

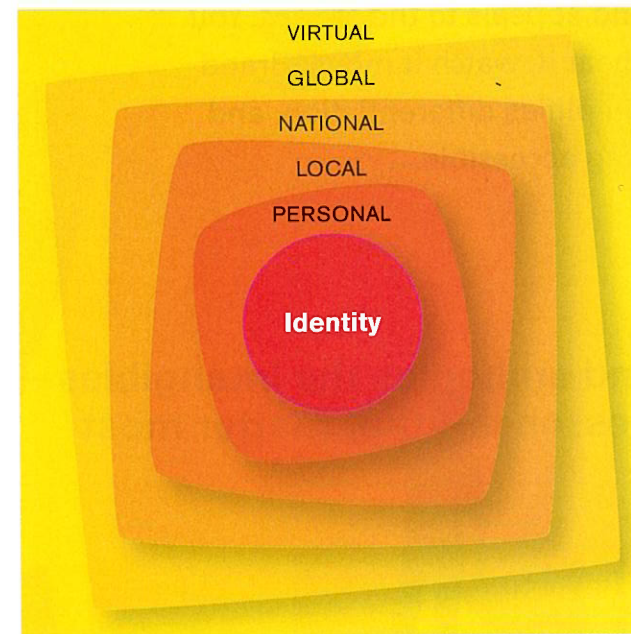
Brand

As competition creates infinite choices, companies look for ways to connect emotionally with customers, become irreplaceable, and create lifelong relationships. A strong brand stands out in a densely crowded marketplace. People fall in love with brands, trust 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.

**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



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

Brands have three primary functions*

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.

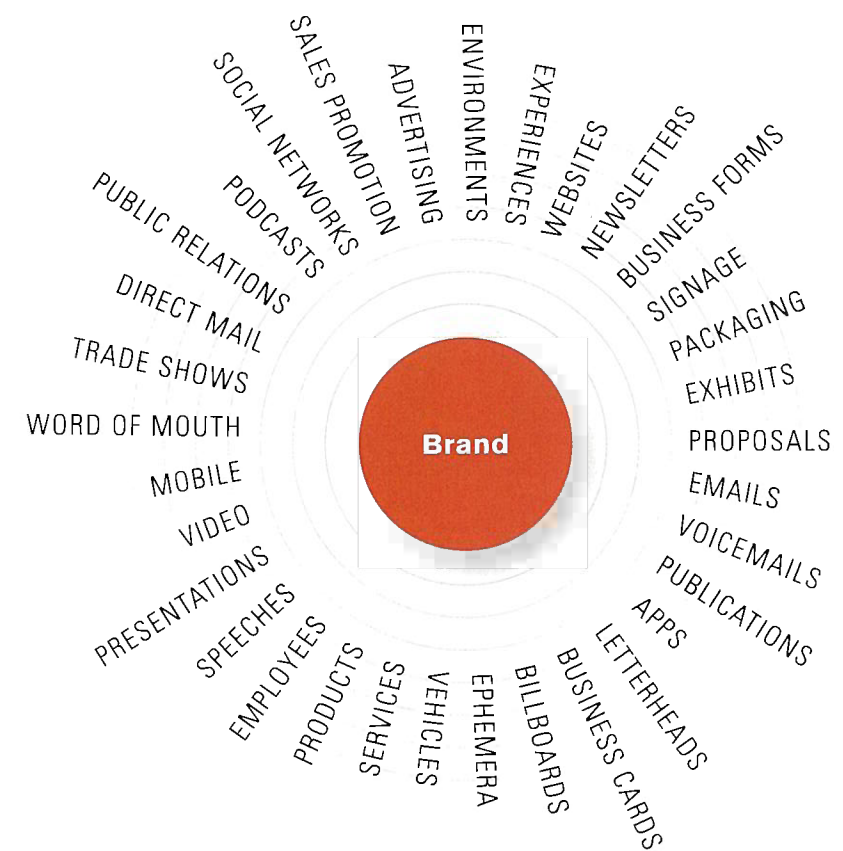
Engagement

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

*David Haigh, CEO, Brand Finance

Brands have become the global currency of success.

Brand Atlas



Brand touchpoints
Each touchpoint is an opportunity to increase awareness and build customer loyalty.

Brand identity

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.

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

Moirá Cullen
VP, Global Beverage Design
PepsiCo

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

Luc Speisser
Managing Director
Landor



Target



Laura Zindel



7 Minute Workout on the Apple Watch



Bevel Shave System



McDonald's



Pitney Bowes



Dale Carnegie



vitaminwater



City of Melbourne



Mastercard

Branding

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 and cofounder
Masters 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.

A. G. Lafley
CEO, P&G
Business Week, 2009

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

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 because of a trademark conflict.
Our name has negative connotations in our new markets.
Our name misleads customers.
We merged.
We need a new name for the Chinese market.

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

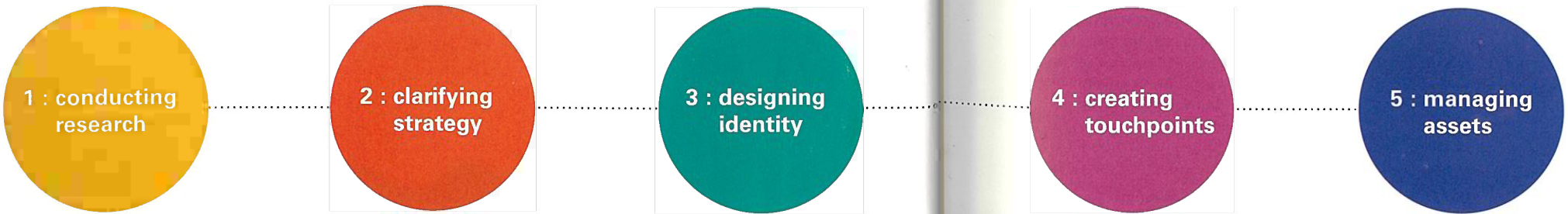
Create an integrated system

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?

Process



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. There are over one million trademarks registered with the US Patent and Trademark Office. 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 Birdsall
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

The ideals



Vision

A compelling vision by an effective, articulate, and passionate leader is the foundation and the 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, our loyalty, and our 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.

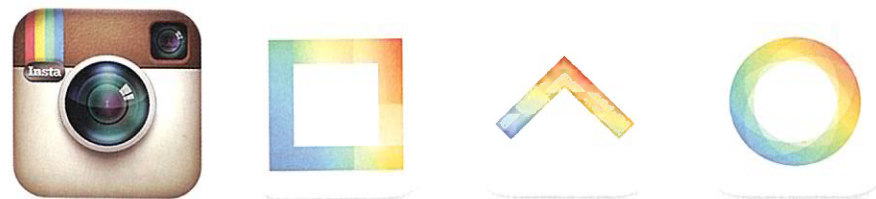
Before and after

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

Before



After



Instagram

Layout

Boomerang

Hyperlapse

We needed to strike a balance between recognition and versatility. We created a new Instagram app icon and a set of unified icons for Hyperlapse, Layout, and Boomerang. We've also refreshed the user interface with a simpler, more consistent design that helps people's photos and videos shine.

We hope that we've captured some of the life, creativity, and optimism people bring to Instagram every day—while staying true to Instagram's heritage and spirit.

Ian Spalter
Head of Design
Instagram

Before



After



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



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
Landon



Mastercard's new symbol returns the brand to its fundamental roots.

Luke Hayman
Pentagram

Brandmark redesign

Before



After



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

Joe Duffy
CEO
Duffy & Partners

Before



After



Paperless Post needed a clearer logo that could live primarily online. In a makeover, I always try to maintain one or two key elements from the original. In this case it was the color, the postage stamp, and the bird.

Louise Fili



Our goal was to reposition Alaska Airlines from a trusted regional airline to a trusted national carrier.

David Bates
Creative Director
Hornall Anderson



Our new brand evolves from a single vision: real transformation begins within.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie

Dale Carnegie:
Carbone Smolan Agency



Columbus Salame was repositioned to appeal to more sophisticated, upscale customers.

Kit Hinrichs
Partner
Pentagram



We wanted the design to evoke both the spirit and science of true discovery.

Michael Connors
VP Creative
Hornall Anderson



We wanted to help the ACLU look like the guardians of freedom.

Sylvia Harris
Design Strategist



We modernized the mark to signal a newfound optimism in the brand.

Blake Howard
Cofounder
Matchstic



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

Tiffany Fox
Senior Director, Corporate Communications
OpenTable



A new name and logo reflect the largest manufacturer of blast resistant buildings while respecting the equity of their former mark.

Bill Gardner
President
Gardner Design

Brandmark redesign

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



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

Belinda Lang
VP, Brand, Digital and Consumer
Marketing
Aetna

Aetna: Siegel + Gale



The new Bala logotype is streamlined and simple, just like the best engineering solutions.

Jon Bjornson
Founder
Jon Bjornson Design



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

Christine Mau
Brand Design Director
Kimberly-Clark



We created a monolithic brand architecture for this market leader organized under the Santos Brasil master brand.

Marco A. Rezende
Director
Cauduro Associates

Before



After



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



A more concise and memorable name was a strategic triumph for the brand.

Craig Johnson
President
Matchstic



We wanted our new brand strategy and identity to reflect not only who we are today, but also where we are going in the future.

Marc Lautenbach
President and CEO
Pitney Bowes

Pitney Bowes: FutureBrand



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

Wolff Olins



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