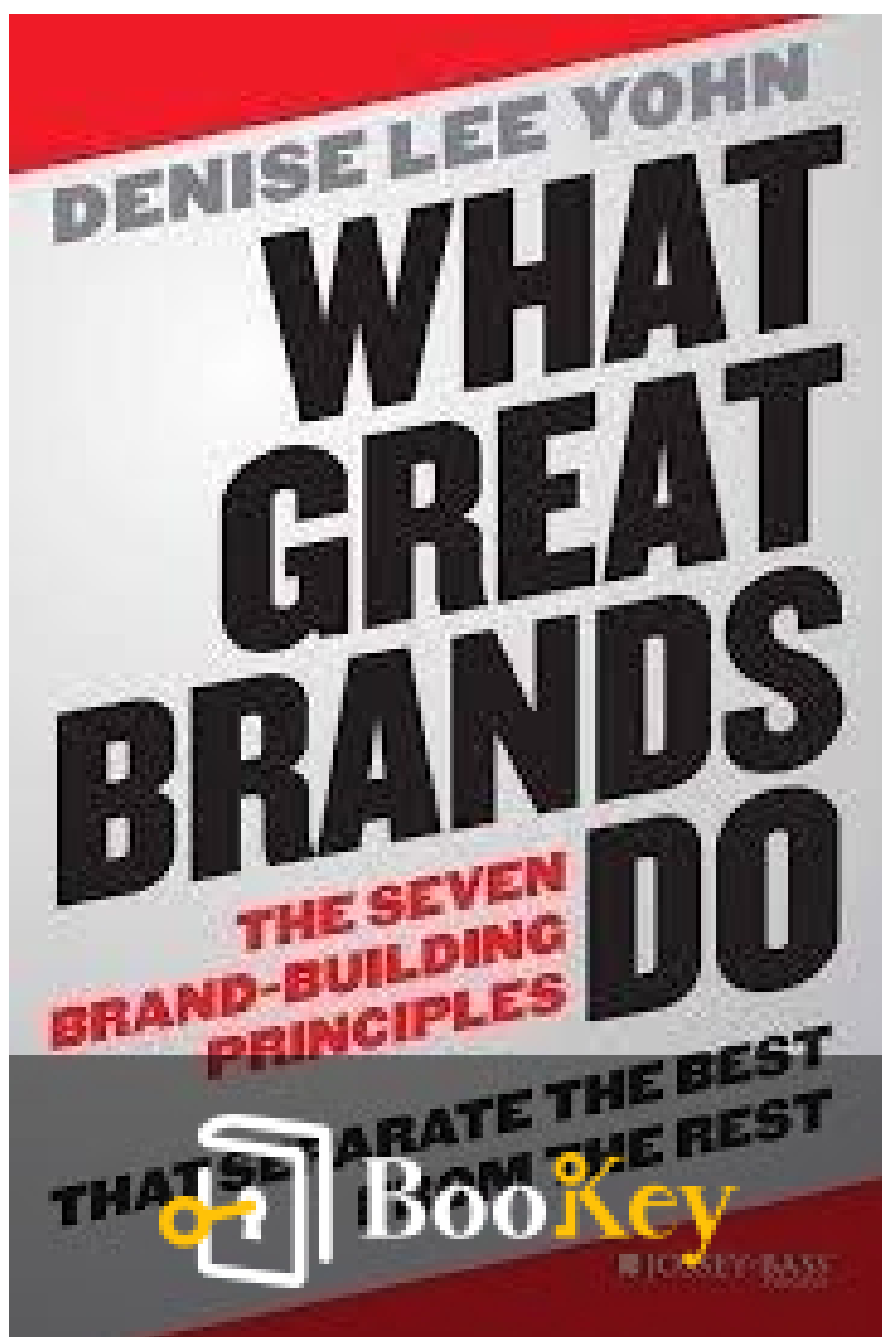


What Great Brands Do PDF (Limited Copy)

Denise Lee Yohn



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What Great Brands Do Summary

Unleashing the Power of Brand-Driven Business Strategies

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About the book

In "What Great Brands Do," Denise Lee Yohn unveils the fundamental practices that differentiate extraordinary brands from the rest, inviting readers to explore the strategic mindset that drives brand success. Through captivating case studies and actionable insights, Yohn reveals how powerful brands are built not just on products but on purposeful identities that resonate deeply with their audience. This book is not just a guide; it is a manifesto for anyone looking to elevate their brand or organization, encouraging you to think differently about what it truly means to deliver value and create a loyal following. By embracing Yohn's principles, you can transform your approach to branding and harness the potential of your brand to achieve remarkable impact.

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About the author

Denise Lee Yohn is a renowned brand leadership expert and consultant, celebrated for her insightful approach to building and managing high-performing brands. With over 25 years of experience in the industry, she has worked with a diverse array of companies, ranging from startups to Fortune 500 giants, helping them develop and execute brand strategies that resonate with consumers and drive business growth. Yohn is a sought-after speaker and columnist, sharing her expertise through various platforms, including Forbes and Harvard Business Review. Her book, "What Great Brands Do," distills her extensive knowledge into actionable principles, illustrating how powerful branding can be a key differentiator in today's competitive market.

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Chapter 1 Summary: Great Brands Start Inside

Chapter 19: Great Brands Start Inside

In 2002, Sam Palmisano took on the role of CEO at IBM, a company that had suffered significant declines during the 1990s, resulting in massive job losses and a tarnished reputation. Having joined IBM as a salesman nearly three decades earlier, Palmisano was acutely aware that the company's traditional values of "respect for the individual" and "the pursuit of excellence" had devolved into a culture characterized by entitlement and arrogance. Instead of opting for a conventional revamp of IBM's advertising and marketing strategies, he recognized that genuine change would require a deep cultural transformation—a shift that would reinvigorate employee engagement and make the brand relevant once again.

Understanding that employees are critical to delivering exceptional customer experiences, Palmisano initiated a three-step process to cultivate a strong internal culture. This process involved aligning the company's core values with day-to-day operations and ensuring that all employees, particularly the 40% who worked remotely, shared a consistent set of expectations and values. In 2003, he organized an international initiative called "ValuesJam," which allowed 50,000 employees to discuss and redefine IBM's core values through an open forum, resulting in three vital interpretations: dedication to

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every client's success, innovation that matters, and trust in personal responsibility.

Palmisano emphasized that true cultural change requires all employees—regardless of their positions—to adopt the brand's values in their interactions with customers and one another. Many strategies for brand culture building historically treat employees as passive recipients of brand messaging, which can lead to a disconnect between values and employee behavior. By actively engaging employees in defining the brand and operationalizing those values, companies can generate a more meaningful connection to their missions. Tools like IBM's ValuesJam and brand engagement sessions create opportunities for employees to contribute, fostering a sense of ownership and pride in the brand.

To further affirm their brand identity, successful companies like Method Products create Brand Toolboxes—comprehensive guides that assist employees in understanding and applying the brand's values in their day-to-day responsibilities. These resources facilitate ongoing education and help create a unified language across the organization, ensuring that every employee is equipped to promote the brand effectively.

Brand culture must extend beyond the internal workforce to include external stakeholders like suppliers, partners, and customers. The IKEA Way (IWAY), for instance, exemplifies how a company can embed its cultural

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values within its supply chain, promoting environmental practices and ethical working conditions while maintaining brand consistency. By actively engaging external partners and aligning their activities with the brand's core values, organizations can amplify their brand identity in the marketplace.

Ultimately, the goal is for company culture and customer experiences to be intertwined. A vibrant workplace culture fosters a solid foundation for delivering exceptional customer service, as seen with Wegmans, where employees receive extensive training to ensure they embody the brand's customer-first ethos. Brands that prioritize cultural alignment not only build employee morale but also enhance customer loyalty and brand equity, showcasing the critical importance of culture in driving business success.

In summary, great brands begin their transformation from within. By establishing a strong internal culture that echoes in external engagements, organizations can align their values with operational practices, leading to authentic customer experiences and sustainable brand success. To achieve greatness, companies must embrace the understanding that their brand is not merely what they advertise, but the direct result of their culture and employee engagement.

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Critical Thinking

Key Point: Great Brands Start Inside

Critical Interpretation: Imagine yourself in a workplace where every employee feels personally connected to the brand's mission, as their values reflect your own. This chapter emphasizes that true transformation begins internally; it inspires you to cultivate a culture of authenticity and engagement in your own life. Just like Sam Palmisano did at IBM, you can foster deeper connections by ensuring your personal values align with your actions and the environment around you. By taking initiative to engage with others, define shared values, and promote a sense of purpose, you can help create a community that not only supports one another but also drives collective success, shaping not just your immediate interactions but the broader impact you have in the world.

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Chapter 2 Summary: Great Brands Avoid Selling Products

Chapter 47 Summary

The chapter begins by exploring Nike's groundbreaking advertising campaign, "Just Do It," which epitomizes the emotional connection successful brands cultivate with consumers. In the late 1980s, Nike's initial ads highlighted the brand rather than the customers, resulting in poor reception during a company meeting. Founding member Phil Knight was dissatisfied and tasked the advertising agency, Wieden+Kennedy, with a new direction focused on customers.

The agency's revised approach featured diverse athletes sharing their personal motivations, culminating in the now-iconic tagline, "Just Do It." This campaign ran for ten years and shifted Nike's narrative from merely selling shoes to inspiring customers to embody athleticism and self-improvement. The essence of this approach underscored that consumers are driven by emotional factors rather than product features. Effective brands connect with customers on a deeper level, fostering loyalty and engagement that transcends simple transactions.

The chapter transitions to discuss how great brands prioritize emotional ties

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over direct sales, fundamentally redefining their business purpose. For example, once Nike recognized its role was not just to sell running shoes but to inspire achievement, it transformed consumer expectations. This strategy is reflected in other brands, like Pampers, which shifted its focus from mere product advantages to emotional themes surrounding parents' desires for their babies' health and development.

Pampers redefined success metrics to prioritize babies' sleep quality and emotional well-being, leading to innovative changes in product design and brand engagement, ultimately increasing sales significantly.

The use of insights from anthropology and empathic research is emphasized as essential for understanding consumer emotions and motivations.

Traditional market research often fails to capture these nuances, but by observing actual consumer behavior in natural settings, brands can connect on a more profound level.

For instance, companies that ventured into empathetic research, like a nutritional supplement manufacturer, could redefine their marketing strategies by recognizing that they weren't just selling health products; they were selling an identity tied to a healthy lifestyle.

The chapter further illustrates how emotional appeals can bolster consumer loyalty and shield brands during crises. Examples include Amazon's

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commitment to customer feedback—even negative reviews—and its long-term strategy that focuses on customer satisfaction rather than short-term profits.

Lastly, the narrative culminates by cautioning brands to remain adaptable and to constantly reassess their purpose beyond immediate product offerings. Companies like Google and Amazon embody this mindset, continually evolving their brand identities to craft connections rooted in emotions rather than adhering rigidly to traditional product categories.

Ultimately, the chapter conveys that great brands avoid merely selling products; they cultivate deep emotional relationships with their customers, which not only fosters loyalty but also enables brand evolution and innovation over time.

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Critical Thinking

Key Point: Successful brands cultivate emotional connections with consumers.

Critical Interpretation: Imagine how your own life could transform by embracing the emotional connections with your goals, much like Nike inspires its customers with the 'Just Do It' mantra. When you prioritize your feelings and intrinsic motivations over mere achievements, you might find that small, everyday actions lead to profound transformations. By focusing not just on the destination, but on the emotional journey and the personal growth that accompanies each step, you can create a narrative for your life built on inspiration and authenticity, driving you to pursue your passions with the same fervor that brands like Nike instill in their customers.

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Chapter 3 Summary: Great Brands Ignore Trends

In Chapter 3, the author reflects on the legacy of Oprah Winfrey, who ended her successful TV show in 2011 while still at the pinnacle of her career.

Winfrey's ability to build a distinctive brand is highlighted not just through her numerous achievements but also her conscious decisions to avoid certain paths taken by other media personalities. For instance, she chose not to take her production company public or license her name for commercial products, instead opting to remain authentic and focused on her core competencies. This strategic resistance to following market trends set the stage for a deeper discussion on branding.

The chapter posits that following trends can be perilous for brands. While many companies chase fads for short-term gains, this often leads to what the author calls the “-er positioning” problem, where brands merely attempt to be better or cheaper than the competition, thereby losing their distinct value. Nah, trend followers often risk compromising their authenticity and inner culture, leading them to innovate less and mimic more, ultimately stalling true brand growth.

To illustrate effective strategies, the author introduces the idea of challenging business-as-usual norms, using the story of Steve Ells and Chipotle as a prime example. Ells was inspired by a taquería's success and created Chipotle by emphasizing fresh, quality ingredients over the

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traditional fast food business model, thereby forging a new path in the restaurant industry. Chipotle's approach, which involved resisting the fast-food industry's focus on price-cutting and extensive menus, positioned it as a trendsetter rather than a follower.

The chapter also touches on the concept of anticipating and advancing cultural movements. Successful brands like Starbucks and Lady Gaga exemplify this by not merely reacting to current trends but instead engaging with larger cultural shifts. Starbucks, for instance, created a community-focused coffeehouse culture that addresses consumer needs for social interaction, while Lady Gaga has transformed the music experience through interactive apps and strong social media engagement.

The chapter concludes by discussing the importance of proactive brand strategies, such as conducting a "Brand Diagnostic," which involves analyzing customer insights, competitive contexts, and the organization's strengths. By doing so, companies can align their internal culture to resonate with broader movements, ultimately creating authentic connections with customers while positioning themselves as leaders in their respective fields, rather than passive trend followers.

Throughout the discussion, the key takeaway is that great brands, like Oprah, Chipotle, and Starbucks, thrive by ignoring fleeting trends and instead focusing on their authentic culture and long-term vision. This allows



them to build deeper emotional connections with consumers and to challenge conventions in their industries.

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Critical Thinking

Key Point: Ignore fleeting trends to stay authentic and focused on long-term vision

Critical Interpretation: Imagine your life as an evolving brand, where success isn't measured by fleeting moments of popularity but by the enduring impact you create. By choosing authenticity over trends, you can cultivate your unique strengths and values, just like Oprah Winfrey. Engage with your passions and resist the pressure to conform to what's popular at the moment. This approach not only fosters resilience but also attracts meaningful relationships and opportunities aligned with your true self. In striving for genuine connections and staying true to your vision, you empower yourself to lead a more fulfilling and purpose-driven life.

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Chapter 4: Great Brands Don't Chase Customers

Chapter 4 Summary: Great Brands Don't Chase Customers

Lululemon Athletica exemplifies the success of a brand that prioritizes its core identity over mass appeal. This rapidly growing retailer focuses on providing a personalized experience through its highly trained staff, known as “educators,” and fosters community engagement by hosting free yoga classes and running clubs. However, Lululemon enforces a stringent return policy: items must be undamaged and returned within fourteen days. Unlike competitors such as Nordstrom, Lululemon maintains its higher price points because it emphasizes quality, innovation, and a specific brand philosophy that does not aim to cater to everyone.

The essence of Lululemon's success is its magnetic appeal, a strategic approach to attract like-minded customers who resonate with its brand values. As branding consultant Sean O'Connor states, Lululemon shouldn't feel the need to apologize for its pricing model because it reflects the quality and lifestyle that it promotes. This approach fosters a strong customer base consisting of individuals who identify with Lululemon's sense of community and self-confidence.

While many businesses fall into the trap of trying to appeal to every

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customer segment, thereby diluting their brand message, Lululemon actively segments its market, creating products and services that cater to its most valuable customers. By doing so, the brand enhances its identity and ensures that every customer experience is aligned with its vision.

This philosophy is not just applicable to Lululemon. Other successful brands, such as Trader Joe's and American Express, similarly emphasize a targeted customer strategy. Trader Joe's distinguishes itself in the grocery sector by offering unique products and cultivating a culture of discovery, while American Express focuses on servicing high-spend individuals to build loyalty. Each brand finds strength in its selective targeting to form deeper connections with their ideal customers.

Moreover, the chapter contrasts the marketing strategies of brands like The Beatles and The Rolling Stones, with the latter embracing a more polarizing identity that garnered passionate loyalty from its fanbase. Adam Morgan's concept of "lighthouse brands" illustrates how strong brand identities can attract attention even from those not actively seeking them. Brands that communicate a well-defined position ultimately inspire trust and loyalty.

The text emphasizes the importance of a clearly articulated competitive positioning statement—who the brand serves, what it stands for, and how it delivers unique value—using Lululemon's focus on performance and style as a prime example. Brands are encouraged to differentiate through three

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main strategies: being first to market, owning a specific attribute, and specializing in a defined market segment.

In summary, brands that focus on their core ethos attract the right customers without chasing fleeting trends. By cultivating an engaging brand identity, businesses not only enhance customer loyalty but also drive profitability. The chapter closes by asserting that strong brands, like Lululemon, resist the temptation to compromise their values, instead inviting customers to navigate their journey boldly—akin to a lighthouse guiding ships safely through fog.

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Chapter 5 Summary: Great Brands Sweat the Small Stuff

Chapter 5 Summary: Great Brands Sweat the Small Stuff

In this chapter, the concept of the "First Moment of Truth" (FMOT), coined by Procter & Gamble (P&G) in 2005, is introduced. FMOT represents the critical few seconds when a consumer first encounters a product on a retail shelf, leading to an immediate decision to either engage with or dismiss it. P&G's commitment to maximizing this moment resulted in the establishment of a dedicated FMOT department, emphasizing impactful packaging that not only captures attention but also supports a positive experience at the "Second Moment of Truth," when the product is used at home.

P&G's approach includes comprehensive, consumer-centric research, exemplified by the redesign of Pantene's packaging. This redesign aimed to align with consumer needs by focusing on desired outcomes, such as volume or smoothness, rather than merely categorizing hair types. The final product was visually striking and user-friendly, demonstrating how detailed attention can enhance both shelf appeal and home usability.

Great brands prioritize every customer interaction, understanding that even minor details can significantly impact brand perception. The chapter

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underscores the importance of maintaining a high standard across all touchpoints—whether through product packaging, advertising, or in-store experiences—and how these interactions must coherently express a unified brand message.

Apple’s design philosophy is another focal point, showcasing how effective design can create strong emotional connections with consumers. From the innovative packaging of its products to the user experience provided by its retail spaces, Apple exemplifies the idea that meticulous attention to design can effectively communicate a brand’s essence.

In retail, brands like Trader Joe’s and REI harness their unique design languages to create distinctive shopping environments that resonate with customers. Retail experiences are crafted to appeal to the senses, whether through engaging store layouts, sensory details like signature scents, or interactive product testing spaces. This thoughtful design approach reinforces the brand image and strengthens consumer loyalty.

The chapter also discusses the necessity of a seamless customer experience. Companies often operate in silos that can lead to disconnects in customer experience, which customers typically find frustrating. To combat this, brands must align operations and communications across all customer touchpoints to ensure a smooth journey from awareness to purchase.



The creation of a Brand Touchpoint Wheel, a strategic tool that helps organizations visualize and optimize brand touchpoints, is proposed to enhance brand expression throughout the customer experience. This tool helps identify areas for improvement and aligns various departments in fostering a collective brand vision.

Finally, the narrative illustrates several exemplary brands, including Singapore Airlines and Zappos, which operationalize their brand values through comprehensive attention to detail across all aspects of their businesses. From Zappos' commitment to customer service without constraints to Singapore Airlines' rigorous quality standards, these brands show how a steadfast focus on the small stuff elevates their overall brand impact.

In conclusion, to achieve enduring success, brands must maintain a disciplined approach to details, ensuring that every aspect of their operation aligns with their core values and customer expectations.

Key Concepts	Description
First Moment of Truth (FMOT)	Coined by P&G, it refers to the critical seconds when a consumer first sees a product, influencing their immediate decision to engage or dismiss it.
P&G's FMOT Strategy	P&G has a dedicated FMOT department focusing on impactful packaging that enhances shelf appeal and positive home experience during the Second Moment of Truth.

Key Concepts	Description
Consumer-Centric Research	P&G's redesign of Pantene packaging aligned with consumer desires instead of hair type categorization for a better user experience.
Importance of Customer Interactions	Brands must prioritize every interaction, as minor details can significantly affect brand perception across all touchpoints.
Apple's Design Philosophy	Apple's meticulous attention to design in packaging and retail experiences fosters strong emotional connections with consumers.
Retail Experience Examples	Brands like Trader Joe's and REI create appealing shopping environments through unique design languages and sensory details, reinforcing brand loyalty.
Seamless Customer Experience	Brands must align operations and communications to avoid silos that frustrate customers, ensuring a smooth customer journey.
Brand Touchpoint Wheel	A strategic tool to visualize and optimize brand touchpoints, helping identify improvement areas and aligning departments with brand vision.
Exemplary Brands	Brands like Singapore Airlines and Zappos exemplify detailed attention across all operations, enhancing brand impact and service quality.
Conclusion	Brands must maintain discipline in focusing on details to ensure operations align with core values and customer expectations for enduring success.

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Chapter 6 Summary: Great Brands Commit and Stay Committed

Summary of Chapter 6: Great Brands Commit and Stay Committed

In recent years, Shake Shack has emerged as a notable success story within the restaurant industry. Founded as a modest hot dog cart in 2001, it has expanded into a global burger and shake chain with nearly thirty locations. CEO Randy Garutti emphasizes the company's vision of being "the best burger company in the world," even opting to forego lucrative growth opportunities such as catering services or food trucks, because they could detract from the unique Shake Shack experience, which hinges on exceptional food and atmosphere. This commitment to their brand core highlights the importance of focusing on a singular vision rather than getting sidetracked by quick revenue-generating tactics.

A solid brand foundation is characterized by a clear core ideology, as articulated by Jim Collins in his research. Great brands articulate who they are and what they stand for, which serves as a guiding principle during times of growth and diversification. For successful brands, having this unified understanding helps them resist the pressure to chase fleeting trends or to broaden their offerings in ways that dilute brand identity. Instead, they are committed to making deliberate choices that prioritize brand integrity, even

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if those choices require sacrificing short-term profits.

The chapter outlines how commitment creates focus and sustainable success by preserving what a brand represents. For example, the Vanguard Group, through a culture of independent thinking and a commitment to serving clients wisely, avoided major pitfalls during the 2008 financial crisis through sound investment decisions. The culture encourages skepticism and a willingness to question norms, which ultimately safeguarded investor interests.

In exploring growth challenges, the chapter notes that rapid expansion can lead to brand erosion if not aligned with core values. Krispy Kreme serves as an example of a brand that, in striving for growth, lost sight of its original commitment to providing fresh, hot doughnuts, leading to a decline in quality and customer trust. Conversely, brands like Amazon highlight the benefits of sticking with long-term commitments focused on customer satisfaction.

Additionally, Garutti's philosophy of growth focuses on fostering a strong organizational culture where leadership capabilities are developed before opening new locations, ensuring that expansion does not compromise brand quality. This approach emphasizes community connection and operational excellence.

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The chapter proposes various exercises—like creating a brand documentary or writing an obituary for the brand—to help brand managers clarify their brand’s essence. These techniques encourage stakeholders to reflect on their brand’s core values, narrative, and competitive positioning.

Lastly, the chapter discusses how great brands make sacrifices—whether targeting specific customer demographics or accepting lower sales for greater brand loyalty—to differentiate themselves. It highlights the significance of long-term commitment and consistent adherence to core values, citing leaders like Kip Tindell of the Container Store, who emphasizes flexibility rooted in clear principles rather than rigid rules.

Ultimately, commitment to a focused brand strategy enables organizations to navigate uncertainties, achieve sustainable relevance, and create meaningful connections with customers. Great brands, by staying true to their identity and vision, cultivate trust and ensure enduring success.

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Critical Thinking

Key Point: Commitment to a Singular Vision

Critical Interpretation: Imagine navigating your life with a clear, unwavering commitment to a single vision, much like Shake Shack's dedication to being 'the best burger company in the world.' This focus allows you to prioritize what truly matters, inspiring you to avoid distractions that dilute your essence. By embodying this principle, you foster a sense of integrity and purpose, empowering you to make choices that reflect your core values. As you embrace this approach, you'll find that steady commitment not only cultivates trust and connection with others but also leads to long-term fulfillment and success in your personal and professional endeavors.

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Chapter 7 Summary: Great Brands Never Have to “Give Back”

In Chapter 7, the narrative explores the transformative approach taken by brands like Patagonia, which famously urged consumers not to buy its products during the Black Friday sales frenzy of 2012. The ad campaign, headlined "DON'T BUY THIS JACKET," emphasized the environmental cost of consumerism and encouraged individuals to buy less, highlighting Patagonia's commitment to sustainability through its “Common Threads Initiative,” which promotes repairing and reselling existing products. This initiative reflects a broader trend seen in great brands, where authentic corporate practices are integrated into their core business models rather than merely participating in superficial corporate social responsibility (CSR) efforts.

Patagonia’s marketing head, Vickie Achee, underscores that such initiatives are not mere marketing gimmicks; they represent the company's ethos and are intended to engage customers in a shared commitment to sustainable practices. This philosophy illustrates a shift in the market where consumers increasingly demand that brands pursue social good alongside profitability, moving from CSR—the act of giving back—to Creating Shared Value (CSV), where social responsibility becomes embedded in the brand's operational ethos.

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The chapter contrasts Patagonia's mission with Facebook founder Mark Zuckerberg's high-profile donation to Newark schools, which, while substantial, lacked alignment with the mission or brand of Facebook, exemplifying a disjointed approach to CSR. The text highlights AT&T's "Aspire" program as a more integrated corporate social responsibility effort, showcasing how their initiatives align closely with business goals and employee engagement to foster real change.

As consumer consciousness about corporate ethics grows, companies are urged to adopt deeper integration of social and business practices. Research indicates that many consumers now prioritize a brand's commitment to societal values in their purchasing decisions, reflected in increasing support for brands that contribute to social causes.

The chapter elaborates on the evolving nature of brand reputation, urging companies to align core business strategies with social missions. Brands like Starbucks with its "Create Jobs for USA" program and Firehouse Subs with its Public Safety Foundation exemplify successful integration where social and business objectives prosper together.

Fundamentally, this shift promotes a holistic view where social responsibility is no longer an additional obligation, but a foundational aspect of creating brand value. The concept of Level 5 Relevance is introduced, suggesting a framework for companies to assess their social relevance,



guiding them through various levels of engagement from industry-specific initiatives to a deep-rooted alignment of business practices with core values.

Finally, the narrative showcases forward-thinking companies like GE, Innocent Drinks, and Ben & Jerry's, who have come to terms with the symbiotic relationship between profitability and social impact, illustrating that the pursuit of social good can lead to financial success. Great brands, it concludes, do not merely aim to "give back" but are intrinsically intertwined with the social fabric of the communities they serve, ensuring that their missions uplift and enhance society at large.

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Chapter 8: The Eighth Principle: Brand as Business

In Chapter 8, titled "The Eighth Principle: Brand as Business," the author emphasizes a critical quality that distinguishes exceptional brands: the integration of branding into the very fabric of business operations. This principle—dubbed the brand-as-business management approach—serves as a unifying thread connecting the previous seven principles discussed in the book. Rather than treating each principle as a standalone strategy, the eighth principle highlights how they collectively form an integrated framework essential for driving both business growth and brand strength.

The chapter opens by underscoring the importance of positioning the brand at the core of an organization. Successful brands ensure a seamless alignment between brand management and overall business strategy, a practice that involves deeply embedding brand principles into workplace culture and operational planning. The author addresses a common pitfall: the tendency to selectively implement only those principles that resonate personally or appear most manageable, cautioning that often the simplest or most difficult concepts are the ones that require the most attention.

The implementation of the first seven principles unfolds in a systematic three-step process: culture, planning, and execution.

1. **Culture** serves as the foundation, beginning with the first principle,

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"Great Brands Start Inside." A vibrant brand culture aligns and motivates all stakeholders, enabling efficient execution of brand strategies.

2. **Planning** emerges as a crucial phase where brand principles guide critical business decisions. By defining their purpose beyond mere products, great brands focus on relationships with customers, resist trends, and clearly identify their target audiences.

3. **Execution** is where culture and planning converge; it involves maintaining operational excellence, commitment to brand values, and creating shared value for all stakeholders. This stage reinforces the brand's impact and propels further growth.

The author reflects on the shifting landscape of branding, noting that traditional strategies—focused on image creation and advertising—are becoming obsolete. Instead, brands must operationalize their identity, ensuring that promises made through marketing are consistently fulfilled in customer interactions. Effective management of brand investments blurs the line between branding expenses and business operations, ensuring that brand development is a core organizational prerogative.

The chapter lists four ways in which a brand-as-business approach generates real value:

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- 1. Identifying New Growth Opportunities:** By redefining what business they are truly in, organizations can explore innovative avenues for expansion, as illustrated by the example of Zappos, which evolved from a shoe retailer to a diverse service-oriented brand.
- 2. Shaping Business Objectives and Strategies:** A strong brand provides a cohesive framework that aligns diverse teams towards shared goals, as demonstrated by a leading agricultural company that unified its operations through a well-defined brand strategy.
- 3. Creating Unified Teams:** Brand values can enhance recruitment, training, and employee engagement, culminating in high-performing teams unified around the brand's mission.
- 4. Connecting Employee Roles to Brand Purpose:** Engaged employees are better positioned to deliver on brand promises, enriching both customer and employee experiences. Sharp Healthcare is showcased as an example of a healthcare institution where a strong brand culture translates into improved patient care.

Successful implementation of the brand-as-business approach requires proficiency in key competencies such as strategy implementation knowledge, planning, process coordination, and strategy translation. These competencies nurture a culture that supports brand engagement and



operational excellence.

The chapter concludes by noting that brand as business is not routine. Leaders must embrace and advocate for this approach across all organizational levels, positioning the brand as a dynamic driver of business strategy. This shift in perspective represents the evolution from traditional branding—primarily focused on external image—to a holistic view where the brand reflects the organization's actions and values on a daily basis. In essence, great brands are defined not by static identities, but by their active commitment to delivering value at every touchpoint, thereby demonstrating how they live their brand every day, all the time.

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great concept !!!highly recommended!

Rahul Malviya

Beautiful App



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I've learned. Highly recommend!

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