

HOW TO BRIDGE  
THE DISTANCE  
BETWEEN  
BUSINESS STRATEGY  
AND DESIGN

A VISUAL PRESENTATION BY MARTY NEUMEIER

NEUTRONLLC.COM

Produced by NEUTRON LLC  
in partnership with NEW RIDERS PUBLISHING  
and THE AMERICAN INSTITUTE OF GRAPHIC ARTS

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## WHAT YOU'LL LEARN:

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

READY?

LET'S START BY DISPELLING SOME MYTHS.

# FIRST

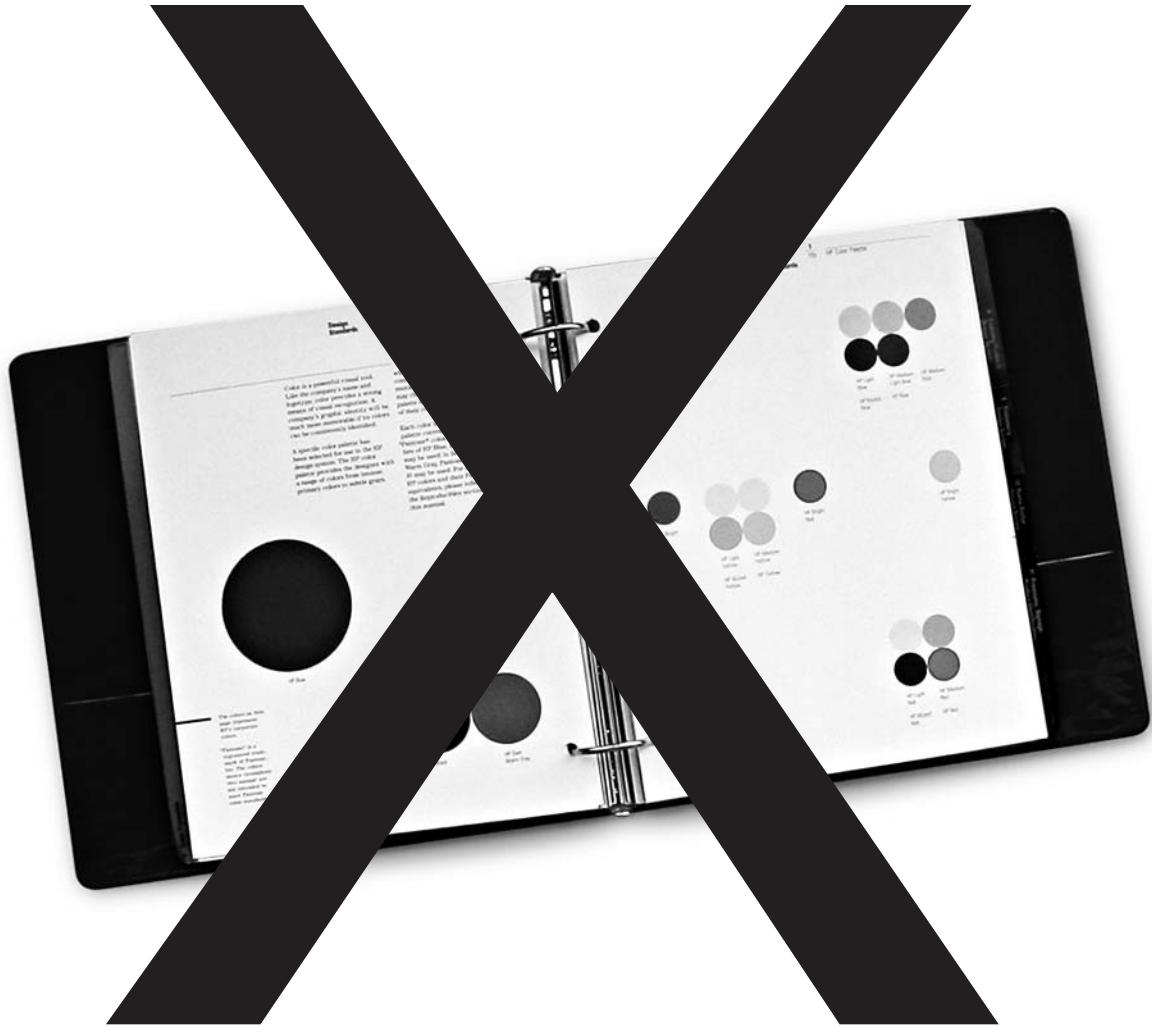
A brand is not a logo.



*Ceci n'est pas une brand.*

# SECOND

A brand is not an identity.



# FINALLY

A brand is not a product.



So what exactly  
is a brand?



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

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

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

In other words...

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

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

# WHY IS BRANDING SO HOT?

- ① People have too many choices and too little time
- ② Most offerings have similar quality and features
- ③ We tend to base our buying choices on trust



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

TRUST

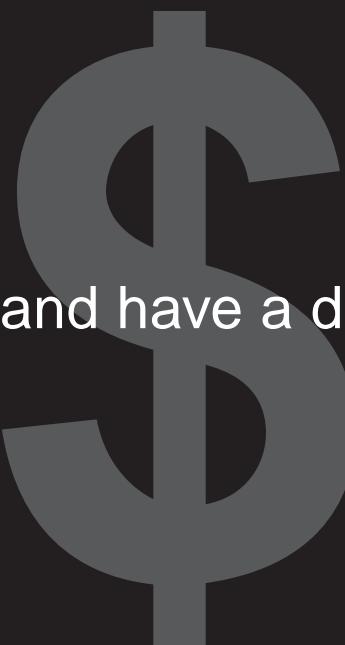
Trust comes from meeting and beating customer expectations.

$$T = r + d$$

TRUST

RELIABILITY

DELIGHT



Does a brand have a dollar value?

AND HOW.

# 5 ways to measure brand value:

**① PRICE PREMIUM**

**② CUSTOMER PREFERENCE**

**③ REPLACEMENT COST**

**④ STOCK PRICE**

**⑤ FUTURE EARNINGS**

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

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



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

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

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

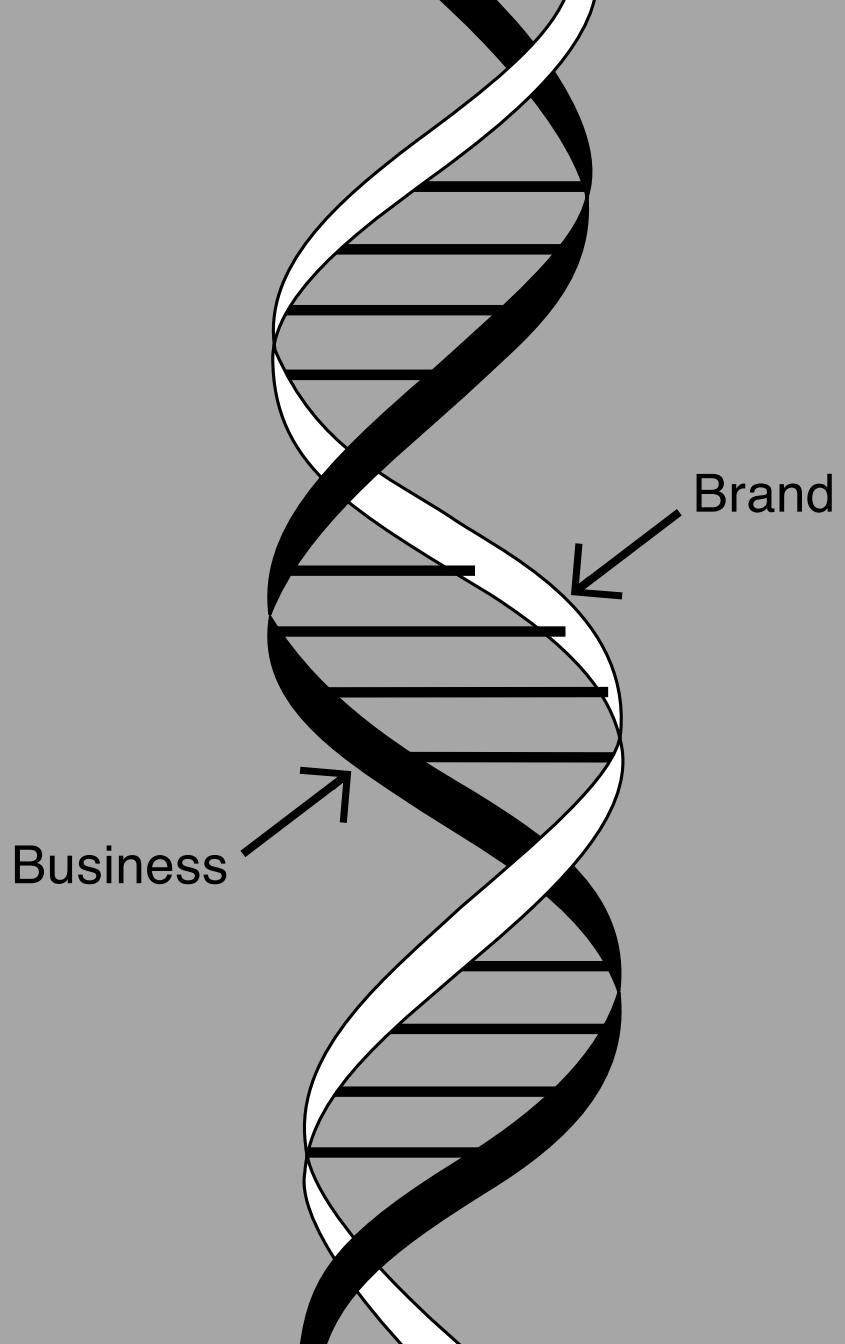
The main purpose of branding is to get  
**more people** to buy **more stuff**  
for **more years** at a **higher price.**

S  
SUCCESS

=

B  
BANG

b  
BUCK



# PREDICTION

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

# PROBLEM

In most companies, **STRATEGY**

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



## STRATEGIC THINKERS

Analytical

Logical

Linear

Numerical

Verbal

## CREATIVE THINKERS

Intuitive

Emotional

Spatial

Visual

Physical



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



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

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

# QUIZ:

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## Which of these brands are charismatic?

AMAZON

HITACHI

OXO GOODGRIPS

APPLE

HOME DEPOT

PEPSI-COLA

BURGER KING

IKEA

PRELL

COLDWATER CREEK

KMART

RCA

DASANI

KRISPY KREME

REEBOK

DISNEY

LEVI'S

RUBBERMAID

DK BOOKS

LONGS DRUGS

SAFEWAY

EVEREADY

MACY'S

SAMSUNG

FORD

MINI COOPER

SEARS

GENERAL ELECTRIC

NEWSWEEK

SOUTHWEST AIRLINES

GOOGLE

NISSAN

UNITED ARTISTS

HANES

NORDSTROM

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NORDSTROM

VIRGIN

Any brand can be charismatic.

EVEN  
YOURS.

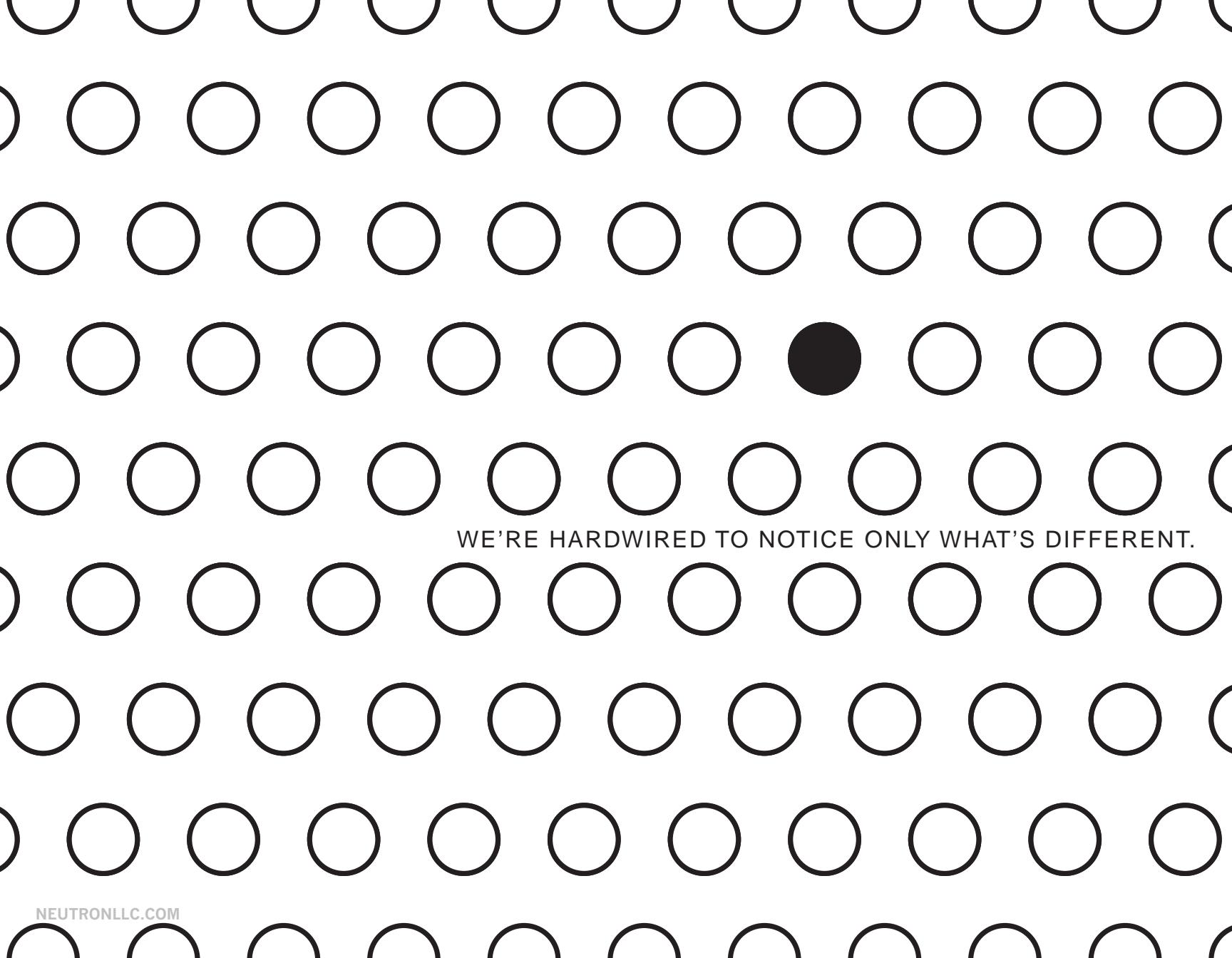
But first,

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

# DISCIPLINE 1: DIFFERENTIATE

# FACT:

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



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

SOLUTION:

BE DIFFERENT.

**FEATURES**  
“What it is”

**BENEFITS**  
“What it does”

**EXPERIENCE**  
“What you feel”

**IDENTIFICATION**  
“Who you are”



Marketing today is about creating tribes.

People join different tribes for different activities.

DRIVING → VOLKSWAGEN

READING → AMAZON

COMPUTING → DELL

SPORTS → NIKE

COOKING → WILLIAMS-SONOMA

BANKING → CITIBANK

TRAVEL → ORBITZ

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



The three most important words in differentiating your brand:

# ❶ FOCUS

② FOCUS

• FOCUS

IS THIS HOW YOUR CUSTOMERS SEE YOU?

## THE FOCUS TEST:

① Who are you? \_\_\_\_\_

② What do you do? \_\_\_\_\_

③ Why does it matter? \_\_\_\_\_

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

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

## EXAMPLE:

FOCUSED → PORSCHE = SPORTS CARS

UNFOCUSED → PORSCHE = SPORTS CARS + SUVS

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

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

## EXAMPLE:

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

# DISCIPLINE 2: COLLABORATE

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

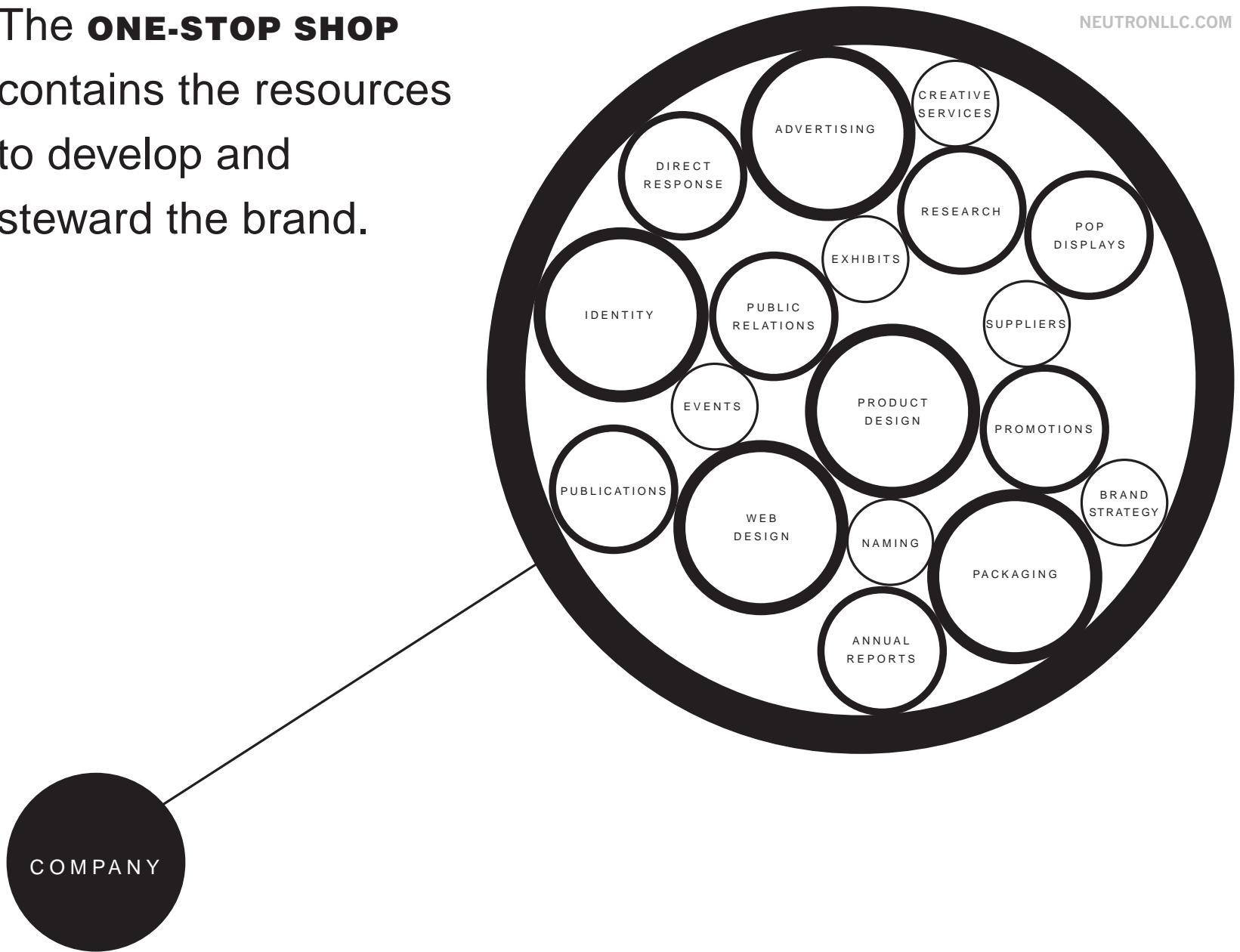


It takes a village  
to build a brand.

THERE ARE THREE BASIC MODELS  
FOR ORGANIZING BRAND COLLABORATION:

# The **ONE-STOP SHOP**

contains the resources  
to develop and  
steward the brand.



# **ONE-STOP SHOP** SCORECARD



Easy to manage

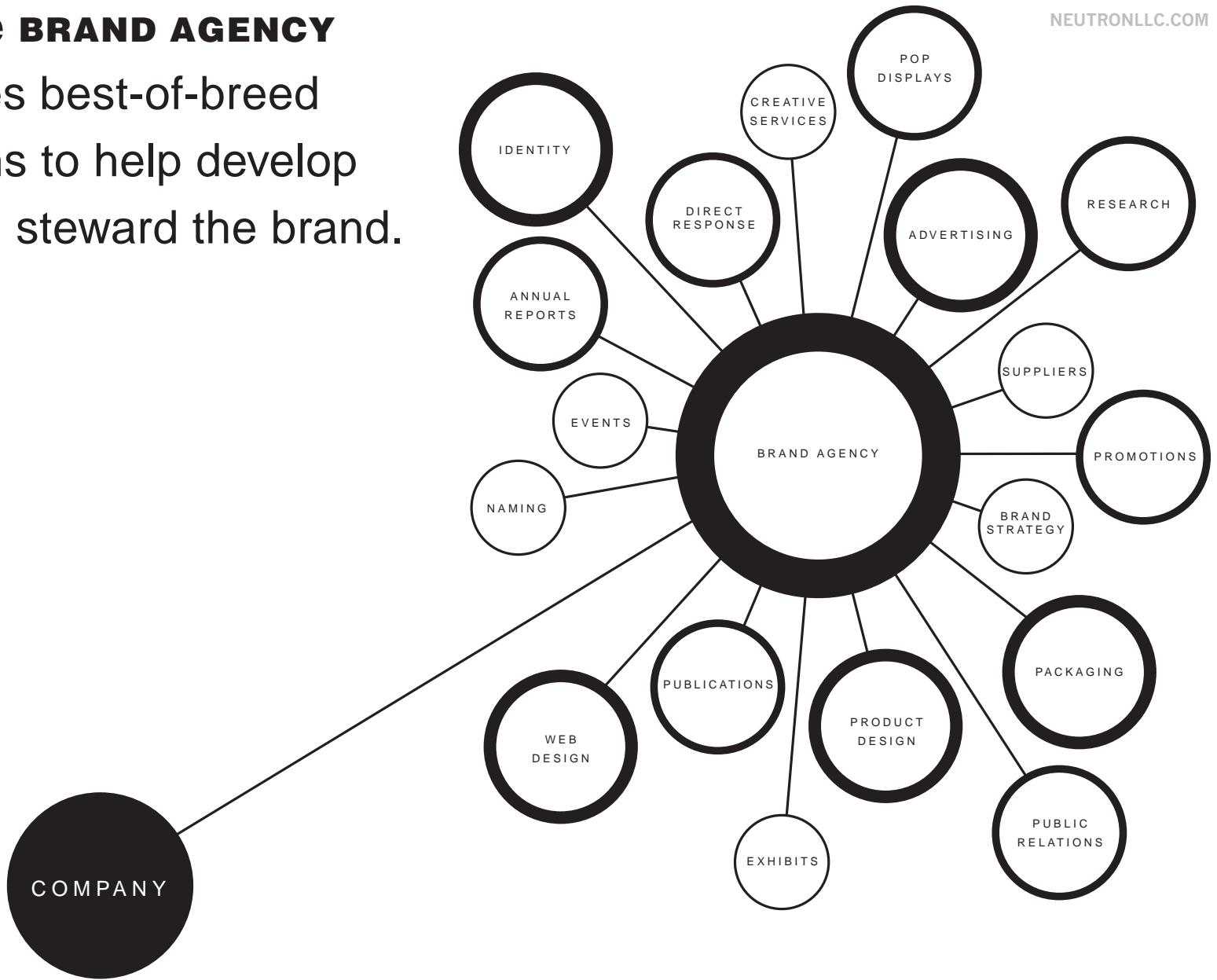
Promise of consistency



Little choice of teams

Little ownership of brand

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



# **BRAND AGENCY** SCORECARD



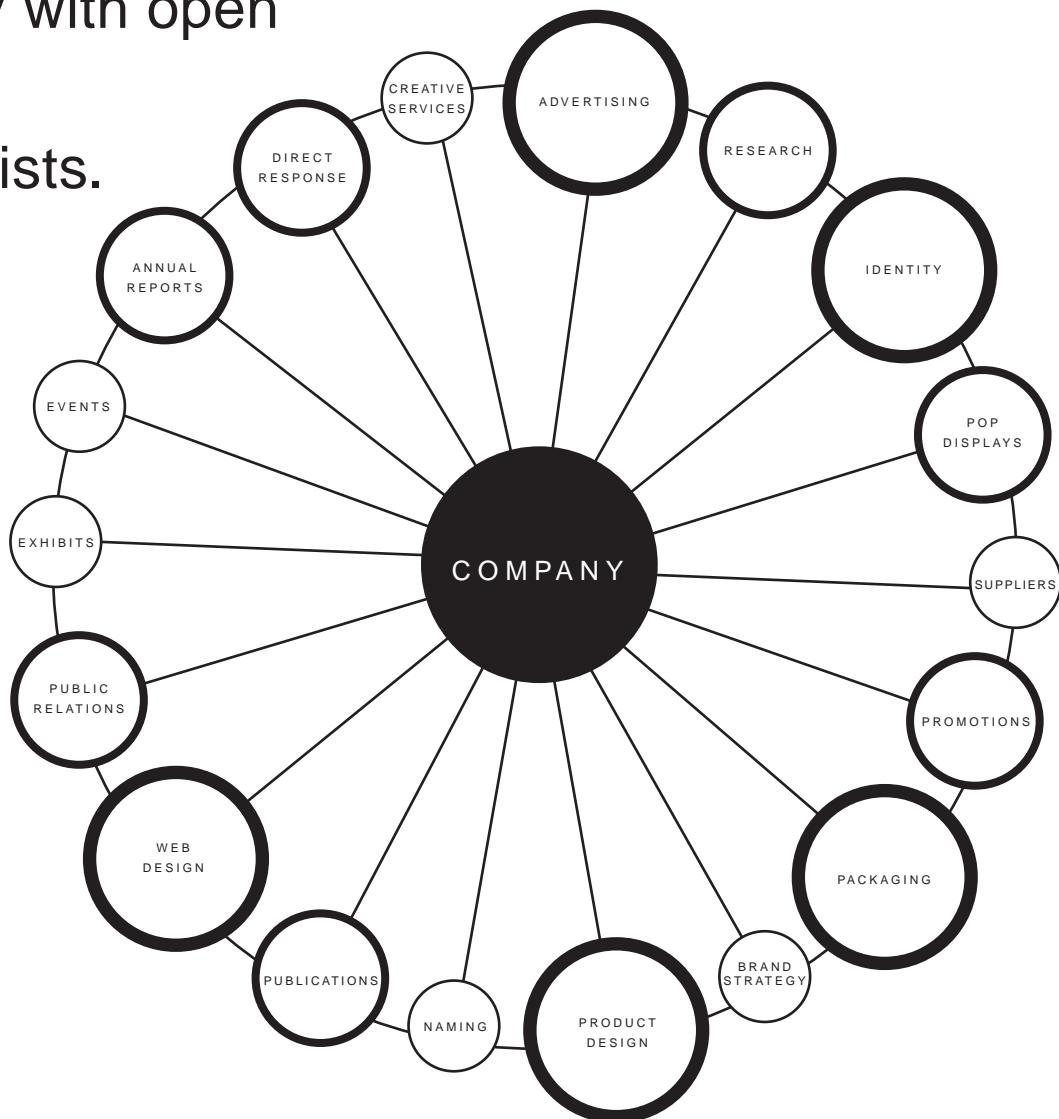
Choice of teams

Promise of consistency



Little ownership of brand

The **INTEGRATED MARKETING TEAM**  
is managed internally with open  
collaboration among  
best-of-breed specialists.



# **INTEGRATED MARKETING TEAM SCORECARD**



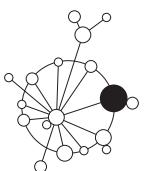
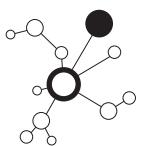
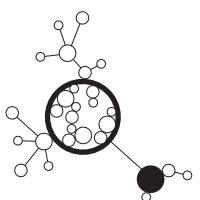
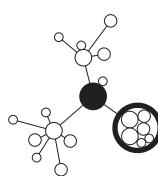
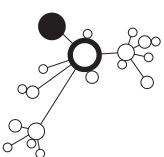
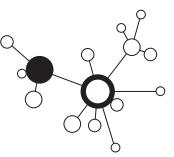
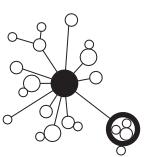
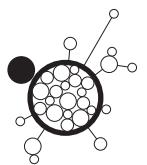
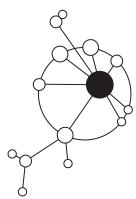
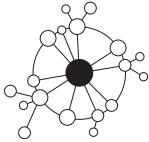
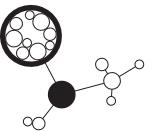
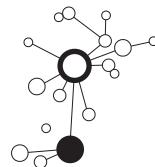
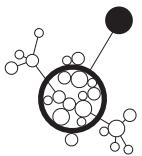
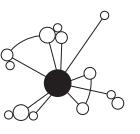
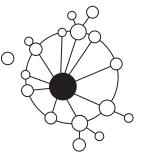
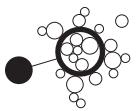
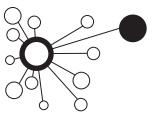
Choice of teams

Promise of consistency

Ownership of brand



Difficult to manage



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

and  
that's OK.

# Collaborative networks are not new.

A successful model has existed for years.

A black and white photograph of the famous Hollywood sign in Los Angeles, California. The sign consists of large, white, capital letters spelling "HOLLYWOOD" in all-caps. It is mounted on a hillside covered in green grass and some bare soil. The background shows a clear sky and the tops of trees on another hill in the distance.

HOLLYWOOD

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

Smoother Boy	KELLY MARIN	
Agent Sims	TREVOR CARMICHAEL	
Agent Townsend	JOHN T. LANDON	
Agent Kruzic	SHARON BONDLY	
Dijon	PAUL DERAIN	
Jean-Michel	JACQUES SOUVERAIN	
Keynes	MICHAEL BRAND	
Corelli	STEVEN GOLDSTEIN	
Johnston	TRENT LOCKART	
Billie	JACKSON BARNES	
Guards	JOSEPH AKIO TERENCE BRADLEY MO DERENI ROBERT UNDERHILL KEN SILVER	
Librarian	HILARY PROPRIATO	
Field Officer	MICHAEL O. KELL	
Bus Driver	HECTOR ABONDAS	
Night Guard	NORMAN BRIER	
Meter Maid	STACY BRECKSTEIN	
First Detective	JOE KALEY	
Second Detective	BRIAN BELSEN	
Beat Cop	ABRAHAM LENDER	
Parking Cop	T. T. MCBRIDE	
Helicopter Pilot	VAN DERICKE	
First Old Man	JOHN R. CARLSON	
Second Old Man	VICTOR AMOS	
Tax Collector	SEAN O' KENNA	
Stunt Coordinator	JEFFREY ROCKEN	
Assistant Stunt Coordinator	DARREL TOM	
Stunt Doubles	Carlos GEOFF WRIGHT MARK CONTADINA	
Mariana	SUE SKENNIAN	
Ajax	CHARLIE MARQUETTE	
Sgt. Santos	VICTOR BANERAS	
Carter	F. C. CAMERON	
Smoother Boy	TELLIE PANOPPOULIS	
Agent Sims	MARTIN AIRES	
Agent Townsend	STEFAN C. KAISER	
Dijon	BILL MOORE	
Stunts		
STEVE ADRIAN	BENJAMIN BARKELEY	TONY BEAUJOLAIS
BOB CARTER	GORDON COLERIDGE	IVAN DEVERSON
MICKEY DISANTIS	JILLIAN DRUCKER	JOE EVANS
MIKE FLANAGAN	BILL GEORGE	JULIA HARRISON
GEOFF IPSWICH	MICHAEL KANTER	KENNETH KITTRIDGE
BARRIE LAWRENCE	TERRY LEVINSON	TED MARSTEN
JACKIE MACDOUGAL	GREG NEVILSON	BOB OSBORNE
JAMES PETRICKE	PETE POLSON	RAY TELSON
MARY STAUFACHER	FREDDIE STEEN	CAB UPTON
CORNELIA THERRIEN	JEREMY TRICKETT	PETER YOUNG
RAUL VALERIA	RONALD DEAVER-WEBB	ROBERT G. RUNYAN

Hong Kong Kung Fu Team  
 YUAN Tiger CHU CHEN Dragon SEN

Manners and Modes Supervisor FRANCIE MAS  
Storyboard Artists CAREN THOMASON  
MIGUEL TRASERO  
FRANCES CHU  
PEDRO BOGANILLO  
Art Department Researcher NUALA CORIAN  
Art Department Coordinator TRACY COLLISTON  
Conceptual Designer SERGIO MOLO  
Graphics BENJAMIN HIRASUNA  
Illustrator STEPHANIE RAND  
Set Designers GERI DEMONDE  
STELLAN GRETZKE  
MADELINE BARR  
LANCE DUNSTABLE  
MARCO DIPAOLO  
DEN MCENERY  
Set Decorators LISA BARHAM  
DRU LEE MANNING  
CARRIE DUNE  
Script Supervisor MARIE BELLEAU  
Camera Operator PAUL POLITICO  
Steadycam Operator ROCK HANDLER  
1st Assistant Camera GORDON ALBRIGHT  
2nd Assistant Camera CRIS MORTEN  
Still Photographer BARRIE M. HORST  
Sound Recordist JACOB TREIB  
Boom Operators HORACE STEIN  
THOM CARRABINE  
Video Operator ART KELLEHER  
LUCIANO PROPRIO  
Props DAVID BELL  
Property Master ZUZU MANHEIM  
KAREN CAROLUS  
J. D. WHEATLY  
Action Vehicle Coordinators WILLIAM TREVANT  
Gaffer STU JEFFERSON  
Best Boy JOSH KNIPPLE  
Rigged Gaffers COLIN FARRINGDON  
PETER STANISLOV  
KIT GOINES  
BENNIE JAMESON  
RICK DEMIS  
STANLEY FREY  
G. G. NEWMAN  
Key Grip DAVID WEINBERG  
Head Grip RICKY MONROE  
Dolly Grips WILLI STRASBURG  
STAN BENTON  
CHARLES CIVORN  
NORM LOFGREN  
VIC DOLAN  
GIORGIO VIVATO  
Rigging Grip TEL STEPHENOPOLIS  
Make-up Artists TRINI GONZALEZ  
MARCI STEIN  
BELINDA MCNAIR  
CARI DUNN  
MICHELLE TONAS  
ROBERTO BELLINI  
TRICIA RARTO

Dig Composite Supv TIM CURRIE  
DONALD VERES  
Digital Compositors DAVID HUSSEIN  
BRIDGET QUESTED  
Background Artists FRANCESCA ROTI  
GREG STONE  
CGI Lead Animators WILL SUTTON  
INGE JOHANSSON  
CGI Animators DREW CRAIN  
URSULA BIERSCHE

VISUAL LOGIC, LLC

VFX Supervisor JARED BAGMAN  
Programmer KAROL CONST  
System Admin RANDY HARDWICK  
Production Admin MAL GERICKE  
Production Aide CASS MONAHAN  
Producer PATRICE ARNEM  
Scene Graphics PEDRO CARILLO  
CGI Artist Coord SANDY PRIESTLY  
CGI Artists JOHN LANGORF  
BRENDA CALE  
CGI Designer MARK THOMAS  
KYLE M. SULLIVAN  
Compositors PATRICK MAHONEY  
STAV PROMIDES  
MARGRIET BILL  
TANIA SHAUB  
BENNET JURIAN  
I/O Supervisor CHUCK TRALIK  
Assorted Visual Effects PENNY GARCIA  
Color Toner GRAYSON TRUE  
Negative Cutter SLIM DELGADO  
Titles Designed by BATOUTAHELL, INC  
Opticals by PACIFIC DREAMS, LLC  
Soundtrack Album on ARTISTIC RECORDS, INC.  
Microscopic Cinematography by JAY FLAMMER

The Producers Wish to Thank the Following

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

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

Filmed with OMNIVISION Cameras and Lenses  
Color by COLORLAB, INC.

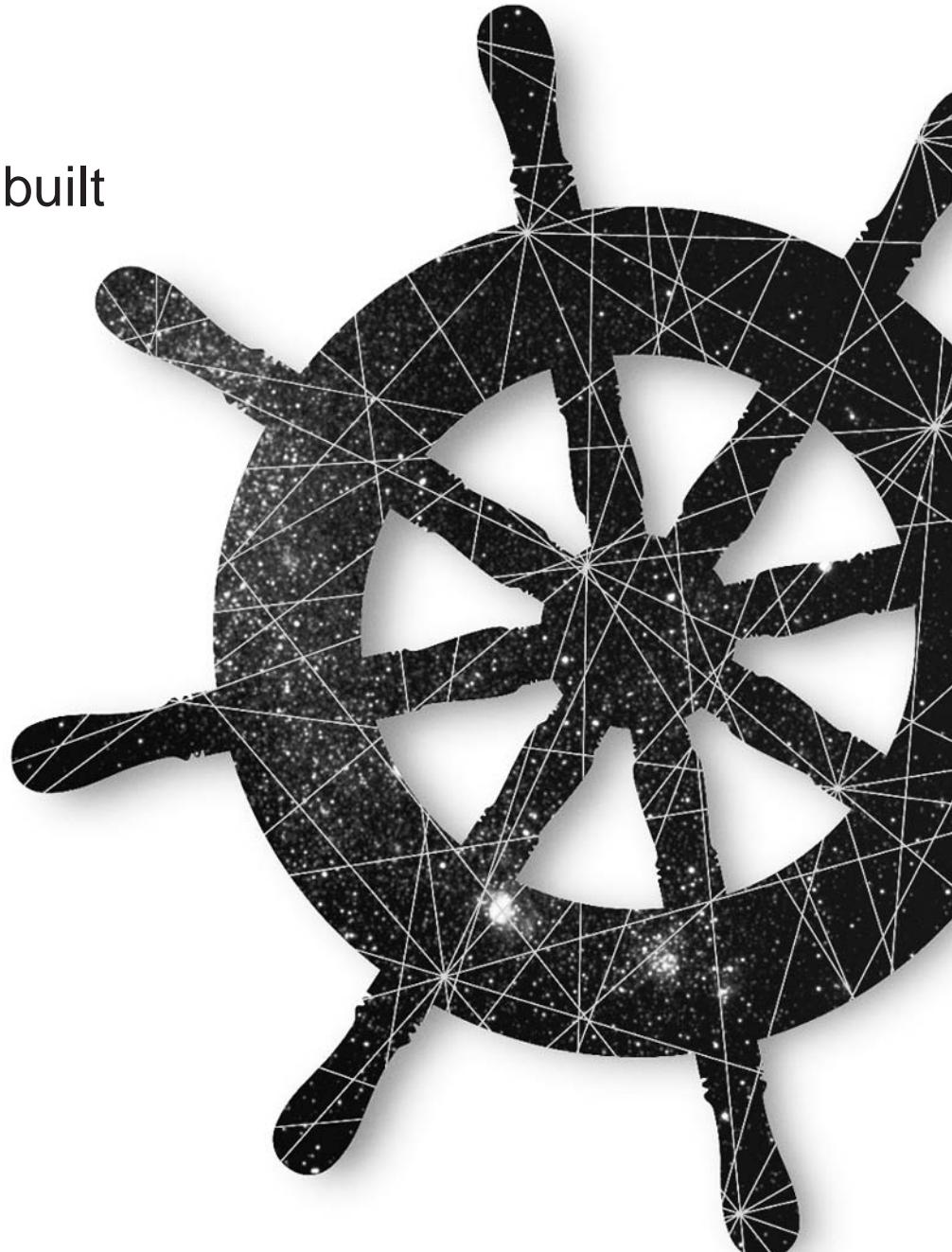
Prints by VISTACHROME

IN THE 1990s,

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

## EXAMPLE:

The Netscape brand was built on the Hollywood model.



# MYTH:

Wide experience  
leads to deep insights.

# FACT:

Deep insights come  
from deep experience.

$1+1$

**1 + 1**

**= 11**

WHY?

Because

the mathematics of collaboration

is nothing less than

**MAGIC.**

# DISCIPLINE 3: INNOVATE

# Execution—

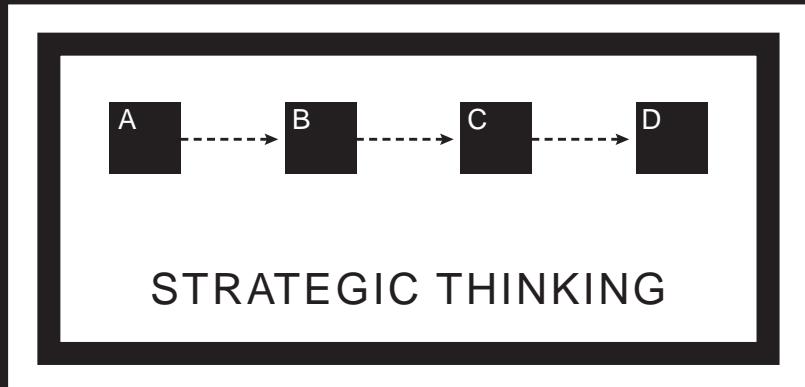
not strategy—is where the rubber meets the road.

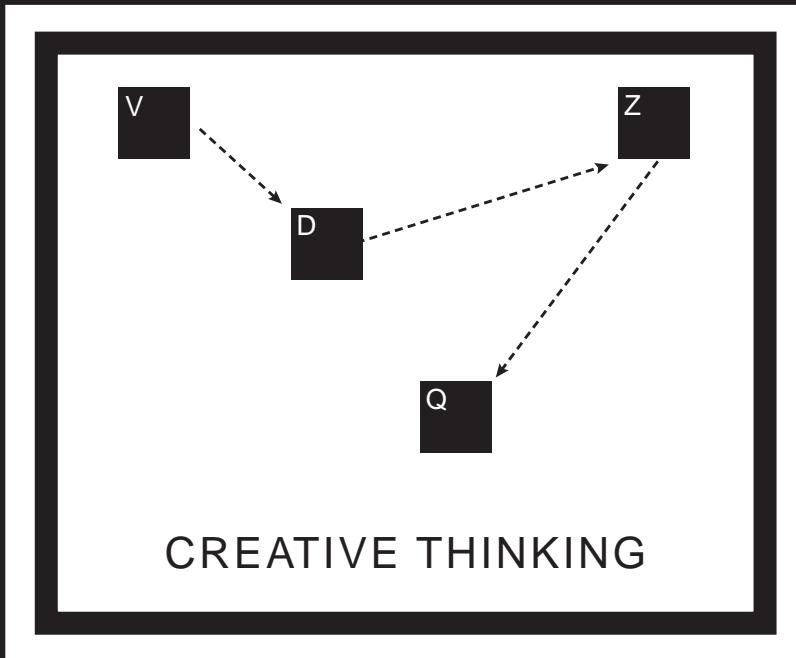


CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

Because **creativity** is **right-brained**,  
and **strategy** is **left-brained**.





*when the competition zigged,*



*you zagged.*

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



## QUESTION:

How do you know when an idea is innovative?

# ANSWER:

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



**TOO PREDICTABLE = NO SURPRISE**

**NO SURPRISE = NOTHING NEW**

**NOTHING NEW = NO VALUE**

To begin with,  
the brand needs a **stand-out** name.

The seven criteria of a stand-out name:

**① DISTINCTIVENESS**

**② BREVITY**

**③ APPROPRIATENESS**

**④ EASY SPELLING AND PRONUNCIATION**

**⑤ LIKABILITY**

**⑥ EXTENDABILITY**

**⑦ PROTECTABILITY**

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

# NEWS

LOGOS ARE DEAD. LONG LIVE ICONS AND AVATARS!

# FLASH

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

EXAMPLE:



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

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

## EXAMPLE:

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



For products that sell at retail,

the package

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

The hardest-working packages follow  
a natural reading sequence.

## THE SHOPPER:

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

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



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

Does our website look



in this dress?

Too many websites are bloated with irrelevant information.

WHY?

# ① TURFISMO

(Every department wants to be on the home page)

## ② FEATURITIS

(Inexperienced communicators believe more is better)

## ③ TECHNOPHOBIA

(Experienced communicators resist new media)

# QUIZ:

Which of these sites looks easier to use?

**Netscape: My Excite**




Looking to make a  
love connection?

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

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

**My Excite**

[My Money](#) - My Portfolio, Investing  
[My Scores](#) - My Teams, NBA, NHL  
[My Weather](#) - US, World, Maps  
[My Movies](#) - Top Box Office, News  
[My TV](#) - Picks & Pans, Ratings  
[My Sign](#) - Date Guide, Love Match  
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Symbol	Price	Change
DOW	10,368.86	+262.73
NASDAQ	1,802.75	+71.26
S&P 500	1,131.78	+25.05

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**Quote of the Day**

They are ill discoverers that think there  
is no land, when they can see nothing  
but sea.  
- Francis Bacon  
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**My News**

[edit](#) [X](#)

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



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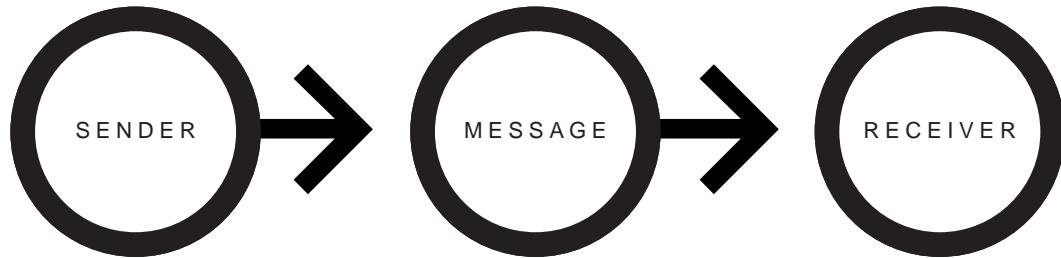
**Sports**

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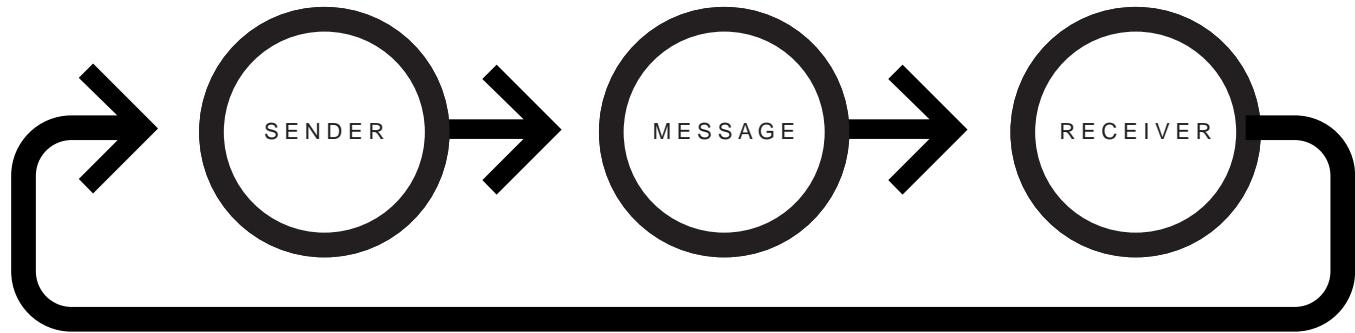


# DISCIPLINE 4: VALIDATE

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



THE OLD COMMUNICATION MODEL WAS A MONOLOGUE.



THE NEW COMMUNICATION MODEL IS A DIALOGUE.

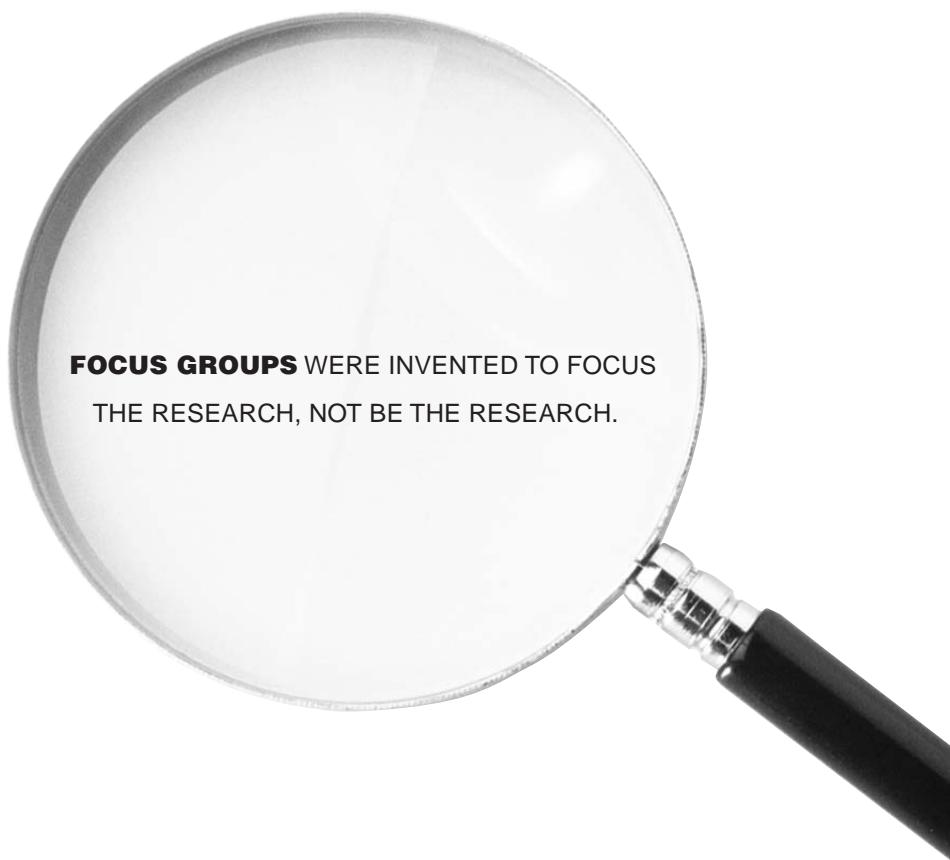
## QUESTION:

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

Not with large  
quantitative studies  
or focus groups.

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



A magnifying glass with a black handle is positioned diagonally across the frame. The lens is focused on a block of text centered in the middle of the image. The background is plain white.

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

THE BEST TESTS ARE

CHEAP,

QUICK,

AND DIRTY.

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

CHEAP-QUICK-DIRTY TEST 1:

The **SWAP TEST** is a proof for trademarks.

If the names and graphics of two trademarks are better when swapped, then neither is optimal.



## EXISTING TRADEMARKS



**Nationwide**



WITH NAMES SWAPPED

## CHEAP-QUICK-DIRTY TEST 2:

The **HAND TEST** is a proof for a distinctive voice.

If you can't tell who's talking when the trademark  
is covered, then the brand's voice is not distinctive.

You have 206 bones in your body.  
Surely, one of them is creative.

It doesn't take a lot of effort to enjoy digital music and movies—just the new iMac and a little creativity.

With Apple's award-winning iTunes software you can be your own DJ. iTunes makes it simple to "rip" your CDs and put your entire music collection right on your iMac. Just drag and drop to make playlists of your favorite songs. Listen to them on your iMac, or push one button to burn your own custom CDs that you can play in your car or portable CD player.

Or, for the ultimate in portability, get yourself an iPod. Just plug it into your iMac, and iTunes automatically downloads all your songs and playlists into iPod at blazing FireWire speed (an entire CD in a few seconds). Then just choose a pocket and take your entire music collection with you wherever you go.

For making movies, Apple's award-winning iMovie® software lets you be the director. Plug your digital camcorder into iMac's FireWire port and transfer your video in pristine digital quality. Use iMovie's intuitive drag-and-drop interface to cut out the boring parts, add Hollywood-style effects—like cross-dissolves and scrolling titles—and lay in a soundtrack from your favorite CD. Then share your movies with friends and family by making a custom DVD using our aptly named SuperDrive and remarkable iDVD software. You'll be amazed at how professional your movies and DVDs look and how easy it is to create them.

With the new iMac, an ounce of creativity goes a very long way.



iPod. The first MP3 player to pack a mind-blowing 1,000 songs and a 10-hour battery into a stunning 6.5-ounce package you can take with you wherever you go.



With iMovie and iDVD you can turn your movies into instant classics and create custom DVDs that play on almost any standard DVD player.



## CHEAP-QUICK-DIRTY TEST 3:

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

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

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

BINGO.



Field tests measure five things:

**① DISTINCTIVENESS**

**② RELEVANCE**

**③ MEMORABILITY**

**④ EXTENDABILITY**

**⑤ DEPTH OF MEANING**



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



## HAS THE GLOBE BECOME THE NEW SWOOSH?



# DISCIPLINE 5: CULTIVATE

Business is a process, not an entity.

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

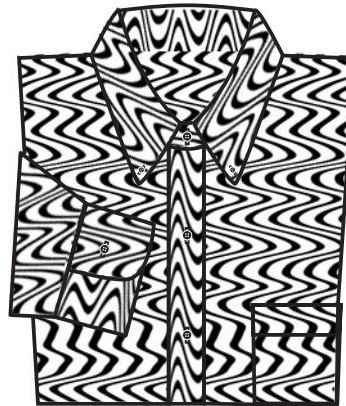
Brands are like people.



C.

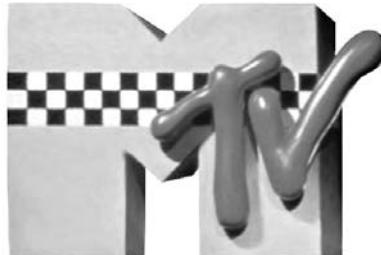


D.



E.

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



WHY CAN'T BRANDS?

## OLD PARADIGM:

Control the

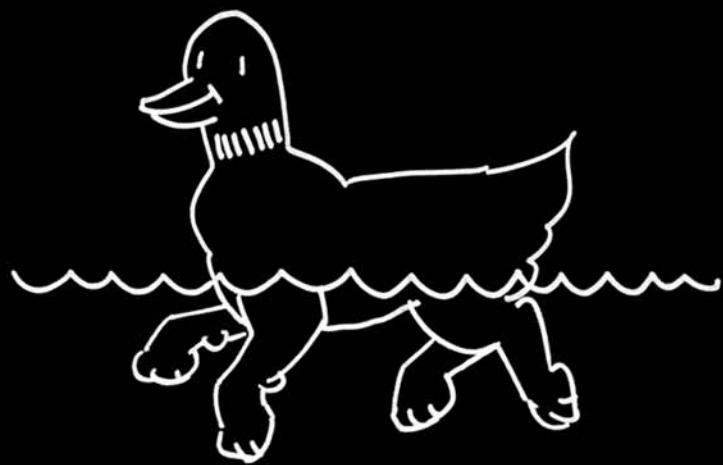
**LOOK AND FEEL**

of a brand.

NEW PARADIGM:

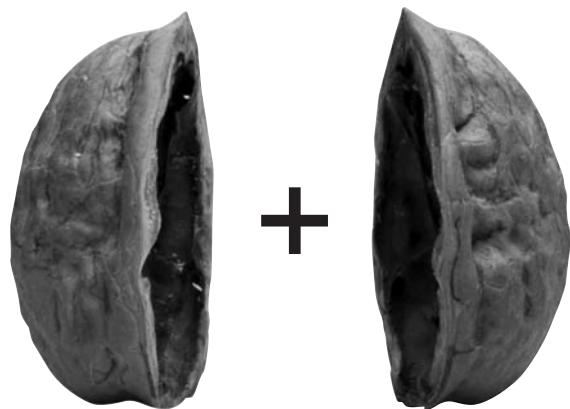
Influence the  
**CHARACTER**  
of a brand.

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



So let's say you've

DIFFERENTIATED,  
COLLABORATED,  
INNOVATED,  
AND VALIDATED.



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

*when the competition zigged,*



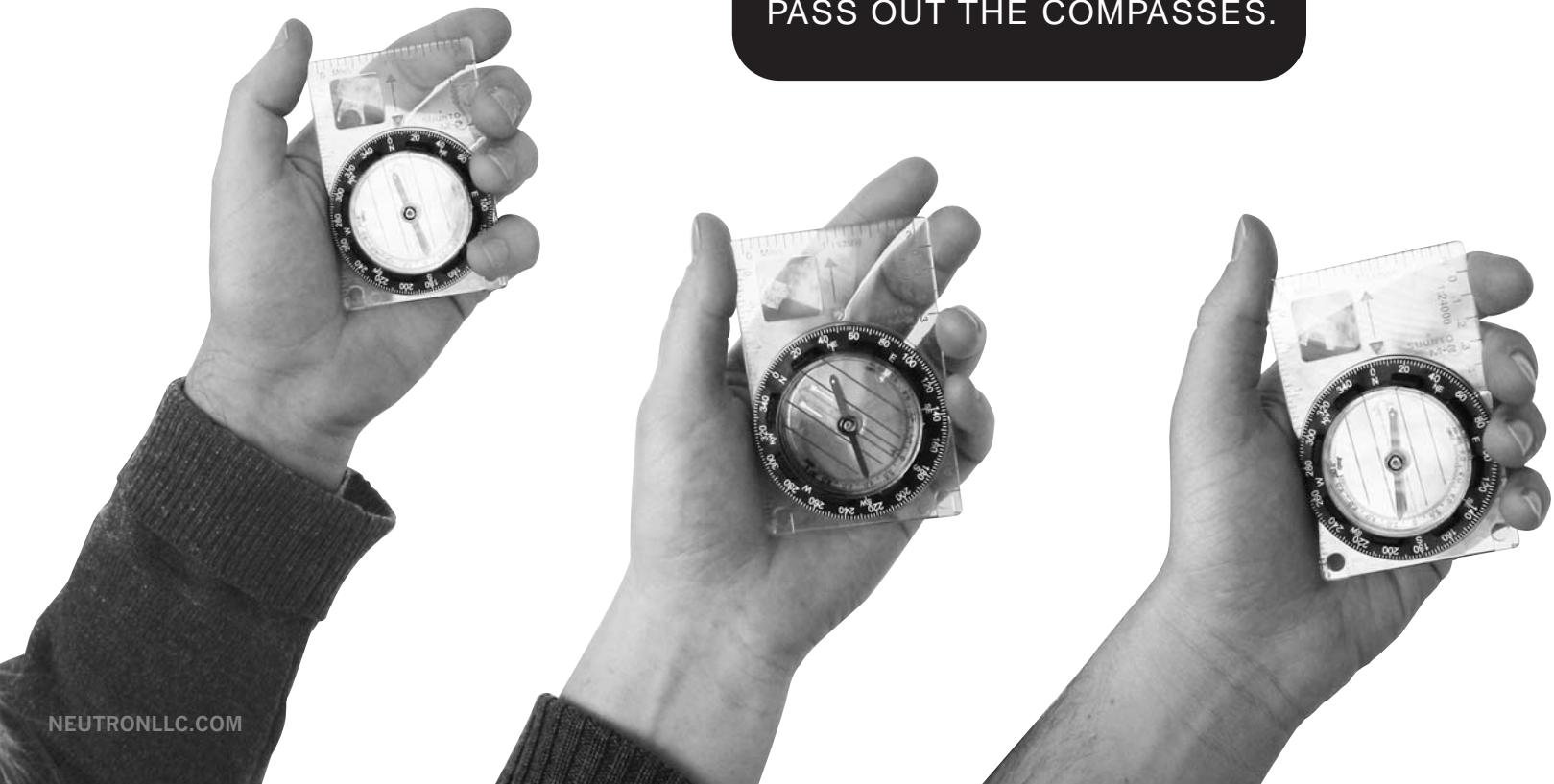
*you zagged.*



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

Your brand is now **NUMBER ONE** in its category.

What's your next move?

A black and white photograph showing three hands from different angles, each holding a handheld compass. The hands are positioned in a triangular formation against a plain white background.

PASS OUT THE COMPASSES.

# What's a compass?

A continuing brand education program.

BRAND ORIENTATION  
BRAND SEMINARS  
POSITIONING WORKSHOPS  
BRAND AUDITS  
STRATEGY SUMMITS  
CREATIVE COUNCILS  
QUARTERLY CRITIQUES  
GROUP BRAINSTORMING  
TEAMWORK TRAINING  
INNOVATION CLINICS  
DESIGN AUDITS  
BRAND MANUALS  
BRAND PUBLICATIONS  
BRAND ROADSHOWS

BRAND MANUALS

BRAND PUBLICATIONS

BRAND ROADSHOWS

TEAMWORK TOOLS



The more

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

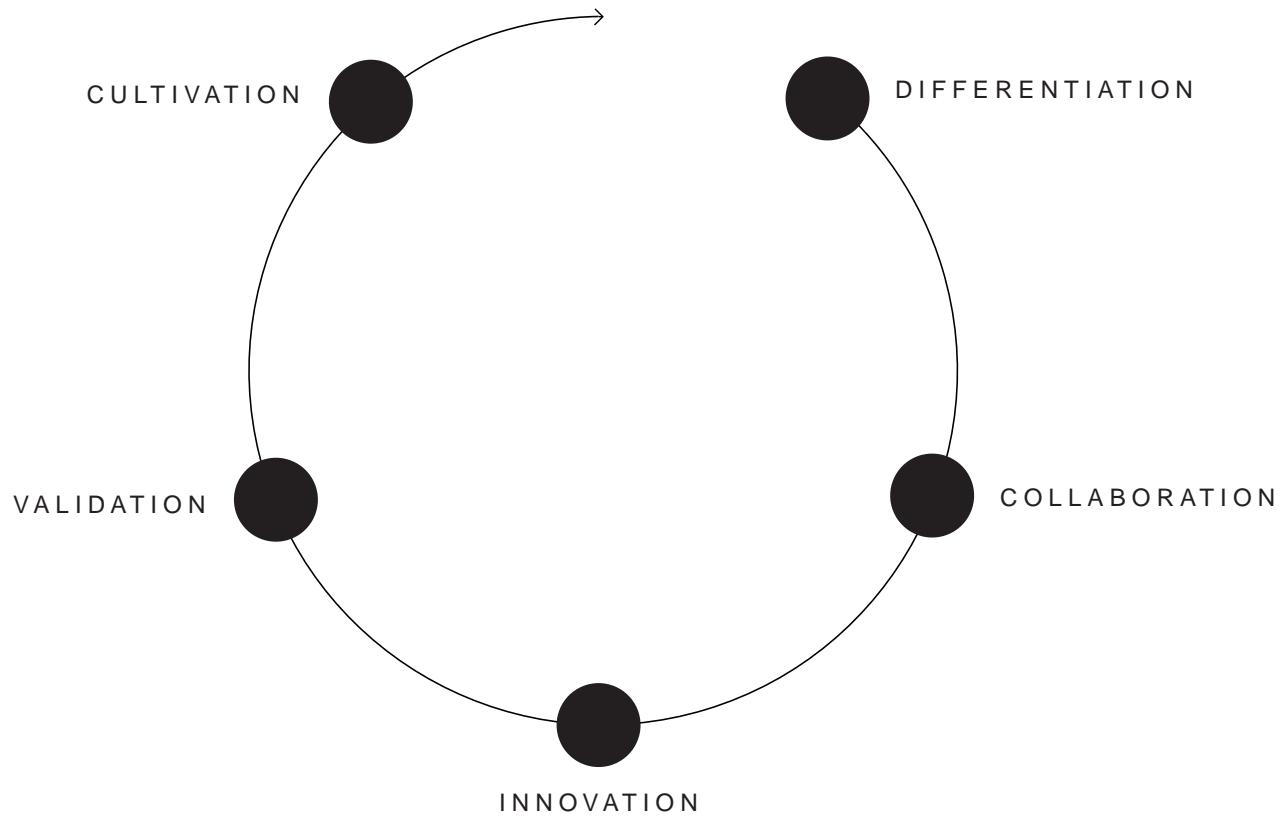
a brand becomes,

the stronger its management needs to be.

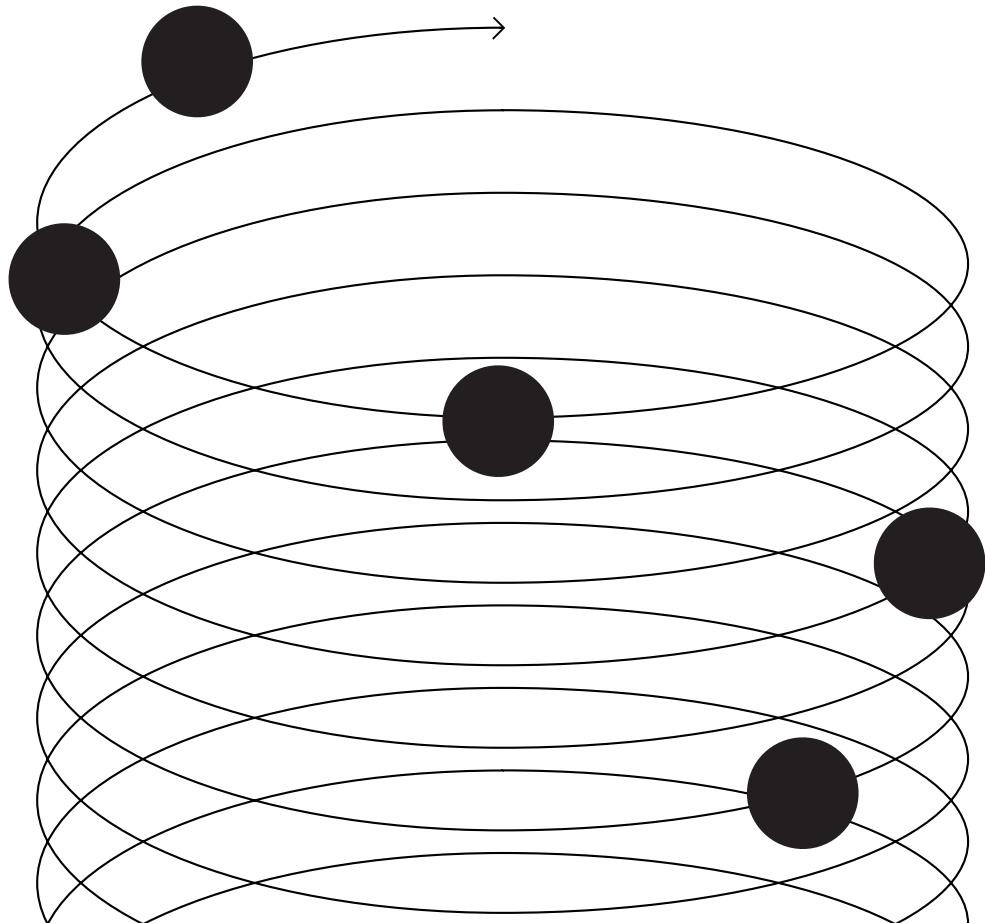
What your company needs is a CBO,  
or **CHIEF BRANDING OFFICER.**

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





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



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

YOU BUILD

A sustainable competitive advantage.

## ABOUT THE AUTHOR

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

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

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