

Acknowledgments

I would like to thank all my colleagues in Saffron both past and present for all their work in developing the brand discipline and in helping to articulate it.

I would like to thank Jeremy Hildreth and Ben Knapp for reading, rereading and finding and checking all my errors, both of omission and commission; Jo Jenkins for examining and developing the project management section; and Claire Fenton for endlessly typing and retyping the draft as it changed and developed.

I would also like to thank Eric Scott and Natasha Chandani for a beautiful and useful piece of design (the book), carried out with great enthusiasm and great speed.

Picture credits

p. 6 Photo by Saffron; p. 7 Flickr/Steve Webel (detail); p. 9 below Photo by Saffron; pp. 10–11 Photo by Alexander Tamargo/Getty Images; p. 12 top Courtesy London 2012; p. 12 centre and below Courtesy Conservative Party, UK; p. 13 above Flickr/Scandblue (detail); p. 13 below Photo by Chung Sung-Jun/Getty Images; pp. 14–15 Courtesy BP UK; p. 17 Photo by Saffron; p. 18 below Flickr/celineki; p. 19 Flickr/phoosh (detail); p. 20 Courtesy Lloyd's of London; p. 21 Courtesy BBC; pp. 22–23 Photo by Cliver Brunskill/Getty Images; p. 25 Courtesy Vueling S.A.; pp. 26–27 Photo by Paul Gilham/Getty Images; p. 28 above Flickr/(RED); p. 28 below M. Spencer Green/AP; p. 29 above Courtesy city of Lille; p. 29 below Courtesy Australian Tourist Board; p. 30 Courtesy Mondragón Industrial Cooperative; pp. 32–33 Courtesy BMW; p. 34 Flickr/smilebrigade (detail); p. 35 Courtesy Hofbräuhaus; pp. 36–37 Flickr/random letters; p. 38 Courtesy Jumeirah Hotels; p. 40 Courtesy Kempinski Hotels; p. 42 above Photo by Mario Tama/Gettyimages; p. 42 below Courtesy Singapore Airlines; p. 43 Photo by Hans Neleman/Gettyimages; p. 46 above Flickr/marirs; p. 46 below Flickr/hyku; p. 47 above Courtesy Harvard University; p. 47 Courtyard Marriott: www.brandsoftheworld.com; p. 47 bottom Courtesy Bankinter S.A.; p. 49 Photo by Mark Wilson/Gettyimages; p. 51 www.business2000.ie; p. 52 above Flickr/crowd_surfer100 (detail); p. 52 below Photos by Jeremy Hildreth; p. 55 above Flickr/digitonin (detail); p. 55 below Courtesy British Telecom; p. 56 above Photo by Saffron; p. 56 below Photo by Jeremy Hildreth; p. 56 Courtesy Accenture; p. 57 Courtesy Shell Group; pp. 58–59 Courtesy FedEx; p. 61 second from top Flickr/philcarrizzi (detail); p. 61 third from top Flickr/Synthesis Studios (detail); p. 61 bottom Flickr/DaveMN (detail); p. 62 above Photo by Ralph Morse/Gettyimages; p. 62 below Photo by Saffron; pp. 62–63 Photo by Robyn Beck/AFP/Gettyimages; p. 83 Flickr/superman ha muerto; p. 85 Courtesy IXE Bank, Mexico; p. 86 Courtesy TeliaSonera; p. 87 Courtesy Renault; p. 95 Courtesy Leon; p. 99 Courtesy Lloyd's of London; pp. 100–01 Photo by Rebecca Lewis/Getty Images.

Every effort has been made to locate and credit copyright holders of the material reproduced in this book. The author and publisher apologize for any omissions or errors, which can be corrected in future editions.

Index

Page numbers given in *italics* refer to illustrations and their captions.

- Abbey 56, 56
- Accenture 56, 57
- Accor 86
- advertising, past 13
- Air France 52
- analysis (for a branding programme) 77–80
- Andersen Consulting 56, 56–57
- Apple 34, 39, 61, 62–63
- audiences 16–17
 - external 46, 50, 78
 - interviews with 76–77
 - launch to 90–91
 - internal 17–18, 64
 - interviews with 75–76
 - launch to 89–90
 - past 13
- audits (for a branding programme) 77–80
- Australia 29
- Banco Santander 45, 56, 56
- Bang & Olufsen 39
- BBC 21
- behaviour, affected by rebranding 64, 84
- behaviour-led brands 31, 41–43, 42, 43
- behavioural audits 78–79
- BlackBerry 39
- BMW 32–33
- boards, company (role in a branding programme) 81, 88
- BP 14, 15, 64, 88
- brand architecture 44–51
 - choosing a model 51–53, 80, 84
- brand-based identity structure 45, 50–51
- brand books 20, 92
- brand centres 92
- brand guidelines 91
- brand management 61, 64–65, 71–72
- branding consultancies 70–71, 81, 88, 96
- branding programmes
 - commissioning 69–73
 - implementing 91–95, 102
 - investigating 73–81, 102–103
 - launching 89–9
 - planning 81–89
- British Airways 52, 86
- BT 55
- budgeting 97–98
- CEO, chairman (role in a branding programme) 61, 69, 72, 94
- Chanel 10–11
- Chrysler 52, 56, 57
- Ciragan Palace Hotel Kempinski, Istanbul 40, 40
- Coca-Cola 40, 105
- commissioning a branding programme 69–73
- communication, internal 73, 76
- communication-led brands 31, 40–41
- communications audits 77–78
- competitors 80
- Conoco 86
- Conservative Party, UK 12
- consistency (of purpose) 28
- core idea 28–30, 82–84
- corporate branding (history) 13, 15
- corporate identity structure 45, 46–47
- costs 96–99
- Coutts 52, 52
- Daimler 52, 56, 57
- dealer/distributor launch 90
- design approaches 88–89
- design audits 79–80
- design consultancies 70–71, 81, 88, 96
- desk research (for a branding programme) 74
- Diageo 17, 45, 50–51, 51, 56
- Disney, Walt 66–67
- Disney World 34, 36–37
- Dyson 39
- El Banco Deuno 85, 85
- employees, see audiences, internal; behaviour
- endorsed identity structure 45, 47–48, 50
- Enron 57
- environment-led brands 31, 34, 35, 38, 39, 40, 40
- ethical issues 14, 17, 28, 30, 30, 64, 88
- external audiences 46, 50, 78
 - interviews with 76–77
 - launch to 90–91
- FedEx 58–59, 86
- finance 96–99
- findings analysis 80–82
- First Direct 54, 55, 106
- focus groups 102–103
- Ford 52, 86
- France Telecom 52
- GE 42
- General Motors 45, 86
- GlaxoSmithKline 50
- Google 86
- guarding (a brand) 92
- Guggenheim 18, 18
- Guinness 50, 51, 56
- Harley Davidson 100–101
- Harvard University 47, 47
- Heinz 13
- Hofbräuhaus, Munich 35
- Honda 86
- HSBC 45, 51–52, 52
- identity 18; see also branding
- idents 21
- implementing a branding programme 91–95, 102
- Inditex 50
- internal audiences 17–18, 64
 - interviews with 75–76
 - launch to 89–90
- interviews (for a branding programme) 74–76
- introducing a branding programme 54–57, 89–91
- invented brands 55
- investigating a branding programme 73–81, 102–103
- IT (information technology) 13, 60, 61, 64, 74, 93, 95, 106
- Jaguar 86

- Jobs, Steve 62, 62–63
- Kellogg's 13
- Kingfisher 46, 46
- Kinko's 59
- Kodak 86
- launching a branding programme 89–91
- leadership of a branding programme 61, 69, 94
- Leon 95, 95
- Lexus 54, 55, 55
- Lille, France 29
- Lloyd's of London 20, 99, 99
- logos 9, 12, 12, 26–27, 30, 47, 87, 91
- logotypes 31
- LVMH 50
- Madinat Jumeirah, Dubai 38
- managing a brand 61, 64–65, 71–72
- Manchester United 18, 18
- Marks & Spencer 61, 86
- Marriott 47
- McDonald's 17
- media 12, 13, 91
- media audits 78
- military structure 48, 49
- MINI 32–33
- Mitsubishi 46
- Mondragón 30, 30
- monolithic identity structure 45, 46–47
- multiple business identity 45, 47–48, 50
- name changes 52–53, 56, 56–57, 58–59, 84–87
- national branding 12–13, 13, 29, 49, 85
- NatWest 52, 52
- Nestlé 17, 45, 52–53
- Nike 22–23, 94
- Nokia 45
- Olympics (London 2012) 12, 12
- Orange 52, 54, 55, 96, 106
- Otis Elevator Company 47–48
- partners/suppliers 17, 76–77, 90
- Pepsi 52
- Pfizer 50
- Phillips 86
- planning a branding programme 81–89
- Pratt & Whitney 42
- presentations to the board 81–82, 88
- Procter & Gamble 45
- product-led brands 31, 32–33, 34, 39
- public perceptions 9, 12–13, 46, 50, 76–77, 78, 90–91
- rebranding 55–56
- recommendations (for a branding programme) 82–84
- RED 28
- Red Cross 19
- refreshed brands 55–56, 57
- reinvented brands 55–56
- Renault 87, 87
- Repsol 83, 83–84, 106
- researching a branding programme 73–81, 102–103
- risks 55, 104
- Rolls Royce 42
- Royal Bank of Scotland (RBS) 45, 52, 52
- Shell 56, 57
- Siemens 86
- Sikorsky 48
- Singapore Airlines 42
- single business identity 45, 46–47
- social responsibility 14, 17, 28, 30, 30, 64, 88
- steering groups 72, 80, 81, 88
- subsidiaries 47–48, 50–53, 56, 57, 58–59
- suppliers 17, 76–77, 90
- symbols 30–31, 31
- taglines 31
- take-away sections 31, 43, 53, 57, 65, 71
- takeovers 47–48, 50–53, 56, 57, 58–59
- Tata 86
- terminology (branding) 25
- Tesco 9
- timescales 97, 98–99
- Trash and Soul 9
- US flag (Stars and Stripes) 12–13, 13
- US Post Office 42
- UTC (United Technologies Corporation) 45, 47–48
- valuations 17–18, 105
- vectors of tangibility, four 29, 31–43
- Virgin 45, 46, 86, 105
- visual audits 79–80
- visual elements 30–31, 87–89
- Volkswagen 52
- Volvo 39, 86
- Vueling 25, 54, 55
- Waitrose 9
- Wal-Mart 9, 9
- water, bottled 40–41, 41
- working parties 72, 80, 81, 88
- workshops (for a branding programme) 76
- Yahoo 86
- Yamaha 45, 85
- Yoigo 86, 86