



60 Minute Brand Strategist

**The Essential
Brand Book for
Marketing
Professionals**

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CEO, Idea Couture

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Introduction

This book is a creative compilation of thoughts, processes, frameworks, and visuals taken from my Advanced Branding Master Class, running for more than 10 years in more than 20 countries. This book is for those who haven't yet had the opportunity to attend my seminars. Everyone is busy, with little time to read, so this book is a 60-minute read that could be finished on a flight from New York City to Chicago, or from London to Paris.

Brand is unarguably the most powerful business tool ever invented, after costing and pricing. There are a lot of myths about brand and brand strategy, including the right way to grow the financial and strategic value of a brand and the notion that brand strategy should always align with business strategy. People often place too much value in the power of a logo or a name, but rarely enough on their brand strategy. Many also assume that the brand strategy of larger companies is always robust, and only affordable because of their size. This is far from the truth; every successful business, large or small, global or local, must have a brand strategy and it needn't be complicated.

Many assume a brand's opportunity is only within its product/service category and often forget that the biggest opportunity for growth may exist outside or adjacent to the current definition of the market. All brands should be fighting two wars at the same time—growing existing market share within a defined product category and inventing a new one. The reality is most established product categories brand market shares change very little despite big increases in media spending. So the question is, how can a brand generate growth and create economic value?

For a brand to grow, it requires stepping back from the current situation to develop a systemic way of looking at it from a different viewpoint, then aligning that with business strategy and the competitive context—a robust brand strategy. How can that be used to change the game to your brand's advantage? By bringing empathy into the process, understanding the brand's core and its role in the context of business strategy, and discovering how to change the way customers/channel partners think about the category, not by fighting for incremental share gain within the category.

This little book can help any company succeed by using the brand to inspire and inform a game-changing strategy. Your investment into this book is well worth 60 minutes.

01 All About Brands


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**“IN
TECHNOCRATIC
AND
COLORLESS
TIMES,
BRANDS
BRING
WARMTH,
FAMILIARITY
AND
TRUST.”**

**—PETER
BRABECK,
NESTLÉ**

A large crowd of diverse LEGO minifigures is seated in rows of blue and white plastic bleachers. The minifigures have various features, including different hair colors (red, blonde, brown, orange), headgear (green hard hats, white baseball caps), and clothing (sweatshirts, jerseys, one with 'CHINA' on it). They are all looking towards the left side of the frame, suggesting they are attending an event or presentation. The background is filled with more minifigures, creating a sense of a large, diverse crowd.

What Is a Brand?

In a world where brands rule, products are no longer bundles of functional characteristics but rather a means to provide and enhance customer experiences. Thanks to the Internet and wireless technologies, information is so abundant that consumers are overloaded. They have more information than they can digest, use, need, or even want.

Product proliferation creates so many choices that it diminishes our ability to differentiate or choose what we truly value. Brands help us choose. They are invaluable tools that help us break through clutter to make choices based on our experience of and satisfaction with products or services.







**“There will
be a time
using a logo
will be the
worst thing
in the world.”**

**—Bill
Bernbach,
Founder
DDB**

We're a long long way from that day. The truth is that people like brands. They not only simplify choices and guarantee quality, but they also add fun and interest, provide aspirations and dreams. Some people love them like children, which might explain why I personally know of a 4-year-old boy named Nike, an 8-year-old boy named Ferrari, and a 12-year-old girl named Hermès.

~~A Brand Is Not ...~~

A Trademark

(These are legal properties.)

A Mission Statement

(This is a reminder.)

A Logo or Slogan

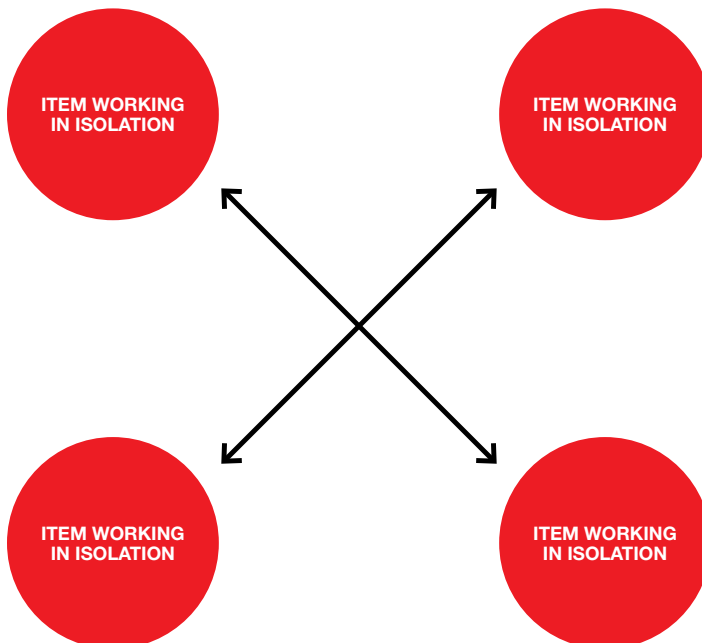
(These are your signatures.)

A Product or Service

(These are just the tangibles.)

An Advertisement

(These deliver your messages.)



A Brand Is ...

A Point of View

Branding is a strategic point of view,
not a select set of marketing activities.

A Customer Value

Branding is central to creating customer value, not just
sound bites and images.

A Competitive Advantage

Branding is a key tool for creating and sustaining
competitive advantages.

Engineered

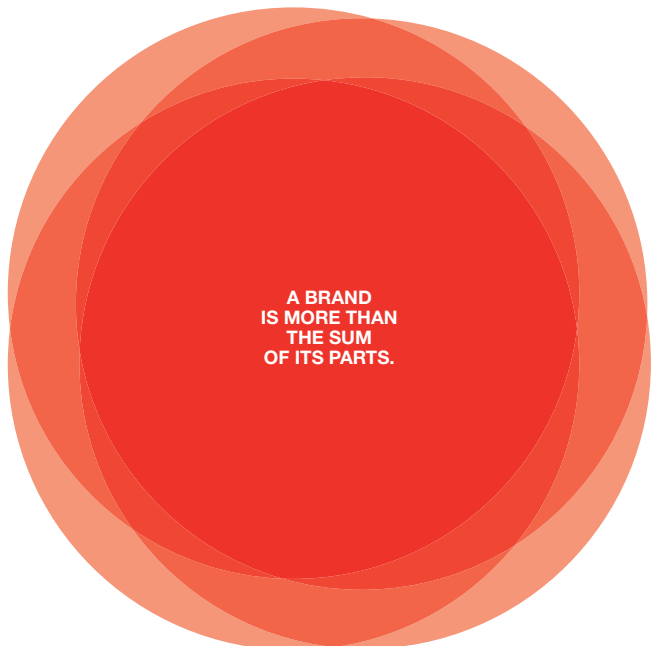
Brand strategies must be “engineered” into the strategic
planning process.

Alive

Brands get their identity from meanings. Products
and services are the blood of a brand. Your organizational
culture and standards for action are the heartbeat.

Logic and Emotion

Branding is part science and part art.






**Brands
have almost
become
ideologies.**







"The art of marketing is the art of brand building. If you are not a brand, you are a commodity. Then price is everything and the low-cost producer is the only winner."

— Philip Kotler, Kellogg

“A brand is the ‘personification of a product, service, or even entire company.’

Like any person, a brand has a physical ‘body’: in P&G’s case, the products and/or services it provides. Also, like a person, a brand has a name, a personality, character and a reputation.

Like a person, you can respect, like and even love a brand. You can think of it as a deep personal friend, or merely an acquaintance. You can view it as dependable or undependable; principled or opportunistic; caring or capricious. Just as you like to be around certain people and not others, so also do you like to be with certain brands and not others.

Also, like a person, a brand must mature and change its product over time. But its character, and core beliefs shouldn’t change. Neither should its fundamental personality and outlook on life.

People have character ... so do brands. A person’s character flows from his/her integrity: the ability to deliver under pressure, the willingness to do what is right rather than what is expedient. You judge a person’s character by his/her past performance and the way he/she thinks and acts in both good times, and especially bad.

The same are true of brands.”

**—Robert Blanchard,
former P&G executive**



Brand Purpose

In today's hyper-competitive and über-connected world, it is necessary for brands to have a clear purpose and meaning for consumers. An authentic brand comes from within. It is the exposure of what a company really is. A few interactions with the company will quickly reveal if their marketing and branding is simply saying what they think will appeal rather than what they think and believe. Brands run into problems with social media when there is a lapse between what consumers expect, how the company behaves, and what they promise.

“Be yourself; everyone else is already taken.”

**—Oscar Wilde,
Author & Playwright**

“True cultural connection is the Holy Grail for brands if they want to create an enduring emotional relationship with people.”

—Adam Chmielowski

**“Your vision
will become
clear only
when you look
into your heart...
Who looks
outside, dreams.
Who looks
inside, awakens.”
—Carl Jung**

01

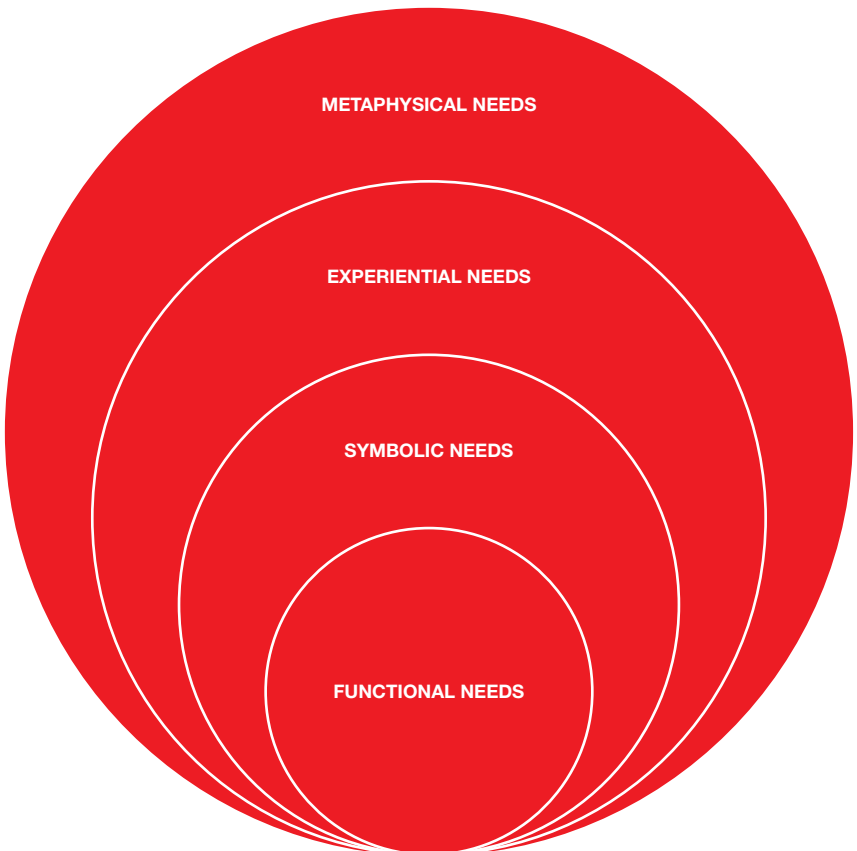
**What is the
deep need
that we satisfy?
What is our
raison d'être?**

02

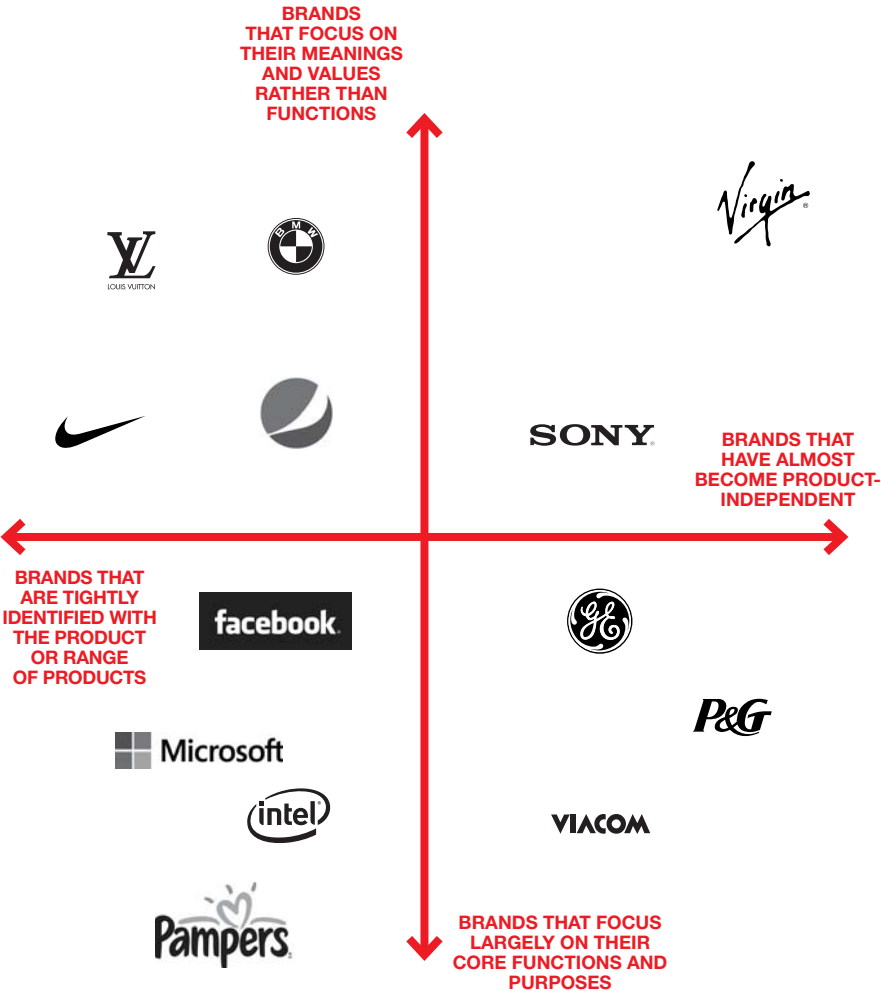
**What is
our core
competence?
What are
we really
good at?**

The Customer Satisfaction Treadmill

Daniel Kahneman of Princeton describes the Customer Satisfaction Treadmill. The more we make, the more we spend, the more we want. The faster we get it, the faster we want it. The more convenient it becomes, the more we realize how convenient it could be. The more our unreasonable demands are met, the more unreasonable they become.



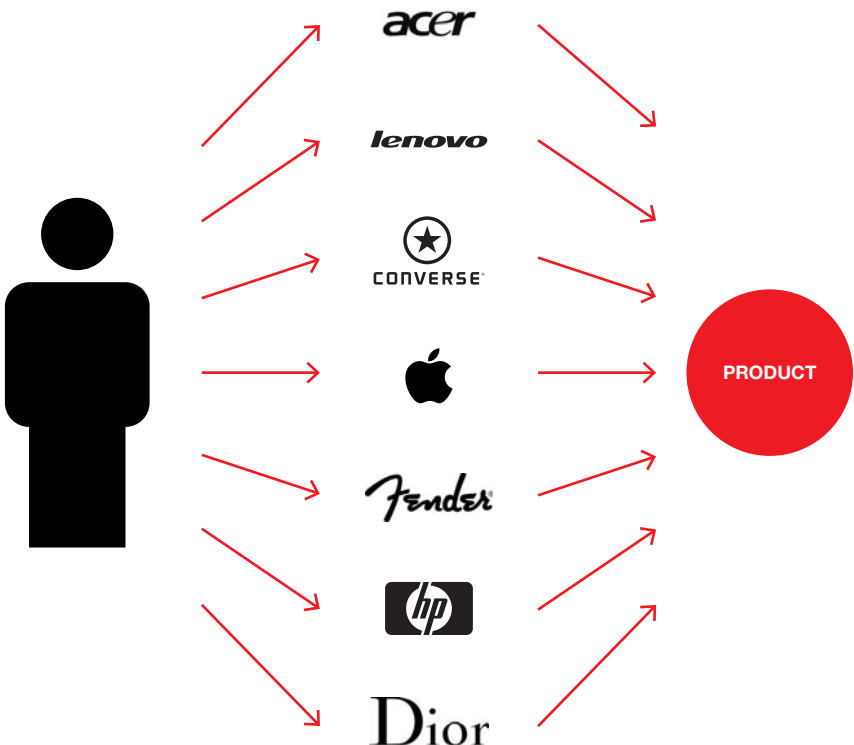
Brand Taxonomies



Brand Meaning

In a world predisposed to sameness, there are few things in life more satisfying than building brands that disrupt predisposition. Brands move marketshare. Brands move advertising-award judges. Brands move culture. Some do all of these.

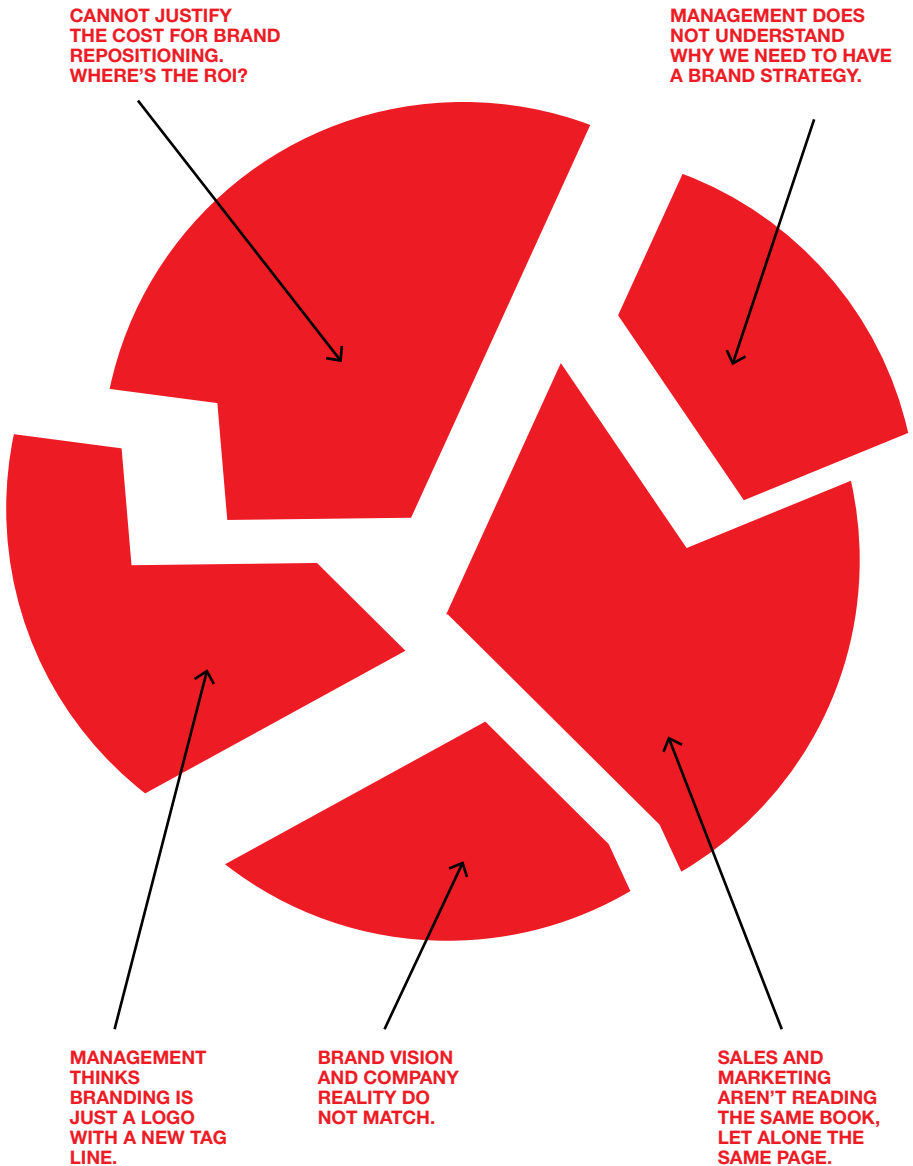
Brand has meaning in people's minds that exists beyond functionality. Part art, part science, brand is the difference between a bottle of soda and a bottle of Coke, a computer and an iMac, a cup of coffee and a cup of Starbucks, a car and a Mercedes, a designer's handbag and a Hermès Birkin. Brand is the intangible yet visceral impact of a person's subjective experience with the product, the personal memories and cultural associations that orbit around it. Brands are also about messages—strong, exciting, distinct, authentic messages that tell people who you are, what you think, and why you do what you do.



Too Much Advertising with Too Little Meaning?



The Most Common Issues with Branding



Why Brands Are in Trouble?

Brands are being mass-produced in brand factories.

There's a movement of conservatism in brand investment. Many have gone from inspirational and daring to cautionary and risk-averse. Everyone is looking for a safe formula.

Brands struggle to find their own identities.

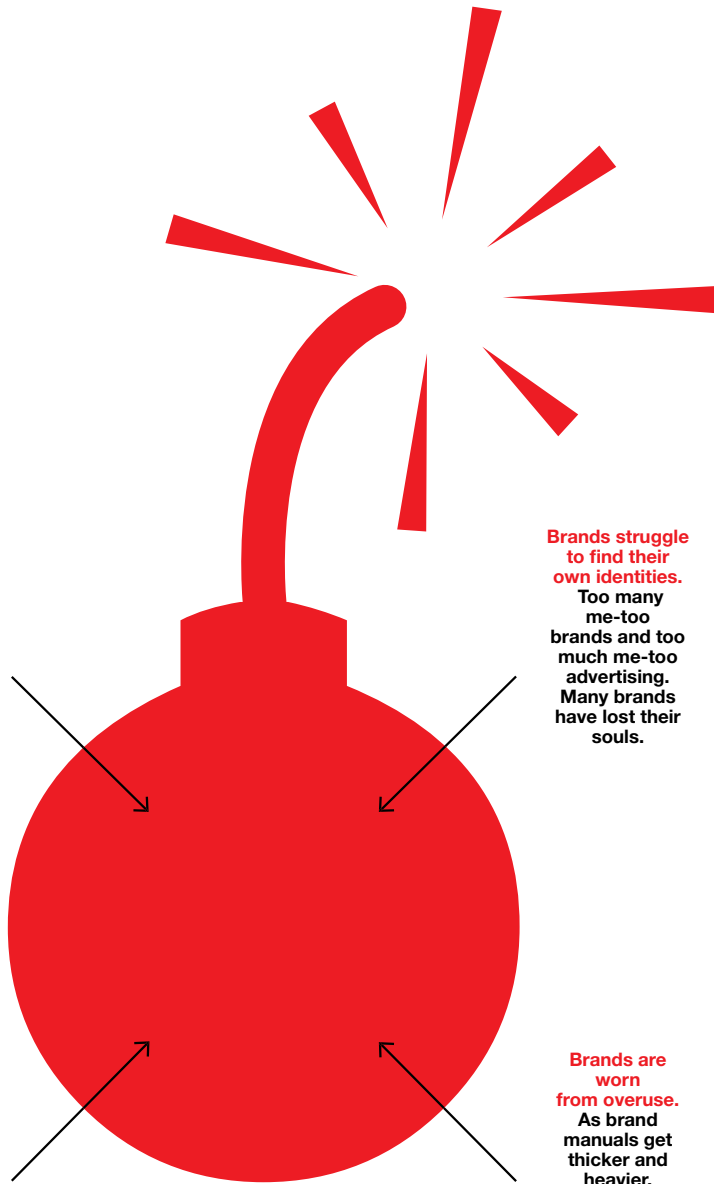
Too many me-too brands and too much me-too advertising. Many brands have lost their souls.

Brands have lost their mystique.

Consumers understand how marketing works and they are brand-savvy. Be careful not to over-market a brand.

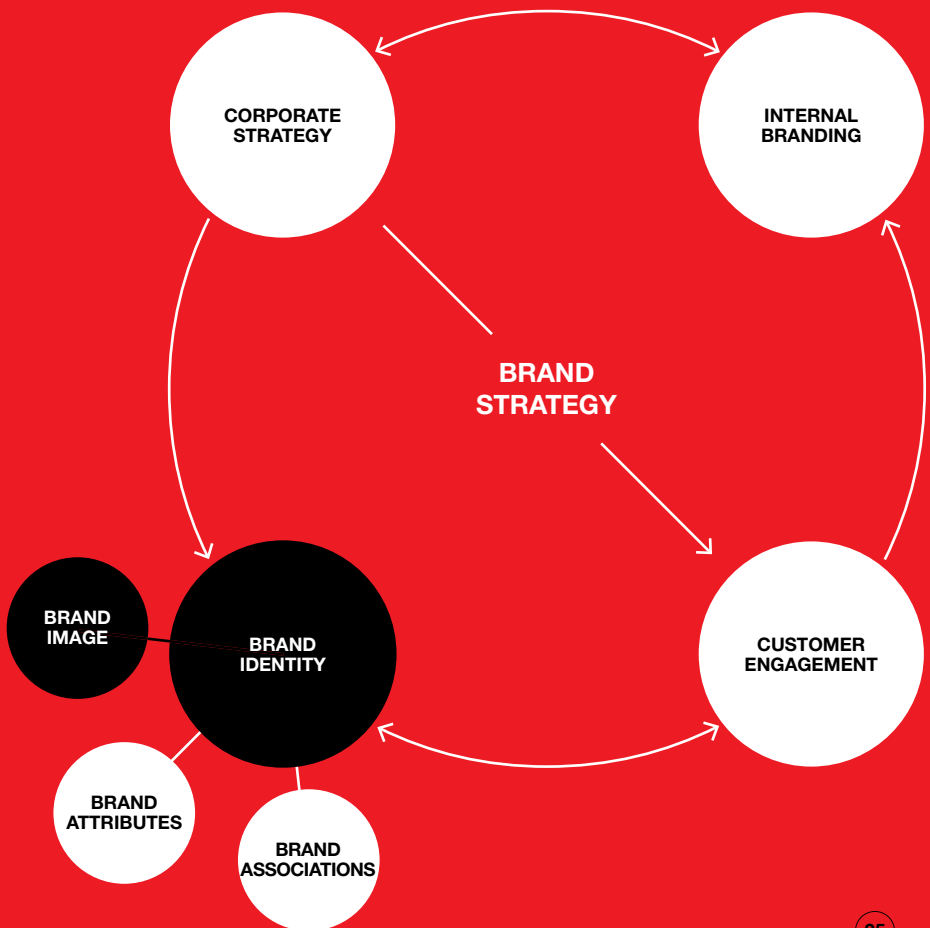
Brands are worn from overuse.

As brand manuals get thicker and heavier, you know you're in trouble. Instructional menus replace imagination.



What Is a Brand?

Don't make the mistake of letting brand image take over and become brand identity. It's only part of the equation, not the answer.



What Is a Brand?

A brand is an intangible asset that resides in people's hearts and minds. It's defined by the expectations people have about tangible and intangible benefits that they develop over time through communications and, more important, actions! To build a successful brand you must do the following four things:

- 01 Make a promise**
- 02 Communicate your promise**
- 03 Keep your promise**
- 04 Strengthen your promise**

The tangible aspect of your brand is a promise. What do you do best? What's the payoff? What can your consumer count on? This promise becomes an intrinsic part of your marketing message. In order for you to own it, you must communicate strategically and creatively across a broad media mix. Both your internal and external audiences must be true believers of your promise. The only way to make them truly believe is to be true about your promise.

Today you may have a name and a trademark, but it will take time (and much more) before you have a brand. Brand building is the creation and management of inward cash flow, with brand equity as the savings account. Managing brand is about how marketers and consumers collaborate to create meaning. Brand building is not an option. ROI is only relevant when considering alternative marketing programs. Brand equity is a big elephant: looking at financial returns alone is unacceptable. You must understand the whole beast.

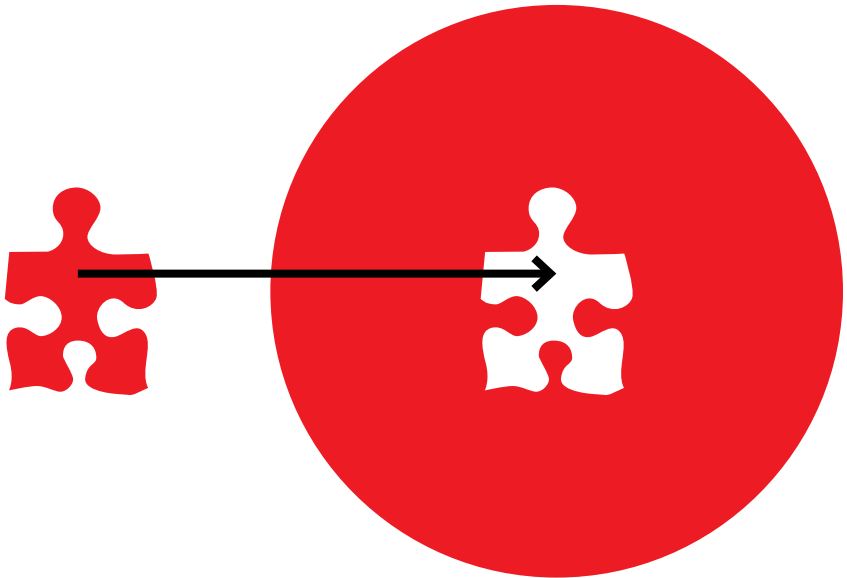


What Is a Brand?

The trust-based, value-producing relationship called a *brand* is proof that the company is organizationally aligned to repeat the process and sustain the values.

- 01 Find and establish your niche. Clarify your distinct ability to make an impact.**
- 02 Determine the desired relationship between your customers/prospects and your product.**
- 03 Create intangible, emotional bonds through every customer interaction.**
- 04 Like people, a brand requires a name, a personality, a character, and a reputation.**

Brand management is a crucial element of corporate strategy rather than solely a marketing function. It helps a company break away from the pack in creating shareholder value. Brand strategy is the viable expression of business strategy.



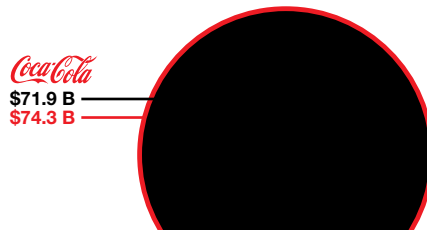
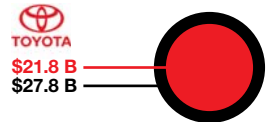
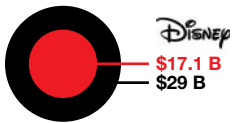


What Is a Brand Worth?

That depends on whom you ask. Two research firms, using less than scientific methods, can often come up with different values. Here are the most recent brand values for selected companies.

● Millward Brown

● Interbrand



“The brand image always comes first, and fostering that culture within a label should be done through trusting, honest relationships within the company to ensure everyone is working toward a single vision. Transforming the 156-year-old British luxury goods company into a global digital

storyteller of the brand

has required a solid set of strategic initiatives, including centralized supply chain operations to improve product and content distribution agility, reorganization to break down barriers of communication between key executives, and new departments and governance councils to facilitate innovative creative thinking.”

**—Angela Ahrendts,
CEO, Burberry**



Brand Extensions

Brand Equity Enhancement (or Dilution) Index



Mind over Matter

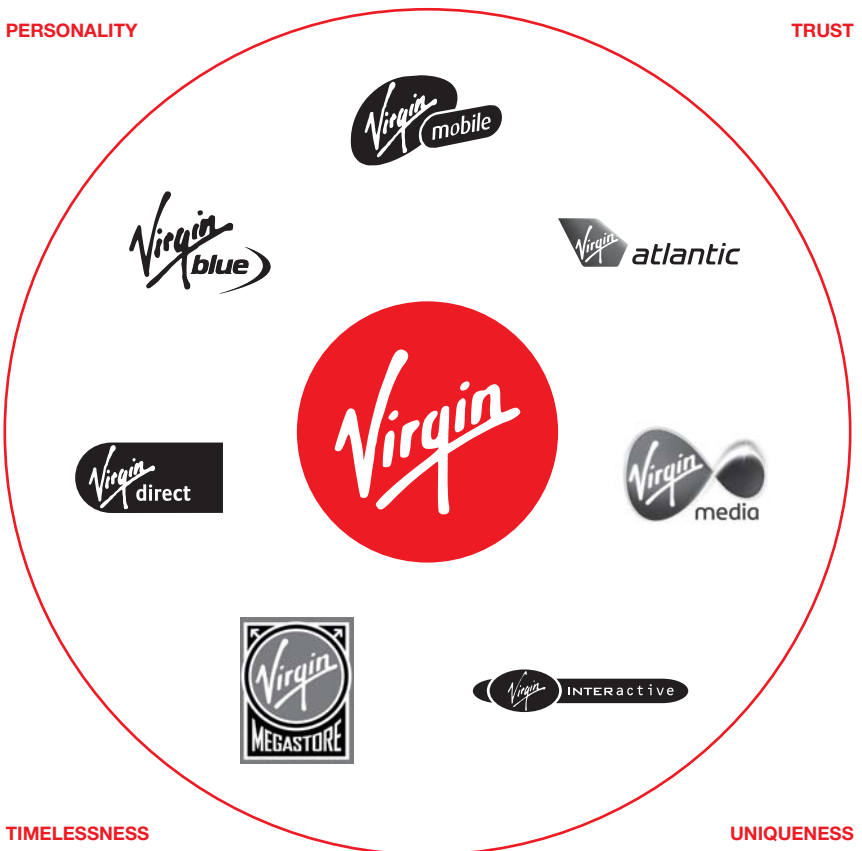
Psychological differences may seem insubstantial, but in terms of sustainability, they are often more resilient than functional differences.

Intangible emotional associations are difficult to copy: Once an emotional territory is occupied by a well-known brand, it is more difficult to displace than a brand with a functional association.



Built to Last

Advantages built on emotional values and brand meanings (e.g., Levi's, Nike, Starbucks, Amazon, BMW, Harley-Davidson, Apple, Sony) are often the most durable.



A photograph of a crowd of people at an auto show. In the foreground, the front of a red Audi RS5 is visible, showing the grille with the four interlocking rings and the 'RS 5' badge. The license plate area also displays 'RS 5'. Several people are standing around the car, looking at it. One man in a dark jacket and red shirt is looking towards the camera. Another man in a dark suit and white shirt is looking at the car. A woman in a black jacket is looking at the car. The background is a bright, white, open space.

A product is built in a factory ... A brand is built in trust and relationships

A product is easily copied by a competitor ... A brand is unique

A red sports car, possibly a Ferrari, is shown from a side-front angle. A man in a blue hoodie and glasses is looking at the car. Other people are visible in the background.

**A product is an object ...
A brand is a personality**

**A product is sold by a
merchant ... A brand is
bought by a customer**

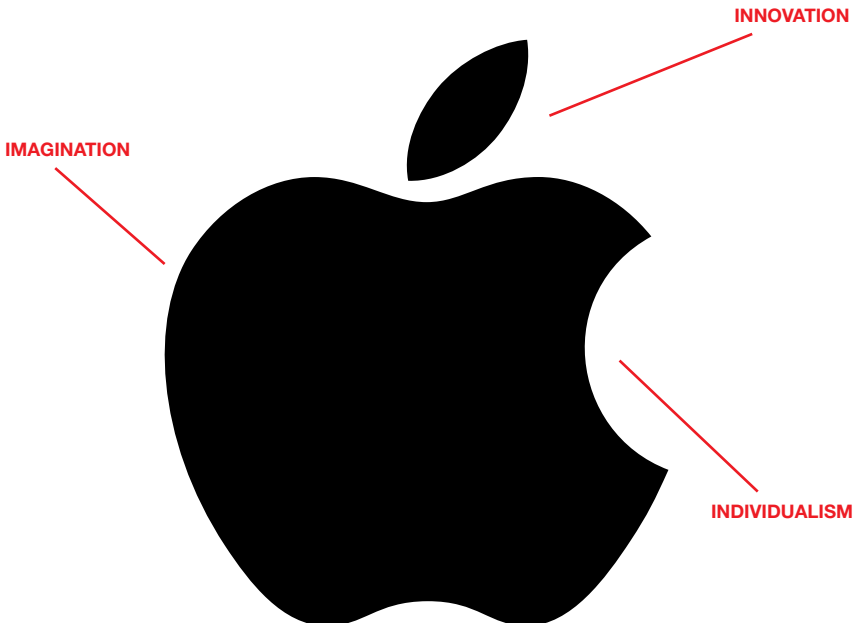
**A product is quickly
outdated ... A brand is
timeless**

Mind over Matter

Without their brand, Apple would have died. The power of their brand kept them alive during the mid-1990s when their products were lackluster. Their brand bought them time until they came out with the next runaway hit—the iMac.

For Apple, the brand is always bigger than the product. It is an ideology, a value set. Apple is about imagination, innovation, and individualism.

It's not just about advertising or visual identity. Brands must be built 360 degrees. Branding means that collateral information, meaning, association, and value have been spliced into the very DNA of the brand. This has two core components: label and fable. *Label* refers to all visual elements, packaging, and taglines. *Fable* refers to the extrinsic aspect of branding attached from the outside, most often from customer experiences, advertising, corporate trust, and customer relationships. The brand is the totality of what the customer experiences: the look and feel of your office, your community reputation, your awning and signage, your sales and customer service people, and the way you handle business conflicts and customer complaints.



Building Strong Brands

Branding is often confused with an advertising campaign or a corporate identity. Companies are still turning to branding as a panacea. Equally problematic are the self-proclaimed branding experts happy to sell you pricey snake oil. In novice hands, branding becomes a way to obfuscate relative sameness or make promises that can't be fulfilled, rather than communicating relevant uniqueness and building trust and credibility.

Three key requirements for building strong brands:

- 01 Trust between brand and consumer**
- 02 Common identity between brand and consumer**
- 03 Point of difference between brands in a set**



easyJet



Gillette



"The ultimate guidebook to brand advocacy."

—PORTER GALE, former VP of Marketing, Virgin America

A decorative graphic in the top-left corner consisting of a dense cluster of small, colorful squares and circles in shades of blue, orange, green, and red, appearing to spill out from the left edge.

BRAND ADVOCATES

TURNING
ENTHUSIASTIC CUSTOMERS
INTO A POWERFUL
MARKETING FORCE

ROB FUGGETTA FOUNDER AND CEO OF
ZUBERANCE

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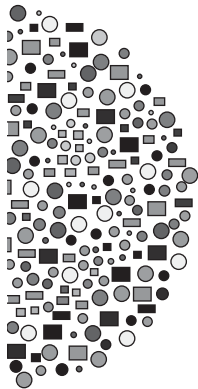
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Introduction

You have a powerful yet underutilized marketing weapon.

This weapon is far more trusted and influential than banners or billboards, search-engine marketing or sales promotions, rebates or retargeting. In fact, it's 10 times more effective than any weapon in your marketing arsenal.

This weapon is your enthusiastic customers—your Brand Advocates. These customers are ready to sell your products, give you referral leads, tell your brand story, and defend you from Detractors. They'll create content more compelling and credible than your most skilled wordsmith. And they'll share this content and more with their social networks, serving as a highly efficient distribution channel. (Some of your Advocates are doing all these things right now.)

Your Advocates will evangelize you without payments or points, coupons or cash. You can't buy authentic Advocates. Their advocacy is not for sale.

TURNING ADVOCATES INTO MARKETERS

In the social media age, power has shifted from advertising's Mad Men to millions of online consumers including Brand Advocates. Advocacy—not ads—is what drives purchase decisions and perceptions in nearly every product category.

Smart marketers aren't fighting this customer uprising. They're harnessing it. They're systematically finding their Advocates and turning them into powerful marketing forces.

Here are a few companies you'll read about getting groundbreaking results by unleashing their Advocates:

- *Norton*, the consumer brand of Symantec, doubled product ratings on Amazon.com and increased sales by 200 percent in one

2 BRAND ADVOCATES

quarter by activating Norton Advocates. “We were amazed by the results we got from activating our Advocates,” says Erin Hintz, former head of consumer marketing at Norton and now VP global marketing and GM eCommerce at Citrix.

- *Rubio's Fresh Mexican Grill*, a San Diego-based restaurant famous for its fantastic fish tacos, is making its cash registers ring by leveraging its Advocates. Rubio's Advocates have shared over 75,000 offers with their friends, creating legions of new raving Rubio's fans. Rubio's Advocates don't get free tacos or anything if their friends redeem the offers. This isn't a cheesy referral scheme. It's authentic advocacy.
- *Ooma*, a small consumer electronics company that sells an award-winning Voice over IP (VoIP) device, can't compete with Vonage's \$100 million marketing war chest. So Ooma has unleashed an army of 20,000 Ooma Advocates to recommend the company's VoIP solution and drive sales. By mobilizing its Advocates, Ooma has cut customer acquisition costs 54 percent and is getting a stunning 33 percent sales conversion rate—about 15 times higher than traditional rates.
- *GMC* is turning its Advocates into social media marketing machines. In only a few months, GMC has created an Advocate army of about 25,000 enthusiastic GMC owners. These owners are creating thousands of compelling testimonials and posting them on Facebook and Twitter. GMC is tapping into their Advocates' social networks, and the networks of their friends, to reach prospects with trusted, relevant recommendations that sell.

By unleashing their Advocates, these companies are turning likes into leads and social media into sales. This is the holy grail of social media and it's happening now.

YOU CAN DO THIS, TOO

Every company in the world including yours has Brand Advocates. And nearly every company can turn its Advocates into a powerful marketing force by following the advice in this book.

It doesn't matter if you sell computers or cars, software or soap; whether you're a B2C or a B2B; located in Boston or Berne; whether you're a giant like GM or a Mom and Pop; a challenger brand, brand leader, or a brand new brand; or whether your Advocates and prospects are affluents or average Joes, you can use this approach now to build your brand and your business.

WHAT YOU'LL LEARN

This book will show you how to:

- *Identify* your Advocates by asking a single question, the Ultimate Question for customer loyalty. Yes, it really is that simple!
- *Energize* your Advocates to recommend your brand and products plus drive sales. Advocacy isn't a one-time event or marketing tactic. It's a strategic and sustainable approach to building your brand and business.
- *Track and optimize* results from Advocate marketing programs. You'll learn what to track and how.

WHY I WROTE THIS BOOK

I'm an Advocate for advocacy, a passionate evangelist for customer evangelism.

I wrote this book to show how you can turn your Advocates into a marketing force. Most of the case studies in this book are customers of Zuberance, the Brand Advocate company I founded in 2007.

Before starting Zuberance, I was a partner at Regis McKenna Inc., the legendary marketing and communications firm in Palo Alto. During my tenure, I co-led the Apple account, where I saw firsthand the power of advocacy. I've also been CMO at three companies including Genuity, a Verizon spinout that went public in June 2000.

Like other marketers, I've tried just about every marketing tool and tactic. Much of this marketing doesn't work very well. (Only one in five marketers rates the online marketing results they're getting as excellent. And the average CMO tenure is just 23 months.)

On the other hand, getting your Advocates to do your marketing is the ultimate marketing weapon. If you're a CMO, it may even save your job!

HOW THIS BOOK IS ORGANIZED

Section One: Understanding Brand Advocates

Brand Advocates are a different breed of consumers and business buyers. In this section, you'll learn who these Advocates are; what makes them tick; and how they evangelize their favorite brands and products.

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Section Two: The Power of Advocate Marketing

You'll read about how marketers are transforming their companies and getting eye-popping results by unleashing Brand Advocates.

Section Three: Advocacy Goes Vertical

In this section, you'll learn how B2C and B2B marketers in consumer products, hotels, restaurants, automotive, fitness, software, and other verticals are activating their Advocate Armies.

Section Four: Advocate Marketing Playbook

This section shows you step-by-step how you can find and turn Advocates into marketers. You'll learn exactly what it takes to build and activate your Advocate Army, from identifying your Advocates through energizing them and tracking results.

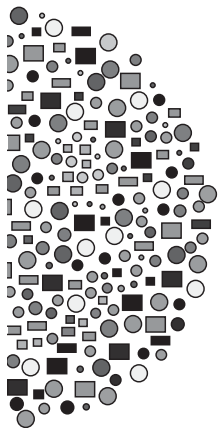
Section Five: Putting Advocacy to Work for You

You're ready to unleash your Advocates. How do you get started? What are the secrets to advocacy success? What are the pitfalls? Read this section before launching your Advocate marketing program.

YOUR ADVOCATE ARMY IS READY. ARE YOU?

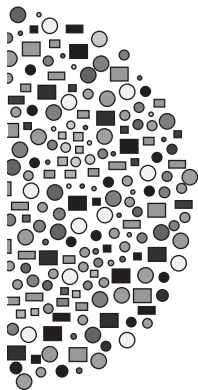
Your Advocate Army is ready to be activated. They're eager to sell your products, tell your story, bring you new customers, build your brand, and defend you from Detractors.

Are you ready to get more value from your social media marketing and transform your company by unleashing your Advocates? Let's get started!



Section One

Understanding Brand Advocates



chapter 1

What's a Brand Advocate, Anyway?

Justin Dorfman, a 26-year-old support engineer from Encino, CA, has bought thousands of dollars in computer gear over the past five years from CDW, an online IT retailer. But Dorfman is much more than a fiercely loyal CDW customer (see Figure 1.1).

He's also one of their best marketers.

Dorfman, a self-described “hard-core CDW Advocate,” has helped the retailer sell hundreds of thousands of dollars in products by evangelizing the company to his colleagues and peers.

Dorfman, who uses the line “Making Websites Fly, One Customer at a Time” on his LinkedIn profile, recommends CDW on Twitter (@jdorfman, where he has 507 followers as of January 2012); by re-Tweeting CDW's content and deals; talking them up on his blog and on his personal website, Frugal IT; and on Spiceworks, an online community for IT professionals, where he created an “I ♥ CDW” icon.

He's even become Facebook friends with CDW Senior Account Manager Matt Cipolla. “We even know each other's girlfriend's names. You're just not going to get that from other companies,” says Dorfman.

CDW has never paid Dorfman for his advocacy. They've never given him discounts, T-shirts, or online badges. Dorfman advocates CDW because of the company's responsive, personalized service. “I put my reputation on the line for CDW and they've stood by me. They deliver every time,” says Dorfman.

8 BRAND ADVOCATES



Figure 1.1 Justin Dorfman
Source: Courtesy of Justin Dorfman.

Justin Bieber, the teen heartthrob, may have a perfect Klout Score, a measure of social media influence. But when it comes to IT purchase decisions, it's Advocates like Justin Dorfman—not Justin Bieber—who have the real clout.

THE POWER OF BRAND ADVOCATES

Justin Dorfman is a Brand Advocate for CDW. He goes out of his way to evangelize CDW to his peers and colleagues without cash or coupons, payments or perks. CDW didn't buy Dorfman's advocacy. They earned it.

Brand Advocates are also known as "Customer Advocates," "WOM Champions," "Customer Champions," and "Customer Evangelists." The terms "Brand Advocates" and "Brand Ambassadors" are often used interchangeably. But since companies often pay or give special incentives to Brand Ambassadors to tout their brands and products, this doesn't meet my definition of a Brand Advocate.

Advocates like Justin Dorfman are your best marketers and salespeople, and your most loyal, engaged, enthusiastic, and valuable customers. In today's world, it's Advocates like Justin Dorfman—not advertising's "Mad Men"—who have the power.

Brand Advocates catapulted Barack Obama into the White House. They stood by Apple a few years back when people like Michael Dell

were calling for Apple to sell itself and return the money to its shareholders. (To which Steve Jobs famously replied: “Fuck Michael Dell.”) They turned the Dave Matthews Band into a cult. Advocates are helping Starbucks regain its lost brand soul. They drove the success of SuccessFactors, which SAP recently snapped up for a cool \$3.4 billion. They turned Method, an eco-friendly soap and cleaning products company, into a movement. They led Ford’s resurgence and they’re helping revive GMC and Detroit itself.

Advocates for decency and civility on the air waves banded together to get advertisers to stop buying ads on Rush Limbaugh’s show when the right-wing radio host called a Georgetown law student a “prostitute” and “slut.” A generation earlier, many of those same Advocates would have marched in Selma for civil rights or demonstrated in Washington to end the Vietnam war.

Zappos, Trader Joe’s, Amazon.com, Method, Red Bull, The Body Shop, Google, and SodaStream all built their brands without advertising. Their Brand Advocates are their marketing department. “We’ve built this entire business, and an entire category in fact, on the power of our Brand Advocates,” says Kristin Harp, U.S. marketing manager at SodaStream, which turns tap water into sparkling water and soda.

In fact, the three most powerful social media companies—Facebook, Twitter, and LinkedIn—never spent a dime on advertising or paid people to recommend them. They didn’t need to. Advocates used social media to recommend them to their friends.

You may spend millions of dollars on elaborate marketing campaigns. But there is nothing more powerful than a trusted recommendation from a Brand Advocate.

BILLIONS OF BRAND ADVOCATES

Advocates like Justin Dorfman are not a tiny segment of consumers; they’re not part of some weird brand sect or lunatic brand fringe.

About one in four U.S. adults online are Brand Advocates, studies show. There are tens of millions of Brand Advocates in the U.S. alone and billions worldwide, a vast, highly influential, and powerful marketing force. Over the past three years, my company has asked more than 2 million consumers and business buyers the Ultimate Question for customer loyalty: How likely are you to recommend this company or product?

The results are stunning: On average, about half of the customers say they’re highly likely to recommend the companies they do business with or products they’ve purchased.

While our surveys are not scientific, the results align closely with the formal polling. For example, Symantec, a leading security software

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company, has consistently found that 60 to 65 percent of its surveyed customers are highly likely to recommend its products to others. Symantec has more than 50 million customers worldwide, meaning it may have an Advocate Army of over 30 million enthusiastic customers.

ADVOCATES ALL AROUND US

Clearly, some people proactively recommend brands and products more frequently than others. They're habitual recommenders.

But nearly everyone recommends brands and products these days. We're being invited by brands and others to "tell us your story," "share the love," and "rate and review our products." We've become a nation of armchair critics, product experts, and Brand Advocates.

There are hundreds of millions of reviews and consumer comments about brands and products in total on Amazon.com, TripAdvisor, Yelp, plus on social networks, blogs, online communities and elsewhere online. Plus, there are billions of brand and product recommendations offline.

And Advocates don't just recommend cool products like iPhones, movies, and cars. In a recent Zuberance survey, 70 percent of Advocates said they recommend both consumer *and* business brands and products.

CONSUMERS TRUST ADVOCATES, NOT ADS

The biggest reason Brand Advocates are so powerful is a single, five-letter word: Trust.

Nine of 10 online consumers say recommendations from friends and family members are the most trusted form of advertising worldwide. Only about 2 of 10 trust online ads.

Paying for Referrals Backfires

People trust Advocates because they know they don't have anything to gain personally from their recommendations. If you give people cash or freebies to get them to recommend your brand or product, you destroy that trust.

In fact, people are less likely to buy a product if they find out that the recommender is being paid for the referral, according to a study by ETH Zurich, "Social Sharing Behavior Under E-Commerce Context."

Advocates Drive Sales

Advocates' recommendations are the number-one influencer of purchase decisions and brand perceptions in nearly every product category

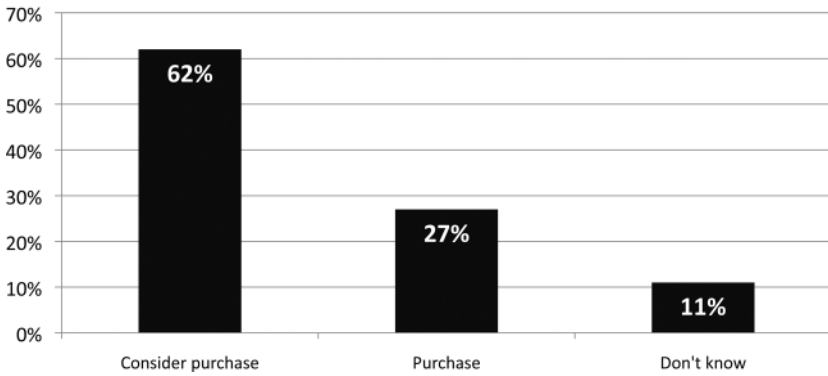


Figure 1.2 Advocates Impact on Friends' Purchases

from smartphones to software, hotels to housewares, cars to computers, financial services to fitness memberships.

In a recent Zuberance survey, 89 percent of Advocates said their friends buy or consider purchasing the products and services they recommend. Many consumers and business buyers ignore, skip, and TiVo out ads, but when Advocates recommend something, consumers will go out of their way to buy it (see Figure 1.2).

I saw this in action the other day. When my friend Vanessa needed new tires for her SUV, she ignored the TV and print ads. Instead, she relied on a personal recommendation from a friend.

As she drove across town to the tire dealer her friend recommended she passed five other stores that sell tires. It didn't matter that these stores all offered the same brand of tires. Nor did it matter that these stores were running sales promotions. (Aren't tires always on sale?) All that mattered to Vanessa was that a friend she trusted recommended a particular tire store. So she drove out of her way on her worn-out tires to the tire store her friend recommended.

That's the power of authentic advocacy. You may forget or ignore ads. But when you get a trusted recommendation, it sticks in your head. And the next thing you know, you're driving clear across town to get to that tire dealer, florist, restaurant, hair salon, or whatever an Advocate has recommended to you.

DIFFERENT FROM FANS AND FOLLOWERS

Many people use the terms “fan,” “follower,” and “Brand Advocate” interchangeably. But these are different types of people.

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Fans and followers may like you but not all of them recommend you. In fact, until recently, Facebook required that you “Like” a brand in order to write on their wall, even if you wanted to complain about the brand.

Jordan Berlinger, an AT&T customer, has liked AT&T on Facebook, but that doesn't mean he actually likes AT&T. Berlinger posted this on AT&T's wall on August 6, 2011:

... I only “Liked” you on FB to let you know, and to hopefully rally others around the notion that, if we want better, sometimes we have to go somewhere else. I ended my contract ... WAKE UP PEOPLE!!!

AT&T has 1.6 million fans. Wonder how many are really AT&T Advocates?

MONEY CAN'T BUY ADVOCATES' LOVE

Fans and followers have different motivations than Brand Advocates.

The top reason people like a brand on Facebook is “to receive discounts and promotions” (40 percent), followed by “to show my support for the company to others” (39 percent); “to get a freebie” (free samples, coupons); “to stay informed about the activities of a company” (34 percent); and “to get updates on future products” (33 percent) (ExactTarget, April 2010).

Brand Advocates, on the other hand, are motivated by good experiences and a desire to help others. Over the last three years, Zuberance has powered over 30 million Advocate actions. We've never paid or provided an incentive to a single Advocate for their recommendation. And no Advocate has ever been given a freebie if their friends buy something.

In a recent Zuberance survey, 49 percent of Advocates listed good experiences with a product or service as the primary reason why they recommend. Forty-one percent of Advocates recommend because they want to help others, including assisting them to make smarter purchase decisions. Only 1 percent of respondents said receiving incentives and rewards was the primary reason they recommended brands, products, and services (see Figure 1.3).

Think about this. The last time you recommended a restaurant, hotel, movie, book, employee, or anything, did someone pay you for your recommendation?

Of course not.

There are 3.5 billion recommendations offline each day in the United States, according to word-of-mouth researchers Keller Fay. The vast majority of those recommendations are unpaid.

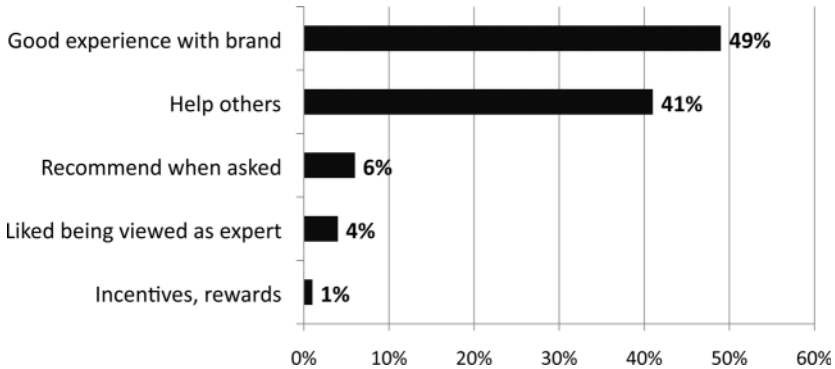


Figure 1.3 Primary Reason for Recommending

Source: Zuberance, Brand Advocate Research, January 2012.

BEYOND LOYALTY

Loyal customers (customers who buy from you frequently or over a long period of time) aren't necessarily Advocates.

The best example of this is the airline industry. You may fly the same airline regularly because it has more flights to a certain city you visit often; or because your company says you have to; or because you're hooked on the points. But that doesn't mean you're an Advocate of that airline. You're what loyalty experts call a "trapped customer."

Mike J. Morgan of Norman, Oklahoma, is a Premiere Executive in United's loyalty program. The title of one of his recent posts: "United—Why I Hate the Airline I Love."

Our research shows that 1 in 5 loyal customers are Detractors. They go out of their way to criticize your company and products, hurting your revenues and reputation.

SOCIAL MEDIA AMPLIFY ADVOCATES

In the old days (pre-social media), Advocates' reach was limited to their immediate circle of family and friends. Recommendations were made over the water cooler at work or over dinner with friends. Now, empowered by social media (Facebook, Twitter, LinkedIn, YouTube, blogs, Foursquare, online reviews, and more), Advocates collectively reach millions of buyers with trusted recommendations.

According to one market research firm, each time a consumer posts something on the social web it reaches a minimum of 150 people. There are about 500 billion word of mouth impressions on the social web each year in the United States, rivaling the reach of ads, the company says.

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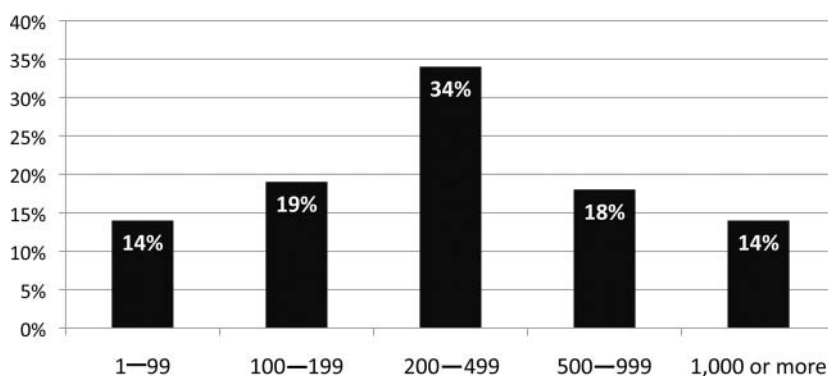


Figure 1.4 Number of Contacts in Social Network

Source: Zuberance, Brand Advocate Research, January 2012.

But some firms may be underestimating Advocates' reach. Our research shows that on average, Advocates have between 200 to 450 people in their social networks. The social networks among Advocates who recommend online is even larger. They have between 300 and 600 people in their network (see Figure 1.4).

Consumers who write reviews on TripAdvisor know how many readers they're reaching. When my Zuberance colleague Lynn Svitenko published a review on TripAdvisor recently, the site gave her an online chart stating she had reached 1,770 readers with her three reviews. That's an average of 590 readers per review.

If your travel company gets 1,000 Advocates to publish reviews on TripAdvisor, you may reach 590,000 readers on that one site alone. This doesn't include the thousands of other people Advocates can reach via Facebook posts, tweets, e-mails, plus publishing positive reviews on other hotel sites, your website, and other targeted venues.

TOP 10 THINGS ADVOCATES WILL DO FOR YOU

Brand Advocates will promote, support, and defend your brand and products in 10 key ways and over many years. These highly loyal customers will:

1. Give you referral leads and help sell your products and services, serving as a virtual sales force.
2. Write highly positive reviews of your products or services, boosting your online ratings.

3. Create glowing testimonials about their experiences with your company or products.
4. Answer prospects' questions, overcoming buyers' objections and reducing shopping cart abandonment rates.
5. Share your content and offers with their social networks, driving referral leads, clicks, and sales.
6. Help you launch new products.
7. Create better ads than your high-priced ad agency and more compelling copy than your most skilled wordsmith.
8. Defend your cherished company and brand reputation from detractors.
9. Alert you to competitive threats and market opportunities.
10. Give you profitable ideas and product feedback.

Brand Advocates will do all of this and more, and many are already at work.

ADVOCATES FOR LIFE

When you create and engage an Advocate, you've identified a renewable marketing asset you can leverage for years.

Advocates' love for you isn't fleeting. This isn't a summer romance or a brand fling. I know Advocates who've evangelized Apple since the days of the Apple IIE. Same thing with Advocates of brands like Harley Davidson, Sony, and Starbucks.

Even when your company goes off track or does something dumb, Advocates have your back. I have experienced this many times with Apple; its Advocates forgave the company's missteps like its failed early experiments with PDAs (anyone remember the Newton?) or its ill-advised foray into enterprise computing.

But don't take Advocates for granted. Target, the discount retailer, incurred the wrath of many of its Advocates when they learned that the company donated money to an anti-gay candidate in Minnesota. Target is known in Minnesota for donating to public school programs, food pantries and the annual Twin Cities Gay Pride Festival. Still, its support for the candidate angered Advocates.

PROACTIVE RECOMMENDERS

When Advocates find a brand or product they love, they Yelp, tweet, blog, text, or Yahoo! about it.

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Compared to other people, many Advocates:

- Have larger social networks.
- Are heavier users of social media.
- Are more prolific content creators and active social sharers.
- Are more brand-conscious.
- Tend to adopt innovative products and services earlier than other customers.
- Are more charismatic, optimistic, outgoing, and adventurous.
- Tend to skew younger than the general population.

While many Brand Advocates fit this description, there are other Advocates who don't match this profile. Some Brand Advocates may not be heavier users of social media than other consumers, but recommend offline every chance they get.

Since women are thought to be more social than men, people often assume that most Brand Advocates are women. Actually, it depends on the product category. If it's cosmetics, clothes, or baby products, Advocates are more likely to be women. For snow blowers, beer, or tires, Advocates are more likely to be men. Of course, there are exceptions. I know dads who are raving Advocates of Stokke baby strollers, the Rolls Royce of baby strollers.

And while many Brand Advocates are very influential in a couple or three types of products, this influence doesn't extend across all categories. Many of my friends know I love tennis and wine and that I'm the founder/ CEO of a venture-backed company. So I get asked a lot for my recommendations for tennis, wine, and venture capital firms. (My answers are Babolat, Silver Oak cabernet, and Emergence Capital, Canaan Partners, and Correlation Ventures.) But I don't get asked about other categories like fly-fishing, cosmetics, or adult diapers (at least not yet.)

MOST PASSIONATE ADVOCATES

Some Advocates evangelize your brand and products with the fervor of a Sunday morning TV minister. I saw this at Apple, where we had fanatical Advocates.

Shelley Symonds, CEO at start-up Honored Citizens, is a passionate Lexus Advocate. Shelley, who has owned four Lexus cars, doesn't just talk about Lexus. She gives you her car keys and insists that you drive

her new Lexus car. Shelley's even taken colleagues and friends to the local Lexus dealer so they can see the lineup of new Lexus models.

As a result of her advocacy, 14 of her friends and colleagues have bought Lexus cars, generating over \$700,000 in sales for Lexus. "I'm not just a Lexus lover," says Shelley. "I'm a Lexus salesperson," she laughs.

Awhile back, Shelley sent a letter to Lexus's CMO. In the letter, Shelley told the CMO about her passion for Lexus and offered to help the car company spread the word. She never got a response.

OFF-THE-CHARTS ENGAGEMENT

Brand Advocates are deeply engaged with your brand. They're the first to connect with you on Facebook or Twitter; create reviews and testimonials; respond to customer surveys; attend customer events; participate in online communities, focus groups, beta programs, and more. Need a customer case study, video testimonial, or reference for a hot prospect? Advocates are eager to help.

HomeAway, a vacation rental site, has empowered its Advocates to answer questions via e-mail from other vacation home owners considering listing their homes on the site. One HomeAway Advocate included his personal phone number in the e-mail. "If you'd like to know more about why I recommend HomeAway, feel free to call me," the HomeAway Advocate said in his e-mail.

Only One Percent of Fans Engage on Facebook

Only about one percent of fans of the largest brands on Facebook engage with the brands, according to a study by the Ehrenberg-Bass Institute, an Australian-based marketing think tank that counts Procter & Gamble, Coca-Cola, and other major advertisers as its clients. In other words, 99 percent of fans aren't engaging.

Disney recently got about one-quarter of one percent of its Facebook fans to share a photo. This was considered an exceptional overall engagement rate. That's Mickey Mouse compared to Advocates.

25 Percent of Advocates Engage with Brands

On average, 25 percent of Advocates powered by Zuberance create or share content. That's 25 times greater than the average engagement rates for the largest brands on Facebook and about 100 times greater than Disney's engagement rate for the photo-sharing campaign.

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Like or follow you? Heh! That's kid stuff for Brand Advocates. These enthusiastic customers and others go out of their way to *advocate* you, putting their personal reputations on the line.

VISIBLE ADVOCATES

You can see some of your Advocates. If you own or work for a small company, you may even know these Advocates by their first names. I call these Visible Advocates.

These Advocates may have recommended you by participating in a customer testimonial or success story. They may be referring prospects to you now or participating in a Brand Ambassador program. You also may see some of your Advocates online. They're recommending you on Yelp, TripAdvisor, Amazon.com, Facebook, Twitter, and elsewhere.

HIDDEN ADVOCATES

But Visible Advocates are the tip of the Advocate iceberg (see Figure 1.5). Depending on the size of your customer base, you may have hundreds, thousands, or even millions of hidden Advocates. These Advocates are talking you up in meetings, recommending you over coffee and dinner, and evangelizing you on e-mail, texts, or over the phone.

By giving these Hidden Advocates tools that make it easy to recommend you, you can amplify their voices and turn them into Visible Advocates.

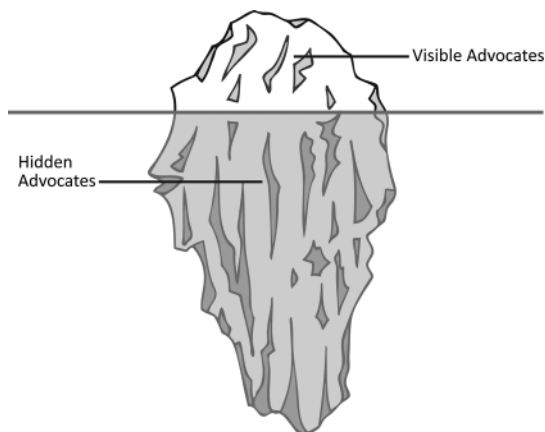


Figure 1.5 Visible Advocates Are the Tip of the Iceberg

Source: Zuberance.

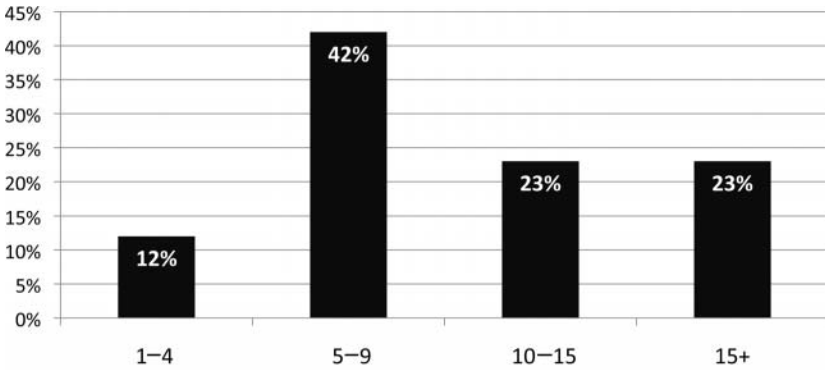


Figure 1.6 Number of Brands, Products, and Services Recommended in One Year

Source: Zuberance, Brand Advocate Research, January 2012.

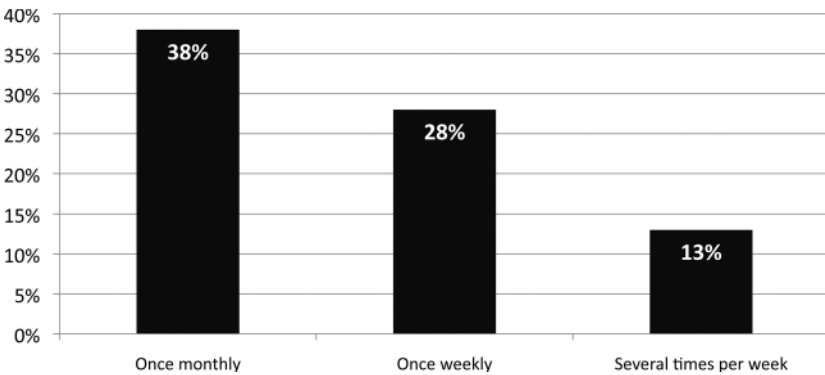


Figure 1.7 Frequency of Recommendation

Source: Zuberance, Brand Advocate Research, January 2012.

ACTIVE ADVOCATES

Brand Advocates don't just recommend one or two brands or products. Forty-six percent of Advocates recommend ten or more brands, products, and services per year, a Zuberance study found (see Figure 1.6).

And Advocates are habitual recommenders. On average, surveyed consumers said they recommend brands, products, and services about 26 times per year (see Figure 1.7).

BRAND ADVOCATES ARE PLAYERS (IN A GOOD WAY)

How are Advocates different from fans and customers? Joe Bunner, a former colleague of mine at Zuberance and a rabid University of Texas



Figure 1.8 Brand Advocates

football fan, uses a football analogy to describe what makes Brand Advocates different from fans and loyal customers. (See Figure 1.8.)

- A *fan* sits in the stands, cheering for his favorite team.
- A *loyal customer* attends every home game, rain or shine.
- A *Brand Advocate* goes onto the field and plays in the game.

The chart below summarizes the key differences between Brand Advocates and these other groups:

Table 1.1 What Is Different about Brand Advocates?

Segment	Defining Behavior	Key Motivation
Brand Advocates	Recommend your company, brand, products, or services	Help others
Fans, Followers	Like your Facebook page or follow you on Twitter	Get discounts
Loyalists	Purchase frequently	Savings, convenience
Community Members	Ask and answer technical and other questions	Learn

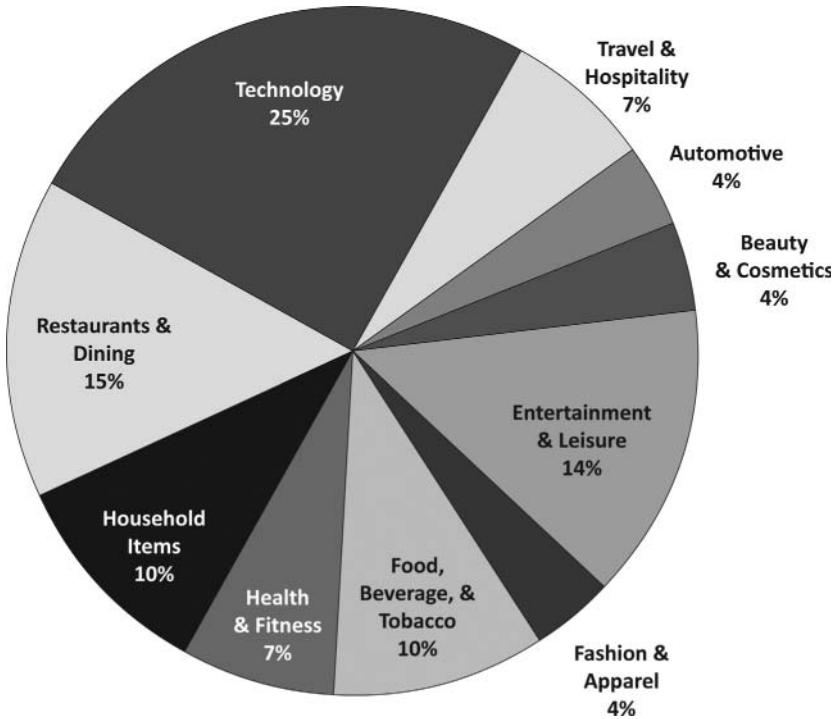


Figure 1.9 Category Breakdown of Recommendations
Source: Zuberance, Brand Advocate Research, January 2012.

CAN'T KEEP A SECRET

Brand Advocates would make terrible CIA operatives. They just can't keep a secret. And it's not just one or two categories of products they recommend. Advocates recommend lots of different types of products.

Figure 1.9 illustrates consumer responses to the question: What categories of products do you make the *most* recommendations?

ADVOCACY MOVES ONLINE

Remember the old Fabergé shampoo commercial featuring a 20-something Heather Locklear? “I told a friend and she told a friend, and so on and so on...”

While offline is by far the most popular communications channel for Advocates, they also work online via personal networks and third-party shopping and review sites that recommend brands and products, a Zuberance study showed (see Figure 1.10).

22 BRAND ADVOCATES

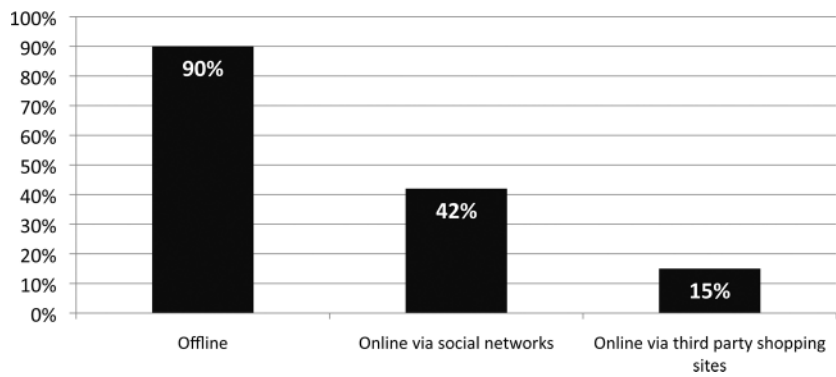


Figure 1.10 Methods of Recommendation

Source: Zuberance, Brand Advocate Research, January 2012.

And over half of consumers use online tools such as e-mail to make recommendations; about one-third (35 percent) use Facebook (see Figure 1.11).

YOU DON'T NEED TO OWN IT TO RECOMMEND IT

You can have bought a product only once—or even not at all—and you can be an Advocate of that product or brand.

You may recommend Virgin America because you admire (or secretly wish you were like) the company's swashbuckling founder, Sir Richard Branson. Or you may recommend the brand because it supports social causes important to you. I've recommended The Body Shop because they don't test their cosmetics on animals. But I've never set foot in The Body Shop.

Ever found yourself saying, "I recommend Sony TVs. I hear they're the best." Then you go home and flip on your Panasonic.

Influencers versus Advocates

Some marketers lump Brand Advocates together with influencers such as professional bloggers. But Brand Advocates are a different category than influencers. Here's why:

1. *Many influencers see their role as being independent from brands.* They get a lot of their street cred from this independent perspective. Many don't care about your brand. Brand

Advocates, on the other hand, are passionate about your brand. They wear their love for your brand on their sleeves, or tattooed on their arms.

2. *Influencers' advocacy is fleeting.* Influencers will tout a product for a brief period of time, like during a launch. But Brand Advocates' devotion to their favorite brands and products can last a lifetime.
3. *Influencers boost buzz but not necessarily sales.* A favorable post by an influential blogger can cause a spike in awareness and interest in your brand and products. But Advocates' recommendations get your cash registers to ring.
4. *There are more Advocates than influencers.* A senior marketing exec I know called Advocates a "subset" of influencers. In fact, many companies have tens of thousands of Advocates.
5. *You don't need to pay or provide incentives to Advocates for their recommendations.* Many companies offer free products, free meals, and trips to cultivate Influencers. Your Advocates don't ask for this.

The background is a solid red color. It features several abstract black geometric shapes: a large vertical bar on the right, a shorter vertical bar to its left, a horizontal bar at the top center, and a series of vertical bars of varying heights at the bottom. The title 'BRAND AGAINST THE MACHINE' is prominently displayed in the upper half, with 'BRAND' in white and the rest in black.

BRAND AGAINST THE MACHINE

**How to
Build Your Brand,
Cut Through the
Marketing Noise,
and Stand Out from
the Competition**

JOHN MORGAN



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1

The Machine

IT WAS JANUARY 20, 1759, when English author Samuel Johnson said in his magazine *The Idler*, “Advertisements are now so numerous that they are very negligently perused, and it is therefore become necessary to gain attention by magnificence of promises, and by eloquence sometimes sublime and sometimes pathetic.”

That was 252 years ago. Nothing has changed.

Every day we are hammered with thousands of messages that are pushed on us by brands regardless of whether or not we want them. Interrupting people over and over with your marketing message is the craziest way to do business I know. Yet every day, it’s like a machine is producing message after message and shoving them down people’s throats, hoping they will buy. This is the machine you and I are setting out to destroy.

People are bored to death about the way brands market themselves. The machine is producing sales pitch after sales pitch at an exhausting rate. People’s attention spans are getting shorter by the day. Marketing isn’t getting any easier.

It’s time for change. The old ways of branding are ineffective. Are you ready to make a shift and stand out against the machine that pumps out crap day in and day out?

The future of branding is marketing *with* people and not *at* them.

Today's marketplace is overcrowded and noisy. There's no shortage of competition. The good news is that despite an overcrowded marketplace, it's easier than ever to be unique. The Internet has provided us with so many tools and resources that allow us to build real relationships with our target audience. The relationship you have with your audience is critical to your brand's success.

Branding has hundreds of definitions. Your brand is simply the emotional connect people have with you or your business. Branding is about relationships, perception, positioning, and I could go on. Your brand lets people know who you are. It answers these questions: Who are you? What do you do? Who do you do it for?

Branding isn't about market share, it's about mindshare.

Your goal is to position your brand in the mind of the consumer as one of, if not *the*, top authority in your industry, to be seen as a valued resource rather than another service provider. Advertising legend David Ogilvy once said, "Any damn fool can put on a deal, but it takes genius, faith, and perseverance to create a brand."

You have to know how to promote your brand and position it as something different than the competition. That's what this book is all about. I'm giving you the strategies you need to get your brand noticed and to build a community of raving fans.

You can become a highly successful personal brand in any field or industry. The sky is the limit. Personal brands are increasing the value of businesses dramatically. Think of a few of the world's most successful personal brands such as Oprah, Richard Branson, Martha Stewart, or Steve Jobs, and you can see the impact their brand has on their business.

It's often the case that people don't believe they can be a brand. The reality is you already have a personal brand because people already have a perception of you. Everyone who has ever met you has an opinion about you. Imagine if Charlie Sheen quit show business to

start a babysitting business. Would you let him keep your kid? I hope not. You have a perception of him. In branding, as with many things, perception is reality.

You have to be prepared and equipped to harness the power of personal branding or prepare to become obsolete. Even if you are an employee (not an entrepreneur or business owner), you have tons of competition. The world is full of talented people ready to take your job or promotion. Your personal brand can be used for job promotions, and it should be used to help promote the company you work for.

You're about to discover many insights and strategies that are easy to implement and will increase your brand's presence and attract the right customers. This book is your guide on what to do and how to do it when it comes to increasing your presence and dominating your niche.

To brand against the machine is to create a reputation as a leading authority who provides value to people rather than being another "me too" business that blasts marketing messages at those who do not want them.

This isn't a book full of fluff or filler. It's to the point and rapid-fire. It's full of useful ideas, tips on executing those ideas, and the occasional example thrown in for good measure. This isn't a book about laws and rules. I hate rules. It's a book about what works. Do you have to do everything? Nope. But take what you can implement today and put it into action. You can always come back later and implement the rest.

This book isn't about using the newest thingamajig or tactic. It's about implementing strategies to build a sustainable brand and a business that serves you. It will give you a lot to think about. But I don't want it to stop there. It is full of things to do. My advice is to do them.

We don't have time to mess around.

If you've already got a brand and would like to strengthen it, you're in the right place. If you have a business but your brand isn't well known yet, you're in the right place.

The world we live in is extremely cluttered and even chaotic. The business world is no exception. People have developed a pattern of effort to ignore all marketing methods. You must work hard to build a brand that stands out and goes against the grain.

Your brand is not a campaign. It's a commitment.

People embrace those who challenge the status quo. Those who win brand themselves against the tiresome mundane noise. They are the new leaders, a new form of brand that unites people and makes a difference.

Let's make a ruckus.



Designing Brand Identity

fourth edition

Alina Wheeler

an essential guide for the whole branding team

Designing Brand Identity





one eye sees
the other feels
-PAUL KLEE



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Alina Wheeler

Designing Brand Identity

an essential guide for the whole branding team



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No one does it alone.

Welcome to the fourth edition of *Designing Brand Identity*. My goal is to provide brand builders with the most comprehensive resource in the world about the brand identity process. This book is not my book. It is our book. And it is the result of conversations and collaboration among my colleagues who care about intelligence and creativity, and about building the intersection between brand strategy and design. You know who you are. Thank you for sharing your time, your wisdom, and your insights.

Books, like brands, are built over time. Creating this resource has been my personal Mt. Everest. Love, indeed, does conquer all. My husband Eddy's energy and laughter always make the impossible possible. Tessa and Tearson are my shooting stars. Skylight is my Shangri-La.

This book is dedicated to the memory of Steve Jobs and his relentless quest and to Sylvia Harris for her steadfast humanity.



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Part 1 presents the fundamental concepts needed to jumpstart the brand identity process and create a shared vocabulary for the entire team.

Designing Brand Identity is a quick reference guide. All subject matter is organized by spread for ease of access in the blinding speed of business and life. All that is needed is your desire and passion to be the best.

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Image and perception help drive value; without an image there is no perception.

Scott M. Davis
Brand Asset Management

Unify. Simplify. Amplify.

Ken Carbone
Cofounder and Chief Creative Director, Carbone Smolan Agency

1 Basics

Part 1 illuminates the difference between brand and brand identity, and what it takes to be the best. Don't bypass the fundamentals in the speed of a new project. Establish a shared vocabulary for the entire branding team.

Brand basics

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- 4 What is brand identity?
- 6 What is branding?
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What is brand?

As competition creates infinite choices, companies look for ways to connect emotionally with customers, become irreplaceable, and create lifelong relationships. A strong brand stands out in a densely crowded marketplace. People fall in love with brands, trust them, and believe in their superiority. How a brand is perceived affects its success, regardless of whether it's a start-up, a nonprofit, or a product.

Who are you? Who needs to know?
How will they find out? Why should they care?

Brand will become the most powerful strategic tool since the spreadsheet.

Marty Neumeier
The Brand Gap

Brands have three primary functions*

Navigation

Brands help consumers choose from a bewildering array of choices.

Reassurance

Brands communicate the intrinsic quality of the product or service and reassure customers that they have made the right choice.

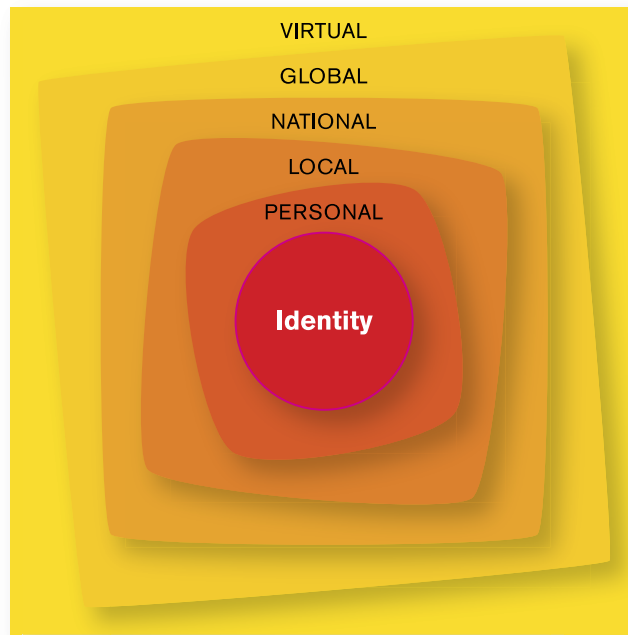
Engagement

Brands use distinctive imagery, language, and associations to encourage customers to identify with the brand.

*David Haigh, CEO, Brand Finance

It is never too late to be what you could have been.

George Eliot



Businesses are now only as strong as their brands, and nothing else offers business leaders so much potential leverage.

Jim Stengel

Grow: How Ideals Power Growth and Profit at the World's Greatest Companies



Brand touchpoints

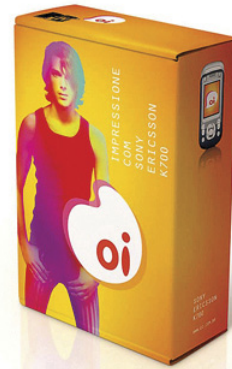
Each touchpoint is an opportunity to increase awareness and build customer loyalty.

Brands have become the global currency of success.

Brand Atlas

What is brand identity?

Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible. Brand identity takes disparate elements and unifies them into whole systems.

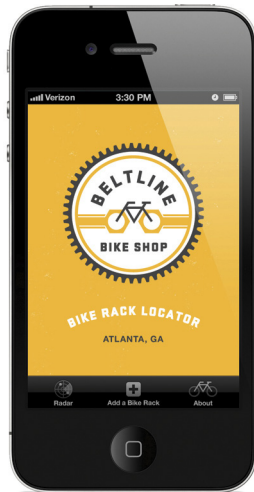


Seeing is believing.

Design plays an essential role in creating and building brands. Design differentiates and embodies the intangibles—emotion, context, and essence—that matter most to consumers.

Moirra Cullen
Senior Director, Global Design
The Hershey Company





On an average day consumers are exposed to six thousand advertisements and, each year, to more than twenty-five thousand new products.... Brands help consumers cut through the proliferation of choices available in every product and service category.

Brand identity implies an asset. Corporate identity sounds too much like an expense. This is an important distinction.

Scott M. Davis
Brand Asset Management



What is branding?

Branding is a disciplined process used to build awareness and extend customer loyalty. It requires a mandate from the top and readiness to invest in the future. Branding is about seizing every opportunity to express why people should choose one brand over another. A desire to lead, outpace the competition, and give employees the best tools to reach customers are the reasons why companies leverage branding.

Types of branding

Co-branding: partnering with another brand to achieve reach

Digital branding: web, social media, search engine optimization, driving commerce on the web

Personal branding: the way an individual builds their reputation

Cause branding: aligning your brand with a charitable cause; or corporate social responsibility

Country branding: efforts to attract tourists and businesses

Victory belongs to the most persevering.

Napoleon Bonaparte

We continue to invest in our core strengths. First, we don't skimp on understanding the consumer. Second is innovation....And third is branding....We're delivering more messages to our consumers.

A. G. Lafley
CEO, P&G
Business Week, 2009

Emotional branding is a dynamic cocktail of anthropology, imagination, sensory experiences, and visionary approach to change.

Marc Gobé
Emotional Branding

Process:

1 : conducting research

2 : clarifying strategy

3 : designing identity

When to start the process

New company, new product

I'm starting a new business.
I need a business card and a website.

We've developed a new product and it needs a name and a logo yesterday.

We need to raise millions of dollars. The campaign needs to have its own identity.

We're going public in the fall.

We need to raise venture capital, even though we do not have our first customer.

Name change

Our name no longer fits who we are and the businesses we are in.

We need to change our name because of a trademark conflict.

Our name has negative connotations in the new markets we are serving.

Our name misleads customers.

We merged.

We need a new name for the Chinese market.

Revitalize a brand

We want to reposition and renew the global brand.

We need to communicate more clearly about who we are.

We're going global—we need help to enter new world markets.

No one knows who we are.

Our stock is devalued.

We want to appeal to a new and more affluent market.

Our website doesn't work on a smartphone.

Revitalize a brand identity

We are a great company with cutting-edge products. We look behind the times.

Will our identity work on the web?

Our identity does not position us shoulder to shoulder with our competitors.

We have 80 divisions and inconsistent nomenclature.

I am embarrassed when I give out my business card.

Everyone in the world recognizes our icon, but admit it—she needs a face-lift.

We love our symbol—it is known by our market. The problem is you cannot read our logotype.

Create an integrated system

We do not present a consistent face to our customers.

We lack visual consistency and we need a new brand architecture to deal with acquisitions.

Our packaging is not distinctive. Our competitors look better than we do, and their sales are going up.

All of our marketing looks like it comes from different companies.

We need to look strong and communicate that we are one global company.

Every division does its own thing when marketing. This is inefficient, frustrating, and not cost-effective. Everyone is reinventing the wheel.

When companies merge

We want to send a clear message to our stakeholders that this is a merger of equals.

We want to communicate that $1 + 1 = 4$.

We want to build on the brand equity of the merging companies.

We need to send a strong signal to the world that we are the new industry leader.

We need a new name.

How do we evaluate our acquisition's brand and fold it into our brand architecture?

Two industry leaders are merging. How do we manage our new identity?

4 : creating touchpoints

5 : managing assets

Who are stakeholders?

Seizing every opportunity to build brand champions requires identifying the constituencies that affect success. Reputation and goodwill extend far beyond a brand's target customers. Employees are now called "internal customers" because their power is far-reaching. Gaining insight into stakeholder characteristics, behavior, needs, and perceptions yields a high return.

Uncover opinions and biases from a variety of stakeholders to inform positioning and achieve meaningful differentiation.

Ann Willoughby
President and Chief Innovation Officer
Willoughby Design

Brand is not what you say it is. It's what they say it is.

Marty Neumeier
The Brand Gap

Consumers are becoming co-creators. Competitors are becoming collaborators.

Karl Heiselman
CEO
Wolff Olins

Willoughby Design designed a deck of cards for their brand workshops. A typical exercise might be, "Find a picture that represents a key stakeholder and tell us what matters most to them." Participants must fully understand the role they are playing.



Persona Cards: Willoughby Design

Key stakeholders

As the branding process unfolds, research about stakeholders will inform a broad range of solutions, from positioning to the tilt of brand messages, to the launch strategy and plan.



Gen X or Millennial?

Market researchers use the same terms for classifying generation gaps, but don't agree on the dates.

Generation	Born
Seniors	before 1946
Boomers	1946–1965
Gen X	1966–1980
Millennial	1981–1995

Eighty million Millennials are the first generation to have grown up in a digital culture. Millennials aspire more to a set of values—freedom, knowledge, and creative self-expression—than to conspicuous consumption.

Patricia Martin
RenGen

Why invest?

The best identity programs embody and advance the company's brand by supporting desired perceptions. Identity expresses itself in every touchpoint of the brand and becomes intrinsic to a company's culture—a constant symbol of its core values and its heritage.

Brands now appear regularly on balance sheets in many companies. The intangible value of the brand is often much greater than the corporation's tangible assets.

Wally Olins
The Brand Book

Steady investment in design is rewarded by lasting competitiveness.

Design Council UK

Impact

When you affect behavior, you can impact performance.



The importance of brand strategy and the cost of building brand identity should be understood at the highest levels of an organization and across functional areas—not just sales and marketing, but in legal, finance, operations, and human resources as well.

Sally Hudson
Marketing Consultant

Reasons to invest in brand identity

Make it easy for the customer to buy

Compelling brand identity presents any company, any size, anywhere with an immediately recognizable, distinctive professional image that positions it for success. An identity helps manage the perception of a company and differentiates it from its competitors. A smart system conveys respect for the customer and makes it easy to understand features and benefits. A new product design or a better environment can delight a customer and create loyalty. An effective identity encompasses such elements as a name that is easy to remember or a distinctive package design for a product.

Make it easy for the sales force to sell

Whether it is the CEO of a global conglomerate communicating a new vision to the board, a first-time entrepreneur pitching to venture capital firms, or a financial advisor creating a need for investment products, everyone is selling. Nonprofits, whether fundraising or soliciting new volunteers, are continually selling. Strategic brand identity works across diverse audiences and cultures to build an awareness and understanding of a company and its strengths. By making intelligence visible, effective identity seeks to communicate a company's unique value proposition. The coherence of communications across various media sends a strong signal to the customer about the laserlike focus of a company.

Make it easy to build brand equity

The goal of all public companies is to increase shareholder value. A brand, or a company's reputation, is considered to be one of the most valuable company assets. Small companies and nonprofits also need to build brand equity. Their future success is dependent on building public awareness, preserving their reputations, and upholding their value. A strong brand identity will help build brand equity through increased recognition, awareness, and customer loyalty, which in turn helps make a company more successful. Managers who seize every opportunity to communicate their company's brand value and what the brand stands for sleep better at night. They are building a precious asset.

Branding imperatives

Acknowledge that we live in a branded world.

Seize every opportunity to position your company in your customers' minds.

Communicate a strong brand idea over and over again.

Go beyond declaring a competitive advantage. Demonstrate it!

Understand the customers. Build on their perceptions, preferences, dreams, values, and lifestyles.

Identify touchpoints—places in which customers interface with the product or service.

Use brand identity to create sensory magnets to attract and retain customers.

Brand strategy

Effective brand strategy provides a central, unifying idea around which all behavior, actions, and communications are aligned. It works across products and services, and is effective over time. The best brand strategies are so differentiated and powerful that they deflect the competition. They are easy to talk about, whether you are the CEO or an employee.

Brand strategy builds on a vision, is aligned with business strategy, emerges from a company's values and culture, and reflects an in-depth understanding of the customer's needs and perceptions. Brand strategy defines positioning, differentiation, the competitive advantage, and a unique value proposition.

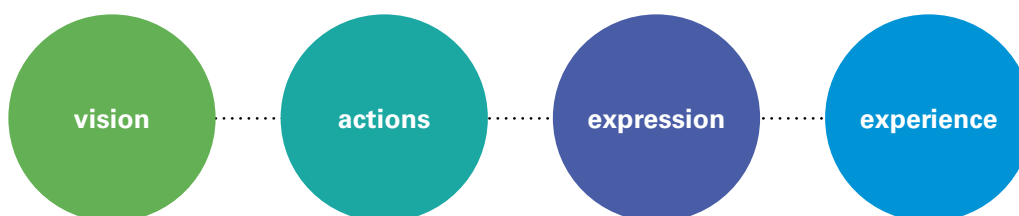
Brand strategy needs to resonate with all stakeholders: external customers, the media, and internal customers (for example, employees, the board, core suppliers). Brand strategy is a road map that guides marketing, makes it easier for the sales force to sell more, and provides clarity, context, and inspiration to employees.

At the heart of the strategy is our commitment to delight our guests by consistently delivering the right combination of innovation, design, and value in our merchandising, in our marketing, and in our stores. This is the essence of our 'Expect more. Pay less.' brand promise.

Bob Ulrich
Chairman and CEO
Target

See the world through the customer's eyes.

Alignment



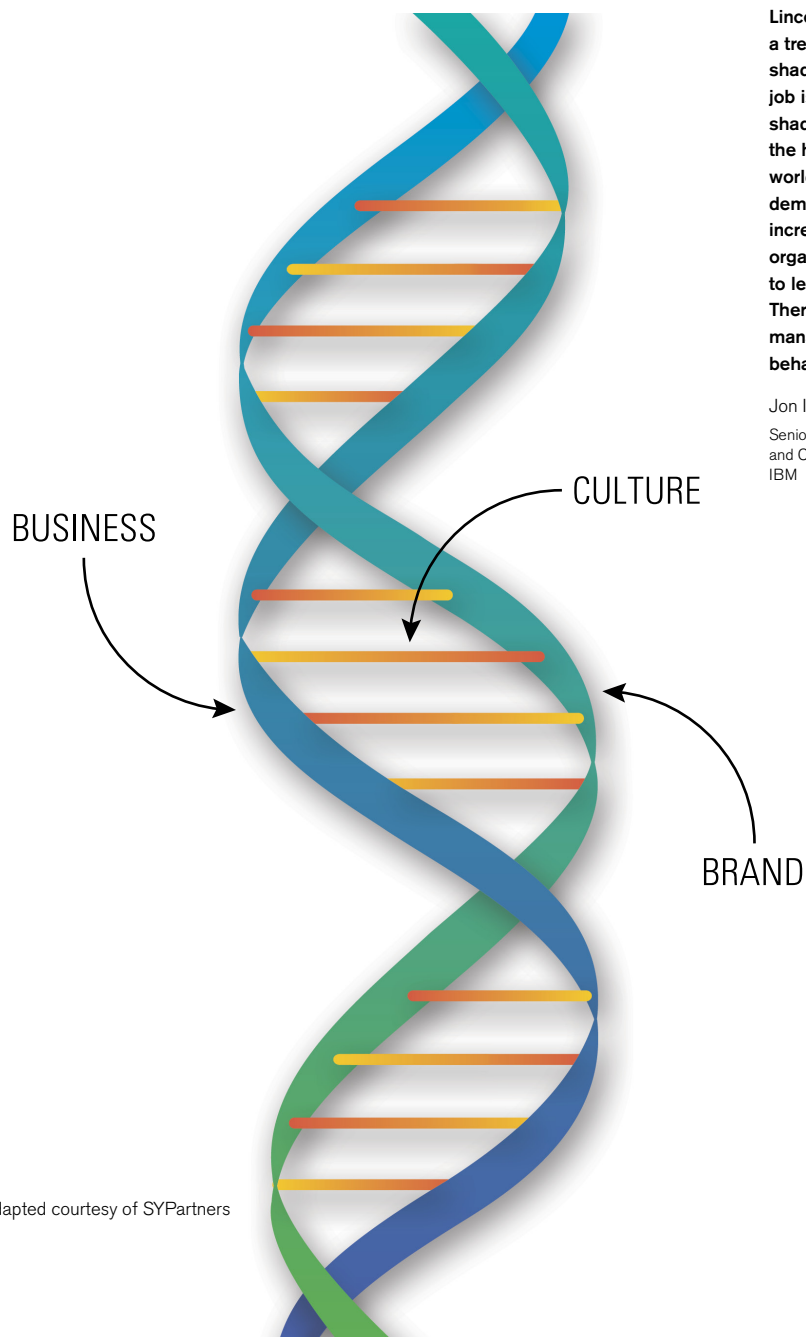
A well-defined, easy-to-articulate strategy makes everything intuitive. The attitude, expression and behavior of the brand simply become second nature inside and outside the organization.

Jamie Koval
President, Creative Principal
VSA Partners

Who develops brand strategy?

It is usually a team of people; no one does it alone. It is a result of an extended dialogue among the CEO, marketing, sales, advertising, public relations, operations, and distribution. Global companies frequently bring in brand strategists: independent thinkers and authorities, strategic marketing firms, and brand consultants. It often takes someone from the outside who is an experienced strategic and creative thinker to help a company articulate what is already there.

Sometimes a brand strategy is born at the inception of a company by a visionary, such as Steve Jobs, Jeff Bezos, or Anita Roddick. Sometimes it takes a visionary team to redefine brand strategy. Companies frequently survive and prosper because they have a clear brand strategy. Companies falter because they do not have one.



Lincoln said character is like a tree, reputation is like its shadow. Many believe their job is to manipulate the shadow rather than tend to the health of the tree. In this world of transparency and democratized media, it is increasingly difficult for organizations and individuals to lead double lives. There can be no image management without behavior management.

Jon Iwata
Senior Vice President, Marketing
and Communications
IBM

Cross cultures

The web has made us all global companies. In cyberspace, on our desktops, and on our mobiles, geography has become less relevant. While globalization has blurred the distinctions among cultures, the best brands pay attention to cultural differences.

Cultural insight is critical to anyone who is building a brand. Naming, logo design, image development, color, key messages, and retail spaces require the creative team to pay attention to connotation and the complexity of subtle cultural differences. The history of marketing is

filled with too many stories about companies offending the very market that they were trying to impress. Assumptions and stereotypes stand in the way of building brands that understand customers and celebrate their uniqueness.

Not every culture has a nationality.

HSBC advertisement

Understand the different layers of a culture. Show your respect and make it relevant.

Carlos Martinez Onaindia
Senior Manager, Global Brand, Deloitte Touche Tohmatsu Limited

From local to national, regional, and global, the best brands grow one customer at a time, creating conversations, understanding individual customer's needs, and transcending all geographic boundaries.

Gustavo Koniszczew
Managing Director
FutureBrand Spanish Latin America

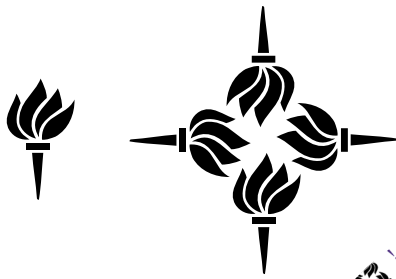
Japanese advertisement



Chinese advertisement

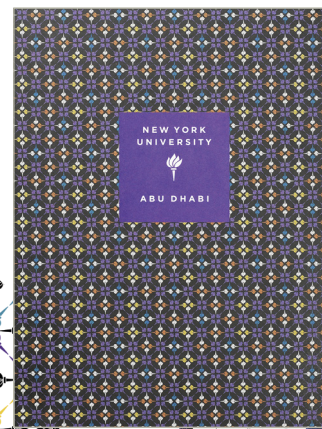
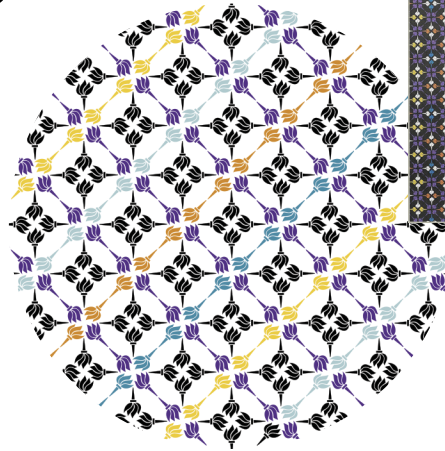


For most countries, Deloitte's Green Dot campaign utilizes black backgrounds. The Chinese culture associates black with death, and so Deloitte uses white as the background in China.

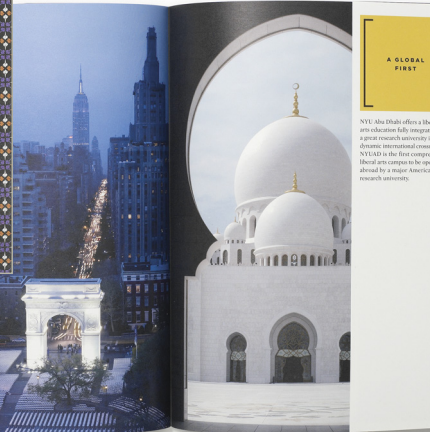


We created an abstract geometric pattern from NYU's torch symbol to emulate an Arabesque design for New York University Abu Dhabi. NYUAD was created in partnership with the Emirate of Abu Dhabi.

Michael Bierut
Partner
Pentagram



on the grounds of learning as well as to nurture a capacity for critical analysis and independent judgment. Leadership abilities and social engagement, creativity and innovation, particular expertise as well as broad perspective, and an ability to work in teams and address big issues. In short, the liberal arts graduate is equipped to pursue any profession—doctor, lawyer, engineer, artist, or leader of any enterprise—and prepared for a fulfilling life.



NYU Abu Dhabi: Pentagram

Layers of culture

Developed by Carlos Martinez Onaindia, Deloitte Global Brand Team

Objective variables

Naming
Language
Writing
Symbols
Color
Sound

Subjective variables

Aspirations
Emotions
Humor
Expectations
Feelings

Cultural variables

Societal
Economic
Spiritual
Religious
Intellectual
Ethical

The Latino market is not monolithic, monochromatic, one dimensional, and definitely not dull. Do your due diligence, then open your eyes, ears and minds. Start by being relevant.

Joe Ray
President/Creative Director
Estudio Ray

Fundamental principles

Developed by Ronnie Lipton, *Designing Across Cultures*

Assume cultural complexity. "Hispanic," "Asian," or "Chinese" is not "a" market.

Immerse your team in the cultures of your customers. Explore perceptions, values, behaviors, and trends.

Make sure your team includes trusted native experts. Subtle cultural differences and trends are often invisible to outsiders.

Research and test to avoid stereotypes and other misconceptions.

Test widely to ensure brand connection across diverse cultures within a country or region.

Test often to keep the brand relevant. Plan to keep a team in—or in close touch with—the region.

Big idea

A big idea functions as an organizational totem pole around which strategy, behavior, actions, and communications are aligned. These simply worded statements are used internally as a beacon of a distinctive culture and externally as a competitive advantage that helps consumers make choices.

Big ideas are a springboard for responsible creative work (thinking, designing, naming) and a litmus test for measuring success.

The simplicity of the language is deceptive because the process of getting there is difficult. It requires extensive dialogue, patience, and the courage to say less.

A skilled facilitator, experienced in building consensus, is usually needed to ask the right questions and to achieve closure. The result of this work is a critical component in the realization of a compelling brand strategy and a differentiated brand identity.

Less is more

Apple
Think different

Coca-Cola
Happiness in a bottle

Disney
Make people happy

eBay
The world's online marketplace

FedEx
The world on time

GE
Imagination at work

Harley-Davidson
Rider passion

IBM
Smarter planet

Method
People against dirty

MINI Cooper
Let's motor

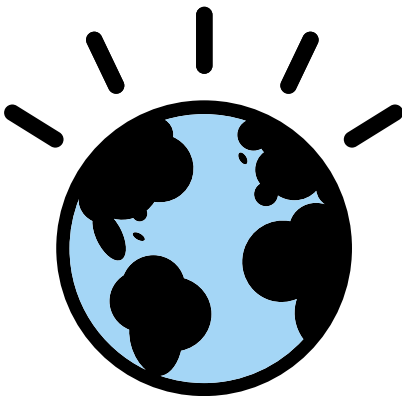
Target
Expect more. Pay less.

Unilever
Adding vitality to life

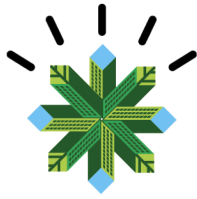
Virgin Mobile
Live without a plan

A brand becomes stronger when you narrow the focus.

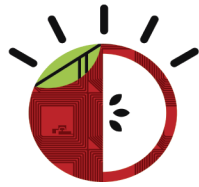
Al Ries and Laura Ries
The 22 Immutable Laws of Branding



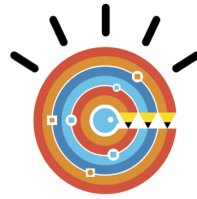
IBM Smarter Planet: Ogilvy & Mather Worldwide



Buildings



Food



Education

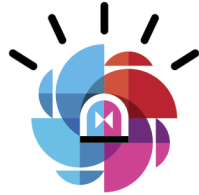


Technology has the potential to transform how the world works. Smarter Planet describes that phenomenon for our time. We set out to market this idea—an agenda that others could embrace.

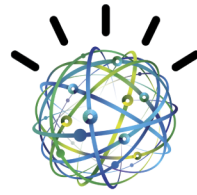
Jon Iwata
SVP, Marketing and Communications
IBM



Cities



Public Safety



Watson

The icons help communicate complex stories in a simple way that everyone can understand. Every time there was a new story to tell whether it was smarter transportation systems or a smarter power grid, an icon was developed.

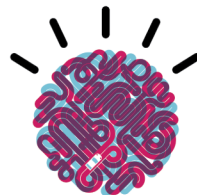
Susan Westre
Worldwide Creative Director
Ogilvy & Mather Worldwide



Healthcare



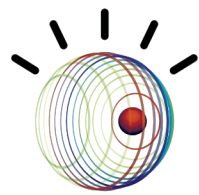
Water



Traffic



Telecommunication



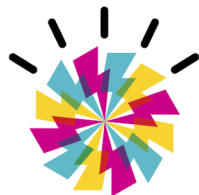
Security



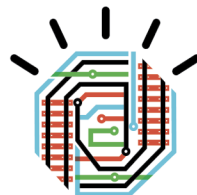
Managing Risk



Cloud



Energy



Rail

Customer experience

Global competition is fierce. Consumers are inundated with choices. Brand builders need to think far beyond the point of sale, and use their strategic imagination and business acumen to deliver one-of-a-kind engaging experiences that no other competitor can replicate. Think barrier to entry.

Compelling experiences attract new customers, extend customer loyalty, and, if they are truly differentiated, command a premium. Every customer interaction must be viewed as an opportunity. A memorable experience generates positive buzz and is fun to share; a bad experience becomes a lost opportunity that can sabotage the brand.

A customer heads to the Genius Bar at the Apple Store for education, the American Girl Place for afternoon tea, and Wegmans for dinner and some great live music before he does his marketing. The possibilities are endless.

It is the experience a brand creates and curates, through its products and services, that defines it in the minds of customers.

Nathan Williams
Senior Strategist
Wolff Olins

Work is theater and every business is a stage.

B. Joseph Pine II and James H. Gilmore
The Experience Economy

The art of being a great retailer is to preserve the core while enhancing the experience.

Howard Schultz
Founder and CEO
Starbucks



Families like the Morrisons love to go to Disney World to have fun and create a life memory. Sharing the experience through Facebook and Instagram becomes as important as having the experience.

Fundamentals of experience

Excerpted from *The Experience Economy*
by James H. Gilmore and B. Joseph Pine II

People have become relatively immune to messages targeted at them. The way to reach your customers is to create an experience within them.

Experiences you create should be treated as distinct economic offerings that engage your customers and create memories within them.

Even the most mundane transactions can be turned into memorable experiences.

Experiences are an opportunity to generate new sources of both revenue and profits in an increasingly commoditized world.

Companies need not limit themselves to the physical realm, but can use virtual experiences as well in a series of related experiences that flow one from another.

The experience is the marketing.

It's only when you charge admission that you will be forced to design an experience that's worth an admission fee.

Principles for designing a strong brand experience

Developed by Nathan Williams, Wolff Olins

Ubiquitous: Be available every day, through the right channels, at the right time.

Social: A brand that helps customers build connections with others will enhance their experience.

Semantic: More data exists than ever before: what information should you be making available to customers?

Sentient: The brand experience should create connections to the real world, by sensing the context of customers.

Human: What is the most natural way for customers to interact with your brand? How do we simplify complexity?

Moment of truth

Donovan/Green identified moments of truth for a hotel guest that ranged from sighting the hotel from the highway, walking into the front lobby, and glimpsing into the room. The firm viewed each touchpoint opportunity to create a memorable and positive experience.

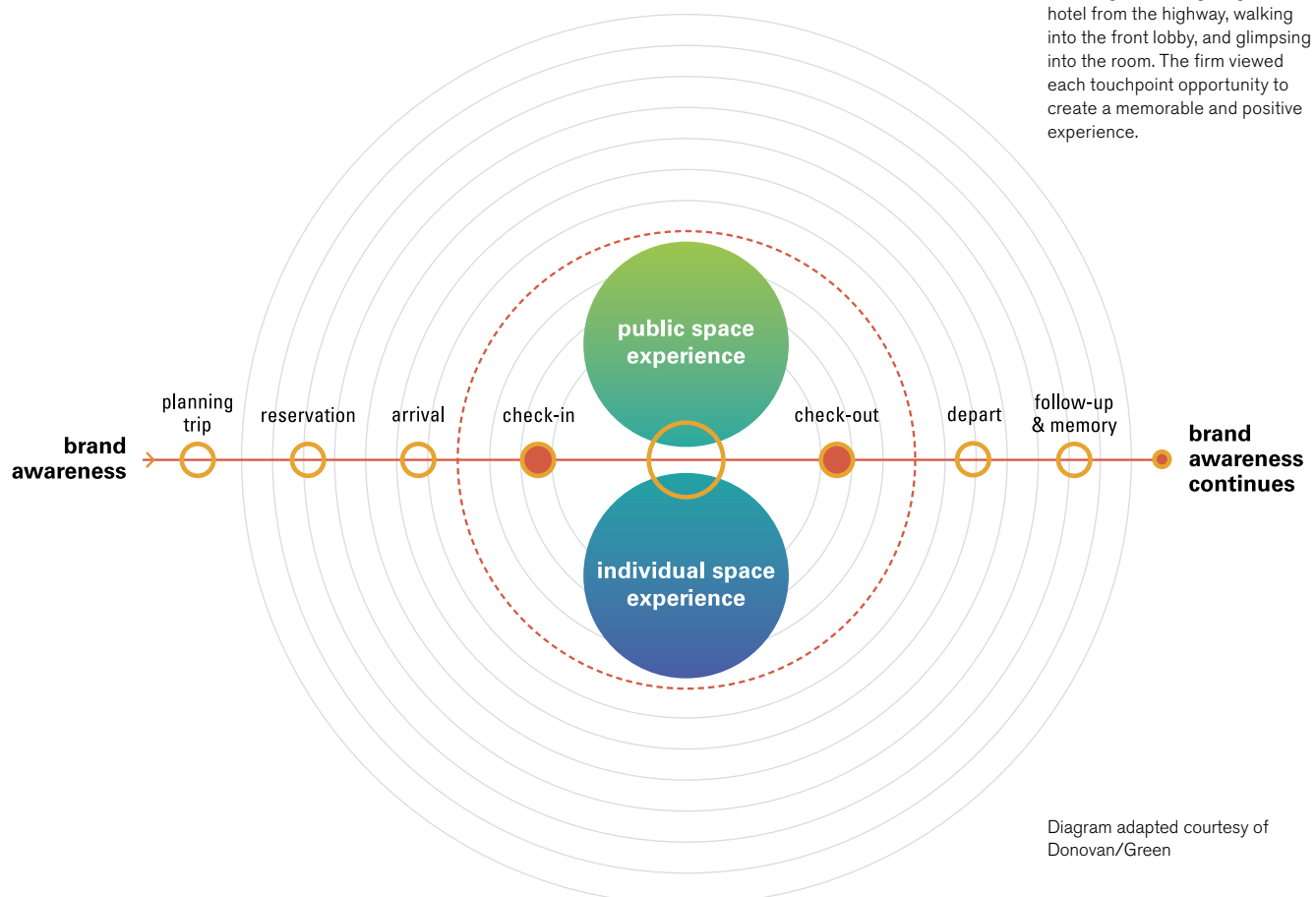


Diagram adapted courtesy of
Donovan/Green

Brand architecture

Brand architecture refers to the hierarchy of brands within a single company. It is the interrelationship of the parent company, subsidiary companies, products, and services, and should mirror the marketing strategy. It is important to bring consistency, visual and verbal order, thought, and intention to disparate elements to help a company grow and market more effectively.

As companies merge with others and acquire new companies and products, the branding, nomenclature, and marketing decisions become exceedingly complex. Decision makers examine marketing, cost, time, and legal implications.

The need for brand architecture is not limited to Fortune 100 companies or for-profit companies. Any company or institution that is growing needs to evaluate which brand architecture strategy will support future growth. Most large companies that sell products and services have a mixture of strategies.

Strategic questions

What are the benefits of leveraging the name of the parent company?

Does the positioning of our new entity require that we distance it from the parent?

Will co-branding confuse consumers?

Do we change the name or build on existing equity even though it was owned by a competitor?

Should we ensure that the parent company is always visible in a secondary position?

How do we brand this new acquisition?

FedEx[®]
Corporation

FedEx[®]
Express

FedEx[®]
Ground

FedEx[®]
Freight

FedEx[®]
Trade Networks

FedEx[®]
Office

FedEx is a global logistics powerhouse with a broad portfolio of shipping, ecommerce, and business services. Each operating unit has its own wordmark.

Types of brand architecture

Various marketing strategists identified numerous brand architecture scenarios, however there is no universal agreement on brand architecture terms.

Monolithic brand architecture

Characterized by a strong, single master brand. Customers make choices based on brand loyalty. Features and benefits matter less to the consumer than the brand promise and persona. Brand extensions use the parent's identity and generic descriptors.

Google + Google Maps
FedEx + FedEx Express
GE + GE Healthcare
Virgin + Virgin Mobile
Vanguard + Vanguard ETF

Endorsed brand architecture

Characterized by marketing synergy between the product or division and the parent. The product or division has a clearly defined market presence, and benefits from the association, endorsement, and visibility of the parent.

iPod + Apple
Polo + Ralph Lauren
Oreo + Nabisco
Navy Seals + the U.S. Navy

Pluralistic brand architecture

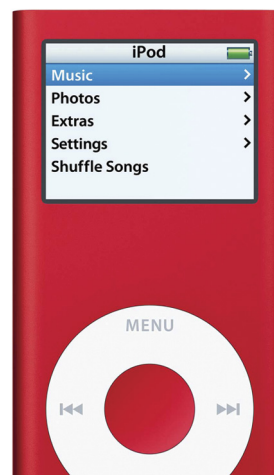
Characterized by a series of well-known consumer brands. The name of the parent may be either invisible or inconsequential to the consumer, and known only to the investment community. Many parent companies develop a system for corporate endorsement that is tertiary.

Tang (Kraft Foods)
Godiva Chocolate (Campbell Soup)
The Ritz-Carlton (Marriott)
Hellmann's Mayonnaise (Unilever)
KFC (Yum Brands)
Kleenex (Kimberly Clark)
Elmer's (Berwind)



Google

iGoogle	Chrome
Google Images	Android
Google Maps	YouTube
Google Translate	Picasa
Google Play	Android
Google Earth	DoubleClick
Google +	AdMob
Gmail	Feedburner
Google Docs	
Google Alerts	
Google Calendar	
Google Translate	



Apple

iBook
iCloud
iDVD
iLife
iMovie
iPad
iPhone
iPhoto
iPod
iTunes
iWeb
iWork

Names

The right name is timeless, tireless, easy to say and remember; it stands for something, and facilitates brand extensions. Its sound has rhythm. It looks great in the text of an email and in the logo. A well-chosen name is an essential brand asset, as well as a 24/7 workhorse.

A name is transmitted day in and day out, in conversations, emails, voicemails, websites, on the product, on business cards, and in presentations.

The wrong name for a company, product, or service can hinder marketing efforts through miscommunication or because people cannot pronounce it or remember it. It can subject a

company to unnecessary legal risks or alienate a market segment. Finding the right name that is legally available is a gargantuan challenge. Naming requires a creative, disciplined, strategic approach.

The right name captures the imagination and connects with the people you want to reach.

Danny Altman
Founder and Creative Director, A Hundred Monkeys

Tell the story behind your new name and it will be a memorable part of who you are.

Howard Fish
Brand Strategist
Fish Partners

Naming myths

Naming a company is easy, like naming a baby.

Naming is a rigorous and exhaustive process. Frequently hundreds of names are reviewed prior to finding one that is legally available and works.

I will know it when I hear it.

People often indicate that they will be able to make a decision after hearing a name once. In fact, good names are strategies and need to be examined, tested, sold, and proven.

We will just do the search ourselves.

Various thoughtful techniques must be utilized to analyze the effectiveness of a name to ensure that its connotations are positive in the markets served.

We cannot afford to test the name.

Intellectual property lawyers need to conduct extensive searches to ensure that there are no conflicting names and to make record of similar names. It is too large a risk—names need to last over time.

There is no perfect name.

Be ready to compromise.

Just by naming a process, a level of service, or a new service feature, you are creating a valuable asset that can add to the worth of your business.

Jim Bitetto
Partner
Keusey Tutunjian & Bitetto, PC

The right name has the potential to become a self-propelling publicity campaign, motivating word of mouth, reputation, recommendations, and press coverage.

Lissa Reidel
Marketing Consultant

Zoom, the PBS show, had a name with "long legs."

Zoom brand extensions:

Zoomers
Zoomerang
ZoomNooz
Zoomzones
Zoomphenom
CafeZoom
ZoomNoodle

Birds of a feather flock together:

Twitter
Tweet
Twittersphere

Qualities of an effective name

Meaningful

It communicates something about the essence of the brand. It supports the image that the company wants to convey.

Distinctive

It is unique, as well as easy to remember, pronounce, and spell. It is differentiated from the competition. Easy to share on social networks.

Future-oriented

It positions the company for growth, change, and success. It has sustainability and preserves possibilities. It has long legs.

Types of names

Founder

Many companies are named after founders: Tory Burch, Ben & Jerry's, Martha Stewart, Ralph Lauren, Mrs. Fields. It might be easier to protect. It satisfies an ego. The downside is that it is inextricably tied to a real human being.

Descriptive

These names convey the nature of the business. Good examples are YouSendIt, E*TRADE, Find Great People, and Toys "R" Us. The benefit of a descriptive name is that it clearly communicates the intent of the company. The potential disadvantage is that as a company grows and diversifies, the name may become limiting.

Fabricated

A made-up name, like Pinterest, Kodak, or TiVo, is distinctive and might be easier to copyright. However, a company must invest a significant amount of capital into educating its market as to the nature of the business, service, or product. Häagen-Dazs is a fabricated foreign name that has been extremely effective in the consumer market.

Modular

It enables a company to build brand extensions with ease.

Protectable

It can be owned and trademarked. A domain is available.

Positive

It has positive connotations in the markets served. It has no strong negative connotations.

Visual

It lends itself well to graphic presentation in a logo, in text, and in brand architecture.

Metaphor

Things, places, people, animals, processes, mythological names, or foreign words are used in to allude to a quality of a company. Good examples are Nike, Patagonia, Monocle, Quartz, Zappos, and Amazon.com.

Acronym

These names are difficult to remember and difficult to copyright. IBM and GE became well-known only after the companies established themselves with the full spelling of their names. Acronyms are difficult to learn and require a substantial investment in advertising. Good examples are USAA, AARP, DKNY, CNN, and MoMA.

Magic spell

Some names alter a word's spelling in order to create a distinctive, protectable name, like Flickr, Tumblr, and Netflix.

Combinations of the above

Some of the best names combine name types. Some good examples are Citibank, and Hope's Cookies. Customers and investors like names that they can understand.

Taglines

A tagline is a short phrase that captures a company's brand essence, personality, and positioning, and distinguishes the company from its competitors. Deceptively simple, taglines are not arbitrary. They grow out of an intensive strategic and creative process

Taglines have become shorthand for what a brand stands for and delivers. Originally used in advertising as the centerpiece of a global marketing campaign, taglines historically have had much shorter life spans than logos. The best taglines have a long life, and transcend marketplace and lifestyle changes. They are meaningful

and memorable, and require frequent and consistent use. Taglines like Nike's "Just Do It" have become part of the popular culture. Target's tagline "Expect More, Pay Less" is a brand promise to its consumers.

Brand mantras are poetry. And they are powerful tools, not just for building brands, but for building organizations.

Chris Grams, *The Ad-Free Brand*

Ashoka Vision

Ashoka envisions an Everyone A Changemaker world: a world that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence, and societal support to address any social problem and drive change.



Essential characteristics

Short

Differentiated from its competitors

Unique

Captures the brand essence and positioning

Easy to say and remember

No negative connotations

Displayed in a small font

Can be protected and trademarked

Evokes an emotional response

Difficult to create

A tagline is a slogan, clarifier, mantra, company statement, or guiding principle that describes, synthesizes, or helps create an interest.

Debra Koontz Traverso
Outsmarting Goliath

The origin of the word "slogan" comes from the Gaelic *slaughgairm*, used by Scottish clans to mean "war cry."

Our brand promise "sense and simplicity" encapsulates our commitment to intimately understand the needs and aspirations of consumers and customers in order to deliver innovative solutions that are advanced and easy to experience.

www.philips.com

A cross-section of taglines

Imperative: Commands action and usually starts with a verb

YouTube	Broadcast yourself
Nike	Just do it
MINI Cooper	Let's motor
Bausch + Lomb	See better. Live better.
Apple	Think different
Toshiba	Don't copy. Lead.
Virgin Mobile	Live without a plan
Outward Bound	Live bigger
Crocs	Feel the love
Coca-Cola	Open happiness

Descriptive: Describes the service, product, or brand promise

TOMS Shoes	One for One
TED	Ideas worth spreading
Ashoka	Everyone A Changemaker
Philips	Sense and simplicity
Target	Expect more. Pay less.
Concentrics	People. Process. Results.
MSNBC	The whole picture
Ernst & Young	From thought to finish
Allstate	You're in good hands
GE	Imagination at work
Nature Conservancy	Protecting nature. Preserving life.

Superlative: Positions the company as best in class

DeBeers	A diamond is forever
BMW	The ultimate driving machine
Lufthansa	There's no better way to fly
National Guard	Americans at their best
Hoechst	Future in life sciences
Budweiser	King of beers

Provocative: Thought-provoking; frequently a question

Sears	Where else?
Microsoft	Where are you going today?
Mercedes-Benz	What makes a symbol endure?
Dairy Council	Got milk?

Specific: Reveals the business category

HSBC	The world's local bank
The New York Times	All the news that's fit to print
Olay	Love the skin you're in
Volkswagen	Drivers wanted
eBay	Happy hunting
Minolta	The essentials of imaging

Staying on message

Stay on message is the brand mantra. The best brands speak with one distinctive voice. On the web, in a tweet, in conversations with a salesperson, in a speech given by the president, the company needs to project the same unified message. It must be memorable, identifiable, and centered on the customer.

Voice and tone work harmoniously with clarity and personality to engage customers, whether they are listening, scanning, or reading. Each word offers an opportunity to inform, inspire, and fuel word of mouth.

Whether it is a call to action or a product description, language must be vital, straightforward, eloquent, and substantive. Be sure the meaning is accessible to all customers. When developing key messages and company descriptions, preserve the impact by cutting through hype and

clutter. Brand messages work well if they distill the essence of the product or service. A memorable message grows with repetition, taking on a life of its own.

Language and communications are intrinsic to all brand expressions. Unified, consistent high-level messages demand buy-in at all levels: the commitment must be long-term. Integrated communications require that content and design work together to differentiate the brand.

Let's give them something to talk about.

Bonnie Raitt

Each word is an opportunity to be intentional

Nomenclature	Brand essence	Communications	Information	Touchpoints
Company name formal	Mission statements	Voice	Content	Websites + blogs
Company name informal	Vision statements	Tone	Call to action	News releases
Taglines	Value propositions	Headline style	Phone numbers	FAQs
Descriptors	Key messages	Punctuation	URLs	Press kits
Product names	Guiding principles	Capitalization	Email signatures	Annual reports
Process names	Customer pledges	Emphasis	Voicemail messages	Brochures
Service names	Vocabulary	Accuracy	Abbreviations	Shareholder communications
Division names	History	Clarity	Titles	Call center scripts
	Boilerplate	Consistency	Addresses	Sales scripts
	Elevator speech		Directions	Presentations
				Announcements
				Blast emails
				Advertising campaigns
				Direct mail
				Product directions
				Signage
				Apps

Fundamental principles

Developed by Lissa Reidel, Marketing Consultant

Use language that resonates with meaning. Readers will complete the message with layers of their own experience.

Aim for clarity, brevity, and precision. A busy executive with only minutes to spare can glean what she needs to know.

Polish and cut as if you were a jeweler. Every sentence will reveal new, intriguing facets to the customer.

Cut through the clutter to produce soundbites that acquire a vibrant identity when they are heard again and again. Consistency is built on repetition.

Edit out modifying phrases, adverbs, and extraneous conversational text and what remains is the distillation, the essence. Eliminate distracting references and the text will have impact. Less is more.

Powers of three

In brand communications, the unified big idea is ideally supported by three key messages.

Originally developed by Dr. Vincent Covello as a risk communications strategy, message mapping was developed because people at risk can comprehend only three messages. This thinking is helpful in brand communications and press relations.

Twitter's 140 characters challenge us all to be more concise.

We had our client team take each word in the long scientific name, and put it into different parts of speech (verb, adjective, adverb, noun). It was a starting point to exploring meaning, understanding nuance, participating in discovery, and coming together as a team to discuss key messages.

Margaret Anderson
Managing Principal
Stellarvisions

Establishing our key messages for the holding company helps protect our assets and conveys to our operating companies that we value clarity and strategic communications.

Jessica Berwind
Managing Trustee
Berwind Corporation

Vigorous writing is concise. A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.

William Strunk, Jr. and E. B. White
The Elements of Style

ROMANCING THE BRAND



HOW BRANDS CREATE
STRONG, INTIMATE RELATIONSHIPS
WITH CONSUMERS

TIM HALLORAN

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ROMANCE AND THE BRAND

I had already been in the dark room for three-and-a-half hours, a bowl of peanut M&Ms in front of me, observing groups of women through a two-way mirror that felt like something out of CSI, as they explained their beverage consumption habits. Observing focus groups was a common practice for Coca-Cola brand managers. We were always striving to understand our consumers better so that we might find a way to connect with them. Our ultimate goal was to give folks like the women in this room a reason to purchase our brand rather than the hundreds of other options available to them.

I found myself wondering how much of what I did every day—trying to meet the needs of a finicky consumer base with some creative new message or compelling product improvement—was pointless. Did consumers really *care* about these brands? Looking around the observation room, I saw six or seven colleagues in various stages of engagement: among others, the assistant brand manager taking copious notes that would

ultimately summarize our findings to our senior management, the agency account rep trying to infer something brilliant from a consumer's comment, and the marketing research manager making sure the moderator on the other side of the glass was covering everything on our checklist. All of us waiting, observing, listening for *anything* we could use in developing next year's marketing campaign. We needed to understand these women's thoughts and feelings about our brands in order to do our jobs.

But then something happened that subtly but profoundly changed my perception of how we as marketers should think about brands and the role they play in our consumers' lives.

It wasn't a particularly dramatic moment. The eight women sat around the overflowing table of colored cans and bottles of soft drinks. They had just completed what we call a "sorting" exercise, in which participants arranged soft drink brands in groups based on some organizing principle that they were to develop themselves. I don't remember how they organized the forty-plus brands that day, but what happened next stuck with me. A petite woman in her late twenties, picked up one of the cans and said to the focus group moderator, "I drink eight of these a day. It is always with me, no matter what happens. It was there when my boss gave me my promotion last week. It was at my side two months ago when my cat died. It got me through it. I start and end my day with it. It's never lets me down. I can always count on it. To sum it up, it's my boyfriend . . . Diet Coke."

MY BEVERAGE, MY BOYFRIEND

A wave of laughter hit the room, so loud that I'm sure the respondents could hear us on the other side of the two-way

mirror. I sat up. Did she really say that Diet Coke was her boyfriend? How could one think of a can of sugar water (actually aspartame water in this case) in boyfriend terms? Commitment, intimacy, dependability—she felt all of these, not about Diet Coke, but *from* it. She loved it as a constant companion, a support mechanism, a celebratory friend. This was preposterous, wasn't it? We can't connect with products the same way we connect with people!

But in some important ways, that is just what we do. Academic studies have proven it repeatedly.¹ We don't just consume or interact with brands. We actually engage in relationships with them. With some brands, we have wild, short-term flings. Others stay with us for a lifetime, like family. Some brands offer us strictly utilitarian relationships—they are in our daily lives, yet we have no emotional connection to them. Maybe the brand feels like good medicine, like a physician, or maybe it's a loose connection, like a distant uncle you rarely see. Or maybe you rely on it, like a teacher, a coach, or even a parent. Each product and each consumer—and each relationship between the two—is different. But the young woman who so eloquently expressed her feelings about Diet Coke crystallized for me the simple truth that consumers engage in relationships with brands. If marketers were going to succeed, we would have to go beyond thinking about consumers as “target markets” that we needed to make aware of our brand and convince to purchase it. We needed to think about engaging consumers in a long-term relationship.

Think about it from your perspective as a consumer. Is there a brand that means something, *really means something* to you? Maybe there is a certain brand of clothing that you seek

out first in a store. What about a certain brand of shoes that you must have? Perhaps you are willing to drive an extra two miles down the road past your local grocery store to Trader Joe's. Maybe when you order a Coke and the waiter asks whether Pepsi is OK, you say that it's not. Maybe when planning a business trip, you invariably check to see if your preferred hotel has a location in the city you are visiting. Think back to your childhood. Was there a video game system or doll that you absolutely had to have? When you were a teenager, was there a band whose new album you waited for with anticipation, snatching it up the day it was released?

All of these are examples of brands—products, retailers, or even people that make up the fabric of your everyday life. Sure they provide you with some recognizable functional benefits—the look and feel of a Polo shirt, the variety of organic lines at Whole Foods, or the entertainment value of the latest Maroon 5 song, but they also provide you much more. Maybe you feel that a brand says something about you to others when you are consuming, wearing, or using it. Or maybe you feel that the brand has a personality that you can relate to. Perhaps a brand occupies not only a specific place in your mind but also a specific place in your heart.

Now think about the first time you encountered that brand. Do you have a distinct memory of it? Was it “love at first sight,” or did it take a while for you to adopt it? Has your relationship with that brand grown over time? Is it as strong today as it has ever been, or did it reach its peak some time ago and has now plateaued or even declined? Now imagine if that brand suddenly disappeared. How do things change? How do you feel? Can something easily replace it, or does its loss

leave a hole in your life? Chances are that there are certain brands with which you've developed such a strong connection and with which you have engaged so frequently that if something were to happen, such as if they were discontinued or changed, you would feel a sense of loss—or even betrayal.

Having feelings toward brands seems to be a natural, powerful extension of how we're built as human beings. What does that mean to us as marketers? If we understand this, what do we do about it? Does it make sense for us to keep thinking about consumers as targets and demographic segments? Probably not. I'm convinced that this kind of thinking will only get us so far. I've come to believe that if marketers are going to succeed, we need to think about engaging consumers in a relationship—which, by definition, goes both ways. It has to be reciprocal. When a relationship is good, both parties get what they need the most and give their very best. The ideal brand-consumer relationship is one that is entered into by choice (because consumers *always* have a choice), that is both thrilling and dependable, and that is also based on trust: a romance.

Many brands—think Harley-Davidson, Apple, or Disney—have successfully created and cultivated a deep emotional connection with their consumer base. But how have they done it? And why does it matter today more than ever? Technology has given us a plethora of new tools that we don't fully understand or know how to use—primarily because we are trying to apply them within the context of an outdated way of thinking. If we don't think about marketing our brands in a completely different way—a way that is fundamentally based in the brand's relationship with the consumer—then we will never succeed.

My goal in this book is to get you thinking about how to connect with the consumer by creating and nurturing a genuine relationship—one that’s as exciting and enduring as a great romance.

NEW PERSPECTIVES AND NEW PROBLEMS

At one point in time, marketers thought of brands as comprising attributes that encompass everything tangible about a product—its taste, packaging, ingredients, materials, logo, and so on. We sought to present these attributes in a way that met the needs of a certain identified consumer target group. In the language of classical marketing, the product’s attributes together were supposed to “ladder up” to “functional benefits” that would help ease a consumer “pain point” or “need.” For example, everything about a pair of Nike running shoes, from the width to the cushioning to the waffle sole, would be designed to meet a particular consumer’s need for running shoes.

To do this, Nike might take a group of consumers—marathon runners, say—and divide that group into segments, all of whom had different needs when running, and demanded different features. There were high-arched marathon runners and low-arched marathon runners. There were marathon runners with wide feet and those with narrow feet. There were runners whose feet turned in and others whose turned out. Nike would develop different shoes that functionally met the specific needs of each identified runner segment. The thinking was that consumers would choose a product based on how well its attributes met their needs, looking also at more intangible

elements—such as brand familiarity, perceived quality, and perceived value—and evaluating these in light of the product’s price. For many brands and many categories, companies and consumers alike perceived this as a strictly cost-benefit association. A consumer mind-set might be, “Provide me these benefits, and I may pay more for your brand than for other options.”

But marketers of some brands, especially those in categories where consumer passion was particularly strong, increasingly developed and marketed key benefits that tied into a consumer’s *emotional* need state. The principle was that consumers felt so strongly about these brands that they would insist on using them, and if they couldn’t, they would feel deprived emotionally. Nike is again a good example: to an avid runner, her shoes are essential in her quest to run well, run efficiently, and ultimately achieve goals that she has set for herself. Nike’s functionality—its design, its comfort level, its cushioning—feeds these more personal needs, and the consumer becomes engaged emotionally. With its game-changing “Just Do It” campaign—its imagery of athletes achieving goals, winning, and succeeding—Nike accented the emotional side of its value proposition. The campaign helped make that marathon runner more confident that she would triumph—partly because she was wearing Nike.

Although “Just Do It” famously tapped into the importance that a consumer can place on a brand—both emotionally and functionally—there were as yet few theories in academia and little practice in industry that linked this type of brand-consumer connection to a relationship model. Marketing people mostly still gave higher priority to the functional and

transactional nature of the brand-consumer interaction and still thought of it in a short-term context. Brands had target consumers, and marketing teams would develop annual plans to source volume from those consumers. Understanding the longer-term value behind emotionally connected consumer interactions wasn't a priority.

Then, in the mid-1990s, two doctoral students in marketing, one on either side of the country, began putting together separate but compatible theories that (1) brands had distinguishable, identifiable personalities, and (2) every brand and every consumer did in fact engage in a relationship similar to human relationships. Together these two theories supported a powerful new way of understanding how consumers interact with brands on a personal level.

The daughter of prominent marketing thinker David Aaker, Jennifer Aaker had marketing in her blood. As a young Stanford graduate student getting a joint PhD in marketing and psychology, she brought together both disciplines to create an intriguing theory that would map the dimensions of human personality onto brands. She used the theory to create a framework for determining the ways that brands were personified by consumers. After having more than six hundred consumers free-associate about one hundred personality attributes across a range of brands, Aaker found that consumers' perceptions of brand personalities closely mirrored their perception of human personalities. In other words, as consumers, we can be attracted to a brand not just by what it does for us functionally (following the conventional wisdom about why consumers chose products and brands), but by how well our personality fits what we perceive to be the brand's personality. In a way not unlike

how we respond to other human beings, we might even be attracted to brands whose personalities we might not have, but might secretly desire (the classic “opposites attract” phenomenon).²

Meanwhile, Susan Fournier, an ex-Young and Rubicam advertising vice president who was now pursuing a PhD in marketing at the University of Florida, proposed a theory that would give insight into the relationships of brands and consumers. To develop her thesis, she went deep into the lives and brand choices of three women who represented different life stages, locations, and backgrounds.³ She spent a significant amount of time with them, following their every move and experiencing their lives as they experienced them. In the time that she spent with these consumers, she found that brands were an inextricable part of their lives and saw that a mutual dependency existed in which the brand’s stories and the individuals’ life stories linked together.⁴ From this understanding, she began to define a number of different relationships between consumers and brands. Relationships could range from competitive/hostile (your relationship with your cable company) to cooperative/friendly (maybe your relationship with your tennis racket) and from superficial/weak (perhaps your relationship with your dishwashing soap) to intense/strong (possibly your relationship with your toothpaste).⁵ In short, the range of brand-consumer relationships was eerily similar to the range of human relationships. She concluded that the strongest brand-consumer relationships exhibited qualities comparable to those of happily married couples.

The work of these two researchers (as well as a plethora of additional marketing and psychological studies that have

since been conducted on the topic) demonstrates that brand-consumer relationships do exist, are genuine, and have the ability to connect people to brands in unexpectedly deep and emotional ways.⁶ This leads again to the bigger question that this book asks: What should we marketers do about it?

Meanwhile, beyond the halls of academia, marketing practice was evolving. Instead of just communicating product attributes and functional benefits, marketers across multiple product categories began to place a heavier emphasis on the emotional appeal in their messaging. Marketers of fashion, fragrances, soft drinks, beer, and athletic brands (to name a few) were starting to discover that making an emotional connection with a consumer was yet another way to differentiate their brands from the competition in crowded categories. Communications began focusing on brand “extrinsics” (the brand’s personality and emotional qualities) rather than product “intrinsic” (the product’s functional attributes and associated benefits), with the ultimate goal of connecting with consumers at a deeper level.

Although consumer communications still primarily used an interruption model, where most of the “talking” was from brand to consumer via one-way communications (that is, advertising) that consumers passively received, changes in that model were also beginning to occur. More emphasis was put on providing a unique, engaging experience by having brands figuratively “come to life.” Think about brand activation at sporting events. At baseball stadiums, the reliance on static signs in the outfield was replaced by branding elements woven into the event. Take Turner Field in Atlanta, for example: every time the hometown Braves hit a home run, a

forty-nine-foot-tall Coca-Cola bottle shot fireworks,⁷ and, more recently, a forty-foot-tall Chick-fil-A Cow does the team's signature tomahawk chop.

Sampling programs were evolving too. Instead of just handing out product samples or coupons outside a store, brands would develop a traveling “show” in which samples were provided in the *context* of bringing the brand to life by entertaining consumers. For example, LEGO would invest and employ multiple “play” trucks that would tour the United States, stopping off in towns and creating big events where kids would spend *hours* interacting with the brand. Sure, brand representatives would hand out a coupon to every kid or give him or her a small sample LEGO set, but more important, they were interacting with the kids in an experiential environment that basically humanized the LEGO brand. Brands across the spectrum of categories were engaging in similar activities, seeking to become more holistically integrated into consumer lives.

Of course, as marketing evolved, it also received its share of criticism. Some marketing tactics, such as the glamorization of brands through sexual innuendo, puffery that bordered on dishonesty, and the use of exaggerated or blatantly dishonest claims, created an environment of distrust and distaste. As a result, consumers became increasingly cynical and distrustful of marketers, much of it the consequence of marketers' own actions.

Fast-forward to today. With the emergence of technology, social media, apps, and data analytics that tell us more about consumers than ever seemed possible, our means of engaging consumers have evolved yet again. Marketing has

progressed to a model in which the consumer and brand now engage in a two-way dialogue. The continued advances in the technological space have created an environment where brands have the ability to communicate to consumers not just through a product experience or within the confines of a thirty-second television spot but in an ongoing, interactive manner, allowing consumers to communicate their preferences, desires, and needs directly back to the brand itself. There is a brave new world of opportunity for marketers to act as surrogates for their brands in their relationships with consumers.

We marketers have been quick to employ the new tools in our tool box, with some regrettable and even damaging results. On an almost daily basis, we hear another story about how marketers are taking advantage of consumers—making them (and their kids!) obese and unhealthy, invading their privacy with Big Brother–like tactics, and trying to manipulate them with fake claims and faulty science.

- In September 2011, Martin Lindstrom, the best-selling author of *Buyology*, publishes *Brandwashed: Tricks Companies Use to Manipulate Our Minds and Persuade Us to Buy*, “a shocking insider’s look at how today’s global giants conspire to obscure the truth and manipulate our minds, all in service of persuading us to buy” that promises, among other things, to reveal how advertisers and marketers intentionally target children when they are still in the womb and how they stoke the flames of public panic and capitalize on paranoia over global contagions, extreme weather events, and food contamination scares.⁸

- The *New York Times Magazine* publishes staff writer Charles Duhigg's "How Companies Learn Your Secrets," in which he relates a story about how Target, deploying the skills of its robust predictive analytics department (which is able to determine with staggering accuracy whether a woman is pregnant, based on what she purchases), sends a high school teenager a flyer and coupons congratulating her on her pregnancy—much to the surprise of her parents.⁹
- In October 2012, a *Huffington Post* article reports on a new marketing program from Verizon called Precision Market Insights, which collects data from smartphones and shares that information with potential advertisers. Bill Diggins, U.S. leader for the program, explains, "We're able to view just about everything they do." Colson Hillier, VP of the initiative, adds, "We realized we had a latent asset. We have information about how customers are using their mobile phones."¹⁰

The fact of the matter is that when some of us don't use our new tools, analytics, and technology in ways that are beneficial to our consumers, the whole profession suffers the consequences. Consumers are more cynical and less trusting than ever. And we marketers, who are tasked with building our company's or our client's brands, must seriously question whether we are in fact engaged in a worthy profession. We wonder whether every marketing activity will be judged as merely a feeble attempt to get a consumer to spend an extra dollar on our brand rather than a competitor's. Have we become the equivalent of snake oil salesmen—making false promises and setting expectations so high that

our cynical society rejects our attempts to connect with consumers?

A NEW PARADIGM

When asked about how marketing differs today, Marc Mathieu, senior vice president of marketing at Unilever, said, “In the last few decades of the 20th century, marketing has become selling for the sake of selling, but at its inception, marketing was inspired by the Henry Fords, the William Levers of the world—people with a vision to bring products to people that could create progress and improve lives.”¹¹ He’s right. I believe that the way to get ourselves back on the right track is to build on the ideas formulated by Aaker and Fournier: to think about consumers as we would think about people we know well and care for deeply, and treat them accordingly.

The secret of successful marketing in this new age—the essential evolutionary next step—lies in creating and nurturing a powerful, passionate, and genuine relationship between the brand and consumer. The strongest brands have always viewed their consumer base in a relational manner—not as an entity to be taken advantage of but as a partner to engage, delight, and excite. Creating and managing strong relationships will be marketers’ best answer to our critics, and our best shot at reviving the integrity of our profession. More important, this new approach will help a cynical consumer base start trusting us again. It’s a paradigm shift that can bring new power, purpose, and effectiveness to a marketer’s work.

Although Fournier shows that the brand-consumer relationship can take many forms, in this book I'll use the romantic relationship as a lens. I believe that it models the ideal brand-consumer relationship in key ways: it's a relationship of choice; it's deep and passionate; it's committed; and, at its best, it thrives on mutuality, trust, and respect—as well as excitement and delight. It takes time and effort to build, but it brings unmatched rewards. If we connect with our consumers and develop brand love, we will have achieved the ultimate brand-consumer relationship.

ROMANCING THE BRAND

Interdependence, energy, attention, commitment, mutual benefit. Successful relationships require all of these. As marketers, we are surrogates enabling a relationship between our brands and our customers to be manifested. This is how we provide value to both our customers and our brands. The most successful brands not only have strong, intimate relationships with their consumers but also work diligently to cultivate, manage, and grow those relationships in significant ways. Throughout *Romancing the Brand*, I will show you the principles that successful brands use to establish and grow the brand-consumer relationship, and the tools successful marketers use to connect consumers to brands in ways that go beyond a product's functional benefits.

These principles are

- Understand your consumers and their specialness
- Determine how you'll be different

- Tell your story and create an experience
- Have a compelling personality that shines through all your interactions
- Make your partner feel special
- Leverage your evangelists to spread the word
- Be honest
- Leverage mistakes and missteps to get stronger
- Make the relationship the highest priority in everything you do

Because I'm using romance as a lens for the brand-consumer relationship, the book's chapters echo stages of a maturing romantic relationship. Of course, a particular consumer may be in any of these relationship stages with a particular brand, but this approach does give us a road map as we consider how brands and consumers interact and evolve over their life spans. The chapters are

Know Yourself. The relationship starts with the brand. If you don't know who you are as a brand, how do you know which consumer will make a good relationship partner? In this chapter, we'll explore classical marketing practices for defining a brand's product benefits to set up the more intimate, emotional bonds.

Know Your Type. Every brand has an ideal consumer—someone who, when she connects with the brand, feels that that brand was made for her. The trick for marketers is to identify that ideal consumer, her functional, emotional, and social needs, and to perfect the match between those

needs and what your brand offers. I'll introduce the type of consumer who ultimately determines whether the brand will succeed or fail.

Meet Memorably. The first few meetings between brand and consumer dictate whether the relationship has potential or whether it will remain in the mere acquaintance phase. In this chapter, we'll discuss establishing connections that are so special and memorable that a consumer desires to keep coming back for more.

Make It Mutual. Our strongest consumers should be influencers of others and, ultimately, brand evangelists. We'll discuss how, by understanding the proper role of classic and contemporary communication tools, we can leverage our connection with our strongest consumers so that they can spread our message to others.

Deepen the Connection. We'll discuss fostering the deeper bond with the consumer so that he experiences the brand as "a brand made for me," and look at ways to measure whether our romance with the consumer is still on track.

Keep Love Alive. As the brand-consumer relationship matures, rejuvenating the relationship through innovation and news is essential. In this chapter, we'll discuss ways to stay in touch (or get back in touch) with consumer needs.

Making Up. Just as in our own relationships, brands and consumers go through crises. How this is managed will determine whether a relationship is strengthened or devalued.

Breaking Up and Moving On. Relationships end. Either we recalibrate and start engaging with a new consumer group or we fail forward, eliminate the brand, and, using what we've learned, develop stronger consumer relationships with different products.

To bring these principles to life, I'll share stories about best-in-class consumer-brand relationships so that you can see for yourself the power of the romance paradigm in action. You'll learn what works and what doesn't in cultivating the brand-consumer relationship by hearing directly from the marketers who don't just manage some of the world's largest and best-known brands but actively work to build and grow relationships with consumers on a daily basis and have achieved outstanding results in the process.

- Matt Kahn will showcase how a small local bottled water established such a strong reputation that it went from being sold out of the back of a car to being the top premium bottled water in the country in just a few years.
- Kersten Rivas, Katy Milmoë, Willem Jan van der Hoeven, and Paul Smailes will share how the “Most Interesting Man in the World” created a national movement behind the Dos Equis brand.
- Stuart Sheldon will talk about the power of the brand experience and how it blows away any social media campaign in terms of spreading word of mouth.
- Jeff Gregor will demonstrate how a brand that one might wrongly perceive as being for your grandparents is so strong that fans tattoo the logo on their skin.

- Christy Amador will share insight into the power of brand innovation and examples of bringing new dimensions to a brand-consumer relationship that is over 120 years old.
- Blake Hawley and Cigdem Topalli will show how a brand that was once a laughingstock can be turned around.
- Jim Smith will discuss how the Atlanta Falcons brand went from absolute disaster in the wake of the Michael Vick dog-fighting scandal to starting over and recreating a stronger relationship with its consumer base.
- Darryl Cobbin will show how a brand that once focused on moms became the number-one teen brand in the country.
- Steve Hutcherson will discuss what was deemed by many to be the biggest flop in marketing history—and what happened then.

The overriding message of this book is that establishing a relationship with consumers is a game changer for marketers, and my goal here is simple. If you are a marketer, this book will help you identify the right consumer with whom to engage in a relationship, “meet” that consumer in the right context, evolve and strengthen the relationship, and, on occasion, decide when to start over or move on.

Marketing is changing. Consumers are changing. The way both interact with each other is always changing. Brands that have been and will be successful will be the ones that cultivate and grow relationships with consumers that reach them at the physical, emotional, and, dare I say, soulful level. Those brands that can’t interact with consumers in this way risk failure. Those that can will succeed. Let’s see how it is done.