

THE  
BRA  
GA

HOW TO BRIDGE  
THE DISTANCE  
BETWEEN  
BUSINESS STRATEGY  
AND DESIGN

ND  
D

A VISUAL PRESENTATION BY MARTY NEUMEIER

Produced by NEUTRON LLC  
in partnership with NEW RIDERS PUBLISHING  
and THE AMERICAN INSTITUTE OF GRAPHIC ARTS

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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

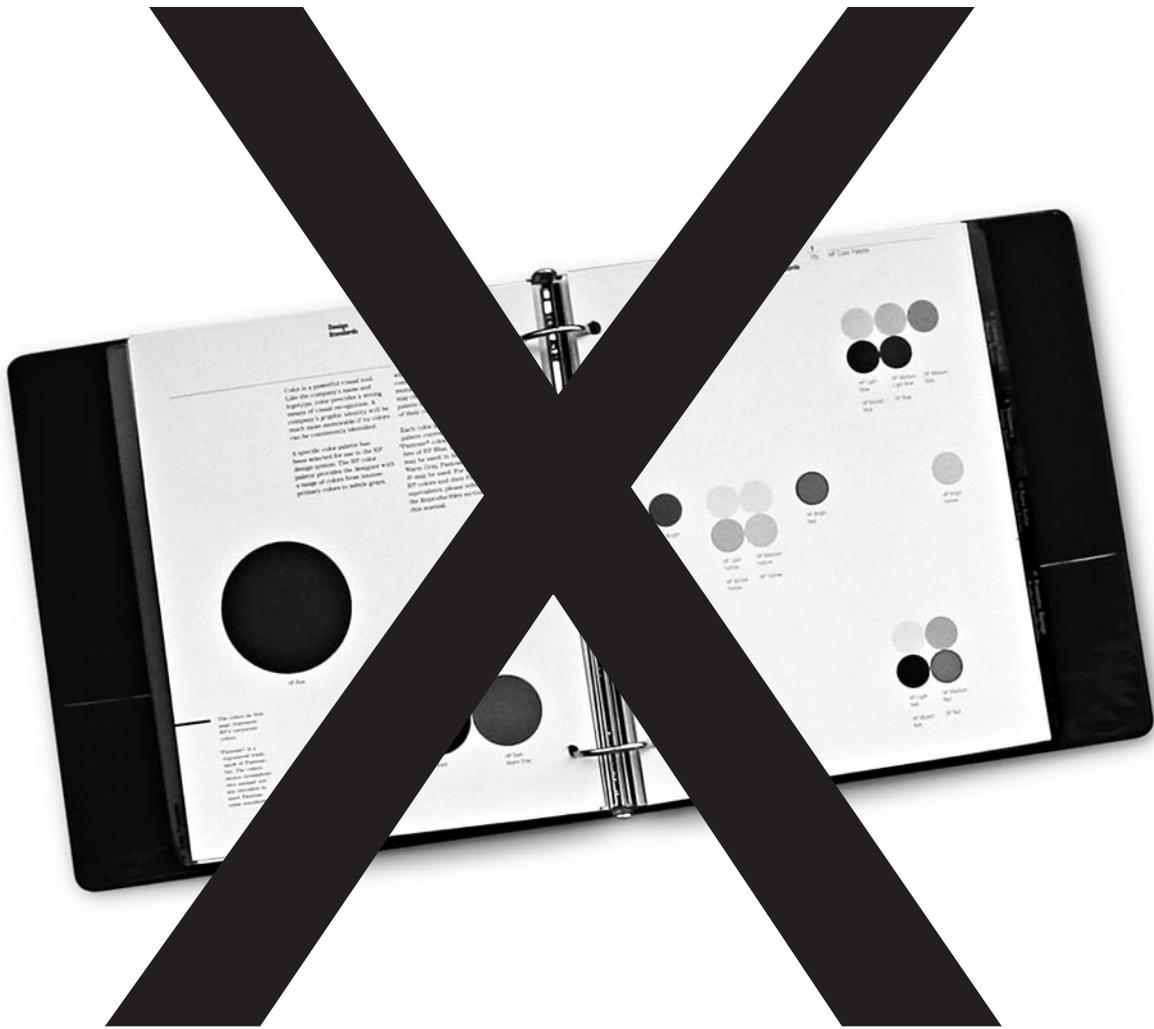
A brand is not a logo.



*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 **PERSON'S** gut feeling, because brands are defined by individuals, not companies, markets, or publics.

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

In other words...

IT'S NOT WHAT **YOU** 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?

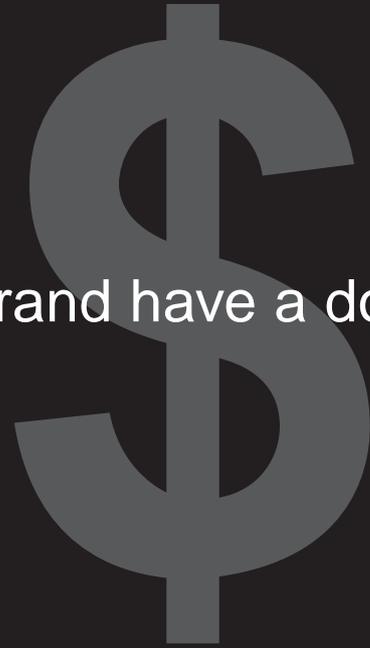
TRUST

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

TRUST                      RELIABILITY                      DELIGHT

Trust comes from meeting and beating customer expectations.

Does a brand have a dollar value?



AND HOW.

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

BRAND NAME	2001 BRAND VALUE (\$MM)	% CHANGE BRAND VS. PREVIOUS YEAR	BRAND VALUE AS % OF MARKET CAP
COCA-COLA	68,945	-5%	61%
MICROSOFT	65,068	-7%	17%
IBM	52,752	-1%	27%
FORD	30,092	-17%	66%
MERCEDES	21,728	+3%	48%
HONDA	14,638	-4%	33%
BMW	13,858	+7%	62%
KODAK	10,801	-9%	82%
GAP	8,746	-6%	35%
NIKE	7,589	-5%	66%
PEPSI	6,214	-6%	9%
XEROX	6,019	-38%	93%
APPLE	5,464	-17%	66%
STARBUCKS	1,757	+32%	21%



COKE'S MARKET CAP,  
INCLUDING BRAND VALUE:  
**\$120 BILLION**

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

COKE'S MARKET CAP,  
NOT INCLUDING BRAND VALUE:  
**\$50 BILLION**

# 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.

On one side of the gap  
are STRATEGIC THINKERS

On the other side are  
CREATIVE THINKERS

ANALYTICAL

INTUITIVE

LOGICAL

EMOTIONAL

LINEAR

SPATIAL

NUMERICAL

VISUAL

VERBAL

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

VIRGIN

## QUIZ:

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GOOGLE

NISSAN

UNITED ARTISTS

HANES

NORDSTROM

VIRGIN

Any brand can be charismatic.

**EVEN  
YOURS.**

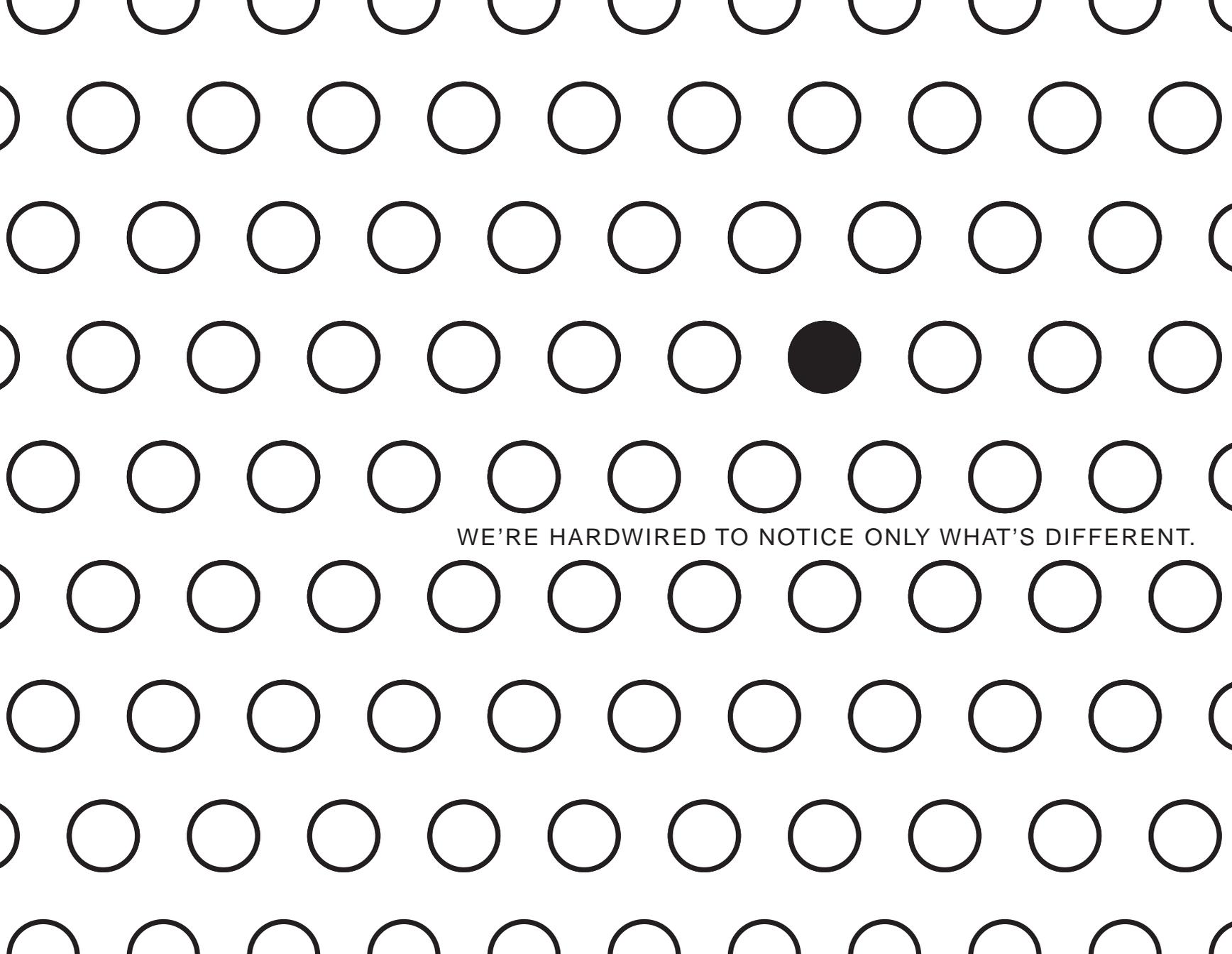
But first,

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.

**FEATURES**  
"What it is"

**BENEFITS**  
"What it does"

**EXPERIENCE**  
"What you feel"

**IDENTIFICATION**  
"Who you are"

1900 →

1925 →

1950 →

2000 →

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:

① Who are you? \_\_\_\_\_

② What do you do? \_\_\_\_\_

③ 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 → PORSCHE = SPORTS CARS

UNFOCUSED → PORSCHE = SPORTS CARS + SUVS

**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

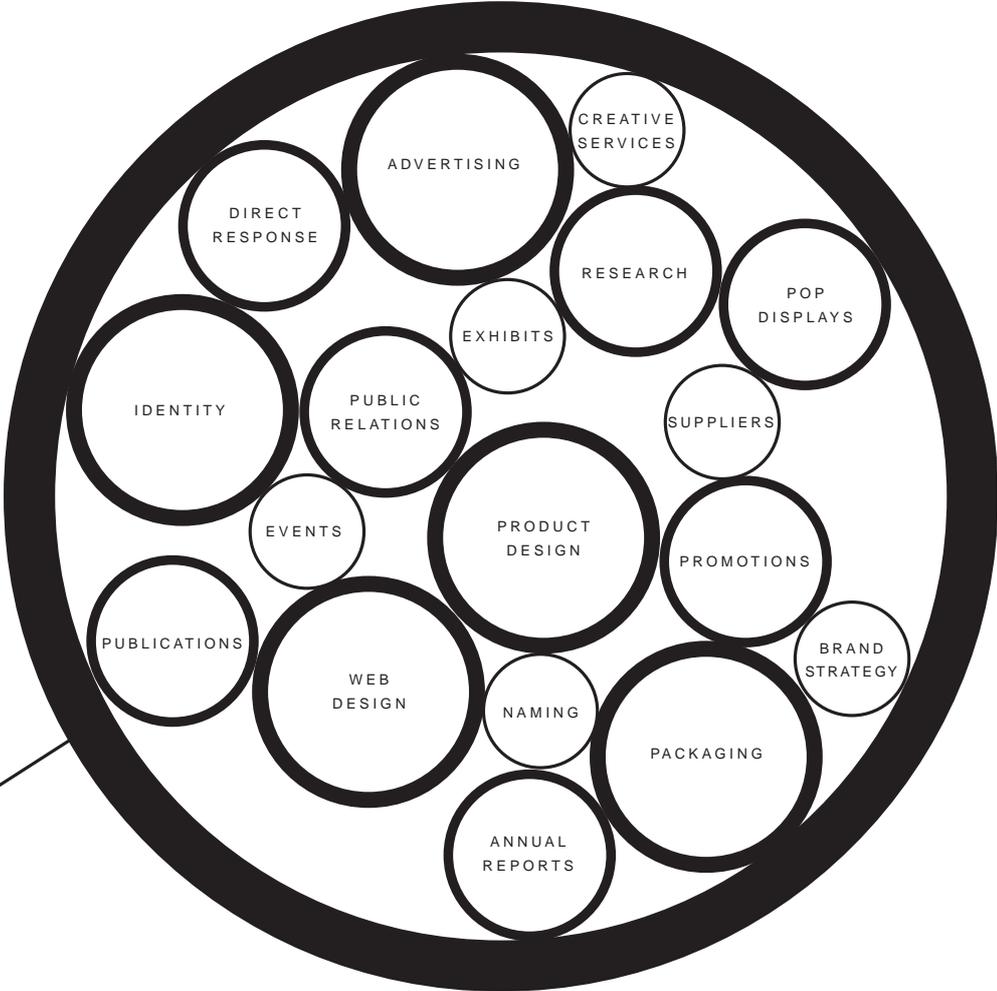
LIKE BUILDING  
A CATHEDRAL,  
BUILDING A BRAND  
IS A COLLABORATIVE  
PROJECT.



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

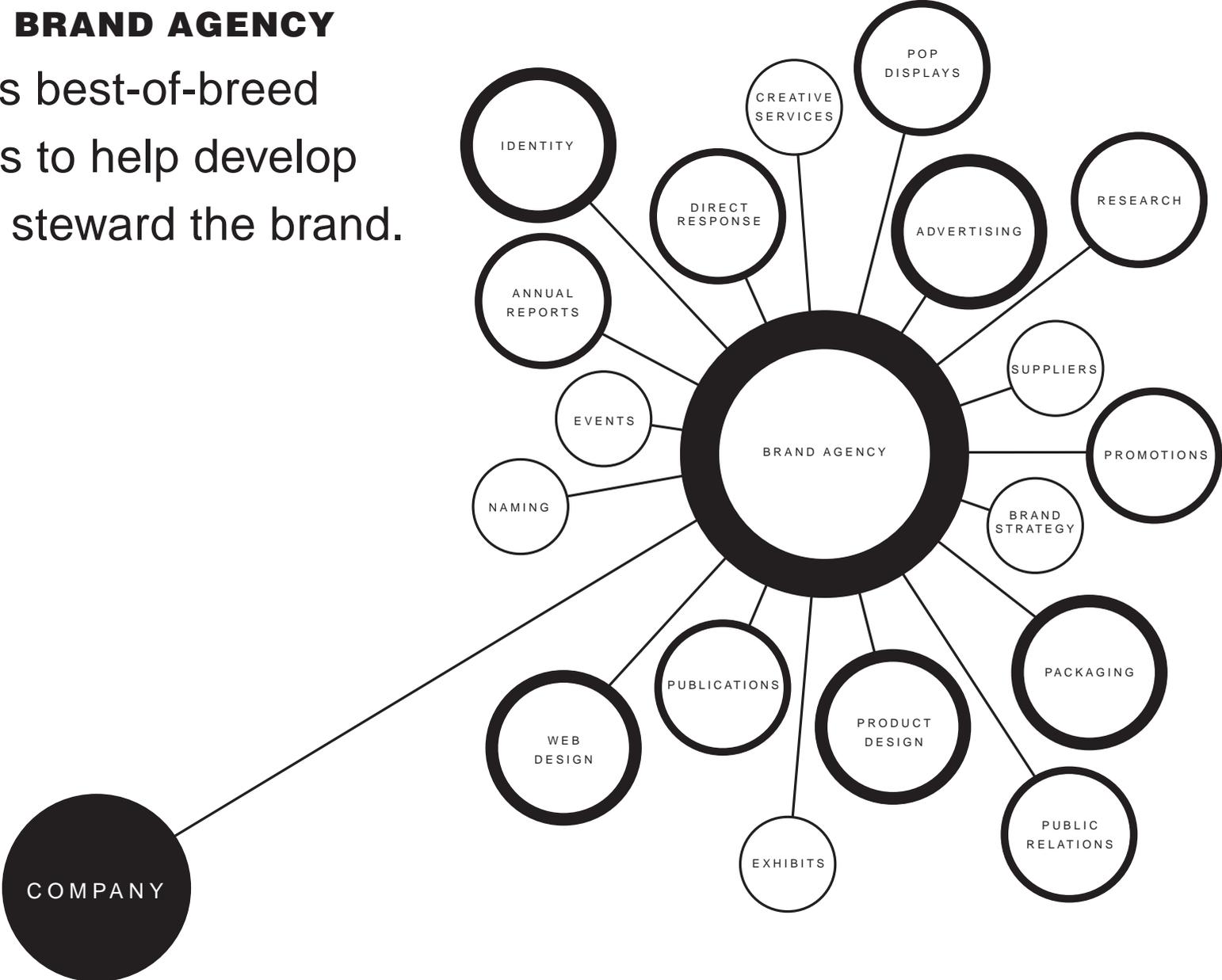


Little choice of teams

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

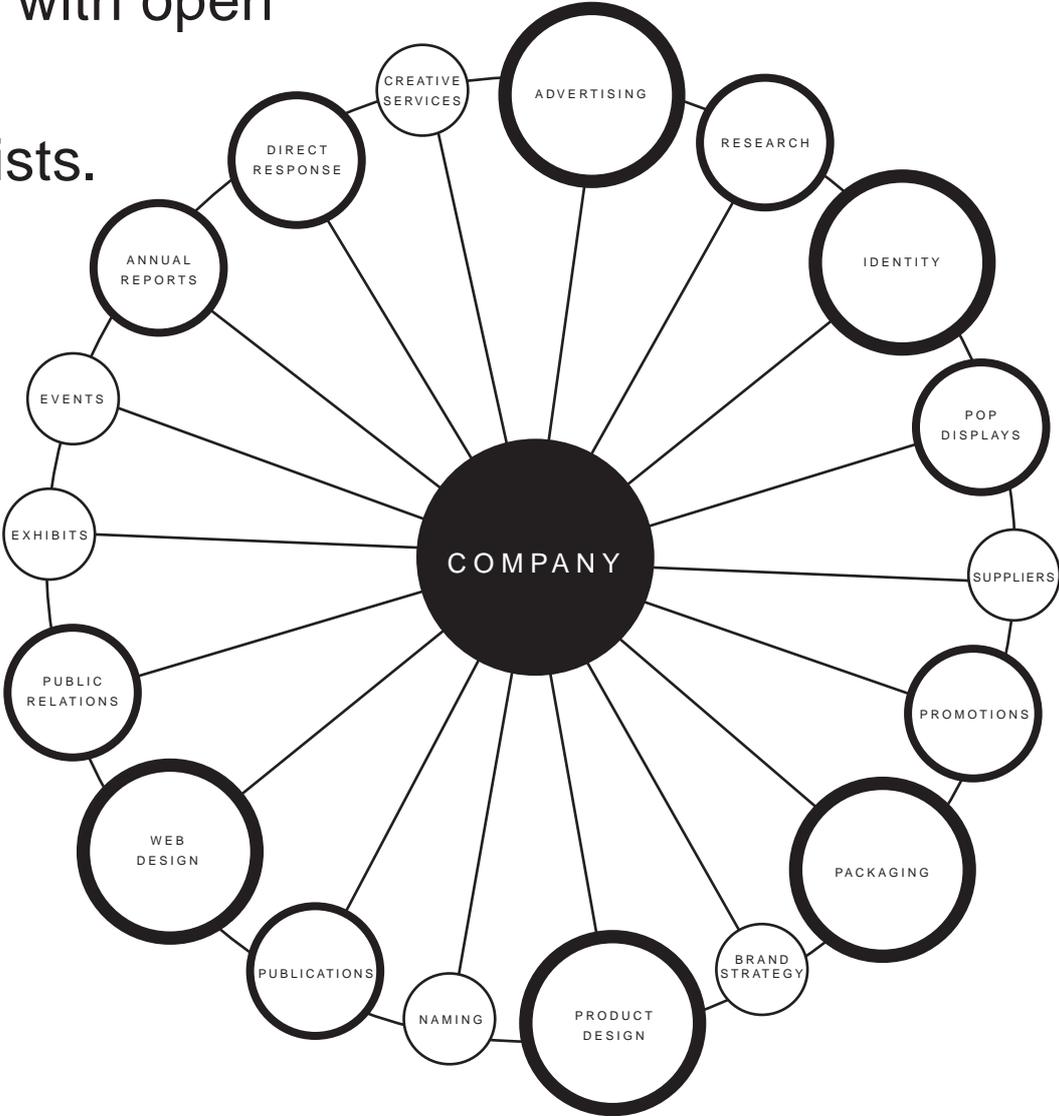
Promise of consistency



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



and

that's OK.

Collaborative networks are not new.

A successful model has existed for years.

A circular frame containing a black and white photograph of the Hollywood sign. The sign is a large, white, three-dimensional block letter structure spelling out "HOLLYWOOD" in all caps. It is situated on a hillside covered in dense, scrubby vegetation. The background shows a clear sky and the top of the hill with some distant structures.

**HOLLYWOOD**

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

Smoocher Boy	KELLY MARIN
Agent Sims	TREVOR CARMICHAEL
Agent Townsend	JOHN T. LONDON
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	NUJALA 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 BIERSCH

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.

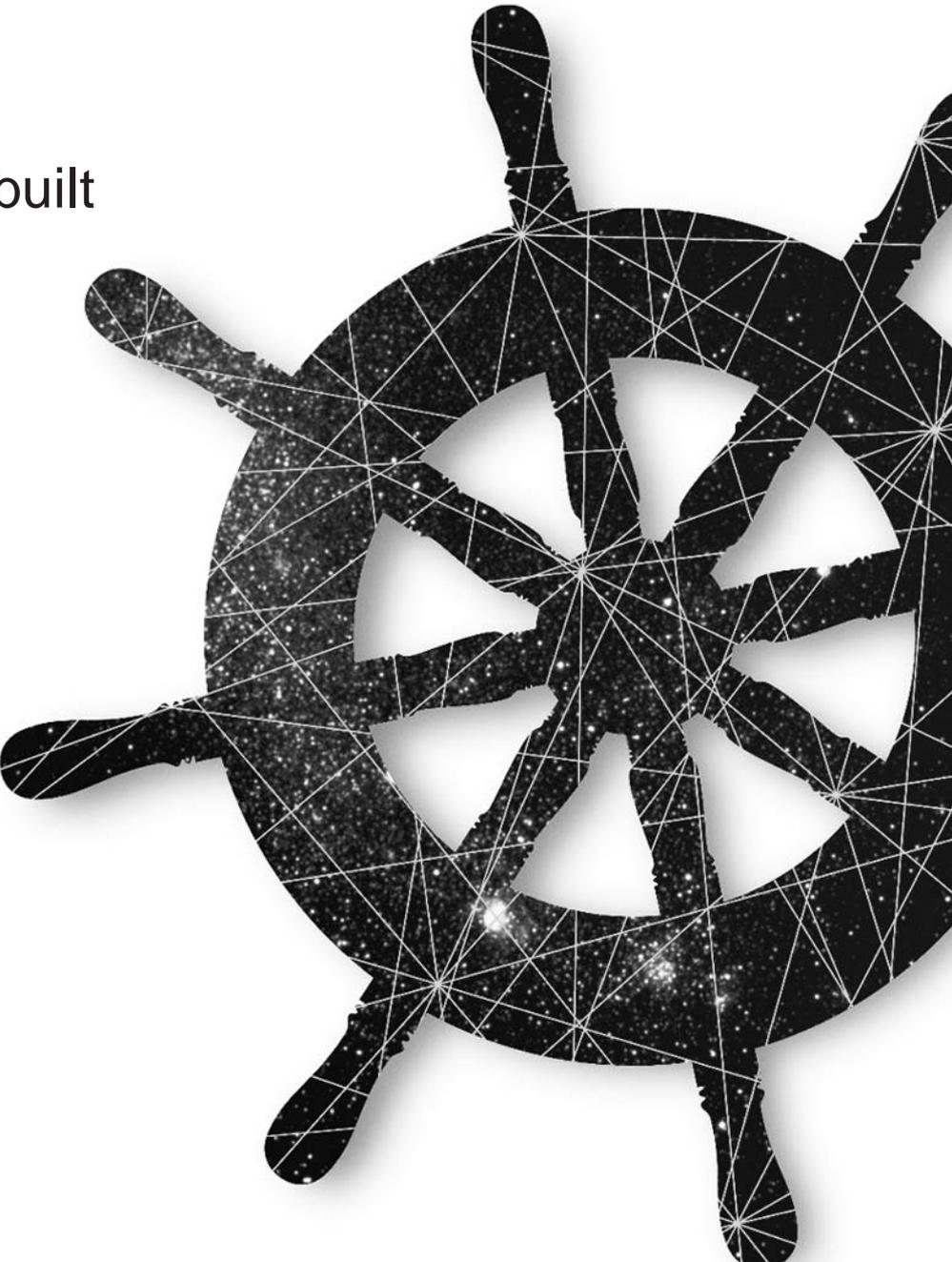
Prints by VISTACHROME

IN THE 1990s,

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

EXAMPLE:

The Netscape brand was built on the Hollywood model.



**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.

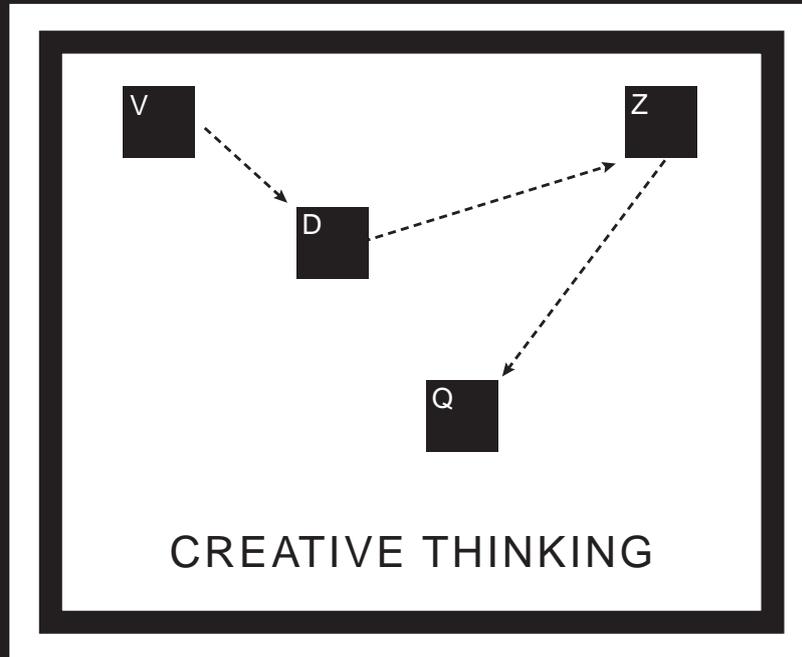


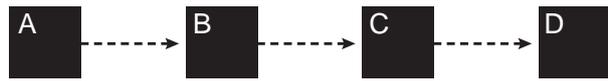
CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

Because **creativity** is **right-brained**,

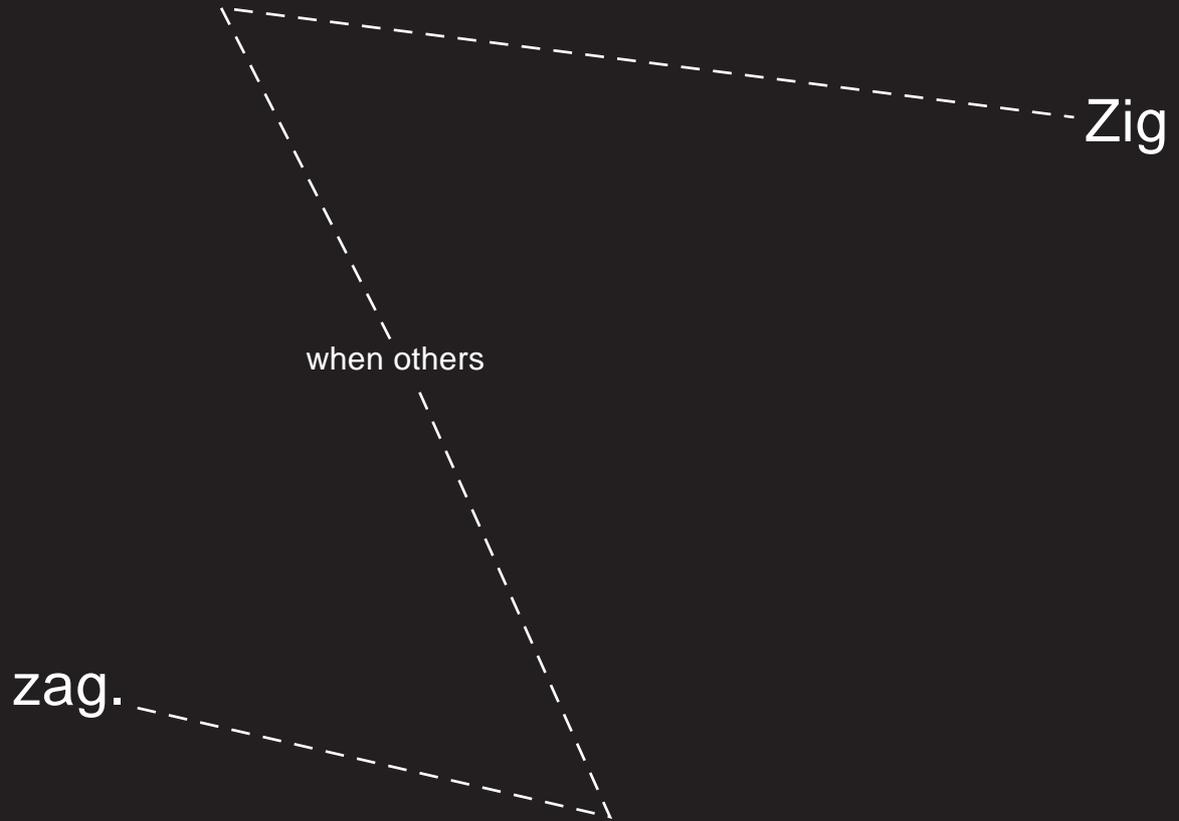
and **strategy** is **left-brained**.





STRATEGIC THINKING

# MANTRA FOR INNOVATORS:



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.



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:

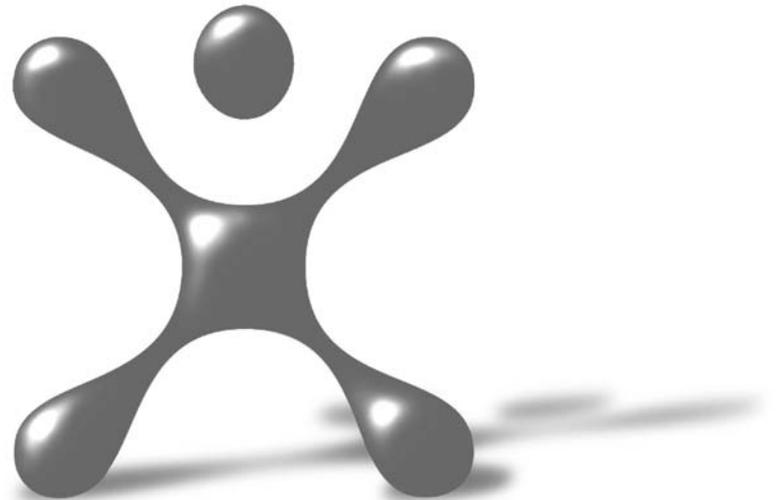


**CBS.** The network for “eye-popping” television.

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,

the package

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?



Looking to make a  
love connection?



powered by  
**EMC<sup>2</sup>**

[Join Now](#) [Sign In](#)

Personalize: [Page Settings](#) • [Content](#) • [Layout](#) • [Colors](#) • [Sign In](#)

[Lite](#) • [Email](#) • [Board](#)

#### My Excite

[My Money](#) - My Portfolios, Investing  
[My Scores](#) - My Teams, NBA, NHL  
[My Weather](#) - US, World, Maps  
[My Movies](#) - Top Box Office, News  
[My TV](#) - Picks & Pans, Ratings  
[My Sign](#) - Date Guide, Love Match  
[My Lottery](#) - Lottery Results

#### My Stocks

[New Portfolio](#) [Stock News](#)

Symbol	Price	Change
<a href="#">DOW</a>	10,368.86	+262.73
<a href="#">NASDAQ</a>	1,802.75	+71.26
<a href="#">S&amp;P 500</a>	1,131.78	+25.05

Get Quotes:

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Last update Markets Closed

Data delayed at least 20 minutes

#### My Horoscope

Get your daily forecast!  
 Enter Your Birthday  
 (MM DD YYYY)

#### Quote of the Day

They are ill discoverers that think there  
 is no land, when they can see nothing  
 but sea.

- Francis Bacon

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Web  Directory  Metasearch  Photos

Popular Searches: [Flowers](#) [Insurance](#) [DSL](#) [Diamonds](#)

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<a href="#">Entertainment</a>	<a href="#">Lifestyle</a>	<a href="#">Travel</a>

#### My News

Official: Taliban Urging Holy War  
 GARDEZ, Afghanistan (AP) -  
 Al-Qaida and Taliban fighters are  
 regrouping in the mountains of  
 eastern Paktia province and just  
 over the border in...



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- [30 Die in Village Burning in India](#)

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excite  
computers

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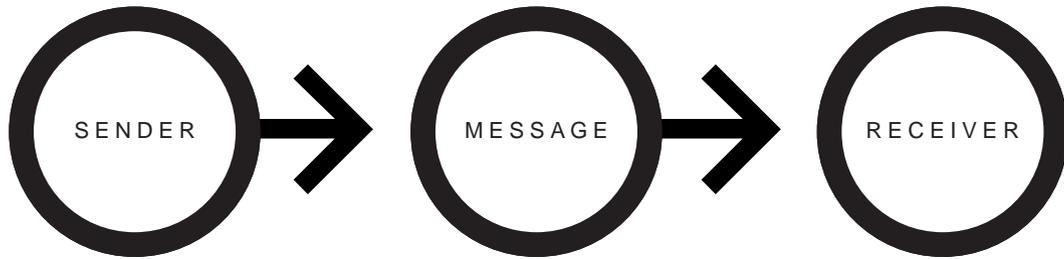
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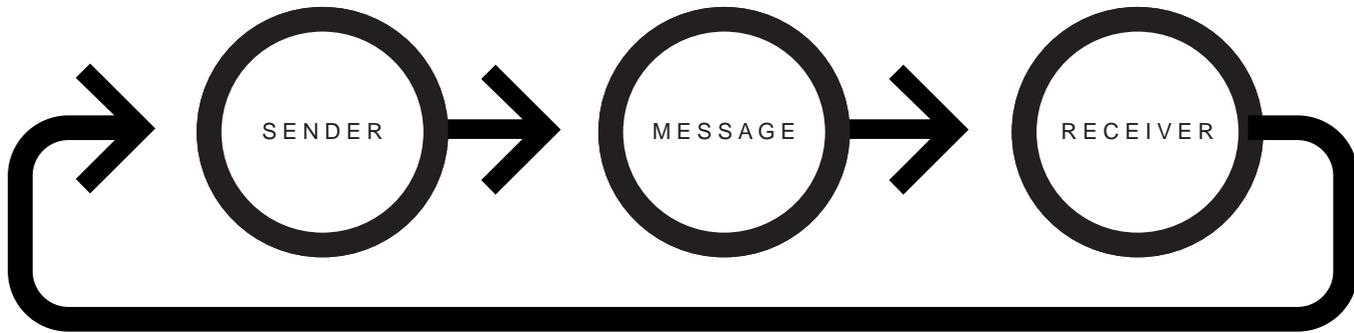


# DISCIPLINE 4: VALIDATE

**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,**

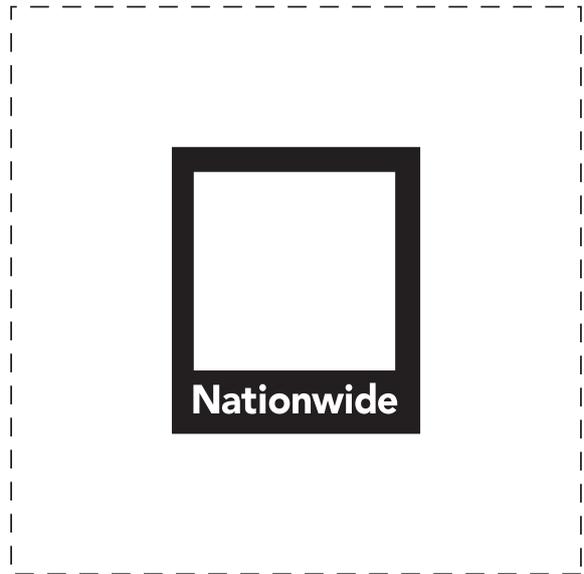
**AND DIRTY.**

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

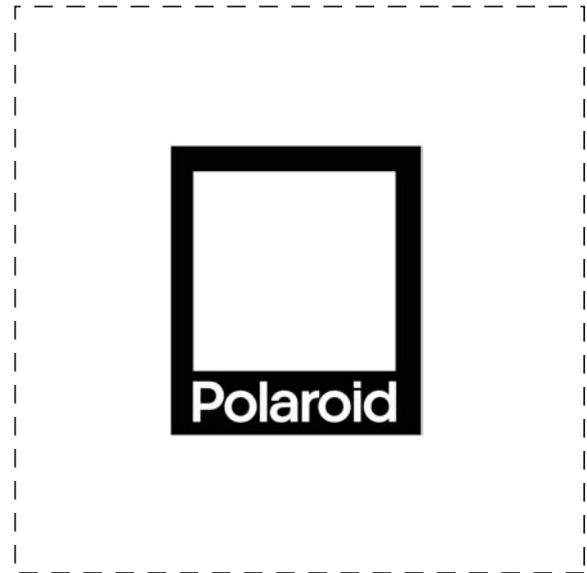
CHEAP-QUICK-DIRTY TEST 1:

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:

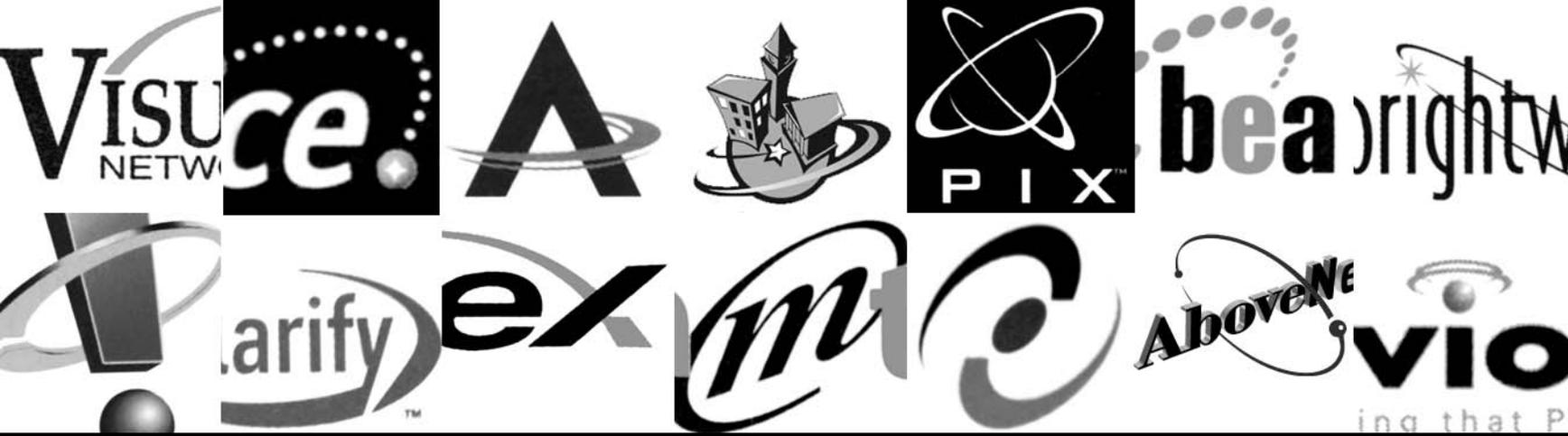
① DISTINCTIVENESS

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?

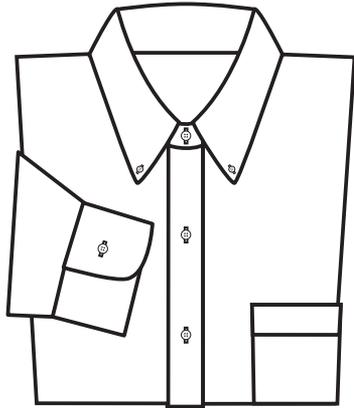


# DISCIPLINE 5: CULTIVATE

Business is a process, not an entity.

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

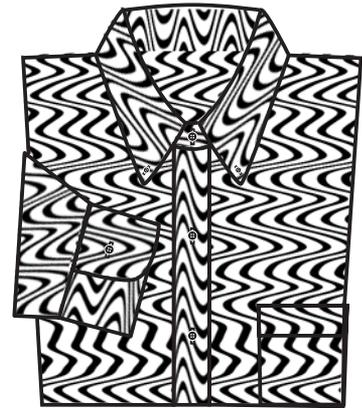
Brands are like people.



C.

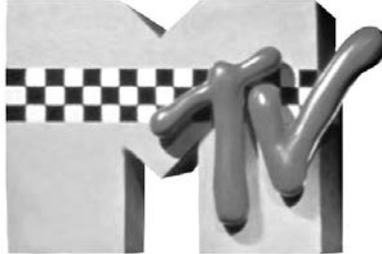


D.



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.

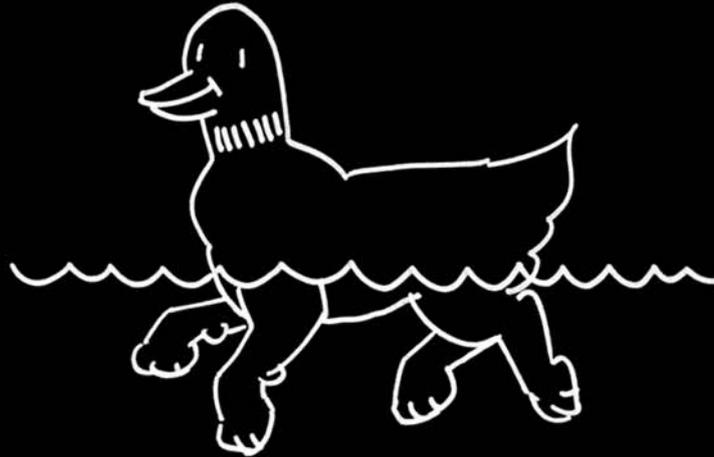
NEW PARADIGM:

Influence the

**CHARACTER**

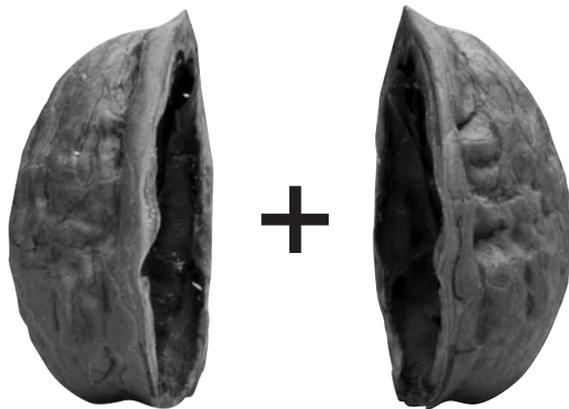
of a brand.

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.

You've zigged

when the competition has zagged.



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

Your brand is now **NUMBER ONE** in it's 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

The more

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

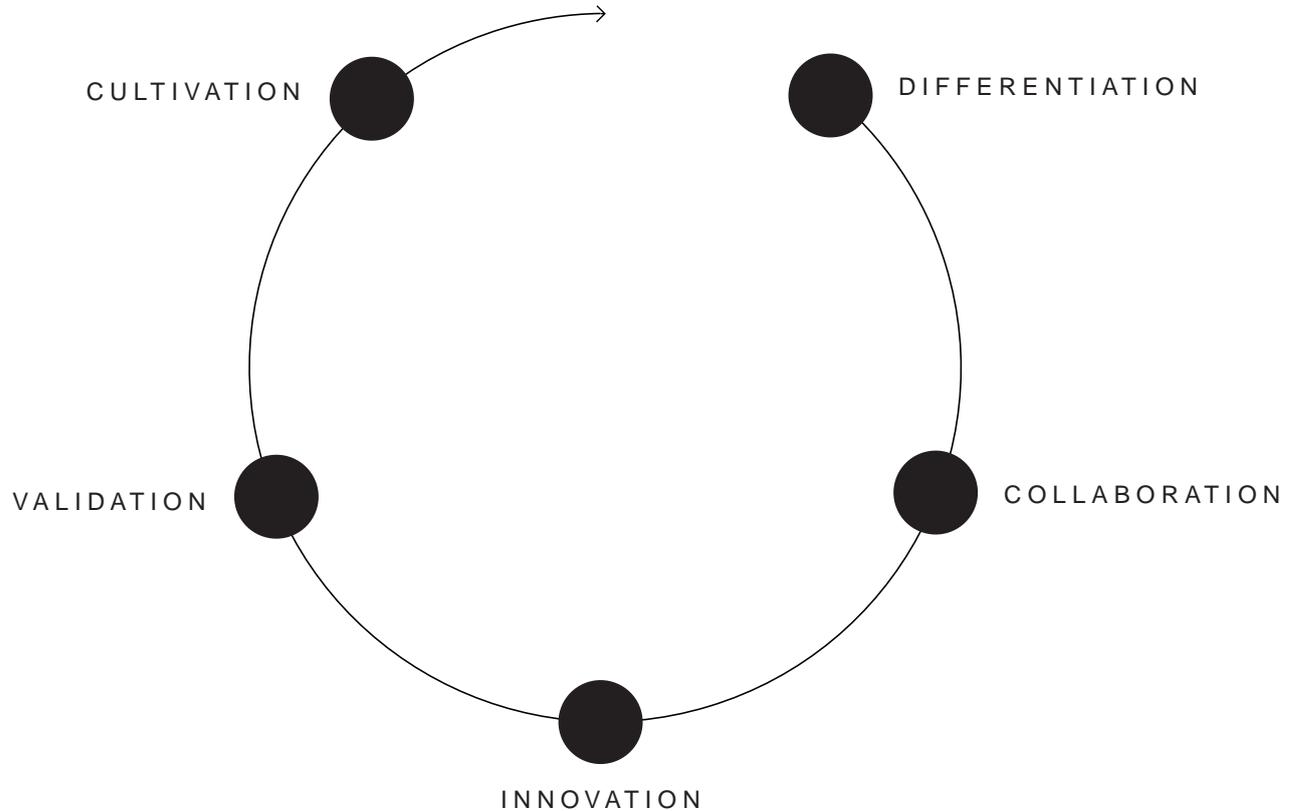
a brand becomes,

the stronger its management needs to be.

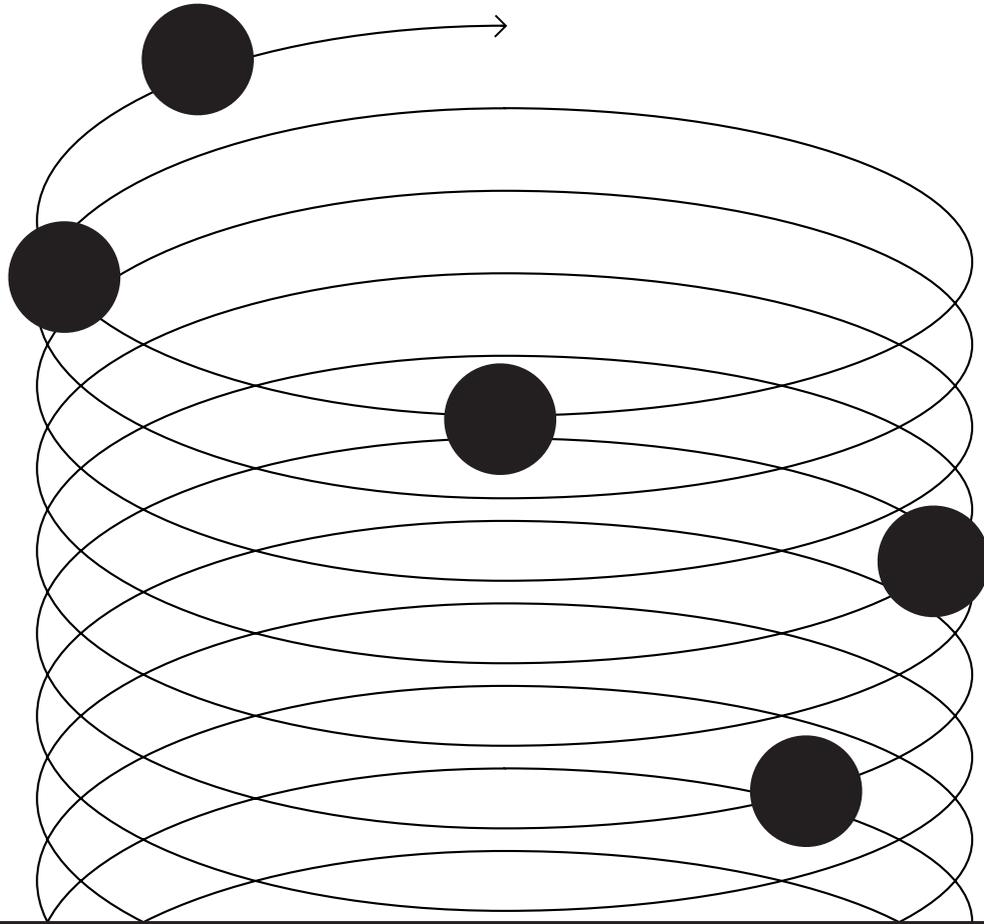
What your company needs is a CBO,  
or **CHIEF BRANDING OFFICER.**

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, Neutron LLC. Neutron supplies the “glue” that holds brands together: brand education programs, seminars, workshops, creative audits, process planning, and more.

Visit [www.neutronllc.com](http://www.neutronllc.com).

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