HOW TO BRIDGE THE DISTANCE BETWEEN BUSINESS STRATEGY AND DESIGN
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Libro.fm
Audiobooks for indies.
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.
Leci n'est pas une brand.
A brand is not an corporate identity system.
FINALLY
A brand is not a product.
THIS IS NOT A BRAND
So **what exactly** is a brand?
A BRAND IS A PERSON’S GUT FEELING ABOUT A PRODUCT, SERVICE, OR ORGANIZATION.
It is 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.
PLATO’S HORSE
WHY IS BRANDING SO HOT?

1. People have too many choices and too little time
2. Most offerings have similar qualities 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?
Does a brand have a dollar value?
You betcha.
COKE’S MARKET VALUE, INCLUDING BRAND VALUE: $120 BILLION

COKE’S MARKET VALUE, NOT INCLUDING BRAND VALUE: $50 BILLION

WITHOUT THE BRAND, COKE’S GLASS WOULD BE HALF EMPTY.
The main purpose of branding is to get more people to buy more stuff for more years at a higher price.
Problem

In most companies, STRATEGY is separated from CREATIVITY by a wide gap.
STRATEGIC THINKERS
Analytical
Logical
Linear
Numerical
Verbal

CREATIVE THINKERS
Intuitive
Emotional
Spatial
Visual
Physical
DOES THE LEFT BRAIN KNOW WHAT THE RIGHT BRAIN IS DOING?
BARRIER TO COMMUNICATION
BARRIER TO COMPETITION
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?

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<thead>
<tr>
<th>Brand</th>
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<tr>
<td>AMAZON</td>
<td>HITACHI</td>
<td>OXO GOODGRIPS</td>
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<td>APPLE</td>
<td>HOME DEPOT</td>
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<td>BURGER KING</td>
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<td>COLDWATER CREEK</td>
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THERE ARE NO DULL PRODUCTS,

ONLY DULL BRANDS.
Any brand can be charismatic.
Any brand can be charismatic.

EVEN YOURS
But first, you have to master the **FIVE DISCIPLINES OF BRAND-BUILDING**.
DIFFERENTIATE
COLLABORATE
INNOVATE
VALIDATE
CULTIVATE
DISCIPLINE 1:

differentiate
FACT: Our brain acts as a filter to protect us from too much information.
WE’RE HARDWIRED TO NOTICE ONLY WHAT’S DIFFERENT.
BE DIFFERENT.
Marketing today is about creating tribes.
People join different tribes for different activities.

DRIVING  >  VOLKSWAGEN

READING  >  AMAZON

COMPUTING  >  APPLE

COOKING  >  WILLIAMS-SONOMA

TRAVEL  >  EXPEDIA

BANKING  >  CITIBANK

SPORTS  >  NIKE
ON SUNDAYS THEY WORSHIP HARLEY, GOD OF THE OPEN ROAD.
The three most important words in differentiating your brand:
FOCUS
FOCUS
FOCUS
IS THIS HOW YOUR CUSTOMERS SEE YOU?
1. Who are you?
2. What do you do?
3. Why does it matter?
Unless you have compelling answers to these questions, you need more focus.
The most common reason for loss of focus is **ILL-CONSIDERED BRAND EXTENSIONS.**
Bad Brand Extensions are those that chase short-term profits at the expense of long-term brand value.

Good Brand Extensions grow the value of the brand by reinforcing its focus.
THE GOOD GRIPS BRAND HAS GROWN STRONGER WITH EVERY BRAND EXTENSION.
DISCIPLINE 2:

COLLABORATE
It takes a village to build a brand.
LIKE BUILDING A CATHEDRAL, BUILDING A BRAND IS A COLLABORATIVE PROJECT.
THERE ARE THREE BASIC MODELS FOR ORGANIZING BRAND COLLABORATION:
The ONE-STOP SHOP contains the resources to develop and steward the brand.

- Easy to manage
- Promise of consistency
- Little choice of teams
- Little ownership of brand
The BRAND AGENCY hires best-of-breed firms to help develop and steward the brand.

+ Choice of teams
+ Promise of consistency
- Little ownership of brand
The INTEGRATED MARKETING TEAM is managed internally with open collaboration among best-of-breed specialists.

- Promise of consistency
- Ownership of brand
- Difficult to Manage
IN REALITY, COLLABORATIVE NETWORKS AREN'T THAT SIMPLE.
and that’s OK.
Collaborative networks are not new.

A successful model has existed for years.
Like building a cathedral, making a movie takes hundreds of collaborators.
The Producers wish to thank the following:

NASA
City of New York
The Maritime Center of Sydney
Los Angeles Police
The City of Bend, Oregon
Sultan of Brunei

Filmed on location in:
Cape Kennedy
New York City
Sydney, Australia
Los Angeles, California
Bend, Oregon

Filmed with IMAX Cameras and Lenses
Color by COLORLAB, INC.
Prints by VISTACHROME
1+1
1 + 1 = 11
Why?
Because the mathematics of collaboration is nothing less than MAGIC.
DISCIPLINE 3:

INNOVATE
Execution—
not strategy—is where the rubber meets the road.
CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.
Why do companies have so much trouble with creativity?

Because *creativity* is right-brained, and *strategy* is left-brained.
CREATIVE THINKING
When the competition zigged, you zagged.
THE REASON THE BEATLES WERE WILDLY SUCCESSFUL IS BECAUSE
“THEY NEVER DID THE SAME THING ONCE.”
How do you know when an idea is innovative?
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.
Logos are dead. Long live ICONS and AVATARS.
An ICON is a name and visual symbol that suggests a market position.
CBS. The network for “eye-popping” television.
An AVATAR is a brand icon that can move, change, and operate freely in various media.
ANDROID: The “friendly” mobile device.
For products that sell at retail, the package is often the best and last chance to make a sale.
The hardest-working packages follow a natural reading sequence:

**THE SHOPPER:**

1. Notices the package
2. Asks “What is it?”
3. Wonders “Why should I care?”
4. Wants to be persuaded
5. Needs proof
By presenting information to match this sequence, a package can sell the product more effectively.
If you communicate with your customers **ONLINE**, your website needs to follow a **SIMILAR** reading sequence, one that supplies users with **ONLY** the information they need, instead of trying to squeeze **EVERYTHING** onto the website **LIKE THIS** and making your users do **ALL** the work, which will undoubtedly cause them to **LEAVE**, when all you really have to do is ask yourself this **SIMPLE QUESTION:**
Does my website look fat?
Too many websites are bloated with irrelevant information.
The hardest-working websites follow a natural reading sequence:

THE USER:
1. Notices the website
2. Asks “What is it?”
3. Wonders “Why should I care?”
4. Wants to be persuaded
5. Needs proof
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.
How can you test your most creative ideas BEFORE they get to market?
Not with large quantitative studies or focus groups.
QUANTITATIVE STUDIES BURY THE PROBLEM IN HEAPS OF UNHELPFUL DATA.
THE BEST TESTS ARE
QUICK, CHEAP, AND DIRTY.
Better a rough answer to the right question than a detailed answer to the wrong question.
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

Polaroid

Nationwide
WITH NAMES SWAPPED
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 press 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 month's worth of music (40,000 songs) and 10-hour battery life into a stunning 6.5-inch package. You can take it 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.
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.
TESTING MIGHT HAVE SAVED SOME OF THESE COMPANIES FROM THE GREAT SWOOSH EPIDEMIC.
DISCIPLINE 5:

CULTIVATE
Business is a **process**, not an entity.
Brands are like people.
IF PEOPLE CAN CHANGE THEIR CLOTHES WITHOUT CHANGING THEIR CHARACTERS...
OLD PARADIGM:

Control the **LOOK AND FEEL** of the brand.
NEW PARADIGM:

Influence the **CHARACTER** of the brand.
A living brand is a pattern of behavior, not a stylistic veneer.
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.
Your brand is now **NUMBER ONE** in its category.
What’s your next move?
PASS OUT THE COMPASSES.
What's a compass?
A continuing brand education program.
The more a brand becomes distributed, the stronger its management needs to be.
What your company needs is a CBO, or CHIEF BRANDING OFFICER.
THE CBO FORMS A HUMAN BRIDGE BETWEEN LOGIC AND MAGIC, STRATEGY AND DESIGN.
BY MASTERING THE FIVE DISCIPLINES OF BRANDING, THE COMPANY CREATES A **VIRTUOUS CIRCLE.**
WITH EVERY TURN AROUND THE CIRCLE, THE VALUE OF THE BRAND SPIRAL HIGHER.
YOU BUILD
A sustainable competitive advantage.
fin.