

THE
BRA
GA

HOW TO BRIDGE
THE DISTANCE
BETWEEN
BUSINESS STRATEGY
AND DESIGN

ND
D

A VISUAL PRESENTATION BY MARTY NEUMEIER

NEUTRONLLC.COM

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

Copyright © 2003 Neutron LLC. For educational use only. No part of this presentation may be published, sold, or otherwise used for profit without the written permission of the author.

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

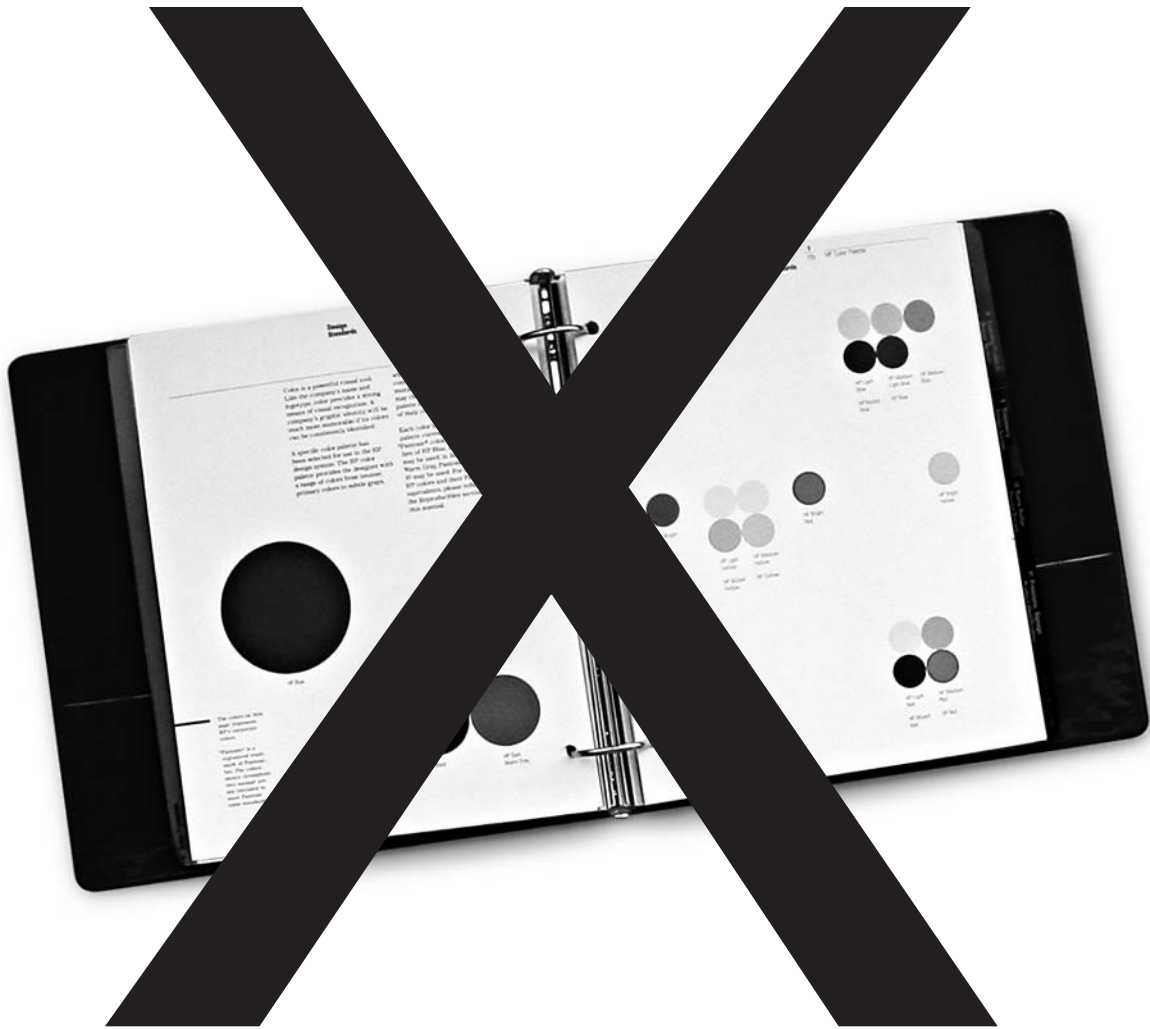
A brand is not a logo.



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.

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.

T = r + d

TRUST

RELIABILITY

DELIGHT



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	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%



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

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

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

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

S

SUCCESS

=

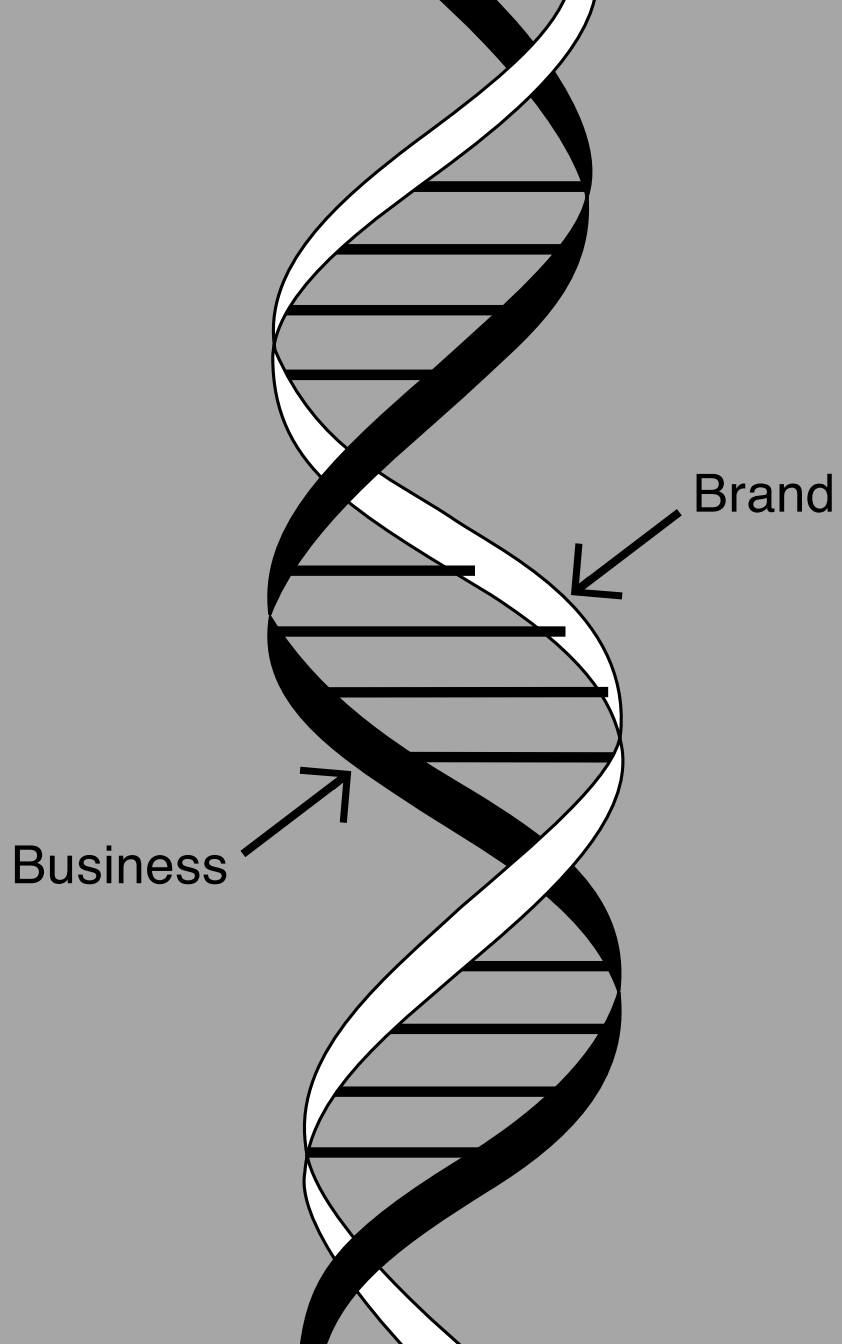
B

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

VIRGIN

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

Any brand can be charismatic.

**EVEN
YOURS.**

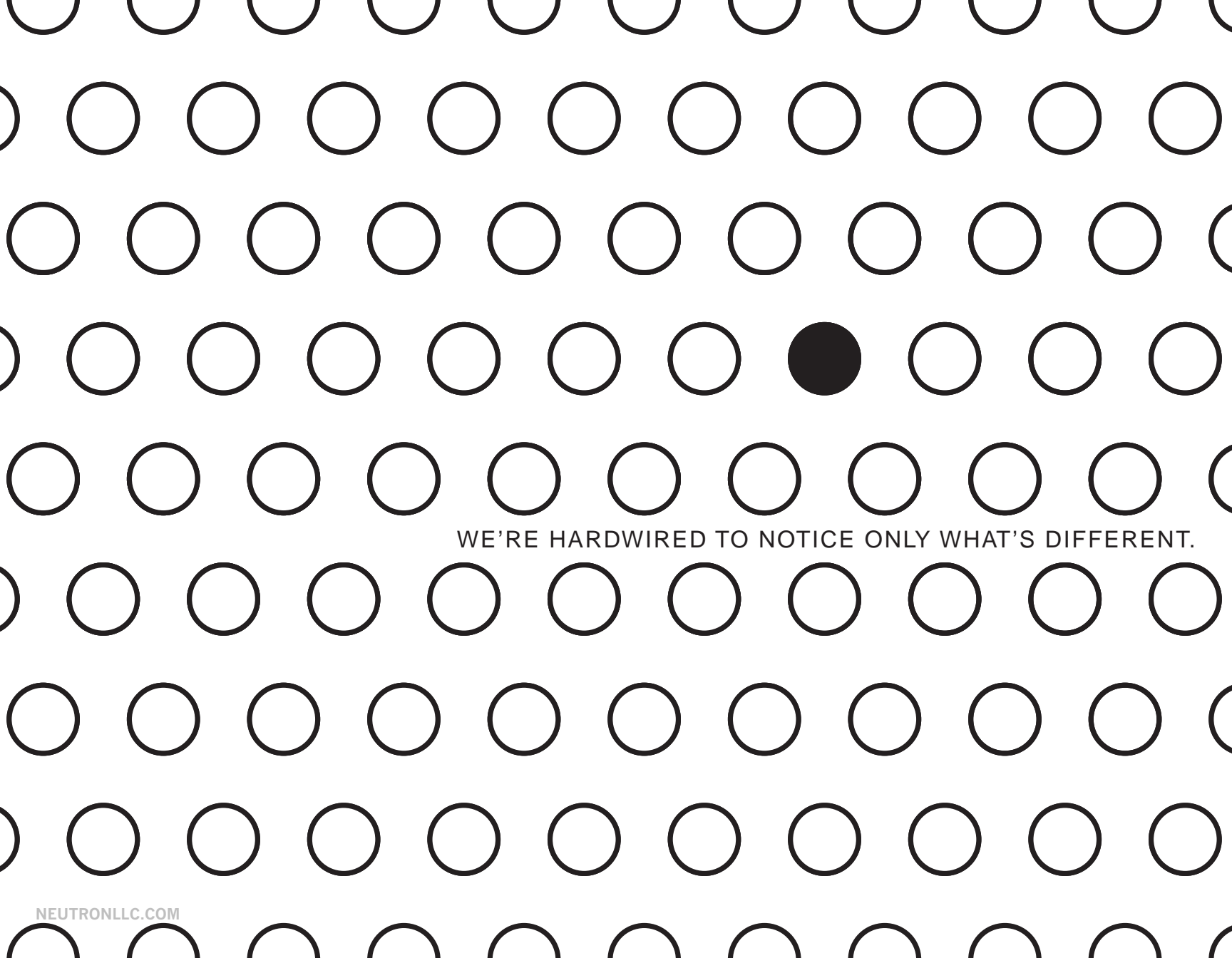
But first,

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:

NEUTRONLLC.COM



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

DISCIPLINE 2: COLLABORATE

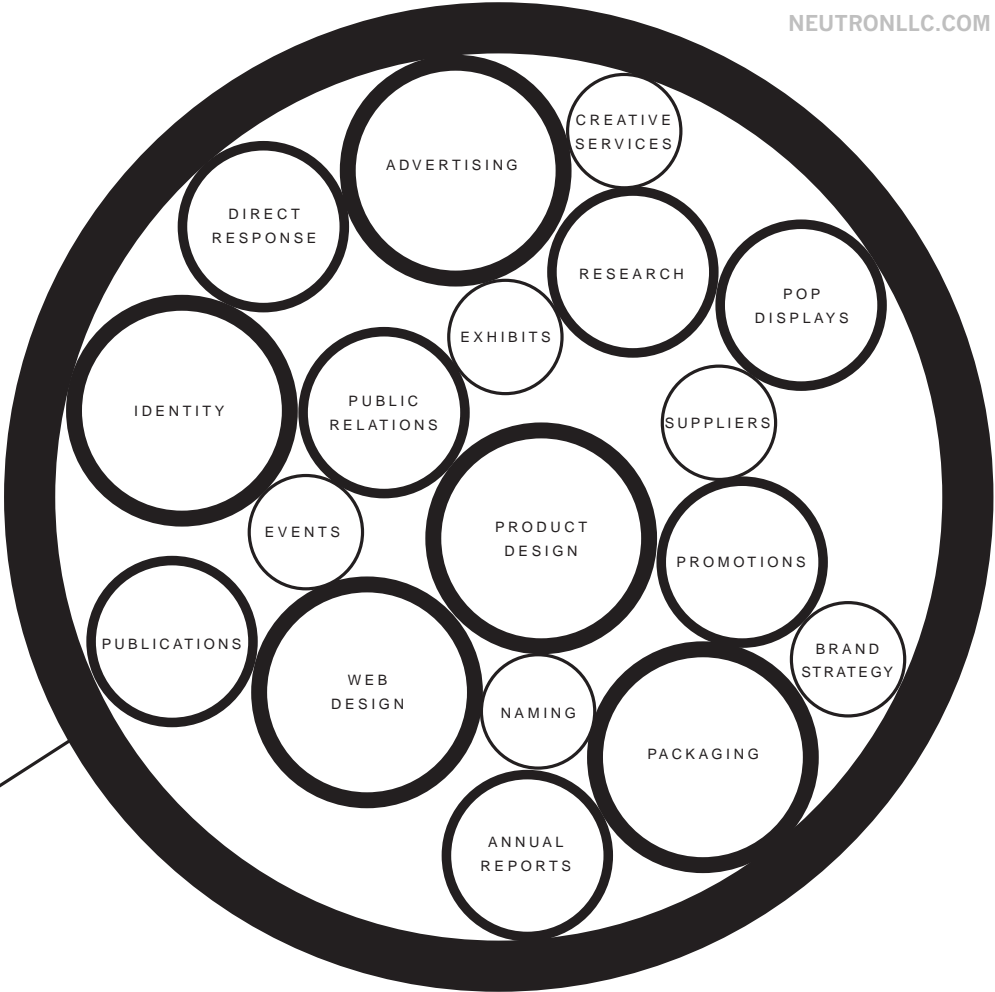
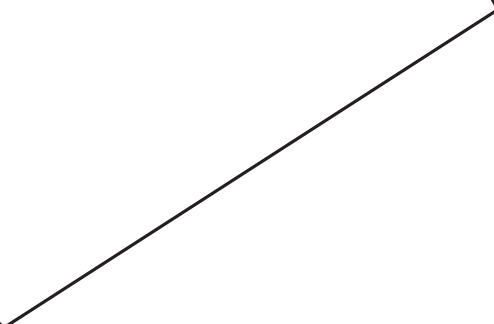
LIKE BUILDING
A CATHEDRAL,
BUILDING A BRAND
IS A COLLABORATIVE
PROJECT.



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

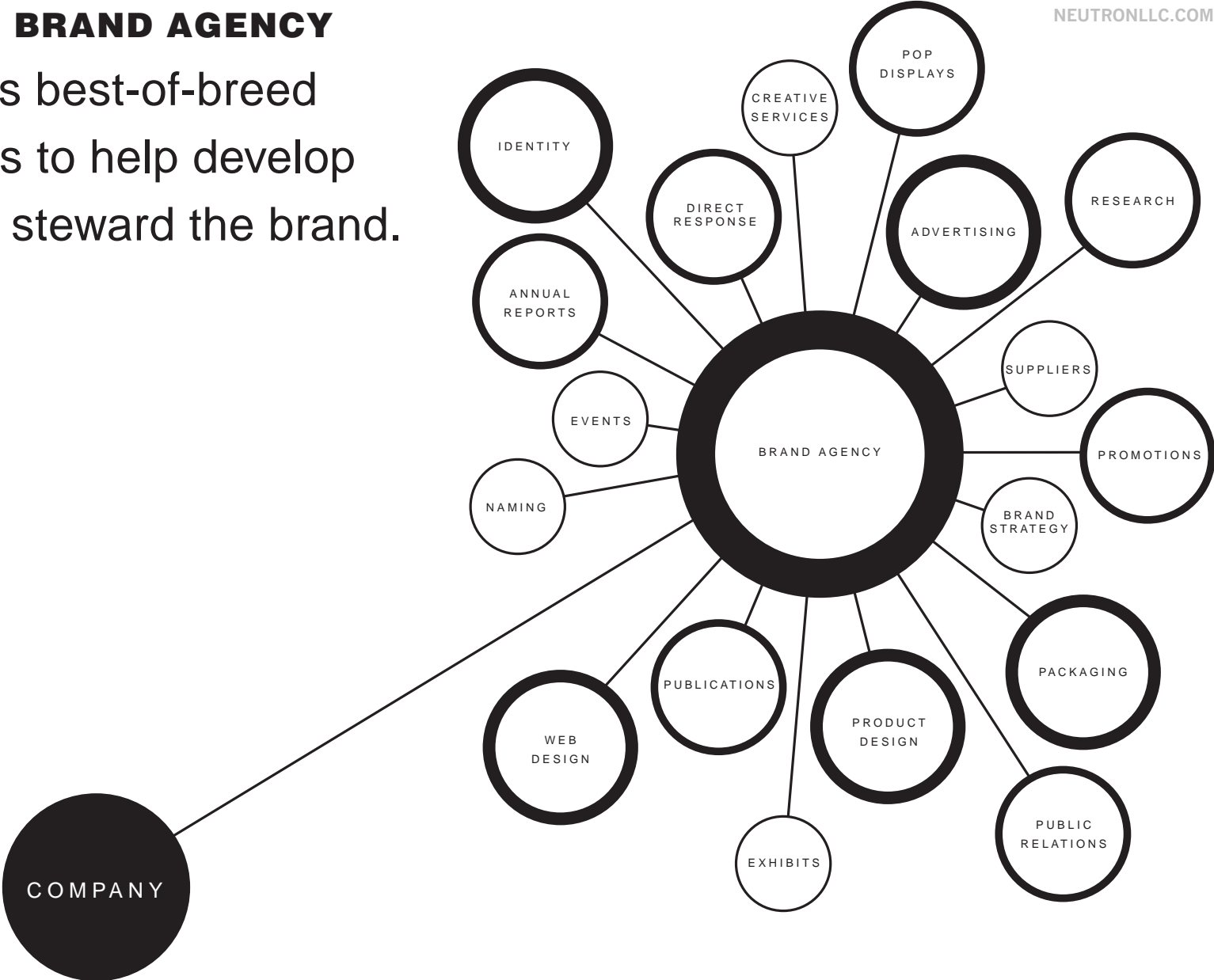


Little choice of teams

Little ownership of brand

The **BRAND AGENCY**

hires best-of-breed firms to help develop and steward the brand.

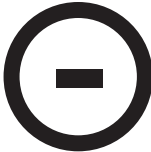


BRAND AGENCY SCORECARD



Choice of teams

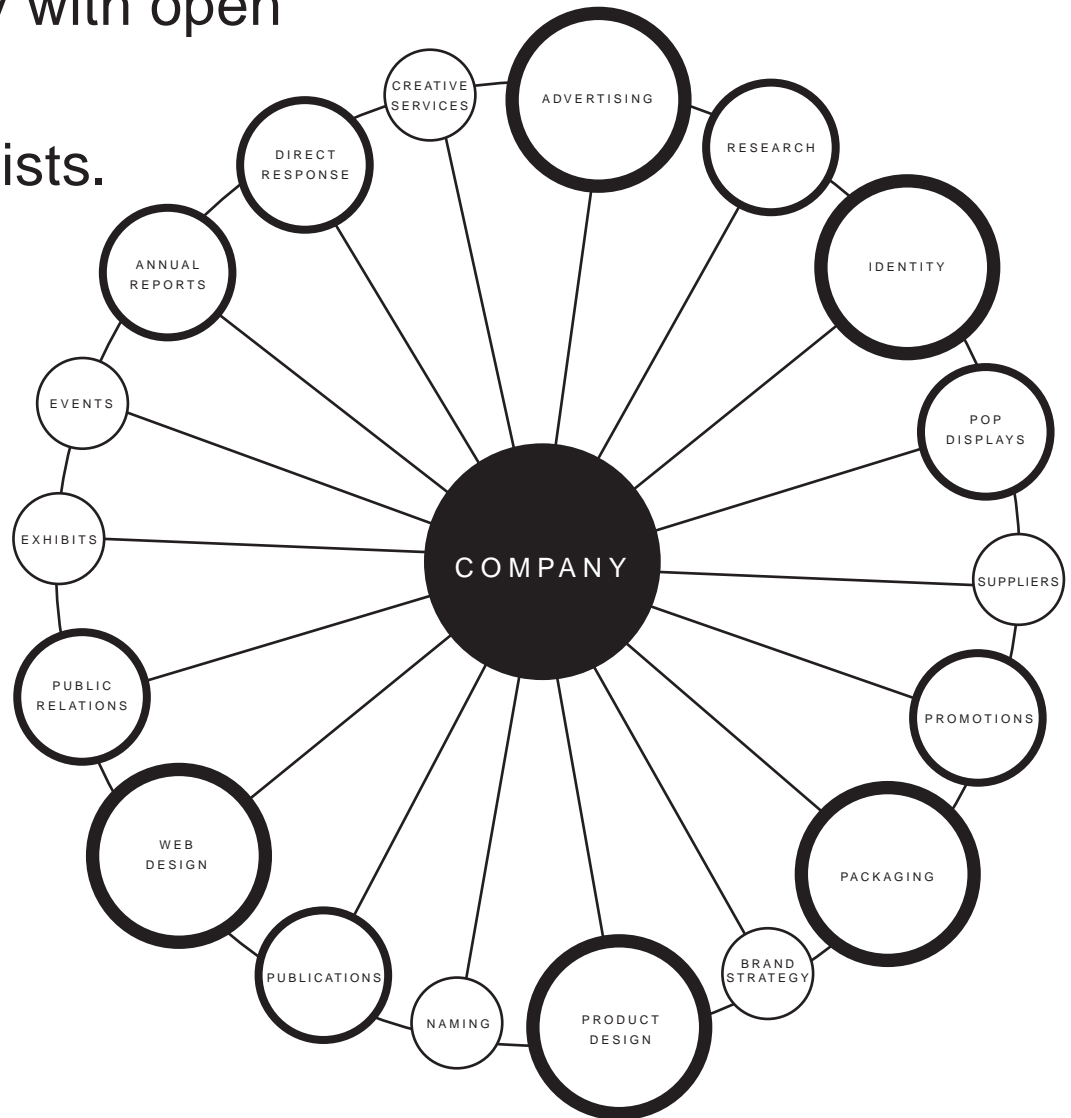
Promise of consistency



Little ownership of brand

The **INTEGRATED MARKETING TEAM**

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



INTEGRATED MARKETING TEAM SCORECARD



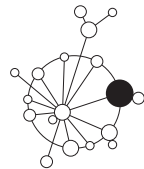
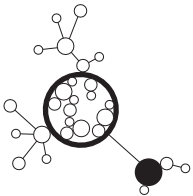
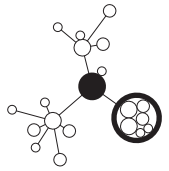
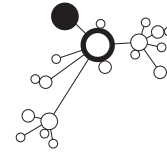
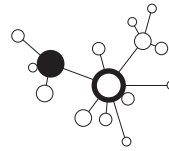
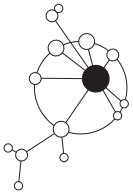
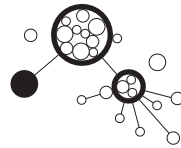
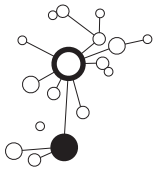
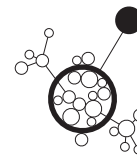
Choice of teams

Promise of consistency

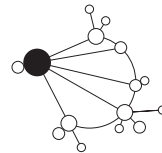
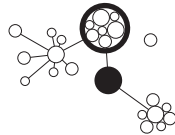
Ownership of brand



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.



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 SKENNAN
Ajax	CHARLIE MARQUETTE
Sgt. Santos	VICTOR BANERAS
Carter	F. C. CAMERON
Smoocher Boy	TELLIE PANOPULIS
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 DEAVER-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 FARRINGDON 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.

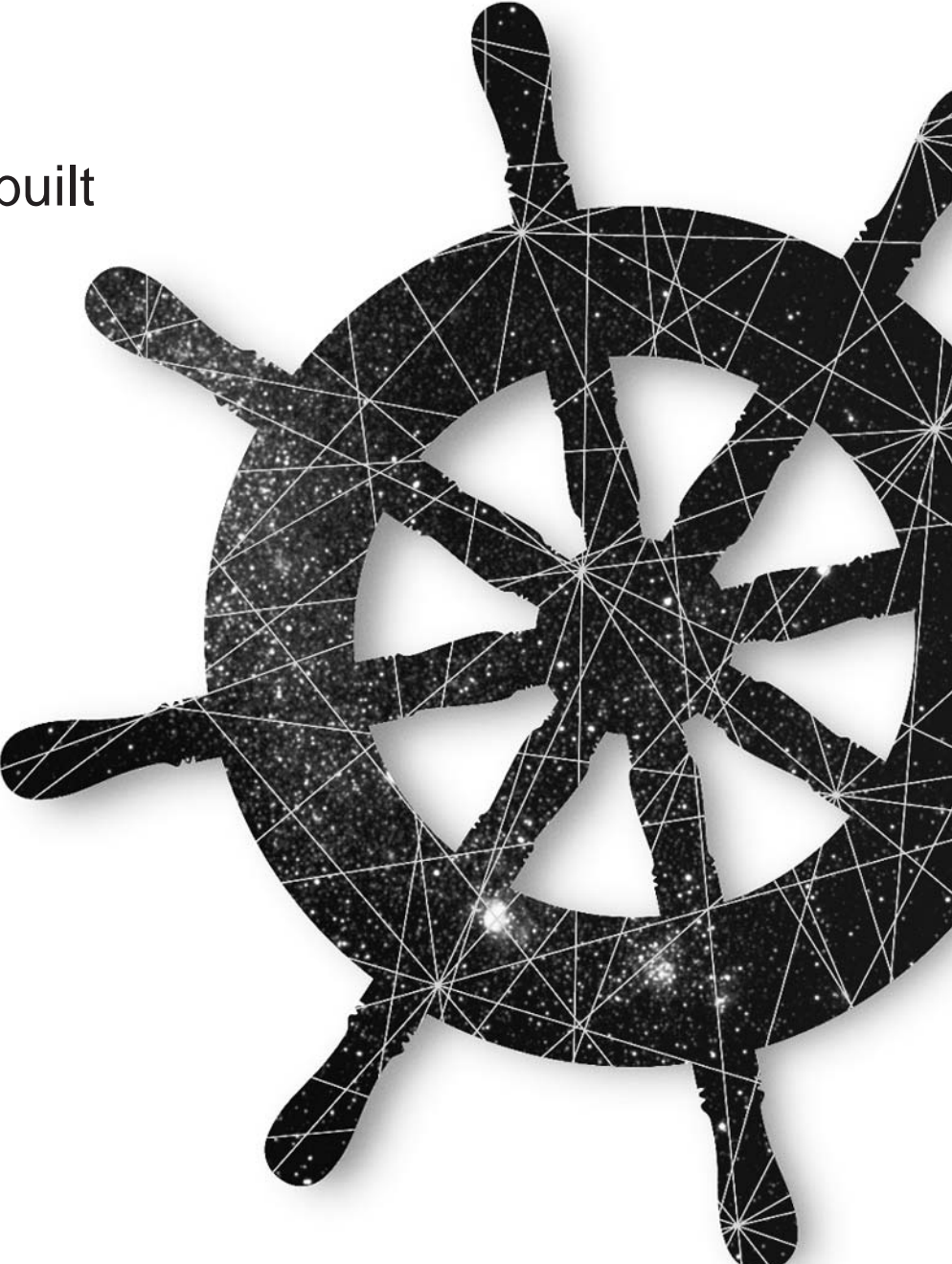
Prints by VISTACHROME

IN THE 1990s,

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

EXAMPLE:

The Netscape brand was built on the Hollywood model.



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—

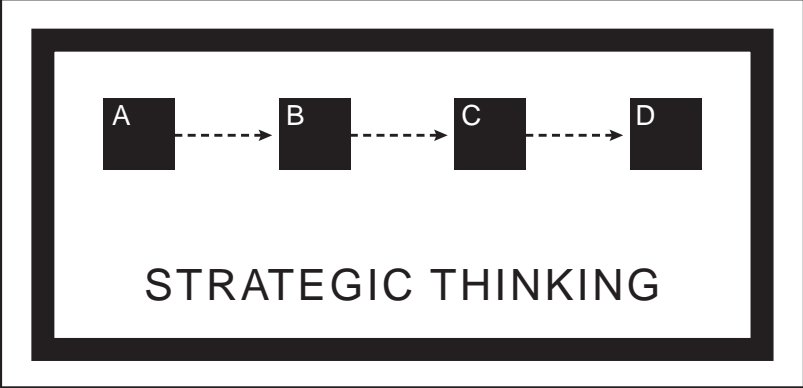
not strategy—is where the rubber meets the road.

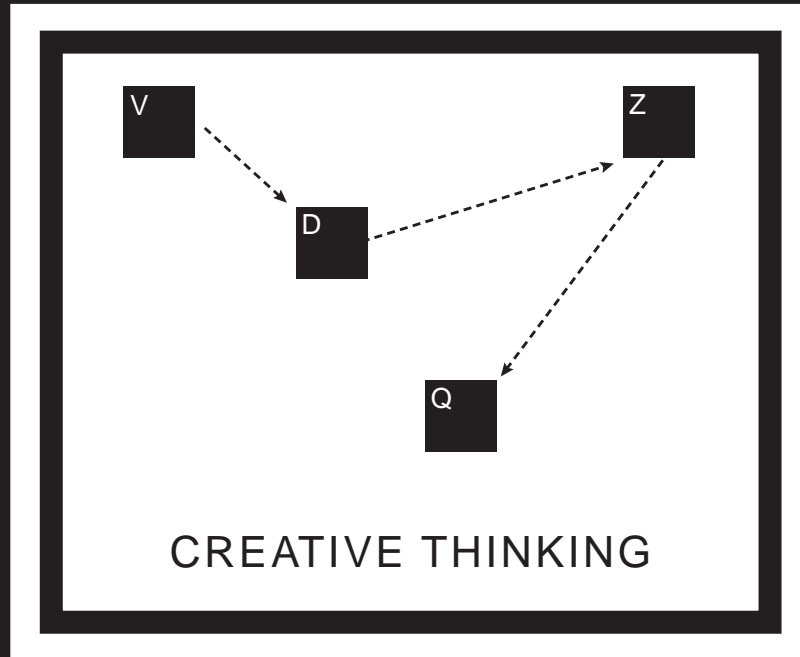


CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

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





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:

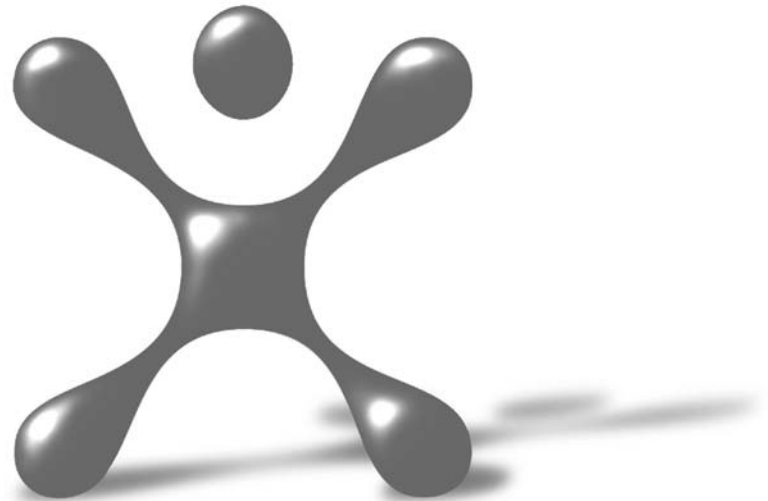


CBS. The network for “eye-popping” television.

{ 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,

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
EMC²

[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
DOW	10,368.86	+262.73
NASDAQ	1,802.75	+71.26
S&P 500	1,131.78	+25.05

Get Quotes:

[Market Screener](#) • [Find Symbol](#)

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

[Pet Photo](#) [User Photo](#) [Cartoons](#) [More...](#)

Excite Precision Search

Web Directory Metasearch Photos

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

Explore Excite

[Shop Cash Back](#), [Score Builder](#), [Auctions](#), [Classifieds...](#)

[Connect Chat](#), [People Finder](#), [Personals...](#)

[Tools](#) [Small Business](#), [Yellow Pages](#), [Jobs](#), [Site Map...](#)

Autos	Fashion	News
Casino	Games	Real Estate
Celebrities	Health	Relationships
Computers	Investing	Sports
Entertainment	Lifestyle	Travel

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...



[Top News](#) from AP

Mar 1, 2002 4:31 pm (ET)

- [Shadow Government Activated for U.S.](#)
- [Andersen Settles Lawsuits](#)
- [30 Die in Village Burning in India](#)

Today on Excite

3/1

News [Reuters](#) | [AP](#) | [Video](#)

Poll [Is It Stealing?](#)

Tip [New Job Listings](#)

- [Latest Real Estate News](#)
- [Help Others Search Better](#)
- [Screen the Stock Market](#)

[Nintendo GameCube](#)

excite
computers



Weather

Enter your City or ZIP Code:

My Bookmarks

- √ [Excite Links](#)
- [Site Map](#)
- [Celebrity Photos](#)
- [Mortgage Center](#)

Sports

Google™

Web

Images

Groups

Directory

Google Search

I'm Feeling Lucky

- [Advanced Search](#)
- [Preferences](#)
- [Language Tools](#)

New! [Get the Google Search Appliance for your corporation.](#)

[Search or read your favorite catalogs using Google.](#)

[Advertise with Us](#) - [Search Solutions](#) - [News and Resources](#) - [Jobs, Press, Cool Stuff...](#)

©2002 Google - Searching 2,073,418,204 web pages

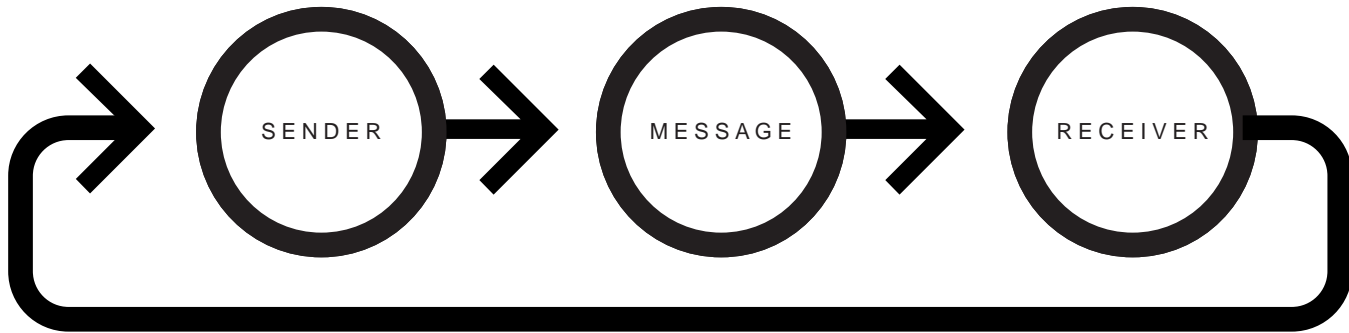


DISCIPLINE 4: VALIDATE

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:

NEUTRONLLC.COM

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,

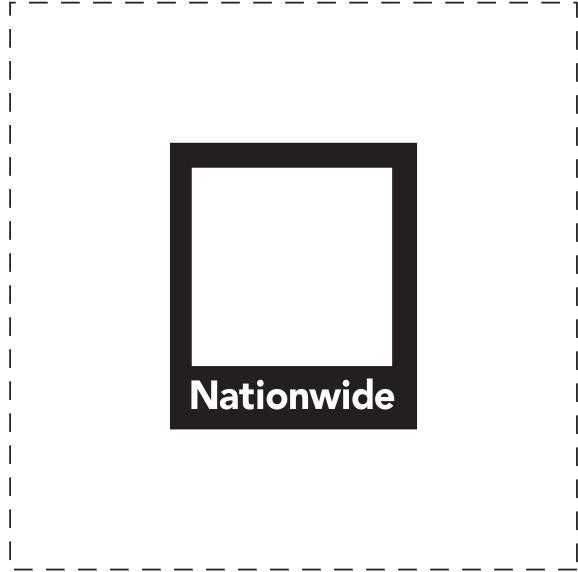
AND DIRTY.

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

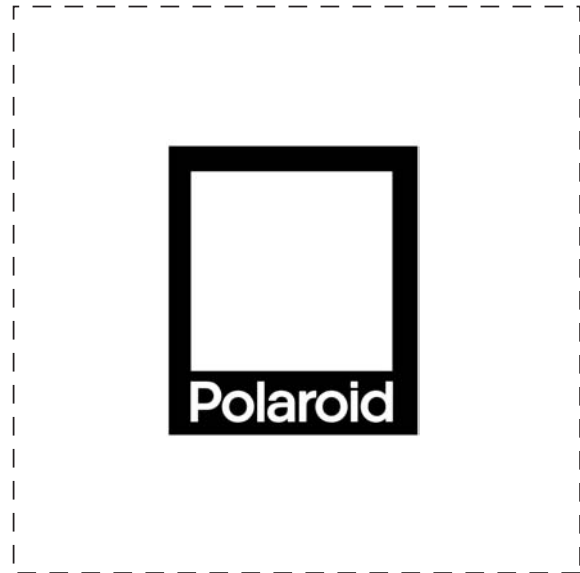
CHEAP-QUICK-DIRTY TEST 1:

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:

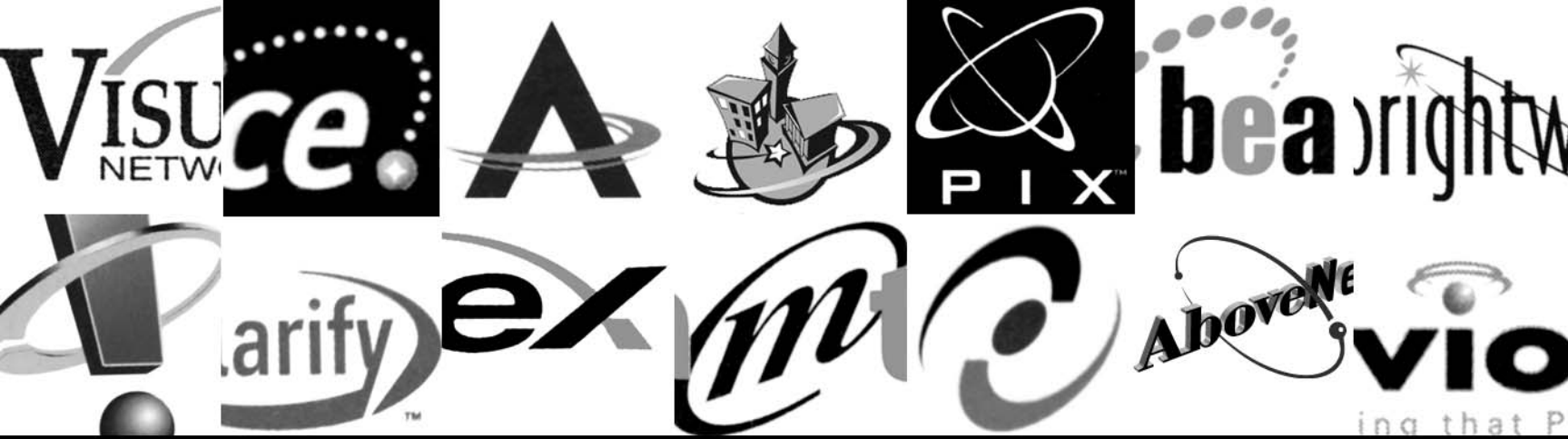
① DISTINCTIVENESS

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?

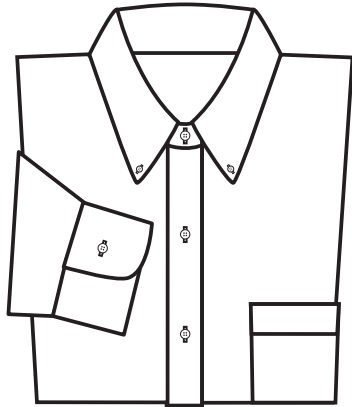


DISCIPLINE 5: CULTIVATE

Business is a process, not an entity.

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

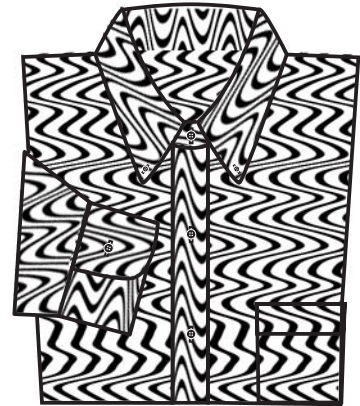
Brands are like people.



C.

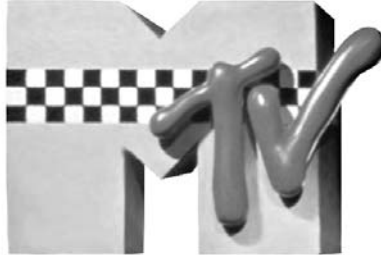


D.



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.

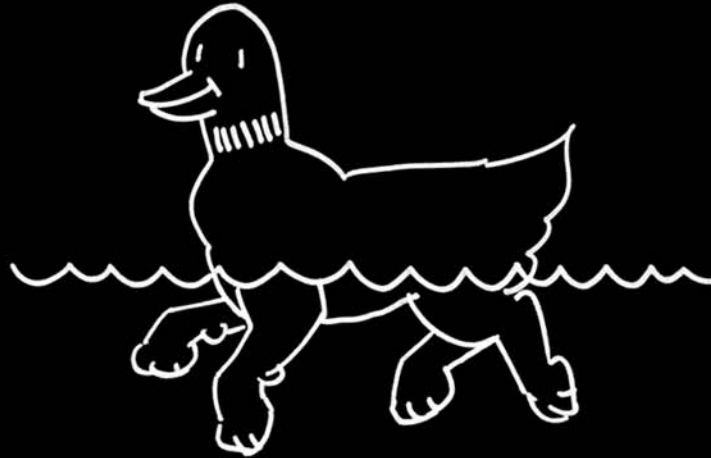
NEW PARADIGM:

Influence the

CHARACTER

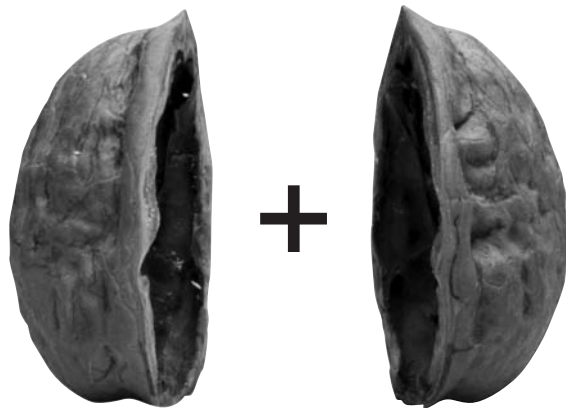
of a brand.

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

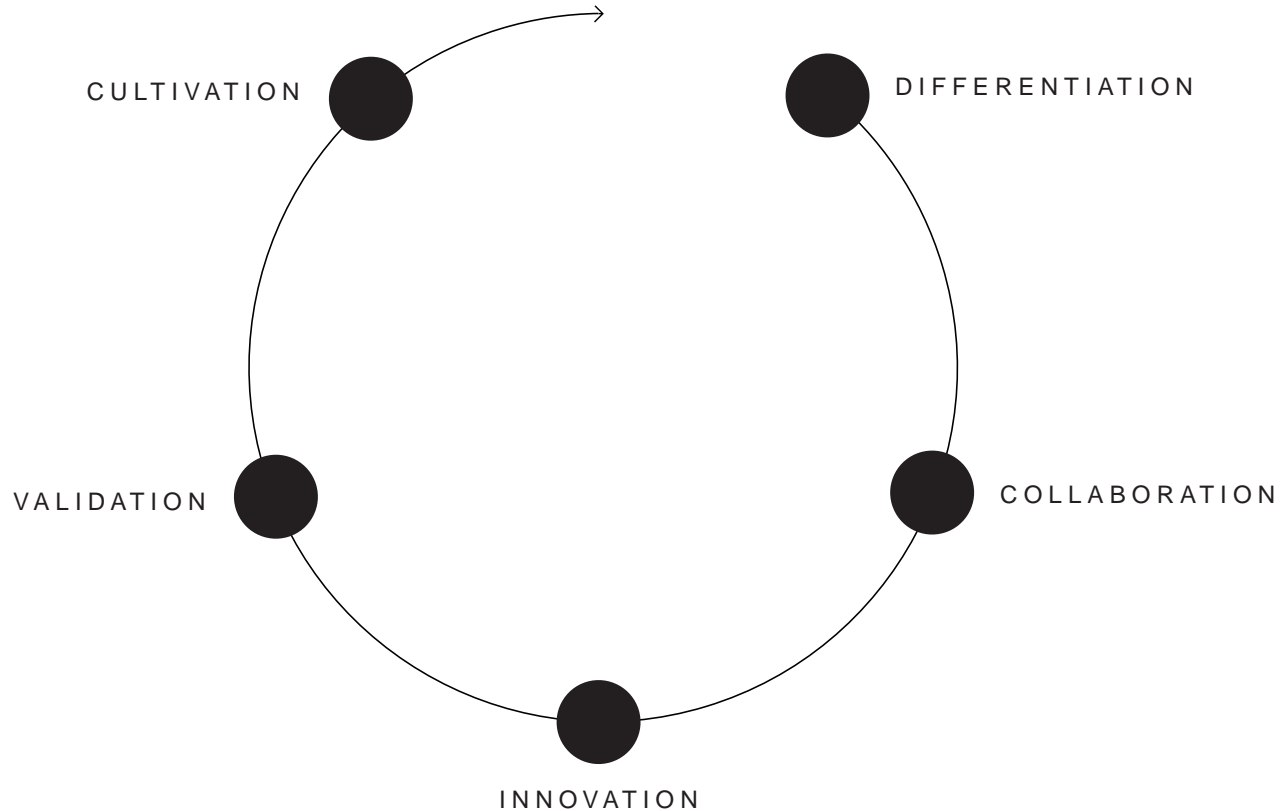
a brand becomes,

the stronger its management needs to be.

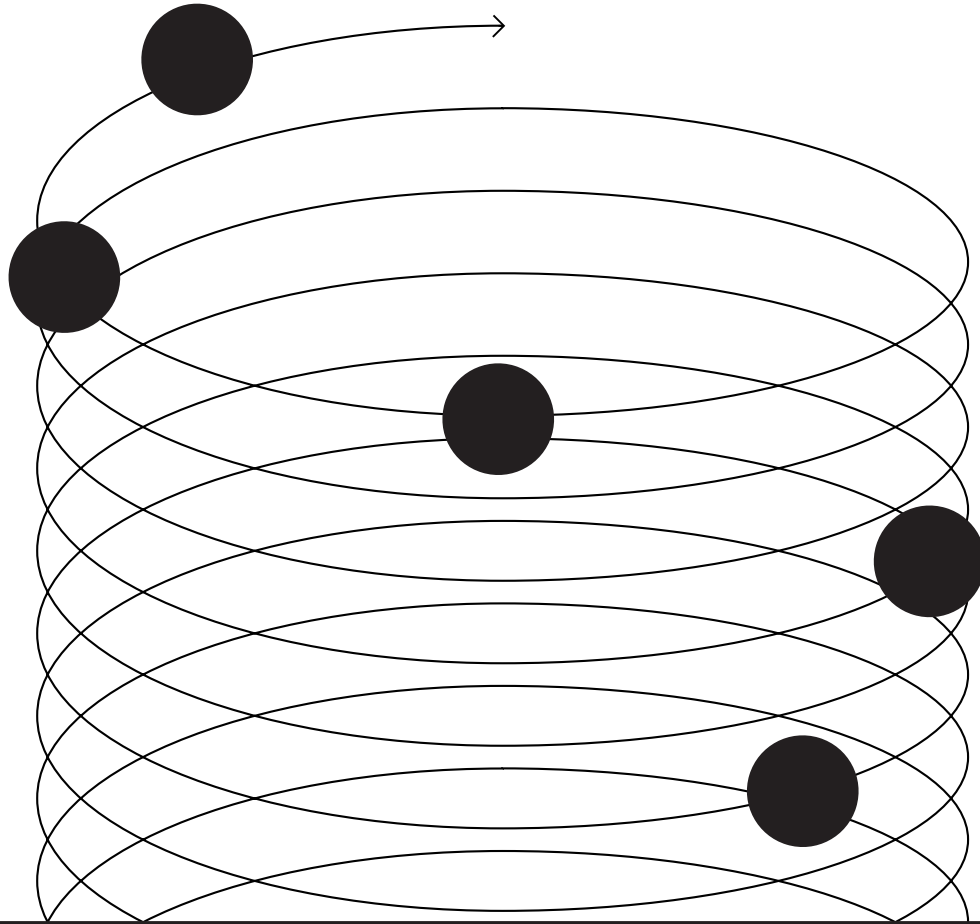
What your company needs is a CBO,
or **CHIEF BRANDING OFFICER.**

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, 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.

Need books for your branding team?

Bulk discounts on the **THE BRAND GAP** are available for educational and corporate groups.

Contact **BECKY.MORGAN@PEACHPIT.COM**.

NEUTRONLLC.COM