

a branded world

PODCAST

with
Luiza Campos



002 | HOW TO REBRAND A 118 YEAR
OLD ORGANIZATION WITH ADAM
LEGG, PRESIDENT AND CEO OF
THE CALGARY CHAMBER OF
COMMERCE

EPISODE TRANSCRIPT

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A Branded World Podcast - 002 | How to rebrand a 118 year old organization with Adam Legge, President and CEO of the Calgary Chamber of Commerce

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Luiza Campos: You're listening to A Branded World Podcast, episode number two.

Announcer: Welcome to A Branded World Podcast where we explore great brands and give you tips, tools, hacks and guides to create brands that captivate clients and drive growth and revenue. Now your host, Luiza Campos.

Luiza Campos: Hello, everyone, and welcome to episode two of A Branded World. This episode is really interesting. I am interviewing Adam Legge, the President and CEO of the Calgary Chamber of Commerce, and full disclosure, also my husband. Now, it's not because he's my husband, but this is a very interesting episode. You don't want to miss it. Adam was tasked when he arrived at the Chamber to do a complete transformation of their brand. This is no easy task. In fact, this is the hardest thing any brand can do, which is change an existing perception, especially for brands that have been around as the Chamber did for over a hundred years. These are very well-established brands that have a negative perception or brand reputation. To change that reputation is incredibly hard. In fact, I can think of many examples of brands that have tried to do that. Think of Sears, for instance, or Blockbuster or Oldsmobile or Woolworth. Some of those brands have been around for many, many years like the Chamber and had tried and failed for many different reasons to change their brand perception.

These brands lost touch with what their audience wants, and they became completely irrelevant, again, for different reasons. That made their brand, image and reputation suffer as a consequence. Believe me when I say this is no easy task to do. Adam was able to do it brilliantly. Now, even if you're not in the position as the Chamber was, if you're not 100-plus-year-old organization that needs to change their brand perception, stick around because you will learn a lot from this episode. You will learn how to bring your board along. Even boards who know they have to do a complete change or a drastic change. It's still hard sometimes to go ahead with these changes when you're faced with what that actually means. You will also learn how to bring your staff along and how to instill that deep connection with the brand and how they know the role, the crucial role they play on how to bring that brand to life. This is a very interesting episode, regardless of where you are with the organization and your brand.

Once you're done listening to the episode, you can go to the episode notes at abrandedworldpodcast.com, and there will be a downloadable PDF there with some of the key takeaways of this episode, so you don't need to be taking notes. You can just listen in, and then, go back for that PDF. Without further ado, here is Adam Legge.

Hi, Adam. How are you?

Adam Legge: I'm good, thanks, how are you?

Luiza Campos: I'm good. Thank you for being here.

Adam Legge: My pleasure.

Luiza Campos: I am very excited to interview you, and I think the listeners will agree that you went through an experience that was amazing, and you did one of the hardest things that anyone can do in brand, which is really change a very well-established brand and change completely their perception in the marketplace. I'm really eager to hear from you your experience in doing that.

Adam Legge: Happy to share.

Luiza Campos: Excellent. As I mentioned in the beginning of the introduction for this episode, Adam Legge is the President and CEO of the Calgary Chamber of Commerce. Adam, if you can walk us through when you started with the Chamber, and what were some of the biggest challenges and also, what were you tasked to do?

Adam Legge: Sure. Before I was even hired, the board had done a study that was originally meant to try and identify how they could market their organization better and ultimately drive more membership sales and sponsorship, et cetera. What really came out of that study was the fact that the organization had a brand problem. What that really meant was that no one had really been stewarding the brand in the organization. At that time, it was about 118 years old. For many, many years, if not, probably a couple of decades or at least a decade, no one had really understood brand. No one had paid attention to it. No one stewarded it, so much like a lot of older institutions like Chambers and groups like Rotary that there had been this formulation of what the organization was in the minds of people, external to the organization. As you know, if you have a brand, whether you, A, like it or not, or B, control it or not, and the community can take over that brand and that stereotype or image of it gets perpetuated in the community.

Ours was something of a very much like a call it old, pale, male and stale, is what Chambers suffered from. The challenge was to reinvigorate the brand. At the time, the chair of the board, Simon Vincent was someone

who appreciated brand and understood brand. When they were hiring, the recommendation was that the organization needs to first and foremost, focus on a brand reinvigoration, and two, one of the things they could do to do that was hire someone was in under 40. That was me. My task was to really invigorate the brand and transform the organization into something that was not old, pale, male and stale and into something more modern and reflective of a dynamic, the young and entrepreneurial city. That was what my marching orders were, but as I got into it, the reality was that, I think they had a sense ... At least the board had a sense of what was needed, but they really didn't fully know the extent to what was needed in that. That old brand really permeated the organization, not just from its appearance and its environment, but its wave doing business, its operations.

As I got into the role more and more, I found that there is virtually that had seeped into every corner of its DNA and structure. I thought I could come in, and within 18 to 24 months, do a turnaround and successfully claim mission accomplished. I thought it would be ... I don't want to say relatively easy, but relatively straightforward, but the more I got into it, found that it was going to be a much more difficult task.

Luiza Campos: I mean the good news is that when you came on board with the Chamber, the board was very much supportive, and they understood the need of change in this brand, but it is 118-year-old brand, and you have to bring it along. As you mentioned, it was this ... I mean it's funny, the old, pale, male and stale. It's funny now, but it's a very negative brand perception. How do you change it all? You have to bring so many people along, not so much or not only staff, but being a membership association, you have all these members. You have all these past board directors and other stakeholders in the community that you have to bring along to help support you. How did you do that?

Adam Legge: We really started with getting a full assessment of what was the state of affairs. I spent a lot of time very early on out in the community, talking to people, and whether that was the current staff, the current board, former board, former chairs, key members, stakeholders and supporters, sponsors. I really spent a lot of time trying to understand what people's perceptions were and what their need of us actually was. If you were to ask them to park the perception, what did they really need us to be? We did that. We did a bit of market research with the membership at large and got a sense of what people thought or what they were looking for. We pulled together just a narrative that really talked about and confirmed the trajectory that we were on, that was identified in that first report that was done before my hiring. Really, so the whole board already had a bit of a case that they knew that they needed to change, and so our engagement and research really validated that.

I think there was a mix. There were members and stakeholders who really wanted to see that dynamic change, but there was also a handful of people that really were very happy with the old, pale, male and stale, I guess, brand of the organization because it reflected who, A, they were, and B, what they felt the value of that organization really was.

Luiza Campos: Yes, but even, I mean I don't know if this was the case, but I find at times that even when organizations know they need to change, when they are faced with what is actually needed or what that change means, the different processes, the different way of doing business that they need to do to achieve that change, then, they become hesitant, right?

Adam Legge: Mm-hmm (affirmative).

Luiza Campos: You find a bit of resistance. Was that your experience?

Adam Legge: In pockets, yes. Even when I was interviewing for the job, I knew that the organization needed some significant change, and I said to the board before I was hired, I said, "Look, I don't want to go down a path where I tell you in my interviews that you need to change, and you're all excited about it. Then, when I start proposing things, you say, 'Well, we didn't really mean that much change.'" In the interview process, their credit confirmed that they knew that they had to make some pretty significant changes and would be comfortable with that. Really, to be honest, to this day, they've always been really, really supportive. I haven't had to spend a lot of time on my board and convincing them. They really had a very, very positive mindset and progressive mindset towards change. When the work and the brand concepts began to come forward, there really wasn't much pushback.

There was lots of questions and engagement, but I didn't ... I was very, very fortunate. I didn't have to spend a lot of time convincing my board. It was more convincing some of the older members. The reality is that I spent time on the ones that I felt I could convince, and then, the other ones, there were some that were just not going to be convinced. The thing that I realized as a new leader, new CEO is that you can't please everybody. I had to be comfortable with the directions that I felt were right. If there were some people that meant we parted company or parted ways, then that was something I had to live with. I threw out the transformation of the Chamber in different points.

I've had to basically say to people, "I guess we're going to agree to disagree, and I'm moving ahead. If you're with me, great. If you're not, then I'll wish you luck. If that means we part companies as a chamber and I lose your membership or your support, then, that's something that I'll have to learn to sleep with." The case was just really ... I've always found that how to convince people is that you really show them what the benefit is of the end-state. I painted a picture of what that end-state

looks like and talked to them about the benefits of what that end-state looks like. I also try and paint the picture so that they can see themselves in that end-state.

In either work that we did around changing the brand in terms of selling our building, we always try to paint a picture of why it would be better for them in the end and how they would fit into that end picture. Nine times out of ten, people would embrace that. We got people who bought into it, but there was always that one out of ten that just didn't see themselves in that and didn't like it, so we just had to agree to disagree, and move on.

Luiza Campos: Yes, and unfortunately, you're right. I mean you can't bring everyone along. You do need to stay true to that vision. To do that, sometimes, you have to ... You won't be able to bring everybody along, but if you don't stay true to that vision, then, you will end up where you began, right, with a brand that is not strong, that doesn't provide really that image and that perception that you're trying to achieve.

Adam Legge: Yes, in the end, once an organization has engaged enough and has built its brand platform and the concept, it's not a collaborative exercise to refine it. It's, this is what it's going to be. If you like it, jump onboard. If you don't, then that's too bad, but that's someone's choice.

Luiza Campos: Can you walk us through the process? You've talked about how you were in the community so much and really trying to meet with many different stakeholders, understand their perception and also what they were looking for, what they needed from you. You had that vision that you outlined, and you were trying to bring people along, so can you walk us through that process of how you actually created this new brand. What were the steps that you had to take to do it?

Adam Legge: Sure. We hired a brand agency to help us with the process. We built an advisory committee that was made up of some board members and some members and other stakeholders and really helped guide the process. It was really a matter of just exploration, development and understanding of our purpose or why. Then, beginning to flush out in terms of what our commitment to that was and what our members needed to begin to put the shape of the brand together. The team for the brand was people experienced in brand and some design and some market research and what have you. Through, I think, a fairly traditional brand project or brand engagement, we went through that experience of engagement and early-stage development, refinement and then, finally, the confirmation of what will be the final brand through really discussion with our board and workshops with our board, and then, finally with our leadership team coming to the real final product of what that brand and its structure and framework would look like.

Luiza Campos: How did you went from there? You have your brand platform, right? You have that vision or concept of what you want to be perceived as, as an organization. How do you launch that, because your brand is much more, of course, than just a new logo or a new website. How do you make sure that the whole organization knows what to do and how to live that brand, how to express that brand?

Adam Legge: Sure. Our brand ultimately became about helping our members be more successful. We launched it at our AGM and open house in April of 2012. Then, after that, it was a process of reinforcing the brand within everything that we do. We put everything about the organization through that filter of are we enabling our members to be successful? Are we helping their three pillars of connect, grow and influence? Was everything we were doing living up to those pillars and that commitment? For example, we went through the process of selling the building we'd owned for 32 years because it really didn't live up to the brand of how to make our members more successful. Owning a building doesn't really do that. We reevaluated our membership model in terms of making sure that we're actually delivering on members' success and those pillars of connect, grow and influence.

Then, for us, it probably took a period of three to four years to really unravel everything in the organization and put it all through that filter. We built our hiring practices and our performance review practices around the brand. We made sure our event experiences were oriented around the brand from a member experience standpoint. We changed elements of our events, and so it really was a matter of each member of our leadership team truly immersing themselves in the brand and filtering everything that we did through that lens. Throughout the period of, say, 2012 to probably close to 2015 or so, lots of refinement of different pieces of the organization just happened, to make sure that it was applicable and relevant and reflective of the brand. Some of them were easier to do, which are little changes and things at events to make that experience aligned to the brand, whereas other things like selling the building are much more complex, but it was just a methodical process of applying that.

We made sure in our hiring process as we hire people that live up and believe in that brand and built it into those processes, our performance review processes and continued to live that each and every day. It was purposeful but a lengthy process. It continues to take indulgence to make sure that everything does live up to that brand.

Luiza Campos: What you said is really key because in my experience, I find a lot of people or older organizations that go through a brand process, they do a launch or they change some things, mostly that has to do with look and feel, but it's really difficult. I find that the ones that successfully achieve that brand perception are the most successful, powerful brands out there, are the

ones that do what you've been doing, which is really using that brand purpose, your why, and filtering every decision-making in the organizations, then filtered through that, which it sounds like it's what you did.

Adam Legge: Yes, that very much so became the orienting question around anything that we did. We use that as a first pass of a filter of any of the activities that we were looking to reenergize or even abandon and also some of the activities that we take on that are new. We ask that to this day, in terms of when there's a new event or partnership or a collaboration comes up for consideration. We ask, "Is this going to make our members more successful?" Yes, as I always say, you can't just change the drapes and think that you've totally re-engineered the place.

It takes a purposeful approach to embed that brand within everything that you do. I think, in fact, one of the things that became important for us, and it took a few years before one of my board members, Bill Brunton, who is a marketer and head communicator himself said, "You know, look, if this is our brand promise, how do we know we're living up to it?" It struck us. I said, "Well, we don't." He said, "We need to find that out."

For the past couple of years, we've now actually asked our members at our annual survey, "Has your membership helped make your business more successful? Have we lived up to the promise of our brand with you?" We actually measure that every year in terms of our performance against that promise to our members. I think that's a further way in which you embed the brand, is that if that is the top metric that we look at and try and figure out if we're not where we want to be, what is this year that's made it, so that we people didn't feel that way. We've embedded it in everything we do, and also, it's the ultimate performance measure for our organization.

Luiza Campos: This is why it's so exciting to talk to you about this because you guys get it. I mean it's a brand. It really has to become your way of doing business. It really has to become the ... It's the DNA of the organization, right, as you say so. It can't just be a cosmetic thing. It can't just be about colors and logos or slogans. It has to really be the way you live, the way you operate, the way you make decisions. Ultimately, as you guys are doing, which is brilliant, measuring if you are living, if you are delivering on that brand promise.

Adam Legge: Mm-hmm (affirmative), yes, yes. I was witness firsthand to prior to my joining the Chamber. My predecessor, I think she wanted to change the organization and make it more relevant, but there was a day where I was at an event. She proclaimed that the Chamber was all of a sudden going to become hot and sexy. Then, there was nothing to back that up. I think the worst thing you can do is try and put some new colors or new look to something but really not embed that within the DNA and to commit

to that experience with people. It's almost better to do nothing than to proclaim a change and really not realize the change. I was very cognizant of not wanting to live that a second time.

Luiza Campos: Yes, and hot and sexy is not really a brand promise that has the audience in mind.

Adam Legge: No, exactly.

Luiza Campos: How is that going to benefit your audience, which is really important, obviously. You have to be really relevant to your audience. You have to deliver value for them, so your brand promise must consider that as well, which yours does, obviously.

Adam Legge: Yes.

Luiza Campos: Adam, when you were going through this transformation, and you mentioned it took you a few years to at least feel like you have changed. Was there a moment when you felt like, "Okay, we've managed to ... We've achieved this new perception. We were able to change it." Was there any moment that you can think of when you realized you were successful?

Adam Legge: Yes, and I'm not sure. I think it was more for me than necessarily anyone else, but it might have been the day we moved into the space we currently occupy, which we had sold our building and selected a new space and purposefully embedded it with the brand and made it more contemporary and bright and light-feeling with some color to it, which is very different than the old wood-paneled building, which we had lived in for 32 years. We had already embarked on changing, as I said, the logo and the color pallets, but we had also begun to change the membership model. We had a number of pieces that were in process, and there was still work to be done, but the day we moved in, in June of 2013 to the new space really felt like the process was, I wouldn't say done, but I felt like the final piece had fit into place in a sense that it's hard to talk about being a more modern dynamic organization in a very old environment. When we got into the new environment, it felt like it had really shifted.

I knew there was still more work to be done, but the day we walked in there, it really struck me that this place in which we do our work, in which people come and meet with us and the way in which our colleagues are active and inspired and do their daily tasks is a much more reflective environment of what we wanted the brand to be, and believe that, that would infuse itself into what we did and who we met with. That felt like the final ingredient had been put into place. I wouldn't say that the recipe was completed or the cake was baked yet, but we had all the ingredients in place. It was a matter of putting them altogether and baking it. That

was probably one of the highlights of the brand transformation, was that move in. It was that moving day.

Luiza Campos: Do you feel, you know, you mentioned that the cake wasn't baked yet. Did you feel there will ever be that time, or is this an ongoing process? How do you make sure that your brand is, the perception of your brand is always the way you would like it to be? How do you make sure that the culture of the organization is always reflective of that brand?

Adam Legge: There's a few ways. One is that we have an amazing brand steward in our organization, Scott Crockatt. He's our Director of Marketing, and he really understands brand and knows how to make sure it flows within everything. He looks at that through the lens of everything that we write and produce and goes out our door. He's also in-charge of our events, so that really infuses the event model we do. From a brand standpoint, I think you can achieve a fully-baked cake, but the challenge is making sure that it doesn't go stale. You always have to be tending that brand. When you get it through a point where you're happy with it, and everything you do and say and live and offer reflects the brand, but I think you can't just check that off and say, "Great, mission accomplished. Now, I don't need to worry about that."

You always need to be worrying about your brand and making sure that it does stay relevant because you have new people that joined the organization and don't bring that perspective with them. As they do work, if you're not attentive to it, it can shift very easily. If that happens on enough, the bases than the gain, you lose control of that brand. It takes a very focused effort to keep things on track and reflective of the brand. I'd say that you can get to that state where you do feel that the cake is baked and that everything does reflect the brand, but it's then just that ongoing stewardship of it.

Luiza Campos: Right. You just can't take it for granted.

Adam Legge: Yes, exactly.

Luiza Campos: You have to keep working on it. Were there any surprises throughout this process?

Adam Legge: Well, I think the first surprise was just how embedded that older brand was within the organization. I think I was surprised at how much needed to change, and I don't think the board was necessarily hiding anything. They just operated at a different level than the staff, and so they just didn't have that full appreciation for what was needing to change. I think there was probably a little more of that sentiment that they quite like the old institute, the old boys' club where lots of great deals and conversations and business relationships were formed, and that the bricks and mortar of our old building was the Chamber.

Luiza Campos: People tend to get attached, right, emotionally attached with brands, so sometimes, it's hard to let go of that and accept the change of the new brand, right?

Adam Legge: Yes, there was a huge emotional attachment to our building. I had to be emotionally unattached, and I had to find ways to detach people from their emotion, but I would have lots of people how would just, "If you sell that building, I'm not going to join, or I'm not going to remain a member. That's where I had so many great events and functions." They personified this building as the Chamber.

Luiza Campos: As a symbol of what they like or moments that they've enjoyed or who they were.

Adam Legge: Yes, exactly. I kept reinforcing with them that if the building is the Chamber, then, the Chamber has failed you because the Chamber needs to be more than just a physical structure. It needs to be something that makes your business more successful. A physical structure doesn't do that. It's a box that enables many different things, but in and of itself doesn't make your business more successful. I was struck at the emotional attachment, and even from some very hardcore business people who, you would expect to be relatively emotionally detached from a lot of decisions, but they had a lot of emotional attachment to that building, so that was a surprise.

Then, I guess, the never having gone through the full extent of a brand transformation is surprise at how intense it is and how long it takes to fully embed throughout the organization, and then, the amount of effort it does take for a continual level of diligence to keep it alive, particularly as you see staff coming and going, and that many don't have that history with the brand transformation. Now I know how intense and in-depth it is, and I think it's really a reflection of how important the brand is to an organization that does take that time, that does take that effort, that does take that commitment.

Luiza Campos: When you were talking about the building, I think many organizations may not have the exact same issue, but you can easily see how this could also apply for other organizations, for instance, that have a product or a service that they've been doing for years and years and years and how difficult it may be for them to detach from that product or service, in terms to maintain that relevance in the marketplace, right?

Adam Legge: Yes. Chambers are particularly bad at this for continuing to pile things on, in terms of product or service, without really assessing whether it reflects what the members want or it reflects what the brand is. One thing we became very cognizant of, and still are to this day is that notion of purposeful abandonment of thing that just don't reflect the brand anymore. For us, the building was by far the biggest, the most emotional

thing that we abandoned, but we've abandoned other things. We had programs that were 10, 15 years old that I had people saying that they had built this for over 15 years, and they're so proud of it, and all these things. At the end of the day, it boils down to, A, is it reflective of your brand, and B, is it part of your value proposition that people actually see value and benefit in it? If it isn't generating that for you members, then, it isn't generating an ROI for the organization. There's no point in keeping it.

Organizations are tremendously afraid of abandoning things because they think there will be this mass fall-out. I suggest to people to really question that assumption. Do your research and understand, is it actually benefiting people? Are you making on it? Are you losing money it? Is it aligned to your brand? Then, do your very best to manage any out-falls, as a result of terminating it. Our experience is, with both the building and other programs, is that I can probably count on two hands the number of members that left over that, but also, I'd need many hands to count the number of members who are more aligned to the consistent brand and are more invigorated organization.

Luiza Campos: Yes, so those difficult decisions seem the end. If they're aligned with your brand, they will help you succeed, but they can be difficult to make the decisions, for sure. Now, one of the interesting aspects of your work, of course, is being with the Chamber, you see many different organizations in the community. In this era where we see so many disruptions happening in different industries, this purposeful abandonment, which I love the way you said that, I love that, becomes essential, right, for these organizations to continue to be relevant to their audiences and being on brand and really strengthening their brand. Do you talk to your members about this? What advice would you have for so many different business owners or entrepreneurs out there when they're doing, when they're managing difficult decisions like that?

Adam Legge: Mm-hmm (affirmative), yes, it's becoming increasingly important. I wish I could say I coined the term purposeful abandonment, but it was coined by my friend, Harrison Coerver, who wrote the book *Road to Relevance*, which is an excellent book for organizations and associations looking to transform as well. I think the world is shifting in many ways towards organizations that are more reflective of a purpose, purpose-driven organization or whatever you want to call it. In fact, when you look at many of the start-ups in Silicon Valley, all they really have behind them is this purpose and some really smart people. They often don't even have a revenue stream or even make money, and they're valued incredibly, incredibly high. I think people are looking for more than just a transaction. They're looking for an organization or a business or a relationship that aligns with something that they believe in.

A great perspective on that is Salim Ismail's book, Exponential Organizations in terms of he talks about the core of many really exponential organization that's going to capitalize upon technology and disruption is that their foundation is something called a massive transformational purpose. It's really about your brand and what you stand for as an organization. People want to rally behind that from an employee standpoint. People want to rally behind that from a customer standpoint. It enables the creation of communities and movements because it's more than just making money. It's about standing for something as a business, whether it's transportation or communications or bettering the world, whatever it might be. Their rallying behind a broader purpose is really where we're seeing things go and lots of movements around conscious capitalism and B-corps. They are about more than just making money. They're about improving the world and the conditions in which they and their suppliers operate.

Yes, and it's hugely important to the millennial generation. They want to gain more than a transaction. They want to be feeling like their dollar is going toward something that's significant, and so I think getting in an organization that doesn't really build some kind of purpose and some kind of brand around themselves really misses out on the opportunity to align themselves with this growth and the way people are viewing organizations, in which they're spending their dollars or putting their resources towards.

Luiza Campos: Yes, people want a lot more than just the products or services that they purchase nowadays, right?

Adam Legge: Yes.

Luiza Campos: They want those companies to mean something bigger than what they do.

Adam Legge: Yes, exactly. That's also really helpful from an employment standpoint in the sense that when we do our staff survey every year, people feel connected to our brand, to our purpose. It's very important to them that they're part of helping the business community in Calgary. It's important to them that they're part of 126-year-old organization or institution in the community. It's got to be something that, as Salim put it, with a massive transformational purpose or a really strong brand, it might be, or a basic vision might be enough to get the founders together, but what's going to be there to track your 20th or 50th or your 100th employee? You really need something that they can rally behind, other than just giving them a job. They want something of purpose.

Luiza Campos: They want to hold on to something more meaningful.

Adam Legge: Mm-hmm (affirmative).

Luiza Campos: Exactly. You are, of course, writing a book about the transformation that you went through, and what's the step-by-step, what's the guide to achieve something like this, and also from your own experiences being a new CEO, right?

Adam Legge: Mm-hmm (affirmative), yes. I'm writing this book really to just document what the key parts of an organization transformation are. It started out to be, I wanted to write a chronological retrospective, but it turned into something that was much bigger, which was really a bit of a play book or a guide book for someone who's tasked with a transformation or reinvigorating an organization, but also from the perspective of a new CEO. Someone who's really never had that role before, and that was the case for me with the Chamber, is I had never had that role. There are lots of books by business icons like Jack Welch or Howard Schultz of Starbucks or whomever talks about business, but they're so seasoned. It's hard to see yourself in that lens, and so something that was really meaningful to someone who had just taken on a top leadership role and needed to figure out what to do to transform your organization.

I've put together a book that I hope will be coming out in early 2018. It really maps out what someone needs to do. It looks at all these different parts of transformation in terms of your purpose, your people, your platform and your processes, to really bring about a sustainable and meaningful transformation of an organization.

Luiza Campos: I think this book will be so useful not just, as you said, for new CEOs but anyone who has never been tasked or is faced with the task of transforming an organization of really finding that purpose and how to align everything in the organization to support that. I think it will be such a great value for anyone who's tasked with that. I'm really looking forward to seeing that book in the market.

Adam Legge: Me, too. Me, too.

Luiza Campos: I will have the links on the website with everyone that you've talked about and Salim Ismail's book as well, and as well as for your own book. If anyone wants to find out more about you, Adam, where should they go?

Adam Legge: You can go to adamlegge.com. Follow me on twitter @AWLegge, L-E-G-G-E. You can take a look at what we've done at the Chamber, calgarychamber.com is our website. You can see all that we've done and transformed and see what a modern chamber and business organization looks like.

Luiza Campos: Excellent. I will have all of these details again on the show notes, so you can head to abrandedworldpodcast.com, and you'll find that there, but it's again, adamlegge.com. Thank you so much, Adam, for doing this interview with us. Do you have any final thoughts you want to share?

Adam Legge: I just, for your listeners, really wish them good luck on their brand transformations or reinvigorations. Don't give up. It is an important, but a long and intense process, so stick with it, and maintain your focus and your courage and your will to get it done, because it all pays off in the very end.

Luiza Campos: Excellent, excellent final words. Thank you again so much, and thanks for listening.

Adam Legge: Thank you.

Luiza Campos: Bye, everyone.

Announcer: Thank you for listening to A Branded World Podcast. Discover more at abrandeworldpodcast.com.