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Long-term brand success requires more than just talk

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From The Editor

Long-term brand success requires more than just talk. It takes action. Doing the right things, as well as saying the right things. And, as it just so happens, our line-up of awesome contributors can help you with that ;)

Welcome to Brand Quarterly's first issue of 2016. Thanks for joining us!

Sticky brands, rebel brands, pretty brands, future ready brands and well managed ones – we've got it all covered for you. Sprinkle in hard trends, intelligent content, measured content, community building, Millennials in B2B, and marketing lessons from software development and it feels like we've got something to appeal to all the senses – oh yeah… that's covered too.

Starting on page 68, you will also find Brand Quarterly's 2016 Brand Champions – as nominated by our readers. Know someone on the list? Make sure you send them a congrats Tweet.

This issue sees us welcoming social intelligence and analytics leader, Sysomos, on board as a Brand Benefactor - plus, with their support we're excited to announce the much anticipated 'Social Media Special Edition' will be making its way to you on Tues 12 April. For those of you awaiting the annual 'Global Marketing Special Edition' - you can mark Tues 12 July on your calendar for that.

Both of these Special Editions are open to contributors from our wider BQ community. So, if you are interested in being featured in one of these issues (or contributing to BQ in general), visit our contributor page for our editorial guidelines and submission form.

Enjoy issue 19 - and I'll see you again soon.

Ciao :)

Fiona

Getting AND Keeping Your Brand Future Ready

Joris Merks-Benjaminsen

The media landscape is going through profound changes. As a result, traditional methods for building brands are gradually becoming less effective while new opportunities are opening up. The main changes that cause traditional methods for brand building to fail are the digitization of media and democratization of information. How do these developments undermine traditional brand building? How do you build brands with a "Digital 1st mindset"? And how do you start the learning curve for Digital 1st thinking in your company today?

The Digitization Of Media

The Internet started as a source for reading but as bandwidth increased it first became an e-commerce platform and later, when social and video usage grew, the Internet became suitable for brand building. It is now a media mix in its own right. Most media plans however still look like the image below: one line for each offline medium with online bolted on as a single line at the end.
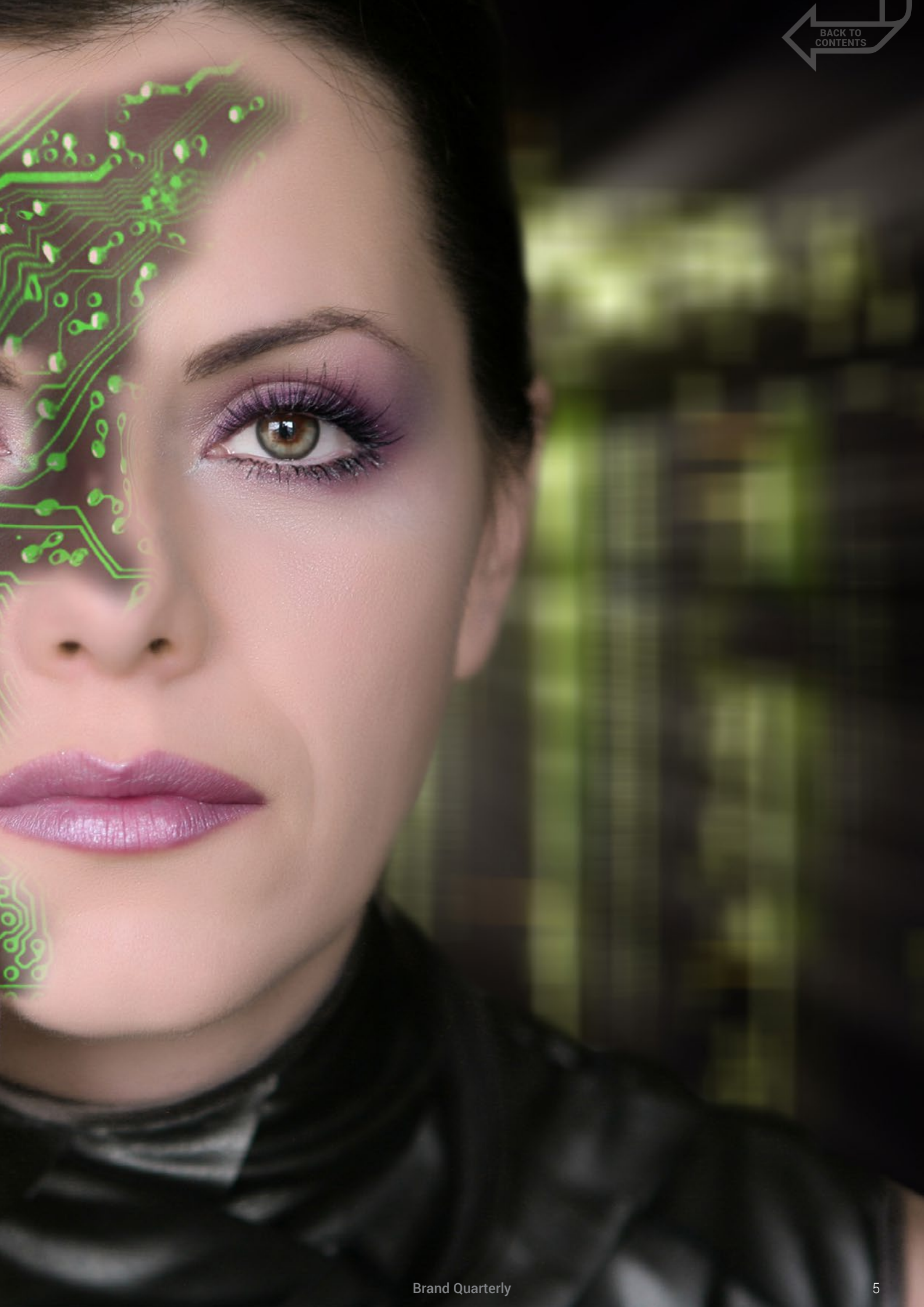
Media channel	Format	February				March				April					May	
		5	12	19	26	5	12	19	26	2	9	16	23	30	4	14
TV																
Motivational registration	60"/40"/20"				█	█	█		█		█	█	█	█		
Talking to Scotland editorial platform	12 trans a week															
Radio																
Registration (target under registered)	40"/20"					█	█									
Motivational/registration	20"								█	█						
Leaflet support/last minute call to action	20"/40"											█	█	█		
Editorial Platform	60"												█			
Press																
Launch	Full page / 30x5					█	█									
Registration	Full page / 30x5								█							
Leaflet support	25x4 / Platforms											█				
Last minute call to action	Full page / 30x5													█		
Local press	Full pages												█			
National and regional reminder	Full pages									█	█	█	█	█		
Editorial Platforms					█				█		█	█	█	█		
Outdoor										█	█	█	█	█		
Online	Display			█	█			█	█						█	█

If your media plan looks like this, with one line for online advertising, your brand is not future ready

You will never use the full potential of digital if you treat it as a 'below the line' medium. If you fast-forward ten years, traditional media like TV, Outdoor and Radio will be fueled and managed by the same infrastructure as our laptops, smartphones, and tablets. That single line in the media plan is the media mix of the future, and you need to start your learning curve with that mix today, because it is fundamentally different from the old one. In a digital world, consumers do not accept aggressive push advertising the way we serve it on TV. You can see this already in the emergence of ad blockers. That means you need to get people to **want** to watch your brand messages rather than forcing them.

The Democratization Of Information

To make things worse, due to the transparency of the Internet consumers have become advanced critics of advertising. Branding has been (mis)used too often to polish products that weren't fundamentally different from the competition. In a world where advertisers controlled the majority

> ## You will never use the full potential of digital if you treat it as a 'below the line' medium

of the information concerning their brands, this method worked kind of okay. This is no longer true however. People have access to all information all the time, and what they say about your brand is at least as important as what you say about it. That again means branding can no longer be a vague promise: your products need to deliver on the brand promise without any doubt. Otherwise, consumers will let each other know something is wrong.

The key implication here is the fact that all touch points a consumer has with your brand need to communicate the same brand promises. This includes your ads, content, products, helpdesk, e-commerce, tweets, financial statement and more. That means brand management is no longer just the job of the Brand Director and the advertising agency. Everyone that interacts with consumers in some way has become a brand builder.

An Advanced New Toolkit And A New Creative Canvas

While traditional media were mostly suitable for one size fits all messaging in big bursts, the new digital mix has an endless amount of ad formats and targeting methods. This makes it sophisticated and effective but also complex. You can simplify the digital media mix by dividing it into three new opportunities:

1. New Targeting Capabilities:

While traditional media used to focus on demographic targeting, the Internet offers a wide range of data signals and contextual signals to target on. E-commerce experts have already learned to use many of these signals - however; they focus primarily on direct sales impact. So the advanced digital knowledge they have is often not used for the benefit of brand building. Companies need to bring their performance advertising experts together with their brand builders to reach different types of consumers across their full consumer journey with advanced targeting capabilities.

2. New Technology For Automated Campaign And Data Management:

The new media mix is automated. People no longer have to make calls to reserve ad space or negotiate price. The system does it for you. That also means you don't serve campaigns in bulk. Each individual consumer interaction is served one by one, and you can check your database every time to assess the value of that consumer for your brand, to make an appropriate bid and serve the most appropriate message. You can use each consumer interaction to serve a smarter message the next time you communicate with that same consumer. That however only works if you integrate all systems you work with. Nowadays TV campaigns are planned in separate tools from online video campaigns and, for instance, search campaigns are again managed in different tools. You can

only provide a human experience across all ad formats if you manage all advertising in one system, which is exactly what is very fast becoming possible. Programmatic (automated) systems are evolving to integrate all media buying. Tests with programmatic buying of TV ads have happened already, and capabilities to store real-time interactions with our campaigns together with CRM data are improving every day. Brands should start testing programmatic capabilities now to be future ready.

3. A New Creative Canvas:

Many people say data is becoming more important when media grows digital. Creativity, however, grows in importance at least as much. First of all, because you need to get people to **want** to watch your brand messages, but also because there are so many more things you can do in a digital world. You are no longer limited to the thirty-second video spot or a few print ads. Videos can be as long as you want and you can also make as many as you want to. In fact, many brands have already started building extensive video content strategies. Beauty brands like L'Oreal, for instance, inspire consumers with makeup and styling tips. Volvo Trucks built a massive amount of followers on their YouTube channel educating people about trucks and entertaining them with stunts. Brands need to learn to think more like publishers and less like advertisers.

> ## Brands need to learn to think more like publishers and less like advertisers

Blending The Old And New

Despite the fact that brand building has changed fundamentally, there is also timeless knowledge we should never forget. Digital experts often have far too little knowledge

about brand positioning and brand mission. However, you can only create meaningful, consistent brand messages if all ads, content, and products originate from a clear brand mission and identity. On top of that, the old media mix will not fail instantly. Even though mass advertising has already become less effective, it is still an important part of the media mix.

Companies that start experimenting with the new digital media mix will basically be using the old and new media mix simultaneously for multiple years. The biggest priority right now, is to have sufficient budget available for the new digital mix to start building a learning curve. That way, as traditional push strategies become less effective bit by bit, traditional budgets can flow into the new, tested and optimized digital mix creating a seamless transition.

The Key Challenge Of Digital Transformation

The hard part about transformation is the fact you can't predict the impact of something you never tried and new methods never fit established processes. So any professional that decides to experiment with the new media mix faces more work and more risk, but not facing these barriers means you will eventually lose your ability to build brands altogether. This is why company leaders should give a strong signal to the people working for them. Only if company leaders have a clear vision for the future of the company and encourage their employees to start experimenting today, will people be willing to put in the extra effort. Digital transformation should be perceived as a career opportunity. Only then will professionals be motivated to balance short-term tasks with the need for the company to be future ready.

The process for transformation can be described as 'Ignite, Think, Grow': 'Ignite' is about translating the future vision for the company into meaningful missions that make the teams want to work on the transformation challenges they face. 'Think' is about anchoring inspiring missions in the reality of the organization, in data and insights, so missions are not just audacious but also realistic and meaningful. 'Grow' is about action, translating missions in a roadmap of experiments you can start running today so a process of trial and error can be started immediately. Digital transformation doesn't happen overnight, and isn't something you can plan from A to Z; it is hard work and for every transformation challenge you nail a new one emerges. The journey never stops.

Digital transformation doesn't happen overnight, and isn't something you can plan from A to Z

Joris Merks-Benjaminsen

Head of Digital Transformation | Google

Joris is author of "Online Brand Identity: the ultimate guide to designing your (digital) branding strategy", which has been named Best Marketing Literature of 2015. He is also Head of Digital Transformation at Google, helping top 100 companies embed digital thinking into their strategies. His fresh thinking has won him awards for Dialogue Marketer of the Year 2012 and Best Marketing Literature of the Year again in 2013 - The only person to receive the award twice. In his workshops, he brings together marketers, brand managers, strategists, creatives, data experts, digital specialists and company leaders to craft jointly, their future ready brand strategy.

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Content Measurement You Can Take To The CFO

Rebecca Lieb

Content is pervasive. It is, after all, the most foundational element of marketing. Without content there can be no websites, social media, advertising or print collateral, not to mention content marketing as owned media. Content spans many elements: words, images, audio-visual material, infographics and a host of other form factors. As media and channels proliferate, so too does content.

Yet, according to my research, measuring content effectiveness remains the single most daunting task facing (content) marketers. Perhaps that's why only some 25 percent of organizations have documented their content strategy (or even have a formal strategy in place). After all, the most foundational element of a strategy is setting goals and determining how to measure progress toward those goals.

Beyond marketing and sales, content can play a critical role in improving brand health, augmenting the customer experience, reducing cost and risk, product development and testing, recruiting and retention, and many other foundational business goals.

Research I recently co-authored with Susan Etlinger contains a portfolio of case studies, with metrics illustrating the less-obvious benefits of content across a variety of scenarios; improved customer service, operational efficiencies, and marketing optimization being just a few examples. The reality is that content can support these goals, and all these goals can, in turn, correspond to monetary value.

The market has evolved to a point where content — which resides not only in earned media channels but also in owned and paid

media — has become a separate entity that is integral to organizations' ability to scale their communication efforts.

Our (below) compass illustrates the key value propositions of a well-crafted content strategy.

While those organizations that do have formalized content strategy are to be lauded, most don't go far enough. Their goals are too simplistic; either they are attempting to measure only sales, or they measure volume metrics that have little business value such as views, likes, or shares in social media channels.

Obviously, sales are critically important any business venture that's a given. And those blunt volume metrics can reveal some broader truths. But organizations can go so much further in demonstrating the

BUSINESS VALUE OF CONTENT STRATEGY

Innovation
Collaborating with customers to drive future products and services

Brand Health
A measure of attitudes, conversation and behaviour toward your brand

Customer Experience
Improving your relationship with customers, and their experience with your brand

BUSINESS GOAL

Marketing Optimizatior
Improving the effectiveness of marketing programs

Operational Efficiency
Where and how your company reduces expenses

Revenue Generation
Where and how your company generates revenue

Image source and copyright: Altimeter

Take a look at content metrics beyond sales and beyond volume metrics

business value of their content marketing initiatives. Take a look at content metrics beyond sales and beyond volume metrics. These are content measurements you can take to the CMO, even to the CFO.

Some examples?

Customer Service

Brands have long used digital content to help customers to help themselves. Can that value be measured? Absolutely. What's required is the foresight to put those metrics in place at the outset of the content initiative. Sony's European Forum and Community Manager Nico Henderijckx provides us with a stunning example. Henderijckx learned from a call center manager that call volume around an issue with a television set was particularly high. He asked a customer forum moderator to write a quick post on how to troubleshoot the issue (at literally no cost to the company, the moderator was a super-user volunteer). The post was viewed by 42,000 visitors in the first two weeks it was live. The average call center call costs the brand €7. So the potential value of this one post in only 14 days was €294,000 (€7 x 42,000).

That's a number to take to the bank (or the CFO). But not if you don't measure it.

Henderijckx throws an annual offsite conference for the 45 super users of Sony's European community to encourage continued participation. They leverage this in-person opportunity to shoot over 300 videos of those users, which are later shared with the broader community audience. More content!

Workflow / Efficiency

Companies that have no problem understanding the value of content marketing still struggle to streamline processes, collaboration, and efficiency. Great content comes at a cost, and like all processes, efficiency is a goal. That's why I love Percolate's recent case study on how Unilever managed to save $10M annually on content production expenses by reducing redundant and replicated creative work across their global offices and agencies. As brands become even more sophisticated, they'll begin to measure how content saves money in a converged media environment.

Reusing, repurposing and optimizing existing content can translate into savings across paid and earned media, as well as on creative and agency services.

Employee Engagement / Advocacy

Not unrelated to efficiency is the role content can play in employee engagement and advocacy. Employees who are trained and comfortable with digital content can communicate (often, far better than senior leadership) on a variety of levels and with a range of constituencies, ranging from customer care to recruiting and sales. Opportunities in this realm can be internal as well as external. Participation in content initiatives increases and permeates outward-facing and non-marketing divisions such as human resources, customer service and support, product groups, research and development, etc. - which I call the 'Culture of Content' - the metrics and KPIs that are applied to content correspondingly shift.

Non-marketing divisions don't directly support sales but instead have their own success criteria. To encourage participation in content initiatives company-wide, content marketing must support these other departments' goals

that clearly, while not always in a manner that ties directly to sales, are of high value to the organization. Demonstrating this value only occurs through measurement.

An example? ESPN's 'Be Here' employee advocacy recruiting site.

Engagement And Amplification

Shares, comments, pass-alongs. "Engagement" is a vague word indeed, but there are many, many instances of content marketing achieving as much reach as paid media, at a fraction of the cost of a campaign that a media buy would entail.

Take the tech company that engaged influencers to create content on topics related to their products (importantly, not *about* the actual products or brand) and, with disclosure, to promote the content to their followers. This resulted in 1.1 million interactions – an average 128,000 shares per piece of content. In a B2B context, that amounts to paid media reach without the cost of a paid media buy.

There are a host more potential KPIs: purchase intent, brand sentiment, customer retention, recruitment, consumer insights, feedback and product development/ improvement – all of which can be fostered, nurtured and measured with content marketing underpinned by a solid strategy.

Content Strategy Is Fundamental

As stated above, a sound content strategy will solve the measurement problem. Strategy is, after all, founded on establishing goals and benchmarks for content marketing, then selecting the tools, processes, and governance that will best achieve these goals.

But as most companies still lack that documented content strategy, they also fall short in knowing what they want to (or are able to) measure. They also lack the tools and expertise to understand *how* to measure.

Sales are critical, but content can do so much more - why sell strategic goals short?

Each point on the compass represents an opportunity for *business-centric* measurement; that is, measurement that directly ties to business objectives and strategies. For example, operational efficiency metrics may refer to cost savings, risk, crisis management, or even productivity improvements.

These six points are by no means exhaustive. Instead, they provide a starting point for organizations eager to derive deeper insights from their content performance.

In many cases, the same "raw" metrics can be used as ingredients to answer many types of questions. In other cases, there are business or strategy-specific metrics that require data from other tools or sources, such as web analytics, business intelligence, market research, email marketing or CRM systems.

Rebecca Lieb

Analyst, Advisor, Author

Rebecca Lieb is an analyst, author, and strategic advisor. Her areas of specialization are digital marketing and media, with a concentration in content strategy, content marketing, and converged media. She works with many of the world's leading brands on digital marketing innovation and is a frequent speaker on digital marketing topics. Earlier, she was Altimeter Group's digital advertising and media analyst, where she published what remains the largest extant body of research on content marketing, content strategy, and content's role in paid, owned and earned media. Her books include The Truth About Search Engine Optimization and Content Marketing, one of the first books on that topic.

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Using Hard Trends To Create And Maintain A Competitive Edge

Daniel Burrus

Contrary to popular belief, if you want to take a peek into the future, you do not need to hop in a DeLorean like Marty McFly and Doc Brown to prepare yourself or your business to unlock those game changing opportunities. Successfully anticipating the future of technology and the tangible benefits this new age of hyper change can offer us all, only involves getting to grips with the science of certainty.

These are known as Hard Trends and are quite simply things that we know will happen and are not to be confused with the gift of hindsight, that often fools us into believing we saw things coming all along. It's only when you identify the Hard Trends that will happen, the facts that are shaping the future, that you can find a new level of certainty in this uncertain world we live in. When armed with the knowledge of what is a certainty, you can see what could potentially disrupt your current business model.

These predictable future facts are vital in giving any organization the competitive edge by navigating around the future disruptive technologies and understanding the future needs of your customers. For example, look at how we used to hail cabs around the world a few years ago, we hopped in completely unaware of how much it would cost, not knowing if we were going to get ripped off. It's clear that something had to change.

Whatever your opinion on Uber, they met their customers' needs by merely providing an on-demand cab service wherever you are, that gives you the cost of your unique fare beforehand, without even having to make a call or have the correct money in your wallet. The service solved problems we didn't realize we had and provided a fresh approach away from the old way of doing things.

Here we are in 2016, and traditional cab firms are up in arms and complaining about this disruptive technology, but if these traditional companies operated with an anticipatory mindset rather than a past one, much of this bad feeling and loss of business could have been entirely avoided. The inconvenient truth is that technology is driving exponential change, and that means; if it works right now, it's already obsolete, and we should be identifying those future disruptions now, so we have the choice of being the disruptor or the disrupted.

Technology is driving exponential change, and that means; if it works right now, it's already obsolete

By identifying Hard Trends, you can begin to see invisible opportunities, as well as predict and resolve those seemingly impossible problems before they occur. You can't predict everything, but by using this approach, you can predict more than enough to make all the difference.

The music and film industry is another great example of how customer behavior was changing much faster than the industry itself. It didn't take long for the game-changing iPod and iTunes to change consumers' love affair with physical media. The number of families who were removing shelves of CDs and DVDs from their home and declaring them clutter or dust magnets took another big jump, when the world of streaming music and video allowed us to carry entire libraries inside our smartphones.

Rather than embrace and extend these Hard Trends, greedy bosses foolishly opted to cling to their business models from the 80s and 90s that had rapidly become completely irrelevant in this new digital age. The golden rule that these former giants often fail to grasp is that if it can be done it will be done, and if you don't do it, someone else will.

If it can be done it will be done, and if you don't do it, someone else will

Even now when we have experienced digital transformation several times before, I see the same mistakes being made. Let's look at television, it's clear to see that Millennials, and Generation Z behind them, no longer tune into television like we all used to. Even us baby boomers are questioning the need for cable TV packages for over $100 a month when an inexpensive Netflix subscription for a handful of dollars, along with an online connection to a wealth of information or services is all we need.

How are these traditional cable companies reacting to these changes? They introduce data caps and position themselves as the bad guys, rather than forward thinking and constantly evolving with their customer's style of service.

On Christmas Day morning the FitBit app used to manage their wearable devices jumped 20 places up the iOS mobile chart to become the most downloaded app in the world. On its own it's a massive wake-up call to naysayers and suggests that wearable technology is no longer exclusive to the tech geeks, but has officially been embraced by mainstream consumers.

Wearable technology is no longer exclusive to the tech geeks

The perfect partnership of 360-degree video footage and the onslaught of virtual reality headsets due in the next few months from big names such as Google, Facebook, HTC and Microsoft also show a glimpse into our future. The results tick the big three boxes that modern audiences crave by being immersive, social and mobile and while the New York Times is transporting it's readers into the heart of news stories, what is their competition doing? They are sticking with the present - and history has taught us how this story always ends.

As on-demand services become the norm, wearables go mainstream along with the emergence of augmented reality, artificial intelligence, and robotic drones expanding far beyond fire, police search, rescue, and real estate photography. Business leaders need to ask themselves right now, how will this disruptive technology affect their business landscape?

Empowered by certainty, Hard Trends offer anyone that will listen, a flash foresight into our future with complete clarity. Only when you understand how technology is evolving along with our behaviors and expectations as consumers, can you honestly see the ROI in steering your ship around the big iceberg on the horizon.

Hard Trends offer anyone that will listen, a flash foresight into our future with complete clarity

In a world filled with continuous digital disruption, it's important to remember: if it works, it's obsolete. It's time everyone started using Hard Trends to create the flashes of foresight that allow you to move forward with a high level of confidence, sooner rather than later, and grab hold of the game-changing opportunities available to each and every one of us.

Daniel Burrus

Founder and CEO | Burrus Research, Inc.

Daniel Burrus is considered one of the World's Leading Futurists on Global Trends and Innovation. The New York Times has referred to him as one of the top three business gurus in the highest demand as a speaker. He is a strategic advisor to executives from Fortune 500 companies helping them to develop game-changing strategies based on his proven methodologies for capitalizing on technology innovations and their future impact. He is the author of six books, including The New York Times and The Wall Street Journal best seller Flash Foresight as well as the highly acclaimed Technotrends.

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Painting Outside The Lines: Breaking Brand Identity Rules

Andrew Vesey

Creating a brand identity - it starts with a blank canvas. You sketch out the underlying foundation of values, beliefs and promises, give them body and structure, add shape and colour, a few artistic tweaks and voilà! A masterpiece of identity, you can implement and receive optimum returns from – all because you followed the rules of brand identity creation.

But what if you didn't?

What if you're a rebel? What if your brand calls to you to break the rules to differentiate it? What if being different or breaking the rules is in your brand's DNA, its core values?

Can your identity be just as (or more) successful as your competitors, who follow the rules? In short - yes.

Brand identity creation is both art and science. The science is relatively easy if you do your research, if you follow the rules – whichever set of rules that is, because let's face it, just as with other sciences, there are always differing opinions and hypotheses. It's the art that can make or break you. It's the art that allows you to differentiate yourself from everyone else who followed the same rule set. It's the art that tells you which rules to bend and which to break.

Almost every branding rule is bendable or breakable, depending on your brand's particular characteristics. You will find that many basic design rules will fit into the 'bendable' category while a majority of the 'creativity' rules are downright breakable. To get you started, let's take a look at three of the basic areas where you may find an opportunity to work outside the lines.

Colour Treatment:

Be it commonly used colours in an industry, or a specific brand 'key' like water or nature, breaking colour-choice rules can have a resounding impact on your identity as a whole – good or bad. Do you go against convention and use a colour that is the polar opposite to the rest of the industry? Use a limited palette where one would normally expect a psychedelic vision? Or perhaps, your brand lends itself to being (consistently) inconsistent with its colouration – using shape, size, placement and other treatments to control the brand, while letting the colours run free.

Layout:

Repetition is a significant factor in embedding your brand identity into the minds of your target audience – but does it have to be carbon copies of a set image? Or could it be two or three? Perhaps you build your identity around an identifiable brandmark, a logotype, and a tagline – as three separate entities that work together. Maintaining consistency and repetition within each of the three identity pieces, you are then able to use some or all three of them, in different ways, that offer the most effective solutions for any given situation.

Taglines:

The obvious choices here are the two listed above – colours and layout. However, there are other ways to break the rules. Does your tagline really need to be the 'optimum' three words long? Not if it's emotionally engaging and easy to remember – make it longer, or even shorter (a one-word tagline anybody??). Is it the key to people remembering your brand or is it more informational? If you consider it completely informational, then that consistent inconsistency once again raises its hand. Focus on one or two words and the underlying message, then build multiple taglines for various scenarios. Each tagline will maintain consistent keywords and messaging, while being a better fit for its particular purpose. Then again, ask yourself, does our brand need a tagline at all?

These are three of the areas you can investigate when searching for the right rules to break – remember though: the perfect rule for your brand may not be included in the above examples. Take the time to find what will work for you.

How do you go about becoming a master rule-breaker?

Well, here are a few 'rules':

Understand The Branding Rules And Respect Them

If you don't know them, going against branding rules isn't breaking them: they're called mistakes. Like any great artist, you first must know the rules, why they are there, and just as importantly, how to follow them. Then you can start to push the boundaries – finding out how far you can safely bend them and which ones you can successfully break. Take Picasso for example.

When someone mentions the name Picasso, your mind most likely heads straight to weird faces and people made from geometric shapes and blocks of colour. Mine did too. That was until I experienced the Museo de Picasso in Barcelona. Expecting to find a fantastical wonderland of crazy looking people, I was amazed to find that a majority of his work actually 'followed the rules'.

Picasso worked for many years, learning his craft, before beginning to experiment in earnest; and while I'm not telling you to take years before experimenting with your brand, I do encourage you to put the effort in to understand and follow the rules first.

If you don't know them, going against branding rules isn't breaking them: they're called mistakes

Set Rules For Breaking The Rules

While it may sound counterintuitive at first – you need rules on breaking the rules. Otherwise, you are inviting chaos into your branding, losing all semblance of consistency and control.

As highlighted earlier, even when breaking branding rules, consistency is still key. Without it, your message will be either confused or completely lost. In doing things differently, you are helping forge a unique

As a brand identity rebel, you still need rules of the game to avoid all-out brand anarchy

brand message through your identity. Maintaining consistency ensures your message remains strong.

As a brand identity rebel, you still need rules of the game to avoid all-out brand anarchy. Yes, you are breaking the rules, but only certain rules, and only in certain ways. You need to communicate this clearly to branding end-users so they understand. To them it shouldn't be 'breaking the rules', it should be 'these are the new rules we follow' – you don't want them to break the rules; you've already done it for them.

A Little Goes A Long Way

Going against the grain can make for a truly unique sculpture. Go against the grain too often however, and you'll dramatically weaken its integrity – maybe even ruin it. You are investing valuable time and resources into building your new brand identity; so don't push things too far – all the way to the trash.

Are you breaking one rule only? You have yourself a little leeway then. Two rules? If you're adventurous (and know what you're doing), you might break three? Then more caution is required. All the work you do against the grain is compounding; therefore, the more times you do it, the higher the risk of disaster.

Do What Works For Your Brand

There are, of course, exceptions to every rule, and your branding may fit into that category – just make sure you understand what you are trying to achieve and how to go about it. Only do what will work for your brand - and make sure you test things out first.

Perhaps you've found a number of successful brands all seem to break the same rule. So it will also work for you, right? Well, maybe. Then again, how often does copying someone else help you stand out? If you have a good reason for doing something similar and your execution is outstanding, then it may well spell success for you. Otherwise, I suggest trying something else.

The rules aren't there just to be broken, but they welcome the opportunity for those who come prepared. Embrace the science, learn the rules, and then let the art inspire you to new heights of branding success.

Be a rebel with a cause, paint outside the branding lines to help your brand's bottom line.

Andrew Vesey

Chief BrandMan, Founder | Vesey Creative & Brand Quarterly

Andrew is an experienced brand and marketing professional with over 15 years in the industry - a majority of those have been as the Chief BrandMan at Vesey Creative, which he co-founded in 2003. In 2011, driven by his passion for branding, business and education, Andrew made the move into publishing by launching Brand Quarterly - this very magazine - and in 2014 Brand Quarterly Online. When not writing or developing partnerships and new initiatives for Brand Quarterly, Andrew works with a select number of clients - spanning the globe, from New Zealand through to the United Kingdom and the United States - developing, refreshing and implementing brands for both products and companies.

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What Marketers Can Learn From Software Developers

Scott Brinker

Everyone knows that marketing has changed dramatically over the past decade. Indeed, it continues to change rapidly today. While there are many contributing factors to the whirlwind we're experiencing — search, social, mobile, content, big data, and so on — we can sum it all up in one phrase: *digital disruption.*

Marketing, arguably more than any other discipline, has been thoroughly reshaped by digital dynamics

Marketing, arguably more than any other discipline, has been thoroughly reshaped by digital dynamics.

This has caused an interesting shift in the nature of marketing management. As marketing has become a "natively digital" profession, the challenges of managing it have taken on many of the characteristics of another natively digital profession: software development.

As strange as it might seem, modern marketing probably has more in common with software management than it does with classic marketing management. What software-as-a-service (SaaS) enabled for developers - agile and frequent updates released immediately to users, and directly observable customer analytics delivered back to the product team in real-time — is highly analogous to how marketers now work with content marketing and social media.

The patterns in managing these two fields have become remarkably similar.

So if marketing and software now share many of the same dynamics, are there management ideas that we can cross-pollinate from one to the other? What can marketers learn from software developers about managing in a digital world?

There are a surprising number of management concepts from the software community that we can adapt to marketing

It turns out that there are a surprising number of management concepts from the software community that we can adapt to marketing.

Agile Marketing Is A Great Example

One of the best examples of marketing successfully borrowing from the software profession is the growing adoption of agile management methodologies.

You're probably already familiar with the term, and quite possibly the practice, of agile marketing. Inspired by agile software development, marketing has evolved from primarily yearly and quarterly planning to shorter and more fluid plan/work cycles, often called "sprints."

Each sprint is typically just a couple of weeks long. It begins with an updated plan of the team's priorities and ends with a review and retrospective of what was accomplished and how. This accelerated cadence enables marketers to run programs and projects with tighter feedback loops and to react more quickly to new opportunities or threats in the market.

This is exactly how modern software teams develop and deploy web and mobile software.

Agile marketing has also embraced a number of ideas from the lean software movement, such as the use of Kanban boards - picture a whiteboard with columns for the different stages of work being done, with tasks written on sticky notes moving across the board as they're completed. Kanban boards help marketing teams collectively visualize their overall workflow and provide greater transparency into the team's priorities and operations.

Philosophically, agile marketing also recognizes that it's the individual contributors working on these tasks who should have the greatest say in how their work gets done. While strategies and priorities continue to be

decided by top-down leadership, front-line marketers, who are closest to the market in the age of social media and real-time metrics, are encouraged to operate with much greater independence and responsibility.

This too echoes the dynamics of software teams. Leadership sets the course, but individual developers wield considerable influence in how things are implemented and significantly affect the outcome.

Innovation And Scalability

In addition to Agile, marketers can draw inspiration from many other software and IT-oriented frameworks.

For instance, the IT analyst firm Gartner developed the notion of "bimodal IT," in which an IT organization manages critical infrastructure in a structured fashion, with long-term plans, but manages time-sensitive business application development using more evolutionary and agile approaches.

In addition to Agile, marketers can draw inspiration from many other software and IT-oriented frameworks

We can appropriate this same idea for "bimodal marketing." A significant portion of the marketing budget is invested in promotional vehicles with relatively predictable effects — managed with efficiency and scale in mind. But in parallel, marketers also allocate a portion of their resources to experimental programs, which are managed separately to maximize fast feedback and innovative risk-taking.

Instead of campaigns that are designed, launched, and retired in distinct stages, marketers increasingly run campaigns that operate in a more continuous fashion,

continuing to evolve as they go. This is comparable to how software-as-a-service products are now developed and managed, with new features continually being added in "perpetual beta." Marketing can administer its innovation pipeline using techniques that are similar to how product managers orchestrate the continuous design and rollout of new software features.

Marketing Managers As Product Managers

If you consider any touchpoint that a prospect or customer has with your company as a kind of "product" — and if you believe that delivering delightful experiences at those touchpoints is one of marketing's chief responsibilities in a digital world — then the parallels between marketing managers and product managers become even more direct.

Marketing has traditionally worked with messages and media. Messages are what we seek to communicate. Media is how and where those messages appear. But with marketing now frequently realized through interactive experiences such as websites and mobile apps, marketing today also designs and implements "mechanisms." Mechanisms are the way customer touchpoints function. And what we *do* with these mechanisms in marketing is as important as what we *say*.

The intersection of three elements: messages, media, and mechanisms; is how marketing renders customer experience.

This mirrors the elements of software creation — code, UI, and data — remarkably. Code embodies the mechanisms by which

The intersection of 3 elements: messages, media, and mechanisms; is how marketing renders customer experience

Marketing ≈ Software
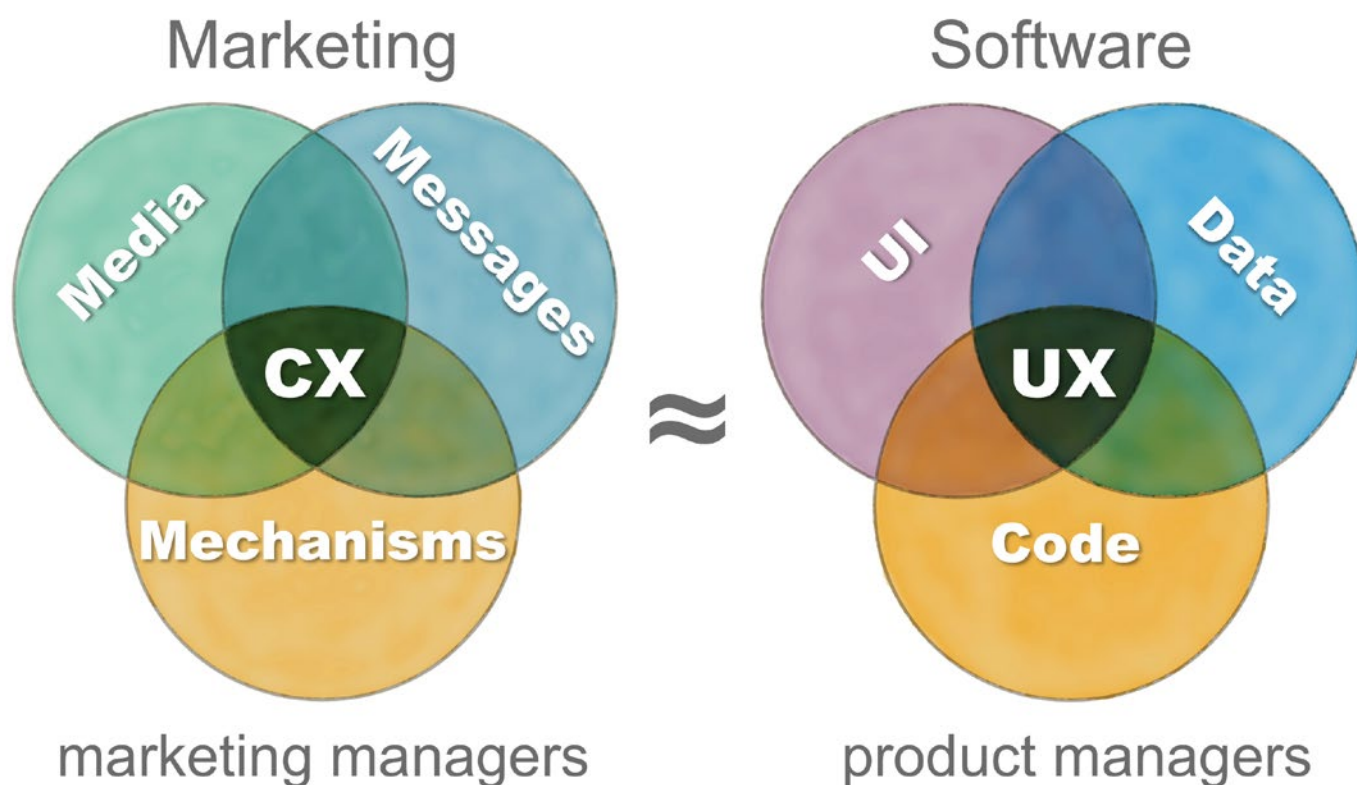
software operates. Data are the messages software deals in. And UI is the media through which software interfaces to people. The intersection of these elements in software is how user experience comes to life.

When you contemplate these two disciplines side-by-side — marketing and software — they seem more and more like identical twins every day. This isn't just because marketing uses a lot more software now, although that's certainly true. It's because the world itself has been eaten by software, as Marc Andreessen famously claimed five years ago. In a digital world, marketing is inherently entangled in the dynamics of software.

This represents a tremendous opportunity for marketers to rewrite the rules of marketing management. And the good news is, we can steal a wealth of great ideas for how to do this from our colleagues in software development down the hall.

Scott Brinker

Editor | chiefmartec.com, Program Chair | MarTech

Scott Brinker writes a popular blog on the intersection of marketing and technology at chiefmartec.com. His new book, Hacking Marketing, will be released by Wiley in March 2016 and is available for pre-order on Amazon.com. A practicing marketing technologist, he is also the president and CTO of ion interactive, a marketing software company that provides a platform for producing and delivering interactive content. He has degrees in computer science from Columbia and Harvard and an MBA from MIT.

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The Branding Times

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Millennials And The New Push For Purpose In B2B Branding

Rachel Klein

The idea of "purpose" as both a customer and employee motivator is much talked about in the B2C space, but often overlooked or even dismissed in B2B branding and marketing. However, a changing of the guard in B2B now makes purpose an absolute imperative (and a competitive advantage).

As a B2B study commissioned by Google revealed, in 2015 millennials for the first time made up nearly half of B2B purchase influencers and/or decision-makers, a percentage that is growing rapidly.

With that growth comes an increasing demand for more than just a good deal from business partners or a good paycheck from employers. More than any generation before, millennials in the marketplace also require the clear sense of mission, vision and bigger-picture values that align with their own, and that is summed up in that one often misunderstood word: purpose.

What Does Purpose Really Mean In B2B?

In the B2C realm, purpose has too often been confused with corporate social responsibility, the 'do-gooder-ism' of which can make hard-nosed B2B CEOs - who

> **A paycheck or rational value propositions are not enough to move the growing millennial population**

are focused on revenue and shareholder value - wince. But in a B2B environment, purpose isn't altruism - it's pragmatism. This is because a paycheck or rational value propositions are not enough to move the growing millennial population. They are gravitating toward brands that provide meaning and purpose that extends beyond shareholder value - whether it's focused on bettering society, revolutionizing an industry, or simply creating a great place to work. And as research shows, companies that demonstrate a strong commitment to purpose enjoy better financial returns than those that don't.

That assertion of superior financial performance may seem unlikely - unless you have seen it firsthand, over and over again, as I have. To demonstrate the importance of purpose, I'll explain how:

1. Purpose drives preference for B2B buyers

2. Purpose motivates performance in B2B employees

3. Purpose has repeatedly proven itself to be a driver of B2B advantage (as the case history below will show)

Purpose Drives Preference For B2B Buyers

That same Google report also found that most business buyers do not perceive enough meaningful difference between competing brands to be willing to pay a premium for one over the other.

In other words, while virtually any B2B brand can demonstrate business value, so too can its competitors. How, then, can B2B brands stand out among a sea of similar offerings, and what prompts today's buyer to make a choice of one partner or provider over another? Purpose can be the needed differentiator.

That's because millennials do not "silo" their concerns between personal and business lives. Multiple studies indicate that the big-picture, emotional rewards millennials feel (and seek) when buying Toms Shoes or Warby Parker glasses, are the same rewards they're looking for as B2B buyers. Appealing to personal values with this new generation in B2B can make them up to twice as likely to do business with you, versus appealing only to standard business values such as price or performance.

Millennials do not "silo" their concerns between personal and business lives

Purpose Motivates Employees

Of course, millennials don't just represent today's buyers. They occupy many seats within your company, and they hold the future of your organization in their hands. As the human manifestation of your brand promise, your employees can make or break customer relationships. They have the power to influence customer loyalty and product quality. And they have the ability to impact productivity and profitability.

Every CEO I have worked with has struggled with how to engage and mobilize employees to perform at the highest levels and achieve company goals. In advising them, I often quote Simon Sinek, "There are only two ways to influence human behavior: you can manipulate it, or you can inspire it."

Purpose has the power to inspire the millennial employee. It can unify, engage and motivate a workforce, creating an environment in which employees see the personal value in helping create long-lasting business value for your organization. In fact, two-thirds of employees working for companies with a strong, stated and demonstrated purpose, report being willing to "go the extra mile at work," versus less than half at other companies.

Purpose has the power to inspire the millennial employee. It can unify, engage and motivate a workforce

Purpose can make a crucial difference in your recruitment efforts as well. Overwhelmingly, millennials say they'd prefer to work for an organization with a clear, meaningful mission and an impact beyond producing profits.

Purpose Has Repeatedly Proven Itself To Create Competitive Advantage In B2B

Research can indicate attitudes and hint at trends, but marketplace performance is the real proving ground for purpose - and it is easy to see it drive change, growth and profit time and again. Consider just one case:

Clarke is an international leader in environmental products and services for mosquito abatement and aquatic management. After sixty years, this family owned business was still operating basically

the way it always had, using the same traditional chemical formulas and methods of application. That wasn't, however, quite good enough for changing times, or for the forward-thinking, third-generation CEO, Lyell Clarke.

He described his company's transformation from product-driven to purpose-driven at the Global Forum conference in Europe:

"We were founded in 1946 by my father and grandfather, and after 60 years we were considered a leader in this industry. We had a significant market share and were respected. So the question became, why change?"

Clarke went on to tell how he finally realized that his employees didn't want to work for a mosquito control company; they wanted to work for a company that stood for something worthwhile, wanted to be part of a bigger purpose than profit alone. That realization truly hit home.

"The key thing for me was, what would I be handing to the next generation? Would I hand off something tired and old? Or would it be something that my millennial son might be proud of? Those questions were really the tipping point."

Clarke and his company set out on a journey to uncover their purpose and reposition their brand, starting with deep self-discovery throughout the organization. Their new purpose - *to make communities around the world more livable, safe and comfortable* - in turn, inspired innovative, environmentally friendly new ways to look at mosquito-control,

and a bigger picture view of the role the company plays in world health.

Lyell Clarke described just a few of the results as he concluded his Global Forum presentation. "We spent a tremendous amount of time working on the future of the company, really exploring our values, digging into our brand. We went from 'dead mosquito company' to an exciting new brand [and a new business model built on sustainability]. Now we're attracting top young talent instead of having to seek it out. And we're in partnerships with organizations like The Carter Center and The Bill and Melinda Gates Foundation. Multinationals are actually coming to us saying 'We want to partner with you on public health issues because of your expertise.' I think it's also because of our culture, our purpose."

Truth be told, purpose has always had power in B2B organizations, not simply in this emerging millennial era. Clarke was ahead of the curve, anticipating the millennial needs and impact, but also acknowledging two simple human truths: First, that people recognize, respect and are drawn to other people who are dedicated to something bigger than themselves, and who work and live with meaning. And second, that every employee, from the mailroom to the corner office, wants to find fulfillment in the work they do.

So, what's your company's purpose?

Rachel Klein

Director of Strategy | Avenue

Rachel is Director of Strategy for Avenue, a Chicago-based marketing strategy and activation firm that partners with B2B leaders to transform their businesses and brands. A 21-year veteran, Rachel leads the development and execution of brand and go-to-market strategies, campaigns and messaging platforms. Rachel has worked with some of the world's leading companies, including Boeing, Experian, IBM, and Sun Microsystems. Prior to joining Avenue, Rachel co-founded The Red Group, a B2B marketing consultancy. She holds a BA in Marketing from Columbia, has been recognized with many industry awards and is a frequent author on the topics of strategy, marketing and branding in B2B.

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Ugly Never Wins

Phil Pallen

When it comes to the business of branding, you've got to look good to get ahead.

Let's be real: standing out from the pack these days can be tough. Simply smacking together a logo from 99designs isn't enough to differentiate yourself. Good branding isn't a luxury for people dabbling in aesthetics; it's a necessity for businesses that want to succeed.

When navigating the unruly waters of branding properly, it all comes down to my golden rule: The best online branding is when we replicate the in-person experience as closely as possible. Sticking with a consistent font deserves kudos, but it's a small piece of a marketing pie. You've got to choose an aesthetic flavor that incorporates personality, great visuals, and pretty much anything that captures the essence of your brand.

In today's screen-driven world, we don't always have the privilege to communicate face-to-face; combat this with a visual treatment that accurately expresses the real-life experience. And I know what you are thinking - because I've been there myself: *With so many fonts, colors, textures, and styles out there, where do I even begin?* All valid concerns.

The best online branding is when we replicate the in-person experience as closely as possible

Before you freak out, remember that this process won't happen overnight. You need to start somewhere. Taking your time to get your brand right is ever so important. You can't take a house to market if it doesn't have a roof. Before slapping on that sale sign, you need to focus on your abode's looks and functionality. Once those aspects are taken care of, you can take it to market and make a profit. Branding is shockingly similar.

Although branding and housing alike are indisputably overwhelming, like anything in life, bite-sized is better. That's why we break down branding into three key steps: position, build, and promote. Memorize those three stepping-stones and you'll be skipping off to the bank in no time.

Just like drawing up the plans for a house, you need to position your brand before you do any building. Figure out what makes your brand different and defining. Your brand should be that sweet spot where something *you* love meets something *others* need. Don't make it any more complicated than it needs to be. From there, base your strategy on your brand's goals. Narrow down, specifically, what your brand is looking to accomplish. Whether you're selling a product or saving the world, figure it out and make that the crux of your strategy.

Once you've got a brand vision and strategy, it's time to build.

Your brand should be that sweet spot where something you love meets something others need

Does an in-person experience mean building a website with pixelated photos and crazy colors? No. Remember that ugly never wins. Nobody wants to look at bad visuals, outdated typeface, and hideous page layouts. Build a brand that looks good and works for you to make a profit. In branding, that means a great brand identity and exciting photos.

You would be surprised how many impressive people do not put enough effort into their visuals. Many have gotten away with utility over appearance. You wouldn't show up to an important meeting with greasy hair and stained sweatpants, so why would you use an iPhone photo as your website's banner shot?

The Internet is filled with brands big and small that are fighting for attention from short-spanned consumers. Gone are the days of an iPhone pic in front of an off-white wall. It's 2016, and time to get some great photos. Hire a professional, have fun, and make it look great. When I see your photo, I want to be excited and know what you're all about within a few seconds. If not, you've lost me to the next open tab. Showcase your personality and environment. Take a risk. The minor discomfort will be a big win in the long run.

There's no better way to complement your new photos than a fresh brand identity. A lackluster logo won't cut it. When you're designing the look of your brand, consider your primary logo, various logo composition options, color palette, icons for sub-brands, complementary typography, and mockups

for how you will execute it. Making these decisions upfront will streamline every other decision in the future.

Once you've got all of the pieces, it's time to put it together onto a website. Building a website can be tough, and if you do it all on your own, I give you serious props. There are countless platforms for site builds, but it's most important to make your site simple, easy to navigate, mobile-friendly, and something you can understand yourself. Simplicity equals more control. And from a well-seasoned control freak, the ability to manage your website is a great thing.

Like a house that's ready to be put on the market, your brand is now ready to take on the world. You've done the planning and building, and now you just need people to get there. That's where the last stage comes in: promote. You need to drive exposure to your content, all while being efficient. The best and leanest way to do this? Social media. But don't just go into a free for all and use every platform under the sun. You need to prioritize your social media platforms. Instead of being mediocre on ten, be a rockstar on three. Create a purpose for each platform to make them worth your while.

With a unique position, solid strategy, and an exciting visual expression and aesthetic, you'll stand out from your competition and achieve your goals. And you'll look damn hot while doing it.


Phil Pallen

Brand Strategist | Phil Pallen Collective

Phil makes a living by ensuring the best of beautiful branding and effective digital strategy for clients. His sweet spot is making brands look incredible for the public eye. Phil builds brands for TV personalities, experts, and businesses. His roster includes both Sharks and entrepreneurs on ABC's Shark Tank, and personalities on Dancing with The Stars, The X Factor, American Idol, Project Runway, MasterChef Junior, The Doctors, and many others. Los Angeles is his home, but he speaks at conferences around the world. Phil's book 'Shut Up and Tweet' has game-changing strategies that will turn anyone into a Twitter rockstar.

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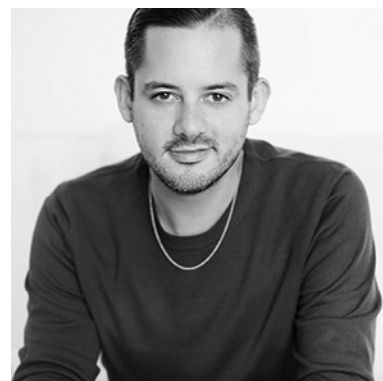
The Secret To Online Community Success
(Hint: It's Not The Technology)

Vanessa DiMauro

You wouldn't begin building a house without an architecture and design in place. But that's what many companies do when they decide to build a branded online community. They select a technology platform and quickly move to the implementation stage without crafting the business plan, outlining the goals and measures of the community - and most importantly, understanding their customers' needs and how the community will serve those needs.

If you want your online community to succeed, you need to do a lot of "pre-shoveling" – spending a good amount of time creating a foundation and frame for the community in advance of construction. Here are seven questions you need to answer before you break ground:

1. Who Will The Community Serve?

Too often, organizations don't think about the audience they're serving in enough detail to construct an online community that is beneficial to its members.

For example, a company may say that the online community is intended for its customers and partners. But, for a software company that has a SaaS offering and an on-premise model, customer needs are very different based on line of business. Plus the needs of the companies' partners are completely different from those of its customers. There are different segments within your base, and you need to consider who is the most important to serve.

Sharpen your focus on the specific audience you are trying to reach. Maybe it is your customers, but it must be customers for a specific product line, geography, functional title, or business size.

Never underestimate the importance of nailing your audience. Understanding who you aim to serve is crucial to driving the how, where, when, what and why of your community.

2. What Is That Audience's Pain Point?

Once you have identified your audience, you need to understand what makes them tick. What challenges do they face? Where do they currently turn for answers?

Remember: You're not articulating why the audience is critical to *your* organization – focus on the issues *they* need to solve.

You don't need to address all of their problems. Start with one or two of the most pressing, evergreen issues. Many large online community success stories began by solving a single business problem, and evolved into more complex solutions that tackle a range of issues.

3. How Can An Online Community Make The Pain Go Away?

Map your audience's needs to your business needs. Let's say you've identified that your audience needs to tap the wisdom of their peers to inform their business decisions. And you've determined that your business needs more insight into customer challenges and experiences. Voilà! You've found the intersection of needs that an online community can address.

Aligning your business needs with the needs of your audience is a crucial step in building the business case for your online community. It does no good to identify a business need that is irrelevant to the community. Nor does it make sense to identify a customer need that your company can't address. Look for the sweet spots.

4. What Kind Of Community Should I Build?

The next step is choosing the community model. There are three types of online communities:

Information Dissemination communities are built to share and gather information, but not to interact and connect. This type of community is frequently used in regulated industries like pharma and healthcare. It's the easiest to build and has the lowest returns.

Shop Talk communities enable their members to transact around an issue or question. For example, when my printer won't work, I go to the Epson community and another user, printdude201, tells me how to fix it – and I never speak to him again. The point of these communities is customer service and call center cost reduction.

Professional Collaboration communities allow customers or partners to interact with each other and the company within a private, gated community. Thomson Reuters, for example, built a private community to serve the needs of legal professionals from small law firms. These communities provide a win-win: members gain valuable access to the wisdom of their peers, while the company can spot trends and accelerate the development of new products and services in response to customer needs. Tough to build and maintain? Sure. But Professional Collaboration communities deliver the biggest bang for your buck.

5. Do We Have The Community Building Characteristics We Need To Succeed?

Online communities are not for everyone. Your customers – and your organization – need to exhibit specific characteristics that make them "community ready." As a litmus test, you need to answer, "yes" to these questions about your customers, their problems, and your company's products or services:

- Are your customers eager to share information and experiences with other customers?

- Are they willing to participate in offline user groups or in-person customer summits?

- Do your customers gain major value by learning from the experiences of other customers?

- Do your company's offerings solve important problems for your customers?

- Do you need to supply continual product enhancements to meet customer needs?

- Do company revenues depend on product or service upgrade decisions by customers?

6. How Will We Generate Content?

Content is the fuel that drives online communities. At launch, a community must already be stocked with valuable content. You'll need a content plan and editorial calendar to keep it well stocked for at least six months.

At about the six-month mark, your users should be contributing content – and a minimum of 40% of your content should be coming from members.

But your content job will never be finished. You'll need an ongoing plan to elicit, edit, and showcase knowledge and member-generated content in tandem with all of your company-generated content.

Content is the fuel that drives online communities

7. How Are We Going To Measure Success?

You must determine your critical success factors or KPIs before you launch. Many "measurable" metrics (number of members, time on site, number of posts) are too far removed from the business strategy, and member needs to be meaningful.

To demonstrate the impact of community on your organization, align community measures with the organization's business goals and objectives. Think in terms of increased customer satisfaction measures, higher NPS scores, improved customer loyalty, more rapid customer service resolution, and greater input from customers on product and service enhancements.

The most valuable thing you can do for your community (and company) is to measure success in business terms.

What's true of building a house is true of building a branded online community: start with a strong foundation. Craft a solid business plan. Understand your audience and their needs. And, most importantly, connect the features of your community to those needs. It won't be easy but, by asking the right questions up front, you will be poised to build a community that can deliver enormous benefits – to your customers and your organization.

Vanessa DiMauro

CEO | Leader Networks

Vanessa DiMauro is the CEO and Chief Digital Officer of Leader Networks, a research and strategy consulting company that helps organizations succeed in social business and online community building. She is a respected advisor, author, and speaker. As founder of Leader Networks, she has developed award winning social business strategies for many of the largest and most influential companies in the world. Vanessa's work has been noted by The New York Times, Wall Street Journal, CNBC, and Forbes. She teaches at Columbia University and blogs for Leader Networks.

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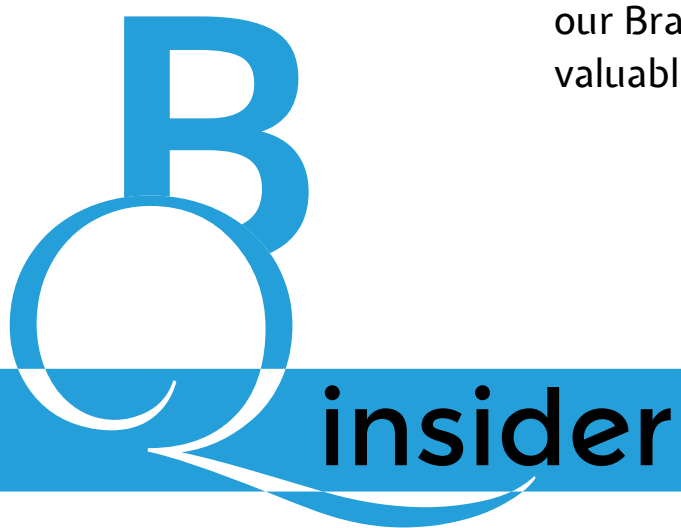
BQ insider

Chris Hall

Founder and Chief Executive Officer
Bynder

Chris has over 15 years of hands-on experience building online businesses. He has successfully set up and scaled several SaaS businesses - with Bynder being the most notable to date. Chris built these companies on the belief that young people, with the right attitude and coaching, can achieve great results.

Let's hear Chris's thoughts on Brand Management, Branding Automation, SaaS, Company Culture, and more…

BQ - *From your own brand-building journey, how valuable do you consider company culture to be in building a successful brand?*

Chris -

Company culture is essential to building a successful brand. At the end of the day, your employees are your best form of "advertising". A strong company culture turns employees into brand ambassadors, helping you attract talent and communicate your company's values. I also think that exceptional branding really needs a lot of extra care and energy, something I believe people can only give if they're truly committed. No amount of money can substitute strong culture and drive.

Cloud-based brand management is easily implemented. The hurdle for brands is usually change management

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BQ - *In your experience, what is the most common hurdle brands face when implementing a cloud-based brand management system, and how can they overcome it?*

Chris -

Cloud-based brand management is easily implemented. The hurdle for brands is usually change management - rather than any technical issues with the systems themselves. Brand management systems change existing processes by providing a more streamlined way of working. The real challenge is getting users on board and willing to use the software. Product owners can overcome this by selling the system internally. Good UX is extremely important in this too - if the system is easy to use, people will actually use it, and like using it, with minimal training. Not only does good UX allow better and quicker onboarding, it brings the ROI in a lot sooner too.

Chris Hall

Founder and
Chief Executive Officer

Bynder

BQ - *While the benefits to general marketing performance are evident, what role do you see measurement and analytics playing within brand management in particular?*

Chris -

As a brand becomes more of a value driver, it's increasingly important to measure its performance to stakeholders. Measuring brand assets, allows a brand to assess which assets are performing the best; for example, you can compare agencies and the time it takes for project completion, and use these insights to establish more efficient branding.

BQ - *How closely, do you believe, content management is (or should be) connected to brand management?*

Chris -

Content management is a 'consumer' of brand assets – so, it's vital they are well connected for brand consistency, efficiency, and measurability. It's not just about making sure assets are brand compliant, but it also includes the creation, editing and publication of content.

BQ - *As a SaaS developer, how important do you feel is to involve your customers in your innovation and development process?*

Chris -

Our development roadmap is very much driven by customer feedback. We hold crucial round-table events to gather feedback and ideas. This is also a great opportunity for customers to hear about real world issues that other brands are experiencing. We try to learn what our customers are really spending time on so the features we think of will actually help them out - not just clutter the interface.

BQ - *What advice can you offer brands looking to find a balance between a structured and consistent brand, and one that provides flexibility and feels 'human'?*

Chris -

A structured and consistent brand should be flexible and feel human. Don't read consistency as boring, the more consistent a brand, the more room there is for flexibility and alterations. Brand management technology helps you get your (human) brand message out there in a quicker and more structured way.

The more consistent a brand, the more room there is for flexibility

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BQ - *If you could create any piece of currently unavailable technology, to improve brand management and branding automation, what would it be?*

Chris -

We're fundamentally a development company; I've been tinkering with coding since I could talk. Our teams are of that same 'blood type', so we have a lot of intrinsic drive to really innovate. We already have beta versions of machine learning ('intelligent meta tagging'), fingerprinting (like Shazam but for images) and forensic watermarking. The last one especially, will blow your mind.

But I think the real push will be getting more and more data to brand managers about how their brand is performing. If you could actually measure on a 1-to-1 level what people are looking at and what they're feeling.
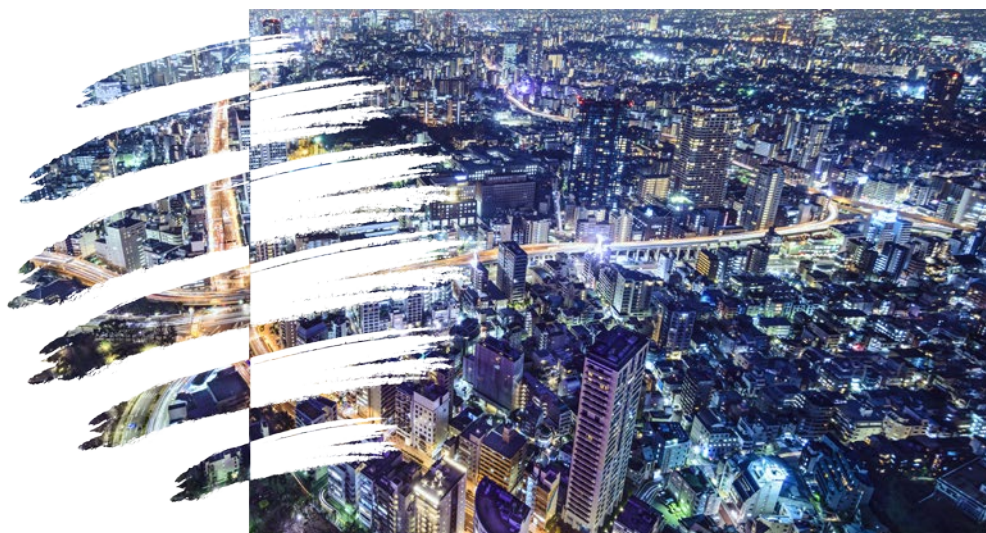
Imagine measuring the brain's response to a certain image and using that data to fine-tune your campaigns. The technology is all there - it just needs to become more mainstream.

Engaging Global Customers

Tokyo
April 13-15, 2016

Dublin
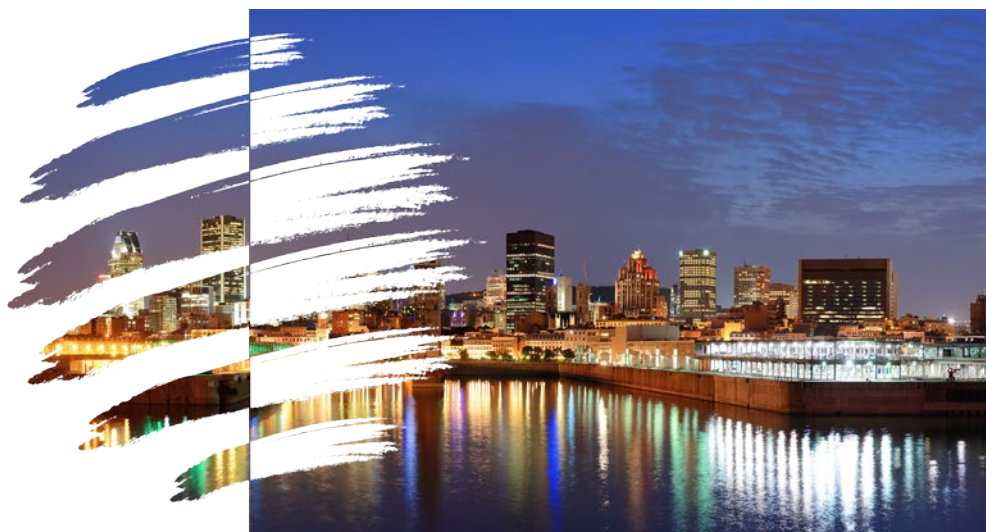### 8-10 June 2016

Montreal
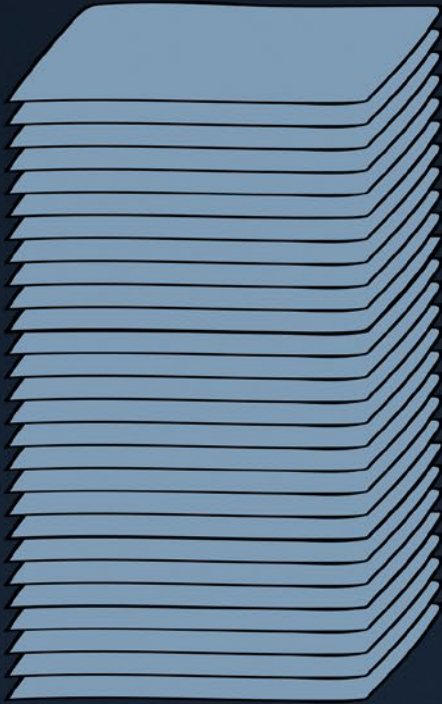### October 26-28, 2016

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Intelligent Content Is Imperative For Modern Organizations

Irina Guseva

In the (really) old days, you'd sit down in your comfy chair and read your newspaper from front to back cover, as there was not much of a way to pick and choose the content that was most relevant to you. Fast forward to today, you see brands and organizations actively strategize and implement, around the ideas of content personalization and content marketing.

One of the biggest challenges now is the notion of intelligent content.
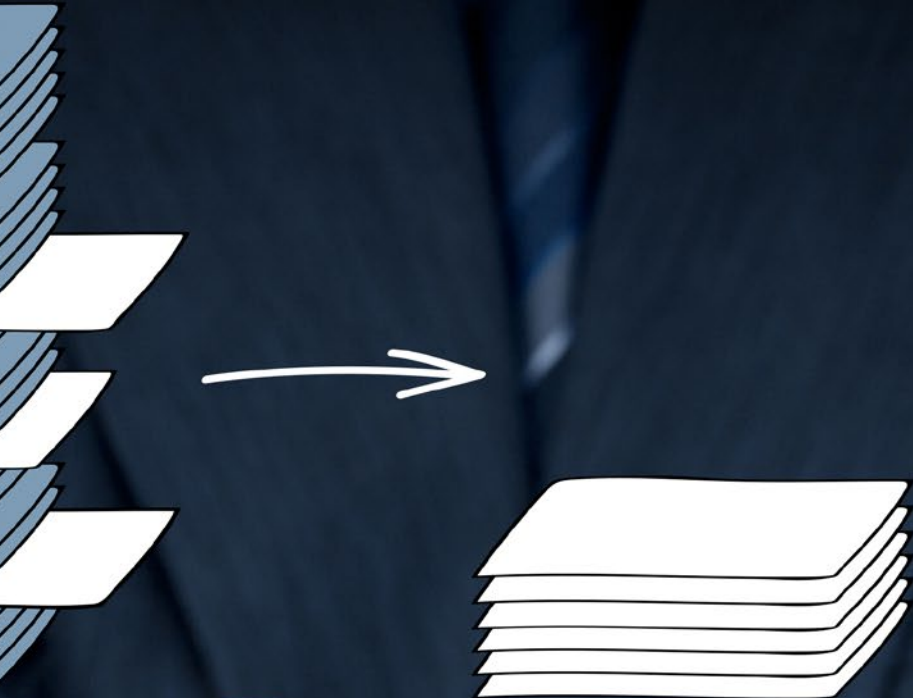
Rapid Evolution
Calls For Rapid Measures

The technology industry has been evolving rapidly: from pure content management to content marketing, and then to highly personalized and intelligent content. What makes it even more challenging is the always-on and the ever so demanding, impatient customer. Customers are always connected and transition from one screen to another, from mobile device to tablet, from tablet to the physical location of the brand they're interacting with. Here, it is key for brands to be able to provide intelligent content at the right time, to the right person. The old one size fits it all approach is no longer viable.

It is key for brands to be able to provide intelligent content at the right time, to the right person

One definition of intelligent content comes from Ann Rockley, the founder of the Intelligent Content Conference and the "Mother of Content Strategy":

"Intelligent content is structurally rich and semantically categorized and therefore automatically discoverable, reusable, reconfigurable, and adaptable."

And that is not to say you need to create and deliver more content. In fact, we currently have a problem with content saturation that doesn't solve the imperatives of intelligent content. It goes stale too quickly, it is not reusable, and it is irrelevant to target audiences. More content doesn't equal better content. Intelligent content does, in fact, equal better content.

More content doesn't equal better content. Intelligent content does

Intelligent content also requires good data and measurement tools. How do you know your content is doing well if you're not able to measure it? Having good data quality increases the ability to find content. To increase content findability, optimization, and reusability, you need to be thinking about best practices in tagging, metadata, and search optimization.

Creating more valuable content that isn't tagged correctly, doesn't leverage the right technology, isn't scalable, or isn't easily reusable, just doesn't seem like the most efficient use of time, technology and resources.

With good runtime data, you can pave the way to better personalization and contextualization of your content.

Bottom line: Intelligent Content is reusable

- Across channels
- Across screens
- Across devices
- Across both digital and physical properties

Doing Intelligent Content Right

The first step for some of you may be selecting the right technological foundation for doing intelligent content right. For others, the main pain point is nailing down the strategy that will allow you to transform your digital business and deliver a nimble customer experience platform. An experience delivered through rich enterprise applications and easy-to-use interfaces - that can help an organization create, manage, measure, and provide consistently exceptional cross-channel customer interactions, aligned with their many associated customer journeys.

Wherever you are, you should probably keep in mind that a customer might enter the buyer journey by researching a product on their mobile phone at lunch, continue that investigation on their laptop at work, then

complete the process on a tablet at home in the evening. In between, they may even dial into your call center. In other situations, they might begin their engagement with their wearable device or a mobile display ad in a store. Not to make it sound too complex, but there are, indeed, many moving parts to this.

The various stages of the customer journey require content in different formats. During the awareness stage, for example, you may find that blog posts and white papers work exceptionally well for you. The bottom line here is that you need to identify and create appealing content that is tailored to different customers and at different stages of their journeys.

Customer journeys flow along many touch points - from website, to wearable app, to in-venue screens. Are you managing that flow effectively by providing content intelligently?

Are you managing content and digital experiences seamlessly, as well as delivering them optimized for any screen?

To succeed with intelligent content, it takes the "three P's": process, people, and products (tech). But the investment is definitely worth it when you consider the IoT and the future of content - how it will continually keep evolving, thanks to the always-increasing demand from your customers for better content - more relevant, useful, on-time, and personalized content. In other words: more intelligent content.

> **To succeed with intelligent content, it takes the "three P's": process, people, and products (tech)**

Irina Guseva

Group Manager, Product Marketing | Adobe

Irina Guseva is a seasoned digital marketing and content technologies professional with more than 15+ years of experience, with roots in various types of media -- including print, radio, TV and digital media. She currently heads up product marketing for Adobe Experience Manager - Sites at Adobe. Prior, she held such positions as technology analyst, project manager and implementor, technology/strategy consultant and advisor, journalist, manager for content strategy, technology writer and speaker -- specializing in web content management (WCM), digital asset management (DAM), enterprise content management (ECM), Digital Marketing and customer experience management (CEM) industries.

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Competitive Immunity: Build A Moat Around Your Brand

Jeremy Miller

Growing a strong brand is as much about defense as it is offense. It's like building a moat around your business.

Competitive immunity is one of the biggest, yet often overlooked, advantages of branding. It's hard to compete and win against a 'sticky brand'. And you don't have to look far to see this phenomenon.

Just look at the laptop market, and how Apple competes with the Windows computer manufacturers - Apple has a great deal of competitive immunity, while Dell, Toshiba, and HP are fierce competitors. The Windows PC manufacturers compete on price and features and regularly try to undercut each other. Apple, on the other hand, operates relatively unscathed because its brand insulates the company from the competition.

Growing a sticky brand does more than attract customers and drive sales. It creates a competitive advantage by protecting your company from direct competition.

Your brand is like a moat around your business. It insulates and protects your products and services

The Advantages Of Competitive Immunity

Growing competitive immunity keeps your competition at bay.

Your brand is like a moat around your business. It insulates and protects your products and services in measurable ways:

- Increasing the perceived value and affinity toward your products and services.

- Increased customer attraction and retention. Your customers seek out your brand and come back frequently.

- Decreasing price sensitivity, because your clients choose you first and gravitate toward your brand.

Apple, for example, earns fourteen times more profit per laptop than its PC rivals. According to Charles Arthur, Apple's average sale price of MacBooks in 2013 was $1,229.56, with an assumed profit margin of 18.9%. The average sale price of the Windows PC manufacturers in the same period was $544.30, with an average profit per PC of 2.73%, or $15.71.

You Don't Have To Be Apple To Have Competitive Immunity

Apple is an anomaly. Very few companies will ever achieve such an enviable brand position. But the profit gap between sticky brands and their competitors exists in every sector.

Let's look at a small business example:

In 2008, Neatfreak made the choice to create competitive immunity by growing a brand. Today, Neatfreak is a category leader in home organization and storage. It designs and manufactures storage products for closets, garments, shoes, and laundry. You can buy the company's solutions from major retailers like Walmart, Target, and Bed Bath & Beyond.

But the brand is relatively new. Prior to 2008 the company was a private label manufacturer of storage solutions. Neatfreak was like the Windows PC manufacturers duking it out with their competition on price. John Collins, chief marketing officer of the Neatfreak Group, explains - "We were playing the private label game, but we asked ourselves how do we create a compelling opportunity for A, the consumer, and B, our retail partners?"

Neatfreak was born out of a desire to drive growth and profitability for the company by growing a distinct brand. A manufacturer is just that, a manufacturer. A brand has more freedom to innovate and design products that delight consumers while creating programs that move products off the store shelves, which delights retailers.

The company enhanced the perceived value of its products by being purposeful about how it served its customers. John continues, "Our purpose is to help keep the consumer organized, and control the chaos in their life.

We bring harmony to everyday life, and we do that through imaginative products."

Design is at the heart of fulfilling the company's purpose, and how it creates competitive immunity. The private label companies are effective at manufacturing, but Neatfreak stays a step ahead with its commitment to design. Design radiates through all aspects of the brand, from Neatfreak's products to its packaging.

John explains, "Fifty-three percent of the decisions in this category are decided on packaging. We spent a lot of time and money repositioning Neatfreak on store shelves because once a customer experiences our products, the repurchase rate is extremely high."

Rise Above The Herd

Duking it out with your competitors is exhausting and unnecessary. Let your competitors fight over features and price. Your opportunity is to grow a brand and become your customers' first choice. A first choice advantage not only delivers higher profits, it also protects your business.

But achieving competitive immunity - a lofty brand position in any industry - is a process, not an event. It takes deliberate choices to stand out and serve your customers.

Achieving competitive immunity - a lofty brand position in any industry - is a process, not an event

Start the process by asking your leadership team three deliberate questions:

1. Where are we today, and where do we need to move towards?

2. What's working, and what isn't working?

3. Who here is part of the team moving forward, and who has stopped growing and cannot keep up?

These are amazing questions and can lead you to some incredible insights - insights to lead change in your organization.

In an overcrowded market, you won't create competitive immunity by simply delivering a good product at a fair price. You've got to change your approach. Delve into the three questions to find new ways to challenge the giants of your industry while building a moat around your business.

You won't create competitive immunity by simply delivering a good product at a fair price

Jeremy Miller

Brand Builder & Keynote Speaker | Sticky Branding

Jeremy Miller is a brand builder, keynote speaker, and bestselling author of Sticky Branding. He helps you develop brilliant strategies to market your business and grow your brand. He is a sought after marketing keynote speaker. Jeremy's blend of humor, stories, and actionable ideas will inspire you to innovate and grow a Sticky Brand. Jeremy has interviewed thousands of CEOs and business owners and profiled hundreds of companies across dozens of sectors. He lives and breathes marketing, branding, and business development, and he knows what it takes to grow a Sticky Brand.

www.StickyBranding.com

Multisensory Engagement In Digital Media

Thomas Heinrich Musiolik | Prof. Dieter Georg Herbst

Apple, IKEA, Google – strong brands we know and love. And it is no accident that these brands became as strong as they did. Professional brand managers built them in a targeted manner and supported them over the long term. We recognize strong brands right away. We are uniquely attracted to them and readily separate them from other brands. We trust and adore them.

The path to a strong brand involves professional brand management.

Strong brands fulfill the needs of the digital consumer: orientation, added value, and trust. Strong brands in digital media make it possible for a company to establish long-term market advantages. However, despite these advantages, a look at real world experience is sobering: click-through falls off, visitors get bored, irritated or even angry. This is due to the need for professional brand management having gotten lost in the fast-paced rise of digital media and digital technologies. Since the competition is only increasing here, it begs the question of how to manage brands professionally in digital media.

Successful digital branding is not an isolated instance, but rather a piece of holistic brand management. Visitors should experience digital offerings in the same way they experience the brand in television, radio, and print. But it takes a lot of work for brands to deliver a remarkable multisensory experience in digital media. It can be done, however, by making sure the environment touches each of the five senses.

Successful digital branding is not an isolated instance, but rather a piece of holistic brand management

The Importance Of Multisensory Experiences

Your brand should create powerful feelings in your users to foster long-term, deep relationships – consumers pay most attention to brands that stimulate them and offer emotional experiences.

Consumers pay most attention to brands that stimulate them and offer emotional experiences

Our Senses

Users can see our digital brand; they can hear it, taste it, smell it and touch it. By itself, the color of a website creates different reactions: red excites, blue calms. A site can address all senses.

However, it is impossible to create a dictionary of color meanings like we can with a language. White stands for purity in Germany, but for mourning in China. Blue is loyalty in Austria, indifference in Brazil, quality in Denmark, innocence in Finland and anger in France. If you utilize colors to talk to users of various cultures, it's important to clarify what they signify in the different cultures.

Sight is especially important: 83% of what we perceive of our surroundings is visual. The visual impression of a brand heavily determines its brand image as any luxury brand shows. The disproportionate effects of sight explain why pictures and images are so valuable to digital media – from the beginning, digital media has relied on visuals, e.g. buttons and graphics. Today the emphasis has shifted to games and video.

The Information We Take In Via Our Senses

Sight	83%	Eyes
Sound	11%	Ears
Smell	3.5%	Nose
Touch	1.5%	Skin/Movement
Taste	1%	Tongue

Sight can also trigger other sensory impressions: when we look at an apple, we know how it tastes, smells, feels, when we bite in. Just by looking at a picture, we can imagine the smell of fresh cut grass.

Our other senses can also trigger multisensory experience: imagine the sound of opening a bottle of beer. How does it feel in your hand? How does the first sip taste? Now imagine how it feels to touch the thorn of a rose with your finger. How is this possible? Our brain constructs neural networks.

We store experiences as neural networks (cell assemblies). Such a network consists of nerve cells (neurons) connected to one another. We are also familiar with such storage networks under the terms 'pattern' or 'schematic', i.e. complex, bundled knowledge: the mountain or alpine world we have spoken about consists of thin air, the sounds of cow bells in the pastures, the smell of pine forests, the sensation of picking a wildflower. Tropical themes are conveyed by humid air, palms, white sand, waves, and coconut flavor.

The multisensory network of our brand consists of all the possible sensory impressions (multisensory holistics) via:

- **Sight:** Pictures, stages, etc.

- **Listening:** Brand acoustics, music, other sounds (the sound of a BMW car door shutting), language

- **Smell:** Leather, flowers, food

- **Touch:** Surfaces, landscape, wind

- **Taste:** Hot, cold, spicy, mild, savory

Multisensory Boosting

If a digital brand activates all five senses, the effects are far greater than the sum of each one – our brain reacts substantially stronger to a simultaneously seen, heard, felt, smelled and tasted impression than it does to any

---

If a digital brand activates all five senses, the effects are far greater than the sum of each one

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of them alone – If our brand activates all five senses, the effects are 10-fold. Experts refer to this as multisensory enhancement or explosion of senses.

The Senses All Influence One Another

Our senses influence our other senses: synesthesia, for example, or mixing the senses: a thick, leather-wrapped steering wheel evokes sportscar; wine tastes better on vacation than at home. The color of margarine affects taste. Mercedes cigarettes flopped: the name and packaging communicated a heavy cigarette for men; it was supposed to be a light cigarette for women.

A Variety Of Sources Can Activate Entire Brand Networks

The more familiar we are with a brand network, the easier it is to activate – and this from more diverse perspectives and with fewer signs. One trigger suffices to set off the whole network: a look at the BMW logo, for example, activates our entire body of BMW knowledge, feelings and experiences. Fragments of sensory information are enough to create a complete impression that comes from our own mind. The same is true of the Caribbean landscape that appears at the sound of waves and wind.

Core Questions

The following questions will help you to create powerful brand sensory experiences in digital media:

- Which one-of-a-kind, rewarding feelings signify your brand? (Reward Promise)

- How does the reward promise affect all the senses?

- Which senses does your brand activate?

- What kinds of sensory impressions do you want to create?

- How do you use your users' (already) stored sensory impressions to activate other senses, even if that particular sense is not directly involved?

- How do you incorporate this learning into your digital brand storytelling?

- How do you apply this to effective images and videos of people?

A Checklist: Multisensation And Your Digital Brand

Brand-related Sense	Sensory Impression	Activated In Digital Media By…
Sight		
Sound		
Taste		
Smell		
Touch		

Thomas Heinrich Musiolik

Scientific Director | Digital Brand Lab

Successfully opening his first marketing agency in 1998, Thomas has worked with Prof. Herbst in Source1 GmbH since 2011, advising companies on issues of brand management. A Ph.D. student at the University of Arts Berlin, he conducts research on multisensory communication and brand experiences in digital media. As Scientific Director of Digital Brand Lab, he explores the potential of digitization for brand management. Musiolik is Lecturer for Digital Brand Management, E-Business, Online Communication and Social Media at German, Swiss, and Austrian universities. He is also author of several books and articles in journals specializing in Marketing & Communication.

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For 15 years, Prof. Herbst worked in the corporate comms department of Schering, setting up their worldwide Intranet and helping establish their website in 1994. An executive partner in source 1 networks GmbH since 1999, he advises companies all over the world. Prof. Herbst is Honorary Professor at the Berlin Academy of Arts, Senior Lecturer at the University of St. Gallen, Visiting Professor at Antai College of Economics & Management, Shanghai Jiao Tong University, and Lecturer at L'Ecole de Design de Nantes Atlantiques @ Srishti School of Art, Design & Technology in Bangalore. A member of the "Council of Internet Sages", he was elected "Professor of the Year", and has written 20 books.

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Innovating For The Changing Global Consumer

Siddharth Singh | Eric Turkington

In the developed world, we've grown accustomed to associating the word "innovation" with the latest high-end technologies: more personalized apps; denser, more vibrant clusters of pixels; smarter cars. Some of these innovations are premium enough to be exclusive to a select few, and while others remain free to the masses, they are all indisputably luxuries: incremental improvements to already-stellar products and services, whose absence would not materially harm quality of life for those who consume them.

But the next wave of innovation emanating from the world's top companies may look quite different – and have the potential to hold far more significance in the grand scheme of existence.

Indeed, the next game-changers will likely result not from elevating the highest of the high-end, but rather from meeting the most basic of human needs more cheaply, effectively, and on a greater scale than ever before.

Access to nutrition, healthcare, education, clean water, and a host of other fundamental human needs remains staggeringly limited. Put simply, there is urgency behind closing the gap between the advanced state of want-driven innovations and the sluggish progress of innovations driven by true and pressing human needs. Thankfully, there are good reasons to believe that this will happen.

Over the next few years, emerging market economies are expected to grow three times faster than developed ones. Alongside this growth comes the emergence of the so-called "Rising Billion," as technological and economic changes increase the power of bottom-of-the-pyramid consumers worldwide.

These consumers are already beginning to influence the global marketplace in great numbers, enabled by widespread mobile connectivity that provides access to the world's wealth of information and the digitized global marketplace. Indeed, the juxtaposition of advanced technological enablement alongside a paucity of other

essentials can be quite jarring (there are more mobile phone subscriptions globally than toothbrush owners).

Many consumers are driven by an aspirational desire to experience the brands and lifestyles they've seen streaming through their TVs and smartphones. This ambition for more and better, paired with improving economic and technological circumstances, renders the Rising Billion a powerful force to impact the behavior of the world's most influential companies - many of which have previously ignored or underserved developing markets.

But the Rising Billion will increasingly be served by large, for-profit enterprises as big questions continue to swirl around the effectiveness of aid-givers and non-profits. In contrast to NGOs and aid groups, for-profit enterprises bring a clear profit motive, a long-term growth strategy, and a brand reach to their investments in emerging markets. And while they are not primarily driven to invest in these markets by mission, this does not mean they cannot do good while also doing well.

In fact, it is exactly the private sector's emphasis on measurable outcomes, return on investment, and accountability that has the potential to create self-sustaining businesses that are as profitable as they are instrumental in driving social progress.

However, introducing innovations that truly help those in need while also generating attractive commercial return requires an approach that looks at the Rising Billion as unique and nuanced consumers, with varied need sets, aspirations, and socioeconomic contexts. To simultaneously derive growth from the Rising Billion and help these consumers lead better, longer lives, companies must ask themselves these ten key questions:

1. Are We Doing Enough To Get In On The Ground Floor With A New, Long-Term Customer Base?

The emerging middle class in BRICS countries is expected to add US $3.3 trillion to its consumer spending by 2020, and improving infrastructure and technology have lowered the barriers to entering the global marketplace. Facebook's investment in world connectivity under the initiative Internet.org is equal parts virtuous and sensible. Two-thirds of the world is not connected to the Internet, which means that they don't have the same access to learn, enjoy, and socialize that the rest of the developed world has. It also means that until this is solved, two-thirds of the world will not be served targeted ads on Facebook.

2. Do We Fully Understand The Scope Of The Challenges And The Future Potential Of These Markets?

There are large and growing markets for unsolved global challenges such as banking. Vodafone's M-Pesa is the most successful mobile phone based financial service in the developing world, and as of 2012, 17 million M-Pesa accounts were registered in Kenya alone. In addition to providing access to financial services, it has also contributed to the reduction of crime in a society that has otherwise been cash-based. But even with the success of M-Pesa, over 2.5 billion potential customers worldwide don't use or have easy access to financial services.

3. Do We Understand The Aspirational Drive Of These Consumers?

This is a group that does not want cheap things; they desire the affordable version of what they have seen other consumers access. The speed of technological change is enabling consumers to leapfrog to newer technologies that are the standard of operation for the developed world. Because there are few existing infrastructure

The speed of technological change is enabling consumers to leapfrog to newer technologies

constraints, the speed of adoption in emerging markets can be much more rapid than in developed ones. For instance, in Africa, landlines never hit critical mass, enabling consumers to move straight to mobile phones.

Available in 37 countries, Facebook's Free Basics platform is designed to give mobile phone subscribers a rudimentary version of the Internet free of cost. But it has been especially criticized in India for trying to decide what customers can access on the Internet. What Free Basics fails to provide is an understanding that customers do not want a stripped down version of the Internet. They want to be given means to fulfill their aspirational needs.

4. Has Our Business Model Accounted For Low Income And Volatile Income?

Because this consumer is unlikely to be earning a steady paycheck, business models cannot just account for affordability; they must expect inconsistency in purchase and payment. With increased wealth volatility in developed markets, this may be a new normal for businesses to have to address globally. Building materials company Cemex addressed this by providing products on credit to help consumers finish building their houses and avoid the waste of raw material.

5. Are We Considering The Needs And Roles Of The Entire Family Or Just The Individual?

Around the world, multi-generational households are still the norm. Every purchase made contributes to household wealth accumulation, so those decisions are often made collectively. Big buying decisions affect everyone, so companies must take into account how the product or service will impact the family, not just the individual. In Argentina, 77% of people over the age of 65 live with family. In India, while this number is declining in urban areas, 60% of households are multi-generational in rural areas.

6. Have We Built For A Lifetime?

Commit to developing products and services that are meant to withstand multiple uses, because they will likely be used and reused anyway. To avoid waste, and often because of the size of the investment, people will use products over and over until they can no longer function. Ink cartridges will be locally refilled, and disposables such as plastic bottles and diapers are constantly reused.

7. Are We Prepared For Customers To Hack Our Products?

Expect that people will 'hack' your products to fit their unique needs. Instead of locking things down, find ways to create mechanisms for enabling customization. In India, car batteries were often converted into backup power sources, giving rise to companies such as Su-Kam, which develops power backup solutions and is now moving into wider turnkey alternative energy solutions.

8. Have We Avoided The Trap Of One-Size-Fits-All?

Take the time to understand and localize to each culture and their unique needs. McDonald's customizes menus to meet local preferences, serving a lamb burger in India, and using rice instead of bread buns in Asia. Because of how well McDonald's localizes, The Economist has created the 'Big Mac Index' to gauge macroeconomic conditions and purchasing power parity.

9. Have We Exploited The Potential Of Reverse Innovation To Build An Advantage In Our Mature Markets?

Disruptive innovation typically happens at the intersection of tight constraints and a compelling need. The challenges and constraints of developing markets can be a breeding ground to innovate products with global appeal. For instance, GE Healthcare built a portable, ultra-low cost, battery-operated electrocardiograph machine built for doctors in India and China that is now disrupting the global market. Sold in over 90 countries, the machine is 80% cheaper than similar products in developed markets like the U.S.

Social responsibility will attract the next generation of innovators to a company's workforce

10. Do We Grasp The Impact Of Our Global Citizenship On The Talent We Attract?

In addition to companies building credibility around their global mission and role in society, social responsibility will attract the next generation of innovators to a company's workforce. 62% of Millennials want to work for a company that makes a positive impact on the world. Half of Millennials would prefer working at a company that has a mission that they believe in, over a higher salary.

It's clear that the challenges emerging markets face are not just for non-profits and aid agencies to solve. In fact, businesses are well positioned to address these challenges in a manner that will have a meaningful impact on consumers' lives, while also improving their bottom line over the long term. The most innovative companies of the next decade won't be defined by adding minutes to a smartphone's battery life, but by adding jobs to economies and adding years to lives.

Siddharth Singh

Engagement Manager | Fahrenheit 212

Sid is an Engagement Manager with Fahrenheit 212's Commercial Strategy team. Originally from India, he brings a passion for building businesses and developing breakthrough innovations that solve big problems as well as an expertise in emerging market innovations. He has worked with both Fortune 500 companies and entrepreneurs to develop and launch innovation programs. Sid's career started at Citi in London on their Mergers & Acquisitions team. He also launched his own brand of healthy yogurt smoothies in the UK, modeled after popular Indian lassi drinks. Prior to joining Fahrenheit 212, Sid was India Program Director at STIR Education, an incubator of grassroots micro-innovators in education.

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Eric Turkington

Senior New Business Strategist | Fahrenheit 212

As a Senior Strategist on Fahrenheit 212's Business Development team, Eric works to pair Fahrenheit 212's innovation capabilities with companies seeking sustainable, profitable growth. Throughout his career, Eric has spearheaded innovation-centered initiatives for leading global companies across a wide range of sectors, from financial services and food & beverage to healthcare and non-profit. His experience includes supporting the first-ever global summit of national chief innovation officers at the US State Department, launching a mobile incubator for a top CPG firm, and partnering with the Financial Times to identify and recognize the world's top urban innovators.

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BRAND CHAMPIONS

BRAND Quarterly™

2016

What could be better than intensely loyal executives and employees that live and breathe your company brand? Going above and beyond the call of duty, Brand Champions proudly represent their brand at every given opportunity – at events, through their social media networks and, of course, in their day to day contact with customers, suppliers, and colleagues.

Believing these outstanding individuals deserve more credit, we called on our readers, to let us know who they see as true Brand Champions – within their company, or the marketplace at large. Our readers have spoken, and from their nominations, we have selected a group of 40 outstanding individuals that epitomise the spirit of a Brand Champion.

So, in celebrating these evangelists, innovators and visionaries, who eat, sleep, breath and embody their brand

- we are pleased to present your 2016 Brand Champions!

Note: Every champion is invaluable to their brand in their own unique way.
Therefore they are presented here in alphabetical order, rather than a 'ranked' list.

BRAND CHAMPIONS

BRAND QUARTERLY™

2016

Vala Afshar
Chief Digital Evangelist
Salesforce
@ValaAfshar

Jonathan Becher
Chief Digital Officer
SAP
@jbecher

Kathy Button Bell
Vice President, Chief Marketing Officer
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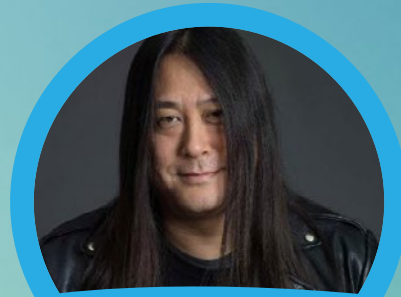
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Now draw that symbol in the air with your finger. When all is right with a company's world, brand and culture are a perfectly symmetrical continuum , with one driving the other in a self-perpetuating loop...

"When all is right with a company's world, brand and culture are a perfectly symmetrical continuum"

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Larry Levy

In the marketing world, the ability to influence the behavior of others resides at the core of the marketer's mission and, as such, is a powerful and coveted personality trait among individual marketers. Perhaps nowhere is this quality as important as it is within the CMO role. After all, it is the CMO who is tasked with establishing, refining...

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Jeff Swystun

In the old days of branding, and I am talking of just ten to fifteen years ago, there began a very predictable playbook for launching a corporate brand or rebrand. It borrowed a great deal from traditional public relations. It called for some combination of a press release, an unveiling of a new logo at a largish and often garish event, a fresh website, and a mousepad for each...

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Prof. Georg Herbst | Thomas Musiolik

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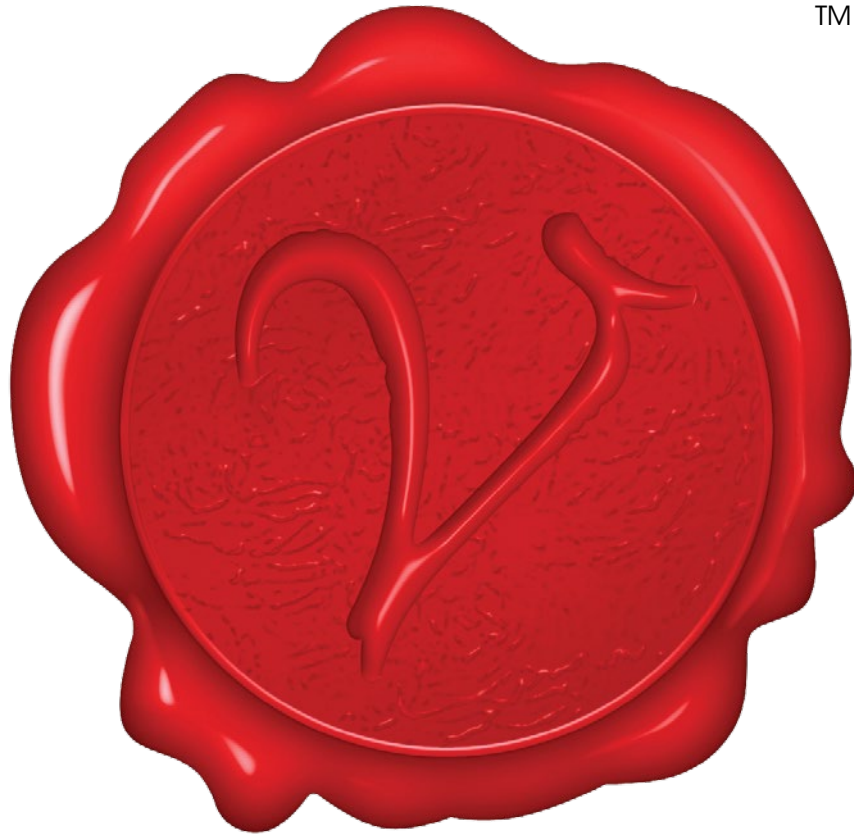### 5 Hacks To Introduce Video Into Your Marketing Strategy
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