands** consistently outperform because they're grounded in *why* they exist, not just *what* they sell
- For risk pools, our **entire business model is built on purpose**—your brand should reflect that



Our Purpose is our Advantage

- **Risk pools** were established to fill a gap that commercial markets couldn't—or wouldn't—**serve**
- They were created with a **mission: to protect** public entities, **empower** communities, and ensure economic **stability**
- Pools are **member-governed** and **mission-led**, making their purpose not just philosophical, but also operational



In a DTC B2B hybrid model, the brand is the experience—and every team member becomes a brand ambassador.

The Risk Pool Advantage



- Deeper relationships lead to stronger loyalty and trust
- Brand control remains with you, not intermediaries
- Strategic influence: You shape perceptions directly through service, education, governance, and values, not just marketing
- Risk pools aren't intermediaries or faceless corporations. We operate with **direct, continuous access to members**

The Risk Pool Advantage Cont'd

- You **engage members** not just during transactions, but **throughout their journey** (risk management, claims, training, and governance)
- You **co-create your brand and services** with your members in real time
- **Feedback loops are short, honest, and actionable**

*Your **Mission** is your origin story. Your **Purpose** is your brand promise.
Strategy is how you activate both.*

Brand Story Framework

- **Core Belief (Moral):** what you stand for
- **Tension:** the problem your audience faces
- **Happily Ever After:** how do you make a difference in the lives of the people you serve
- **Invitation:** the role people play in achieving it



In Practice



- **Belief:** We want people to appreciate and preserve the outdoors.
- **Tension:** Complex environmental crises, lack of access to gear.
- **Happily Ever After:** Saving the planet.
- **Invitation:** Buy from us, and profits will go towards saving the planet.

In Practice

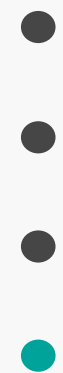


- **Belief:** We protect Connecticut communities.
- **Tension:** Complex risk in a changing world.
- **Happily Ever After:** Resilient, safe, and confident municipalities.
- **Invitation:** Become a CIRMA member—benefit from training, insights, and services.

Your core belief(s) lead you to your Happily Ever After.

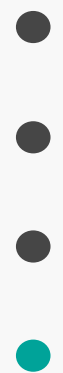
***Just as you and I connect with people who share our beliefs,
brands connect with customers who share their beliefs.***

The stronger the belief, the stronger the brand connection.



Activity

Connect branding concepts to your organization and
**create a purpose-driven brand story
you can use immediately.**



Timing Overview

Introduction and Setup:	5 min
Group Activity:	25 min
Pitch Presentations:	20 min