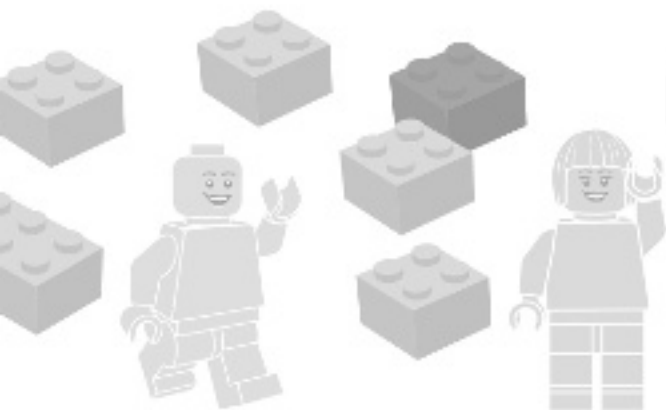




Brand Identity & Experience

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Index

1. Introduction
2. LEGO Brand Identity
3. LEGO Brand Experience
4. Closing Remarks



1. *Introduction*

One Voice. One Global Brand Identity.

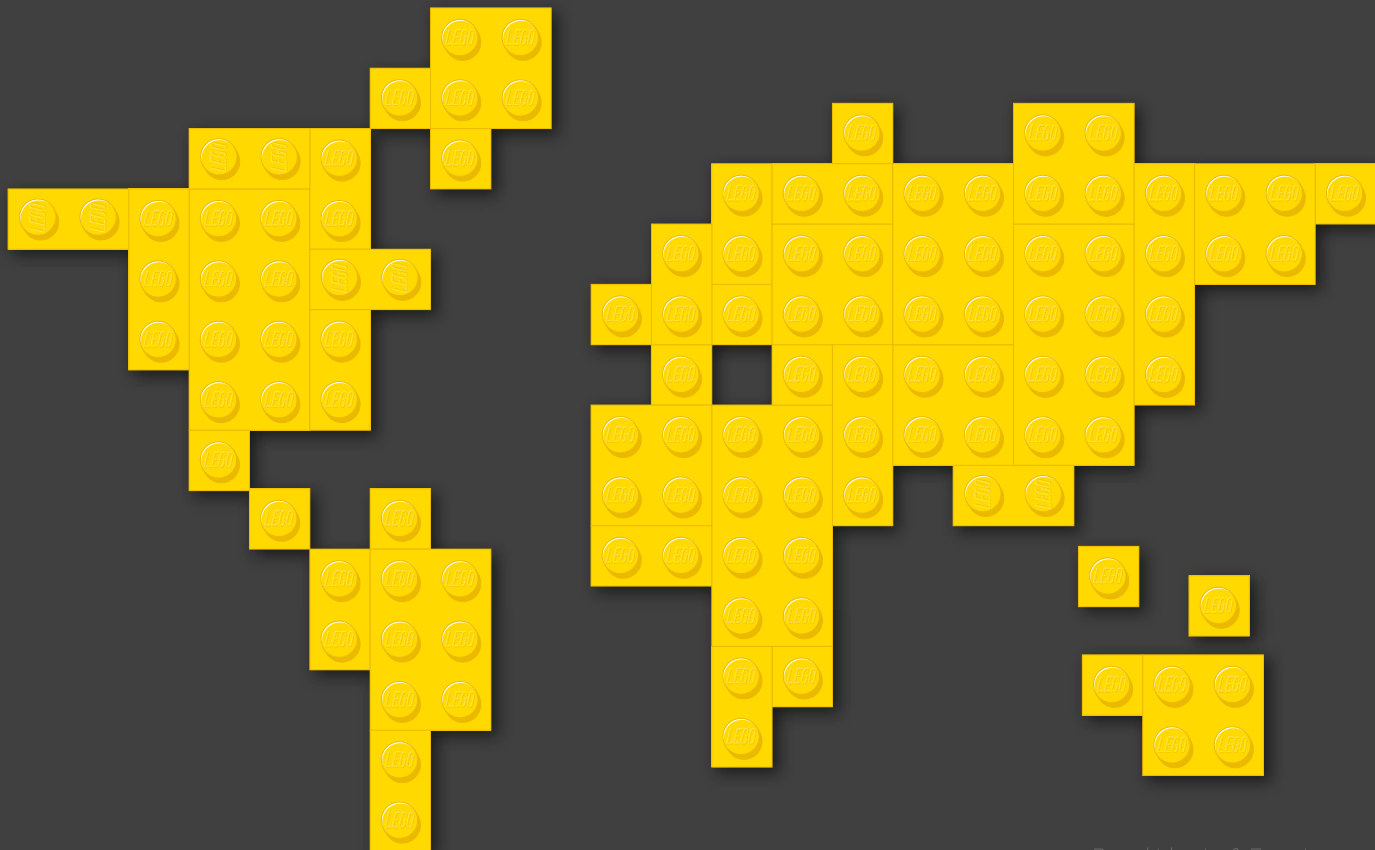
As we increasingly expand our global presence, the LEGO® Brand Identity needs to be homogeneous and durable across touchpoints, channels and markets. Ensuring a strong global LEGO Brand Identity will contribute to creating long lasting brand value in consumers' minds, help us build brand trust and loyalty, expand into new markets and target audiences, and contribute to delivering premium consumer experiences. By eliminating inconsistencies in our brand identity, every campaign or experience we offer will reinforce the others, creating a virtuous circle of definition and confirmation of our brand globally. If done

better than our competitors, our brand execution will remain and expand as a sustainable position.

The LEGO Brand Identity & Experience will direct, inform and inspire consumer & shopper communication and contribute to the integration of media channels and consumer touch points by ensuring a coherent brand identity is being communicated.

The purpose of the LEGO Brand Identity & Experience becomes to support a unique and globally consistent positioning of our brand.

The purpose of the LEGO® Brand Identity & Experience is to support a unique and globally consistent positioning of our brand.



Brand Identity & Experience



Mission	Inspire and develop the builders of tomorrow	
Aspiration	Globalize and innovate the LEGO system-in-play	
Promises	Play Promise Joy of building. Pride of creation	Partner Promise Mutual value creation
	Planet Promise Positive impact	People Promise Succeed together
Spirit	Only the best is good enough	
Values	Imagination - Creativity - Fun - Learning - Caring - Quality	

LEGO® Brand Framework

The LEGO® Brand Framework guides us as an organization. It captures our:

- Mission
- Aspiration
- Four stakeholder promises
- Spirit
- Brand values

It's here we find our Play Promise – Joy of Building, Pride of Creation. This is our promise to our consumers. But how do we actually authentically deliver on this promise?

This is where the building bricks of the LEGO Brand Identity & Experience come into play.

Time to get hands-on!

Just like a LEGO product, we'd like you to build your very own LEGO Brand Identity & Experience.

Follow the building instructions the first time you build your model, as this will give you a further understanding of what constituent parts make up the LEGO Brand Identity & Experience.

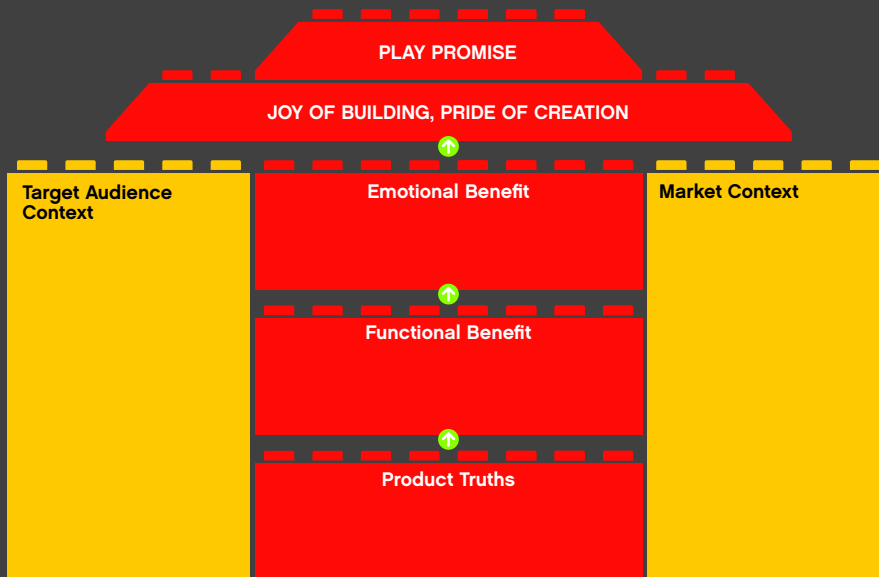
Once you've built the model, following the instructions contained in this booklet, we encourage you to create your own versions. As with any LEGO play experience, sometimes you need a red brick. Sometimes you need a green brick. Sometimes you need both. It's up to you how you combine the different bricks and elements according to your needs. Just remember that the LEGO Brand Identity & Experience always should be used as a starting point to ensure the LEGO Brand is positioned in a unique and globally consistent way.

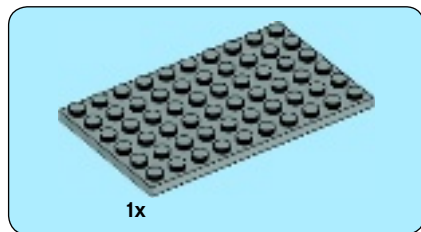


2. The LEGO® Brand Identity

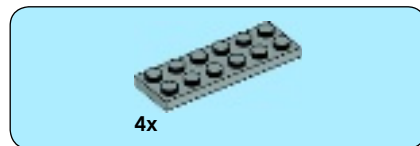
The Foundation: Introducing the *LEGO® Brand Identity*

As a ladder, Brand Benefits build upon each other starting from the bottom and leading towards delivering on our Play Promise; they are influenced by the outside context (Target Audience & Market).

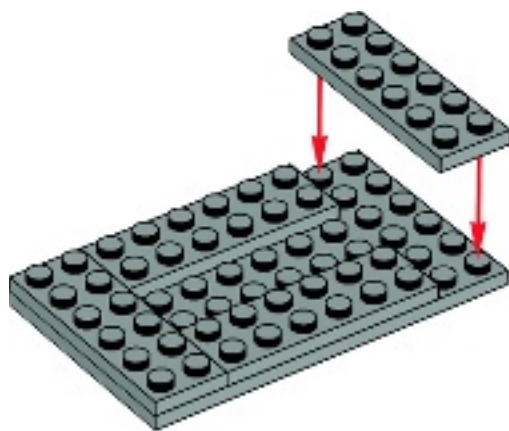


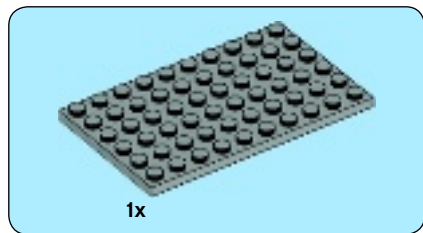


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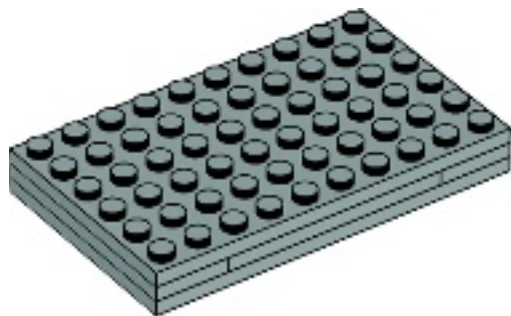


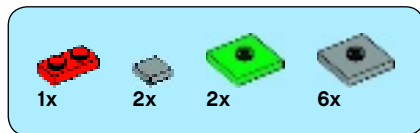
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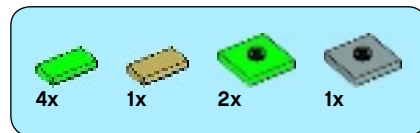
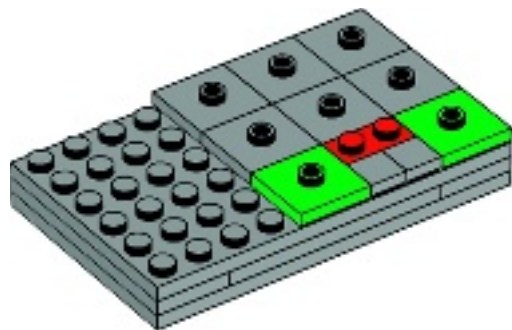


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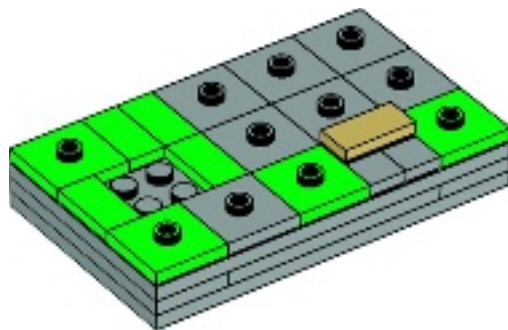




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5



Target Audience Context

Understanding the world in which our consumers live enables us to identify what truly matters to our target audiences, and help us ensure the LEGO® brand resonates with them.

Fun and Learning through Play

Children learn about themselves, others and the world through play. Childhood is a cherished time of fun and freedom, and an opportunity to develop skills like creativity and imagination. Parents are unified by a desire to raise happy children and ensure they learn 21st century skills to help them adapt in a changing world and shape

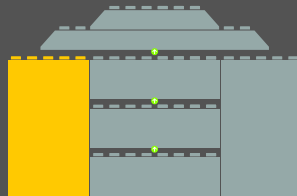
their lives happily. Moreover, parents and children are coming closer together through play.

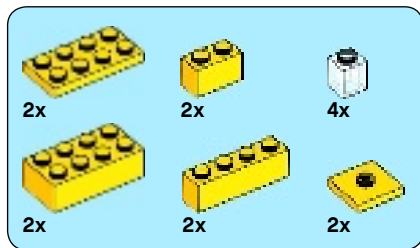
Within this context our primary target audiences are: **Children (age 1,5-11, boys and girls)** who appreciate hands-on, minds-on activities like creative building and role playing.

Adults (Shoppers) in their lives who recognize their role in guiding children in a rapidly changing world.

Our secondary target audience is:

Adult Fans of LEGO (AFOLs) who, whether teens or adults, also enjoy hands-on, minds-on play like creative building and role playing.



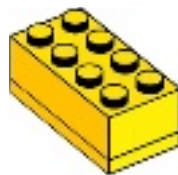


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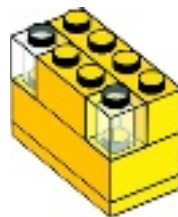
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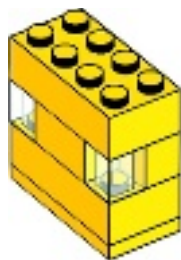
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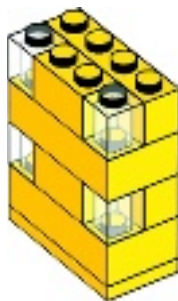
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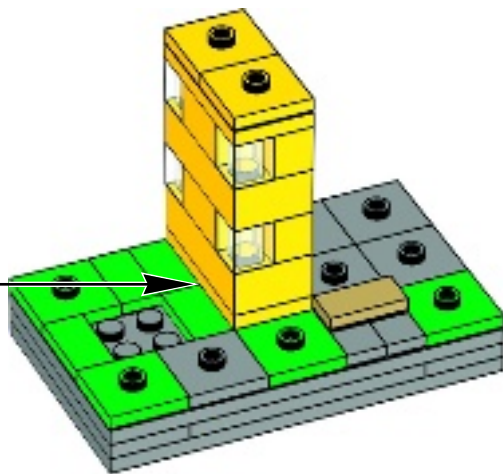
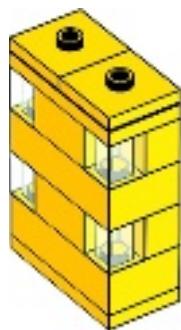
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6



7



Brand Benefits

Within the target audience context and the market context, the LEGO® brand value proposition builds on:

Product Truths that are original, relevant, credible and appealing to consumers

Functional Benefits that consumers *gain* as a result of using our products

Emotional Benefits that consumers *feel* from using our products

Since we have two primary target audiences, namely children and the adult in their lives (shoppers), the LEGO Brand Identity reflects a brand that is relevant for both.

For Children

Product Truths: It all fits – the pieces can be explored and put together in different ways.

Functional Benefit: I *can* create whatever cool/cute* and exciting world I can imagine. Alone or with my friends and family.

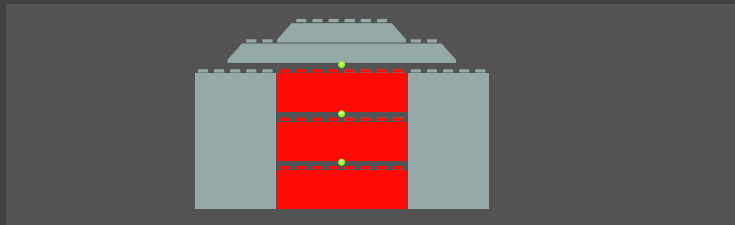
Emotional Benefit: I *feel* proud – look what I've created while I had fun.

For Adults

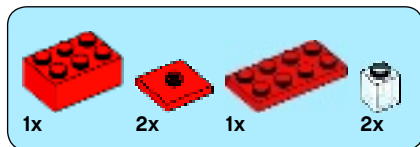
Product Truths: Quality – it is a thoughtfully designed system in play, versatile, intuitive, re-usable, and safe.

Functional Benefit: My child *gains* learning through play – by balancing challenges with my child's capabilities, fun, creativity and imagination.

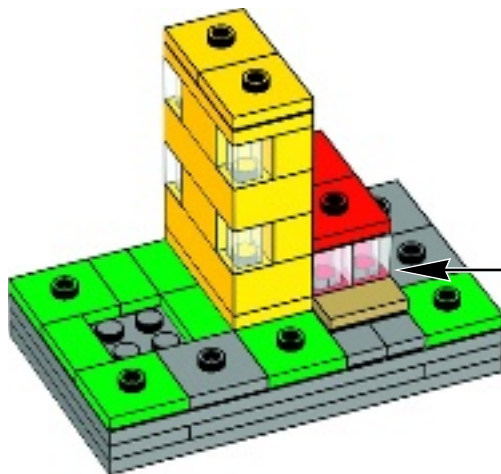
Emotional Benefit: I *feel* that I am caring for my child as I make a difference in his or her life to develop happily.

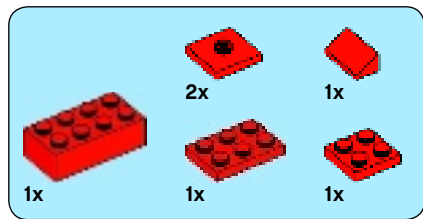


*For boys, 'cool' is an important functional benefit, whereas 'cute' is important for girls.

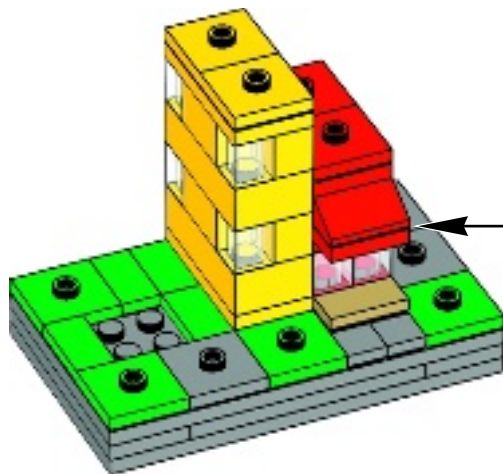
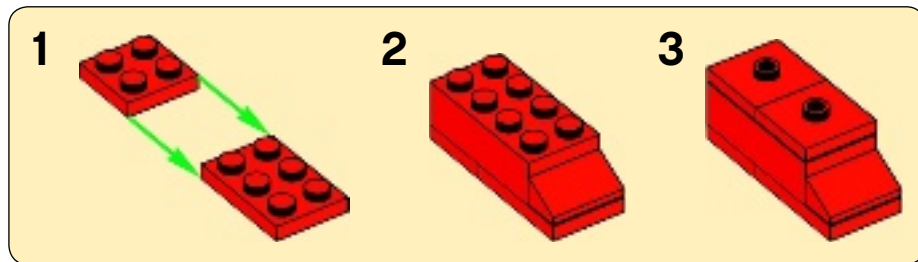


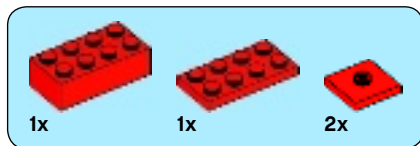
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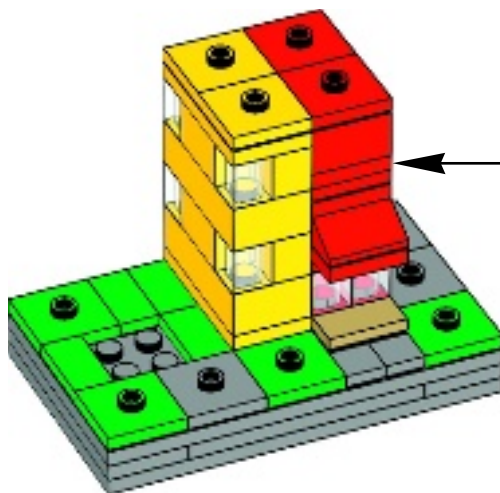
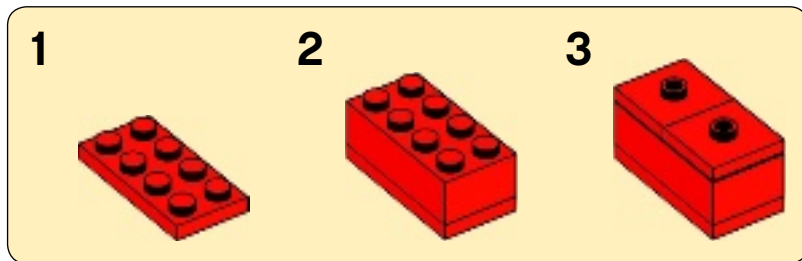


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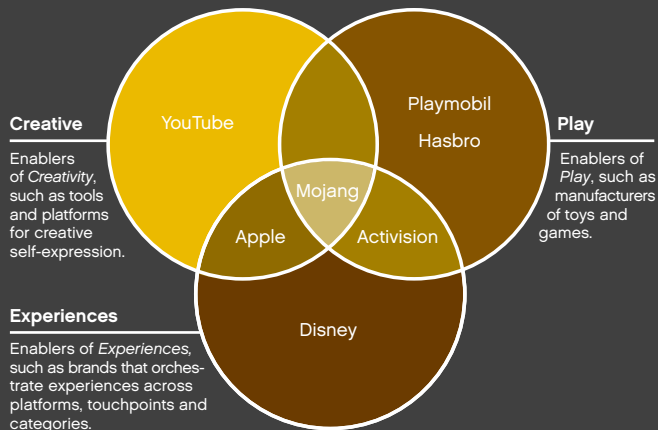


Market Context

Insights into which brands, products and services that address the needs of our target audiences help us to better understand and manage the competitive landscape in which the LEGO® brand is positioned.

Creative Play Experiences

We are in the business of Play. In that space we build a unique position within Creative Play Experiences

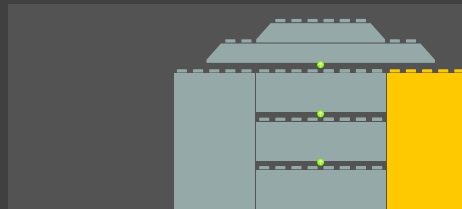


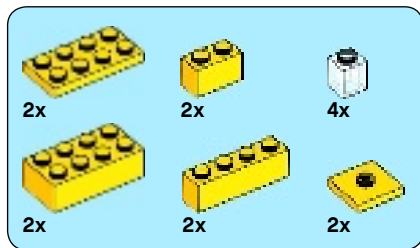
which foster children's ability to have fun, develop skills, express themselves and socialize. Although the need for play does not change, consumer preferences do change over time. Today's play experiences span the physical and digital worlds of children's daily lives, which put brands under increasing pressure.

Within this our competitors are:

Global enablers of creative play experiences – both online and offline

Children's wish lists – there are many commonalities across markets, but also some differences between local markets.



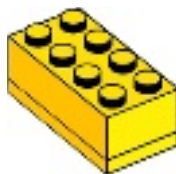


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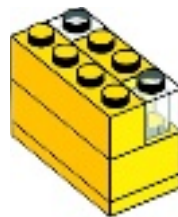
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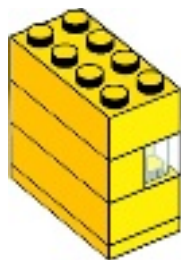
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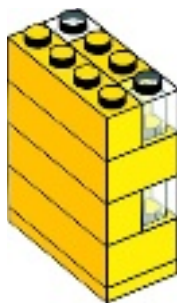
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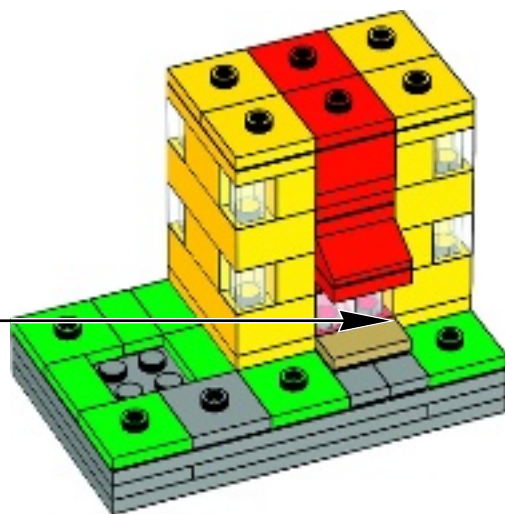
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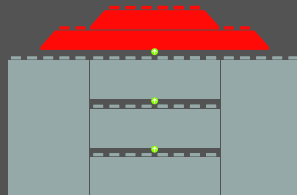
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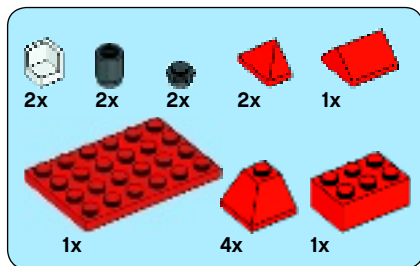


Our Play Promise

As a ladder, Product Truths, Functional Benefits and Emotional Benefits build upon each other and lead towards delivering on our Play Promise.

*Joy of Building,
Pride of Creation.*





11

1



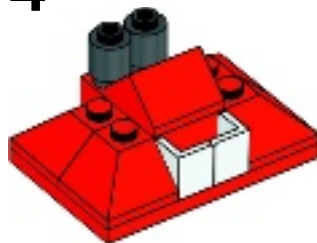
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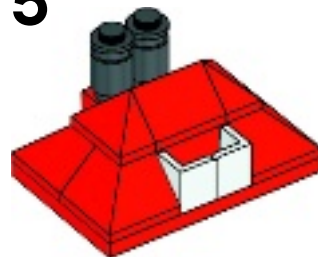
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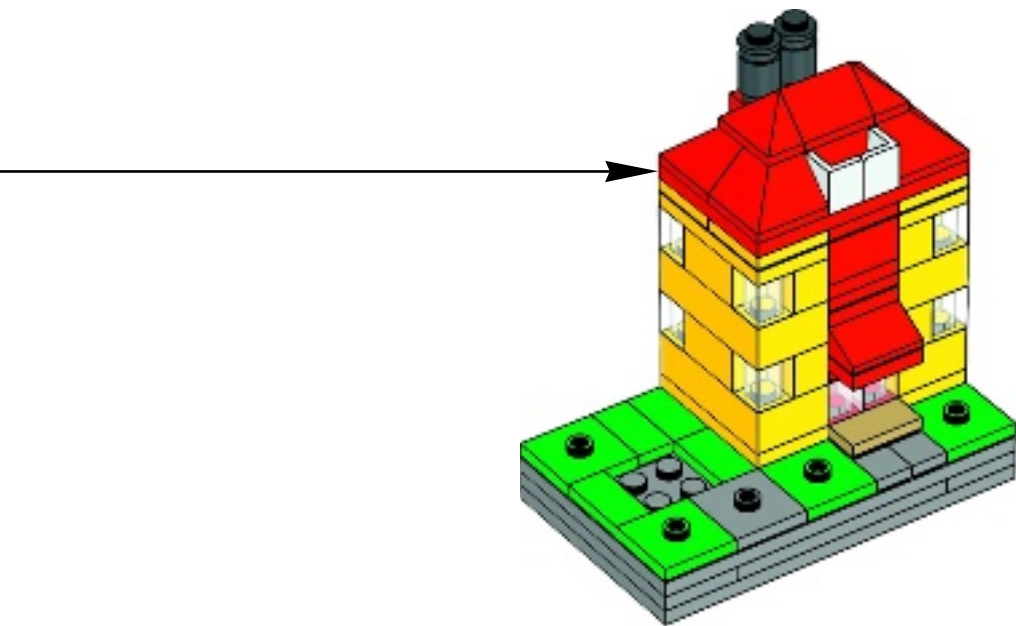


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5





PLAY PROMISE

JOY OF BUILDING, PRIDE OF CREATION



Target Audience Context Fun and Learning through Play

Children learn about themselves, others and the world through play. Childhood is a cherished time of fun and freedom, and an opportunity to develop skills like creativity and imagination.

Parents are unified by a desire to raise happy children and ensure they learn 21st century skills to help them adapt in a changing world and shape their lives happily. Moreover, parents and children are coming closer together through play.

Target Audiences:

Children (age 1,5-11, boys and girls) who appreciate hands-on, minds-on activities like creative building and role playing.

Adults (Shoppers) in their lives who recognize their role in guiding children in a rapidly changing world.

Secondary Target Audience:
Adult Fans of LEGO® (AFOLs) who, whether teens or adults, also enjoy hands-on, minds-on play like creative building and role playing.

Children

I feel proud
- look what I've created while I had fun

Emotional Benefit

Adults

I feel that I am caring
- for my child as I make a difference in his/her life to develop happily



Children

I can create
- whatever cool/cute and exciting world I can imagine. Alone or with my friends and family

Functional Benefit

Adults

My child gains learning through play
- by balancing challenges with my child's capabilities, fun, creativity and imagination



Children

It all fits
- the pieces can be explored and put together in different ways

Product Truths

Adults

Quality
- it is a thoughtfully designed system in play, versatile, intuitive, re-usable and safe

Market Context Creative Play Experiences

We are in the business of Play. In that space we build a unique position within Creative Play Experiences which foster children's ability to have fun, develop skills, express themselves and socialize.

Although the need for play does not change, consumer preferences do change over time. Today's play experiences span the physical and digital worlds of children's daily lives, which put brands under increasing pressure.

Competitive Landscape:

Global enablers of creative play experiences
- both online and offline.

Children's wish lists

- there are many commonalities across markets, but also some differences between local markets.

3. The LEGO® Brand Experience



Introducing the LEGO® Brand Experience

While the LEGO® Brand Identity brings depth to the description of the LEGO brand from a Consumer & Shopper point of view, the LEGO Brand Experience offers a set of five tangible guidelines for execution. This is how we want consumers to experience the brand and these elements can be used and combined in many ways.

Remember the LEGO brand is also build through an open dialogue and interaction with consumers who actively contribute to the interpretation of the brand via social conversations, events or other types of experiences. When engaging consumers and shoppers in LEGO experiences, such experiences should also express the essence of the LEGO brand by enabling participation, dialogue, co-creation and if possible drive further sharing of LEGO experiences.

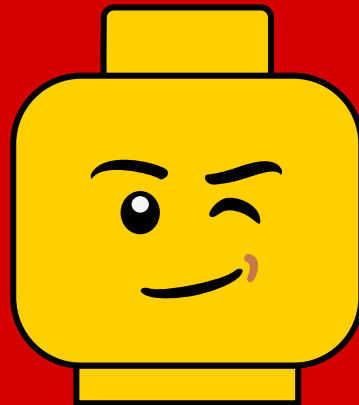
Personality

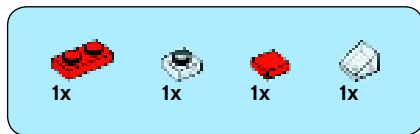
The human-like characteristics that define how the brand behaves – 'my LEGO friend'.

Just as human personalities affect relationships between people, the LEGO brand personality can be the basis of a relationship between our consumers and the LEGO brand. Therefore, ensure that the LEGO brand personality is expressed in all brand communication.

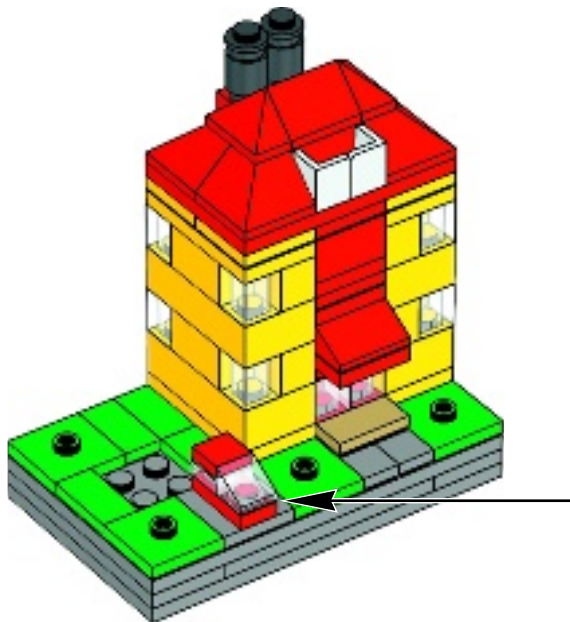
My LEGO friend...

- ...has a vivid imagination
- ...is curious and likes to try out new things
- ...is always positive and optimistic
- ...is fun to be around with
- ...enjoys bringing people together
- ...is friendly and approachable
- ...is caring for others
- ...doesn't get bothered by the little things
- ...can comfortably adapt to play different roles





12



Tone of voice

The way the brand's personality writes and speaks. When used across touchpoints the LEGO brand speaks with one voice.

Too Little	Just Right	Too Much
boring	playfully humorous	silly
restrained	energetic and active	uncontrolled energy
disengaged	respectful and encouraging	'talked down'
simplified	inclusive and intuitive	over complex
childish	human and authentic	formal
dusty	relevant and contemporary	fad
non-gender stereotypical, non-religious, non-political, non-prejudical, ethical		



2x

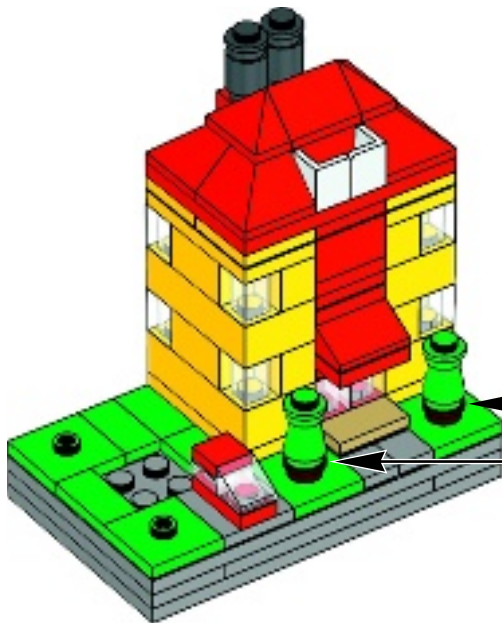


2x



2x

13



1



2



2x

Symbols

The strategic symbols of the brand. Strong symbols make it easier to gain recognition and encourage recall – one glance should be enough to be reminded of the LEGO brand.



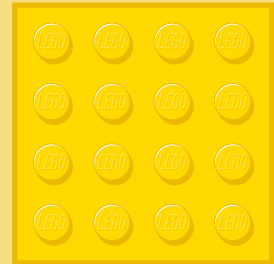
LEGO® Logo



LEGO Bricks with the
LEGO wordmark
on the studs.



LEGO Minifigures

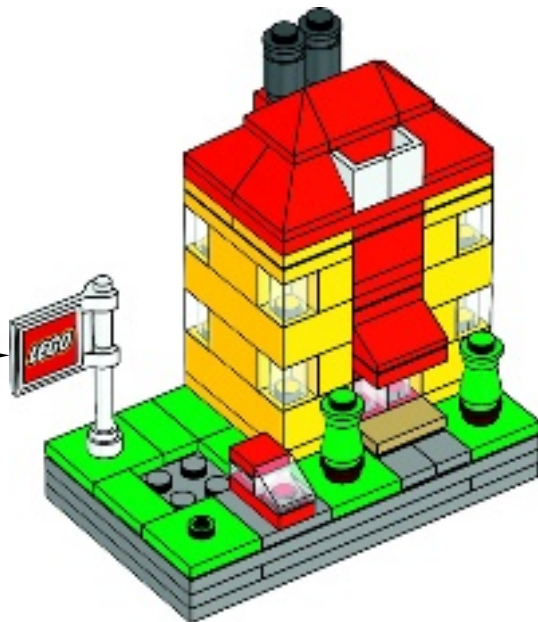
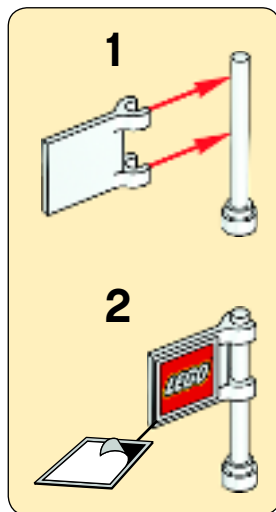


LEGO Knob
Configuration

Please note that the proportions and dimensions between the LEGO® bricks, the LEGO Minifigures and the Knob Configuration have to be correct when used together.



14



Visual Signatures

How the LEGO brand is visually communicated.



Gender balanced



Energetic



Proud moments



Amazement



Trigger the mind

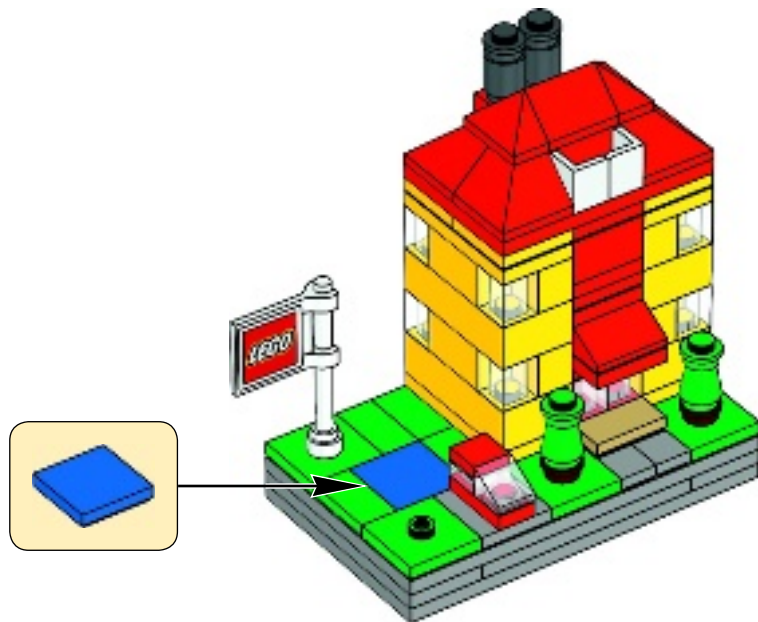


Humorous



1x

15



Rituals

A way of doing things that creates a sense of experience

A way of doing things unique to the LEGO® experience, which can contribute to a shared experience among consumers and strengthen their bond to the LEGO brand.



The unique LEGO brand ritual is **Showing the finished model.**

It links strongly to our brand play promise, 'Joy of Building, Pride of Creation'. Additionally, this ritual carries a social element in proudly showing the finished model to friends, family and community.



1x



1x

16





3. *Closing Remarks*

How to use the LEGO Brand Identity & Experience

Now that you have built the LEGO® Brand Identity & Experience, it's your job to ensure it comes alive across local markets, channels and touchpoints.

It's up to you how you combine the different elements according to your specific needs. Just remember that the LEGO Brand Identity & Experience always should be used as a starting point to ensure the LEGO Brand is positioned in a unique and globally consistent way.

Please keep in mind that Brand Development always must be involved during the early stages of any LEGO brand initiatives.

For questions, please contact:
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sara.riis.carstensen@LEGO.com

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