

BRANDING

"If you have a bad image and you are bad, then you don't have an image problem."

Evan Davis



BRANDING

WORKSHOP TECHNIQUES:

one: FORWARD THINKING BRANDING

How to get the basic elements right

two: DEVELOPING A STRONG BRAND

How to build a great brand

three: DEVELOPING MARKET MAPS

How to establish your current & future brand positioning

four: ESTABLISHING BRAND PRINCIPLES

How to work out what you are and what you are not

five: THE BRAND BOMB

How three simple questions can anchor your brand

six: CREATING A BUSINESS MODEL AROUND YOUR VALUE PROPOSITION

How to create products and services that people really want

RECOMMENDED READING:

- **Purple Cow** – Seth Godin
- **Brand Manners** – Hamish Pringle & William Gordon
- **Eating the Big Fish** – Adam Morgan
- **Meatball Sundae** – Seth Godin
- **The Brand Innovation Manifesto** - John Grant
- **Zag** – Marty Neumeier
- **In Search of the Obvious** – Jack Trout
- **Value Proposition Design** – Osterwalder & Pigneur



INTRODUCTION: COMMON SENSE BRANDING

Branding exercises range from super simplistic to thoroughly comprehensive - the choice is down to you and your style, and the stage your business is at. This section offers up some options - all of which I have used successfully with different clients.

Branding can get all a bit pretentious though, so I like this reminder from Jack Trout's In Search of the Obvious to not lose sight of common sense.

GET YOUR EGO OUT OF THE SITUATION

Good judgement is based on reality. The more you screen things through your ego, the farther you get from reality.

AVOID WISHFUL THINKING

We all want things to go a certain way. But how things go is often out of our control. Good common sense tends to be in tune with the way things are going.

BE BETTER AT LISTENING

Common sense by definition is based on what others think. It's thinking that is common to many. People who don't have their ears to the ground lose access to important common sense.

BE A LITTLE CYNICAL

Things are sometimes the opposite of the way they really are. That's often the case because someone is pursuing his or her own agenda. Good common sense is based on the experience of many, not the wishful thinking of some.

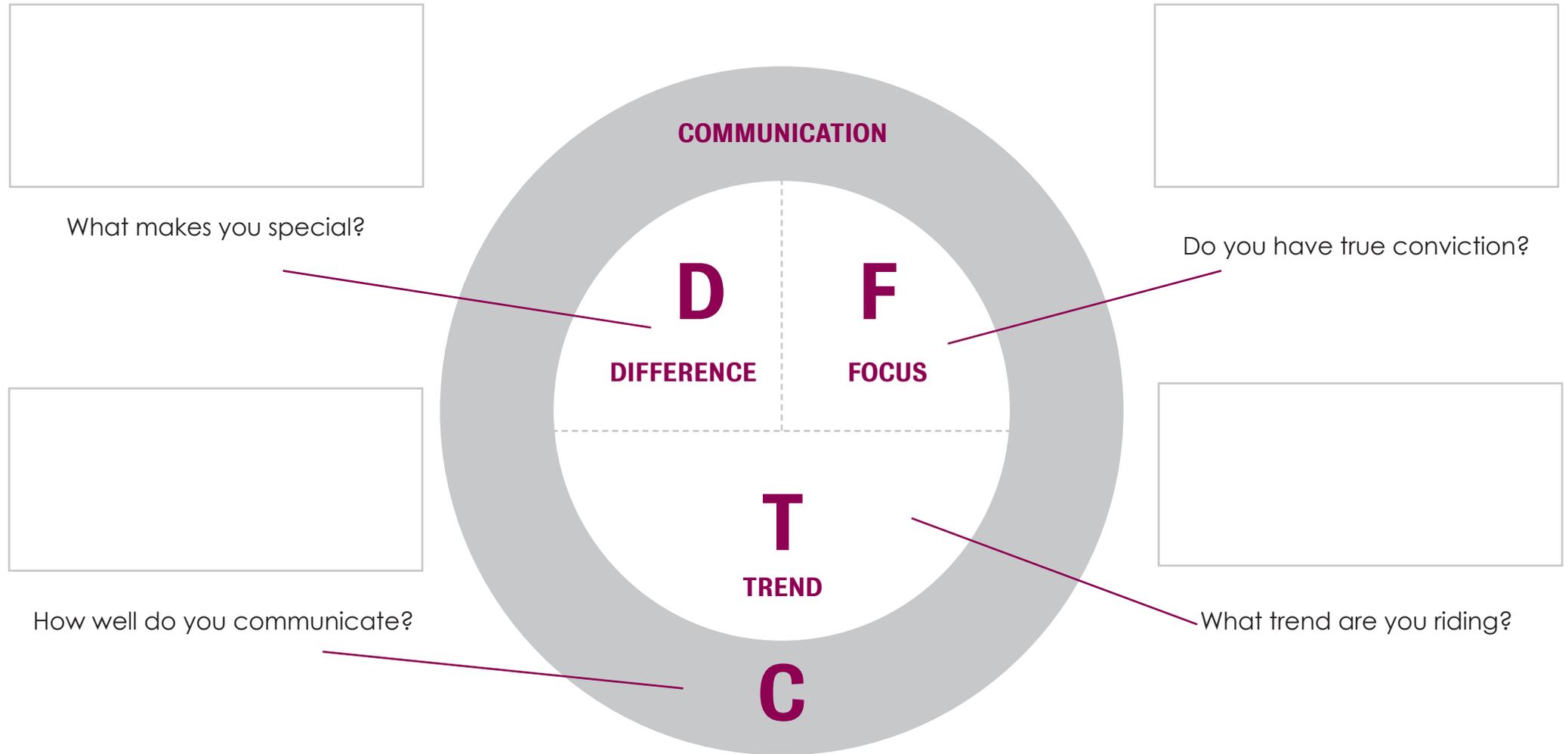


one: FORWARD THINKING BRANDING

How to get the basic elements right

This is a quick and simple method from Marty Neumeier's book Zag to sense check if you've got the key elements of your brand right. When **focus** is paired with **differentiation**, supported by a **trend**, and surrounded by compelling **communication**, you have the basic ingredients for a forward-thinking brand.

EXERCISE: Complete the four sections below and challenge weak areas.



two: DEVELOPING A STRONG BRAND

How to build a great brand

This is a great tool to thoroughly work out what your brand's all about.

EXERCISE 1: In his excellent book Zag, Marty Neumeier outlines this comprehensive method to help develop a strong brand. The full exercise follows, but this one pager will really help start your thinking.

WHO ARE YOU?	WHAT DO YOU DO?	WHAT'S YOUR VISION?	WHAT WAVE ARE YOU RIDING?	WHO SHARES THE BRANDSCAPE? (MARKET MAP)	WHAT MAKES YOU THE 'ONLY'?	WHAT SHOULD YOU ADD OR SUBTRACT?	WHO LOVES YOU?
WHO'S THE ENEMY?	HOW DO YOU EXPLAIN YOURSELF?	HOW DO YOU SPREAD THE WORD?	HOW DO PEOPLE ENGAGE WITH YOU?	WHAT DO THEY EXPERIENCE?	HOW DO YOU EARN THEIR LOYALTY?	HOW DO YOU EXTEND YOUR SUCCESS?	HOW DO YOU PROTECT YOUR PORTFOLIO?

two: DEVELOPING A STRONG BRAND x 2

How to build a great brand

EXERCISE 2: This is the comprehensive brand building tool that takes you on the whole journey and helps you find your 'uniqueness' (or 'onliness' as it's referred to in the book).

Where do you have the most credibility?

Where do you have the most experience?

Where does your passion lie?

What business are you in?

What do you want to accomplish in 5, 10 or 20 years?

How can you make this vision exciting?

What trend is powering your business?

How powerful is it?

Can you ride more than one trend at a time?

Who else competes in this category?

Who comes first, second, and third in your customers' mind?

What's the one thing that makes your brand both different and compelling?

What existing brand elements are undermining your onliness?

What new brand elements could strengthen this?

Who makes up your brand community?

How can you manage the 'gives & gets' so everyone is happy?

WHO ARE YOU?

WHAT DO YOU DO?

WHAT'S YOUR VISION?

WHAT WAVE ARE YOU RIDING?

WHO SHARES THE BRANDSCAPE?

WHAT MAKES YOU THE 'ONLY'?

WHAT SHOULD YOU ADD OR SUBTRACT?

WHO LOVES YOU?

Write a future obituary for your brand

Decide what your purpose is, beyond selling a product or service

State your purpose in 12 words or less

Paint a vivid picture of your future

Test it on a real piece of communication

Use it repeatedly to illustrate the direction of your business

Make a list of the trends that will power your success

Find out how your brand ranks with customers

Design a strategy to become number one or two

Or, become the first mover in a new category

Complete a simple onliness statement

Add detail by answering what, how, who, where, when, and why

Make a list of all current and planned offerings and brand elements

Decide which offerings to keep, sacrifice, or add

Be brutal - it's better to err on the side of sacrifice

Diagram your brand's ecosystem

Decide how each participant will both contribute and benefit

Which competitor can you paint as the enemy?

What's the one true statement you can make about your brand?

How can you enroll brand advocates through messaging?

How can you align all your comms with your Zag?

What are you selling and how are you selling it?

What are your touchpoints?

How will customers learn about you?

Where should you put your marketing resources?

How can you help customers build barriers to competition?

How can you avoid creating a 'disloyalty' programme?

How do you keep growing the brand year after year?

How can the whole be worth more than the parts?

How can you stay focused under short-term profit pressure?

WHO'S THE ENEMY?

Tell your customers what you're not, in no uncertain terms

HOW DO YOU EXPLAIN YOURSELF?

Craft a trueline, that tells why your brand is compelling

Avoid any commas or 'ands'

Turn your trueline into a tagline to use with customers

HOW DO YOU SPREAD THE WORD?

Make sure your messaging is as different as your brand

Only compete at the touchpoints where you can win

HOW DO PEOPLE ENGAGE WITH YOU?

Map your value proposition against those of your competitors

See which competitive areas you can avoid entirely

Discover customer touchpoints where you'll be unopposed

WHAT DO THEY EXPERIENCE?

Map the customer journey from non-awareness to full enrollment

HOW DO YOU EARN THEIR LOYALTY?

Start by being loyal to your customers

Give loyal customers the tools to introduce new customers

HOW DO YOU EXTEND YOUR SUCCESS?

Add extensions that reinforce the brand's meaning

Avoid extensions that unfocus the brand's meaning

HOW DO YOU PROTECT YOUR PORTFOLIO?

Avoid C-Sickness - Contagion, Confusion, Contradiction, and Complexity

Understanding the long-term effects of brand extensions

three: DEVELOPING MARKET MAPS

How to establish your current and future brand positioning

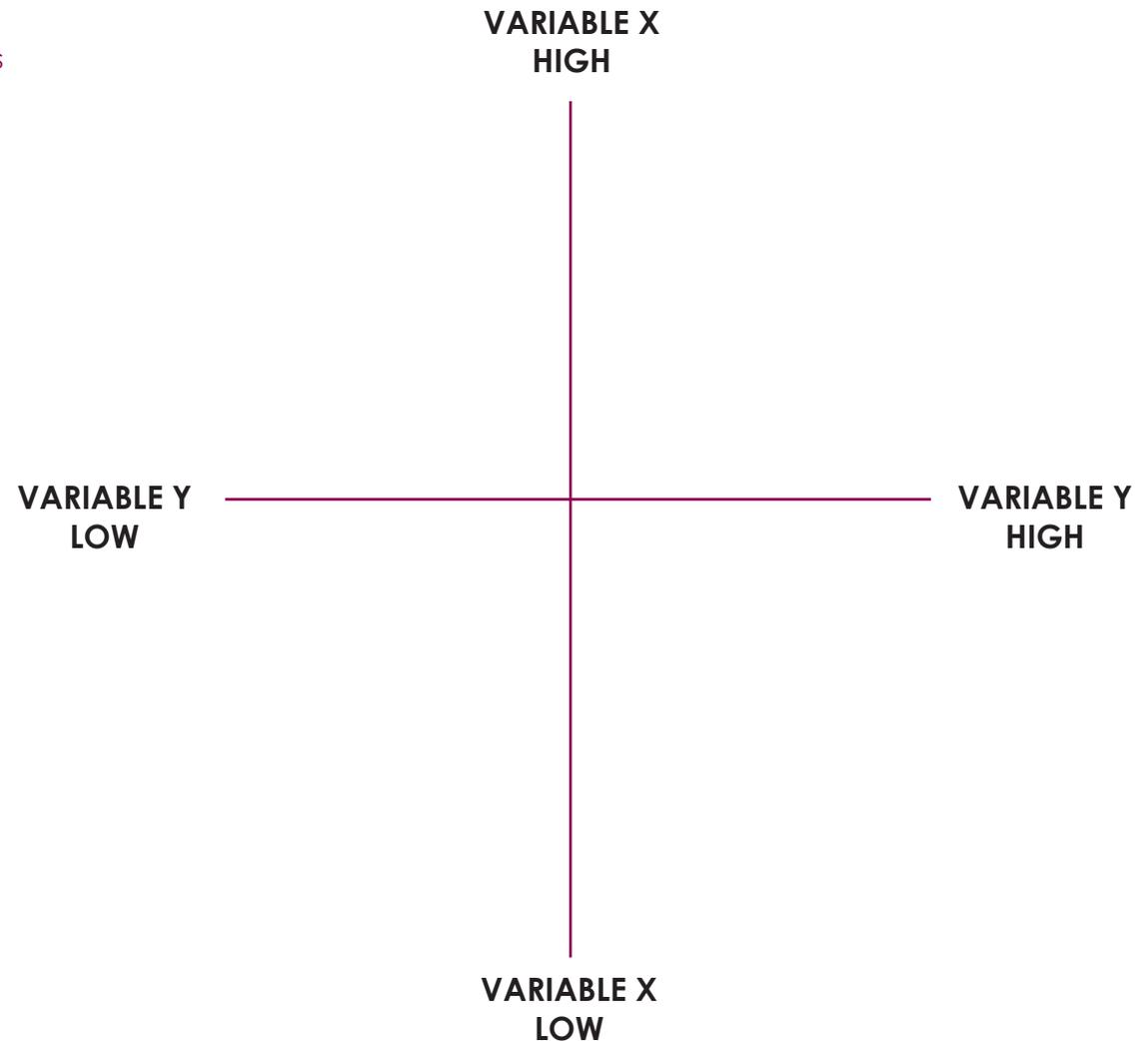
The Market Mapping tool is a highly effective and very flexible way to establish clarity and strategic authority when looking at any market.

EXERCISE 1: Start by selecting two important factors in your market. For example, for restaurants this might be Price and Menu Complexity.

Plot two overlapping axes and place **your company** plus **your competitors** on the grid.

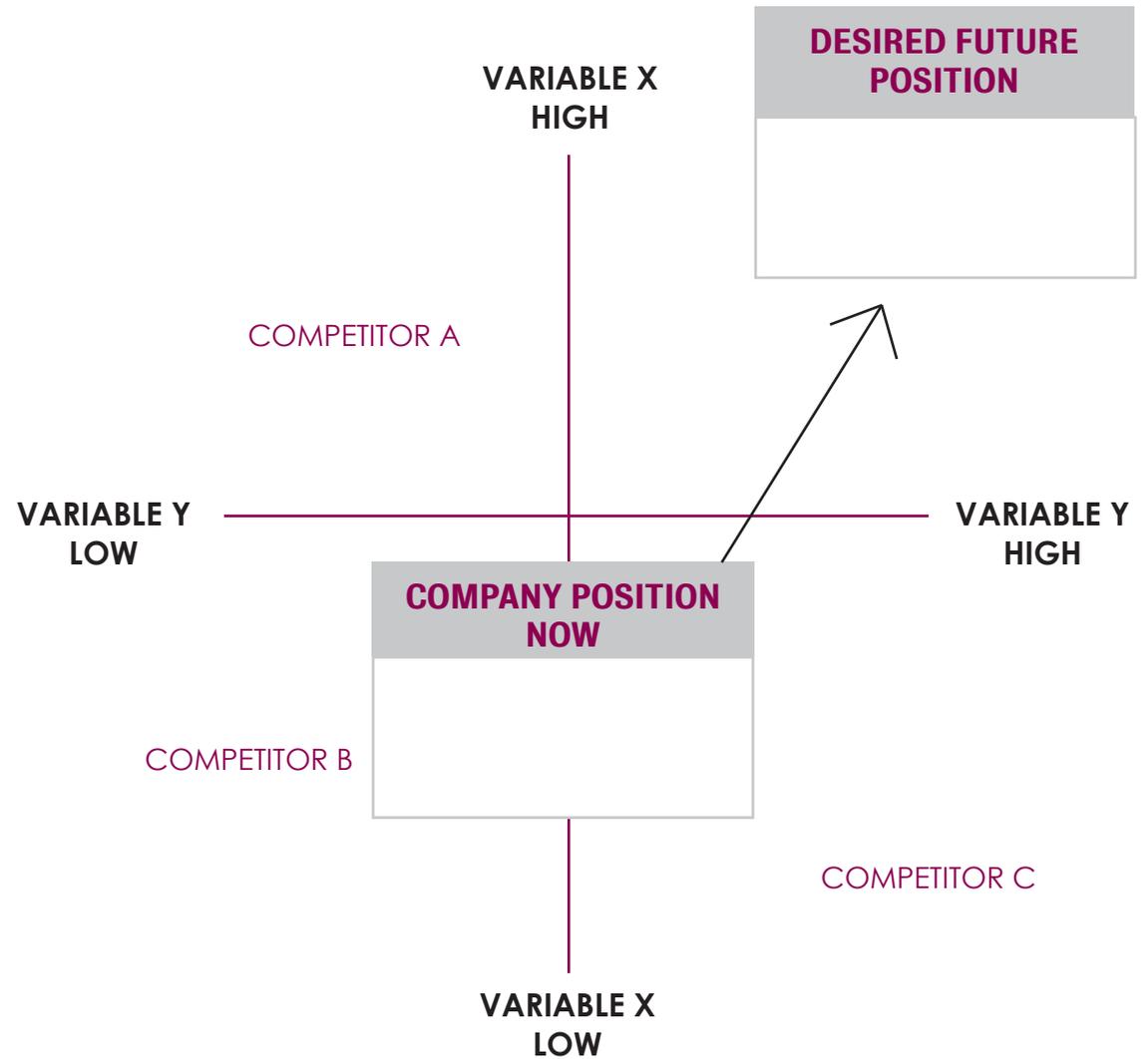
Use the results to identify gaps in the market, or significant overlaps.

Being out on your own could be good, as it makes you distinctive in the market place. However, it could be what is known as 'fool's gold, white space', meaning there's no one else there because it's not a good place to be!



EXERCISE 2: This is particularly effective if you are looking to shift your brand positioning, as per this diagram.

Plot where you are now and, more importantly, where you want to reposition your brand.



four: ESTABLISHING BRAND PRINCIPLES

How to work out what you are and what you are not

EXERCISE: Brand principles help distill the essence of a brand. First decide what your brand is all about and grade each of your brand principles to show a form of hierarchy. Then add what your brand anti-principles are (what your brand should NEVER become) - it is not as important to grade these. Thanks to Saint Design for first introducing me to this technique.

BRAND X IS

I.e. Customer focused (5) Friendly (5) Straightforward (3)
Funny (1) Authentic (4)

BRAND X IS NOT

I.e. Selfish Arrogant Insipid Complicated

five: THE BRAND BOMB

How three simple questions can anchor your brand

The BOMB acronym stands for Brisk Objective Methodology for Branding. It is extremely effective in defining in plain language what a company or brand stands for.

EXERCISE: These three simple questions can reveal 'diamonds in the dust': things that you already do well but do not necessarily articulate or publicise. They are equally effective when asked of management, staff, and customers.

WHAT WE ARE

Describe what the company or brand is in less than 10 seconds

e.g. We are:

WHAT WE DO

Describe what the company or brand does in less than 30 seconds

e.g. We do/provide:

WHAT WE ARE

Describe what the company or brand is like to do business with in less than 30 seconds

e.g. We describe ourselves as:

six: CREATING A BUSINESS MODEL AROUND YOUR VALUE PROPOSITION

How to create products and services that people really want

EXERCISE: Try using the Business Model Canvas to illustrate how your business creates, delivers and captures value (from Value Proposition Design - Oswalder & Pigneur).

<p>Key Activities What do we do?</p>	<p>Customer Segments Who are our customers?</p>	<p>Value Proposition Which one of our customer's problems (or needs) are we helping to solve? What are the main features that match our customers needs?</p>	<p>Customer Relationship How will we Get, Keep + Grow customers?</p>
<p>Key Resources What resources or suppliers do we need?</p>			<p>Channels Through which marketing channels can we reach our customers?</p>
<p>Costs What are our biggest costs?</p>		<p>Revenue What are our biggest revenue streams?</p>	

THE BUSINESS MODEL CANVAS

Key Activities are the most important activities an organization needs to perform well.

Key Resources are the most important assets required to offer and deliver the previously described elements.

Customer Segments are the groups of people a company or organization aims to reach and create value for with a dedicated value proposition.

Value Propositions are based on a bundle of products and services that create value for a customer segment.

Customer Relationships describe the relationship with this customer segment - new (get), existing (keep) or cross-selling opportunity (grow).

Channels describe how a value proposition is communicated and delivered to a customer segment through communication, distribution, and sales channels.

Revenue Streams result from a value proposition successfully offered to a customer segment. It is how an organization captures value with a price that customers are willing to pay.

Cost Structure describes all costs incurred to operate a business model.

"Some people take no mental exercise other than jumping to conclusions."

Harold Acton



