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IN



DOS ARQUÉTIPOS ÀS MARCAS DESAFIADORAS





Junho06

## **FÓRUM DE BRANDING** DOS ARQUÉTIPOS ÀS MARCAS DESAFIADORAS

**ACBD – Branding Papers**

**São Paulo, 9 de junho de 2006.**

### **DOS ARQUÉTIPOS ÀS MARCAS DESAFIADORAS.**

“AS PESSOAS SABEM O QUE QUEREM.  
MAS, ÀS VEZES, AS PESSOAS QUEREM O QUE NÃO SABEM”  
Gilberto Gil

O Dr. Clotaire Rapaille parece concordar com o ministro Gil: descobriu que a melhor maneira de se fazer negócios é acessando aquilo que o consumidor tem de mais ancestral: os seus arquétipos. Estes modelos culturais são incorporados deste cedo – tão cedo que se tornam parte integrante da estrutura emocional das pessoas. Parece complicado mas é bem simples. E, como todas as idéias simples, muito poderosa. Entenda melhor o assunto lendo a entrevista com o Dr. Rapaille neste segundo número dos ACBD Branding Papers. Descubra como este psiquiatra de formação trabalhou os arquétipos com ótimos resultados para marcas como Nestlé, L'Oréal, Pfizer, Kellogg e Procter & Gamble.

Conhecer o seu consumidor é fundamental. Mas a partir desse conhecimento, é preciso fazer diferente. Desafiar o status quo, questionar o tradicional: é o que vai gerar a tão falada diferenciação. E é o que o Unibanco, a Dove e a Apple estão fazendo: tornando-se Marcas Desafiadoras. Mostramos, nesta edição, como essas e outras empresas que trabalharam pela ruptura e não pela continuidade, pela busca dos valores únicos e não pela novidade estão conquistando o coração dos consumidores e gerando grandes negócios.

Informe-se e divirta-se com esta nova compilação de estudos, artigos, trechos de livros e frases, com curadoria da Equipe ACBD. E até o nosso próximo Fórum de Branding.

Ana Couto



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**"ANYTHING THAT IS NOT CHANGING IS DEAD."**

Lauryn Hill, cantora e compositora



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### Entrevista com Clotaire Rapaille

Fonte: Frontline, The Persuaders  
Novembro de 2004

#### **Dr. Clotaire Rapaille é psicanalista especialista em marketing e presidente da Archetype Discoveries Worldwide**

"I don't care what you're going to tell me intellectually. I don't care. Give me the reptilian. Why? Because the reptilian always wins."

#### **How did you get started in this field?**

Originally I'm a child psychiatrist. I used to work with autistic children, children that don't speak, and I was just trying to find a cure. I made several little discoveries of the way the brain functions at the time. For example, these children are usually quite intelligent -- some kind of "intelligent." I don't know if you remember Rain Man, that [in the Dustin Hoffman character] Rain Man you had this kind of computer intelligence, but they have a little problem with emotions.

One of my discoveries was that in order to create the first imprint of a word -- when you learn a word, whatever it is, "coffee," "love," "mother," there is always a first time. There's a first time to learn everything. The first time you understand, you imprint the meaning of this word; you create a mental connection that you're going to keep using the rest of your life. And to create this mental connection, you need some emotions. Without emotion, there is no production of neurotransmitters in the brain, and you don't create the connection. So actually every word has a mental highway. I call that a code, an unconscious code in the brain.

Part of my work was in Switzerland, and I was working with children trying to learn French, Italian or German. And my second discovery at the time was that there's a different imprint for these different cultures. What I discovered was that the code for each culture was different. "Coffee" in Italy doesn't mean "coffee" in America. I mean, if you drink American coffee the way you do, and [then] you switch, and instead of American coffee you drink that much coffee, but it's Italian coffee, you're dead at the end of the day. So obviously with the same word, we have a completely different relationship with what the word means, what is behind this word, and so on.

And so I was lecturing at Geneva University, and one of my students asked his father to come to my lecture. And at the end of the lecture the father told me, "You know, doctor, I have a client for you." And I said, "Is it a little boy, little girl, doesn't speak?" [He said], "No, no, this is Nestlé." And I was very surprised. I say: "Nestlé? What can I do for Nestlé?" "Well, we try to sell instant coffee to the Japanese, and obviously we might have the wrong code, because we're not very successful." Today, more than 30 years later, it sounds obvious, but at the time they were trying to get Japanese people to switch from tea to coffee. And of course when you know that there's a very strong imprint of tea in Japan -- it's almost a religious dimension there -- you cannot really have a strategy to get them switch from tea to coffee.



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So I took a sabbatical, went to Japan, and discovered the code for coffee in Japan, shared that to the company, and they started implementing it immediately. My frustration working with autistic children was, I never got much results. It's just, unfortunately, very hard work, but you don't really get results. And I was becoming very frustrated that my American side -- I was already American, you know, in my mind -- wanted results. Then I went to Japan, worked with Nestlé, and [a] few months later, bang, got results. I say: "Wow, results already? Whoa." I never went back to psychiatry. I started my first company in Japan, then in Switzerland, in France and in America -- that's it.

### **What did your work for Nestlé look like?**

It was really to tell them, for example, that the Japanese don't have a first imprint of coffee. What first imprint they have is tea. And so when you go into this category, in what we call taxonomy, mental taxonomy, it's like a mental category they have, and you cannot compete with this category.

So you have to create the category. And so we started, for example, with a dessert for children with a taste of coffee. We created an imprint of the taste of coffee. And then we acknowledge the Japanese want to do one thing at a time, and the Swiss understood that very well. They start with this kind of a product. They start selling coffee, but through dessert, things that were sweet, get the people accustomed to the taste of coffee, and after that they followed the generations. And when they were teenagers they start selling coffee, and first there was coffee with milk at the beginning, and then they went to coffee, and now they have a big market for coffee in Japan.

### **Do these imprints have to happen as a child?**

Well, yes. They don't have to, but if you don't have an imprint when you are a child, and if you get the first imprint later -- for example, I'm trying to speak English, but my first imprint of language was French, because I was born during the war in France. When I start learning English it was later. I was already also grown up, so I will never have the same imprints with English that I have with French. Most of the time, when children don't learn a foreign language before they are 7, they always have some kind of an accent. The brain is very available if you want at an early age to create this mental connection.

When we [are] born, we have the reptilian brain. The reptilian brain is there already. It's part of survival; it's breathing, eating, going to the bathroom. But then, in relationship with the mother, we develop the second brain, which is the limbic brain -- emotions -- and these emotions vary from one culture to another. In the relationship with your mother, you're going to imprint, make mental connection about what means love, what means mother, what means being fed, what means a home, what means all the things that are very basic for survival. [These] are transmitted by the mother to you, and you create this mental connection in the brain -- like a reference system, if you want, that you keep using. After a while, this system becomes unconscious. You do not even think about it. You know "Oh, this is a house; of course this is a house." Well, for a lot of people around the world, this is



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not a house. A house might be a tent or made of ice or whatever, but this is not their reference system. It might be different for others.

Then, after 7, we have in place the cortex. The cortex is the last part of the brain that we develop, and that's what we suppose to be "intelligent." We are scientists, you know -- numbers and stuff like that. Now, what is interesting is the cortex, we [are] kind of aware of that. We try to be intelligent, but the reptilian [part] we are not very much aware of it, and the limbic is more or less completely unconscious. These levels are very different from one culture to another. Some cultures are very reptilian, which means very basic instinct. American culture is a very basic instinct: I want to be reached now; let's do it. [There's a] bias for action. Just now, [America is] very adolescent when other cultures are more cortex, very control, control, control. The German, the French are very controlled. They want the government to control everything, the state, the bureaucracy, the administration. The ideal life for a German person is when they just have to obey; the administration is in charge of everything and controls everything, and you don't have to worry about anything. We don't like that. We Americans, we like to have choices: My own life, I want to become whatever I am; whatever it is doesn't matter, but I want to become myself -- not something else, not what people tell me. So I'm not telling you one culture is good or bad, but just different.

What are codes? Once you understand the code, you understand why people do what they do. For example, the code for the French -- once you understand the code, you may understand why [French president Jacques] Chirac reacted this way to Bush, because for the French, the code is "to think." That's it: to think. "I think, therefore I am" -- not "I do," "I think." The French believe [that they are] the only thinkers of the world and that they think for the rest of the world. They believe that Americans never think; they just do things without knowing why. And so in this situation, where Bush say[s], "Let's do it," the French say, "No, wait, think; we need to think."

Now, what you have to understand about the French culture is "to think" is enough. You don't need to do anything with your thinking. The French philosopher would say, "I think, therefore I am," where in America you have Nextel, this campaign, fantastic, "I do, therefore I am," not "I think." I think they're right on target with the American code.

### **What's wrong with traditional market research?**

They are too cortex, which means that they think too much, and then they ask people to think and to tell them what they think. Now, my experience is that most of the time, people have no idea why they're doing what they're doing. They have no idea, so they're going to try to make up something that makes sense. Why do you need a Hummer to go shopping? "Well, you see, because in case there is a snowstorm." No. Why [do] you buy four wheel drive? "Well, you know, in case I need to go off-road." Well, you live in Manhattan; why do you need four wheel drive in Manhattan? "Well, you know, sometime[s] I go out, and I go -- " You don't need to be a rocket scientist to understand that this is disconnected. This is nothing to do with what the real reason is for people to do what they do. So there are many limits in traditional market research.



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I will not criticize too much marketing research. I would say some people are good, like everywhere. Some people are not that good. But in terms of the way they approach people's behavior, I think you need to go beyond words, and my training with autistic children is that I had to understand what these kids were trying to tell me with no words. So that's part of my training.

How can I decode this kind of behavior which is not a word? My theory is very simple: The reptilian always wins. I don't care what you're going to tell me intellectually. I don't care. Give me the reptilian. Why? Because the reptilian always wins.

One example I can give you about reptilian: mothers. I've done a lot of work for people that market products to mothers, right? Women in America have a different program that starts kicking in when they become mothers. When a woman becomes a mother, the reptilians take over. Suddenly she is a mother first. The husband is second; the baby is first. Suddenly she feels at the gut level that she has to be permanently aware, in charge, protecting this child, for the child to stay alive. And this is like a divine mission, so this has become a very strong priority which is very reptilian. The code for mothers, for me, is total paranoia. Total paranoia. Mothers know that you can't stop watching, being careful, 24 hours a day, seven days a week. They feel the danger before anybody else. Now, sometime[s] they behave in a very irrational way, so if you try to ask them, "Tell me how you behave in this situation," and so on, well, they're going to tell you something that makes sense. But if you are really right there when something happens, you see suddenly the reptilians take over -- bingo. And that what is interesting.

### **How do CEOs recognize or understand this phenomena?**

It's absolutely crucial for anybody in communication -- and that could be journalists, TV, media, all of it, or marketing people -- if you want to appeal to people, it's absolutely crucial to understand what I call the reptilian hot button. If you don't have a reptilian hot button, then you have to deal with the cortex; you have to work on price issues and stuff like that.

Example: You didn't eat for two weeks, right, and suddenly there is some food here. Are you going to negotiate the price? Your reptilian brain says, "I need to eat, I need to eat," so you don't negotiate the price. The reptilian always wins. You cannot impose something that goes against people's reptilian.

In the kind of communication I'm developing and using, with 50 of the Fortune 100 companies who are my clients, almost full time, it is not enough to give a cortex message. "Buy my product because it's 10 percent cheaper": That's cortex. Well, if the other is 15 percent cheaper, I move to the others. You don't buy loyalty with percentages. That is key. It's not a question of numbers; it's the first reptilian reaction.

I want to give you an example. When I start[ed] working with Chrysler, they told me: "We have done all the research. We have all the questionnaires and focus groups and everything, and we know Americans don't want cars anymore. They want trucks; they want big SUVs; they want minivans. They don't want cars." And I told them, "I think that maybe you are making a mistake here, because you listen to what



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people say; I don't." So I suggested to Chrysler: "Let's do some kind of work the way I do this. Let's try to break the code, understand what is the code. What I believe is they are not buying cars because you're not delivering the reptilian car they want, but if you find out the reptilian code for car and you make a car, you create a car like that, you're going to sell it."

So we did this kind of work. We went back to the first imprint. The result is the PT Cruiser. The PT Cruiser is a car [that] when people see it, they say, "Wow, I want it." Some people hate it; we don't care. There is enough people that say, "Wow, I want it," to make a big success. And then when we tested that, and we say, "How much will you pay for this kind of car?,"

people say, "Oh, we'll pay \$15,000 or \$35,000." You know that when you have a product where people say \$15,000 or \$35,000, the price is irrelevant.

What is it that make[s] the PT Cruiser a reptilian car? First, the car has a strong identity. What people told us is that "We're tired of these cars that have no identity. I have good quality, good gas mileage, good everything else, but when I see the car from a distance, I have to wait till the car gets close to know what it is, and I have to read the name." When you go to see your mother, she doesn't need to read your name to know who you are, you see? We want this reptilian connection. And so this notion of identity, absolutely key, was very reptilian for a car.

### **Are marketing people muddling their messages?**

Some people are getting there now. Some people understand the power of the reptilian in a very gutsy way. They don't do all the analysis of the three brains, but [they get it]. For example, the Nextel campaign, "I do, therefore I am." Right, bingo. This is not "I think, therefore I am." And the campaign for the Hummer -- the Hummer is a car with a strong identity. It's a car in a uniform. I told them, put four stars on the shoulder of the Hummer, you will sell better. If you look at the campaign, brilliant. I have no credit for it, just so you know, but brilliant. They say, "You give us the money, we give you the car, nobody gets hurt." I love it! It's like the mafia speaking to you. For women, they say it's a new way to scare men. Wow. And women love the Hummer. They're not telling you, "Buy a Hummer because you get better gas mileage." You don't. This is cortex things. They address your reptilian brain.

### **They appeal to the logic of emotion.**

Right. This is the connection between the limbic and the reptilian, what I call the logic of emotion, which is how the emotions deal with the urges, the instincts, the needs we have. One example I can think [of] is seduction. I was lucky to study seduction in eight cultures for L'Oréal. I couldn't believe I was paid to do that. It was fantastic.

Now, seduction is like there are numbers on the doors, and you have to punch the numbers to open the doors. Even if you know the numbers, if you don't know the proper order of these numbers, you're not going to open the door. Well, that's seduction. There are things that you can do, and the code is different from one



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culture to another. You know, if you start with A and A is fine, you can go to B and B is fine; you can go to C, C is fine. But in another culture, if you start with A, they think you're dumb. You can start directly with D, but then you have to go to A. So [it's] the order of things, what can you do, and that can be as simple as when can you hold the hand of the girl or when can the girl tell you, "Come pick me up," or things that people are supposed to say or not to do. There is an order, and it's different in Japan; it's different in France; it's different in America; it's different in South America. That's what you have to understand. If you try to sell a product or service, not understanding this proper order, this logic of emotion, you turn people off. They say, "These people are ridiculous." And I have to say that many, many American companies make these kind of mistakes, because they don't understand. They think that oh, our logic of emotions should be universal; everybody should feel this way. And they don't. So how do you discover these reptilian codes, if they are unconscious? I believe that people have unspoken needs. They're not even aware of these needs, but they have these needs which come from the reptilian, but they're not conscious needs. You cannot just ask them, "Tell me what is unconscious." I mean, this is ridiculous; they can't tell you. So you need to have a way. I say, "If you don't have the microscope, you don't discover the microbes." In my work, I don't discover the code alone; I use my clients. We call that the core team. The clients are with me and together with the people that we want to understand. We go to the bathroom with them. We spend three hours with them, you know, 30 of them at the same time. It's not a focus group; we call it an imprinting session. And my clients are just like one of them. As long as they are American, born and raised in America, they qualify, too. And so they go to the bathroom with these people, and there is no nametag; they don't know who they are. And it's amazing what we discover most of the time.

What are the steps you take? Because of the three brains -- the cortex, the limbic and the reptilian -- I've designed a session where we started with the cortex, because people want to show how intelligent they are, so [we] give them a chance. We call that a purge or washout session. We don't care what they say; we don't believe what they say. And usually they give us all the cliché. They tell us everything that we have told them already through advertising, communication, the media, the newspaper. And then we have a break. They're usually very happy with themselves. They say, "Oh, we did a good job," and so on. And when they come back, now we're going to the limbic, to the emotions. I tell them: "You're going to tell me a little story like if I was a 5-year-old from another planet. I'm 5, which means I can only understand things that are very simple. I'm from another planet, which means I don't know anything about your planet, so you're free to tell me anything you want." They don't understand what they're doing anymore. Good, that's what I want. They get paid to do that, so they do it; they tell me little stories. The stories have to start with "Once upon a time." Suddenly they are into a mind-set that is completely different. They don't try to be logical or intelligent; they just try to please a 5-year-old from another planet, and they tell little stories. At the end of the second hour, when we go to the break, and my clients go with them to the bathroom, they say: "This guy is crazy. What is he doing?"; "I thought I understood what we were doing -- now I don't understand anything"; "I mean, I get paid to do that?"; "Wow, what is he going to do with that stuff?" This is excellent; this is what I want. I want to disconnect the cortex. The cortex is control, control, control, try to be intelligent,



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so on. But when you don't know what I'm looking for, you can't really influence anything. Then when they come back for the third hour, then there are no more chairs. "Uh-oh, what is going on here? How come no chairs?" I explain to them that I would like them to try to go back to the very first time that they experienced what we're trying to understand -- could be coffee, a car, an insurance, anything. So we want your first experience, and I would like you to try to go back to this very first experience, which is usually when you are a child. In order to do that, I want you to be in a mind-set a little bit like the one you had when you wake up in the morning. Why? Because when we wake up in the morning, the cortex brain is the last one to come to work. When he's not there yet, you still have access to a lot of things that happened in your unconscious during your sleep. But then when the cortex arrives, it cleans the place. If I recreate a situation that is very similar to the one you have when you wake up in the morning, you'll be surprised to see that things come back to your mind that you forgot, sometimes for 20, 30 years. That's what I'm explaining to these people. I say: "You know it's on a voluntary basis. If you don't want to do it, you don't have to do it. You get paid anyway." They sign a waiver at the beginning; they know what we're going to do. One thing that is key here is that they know that this process is completely anonymous. They don't have to speak up. People share with us because at the end we give them a pad, a pen, and they write. They know it's anonymous; they don't have to put their name. Imagine that you're going to be invited to a focus group to speak for two hours with 12 strangers on the way you use toilet paper. I mean, that's not a very comfortable situation. When I worked on toilet paper with P&G [Procter & Gamble], they said, "Oh, we know there is no emotion with toilet paper." I say: "Well, I'm not so sure, because [if] you don't use a microscope, you cannot see the microbe. You don't get it because you don't have the right tools." But when we did this work on toilet paper, people, knowing that this is completely anonymous, going back to the first imprint and so on, wow, we discovered a lot of emotion. It was incredible how much emotion we got there. But that was completely disconnected [from] the traditional way to do market research. You know, when we get this very first imprint, there is no need for interpretation. At a certain time, my clients and I do the analysis together. At a certain time, they go, "Wow -- oh, I knew it." The "wow" is when they discover the code. For the first time they get the code of coffee, [they] say, "Wow." Because they're American, they use the code all the time. They have the code in their mind, so of course they knew it. And that's a big difference in marketing research. We're not doing studies, not doing research. What I do is discovery. That's why my company is called Archetype Discoveries. We discover, because once we get the code, the code was there; we just didn't see it. Now, the limit of what I do versus other marketing research is once I discover the code of coffee, [it's] done; I cannot do it twice. I've done coffee for Folgers. Folgers owns it; it has been using it for 12 years. I can't do coffee again. It's done. It's a discovery, and once you get the code, suddenly everything starts making sense, and now we understand why the Americans behave like this. Now we understand why coffee this way works and coffee this way doesn't work. I understand why a small \$29,000 Cadillac cannot sell. I understand why -- because it's off code.

How does Folgers go about owning it? That's a very interesting question, because at the beginning they told me: "Coffee is a commodity. How can we own something that the others do not own?" My experience is that when there is a code, it's more



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complex than that. There is a code and a consistency checklist. Everything has to be on code. Everything you do should reinforce the code; not just the packaging or the communication should be on code. The leaflet, the brochures, everything should be on code. And if you are the first one to position yourself like that, knowing all the different aspects, you have a competitive edge. They might try to copy, but they don't know the formula; they don't know the code behind it. For example, aroma is number one. Why? Because we imprint the aroma first, not the taste. Aroma is imprinted at a very early age, when you are around 2. Ah, and it means home, mother, feeding you, love and so on. A large majority, 90-something percent of Americans, love the aroma of coffee. Only 47 percent like the taste. I don't know if you remember this commercial, but it was really on code. You have a young guy coming from the Army in a uniform. Mother is upstairs asleep. He goes directly to the kitchen, "Psssst," open the coffee, and the smell -- you know, because we designed the packaging to make sure that you smelled it right away. He prepares coffee; coffee goes up; the smell goes upstairs; the mother is asleep; she wakes up; she smiles. And we know the word she is going to say, because the code for aroma is "home." So she is going to say, "Oh, he is home." She rushed down the stairs, hugged the boy. I mean, we tested it. At P&G they test everything 400 times. People were crying. Why? Because we got the logic of emotion right.

"Home" hit the reptilian brain.

That was the reptilian brain, because that's your genes. If he was a neighbor, it would not have been the same impact. It was her son. He was coming back from the Army where he might have been killed. That's another key element of the reptilian -- survival, right? He is home, which means he's alive. He's my genes back home, back to my tummy, back to my mother. And that's why she hugs him. She doesn't just say, "Hello, how are you?" She puts him back to where he comes from. That's reptilian.

The creatives who wrote that -They were with me on the team all the way. They discovered the code with me. They understood what "mother" means. They had more than understanding; they got a gut feeling about it. That's the beauty of what I do, if I may say, is that I don't tell them the code. We discover it together. I want people to have the gut feeling: "This is it; now this is going to change my life; this is going to change my brain; this is going to change my product." And because they discover it with me -discover, right? -- immediately they put it in practice. When I worked with Chrysler, for example, we discovered that Jeeps should not have square headlights. That's a very practical thing: no square headlights. Why? I don't want to go into anything secret, but let's suppose the code for a Jeep is an animal like a horse. You don't see a horse with square eyes. The Jeep people didn't say that; they said, "Yes, I want round headlights, like a face." And we use the face of the Jeep with the grille as a logo for Jeep. So when I discovered that, that was like a very reptilian dimension. And since then, no Jeep Wranglers have square headlights. What is the difference between good and bad marketing research? It works. Good marketing research works. When we say it works, it means that marketers understand the real need of the customers -- sometimes unspoken -- and they deliver. Right now you have a whole industry -- the airline industry -- that doesn't understand at all their customers. They're making big, big mistake. They still don't understand. Why? Because they have marketing research that goes to the people and says: "What



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do you want? Do you want cheaper or more expensive?" And of course people say cheaper. So they say, "You see, they want cheaper, so we're going to give them cheaper airlines, cheaper, cheaper." Now this is how, in terms of reptilian, [cheaper is interpreted]: "I can't breathe; I can't move; they don't feed me." This is awful, right? So I'm not flying anymore. I drive my car.

Why? Because they've not taken care of my reptilian. And then emotionally they treat me like, you know, [I'm] checking [into] a high-security prison. I don't know if you know that, but within a couple of years, 35 percent of all the airplanes flying in America are going to be small planes, because it's cheaper. This is hell, right? Ninety-nine dollars to go to Los Angeles? I don't care -- cheap hell is still hell. So that all these airlines are in a coma, and they're still alive because we keep feeding them with money coming from the government, but they're dead. Do marketing departments ever react badly to your work? They hate me. They hate me, of course, because how come I'm doing something that they're not aware of? There is a challenge all the time: "Who is this guy? What does he say?" At the very beginning, I had a very difficult time. Today, because I have a lot of success stories from Folgers coffee, the PT Cruiser and so on, they cannot reject me right away. So at the beginning usually they feel challenged. But because of the process, where they get involved with me and they discover the things together with me, at the end they love me. Once I can go through the process with these people, they say, "Wow, this is fantastic, this is great, and let's use it." I've done 35 of these discoveries for P&G alone -- 35. Reordering 35 times. Wow, it means they got something; otherwise they don't reorder. I had more than 20 for GM. Do you think that, ultimately, people can be figured out? Part of my theory is that in the human world, nothing happens by chance, nothing. When you see people doing something, there is always a reason why, a code. I don't pretend I know all the codes, but when I work with a client and we try to break the code, then we understand why people do that. Nothing happens by accident in the human world. It's fascinating to try to understand, to break the code. I'm not telling you that everybody is the same. No, I'm not telling you every human being is the same. It's not that. We are all unique. Even twins are different. Everyone is unique. But we have in common some structures that come from biology. For example, we are all human; we all come from a woman, which is what I call a biological scheme. We all come from a woman, not from a man. OK, so that's a structure. But then after that, we have things that are acquired that come from the culture. But then after that, the third level is your own structure, your identity. And you are unique. Everyone is unique. So now we have three structures: You have your unique script, what I call personal script; then you have the cultural archetype; then you have the biological scheme. Now let's suppose you are in harmony with these three levels: Then you are happy. Let's suppose there is a disconnect between the three levels: Then you're very unhappy, right? So that the problem comes from the disconnect between you own script -- the way you function as a person -- your culture and your biology. That is a key dimension here. But people's behavior can be understood, definitely. I think that once you understand the power of code, then you can decode. Once you have the code, everything that people do start[s] making sense. And the codes can be translated into practical marketing strategies. Yes, and those can be, of course, translated into how to address the real needs of the consumer, which means marketing practice and marketing strategies. For example, if I know that in America the cheese is dead, which means is pasteurized, which



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means legally dead and scientifically dead, and we don't want any cheese that is alive, then I have to put that up front. I have to say this cheese is safe, is pasteurized, is wrapped up in plastic. I know that plastic is a body bag. You can put it in the fridge. I know the fridge is the morgue; that's where you put the dead bodies. And so once you know that, this is the way you market cheese in America. I started working with a French company in America, and they were trying to sell French cheese to the Americans. And they didn't understand, because in France the cheese is alive, which means that you can buy it young, mature or old, and that's why you have to read the age of the cheese when you go to buy the cheese. So you smell, you touch, you poke. If you need cheese for today, you want to buy a mature cheese. If you want cheese for next week, you buy a young cheese. And when you buy young cheese for next week, you go home, [but] you never put the cheese in the refrigerator, because you don't put your cat in the refrigerator. It's the same; it's alive. We are very afraid of getting sick with cheese. By the way, more French people die eating cheese than Americans die. But the priority is different; the logic of emotion is different. The French like the taste before safety. Americans want safety before the taste.



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**“IDEAS MAKE MONEY. MONEY DOESN'T  
MAKE IDEAS.”**

Fernando Gutierrez, designer.



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### Neuromarketing: Is it coming a lab near you?

Fonte: Frontline, The Persuaders  
Mary Carmichael  
Novembro de 2004

For an ad campaign that started a revolution in marketing, the Pepsi Challenge TV spots of the 1970s and '80s were almost absurdly simple. Little more than a series of blind taste tests, these ads showed people being asked to choose between Pepsi and Coke without knowing which one they were consuming. Not surprisingly, given the sponsor, Pepsi was usually the winner.

But 30 years after the commercials debuted, neuroscientist Read Montague was still thinking about them. Something didn't make sense. If people preferred the taste of Pepsi, the drink should have dominated the market. It didn't. So in the summer of 2003, Montague gave himself a 'Pepsi Challenge' of a different sort: to figure out why people would buy a product they didn't particularly like.

What he found was the first data from an entirely new field: neuromarketing, the study of the brain's responses to ads, brands, and the rest of the messages littering the cultural landscape. Montague had his subjects take the Pepsi Challenge while he watched their neural activity with a functional MRI machine, which tracks blood flow to different regions of the brain. Without knowing what they were drinking, about half of them said they preferred Pepsi. But once Montague told them which samples were Coke, three-fourths said that drink tasted better, and their brain activity changed too. Coke "lit up" the medial prefrontal cortex -- a part of the brain that controls higher thinking. Montague's hunch was that the brain was recalling images and ideas from commercials, and the brand was overriding the actual quality of the product. For years, in the face of failed brands and laughably bad ad campaigns, marketers had argued that they could influence consumers' choices. Now, there appeared to be solid neurological proof. Montague published his findings in the October 2004 issue of *Neuron*, and a cottage industry was born.

Neuromarketing, in one form or another, is now one of the hottest new tools of its trade. At the most basic levels, companies are starting to sift through the piles of psychological literature that have been steadily growing since the 1990s' boom in brain-imaging technology. Surprisingly few businesses have kept tabs on the studies - until now. "Most marketers don't take a single class in psychology. A lot of the current communications projects we see are based on research from the '70s," says Justine Meaux, a scientist at Atlanta's BrightHouse Neurostrategies Group, one of the first and largest neurosciences consulting firms. "Especially in these early years, it's about teaching people the basics. What we end up doing is educating people about some false assumptions about how the brain works."

Getting an update on research is one thing; for decades, marketers have relied on behavioral studies for guidance. But some companies are taking the practice several steps further, commissioning their own fMRI studies à la Montague's test. In a study of men's reactions to cars, Daimler-Chrysler has found that sportier models activate the brain's reward centers -- the same areas that light up in response to alcohol and drugs -- as well as activating the area in the brain that recognizes faces, which may explain people's tendency to anthropomorphize their cars. Steven Quartz, a scientist at Stanford University, is currently conducting similar research on movie



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trailers. And in the age of poll-taking and smear campaigns, political advertising is also getting in on the game. Researchers at the University of California, Los Angeles have found that Republicans and Democrats react differently to campaign ads showing images of the Sept. 11th terrorist attacks. Those ads cause the part of the brain associated with fear to light up more vividly in Democrats than in Republicans.

That last piece of research is particularly worrisome to anti-marketing activists, some of whom are already mobilizing against the nascent field of neuromarketing. Gary Ruskin of Commercial Alert, a non-profit that argues for strict regulations on advertising, says that "a year ago almost nobody had heard of neuromarketing except for Forbes readers." Now, he says, it's everywhere, and over the past year he has waged a campaign against the practice, lobbying Congress and the American Psychological Association (APA) and threatening lawsuits against BrightHouse and other practitioners. Even though he admits the research is still "in the very preliminary stages," he says it could eventually lead to complete corporate manipulation of consumers -- or citizens, with governments using brain scans to create more effective propaganda.

Ruskin might be consoled by the fact that many neuromarketers still don't know how to apply their findings. Increased activity in the brain doesn't necessarily mean increased preference for a product. And, says Meaux, no amount of neuromarketing research can transform otherwise rational people into consumption-driven zombies. "Of course we're all influenced by the messages around us," she says. "That doesn't take away free choice." As for Ruskin, she says tersely, "there is no grounds for what he is accusing." So far, the regulatory boards agree with her: the government has decided not to investigate BrightHouse and the APA's most recent ethics statement said nothing about neuromarketing. Says Ruskin: "It was a total defeat for us."

With Commercial Alert's campaign thwarted for now, BrightHouse is moving forward. In January, the company plans to start publishing a neuroscience newsletter aimed at businesses. And although it "doesn't conduct fMRI studies except in the rarest of cases," it is getting ready to publish the results of a particularly tantalizing set of tests. While neuroscientist Montague's 'Pepsi Challenge' suggests that branding appears to make a difference in consumer preference, BrightHouse's research promises to show exactly how much emotional impact that branding can have. Marketers have long known that some brands have a seemingly magic appeal; they can elicit strong devotion, with buyers saying they identify with the brand as an extension of their personalities. The BrightHouse research is expected to show exactly which products those are. "This is really just the first step," says Meaux, who points out that no one has discovered a "buy button" in the brain. But with more and more companies peering into the minds of their consumers, could that be far off?



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### Neuromarketing: Emergence of a New Business Discipline

#### Why Experts Are Starting to Advise: “Don’t Just Market, NeuroMarket”

Fonte: SalesBrain Marketing Communications  
2005

A host of viewpoints is emerging as the modern study of the brain provides new discoveries and valuable insights into customer behavior. Organizations are increasingly looking to the business benefits in the commercial application of what is now called NeuroMarketing. Many have come forward to state the case for these approaches--despite early concerns voiced by some that they are manipulative. This anthology shows how many industry experts find this new perspective on the communications process resonates with best of traditional business practices.

#### Is There A “Buy Button”?

A widening circle of experts studying the science of the brain have gathered compelling findings. NeuroMarketing is emerging as a powerful implementation of these findings. According to Public Television Producer Mary Carmichael: “NeuroMarketing, in one form or another, is now one of the hottest new tools of its trade. At the most basic levels, companies are starting to sift through the piles of psychological literature that have been steadily growing since the 1990s’ boom in brain-imaging technology. Surprisingly few businesses have kept tabs on the studies - until now.”

There is a sea of change occurring in beliefs about the best language to cut through the noise of today’s business communications and reach the customer. A recent New York Times article title asks: “If You Have a ‘Buy Button’ in Your Brain, What Pushes It?” Such questions are stirring controversy about practices such as NeuroMarketing. Books like Positioning: The Battle for Your Mind have long explored such issues. However are these influences really the business equivalent of the Manchurian Candidate? Many are increasingly outspoken on the powers and integrity of this new branch of marketing and communications. Here is what some of them are saying:

“The “persuasion” industry is highly transparent . . . The thought that there are armies of secret manipulators concocting devious ways to entrap people into purchasing products is nonsense. Consumers today are smart, savvy and ruthless and they exercise their right to choice. The consumer is boss. She can smell a fake a hundred miles away. Consumers understand marketing and they are the party leading the dance.”

**Kevin Roberts, CEO of Saatchi & Saatchi Worldwide,**

**Author of Lovemarks: the Future Beyond Brands**

“ It’s pure fantasy to suppose that neuromarketing is about embedding subliminal messages.”



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### **Dr. Steven Quartz, a neuroscientist at the California Institute of Technology**

“No amount of NeuroMarketing research can transform otherwise rational people into consumption-driven zombies. Of course we’re all influenced by the messages around us. That doesn’t take away free choice.”

### **Justine Meaux, a scientist at Atlanta’s BrightHouse Neurostrategies Group**

“Since time immemorial, advertising agencies have been trying to create emotional reactions to goods and services. But there is no magic string for the puppet; there is no Svengali spell; there’s no poison gas, there’s no magic wand...”

### **Bob Garfield, an essayist, critic, and broadcaster, Advertising Age magazine**

## **Magical Powers**

The grounds for these new understanding dates back to the evolution of the human brain itself. This ancestral premise provides an unexpectedly firm footing for a new business discipline:

“The human brain contains ancient structures that exert powerful — often unconscious — influences on our behavior. The lizard brain — the less analytic part of our mental capacity — helped our ancient relatives hunt and reproduce, but it undermines financial decisions.

And the irrational components of our minds and psyches profoundly affect economies, societies, and markets. A backward-looking, pattern-seeking approach works well for ancestral tasks, such as gathering and tracking animal prey. But in investing, fixating on patterns useful in the past can blind us to changing situations. For most investors, human brain contains ancient structures that exert powerful — often unconscious — influences on our behavior. The lizard brain — the less analytic part of our mental capacity — helped our ancient relatives hunt and reproduce, but it undermines financial decisions. And the irrational components of our minds and psyches profoundly affect economies, societies, and markets.”

### **Mean Markets and Lizard Brains: How to Profit from the Science of Irrationality**

**Terry Burnham, 2005**

While some debate the principles behind these discoveries, many simply want to know how it can help their business—can it provide competitive advantage? According to Dr. Robert Cialdini writing for the Harvard Business Review, the seeming “magical powers” of persuasion of the most successful people—their genius for clear, persuasive communication—can be understood and replicated scientifically:

“Do you have it—that magical power to capture your audience, sway undecideds,



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convert opponents? Is persuasion really magic? Must we ordinary types struggling with leadership's greatest challenge—getting things done through others—despair of ever mastering this art? Good news—from behavioral science: Persuasion works by appealing predictably to deeply rooted human needs.”

**“Harnessing the Science of Persuasion”**

**Harvard Business Review**

**Robert B. Cialdini Professor of Psychology, Arizona State Business School**



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**“RULES ARE GOOD. BREAK THEM.”**

Tibor Kalman, designer.



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#### Challenger Brands:

#### A summary of 'Eating the Big Fish'

Fonte: eatbigfish.com  
2001

Most marketing books and studies are written about brand leaders. But the fact is that the vast majority of brand marketers and business people do not work on brand leaders; they work on brands that are second, third, fourth or even less in their market - and they are striving to achieve greater and greater returns on these brands with increasingly limited resources. The marketing mantra of the 90's is "Do More with Less". The Challenger Project is about brands, and companies and people that have successfully (and famously) done more with less - so much more that they became, if not the new brand leaders, a key (and profitable) part of the landscape, and in doing so changed much of the landscape of the category and the competitive brands within it around them, forever. A key part of the Project is an attempt to translate the learning about these brands into a new kind of strategic process, and new kinds of strategic exercises, which taken together can allow a 'Challenger Program' to be applied to any brand or company wishing to take on a Brand Leader of its own, or simply realise its own potential. A successful Challenger Brand is defined as a combination of three factors. The first is a State of Market - all the brands explored were either new launches with mass market aspirations, or relaunches of existing brands caught in the increasingly dangerous middle ground between the critical mass of the Brand Leader on the one hand and the profitable niche brand on the other. The second factor is a State of Mind. These brands realise that their marketing ambitions outstripped their marketing resources - and were prepared to accept the implications of that gap. The third factor is profitable growth. Being a successful Challenger in business is defined not by posture, but by market momentum and financial return. While not all the Challengers discussed continue to flourish to the same degree, all showed at least three to five years of growth following their entry or re-entry into the market; it is this period that the Project studies. The Challenger project, set up in 1997, hypothesized a strategic process made up of the eight common characteristics that successful challenger brands seem to share in the way they prepared for, approached and behaved in the marketplace. Taken together these eight credos make up a four stage strategic process for brands or for companies wishing to become a Challenger in their own market. Stage one is preparation and changing attitudes, and prepares the ground for the next two stages of Challenger Strategy and Challenger Behaviour which are necessary to the goal of Sustaining Challenger Momentum.

The first stage, the pre-stage you have to go through, is to break with your immediate past. Much of what has been written about Brand Management concentrates on consistency over time - recognising your equities, and maintaining them through your marketing activities. This is out-of-date thinking in the new marketing world. Challenger Brands deliberately break with their own past (if they have one) - they intentionally reinvent key aspects of themselves in order to force rapid reappraisal from the consumer. Sometimes this will take the form of



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product re-invention. When the Swiss watch manufacturers faced extinction from the new Japanese pretenders in 1980, they deliberately broke with almost every single dimension of the history of Swiss watch making: they made cheap disposable watches instead of high value items, they made them bright rather than subdued colours, plastic rather than metal, fun rather than formal, to be worn in multiples rather than singly -and Swatch became not just an icon of popular culture in doing so, but one of the great business success stories of the last thirty years. The video game category, conversely, is an example of the failure of brands and companies to reinvent themselves fast enough because they clung to their past - Nintendo failed to understand the new importance of being cool (Sega's 1992 advertising), Sega the importance of abandoning 16 bit technology when the launch of Playstation raised the category experience standard to a whole new level. The role of experience is very striking: we are all aware of the attitude in an agency which says that until you have worked on an account for two years please don't offer an opinion, but once the knowledge is there you then become very valuable. The more experience you have, the more valuable you are. The really striking thing about challengers is how little experience they have, and how much of an advantage that seems to be to them. Michael Dell, of Dell Computers was a college student doing a pre-med course at Austin Texas when he worked out a way to beat IBM. Jeff Bezos of Amazon was a hedge-fund manager who knew nothing of books, whilst Howard Schultz of Starbuck's sold plastic products. The best example of this is Wayne Huizenga, who made his fortune in waste disposal, set up Blockbusters which he sold to Viacom for \$6.5 billion, and has now gone in to car retailing. The point about all this is that intelligently applied naivety, has changed the face of the market we work in and around more profoundly than all the MBA expertise in the world. We all know way too much about our markets and are far too sophisticated in terms of our analysis. The great thing about intelligent naivety is that it allows you to ask the really simple, upstream questions that the rest of the business has forgotten to ask. Stage two takes us to Challenger Strategy, and the need to Build a Lighthouse Identity (which we will call The Second Credo). The last few years have seen the collapse of the consumer's values and frameworks for living. There has been a decline of the family and an erosion of job security, accompanied by the disgrace of the national leaders and the financial embarrassment of financial icons like IBM. There is a current lack of role models and heroes, and people drift, slightly rudderless on uncertain waters, looking for units of meaning to guide them in their lives. Units of meaning like brands.

In this new world, the brands that flourish are not the brands that mirror the consumer by playing back an understanding of the consumer problem, through slice-of-life vignettes that evince an artificial sympathy. Such brands overtly navigate by the consumer: they see where the customer is and sail by them, and when the consumer changes position, a little time, some research and a few focus groups will allow the brand to re-formulate its position and re-present itself. One of the interesting things about Challengers is how little they do that, and how much instead they talk about themselves, where they stand and why they stand there. These are Brands that, while they understand their consumer very well, do not overtly navigate by that consumer, but instead invite the consumer to navigate by them. The metaphor here is of a Lighthouse. They think and behave like



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Lighthouse brands. They have a very clear sense of where they are and why they are there, and they project that, very insistently and very consistently in everything they do. These are brands to navigate one's life by, publicly or privately. Apple, Absolut, Diesel, Oakley all demonstrate an enormous self confidence, a sense of who they are and what they believe in that makes them salient, relevant - and increasingly popular. Before launch, Orange's extensive consumer research told them that people were nervous about technology. They did not believe in a bold new future: they saw it as scary and uncertain. It would have been very easy for Orange to replay the consumer's fears with "That's Why" advertising, showing they understood their consumers' fears and offering solutions that met those emotional needs. Instead, Orange chose to translate that understanding into a belief system and a point of view about the world and where Orange fitted into it. They offered optimism, a vision of a wire-free future and a sunny world where people were centre stage, not technology. The result of course was the lowest churn rates in the market, and a new entrant which did not stay at number four for very long. By the time Mannesman AG (briefly) bought Orange, it was the German company that was apparently prepared to change its own name in an attempt to buy into a wholly new relationship. Similarly, The Body Shop has avoided advertising for most of its existence. When they finally came to advertising, it was not to talk about ingredients but to take a position with an ad stating that: "There are 3 billion women who don't look like supermodels and only 8 who do" Nicholas Hayek, the business architect of Swatch, commented that what makes Swatch hard to imitate is that 'whilst the Swatch message is about many things...ultimately what we are selling is our own personal culture'. So a Lighthouse brand is rooted in a personal culture as much as in consumer understanding. Together, these create a brand culture, which is lived internally, and projected externally. This therefore is a brief to the company as much as to the consumer.

The Third Credo, or common aspiration of the Challenger, is to Assume Thought Leadership of the Category. Challengers seem to have realised that the concept of Brand Leadership as usually discussed is muddled, if not fundamentally flawed, for it is talked about as if there is only one Brand Leader in each category. In fact there are two kinds of Brand Leader in each category - the Market Leader, physically the largest, but whose pre-eminence is often as much to do with trade control as consumer preference, and the Thought Leader: the brand that everyone is talking about. The brand that people are keeping an eye on, are interested in, even if they have yet to try it. And, following on from this, Challengers also seem to have realised that if you cannot be the first of these, you have to try to be the second. How, then, does one carve out the beginnings of Thought Leadership for one's fledgling challenger?

Well, the first law of Marketing in the real world is this - everyone talks about being consumer focussed, but no one really does it. Mission statements the world over talk about 'Surprising and delighting consumers' with their customer service, yet the gap between what the consumer wants and what the consumer gets remains large in any category. Instead, marketers surround themselves with rules that govern the marketing of their product within the category: you have to show two



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women side by side in the kitchen if you have a detergent commercial, for instance, or some relationship with dentists if you are in toothpaste. Scream out all the features over thirty seconds of sheet metal if you're doing ads for cars. Such behaviour has little to do with understanding what the consumer really wants: invented by marketers (or the brand leader) for reasons they have now forgotten, by default they have come to define the status quo. A Challenger Brand cannot play by the existing rules and expect dramatic growth; it has to find a genuinely innovative insight into what the consumer really wants - and then play to that by taking one of those conventions and deliberately breaking them in the way it markets itself. And in doing so it redefines the rules of the category to its own advantage forever. Taking this idea on, Thought Leadership seems to be created in a market by breaking one of the three kinds of consumer expectation or category convention - Conventions of Representation (how you talk about yourself), Medium (where you are) and Experience (what you do beyond talk). Gateway 2000 (now just called 'Gateway') was a computer company started in South Dakota which it referred to fondly as 'Silicon Prairie' and offers a fine example of altering Representation. They wanted to project a sense of friendly mid-western values in a high-tech market, so when they launched at the end of the 1980s, they wrapped a shockingly low-tech cowhide motif around their high-tech equipment. It was this abrupt juxtaposition that created the old style customer service values that they wanted to communicate and which launched the image that helped take them to No. 3 in the United States. The Wonderbra campaign illustrates how advertisers can play with medium: the real breakthrough in that campaign was in understanding that if you wanted to be selling power and confidence, rather than underwear, you could not have a private, sotto voce conversation in women's print. What was needed was a very public conversation on the billboards of major high streets throughout the UK and Europe. If the message could be laser-projected a hundred and fifty feet high, over Battersea Power Station in the rush hour, so much the better. Finally, in terms of Experience, Jerry Springer's brief to his production team is to bring him 'something that looks interesting with the sound turned down'. An odd request for a talk show, but responsible for the kinetic energy that can be seen on the show: the arguing and fighting and biting, which has been such a delightfully refreshing departure from the norm - changing the convention of Experience.

A glance at some of the companies which have seized the high ground and assumed Thought Leadership will illustrate what is required. Saturn never talks about the features of the car itself in its advertising -indeed doesn't even show that much of it - yet in talking about the ethos of the company it has generated product ratings for itself that have come to rival Ford within six years of launch (and has, incidentally, also come to be an icon in America of what consumers want a company to be about). Absolut Vodka launched into a world where conventions of the category dictated that unless you had a label screaming an authentic Russian pedigree you were dead. Yet it was a Swedish vodka, and without a label at all - but through talking about purity with wit and style, and by breakthrough use of media, it became the most emulated brand in the white spirits market. When The Body Shop started selling body-pampering products, conventional rules said that they should be in stylish, high value bottles. Roddick put her products in cheap plastic bottles with unexciting green labels - but she created an emotional value



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for the product on the inside that went far beyond superficial appearance. When Fox launched as the fourth network, the original plan was to call it FBC. They were persuaded by their agency to ignore conventional ways of naming a network, and make it clear that they were something different. They called it Fox - and immediately embarked on a type of marketing and programming (X-Files, The Simpsons, Melrose) that ate into the share of other networks. The final part of Challenger Strategy, and the Fourth Credo, is to create Symbols of Re-evaluation. Successful Challenger Brands create symbols that quickly and emotionally signal to the consumer a change in the weather. The radical designs of the Dodge Viper and Plymouth Prowler were not intended to sell a lot of cars: they were intended to signal to the world (and themselves) that here was a company that was about to become very different from the 'stodgy, meat and potatoes Americana' people thought of them as. When Branson launched Virgin Atlantic, he painted an optical illusion on his tail planes - a painter who had not yet finished the job being caught in the slipstream as the plane took off. While the rest of the business used solemn liveries, Branson created the iconography of a new, fresh airline on the block in every way that he could. Which brings us to Challenger Behaviour. For, of course, anyone can talk a good game; the difference between a genuine Challenger and a wannabe is whether one actually does it or not. Challenger behaviour starts with Sacrifice - the Fifth Credo. In the world of clutter and information saturation that consumers are faced with, the greatest danger facing a would be Challenger is not rejection; it is indifference. Rejection is easily spotted and quickly remedied - you make a big change or you pull out. Indifference, however, is a far more insidious and expensive problem. Selective listening allows the marketer to convince themselves everything is all right, and they pour more and more money, over more and more time, against less and less return. This is particularly important for a Challenger.

A Challenger's primary consumer currency is strong preference. Parity preference or weak preference won't cut it - because it allows the possibility of the market leader's distribution dominance, marketing ubiquity, habitual purchase shading the odds back again in their favour within the purchase experience. And if strong emotional relationships are the only consumer relationships for a Challenger to pursue, then to achieve them, it must be prepared to sacrifice. Much has been written about the need for a positioning that commands focus and consistency. Both these things are indeed important. But the successful Challenger Brand goes further: it considers very carefully what it is going to sacrifice in order to create these stronger relationships. Both Oakley and Nike, for instance, have been highly selective in their distribution. Nike at one point over distributed in low-end stores for short-term share gains, almost lost its leading-edge image, and bought its entire stock back out of those stores to prevent collapse. The single-minded placement of Absolut ads on the backs of magazines costs more and denies the brand some coverage, but is a crucial part of making the brand the icon it has become. Saturn sacrificed any hard sell of features in their TV advertising, to create a much stronger emotional relationship with the consumer. Challenger Brands fail when they are unable to genuinely sacrifice - a portion of their audience or user base, a medium, distribution or even elements of communication. Starbucks, for instance, is in danger of imminent over-distribution, and will go the same way as



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### DOS ARQUÉTIPOS ÀS MARCAS DESAFIADORAS

Ocean Pacific if it does. Beyond Sacrifice is the sixth credo, Over-commitment. A karate black belt aiming to break through a brick does not aim at the surface of the brick: they aim two feet below the brick. That is the way they guarantee they will go through something the body will naturally flinch from. So too a Challenger Brand - and the people behind the Challenger Brand - need to over-commit in order to overcome the pockets of inertia and resistance they will experience internally and externally. When Branson started in music, he operated a mail order record company. In 1972, the British Postal Union declared a four-month postal strike; instead of folding, Branson opened a couple of shops and sold his records through there instead. The result was the Virgin Megastore, the Virgin label - and the whole cornerstone of what is now a world megabrand. A company or brand with this sense of Over-commitment not simply enjoys more success with what it already has, but has a more opportunistic attitude to chances that fall in its path. Alexander Fleming, for instance, discovered Penicillin by accident - coming back from holiday, he noticed that the researchers using his lab had left some old Petre dishes unwashed by the sink, and a mould that was growing in them, blown in through the window, had killed the strains they had been experimenting on. Where others saw dirty dishes, Fleming saw a scientific opportunity. Marketing opportunities, if the company is committed to success, fall in exactly the same way - Branson's commitment to success turned a potentially disastrous postal strike into the biggest breakthrough of his business career. The final part of Challenger Behaviour is to use publicity and advertising as high leverage assets to enter popular culture. Most advertising is poor. Consumers and newspapers are constantly cruising for novelty. The combination of these two offers a huge opportunity to aspiring Challenger Brands. In a world where, even in a category like automotive, consumers are perceiving less and less difference between products, advertising - good, breakthrough advertising - is often the most powerful business tool available to a marketer. But only if it is deliberately used as a high leverage asset. Mediocrity and playing by the existing rules will not create leverage: exceptional and differentiating ideas are the only currency of the successful Challenger Brands. Examples here include Wonderbra, advertising a private product in a public medium, as well as Energizer who used advertising to make a low-interest category into a part of the popular vocabulary, and in doing so forced Duracell to change the whole way it marketed itself. Through changes in attitude, strategy and behaviour, the Challenger Brand can now look forward to Sustaining Challenger Momentum by adopting the eighth and final credo: by becoming Idea-Centred, Not Consumer-Centred. Successful Challenger brands are not static - they constantly add to themselves to keep ahead of the market; and the fuel for that movement is ideas. The company has to give primacy to ideas and creative thinking above all else. This is not to say that the consumer is unimportant - on the contrary, insight into the real mindset of the consumer strongly underpins every action taken and decision made. But understanding on its own cannot create movement - it is the ideas that play to that understanding, that spark new curiosities and perceptions in the consumers mind, that will give the Challenger the advantage over its competition. And while one good idea is enough to launch or relaunch a brand, it is not enough food to keep it strong as the competition reacts and copies what it is doing. Being idea-centric has one further benefit over and above the ideas themselves: at the heart of every successful Challenger company there is a certain enthusiastic restlessness, an energy and dynamism that infects the attitude



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and performance of everyone in the company. This dynamism and energy comes from the sense of possibility and excitement that being around stimulating ideas and stimulating people creates. The move to being idea-centric has important implications for not just the internal organisation of the company, and the active championship of ideas by the most senior executives, but also the kinds of strategic partners they should look to work with, and what they should ask of them. Speed of implementation here is crucial, and back in 1989 the Chairman of BMW Europe warned that: "The big do not always eat the little. The fast always eat the slow". In conclusion, we live in a marketing world that is unconsciously Brand Leader-centric. Definitions of brands have historically been about 'reassurance' and 'simplification' and the books and business models of old about Coke, GE and Big Blue. But Brand Leaders are a law unto themselves - and only to themselves; they have no relevance at all to second rank brands, which need to pursue fundamentally different strategies to survive and grow. We would argue that these brands need their own model, their own strategic process, and one that is far more sophisticated and systematic than simply thinking in terms of differentiation. And indeed going further, we would suggest that perhaps these types of brands may have very profound implications for brand leaders in the future. That perhaps the new models for the new business world are no longer the Brand Leaders, but second rank brands, often operating outside their own category who have achieved significant growth in the last decade. In other words, Challenger Brands.