

A WHITEBOARD OVERVIEW BY **MARTY NEUMEIER**
AUTHOR OF **THE BRAND GAP**

**WHY CUSTOMERS
NOW RUN COMPANIES
— AND HOW TO
PROFIT FROM IT**

THE
BRAND
DATE

THE BRAND FLIP

THE BRAND





WHY CUSTOMERS NOW RUN COMPANIES—AND HOW TO PROFIT FROM IT

A WHITEBOARD OVERVIEW BY **MARTY NEUMEIER**

THE BRAND FLIP

WHY CUSTOMERS NOW RUN COMPANIES—AND HOW TO PROFIT FROM IT

A WHITEBOARD OVERVIEW BY MARTY NEUMEIER

NEW RIDERS

FIND US ON THE WEB AT: WWW.NEWRIDERS.COM

NEW RIDERS IS AN IMPRINT OF PEACHPIT, A DIVISION OF PEARSON EDUCATION
TO REPORT ERRORS, PLEASE SEND A NOTE TO ERRATA@PEACHPIT.COM

COPYRIGHT © 2016 BY MARTY NEUMEIER

ACQUISITIONS EDITOR

NIKKI ECHLER MCDONALD

PRODUCTION EDITOR

DAVID VAN NESS

DESIGN DIRECTOR

MARTY NEUMEIER

PROOFREADER

LIZ WELCH

INDEXER

REBECCA PLUNKETT

DESIGNER

IRENE HOFFMAN

NOTICE OF RIGHTS

ALL RIGHTS RESERVED. NO PART OF THIS BOOK MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM BY ANY MEANS, ELECTRONIC, MECHANICAL, PHOTOCOPYING, RECORDING, OR OTHERWISE, WITHOUT THE PRIOR WRITTEN PERMISSION OF THE PUBLISHER. FOR INFORMATION ON GETTING PERMISSION FOR REPRINTS AND EXCERPTS, CONTACT PERMISSIONS@PEACHPIT.COM.

NOTICE OF LIABILITY

THE INFORMATION IN THIS BOOK IS DISTRIBUTED ON AN "AS IS" BASIS WITHOUT WARRANTY. WHILE EVERY PRECAUTION HAS BEEN TAKEN IN THE PREPARATION OF THE BOOK, NEITHER THE AUTHOR NOR PEACHPIT SHALL HAVE ANY LIABILITY TO ANY PERSON OR ENTITY WITH RESPECT TO ANY LOSS OR DAMAGE CAUSED OR ALLEGED TO BE CAUSED DIRECTLY OR INDIRECTLY BY THE INSTRUCTIONS CONTAINED IN THIS BOOK OR BY THE COMPUTER SOFTWARE AND HARDWARE PRODUCTS DESCRIBED IN IT.

TRADEMARKS

MANY OF THE DESIGNATIONS USED BY MANUFACTURERS AND SELLERS TO DISTINGUISH THEIR PRODUCTS ARE CLAIMED AS TRADEMARKS. WHERE THOSE DESIGNATIONS APPEAR IN THIS BOOK, AND PEACHPIT WAS AWARE OF A TRADEMARK CLAIM, THE DESIGNATIONS APPEAR AS REQUESTED BY THE OWNER OF THE TRADEMARK. ALL OTHER PRODUCT NAMES AND SERVICES IDENTIFIED THROUGHOUT THIS BOOK ARE USED IN EDITORIAL FASHION ONLY AND FOR THE BENEFIT OF SUCH COMPANIES WITH NO INTENTION OF INFRINGEMENT OF THE TRADEMARK. NO SUCH USE, OR THE USE OF ANY TRADE NAME, IS INTENDED TO CONVEY ENDORSEMENT OR OTHER AFFILIATION WITH THIS BOOK.

ISBN 13: 978-0-134-17281-1

ISBN 10: 0-134-17281-7

9 8 7 6 5 4 3 2 1

PRINTED AND BOUND IN THE UNITED STATES OF AMERICA

TO MY TRIBE

PREFACE



You hold in your hand a book. But what is a book? Is it something you BUY or something you BECOME? To many authors and publishers, a book is 75,000 words on 300 pages held between two rigid covers that measure 6 by 9 inches. Or, it's 75,000 electronic words that can be resized, customized, read, and annotated by the user.

Every book is both container and content. The container is what gets made, advertised, sold, and distributed. If it looks like a book, feels like a book, and downloads like a book, it must be a book.

But what about the content? What if some people view a business book not as a trophy on their bookshelf but as a step change in their career? What if some people—and here I mean you—want the most inspiration in the least number of hours?

In that case, a book needs to have the least number of words, not the most. It should be designed to stay in your mind, not in your hand. It should get you out from the covers and into your projects as fast as possible. And it should reveal its deeper wisdom reading after reading. This is the book I tried to write. It'll require two hours of your valuable time, which I don't take lightly. But if it's the book you need, it'll pay you back for years.

—Marty Neumeier

CONTENTS

INTRODUCTION	1
10 NEW REALITIES	8

PART 1

FLIPPING THE BRAND

PRODUCTS ⇄ MEANING	19
TANGIBLE ⇄ IMMATERIAL	24
SELLING ⇄ ENROLLING	28
COMPANY IDENTITY ⇄ CUSTOMER IDENTITY	32
BETTER PRODUCTS ⇄ BETTER CUSTOMERS	36
CUSTOMER SEGMENTS ⇄ CUSTOMER TRIBES	40
TRANSACTIONS ⇄ RELATIONSHIPS	46

PART 2

LEADING THE TRIBE

AUTHORITY ⇄ AUTHENTICITY	51
COMPETING ⇄ DIFFERENTIATING	57
PROCESSES ⇄ VALUES	62
FEATURES ⇄ EXPERIENCES	68
PUNISHMENT ⇄ PROTECTION	77

PART 3

DESIGNING THE WAY FORWARD

DECIDING ⇄ DESIGNING	85
PLANS ⇄ EXPERIMENTS	92
OVERCHOICE ⇄ SIMPLICITY	100
STATIC BRANDS ⇄ LIQUID BRANDS	104
STORYTELLING ⇄ STORYFRAMING	114
PURCHASE FUNNEL ⇄ BRAND LADDER	120
TAKE-HOME LESSONS	131
RECOMMENDED READING	134
ACKNOWLEDGMENTS	136
INDEX	139
NOTES	145
ABOUT THE AUTHOR	146



THOSE WHO INITIATE CHANGE WILL HAVE A BETTER OPPORTUNITY

TO MANAGE THE CHANGE THAT IS INEVITABLE. —WILLIAM POLLARD

INTRODUCTION

One of the more stunning insights in the theory of management came from Peter Drucker, a practical visionary who changed business discourse with his 1973 book *THE PRACTICE OF MANAGEMENT*. He said that a business has only one valid purpose: to create a customer.

What's more, he said, if the purpose of a business is to create a customer, then it has only two basic functions—innovation and marketing. Innovation produces the products, and marketing tells the stories that sell them. These two activities drive results, and all the others are costs.

Drucker was ahead of his time. The discipline of branding had been stuck in the Industrial Age, and lacked strategic subtlety. He couldn't have known that someday it would gather up the very concerns he was talking about—innovation, marketing, and the primacy of customers—into a toolbox of principles that could be studied, practiced, and improved over time. Or that the word *BRAND* itself would become shorthand for the Drucker way of thinking.

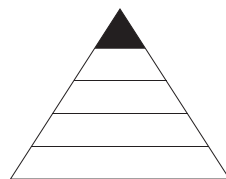
Thirteen years ago I tried to redefine branding in my book *THE BRAND GAP*, and took it further in my next book *ZAG*. As of this writing, *THE BRAND*

GAP'S principles have been viewed online by more than 10 million people, and ZAG has been named one of the top 100 business books of all time. These volumes have stayed relevant, and continue to form the basis of my work.

Then why write another book? Because the rapid advance of technology, rather than making THE BRAND GAP and ZAG seem dated, has made them seem timid. For me, they occupy the odd position of being visionary and incomplete at the same time. In my world of workshops and keynotes, they've ceased to scratch the itch.

When I wrote THE BRAND GAP, the term SOCIAL MEDIA wasn't in popular use. Neither were VIRAL, SMARTPHONE, TABLET, DISRUPTION, TRANSPARENCY, and SELFIE. Back then the central problem of branding was how to align business strategy with customer experience. Today it's **how to empower the customers who will drive your success.**

"We believe putting customers first is the only way to create lasting value for shareholders," said Amazon CFO Tom Szkutak. Amazon is



one of a growing number of companies that have adapted to—and encouraged—the primacy of customers.

To the degree that the customer is boss, shouldn't we know what the boss wants? The best customers are no longer consumers or market segments or tiny blips in big data. They're individuals with hopes, dreams, needs, and emotions. They exercise judgment, indulge in whims, express personal views, and write their own life stories. They're proactive, skeptical, and creative. They've reached the top of Maslow's Pyramid, where the goals are autonomy, growth, and fulfillment. They don't "consume." HAVING more runs a distant second to BEING more.

An explosion of connectivity, and the power it gives customers, is turning companies upside down. The question isn't WHETHER your industry will be disrupted, but WHEN. Companies today have a stark choice: they can leap into future and possibly land on their feet, or they can wait for roiling disruption to upend them.

This is the challenge of the brand flip.

To better understand what has changed in brand building, it might help to look at old and new



diagrams on the left page. The old model of brand was based on the logic of factory management. The company created the brand (through products and advertising), the brand attracted customers (as a captive audience), and customers supported the company (through repeat purchases).

The new model of brand is similar, but with one important difference: the order of events. Instead of creating the brand first, the company creates customers (through products and social media), then the customers create the brand (through purchases and advocacy), and the brand sustains the company (through customer loyalty). This model takes into account a profound and counterintuitive truth: a brand is not owned by the company, but by the customers who draw meaning from it. Your brand isn't what you say it is. It's what THEY say it is.

In the pre-flip days, a company could find a hole in the market, fill it with a product, determine a price, and drive the product into people's lives with heavy advertising and distribution. The only choice customers had was to buy or not to buy. The real power lay with the company and its leaders, who were seen as authority figures.

Today's customers reject that authority, and at

the same time require a measure of control over the products they love. They no longer BUY brands. They JOIN brands. They want a vote in what gets produced and how it gets delivered. They're willing to roll up their sleeves and help out, not only by promoting the brand to their friends, but by contributing content, volunteering ideas, and even selling products or services. Many of them know more about the company, its products, its pricing, and its competitors than the CEO and employees do. In a very real sense, the best customers are co-leading companies into the post-flip world.

Each of the 18 chapters describes a single flip—an accepted business “truth” upended by technological change. These individual flips add up to the overall flip. Yet this book is not just a description of change, but a prescription for it. At the center is a simple matrix for modeling the relationship between your company and its customers. To demonstrate the matrix, I've added the example of a hypothetical tea company—a modest startup that would surely languish in obscurity under the old model of branding.

But what would happen if we flipped it?

BETTER PRODUCTS ↗ BETTER CUSTOMERS

Ambitious companies are eager to invest in innovative products. They seek to create new features, new solutions, new markets, new industries. Ideally, they want to invent a product or service that disrupts the existing ecosystem, redefines their category, and generates monopoly profits for decades.

They're barking up the wrong tree.

In a flipped business, the product is not the innovation, the CUSTOMER is. The battle is no longer between companies, but between the people who buy from them. In other words, the nature of your customers determines the future of your company. The company with the best customers wins.

You can see this principle at work in the trajectory of Apple. From early on, the company invested heavily in its customers, making technology accessible to non-techies, standing as a bulwark against lumbering giants such as IBM, giving computers to schoolchildren to inculcate a new kind of literacy. Even as Apple's market share slipped to 3 percent after the ouster of Steve Jobs, its customers remained passionate and vocal. When Jobs returned, he was joined by a talented army of volunteers who were eager to be led.

The lesson is this: Instead of thinking about how to improve and position your products, think about how to improve and position your customers. They're the ones who will fight for your success. In his book **WHO DO YOU WANT YOUR CUSTOMERS TO BECOME?**, Michael Schrage says, "Truly successful innovations generate wealth for their users, not just their creators." Wealth is not only financial. It can be social, educational, physical, spiritual, and temporal—any good that people get out of a product or service.

What's the highest good you can want for your customer?

Ritz-Carlton wants its guests to be more sophisticated. Its motto? "We are ladies and gentlemen serving ladies and gentlemen." When you treat yourself to the impeccable service at the Ritz, your self-image soars to lofty new heights, and you somehow find yourself exuding greater confidence, generosity, and charm.

Dell wants to "enable customers everywhere to grow, thrive, and reach their full potential." The company backs this up with its "nurture" program (which also generates order amounts of 25 percent higher than the previous average).

The primary good that a company can offer its customers is **empowerment**. The best brand builders see greatness in their customers, and figure out ways to enable it.

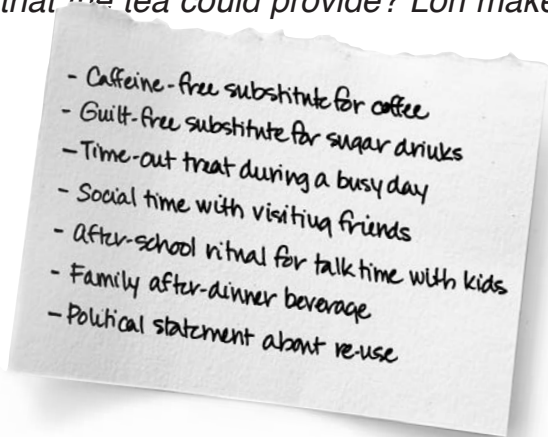
P&G puts its customers' ambitions right smack in its purpose statement: "We will provide branded products and services of superior quality and value that improve the lives of the world's customers, now and for generations to come."

By contrast, Las Vegas casinos care little about their customers' lives beyond offering a brief respite from the daily tedium. When visitors get back home, they'll face the same old grind, but with thinner wallets. This is the opposite of seeing greatness in customers. Instead, they see only weakness, naïveté, and addictive behavior.

Lori, meanwhile, comes to the realization that all profitable brands are habit-forming at some level. That's what makes them sustainable. The only question is whether the habit, on balance, is a healthy or unhealthy one. Both chocolate and tea can be habit-forming, since they appeal to the pleasure centers of the brain. But her tea contains little that might be considered unhealthy: there are no sugars or artificial ingredients. On the contrary,

it contains compounds that people might consider health-giving, such as procyanidins, known to reduce the risk of heart disease; more antioxidants than green tea and red wine; and theobromine, a milder stimulant than caffeine. The effect is a slight boost in serotonin levels for a happy, mellow mood. All in all, a healthy habit.

But what else could it be? What does a busy mom want that the tea could provide? Lori makes a quick list.

- 
- Caffeine-free substitute for coffee
 - Guilt-free substitute for sugar drinks
 - Time-out treat during a busy day
 - Social time with visiting friends
 - After-school ritual for talk time with kids
 - Family after-dinner beverage
 - Political statement about re-use

These are some of the “jobs” that the product could do for busy moms. What are we addressing? A lack of time, health concerns, worries about her kids’ schooling, a desire to create family memories, a need to maintain social ties, and a desire to improve the environment.

We’ll let these ideas steep while we examine the next flip, the mental shift from segments to tribes.

INDEX

A

ACADEMY OF MARKETING SCIENCE, **70**
ADVERTISING
 FOCUSING ON CUSTOMER
 EXPERIENCE VS., **54**
 INAUTHENTIC MESSAGES IN, **53**
 SEE ALSO **BRANDS**
AERON, **60**
AIMS (BRAND COMMITMENT MATRIX),
 46–47, 48, 49, 67
AIRBNB, **35**
AMAZON, **2–3, 54, 69**
ANTHROPOLOGIE, **54**
APPLE, **35, 36, 52, 54, 69, 93**
AUTHENTICITY SCORECARD, **55**
AUTHORITY VS. AUTHENTICITY, **51–56**
AXA, **77, 78**

B

BAIN & COMPANY'S NET PROMOTER
 SCORE, **123**
BATTLE BETWEEN TRIBES, **13**
BEING VS. HAVING, **3, 131**
BELONGING, **20**
BEZOS, JEFF, **101**
BLOCKBUSTER VIDEO, **78**
BMW, **106**
BRANCHING, **106–110**
BRAND ASSET VALUATOR, **83**
BRAND COMMITMENT MATRIX
 AS CUSTOMER LADDER, **122–125**
 DESIGNING LIQUID BRANDS USING, **111–113**
 EXAMPLE OF, **66, 67**
 HOW IT WORKS, **46–49**
 SURVEY FOR, **126**
BRAND COMMITMENT SCALE (BCS)
 SURVEY, **122, 124, 126–127**
BRAND EXPERIENCE MAP
 DEVELOPING, **86–87, 90**
 TOUCHPOINTS ON, **71, 73–75**
BRAND EXTENSIONS, **102**
BRAND GAP, THE (NEUMEIER), **1–2, 134**
BRAND LADDER, **122–125**
BRANDS
 BRANCHING OF, **106–110**

 CHANGING FOCUS IN, **2**
 CUSTOMERS' OWNERSHIP OF, **5**
 DEFINING, **20–23, 27**
 DESIGNING CUSTOMER IDENTITIES
 WITH, **32–35**
 FLOW THROUGH MULTIPLE
 TECHNOLOGIES, **16**
 JOINING, **6, 29, 131**
 MATRIX FOR, **46–49, 66, 67**
 MEASURING COMMITMENT TO, **124, 126–127**
 MOVING TO CUSTOMER PROTECTION, **77–83**
 OLD AND NEW MODELS OF, **3–5**
 PROTOTYPING DESIGNS FOR, **92–99, 103**
 PROVIDING CUSTOMER EXPERIENCES,
 70–71, 85–91
 SIMPLICITY IN, **100–103, 133**
 STATIC VS. LIQUID, **104–113**
 STORY ARC IN, **229**
 SUCCESS OF FLUID, **17**
 TAKE-HOME LESSONS FOR, **131–133**
 TOUCHPOINTS FOR, **68–76**
 TRIBE SUPPORT FOR, **42**
 WORST-PERFORMING, **77**
BRIN, SERGEY, **101**
BUNRAKU, **114, 115**
BUSINESSES. SEE **COMPANIES**

C

CAVEAT VENDITOR, **83**
CHESTERTON, G. K., **103**
CHEVRON, **53**
CIRQUE DU SOLEIL, **52, 60**
COCA COLA, **52**
COGNITIVE OVERHEAD, **101**
COMPANIES
 AVOIDING COMPETITION, **58, 61**
 CULTURES COMPATIBLE WITH TRIBES,
 63, 65–66
 CUSTOMER IDENTITY AND PURPOSE OF,
 52–53
 CUSTOMER LEADERSHIP IN, **6**
 CUSTOMERS OF WINNING, **14, 132**
 DESIGN-CENTRIC, **91**
 DESIGNING CUSTOMER EXPERIENCES,
 85–91

DEVELOPING TRIBE SUPPORT, 43–45
DIFFERENTIATING PRODUCTS, 59–61
ESTABLISHING AUTHENTICITY, 51–56
FINDING PRODUCT ONLYNESS, 57–61
FLIPPING ACCEPTED BUSINESS TRUTHS, 6
FOCUSING ON CUSTOMER IDENTITY, 32–33
MEASURING SALES WITH PURCHASE
FUNNEL, 120, 121–122
MULTIPLYING AND CONQUERING, 40–45
NEW REALITIES FOR, 8–17
POV ACRONYM FOR, 47, 67
POWER SHIFT TO CUSTOMERS FROM, 8
PREPARING FOR DISRUPTION, 3, 131
PRODUCT-DRIVEN MODEL FOR, 5
PROTECTING CUSTOMERS, 77–83
RANKING AUTHENTICITY OF, 55
RETAINING CUSTOMERS, 30, 31
SOLVING SERVICE ISSUES, 82
STRENGTHENING TRIBES, 14
TAKE-HOME LESSONS FOR, 131
TESTING BRAND PROTOTYPES, 94
VALUE ADDED WITH INTANGIBLES, 26

COMPETITION
AVOIDING, 58, 61
COMPANIES WITH STRONGEST
TRIBE WINS, 14, 132
DIFFERENTIATING VS., 57–61

CONLEY, CHIP, 35, 54

CORPORATE CULTURE, 63, 65–66

CORPORATIONS. SEE **COMPANIES**

COSTS
OF LOGOS, 23
PROTOTYPING, 93

CREATIVE SWARM, 86

CSIKSZENTMIHALYI, MIHALY, 35

CUSTOMER EXPERIENCE
ADVERTISING VS., 54
BRANDS PROVIDING, 70–71, 85–91
CHOOSING GIFTS FOR, 24
CUSTOMER EXPERIENCE INDEX, 76
DESIGNING, 85–91
DRAWING TOUCHPOINTS FROM, 68
IMPROVING FOR CUSTOMER CALLS, 69–70
MEASURING, 123
USING SOCIAL MEDIA, 73–74

CUSTOMER EXPERIENCE INDEX, 76, 123

CUSTOMER SERVICE
CUSTOMER CALL CENTERS, 69–70
80/80 RULE FOR, 79–80
FINDING ISSUES TO FIX IN, 82
ZAPPOS'S COMMITMENT TO, 54

CUSTOMERS
ALIGNING PURPOSE TO, 52–53
BUILDING IDENTITIES WITH PRODUCTS, 10
BUYING IN TRIBES, 12
CO-LEADING COMPANIES, 6
CREATING OWN NARRATIVES, 116–117
DELIGHT OF, 123, 125, 126, 133
DESIGNING IDENTITIES OF, 32–35
EMPOWERING, 124, 125, 126, 133
FOCUSED ON MEANING, 9, 131
HATE BEING SOLD, LOVE BUYING, 11
IAM ACRONYM FOR, 46–47, 67
JOINING BRANDS, 6, 29, 131
LOYALTY OF, 29–31
MAKING PURCHASING DECISIONS, 80
MARKETING TO TRIBES OF, 40–45
MEASURING SATISFACTION OF,
122–123, 125, 126
OWNERSHIP OF BRANDS, 5
POWER SHIFT TO, 8, 22–23, 35
PRIMACY OF, 1, 2–3
PRODUCTS IMPROVING AND
POSITIONING, 36–39
PROVIDING SERVICE TO, 69–70
RETENTION OF, 30, 31
SURVEYING BRAND COMMITMENT OF,
124, 126–127
TAKE-HOME LESSONS ABOUT, 131–133
TESTING PROTOTYPES WITH, 94
VIEWING AS FRIENDS, 54
SEE ALSO **CUSTOMER SERVICE**

D

DAWAR, NIRAJ, 57, 135

DECODING THE CONSUMER MIND
(YARROW), 56, 134

DELIGHT OF CUSTOMERS, 123, 125, 126, 133

DELL, 37

DESIGN MANAGEMENT INSTITUTE, 91

DESIGNERS, **85–86**
 DESIGNFUL MIND, THE (NEUMEIER), **134**
 DESIGNING
 CUSTOMER EXPERIENCES, **85–91, 132**
 CUSTOMER IDENTITIES, **32–35**
 EXPERIMENTING WITH PROTOTYPES, **92–99**
 FORGIVENESS INTO WEBSITES, **81**
 WITH SIMPLICITY, **100–103, 133**
 DISNEY, **60**
 DISRUPTION OF COMPANIES, **3, 131**
 DRUCKER, PETER, **1, 30, 33**

E

80/80 RULE, **79–80**
 EMPOWERMENT OF CUSTOMERS,
 124, 125, 126, 133
 ENEMIES OF SIMPLICITY, **102**
 ENGAGEMENT OF CUSTOMERS,
 123–124, 125, 126
 EXPERIENCES
 DRAWING TOUCHPOINTS FROM, **68**
 GIFT CARDS AND SHOPPING, **24**
 IMPROVING FOR CUSTOMER CALLS, **69–70**
 EXTERNAL PROPS FOR IDENTITIES, **35**

F

FIT, **52–53**
 FLIPPING
 ACCEPTED BUSINESS TRUTHS, **6**
 AUTHORITY TO AUTHENTICITY, **51–56**
 BRAND TO CUSTOMER PROTECTION,
 77–83
 FROM COMPETING TO
 DIFFERENTIATING, **57–61**
 TO CUSTOMER-CENTRIC MARKETPLACE,
 32–35
 DECIDING INTO DESIGNING, **85–91**
 FEATURES INTO EXPERIENCES, **68–76**
 MARKETING FROM PRODUCTS TO
 MEANING, **19–23**
 OVERCHOICE TO SIMPLICITY, **100–103, 133**
 PLANNING INTO EXPERIMENTS, **92–99**
 PROCESSES TO VALUES, **62–66**
 PRODUCT IMPROVEMENT TO BETTER
 CUSTOMERS, **36–39**

PURCHASE FUNNEL TO BRAND LADDER,
 120–129
 SEGMENTS TO TRIBES, **40–45**
 FROM SELLING TO ENROLLING, **28–31**
 STATIC TO LIQUID BRANDS, **104–113**
 STORYTELLING TO STORYFRAMING, **114–119**
 SUMMARY OF, **131–133**
 FROM TANGIBLE TO IMMATERIAL
 PRODUCTS, **24–27**
 TRANSACTIONS TO RELATIONSHIPS, **46–49**
 FLUID VS. STATIC BRANDS, **17**
 FORGIVENESS, **81**
 FORRESTER RESEARCH'S CUSTOMER
 EXPERIENCE INDEX, **76, 123**

G

GARDNER, JOHN, **117**
 GARDNER, SCOTT, **105**
 GODIN, SETH, **42, 54, 135**
 GOOGLE, **35, 52, 101**

H

HASTINGS, REED, **81**
 HAVAS'S MEANINGFUL BRANDS INDEX
 (MBI), **124**

I

IAM ACRONYM
 COMPONENTS OF, **46–47**
 EXAMPLE OF, **67**
 INCLUDING IN STORYFRAMING, **117**
 IBM, **36**
 IDENTITIES
 BUILDING CUSTOMER, **10**
 COMPANY VS. CUSTOMER, **32–35**
 EXTERNAL PROPS FOR, **35**
 IDENTITY (BRAND COMMITMENT
 MATRIX), **46–48, 49, 67**
 IKEA, **54**
 IMPRESSION OF PRODUCTS AS BRANDS, **21**
 INNOVATOR'S HYPOTHESIS
 (SCHRAGE), **92–93**
 INTANGIBLES
 ADDING VALUE WITH, **26**
 GROWING VALUE OF, **25**

- J**
 J. D. POWERS, 123
 JOBS, STEVE, 35, 36, 86, 93
 JOHNSON & JOHNSON, 63, 65
 JOIE DE VIVRE, 35, 54
 JOINING BRANDS, 6, 29, 131
- K**
 KELLY, KEVIN, 25
- L**
 LIQUID AGENCY, 24, 105
 LIQUID BRANDS
 BRANCHING BY, 106–110
 CHARACTERISTICS OF, 104–108
 EXAMPLE OF, 110–113
 LOGOS
 BRAND VS., 21
 COSTS OF, 23
 LOWE, NICK, 93
 LOWRY, ADAM, 65
- M**
 MADONNA, 51–52
 MARKETING
 COLLAPSE OF NARRATIVE IN, 116
 FINDING CUSTOMER TRIBES FOR, 40–45
 MAKING SELLING SUPERFLUOUS, 29, 30
 FOR MEANING, 20, 131
 TRENDS FOR PRODUCTS, 19–20
 SEE ALSO **BRANDS**
 MARTIN, RYAN, 80
 MCALHONE, BERYL, 134
 MEANING
 ADDING TO PRODUCTS, 56
 MARKETING PRODUCTS FOR, 20, 131
 PEOPLE'S FOCUS ON, 9, 131
 MEANINGFUL BRANDS INDEX (MBI), 124
 MEASURING
 BRAND COMMITMENT, 122, 124, 126–127
 CUSTOMER SATISFACTION,
 122–123, 125, 126
 DELIGHT, 123, 125, 126
 EMPOWERMENT OF CUSTOMERS,
 124, 125, 126
 ENGAGEMENT OF CUSTOMERS,
 123–124, 125, 126
 POWER OF LOYALTY, 29–31
 SALES WITH PURCHASE FUNNEL,
 120, 121–122
 METHOD, 65, 69, 70
 MILLWARD BROWN OPTIMOR, 124
 MINI USA, 35, 91
 MOM BLOGGER TRIBE, 43–45
 MONETARY VALUE OF INTANGIBLES, 25, 27
 MORES (BRAND COMMITMENT MATRIX),
 47, 48, 49
 MOTIV STRATEGIES, 91
 MUCCINO, ALFREDO, 24
 MULTIPLYING MARKETS, 40–45
- N**
 NET PROMOTER SCORE, 123
 NETFLIX, 78, 79, 81
 NEUMEIER, MARTY, 1–2, 134, 135
 NORDSTROM, 69
- O**
 O'LEARY, MICHAEL, 77
 ONLYNESS, 57, 58, 59–61, 67
 OVERCHOICE, 100–103
- P**
 P&G, 38
 PACQUET, SÉBASTIEN, 41
 PAGE, LARRY, 35, 101
 PAYPAL, 58
 PEOPLE. SEE **CUSTOMERS**
 PLANNING, 92
 POSTREL, VIRGINIA, 53
 POUR YOUR HEART INTO IT (SCHULTZ), 73
 POV ACRONYM
 DESIGNING FOR NEW BRAND, 113
 EXAMPLE OF, 67
 INCLUDING IN STORYFRAMING, 117
 OUTLINING BRAND'S VISION WITH, 47, 67
 POWER
 FOUND IN IMMATERIAL VALUES, 25
 OF LOYALTY, 29–31
 SHIFT TO CUSTOMERS, 8, 22–23, 35

POWERSHIFT (TOFFLER), **25**
PRACTICE OF MANAGEMENT, THE
(DRUCKER), **1**
PRESENT SHOCK (RUSHKOFF), **114**
PRESS, JIM, **65**
PROCESSES VS. VALUES, **62–66**
PRODUCT-DRIVEN COMPANY MODEL, **5**
PRODUCTS
BRANDS VS., **21**
BUILDING IDENTITIES WITH, **10**
DIFFERENTIATING, **59–61**
IMPROVING AND POSITIONING
CUSTOMERS WITH, **36–39**
MARKETING TRENDS FOR, **19–20**
AS SYMBOLS, **27**
TANGIBLE VS. IMMATERIAL, **24–27**
PROFIT AND CUSTOMER RETENTION, **30, 31**
PROFLUENCE, **117**
PROGRESSIVE, **81**
PROMISES AS BRAND, **21–22**
PROTOTYPING, **92–99, 103**
PURCHASE FUNNEL, **120, 121–122**
PURPLE COW (GODIN), **54**
PURPOSE
ALIGNING TO CUSTOMER IDENTITY, **52–53**
ON BRAND COMMITMENT MATRIX, **67**

R

RAGE OF STRANGERS, **80, 83**
RECOMMENDED READING, **134–135**
REGF (RIDICULOUSLY EASY
GROUP-FORMING), **40–41**
RELATIONSHIPS
BRANDS VS., **22**
CONVERTING TRANSACTIONS TO,
46–49
REPUTATION VS. BRANDS, **22**
RESTORATION HARDWARE, **100**
RETENTION OF CUSTOMERS, **30, 31**
RIDICULOUSLY EASY GROUP-FORMING
(REGF), **40–41**
RITZ-CARLTON, **37, 63, 64, 68–69, 83**
RUSHKOFF, DOUGLAS, **114, 116**
RYAN, ERIC, **65**
RYANAIR, **77–79**

S

SALES
CUSTOMER PURCHASING AS TRIBES, **12**
ENROLLING VS. SELLING, **28–31**
MEASURING WITH PURCHASE FUNNEL,
120, 121–122
NEW REALITIES FOR, **11**
AS TRANSACTIONS, **46**
SATISFACTION OF CUSTOMERS,
122–123, 125, 126
SCHRAGE, MICHAEL, **37, 92–93, 135**
SCHULTZ, HOWARD, **73**
SEGMENTATION, **40**
SENK, GLEN, **54**
SERVICE VALUES, **63, 64**
SHIPPING, **74**
SHIRKY, CLAY, **100–101**
SIEGEL+GALE, **77**
SIMPLICITY, **100–103, 133**
SMILE IN THE MIND, A
(MCALHONE AND STUART), **134**
SOCIAL MEDIA
DESIGNING EXPERIENCES FOR, **73–74**
MULTIPLYING MARKETS WITH, **40–41**
RAGE ON, **80**
SOUTHWEST, **78–79**
STARBUCKS, **54**
STATIC VS. FLUID BRANDS, **17**
STENGEL **50, 124**
STENGEL, JIM, **124**
STORYTELLING VS. STORYFRAMING, **114–119**
STUART, DAVID, **134**
SYMBOLS, PRODUCTS AS, **27, 131**
SZKUTAK, TOM, **2**

T

T-MOBILE, **78, 79**
TAKE-HOME LESSONS, **131–133**
TANGIBLES, **27**
TECHNOLOGY
BRAND FLOW THROUGH MULTIPLE, **16**
CONNECTING TRIBES, **15**
SEE ALSO **SOCIAL MEDIA; WEBSITES**
TEN NEW REALITIES, **8–17**
TESTING PROTOTYPES WITH CUSTOMERS, **94**

THEIL, PETER, **58**
TILT (DAWAR), **57, 135**
TOFFLER, ALVIN, **25**
TOMS, **60**
TOUCHPOINTS
 ABOUT, **68–76, 131**
 ARRANGING ON BRAND EXPERIENCE
 MAP, **71, 73–75**
 MENU OF, **72**
TOYODA, AKIO, **30**
TOYOTA, **30, 65**
TRIBES
 ACHIEVING AUTHENTICITY WITH, **51–56**
 BATTLE BETWEEN, **13**
 BRANDS STRENGTHENED BY, **42**
 BUYING IN, **12**
 COMPANY CULTURES COMPATIBLE WITH,
 63, 65–66
 CONNECTIONS AMONG, **15**
 DEFINED, **41**
 MARKETING TO, **40–45**
 WINNING COMPANIES HAVE STRONGEST,
 14, 132
TRIBES (GODIN), **42, 135**
TWITTER, **60**

U
UBER, **24**
U.S. EXPORTS, **25**

V
VALUES
 ADDING WITH INTANGIBLES, **26**
 ON BRAND COMMITMENT MATRIX, **67**
 FLIPPING COMPANY PROCESSES TO, **62–66**
 RITZ-CARLTON SERVICE, **63, 64**
 SHAPING COMPANY CULTURE WITH, **63, 64**
VIRGIN, **60**
VIRTUOUS CIRCLE OF IMPROVEMENT, **69–70**
VOLVO, **58**

W
WATERMARK CONSULTING, **76**
WEBSITES
 AVOIDING CLUTTER ON, **101, 103**
 FORGIVENESS DESIGNED INTO, **81**
 UNCOVERING IRRITATIONS ON, **80–81**
WEIGEL, MARTIN, **105**
WHAT TECHNOLOGY WANTS (KELLY), **25**
WHO DO YOU WANT YOUR CUSTOMERS TO
 BECOME (SCHRAGE), **37, 135**
WHOLE FOODS, **64**
WORLD OF PARTICIPATORY THEATRE,
 114, 115, 133

Y
Y&R, **83**
YARROW, KIT, **56, 80, 83, 134**

Z
ZAG (NEUMEIER), **1, 2, 135**
ZAPPOS, **54, 56, 69**
ZIPCAR, **24**



Marty Neumeier is Director of Transformation at Liquid Agency, a firm that develops brands for “fast companies”—organizations that depend on innovation, disruption, and relentless growth for success. This is his sixth book on brand building and business creativity.

His first book, **THE BRAND GAP**, redefined a brand as “a customer’s gut feeling about a product, service, or organization,” rejecting the widely held view that a brand was a logo or a campaign promise. His next book **ZAG**, introduced “onlyness” as the true test of a brand strategy, and was named one of the “100 Best Business Books of All Time.” His third book, **THE DESIGNFUL COMPANY**, offered leaders a blueprint for building a culture of brand innovation.

He joined Liquid Agency in a 2009 merger. Liquid offers clients a full range of services from brand planning and messaging to brand identity and experience design. Its presence in Silicon Valley gave it early access to the people, ideas, and companies that are now transforming the world. From this vantage point came “Silicon Valley thinking,” an approach that informs the work of all its offices, from San Jose and San Francisco to Portland, New York, and Santiago.

In 2012 Neumeier published **METASKILLS**, a book about workplace creativity in an age of increasing automation. He followed **METASKILLS** with **THE 46 RULES OF GENIUS**, a “quickstart guide” to innovation mastery.

His vision for business creativity has led to engagements with many of industry’s most exciting companies, including Apple, Google, Microsoft, Twitter, and Patagonia. From these experiences he has drawn the principles he shares in his books, keynotes, and workshops.

When Marty isn’t advising clients or leading workshops, he retreats to the Aquitaine region of France, where he and his wife keep a *petite maison*. After nearly ten years of trying to speak French, he still confuses *pommes* with *pommes de terre*.