

THE  
BRA  
GAP

HOW TO RE-BRIDGE  
THE GAP BETWEEN  
BUSINESS  
STRATEGY AND  
DESIGN

AND  
P

A MARTY NEUMEIER PRESENTATION

Produced by NEUTRON LLC  
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With contribution by  
Brian Jones, Crystal McKenzie Inc.

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# WHAT YOU'LL LEARN:

- ① A modern definition of brand
- ② The five disciplines of brand-building

READY?

LET'S START BY DISPELLING SOME MYTHS.

# FIRST

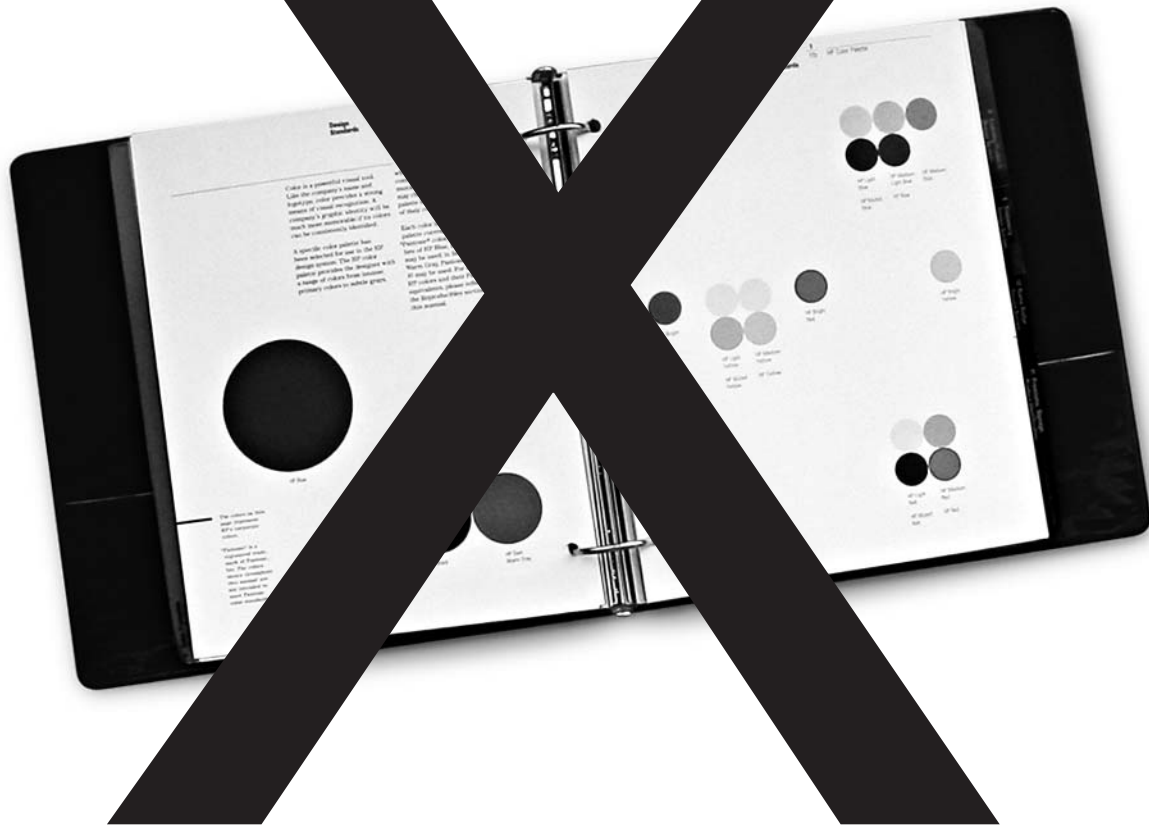
A brand is not a logo.



*Ceci n'est pas une brand.*

# SECOND

A brand is not an identity.



# FINALLY

A brand is not a product.



So what exactly  
is a brand?



A BRAND IS A PERSON'S  
GUT FEELING ABOUT  
A PRODUCT, SERVICE,  
OR ORGANIZATION.

It's a **GUT FEELING** because people are emotional, intuitive beings.

It's a **PERSON'S** gut feeling, because brands are defined by individuals, not companies, markets, or the public

In other words...

IT'S NOT WHAT **YOU** SAY IT IS.

IT'S WHAT **THEY** SAY IT IS.

IT'S WHAT **THEY** SAY IT IS.

# WHY IS BRANDING SO HOT?

- ① People have too many choices and too little time
- ② Most offerings have similar quality and features
- ③ We tend to base our buying choices on trust



THERE ARE 1,349 CAMERAS ON THE MARKET.  
HOW DO YOU DECIDE WHICH ONE TO BUY?

TRUST

Trust comes from meeting and beating customer expectations.

$$\text{T} = \text{r} + \text{d}$$

TRUST                      RELIABILITY                      DELIGHT

A large, stylized, gray dollar sign (\$) is positioned in the background, centered vertically and slightly to the right of the center.

Does a brand have a dollar value?

AND HOW.

5 ways to measure brand value:

① PRICE PREMIUM

② CUSTOMER PREFERENCE

③ REPLACEMENT COST

④ STOCK PRICE

⑤ FUTURE EARNINGS

**THIS SELECTION FROM INTERBRAND'S TOP 100 LIST  
SHOWS WHY BRANDS ARE WORTH PROTECTING:**

BRAND NAME	2021 BRAND VALUE (\$m)	% CHANGE BRAND VS. PREVIOUS YEAR	BRAND VALUE AS % OF MARKET CAP
APPLE	408,251	26%	15%
AMAZON	249,249	24%	16%
MICROSOFT	210,191	27%	9%
GOOGLE	196,811	19%	10%
SAMSUNG	74,635	20%	20%
COCA-COLA	57,488	1%	22%
TOYOTA	54,107	5%	17%
MERCEDES	50,866	3%	61%
MCDONALDS	45,865	7%	24%
DISNEY	44,183	8%	17%
NIKE	42,538	24%	19%
BMW	41,631	5%	62%
LOUIS VUITTON	36,766	16%	9%
TESLA	36,270	184%	4%
FACEBOOK	36,248	3%	7%



COKE'S MARKET CAP,  
INCLUDING BRAND VALUE:  
**\$266 BILLION**

WITHOUT THE BRAND,  
COKE'S GLASS WOULD  
BE HALF EMPTY.

COKE'S MARKET CAP,  
NOT INCLUDING BRAND  
VALUE:**208 BILLION**

The main purpose of branding is to get  
**more people** to get **more stuff**  
for **more years** at a **higher price**.

The main purpose of branding is to get  
**more people** to want **more stuff**  
for **more years** at a **higher price**.

The main purpose of branding is to get  
**more people** to acquire **more stuff**  
for **more years** at a **higher price**.

The main purpose of branding is to get  
**more people** to desire **more stuff**  
for **more years** at a **higher price**.

The main purpose of branding is to get  
**more people** to be **more aware**  
for **more years** at a **higher level**.

**S**

SUCCESS

**=**

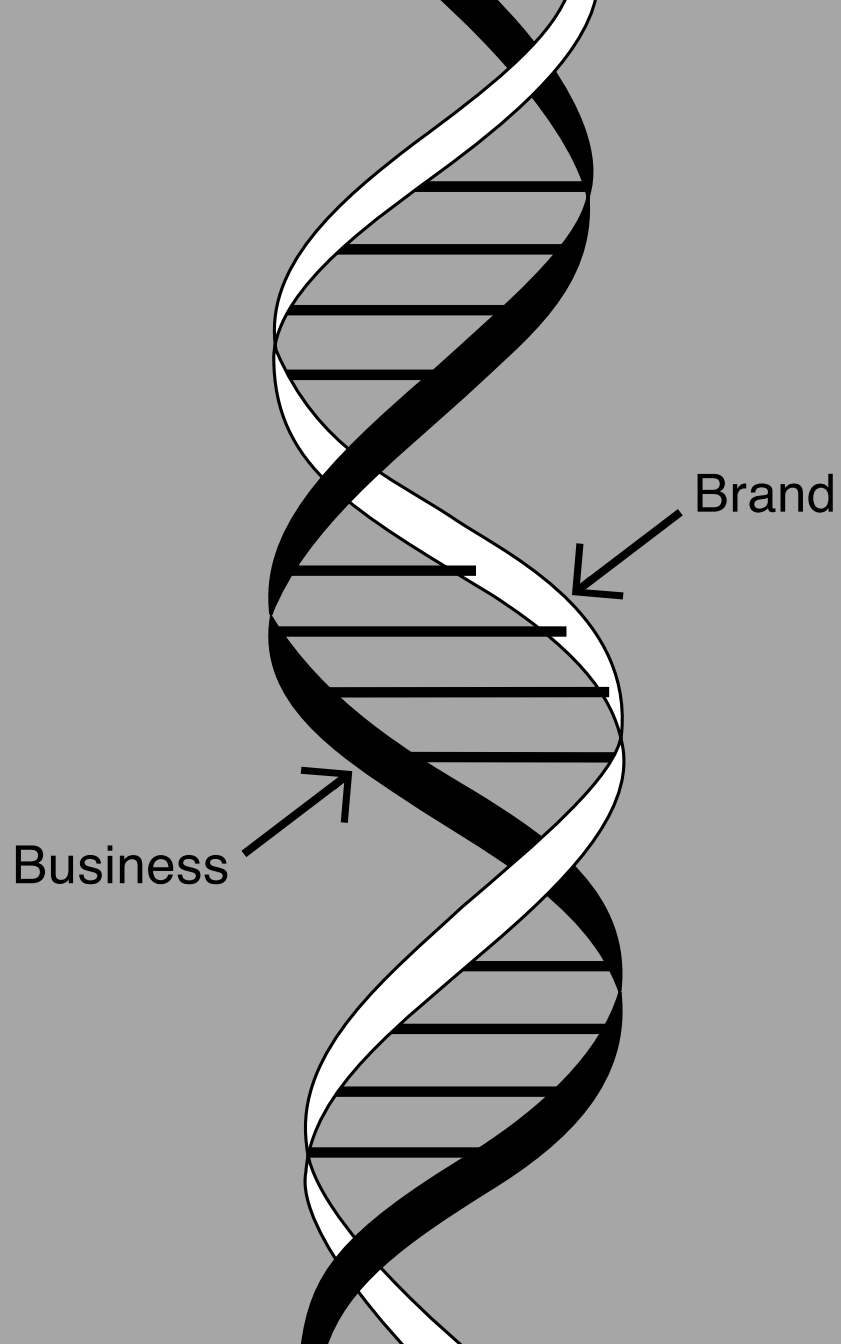
**B**

BANG

**—**

**b**

BUCK



# PREDICTION

**BRAND** WILL BECOME THE MOST POWERFUL  
STRATEGIC TOOL SINCE THE SPREADSHEET.

# PROBLEM

In most companies, **STRATEGY**

is separated from **CREATIVITY** by a wide gap.



STRATEGIC THINKERS

Analytical

Logical

Linear

Numerical

Verbal

CREATIVE THINKERS

Intuitive

Emotional

Spatial

Visual

Physical



DOES THE LEFT BRAIN KNOW WHAT THE RIGHT BRAIN IS DOING?



When both sides work together,  
you can build a charismatic brand.

{ A **CHARISMATIC BRAND** is any product,  
service, or organization for which  
people believe there's no substitute. }

## QUIZ:

Which of these brands are charismatic?

AMAZON

HITACHI

OXO GOODGRIPS

APPLE

HOME DEPOT

PEPSI-COLA

BURGER KING

IKEA

PRELL

COLDWATER CREEK

KMART

RCA

DASANI

KRISPY KREME

REEBOK

DISNEY

LEVI'S

RUBBERMAID

DK BOOKS

LONGS DRUGS

SAFEWAY

EVEREADY

MACY'S

SAMSUNG

FORD

MINI COOPER

SEARS

GENERAL ELECTRIC

NEWSWEEK

SOUTHWEST AIRLINES

GOOGLE

NISSAN

UNITED ARTISTS

HANES

NORDSTROM

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VIRGIN

Any brand can be charismatic.

**EVEN  
YOURS.**

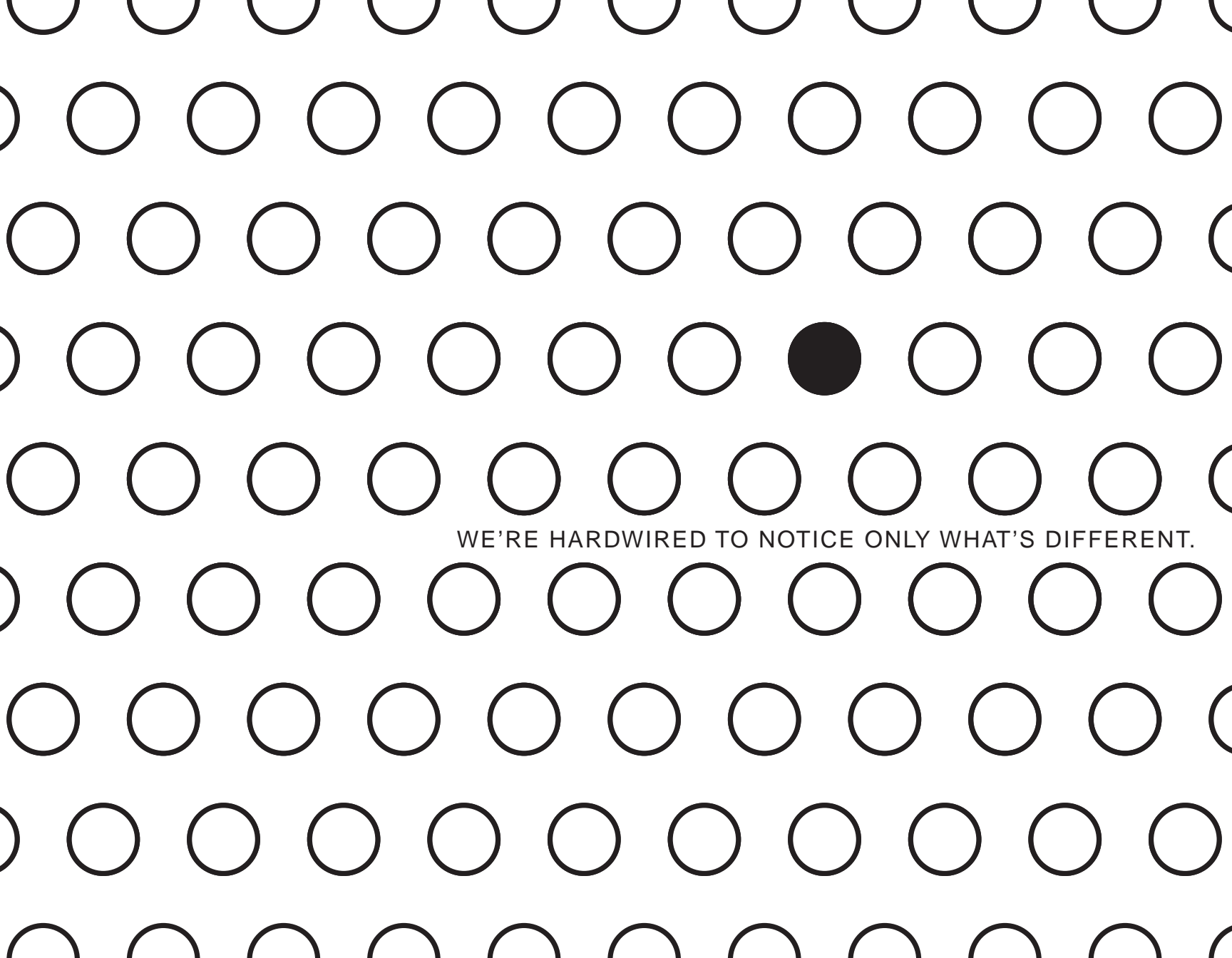
But first,

you have to master the **FIVE DISCIPLINES OF BRAND-BUILDING.**

# DISCIPLINE 1: DIFFERENTIATE

# FACT:

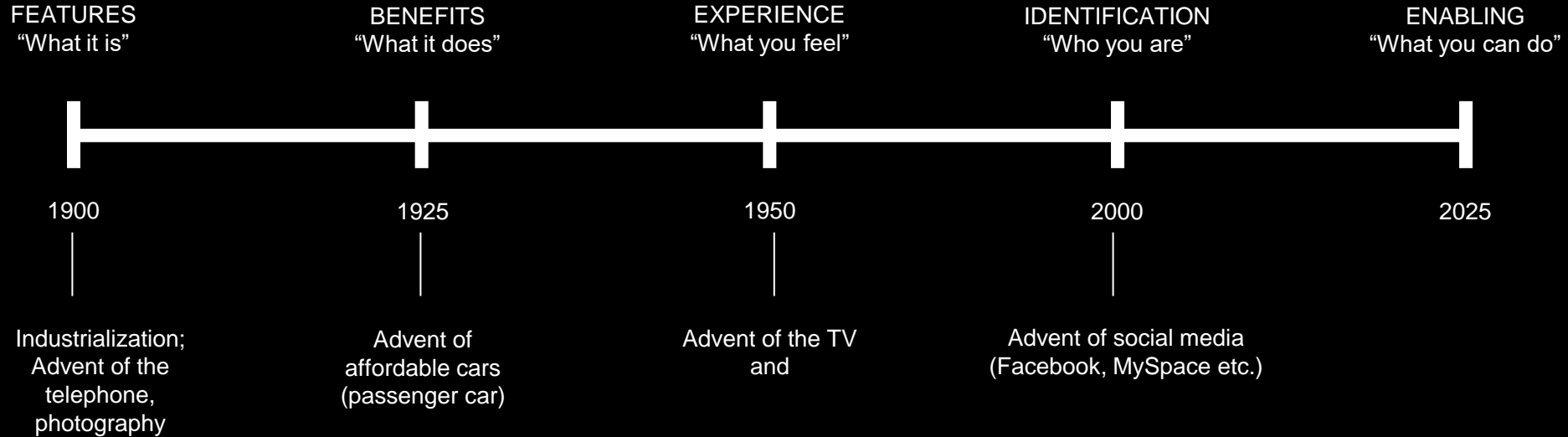
Our brains act as filters to protect us from too much information.



WE'RE HARDWIRED TO NOTICE ONLY WHAT'S DIFFERENT.

SOLUTION:

BE DIFFERENT.



Marketing today is about creating tribes.

People join different tribes for different activities.

DRIVING → VOLKSWAGEN

READING → AMAZON

COMPUTING → DELL

SPORTS → NIKE

COOKING → WILLIAMS-SONOMA

BANKING → CITIBANK

TRAVEL → ORBITZ

ON SUNDAYS THEY WORSHIP HARLEY,  
GOD OF THE OPEN ROAD.



The three most important words in differentiating your brand:

# ① FOCUS

## 2 FOCUS

# ③ FOCUS



IS THIS HOW YOUR CUSTOMERS SEE YOU?

# THE FOCUS TEST:

❶ Who are you? \_\_\_\_\_

❷ What do you do? \_\_\_\_\_

❸ Why does it matter? \_\_\_\_\_

Unless you have compelling answers to these questions,  
**you need more focus.**

The most common reason for loss of focus  
is **ILL-CONSIDERED BRAND EXTENSIONS.**

EXAMPLE:

FOCUSED → COLGATE = TOOTHPASTE

UNFOCUSED → COLGATE = TOOTHPASTE + LASAGNA



**BAD BRAND EXTENSIONS** are those that chase short-term profits at the expense of long-term brand value.

**GOOD BRAND EXTENSIONS**  
grow the value of a brand  
by reinforcing its focus

EXAMPLE:



THE GOOD GRIPS BRAND HAS GROWN STRONGER WITH EVERY BRAND EXTENSION.

# DISCIPLINE 2: COLLABORATE

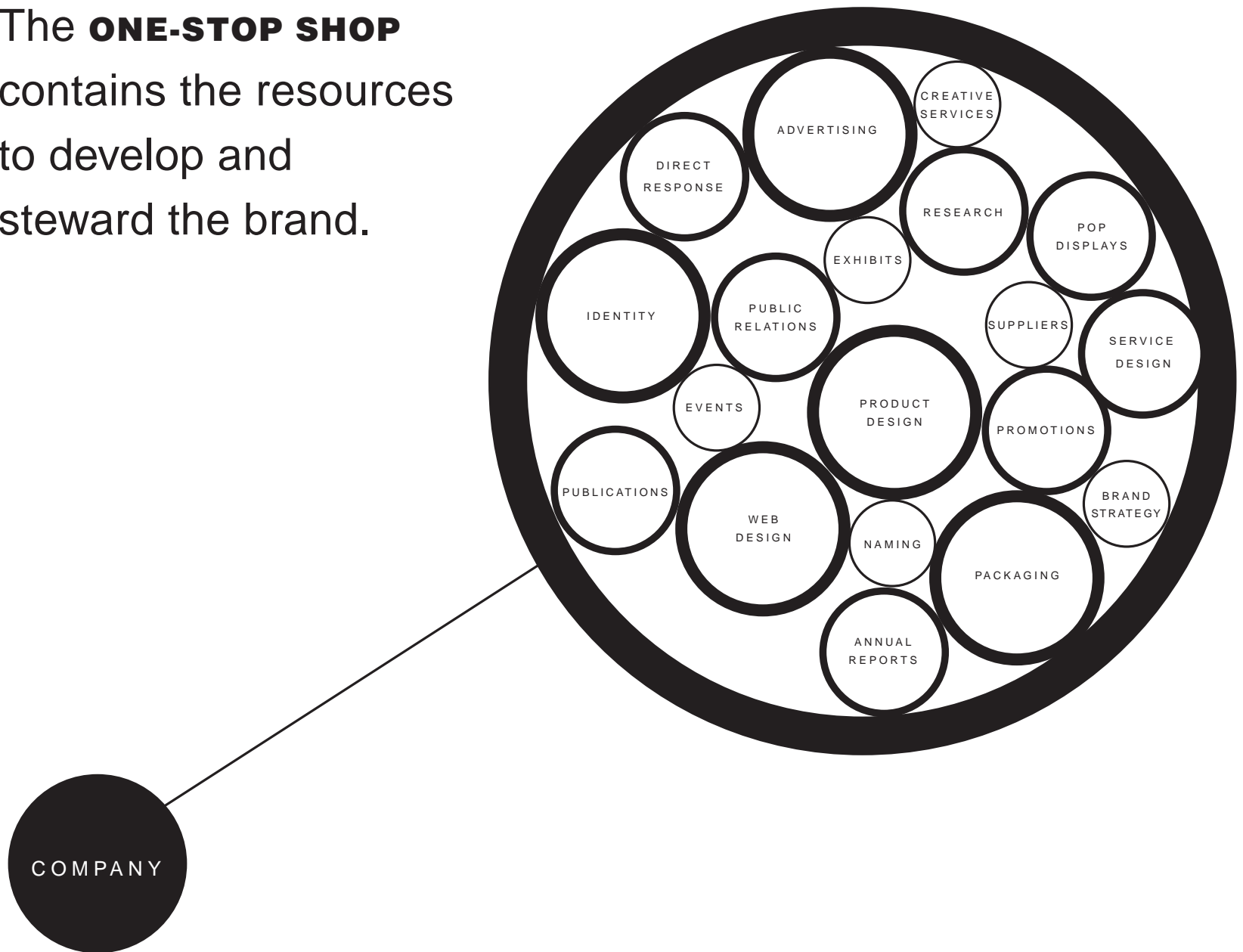
LIKE BUILDING  
A CATHEDRAL,  
BUILDING A BRAND  
IS A COLLABORATIVE  
PROJECT.



It takes a village  
to build a brand.

THERE ARE THREE BASIC MODELS  
FOR ORGANIZING BRAND COLLABORATION:

The **ONE-STOP SHOP**  
contains the resources  
to develop and  
steward the brand.



## ONE-STOP SHOP SCORECARD



Easy to manage

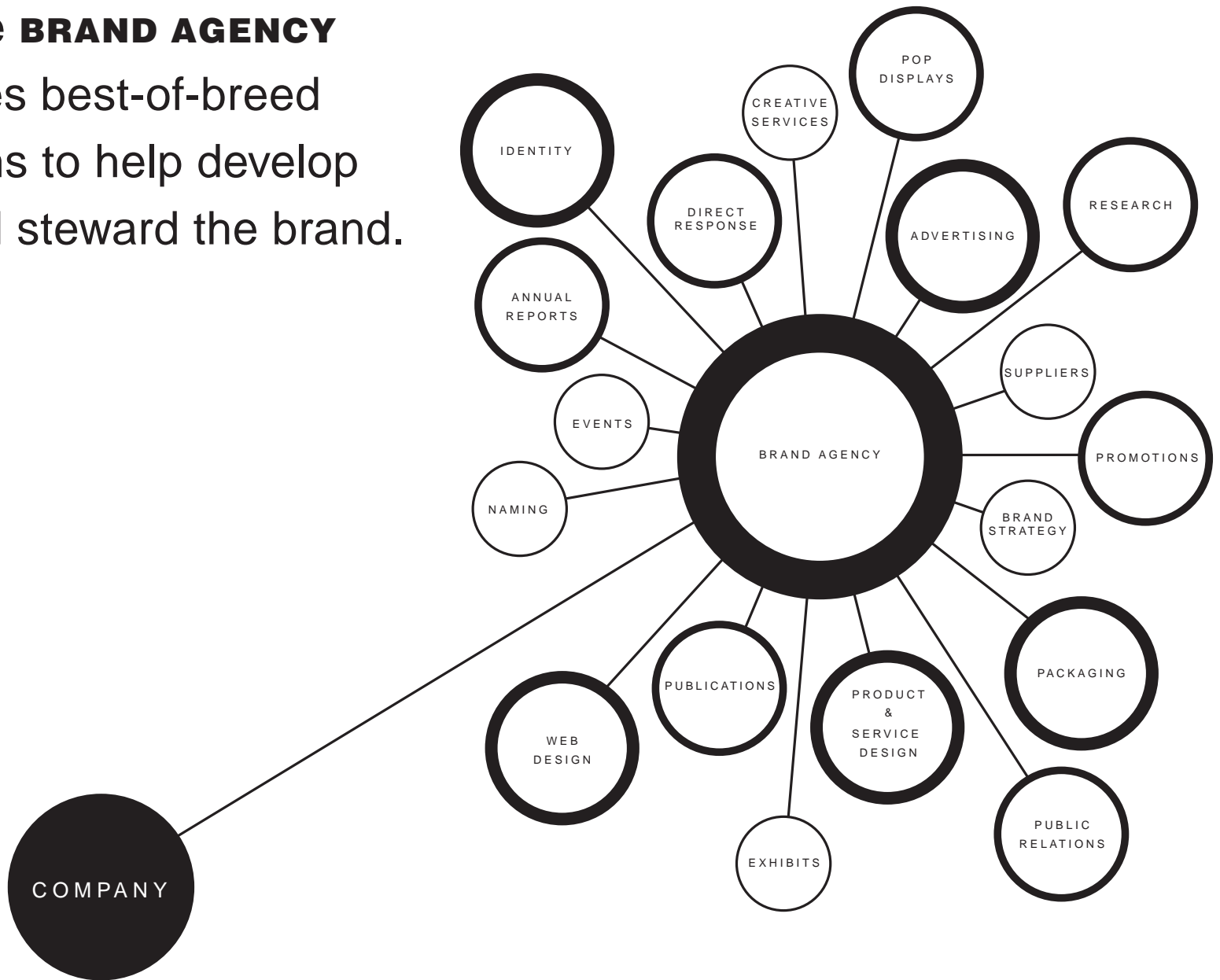
Promise of consistency



Little choice of teams

Little ownership of brand

The **BRAND AGENCY**  
hires best-of-breed  
firms to help develop  
and steward the brand.



**BRAND AGENCY** SCORECARD



Choice of teams

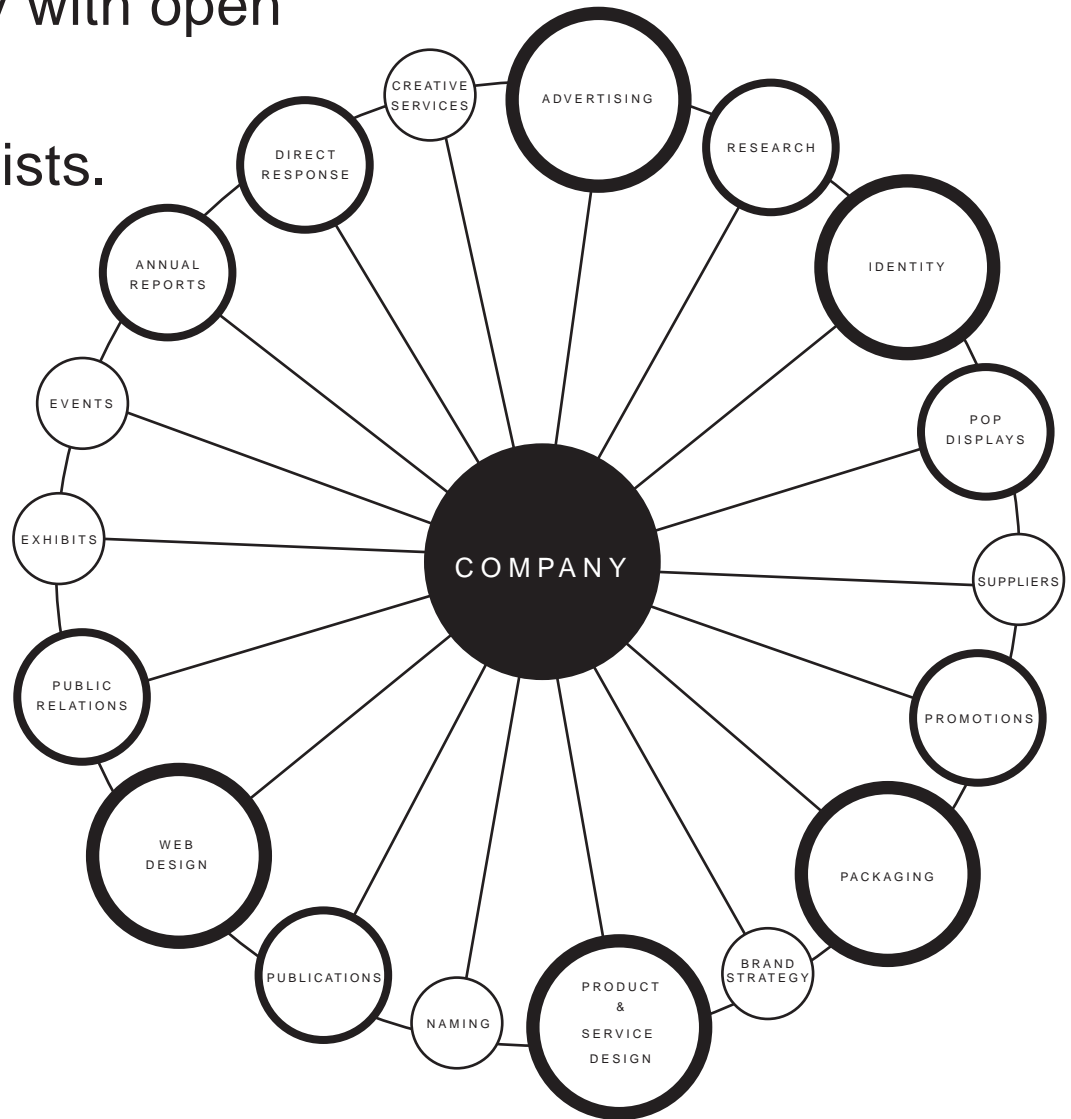
Promise of consistency



Little ownership of brand

# The **INTEGRATED MARKETING TEAM**

is managed internally with open collaboration among best-of-breed specialists.



# INTEGRATED MARKETING TEAM SCORECARD



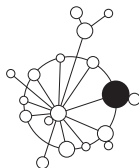
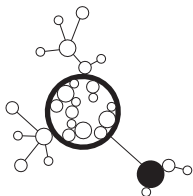
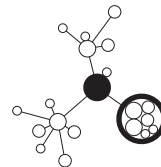
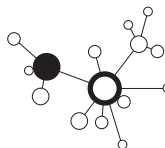
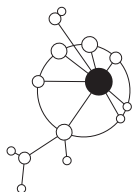
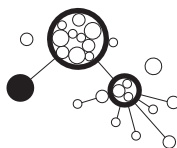
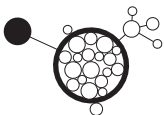
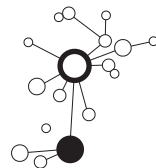
Choice of teams

Promise of consistency

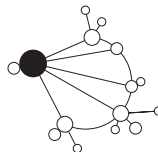
Ownership of brand



Difficult to manage



**IN REALITY**, COLLABORATIVE  
NETWORKS AREN'T THAT SIMPLE.



and

that's OK.

Collaborative networks are not new.

A successful model has existed for years.



**HOLLYWOOD**

Like building a cathedral,  
making a movie takes  
hundreds of collaborators.

Smoocher Boy	KELLY MARIN
Agent Sims	TREVOR CARMICHAEL
Agent Townsend	JOHN T. LANDON
Agent Kruzic	SHARON BONDLY
Dijon	PAUL DERAINE
Jean-Michel	JACQUES SOUVERAIN
Keynes	MICHAEL BRAND
Corelli	STEVEN GOLDSTEIN
Johnston	TRENT LOCKART
Billie	JACKSON BARNES
Guards	JOSEPH AKIO
	TERENCE BRADLEY
	MO DERENI
	ROBERT UNDERHILL
	KEN SILVER
Librarian	HILARY PROPRIATO
Field Officer	MICHAEL O. KELL
Bus Driver	HECTOR ABONDAS
Night Guard	NORMAN BRIER
Meter Maid	STACY BRECKSTEIN
First Detective	JOE KALEY
Second Detective	BRIAN BELSEN
Beat Cop	ABRAHAM LENDER
Parking Cop	T. T. MCBRIDE
Helicopter Pilot	VAN DERICKE
First Old Man	JOHN R. CARLSON
Second Old Man	VICTOR AMOS
Tax Collector	SEAN O' KENNA
Stunt Coordinator	JEFFREY ROCKEN
Assistant Stunt Coordinator	DARREL TOM
Stunt Doubles	Carlos
	GEOFF WRIGHT
	MARK CONTADINA
Mariana	SUE SKENNIAN
Ajax	CHARLIE MARQUETTE
Sgt. Santos	VICTOR BANERAS
Carter	F. C. CAMERON
Smoocher Boy	TELLIE PANOPOULIS
Agent Sims	MARTIN AIRES
Agent Townsend	STEFAN C. KAISER
Dijon	BILL MOORE

# Stunts

STEVE ADRIAN	BENJAMIN BARKELEY	TONY BEAUJOLAIS
BOB CARTER	GORDON COLERIDGE	IVAN DEVERSON
MICKY DISANTIS	JILLIAN DRUCKER	JOE EVANS
MIKE FLANAGAN	BILL GEORGE	JULIA HARRISON
GEOFF IPSWICH	MICHAEL KANTER	KENNETH KITTRIDGE
BARRIE LAWRENCE	TERRY LEVINSON	TED MARSTEN
JACKIE MACDOUGAL	GREG NEVILSON	BOB OSBORNE
JAMES PETRICKE	PETE POLSON	RAY TELSON
MARY STAUFFACHER	FREDDIE STEEN	CAB UPTON
CORNELIA THERRIEN	JEREMY TRICKETT	PETER YOUNG
RAUL VALERIA	RONALD DEEVER-WEBB	ROBERT G. RUNYAN

Hong Kong Kung Fu Team

YUAN Tiger CHU    CHEN Dragon SEN

Manners and Modes Supervisor	FRANCIE MAS
Storyboard Artists	CAREN THOMASON
	MIGUEL TRASERO
	FRANCES CHU
	PEDRO BOGANILLO
Art Department Researcher	NUALA CORIAN
Art Department Coordinator	TRACY COLLISTON
Conceptual Designer	SERGIO MOLO
Graphics	BENJAMIN HIRASUNA
Illustrator	STEPHANIE RAND
Set Designers	GERI DEMONDE
	STELLAN GRETZKE
	MADELINE BARR
	LANCE DUNSTABLE
	MARCO DIPAOLO
	DEN MCENERY
Set Decorators	LISA BARHAM
	DRU LEE MANNING
	CARRIE DUNE
Script Supervisor	MARIE BELLEAU
Camera Operator	PAUL POLITO
Steadycam Operator	ROCK HANDLER
1st Assistant Camera	GORDON ALBRIGHT
2nd Assistant Camera	CRIS MORTEN
Still Photographer	BARRIE M. HORST
Sound Recordist	JACOB TREIB
Boom Operators	HORACE STEIN
	THOM CARRABINE
Video Operator	ART KELLEHER
	LUCIANO PROPRIO
Props	DAVID BELL
Property Master	ZUZU MANHEIM
	KAREN CAROLUS
	J. D. WHEATLY
Action Vehicle Coordinators	WILLIAM TREVANT
Gaffer	STU JEFFERSON
Best Boy	JOSH KNIPPLE
Rigged Gaffers	COLIN FARRINGTON
	PETER STANISLOV
	KIT GOINES
	BENNIE JAMESON
	RICK DEMIS
	STANLEY FREY
	G. G. NEWMAN
Key Grip	DAVID WEINBERG
Head Grip	RICKY MONROE
Dolly Grips	WILLI STRASBURG
	STAN BENTON
	CHARLES CRIVORN
	NORM LOFGREN
	VIC DOLAN
	GIORGIO VIVATO
Rigging Grip	TEL STEPHENOPOLIS
Make-up Artists	TRINI GONZALEZ
	MARCI STEIN
	BELINDA MCNAIR
	CARI DUNN
	MICHELLE TONAS
	ROBERTO BELLINI
	TRICIA RARIO

Dig Composite Supv	TIM CURRIE
	DONALD VERES
Digital Compositors	DAVID HUSSEIN
	BRIDGET QUESTED
Background Artists	FRANCESCA ROTI
	GREG STONE
CGI Lead Animators	WILL SUTTON
	INGE JOHANSSON
CGI Animators	DREW CRAIN
	URSULA BIERSCHE
	VISUAL LOGIC, LLC
VFX Supervisor	JARED BAGMAN
Programmer	KAROL CONST
System Admin	RANDY HARDWICK
Production Admin	MAL GERICKE
Production Aide	CASS MONAHAN
Producer	PATRICE ARNEM
Scene Graphics	PEDRO CARILLO
CGI Artist Coord	SANDY PRIESTLY
CGI Artists	JOHN LANGORF
	BRENDA CALE
CGI Designer	MARK THOMAS
	KYLE M. SULLIVAN
Compositors	PATRICK MAHONEY
	STAV PROMIDES
	MARGRIET BILL
	TANIA SHAUB
	BENNET JURIAN
I/O Supervisor	CHUCK TRALIK
Assorted Visual Effects	PENNY GARCIA
Color Toner	GRAYSON TRUE
Negative Cutter	SLIM DELGADO
Titles Designed by	BATOUTAHELL, INC
Opticals by	PACIFIC DREAMS, LLC
Soundtrack Album on	ARTISTIC RECORDS, INC.
Microscopic Cinematography by	JAY FLAMMER

The Producers Wish to Thank the Following  
NASA

CITY OF NEW YORK  
THE MARITIME CENTER OF SYDNEY  
LOS ANGELES POLICE  
THE CITY OF BEND, OREGON  
SULTAN OF BRUNEI

Filmed on Location in  
CAPE KENNEDY  
NEW YORK CITY  
SYDNEY, AUSTRALIA  
LOS ANGELES, CALIFORNIA  
BEND, OREGON

Filmed with OMNIVISION Cameras and Lenses  
Color by COLORLAB, INC.

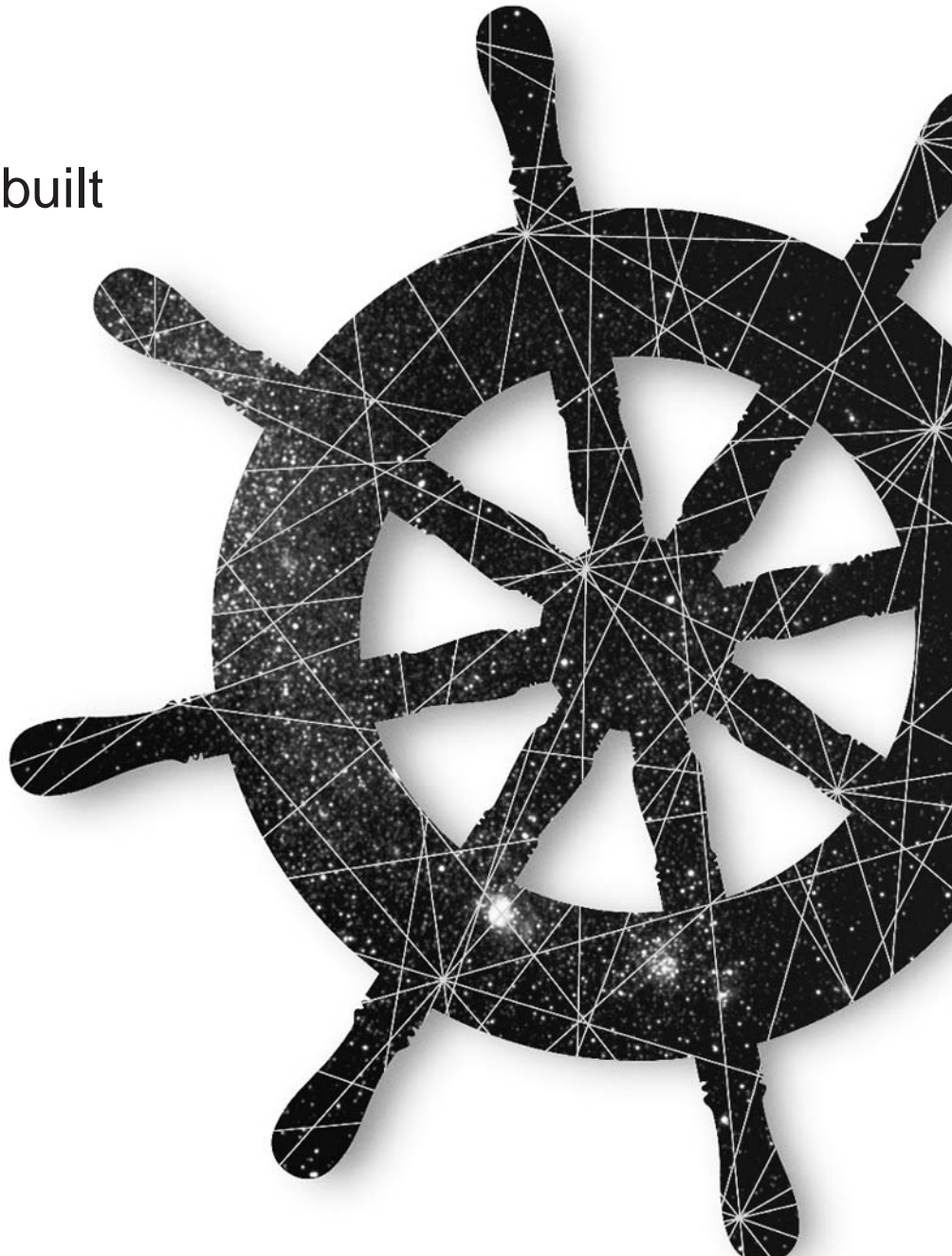
Prints by VISTACHROME

IN THE 1990s,

CREATIVE COLLABORATION **SPREAD TO** BRAND-BUILDING.

EXAMPLE:

The Netscape brand was built  
on the Hollywood model.



MYTH:

Wide experience  
leads to deep insights.

# FACT:

Deep insights come  
from deep experience.

$$1+1$$

**1+1**

**=11**

WHY?

Because

the mathematics of collaboration

is nothing less than

**MAGIC.**

# DISCIPLINE 3: INNOVATE

# Execution—

not strategy—is where the rubber meets the road.



CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

Because **creativity** is **right-brained**,  
and **strategy** is **left-brained**.



STRATEGIC THINKING

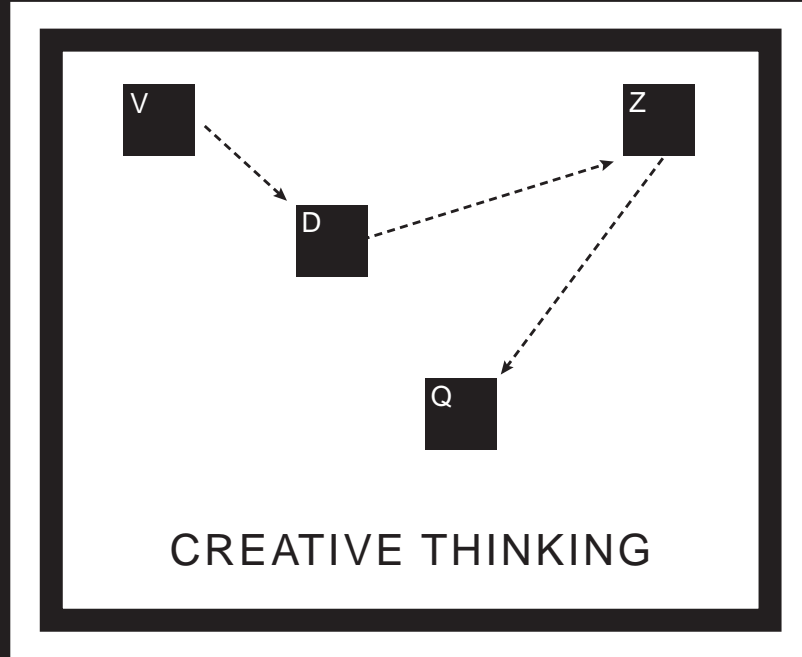
V

D


Z

Q

CREATIVE THINKING



when the competition zigged,



---you zagged.

THE REASON THE BEATLES WERE WILDLY SUCCESSFUL  
IS BECAUSE "THEY NEVER DID THE SAME THING **ONCE.**"



QUESTION:

How do you know when an idea is innovative?

ANSWER:

WHEN IT SCARES THE **HELL** OUT OF EVERYBODY.



**TOO PREDICTABLE = NO SURPRISE**

**NO SURPRISE = NOTHING NEW**

**NOTHING NEW = NO VALUE**

To begin with,

the brand needs a **stand-out** name.

# The seven criteria of a stand-out name:

① DISTINCTIVENESS

② BREVITY

③ APPROPRIATENESS

④ EASY SPELLING AND PRONUNCIATION

⑤ LIKABILITY

⑥ EXTENDABILITY

⑦ PROTECTABILITY

A **GREAT NAME** deserves **GREAT GRAPHICS**.

# NEWS

LOGOS ARE DEAD. LONG LIVE ICONS AND AVATARS!

# FLASH!

{ An **ICON** is a name and visual symbol  
that suggests a market position. }

EXAMPLE:

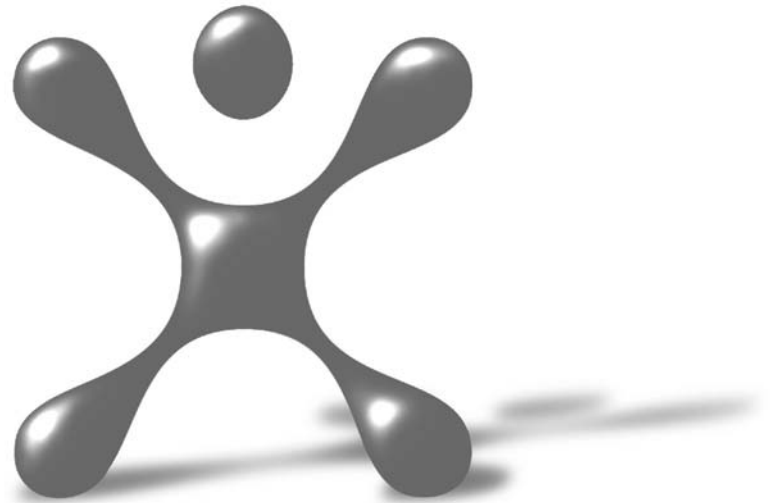


**CBS.** The network for “eye-popping” television.

{ An **AVATAR** is a brand icon that  
can move, change, and operate  
freely in various media. }

EXAMPLE:

**CINGULAR:** The “self-expression” cellular service.



For products that sell at retail or services,

the package and service design

is often the best and last chance to make a sale.

The hardest-working packages follow a natural reading sequence.

### THE SHOPPER:

- ① Notices the package
- ② Asks “What is it?”
- ③ Wonders “Why should I care?”
- ④ Wants to be persuaded
- ⑤ Needs proof

By presenting information  
to match this sequence,  
a package can sell the  
product more effectively.



If you communicate with your customers **ONLINE**, your website needs to follow a **SIMILAR** reading sequence, one that supplies users with **ONLY** the information they need, instead of trying to squeeze **EVERYTHING** onto the home page **LIKE THIS** and making your users do **ALL** the work, which will undoubtedly cause them to **LEAVE**, when all you really have to do is ask yourself this **SIMPLE QUESTION:**

Does our website look

**fat**

in this dress?

Too many websites are bloated with irrelevant information.

WHY?

## ① TURFISMO

(Every department wants to be on the home page)

## ② FEATURITIS

(Inexperienced communicators believe more is better)

### ③ TECHNOPHOBIA

(Experienced communicators resist new media)

# QUIZ:

Which of these sites looks easier to use?

Netscape ISP Homepage

x

+

←

→

↺

🔒

https://isp.netscape.com


☆

🔖

🔗

👤


⋮



**Netscape**  
Internet Service

Search

Help & Feedback



Netscape Mail  
Click to Sign On

Member Center

My Account

Get Help

Channels

Autos

Careers

Entertainment

Fun & Games

Gadgets & Tech

Home & Living

Money & Business

News

Shopping


Sports

Travel

Weather

Weather

News




US inflation jumped 7.5% in the past year, a 40-year high  
Inflation soared over the past year at its highest rate in four decades, hammering America's consumers, wiping out pay raises and reinforcing the Federal Reserve's decision to begin raising borrowing rates across the economy

- Saga of San Francisco's school board heads to the ballot box
- Republican rift exposes choice: With Trump or against him
- Biden puts focus on drug prices as he tries to revive agenda
- 3 million plaintiffs seek \$1.2B from California health firm
- Fatal fires in St. Louis, Baltimore expose vacant home risks
- As state mask rules end, school leaders are in the middle
- CDC proposes softer guidance on opioid prescriptions
- States get go-ahead to build electric car charging stations

More News »

World





UK's Johnson cites 'a dangerous moment' in Ukraine crisis  
British Prime Minister Boris Johnson says the Ukraine crisis has grown into "the most dangerous moment" for Europe in decades, while his top diplomat held icy talks with her Moscow counterpart who said the Kremlin won't accept lectures from the West

- EXPLAINER: What are the key parts of Ukraine's peace deal?

Weather


Enter City or Zip:  Go





**U.S. Surgeon: This Simple Trick Empties Almost Immediately Your Bowels Every Morning**  
Powered by Guthealthwellness

Pop Culture



John Mayer jams at Small Stages concert, helps concertgoer  
John Mayer spoke sparingly during his Super Bowl week concert, but the singer


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# Google

🔍 

Google Search

I'm Feeling Lucky



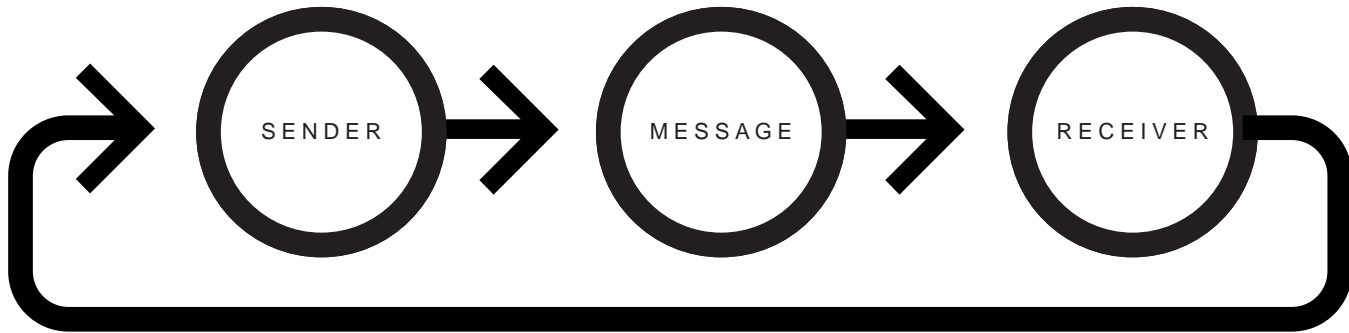
Let's help kids Be Internet Awesome

# DISCIPLINE 4: VALIDATE

**VALIDATION** means bringing the audience into the creative process.



THE OLD COMMUNICATION MODEL WAS A MONOLOGUE.



THE NEW COMMUNICATION MODEL IS A DIALOGUE.

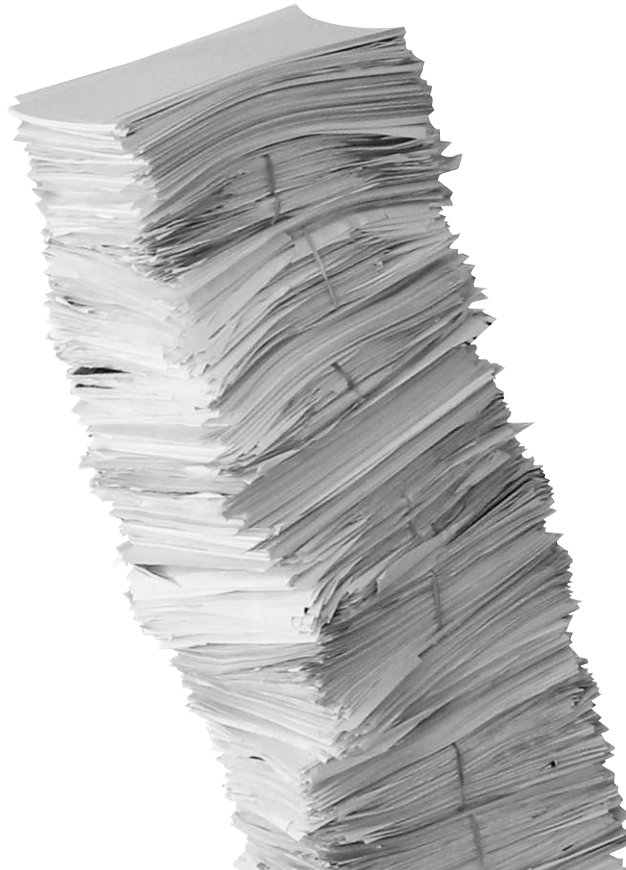
QUESTION:


How can you test your most creative ideas  
**BEFORE** they get to market?

HINT:

Not with large  
quantitative studies  
or focus groups.

**QUANTITATIVE STUDIES** BURY THE PROBLEM IN HEAPS OF UNHELPFUL DATA.





**FOCUS GROUPS** WERE INVENTED TO FOCUS  
THE RESEARCH, NOT BE THE RESEARCH.

THE BEST TESTS ARE

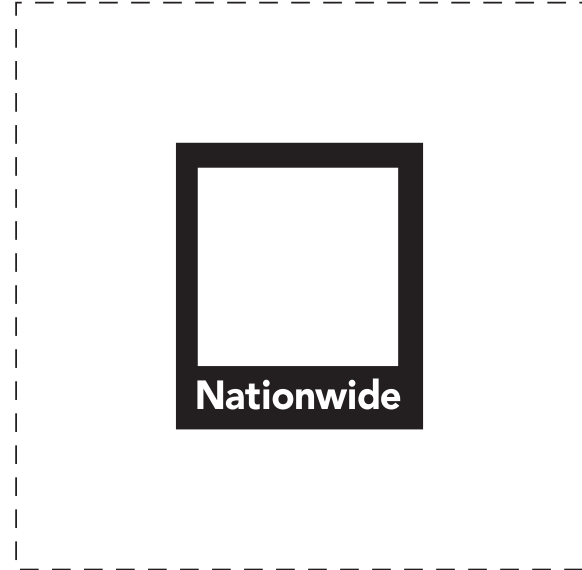
**CHEAP,  
QUICK,  
AND DIRTY.**

Better a rough answer to the right question  
than a detailed answer to the wrong question.

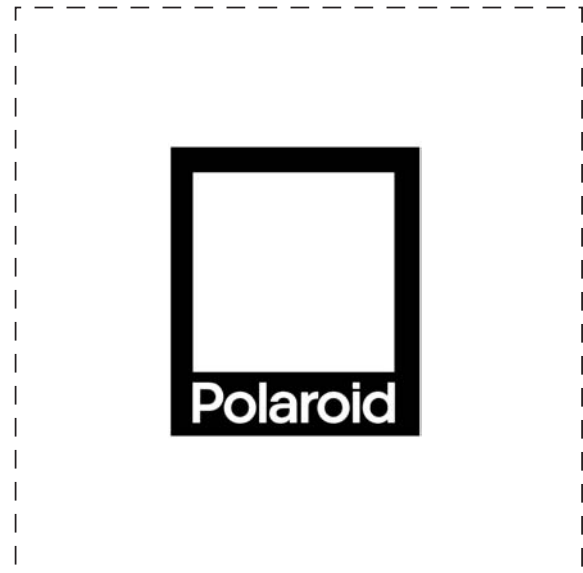
CHEAP-QUICK-DIRTY TEST 1:

The **SWAP TEST** is a proof for trademarks.

If the names and graphics of two trademarks are better when swapped, then neither is optimal.



EXISTING TRADEMARKS



WITH NAMES SWAPPED

## CHEAP-QUICK-DIRTY TEST 2:

The **HAND TEST** is a proof for a distinctive voice.

If you can't tell who's talking when the trademark is covered, then the brand's voice is not distinctive.

You have 206 bones in your body.  
Surely, one of them is creative.

It doesn't take a lot of effort to enjoy digital music and movies—just the new iMac and a little creativity.

With Apple's award-winning iTunes software you can be your own DJ. iTunes makes it simple to “rip” your CDs and put your entire music collection right on your iMac. Just drag and drop to make playlists of your favorite songs. Listen to them on your iMac, or push one button to burn your own custom CDs that you can play in your car or portable CD player.

Or, for the ultimate in portability, get yourself an iPod. Just plug it into your iMac, and iTunes automatically downloads all your songs and playlists into iPod at blazing FireWire speed (an entire CD in a few seconds). Then just choose a pocket and take your entire music collection with you wherever you go.

For making movies, Apple's award-winning iMovie® software lets you be the director. Plug your digital camcorder into iMac's FireWire port and transfer your video in pristine digital quality. Use iMovie's intuitive drag-and-drop interface to cut out the boring parts, add Hollywood-style effects—like cross-dissolves and scrolling titles—and lay in a soundtrack from your favorite CD. Then share your movies with friends and family by making a custom DVD using our aptly named SuperDrive and remarkable iDVD software: You'll be amazed at how professional your movies and DVDs look and how easy it is to create them.

With the new iMac, an ounce of creativity goes a very long way.



*iPod. The first MP3 player to pack a mind-blowing 1,000 songs\* and a 10-hour battery into a stunning 6.5-ounce package you can take with you wherever you go.*



*With iMovie and iDVD you can turn your movies into instant classics and create custom DVDs that play on almost any standard DVD player.*



## CHEAP-QUICK-DIRTY TEST 3:

The **FIELD TEST** is a proof for any concept that can be prototyped.

If your audience can't verbalize your concept,  
you've failed to communicate it.

SHOPPERS CHARACTERIZED  
THE PACKAGE CONCEPT  
ON THE MIDDLE-RIGHT SHELF  
AS “A FASTER PENCIL.”

BINGO.



Field tests measure five things:

① DISTINCTIVENESS

② RELEVANCE

③ MEMORABILITY

④ EXTENDABILITY

⑤ DEPTH OF MEANING



TESTING MIGHT HAVE SAVED SOME OF THESE COMPANIES FROM **THE GREAT SWOOSH EPIDEMIC.**



HAS THE GLOBE BECOME THE NEW SWOOSH?

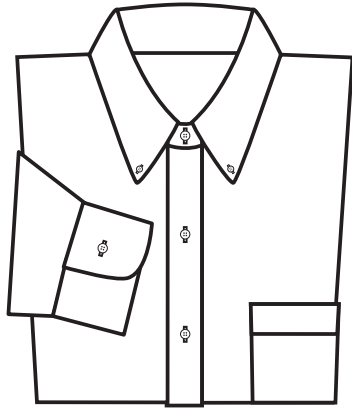


# DISCIPLINE 5: CULTIVATE

Business is a process, not an entity.

A living brand is a pattern of behavior,  
not a stylistic veneer.

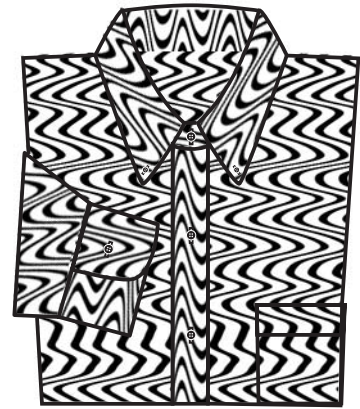
Brands are like people.



C.

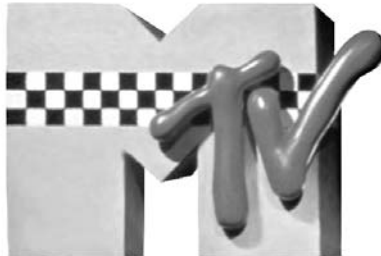


D.



E.

IF **PEOPLE** CAN CHANGE THEIR CLOTHES WITHOUT CHANGING THEIR CHARACTERS...



WHY CAN'T BRANDS?

OLD PARADIGM:

Control the

**LOOK AND FEEL**

of a brand.

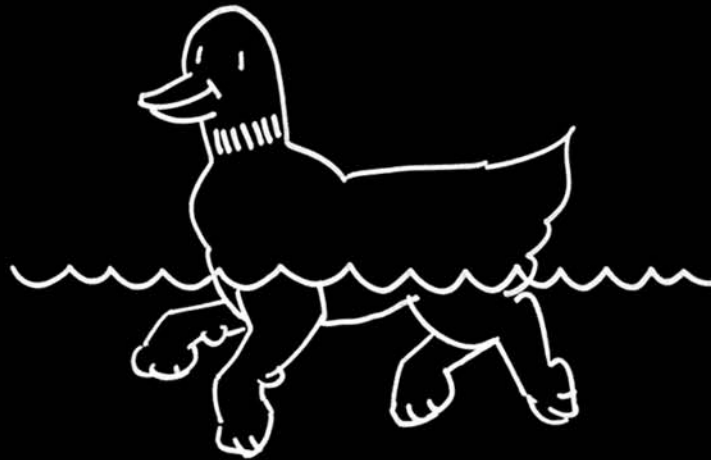
NEW PARADIGM:

Influence the

**CHARACTER**

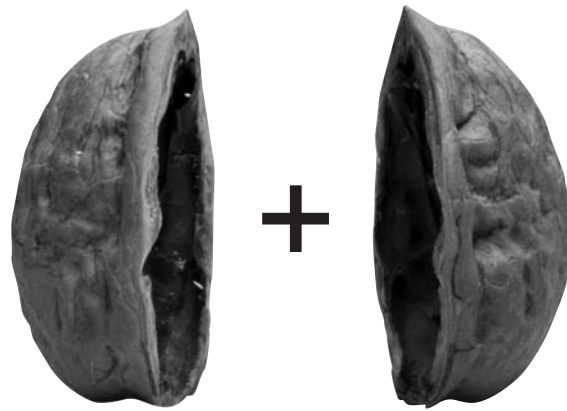
of a brand.

IF A BRAND LOOKS LIKE A DUCK AND SWIMS  
LIKE A DOG, PEOPLE WILL DISTRUST IT.




So let's say you've

DIFFERENTIATED,  
COLLABORATED,  
INNOVATED,  
AND VALIDATED.



YOU'VE ADDED THE LEFT BRAIN TO THE RIGHT BRAIN.

when the competition zigged,



---you zagged.



YOU'VE USED TESTING TO BANISH THE **FEAR OF STUPID.**

Your brand is now **NUMBER ONE** in its category.

What's your next move?

PASS OUT THE COMPASSES.



What's a compass?

A continuing brand education program.

BRAND ORIENTATION

BRAND SEMINARS

POSITIONING WORKSHOPS

BRAND AUDITS

STRATEGY SUMMITS

CREATIVE COUNCILS

QUARTERLY CRITIQUES

GROUP BRAINSTORMING

TEAMWORK TRAINING

INNOVATION CLINICS

DESIGN AUDITS

BRAND MANUALS

BRAND PUBLICATIONS

BRAND ROADSHOWS

BRAND MANUALS

BRAND PUBLICATIONS

BRAND ROADSHOWS

TEAMWORK TOOLS



The more

**D I S T R I B U T E D**

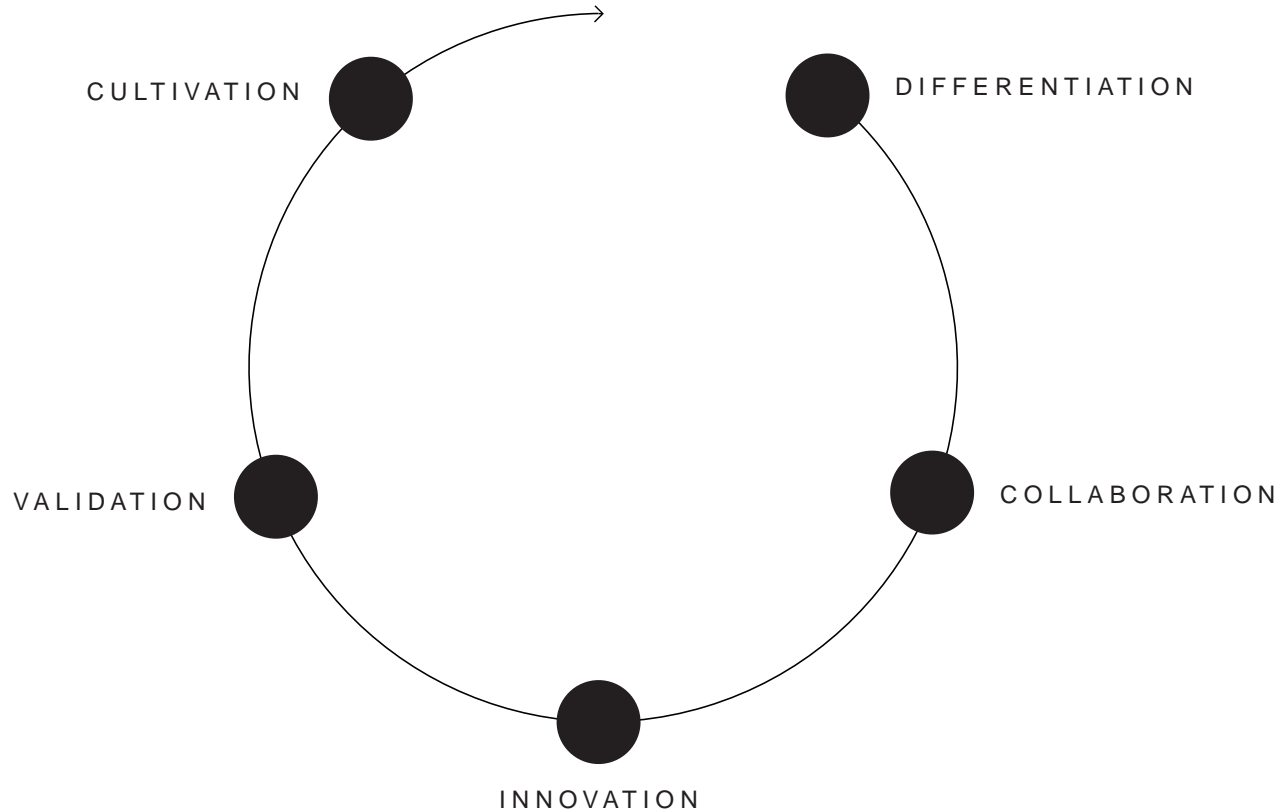
a brand becomes,

the stronger its management needs to be.

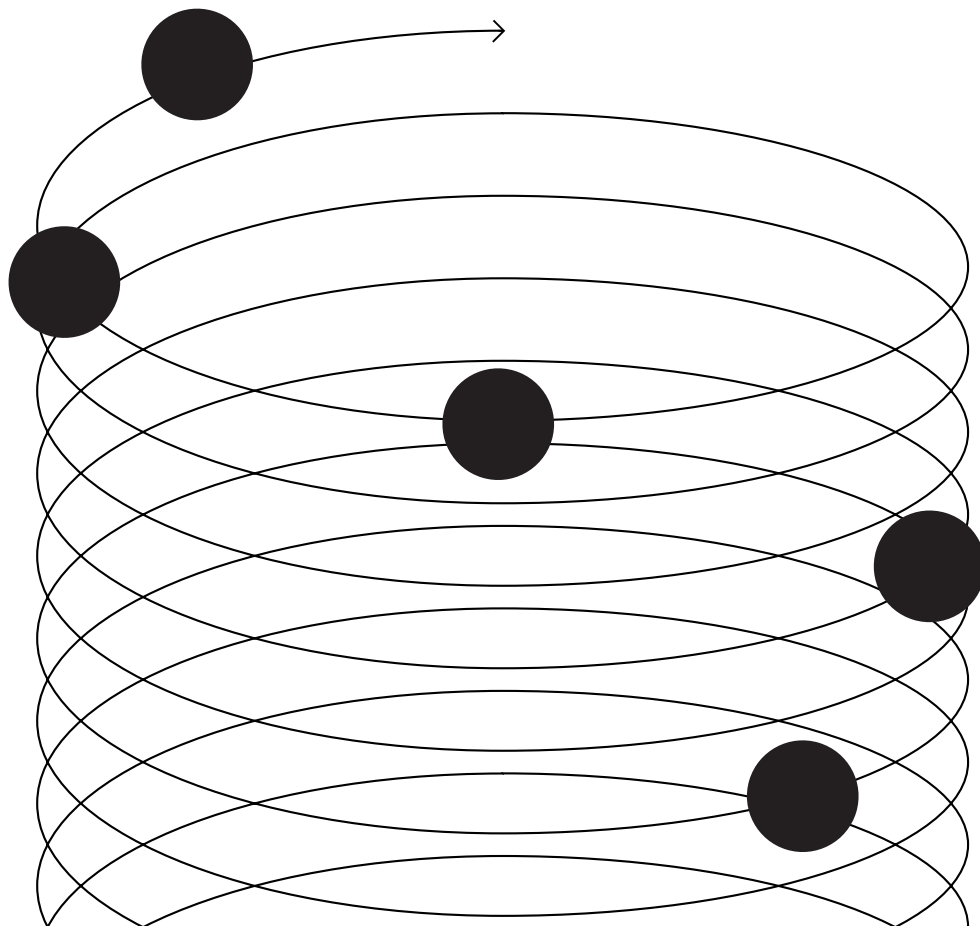
What your company needs is a CBO,  
or **CHIEF BRANDING OFFICER.**

THE CBO FORMS A HUMAN BRIDGE BETWEEN **LOGIC** AND **MAGIC**, STRATEGY AND DESIGN.





BY MASTERING THE FIVE DISCIPLINES OF BRANDING, THE COMPANY CREATES A **VIRTUOUS CIRCLE**.



WITH EVERY TURN AROUND THE CIRCLE, THE VALUE OF THE BRAND SPIRALS HIGHER.

YOU BUILD

A sustainable competitive advantage.

## ABOUT THE AUTHOR

Marty Neumeier is President of a San Francisco-based brand consultancy, Liquid Agency. Liquid Agency supplies the "glue" that holds brands together with: brand education programs, seminars, workshops, creative audits, process planing and more.

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See us at [www.cminyc.com](http://www.cminyc.com).