BUILDING BRAND AUTHENTICITY

7 Habits of Iconic Brands

Michael Beverland
Professor of Marketing, RMIT University
List of Figures and Tables xi
Acknowledgements xiii

Chapter 1 The New Brand Reality 1
Introduction 1
What is Wrong with Brands Today? 4
Book Structure 6
Conclusion 10
Side Bar: Zippo – Still the Best Lighter Money Can Buy 10
Side Bar: Data and All That 11

Chapter 2 Why Authenticity? 13
A Tale of Two Brands 13
What is Authenticity? 15
Who Determines Brand Authenticity? 17
Why Do Consumers Look for Authenticity in Brands? 21
How Do Marketers Build/Destruct Authenticity? 25
Conclusion 27

Chapter 3 The Authenticity of Stories 29
Weapons of Mass Destruction and Wooden Chassis 29
Why Do Brand Stories Create Authenticity? 33
The Ten Stories Behind Authentic Brands 37
Finding 37
Side Bar: Burt and His Bees 40
Family 42
Conflict and struggle 44
Triumph and tragedy 46
Creation 48
History 51
Side Bar: Life during Wartime 52
Community 54
Place 56
Consumers 58
Product/service 59
Conclusion 60

vii
CONTENTS

Chapter 4 Appearing as Artisanal Amateurs
   Altoids and the P&G Effect
   Side Bar: Less is more – returning Cracker Barrel to its roots
   ‘Amateurs’, ‘Artisans’, and ‘Appearances’
   What Makes a Brand Appear Artisanal and Amateurish?
      One: Emphasizing craft traditions
      Two: I wasn’t formally trained
      Three: We don’t do marketing
      Four: I love what I do!
      Five: Luck played a big role
      Six: Admit failure
      Seven: We just want to have fun!
      Eight: Not bad for no budget
   The Other Half of the Story
   Conclusion

Chapter 5 Sticking to Your Roots
   Taking Photos at Melbourne Airport
   What Sticking to Your Roots Doesn’t Mean
   How to Stick to Your Roots?
      Side Bar: The other Dr Pepper
      One: Stylistic consistency
      Side Bar: Tiger Balm
      Two: Retaining tradition
      Three: The founding spirit
      Four: Telling moralistic tales
      Five: Returning to or continuing roots in periods of transition
      Six: Retaining community traditions
      Seven: Engaging in focal activities
   Conclusion

Chapter 6 Love the Doing
   Ayn Rand and James Dyson
   Why Do We Love The ‘Lovers of Doing’?
   How to Demonstrate a Love of Doing
      One: Product/production orientation
      Two: Experiencing production
      Three: Leaders involved in production
      Four: Espoused love of craft
      Five: The quest for excellence
      Six: Being design-led
   Conclusion

Chapter 7 Market Immersion
   Right Wing Customers
      Side Bar: Tata Motors
## CONTENTS

How to be Immersed in Your Market 124  
One: Employ your customers 124  
Two: Live in the market 128  
Side Bar: Hans Beck and Playmobil 130  
Three: Trust your gut 131  
Side Bar: Alessi 135  
Four: Allow employees to dabble 135  
Five: Seed the fan base 138  
Conclusion 139

### Chapter 8  Be at One with the Community 141  
*Chateau Margaux's Cows* 141  
Authenticity is Local (Even when the Brand is Global) 142  
How to be at One with Community 145  
One: Nation 145  
Two: Region 147  
Three: Industry 149  
Four: Culture 152  
Five: Subculture 154  
Conclusion 157

### Chapter 9  Indoctrinate Staff into the Brand Cult 159  
Gordon Ramsay 159  
How to Indoctrinate Your Staff into the Brand Cult 160  
One: Select carefully 160  
Two: Look after their welfare 162  
Three: Tell their stories 164  
Four: Manage non-performance early 165  
Five: Encourage creativity 167  
Six: Immerse staff in the brand's culture 169  
Seven: Lead by example 171  
Conclusion 173

### Chapter 10  What Can You Do? 175  
Faking it is Hard 175  
Don't Just Say it, Show it! 177  
Embrace the Tension at the Heart of Authentic Brands 179  
Product, Product, Product (or Service, Service, Service – or Both) 180  
Be Part of the Consumers' World 181  
Avoid the Temptation to Exploit Your Brand for Commercial Gain 183  
Employ a Brand Historian 184  
Don't be Afraid of Letting Consumers in 185  
Be Open and Honest 187  
Conclusion 190
CONTENTS

Bibliography  191
Author Index  203
Brand Index  207
Subject Index  215