

CONTENTS

About the authors ix

Acknowledgements xi

Introduction: Why it is vital to explore disruptive branding 1

01 Convergence and divergence: What change means for brands 11

Introduction 11

From local to global 12

Convergence of consumer and producer 14

Convergence of physical and digital 18

Divergence: Stepping away from the competition 22

In summary 23

References 28

02 What makes you tick: Define what drives your organization 31

Introduction 31

What is a brand strategy? 32

Why do you need a brand strategy? 34

Disruption: What happens when you don't have a brand strategy? 38

How to select the components of a great brand strategy 41

How to define your brand idea 44

How to make your brand strategy work long-term 45

In summary 46

References 51

03	Strategy made visible: Bring your idea alive through design	53
	Introduction	53
	What does design touch?	53
	Design starts at the top	54
	Believe in the power of design	56
	Design disrupts	56
	Playing design catch-up	58
	How to design your brand	59
	Beware the three Ps: Process, politics and power	63
	In summary	64
	References	68
04	Help your people to help you: Engage your employees	71
	Introduction	71
	Why internal engagement matters	71
	Internal engagement in the modern workplace	73
	How to engage staff with your brand	74
	The hallmarks of an effective engagement programme	76
	The phases and structure of a brand engagement programme	82
	Two initiatives we recommend	84
	In summary	90
	References	95
05	A promise delivered: Shape the brand experience	97
	Introduction	97
	What is a 'brand experience'?	98
	Why does experience matter?	99
	Brand experience vs customer experience	100
	Designing your brand experience	102
	Experience touchpoints	102
	Making your experience holistic	106
	Designing a brand experience: Best-in-class principles	109
	In summary	114
	References	119

- 06 Prove it to succeed: Develop on-brand products and services 121**
Introduction 121
There is no brand without product 122
There is no product without brand 123
How product and brand reinforce each other 124
Launching new products 125
Expanding the range: One brand for many products 127
Ensuring the product is ‘on-brand’ 130
In summary 136
References 139
- 07 Building customer loyalty: Disrupt through great service 141**
Introduction 141
Customer service doesn’t just help the brand: It is the brand 142
Customer service as a disruptive tool 143
Designing excellent customer service 145
In summary 154
References 158
- 08 Your idea made physical: Create branded environments 161**
Introduction 161
What are branded environments? 161
Designing branded environments 166
Designing branded environments: Key steps 171
In summary 172
References 177
- 09 First impressions: Launch your disruptive brand 179**
Introduction 179
Phase one: Pre-launch 180
Phase two: Launch 189
Phase three: Post-launch 196

In summary 198

Reference 203

10 Measure, improve, repeat: Measure brand performance 205

Introduction 205

Why is it important to measure brand success? 206

What to measure 209

How to measure 211

Measurement in practice 215

What happens after measurement? 218

In summary 219

References 220

11 Constant reinvention: Stay ahead in times of change 221

Introduction 221

Is a rebrand really necessary? 222

How to change your brand 223

In summary 234

References 239

Index 241