

1 Basics

Part 1 illuminates the difference between brand and brand identity, and what it takes to be the best. Don't bypass the fundamentals in the speed of a new project. Establish a shared vocabulary for the entire branding team.

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Brand Brand basics

As competition creates infinite choices, companies look for ways to connect emotionally with customers, create loyalty, and make themselves irreplaceable. A strong brand stands out in a densely crowded marketplace. People trust brands, identify with them, and believe in their superiority. How a brand is perceived affects its success—whether it's a start-up, a nonprofit, or a product.

Businesses are now only as strong as their brands, and nothing else offers business leaders so much potential leverage.

Jim Stengel

Grow: How Ideas Power Growth and Profit at the World's Greatest Companies

Who are you? Who needs to know? How will they find out? Why should they care?

Brands now appear regularly on balance sheets in many companies. The intangible value of the brand is often much greater than the corporation's tangible assets.

Wally Olins

The Brand Book

Three primary functions of a brand

David Haigh, CEO, Brand Finance

Navigation

Brands help consumers choose from a bewildering array of choices.

Reassurance

Brands communicate the intrinsic quality of the product or service and reassure customers that they have made the right choice.

Engagement

Brands use distinctive imagery, language, and associations to encourage customers to identify with the brand.

Dupont

A company and a brand



Dupont: Lippincott

LEGO®

A product and a brand



LEGO®: Interbrand

Zelle

A service and a brand



We define brand as the intersection of promise and perception.

Ken Pasternak
Chief Strategy Officer
Two by Four

Brand touchpoints

Each touchpoint is an opportunity to increase awareness.



Girls Who Code

A nonprofit and a brand



Girls Who Code: Hyperakt

City of Vienna

A place and a brand



City of Vienna: Saffron

MrBeast

A person and (arguably) a brand



Feastables: Enlisted

Branding Brand basics

Branding is a disciplined process used to build awareness, attract new customers, and extend customer loyalty. Positioning a brand to be irreplaceable requires a daily desire to be the best. To be successful, brand builders need to stick to the basics, stay calm on the roller coaster of relentless change, and seize every opportunity to be the brand of choice.

Branding is deliberate differentiation.

Debbie Millman
Chair + Cofounder
Master's Program in Branding
School of Visual Arts

We continue to invest in our core strengths. First, we don't skimp on understanding the consumer. Second is innovation . . . And third is branding . . . We're delivering more messages to our consumers.

AG Lafley
CEO, Procter & Gamble
Business Week

Types of branding

Co-branding

Partnering with another brand to achieve reach

Digital branding

Web, social media, search engine optimization, driving commerce on the web

Personal branding

The way an individual builds a reputation

Cause branding

Aligning a brand with a charitable cause; or corporate social responsibility

Country branding

Efforts to attract tourists and businesses

Emotional branding is a dynamic cocktail of anthropology, imagination, sensory experiences, and visionary approach to change.

Marc Gobé
Emotional Branding

Process

1: conducting research

2: clarifying strategy

3: designing identity

When to start the process

New company, new product

I'm starting a new business.
I need a business card and a website.

We've developed a new product and it needs a name and a logo yesterday.

We need to raise millions of dollars. The campaign needs to have its own identity.

We're going public in the fall.

We need to raise venture capital, even though we do not have our first customer.

Name change

Our name no longer fits who we are and the businesses we are in.

We need to change our name for legal reasons.

Our name has negative connotations in our new markets.

Our name misleads customers.

We merged.

We need a new name that works in China.

Revitalize a brand

We want to reposition and refresh the global brand.

We need to communicate more clearly about who we are.

We're going global—we need help to enter new markets.

No one knows who we are.

Our stock is devalued.

We want to appeal to a new and more affluent market.

Revitalize a brand identity

We are innovators. We look behind the times.

We want our customers to have a great mobile experience.

Our identity does not position us shoulder to shoulder with our competitors.

We have 80 divisions and inconsistent nomenclature.

I am embarrassed when I give out my business card.

Everyone in the world recognizes our icon, but admit it—he needs a facelift.

We love our symbol—it is known by our market. The problem is you cannot read our logotype.

Create an integrated system

We do not present a consistent face to our customers.

We need a new brand architecture to deal with acquisitions.

Our packaging is not distinctive. Our competitors look better than we do, and their sales are going up.

All of our marketing looks like it comes from different companies.

We need to look strong and communicate that we are one global company.

Every division does its own thing when marketing. This is inefficient, frustrating, and not cost-effective. Everyone is reinventing the wheel.

When companies merge

We want to send a clear message to our stakeholders that this is a merger of equals.

We want to communicate that $1 + 1 = 4$.

We want to build on the brand equity of the merging companies.

We need to send a strong signal to the world that we are the new industry leader.

We need a new name.

How do we evaluate our acquisition's brand and fold it into our brand architecture?

Two industry leaders are merging. How do we manage our new identity?

4: creating
touchpoints

5: managing
assets

Brand identity Brand basics

Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible.

Great brands are like friends—you encounter a huge number of them every day, but you only remember the ones you love.

Luc Speisser
Global Chief Innovation Officer
Landor

Design differentiates and embodies the intangibles—emotion, context, and essence—that matter most to consumers.

Moira Cullen
Strategic Advisor, Design
Rethink Food



Amazon

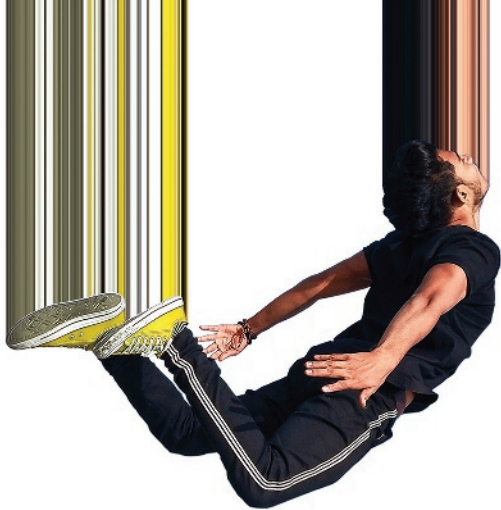
First introduced in 2019, Mini Brands is a series of toys made by Zuru. Each set contains five branded miniatures, from Airheads candy to Zatarain's Jambalaya Mix.



AC Milan



Adventr



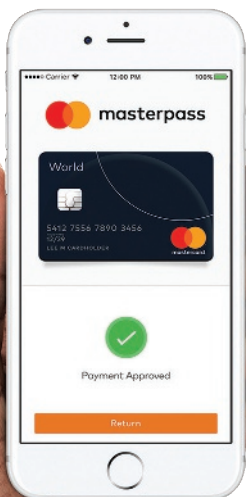
Chobani



Instagram



BOG X



Mastercard



Piedmont ArtWalk



Brand strategy Brand basics

Effective brand strategy articulates the ideas upon which a brand is built—ideas that unify and align identity, actions, and communications. The best strategies are clear, consistent, and customer-focused. When well executed, they help brands defeat or even prevent competition.

Brand strategy is a road map that guides marketing, makes the sales team's job easier, and provides clarity, context, and inspiration to employees. It should align with business strategy, reflect values and culture, and define the brand's target customers and positioning.

A smart strategy reflects an in-depth

understanding of the customer's needs and perceptions as well as the competitive landscape. The strategy must be customer-focused but should also resonate with other stakeholders: employees, the board, core suppliers, and other important partners.

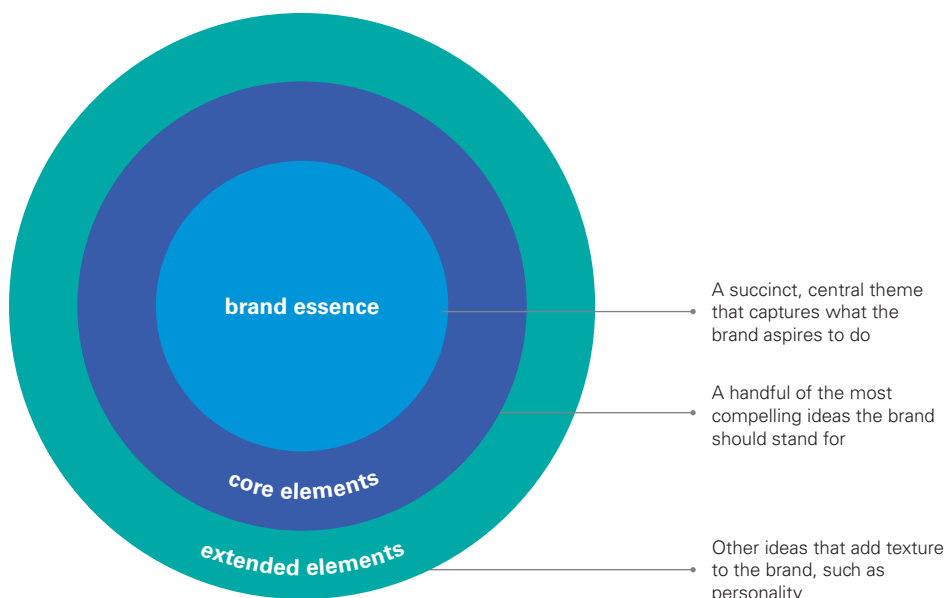
Strategy is an informed opinion about how to win.

Mark Pollard

Author, *Strategy Is Your Words*

A brand strategy framework: the brand vision model

David Aaker



The brand vision model is multidimensional, has core and extended elements, includes an optional essence, is tailored to the brand's context, is aspirational, and can be adapted to different product markets.

David Aaker

Vice Chairman
Prophet Brand Strategy
Professor Emeritus
Berkeley-Haas School of Business

Brand strategy frameworks often feature many boxes or other shapes for the strategist to populate with attributes, personality traits, values, or benefits. One of the simplest and most popular frameworks, David Aaker's brand vision model, simply prioritizes desired brand associations in concentric circles and captures the brand's central theme in a succinct brand essence.

Three axioms and three questions that summarize brand strategy

Mark Ritson

The demand for brand strategy has never been greater or more tantalizing. It's not just that most companies are struggling with brand strategy—that's been the case for decades. It is that these companies now know they are struggling and are actively seeking assistance.

Mark Ritson

Brand Consultant +
Former Marketing Professor

Axioms

Diagnosis first, strategy second

Take a step back. Learn about the brand, business goals, customers, and competition.

Strategy is choosing what you will not do

Focus. Ensure that resources are invested in the most rewarding places. Cut the fat.

Strategy before tactics

Before considering communications, distribution, or other tactical details, set your strategy.

Questions

Who are you targeting?

Look at the market, your competitors, and your resources. Decide which customers to go after.

What do you want to stand for?

What do you want your customers to think when they think of your brand? Own a position.

How will you achieve this?

Outline objectives for success. Make a short list of clear, specific goals that will guide activities.

Disneyland is the exemplar of theme parks, and it is always innovating.

David Aaker

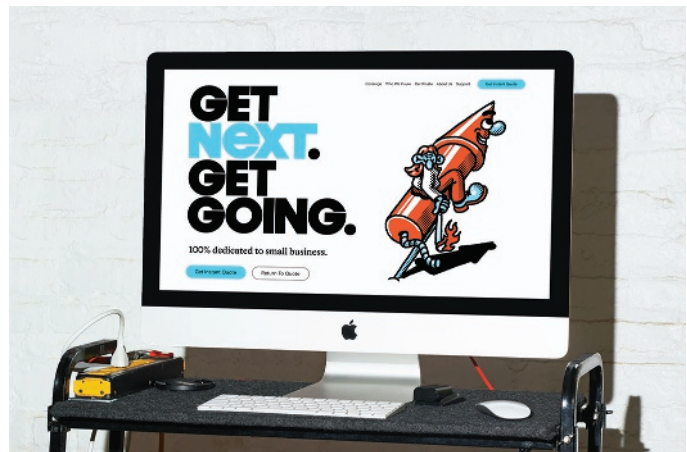
Vice Chairman
Prophet Brand Strategy
Professor Emeritus
Berkeley-Haas School of Business

In 1955, Walt Disney brought his vision for a theme park to life by opening Disneyland in Southern California. The park's brand essence, "Family Magic," captures its aspiration to be the happiest place on Earth.



Alina Wheeler's daughter, Tearson, with her family at Disney World, 2007

Brand strategy is not just for world-famous consumer brands like Disney. In the line, "Get Going," COLLINS captured the brand strategy of NEXT, an insurance company for small businesses. NEXT and COLLINS realized that insurance companies marketed themselves in two ways: as overly earnest protectors from doom or by relying on silly animal mascots. Recognizing that small businesses thought of insurance as a way to take on intelligent risk, COLLINS suggested NEXT stand out by focusing on opportunity rather than fear, emboldening business owners to take smart leaps.



NEXT Insurance Inc.

Why invest Brand basics

The best identity programs embody and advance the company's brand by supporting desired perceptions. In study after study, research shows that investing in a strong brand can have measurable, positive impacts on business performance, from price premiums, to employee recruitment, to shareholder returns and more.

Brands are powerful assets for creating desire, shaping experience, and shifting demand.

Rick Wise
Chief Executive Officer
Lippincott

You shouldn't think of identity design as a marketing expense. Like other assets a business invests in, well-designed visual assets deliver value long after they are paid for, benefiting a brand for decades with no additional cost. Think of the Amazon logo we designed. Billions of boxes delivered over two decades, and every one of them with a smile in its face. That's an idea that will never grow old. And it works on everything from a packing slip to a fleet of aircraft.

David Turner
Designer + Founder
Turner Duckworth

Impact

Brands impact performance by driving perceived value.



The branding process identifies the associations and image a company should build to influence the perceived value of their product, service, or organization. Companies leverage branding to raise perceived value; the greater the perceived value, the greater the potential revenue.

Sarah Robb
Founder
Brand Strategy Academy

Reasons to invest in branding and design

If you think that good design is expensive, you should look at the cost of bad design.

Dr. Ralf Speth
CEO
Jaguar Land Rover

Make it easier for the customer to buy.

An identity helps manage the perception of a company or product and distinguish it from its competitors. A smart system demonstrates respect for the customer and makes it easier for them to understand features and benefits. A new product design or a better environment can delight a customer and inspire loyalty.

Make it easier to acquire and retain talent.

Employees want to work for a company they believe in and that they're proud to talk about with family and friends. A strong employer brand makes a significant impact on a company's ability to hire and keep the best people. Shared purpose, clear values, and opportunities for personal fulfillment create meaning in our daily work.

Make it easier for the sales force to sell.

Whether it is the CEO of a global conglomerate communicating a new vision or a first-time entrepreneur building an online store, everyone is selling. Nonprofits, whether fundraising or soliciting new volunteers, are continually selling. Strategic brand identity works across diverse audiences and cultures to build awareness and clear understanding of a brand and its strengths.

Make it easier to attract investors.

Entrepreneurs, executives, and investment relations professionals must convince investors and venture capitalists that a bet on the brand is a wise investment. Investors and shareholders are paying increasing attention to companies that can effectively link strategy to purpose. When long-term plans are purpose-driven and well-communicated, investors may be more willing to dive in.

Make it easier to build brand equity.

The goal of all public companies is to increase shareholder value. On many company balance sheets, the value of intangible assets—including brand—far outweighs the tangible. Small companies and nonprofits also need to build brand equity. Their future success is dependent on building public awareness, preserving their reputations, and upholding their value. Brand equity, which is built through increased awareness, recognition, and customer loyalty, can make a company more successful overall.

Make business transformation easier.

Organizations with a shared sense of what they stand for and why they exist will have greater success executing business transformations. They have the potential to be more innovative, launch more products, and expand more rapidly. A well-defined brand aligns everyone within the company—a head start for anyone hoping to achieve organizational change.

In any competitive market, what drives margin and growth and separates one business from another—for employees, customers, partners, and investors—is the brand.

Jim Stengel
Grow: How Ideas Power Growth and Profit at the World's Greatest Companies

Companies that excel at design grow revenues and shareholder returns at nearly twice the rate of their industry peers.

McKinsey & Company

Brand value

In 2022, three leading reports of brand value—Interbrand's Best Global Brands, Kantar BrandZ Most Valuable Global Brands, and Brand Finance Global 500—placed the same four brands at the top of their rankings. Estimates of the brands' combined value ranged from \$1.15 trillion to over \$3 trillion.



Stakeholders Brand basics

Seizing every opportunity to build brand champions requires identifying the constituencies that affect success. Reputation and goodwill extend far beyond a brand's target customers. Employees are now called "internal customers" since their power is far-reaching. Gaining insight into stakeholder characteristics, behavior, needs, and perceptions yields a high return.

**Brand is not what you say it is.
It's what they say it is.**

Marty Neumeier
The Brand Gap

Consumers are becoming cocreators. Competitors are becoming collaborators.

Karl Heiselman
CEO
Wolff Olins

Uncover opinions and biases from a variety of stakeholders to inform positioning and achieve meaningful differentiation.

Ann Willoughby
President +
Chief Innovation Officer
Willoughby Design

Willoughby Design designed a deck of cards for their brand workshops. A typical exercise might be, "Find a picture that represents a key stakeholder and tell us what matters most to them." Participants must fully understand the role they are playing.



Persona Cards:
Willoughby Design

Key stakeholders

As the branding process unfolds, research about stakeholders will inform a broad range of solutions, from positioning to the tilt of brand messages, to the launch strategy and plan.



X, Y, Z, or Alpha?

Market researchers use the same terms for classifying generation gaps, but don't agree on the dates.

Generation	Born
The Silent Generation	1928–1945
Baby Boomers	1946–1964
Gen X	1965–1980
Millennials (Gen Y)	1981–1996
Gen Z (iGen)	1997–2010
Gen Alpha	2011–2025

Analysts have stated that [Generation Alpha] are or will grow up to be the best-educated generation ever, the most technologically immersed, the wealthiest, and the generation more likely than any in the past century to spend some or all of their childhood in living arrangements without both of their biological parents.

Joe Pinsker
The Atlantic

Gen Z is also diverse. My fifteen-year-old next-door neighbor is a quarter Hispanic, a quarter African-American, a quarter Taiwanese, and a quarter white. That's Gen Z—they are often a mix of ethnicities.

Alexandra Levit
New York Times

Organizational culture Brand basics

A strong culture helps ensure that employees deliver on an organization's promise. Customers are more likely to return to brands that live up to their promises, and long-term success depends on a steady, predictable stream of customers. Building the brand from the inside out means inspiring employees to embrace the organization's purpose. Company culture—values, beliefs, behaviors, stories, and symbols—is the operating system of the organization.

Because your brand is everything your company does, it's too important to separate from your culture.

Steven Morris
CEO
MatterCo.co

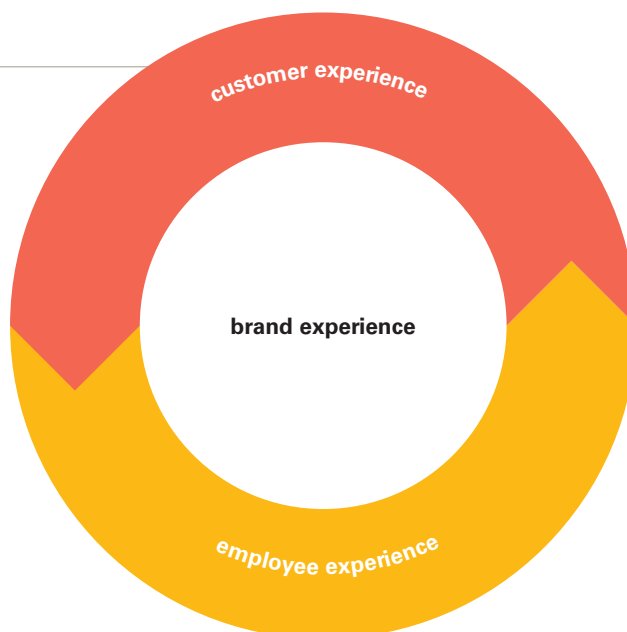
With a single, unifying drive behind both your culture and your brand, you reap the benefits of a focused and aligned workforce.

Denise Lee Yohn
Author, *Fusion*

Customer experience, employee experience, and brand experience

Steven Morris, MatterCo.co

Customer promise
Marketing, sales, service
Front-end technology, UX
CRM systems
Omni-channel optimization



Employee promise
Mission, vision, and purpose
Products and services
Supply chain
Business operations, HR/recruitment, training

The customer experience is created when a brand consistently delivers on its promise. The employee experience determines how a company behaves in order to achieve company goals and deliver customer value. When culture and brand are aligned, they operate as an integrated system and define the complete brand experience.

The benefits of brand-culture integration

Steven Morris, MatterCo.co

Our belief is that if you get the culture right, most of the other stuff, like great customer service or building a great long-term brand or empowering passionate employees and customers, will happen on its own.

Tony Hsieh
CEO
Zappos

Attract the right employees and customers.

Companies that know and effectively communicate what they stand for attract like-minded people—both customers and employees.

Build customer trust.

Trust is the social and emotional currency all businesses deal in. When the culture delivers on the brand's promise, it creates customer trust.

Create brand differentiation.

When employees understand and embrace a unique culture, it creates distinctive and differentiated value for customers.

Connect employees with customers.

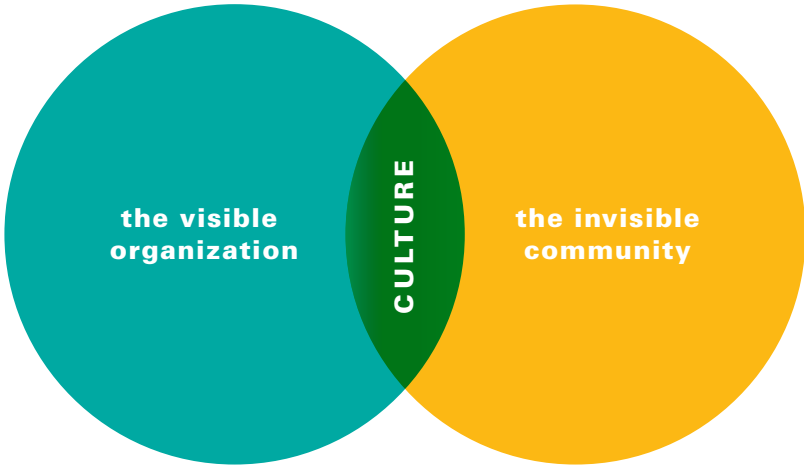
When customers can see, hear, and feel the care employees put into customer interactions, they are more likely to trust them and the brand.

Increase innovation.

Teams that are aligned around company values and purpose are more effective at working collaboratively to solve customer problems and deliver on the customers' unstated wishes.

Future-proof the company.

Brands with an integrated brand and culture have a trusted and reliable market position and will weather storms more effectively.



The visible organization

Hierarchy and chain of command

Official values and vision

Written rules, policies, and procedures

Business contracts (internal and external)

Business accountabilities

Information/communication systems

The invisible community

Network of reliable relationships

Experienced values and vision

Unwritten rules and social norms

Informal contracts (internal and external)

Social accountabilities

The back channel and rumor mill

Brand experience Brand basics

Global competition is fierce. Consumers are inundated with choices. Brand builders need to think far beyond the point of sale and use their strategic imagination and business acumen to deliver one-of-a-kind engaging experiences that no other competitor can replicate. Think barrier to entry.

Compelling experiences attract new customers, extend customer loyalty, and, if they are truly differentiated, command a premium. Every customer interaction must be viewed as an opportunity. A memorable experience generates positive buzz and is fun to share; a bad experience becomes a lost opportunity that can sabotage the brand.

A customer heads to the Genius Bar at the Apple Store for education, American Girl Place for afternoon tea, and Wegmans for dinner and some great live music before he does his marketing. The possibilities are endless.

It is the experience a brand creates and curates, through its products and services, that defines it in the minds of customers.

Nathan Williams
Senior Strategist
Wolff Olins

The art of being a great retailer is to preserve the core while enhancing the experience.

Howard Schultz
Founder + Chairman
Starbucks

Stop pretending there's a difference between "online" and "real life." Every aspect of our lives has an online component.

Annalee Newitz
Ars Technica



BUGATTI's new corporate identity and corporate design encapsulates the iconic heritage of the brand, giving room to its unique elements, such as the EB logo, while at the same time opening the brand for an entire new world of luxury experiences.

Jens Grefen
Senior Executive Director, Creation
Interbrand

The BUGATTI brand experience is defined by a rich history, a pioneering family, and the sensation of being awestruck by beauty. In 2021, working with Interbrand, the 110-year-old company revealed an updated corporate identity. The brand refresh, which aims to elevate BUGATTI beyond an iconic hyper sports car manufacturer to a wider-reaching hyper luxury brand, included pop-up activations featuring the company's iconic sports cars.

BUGATTI: Interbrand

Fundamentals of experience

Excerpted from *The Experience Economy*
by B. Joseph Pine II and James H. Gilmore

Work is theater and every business is a stage.

The experience is the marketing.

Even the most mundane transactions can be turned into memorable experiences.

Experiences you create should be treated as distinct economic offerings that engage your customers and create memories within them.

Companies need not limit themselves to the physical realm, but can use virtual experiences as well in a series of related experiences that flow one from another.

Experiences are an opportunity to generate new sources of both revenue and profits in an increasingly commoditized world.

Every element in the experience must have an organizing principle.

Principles of digital experience

Paul Pierson, Carbone Smolan Agency

Digital is not just a website. Consider all the places your audience uses technology to interact with your brand.

Be human. People often use digital tools as a substitute for human interaction, but the experience shouldn't feel robotic.

Talk to people. Engage in conversation with your audience and listen—it builds trust.

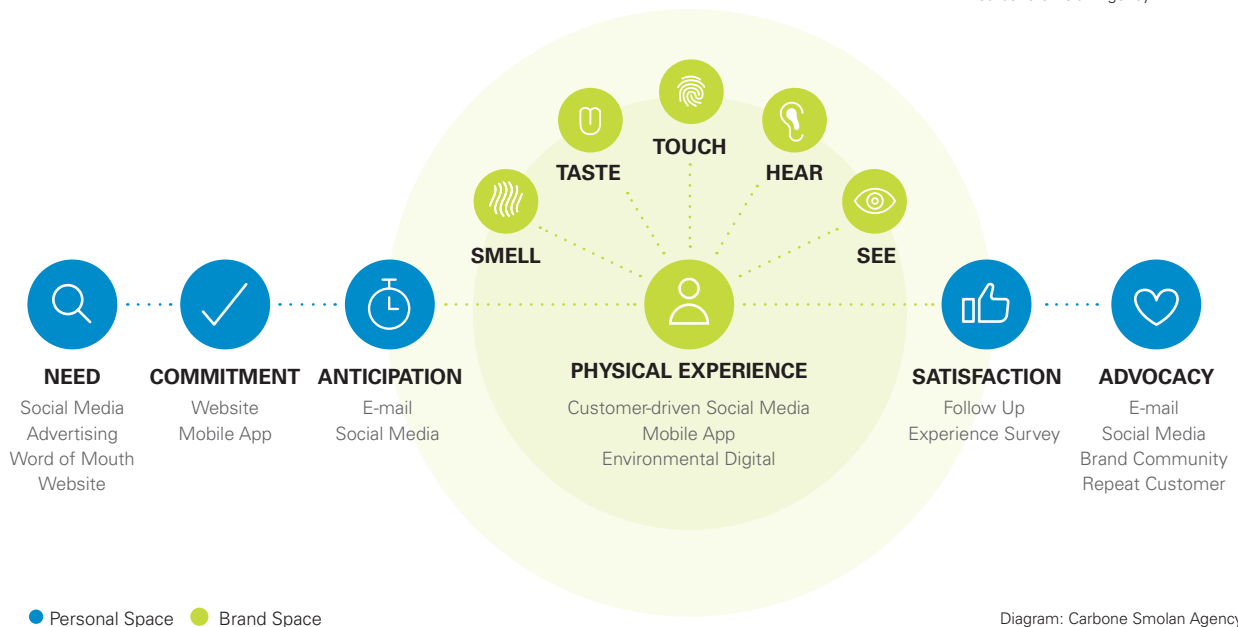
Reach your audience where they are. Brand experiences shouldn't be bound to a destination.

Be authoritative. The .com should be the truest representation of your product or service.

Solve a problem for your users. Consider creating a tool instead of distributing a message.

Brands can amplify engagement and solidify positive impressions by carefully considering the customer's journey, and seeing the interplay between physical sensory experiences and compelling digital experiences.

Paul Pierson
Managing Partner
Carbone Smolan Agency



Brand architecture Brand basics

Brand architecture is how a set of brands relate to one another. The relationships between the parent company, subsidiary companies, products, and services should clarify what is available to customers. Bringing structure, logic, and visual and verbal order to disparate elements helps a company market more effectively.

As companies merge with, acquire, or create new companies and products, branding, nomenclature, and marketing decisions become increasingly complex. Decision makers examine marketing, cost, time, and legal implications.

The need for brand architecture is not limited to Fortune 100 companies or for-profit companies. Any company or institution that is growing needs to evaluate how brand architecture can support future growth.

A good brand architecture can reduce friction and facilitate choice.

Nirm Shanbhag
Chief Strategy Officer, USA
Sid Lee



Before

 **HELLOSIGN**

 **HELLOFAX**

 **DocSend**

 **HELLOWORKS™**

 **Dropbox Capture**

After

 **Dropbox Sign**

 **Dropbox Fax**

 **Dropbox DocSend**

 **Dropbox Forms**

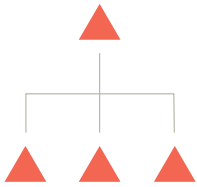
 **Dropbox Capture**

Dropbox products and features, many of which were acquired, had a range of disparate names and visual identities. By renaming some products and redesigning icons and wordmarks to more closely resemble the parent brand, Dropbox has moved toward a more monolithic or “branded house” approach to brand architecture.

Collaborating closely with the Dropbox team, we created a library of product symbols that feel perfectly at home within the existing Dropbox brand architecture. Each one visually tells its respective product story while leveraging the overarching style of the iconic Dropbox logo and its signature brand colors of blue and graphite.

Casey Martin
Founder + Executive Creative
Director
Play

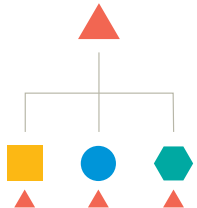
Types of brand architecture



Monolithic or “branded house”

A strong, single parent brand. Products and other portfolio items use the parent's identity with generic descriptors.

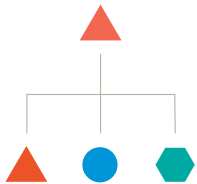
Google Maps, Google Docs (Google)
FedEx Office, FedEx Ground (FedEx)
Virgin Mobile, Virgin Active (Virgin)
Dropbox Sign, Dropbox Forms (Dropbox)



Endorsed

Products or divisions have clearly defined market presence and benefit from the association, endorsement, and visibility of the parent brand.

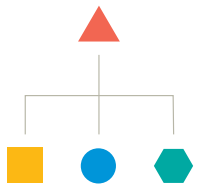
Courtyard by Marriott (Marriott)
Polo by Ralph Lauren (Ralph Lauren)
Oreo (Nabisco)
TurboTax (Intuit)



Hybrid

A parent brand that shares its identity with only some product or portfolio brands, or a nearly monolithic brand architecture with one or two outliers.

Coca-Cola, Sprite (The Coca-Cola Company)
Toyota, Lexus (Toyota)
Microsoft Surface, Xbox (Microsoft)
Disneyland, Pixar (The Walt Disney Company)



Pluralistic or “house of brands”

A family of well-known brands. The name of the parent may be either invisible or inconsequential to customers, perhaps known only to the investment community.

Dreft, Old Spice (Procter & Gamble)
Hellmann's, Dove (Unilever)
Kleenex, Huggies (Kimberly Clark)
OXO, Hydro Flask (Helen of Troy)

Strategic questions

What are the benefits of leveraging the name of the parent company?

Does the positioning of our new entity require that we distance it from the parent?

Will co-branding confuse consumers?

Do we change the name or build on existing equity even though it was owned by a competitor?

Should we ensure that the parent company is always visible in a secondary position?

How do we brand this new acquisition?

Visual identity Brand basics

Brand awareness and recognition are facilitated by a visual identity that is immediately recognizable and easy to remember. Visual identity triggers perceptions and unlocks associations of the brand. Sight, more than any other sense, provides information about the world.

Through repeated exposure, symbols become so recognizable that companies such as Target, Apple, and Nike have actually dropped the logo-type from their corporate signatures in national advertising. Color becomes a mnemonic device—when you see a brown truck out of the corner of your eye, you know it is a UPS truck.

Identity designers are in the business of managing perception through the integration of meaning and distinctive visual form.

Understanding the sequence of visual perception and cognition provides valuable insight into what will work best.

Make every mark count.

Dennis Kuronen

The sequence of cognition

The science of perception examines how individuals recognize and interpret sensory stimuli. The brain acknowledges and remembers shapes first. Visual images can be remembered and recognized directly, while words must be decoded into meaning.

Shape

Reading is not necessary to identify shapes, but identifying shapes is necessary to read. The brain acknowledges distinctive shapes that make a faster imprint on memory.

Color

Color is second in the sequence. Color can trigger an emotion and evoke a brand association. Distinctive colors need to be chosen carefully, not only to build brand awareness, but also to stand out from the competition. Companies such as Kodak and Tiffany have trademarked their core brand colors.

Form

The brain takes more time to process language, so content is third in the sequence behind shape and color.

Elements of a visual identity system

Name that brand

Isn't it amazing how we can recognize a consumer brand—and even some B2B brands—just by seeing a symbol, a few letters, a pair of colors, or a pattern? Through repeated exposure, the brain retains and recalls these elements of brands' visual identities.

Brandmark



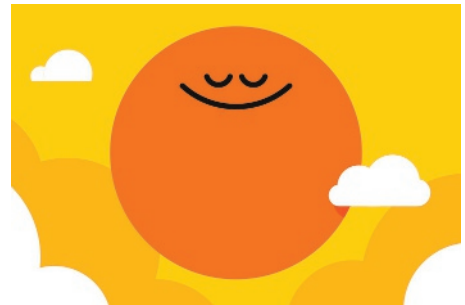
Color



Typography



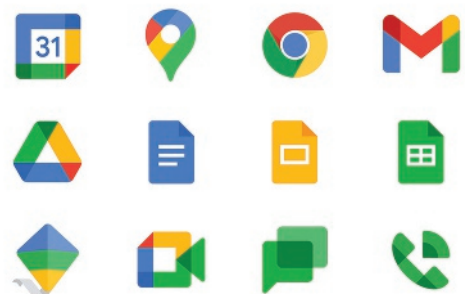
Imagery



Pattern



Iconography



Brandmark: Adidas
Color: UPS
Typography: Coca-Cola (China)
Imagery: Headspace
Pattern: Burberry
Iconography: Google

Messaging and voice **Brand basics**

The best brands stay on message and speak with one distinctive voice. Messaging is what the brand says; voice is how it says it, from writing style to word choice. On the website, in a blog post, on product packaging, or in a speech given by the CEO, the brand must have a coherent message and a consistent voice.

Language and communications are omnipresent features of most brands' identities. Unified, consistent high-level messages demand buy-in at all levels. Integrated communications require that content and design work together to reinforce messaging without simply repeating it over and over again.

Voice or tone is a verbal expression of the brand's personality, engaging customers as they listen or read. The voice must be identifiable and memorable across headlines, calls to action, and product descriptions. Strive for language that is vital, straightforward, eloquent, and substantive.

Vigorous writing is concise. A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.

William Strunk, Jr. +
E.B. White
The Elements of Style

Fewer words can travel further distances.

John Maeda
Global Head, Computational Design + Inclusion
Automatic

Slang is language that takes off its coat, spits on its hands, and goes to work.

Carl Sandburg
Poet + author

Elevator pitch

Ilise Benun, Marketing-Mentor.com

It may sound like a paradox, but the focus of an elevator pitch should be on your customer, not you. Experiment with three different approaches to see what works best with your ideal customer.



**emphasize
customer
needs**

**emphasize
customer
results**

**emphasize
customer
pain**

Let's give them something to talk about.

Bonnie Raitt

From its famous "The Man Your Man Could Smell Like" ads to the copy on the back of a stick of deodorant, Old Spice's voice is consistently brash and silly.



Old Spice

Fundamental principles

Lissa Reidel, Consultant

Use language that resonates with meaning. Readers will complete the message with layers of their own experience.

Aim for clarity, brevity, and precision. A busy executive with only minutes to spare can glean what she needs to know.

Polish and cut as if you were a jeweler. Every sentence will reveal new, intriguing facets to the customer.

Cut through the clutter to produce sound bites that acquire a vibrant identity when they are heard again and again. Consistency is built on repetition.

Edit out modifying phrases, adverbs, and extraneous text. What remains is the distillation, the essence. Eliminate distracting references and the text will have impact. Less is more.

Power of three

In brand communications, an overarching or umbrella message is often supported by three subordinate messages.

Originally developed by Dr. Vincent Covello as a risk communications strategy, message mapping was developed based on the theory that people at risk can comprehend only three messages. Similar thinking is helpful in brand communications and press relations.

Each word is an opportunity to be intentional

Nomenclature	Brand statements	Writing style	Information	Touchpoints
Formal company name	Mission statements	Voice	Content	Websites + blogs
Company brand name	Vision statements	Headline style	Call to action	News releases
Descriptors	Value propositions	Punctuation	Phone numbers	FAQs
Product names	Key messages	Capitalization	URLs	Press kits
Process names	Taglines	Emphasis	Social media handles	Annual reports
Service names	Guiding principles	Accuracy	Email signatures	Brochures
Division names	Customer pledges	Clarity	Voicemail messages	Shareholder communications
Feature names	Vocabulary	Consistency	Abbreviations	Call center scripts
	History		Titles	Sales scripts
	Boilerplate		Addresses	Presentations
	Elevator pitch		Directions	Announcements
	Hashtags			Newsletters
				Ad campaigns
				Social media posts
				Direct mail
				Packaging
				Product directions
				Signage
				Apps

Brand governance Brand basics

Brand management requires strategy, planning, and orchestration. It begins with thoughtful leadership, a shared understanding of core purpose and brand fundamentals, and an imperative to grow brand equity. Increasing complexity and calls for greater agility have led to a shift from strict governance to support and enablement, as well as a shift in mindset—from cop to concierge.

We're committed to bringing our brand to life each day and ensuring its continued growth.

Melissa Hendricks
Chief Marketing Officer
Verisk

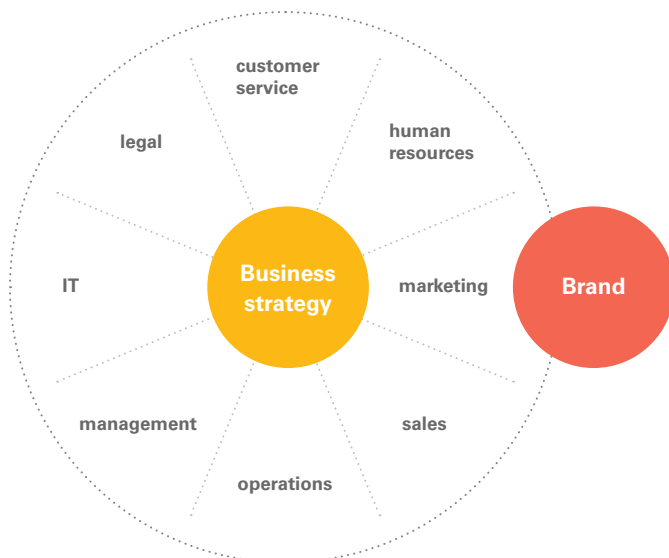
A strong brand binds us internally and it differentiates us externally.

Brian Resnick
Director, Global Brand +
Communication Services
Deloitte

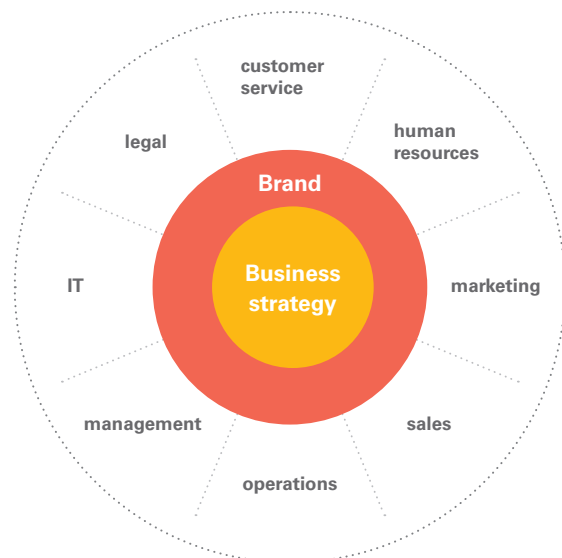
Brand: from marketing function to lens for business strategy

In many organizations, brand is considered a responsibility of the marketing team. In more progressive, brand-led companies, brand is increasingly seen as a lens through which the business strategy should impact all aspects of the organization.

From



To



How brand governance has evolved

From	To
Centralized command and control	Education, empowerment, and self-service
Review approval at final stage	Strategic partner throughout the process
Rigid	Collaborative and iterative
Static PDF guidelines	Dynamic, evolving applications
General, one-size-fits-all approach	Tailored content for different user groups

Many rebrands lose momentum because leaders fail to recognize the importance of investing beyond the launch. Day one is critical, but you need a plan and resources for day two and beyond.

Gabriel Cohen
CMO
Monigle

Forces driving a shift from brand governance to brand enablement

Monigle

Decentralization and the matrixed organization

Rather than asserting top-down command and control, in-house brand and marketing teams must establish influence and gain visibility.

Everyone is a designer

Increased usage from non-designers and non-marketers has led to a need for more nuanced training and self-service tools that give users the right degree of flexibility and control.

Surge in guidelines, assets, and new applications

Traditional PDF or static guidelines can no longer keep up with changing needs.

The agility imperative

As organizations try to keep pace with changes in technology, customer expectations, and competition, the demand for faster reviews and approvals has increased.

Anatomy of a brand enabler

Monigle

Today's brand leader must be seen as both a respected authority and a community facilitator.

Community officer

Ensures the rules are followed

Simplifies content, making it easier to understand

Strikes a balance between flexibility and guardrails

Increases capacity to handle more inbound requests for guidance

Concierge

Builds goodwill and capabilities

Trains different groups with different needs and skill sets

More consultative, less reactionary

Knows how to say "no" without alienating colleagues

Brand ideals

Ideals are essential to a responsible branding process, regardless of the size of a company or the nature of a business. These ideals hold true whether you are launching an entrepreneurial venture, creating a new product or service, repositioning an existing brand, working on a merger, or creating a retail presence.

Functional criteria do not get to the heart of brand identity. The US Patent and Trademark Office manages about half a million new registrations every year. As of 2020, there were over 64 million active trademark registrations worldwide. The basic questions are what makes one

better than another and why? What are the essential characteristics of the most sustainable solutions? How do we define the best identities? These ideals are not about a certain aesthetic. Design excellence is a given.

The best brands marry intelligence and insight with imagination and craft.

Connie Birdsell
Creative Director
Lippincott

Brand is more than a logo or a tagline; it is a strategic endeavor.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie

Functional criteria	
Bold, memorable, and appropriate	Legally protectable
Immediately recognizable	Has enduring value
Provides a consistent image of the company	Works well across media and scale
Clearly communicates the company's persona	Timeless



Vision

A compelling vision by an effective, articulate, and passionate leader is the foundation and inspiration for the best brands.

Meaning

The best brands stand for something—a big idea, a strategic position, a defined set of values, a voice that stands apart.

Authenticity

Authenticity is not possible without an organization having clarity about its market, positioning, value proposition, and competitive difference.

Coherence

Whenever a customer experiences a brand, it must feel familiar and have the desired effect. Consistency does not need to be rigid or limiting in order to feel like one company.

Differentiation

Brands always compete with one another within their business category and, at some level, compete with all brands that want our attention, loyalty, and money.

Flexibility

An effective brand positions a company for change and growth in the future. It supports an evolving marketing strategy.

Longevity

Longevity is the ability to stay on course in a world in constant flux, characterized by future permutations that no one can predict.

Commitment

Organizations need to actively manage their assets, including the brand name, trademarks, integrated sales and marketing systems, and standards.

Value

Building awareness, increasing recognition, communicating uniqueness and quality, and expressing a competitive difference create measurable results.

Vision Brand ideals

Vision requires courage. Big ideas, enterprises, products, and services are sustained by organizations who have the ability to imagine what others cannot see and the tenacity to deliver what they believe is possible. Behind every successful brand are passionate leaders who inspire others to see the future in a new way.

Vision is the art of seeing what is invisible to others.

Jonathan Swift

We are stubborn on vision. We are flexible on details.

Jeff Bezos
Founder + Executive Chairman
Amazon

OneTen

Mission

OneTen's mission is to hire, promote, and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next ten years. OneTen takes a skills-first approach, focusing on competencies, in an aim to close the opportunity gap and ignite potential for generations to come.

Stakeholders

Black Talent gain skills to land a meaningful career on a family-supporting salary.

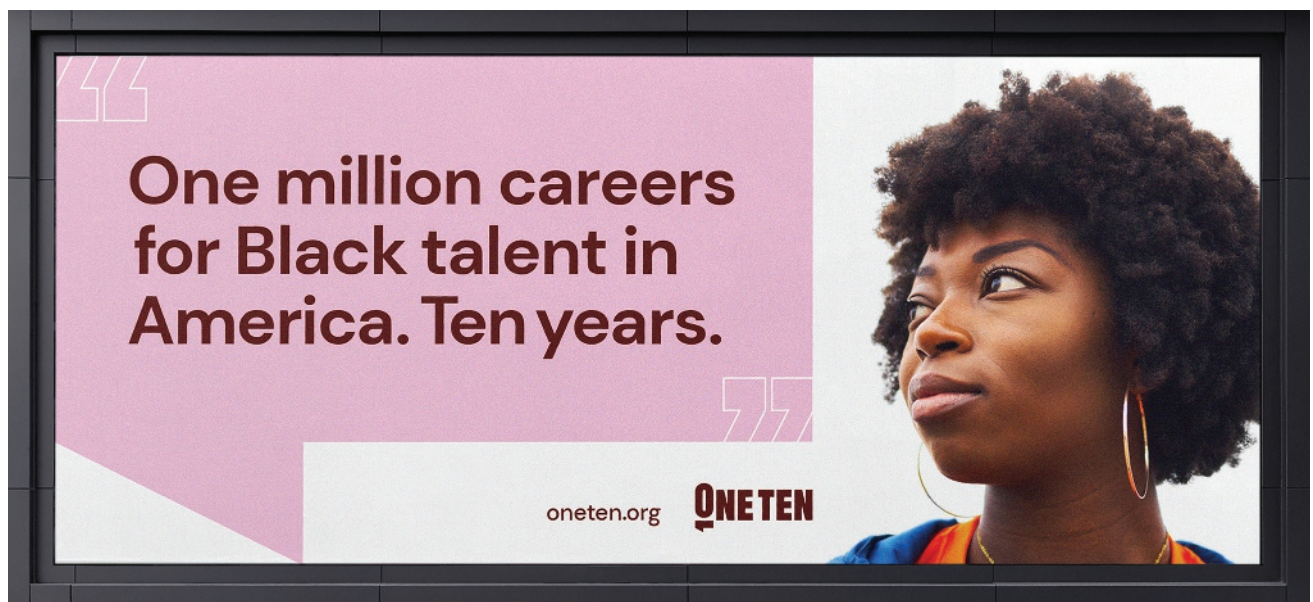
Community Partners support Black talent and amplify their achievements along their entire career journey.

Employers outperform competitors with the top talent, advanced innovation, and higher profitability of a diverse and equitable workforce.

Talent Developers prepare Black talent for family-sustaining careers with the expertise most sought-after by America's top employers.

The single most powerful thing companies can do to advance racial equity in this country is to increase access to good jobs for Black talent, which is what OneTen companies have committed to do.

Elyse Rosenblum
Founder + Managing Director
Grads of Life



Meaning Brand ideals

The best brands stand for something: a big idea, a strategic position, a defined set of values, a voice that stands apart. Symbols are vessels for meaning. They become more powerful with frequent use and when people understand what they mean. They are the fastest form of communication known to man. Meaning is rarely immediate and evolves over time.

Symbols engage intelligence, imagination, and emotion in a way that no other learning does.

Georgetown University Identity Standards Manual

People don't buy what you do; they buy why you do it. And what you do simply proves what you believe.

Simon Sinek

Start with Why: How Great Leaders Inspire Everyone to Take Action

The logo is the gateway to the brand.

Milton Glaser
Designer

Stand for something

Meaning drives creativity

Designers distill meaning into unique visual form and expression. It is critical that this meaning is explained so that it can be understood, communicated, and approved. All elements of the brand identity system should have a framework of meaning and logic.

Meaning evolves over time

As companies grow, their businesses may change significantly. Similarly, the meaning assigned to a landmark will probably evolve from its original intention. The logo is the most visible and frequent reminder of what the brand stands for.

Meaning builds consensus

Meaning is like a campfire: it's a rallying point used to build consensus with a group of decision makers. Agreement on brand essence and attributes builds critical synergy and precedes any presentation of visual solutions, naming conventions, or key messages.

Calm, a meditation, sleep, and relaxation app, is on a mission to make the world happier and healthier. In a major study of 200,000 iPhone users, it was found to be “the world’s happiest app”—the single app that left users feeling happiest. Launched in 2012, Calm has since expanded offline—with products like a book, *Calm*, and Sleep Mist, a natural sleep aid—in hopes of bringing more peace, clarity, and perspective into people’s busy lives.

Access to mental health support is vital to our overall well-being. . . . Easy-to-use mental health tools and practices can help families address stress and strengthen one of the most powerful sources of healing—our relationships with one another.

Dr. Vivek Murthy
US Surgeon General



Authenticity Brand ideals

In psychology, authenticity refers to self-knowledge. Organizations who know who they are and what they stand for start the identity process from a position of strength. They build brands that are sustainable and genuine. Brand expression must be congruent with the organization’s unique mission, target market, culture, values, and personality.

As reality is qualified, altered, and commercialized, consumers respond to what is engaging, personal, memorable, and above all, what they perceive as authentic.

B. Joseph Pine II
Authenticity

Authenticity, for me, is doing what you promise, not “being who you are.”

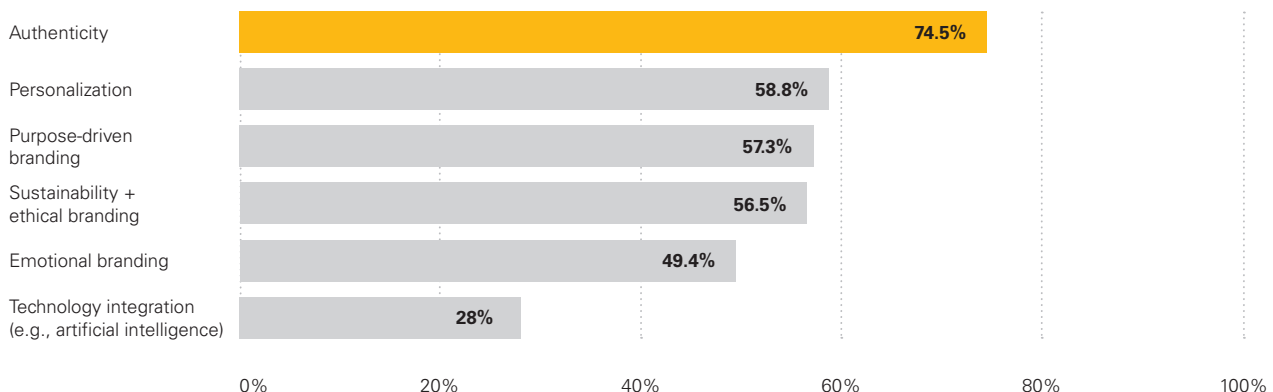
Seth Godin

It’s not enough to just have the values on your website—you have to entrench them in every single thing you do at the company.

Tristan Walker
Founder
Walker & Company

What do branding professionals consider important for the future of branding?

In his State of Brand 2023 survey, Jacob Cass of JUST Creative asked over 250 branding professionals what they consider important for the future of branding. Authenticity, selected by almost 75 percent of those surveyed, was easily the top response.





We are the only company that is serving the underserved. By focusing on the problem, not the product, we are able to innovate in ways that other people are not.

Tristan Walker
Founder
Walker & Company



Bevel Shave System

Walker & Company's ambitious goal is to make health and beauty simple for people of color. Bevel, its flagship brand, is disrupting the online shaving club market—its target consumers are still very traumatized by a razor, because they have historically been served tools that are not designed for them. They founded their company to challenge the "ethnic aisle," where products geared toward ethnic minorities are marketed.



Coherence **Brand ideals**

Whether a customer is using a product, talking to a chatbot, or making a purchase on her iPhone, the brand should feel familiar. Coherence is the quality that ensures that all the pieces hold together in a way that feels seamless to the customer. It doesn't need to be rigid and limiting—rather, it is a baseline designed to build trust, foster loyalty, and delight the customer.

The most successful brands are completely coherent. Every aspect of what they do and what they are reinforces everything else.

Wally Olins
Brand Strategist

How is coherence achieved?

Unified voice, a dynamic central idea

Every communication uses a consistent voice and evolves from a central dynamic idea.

One company strategy

As companies diversify into new areas of business, consistency kick-starts awareness and acceptance of new initiatives.

Every touchpoint

Coherence emerges from understanding the needs and preferences of the target customer. Every touchpoint is considered a brand experience.

Look and feel

A brand identity system is unified visually, utilizing a cohesive brand architecture and specially designed colors, typeface families, and formats.

Uniform quality

A high and uniform level of quality imparts a degree of care that is given to each of the company's products and services. Anything less than superior quality reduces the value of the asset.

Clarity and simplicity

Using clear language consistently to communicate about products and services helps the customer navigate choices.

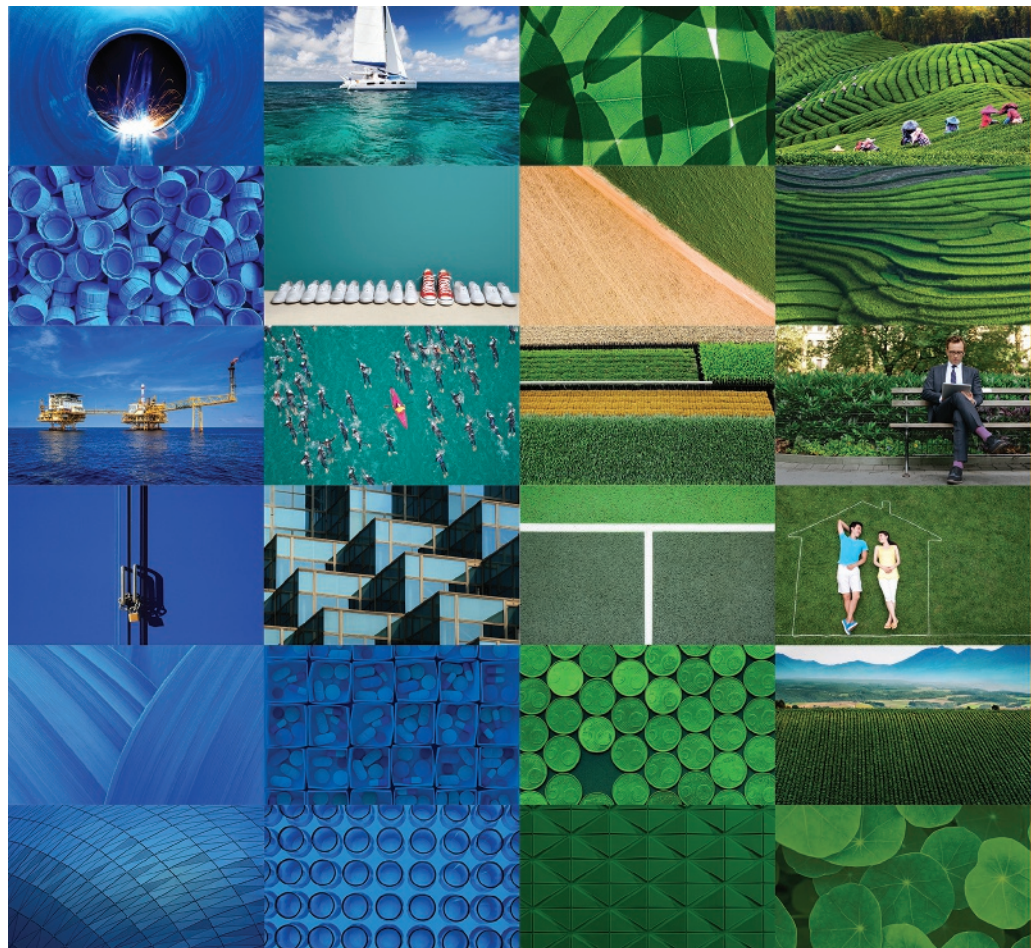


The Turkish State Choir's identity system mimics the choral experience: parts assemble in countless ways to produce different harmonies, but the overall structure stays consistently true to the brand.

Ken Carbone
Co-founder

Ramona Boston
Global Head of Branding

Leslie Smolan
Cofounder



Get ready for the future

Marketing flexibility

An effective identity positions a company for change and growth in the future. It needs to be a workhorse in a wide range of customer touchpoints, from the website to an invoice to a vehicle or retail environment. A good system embraces the evolution of marketing strategies and methods.

Brand architecture

The marketing of any new product or service is facilitated by a durable brand architecture and an overarching logic to anticipate the future.

Fresh, relevant, and recognizable

A carefully designed balance between control and creativity makes it possible to adhere to the identity standards while achieving specific marketing objectives, keeping the brand immediately recognizable.



Credit Suisse: Carbone Smolan Agency

Commitment Brand ideals

A brand is an asset that needs to be protected, preserved, and nurtured. Actively managing the asset requires a top-down mandate and a bottom-up understanding of why it's important. Building, protecting, and enhancing the brand requires desire and a disciplined approach to ensure its integrity and relevance.

**A decision is made with the brain.
A commitment is made with the heart.**

Nido Qubein

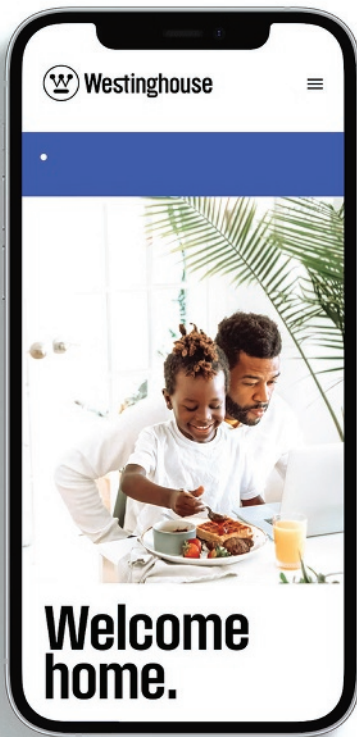


True to our Real Beauty Pledge, Dove remains committed to only feature real women, to never digitally alter their appearance, and to help the next generation develop a positive relationship with beauty. And, we are taking our leadership to the next level.

Nick Soukas
VP of Marketing
Dove

Dove has reached more than sixty million young people with self-esteem education and is committed to reaching a quarter of a billion by 2030.

#RealBeauty



The Westinghouse logo, designed by Paul Rand in 1959, is one of the most iconic corporate symbols in American history. Rather than redesign the logo, Paula Scher of Pentagram built on it with a bespoke typeface, silhouetted images, and colored circles—all consistent with Rand's original visual language.

If you have a classic design like Rand's logo, why not keep it—especially when it's been created to stand the test of time. Pentagram has taken the original design and modernized it brilliantly, bringing it into the 21st century.

Kevin Drain
Director of Brand Experience
Westinghouse



Value Brand ideals

Creating value is the indisputable goal of most organizations. The quest for sustainability has expanded the value conversation with consumers. Being socially responsible, environmentally conscious, and profitable is the new business model for all brands. A brand is an intangible asset—brand identity, which includes all tangible expression from packaging to websites, upholds that value.

**Business serves more than just shareholders—
it has an equal responsibility to the community
and to the planet.**

Rose Marcario
Former CEO
Patagonia

Brand identity is an asset

Brand identity is a strategic business tool and an asset that seizes every opportunity to build awareness, increase recognition, communicate uniqueness and quality, and express a competitive difference. Adherence to brand identity, uniform standards, and the relentless pursuit of quality are business priorities.

Value is preserved through legal protection

Trademarks and trade dress are protected in the range of markets that are served, both local and global. Employees and vendors are educated about compliance issues.



Turner Duckworth helped Campbell Soup Company reassert its iconic status by giving the condensed soup packaging its first redesign in fifty years. The refined visual identity system creates more consistency, emphasizes the most recognizable elements of the label, and brings back some of the brand's original swagger and simplicity.

Last year, Campbell's was one of the top performers of the major food brands. Its stock went up 31 percent, and that was in an overall down year for the stock market. Once you clean up the product, and also make the label look more appealing, you kind of give a permission structure and something you can maybe even be excited about: to have a can of Campbell's tomato soup in your pantry.

Aaron Back
Wall Street Journal



Differentiation Brand ideals

Bumper-to-bumper brands clamor for our attention. The world is a noisy place filled with a panoply of choices. Why should consumers choose one brand over others? It is not enough to be good. Brands must be distinctive, pique people's interest, and make it easy for customers to see and remember them.

An excessive abundance of choices and options in every aspect of life—from the mundane to the momentous—is causing anxiety and perpetual stress, and actually diminishing our sense of well-being. The best companies of our time help “curate” their offerings.

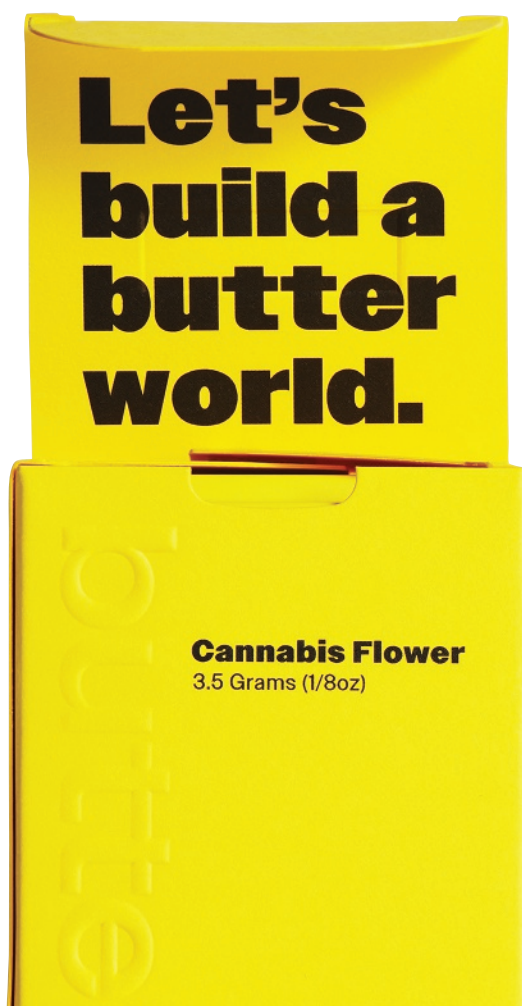
Paul Laudicina
Chairman Emeritus
Kearney

In order to be irreplaceable, one must always be different.

Coco Chanel
House of Chanel

When everybody zigs, zag.

Marty Neumeier
Zag



Butter is a cannabis company based in Michigan aiming to build the first mainstream, mass-market cannabis brand. The brand's buttery yellow packaging stands out in an industry that leans into wellness and minimalist aesthetics. Butter stands out from the crowd by striving to change the perception of weed as an underground, solo activity to something that can be joyful, connective, and consumed together.



We believe cannabis makes people's lives better and can create a better society. As regulations are changing in states around the country, we wanted to build the first mainstream, mass-market cannabis brand.

Alex Center
Founder
CENTER



Butter: CENTER

Longevity Brand ideals

Brands are messengers of trust. We are all moving at blinding speed and our institutions, technology, science, lifestyles, and vocabulary are in a state of continuous flux. Consumers are reassured by trademarks that are recognizable and familiar. Durability is achieved through a commitment to the equity of a central idea over time and the capacity to transcend change.

We aim for our work to feel timely—fresh and unexpected—but also timeless—based on such fundamental tenets that it feels familiar and true.

Taamrat Amaize
Chief Strategy Officer
COLLINS

The Morton Salt Girl has lived for over a century. And she doesn't look a day over nine years old.

Morton Salt



1914



1921



1933



1941

Trademarks and their dates of origination

Löwenbräu	1383	Morton Salt	1914	Quaker Oats	1972
Tetley	1837	IBM	1924	United Way	1974
Louis Vuitton	1854	Corona	1925	Dunkin' Donuts	1974
Guinness	1862	Greyhound	1926	I Love NY	1975
Olympics	1865	London Underground	1933	PBS	1976
Mitsubishi	1870	Volkswagen	1938	Apple	1977
Nestlé	1875	IKEA	1943	AT&T	1984
Bass Ale	1875	CBS	1951	Amazon	1994
John Deere	1876	NBC	1956	Google	1998
American Red Cross	1881	Chase Manhattan	1960	Wikipedia	2001
Johnson & Johnson	1886	International Paper	1960	LinkedIn	2002
Coca-Cola	1887	Motorola	1960	Tesla	2003
Nintendo	1889	UPS	1961	Facebook	2004
General Electric	1892	McDonald's	1962	Airbnb	2008
Prudential	1896	General Foods	1962	Uber	2009
Michelin	1896	Wool Bureau	1964	Instagram	2010
Shell	1900	Mobil	1965	Pinterest	2010
Nabisco	1900	Metropolitan Life	1967	Xiaomi	2010
Ford	1903	L'eggs	1971	Instacart	2012
Rolls-Royce	1905	Eastman Kodak	1971	Glossier	2014
Mercedes-Benz	1911	Nike	1971	TikTok	2017

In 2014, Morton Salt celebrated its 100th anniversary by refreshing the brand and introducing a new packaging system. Pause for Thought evolved the Umbrella Girl in small and subtle ways, with cleaner linework and a hint of a smile.



1956



1968



2014

Morton Salt: Pause for Thought

Names Brand elements

The right brand name depends on context and strategy, but most good names are memorable, meaningful, and easy to say and spell. They look good in a logo and the text of an email, and they sound good in a podcast ad. A well-chosen name is an essential brand asset and a 24/7 workhorse.

The name is the first and best opportunity for a brand to harness the power of language. This handful of syllables represents the company or product, day in and day out, in conversations, emails, voicemails, and websites. The wrong name can hinder marketing efforts, subject a

company to unnecessary legal risks, or alienate a market segment. Finding the right name—one that is legally available and linguistically viable—is a gargantuan challenge. Naming requires a strategic, creative, rigorous approach.

As soon as you label a concept, you change how people perceive it.

Adam Alter
"The Power of Names"
The New Yorker

The name of your company or product will be spoken, written, and shared countless times across myriad digital and physical touchpoints in perpetuity. It is the Energizer Bunny of brand assets.

Alina Wheeler

Naming myths

The Chevy Nova sold poorly in Mexico

Many people believe Chevrolet failed to recognize that "no va" means "doesn't go" in Spanish. The risk of a linguistic disaster is real, but this story is an urban legend.

No two brands can have the same name

Legal availability is one of the toughest aspects of brand naming. But luckily, most trademarks are limited to specific goods and services. That's why we have Dove soap and Dove Chocolate.

Getting an exact dot-com domain is vital

Many successful brands started without dot-com domains that perfectly match their brand names (e.g., Tesla was originally at teslamotors.com). And owning a domain doesn't give you legal rights to use a brand name.

The best brand names become verbs

A name that becomes a verb (e.g., "Google it" or "Uber there") may seem like marketing nirvana. But brands that are used generically run the risk of losing their trademark rights.

Names give us a shared understanding of what something is.

Maria Cypher
Principal + Creative Lead
Catchword

The right name has the potential to become a self-propelling publicity campaign, motivating word of mouth, reputation, recommendations, and press coverage.

Lissa Reidel
Consultant



Twitter is a name with “legs”:

Tweet
Retweet
Subtweet
Tweeps
Twittersphere
Twitterverse
Twitterati

Qualities of an effective name

Meaningful

Conveys the intended message and evokes the right feelings; resonates

Distinctive

Stands out when compared with names of competitors or peers

Adaptable

Can stretch to accommodate changes in the brand; serves as a springboard to create a unique brand language around the name

Legally available

Is unlikely to result in legal problems arising from similarity to another name used for similar goods and services

Linguistically viable

Avoids inappropriate meanings, connotations, associations, and pronunciation challenges in relevant languages and cultures

Memorable

Catches attention and sticks in the mind due to distinctiveness, brevity, emotional resonance, or structural features of the name like alliteration

Visual

Lends itself well to graphic presentation in a logo and in text

Sounds good

Is sonically pleasing or fun to say

Easy to spell

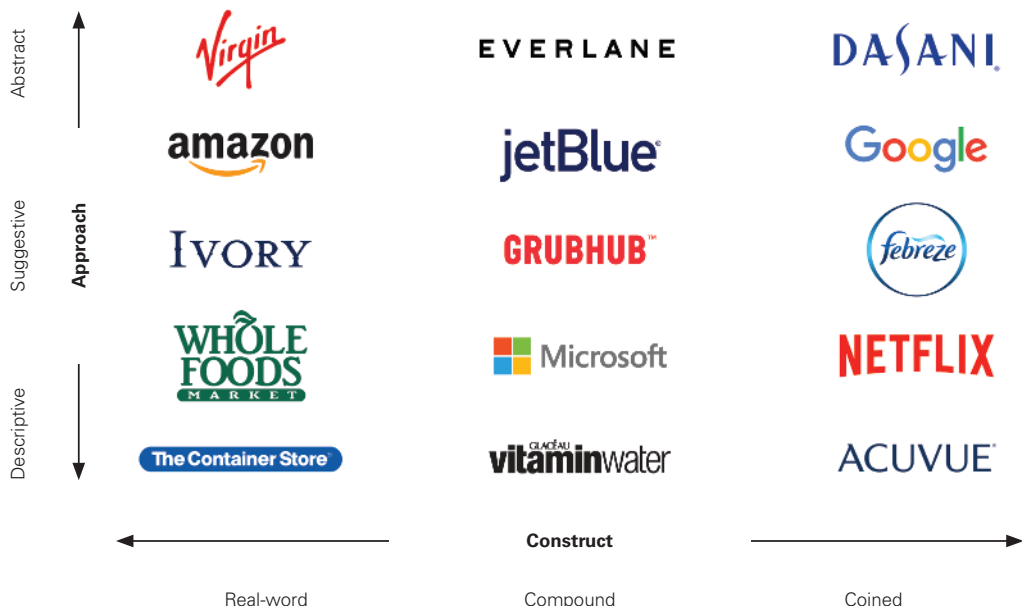
Is unlikely to cause confusion due to similarity to other words or overly difficult spelling

Easy to pronounce

Has an unambiguous pronunciation that rolls off the tongue

Types of brand names

The clearest way to classify brand names requires two dimensions: naming approach and naming construct. Acronyms (e.g., NASA), initialisms (e.g., IBM), and foreign-language names (e.g., Prego, an American brand of pasta sauce) are outliers—they’re harder to classify in terms of approach and construct.



Brandmarks Brand elements

Designed with an almost infinite variety of shapes and personalities, brandmarks can be assigned to a number of general categories. From literal through symbolic, from word-driven to image-driven, the world of brandmarks expands every day.

The boundaries among these categories are pliant, and many marks may combine elements of more than one category. Although there are no hard-and-fast rules to determine the best type of visual identifier for a particular type of company, the designer's process is to examine

a range of solutions based on both aspirational and functional criteria. The designer should determine a design approach that best serves the needs of the client and create a rationale for each distinct approach.

[Designing a logo] is usually a two-month process, but it should look like it took five minutes.

Ivan Chermayeff

The designer is the medium between the client and the audience.

Joel Katz
Joel Katz Design Associates

Signature

A signature is the structured relationship between a logotype and brandmark. Some programs accommodate split signatures that allow the mark and the logotype to be separated. Other variations may include a vertical or horizontal signature that allows choices based on application need.

The Westinghouse mark was originally designed by Paul Rand in 1959. In 2023, Paula Scher and a team at Pentagram updated the brand's visual identity system with new graphic motifs and a bespoke typeface. They did not touch the brand signature.

Signature



Topology of marks

Wordmarks

A freestanding acronym, company name, or product name that has been designed to convey a brand attribute or positioning

Google, eBay, Tate, Nokia, MoMA, Pinterest, FedEx, Samsung, Etsy, Coca-Cola



Letterforms

A unique design using one or more letterforms that act as a mnemonic device for a company name

Unilever, Univision, Tory Burch, Flipboard, B Corporation, HP, Tesla



Often used interchangeably:

Logo
Identity
Brandmark
Signature
Mark

Pictorial marks

An immediately recognizable literal image that has been simplified and stylized

Apple, NBC, CBS, Polo, Lacoste, Greyhound, Twitter



Abstract marks

A symbol that conveys a big idea and often embodies strategic ambiguity

Chase, Sprint, Nike, HSBC, Merck



Emblems

A mark in which the company name is inextricably connected to a pictorial element or form

KIND, TiVo, OXO, LEED, Elmer's, UNIQLO, IKEA



Wordmarks Brand elements

A wordmark is a freestanding word or words. It may be a company or product name, a phrase, or an acronym. The best wordmarks depict names legibly and distinctively, sometimes integrating abstract or pictorial elements. The striped IBM wordmark has transcended enormous technological change in its industry since debuting in 1972.



Allbirds is bringing an industrial and product design approach to the world of footwear, and we focused insanely on over two hundred possible versions to try and get it right.

Tim Brown
Co-CEO
Allbirds

Allbirds: Red Antler

IBM: Paul Rand
Allbirds: Red Antler

The IBM logo, consisting of the letters 'IBM' in a bold, sans-serif font, where each letter is composed of eight horizontal stripes of equal thickness.The allbirds logo, featuring the word 'allbirds' in a lowercase, cursive script font.

Braun: Wolfgang Schmitt
redesign
Minecraft: Bold

The BRAUN logo, featuring the word 'BRAUN' in a bold, sans-serif font, with the letters 'A' and 'U' having a unique, slightly irregular shape.The MINECRAFT logo, featuring the word 'MINECRAFT' in a bold, blocky, sans-serif font, with a 3D effect and a pixelated texture.

Tate: North Design
Dally: Pentagram

The Dally logo, featuring the word 'Dally' in a lowercase, sans-serif font, with a warm, orange-brown color.

Chobani: Chobani
Mita Chocolate Co.: Moniker

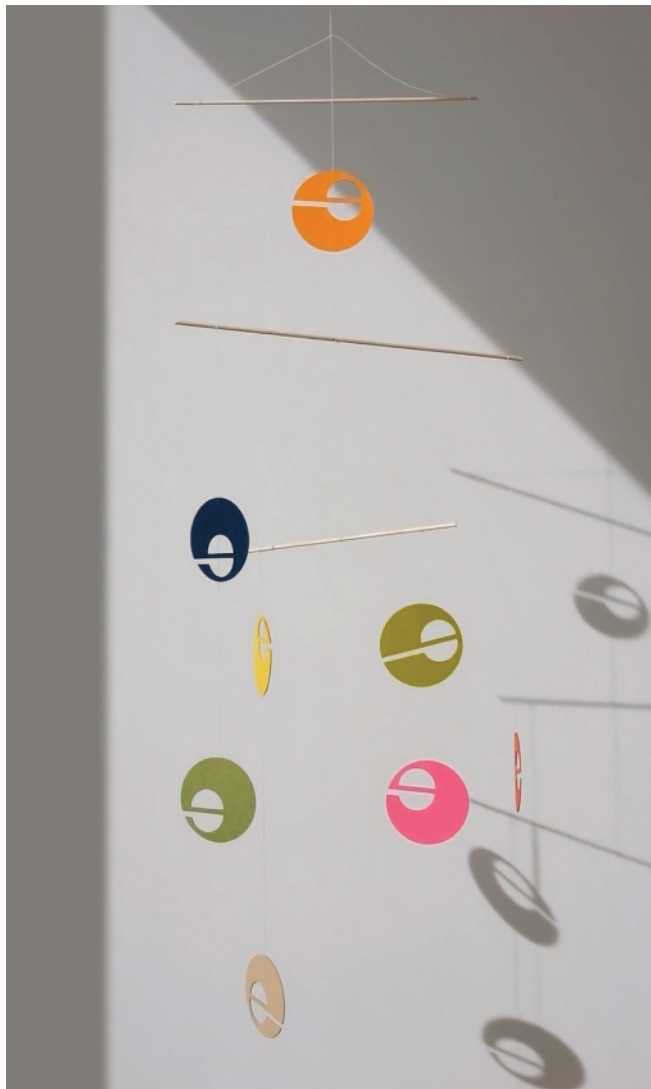
The Chobani logo, featuring the word 'Chobani' in a bold, sans-serif font, with a dark green color.

La Vie: Everland
Toblerone: Bulletproof

The LA VIE logo, featuring the words 'LA VIE' in a bold, sans-serif font, with a black color.The TOBLERONE logo, featuring the word 'TOBLERONE' in a bold, sans-serif font, with a red color and a slight 3D effect.

Letterform marks Brand elements

The single letter is frequently used by designers as a distinctive graphic focal point for a brandmark. The letter is always a unique and proprietary design that is infused with significant personality and meaning. The letterform acts as a mnemonic device and is easy to apply to an app icon.



The Eames Institute of Infinite Curiosity in Sonoma County, California, showcases the design processes and problem-solving approach of Ray and Charles Eames. The institute's brand identity, designed by Manual, centers around "the curious e," a symbol of infinite curiosity.

What works good is better than what looks good, because what works good lasts.

Ray Eames

The details are not the details. They make the design.

Charles Eames

Letterforms A to Z

Opposite page:

Alleima: Kurppa Hosk

BUCK: BUCK

Chromoscope Pictures:
Chris Logsdon

Dictionary.com: Tolleson

Eames Institute: Manual

Fable: The Collected Works

Glamox: Knowit

Helsinki City Museum: Werklig

Itero: The Playground

Juventus: Interbrand

Kodansha: Gretel

Lexus: Hunter/Korobkin +
Saatchi & Saatchi DFS

The Mellon Foundation:
Pentagram

Nagarro: Nagarro

OpenWeb: COLLINS

Peloton: Eric Hwang

QuintoAndar: Porto Rocha

Regent's Place: DixonBaxi

Songtrust: Order

Tesla: Prada Studio

Unilever: Wolff Olins

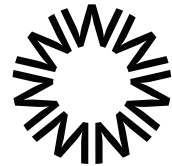
Vecteezy: Focus Lab

Westinghouse: Paul Rand

Xbox: Microsoft

Yubi: venturethree

Zonik: Lippincott



Pictorial marks Brand elements

A pictorial mark uses a recognizable image. The image itself may allude to the name of the company or its mission, or it may be symbolic of a brand attribute. The simpler the form, the more difficult it is to draw. The most skillful designers know how to translate and simplify, play with light and shadow, and balance positive and negative space.

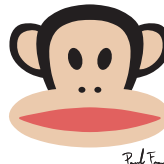


Eagan, located just south of St. Paul, Minnesota, is home to about 70,000 people. In 2018, the city revealed a new visual identity designed by internationally recognized, Eagan-based branding agency Peters Design Company. The rebrand, which took one and a half years to complete, has been implemented on everything from flags and stationery to emergency vehicles and road signs.

Eagan's brand is about the people and natural resources and amenities. It's about the city's parks and trails and, most importantly, its trees.

Mike Maguire
Mayor
Eagan

City of Eagan: Peters Design Company



Pictorial marks

From left to right:

Twitter: Pepco Studio

CBS: William Golden

NBC: Chermayeff & Geismar

Penguin Books: Pentagram

Shell: Raymond Loewy

Dropbox: COLLINS

Starbucks: Starbucks Global Creative Studio with Lippincott

Unincorporated Coffee Roasters: Baby Giant Design Co.

New Holland Brewing: Design Bridge

MailChimp: COLLINS

Paul Frank: Paul Frank Sunich, Park La Fun

SurveyMonkey: SurveyMonkey

Smithsonian: Chermayeff & Geismar

City of Eagan: Peters Design Company

Apple: Rob Janoff



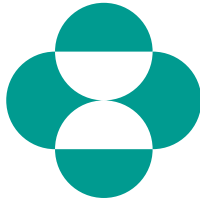
Abstract marks Brand elements

An abstract mark uses visual form to convey a big idea or a brand attribute. These marks, by their nature, can provide strategic ambiguity and work effectively for large companies with numerous and unrelated divisions. Abstract marks are especially effective for service-based and technology companies; however, they are extremely difficult to design well.



The Nike Swoosh was designed in 1971. Inspired by the wings of Nike, the Greek goddess of victory, the mark is meant to convey motion while differentiating from the three stripes of Adidas. Today, the Swoosh is one of the world's most recognizable logos, whether it's stitched onto a shoe, printed on a golf club, or formed by seats in Spotify Camp Nou, the home stadium of Futbol Club Barcelona.

Nike: Carolyn Davidson



Abstract marks

From left to right:

Hyatt Place: Lippincott

Merck:

Chermayeff & Geismar

Skiff: Pentagram

Joby: Tolleson

Exposure: Smith & Diction

Alina Wheeler: Rev Group

NO MORE: Sterling Brands

Chase Bank:

Chermayeff & Geismar

Nike: Carolyn Davidson

Human Rights First: Matchstic

Medium: COLLINS

Criativa: Criativa Brand Studio



Criativa
Branding



Criativa
Identity Design



Criativa
Internal Branding



Criativa
Brand Experience

Emblems Brand elements

Emblems are trademarks featuring a shape inextricably connected to the name of the brand. The elements are never isolated.

Emblems look terrific on a package, as a sign, or as an embroidered patch on a uniform, but present the biggest legibility challenge when miniaturized.



For Joy, a CBD tea company, is driven by its commitment to clean ingredients and a shared community around things that deliver joy. As part of our strategy, we landed on an idea that joy can be found in unexpected places. We called this “The Possibility of Perspective.” The final logo, an ambigram, builds on this idea and is particularly fitting because bottles are rotated upside down while you’re drinking, yet the logo stays the same—an example of unexpected joy.

Bill Kenney
CEO + Cofounder
Focus Lab



Pepsi: PepsiCo, Inc
For Joy: Focus Lab



IKEA: Unknown
Design Within Reach: Pentagram



Burger King: Jones Knowles Ritchie
San Francisco: Jacob Cass (Miles Partnership)



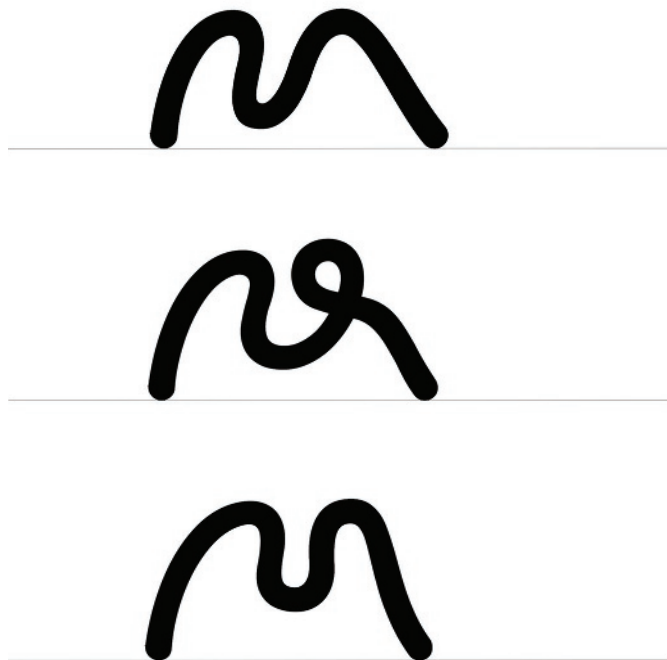
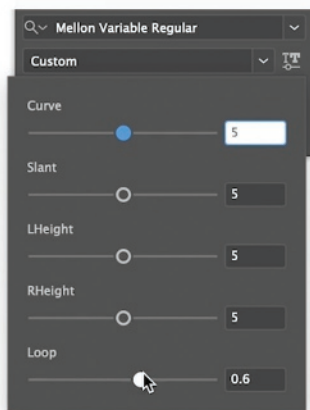
The New York Times Food Festival: Base Design
Newman's Own: Turner Duckworth



UNIQLO: Kashiwa Sato
Brooklyn Brewery: Robot Food (original by Milton Glaser)

Dynamic marks **Brand elements**

Creativity always finds a way to challenge convention. Historically, brand equity has been achieved in part by the frequency and global reach of a single, unchanging icon, like Apple's logo or Nike's Swoosh. As life becomes more digital, designers have found new ways to express big ideas. Engineers and developers are beginning to partner with creative teams to craft and program the future.



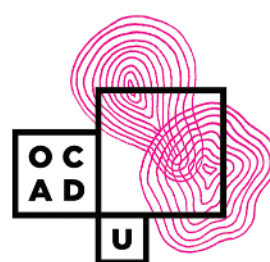
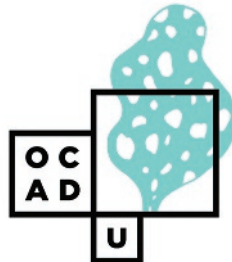
Mellon Foundation's shape-shifting landmark, designed by Eddie Opara of Pentagram, varies in both form and material. A variable font menu allows designers to manipulate the letterform's curvature, slant, height, and other attributes.

The Mellon Foundation: Pentagram

Jodrell Bank: Johnson Banks



OCAD University: Bruce Mau



Philadelphia Museum of Art:
Pentagram



The Mellon Foundation:
Pentagram



Eames Institute: Manual



Taglines Brand elements

A tagline is a short phrase that captures a brand's essence, personality, and positioning and distinguishes the company from its competitors. Deceptively simple, taglines are not arbitrary. They grow out of an intensive strategic and creative process.

Taglines have become shorthand for what a brand stands for and delivers. Originally used in advertising as centerpieces of global marketing campaigns, taglines historically had much shorter lifespans than logos. The best taglines have long lives and transcend marketplace and

cultural shifts. They are meaningful, memorable, and require frequent and consistent use. Taglines like Nike's "Just do it" have become part of the popular culture. Target's tagline "Expect more. Pay less." is a brand promise to its consumers.

There is undeniable magic to getting the words just right.

Darcy Muñoz
Partner
Prophet



The tagline featured on the front page of every issue of *The New York Times*, "All the News That's Fit to Print," is over 125 years old. Created as an advertising slogan to distinguish the paper from its more sensationalist rivals, the line first appeared in October 1896 on an electrically lit billboard—the first of its kind in New York City.

Ideal characteristics

Short

Unique

Captures the brand essence and positioning

Easy to say and remember

No negative connotations

Easy to read, even when small

Can be protected and trademarked

Evokes an emotional response

If you decide to introduce a tagline, make sure that it's informed by customer insights, supported by a holistic communication strategy, and most of all, made real in your products, services, and experiences.

Josh Feldmeth

Senior Partner
Prophet

In the UK, taglines are called straplines or end lines.

While "tagline" and "slogan" are often used interchangeably, "slogan" more commonly refers to a line used in a specific marketing campaign.

The origin of the word "slogan" comes from the Gaelic *slaughgairm*, used by Scottish clans to mean "war cry."

A cross-section of taglines, new and old

Imperative: Commands action and usually starts with a verb

YouTube	Broadcast yourself
Nike	Just do it
MINI Cooper	Let's motor
Bausch + Lomb	See better. Live better.
Apple	Think different
Toshiba	Don't copy. Lead.
Virgin Mobile	Live without a plan
Crocs	Feel the love
Coca-Cola	Taste the feeling
Airbnb	Belong anywhere

Descriptive: Describes the service, product, or brand promise

TOMS Shoes	One for one
TED	Ideas worth spreading
Philips	Innovation & You
Target	Expect more. Pay less.
Concentrics	People. Process. Results.
Ernst & Young	Building a better working world
Allstate	You're in good hands
GE	Imagination at work
Nature Conservancy	Protecting nature. Preserving life.
Bounty	The quicker picker upper

Superlative: Positions the company as best in class

De Beers	A diamond is forever
BMW	The ultimate driving machine
Lufthansa	Nonstop you
National Guard	Americans at their best
Budweiser	King of beers
Adidas	Impossible is nothing
Dunkin'	America runs on Dunkin'

Provocative: Thought-provoking; frequently a question

Verizon Wireless	Can you hear me now?
Microsoft	Where are you going today?
Mercedes-Benz	What makes a symbol endure?
Dairy Council	Got milk?
Capital One	What's in your wallet?

Specific: Reveals the business category

The New York Times	All the news that's fit to print
Olay	Love the skin you're in
Volkswagen	Drivers wanted
eBay	Happy hunting
Skittles	Taste the rainbow
Dollar Shave Club	Shave time. Shave money.

Characters Brand elements

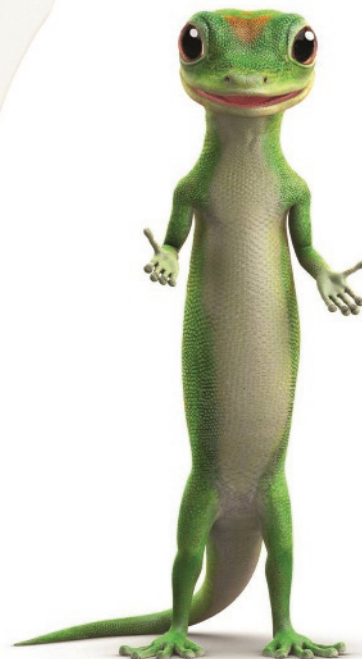
It's alive! A character trademark embodies brand attributes or values. Characters quickly become the stars of ad campaigns, and the best ones become cultural icons. Along with their distinctive appearance and personality, many characters have recognizable voices and jingles, enabling them to leap off the silent shelf space into your life.

While the ideas that drive the personification may be timeless and universal, characters rarely age well and usually need to be redrawn and dragged into contemporary culture. The Michelin Man, well over one hundred years old, has been modified numerous times. As moms became working women, Betty Crocker was caught

between generations. The Columbia Pictures goddess received a major facelift, but she has never looked happy and satisfied holding that torch. Each Olympics creates a mascot that will be animated and reanimated in thousands of stuffed animals. Who knew a gecko could sell car insurance?

Poppin' Fresh, more widely known as the Pillsbury Doughboy, is an advertising icon and mascot of the Pillsbury Company. In 1965, Rudolph Perz, a copywriter working on the Pillsbury account for Leo Burnett advertising agency in Chicago, came up with the idea for the brand mascot, who would pop out of a can of refrigerated dough. The character's name was a nod to the product's quality and freshness.

Image courtesy of Pillsbury + General Mills



The Gecko has a Cockney accent and has starred in ad campaigns. Geico was the first auto insurance company to invest in advertising.

The GEICO Gecko:
The Martin Agency

Historic characters

Before



After



Julius Pringles (Mr. P):
Jones Knowles Ritchie

Character	Company	Year created
Uncle Sam	US Government	1838
Aunt Jemima	PepsiCo.	1893
Michelin Man	Michelin	1898
Mr. Peanut	Planters	1916
Betty Crocker	General Mills	1921
Reddy Kilowatt	Electric company	1926
Jolly Green Giant	B&G Foods	1928
Leo the Lion	MGM Pictures	1928
Mickey Mouse	Walt Disney Co.	1928
Windy	Zippo	1937
Rosie the Riveter	US Government	1943
Smokey the Bear	US Forest Service	1944
Elmer the Bull	Elmer's Glue	1947
Barbie	Mattel	1951
Tony the Tiger	Kellogg	1951
Trix Rabbit	General Mills	1960
Charlie the Tuna	StarKist	1961
Chi Chi	WWF	1961
Columbia Goddess	Columbia Pictures Corporation	1961
Lucky the Leprechaun	General Mills	1963
Ronald McDonald	McDonald's	1963
Pillsbury Doughboy	General Mills	1965
Julius Pringles (Mr. P)	Kellanova	1967
Ernie Keebler + the Elves	Kellogg	1969
Nesquik Bunny	Nesquik	1970s
Jollibee	Jollibee	1978
Mario	Nintendo	1981
Energizer Bunny	Eveready Energizer	1989
Clippy	Microsoft	1996
AFLAC duck	AFLAC Insurance	2000
Serta Counting Sheep	Serta	2001
Gecko	GEICO	2002
Mr. Mucus	Mucinex	2004
Cleatus the Fox Sports Robot	Fox Corporation	2005
Android robot	Google	2007
Owly	Hootsuite	2008
Kumamon	Kumamoto Prefecture	2010
Duo	Duolingo	2011

Brand dynamics

The next big thing is already happening. Society is evolving unpredictably from moment to moment. As the market transforms itself, the best brands innovate continuously in response to social change, technology, popular culture, research, and the political landscape. Great brands acknowledge our paradoxical nostalgia for a simpler past to cushion us from relentless change.

Change almost never fails because it's too early. It almost always fails because it's too late.

Seth Godin
Tribes

A fusion of technologies is blurring the lines between the physical, digital, and biological spheres.

Sergei Brin
Google Cofounder + Alphabet President

Technology changes faster than people.

Derek Thompson
Hit Makers: The Science of Popularity in an Age of Distraction



We live in an age of Apple and Tesla, where minimal design has taken charge and logos are stripped back to live on mobile devices. It made me wonder: What would Gaudí do? So, I used Midjourney and Photoshop to create some answers, turning minimal appliances into art-nouveau sculptures.

Marcus Byrne
Digital artist

Moving into the mainstream

Artificial intelligence

DeepMind
Microsoft
OpenAI

Autonomous vehicles

Tesla
Uber
Waymo

Blockchain + web3

Ethereum
Ledger
OpenSea

Changing demographics

AARP
Humana
Pfizer

Creator economy

Etsy
Patreon
Shopify
Substack

Crowdsourcing

Crowdspring
99designs
Upwork

Cryptocurrency

Binance
Coinbase
Crypto.com

Drones

DJI
Parrot
Skydio

Gender fluidity

Origami Customs
TomboyX
Wildfang

Hybrid work

Slack
Zoom

Mental health + mindfulness

BetterHelp
Calm
Headspace

Mobile health

GoodRx
MyChart
Teladoc

On demand

Meituan (美团)
Uber Eats
Zomato

Quantum computing

IBM
IonQ
Quantinuum

Robotics

Boston Dynamics
Robosapien
Roomba
Sphero SPRK

Sharing economy

Airbnb
DiDi
DogVacay

Space

Blue Origin
SpaceX
XPRIZE

Subscription boxes

Birchbox
Blue Apron
Stitch Fix

Sustainability

Levi's SecondHand
Patagonia
Seventh Generation

3D printing

3D Systems
Creality
Prusa

Virtual + mixed reality

HTC Vive
Meta Quest
PlayStation VR

Voice assistants

Alexa
Google Assistant
Siri

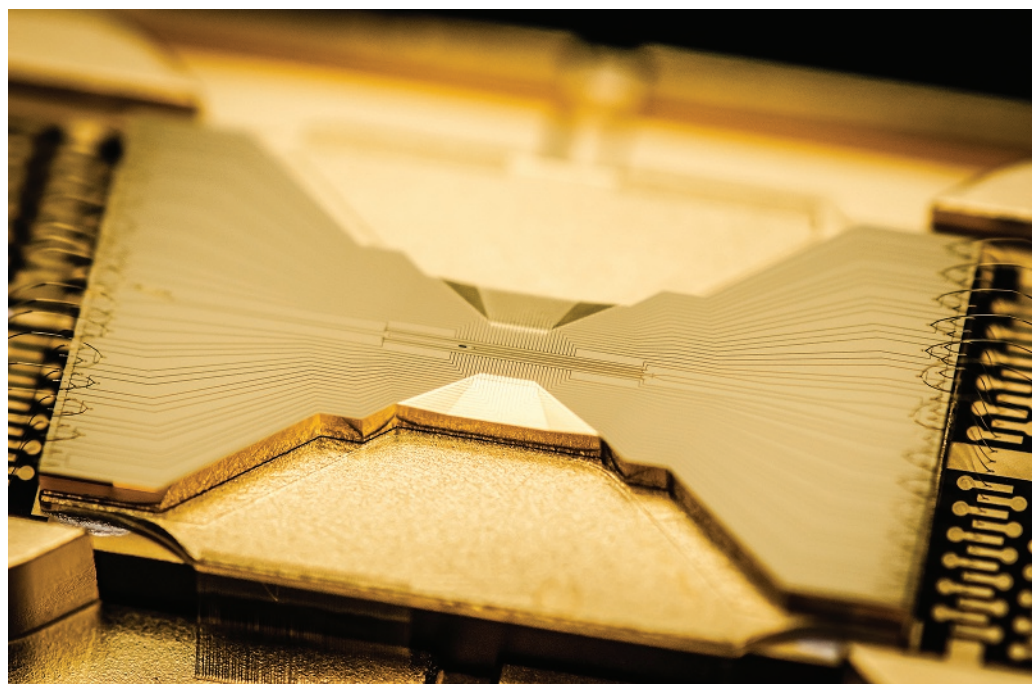
Wearables + quantified self

Apple Watch
Oura
Xiaomi Watch

Social robots will interact with people, not just replace them. Human and machine will partner to provide products and services in ways we haven't before—each providing its own strengths.

Richard Yonck
Futurist
Intelligent Future Consulting

Quantum computing, which aims to harness the principles of quantum mechanics to solve extremely complex problems, could revolutionize fields as diverse as drug discovery, climate science, finance, and cryptography. This ion trap, built by IonQ, uses electromagnetic fields and lasers to suspend, cool, manipulate, and measure individual ions. With these trapped ion quantum processors inside their various commercially available systems, IonQ builds some of the world's most advanced, accurate quantum computers.



IonQ

Social justice Brand dynamics

Increasingly, brands are exerting their influence in support of social justice causes, amplifying activist voices, and promoting diversity, equity, and inclusion. While most consumers say they prefer brands that take stands on issues they care about, there is less evidence that these stances affect actual buying behavior.

In addition to making a positive impact on the world, embracing social justice gives brands an opportunity to engage with consumers on a deeper, more emotional level. Brands like Ben & Jerry's and Patagonia have built reputations for caring about equality, workers' rights, and the environment.

But aligning a brand with a cause can be risky. When words are not backed up with actions,

consumers are quick to accuse companies of opportunism. Those truly on a mission to effect change will go beyond advertising and social media to examine their hiring practices, performance reviews, leadership, partners, and suppliers. Authenticity matters, and in this age of social media and consumer activism, insincerity and lack of follow-through are getting easier to spot.

Taking a stand does mean having some people who stand against you, and you have to be okay with that.

Marisa Mulvihill
Partner
Prophet

It's naive to think business doesn't have anything to do with the outside world. Business impacts how wealth is distributed, which in turn factors into gender, racial, and economic disparity. It makes for a more fair society when businesses work to break the cycle of poverty and systemic racism.

Tiffany Apczynski
Vice President, Public Policy and Social Impact
Zendesk

If you're a brand celebrating International Women's Day and you don't have any women on your board, that's something that's going to get noticed and called out, and actually will end up being a negative versus a positive.

Nicole Penn
President
EGC Group

Ben & Jerry's has a history of political activism and advocacy for social justice. In 2021, the company released a new flavor, Change Is Brewing, which has promoted police reform and voting rights. The ice cream, offered in partnership with Black Voters Matter, features coffee from BLK & Bold, a Black-owned coffee company, and pint artwork by Black multidisciplinary artist Laci Jordan.

These purpose pints are maybe the purest representation of our model of using the power of business to drive change. It's also an opportunity for us to bring levity to some tough issues in a respectful way.

Matthew McCarthy
CEO
Ben & Jerry's



Ben & Jerry's Homemade, Inc.

Dos and don'ts for brands taking a stand on social and political issues

To protest racism and police brutality, many celebrities, artists, brands, and concerned citizens participated in #BlackoutTuesday on June 2, 2020. Posting a solid black square on social media was seen as an act of solidarity, although some brands and users were accused of performative participation with no intention of taking meaningful action.



Do

Ensure that the brand's statements and actions are backed by a genuine commitment that is supported by senior leadership.

Substantiate communications and commitments with actions, behaviors, and funding.

Learn about the issues in question before making any statements.

Represent a diverse array of people in advertising and communications; avoid stereotypes.

Ensure equality in hiring and pay.

Assume change will take time; commit to standing up for important causes for the long haul.

Expect backlash—taking a stand may mean customer boycotts, employee unrest, and accusations of “woke-washing” or lack of focus.

Don't

Make statements in support of causes without taking any actions to support them.

Post on social media during holidays honoring marginalized groups, then forget about them until the next holiday.

Copy what other brands are doing or saying without fully understanding the issue.

Promise to give a small sum of money to a good cause for every like or repost on social media.

Overcommit by trying to take a stand on every social and political issue.

Ignore the risk of saying and doing nothing.

Expect customers to immediately “reward” the brand for its virtuous statements and actions.

Beginning in 2020, in part as a response to murders of unarmed African American men in the United States, many brands, sports teams, and other organizations began replacing or eliminating racist or otherwise offensive names, logos, mascots, language, or other brand elements.



Edy's Pie: previous name included a derogatory term for Inuit people

Cheer cheese: previous name included a racist slur for Black people



Pearl Milling Company: previous name and logo contained a stereotype of African American women

Washington Commanders: previous name included a racist slur for Native Americans



Land O'Lakes: previous package included an image of a Native American

Mutual of Omaha: previous logo included an image of a Native American

Sustainability Brand dynamics

Making a difference has become essential to building a brand. Consumers are shopping their values, and businesses are rethinking their value propositions. The triple bottom line model—people, planet, profit—represents a fundamental shift in how businesses measure success.

Historically, the purpose of business has been to create shareholder value. The new imperative integrates economic prosperity with protecting the environment and demonstrating care for communities and employees. For many, sustainability will require radical innovation:

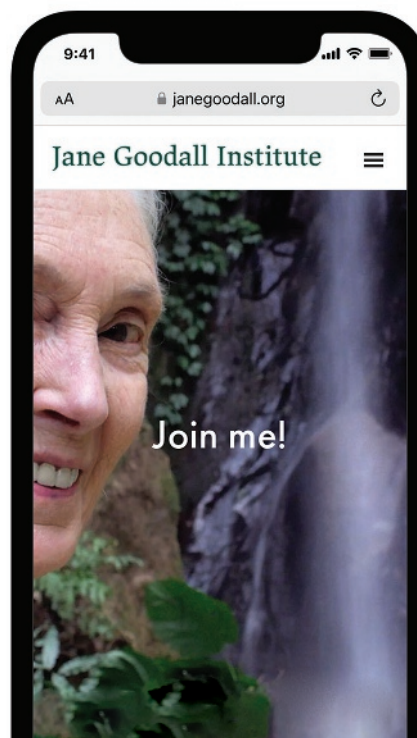
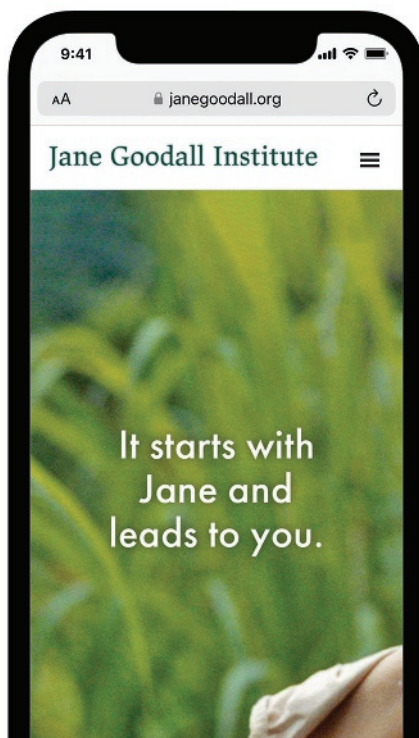
retooling what they make, how they make it, and how it is distributed. A new generation of companies envisions sustainability as the core purpose of their brand promise. Authenticity is critical. Social media users are quick to call out brands that don't keep their promises.

The least I can do is speak out for those who cannot speak for themselves.

Jane Goodall
Founder
The Jane Goodall Institute

Start small. Think big.

- Develop a new business model.
- Innovate responsibly.
- Build community and volunteer.
- Reduce carbon footprint.
- Design smarter.
- Rethink product life cycle.
- Create long-term value.
- Redesign manufacturing process.
- Eliminate waste.
- Do no harm.
- Instigate meaningful change.
- Make theory action.
- Use energy efficiently.
- Look at material alternatives.
- Use renewable resources.
- Value health and well-being.
- Evaluate supply chain.
- Rethink packaging and products.
- Promote environmental awareness.
- Do business with integrity.
- Educate about sustainability.
- Reuse, recycle, renew.
- Promote credible certification.
- Think people, planet, profit.
- Revisit your mission.
- Commit to core values.
- Set environmental policy.
- Demand transparency.
- Evaluate business practices.
- Set benchmarks for progress.
- Create healthy workspaces.
- Redefine prosperity.
- Buy fair and buy local.



The Jane Goodall Institute has fought to protect apes and primates from disease and trafficking.



¡GuateAmala!: Bruce Mau Design

In 2004, a group of Guatemalan leaders of the Fundación Proyecto de Vida asked Bruce Mau Design to assist in producing a vision for the future of Guatemala, as a way to galvanize action and create a positive movement for the country going forward, after three decades of civil war. The multifaceted vision needed to embrace many initiatives across different regions in Guatemala, incorporate many partners, and resonate internationally.

Although the work began as a visual identity and communications strategy, it is an example of how creative and analytical thinking in the design process can be applied to cultural, political, and behavioral problems.

Of course, we can't solve Guatemala's problems—that can only be accomplished by Guatemalans. But by sharing our communication tools, we can help. What could be better than that?

Bruce Mau



Global and local Brand dynamics

While globalization has blurred the distinctions among cultures, the best brands pay attention to cultural differences and localize. Online, on our desktops, and on our mobiles, geography has become less relevant. Cultural insight is critical to anyone who is building a brand.

Naming, logo design, image development, color, key messages, and retail spaces require the creative team to pay attention to connotation and the complexity of subtle cultural differences. The history of marketing is filled with too many

stories about companies offending the very market that they were trying to impress. Assumptions and stereotypes stand in the way of building brands that understand customers and celebrate their uniqueness.

Understand the different layers of a culture. Show your respect and make it relevant.

Carlos Martinez Onaindia
Global Creative Studio Leader
Deloitte

From local to national, regional, and global, the best brands grow one customer at a time, creating conversations, understanding individual customers' needs, and transcending all geographic boundaries.

Gustavo Koniszczew
Managing Director
FutureBrand Hispanic America



Deloitte provides professional services through a globally connected network of member firms in more than 150 countries. Binding them, more than anything else, is the brand. This magazine cover from Japan demonstrates how Deloitte makes every effort to express itself consistently while also being respectful of global cultures. The imagery style reflects the Japanese ideals of balance and harmony. White is the dominant color, since black backgrounds, broadly used in other parts of the world, are considered ominous in Japan.

The Latino market is not monolithic, monochromatic, or one dimensional, and definitely not dull. Do your due diligence, then open your eyes, ears, and minds. Start by being relevant.

Joe Ray
President/Creative Director
Estudio Ray

Not every culture has a nationality.

HSBC advertisement

Fundamental principles

Ronnie Lipton, *Designing Across Cultures*

Assume cultural complexity. “Hispanic,” “Asian,” or “Chinese” is not “a” market.

Immerse your team in the cultures of your customers. Explore perceptions, values, behaviors, and trends.

Make sure your team includes trusted native experts. Subtle cultural differences and trends are often invisible to outsiders.

Research and test to avoid stereotypes and other misconceptions.

Test widely to ensure brand connection across diverse cultures within a country or region.

Test often to keep the brand relevant. Plan to keep a team in—or in close touch with—the region.

Layers of culture

Carlos Martinez Onaindia, Deloitte

Objective variables

Naming
Language
Writing
Symbols
Color
Sound

Subjective variables

Aspirations
Values
Emotions
Humor
Expectations
Feelings

Cultural variables

Societal
Economic
Spiritual
Religious
Intellectual
Ethical

Branding in China

Labbrand

Succeeding in China is adapting to China. When a brand innovates in China, it opens pathways for global innovation.

Vladimir Djurovic
President
Labbrand

Decoding China’s cultural codes is essential for creating successful and memorable brands.

Denise Sabet
CEO
Tiny Souls Media

General

The need for cultural understanding impacts naming, product design, identity design, taglines, and color selection.

Due to the rapid rate of development in China, it is vital to monitor cultural and economic changes.

China is a place where diverse influences converge, where local and foreign brands coexist, and where changes are local and international.

Cultural heritage is important for Chinese consumers. It is an ancient culture.

Mandarin and Cantonese are the main, but not the only, Chinese dialects.

China’s trademark registration is competitive. Brands must be aware of the intellectual property regulations in China and incorporate this into their brand development process.

Naming

Chinese is a character-based language with essentially small picture icons conveying both meaning and pronunciation.

A Chinese name should reflect brand attributes, and does not need to be a direct translation of the original name.

The pronunciation and connotations of the Chinese language vary greatly by region. Testing in the main Chinese dialects to avoid negative associations is critical.

Creating a local- or foreign-sounding Chinese name depends on the brand’s target consumer, competitors, cities, industry, and other marketplace dynamics.

Sometimes Chinese names are chosen for the similarity of sound to the original brand name, but more often for an associative and relevant meaning.

The emphasis on auspiciousness, good fortune, happiness, power, and status is important in Chinese culture.

Artificial intelligence Brand dynamics

Artificial intelligence (AI) includes any attempt to simulate human intelligence with a machine. AI is already part of our everyday lives in applications such as search engines, social media algorithms, and email spam filters. As AI continues to improve, it promises to revolutionize nearly every industry, from finance to healthcare.

In branding, AI has the potential to increase the efficiency of nearly every task required for brand creation and management. It will improve brand experiences, making them more relevant, personal, and convenient.

AI text and image generators can aid in ideation, content creation, design, product prototyping, copywriting, and more. While risks and intellectual property questions abound, AI just keeps getting "smarter."

Of all a company's functions, marketing has perhaps the most to gain from artificial intelligence.

Thomas H. Davenport, Abhijit Guha, and Dhruv Grewal
"How to Design an AI Marketing Strategy," *Harvard Business Review*

AI chatbots are capable of simulating human conversation, answering questions, and solving problems. In branding and marketing, tools like ChatGPT (developed by OpenAI) can be used for anything from learning about an industry to generating brand name ideas.

The genie is out of the bottle. We need to move forward on artificial intelligence development but we also need to be mindful of its very real dangers. I fear that AI may replace humans altogether.

Stephen Hawking
Theoretical physicist + cosmologist



Should the next edition of *Designing Brand Identity* include information on artificial intelligence?



Yes, the next edition of "Designing Brand Identity" should definitely include information on artificial intelligence. As AI continues to play a significant role in the branding landscape, it is essential for design professionals and businesses to stay informed about the latest developments and their implications. Including a section on AI in the book will help readers understand its applications in areas such as personalization, data-driven decision-making, and content generation. Additionally, discussing potential ethical concerns and best practices will help professionals navigate this rapidly evolving technology responsibly. Incorporating AI information will ensure that the book remains a comprehensive resource for those looking to create and maintain successful brand identities in the digital age.



Isodope is the online persona of Isabelle Boemeke, a nuclear energy advocate and influencer. To create other-worldly imagery, iconography, and typography for the brand, &Walsh enlisted the help of DALL-E, an AI image generator.

It felt right to do our first AI branding with a project aimed towards protecting the future of humanity.

Jessica Walsh
Cofounder
&Walsh



I'm pretty sure that AI image generation technology will be an essential part of any designer or artist's process in the future. There is no reason to fear that; it's just like any other tool. AI can take much tedious work with complex software off our plates, so we are free for more creative activities!

Lucas Luz
Art Director
&Walsh



Isodope: &Walsh
(creative agency/design studio)

Big data analytics Brand dynamics

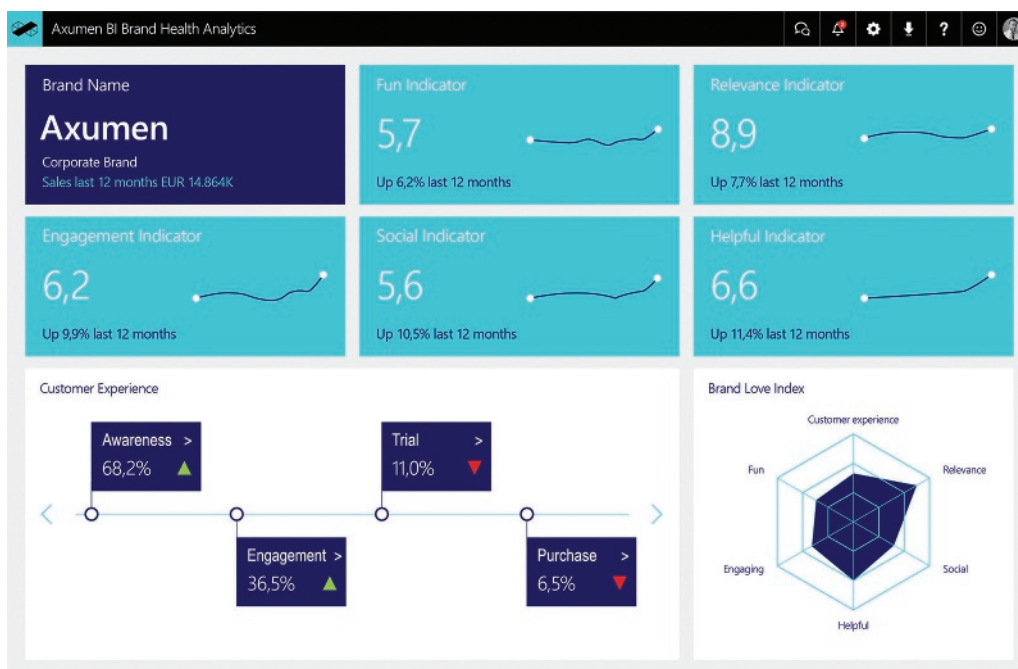
Big data is getting bigger every nanosecond (think zettabytes, each of which is a billion terabytes). Advances in analytics, machine learning, and artificial intelligence are helping us make faster, better decisions, cut costs, and, in some cases, predict the future. Implications for brands range from optimizing the customer experience to spotting business trends. Creative ideas, design thinking, and brand strategy still require human involvement—for now, at least.

Big data is arriving from multiple sources at an alarming velocity, volume, and variety.

www.ibm.com

Be familiar with your organization's priorities and objectives in data gathering. Designers do not need to be data scientists, but building an agile brand requires knowing how to interpret the data and having a seat at the table.

Gaemer Gutierrez
Creative Director
Store Brand Portfolio
CVS Health



Brand touchpoints leave digital fingerprints, transforming brands into clusters of data. Advanced analytics and artificial intelligence transform these clusters into actionable insights and predictions.

Anders Braekken
CEO + Founder
Axumen Intelligence

Data visualization is crucial for understanding behavior, discovering patterns, and obtaining unique and compelling insights.

Big data analytics is the process of examining large data sets to uncover hidden patterns, unknown correlations, market trends, customer preferences, and other useful business information.

Ramesh Dontha
Managing Partner
Digital Transformation Pro

Digital fingerprints

Axumen Intelligence

Post ratings and reviews of products and services

Publish own website

Publish own blog

Write and edit articles on Wikipedia

Read customer reviews and ratings

Social media likes, follows, and shares

Read, write, comment, and repost on social media

Recommend and refer sites and posts to friends and family

Participate in online forums

Comment on other people's blogs

Publish photos on media like Instagram

Listen to podcasts and webinars

Use news aggregators such as Google News

Upload video content to YouTube

Post own online articles and stories

Data basic concepts

Ramesh Dontha, Managing Partner, Digital Transformation Pro

Descriptive analytics

Descriptive analytics describe the past and provide historical insights into an organization's operations (brand performance, marketing ROI, finance, sales, human capital, inventory, and so on).

Predictive analytics

Predictive analytics are not about predicting the future accurately, but rather forecasting with probabilities of what might happen.

Prescriptive analytics

Prescriptive analytics advise on possible courses of action given the probable outcomes and what might happen with those courses of action.

Algorithm

An algorithm is a mathematical formula or statistical process used to perform an analysis of data.

Data mining

Data mining is about finding meaningful patterns and deriving insights in large sets of data using sophisticated pattern recognition techniques.

Cloud computing

Cloud computing is essentially software and/or data hosted and running on remote servers and accessible from anywhere on the internet.

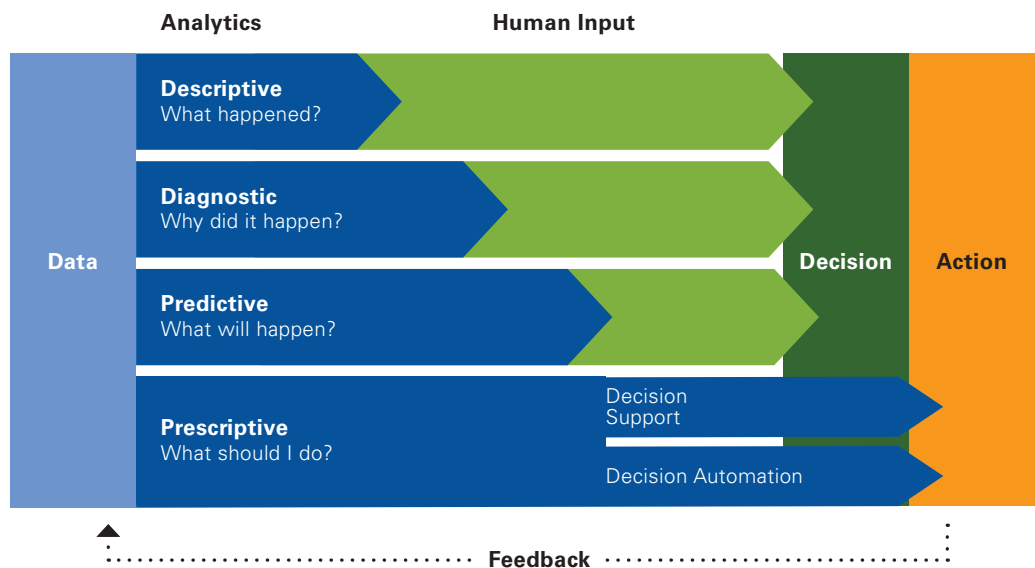
Machine learning

Machine learning is a method of designing systems that can learn, adjust, and improve based on the data fed to them.

Structured vs. unstructured data

Structured data is any information that can be put into relational databases. Unstructured data is everything that can't—email messages, social media posts, recorded human speech, and so on.

The analytics continuum



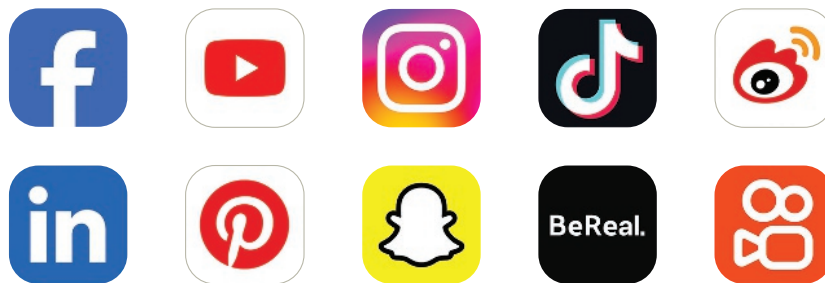
© 2014 Gartner

Social media Brand dynamics

While the pros and cons of social media will continue to be debated, one thing is clear: its relevance to branding cannot be denied. Major platforms continue to add features for brands to connect with, sell to, and learn from their customers. An ecosystem of supporting apps—from graphic design to analytics and scheduling—has been born. Everyone is a player, producer, designer, photographer, writer, streamer, and distributor.

Everyone and their grandparents are on social media. It's no longer an option for brands—it's a necessity.

Brian Hollingsworth
Director + Designer
Hollingsworth And



Measuring success

Quantitative

Fans/followers
Shares
Likes
Comments
Traffic/visitors
Clicks/conversions
Views
Reach
Saves/bookmarks
Average watch time

Qualitative

Engagement
Conversation quality
Fan loyalty
Insights/research value
Word of mouth
Brand reputation
Influence

Social media categories

Communication

Blogs
Microblogs
Forums
Social networks
Collaboration
Wikis
Social bookmarks
Social news aggregators
Reviews
Messaging
Chat rooms

Entertainment

Photo sharing
Video sharing
Livecasting
Audio and music sharing
Virtual worlds
Games

Earn the respect and recommendation of your customers. They will do your marketing for you, for free. Great service starts great conversations.

Andy Sernovitz
Word of Mouth Marketing

I think, therefore I (Instagr)am.

Jason Silva
Host
Brain Games

Rules for brands on social

Caroline Tiger, Content Strategist

Be choosy

Depending on resources and objectives, limit your number of platforms. Where does your target audience live? How many channels can your team handle well?

Calendar, calendar, calendar

Plan your messaging and your editorial and social schedules side-by-side a year out. (This calendar is a living document.)

Have sub-strategies

Beneath your umbrella strategy, devise clear ones for each channel. Maybe Facebook is for employee engagement, LinkedIn is for sharing industry news, and YouTube is for product tutorials.

Repeat after me: Repurpose!

One video interview can yield a blog series, a podcast episode, short video clips, a download, quotes for #mondaymotivation on Instagram, and so on.

Hire former journalists

They know how to find the golden nuggets.

Adhere to the 80/20 rule

80 percent content curation and community building, 20 percent self-promotion.

Watch the auto-posting

Be ready to jump in and turn off auto-updates during times of crisis or opportunity.

Establish a brand voice and stick to it

Your tone may vary, but your company's voice needs to remain consistent across all channels.

Add bling

Ideally each post you send out has a visual. (A graphic designer or someone with basic design skills is essential to a social media team.)

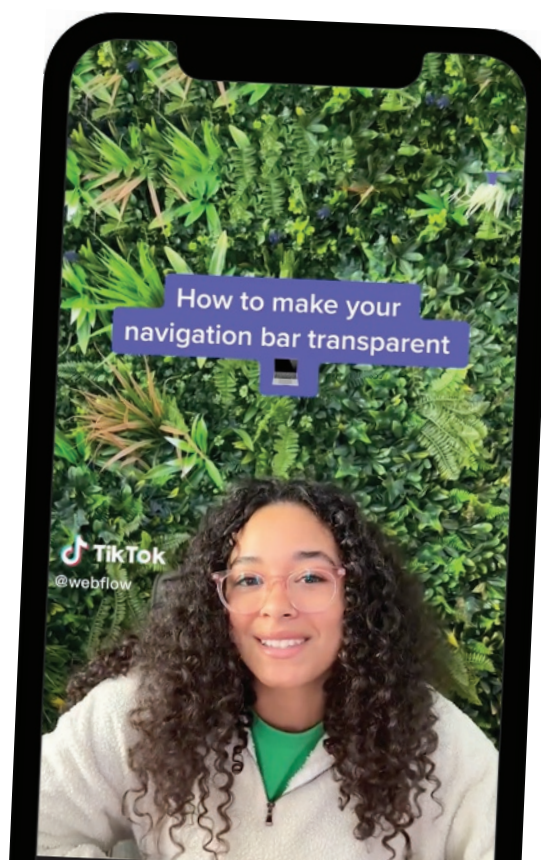
Always be learning

This field is ever-changing—cultivate a hunger for discovery and a willingness to evolve.

Webflow, the world's leading visual development platform for building powerful websites without writing code, uses TikTok to engage with its community by creating entertaining, educational, and inspiring content.

Don't undervalue SEO on TikTok—it is now becoming the go-to search engine for Gen Z.

Deepak Kanda
Head of Social Media
Webflow



Digital interfaces **Brand dynamics**

Devices and screens are with us everywhere we go. We send texts from our watches, catch Pokémon with our smartphones, talk to Siri while driving, and don virtual reality (VR) headsets to play table tennis against friends on the other side of the world. Virtual, augmented, and mixed reality take flat-screen experiences we've become accustomed to and bring them into our three-dimensional world—or us into theirs.

VR coaches could teach us everything from how to play a musical instrument to how to move the body.

Joseph Foley
Creative Bloq

We must design for the way people behave, not for how we would wish them to behave.

Donald A. Norman
Author, Living with Complexity

As adoption rates go up and as consumers are using augmented reality and VR, it's going to be a natural place for marketers to shift their thinking and their dollars. The technology is becoming more democratized.

Matt Mills
EVP, Creative
Fuel Content Studio

Golden rules of user interface design

Ben Shneiderman, *Designing the User Interface*

Strive for consistency

Keep sequences, terminology, and color consistent where possible.

Seek universal usability

Recognize and design for the needs of diverse users.

Offer informative feedback

For every user action, there should be an interface feedback.

Design dialogs to yield closure

Gives users the satisfaction of accomplishment.

Prevent errors

As much as possible, design the interface so that users cannot make serious errors.

Permit easy reversal of actions

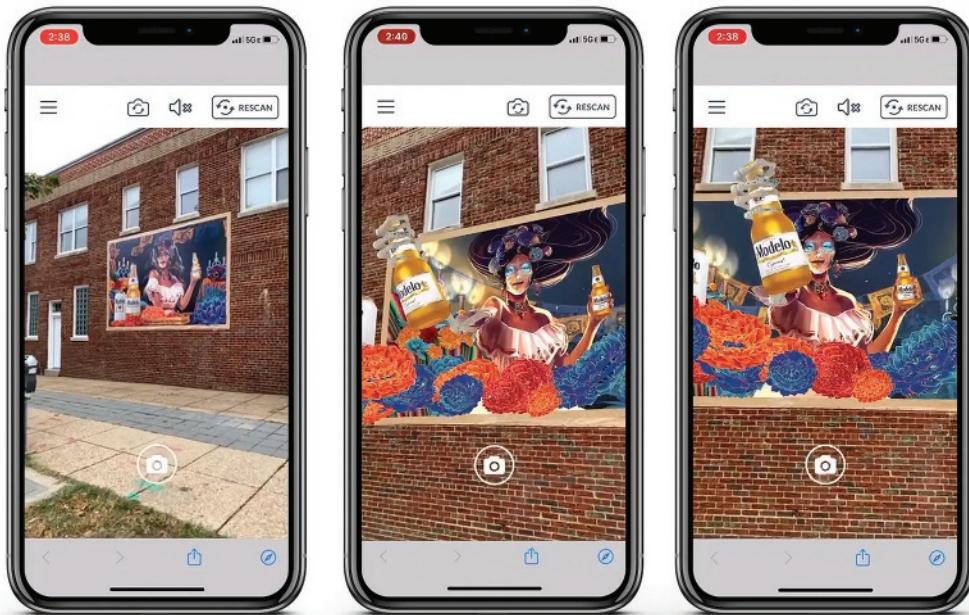
Relieve anxiety—let users know that errors can be undone.

Keep users in control

Give users the sense that they are in charge of the interface.

Reduce short-term memory load

Avoid making users remember information from one display to the next.



Constellation Brands worked with Groove Jones to develop an interactive mural as part of Modelo Especial's celebration of Dia de los Muertos. By viewing the mural through their smart-phone cameras, people could see a 3D, augmented reality image.



The AR experience depicts traditional Dia de los Muertos imagery with marigolds, an offrenda, candles, and a beautiful Katrina holding an ice-cold Modelo Especial.

Dan Ferguson
Cofounder
Groove Jones

Constellation Brands,
Modelo Especial: Groove Jones



Mobile apps Brand dynamics

Apps have become a necessity. Like the best brands, you can't imagine life without them. Housed in a digital curio cabinet of collectibles, our choices reveal who we are, what we value, and how we manage our priorities. Of the millions of these small, affordable pieces of software available today, chances are you have dozens on each of your mobile devices.

Best app qualities

Andrew Gazdecki
CEO, Bizness Apps

Reliable and consistent performance; carefully tested and tried

Compatible with whatever mobile platform and device you choose

Fast loading time

Continuous and uninterrupted performance

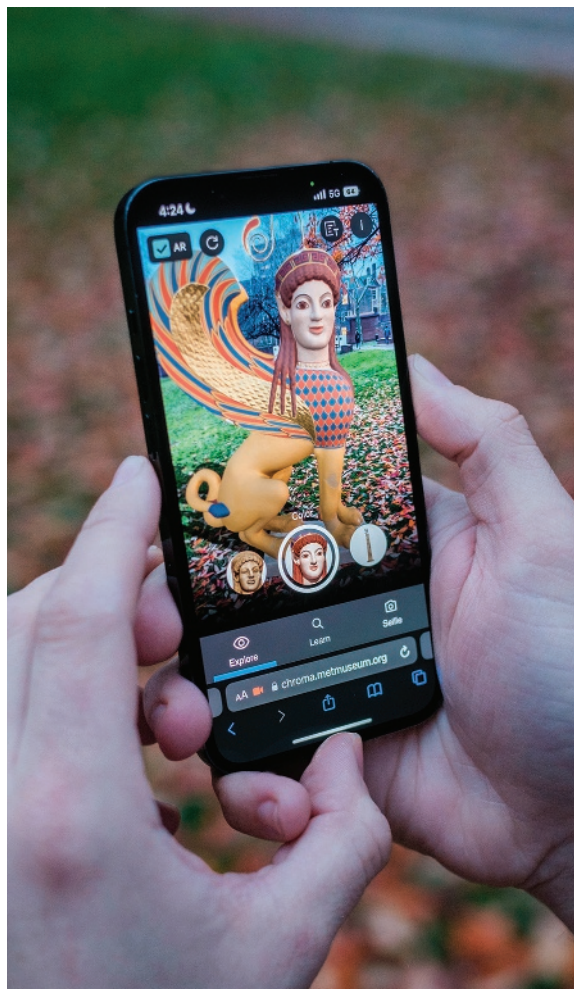
Useful and/or entertaining

The best apps are the ones that become part of your daily routine and life.

Kevin Lee
Technologist

The Chroma AR app, created by Bluecadet for the Metropolitan Museum of Art in New York, employs augmented reality to let users get up close and personal with a 2,500-year-old sphinx.

The Metropolitan Museum of Art, Chroma AR: Bluecadet



App categories

Auto and vehicle

Beauty

Books

Business

Comics

Dating

Developer tools

Education

Entertainment

Events

Finance

Food and drink

Games

Graphics and design

Health and fitness

House and home

Kids

Lifestyle

Maps and navigation

Medical

Music and audio

News and magazines

Parenting

Personalization

Photo and video

Productivity

Reference

Shopping

Social networking

Sports

Travel and local

Utilities and tools

Weather

Taxonomy of app icons

The best apps focus on one task, and do it very, very well. The single easiest way to screw up an app is to try to make it do too many things.

Brandmark	Wordmark	Letterform	Character	Imagery	Skeuomorphic
					
TikTok	Calm	Hinge	Duolingo	GarageBand	Amazon Shopping
					
Target	Uber	Airbnb	Subway Surfers	Stellarium Mobile	µBrowser
					
Starbucks	Zoom	Venmo	Yoga Down Dog	Apple Maps	AliExpress
					
Threads	Canva	Google	MONOPOLY GO!	Libby	Final Cut Pro
					
Tinder	Etsy	McDonald's	Waze Navigation	The New Yorker	Paprika Recipe Manager 3

Brandmark

These icons build on the equity of the brand's mark, even if it is only part of the full signature.

Character

Whether it doubles as the brandmark or not, a person, animal, or anthropomorphized object stares out from the app icon. Many games favor this approach.

Wordmark

The entire brand name logotype is legible on the app icon.

Imagery

A range of illustration and imagery styles are used to communicate the nature of the app or the personality of the brand.

Letterform

A single, bold letter may be the actual brandmark or one letter of the name.

Skeuomorphic

The icon resembles a real-life object—or a cartoonish version of it—sometimes using the shape of the icon as part of the illustration. AliExpress turns its icon into a shopping bag.

Evidence-based marketing Brand dynamics

Marketing has always been part art, part science. But for the past decade, academics have increasingly influenced how practicing marketers think about branding and marketing.

Through popular books like *How Brands Grow*, proponents of evidence-based marketing argue that marketers should rely on laws backed by data rather than conventional marketing wisdom. They point out that many principles taken for granted by branding professionals have

little or no empirical support. Work by researchers such as those at the Ehrenberg-Bass Institute for Marketing Science and the Institute of Practitioners in Advertising has led many to think differently about how to effectively build and maintain strong brands.

A brand is shaped through a series of moments in time—moments that people remember and associate with one another.

Paul Bailey
Brand Strategy Director
Halo

Mental and physical availability
Excerpts from *How Brands Grow* and *Distinctive Brand Assets*

Mental availability	Physical availability
Probability that a buyer will notice, recognize, or think of a brand in buying situations	Easy to notice and buy, for many consumers, across many buying situations
Depends on the quantity, quality, and freshness of brand associations in consumers’ minds	Is the brand where it should be? Is the brand easy to spot? Have barriers to purchase been removed?
Distinctive, consistent brand cues help build strong associations	Includes retail penetration, presence in store, hours of availability, ease of purchase
Sometimes called “brand salience” (but not the same as brand awareness)	

Being noticed and considered is often the biggest factor in why a brand is bought or not. So the big marketing issue is how to get a brand thought of, more often, in more buying situations.

Byron Sharp
How Brands Grow

Gut feeling on distinctive asset strength is likely to lead you astray. We find that all but the most pessimistic of marketers are faced with a reality check when they measure the strength of their distinctive assets.

Jenni Romaniuk
Distinctive Brand Assets

Asset types

Symbols
Logos
Colors
Typefaces
Taglines
Sounds
Music
Product shapes
Characters
Celebrities
Shapes
Tone of voice

Distinctive brand assets

Distinctive brand assets, or brand codes, create an immediate connection. They are shortcuts to brand associations—cues for people to remember all their previous experiences with a brand. They are often unique, ownable, and legally protectable.

Requirements for distinctive brand assets

Be unique: Make your target audience think of your brand, not competitors'.

Stand out: Attract the attention of your target audience and set yourself apart.

Be well-known: Ensure that enough of your target audience associates the brand element with your business or product.

Lucky Charms cereal's distinctive brand assets include the logo, Lucky the leprechaun equity character, jingle, and bespoke charms.



To put it in financial language, activation is about getting an immediate response and, ideally, an immediate sale but maybe nothing more. Brand building is about getting a long-term flow of sales, revenue, and profit, now and into the future.

Les Binet
Group Head of Effectiveness
adam&eveDDB

Brand building vs. sales activation

Les Binet and Peter Field

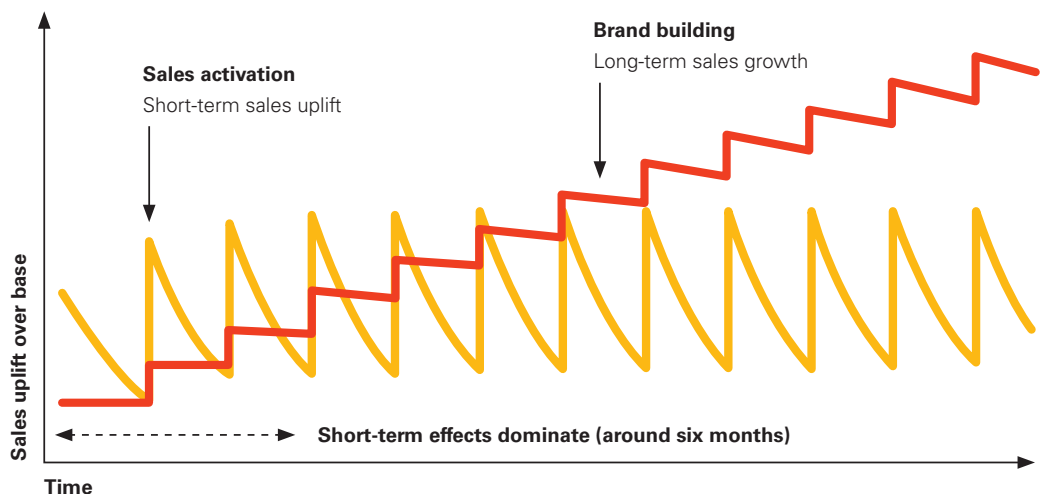
Long-term brand building activities strengthen brand associations and create future demand for a brand. Short-term sales activations evoke an immediate response—often a sale for the brand.

These two approaches to marketing and sales operate on different timescales. All marketing activity works on both levels, but to different extents.

Spend too little on brand building and your brand will not grow, too little on sales activation, and the business will miss out on revenue opportunities.

Research suggests that an “average” brand should spend roughly 60 percent of its communications budget on brand-building activity and 40 percent on sales activation. But the precise mix depends on category, price, size of the brand, and other factors.

Brand building and sales activation work over different timescales



Private labeling Brand dynamics

For many retailers, private labeling is a powerful marketing strategy to build brand equity that gives customers more reasons to shop at their stores. Retailers are leveraging better-designed packaging to attract upscale customers and increase profit margins.

The days when you could recognize a private label brand immediately because it looked generic, cheap, and low quality are over. Initially, private labeling was a business strategy aimed at higher profit margins per product and increased revenues. A private label product line is created and branded by a store, usually a large retail chain.

The products themselves are produced by a third-party supplier, which usually makes other name brand products for established national brands. Companies like IKEA use the master brand on all of their products, while companies like Target create multiple sub-brands. CVS does both.

We upped the quality, upped the price, and we're selling more units. Because it's the best tuna you could buy.

Richard Galanti
Chief Financial Officer
Costco

Since it exists in branded environments, private label can devote less energy to brand recognition and more to great product stories.

Bruce Duckworth
Principal
Turner Duckworth



Homebase: Turner Duckworth

Private label brand architecture

Tesco in the UK offers petrol; President's Choice from Canadian retailer Loblaws offers everything from cookies to financial services; and Costco's private label, Kirkland Signature, offers tires alongside fresh food and alcoholic beverages.

Robin Rusch

Private Labels: Does Branding Matter?
Brandchannel

Single parent brand

Monolithic brand architecture

Best Buy

Carrefour

CVS

IKEA

Tesco

Trader Joe's

Multiple sub-brands

Pluralistic brand architecture

Amazon

AmazonBasics

Goodthreads

Mama Bear

Vedaka

Wag

Costco

Kirkland Signature

Nordstrom

Classiques Entier

Halogen

Treasure & Bond

Zella

Safeway

Lucerne

O Organics

Open Nature

Signature Select

Soleil

Target

Archer Farms

Ava & Viv

Cat & Jack

Market Pantry

Room Essentials

Threshold

Up&Up

Urban Outfitters

BDG

Kimchi Blue

Pins & Needles

Silence + Noise

Sparkle & Fade

Waitrose

Cooks Ingredients

Essential Waitrose & Partners

The Levantine Table

No.1

Walmart

Equate

Freshness

Guaranteed

Great Value

Mainstays

Marketside

Ol' Roy

Sam's Choice

Whole Foods

Engine 2 Plant-Strong

365 Organic

Whole Trade



Brand licensing Brand dynamics

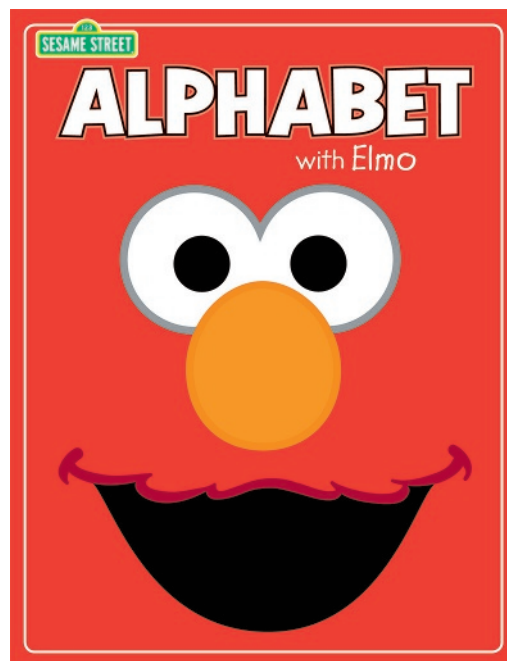
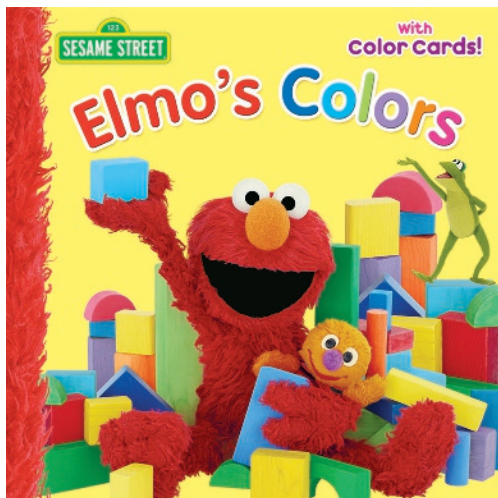
Licensing is a strategy for established brand owners to generate revenue from royalties on sales of products bearing their brand's logo, name, slogan, or other legally protected asset. It's an opportunity to attract new customers and delight existing brand champions.

The world of brand owners seeking new distribution channels for their intellectual property assets is expanding beyond consumer and entertainment brands to include nonprofits, branded destinations, and cultural venues.

Whether a property is a consumer brand, a media personality, a comic character, an artist, or a designer (dead or alive), the business imperative is the same: protecting and preserving the brand asset, being clear about what the brand stands for, and ensuring that each licensing opportunity is strategic.

Licensing can reinforce core brand attributes, promote brand exposure, and reach new consumers.

IMG Licensing



Sesame Workshop, the nonprofit organization behind Sesame Street, grants licenses to a variety of trusted licensees and manufacturers who create toys, apparel, and other products featuring its characters.

Sesame Street books, videos, and educational toys extend the learning beyond the television viewing experience. The royalties Sesame Workshop receives from the sale of these items are used to support its programs and initiatives around the world.

Benefits of brand licensing

Perpetual Licensing

Licensors or brand owners

- Enhances the brand image
- Grows the value of the brand
- Increases awareness of the brand
- Reinforces brand positioning and brand message
- Attracts new consumers to the brand
- Builds competitive advantage
- Builds stronger relationships with customers
- Gains entry into new distribution channels
- Lets consumers exhibit their love of the brand
- Protects the brand via trademark registration and policing of marketplace
- Provides consumers genuine alternatives for illegal and unauthorized products
- Generates incremental revenues through increased sales of core product and royalties from the sales of licensed products

Licensees or manufacturers

- Increases market share
- Opens new retail channels
- Gains shelf space at retail
- Increases awareness of their products
- Attracts new customers to their products
- Builds competitive advantage
- Increases sales through a wider assortment of products
- Lends credibility to their products
- Generates incremental revenues through the sale of licensed products

We are very judicious about how we approach the licensing business. It's about the history and the heritage of the brand.

Ruth Crowley
Former VP, General Merchandise
Harley-Davidson

Consumers find comfort in brands they're familiar with—and have a greater propensity to purchase new products from those brands.

David Milch
President
Perpetual Licensing

Brand roles

Perpetual Licensing

Licensor

- Set licensing goals and establish objectives
- Approve annual strategic licensing plan
- Approve prospective licensees
- Approve licensed products, packaging, marketing, and collateral materials
- Provide access to licensable assets and/or develop style guide
- Register trademarks in appropriate categories
- Pursue trademark infringers
- Execute license agreements

Licensee

- Set licensing goals and establish objectives
- Approve annual strategic licensing plan (brand acquisition)
- Approve prospective licensors
- Develop, manufacture, and market approved products
- Monitor marketplace for trademark infringers
- Deliver quarterly royalty reports and payments

Agent

- Develop strategic licensing program for presentation and approval
- Create sales materials to solicit interest from licensees or licensors
- Prospect qualified licensees or licensors
- Negotiate terms of license agreement
- Guide contract management process
- Lead the acquisition and/or development of licensable assets, or the creation of a style guide
- Manage product, packaging, and collateral material approval processes
- Administer royalties
- Police marketplace for trademark infringement
- Handle daily program needs

Certification Brand dynamics

As the proliferation of choices grows exponentially, consumers are looking for ways to facilitate their decisions and align their values with their purchases. Which products and companies should they trust? Which brands are environmentally and socially responsible? Which products are safe? Is their privacy protected?

To qualify for certification, products must undergo a series of rigorous tests by government bodies or professional associations. As the world continues to shrink and the number of

certification symbols continues to grow, it will be essential to develop clear and trustworthy symbols that communicate across cultures.

B Corporations earn certification by meeting higher standards of social and environmental performance, accountability, and transparency. B Corps earn a minimum score on the B Impact Ratings System, which measures their impact on their employees, suppliers, community, consumers, and environment, legally expanding their corporate responsibilities to include consideration of stakeholder interests.

Jay Coen Gilbert
Cofounder
B Corporation

Certification matters because we all want to tell the difference between “good companies” and just good marketing.

Jay Coen Gilbert
Cofounder
B Corporation

Green building



Green products



Sustainable business



Efficiency



Social justice



Rainforest Alliance Certified



Data and privacy



Food



Responsible forestry



Product safety



Recycling



Environmental responsibility



Climate neutrality



Crisis communications Brand dynamics

It takes years to build a brand, but only a nanosecond for a poorly managed crisis to ruin it. A crisis is an event—either internal or external—with the potential to negatively affect the brand. The most effective reputation management begins long before a crisis ever occurs. It's about what you do *before you must respond*.

Reputation management is the art of advancing and protecting a brand among its various audiences. A well-designed crisis communications plan is your best defense during the high-stakes communications challenges of a digital age that is increasingly fueled by misinformation quickly shared on social media channels. It includes proactive planning across traditional and social media, message development and delivery scenarios for each channel, strategic communications counsel, and media training—all of which will help your organization manage an

issue before it escalates into a crisis. However, such a plan is merely step one. You need to train against it and update it on a regular basis.

No organization can afford to underestimate the potential impact of seemingly short-term decisions on its long-term reputation and business fortunes. The media and public have long memories and will remember how a crisis was handled—or mishandled. Crisis communications is more than just PR. It's a management issue, reflective of your organization's leadership.

Be thoughtful, measured, and strategic when planning for and responding to potentially damaging reputational issues.

Virginia Miller
Partner
Beuerman Miller Fitzgerald

If it's not important to senior management, it will not be important to middle management or line management at all.

Denny Lynch
SVP of Communications
Wendy's

If you lose money for the firm, I will be very understanding. If you lose reputation for the company, I will be ruthless.

Warren Buffett

Principles of crisis communications

Tavani Strategic Communications

Amat Victoria Curam!
(Victory favors the
prepared.)

Virginia Miller

By the time you hear the
thunder, it's too late to
build the ark.

Unknown

Critical planning questions

Do you have a crisis team leader and team?

Do you have a crisis communications plan that is regularly reviewed?

Are all of your senior leaders familiar with the plan and trained against it?

Have you included in-house and outside legal counsel in plan development and training?

Do you have an organizational protocol for determining a crisis?

Have you assessed where opportunities exist for potential crises within your organization?

Are you prepared with key messages and FAQs about your organization?

Has your organization identified and trained a spokesperson?

Do you have a social media policy, including a well-developed protocol for online forums such as blogs, Facebook, and TikTok?

Do you have an internally published social media policy that reflects everyday, ongoing usage—not just crisis situations—including a well-developed protocol for blogs and social media channels such as Facebook, LinkedIn, Instagram, and TikTok? Have you outlined expectations for employees on their personal accounts?

Proactive planning steps for leadership

Identify and retain outside communications counsel.

Organize an internal crisis team to develop a plan with outside communications and legal counsel.

Conduct an audit of various threats to your organization's reputation.

Familiarize yourself with the plan and conduct regular training sessions against the plan for your crisis team.

Participate in a simulated crisis.

Establish organizational and media monitoring systems.

Track emerging issues on an ongoing basis.

Align your key messages across the enterprise.

Ensure that everyone in your organization understands the key messages.

Practice, assess, and refine the plan on an annual basis.

Imperatives

Be prepared: Have a plan on which you and the leadership team have been trained. Make sure that it's updated regularly.

Be quick: Get ahead of the story by getting your statement out first. Don't be forced into reacting to false or negative information floating online.

Define the issue: Get your message out there before the story breaks or as soon as possible afterward so you define the issue rather than the media, your adversaries, and other opinion makers.

Be forthright: Acknowledge action steps with strong rhetoric.

Be helpful: Don't speculate. If you know, say so. If you don't know, say you don't know. Provide the media and the public with information to make an informed decision.

Be transparent: Monitor, engage, and update information on a timely and consistent basis in both traditional and social media forums.

Social media

Align your social media policy with your crisis plan: Develop it before a crisis occurs, when you and your communications and legal counsel can think about it objectively.

Develop audience-specific plans: Consider how different audiences might be affected by a crisis and identify specific channels (e.g., LinkedIn, Facebook) to communicate with each of them.

Create a 24/7 social listening program: Dedicate individuals to specific social media channels and determine what would trigger the updating of those channels.

Respect all opinions: Do not delete negative comments on your organization's social media accounts or industry blogs.

Prepare your team: Integrate your social media policy into your crisis plan and train your team against it.

Personal branding **Brand dynamics**

The idea of personal branding encourages us to stay in touch with who we truly are. Our humor, style, and personal ideals influence every social media comment, text, or email. Facebook, YouTube, LinkedIn, Instagram, and TikTok let us express ourselves in our own words and images, reflecting not just what we see but how we see it.

Personal branding used to be for indulgent monarchs (think Sun King, Napoleon Bonaparte, and Cleopatra). Now it's de rigueur whether you are a corporate exec, a design guru, an aspiring entrepreneur, or a sales associate. We are all rockstars now. And the competition is fierce. Being authentic is critical because the web never forgets.

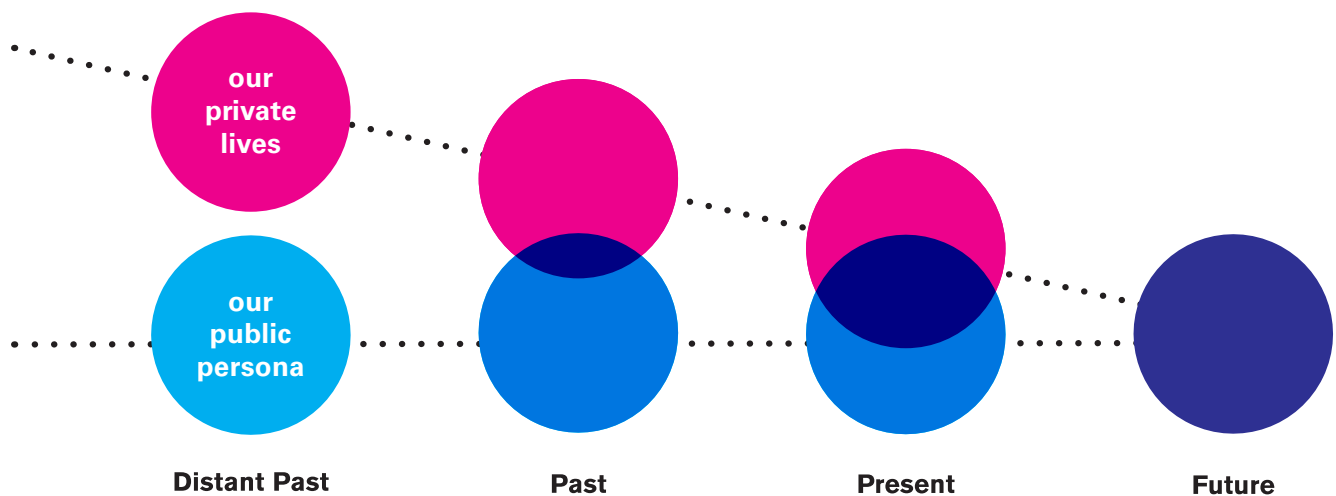
Why has personal branding become so important? We live in a global economy where changing employment is the norm. Over 50 percent of the US workforce is likely to participate in the gig economy by 2027. Social media, digital devices, and hybrid work have accelerated the blur between business and life, work and leisure, and public and private. And we are all connected 24/7.

Be yourself; everyone else is already taken.

Oscar Wilde

**You have got to find
your own voice.**

Frank Gehry
Architect





Identity

Who are you?

Who needs to know?

How will they find out?

Why should they care?

Six career secrets

1. There is no plan.
2. Think strengths, not weaknesses.
3. It's not about you.
4. Persistence trumps talent.
5. Make excellent mistakes.
6. Leave an imprint.

Daniel H. Pink

The Adventures of Johnny Bunko

Branding is building your reputation. It's not getting a tattoo. Do it anyway.

Blake Deutsch

Jimmy Donaldson, better known as MrBeast, is a YouTuber with over 150 million subscribers—one of the platform's biggest channels. In 2022, he parlayed his internet fame into a burger restaurant, MrBeast Burger, and a snack company, Feastables.



Before and after

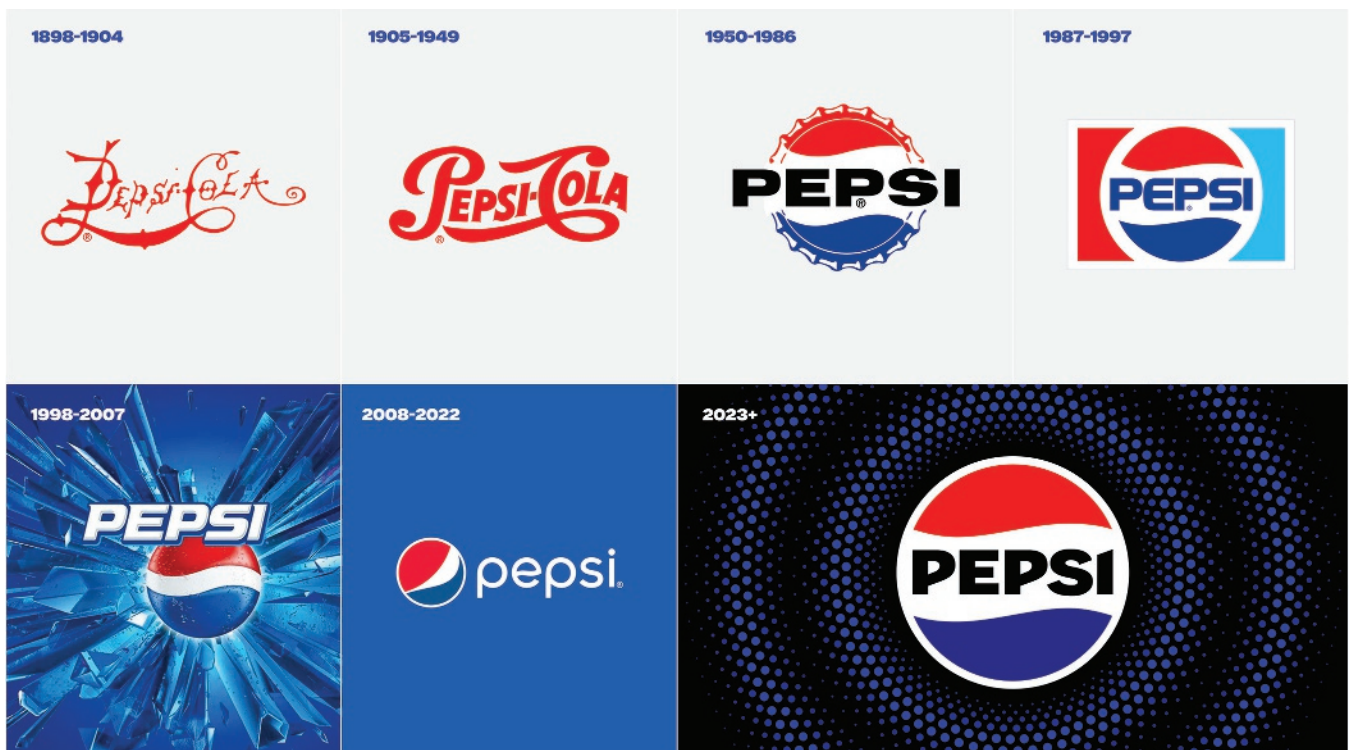
As organizations grow, their purpose becomes more lucid. The creative team is challenged by three crucial questions: What is the business imperative for the change? What elements need to be maintained to preserve brand equity? Should the change be evolutionary or revolutionary? The majority of branding initiatives involve repositioning and redesign.

Change brings opportunity.

Nido Qubein

At PepsiCo, we design our brands to tell a compelling and holistic story. Pepsi is a shining example of a brand that has consistently reinvented itself over 125 years to remain a part of pop culture and a part of people's lives. We designed the new brand identity to connect future generations with our brand's heritage, marrying distinction from our history with contemporary elements to signal our bold vision for what's to come.

Mauro Porcini
SVP + Chief Design Officer
PepsiCo



Before

After



The new logo is cleaner and simpler. And we've evolved it—from a literal box to a collection of surfaces—to show that Dropbox is an open platform and a place for creation.

Nicholas Jitkoff
Former VP of Design
Dropbox
Dropbox: COLLINS



We're proud to introduce the Bélo: It's a symbol for people who want to welcome into their home new experiences, new cultures, and new conversations.

Brian Chesky
Cofounder
Airbnb
Airbnb: DesignStudio



We are excited to share a new brand identity that aims to make Google more accessible and useful to our users as they embrace an expanding, multi-device, multi-screen world.

Jonathan Jarvis
Creative Lead
Google



Tennis Australia wanted a new identity to reflect the Open's transformation into a future-focused entertainment brand.

Nick Davis
Managing Partner
Landor



The American Alliance of Museums logo unites concepts of group strength and diversity through the colorful weave design.

AAM Press Release

American Alliance of Museums:
Satori Engine

Brandmark redesign Before and after

Before

After

The logo consists of the word "CHOBANI" in a bold, black, sans-serif, all-caps font.The logo features the word "Chobani" in a dark green, serif font, with a registered trademark symbol (®) to the upper right.

We sought inspiration in expressive and familiar traditional visual languages like quilting, textile arts, and ceramics to convey Chobani's boldness and humanity.

Gabrielle Lamontagne
Creative Director
Chobani



The new mark aims to embody the core forces of Formula 1 racing—speed, attack, and control.

Richard Turley
Former Executive Creative Director
Wieden+Kennedy



We wanted to use design to close the gap between the negative perceptions people have of fast food and the positive reality of our food story.

Lisa Smith
Executive Creative Director
Jones Knowles Ritchie



Quieter, more subtle colors and flexible design elements speak to donors and sponsors; louder, bolder ones catch the attention of Gen Z.

Julia Zeltser
Partner + Accounts Director
Hyperakt



Our new logo symbolizes the focus we have on our customers.

Tiffany Fox
Senior Director, Corporate
Communications
OpenTable

OpenTable: Tomorrow Partners

Before

After



Our new logo represents our desire to inspire customers as their mobility needs evolve, and for our employees to rise to the challenges we face in a fast-changing industry.

Ho-Sung Song
President + CEO
Kia Corporation

Kia: Blackspace

A [logo] refresh can be a nice way to take existing brand equity but create something that better matches the maturity of the company.

Jessica Hische
Lettering Artist



Our new identity is a visual expression of our brand promise: Building brave futures.SM It's rooted in stability and challenges us to be courageous in unlocking our potential for the future.

Seth Morrison
Chief Marketing Officer
SEI®

Our new brand identity embodies our goal to be a world-class partner for an increasing number of blood centers around the globe.

William "Obi" Greenman
President + CEO
Cerus

Cerus: Waterhouse Brands



The challenge was to create an identity system to communicate beyond shopping.

Joe Duffy
CEO
Duffy & Partners

Brandmark redesign Before and after

Before

After



By freeing the Siren from the band, we enabled customers to have a more personal connection.

Jeffrey Fields
Vice President
Global Creative Studio
Starbucks

Starbucks: Lippincott



Aetna's refreshed brand promise reflects our goal of creating a healthcare system that is more connected, convenient, and cost-effective.

Belinda Lang
VP Brand, Digital +
Consumer Marketing
Aetna

Aetna: Siegel+Gale

BURBERRY

BURBERRY

More than surprising people, I really would like them to see the new vision and feel reassured—like, “Oh, yeah, this makes sense: This is what Burberry should be.”

Daniel Lee
Chief Creative Officer Burberry



The new logo increases the perception that the brand is up-to-date, cheerful, and innovative.

Christine Mau
Brand Design Director
Kimberly-Clark

NOKIA

NOKIA

Redesigning a logo does many things, and demanding reappraisal by external audiences is a critical one.

Lee Coomber
Senior Partner
Lippincott

Before

After

The word "Kodak" in its classic red, rounded, sans-serif typeface.

We returned Kodak to their ubiquitous and beloved brand roots, the K symbol, and reinvented the typography to be both modern and metaphorical.

Keira Alexandra
Partner
Work-Order

The word "TRUX" in a bold, red, sans-serif font, with the "X" in black.The updated Trux logo, featuring a red stylized "T" symbol that also resembles a dump truck, followed by the word "TRUX" in red capital letters.

We pushed Trux forward with a much bolder landmark: an abstracted T that doubles as a dump truck hauling down the highway. Paired with a heavy-hitting wordmark, the updated logo is fresh, confident, and definitely differentiated from the crowd.

Matchstic

The Hootsuite logo, featuring a black owl head icon to the left of the word "Hootsuite" in a black, sans-serif font.The updated Hootsuite logo, featuring a blue owl head icon to the left of the word "Hootsuite" in a blue, sans-serif font.

After nearly fourteen years defining the industry, it was time to rethink our integrated branding strategy to better reflect our position . . . as the social experts, trusted partners, and joyful mentors.

Tom Keiser
CEO
Hootsuite
Hootsuite: Prophet



Unilever's new brand identity expressed a core brand idea aligned with the mission "Adding Vitality to Life."

Wolff Olins



CONSERVATION
INTERNATIONAL



A simple blue circle underlined with green symbolizes our blue planet—emphasized, supported, and sustained—as well as a unique human form.

Sagi Haviv
Partner
Chermayeff & Geismar & Haviv

Packaging redesign Before and after

Before



After



Our task was to simplify the brand for retail while elevating it to reinforce the “club” feel.

Chris Garvey
Executive Creative Director
Turner Duckworth



The new logo and packaging for 7Up respect the visual heritage of the brand while adding new energy and positioning the beverage as uplifting.

PepsiCo Design & Innovation Team



The Zostrix redesign capitalizes on the brand’s powerful and effective natural pain-relieving ingredient—as well as making the portfolio easier to navigate at shelf.

Little Big Brands



The Campbell’s name itself brings a sense of nostalgia and comfort. We carefully contemporized every detail so that the can feels at home on any kitchen counter.

Drew Stocker
Design Director
Turner Duckworth

Before

After



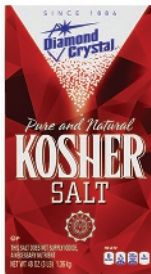
The brand's iconic red and blue domino logo was made pivotal to the redesign while leveraging the brand's pizza combo deal as a canvas.

Jones Knowles Ritchie



McCormick's new bottles are made from a 50 percent post-consumer recycled plastic, and proprietary SnapTight™ lids audibly seal in flavor and freshness.

McCormick + Davis



Using recycled paperboard and refillable grinders, the new packaging meets consumers' need for easy-to-use packaging options that are more sustainable and that make for visually appealing additions to any kitchen.

Diamond Crystal Salt Co.

Diamond Crystal: Enlisted Design



Drawing inspiration from the original brandmark, Swiffer's new logo retains equity elements while modernizing the letterforms; the updated package also simplifies the overall brand expression.

Chase Design Group

Swiffer: Chase Design Group + P&G Design

Renaming Before and after

Ten principles for renaming

Ken Pasternak and Philip Durbrow

Be clear about why change is needed. You should have a compelling reason, and clear business benefits, for going through the name change process. Making a strong case for change—whether legal, market-based, or other—will help everyone involved rise above emotional issues and enable a more successful and meaningful effort.

Assess the impact of change. A name change is more complicated than creating a new name. It affects established brand equity and existing brand communications. A thorough audit of equity and communication assets should be conducted to fully understand how a name change will affect your investments and operations.

Know what your choices are. Depending on your reason for change, it can be very difficult to consider change in the abstract. It is much easier to commit to a change when you have alternative name ideas to consider that solve your communication issues.

Know what you are trying to say before you name it. Naming is a highly emotional issue that can be hard to judge objectively. By first agreeing on what your new name should say, you concentrate your efforts on choosing the name that says it best.

Avoid trendy names. By definition, these are names that will lose their appeal over time. Choosing a new name simply because it sounds “hip” or “cool” generally results in names that wear quickly.

“Empty vessel names” require filling. Made-up or meaningless names will require more investment to build understanding, memorability, and proper spelling than names that have some inherent meaning. Compare the immediate meaning and relevance of a name like SpaceX to an empty vessel like Blue Origin (both space exploration companies).

Avoid names that are too specific. This may be the reason that change was necessary in the first place. Names that identify a specific geography, technology, or trend might be relevant for a period of time, but in the long run they could restrict your ability to grow.

Understand that a new name can’t do everything. Names are powerful tools, but they do not tell the whole story. A name change alone—without rethinking of all brand communications—could risk being seen as superficial. Consider how new taglines, design, communications, and other context-building tools should work with the new name to build a rich new story that you can own.

Ensure you can own it. Check trademark offices, common-law usages, URLs, social media handles, and regional/cultural sensitivities before you decide, and make the investment to protect your name. This is best done by an experienced intellectual property attorney.

Transition with confidence. Make sure you introduce your new name as part of a value-oriented story that conveys clear benefits to your employees, customers, and shareholders. The message “we’ve changed our name” on its own generally falls flat. Commit to the change with confidence and implement as quickly and efficiently as possible. Having two names in the market at the same time is confusing to both internal and external audiences.

If you wish to make a meaningful statement, a name change is not enough. The name should represent a unique, beneficial, and sustainable story that resonates with customers, investors, and employees.

Philip Durbrow
Chairman + CEO
Marshall Strategy

Companies change their names for many reasons, but in every case, a clear rationale for change with strong business and brand benefits is critical.

Ken Pasternak
Chief Strategy Officer
Two by Four

Effective shortening

Many organizations look at shortening their names in order to make it easier to talk about them.

YMCA: the Y

Flextronics: Flex

California Institute of Technology: Caltech

Dunkin' Donuts: Dunkin'

In response to the 2020 murder of George Floyd, an unarmed African American man, many American brands and sports teams changed their racist and controversial names. Pearl Milling Company and Ben's Original were introduced as replacements for problematic food brands. The Washington, DC, NFL team became the Commanders and Cleveland's baseball team became the Guardians.

Notable renaming

Old name	New name
Andersen Consulting	Accenture
Apple Computer	Apple
AuctionWeb	eBay
BackRub	Google
The Banker's Life Company	Principal Financial Group
Blue Ribbon Sports	Nike
Brad's Drink	Pepsi-Cola
Catholic Healthcare West	Dignity Health
Ciba Geigy + Sandoz (merger)	Novartis
Clear Channel	iHeartRadio
Comcast (Consumer Services)	Xfinity
Computing Tabulating Recording Corporation	International Business Machines (renamed IBM)
Datsun	Nissan
Diet Deluxe	Healthy Choice
Dunkin' Donuts	Dunkin'
Facebook, Inc.	Meta
Federal Express	FedEx
GMAC Financial Services	Ally Financial
Graphics Group	Pixar
Justin.tv	twitch
Kellogg snacking division	Kellanova
Kraft snacks division	Mondelēz
Lucky Goldstar	LG
Malt-O-Meal	MOM Brands
MasterCharge: The Interbank Card	Mastercard
Mountain Shades	Optic Nerve
MyFamily.com	Ancestry
Philip Morris	Altria
Service Games	SEGA
ShoeSite.com	Zappos
TMP Worldwide	Monster Worldwide
Tokyo Telecommunications Engineering Corporation	Sony
Twitter	X
United Telephone Company	Sprint