The ‘And’ in Brand
Brand Building, Marketing and Culture Change
Brand: More than a logo

• (from *The Brand Gap* by Marty Neumeier)
• **Brand**: A person’s perception of a product, service, experience, or organization.
• **Brand image**: A customer’s mental picture of a product, service or organization.
• **Brand Experience**: All the interactions people have with a product, service, or organization; the raw material of a brand.
• **Positioning**: The process of differentiating a product, service, or company in a customer’s mind to obtain a strategic competitive advantage; the first step in building a brand.
• **Brand Identity**: The outward expression of a brand, including its name, trademark, communications, and visual appearance.
Our Version of a Brand Led Organization

- The Challenger Brand
  - Who are we challenging?
  - Becoming a Lighthouse
- Becoming Brand Led
  - Withstanding Time, Evolving on core principles
- Actualizing; The Golden Circle
A challenger is, above all, a state of mind. It is a brand, and a group of people behind that brand, whose business ambitions exceed its conventional marketing resources.
in order to see the real opportunities for radical growth we must see through the clutter of knowledge and ‘experience’ that makes up our existing strategic thinking. Intelligent Naivety offers us clear and defined ways for those already deeply experienced in a category to achieve this vital innocence.
Success as a Challenger Brand comes through developing a very clear sense of who you are and where you stand as a brand/business, built on a product or brand truth that is unarguable. And then projecting that identity intensely, consistently, and saliently in everything you do, to the point where, like a lighthouse’s beam, consumers notice you and can navigate by you, even if they are not looking for you.
Marketers talk as if there is one leader in every category. In fact, there are two: the market leader– the brand with the biggest share and the biggest distribution, and the thought leader – the brand that, while it may not be the largest, is the one that everyone is talking about, that has the highest “sensed momentum” in the consumer’s mind.
Successful Challengers are brands in a hurry: they need to puncture the consumer’s autopilot and create reappraisal of themselves and their category swiftly and powerfully.
Challengers have fewer resources in almost every aspect of the business and marketing mix than the market leader, however the ability to sacrifice and concentrate their focus, voice and actions is actually one of the few advantages a Challenger has. Success for a Challenger comes not from prioritizing, but by deciding what they are going to sacrifice in order to communicate their identity.
Following the process of sacrifice, the Challenger Brand will have chosen to drive success through one or two key activities, and to achieve that success the marketer must anticipate resistance and inertia in implementation, overcommitting to remove those potential barriers. Challengers do not succeed through commitment, they succeed through overcommitment.
For Challengers who aspire to do more with less clear communication is not enough, capturing the target’s imagination must be the advantage. Communication ideas and the pursuit of the right publicity and word of mouth can in fact be the most powerful business tool Challengers have at their disposal.
Success is a very dangerous thing – it causes brands and people to stop behaving in the way that made them initially successful. A Challenger Brand maintains its momentum, both real and perceived, by ensuring that instead of being consumer dependent, they are focused on the generation and implementation of ideas – ideas that constantly refresh and renew the way the consumer experiences the brand.
BRAND VOICE MODELS

Leader
- Represent the category
- Drive innovation with steady advancement
- Large, if not top, market share player
- Win with size, strength and stability
- Define the category

Follower
- Expand the category
- Push innovation with compelling options
- Can be a small or large market share player
- Win with adaptability to category opportunities
- Refine the category

Challenger
- Disrupt the category
- Champion innovation with new approaches
- Can be a small or large market share player
- Win with a new set of category rules
- Redefine the category

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A few more examples:
* brands can move from challenger to leader (Apple, Organic Valley)
* from Leader to follower (Sears) or
* remain strong challenger (Patagonia)
Being a Brand Led Organization
Simon Sinek and the Golden Circle
Red Tomato works its heart out to deliver fresh, great tasting produce—doing right by the land and those who farm it, while cultivating a more sustainable, ethical food system.

Right for you.
Right for the farmer.
Right for the planet.
Unity of Brand and Values

Brand Position:
Red Tomato works its heart out to deliver fresh, great tasting produce, doing right by farmers and the land while cultivating a more sustainable, ethical food system.

Values:
- Farm-Identified
- Fresh
- Local
- Fair
- Ecological
- Trustworthy
RT brand-building strategies – re-enforce values

- Excel at Basics
- Build Relationships
- Differentiate Righteous
- Be Visible
Red Tomato Example

Righteous Produce

Behind the SCENES OF LOCAL

Since 1997 Red Tomato has connected you to farms in the Northeast. Join us as we explore what it takes to bring local produce to market!
THE WORLD MODEL

In 2015, 88% of consumers are inside the World of Sustainability

- **Core**: 17%
- **Inner Mid-level**: 34%
- **Outer Mid-level**: 33%
- **Periphery**: 16%

Not surprisingly, familiarity with the term ‘sustainability’ differs by segment.

Those in the Core are most likely to be familiar with the term; those in the Periphery, the least.

Segmentation based on reported respondent behavior regarding: animal testing, packaging, community issues, supporting companies helping local community, recycling, price.

Base: All consumers (n=1,779), Consumers inside the World of Sustainability (n=1,566). Core (n=243); IML (n=552); OML (n=490); Periphery (n=232)

Q12. Are you familiar with the term ‘sustainability’? Base: All consumers (n=1,779), Core (n=243); IML (n=552); OML (n=490); Periphery (n=232)
Consumer engagement with Sustainability varies

17% The Core is the segment most intensely involved in Sustainability
- Promoting sustainability for the benefit of the greater good is a defining feature of their values, and it consistently drives decision making

67% The Mid-level represents the majority of consumers and the greatest opportunity because of both their size and relatively high level of interest in sustainability
- Inner Mid-Level (34%) consumers adopt Core attitudes and behaviors, but more typically make decisions based on benefits to themselves
- Outer Mid-Level (33%) consumers are occasionally influenced by sustainability in their purchases when it intersects with personal benefits

16% The Periphery is least involved in Sustainability
- Periphery consumers rarely consider sustainability explicitly in their decision making, but it does play a role in their value system more generally

Segmentation based on respondent behavior regarding: animal testing, packaging, community issues, supporting companies helping the local community, recycling, and price. Base: Consumers inside the World of Sustainability (n=1,566). Core (n=243); ML (n=1042); Periphery (n=262)
Key Observations on Transparency

Consumers increasingly want to learn about the sustainable nature of the products they purchase and the sustainable practices that companies are adopting:

• 62% have recently sought information on sustainable products – they increasingly read package labels on the products they purchase and turn to the Internet for more in-depth information

• Shoppers also appreciate the efforts retailers make to communicate their stance on sustainability issues in terms of both their own internal policies and pertinent details about the products they choose to carry

• The far majority (78%) trusts what a company says about its efforts regarding the environment and other sustainability practices, and it is increasingly clear that consumers want to be able to easily access information on companies

Consumers expect a company to openly share its practices with the public. They most want to hear about:

• What is in the products they buy

• Where and how products are manufactured

• What a company does to assure the welfare of its workers as well as the animals used in its products
Going back to these 4 Key Elements of a Narrative

Four key elements of a product narrative stand out with a strong connection to consumer values:

1. **Ingredients:**
   - What’s in it?
   - Where did the recipe come from?

2. **Production:**
   - How/Where was it made?

3. **People:**
   - Who made it?
   - What is their relationship to the food?

4. **Packaging:**
   - How does overall presentation convey meaning?
Attributes Driving Growth Here and Now

MUST HAVE ALL 3:
- Premium
- Consumer Survey Interest
- Strong Unit Growth when Attribute Present
- Positive Correlation to Organic Growth

Degree of Care and Thoughtfulness Shown

Demonstrate how those who made the product care deeply about all aspects of its processing and production. Symbolically demonstrated through stories of hand harvesting, historical (and innovative) processing techniques, etc.

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Improving Animal Welfare

Consumers want to know about the animals used to produce the products they buy. Key areas of concern are assurance that animals were raised humanely and that the end product is higher quality.

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Future Opportunities in Narrative

**MUST HAVE** 2 out of 3:
- Premium Consumer Survey Interest
- Strong Unit Growth when Attribute Present
- Positive Correlation to Organic Growth

**Ingredients from Specific Growing Regions**

Discussion of where the ingredients came from and why it is important (ingredients unique to the region or terroir, nutrients or flavors from specific soils, etc.)

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**Products Developed by Founder**

The founder narrative is consistently found on brand websites, but to make a true impact, packaging needs to reflect this story. This attribute is strong only when present on the pack.

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Future Opportunities in Narrative

**MUST HAVE 2 out of 3:**
- Premium Consumer Survey Interest
- Strong Unit Growth when Attribute Present
- Positive Correlation to Organic Growth

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**Improving America’s Health**

Brands can focus on this through helping fight obesity, or helping people make “better” or more “clean” product choices. The key here is ensuring focus on a relevant, highly mainstreamable consumer benefit.

**Improving Labor Conditions**

Consumers are interested in products that not only make their lives better, but also make other peoples’ lives better. And that can happen in a variety of ways: by creating economic opportunity, by treating employees well, and/or by ensuring fair wages.

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**PEOPLE**

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<td>Labor Conditions</td>
<td>15%</td>
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Part 2: Brand and marketing to solve food hub challenges
Part 3: From Brand to Culture change
Dictionary Definitions of culture

• **1a**: the customary beliefs, social forms, and material traits of a group; *also*: the characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time

• **b**: the set of shared attitudes, values, goals, and practices that characterizes an institution, organization, field, activity, or societal characteristic

• **c**: the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations

• **2**: the act or process of cultivating living material (such as bacteria or viruses) in prepared nutrient medium; *also*: a product of such cultivation

• **3**: cultivation, tillage
Culture:

Shared experience: connection to community
Arts: music, movement, visual arts, creativity
Spirituality: connection to the larger universe

Beyond surface to affect deep emotions, connections, history and sense of place in the world.
Cultureshed:

• (1) A geographic region irrigated by streams of local talent and deep pools of human and natural history,

• (2) An area nourished by what is cultivated locally, and

• (3) The efforts of writers, performers, farmers, artists, musicians, scholars and chefs who contribute to a vital and diverse local culture.
Sankofa Village Community Garden