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**Mark Di Somma, Creative Brand Strategist, The Audacity Group, Wellington, New Zealand.**

*"Arshad has spent many years dealing with brands in Pakistan. While the brand building is growing in sophistication globally, there is room for improvement in Pakistan. This book is his lived experience of how brands are treated in Pakistan. He highlights areas that students of brand building will find insightful, particularly his emphasis on research as the key to healthy brands."*

**Dr Shehla Arifeen, Associate Professor, Lahore School of Economics, Pakistan.**

*"It seems this is a book which might put a dent in the Universe of Pakistani Marketing and Branding. About time some sense should prevail in the "ad hoc" world of Pakistani Advertising."*

**Jami Mahmood, Director/ Writer/ Producer and Founder of AzadFilm Pvt. Ltd., Pakistan.**

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*Arshad M. Awan*

**BRANDING MATTERS!**

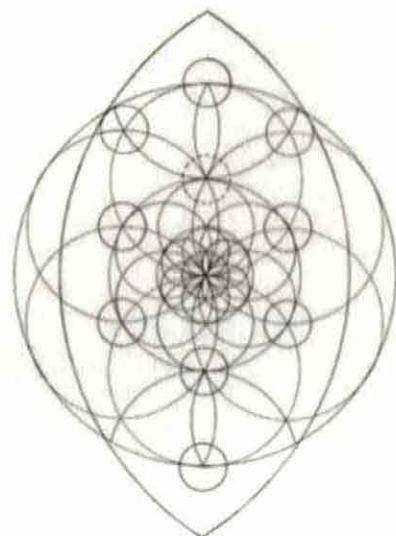
# **BRANDING MATTERS!**

For Companies. For Clients.  
For Institutes. For Brand Strategists.



*Arshad M. Awan*

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This book is the total outcome of the intense discussion with my professional colleagues in the industry and academia. Their thoughts and professional experiences are the main pretexts of this book.

I have greatly benefited from thought-provoking dialogues regarding the book's format and other subject possibilities with Professor Dr Sohail Zafar, the Dean, School of Business and Management, Lahore School of Economics. It is a privilege to know him.

I would like to thank my trusted friend Zahid Ali Khan for his unconditional patronage to print my book and pushing me hard to write and to finish the book.

Exclusively I want to thank my wife, Naeema, who always stood by my side all along, provided all support which she can muster. In my imaginative world, she is my creative attraction.

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Thanks to all my colleagues and students - without them, this book would never be mentally materialised and determination to make it a reality.

How can I forget all those who oppose, criticise and grunt? They are my true energy and get-up-and-go source. Their push is my pull. So, a big thank you to them.

## Preface

This book is due to publish a long time ago and someone like me supposed to write it much earlier. But personally in my case, and may be in others people case too, I was reluctant because from discussion every day with serious brand builders in my country and their knowledge of the subject is not so promising and the book on this subject may not be strategically-fit.

The book is an obligation to my profession and to my brand building passion. It always discomforts me when I observe misconception regarding the brand building. In this book, each chapter separately discusses and extend guidance in professional dealing numerous challenging issues in the brand building process. Frankly, each issue in this book tries to make brand building sense as the most of the topics are greatly confused concepts among brand builders in Pakistan.

This is also my struggle to clarify the real concept of the most dominant and persistent brand building, which is to build a brand from the heart. How to make brands appropriate and justifiable? How to make their fundamentals solid by building with the flair of the human

spirit. This my effort to educate companies in my country that their biggest possessions are their brands and brands need thorough grooming, not just by advertising.

As a brand strategist, the biggest personal challenge to me is spending more time educating my clients and colleagues about branding than crafting brands. May this book save and serve my vested interest...

Through this book, I am trying my best to make brand custodians to believe that differentiation is the name of the brand game. The brand definition is nothing but is to craft “differentiation device”. Besides, explain my belief to satisfy their hasty demand that brands cannot be built instantly, brand building has required time, efforts, resources, and patience. The formula is talent, technology, and tolerance. Brand research is the winning technique and endearing part of the brand strategy and without it, brands sink fast.

## The Very Fine Art of Branding

*"Logos and branding are so important. In a big part of the world, people cannot read French or English--but are great in remembering signs" ~*

Karl Lagerfeld

Building a brand is art and science. Science demands methods of qualitative and quantitative research, nero-marketing, behavioural science and many more modern scientific approaches. Whereas, art requires creative inputs both visually, conceptually, imagination, storytelling and other fancy ingenuity and inventiveness. Moreover, the most important ingredient is perseverance.

Donovan Neale-May, Managing Partner, Global Fluency, once replied to brand building improbability in a beautiful manner, "The art and science of branding can be closely compared to sound, well-managed farming practices, no matter what the country or continent. You look for good soil (market) to plant your brand idea, diligently attend to the task of cultivating an image, constantly monitor growing conditions and market forces make adjustments and corrections as necessary, and finally, you begin reaping rewards as your brand takes root in the market."

The branding process is complex and serious fun. In branding only the perseverance pays. The process starts spontaneous but carefully planned initiations for brand offerings and benefits to consumers. The edge in this process is differentiation. Being different in the brand world is the winning strategy, standing out from the rest is the game. The game is tough both as financially and intellectually.

Communicating the message to the proper decoder is very crucial. The communication should be strategically fit for internal and external stakeholders. The communication must be consistency in nature to force the greater recall factor. Good products become brands when they provide quality and when they promise to deliver benefits and keep providing what they promise. But the promise is nothing when it is not properly communicating to consumers. Communicating proper messages to consumers on proper time is required proper understand of consumers' self-concept and lifestyle.

Building a brand is not viable if one cannot understand its essence. The value and the culture of the brand should be implemented, judging the cultural environment in which the brand is

operating or planning to activate itself. All planning is essential before the activation of the brand.

The brand proposition is the main attraction of the brand so it must be aligned with consumers' needs, desires and benefits. The benefit is the only wand through which they can attract and switch consumers towards the brand. The brand proposition is not worthwhile if it is not attractive, different, comprehensible and sociable.

Consistency in creativity is the game changer for the brands. Brands can be tangible or intangible, but it has a soul, personality, and image to conserve. Brands cannot maintain its presence felt if they if they are not consistent in their creative offerings to keep up their market share and an image among their consumers. Consumers are now complex like they have never been before. They demand that whatever they consume must me matching to their personality, image and socially fit to keep them progressed.

Sabrina Horn, President, Chief Executive Officer & Founder, Horn Group, Inc. is of the view that the magic of the brand building is consistency and creativity. She suggested that "when building a brand, you need to get all the right people in the

room mainly upper management and the CEO and really understand what the purpose of the business is, who is at the top driving the culture of the company, and what kind of company that person and the board of directors really want that company to be. You need to do research at the beginning. You need to make sure you have the right elements of the marketing mix in place from the start. Sometimes building a brand is more intuitive. It is an art, not a science. If you get too technical with it, then you have lost the magic. That is why building a brand is so difficult. When it works, it is about music; when it doesn't work it just falls flat."

Branding is the long-term plan, time-consuming, and require patient. It is Integrated Marketing Communication (IMC) with the plan to implement. Branding is the reflection of the product or service benefits, the company's proficiency, and expectation of attracting and keeping consumers coming back. It matters to all whether internal or external people.

On the views of the brand building, Mark Raper, Chairman & Chief Executive Officer, Carter Ryley Thomas added, "branding builds emotional bonds with audiences like the ones most kids have with their moms. These bonds are dependable, and they

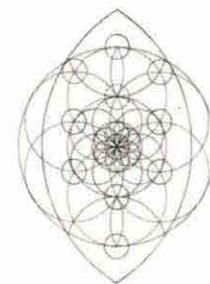
evolve over time. They can't happen overnight (a contrary to current marketing evangelists). Branding is consistent. To chop down a tree, every hit (or the message you send) should hit the tree in the same place every time. Branding is not one thing. It is many things. It is pervasive. And branding is all about people not about your product, service, or organisation."

If the brand is not "disciplined focus" on the consumer behaviour and their decision-making mechanism, the brand would not prosper and die very young. It is important to focus that brand building is not about the product or service it is all about consumers, who are not easy to study, judge and lure. It requires never ending marketing research, which is the only critical method to keep companies updated themselves that how to fascinated and charmed their consumers. Most of the brands failed because their brand custodians are living in the fancy that they knew everything about their consumers. In this fast changing cultural and technological values, consumers' decisions are changing rapidly by virtue of countless social issues and pressures.

Brand image is an issue which requires greater attention and devotion. Brand image is the image of its consumers. If the product or service is not a

better position well with the desired image, brands failure is ultimate. It is commonly believing in the brand world that "empty promises are the shortest route to failure, no matter how creative a tagline may be." Advertising job is to attract, but it's the product's job to hook consumers.

No brand can survive in this 'branding brand' world if the brand is not stretchy to change to "refresh and innovate." Keeping an eye on the future and be ready when consumers and marketing demand change.



## Differentiate Your Brand or Die for Nothing!

*"Take distinct steps and exploits. Those who are distinct and distinguished always score distinction. Go there, be there and stay there." ~*

Israelmore Ayivor

In today's intense global brand war, the utmost survival for any brand is to be different from the rest. If a brand is yet another face in the crowd than there is no place for it in today's fast and brutal brand competition. The name of the game is "differentiation" which is the most essential fundamental for brands and the art of branding.

People from all side of marketing are telling me that they have a brand(s), but not same like this and that brand. In that time of conversation, David Ogilvy's words resonate in my head and some inside urge force me to roar to such people; "Any damn fool can put on a deal, it takes a genius, faith, and perseverance to create a brand."

To be different is easy and similarly very difficult, too. Easy because it is a basic principle of human instincts to look, act, and live different to become unique to become an inspiration, motivation, and creative spur. It is difficult because it is not

technically easy. The point of Parity demands that you must have relevant brand chattels in the industry. Moreover, POP liability must be of an excellent nature that within the industry and for the end users, it must be part of every relevant dialogue. Within POP creating a Point of Difference (POD) is an edge over the competition that consumers of that particular product will have greater confidence and rationale to desire that particular brand.

Differentiation is the winning formula for the brands in today's cutthroat brand competition or rather brand war as consumers have hundreds of choices from trivial products and services to the most luxurious brands. The average superstore has more than 40, 000+ brands in their stores. Fan manufacturers are more than 50 operating in the country and hundreds of shoe design shops. The time is tough for the brand builders to create differentiation to make brands' uniqueness. The challenge is tough, but rewarding, the core of branding success and any company's existence depends on it.

The problem is that brand builders are more active to create differentiation in term of technical advancement, complex fabrications and force

fitting creativity. The real differentiation is producing POD from POP, the fundamental change in product core values to create more health and perceptual benefits for the end users.

The most crucial question is how to be different? It is through the logic, the science of reasoning, the art of applying rationale approach and thinking. Most of the people in my country think that adorable inspiration and being creative can craft differentiation. No way! The differentiation is the power of logic. In this brand world, lack of logic in brand development is the most crucial element in the brand failure. Logic is science and it is obvious that Rosser Reeves Unique Selling Proposition (USP) must be such campaigns made unique propositions to customers that convinced them to switch brands. Differentiation is to attract people to brands and brand's USP is the hook.

Differentiation is the only solution to the competitive strategy to take any company to the next level of progress. Differentiation can any part of the four Ps and services.

In 1950 Sam Walton had the vision to build Walmart Company to offer low price products and the greater consumers' convenience. From the day one, the company has a clear cut low price

strategy. Everything they do to keep the prices low for the price conscious consumers. They have the famous strategy's tactic "roll back" initiative through which the company is always on the look for the competitive price and offering further low price if found that their price is higher than to their competition. Walmart's top priority is its consumers' lower cost needs fulfilment by applying all possible low cost shifting benefits whether cutting through shipping, purchasing. Retail marketing or warehousing. In response to Walmart consistent strategy and on-going business model the company gains huge financial benefit over the years, built gigantic fabulous stores and increased their offering to never ending list ranging from fashion clothing, groceries to automobile parts. Walmart new strategy now includes new one-stop small neighbouring stores to attract more consumers.

Apple, which was once know "it's not IBM" computer strategy to differentiate itself when it started in 1976, the company has forwarded to the top of the list not only offering computers but the other most desired innovative products. Apple is known to provide and innovate the most daring technology and products that every consumer wish to acquire one. Apple's strategy of "innovation and design" the company has managed to win the title

"The Most Innovative Brand" of the world. Apple is based on a "multi-faceted differentiation" strategy. Apple is consistently pushing the limit to innovate new unique products or upgrade their existing services and products and so far they are very successful in their efforts. The most winning strategy is the company's inexorable energies to provide the finest customer services. Apple's main pull is its brand, through advertising campaigns and product placement, the company created an inimitable different culture to carry-on.

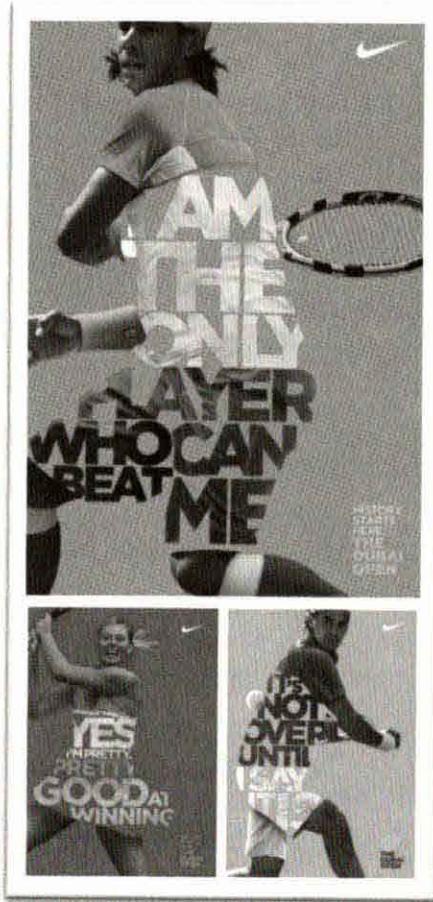
Nike, the athletic paraphernalia supplier is acknowledged as the premier athlete supplier for serious players. Nike has everything for the modern athletes from shoes to all sort of sports accessories. Their brand strategy is straightforward: "offer high-quality sports materials and customers will be willing to pay higher prices."

The company's strategy for differentiation has established Nike's name as the top standard for athletic wear. Nike is producing high-end products to match buyers' expectations. The company's offering is not wide, but their focus is very clear and very committed to its' differentiation "give the athlete the equipment they need to succeed." This settled focus has given Nike an edge to provide

high standard products through its proficient systems of manufacturers and suppliers.

In any industry, differentiating product and services are the main focus of the competitive strategy as Tesla decision to enter into the electric vehicle (EV) market with a sports model keeping in mind luxury. Tesla differentiation at the time of launch is "the electric vehicle with market valued economy over form and function." Tesla decided to go after the high-end market instead to compete with the Toyota hybrids or Chevy Volt.

Delta Air ended to serve peanuts and reduced leg space as Jetblue entered the scene advertising their sensualist snacks and a wide leg room. Lacking international an extensive frequent flier program or flights, they entered into the competition centring snacks, legroom, and friendly service. Their differentiation branding is based on the fun of flying and hospitality, while the big competing Delta focused on carrying their communication to business travellers.



Nike's name as the top standard for athletic wear. Nike is producing high-end products to match buyers' expectations. The company's offering is not wide, but their focus is very clear and very committed to it's differentiation "give the athlete the equipment"



Walmart Differentiation is "Everyday Low Price"



Delta differentiation is "no frill" airline

## Marketing & Branding ‘Music & Dance’

*“It's amazing the difference  
a bit of sky can make.” ~ Shell Silverstein*

People often ask me the difference between Marketing and Branding? I don't mind answering this question time over time because clearing this jumble means clearing my professional path, too. Purely, Marketing is something in present and Branding is in the future. But without the present the future is nothing. Marketing is quick and Branding is slow, evolve over time with continued marketing determinations. Marketing is the body and the Branding is the brain.

Marketing is the bridge between customers and brands. Marketing helps brands to place themselves in the hearts and minds of customers. Marketing is the best source to judge the customers by talking, listening and creating a matching persona for the brands.

Marketing is in the fields and Brands are in the customers' mind. Marketing field support helps to bound customers and brands together. Branding is a dance on marketing is music.

Marketing helps in the brand journey. The journey cannot be complete unless it can reach to “Sweet Spot”. Marketing is the source in which customers start recognising their consumable as their own, start thinking they own the brand(s) and in this ownership, they are bound to protect “THEIR” brands through cognitive functioning.

This “Sweet Spot” have the potential to disappear if the marketing stops operationally to further detecting spots to enhance alignment with their existing and potential customers. This alignment required a psychological, sociological and marketing understanding of consumer behaviour. Small “wobble” can lead to bigger and uncontrollable mutilation to brand if not stopped spreading at once.

The beauty of the “Sweet Spot” is the absolute harmony among consumers, brands, and marketing. The irony is that this harmony would never last long and a “wobble” start appearing. The balance between the brand(s) and brand perception is becoming unhinged.

The sources of brand unbalance are countless, but the major reasons that brands expectations are not satisfactory as once, brand information is not constant and brand promise is shaky. Marketing

share is to start sinking and the brand details, which was once finely adjusted is now swayed out of stability.

Marketing, which once helped the brand to evolve, would become again active in correcting the brand perception once the brand alignment would be started to bob. It may take years to bounce back through the art of marketing, which should be at its best to help otherwise the brand could be utterly destroyed.

Becoming recognised brand whether local, national or global is difficult, but this difficulty is nothing against the struggle to keep your brand aligned with continues efforts. Brands once become recognised would require indestructible efforts to keep their touch-points busy and active. It is an undesirable strategy that once you become recognised to become neutral in your promotional and other brand activities.

It could increase the damaging distance between brand and customers. It is near impossible to fill this damage once done. Brand activities should continue for the growth and for brand alliances. It is the killer to the brand(s) when brand builders started caring more than consumers of the brands. This “Brand Entropy” is a closed system which

revolves around everything but nothing works.

Marketing is the main foundation to inspire new customers, replacing already left customers and reshape brands. Attracting new customers is the latest brand strategy to keep brand alliance. In the brand world, strategy to become YOU and ME to WE is unpredictable. There is no time limitation for the stratagem.

Branding creates an enduring connection. Even if the company existing marketing exertions are planned to engross, it is the constant branding that retains consumers coming back.

Competition is ferocious and true to the companies who offer similar services and products—or, even the precise same services and products that any company bid. It is the branding that will make consumers returning for more. It is branding that builds trust and loyalty. It is branding that creates unique services and products.

With no art of branding company may attain success, but with branding any company's triumph will be far more extensive. It is necessary that all solid companies have strong foundations and a rock-solid starting point. The difference between

branding and marketing will guide companies to understand and grasp their foundation of their branding through marketing.

In Apple case, marketing has defined branding. It is an annual event to launch a new product, announced newly service, or product advancement. Each year the newly developed innovative product or service with a new level of “simplicity.” The change would not bring change in the company core values as all the related promotional material is solely focused on simplicity element. Apple has always created or pampered new meaning to old logic of simplicity.

Not long ago Procter & Gamble (P&G) decided to change its focus from marketing to branding. Brand strategy is the game in the company with a belief branding first. Eric Schulz, an experienced brand strategist, was of the view that “P&G were the first to recognise and act on, the cannibalization risk of their own portfolio approach. By distinguishing the qualities of each brand from all other P&G brands, each would avoid competing with one another by targeting different consumer markets with a different set of benefits. This was especially important in product categories that the company manufactured several competing brands, like laundry detergent.”

Surely brands are an offshoot of marketing. Marketing is serious fun. Marketing is to listen, observe and the main source of creating and growing great brands. Where marketing ends, branding begins.

Marketing may fund to a brand, but the brand is higher than any precise marketing work. The brand is what relics after the marketing have flounced through the chamber. It's what sticks in consumer mind associated with a service, a product, or an organisation—whether yes or no, at that specific instant, the consumer decide to buy or not to buy.

The brand is eventually what regulates if the buyer will become a loyal consumer or not. The marketing may persuade the buyer to buy a certain Honda car, and perhaps it's the first car buyer ever possessed, but it is the brand that will govern if the buyer will only buy Honda(s) for the rest of life.

The brand is developed from numerous things. Extremely significant among these things is the breathed experience of the brand. Did that car supply on its brand promise of steadfastness?

Did the manufacturer has endured maintaining the quality standards that what they are promised and known? Did the concerned people of the concerned departments know their jobs and conveying their messages to the buyer appropriately?

Marketing extracts and stimulates buyers. Branding creates loyal customers, devotees, even great helper to make others switch to the brand.

This controls the same way for all types of organisations and businesses. Almost every organisation's requisite to sell (including nonprofits). Their style and procedures may be different, and everybody in a group is, with their own action plan, either deconstructing or constructing the brand.

Every contemplation, every act, every strategy, every promotion has the outcome of either stirring or dissuading brand loyalty to anyone who is exposed to it. All shortcomings upset sales.

Is marketing costly? Off-colour researched and ill executed marketing undertakings can surely

be a cost centre, but well researched and good-executed marketing is an asset that recompenses for brand strengthening and sales increase.

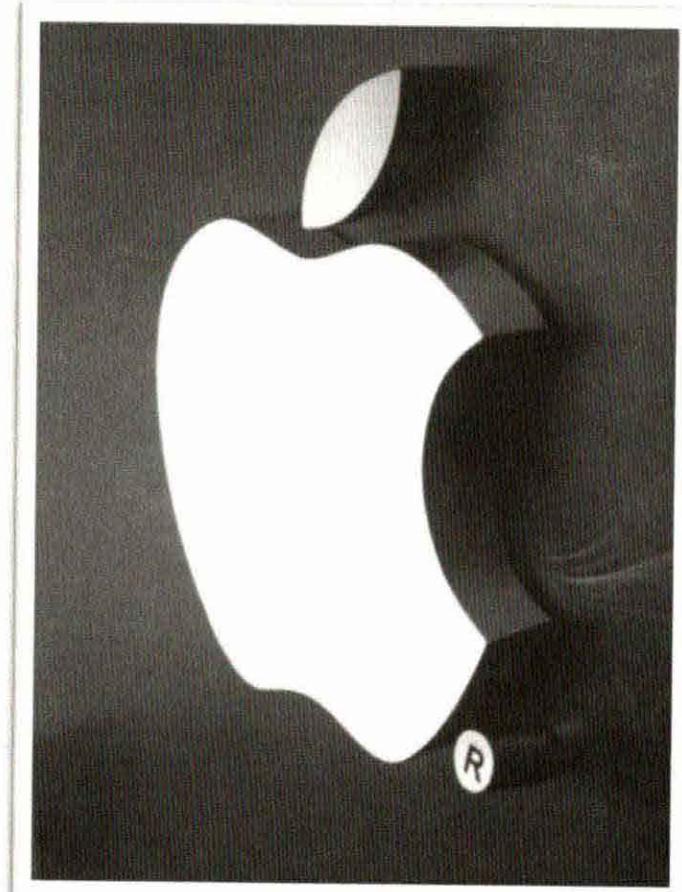
Is branding costly? Indeed, yes, but the gain is loyalty. The reward is high sales and sales force whose tasks are simpler and more successful, employees retaining with a greater passion, consumers would become real advocates and ambassadors of the brand.

Branding plays an important role for the successful business with a better future for the organisation and quality production.



P&G decided to change its focus from marketing to branding

marketing is what you do.  
branding is what you are.



Apple marketing defined branding

## Good Brand Or Excellent Product

*"A professional headshot in front of a bookshelf says you're an intellectual. A professional headshot peeking through a bookshelf says you're probably under a restraining order." ~*

Ryan Lilly

I always find it fascinating when people build their argument regarding brands and products. During such arguments, there were always two approaches or two thoughts. One side is the view that good products need no branding and the other side is believed that good or even excellent products are nothing without branding.

Undoubtedly, if the product is excellent the product would make its own presence in the market. But the marketing is the start which ends at. Similarly, if the product is excellent then without promotion the product reach and market share would be limited. "Do well and make it know" is the new strategy combinable applied for the marketing and branding.

It is a well-practiced trend in the marketing field that everyone in the start would join "product fan" group and there is the big rationale for it. Pepsi is the most favourite drink of Pakistanis so it is the best product; Mobilink is the number choice of the young executive because of o300 cult branding so it is the best service; iPhone is the most innovative brand so it is the best product.

These brands are first known as the best products and services to become leading brands. They are examples for others to follow from product > promotion > brand.

Perception is the real transformation for the product or service when the product enters inside the head of consumers via the possibility of the art of branding by constant knocking brain waves of consumers.

Brand perception is a magical term and everything in the brand building. This term can make the difference. As a brand builder, one must understand that brand perception is not owned by the brand, but it is totally owned by consumers.

Brand's promise, brand's presence, and brand's image are the offshoots of brand perception. It is what any consumer think, speak and feel about the

brand. It is in the head of consumers, but they felt through their hearts. Brand custodians throughout the product life unstoppably measuring and improving brand perception.

Brand perception is the source to craft “Brand Affinity,” the phantasm of any brand. Brand affinity is the shared values between companies and consumers. The term is the mutual belief for the particular brand of companies and consumers. A bridge that helps companies and consumers to cross to meet each other. Brand Affinity is the highest level consumers’ loyalty, a larger-than-life concept in unshakeable relationship trust.

To reach “Brand Affinity” the relationship must consider four dimensions between brand and consumer. The reasoning for the brand purchase is simple and advantageous after cramming consumer behaviour; it must be emotional enchanting because consumer emotions convey meanings and feelings about brands; understandable, local and easy language; and actions are of great fondness.

Brand perception cannot build in days, weeks and months it required to the relentless fulfilling brand promise to provide what you have promised to provide with honesty.

It requires that brand is always visible to build and make stronger brand presence among its consumers, communities, and cultures. Thirdly, it also requires the brand image to match its consumers so they can take pride comparing their choice against others.

All these lead us to the fact that there is no superior product(s) but the brands are based on superior perception. It is important to remember that perception is in the head of consumers, which can be captured through the art of branding.

No matter how great is the product, but if it is not perceived great by the consumer then the product is compatible in the consumer world. The beauty of it is that once the perception has taken place in the head of consumers, it is the Titanic task to off-track them.

The following are the example of brands with superior perception through their feel and look rather than a product as they are the best match with their consumers:

The essential of the Adidas brand is based on the two distinguishing graphic strategies: the three stripes of the Sports division and the trefoil of

Originals. The Adidas' iconic status is the brand involvement in a fascinating event of the world, the Olympics.

There is no match for Coca-Cola to nail global presence. The brand is the outstanding example of constant progress and growth and keeps gaining nature today as it was in 1886. The brand win is the globally recognisable logo, which is continued a persistent throughout the history of the brand comparing to all competitive brands all over the world.

The Wordmark in Paul Smith's signature is gorgeously hewed in itself. It's the permanency of the pinstripe regalia that brings the brand's correspondence between form and meaning status. Wordmark represents the "classic with a modern twist' ethos." This recognisable "graphic wallpaper" brands everything from scarves to carrier bags instantaneously identifiable.

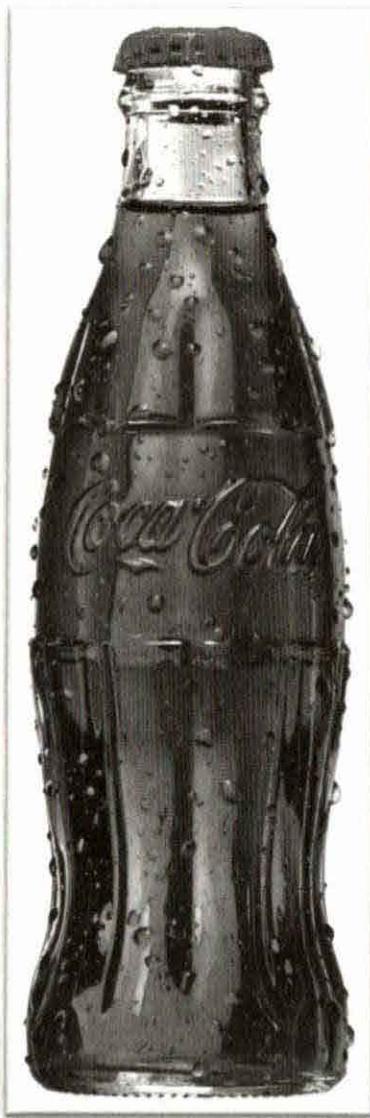
A prime example of a brand that easily transcends its logo is Zippo. Zippo is known as historically an awe-inspiring innovation, which is windproof and has splendid honour in its history, the only supply during the war from commercial use. All brand elements are all unique, especially sound is

inimitable. "Face it, even people who don't smoke want a Zippo."

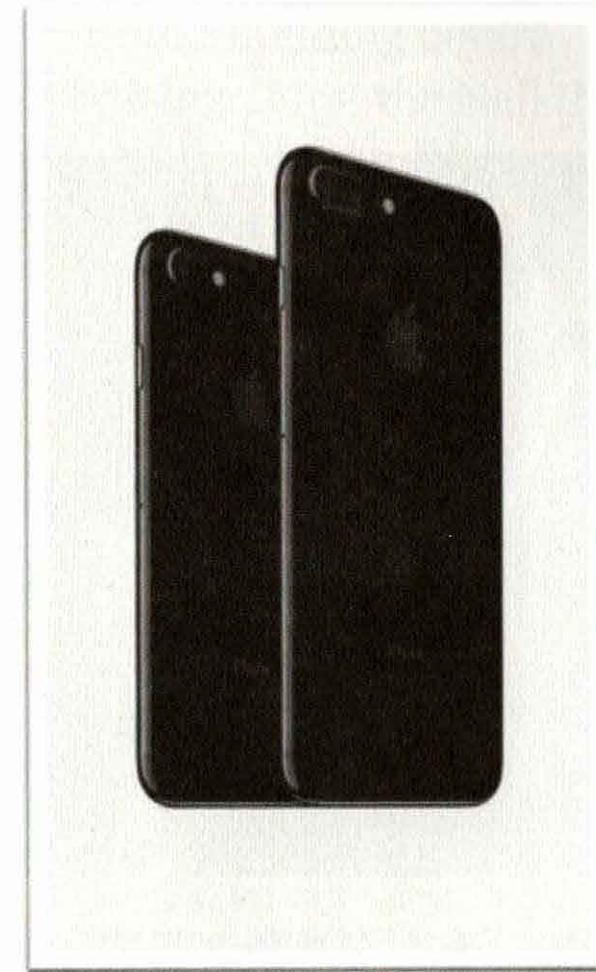
"Technology alone is not enough," the famous quote from Steve Jobs while introducing the iPad in January 2010. "It's technology married with liberal arts, married with humanities that yield the results that make our hearts sing."

Steve Jobs' formula for innovating products that customers will impulsively want is not about applying strategy to sell a product, it's about delivering values so marketing is concentrated non-essential.

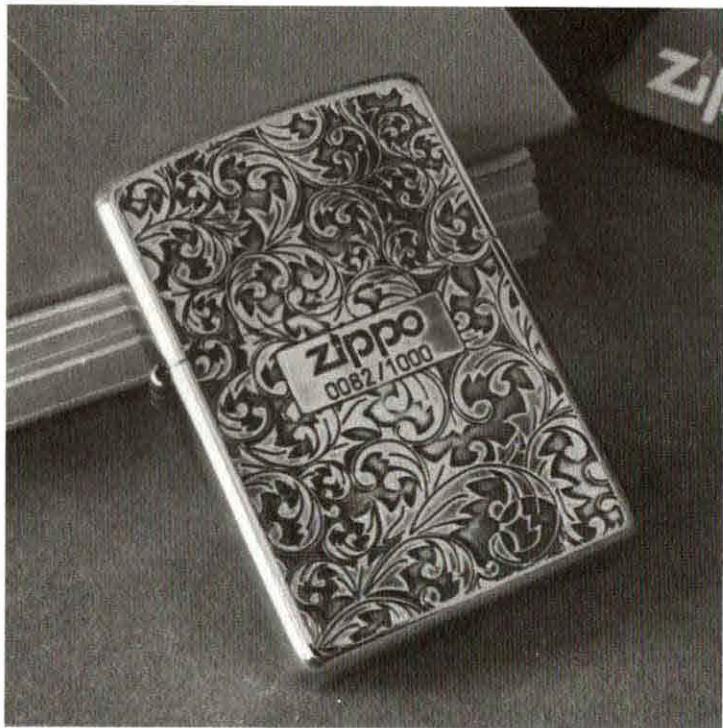
In Apple's case, aesthetics is value-added might, as the founder was genuinely encouraged by beautiful design.



*There is no match for Coca-Cola to nail global presence*



*In Apple's case, aesthetics are may be value-add might, as the founder was genuinely encouraged by beautiful design*



A prime example of a brand that easily transcends its logo is Zippo. Zippo is known as historically an awe-inspiring innovation, which is windproof and has splendid honour in its history, the only supply during the war from commercial use.

## Brand Building before Advertising: ‘First the Nail then the Hammer’

*“Mass advertising can help build brands, but authenticity is what makes them last. If people believe they share values with a company, they will stay loyal to the brand.”~ Howard Schultz*

Often people come to me and demanded to build their brand(s) at once. Every time I have taken aback and instead candidly ask them how can I build a brand like that and they reply instantly “through advertising”. To them brand is being built by advertising, fully pushed by ATL and BTL activities and they are firm believers that “people will see my brand on TV, billboard or everywhere they will buy it.”

Through advertising alone can I build a brand? The question is tough, but is it logical? Indisputably, advertising is the most visible source of branding, but not the complete branding foundation. Building brands through advertising are short-cut or tactics, but not the long-term strategy.

Actually, the source of this inspiration that advertising build brand comes from their observation when they see big brands, spending money on their integration marketing communications (IMC). They are not aware of the fact or have experience that advertisers can maintain the brand through their professional art, but cannot build a brand on it exclusively.

Al Ries, famous brand strategist, author and the Marketing Hall of Fame is of view on the topic that “the birth of a brand is usually accomplished with publicity, not advertising. Our general rule is publicity first, advertising second. Publicity is the nail, advertising is the hammer. Publicity creates the credentials that provide the credibility for the advertising.”

Ernesto N Rivas, 30 years advertising veteran, through his experience, maintains that “I've been in advertising for 30 years and have worked on many branding campaigns for large corporations. It's very simple, branding is about building an identity for a company. In that identity, people will recognise who that company is and what they do. That branding spirit will then be written into all their communications and marketing so everyone in the company is saying the same thing. Branding is not just a logo but the way of the company.”

Fatima Espineda, a passionate brand builder with extensive experience in consumer goods industry, a point of view is “the end goal of any advertising activity is to eventually convert all leads to actual sales. Whether it be awareness, educational, or a trial campaign, all businesses engage in advertising to ultimately generate revenue. Such advertising activities entail huge investments as it dictates very complicated market research, data gathering, strategic planning, creative ideations, media placements, manpower, and so many other components for it to work.”

On the other hand, some big global brands like Starbuck, Wal-Mart and Body Shop either build their brand with little or no advertising money at all.

Building brands are time-consuming efforts. Days, weeks, months and years are not the promise tactics in the building brands. Even in this cyber age, when the speed of time and decision powers are quick, building brand fast is not a viable option. Besides, brand building is an art and science and wisely a whole lot of both. The mastery of art and science is perfect when the consumer starts owning and protecting the brand, attaching himself with emotional experience. The use of

marketing data, research, theories of psychological, sociological and neuro-marketing are some aspect of science.

If companies do not develop a brand before they start to use advertising, they most probably fail. Brand development happens internally first. All kinds of the moment of truth that are more intuitive than advertising should be in place before the companies even start to think about advertising.

The art of marketing has reached to new scenes. Everything is being touched by specialisation. There is the difference between the companies that are responsible for the brand strategy and brand communications. It is yet a new concept and expertise. They were still of the views that advertising agencies can also be responsible for the brand building. The legend is dead or dying fast! It is the benefits of the companies and their gatekeepers that they must understand even the most creative and vivid global advertising agencies are not capable or no longer qualified solitary to build brands or responsible solely for brand strategy.

Mark Ritson, Branding Professor, and Marketing Consultant is of the view that "Ad agencies should

do what it says on their tin – be agents for the creation of advertising – and accept that the strategy work that feeds their creativity will be devised elsewhere and without their involvement. As the brand has become more central to the success of most major clients, it has moved further away from the core competencies of advertising agencies."

Today, brand building is not only about promoting and selling to beat the competition, but brand building strategy necessitates a necessary knowledge of the internal culture of the companies, financial systems, business operations, Human Resources policies and Consumer Relationship Management, which the ablest advertising agency cannot even capable of dealing such requirements. Above all, the most resourceful advertising agency in the modern scenario often even have difficulty or are ignorant to comprehend how their clients make money.

It is difficult for many marketers to understand brand value differently keeping in mind advertising agencies and brand strategy. They are living in a fancy that brand strategy is the part of one portion instead it is the whole plate. To them, brand strategy is to design collateral material, logo or website. They were of the view that it is tactics

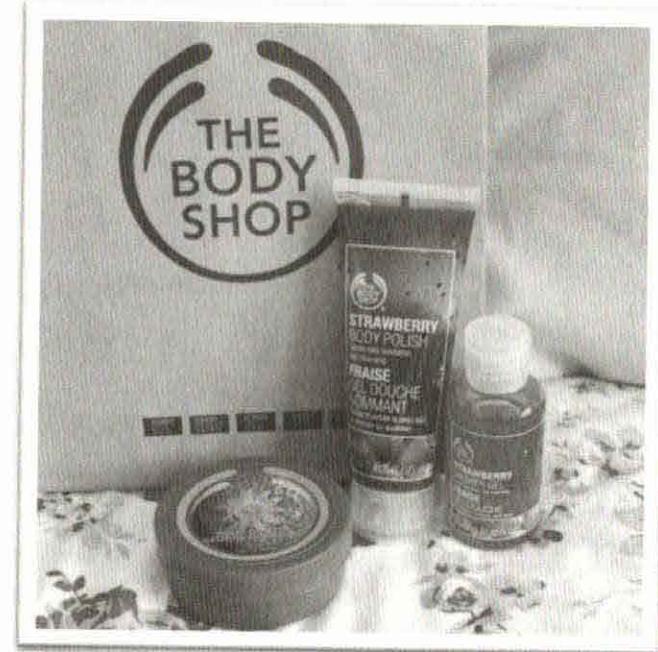
rather than long-term plan. They are living in a bubble and most of the time the bubble would burst on their faces. To them, brand strategy is an esoteric theoretical exercise.

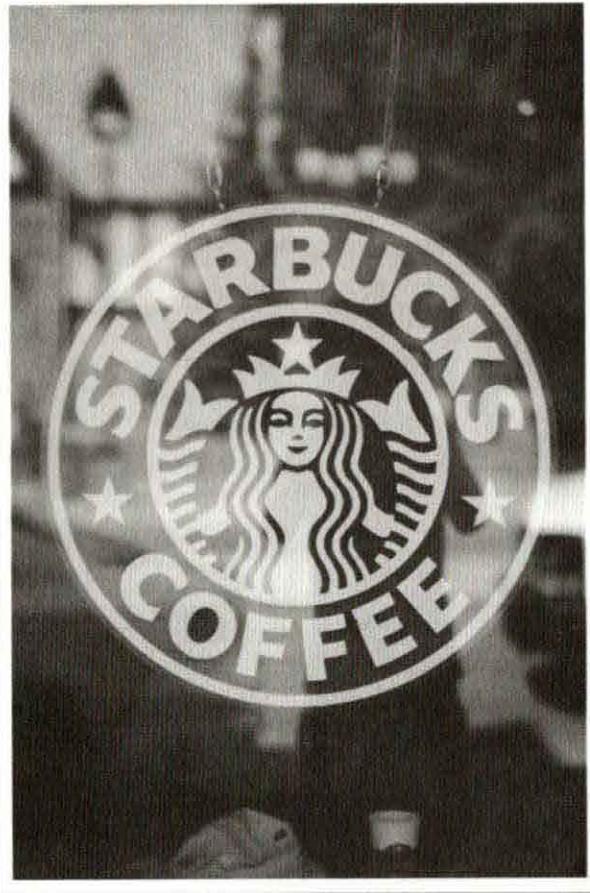
According to the BrandTwist “A common marketing gap is the failure to understand the difference between branding and advertising. While both are a part of marketing and are done with the express purpose of increasing revenue, they do so in different ways, and each has the ability to make other more or less effective. Let’s take a look at branding and advertising and how knowing the difference can strengthen your marketing strategy and your brand.”

Some judgments of experts regarding the topic;

- Former marketing director of BUPA, Pat Stafford: “I have never found a lack of willingness by agencies to get involved, perhaps just a lack of skill.”
- A survey by Farmer & Co showed that clients rated their agencies highly for their traditional skills. However, while 75% wanted their agency to give them more strategic business advice, 46% were not satisfied with the strategic services provided.

- Managing director of Landor London, Cheryl Giovannoni: With ad agencies, it is about short-lived campaigns, but brand consultancies’ work is more enduring because it has to transcend a series of campaigns.
- Executive creative director of Leo Burnett, Jim Thornton: When the branding consultancy works in isolation from the ad agency, it is insulting. I don’t understand why clients do it.





The Body Shop and Starbucks either build their brand with a little or no advertising money at all

## Surviving Ever Changing Brand Strategy

*"Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself." ~ Jalaluddin Rumi*

Brands are differentiation devices, which are generated to perceive by consumers in their thoughts and behaviours. In other words, brands are breathing inside the heads of its consumers. It is the wrong perception that brand elements like logo, tagline, colour, etc. are the only brand world. It is the impact of the company's products and services to benefit consumers in their real lives. This is what brand image!

An iconic example of positioning a brand. It is 1960 and Volkswagen has a problem. They want to sell Hitler's favourite car to America, a country filled with ex-GI's, not an easy task. American cars at the time were large and quality was a problem. The Volkswagen created a brand image based on an obsessive commitment to quality.

The brand strategy should be defined as the future planning act to inspire brand image. To understand, if one brand's strategy is to provide low cost or economical products or services to

keep the prices low over the competitive brands then the brand should opt for lower cost fabrication decision and compromise some of the advertising decision to create an image as the economical brand. If any company like to enhance its brand image as more focused on the customer support, the better Customer Relationship Management (CRM) with the heavy advertising campaign(s) is the option to gain an edge over the competition through this image.

A marketing strategy is something totally different. It means you are using the most visible tool of four 4Ps, "Promotion" to sway over your competing brand(s). Marketing strategy requires and mostly focused on advertising for the brand promotion through campaigns, consumer promotional (CP) activities and brand motivational activities.

Mark Di Somma, Brand Strategist, Storyteller and Author once writing on the changing importance of brand and brand strategy; "Oh the irony. For years, many of us tried to get the people we worked with to broaden their understanding of what a brand was. It's not just a logo, a product, a TV commercial. We were fighting to make the definition of brand bigger. Now I'm wondering whether we have to start going back the other way. Suddenly, there are no people, countries, groups

anymore. Instead, everywhere I look, everything's a brand. Donald Trump is a brand, Charlie Sheen is a brand, so are Kate and William, the Presidents of countries a brand, Greenpeace and just about any professional sports team or association you care to name. America's a brand, so are the Tea Party, Survivor, Wikileaks, the Beckhams and Lady Gaga. You are a brand. That suggests to me that the media is in the process of redefining a 'brand' as anything that gets or has our attention. In the new parlance, the brand now is much more about the profile."

Moreover, the brand strategy is the most crucial part of the marketing strategy because without the brand strategy it is not possible to communicate and promotional message to consumers. This is what make the marketing strategy the most exciting part of the marketing world of any brand.

Ben VanAuken, who has also directly advised more than 150 brands, listed the twenty most common brand problems because of failure to understand the brand strategy to cause brand failures;

1. No one in the organisation has a solid understanding of the brand's consumers or their needs.

2. The brand does not stand for anything and it does not promise anything. It is just a name and a logo.
3. The brand touts a clichéd, unsubstantiated, meaningless point of difference (such as we are the quality leader or the service leader or the innovation leader or, worst of all, just the leader).
4. Brand messaging is helter-skelter. That is, it varies by audience, message vehicle, campaign, etc.
5. A crisis occurs that reinforces that the brand was never really serious about its promise.
6. The brand becomes a “whipping boy” for some social issue. Special interest groups that disagree with the brand’s policies target the brand for the attack.
7. There is little to no awareness of the brand in the marketplace. This could be because it is a start-up brand or because it is new to the specific geographic market.
8. The brand’s less than stellar perceptions are due to product problems. The product may have quality problems or be inferior to its competitors’ products in other ways.
9. Internal politics and organisational dysfunction lead to brand and customer service dysfunction.

10. The brand and the organisation behind it have rested on their laurels for far too long, not keeping up with consumer needs and industry innovations.
11. The CEO and the leadership team do not understand brand management and do not support it.
12. Every time the economy slows, marketing budgets are slashed, leaving the brand vulnerable.
13. Every time a new brand manager arrives, that individual changes the brand or its marketing campaign, whether changes are needed or not.
14. Growth pressures have forced the brand into new products or services that blur the meaning of the brand.
15. Brand extensions have repositioned the core brand in a negative light.
16. The brand has pursued a series of price increases at a rate that far exceeds inflation.
17. Continual cost cutting due to retailer pressures has resulted in an inferior brand that no longer is demanded by consumers.
18. The organisation proliferates brands and sub-brands with no clear differentiation or consumer targeting.
19. The brand’s architecture is completely confused.

20. The brand's identity is presented inconsistently in different contexts, media, vehicles and situations.

Daymond John, Author, Television personality, an American entrepreneur, and motivational speaker, once said, "most brands started from a strong base and kept a strong belief."

It is a common fallacy to consider that a robust brand is a bonus to be relished only by giant companies like Unilever or P&G. Strong brands are crucial for success and wealth of all companies whether they are small or big. Their ultimate success story is directly attached to their brand health and its impact on their consumers. It also directly impacts on the overall performance of the brand, to attract best performers and to reach a point where the brand image has become a source of magnetism. Indeed, a healthy brand is about prosperity and the seal of triumph.

The brand health check is a continued process and time and again the companies have to go back and explore the meaningful interrogations. The research should be anticipated keeping in mind alignment with business customary exercise to brands types whether big or small

brands. Michele Levy, brand strategist and author of "Building Your Brand" has framed the following questions to help the mission-driven organisations to develop the messaging and integrated communications companies need to better achieve their strategic goals.

1. Is your business or organisation changing? Are you growing, merging, revising your strategic plan, changing your name, or moving from being a local to a regional or national brand?
2. Is your market changing? Are there behavioural changes in the marketplace that impact your products or services?
3. Is your core client base or core constituency evolving? Do you have different clients/constituents than you did when your current brand system was developed?
4. Do you feel like you're the best-kept secret in your marketplace? Do you feel that people know you exist but not why they should care?
5. If you ask 10 people in your organisation "What is our mission?" will you get 10 different answers? Or no answer at all? Are the executives the only ones who can explain the vision, mission, and values and how all the pieces fit together?

6. Does it seem like your designers or your agency are “making it up” each time they get a new project?
7. Do you have multiple or duelling logos that are used seemingly randomly?
8. Do your printed materials (brochures, manuals, advertisements, promotional pieces) exhibit a range rather than a single unified visual and messaging presentation?
9. Is the look and feel, and keynote message on your website different from that of your printed and marketing materials? Does it match your sales pitch?
10. Do you lack comprehensive brand and messaging guidelines that are consistently used by everyone internally and externally who are creating communications materials?

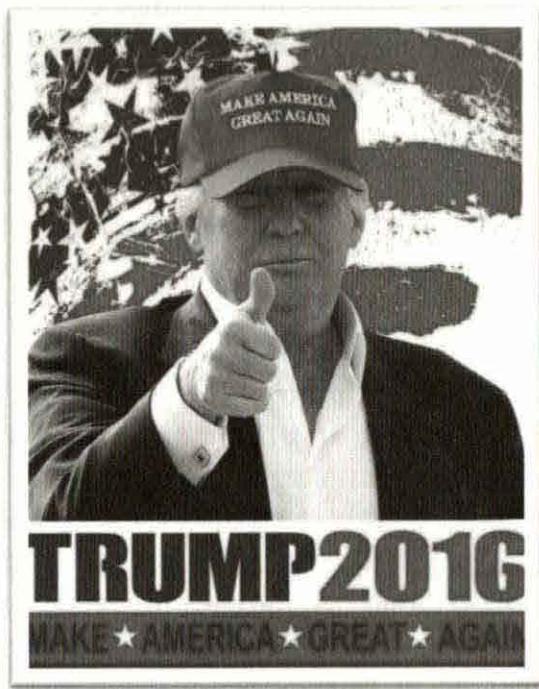
These are a mix of external internal factors. The first three questions are necessary to overview for the better understanding of the external factors and even companies' brands are doing well in the competitive market. These three questions are major indicators to observe brand health in a somewhat different peripheral situation for better substitutes. Brands'

implementation through understanding and considerations are part of questions four to ten. It is obvious to recollect that brand existence is always at looking whether companies actively take part in its management or its development. The most import aspect of the brand strategy is that to achieve enthusiastically and unswervingly the value of the company or the brand. Having a place in consumer mind is the reward of the worthy brand value. It is vital for Brand health to have the accurate brand association.

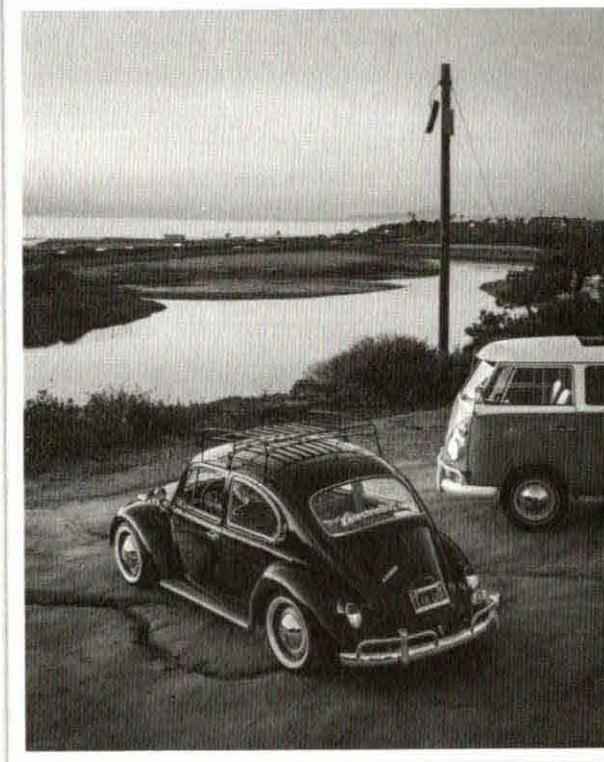
It is important to keep the company or the brand's values, including mission, vision to portray all communications to all stakeholders. It must be crystal clear and perceptible to all that anyone is exposed whether in internally and externally communiqués. A detailed brand book of companies and the brands is the crucial and important element to keep the communications (colours, style, and imagery) align with all internal and external stakeholders. The corporate image and any individual brand image must be consistent and unblemished to relay a sharp and fascinating brand story to become memorable to all as amidst all the muddle and noise which is the

indispensable paraphernalia of modern life, a very few of the best interrelated, stable, and prudently spread communication can get through.

Factually, the brand can castle only in the brain of the consumer, and only those with strong brand health can manage to enter there.



*Everything's a brand. Donald Trump is a brand in this ever changing brand strategy*



*Hitler's favourite car to America, a country filled with ex-GI's, not an easy task, but Volkswagen created a brand image based on an obsessive commitment to quality*

## Social Media Engagement is Brand Victory!

*"The most potentially transformative impact of social media is its ability to encourage brands to marry profit and purpose. The reason brands participate is that such outreach earns those companies social currency enabling them to start or participate in conversations that connect them to consumers in meaningful ways." ~ Simon Mainwaring*

Brand building nowadays seems aimless without brands' presence in social media. The art and practice of branding have touched to the new horizon. Branding fundamentals have been changing, companies have been busy redesigning their strategies and totally reversing their stylebooks, brand books and playbooks. Brands visibilities, brands reach and presence have gained magnificently new knowledge limits. Opportunities are knocking on almost every door.

Opportunity is not the only gain. By exploiting social media companies are more focused on their product and service offering and communicating a well-defined brand promise, which the companies are delivering and securing the benefits of the trust. Moreover, the consumer trust to brands is an encouragement to innovate beyond the

familiar.

Brand awareness among both existing and potential consumers is getting high day by day by virtue of social media and sale of brands are continually ascending. More notably social media has given an ultimate power of judging consumer insights, faster than ever before.

Branding is totally different exercise than it was a decade ago. With ever increasing global speed and capability the scenario is totally different. Companies and consumers are closer and their understanding is the new game changing situation. Consumer purchasing behaviour has changed. They do not accept companies' suggestion in their purchasing, they talk to other consumers for advice and technical know-how. They now judge brands and their makers' personality and their intentions. Consumers are now smarter and demanding. They judge companies that lay behind the fascia of advertising.

Consumers are now spending more time than money in their purchasing. They are using social media to read, review, evaluate, and asking questions from trivia product brand to the luxury brand before they make their decision. It is now an obvious role of brand builders, brand custodians

and related companies that to address and to satisfy consumers' concerns regarding certain product and service and netting loyalty by virtue of their deeds.

The beauty of it that social media, open grounds for every size, type and all industries. Regional to global brands are dancing on its music. Everybody is the equal beneficiary and lady luck appears ready to smile on everybody. No geographical boundaries, no gender or age biases, no social-religious differences, and no status consciousness. Above all there is no more time and day restriction, 24/7 is the new reality in the marketing world.

Razorfish, the agency for marketing experience and enterprise design, in its recent report "The Rise of Social Commerce" estimated, quoting, eMarketer and AdAge that millennials watch far less TV than they did four years ago, and 90 percent of affluent consumers use social media to support buying decisions. As a result, advertisers in the US and Canada increased ad spend on social sites by 31 percent in 2015.

The report added that Facebook is notably investing in social commerce, given that two-thirds of its audience buy products online, social

networks are an established research channel for this group. "Thirty-six percent of active Facebook users say they use social networks to research products (with only search engines and consumer reviews posting higher figures)."

The Rise of Social Commerce a recent study (from Kenshoo and DataPop) shows a steady 60 percent year-over-year increase in revenue attribution from social sites. Nearly half the retailers surveyed in the study have invested in social commerce. Asian shoppers have quickly responded to the social commerce trend.

In China, messaging apps such as WeChat are making buying simple and straightforward by integrating payment systems. Line, another app ecosystem (with over 60 apps in its portfolio!) with high adoption in Japan has Uber-type functionality built into its offering. Weibo (Chinese Twitter) sold over 50,000 automobiles in a single day. In the case of China, the emergence of messaging apps has played a key role in the success of social commerce.

It is now the new path for the brand builder to make money or in fact, a lot of money through social activities on the social media. It is actually the most popular technique nowadays. They are

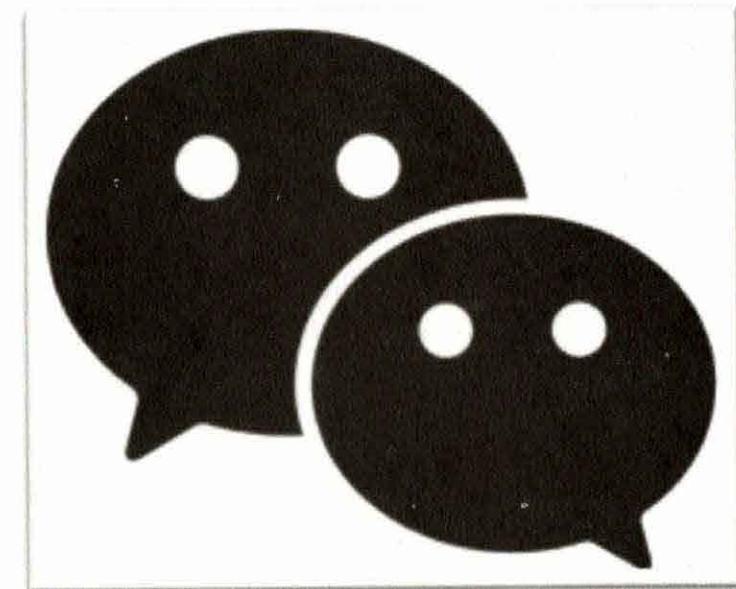
scientifically capitalising on behaviour triggering, making a social a seamless part of the integrated experiences. Moreover, facilitating and enabling reviews to boost brands assimilation among its consumers and competitions.

Using social media as the avenue for promoting and establishing brands are rampant. It's quite easy but takes a lot of time and hard work. Just reach out with consumers, engage them in meaningful, exciting conversations, and only speak the truth. Nothing, but the truth.

Any brand's social media, profiles can be a great way to boost brand and company's credibility with existing and potential consumers, giving them access to reviews, pictures. Brands are now conscious to make sure to publish high-quality social media content and to keep their name, image, and identifying information consistent across all platforms.

Consumers of the brands may follow for business news, but they are mainly focused on brands personality. Brands nowadays want to make sure to attract the type of consumer that will help expand their marketing image.

For modern brands, social media has a dizzying array of platforms, so companies should invest time in figuring out which platforms are most popular among their target audience. Posts don't have to be the same across all platforms, but they should always relate to the brand and company.



*In China, messaging apps such as WeChat are making buying simple and straightforward by integrating payment systems*



*The art and practice of branding have touched to new horizon with social media*

## Storytelling is Intensifying Brand Values

*"Storytelling is based on the word, being an honourable person of integrity is based on your word."* ~ Jesse Williams

Storytelling is an art and can be beneficial to all aspect of life. It gathers attention, creates a sensation, corrects cognition and guides to the right direction. If these are the real conception of any story, then brands are best sources of the story. Brands' success is now largely depending on the Storytelling by virtue of ever increasing consumer sensory powers and consumer demand for a bigger brand world.

Since the dawn of our existence and since we have learned speaking we love stories. We are fascinated by listening and telling stories. Storytelling is our main source to keep us connected, a lesson to learn to live civilised, honest and loyal to our culture, traditions, values, society, and the world. Brand storytelling is no dissimilar.

To link consumers' hearts and minds storytelling is the captivating art to share core values of the brand, influencing its existence and standards to consumers and attract them by the offering

benefits from its existence. Brand stories are values of consumers and to force-fit their values with the core values of the brands. Brand stories may be addictive by nature, but the main definition is to craft values matching with the existing culture, traditions of consumers.

In the modern methods of brand building, pitching grander is into brand story narration and presentation is an essential element. Learning a storytelling tool to capture attention is the art that every company nowadays required to gain and spending handsomely to earn. Brands are making stories by capturing consumers' engagement by defining winning brand(s) narratives. An unrelenting creating brand connection through brand messages to build emotional consumer connections. Through their stories, brands are ensuring right direction brand internal and external communication.

Brand stories are the best foundation to shaping the brand perception of the high and valuable product and services both for internal and external stakeholders. Besides, helping brands to anchor the brand culture with one ownable brand story.

Brand builders are now confident that the brand storytelling strategy is the best practice for the

consumer education regarding their selection of brands. The Strong narration of any brand story must be based on the differentiation strategy to boost brand marketing. It is not merely exercised in advertising copywriting.

Brand storytelling is the main ingredient in the brand making recipe because it has the potential to make brand consumers as the brand best campaigner and magnetic to attract others. It can be such an enthralling experience that consumers would become a brand transmitter.

It involves any method through which your message is conveyed by willing and (usually) unpaid intermediaries. It can cover everything from the word of mouth to shared media such as Ted Talks, for example. Modern brands believe that success is when things go 'viral' and develop a life of their own beyond consumer control.

Anticipating the power of brand storytelling world famous brands like Apple, Sony, Toyota, McDonald's and Burberry are moving fast of their brand activities to social media platforms. These social media platforms serve those best as the nowadays brand building is not considered as persuasion and promotion. Brand building is now all about stronger connection and consumers'

engagement through commitment. What is the best option to connect and to engage a human being? Nothing, but a gripping story.

A human being has a tendency to get influence from the stories. To us, the great craving is the narration greed. To influence or inspire consumers, brands are creating awesome verbal and visual narration to activate response and motivation to purchase and do the repeat purchase by keeping their interest intact.

In this global competition, only those brands differentiate among the competitions which are relying on the excellent skill to communicate and “resonate with the core values, archetype and mythic themes of the brand story.” From Ibn Battuta travelogue and the tales of King Asoka is still the main source of excellent narratives. To gain the edge and to status quo advantages, companies and brand strategists taking pattern chunks of interests from such allegorical tales.

Apple “think different” narrative line is one of the best examples to craft its’ rebel hero persona of Steve Job. No matter what Apple product being offered to its highly motivated consumers the Apple story with its rebel boss persona is always back of its follower’s mind.

The best way to make a true connection with consumers is by incorporating brand storytelling to inspire and allure them. Companies and brand strategists must be well aware of the fact that for them the winning strategy centred in crafting compelling brand stories. The true success is in connecting consumer thoughts with something worthwhile story to activate and allure them to brand attractiveness.

Sahail Ashraf, an award-winning writer and content marketer, beautifully narrated the following brand stories in one of his blog;

**Dove** company, a couple of years ago, decided to include men in its frankly quite awesome storytelling approach to marketing (Dove and the Men Thing). For years now Dove has focused on real people and their stories, specifically women who are ‘real’, as in not supermodels.

This focus has meant that women have identified with, liked and followed the company all over the Web. They feel cared for by Dove, and recognised as being worthy of feeling beautiful. This has all been done by telling stories about beauty, whether it’s the beauty of a mother and daughter relationship or the beauty of a face and body that

is generally viewed as being ‘average’. All of this has been freed up by a focus on real people.

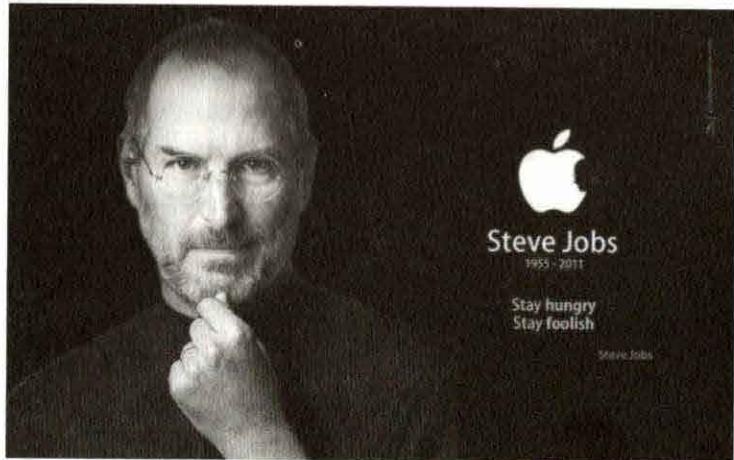
This campaign went even further and told a real, compelling story about a father simply wishing to see his child. It works because we have a story here, a video that tells us about something that stirs up emotions (remember what we said about emotions earlier). And it links those emotions to the healing, reuniting power of soap. To understand this, understand that Dove sells soap that it feels takes care of the people who use it. It is the simple soap that helps you look after your skin. Link that idea to a dad coming home from service to see his child, and you have a compelling story. If you’re a brand and you engineer happiness with your product, show how you do this. Tap into the emotions you create, and then use that insight in your content. Dove has done it well, and they’ve kept it very simple at the same time.

**Land Rover:** When we think of the Land Rover we often think of quality along with a slightly boring outlook on life. Not necessarily sexy when it is marketing, the company would perhaps have to think outside the box a little before it truly got the social media storytelling thing taken care of. Which is exactly what it did. Land Rover created

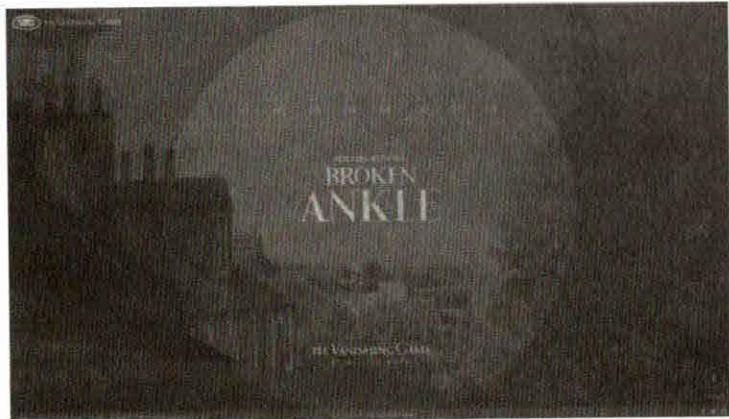
the ultimate storytelling experience by telling a story (Land Rover: The Vanishing Game). It’s interactive, and it’s brilliant, detailing a kind of road trip around Britain through text, imagery and other aspects of media. The links helped to fire the plot, and now and then ‘readers’ are treated to some images of Land Rovers doing Land Rover stuff. It is a truly epic experience because it is actually telling a story that feels genuine and well-written. There are a few reasons why this particular type of digital storytelling really works well. First of all, there really is a story here in the most literal sense. Secondly, the brand is about adventure so it ties in neatly with an adventure story. In other words, prospects and anyone who had ever owned a Land Rover will quickly identify with the narrative. And that’s exactly what the company wants to happen. Bring in the emotions of excitement and not a little fear, and you have a rollercoaster designed to market a brand.

**Google** don’t really have to market anymore, they are simply working on ways to keep their fans happy (Google: Telling a story, literally). And this video is a perfect version of that. An extremely popular video with nearly 100,000 likes, it works on a variety of levels, but the biggest thing here is that it tells a compelling and moving story from the very first second. You could be watching a

movie, with a rich narrative and a clear pull towards the final payoff. We would rather let you watch it yourself, but the fact is that the video is smart, clever, and simply tells you how the search engine can change lives that have been affected by seemingly earth-shattering events.”



*Apple “think different” narrative line is one of the best examples to craft its’ rebel hero persona of Steve Job*



*Land Rover creates an immersive literary experience with The Vanishing Game*



Dove Company had decided to include men side of story with Dove and the Men Thing

## Brand Positioning is Mind Charming Game

*"In communication, as in brand architecture, less is more. You have to sharpen your message to cut into the mind. You have to jettison the ambiguities, simplify the message, and then simplify it some more if you want to make a long-lasting impression." ~*

Jack Trout & Al Ries

Brand Positioning is the most discussed topic in the brand world. Every advertising and brand strategic agency in the world is totally sold on the positioning idea. The concept, though practice by all, has the inadvertent magnitudes. Positioning is "the battle for your mind" and brands are fighting this battle due diligently. Brand builders are assured that positioning is the winning strategy, but everybody is singing their own tune.

Positioning works in a unique way. Positioning is off-shot of perception. It is helpful in understanding the marketing competitive environment to companies and brands to create differentiation by the interpretation of sensory.

All perception involves signals in the nervous system, which in turn result from physical or chemical stimulation of the sense organs. Thinking

process accept the perceptions as reality and accept that reality as logic and restructure perceptions to make it positioning for wishes.

Brand strategists have been using very scientific approach to fit in perception process. The progression starts with an item, as in this case any brand, labelled the distal impetus or distal item. Brands by means any physical process, sound etc. inspires the body's sensory tissues. The input energy transforms into neural activity for the particular brand to complete a process called transduction.

A brand is a nest of perceptions. Those perceptions are formed by the messages' consumers receive about a brand. If companies position a brand, companies do so by pinpointing who needs to hear a message about the brand and by identifying what companies need to tell them. Companies can also create an overarching message about the brand - for example, *BMW* - *the ultimate driving machine*.

Starbucks is known as a balanced, community-inspired company. Starbucks mission statement declares about "human connection", "community", "responsibility", "accountability". This is the win of the company and unique in a sense that Starbucks

is consistent with its positioning and shift it into "customer-based brand equity."

Companies can shape that opinion by using targeted messaging. Carry those messages through media, speaking at conferences, hosting events, publishing research papers and survey results that favour your message; there are many ways to send messages.

Over time, as the brand matures, the perception of the brand in mind of publics will become more consistent, building brand equity.

Companies change their positioning over time, as their business proposition evolves. Sometimes, when a brand has strong brand equity, they are forced by their publics to change their messaging and to evolve as a business. If you can't evolve, you'll lose your business entirely.

Take McDonald's. Health freaks seek and find completely different messages about McDonald's than the average person does who enjoys McDonald's. Over the past few years, the health messages outweighed McDonald's brand messages, giving voice through famous TV shows and other social media platforms.

They challenged McDonald's to be transparent about their food making practices and to bring in healthier options. McDonald's was forced to change its brand positioning to the point that it resigned its stores and product delivery systems, retrained their staff, to let its consumers build their own products in the store.

To develop a good brand positioning consumer-based and competition-based insights are fundamental requirements. Insight is the map route to consumers' mind and strategic direction to beat the competition.

Alice M. Tybout and Bobby J. Calder, Marketing Professors, in their book "Developing a Compelling Brand Positioning" mention that: The competition based perspective, identifies the category to which the brand belongs and its point of difference from other members of that category. The customer-based perspective, in turn, highlights how the brand fits into the lives of those who consume it. These perspectives may be expressed separately or drawn together in a brand positioning statement, which serves as the guidepost for all the decisions that bring the brand to life in the minds of consumers. The brand positioning statement identifies a targeted group of customers and explains when they should consider the brand,

why the brand should be chosen over competing brands, and how the brand fits into their lives and helps them achieve important goals.

Mark Di Somma, a brand strategy expert, storyteller and author termed brand positioning as the strategic mix of competitive and comparative.

If companies are looking at where their brands are positioned right now and what that means, the questions the companies should be asking:

- Where do we sit in relation to the market leader? How closely do you need to mirror the best in the business? What must you be seen to emulate in order to have credibility and where are you looking to shine?
- What right do we have to be where we are? What underpins the position you have and the position you take? Where's the proof points for consumers that you are what you say you are, and why will they be interested?
- Where are others heading? What is the positioning dynamics of the sector? Is everyone heading for the same place? If they are, why are you going there too? If you're not, how are you going to avoid going there and why is that a competitive thing to do?



## The Ultimate Driving Machine

*Companies can also create an overarching message about the brand - for example, BMW - the ultimate driving machine.*



## i'm lovin' it™

*McDonald's was forced to change its brand positioning to the point that it resigned its stores and product delivery systems, retrained their staff, to let its consumers build their own products in store*

## Brand Loyalty is about Striking Emotional Chords

*"Marketers know - no matter how deep the emotional connection or brand loyalty - when a product does not perform, rational thought overtakes emotion, and most consumers make a new choice." ~ Mark McKinnon*

Loyalty is the key term in brand building. Brand loyalty meant financial progression and sales fruition. Brand loyalty signified the greater possibility of innovation and brand presence. It is brands' loyalty to consumers rather consumers' loyalty to brands. Brand loyalty represented the world in today's business. In fact, brand loyalty is the source that provides brand warriors, a competitive edge in the modern highly competitive and aggressive brand world.

Brand loyalty is the major source in enhancing brand equity, and it is the strategic asset of any company. Loyalty is not serious, money but it is the biggest consumers' knowledge source for brands and companies. The process of brand loyalty is slow, but rewards are great.

Brand loyalty is the most serious constituent of the grand building and very calculative, too. It is very unlikely to people perceptions as it is very systemic development to create the sense of trustworthiness and dependability. It is slow evolvement, but very effective. In brand building, it is a science rather than an art. It is scientific creativity to craft captivating brand awareness superior to its counterpart abetted brand awareness. Through the direct brand awareness, the result to capture consumers' perception is stronger than the crafting impression with some associated brand awareness.

According to Dr James E. Fisher, Marketing Professor at Saint Louis University: "If your brand's unaided brand awareness in a random sample of consumers surveyed or interviewed is, say, 65% then this simply means that 65% of the respondents were able to name your brand when asked about brand names they recall in particular."

The great benefit of brand loyalty is risk-aversing for consumers as naturally, we are all antagonistic in this regard. Loyal consumers are less vulnerable to over-spending. When consumers buy a product for the first time, brands help consumers feeling more confident about having a great experience in

exchange for consumer money by labelling the experience with a name we heard about before. Consumers are loyal to brands because of the consistent quality offering. So consumers can be confident in having the same pleasant experience they had the first time they bought it.

Brand loyalty is a greater help to consumers to achieve what they like to achieve. Nike example “Just Do It!” is the promise of the brand that no matter one can win or lose, try it and brand would help in the trying. Brands’ promise to help, achieve or benefit ultimately win the hearts and minds of consumers. The condition is if brands fulfil their promise always. Well-built brands are positioned in a way that is designed to match with people’s ambitions and aspirations.

When consumers feel that brand loyal to its promise, then consumers become loyal to the brand. If a consumer is the fan of the certain brand, they love their brand’s offering and the brand’s world. This is only possible if the brand is true to its promise of quality, price, placement, and promotion.

“Brands earn trust by being authentic, and by being seen to be authentic,” says Robert Wolcott, Co-Founder & Executive Director of the Kellogg

Innovation Network and a Clinical Professor of Entrepreneurship & Innovation at the Kellogg School of Management. “They earn loyalty by creating meaningful experiences across all contacts in ways that matter to customers.”

What generates loyalty? There are many theories and many controversies, but the single-kill definition is yet to coin. The field is a complex side of human behaviour and researcher are being explored, and many relevant links presented and rejected to reach the exact scientific behaviour study. Many arguments were forwarded but the majority of them were self-contradictory.

Moreover, in the same area, literature is not fully clear about controversies to clarify the clear term that lead to loyalty. On the other hand, researchers have pinpointed in several qualifying factors in their researches to gain loyalty both as conceptually and practically. There are others researchers that are full of supporting arguments, but the concept of brand loyalty is still on-going study.

Mark Di Somma, an eminent brand strategy expert, storyteller and author mentioned that “The push to gather consumer insights quickly leads many companies to that hunt for recurrence. If we

have people continuing to buy from us, the argument goes, they must be loyal."

It is practically true that it is not necessary that without affinity consumers may buy any brand, there are many others reasons too, like price attraction or time relevance or others products' features. Nothing can be sure about consumers' commitments because every factor can also be competitions pull, too.

Some will argue of course that brand loyalty doesn't exist; that it is a myth created by marketers basically to give them something to chase." In his blog, he quoted Philip Graves "Describing someone's repeated use of a brand as 'loyal' is a projection of emotions that simply aren't being experienced.

Steve Kesselman, Founder & Strategist at DO FEEL THINK, New York, "marketers shouldn't even expect to be able to lock consumers into a single relationship. On the contrary, the brand should look to be part of a choice set. People seek variety, exploration, and discovery, yet we define loyalty as a monogamous customer-brand relationship."

Judging that brand loyalty is a rather complex

construct, but the most brand researchers are exploring the brand loyalty in the term of the brand rather than consumers. The judge that loyal consumers ready to pay the premium price for the brand so brand attract them rather than consumers attracted to the brand. Consumers' personal feelings and other behavioural aspects have driven to attain certain brand bypassing price dynamics.

This era of consumers is going through the knowledge focused world. Consumers' acceptance and rejection is now based on personal stimulation. Consumers are now very selective of his products or services and volunteer time while doing shopping. Brands are now direct in approach to their target market. Creative-edge sort of fancy is no more relative and brands which are yet to learn the direct approach have very limited existence.

Moreover, consumers are now more complex in trusting brands' intents. Consumers are now more demanding to know the real meaning of the brand's presence in their community and culture as they consider brands as living reality in their slice-of-life every day. Consumers are now closely umpiring their brands' promise and immediately get conscious when brands try to cut-corners in

regards to quality and quantity. A little miscalculation from the brand side can cost dearly to the companies.

Brand loyalty is an emotional attachment to a brand and it lies at the heart of marketing science because it lower consumers' attainment outlays through lesser consumers' conversation. Consumers loyal to brands obviously buy more and more with the passage of the time without having trouble paying the premium price against the brands' benefits. They have become an ambassador of the brands and splendid source of free promotion. Overall, brand loyalty has the awesome capability to restrict even blunt marketing efforts of challenging brands with lower service budgets.

TOMORROW  
YOU WILL WISH  
YOU HAD  
STARTED TODAY.

JUST DO IT

*Nike example "Just Do It!" is the promise of the brand that no matter you win or lose, try it and the brand would help in you're trying.*

## Captivating Brand Culture is Sheer Struggle

*“Once you have something so deeply infused in your culture and your brand, it would be very difficult to reverse that inertia if you wanted to.” ~ Andrew Mason*

Brand strategy is the future planning. It is Brand custodians' job to have a clear vision of tomorrow through the planning of today's brand activities. It is a common understanding of the brand planning that one cannot ignore the past to make the future perfect. Today's good brand planning would be tomorrow's strong brand positioning.

The future is unpredictable and managers of all marketing disciplines do not believe in prediction, they believe in evidence-based forecasting – what was in the past and how to do it in the future. Evidence-based planning is the calculated guess and is the main source for the brand strategy (future planning). These strategies included consumer behaviour patterns, competitive strategies, latent and manifest motives for the opportunities and other “pregnant possibilities” for the development of brands. Successful companies and brands of the world are those which have crafted employees' culture to forecast

from the evidence-based historical data.

Nike is frequently used as a case study because of its evolution from small disrupter to market leader. What can be learned from the Nike journey is more relevant now than ever.

When Nike was formed in the early 1970's it was a bit player in a global industry that had multiple corporations with sales in excess of a billion dollars. The largest sports footwear and apparel brand in the world at that time was Adidas. These companies were all enormous in size in comparison to Nike. So how is it that a tiny group of running enthusiasts from Beaverton, Oregon were able to upend the entire sports industry?

There were critical qualities of thinking and of values inside the culture and mindset of team Nike that set it apart. This mindset of seeing the world of sports in a new light created unique opportunities for growth. Even in the earliest days of the formation of the brand this difference in thought style was present. There was an intense commitment to seeking the truth of what sports performance was all about rather than what its managers assumed or wished it would be.

Innovation happens when we face the truth, respond to it and act upon it. Sound business and

brand strategy decisions occur along this very same path. It may be the truth of what a biomechanics scientist learned in the research lab about the shock dispersion characteristics of different cushioning materials, it may be the truth of what different midsole materials reduce injury the most and increase protection, it may be the truth surrounding how to increase performance by reducing weight, it may be the truth of how it feels on the foot using one lacing design versus another.

Later on in its learning journey Nike took its intense truth seeking values surrounding footwear performance enhancement and applied them to sports apparel, field testing, then to athlete promotions, advertising, retail displays, retail store designs and internet products and services, becoming the leading cultural protagonist of all that is good and cool about the joy of participating in sports and fitness experiences.

Today with hindsight it is possible to go back year-by-year and look at Nike's major product launches and marketing campaigns and business performance to trace its remarkable rise as the premier global sports brand. But, perhaps a more interesting question is to ask why all the other major sports brands at the time of Nike's birth

stood by and watched this small scruffy, idiosyncratic company start building the foundations of its immense brand castle well within the range of their cannons and infantry, while they all possessed much larger marketing war chests?

Foresight in strategic brand planning is a much more difficult thing to do. No one can tell us where the stock market will close at the end of the day next Monday, or which team will win the next IPL or World Cup titles. And while there were certainly individuals and groups of people inside of Nike that was trying to predict which athletes and teams to sign this was only one facet of how Nike leaders were thinking about the future.

Even more fundamental than athlete endorsement was the truth-seeking qualities around product performance and the emerging truth seeking qualities to uncover our understanding of the role that sports and fitness actually play in society. And the insights that developed in the world of social truth-seeking led Nike to the realisation that in the "Just Do It" brief that it had the opportunity to uniquely step into the brand role of a cultural protagonist for sports and fitness. No other brand

in the category was even remotely thinking this way in 1987.

What Nike has done is “cultural protagonism”, which is considered to be the most important aspect of the brand development and the world’s top majority brand strategists are common of the view that every brand should be striving to reach cultural protagonism for its success.

Nike at its core is passionate about promoting the experience of sports and fitness to promote and encourage greater participation and enjoyment. This, in turn, led the company down a path of seriously studying other companies outside of the sports footwear and apparel industry that had achieved excellence in storytelling.

According to Brand Scape Consultancy research “today the world’s habitats are in the continuous process of defining their sense of who they are and what they believe. They are constantly building and rearranging their mosaic of self. This is possible because they have unprecedented choice in terms of religious beliefs, moral systems, philosophies, worldviews, and places to live, careers, friends, income levels, lifestyles, and personal codes of behaviour. They are not limited to the traditional choices offered by the culture

they were born into it. This is where contemporary anthropologists see brands taking on a new and intriguing role and striving for cultural protagonism.”

Companies without the strategic planning for the brand development and while in developing their most precious outcome have failed miserably to provide the comfort zone to their brand warriors cannot last long.

One of the most innovative brands of world Apple Inc. has a unique way of prescribing its brand culture “Here’s to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They’re not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing, you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.”

According to Entrepreneur Media, Inc. some examples of companies with fantastic cultures.

**Google:** Google has been synonymous with culture for years, and sets the tone for many of the perks and benefits start-ups are now known for. Free meals, employee trips, and parties, financial bonuses, open presentations by high-level executives, gyms, a dog-friendly environment and so on. Googlers are known to be driven, talented and among the best of the best. As Google has grown and the organisation has expanded and spread out, keeping a uniform culture has proven difficult between headquarters and satellite offices, as well as among the different departments within the company. The larger a company becomes, the more that culture has to reinvent itself to accommodate more employees and the need for management. While Google still gets stellar reviews for pay, perks, and advancement, there are also some employees who note growing pains that you'd expect from such a huge company, including the stress associated with a competitive environment. Hiring and expecting the best from employees can easily become a stressor if your culture doesn't allow for good work-life balance.

**Adobe:** Adobe is a company that goes out of its way to give employees challenging projects and then provide the trust and support to help them meet those challenges successfully. While it offers benefits and perks like any modern creative

company, Adobe's is a culture that avoids micromanaging in favour of trusting employees to do their best. Adobe products are synonymous with creativity, and only through the avoidance of micromanaging is the people who create those products truly free to create. For example, Adobe doesn't use rating to establish employee capabilities, feeling that that inhibits creativity and harms how teams work. Managers take on the role of a coach, more than anything, letting employees set goals and determine how they should be assessed. Employees are also given stock options so that they know they have both a stake and the reward in the company's success. Continual training and culture that promotes risk taking without fear of the penalty are part of Adobe's open company culture.

**Chevron:** While oil and gas companies are prime targets for a lot of negative PR and public ire, Chevron employees responded favourably towards the company's culture. Employees compared Chevron with other similar companies and pointed out "the Chevron way" as being one dedicated to safety, supporting employees and team members looking out for each other. Chevron shows it cares about employees by providing health and fitness centres on site or through health-club memberships. It offers other health-oriented

programs such as massages and personal training. Chevron insists employees take regular breaks. In other words, the company shows it cares about the well-being of employees, and employees know that they are valued.

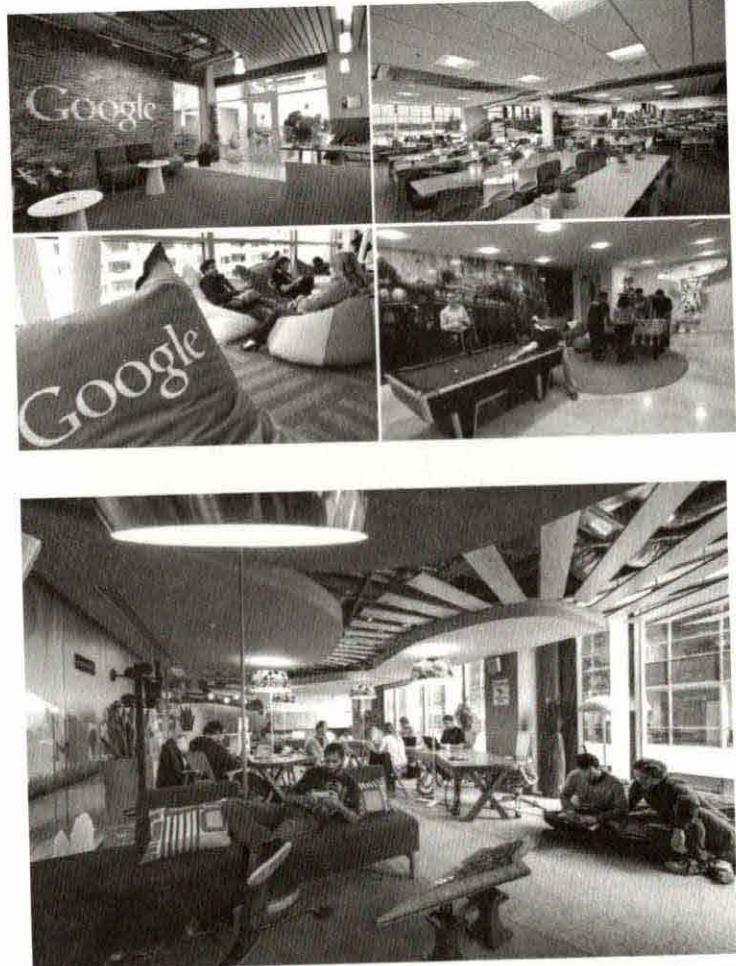
**Southwest Airlines:** The airline industry is often mocked for grumpy employees and poor customer service, but Southwest Airlines bucks those trends. Customers loyal to Southwest often point to happy and friendly employees who try hard to help. Southwest isn't new to the game. It's been in operation for 43 years. Yet somehow, during all that time, the company has managed to communicate its goals and vision to employees in a way that makes them a part of a unified team. Southwest also gives employees "permission" to go that extra mile to make customers happy, empowering them to do what they need to do to meet that vision.

Moreover, there are some company cultures that add strategic brand planning to their thinking. They use the foresight to predict how new brand initiatives and innovation can dramatically shift the user experience in the category. They look outside their industry for innovation ideas. They use strategic research to uncover hidden truths. They use concept generation workshops to create

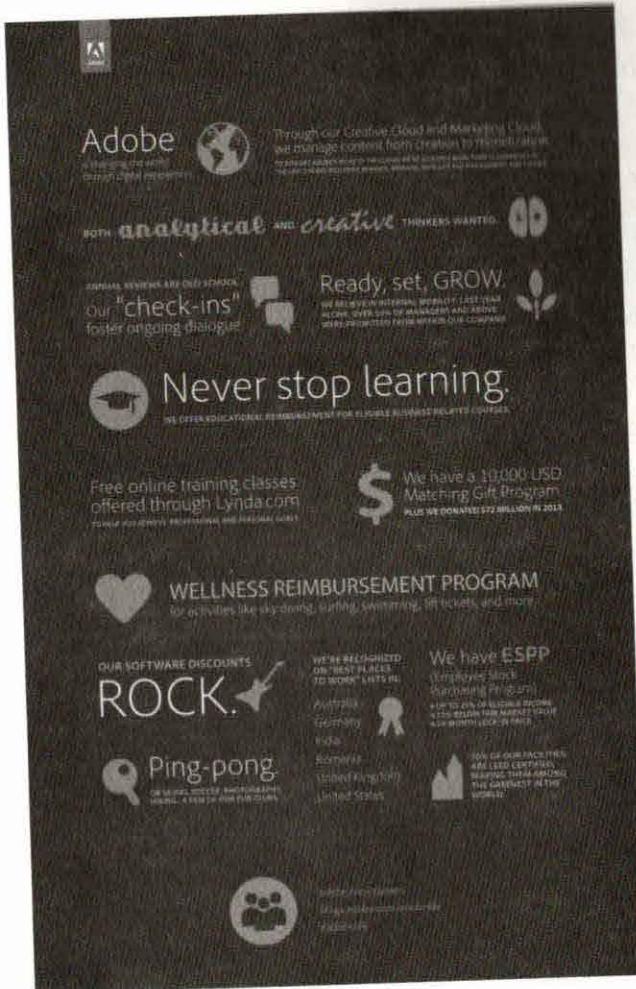
new brand initiatives to take the emotional high ground is in their category. This is how some companies learn to play the role of a cultural protagonist and in the process distance themselves from their more simple-minded competitors.

Far-sighted thinkers grind against the sensibilities of linear thinkers who develop new plans in small incremental steps. Visionaries who work inside more traditional thinking organisations often feel frustrated by the built-in biases and habits of thinking that are common throughout the organisation. Which is why they leave and go on to create astonishing levels of new value elsewhere. Unless of course, someone triggers a change in the culture that allows them to reach their full potential.

## Branding Matters!



*"Google has been synonymous with culture for years and sets the tone for many of the perks and benefits start-ups are now known for."*



*"Adobe is a company that goes out of its way to give employees challenging projects and then provide the trust and support to help them meet those challenges successfully"*

## Mantra – Brand Relevance & Brand Relevance

*"IBM's long-standing mantra is 'Think.' What has always made IBM a fascinating and compelling place for me, is the passion of the company, and its people, to apply technology and scientific thinking to major societal issues." ~ Ginni Rometty*

Brand building is not what it used to be. No more just packing a product in a fancy-designed package is branding. Time has changed and branding is altogether a different romance. Branding is and shall be the top management precedence as brands are the most prized assets that corporations have.

In this cyber age, brand custodians are busy in filling gaps to take their brands to an excelling point. Indisputably, the brand world is more attractive, beneficial and competitive and in this race to win brand custodians are doing their utmost to make their brands highly perceptible, unforgettable and treasured. In this powerful competition brand guardians are uncovering new ways and measures to fill weak gaps and to innovate.

Brands are surviving in a tough competitive

environment and it is their utmost requirement to stay relevant to their target consumers. Consumer behaviour is ever changing conduct and with that brands have to change to be more convenient, providing more choices, cope with changing socio-economics trends, and to update with the latest technology. Brands have to upgrade otherwise they are considered as old fashioned and very fast going to diminish from the consumers' picks.

According to a great brand strategist of our time, David Aaker, "To be relevant to a category or sub-category a brand needs to have credibility and visibility to be considered. In brand relevance competition the goal is to develop offerings so innovative that competitors are simply not relevant. In contrast, brand preference competition, where the goal is to be superior to other brands in an established category, is a context in which there is ongoing pressure on margins and profits."

Branding firm Prophet in January 2016 released its first "Brand Relevance Index," a ranking of brands based on their relevance to consumers' lives and based solely on consumer feedback. By that metric, Apple is Number 1.

Forbes Magazine, while reporting the Prophet's

research found that the top 10 most relevant brands in consumers' lives deliver value that's unmatched and are innovative and trustworthy.

Scott Davis, senior partner and the chief growth officer at Prophet reported adding that "the name of the game is about this notion of relevance as a single biggest driver of brands' long-term success."

Prophet defines "relentlessly relevant brands" as having the following four characteristics: "They are customer obsessed (for example, consumers can't imagine living without it); distinctively inspired (for example, it's something consumers can trust); pervasively innovative (for example, it pushes the status quo); and ruthlessly pragmatic (for example, it makes consumers' lives easier)."

According to the Prophet Survey, "Apple has been disrupting the status quo for an entire generation, but that's not why it's the most relentlessly relevant brand. People love Apple because it has transcended hardware and software to become a beautiful, well-functioning ecosystem. The new features, functions and experiences that Apple delivers continually forge a stronger connection between users and their devices, as well as the devices themselves – making lives easier and more enjoyable."

According to Centric, which is the US-based think tank and resource for innovators: "In this era, brands have two choices either choose to commoditize, or to innovate. Coming back to Apple. In its early years, Apple represented the anti-system, anti-PC world. If you were mainstream, you were a PC user. If you were different (Apple's "think different") or artsy, you were a Mac user. After Steve Jobs came back to Apple and made what Apple is today, suddenly the brand became mainstream, to the point of alienating early Mac adopters. Apple products went from being in a niche to being adopted by the masses. Although they changed the industry (and literally our lives) introducing i-Pod, i-Phone, i-Pad, Apple products have been become mainstream and fully commoditized.

Samsung introduced their smart watch before Apple, although the i-watch had been the talk for years. Google introduced the smart glasses first...

Apple went from being the industry's Number 1 brand and disrupter to being second-to-market trying to catch up with the competition.

As products and services are easily commoditized, the unique differentiator comes with the brand

experience a company creates for its customers or users.

To stay with the Apple example, Apple still has some edge there, although competitors are catching up. It is much harder to plagiarise a unique brand experience than it is to plagiarise a product or a service.

It is critical for a company to adopt a mindset of innovation and seize every opportunity to make its brand different, beyond the products. The brand experience is a vital differentiator.

Now, more and more experienced brand strategists seem to be focused on customer retention, and sometimes acquisition. With more and more companies employing the exact same approach to customer journey work, the concern is that all experience begins to look the same. This again commoditizes the product.

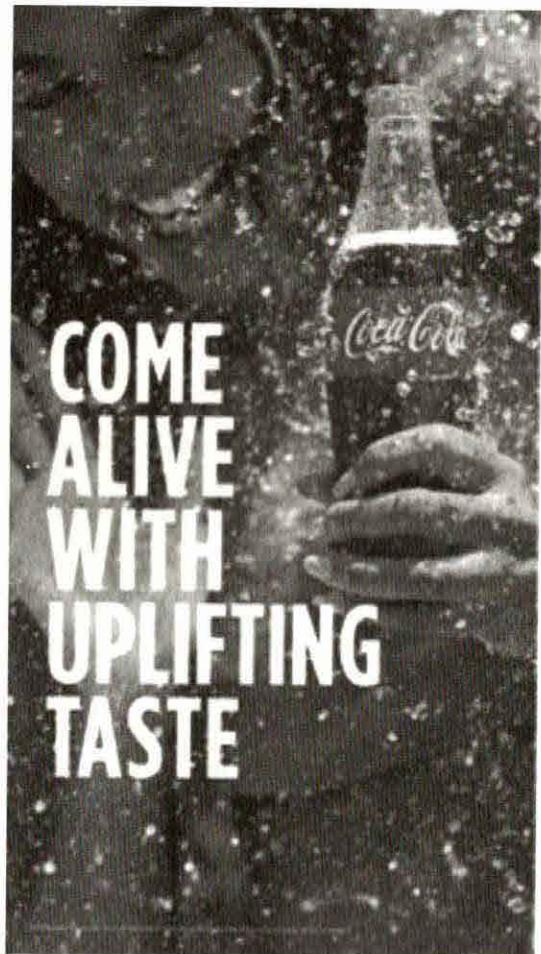
It is easy to create a brand and a “promise”. What is hard to achieve is to deliver on the brand promise over and over again. As innovative as the brand promise may be at some point, other brands will follow and suddenly your promise will become commoditized, again.”

Kim Gnatt, global director, digital marketing & innovation at the Coca-Cola Company, while giving the interview in May 2016 to GeoMarketing was of the view that “data is the key to brand relevance in the digital age.”

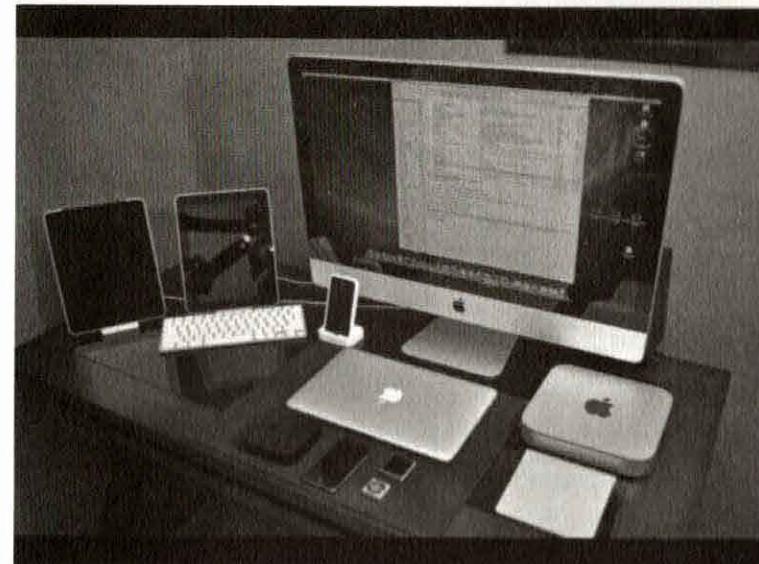
To keep brand relevance in this digital age the 124-year-old Coca-Cola brand aims to keep things fresh with world famous apps like a partnership with Shazam, Snapchat tests, and contextual location targeting.

According to Kimberly Gnatt “data” is crucial to the future. “That’s how Coca-Cola continue to build relationships with consumers in meaningful ways. Understanding consumer behaviours, purchase behaviours, shopping behaviours, and their passions help inform who the right audiences are for us to be targeting and engaging. That is really important.”

Coca-Cola Company’s approach to brand relevance is a new dynamic in the modern brand building. Brands without their consumer data are like a ship without cargo. Consumer data help brands to better understand and align their brands in this ever changing consumers lifestyles. Brand relevance is to provide to change according to consumers’ needs and desires.



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"Apple still has some edge, although competitors are catching up. It is much harder to plagiarise a unique brand experience than it is to plagiarise a product or a service"

## “I Don’t Need Brand Strategist”

*“The tantalising discomfort of perplexity is what inspires otherwise ordinary men and women to extraordinary feats of ingenuity and creativity; nothing quite focuses the mind like dissonant details awaiting harmonious resolution.” ~ Brian Greene*

Life is a continuous exercise in creative problem solving. It seems that in our beloved country, creative problem solving regarding brand building is heading in a direction where we totally misunderstood the concept of creativity and its solutions. We are not stretching ourselves beyond our perceived level of confidence so we have failed to accelerate our development of creative competence in brands' modelling.

It is a dilemma in Pakistan that to be creative in the brand creation is to be misunderstood by “setth mentality” because there is common believe that normal brand manager struggle less than creative strategists, who are burdened on a higher context to misunderstood

Why is creative brand strategists misread?

- The first of all reason is that creatives think “outside of the box.” To be honest we are still searching for such a box.
- In creative brand building strategists are in habit of seeking traitorous demands to the owners of the companies. Being precarious is itself a risky where the majority is confused about creativity and have a very little idea that creative people check limits to explore and reach a point, but they are considered to be rebellious.

Being creative brand builders is tend to teach people to dare and worriless in failing and that is not acceptable among people who are uncomfortable when someone will test their mediocrity.

Creativity makes people different individual with the only purpose to explore and explore, bypassing all restrictions and taboos. Pakistan is in the grip of status quo unending struggle so no place of creativity in our social lifestyle or even in our self-concept.

On the hand, creative confusion has also been proposed deliberately because creative minds are natural-born different and their habit to go where

they are not welcome and can be wrongly judged as an institutions' slayers. Many companies and their brand team are second-rate and they are still desiring an average brain, a sheer misfortune as creative thinkers can change the fate of the company. Scaring from creative people for the companies is not a good bargain.

Because the country's brand building is full of misconception and half cooked, fine strategists often find themselves frustrated with attempts to assimilate contemporary brand building techniques.

It is part of creatives that their business and alleged lifestyle to be misunderstood. As beautifully put by Jeff Goins, author of *The Art of Work*: "so, for the majority, creatives are tragically misunderstood. At best, they are seen as a means to an end — a cog in the machine of producing propaganda for a cause. At worst, they are perceived as a threat that needs to be eliminated."