

THE

BRIDGE

AND

HOW TO BRIDGE THE
DISTANCE BETWEEN
BUSINESS STRATEGY
AND DESIGN

AND

DESIGN



Nick Johnson

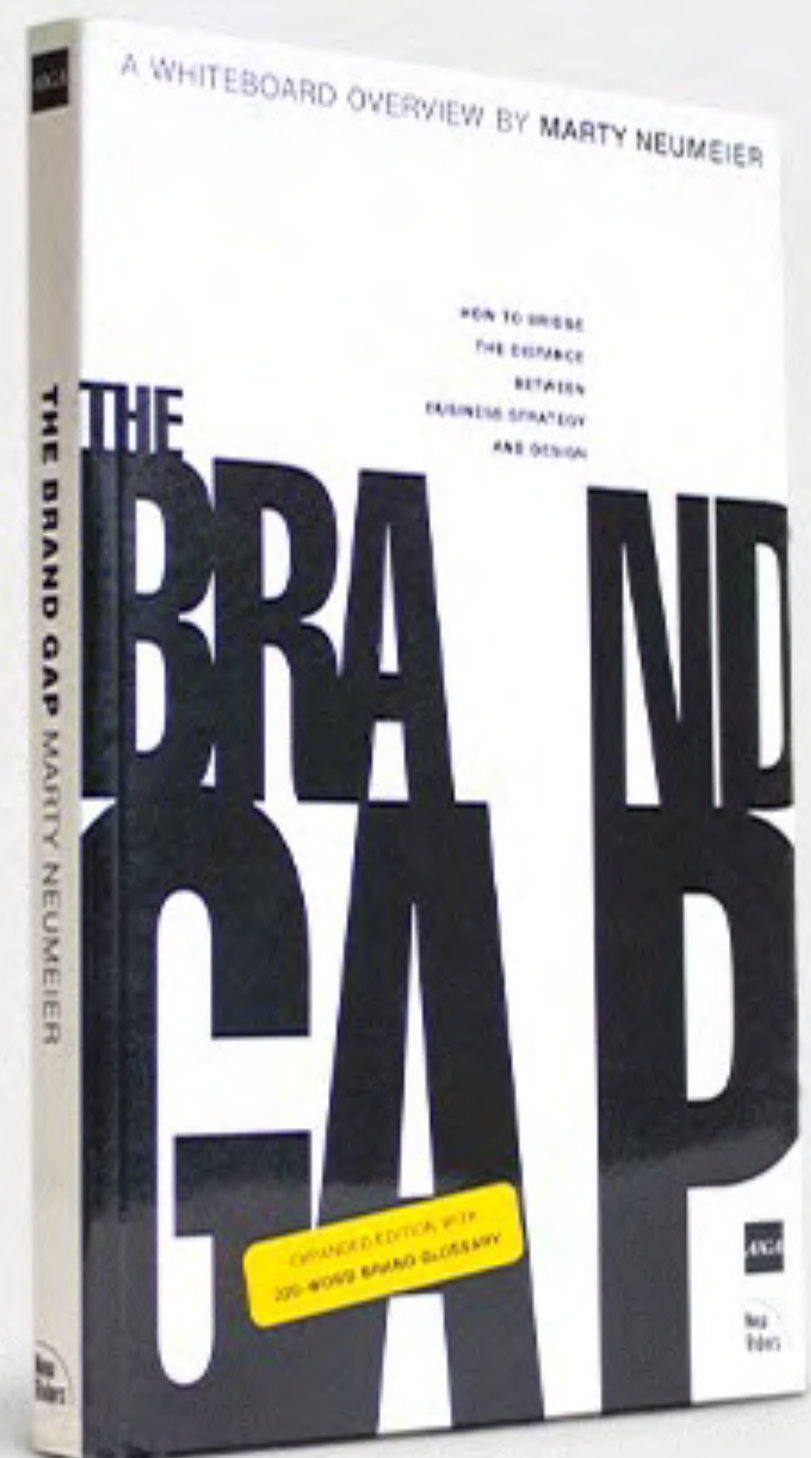
Cima
CREATIVE

Owner

Co-Founder & Creative Director



Libro.fm
Audiobooks for indies.



Marty Neumeier

www.martyneumeir.com



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

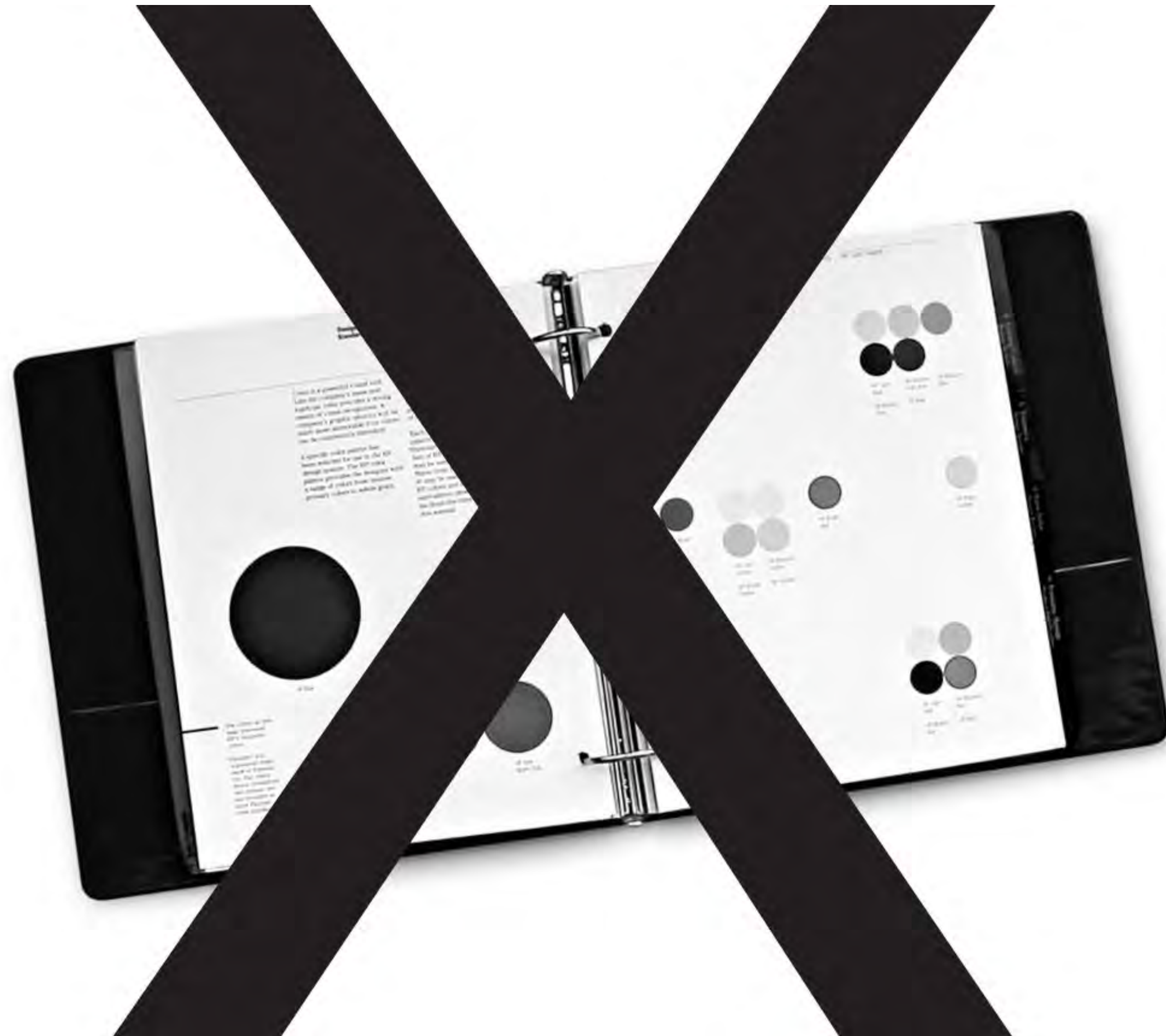
A brand is not a logo.



Ceci n'est pas une brand.

SECOND

A brand is not an corporate identity system.



FINALLY

A brand is not a product.



THIS IS NOT A BRAND

So **what exactly** is a brand?



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

It is 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.



PLATO'S HORSE

WHY IS BRANDING SO HOT?

- 1. People have too many choices and too little time**
- 2. Most offerings have similar qualities 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?

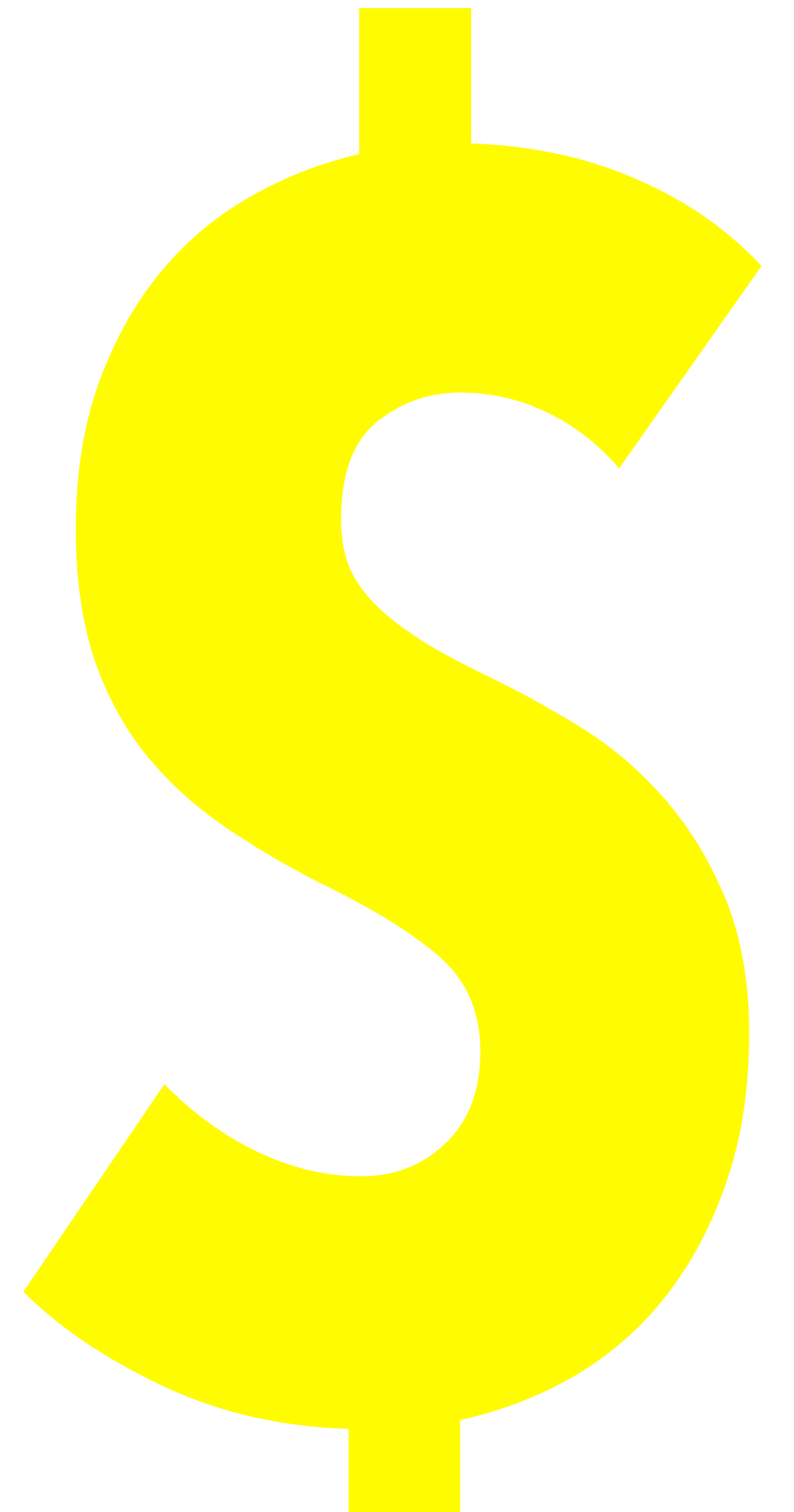


TRUST.

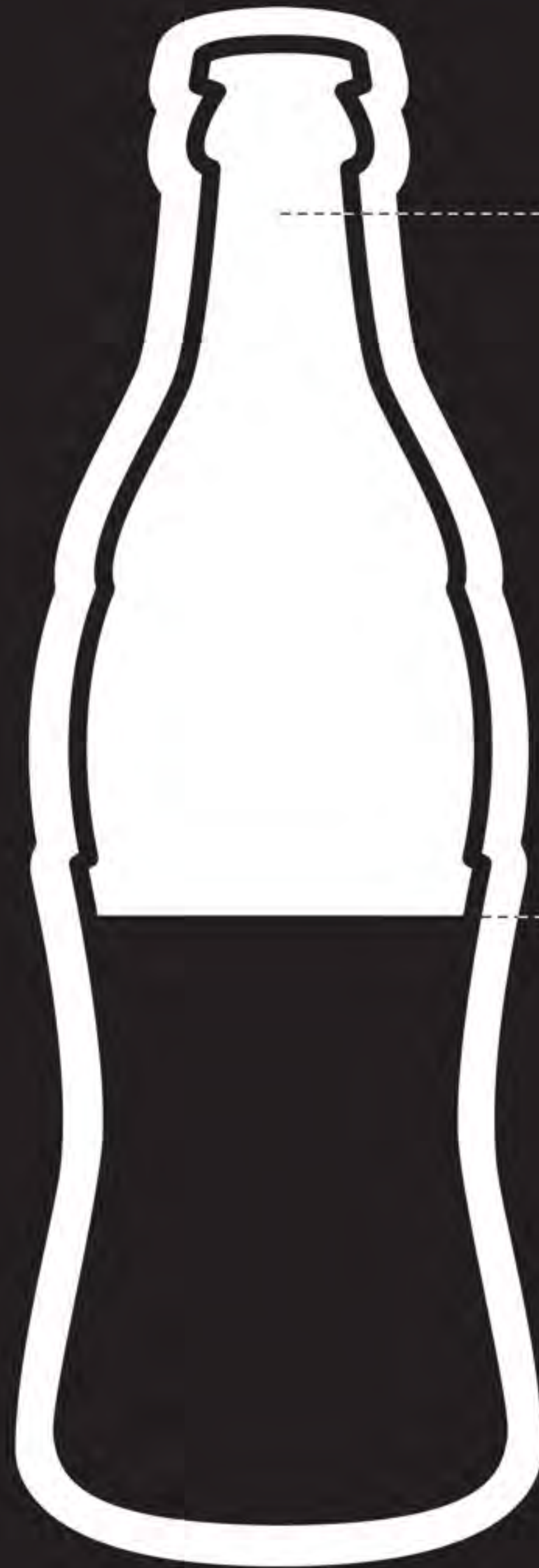
Does a brand have a dollar value?



You betcha.



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



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

COKE'S MARKET VALUE,
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**.

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?



BARRIER TO COMMUNIATION
BARRIER TO COMPETITION

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

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

QUIZ:

Which of these brands are charismatic?

AMAZON

APPLE

BURGER KING

COLDWATER CREEK

DASANI

DISNEY

EVEREADY

FORD

GENERAL ELECTRIC

GOOGLE

HANES

HITACHI

HOME DEPOT

IKEA

KMART

KRISPY KREME

LEVI'S

LONGS DRUGS

MACY'S

MINI COOPER

NEWSWEEK

NISSAN

NORDSTROM

OXO GOODGRIPS

PEPSI-COLA

RCA

REEBOK

RUBBERMAID

SAFEWAY

SAMSUNG

SEARS

SOUTHWEST AIRLINES

UNITED ARTISTS

VIRGIN

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PEPSI-COLA

RCA

REEBOK

RUBBERMAID

SAFEWAY

SAMSUNG

SEARS

SOUTHWEST AIRLINES

UNITED ARTISTS

VIRGIN

THERE ARE NO DULL PRODUCTS,

ONLY DULL BRANDS.



Any brand can be charismatic.

Any brand can be charismatic.

EVEN YOURS

But first, you have to master the

FIVE DISCIPLINES

OF BRAND-BUILDING.

DIFFERENTIATE

COLLABORATE

INNOVATE

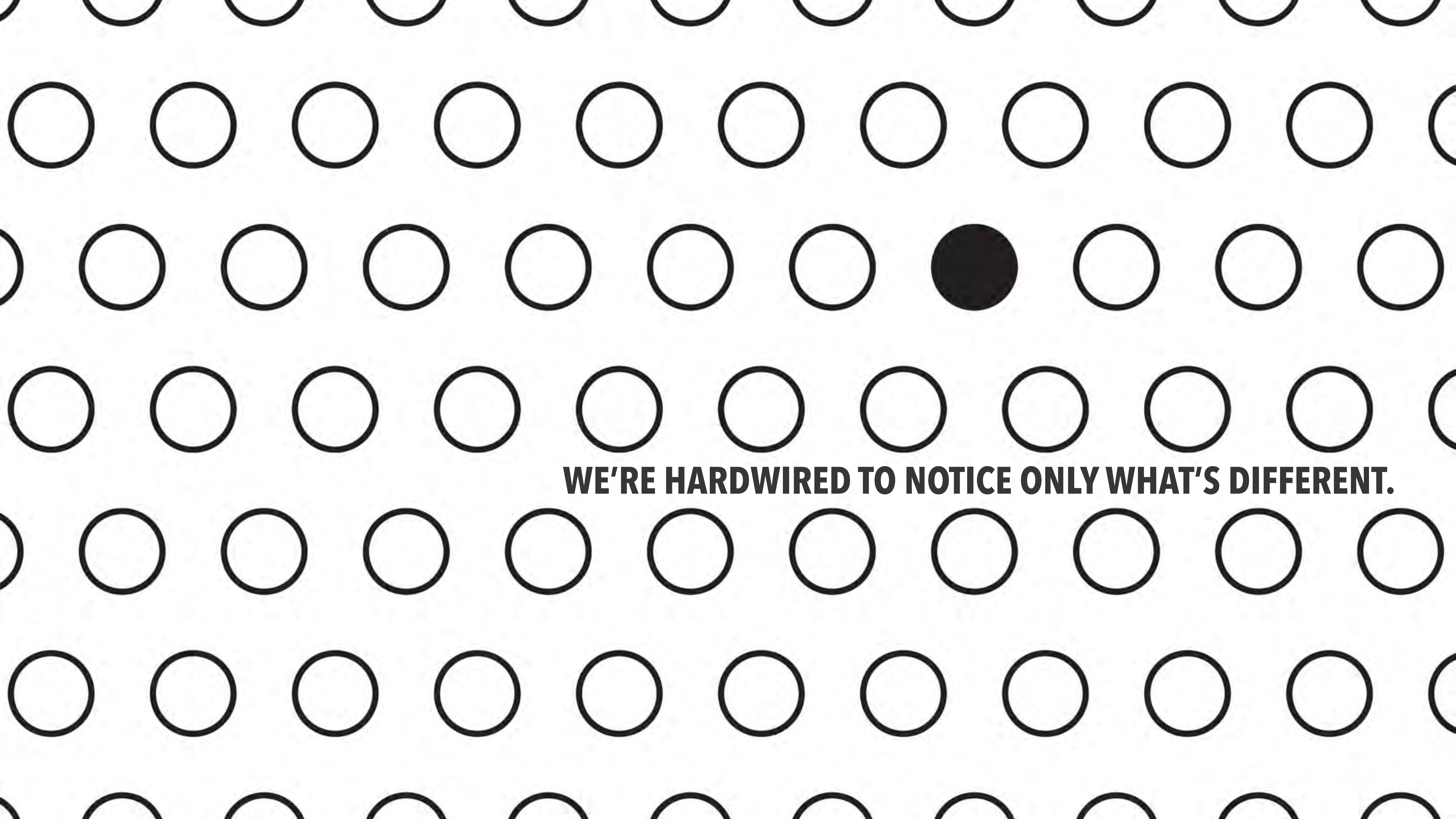
VALIDATE

CULTIVATE

DISCIPLINE 1:

DIFFERENTIATE

FACT: Our brain acts as a filter to protect us from too much information.

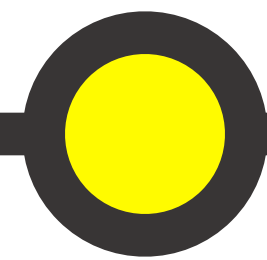


WE'RE HARDWIRED TO NOTICE ONLY WHAT'S DIFFERENT.

BE DIFFERENT.

FEATURES

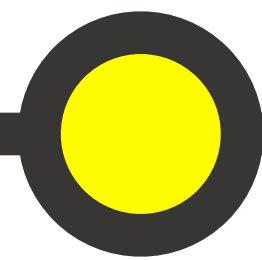
"What it is"



1900

BENEFITS

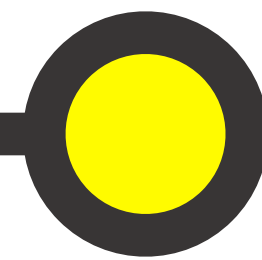
"What it does"



1925

EXPERIENCE

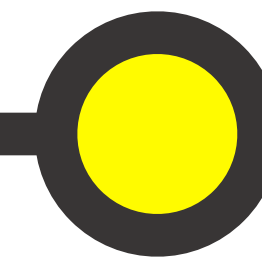
"What you feel"



1950

IDENTIFICATION

"Who you are"



2000

Marketing today is about creating tribes.

People join different tribes for different activities.

DRIVING > VOLKSWAGEN

READING > AMAZON

SPORTS > NIKE

COMPUTING > APPLE

COOKING > WILLIAMS-SONOMA

TRAVEL > EXPEDIA

BANKING > CITIBANK

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



The three most important words in differentiating your brand:

1

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.**

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 the brand by reinforcing its focus.

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



DISCIPLINE 2:

COLLABORATE

It takes a village to build a brand.

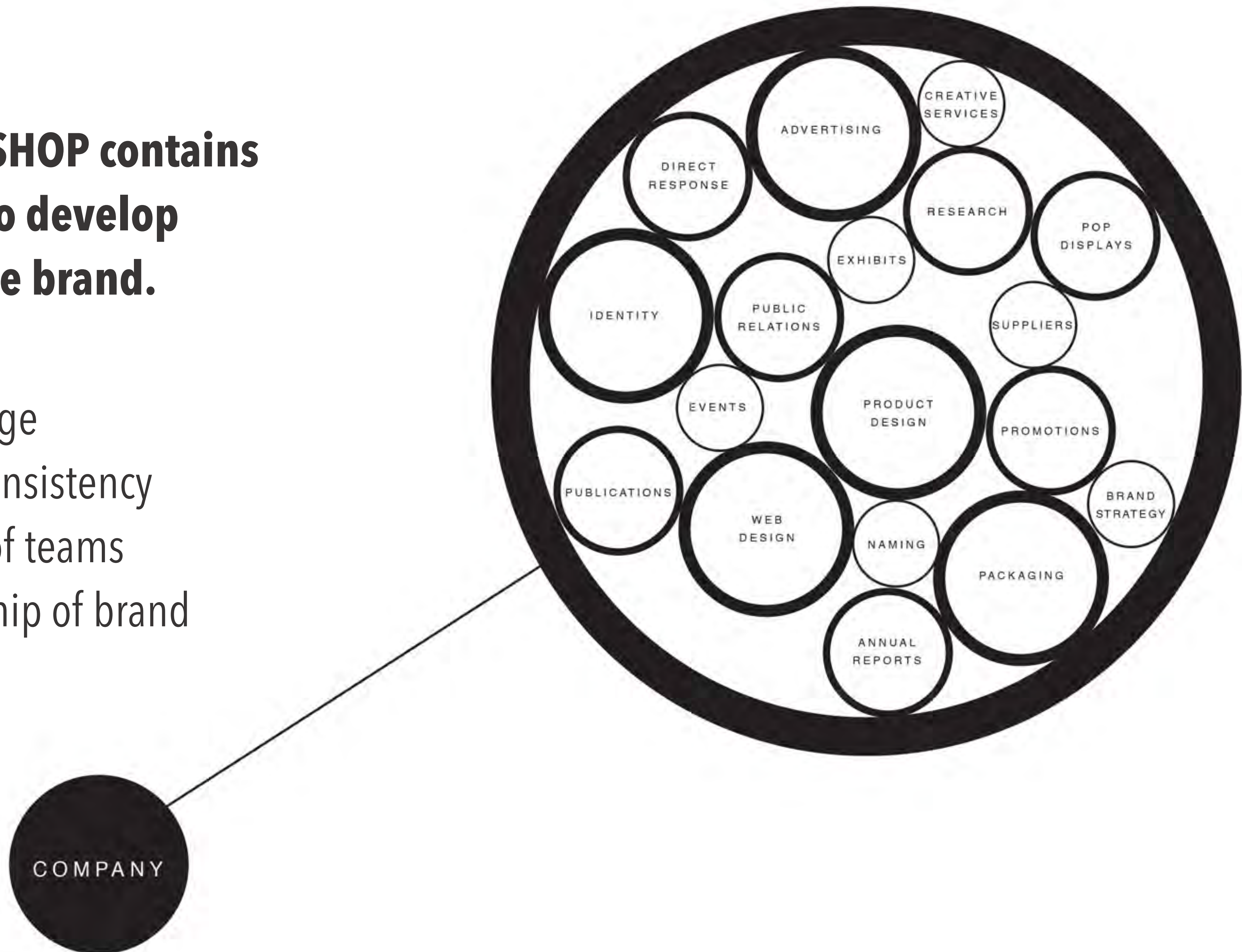
**LIKE BUILDING
A CATHEDRAL,
BUILDING A
BRAND IS A
COLLABORATIVE
PROJECT.**



THERE ARE **THREE BASIC MODELS**
FOR ORGANIZING BRAND COLLABORATION:

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

- + Easy to manage
- + Promise of consistency
- Little choice of teams
- Little ownership of brand



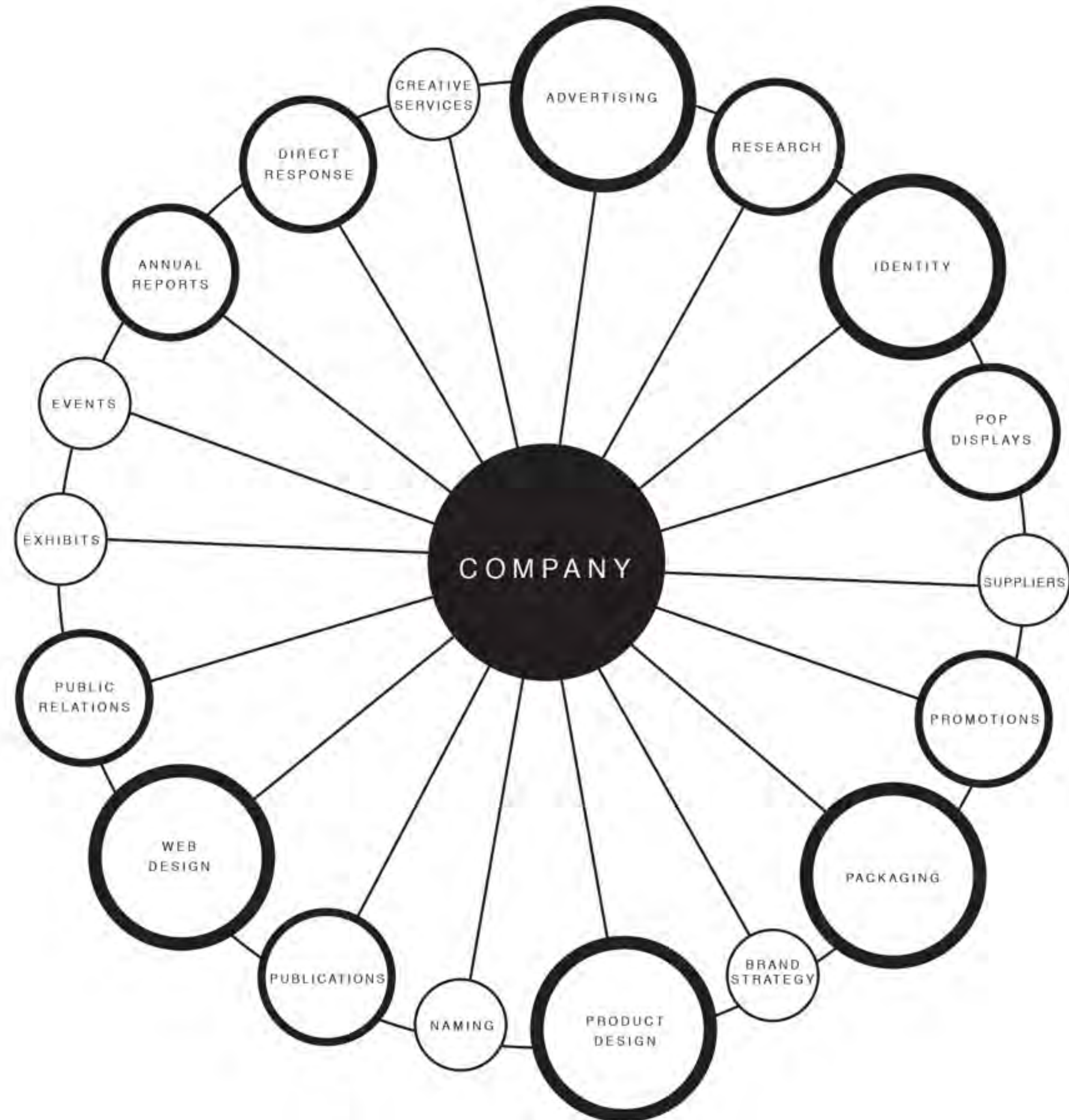
The BRAND AGENCY hires best-of-breed firms to help develop and steward the brand.

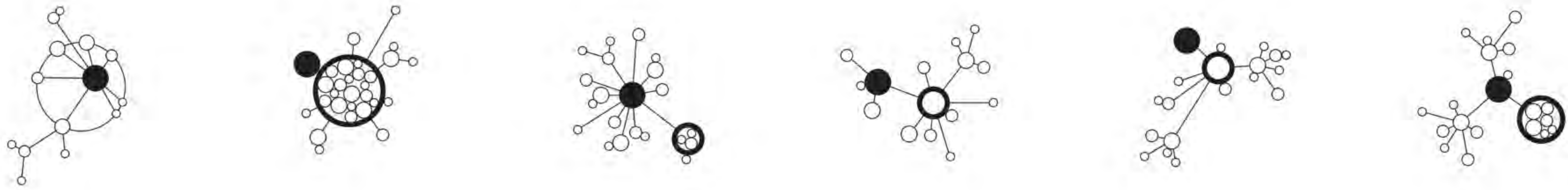
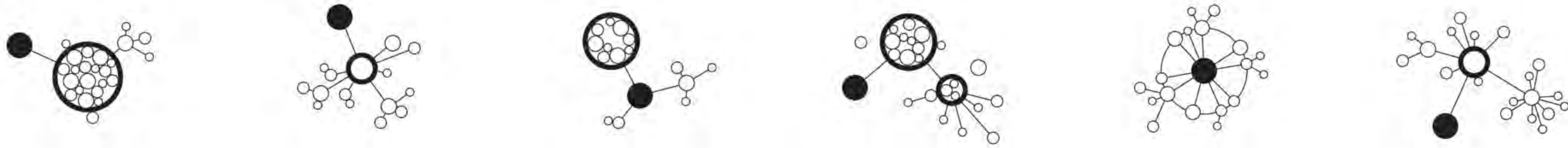
- + Choice of teams
- + Promise of consistency
- Little ownership of brand



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

- + Promise of consistency
- + Ownership of brand
- Difficult to Manage





IN REALITY, COLLABORATIVE NETWORKS AREN'T THAT SIMPLE.



and that's OK.

Collaborative networks are not new.

A successful model has existed for years.



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

Smoocher Boy	KELLY MARIN
Agent Sims	TREVOR CARMICHAEL
Agent Townsend	JOHN T. LONDON
Agent Kruzic	SHARON BONDLY
Dijon	PAUL DERAÏN
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
Smoocher Boy	TELLIE PANOPOULIS
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
MICKY 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 STAUFFACHER	FREDDIE STEEN	CAB UPTON
CORNELIA THERRIEN	JEREMY TRICKETT	PETER YOUNG
RAUL VALERIA	RONALD DEEVER-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 POLITO
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 CRIVORN 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 BARTO

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 BIERSCH

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

$$1 + 1$$

1 + 1

= 1 1

Why?

**Because the mathematics of collaboration
is nothing less than
MAGIC**

DISCIPLINE 3:

INNOVATE

Execution—

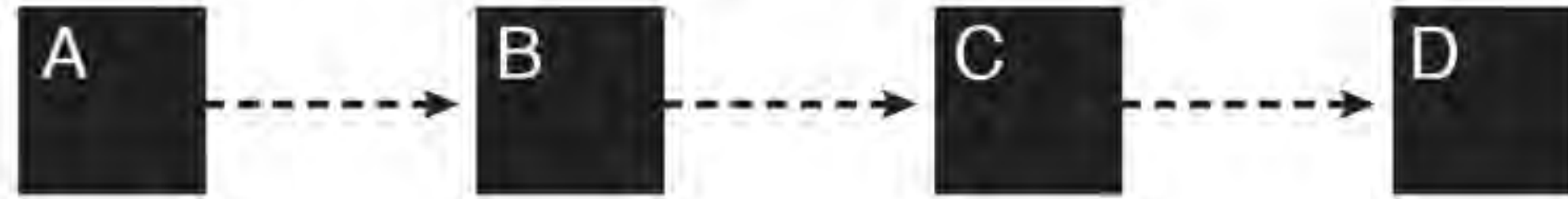
not strategy—is where the rubber meets the road.



CREATIVITY IS WHAT GIVES BRANDS THEIR TRACTION IN THE MARKETPLACE.

Why do companies have so much trouble with creativity?

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



STRATEGIC THINKING

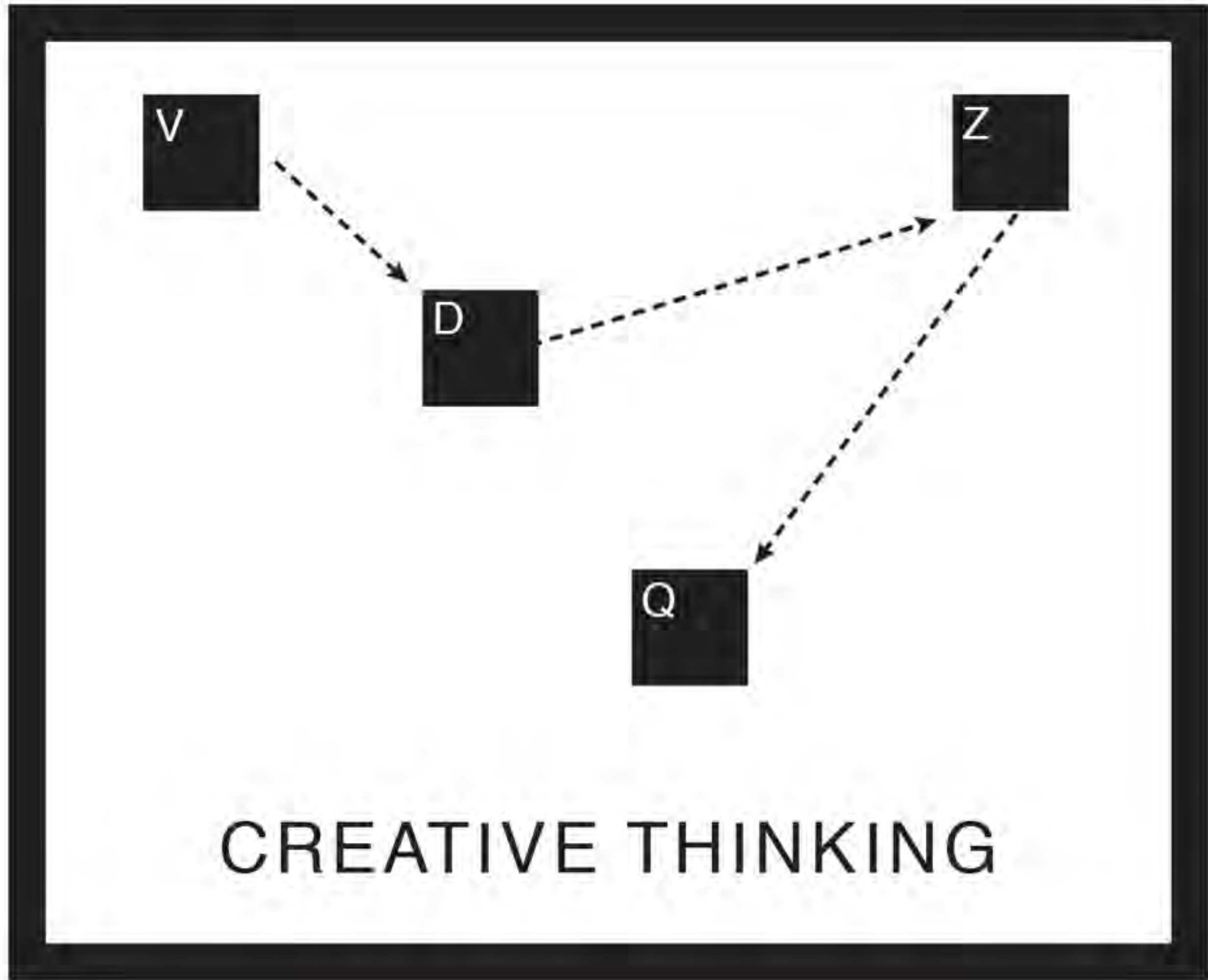
V

D

Z

Q

CREATIVE THINKING



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:

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.

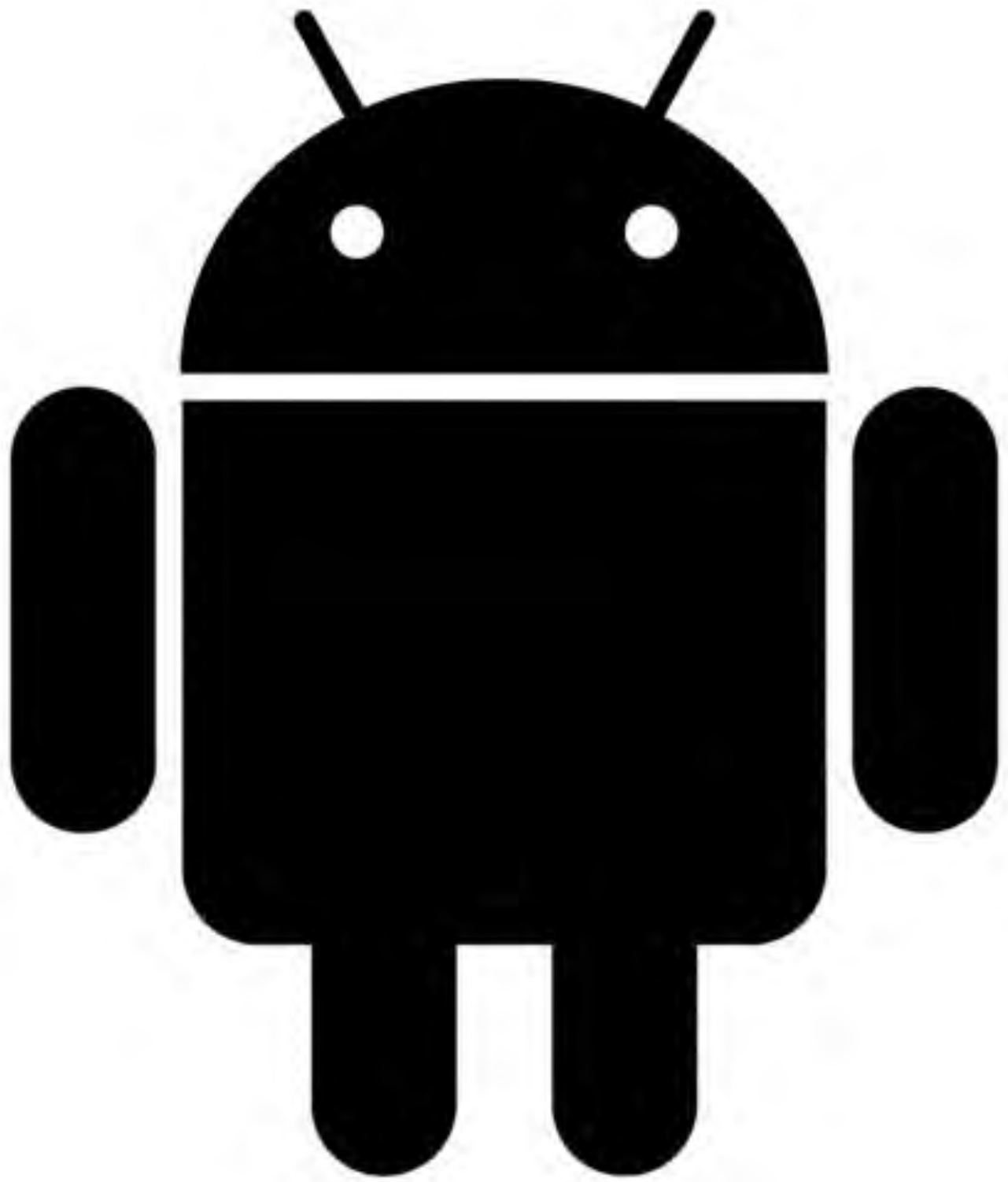
FLASH

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



CBS. The network for "eye-popping" television.

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



ANDROID: The "friendly" mobile device.

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 website **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 my website look

fat?

Too many websites are bloated with irrelevant information.

The hardest-working websites follow a natural reading sequence:

THE USER:

- 1. Notices the website**
- 2. Asks "What is it?"**
- 3. Wonders "Why should I care?"**
- 4. Wants to be persuaded**
- 5. Needs proof**

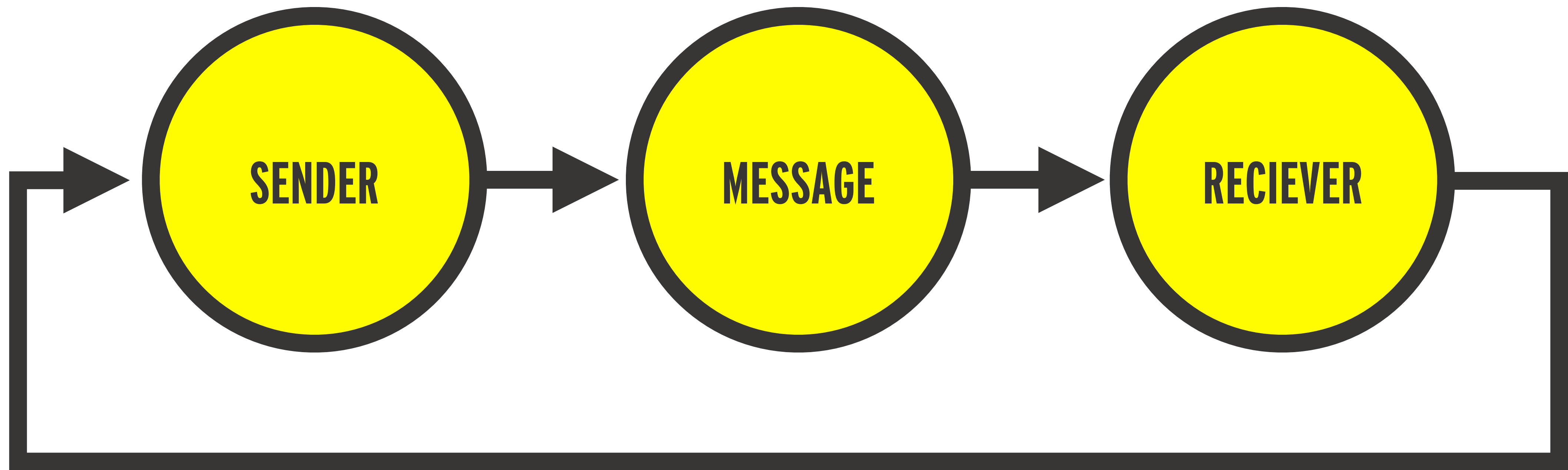
DISCIPLINE 4:

VALIDATE

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



THE OLD COMMUNICATION MODEL WAS A MONOLOGUE.



THE NEW COMMUNICATION MODEL IS A DIALOGUE.

T*ST

**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.



THE BEST TESTS ARE

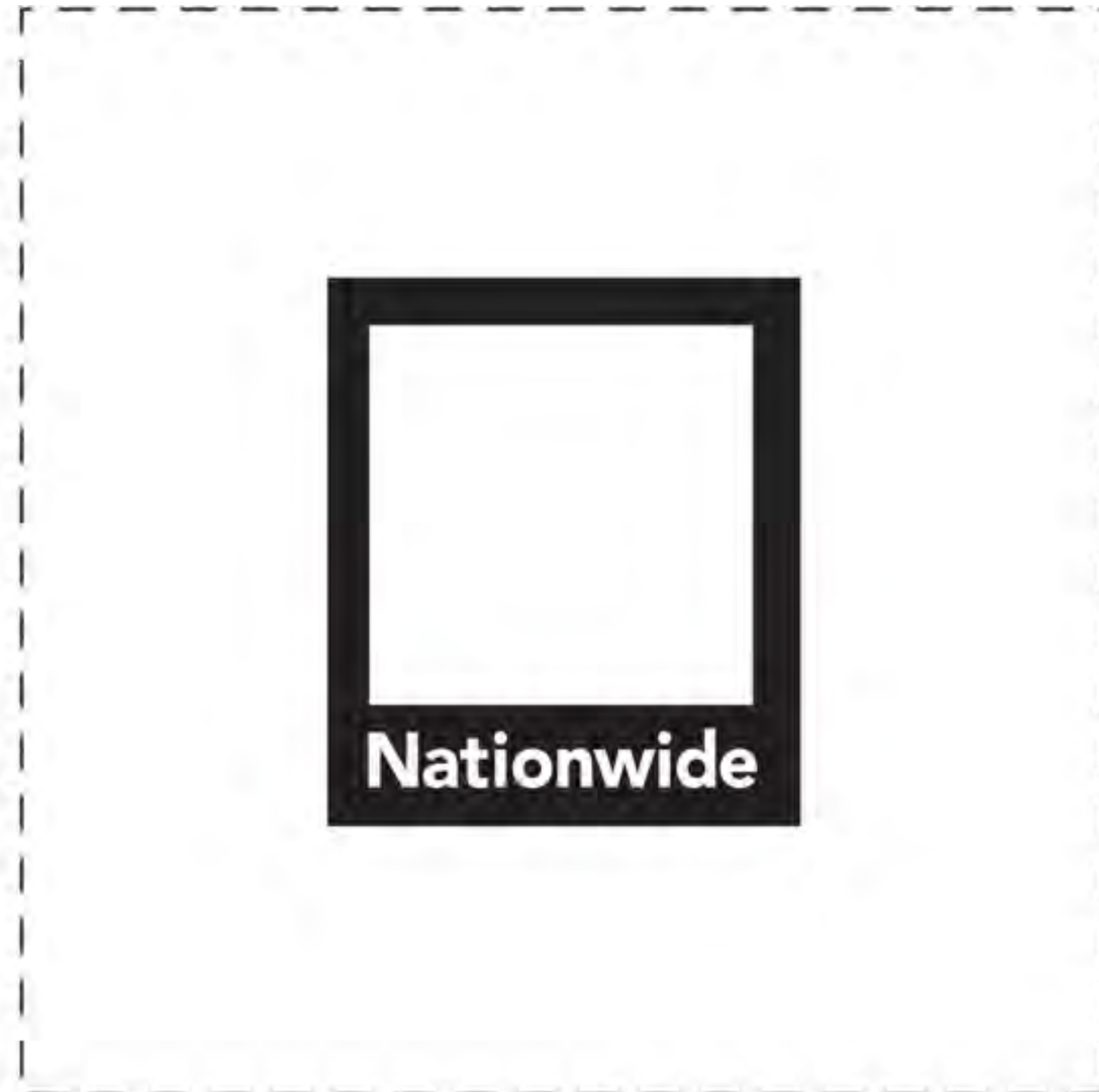
**QUICK,
CHEAP,
AND DIRTY.**

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

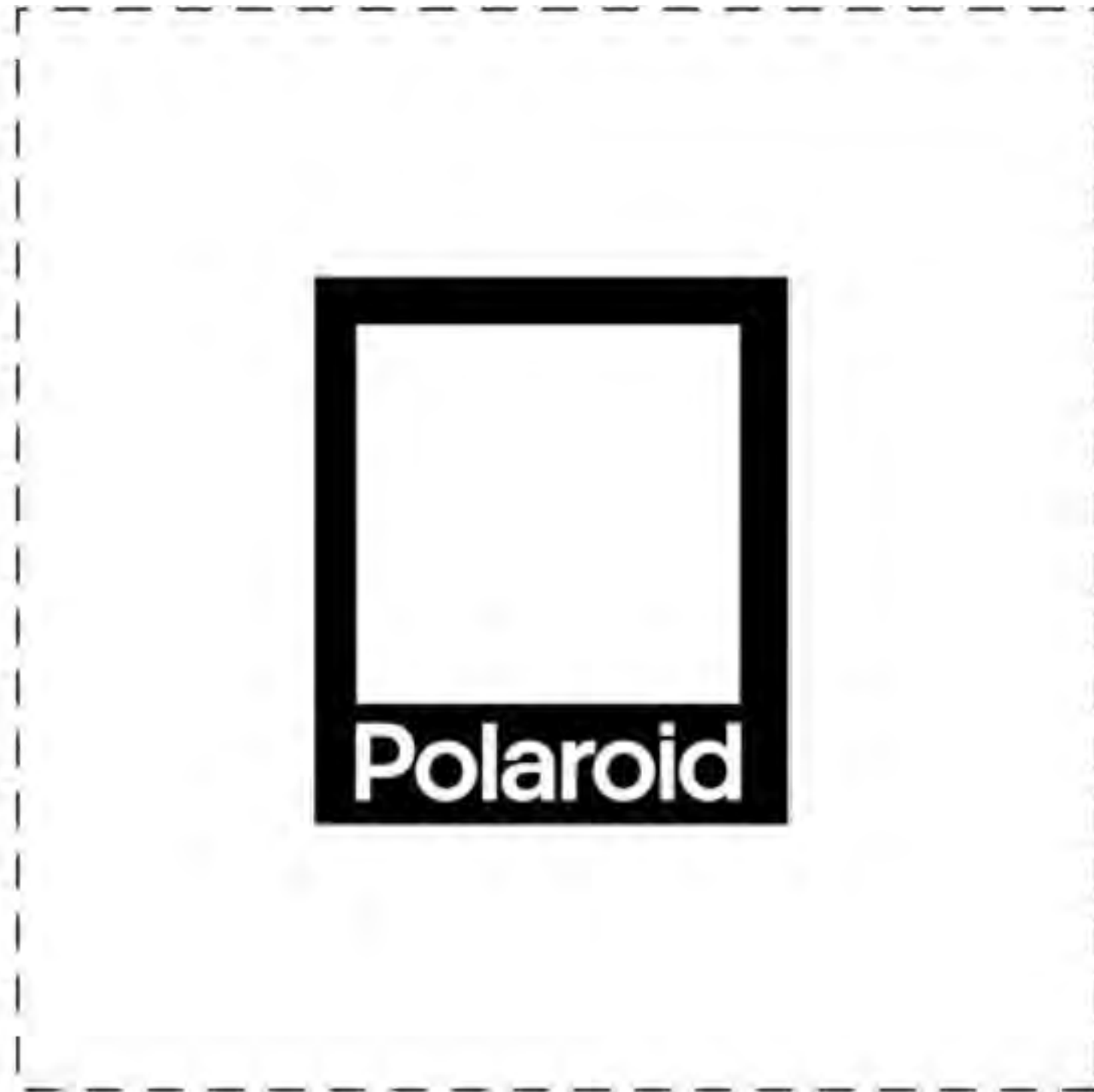
CHEAP-QUICK-DIRTY TEST #1

The *SWAP TEST* is a proof for trademarks.

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



EXISTING TRADEMARKS



WITH NAMES SWAPPED

CHEAP-QUICK-DIRTY TEST #2

The HAND TEST is a proof for a distinctive voice.

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

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

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

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

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

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

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



iPod. The first MP3 player to pack a 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.





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

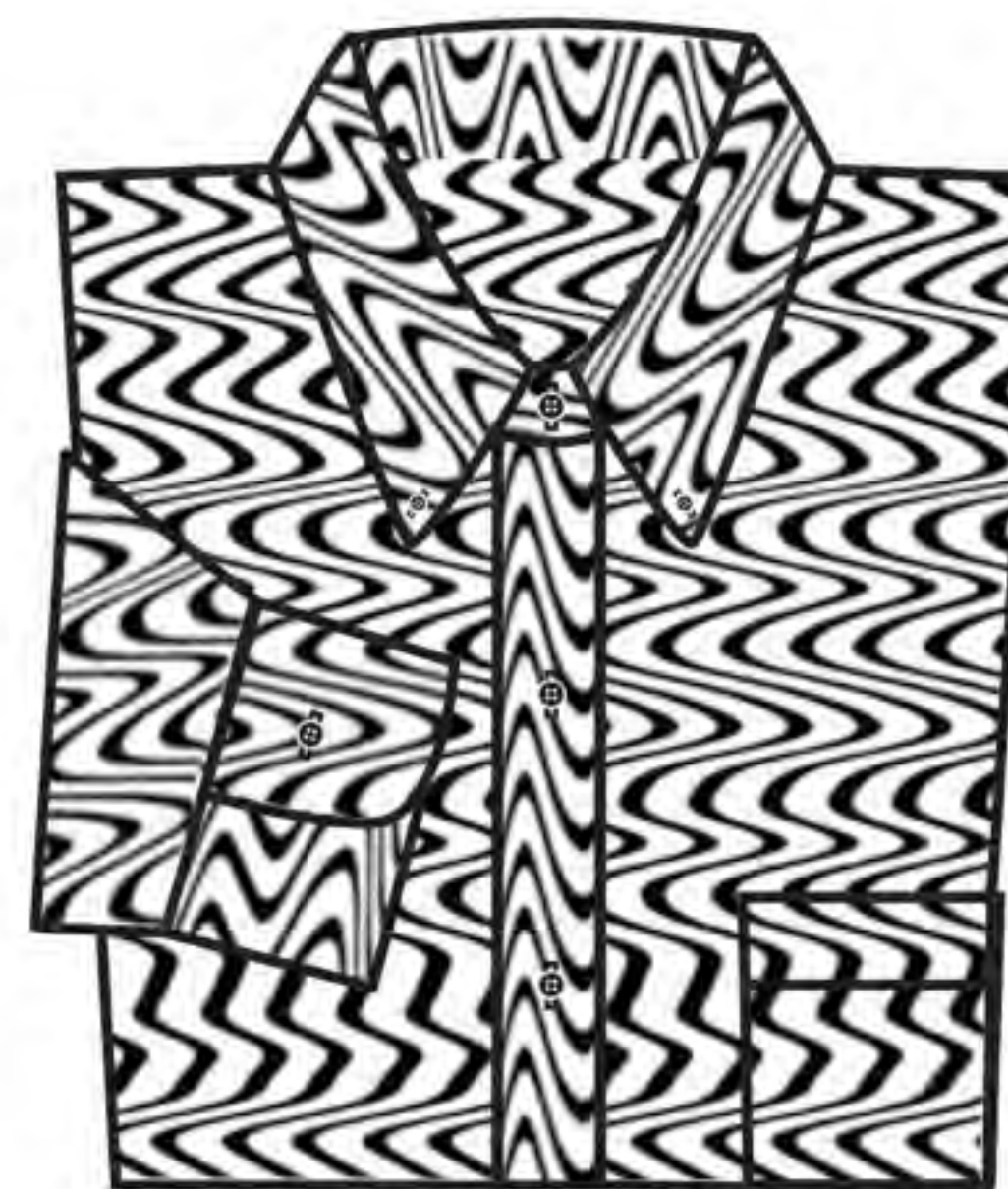


DISCIPLINE 5:

CULTIVATE

Business is a **process**, not an entity.

Brands are like people.



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



WHY CAN'T BRANDS?

OLD PARADIGM:

Control the

LOOK AND FEEL

of the brand.

NEW PARADIGM:

Influence the

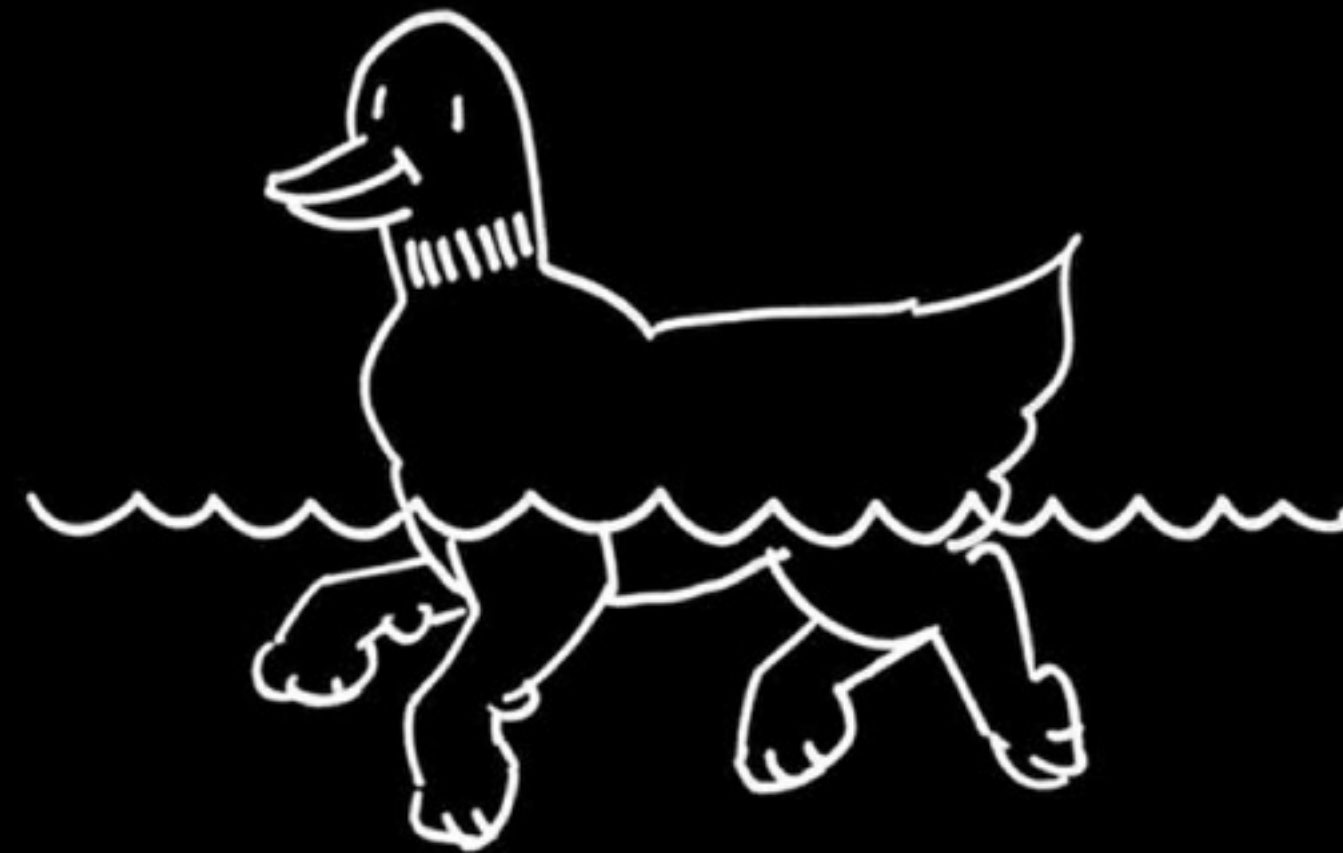
CHARACTER

of the brand.

A living brand is a pattern of behavior,

not a stylistic veneer.

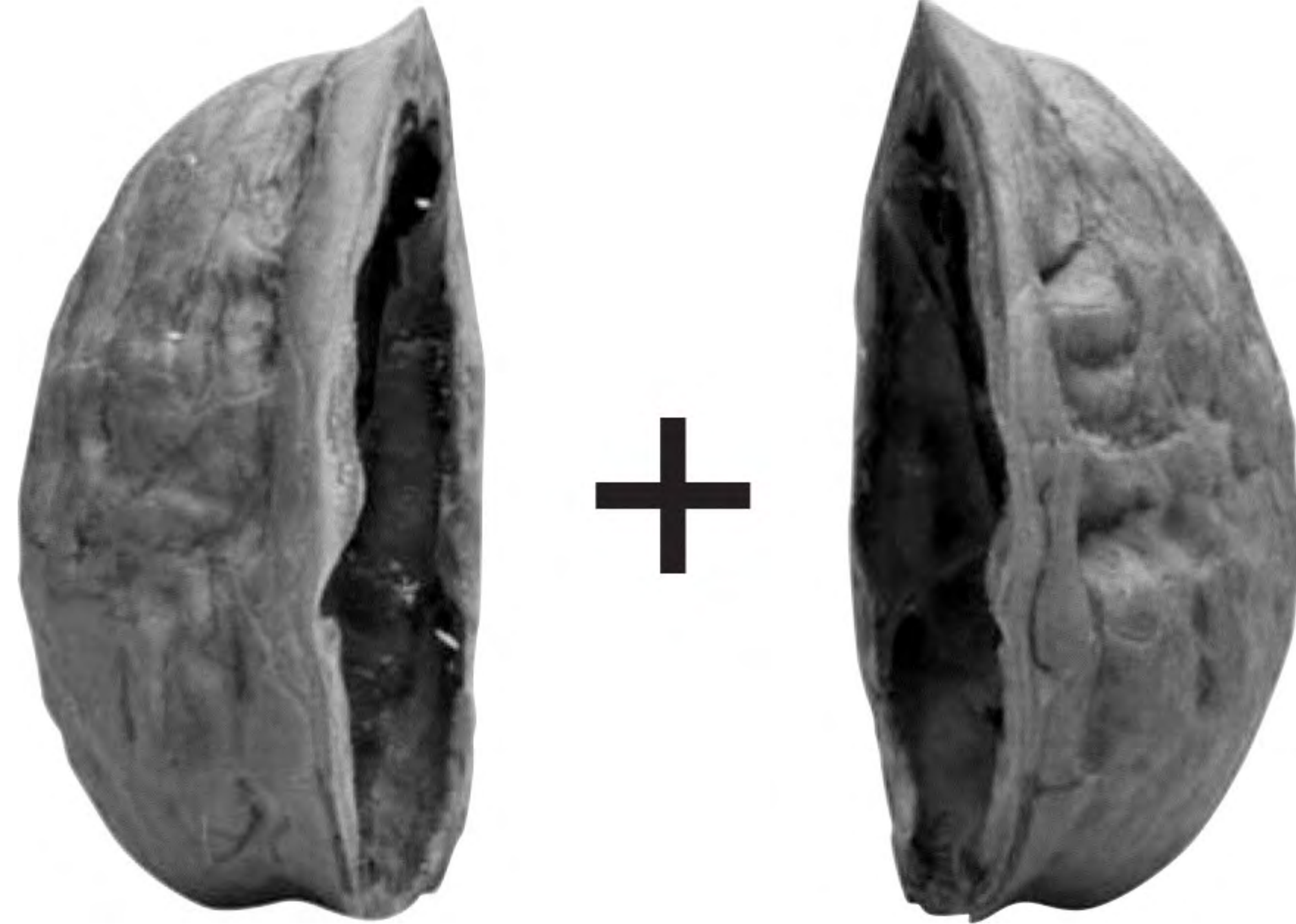
IF A BRAND LOOKS LIKE A DUCK AND SWIMS LIKE A DOG, PEOPLE WILL DISTRUST IT.





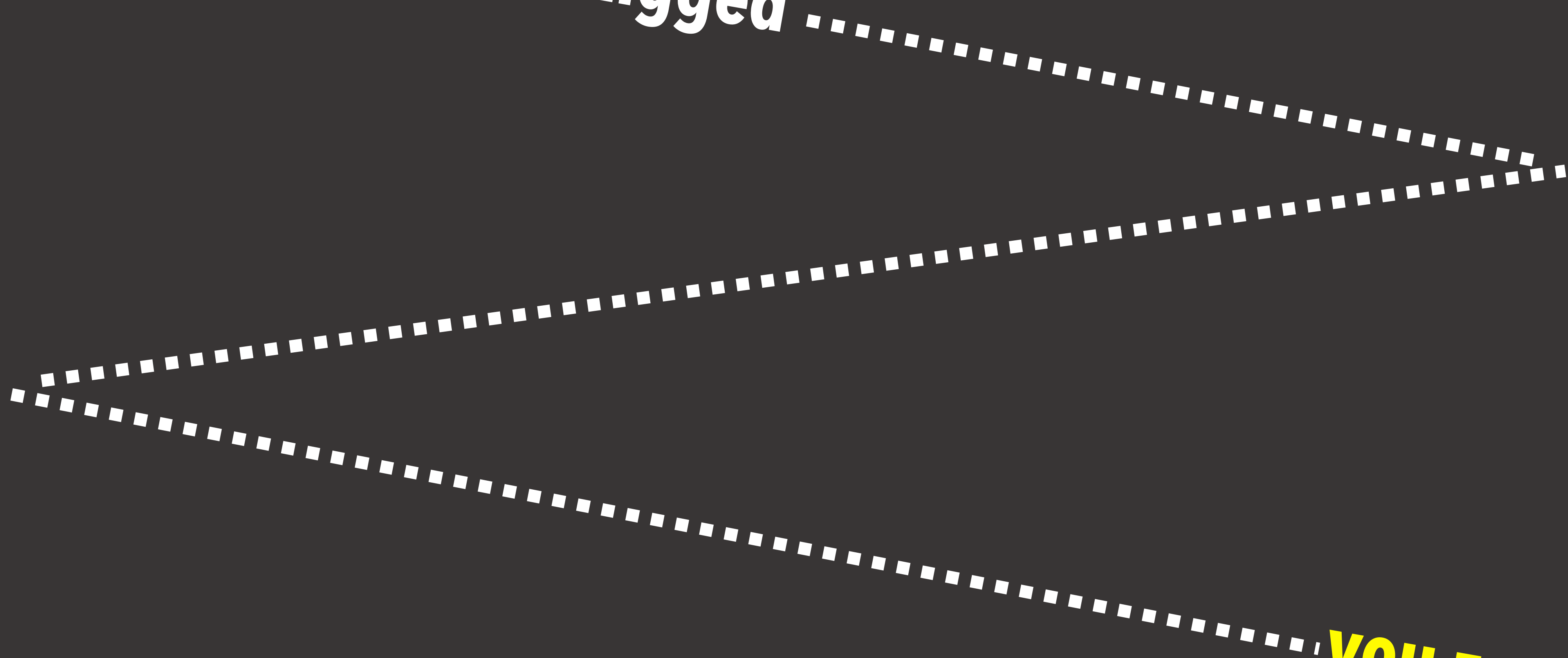
So let's say you've

**DIFFERENTIATED,
COLLABORATED,
INNOVATED,
AND VALIDATED.**



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

When the competition zigged



you zagged.

Your brand is now NUMBER ONE in its category.

What's your next move?

PASS OUT THE COMPASSES.



What's a compass?

A continuing brand education program.

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

The more

D I S T R I B U T E D

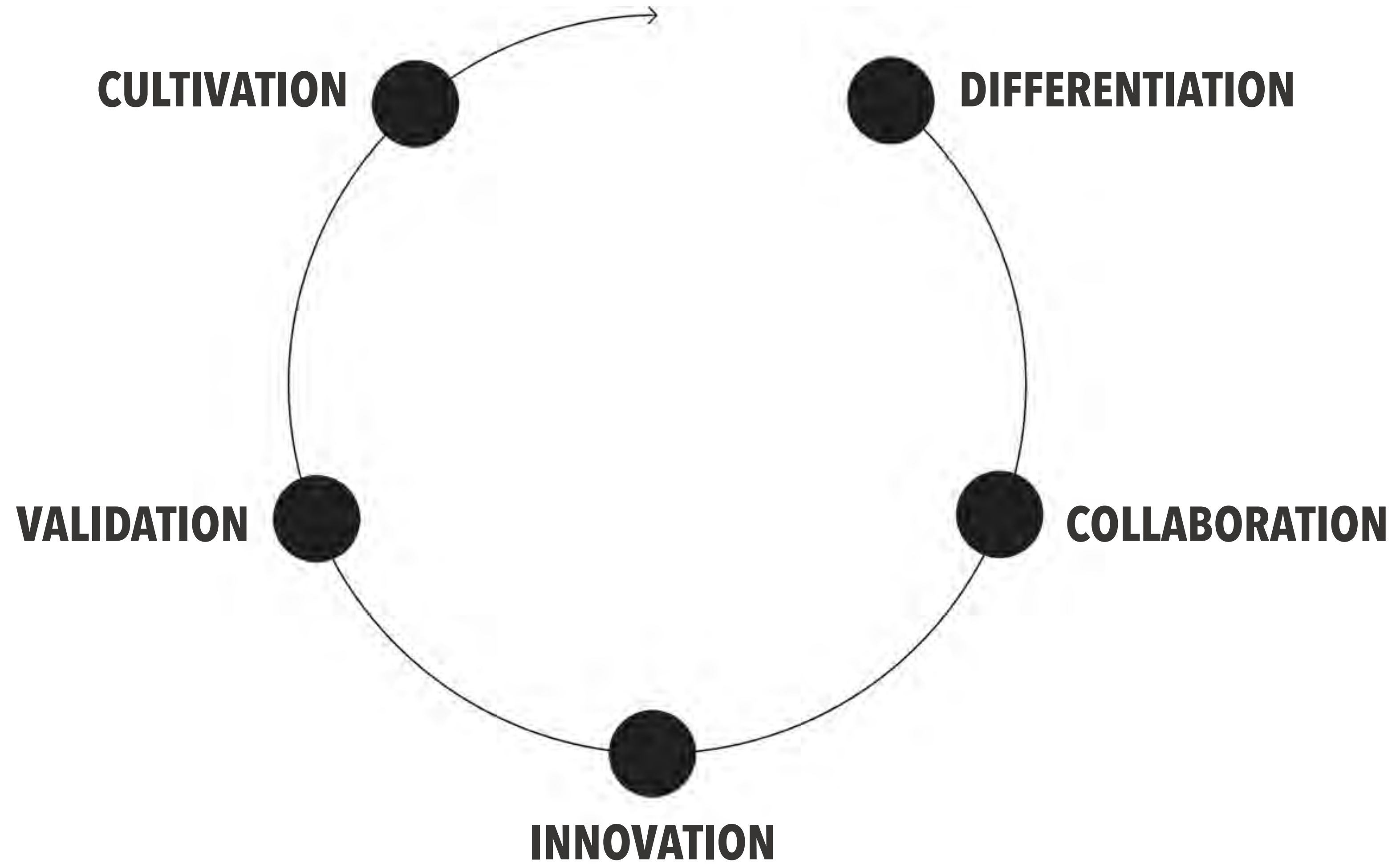
a brand becomes,

the stronger its management needs to be.

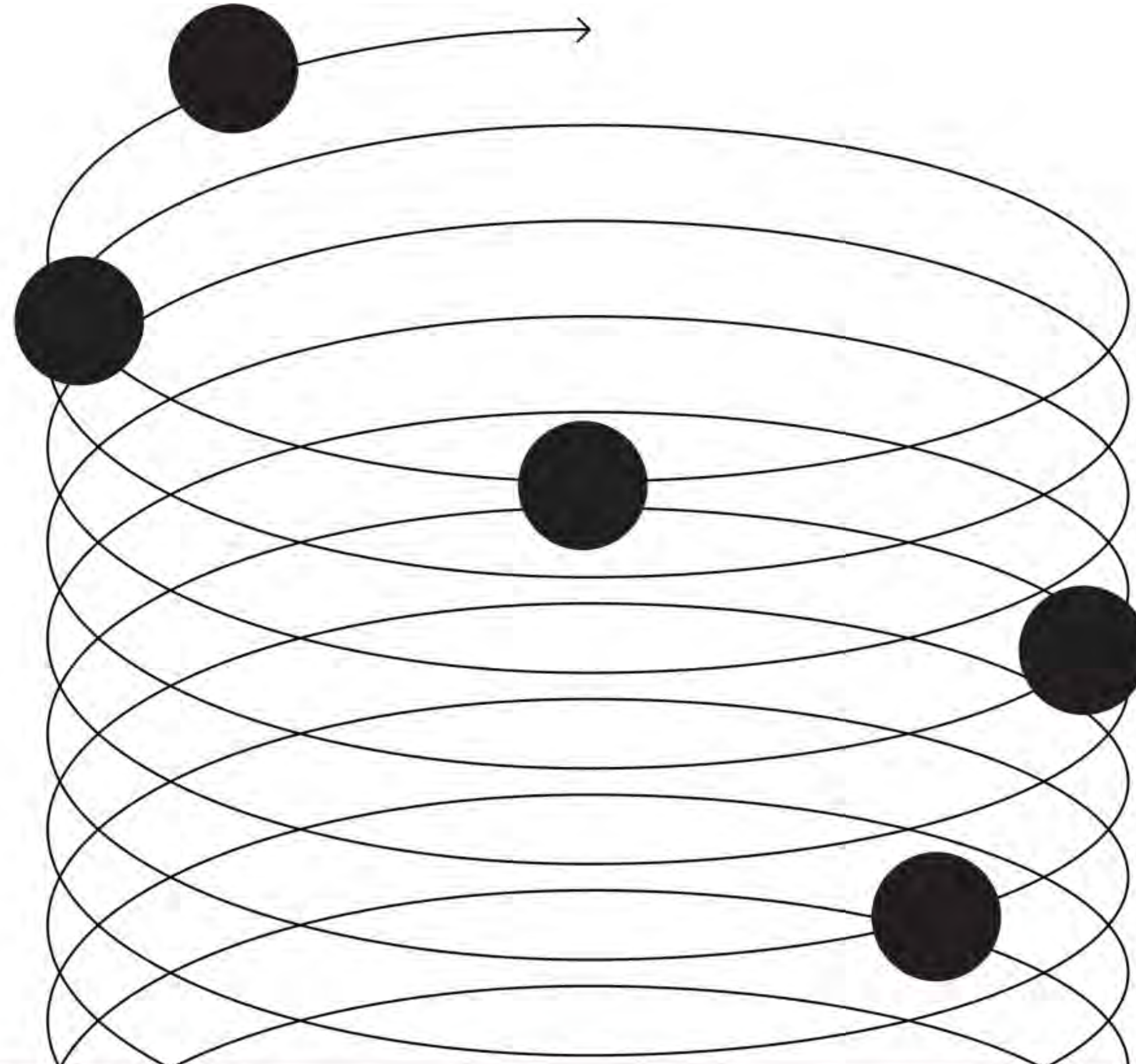
**What your company needs is a CBO,
or CHIEF BRANDING OFFICER.**

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.

fin.