

BRAND



An interactive
dictionary of
1,000 essential
brand terms

Z

MARTY NEUMEIER

BRAND A—Z

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INTRODUCTION

Why a dictionary for branding? Because brands are built by specialists, and specialists can only succeed through collaboration. Collaboration, by practical necessity, requires a common language.

Today we find ourselves in the position of the six blind men of Hindustan, unable to describe an elephant except through our separate specialties. The brand is the product, says the product manager. It's the company's reputation, says the PR consultant. The brand is the tagline, says the copywriter. No—it's the visual identity, says the graphic designer. Our brand is our culture, says the CEO. The brand surely derives from functionality, says the engineer. Like the blind men of Hindustan, all of us are partly right, and all of us are wrong.

BRAND A–Z is the first step in creating a linguistic foundation—a set of terms that allow specialists from different disciplines to work together in a larger community of practice. Neither the terms nor their definitions are carved in stone; we'll most certainly find that many are malleable, some are fluid, and a few are provisional as we co-develop the art of building brands.

A

A/B testing In marketing, a method for comparing two solutions or factors by dividing an audience or set of users into two testing groups (see also [conjoint analysis](#) and [multivariate testing](#))

abductive reasoning A type of thinking that imagines possible outcomes; the logic of hypothesis (compare with [deductive reasoning](#) and [inductive reasoning](#))

abstraction The process of thinking about the general qualities of a thing rather than its specific qualities (see also [formal qualities](#))

acceptance threshold The point at which a person or group is willing to embrace an innovative idea (see also [adoption curve](#) and [buy-in](#))

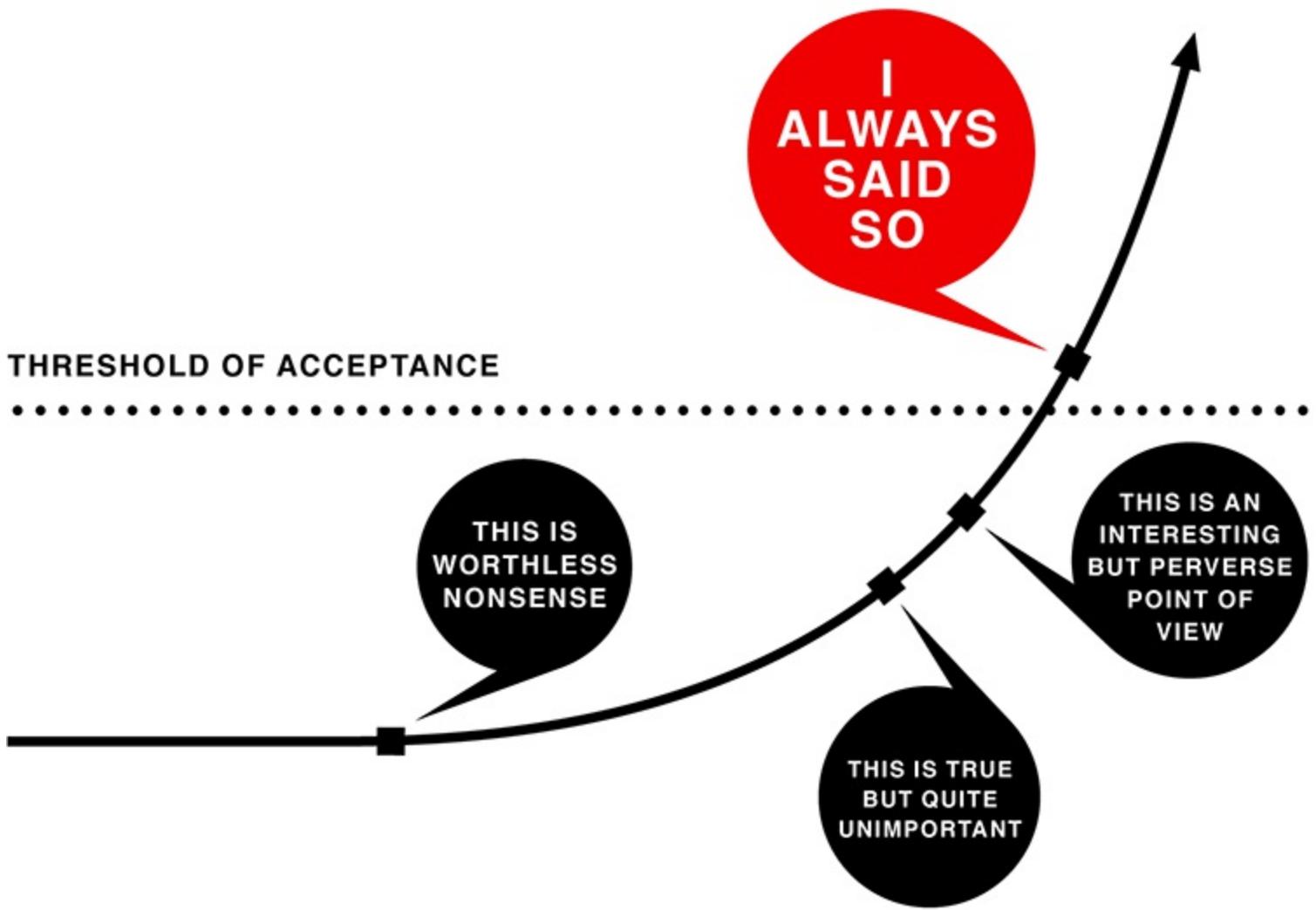
acqui-hire A type of business acquisition in which a company is bought for its [talent](#) (see also [human capital](#))

acronym An abbreviation drawn from the initial letters of a group of words to form a pronounceable [neologism](#), e.g., NASA, IKEA, and GEICO

Ad Blitz An annual contest by YouTube and Adweek to showcase commercials from the Super Bowl and rank them by popularity (see also [crowdsourcing](#))

ad exchange A technology platform for buying and selling [online advertising](#) from multiple ad networks using a bidding process (see also [real-time bidding](#))

adoption curve A graph line that shows how an [innovation](#) overcomes initial resistance to gain acceptance (see also [acceptance threshold](#))



ADOPTION CURVE

advertising Paid communications aimed at persuading an audience to buy a product, use a service, change a behavior, or adopt a view

advertising vehicle A publication, program, event, item, or environment that provides opportunities for advertising (see also [channel](#) and [touchpoint](#))

advertorial A print ad designed to look editorial content (see also [native advertising](#), [sponsored content](#), and [stealth advertising](#))

adware Software that automatically renders advertisements on [websites](#) (see also [ad exchange](#) and [real-time bidding](#))

aesthetics The study of sensory and emotive values for the purpose of appreciating and creating [beauty](#) (see also [aesthetic tools](#) and [brand aesthetics](#))

aesthetic judgment The ability to assess the [elegance](#) of a solution by virtue of its [beauty](#)

aesthetic tool A perceptual principle used to enhance understanding, emotion, or **beauty**

Some aesthetic tools

ambiguity

asymmetry

balance

color

conflict

contrast

depth

gesture

grouping

harmony

juxtaposition

pacing

pattern

perspective

proportion

rhythm

scale

sequence

shape

surprise

symmetry

syncopation

tension

texture

unity

variety

affective afference A theory of empathic feedback in which people unconsciously imitate the facial expressions of others (see also [mirror neurons](#))

affiliate A business which is voluntarily related to another business without being a subsidiary

affiliate marketing A type of [marketing](#) in which a business rewards an [affiliate](#) for bringing customers to it

affordable luxury Premium-priced products and services that are inexpensive relative to traditional luxury items (contrast with [aspirational brand](#) and [luxury brand](#))

affordance A creative possibility inherent in a given subject, approach, tool, or challenge (contrast with [constraint](#))

aftermarket A [market](#) in which customers who buy one product or service can buy add-on products or services

agile development Various methodologies that employ an iterative, [collaborative](#) approach to designing and building products (see also [scrum](#) and [swarming](#); contrast with [waterfall model](#))

agile strategy A collaborative, iterative approach to [business strategy](#) or [brand strategy](#) that uses [design thinking](#) to get faster, smarter results (see also [swarming](#))

aided awareness The degree of recognition of a specific brand when respondents are prompted with a list of possible names (see also [awareness study](#) and [unaided awareness](#))

always-on culture A digitally connected society with continuous access to the [internet](#) and electronic [media](#) (see also [pancommunication](#))

ambiguity An [aesthetic tool](#) that combines incompatible meanings or experiences to trigger new meanings or experiences

analogy A method by which we can understand one thing in comparison to another (see also [metaphor](#))

anchoring A cognitive bias that causes people to overvalue the first piece of information they receive when judging the value of later information (see also [primacy effect](#))

anchor price A higher stated price, such as an [MSRP](#), that gives customers a frame of reference for evaluating a discounted price (see also [anchoring](#) and [reference value](#))



ANCHOR PRICE

anytime TV Television set that allows viewers to watch programming on demand; also known as non-linear TV or **connected TV** (for contrast, see **appointment TV** and **linear TV**)

appointment TV Television with linear programming that assumes viewers will watch shows at a predetermined time; also known as **linear TV** (contrast with **anytime TV**, **connected TV**, and nonlinear TV)

app Application software designed for a specific purpose (see also **mobile app**)

application software A software program designed for a general set of tasks (see also **app**)

arc In storytelling, the trajectory of a **narrative**; the **sequence** of events in a story

archetype A standardized model of personality or behavior often used in marketing, storytelling, psychology, and philosophy (see also **personas** and **psychographics**)

aspirational brand A product or service that is desirable but not affordable for a large portion of its audience (see also **luxury brand**; contrast with **affordable luxury**)

asymmetry An **aesthetic tool** in which unequalness is used to create interest or **tension** (contrast with **symmetry**)

Mr. McNamara explains to his son that guest of honor is holding same post in Japan as father does here.

Not shared by all Ford, it was firmly voiced. McNamara decided that the resolved a major matter while debating what to do during his speech at the time he drove out on a long road and, standing before read the speech aloud, went back to address the delivered, his speech controversial paradigm, progressive triumphalism on the part of the businessman, and his purely monetary More and more he tentative from a sense responsibility. More and more, idealistic and progressive people will seek and may not just a road to fulfillment, but a most effective means of publication.

ing home the rising capitalist drove his wife and associates to the of the campus town; one of those present had to show them a in life their gracious swelt upon.

No presidential campaign Kennedy's talent to Robert McNamara independent, as candidate for the Post, And McNamara tackle the broad federal government. As no surprise knew him best, his labor. As his neighbor, Art Prosser, observed, last year's bumpy road in Bob's challenges." It daily with the rods of the Cold

**"Let's twist,
Wolfschmidt.
You're not
like those
other vodkas.
You've got taste.
We'll make
beautiful
Martinis
together."**

**"Don't
look now,
girls,
but Wolfschmidt
just took off
with that
tomato."**

Wolfschmidt has the touch of taste that marks genuine old world vodka. For that reason it makes better Gibsons, Martinis, Bloody Marys, Screwdrivers, Tonics, Et cetera. Delicious Et cetera.

GENERAL WINE AND SPIRITS CO., NEW YORK 22, MADE FROM GRAIN, 80 OR 100 PROOF. PRODUCT OF U.S.A.

R5

ASYMMETRY

ART DIRECTOR: GEORGE LOIS

asynchronous collaboration A process for working together, typically online, that lets participants contribute across time zones or differing schedules (see also [collaboration](#) and [synchronous collaboration](#))

atmospherics The emergent experience of a built environment, represented by its architecture, signage, textures, scents, sounds, colors, and employee behavior (see also [experience design](#))

attention The cognitive state of concentrating on a single [element](#) rather than its context or background elements (see also [focus](#) and [signal-to-noise ratio](#))

attention economy The economics of a [cluttered](#) marketplace in which the scarcest commodity is human [attention](#); coined by Thomas H. Davenport and J.C. Beck

attitude study A survey of opinions about a brand, often used as a [benchmark](#) before and after making changes to it

audience The group of people for which a product, service, message, or experience is designed (see also [target audience](#))

audience fragmentation The breakdown of mass audiences into smaller audiences, or tribes, due to the explosive growth of [media](#) (see also [channels](#) and [mass media](#))

audience insight A new piece of information about customers or users derived from [customer research](#) or [market research](#)

audio branding Using a [sonic signature](#) to identify a product, service, or company (see also [earcon](#) and [brand aesthetics](#))

augmented reality A view of the physical world mediated by technology, such as a smartphone image overlaid with [GPS](#)-based information

authenticism A technique of [rhetoric](#) that employs “plain speech” to create the illusion of authenticity (see also [truthiness](#))

authenticity The quality of being genuine, considered a powerful [brand attribute](#) (contrast with [authenticism](#))

autodidacticism Self-education or self-directed learning; learning outside of formal structures (see also [strategic learning](#))

autonomy The ability to perform a job or make a decision with relative freedom (see also [empowerment](#))

avatar In computer games, a digital alter ego; in [branding](#), a [brand icon](#) designed to move, morph, or operate freely in a variety of media (see also [logo](#) and [trademark](#))



AVATAR

COURTESY: MAILCHIMP

awareness The degree of familiarity customers have with a product, service, or organization (see also **awareness study**)

awareness study A survey that measures an audience's familiarity with a brand, often divided into **aided awareness** and **unaided awareness**

backfire effect The tendency for people to reinforce their beliefs when presented with disconfirming facts (see also [confirmation bias](#))

backstory In a [narrative](#), the background of a character; in [branding](#), the story behind a product, service, or company, such as its origin, the meaning of its name, or the basis of its [authenticity](#) (see also [provenance](#))

bait and hook A [pricing model](#) with a free or inexpensive initial offer that encourages future related purchases, e.g., inexpensive printers that require expensive ink cartridges (see also [loss leader](#) and [razor and blades](#))

balance An [aesthetic tool](#) for arranging [elements](#) into a pleasing whole to create satisfaction, efficiency, or fairness (compare with [symmetry](#))

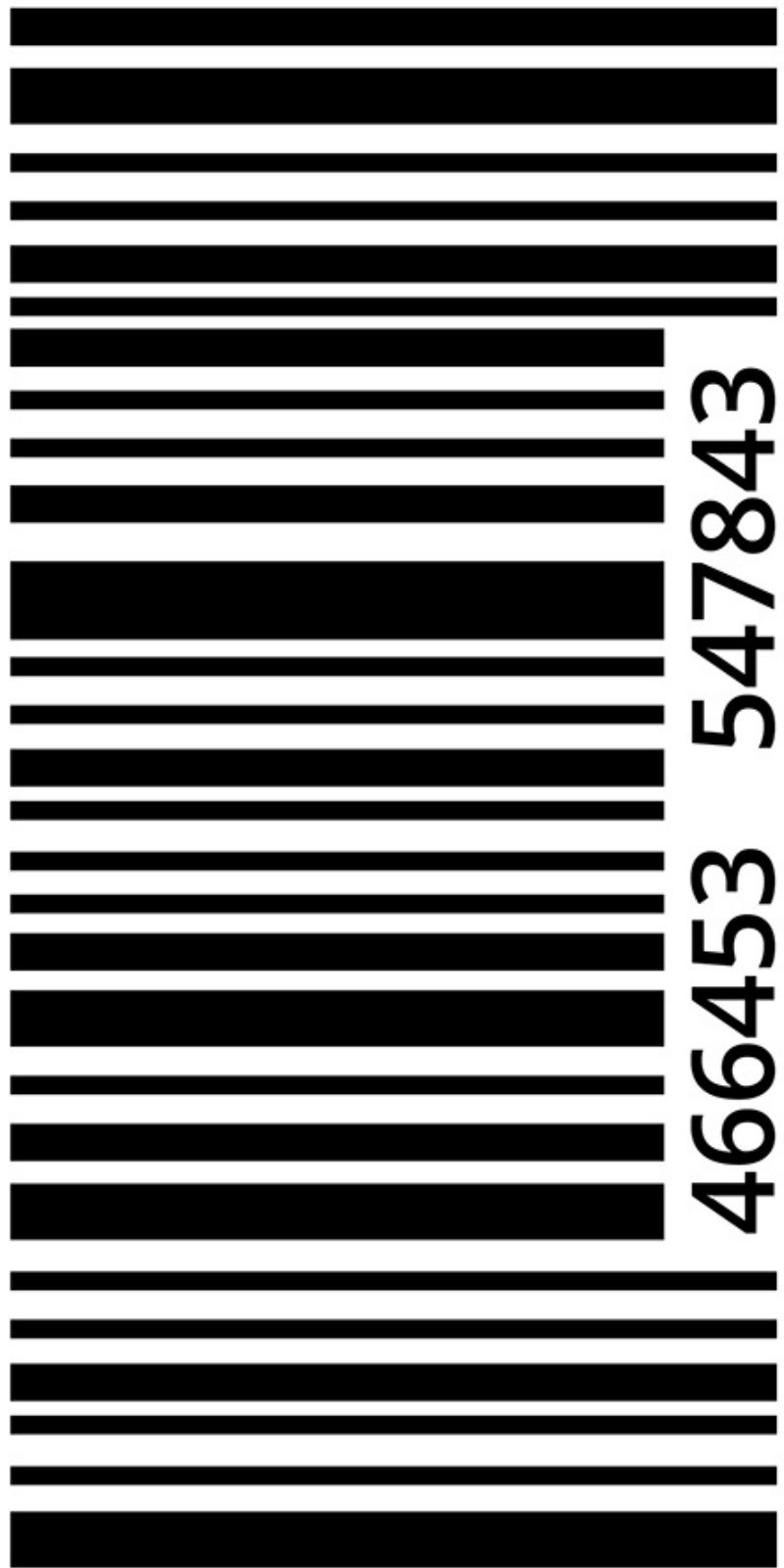
bandwagon effect In behavioral psychology, the observation that the more people do something or believe something, the more others will be inclined to do or believe the same thing (see also [herd behavior](#))

bandwidth The amount of information a [network](#) can handle in a given amount of time (see also [bandwidth hogging](#))

bandwidth hogging Downloading large amounts of data from a [network](#), thereby reducing the amount of [bandwidth](#) available to other users

banner ad An online ad delivered by an ad server to attract traffic to a website (see also [CTR](#) and [web advertising](#))

barcode A machine-readable representation of data, usually affixed to an object for purposes of tracking it (see also [HCCB](#), [mobile tag](#), [QR code](#), and [UPC](#))



BARCODE

BAV (Brand Asset Valuator) A **brand metric** developed by Young & Rubicam to measure the value of a brand by assessing its **brand vitality** and **brand stature** (see also **brand asset**)

beauty A quality of wholeness or **harmony** that generates pleasure, meaning, or satisfaction (also see **aesthetics**)

benchmarking A process for comparing the performance of one company to another in the same industry; measuring against a **best practice**

benefit A perceived advantage derived from a product, service, **feature**, or attribute

best practice A technique, method, or process thought to be the state of the art for a given industry (see also **fast follower**)

BHAG A “big, hairy, audacious goal” designed to drive an organization forward for one to three decades; coined by Jim Collins and Jerry I. Porras

big-picture thinking A type of thinking that considers the larger situation or context of a challenge (see also **macroscope**, **systems thinking**, and **zooming**)

bisociation In **design thinking**, the process in which two previously unrelated ideas are combined to make a new one

black-hatting In a **brainstorming** session, shooting down ideas from the position of “devil’s advocate” (compare with **six-hats thinking**)

blind study A study in which the status of a subject is hidden from the subject to avoid bias (see also **double-blind study** and **customer research**)

blog An online publication consisting of individual **posts**; an abbreviation of “weblog”

blue ocean Uncontested market space, as opposed to the “blood-red ocean” of heavily contested market space, coined by R. Chan Kim and Renee Mouborgne; (see also **differentiation** and **zag**)

bookmark In **browsers**, a shortcut for saving links to **URLs**

bootleg A product, especially recorded music, which has been manufactured and distributed without consent of the **copyright**, **trademark**, or **patent** owner (see also **counterfeit brand**)

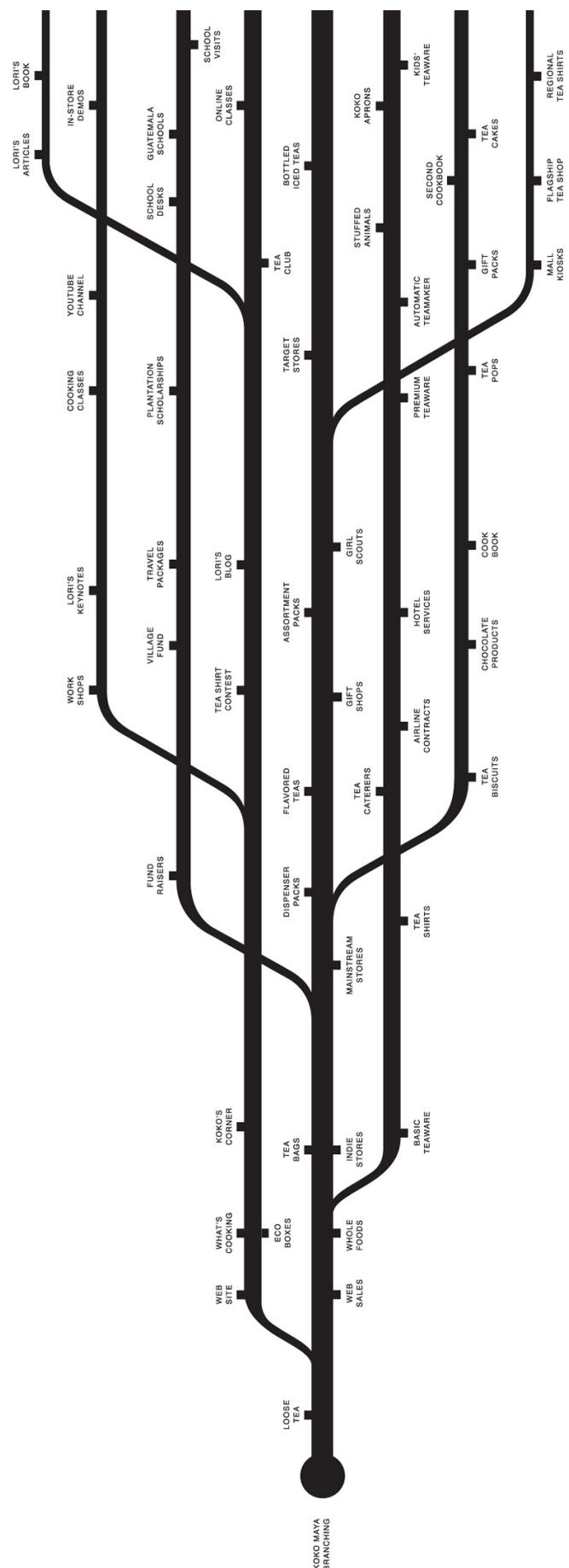
bot A virtual software agent often used to run automated tasks over the **internet**; a robot (see also **botnet** and **web crawler**)

bottom-up marketing Customer-driven **marketing**, as opposed to top-down or management-driven marketing

bounded rationality The observation that people can only make decisions based on the information they have, often **satisficing** instead of optimizing; coined by Herbert A. Simon

brainstorming A technique for generating, evaluating, and implementing ideas in a group (see also **hardball brainstorming** and **softball brainstorming**)

branching The art of sequencing markets to broaden a product line without sacrificing focus or **differentiation** (see also **extension**)



BRANCHING

SOURCE: *THE BRAND FLIP*, MARTY NEUMEIER

brand A customer's perception of a product, service, or company; a commercial reputation

**A BRAND IS A
CUSTOMER'S
PERCEPTION
OF A PRODUCT,
SERVICE, OR
COMPANY.**

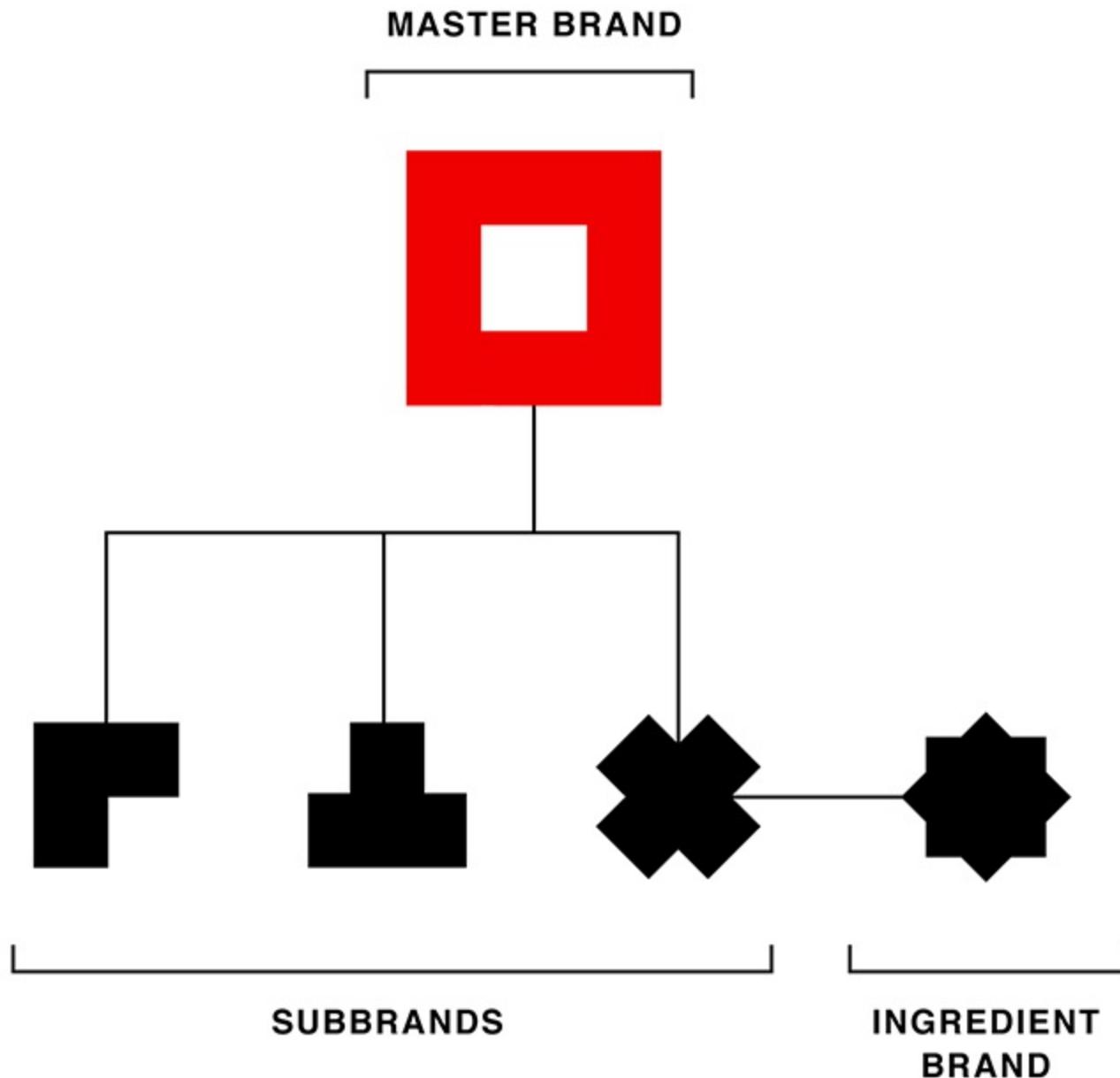
brand advocate Anyone who promotes a brand through interactions with customers, prospects, partners, or the media (see also **brand steward**)

brand aesthetics The complete palette of sensory experiences that can be associated with a brand, including **audio branding**, **scent branding**, **taste branding**, **touch branding**, and **visual identity** (see also **aesthetics**)

brand agency A strategic firm that provides a variety of brand-building services across a range of **touchpoints**

brand alignment The practice of tightly linking **customer experience** and **brand strategy**

brand architect A person experienced in building **brands** as strategic **systems** (see also **brand architecture** and **CBO**)



BRAND ARCHITECTURE

brand architecture A hierarchy of related brands or brand names, often beginning with a **master brand**, that describes its relationship to **subbrands** and **co-brands** (see also **brand family** and **naming**)

brand asset Any aspect of a brand that has strategic value, including brand associations, brand attributes, brand awareness, or brand loyalty (see also **BAV**)

brand attribute A distinctive **feature** of a product, service, or company brand

brand audit A formal assessment of a brand's strengths and weaknesses across its **touchpoints** (see also **SWOT**)

brand awareness A **brand metric** of how well a product, service, or company is recognized by its **audience** (see also **aided awareness** and **unaided awareness**)

brand book A publication or online resource that regulates the strategy, key messages, and **style guidelines** of a brand (see also **spirit book**)

brand campaign A coordinated effort to increase **brand awareness**, **brand equity**, or **brand loyalty**

brand commitment The level of mutual loyalty between a company and its customers (see also **Brand Commitment Scale**)

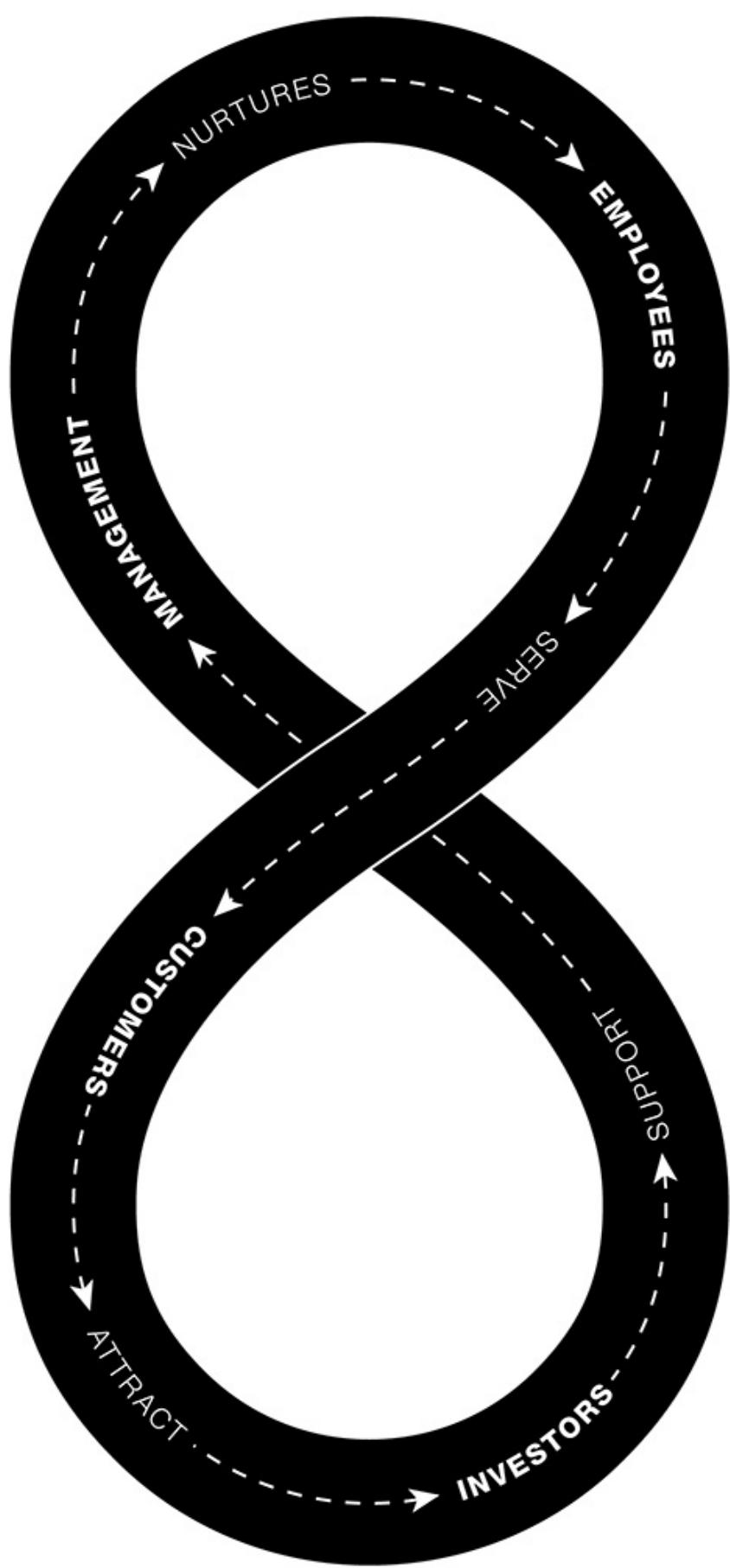
Brand Commitment Matrix (BCM) A tool for organizing six **elements** of a **brand strategy** into three essential pairs: **customer identity** and **core purpose**, **customer aims** and **brand onlyness**, and **tribal mores** and **core values** (see also **brand commitment**)

Brand Commitment Scale (BCS) A **brand metric** for measuring the progress of a brand from **customer satisfaction** to **customer delight** to **customer engagement** and finally to **customer empowerment** (see also **brand commitment**)

brand council A group of executives who guide or regulate a **brand strategy** and its execution (see also **creative council** and **tiger team**)

brand earnings The share of cash flow that can be attributed to a **brand** (see also **brand valuation**)

brand ecosystem The **community** that contributes to a **brand**, including managers, employees, customers, investors, partners, and suppliers (compare with **brand tribe**)



BRAND ECOSYSTEM

SOURCE: ZAG, MARTY NEUMEIER

branded house A **brand architecture** in which the dominant brand name is also the company name, such as Mercedes-Benz; also called a “homogeneous brand” or “monolithic brand” (compare with **brand federation** and **house of brands**)

brand equity The accumulated value of a company’s **brand assets**, both financially and strategically; the overall strength of a brand (see also **brand valuation** and **brand metrics**)

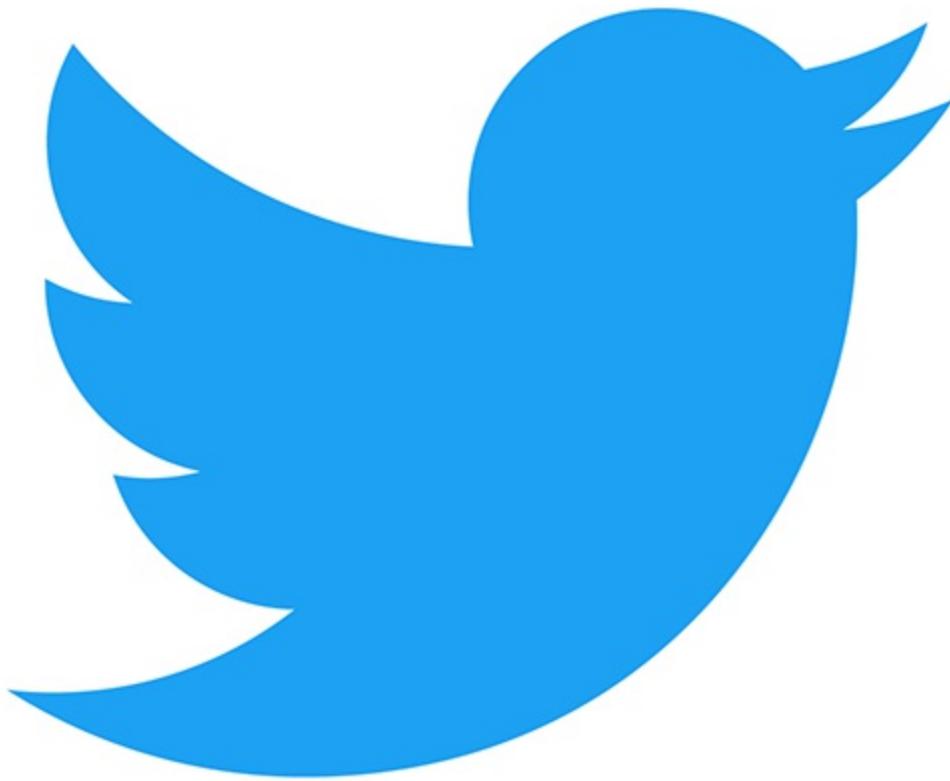
brand experience All the interactions people have with a product, service, or organization (see also **touchpoints**)

brand family A series of related **brands** owned by the same company (see also **brand architecture** and **extension**)

brand federation A **brand architecture** that combines the individual brand autonomy of a **house of brands** with the shared **halo effect** of a **parent brand**, such as Procter & Gamble (see also **branded house**)

brand gap A disconnect between **business strategy** and **brand experience**; coined by Marty Neumeier in **The Brand Gap**

brand icon A **symbol** for a brand, ideally based on a differentiated **market position**; a **trademark** (compare with **avatar**)



BRAND ICON

SOURCE: TWITTER

brand identity The outward expression of a brand, including its name, **trademark**, **communications**, and **look and feel** (see also **corporate identity** and **visual identity**)

branding Any effort or program designed to increase value or avoid **commoditization** by building a differentiated **brand**

brand loyalty The strength of preference for a brand compared to competing brands, often measured in repeat purchases (see also **charismatic brand**, **lifetime customer value (LCV)**, and **tribal brand**)

brand manual A document that regulates the expression of a brand for members for use within the brand community; a standardized set of brand-building tools (see also **brand book** and **spirit book**)

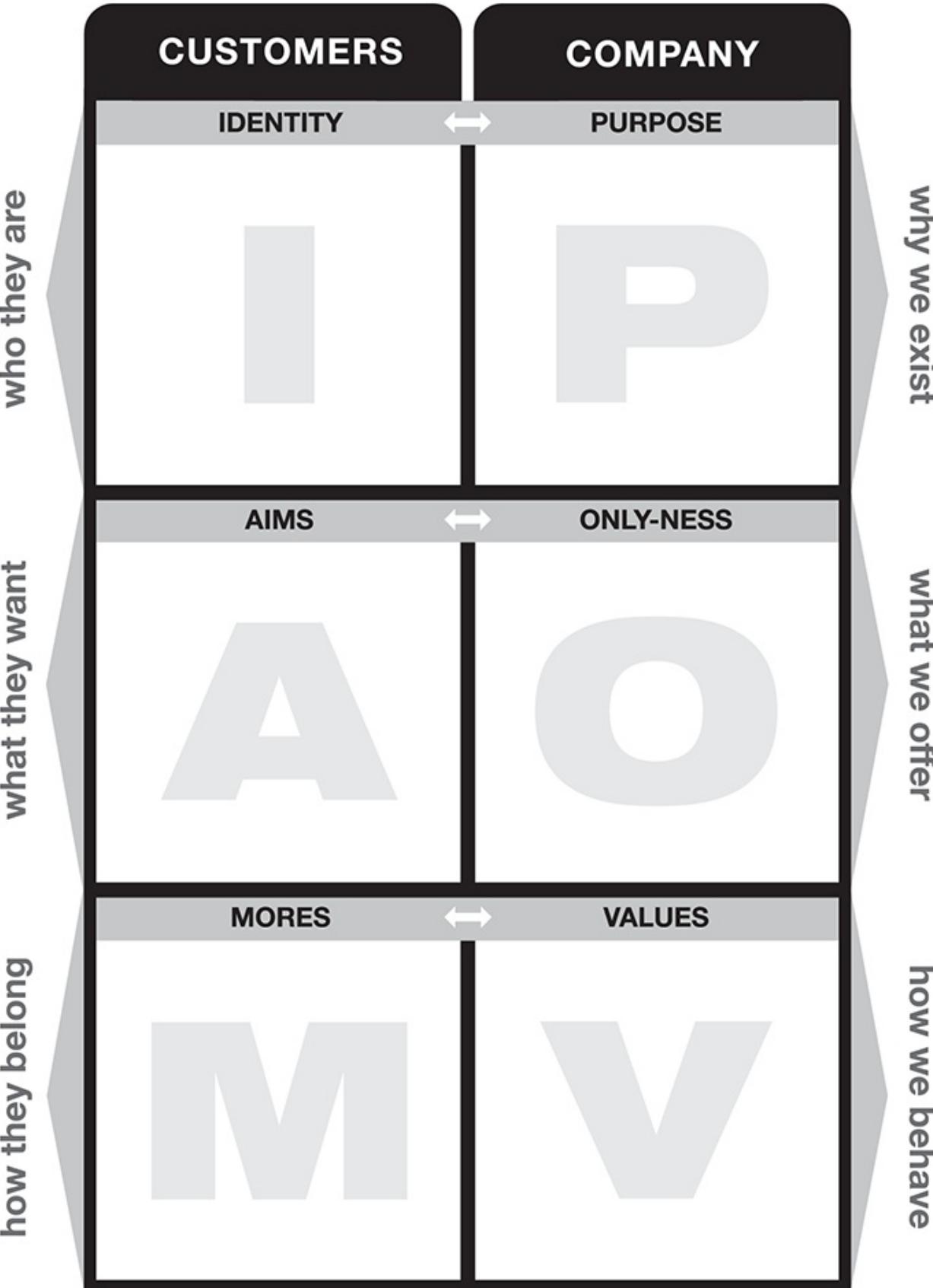
brand metrics Measurements for monitoring changes in **brand equity** (see also **brand valuation** and **metrics**)

brand name The verbal or written component of a **brand icon**; the name of a product, service, or organization (see also **brand architecture** and **nomenclature system**)

brand personality The character of a brand as defined in anthropomorphic terms, such as Virgin = irreverent, or Chanel = refined (see also **archetype**)

brand piracy The unauthorized use of a protected **trademark** in order to fool customers about the source of the product or service (see also **bootleg** and **counterfeit brand**)

brand platform The strategic foundation for a brand, including its **purpose**, **positioning**, and **brand identity** (see also **Brand Commitment Matrix**)



BRAND PLATFORM

SOURCE: *THE BRAND FLIP*, MARTY NEUMEIER

brand police A manager or team responsible for strict compliance with the guidelines in a **brand manual**

brand portfolio A suite of related brands; a collection of brands owned by one company (see also **brand architecture** and **brand family**)

brand recall A measurement of how strongly a **brand name** is connected with a **category** in the minds of an **audience** (see also **unaided awareness**)

brand recognition A measurement of how familiar a **brand name** is to an **audience** (see also **aided awareness**)

brand stature The power of a brand, as measured by Young & Rubicam's **BAV**

brand steward A person responsible for protecting and developing a **brand** (see also **brand advocate** and **CBO**)

brand strategy A plan for the systematic development of a brand in alignment with **business strategy** (see also **Brand Commitment Matrix**)

brand tracking A record of changes in **brand awareness** over time (see also **brand metrics**)

brand tribe The **community** of customers that forms around a product, service, or company; coined by Marty Neumeier in **The Brand Gap** (see also **tribal brand**)

brand valuation The financial equity of a brand (see also **brand metrics**)

brand vitality The momentum of a brand, as measured by Young & Rubicam's **BAV**

bricks and clicks A retail **business model** that combines a physical store with an **e-commerce** component

bricks and mortar A retail **business model** with a physical store (compare with **bricks and clicks** and **e-commerce**)

brittle skills Abilities specific to certain **tasks** or **disciplines** (contrast with **transferable skills**)

broadcasting The electronic, one-way **communication** of audio or video content to a large audience (see also **mass communication**)

browser A software program that allows a user to display and interact with **websites** on the **internet**

B2B brand A business-to-business brand such as Accenture, Boeing, or Intel (see also **B2C brand**)

B2C brand A business-to-consumer brand such as Apple, Kaiser Permanente, or Nike (see also **B2B brand**)

bulk email Email messages sent to many people at the same time from a mailing list (see also [opt in](#), [opt out](#), and [spam](#))

bundle A [tying strategy](#) in which two or more [products](#), [features](#), or [elements](#) are combined to enable a discounted price or greater utility

burning platform A product line, technology, business, or [brand](#) that faces [obsolescence](#) without radical change (see also [platform](#))

business intelligence Information drawn from aggregated data to aid in decision making (see also [data analysis](#))

business model A simplified understanding of how a company creates, delivers, and captures [value](#)

KEY PARTNERS	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS	VALUE PROPOSITIONS	KEY ACTIVITIES	KEY RESOURCES	COST STRUCTURE	REVENUE STREAMS
Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners? Which key activities do partners perform?	For whom are we creating value? Who are our most important customers? What are the customer archetypes?	How do we get, keep, and grow customers? Which customer relationships have we established? How are they integrated with the rest of our business model? How costly are they?	What value do we deliver to the customer? Which one of our customers' problems are we helping to solve? What bundles of products and services are we offering to which segment? Which customer needs are we satisfying? What is the minimum viable product?	What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?	What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?	What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive?	For what value are our customers really willing to pay? For what do they currently pay? What is the revenue model? What are the pricing tactics?

BUSINESS MODEL

SOURCE: *BUSINESS MODEL DEVELOPMENT*, OSTERWALDER AND PIGNEUR

business strategy A plan for allocating resources and prioritizing actions to achieve a business **goal or purpose** (see also **brand strategy**)

buy-in **Consensus** on a course of action or innovative idea (see also **acceptance curve**)

buzz Excited gossip or information-sharing about a person, product, service, event, experience, or organization (see also **word-of-mouth advertising**)

buzzword A word or phrase that becomes fashionable, often at the expense of its original meaning (see also **jargon** and **sound bite**)

C

cascading creativity A top-down model of creativity in which ideas and information flow downward for tactical execution (contrast with **network creativity**)

catchphrase A phrase made familiar by repeated use (see also **meme**, **slogan**, and **sound bite**)

category A **market segment** in which a product, service, or company competes (see also **consideration set** and **domain**)

caveat venditor Latin for “let the seller beware,” a counter to “let the buyer beware,” as customers wield more power over **brands** and **companies**

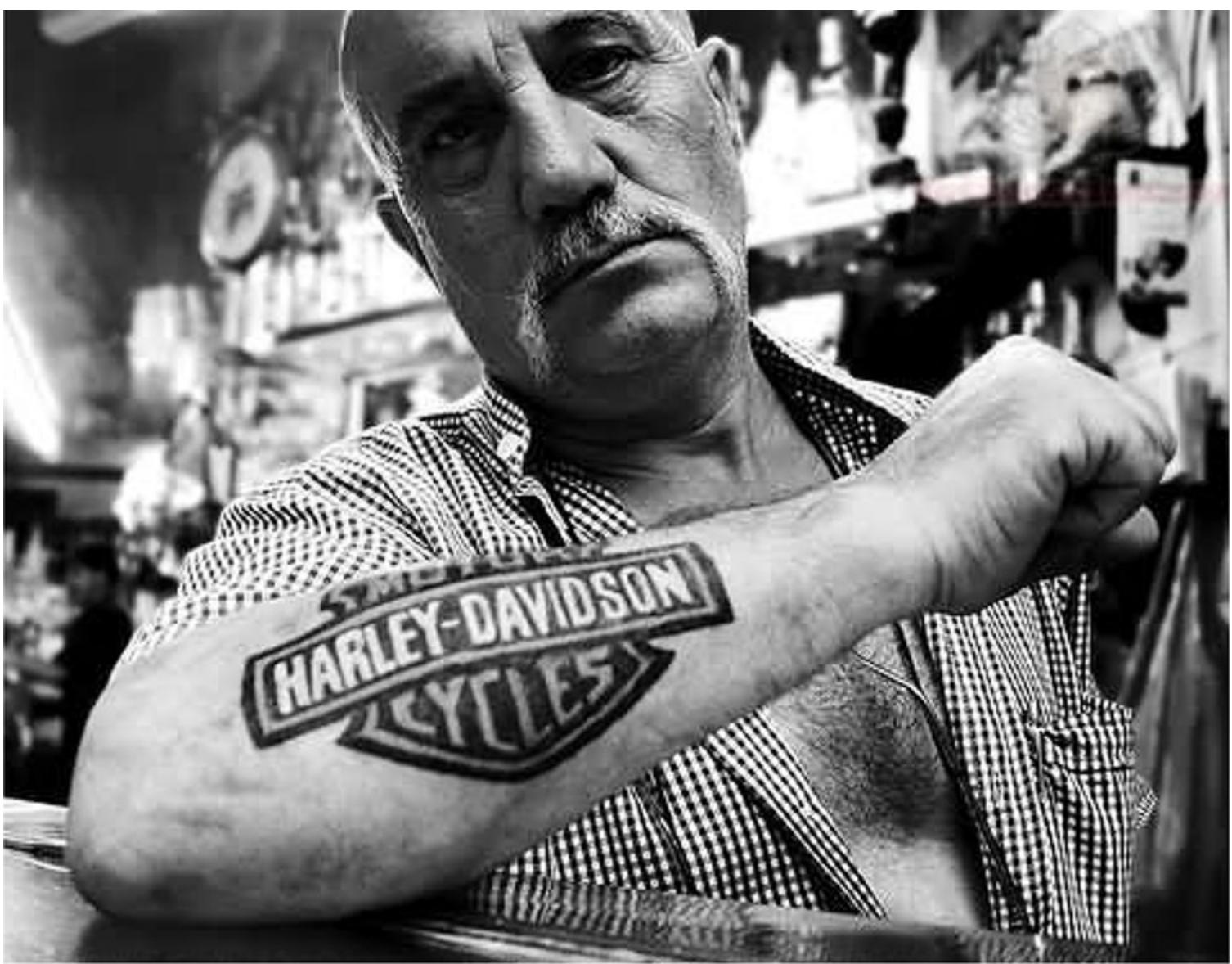
CBO Chief Brand Officer, responsible for integrating the work of the brand community (see also **IMT**, **virtual agency**, and **Hollywood model**)

CDO Chief Design Officer, responsible for the overall **design** efforts of a company

challenger brand A product, service, or company that competes with one or more stronger competitors in its **category**

channel In **communications**, a conduit for moving a signal from a sender to a receiver (see also **distribution channel** and **network**)

charismatic brand A brand that inspires a high degree of customer loyalty; also known as a **lifestyle brand** or **passion brand**



CHARISMATIC BRAND

charette An intensive workshop in which designers and community **stakeholders** work in collaboration to achieve a creative goal (see also **co-creation**)

chart A graphical **illustration** of data, such as a bar chart, pie chart, flow chart, map, or **two-by-two chart** (see also **diagram**, **graph**, and **information graphics**)

chunking A **mnemonic device** that involves grouping items into manageable units for easier memorization and recall; coined by George A. Miller

clarity In **communication**, the quality of being easily perceived or understood (see also **signal-to-noise ratio**)

cliché An idea, phrase, or **trope** which has been overused to the point of losing its original meaning or effect (see also **buzzword** and **trope**)

clique In **social networks**, an exclusive group in which every member is directly connected to every other member (see also **social circle** and **tribe**)

cloud, the A catch-all term for information and programs that can be accessed on demand over the [internet](#)

clues In problem solving, any facts, data, or personal experiences that can aid in [framing](#) a problem

clutter A disorderly array of [elements](#) or [messages](#) that impedes understanding (see also [market clutter](#) and [signal-to-noise ratio](#))

co-branding The strategic linking of two or more [brands](#) for mutual benefit

co-creation The collaborative development of a product, service, [experience](#), process, [business model](#), [strategy](#), [message](#), or other outcome (see also [concertina collaboration](#), and [swarming](#))

collaboration The process by which people of different [disciplines](#) work together to create something they could not create individually; the practice of [co-creation](#)

collaging In [brainstorming](#), a technique in which individuals or teams solve a problem in parts, then put the parts back together to spark new combinations (see also [concertina collaboration](#))

color An [aesthetic tool](#) that evokes emotion, identifies differences, or represents the natural world



COLOR

SOURCE: JOHANNES ITTEN

command and control A management style relying on clearly defined goals, processes, and measurements; a top-down rather than distributed style of management (see also [cascading creativity](#) and [holacracy](#))

commodity In economics, goods that have no appreciable [differentiation](#) or [brand value](#)

commoditization The process by which customers come to see products, services, or companies as interchangeable, resulting in the erosion of profit margins (see also [generic brand](#))

communication A [message](#) or conversation; the conveyance of information from a sender to a receiver (see also [messaging](#))

communication design A discipline that combines **visual design** and **verbal design** to produce identity elements, websites, advertisements, publications, and other vehicles for messaging (see also **copywriting** and **graphic design**)

community A large group of people with common interests and a shared **culture** (see also **brand tribe**, **brand ecosystem**, and **online community**)

comp In **graphic design** and **advertising**, an abbreviation for **comprehensive layout**; a **prototype** for a printed piece (see also **concept sketch** and **mockup**)

company An organization established with a **profit motive**

competitive advantage A point of **differentiation** that creates a barrier to competition (see also **downstream advantage** and **upstream advantage**)

competitive map A **two-by-two chart** for visualizing a competitive landscape on two dimensions

composition An arrangement of **elements** intended to serve a functional **purpose** or create an **aesthetic** effect (see also **system**)

comprehensive layout In **graphic design** and **advertising**, a **prototype** for a printed piece, such as a magazine article or print ad; a **comp** (see also **mockup**)

computer interface A set of controls that allows humans to interact with computers (see also **interaction design** and **interaction design**)

consensus A **collaborative** process in which a group reaches agreement through solidarity as opposed to a majority vote

concept An idea or plan to produce an outcome or achieve a **goal** (see also **strategy**)

concept sketch A quick drawing to illustrate an idea (see also **low-fidelity prototype**)

concept map A hierarchical diagram showing the connections among related ideas, functions, or elements (see also **mind map**)

a model of brand

Overview

This diagram is a model of brand, a term often used in business, marketing, and design. The diagram defines brand by mapping related concepts and examples.

Concept maps¹

More than a name or symbol

People speaking formally about brands often use the term to mean the name or symbol of a company while this shorthand is more common in everyday language. A brand is at least two things: a name and a perception of what the name means.

Measuring brand

An important aspect of managing a brand is measurement. This diagram contains a section on measuring brands. People who understand the concept of a brand design on how to describe and measure it. In this diagram I have tried to design on how to describe and measure it. I propose three terms: position, reach, and reputation. These three terms are designed to cover the subject as simply as possible.

Organization

The diagram attempts to present a comprehensive model of brand. It is refined around four main ideas:

- 1) brands are names or symbols
- 2) creating a great customer experience is the most important part of a brand
- 3) perceptions of a brand can be measured
- 4) brands are a kind of sign

Brands as signs²

The fact that a brand is both a name and a perception parallels Saussure's model of a sign. Saussure describes signs as having two sides: the signifier (the name) and the signified (the meaning). The name is a signifier and the perception of what it means is the signified.

Creating a great customer experience

Of course, perception of a brand does not underlie all aspects of a brand. Creating a great customer experience is the most important part of a brand. People produce it through their interactions with a product. Experience is the result of many activities commonly associated with a brand. Creating a great customer experience means there are points at which contact is made with a potential customer.

product → experience → perception

Pearce suggests a more complex model of branding. His model has three parts: product, experience, and perception. The concept of brand formed by the third: perception. This diagram illustrates Pearce's three-part model.

In this model, a brand manager (or steward) is responsible for translating the brand into contact with customers. By controlling all the touch points, a manager tries to ensure that customers have a great experience.

To complete the framework of the model, the set of terms related to brand must be linked to the sets of terms related to product, experience, and perception, common to both sets, is the link.

product → experience → perception

Through observation and analysis, user experiences can form the basis for improving products and may even shape the direction of new products.

→ stewards → promise

Brand stewards hold the brand in trust, both for the financial owners and also for the emotional owners – those people who experience the brand.

A brand's steward is anyone involved with the development or sale of a product, including:

brand management

brand managers

marketing managers

engineers

factory workers

designers

customer support people

sales partners

brand stewards have goals for their brands, an overall goal is to influence perception of a brand in a way that induces purchase, usage, and adoption.

goals for brands may be expressed in:

business plans, estimated sales, market share, profitability, return on investment.

product elements which describe product benefits, unique selling propositions, distinctive features, and desired brand personality.

brand stewards hold the brand in trust, both for the financial owners and also for the emotional owners – those people who experience the brand.

Brand stewards shape products by managing the product's development which may include these activities:

product audience understanding needs, analysis, optimization, what's valid, what's invalid, choose direction, design prototypes, test, learn, build, refine.

brand stewards hold the brand in trust, both for the financial owners and also for the emotional owners – those people who experience the brand.

brand promises are the audience expectation of a brand that is desired by the brand's stewards.

sometimes thought of as brand identity

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conceptual integrity The **aesthetic** quality of a design solution in which the parts support the whole with efficiency or **elegance** (see also **harmony**)

conceptual noise Cognitive **clutter** arising from conflicting messages or meanings; a clash of ideas that undermines **clarity** (see also **signal-to-noise ratio**)

concertina collaboration A method of **co-creation** in which individuals and teams alternate between working together and working separately (see also **asynchronous collaboration**)

confirmation bias The tendency for people to prefer evidence that confirms what they already believe (see also **cultural lock-in**)

conflict An **aesthetic tool** for introducing dissonance, discord, or anomaly in a way that creates emotional **tension** or provokes intellectual interest

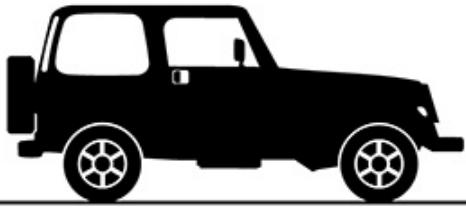
congestion A negative **network effect** in which adding more users to a network decreases the value of the network, as in the case of highway traffic

conjoint analysis A **quantitative research** technique for identifying a product's most important features by asking customers which features they would trade for others (see also **market research**)

connected TV Television with **Web 2.0** features that allow viewers to record and watch programming on demand, either with a **smart TV** or a **set-top box** (for contrast, see **appointment TV** and **linear TV**)

conscious consumption A spending pattern that prefers frugality and **intangibles** over **conspicuous consumption** and luxury brands (see also **affordable luxury**)

consideration set The range of choices that a customer considers when making a purchase decision; a **category**



A



B



C



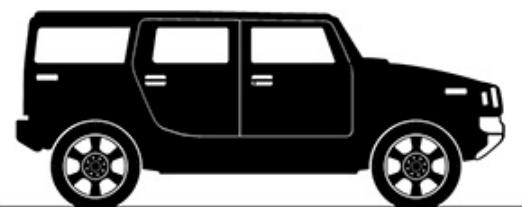
D



E



F



G



H

CONSIDERATION SET

conspicuous consumption A spending pattern that views **luxury brands** as status symbols (see also **Veblen goods**)

constraint In **design** and problem solving, a limitation imposed by the subject matter or the context of a problem (contrast with **affordance**)

content The editorial or entertainment portion of an **advertising vehicle** that attracts an audience

content marketing An approach that uses stories to inform and influence customers, typically on media owned by the advertiser, such as a company website (compare with **native advertising**)

contextual advertising **Online advertising** that automatically displays relevant ads based on **keywords** from the website (see also **real-time bidding**)

continuous reconfiguration The discipline of migrating from one **competitive advantage** to another to escape **strategy decay** or **commoditization**

contrast An **aesthetic tool** for emphasizing the differences between **elements** to create drama, clarify a point, show proportion, or indicate hierarchy

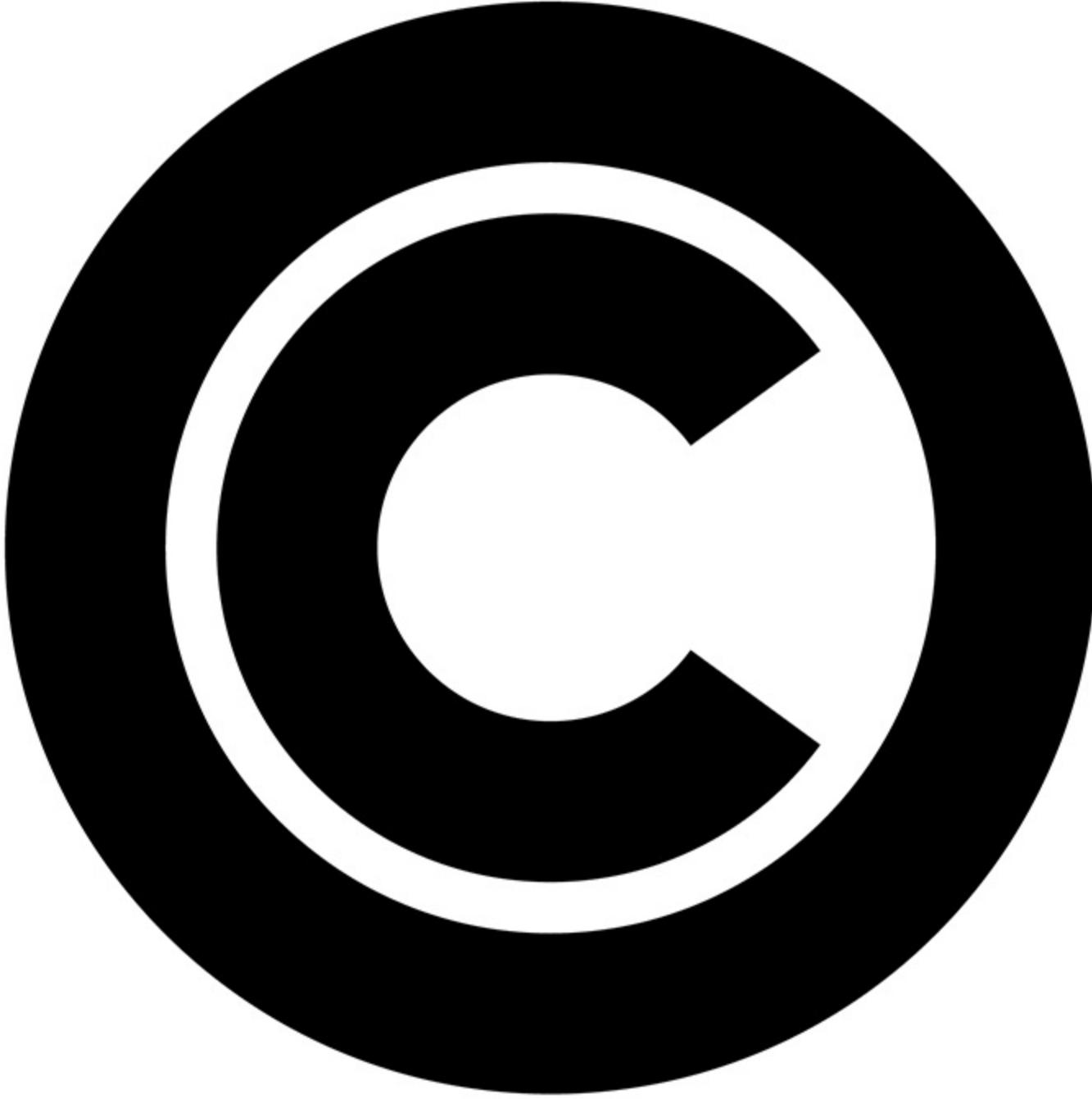
convergent thinking A mode of thinking that judges the usefulness of divergent ideas (contrast with **divergent thinking**)

conversion rate In retailing, the percentage of visitors who end up buying something (see also **sales funnel**)

cookie A small piece of code placed by websites onto the **browsers** of visitors for the purpose of personalizing, tracking, or managing data

coopetition Cooperation between two or more competitors for mutual benefit (see also **win-win situation**)

copyright The exclusive rights granted to the author or creator of an original work, typically a book, play, motion picture, sound recording, or computer program (see also **intellectual property** and **trademark**)



COPYRIGHT

copywriting The **discipline** of developing verbal content for advertisements and related communications (see also **verbal design** and **wordsmith**)

core customer The ideal customer of a product, service, or company (see also **customer identity**)

core identity In branding, the central, sustainable elements of a **brand identity**, such as a name and **trademark**

core ideology In management, a combination of **core values** and **core purpose**

core purpose The reason a company exists beyond making a profit; a component of a

core ideology (compare with **customer identity**; see also **Brand Commitment Matrix**)

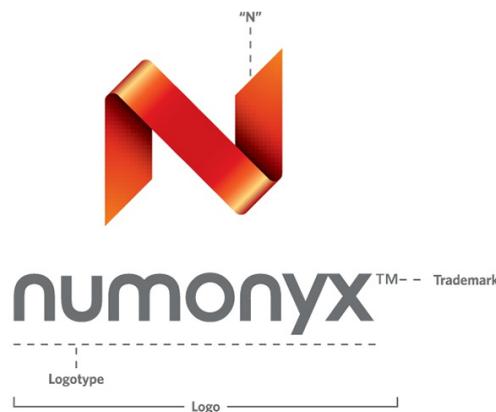
core values The guiding principles that determine how employees of a company behave and work together (see also **company culture** and **core ideology**; compare with **tribal mores**)

corporate culture The shared understanding and behavioral norms of a community or population (see also **human capital** and **organizational values**)

corporate identity The **brand identity** of a company, consisting of its key identifiers, such as its name, trademark, typography, and colors; a company's **trade dress** (see also **brand book**)

logo

Logo elements



The Numonyx logo is the most immediate representation of our company, our products and our people. It represents our company in various applications, from packaging and ads to brochures, presentations and signage.

"N"

The first element you'll notice in our logo is the ribbon-like "N." This dynamic mark symbolizing our name is the defining feature of our design system. It represents our expert position as a catalyst for change, helping to develop better memory system solutions, more successful companies, and positively affecting the way people work and live.

Logotype

Our logotype is a timeless, strong, yet friendly custom lowercase typeface. It is easily read at all sizes and helps differentiate us from our competitors.

Trademark

The Numonyx logo is trademarked by Numonyx B.V. and is legally protected. One of the most important rules is to use the trademark properly. The Numonyx logo should always be used with the trademark (™).

Color variations and assets

The Numonyx logo is available in a variety of color variations: 5-color, 4-color, 2-color and 1-color. See pages 15-31 for details.

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applications

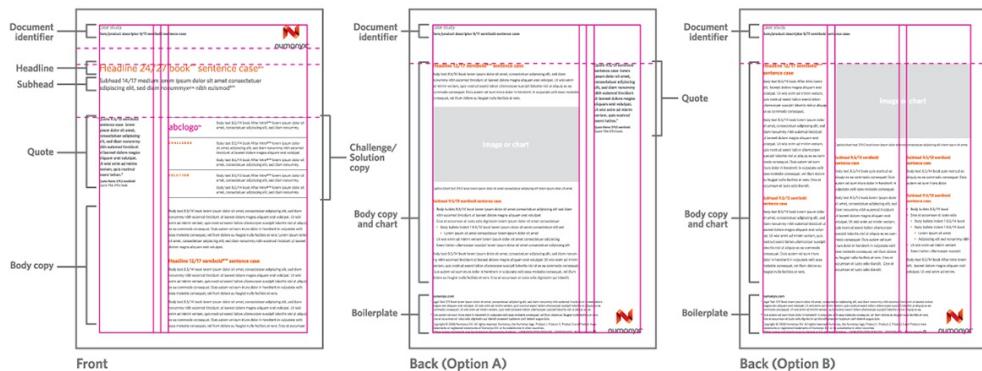
Collateral system

Case study

A case study is used to build credibility. It is a factual document that details a customer's success or demonstrates/illustrates the actual use or implementation of a product, service or solution from Numonyx. It must demonstrate concrete, quantified value to the customer or business. [To download the Numonyx collateral templates, go to brand.numonyx.com](#).

Printing inks: 5-color (CMYK + PMS 1665 + PMS 424)
PDF/on demand printing on letter size paper (8.5" X 11", 215.9 mm X 279.4 mm): Print at 100% and then trim off the right hand side .5"/12.7 mm.

Template (8" X 11", 203.2 mm X 279.4 mm)



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CORPORATE IDENTITY

COURTESY: LIQUID AGENCY

corporate social responsibility (CSR) A type of self-regulation for public good, designed as a built-in feature of a **business model**

counterfeit brand A **knockoff** of a product or **brand identity** designed to look like the original (see also **brand piracy** and **bootleg**)

CPC Cost per click, or the price that online advertisers pay each time an ad is clicked (see also **CPM**, **CPV**, and **CTR**)

CPM Cost per thousand, or the price that advertisers pay for one thousand **impressions** (see also **CPC**, **CPV**, and **CTR**)

CPV Cost per view, or the price that advertisers pay for each **impression** (see also **CPC** and **CPM**)

craft A set of **making** skills that requires manual dexterity and **aesthetic judgment**

creative brief A document that outlines the parameters of a **design** project, such as its context, goals, processes, and budgetary constraints (see also **framing**)

creative council A committee formed to monitor and guide a company's **branding** efforts (see also **brand council** and **design council**)

creative destruction A process of radical transformation in which **disruptive innovation** destroys the value of established institutions; coined by Joseph Schumpeter

ECONOMIC PROGRESS,
IN CAPITALIST SOCIETY,
MEANS TURMOIL.



CREATIVE DESTRUCTION

SHOWN: JOSEPH SCHUMPETER

creative play A **making** process in which **ideas**, **elements**, or actions are combined in ways that lead to innovative outcomes

creative process A set of **design** activities that includes discovering, framing, designing, refining, and producing (see also **no-process process**, **standard design process**, and **swarming**)

creative tension In **design**, a state of unresolved conflict between vision and reality (see also **dragon gap**)

creativity An **imagination**-based process for producing new and valuable outcomes (see also **creative play**, **creative process**, and **design**)

critical thinking A cognitive style that uses **deductive** and **inductive reasoning** to judge relative values; a complement to **generative thinking** (compare with **convergent thinking**)

cross-functional team A group of people with different skills working toward the same

goal (see also [collaboration](#), [Hollywood model](#), and [swarming](#))

cross-pollination In [generative thinking](#), the technique of combining ideas from different domains to produce new ideas

crowdsourcing The process of outsourcing tasks to the public or an [online community](#)

CTR Click-through rate, or the percentage of people who click an ad or other online link (see also [CPC](#) and [CPM](#))

cultivation In management, the process of embedding [core values](#) throughout an organization (see also [company culture](#) and [internal branding](#))

culture jamming A tactic used by anti-consumerist groups to mock or disrupt capitalist institutions and their [advertising](#) (see also [subvertising](#))

WE AGREE. DO YOU?

**BIG OIL
IS MORE
IMPORTANT
THAN A FEW
POISONED
CHILDREN**

I AGREE

[What Chevron Is Doing ▶](#)

**THERE IS NO
GOOD & EVIL.
THERE IS
ONLY
POWER.**

I AGREE

[What Chevron Is Doing ▶](#)

**A HEALTHY
OIL INDUSTRY
BEATS
A HEALTHY
PLANET**

I AGREE

[What Chevron Is Doing ▶](#)

**A BARREL
OF OIL
IS WORTH
MORE
THAN A
PELICAN**

I AGREE

CULTURE JAMMING

cultural lock-in The inability of an organization to change its **mental models** in the face of clear market threats

cultural wallpaper Objects, products, services, and communications that are everywhere yet so common as to be invisible (see also **clutter** and **me-too brands**)

culture The shared understanding and behavioral norms of a company community, or population (see also **tribe**)

customer aims In marketing, the “jobs” for which customers employ a **product**, **service**, or **company** (see also **Brand Commitment Matrix**)

customer-centricity An extreme focus on **customer identity** and **customer aims** rather than shareholders or employees (see also **downstream advantage**)

customer delight The degree to which a product, service, or company exceeds basic **customer satisfaction** and delivers a superior **brand experience** sometimes measured by a Net Promoter Score or the **Customer Experience Index** (see also **Brand Commitment Scale**)

customer empowerment The degree to which a product, service, or company exceeds **customer engagement** and shapes **customer identity** (see also **Brand Commitment Scale**)

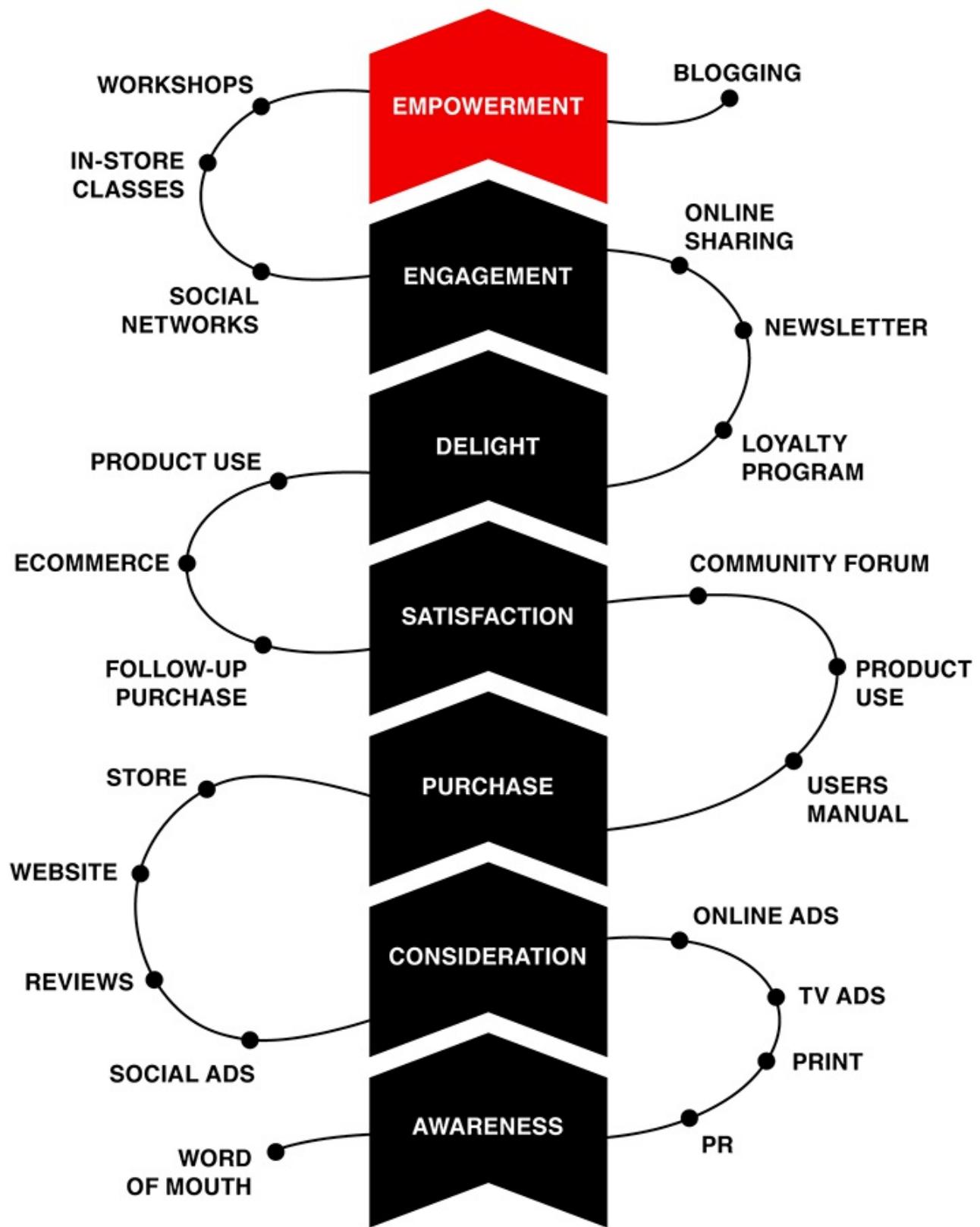
customer engagement The degree to which a product, service, or company exceeds **customer delight** and drives **brand loyalty**, sometimes measured by the Meaningful Brands Index (see also **Brand Commitment Scale**)

customer expectations The anticipated **benefits** of a brand, whether explicit or implicit (see also **customer aims**)

Customer Experience Index A **brand metric**, developed by Forrester Research, that measures **customer delight** (see also **Brand Commitment Scale**)

customer identity A detailed description of the **core customer**, including the **customer vision** (see also **Brand Commitment Matrix**)

customer journey A **model** or **story** of how a customer might experience a product, service, or organization over time



CUSTOMER JOURNEY

customer research The study of a **target audience** to define opportunities, identify preferences, discover needs, and measure **awareness** using techniques such as **conjoint analysis, ethnography, focus groups, and one-on-one interviews**

customer satisfaction The degree to which a product, service, or company meets customers' expectations or satisfies **customer aims** (see also **Brand Commitment Scale**)

customer vision A description of what a **core customer** hopes to "become" as a result of engaging with a brand (see also **customer identity**)

cyberspace The online world of the **internet** and the **web**

D

data analysis The process of manipulating data to find useful information (see also [data mining](#))

data cloud A data display that uses font size and/or color to indicate the relative importance of numerical values (see also [tag cloud](#) and [text cloud](#))

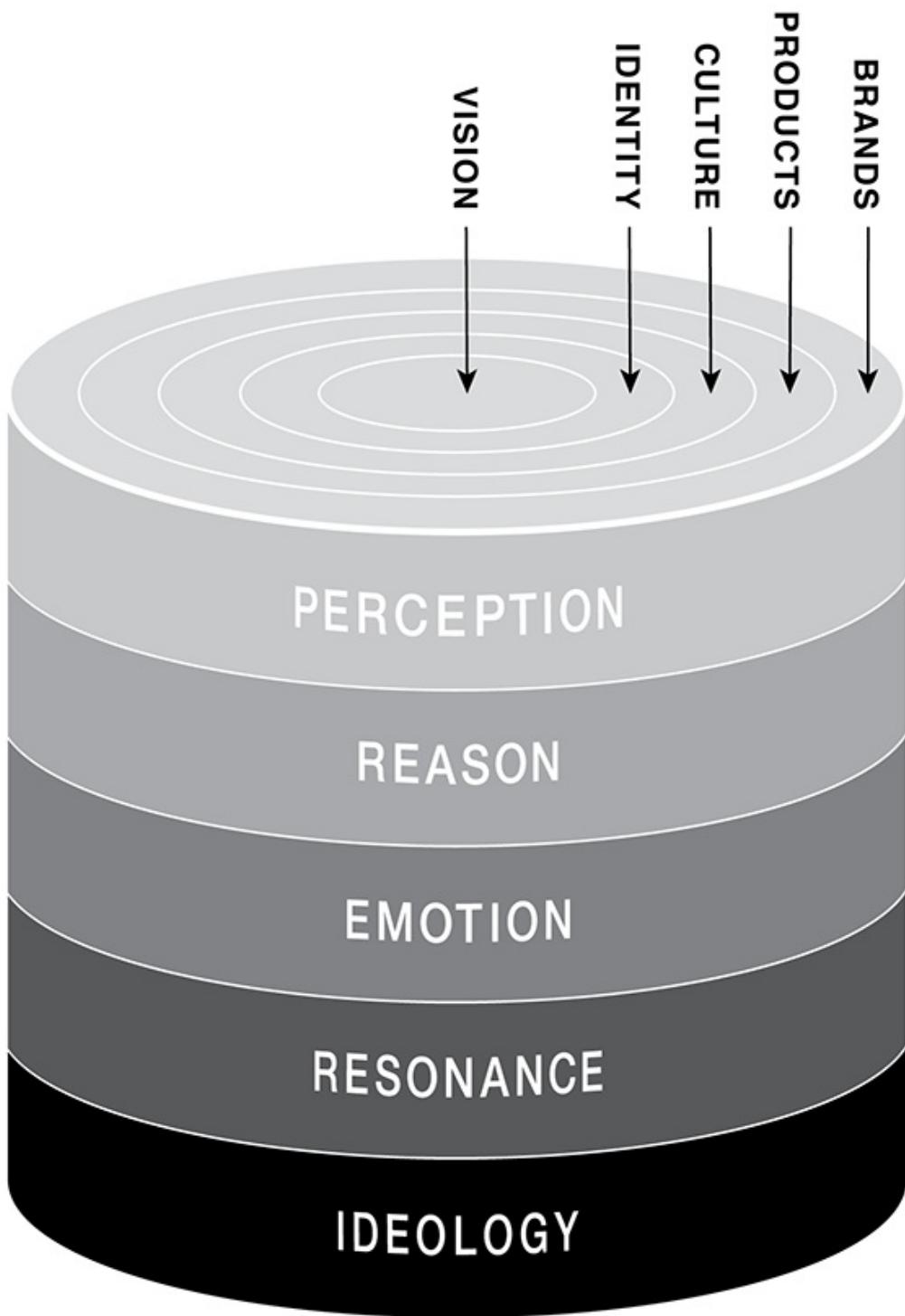
data mining A [data analysis](#) technique more for prediction than description (see also [business intelligence](#))

decision filter In management, a [framework](#) for making strategic and tactical decisions (see also [mental model](#))

decision latitude In organizational science, the amount of [autonomy](#) that comes with a position, role, or task

deductive reasoning A type of thinking that draws specific conclusions from general rules; the logic of argument (see also [abductive reasoning](#) and [inductive reasoning](#))

deep design An approach to design that strives for [resonance](#) by addressing multiple levels of understanding



DEEP DESIGN

SOURCE: THE DESIGNFUL COMPANY, MARTY NEUMEIER

deep domain knowledge Mastery of a specialized subject, or expertise in a specialized field (see also [domain](#))

deliverable A [product](#) or outcome produced to meet a deadline

demand elasticity In marketing, the sensitivity of sales patterns to a change in price (see also [price sensitivity](#))

demand space A customer's reason or occasion for buying or using a product (see also [customer aims](#))

demographics Statistical data on populations, including categories such as age, ethnicity, gender, marital status, income, and education level; an approach to defining a [market segment](#) (see also [psychographics](#))

depth An [aesthetic tool](#) for manipulating virtual space to impart an experience of dimensionality, complexity, or layered meaning (see also [perspective](#))

descriptor In brand [communications](#), a term that describes the [category](#) in which the brand competes, such as "fluoride toothpaste" or "online bank"

desiderata Secondary yet desirable objectives that support a [concept](#) or [strategy](#) (compare with [affordance](#))

design The [discipline](#) or process of changing an existing situation to a preferred one (see also [designer](#) and [making](#))

design council An internal team responsible for guiding and regulating an organization's design output (see also [CDO](#) and [creative council](#))

designer Anyone who use the [design process](#) to change an existing situation to a preferred one; a [maker](#)

design management The practice of integrating the work of internal and external [design](#) teams to align brand [touchpoints](#) with strategic goals

design process A method or [framework](#) for the execution of a creative project (see also [creative process](#))

design research [Customer research](#) on the experience and design of products or [communication](#) elements, using qualitative, quantitative, or ethnographic techniques (see also [field test](#), [focus group](#), [mall intercept](#), and [one-on-one interview](#))

design target The ideal customer for a product to be designed, often an [extreme user](#)

design team A [collaborative](#) group formed to work on certain types of creative projects or to solve a specific creative problem (see also [task force](#) and [tiger team](#))

design thinking The process of working through a complex challenge using a succession of [prototypes](#); thinking by [making](#) (see also [design](#))

desire path An informal route through a terrain or environment, often taken as a shortcut, that can later be formalized with **design** or **wayfinding**



DESIRE PATH

diagram A two-dimensional **illustration**, usually created with simple geometric shapes and lines, that show how **elements** are connected with one other (see also **chart**, **graph**, and **Venn diagram**)

differentiation The process of establishing a unique **market position** to increase profit margins and avoid **commoditization**; a central principle of **positioning**

digital native A person immersed in the **internet** from an early age (see also **Gen C**)

digital wallet A software program that lets users make commercial transactions electronically; an **e-wallet** (see also **mobile payment**)

discipline A branch of learning that follows a known set of rules or expectations (see also **profession** and **trade**)

disciplinary skills The abilities or expertise required to practice a **profession** or **trade**

display advertising Print or web **advertising** that can accommodate text, images, **logos**, and other **elements** in the same space

disruptive innovation A new product, service, or business that upsets and redefines a market; opposite of **sustaining innovation**

distribution In business, the provision of goods and services to customers through a **channel**

distribution channel A method for moving goods or services from a factory to a supplier, a supplier to a retailer, or a retailer to an end customer (see also **channel**)

divergent thinking A **mode** of thinking that combines **fluency**, **flexibility**, and **originality** to produce new ideas (see also **convergent thinking** and **lateral thinking**)

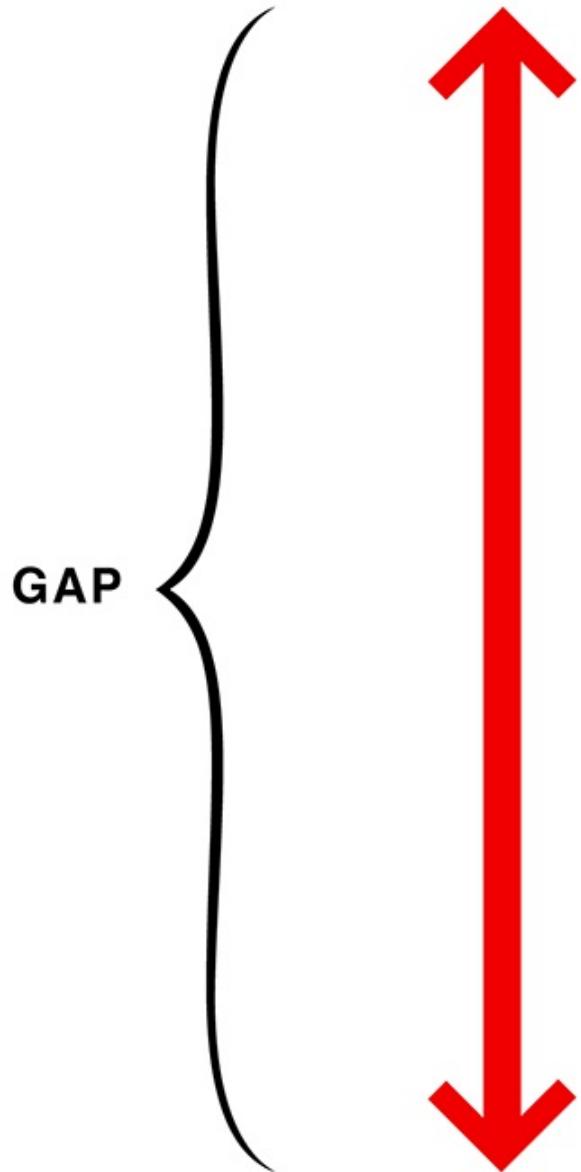
domain In **branding**, the largest possible **category** in which a product, service, or company competes; a broad area of **mastery**

double-blind study A study in which the status of a subject is hidden from both the subject and the researcher (see also **blind study** and **customer research**)

downstream advantage A **competitive advantage** that resides in customer relationships and **brands**, rather than products or efficiencies (contrast with **upstream advantage**)

dragon gap In **design thinking**, the unresolved space between *what is* and *what could be*; coined by Marty Neumeier in *The Designful Company* (see also **creative tension**)

VISION (WHAT COULD BE)



DRAGON GAP

SOURCE: *THE DESIGNFUL COMPANY*, MARTY NEUMEIER

driver features Brand attributes that are both important to customers and highly differentiated from those of competitors

driver brand In a [brand portfolio](#), the brand that drives a purchase decision, whether master brand, subbrand, or endorser brand

E

earcon An auditory **symbol** used as a brand identifier, such as United Airlines' use of "Rhapsody in Blue"; an aural **brand icon** (see also **audio branding**, **jingle**, and **sonic signature**)

early adopter An early proponent of a product, service, technology, behavior, or style; a **lighthouse customer**

earned media Positive news coverage of newsworthy achievements, as opposed to **paid media** such as **advertising**

e-book A book composed or converted to be read on an **e-reader**, **tablet**, or other digital device

e-commerce Electronic commerce, a **business model** in which transactions are conducted over the **internet** (contrast with **bricks and clicks** and **bricks and mortar**)

economic rents Prices in excess of what the market would normally pay, sometimes made possible by strong **brand loyalty**

economics The science that studies the production, distribution, and consumption of goods and services; the foundation of **marketing**

edge case In **design**, a use or problem revealed by an **extreme user**

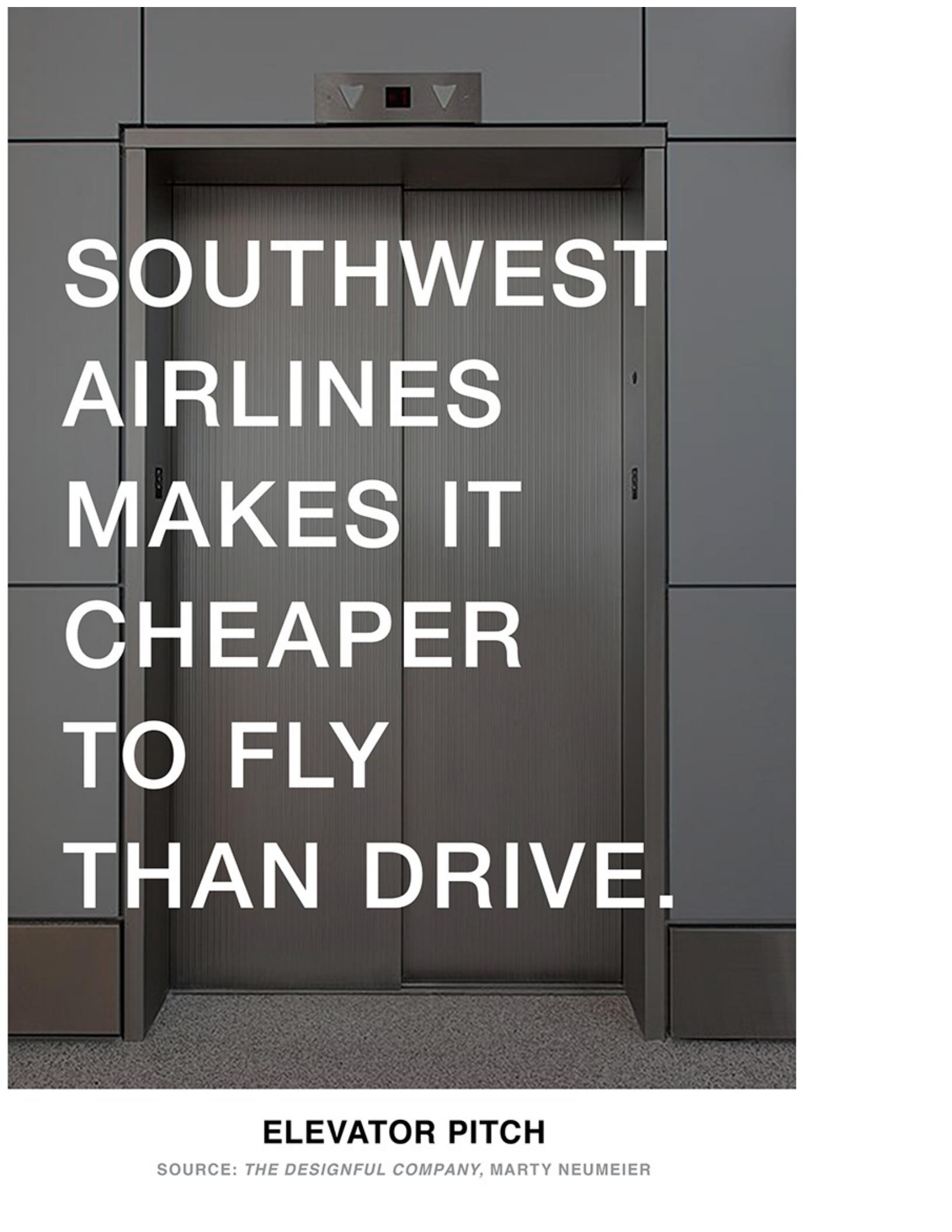
effective frequency The minimum number of times a viewer must be exposed to an advertisement to convey the **message** (see also **frequency** and **reach**)

80-20 rule A axiom stating that 80% of the effects often come from 20% of the causes; e.g., 80% of a company's revenues can come from 20% of its customers (also see **Pareto principle** and **power law**)

elegance The quality of being extremely effective and simple, as in a mathematical proof or design solution (see also **beauty**)

element A building block of **design**; a discrete component within a **product**, **service**, **system**, **communication**, idea, or plan

elevator pitch An expression of a company's **value proposition** that is brief enough to convey during an elevator ride (see also **Twitter summary**)



SOUTHWEST
AIRLINES
MAKES IT
CHEAPER
TO FLY
THAN DRIVE.

ELEVATOR PITCH

SOURCE: THE DESIGNFUL COMPANY, MARTY NEUMEIER

embedded animation An animated video within an [app](#), [ebook](#), or [website](#)

emoji Icons used to complement or replace typographic [messages](#) on computers and handheld devices (see also [emoticon](#))

emoticon A typographic [symbol](#) composed of punctuation marks to signify the writer's mood or intention; a [portmanteau](#) combining emotion and [icon](#) (see also [emoji](#))

emotional benefits The value derived from how a product or service makes a customer feel (for contrast, see [functional benefits](#))

empowerment Measures designed to give employees more authority over decision making (see also [corporate culture](#))

endorser brand A brand that promises satisfaction on behalf of a [subbrand](#) or [co-brand](#), usually in a secondary position to the brand being endorsed



ENDORSER BRAND

energized brands Brands that win by creating new purchase criteria; coined by Ed Lebar and John Gerzema

engagement In online marketing, any action by a user that creates or deepens a customer relationship, such as clicking, bookmarking, liking, subscribing, or buying

engagement pyramid A model for social media marketing that focuses on highly engaged customers first, then reaches down to a broader audience over time (see also design target and engagement)

entrepreneur An independent business person who uses innovation to create a competitive advantage (compare with intrapreneur)

environmental design Various creative disciplines for developing the built environment, including architecture, urban planning, interior design, and wayfinding

e-reader A tablet or app for reading e-books and documents

ergonomics The study of design for human comfort, health, and productivity (see also human factors)



ERGONOMICS

SOURCE: HERMAN MILLER, INC

ethnography The study of people in their natural settings; in business, **customer research** to discover needs and desires that can be met through **innovation**

evangelist In marketing, a **brand advocate**, whether internal or external, paid or unpaid

e-wallet A digital wallet for completing electronic transactions (see also **mobile payment**)

exaptation A **creative process** of adapting or repurposing old ideas; coined by Steven Johnson

exformation Information discarded on the path to design **elegance**; coined by Tor Nørrestrand

execution In **design**, the realization of a **concept** (see also **design process**)

experience design The **discipline** of creating user experiences rather than products and services, with a strong application in interactive media (see also **information architect** and **UX**)

extended identity The elements that extend the **core identity** of a company or brand, organized into groupings such as **brand personality**, **symbols**, and **positioning**

extension In **branding**, a new product or service that leverages the **brand equity** of a related product or service (see also **branching** and **brand family**)

extreme user A user who pushes a product beyond its envisioned limits (see also **core customer** and **edge case**)



EXTREME USER

SOURCE: BLENDTEC

F

fabber A fabricating machine used to manufacture or physical **prototypes** one at a time (see also **3D printing**)

fad A behavior that spreads quickly in a population or **tribe**, dying out almost as quickly as the novelty wears off (compare with **meme** and **trend**)

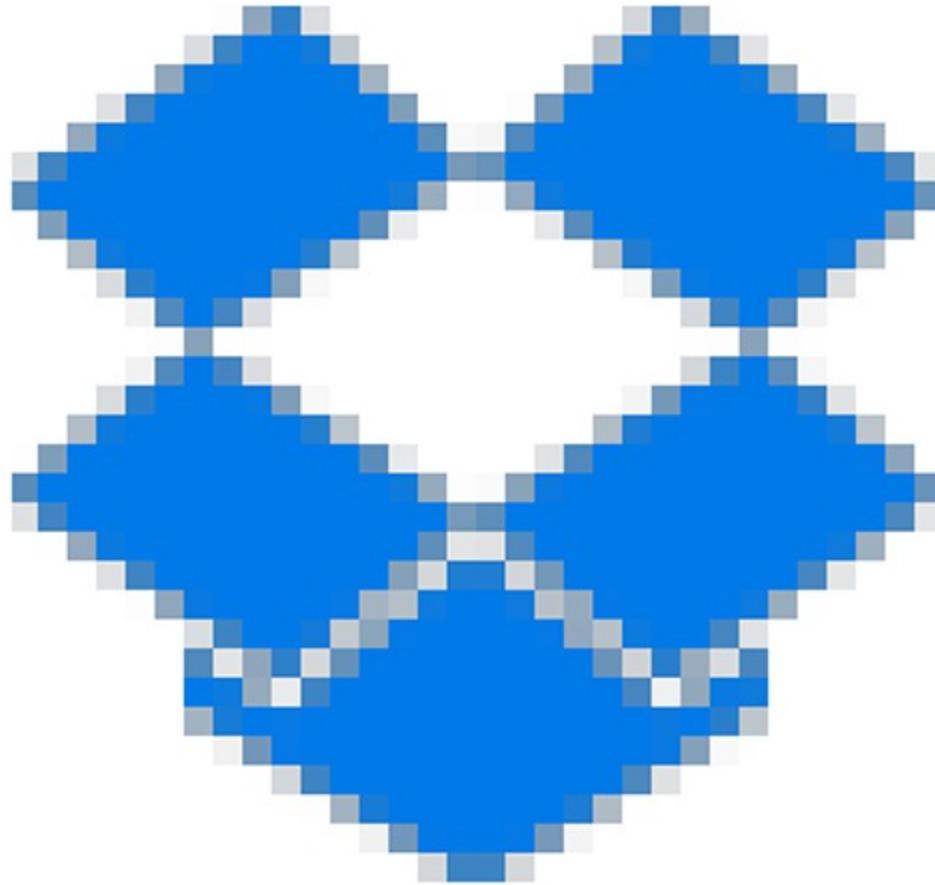
fashion A prevailing **mode** of expression (compare with **fad**, **style**, and **trend**)

fast failing A process of learning quickly by designing and testing an **iterative** series of prototypes

fast follower A company that quickly copies the practices, products, or business models of successful competitors (see also **me-too brand**)

faux finish In design, a surface finished to appear as something else, such as an antique surface or different material (see also **skeuomorph** and **trompe l'oeil**)

favicon A 16x16-pixel **icon** used to identify a brand in a **browser** address bar



FAVICON

SOURCE: DROPBOX

feature Any element of a product, service, or experience designed to deliver a **benefit**

feature creep The incremental addition of nonessential **features** to a product, service, or experience during its development or over its lifetime (see also **clutter** and **featuritis**)

featuritis The urge to “one up” the competition with extra **features** (see also **feature creep**)

Fibonacci sequence A numerical sequence in which each number is the sum of the previous two (1, 1, 2, 3, 5, 8, 13, 21, and so on), echoing the proportions of the **golden ratio** and describing spirals found in nature

field test A **qualitative research** method used to assess a new product, package, concept, or message in the real world instead of a lab or facility

filter bubble A narrowing worldview caused by search algorithms that cater to a user’s existing likes and dislikes, thereby locking out new information: coined by Eli Pariser (see

also **confirmation bias**, **cultural lock-in**, and **homophilous sorting**)

filter failure A cause of **information overload** in which people have inadequate means of sorting through **clutter**; coined by Clay Shirky

first mover The first company to occupy a given **category**, which often confers a **competitive advantage**

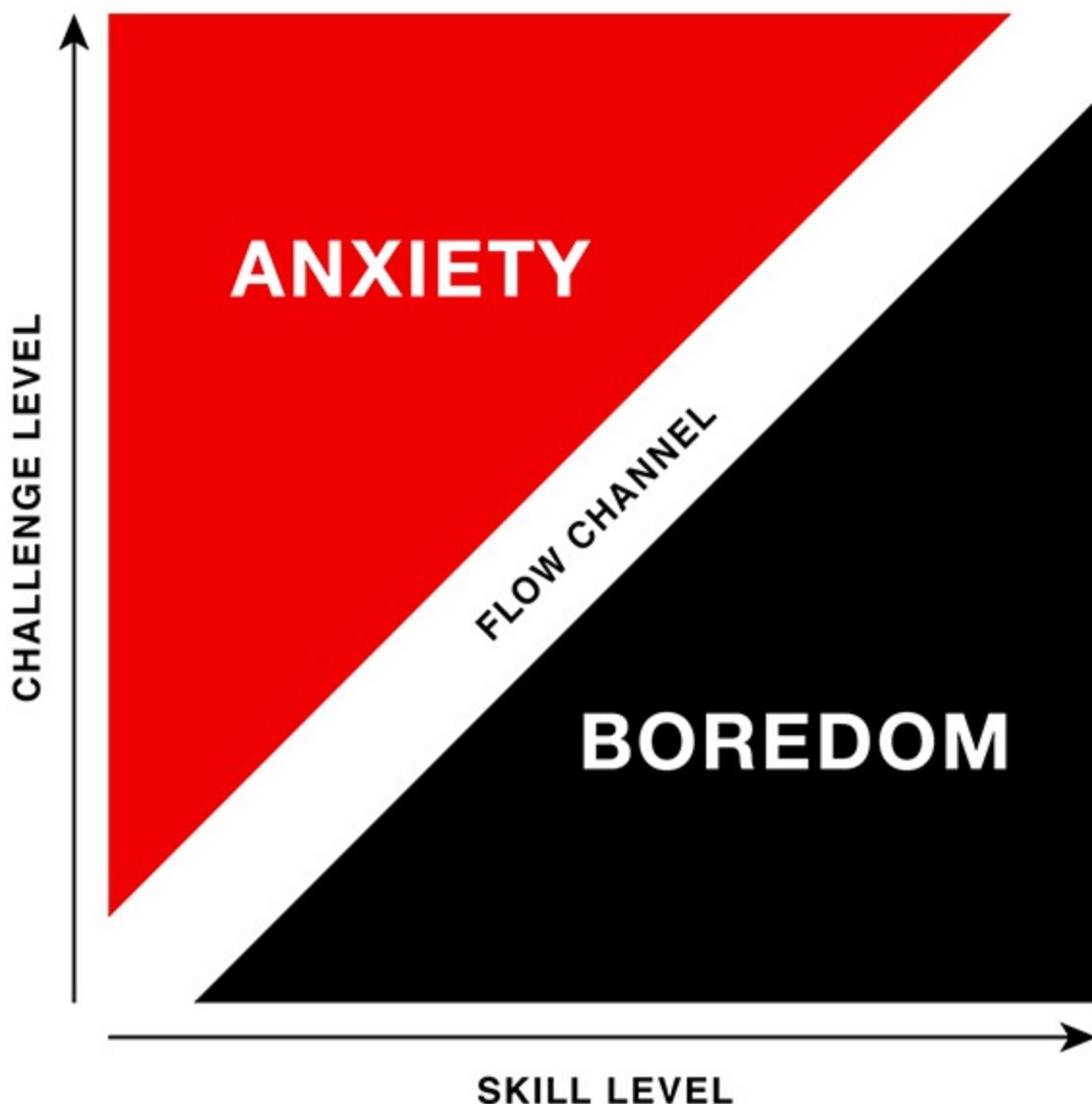
fit The alignment of company purpose and **customer identity** (see also **Brand Commitment Matrix**)

five whys A technique of asking “why” five times to get to the root of a problem; developed by Sakichi Toyoda (see also **framing**)

flash sale A members-only sales event that allows online retailers to reduce excess or dated merchandise (see also **pop-up stores**)

flexibility In creative thinking, the ability to approach a challenge from a wide range of viewpoints (see also **fluency**)

flow A state of joyful creative engagement that leads to **mastery**; coined by Mihaly Csikszentmihalyi



FLOW

SOURCE: MIHALY CSEKSZENTMIHLYI

fluency In creative thinking, the ability to generate a large number of ideas quickly and easily (see also **flexibility**)

focus The process of bringing **attention** to a single **element**; a strategic tool for bringing resources to bear on a single leverage point (see also **overfocusing**)

focus group A **qualitative research** method in which people are invited to a research facility to discuss a given subject; a type of research designed to focus later research (see also **presearch**)

follower hub In a **social network**, a person who is well connected but is slow to embrace new ideas (contrast with **innovative hub**)

fellowship The willingness to take direction or guidance from the leader of group; the corollary of **leadership**

font In **typography**, the full range of characters in a single **typeface**

forecasting A process of predicting future events based on **quantitative research** and sometimes **qualitative research** (see also **futurecasting** and **scenario planning**)

forgiveness In **experience design**, the ability of a product or service to anticipate, prevent, or correct the mistakes of users

form The way something looks; its embodiment or **shape** (see also **look and feel**)

formal qualities The **aesthetic** elements of something, such as its **shape**, **rhythm**, **contrast**, and **texture**

format The particular arrangement of information in a book, magazine, program, computer file, or event (see also **composition** and **layout**)

four Ps The four key factors often found in a **marketing mix**, originally conceived as price, product, promotion, and place, and later expanded to other factors (see also **marketing-mix modeling**)



FOUR Ps

framework The conceptual structure of a problem, an investigation, or a discussion used to study it or focus on it (see also **problem statement**)

framing Drawing the boundaries a problem, an investigation, or a discussion in order to study it or focus on it (see also **shape**)

Frankenbrand A brand with poor internal or external alignment; a brand with mismatched **features** or **extensions**

freemium A **pricing model** that combines free basic services with paid premium services

frequency The number of times a viewer is exposed to an advertisement (see also

effective frequency and reach)

frugal innovation A process of designing products and processes for the least possible cost (see also value engineering)

functional benefits In marketing, the practical value derived from what a product or service does for a customer (compare with emotional benefits)

funnel of focus The scope of a project, ideally broad enough to attract support and narrow enough to be feasible (see also focus and overfocusing)

futurecasting A generative brainstorming technique used to envision possible futures (see also forecasting and scenario planning)

fuzzy front end The first stage of the design process, when problems or goals have not been clearly defined (see also dragon gap and framing)

G

Gallop poll A opinion poll conducted by Gallup, Inc., that tracks political, social, and economic issues as a public service (see also **customer research** and **market research**)

gamification The application of game design to non-game situations to improve motivation or reward engagement, often used in **online marketing**

Gen C The “connected generation,” a **psychographic** group of **digital natives**, consisting mostly of those born after 1980

generative thinking A cognitive style that uses **abductive reasoning** to produce new ideas (see also **divergent thinking** and **lateral thinking**)

generic brand A commoditized product or **store brand** (a contradiction in terms, since the purpose of **branding** is to avoid **commoditization**)

genre A recognizable style of art or expression (see also **mode**)

gesture An **aesthetic tool** for using a spontaneous flourish to impart a feeling of movement or describe a physical activity



GESTURE

SOURCE: NIKE

GIF A brief sequence of motion graphics built in the Graphics Interchange Format, often used to create brand avatars

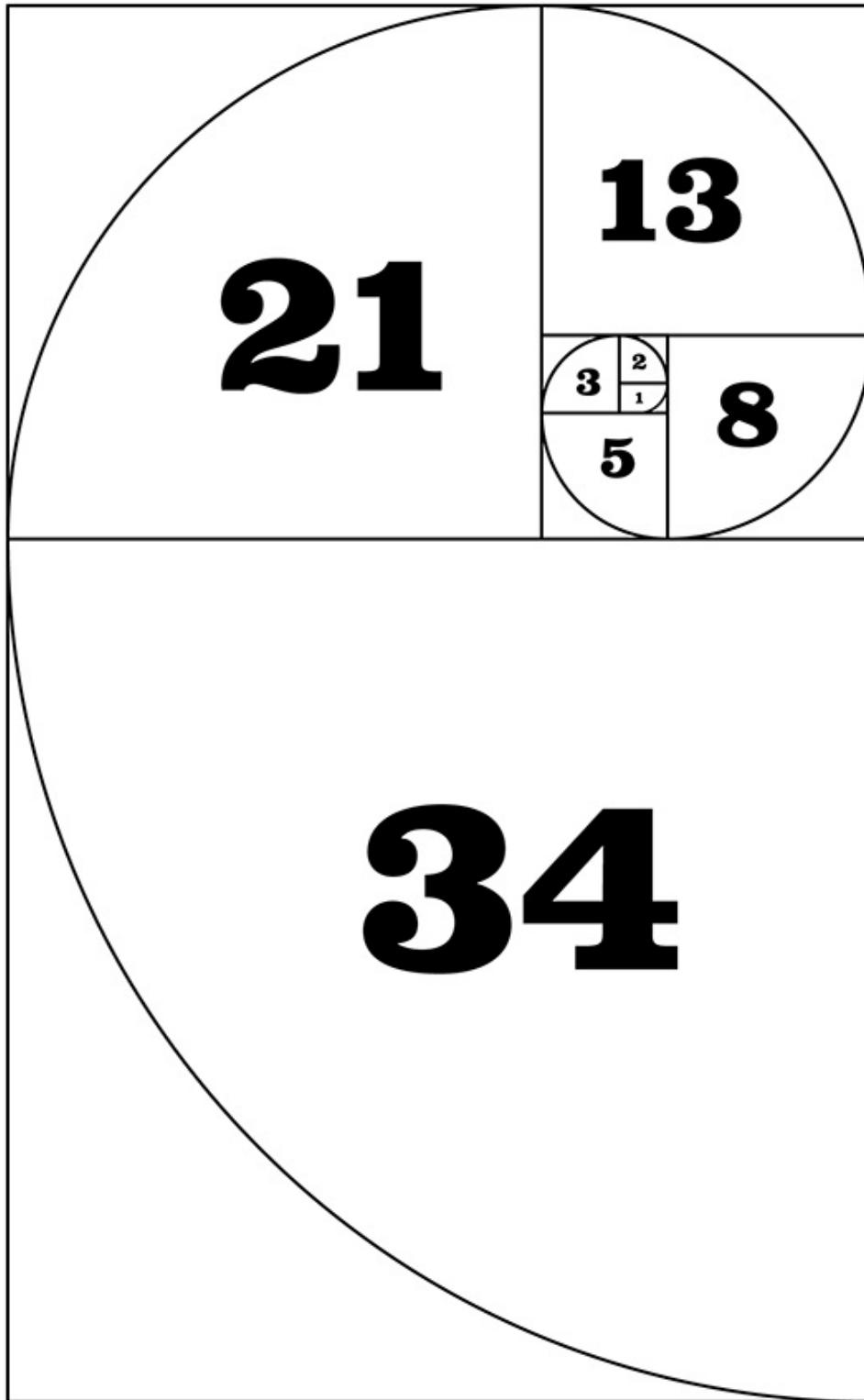
global brand A product, service, or company that competes globally (often a misnomer, since most brands, by definition, vary considerably from culture to culture)

globalization A catch-all term for the increasing connectedness of economies, societies, and cultures around the world; opposite of **localization** (see also **glocalization**)

glocalization A portmanteau referring to the ideology of “think global and acting local” (see also **globalization** and **localization**)

goal The desired outcome of a short-term effort; a **milestone** in completing a **mission** (see also **strategic pyramid**)

golden ratio A ratio of 1 to 1.618 (approximately) that yields a “perfect” rectangular proportion used in architecture, painting, music, printing, and other aesthetic endeavors; closely related to the **Fibonacci sequence**



GOLDEN RATIO

GPS Global Positioning System, a satellite-based technology that uses triangulation to determine the coordinates of a receiver (see also [location-based marketing](#))

graph A graphical representation of the interaction of two or more variables (see also [chart](#) and [diagram](#))

graphic design A creative [discipline](#) focused on the design of visual communications such as trademarks, books, packaging, signage, and print advertising (see also [communication design](#) and [visual design](#))

grouping An [aesthetic tool](#) for placing elements together or arranging them into a [pattern](#) to indicate a relationship (see also [juxtaposition](#), [perspective](#), [proportion](#), and [tension](#))

groupthink A mode of decision-making in which a group's desire for cohesiveness overcomes its desire to find the most effective solution (see also [softball brainstorming](#))

GRP Gross rating points, a measurement of advertising [impressions](#), expressed [reach](#) multiplied by [frequency](#)

guerrilla marketing A marketing approach that uses non-traditional [channels](#) our [touchpoints](#) to sell or advertise products and services; coined by Jay Conrad Levinson

H

halo brand A brand that lends value to another brand by association, such as a well known **master brand** lending value to a lesser known **subbrand**

halo effect In branding, a situation in which one brand creates a favorable perception of another brand (see also **halo brand** and **brand federation**)

haptics The study of how humans and animals communicate through the sensation of touch (see also **touch branding**)

hardball brainstorming Advanced-level **brainstorming** in which participants are encouraged to critique ideas at the moment they arise (contrast with **softball brainstorming**)

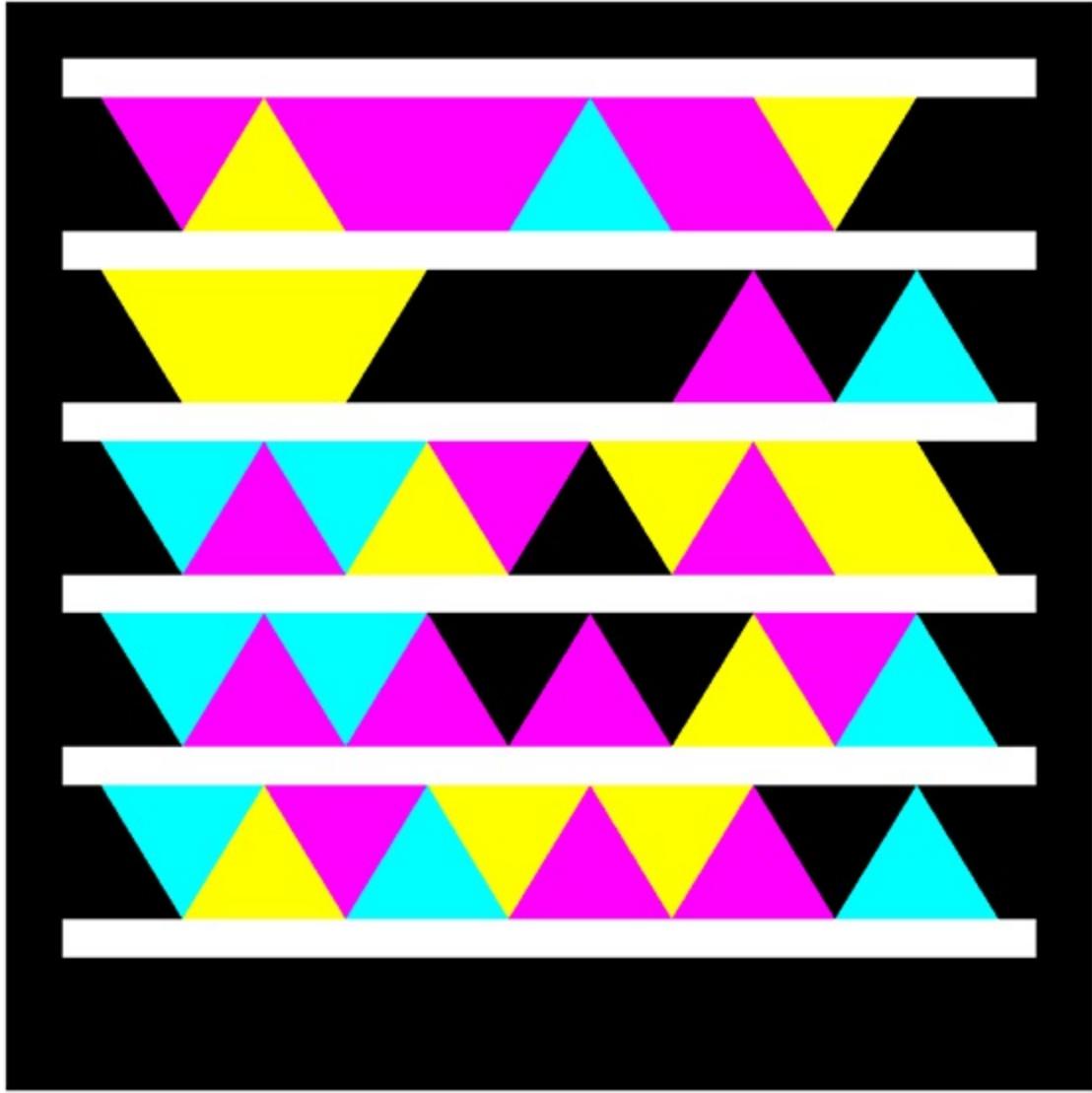
harmonization In **branding**, the alignment of key **elements** across product lines or geographic regions

harmony An **aesthetic tool** for arranging the elements of a **composition** so that they are complementary rather than conflicting

hashtag In a **Twitter** message, a word or phrase preceded by the # symbol to make it easily searchable along with others using the same word or phrase (see also **tag**)

Hawthorne effect A psychological phenomenon in which the presence of the observer changes what is being observed; sometimes called the **observer effect**

HCCB High Capacity Color Barcode, or Scanbuy Tag, designed to contain up to 3,500 characters per square inch (see also **barcode**)



HCCB

SOURCE: SCANBUY

herd behavior A tendency to follow the crowd in situations that are complex, unclear, or dangerous (see also **bandwagon effect** and **mirror neurons**)

heuristic A rule of thumb, mental shortcut, or educated guess (see also **intuition**)

high-context culture A **culture** in which a high degree of shared understanding allows for minimal explanation (opposite of **low-context culture**)

holacracy An organizational management system based on distributed governance rather than **command-and-control** governance

Hollywood model A system of creative collaboration in which specialists work as part of

a **metateam** to create a harmonious or aligned whole

holism In Gestalt psychology, the concept that the whole is greater than the sum of its parts (see also **big-picture thinking** and **systems thinking**)

homophily In **social networks**, the tendency of people to associate with those most like themselves (see also **herd behavior** and **homophilous sorting**)

homophilous sorting The phenomenon of like-minded people forming clusters (see also **homophily** and **tribe**)

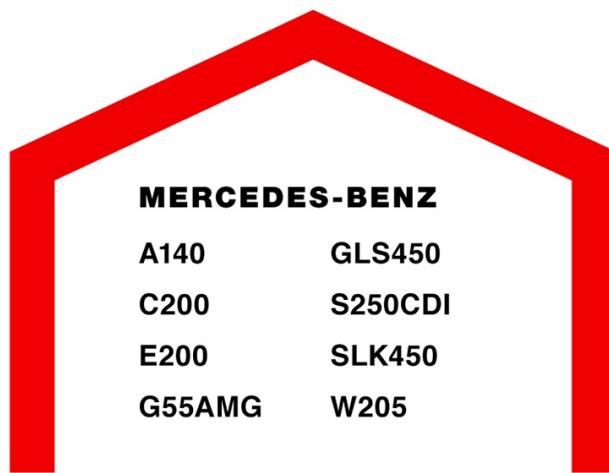
hot buttons Emotional **triggers** that cause customers to buy a product or choose a service (see also **features**, **benefits**, and **charismatic brand**)

house of brands A company for which the products or services rather than the company itself have the dominant brand names; also called a heterogeneous brand or pluralistic brand (compare with **branded house** and **brand federation**)



HOUSE OF BRANDS

INDEPENDENT SUBBRANDS UNDER STRONG PARENT BRAND



BRANDED HOUSE

DEPENDENT SUBBRANDS UNDER DOMINANT PARENT BRAND



BRAND FEDERATION

INDEPENDENT SUBBRANDS UNDER SUPPORTIVE PARENT BRAND

HOUSE OF BRANDS

HR Human resource management, the organizational role of acquiring, retaining, and developing workforce **talent** (see also **human capital**)

HTML Hypertext Markup Language, the standard language for displaying information on a browser

hub In a **social network**, a person with a large number of connections (see also **innovative hub** and **follower hub**)

human capital The sum of human **skills**, **talent**, and knowledge available to accomplish a **task**, **mission**, or **purpose** (see also **human resources**)

human factors The study of how people interact with their environment, with the aim of improving comfort, safety, and productivity (see also **ergonomics**)

human resources The workforce of a **company** or **community** (see also **HR**, **human capital**, and **resource**)

hyperlink In computer programming, a coded connection between one piece of information and another to create **hypertext**

hypertext In computing, a document or text box containing **hyperlinks** (see also **HTML**)

hype A slang version of **hyperbole**, often used to describe untruthful or exaggerated claims found in **advertising**

hyperbole In **rhetoric**, the use of exaggeration for dramatic effect (see also **hype**)

hypothesis A proposal for how something might work; a testable supposition (see also **abductive reasoning** and **prototype**)

I

icon In **interface design**, a graphic **symbol** for a program or file (compare with **brand icon**)



ICON

SOURCE: APPLE ITUNES

iconography The branch of art history that studies the meaning of **images** and **symbols** in painting, sculpture, and architecture (see also **brand icon** and **icon**)

idea campaign A competitive challenge issued by an organization to its employees, customers, or external professionals to jumpstart **innovation** (see also **crowdsourcing**)

ideation The process of generating, developing, and communicating **ideas** (see also **design thinking**)

ideology A set of ideas that shapes the **vision**, goals, and actions of a person or group (see also **culture** and **mental model**)

illustration An image or example designed to elucidate or add meaning to a story, idea, or situation (see also **iconography** and **image**)

image A visual representation of something, whether real or imaginary (see also **iconography**, **illustration**, and **imagination**)

imagination The ability to conjure mental **images** or **concepts** without perceiving them through the senses; the creative faculty that informs **abductive reasoning** and **hypothesis**

impression In **advertising**, a single instance in which a member of an **audience** notices an ad; in online media, a single instance in which an ad is displayed (see also **CPM**)

improvisation Performing without the benefit of research, planning, preparation, or rehearsal (see also **jury rigging** and **prototyping**)

IMT An integrated marketing team, comprising various specialist firms working in collaboration to build a brand; a **metateam** or **virtual agency** (see also **Hollywood model**)



IMT

SOURCE: *THE BRAND GAP*, MARTY NEUMEIER

incremental innovation A modest improvement to a product, service, or business that produces a short-term **competitive advantage** (see also **kaizen** and **sustaining innovation**)

inductive reasoning A type of thinking that draws general conclusions from specific observations; the logic of educated guesses (see also **abductive reasoning** and **deductive reasoning**)

industrial design A creative **discipline** that optimizes the form and function of products and systems for the mutual benefit of the user and manufacturer (see also **product design**)

influencer A person with the power to sway members of a group, especially in **social media** (see also **social authority** and **thought leader**)

information architect A person who designs complex information systems to make them easier to navigate; coined by Richard Saul Wurman (see also **interaction design** and **interface design**)

information graphics An **illustration** of data, information, or knowledge that would be too unwieldy to represent with text; also called infographics (see also **chart**, **diagram**, and **graph**)

information overload The cognitive result of trying to pay **attention** to too many stimuli at once (see also **clutter** and **filter failure**)

ingredient brand A brand used as a **feature** of another brand, such as an Intel chip in an HP computer

in-home visit A **customer research** technique derived from **ethnography** in which a researcher observes how customers interact with products at home (see also **shop-along**)

innovation A **design** outcome that changes a company, industry, or society; the process of innovating (see also **disruptive innovation**, **incremental innovation**, and **sustaining innovation**)

innovation funnel A corporate process for winnowing potential **innovations** to those most likely to succeed (see also **stage-gate innovation**)

innovation gap A disconnect between what customers want and what companies are able to provide (compare with **customer goals** and **dragon gap**)

innovative hub In a **social network**, a person who is well connected and quickly embraces new ideas (contrast with **follower hub**)

intangibles Non-physical goods or assets, such as **brands**, **customer empowerment**, and **authenticity**

AUTHENTICITY	Offer the real thing
AVAILABILITY	Make it easy to get anywhere, anytime
BELONGING	Offer a sense of community
CLARITY	Make it very easy to understand
CERTAINTY	Remove all doubt about its benefits
CONTROL	Put the customer in charge
CURATION	Act as tastemaker on behalf of customers
DELIGHT	Deliver more than reliability
FINDABILITY	Make it easy to see, choose, or discover
FLEXIBILITY	Be eager to accommodate requests
GUIDANCE	Add support, learning, or interpretation
HOPE	Offer a chance at future success
IMMEDIACY	Give quick delivery or priority access
INCLUSIVENESS	Allow customers to contribute
LIGHTNESS	Eliminate weight or density
OPTIMISM	Make customers feel positive
PATRONAGE	Help customers support a cause
PERSONALIZATION	Let customers configure their purchases
PROTECTION	Keep customers safe from extra costs
SAFETY	Protect customers from physical harm
SIMPLICITY	Streamline the product or purchase
SPEED	Help customers save time
STYLE	Incorporate beauty or personality
SURPRISE	Disrupt expectations
SYMBOLISM	Help build customers' identities

INTANGIBLES

SOURCE: *THE BRAND FLIP*, MARTY NEUMEIER

integrated marketing A collaborative method for developing consistent branding across disciplines, audiences, media, and touchpoints (see also IMT)

integrated shopping The ability to shop across channels, such as in-store, online, and mobile

integrative thinking The ability to embrace two opposing ideas simultaneously to design a better “third way”; coined by Roger L. Martin (see also lateral thinking)

intellectual property Intangible assets that are protected by patents or copyrights (see also trademark)

interaction design The discipline of creating meaningful relationships between people and the products, services, or technologies they use (see also human factors, interface design and web design)

interface In computing, the place where a person and a machine interact (see also interaction design and interface design)

interface design The discipline of creating user controls for machines and electronic devices to optimize for UX (see also interaction design and web design)

internal branding The process of spreading brand knowledge and brand skills throughout an organization through the use of a shared vision, storytelling, training, creative councils, and so on (see also cultivation)

internet A global system of computer networks linked by a broad array of technologies and devices to deliver and share information to millions of people and organizations (see also web)

intrapreneur An employee of a large company who works with the autonomy and skills of an entrepreneur; coined by Gifford Pinchot

intuition A metaskill that enables one to arrive at a solution or conclusion without logical reasoning (see also soft skill)

invention A device, process, or composition that extends the boundaries of utility or knowledge (see also innovation and patent)

invisible branding The use of intangible touchpoints such as employee training, pricing strategy, vendor selection, or brand messaging, especially useful for B2B brands

I-shaped person A person who is strong in one disciplinary skill but finds collaboration across disciplines difficult

iterative design A process of using successive prototypes to “work through” a problem or challenge

IWWIWWIWI An abbreviation of “I want what I want when I want it,” an increasingly common feature of an always-on culture (see also caveat venditor)

J

jamming Designing a solution, business model, process, or other outcome through **improvisational** teamwork; coined by John Kao

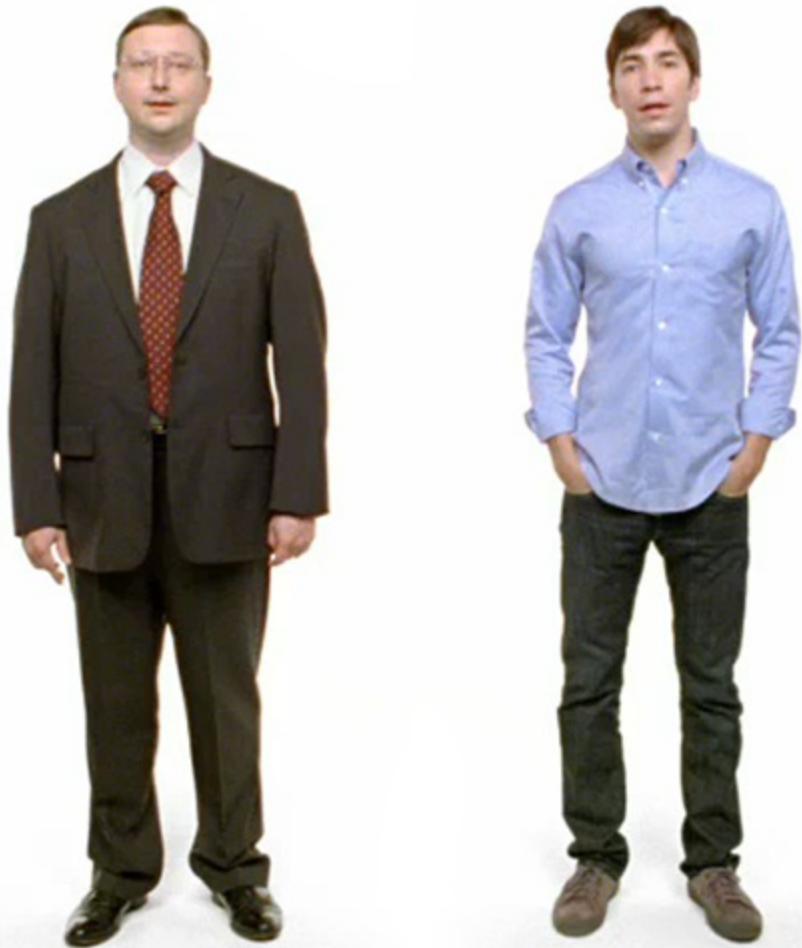
jargon Specialized terms or **buzzwords** used by practitioners of a given **discipline**

jingle A brief song or tune used for **advertising** or **branding** purposes (see also **audio branding**, **earcon**, and **sonic signature**)

junk brand A brand based on a façade instead of a real **value proposition**; sometimes called a **Potemkin brand**

jury rigging Improvising a temporary solution or constructing a makeshift device with materials at hand (see also **improvisation** and **prototype**)

juxtaposition An **aesthetic tool** for placing two objects side by side to show differences, similarities, or relationships (see also **contrast** and **tension**)



JUXTAPOSITION

SOURCE: APPLE

K

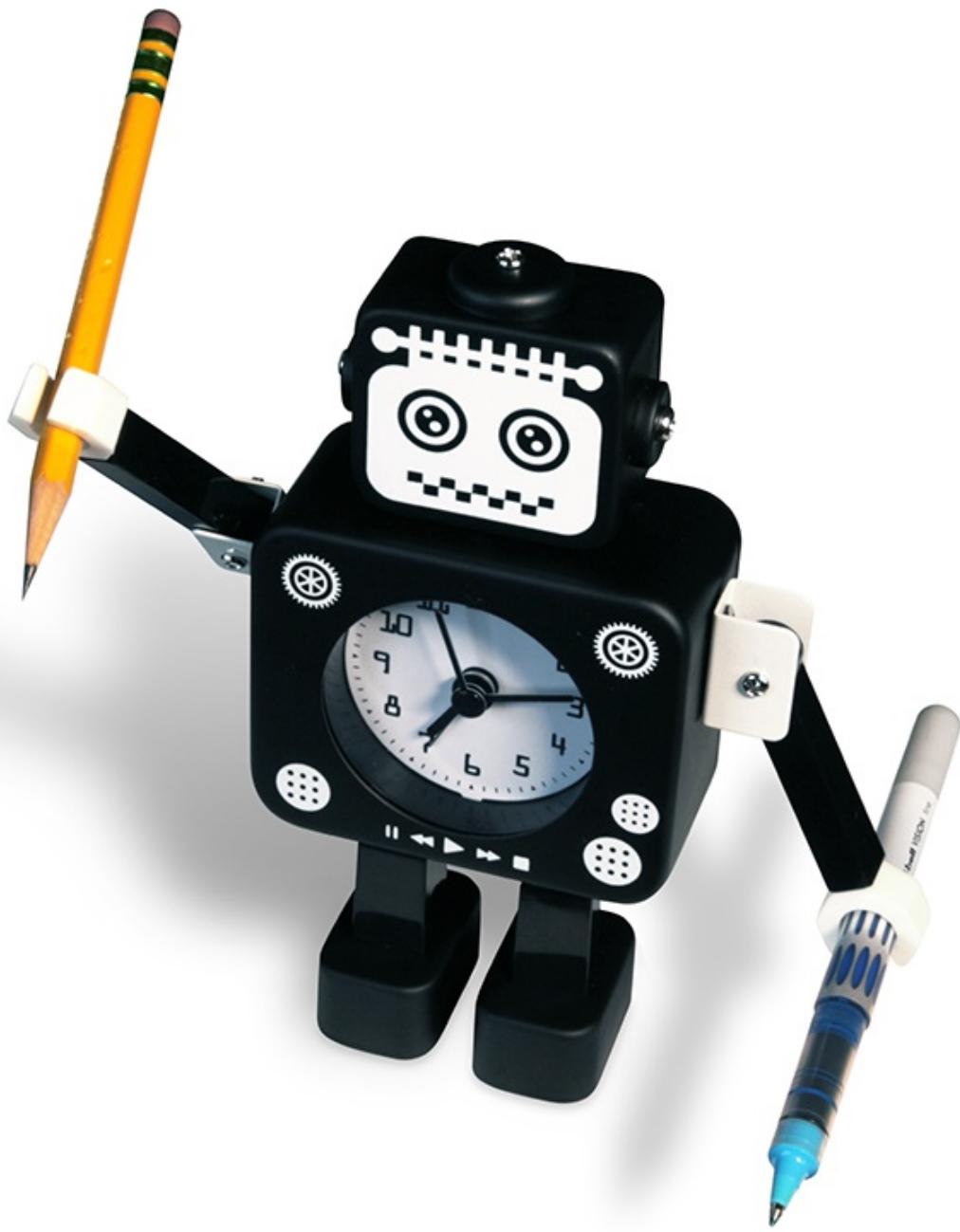
kaizen A Japanese term for the continuous improvement of processes in manufacturing, engineering, or management (see also [incremental innovation](#) and [sustaining innovation](#))

key performance indicator A [metric](#) that signifies progress toward a [goal](#) (see also [leading indicator](#))

keyword In [search advertising](#), a word or phrase used to locate information on a [search engine](#); also called a [search term](#) (see also [negative keyword](#))

kit of parts A complete [brand identity](#) scheme, including name, trademark, [typography](#), [sonic signatures](#), [taglines](#), [color](#), and other brand expressions

kitsch An [aesthetic](#) outcome in which the key [elements](#) of a design exhibit poor [fit](#) or a lack of [elegance](#), exhibiting poor taste or unintentional humor



KITSCH

knack A special **skill**, **talent**, or aptitude that can be learned but not taught

knockoff An illegal copy of a product designed to fool the public about its source (see also **brand piracy**, **bootleg**, and **counterfeit brand**)

L

lagging indicator A sign of change that appears after the change has happened; opposite of **leading indicator**

language localization The process of adapting text or products for use in other countries or cultures (see also **harmonization**)

late adopter A user or customer who embraces a product, service, technology, behavior, or style only after many others have adopted it (see also **early adopter**, **herd behavior**, and **acceptance threshold**)

lateral thinking A creative process for generating new ideas; coined by Edward de Bono (see also **divergent thinking** and **integrative thinking**)

layout The positioning of **elements** or information within a larger work, such as a book, a computer file, or an architectural interior (see also **composition** and **format**)

leadership The ability to direct or guide a group toward a strategic **goal** (see also **followership** and **strategic pyramid**)

leading indicator A sign of change that appears *before* the change has happened; opposite of **lagging indicator**

lean principles A set of methodologies arising from the practice of **agile development**, such as holistic thinking, learning by doing, empowering the team, eliminating waste, deciding late, and delivering quickly (see also **swarming**)

learning curve A graph line that shows the rate of learning for a given activity or tool, which usually starts out fast and slows down over time (see also **learning organization**)

learning effects Increases in speed or skill that come from repeating a task or procedure over time (see also **learning curve**)

learning organization An organization that harnesses **learning effects** to create competitive advantage

learning style The manner in which a person gains mastery over a subject, sometimes divided into visual, auditory, and kinesthetic styles (see also **autodidacticism** and **learning**)

lifestyle The way a person lives, influenced by one's personal identity, values, views, and circumstances (see also **persona** and **tribe**)

lifestyle brand A brand that embodies the shared identity, values, and views of a group of people (see also **tribal brand**)

lifestyle marketing An approach to marketing that defines **target markets** according to customer **personas**, brand **tribes**, and **psychographics** as opposed to **demographics** (see also **lifestyle brand**)

lifetime customer value (LCV) The net profits estimated over the entire span of a customer relationship (see also **brand loyalty**)

lighthouse brand A **brand** with clear **differentiation**; coined by Adam Morgan (see also **charismatic brand**)

lighthouse customer An **early adopter** who draws attention to a product or service with clear **differentiation** (see also **influencer**, **lighthouse brand**, and **trendsetter**)

light TV viewers Consumers who spend less time with television and more time online (see also **digital natives** and **Gen C**)

like button A screen **icon** used in **social media** services that allows users to express approval and allows advertisers to target customers



LIKE BUTTON

Likert scale A common survey type that measures feelings from “strongly agree” to “strongly disagree” to facilitate analysis and benchmarking; developed by Dr. Rensis Likert

linear TV Television with predetermined schedule of programs (contrast with [anytime TV](#), [connected TV](#), and [nonlinear TV](#))

line extension The expansion of a product family; the addition of one or more [subbrands](#) to a [master brand](#) (see also [extended identity](#))

liquid state A stage in the [creative process](#) when the solution is still open to a range of possibilities (see also [dragon gap](#))

living brand A brand that grows, adapts, and sustains itself (see also [brand ecosystem](#))

localization A counter-trend to globalization, in which economies, societies, and cultures are becoming more local (see also [glocalization](#) and [language localization](#))

location-based marketing An array of tactics used to draw customers to local businesses, from simple local advertising to location detection with [GPS](#) technology (see also [proximity marketing](#))

lockup In [trademark](#) design, the fixed relationships between a name and [symbol](#) or other visual elements (see also [avatar](#), [brand icon](#), and [logo](#))

logo An abbreviation of [logotype](#), now applied broadly to mean a [trademark](#) (compare with [avatar](#) and [icon](#))

logotype A distinctive typeface or lettering style used to represent a brand name; a [wordmark](#) (see also [logo](#))



LOGOTYPE

COURTESY: PAULA SCHER, PENTAGRAM

look and feel The sensory **experience** of a product, environment, or communication; the **aesthetics** of a product

loss leader In marketing, a type of **bait and hook** pricing scheme that uses a subsidized or money-losing initial offer to encourage a steady stream of subsequent sales (see also **razor and blades**)

low-context culture A **culture** in which a low degree of shared understanding demands additional explanation to supply the missing context (contrast with **high-context culture**)

low-end disruptor A **disruptive innovation** that serves the least valuable customer segment in an existing **category**

low-fidelity prototype A quickly made **prototype** designed to solicit feedback or facilitate learning (see also **mockup**, **model** and **rapid prototyping**)

luxury brand Products and services that deliver higher quality or performance at a premium price, such as Belvedere vodka or Callaway golf clubs (see also **affordable luxury**)

macroscope A metaphorical lens for viewing a situation as a complete **system** (see also **big-picture thinking** and **systems thinking**)

maker A person who uses a **creative process** to build a device, product, invention, or **prototype**; a **designer**

making In design, the process in which **prototypes** are built, tested, and refined (see also **creative process**)

manifesto A declaration of principles or intentions that challenge the status quo; a provocative **mission statement**

mall intercept A market-research technique in which researchers interview customers in a store or public location; a **one-on-one interview** (see also **market research**)

market Any place or platform that allows parties to trade for goods and services (see also **marketing**)

market clutter A state of **overchoice** in which customers are presented with too many products, messages, **features**, and **benefits** (see also **clutter**)



MARKET CLUTTER

marketing The process of developing, promoting, selling, and distributing a product or service (see also [advertising](#), [branding](#), and [positioning](#))

marketing aesthetics Perceptual principles used to enhance the feelings or [experience](#) of an audience (see also [aesthetic tools](#))

marketing mix The relationship of key marketing factors, such as the [four Ps](#) in a marketing plan (see also [marketing-mix modeling](#))

marketing-mix modeling (MMM) The use of statistical analysis to estimate the impact of various marketing tactics on sales or [brand awareness](#) (see also [marketing mix](#) and [media-mix modeling](#))

market penetration The [market share](#) of one product, service, or company compared to others in the same [category](#)

market position The ranking of a product, service, or company within a [category](#), sometimes calculated as [market share](#) multiplied by the level of [awareness](#) (see also [positioning](#))

market research The study of a [target market](#) to discover its size, growth potential, customer needs, and key competitors (see also [customer research](#))

market segment A group of people who are logical prospects for a given product or marketing effort (see also [category](#), [target audience](#), [target market](#), and [tribe](#))

market share The percentage of sales in a given [category](#), usually expressed in the number of units sold or the value of units sold (see also [market position](#))

mass media Media [channels](#) designed to reach a large audience, traditionally through one-way [communications](#) (see also [advertising](#) and [broadcasting](#))

master brand The dominant brand in a line or across a business to which [subbrands](#) or other [extensions](#) can be added; a [parent brand](#)

mastery The process of learning a new [skill](#) or [metaskill](#) (see also [deep domain knowledge](#))

matrix organization An organizational structure designed to share knowledge and [skills](#) across [silos](#) (see also [collaboration](#) and [metateam](#))

MAYA principle A theory that says the “most advanced yet acceptable” design is usually best; coined by Raymond Loewy (see also [satisficing](#))



MAYA PRINCIPLE

SHOWN: RAYMOND LOEWY

MBi (Meaningful Brands Index) A **brand metric** that measures **customer engagement**, developed by Havas (see also **Brand Commitment Matrix**)

meatspace A slang term for the physical world as opposed to **cyberspace**

media The **channels** through which content and messages are delivered, such as television, printed publications, direct mail, the **internet**, and outdoor posters

media advertising **Communications** designed to sell, persuade, or create **brand awareness** through marketing **channels**

mediagenic Particularly attractive or appealing in the news media (see also **telegenic**)

media-mix modeling The use of statistical analysis to optimize the relationship of various **media** in an **advertising** campaign (see also **marketing-mix modeling**)

meme A thought, belief, or behavior that reproduces and spreads like a virus through a **culture**; coined by Richard Dawkins (see also **viral marketing**)

mental model An idea or belief that guides behavior; a simple representation that helps clarify a complex reality (see also **schema**)

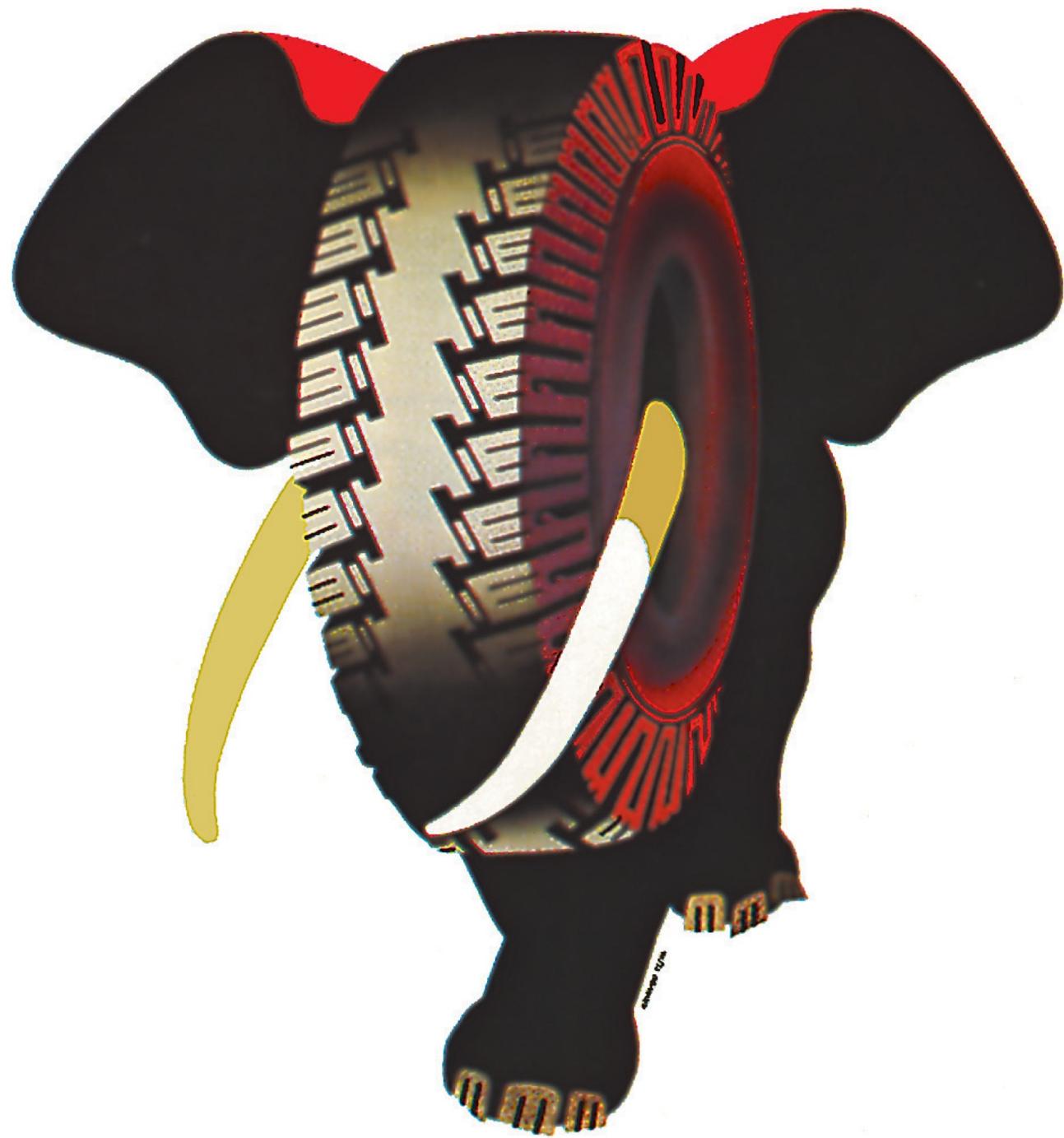
message A piece of **communication** with a single purpose (see also **message architecture**)

messaging In **branding**, the verbal **communications** used to express the key **elements** of a **brand strategy** (see also **Brand Commitment Matrix** and **strategic pyramid**)

message architecture A hierarchy of **messages** that communicate the **value propositions** of a **brand**

metadata Data about data, such as its purpose, authorship, network location, time code, or data of creation, usually hidden (see also **metatag**)

metaphor A figure of speech or graphic device that draws a comparison between two unrelated things (see also **juxtaposition**)



PIRELLI

METAPHOR

DESIGNER: ARMANDO TESTA

metaskill A higher-order skill that brings deeper understanding to **disciplinary skills**; the skill of acquiring skills; coined by Marty Neumeier in **Metaskills** (see also **autodidacticism** and **transferable skills**)

metatag In software programming, a **keyword** or identifying **symbol** added to a piece of computer information to aid retrieval by **search engines** (see also **metadata**)

metateam A broad functional team made of smaller specialist teams; in marketing, an **IMT** or **virtual agency** (see also **Hollywood model**)

me-too brand A product, service, or company that copies the practices of a more successful competitor (see also **fast follower**)

micropayment An online financial transaction involving only a few dollars or, potentially, fractions of a cent (see also **mobile payment**)

milestone A significant marker on a strategic **roadmap** (see also **goal** and **mission**)

mind map An improvisational diagram that connects words to a central word or idea according to their importance, in a pattern radiating from the center (see also **concept map**)

minimalism An **aesthetic** principle in which all unnecessary **elements** are removed to reveal the essence or truth of a subject (see also **Modernism** and **Occam's Razor**)

minimum viable product In **industrial design**, a **prototype** which has the least number of features and capabilities needed for real-world testing (see also **lean principles**)

mirror neurons So-called “monkey see, monkey do” neurons thought to help the brain learn skills through imitation rather than rational thought (see also **herd behavior**)

mission In organizational strategy, a 5- to 20-year plan to fulfill a **purpose** (see also **goals**, **strategic pyramid**, and **vision**)

mission statement A concise statement of a medium-term business **goal** (see also **strategic pyramid**)

A vintage beige computer system is shown from a slightly elevated angle. It includes a CRT monitor with a dark screen, a keyboard with white keys, and a large central processing unit (tower) with various ports and a small liquid crystal display (LCD) screen showing "CPU 4.00 MHz".

**OUR MISSION:
TO PUT A
COMPUTER ON
EVERY DESK AND
IN EVERY HOME.**

MISSION STATEMENT

SOURCE: MICROSOFT

mnemonic device A technique for triggering a memory of one thing by associating it with another thing (see also [symbol](#))

mobile app An [app](#) designed to run on mobile devices such as smartphones and [tablets](#)

mobile payment A financial transaction made on a smartphone or other mobile device

mobile tag A [barcode](#) that can be decoded with an [app](#) on a smartphone or other device

mockup A physical [prototype](#) of a concept (see also [comp](#), [model](#), and [prototype](#))



MOCKUP

SOURCE: HEWLETT-PACKARD

mode A particular way, manner, or method (see also [style](#))

model In design, a simulation of how something might look or work; a **prototype** (see also **mental model**)

Modernism An **aesthetic** movement characterized by **minimalism** and **abstraction** that grew from the Industrial Age (compare with **Postmodernism**)

monopoly A **market** with only one seller, enabling higher prices (contrast with **monopsony**)

monopsony A **market** with only one buyer, enabling lower costs (contrast with **monopoly**)

mood board In design, a technique in which photographs or other materials are arranged on a board to determine the **style** or **look and feel** to be projected by a **product**, **service**, **experience**, or **communication**

morpheme The smallest unit of language that has meaning, often used by **naming** specialists to assemble **neologisms** (e.g., *Agilent*, formed by combining the morphemes *agil-* and *-ent*)

UNI	SIM	PED	PIC	BENE
POLY	ARCHI	DIA	ING	DUO
WARE	META	ITY	CHRON	BI
TIVE	CON	SEMI	WIKI	BIO
VARI	DIGI	MEMO	KILO	ALTA
PEDIA	EVO	RE	TION	CORP
MOD	INSTA	GEN	SYS	CELE
MEGA	COM	PARA	ONICS	ALITY
HOLO	AGIL	ENT	MATIC	ECO
LEX	NET	INFO	CULTI	MED
NEX	OPTI	EXCEL	LITE	GRAM
TRI	DYNE	RAD	ULTRA	TRON
NOVO	QUAL	NEO	SYN	VIS
STRAT	HYPER	MAX	GO	PROTO
PRE	FORM	MENT	IUM	ER
LUXE	TEL	GEO	ANCE	OLOGY

MORPHEME

motif A recurring pattern or **sequence**, commonly found in music, literature, theatre, art, and science

motion graphics The **discipline** of designing animated content for television, **internet**, or live presentations (see also **graphic design**)

MSRP Manufacturer's Suggested Retail Price, or **sticker price** (see also **anchor price** and **pricing model**)

multichannel experience The **customer experience** of shopping across **channels** (see also **harmonization** and **integrated shopping**)

multilevel marketing A **business model** often associated with **pyramid schemes**, in which salespeople are actually customers, and the success of each salesperson/customer depends on their ability to recruiting more salespeople/customers

multivariate testing (MVT) A research method for comparing multiple factors, each with multiple conditions (see also **A/B testing**, **conjoint analysis**, and **marketing-mix modeling**)

marketing **Marketing** that blurs the line between sales channels and everyday experience, or between paid advertising and informational content (see also **native advertising**, and **stealth advertising**)

mystery shopper A person who poses as a shopper to gather specific information on service quality, compliance with regulations, or **customer experience**

N

name brand A widely recognized **product**, **service**, or **company**

naming The process of creating verbal identities for products, services, organizations, or ingredients (see also **brand architecture** and **nomenclature system**)

narrative A **story** told from a single point of view (see also **arc**)

native advertising **Paid communications** designed to look like editorial content (see also **advertisorials** and **stealth advertising**; compare with **content advertising**)

negative keyword In search advertising, a word or phrase used to exclude unwanted search queries

negative space In perceptual theory, the background, as opposed to the subject; also called **white space**

neologism A coined word that can serve as a brand name (see also **morpheme**)

G O O G L E

P R I U S

S W I F F E R

T I V O

V I A G R A

NEOLOGISM

netiquette A portmanteau meaning “network etiquette,” a set of social conventions governing online behaviors

net neutrality In computing, the principle that all internet traffic should be treated equally, regardless of bandwidth usage, content, platform, or purpose (contrast with **throttling**)

network A system of **nodes** interconnected by information **channels** to allow a diverse range of **communications** (see also **social network** and **web**)

network creativity A distributed model of creativity in which information and ideas flow up, down, and across the organizational chart, influencing both strategy and execution (contrast with **cascading creativity**)

network effect A phenomenon in which adding more users to network increases the value of the network; the reverse can also be true, as in the case of **congestion** (see also **bandwagon effect**)

new luxury Products and services that deliver higher quality or performance at a premium price (compare with **affordable luxury**)



NEW LUXURY

SOURCE: TESLA

new-market disruptor A **disruptive innovation** that serves customers who could not

previously afford any product or service in a particular **category** (see also **affordable luxury**)

NFC Near-field computing, a set of standards that allows mobile devices to communicate by bringing them into close proximity (see also **proximity marketing**)

node A connection point in a **network**; in social networks, individual actors who are interconnected by **ties**

nomenclature system A **framework** for **naming** related products, services, features, or benefits (see also **brand architecture**)

no-process process A **design process** in which various **disciplines** contribute ideas simultaneously, rather than serially, to trigger richer or more surprising outcomes (see also **swarming**)

novelty A quality of newness that awakens an audience's interest (compare with **innovation**)

NPS (Net Promoter Score) A **brand metric** developed by Bain & Company that measures a customers' willingness to recommend a product or service (see also **Brand Commitment Scale**)

O

observer effect The psychological phenomenon in which the presence of an observer changes what is being observed; also called the **Hawthorne effect**

obsolescence A stage at which a working product, process, or concept is no longer desired (see also **planned obsolescence**)

Occam's Razor A theory that the best explanation for any phenomenon is the simplest, named after medieval philosopher William of Occam (see also **minimalism**)

one-on-one interview A **qualitative research** technique in which subjects are interviewed one at a time (see also **mall intercept**)

one-stop shop In **design** and **advertising**, a firm that offers a full range of services, as opposed to specializing in one category or niche

online community A **community** enabled by the **internet**, held together more by common interests rather than geographical boundaries (see also **tribe**)

online advertising Advertising on the **internet**; **web advertising** (see also **banner ads**, **pop-up ads**, and **native advertising**)

online marketing The process of developing, promoting, and selling a product or service over the **internet** (see also **e-commerce**, and **web advertising**)

onlyness In brand strategy, a **value proposition** based on a strongly differentiated **benefit**; coined by Marty Neumeier in ZAG (compare with **customer aims**; see also **differentiation**, **positioning**, and **zag**)

OUR offering
IS THE **ONLY**
category
THAT benefit.

ONLYNESS

SOURCE: ZAG, MARTY NEUMEIER

opinion leader A person whose viewpoint exerts an influence over other members of a population or **tribe**; an **influencer**

opportunity cost The value lost when choosing one course of action over another (see also **zero-sum game**)

optical illusion An **image** or **illustration** that fools us into seeing something that does not exist in reality (see also **trompe l'oeil**)

opt in An email option that gives companies explicit permission to send **bulk emails** (see also **permission marketing**)

opt out An email option that users unsubscribe or deny permission to be sent **bulk emails** (contrast with **opt in**)

organic search results Listings returned by a **search engine** based on their relevance to a search term (contrast with **search advertising**)

organic solution A solution that proceeds from clues found in the problem itself (see also **affordance**)

organizational design A methodology for aligning the structure and roles of an organization with its **business strategy**, **systems**, **mission**, and **goals** (see also **org chart**)

org chart A diagram that shows the hierarchy and relationship of roles within an organization (see also **organizational design**)

originality The quality of being first, new, or seminal (see also **creativity**, **innovation**, and **novelty**)

overchoice A state of **market clutter** in which there are many more styles, **features**, **subbrands**, **channels**, **extensions**, and **SKUs** than customers need or want

overdesign The suffocation of a **concept** with too much embellishment or too many **features** (contrast with **elegance**)



OVERDESIGN

SOURCE: VICTORINOX

overfocusing In business **strategy**, **framing** a product line, market position, or **brand architecture** or set of **features** too narrowly (see also **differentiation** and **positioning**)

overtargeting In marketing, defining a **target audience** so narrowly that it restricts sales (see also **overfocusing** and **target market**)

P

pacing An aesthetic tool for determining the **rhythm** of a time-based **experience**, such as found in a book, a movie, a museum exhibit, a restaurant meal, or musical composition

package design The **graphic design** or **industrial design** of containers for used for selling, shipping, or storing **products**

paid communications Advertising or other **communications** delivered over **paid media**

paid media Brand **communications** delivered through **advertising** channels, as opposed to **earned media**

pancommunication A societal state in which everything and everyone is conveying **content** and meaning in all combinations (see also **always-on culture** and **market clutter**)

paradigm A **framework** of ideas, rules, and beliefs that define accepted ways of doing things (see also **mental model** and **schema**)

paradigm shift A significant change from one societal **framework** to another (see also **paradigm**)

parallel execution The process by which separate creative teams **collaborate** simultaneously rather than sequentially (see also **metateam** and **swarming**)

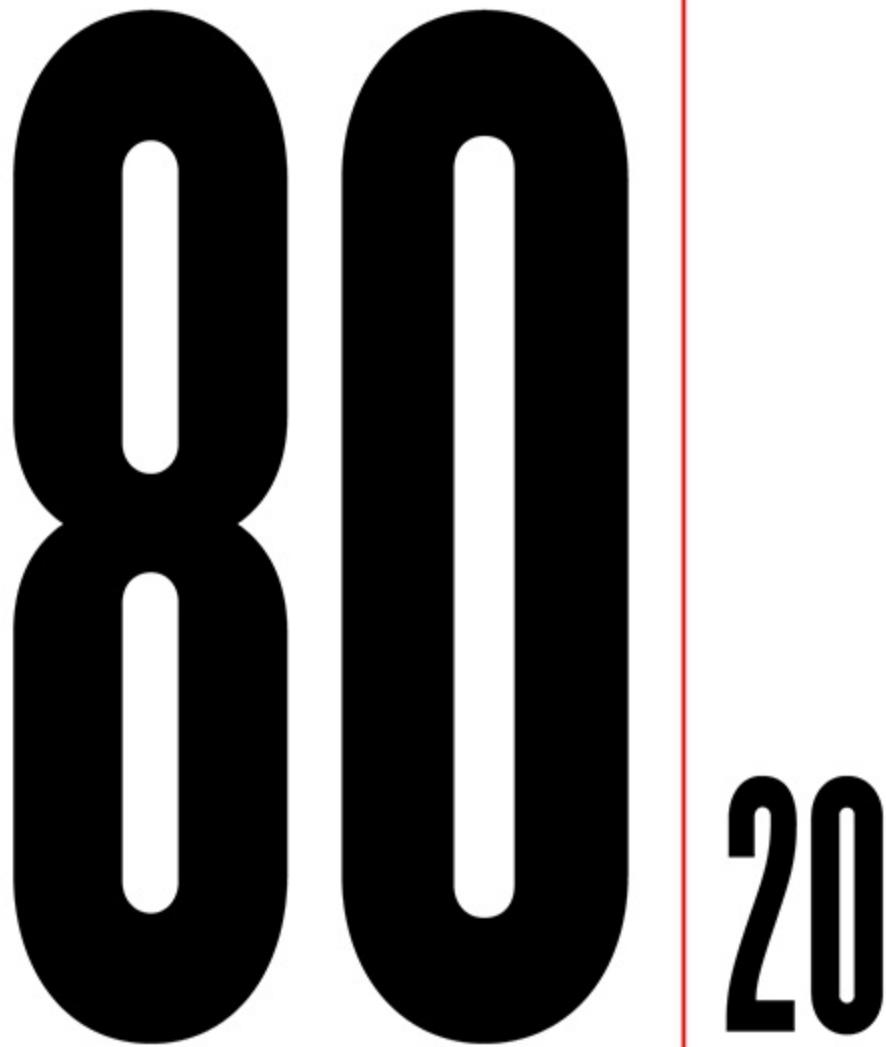
parallel thinking A **brainstorming** technique in which all members of a group think in the same direction at the same time [see also **six-hats thinking**)

pareidolia The human brain's compulsion to see **patterns** or find meaning in noise

parameter In problem solving, a dimension, variable, or factor of a situation (see also **affordance**, **constraint**, and **element**)

parent brand The founding member of a **brand family**; a **master brand**

Pareto principle An observation by economist Vilfredo Pareto that 80% of effects often come from 20% of the causes (also see **80/20 rule** and **power law**)



PARETO PRINCIPLE

passion brand A brand that creates a strong emotional connection with customers (see also **charismatic brand**)

patent The exclusive rights granted to an creator of an invention that is novel, non-obvious, useful, or uniquely applicable to industry (see also **copyright**, **intellectual property**, and **trademark**)

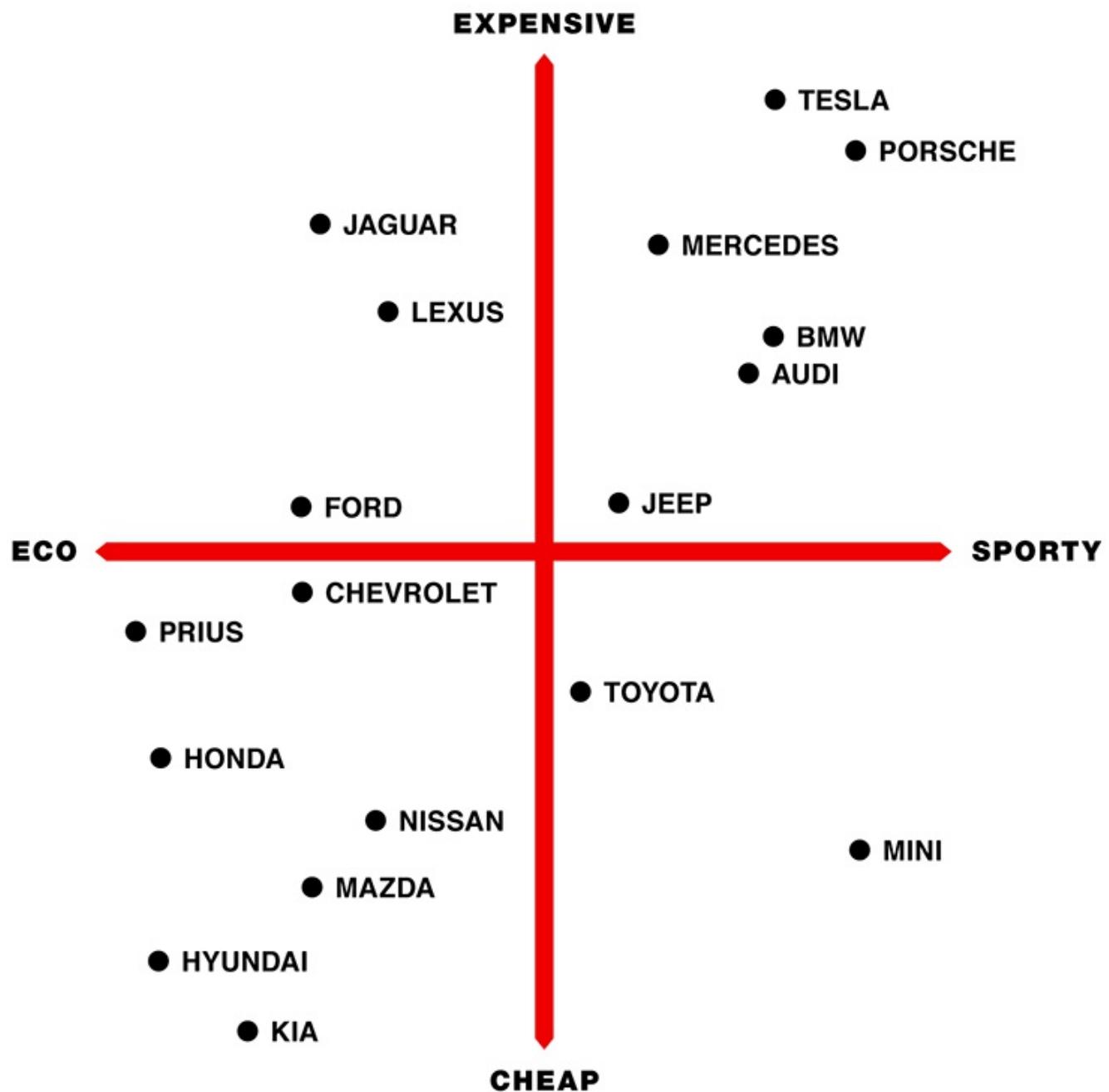
pattern An **aesthetic tool** for arranging a number of **elements** into an interesting or pleasing combination to convey information or stimulate the senses

pay per action In **online advertising**, a **pricing model** in which the advertiser pays only for specified customer actions such as making a purchase or filling out a form (see also **pay**)

per click)

pay per click In [online advertising](#), a [pricing model](#) in which an advertiser pays the publisher only when a visitor clicks on an ad (see also [search advertising](#))

perceptual map In marketing, a [diagram](#) of customer perceptions showing the relationships between competing products, services, or companies



PERCEPTUAL MAP

permission marketing The practice of **marketing** goods or services with anticipated, personal, and relevant **messages**; coined by Seth Godin

personas In **marketing**, imaginary characters that represent potential users or **target markets** for a product or service (see also **archetypes** and **psychographics**)

perspective An **aesthetic tool** that creates an illusion of physical space or indicates the relative distance of **elements** (see also **depth**)

place branding The **branding** of a country, region, city, or neighborhood to attract tourists (see also **placemaking**)

placemaking Designing environments such as retail stores, event spaces, and museums to optimize **customer experience** (see also **place branding**)

planned obsolescence A policy of designing a limited life span into a product so that customers are forced to replace it or purchase a “new, improved” version (see also **incremental innovation** and **obsolescence**)

platform In business, a foundational framework for building a product line, technology, or brand (see also **mental model**, and **paradigm**)

pop-up ad A browser window that “pops up” on the screen, usually linking to an online display ad (see also **banner ad** and **web advertising**)

pop-up store A store that occupies a small retail space one day and disappears the next, designed to either create **buzz** or ignite a buying frenzy (see also **flash sale**)

portmanteau A **neologism** made from two **morphemes**, commonly used for creating brand names

BAND + AID

ECO + SYSTEM

GO + PRO

HYPER + MARKET

INFO + MERCIAL

PRO + SUMER

SIMUL + CAST

SIT + COM

PORTMANTEAU

positioning The process of **differentiating** a product, service, or company in a customer's mind to obtain a **competitive advantage** (see also **zag**)

post A news item, article, or other piece contributed to a **blog** or **social media** platform

Postmodernism An **aesthetic** movement based on the belief that the human mind does not observe reality but instead creates it (compare with **Modernism**)

Potemkin brand A fake brand, referring to the mythical Potemkin villages that had **trompe l'oeil** facades designed to fool Catherine the Great as she passed through Crimea (see also **junk brand** and **sock-puppet marketing**)

power law A mathematical relationship that describes the distribution patterns of natural and man-made phenomena, such as the long tail of online merchandising (also see **80/20 rule** and **Pareto principle**)

preferential attachment In **social networks**, the tendency for people with more connections to attract even more connections (see also **network effect**)

presearch In marketing, preliminary research to frame the research to follow (see also **focus group**)

price sensitivity The degree to which demand goes up or down in response to a change in price (see also **demand elasticity** and **pricing model**)

price war A case of one-upmanship in which two or more competitors lower their prices to gain a temporary **competitive advantage** or defend their **market share**

pricing model A pricing formula designed to deliver a **competitive advantage** (see also **price sensitivity**)

primacy effect A cognitive bias in which first impressions tend to be stronger than later impressions, except for last impressions (see also **anchoring** and **recency effect**)

prime prospect A high-value customer in a given **target market** (see also **core customer**)

private label A store-branded product that competes, often at a lower price, with widely distributed products; a **store brand** as opposed to a national brand or **name brand**

problem statement A brief description of a problem, the main benefit of solving it, and the **opportunity cost** of not solving it

PROBLEM:

**THE COUNTRY IS BROKE. THE
HOLE IS TOO BIG TO PLUG WITH
COST CUTTING OR ECONOMIC
GROWTH ALONE. RICH PEOPLE
HAVE MONEY. NO ONE ELSE DOES.
RICH PEOPLE HAVE ENOUGH
CLOUD TO BLOCK HIGHER TAXES
ON THEMSELVES, AND THEY WILL.**

OPPORTUNITY COST:

**THE MIDDLE CLASS AND ITS
PURCHASING POWER WILL
DISAPPEAR FROM THE ECONOMY.
YOUR NEXT HOME WILL BE THE
BOX THAT YOUR LASER PRINTER
CAME IN.**

PROBLEM STATEMENT

SOURCE: SCOTT ADAMS

product A manufactured item or packaged service to be offered for sale (see also **product design** and **service design**)

product design A branch of **industrial design** aimed at developing commercial **products**

product placement A form of **stealth advertising** in which products and trademarks are inserted into non-advertising **media** such as movies, television programs, music, and public environments

profession A vocation that requires **deep domain knowledge** in a particular **discipline** or science (see also **trade**)

profit motive The financial incentive for investing capital, time, or effort in a business (see also **purpose motive**)

profluence The forward flow of a narrative; coined by writer John Gardner (see also **branching** and **sequence**)

programmatic buying In **advertising**, an algorithmic bidding system for targeting individual consumers instead of aggregate audiences (see also **real-time bidding**)

promise In **branding**, a stated or implied pledge that creates customer expectations and employee responsibilities, such as FedEx's on-time guarantee

proportion An **aesthetic tool** for showing the relative sizes or importance of elements within a **composition** (see also **scale**)

prosumer product A product or service that combines professional-level features with consumer-level usability and price (see also **affordable luxury**)

prototype A **model**, **mockup**, or **story** used to evaluate or develop a new product, service, environment, communication, or experience



PROTOTYPE

provenance A **backstory** that lends **authenticity** or credibility to a company or product

proximity marketing A form of marketing **communication** that uses **NFC** to make location-based marketing more local by using technologies such as **GPS**, **NFC**, or **WIFI**.

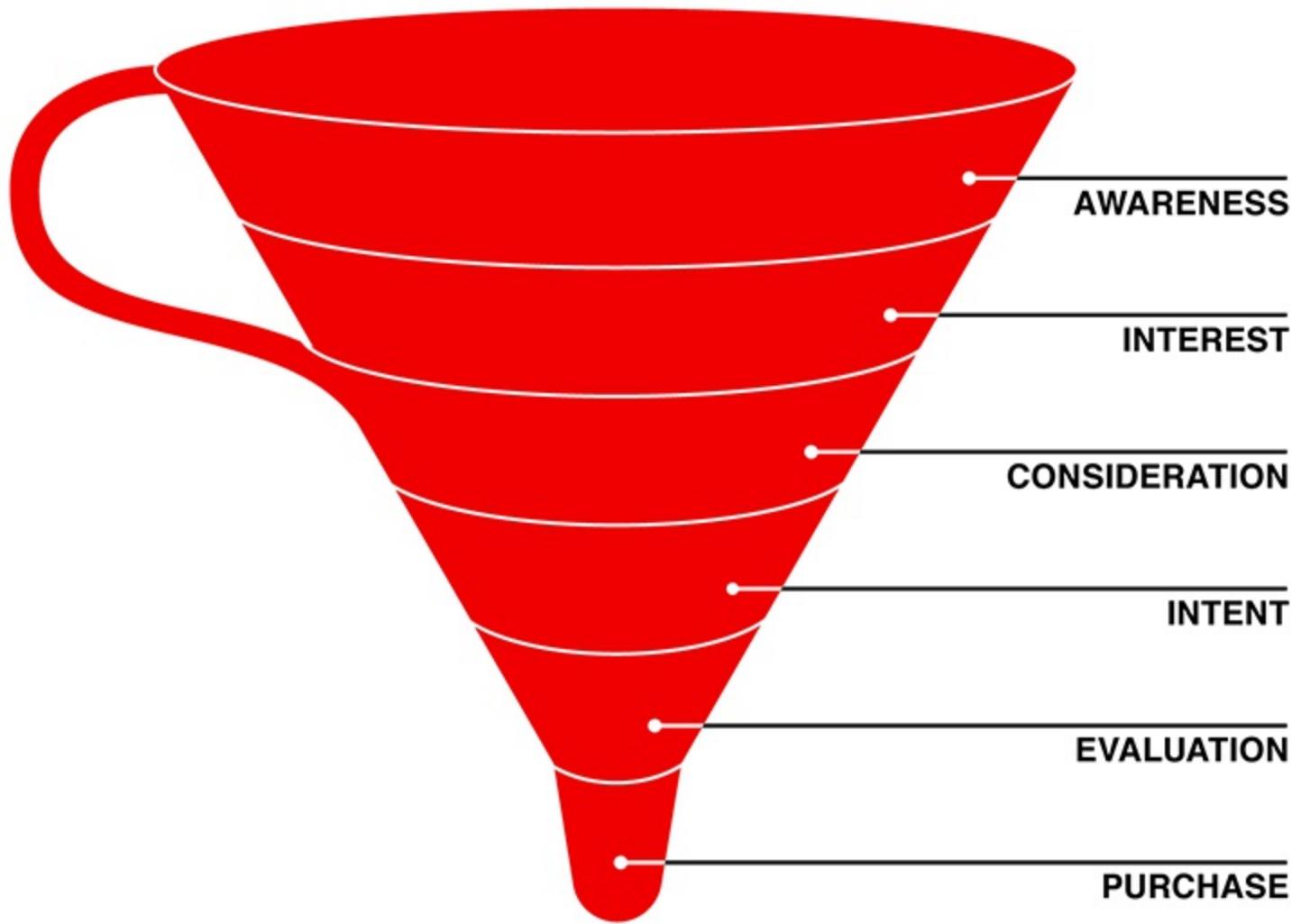
psychographics The study of personality, interests, values, and **lifestyles**, often used to define **market segments** (see also **archetypes** and **personas**)

public relations A strategic process of building mutually beneficial relationships between organizations and their publics (see also **advertising** and **branding**)

pull marketing Marketing **messages** design to attract customers through **search engine optimization (SEO)** or other non-intrusive means, as opposed to **push marketing** (see also **permission marketing**)

purchase criteria The **benefits** or **features** that customers deem important in a given category (see also **hot buttons**)

purchase funnel A **brand metric** that tracks customer progress from awareness to interest to consideration to intent to evaluation and, finally, to purchase (compare with **Brand Commitment Scale**)



PURCHASE FUNNEL

pure play A **company** with a single line of business; a **brand** with a high degree of **focus** (see also **differentiation**)

purple cow A product or service with “remarkable” **differentiation**; coined by Seth Godin (see also **zag**)

purpose The overriding goal that determines how a system or organization should behave (see also **core purpose** and **strategic pyramid**)

purpose motive The reason a company exists beyond making a profit (see also **mission** and **profit motive**)

push marketing Marketing messages initiated by a company and not specifically requested by its customers (contrast with **pull marketing** and **permission marketing**)

pyramid scheme An unsustainable growth model that rewards early participants at the expense of later participants, who are caught short when the scheme collapses (see also **multilevel marketing**)

Q

QR code Quick Response, a **barcode** that can hold more than 4,000 alpha-numeric characters



QR CODE

qualia In psychology, the subjective properties of sensation; in marketing, the perceptual experiences that inform **brands**

qualitative research Research designed to provide customer insight into social phenomena, often drawn from **one-on-one interviews** and **focus groups** (contrast with **quantitative research**)

quantitative research Research designed to provide numerical data on consumer behaviors and market phenomena, often drawn from polls and large-scale studies (contrast with **qualitative research**)

quant An expert who analyzes and manages **quantitative research** and data

R

radical differentiation A **positioning** strategy that allows a brand to stand out from market **clutter**

rally cry In business, a **slogan** used for **internal branding** purposes, to drive employee behavior toward a **goal** or **mission**

rapid prototyping A process of producing quick rounds of **mockups**, **models**, or **concepts** in rapid succession, evaluating and reiterating after each round to develop more effective **products**, **services**, or experiences (see also **prototype**)

razor and blades In marketing, a type of **bait and hook** pricing scheme that uses a free or low-cost basic product to lock in future purchases, e.g. inexpensive HP printers and expensive ink cartridges (see also **loss leader**)

reach In marketing, the number of people exposed to an advertisement or message; (see also **market penetration**)

rebus A visual puzzle that substitutes **symbols** or **images** for letters or words



REBUS

DESIGNER: PAUL RAND

real-time bidding An electronic trading system that places a targeted ad on a web page while a person is viewing it (see also [ad exchange](#))

recency effect A cognitive bias in which last impressions tend to be stronger than earlier impressions, including first impressions (see [primacy effect](#))

reference value An established value or quantity that makes a lower price or a higher quantity seem more attractive to a customer (see also [anchor price](#) and [pricing model](#))

REGF Ridiculously easy group-forming due to advances in social media; coined by Sebastien Pacquet (see also [tribe](#))

registered trademark A [patent](#)-protected [trademark](#), indicated by a cirle-R, offering the best legal protection against [brand piracy](#) (see also [unregistered trademark](#))

remarketing In [online advertising](#), the process of advertising to a website's previous visitors on the pages of other websites (see also [remarketing tag](#))

remarketing tag A small piece of code placed on all pages of a website to add visitors to a **remarketing** list (see also **cookie**)

reputation A general opinion about a product, service, or organization among members of its audience; a **brand**

resonance The experience of harmony that comes from perceptions, **messages**, or **elements** layered into a meaningful whole

responsive logo A trademark that responds to resizing on a screen, usually becoming simpler as it becomes smaller (see also **avatar** and **responsive web design**)



RESPONSIVE LOGO

SOURCE: UNITED PARCEL SERVICE

responsive web design An approach to designing interfaces in which page layouts reconfigure to optimize different screen sizes, window sizes, and device capabilities (see also [responsive logo](#))

resource allocation In [brand strategy](#), the process of allocating funds, effort, and people among various projects, business units, or [brands](#)

rhetoric The art and study of verbal persuasion (see also [verbal design](#))

rhythm An [aesthetic tool](#) for arranging the pacing of a sequence to impart experiences such as intensity, speed, calmness, or awkwardness (see also [syncopation](#))

rich media In computing, a broad range of motion-based [media](#) such as [streaming videos](#), [embedded animation](#), and synchronized slides that enliven [web](#) pages or downloadable files

roadmap A long-term plan to complete a [mission](#) or fulfill a [vision](#), showing [goals](#) and [milestones](#)

ROI Return on investment, or the ratio of money gained or lost relative to the amount of money invested (see also [profit](#))

RTB A “reason to believe” that companies give to customers to encourage [brand loyalty](#) (see also [charismatic brand](#) and [emotional benefits](#))

rule of three The [aesthetic](#) principle of presenting [elements](#) in a series of three to create a satisfying [rhythm](#)

FRIENDS
ROMANS &
COUNTRYMEN

RULE OF THREE

S

sacrifice In **brand strategy**, the practice of eliminating products, services, or features that are out of alignment with the brand's **positioning**

sales cycle For buyers, the steps in making a purchase, often defined as awareness, consideration, decision, and use; for sellers, the steps in making a sale (see also **sales funnel**)

sales funnel A process for tracking customers through a logical sequence of steps from prospect to purchaser; a **purchase funnel** (compare with **brand commitment scale**)

satisficing A decision-making strategy in which customers settle for an adequate solution rather than wait for an optimal solution; coined by Herbert Simon (see also **bounded rationality** and **MAYA principle**)

Sawyer effect The observation that focusing on **mastery** can turn drudgery into **creative play**, and, conversely, that extrinsic rewards can turn creative play into drudgery; coined by Daniel Pink in reference to Tom Sawyer

scale An **aesthetic tool** that determines the size of an **element** or collection of elements to best achieve its **purpose** (see also **proportion**)

scale up To enlarge a business, activity, object, or idea from its original size (see also **extension**)

scene A setting, milieu, or element of a **narrative** or **story**

scenario planning Long-term planning that considers the potential impact of emerging market forces (see also **forecasting** and **futurecasting**)

scent branding Using unique smells or fragrances to identify a product, service, or company (see also **brand aesthetics** and **taste branding**)

schema A **framework** for organizing current knowledge and interpreting new information (see also **mental model**)

scrum An **agile development** process that allows a team to get the most important work done in a designated timeframe or **sprint**, typically 1-4 weeks (see also **agile development**, **collaboration**, and **cross-functional team**)

search advertising Ads placed on websites based on the **keywords** in **search engine** queries (see also **SEO**)

search engine A software program that lets users search for information on the **internet** through a **browser**

search term A word or phrase used to locate information on a **search engine** (see also **keyword**)

segmentation A method for targeting customers in an existing market according to categories such as **demographics**, **psychographics**, **customer aims**, and **customer identity**

segue In the **pacing** of a time-based **composition**, a seamless transition from one section, topic, or **scene** to another

SEO Search-engine optimization, or the process of improving the visibility of a website or web page in **organic search results**

sell-in rate The rate at which retailers buy a given **SKU** from a manufacturer or wholesaler (see also **sell-through rate**)

sell-through rate The rate at which customers buy a given **SKU** from a retailer (see also **sell-in rate**)

semantics The study of the meaning of words, phrases, **signs** and **symbols** (see also **semiotics**)

semiotics The study of **signs** and **symbols** as components of language (see also **semantics**)

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SEMIOTICS

sense-making The process by which people draw meaning from **experience** (see also perception)

sequence An **aesthetic tool** for placing **elements** in chronological order to control how information is revealed or experienced (see also **pacing** and **rhythm**)

service In economics, the intangible equivalent of a good, in which the buyer obtains use but not ownership (see also **service design**)

service design The process of developing the optimal **business model**, **brand strategy**, and customer **experience** for a service (see also **customer journey** and **experience design**)

service mark A trademark for a service-based company indicated by the letters SM (see also [unregistered service mark](#))

set-top box A device that enables a television to access the [internet](#), receive digital broadcasts, and record [content](#) for later viewing (see also [connected TV](#) and [smart TV](#))

shape An [aesthetic tool](#) for creating the form or extent of an object or group of [elements](#) by drawing its boundaries (see also [grouping](#))

shareholder value The financial value of a company to its investors, considered by some to be the primary measurement of success (contrast with [triple bottom line](#))

shelf impact The degree to which a package stands out on a store shelf, often by virtue of [aesthetics](#) such as [color](#), [contrast](#), [gesture](#), and [scale](#) (see also [package design](#))



SHELF IMPACT

SOURCE: CLARIS

Shirky Principle Clay Shirky's observation that institutions try to preserve the problem to which they are the solution (see also [cultural lock-in](#))

shop-along A customer research technique derived from [ethnography](#) in which a researcher accompanies a shopper (see also [in-home visit](#) and [mall intercept](#))

sign A basic indicator of meaning (see also [semantics](#), [semiotics](#), and [symbol](#))

signage One or more [signs](#) used to identify, direct, locate, or persuade people in the physical environment (see also [wayfinding](#))

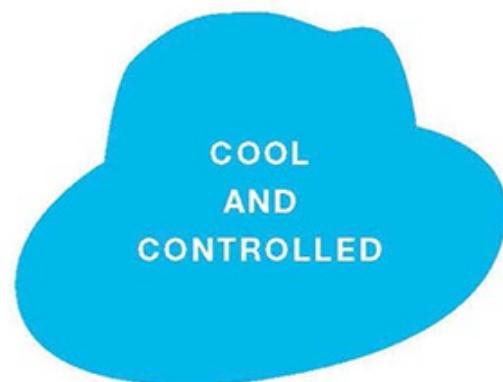
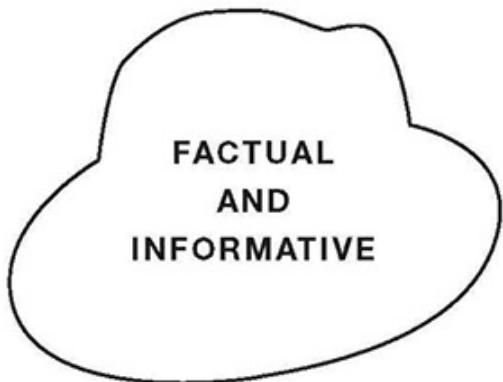
signal-to-noise ratio In [communication](#), the relationships of useful information to irrelevant data (see also [clutter](#) and [conceptual noise](#))

signature In [visual identity](#), the defined spacial relationship between a [logotype](#) and a [symbol](#) (see also [lockup](#))

silo An organizational department separated from other departments according to product, function, market, or location; a disparaging term for a non-collaborative department (compare with [holacracy](#) and [matrix organization](#))

simplicity movement A trend toward stylish frugality brought on by a recessionary economy (see [conscious consumption](#))

six-hats thinking A [brainstorming](#) technique developed by Edward de Bono to avoid [black-hatting](#) and [groupthink](#) (see also [parallel thinking](#))



SIX-HATS THINKING

SOURCE: EDWARD DE BONO

skeuomorphism The design concept of making a **symbol** look like its real-world counterpart (see also **faux finish** and **trompe l'oeil**)

skill The practiced ability to do something well (see also **metaskill**, **skillset**, and **soft skill**)

skillset A group of **skills** necessary to perform a **task**, work in a **discipline**, ply a **trade**, or engage in a **profession** (see also **metaskill**)

SKU Stock-keeping unit, a unique identifier used for each distinct retail product, package, or version, usually presented as a **barcode**

slogan A **rally cry**, **catchphrase**, **tagline**, or, such as Nike's "Just do it" (from Gaelic, *sluagh-ghairm*, meaning "war cry")

SMART goals A planning **framework** based on objectives that are specific, measurable, actionable, relevant, and timely; coined by Ian Malloy (see also **goal**)

smart TV A digital television set that can record and store programs and access the **internet**; alternately, a television with a **set-top box** (contrast with **appointment TV** and **nonlinear TV**)

social advertising Advertising based on knowledge about a customer's network or **tribe** (see also **contextual advertising**)

social authority An individual or an organization that uses **social media** to develop a recognized expertise in a subject (see also **influencer** and **thought leader**)

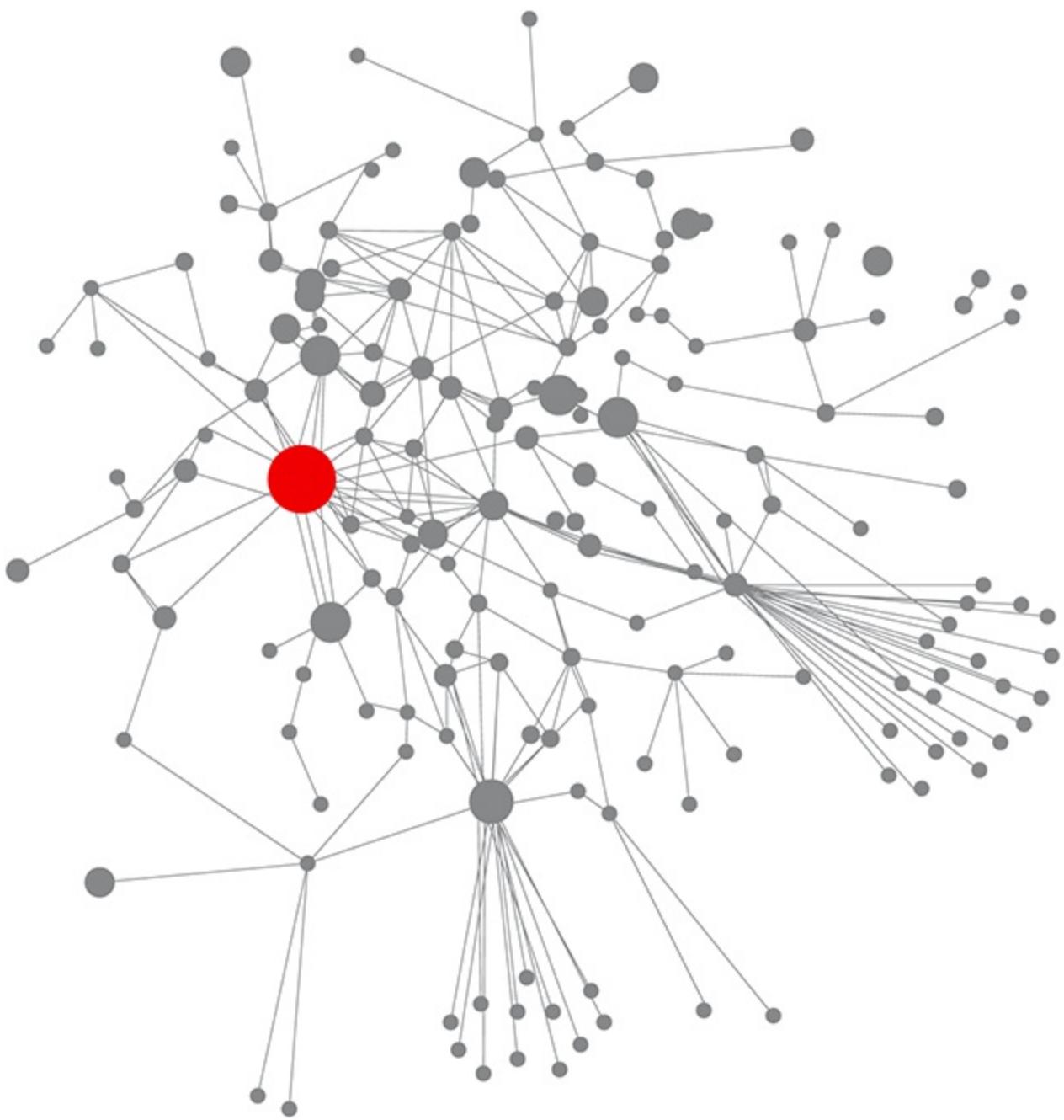
social design The **design** of products, services, and experiences for use in **social media**

socialization The process of introducing a new **idea** or potential **innovation** to a community or **culture**

social circle In **social networks**, an inclusive group that includes both **strong ties** and **weak ties**

social currency Prestige, stature, or **social authority** gained through interaction with a **social network**

social graph A graphic representation of the connections between **internet** users (see also **social circle**, **social network**, and **tribe**)



SOCIAL GRAPH

social marketing The **discipline** of marketing applied to a social good (not to be confused with **social media marketing**)

social media Web-based and mobile technologies that use multi-way **communications** to build communities and **tribes**

social media marketing A business **discipline** that uses social media to establish brand **tribes** and communicate marketing **messages** (see also **tribal brands**)

social network A community of individuals or organizations, technically known as **nodes**, which are connected through **ties** of friendship, kinship, economic interest, status, or other interdependencies (see also **homophily**)

sock-puppet marketing A term referring to an **advertising** campaign for Pets.com, one of many failed **e-commerce** companies launched on frothy advertising rather than solid business plans (see also **Potemkin brand**)



SOCK-PUPPET MARKETING

SOURCE: PETS.COM

softball brainstorming A type of **brainstorming** in which judgment is suspended until a large number of ideas are generated (see also **hardball brainstorming**)

soft skill A personal competency that is difficult to measure yet demonstrably valuable, such as **intuition** (see also **metaskill**)

sonic signature A unique sound associated with a particular musician, music producer, or brand (see also **audio branding** and **earcon**)

sound bite A brief quote taken from a speech or interview to capture its essence (compare with **buzzword** and **meme**)

sound design A creative **discipline** focused on generating and manipulating audio elements to achieve a **purpose** or create a mood (see also **audio branding** and **sonic signature**)

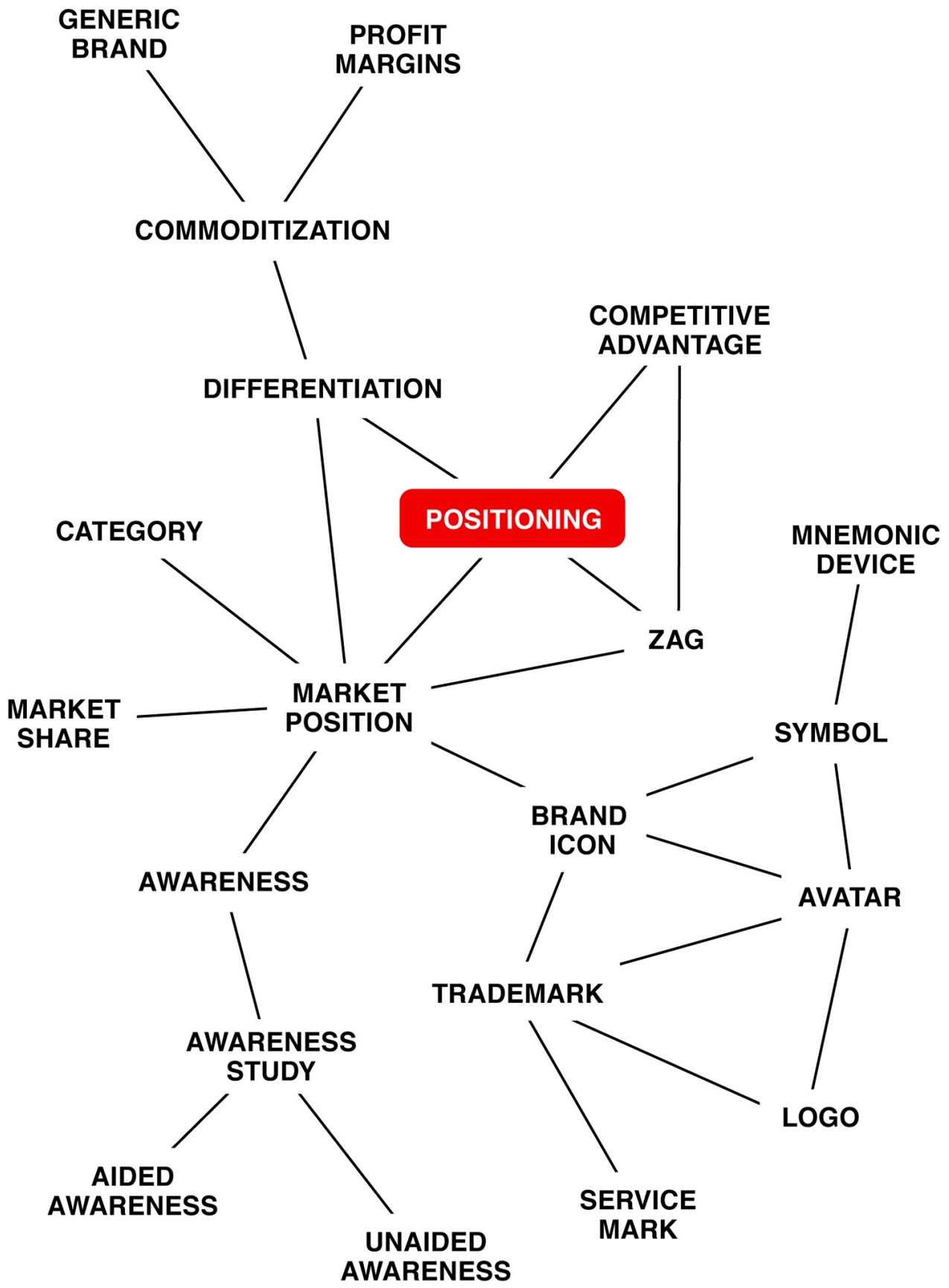
space In **aesthetics**, the quality of perceived **depth**, such as two-dimensional, three-dimensional, hyper-dimensional, Cubist, or flattened space

spam Bulk email for which the receivers did not **opt in**

speech-stream visibility The quality of a brand name that allows it to be recognized as a proper noun in conversation, such as Kodak or Smuckers

specialization Any **differentiation** that allows a company to compete successfully with larger companies, or to better complement other specialists (see also **focus** and **positioning**)

spider diagram A **brainstorming** technique that uses circles and lines to discover the relationships among elements in a plan or a system



SPIDER DIAGRAM

spirit book A publication or online resource that describes the vision, goals, and expected behaviors of a **corporate culture** or brand (see also **brand book** and **style guidelines**)

sponsored content Online articles commissioned by sponsors to draw readers to their advertisements (see also **advertorials**, **native advertising**, and **stealth advertising**)

spotlight customer A customer who represents a desirable **market segment** (see also **segmentation**)

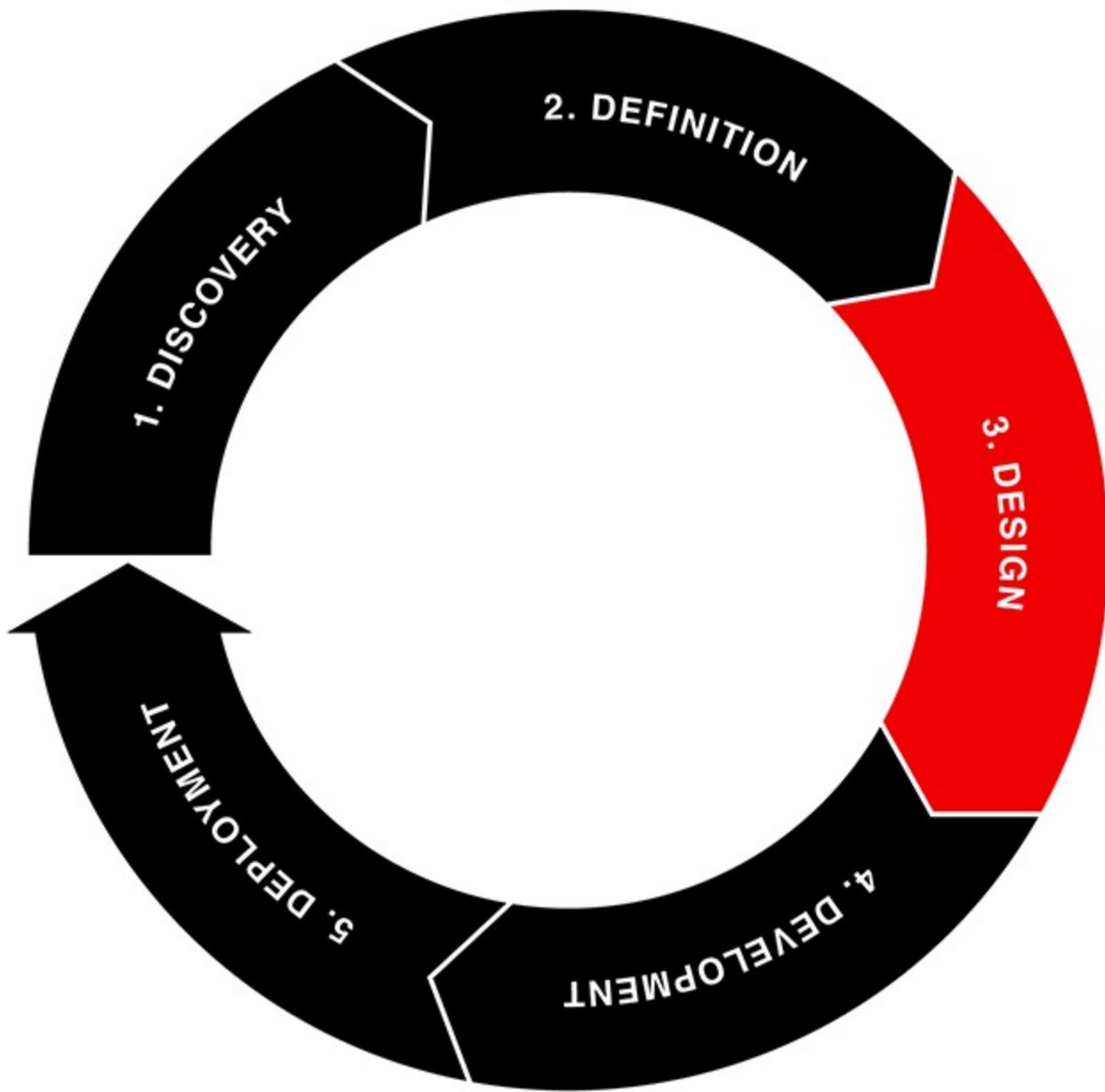
sprint A repeatable work cycle or **iteration** within a **scrum**, ending with a potentially shippable product, part, or **roadmap** (see also **agile development**)

stage-gate innovation A method of vetting untried ideas by moving them through “gates” in a new-product pipeline (see also **innovation funnel**)

stakeholder Any person or firm with a vested interest in a **company** or **brand**, including shareholders, employees, partners, suppliers, customers, and distributors (see also **brand ecosystem**)

stakeholder interview An in-depth conversation with brand or company **stakeholders**, often followed by **market research** or **customer research** (see also **presearch**)

standard design process A collaborative approach to design in which various **disciplines** contribute in a set sequence, each contribution building on the last (see also **cascading creativity** and **waterfall model**; contrast with **no-process process**)



STANDARD DESIGN PROCESS

SOURCE: *METASKILLS*, MARTY NEUMEIER

starchitect A “star architect,” such as Frank Gehry or Sir Norman Foster, who designs buildings to be **brand icons** (see also **placemaking**)

stealth advertising A form of **advertising** that masquerades as unbiased content or public information (see also **advertorials**, **native advertising**, and **product placement**)

stickiness In **brand strategy**, the degree to which a **brand** and its **category** are linked, making **extensions** difficult (contrast with **stretchiness**)

sticker price The retail price of a product before discounting (see also **anchor price** and **MSRP**)

stockout In retailing, a situation in which current inventory cannot meet current demand (see also [sell-through rate](#))

store brand A [private-label](#) product that can be sold at lower prices or higher margins than its widely distributed competitors, sometimes incorrectly called a [generic brand](#)

story A [sequence](#) of events related in a [narrative](#) (see also [arc](#))

storyframing The [discipline](#) of building a basic story structure that lets customers create their own [narratives](#) (see also [Brand Commitment Matrix](#))

Storyboard A rough [prototype](#) for a movie, play, or other [narrative](#) in which sketches are arranged in a [sequence](#) on a board or screen

strategic convergence The tendency of a differentiated [business strategy](#) to drift towards sameness over time (see also [me-too brand](#))

strategic decay The tendency of a [business strategy](#) to lose effectiveness as external circumstances change (see also [strategic convergence](#) and [cultural lock-in](#))

strategic DNA A decision filter based on the twin concerns of [business strategy](#) and [brand strategy](#)

strategic learning The process of acquiring knowledge and [skills](#) to achieve an external goal (see also [autodidacticism](#) and [metaskills](#))

strategic pyramid A hierarchical chart for mapping an organization's [purpose](#), [mission](#), [vision](#), and [goals](#)

PURPOSE

THE REASON
YOU EXIST BEYOND
MAKING MONEY
(NEVER CHANGES)

MISSION

A MASTER
PLAN FOR
CREATING VALUE
(5-20 YEARS)

VISION

A SHARED
PICTURE OF
MISSION SUCCESS
(5-20 YEARS)

GOALS

SHORT-TERM OBJECTIVES THAT SUPPORT
YOUR MISSION AND VISION
(1-5 YEARS)

STRATEGY PYRAMID

SOURCE: *METASKILLS*, MARTY NEUMEIER

strategy A plan that uses a set of **tactics** to achieve a **goal**, often by out-maneuvering competitors (see also **brand strategy** and **business strategy**)

straw man In **rhetoric**, a technique in which a person misrepresents or exaggerates an opponent's position in order to attack it (compare with **hyperbole**)

streaming A method of sending or receiving a continuous flow of data over the **internet**, especially music and video content

streaming media Content that can be played in real time as the data arrive (see also **streaming**)

stretchiness In **brand strategy**, the degree to which a brand can be extended before the link between a **brand** and its **category** is broken (contrast with **stickiness**)

strong ties In **social networks**, a person's family and closest friends (contrast with **weak ties**)

style In **aesthetics**, a characteristic **mode** of expression often determined by the maker's interests, point of view, personality, and creative limitations (see also **styling**)

style guidelines Documentation that describes the graphic standards for a **brand**, including use of the **trademark**, **typography**, photography, and colors (see also **brand book**, **spirit book** and **trade dress**)

Templates: Box Packaging



BRAND EXTENSION GUIDELINES

Jeep is a registered trademark of Chrysler Group LLC and is used under license. ©Chrysler Group LLC 2011.

1.7 Photography: Product Mood Board

Shot cleanly and clearly, in a straightforward manner, the Jeep product photography follows the heart of the brand.



BRAND EXTENSION GUIDELINES

Jeep is a registered trademark of Chrysler Group LLC and is used under license. ©Chrysler Group LLC 2011.

STYLE GUIDELINES

COURTESY: LIQUID AGENCY

styling The surface **design** of products and other items, especially automobiles and clothing (see also **style**)

subbrand A secondary brand that leverages the associations of a **master brand** (see also **parent brand**)

subsidiary A company that is owned and controlled by a **parent company** (see also **subbrand**)

subvertising The act of modifying advertisements or brand messages to subvert their original intent (see also **culture jamming**)

superfan A core member of a brand tribe (see also **core customer**, **evangelist**, and **influencer**)

surprise An **aesthetic tool** that disrupts an audience's expectations to awaken interest or direct **attention** (see also **novelty**)

sustaining innovation An incremental improvement to an existing product, service, or business; also called **incremental innovation** (contrast with **disruptive innovation**)

swarming The process of attacking a problem from many angles or through many **disciplines** at once (see also **agile development**, **co-creation**, **lean principles**, and **scrum**; contrast with **waterfall model**)

switching costs The amount of loss a customer must absorb in switching from one **product** or **service** to another

SWOT A common **strategic** tool for analyzing an organization's strengths, weaknesses, opportunities, and threats (see also **scenario planning**)

symbol Something used to represent something else; in branding, a **trademark** (see also **avatar**, **brand icon**, and **mnemonic device**)

symmetry An **aesthetic tool** that uses a mirror-image **balance** to make an object or **composition** appear stable, strong, or dignified



SYMMETRY

DESIGNER: ROLF HARDER

synchronous collaboration A method of working together in real time, so participants can build on each other's ideas spontaneously (see also [asynchronous collaboration](#), [brainstorming](#), and [swarming](#))

syncopation An aesthetic tool that uses an irregular [rhythm](#) to sustain interest or stimulate the senses (see also [sequence](#))

Synectics A [brainstorming](#) process that combines creative thinking with a commitment to action; coined by George Prince

system A group of [elements](#) working together as a complex whole to achieve a [purpose](#)

systems thinking A method for understanding a [system](#) by studying the relationship of the parts to the whole (see also [holism](#))

T

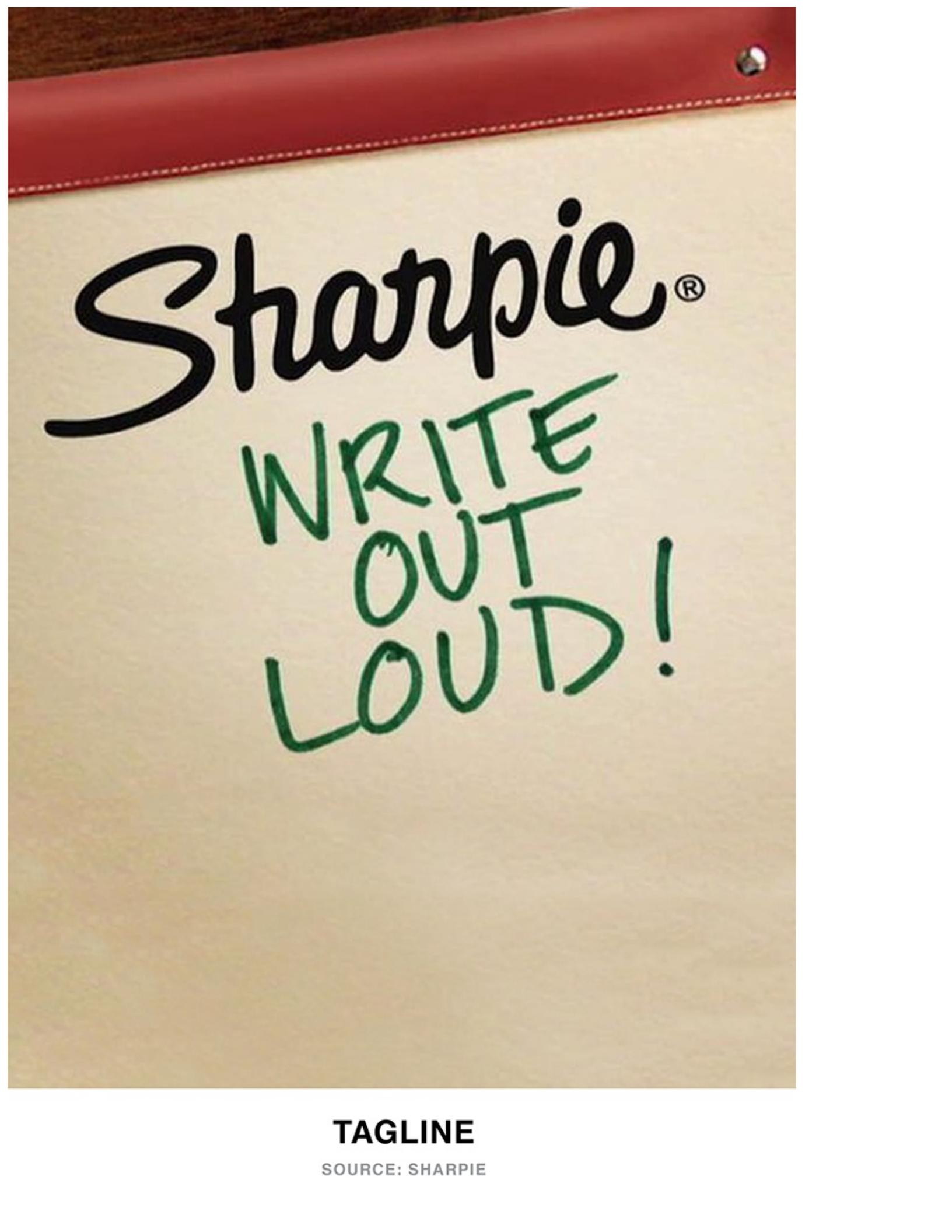
tablet In computing, a slate-like mobile device or **e-reader** that has a **touchscreen** instead of a physical keyboard or mouse

tactics Actions taken to support a **strategy** (see also **brand strategy** and **business strategy**)

tag In software programming, **metadata** attached to a piece of information (see also **hashtag** and **metatag**)

tag cloud A **text cloud** featuring **keyword metadata** (see also **data cloud**)

tagline A sentence, phrase, or word used to summarize a market position in **advertising** (see also **positioning statement**, **slogan**, and **why-to-buy message**)



Sharpie®
WRITE
OUT
LOUD!

TAGLINE

SOURCE: SHARPIE

talent An inherited or learned ability to create beautiful objects or superior outcomes; the **human capital** of an organization (see also **metaskill**)

target audience A group of customers a company would like to serve (see also **audience**, **market segment**, and **tribe**)

target market A **market segment** or **category** in which to compete for customers

task A clearly defined piece of work that contributes to a **goal** or **purpose**

task force A team chosen to work on a specific problem or well-defined challenge (see also **design team** and **tiger team**)

taste branding Using a unique flavor to identify a food, beverage, or medicinal product (see also **brand aesthetics** and **scent branding**)

tattoo-worthiness The degree of engagement a **brand** inspires; coined by Denise Yohn (see also **charismatic brand**, **tribal brand**, and **T-shirt test**)

team dynamics The psychological factors that influence **collaboration**, including trust, fear, respect, and **corporate culture**

telegenic Particularly attractive or appealing in the medium of video (see also **mediagenic**)

tension An **aesthetic tool** for setting up **conflict** between two or more **elements** to create emotional interest (see also **contrast** and **juxtaposition**)

text cloud A visual presentation of word frequency in the form of a weighted list in which the most important words are shown bigger, bolder, or color-coded (see also **data cloud** and **tag cloud**)

The image is a dense word cloud centered around the word "Brand" in large red letters. The words are arranged in a circular pattern, radiating from the center, and are categorized by color: black, grey, and red. Black words include "Strategy", "Localization", "Design", "Illustration", "Core Values", "Purpose", "Story", "Product", "Demographics", "Target Market", "Guerrilla Marketing", "Typeface", "Mission Statement", "Public Relations", "Network", "Paradigm", "Demographics", "Wayfinding", "Validation", "Mind Map", "System", "Domain", "Conflict", "Unity", "Naming", "Monopoly", "Storyboard", "Elevator Pitch", "Blog", "Icon", "Hashtag", "Maker", "Tweet", "Best Practice", "Culture", "Acronym", "Wireframe", "Advertising", "Buzzword", "HTML", "Parameter", "QR Code", "Media", "Innovation", "Vision", "Skill", "Narrative", "Signature", "Channel", "Adware", "Social Authority", "Category", "Sticker Price", "Single", "Focus Group", "Swarming", "Metaphor", "Strategic Learning", "Reach", "Lifestyle", "Values", "Onlyness", "Gesture", "Quant", "Styling", "Profession", "Community", "Herd Behavior", "Professional", "Online", "Graphic Design", "Mockup", "Tagline", "Mood Board", "Banner Ad", "Node", "Framework", "Message", "Trendsetter", "MSRP", "Metaskill".

TEXT CLOUD

texture An aesthetic tool that evokes emotion or creates interest by adding tactile qualities such as roughness, smoothness, bumpiness, stickiness, or **pattern**

thinkering A **portmanteau** of thinking and tinkering (see also **creative play** and **design thinking**)

thin value Profit divorced from societal benefits or higher **purpose** (contrast with **corporate social responsibility (CSR)**, and **triple bottom line**)

thought leader A person or group whose ideas exert an influence over others, especially through publishing or public appearances (see also **influencer** and **social authority**)

throttling In data networks, the regulation of data transfer speeds to prevent **spam**, discourage bulk email transmission, or limit **bandwidth hogging**

3D printing A technique for manufacturing or prototyping items one at time using a 3D printer, also called a **fabber**

ties In social networks, the connections or links between **nodes** (see also **cliques** and **weak ties**)

tiger team A group of specialists tasked with finding and correcting a systemic problem, sometimes by playing the role of an attacker or competitor (see also **task force**)

timeline A simplified schedule showing only **milestones** (see also **roadmap**)

time-shifting Recording a broadcast for later viewing (see also **anytime TV** and non-linear TV)

touch branding Using a unique tactile experience to identify a physical product (see also **brand aesthetics** and **haptics**)

touchpoint Any place where people encounter a **brand**, including product use, packaging, advertising, websites, movies, store environments, company employees, and conversation (see also **media**)



TOUCHPOINT

SOURCE: *THE BRAND FLIP*, MARTY NEUMEIER

touchscreen A computer interface that allows users to interact with information by touching a screen instead of using a mouse or keyboard (see also [haptics](#))

trade An occupation that requires special [skills](#) or deep domain knowledge (see also [craft](#) and [profession](#))

trade dress Colors, shapes, typefaces, page treatments, and other visual cues that create a [brand identity](#) (see also [style guidelines](#) and [visual identity](#))

trademark A name, word, phrase, [logo](#), or [symbol](#) that indicates the source of goods or services and prevents confusion in the marketplace (see also [registered trademark](#) and [service mark](#))

transferable skills Talents or [metaskills](#) that can easily adapt to new situations or areas of expertise, facilitating serial mastery (contrast with [brittle skills](#))

trend A behavior that spreads slowly through a population (as opposed to a [fad](#)), based on underlying shifts in demographics, economics, or ideology (see also [trendsetter](#))

trendsetter A person whose choices in fashion, politics, art, and other fields inspire followship (see also [lighthouse customer](#) and [opinion leader](#))

tribe A community of people strongly connected by values, views, or interests (see also [brand tribe](#) and [tribal brand](#))

tribal brand A [brand](#) with a loyal or even cult-like following, such as Harley-Davidson, Whole Foods, or Star Trek (see also [brand loyalty](#), [charismatic brand](#), and [tribe](#))

tribal mores The norms, habits, customs, and beliefs of a [brand tribe](#) (compare with [organizational values](#); see also [Brand Commitment Matrix](#))

trigger An event, sensation, word, or other stimulus that acts as a reminder to related feelings or concepts (see also [mnemonic device](#))

triple bottom line A [metric](#) of business success that accounts for the “three pillars” of people, planet, and profits, rather than only [profit motive](#) or [shareholder value](#)

trompe l’oeil In the visual arts, an [optical illusion](#) that “fools the eye” by causing a two-dimensional surface to look like a three-dimension one (see also [faux finish](#) and [skeuomorphism](#))



TROMPE L'OEIL

DESIGNER: CRAIG FRAZIER

trope A figure of speech, a creative device, or a **motif** that commonly occurs in a particular art form or **genre**

TRPs Target rating points, a measurement of advertising **impressions** relative to specific target **audience**, expressed as the product of average **frequency** multiplied by **reach** within the target

truthiness The semblance of truth derived from **intuition** rather than examination of the evidence; coined by Stephen Colbert (see also **authenticism**)

T-shaped person A person who combines deep **disciplinary skills** with broad interdisciplinary skills or transdisciplinary skills, thereby enabling effective **collaboration** (see also **I-shaped person** and **X-shaped person**)

T-shirt test A measure of **brand loyalty** determined by how many people would wear the brand's **logo** (see also tattoo-worthiness)

turfismo The tendency of managers to protect their **autonomy** at the expense of collaboration

tweet A **message** of 140 characters or less sent to followers using **Twitter**

Twitter A **social network** that lets users send and receive **messages** called **tweets**

Twitter summary A **tweet**-length recap of an idea, article, book, movie, or other work (see also **sound bite**)

two-by-two chart A **chart** divided into four quadrants by x-y axes to map the relationships among multiple items or concepts (see also **diagram** and **graph**)

tying strategy A **pricing model** in which the purchase of one **product**, **service**, **feature**, or **element** is conditioned on the purchase of one or more others (see also **bundle**)

typeface A specific **style** or **brand** of typographic lettering, such as Times Roman or Helvetica, identifiable by its distinctive shapes; a set of digitized characters sold as a **font**

g

GOUDY

g

ROCKWELL

g

BASKERVILLE

g

GILL SANS

g

CENTURY

g

FUTURA

g

FRANKLIN

g

AVANT GARDE

g

GARAMOND

TYPEFACE

typography The art of using **typefaces** to communicate messages, stories, or ideas in print or on screen (see also **font**)

U

unaided awareness The degree of recognition of a specific brand when respondents are prompted only with the name of a category, i.e., smartphones or electric cars (see also [awareness](#) study and [aided awareness](#))

unconscious cues Emotional [triggers](#) that cause customers to buy first and justify their decisions later (see also [hot buttons](#))

unity An [aesthetic](#) state that imparts a feeling of integration or wholeness

UPC Universal Product Code, the most common type of [barcode](#) in current use

upfront A meeting hosted by television executives allowing advertisers to buy commercial airtime months before the television season begins (see also [mass media](#) and [media advertising](#))

unregistered service mark A common-law [trademark](#) for a service, indicated by the letters SM (see also [registered trademark](#) and [unregistered trademark](#))

unregistered trademark A common-law [trademark](#) indicated by the letters TM (see also [registered trademark](#) and [unregistered service mark](#))

upstream advantage A [competitive advantage](#) that lies within a company's control, such as product design, patents, efficiencies, or [corporate culture](#) (contrast with [downstream advantage](#))

URL Uniform Resource Locator, an [internet](#) address that allows a [website](#) to be located, accessed, or linked to another website

USP Unique Selling Proposition, a marketing theory in which customers can only remember one point of [differentiation](#) when choosing among competing offers (see also [positioning](#))

user-centered design A collaborative process in which users offer feedback to inform a succession of [prototypes](#) (see also [rapid prototyping](#))

UX (user experience) The usability and [look and feel](#) of a [product](#), [service](#), [website](#), or other artifact (see also [experience design](#) and [interaction design](#))

V

validation In marketing, positive feedback from customers for a proposed product, market position, message, or campaign (see also [market research](#))

value chain A strategic [model](#) that shows how a product gains value as it moves through the supply chain, from raw material to finished product, and from [marketing](#) to [aftermarket](#) goods and services

value engineering A process of increasing the value of a design outcome by improving its function or lowering its cost or both (see also [frugal innovation](#))

value proposition A business offering based on one or more benefits, whether functional, emotional, or self-expressive (see also [USP](#) and [why-to-buy message](#))

values Enduring beliefs or ideals shared by a [culture](#) that shape the behaviors of that culture (see also [value](#))

variety An [aesthetic tool](#) for including a mixture of elements to populate a series, offer choices, or stimulate interest (see also [rhythm](#), [syncopation](#), and [texture](#))

Veblen goods Luxury products whose sales increase when their prices rise, referring to a theory by economist Thorstein Veblen (compare with [affordable luxury](#) and [new luxury](#))

Venn diagram A [diagram](#) showing the “sweet spot” of two or more overlapping [elements](#) or sets of elements (see also [chart](#))



VENN DIAGRAM

verbal design A discipline focused on short-form writing paired with **visual design** (see also **communication design** and **copywriting**)

viral marketing A set of techniques for using **social networks** to spread commercial messages

virtual agency A team of specialist firms that work together to build a brand (see also **IMT** and **metateam**)

virtual intimacy The superficial quality of relationships in **cyberspace** as opposed to “**meatspace**”; coined by Sherry Turkle

virtual reality (VR) A simulated environment in which a user has a simulated presence to interact with it, usually through a **computer interface** (see also **avatar**)

vision An **image** of success that guides the direction of an individual or group; the aspirations of a company that drive future growth (see also **mission** and **strategy pyramid**)

visual design A discipline focused on print, interactive, or motion graphics; paired with **verbal design**, a component of **communication design** (see also **graphic design**)

visual identity The graphic components of a **brand identity**, including trademarks and

trade dress (see also **brand identity** and **corporate identity**)

visual thinking The technique of drawing ideas or connections among ideas to make them more understandable to the people exploring them (see also **mental model** and **prototype**)

THE ETERNAL TRIANGLE



CUSTOMER



SELLER



COMPETITOR

VISUAL THINKING

SOURCE: THE BACK OF THE NAPKIN, DAN ROAM

voice In branding, the unique personality of a company or brand as expressed in its verbal and written **communications**; the verbal dimension of a **brand personality**

waterfall model In software development, a seven-step design process put forward by Winston Royce in 1970 as a **straw man** (opposite of **agile development**)

wayfinding The **discipline** of designing architectural **signage** to help people navigate their physical environment (see also **desire paths**)

weak ties In **social networks**, loose connections between the **nodes** of a network, i.e., a person's acquaintances and friends of friends (contrast with **strong ties**)

web An abbreviation of World Wide Web, a term coined by Tim Berners-Lee in 1990 to describe the **hypertext** platform that runs over the **internet**

web 2.0 Websites that allow users to interact and collaborate using **social media**; coined by Darcy DiNucci in 1999

web design The creative **discipline** of developing websites (see also **information architect** and **interactive design**)

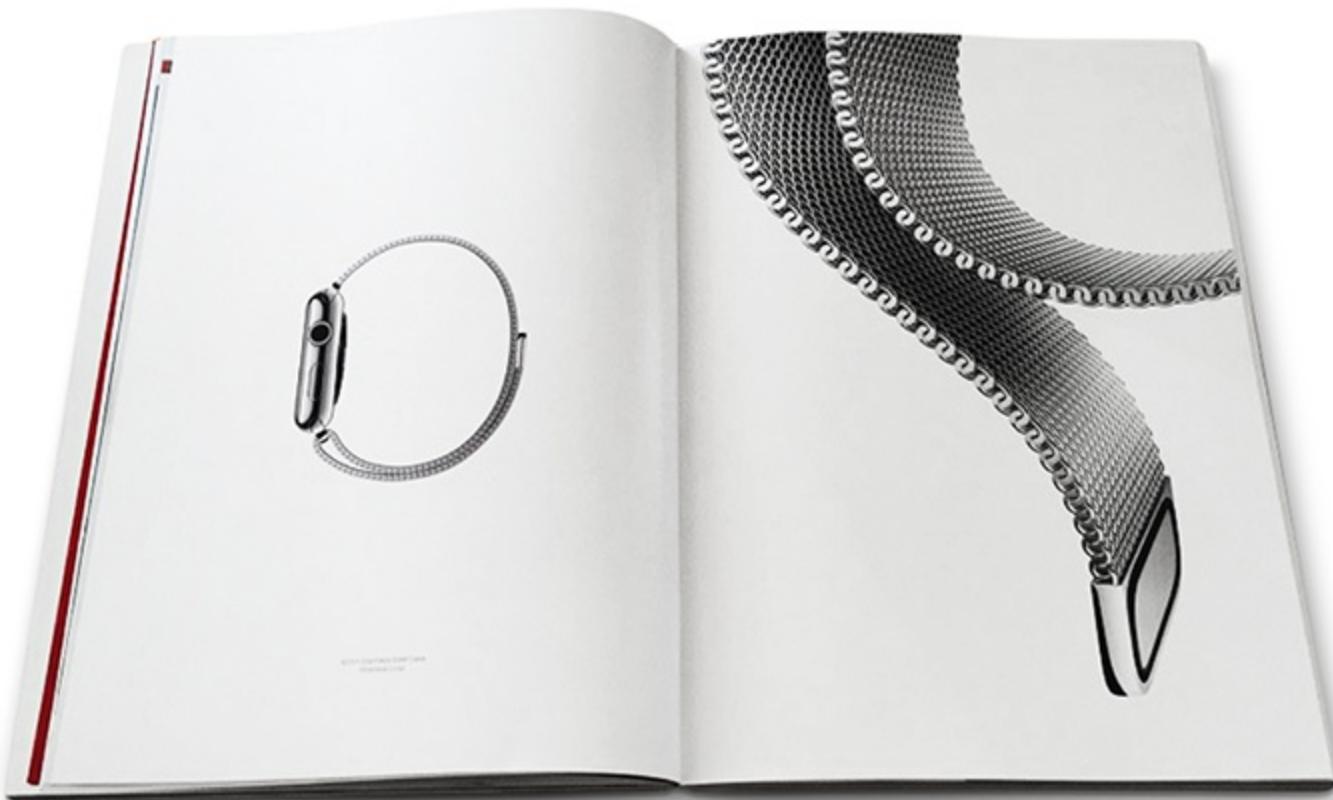
web advertising Commercial **messages** designed for the **internet**, including **pop-up ads**, **banner ads**, and **native advertising**

web analytics The method for measuring the **key performance indicators** of a **website**

web crawler A **bot** that searches the Web automatically to gather information; also known as a “spider”

website A linked set of **web** documents identified with a **URL** and accessible through a **browser**

white space In a **composition**, any space that contains no subject matter (see also **negative space**)



WHITE SPACE

SOURCE: APPLE

why-to-buy message The most compelling reason to buy a product or do business with a company, sometimes stated as a **tagline** (see also **RTB**)

wicked problem A problem so persistent, pervasive, or slippery that it can seem insoluble (see also **dragon gap** and **fuzzy front end**)

wiki A website that allows users to add, delete, or modify content using **HTML** to create a collaborative body of information (see also **crowdsourcing**)

win-lose negotiation A negotiation in which there is a fixed amount to be distributed, thereby creating a winner and a loser (see also **win-win negotiation** and **zero-sum game**)

win-win negotiation A negotiation in which the settlement is optimized for each party (contrast with **win-lose negotiation** and **zero-sum game**)

wireframe In **Web design**, a skeletal **framework** for a **website**, including the placement of navigational and **interface** elements

word-of-mouth advertising A form of **communication** in which people voluntarily promote a product, service, or company, resulting in a brand with a high level of **authenticity** (see also **viral marketing**)

wordmark A trademark represented by a distinctive typeface or lettering style; a logotype



WORDMARK

SOURCE: COCA-COLA COMPANY

wordsmith A writer, copywriter, or editor with a high degree of craftsmanship (see also [copywriting](#) and [verbal design](#))

XYZ

X-shaped person A person who facilitates **collaboration** by connecting people, projects, and ideas (see also **I-shaped person** and **T-shaped person**)

zag A **brand strategy** that confers a powerful **competitive advantage** through **radical differentiation** (see also **USP**)

zero-sum game A transaction or negotiation in which one party's gain is the other party's loss, thereby creating no new value (see also **win-lose negotiation**)

zooming Alternately focusing on the details and stepping back to see the larger situation (see also **big-picture thinking**, **holism**, and **macroscope**)

KEY TERMS BY CATEGORY

Branding

brand
brand advocate
brand alignment
brand architecture
brand asset
brand ecosystem
branded house
brand equity
brand experience
brand gap
brand icon
brand identity
branding
brand loyalty
brand platform
brand portfolio
brand steward
brand strategy
brand tribe
CBO
charismatic brand
commoditization
customer aims
customer empowerment
customer identity

customer journey
customer vision
differentiation
driver brand
emotional benefits
endorser brand
energized brands
halo brand
harmonization
influencer
ingredient brand
intangibles
invisible branding
junk brand
lifestyle brand
lighthouse customer
master brand
onlyness
parent brand
passion brand
personas
place branding
positioning
radical differentiation
RTB
sonic signature
stickiness
stretchiness

style guidelines

subbrand

touchpoint

tribal brand

tribal mores

zag

Culture

asynchronous collaboration

concertina collaboration

cross-functional team

cultural lock-in

culture

decision latitude

empowerment

high-context culture

holacracy

Hollywood model

high-context culture

human capital

human resources

idea campaign

internal branding

I-shaped person

learning organization

low-context culture

metaskill

metateam

network creativity

synchronous collaboration

team dynamics

transferable skills

tribe

T-shaped person

values

virtual agency

X-shaped person

Design

aesthetic tool

affordance

agile development

avatar

CDO

charette

co-creation

concept sketch

conceptual integrity

constraint

creative process

creative tension

deep design

desiderata

design

designer

design management

design thinking

dragon gap

environmental design

experience design

extended identity

flow

forgiveness

formal qualities

framing

graphic design

haptics
heuristic
icon
ideation
industrial design
information architect
interaction design
interface design
iterative design
jamming
liquid state
low-fidelity prototype
metaskill
mockup
mood board
motion graphics
no-process process
parallel execution
placemaking
product design
prototype
rapid prototyping
responsive web design
semiotics
service design
skeuomorphism
standard design process
swarming

user-centered design

UX

virtual agency

wayfinding

Innovation

adoption curve
concept map
creative destruction
design thinking
disruptive innovation
divergent thinking
dragon gap
exaptation
fast failing
five whys
framing
frugal innovation
funnel of focus
fuzzy front end
generative thinking
hardball brainstorming
incremental innovation
innovation
innovation funnel
innovation gap
intrapreneur
kaizen
lean principles
low-end disruptor
minimum viable product
new-market disruptor
no-process process

parallel thinking

scrum

six-hats thinking

stage-gate innovation

sustaining innovation

swarming

wicked problem

zooming

Management

BHAG

burning platform

corporate social responsibility (CSR)

customer-centricity

decision filter

downstream advantage

first mover

followership

holacracy

intangibles

integrative thinking

leading indicator

matrix organization

mission

mission statement

network creativity

organizational design

overfocusing

paradigm

platform

profit motive

purpose

purpose motive

roadmap

scale up

scenario planning

Shirky Principle

silo

SMART goals

stakeholder

strategic convergence

strategic decay

strategic pyramid

strategy

tactics

thin value

tiger team

triple bottom line

upstream advantage

values

vision

Marketing

anchor price
audience fragmentation
bait and hook
category
commoditization
competitive advantage
consideration set
content marketing
contextual advertising
continuous reconfiguration
conversion rate
CPC
CPM
CPV
CTR
demand elasticity
demand space
demographics
earned media
economic rents
four Ps
freemium
frequency
functional benefits
GRP
impression
IMT

integrated marketing
integrated shopping
lifestyle marketing
lifetime customer value (LCV)
location-based marketing
marketing
marketing-mix modeling
market penetration
market position
market segment
market share
media-mix modeling
multichannel experience
multilevel marketing
native advertising
overtargeting
permission marketing
price sensitivity
programmatic buying
proximity marketing
psychographics
pull marketing
purchase criteria
purchase funnel
push marketing
razor and blades
reach
real-time bidding

reference value

remarketing

sales funnel

satisficing

segmentation

sell-through rate

signal-to-noise ratio

sponsored content

spotlight customer

stealth advertising

target audience

TRP

upfront

USP

Veblen goods

Messaging

acronym
advertorial
analogy
arc
audio branding
backstory
catchphrase
cliché
content marketing
copywriting
descriptor
earcon
elevator pitch
messaging
message architecture
mission statement
morpheme
narrative
strategic pyramid
neologism
nomenclature system
portmanteau
profluence
provenance
storyframing
symbol
trope

value proposition

verbal design

voice

why-to-buy message

wordmark

Research

A/B testing
attitude study
audience insight
awareness study
backfire effect
bandwagon effect
BCS
brand recall
conceptual noise
confirmation bias
conjoint analysis
customer research
design research
double-blind study
ergonomics
ethnography
field test
focus group
Gallopoll
haptics
Hawthorne effect
human factors
information overload
in-home visit
Likert scale
mall intercept
multivariate testing (MVT)

mystery shopper

NPS

observer effect

one-on-one interview

perceptual map

presearch

primacy effect

psychographics

qualitative research

quantitative research

recency effect

shop-along

stakeholder interview

trigger

unaided awareness

unconscious cues

Social

engagement
engagement pyramid
emoticon
favicon
filter bubble
follower hub
gamification
homophily
homophilous sorting
hub
innovation hub
IWWIWWIWI
meme
negative keyword
netiquette
net neutrality
network effect
node
online community
opinion leader
opt in
organic search results
pancommunication
preferential attachment
REGF
rich media
SEO

social advertising
social currency
social graph
social media marketing
social network
strong ties
ties
viral marketing
virtual intimacy
weak ties
social media marketing
social network
strong ties
weak ties
web analytics

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Marty Neumeier is a designer, author, and brand adviser whose mission is to bring the principles and processes of design to business. His series of “whiteboard” books includes *Zag*, named one of the “top hundred business books of all time.” His first book *The Brand Gap* has been translated into 22 languages, and has been viewed more than 20 million times online. His newly released sequel, *The Brand Flip*, lays out a simple process for building brands in the age of customer dominance.

In 1996, Neumeier founded *Critique* magazine, the first journal about design thinking. He has worked closely with innovative companies such as Apple, Netscape, Sun Microsystems, HP, Adobe, Google, and Microsoft to help advance their brands and cultures.

Today he serves as Director of Transformation at Liquid Agency in Silicon Valley, and travels extensively as a workshop leader and speaker on the topics of design, brand, and innovation.

His popular feature “Steal This Idea” can be found at martyneumeier.com, where you can subscribe for regular updates.

OTHER BOOKS BY MARTY NEUMEIER

THE BRAND GAP

How to bridge the gap between business strategy and design

ZAG

The #1 strategy of high-performance brands

THE DESIGNFUL COMPANY

How to build a culture of nonstop innovation

METASKILLS

Five talents for the Robotic Age

THE 46 RULES OF GENIUS

An innovator's guide to creativity

THE BRAND FLIP

Why customers now run companies—and how to profit from it

BRAND



An interactive
dictionary of
1,000 essential
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Z

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