



Above: Hero Badges representing Integrity, Responsibility, Connectedness and Agility

Tracker Shared Value wall papers



In 2008, the Tracker brand was revamped and modernised and a new home for its Johannesburg Head Office was in the process of being built. The brand hit the airwaves with new TV, radio and print advertisements but the public interface was only one facet of their exciting repositioning.

Tracker's five-year business strategy, and their consequent rebranding, created a need for a new set of internal company values to align with the brand's market positioning of 'Taking back tomorrow.'

Flowing from their business strategy, a detailed communications strategy was developed and is referred to as the Tracker "Echo". This was a lot of information to impart to an entire workforce in a relevant and meaningful manner. Tracker, a people-centric organisation, wanted to present the strategy and to create a set of living internal values to staff in a way that would be relevant to them, as well as communicate the brand's essence – 'a force for good'.

The process began with an artistic visualisation and interpretation of their business strategy. Their strategy was interpreted in this way to make it easier for all staff to gain a deeper understanding as to where Tracker, as a business, is going. This creative visualisation was turned into wallpaper in their new building to remind staff of their goals daily and to allow their natural instinct to take over through reinforcement, impact, focuses and empowerment.

Because people tend to flourish in an environment where they feel their

uniqueness is valued, Tracker involved some 350 staff members in a series of workshops to compile a list of shared and desired social values which best described the brand. These values had to be something that all Tracker employees collectively believe in, subscribe to and live by as an expression of the company's culture. These were narrowed down and refined, until finally the concept for a set of innovative values to drive staff behaviour was created.

The new Tracker value system defines each and every employee as a Tracker 'Hero', playing their part in the quest to 'take back tomorrow' and become 'a force for good'. To breathe life into the shared values, the Tracker Heroes are [visually] depicted as superheroes and are assigned four characteristics: *Agility*, *Connectedness*, *Responsibility* and *Integrity*. Each of the characteristics is a sub-personality of the brand, but in order to be a true Tracker Hero and a force for good, employees need to apply all four to every action they carry out in a day's work. Only when all four values come together can the true Tracker Hero emerge.

Tracker Echo light in reception, a subtle brand element



Tracker Strategy Visualisation

The Tracker Hero concept was launched to the Johannesburg employees at the official opening of the company's new head office. Specialist animators were brought on board to create a DVD which communicated the Tracker Heroes concept and values in a way that brought them to life. This filled employees with a sense of excitement and anticipation at the prospect of beginning the journey to become 'a force for good'.

The concept was then rolled out to the regional offices by the regional team leaders. In addition to the DVD, leaders were given toolkits, a process to take staff through and to ultimately agree self-defined social contracts of desirable and taboo behaviours in order to define the Tracker Hero values. These contracts form part of performance appraisals and hence have become a part of regular discussion and review. All employees

received Tracker Hero badges, which they have taken to wearing with enthusiasm. The concept was also outlined in the brand's internal publication, Tracker Scan, which is sent to customers and employees.

The Tracker brand has aimed at creating a set of living values, which staff display and which define their behaviour every day. To this end, the Johannesburg head office has made clever use of the values and visual depiction of the concept in their décor. The walls are adorned with specially designed wall paper in key areas of the building, showing the heroes and the characteristics as they come together to form a force for good. The theme is brought into the décor of the executive offices, meeting rooms and training rooms, and the canteen is dubbed the 'Heroes Café.' This is to ensure that the brand's values are kept alive and that every staff member understands that everyday they make a difference in someone's life.

Marketing manager, Bronwynn Tippett, is delighted with the way staff have embraced the new value system. 'It's still early days, but we have already seen a change in employee behaviour, customer service and company pride. Our teams are pulling together more than ever and one can actually see an improvement in teamwork and interpersonal relationships. By anchoring these shared values we will become a value driven company'

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The four Tracker Shared Values come together in the Tracker Heroes to depict the brand's essence – a force for good

