Brands are living, breathing expressions of organizations. The experiences they craft and the social conversations they have should be constantly informed by who the brand is, while at the same time informing how the brand should edit, amplify, and grow towards the future.
THE WHATS: A PUNCHLIST

What does your brand want to own a share of?
What is your brand personality?
What is your image identity gap?
What is your user’s experience?
What is the story?
What is your call to action and metric of success?
What is your engagement model (why they keep returning)?
WHAT IS YOUR IMAGE-IDENTITY GAP?

BRAND IDENTITY

differences between what you said and what you heard?

how big is the gap?

Is that gap a problem?

BRAND IMAGE
WHAT IS YOUR USER’S EXPERIENCE?

- Environment
- Service
- Communication
- Product
- Employee
WHAT IS YOUR STORY?

1. GET THE AUDIENCE’ S ATTENTION FAST!
   Begin with a description of a place, circumstance, or premise that everyone understands

2. FOCUS ON THE PROTAGONIST OR CHARACTER
   Understand the protagonist’s desires
   Personalize the protagonist so the audience feels a personal stake

3. HONE IN OBSTACLES KEEPING THE PROTAGONIST FROM HIS DESIRES
   The people in your story have to want something
WHAT IS YOUR CALL TO ACTION?

**EYEBALLS**
- Awareness
  - Views
  - Light social actions
  - Clickthroughs

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WHAT IS YOUR ENGAGEMENT MODEL?

aligned?
Connect to brand; support brand strategy, goals & purpose

participatory?
Invite action; remain consistent with goals & identity

adaptive?
Learn, adjust and build upon successes
THE WHYS: FRAMEWORKS

BEST framework
Brand framework
Design framework
Dragonfly framework
Integrative framework
Personal Brand framework
BEST FRAMEWORK

- Image-Identity Gap
- Experience Map
- Voice Guideline

Social Media Object

Launch Strategy
Metrics of Success
Campaign Outcomes

Brand Guidance
BRAND FRAMEWORK

Attitudes
What about you?

Awareness
Who are you?

Attachment
What about you and me?

Awareness
Recall and Recognition

Brand Attributes
Quality
Price

Brand Personality
User Imagery
Usage Imagery

Judgment
Competence
Credibility
Consideration
Superiority

Feelings
Warmth
Respect
Fear/excitement
Awe/jealousy

Relationships
Loyalty
Attachment
Happiness

Active Loyalty
Strong, Favorable,
Unique
Point of Parity,
Point of Difference
Deep, Broad,
Brand Awareness

IDEAL OUTCOME

CONSUMER QUESTIONS

Source: Keller, Strategic Brand Management
DESIGN FRAMEWORK

EMPATHIZE  DEFINE  IDEATE

FOCUSED GOAL  PROTOTYPE  TEST
FOCUS:
Humanistic
Actionable
Testable
Clarity
Happiness

ENGAGE:
Tell a story
Personally connect
Authenticity
Match the media

GRAB ATTENTION:
Personal
Unexpected
Visceral
Visualize

TAKE ACTION:
Easy
Fun
Tailored
Open
This is your transition story. You’re the protagonist. There are tensions and obstacles.

You need to bring all these folks along with you.
THE HOWS: TIPS + GUIDES

Design Thinking Tips
6 Field Work Tips
6 Brand Tips
Listen and Respond Tips
Viral Campaign Tips
Channel Tips
Analytical Tips
Happiness Tips
Image-Identity Gap Guide
Brand Voice Guide
Experience Map Guide
DESIGN THINKING TIPS

Focus on Human Values

Show Don’t Tell

Create Clarity From Complexity

Bias Toward Action

Get Experimental and Experiential

Be Mindful Of Process

Collaborate Across Boundaries

SIX FIELD WORK TIPS
SIX BRAND TIPS

- Holistic
- Crystal clear value proposition
- Distinct
- Story
- Personality
- Listen, respond
HOLISTIC

Branding

Products
Events
Sponsors
Partners
Customer
Donors
Employees
VALUE PROPOSITION

VALUE TO TARGET CUSTOMER = BENEFITS TO TARGET MARKET - PRICE TO TARGET MARKET

- functional
- self expressive
- social good
- emotional
**DISTINCT**

**POINT-OF-PARITY:** Shared brand associations needed to be player, to neutralize ‘competition’

**POINT-OF-DIFFERENCE:** Unique brand associations needed to stand out

Source: Keller 2003
STORY storytelling template

**SHORT**

- **Situation**
  - Desire

**LONG**

- **Complication**
  - Obstacle

**SHORTEST**

- **Solution**
  - Outcome

**Drop into middle of action**
- Background information
- Establish dramatic question

**Character/situation developed**
- Core action of story happens
- Protagonist’s path toward goal repeatedly blocked by daunting obstacles

**Crisis**
- Climax
- Consequences
PERSONALITY

USA
- Sincerity
- Excitement
- Competence
- Ruggedness

JAPAN
- Sincerity
- Excitement
- Competence
- Sophistication
- Peacefulness

SPAIN
- Sincerity
- Excitement
- Passion
- Competence
- Peacefulness
LISTEN, RESPOND WELL

sincere vs. exciting

WAYS TO RESPOND
respond on point
fit points with product
listen, and explain why not
design for network
highlight contradictions

Source: Aaker, Fournier and Brasel (2004, JCR)
Virality is not a strategy. Iterate, iterate, iterate. Rapid A-B testing.

What are your engines of forward movement? More than keywords, tagging, influentials; It’s why someone shares an object.

What’s your channel strategy. Questions on twitter. Stories on facebook.

Can you make your call to action more clear?
PERSONAL BRAND TIPS

Understand your image/identity gap.
Do you need to close it?

Be distinct
You are the ________ among all ________ because of ______.

Lead with competence.
Carve out clear areas of incompetence.

Stand for something
And understand why you are doing what you are doing.
**CHANNEL TIPS**

**TWITTER**
- share articles & links
- follow people who would make up your ideal audience & learn from them

**LINKEDIN**
- maintain an updated, living resume, framed around the story you’re trying to tell

**FACEBOOK**
- make sure your public profile is in good working order (no potentially regretful escapades)
- focus on adding value to the conversation

**TUMBLR**
- write longer form pieces on things you care about
**ANALYTIC TIPS**

**Survey followers to find out more**
Something as simple as “vote if you like cake” tells you more about your users.

**Facebook Page**
Facebook offers free tools to monitor weekly traffic to and from a Facebook page that you create.

**Google Analytics**
Feature rich tools that help you understand your personal brand.

**Klout**
Measures the online influence of your Facebook or Twitter profile.

**Alexa.com/siteinfo**
Ranks websites and tells you information about site visitors (location, search engine queries,).

**Google Adwords Keyword Tool**
Tells you how many times people search for a keyword every month.
What drives your happiness isn’t what you always think drives your happiness.

You can choose the happiness you want to feel; the happiness you choose impacts choices you make.

Happiness determined by where you spend time (not money).

Happiness changes across life course.
To nurture and sustain a brand effectively, you must be constantly in touch with what your stakeholders (consumers, users, members) think about your brand and what you (your organization) thinks of your brand. It helps to have some language to pull these constructs apart. **Brand image** is defined as the set of actual associations the consumer has with a brand; **Brand identity** is defined as the set of aspirational associations the organization would like to have of its brand. Perform a preliminary image-identity gap analysis by capturing the brand associations from these two perspectives (internal + external).
Much of the legwork you will need to do for the image-identity gap analysis will be extremely helpful to you for the other individual assignments on experience mapping and voice guideline development. As such, we recommend you putting aside 5-7 hours of time to do your field research upfront. Please refer to the sample research notes from your team for reference.

**Step 1:** Choose a brand or an organization you want to study for your individual assignments if you haven’t already. You may do this analysis for your group brand, but it might also be useful to use this opportunity to do analysis on a competitor. We also recommend you finding a partner to do field work with - of course, complete your assignments separately.

**Step 2:** Dive in. Go out there. Go talk to a minimum of 5 ‘internal’ individuals and 5 ‘external’ individuals. Aim for a minimum of a 5 minute conversation with each. You will learn a lot from them and their perceptions and experiences with a brand. At some point, ask them: “What five words come to mind when you think of [name of brand]? Probe deeper and ask why if you see or hear inconsistencies i.e. “You first said ‘convenience’, but then you grimaced when you said ‘timing’. Why?”

**Step 3:** Visualize and summarize your learnings on one-page. Limit yourself to a maximum of 500 words. Briefly address the topic, your process, and your findings. Come up with one recommendation for management that would help diminish the gap. [See backside of this handout for an example of output]
Very few companies have a brand whose look, tone and sensibility is consistent across its touchpoints (e.g., its websites, customer interactions, packaging, advertising, etc.). This consistency is often missing because there is no attempt made to pinpoint and communicate the feel and rationale behind the brand’s name, logo, slogan, personality and visual style. If such a document does exist, it often fails, either because it’s a phonebook full of rules about what colors and fonts to use or because it’s only delivered to a handful of people in marketing and PR.

The perfect voice guideline is like a Facebook profile: In one page, it defines a brand’s personality (logo, slogan, verbal/visual style) while communicating its ideals, dreams, and relationships. This is a document that helps communicate your culture (your brand), and not what you might send to a creative agency so that they can create consistent collateral (your branding).
Design a one-page Brand Voice Guideline to embody the personality you think your brand should convey. This assignment should incorporate your learning from either the Image-Identity Gap or Experience Map assignments to help you define what should be the voice guideline for your brand. Give a codified voice to the best traits you’ve seen in your brand and fill in any significant gaps you’ve found in your brand’s current tone or personality.

Although we recommend using your team’s brand, you may do this for any brand you choose. Include any factors or traits that define your brand, while being as succinct and creative as possible. Here are a few such factors that your guidelines might include:

**NAME / NICKNAMES.** What is it called? How do its customers, employees, and suppliers refer to it?

**PERSONALITY.** What are your brand’s core values? What is your brand passionate about? What is it striving for? What does it find fascinating? What books are on its coffee table? What are its guilty pleasures? Who are its friends? If it were at a 7th birthday party, would it talk to the parents or the kids? If you surveyed its brand attributes, where would it be positioned?

**SLOGAN.** What is its catch phrase? What words should it be remembered by?

**VISUAL STYLE.** How does it look? If it were a movie, what movie would it be? If it were a magazine, who would be its competitors? Does it wear a sweatsuit or a necktie? Does it shop at J. Crew or Juicy Couture? Does it fit in more at Walmart or farmer’s markets?

**VERBAL STYLE.** What language and tone does your brand use? Does it use contractions or slang? What kind of jokes can it tell? Does it whisper or shout? Is it smiling or smirking or stifling a yawn? Does it pronounce either as Ee-ther or Eye-ther?

By reading your voice guideline, we should be able to intuitively understand how your brand would react in almost any situation – from its cocktail-party banter to its apologies to its tweets.
Create a one-page experience map that captures the emotional state of a user through an essential interaction with your brand. That experience can be anything from buying and unboxing a new BlackBerry to calling AT&T customer service. Whatever the experience, it should be one that informs a user’s lasting attitudes and opinions about your brand. Your map should highlight the best and worst parts of the experience and how those moments relate to the brand’s intended personality. You should try to demonstrate the following:

**BRAND PERSONALITY.** How does it feel to interact with this brand? How does that differ from what’s intended? How does the user characterize the experience?

**HIGHS & LOWS.** Where does the brand succeed? Where does it fail? What causes those peaks and valleys?

**INFLECTION POINTS.** What are the critical moments where the brand could save the day? How could the brand respond in a way that reinforces its personality?

Communicate who your user is, what they expect from the brand, what the brand delivers, and how much more the brand could deliver in a way that’s consistent with its personality.
EXPERIENCE MAP GUIDE

HOW

Plot the most important touchpoints within the experience – moments where people or materials representing the brand impact the user’s emotional state (see Dana Cho’s Scenography, Scene Template, and Experience Blueprint for several useful methods). The most successful experience maps will communicate creatively, demonstrate emotional insights, and clearly identify where transgressions against the brand attributes or personality could be prevented or repaired by solutions consistent with the brand.

INTERVIEW USERS. Try to unpack a user’s emotional state throughout the experience and how that relates to the brand’s intentions. Try to understand what they feel, what they care about, and what that implies.

PUT US IN THEIR SHOES. Using photos, artifacts, or vivid descriptions, communicate what your user went through. You will be evaluated on (1) Creativity, (2) Persistence, (3) Thoughtfulness, (4) Thoroughness.