

ARCHOS

Brand Self-Diagnosis



How *Dynamic* is your Brand? Can it win? Can it sustain? Can it evolve?
Is it poised to succeed in the networked world?

We create **Dynamic Brands**.

A Dynamic Brand leverages the *Four Essentials of Brand Success*: **Insight**, **Ideas**, **Integration**, and **Alignment**. Very few brands achieve this. The rest of them fall into one of fourteen profiles that limit their performance. As a result, they waste resources and suffer competitively. Dynamic Brands, on the other hand, win. They win in the market, in the hearts, minds and lives of users, and on the balance sheet. It's that simple and that profound.



Insight

Data, never more available and reliable, is only as good as the insights it provides to those who know how to discover and create stories that create a future.



Ideas

All business starts as an idea and remains an idea. And brands are the expression of that idea in the real world. These ideas evolve and must be the result of keen insights and great strategy. And in the digital world, users themselves participate in or are the source of these ideas.



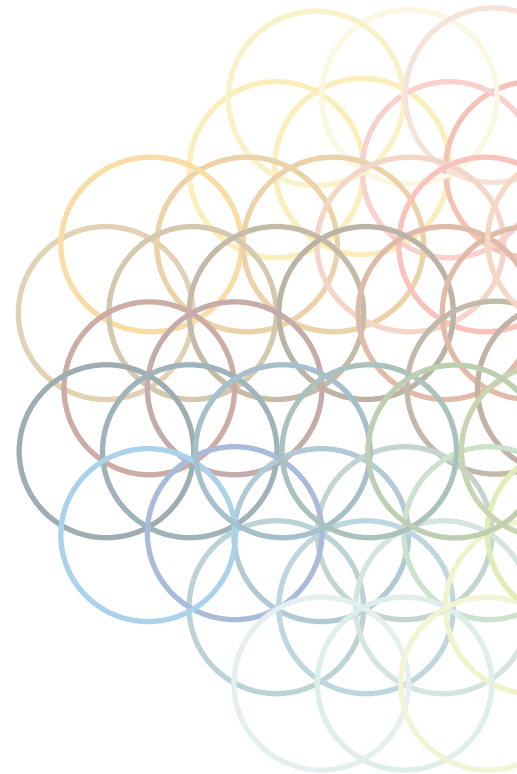
Integration

Integration is not about rigid or total consistency. In the digital world, that's a recipe for disaster. Rather, it is about similarity and synergy in every team, with every partner, in every program, and in every program.



Alignment

In the digital era, transparency and networks make it so that brands cannot afford anything less than real and meaningful alignment between company, brand, partner, and consumer behavior, expectations and values.



In the following pages, we consider every combination of the 4 dimensions necessary for a Dynamic Brand. Of course, all but one falls short. With Archos, every one of these underperforming brand types can evolve to a Dynamic Brand. See if you recognize your brand.

What's Your Brand Type?



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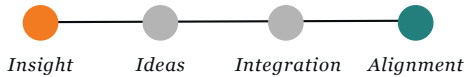
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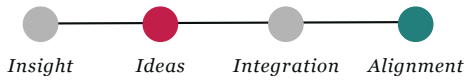
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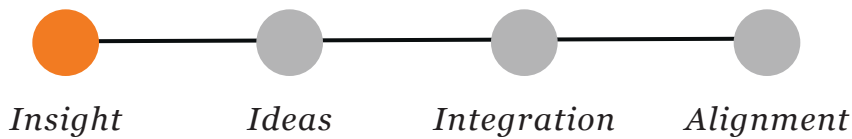


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The Observers



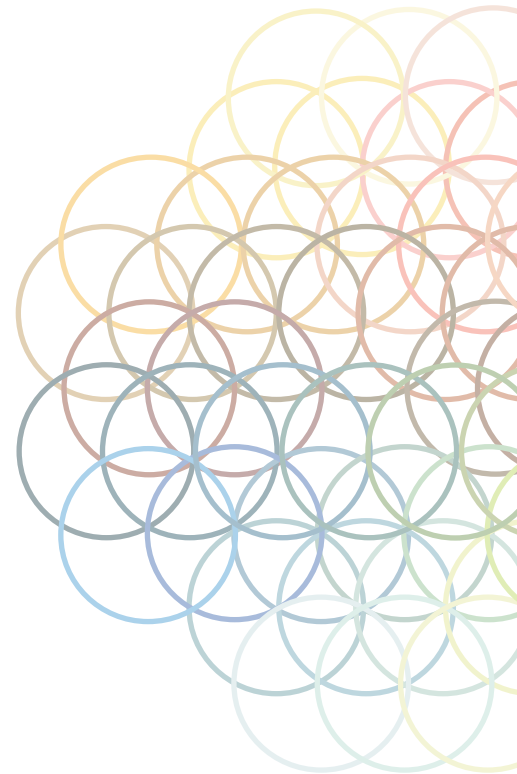
Observer brands try to succeed on good information and insight, but lack compelling ideas, integrated processes, and aligned behavior. Worse, some simply have bad information that tries to pass for genuine insight. Even though they look busy, they ultimately merely observe the market while failing to participate in it or profit from it.

Read the Signs

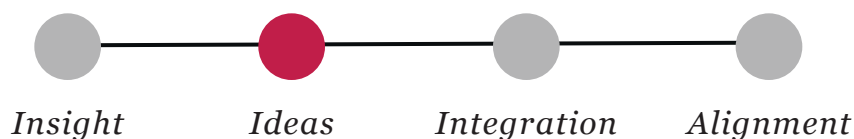
- Poor translation insight into ideas or action
- Strong investments in research that is rarely innovative
- Acting on the insights of a forceful leader without participation from others
- Putting a premium on discovery and ideation, but not on the culture and systems which make them come to life powerfully and intact
- Obsessed with discovery, but not using this to build connections
- Innovation is accidental, not intentional, so the hit rate is low
- Compartmentalizing insight and innovation with alleged experts rather than with everyone
- Chasing user insight, not leading user delight
- Insights that are not taken up by colleagues and never accrue to end users.
- Insights that do not translate into business success

Know the Costs

- Enormous wasted resources on discovery that doesn't pay off
- Valuable insights that yield no value
- Inefficient action on behalf of an insight rather than an idea



The Dreamers



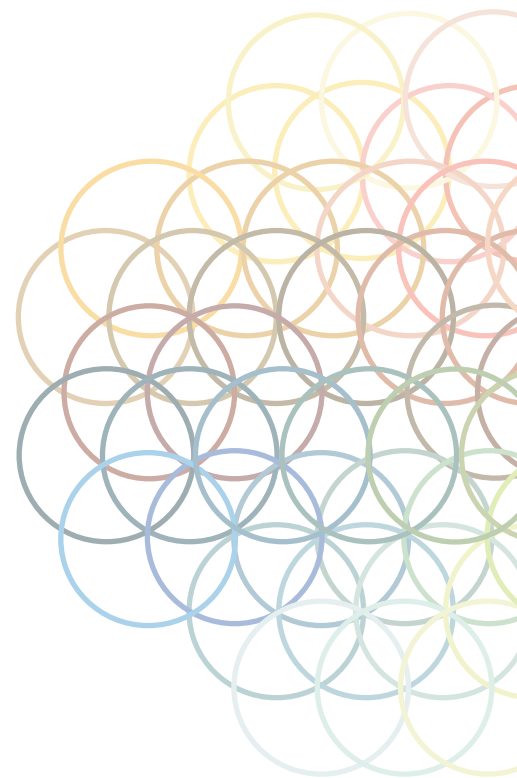
Dreamer brands have plenty of ideas, but they aren't grounded in real insights into users and markets. And because they lack the integration and alignment that could make these ideas a success, they go nowhere. Dreamers are talking to themselves about wonderful futures that no one else shares.

Read the Signs

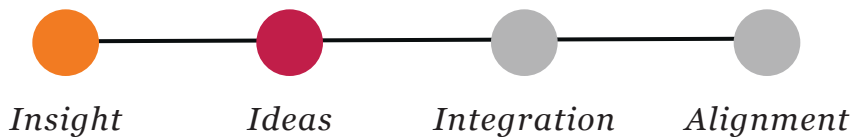
- Brainstorming and strategizing without outside insight or participation
- Investing in pedestrian research that yields little of value and therefore disappears
- Attempting to be ahead of the market, but increasingly doing so in a vacuum
- Teams and partners who seem to be running with different strategies
- Teams and partners who don't talk to each other as much as they should
- Ideas that shrink as the number of people involved grows
- Company culture and the consumer culture at odds with each other
- Being wary of transparency
- Not inviting user communities into the core of brand work
- Company, brand and consumer behavior that are disconnected
- Ideas that are not fulfilling your hopes

Know the Costs

- Disconnection from markets and users, leading to huge risk
- Huge inefficiencies as teams work at cross purposes
- Huge lost opportunity as relationships are not built at every touch point
- Dilution of ideas, leading to ho-hum outcomes
- Wasted resources on ideas that die
- Burn out, with little to fall back on



The Brick Walls



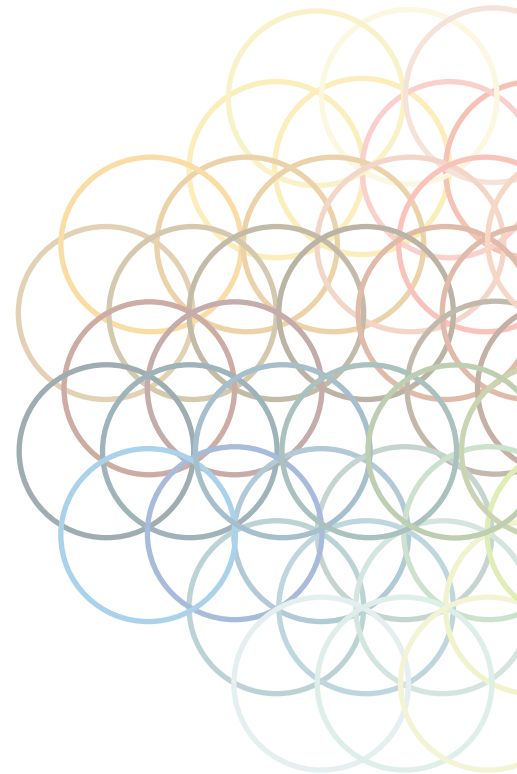
Brick Wall brands have great insight and ideas. But they hit a wall and fail to deliver because they lack true integration and alignment. The crucial action half of the equation undermines what it is supposed to serve. Hard work, determination and high standards do not equate to or guarantee real Integration and Alignment.

Read the Signs

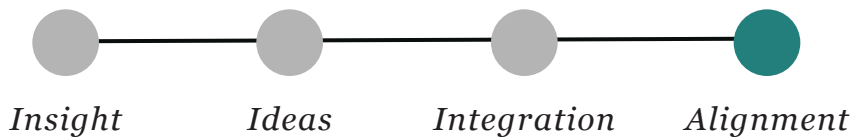
- The brand enjoys more internal enthusiasm than external acceptance
- You don't get the results you expect
- Tactics are not nearly as impressive as insights and ideas
- Little confidence that your teams and partners understand, shepherd, and maximize the brand as well as they should
- Teams, partners, and vendors are not on the same page, and might not even know there is a page
- Turf battles instead of synergy
- The process is linear and broken
- You experience chaos instead of dynamism
- You watch as well dialed ideas crash in implementation
- Audience touch points are about influencing "them," not connecting "us"
- Employees and consumers tell different brand stories

Know the Costs

- Wasted opportunities
- Huge inefficiencies
- Diminished trust
- Outdated one-way approaches to branding



The Bureaucrats



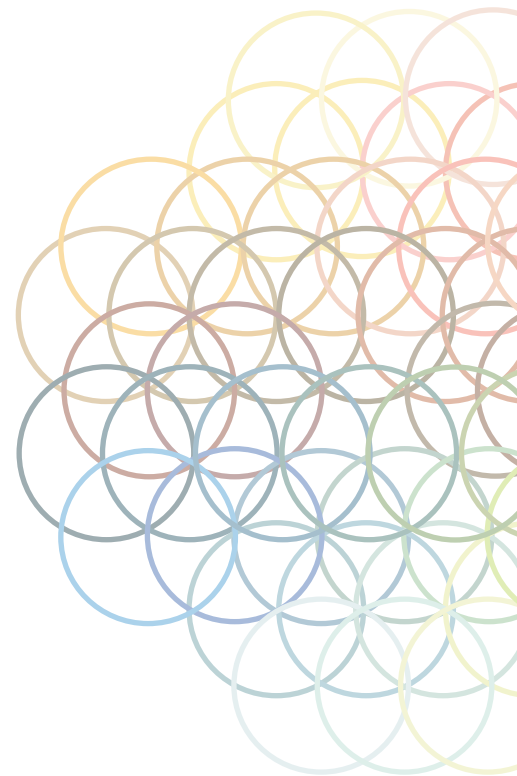
Bureaucrat brands put process well before product, follow the lead of others, and apply the tried and true to the lowest denominator.

Read the Signs

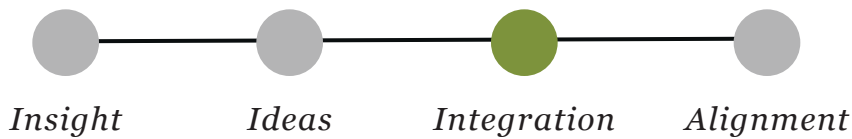
- The organization is obsessed with process
- The organization is obsessed with crossing t's and dotting i's.
- You don't do very much without research validation, but have few breakthrough insights or ideas
- The team confuses busyness with business.
- Most ideas come from the minds, lips, pages, and posts of people outside the brand community
- Teams have hot and cold conflict, but little dynamic conflict
- Teams neither practice nor understand creative destruction
- Teams "manage" change rather than ride it
- You try to align with user community behavior and values, but struggle to get it right

Know the Costs

- Sudden death
- Slow death
- Living death



The Manipulators



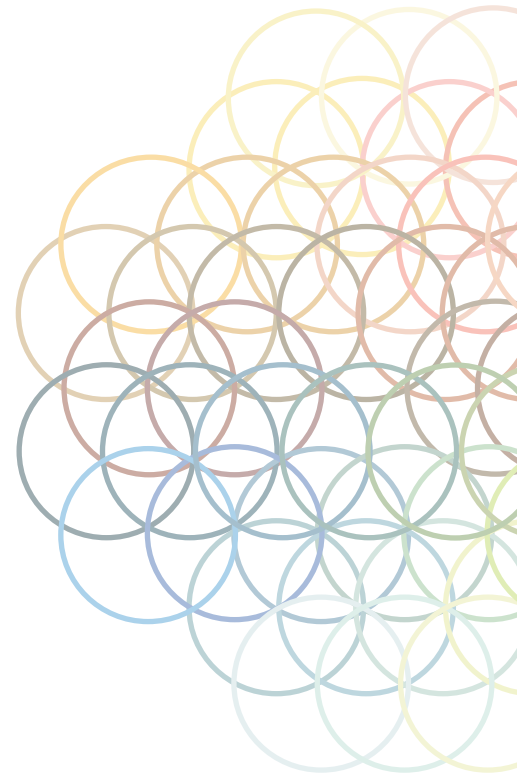
Manipulator brands strive for consistency at all points of contact with users. But they do so without a powerful or credible consumer insight or insight-driven idea. They are caught in a top down, inside-out messaging strategy that fails to grasp the changing reality that requires collaboration and transparency. Also, they are inefficient because they lack alignment. In the end, the main goal of branding becomes to control the message.

Read the Signs

- Approaching integration of message as a way to control rather than connect
- Treating consumers as pawns, not partners
- Crafting pedestrian strategies and messages, using coarse outdated research and approaches to positioning.
- Everyone is reading off the same page, but no one is inspired and creating breakthrough outcomes
- Hiding the strategy behind the message
- The brand pays little attention to alignment of company, brand, and corporate behavior
- Downplaying collaboration possibilities such as crowd sourcing, co-design, and user-created brand expressions
- The brand doesn't participate in interactive environments, or tries to control the experience when it does
- The favorite change is the change you control

Know the Costs

- Brand irrelevance
- Distrust
- Risk of scandal
- Core users are not influential
- Little buzz
- No zealot contribution



The Doers



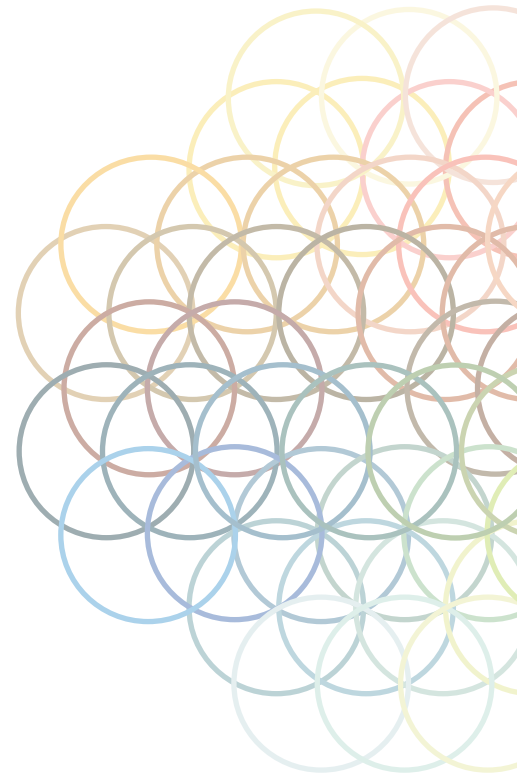
Doer brands are consumer focused and have their ducks in a row. But for no good reason. They make sure everything is ordered and in its place. They excel at process and good intention, but they haven't got a clue about insight or ideas.

Read the Signs

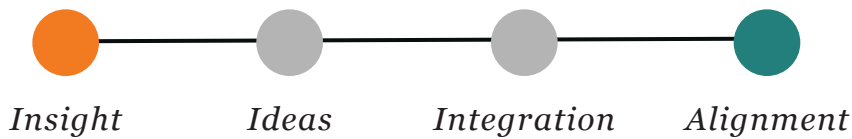
- Pedestrian or devalued research
- Generic strategy
- No strategic brilliance
- Chasing the consumer
- No vision
- No inspiration
- Tactical solutions for everything
- Obsession with process
- Transactional relationships with consumers

Know the Costs

- Unstable share
- Easily outsmarted
- Brand irrelevance



The Runners



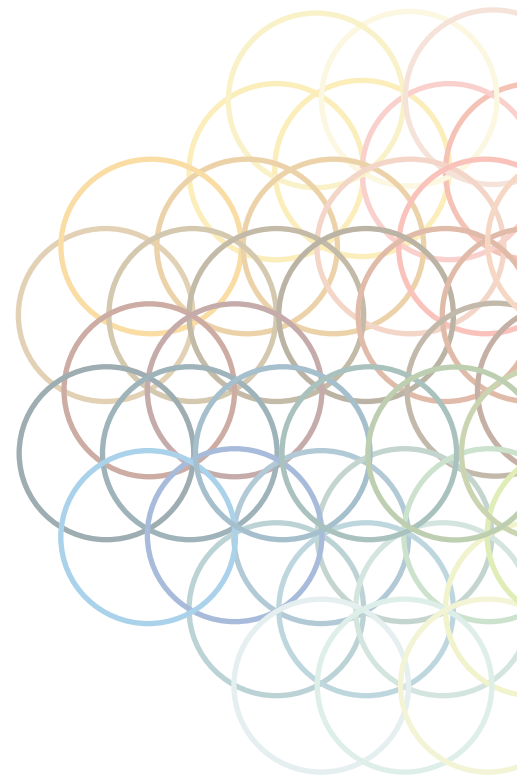
Runner brands take the first decent insight that comes along and run with it. Lacking integration, they reflect the market weakly rather than partner with it, delight it, or lead it strongly. So their action masks their hollowness. They lack the focus provided by strategic ideas and integrated initiatives.

Read the Signs

- Easy satisfaction with pedestrian research
- Over-enthusiasm for any decent insight
- Little strategic discipline or discernment
- Blind action that lacks strategic focus
- Insights that masquerade as ideas
- Losing balance between being consumer-led and leading consumers
- Dedication to consumer delight alongside internal chaos
- Little stepping back to attend to the brand's own needs
- Shifting strategic focus, identity drift
- Brand diffusion rather than brand dynamism

Know the Costs

- Terrible process inefficiencies
- Wasted effort without an idea
- Competitive damage as others win through better ideas and execution



The Fools



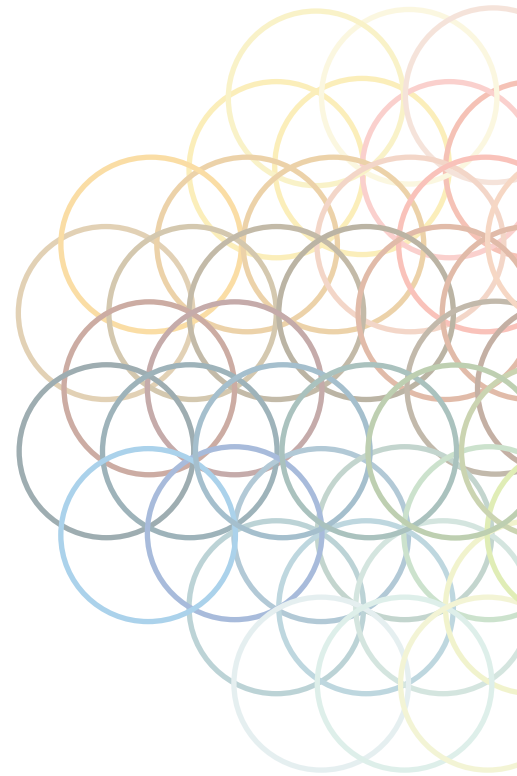
Fool brands build solid processes, products, and communications that trade on thin insights. They lack powerful ideas that align the identity and behavior of the company, brand, and consumer into a dynamic whole. Rather than engaging and partnering with their audience, they bet it all on a lame horse.

Read the Signs

- A rush to act based on thin insights
- Little time taken to create powerful ideas
- An imbalance favoring tactical over strategic action
- A fear of too much scrutiny of their direction
- A tendency to either take from or sell to the audience, rather than to engage the audience
- Minimal collaboration with users beyond discovery inquiry
- Misalignment between company, brand, and consumer behavior
- Failure to leverage the passion of users
- Failure to leverage the creativity of users

Know the Costs

- Wasted effort without a powerful idea
- Squandered resources due to excluding users from partnership
- Competitive damage as others win through better ideas and alignment



The Bad Dates



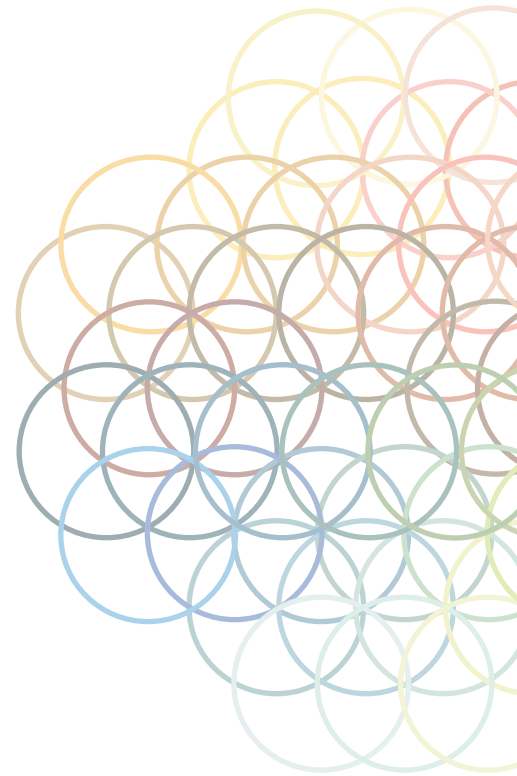
Bad Date brands have good qualities and a good plan, but they blow it anyway. They understand their audience, they have a strong idea, and they have focused action. But they lack alignment in behavior, interests and values, so a strong connection never happens. Check please.

Read the Signs

- An inexplicable history of poor connections
- Lower than expected measures of repeat purchase, preference, and affinity
- Little attention to the end user outside of standard usage measures
- Using insights as a weapon, not for a connection
- Fear of transparency
- Employees and consumers tell different brand stories
- A sense that the consumer is someone to be duped
- A different value set between brand and consumers
- Emphasis on controlling the discourse and winning the consumer to the brand's point of view

Know the Costs

- Wasted effort
- Poor performance
- Mistrust
- Low resilience



The Sound & Furies



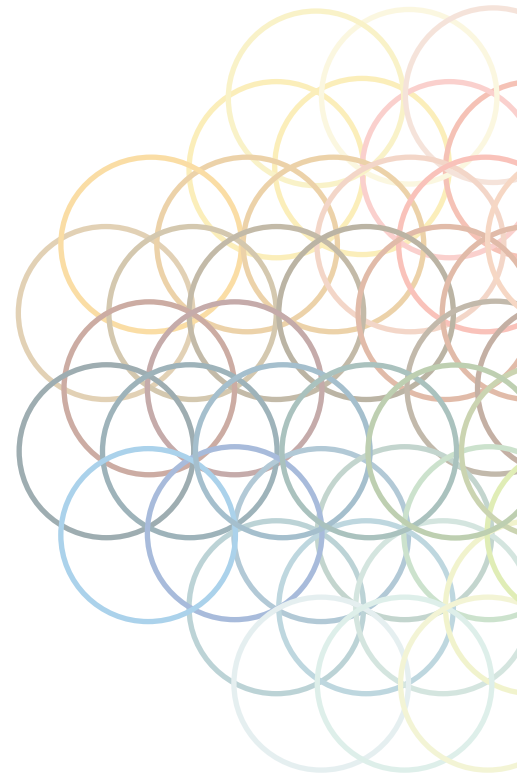
Sound & Fury brands are well oiled machines running on empty. They do a great job of managing initiatives that have simple insight and great energy rather than ideas at their core. They make a lot of noise and work hard. But they are defeated by better ideas, and left wondering why. So they curse their luck, recruit from competitors, and work harder. But they don't understand that their problem is cultural and systemic; they're just not built for ideas.

Read the Signs

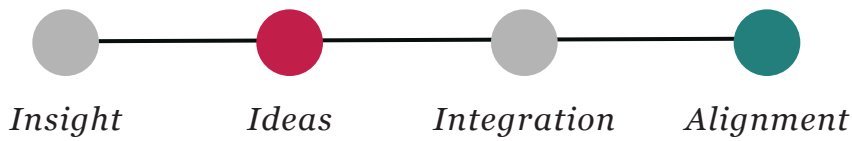
- Little time spent on strategy after concluding research
- Running forward with the first decent insight
- Little competitive uniqueness
- Disappointing incremental results that don't breakthrough
- Fear of competitors' insights
- Solid integration of thin strategy
- Solid alignment without inspiration or strong results
- Generic execution

Know the Costs

- Vulnerability to competitors ideas
- Being outsmarted
- Burn out



The Mirrors



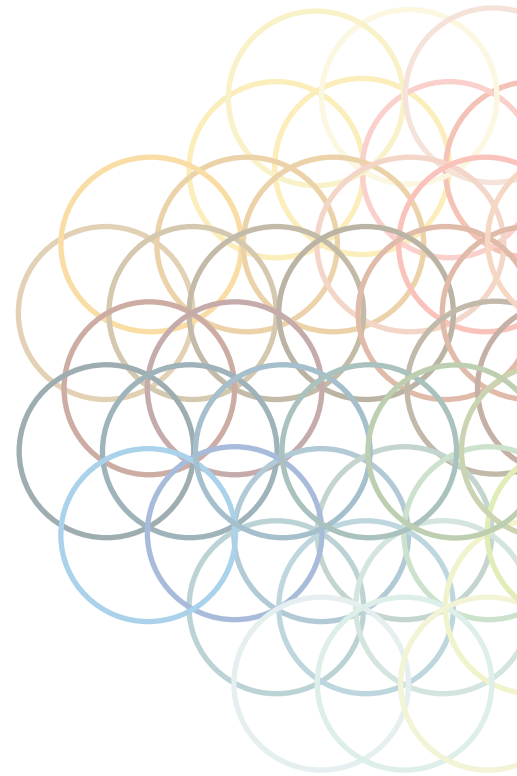
Mirror brands have ideas, but these ideas are not rooted in user insight. And so when they seek to align company, brand and consumer behavior, they tend to force these ideas on the market without collaboration. And without integration these ideas become even less coherent. Ultimately Mirror brands are talking to themselves and wishing everyone would reflect their own image.

Read the Signs

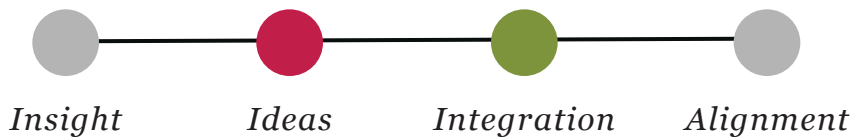
- Ideas that lack meaningful input from the user and culture
- Programs that do not involve the user
- Poor integration among teams partners
- Poor integration at every touch point
- Mixed messages
- Ad hoc messaging and programs
- Competing or isolated silos
- Poor execution
- Alignment that favors either the brand or the user, failing to find balanced partnership
- Research that is either pedestrian or devalued

Know the Costs

- Consumer confusion based on mixed messages
- Inefficiency and wasted resources
- Weak connections vulnerable to competitive action



The Gamblers



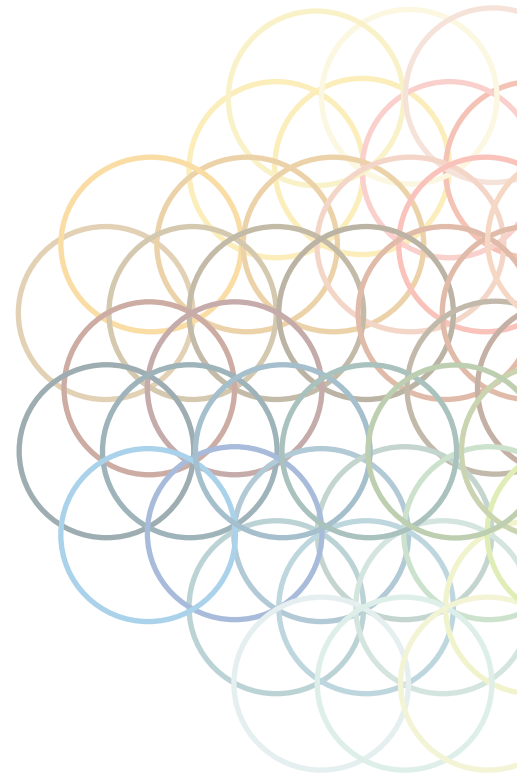
Gambler brands take a huge risk assuming that the world will like what they have proudly created all on their own. They exclude the user and culture from the life of the brand and go it alone. This is the definition of high risk, and the house, meaning the consumer, always wins.

Read the Signs

- Pedestrian or devalued research
- Little consulting with outside constituencies in development
- Disconnect between company, brand, and consumer behavior and values
- Self-fulfilling fantasies
- An expectation that consumers will follow
- Great energy and effort behind untested ideas
- Employees and consumers tell different brand stories
- Old school one-way messaging
- Solid execution without solid market intelligence

Know the Costs

- Huge risk
- Brand irrelevance
- Catastrophic failure



The Dictators



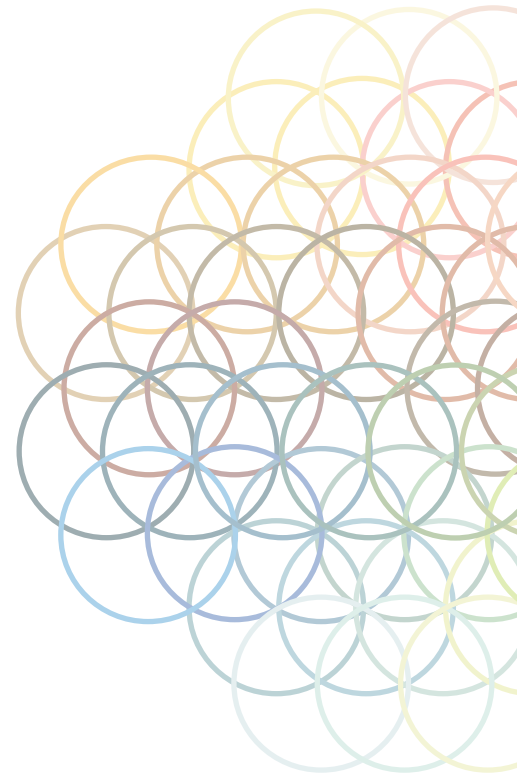
Dictator brands try to force their agenda on the world. And they have everything they need, except usable and credible insights to focus and validate their work. Dictator brands try to create the rules and dominate on their terms, but they're bound to be toppled.

Read the Signs

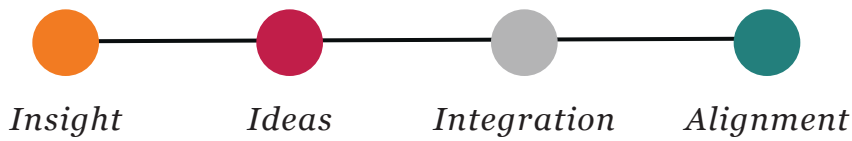
- Pedestrian or devalued research
- Truncated strategy process
- Great emphasis on consistency around ideas, forgetting the end user
- Considering consumers as abstractions
- Treating users as pawns
- Digging in behind an idea, rather than remaining fluid
- An aversion or emergent strategy
- Huge effort spent on frustrating results

Know the Costs

- Brand irrelevance
- Consumer backlash
- Brand death



The Stumblers



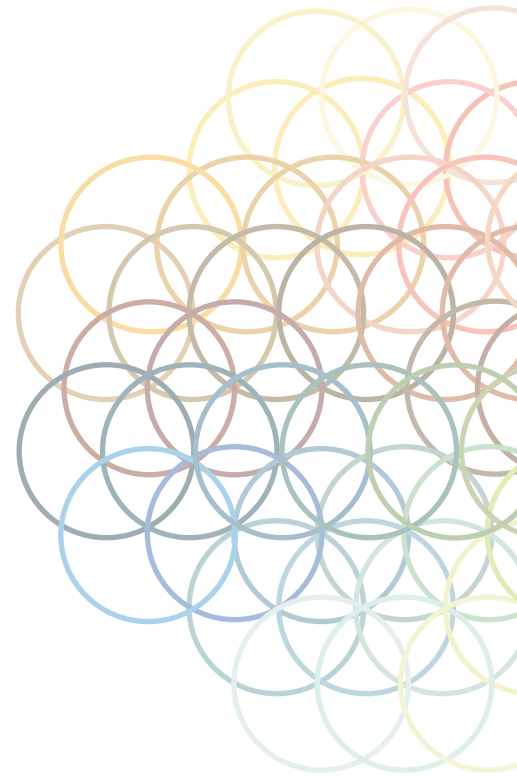
Stumbler brands trip over themselves. They have everything they need to make a Dynamic Brand, but they can't get it together to deliver, allowing the brand to be weakened by lack of integration and focus.

Read the Signs

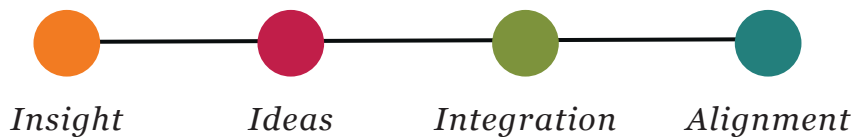
- Spotty and poor execution
- Overly rigid strategy
- Strategy diffused and diluted between multiple “owners”
- Competing strategies
- Misunderstood strategy
- Turf wars
- Competing or isolated silos
- Redundant effort
- Mission creep

Know the Costs

- Adhocracy
- Inefficiency and high costs
- Consumer confusion



*Dynamic Brand*TM



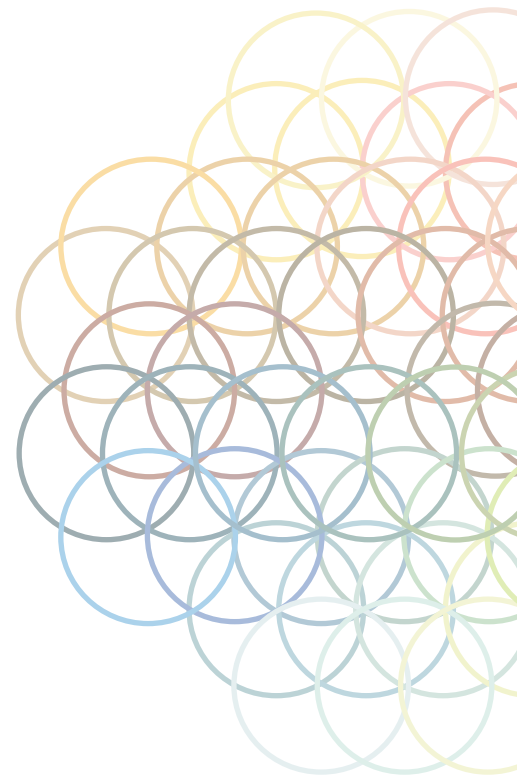
Dynamic Brands fire on all cylinders. They strike the best balance of leading and following consumers, innovating and partnering, ideating and executing, thinking and acting, direction and evolution. They deeply understand the consumer, the culture, the brand, and the company. They leverage fresh insights against powerful strategies, and integrate all teams, processes, and programs behind brands that align company and consumer in directed but evolving brand partnerships that both delight users and drive enduring success.

Read the Signs

- Fresh and breakthrough discovery tools (Brand DesireTM, Dynamic EssenceTM, Culture BIPTM)
- Powerful and flexible strategy
- Strategic vision and courage
- Dynamic ConflictTM
- Strong leadership and high participation
- Aligned teams and partnerships
- C-level ownership of brand strategy
- Employees, partners and consumers tell the same brand story
- Strong brand measures
- Transparency is welcomed and leveraged
- User involvement at every stage
- Fresh use of new media
- Sustainable competitive advantage
- Retain and recruit top talent
- Brand momentum
- Brand resilience
- Non-linear change and results

Know the Costs

- No costs, only gains



Archos Builds Dynamic Brands

Richer Insight

Archos has created a suite of proprietary tools to dramatically improve the quality of consumer, culture, brand, market, and competitive insights. These include our Brand Desire™, Dynamic Essence™, and Culture BIP™ frameworks, each of which provides substantive innovations to brands looking to discover powerful new sources of advantage.

Stronger Ideas

Ideas are only as good as the people and process involved in having them. And in the new brand landscape, it is important that ideas be about story-making, ready to inspire, unite, motivate, and evolve in complex communities. Our track record and integrative perspective, and our Collaboration³™ and Innovation Mastery approaches ensure that insight is leveraged for maximum advantage.

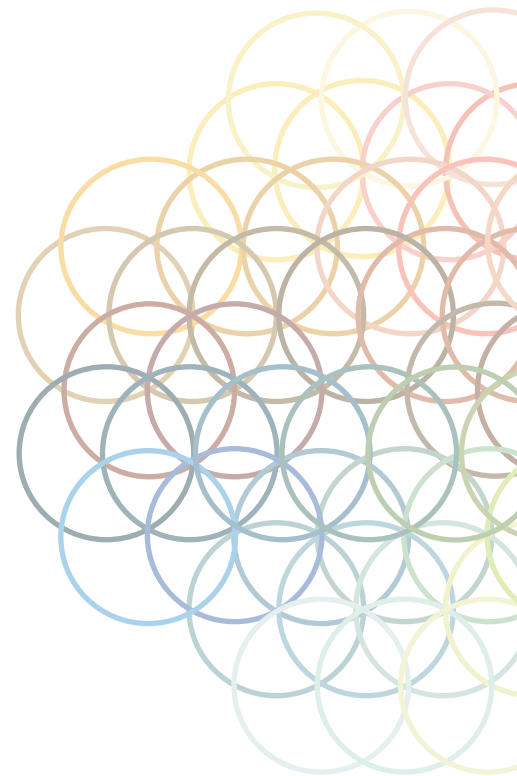
Genuine Integration

Integration has been an empty promise for decades. Archos knows that genuine integration of ideas and action at every touch-point is at its core an OD, team, or process issue. And we are unique among brand consultants with our expertise in leadership advising, team-building, conflict transformation and facilitation to ensure that integration is real. In each area, we have created game-changing models and tools including the Excellence Trap, Dynamic Conflict, and Dynamic Teams.

Strategic Alignment

In a networked world, it is untenable to have anything less than full alignment between company, brand, and consumer pertaining to values and expectations. Again, we bring unique capabilities and breakthrough pragmatic tools to the cross section of brand, leadership, culture, and responsibility to ensure that transparency works for the brand. We overcome common obstacles through our Responsibility Stakeholder, 4 Ethical Types, Brand Desire, and Values Mapping tools.

Whatever the deficit and opportunity, Archos has the capability to migrate the brand to a fully Dynamic Brand that leverages maximized insights, ideas, integration, and alignment. This is new. This is better. Test us.



Insight

Alignment



ARCHOS

Brand Diagnosis

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Ideas

Integration