

EXECUTIVE BRAND LEADERSHIP

Chief Brand Officer & Brand Systems Advisor

I work with leadership teams when brand has become too important to remain a marketing function. At moments of growth, transition, repositioning, or misalignment, I help organizations make brand operational — clarifying decisions, aligning teams, strengthening trust, and building the consistency that compounds.

Brand is infrastructure. It compounds when it's treated as a system. It depreciates when it's treated as a campaign.

Where I'm Most Useful

I'm a strong fit for organizations navigating complexity that need senior-level brand leadership — whether as an embedded executive, a fractional officer, or a strategic advisor.

WHEN THIS WORK MATTERS MOST**Growth without alignment**

Teams interpret the brand differently across marketing, sales, recruiting, customer experience, and leadership.

Leadership transition

Brand knowledge lives with a founder or small leadership group and needs to become transferable.

Marketing activity without strategic clarity

The team is producing more, but the underlying brand system is underdeveloped.

Repositioning or market shift

The organization needs to clarify who it serves, what it stands for, and how it creates value now.

Brand governance gaps

Assets and guidelines exist, but the operating discipline to apply them consistently does not.

Brand Team Building

The organization needs to hire, structure, or redefine the team responsible for brand.

My work has included national healthcare consulting firms, regional financial institutions, B2B technology companies, professional services firms, business and startup incubators, and public education institutions — environments where the audiences are sophisticated, the stakes are reputational, and brand has to earn trust with buyers, boards, and internal leadership at once. Most of my engagements involve companies navigating growth between \$10M and \$500M where brand has outpaced the systems managing it. The result is a brand that leadership can actually use — to make decisions, align teams, and grow with confidence. Typical engagements include:

- + Positioning, messaging, and brand architecture
- + Governance, standards, and operating tools
- + Leadership alignment and decision frameworks
- + Naming and offer structure
- + Creative and marketing team direction

ENGAGEMENT MODELS

In organizational terms, this work maps to roles like Chief Brand Officer, VP/SVP Brand Strategy, Head of Brand, or brand-centered CMO — with an emphasis on systems and governance rather than campaign management.

Fractional Chief Brand Officer

Ongoing executive brand leadership without a full-time hire. Best for companies navigating growth, transition, or repositioning.

Brand Systems Advisory

Outside perspective and senior brand judgment for founders, CEOs, and boards. Focused engagements, not ongoing operations.

Strategic Projects

Defined-scope work — positioning, architecture, governance, launch strategy — when the organization needs senior leadership to frame the problem before solving it.

Speaking, Workshops

Keynotes and working sessions connected to brand leadership and *The Brand Operating System*.

Background

I've spent 25 years building, leading, and advising brand practices. I founded and operated a brand consultancy for more than two decades, then co-led a strategic brand partnership focused on executive-level engagements for professional services firms, healthcare organizations, and institutions. That work consistently involved leadership teams where credibility is the product — where brand isn't cosmetic, it's how the organization earns the right to charge, recruit, and grow. Every engagement taught the same lesson: brand either runs the business or the business outruns the brand.

I serve as Professor of Practice and Program Coordinator in Communications Design at Syracuse University, where I teach the strategic and structural thinking behind brand systems. My book, *The Brand Operating System*, published by Oberfeld Press, extends this work into a practical framework for building brands that compound.

WHAT I'M NOT

Not a conventional marketing retainer, campaign vendor, or production studio.

I do not step in to produce more content, manage social channels, or execute disconnected tactics. My work is upstream: clarifying the system, establishing standards, and guiding the decisions that make execution more effective. 🙌

Contact & Schedule



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