

THE  
BRA  
GA

HOW TO BRIDGE  
THE DISTANCE  
BETWEEN  
BUSINESS STRATEGY  
AND DESIGN

ND  
P

A VISUAL PRESENTATION BY MARTY NEUMEIER

Produced by NEUTRON LLC  
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## WHAT YOU'LL LEARN:

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

READY?

LET'S START BY DISPELLING SOME MYTHS.

# FIRST

A brand is not a logo.

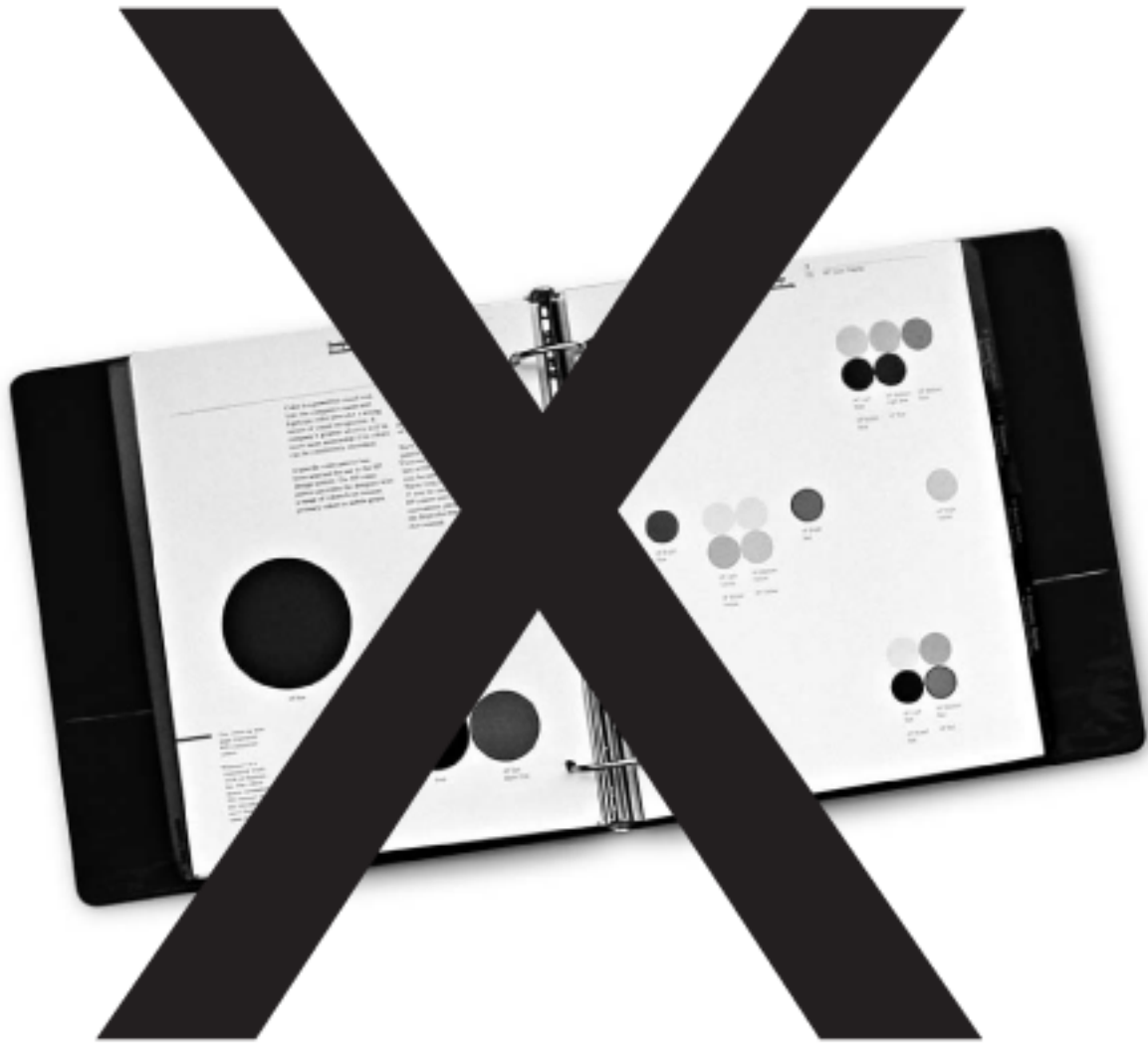


*Ceci n'est pas une brand.*



# SECOND

A brand is not an identity.



**FINALLY**

A brand is not a product.



So **what exactly**  
is a brand?



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



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

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

In other words...



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

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

## WHY IS BRANDING SO HOT?

- ❶ People have too many choices and too little time
- ❷ Most offerings have similar quality and features
- ❸ We tend to base our buying choices on trust



THERE ARE 1,349 CAMERAS ON THE MARKET.  
HOW DO YOU DECIDE WHICH ONE TO BUY?

TRUST

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

TRUST                      RELIABILITY                      DELIGHT

Trust comes from meeting and beating customer expectations.

Does a brand have a dollar value?



AND HOW.



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

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



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

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

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

# PREDICTION

**BRAND** WILL BECOME THE MOST POWERFUL STRATEGIC TOOL SINCE THE SPREADSHEET.

# PROBLEM

In most companies, **STRATEGY**

is separated from **CREATIVITY** by a wide gap.

On one side of the gap  
are STRATEGIC THINKERS

On the other side are  
CREATIVE THINKERS

ANALYTICAL

INTUITIVE

LOGICAL

EMOTIONAL

LINEAR

SPATIAL

NUMERICAL

VISUAL

VERBAL

PHYSICAL



DOES THE LEFT BRAIN KNOW WHAT THE RIGHT BRAIN IS DOING?



When both sides work together,  
you can build a charismatic brand.

{ A **CHARISMATIC BRAND** is any product,  
service, or organization for which  
people believe there's no substitute. }



## QUIZ:

Which of these brands are charismatic?

AMAZON

HITACHI

OXO GOODGRIPS

APPLE

HOME DEPOT

PEPSI-COLA

BURGER KING

IKEA

PRELL

COLDWATER CREEK

KMART

RCA

DASANI

KRISPY KREME

REEBOK

DISNEY

LEVI'S

RUBBERMAID

DK BOOKS

LONGS DRUGS

SAFEWAY

EVEREADY

MACY'S

SAMSUNG

FORD

MINI COOPER

SEARS

GENERAL ELECTRIC

NEWSWEEK

SOUTHWEST AIRLINES

GOOGLE

NISSAN

UNITED ARTISTS

HANES

NORDSTROM

VIRGIN

## QUIZ:

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GOOGLE

NISSAN

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HANES

NORDSTROM

VIRGIN

Any brand can be charismatic.

**EVEN  
YOURS.**

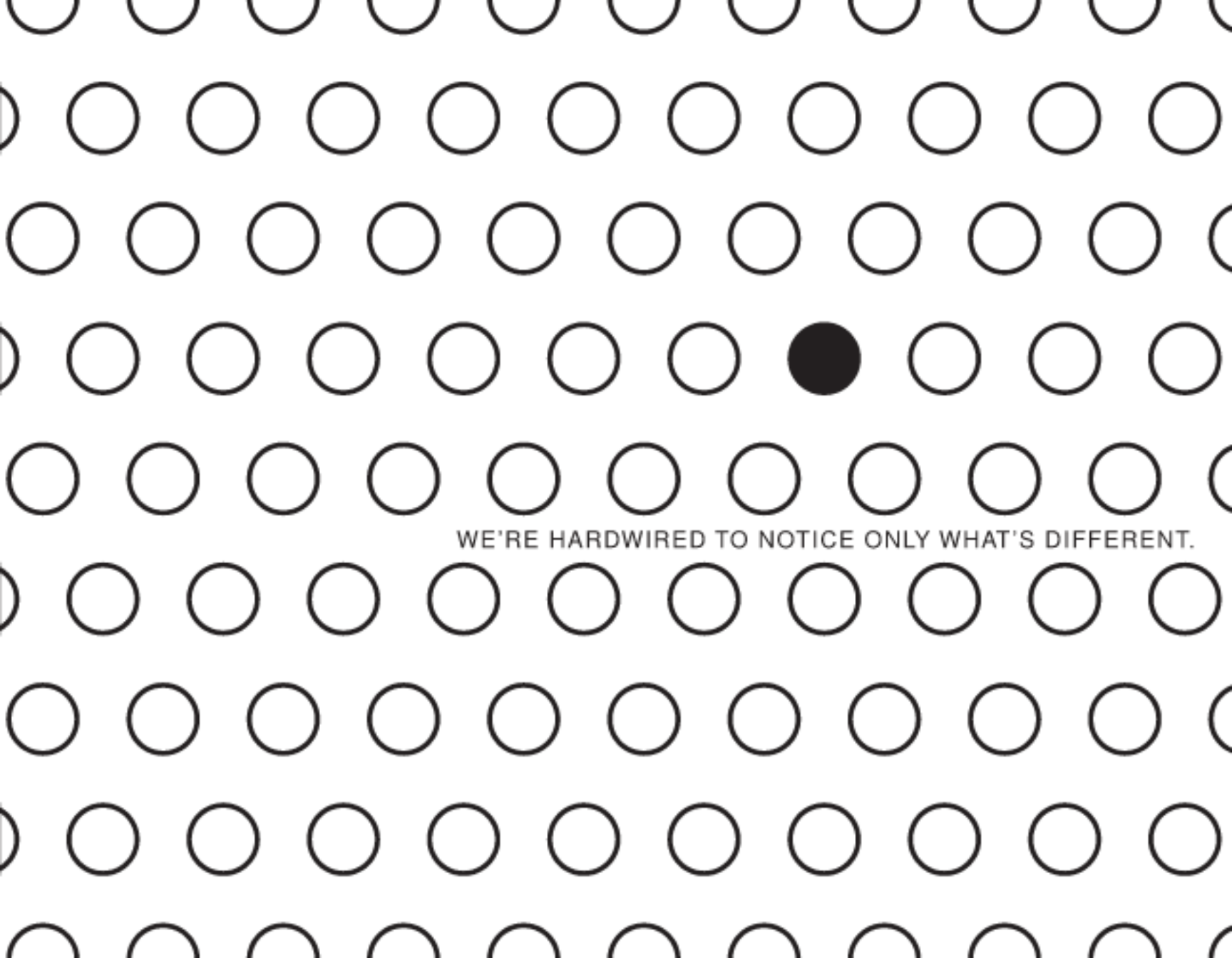
But first,

you have to master the **FIVE DISCIPLINES OF BRAND-BUILDING.**

DISCIPLINE 1: DIFFERENTIATE

# FACT:

Our brains act as filters to protect us from too much information.



WE'RE HARDWIRED TO NOTICE ONLY WHAT'S DIFFERENT.



SOLUTION:

BE DIFFERENT.

FEATURES  
"What it is"

BENEFITS  
"What it does"

EXPERIENCE  
"What you feel"

IDENTIFICATION  
"Who you are"

1900 →

1925 →

1950 →

2000 →

Marketing today is about creating tribes.

People join different tribes for different activities.

DRIVING → VOLKSWAGEN

READING → AMAZON

COMPUTING → DELL

SPORTS → NIKE

COOKING → WILLIAMS-SONOMA

BANKING → CITIBANK

TRAVEL → ORBITZ

ON SUNDAYS THEY WORSHIP HARLEY,  
GOD OF THE OPEN ROAD.



The three most important words in differentiating your brand:

① FOCUS

## ② FOCUS

# ③ FOCUS





IS THIS HOW YOUR CUSTOMERS SEE YOU?

## THE FOCUS TEST:

❶ Who are you? \_\_\_\_\_

❷ What do you do? \_\_\_\_\_

❸ Why does it matter? \_\_\_\_\_

Unless you have compelling answers to these questions,  
**you need more focus.**

The most common reason for loss of focus  
is **ILL-CONSIDERED BRAND EXTENSIONS.**

EXAMPLE:

FOCUSED → PORSCHE = SPORTS CARS

UNFOCUSED → PORSCHE = SPORTS CARS + SUVS

**BAD BRAND EXTENSIONS** are those that chase short-term profits at the expense of long-term brand value.

**GOOD BRAND EXTENSIONS** grow the value of a brand by reinforcing its focus.

EXAMPLE:



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

# DISCIPLINE 2: COLLABORATE



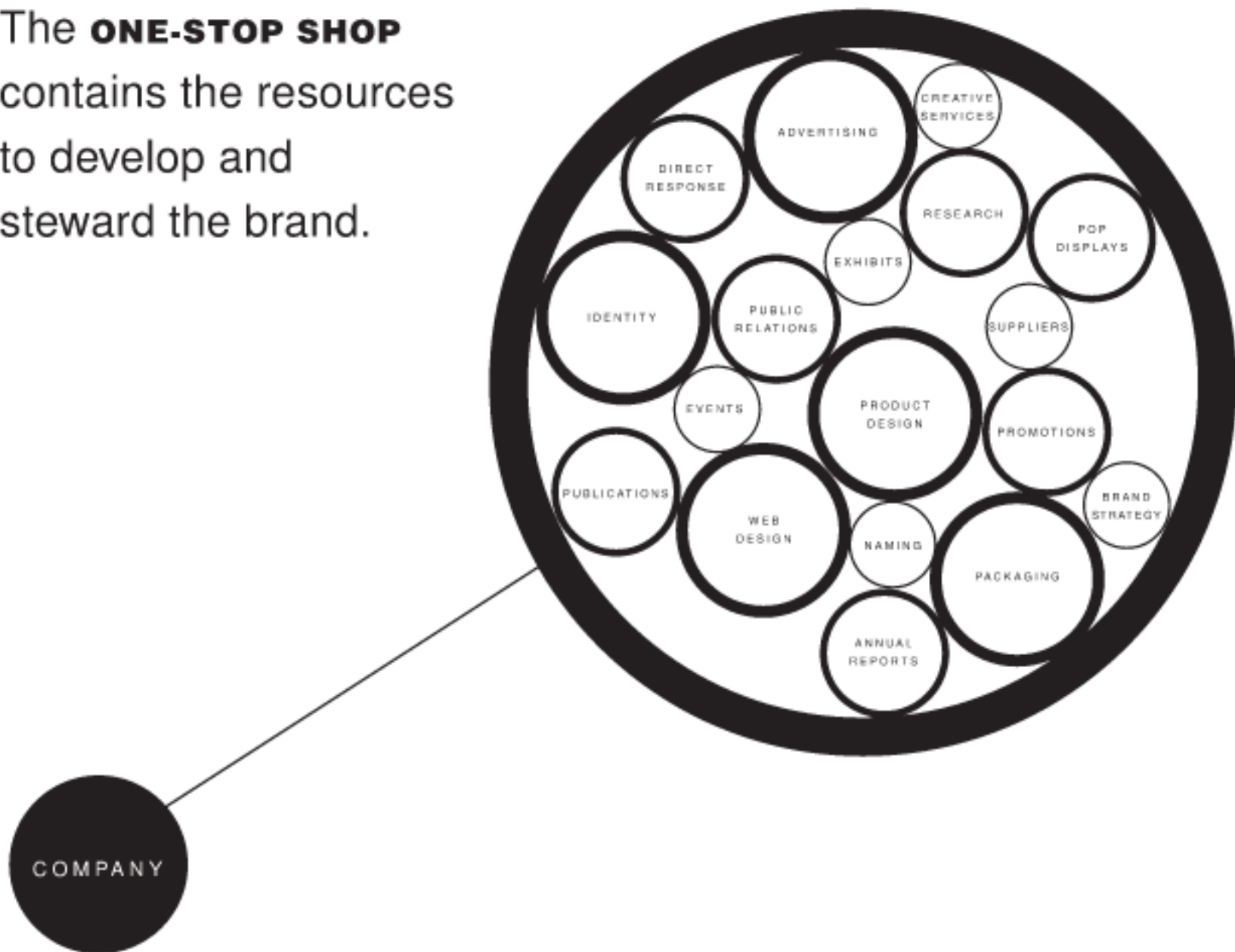
LIKE BUILDING  
A CATHEDRAL,  
BUILDING A BRAND  
IS A COLLABORATIVE  
PROJECT.



It takes a village  
to build a brand.

THERE ARE THREE BASIC MODELS  
FOR ORGANIZING BRAND COLLABORATION:

The **ONE-STOP SHOP**  
contains the resources  
to develop and  
steward the brand.



## ONE-STOP SHOP SCORECARD



Easy to manage

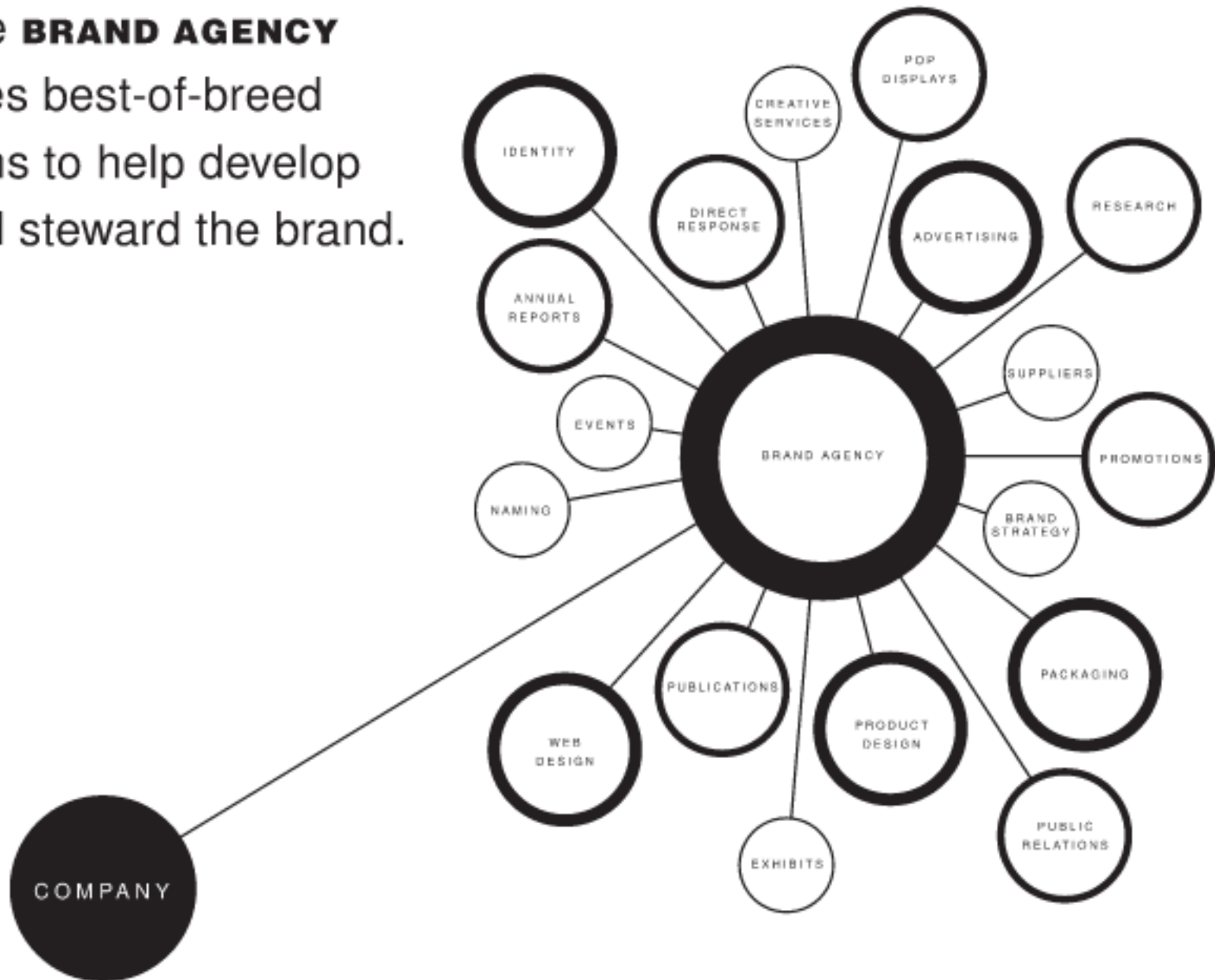
Promise of consistency



Little choice of teams

Little ownership of brand

The **BRAND AGENCY** hires best-of-breed firms to help develop and steward the brand.



# BRAND AGENCY SCORECARD



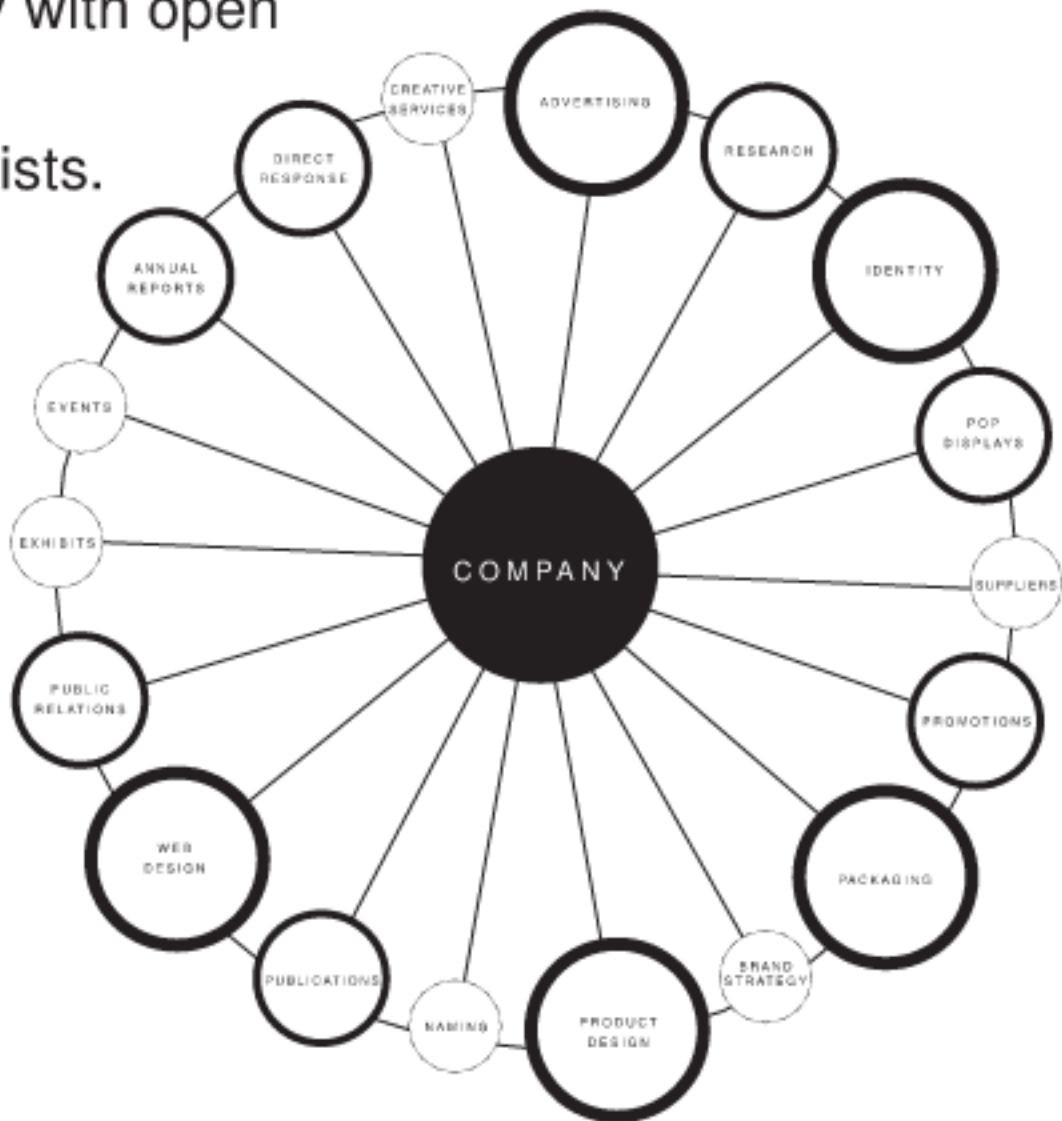
Choice of teams  
Promise of consistency



Little ownership of brand

# The **INTEGRATED MARKETING TEAM**

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





# INTEGRATED MARKETING TEAM SCORECARD



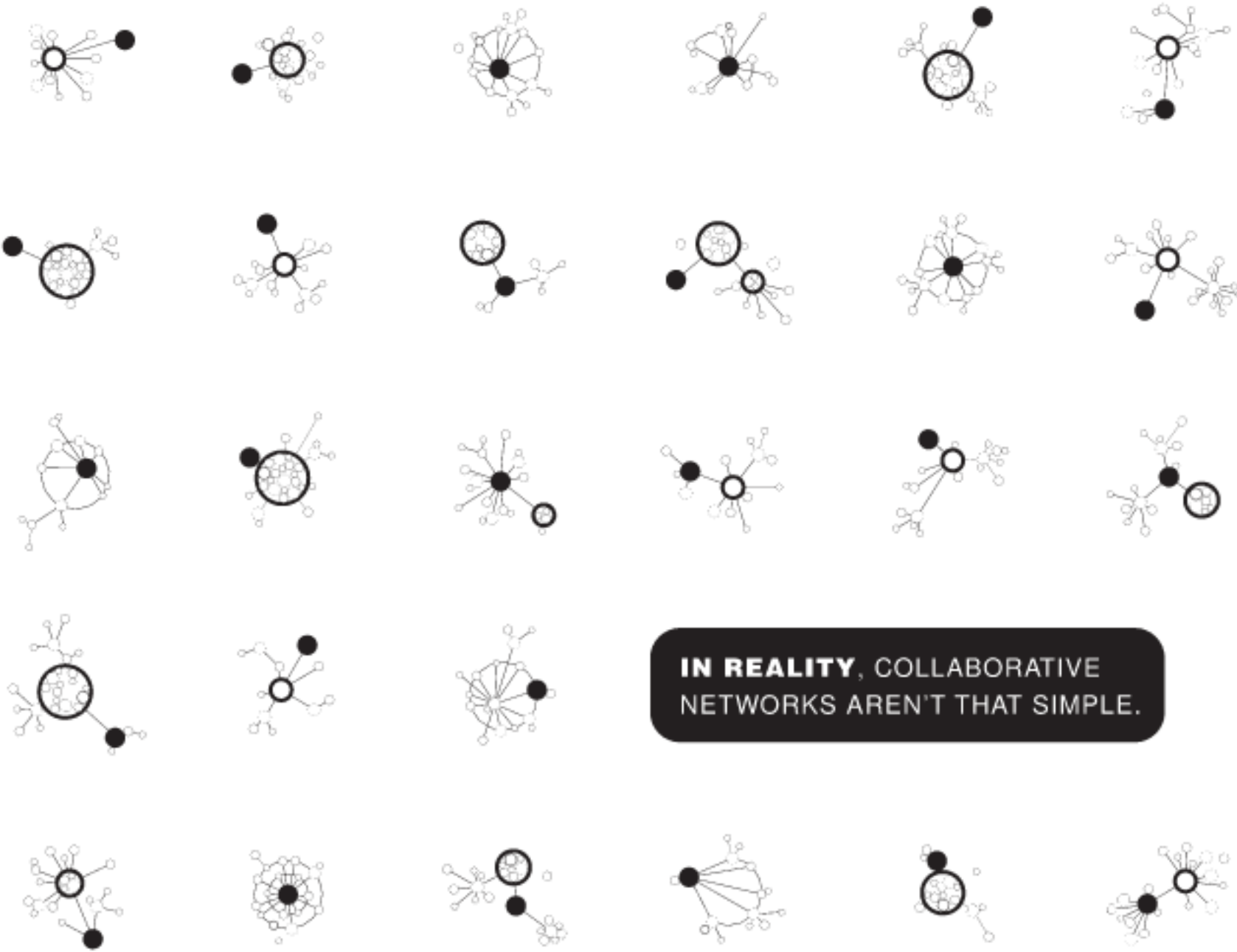
Choice of teams

Promise of consistency

Ownership of brand



Difficult to manage



**IN REALITY**, COLLABORATIVE NETWORKS AREN'T THAT SIMPLE.

and

that's OK.

Collaborative networks are not new.

A successful model has existed for years.



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

Smoocher Boy KELLY PARTM  
 Agent Slims TREVOR CARMICHAEL  
 Agent Townsend JOHN T. LARDON  
 Agent Kraatz SHARON BONDLY  
 D'Jon PAUL DEBAIN  
 Jean-Michel JACQUES SOUVERAIN  
 Keyms MICHAEL BRAND  
 Corelli STEVEN GOLDSTEIN  
 Johnstar TRENT LOCKART  
 Billie JACKSON BARNES  
 Guards JOSEPH AKTO  
 TERENCE BRADLEY  
 MO DERENI  
 ROBERT UNDERHILL  
 MEN SILVER  
 Librarian HILARY PROFRATO  
 Field Officer MICHAEL G. KELL  
 Bus Driver HECTOR ABONDAS  
 Night Guard NORMAN BRIER  
 Meter Maid STACY BROCKSTEIN  
 First Detective JOE KALEY  
 Second Detective BRIAN DELSEN  
 Boat Cop ABRAHAM LENDER  
 Parking Cop T. T. MCBRIDE  
 Helicopter Pilot VAN DERICKE  
 First Old Man JOHN K. 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 COMADINA  
 Marlene SUE SKENNTAN  
 Ajax CHARLIE MARQUETTE  
 Sgt. Santos VICTOR BANERAS  
 Carter F. C. CAMERON  
 Smoocher Boy TELLIE PANOPPOULIS  
 Agent Slims MARTIN ADRES  
 Agent Townsend STEFAN C. KAISER  
 D'Jon BILL MOORE

#### Stunts

STEVE ADRIAN	BENJAMIN BARCELLEY	TONY BEAUDOUAIS
BOB CARTER	GORDON COLERIDGE	TWAN DEVERSON
MICKEY DISANTIS	JILLIAN BRUEBER	JOE EVANS
MIKE FLANAGAN	BILL GEORGE	JULIA HARRISON
GEOFF IPSWICH	MICHAEL KANTER	KENMETH KITTRIDGE
BARBIE LAWRENCE	TERRY LEVINSO	TED MARSTEN
JACKIE MACDOUGAL	GREG NEVILSON	BOB OSBORNE
JAMES PETRICKE	PETE POLSON	RAY TELSON
MARY STAUFFACHER	FREDDIE STEEN	CAB UPTON
CONNELIA THERRIEN	JEREMY TRICKETT	PETER YOUNG
RAUL VALERIA	RONALD BEAVER-WEBB	ROBERT G. RUYMAN

#### Hong Kong Kung Fu Team

YUAN Tiger CHU CHEN Dragon SEN



Manners and Modes Supervisor  
 Storyboard Artists  
 Art Department Researcher  
 Art Department Coordinator  
 Conceptual Designer  
 Graphics  
 Illustrator  
 Set Designers  
 Set Decorators  
 Script Supervisor  
 Camera Operator  
 Steadicam Operator  
 1st Assistant Camera  
 2nd Assistant Camera  
 Still Photographer  
 Sound Recordist  
 Boom Operators  
 Video Operator  
 Props  
 Property Master  
 Action Vehicle Coordinators  
 Gaffer  
 Best Boy  
 Rigged Gaffers  
 Key Grip  
 Head Grip  
 Dolly Grips  
 Rigging Grip  
 Make-up Artists

FRANCIE MAS  
 CAREN THOMASON  
 MIGUEL TRASERO  
 FRANCIS CHU  
 PEDRO BOGANELLO  
 NIJALA COBIAN  
 TRACY COLLISTON  
 SERGIO MOLO  
 BENJAMIN HIRASUWA  
 STEPHANIE RAND  
 GERRI DEMONDE  
 STELLAN GRETZKE  
 MADELINE BAUM  
 LANCE DURSTABLE  
 MARCO DEPAOLO  
 BEN MCENERY  
 LISA BARHAM  
 DRUF LEE MANNING  
 CARRIE DUNE  
 MARIE BELLEAU  
 PAUL POLLIO  
 ROCK HANDLER  
 GORDON ALBRIGHT  
 ORIS MORTEN  
 BARRIE M. HORST  
 JACOB TRETZ  
 HONACE STEIN  
 THOM CAPPABINE  
 ART KELLEHER  
 LUIGIANO PROPETO  
 DAVID BELL  
 ZUZU MANHEIM  
 KAREN CAROLIS  
 J. D. WHEATLY  
 WILLIAM TREKANT  
 STU JEFFERSON  
 JOSH KNEFFLE  
 COLIN FARRINGTON  
 PETER STANISLOV  
 KIT GOINES  
 BENNIE JAMESON  
 RICK DENIS  
 STANLEY FREY  
 G. G. MURMAN  
 DAVID WEINBERG  
 RICKY HOMME  
 WILLY STRASBURG  
 STAN BENTON  
 CHARLES CRIVORN  
 NORM LOFFREN  
 VIC BOLAN  
 GIORGIO VEWATO  
 TEL STEPHENPOLIS  
 TRINI GONZALEZ  
 MARCI STEIN  
 BELINDA MCNATR  
 CARO DUMM  
 MICHELLE DONAS  
 ROBERTO BELLINI  
 TRICIA BARTO

Dig Composite Supv  
Digital Compositors  
Background Artists  
CGI Lead Animators  
CGI Animators

TIM CURRIE  
DONALD VERES  
BRIDGET QUESTED  
FRANCESCA ROTTI  
GREG STONE  
WILL SUTTON  
INGE JOHANSSON  
DREW CRAIG  
URSULA BIEFSCH

VISUAL LOGIC, LLC

VFX Supervisor  
Programmer  
System Admin  
Production Admin  
Production Aide  
Producer  
Scene Graphics  
CGI Artist Coord  
CGI Artists  
CGI Designer  
Compositors  
I/O Supervisor  
Assembled Visual Effects  
Color Tower  
Negative Cutter  
Titles Designed by  
Opticals by  
Soundtrack Album on  
Microscopic Cinematography by

JARED BAGMAN  
KAROL CONST  
RANDY HARDWICK  
MAL GERTERT  
CASS MOWHAN  
PATRICE ARNEM  
PEDRO CARILLO  
SANDY PROBSTLY  
JOHN LANGOLF  
BRENDA CALE  
MARK THOMAS  
KYLE M. SULLIVAN  
PATRICK MAHONEY  
STAV PROMIDES  
MARGRIET BILL  
TANLA SHAUB  
BENNET JURIAN  
CHUCK TRALIK  
PENNY GARCIA  
GRAYSON TRUE  
SILIN DELGADO  
BAROTIAHELL, INC  
PACIFIC DREAMS, LLC  
ARTISTIC RECORDS, INC.  
JAY FLAMMER

The Producers Wish to Thank the Following  
NASA

CITY OF NEW YORK  
THE MARITIME CENTER OF SYDNEY  
LOS ANGELES POLICE  
THE CITY OF BEND, OREGON  
SULTAN OF BRUNEI

Filed on Location in  
CAPE KENNEDY  
NEW YORK CITY  
SYDNEY, AUSTRALIA  
LOS ANGELES, CALIFORNIA  
BEND, OREGON

Filed with DMMITSON Cameras and Lenses  
Color by COLORLAB, INC.

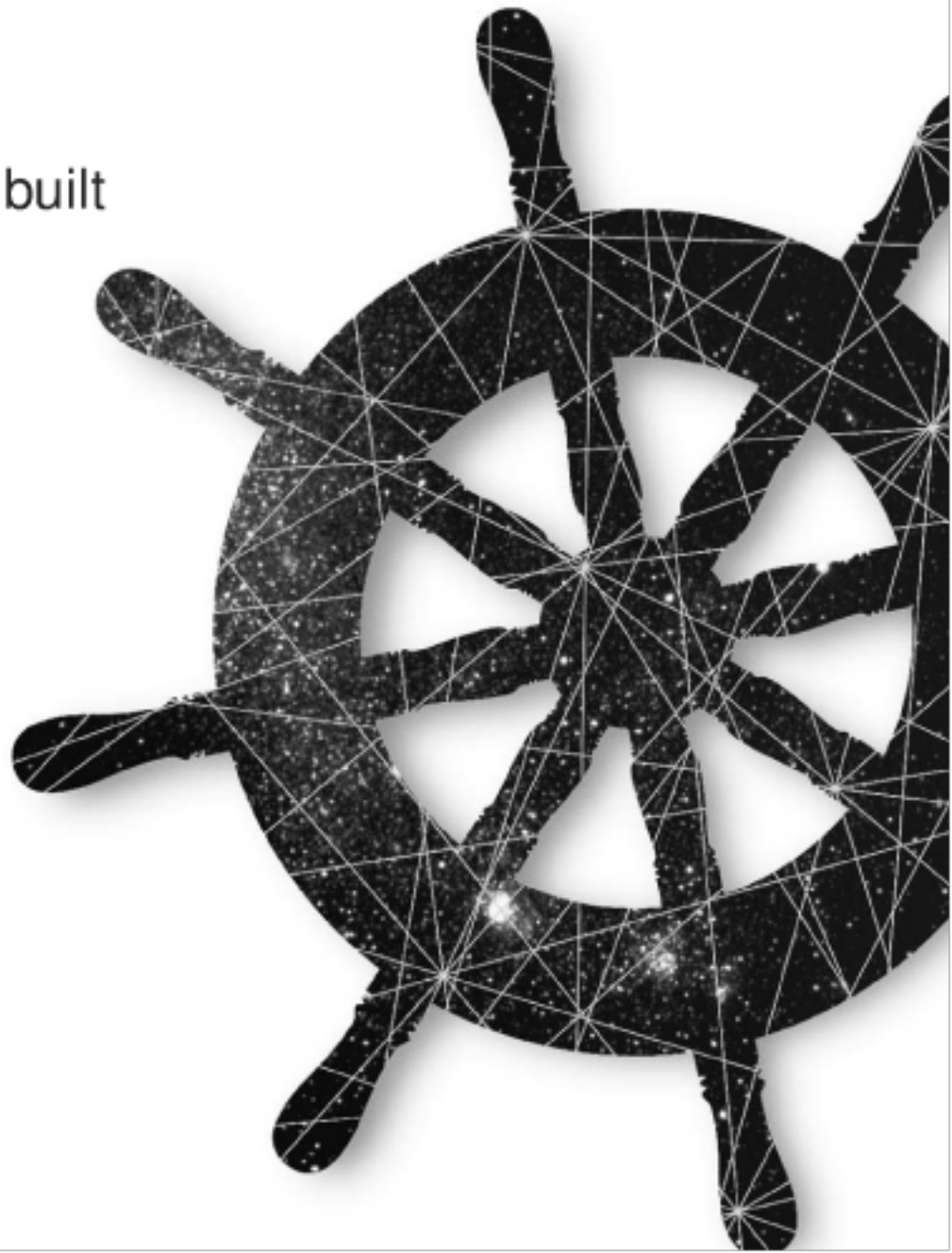
Prints by VISTACHROME

IN THE 1990s,

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

EXAMPLE:

The Netscape brand was built on the Hollywood model.



$$1 + 1$$

**1+1**

**=11**

WHY?

Because

the mathematics of collaboration

is nothing less than

**MAGIC.**



# DISCIPLINE 3: INNOVATE

Execution—

not strategy—is where the rubber meets the road.

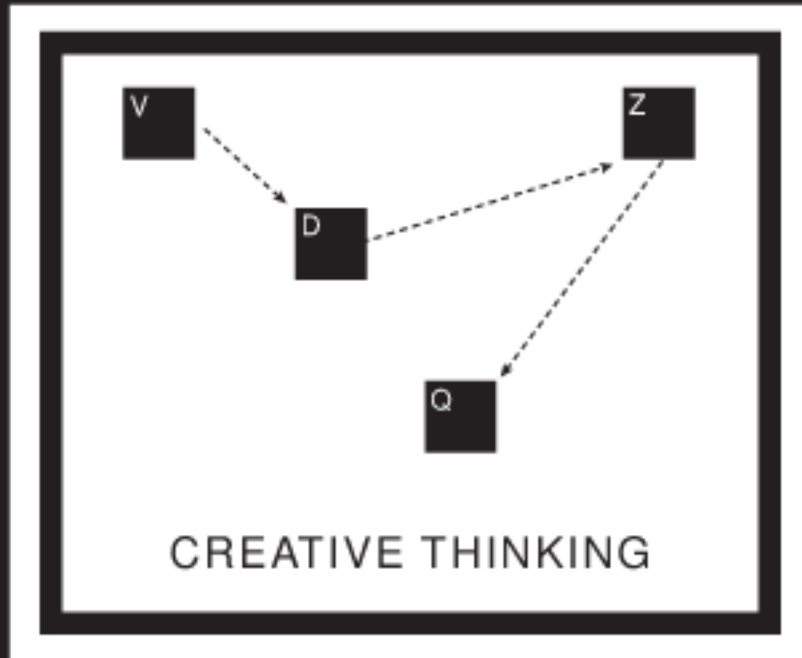


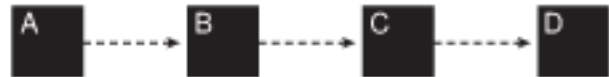
CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

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

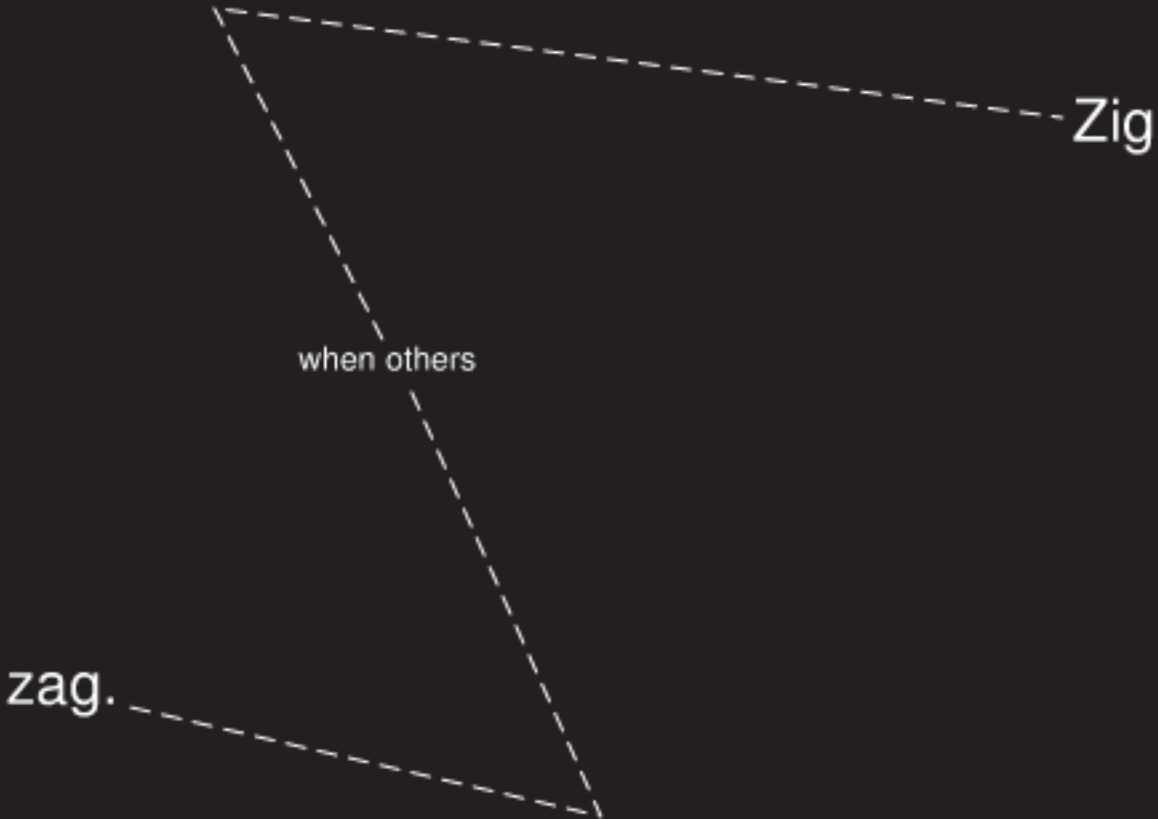
and **strategy** is **left-brained**.





STRATEGIC THINKING

MANTRA FOR INNOVATORS:



THE REASON THE BEATLES WERE WILDLY SUCCESSFUL  
IS BECAUSE "THEY NEVER DID THE SAME THING **ONCE.**"





QUESTION:

How do you know when an idea is innovative?

ANSWER:

WHEN IT SCARES THE **HELL** OUT OF EVERYBODY.



To begin with,

the brand needs a **stand-out** name.

## The seven criteria of a stand-out name:

- ① DISTINCTIVENESS
- ② BREVITY
- ③ APPROPRIATENESS
- ④ EASY SPELLING AND PRONUNCIATION
- ⑤ LIKABILITY
- ⑥ EXTENDABILITY
- ⑦ PROTECTABILITY

A **GREAT NAME** deserves **GREAT GRAPHICS**.

# NEWS

LOGOS ARE DEAD. LONG LIVE ICONS AND AVATARS!

# FLASH!

{ An **ICON** is a name and visual symbol  
that suggests a market position. }

EXAMPLE:



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



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

EXAMPLE:

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



For products that sell at retail,

the package

is often the best and last chance to make a sale.

The hardest-working packages follow a natural reading sequence.

#### THE SHOPPER:

- ① Notices the package
- ② Asks “What is it?”
- ③ Wonders “Why should I care?”
- ④ Wants to be persuaded
- ⑤ Needs proof

By presenting information to match this sequence, a package can sell the product more effectively.



If you communicate with your customers **ONLINE**, your website needs to follow a **SIMILAR** reading sequence, one that supplies users with **ONLY** the information they need, instead of trying to squeeze **EVERYTHING** onto the home page **LIKE THIS** and making your users do **ALL** the work, which will undoubtedly cause them to **LEAVE**, when all you really have to do is ask yourself this **SIMPLE QUESTION:**

Does our website look

**fat**

in this dress?

Too many websites are bloated with irrelevant information.



WHY?

## ① TURFISMO

(Every department wants to be on the home page)

## ② FEATURITIS

(Inexperienced communicators believe more is better)

### ③ TECHNOPHOBIA

(Experienced communicators resist new media)

# QUIZ:

Which of these sites looks easier to use?



Looking to make a  
love connection?



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

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

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

[Use](#) • [Email](#) • [Search](#)

#### My Excite

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

#### My Stocks

New Portfolio, Stock News

Symbol	Price	Change
DOW	10,368.86	+262.73
NASDAQ	1,802.75	+71.26
S&P 500	1,131.70	+25.05

Get Quotes:

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

Last update Market Closed

Data delayed at least 20 minutes

#### My Horoscope

Get your daily forecast!

Enter Your Birthday  
(MM/DD/YYYY)

#### Quote of the Day

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

- Francis Bacon

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Web  Directory  Metasearch  Photos

Power Search: [Flowers](#) [Insurance](#) [DSL](#) [Diamonds](#)

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<a href="#">Computers</a>	<a href="#">Investing</a>	<a href="#">Sports</a>
<a href="#">Entertainment</a>	<a href="#">Lifestyle</a>	<a href="#">Travel</a>

#### My News

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



Top News from AP

Mar 1, 2002 4:31 pm (ET)

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- Andaman Suffer Lawuits
- 30 Die in Village Burning in India

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excite  
computers



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Enter your City or ZIP Code:

#### My Bookmarks

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[Site Map](#)  
[Celebrity Photos](#)  
[Marriage Center](#)

#### Stocks

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Images

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Directory

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# DISCIPLINE 4: VALIDATE



**VALIDATION** means bringing the audience into the creative process.



THE OLD COMMUNICATION MODEL WAS A MONOLOGUE.



THE NEW COMMUNICATION MODEL IS A DIALOGUE.

QUESTION:


How can you test your most creative ideas  
**BEFORE** they get to market?

HINT:

Not with large  
quantitative studies  
or focus groups.

**QUANTITATIVE STUDIES** BURY THE PROBLEM IN HEAPS OF UNHELPFUL DATA.



A magnifying glass with a black handle and a silver rim is positioned in the lower right quadrant of the image. The lens is centered on the text, making it appear larger and more prominent. The background is a plain, light gray.

**FOCUS GROUPS** WERE INVENTED TO FOCUS  
THE RESEARCH, NOT BE THE RESEARCH.

THE BEST TESTS ARE

**CHEAP,**

**QUICK,**

**AND DIRTY.**

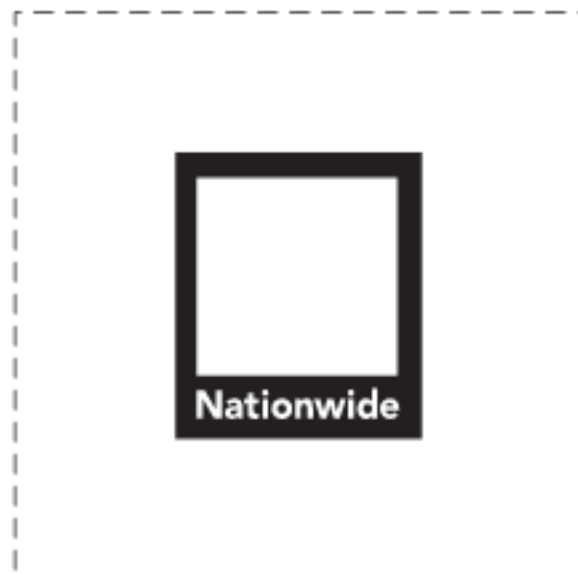


Better a rough answer to the right question  
than a detailed answer to the wrong question.

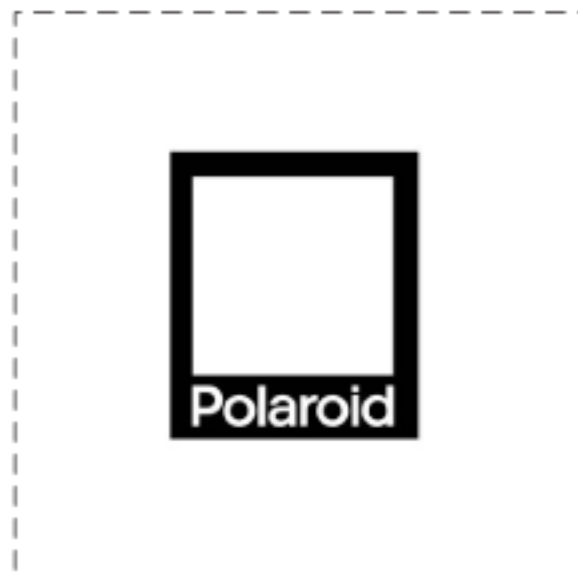
CHEAP-QUICK-DIRTY TEST 1:

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 million songs. 1,000 songs and a 20-hour battery life in less than \$100. So now you can take all your tunes wherever you go.



With iMovie and iDVD you can take your favorite TV shows, classic and contemporary CDs that play on almost any standard DVD player.





### CHEAP-QUICK-DIRTY TEST 3:

The **FIELD TEST** is a proof for any concept that can be prototyped.

If your audience can't verbalize your concept,  
you've failed to communicate it.

SHOPPERS CHARACTERIZED  
THE PACKAGE CONCEPT  
ON THE MIDDLE-RIGHT SHELF  
AS "A FASTER PENCIL."

BINGO.



Field tests measure five things:

① DISTINCTIVENESS

② RELEVANCE

③ MEMORABILITY

④ EXTENDABILITY

⑤ DEPTH OF MEANING



TESTING MIGHT HAVE SAVED SOME OF THESE COMPANIES FROM **THE GREAT SWOOSH EPIDEMIC.**



# HAS THE GLOBE BECOME THE NEW SWOOSH?



# DISCIPLINE 5: CULTIVATE

Business is a process, not an entity.



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

Brands are like people.



C.



D.



E.

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



WHY CAN'T BRANDS?

OLD PARADIGM:

Control the

**LOOK AND FEEL**

of a brand.

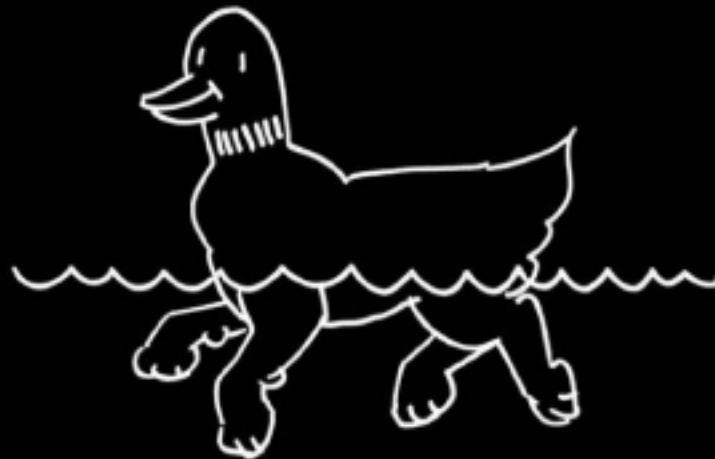
NEW PARADIGM:

Influence the

**CHARACTER**

of a brand.

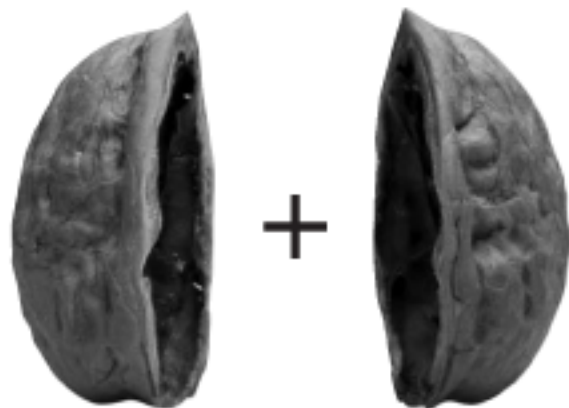
IF A BRAND LOOKS LIKE A DUCK AND SWIMS  
LIKE A DOG, PEOPLE WILL DISTRUST IT.



So let's say you've

DIFFERENTIATED,  
COLLABORATED,  
INNOVATED,  
AND VALIDATED.





YOU'VE ADDED THE LEFT BRAIN TO THE RIGHT BRAIN.

You've zigged

when the competition has zagged.



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

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

What's your next move?

PASS OUT THE COMPASSES.



What's a compass?

A continuing brand education program.



BRAND ORIENTATION

BRAND SEMINARS

POSITIONING WORKSHOPS

BRAND AUDITS

STRATEGY SUMMITS

CREATIVE COUNCILS

QUARTERLY CRITIQUES

GROUP BRAINSTORMING

TEAMWORK TRAINING

INNOVATION CLINICS

DESIGN AUDITS

BRAND MANUALS

BRAND PUBLICATIONS

BRAND ROADSHOWS

The more

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

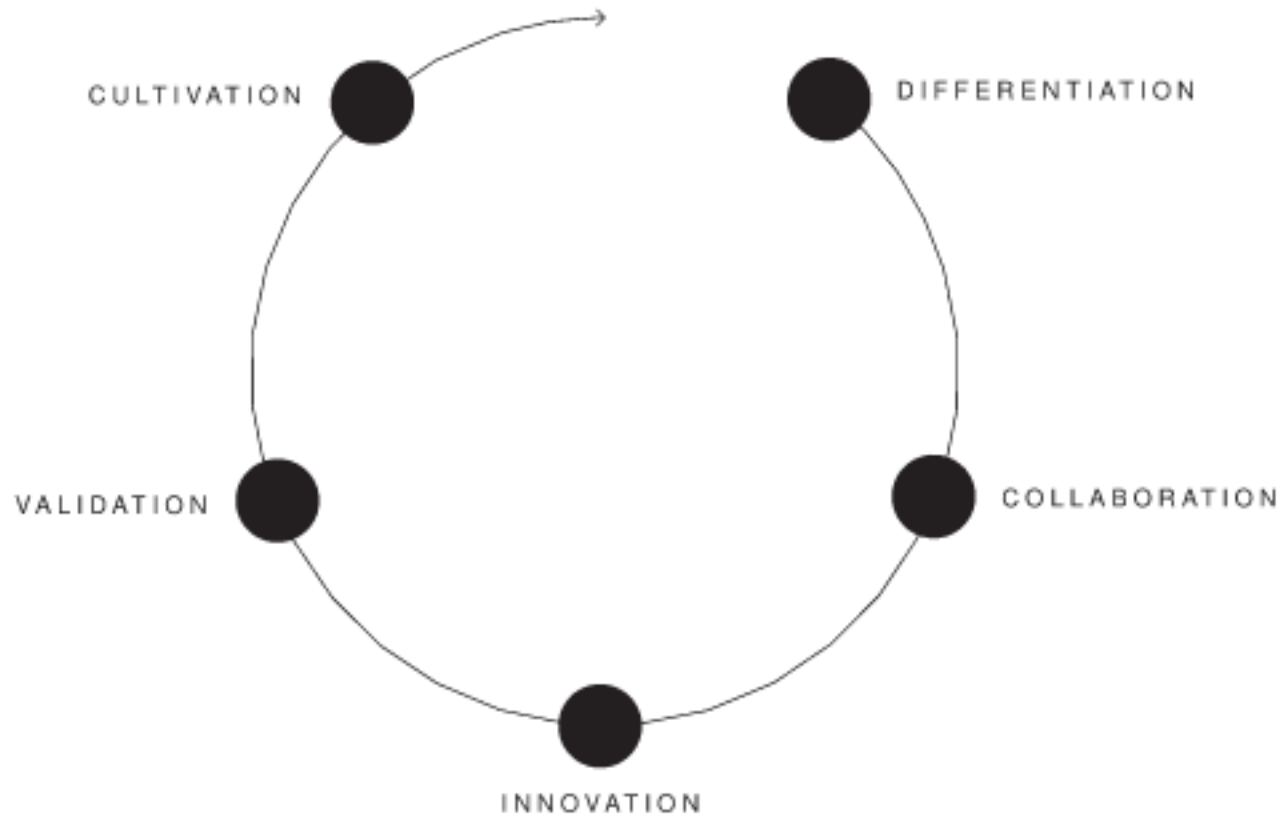
a brand becomes,

the stronger its management needs to be.

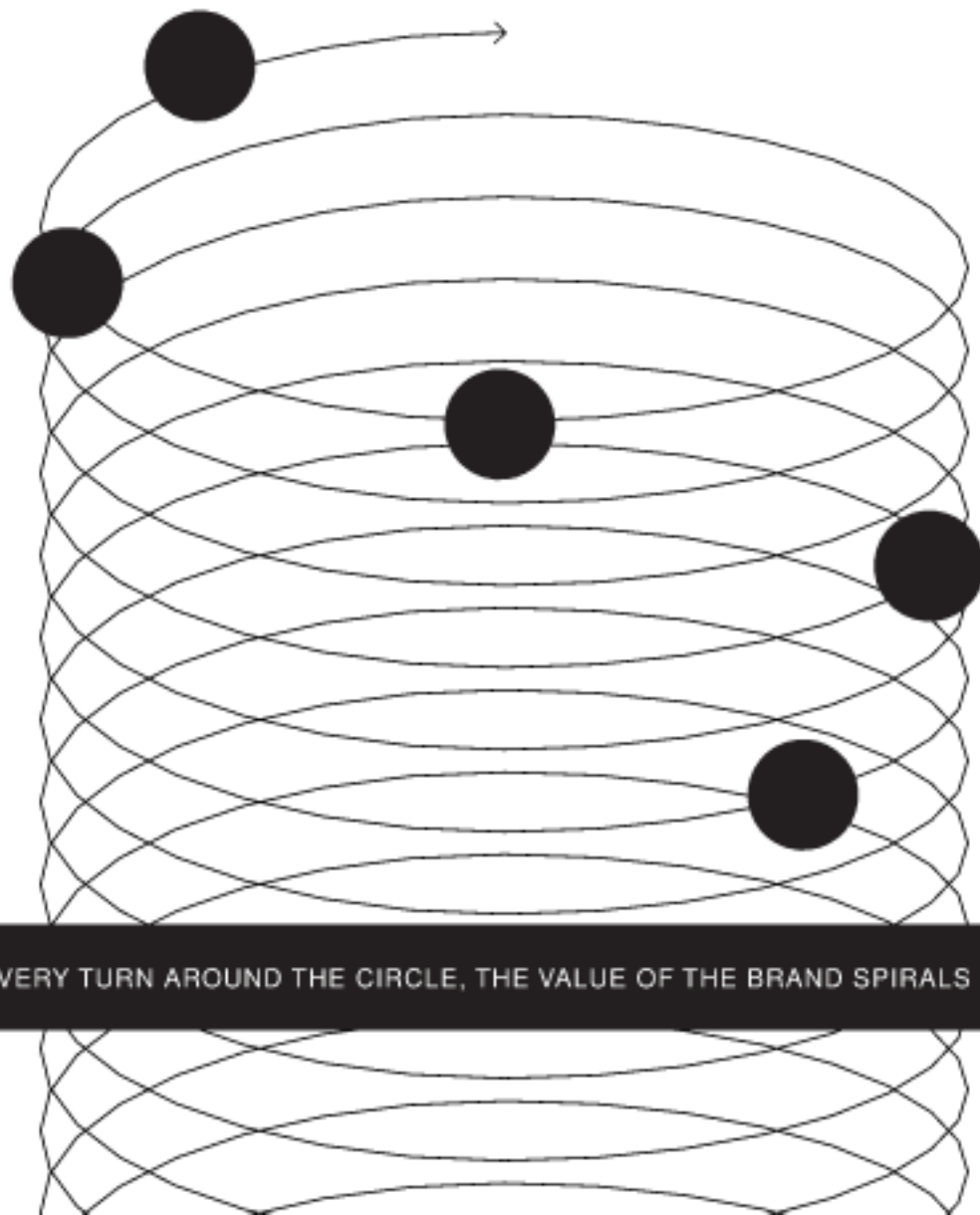
What your company needs is a CBO,  
or **CHIEF BRANDING OFFICER.**

THE CBO FORMS A HUMAN BRIDGE BETWEEN **LOGIC** AND **MAGIC**, STRATEGY AND DESIGN.





BY MASTERING THE FIVE DISCIPLINES OF BRANDING, THE COMPANY CREATES A **VIRTUOUS CIRCLE**.



WITH EVERY TURN AROUND THE CIRCLE, THE VALUE OF THE BRAND SPIRALS HIGHER.

YOU BUILD

A sustainable competitive advantage.



## ABOUT THE AUTHOR

Marty Neumeier is president of a San Francisco-based brand consultancy, Neutron LLC. Neutron supplies the “glue” that holds brands together: brand education programs, seminars, workshops, creative audits, process planning, and more.

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

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