

A WHITEBOARD OVERVIEW BY MARTY NEUMEIER

HOW TO BRIDGE
THE DISTANCE
BETWEEN
BUSINESS STRATEGY
AND DESIGN

THE BRAND GAP

EXPANDED EDITION WITH
220-WORD BRAND GLOSSARY

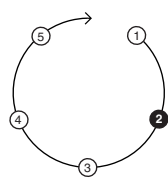


THE BRAND GAP



BY STAYING FOCUSED, THE GOOD GRIPS BRAND HAS GROWN
STRONGER WITH EVERY BRAND EXTENSION.

DISCIPLINE 2 : COLLABORATE



IT TAKES A VILLAGE TO BUILD A BRAND.

In her book, *THE NATURE OF ECONOMIES*, Jane Jacobs writes that economic development is not just expansion, but differentiation emerging from generality, much like evolutionary or embryological development in nature. Moreover, she says, differentiation depends on codevelopment—no entity, natural or economic, evolves in isolation.

Brands don't develop in isolation, either. They result from the interaction of thousands of people over a long period of time. Branding requires not only the work of executives and marketing people who manage the brand, but an ever-changing roster of strategy consultants, design firms, advertising agencies, research companies, PR firms, industrial designers, environmental designers, and so on. It also requires the valuable contributions of employees, suppliers, distributors, partners, stockholders, and customers—an entire branding community. It takes a village to build a brand.

Building a brand today is a little like building a cathedral during the Renaissance. It took hundreds of craftsmen scores of years, even generations, to complete a major edifice. Each craftsman added his own piece to the project—a carving, a window, a fresco, a dome—always keeping an eye on the total effect. Like yesterday’s cathedrals, many of today’s brands are too large and too complex to be managed by one person or one department. They require teams of specialists, sharing ideas and coordinating the efforts across a creative network.

Management guru Peter Drucker maintains that the most important shift in business today is from “ownership” to “partnership,” and from “individual tasks” to “collaboration.” The successful company is not the one with the most brains, he suggests, but the most brains acting in concert. Brand managers and communication firms are responding to this new challenge in a number of interesting ways.

LIKE BUILDING
A CATHEDRAL,
BUILDING A BRAND
IS A COLLABORATIVE
EFFORT.

