

# Things We've Learned: Building Brand Love



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 @mspako



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Senior Copywriter

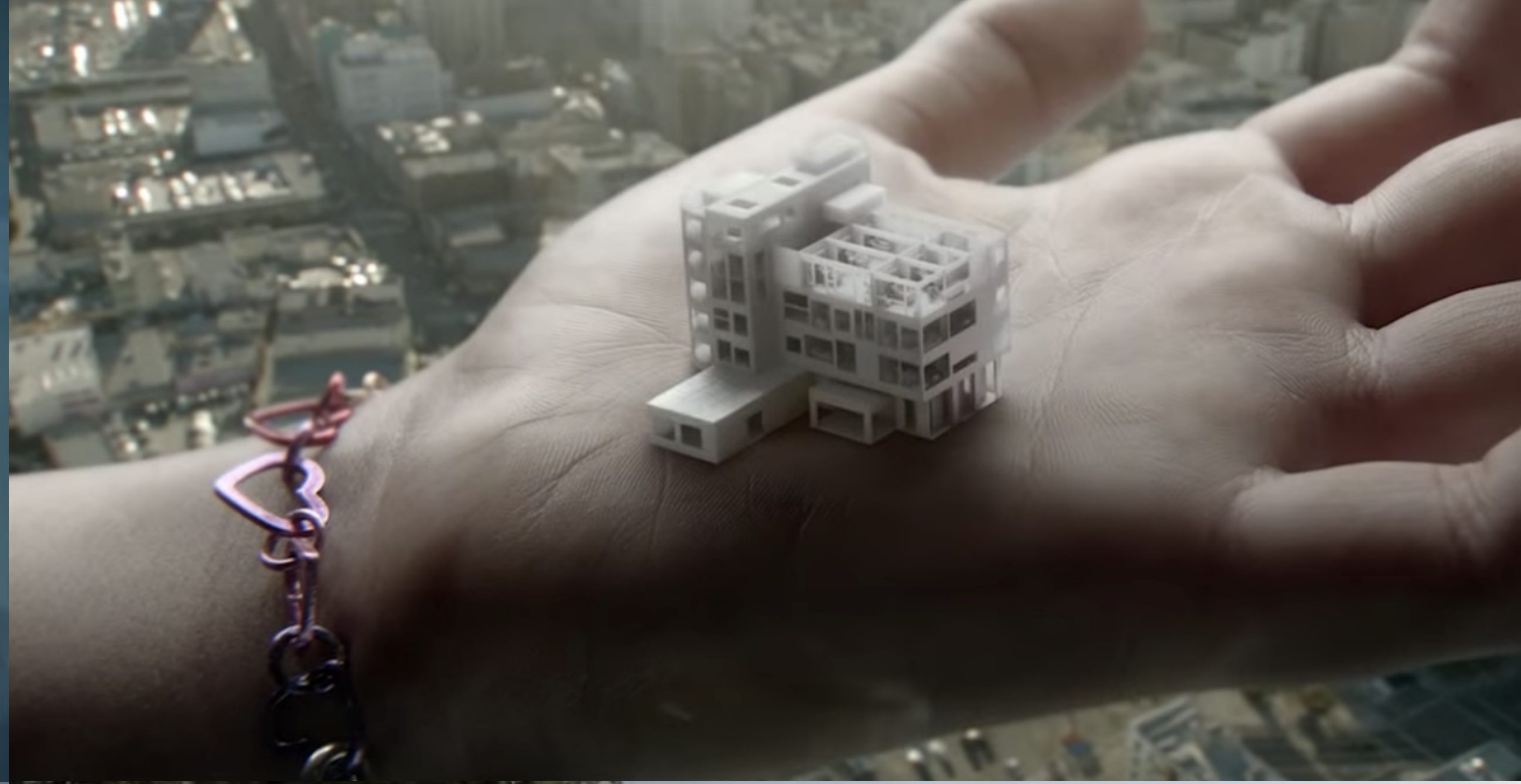
 @jazzyloyal

"The wit, intelligence, and deep feeling of Wollitzer's writing are extraordinary, and *The Interestings* brings her achievement, already so steadfast and remarkable, to an even higher level."  
—JEFFREY EUGENIDES

“That is how friendships begin: one person reveals a moment of strangeness, and the other person decides just to listen and not exploit it.”

**MEG WOLITZER**  
*THE INTERESTINGS*

The moment I started feeling funny about GE.

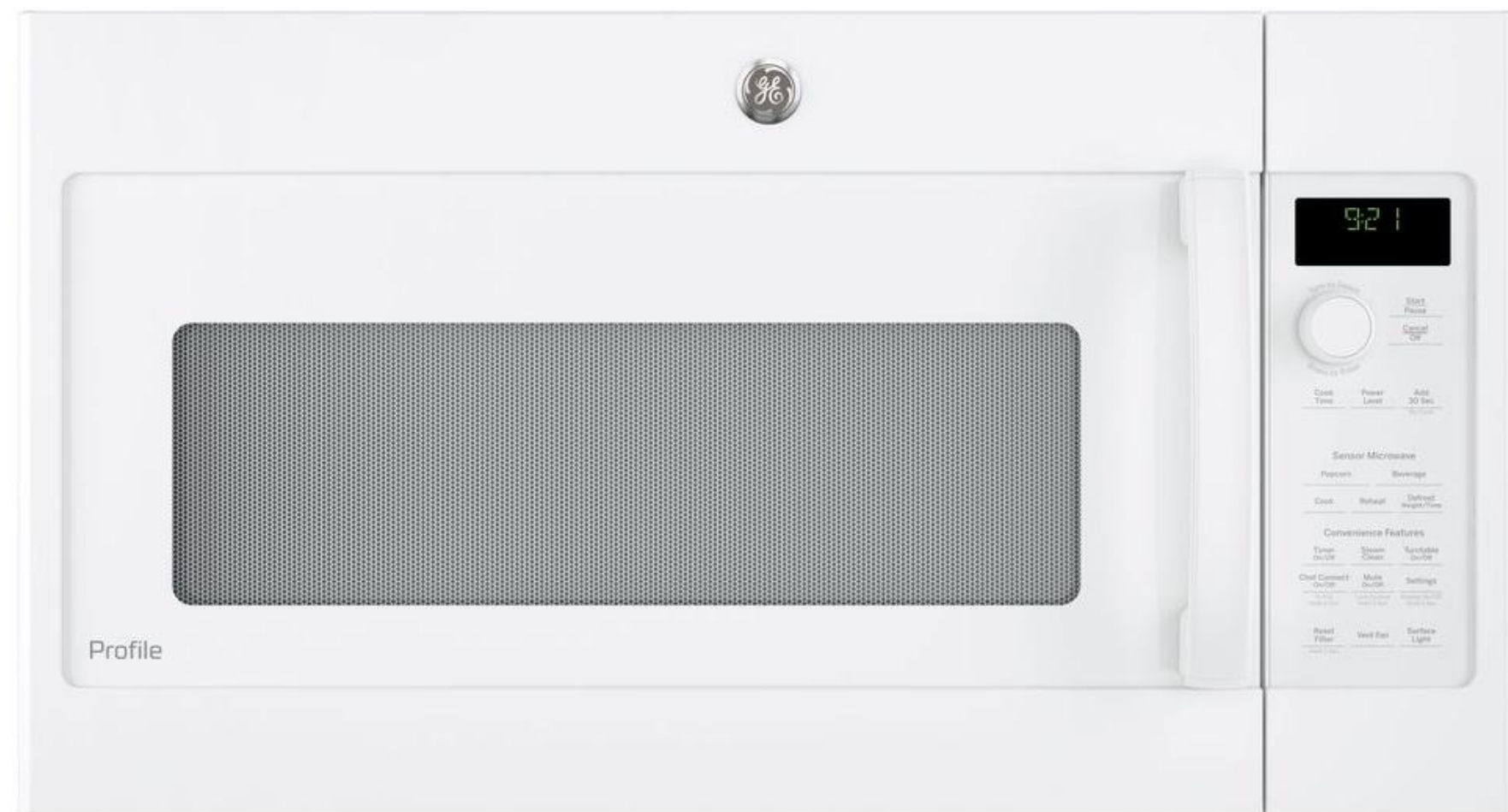




“

My mom? She makes underwater fans that are powered by the moon. My mom makes airplane engines that can talk. My mom make hospitals you can hold in your hand. My mom can print amazing things right from her computer. My mom makes trains that are friends with trees. My mom works at GE.





A little less business-to-business.  
A little more human.



Willing to admit that  
things aren't perfect yet.  
(But they could be someday.)

“Never let the blood show.”

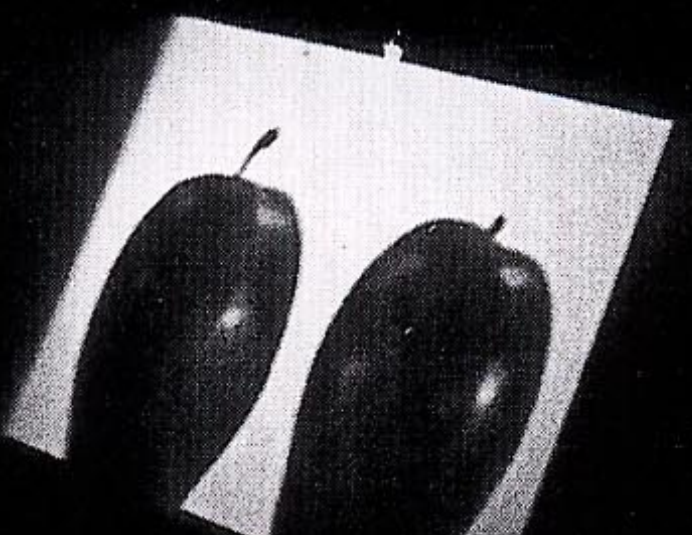
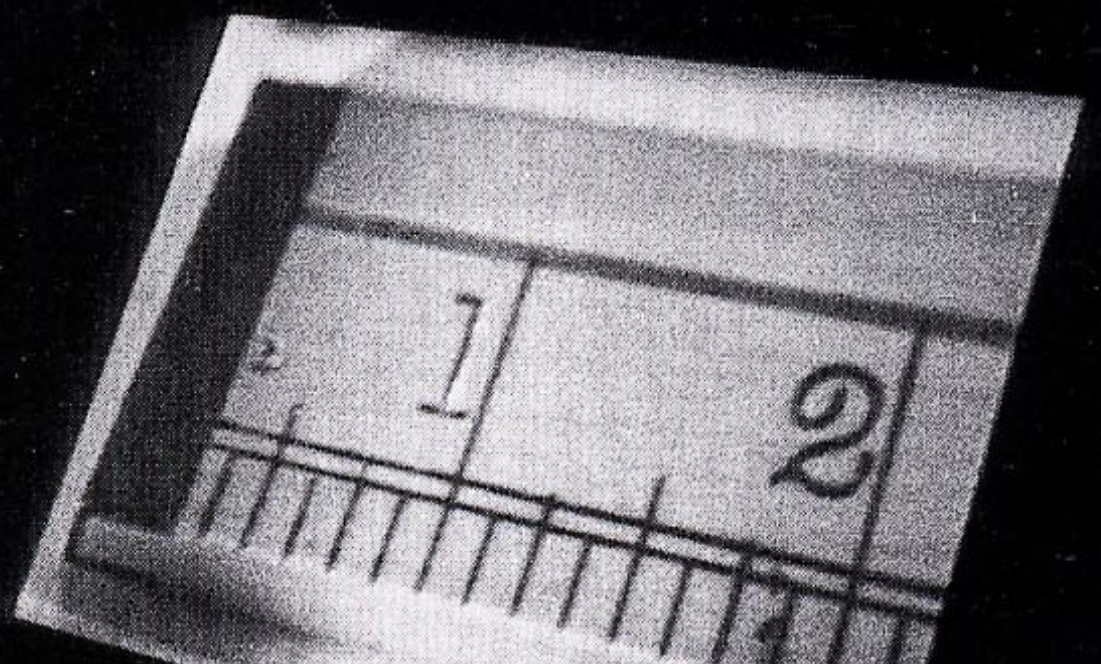
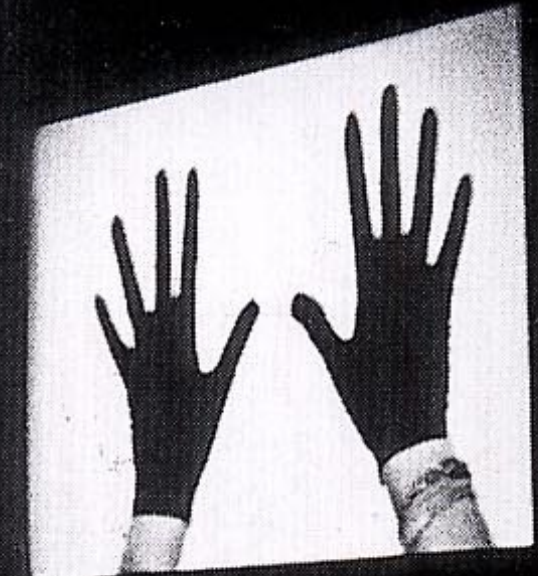
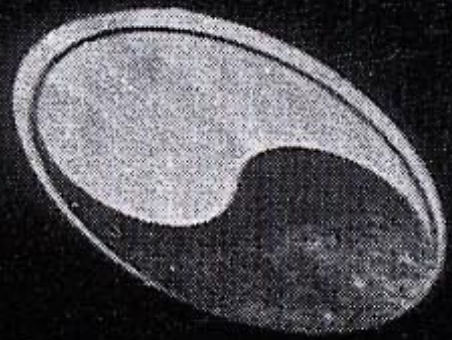


**CHARLES EAMES**





Play



“Never let the blood show.”



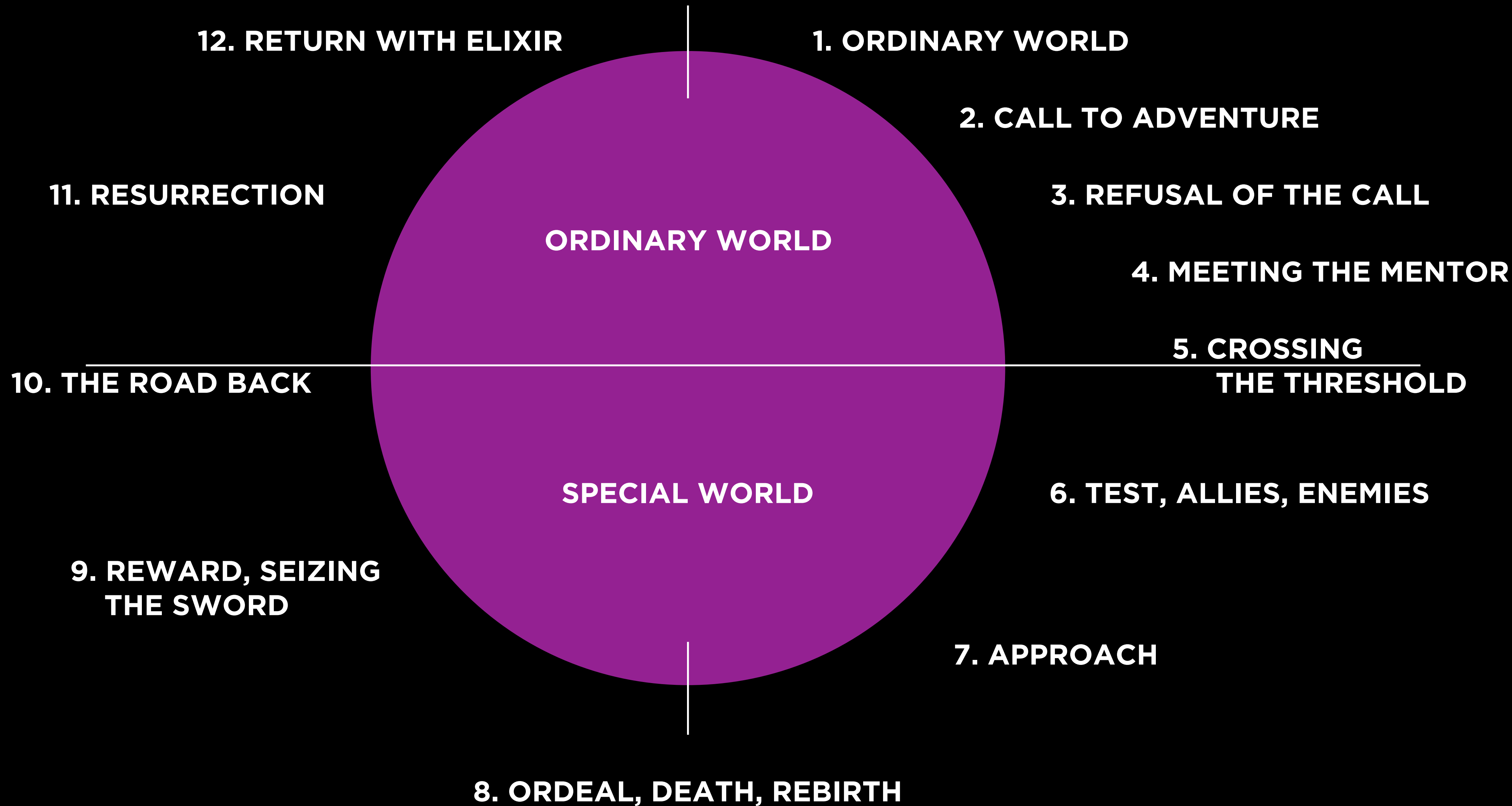
**CHARLES EAMES**

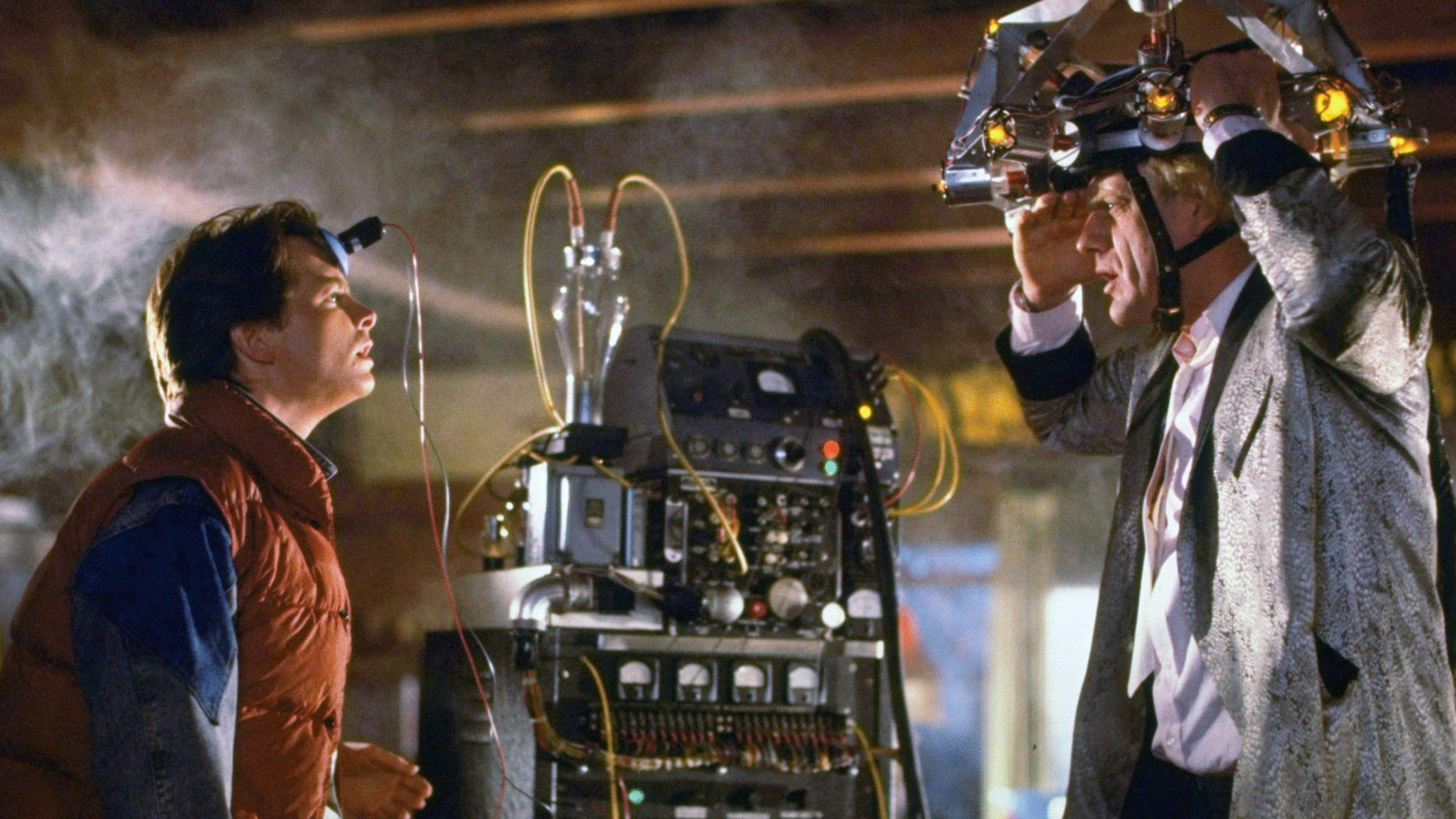
let the blood show





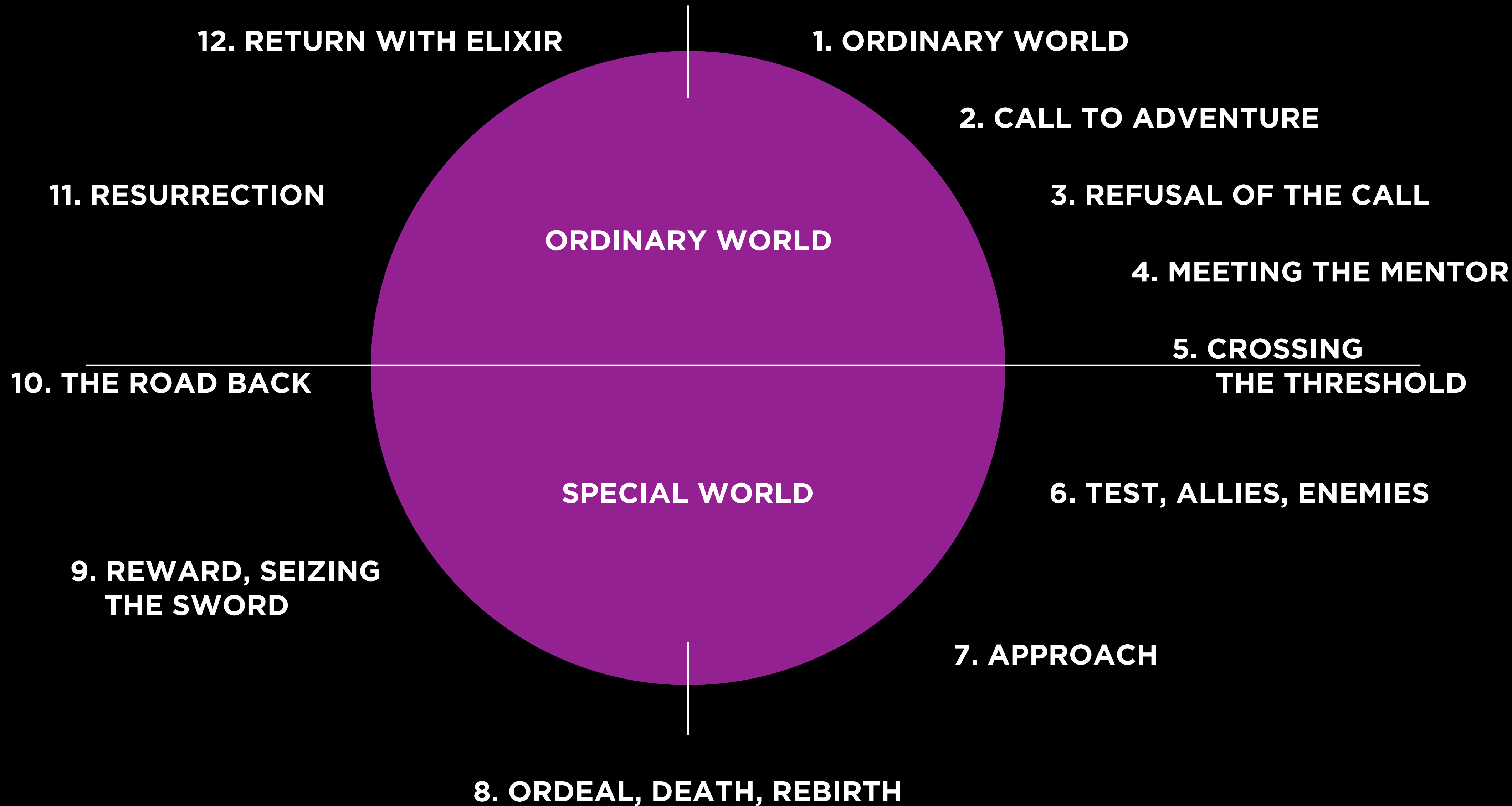
# THE HERO'S JOURNEY











let the blood show

"The wit, intelligence, and deep feeling of Wolitzer's writing are extraordinary, and *The Interestings* brings her achievement, already so steadfast and remarkable, to an even higher level."  
—JEFFREY EUGENIDES

M E G  
W O L I T Z E R  
a novel

a moment of  
strangeness

The Interestings



Empathy.

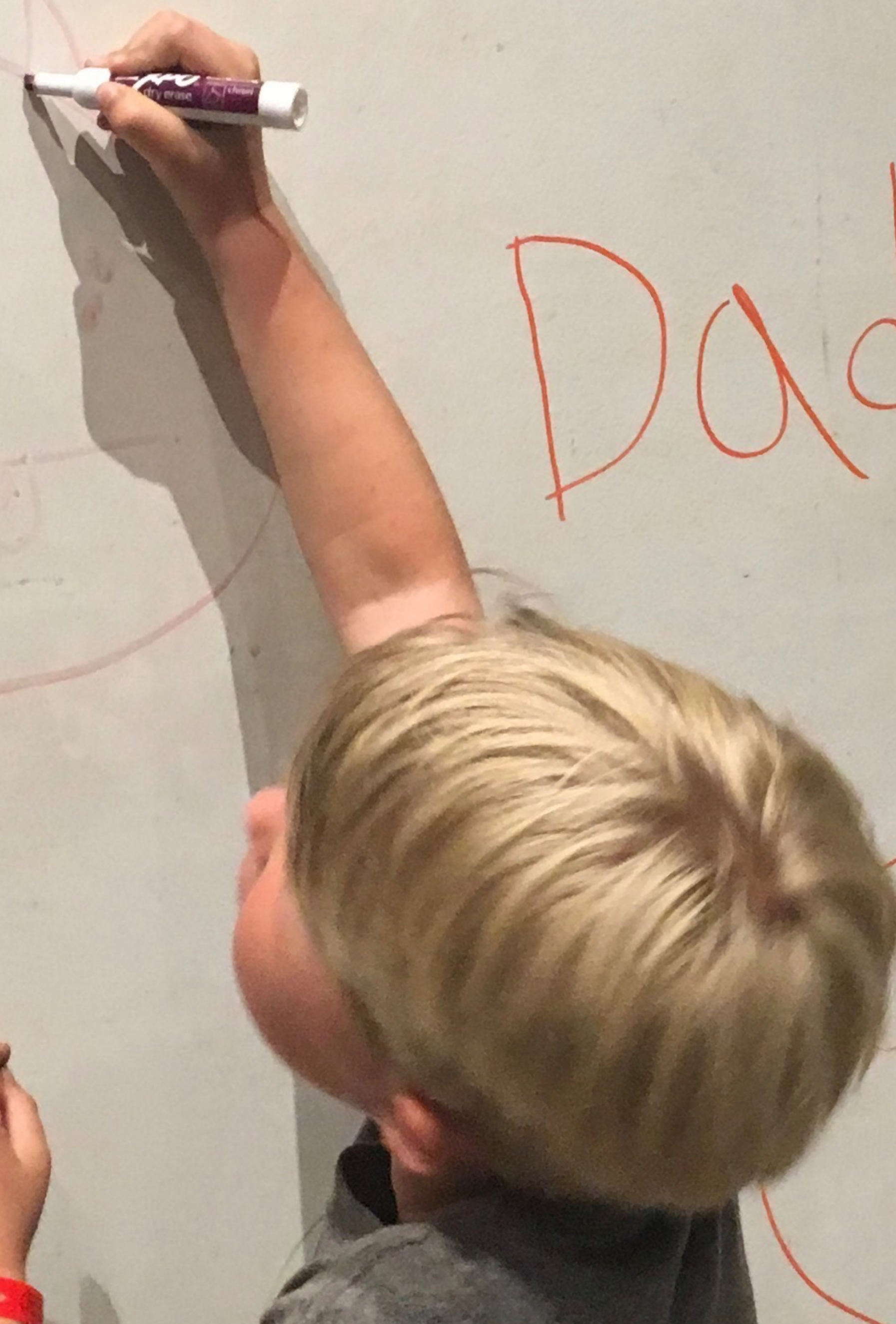
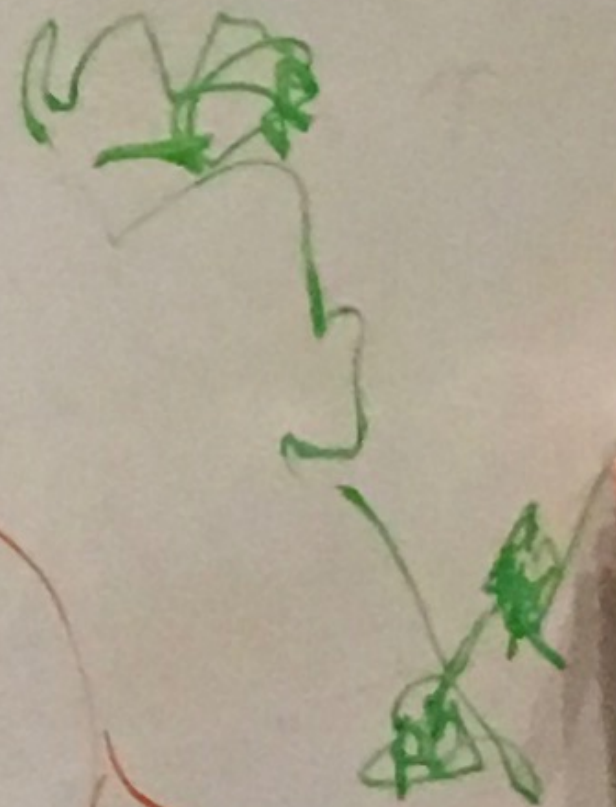
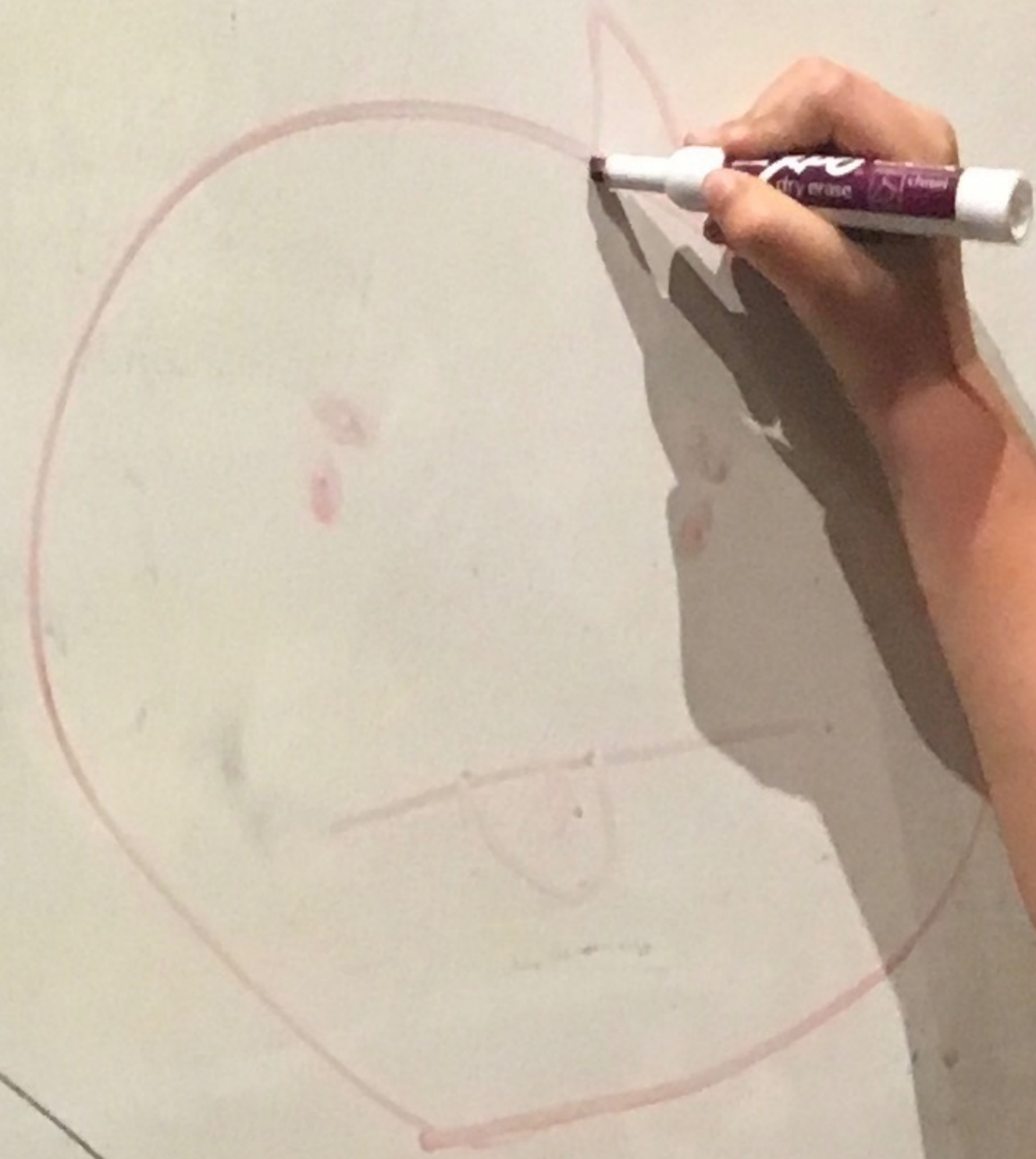
Let's take a  
step back.

What's  
brand  
love?

What's  
~~brand~~  
**love?**

Nature is a  
cruel  
trickster.

Dad is fat





A mechanism to promote mutual support for an extended time period.





## **LOVED ONE**

Believes in you.

Cheers you on.

Invests in you.

Advocates for you.

Teaches you new things.

Wants to see you succeed.

## **YOU**

Believe in them.

Cheer them on.

Invest in them.

Advocate for them.

Teach them new things.

Want to see them succeed.

## **BRAND**

Believes in you.

Cheers you on.

Invests in you.

Advocates for you.

Teaches you new things.

Wants to see you succeed.

## **YOU**

Believe in the brand.

Cheer the brand on.

Invest in the brand.

Advocate for the brand.

Teach the brand new things.

Want to see the brand succeed.



A mechanism to promote mutual support for an extended time period.

What's the  
benefit for a  
B2B brand?



## BENEFIT OF BRAND LOVE IN B2B #1

Less likely to be  
perceived  
as a commodity.



Only 14% of buyers  
perceive a real  
difference in B2B  
supplier offerings.

FROM "FROM PROMOTION TO EMOTION,"  
A STUDY CONDUCTED BY CEB  
IN PARTNERSHIP WITH GOOGLE

Logic only  
goes so far.





J&D's  
**Baconnaisse**<sup>®</sup>

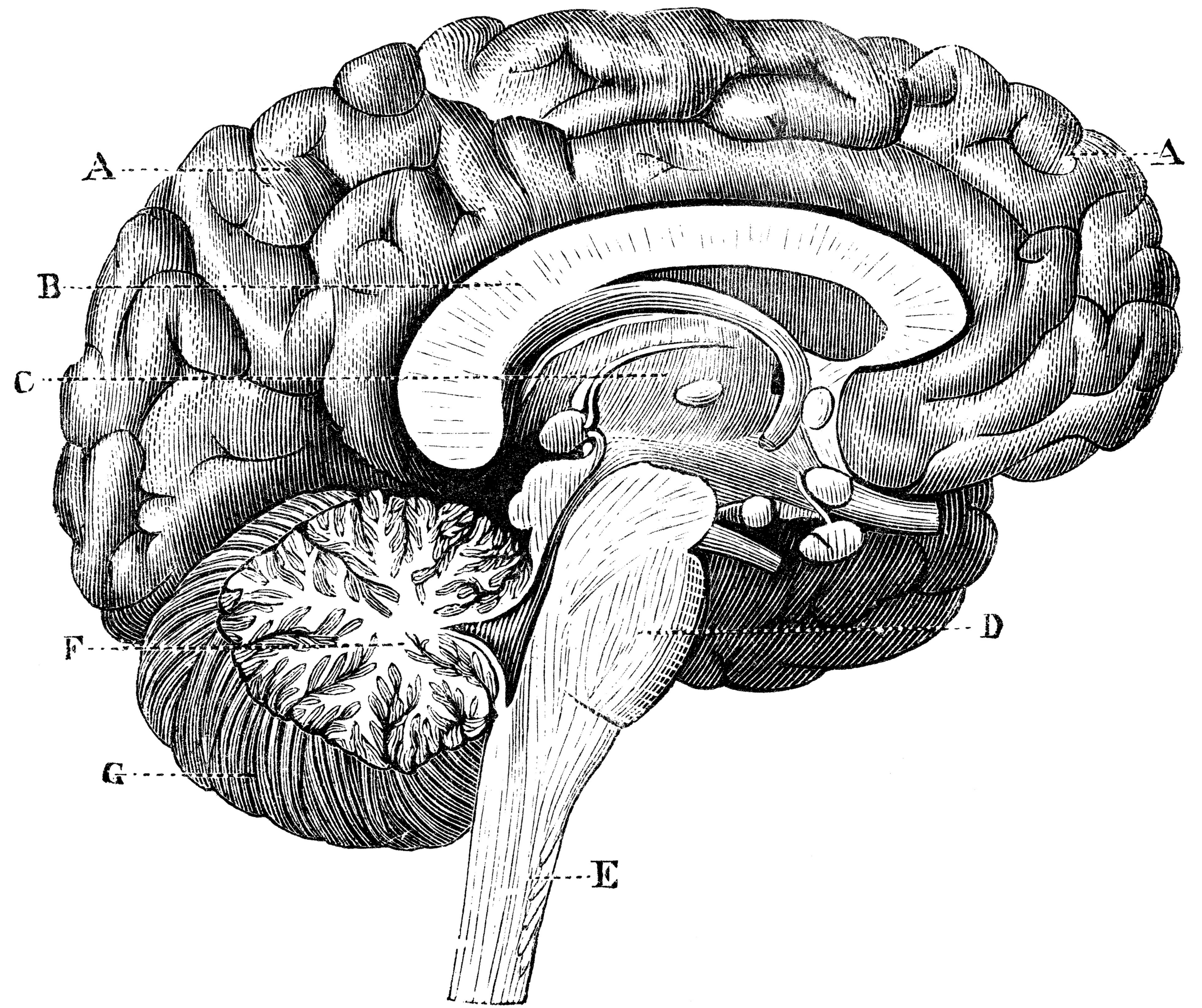
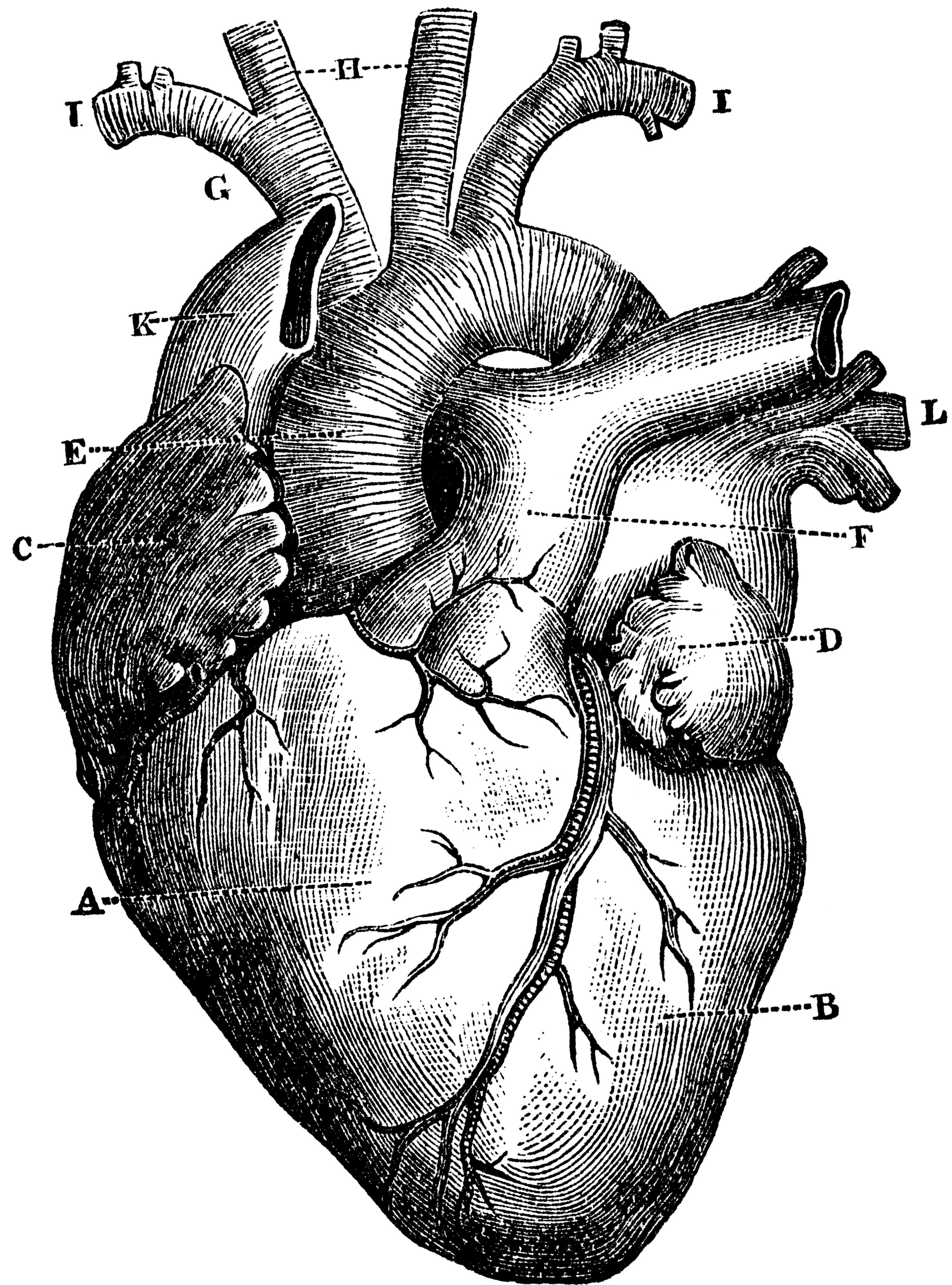
Everything should taste like bacon.<sup>™</sup>

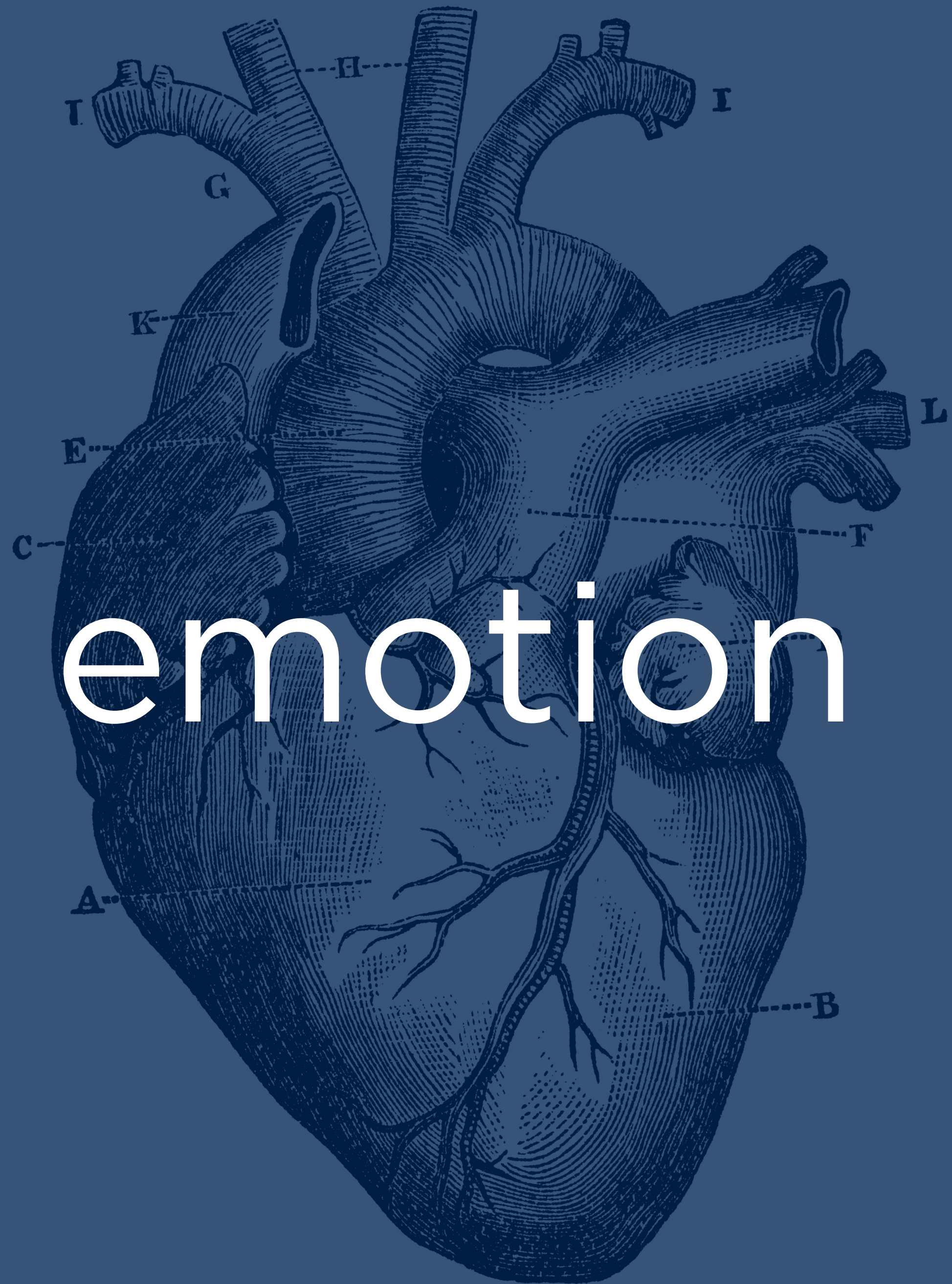
**REGULAR**

**THE ULTIMATE  
BACON FLAVORED SPREAD**

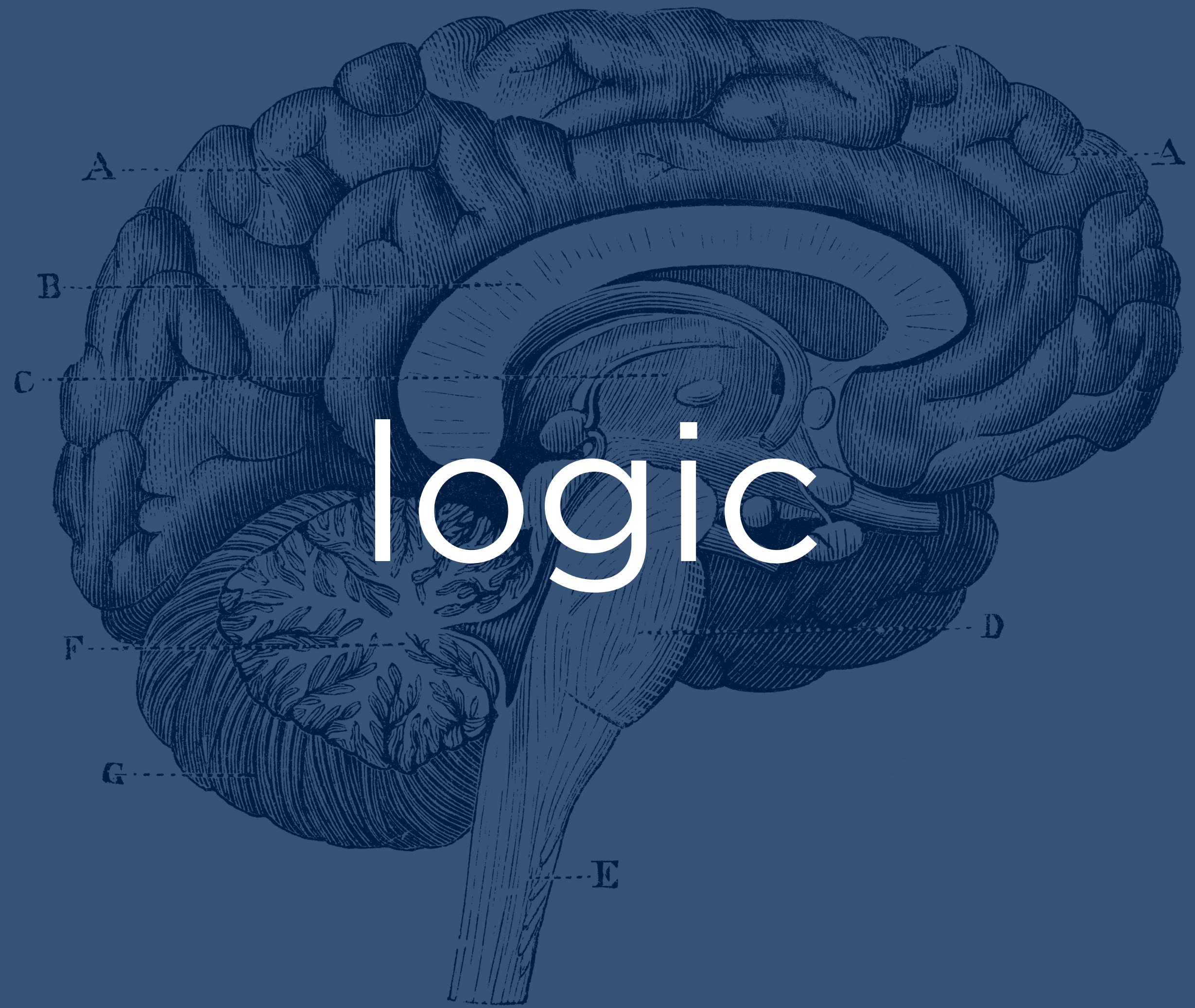
15 FL OZ (443mL)

NO ARTIFICIAL  
FLAVORS

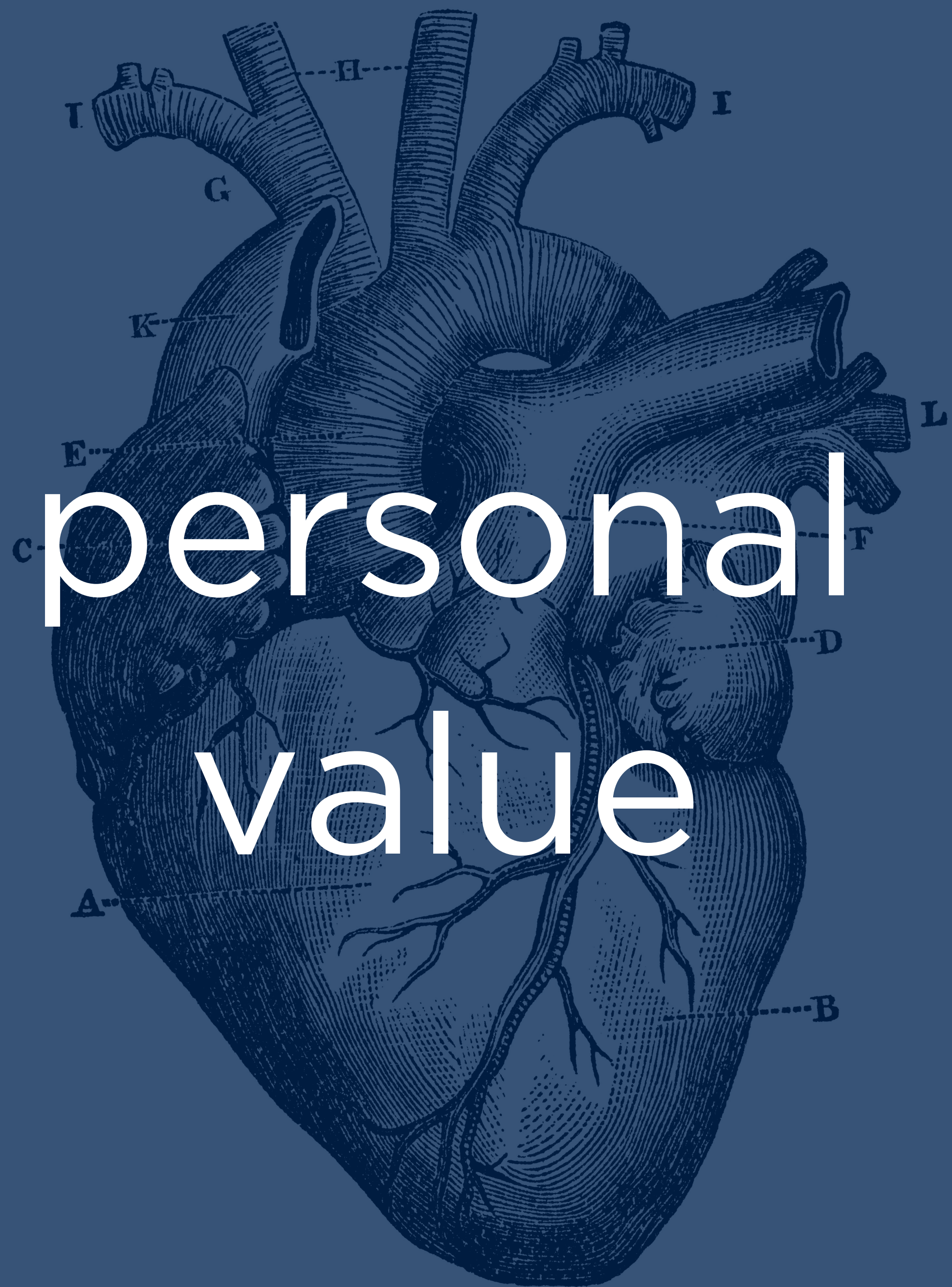




emotion



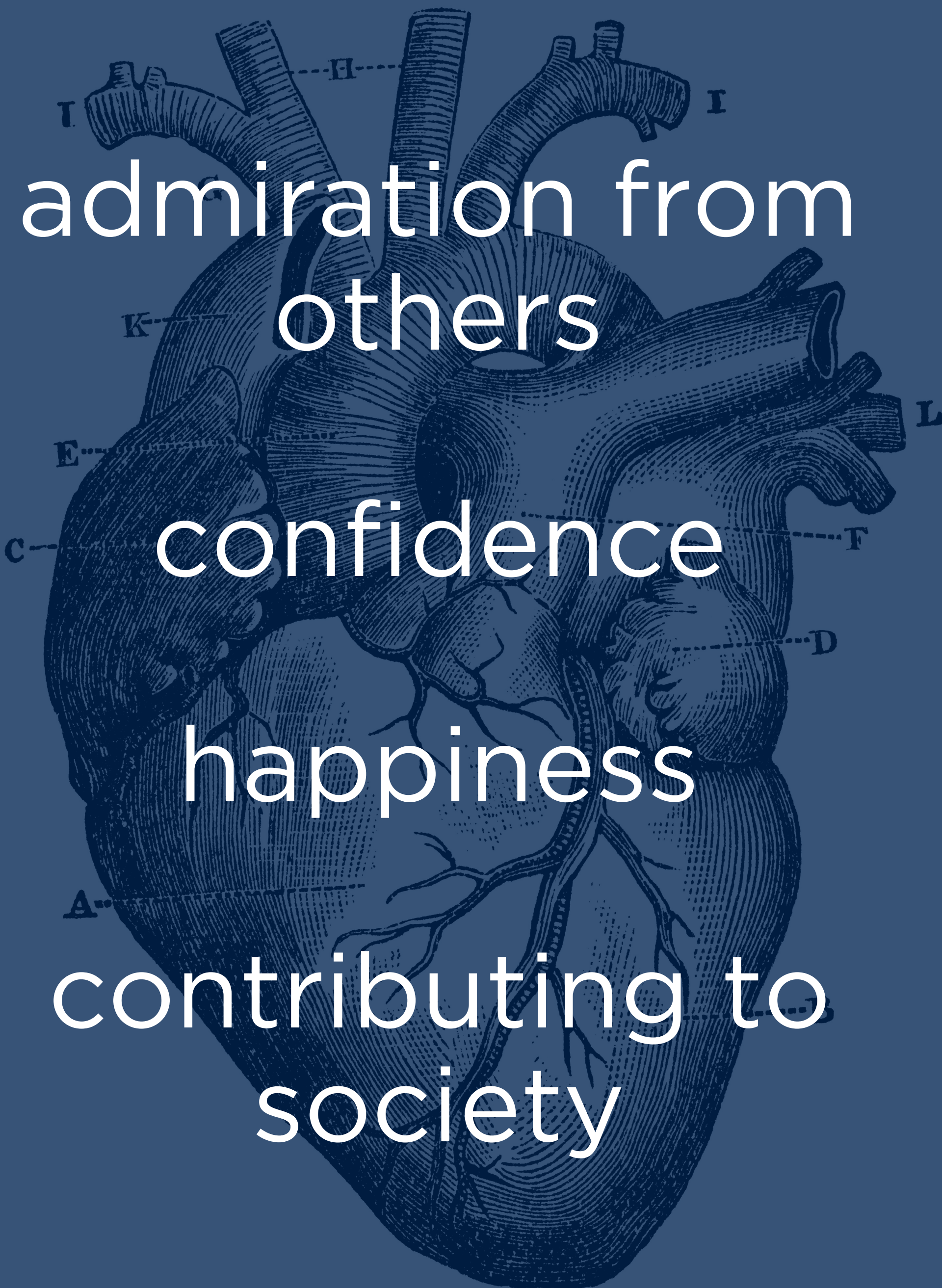
logic



personal  
value



business  
value



admiration from  
others

confidence

happiness

contributing to  
society



achieving  
business  
outcomes

high  
performance

structure

**In B2B, personal value has twice the impact of business value across consideration, purchase, premium payment and advocacy.**

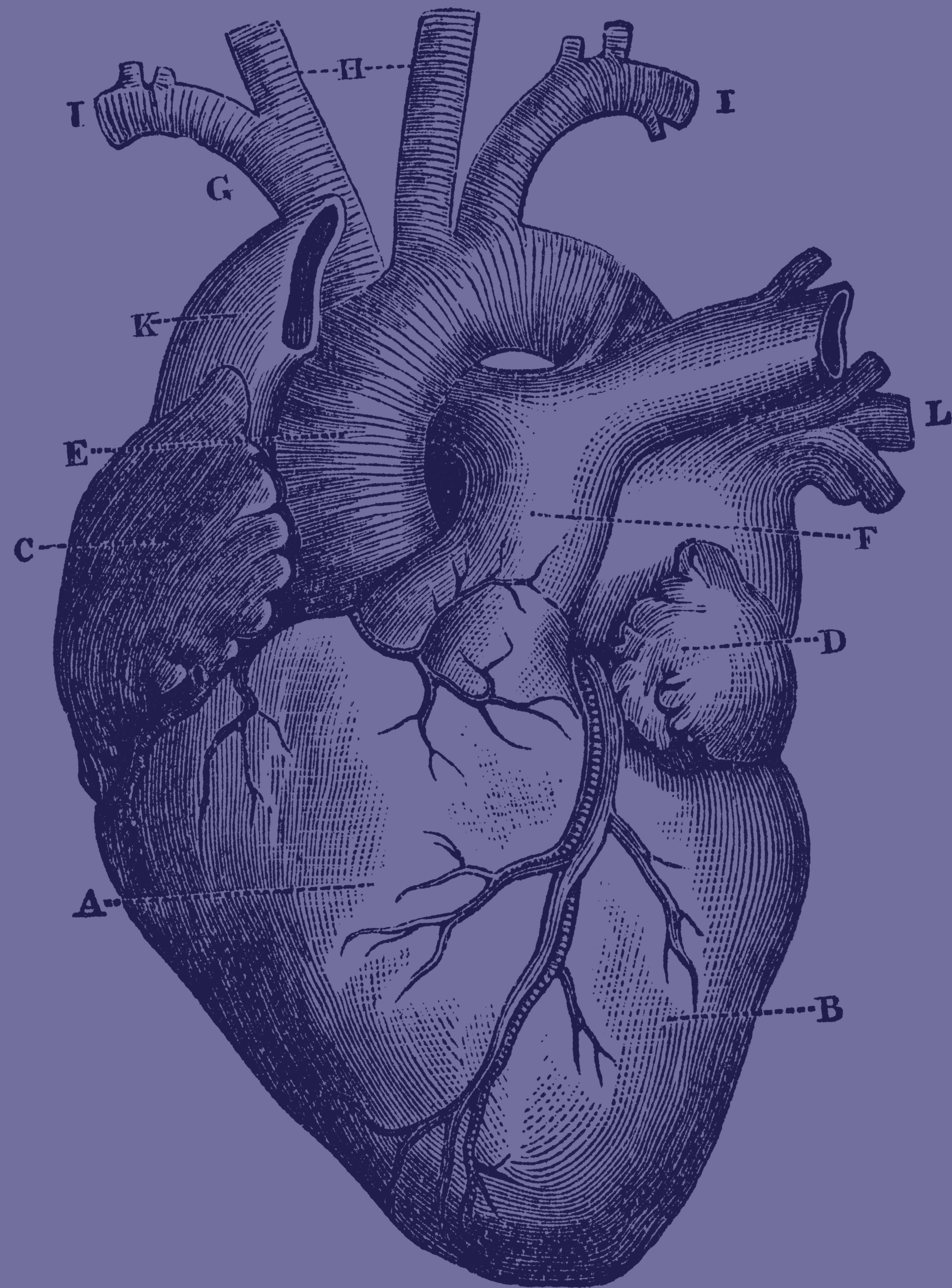
**2X**

FROM "FROM PROMOTION TO EMOTION,"  
A STUDY CONDUCTED BY CEB  
IN PARTNERSHIP WITH GOOGLE



68% of B2B buyers  
who see personal  
value will pay  
more for a service.

FROM "FROM PROMOTION TO EMOTION,"  
A STUDY CONDUCTED BY CEB  
IN PARTNERSHIP WITH GOOGLE



PROTECTION AGAINST

Competitor pricing  
Shiny promises  
Flashy redesigns  
Superior products  
Superior services







BENEFIT OF BRAND LOVE IN B2B #2

Room to  
make mistakes.

BENEFIT OF BRAND LOVE IN B2B #2

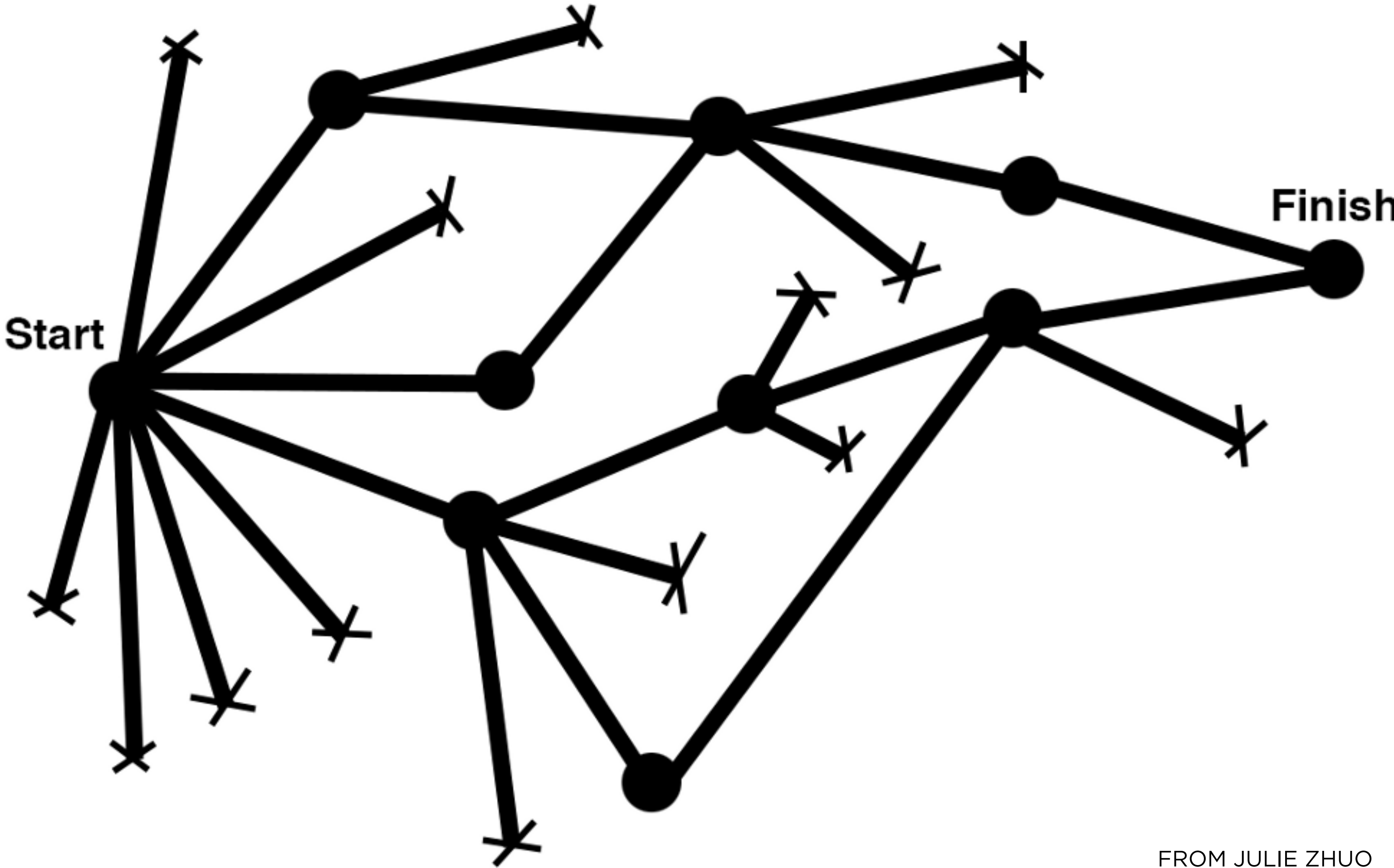
Room to  
make mistakes.

(On the slow road to improvement.)

“As brands respond to [changing customer expectations], **transformation takes time.** Brands that are loved benefit from greater customer patience.”

KANTAR MILLWARD BROWN  
FROM BRANDZ TOP 100 MOST VALUABLE  
GLOBAL BRANDS REPORT, 2016

Time and space to  
try new things  
take risks  
innovate



**BENEFIT OF BRAND LOVE IN B2B #3**

Word of mouth.

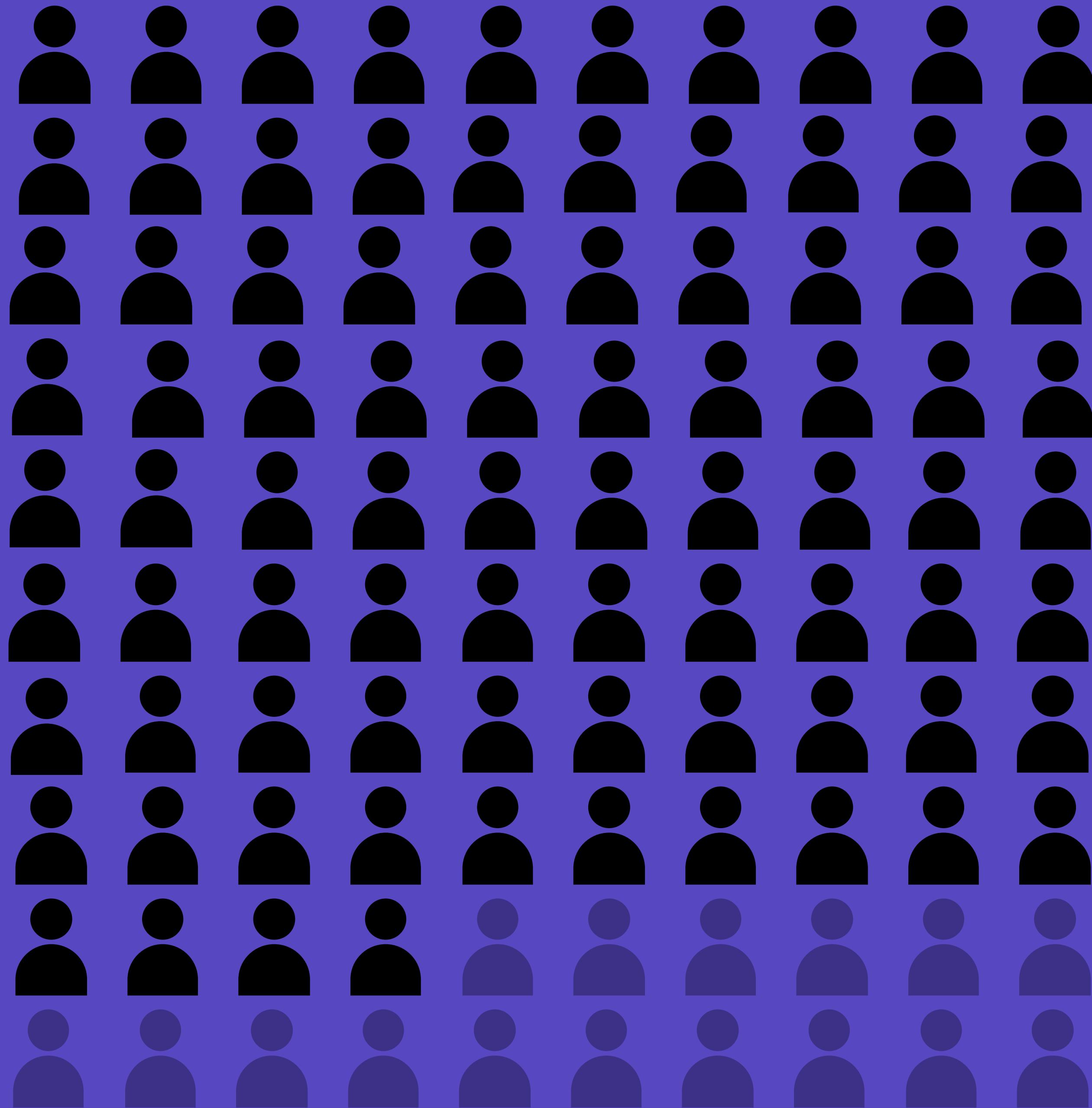
# Word of mouth.

(Kind of a big deal in B2B.)



“Brand love is great for retaining customers, but it doesn’t grow brands.”

~~“Brand love is great for retaining  
customers, but it doesn’t grow brands.”~~



84% of B2B  
decision makers  
start the buying  
process with a  
referral.

FROM INFLUITIVE AND HEINZ MARKETNG,  
“WHAT YOU SHOULD KNOW ABOUT B2B REFERRALS  
(BUT PROBABLY DON’T)”

A group of people in a meeting, with a man in a purple shirt gesturing enthusiastically. The image is overlaid with a blue tint. The text is centered in the middle of the image.

“People love to talk about things  
they love.”





A group of people in a meeting, with a man in a purple shirt gesturing enthusiastically. The image is overlaid with a blue tint. The text is centered in the middle of the image.

“People love to talk about things  
they love.”

Brand love.  
A strategy for growth.



Alternatives to  
brand **love**?



**Be the cheapest.**

Casper



**NETFLIX**

U B E R

**Buy a lot of steak dinners.  
(Like, *a lot.*)**



**BRAND LOVE**



**BULLET POINTS**



**BRAND LOVE**



**STEAK DINNERS**



What do all  
**lovable** brands  
have in  
common?

Lovable brands bring people closer to who they want to be, and what they want their world to look like.



“Good branding should always assert the perfectability of all things...A good brand is a door to what ought to be from what is.”



**JOAN KHOURY**  
CMO OF OPPENHEIMER & CO.



Lovable brands make us feel  
that it's possible to become  
the people we want to be.

Even in B2B?

People crave purpose.  
**Especially at work.**

Business  
transaction



A step toward  
“better”

Five  
questions.

## QUESTION #1

“How does my brand represent the promise of a better world?”



a better world

Not necessarily an activist.



Safer.

Healthier.

More comfortable.

More convenient.

More beautiful.

SOMEWHERE BETWEEN

“Our mission is to provide  
great customer service.”

AND

“We’re literally saving  
the world.”

# powerful analytics all mobile platforms



We've open-sourced our integrations implementation so that you can take control and bring the power of our crash analysis platform straight into the tools you use everyday. Head on over to our [Git repo](#) to get started. Submit your pull request and we'll review it.

TechCrunch  
DISRUPT SF

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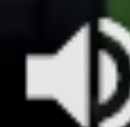
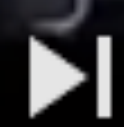
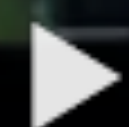
TechCrunch  
DISRUPT SF

TechCrunch  
DISRUPT SF

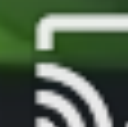
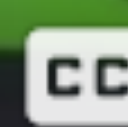
TechCrunch  
DISRUPT SF

TechCrunch  
DISRUPT SF

TechCrunch  
DISRUPT SF



0:26 / 1:49





**slack**



a world where life at work is simpler, more  
pleasant and more productive



**Blackboard®**

# Blackboard®

a more educated world, where people  
have a lifelong passion for learning





a world where people always know  
their private information is secure



**You may not  
love Shred-It.**

**But people who  
love Shred-It /love  
Shred-It.**

## QUESTION #2

“Does our vision line up with our clients and our employees?”

If a mission statement  
falls in the forest and no  
one's around to buy into  
it, does it make a sound?

### QUESTION #3

“Is our vision  
consistent?”



**QUESTION #3**

“Is our vision (fairly)  
consistent?”

2019

2018

2017

2016



#### QUESTION #4

“Do we provide something to our customers beyond our product or service?”



**Danielle Hohmeier**

@daniellesmyname

Following



My 2017 goal is basically to go stay in an awesome airbnb somewhere with a great view. Easy enough, right?

3:23 PM - 4 Jan 2017



1



1



**We saw your tweet about your 2017  
goal & wanted to help make that  
dream a reality! Here's a \$100 to  
put toward that view + a frame  
to look back at it forever. Code:**

**Expires: 1-4-18**

**Enjoy! -Your Friends at #AirbnbLove**

Proactive  
Thoughtful  
Time investment  
**Personal**

Tangible expression of  
the brand that helped  
Danielle get closer to  
her vision



Tangible expression of  
the brand that helped  
Danielle get closer to  
her vision



+

surprise and delight

**QUESTION #5**

“Do our clients trust us?”

**QUESTION #5**

~~“Do our clients trust us?”~~

**QUESTION #5**

“Do we deserve our clients’ trust?”

**QUESTION #5**

“Do we deserve our  
employees’ trust?”

how we behave

## |RESPECT|

WE TREAT OTHERS AS WE  
WOULD LIKE TO BE TREATED  
OURSELVES. WE DO NOT  
TOLERATE ABUSIVE OR  
DISRESPECTFUL TREATMENT.  
RUTHLESSNESS, CALLOUSNESS,  
AND ARROGANCE DON'T  
BELONG HERE.

## |INTEGRITY|

WE WORK WITH CUSTOMERS  
AND PROSPECTS OPENLY,  
HONESTLY, AND SINCERELY.  
WHEN WE SAY WE WILL DO  
SOMETHING, WE WILL DO IT;  
WHEN WE SAY WE CANNOT OR  
WILL NOT DO SOMETHING,  
THEN WE WON'T DO IT.

## |COMMUNICATION|

WE HAVE AN OBLIGATION TO  
COMMUNICATE. HERE, WE TAKE  
THE TIME TO TALK WITH ONE  
ANOTHER... AND TO LISTEN.  
WE BELIEVE THAT INFORMATION  
IS MEANT TO MOVE AND THAT  
INFORMATION MOVES PEOPLE.

how we behave

## |RESPECT|

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Our brand has a vision for a better world.



Our brand has a vision for a better world.



Our audiences see themselves in the brand's vision.



Our brand has a vision for a better world.



Our audiences see themselves in the brand's vision.



Our vision is consistent.

- ☑ Our brand has a vision for a better world.
- ☑ Our audiences see themselves in the brand's vision.
- ☑ Our vision is consistent.
- ☑ We express our vision outside of what we sell.

- Our brand has a vision for a better world.
- Our audiences see themselves in the brand's vision.
- Our vision is consistent.
- We express our vision outside of what we sell.
- We deserve the trust of clients and employees.



We let the blood show.

Tie your  
vision to  
every  
touchpoint.



**Food tells  
truck drivers  
how fresh it is.**



**Store shelves  
know exactly what  
customers want.**



**Medical histories  
alert doctors before  
patients get sick.**

**Let's build a  
smarter planet**

[ibm.com/smarterplanet](http://ibm.com/smarterplanet)



FROM OFFICE, SAN FRANCISCO

**Out-of-home advertising.**



Web.

CHANGING HOW  
THE WORLD PAYS.



**Let's create the wireless world of tomorrow.**  
 On the foundation we've been building since day one.

Since the early days of wireless technology, we've been providing the infrastructure that lets wireless carriers meet their current demands and prepare for the future. So it's no surprise that, today, we're the nation's leading provider of shared wireless infrastructure—building the sophisticated, heterogeneous networks of tomorrow.

The Foundation for a Wireless World.  
 CrownCastle.com

**CROWN CASTLE**



**This bottle is practical.**



**This bag is convenient.**

**CROWN CASTLE**  
 The Foundation for a Wireless World.

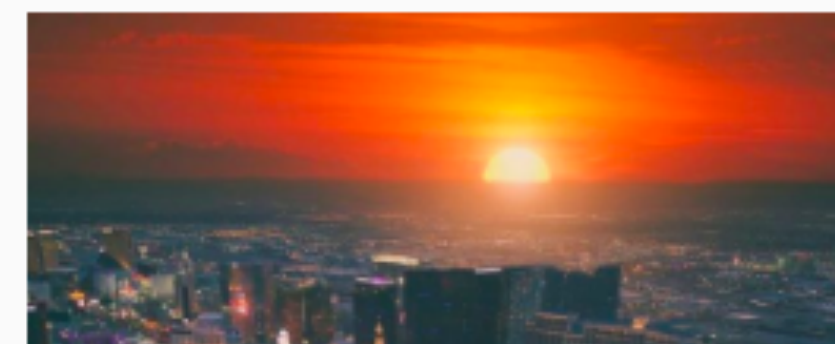
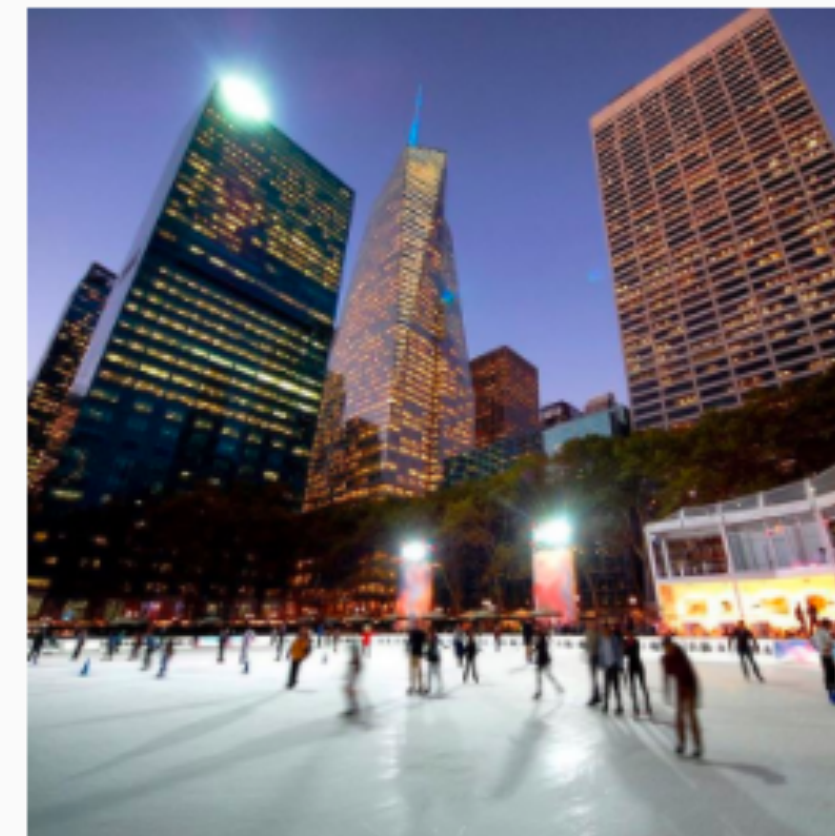
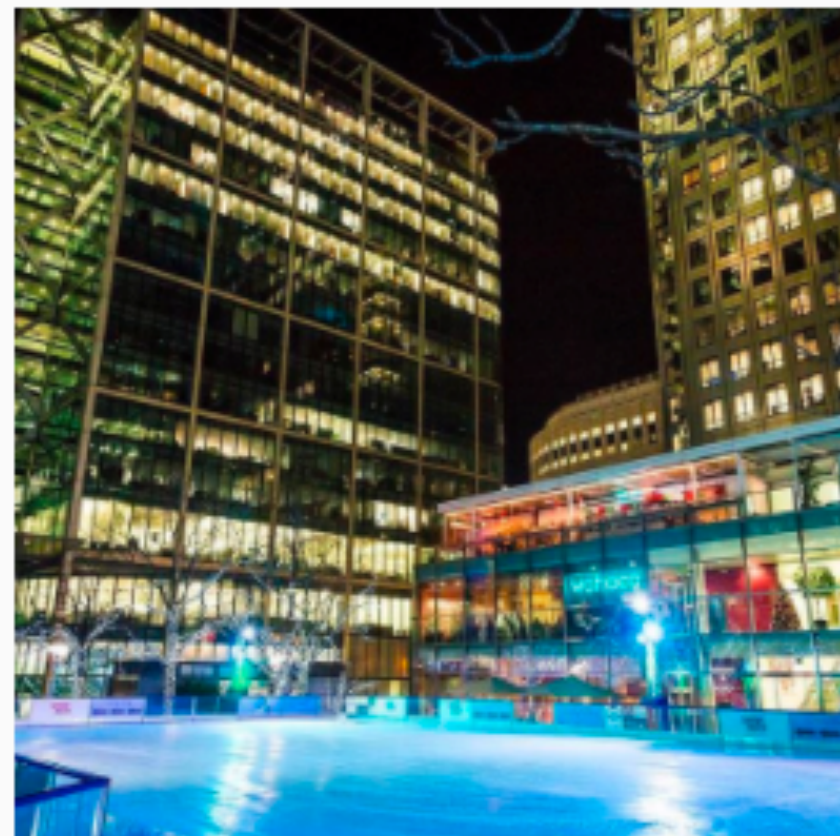
Ads (and swag).



cbre  [Follow](#)  

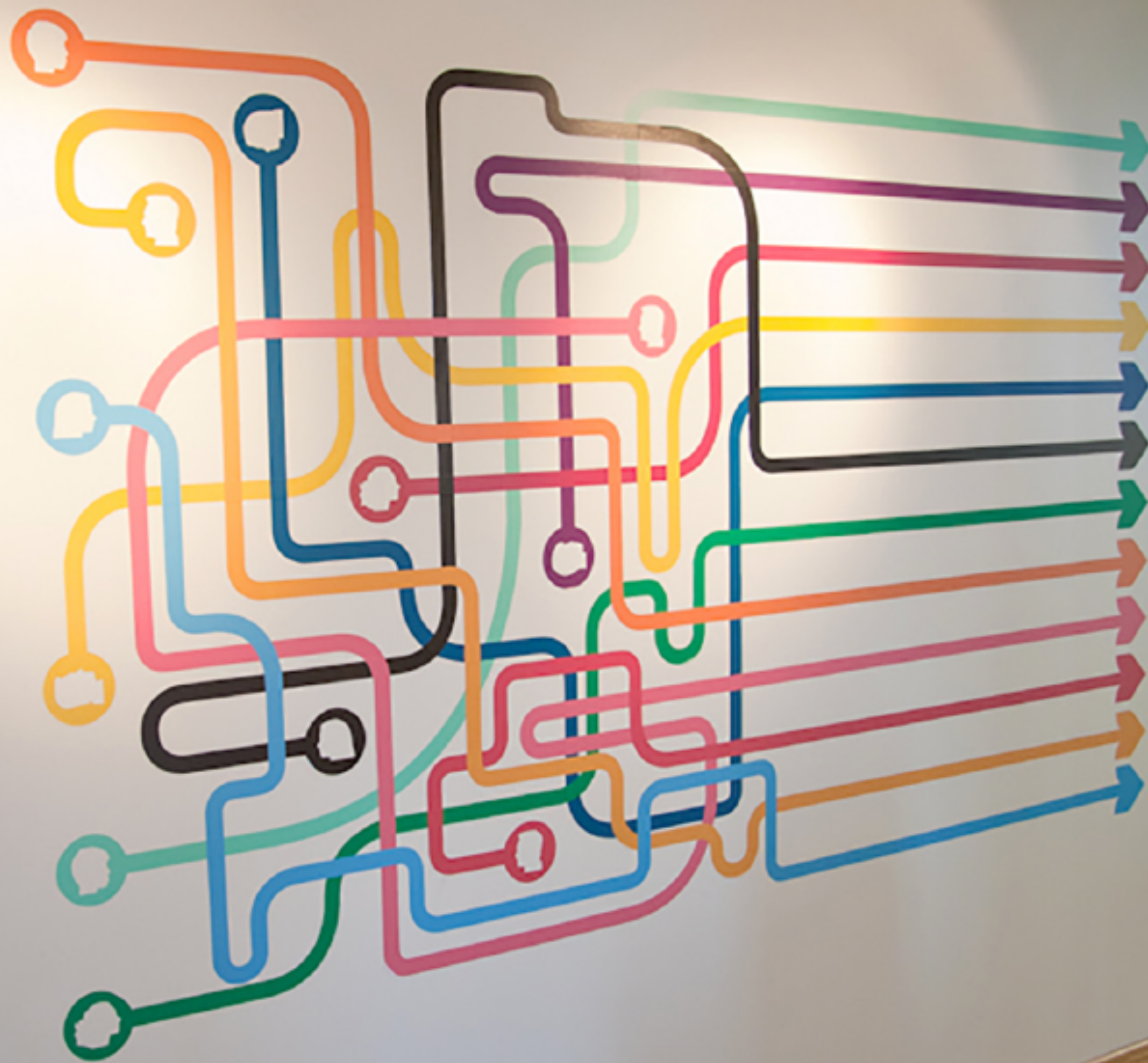
1,111 posts   18.2k followers   249 following

CBRE The buildings, spaces and people that inspire us to transform real estate into real advantage. [blueprint.cbre.com/waiting-for-the-bus-has-never-been-more-fun](https://blueprint.cbre.com/waiting-for-the-bus-has-never-been-more-fun)



Social.

**Creating  
clarity  
from  
chaos.**



Office.

FROM JEFF JARVIS / GAGEN MACDONALD

Employee or client onboarding tools.

**THE QUICK  
SHALL INHERIT  
THE EARTH**

Fast is better than slow.

While slow is adding unnecessary embellishments, fast is out in the world. And that means fast can learn from experience while slow can only theorize.

Those who ship quickly can improve quickly.

So fast doesn't just win the race. It gets a head start for the next one.



Facebook was not  
originally created to  
be a company.

It was built to  
accomplish a social  
mission—to make  
the world more open  
and connected.

# What you will need.

## No. 1 Key

While it's not the key to the city, it's still an important key. Because if you're the last one to arrive in the morning or the first to leave in the evening, you're responsible for making sure the front security gates are locked or unlocked.



## No. 2 Pencil

While the pen may be mightier than the sword, it can also tend to leak in pockets and ruin articles of clothing. So instead, we offer you these Element Three pencils for note taking and jotting down important ideas. All that said, Karen may request that you use a pen to fill out some of her more "official" forms, and for that you can find those nasty old leaky pens in the same room where the copier is.

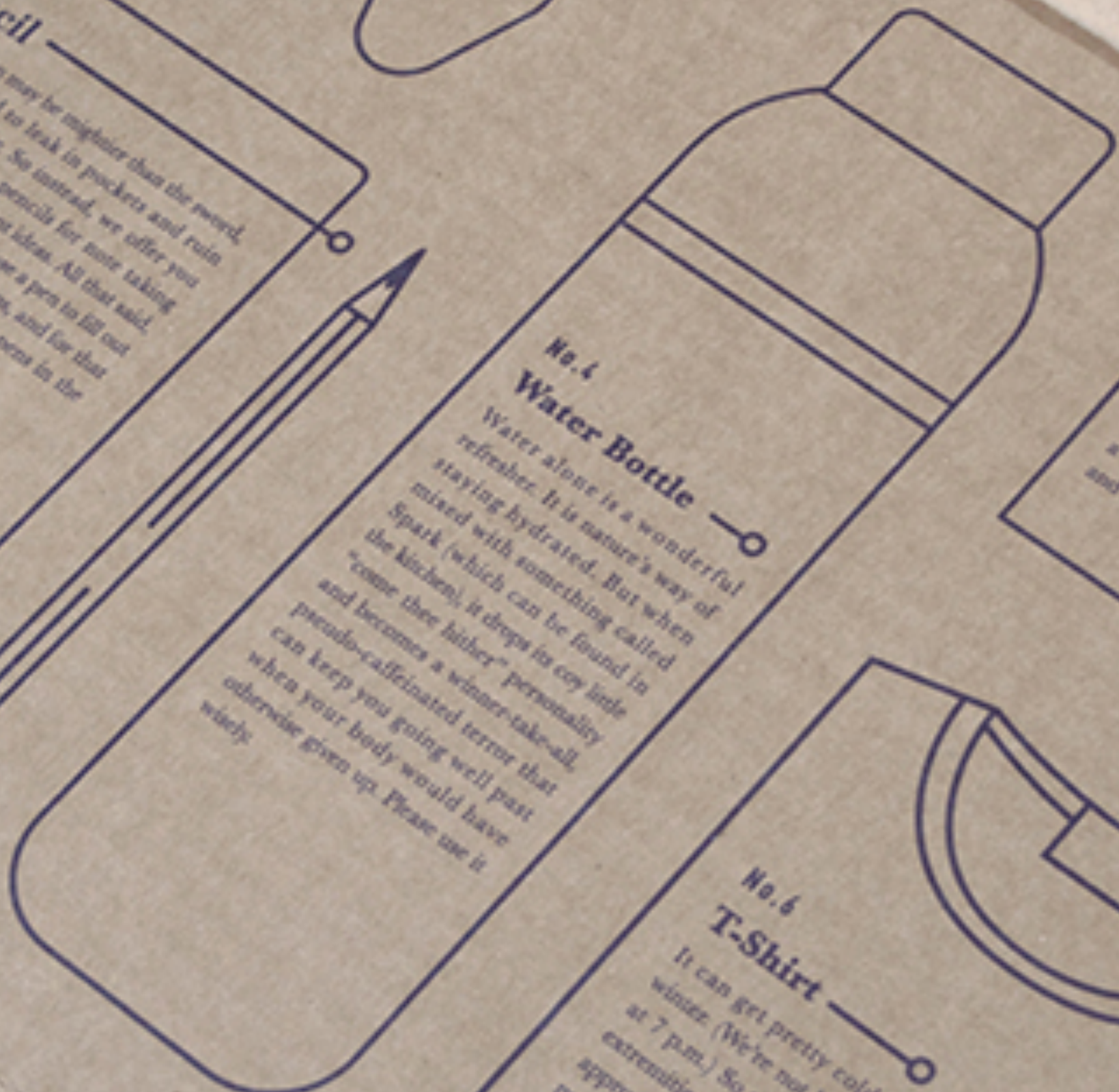


## No. 3 Memo Pad

Notes are important. They help you remind yourself of things that went on in meetings. This conveniently sized notebook is intended to be just the right size to tote from one meeting to the next, and big enough to hold all your big ideas. Don't forget to write those down, too.

## No. 4 Water Bottle

Water alone is a wonderful refresher. It is nature's way of staying hydrated. But when mixed with something called Spark (which can be found in the kitchen), it drops its coy little "come see hither" personality and becomes a winner-take-all pseudo-caffeinated terror that can keep you going well past when your body would have otherwise given up. Please use it wisely.



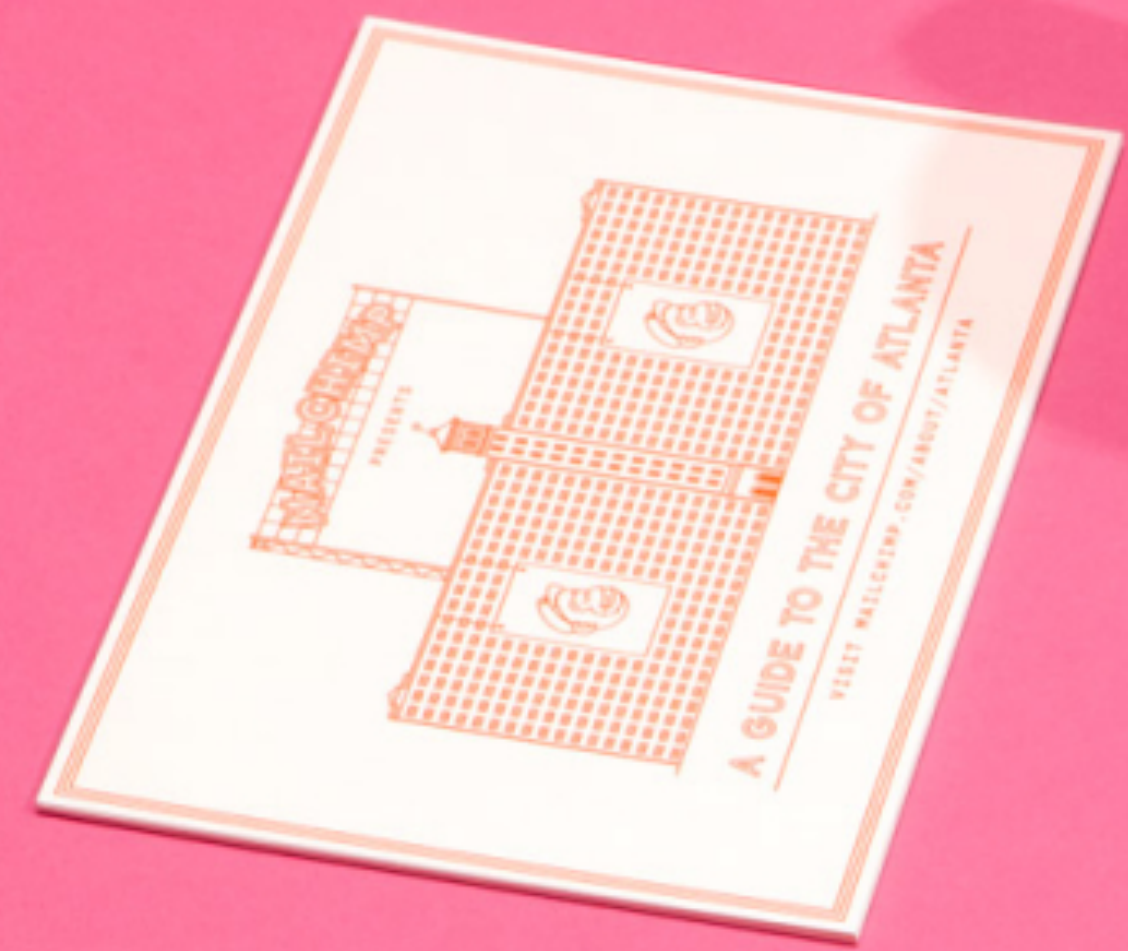
## No. 5 Mission Envelope

Enclosed in this envelope are several critical documents. These include your mission checklist for the first 30 days, a welcome letter from our president, a map to our offices on the fifth and eleventh floors, and a list of local restaurants.

## No. 6 T-Shirt

It can get pretty cold here at night during the winter. (We're not kidding. They turn the heat off at 7 p.m.) So while this t-shirt may not save your extremities, it might serve as a reminder to dress appropriately. Not only for the season, but also for meetings with clients. You'll also notice the "BEST CO" script on the shirt. This is you of the values that this company (and you) subscribe to.







Values Cards — Recto-Verso

01.

# Speed

Move fast, iterate faster.

WORK, MEET, FOCUS.

03.

# Humility

Get over yourself.

WORK, MEET, FOCUS.

05.

# Ambition

Act like an entrepreneur.

WORK, MEET, FOCUS.

07.

# Frankness

Be respectfully honest.

WORK, MEET, FOCUS.

02.

# Service

Treat everyone like it's their birthday.

WORK, MEET, FOCUS.

04.

# Independence

Work with a sense of ownership.

WORK, MEET, FOCUS.

06.

# Empathy

Embrace everyone's perspective.

WORK, MEET, FOCUS.

08.

# Contribution

Make the biggest possible impact.

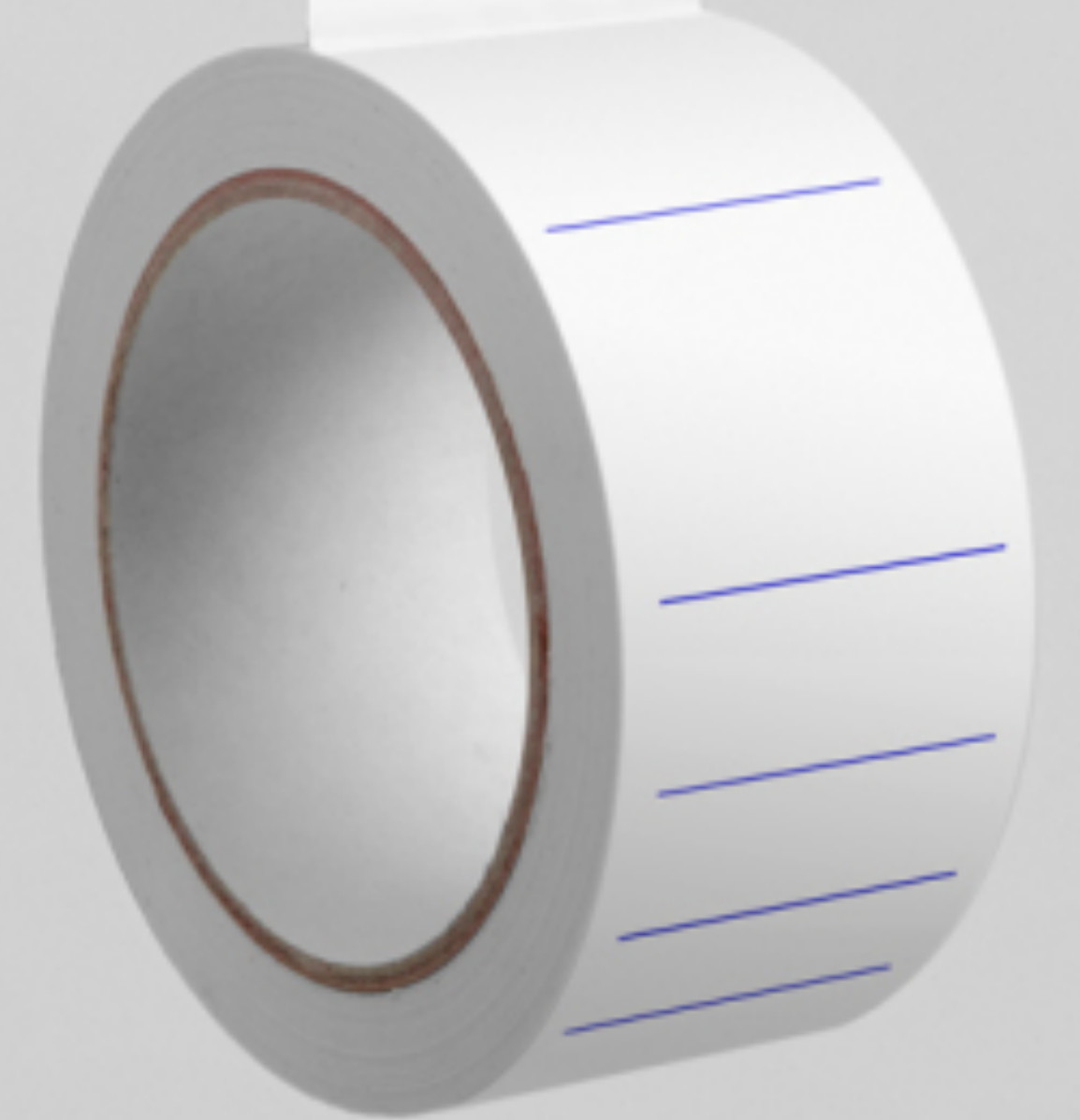
WORK, MEET, FOCUS.



Packaging.



“architectural structure,  
the process of literal measurement,  
the measurement of results  
and deep thinking”





Packaging materials.

No  
touchpoint  
is too small.

**green energy**

**Your electricity bill and what it's made up of**

<p>Supply address Sarah Martin 39 Ladysmith Road St Albans Herts, AL3 5PX</p>	<p>Your account number 272655 Your electricity consumption 30/4/2012 to 31/7/2012 Bill date 1 August 2012 Bill number 8146263 Your site number 443651</p>	<p>Head Office Green Energy (UK) plc Black Swan House 23 Baldock Street Ware, Herts, SG12 9DH greenenergyuk.com Emails hello@greenenergyuk.com Customer service 0800 783 8851</p>									
<p>Electricity supply number</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; font-weight: bold;">S</td> <td style="text-align: center;">01</td> <td style="text-align: center;">8D1</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">10</td> <td style="text-align: center;">1276</td> <td style="text-align: center;">9200</td> <td style="text-align: center;">497</td> </tr> </table>	S	01	8D1	3	10	1276	9200	497	<p>Standing charge</p> <p>Units 92 days Rate 20p per day Value £18.40</p>	<p>Unit rate</p> <p>Previously billed read 3663BE Current read 3760BE (31/07/2012) Units 966kWh Rate 1.126p per kWh Value £107.70</p>	<p>Total</p> <p>Subtotal excluding VAT £126.10 Current read £6.30 Bill Total including VAT <b>£132.40</b></p>
S	01	8D1	3								
10	1276	9200	497								
<p>Electricity supply number</p>			<p>Total</p>								
<p>02/05/2012</p>	<p>Balance brought forward from your last bill</p>	<p>£-7.02</p>	<p>Total amount now due <b>£-14.62</b></p>								
<p>08/05/2012</p>	<p>DD Receipt</p>	<p>£-30.00</p>									
<p>06/06/2012</p>	<p>DD Receipt</p>	<p>£-55.00</p>									
<p>05/07/2012</p>	<p>DD Receipt</p>	<p>£-55.00</p>									
<p>01/08/2012</p>	<p>Charges this period</p>	<p>£132.40</p>									
<p>Please detach this payment slip and return it with your payment. If you're paying by Direct Debit then ignore this slip</p>	<p>Please make your payment to <b>Green Energy</b> and ensure that you write your account number on the reverse of all cheques</p>	<p>Your account number 272655 Bill date 1 August 2012 Bill number 8146263 Balance £-14.62</p>	<p>Return Address Green Energy (UK) plc Black Swan House 23 Baldock Street Ware, Herts, SG12 9DH</p>								





Sales calls.  
Customer service calls.  
Tech support calls.

Can you  
measure  
brand love?



It's tricky.



# “Brand passion score”

Construct	Constituent Items*	
Self-Brand Integration	<i>Current Self-Identity</i>	1. Says something true and deep about who you are as a person <sup>26, 13, 6</sup> 2. Important part of self how you see yourself <sup>26</sup>
	<i>Desired Self-Identity</i>	1. Makes you look like what you want to look <sup>26, 13</sup> 2. Makes you feel like how you want to feel <sup>26</sup>
	<i>Life Meaning and Intrinsic Rewards</i>	1. Does something that makes life more meaningful <sup>26, 13</sup> 2. Contributes something towards making your life worth living <sup>26</sup>
	<i>Attitude Strength 1: Frequent Thoughts</i>	1. Frequently find myself thinking about it <sup>26, 13</sup> 2. Find that it keeps popping into my head <sup>26</sup>
Passion-Driven Behaviors	<i>Willingness to Invest Resources</i>	1. Willing to spend lot of money improving or fine-tuning it after buy it <sup>26, 13</sup> 2. Willing to spend lot of time improving or fine-tuning it after buy it <sup>26</sup>
	<i>Passionate Desire to Use</i>	1. Feel myself desiring it <sup>26, 13, 6</sup> 2. Feel a sense of longing to use it <sup>26</sup>
	<i>Things Done in Past (Involvement)</i>	1. Have interacted a lot with it or the company that makes it <sup>26, 13</sup> 2. Have been involved with it in past <sup>26</sup>
Positive Emotional Connection	<i>Intuitive Fit</i>	1. Feel a sense of natural fit <sup>26, 13</sup> 2. Fits tastes perfectly <sup>26</sup>
	<i>Emotional Attachment</i>	1. Emotionally connected <sup>26, 13, 6</sup> 2. Feel a bond <sup>26</sup>
	<i>Positive Affect</i>	1. Fun <sup>26, 13</sup> 2. Exciting <sup>26</sup> 3. (If “fun” and “exciting” aren’t highly relevant to the brand in question, we recommend choosing more relevant emotion terms.)
Long-Term Relationship	1. Will be using for a long time <sup>26, 13, 6</sup> 2. Will be part of life for long time to come <sup>26</sup>	
Anticipated Separation Distress	Suppose (brand) were to go out of existence, to what extent would you feel... 1. Anxiety <sup>26, 13, 6</sup> 2. Apprehension <sup>26</sup>	
Attitude Valence	Please express your overall feelings and evaluations towards (brand) 1. Positive/negative <sup>26, 13, 6</sup> 2. Favorable/unfavorable <sup>26</sup>	

\* All scales ©2014 Aaron Ahuvia, Richard Bagozzi and Rajeev Batra.

<sup>26</sup> Multiple-factor 26 item scale.

<sup>13</sup> Single-factor 13 item scale.

<sup>6</sup> Short 6-item scale.

Ask.

I like you.

Do you like me?

Yes

No

Never stop  
asking.

Compare changes over time to changes in sales, market share, retention and other metrics.

Next steps.

Ask yourself, your colleagues and your clients the five questions.

Be honest.

Find focus.

Get creative.



Remember.

## KEY TAKEAWAYS

Brand love is a B2B brand's best weapon against commoditization.

## KEY TAKEAWAYS

Every touch point, no matter how small, is an opportunity to build brand love.

## KEY TAKEAWAYS

Be visionary. Be relevant. Be consistent.  
Be trustworthy. Be transparent.



**Q&A**