

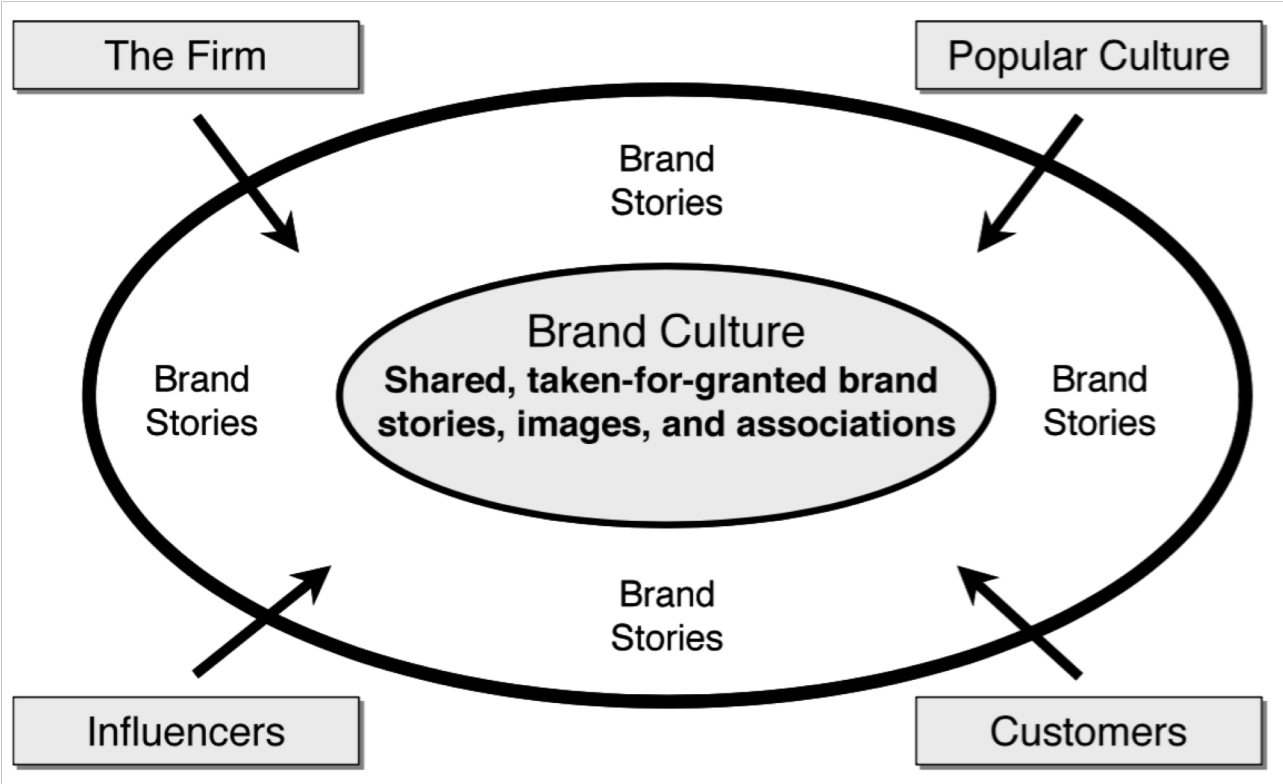
#11

**BRAND STORYTELLING
AND CREATIVITY**

**cultural
strategy
group**

DOUGLAS B. HOLT

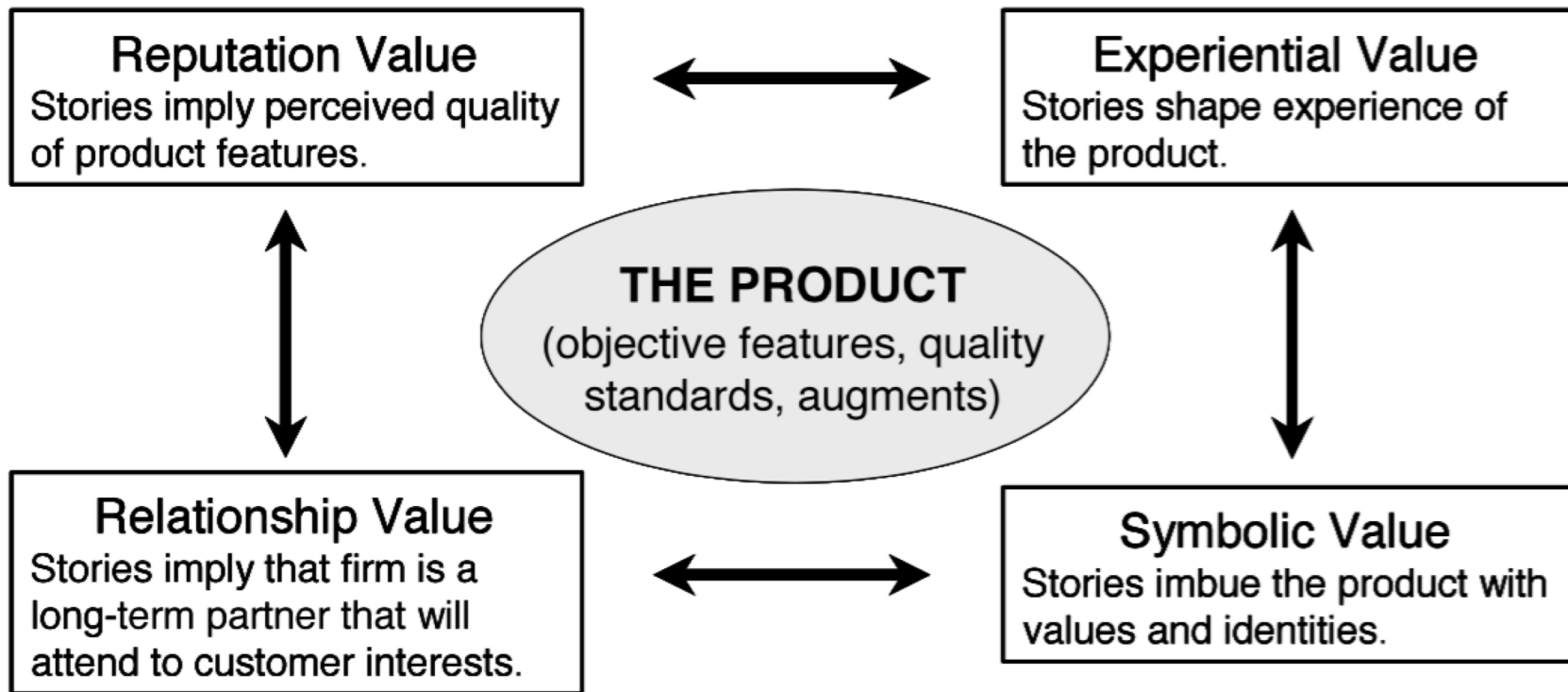
Brands and Branding



BRAND VALUE

- **REPUTATION VALUE**
 - Enhanced perceptions of quality
- **RELATIONSHIP VALUE**
 - Trust, prolonged brand patronage
- **EXPERIENTIAL VALUE**
 - Stories that shape product usage experiences
- **SYMBOLIC VALUE**
 - Products become more central for identities

BRAND = STORIES, IMAGES, ASSOCIATIONS



*WHAT KIND OF BRANDS
BENEFIT MOST FROM
WHICH TYPE OF VALUE?*

DESIGNING BRAND STRATEGY

1. Identify goals that branding can address

- Matching business goals with branding imperatives

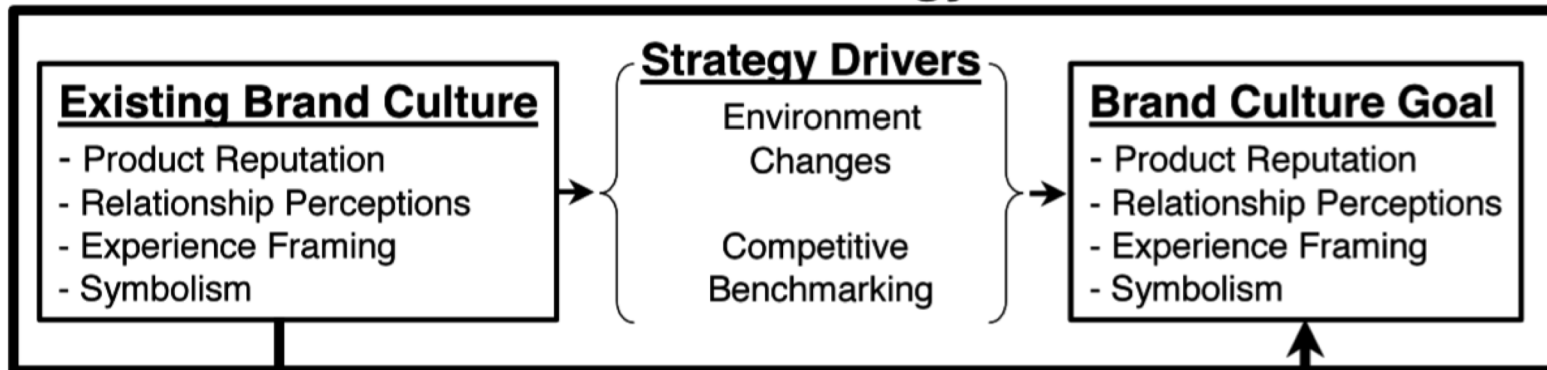
2. Map existing brand culture

3. Analyze competition and environment to identify branding opportunities

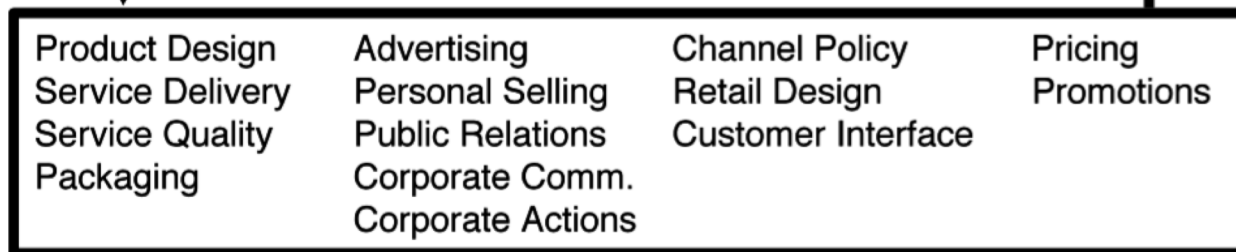
- Competitive benchmarks (and their brand cultures)
- Environmental shifts (technology etc, but chiefly culture)

4. Design the strategy

Brand Strategy

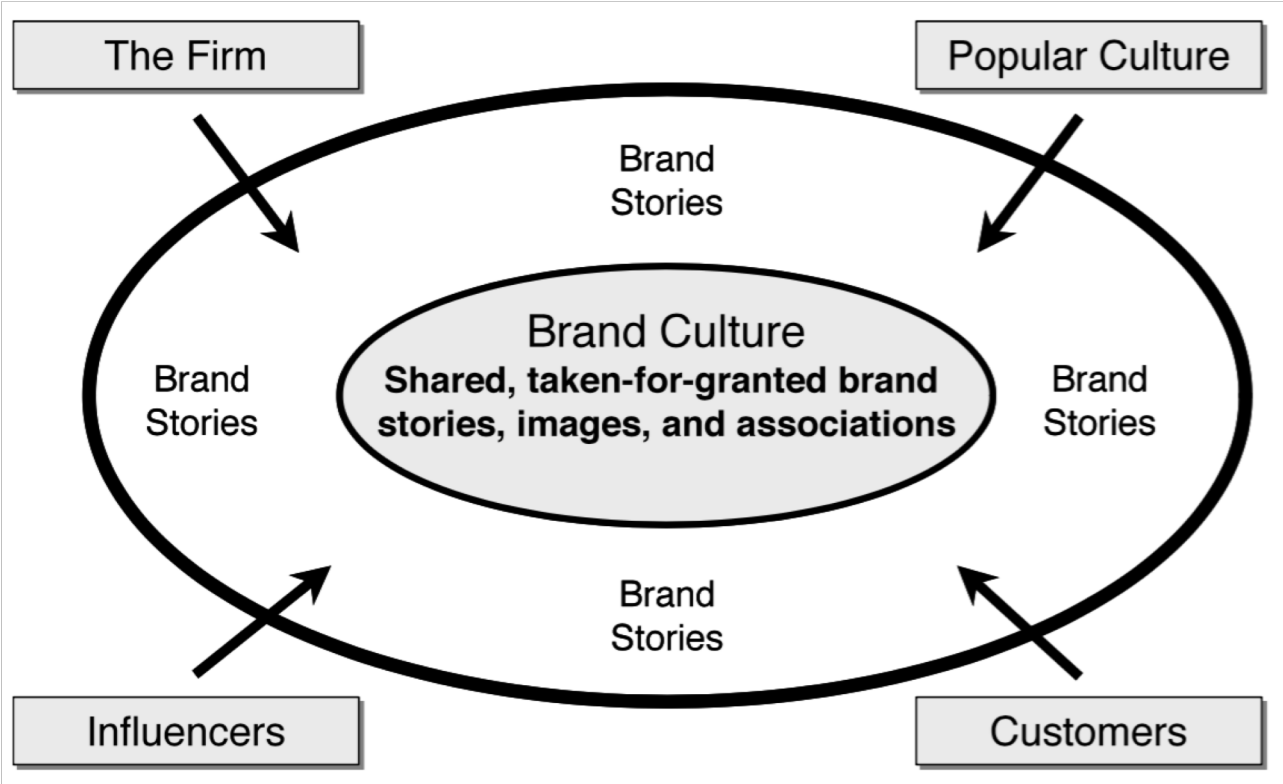


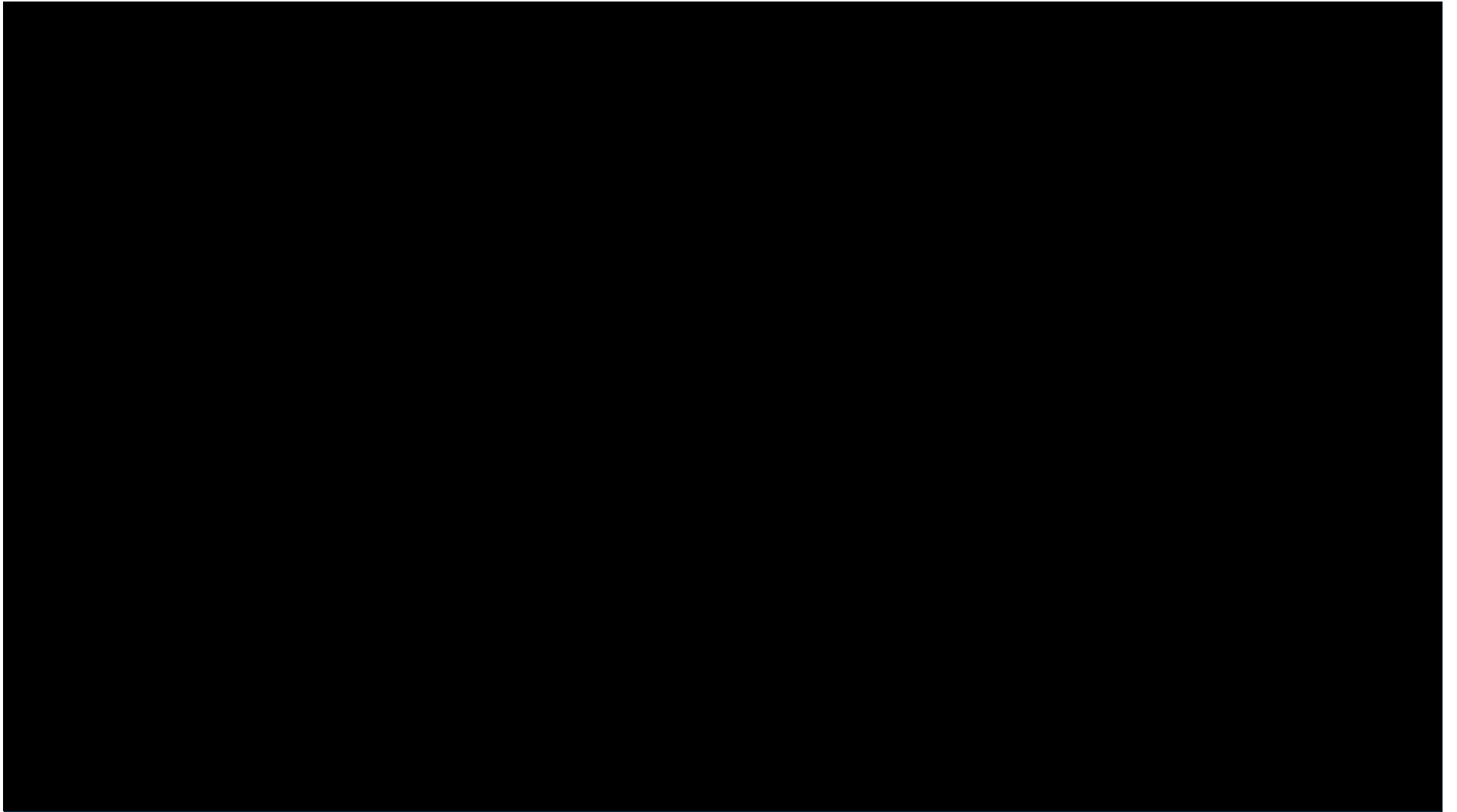
Brand Engineering



BRAND RESEARCH AND COMPETITOR ANALYSIS

- Understanding the current meanings, attitudes, stories, associations, *and* authors of a brand
- Competing brands with similar value propositions
- Also, complimentary brands!
- **Important focus: incongruence between marketers' desired image and consumers current perceptions!**







Dunkin Donuts - SNL

Saturday Night Live

1 month ago • 5,611,928 views

Meet Donny (Casey Affleck), a real Dunkin Donuts customer. Get more SNL: <http://www.nbc.com/saturday-night-live> Full Episodes: ...

CC



Zeke D 1 month ago

As a native Bostonian, there really is at least one of these guys at every DD between the hours of 6 and 10AM. Usually with lottery tickets, a flask and a pack of home rolled cigarettes. Too funny...and surprisingly accurate.

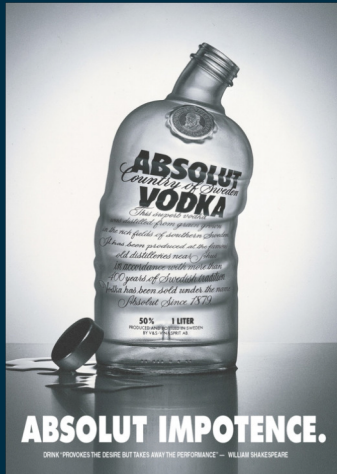
Reply • 1112



OneManOneMic 1 month ago

This is why I choose Dunkin over Starbucks. Always gotta be on your toes! Keeps things interesting!

Reply • 452



xoxoBarackObamaxoxo

ZOO

Thumbs up for Obama in his bathroom! LOL



The Least Interesting Man in the World



**I DON'T ALWAYS
ACCIDENTALLY**



The Most Interesting Warcraft Player in th



MEDIA

Escapism Reigns in Super Bowl Commercials, but Politics Proves Inescapable

Advertising

By SAPNA MAHESHWARI FEB. 5, 2017



Cam Newton and Miranda Kerr in a comical Buick ad aired during the Super Bowl on Sunday.

Super Bowl commercials: 2017's winners and losers

Whether on purpose or not, things got political, fast.

Updated by Caroline Framke and Todd VanDerWerff | Feb 6, 2017, 8:46am EST

Supported by



TWEET



SHARE

Activism Opinion

Sex doesn't sell any more, activism does. And don't the big brands know it

Alex Holder

From Starbucks supporting refugees to Kenco taking on gangs, big businesses are falling over themselves to do good - and to let us know about it



'In the UK, people drink Kenco because it's training young men in Honduras to be coffee farmers instead of gang members.'



*What did you learn
from the Jack
Daniel's chapter?*

*Brands are about
culturally resonant stories
more than the product*



Jack Daniel's

JACK DANIEL'S
OLD TIME
Old No. 7
BRAND

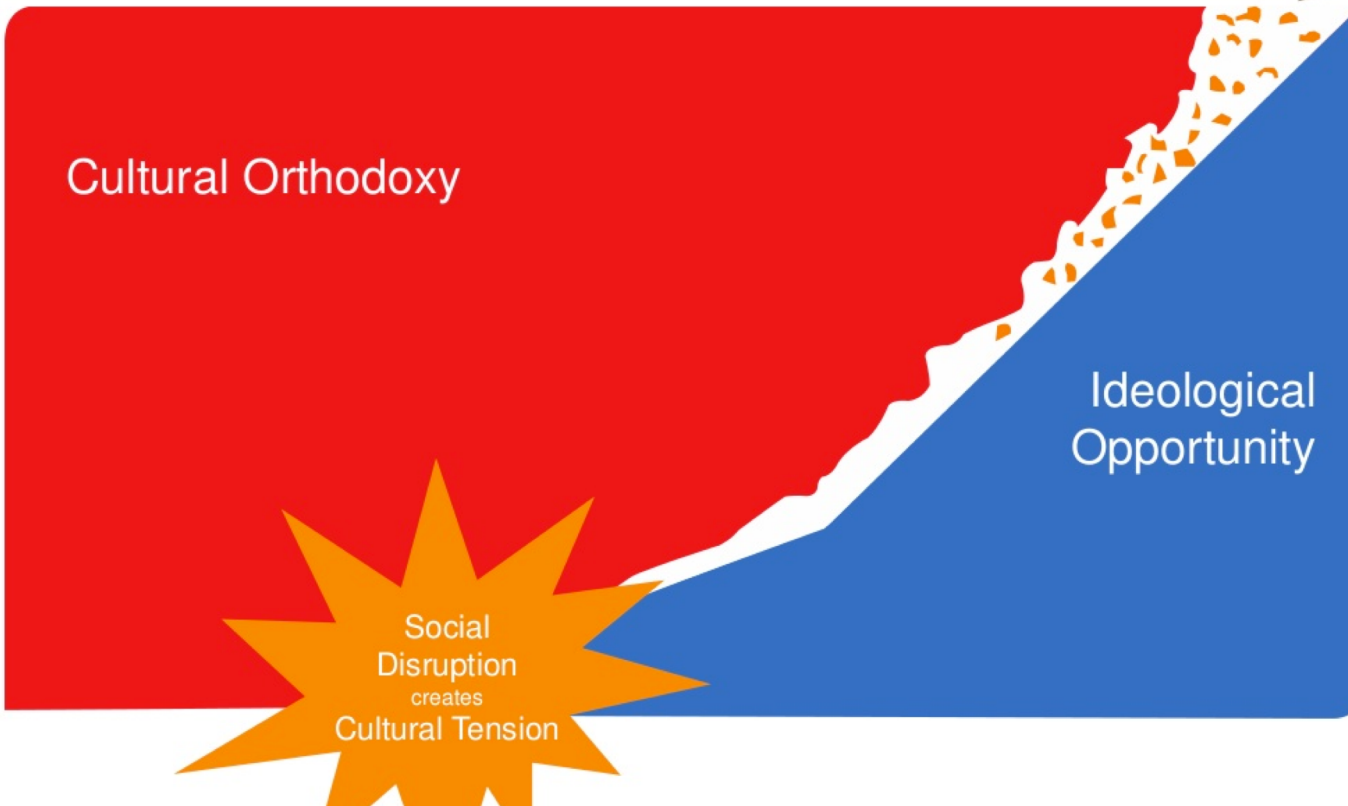
QUALITY
Tennessee
SOUR MASH
WHISKEY

DISTILLED AND BOTTLED BY
JACK DANIEL DISTILLERY
LEM MOTLOW, PROPRIETOR
LYNCHBURG (POP. 361), TENN. U.S.A.
EST. & REG. IN 1866
40% ALC. BY VOL. (80 PROOF)

MADE IN TENNESSEE

BOTTLED AT THE DISTILLERY

Historical Change



Source Material

Subcultures, media myths, brand assests





THURSDAY, JANUARY 13, 1950

BRAINS V. DOLLARS ON TV

TIME

THE WEEKLY MAGAZINE

QUIZ CHAMP VAN DOREN

THE WALL STREET JOURNAL

Published daily, except Sundays and three Exchange holidays, at 115 N. W. Street, New York, N. Y.

Subscription price, \$6.00 per year in advance. Single copies, 15¢. Second-class postage paid at New York, N. Y., and at additional mailing offices. Postmaster: Please change address promptly. Send old address and new address in full. Payment in advance. No return of unexpired copies.

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Printed in the United States of America.

THE WALL STREET JOURNAL

VOL. 1-190 1 NEW YORK, MONDAY, JULY 8, 1952 PRICE TWO CENTS

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Printed in the United States of America.

Stocks
 The Dow Jones Industrial Average closed at 100.12, up 1.12 points from 99.00. The volume of trading was 1,200,000 shares.

Am. Express	100.00
Am. Tobacco	100.00
Am. Telephone	100.00
Am. Water	100.00
Gen. Electric	100.00
Gen. Motors	100.00
IBM	100.00
International Harvester	100.00
Johnson & Johnson	100.00
Procter & Gamble	100.00
Radio Shack	100.00
Standard Oil	100.00
Walt Disney	100.00
Western Union	100.00
Yale	100.00
Zenith	100.00

Bonds
 The 2 1/2% U.S. Treasury Note closed at 100.00, up 1/8 point from 99 7/8. The volume of trading was 1,000,000 shares.

Commodities
 The price of gold closed at \$35.00, up 1/4 point from \$34 3/4. The volume of trading was 1,000,000 shares.

Exchange Rates
 The price of the British pound closed at \$2.80, up 1/4 point from \$2.75. The volume of trading was 1,000,000 shares.

Foreign Exchange
 The price of the Japanese yen closed at \$0.07, up 1/4 point from \$0.06 3/4. The volume of trading was 1,000,000 shares.

Metals
 The price of copper closed at \$1.00, up 1/4 point from \$0.95. The volume of trading was 1,000,000 shares.

Grains
 The price of wheat closed at \$1.00, up 1/4 point from \$0.95. The volume of trading was 1,000,000 shares.

Oil
 The price of oil closed at \$1.00, up 1/4 point from \$0.95. The volume of trading was 1,000,000 shares.

Textiles
 The price of cotton closed at \$1.00, up 1/4 point from \$0.95. The volume of trading was 1,000,000 shares.

Other
 The price of sugar closed at \$1.00, up 1/4 point from \$0.95. The volume of trading was 1,000,000 shares.

FORTUNE

JANUARY 1950

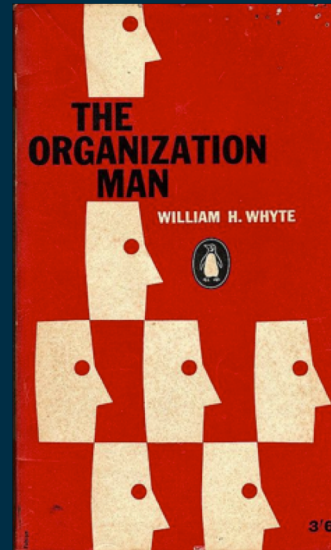
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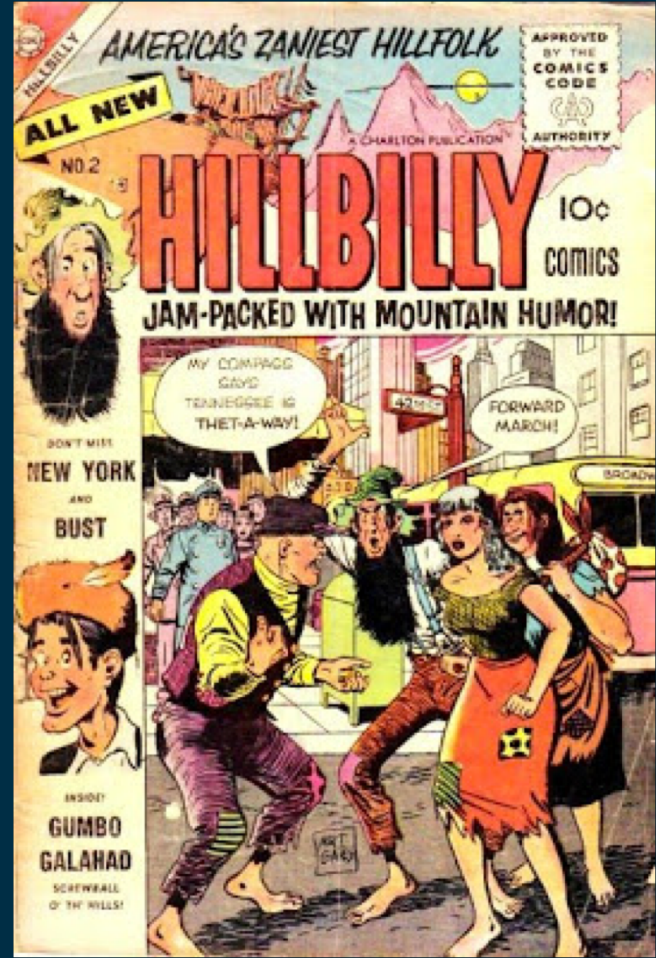
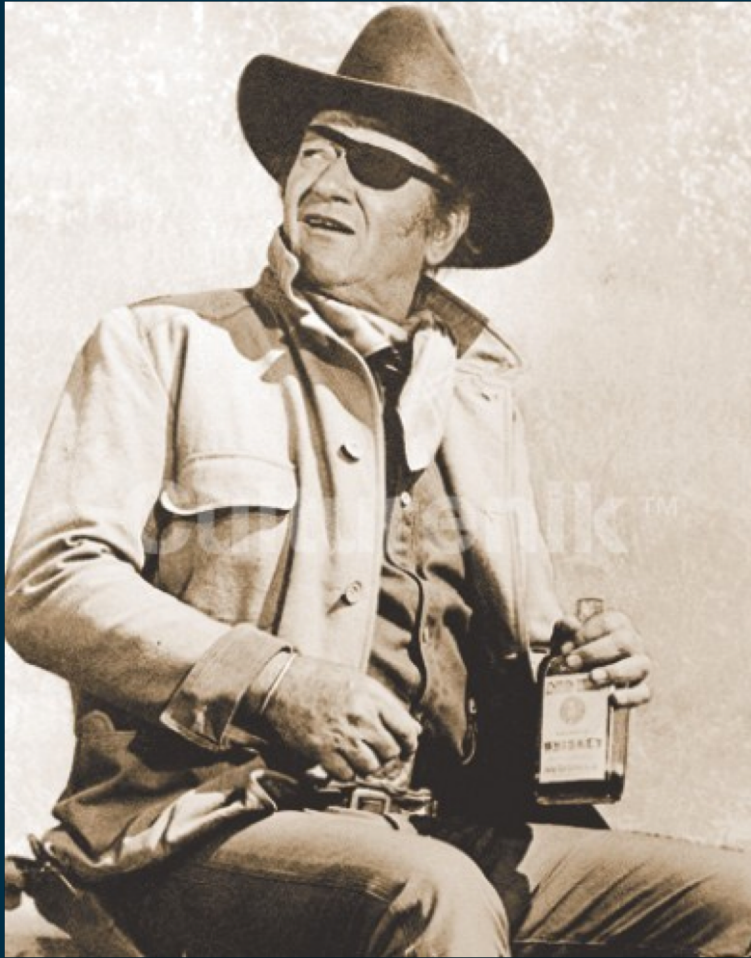
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TENSION:
IS WORKING "FOR
THE MAN" MANLY?



Though liquor never touched your lips, you may yet know the story of those stubborn Tennessee distillers who make their whiskey in an ancient, artful way handed down from father to son, have little truck with modern mass production and sales techniques. But word-of-mouth advertising brings in more orders than they can comfortably handle.

Rare Jack Daniel's

If you've never tasted Jack Daniel's whiskey, so much the better. Its relative obscurity is part of its charm. For this backwoods brand of spirits, which is scarcely advertised at all and amounts to the nearest ripple in the ocean of whiskey produced and consumed in the U.S., has become the beneficiary of a wonderful, whispering campaign. Little knots of Jack Daniel fanatics are to be encountered in all parts of the country and in all walks of life. They pluck at one's sleeve and whisper, "Try some of this. It's made in a UT of old way off somewhere in the hills of Tennessee. The same family has been making it by the same secret process for nearly a hundred years. It's expensive, and hard to get, but no other whiskey in the world tastes quite like it."

The embarrassing thing about this legend is that it's largely true. Jack Daniel's distillery has a distinctive taste, though it is made, as most good whiskeys are made, of no other blessed thing but grain and water. Though not quite the oldest in years, the Jack Daniel Distillery is the oldest registered distillery in the U.S., being the first under the name when the registration law was enacted shortly after the Civil War. It is owned and managed by the four brothers Mellow, grand-nephews of founder Jack Daniel who died childless in 1811. They make the whiskey by the exact formula followed by their late father, Lem Mellow, and Uncle Jack before him, and they even employ some of the original primitive equipment.

They make so much of this whiskey as they can without impairing its quality, impeding their financial security, or plumb tiring themselves out. Each year they make more—sometimes 20 per cent more—whiskey than the year before, but just can't seem to catch up with the de-

mand. It is a situation over which the brothers Mellow neither count nor despair. They like people to like their whiskey, and they enjoy being well as a result. But they have no ambition to become Big Dick, and especially not at the expense of family pride in the product.

Though the Mellow boys, all University of Vanderbilt graduates, are by no means glibbons, there is no hint of treachery, no evidence of calculation even, in the remarkable word-of-mouth build-up that Jack Daniel's enjoys. In a field where endorsements are bought at fancy prices, the roster of Jack Daniel's patrons is something to make a professional whiskey publicist tear his hair painted for its sheds. John N. Garner, when he was Vice President of the U.S. and used to invite friends into his chambers to "stake a blow for liberty," invariably struck the blow with Jack Daniel's. One of the few things reported publicly about the private life of shy William Faulkner, Nobel Prize recipient, is that he prefers to drink Jack Daniel's "on the rocks." A typical victory is a rich and retired industrialist who entertains lavishly on his Long Island estate and tells guests, "There are three kinds of whiskey—'makin' whiskey, drinkin' whiskey, and sippin' whiskey. This here [pridefully putting a bottle of Jack Daniel's] is sippin' whiskey."

Heavenly hollow

Jack Daniel's whiskey is made in a cyprus setting of such cool beauty and graceful conformation of rock mountain, hill, and stream that the visitor, caught up in awe, finds it difficult to rid himself of the illusion that he is reliving something out of a long-forgotten novel by John Fox Jr. The little, neat square town of Lynchburg, Tennessee, lies in the foothills of the Cumberland Mountain some sev-



The Mellow boys, owner managers of Jack Daniel's, take their ease on the office porch. Left to right: Ranger, President; Uncle Sam, distiller; Frank, vice manager; George, Vice President; and Robert, Secretary-Treasurer. Under, the statue of Uncle Jack, the founder.

enty miles southeast of Nashville. A mile beyond the town, off the old turnpike to Chattanooga, the traveler comes suddenly upon "the hollow," the name given a rugged ravine that runs several hundred yards back into the hills until it meets a sheer limestone cliff. At the base of the cliff is a cave, and from its great mouth there gushes, summer and winter, a stream of cool, sparkling water. Anyone with an ounce of sentiment should be willing to believe that this heavenly water, springing from somewhere deep in the limestone formation, is a major tributary to the eldritch and flavor of Jack Daniel's whiskey. There is some scientific support for the belief, too. The water flows at an invariable year-round temperature of 56° and it tests completely free of iron (which is poisonous to whiskey).

Along the bank of the stream a road cuts through the center of the ravine. On either side, the modest buildings are grouped. At the stream's edge are the brick stillrooms, the leaching shed, a picturesque remnant from the original still, and U.S. warehouses No. 1 and No. 2. Across the road is the wooden one-room office building (which catches the constant road dust emanating from the river), and below it are a new administration building, the powerhouse, two additional

The Jack Daniels Collection Page
TRUE
 THE MAN'S MAGAZINE
 NOVEMBER 1951 \$2.00

A Shocking Story...
**THE CRUCIFIXION OF
 CORPORAL DICKENSON**

How They Killed
 The
BIGGEST BEAR



WHISKEY MARKETING ORTHODOXY:

Status reward for the
“masculine modern man”

JACK DANIEL'S:

“We are the stubbornly
traditional whiskey”





ASK A BARRELMAN HOW MANY PEOPLE WORK AT JACK DANIEL'S AND HE'LL TELL YOU 'ABOUT HALF OF THEM.'

When your job is to haul around 25kg whiskey barrels, other jobs seem less than demanding. But, truth is, sometimes waiting is the only work to be done. Because once a barrel goes onto the barrelhouse, the calendar goes out the window. Only when one master distiller deems it mature, will the see them on its only journey ever made. But you won't hear any complaints from a barrelman about time spent waiting. He'll tell you it never fails to get a chance to sit up. Because, for him, the days will always be long, the work always hard and the whiskey always smooth.

JACK DANIEL'S **N7** TENNESSEE WHISKEY

If you've earned it, please enjoy it responsibly.




"Superbly acted . . . magnificently filmed . . ."
—BOB CONSIDINE



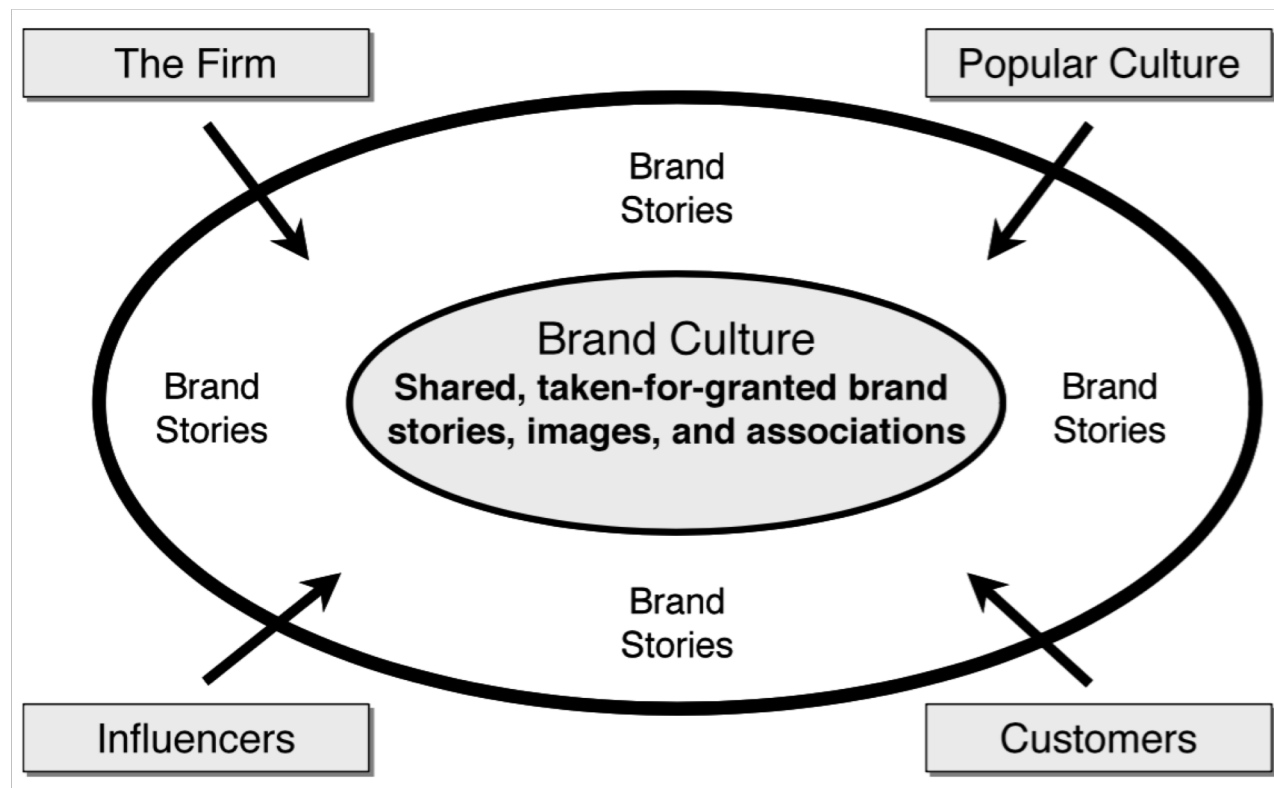
PAUL NEWMAN
IS
"HUD"!
THE MAN WITH THE BARBED WIRE SOUL!



CASTING BY GALEN BEECHER
DIRECTOR OF PHOTOGRAPHY MELVYN DOUGLAS
EXECUTIVE PRODUCERS PATRICIA NEAL BRANDON & WILDE
PRODUCED BY PAMMISONT
WRITTEN BY JIMMIE DAVIS
BASED UPON THE BOOK BY LARRY MONROE
EDITED BY LARRY MONROE
MUSIC BY LARRY MONROE
COSTUME DESIGNER LARRY MONROE
PRODUCTION DESIGNER LARRY MONROE
EXECUTIVE PRODUCERS LARRY MONROE
PRODUCED BY LARRY MONROE
DISTRIBUTED BY LARRY MONROE

DESIGN AND AUTHENTICITY

EXPLORING BRAND AUTHORSHIP



FOR THE REST OF THE CLASS

1. Mind mapping! Start with your problem at the center
2. What is your problem's "market" and what is its cultural orthodoxy? (e.g. how are brands and consumption usually portrayed in your context)
3. What are the important cultural anxieties in your problem's context?
4. **CULTURAL INNOVATION SOURCE MATERIAL**
 1. What pop culture products (movies, TV shows, songs etc.) have spoken to your problem and its anxieties? How do they portray the issue? What "heroic solutions" do they portray?
 2. What consumer collectives or subcultures are directly related to your problem? How have they "solved" the problem? How do they express it?
5. **Overall goal: how can you create an authentic and culturally resonant brand story to speak to your problem?**

FOR NEXT TIME

- HBR: "The Irresistible Power of Storytelling..."
- HBR: "Storytelling that moves people"
- Robert McKee's white paper on story
- HBR: "A Refresher on Storytelling 101"
- HBR: "How to Tell a Great Story"