

EMOTION IN BRANDING

Path to Purchase: from Emotional to Rational

By Flora Caputo (VP, ECD) & Kathleen Pletcher (ACD)

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Flora has nearly two decades of experience as a creative in marketing communications. Flora brings her passion and ability to every client and every project, striving to create relevant yet memorable programs that fulfill objectives and really move the needle. She has delivered successful campaigns for a variety of B2C and B2B brands, and has helped grow the Agency's impressive industry roster to include food and beverage, consumer package goods, technology, financial, business services, healthcare and telecom. Under her leadership, Jacobs Agency has delivered unparalleled results for clients and has won nearly 100 awards recognizing marcom superiority. With an expertise that crosses industries and a proficiency in print, broadcast, online and more, Flora's goal for every project is to establish a creative vision, ensure it is strategically relevant, and maintain creative excellence and consistency.



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Preface

You Can't Touch It, but You Sure Can Feel It



The act of branding is a process that is rooted in strategy (with the intent to create an emotional connection—but more on that later). Branding begins with self-examination. It requires scrutiny of your mission and your organization's true equities. It requires an understanding of the marketplace and the target. It involves strategic thinking to provide relevant and consistent opportunities for the target to engage with the brand, and a constant nurturing of those relationships.

At Jacobs Agency, we bang the drum for this behind-the-scenes, research-driven blueprint. The process of devising this blueprint takes thought, effort, sweat and tears. It should take clients out of their comfort zones. As marketers, we can honestly say quite often people don't understand what they are buying when they engage an agency for a branding project. We sell branding, and we've seen the confusion first hand. Our approach not only brings form to the function of branding, we also believe that to successfully establish a brand's identity, you have to create an emotional connection. This emotional connection is what makes the difference. It will attract the audiences you want (the buyers and believers), and not the ones you don't.

We wrote this ebook because we believe in the power of branding done right. We love watching brands rise to their

potential supported by solid infrastructure and embraced philosophy. We enjoy experiencing brands that allow us room to find the fit that fits us. As you're reading, keep in mind that we're not sharing our step-by-step guide to branding. We're sharing our beliefs about the importance of solid foundation, and how to make a connection in today's world.

It is our hope that readers come away with a deep(er) understanding and appreciation for the branding process, and see the value in establishing that emotional connection.

Branding is difficult to describe because at its core, it is an idea, an essence. Successful branding gives a product or service a personality (an act that is rooted in strategy), so that when positioned in the marketplace, consumers affiliate with it, become loyal to it, and trust in its value (a process that is rooted in emotion). And, because it "fits" their lifestyle, the brand becomes part of their world, and part of their self-expression. The brand does not instruct. The brand lets the consumer explore and determine how it should be interacted with. The brand is flexible, growing with and fitting the very nature of the need of the consumer.

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A brand is not a logo. It is not a name. The act of branding is much more than simply creating an icon or visual style to enhance a product or service.

Branding is an in-depth process. It takes a great deal of thought, time and effort. It's hard. It's a necessary foundation—your “house” will be unstable and risk falling without it—because it's the basis for everything your organization, product or service will say, do and become. A strong, solid, well-structured brand platform facilitates your internal and external marketing activities. The activities you activate and the deliverables you deliver are part of the emotional connection your brand makes with the target. It begins with your mission—who are you and what is your goal? What is your value proposition—why do your customers choose your product? And most importantly, WHY do you do what you do? Getting to the “why” is difficult and critical. Getting to the “why” forces us to look past the *results* of doing what we do, and getting at the *real reason* we are doing it. It's not practical or financial. It's emotional. And you must believe it, if you want your customers to believe it.



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4 Coombs 1901	ES Smith-Gilman 1868	☆ McHanev 1879	♡ Swarthout Early 1900
0 Ear 27	R Ryan Early 1900	♣ Wm Shay 1908	OX Coombs 1907
J Kee 1928	B Livingston 1916	5 McKinney Dunran 1912	FP CH Pollard 1900 Carpenter Hamilton Early 1900
☆ Myers 1906	JS Talmadge 1912-1940	DO Stacker 1920	

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Chapter 1

Brand History: from Commodity-Driven to Personality-Infused

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The halls of marketing history are littered with past philosophies and approaches that have tried to help brands achieve an emotional connection. If you look back a few hundred years (which we'll do in this chapter!), there is an interesting correlation between advancements in technology (and therefore consumer sophistication) and the way manufacturers communicated with consumers to differentiate and sell their products. Original applications of branding were based on simple gut instinct. As vehicles became more sophisticated, so did marketers' attempts to create tools and methodologies to establish equity behind their brands. **Even in branding's earliest forms, emotion played a vital role.**

Branding goes back as far as ancient Babylon,¹ but it wasn't until the Industrial Revolution and mass manufacturing that the practice of branding, similar to how we know it today, began. Up until then, products were commoditized. (Remember the Olsen's general store on Little House on The Prairie? Loved that show.) Products were displayed and sold in bulk from barrels and open containers² with simple messaging, if any.

With the Industrial Revolution came new inventions, which led to a jump in the sophistication and importance of branding. This era ushered in the mass production of goods—and competition. Factories were churning out products as well as packaging. Branding became a way to distinguish goods from one another, provide information on their point of difference, and stimulate demand. The literacy rate rose, photography and the typewriter came onto the scene, and branding evolved further. Advances in printing, railways, postal systems and the telephone all facilitated the growth of branding and marketing communication.³ But even with all this advancement, branding was still a story primarily focused on the “what” with only a little about the “how,” and nothing about the “why.” It

was merely a way to stand out in the sea of products rolling out of factories. In this era of branding, the interaction with the consumer was very one-sided.

From the mid to late 1900's radio and television brought new opportunities. Printing processes improved, as did graphic design. Baby boomers entered the work force. The middle class grew. Products and services increased. To trump the competition, companies needed to tell richer stories. “It's just better” was no longer enough information to satisfy the newly savvy consumer. Successful brands used emotional value to differentiate. As brands became more sophisticated, they created symbols and unique brand images to differentiate from the competition.



As brands grew in strength and stature, some brand symbols became recognizable outside of the actual products being sold, while still connecting emotionally through that iconography.

Some of the branding tools developed in the mid to late 20th century to help marketers back then are still used to some degree today. The popular “Brand Anatomy Model” exported information into all sorts of shapes meant to be “ownable”—from grids to pyramids, eyeballs, trees, keys and more. Though the shape and shtick changed, brand anatomy models pretty much all highlighted the same stuff: brand heritage, values, DNA, essence, functional and emotional benefits. But when it came to consumer interaction, this approach was still one-sided.

The brand was still reacting to the marketplace, and letting the marketplace define its value to the target. The target either agreed or not, and moved on.

And then along came the seismic technology event that pretty much changed everything. Enter the Internet. And enter message infusion and confusion. A huge shift took place as a whole new landscape became available. To be successful in the din of the 1990's-2000's, brands had to rise above the noise (both online and off). How? By making their brands more relationship-driven and human. Consumers started to play a more active role in the definition of the brand, particularly because the Internet empowered consumers to engage on their own terms with brands.

Many brands tried to develop personalities that would allow for a dyadic relationship. Methodologies were developed to help companies develop more human brand personalities. A popular one is often referred to as the “mythical archetype” approach based on a “needs” hierarchy. This methodology is still used today, and there are many books and white papers that sing its praise. This methodology is built on the premise that deep in our psyche, we humans have an affinity for various archetypes. Archetypes are ancient, universal patterns of behavior that are embedded in what Carl Jung called the “collective unconscious.” Archetypes highlight an original example, ideal or epitome upon which others are copied.⁴

Technically, we have an affinity for all of them. And through millennia, society has developed stories to develop and appeal to various aspects of these archetypes. For instance, Tristan and Isolde is about “The Lover.” The Tempest is about “The Magician.” Brand archetypes have evolved—today there are nearly 60 of them in use—and there have been spinoffs that include “shopping archetypes” and “digital consumer archetypes” and

“mom archetypes.” Turning brands into various archetypes is a way to connect with consumers on a deeper subconscious level, and a more human one. It also allows for some deeper narrative. But this process too, falls short. Archetypes only establish a brand’s human-ness in an aloof, idealistic, storytelling kind of way. They don’t connect on a deeply personal, social level. Archetypes are also very definitive. They don’t give the consumer any “places to go” with a brand once they’ve associated themselves with “The Jester” or “The Warrior.”

“The contents of the collective unconscious are archetypes. Primordial images that reflect basic patterns that are common to us all, and which have existed universally since the dawn of time.”

-Jung’s concept of the collective unconscious

Some brands and their archetypes:

“The Lover”

Victoria’s Secret®

Goal: To pursue perfect enjoyment through physical experiences, helps us find and give love.

“The Creator”

Lego®

Goal: To create something of enduring beauty and value; craft something new.

Adobe®

Goal: To revolutionize how the world engages with ideas and information.

“The Jester/Entertainer”

Fanta®

Goal: To make friends through humor and fun, have a good time.

“The Hero”

Nike®

Goal: To empower people with the idea that everyone is an athlete.

“The Adventurer”

Patagonia®

Goal: To be an outdoor-lovers brand, providing quality equipment that is reusable, environmentally friendly and gives back to nature.

“The Rebel”

Harley Davidson®

Goal: To enjoy a life expressed with a freedom and “rebel nature” that most people only dream about.

Which archetype does your brand identify with?

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-the creator-



-the explorer-



-the hero-



-the innocent-



-the jester-



-the lover-



-the magician-



-the sage-



-the regular guy/girl-



-the caregiver-



-the rebel-



-the ruler-

core archetypes

Brands round out friends and family in our personal networks. (Some of us see our Starbucks baristas more often than our own mothers.)

And that brings us to today, and the latest technological element that is credited with affecting brand development: social media. Social media has changed how, when and with whom we interact every day, maybe every minute. But brand interaction, and definition, is about more than just the social-sphere. It's about community. This isn't about making organizations more dynamic and social, though they should be anyway. Brand guru Mark Tamis points out, "The real benefit of a social business is on the net impact it has on the brand equity balance when you account for the brand value co-creation between the customers, the firm and its employees, and the other stakeholders."⁵ This co-creation of value is deeply personal, and very engaging. Within lies the emotional element that was previously lacking. As professional marketers who believe in getting to the "why," to us it makes a great deal of sense, and it has inspired our own branding approach. (And this ebook!) It allows for a richer story and the opportunity to invite stakeholders, consumers and the whole community to play a part. The "why" makes the brand truly human, genuine and authentic. Defining the brand to a certain point is important, but allowing its community the room to evolve it, engage with it and help create its value to them personally is key. However, many marketers just aren't there yet.

"Emotional branding means getting down to the core. It requires an inward journey of discovery. It can be uncomfortable....but so revealing."



"And rewarding! It takes time (and blood, sweat and tears) and it can be difficult. The best place to start? With a plan."



1, 2 & 3: Designing Brand Experiences, http://www.aef.com/pdf/landa_history_rev2.pdf
 4: <http://www.printmag.com/design-inspiration/do-brands-change-us-or-do-we-change-them/>
 5: <http://marktamis.com/2012/06/27/social-business-builds-brand-equity/>

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Chapter 2

Planning Basics: Infrastructure, Then Identity

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Just as in architecture and relationships, a solid foundation is necessary to support a brand. Set out on your brand journey without a sound “vessel,” well-thought-out plan or proper focus, and you risk sinking in the sea of competition. But doing some necessary “pre-work” up front makes for a much easier path. Your brand identity is essential to establish before going forward. That identity is the basis for everything your brand will say and do. It is key to establishing your emotional connection with and within the community. But you can’t create something from nothing, so building a sound foundation and brand infrastructure comes first.


Mandatory pre-work includes research, assessment, steering committee meetings, stakeholder interviews, brainstorming and workshops. Create a competitive matrix. Determine where your brand fits. Perform a SWOT analysis. Out of all this pre-work come basic elements including company mission and vision. At Jacobs Agency, we are in the “vision and mission statements are extremely important” camp. Every business needs a North Star. Vision and mission statements help fuel that star’s brightness. Operate without them and you could go around in circles. While equally important, the two statements are very different. A vision statement explains what the organization wants to be or do, and what type of environment it wants to create. It is a long term view and concentrates on the future. A mission statement explains the fundamental purpose of the organization, why it exists and how it will achieve its vision. Your vision is lofty and something to which you aspire. Your mission is how you will realize that vision.

From the pre-work you can also craft your positioning statement and value proposition, which are also part of your guiding philosophy. Your positioning statement is internal, and

states the reason for the brand’s existence. Once written, it should rarely be changed. It provides a blueprint for the marketing and development of a brand. Your value proposition is external and expresses the value of the brand. It does not have to be written as a quote, but it is essentially a statement that could be made by your most satisfied customers explaining the most key or significant reason why they buy your product or service.

Everything about the brand, from look and feel, to messaging, to tagline, all stem from this important foundation-building step: discovering what your brand is, what it’s about, what it promises, and even more importantly, why it exists.



 YouTube’s vision is “to give everyone a voice, to evolve video, and to make our partners and advertisers successful.” YouTube’s mission is “to provide fast and easy video access and the ability to share videos frequently.”

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Branding Considerations

Best practices recommend evaluating your brand every five years. It is important to note that not every existing brand needs a complete overhaul. Established brands that still rate high on the loyalty scale and resonate well may require brand refinement to revitalize their relevance in the marketplace, and differentiate them from the competition. New brands will start from scratch. Keep in mind this is not about the brand right now—it's about the brand you want to be.

Define brand essence and brand relevance.

Hey, existing brands—does your essence and personality still connect with your audience? Are you still relevant in today's world and with today's target? What did your target think of your brand five years ago? What do they think of it today? The world is in a state of flux and change. It is likely your target is changing as well. Whether new or existing, every brand should be able to answer this question: Who are you and what is your fit in the marketplace? Find your place and carve out your space.

Review your corporate mission and product line structure.

Business plans do evolve, and brands should evolve along with them. Have the means to fulfilling your mission changed since you developed that mission? Has your organization grown? Does your mission appropriately reflect your company's (new) goals? Does your brand have existing equities—are you leveraging them? Regarding product lines or services, have you added or acquired? Do you have a legacy brand that has seen the addition or extension of product lines? Are they representing the master brand optimally? Do you plan to add more? These are just a few of the questions that need to be considered. Companies that don't answer them risk confusing potential customers and even jeopardizing the master brand's reputation.

Don't let outlier products disrupt established brand trust.

A paper goods client of ours with a very established eco-friendly and environmentally conscious brand reputation rolled out an economy product line based on value. It was neither green nor socially-responsible. They confused their current audience, and without doing the research and the work to create a place for themselves in the “economy” marketplace, couldn't hope to sustain that product line.

Watch the marketplace.

What's taken place and what's on the horizon for your industry? Have your competitors changed? Are there more of them? What is the landscape like—is there more opportunity, more complexity? An in-depth understanding of the market in which you operate (current and future!) and compete is essential. It's important to first understand the landscape. Then you can carve out your space in it.

Plan for your brand's evolution.

For legacy brands, are there existing equities to leverage? What has the most equity in your brand and product/service architecture? How do your different brands relate to each other? And specifically, does/do the brand/s still relate to your company?

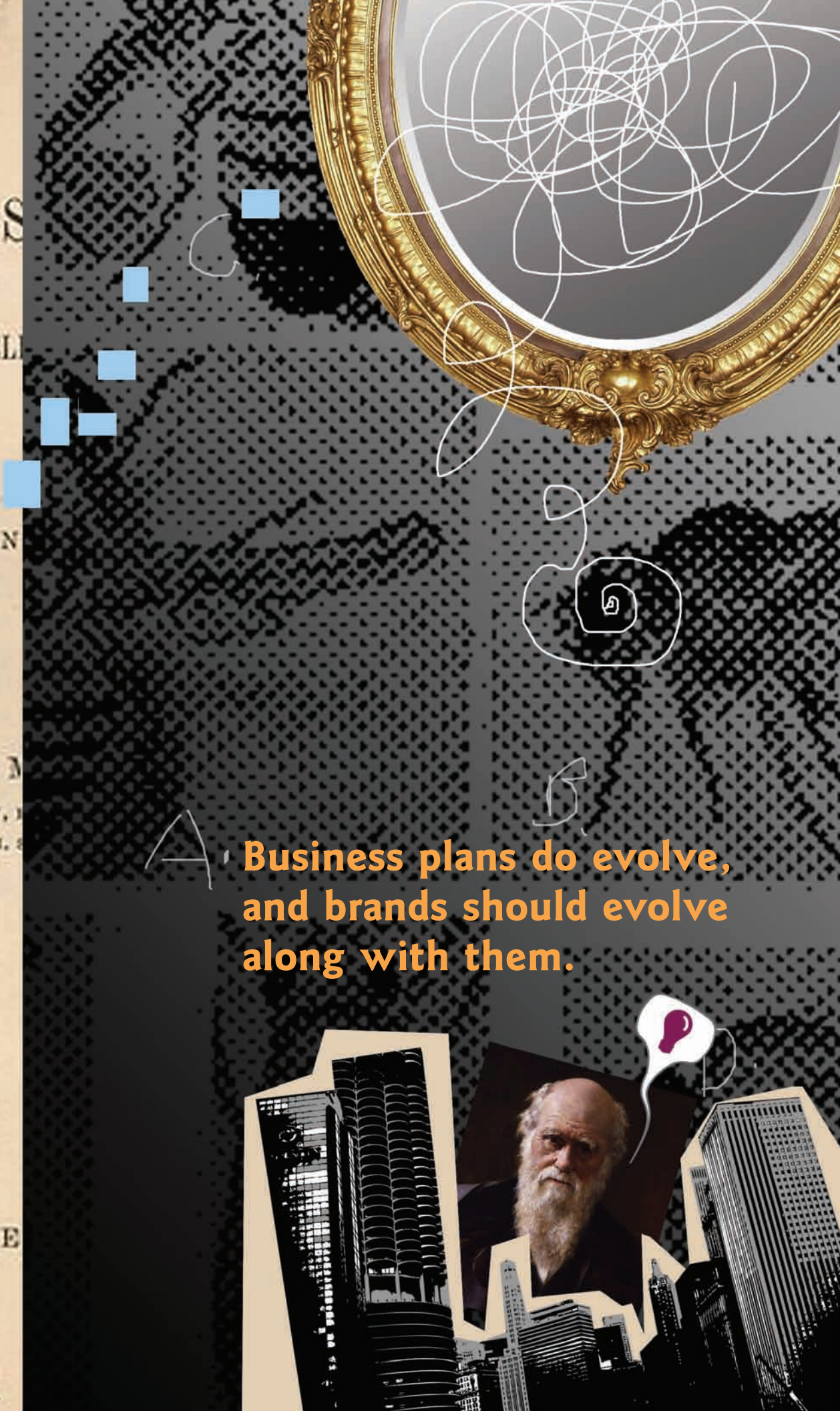
Maybe you are introducing just one new product or service right now. But your mission is to grow and provide more offerings and solutions, and grow your target and brand strength in your market. Considering your brand's evolution is important, and there are different ways a brand can exist with reference to the organization. There are a few approaches to showcasing this. We like the “Branded House vs. House of Brands” analogy. This version provides a visual architecture for organizations that *have* different products/brands, and organizations that *are* the products/brands.

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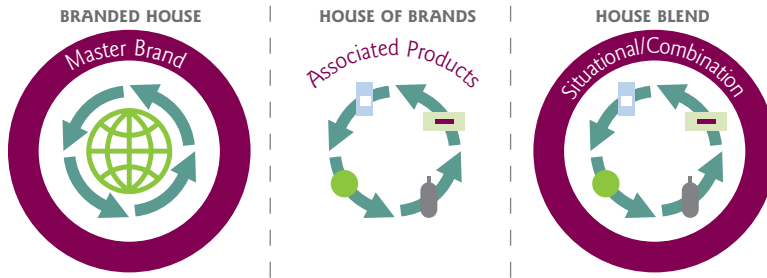
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A Business plans do evolve,
and brands should evolve
along with them.



The “Branded House” In this methodology, the company is the brand. All products and services within that company will be subsets of the primary brand. A good example of a branded house is Apple. They use a singular name across all of their activities. To all of their stakeholders they are known simply as “Apple.” They may have different categories/divisions (iPod, Mac, iTunes, iPhone, etc.) but they all have to fall under the scrutiny of existing branding strategies and standards. FedEx is another great example of this branding structure.

The “House of Brands” This architecture focuses on the branding of multiple sub-brands while the primary brand gets little or no attention. Proctor & Gamble is a perfect example. Under P&G there are dozens of brands, including Pampers, Duracell, Gillette and Tide just to name a few. However, P&G gets very little prominence itself, and adds no real credibility to any of its products. Disney follows the House approach, and this brand does get prominence itself.

The “House Blend” This is an architecture based on the development of sub-brands with the added credibility of the existing parent brand. Google, for example, started as a search engine then continued to establish the primary brand through offerings such as Gmail, Calendar and Maps. Eventually, they began to acquire other, smaller tech companies such as Blogger, Picasa and YouTube. These acquisitions maintained their existing brands but gained credibility through the primary brand of Google.⁶

Be Careful Not To Confuse Product Lines with Master Brands

They are different. Product lines and extensions should borrow equity from and leverage the master brand. One situation that many organizations find themselves in is what we call the “brand sprawl” syndrome. It isn’t uncommon: a company establishes a great brand identity and reputation. The organization grows and they add more and more “offerings.” These product or service lines grow to include dedicated marketing teams who want to “brand” their “product.” These product or service lines end up with their own names, taglines and logos. In one scenario, they carry little weight on their own and have no connection to the powerful, mother ship brand that consumers already have affinity with. In another scenario, the product/service lines may actually compete with the master brand. This causes marketplace confusion and undermines the equity and integrity of the master brand. The main goal of the corporate master brand is to maintain elasticity and credibility, relevance and differentiation across a broad portfolio of offerings.⁷

Unfortunately we see both of these scenarios frequently. And either way it’s a loss for the product and service lines, which could easily be drawing on the established equity of the powerhouse brand. Instead they expend much effort (and money) trying to establish their own identities and push target-specific features and benefits. In a recent *Ad Age* article, Al Ries summed it up beautifully: “Many companies have too many brands, too many markets, too many marketing

campaigns. In a sense, dozens of half efforts that usually leave the brands in the middle of the ditch. Better to concentrate all of your resources on a few campaigns that have the most promise.”⁷

How Sprawl Dilutes the Brand

Sprawl happens, and it happens frequently. In fact, one of our longtime clients is guilty of committing this act—again and again. Despite our best attempts to dissuade them from doing so, year after year they add new offerings, each with different identities. Their core brand is strong and recognizable, but they don’t leverage it. They expect that a logo, a name and a microsite will encourage engagement and generate action. If their target even sees these new offerings, there is little to no representation of the mother ship brand. The fledgling offerings could be drawing on strong core equity, but they aren’t. And they don’t have nearly as much of a chance to gain a following (brand loyalists) as they would have if the core brand had been leveraged. What has resulted over the years is a big junk drawer full of names, logos, programs and events, and a master brand that has taken a back seat to the products it should be leveraging.

Be Careful Not To Confuse Category Leaders with Product Features

Another common situation we’ve encountered is when a yet unknown brand focuses on product “descriptors” or features instead of leveraging its true credentials and category differentiators.

Fage Greek Yogurt was the focus of an [Ad Age](#) article, which is a great example we’ll use to illustrate this point. Author Al Ries pointed out that to be a category leader, a brand should forget about the features of the product and focus on the leadership credentials. In Greece, Fage was first on the scene and owned the market with a share of more than 25%. Here in the US, a dismal 14% to Chiobani’s 47%. Had they led with “No. 1 Greek yogurt in Greece” instead of the confusing “Total 0%” and “Total 2%” callouts and a buried brand name, Fage may have secured the US category as solidly as they did at home.

The front-end process of branding requires exhaustive thinking. This work is the beginning of the journey—it’s your map for creating your brand, your brand’s goals and how it will achieve them. But we’ve gotten a little ahead of ourselves, here, with all the pre-work and the planning discussion. The branding stumbling blocks above occur when the focus is on the features and benefits (the *what*) instead of where the focus should be.

So let’s step back for a second. At Jacobs Agency, we cannot stress how important this part is— before you embark on the brand journey with the *what* and the *how*, you need to know *why*.

“And why should we ask ourselves why?”



“So your target doesn’t answer it for you.”



6: <http://dianhasan.wordpress.com/2011/05/25/brand-architecture-the-different-types-explained-2/>
7: <http://adage.com/article/al-ries/fage-lost-greek-yogurt-war/237558/>

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Chapter 3

A Brief Timeout: What's up with the Why

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As you and your branding committee evaluate your internal mission, vision, growth goals, culture, products and services, it is natural to start the positioning exercise with what you do and how you do it. Here's a typical example: in rebranding "Acme Sprockets," the branding team may gravitate towards what their sprocket is: better/faster/cheaper/prettier. They may also add how it is better/faster/cheaper/prettier: hand crafted by Buddhist monks in peaceful, mountainside temples.

As mentioned in Chapter 1, this is where marketing has stayed for years. So we'll throw this out there: does defining who you are and what you do and how you do it truly get to that emotional connection? What if Acme Sprockets not only asked what and how, but *why* they do what they do? Let's look at how emotional connections work from a scientific perspective as it relates to purchase decisions, and how asking *why* helps play into that.

Modern science has continued to uncover how the human brain works. Around 2007 a combined group of economists from Carnegie Mellon and psychologists from Stanford discovered that features, benefits and price are all rational triggers in the brain. These qualities are all evaluated by the same part of the brain that controls language and analytical thinking. **But the part of the brain that influences behavior—and purchasing decisions—is influenced by the emotional part of the brain. The study proved the path to purchase begins at an emotional level, and then moves to the rational.**

The study group gave 26 subjects \$40 in cash each and stuck them in an MRI machine one at a time. Inside the machine, the researchers showed each subject a series of product images followed by an image showing the price of the product. The subject was given \$40, and if they chose to purchase an item,

it was deducted and the item was sent to them. If not, the subject could keep the \$40.

The results were so consistent it stunned the researchers. When a product image flashed, the area of the brain called the nucleus accumbens (the pleasure center of the brain) lit up if the subject liked it, triggering the dopamine receptors that make for feelings of happiness, excitement and anticipation. So when consumers like what they see, there is an anticipation of pleasure.

When the image with the price was shown, it triggered a different part of the brain called the insula. The insula is sort of the opposite of the pleasure center. Its neurons start firing when you realize you're about to experience pain. When the price appeared, the insula either lit up, or it didn't. When the insula lit up, the subject ultimately decided not to buy the product. When the insula did not light up, and the nucleus accumbens had been activated upon viewing the product, the subject eventually decided to buy it. The conscious, rational decision to purchase comes later, and it always follows the unconscious decision made by the nucleus accumbens and the insula.⁸

So if the part of the brain where the path to purchase is initiated is not regulated by the part that deciphers language or price, all that sell copy you put in your ads won't resonate if you haven't emotionally connected or moved the consumer first. Getting to the *why* of your product and service starts moving your brand to that emotional plane. The "why evangelist" spreading this philosophy far and wide is brand guru, Simon Sinek, author of "Start with Why."



Simon Sinek, "Start with Why"

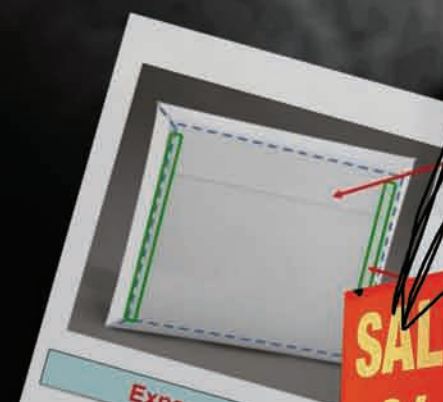
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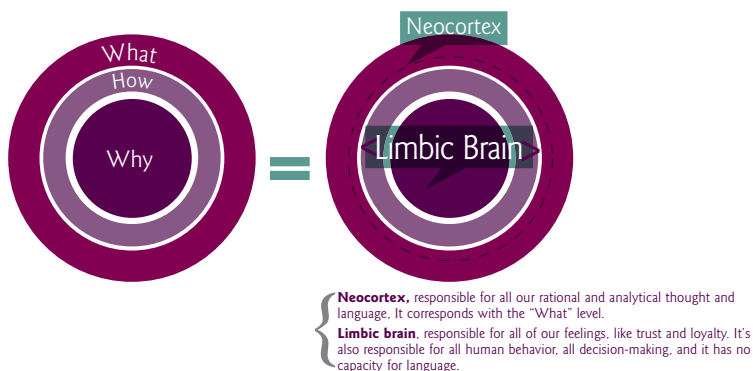
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SALE



His famous quote, “People don’t buy *what* you do, they buy *why* you do it.” sums up the relationship between emotional resonance and a purchase decision. According to Simon, “When we communicate from the outside-in, though people can understand vast amounts of complicated information like features, benefits, facts and figures, it just doesn’t drive behavior. When we can communicate from the inside out, we’re talking directly to the part of the brain that controls behavior and decision-making, and then people rationalize their decisions with the neo-cortex. The neo-cortex, the thinking part of the brain, is always trying to understand and make sense of the world. This is the reason we think we’re rational beings when we’re really not. If we were, we would never buy a product or service simply because of how it makes us feel. We would never be loyal, we’d always just choose the best deal. We’d never care about trust, we’d only evaluate the numbers. But we don’t do that. We do choose one product, service or company over another because we feel we can trust them more. We do buy things that we think are worth extra money even though all the facts and figures may indicate there is no significant difference.”



Getting to the *why* sounds like an easy proposition, until you actually *try* to answer the question. Many companies and marketers are too caught up in their P&L statements to really know why they do what they do. Making money is not a *why*.

Believing in enriching children’s lives through healthy foods is a why.

Believing in accessible innovation that can change lives for the better is a why.

Believing in the power of big data to inspire and empower the healthcare community to achieve better health outcomes is a why.

The *why* is the company’s guiding principal/s, and the culture and people should hold themselves to it. This philosophy strengthens our Agency’s belief in starting from the inside out in branding initiatives. When a company lives and breathes its *why*, its brand story becomes more genuine and authentic. The emotional connection can be reached easier. The relationship with the consumer can be built on trust. When we get to the *why* in branding and campaign platform initiatives, we have found the messaging and ideas to be richer and much more compelling.

Establishing your *why* lays the groundwork for developing your story to move into your brand’s positioning statement, value proposition, tagline and attributes. And successful branding needs storytelling. Stories transcend time and space—especially the best ones. They’re the ones that get shared the most. Think about Beowulf, King Arthur, Shakespeare. Myth and story has been part of our lives for centuries. Brands that tell good stories can have that same impact. Craft your brand story within your positioning statements and other outward messages using your equities, being confident enough to dump the ones that hinder your five year goals (you sometimes have to let go of your

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darlings if they are weighing you down).

Be authentic to who you are as a company and product. Don't be afraid to push the envelope when exploring inwardly with your brand. After you carve your ownable spot on the competitive axis based on your SWOT findings, it's time to play. See what inspires you. See what bores you. See what scares you. Don't be afraid to be a little scared. All this work you are doing isn't about what your brand is today. It's about what your brand can and will be in five years, so stretching now will give you something to grow into. Don't do comfortable. Comfortable is slow to move...anywhere. Be genuine. Be inspired. The work you are doing now is the foundation for your brand's future—it goes beyond marcom and is embedded in everything from benefit messaging to boilerplates, from sales targeting to hiring strategies. You are defining who you are at the core, and your "why" is the very center. And it should be a guide to where you go in the future.

All this work you are doing isn't about what your brand is today. It's about what your brand can and will be in five years, so stretching now will give you something to grow into.



8: <http://science.howstuffworks.com/life/brain-shopping.htm>



Chapter 4

Get Them to Live It and Love It: The Successful Internal Brand Launch

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Branding from the inside out doesn't just encompass the figurative, but the literal as well. On every branding assignment we undertake, we always remind and caution our clients that before taking any brand out for a trip across the globe, they need to make sure internal folks are on the train. Your most powerful brand ambassadors are your internal people. They not only will advocate for the brand, they *are* the brand. Introduce the brand to every employee in every department. Use internal rollout strategies to help inspire and educate. This will ensure unification behind the brand and help sales be more successful, activation easier and brand compliance less combative. And most importantly, it ensures consistency, which galvanizes trust in the brand. The internal launch of a brand is just as important as the external launch, so set aside some dollars in your marketing budget to ensure it happens. These kinds of programs can take all shapes and sizes. Resources can be shared by an HR department if you have one. But spending all your budget on brand development without an internal (and external) launch plan is truly dropping the football at the 10 yard line.

An internal plan establishes consistency. Brands that remain consistent grow stronger. A consistent tone, voice and appearance should be evident across all your communication vehicles. Consistency should be followed for all corporate portfolio elements, as well as external facing communications.

To maintain consistency, develop templates for identified communication vehicles. (If you are branding a corporation, and/or have budget restrictions, this can be a phased approach.) These communication templates are part of your bigger brand bible—your Brand Guidelines—that are the universal and final word on how your brand is presented, both internally and externally.

All the pre-work and planning prior to this point involved a team of senior leaders who understand, live and breathe the new brand. Now it's time to get employees on board, and ensure they also champion and embody the spirit of your brand.

An internal launch communicates to your organization that the brand is important, and that they, as stewards of it, are also important. Brand consistency = brand trust. Trust is an emotional characteristic. Employee belief and trust in the brand is key. And demonstrating brand authenticity to customers is key. Consistency must flow from internal to external. People will see right through it if it doesn't, and that's how you lose loyalty and customers.

Some Internal Rollout Tactical Ideas:

Internal launch event with refreshments, stakeholder speakers

Teaser email/launch email

Brand training

Premiums

Posters and signs

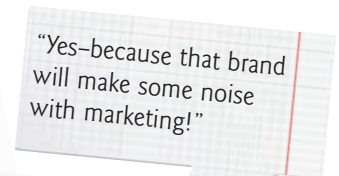
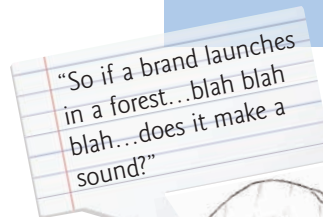
Leveraging intranet

Screensavers

Videos

Lobby events

Contests



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YAY!

BRAND!

WOOT!





Chapter 5: Launching Externally: Successful Brand Activation

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Your brand means a lot to you and your organization, and you need to make it mean something to your target. This is called activation. Current equities need to be strengthened. New equities need to be built. The only way to do that is through marketing.

of this, but so will your business objectives and your target audience. We use our philosophy of Through the LinesSM engagement to help us craft a plan that uses your business objectives as your guide. It helps navigate the tumultuous marketing landscape of today, and shows clear paths within it.

BRANDING = Story & Identity **≠** **MARKETING** = Impact & Connections

This doesn't mean the two don't blend. Marketing activates the brand story.

Over the years we have seen companies spend oodles of precious dollars on brand development, and virtually nothing on activation. This is truly disappointing, and wrong. It doesn't matter how good your brand is if there is no awareness of it, or engagement with it. And let's face it, what's the point of (re)branding if no one is buying? In a noisy landscape, or any landscape for that matter, brands (especially new ones) need to make sure they have dollars for a proper launch to get noticed and build equity. It takes money and effort to create a brand. It also takes money and effort to get the brand out there and connect with the target. You spent time and effort to define and carve out a specific brand space in the marketplace when you defined your relevance. Now you need to OWN it and create those emotional connections. Otherwise, you just spent a lot of money talking to yourself.

Your external launch plan should ensure you are creating awareness and communicating your promise to the right audiences at the right time through the right channel. In this new day and age, that is a daunting task. Budget will drive a lot

It's important to take advantage of time and place. You want to reach the target in ways they like to be reached, in places they frequent at the moments they are most receptive—with consistent messaging (and a well-planned marketing communication strategy). Plan internally, plan externally, activate. Don't ignore rollout—so many launches fall flat because rollout plans are not in place or followed through. We've helped clients reap the benefits of strategic thinking and branding efforts with integrated marketing plans. See how we helped Cassidy Turley reestablish its core brand and use awareness to get the word out.



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BOOKS FREE!!

YOUR MONEY'S WORTH.

HERE STOP

FREE!

FREE!

like This

Advertisement for books and watches, featuring various illustrations and text. The text includes phrases like "BOOKS FREE!!", "YOUR MONEY'S WORTH.", "HERE STOP", "FREE!", and "like This". There are also small illustrations of books and watches.

11:54

HM Armed Forces

527,255 likes · 64 posts talking about this

Governmental Organization
The Armed Forces of the United Kingdom

Like 527K

Message

Advertisement for HM Armed Forces, showing a Facebook post with 527,255 likes and 64 posts. The post is from the "HM Armed Forces" page, which is a Governmental Organization representing the Armed Forces of the United Kingdom.



The goal is to build a community that will help co-create the brand's value. A community is crucial, offline and online, through all the lines of the marketing landscape. The tactics and engagement strategies you implement will allow your brand to grow and stay relevant, and have an emotional connection with the world around it. Make sure the plan allows for engagement in that community. Be part of the conversation. And just like any conversation—be sure to listen as well as talk. Don't tell your target what your brand is good for. Let your target get to know your brand and let them decide how it works best for them. The landscape today is a constant stream of back and forth, not just a “one and done” execution. It may have been easier in the days of old when we pushed out a message and then moved on. Now, this evolving world of engagement allows brands to have one-on-one relationships with their targets, allowing for deeper, more personal bonds built on trust and emotion. The catalyst? Social media.



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Chapter 6

Your Brand's Beginning Is Just the Beginning...

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Think of your brand as a pebble, and the ocean (actually any somewhat large body of water will do) as your brand's community. Toss the pebble into the water. The ripples on the water ride outward, strong at first, but if they are not replenished, they fade out. Toss that pebble again. To maintain the connection, the brand has to continue the conversation. Good brands are built on strategy and story. The strategy is sound, and the story is never ending.

No matter the target, you must establish your brand as part of the community, and continue to build trust. That means understanding the target: what they do, where they are and what interests them. Then you need to cut through the clutter and establish a presence where they are, and provide something of value that fulfills their interest and reinforces the emotional connection that's been created.

Through all the shifts and changes the marketing landscape has undergone, nothing has affected it more seismically and quickly than social media.

With the ever-increasing list of social media platforms available, it is challenging to present a cohesive message across all channels. If you are not careful, and consistent, the experience from one social network to another can feel somewhat disjointed. You may need only one or two, or a well-structured combination of several. Social is a tricky, time-demanding landscape to master. Some companies have branded very well, and extend that engrained story throughout the social media-sphere. For example, Target is a very recognizable brand. From the iconic logo to the red color to the personality and attitude, they've established a connection and you know it when you see it. And they've done a great job at keeping their message consistent. Take a look at their Facebook and Twitter pages, and their

presence on LinkedIn, Pinterest, YouTube, etc. There's consistency, activity and engagement. They've successfully established an identity across the landscape—and in doing so they've established a dedicated audience. So how do you keep brand elements aligned with internal and external pressures? At Jacobs Agency, we subscribe to the philosophy that technology continues to spark a multi-dimensional playing field. The ability to identify and tap the most effective vehicles, at precisely the right time, is the difference between activating or missing your opportunity and your target. Another critical factor is ensuring the message innovatively connects with your target on not just one, but on multiple levels.



Fiskars® is a premium brand of crafting and gardening scissors that's been around since 1649. With a limited budget, it has become a great example of a legacy brand that has made itself relevant in today's landscape by using social media to engage brand loyalists. The "Fiskarettes" was a brand ambassador program of crafting and scrapbooking bloggers who shared tips and projects within their crafting communities. Though the program just recently ended, during its half-century run, it created and nurtured its own brand loyalists and generated awareness among the younger crafting community. These communities also inspired Fiskars to innovate and create new, artistic and inventive product lines relevant to their growing audiences.



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In the past, brands pushed out their messages and consumers accepted them (or not). Messages were delivered in a variety of one-sided vehicles. Now, audiences hold more power than the brands themselves, and in many cases have a louder voice and a bigger influence. They can actively shape and change how a brand is perceived, interacted with or shared. Many brands find this new world disconcerting. But we see it as a great opportunity. Brands can interact *within* the community. They can more immediately galvanize loyalty and develop brand ambassadors. But once a brand is suited up, it's in the game for good. Brand promise is a long-term commitment, as in any relationship. Brands can't jump in and go quiet. That's the equivalent of giving their target the "silent treatment" in a relationship. And the community takes that as a snub. Brands must actively participate, listen, react and engage—over and over and over again. It's important to understand this from a resource perspective, as you plan and budget for community management. This brave new world of audience control is most perplexing as it relates to the up and coming group of purchasers—the Millennials.

Millennials have completely baffled brands and marketers. Countless articles and resources are dedicated to cracking the Millennial code. We could dedicate a whole book to doing just that. (And depending on the reception of this one, we just might!) The loss of control over brand perception relates mostly to these young purchasers. This group is incredibly creative and focused on self-expression. They don't want to be told what a brand is, they want to experience it and decide for themselves. The more a brand leaves Millennials room to evolve their relationship with the brand—and define it for themselves—the more successful they will be in connecting with this group.

Intrigued by the muscle of Millennials? We are—so much so we've written about them. Read more here and here.

A Brand's Five Year Journey of Growing, Learning and Evolving... but Not Changing

It's important during a brand's rollout that your long-term plan includes listening and staying engaged. Accept and learn from mistakes, improve on successes and build on them. Evolve your marketing plans to address the growing target and media. Involve your internal stakeholders and team to uphold consistency. Schedule regular evaluations, review your company's mission and vision as you grow to maintain alignment. Always stay true to your North Star. Deviating can negatively affect brand trust and message.

During this process of staying the course, a word of caution: don't fall prey to brand boredom. It's quite possible for brand managers and those close to it, to get "tired of the synergy." It happens. We've (unfortunately) been on the policing side of brand consistency, fighting against our own client.

Remember, marketing campaigns are where you can refresh and have fun with how you ladder up to your promise. But the core brand needs to stay true. Remember that branded materials are seen by your audience only at certain times, not in one fell swoop. As much as you would like it, your audience isn't breathing, sleeping and eating your brand like you are. So the next time you get tired of seeing that same color palette or graphic treatment, remember this: forget about it.

As your team grows and new players join, resist the temptation to stray off course. New folks may want to put their mark on a brand once it gets under their charge. Don't throw the work that's been done aside. Your brand is equity you've been investing in—don't change it, but do visit it regularly and render it contemporary.

Now, go forth, and brand. Or if you'd like, give us a call—we'd love to help!

Credits

The Power of Unpopular, Erika Napoletano

Brand Relevance: Making Competitors Irrelevant, David Aaker

More on Mr. Tamis:

Is Marketing Ready for the Stakeholder-Focus Brand Era?, Rawn Shah

<http://www.forbes.com/sites/rawnshah/2012/07/12/is-marketing-ready-for-the-stakeholder-focus-brand-era/>

Secrets of the 10 Most-Trusted Brands, Paula Andruss

<http://www.entrepreneur.com/article/223125#>

15 Stats Brands Should Know About Millennials, Saya Weissman

<http://www.digiday.com/brands/15-stats-brands-should-know-about-millennials/>

Pantone Guide to Communicating with Color, Leatrice Eisman

popsop.com – Brands That Teach: Sustainability, Ethical Marketing, Innovations & Creativity

co.design (Fast Company blog)

co.create (Fast Company blog)

99u.com

brandchannel.com – Always branding. Always on.



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