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ELSIE MAIO is the president of Maio&Co and counselor to top management in Europe and North America for the past 25 years. Referred to as “the guru of values-led branding,” she guides multinational policy makers and their operating teams to integrate profit- and social-impact priorities for sustained high performance.

Elsie brings a multidisciplinary approach to clients, having started her career on Wall Street in equities research, then served at *Institutional Investor* magazine and McKinsey & Company, before moving into high-performance corporate positioning.

In Elsie’s view, US-style marketing today is at a crossroads: it has led corporations to a terrible crisis of credibility and now must lead the way out of it. Human values and personal authenticity are the operating guidelines for the needed reinvention of capitalism, as she sees it. Maio&Co offers tools for that reinvention.

She often speaks, and is quoted, in international venues on the firm’s *SoulBranding*SM framework for “aligning corporate behavior with the higher, social values – profitably.” Elsie is currently writing a book on this subject titled *Humanity, Inc.* Samples of her published works can be found on www.soulbranding.com. She is based in New York and Santa Fe, NM and can be reached at +1 917 774 7098, or elsiemaio@soulbranding.com

CURRICULUM VITAE

A New York native, Elsie Maio was graduated from the City University of New York *summa cum laude* with honors in Classics. She began her career on Wall Street in equities research and was a senior editor at *Institutional Investor* magazine before joining McKinsey & Company, the international management consultancy as a communications specialist. Inspired by the potential for disciplined strategic communications to propel high performance, she next served as senior executive or partner at several world-class identity firms. In 1994, she founded Maio and Company to help clients achieve hard business results by taking a systems approach to branding.

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SoulBrandingSM

The *SoulBrandingSM* methodology for building high performance enterprises of deep social integrity anticipated current global trends. It is the result of 10 years of Maio and Company's proprietary research, as well as Ms. Maio's two decades counseling senior executives at leading global companies. Corporate Brands, she says, are synonymous with the organization itself; they are how managers reach both the rational expectations and the unconscious emotional desires of their stakeholders. Since 1997, Maio&Co has taught *SoulBrandingSM* principles to help corporate leaders use the power of their brands to meet, and even lead, the swelling demand for authenticity and citizenship sought by customers, employees, suppliers and other critical stakeholders today.

Impact

In the challenging business environment today, corporate leaders around the world seek out Elsie's counsel on what's needed for both corporate and personal reinvention.

Corporate Reinvention

Her guidance has helped companies to grow into sector leaders without sacrificing their values; to successfully list on the New York Stock Exchange; to evaluate the elasticity of multibillion-dollar product brands; to make a quantum leap into their most profitable niches; to set in place the systems to support culture change; and to anticipate the trend toward socially responsible corporate positioning. Clients served include IBM, Continental Airlines, Veolia Environment, Triodos Bank, Grameen, IEEE, SustainAbility Ltd., The Centre for Philanthropy, Bank of Montreal, Deutsche Bank, Veolia Environment, and McKinsey & Company.

Personal Reinvention

Leaders must reinvent themselves personally if any corporate change is to be authentic and sustained. Therefore, Maio&Co provides cutting edge, 'extreme' workshop experiences called Threshold weekends to plunge participants into their intuitive knowing and right-brain creativity. These experiences, coupled with personal counsel by Elsie, have guided executives and entrepreneurs across the Threshold into new realms of personal integration and continuous innovation in business.

Publications and Interviews

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Her opinions appear in The Wall Street Journal, Institutional Investor, BrandWeek, Brand Marketing and American Banker, as well as in leading European business publications such as Management Consultant and Magazine for Marketing. She also has provided expert commentary on marketing for National Public Radio's popular broadcasts of "Marketplace News."

She is quoted extensively as the leading thinker on values-based branding in the book, "Megatrends 2010," by the forecaster Patricia Aburdene, as well as in the book, "A Branded World," by Michael Levine. Her own publications on human values and branding span more than a decade. They include: "SoulBrandingSM in the C-Suite," in the *Annual Workbook of the International Chamber of Commerce*; and "8 Guidelines for Values Branding," in the online journal of the Zyman Institute for Brand Science at the Goizueta Business School of Emory University. "The Next Wave: *Soulbranding*" published in Design Management Journal (Winter 1999) and the anthology 10 Views on Brand Management, both publications of The Design Management Institute, forecasted the new rules of brand management in a sustainable economic system.

Ms. Maio's seminal article on transforming business through human-values led branding, "Managing Brand in the New Stakeholder Environment" was published in the international Journal of Business Ethics (Vol. 44, 2003). In 2003, Ms. Maio also co-supervised a Masters Dissertation on "SoulBrandingSM: The Very Next Stage of Branding," by Sjoerd Korsmit at *Erasmus University*, Rotterdam. She foresaw the current trend toward democratized social pressure on Boards in her 2002 article "Branding for the New Balanced Corporate Agenda," featured in the GreenMoney Journal that year.

Range of Offerings

The Maio&Co team translates this foresight into hands-on practical tools. For example, Maio&Co helps clients surface their most winning social values in the *SoulBrandingSM Values Self-Audit*, and then nurture them through integrated implementation processes. And on a more strategic level, a team of experts in complementary fields first led a Maio&Co workshop for The Conference Board's Leadership Conference on Corporate Citizenship in February 2004. *This full day workshop, which is also facilitated for private clients, is titled "Branding the High Performance Global CitizenSM."*

In addition to such hands-on strategic guidance, the firm supports clients' immediate decision needs with workshops such as *Triage for the Times*, *Threshold* weekends for

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leaders ready to push into radical new territory of intuitive discovery and innovation, and formal engagements tailored to foster their organizations' evolution as leaders in 21st Century capitalism.

Speeches and Seminars

Ms. Maio is a frequent speaker at conferences and workshops in the United States and abroad, where her talks explore the increasing confluence of corporate positioning and higher social values. Primary audiences include CEOs, Boards, Chief Marketing Officers and HR managers. In any given year, she might address audiences in New York, Minneapolis, London, Milan and Rotterdam. Her keynotes, talks and seminars include:

- The Global Demos Gooses Capitalism: Squinting in the Glare Outside Plato's Cave, Keynote address, *Social Achievement Awards Conference*, Athens, GR
- Authentic Marketing: Let's Rejuvenate Your Brand Right Now!, Hands-on workshop, *Business & Consciousness Conference*, Santa Fe, New Mexico
- Identity, Architecture and Urbanism, The challenge of cultural relevance to architects and planners today, *AIA Forum*, New York
- Corporate Governance and Branding: An Overlooked Opportunity for the World's Stock Exchanges, *World Federation of Exchanges Annual Conference*, Cancun, Mexico
- Ethical Branding: Design for Deep Value(s) -- and New Business Opportunities, *Beyond Branding Conference*, AIGA, Minneapolis
- It's Time to Birth Social Brands, *Women, Business, Spirituality Conference*, New York
- A New Management Discipline: Branding in the Stakeholder Economy, Speech, and Panel Moderator at the *Corporate Sustainability Conference*, Erasmus University, Rotterdam

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- 'Human Capital' Wants to be Treated Human: Branding as an HR Tool, lecture to the full MBA class in Human Resources Management, *Bocconi University*, Milan
- *SoulBranding*SM: A Power Tool for Conscious Leadership, The Symposium on Leadership and Consciousness in Business, *IMD Business School Alumni*, London
- *"SoulBranding*SM: A Tool to Integrate Social Values in Business." *Spirit in Business Conference*, New York
- *Designing the 21st Century With Values*, *DESIGNTHINKERS Conference*, RGDOntario, Toronto
- CEO as Brand Manager in the Coming Millennium, [Keynote address](#), *10th International Corporate Identity Conference*, Design Management Institute, Montreal.

Interviews and Authored Articles

In addition to the books, "Megatrends 2010" and "A Branded World," cited earlier, Ms. Maio has been interviewed for and cited in numerous print and online publications, including:

- McKinsey&Company's ["Alumni in the News."](#) currently featured
- "Religion at the Office," [Golden Rule in Business](#), *DIVERSITY EXECUTIVE Magazine*, June 2009
- "The Feminization of Branding," *PERSONAL BRANDING Magazine*, May 2009
- "8 Guidelines for Values Branding," *Zyman Institute for Brand Science*, Goizueta Business School, [Emory University](#), currently featured
- "*SoulBranding*SM", [Authentic Business](#), UK
- "In Response," guest commentary by Elsie Maio on the distinctions between EU and US branding, [Radar](#), July 2003 a publication of SustainAbility Ltd., UK

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- "Capturing the Economic Value of Values," DMI Newsletter, Summer 2003, Volume XV, Issue 3
- "[SoulbrandingSM: An Interview with Elsie Maio.](#)" by David Womack in GAIN, March 2003 the magazine of the AIGA
- "Walking the Talk," by David Liss, Ethical Corporation Magazine, March 2003
- "Synergies & Best Practices for Corporate Partnerships for Sustainability," from the International Journal of Corporate Sustainability (Vol. 9, No. 3 2002)
- "[The Next Wave: SoulbrandingSM.](#)" *Design Management Journal*, Vol. 10, No. 1, Winter 1999

Other venues for her speeches and presentations include the London Business School, The Canadian Institute, expert seminars for the Global Branding interest group at The Conference Board, and the American Bankers Association.

Elsie sits on the Advisory Board to *The Ethical Marketplace*, founded by the legendary advocate for corporate transformation, Hazel Henderson. She is a member of the World Future Society, and listed in the Millennium Edition of Who's Who of American Women®.

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