



Contents

Introduction 7

- 1 Who or what is your brand's nemesis? 2
McLaren: Focusing on the right enemy 5
- 2 What wakes your brand up at 4am? 14
Google: How to learn to stop worrying and love the bomb 17
- 3 Is your role to make people want things or make things people want? 26
The V&A: No nudges needed 30
- 4 You can choose between having a great culture and a brilliant strategy. Which do you opt for? 36
Southampton Football Club: Strategy development as a form of cultural engagement 39
- 5 What role does kindness play in your work? 46
Killik & Co: Bringing intelligent kindness to investments 49
- 6 What's the most offensive word in the world in relation to your brand? 58
Tom Kerridge: Don't call him an artist 62
- 7 What kind of higher human need is your brand responding to? Friendship? Belonging? Calm? Confidence? Love? 68
National Trust: Subhead goes here 71
- 8 Outside the world of business, where do you look for inspiration? 78
Twinings: Tea is the answer 82
- 9 What could you eliminate from your business today that you suspect no one would miss? 88
Ownable: The intention economy in action 91





Contents

- 10 Is it more important for your business to be reliable or innovative? 98
Gap: Reliability through innovation 101
- 11 What would be worse: customers not taking your brand seriously, or finding you boring? 108
CH&CO: How to build a brand through bravery 111
- 12 Do your colleagues see your brand the same way as your customers? 118
Ascot: Raising the Standard 121
- 13 Which of your brand's flaws have you learned to ignore? 130
Ocado: Adaptive and authentic since the year 2000 133
- 14 Should parents give children what they need or what they want? 140
TI Media: Delivering win-win transformation 143
- 15 If your brand took a lie detector test, the most nerve-racking question would be... 150
One Feeds Two: Refusing to use baloney to feed children in poverty 154
- 16 What does the word 'quality' mean in the context of your brand? 162
Lidl: Big on quality, Lidl on price 165
- 17 You are called in to perform a pre-mortem on your brand. You predict the cause of death will come from... 172
Shackleton: A case study in snatching victory from the jaws of defeat 176
- 18 How often do you embark on projects where you feel real anxiety and uncertainty about the outcome? 182
Comic Relief: Emotional honesty at work 186
- 19 What disappoints you most about your competitors? 192
Time Out: How to become a part of the cultural fabric 195





Contents

- 20 What do customers mistakenly believe about your industry?
What can you do to change that? 202
The Royal Institute of British Architects: Understanding
begins at home 205
- 21 Which other businesses are you secretly a little bit jealous of? 212
Yusen Logistics: A triumph of humility over hype 216
- 22 Does your team operate like an orchestra or an
improvisational jazz band? 222
Dropbox: More enlightened ways of working 226
- 23 You are at a party and overhear someone denigrating
marketing as no better than exploitation. How do you feel? 232
Breast Cancer Now: A big problem requires a bold brand 235
- 24 What's the smallest detail you can think of that makes
the biggest difference to how your brand is perceived? 242
The Championships, Wimbledon: Developing a fine
sense of detail 245
- 25 Do you have enough fun at work? 252
The Clearing: Fun, fame and financial reward 255
- Acknowledgements 261
- Index 263