

PRAISE FOR *BRAND ELEVATION*

Brand Elevation is a must-read for both the managers of mass brands that used to dominate, and teams at start-ups that set out to disrupt the market. That's because brands that want to be relevant and sustain growth need to elevate themselves beyond aspects of price and performance and accrue meaning with customers, employees and other stakeholders that goes beyond the material. This book provides practical guidance on how to do just that.

Russ Klein, CEO at the American Marketing Association

I always believed that a brand is what makes a product worth more than the product itself. And what makes it worth a whole lot more is creating an Ueber-Brand. It takes creativity, courage and cash to make that happen – and the principles outlined in this excellent book.

Ivan Pollard, Global CMO at General Mills

Brand Elevation makes an incredibly complex marketing innovation clear to anyone: it provides the fundamentals to break down what gives a brand meaning and how to give inanimate objects animate characteristics.

Scott Galloway, Professor at NYU Stern School of Business, author of *The Four* and Founder of L2 and Section4

I don't usually read business books; I choose to read other things in my very rare spare time. But I certainly endorse you as experts and inspiring and insightful leaders in this space!

Alexandra Keith, CEO at Procter & Gamble Beauty Care

With an established brand like Kiehl's, our challenge is building on that brand magic, and ensuring it's manifested in an authentic way – never losing sight of our DNA and core values. This book provides insightful guidance and inspiration not only on how to create a loved brand, but how to maintain one.

Leonardo Chavez, Global Brand President, Kiehl's Since 1851

In this second book on 'Ueber-Branding', JP and Wolfgang provide a step-by-step approach on how to build brands that instil strong desires in customers. They show how to Dream, Do and Dare to go beyond the material, thus creating meaningful and experiential brands.

Bernd Schmitt, Professor at Columbia Business School and author of *Experiential Marketing*

JP and Wolfgang provide an astute, practical and ethical guide to branding and marketing for companies willing to self-examine the best purpose of their enterprise and cultivate long-term relationships with their customers on the basis of shared values and identity.

Vincent Stanley, Director of Philosophy at Patagonia, co-author of *The Responsible Company: What we've learned from Patagonia's first 40 years*, and poet

Standing out in a burgeoning panoply of branding literature is no mean feat. Schaefer and Kuehlwein have done it again with *Brand Elevation* – a practitioner's road map to curating brand desire and equity. Rich with vignettes, insights, and applications.

Deryck J van Rensburg, Dean at Pepperdine Graziadio Business School and former President of Global Ventures, The Coca-Cola Company

This book explains perfectly how much the classical approach to marketing has changed and how small new brands – Ueber-Brands with a real story to tell – become so relevant. A must read for everyone who wants to understand this recent development!

Felix Ahlers, CEO at FRoSTA AG

A highly relevant book for every business executive and marketing student, offering in-depth analyses, a hands-on how-to programme, and rich case studies all in one. A unique and outstanding reference to deliver superior brand performance.

Glyn Atwal, Associate Professor at Burgundy School of Business and co-author of *Luxury Brands in China and India*

In the post-pandemic era, more and more spending goes to either products sold on price by mass retailers like Amazon or to brands, like Tesla, Fenty or Nike, selling prestige, purpose or values – at a premium price. JP and Wolfgang offer exceptional insights on how the 'Ueber-brands' of tomorrow

will offer increasingly demanding consumers the opposite of bland: an exceptional emotional bond that is priceless.

Erwan Rambourg, Managing Director Consumer & Retail Research at HSBC and author of *The Bling Dynasty* and *Future Luxe: What's ahead for the business of luxury*

A must-read for any marketer wanting to elevate a brand – and that is almost every one of us.

Erich Joachimsthaler, Founder and CEO of Vivaldi Group, co-author of *Brand Leadership* with David Aaker, and author of *Hidden in Plain Sight*

The first book by JP and Wolf extracted core principles that drive the success of modern Prestige brands. In fact, it showed that any brand can become peerless and priceless if it accrues meaning to people beyond the material. This book follows up with step-by-step instructions on how brand builders can go about elevating their brands and taking them ‘Ueber’ – above and beyond the crowd of competitors.

Frédéric Fekkai, Executive Chairman and Founder at Frédéric Fekkai & Co and Bastide

With *Brand Elevation* you will raise your branding game by learning about brands that have a higher purpose, that people aspire to have, that connect with stories, that reinvent the category, that energize with ongoing innovation, and overdeliver on the promise in so many ways.

David Aaker, Professor Emeritus at the University of California, Berkeley, Haas School of Business, author of many seminal books on brand strategy and marketing, and Vice-Chairman of Prophet

Honoured to appear in a book that so brilliantly champions how brands can positively reflect, express and guide who we are and how we see the world. – Peas & Love.

Ben Branson, Founder of Seedlip, and Co-founder of Æcorn, Home Grown Club and Birch

A well-curated, practical guide for brand builders who understand the value of values. Wolf and JP's thought-provoking Dream, Do, Dare framework will help you define and operationalize your brand purpose in a way that elevates profit as well.

Virginie Helias, Chief Sustainability Officer at Procter & Gamble

Brand Elevation

Lessons in Ueber-Branding

Wolfgang Schaefer and JP Kuehlwein



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PREFACE

Welcome to the age of brand elevation

‘Can we become an Ueber-Brand™ too? How do we do it? Is there a method beyond the principles? Where do we start? What are the musts? Where are the limits?’

Those were the kind of questions that reached us again and again after publishing *Rethinking Prestige Branding: Secrets of the Ueber-Brands*, through our blog, podcast or after talks at events. And they led to many inspiring connections and consultations with interesting brands of all kinds and backgrounds. Sometimes even more than we could respond to or take on, which started us thinking about this book.

We had laid out the theory of Ueber-Branding because we had learned in our daily work and by talking to other practitioners and experts how the world of brands and the way to build prestige was rapidly changing. Traditional approaches to brand building were being updated and upgraded with a focus on mission and mythical narratives, a more truthful, inside out approach to branding and much more culturally tuned go-to-market programmes. A new crop of Ueber-Brands, as we termed them, had begun thriving across categories and price points. Rising above peers and prices by pushing us as people and societies. Reconnecting the material with meaning, engaging us with new kinds of experiences and showing us how to move forward, in commerce and in culture. Elevating themselves by tapping into our desire to evolve and elevate ourselves and the way we work, live and shop. In short: It seemed we were entering an age of brand elevation – in everything and everywhere, for everyone.

But at the time, we weren’t quite sure how far this concept could go and how broadly it could be applied. So, it was pleasing to see our idea of Ueber-Brands and the book becoming a new reference for so many marketers and academics alike. And we certainly did not have a set ‘How To’ programme yet. Yes, we had developed the theory and defined seven key principles. And it was all rigorously based on lots of research and our own 50+ years of combined experience in building brands across categories and countries. But a purpose-built and generally applicable methodology for how to apply this way of Ueber-Branding, a proven path to follow? Not so much.

It developed quickly, though – it had to. Because we were challenged and charged with real-life cases from big blue-chip companies as well as start-ups, from beauty to appliances, alcohol to food, detergents to service providers. Lots of very varied cases, which not only helped us develop ideas as we worked them. They also ensured that all was pragmatically sound and its success proven as it was emerging and advancing, forming and honing strategies with a built-in sense of reality and tactical power.

And after five years of development and ‘test driving’, here it is: Our freshly minted model, a six-step programme in three phases to elevate your brand. Made for marketing beginners as much as experienced masters, small brands wanting to grow as much as big ones looking to re-energize themselves. And relevant for all, across industries and sectors, from service providers or institutions to FMCGs or luxury purveyors. At least, this is what we aimed for.

The only ones this Ueber-Brand building programme is not made for are those who think they can keep on looking at brands as mere marketing instruments. Those that are solely profit-driven shareholders, versus widening their perspectives towards all stakeholders. Those that think a mission is mainly something for board rooms or entrance halls and are mostly concerned about value and not values.

This book is divided into three parts:

I. Recap of the theory

A brief review of the seven principles of Ueber-Brands as we laid them out and explained them in our previous book. Not to the same level of depth and detail, but with lots of new cases to demonstrate how the concept is more alive and kicking than ever.

II. The actual programme

Six steps undertaken in three phases and their respective ‘to-do’ lists, structured to guide you step-by-step through the process of building or evolving your own brand. Hands-on and illustrated through experiences, real-life examples and supporting diagrams.

III. Lessons from real life

Exclusive insights from successful Ueber-Brands. Experience reports and interviews from and with some of the most accomplished practitioners and industry experts. Giving you a heads up on pitfalls and opportunities as you embark on your journey to become an Ueber-Brand.

We hope the following pages will be worth your while, and will help and inspire you. With our first book scoring a rare 8/10 with the experts at

getabstract and, more importantly, a 4.8/5 with you at Amazon, a high bar has been set for this follow-up work. We hope to meet your expectations and would be happy to hear from you, as always, at authors@ueberbrands.com. Because Ueber-Brands are never-ending stories. And so is learning how to build them.

Cheers!
Wolfgang and JP

Scan the following QR code to access interview recordings, videos, websites, articles and other materials referenced in this book on our Bonus Material page at www.ueberbrands.com. There, you will also find more case studies and resources, our blog, podcast and a link to Ueber-Brand videos on YouTube.



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And then there are the very many people who have inspired, enlightened, encouraged and supported us over these past five years as we have been pulling the Brand Elevation method and ultimately this book on it together. Some of you will not even be aware that you helped build, challenge, hone and refine the programme. Others and their brands we are not allowed to mention based on the confidentiality agreements we have signed. Thank you to all of you whether you are listed below or not.

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*We dedicate this book to our families, partners and friends
for always encouraging, supporting and humouring us and
to the memory of Benoit Ams, founder of Smith & Norbu and
a dear friend – Tu nous manques!*

