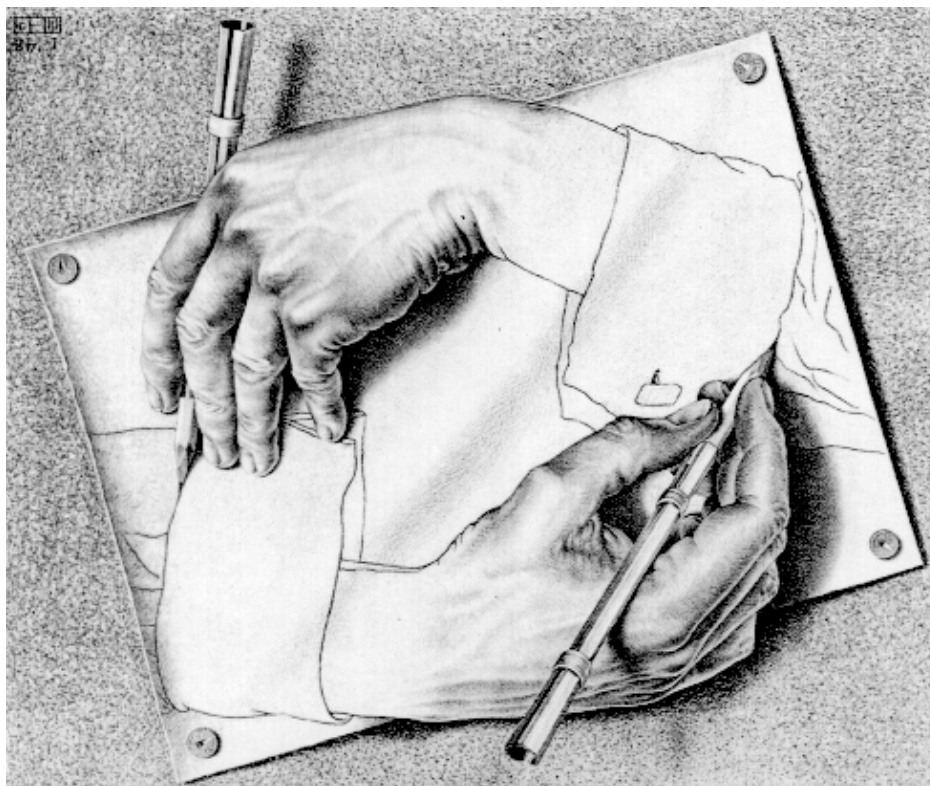


A Hammond Hill Executive White Paper

B²
Building the Brand Story
for Both Side of the Brain

Melding science and
art to rapidly
connect brands with
audiences through
the power of
storytelling



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***Once in a while, something really new comes along
B2 is a truly different approach to branding ...
the marriage of data and drama.***

Oedipus ... John Wayne ... Lady MacBeth
... Abraham Lincoln ... Einstein ... Mom

Here's the deal: traditional branding is not working.

Something is missing. That something is a story that resonates with both our conscious, rational and our unconscious, feeling selves. This is true whether you are talking with consumers, professionals, financial analysts, current and future employees ... all audiences need to know and understand your 'story'.

Unlike faddish methods that lurch from one style to another, stories are here to stay. As old as cave paintings, stories and myths are the ways by which human beings make sense of their world. And the characters that populate the stories become so familiar to us as to become almost members of our families ... we 'know' these characters. We identify with them in ways that transcend reason, in ways beyond words.

And that's what B2 does - it elicits a brand character that is dynamic and speaks to us, while being true to who it is. It uncovers the authentic brand character so that people connect with it on a fundamental level where both emotion and experience live to form an instant recognition.

B2 is branding for both sides of the brain, creating brand characters and stories that appeal to the left brain (analytic) and right brain (intuitive) in us all.

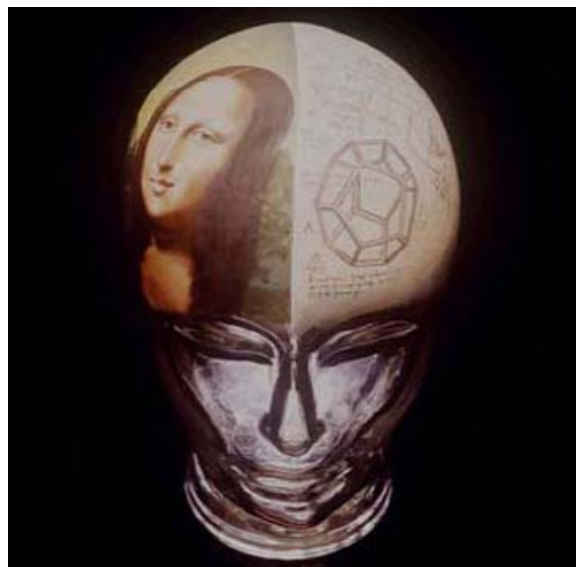
Once upon a time ... Call me Ishmael ...
It was the best of times, it was the worst o

***A holistic approach is needed – integrating left and right-brained thinking to redefine branding
-- one that incorporates both a new understanding of how our brains work, along with soaring imagination.***

Neither the newly popular neuroscience techniques to understanding perceptions nor the traditional ‘creative’ approach to developing advertising truly reflect how people think of how good branding should be brought to life. If we want to create dynamic brand stories that connect what people ‘think’, with how they ‘feel’, we need a branding approach that reflects the importance of both sides of the brain. If our methodology says, “Through neuroscience we will provide you with the words and images that people react to positively,” ... and THAT is the magic bullet to branding success – well, that doesn’t acknowledge how great creative minds turn information into drama. And vice versa. Every brand needs data AND drama.

RIGHT

- Synthetic
- Visual-spatial
- Metaphoric
- Intuitive
- Patterns
- Hunches
- Face & object recognition
- Novel tasks
- “Lumper”



LEFT

- Analytic
- Quantitative
- Literal
- Logical
- Sequences
- Plans
- Word & number recognition
- Practiced tasks
- “Splitter”

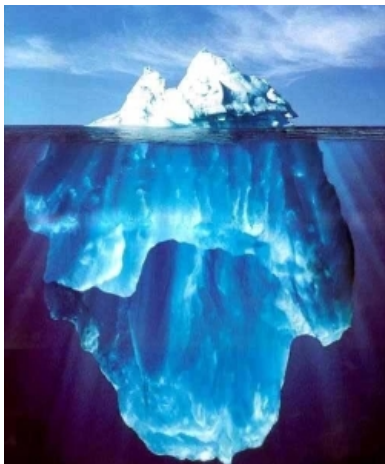
You need holistic thinking that brings together the strengths of both sides of the brains. That’s how good stories are created and remembered.

Branding approaches that are either just ‘artistic’ or just ‘scientific’ have inherent strengths and weaknesses ... successful brand stories should be a marriage of data and drama.

We need to understand peoples' unarticulated beliefs ... meaning: what they truly believe, not what they say ... even if they don't "know" their own beliefs.

Stories and characters resonate with us for lots of reason, most of which we don't seem to understand and certainly can't articulate.

Most of the reasons why we believe and act the way we do are unconscious and , yet, traditional branding focuses almost exclusively on what people explicitly say. But here's the reality: If we really want to connect with people in ways that make sense we need to develop a deep understanding of the unconscious, then figure out how to make the implicit explicit ,,, by understanding the unconscious associations people make we can determine the 'right' story for the 'right' audiences.



← What we consciously think and perceive ... here is where the 'explicit' story lives and where most brand work occurs

← But, the majority of our thoughts and feelings exist below the consciousness waterline ... this is where the authentic brand story lives

"Every man has reminiscences which he would not tell to everyone but only his friends. He has other matters in his mind which he would not reveal even to his friends, but only to himself, and that in secret. But there are other things which a man is afraid to tell even to himself, and every decent man has a number of such things stored away in his mind."

Fyodor Dostoyevsky, Notes from the Underground

Digging underneath explicit beliefs to uncover the associations people have between words, images, and meaning gives us the insight to create stories that make rapid connections.

Reasons for using B2

- ▷ Leads to more strategic, deeper understanding by looking at how we process information in a holistic fashion
- ▷ Combines the insights of disparate disciplines, including semiotics and new discoveries in neuroscience
- ▷ Provides a clearer approach to understanding brands and the way people classify and choose between them
- ▷ Identifies the interpretive framework that people apply to branded symbols, images, and messaging
- ▷ Generates research findings you can act on
- ▷ Delivers more finely honed and better target communications

Foundations of B2

Brand Stories

- ▷ Brands are stories that are stored in our unconscious minds and communicated via signs with both explicit and implicit associations

Explicit Attitudes/Implicit Attitudes

- ▷ What people say about a brand differs from what they feel.

Rapid Judgment

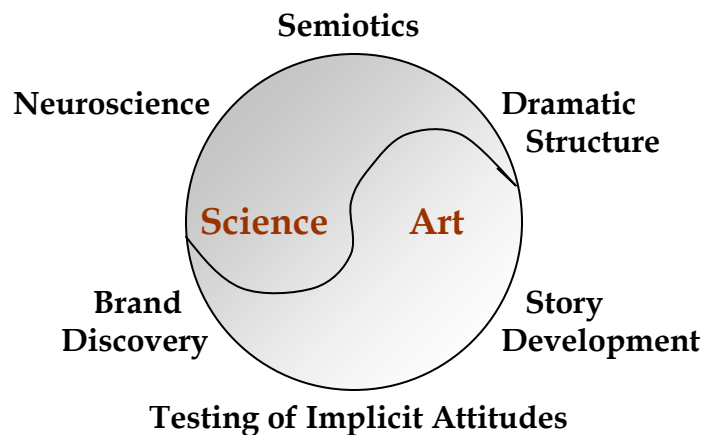
- ▷ Left and right sides of the brain process messages differently; Customers make rapid & unconscious judgments about your brand.

***Creativity uninformed by data is just messin' around ...
data without the creative spark sucks the life out of the
brand character and its story.***

B2 integrates aspects of cutting edge neuroscience advancements with practical semiotics and psychological testing to inform the creative process leading to the development of powerful and memorable brand stories. What does all this mean? We know now that the human brain has strong and measurable reactions to stored memories and that these memories can be influenced by the use of meaningful words and images; these reactions are unconscious and bypass our rational filters ... but are absolutely critical to understanding how we really feel and will act (not how we 'say' we feel). By melding this scientific sensibility with the creative discipline of story development, B2 uncovers the brand's authentic character.

Everyone brings biases to every brand interaction, based on their background, personal associations, and long-term experience. People make unconscious judgments about your brand based on these biases. Your customers and clients process these signs unconsciously and rapidly - usually within seconds, often within fractions of a second.

Integrating science and art to uncover the rapid connection between an audience and a brand story



Combining neuroscientific knowledge and psychological testing with creative inspiration results in a brand story that resonates, that is tested, that works ... that is 'authentic'.

The brand character must exist in storylines that make sense that fit 'who' the character is. "That's it," we feel. The brand character and its story match and work with our perceptions.

Brand Character & Story
Connection



From the imbedded arrow found in the logo (between the 'e' and the 'x'), to its original claims to 'positively, absolutely' get packages to their destinations overnight, FedEx identified its brand character and has been disciplined in its story-telling. The brand character? Think of Tom Hanks character in the movie Castaway ... after his plane crashes, this FedEx employee deals with his trauma by systematically collecting and sorting the FedEx boxes as they wash up on shore. This seemed perfectly normal and in keeping what we would expect from the Brand.

Brand Character: Dedicated, Dependable ... maybe even a little over the top in getting the job done.

Character & Story
Disconnect ...



Well, Nike and Bode Miller. 'Nuf sed'? Nike is all about performance and winning. It is about 'just do it.' Not 'just close enough and talk about it.' Or 'if it feels good, do it.' The logo, after all, harkens back to antiquity's "Winged Victory" statue.

A story-telling error? In 2006 Winter Olympics TV spots, skier Bode Miller is shown talking about performance, talking about his attitude, talking, talking, talking. But, not 'doing.' And not being concerned with winning. And, so, contrary to the Nike brand character. Winning is beside the point? This is Nike?

When there is a disconnect between the brand and the story, audiences feel it ... sometimes we don't know why. But, it just isn't 'right.'

B2 combines the latest in scientific psychological testing and creative/inspiration methods to get at the elements of a powerful brand character and story.



Building on the strong underlying principles of B2, we approach the creation of the brand character the way a sculptor approaches a block of stone ... the brand character exists and it is the purpose of our work to uncover it ... to reveal it, as it were, from its granite home.

We use scientific techniques (IAT-style methodologies) to reveal unspoken biases and creative tools to unlock insights into the brand's narrative arc. These insights help develop an understanding of the brand character that allows us to describe 'who' the brand is and what its true story is. The result is a telling of the brand story via the identification of its key character ... one that makes sense to both the brand story's tellers and audiences.



The hard work of synthesizing art and science results in a well-defined, strong, and memorable brand character as well as a deep understanding of the brand mythology and its story arc.

IAT methods can measure the speed by which one links associations (positive/negative feelings) with words/images/concepts ... the closer the associations between attributes, the faster one responds.

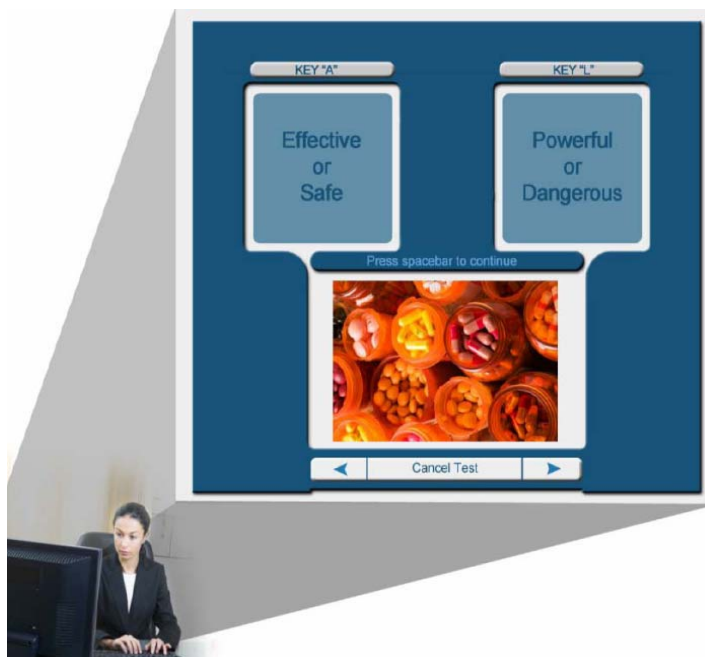
Measuring Implicit Associations

“Psychologists understand that people may not say what’s on their minds either because they are unwilling or because they are unable to do so

“The unwilling-unable distinction is like the difference between purposely hiding something from others and unconsciously hiding something from yourself. The Implicit Association Test makes it impossible to penetrate both of these types of hiding. The IAT measure implicit attitudes and beliefs that people are either unwilling or unable to report.”

The IAT in Action

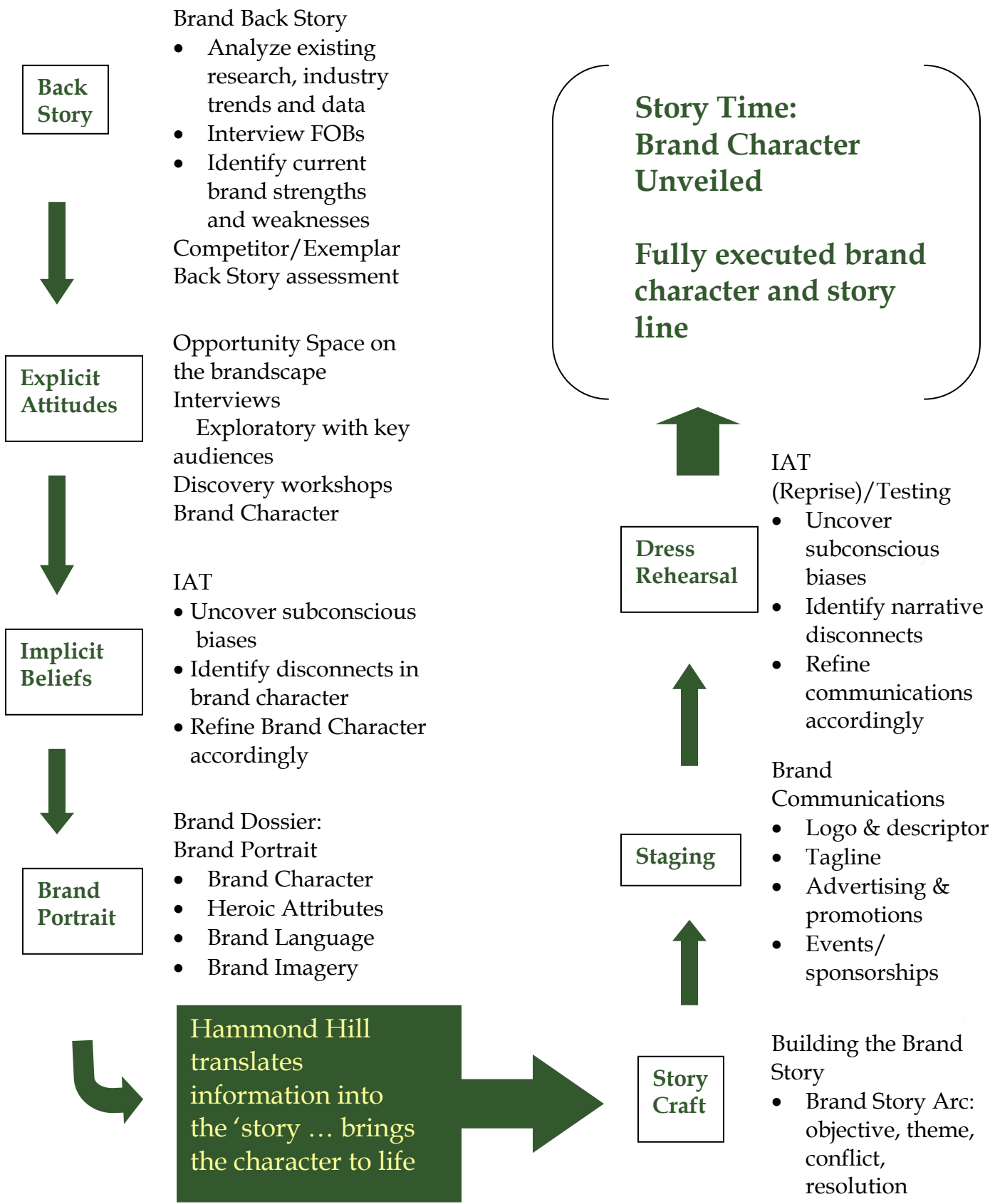
Using the IAT methodology, we first test explicit attitudes (as per the kind of research most of us are used to). But, then, we marry that data to testing (demonstrated on the right), to measure implicit attitudes. Here we are looking at reactions to the concept of “medicine” by asking the respondent which combination of words they more closely associate with (in this case) an image; words will be moved around, for instance, to also measure the reaction time linking ‘powerful and safe’ and ‘effective and dangerous’ as well as many other word pairings and images.



B2 collaborates with “Project Implicit,” the originators of the IAT, at Harvard, University of Virginia, and the University of Washington.

For instance, one could measure associations with fat or thin people AND measure associations one may have with medications ... uncovering our unspoken biases and identifying the brand character/story building blocks.

B2: Building the brand character and story requires a methodology that brings together art & science



B2 creates a library for the brand character and story, with reference documents supporting the essential creative work.

B2
Deliverables:
The Whole
Story

Brand Dossier

- Brand Character Portrait
 - Brand profile
 - Brand family tree
 - All testing results w/future-looking projects
 - Market assessments

Brand Story “Cliff Notes”

- Character analysis
- Summary of the story themes
- Creative brief

The Creative Work

- Telling the story through
 - Words
 - Images
 - So ... logos, taglines, ads, website development, collateral material, employee recruitment/training, Annual reports, etc.

Use of IAT-style Methodologies

- Assessments of audience’s implicit beliefs
- On-going assessments (as needed) to help direct re-writes to the brand story based on competitive changes to the market

B2 reports are meant to be read and consulted ... like well-loved books, their bindings should be broken, their pages dog-eared.

***B2 Bibliography ... an eclectic sampling
Semiotics. Neuroscience. Symbols. Myth. Philosophy. Behavioralism.
Marketing. Story-telling.***

- Mahzarin R. Banaji, "Implicit attitudes can be measured" in *The nature of remembering*.
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- Umberto Eco, *Travels in Hyperreality*.
- Betty Edwards, *Drawing on the Right Side of the Brain*.
- Howard Gardner, *Frames of Mind: the Theory of Multiple Intelligences*
- Malcolm Gladwell, *Blink and The Tipping Point*
- Seth Godin, *All Marketers Are Liars*
- Elkhonon Goldberg, *The Executive Brain. Frontal Lobes and the Civilized Mind*.
- Anthony Greenwald, Mahzarin R. Banaji, and Brian Nosek, "Understanding and using the Implicit Association Test:" in *Journal of Personality and Social Psychology*
- Carl Jung, *Man and his Symbols*.
- Varda Langholz Leymore, *Hidden Myth: Structure and Symbolism in Advertising*
- Margaret Mark and Carol S. Pearson. *The Hero and the Outlaw. Building Extraordinary Brands Through the Power of Archetype*.
- Richard E. Nisbett. *The Geography of Thought. How Asians and Westerners Think Differently. . . And Why*.
- Donald A. Norman, *The Design of Everyday Things*.
- Daniel H. Pink, *A Whole New Mind: Moving from the Information Age to the Conceptual Age*.
- Steven Pinker, *The Blank Slate. The Modern Denial of Human Nature. Words and Rules. The Ingredients of Language*.
- Plato, *The Allegory of the Cave*
- Oliver Sacks, *The Man who Mistook his Wife for a Hat*
- Gerald Zaltman, *How Customers Think: Essential Insights into the Mind of the Market*
- <http://www.implicit.harvard.edu>

B2 draws inspiration from the writings of thinkers as diverse as Carl Jung and Joseph Campbell, Malcolm Gladwell and Seth Godin, Gerald Zaltman and Mihaly Csikszentmihalyi.

***B2: Building the Brand Story for Both Sides of the Brain
Melding data and drama to deeply connect a brand and its
story with its audiences ...***

What's the end result? By bringing together left-brained analytics and right-brained inspiration, B2 uncovers a brand character that makes sense, that is tested, that will last and grow. Strong characters and powerful stories that have been tested on an implicit level resonate with audiences and connect with them.

By getting to the 'gut' feelings of an audience, through both artistic and scientific techniques, B2 brings out a brand character and story that has a deeper connection that is understood almost instinctively.

Data and drama. Analytics and inspiration. B2 is branding for both sides of the brain.

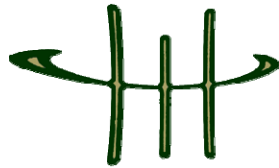
Want to know more?

Please email us at ideas@hammondhill.com or
call Steve Herskovitz at 978.266.9466 ex116

***The brand is now elevated in a way that transcends preference
and finds true meaning.***

Hammond Hill Executive White Paper Series

- ⇒ “B2 : Building the Brand Story for Both Sides of the Brain
- ⇒ “The Power of Values-Based Customer Segmentation”
- ⇒ “Branding: A Business and Operational Issue”
- ⇒ “The Impact of Consumerism on Healthcare”



HAMMOND HILL
A Marketing Lab

Located outside Boston, Massachusetts, Hammond Hill is a ‘marketing lab’ that integrates the disciplines of market research, marketing communications, and consulting to create well-constructed branding strategies and executions built to last.

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