



# The Design Couch Sessions

## #03 : Brand

**Version 1 - August 2019**

Originally compiled for the Edenspiekermann Singapore team



## Today's program

**Brand - what is it?**

**Brand strategy**

**Brand creation workshop**

**Brand identity development**

**Brand change**

DESIGN COUCH SESSIONS #03 : BRAND

# What is a brand?



# A logo is not a brand.

Brand is much more than a name or a logo.  
Brand is everything, and everything is brand.

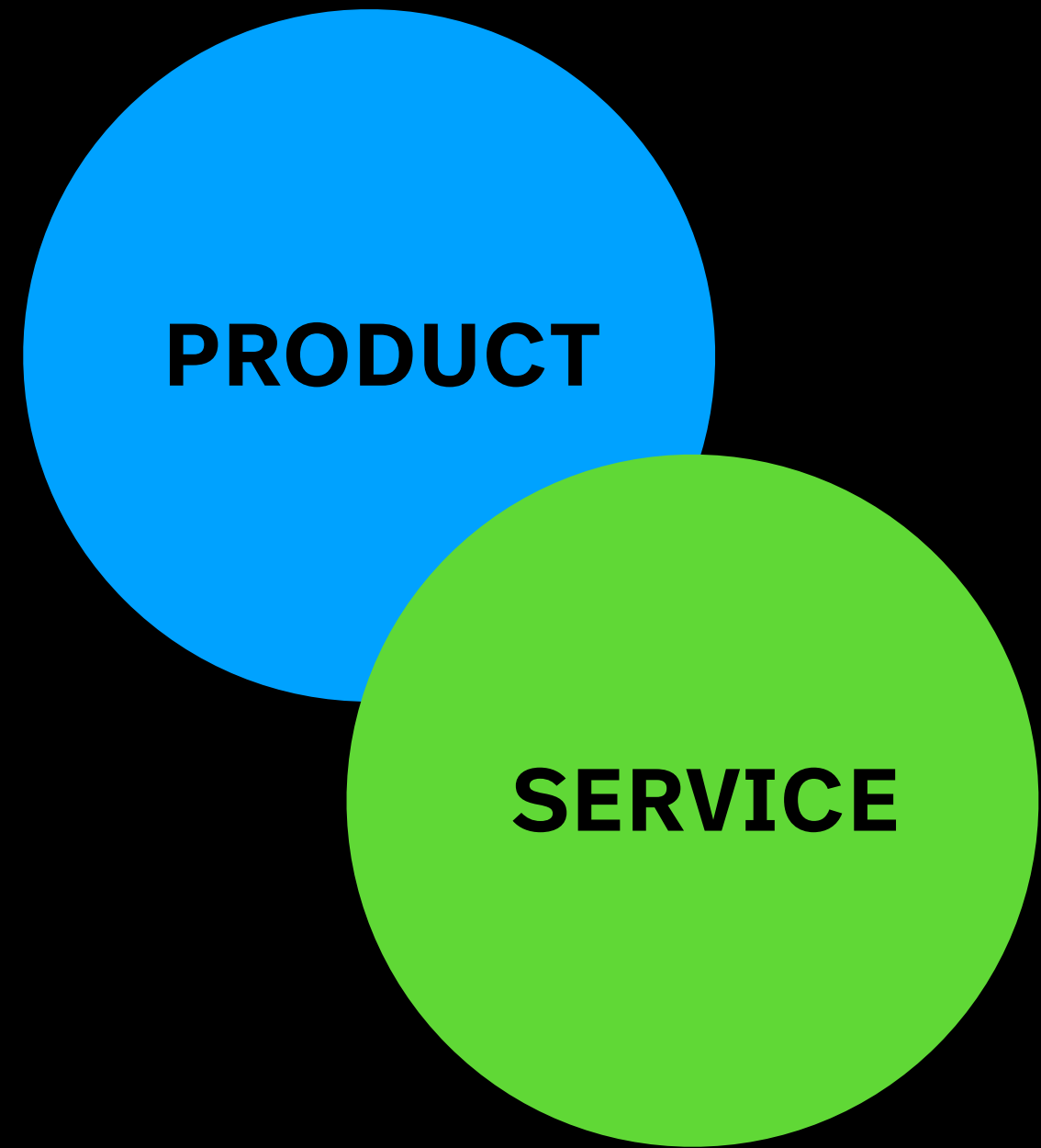
— Dan Palotta in [Harvard Business Review](#)





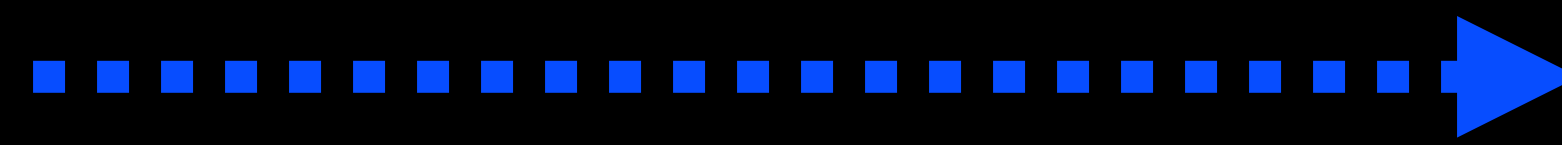
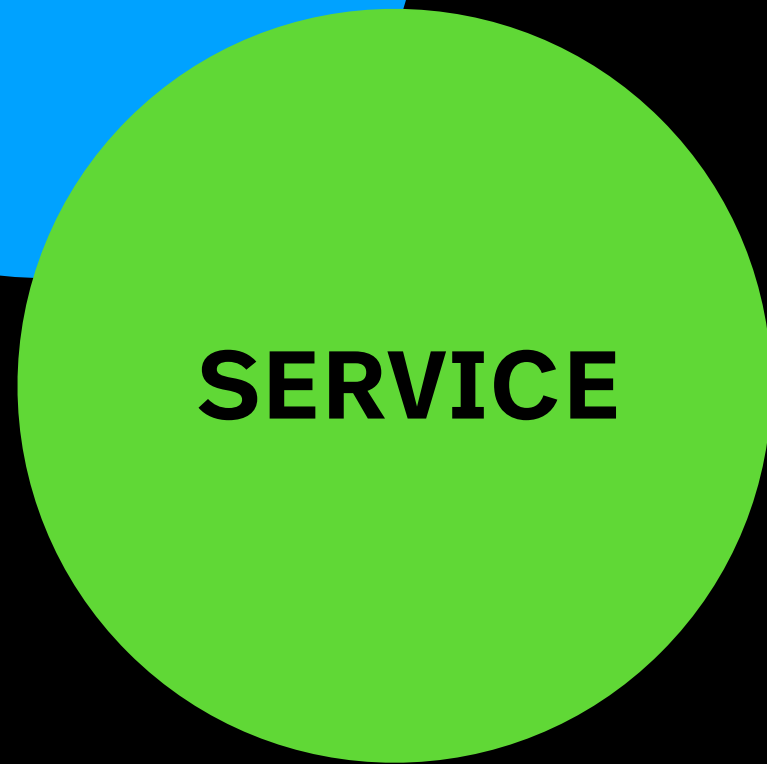
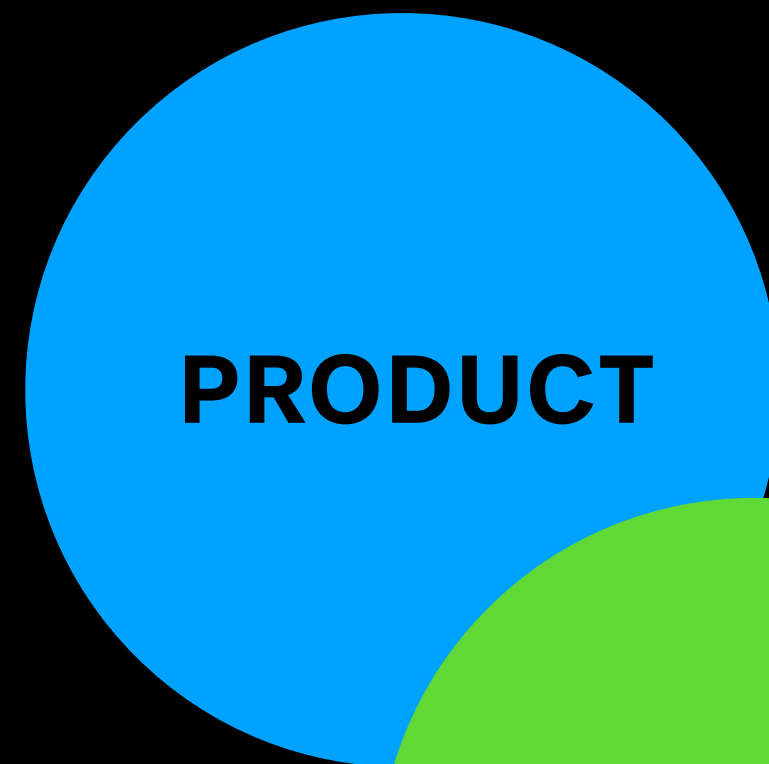
**Company**

**Consumer**

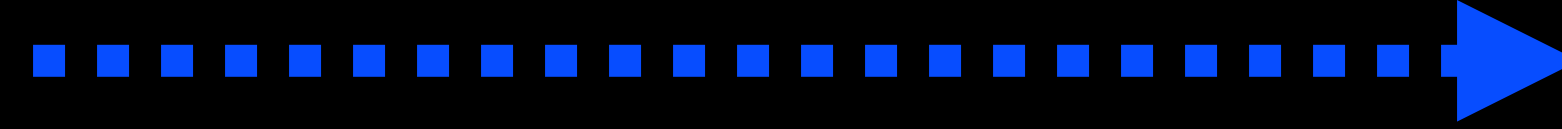
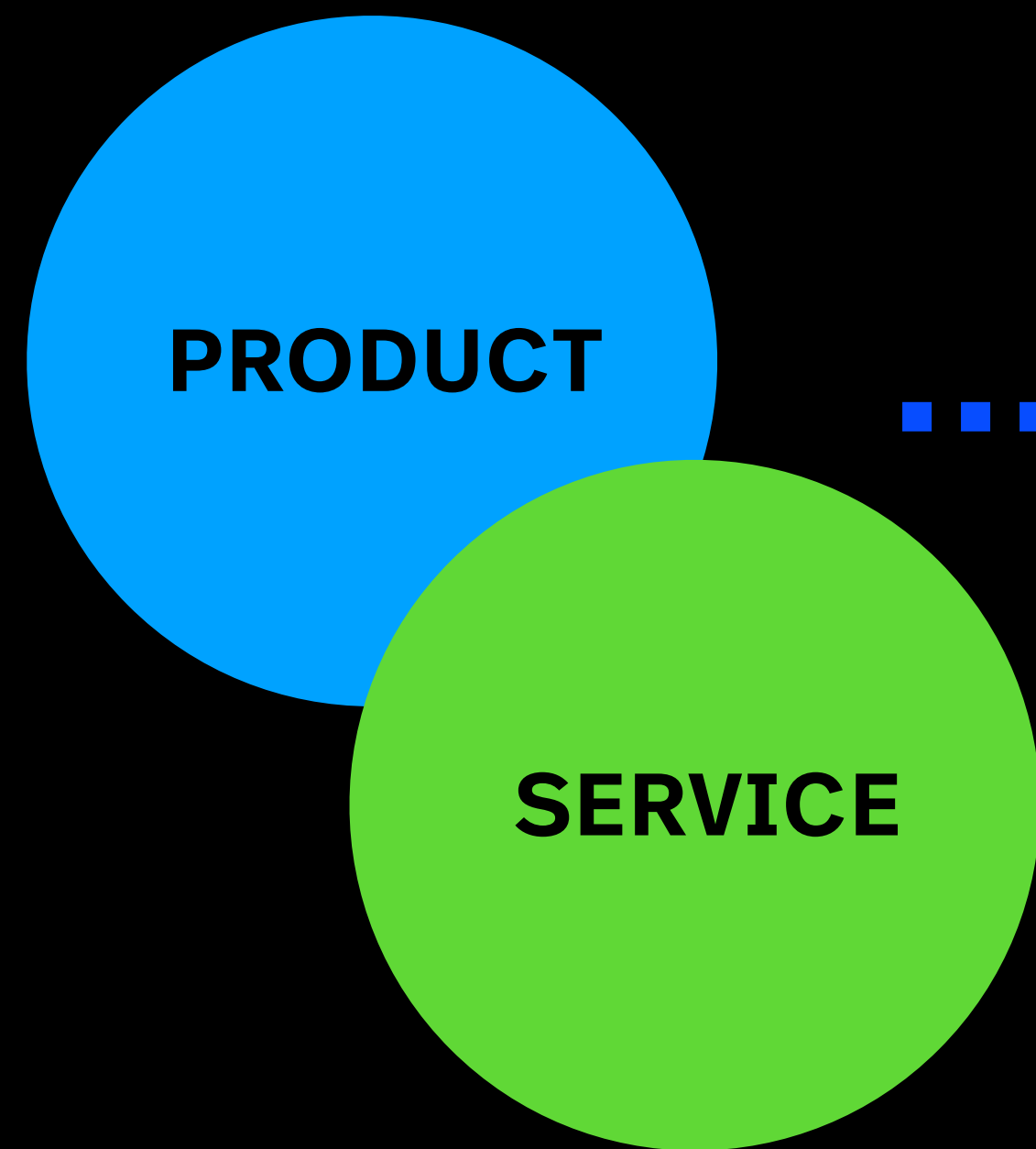


**Company**

**Consumer**



# Company

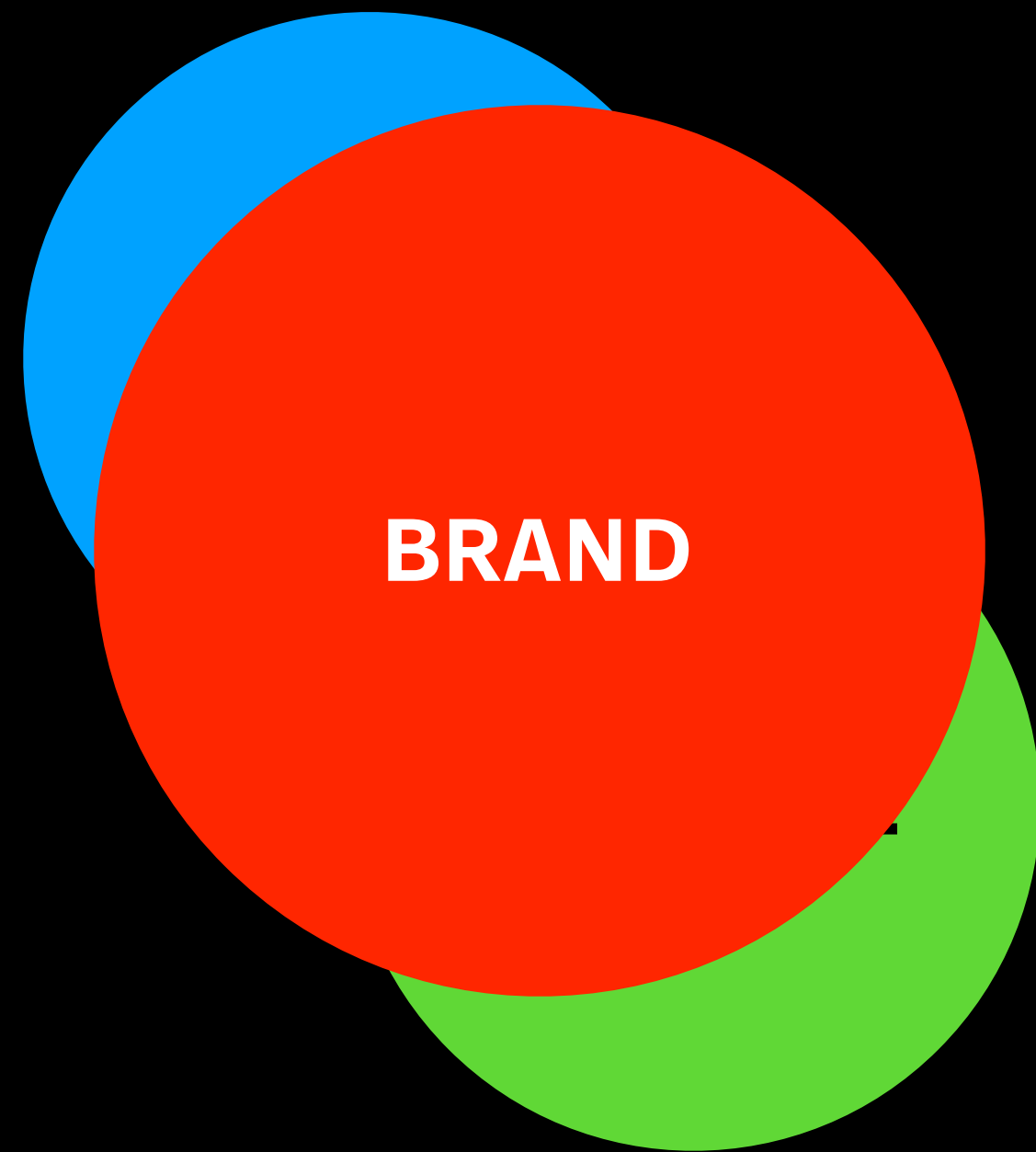


# Consumer





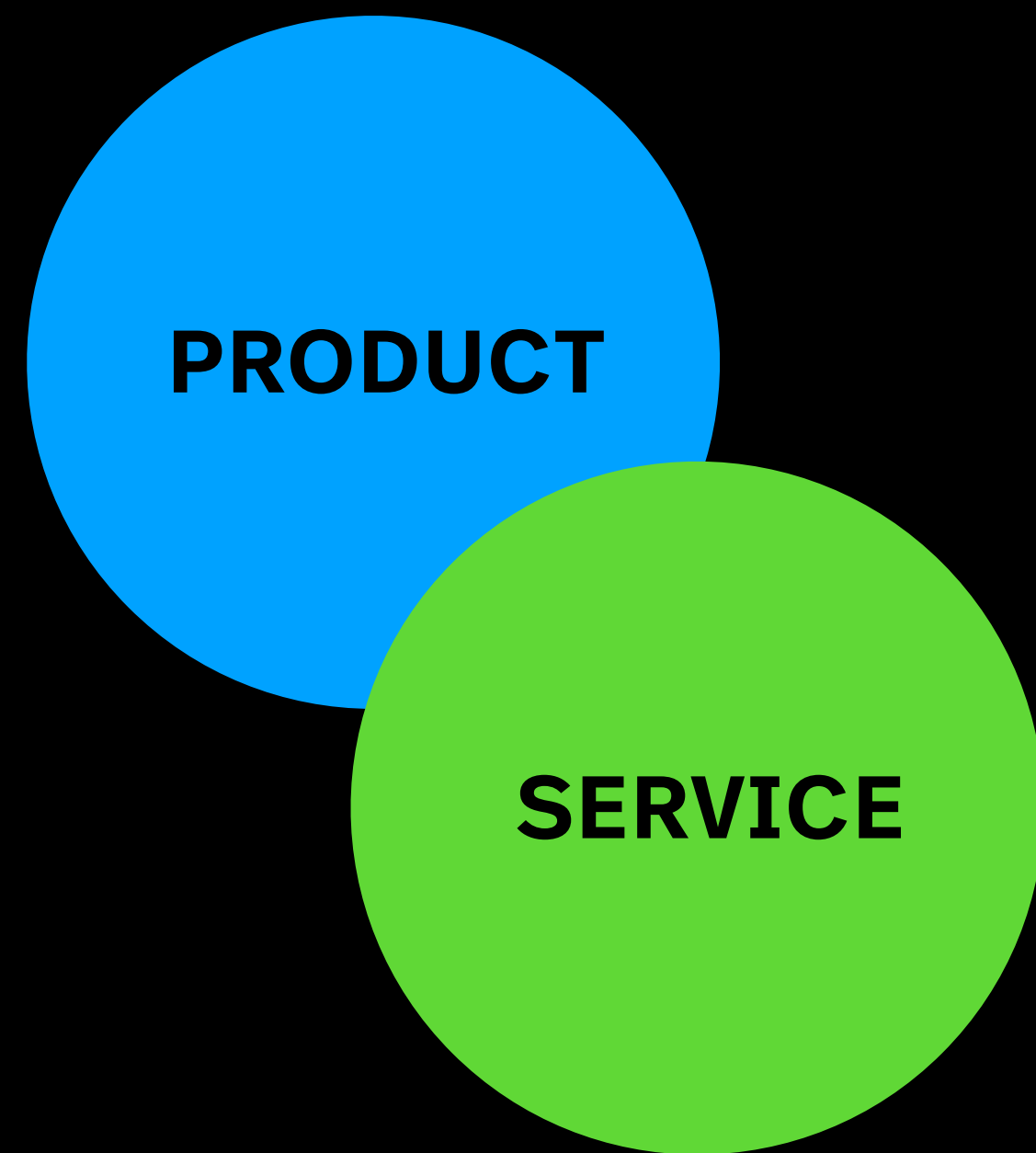
Company



Consumer



# Company

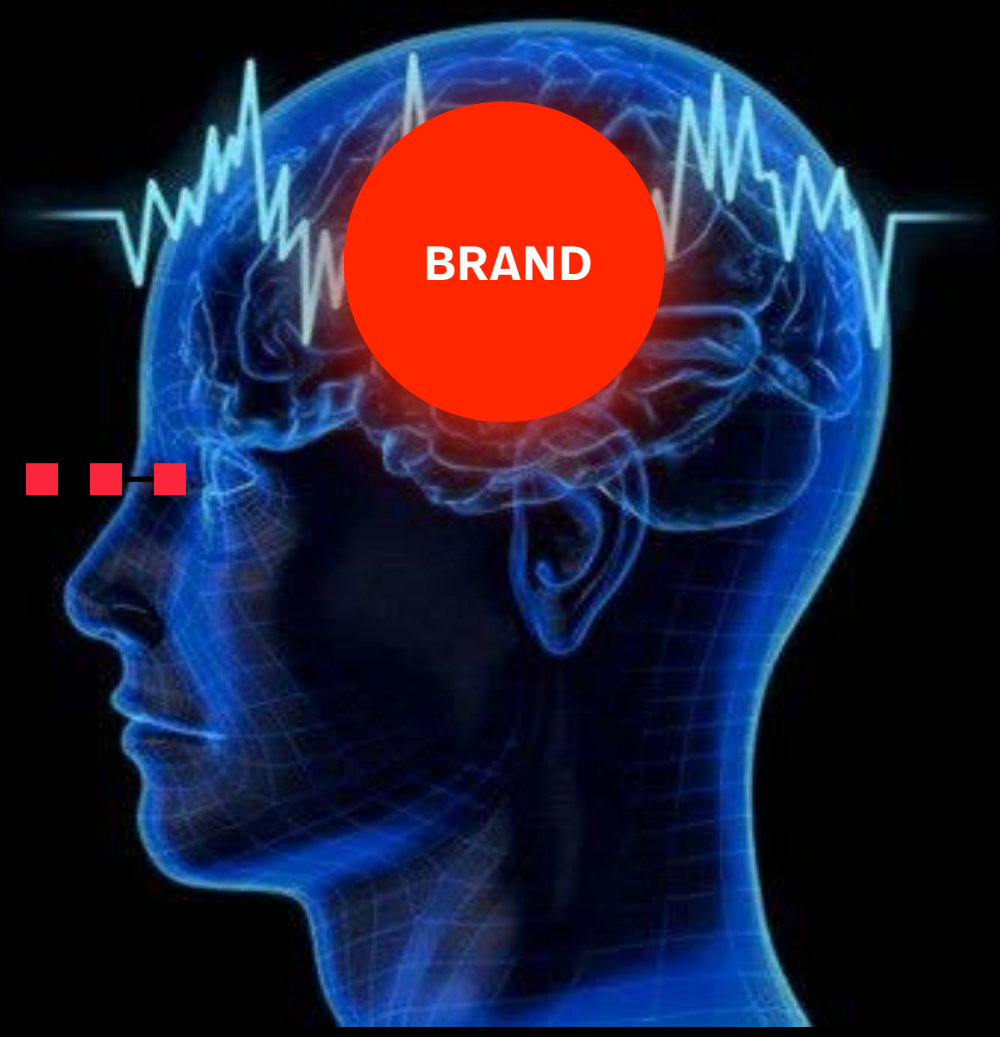
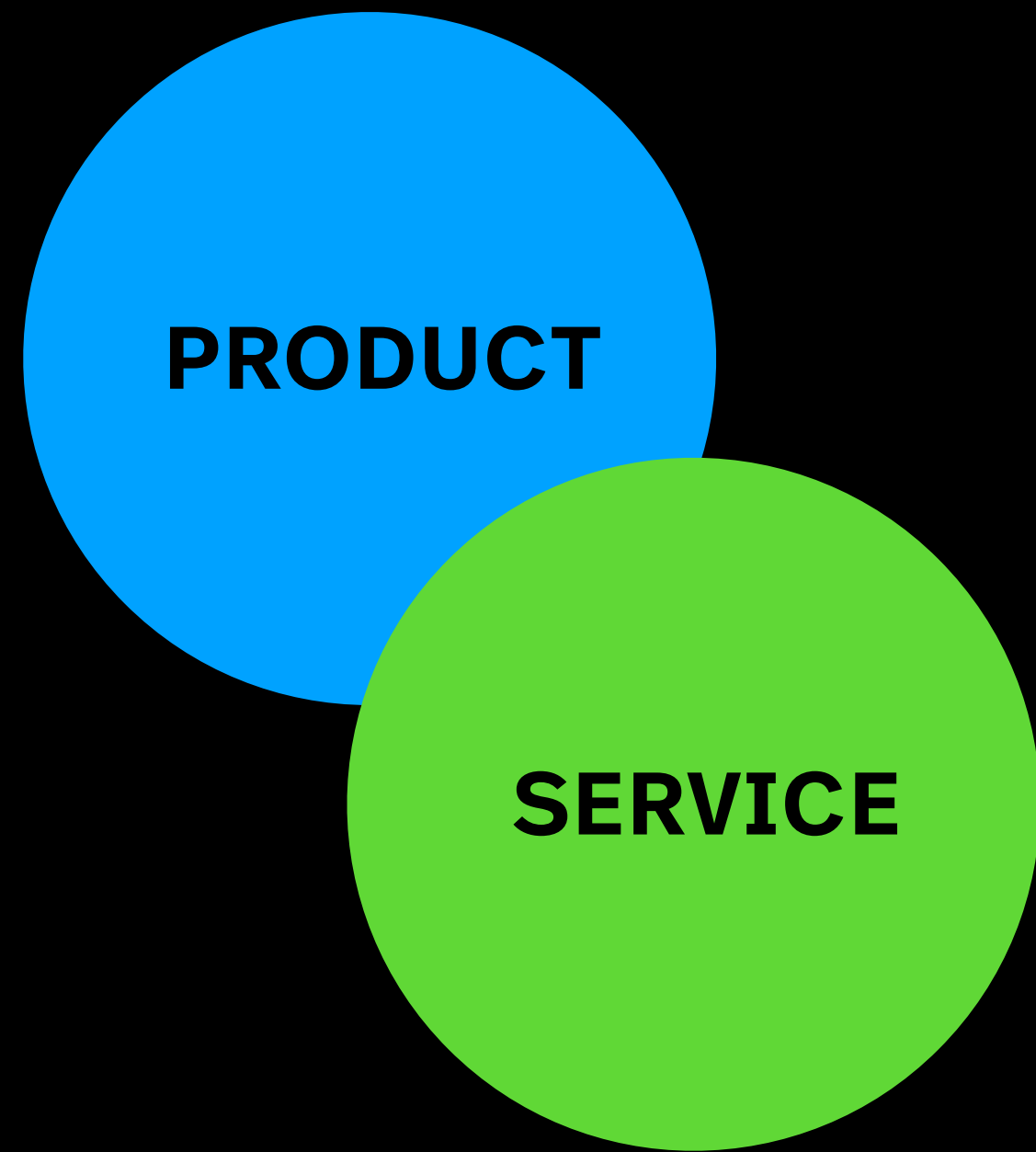


# Consumer



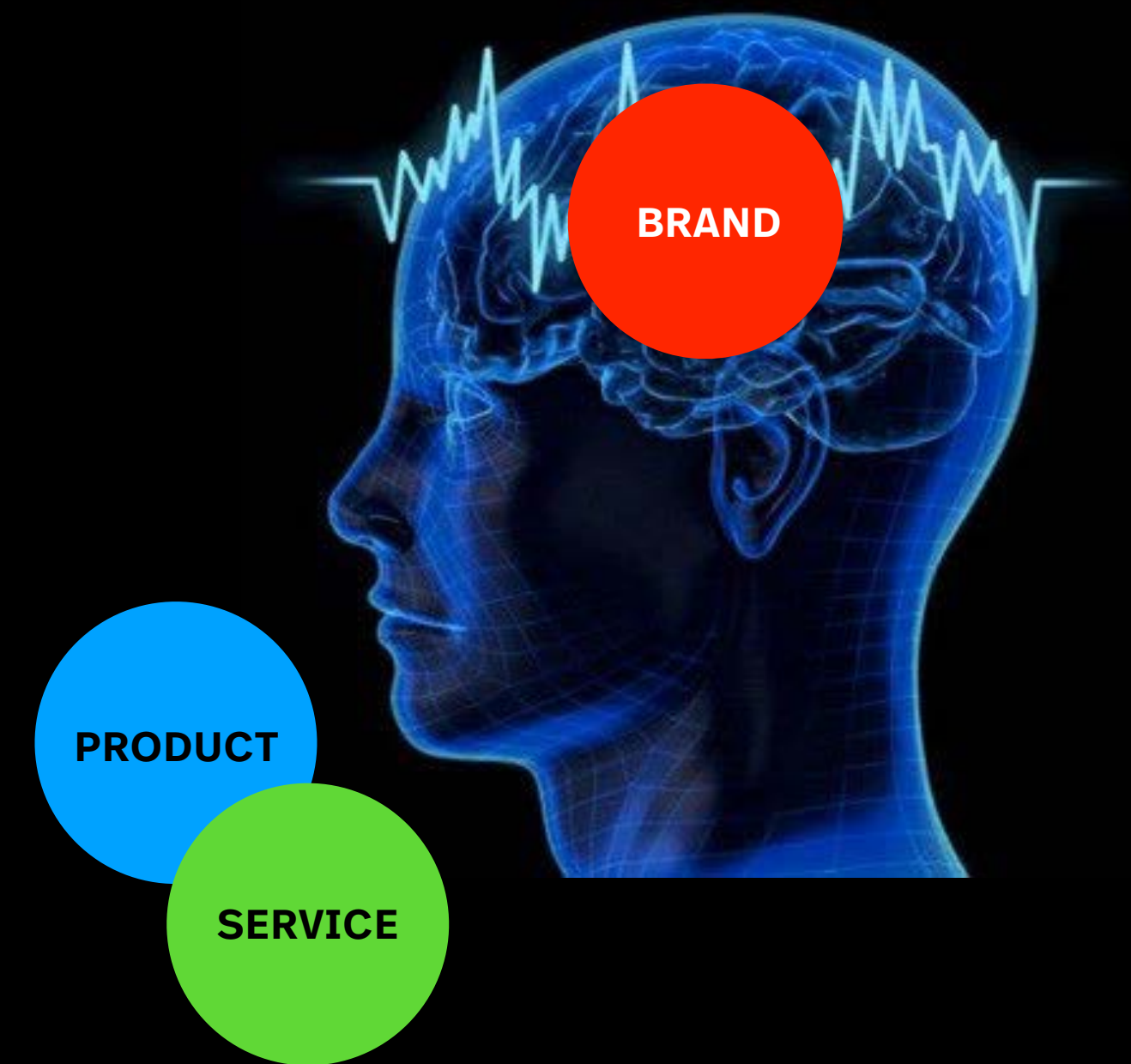
**Company**

**Consumer**



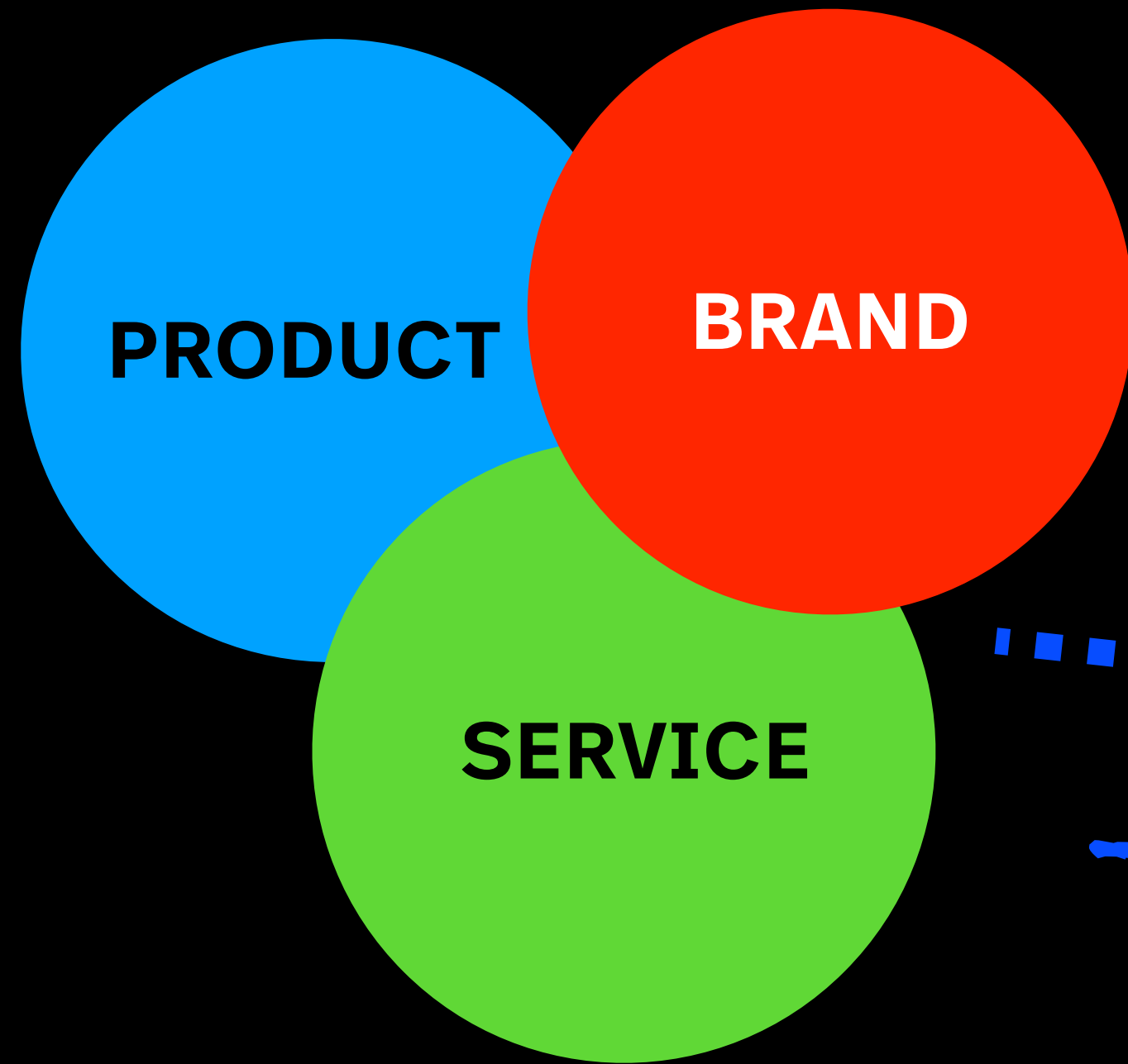
Company

Consumer

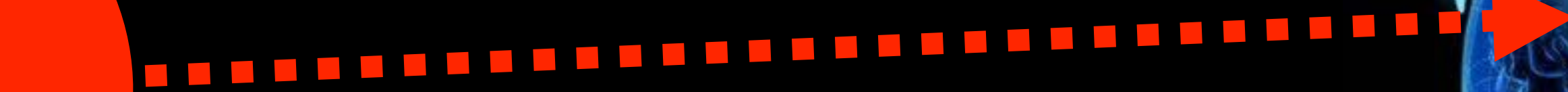


Company

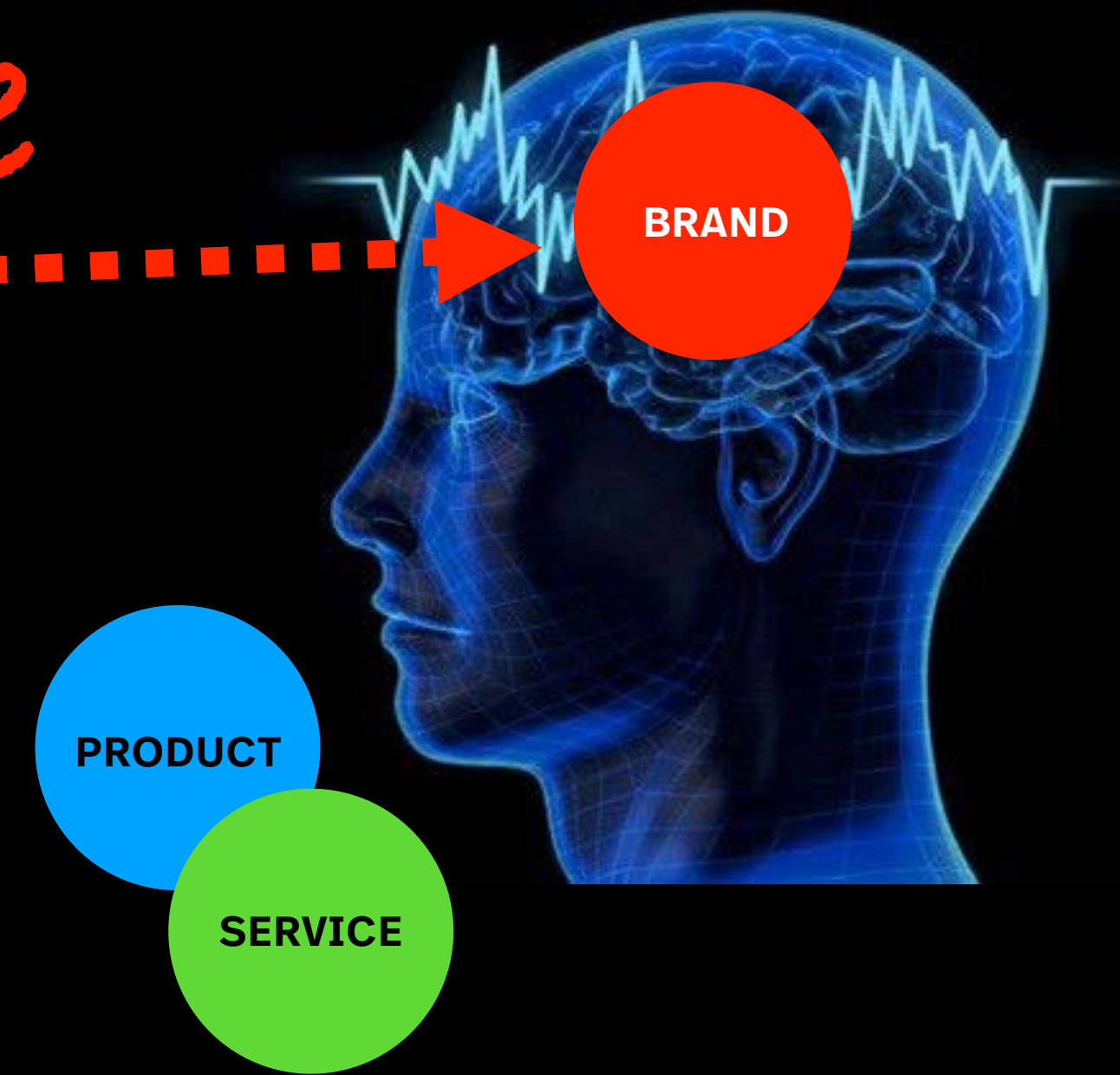
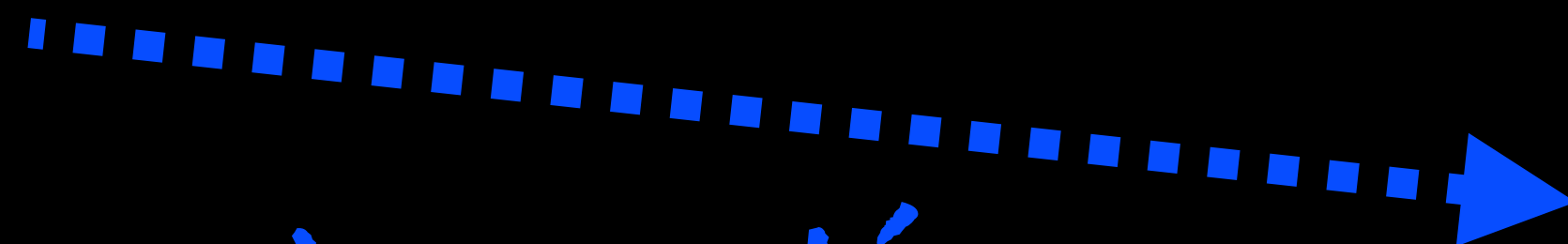
Consumer



*The Promise*



*The Delivery*



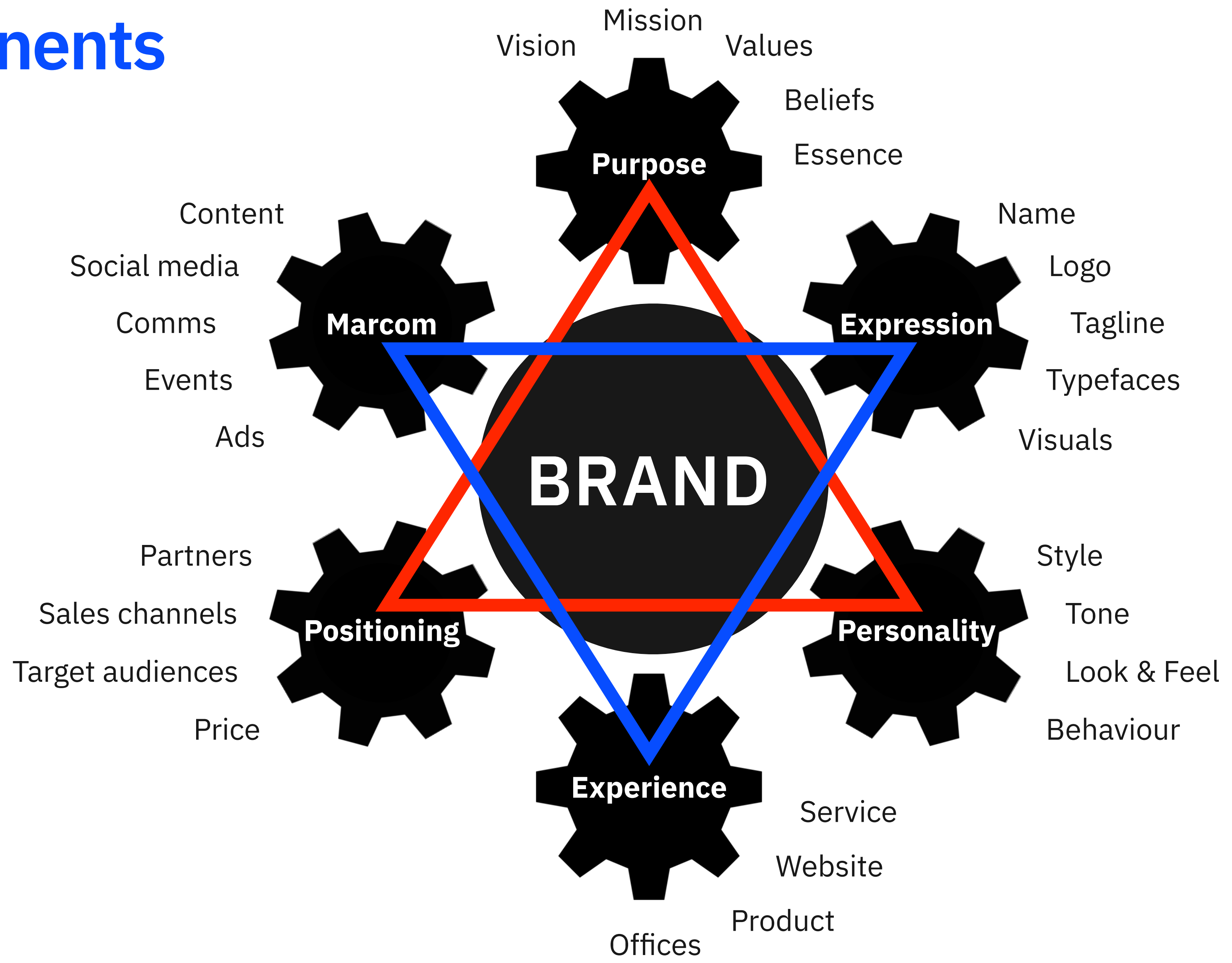


**A **brand** is the set of expectations, memories, stories, and relationships that - taken together - account for a consumer's decision to choose one product or service over another.**

— Seth Godin



# The components of a brand





**Branding** is the art and science of influencing perception about a product, a service, or organization.

— Sean Tambagahan





DESIGN COUCH SESSIONS #03 : BRAND

# Brand strategy



## What is brand strategy?

**Brand strategy is the action plan that an organization uses to differentiate its products, services, and identities from their competitors.**

DESIGN COUCH SESSIONS #03 : BRAND

# Brand creation workshop



# Starting a new brand strategy with a creative opening workshop

The **Creative Opening Workshop** defines the basis and direction of your future brand and brand experience. It takes up to one full day and covers a number of topics: from establishing what the brand promises to its different stakeholders, to identifying the visual style and tone of voice that will be pursued in the design phase; it basically sets the scene for the whole project that follows.

## Workshop principles

- 1. Have an open mind. We are here to think about the future of YOUR brand.**
- 2. It's about your stakeholders. Walk in their shoes.**
- 3. Think fast, use your gut. Great brands can't always be rationalised.**
- 4. There are no bad ideas. Filtering happens later.**



# Typical workshop agenda

## 1. Positioning

Using ‘identity polars’ we place your company in a 2-axis model where the key internal stakeholders would like to see their company positioned in the future. In this exercise, we also aim to identify key factors needed to reach this desired state.

## 2. Personas

Based on thorough analysis of real stakeholders – ideally done via multiple interviews – we co-create between 4 and 8 different personas who represent your different stakeholder types.

## 3. Brand vision board

We use the persona’s to map and evaluate their desires and needs. We identify the value and emotional benefits that the new brand can bring to potential customers. We consolidate and focus on what we think will separate your company from competition.

## 4. Visual compass


This exercise will result in visual cues that will be used in the brand design phase later on in the project. We discuss why you like particular design elements, images and/or typography. This will give the creative team direction moving forward.

# Personas

Co-creation of personas to help identify needs and desires from your stakeholder's perspective. Your team needs to provide any information or insights they might have so we can craft the right personas.



edenspiekermann\_
Affinity for EyeEm  
★☆☆



## Emma | Instagram poweruser (27)

### About the Persona

Emma is curious about art and design, culture and technology. She is a warm hearted family person who spends a lot of time with her loves ones. She's always on her phone, taking photos along the way and sharing them on social networks.

**Occupation:** Art Director  
**Location:** Berlin

### Quote

“I realized that people really like how I show my world to them”

### Photography

I make photos all the time. I wouldn't call myself a professional photographer but through the amount of followers I see that people appreciate what I do. I **shoot a lot of personal stuff**, my family members and such. I want to get to know people and see images that really suite my taste.

#photos all the time #friends and family #show my life #get to know people

### Social Media (focus photography)

I want to **share, comment and rate** photographs. Therefore Instagram is the perfect platform for me. I have 14.900 follower. I also like the square format as it challenges me composition wise.

What I really appreciate on social media is to **get to know other photographers** via the internet, some of whom I met in real life already.

#share #comment #get to know other photographers


### EyeEm

I read about it somewhere on the internet. I like the fact that they focus on **real photography**. I tried the app but **lost interest** along the way. I prefer Instagram over EyeEm because I have more follower and I am **not really interested in selling** my pictures on a online platform.


Real job offers are appreciated though!

#real photography #lost interest #not interested in selling online #real job offers


### My Top 3 Photo Apps



**Instagram**  
“Instagram is by far the app I love and use the most”




**VSCO Filter**  
“Besides Instagram VSCO is my favourite editing app.”



**Snapseed**  
“Snapseed is my photoshop to go App.”

### My devices

- iPhone 6
- Fuji X100



# Persona examples

- Consumer or Client
- Business Partner
- Job Seeker
- Employee
- Investor
- Journalist
- Supplier
- Government civil servant







**Persona type**

- Investor
- Job Seeker
- Employee
- Journalist
- Other
- Business Partner
- Civil Servant
- Supplier
- Director of NGO

Photo

**Name**

**Role**

**Age**

**What do I want to achieve with Aspial?**

**What are my frustrations about dealing with Aspial?**

**Which aspects of Aspial interest me most?**

	Low		Average		High
Brand Appeal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Portfolio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PR & Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What do I see as Aspial's strengths (vs. competitors)?**

**Which channels do I get information about Aspial from?**

**Which sources influence my opinion about Aspial?**

# Brand Vision Board

The Brand Vision Board is built upon three categories:

1. Needs: “my desires are ...”
2. Solutions: “that is why we ...”
3. Value: “for our business/ stakeholder”





# Brand Vision Board Example

## BRAND VISION BOARD

## NEEDS

My desires are...

## SOLUTIONS

That is why we...

## VALUE

For our business/users

2 YRS Ahead...

**FOUNDER**  
EPIX  
Thomas

Quote: [Blank]

Goals: \$, Talent, Mentor, Can Plus

Story: Graduate from MIT, 2 yrs @ Valve (founder in it), left to start a level startup for millennials. Raising seed round (\$300k) & hiring interns & dev team that understand & relate to user.

Challenges: Short runway of 9-6 mths, Family with 2 affordable talent, Can't afford paying (wages or program), Good to see with limited dev.

Motivations: Price, Convenience, Style, Personal Attention, Network, Ambition

Personality Type: Quick, Competitive, Spontaneous

Love Brands: edenspiekermann

**Startup geek Greg**

Quote: [Blank]

Goals: lifestyle benefits, finding the world (looking around) people, looking for a way, support network, (founder @ (founder) administrative) work in a cool place

Story: wants to be part of exciting life, growing company when he can make a difference

Challenges: Having space to work, Pace, Ambition, Slow public tempo, Cheap food

Motivations: Price, Convenience, Style, Personal Attention, Network, Ambition

Personality Type: Quick, Competitive, Spontaneous

Love Brands: edenspiekermann

**Hypergrowth Henry**

Quote: [Blank]

Goals: Deliver on Promise, Plan Series B (in mths), Close Tractor (clients/mv)

Story: Raised series-A (\$M), Potential Regional Expansion, Hiring aggressively, Creating/Scaling Product

Challenges: Finding Right Senior Mgt (outdays), Hiring a right chip, Learn abt local markets

Motivations: Price, Convenience, Style, Personal Attention, Network, Ambition

Personality Type: Quick, Competitive, Spontaneous

Love Brands: edenspiekermann

**Aspiring Ann**  
Entrepreneur Peter

Quote: [Blank]

Goals: Establish of Product, Immediate Fund raising/ income, Find good spirit

Story: like that life, wants to make a difference and do it by [Blank]

Challenges: Getting things started, finding the right network of people to do it, Expenses, Encouragement

Motivations: Price, Convenience, Style, Personal Attention, Network, Ambition

Personality Type: Quick, Competitive, Spontaneous

Love Brands: edenspiekermann

**Investor Jack**

Quote: [Blank]

Goals: [Blank]

Story: [Blank]

Challenges: [Blank]

Motivations: Price, Convenience, Style, Personal Attention, Network, Ambition

Personality Type: Quick, Competitive, Spontaneous

Love Brands: edenspiekermann

Handwritten notes and sticky notes on a grid background:

- NEEDS:** Money \$\$\$, MORE TIME!, Expand their network & connections, Biz Relier (long committal), Great space & amenities that we look at the time, Friends, Chill and focus space, Perks! (vibe/vibe), To focus + team focus to perform #, CEO COACH, Space that work best (not all-the-time (no need to worry)), Associate themselves with B/C (brand), Get more customer check, Network + New Inspiration, Work in a cool space, Sense of Belonging, Sense of Purpose, Brand Awareness, Best - investment support (long didn't work), HR for structure their employees, Employee Benefit Packages (Negotiated), Flexible workspace solutions, Series B/ Family Offices Investors, Regional Networks, Attention/Courage, Building a tight community (can be fun element), Networking Events, Revamping the SPACE!, Curated CTOs/Dev Teams, Curated Mentors, Sounding Board, Events cannot not just for [Blank], Peer group, relation of local lunch, Build a more close knitted community, Peer group, relation of local lunch.
- SOLUTIONS:** ELEVATE Programme, New IDEA MONTHLY PEER CIRCLE, Encourage OPEN COMMUNITY "Community Lunch", Intros to VCs, Listening ears (Be their FRIEND), Lifestyle CARD! (Partnerships), BE A REAL FRIEND, Revamping the Spaces (Partnerships), Events cannot not just for [Blank], Peer group, relation of local lunch, Build a more close knitted community, Peer group, relation of local lunch.
- VALUE:** NOT JUST A SPACE ECOSYSTEM AS A SERVICE, USER: MORE INVOLVED AND CONNECTED!, DO THEIR ROLES BETTER, USER: TARGET EACH INDIVIDUAL'S MIND & SOUL, USER: Create the user to become a personal, USER: CELEBRATED FOUNDER, GROWTH - REGIONAL - CUSTOMERS, ATTRACT 1. Ben 2. Jack 3. Jimmy, ATTRACT ↑ reputation, USER: BETTER DEALS, USER: \$\$\$ Backed network, USER: Sense of BELONGING & PURPOSE, USER: SOME SIGNS OF BEING VALUED/NEEDED, Diverse & socially engaged profile, USER: Leader on high quality work, [Blank] Reputation & connection, USER: Better Deals, \$\$\$ Backed network, USER: Sense of BELONGING & PURPOSE, USER: SOME SIGNS OF BEING VALUED/NEEDED, Diverse & socially engaged profile, USER: Leader on high quality work, [Blank] Reputation & connection, USER: Better Deals, \$\$\$ Backed network.

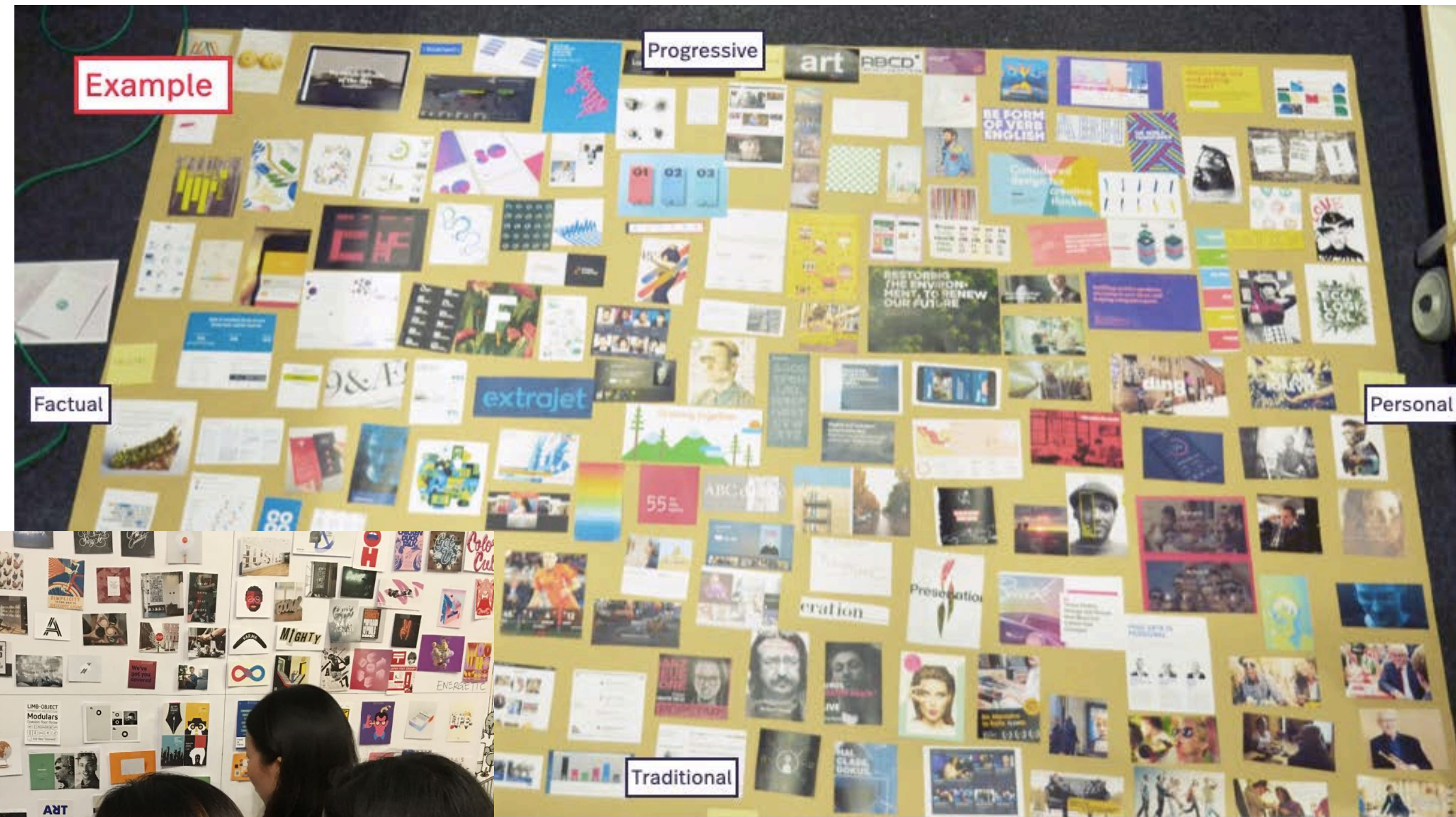


# Visual Compass

The Visual Compass is an efficient and fun method to explore the future look and feel of your company. It helps identifying feasible tonalities. The result serves as a spring-board for developing the new brand identity.

These are the steps we take:

- Reduce
- Identify
- Reflect



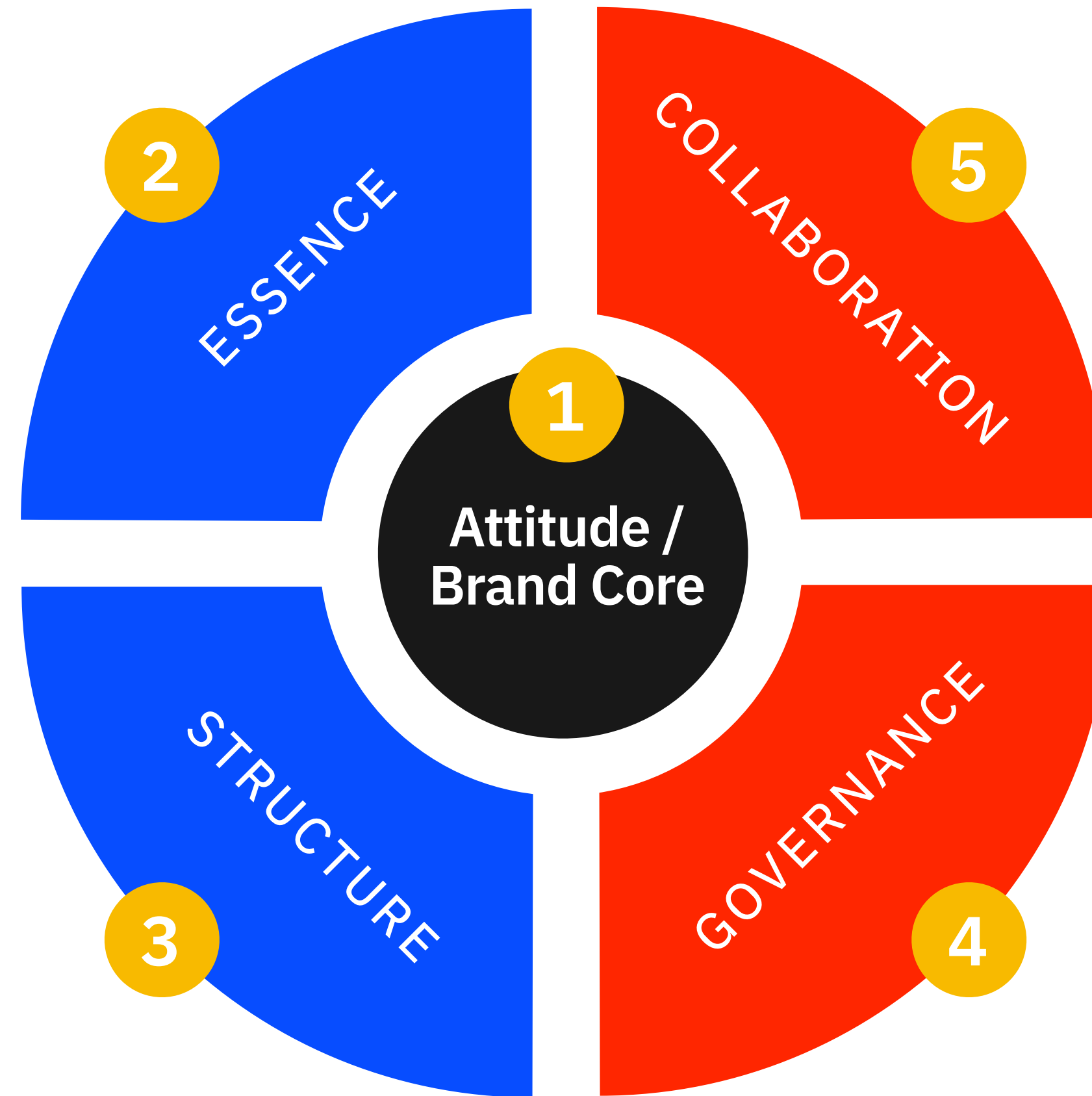
KEEPING THE BRAND ON TRACK

# How to steer the brand when it grows

# Elements of steering a brand, digital-first

Core User Needs  
 Basic Visual Elements  
 Service Standards  
 Product & Content Strategy  
 Brand Voice

Brand Playbook  
 (UX/Design/Service)  
 Component Library  
 Content Formats  
 Seminars & Academy



Sign-off processes  
 Roles & Responsibilities  
 What tools and how we use them

How do we come to decisions?  
 How do we communicate change?  
 KPIs

**PROVIDE  
 CONTENT**

**ENABLE  
 PEOPLE**

Inspired by [Kristina Halvorson's Content Strategy Wheel](#)

DESIGN COUCH SESSIONS #03 : BRAND

# Brand identity development





## Brand identity =

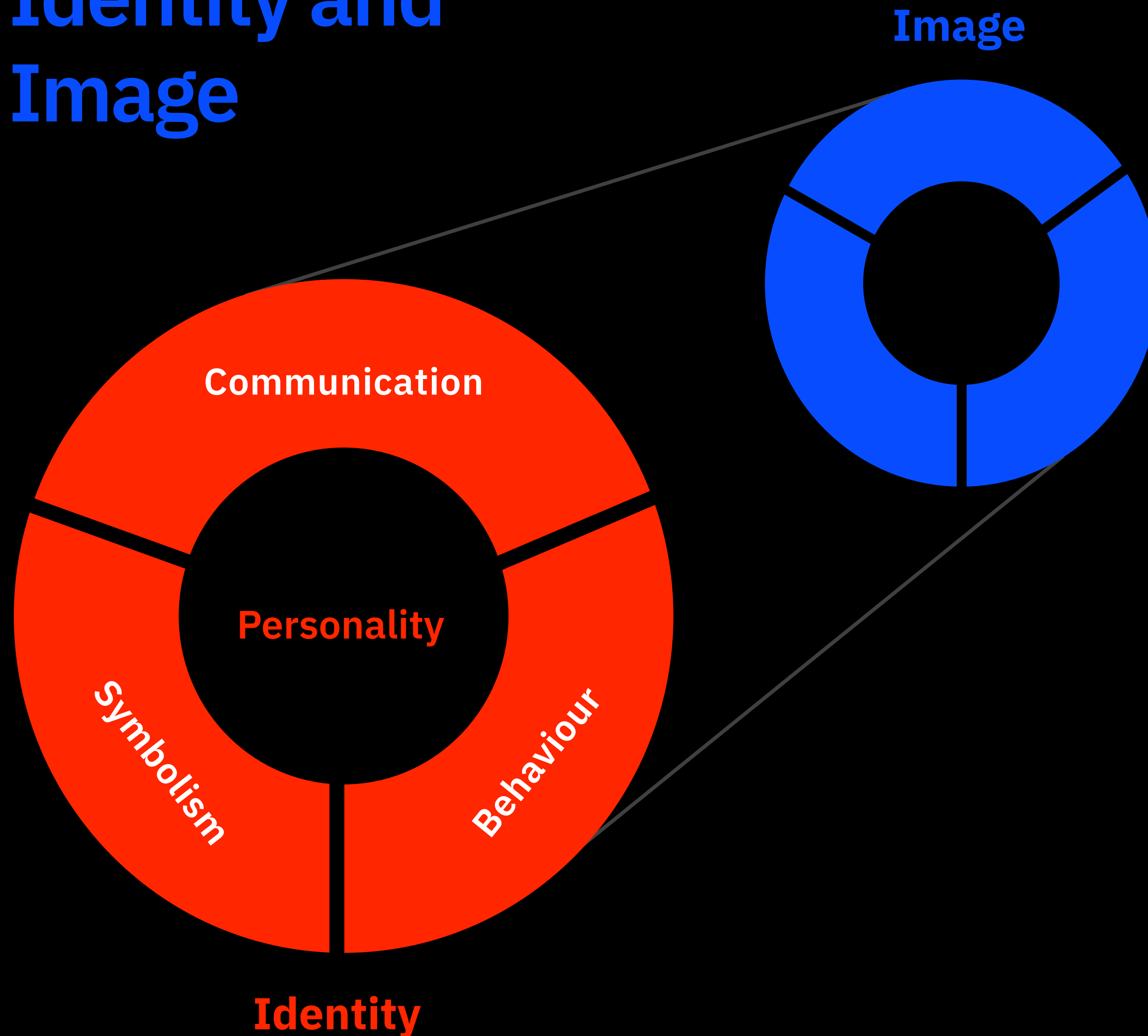
the outward expression of a product or service, including its name, logo, visual appearance, and communications.



## Corporate identity =

the outward expression of a company, organization or corporation, including its name, logo, visual appearance, and communications.

# Identity and Image



In their model, Birkigt & Stadler identify **four dimensions of corporate identity**.

Three 'instruments' (red circle) form the concrete manifestations of the underlying 'personality' of the company.

The corporate image (blue circle) is a reflection of the corporate identity of the company, the way the identity is perceived in the outside world.

Birkigt & Stadler, 1986



## The brand core - our pragmatic 4P model

**Brand Purpose**

**Brand Promise**

**Brand Positioning**

**Brand Personality**



# 1. PURPOSE

What you believe in or how you see yourself in a bigger context. Your customers will connect to that world view.

It is equally important for your team and your customers to believe in something bigger than you. Answering the «Why?» question offers you room to pivot or add new products.



## 2. PROMISE

The contribution you make and the benefit for your customers.

Your brand needs to solve something for your customers. Define 3-4 'Core Customer Needs' that will help you make sure you're not only unique but match a real-life need of a group of human beings: your customers.



# 3. POSITIONING

Your USP's — what makes you stand out in the marketplace.

Your brand needs to be recognisable and attractive, so be really clear about what sets you apart from competition. Challenge your assumptions regularly as you move forward.



# 4. PERSONALITY

How you speak/act/communicate and want to be perceived by your customers.

Your brand experience is shaped through the interplay of your service, content, product and design. Make sure to live up to your personality in every detail and use it as a briefing for copy, design etc.





# An example: A social investment company

## PURPOSE

We want to make sustainable investing the **new normal**.

bigger than just us!

## PROMISE

Connecting **social good** with **financial returns**.

combines to strong user needs: desire for doing good & and grow your resources

## POSITIONING

Adding human values to **business investment**.

specific

## PERSONALITY

Transparent, Curious, Independent, Genuine.



# Creating brand personality with voice & tone

Since your product or service has to deliver on your brand every day:

- **VOICE:** Brand voice is the consistent character how your brand speaks (how close/humorous/stiff/opinionated are you?)
- **TONALITY:** For specific channels/use cases/applications you should allow for variation in tonality. F.e. be more colloquial on social, more encouraging in customer support, ...

## COPY EXAMPLES

---

### In App Greeting

Hi, Bob. You could be a part-time model.

---

### Success Feedback

High fives! Your list has been imported.

---

### Error Feedback

Oops! Looks like you forgot to enter an address.

---

### General Message

Bummer, we don't have any info to report just yet.

---

### Critical Failure

One of our servers is temporarily down. One engineers are already on the case and will have it resolved shortly.

---

### Marketing Copy

We've got all kinds of social features that help you know your subscribers and share your newsletters. Integrate your signup form with Facebook, share your campaigns on activity on social networks, and more.

→ **Mailchimp** shapes its service with tonality

ANOTHER 4P-EXAMPLE

# Sosimple



# 1 Sosimple : Purpose

We all need energy. Our economy, our wellbeing and our livelihood depend on it. Energy is expensive and dirty. Cheap, clean energy is still very difficult to get.

Sosimple leads the shift to clean energy.

Together we improve the world we live in, one roof at a time.



## 2 Sosimple : Promise

We save you money on electricity bills, without asking for any investments. We sell cheap energy from our clean energy installation on your roof. Delivering real savings from Day 1, working hard to save you more over time.

We are transparent and flexible: no red tape, no one-sided contracts and no trap doors. We take care of all the hassle, so you can focus on running your business.



### 3 Sosimple : Positioning

We sell you low-priced, flexible and clean energy that will immediately reduce your daytime energy costs by 20% or more. Delivering more and more savings as we work together. No upfront investment, no red tape and no trap doors. A transparent win-win between entrepreneurs.



## 4 Sosimple : Personality

**Businesslike** Clean – what you see is what you get – reliable – sincere

**Collaborative** Service minded – upbeat – on your side – thinking beyond the deal

**Gracious** Fair – honest – sharing

**On a mission** Dedicated – daring - innovative – sustainable – responsible



The name Sosimple doesn't talk about energy, it doesn't indicate that it's a proposition for businesses, and it doesn't say that it is cheap.





**That's why Sosimple needed a **tagline.****



**Sosimple**

Cheap energy. Clean business.

DESIGN COUCH SESSIONS #03 : BRAND

# Brand change



**Life does not get better by  
chance, it gets better by  
change.**

— Jim Rohn



# When to change a brand identity

- **Joining of forces** - a merger or acquisition
- **Going overseas** - expanding into new territories
- **New products or services** - a different offer requires a new look & feel
- **New distribution channels or technologies** - your brand toolkit is out of date
- **Bad Rep** - you've got some repair work to do!
- **A new perception** - you're not attractive anymore



# When **not** to change a brand identity

- **New management** - hardly ever a good reason for a brand identity change - unless it's a symptom of something bigger, like a bad rep
- **New head office** - again, hardly ever a good reason for a brand identity change

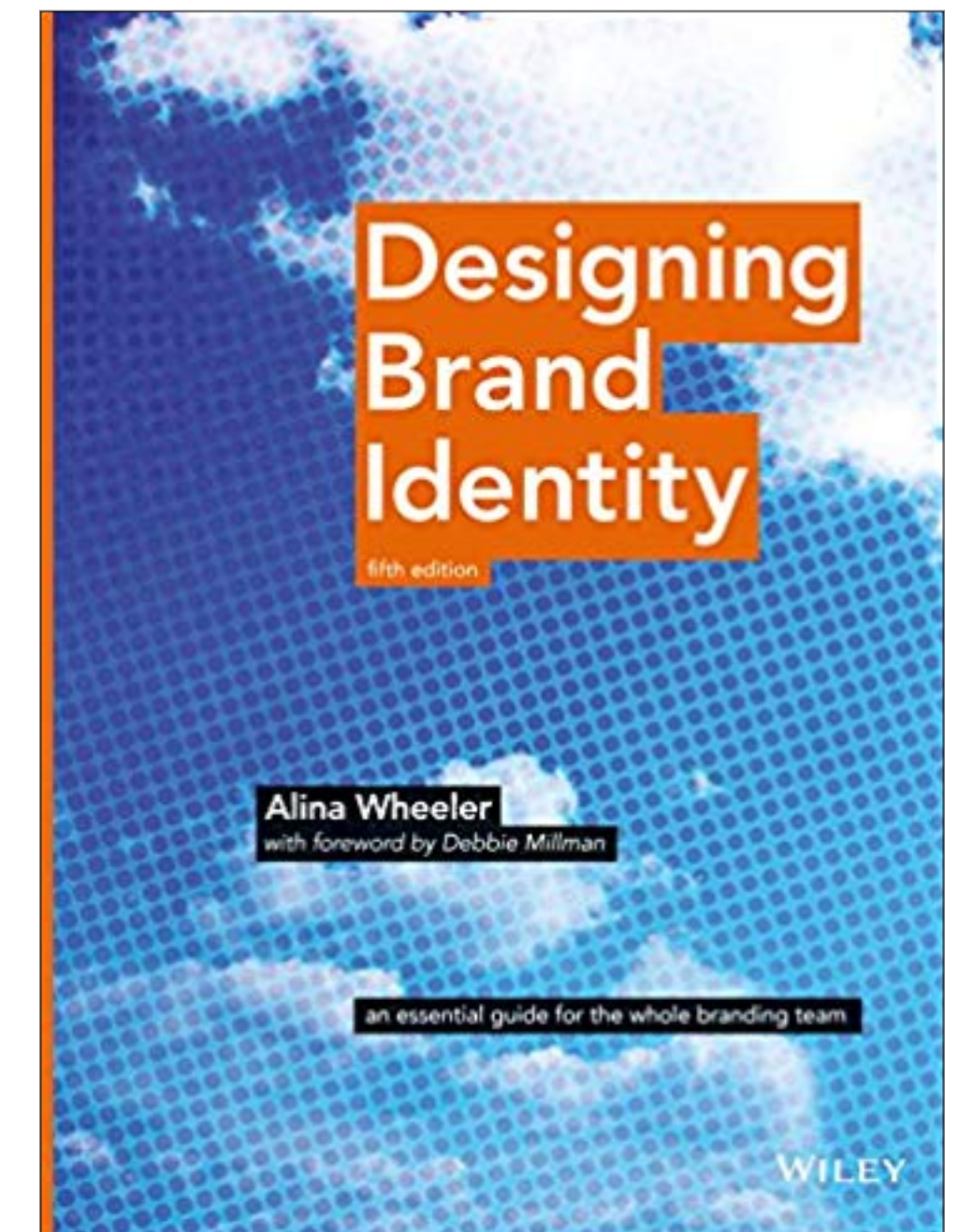
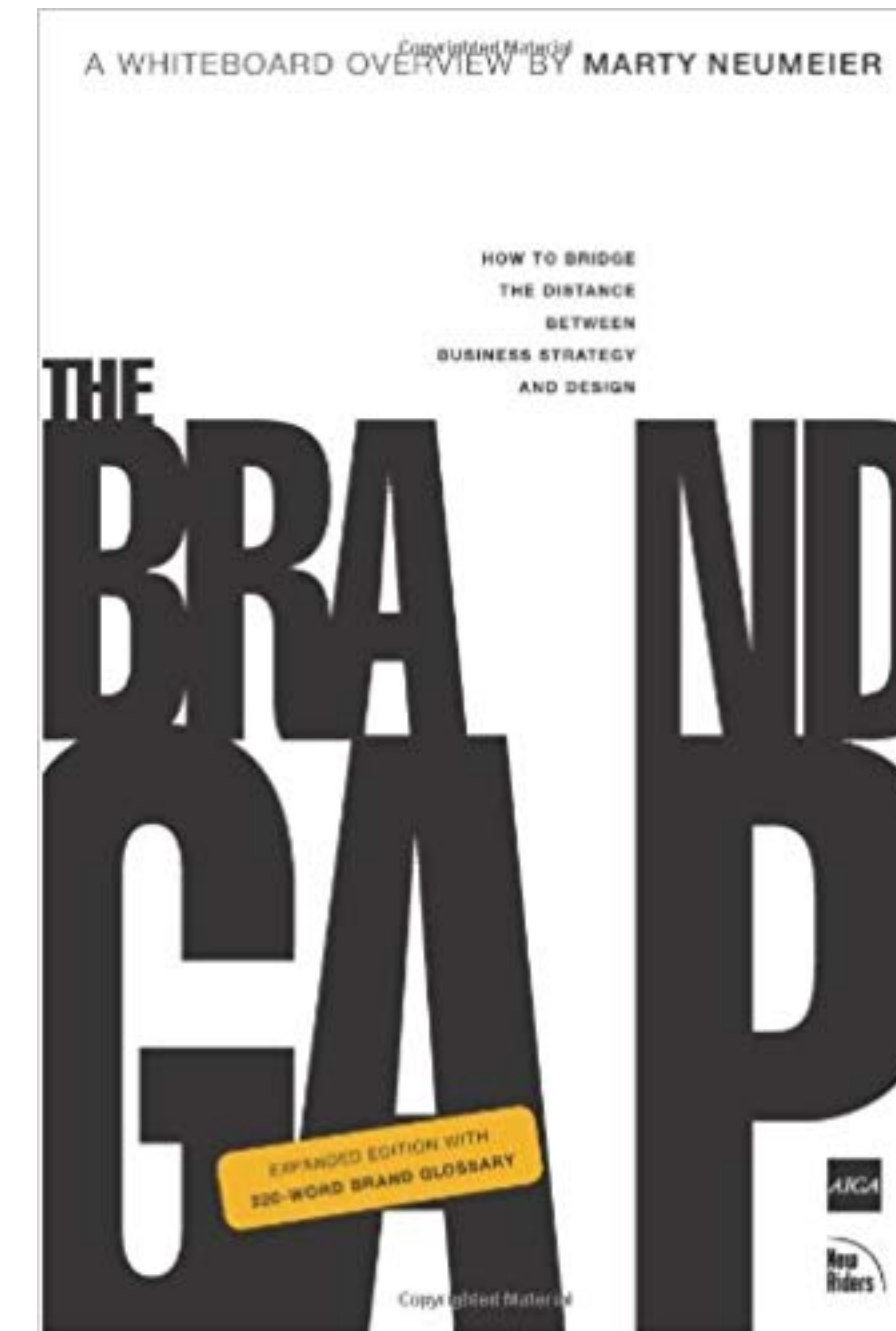
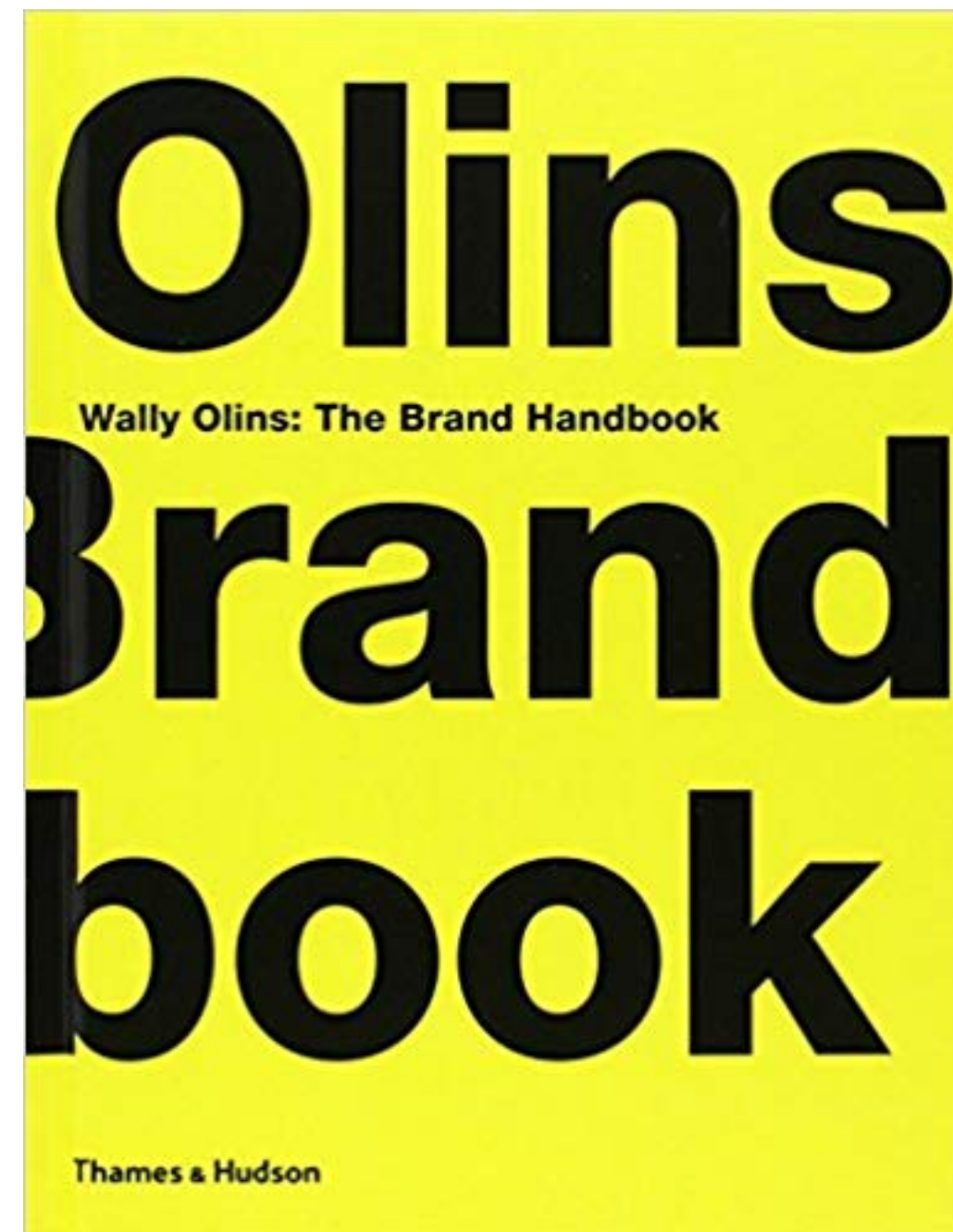


## When you change the brand

When transitioning to a new brand identity, explaining **WHY** is key. Whichever transition method you choose, no matter how big or small the change, clarity in the reason behind the change is vital.

**Confusion is a killer for a rebrand.**

# Further reading





# Good luck!

Edo van Dijk  
@edoch



You are free to share this slide deck, but you are not allowed to change its formatting.  
© 2019-2022 - Creative Commons license: Attribution-NoDerivatives

