

Branding and the international community

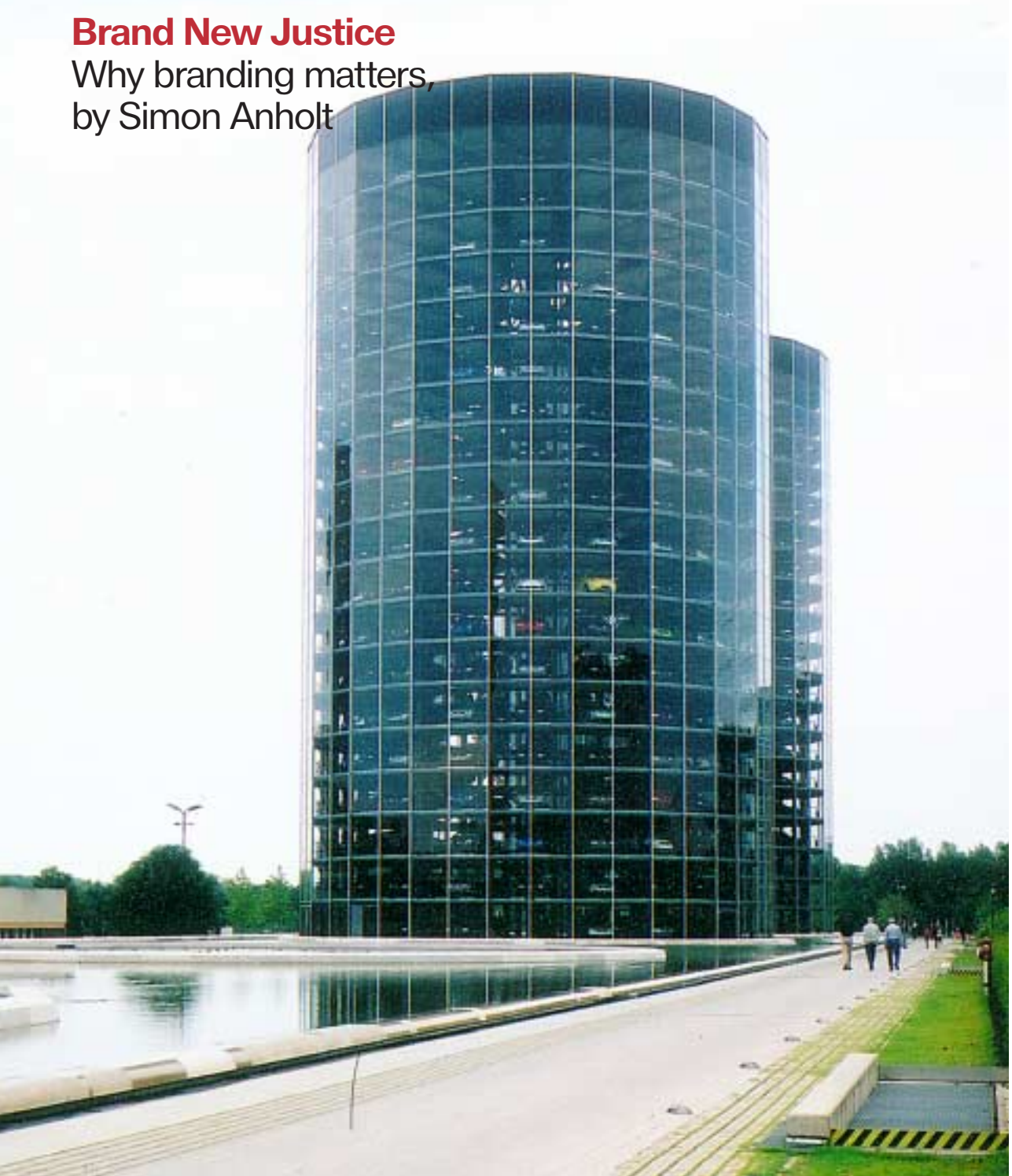
Foreign policy with commercial lessons

Beyond Branding

Ideas to save business

Brand New Justice

Why branding matters,
by Simon Anholt



Why are these the top brands in the world?

What of all those indices that put some huge multinationals up top?

That's all well and good, but a true brand stirs the emotion and generates passion. It taps into our consciousness and our collective causes.

In reality, many brands do not.

The Medinge Group, a think-tank of the world's leading brand experts, chose its 'Top Brands with a Conscience' in November 2003 based around principles of humanity and ethics, rather than financial worth.

Evaluating on criteria including evidence of an ethical programme, the human implications of the brand and considering the question of whether the brand takes risks in line with its beliefs, the group singled out these companies for recognition.

As the most authoritative and global group on branding in the world, the Medinge Group brings its top-level knowledge not only to its branding lists, but a select range of clients worldwide.

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Get the **feeling**

THERE'S THE OLD ADAGE that a great design firm never has time to see to its web site, because it's so busy doing everyday things for clients. That doesn't necessarily hold true for a consultancy like ours, but there have been a few things that have fallen by the wayside, namely the print-format *CAP*, which we last published in 2000.

The online medium is just so tempting. It's relatively easy to write an article, lay it out and export an HTML version, and providing you're not using Microsoft Word, it can look pretty good. So since 2000, we've been publishing our monographs and articles on the web site at jya.net/cap.

But a special occasion demands a special publication. This issue of *CAP* is probably the closest to the ideal I pictured many years ago: a collection of writings from some of the world's leading brand experts. Simon Anholt (*Brand New Justice*) and Malcolm Allan (*Beyond Branding*) have contributed to this, as well as myself, to give readers a more rounded view than just the official voice of JY&A Consulting.

This month marks the first full month of publication of *Beyond Branding: How the New Values of Transparency and Integrity Are Changing the World of Brands*, which was edited by my friend Nicholas Ind. This is a particularly special book, with its essays dealing with how branding should take shape in the 21st century. The Medinge Group, the entity that grew out of Thomas Gad and Anette Rosencreutz's annual meetings at their manor house in Medinge, Sweden, announced its top eight brands to coincide with the launch of the book.

Beyond Branding is not just another fleetingly fashionable book, but a sincere, global attempt to detail what is wrong with branding and what the solutions are. This issue of *CAP* has a review of the title and I invite readers to visit *BB*'s web site at www.beyond-branding.com, at which there is a "blog" where feedback is regularly published.

Maintained by John Moore of Ourhouse in London, the *Beyond Branding* Blog has been added to since before the book was published. It contains thoughts about branding and follows up the ideas behind the book. More importantly, it follows Malcolm Allan's "call to arms" in 'Well *Beyond Branding*': if we are sincere about making the world a better place, we must action these principles. It begins with not whole entities, but us, as individuals.

I trust that you, like me, know what it feels like when everything goes right. I'll leave you to go to p. 26 to read Malcolm's thoughts and hope that after reading it, you'll be as inspired as I am to put this in place where we work. There's no reason the workplace cannot be as uplifting and as inspiring as the perfect date or the perfect family outing.



Jack Yan
 Founder and CEO,
 Jack Yan & Associates
 President, JY&A Consulting



PHOTOGRAPHED BY
Briar Shaw
MAKE-UP BY
Anya Renzenbrink
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Nicola at Nova Models

From the Sharon Ng winter
2004 range, in an exclusive
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The global fashion magazine

Branding and the international community

Nation branding could promote a sense of the international community and prevent countries from following a course of *realpolitik* at the expense of global harmony.

Jack Yan¹

Jack Yan is founder and CEO of Jack Yan & Associates. This paper was originally authored in December 2002 and first appeared in the Journal of Brand Management, vol. 10, no. 6, 2003. This version contains most of the edits made by the Journal with a minor update.

THE INTERNATIONAL community has come up for analysis in the last few years. It was probably less prompted by 9-11 than the growing concern over globalization.

Now, its very idea, the American national image, globalization and the war on terror seem to be converging. The solution, or at least the framework in which to make sense of some of this, can again be found in branding.

Pulling together the strands

The *No Logo*² movement, which saw Naomi Klein put together some of the threads that were concerning parties prior to that—the opposition to NAFTA by Zapatista rebels, for instance; in the west, criticism of firms like Nike in BBC's *Branded* in the late 1990s—really took shape in mid-2000, as the book became adopted as a “bible” for anti-globalists.³ Those same protesters descended upon McDonald's and other symbols of American-led globalization. The author thought that the charges stemmed from issues ranging from nation envy to an absence of ethical branding, rather than any fault of the underlying structure of capitalism.⁴

This remains the author's view, but the caveats remain plentiful. And the American brand has become an even more urgent inquiry since the United States began its war on terror. The country risks facing isolation, if not at governmental

level, then amongst the citizenry of some countries. Talking to young people in the autumn of 2002 for a paper in a special edition of the *Journal of Brand Management* on corporate social responsibility, there were the usual, expected commonalities—tastes, a sense of duty and volunteer work being among them—but one gulf. Numerous American Generation Yers with whom the author spoke rejected a notion of a borderless world, while their counterparts in New Zealand embraced it.⁵

This is in contrast to the overall mood of 1990s America, rapidly globalizing, happy to embrace the (commercial) internet as it left the fringes of computer science. The generation, which saw *War Games* as children, grew up. Down the modem line was the world, as some of the new economy's whizz kids discovered, often in their teens.⁶

But it does not mean the international community has disappeared, nor does it mean it is some undefinable concept dragged out by the Bush administration to convince the public there is global support for the war on terror.

UN Secretary-General Kofi Annan believes the community is there: we are all joined in the pursuit of a better world:⁷

In the broadest sense, there is a shared vision of a better world as set out, for example, in the founding charter of the United Nations. There is a sense of common vulnerability in the face of global warming and the threat posed by the spread of weapons of mass

destruction. There is the framework of international law, treaties, and human rights conventions. There is equally a sense of shared opportunity, which is why we build common markets and joint institutions such as the United Nations. Together, we are stronger.

... The international community does exist. It has an address. It has achievements to its credit. ...

The international community remains and is not a fiction, but current events show that it could be easy to switch back to what Annan said of the past century:⁸

For much of the 20th century, the international system was based on division and hard calculations of realpolitik. In the new century, the international community can and must do better. ... [T]he world can improve on the last century's dismal record.

With the swing from optimism to pessimism, not that much has changed in the commercial world. Corporations still report, albeit in modified form, to investors who never did much to earn dividends; the eventual consequence, as explained elsewhere, is a gap between rich and poor.⁹ There are still no financial incentives for corporations to stop polluting, if pollution prevention is seen as a cost.

Meanwhile, brand image, which can build or sully an organization because of its actions, can and does lead to bottom-line results.¹⁰ Brands are more than assets on the balance sheet to be valued by Interbrand and

Business Week in annual surveys. Instead, they can collapse a company because the very strengths of a brand—its ability to create images based on recall of its symbol or its name—can prove to be its weaknesses. As 2003 begins, who can say that seeing the logotypes of World-Com or United Airlines leaves them brimming with confidence? How quickly did the Enron “E” symbol fall from grace? Investors can and do desert them.

This simple fact has not really been absorbed by organizations, and that leads to extra problems when it comes to the war on terror, which will be explained.

As the author and others have said before, it is not so much globalization, but the absence of “moral globalization”.¹¹ Brand experts will tell you that it is not so much that branding is bad; more the poor practice of branding.¹²

Indeed, the misunderstanding of branding prevails, while the number of people actually involved in the field, who are not in a sales or strict marketing function, is probably small. It is a dangerous situation, because it is an organization's primary connection to its audiences—but it explains why so many of them are flying blind. In a proper form, it is absent in corporations that abuse workers or pollute the environment.

Another relatively recent development has been the growth in awareness of nation branding.¹³ Taking country-of-origin branding to the next step, this topic centres

Nation marketing can sway whether Jordan and Syria give the US-led coalition bases to mount an attack, or convince Qatar to support one. Marketing wars are won on truth, not cover-ups to disguise how bad a product really is.

around how a nation itself can become a brand, either uniting citizenry or attracting foreign investment. Slovenia, Chile and Latvia may be on paths to changing international impressions of what they represent, while in the late-twentieth century, Wally Olins highlights in his *Trading Identities* that Spain was a success story, abandoning Franco for the image of a modern, culturally vibrant country.¹⁴

The death of spin in commerce

These developments bring together branding with national image and its antecedent, nation branding. This often relies on the skills learned in the branding of products and services. The lessons are valid, but the question then becomes: has the nation adopted branding, or something that falsely passes for branding?

If a nation adopts the branding behaviours of dull fast-moving consumer goods, or worse, slaps on a branding department and lets it be, then it is no better off. This would have the reverse effect: a department cut off from research communicates to a foreign culture what it independently thinks is best, when the culture has already been disposed

against it. Some businesses have already shown this to be a path to failure when failing to integrate branding. For instance, if Chrysler understands branding, then why are its passenger cars largely irrelevant for Europe and the rest of the range lacks cohesiveness? There seems to be no accounting for consumers across the Atlantic, even though Europe is a target market. Yet branding demands that the consumers be accounted for.

This piecemeal method to branding can be the case in international relations, writes Mark Leonard, director of London's Foreign Policy Centre which had published Olins's *Trading Identities*:¹⁵

Joseph S. Nye Jr., dean of the John F. Kennedy School of Government at Harvard University, has argued that the power of influence can complement more traditional forms of power based on economic or military clout. Such "soft power," he notes, can rest on the appeal of "one's ideas or the ability to set the agenda in ways that shape the preferences of others." But governments have yet to remold their own diplomatic structures to adapt to this changed environment. Instead, most diplomatic institutions have done little more than bolt on a few new units or recruit a couple of extra staff from NGOs—changes that are essentially cosmetic.

Along these lines, there are signs that the United States has not done particularly well on its nation brand since 9-11.

If Generation Y consumers are anything to go by, then the United States has, for the immediate term, promoted patriotism domestically. It was an admirable, post-September 11 fallback position, uniting a country behind Old Glory, even if selling Chevrolets using the same theme might be a step too far. The President has provided a direction on where he wants to take the country in the war on terror, one which has found agreement with credible men such as George P. Shultz, who had warned America about terrorist cells during his time in government as Secretary of State in the Reagan administration.¹⁶ But in this branding era, with cynical consumers, inquiries need to reveal substance. Cynical electorates—Leonard cites an Environics International study that showed that amongst 1,000 people in each of the Group of 20 industrialized and developing countries, only 45 per cent trusted their national governments to work in the best interests of society¹⁷—are much the same, with access to more information than before.

While Shultz also agrees on the removal of Saddam Hussein from Iraq,¹⁸ the US has probably made a mistake in linking the two matters to capitalize on the opinion-poll success of the former. Plain facts about UN Security Council resolutions 687 and 1205 against Iraq may have instead been sufficient, for the world press, citizens and other UN nation states—there is substance to these, otherwise the normally liberal *Washington Post* would not be devoting op-ed space to Shultz. The same resolutions were used successfully by President Clinton and can be used successfully by President Bush.



Above: The twin towers at Autostadt, Wolfsburg, Germany. Volkswagen Group customers whose cars are built nearby may collect their purchases from the towers at the German company's automotive theme park—an example of direct involvement that nation states may wish to follow.

Meanwhile, in the media, Secretary of Defense Donald Rumsfeld is trying to link Iraq with Al Qaeda, but the mass media and niche information sources are not accepting his statements without question as they appeal to inquisitive consumers. On the Pentagon's proof of an Iraq–Al Qaeda link, former CIA counterterrorism chief Vincent M. Cannistraro told *The Washington Post*, "They are politicizing intelligence, no question about it,"¹⁹ claiming there to be a rift between the government and the intelligence community.

Corporations have had to deal with similar inquiries. They have probably learned from nations in this "identity trade", to borrow Olins's book's term, as they know that they face more questions from the public than before. In some cases, they have been able to mobilize programmes to deal with them—and from observation, some of these programmes (H&M answering charges of sweatshop labour in one instance) have overtaken the skills of the best Humphrey Applebys by being based on truth. The best practitioners know that very few things can be kept at bay once there is public fascination, as Enron, Andersen and even Mrs Cherie Blair and thrice-jailed Peter Foster have found out. Better truth than spin, for spin is the first cousin of deceit.

First, in commerce, the prevalence of sites such as Corpwatch.org has ensured that information reaches consumers readily.²⁰ The moderate San Francisco-based web site reports on corporate misbehaviours. By being more subtle than *No Logo* or the New Zealand Green Party (which has been known to send in MPs to join international protests),²¹ Corpwatch.org has earned itself plenty of respect as it deals with issues relating to climate change and

the abuse of commerce by Big Oil or Big Tobacco. People can forward emails from such organizations, or petitions. Some in recent years have targeted Nike and sweatshops. A growing number in 2002 relate to public policy matters, such as preventing war or the stoning of Amina Lawal, the Nigerian woman condemned to death after having a child conceived through adultery.

Secondly, commerce has competition, a contest to win consumers' hearts and minds. Nations now have this additional duty. The war on terror and the preemptive strike on Iraq has opponents in the form of nations. They compete for attention because they realize there is a global community to sell to. Diasporas are very influential, both targeted by their ethnic homes and import their heritage to their newly adopted nations. This nation marketing can sway whether Jordan and Syria give the US-led coalition bases to mount an attack, or convince Qatar to support one. Similarly, it may go the other way, as Europe and Asia have access to the same global media channels. Marketing wars are won on truth, not cover-ups to disguise how bad a product really is.

What grabbed business headlines in 2002, the US Government parading executives in handcuffs aside, was the hinting of sleaze in business. This was the national mood, finding corporations, stock prices, banks and accounting firms the villains. *Fortune* advised us in September in a cover story, 'You

bought. They sold,' indicating how chairmen and CEOs of corporations left the everyday investor out to dry as the bubble burst on Wall Street.²² The in-depth story stopped short of accusations and perhaps revealed little new information. After all, in mid-2000, it was not unwise to get out of stocks—the author's company was advising the same, from a branding context. But its relevance earned the cover spot.

Commercial branding in the late 1990s and early 2000s shows that the underdog has an easier time working against the establishment. McDonald's is not the favourite of some families because they have the choice to go somewhere more personal. Levi Strauss jeans are not the epitome of cool when compared with trendy Diesel, which may be why the American company had to create a discount Signature brand for Walmart in October 2002. The United States' mission in branding is to avoid being seen as the international bully, because of this very trend.

Third, it is not enough to sell; there has to be a psychographic alignment with, if not direct involvement by, the consumer. That direct involvement explains why auto-makers have theme parks: for instance, Volkswagen buyers can go to Autostadt, next to its Wolfsburg headquarters, to collect their car from one of two glass towers in which newly-built vehicles are placed after rolling off the factory floor. They are no longer consumer goods that appear at retail outlets, but

Research might uncover such values as freedom and the ability for the best minds to realize their highest potentials by conceiving those innovations that have driven the American economy (at odds with curtailing liberties and protectionism)

crafted items that come from a factory. While waiting, customers can indulge themselves at the Autostadt theme park, with pavilions for each of the company's brands ranging from Volkswagen to Lamborghini. Over in Crewe, England, Volkswagen's Bentley division promises unprecedented levels of personal contact with the company.²³

Branding foreign policy

Branding is recovering from the *No Logo* era. Many of the attacks on the profession were deserved, even if Klein's writing style partially masked her sincere aims. Advertising, often confused with branding, presented slick images that had little to do with branding. Branding is about understanding consumers' wishes, creating a long-term organizational vision and generating an image based on fact. When any aspect of marketing communications presents a non-truth, then the organization has not branded.

As one step for 2003, participants (including the author) at a retreat at Medinge, Sweden in summer 2002, which will have been followed by the Chief Brand Officers' meeting in Amsterdam, the Netherlands by the

time this piece is published, drafted a manifesto restating branding's purposes.²⁴ This document was the foundation of the book *Beyond Branding*, edited by Nicholas Ind, on the "humanization" of the field.²⁵

The manifesto is a suitable place to begin brand education, not just at schools but in the branding profession.

Branding, as a profession, has had to come to terms with its attacks. There are corporations that have acknowledged their critics, if not expressly, then circumstantially. Nike has in place various programmes pertaining to workers' rights. While some may regard this as too little, too late, it is a step in the right direction. In June 2002, Volkswagen AG signed a workers' charter 'that gives its 320,000 employees worldwide the same social rights, regardless of where they live and work.' While announced after complaints that there were wage differences between its Mexican and German plants, it preempts potential inquiry about Volkswagen's commitment to employees. Suppliers would be held to Volkswagen standards in time, said the company.²⁶

While neither company implemented its policies in light of the manifesto, the eight "brand truths"

outlined therein form an effective checklist for organizations engaged in branding.

To get to a manifesto-friendly stage, an organization must understand its opposition, audience demands and competitive forces before forming a clear vision about its direction. That vision is strategized and operationalized.

The international community has an equivalent of the manifesto. It comes in the form of the United Nations Charter. In the context of international relations, the Charter is not a legal document alone.

Human rights have been enshrined by the UN in its Universal Declaration of Human Rights. Following the Charter, many countries, including domestic policies within some Security Council members, would fall foul of the minimum requirements.

1. Understand the gap. The first step is to understand and acknowledge the gap between desired perception and reality and to begin addressing those issues. It is important to understand one's own citizenry and their demands, which is why Swiss referenda are so tempting a solution. An elected government can use them to gauge its direction, even from a brand theory perspective. But even without them, understanding the electorate is vital—power comes from it, not the other way around. Yet politicians do not behave like servants of the people; quite the reverse.

That same understanding must apply to the other target audiences. Why are they not being convinced?

Leaflets dropped by the US government on Afghanistan after 9-11 and shown by Leonard in his October 2002 *Foreign Policy* article²⁷ are hard-sell methods, as were fixed-frequency radios tuned to pick up propaganda. These confront the

impression that Americanization is bad and there are signs of it everywhere (McDonald's, Starbucks), even if other countries have escaped that wrath with similarly widespread brands (Toyota, Nokia). The battle is to sell an ideal, such a universal vision of the United States that it can easily find appeal with an audience. It is not an information war, because the same theory that audiences are predisposed to certain beliefs applies even more so in foreign policy. To get audiences on side, as one does in branding, exceptional research about the target audience is needed. This research must be comprehensive and cannot be emphasized enough.

Instinctively, the research might uncover such internationally accepted values as freedom (not something that curtailing civil liberties and encouraging wiretapping, profiling and restrictions on movement seem compatible with); and the ability for the best minds to realize their highest potentials by conceiving those innovations that have driven the American economy (at odds with discouraging those best minds from considering the United States as a home, the reduction of innovation in favour of protectionism).²⁸

2. *Check the vision.* That vision can then be formed and its strategy checked against the UN Charter. Do this brand and communication strategies comply? How might the audience interpret them, based on the earlier research? Are there places where the strategy offends the Charter?

The Charter is one of the strongest, best-authored documents in public international law; the preamble alone should be memorable to those who participate in the UN dialogue. Because it purports to be universal, as is the Universal Declaration of Human Rights that should also form part of this

analysis, the United States would do wisely to see if its current methods work. Opposition suggests the country can do better. We have not trusted the government to level with constituents, so trust needs to be rebuilt through branding.

Perhaps these questions can be posed: does this further the cause of an international community, because that is what every nation should ultimately be working toward? Are we analysing a régime to the basic standard of innocent till proved guilty? But most importantly, in view of today's international community, are our actions *conscionable* in the furthering of a better world?

The Charter and the Universal Declaration are as close to truths in international relations as one can get. Their relevance in not only international law but the foundation of the international community suggests they are living documents, possessing a conscience that must not be offended.

Therefore, aligning strategies with them in the context of nation branding and diplomacy would be an invaluable process.

If this does not happen, then the brand becomes tarnished, alliances fall and efforts using it fail—just as they would in business when the brand “attitude” is assaulted. Enron, which had awards or policies on climate change and anti-corruption, is a prime example.²⁹

If a nation fell short, how can it be fixed? It is through this that a state can rise above inquiry, dealing with reasoned criticism and the risk of anti-state emails and other communications. It addresses the *Zeitgeist*, which sees people demanding transparency not only from their companies, but their countries. Everything from *Gore v. Bush* and *Bush v. Gore* to releasing evidence

about Al-Qaeda could have been managed better without compromising some sources, but too much remains steeped in legal or political jargon. America is sick of politicking—the low voter-turnout rate is a strong sign.

3. *Get them involved.* Direct involvement is valuable. The earlier research aside, this involvement can be used to gauge how the public feels about the implementation of the branding programme and whether there are changes to make to the earlier stages. If research is done well, this “tracking study” should validate the vision and strategy.

For the right decisions to be made, people need honest information. Just as they do when selecting products to buy. It presupposes an excellent educational system in which values, awareness and responsibility are paramount.

So how were the communications to the publics? Has the audience moved closer to the desired perception? Beyond the electorate, how about other governments—have we addressed what they thought was wrong about us? For if the 21st-century world is to move forward, it must do so with cooperation, trust and transparency.³⁰

Nurturing relations between politicians of different countries makes diplomacy easier by giving both sides a clear idea of the political positioning of the other. Second, such relationships open a channel for policy exchange that renews the intellectual capital of political parties. Third, exchanges help develop an international outlook within parties that are not in power, which can be advantageous in smoothing the transitions between administrations.

The potential for this involvement is great. When analysing one's own constituents, online technologies could be employed. This leads to an

continued on p. 41

Brand new **justice**: why brands count

Simon Anholt's *Brand New Justice* is one of branding's most influential books and the first of two in 2003 addressing how brands can create global economic justice. In this extract, he introduces its purpose.

Simon Anholt

This has been republished with the author's express permission. Simon Anholt's Brand New Justice: the Upside of Global Branding, published by Butterworth-Heinemann in 2003, is available on Amazon.co.uk and other retailers. Simon Anholt is a well-known international branding and marketing thinker, a director of Placebrands, and adviser to various government bodies. A web site and forum at www.brandnewjustice.com, furthering the aims of the book, will be launched with Jack Yan & Associates' help.

WHAT I'm about to tell you is something you have probably heard before, but bear with me. It's an important introduction to what follows.

Here's how brands work: on my left, a plastic bottle of sweet, fizzy brown fluid bearing the label 'Cola'. It cost me around 50¢. On my right, a nearly identical bottle of sweet fluid bearing the label 'Coca-Cola'. It cost me just over a euro—or just over a dollar, if you prefer.

On my left, a good quality plain white T-shirt. Cost: around €10.

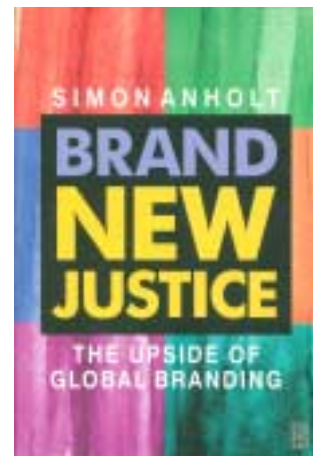
On my right, an identical white T-shirt with a small Versace logo printed in black on the front. Cost: around €30.

It seems almost criminal, doesn't it?

Well, that rather depends on who is doing it. *Brand New Justice: the Upside of Global Branding* explores the possibility that this phenomenon of branding, and certain other related tricks of wealth creation, could be better distributed around the world than they have been in the past. It shows how marketing is, in fact, a powerful tool for economic development, and might make a very worthwhile contribution to the fairer distribution of global wealth.

Value you can't see

The 'brand value' which marketing adds to products and services is not tangible value: unlike sales, prod-



ucts, factories, land, raw materials or workforces, you can't measure it very easily, but it represents capital because it enables producers and sellers to charge more money for their products and services. It is a multiplier of value, and as such, represents a substantial advantage for its owner: it's as good as money in the bank. You can borrow against it, buy it, sell it, invest in it, and increase or decrease it by good or bad management.

The concept of intangible value is a well-established one in our capitalist system, and doesn't make brands any more suspect or less valid than any other form of commercial worth.

This additional value is not a trivial phenomenon; it forms a substantial part of the assets of the developed world. According to some estimates, brand value could be as much as one-third of the entire value of global wealth.

Being able to measure the value of these assets is clearly important, and Interbrand, a branding consultancy, have devised a widely accepted method for doing this. According to their latest survey of the *Most Valuable Global Brands*, the intangible assets of the top 100 global brands are together worth \$988,287,000,000: just a shade under a trillion dollars.

To put this almost unimaginably large number in context, it is roughly equal to the combined gross national income of *all* the 63 countries defined by the World Bank as 'low income' (and where almost

half of the world's population lives).

Like me, you may find that a slightly disturbing thought, even though you've probably heard these kinds of statistics before. What can't be denied is that this elusive component of commerce is of great importance in understanding the distribution of wealth in the world today, and it is likely to have a role to play when we are trying to work out ways of balancing things better in the future.

There is little that is likeable about these mega-brands, the way they work, the companies which own them, or the fantastic quantities of wealth which they generate. But like it or not, rich and poor, we all live in a money-based global economy, and the lack of money is a primary cause of suffering: so it makes sense to take a closer look at how these brands multiply money, and see whether their genius for doing so might be transferable to some of the people and the places which *really* need it.

How brands create wealth

Selling products with well-known names, rather than bulk commodities or generic goods, has long been a smart business to be in.

Everybody knows that branded goods cost more than unbranded ones. You pay extra for the well-known name on your food, your clothing, your hi-fi, your running shoes, your car, and if you are one of those rather rare but very sensible people who always choose the

supermarket-brand products, or products without well-known names at all, you will end up saving quite a lot of money.

But unless you're one of the brand rejecters, what do you actually get for the extra money you pay?

Well, although brand value is intangible, several aspects of the brand are of real value to the consumer; and as much as some companies would like it to be so, a brand is not just a trick for overcharging consumers. Consumers aren't that stupid.

A product with a famous name is one you can usually depend on to do what it's meant to do, one that's made with quality ingredients or components, and backed by a substantial company which probably cares enough about its reputation to work hard to remedy any problems you may have with the product later on. A branded service business, one hopes, invests constantly in the best training for the best people. You can feel reasonably sure that a branded company will stay in business, in case you do have a problem with its products or service.

Spare parts for branded products will be easy to find (although they will also be more expensive than the unbranded ones), and if you're really unhappy with the product, you can expect the company to take it back and refund your money. A brand is as much an open invitation to complain as it is a promise to deliver, and companies which deal lightly with complaints will soon erode their reputation.

The branding mechanism keeps running and creates wealth. The fact that the system is so pervasive doesn't necessarily mean that it's morally sound, but it does suggest that it responds to something pretty real in human nature.

So a brand also represents a considerable responsibility for its owner.

Brand names save us time, effort and worry. Even though, in the rich countries of the northern hemisphere, it seems as if we spend rather too much of our lives either buying things or deciding which things to buy, few of us actually have the time, patience or expertise to research all of the minute differences between dozens or hundreds of competing products. To understand exactly why a BMW engine performs better or worse than a Mercedes engine, a Nike running shoe cushions better or worse than a Reebok, a Compaq is faster or slower than a Dell, you would need a degree in engineering.

A reputable brand enables us to shortcut this process: we feel we can take the quality, sophistication and reliability of the product on trust.

The brand name is a promise that vast resources have been poured into making the product perform as well as the name implies. Most people feel that buying branded products is a safer bet, and don't mind paying well over the odds for this peace of mind: the higher price includes a contribution towards ensuring a better product from a better company.

In societies like ours, which largely revolve around acquisition, this ability of brands to reflect such attributes is so valuable that if the manufacturers didn't help us out by creating their own brands, we would quickly find a way of investing their products with reputations ourselves. If, by universal decree, Mercedes and BMW were compelled tomorrow to de-badge their cars, name them 'A' and 'B', and sell them at identical prices, it probably wouldn't be long before some of us were boasting to our friends that we drove an A, and that this clearly made us rather classy—to the annoyance of B drivers, who would be equally convinced that their refined taste and discernment clearly marked them out as superior individuals.

Something like this once happened in the Soviet Union, where brands were forbidden. Soviet citizens quickly realized that the products in the state shops were produced in a variety of different factories, and each factory produced to its own quality standard.

Within a very short time, shoppers had worked out how to read the barcodes on the products and tell where each product was made, and were thus able to exercise a kind of primitive brand selection.

It is often quite rightly pointed out in branding literature that companies don't invent or own their brands, consumers do. Reputation, after all, exists in the mind of the perceiver: it is not a quality of the product itself.

And of course there's the emotional side to branding, too. Like it or not, buying a branded product says something about you. At one very basic level, it is a way of showing people that you have enough money to pay more than strictly necessary for the things you own. Depending on the brand's image, it may also communicate something about the kind of person you are or would like people to think you are—your taste, your social standing, your attitudes. People have always used their possessions in this way, to express their wealth, taste and power: the addition of brand values to possessions simply makes them more expressive.

We are social animals with a keen sense of hierarchy, and most of us are well prepared to pay extra for possessions which, in addition to or even instead of performing a useful function, advertise our status or act as badges for our various allegiances. Some brands—especially clothing brands—express our membership of cliques, schools of thought, ways of living; they express our attitudes towards authority, our mental age, our tastes and our political leanings.

Rather usefully, the global brands even do this in a language which is international.

On the whole, our weakness for the way brands work as badges is not something which we like to admit to: it's rather shaming to acknowledge that we are prepared to buy social status, or that we are foolish enough to spend more than necessary on a product which simply makes us feel

or look a little better. Most of us would rather not confess how well our favourite brands pander to our weaker side, how intimately they know our secret vanities: we acknowledge them by buying them, but if asked directly, we may deny all knowledge of our real motivations. For the same reason, the whole system of branded products is easy to criticize, and there is always a ready audience for authors who criticize the way that brands work on us (often missing the point that they're only there because we want them to be).

And for the same reason, there has been a healthy market since the 1950s for fanciful books which reveal the dastardly tricks used by advertisers to coerce unwitting consumers into buying products they don't really want or need. We have always preferred to believe that we are being cynically manipulated by unknown forces than simply admit that we enjoy spending our money, and not always wisely.

Yet consumers for the most part subscribe voluntarily to their pact with brands, and their value in stimulating commerce, funding the media and generally creating wealth means that modern industrialized countries would sorely miss them if they went away. (One example of this is the calculation that if *The Times* carried no advertising, it would cost nearly £21 per issue instead of its current cover price of around 60p.¹)

The same cannot be confidently said about consumers in less developed countries, where the pact is less equal, and where people are not so effectively "immunized" against commercial messages from an early age. But more on this later.

All this is basic stuff, and we live in an age where most people—at least in the industrialized nations—

are familiar with the mechanisms of brand image. In fact, it's interesting that, even though we all understand very well how brands work, and how at least part of what we're paying extra money for is really non-existent, we are still perfectly happy to carry on doing it. Some say this is foolishness; some call it decadence; some find it morally objectionable that so many people in the rich world will happily pay hundreds of euros for a pair of elegantly ripped and stained Diesel jeans while others go unclothed in Africa for want of a few cents' worth of cloth.

The real success story of branding in recent decades has been the way in which companies have used their brands to turn the satisfaction of complex and even spiritual needs into commercial transactions. Once a people have reached a level of wealth where all their simple needs are fully met, where they lack nothing which is essential for the satisfactory continuation of their daily lives, one might imagine that their surplus time and energy would then be expended on fulfilling higher, spiritual and intellectual needs. One might also imagine that commerce has no part to play in this pursuit.

But as people in richer countries have moved beyond basic wants, so companies have kept pace with their increasingly complex and intangible desires, attaching the promise of status, peer approval, tranquillity, happiness, wisdom, intelligence, sex appeal, long life, fitness, youthfulness, to their branded products. Now that every desire in our waking lives is fulfilled, brands manage to sell us our dreams.

Brands continue to exist and generate huge profits because that is the only way in which consumers who own everything they want can

be stimulated to carry on consuming as if they still needed things.

There is rather more to achieving these spiritual ends than owning the accessories which go with them, or the brands which reflect the lifestyle which matches them: so, like drinking salt water when you're thirsty, the brands do little more than sharpen the desire without ever satisfying it. This may all sound a little pious, but I think we all know the ache of wanting and wanting a particular possession, at last buying it, and then feeling the same emptiness gradually return a few days or weeks later.

This may partly explain the rapid growth of FairTrade products and well-marketed charity appeals: they enable us to spend money without feeling cheapened or impoverished afterwards.

How brands distribute wealth

So the branding mechanism keeps running, and continues to create wealth. The fact that the system is so pervasive and so durable doesn't necessarily mean that it's morally sound or even healthy, but it does suggest that it responds to something pretty real in human nature.

Brands remain economically attractive because enough people believe that they are worth paying extra for: the companies which are lucky and clever enough to own powerful brands make more money than the companies which don't, and some of the extra money which consumers pay for extra brand appeal is pure profit for the brand owner.

This is why company bosses are sometimes quoted as saying that their brand names are worth more

A visitor from another planet might ask, if poor countries want to catch up, why don't they encourage industries to sell finished, branded goods to consumers rather than unbranded goods and materials to brand-owners?

than the rest of their business assets put together: you have to keep investing in your brand, and your product and customer service have to live up to the promise of the name, but when it's in good health, a brand is a licence to charge more money for your products.

Although increased profitability is one of the main attractions of being a brand-owner, it isn't all about margin. The large consumer brands may enjoy 15–20 per cent greater margins than producers which aren't household names, but the real benefit for the brandowner occurs over time. Brands represent *sustainable wealth*: it's the loyalty of the consumer base, the ready acceptance of new products launched under the same name, and the relative cheapness of retaining loyal customers compared to the cost of continually finding new ones which really make the difference, and enables branded businesses to grow exponentially over time.

One survey has even revealed the startling fact that brand leaders, far from getting locked into an ever-increasing spiral of marketing costs to sustain their brand images, actually spend *less* on advertising than their competitors.² (The corollary to this, of course, is that the competitors need to spend more, so the advertising industry is in little

danger of doing itself out of a job.)

In the longer term, brands create wealth around themselves. The additional profit margin means that the company can invest more money in research and development to maintain the flow of innovative, high quality new products to market; in marketing to maintain and enhance the profile and power of its brands and keep up with the market leaders; in people and systems to improve its customer service.

This enriches the substantial service sector which surrounds the makers and marketers of products. As they grow, the companies employ more and more people, buy more raw materials, use yet more services, build more factories and offices, and pay more taxes. Their distributors and retailers benefit from bigger sales, and share in the bigger profits, which means more companies hiring more people and engaging more service businesses, retailers expanding their businesses to meet the growing demand from consumers, and all *these* companies paying more taxes, too.

Research from the USA showing figures for direct and indirect employment by large companies³ suggests that the employment effect within clusters centred around a major international brand can be dramatic: Dell Computer's Texas

operations, for example, employ 12,500 people directly, but are responsible for creating some 30,000 jobs in total; 3M directly employs 20,000 workers in Minnesota, creating 54,280 total jobs; Monsanto directly employs 3,800 people in Missouri, and creates 9,650 jobs. In other words, each of these companies is creating between two-and-a-half and three times as many jobs for the local economy as actually appear on its payroll.

Gradually, wealth spreads out from successful companies, merges with the wealth spreading out from successful supporting and competing companies in the same region, and it stimulates the economy of the city, the region, and ultimately the country in which the company is based.

Life on the lower tier

The brand effect is one of the ways in which the countries which had already generated great wealth through trade and empire-building in the previous three or four centuries have managed to become richer still during the last hundred years.

Today, many big corporations acknowledge that their real expertise is in product design and marketing, and this is where they invest most heavily. The less profitable parts of their enterprise, such as sourcing the basic raw materials, manufacturing and finishing the products, are farmed out to wherever they can get the required quality for the lowest price—and it's almost invariably in the second or third world. Naomi Klein and others have written about this phenomenon, and have done much to bring to light the injustices which so often stem from it.⁴

These companies no longer need to produce or manufacture: all they need to do is brand and deliver, and the money comes rolling in.

Companies in emerging and third-world countries, on the whole, haven't been able to do this trick, and still make most of the foreign income which is so crucial to their economies through supplying companies in rich countries with the raw materials or basic manufactured goods and labour they need.

But these supplies, since they are unbranded, are generally identical to those of their many competitors, are extremely price-sensitive, and generate very slender profits indeed.

In addition to their Top 100 global brands survey which I mentioned at the beginning of this chapter, Interbrand also publish rankings and valuations of Brazil's top 12 brands (none of which have significant sales outside Brazil or are worth anywhere near a billion dollars, so of course don't make it into the Global Top 100).

The combined value of these local heroes is just over \$4 billion (the top 12 US brands are worth somewhat more than 100 times as much).

Their value compares very differently to the country's income, as well: Brazil's top 12 equate to less than half a per cent of GNI, whereas America's top 12 are nearer 5 per cent. Massive reserves of intangible wealth would appear to be a characteristic of the healthy, modern economy. Whether this is something we should be concerned about, I leave to others to decide.

As it stands, most poorer countries are enmeshed in various patterns of behaviour which keep them poor, and one of these is selling unbranded goods to richer nations at low margins. Companies in the richer nations then add large amounts of margin to the goods by finishing, packaging, branding, and retailing them to the end user. The poor country's part in this process often helps to deplete its resources while keeping its foreign revenues at

a break-even level or below.

The margins on this kind of transaction have been compressed even further in recent decades as globalization has advanced, making life as a "supplier nation" an increasingly unattractive proposition. As time passes, the profits at the branding end of business grow, and there is a tendency for the profits at the supplier end to shrink.

Before globalization reached today's levels, being a supplier nation did provide opportunities for reasonably stable foreign income, even if it was seldom a recipe for great wealth. But in a globally networked world, where brand-owning companies are free to shop around the world for their raw materials, their manufacturing and labour, and instantaneously locate the best combination of sufficient quality and low price, supplying them has become an extremely risky business.

Instead of suppliers in poor countries competing on a local level for contracts to supply rich companies in the north, they are now in direct and constant competition with other suppliers all over the world.

Farmers in one country may have a less favourable climate with a shorter growing season; and a single poor crop may make it almost impossible to win back contracts in subsequent years. An American or European company can switch its suppliers of raw materials from Latin America to Southeast Asia overnight if the price is right. Suppliers in Thailand can bid on the internet for contracts against suppliers in Kenya and Peru, and this creates a very volatile situation: in some countries, factories and producers may enjoy massive government subsidies, international aid or development grants and thus drop their prices way below anything the rest can afford, or they may have a cheaper labour force and thus undercut the

rest. World Bank concessional loans for supporting Vietnamese coffee production, for example, have all but wiped out the robusta coffee business of several African countries: in a globalized world, it's almost impossible to help one country without harming another.

The consequence of this effect of globalization is more and more intense competition between supplier nations, which means greater risks and ever tighter margins for the suppliers, and better and better opportunities for the purchasing companies in the west. It's no business for the faint-hearted.

Isn't it the poor world's turn?

A visitor from another planet might well ask, if poor countries want to do something to catch up, why don't they simply play the same game, and encourage their industries to start selling finished, branded goods directly to consumers rather than unbranded goods and materials to brand-owners? If one-third of the entire world's wealth is composed of this thing called brand value, why aren't poorer countries getting into the branding business too?

After all, for an emerging market, branded exports would represent *protected margin*: unlike commodities and labour, which depend entirely on price, quality and timely delivery in order to maintain preference, successfully branded goods can—at least for a while—keep their customer base even after all other factors have been erased. Buyers return endlessly, willingly, sometimes almost automatically to the companies which produce their favourite brands, and will always take an interest in and give preference to new, unknown products from the same companies. Of

In Britain, there is a feeling that public affairs are about deeds and facts; marketing is seen as a dirty, unprincipled business, dealing with surface and illusion, vanity and deception. Politics is about actions, marketing about hot air.

course, companies can also show preference towards long-standing suppliers with a history of efficient service, and this is like a weak form of brand loyalty, but since the offering itself generally has nothing to distinguish it from any other on the market apart from price, that loyalty may be short-lived if a cheaper alternative appears.

If it is true that branding is simply adding a range of attractions and services to a quality product, and since so many of the quality products are already manufactured in emerging markets, there is little question that graduating from commodities or unbranded manufactures to brands would be a highly effective way for companies in such countries to improve their income and profits—and, perhaps, if enough companies did it, to improve the wealth of the entire country as well.

There is much simple justice in this idea, and a simple formula is irresistible. I raised the following point in my book *Another One Bites the Grass: Making Sense of International Advertising* (John Wiley & Sons, 2000) and it forms the opening thought of this one:

- if a company in a rich country sells brands to rich consumers in the same or other rich countries, nothing really happens: money

simply circulates within a more or less closed system, and there's little to criticize on moral grounds;

- if a company in a rich country sells brands to poor consumers in the same or other rich countries, there is a risk of exploitation and a further widening of the wealth gap;
- if a company in a rich country sells brands to consumers in a poor country, the risk of exploitation is far higher;
- but if a company in a poor country sells brands to consumers in a rich country, the overall balance begins to be redressed, and justice begins to be done.

So why doesn't it happen?

Conventional wisdom says that companies in poor countries can't get rich by exporting branded goods and services for several reasons. These are the five most common ones.

1. They can't produce high enough quality products or services.
2. They can't afford to promote or distribute them internationally.
3. They don't have the expertise to build international brands.
4. Even if they did, nobody in rich countries would want to buy them.
5. Even if they did, and even if people did buy them, the resulting profits would never benefit the economy as a whole, and would

simply disappear into the pockets of a few corrupt individuals.

In the book are some responses to these five objections, as well as an exploration of the consequences of rejecting them.

Branding the exports, branding the nation

The starting-point of *Brand New Justice: the Upside of Global Branding* is that companies in many poorer countries *can* develop and sell their own branded goods and services abroad. What's more, they can sell them not just in other poor countries, but in many cases back to the rich countries which until now have been their "clients", and so control more of the commercial process—and the profits—from conception through to sale.

This kind of business is also good for the country where such companies are based. Companies with successful export brands provide an example and an inspiration to other companies, they generate national pride and prosperity in their immediate neighbourhood, and perhaps above all they make foreign consumers and investors think again about their country: a place which is capable of producing attractive, desirable, high quality exports is a place worthy of some respect. It may even be worth visiting; it certainly makes other products from the same country worth a look.

More branded export business is most certainly a step in the right direction for an emerging country. But unless the companies are big or numerous enough in proportion to the country to represent a meaningful slice of national income, and unless there are fair and reliable ways to ensure that their profits don't vanish exclusively into private hands, then showing a few compa-

nies how to improve their profit margins won't have any major, immediate impact on the development of the whole country.

But branding has a far bigger role to play than this.

If the development of these export brands is supported and encouraged by government, and written as a key component into a consistent, imaginative and well-managed *national* brand strategy, it can make a real difference to the country's long-term prospects.

A national brand strategy determines the most realistic, most competitive and most compelling strategic vision for the country, and ensures that this vision is supported, reinforced and enriched by *every* act of communication between the country and the rest of the world.

Those acts of communication include the kinds of brands which the country exports; the way it promotes itself for trade, tourism, inward investment and inward recruitment; the way it behaves in acts of domestic and foreign policy and the ways in which these acts are communicated; the way it promotes and represents and shares its culture; the way its citizens behave when abroad and how they treat strangers at home; the way it features in the world's media; the bodies and organizations it belongs to; the countries it associates with; the way it competes with other countries in sport and entertainment; what it gives to the world and what it takes back.

If done well, such a strategy can make a huge difference to both the internal confidence and the external performance of a country. Image and progress unfailingly go hand in hand, and although it is usually true that image is the consequence of progress, rather than vice versa, it is equally true that when *both* are carefully managed in tandem, they

help each other along and create accelerated change.

It is an approach which concentrates as much on the representation of actions as on the actions themselves. This is because the first lesson which marketing has to teach is that other people are less interested in you than *you* are, so if you care about what they think, it's your responsibility to make yourself properly understood. Marketing teaches us that people are just as often guided by their perceptions of things as by the reality of things. Good marketers know that being in possession of the truth is not sufficient—people still need to be persuaded that it's the truth.

Marketing also teaches that people can't be deceived for long; that the higher you raise their expectations, the more completely they reject your offering when they are disappointed; and you can't make people buy a bad product more than once. So every good marketer knows that his or her primary responsibility is to ensure that the product matches up to the promise, because misleading marketing is ineffective marketing.

Edward R. Murrow, the Director of the United States Information Agency, echoed this principle when he testified before a Congressional Committee in 1963:

American traditions and the American ethic require us to be truthful, but the most important reason is that truth is the best propaganda and lies are the worst. To be persuasive we must be believable; to be believable we must be credible; to be credible we must be truthful. It is as simple as that.

All this sounds to most people like pretty good sense, but in some countries the vocabulary is sadly inflammatory. My own country, Britain, is an acute example of this: there is a widespread, strong, perhaps idealistic or even naïve feeling that public affairs and

international relations are, or should be, purely about deeds and facts; marketing, on the other hand, is seen by many as a dirty and unprincipled business, dealing with surface and illusion, vanity and deception: lies, in short. Politics is about actions, marketing about hot air. (The most frequently heard criticism of our present government is that they are too concerned about how they are regarded. In many countries, this would be considered a rather mild complaint, but in the UK it is a serious charge.)

Rhetoric was never a highly prized skill in the British culture: we like to believe that we always make up our own minds about things, by weighing up the facts, and the thought that somebody might be trying to sway us or influence our opinions is intolerable. There is a similar element in the American culture, but mercifully counterbalanced by the fact that Americans are on the whole far less snooty about commerce than the British, and don't generally consider marketing such a demeaning or worthless activity.

Wherever you go, branding places is an emotive subject. As Wally Olins observes,⁵ people tend to get upset about the very idea of a national brand. Somehow, when the fiendish tricks of marketing are applied to something as sacred as the nation-state, all hell breaks loose.

Insults are heaped on the heads of brands, marketers and policymakers alike—'spin', 'gloss' and 'lies' are the most commonly heard in this country. In my own work, helping to improve the prospects of emerging markets through better branding of the country and its products, I am often accused of 'rewriting history', 'social engineering', 'cultural pollution', 'exploitation', 'condescension', 'neo-imperialism', and worse.

But as Olins says, countries have been branding themselves systemati-

The vocabulary is immaterial: one can call these principles of soft power ‘marketing’ or ‘branding’, but one can equally call them psychology, diplomacy, rhetoric, politics, the art of persuasion, or plain good sense.

cally and deliberately for many centuries: what appears to bother people is simply the vocabulary. So I am well aware that putting the words ‘brand’ and ‘nation’ in the same sentence is guaranteed to raise hackles; and I am equally aware that my attempts to defuse the debate may, at least in Britain, be a waste of breath.

Most intelligent observers of world affairs understand that the success and influence of countries is always composed of a balance between what Joseph Nye, a political scientist, calls ‘soft’ and ‘hard’ power; and the two are not opposed. There are times when only coercion can achieve the aims which a government, rightly or wrongly, wishes to pursue, and this is hard power; other ends can only be attained through the exercise of cultural, intellectual or spiritual influence—as Nye says, ‘a country may obtain the outcomes it wants in world politics because other countries want to follow it, admiring its values, emulating its example, aspiring to its level of prosperity and openness’.⁶ Soft power, he says, is making people *want* to do what you want them to do. National branding is about making people *want* to pay attention to a country’s achievements, and believe in its qualities. It is the quintessential modern exemplar of soft power.

The implications of Nye’s theory for my argument are clear: you can only wield hard power over countries which lie beneath you in the hierarchy of nations. For emerging countries, which lie beneath the rest, the only power which they can hope to wield is soft.

The vocabulary is immaterial: one can call these principles of soft power ‘marketing’ or ‘branding’, but one can equally call them psychology, diplomacy, rhetoric, politics, the art of persuasion, or plain good sense.

What matters is whether they work or not. And they do work.

Global brands from emerging markets

The export brands of emerging countries are a good starting-point.

Experience shows that nation-branding programmes seldom achieve anything useful, or even get off the ground, unless they are backed by solid commitment by both government and exporting companies.

Brands also have a particular power to accelerate and lead changes in the public perceptions of countries: commercial brands, whether we like it or not, are increasingly important vectors of national image and reputation, even of culture.

Since the mid-1990s, I’ve been

trawling the developing world for examples of companies which are exporting their own products under their own names, and have seen enough of them—nearly 200, at the time of writing—to believe that this phenomenon is rapidly spreading, and in some cases is likely to become, or is already, of great significance to the prospects of the country where the brands are produced.

Some of the emerging market entrepreneurs who, often against great odds, are succeeding in becoming brand-owners include the following. In many cases, the rapid growth of their businesses tells its own story:

- a Thai sweatshop which has started to export its own branded garments (and making many times the profit it did when it manufactured for American brands);
- a Mumbai chemicals’ company which is taking on the Parisian fashion houses at the perfume game, and winning;
- the Hong Kong businessman making a global fortune out of Chinese chic;
- the Russian entrepreneur who has created a premium international vodka brand and now wants to follow it up with banking services and become Russia’s answer to Richard Branson;
- Infosys, which is making Bangalore the global capital of IT services;
- the Czech furniture business which markets itself with art, and is taking on the multinational giants.

Making it happen

One thing needs to be stressed at this point. The basic concept of *Brand New Justice: the Upside of Global Branding* is aimed more at transition economies in the “second world”

than at the least developed countries.

It is certainly worthwhile debating whether the same arguments can be usefully applied to the desperately poor and chronically indebted countries, and some interesting work is being done which seems to prove that there are benefits to be achieved in this area, but it is not the primary focus of the book.

In most LDCs, the companies able to “fast-track” to becoming brand owners simply don’t exist, and the only sensible national communications strategy is to generate immediate aid and investment. If a country isn’t able to provide food and shelter for its population, or if its main problems are disease, illiteracy and war, then talk of enhancing the image of its exports and of the country itself would be, to say the least, misplaced.

Creating a branded export business requires many conditions to be in place: companies which are competent to manufacture to the standards required by consumers in whichever market they are sold; a legal and financial system which makes manufacturing and exporting feasible, enables the company to offer reliable deliveries of its products abroad, and allows people who make a legal profit to hold onto it; a national IT and telecoms’ infrastructure which enables the company to “plug in” to the global economy; a stable and business-friendly government with fair and consistent taxation policies; a reliable supply of raw materials; a labour force with the necessary skills and creativity; a stable currency and a dependable banking sector; access to sources of capital; and the list goes on.

Planning a national branding strategy also requires certain conditions: the political resource and will to collaborate fully, fairly and transparently with the private

sector; a feasible and coherent plan of economic and social development which can form the basis of the brand strategy; sufficient goodwill and trust with companies, organizations, local and regional government, city authorities, the civil service, trades’ unions, the tourist board and the population at large to create widespread acceptance of the strategy; and a degree of basic financial stability. Perhaps most importantly, the project needs the personal backing of the “chief executive” of the country, whoever he or she may be, otherwise it is unlikely to achieve anything lasting.

Justice being done

Despite having worked for 20 years in advertising, marketing and branding—or perhaps because of it—I am not an uncritical admirer of the capitalist system or a wholesale supporter of globalization in all its manifestations.

However, these techniques of marketing are the ones which I know well enough to appreciate their power to do good, and my hope is that in sharing these thoughts, some of this wasted power can be harnessed.

Part of the reason why the central idea of *Brand New Justice: the Upside of Global Branding* appeals to me is because it also represents an opportunity for my own industry to do itself some credit, and undo some of the harm that it has done during the past century.

Until recently, by and large, this harm has been done innocently. But for at least the last 15 years, anyone who has claimed that helping first-world companies to increase their profits is just a job like any other, and has nothing to do with ethics, is being highly disingenuous, and treading on rather thin ice.

Yet many marketers do so, and it may be one of the reasons why the industry is having increasing difficulty in attracting graduates of the quality who, 10 or 15 years ago, were queuing up at its doors. In the new moral and ethical climate in which we find ourselves, a company which can only justify its existence in terms of increasing shareholder value may well find that recruiting people who are good (in every sense of that interesting word) becomes more and more of a problem.

Brand New Justice: the Upside of Global Branding is not a solution to all the world’s problems, and it’s certainly not the only solution to any part of them. But its implications are, I believe, significant: sharing wealth means sharing the access routes to wealth, and it would be a fine thing if marketing could help to show the way.

The critics of globalization are rightly perturbed by the idea of rich countries using their brands to create “consumerist desires” in poorer countries which the inhabitants of those countries can’t afford to satisfy. My modest proposal is that we should seek for ways to reverse the model: let the entrepreneurs and workers in poorer countries create the desires in the minds of consumers who *can* afford to satisfy them.

The fact is that we can’t have it both ways. Either marketing works, and it is a powerful tool for change, in which case it must admit responsibility for the absolutely central role it has played in creating the ever-widening inequality between rich and poor during the last century; or else it is nothing, and has enriched itself over the decades without giving any value in return, and can play no useful part in the huge tasks which lie ahead for humanity in the twenty-first century. ●

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Beyond Branding: a call to action

The second book this year showing how humanity can be put back into branding is the internationally authored *Beyond Branding: How the New Values of Transparency and Integrity Are Changing the World of Brands*.

Authored by Nicholas Ind (editor), Malcolm Allan, Simon Anholt, Julie Anixter, John Caswell, Thomas Gad, Sicco van Gelder, Tim Kitchin, Chris Macrae, Denzil Meyers, Alan Mitchell, John Moore, Ian Ryder and Jack Yan, *Beyond Branding: How the New Values of Transparency and Integrity Are Changing the World of Brands (ISBN 0-74944-1151)* will be published by Kogan Page on October 3, 2003. Visit www.beyond-branding.com for pre-ordering and more information.

TWO BOOKS this year sought to answer the criticisms of the branding industry raised most famously in Naomi Klein's *No Logo*.¹

The first was Simon Anholt's *Brand New Justice*,² already reviewed in *CAP Online*³ and the subject of a forthcoming web site and forum at www.brandnewjustice.com. The second is the most international response to the criticisms: *Beyond Branding: How the New Values of Transparency and Integrity Are Changing the World of Brands*, due October 2003 from Kogan Page of London.⁴

The books take the approach that it is not branding that is the villain, but the misuse of the discipline. Just as the language of activism is coopted by the establishment—oil companies, for example, market their environmental awareness

frequently—the techniques of branding have been taken, their values cast aside.

Anholt's approach, covered in this issue, finds great support because he has used real-life examples to back up his claims. Branding can do, and has done, a lot of good. Removing it would result in furthering the reach of the corporate practices that Klein opposed.

Beyond Branding has its roots in Medinge, Sweden, where leading branding experts have gathered annually for several years. Hosted by well known authors Thomas Gad and Anette Rosencreutz, the retreat has attracted those passionate about branding—and who have proved themselves to be actors, not bystanders, in putting the profession back on track.

With the profession having taken

a knock—and with those gathered agreeing that in many respects, the way branding was practised it deserved it—those assembled at Medinge decided that they would make a statement about branding.

The first document resulting from these efforts was 'The Brand Manifesto',⁵ jointly authored by the group. The manifesto's eight points, first published in September 2002, reintroduced humanity into the equation. Branding had been looking inhuman, and like much of business, had sold its soul to become a tool to increase shareholder wealth and the Dow Jones index.

Books such as Marjorie Kelly's *The Divine Right of Capital: Dethroning the Corporate Aristocracy*⁶ already point out the inhumane way corporations have departed from serving the public, even though the roots of corporate duty were in the public good. Maximizing returns to shareholders was the obsession at Enron and Andersen. At Medinge, Chris Macrae (of ValueTrue.com, and author of *World-class Brands*⁷ and *The Brand Chartering Handbook*⁸) asked: how many more Enrons can the world take?

With reforms in the United States less than adequate and with the Delaware corporate principles firmly intact, Macrae's question can be

Right: *Beyond Branding* gets to the root of the problem. The book will be published in October 2003 by Kogan Page.



considered a forewarning. If confidence in the market weakens, then corporations might not be able to raise capital. The system may have conspiratorial, corrupt elements—but we also know numerous alternatives do not work. So how can it be improved?

Kelly's approach is to create economic democracy, arguing that the way we hold up shareholder rights is not unlike the antiquated way we held up the aristocracy as superior beings, or, more recently, the notion that men were superior to women. Her belief is that corporate wealth should belong to those who create it (employees) and that 'community wealth belongs to all'. Employees should have property rights stemming from their productivity. She highlights examples, such as Brazil's *La Prensa* publication, 'whereby the publication's profits are split evenly with employees, after capital draws its "wage".' A salary is set for capital, e.g. 10 per cent, so the first 10 per cent of profits for the year go to it.⁹ In the case of employee ownership, employees know that they can directly pocket their gains—therefore, preserving purer market forces.

She also writes of the World Bank's 1995 *Wealth Index*, where it was shown that 60 per cent of real

wealth is in human capital such as social organizations and knowledge, 20 per cent in environmental capital, and 20 per cent in built capital. Even simply considering employees assets and not liabilities is a start.¹⁰

The experts at Medinge agreed that with branding being the interface between consumers and organizations, it could be used as a tool for good, approaching economic democracy from a different angle. It could be, for instance, a tool that would reveal the truth about organizations.

Edited by Nicholas Ind, already known for books such as the seminal *The Corporate Image*¹¹ and *Living the Brand*¹², and a biography on Terence Conran,¹³ chapters in *Beyond Branding* include topics on authenticity, transparency and sustainability—but not delivered to make the book a trendy, mid-2000s purchase.

Its aim is to identify these issues and giving readers a choice. Ind's opening chapter on enlightened brands is clear on this point. Acknowledging that many of Klein's claims are valid, he writes:

However, before we accept this view completely we should also recognize that brands can increase choice, enhance freedom and provide enjoyment. This suggests there is nothing inherently wrong with the concept of branding itself, but that managers and

employees in an organization can act with good or bad intent. To encourage the former and discourage the latter, managers need to understand that it is in their business interests to promote the good. This will never deliver perfection, but it can begin to change the image of the brand at large and put the brand back where it belongs—on the side of the individual. Thus, this book does not aim to refute the negative image of business in general and brands in particular. Nor does it seek to attack business. Rather it recognizes that business can be a force for evil, but it can also be a force for good. Brands can enrich people's lives or manipulate them. Employees can find fulfilment at work or entrapment. The task is to create a culture and system where the focus is more consistently focused on the good.

So how does it accomplish this? The book, according to Ind, is divided into categories of 'self-correction, persuasion and pressure, democracy and transparency and legislation.'

Therefore, the authors argue that individual freedoms are paramount to determining the success of brands and businesses. In a free-market system, consumers have the opportunity of rejecting misbehaving brands. Branding allows them to be easily identified.

At a basic level, bad news travels fast. It travels faster when it is branded. Therefore, verifiable bad

‘The humanity has been driven out of most programmes, replaced by jargon designed to manipulate rather than engage with consumers. The cleverer these tools seem to be, the more trust is compromised and real human value destroyed.’

news about corporate misbehaviours could damage a company, especially if it is disseminated online where one emailer carbon-copies several dozen contacts.

In the early- to mid-2000s, misbehaviours might include harming the environment or failing to live up to socially responsible issues. As Ind himself identified in his earlier *Living the Brand*, more people contribute to worthy causes today, to find meaning in their lives.

Secondly, persuasion and pressure from non-governmental organizations, as well as shareholders demanding greater transparency in the wake of corporate scandal, can help create greater good. Once again, these matters fall into branding’s realm. No one would wish to be associated with a tarnished brand known for corruption and greed—and it is hard to believe that shareholders themselves have greed as their sole aim for investing in the market. Nor would they wish to invest in a brand which does not offer honesty or is the subject of intense scrutiny by other parties.

Perhaps the best example of the latter this year is that of Martha Stewart Living Omnimedia. With the brand tied closely to Ms Stewart, who has been indicted by the US Securities and Exchange Commis-

sion (SEC) and the US Attorney-General, the company’s share price has suffered tremendously.

Thirdly, greater transparency can help organizations within. It is established in branding that an organization can only find greatest success when employees act in accordance with the vision. An absence of transparency leads to suspicions and a mistrust in that vision. It is often discovered that internal communications help strengthen a brand. By focusing on the relationships between people, brands can be strengthened, and organizations can become more responsive in seeing to concerns—including, ultimately, those that Kelly highlights. Similarly, such transparency can persuade external audiences to accept an organization. Today’s companies often create communities—loyalty programmes, physical gatherings and online forums are all examples—where a member (who may be a customer) may only wish to be a part if one can understand the integrity of those behind them.

Finally, on legislation: each person can be an active participant in changing the status quo. The problems can be solved by demands, within our work-places and our societies. When organizations

understand these shifts, they can campaign for greater good. Ind gives an example of Reebok instituting employee democracy in its Chinese factories. This strengthens its brand, having spin-offs in business performance as well as the more important human elements of employee satisfaction, reciprocated as motivation, loyalty and a potential willingness to help the company.

Individual authors have followed these four themes closely. Denzil Meyers proposes a new framework to help corporations make sense of their modern environment. Brands then become freely entered relationships, not objects to control. He considers the brand value scenario from the stakeholders’ perspective, including employees, consumers, NGOs, investors and developing countries, all of whom have a different perspective than that of maximizing shareholder wealth.

John Moore writes of authenticity, where businesses, through brands, engage with audiences more honestly and humanly. ‘The humanity has been driven out of most branding programmes, replaced by an ever-growing list of clever-sounding jargon and “tools” designed to manipulate rather than engage with consumers. It seems to me that the cleverer these tools seem to be, the more trust is compromised and real human value destroyed,’ he writes. Moore looks at ways that authenticity can be restored—and provides reasons a company should follow his examples.

Chris Macrae’s chapter, ‘Brand, Dynamic Valuation, and Transparent Governance of Living Systems’, highlights the danger of failing to realize the true relationships in society. Macrae laments that the various disciplines seeking to create economic democracy and human participation are not being connected, wasting the opportunities of

globalization and networking that we have today.

The logical outcome of this failure is excluding much of the second and third world from decisions that affect their own future. It sets the stage for more frightening global prospects. Macrae's father, Norman Macrae, one of the men instrumental in building *The Economist* into the force it is today, wrote, 'by 2005 the gap in incomes and expectations between rich and poor nations was recognized as man's most dangerous problem.' He will probably be proved right, as he frequently has. This gap generates everything from nation envy to violent conflict. And the gap has not narrowed in recent years as much of the planet continues to be ignored.

By mapping transparency, Macrae believes that the human elements can become more evident as it can expose potential win-win relationships. Organizations can then see where they can invest, for example, because they have identified the concerns of the people closest to them, creating a win-win. Through mapping, they can see how one area might reinforce another. The idea is to minimize, if not do away with, win-lose and lose-lose scenarios. Without change, the "branding" that Klein exposes may look like a short-term win-lose (short-term sales because consumers have been duped) and long-term will emerge as a lose-lose (when consumers realize they have been lied to).

Thomas Gad's 'Leadership Branding' chapter extends his and Anette Rosencreutz's "Brand Me" principles (from their book *Managing Brand Me*¹⁴) to leadership within the organization, bridging the communication gap between management and those people who are charged with executing strategies. Gad does not approach this solely from the management

viewpoint. He empowers individuals so that they can analyse whether there has been a mismatch between their personal brands and that of the organization. A match could enhance personal satisfaction; a mismatch could serve as a warning that an organization is not what it is cracked up to be. And, as mentioned earlier, bad news can travel quickly.

While every writer introduces concepts and implementation methods, one chapter is particularly notable in showing that *Beyond Branding's* principles are achievable.

John Caswell, in 'What's Brand Got to Do with It?', examines how the complexity of the modern business system can be managed, linking it back to serious and sustainable business agenda. His approach is realistic: it doesn't interrupt the existing processes, but instead creates frameworks to allow the organization to understand what is going on within.

Tim Kitchin deals with the development of a sustainable brand, realizing that governments are not going to come to their senses overnight in solving many of the earth's problems. He argues, for a start, that the notions of brand equity are antiquated, based around the concepts of advertisements that 'inscribe messages in the mind of customers.' In reality, brands are managed by all their stakeholders.

This argument is highly persuasive. Citing Andersen, Kitchin writes:

Stakeholders make their ultimate affinity-decisions about a brand (to support or not to support) based upon the clarity and consistency of purpose that a brand declares and exhibits to others. They mentally resolve the gap between how a brand is talked about, and how it appears to treat others. This is their commitment gap, based almost entirely on second-hand evidence. To truly commit to a brand, stakeholders try to assess the

authenticity with which that brand acts across its entire relationship network. Because that network is largely invisible to them, they use proxies (analysts, media, friends and family) and symbolic gestures (philanthropy, leadership declarations, physical ambience) to assess the honesty of a brand they are committing to.

As a consequence of this delicate interdependence, comprehensively failing one stakeholder may ultimately bring down relationships with all the others. Even when no direct transactional promise has apparently been breached this fragile impression of honesty can be destroyed overnight.

Andersen fell not because of legal action, but because stakeholder expectations were unfulfilled. His solution is the introduction of five principles of brand sustainability in which all stakeholders can collaborate, managing intangibles in the organization.

Similarly, Julie Anixter's 'Transparency or Not? Brand Inside: Brand Outside' takes a stakeholder approach to brand creation, calling for the participation of all individuals. But there is a twist to this. "Through participation in a true value exchange, the individual's talent development, future and opportunities are not only enhanced, but *intertwined* with the values of the brand. Tight controls are trumped by the individual desire to evolve and to create meaning.'

This is nearly a spiritual agenda. Instead of a top-down approach, Anixter advocates co-creation so that an organization doesn't fall foul of excluding those within. One of the most naturally voiced chapters, she warns against the possibility that 'co-create' could get 'pegged as bullshit', but "Transparency or Not?" comes across as good sense.

Simon Anholt and Sicco van Gelder's jointly penned chapter poses a 'What if?' question at its core:

continued on p. 42

Well *Beyond* Branding

Beyond Branding is more than a book: it is a real call for change in the way business is conducted. That change does not start with branding departments, but with *you* as an individual.

Malcolm Allan

Malcolm Allan, Dip.TP, M.Sc. is himself very well beyond branding. He is the founder and a director of three companies: Inergy, which specializes in the creation of intellectual capital through creativity and innovation; atLeadership (Authentic Transformational Leadership), a company which enables individuals and groups to realize their leadership potential and the development of people as the true brand of organizations; and Placebrands, a company which, as its name suggests, enables places to develop their brand, which he created with Simon Anholt, Sicco Van Gelder and Niclas Ljungberg.

WITH THE publication of *Beyond Branding*, we have commenced a debate on the real value of

branding when it is aligned with transparency of decision-making and operations, authenticity of belief about self and the purpose of our organizations, and the need to recognize that our people—you included—are our organizations' true brand. This is about what organizations do and say in their interactions with each other, their customers, suppliers, stakeholders and the media.

We are not just arguing for branding to “clean up its act”; we are arguing for branding and the other disciplines, functions and professions involved in organizations' operations—business in particular, but also including government and the public sector—to reconsider seriously their current *modus operandi* and *modus vivendi*, the way they operate and the way they think, and ask themselves if it is as truly effective and of value as they hope it might be.

The issues we tackle in *Beyond Branding* affect the core of our organizations: how we see their purpose, their “cause”, their reason for coming into existence, how they go about their business, how they treat their customers, how they live out their values, how they deliver on their promises and how those promises are framed. These are all contributors to their brand and affect it.

On the web site of one of my companies (www.atLeadership.com/customers.html), I have set out a list of the characteristics of the type of organizations that we wish to work with, summarized below. These describe the kind of organizations that are going beyond branding as we currently experience it, beyond the derisory treatment of employees and customers that we all too often observe and experience, moving into a state of “well-being” that is based on a clear “cause” for their existence. They do so with a clarity of vision on how they will live up to that cause, making it easy for both employees and customers to relate to them, through being entirely transparent about who they are, what they do and what they can do for you. They are organizations that:

- are led by individuals who truly know themselves and what they want to do, who are aligned to the vision, cause or purpose of their organization, and whose beliefs and values are in line with those of the organization;
- are led by individuals who take their responsibility for leadership seriously, recognizing that it is different from management and that it is a crucial determinant of how their organization and their people perform;
- recognize that their people matter and that they are their true brand in that all that they say and do conveys what the organization is about to customers and stakeholders;
- know that the potential of their people is the real source of their competitive edge or their service provision;
- invest in their people, in their skills and competences, to enable them to produce fantastic products and provide exemplary customer service;

- value learning and encourage their people to constantly learn through all that they do, sharing what they know and the lessons they learn with each other, customers and stakeholders;
- value what their people know and use it as the basis for innovation to develop new products and services;
- value creativity and innovation and create cultures in which they are supported as the basis for improved or new products and services;
- effectively manage their knowledge of their people, what they do, their products and services, their customers, their competitors, the markets and the environment in which they operate;
- recognize that in addition to their responsibilities to their people, their customers and their shareholders, they have responsibilities to stakeholders and those around them where they operate in a wider community;
- recognize that they can make a contribution to improving the environment and communities in which they operate.

Is this too much to ask of organizations? Is it too much to ask of our institutions in the public sector? Is it too much to ask of self?

Just imagine how it must *feel* to work in line with your own values, to be working for an organization whose values reflect yours, for customers who truly value what you provide to them or make for them, for a community which values your being in its midst and for a society that regards you as value-adding in all that you do.

Can you feel what it might be like to be a responsible person, in a responsible workplace, with a responsible organization, one that is open, transparent, true to its values?

Can you feel how *well* you would be in that situation? Feel the energy, the intent to add value, the desire to add to the sum total of the world’s achievements, the satisfaction of doing so, not in some smug way but in knowing you have made a difference of value. Of course you can. We have all felt like this at some time in our lives. We can remember how well we felt in doing so. The power of the human imagination is phenomenal.

So, ask yourself this: why do I not feel like this all of the time or a lot of the time? What can I do to begin the process of creating this feeling? If you have ever doubted the effect that one well intentioned, thoughtful, committed and purposeful person can have on the world, think again. *You* are capable of change and of changing the part of the world you inhabit.

Whether or not you are involved in the functional activity of branding does not matter. You are part of the brand of your organization. How you operate within it, what you say about it, what you believe about it, gets conveyed by you to its customers, shareholders and others.

You are also *brand you*. How you operate, how you treat your fellow workers and others reflects upon the brand of your organization. So, given this closeness of association and of potential alignment, if you care about your brand, and that of your organization, you can take action to go beyond the current limitations of deed and thought in how branding is practised, and take action to change it and the actions of others who influence it.

Please let us know (visit www.beyond-branding.com/contact.htm) about who you are and what you are doing to go well beyond branding. Share your experience with others who may be motivated to follow your example and build on what you are doing. •

Stefan of Arabia

Stefan Engeseth—JY&AC's man in Stockholm and author of *Detective Marketing*—was recently keynote speaker at the International Advertising Association Dubai chapter's conference on relationship marketing.

Below: Stefan Engeseth autographs his latest *Detective Marketing*.
Bottom: In action in Dubai, UAE as keynote speaker, delivering his message on "One".



STEFAN ENGESETH has built much of his reputation on bridging the gap between consumers and organizations—making him an ideal choice as keynote speaker and seminar leader at the International Advertising Association (IAA)'s Dubai chapter's conference in the United Arab Emirates on June 10, 2003.

With his topic 'From mass communication to be one with your customers', Stefan communicated his ideas of being "one" with consumers—and relayed ways that it could be done.

With the third edition of his book *Detective Marketing* now out—a book that has been called everything from a 'Swedish business bible' (*Brand Strategy*) to 'thought-provoking' (*Brand Republic*)—Stefan hopes to communicate more of his ideas at future seminars, including one with Jack Yan in Stockholm on September 18–19, 2003.

"One" comprises techniques to bring organizations to the level of consumers. The principle is that organizations have traditionally marketed in a "them and us" fashion. "One" proposes that companies move their boundaries outward to include consumers as a community. His book details ready ways Ikea, for example, can bring a practically Napsteresque example into its organization (without piracy, of course).

Earlier this year, Stefan's advice for Saab—hot on the heels of GM announcing that Saab's car R&D would be moved to Opel in Rüsselsheim, Germany—included uniquely numbering 70,000 Saab cars for a competition that could involve people spotting the cars and touring Sweden. The article was published in *CAP Online* at <<http://jya.net/cap/2003/0124fe0.shtml>>. •

Typography

supplement

JY&A Consulting's sister company, JY&A Imaging (incorporating the JY&A Fonts label), prepares to launch its new typefaces. We examine these and a few earlier releases.

MANY a typographer will tell you that typography and typefaces are fundamental to branding. On the Wireality discussion list run by Grapefruit Design in Romania (www.wireality.com), conversations frequently turn to type. Granted, Wireality may have been more heavily frequented by designers—it's quite different from the strategic and policy issues being discussed at the Brand Hut (groups.yahoo.com/group/brandhut), but operationally, typography can never be taken for granted in this profession.

When *CAP* began as a public magazine in 1992, it was a mouthpiece for all of Jack Yan & Associates, not just JY&A Consulting. This special feature—really an advertorial—is a throwback of sorts to those earlier days.

But why would fonts—as they are pretty much always known in today's vernacular—be of any significance to branding experts? The simplest example is one we often give: the chances of internal staff having contact with the brand are far greater when it comes to memoranda and internal newsletters. And if these are typeset in Arial or Times New Roman, then how does all that

identity development expenditure help?

Therefore, it becomes little surprise that some major corporations spend tens of thousands, if not more, on getting a corporate typeface that is not shared with anyone.

Getting things printed with the logo in full colour splendour is an expensive business—too expensive for memoranda around the office. Yet organizations wish to reinforce the vision and impress it on their staff. An investment made in an exclusive corporate typeface then begins to make perfect sense, because the expenditure amounts to mere cents per employee.

JY&A Fonts has worked on numerous accounts internationally since its beginnings in the late 1980s. Jack Yan's initial designs were rejected, which turned out to be a blessing in disguise when the company began digitalizing the work—there were no intellectual property conflicts. After that, obtaining distributors became easier. It seemed it wasn't that the designs were bad, but that some companies, themselves experiencing difficulties as Adobe's PostScript language began to make their proprietary systems obsolete, didn't want the expenditure of publishing an unknown's work.

Since its first international contracts in 1993–4, JY&A Fonts has had a steady release programme. New typefaces have included JY Integrity, the most “pointed-at” design in the range. Jure Stojan's JY Koliba (2000–1), JY Raj (2002) and JY Klin (2003) have brought a more youthful European mentality to the once exclusively antipodean range, while display typefaces from Antonio González de Santiago, David Philpott and Greg Bastin have added variety to the label.

New typefaces are awaited not just from this typefoundry but from others, as they offer those charged with translating visions and strategies into workable designs more options. Since every organization is different, it should be uniquely expressed typographically (if it can afford it). There is some sense in saying that a design conceived in the 2000s will be better suited to a brand developed in the 2000s—a knowledge that keeps the type design profession humming.

In the mid-1990s, JY&A Fonts participated in the development of Apple's QuickDraw GX, a format which did see the light of day but never caught the public's imagination. The Adobe–Microsoft OpenType technology, however, has. This year, the first two OpenType fonts make their debut: JY Integrity Roman and JY Klin.

Both fonts have additional characters that can be accessed through menus in OpenType-compliant programs such as Adobe InDesign.

On the following pages are a promotion on JY&A Fonts' most recent typeface designs. Many of the branding field's possibilities are covered: from classy (JY Koliba) to cheerful (JY Boomerang, shaped like—what else?—boomerangs). •

JY Klin™

Jure Stojan, designer of JY Koliba and JY Raj, has created a new family of display typefaces: JY Klin. Along with JY Integrity Roman, it has been released in OpenType format as well as PostScript Type 1 and TrueType.

In addition, Klin is available with alternative letterforms. JY Klin Alternatives is more flowing, with inventive cursive features but is a roman. The letters can be mixed with the roman effectively, thanks to the same skeleton and x-height, or it may be treated as a secondary typeface for emphasis.

Says Stojan, 'It was born out my frustration with layout [artists] and their taste for messing with decent fonts (making the headline occupy the entire column width at any cost, for instance).

'Therefore, I designed a "heavy duty" display font—it can be extended up to 120 per cent without any loss in quality (it is fairly condensed, so no one could think of squeezing it any further). I even used the font, stretched by the very 120 per cent, for 10 point text and the result was surprisingly legible (given some peculiar details prominent at display size).'

It is possible to put Stojan's claim to the test. At a text size (here set as 10/12 pt), and falsely stretched by an extra 20 per cent, JY Klin does indeed remain legible. With some designers choosing to break (or not knowing) the rules about display and text, Klin is a refreshing solution.

Stojan also points out that he wanted to create a low-contrast typeface. There is only an optical correction of the horizontal–vertical ratio. 'I designed one weight only (my experiments with bolder cuts were rather unsuccessful), aligning and OSF, and alternative lowercase letters.'

While JY Klin can be adapted to text sizes, it is perhaps a better complement to JY Raj (used below), an earlier typeface family by Stojan.

What does klin mean?

A word no longer used in its original, denotative form, *klin* is still in use in everyday Slovenian, including in some popular expressions. There are definitions including *wedge*, *peg*, *pin* and *spike*, but Stojan believes most Slovenians know the word to be akin to the infinitives *to give up* or *cures*—used in the sense of *drinks cure hangovers*.

Elegant and restrained 123

JY Klin

Elegant and restrained 123

JY Klin Alternatives

JY Klin OpenType has characters from both the Regular and Alternative fonts.

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JY Koliba™

JY Koliba is one of the most elegant sans serif families we have ever seen. *Inspired by architecture and hand-lettered posters of the 1940s, Koliba makes a statement that is very 21st century. When we first laid eyes on designer Jure Stojan's work in mid-2000, we were hooked.* Fine-tuned with between 2,800 and 3,330 kerning pairs per font, a full Latin glyph complement and TrueType kerning support for Stojan's Slovenian mother tongue, Koliba is set to be one of the foundry's best loved sans serifs.

JY Koliba Ultra Light

JY Koliba Ultra Light Italic

JY Koliba Roman

JY Koliba Italic

JY Koliba Bold

JY Koliba Bold Italic

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Elegant and restrained
Elegant and restrained 1

KOLIBA initially started as an experiment in naïve lettering and exaggeration,' says its designer, Jure Stojan. 'The design was inspired by various display alphabets, as showcased on book covers designed in the 1940s by Slovenian architects.'

Unlike Eaglefeather, Tekton and ITC Rennie Mackintosh, based on the hand-lettering of Frank Lloyd Wright, Francis Ching and Charles Rennie Mackintosh respectively, Stojan's Koliba brings a taste of southern Europe to the typo-

graphic palette. It is also not crafted after any one architect's lettering, but a style which prevailed in the 1940s. Its characteristics were carefully studied by Stojan for Koliba.

'The architectural drawing of that time was meticulously precise and well organized, a tendency also reflected in lettering.' The era did not see post-modern forms, rather a stricter adherence to Vitruvius's definitions of modernist architecture.

The lettering has a certain modernism to it, reflecting the

moves that had seen the rise of sans serifs in Germany and the evolution of functional and democratic design taking place in Sweden in the early twentieth century. But there is also classicism in Koliba's design.

The German influence on Slovenia is no surprise, not least due to geographical proximity. After the defeat of the Austro-Hungarian empire after World War I, many Slovenian scholars returned from Germany. Architecture benefited from this, with Ivan Vurnik, who had worked under

Otto Wagner in Vienna, and Jozef Plecnik forming the architectural department of the University of Ljubljana in 1921.

Plecnik was interested in expressing his architecture with a modernized classical style, which impacted on the university.

This newfound romanticism with Slavic architecture was shared with a move toward functionalism in the between-the-wars' period. Students at the University expecting Plecnik to espouse modernism—and finding that he now favoured classicism—went to the Bauhaus in Weimar and other institutions. August Cernigoj, one of the alumni, is credited with bringing back the modernist, functionalist ideals. Others studied in Vienna under Peter Behrens.

Even after World War II, with the advent of the Socialistic Federal Republic of Yugoslavia, architecture continued with a modernist–functionalist ideal.

Thus, certain letters show a tension between (neo-)modernism and fussier, classical detailing: witness the *g* in both roman and italic, one of the most difficult glyphs to create and in Koliba's case, one of the most joyful to contemplate.

Like many with an appreciation of the typographic form, Slovenian architects eschewed the lettering of commercially available stencils and developed their own typefaces.

'The letters were geometrically constructed in two weights; today we would call them Thin and Bold,' says Stojan.

'The thin letters were mostly used in titling, whereas the more complicated bolder forms signified sections in construction plans.'

Even today, two weights can be seen in plans where hand-lettering has been used. Expectedly, the styles are personal to their scribes.

As with graphic and fashion design, 1940s Slovenian architecture could be seen—at least from

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the viewpoint of a writer in the 2000s—as an adaptation of a *Zeitgeist*, or the mood of the times. It is something that cannot be readily said today, when tastes have become more evidently pluralistic, even though countries in the developed world are growing closer technologically.

Would it then be fair to place a postmodern label on Koliba, with the reference to classicism, particularly in the italic, and its intent for twenty-first-century computer usage? Its varying

angles, one for uppercase and a second for lowercase, are reminiscent of the model serif italic forms of centuries past.¹ The tag may not be unwarranted.

If it were not for postmodernism we might not have Koliba, a typeface family that does not really separate past and present, instead treating all moments of time as relevant in a modern typographic dialogue.

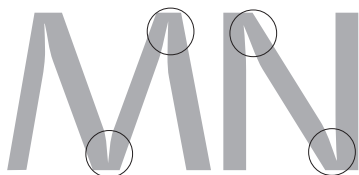
Therefore, Stojan rightly insists that Koliba is not a revival. The letters are simply 'constructed in



Geometry and ellipses are seen best in the letter *g*, shown at left. The letters also have a certain classical quality about them that does not reflect strict modernism. Ingeniously, numerals for the roman are lining, while the italics are oldstyle.



Among the 2,800–3,300 kerning pairs in each Koliba font is TrueType support for Slovenian. Kerning pairs for caron-accented glyphs are included as well as some for common Slovenian letter combinations.



To aid legibility at small sizes, Jure Stojan has designed ink traps into numerous glyphs. These are the small notches where ink can “run” in less-than-ideal printing situations.

the manner of the '40s, using architectural templates featuring ellipses.’ This is particularly evident in that distinctive letter, *g*, in both roman and italic, in *p* and *q*, and equally so in all the numerals. The straight-edge characters show a rigid design: *A*, *K*, *M*, *N*, *V*, *W* and *Y* have a strict, unbending feel to them.

The designs were completed on computer by both Stojan in Slovenia and JY&A staff, including founder Jack Yan, in New Zealand.

With type design moving into a more personal and “crafted” realm in the 2000s after a decade of chaos, Koliba is very much a creation of, by and for its time. It is regimented and structured technically yet retains a friendly, warm, personal feel.

The relatively wide body of the book and bold weights suggest excellent use for text. Koliba Ultra Light, reflecting the titling typeface made by an architect’s pen, is narrower and true to hand-lettering habits (the larger the

Koliba: other weights & settings

From these pages, it’s clear that JY Koliba is suited to text *and* display work. JY Koliba Ultra Light is an excellent titling font when an artistic, gentler look is demanded. *When italicized, another feel arises: personal, script-like and free from the obliqueness plaguing sans serifs such as Linotype’s Neue Helvetica 26.*

The bolds are legible, thanks to clever features such as ink traps. Though they are part of the book designs, too, they are more greatly needed when designers tackle heavier weights to maintain maximum legibility.

JY Koliba Bold Italic, meanwhile, has a very contemporary look. The body means it maintains substance even at lower resolutions and works well on screen. Despite the hand-lettering origins, it works well as a headlining typeface. With the extended Latin support, JY Koliba is flexible in more ways than one.

letter, the narrower it is, and the thinner the strokes proportionally).

The typefaces will find favour with designers who seek a warm yet disciplined style. Koliba will sell internationally through JY&A Fonts’ network of distributors, on- and offline.

Notes

1. Koliba Italic shares this trait with JY&A Fonts’ *Décennie Express Italic*, which was adapted from a serif design. *CAP*, vol. 4, no. 3, winter 2000. Garamond-based *Claude Sans Italic*, in a competitor’s range, also has this feature.

For ordering, see <http://jyanet.com/fonts/> for online and offline retailers.

JY Raj™

Jure Stojan began Raj as a *pro bono* project for a student magazine. His aim: *to produce a readable sans serif typeface that still made a statement. We think he has succeeded.*

Stojan said that he wanted the typefaces to still have a rounded feeling, but that he did not want to turn them into clichés. *‘Lowercase stems have, therefore, a triangular ending, unlike the “cut-off” logic of Bell Gothic or Meta. The effect, thought, is similar: the x-height line is less static, which improves readability. This design principle gives the Extra Bold weight a certain comic flair,’* he said.

JY Raj

JY Raj Italic

JY Raj Extra Bold

JY Raj Extra Bold Italic

Left: Stronger weight contrast between regular and Extra Bold has unexpected consequences: the heavier weight has a slight comic flair.

st
st
st

G M N R S T

Above: More classically designed but carrying on the “rounded” theme, the capitals are designed for text use.

Below: A characterful italic from Jure Stojan. Raj Italic has a distinctive and memorable lowercase—here the “round” theme can be seen. The overall forms demonstrate that Stojan managed to avoid using clichés such as following geometric forms like ITC Avant Garde Gothic, Futura or Helvetica.

gyp abd

Elegant and restrained 12
Elegant and restrained 123
Elegant and restrained
Elegant and restrained

ONE of the reasons we were drawn to JY Raj was its distinctive style. There was a mixture of both rounded and squared forms at the same time, accomplished in some cases by the use of fairly round counters while the overall shapes tended to be contrast that more “natural” form.

Arriving in December 2001, we noticed some of Stojan’s style: there was the elegance and,

perhaps coincidentally, distinctive lowercase *gs*, while the uppercase tended to be more traditional. However, the design was more contemporary, especially when typeset. It bridges the gap successfully between traditional design and more adventurous ideas of what we might be reading in the 21st century.

The extra bold weight remains legible at text sizes, too.

As with JY Koliba, Jack Yan and his team completed the character sets (so there would be extended Latin characters) with Stojan critiquing the process from Slovenia via email.

Released in 2002, JY Raj is one of three families designed by Stojan that has brought a more contemporary feel to the JY&A Fonts range at the beginning of the new millennium.

JY Circles Display

JY Circles Book

JY Circles, designed by David Philpott, was his first typeface family which he developed while a student at Massey University.

Meant to reflect integrated circuitry, Philpott created display and book

versions in record time, complete with kerning pairs.

The text and display fonts are clearly related, with the usual adjustments of x-height, character width and stroke contrast made.

JY ARTS & CRAFTS

JY ARTS & CRAFTS WAS DESIGNED BY TODD HALLOCK, BASED LOOSELY ON THE MEDIAEVAL, FAIRY-STYLE ILLUSTRATIONS AND DECORATIVE LETTERING OF JESSIE MARION KING (1876–1949) AND THE SCOTTISH STYLE OF CHARLES RENNIE MACKINTOSH (1868–1928) OF THE GLASGOW SCHOOL, FROM WHICH JESSIE RECEIVED HER TRAINING. THE SCOTTISH OR GLASGOW SCHOOL STYLE WAS A COUNTERMOVEMENT TO MAINSTREAM ART NOUVEAU. MORE COMPLEX CHARACTER FORMS ARE FOUND IN THE UPPERCASE POSITIONS.

Outline
BOOMERANG
Medium
JY BOOMERANG
JY BOOMERANG

Display fonts

Display fonts present novelty, particularly for individual advertising campaigns where a distinct flavour is called for. Two display packages from JY&A Fonts, priced at US\$105 (each with five fonts), make these more accessible than ever.

It's interesting that JY&A Fonts—which, for many years, relied on its Australasian origins in its marketing—actually lacked a typeface that paid tribute to its origins. That changed when Greg Bastin, a Melbourne-based graphic artist, submitted JY Boomerang.

Existing as individual glyphs, Bastin had used Boomerang on greeting cards and personal projects. David Philpott, who created JY Circles and has worked with Jack Yan on numerous type projects, turned Boomerang Medium and Outline into two fonts based on Bastin's designs.

Bastin continues to be active in art. He paints and draws and recently held a solo art exhibition. His painting has led him to an interest in wildlife art, which 'led to a greater appreciation of Australiana in general.'

His greeting cards have this Australiana flavour, using Australian icons. When he couldn't find a typeface that was "Australian-looking", he decided he would base his own on the shape of that quintessential Ocker tool, a boomerang.

OpenType arrives

A second typeface now available in OpenType is JY Integrity Roman. JY&A Fonts has ensured that its OpenType offerings have more features. In Integrity's case, there are small caps, alternative characters (that would normally be found in the Alternatives font), fractions and other glyphs.

The plan to make Integrity an OpenType font has been around since the days of QuickDraw gx. It was originally designed for the format—but lack of market acceptance of the first gx releases put paid to that idea.

OpenType, with a greater suite of features, finally allowed JY Integrity designer Jack Yan to realize his original plan from 1994–5 for what has proved to be one of JY&A Fonts' best sellers.

Jy Klin's separate PostScript and TrueType fonts, as with JY Integrity, retail at \$39, with OpenType at \$49.

The JY&A Fonts range.

JY Ætna

Roman LF/OSF
Italic LF/OSF
Medium LF/OSF
Medium Italic LF/OSF
Bold LF/OSF
Bold Italic LF/OSF

ROMAN SCOSF

MEDIUM SCOSF

ɑ.ɑ̃fffiiste'm.R Roman Alternatives

ɑ.ɑ̃fffiiste'm.n. Italic Alternatives

¹²³/₄₅₆789¹²³¹³⁵¹²¹/₈₈₈₃₃₂ Roman Fractions

°OMAN °XPERT

JY ARTS & CRAFTS

JY Boomerang

Regular

Outline

JY Circles

Book

Display

JY COMIC PRO

JY Décennie

Roman LF/OSF

Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

ROMAN SCOSF

°OMAN °XPERT

ⁱTALIC °XPERT

JY Décennie Titling

Roman

Italic

JY Décennie Express

Roman LF/OSF

Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

Heavy LF/OSF

Heavy Italic LF/OSF

ROMAN SCOSF

JY Integrity

Roman LF/OSF/OpenType

Italic LF/OSF

Medium LF/OSF

Medium Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

ɑ.ɑ̃fffgigrh.lfkPrstLtyR

Roman Alternatives

ɑ.ɑ̃te.ftgigrfkm.n.stz

Italic Alternatives

¹²³/₄₅₆789¹²³¹²³⁵¹³²/₈₃₃₈₆₄₅ Roman Fractions

ROMAN SCOSF

JY Klin

Regular/OpenType

Alternatives

JY Koliba

Ultra Light

Ultra Light Italic

Roman

Italic

Bold

Bold Italic

JY Pinnacle

Roman LF/OSF

Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

ROMAN SCOSF

ɑ.ɑ̃te h.fk ll st ~

Roman Alternatives

ɑ.ɑ̃te.ftfkillsfThst.~

Italic Alternatives

I@TTR@THEQR

Cap and Small Cap Alternatives

JY Raj

Roman

Italic

Bold

Bold Italic

JY Rebeca

Roman LF/OSF

Italic LF/OSF

Demi OSF

Demi Italic OSF

Bold OSF

Bold Italic OSF

ROMAN SCOSF

JY Tranquility

Roman LF/OSF

Italic LF/OSF

Demi LF/OSF

Demi Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

ROMAN SCOSF

¹²³/₄₅₆789I23¹³¹¹³⁴¹/₈₈₆₅₅₅₄ Fractions

¹²³/₄₅₆789I23⁵¹¹³⁴¹²/₈₆₅₅₅₄₃ Italic Fractions

Yan Series 333 JY

Roman LF/OSF

Italic LF/OSF

Bold LF/OSF

Bold Italic LF/OSF

Black LF/OSF

Black Italic LF/OSF

ROMAN SCOSF

BOLD SCOSF

ɑ.ɑ̃tfffkststLty Italic Alternatives

Samples shown at 12/14.4 pt. All fonts available in PostScript Type 1 and TrueType, for both Windows and Macintosh platforms.

For the latest info and online purchasing, visit <http://jya.net/fonts/>.

inevitable, rhetorical question: if consumers can become more involved via the internet and influence product development programmes, can voters sway policy through electronic means where their say has some binding, legal effect? It is a mere, quantum leap from the idea of binding Swiss referenda—but that may be a long-term aim.

The nation brand in international relations: parting ideas

As with branding in commerce, the use of branding principles in the realm of international relations must not fall into the same traps.

First, any such programme must be tied to a comprehensive nation branding system. Secondly, this must be top-driven. It must exhibit cooperation between departments, be properly resourced and possess commitment from the state. Thirdly, it must be participative, building upon democratic notions and taking them further. If there is a threat to current western democracies, it will not come from new ideologies, but grass-roots parties that claim to act as the servants of the people, rather than their overlords. This essential truth—listening, then acting, on the electorate's wishes—is conceivably why the New Zealand Green Party has won more support amongst the cynical 19- and 20-year-old voter than the major two parties.³¹

More often than not, nation branding is done half-heartedly because there is no clear authority or budget. In 21st-century international relations, there is little excuse not to practise it and to provide adequate resources. The United States, meanwhile, would be wise to take a lead in addressing its critics using internationally recog-

nized conventions and understanding its audiences. It has a melting-pot population which provide it with an advantage in proper nation branding, something that some corporations themselves have been slow to realize. Winning hearts and minds with the truth is compelling; it could bring not only one's own nationals on side, but alliance partners in the form of nation states.

With superpower status comes superpower responsibility to take a lead, to legitimize the UN Charter and Security Council declarations under which it, and other nations who are UN members, operate. The tools are present in branding, ready to be used for both introspection and external communication.

Ignoring these concepts does the international community, something cited by every administration in addition to Kofi Annan's comments, no favours. It would be hypocritical (or worse) to go against its conscience through spin or unwarranted action; it would offend the value we place on human life and basic rights to resort to *realpolitik* at the expense of everything else. ●

Notes

- ¹ LLB, BCA (Hons.), MCA. Editorial board member, *Journal of Brand Management*. Acknowledgements to the *Journal of Brand Management*.
- ² N. Klein: *No Logo: Taking Aim at the Brand Bullies*. New York: Picador 2000.
- ³ As described by J. Hari: 'Whatever happened to *No Logo?*', *New Statesman*, November 11, 2002, pp. 20–2.
- ⁴ For instance, J. Yan: 'The moral globalist', *CAP Online*, May 2, 2001, <<http://jya.net/cap/2001/0502fe0.shtml>>; J. Yan: 'Fighting globalization with globalization', *CAP Online*, February 21, 2002, <<http://jya.net/cap/2002/0221fe0.shtml>>; J. Yan: 'Brands transcend economics (and *The Economist*)', *CAP Online*, September 25, 2001, <<http://jya.net/cap/2002/0925fe0.shtml>>.
- ⁵ J. Yan: 'Corporate responsibility and the brands of tomorrow', *Journal of*

Brand Management, vol. 10, nos. 4–5, 2003, pp. 290–302. Meanwhile, young Canadians are behind the activist site TakingITGlobal, founded by a 19- and a 21-year-old. The demographic there is globally minded enough to take a lead and attend the World Summit on Sustainable Development in Johannesburg in 2002.

- ⁶ For some (mostly American) cases, see M. Lewis: *Next: the Future Just Happened*. New York: W. W. Norton 2001. An interesting case was that of Justin Frankel, who sold his company, Nullsoft, which was based around programs he designed as a student, to America Online for somewhere between \$70 million and \$100 million. *Ibid.*, at pp. 112–13.
- ⁷ K. Annan: 'Problems without passports', *Foreign Policy*, October 2002, pp. 30–1.
- ⁸ *Ibid.*, at p. 31.
- ⁹ M. Kelly: *The Divine Right of Capital: Dethroning the Corporate Aristocracy*. San Francisco: Berrett-Koehler 2001.
- ¹⁰ See J. Yan: 'The business of identity', *CAP Print*, vol. 4, no. 3, winter 2000, pp. 4–10, 22.
- ¹¹ J. Yan: 'The moral globalist', *op. cit.*
- ¹² J. Yan, based on T. Gad, S. van Gelder, N. Ind, T. Kitchin, C. Macrae, A. Moore, J. Moore, A. Rosencreutz and J. Yan: 'The brand manifesto', *CAP Online*, September 9, 2002 <<http://jya.net/cap/2002/0909fe0.shtml>>; q.v. J. Yan: 'Brand 2010', *Agenda*, no. 13, June 2003, pp. 4–5.
- ¹³ See the special edition on this topic of the *Journal of Brand Management*, vol. 9, nos. 4–5, April 2002. The topic may have been most widely encouraged by a BBC *Money Programme* special on branding Britain.
- ¹⁴ W. Ollins: *Trading Identities: Why Countries and Companies Are Taking on Each Other's Roles*. London: Foreign Policy Centre 2000; q.v. for specifics Gilmore: 'A country—can it be repositioned? Spain—the success story of country branding', *Journal of Brand Management*, vol. 9, nos. 4–5, April 2002, pp. 281–93.
- ¹⁵ M. Leonard: 'Diplomacy by Other Means', *Foreign Policy*, October 2002, pp. 48–56, at p. 50, adapted from M. Leonard, C. Stead and C. Smewing: *Public Diplomacy*. London: Foreign Policy Centre 2002.
- ¹⁶ G. P. Shultz: 'Hot preemption',

Hoover Digest, no. 3, 2002, pp. 9–15, adapted from remarks by Shultz at the dedication of the George P. Shultz National Foreign Affairs Training Center, Arlington, Va., May 29, 2002.

- ¹⁷ Leonard, op. cit., at p. 54.
- ¹⁸ G. P. Shultz: 'Act now', *The Washington Post*, September 6, 2002.
- ¹⁹ B. Graham and D. Priest: 'Pentagon team told to seek details of Iraq-Al Qaeda ties', *The Washington Post*, October 25, 2002, p. A24.
- ²⁰ As discussed by the author in an address to the Marknadsföreningen i Stockholm (MIS), Stockholm, Sweden, June 25, 2002.
- ²¹ Yan: 'The moral globalist', op. cit.
- ²² M. Gimein: 'You bought. They sold', *Fortune*, vol. 146, no. 4, September 2, 2002, pp. 64–74.
- ²³ S. Cropley: 'Off the leash at last', *Autocar*, October 23, 2002, pp. 58–9.
- ²⁴ Yan et al: 'The brand manifesto', op. cit.; Yan: 'Brand 2010', op. cit.
- ²⁵ N. Ind (ed.): *Beyond Branding: How the New Values of Transparency and Integrity Are Changing the World of Brands*. London: Kogan Page 2003.
- ²⁶ 'VW signs workers' charter', *The Dominion*, June 10, 2002, p. 19.
- ²⁷ Leonard, op. cit., at p. 51.
- ²⁸ See also comments by R. Mathews and W. Wacker: *The Deviant's Advantage: How Fringe Ideas Create Mass Markets*. New York: Crown Business 2002, at p. 73.
- ²⁹ M. Kelly: 'The next step for CSR: building economic democracy', *Business Ethics*, summer 2002, q.v. the summary by S. Waddock: 'Fluff is not enough—managing responsibility for corporate citizenship', *Ethical Corporation*, February 2002, <<http://www.ethicalcorp.com/NewsTemplate.asp?IDNum=178>>.
- ³⁰ Leonard, op. cit., at p. 55.
- ³¹ A. Laxon: 'On the Green rollercoaster', *The New Zealand Herald*, July 22, 2002.

**Brand new justice:
why brands count**
continued from p. 21

Notes

- ¹ Universal McCann, quoted in *Industry as a Partner for Sustainable Development: Advertising*. Brussels: World Federation of Advertisers (WPA), European Association of Communications Agencies (EACA) and United Nations Environment Programme 2002.
- ² IMD/PIMS: *A Virtuous Cycle: Innovation, Consumer Value, and Communication*. Brussels: AIM European Brands Association 2000.
- ³ ICF Kaiser: *Company Interviews and Bureau of Economic Analysis*, quoted in Scottish Enterprise: *Global Companies Enquiry*. Glasgow: Scottish Enterprise 1999.
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- ⁵ Wally Olins: 'Branding the Nation: the Historical Context', in *Journal of Brand Management*, vol. 9, nos. 4–5, April 2002, pp. 241–8.
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**Beyond Branding:
a call to action**
continued from p. 25

But just suppose that those powerful corporations and brand-owners were distributed around the world a little more evenly. Suppose that some of the global mega-brands were actually produced by and owned by companies in much poorer countries. How different would our concerns be today if the companies whose products were manufactured in the sweatshops of Puerto Rico and China were actually Puerto Rican or Chinese? How would our corporate social responsibility agenda look if Nike were Nigerian or Pepsi Peruvian?

The shift is already happening, say the authors. Dealing with nation branding and the forms of social responsibility, they examine what could result. And while the chapter sounds conceptual, once again—as expected from the very practical Anholt and van Gelder—it is founded firmly in reality and what is happening today.

Ian Ryder's chapter similarly sounds conceptual at first glance, dealing with anthropological issues. But he warns readers that ignoring human history is dangerous. If brands do not evolve, then they are in trouble. They are social constructs and to be relevant, they must be responsible and transparent, and aligned with society.

Jack Yan's 'The Brand Manifesto' almost brings the book full circle to its roots. Restating the manifesto's eight points, he looks at the emerging consumers and their demands. They are socially responsible now, as evidenced by the firms already founded by young entrepreneurs. And if companies choose to survive for the long term, Yan gives a similar warning to Ryder: brands have to align themselves with these values as quickly as possible.

But not all the brand sins have been covered at this point. Alan Mitchell's 'Brand Narcissism' attacks how brands are superficial, used for self-glorification. If a narcissist does the following:

... they so routinely use people for their own narcissistic ends they want as friends. In fact, precisely because use other people for their own ends, they have a habit of hurting and disappointing, turning many a friend into an enemy along the way

then brand narcissism is very similar. Narcissistic brands say they are the consumer's friend and turn out to be 'superficial, exploitative, manipulative and even dehumanizing.'

In the context of narcissism, Drucker was right when he regarded marketing—and branding—a subset of selling. It's a reality that many marketers don't want to hear.

Mitchell traces why narcissism happens and like a doctor dealing with an illness, discovers the roots of the problem and prescribes a cure, in this case involving re-engineering the relationship between buyers and sellers.

Have the authors fulfilled Ind's introduction? While the book itself is not divided into four discrete categories, they are addressed individually. However, in case one has any doubt about how the themes hang together, Malcolm Allan concludes the book with a final chapter with a challenge for readers to go 'beyond branding'.

By taking it to the reader, Allan leaves the book with an active message: branding can create the world you want. Involve the community you are in, collaborate with stakeholders, use the objectives you have transparently declared—these are ways a brand can move humanity forward. He does not believe these are 'warm and soft' ideals, but necessities for creating a truly successful business today.

One could sum up this final call as the quest for meaning in our world, rather than the quest for luxury—which partially sums up the purpose of the book.

Brands have tried to line the pockets of corporations for many years, especially in more recent ones. In doing so, they contribute to the lifestyles of only a privileged few in a

soulless fashion. Meaning, however, can be created from the techniques brands now have: a meaning for consumers, who may buy more; a meaning for employees, who find greater affinity with the brand; a meaning for society, which brands can truly connect to, help and grow.

And as *Beyond Branding* also shows, this meaning need not be at the expense of robbing the rich to give to the poor.

Its recommendations can mean a complete shift upwards for the whole planet so that the income gap is narrowed, while real incomes around the world rise.

Allan maintains, echoing the sentiment of many of his co-authors after writing their contributions, 'Now having had the time to properly read and digest those of the other authors, I am strengthened in my view that we collectively need to emphasize to readers and reviewers that this book is a call to action for individuals, teams and enterprises large and small. It has to start with individual readers deciding that they are with us in whole or part and that they are going to do something in their sphere of influence as a contribution.'

It would almost seem imprudent for people to ignore the collective wisdom of some of the world's leading branding experts in the discipline's most internationally minded book, not just because of the human (and humanitarian) aims, but because the formula for a successful, 21st-century business is contained in, and clearly announced from, its chapters. It is no surprise, a few months out from publication, that it is already generating a buzz in the world of branding. After its publication in October, the authors hope to both hold and share with readers this collective responsibility to do literally a world of good. •

Notes

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- ¹⁰ Ibid., at pp. 103–4.
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It's **goodbye** to
the idea of **the**
third world
(we're not a nasty
multinational).

Didn't some of us say that once the economy improved, we'd follow up those initiatives to make the world a better place?

With its 16-year-old virtual structure and consultants who work in plain English, we're providing a start.

In 2004, JY&A Consulting will create a new forum, in association with Earthspeak

Consultancy and *Brand New Justice*, where third-world entrepreneurs can get advice on branding—and raise their economies in the process.

It's one the steps we're taking to say goodbye to an economic structure that forgets the most important thing in corporations: people.

Live your vision.



JY&A Consulting **Live your vision.**
<http://jya.net/consulting>