

# **Norwest Venture Partners**

## **Tone of Voice**

# Brand Platform Recap

# NORWEST

## **Belief**

Who we are

We believe great companies and great leaders are empowered by their journey – and by the empathy and support they receive along the way.

## **Position**

What we uniquely do

Our long-term commitment and collaborative approach gives entrepreneurs – at every stage – the trust and space to pursue their vision, backed by the experience needed to succeed.

## **Purpose**

Why we're here

To work side-by-side with exceptional entrepreneurs, helping them navigate their unique journey to success.

## **Proof**

Why you should believe us

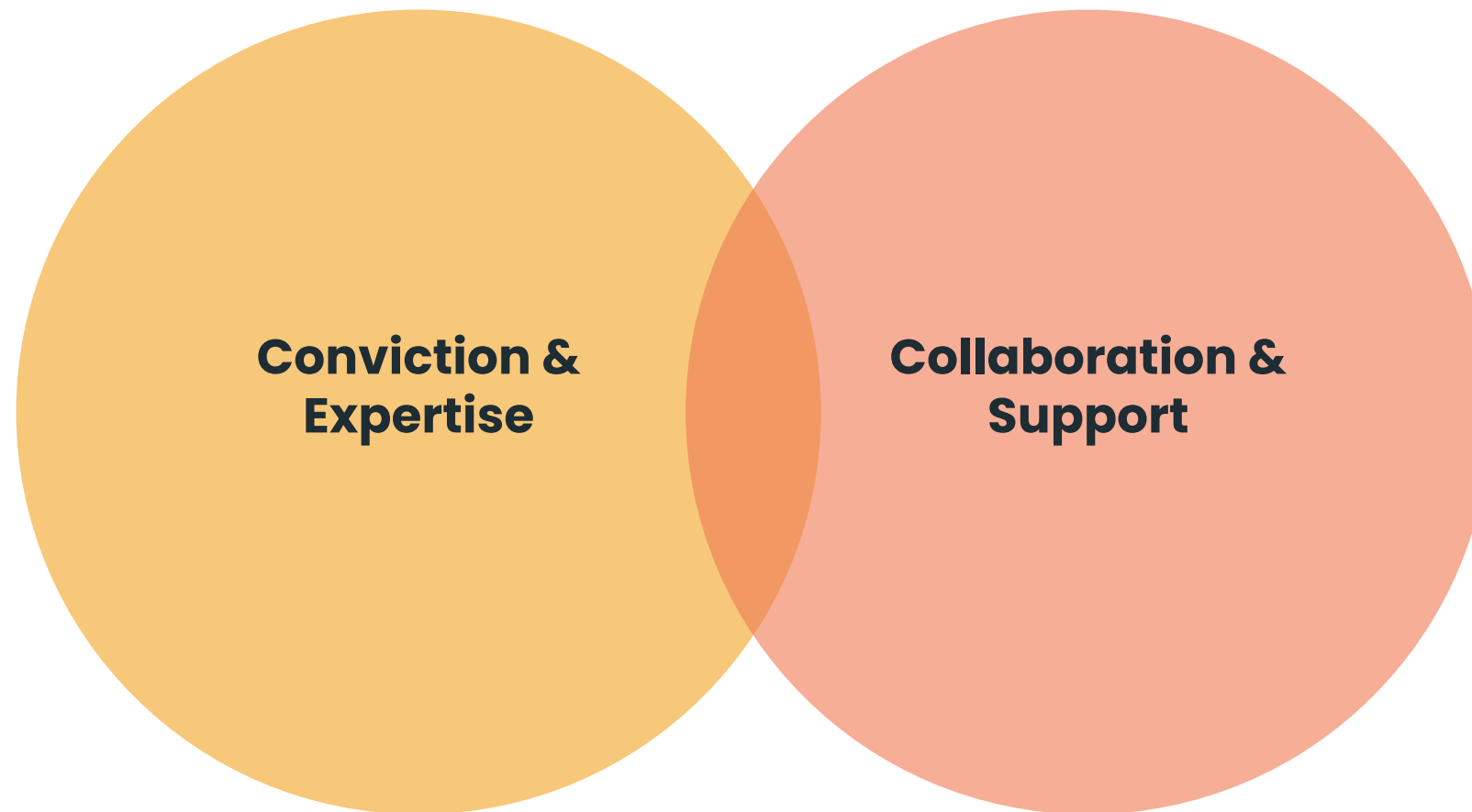
- We lead with collaboration, not control.
- We're here with you every step of the way, navigating the ups and downs of growth
- We operate with conviction and a commitment to long-term partnership.,
- We inspire loyalty with our entrepreneurs, and they choose us again and again.
- Our track record speaks for itself.

**Together for  
the journey**

# Brand Opportunity

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- Funding
- Domain Knowledge
- Operational Expertise
- Support Resources
- Business Success



- Unwavering Trust
- Sustained Support
- Personalized Guidance
- Lasting Relationships
- Personal Success

# Values & Personality

BECAUSE WE VALUE...	WE ARE...	
Integrity	Ethical	In this business, ethics often takes a backseat to profits. We want to be able to stand tall with our values intact – a pillar in the industry, and also just secure in who we are. So, we stick to our principles – because they have never led us astray, and because they’re what the business world really needs right now.
Personal Relationships	Empathetic	Of course we’re about innovation and growth and business. But, in the end, all of those things come back to people. We make it a point to remember the individuals behind all of this work – their strengths, their challenges, their vision, their journey, their stories – so we can personally support them how they really need to be supported.
Perspective	Open-Minded	Success doesn’t happen in a vacuum. True innovation, transformation, and growth are all built on a backbone of diversity – different viewpoints, ideas, and solutions from a variety of different minds. We don’t just welcome new perspectives – we actively pursue them, because we know everyone has something unique and valuable to offer.
Conviction	Believers	We don’t buy in to just any old business. However, once we <i>are</i> convinced of your vision, we become firm believers, and you get our full, substantial, sustained support. Together through thick and thin, good times and bad, we’ll be there to push you forward, spread your story, and put in all the work to make those beliefs into a reality.
What’s Next	Curious	We’re experienced in our field. To really grow or get ahead, it’s not just the knowledge we have, though – it’s about our willingness to learn more. We ask questions, challenge the status quo, find new solutions, do the research. There’s a lot more to be discovered, a lot more that’s possible, a lot more we can do tomorrow – if we actively pursue it together..
Potential	Empowering	We see what you’re capable of. We also understand what it takes to realize that potential. The possibilities are always there – we provide the tangible guidance, support, services, and tools to help you reach them. The goal is to equip you with everything you need to take charge of your own growth and development, so you can succeed the way you want.
Hustle	Hard-Working	Winning takes grit and energy and the belief in yourself to work harder, work smarter, and work your way into the opportunities you deserve. You don’t have to do it alone, though. Once we partner up, we will be working just as hard as you – together, side by side – to get your foot in the door, to grow better than ever, and to achieve all of your goals.

# Brand Archetypes



**Show up as a person.  
Don't show up as a company.  
People relate to people.**

*–Linda Boff, CMO, General  
Electric*

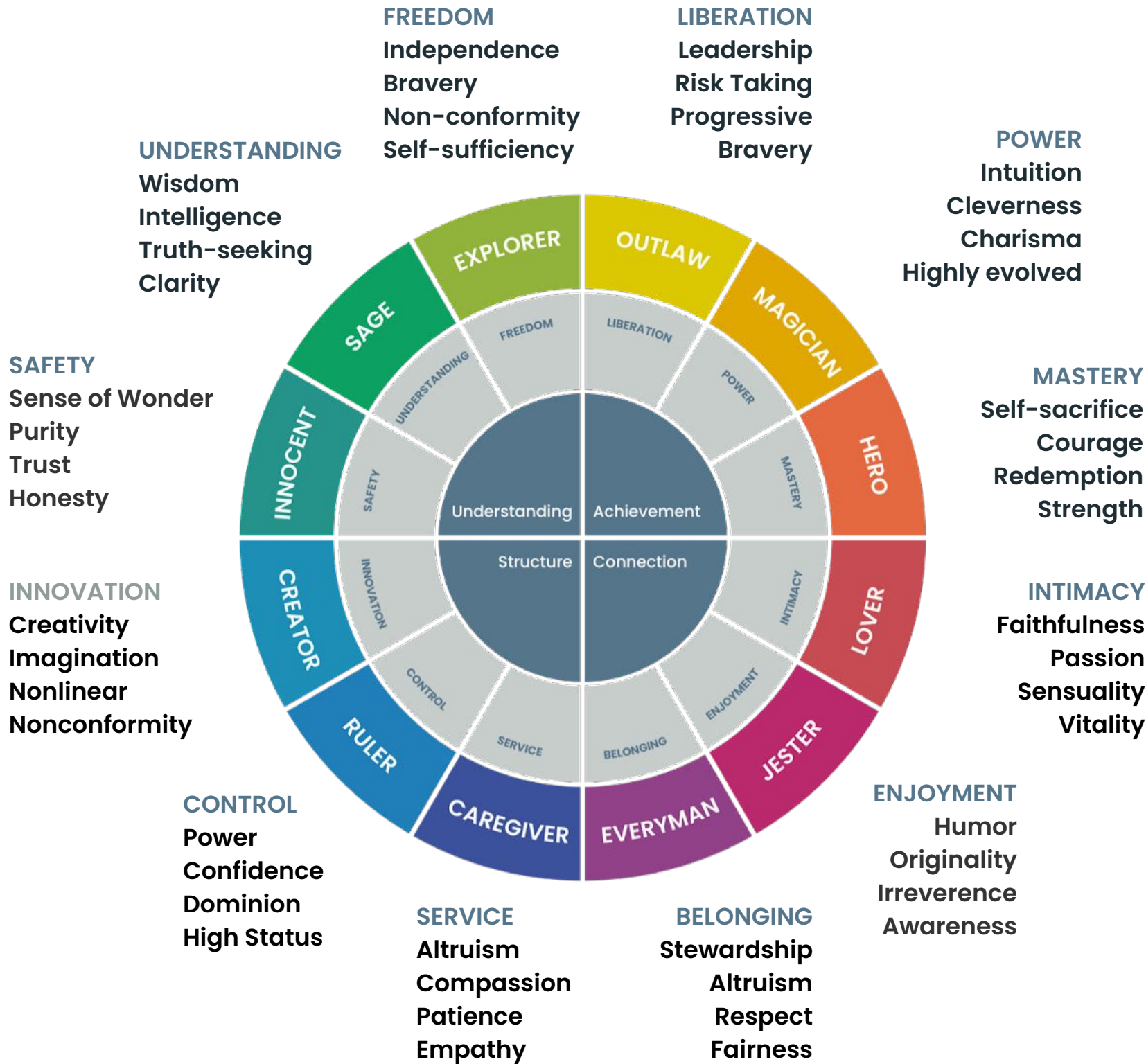




Almost every brand that you feel a bond with aligns with a particular archetype – a familiar persona with familiar goals, methods, and values.

Grounded in decades of psychological research, archetypes represent universal patterns of behavior that we all instinctively understand.

By linking ourselves to an archetype, we create a shortcut to understanding – you get who we are, without us having to explain as much.



# method.

## The INNOCENT

**Goal:**  
To create happiness

**Traits**  
Pure, optimistic, simple, honest

**Voice:**  
Optimistic and playful

# IKEA

## The EVERYMAN

**Goal:**  
To belong and connect with others

**Traits:**  
Supportive, faithful, folksy,  
person next door

**Voice:**  
Friendly, down-to-earth,  
all for one — one for all

 there's  
good  
inside

from the naturally derived ingredients inside our bottles,  
to the sustainable energy inside our factory, we're making a  
song and dance about all the good things we've got going on.



# Archetypes We Quickly Eliminated

<div><div>OUTLAW</div><div>LIBERATION</div><div>Leadership</div><div>Risk Taking</div><div>Progressive</div><div>Bravery</div></div>	Although there are some elements here that <i>could</i> fit with Norwest – being progressive, taking smart risks, unlocking the potential of our portfolio companies – we felt the Outlaw’s energy was a little too aggressive and outside the system. A lot of our value comes in knowing the system.
<div><div>LOVER</div><div>INTIMACY</div><div>Faithfulness</div><div>Passion</div><div>Sensuality</div><div>Vitality</div></div>	We form strong relationships with our partners, and we are passionate believers in the companies we support, but this just isn’t the level of intimacy we operate at. In the end, we keep things pretty professional.
<div><div>JESTER</div><div>ENJOYMENT</div><div>Humor</div><div>Originality</div><div>Irreverence</div><div>Awareness</div></div>	We appreciate originality – in people, in ideas, in the businesses we work with – and we are perceptive, which gives us the awareness to make smart decisions. However, while we want the process of growing your company and business to be as smooth as possible, we wouldn’t say “enjoyment” is our top priority. The Jester is a little too silly and irreverent for us.

FREEDOM  
Independence  
Bravery  
Non-Conformity  
Self-Sufficiency

## Archetypes We Quickly Eliminated

<p><b>RULER</b></p> <p>CONTROL</p> <p>Power Confidence Dominion High Status</p>	<p>This just didn't feel like our energy at all. While we are confident in our experience and capabilities, the Ruler is a bit too lordly to be a good fit. Plus, it's all about power and control with the Ruler – and we're more about guiding the companies we work with, not controlling them.</p>
<p><b>INNOCENT</b></p> <p>SAFETY</p> <p>Sense of Wonder Purity Trust Honesty</p>	<p>This does capture some of the morals and ethics of Norwest – we're honest, we're trusting and trustworthy – as well as our curiosity and the safety net we provide. However, one of our biggest selling points is our experience, which inherently clashes with innocence.</p>
<p><b>EXPLORER</b></p> <p>FREEDOM</p> <p>Independence Bravery Non-Conformity Self-Sufficiency</p>	<p>There's good stuff here, in terms of taking risks and being curious and not sticking to the status quo. However, a big part of the Explorer is independence and self-sufficiency. And since we're innately promoting partnership, it isn't the right fit.</p>

# Other Archetypes We Closely Considered

<div>HERO</div> <div>MASTERY</div> <div>Self-Sacrifice</div> <div>Courage</div> <div>Redemption</div> <div>Strength</div>	<p>“Mastery” does speak to our experience, and there’s something to the idea of being strong and courageous – we’re a champion to these companies; we provide firm, solid support. But, it’s hard to pair the Hero with anything more human or relatable – it tends to have big, aggressive, sometimes egotistical energy: “We’re going to save you.” These aren’t companies that need saving – they need a partner. We’re helping the best become even better. It’s hard to pair a Hero with anything more human.</p>
<div>EVERYMAN</div> <div>BELONGING</div> <div>Stewardship</div> <div>Altruism</div> <div>Respect</div> <div>Fairness</div>	<p>This does capture a lot of our energy. We want our companies to feel like they belong, like they have a true partner. We’re big on ethics, respect, fairness, doing the right thing, and creating a real community. But, the thing about the Everyman is it inherently comes off as, well, <i>average</i>. Steak and potatoes. Salt of the earth. Which isn’t really a good fit for any business in this category. Being relatable is great and all, but we want companies to see us as exceptional and transformational and magical – an investor with capabilities no one else can offer.</p>

Other Archetypes We Closely Considered

<div>CAREGIVER</div> <div>SERVICE</div> <div>Altruism</div> <div>Compassion</div> <div>Patience</div> <div>Empathy</div>	<p>This has some crossover with the Everyman. At Norwest, we are all about being compassionate and understanding and patient with the companies we work with. But, in the end, we aren't their parents. We're here to support them, but we want them to stand on their own two feet and work to become the businesses and leaders they want to be. The Caregiver also has healthcare connotations – it's empathy, yes, but it's more empathy about your well-being than your aspirations.</p>
<div>CREATOR</div> <div>INNOVATION</div> <div>Creativity</div> <div>Imagination</div> <div>Nonlinear</div> <div>Nonconformity</div>	<p>Obviously innovation is a big thing for us at Norwest, so the Creator had some potential. We like creativity and imagination. We don't mind going against the grain. But, in the context of working with portfolio companies, we aren't really the ones doing the creating. We're providing the guidance <i>other</i> Creators need to get the job done.</p>



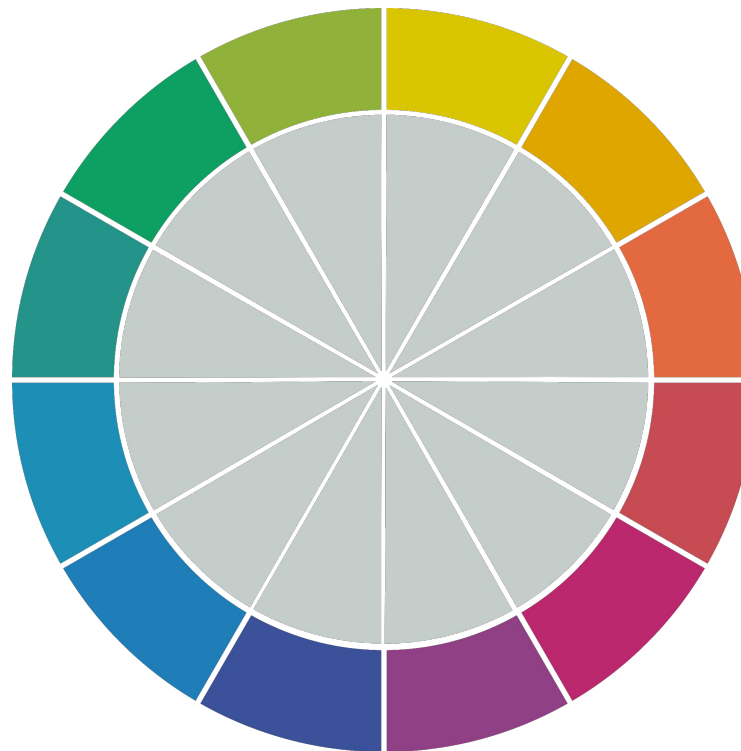
# NORWEST

**Integrity** ▶ **Ethical**

**Personal Relationships** ▶ **Empathetic**

**Perspective** ▶ **Open-Minded**

**Potential** ▶ **Empowering**



**What's Next** ▶ **Curious**

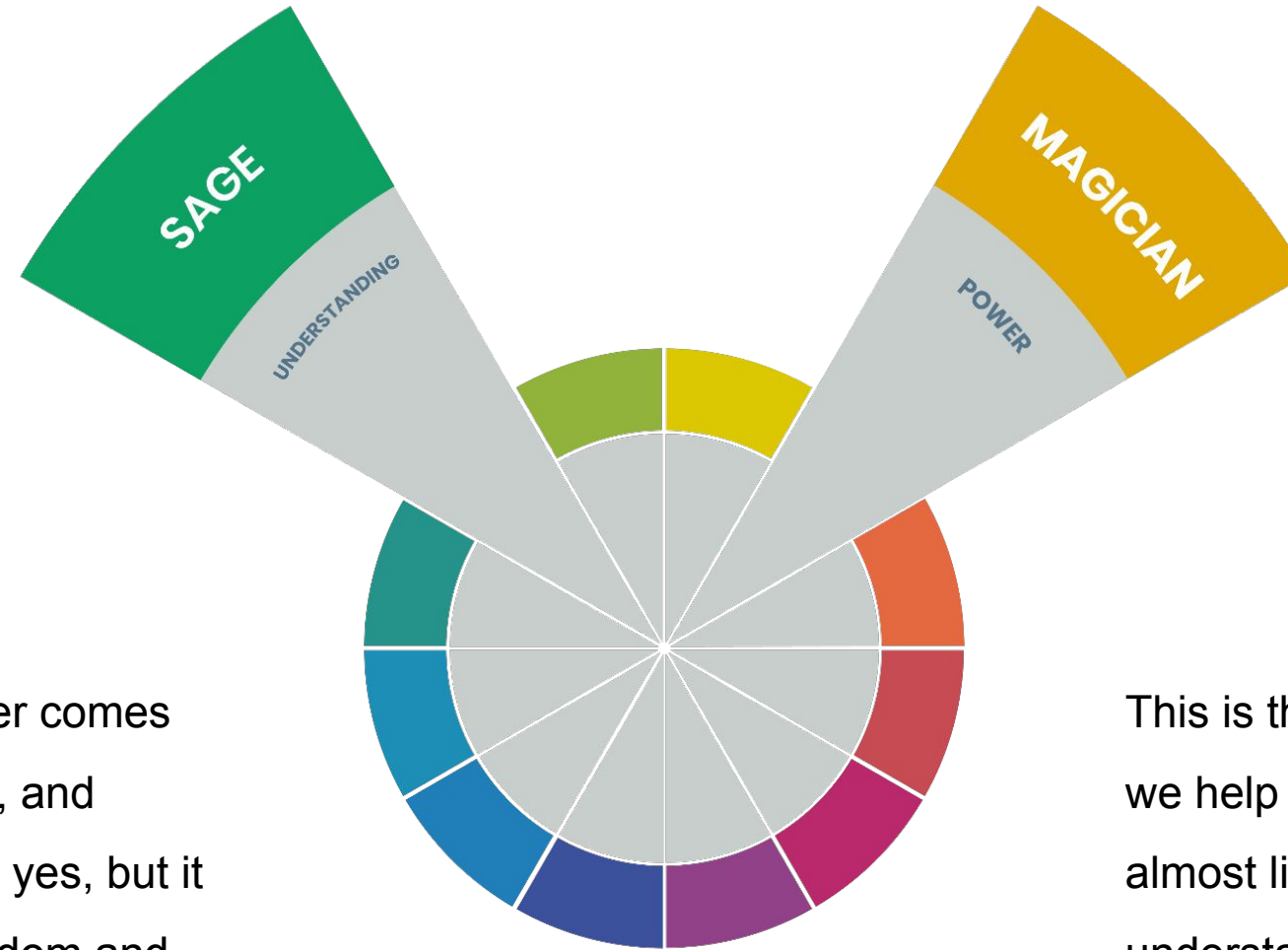
**Conviction** ▶ **Believers**

# NORWEST

## SAGE

### UNDERSTANDING

Wisdom  
Intelligence  
Truth-seeking  
Clarity



## MAGICIAN

### POWER

Intuition  
Cleverness  
Charisma  
Highly evolved

A large part of what we uniquely offer comes down to our experience, knowledge, and understanding. We provide support, yes, but it most often comes in the form of wisdom and guidance. We're curious and perceptive and committed to ideals like truth and honesty.

This is the secret sauce that we offer – the way we help transform businesses and people, almost like magic. It's the Sage's understanding applied to make things happen – we know what works, we have capabilities like no one else, and we turn vision into reality.



# NORWEST

Core Archetype

70%

Generally, each brand has a primary and supporting archetype: What We Do and How We Do it. Overall, our unique brand and our unique offering all come back to our experience and understanding. We work with and guide companies as a Sage...



Influencer Archetype

30%

...but we help make big things happen for them as a Magician – leveraging the unique combination of our talents, our personalities, and a certain magical je ne sais quoi to realize their biggest goals and dreams.



# 70%

## The SAGE

### UNDERSTANDING

Wisdom  
Intelligence  
Truth-seeking  
Clarity

a.k.a.

**Teacher. Expert. Thinker.**

Typically regarded as knowledgeable and trusted educators and experts, the Sage acts a source of guidance to help clients feel more informed and able to make better decisions.

Behind the scenes, Sage organizations often house a group of experts who are united by their commitment to a common goal, ideal, or vision.

# 30%

## The MAGICIAN

### POWER

Intuition  
Cleverness  
Charisma  
Highly evolved

a.k.a.

**Inventor. Transformer. Visionary.**

With mastery in thinking both deeply and outside the box, the Magician knows how to make visions into reality.

They find win-win solutions and make the complex appear simple.

The services they offer are contemporary, empathetic, and transformative.

# **Voice & Messaging, Part 1: Tone of Voice**

## What exactly is Tone of Voice?

- Building off all of this foundational work, we have defined a series of attributes that, together, will create a holistic Tone of Voice for Norwest.
- This voice will be used across external communications – e.g., websites, ads, content marketing, etc. – to connect with audiences more meaningfully and to differentiate ourselves from competitors.
- The level of each individual attribute may vary between communications – depending on business unit, audience, objectives, etc. – but each should always be present, to ensure brand consistency.

**Our voice is confident.**

## **Our voice is confident.**

This isn't about arrogance or cockiness. This is the calm confidence that comes from the decades of experience we put to work every day. We have seen it all – we know how the market works, how business works, and how growth works – so, when we invest, we are confident in your ability to perform, and we are confident in the support and guidance we're able to provide.

## Some notes on confidence:

- Confidence speaks to our unique approach to supporting businesses. When you are confident, you know when to speak up and help. You also know when to trust people and let them take the reins.
- Confidence is also about taking the right risks. We have had many major wins as a firm, because we have made smart decisions and given smart support. While we always stay humble, there's nothing wrong with sharing our successes either.
- This confidence extends to thought-leadership as well. We project our confidence writ large by being vocal about our opinions and creating content that sets the standard for the industry.
  - Consider the CEO Journey Survey: To put something like that out, you have to have a certain level of gravitas and credibility, or who's going to buy in or care?

## WHAT WE ARE

- Experienced
- Self-Assured
- Certain of Our Convictions
- Determined
- Calm
- Poised
- Proud of Our Accomplishments
- Bold
- Courageous

## WHAT WE'RE NOT

- Arrogant
- Egotistical
- Superior
- Condescending
- Patronizing
- Close-Minded
- Smug
- Self-Important
- Cocky
- Boastful



**CONFIDENT – Before & After Examples**

BEFORE	AFTER
We help build companies. All day. Every day.	We’re with you for the journey. Support – the way you need it – every step of the way.
We offer a broad network of connections and expertise, with unparalleled operating experience, an agile, collaborative brand building process and a diverse range of next-level, high-impact services to help CEOs and founders advance on their journey.	Wherever you are in your journey, Norwest can help make the path smoother and more rewarding. Improve operations. Build your brand. And grow as a business and a leader. We’re here with the experienced support and guidance you need, when you need it.

**Our voice is understanding.**

## **Our voice is understanding.**

Because we have done so much, and helped so many, we know all the ins and outs, we have weathered the ups and downs. We are knowledgeable, but that has only made us more curious and empathetic. Where are you in your journey? What makes you great? What are you struggling with? Whatever it is, we can relate – and we want to help. We know that this whole process can be challenging, so we make it a point to treat you with kindness and compassion – even (and especially) during the hard times.

## **A note on understanding:**

- Understanding also captures our commitment to diversity and inclusivity. Because we can see and understand things from so many perspectives, we are welcoming, respectful, and accepting of one and all. (Except the jerks, of course!)
- Our understanding also connects to our values and ethics. We understand our impact on the world – that our choices really do matter – and we want to do things the right way, with a strong moral compass that drives our decisions.

## WHAT WE ARE

- Knowledgeable
- Perceptive
- Curious
- Aware
- Insightful
- Discerning
- Individualizing
- Empathetic
- Open-Minded
- Inclusive
- Compassionate
- Considerate
- Kind
- Generous
- Forgiving
- Patient

## WHAT WE'RE NOT

- Know-It-Alls
- Cold
- Unemotional
- Impersonal
- Formulaic
- Jerks
- Soft
- Lenient
- Uncertain
- Indecisive

**UNDERSTANDING – Before & After Examples**

BEFORE	AFTER
We are a team of experienced investors, operators, founders, designers, marketers, and talent specialists.	Investors. Marketers. Operators. Founders. Our team has experienced – and succeeded across – every step of the investment journey. We know where you are, what’s ahead, and what you are up against. And we’re here to help.
We offer entrepreneurs a broad range of services to help them build their businesses at every stage of growth.	Every stage of growth is different, with its own ins and outs, challenges and opportunities. The journey isn’t always easy, but with Norwest, you will always have the support you need, across a broad range of expertise and services.

**Our voice is encouraging.**

## **Our voice is encouraging.**

This is understanding put into action. Encouragement is the sweet spot between just being supportive – i.e., being a cheerleader, without ever really pushing you – or just being empowering – i.e., giving you the means, then stepping back. With Norwest, we are right there with you, good times and bad, giving you the backing you need, when and how you need it – whether that's moral support, tough love, or that extra push to take on new challenges.



## **A note on being encouraging:**

- Encouragement also captures some of the idea that we aren't just pushing for business growth. We also want to inspire you to grow and develop as a person and a leader – in part by setting good examples ourselves.

WHAT WE ARE	WHAT WE'RE NOT
<ul style="list-style-type: none"><li>• Supportive</li><li>• Energizing</li><li>• Guiding</li><li>• Positive</li><li>• Collaborative</li><li>• Reassuring</li><li>• Inspiring</li><li>• Take-Charge</li><li>• Loyal</li><li>• Unflappable</li></ul>	<ul style="list-style-type: none"><li>• Controlling</li><li>• Officious</li><li>• Overbearing</li><li>• Invasive</li><li>• Coddling</li><li>• Dictatorial</li><li>• Self-Centered</li><li>• Overly Analytical (More About Numbers Than People)</li></ul>

ENCOURAGING – Before & After Examples

BEFORE	AFTER
We realize that one size does not fit all when it comes to today’s operational challenges. We aim to add value where you need it most. Our seasoned team can assist you with as-needed, customizable services to help you tackle what’s next. Think of us as an à la carte menu of services. All of what you need and none of what you don’t.	As you continue to grow, you will have different needs at different times. And with Norwest, you will always have our support, exactly the way you need it. Sometimes that’s a pep talk. Sometimes it is the tough conversation no one else will have with you. Sometimes it’s a push towards new leadership skills. In the end, though, it will always be your hands on the reins.
Our returns are driven by growth and fundamental improvements to a company’s strategic position.	At Norwest, we believe in personal growth as well as business growth – indeed, we think the two go hand in hand. Our goal is to help you become a better leader even as your business takes the lead.

**Our voice is bullish.**

## **Our voice is bullish.**

We may be understanding and encouraging, but in the end, we are here because we want our portfolio companies to win. Once we are sold on your vision, consider us true believers. And then, we're going to push to get everyone to believe in you the same way we do. Your ambition is our ambition, and we will go after it wholeheartedly. We are driving, enterprising, and enthusiastic – a force to be reckoned with – and we will work as hard as you do to reach your goals.

## **A note on bullishness:**

- “Bullish” is a bit of an aggressive word on its own, but, in context, it’s about focus and drive. We’re pulling from commerce’s definition of bullish: “Regarding a particular investment as potentially profitable.” When we see an investment we believe has potential, we go all in on it. It’s optimism, but optimism grounded in hard facts and reality.

## WHAT WE ARE

- Positive
- Enthusiastic
- Assured
- Believers
- Forward-Thinking
- Compelling
- Convincing
- Energetic
- Persuasive
- Ardent
- Powerful
- Determined
- Earnest
- Driving
- Visionary
- Challenging

## WHAT WE'RE NOT

- Blindly Hopeful
- Abstract
- Starry-Eyed
- Pushy
- Demanding
- Forceful
- Overly Aggressive
- Self-Centered
- Argumentative

**BULLISH – Before & After Examples**

BEFORE	AFTER
Norwest believes in delivering sustained positive impact to our founders, their companies, our communities and the world.	We know the impact our founders and companies will have on the world – and we know you can get there faster and stronger with us.
Norwest’s Growth Equity team invests in profitable, market-leading companies that demonstrate exceptional growth potential. We take a long-term and flexible approach to partnering with founders and executives in both minority and control investments. Our proven and repeatable research process for finding and evaluating investments allows us to uncover value creation opportunities that others might not see. We then work collaboratively with management teams to help companies achieve their full potential.	Norwest Growth Equity makes smart bets on companies that win. We do our homework. And once we’re in, we’re in. We see your value, we understand your vision, and we will help you uncover the opportunities others miss. Together, we’ll work to unlock your full potential and reach every one of your goals.



**All Together Now**

## **At Norwest Venture Partners:**

- **Our voice is confident.**
- **Our voice is understanding.**
- **Our voice is encouraging.**
- **Our voice is bullish.**

## **Sample Company Description in the New Tone of Voice**

Norwest Venture Partners provides unparalleled support to the world's next top companies and founders, throughout their journey of business and personal growth.

At Norwest, we understand that growth is a question, not a destination – with ever-changing needs, opportunities, and challenges. Wherever you may be in that process, our seasoned team – from investors to operators to marketers to founders – has been where you are, can see where you are headed, and knows how to help along the way.

Our role is to give you exactly the support you need, how and when you need it. Building your team. Building your brand. Improving operations. Going to market. Growing into the leader your business needs. You'll always have the reins, but we will be backing you through every up and down – whether that's moral support, expert advice and guidance, or the push you need to reach the next level.

The journey to growth is not always easy, but we have helped hundreds of companies like yours succeed. We know a winner when we see it, and we are true believers in the businesses we back. We know your value, we understand your vision, and we will work tirelessly to unlock your full potential and help you reach your goals.