

# CONTENTS

Preface	ix
<b>PART I: INTRODUCTION</b>	<b>1</b>
1. Brand Leadership—The New Imperative	3
BRAND MANAGEMENT—THE CLASSIC MODEL	3
BRAND LEADERSHIP—THE NEW IMPERATIVE	7
BRAND BUILDING PAYS OFF	14
BRAND LEADERSHIP TASKS	25
THE PLAN OF THIS BOOK	28
<b>PART II: BRAND IDENTITY</b>	<b>31</b>
2. Brand Identity—The Cornerstone of Brand Strategy	33
THE STORY OF VIRGIN ATLANTIC AIRWAYS	33
THE BRAND IDENTITY PLANNING MODEL	40
ON DEVELOPING A BRAND IDENTITY SYSTEM— AVOIDING COMMON MISTAKES	50
3. Clarifying and Elaborating the Brand Identity	65
DEFINING LEADERSHIP	66
DEFINING BRAND PERSONALITY—THE L.L. BEAN STORY	68
IDENTITY ELABORATION EXERCISES	71
IDENTITY-SUPPORTING PROGRAM AUDIT	72
IDENTITY ROLE MODEL IDENTIFICATION	76
VISUAL METAPHOR DEVELOPMENT	82

BRAND IDENTITY PRIORITIZATION	84
PRESENTING THE ELABORATED IDENTITY	89
THE BRAND IDENTITY REVISITED	93

### **PART III: BRAND ARCHITECTURE: ACHIEVING CLARITY, SYNERGY, AND LEVERAGE** **95**

4. The Brand Relationship Spectrum	97
THE GE APPLIANCE STORY	97
THE MARRIOTT STORY	100
DESIGNING THE ARCHITECTURE—ENDORSERS AND SUBBRANDS	102
LINKING BRANDS—THE BRAND RELATIONSHIP SPECTRUM	104
A HOUSE OF BRANDS	106
ENDORSED BRANDS	110
SUBBRANDS	115
A BRANDED HOUSE	118
SELECTING THE RIGHT POSITION IN THE BRAND RELATIONSHIP SPECTRUM	120

5. Brand Architecture	129
THE POLO RALPH LAUREN STORY	129
MARKET COMPLEXITY, BRAND CONFUSION, AND BRAND ARCHITECTURE	133
WHAT IS BRAND ARCHITECTURE?	134
EXTENDING THE RANGE OF A BRAND	153
THE BRAND ARCHITECTURE AUDIT	156

### **PART IV: BUILDING BRANDS: BEYOND ADVERTISING** **163**

6. Adidas and Nike—Lessons in Building Brands	165
ADIDAS—THE GROWTH PERIOD	166
THE NIKE STORY	169
GOOD MORNING, ADIDAS	183
CREATING A BRAND-BUILDING FOCUS AROUND THE ADIDAS BRAND IDENTITY	186
THE LESSONS	194
7. Building Brands—The Role of Sponsorship	197
THE MASTERCARD WORLD CUP SPONSORSHIP STORY	197

HOW SPONSORSHIP BUILDS BRANDS	203
WHAT CAN GO WRONG	218
THE SEVEN KEYS OF EFFECTIVE SPONSORSHIPS	222
8. Building Brands—The Role of the Web	228
UNIQUE CHARACTERISTICS OF THE WEB	232
BRAND BUILDING ON THE WEB	237
BRAND-BUILDING WEB SITES	241
ADVERTISING AND SPONSORED CONTENT	251
9. Building Brands—Beyond Media Advertising	260
THE BRAND-BUILDING TASK	262
BUILDING BRANDS—SOME ROLE MODELS FROM EUROPE	272
BRAND BUILDING WITHOUT ADVERTISING— SOME GUIDELINES	292
<b>PART V: ORGANIZING FOR BRAND LEADERSHIP</b>	<b>301</b>
10. Global Brand Leadership—Not Global Brands	303
MCDONALD'S IN EUROPE	303
GLOBAL BRANDS	306
GLOBAL BRAND LEADERSHIP, NOT GLOBAL BRANDS	308
SHARING INSIGHTS AND BEST PRACTICES	310
A COMMON GLOBAL BRAND PLANNING PROCESS	314
ASSIGNING RESPONSIBILITY TO CREATE CROSS-COUNTRY SYNERGY	319
A SYSTEM TO DELIVER BRAND-BUILDING BRILLIANCE	326
TOWARD A GLOBAL BRAND	329
Endnotes	331
Index	337
About the Authors	351