The AD-FREE BRAND

Secrets to Building Successful Brands in a Digital World

CHRIS GRAMS

FREE SAMPLE CHAPTER

SHARE WITH OTHERS

THE AD-FREE BRAND

Secrets to Building Successful Brands in a Digital World

Chris Grams

Que®
800 East 96th Street
Indianapolis, Indiana 46240 USA

The Ad-Free Brand: Secrets to Building Successful Brands in a Digital World

Copyright © 2012 by Christopher Grams

All rights reserved. No part of this book shall be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher. No patent liability is assumed with respect to the use of the information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. Nor is any liability assumed for damages resulting from the use of the information contained herein.

ISBN-13: 978-0-7897-4802-7 ISBN-10: 0-7897-4802-9

Library of Congress Cataloging-in-Publication Data:

Printed in the United States of America

First Printing: August 2011with corrections on May 2014

Trademarks

All terms mentioned in this book that are known to be trademarks or service marks have been appropriately capitalized. Que Publishing cannot attest to the accuracy of this information. Use of a term in this book should not be regarded as affecting the validity of any trademark or service mark.

Warning and Disclaimer

Every effort has been made to make this book as complete and as accurate as possible, but no warranty or fitness is implied. The information provided is on an "as is" basis. The author and the publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damages arising from the information contained in this book.

Bulk Sales

Que Publishing offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact

U.S. Corporate and Government Sales
1-800-382-3419
corpsales@pearsontechgroup.com

For sales outside of the U.S., please contact

International Sales
international@pearson.com

Associate Publisher
Greg Wiegand

Acquisitions Editor
Rick Kughen

Development Editor
Rick Kughen

Managing Editor
Sandra Schroeder

Project Editor
Seth Kerney

Copy Editor
Megan Wade

Indexer
Cheryl Lenser

Proofreader
Leslie Joseph

Technical Editor
Jonathan Opp

Publishing Coordinator
Cindy Teeters

Interior Designer
Anne Jones

Cover Designer
Anne Jones

Compositor
Bronkella Publishing, Inc.

CONTENTS AT A GLANCE

Introduction 1
1 Genesis 5
2 Ad-Free Brand Positioning Basics 21
3 Brand Positioning Research 43
4 Designing Brand Positioning 91
5 The Internal Brand Positioning Rollout 131
6 The External Brand Positioning Rollout 167
7 Continuing Engagement 213
8 Some Final Thoughts 231
A Sample Documents 243
B Bibilography 265
Index 271

TABLE OF CONTENTS

Introduction 1

Why an Ad-Free Brand? 2
Who Can Use This Book 2
What's in This Book 3

1 Genesis 5

The Internet Revolution 6
To Be, Rather Than to Seem to Be 6
Losing Control 7
The Second Internet Revolution 8
All Is Not Yet Lost 9
My Experience at Red Hat 10
The Ad-Free Brand: Built from the Inside Out 11
  What Is Brand Positioning? 11
  Why Does Brand Positioning Matter? 13
Positioning in a Post-Advertising World 14
An Open, Collaborative Approach to Brand Positioning 16
Brands Out of Control 19

2 Ad-Free Brand Positioning Basics 21

My Introduction to Brand Positioning 22
The Four Building Blocks of Brand Positioning 23
The Competitive Frame of Reference 24
  What Market Do You Think Starbucks Is In? 25
  Multiple Competitive Frames of Reference 26
Points of Difference 27
  Who Wants Mexican? 28
Points of Parity 29
  Wal-mart Versus Target 30
Current Versus Aspirational Points of Parity and Points of Difference 31
The Brand Mantra 31

Key Principles Behind a Successful Ad-Free Brand Positioning Project 34
- Cast Your Net as Wide as Possible 35
- The Best Ideas Should Win 36
- The People Who Care the Most Make the Decision 36
- Value Diversity 37
- Begin Your Positioning Rollout on Day 1 37
- The Size of the Project Should Be Proportional to the Value of the Brand 39

The Four Phases of an Ad-Free Brand Positioning Project 40

Basic Training Is Now Complete! 41

3 Brand Positioning Research 43

The Four Key Questions 44
- The Foot in the Present 45
- The Foot in the Future 46
- Where Great Positioning Lives 46

The Low-Cost, High-Value Approach 47

How Do You Decide How Much to Invest in Brand Research? 49

Answering the Four Key Questions 50

Basic Research 51
- Website Content 52
- Web Analytics 53
- Public Relations Materials 54
- Marketing Materials 56
- Corporate Online Footprint 56
- Brand Elements 57
- Existing Brand Community Research 58
- Existing Employee Research 59
- Executive Communications 60
- Media Coverage 60
- Customer References 61
- Brand Footprint on Web and Social Media 61
- Existing Core Ideology 64

Advanced Research 65
- Brand Inventory 66
- Email Survey 70

- Web Survey 71
- Employee Survey 72
- External Interviews 73
- Internal Interviews 76
- Executive Conversation 79
- Employee Conversation 80
- External Conversation 81
- Brand Tracking Study 82
- New Core Ideology 83

Now Take a Breath… 85

Synthesizing the Research 86

Congratulations on Completing Your Research Homework 89

4 Designing Brand Positioning 91

Three Approaches to Designing Brand Positioning 92
- The Lone Designer Approach 92
- The Internal Community Approach 93
- The Open Community Approach 94

Mix and Match 96

The Brand Positioning Workshop 97
- Planning a Brand Positioning Workshop 97
- Conducting the Background and Research Pieces of the Workshop 104
- The Positioning Ideation Session 106
- Next Steps 116

Modifying This Process for the Lone Designer Approach 119
- Real Positioning Case Study #1: Differentiated Positioning for The Redwoods Group 120

Modifying This Process for the Open Community Approach 121
- Opening a Window into Your Brand Positioning Project 122
- Opening a Door into Your Positioning Project 124
- Completely Opening Your Brand Positioning Project 126
- Real Positioning Case Study #2: Open Positioning for the Fedora Project 127

Running Your Positioning Workshop Virtually 129

Phase Two Is Now Complete 130

5 The Internal Brand Positioning Rollout 131

Building the Brand from the Inside Out 132
Thinking Like a Conductor 133
Activating the Core 135
  The Brand Positioning Rollout Team 136
  Convening the Rollout Team 137
  Collecting Rollout Ideas 138
Internal Rollout Project Ideas 139
  Creating a Brand Story 139
  A Few Final Thoughts about Brand Stories 146
Mapping the Brand Experience 147
  Democratizing Brand Experience Mapping 152
  Hosting an Executive Brand Boot Camp 153
  Hosting an Employee Brand Boot Camp 154
  Rethinking Your Interview, Hiring, and Orientation Process 156
  Rethinking Your Review or Goal-Setting Process 157
  Rewarding Those Who Live the Brand Best 157
  Stopping Those Who Don't Live the Brand from Thriving 158
  Adding a Regular Staff Meeting Feature about the Brand 160
  Collecting and Sharing as Many Brand Stories as Possible 160
  Developing an Employee Deorientation Process 161
  Hosting an Internal Filmmaking Contest 161
  Adding a Standing Executive Meeting Agenda Item about the Brand 161
  Starting a Brand Book Club 162
  Making Brand Giveaways 162
The Launch (or Not) 163
Now It's Your Turn 164
The Outside World Awaits! 165

6 The External Brand Positioning Rollout 167

Tearing Down the Walls 168
  Wikipedia and the Future of Brands 168
Community Versus Customer 169
What Does Your Brand Community Look Like? 171
Avoiding Tom Sawyer Thinking 173
Of the Community, Not Above the Community 175

Ask Not What the Community Can Do for You… 175
What's Your Social Media Strategy? Wrong Question. 176
Activating the Core External Brand Community 177
  The Internal Rollout Team Goes External 177
  Identifying Key Brand Communities 178
  How to Help the Brand Communities 179
  Connecting to Key Brand Communities via Brand Ambassadors 181
  The Brand Ambassador Philosophy 182
  The Walls Come Down 183
A List of Great External Rollout Projects to Consider 183
  Externalizing the Brand Story 184
  Aligning the Brand Experience 186
  Ask What You Can Do for the Community 187
  Convening a Community Council 189
  Convening the Community 190
  Completing a Project 195
  Forming Relationships via Social Media 201
  Empowering the Entire Organization to Be the Eyes, Ears, and Mouth of the Brand 208
  Can Ad-Free Brands Advertise? 211
The Core Brand Community Grows Larger 211

7 Continuing Engagement 213

The Most Boring Person in the Organization 214
Continue Reinforcing the Brand Positioning Internally 214
Continue Reinforcing the Positioning Externally 215
Measuring Your Progress 216
  Dark Matter Matters 216
  A Low-Cost, High-Value Approach to Measurement 219
  Some Examples of How to Measure Your Progress 219
  The Brand Report Card 221
Revising Your Positioning Over Time 222
Ad-Free Brands in Crisis 224
  How Good Relationships Go Bad 224
Recovering from Crisis 228
  The Bounce-Back Effect 229
That's a Wrap 230

8 **Some Final Thoughts** 231
Can Traditional Marketing Co-Exist with an Ad-Free Brand Approach? 232
How Do Organizations Need to Change to Support an Ad-Free Approach? 233
What Is the Role of Core Ideology? 235
Why Your Human Resources Folks Will Love the Ad-Free Brand Approach 236
How Do You Measure the Value of an Ad-Free Brand? 236
What Are Some of Today's Most Successful Ad-Free Brands? 238
How Do You Sell the Ad-Free Brand Approach to Your Executive Team? 239
Let's Make This a Conversation 240
Acknowledgments 240

A **Sample Documents** 243
Chapter 3: Sample Email Survey 243
    Introduction: Making the Pitch 244
    The Survey 244
    Call to Further Engagement 247
Chapter 3: Sample Employee Survey 248
    Demographic Questions 248
    Repeat External Survey Questions 248
    Additional Employee Questions 249
    Call to Further Engagement 249
Chapter 3: Internal Brand Conversation Discussion Questions 250
Chapter 3: External Conversation Discussion Questions 251
Chapter 3: Checklist of Research Options 252
    Basic Research Options 252
    Advanced Research Options 253
Chapter 3: Research Test 255
Chapter 3: Blank Version of Four-Question Chart 258
Chapter 4: Sample Questionnaire for Testing Brand Positioning 259
    Introduction: 259
Chapter 7: Brand Report Card Template 261
    [Brand] Brand Report Card 261
    Overview 261
    Highlights and Analysis 261
    Key Stats 261

Stories and Projects 262
Social Media Listening Post Data 262
Other Data 263
Recommendations and Actions 263

B Bibliography 265

Index 271

About the Author

Chris Grams is president and partner at New Kind, where he builds sustainable brands, cultures, and communities in and around organizations. The open source way—including themes like openness, collaboration, transparency, community, and meritocracy—is a key influence in his work.

Previously, Chris spent 10 years at Red Hat, the world's leading supplier of open source solutions, where he played a key role in building the Red Hat brand and culture, most recently in the role of senior director, Brand Communications + Design.

Chris blogs about the "dark matter" of organizations—brand, community, and culture—at Dark Matter Matters (www.darkmattermatters.com) and about the intersection of the open source way and business at opensource.com. He is also the Community Guide on Gary Hamel's Management Innovation Exchange (www.hackmanagement.com), where he often writes about how to enable communities of passion in and around organizations.

We Want to Hear from You!

As the reader of this book, *you* are our most important critic and commentator. We value your opinion and want to know what we're doing right, what we could do better, what areas you'd like to see us publish in, and any other words of wisdom you're willing to pass our way.

As an editor-in-chief for Que Publishing, I welcome your comments. You can email or write me directly to let me know what you did or didn't like about this book—as well as what we can do to make our books better.

Please note that I cannot help you with technical problems related to the topic of this book. We do have a User Services group, however, where I will forward specific technical questions related to the book.

When you write, please be sure to include this book's title and author as well as your name, email address, and phone number. I will carefully review your comments and share them with the author and editors who worked on the book.

Email: feedback@quepublishing.com

Mail: Greg Wiegand
Editor-in-Chief
Que Publishing
800 East 96th Street
Indianapolis, IN 46240 USA

Reader Services

Visit our website and register this book at informit.com/register for convenient access to any updates, downloads, or errata that might be available for this book.

Introduction

Do you dream of building a world-class brand? If so, your time has come.

In the past, great brands were only within the reach of the organizations with the biggest marketing budgets.

Today you can build a powerful, enduring brand at an amazingly low cost—without *expensive ad campaigns, huge budgets, self-interested outside agencies, or deep specialized expertise.*

So if you lack the money for an expensive advertising campaign, if you question the value of your current marketing and advertising strategies, or you'd like to move beyond superficial applications of the latest digital media tools, you've come to the right place.

The Ad-Free Brand is a complete, step-by-step guide to building a brand from the inside out, using the energy and passion of the community of people who care about it most, both inside and around the organization.

Why an Ad-Free Brand?

ad-free brand: A brand built from the inside out using the energy and passion of the community of people who care about it most, both inside and around the organization.

Every day advertising appears somewhere new—on an airplane tray table, on the sidewalk, in our schools, written in the sky, printed on our clothes, embedded in our favorite TV shows.

In fact, it may be quicker for you to name the places where you *do not* see advertising today than to name the places you do (if you can think of any at all). Yet traditional advertising has never been less effective than it is today. It has become background noise filtered out by our brains before most of it can even register.

I reject the notion that adding to the clutter of advertising is a necessary element of building a great brand.

I believe money and time can be much better spent investing in meaningful, productive relationships with the community of people in and around the organization who care deeply about a brand. These people are an energy source waiting to be activated. Properly engaged, they can help your brand succeed in ways that advertising never will. And a new breed of digital media tools and strategies has made it easier and cheaper to identify, organize, and motivate your brand community than ever before.

The Ad-Free Brand marries the classic positioning principles used to develop many of the great brands of the twentieth century to the new community-building strategies and tools now available for twenty-first-century brands.

The best of the old world meets the best of the new.

Who Can Use This Book

You don’t need a marketing background or previous marketing experience to build a great brand. Some of the best new brands are being built by people who wouldn’t consider themselves marketing experts at all.

I’ve written this book to be useful to anyone who is interested in building a world-class brand. So, whether you have 25 years of brand experience or no experience, whether you are in an organization of 10,000 employees or CEO in a company of 1, you can use the concepts you'll find in these pages to build a more valuable, enduring brand.

Do any of the following statements describe you?

- I'm interested in reducing or eliminating advertising, marketing, or PR expenses where I am receiving little value in return.
- I'm competing against organizations I'll never be able to outspend.
- I'd like to develop more valuable, sustainable relationships with customers, employees, or other communities.
- I see the benefit of building a more resilient, enduring brand that can weather crises that might destroy other brands.
- I'd like to nurture a community of people that will be open to—and even prefer—new products, services, and ideas from my organization.
- I'd like to innovate faster and incorporate the ideas of the people in the communities surrounding my brand.
- I'd like to ensure my organization is successful at recruiting and retaining the best and most passionate workforce available.

By the time we are done here, you'll have the knowledge you need to create a great brand of your own that can do all these things—at a lower cost than was ever possible before.

What's in This Book

The Ad-Free Brand is a step-by-step guide to building a brand using a collaborative, community-based approach I learned during my 10 years helping build a $1 billion brand at Red Hat, the world's leading open source software company.

In this book, you'll learn how to conduct simple, inexpensive research to uncover what your brand stands for today and what people might value in it in the future. You'll learn how to develop brand positioning that is desirable to your community, deliverable by the brand, and differentiated from the competition by collaborating with trusted members of your brand community. Finally, I'll share techniques and strategies for rolling out this positioning internally and externally in meaningful ways without resorting to advertising.

Once you've finished, you'll know how to:

- Sidestep the clutter, cost, and ineffectiveness of traditional advertising
- Identify "points of difference" your customers will really value

- Develop brand positioning that feels true because it *is* true
- Dramatically reduce the cost of brand research
- Build your brand by guiding, influencing, and *being*—not *telling*
- Quickly prototype your brand positioning and apply what you learn
- Empower the brand advocates who know and love you best
- Communicate brand positioning with low-cost social and web tools
- Adapt classic positioning techniques for today's new world
- Consistently focus first on low-cost, high-value strategies
- Evolve your brand for changing markets, customers, products, and services

Sound interesting? Then keep reading—it's time to build an ad-free brand of your own.

2

Ad-Free Brand Positioning Basics

Great ad-free brands will develop brand positioning that resonates with the communities surrounding the brand. But what exactly does that mean, and how do you construct effective positioning for your brand?

Thankfully, the basic concepts behind brand positioning are much simpler than you might think. By the time you finish Chapter 3, you should have all the tools and information you need to develop your own effective positioning, and by the end of Chapter 4, you'll have developed prototype positioning for your brand.

In this chapter, I cover the basic building blocks of brand positioning and then outline some principles that will help you set up your own brand positioning project for success.

My Introduction to Brand Positioning

One day during my time at Red Hat, when we were struggling through a particularly complex brand challenge, I came back to my desk to find a copy of the *Harvard Business Review* opened to an article about brand strategy with a handwritten note attached from CEO Matthew Szulik: "Perhaps you should consider finding someone like this to help you," the note said.

For the next day or two, I searched online, looking for brand strategy firms I might be able to enlist to help us work through our branding issue. I ran across all the normal agencies. I made a list. But none of them felt quite right, and I wasn't sure I could afford to hire one even if they were right.

Then it hit me—what if, instead of finding someone *like* the author of the *Harvard Business Review* article, I actually just contacted the author himself?

I did a bit of research and found that the primary author of the article, a Dartmouth professor named Kevin Keller, had also written a brand management textbook. So I found his email address and sent him a note to see if he'd be interested in talking about Red Hat.

AD-FREE BRAND HEROES PART 2: KEVIN KELLER

Kevin Keller, E. B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College, is one of the top brand strategy experts in the world. He has advised many of the world's top brands, including Accenture, Allstate, American Express, BlueCross BlueShield, Campbell's, Disney, Eli Lilly, ExxonMobil, Ford, General Mills, Goodyear, Intel, Intuit, Johnson and Johnson, Kodak, Levi Strauss, Mayo Clinic, Nordstrom, Procter and Gamble, Red Hat, SAB Miller, Shell Oil, Starbucks, Unilever, and Young and Rubicam.

His textbook *Strategic Brand Management* has been called the "bible of branding" and is used at top business schools and leading firms around the world. Dr. Keller is also the co-author with Philip Kotler of the popular introductory marketing textbook, *Marketing Management*.""

I'd recommend anyone who is serious about their brand initiatives invest in a copy of *Strategic Brand Management* and consider purchasing reprints of some of his classic articles about brand management from *Harvard Business Review* and elsewhere. You can find a current list of Dr. Keller's published work here:

http://mba.tuck.dartmouth.edu/pages/faculty/kevin.keller/publications.html

To my surprise, Dr. Keller responded, and we were off and running. Bringing in Kevin Keller was one of the best business decisions I made during my time at Red Hat. Over the next few years, Dr. Keller became a key advisor on Red Hat's brand strategy, and he helped us work through many complex issues, including a few in uncharted territory.

I tell this story here because I use many of Dr. Keller's brand positioning terms throughout this book. In addition, this book contains advice, stories, and examples I learned from Dr. Keller during my time working with him at Red Hat. In the following section, I use Dr. Keller's terminology as I introduce the four key building blocks of brand positioning.

The Four Building Blocks of Brand Positioning

Those who spend all of their time thinking about brands and brand positioning can make the subject seem incredibly complex. Before you know it, these experts will fill you up with so much marketing jargon and so many impressive-sounding positioning principles and rules that your head may end up exploding from the pressure.

Yet the best-executed positioning won't always come from these sorts of experts. Great positioning is often developed by the people who know the brand best, the people who are most passionate about the brand, when they are allowed to play a key role in the positioning process.

So, where many experts might attempt to convince you that positioning is a complex process best left to people like them, my goal in this book is to show you basic brand positioning is *simple* and can be done by anyone—with or without marketing and advertising experience.

> ...basic brand positioning is *simple* and can be done by anyone—with or without marketing and advertising experience.

While any person in any organization can help create great brand positioning, whether he has a high tolerance for marketing-speak or not, to do so he must first understand some basic concepts.

I've attempted to simplify the jargon down to four key principles I believe form the foundation of solidly constructed brand positioning. I call these principles "the four building blocks" of brand positioning, and I refer to them often throughout the book.

The four main building blocks of good brand positioning:

1. The competitive frame of reference
2. Points of difference
3. Points of parity
4. The brand mantra

DON'T GET HUNG UP ON THE WORDS

When it comes to positioning terminology, I sometimes get questions like "what is the difference between a brand mantra and a brand essence?" or "is a point of difference the same thing as a key differentiator?"

My answer? Don't get hung up on the words; it's the concepts that matter.

For the sake of clarity, in this book I've standardized on a set of terms that work for me and have become comfortable for me to use in my positioning projects.

But often, I'll be working with a client who approaches positioning from a slightly different point of view, and when this happens I always gravitate toward the words most comfortable to the client (They *are* the client!).

The exact terms aren't important. What really matters is whether we agree on how to articulate brand meaning and understand what makes the brand stand apart.

Using the terminology from this book to describe your brand positioning won't automatically make it good brand positioning, and some of the best-positioned brands I have ever seen were probably developed by people who had never heard of a point of parity.

My advice? Use whatever words you like, but seek to deeply understand the concepts behind them.

The Competitive Frame of Reference

Where does your brand compete?

This can seem like a very simple question with equally simple answers, and it can be.

If you run a furniture store, you probably compete with other furniture stores. If you run a tattoo parlor, you are up against other tattoo parlors vying to attract the same customers as you.

Great brands can't be positioned in a vacuum; they must be positioned in *context*. The competitive frame of reference provides the context for positioning, and it is a fancy way of describing the market or context in which you choose to position your brand.

The furniture store and tattoo parlor are pretty cut-and-dried cases. But have you ever stopped and wondered to yourself, "exactly which market am I in?" and realized that you are really competing in a market or context that is not initially obvious?

Note

The competitive frame of reference is a fancy way of describing the market or context in which you choose to position your brand.

Let's look at one example of a less-than-obvious competitive frame of reference.

What Market Do You Think Starbucks Is In?

Most people would say Starbucks is in the coffee market because the primary product Starbucks sells is coffee. In the coffee market, Starbucks competes with grocery stores, convenience stores, fast food restaurants, and other coffee shops. The coffee market is tough, and in many of those places the profit margins are pretty slim.

In the coffee market, Starbucks isn't usually competitive on price. In fact, the company managed to convince the world that coffee that used to cost 50 cents a cup was actually worth $2 or more. Starbucks may no longer be the most expensive coffee in the world, but there are definitely plenty of places you can find coffee cheaper.

When it comes to taste, I'm not sure Starbucks has a huge advantage either, despite what their marketing folks might tell you. Only hardcore Starbucks addicts would tell you it is the best coffee out there. Everyone's tastes are different, but if you are like me, you probably wouldn't have too much trouble finding a cup that tastes better.

Convenience is pretty important in the coffee market simply because many people are in a rush to grab a quick cup on the way to work. And Starbucks stores are nothing if not ubiquitous. But in my experience, the only thing as ubiquitous as Starbucks is a line at Starbucks. So, even though you can find Starbucks stores everywhere, after standing in line, it'll still probably take you 10 minutes or more before you have your coffee in hand.

Thus, in a market where price, taste, and convenience are all very important, Starbucks doesn't look like a strong competitor. Yet Starbucks has more than 16,000 stores in 50+ countries around the world and does over $10 billion per year in revenues.[1] Almost makes it hard to believe that Starbucks could have grown this big by simply competing in the coffee market.

Well, in addition to competing in the coffee market, Chairman and CEO Howard Schultz has been known to say that Starbucks is competing to be your "third place." According to him, the third place is the other place you want to hang out besides your first place (your home) and your second place (your work).

In the competitive frame of reference of third places, Starbucks has a whole different set of competitors, only some of which are coffee shops. Starbucks competes with bookstores, bars, restaurants, parks, libraries—all the places you might want to hang out and spend your time away from home and work.

For years, Starbucks has been differentiating itself not just on its coffee, but also on the experience and environment it creates. That's why Starbucks focuses so much time with the music, ambiance, and complex drink names that make you feel like you are reciting chants when you order them. It is all part of creating an air of comfort, relaxation, familiarity, exclusivity, and all of the other things that you look for in your preferred hang-out spot.

Now, I personally have some pretty awesome first and second places to hang out in. I love my house and I love my office. When you add to this the fact that I am a bit of an introvert who values privacy and quiet time, I'm not really in the market for a third place. So Starbucks' differentiation as a third place probably matters less to me than a nice, tasty cup of iced coffee.

But every time I go into a Starbucks, I see tons of people who have their laptops open, or are reading newspapers, or meeting with friends or business associates. That and $10 billion in revenues per year tells me there must be a lot of other people who *are* in the market for a third place. Small business owners, salespeople who work on the road, people who need to get out of the house—clearly the Starbucks positioning in the third place frame of reference must be working or there wouldn't be a Starbucks on every corner.

In fact, as I write this, Starbucks has just announced a new logo and brand identity that actually removes the word "coffee" from the logo completely. I wonder whether this is actually a sign. Perhaps their effort to position themselves in the "third place" competitive frame of reference has been so successful that they're considering moving into even more markets that utilize their third place brand position, but aren't directly related to coffee at all?

Multiple Competitive Frames of Reference

In all likelihood, you'll decide that you have one primary competitive frame of reference where your organization will spend the majority of its positioning energy.

---

[1] Data from Starbucks FY10 annual report, page 2.

But hopefully the Starbucks example opens your eyes to the possibility that you may want to position your brand in more than one frame of reference. By looking beyond the obvious competitive markets, you might even uncover new business opportunities or ways to broaden your horizons to include people who may never have considered your brand before.

Be open to the idea that you might want to develop different positioning for each frame of reference, or that you might choose to highlight different elements of the brand as you present yourself in different frames of reference.

If this seems complex, don't worry. In Chapter 4, I take you through a simple exercise that will help you determine the optimal competitive frame of reference (or references) for your brand.

Points of Difference

If you've ever been around anyone who talks about positioning, you've probably heard them talk about points of difference, differentiation, or the concept of key differentiators.

POINTS OF DIFFERENCE: THE ROOKS OF POSITIONING

If brand positioning was a chess game, points of difference would be the rooks. They are strong, powerful tools, and it is easy to understand how they work and see the impact of what they do.

A point of difference is a something about the brand that makes it different from other competing brands. But a good point of difference won't just revel in its different-ness; it must also be something your customers would value.

Note

A point of difference is something about a brand that makes it different *and* would be valued by potential customers.

Let's look at an example that highlights good and bad points of difference.

Who Wants Mexican?

I love Mexican food and think it is awesome that I can go anywhere in the country and find a Mexican restaurant. But even though there are probably lots of people like me out there who love Mexican food, my guess is the Mexican restaurant business is pretty tough.

There is a lot of competition, and many of the restaurants tend to look (and often taste) alike. So, if you wanted to open a new Mexican restaurant, how could you ensure it'd stand out?

If you were thinking in terms of creating solid points of difference, you'd probably start by thinking about what customers would value in a Mexican restaurant. Since I'm a bit of a Mexican connoisseur, let me start with what *I* value in a Mexican restaurant. In order of priority:

1. Cleanliness
2. Freshness of ingredients
3. Tasty salsa
4. Good carne asada
5. Price

Say you happened to be opening this restaurant in a place where there were many other people who shared my idea of what is important in a Mexican restaurant. Let's also say that there were a lot of Mexican restaurants already open in the area competing for the attention of people who valued price, quantity of food, and good margaritas.

To stand out, you might consider cleanliness, freshness of ingredients, and tasty salsa as three things you want to focus on as points of difference for your restaurant brand. By focusing on these three things, you could make your restaurant very different in a way that potential customers would actually value. Victory!

By starting with what your potential customers value and then thinking about what makes you different, you have a better chance for success than if you start with just the things that make you different.

Here's another example to highlight this point. What if your claim to fame is that you know how to make an incredibly good, incredibly authentic Mexican posole (a stew) featuring pigs' feet? In fact, it is widely known that no one in the entire world can make a better pigs' feet posole than you.

You should be very proud. But you shouldn't for a second believe that your great posole is a good point of difference for your restaurant. Why? Most Americans aren't that crazy about pigs' feet, and no matter how good your stew is, they probably won't buy it from you. Your posole is certainly different and probably very tasty (at least to those into that sort of thing), but it is not something your customers would value, so it is not a good point of difference. Get the idea? Or am I just making you hungry?

In the next few chapters, I show you some ways to ensure you are uncovering points of difference for your brand that will not only help you stand out but will also be valued by your customers.

Points of Parity

Now you are probably beginning to think about, and maybe even feel good about, all the points of difference that make your brand stand out. But while you've been busy thinking about how to make your brand stand out from your competition, your competitors are also busy developing points of difference that make them stand out from *you*. This is where the idea of a point of parity comes in.

Most simply, a point of parity is a point of difference a competitor has over *you* that you need to counteract. Sometimes points of parity are "table stakes"—characteristics you need simply to enter or compete in the market. Other times points of parity are advantages that competitors have been able to gain that are highly valued by customers.

Note

A point of parity is a point of difference a competitor has over *you* that you need to counteract.

It takes a strong person to admit to their weaknesses, and strong brands must admit their weaknesses, too. This is why great brands use not only points of difference to show where they stand out, but also points of parity to show where they are trying to be as good as their competition.

But highlighting a point of parity doesn't necessarily mean that you need to turn it into a key strength for your brand or that you need to beat your competitors at it. You shouldn't feel like you need to turn all your brand weaknesses into strengths.

In fact, one of the key things to understand about points of parity is that they don't represent places where your brand needs to be the best. Instead they highlight places where your brand must simply be good enough, so that, given the amazing points of difference you have in other areas, someone will still choose your brand over the competition.

Note

Points of parity highlight places where your brand must simply be good enough, so that, given the amazing points of difference you have in other areas, someone will still choose your brand over the competition.

POINTS OF PARITY: THE KNIGHTS OF POSITIONING

If brand positioning was a chess game, points of parity would be the knights. They are sneaky, often attacking when you least expect it, and are at their most powerful when used in conjunction with points of difference.

Well-played points of parity are one of my favorite brand positioning tools. Points of parity are the jujitsu maneuvers of brand positioning, with the amazing power to nullify the strengths of opposing brands, while focusing energy back on the differences that make you stand out.

Points of parity are the jujitsu maneuvers of brand positioning…

Make sense? Let's look at an example.

Wal-mart Versus Target

Wal-mart is one of the most intimidating competitors in retail. Over the years, they've developed a key point of difference around everyday low prices that is almost impossible for competitors to match. Their enormous size and efficient operations give them incredible pricing power with the ability to beat the prices of almost any competitor. Wal-mart has used this strength to become, based on annual revenues, the largest corporation in the world.

Faced with a massive competitor like Wal-mart, many companies would curl up in a ball and prepare to die. Yet Target, the second largest discount retailer in the United States, has actually prospered in this tough environment, ranking #30 in the Fortune 500 in 2010.

How has Target done it? I believe a large factor in their success is the combination of a very strong point of difference around design and fashion, coupled with great execution on a point of parity around price.

Is Target always the cheapest? No. As I've said previously, it's pretty difficult to beat Wal-mart on price. But are Target's prices "good enough" that, given how much better designed many of their products are and how fashion-forward much of their clothing is, many people in certain demographics choose to buy from them instead of Wal-mart? Absolutely.

Target is not trying to *beat* Wal-mart on price. They are simply trying to create enough parity around price that their point of difference around fashion and design becomes the deciding factor for many consumers.

It is a great example of using a point of parity and point of difference well together, and it's a 1-2 punch that has worked very well for Target.

The point of parity is one of the most overlooked tools in the brand positioning tool chest, but it can be one of the most powerful, especially when used in combination with a great point of difference. In Chapter 4, I walk you through an exercise that will help you uncover the best points of parity for your brand.

Current Versus Aspirational Points of Parity and Points of Difference

When we begin to develop points of parity and points of difference in Chapter 4, one thing to keep in mind is that you may develop points that the brand currently owns today *and* points that you hope to be able to achieve in the future. Brands shouldn't feel like they can only define themselves by what they are today.

By choosing points of parity and points of difference that describe who you are today and who you want to be down the road, you'll ensure the brand is not only well positioned today, but also has room for future growth.

The Brand Mantra

The final brand positioning building block is the brand mantra, which some refer to as the *brand essence* and others call a *brand promise*.

A brand mantra is short (usually 2–5 words maximum) and encapsulates the competitive frame of reference, the points of difference, the points of parity, and everything else about your brand into one thought. A brand mantra is to brand positioning what triple distillation is to liquor—they both remove the impurities, refining and simplifying to an essential form.

Note

A brand mantra is a short, 2–5 word encapsulation of everything about a brand.

A brand mantra is *not* an advertising slogan or tagline, and, in many cases, it won't be something you use publicly at all. Great brand mantras can change everything. They become rallying cries that define everything a brand is and will ever be. But, because they are part purification process and part poetry, they are also incredibly hard to make well.

A ROSE BY ANY OTHER NAME WOULD SMELL AS SWEET

In this book, I use the terms *competitive frame of reference*, *points of difference*, *points of parity*, and *brand mantra* to describe the building blocks of positioning. But feel free to use whatever terms you like. Here are some common alternatives:

Competitive Frame of Reference:	Market
	Competitive landscape
	Competition
Point of Difference:	Differentiator
	Key differentiator
Point of Parity:	Brand parity
	Table stakes
Brand Mantra:	Brand essence
	Brand promise
	Positioning statement
	Brand statement

According to Scott Bedbury (the "brands are sponges" guy from Chapter 1), the term *brand mantra* was coined during his time at Nike. The Nike brand mantra, *Authentic Athletic Performance*, is probably the most famous example, and Bedbury discusses it at length in his book A *New Brand World*. From the book:

> "Nike's brand mantra put a particular emphasis on maintaining authenticity, by which we also meant integrity and purity, front and center.… All products and activities associated with Nike likewise had to be athletic, not leisurely.… Finally, every Nike product had to exude world-class performance and meet the demands of the world's finest athletes, even though such athletes represented a microscopic piece of Nike's total business.… "Authentic Athletic

> Performance" was a simple idea, but like so many simple ideas, its execution and implementation could be complex, not to mention challenging, daunting—and even painful, when it came down to forgoing revenue-generating activities because they violated these accepted core values."[2]

When used in its proper context, a good brand mantra is not simple sloganeering. If you asked most people to name Nike's brand mantra, they'd probably say "Just do it."

But "Just do it" is a tagline, not a brand mantra. It is an externally facing manifestation of *Authentic Athletic Performance* (and a pretty darned good one, I might add). It's a wonderful example of how great communications can be built on the back of a solidly constructed brand mantra.

Still, if the brand mantra is simply used as a building block for campaigns, it is not living up to its true potential. A brand mantra is at its most powerful when it becomes a deeply resonant piece of the DNA of the organization. It can be used to rally an internal or external brand community to action or as a touchstone the organization returns to when making difficult decisions.

A brand mantra is at its most powerful when it becomes a deeply resonant piece of the DNA of the organization.

What businesses should you be in? What businesses should you not be in? How should you handle this crisis you've gotten yourself into? How do you make this painful choice? The brand mantra can be your guide.

Kevin Keller tells a great story of how Disney (Brand mantra: *Fun Family Entertainment*) at one point made the choice to get out of an investment business they had entered because, although it was vaguely family-related, it was neither fun nor entertaining.

This is my favorite example of a brand mantra that has been used to steer the brand and keep it on track.

THE BRAND MANTRA: THE QUEEN OF POSITIONING

If brand positioning was a chess game, the brand mantra would be the queen. It is the most powerful piece you have and, when properly placed, can win the game by itself. It is, however, one of the most difficult pieces to get into the action, especially early in the game.

---

[2] From *A New Brand World* by Scott Bedbury, page 51.

In my experience, the best brand mantras are the rock stars of the positioning world. For people who don't have the patience for understanding competitive frames of references, points of parity, and points of difference, a poetic, authentic brand mantra makes everything else fade into the woodwork. It encapsulates every important point of difference, maybe an important point of parity, and even the competitive frame of reference, into a few short words.

Brand mantras are poetry. They are art. And they are powerful tools, not just for building brands, but for building organizations. Yet, as I've noted, great brand mantras are very difficult to achieve, and some positioning exercises never uncover one.

In upcoming chapters, I reveal some exercises and tips that can help your brand break the code and find a powerful brand mantra that works for you.

AD-FREE BRAND HEROES PART 3: SCOTT BEDBURY

Scott Bedbury, CEO of the brand consultancy Brandstream, is a branding legend who played key roles in the development of the Nike and Starbucks brands during the late '80s and early '90s.

Tom Peters has called Bedbury "perhaps the greatest brand maven of our time."[3] His book *A New Brand World*, published by Viking Press in 2002, is a great read for anyone who wants to be inspired by the possibilities brand positioning can create from someone who was a central figure in the development of two of the most iconic brands of our time.

Key Principles Behind a Successful Ad-Free Brand Positioning Project

Now that you have a taste of some of the most important brand positioning concepts, you are probably eager to get started working on positioning for your brand.

To design the best possible brand positioning project for your organization with the best chance for success, you'll need to recognize that, while the fundamental building blocks may stay the same, every positioning project will be a little different.

I've helped people with a wide variety of brand positioning projects in all sorts of organizations including large corporations, small businesses, non-profits, start-ups, websites, events, musical groups, and government agencies. I've even helped people position themselves.

---

3. This quote appeared in the "Praise for…" section at the beginning of Scott Bedbury's book *A New Brand World*.

In some organizations, I've run very formal positioning projects involving input from dozens of people and expensive research that took many months to complete. I've also done mini-positioning projects that were completed at no cost over a weekend.

When making a decision about how to set up your positioning project, I'd suggest you take the following principles into account:

Cast Your Net as Wide as Possible

Two-time Nobel Prize winner Linus Pauling once said, "The best way to get a good idea is to generate a lot of ideas." And I've already mentioned, Linus's Law, named for Linux founder Linus Torvalds, which states, "Given enough eyeballs, all bugs are shallow."

Can two Linuses be wrong? Contrary to what you'll hear from many branding experts—who like to run positioning projects behind closed doors and involve only agency types, marketing executives, or management committees—great positioning projects can be run out in the open.

My experience in the open source world has taught me that the more people you can involve in the positioning project, the more great ideas you'll uncover and the more flaws you'll reveal. Where traditional positioning projects are often very secretive projects run by a select few, I believe great modern positioning projects can be run as powerful meritocracies where the best ideas can come from anywhere, and often do.

Tip

The more people you can involve in the positioning project, the more great ideas you'll uncover, and the more flaws you'll reveal.

Also recognize that, especially if you are a small organization or an organization of one, you can get even more ideas if you cast your net beyond the walls of your organization. Consider whether getting your customers, partners, friends, or even neighbors involved in your positioning project might give you ideas you could never get on your own. I cover this subject in more detail in Chapter 4.

Powerful brand positioning doesn't have to be the work of a lone genius and usually isn't. My goal is to break the (misleading) stereotype of the ad agency creative director who stumbles upon the perfect positioning while scribbling on a napkin and sipping a martini at an outdoor brasserie in Manhattan.

Powerful brand positioning doesn't have to be the work of a lone genius and usually isn't.

Great brand positioning is the result of collaboration between people who are *passionate* about a brand and is led by people who cast their net widely for the best ideas on how to position that brand.

The Best Ideas Should Win

When I talk about soliciting ideas from a large group of people for a positioning project, many people immediately assume I mean turning the project into a democracy where every person gets a vote and majority rules. Nothing could be further from the truth. Positioning by popular vote can be ugly, painful, and ineffective and is a great way to achieve a lowest common denominator of bland and mediocre ideas.

While I like to involve as many people as possible in the positioning project to ensure their ideas are captured, I also make sure the rules of the game are very clear. In a positioning project run the ad-free brand way, we create a meritocracy where the *best* ideas will win, not necessarily the *most popular* ideas (although in many cases both can happen at once, which I love to see).

Tip

In a brand positioning project run the ad-free brand way, the *best* ideas should win—not necessarily the most popular ones.

So we consult as many people as possible throughout the course of the project, communicate regularly, and keep them involved through the process, but never promise them they will get a vote. Does the fact that they don't get to vote make people less apt to contribute?

Believe it or not, I've never seen this happen. In my experience, people aren't used to being asked what they think. Usually they are thrilled to be asked, excited to even have the opportunity to contribute.

The People Who Care the Most Make the Decision

So, who chooses which ideas are the best ideas? I recommend you put together a small leadership group of people to make the final brand positioning decisions and recommendations (between 5 and 15, depending on your project size). These people are not always the most senior people in your organization, although some of them might be. They are the people with the deepest understanding of and most experience with the brand. Eventually, many of these people may become part of the long-term "command center" of your in command, out of control brand.

Tip

Choose a diverse brand leadership group made up of people with the deepest understanding of and most experience with the brand and culture, regardless of where they sit in the organization.

What should you look for? Good candidates could include employees who have been with the organization for many years. They may be people whose daily job is to manage the brand or brand-related assets. They might be people who are most passionate about the brand and culture of the organization. These will also be the people who will be your strongest advocates internally for socializing the brand.

Depending on how your organization is set up, this group may make the final brand positioning decisions (my preference) or decide on the final recommendation to take to the executive team for blessing (more dangerous).

But I believe the worst way to make decisions on a brand positioning project is to put a team of just executives or just marketing people in charge. For me, no job title should be a guarantee of a vote during a brand positioning project (although executive *support* is a must). If you want to achieve brand positioning that truly reflects your brand in an authentic way, put the people who care the most in charge. They will almost never let you down.

> Put the people who care the most in charge. They will almost never let you down.

Value Diversity

The best positioning projects involve people looking at the brand from as many angles as possible. For example, groups that talk to customers or community members every day, like sales, support, and customer service, often have more expertise on the actual brand experience than marketing folks. There are all sorts of people both inside and outside the organization who can bring points of view to the project that might never have been evident to those whose day job is to manage the brand.

What is the best way to ensure you get the best ideas? Don't just get a lot of people involved, but get lots of different types of people involved. Don't stop at collecting ideas from this diverse group; consider including some of the best and brightest people as part of the decision-making team.

Begin Your Positioning Rollout on Day 1

When you bring a diverse group of people into your project, in my experience you will not only get a more diverse set of ideas, but will also pave the way for the future success of the brand positioning.

John Lilly, former CEO of the Mozilla Corporation, has a saying: "Surprise is the opposite of engagement." I've used this statement as a guide over and over during positioning projects.

Involving people in the creation of positioning early in the process will give you a head start on rolling it out because you'll be building a strong set of advocates inside and outside the organization starting on day one. These are the people who, because they're involved, will help ensure your project's success. But by not involving people in the project who care passionately about the brand, you are taking dangerous chances that can actually lead to failure.

> "Surprise is the opposite of engagement."
> —John Lilly, Venture Partner at Greylock and former CEO of Mozilla Corporation

Building brand positioning in secret and then unveiling it as a dramatic surprise (the traditional favorite approach of advertising agencies, "Look, a spiffy new slogan!") is a horrible strategy in a world where the Internet and social media have given every individual powerful tools to publicly destroy your team's hard work.

I look to involve people early and often who I believe will play key roles during the brand positioning rollout. When properly engaged, these passionate brand advocates will work tirelessly for the brand. But when spurned, they can do more damage than your worst enemies.

THE GAP LOGO: A CASE STUDY IN SURPRISE VERSUS ENGAGEMENT

In October 2010, Gap provided one of the best examples I've ever encountered of "surprise is the opposite of engagement" in action.

In a startling announcement, the company unveiled a dramatically different logo for the Gap brand. The reaction from the communities of people surrounding the Gap brand was swift and disastrous.

Why did people have such a visceral negative reaction to the logo change? Was the logo really that bad? The firm in charge of the redesign had a deep understanding of and experience with the Gap brand and has an overall great reputation for doing quality work. So how did a project run by experienced brand professionals working with one of the largest consumer brands in the world go so wrong so quickly?

The answer? Gap *surprised* the people who cared about the brand the most.

While this concept seems so simple, I wonder if many in the advertising world still struggle with it. After all, if you've been doing big *Mad Men*-style brand "reveals" for the last 30 or 40 years (What's behind the curtain? Why it's a new logo!), the idea of working transparently *with* customers to define a brand represents a monumental transition in process.

Please don't misunderstand me. I'm certainly not suggesting that large companies start taking votes or resorting to crowd-sourcing their brand identities. The horror.

I'm suggesting twenty-first-century brands must take their community of loyal customers on the transitioning brand journey with them. They must let their communities come along for the ride, showing the people who love them the scenery they see; granting them the opportunity to share ideas, suggestions, comments; and even letting them get things off their chests along the way.

I don't think the brand community expects you'll give it the wheel to steer the brand. But the simple fact is this: if the community isn't invited on the journey, it will reject the destination. And now that social media has given brand communities loud voices and powerful organizing capabilities, real problems can be created for brands that surprise their communities.

Gap learned this lesson the hard way. Hopefully, as long as you keep the idea that surprise is the opposite of engagement in the back of your mind as you consider your brand strategy, you won't need to make the same mistake.

Tip

If the community isn't invited on the journey, it will reject the destination.

The Size of the Project Should Be Proportional to the Value of the Brand

If you are running a website that does $100,000 a year in revenues, should you go out and invest $40,000 doing research for your positioning project? Absolutely not. If you are positioning a brand responsible for millions of dollars of revenue, should you change your brand strategy based on a mini-positioning project you ran in your basement with the help of your dog over a long weekend? I wouldn't.

If the risks are small, keep the investment small. If the risks are larger, consider making a larger investment and potentially consider bringing in a professional branding firm to help facilitate the project.

...if your money is short and your time is plenty, use this book and do most of the work yourself.

Positioning projects usually involve an investment in both time and money. For many small organizations, time is easier to part with than money. For many large organizations, money is easier to part with than time. So if your money is short and your time is plenty, use this book and do most of the work yourself.

But if you have a budget, yet are pressed for the time or people required to do things right and the stakes are high, consider bringing in a professional partner to help you through the process. Sometimes an outside facilitator can also be an objective voice of reason and experience when things get emotional or next steps are unclear.

In some ways, you should consider your time/budget investment in much the same way you'd consider budgeting for a home improvement project. Could you put up your own drywall in the new guest room? Yes. Should you? Well, that depends on your experience, time, and patience.

The same concept applies here. While this book is designed around the idea that you can "do it yourself" in most cases, there are certain projects where you can achieve better results if you enlist professional assistance. I'll point these places out as we cover them.

The Four Phases of an Ad-Free Brand Positioning Project

An ad-free brand positioning project is made up of four phases:

1. Research
2. Positioning
3. Initial rollout
4. Continuing engagement

Smaller organizations may move through these phases relatively quickly, while larger, more complex organizations might take months before they make it to the continuing engagement phase. All ad-free brand positioning projects will go through these four phases at least once. But I encourage brands to think of brand positioning as an ongoing process, living by the open source adage "release early, release often."[4]

---

[4] Like Linus's Law, the adage "release early, release often" was first popularized by Eric Raymond in his 1997 essay "The Cathedral and the Bazaar."

Note

Think of brand positioning as an ongoing process, living by the open source adage “release early, release often.”

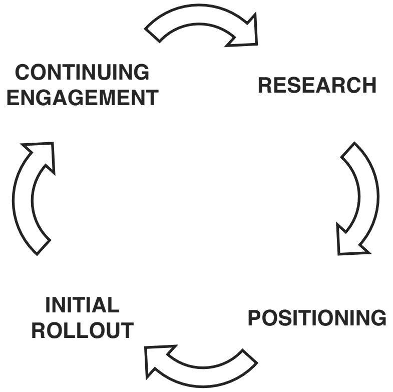

Figure 2.1 *The four phases of a brand positioning project are the research, positioning, initial rollout, and continuing engagement phases. Ideally brand positioning is an iterative process where these phases repeat over time.*

The sooner you can begin to test new concepts and ideas with the communities of customers, partners, and contributors surrounding your organization, the better your ability to quickly make refinements that will ensure the effectiveness and relevance of the positioning.

In addition, I recommend ongoing diligence once the brand positioning has been effectively rolled out. You’ll want to regularly update your research; re-examine your positioning concepts to make sure they remain relevant in the face of changes to your organization ; and continue to communicate, making changes to your approach as necessary. In this way, brand positioning becomes an ongoing cycle versus a one-time event.

Basic Training Is Now Complete!

You should now understand the basic concepts and principles behind the ad-free brand positioning process. In the next chapter, we take a closer look at the research phase, covering all the required homework that will help you better position your brand.

This page intentionally left blank

Index

A

Aaker, Jennifer, 203

acronyms, avoiding, 102

ad-free brand communities. *See* brand communities

ad-free brands
  benefits of, 239-240
  brand positioning of, 14-16
  creating, 11
  successful brands, 238-239

Addictomatic, 63

advertising in external brand positioning rollout, 211

agenda for brand positioning workshop, 102-103

Alper, Eric, 144

Amazon.com, 62, 238

ambassadors. *See* brand ambassadors

analytics, researching brand positioning, 53

analyzing brand research, 86-89, 255-257

announcing results of brand positioning workshops, 119

Apple, 238

The Art of Innovation (Kelley), 98

asking for help, 74

aspirational points of parity/difference, current versus, 31

audience, community versus, 44

B

Babinski, Tony, 144

background phase (brand positioning workshop), 104

Barnum, P.T., 133

BaseCamp, 130, 139, 190

Beaudette, Philippe, 199

Bedbury, Scott, 8, 32, 34, 114

“being” a brand, “telling” versus, 6-7

Bernoff, Josh, 203

Best Buy, 209

best friend example
  brand positioning workshop, 117-118
  researching brand positioning, 77-78, 86
  social media relationships, 204

"best ideas should win" brand positioning principle, 36
Betty Crocker, brand mantra, 115
"Beyond Petroleum" advertising campaign, 7
Bezos, Jeff, 213
Blink (Gladwell), 14
Blogger, 202
blogs, 202, 205
Blurb, 144
BMW, brand mantra, 115
book clubs, starting brand book club, 162
bounce-back effect, 229
BP (British Petroleum), "Beyond Petroleum" advertising campaign, 7
brand ambassadors
  philosophy of, 182-183
  recruiting, 181-182
brand communities. *See also* external brand positioning rollout
  asking for input, 187-188
  benefits of, 239-240
  brand ambassadors
    philosophy of, 182-183
    recruiting, 181-182
  community councils, creating, 189-190
  convening, 190-195
  crises in, 224-227
    BubbaPop Soda Company example, 229-230
    EnviClean Dry Cleaners example, 227
    recovery from, 228-230
  customers versus, 169-171
  empowering employees for brand positioning, 208-210
  human resources departments and, 236
  humility in relationships with, 175-176
  ideas for helping, 179-180
  identifying key communities, 178
  "of the community, not above the community," 175
  project collaboration, 195-201
  relationship of brand with, 171-173
  social media relationships, 201-208
  social media strategy, 176-177
  "Tom Sawyer" metaphor, 173-174
  traditional marketing and, 232-233
  Wikipedia example, 168-169
brand elements, researching brand positioning, 58
brand essence. *See* brand mantra
brand experience, aligning, 186-187
The Brand Gap (Neumeier), 96
brand giveaways, creating, 162-163
brand inventory, researching brand positioning, 66-68
brand mantra, 31-34
  examples of, 114-115
  in ideation phase (brand positioning workshop), 114-116
brand online footprint, researching brand positioning, 62-63
brand parity. *See* points of parity
brand positioning
  in ad-free brands, 14-16
  benefits of, 239-240
  building blocks of, 23-24
    brand mantra, 31-34
    competitive frame of reference, 24-27
    points of difference, 27-29, 31
    points of parity, 29-31
  continuing engagement
    externally, 215-216
    internally, 214-215
  core ideology and, 235
  described, 11-13
  designing
    brand positioning workshop, 97-119
    combining approaches to, 96-97
    Fedora Project case study, 127-129
    internal community approach, 93-94
    lone designer approach, 92-93, 119-121

  open community approach, 94-96, 121-129
  Redwoods Group case study, 120-121
  virtual brand positioning workshops, 129-130
embedding, 138
external rollout, 167
  advertising in, 211
  asking for brand community input, 187-188
  brand ambassador philosophy, 182-183
  brand experience alignment, 186-187
  brand story externalization, 184-186
  communities versus customers, 169-171
  community councils, creating, 189-190
  convening brand communities, 190-195
  empowering employees for brand positioning, 208-210
  expanding internal rollout to, 177-178
  goal of, 168
  helping brand communities, ideas for, 179-180
  humility in, 175-176
  identifying key brand communities, 178
  "of the community, not above the community," 175
  project collaboration, 195-201
  recruiting brand ambassadors, 181-182
  relationship with brand community, 171-173
  social media relationships, 201-208
  social media strategy, 176-177
  "Tom Sawyer" metaphor, 173-174
  Wikipedia example, 168-169
importance of, 13-14
internal rollout, 131-132, 164-165
  brand book club creation, 162
  brand giveaways, 162-163
  brand story creation, 139-147
  collecting and sharing brand stories, 160-161
  democratizing experience mapping, 152-153
  employee brand bootcamp, 154-155
  employee deorientation process, 161
  executive brand bootcamp, 153-154
  executive meeting agenda items about, 161
  expanding to external rollout, 177-178
  experience mapping, 147-151
  goal of, 133-135
  ideation phase, 138-139
  importance of, 132-133
  internal filmmaking contest, 161
  interview, hiring, orientation process, revising, 156-157
  launching, 163-164
  removing off-brand employees, 158, 160
  review process, revising, 157
  rewards for living the brand, 157
  staff meeting features about, 160
  team alignment with goals, 138
  team selection, 135-137
management model changes for, 233-235
measuring progress, 216
  brand report cards, 221-222, 261-263
  brand tracking study, 221
  dark matter metaphor, 216-218
  listening posts, 220
  low-cost, high-value approach, 219
  media coverage, 220
  surveys and interviews, 220
  value of brand, 236, 238
  web analytics, 219-220
open source model, 16-20
principles for, 34-35
  "best ideas should win," 36
  "cast your net wide," 35-36
  "engagement versus surprise," 37-39
  "people who care most make the decision," 36-37

    "size of project proportional to value of brand," 39-40
    "value diversity," 37
  project phases, 40-41
  research
    amount to invest in, 49
    analyzing, 86-89, 255-257
    best friend example, 77-78, 86
    brand elements, 58
    brand inventory, 66-68
    brand online footprint, 62-63
    brand promise–brand experience gap, 45
    brand tracking study, 82-83
    BubbaPop Soda Company example, 68-69, 86
    checklist, 252-253
    corporate online footprint, 56-57
    cost-value scale for, 50
    customer references, 61
    email survey, 70-71, 243-247
    employee conversation, 80-81, 250
    employee survey, 72, 248-249
    EnviClean Dry Cleaners example, 54-55, 85
    executive communications, 60
    executive conversation, 79-80, 250
    existing brand community research, 58-59
    existing core ideology, 64
    existing employee research, 59
    external conversation, 81, 251
    external interviews, 73-76
    focus groups, 82
    future view of brand, 46
    internal interviews, 76-77
    key questions, 44-47, 258
    low-cost, high-value approach, 47-48
    marketing materials, 56
    media coverage, 60-61
    new core ideology, 83-84
    public relations materials, 54
    web analytics, 53
    web survey, 71
    website content, 52
  resources for information, 15
  revising over time, 222-223
  terminology, 24, 32
brand positioning workshop, 97-119
  announcing results of, 119
  background phase, 104
  best friend example, 117-118
  decision-making phase, 116-117
  ideation phase, 106
    for brand mantra, 114-116
    BubbaPop Soda Company example, 109-110
    for competitive frame of reference, 107-109
    EnviClean Dry Cleaners example, 113-114
    for points of difference, 110-111
    for points of parity, 111-112
    testing positioning, 112-113, 259-260
  lone designer approach to, 119-121
  open community approach to, 121-129
  planning, 97
    design thinking explained, 100-102
    invite list, 97-100
    meeting agenda, 102-103
  research phase, 104-106
  troubleshooting problems with, 118
  virtual workshop, 129-130
brand power, donating to brand communities, 180
brand promise–brand experience gap, 45
brand report cards
  measuring continuing engagement, 221-222
  template for, 261-263
brand statement. *See* brand mantra

brand stories
  collecting and sharing, 160-161
  creating, 139-147
    media formats for, 144-146
    Red Hat example, 140-143
    tips for, 146-147
  externalizing, 184-186
  "Truth Happens" film, 186
Brand Tags, 63
brand tracking study
  measuring continuing engagement, 221
  researching brand positioning, 82-83
branding
  control over, 7-8
  Red Hat example, 10-11, 18-20
    Kevin Keller as branding advisor, 22-23
  social media and, 8-9
  "telling" versus "being," 6-7
brands
  living, 138
    removing off-brand employees, 158, 160
    rewards for, 157
  relationship with brand communities, 171-173
  successful ad-free brands, 238-239
  value of brand, measuring, 236, 238
Brogan, Chris, 203, 206
Brown, Tim, 98, 100
BubbaPop Soda Company example
  employee brand bootcamp, 155
  ideation phase in brand positioning workshop, 109-110
  recovery from brand community crises, 229-230
  researching brand positioning, 68-69, 86
  social media relationships, 207
Built to Last (Collins and Porras), 64, 84, 235
Burney, David, 74, 101-102, 175, 186

C

case studies
  Fedora Project, 127-129
  Redwoods Group, 120-121
"cast your net wide" brand positioning principle, 35-36
The Cathedral and the Bazaar (Raymond), 19
Cesvet, Bertrand, 144
Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation (Brown), 98, 100
changing
  brand positioning over time, 222-223
  management models for brand positioning, 233-235
Chauncey. *See* best friend example
checklists, research options, 252-253
Cisco, 238
Cisco Telepresence, 130
Coca-Cola, 238
collaboration
  with brand communities, 195-201
  in brand positioning, 35-36
  in open source model, 16-20
collecting brand stories, 160-161
Collins, Jim, 64, 84, 235
communication
  in brand community crises, 228-229
  consistency of, 225
  executive communications, researching brand positioning, 60
community. *See also* brand communities; external…
  audience versus, 44
  existing brand community research, researching brand positioning, 58-59
  internal community approach (designing brand positioning), 93-94
    open community approach versus, 95

open community approach (designing brand positioning), 94-96
        in brand positioning workshop, 121-129
community councils, creating, 189-190
competition, effect on brand community, 226
competitive frame of reference, 24-27
    in ideation phase (brand positioning workshop), 107-109
conference calls for brand positioning workshop, 130
connections, providing to brand communities, 180
continuing engagement
    externally, 215-216
    internally, 214-215
    measuring progress, 216
        brand report cards, 221-222, 261-263
        brand tracking study, 221
        dark matter metaphor, 216-218
        listening posts, 220
        low-cost, high-value approach, 219
        media coverage, 220
        surveys and interviews, 220
        web analytics, 219-220
control over brands, 7-8
convening brand communities, 190-195
Conversational Capital (Cesvet, Babinski, Alper), 144
conversations, researching brand positioning
    employee conversation, 80-81, 250
    executive conversation, 79-80, 250
    external conversation, 81, 251
core ideology, researching brand positioning, 64, 83-84, 235
corporate online footprint, researching brand positioning, 56-57
cost
    of brand positioning projects, 39-40
    of research
        amount to invest in, 49
        low-cost, high-value approach, 47-48
cost-value scale for research, 50
Craigslist, 238
crises in brand communities, 224-227
    BubbaPop Soda Company example, 229-230
    EnviClean Dry Cleaners example, 227
    recovery from, 228-230
current points of parity/difference, aspirational versus, 31
customer references, researching brand positioning, 61
customers, communities versus, 169-171. *See also* community

D

Dark Matter Matters blog, 206
dark matter metaphor (measuring progress), 216-218
decision-making
    in brand positioning, 36-37
    phase in brand positioning workshop, 116-117
    role of user-generated reviews in, 170
Dekoenigsberg, Greg, 158
Delicious, 202
democracy in brand positioning, 36
democratizing brand experience mapping, 152-153
deorientation process, 161
The Design of Business: Why Design Thinking Is the Next Competitive Advantage (Martin), 100
design thinking
    explained, 100-102
    rules of, 101-102
    steps in, 101
Design Thinking: Integrating Innovation, Customer Experience, and Brand Value (Lockwood), 100
The Designful Company (Neumeier), 96

designing brand positioning
  brand positioning workshop, 97-119
  combining approaches to, 96-97
  Fedora Project case study, 127-129
  internal community approach, 93-94
  lone designer approach, 92-93, 119-121
  open community approach, 94-96, 121-129
  Redwoods Group case study, 120-121
  virtual brand positioning workshops, 129-130
devil's advocate, 101
  on brand positioning rollout team, 136
Differentiate or Die (Trout and Rivkin), 15
differentiation. *See* points of difference
Digg, 202
disagreement within brand community, 226
Disney example, brand mantras, 33, 115
diversity of opinions in brand positioning, 37
documentary films, 205, 207
The Dragonfly Effect (Aaker and Smith), 203
Duarte, Nancy, 144

E

eBay, 238
email survey, researching brand positioning, 70-71, 243-247
embedding brand positioning, 138
employee brand bootcamp, hosting, 154-155
employee conversation, researching brand positioning, 80-81, 250
employee deorientation process, 161
employee survey, researching brand positioning, 72, 248-249
employees
  empowering for brand positioning, 208-210
  existing employee research, researching brand positioning, 59
  recruiting from brand communities, 236
empowering employees for brand positioning, 208-210
"engagement versus surprise" brand positioning principle, 37-39
EnviClean Dry Cleaners example
  crises in brand communities, 227
  ideation phase in brand positioning workshop, 113-114
  mapping brand experience, 150-151
  project collaboration, 196-197
  researching brand positioning, 54-55, 85
Epinions, 62
Evans, Liana, 202
events, convening brand communities around, 190-195
Evite, 202
executive brand bootcamp, hosting, 153-154
executive communications, researching brand positioning, 60
executive conversation, researching brand positioning, 79-80, 250
existing brand community research, researching brand positioning, 58-59
existing employee research, researching brand positioning, 59
experience mapping, 147-151
  democratizing, 152-153
external brand positioning rollout, 167
  advertising in, 211
  asking for brand community input, 187-188
  brand ambassadors
    philosophy of, 182-183
    recruiting, 181-182
  brand experience alignment, 186-187
  brand story externalization, 184-186
  communities versus customers, 169-171
  community councils, creating, 189-190
  convening brand communities, 190-195
  empowering employees for brand positioning, 208-210
  expanding internal rollout to, 177-178
  goal of, 168

  - helping brand communities, ideas for, 179-180
  - humility in, 175-176
  - identifying key brand communities, 178
  - "of the community, not above the community," 175
  - project collaboration, 195-201
  - relationship with brand community, 171-173
  - social media relationships, 201-208
  - social media strategy, 176-177
  - "Tom Sawyer" metaphor, 173-174
  - Wikipedia example, 168-169

external community approach (designing brand positioning), 94-96
  - in brand positioning workshop, 121-129

external continuing engagement, 215-216

external conversation, researching brand positioning, 81, 251

external interviews, researching brand positioning, 73-76

F

Facebook, 202, 206, 238

Fedora Project case study, 127-129

feedback, acting on, 224

filmmaking contest, hosting, 161

Flickr, 202

focus groups, researching brand positioning, 82

Ford, Henry, 46

forums, 202

four-question chart, 44-47, 258

frames of reference. *See* competitive frames of reference

funding for brand communities, 180

The Future of Management (Hamel), 233

future view of brand, 46

G

Gap example, surprise versus engagement in brand positioning, 38-39

Gardner, Sue, 199

GE, 238

gifts, donating to brand communities, 180

giveaways, creating, 162-163

Gladwell, Malcolm, 14

goal-setting process, revising, 157

goals
  - of external brand positioning rollout, 168
  - of internal brand positioning rollout, 133-135

Good to Great (Collins), 84, 235

Good to Great and the Social Sectors (Collins), 84

Google, 62, 238

Google Alerts, 62

GoToMeeting, 129

Groundswell (Li and Bernoff), 203

H

Hamel, Gary, 233-234

Harley-Davidson, 238

haters on brand positioning rollout team, 136

Hawking, Stephen, 217

Heath, Chip and Dan, 144

help, asking for, 74

helping brand communities, ideas for, 179-180

hiring process, revising, 156-157

HootSuite, 63

hosting
  - employee brand bootcamp, 154-155
  - executive brand bootcamp, 153-154
  - internal filmmaking contest, 161

How the Mighty Fall: And Why Some Companies Never Give In (Collins), 84

human resources departments, brand communities and, 236

humility in brand community relationships, 175-176

I

IBM, 238
IceRocket, 63
ideation phase
  brand positioning workshop, 106
    for brand mantra, 114-116
    BubbaPop Soda Company example, 109-110
    for competitive frame of reference, 107-109
    EnviClean Dry Cleaners example, 113-114
    for points of difference, 110-111
    for points of parity, 111-112
    testing positioning, 112-113, 259-260
  internal brand positioning rollout, 138-139
IMCapture, 75
“in command and out of control” brand positioning strategy, 14
internal brand positioning rollout, 131-132, 164-165
  brand book club creation, 162
  brand giveaways, 162-163
  brand story creation, 139-147
    media formats for, 144-146
    Red Hat example, 140-143
    tips for, 146-147
  collecting and sharing brand stories, 160-161
  democratizing experience mapping, 152-153
  employee brand bootcamp, 154-155
  employee deorientation process, 161
  executive brand bootcamp, 153-154
  executive meeting agenda items about, 161
  expanding to external rollout, 177-178
  experience mapping, 147-151
  goal of, 133-135
  ideation phase, 138-139
  importance of, 132-133
  internal filmmaking contest, 161
  interview, hiring, orientation process, revising, 156-157
  launching, 163-164
  removing off-brand employees, 158, 160
  review process, revising, 157
  rewards for living the brand, 157
  staff meeting features about, 160
  team alignment with goals, 138
  team selection, 135-137
internal community approach (designing brand positioning), 93-94
  open community approach versus, 95
internal continuing engagement, 214-215
internal conversation, researching brand positioning, 250
internal interviews, researching brand positioning, 76-77
Internet, effect on branding, 6
  control, 7-8
  social media, 8-9
  “telling” versus “being” a brand, 6-7
interview process, revising, 156-157
interviews
  external interviews, researching brand positioning, 73-76
  internal interviews, researching brand positioning, 76-77
  measuring continuing engagement, 220
invite list for brand positioning workshop, 97-100
island hopping, 223

J–K–L

Keller, Kevin, 22-23, 33, 114-115
Kelley, Tom, 98
key differentiators. *See* points of difference
Kiernan, Tim, 186
Kotler, Philip, 22
Large Hadron Collider, 217

launching internal brand positioning rollout, 163-164
"Law of Institutional Idiocy," 158
Li, Charlene, 203
Lilly, John, 38, 228
LinkedIn, 202
Linus' Law, 19
listening posts, 62, 209, 220
living the brand, 138
  removing off-brand employees, 158, 160
  rewards for, 157
Lockwood, Thomas, 100
lone designer approach (designing brand positioning), 92-93, 119-121
low-cost, high-value approach to brand research, 47-48
Lulu, 144

M

Made to Stick (Heath), 144
Management Innovation Exchange (MIX), 234
management models, changing for brand positioning, 233-235
mapping brand experience, 147-151
  democratizing, 152-153
market. *See* competitive frame of reference
marketing, brand communities and, 232-233
Marketing Management (Keller and Kotler), 22
marketing materials, researching brand positioning, 56
Marketing Warfare (Trout and Ries), 15
Martin, Roger, 100
measuring progress, 216
  brand report cards, 221-222, 261-263
  brand tracking study, 221
  dark matter metaphor, 216-218
  listening posts, 220
  low-cost, high-value approach, 219
  media coverage, 220
  surveys and interviews, 220
  value of brand, 236, 238
  web analytics, 219-220
media coverage
  measuring continuing engagement, 220
  researching brand positioning, 60-61
media formats for brand story creation, 144-146
meeting agenda for brand positioning workshop, 102-103
Meetup, 202
message boards, 202
metrics. *See* measuring progress
Mexican restaurant example, points of difference, 28-29
microblogging, 202
MIX (Management Innovation Exchange), 234
Mozilla/Firefox, 238
multiple competitive frames of reference, 26-27
Muñoz, Matt, 128, 149, 175
Murphy, Mark, 237

N–O

Neumeier, Marty, 96
A New Brand World (Bedbury), 32, 34
Nike, 238
  brand mantra, 32, 114

"of the community, not above the community," 175
off-brand employees, removing, 158, 160
online collaboration tools for brand positioning workshop, 130
online footprint, researching brand positioning
  brand online footprint, 62-63
  corporate online footprint, 56-57
open community approach (designing brand positioning), 94-96
  in brand positioning workshop, 121-129
open source model, 16-20

Opp, Jonathan, 194

orientation process, revising, 156-157

P

parity. *See* points of parity

Pauling, Linus, 35

peninsula building, 223

“people who care most make the decision” brand positioning principle, 36-37

Pepsi, 238

performance review process, revising, 157

Peters, Tom, 34

planning brand positioning workshop, 97
- design thinking explained, 100-102
- invite list, 97-100
- meeting agenda, 102-103

points of difference, 27-29, 31
- in ideation phase (brand positioning workshop), 110-113, 259-260

points of parity, 29-31
- in ideation phase (brand positioning workshop), 111-113, 259-260

Porras, Jerry, 64, 84, 235

positioning. *See* brand positioning

positioning statements. *See* brand mantra

Positioning: The Battle for Your Mind (Trout and Ries), 12, 14

problems with brand positioning workshops, troubleshooting, 118

project collaboration with brand communities, 195-201

projects. *See* brand positioning

promises, fulfilling, 225

Ptolemy, 173

public relations materials, researching brand positioning, 54

Q–R

Radian6, 63

Raymond, Eric, 19

recording interviews, 75

recovery from brand community crises, 228-230

recruiting employees from brand communities, 236

Red Hat Brand Book, 142

Red Hat branding example, 10-11, 18-20
- brand story creation, 140-143
- Kevin Keller as branding advisor, 22-23
- “Truth Happens” film, 186

Red Hat Road Tour 2002, 143, 192-195

Red Hat World Tour 2004, 143, 192-195

Reddit, 202

Redwoods Group case study, 120-121

removing off-brand employees, 158, 160

report cards. *See* brand report cards

Repositioning: Marketing in an Era of Change, Competition, and Crisis (Trout and Rivkin), 15

research on brand positioning
- advanced research
  - *best friend example, 77-78, 86*
  - *brand inventory, 66-68*
  - *brand tracking study, 82-83*
  - *BubbaPop Soda Company example, 68-69, 86*
  - *checklist, 253*
  - *email survey, 70-71, 243-247*
  - *employee conversation, 80-81, 250*
  - *employee survey, 72, 248-249*
  - *executive conversation, 79-80, 250*
  - *external conversation, 81, 251*
  - *external interviews, 73-76*
  - *focus groups, 82*
  - *internal interviews, 76-77*
  - *new core ideology, 83-84*
  - *web survey, 71*
- amount to invest in, 49
- analyzing, 86-89, 255-257
- basic research
  - *brand elements, 58*
  - *brand online footprint, 62-63*

        checklist, 252
        corporate online footprint, 56-57
        customer references, 61
        EnviClean Dry Cleaners example, 54-55, 85
        executive communications, 60
        existing brand community research, 58-59
        existing core ideology, 64
        existing employee research, 59
        marketing materials, 56
        media coverage, 60-61
        public relations materials, 54
        web analytics, 53
        website content, 52
    brand promise–brand experience gap, 45
    cost-value scale for, 50
    future view of brand, 46
    key questions, 44-47, 258
    low-cost, high-value approach, 47-48
research phase (brand positioning workshop), 104-106
Resonate (Duarte), 144
resources for information, brand positioning, 15
results of brand positioning workshops, announcing, 119
return on investment (ROI). *See* measuring progress
review process, revising, 157
reviews, user-generated, role in decision-making, 170. *See also* online footprint
revising brand positioning over time, 222-223
rewards for living the brand, 157
Ries, Al, 12, 14-15
Ries, Laura, 15
Ritz-Carlton, brand mantra, 115
Rivkin, Steve, 15
ROI (return on investment). *See* measuring progress

S

sample email survey, 243-247
sample employee survey, 248-249
sample external brand conversation questions, 251
sample internal brand conversation questions, 250
Schultz, Howard, 26
searching online brand reviews, 62-63
“seeming to be” a brand, “being” versus, 6-7
Seesmic, 63
selecting brand positioning rollout team, 135-137
sharing brand stories, 160-161
Shiva, Vandana, 205
“size of project proportional to value of brand” brand positioning principle, 39-40
Skype, 130
Smith, Andy, 203
Smith, Julien, 203
social bookmarking, 202
social events, 202
social media
    effect on branding, 8-9
    employee usage of, 209-210
    relationships with brand communities, 201-208
    types of, 202-203
social media footprint. *See* online footprint
Social Media Marketing: Strategies for Engaging in Facebook, Twitter and Other Social Media (Evans), 202
social media strategy, 176-177
social networking, 202
social news sites, 202
social sharing, 202
SocialMention, 63
Spevack, Max, 128
Starbucks, 25-26, 238
starting brand book club, 162

Strategic Brand Management (Keller), 22

strategic planning project (Wikimedia), 198-200

successful ad-free brands, 238-239

Sullivan, Lisa, 10

surprise versus engagement in brand positioning, 37-39

Survey Monkey, 187

surveys

- analyzing brand research, 255-257
- measuring continuing engagement, 220
- researching brand positioning
  - *email survey, 70-71, 243-247*
  - *employee survey, 72, 248-249*
  - *web survey, 71*

synthesizing brand research, 86-89, 255-257

Szulik, Matthew, 12, 22, 141, 186

T

table stakes. *See* points of parity

taglines, brand mantra versus, 33

Target versus Wal-mart example, points of parity, 30-31

team for brand positioning rollout

- aligning with goals, 138
- ideation phase, 138-139
- selecting, 135-137

TED, 190-191, 238

TED Talks, 190-191

TEDx, 191

"telling" about brands, "being" versus, 6-7

The Ten Faces of Innovation (Kelley), 98

terminology of brand positioning, 24, 32

testing positioning in ideation phase (brand positioning workshop), 112-113, 259-260

"third place," Starbucks as, 26

time, donating to brand communities, 180

"Tom Sawyer" metaphor (brand communities), 173-174

Torvalds, Linus, 19, 35

traditional marketing, brand communities and, 232-233

Trapani, Kevin, 120, 175

Trip Advisor, 62, 170

troubleshooting

- brand community crises, 224-227
  - *BubbaPop Soda Company example, 229-230*
  - *EnviClean Dry Cleaners example, 227*
  - *recovery from, 228-230*
- problems with brand positioning workshops, 118

Trout, Jack, 12, 14-15

Trust Agents (Brogan and Smith), 203

"Truth Happens" video, 142, 186

TweetDeck, 63

Twelpforce, 209

The 22 Immutable Laws of Branding (Ries), 15

The 22 Immutable Laws of Marketing (Trout and Ries), 15

Twitter, 63, 202, 206, 238

U–V

user-generated reviews, role in decision-making, 170

"value diversity" brand positioning principle, 37

value of brand, measuring, 236, 238

Van Riper, Paul, 14

videoconferencing for brand positioning workshop, 130

virtual brand positioning workshops, 129-130

W–Z

Wal-mart versus Target example, points of parity, 30-31

web analytics

- measuring continuing engagement, 219-220
- researching brand positioning, 53

web footprint. *See* online footprint
web survey, researching brand positioning, 71
webcast for brand positioning workshop, 129
WebEx, 129
website content, researching brand positioning, 52
Wikimedia, strategic planning project, 198-200
Wikipedia, 202, 238
  brand community, 168-169
wikis, 202
WordPress, 202

Young, Bob, 140
YouTube, 202

Zag (Neumeier), 96