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HOW TO BRIDGE  
THE DISTANCE  
BETWEEN  
BUSINESS STRATEGY  
AND DESIGN

ND  
D

A VISUAL PRESENTATION BY MARTY NEUMEIER

[NEUTRONLLC.COM](http://NEUTRONLLC.COM)

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# WHAT YOU'LL LEARN:

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

READY?

LET'S START BY DISPELLING SOME MYTHS.

# FIRST

A brand is not a logo.

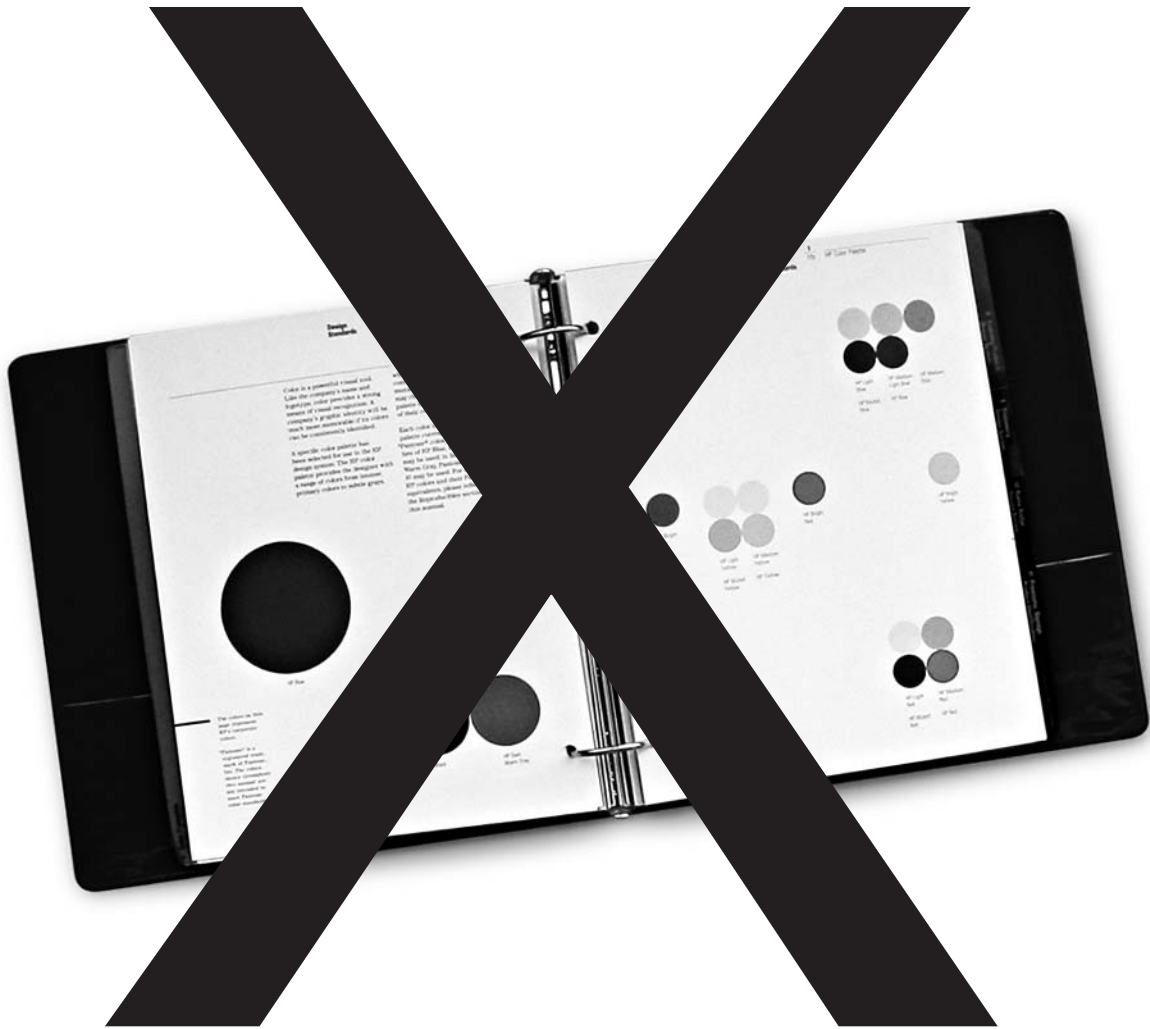


*Ceci n'est pas une brand.*



# SECOND

A brand is not an identity.



# FINALLY

A brand is not a product.



So what exactly  
is a brand?



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

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

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

In other words...



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

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

# 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



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

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Any brand can be charismatic.



**EVEN  
YOURS.**

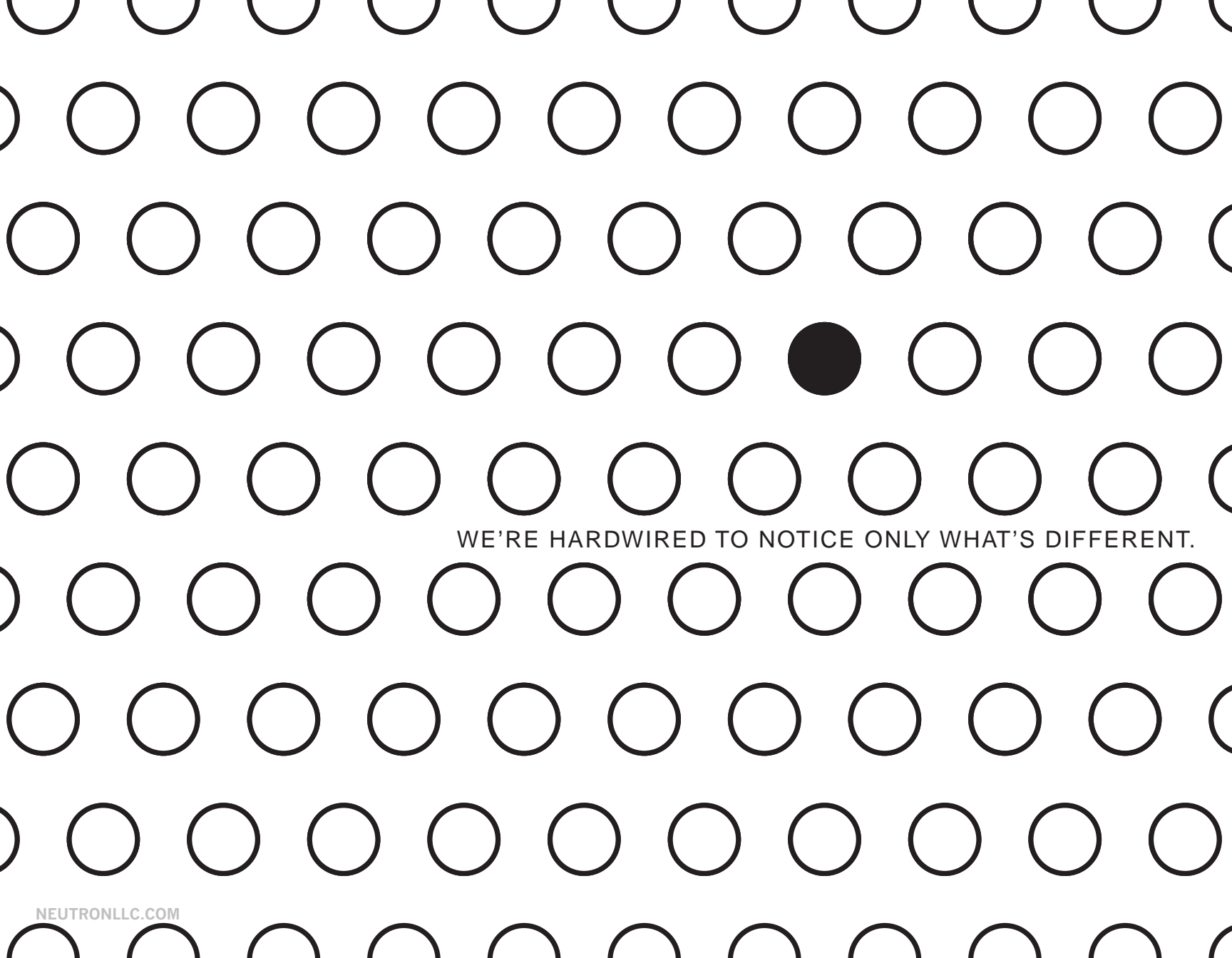
But first,

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.

# 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.**



# DISCIPLINE 2: COLLABORATE

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



It takes a village  
to build a brand.

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

Smoocher Boy	KELLY MARIN
Agent Sims	TREVOR CARMICHAEL
Agent Townsend	JOHN T. LONDON
Agent Kruzic	SHARON BONDLY
Dijon	PAUL DERAINE
Jean-Michel	JACQUES SOUVERAIN
Keynes	MICHAEL BRAND
Corelli	STEVEN GOLDSTEIN
Johnston	TRENT LOCKART
Billie	JACKSON BARNES
Guards	JOSEPH AKIO
	TERENCE BRADLEY
	MO DERENI
	ROBERT UNDERHILL
	KEN SILVER
Librarian	HILARY PROPRIATO
Field Officer	MICHAEL O. KELL
Bus Driver	HECTOR ABONDAS
Night Guard	NORMAN BRIER
Meter Maid	STACY BRECKSTEIN
First Detective	JOE KALEY
Second Detective	BRIAN BELSEN
Beat Cop	ABRAHAM LENDER
Parking Cop	T. T. MCBRIDE
Helicopter Pilot	VAN DERICKE
First Old Man	JOHN R. CARLSON
Second Old Man	VICTOR AMOS
Tax Collector	SEAN O' KENNA
Stunt Coordinator	JEFFREY ROCKEN
Assistant Stunt Coordinator	DARREL TOM

Stunt Doubles	Carlos
	GEOFF WRIGHT
	MARK CONTADINA
Mariana	SUE SKENNIAN
Ajax	CHARLIE MARQUETTE
Sgt. Santos	VICTOR BANERAS
Carter	F. C. CAMERON
Smoocher Boy	TELLIE 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

# DISCIPLINE 3: INNOVATE

# Execution—

not strategy—is where the rubber meets the road.

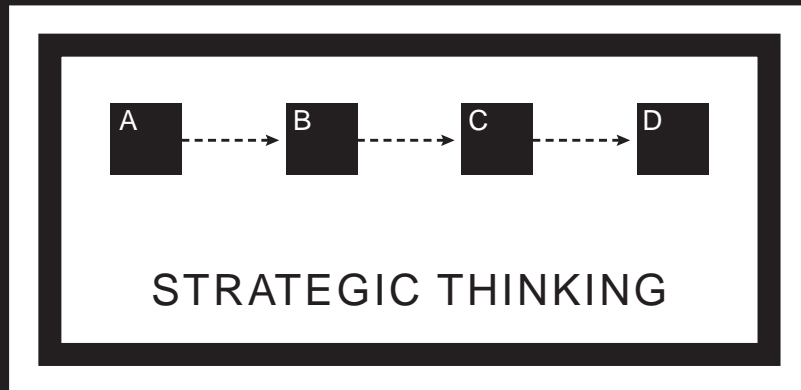


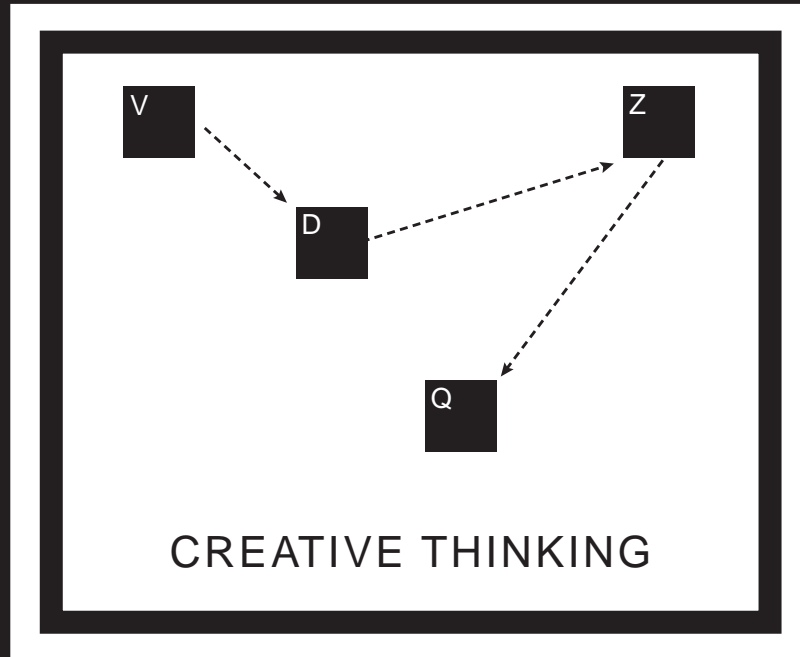
CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.



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:

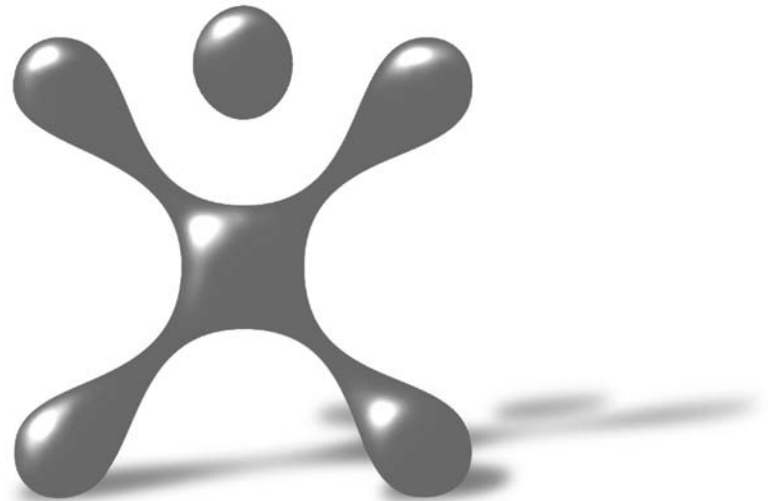


**CBS.** The network for “eye-popping” television.

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

EXAMPLE:

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



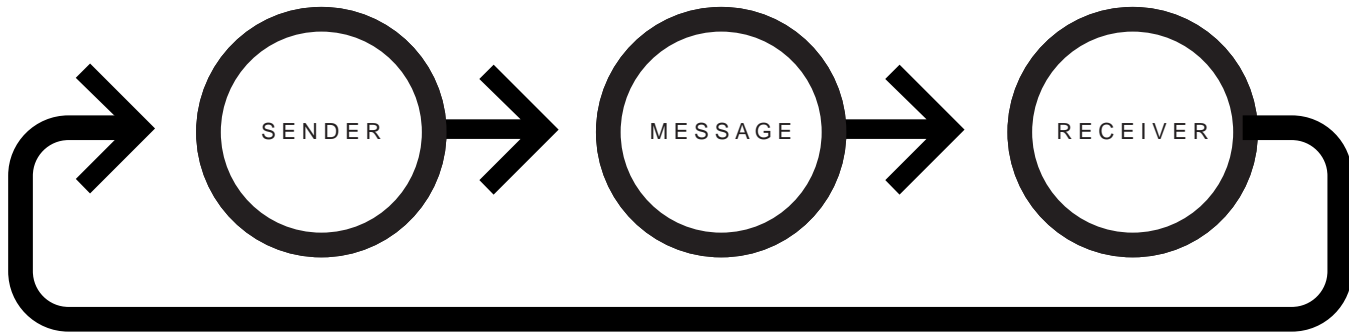


# DISCIPLINE 4: VALIDATE

**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:

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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,**

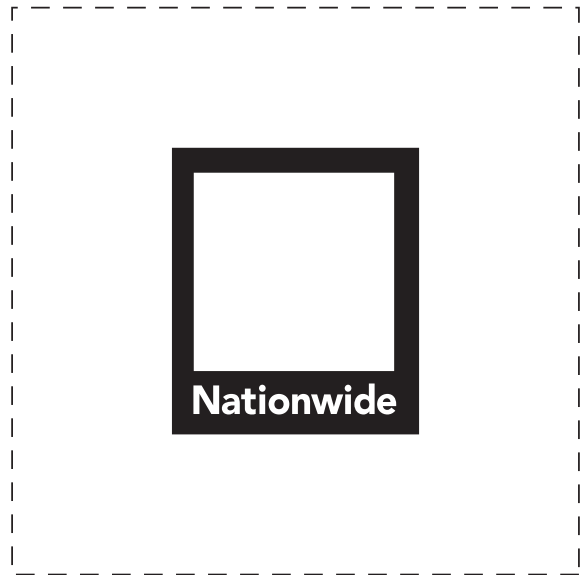
**AND DIRTY.**

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

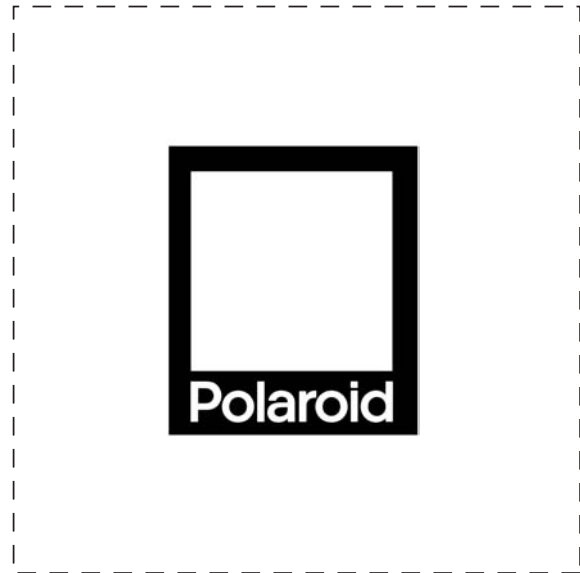
CHEAP-QUICK-DIRTY TEST 1:

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:

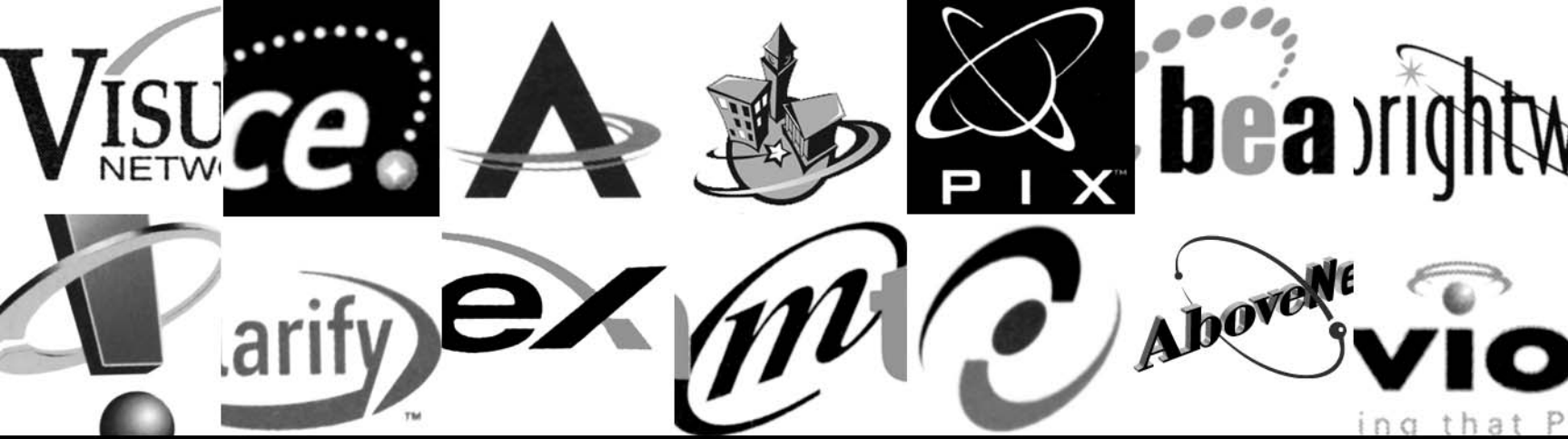
① DISTINCTIVENESS

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?



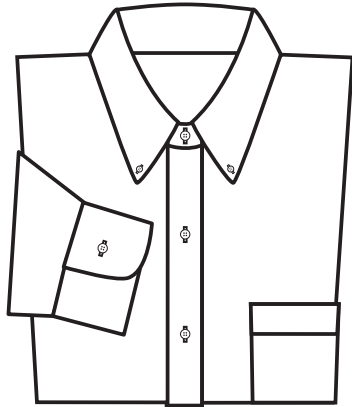
# DISCIPLINE 5: CULTIVATE



Business is a process, not an entity.

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

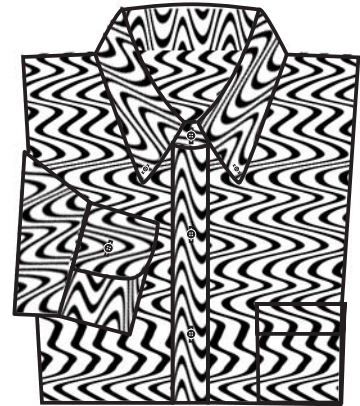
Brands are like people.



C.

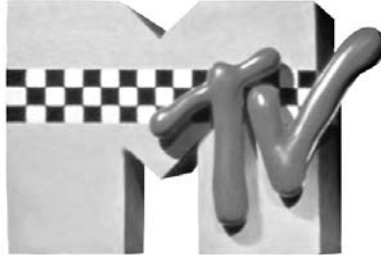


D.



E.

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



WHY CAN'T BRANDS?

OLD PARADIGM:

Control the

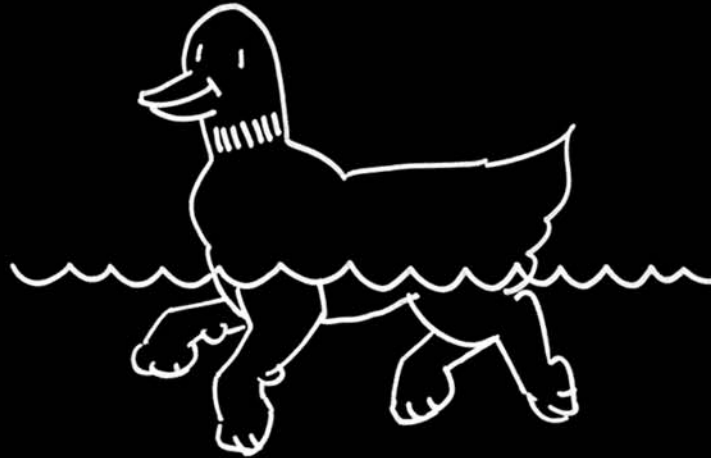
**LOOK AND FEEL**

of a brand.

NEW PARADIGM:

Influence the  
**CHARACTER**  
of a brand.

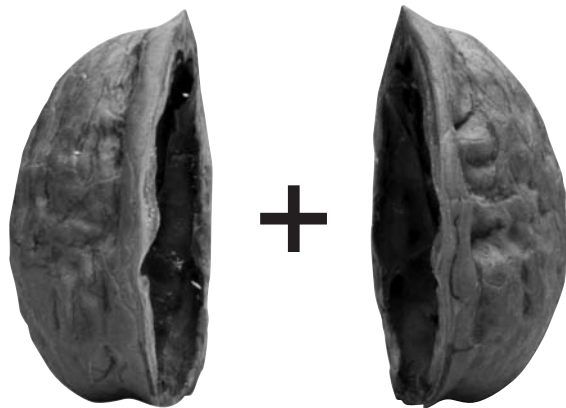
IF A BRAND LOOKS LIKE A DUCK AND SWIMS  
LIKE A DOG, PEOPLE WILL DISTRUST IT.





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.



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.

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