Moment of Truth

Redefining the CEO’s Brand Management Agenda

Andreas Bauer
Björn Bloching
Kai Howaldt
Alan Mitchell
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Andreas Bauer
Björn Bloching
Kai Howaldt
Alan Mitchell
BOOK OVERVIEW

This book makes the case for a paradigm shift in brand management.

Brand management as practiced today is flawed. It starts at the wrong place: with the product rather than the customer. And it is hampered from start to finish by a series of endemic disconnects: between strategy and implementation, between different specialisms and departments, and between different ‘styles’ such as creative versus data-driven. The end result is ineffective strategy and inefficient implementation.

Organizations today need a new integrated, strategic approach to managing brands.

This integrated, strategic approach is by definition a cross-functional, organization-wide activity. It is the responsibility of the CEO, not the marketing director or brand manager.

THE MOMENT OF TRUTH

We need a new philosophy of branding.

Strong, differentiated brands cannot be built on the basis of product or service features or attributes alone. Every outstanding brand rests its foundations on a moment of truth when a customer recognizes that the brand has understood and addressed his or her values.

Brands are defined by the values of the people who buy them. These values determine both the functional benefits customers seek from products and services and the emotional attributes and associations they look for in brands.

It is not possible to build a strong brand without first connecting with the customer’s values.

Values-based brand management starts by identifying and understanding different customers’ values. It turns this un-
Introduction

Redefining the CEO’s brand management agenda

THE CEO’S MOMENT OF TRUTH

Values-based brand management is a strategic exercise that influences the direction of the organization as a whole. It is inherently cross-functional in nature, involving operations, R&D, human resources, finance, as well as marketing. In short, it requires CEOs to embrace brand management as a cross-functional strategic process, and to organize and structure their companies accordingly.

standing into a common language – a unifying thread – which informs every aspect and detail of the brand building process from insight generation to strategy formulation to detailed implementation and execution.

Values-based brand management applies as much to B2B markets and brands as to consumer markets.

Because it is based on robust data, every step of the process is quantifiable and measurable. And it can be deployed to address all the major challenges of brand management, including positioning brands, reviewing brand portfolios and architectures, developing global brand platforms, identifying opportunities for innovation, fine-tuning the marketing mix, choosing between alternative creative communication executions, and tracking performance.

It can also be used to win internal staff understanding and engagement, to assess agencies’ work, and to build business and brand alliances.