

BRAI NYBR ANDI NG

A guide on how to
use psychology
to produce
communications with
meaning & make you
more sales

M. Davies

Produced by:



ATTITUDE

www.attitudedesign.co.uk

Edition 1.1

August 2016

Introduction

Hello and welcome to “Brainy Branding – A guide on how to use psychology to produce communications with meaning and make you more sales”.

In this guide you will learn the following things:

- ▶ What is branding?
- ▶ The power of storytelling
- ▶ How brand archetypes provide a framework for adding meaning to your brand
- ▶ How to add heaps of personality to your brand without appearing silly
- ▶ Why being authentic is the only option for the modern business
- ▶ How to connect a single brand personality with multiple offers & audiences

Purpose

The purpose of this guide is to highlight the need for businesses and organisations to manage the meaning that their target audience attaches to their brand. In the modern world buyers are becoming more clued in, better educated and more aware of other customers' experiences¹. The power is no longer with the seller. It's with the buyer.

So many brands today do not effectively manage the meaning people attach to them and sales ultimately suffer. After reading *Brainy Branding* we hope you will have a better idea of how essential branding is and take away some ideas to put into practice in your organisation in order to improve its brand. Together we can rid the world of meaningless brands and ensure each brand is clearly communicating to it's audiences.

¹ According to Minewhat in Nov 2014, eighty-one percent of shoppers conduct online research before they make a purchase. See: minewhat.com/blog/motivate-shoppers-who-research-online-to-buy/

About the author

Matt Davies is the Creative Director at Attitude Design - a branding and digital marketing agency based in Nottingham UK. For the last 15 years Matt has personally been involved in delivering hundreds of branding projects from small start-up businesses right through to working with blue-chip corporations. He is a passionate advocate of the value of story telling marketing and archetypal branding.

If you would like to connect with Matt, he'd love to hear from you.

Follow on Twitter: [@mrmattdavies](https://twitter.com/mrmattdavies).

01

**What is
branding?**

What is branding?

A definition

Different people define “brand” differently – from “a characteristic that serves to identify”¹, to “a gut feeling”², to “the collective perception”³. However the most common definition amongst marketers is “the meaning your audience attaches to your organisation, product or services”. The scary thing is that “brands” are therefore not defined by marketers. They are defined by a person’s emotional responses to any aspect of an offer. You don’t own your brand. A potential buyer does. “Branding” is the practice of actively seeking to manage the meaning your audience attaches to your brand.

This is done through marketing assets such as websites, brochures, videos, social media, graphics and other communication devices. These are all employed in order to attract potential customers and help them make a decision to purchase. The management of the meaning our audience attaches to us, spans the whole buying process and the customer experience whilst they use our product and service.

1 “A particular product or a characteristic that serves to identify a particular product”, Collins English Dictionary

2 “A brand is a person’s gut feeling about a product, service, or organization.” Marty Neumeier, The Brand Gap

3 “A brand is a collective perception in the minds of consumers” Faris Yakob, Paid Attention: Innovative Advertising for a Digital World

In a nutshell, good branding will be a way of clearly communicating to the customer that the brand has value and it will help them achieve something. This is the dream. To manage the meaning of the brand so that all its assets are communicating value which resonates with potential customers.

Tips to manage meaning

To begin to even start managing the meaning of your organisation, product or service, you need to initially understand the value of what you are offering to your audience. What problem are you solving? If there were no barriers, what would your brand's vision for the world be? What is your brand's mission to fulfil that vision? Most importantly you need to understand what your brand is promising. What it stands for. We call these things the brand's 'DNA'. Work with your leadership team to determine these branding basics. Without knowing who you are, how can you explain it to others?

02

The power of storytelling

The power of storytelling

Adding meaning

The questions every business and organisation should be asking are; “how do we add meaning to everything we are doing”? Not only that but; “how can we communicate that meaning effectively?”.

The answer? Through telling great stories. Stories are how humans have been attaching meaning to themselves, their surroundings and the tools and products they use since recorded history. It is the most ancient form of managing meaning and it is as relevant today as ever before because although the technologies humans use change, human nature does not change. Stories are built into the way we think. They are how we learn, how we attach emotions to things, how we make sense of the world around us and how we connect together. It is also how we remember things. They are a fundamental human communication method.

A picture is worth a thousand words

Visual storytelling (communication ideas through a relatively simple visual aid) has been a cornerstone of marketing for hundreds of years. “A picture is worth a thousand words”

is such a true saying. We see what we want and we're driven to buy it. Therefore for any brand it is essential to consider what 'story' they are telling with the way they present their brand, how they speak and the story that they tell in the visual cues they present to their audience.

Consumer behaviour and emotion

In an article within Psychology Today¹, the consumer psychology expert Peter Noel Murray, highlights the influential role that emotion plays in consumer behaviour. In four points he shows the importance of marketing storytelling:

- ▶ When evaluating brands Functional MRI neuro-imagery shows that consumers primarily use emotions rather than information to make decisions.
- ▶ Advertising research has shown that consumers are more likely to buy a product because of the emotional response they feel to an advert, as opposed to the information and content of the adverts offer.
- ▶ According to research conducted by the Advertising Research Foundation, the emotion of "likeability" is the measure most predictive of whether an advertisement will increase a brand's sales.

¹ "How Emotions Influence What We Buy," Peter Noel Murray Ph.D., Feb 26, 2013, www.psychologytoday.com/blog/inside-the-consumer-mind/201302/how-emotions-influence-what-we-buy

- ▶ Studies show positive emotions toward a brand have far greater influence on consumer loyalty than trust and other judgments, which are based on a brand's attributes.

With this research we see that a person's feelings and experiences have far more of an influence on them making a purchase, than the brand attributes, features and facts of the offer. It's essential then that the way a customer 'experiences' a brand becomes a focus point in a company's marketing. Customers want to know what your brand believes in. They want to connect on an emotional level. Telling "why" you do what you do and not just presenting "what" you do is therefore crucial.

A brand is a story

The same article from Psychology Today goes on to state: "Another important foundation for the emotions that a brand evokes can be found in its "narrative" – the story that communicates "who" it is, what it means to the consumer, and why the consumer should care. This narrative is the basis for brand advertising and promotion. When everything is stripped back a brand, like a person, is simply a story. We are defined by the stories we tell... and that are told about us. And brands are part of that story".

So – is your brand telling a story? If so what story? Is it clear to consumers why you do what you do and not just what you do. Are you able to unlock their emotions in order to unlock their wallets? Telling a great story through well thought through visual language is an essential component of modern branding. You firstly need to discover your story, know who you are and what you stand for – and then tell that story through how you present each aspect of your business and customer experience.

Five great examples of story telling marketing

01. Birds Eye Fish Fingers ‘Captain Birdseye’

www.birdseye.co.uk

Birds Eye have been telling emotional stories around their products for years. In many of their adverts you find that the Birdseye products are just a small part of the family life which is being lived around them. The most famous of their story telling adverts contain a character called Captain Birdseye (also known as Captain Iglo) a clean living, mature sailor with a white beard who depicts the brand’s ethics of behaving responsibly and being loveable. For an example of this see www.youtube.com/watch?v=3W1cHsTvUoU

02. The Body Shop

www.thebodyshop.co.uk

The Body Shop is a British cosmetics and skin care company. It was founded in 1976 by Anita Roddick and was built on making people feel good – face, body and soul. The brand always tells stories around products being natural and produced ethically and sustainably. This is done with simple and clever messaging and great photography.

03. Dollar Shave Club

‘a great shave for a few bucks a month’

www.dollarshaveclub.com

Dollar Shave Club tell a brilliant story. They tell it in a direct, rebellious, tongue in cheek way which works. Their marketing is set up around the question: Why pay more for shaving technology you don't need?

Many shaving companies out there have features that promise a better shave, they also charge more for it. Dollar Shave Club wants to change that by delivering shavers to your doorstep for \$1 every month.

The story is told from the perspective of a rebel going against the grain and breaking free from an unwanted and unneeded shaving experience.

04. Reggae Reggae Sauce 'put some music in your food'

www.youtube.com/watch?v=bdjxMMdWucY

Reggae Reggae is a barbecue sauce that embodies the taste of Jamaican jerk spice. It became popular when its creator, Levi Roots appeared on BBC Two's Dragons' Den and went into business with investors Peter Jones and Richard Farleigh. What was the secret to securing investment and then the subsequent success of the project? The story. The story which the brand told based around Jamaican culture and fun. "Put some music in your food" is the slogan and the bright colourful packaging all go to enforce the story of living life to the full.

05. British Gas 'Planet Home'

www.youtube.com/watch?v=wJRqnjibWyY

The energy giant British Gas is a home services provider in the UK. In 2008 British Gas was determined to revitalise its brand by putting the customer at the heart of its strategy. It did this by conducting research into how its customers related to their homes. What they discovered became the basis of its marketing approach and led to a number of key customer-centric initiatives. These initiatives transformed how customers view the brand and increased brand performance. Key to this was the story telling marketing based around the concept that the home was the customer's world. If you needed any help in your world British Gas would be there to assist.

03

**How brand
archetypes
provide a
framework for
adding meaning
to your brand**

How brand archetypes provide a framework for adding meaning to your brand

Brands as people

Before we get onto what exactly a “brand archetype” is it might be worth giving some context. As humans we tend to “anthropomorphize” or “personify” things and objects. This is the case with brands. In other words we think of these things as other humans. As having a personality.

Psychology Today tells us that: “Research reveals that consumers perceive the same type of personality characteristics in brands as they do in other people. And just like with people, they are attracted more to some personality types than others – attractions which are emotion based, not rational. Brand personality is communicated by marketers through packaging, visual imagery, and the types of words used to describe the brand.”¹

¹ Peter Noel Murray Ph.D., How Emotions Influence What We Buy Feb 26, 2013, www.psychologytoday.com/blog/inside-the-consumer-mind/201302/how-emotions-influence-what-we-buy

So how do we add a personality to a brand which is believable – and even more importantly in the modern world, is authentic. One way is to use ‘archetypal branding’.

Carl Jung and archetypes

Around the year 1919, the psychologist Carl Jung discovered the idea of ‘archetypes’. Archetypes are feelings, fantasies and visions that reflect typical human characters. Their origins go back hundreds of years to the classical era². The Greek root of the word “archetype” means “first-moulded”. Jung described them as: “Forms or images of a collective nature which occur practically all over the earth as consistency of myths and at the same time as individual products of the conscious origin³”. In more modern times archetypes have begun to be used in advertising and marketing. One famous advertising strategist, Jon Howard-Spink, has defined an archetype as; “a universally familiar character or situation that transcends time, place, culture, genre and age. It represents an eternal truth”⁴.

Jung developed the premise that everyone has a particular ‘archetypal character’ that they can relate to in their life – or at least at points and times in their life. From Jung’s work 12 different character archetypes have been identified which span many



The Swiss psychiatrist and psychotherapist, Carl Jung, 1875–1961

² Consider Hippocrates “Four humours” for example

³ Jung, 1959

⁴ Using archetypes to build stronger brands, Admap, Oct 2002

different personalities. Depending on the type of person, what that person desires to do or the situation the person finds themselves in, archetypes are triggered and evoked. They are patterns of behaviour. These archetypes are a part of our human 'mental architecture' and are amplified in stories. All good stories have characters which embody these archetypes. It doesn't matter if it's a Hollywood blockbuster or an Indonesian hillside legend, you will come across the same types of characters. They transcend culture and demographics. One has only got to think about the enduring appeal and success of films such as Lord of the Rings, Star Wars, Harry Potter and other iconographic stories to realise the power of archetypes. Jung believed archetypes are part of our "collective" unconsciousness as human beings. They represent the drives, needs, fears and desires hard-wired into all of us. When we are driven and motivated to do a particular thing these archetypes are evoked and we embody them.

The theories that Jung discovered were far reaching, influencing well known psychologists such as Freud and helping to define human psychology itself.

Archetypes and branding

In more recent years, the idea of archetypes has been used as a framework to add meaning to brands.

In their book “The Hero and the Outlaw”⁵ Margaret Mark and Carol S. Pearson showed how Jungian archetypes enabled companies to manage the meaning of branded products and services. They demonstrated how these archetypes connect with a number of scientifically defined customer motivations which resonate with each archetype. By understanding which archetype serves which motivation, a framework can be developed which helps to identify which brand archetype a business might be. This can then be used to ensure all communications are consistent and clear, communicating authentic meaning to an audience.

Projecting your purpose to your target audience well is one of the keys to developing a successful brand. Archetypes provide a way to do this. They represent your purpose in a form that everyone can recognise. Knowing your archetype means you can communicate on a deeper emotional level and your audience can understand what you stand for swiftly. You can tell a better story.

⁵ “The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes”, Margaret Mark & Carol S. Pearson, McGraw-Hill, 2001

When going through a branding exercise, a marketing team would consider which archetype its brand is bringing out in its audience for the specific product or service being offered. Successful brands will then mirror this in the archetype they embody.

As a simple example imagine you sell a range of T-shirts which are aimed at teenagers. After doing your research you discover the reason why your audience is purchasing your t-shirts is because they fit with the lifestyle choice of teenagers to be rebellious and free of constraint. This would inform you that the rebel archetype is being evoked. This would then give you an archetype to embody as a brand.

Archetypal branding then is a key tool in the marketers tool-kit. In a world full of clutter and competing brands they allow for a story to be told which resonates with an audience. Using principles of psychology this framework allows for brands to connect, communicate and build relationships with customers. When used properly archetypes enable brands to produce a story which people can join because they also believe this story. They help companies know how to communicate and build strategies around who they truly are - rather than simply what the competition in their marketplace might be doing.

It is not usual that a brand fits into one single archetype. Usually, after defining a core archetype, sub-archetypes (or “wing” archetypes”) are employed to balance and give structure to a brand’s personality.

Twelve Archetypes

In the following pages we have set out a brief description of the twelve archetypes based on Mark and Pearson's model. We have also given an example of various brands which are embodying each of these archetypes.

It is also worthy of note that within each of these twelve archetypes there are also four distinguishable personality types which sit within each one⁶ - giving sixty personalities a brand could be embodying. The primary twelve archetypes are as follows:

01. The Rebel - The rebel desires revolution or revenge. They want to destroy what is not working for them or for society around them. They are against the status-quo and are catalysts for change looking to disrupt, destroy or change. Their greatest fear is powerlessness or being viewed as inconsequential and so they strive to make an impact in everything they do.

Brands which evoke this archetype:

Dr Martins, Apple, Harley Davison, American Apparel, Anonymous.

02. The Hero - The hero is all about proving their worth through action. Through courageous and difficult feats they strive to exert mastery in a way that improves the world. Hero's value quality and efficiency

⁶ See "Archetypes in Branding: A Tool-kit for Creatives and Strategists", Margaret Hartwell and Joshua C. Chen, 2012

and don't have time for things with no real substance or that do not help them triumph. They strive for victory even in difficult times. They are most fulfilled when they overcome a challenge and fear becoming weak and vulnerable.

Brands which evoke this archetype: **Duracell, Nike, Fedex, British Army.**

03. The Magician - Using their mystical ways the magician likes to make dreams come true. Usually having a good knowledge of how the world and universe works they not only have the imagination to dream up a vision for the future but are innovative in their quest to live it. They are all about transformation and apply their skills to be catalysts for change. Their passion is to find successful outcomes in everything they put their hand to.

Brands which evoke this archetype: **Disney, Lynx, Red bull, Cadbury.**

04. The Explorer - The explorer is all about journeying beyond what is known to discover new places. They are always on a quest for a new experience and are constantly seeking a new destination. They value freedom and do not like being confined in any way. For them it's more about the journey rather than simply the destination.

Brands which evoke this archetype:
Starbucks, The North Face, NASA, Land Rover.

5. The Innocent - The innocents motives are simple and almost child-like. They want to be happy. They want to experience paradise and do not want to tread on any-ones toes to obtain it. They value doing things correctly and they like to get things right. They hate to disappoint and never like to be perceived as being wrong or of doing anything wrong. They have an uncanny way of always seeing the bright side of any situation and are trusting and optimistic.

Brands which evoke this archetype:

McDonald's, Innocent Smoothies, Coca-Cola.

6. The Sage - Having a thirst for discovering truth the sage uses knowledge, data, science and intelligence to unlock the mysteries of the universe. They like to backup their understanding with hard facts. They are prone to being overly analytical and hate anything which misleads or that displays ignorance. They value wisdom and objectivity.

Brands which evoke this archetype:

Wikipedia, The Economist, University of Cambridge, National Geographic.

7. The Creator - With a core desire to create something of lasting value the creator strives to give form to a vision. They are keen to be expressive in all that they do and have a vivid imagination which can sometimes run wild. They get frustrated when obstacles get in the way of what they are striving to produce.

Brands which evoke this archetype: **Lego, Canon, Adobe, Crayola.**

8. The Sovereign – The sovereign wants to control the world around them. They like rule, law and order and use these to create a prosperous and successful future. As strong leaders they take their position seriously and have a keen sense of responsibility. They fear chaos and anarchy as well as having their position overthrown.

Brands which evoke this archetype:
Metropolitan Police, Hugo Boss, IBM, Mercedes Benz.

9. The Caregiver – Protecting people from harm is the main motivating force behind the caregiver. They use what they have to look after and protect others from harm. They are all about hearty service. They are often selfless and sacrifice their own well-being for others being people of compassion and generosity. They struggle to get on with those who are selfish or not grateful for what they offer.

Brands which evoke this archetype: **Johnson's Baby, NHS, Boots, Bupa.**

10. The Lover – The lover is passionate about sharing experiences with others. Emotionally driven they strive to give pleasure to those with whom they have a relationship. The lover gives attention to how attractive they are to the ones they love and fear being alone or unwanted.

Brands which evoke this archetype: **Haagen-Darz, Ann Summers, Chanel, Gucci, Baileys, Magnum, NESCAFÉ.**

11. The Citizen - All the citizen wants to do is fit in. They are everyday and normal. They love to connect with other people on a level and are not ambitious or keen to rise above their station. They hate to stand out and fear being exiled and rejected. They are realists and see the world for what it is. They love practical solutions that benefit the masses.

Brands which evoke this archetype: **'This Girl Can', Ikea, eBay, Google, Amazon, KFC, Volkswagen.**

12. The Jester - With a passion for living in the moment the jester is all about fun and enjoyment. As captivating entertainers they are often funny and playful. They use their talents to lighten up the world and bring smiles to peoples faces. They hate being bored and are always looking for things which are entertaining and fun.

Brands which evoke this archetype:
Ben & Jerry's, M&M's, Fanta, Compare the Meerkat.

04

**How to add heaps
of personality
to your brand
without
appearing silly**

How to add heaps of personality to your brand without appearing silly

Discover your authentic brand

So how do you find your brand's archetype and brand story and ensure your communications align in order to communicate this effectively? How do you do this in away that can unify your team and ensure you do not look silly? Good questions! Each business and brand is different. Larger organisations find it harder to effect change. Smaller ones have limited resources. Having a strategy for marketing and communications though is essential to any ambitious business and it's never too late to work on your brand personality as the basis of your marketing.

It might be that your business' main brand already has this strategy set. However businesses are always bringing out new products and services, the meaning of which needs to be managed. Advertising and marketing campaigns are executed on an ongoing basis and all need to be joined up in the meaning audiences attach to them. On top of this there are the internal messages and initiatives (such as training or strategic

internal communications) which need to disseminate amongst colleagues. These too benefit from good branding.

The process of establishing a brand story is usually one of collaboration. It is the role of leadership teams to set the goals, strategy and vision of an organisation and so typically marketing leadership teams would be involved in sitting down together and reviewing their brand in order to clarify their offer.

This is usually done over a series of workshops which result in a “brand strategy” being produced. This documents the findings of the workshops, the brand DNA, its story and the archetype(s) the brand embodies. The “brand strategy” document sets the strategy of the brand going forward and how it will effectively communicate to its audiences. After this further work is typically undertaken. If needed, a suitable brand name can be developed along with a brand identity. From this a set of visual guidelines for the brand’s “visual language” and a tone of voice guideline to ensure communications are always “on brand” can be produced. Work might then need to be undertaken to unify the core brand touch points (like a website, signage and marketing literature) to ensure a consistent narrative is being told. Once these are in place then a marketing plan can be set out and individual campaigns can be planned and designed which utilise and draw from the core principles that have been established.

Typically focus groups consisting of samples of the target audience are consulted every step of the way to test any assumptions and to ensure that a brand is indeed communicating effectively.

The bedrock of good marketing and communication though comes from having a brand strategy which clearly communicates what the brand stands for. This unifies teams. It serves as a touch stone for all decisions made subsequently. Having a clear process to go through is essential so that stakeholders can understand what and why each part of the process is important to the wider goal of building a great brand. It is essential to all those who are involved in the project to appreciate the context and importance of the things being considered. This enables you to ensure the personality of the brand never appears silly and that it is always relevant.

The value of creating a brand strategy

With no goal it is hard to define what success looks like. Without defining the brand's personality and story it is so difficult to unite teams so that they all pull in one direction. For these reasons having a brand strategy is crucial for any business with growth ambitions or that values it's branding. A brand strategy is the foundation stone in managing the meaning of a brand.

The benefits of having an effective brand strategy are:

- ▶ Your colleagues can unite around a clear vision of what the brand stands for enabling joined-up and effective decision making.
- ▶ You look forward and have a foundation on which to continue to build your brand.
- ▶ You can communicate clearly allowing for prospects and customers to understand exactly what you deliver.
- ▶ It becomes easier to attract and begin dialogue with new prospects because they quickly understand what you stand for.
- ▶ You acquire loyal customers quickly because your prospects' experience with you supports everything you say.

On the flip side if you do not have a brand strategy in place then the negatives are:

- ▶ Your colleagues pull in different directions because nobody appreciates what the brand stands for.
- ▶ You have no clear plan to continue to build your brand.
- ▶ Prospects are confused as to what you deliver.
- ▶ It's hard to attract prospects because they don't understand what you stand for.
- ▶ It's a hard long process to retain customers because their experience with you is inconsistent.

How do I go about this?

There are really two ways of going through the processes above to create a solid brand:

1. Do it yourself

Someone within your organisation could lead the charge and set out a process by which the relevant workshops and work can be undertaken. The benefits of this is that those involved know the brand and it's offer as it stands.

2. Get outside help

You could look at getting a branding agency in to help you and your team. An agency would typically set up their own project team which would work alongside your team in a collaborative fashion. They would bring tried and tested processes and creativity to the table and rely on the goals and knowledge of the leadership team. As outsiders they might also bring interesting insight into the offer of the brand. The great thing about an outside team being brought in is that they have no part in the internal politics of a business. They can remain objective and deliver advice which can go against the grain because they will be judged on the basis of the success of the brand in the long term.

05

**Why being
authentic is
the only option
for the modern
business**

Why being authentic is the only option for the modern business

Modern businesses need to be true

In today's information rich world brands can no longer afford not to be authentic. The more online and virtual our lives become, the more consumers crave for something genuine. What customers want is to experience a brand¹. They want the experience to be consistent with every aspect of that brand - with what it offers, its vision, mission, values and promise. They want consistency with the story it tells. From viewing a website, to walking around a store, to unpacking a product - if the customer experience does not measure up to the brand promise, in every aspect, customers become increasingly disenfranchised.

On top of a general desire for consistency of experience, how brands behave is becoming increasingly important. With customers having access to a vast amount of information and news, if a brand behaves inconsistently it will

¹ The Consumer Psychology Model of Customer Experience Management (CEM), Dr Nigel Marlow, October 10, 2013, innovationbubble.eu/the-consumer-psychology-model-of-customer-experience-management-cem/

be discovered. The truth will out and untold damage will be done.

One has only to think of the recent customer boycotting of big brands such as Starbucks for allegedly avoiding paying tax on their British sales². Although the company used legal mechanisms in its tax affairs, it provoked public outrage when it was discovered it paid hardly any UK corporation tax. This led to some customers arranging boycotts and protests at the chain's cafés. Yes, this customer led protest (known as 'tax shaming') was undertaken on moral grounds but it was also fuelled by the fact that Starbucks' brand promise and values³ are in stark contrast to its reported tax affairs. Starbucks' brand values include statements like; "Being present, connecting with transparency, dignity and respect" and "Delivering our very best in all we do, holding ourselves accountable for results." The brand says it is "performance driven, through the lens of humanity". Somehow these values didn't seem to fit with reality and so customers voted with their feet. This led to Starbucks backtracking and offering to voluntarily pay twenty million pounds in extra tax⁴.

² Google, Amazon, Starbucks: The rise of 'tax shaming', BBC News Magazine, Vanessa Barford & Gerry Holt, 21 May 2013
www.bbc.co.uk/news/magazine-20560359

³ Starbucks Mission Statement Aug 2016

See: www.starbucks.co.uk/about-us/company-information/mission-statement

⁴ Starbucks bows to outrage and offers £20m extra tax, The Telegraph, Matthew Sparks, 6th December 2012, www.telegraph.co.uk/finance/newsbysector/retailandconsumer/9726979/Starbucks-bows-to-outrage-and-offers-20m-extra-tax.html

Authenticity in branding

With this in mind, when building a brand it is essential that the key building blocks are indeed authentic. What do we mean by this? Well, digitalintelligencetoday.com defines perceived brand authenticity as: “The extent to which consumers perceive a brand to be faithful toward itself, true to its consumers, motivated by caring and responsibility, and able to support consumers in being true to themselves.⁵”

Brand authenticity then means that a brand is real. That it truly reflects the beliefs of the leadership team and staff effecting it. Once the brand begins to tell its story, once its messaging is aligned to its archetype and once it begins to be known for something – it must stay true to itself.

Gaining insight into customer attitudes by keeping on top of social media comments and completing customer surveys are great ways to ensure that a brand is delivering on its promise. If it's not, customers will soon let you know. They aren't afraid to air their grievances. If something in their experience of your brand doesn't measure up as being 'genuine' it will get called out.

It is therefore essential for the modern business to innovate and continue to review themselves in the light of their brand story

⁵ Brand Authenticity definition and measurement scale study, Dr Paul Marsden, March 20th 2015, digitalintelligencetoday.com/new-brand-authenticity-scale-released-how-authentic-are-you/

and their customers' experiences and continue to seek to close any gaps.

This is the benefit of the archetypal branding mythology. It tells true stories. It is authentic. It doesn't promise anything which is untrue.

06

**How to connect
a single brand
personality with
multiple offers
and audiences**

How to connect a single brand personality with multiple offers and audiences

Archetypal branding is great to use on a holistic level but when businesses grow to corporate size it can be difficult to understand how exactly a brand should communicate.

With some businesses it is not as simple as finding one archetypal personality which their brand can embody. Different offers have different audiences which are attracted to the same offer for a different reason. For business reasons the main brand cannot be broken up and so must somehow communicate to multiple audiences as one brand but also find a specific personality within that for each audience and offer.

Some brands that offer a wide range of services and products to wide demographics typically try and become 'all things to all people'. The problem with this is that the brand expressions do not demonstrate or communicate a clear personality. As a result the brand message becomes diluted and the

marketing of the specific product or service cannot effectively communicate to their audiences.

Does this sound like your brand? Are you wondering how you can build a brand system which has a core personality at its heart – yet can flex and adapt to meet the needs of a particular circumstance? Are you wondering how you could do this and also how do you make this information easily digestible to your project teams?

Don't worry – there is a solution to get around these problems using the archetypal branding methodology.

Method 1 – Create different brand personalities for each offer

One method would be to segment your products and offerings so as to give each of them their own unique personalities. We call this a “house of brands” – it's like a house where every room is completely different. There is no connection from one room to the other in terms of decoration.

This is the approach Unilever take (see www.unilever.co.uk/brands/). They own lots of products from ‘Dove’ (a brand offering consumers moisturisers and body lotions) through to ‘Ben and Jerry's’ (offering consumers a range of ice creams). Dove embodies a “caregiver” archetype. Ben and Jerry's is a “jester” archetype.

This is a great example of a business looking at their offerings through the eyes of a consumer. They realise they cannot be all things to all people and so they develop specific brands which become known as personalities in their own right. These brands do not have much connection, if any, with the main business and brand that operates them - Unilever.

Method 2 - A blended approach

For some businesses though it is not as simple as this. They know which main archetype they are but some services and offers interconnect. For legal or business structural reasons they cannot segment their services or products for specific audiences. Also some products can be utilised by different customer groups for different reasons. When this is the case more of a “blended” approach needs to be employed. We call this approach “a branded house” – it’s like a house where each room has a common theme running through each of them. Although each room is slightly different and has a different function they all feel part of the same place.

The way this works is that within the primary archetype of the brand, sub archetypes are employed for specific audiences or offers to ensure the message resonates effectively. Within each communication though the primary archetype is still apparent so as not to destroy the primary brand persona.

Let’s now take some time to show how this might work and how you might use archetypal branding to help get this right.

The four stages of the blended approach

How does a brand stay true to its essence while adapting to the needs of its audiences? The trick with this is to determine four things:

1. Audience segments
2. The strongest motivators of each audience
3. The core archetypes which will resonate with each audience
4. The various products which will be marketed

You then build these relevant 'sub-archetypes' (also known as "wing" archetypes) into your communication strategies and briefs to the design teams who will be creating marketing materials. The result - communications which stay true to the primary brand archetype but flexibility to communicate as a 'sub archetype' to specific audience segments.

An example of how to communicate multiple offers & audiences under one brand

As a simple example of this imagine you are in charge of marketing a golf club which offers its venue not only to golfers but also to businesses as a venue for corporate functions as well as sponsorship opportunities. The businesses can hire out the venue and they can also sponsor aspects of it. It also has a restaurant which is open to both golfers and to corporate clients. You have gone through a branding exercise and your Brand and Marketing team have discovered that your authentic, primary archetype is the “The Innocent”. As a brand, your venue embodies the values of getting connected with nature, with experiencing happiness and with offering a service which is full of natural goodness.

There are four different offers going out to these two different audience segments and yet the golf club needs to maintain an overarching brand personality of the Innocent across them both. However how it speaks to golfers and how it pitches its golfing experience is going to have to be different to how it pitches its venue hire for large corporate clients. So - to overcome this complication you follow the methodology mentioned above. Let's walk through it.

After doing some research you discover your audience segments which are:

- 1. Golf enthusiasts**
wanting to enjoy their sport
- 2. Corporate marketing professionals**
representing corporate businesses

Psychologists tell us there are four motivations which drive consumer behaviour¹. These are: 'Stability/ Control', 'Independence', 'Mastery / Risk' and 'Belonging' (for more information see "The Hero and the Outlaw" by Mark / Pearson). Knowing this, you then do some further work to consider the main psychological motivating elements which attract each audience.

- 1. Golf enthusiasts**
Mastery / Risk (exhilaration of accomplishment, desire to leave a legacy)
- 2. Marketing professionals**
Independence (actualisation & fulfilment)

Following the archetypal methodology you then do some more work to seek out the relevant archetypes that fit the respective motivations and customer personas.

¹ "The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes", Margaret Mark & Carol S. Pearson, McGraw-Hill, 2001

You discover the core archetypes which resonate with each audience are:

1. Golf enthusiasts

“Hero” - “prove one’s worth through courageous and difficult action”

2. Corporate marketing professionals

“Sovereign” - “create a prosperous, successful family”

The final step in the puzzle is to work out the various products and services and how each one is applied to each segment. To make things simple we have listed four hypothetical different offers / products - in reality there could be hundreds.

Offer	Audience Segment 1 Golf enthusiasts “Heros”	Audience Segment 2 Marketing “Sovereigns”
Yearly grounds pass	X	
Venue hire		X
Sponsorship opportunities		X
Food and drink services	X	X

Visually you can see from the table above how this model allows you to clearly identify conflicts (as in the food and drink services) but also where the brand should articulate messaging evoking the “Hero” and where it can articulate messaging evoking the “Sovereign”.

Where there are areas of conflict the communications can simply be focused on the primary archetype (Innocent). Where there is no conflict the marketing and messaging can be weighted to include messaging which would attract the Sovereign or the Hero - but still having the tone of the primary archetype of the “Innocent” running through them.

Unify your team

Having a methodology like the one explained above means that:

- ▶ Sales teams and staff can easily understand how to communicate to each audience.
- ▶ Marketing and design teams can be effectively briefed
- ▶ A set of clear visual guidelines can be established to communicate consistently and effectively across the various sub-archetypes a brand will employ

Obviously we would always suggest you test and research each stage of the process with focus groups to check that any assumptions are right - but if you want to make your single brand communications resonate to each audience this is a great method to do this effectively. Once you have worked out this vital information it can become the backbone of your visual language and tone of voice strategy ensuring that communications are always on brand and resonate with each audience to maximise sales.

Let's do this.

Onwards and upwards

So - now you know a bit about story-telling marketing and archetypal branding and have seen first hand how that psychology can help to produce communications with meaning and make you more sales.

We wish you good luck and good fortune in whatever adventure you are setting out on and hope the tips and advice contained in this guide help you to achieve success.

If you like what we have had to say please tweet about it using the hashtag **#brainybranding** and include our twitter handle [@AttitudeDesign](https://twitter.com/AttitudeDesign).

Produced by:



ATTITUDE

www.attitudedesign.co.uk

#brainybranding