



Chapter 8

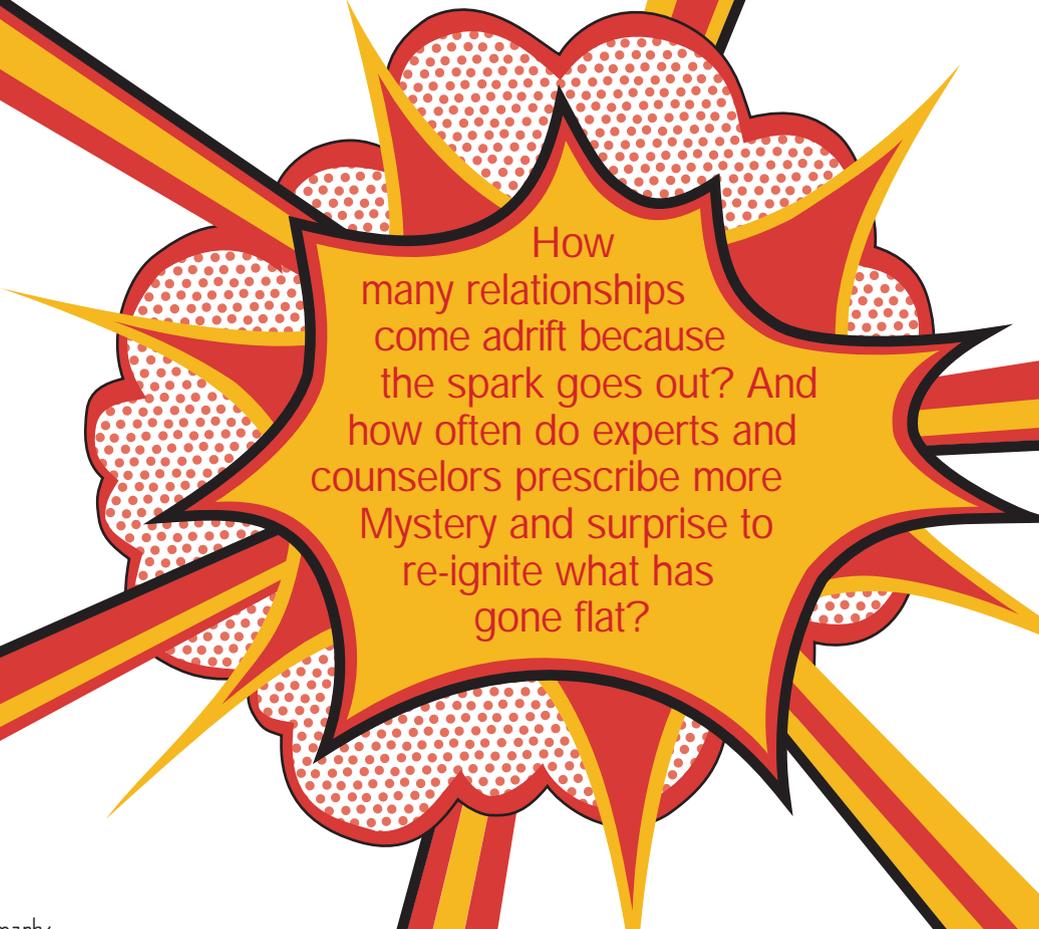
ALL I HAVE
TO DO IS DREAM

"I'll never understand you
as long as I live!"

Of everything people say in a long-term loving relationship,
that's the killer. The one that sums it up.

Great relationships thrive on learning, anticipation, and surprise.
When you know everything there is to know, there is nothing
left to discover. No more wonder, no more opportunities.

No more relationships.



How
many relationships
come adrift because
the spark goes out? And
how often do experts and
counselors prescribe more
Mystery and surprise to
re-ignite what has
gone flat?

After giving a sermon on the Creation, a minister was surprised to hear an elderly parishioner tell him that she believed that the world rested on the back of a turtle. Trying to let her down lightly, he asked what she thought held the turtle up. Rather puzzled, she replied “Another turtle, of course.” The minister pushed harder: “Okay then, so what holds that turtle up?” “Another turtle,” she said. “And don’t get your hopes up, young man. It’s turtles, all the way down.”



When we were working through the essentials of a Lovemark, Mystery was always at the top of the list. This may seem counterintuitive. Business people often feel that the more numbers they can throw at a brand, the more credibility sticks. This may get them to tag along with the march of scientific progress, but always at the expense of Mystery.

Fortunately, Mystery is a paradox. The more you strip away, the more Mysteries you find. Ask neurologists, cosmologists, biologists, and all the other “-ists.” They will all tell you the same process goes on to infinity—just like the turtles.

As a child, I found highly detailed explanations numbing. And all of us at one time or another have felt the sobering pseudo-reality of numbers dump on what seemed to be an exciting idea.

Remember the disappointment when you finally persuaded a friend to show you how a magic trick was done? One minute you believed you had seen the impossible. The next, you were irritated to find out how easily you had been fooled. What a bum trade. Magic for trickery.

Most businesses are obsessed with downplaying Mystery. They are determined to frame the world so it fits their own systems and processes.

No wonder they find it tough to communicate with anyone, including their own people. They pump out specifications, details, and diagrams. Define this benefit, delineate that target. Write plans and strategies backed up with statistics. Gives me a headache just thinking about it. And it's not going to work. It is not going to work in the airline business, the food business, the cleaning business, or any other business. How can it? Every major industry player now has exactly the same data, the same research suppliers, the same techniques, the same processes, and, in many cases, the same people, who've just changed companies but stayed in the industry. As Pete Seeger wrote in his song: "There's a green one and a pink one and a blue one and a yellow one, and they're all made out of ticky-tacky and they all look just the same."

As long as people have aspirations and goals and dreams, they will always crave Mystery. Whoever heard of anyone craving...statistics?

The great thing about Mystery is that it is beyond rationality, beyond calculation.

But Mystery is under pressure everywhere. From the bureaucrats, the incrementalists, the traditionalists, the we've-never-had-it-so-good brigade, the don't-rock-the-boat crew, and of course, the cult of the Village Green Preservation Society! And it is eroding before our eyes. Taking action on Mystery sounds paradoxical, but that is exactly what we must do. Creating Mystery is an art.

"We named our company Putumayo after an area of southern Colombia which is itself named after a river that starts in the foothills of the Andes. In the Putumayo region there is a small village which was one of my favorite places to go. It was one of those really magical areas. The first time I happened to show up was during one of their carnival celebrations. I remember waking up the next morning, sitting by the side of a little stream that led into the Putumayo River. The Andes were in the background, birds were flying around, and the Indians were going and coming from their fields. It felt like all was right with the world.

"It would be nice for people caught up in the hustle and craziness of big cities like New York to be able to travel all the time to places like Putumayo, but they can't always do that.

"So in a way what we've done with Putumayo World Music has always been kind of an attempt to try and help people travel the world. To let them explore other cultures and have a taste of the mystery and appeal of World Music. To let them discover how by being melodic and upbeat it helps people rise above their daily problems. It makes you feel good and becomes

a positive element that has been created in another culture. I believe it is the positive side of the human spirit, and that music is one of the positive elements that human beings create.

“I also believe that, ultimately, the same thing drives people everywhere. That is, to try and find ways to make their lives happier and more meaningful. Unfortunately, there aren't that many things that do it. But music is one of those things.”

[Dan Storper, Putumayo World Music]

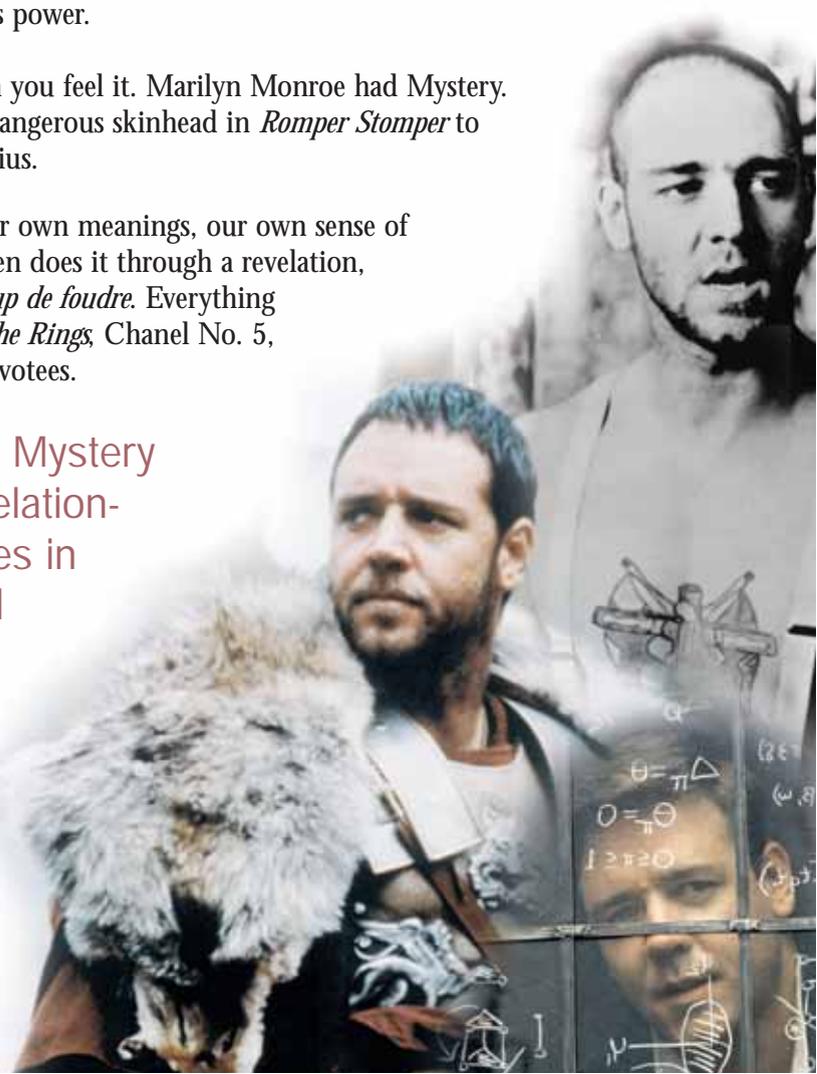
If you believe in Mystery, clap your hands.

Peter Pan got it right. When Tinkerbell was clocking out because no one believed in her anymore, he asked the children of the world to revive her by clapping. Loudly. It worked. That is what Mystery needs, a surge of faith in its power.

The power of Mystery. You know it when you feel it. Marilyn Monroe had Mystery. Still does. Russell Crowe has got it—as a dangerous skinhead in *Romper Stomper* to Maximus to a reclusive mathematical genius.

The cloak of Mystery forces us to find our own meanings, our own sense of what is important in our lives. And it often does it through a revelation, a thunderbolt. What the French call a *coup de foudre*. Everything changes. This is what made *The Lord of the Rings*, Chanel No. 5, and Red Bull into Lovemarks for their devotees.

Mystery opens up emotion. Mystery adds to the complexity of relationships and experiences. It lies in the stories, metaphors, and iconic characters that give a relationship its texture. Mystery is a key part of creating Loyalty Beyond Reason.



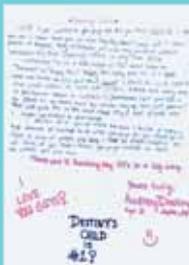


A visionary at *Visionaire*

Cecilia Dean understands the elusive charm of Mystery. With her partners Stephen Gan and James Kaliardos, she co-founded in 1991 the extraordinary publication *Visionaire*. Issuing out of New York three or four times a year, *Visionaire* is a testament to the power of Mystery.

It has an exclusive reputation. Complete editorial integrity. A hip address in SoHo. World-beating image-makers. An unlikely marriage of fashion and contemporary art. All inspired by a new theme for each issue: flipbooks, Louis Vuitton satchels, injection-molded plastic cases, vintage novels. Each issue reinvents the concept of *Visionaire* and plays with the infinite possibilities of form and content.

I see copies of *Visionaire* on the tables of Saatchi & Saatchi creatives throughout the world. Why? Because it gives them a heady mix of sophistication and Mystery, inspiring ideas wrapped into a surprising and sensual object.



“I think mystery is really, really important. It’s why we invite very few people into the back offices of *Visionaire*! One of the biggest downfalls of Hollywood is that celebrities no longer have any mystery. Having all your dirty laundry in every tabloid is not what I call deeply mysterious. Unfortunately most of these celebrities are just like you and me. Who wants always to be reminded of that?”

“Being mysterious is becoming more difficult. We are dealing with a public that is so educated. I remember my 15-year-old sister understanding the difference between editorial and advertising! She knew that editorial was driven by advertising. I said, ‘How do you know that? I didn’t tell you that.’ And she said, ‘They know. People know.’ Because they *do* know, you have to think of new ways to create mystery. Of course, in the creative field you can’t help but be slightly mysterious. The whole process is mysterious. We have to deal with it every day—and *I* can’t even explain it.



“With the *Love* issue we wanted to do something that really came from the heart. We’d done erotica and we’d done desire, so for us it was important to do something with a very innocent, pure type of Love.

“Stephen said, ‘Let’s find thousands of romance novels.’ And that really started driving the issue. There was this idea that each book was going to be different and that they all had to be hardcover novels, hopefully with a Love story. Practically every novel has Love in it anyway, so that was not too hard. And then on top of all these different novels, we were getting highly personal work from these great photographers, so it started coming together like that.

“Our question to our contributors was: What is Love? What does it look like? What do you do out of Love and for Love?”

[Cecilia Dean, Creative Director, *Visionaire*]

Mystery's high five

Great stories; combining the **past, present,** and **future;** **tapping into dreams;** great **myths** and **icons;** and instilling **inspiration.**

1. Tell your stories

Stories feed Lovemarks. They are how we explain the world to ourselves and give value to the things we love. We all know how a great story at the right moment can change our minds or release that vital “Oh-now-I-get-it.”

The Māori people of New Zealand talk about surrounding their great treasures with “interesting talk.” This, they believe, increases the *mana* (standing) of the object. I believe this too. I have seen “interesting talk” work its magic time after time.

Just before Buck Shelford, an inspirational leader and captain of New Zealand's All Blacks rugby team, led his players onto the field to defend the nation's pride, his final words drew on his own Māori heritage. *Kia Kaha.* Be Strong. For every All Black, no opposition is as intimidating as their own legacy.

The world of information is a tough place to stimulate any change of emotion or action. Lovemarks use stories to show why information matters.

That word “content” depresses me. No point of view. No energy. A generic label for generic stuff. Shovel-ware. It's for sworn-in members of the commodification mafia.

Stories have huge value in business because they look in the right direction. At people. You cannot tell a story without characters and emotion and sensory detail. Even the dumbest road-crossing-chicken jokes have it. And they capture us faster than the most elaborately produced annual report.



Q: Why did the chicken cross the road?

A: To prove to the possum it could actually be done!

A picture may be worth a thousand words, but terrific stories are right up there with them.

So it is no surprise that 30-second television commercials can create powerful emotional connections like nothing else. They are the most compelling selling tool ever invented.

People who say that television ads are a thing of the past just don't get it. First, they thought that 500 channels would kill off TV ads. But no, media buyers just picked the channels people watched. Same story with TiVo and any other filtering devices anyone wants to put up.

What people hate are boring 30-second commercials. Great 30-second commercials, they love. That's why there are whole TV shows that play nothing but commercials. And why do people love them? Because they tell stories. And people love being told a story.

Annette Simmons is an expert in storytelling. She touches the central point precisely: "When you tell a story that touches me, you give me the gift of human attention—the kind that connects me to you, that touches my heart and makes me feel more alive."

Advertising is part of pop culture, like music, TV, movies, celebrity gossip. The stuff of the context of our lives. We talk about great ads in bars, on buses, at work, with our families, around the watercooler. We rarely debate statistics there.

A great story can never be told too often.

Just look at the ones that endure to become myths and legends. Why? Because there is always someone new ready to listen for the first time.

Lexus has always valued stories. They may not use them in advertising, but they permeate the Lexus culture, and especially the dealerships. And often it is the dealers who turn out to be the heroes of great stories.

My favorite Lexus story? Imagine you're in your Lexus driving to the hospital with your pregnant wife. You know you are not going to make it and just then your local Lexus dealership comes into view. That is exactly what happened to Mark and his wife. They pulled in and with the help of the Lexus people delivered the baby. But the support didn't stop there. They loaned him another car, cleaned up his, and generally played proud relatives. What could Mark and his wife do in return? They named their daughter Isabella Lexus.

The James Bond franchise, launched in 1962 with *Dr. No*, has also got a lot to tell us about long-term success in the multi-billion dollar entertainment industry. The question has got to be: Why is this Englishman who is constantly pitted against global crime czars still with us? Many others have tried to topple him, but even the Terminator was no match for the spiffy British spy.

The reason is simple. The legendary movie magnate Samuel Goldwyn nailed it:

James Bond movies tell a simple story, tell it well, and tell it every time. Lovemarks adapt to new generations of consumers while being very clear about their story.

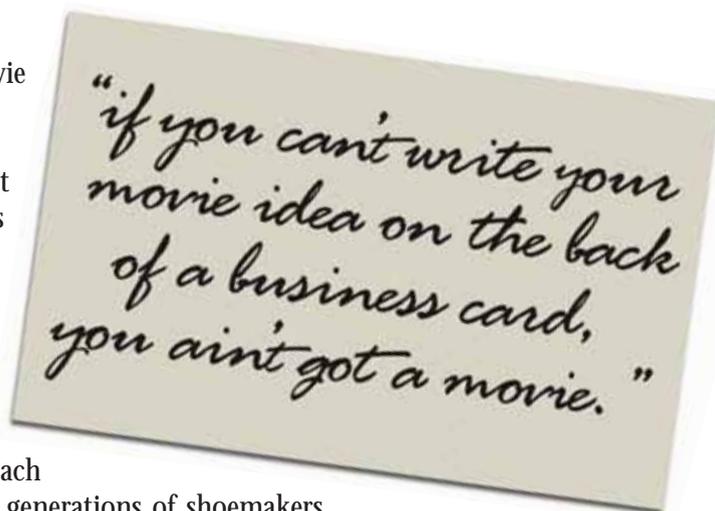
Then there is the Spanish company, Camper. They start with the story of Majorca, the island in Spain where Camper was born in 1976, but they also reach backwards to absorb the craft and skill of generations of shoemakers long before Camper itself was established. By attaching themselves in this way to tradition, the company very consciously created an overall Camper style and philosophy of life, and a story of origin and tradition.

Paradoxically, this solid foundation in the past has pushed them forward to make some of the hippest shoes around. Shoes where some styles have a different-sized right foot and left foot. Shoes that may have messages and poems inscribed into their soles. Shoes with stories on the labels.

Lovemarks know how to mine and treasure their stories. They know that stories are told by people, by individuals. You can't work them up on a whiteboard in a meeting room and still expect them to connect.

Where do the real stories come from? From people. From the people who love what you do, and from the people who may not love you but care enough to respond.

Great brands have always been surrounded by great stories. Brands aspiring to be Lovemarks must develop intuitive listening skills and ways to harvest stories of their consumer experiences.



2. Use your past, present, and future

Lovemarks are like the best families—they combine learning from the past with the dynamics of the present to create great futures. Acknowledging how the past, present, and future are entwined was one of the guiding principles of Walt Disney as he built the Disney Corporation out of a short cartoon about a mouse.

“To all that come to this happy place: Welcome. Disneyland is your land. Here age relives fond memories of the past, and here youth may savor the challenge and promise of the future. Disneyland is dedicated to the ideals, the dreams, and the hard facts that have created America...with hope that it will be a source of joy and inspiration to the world.”

[Memorial to Walt Disney at the gates of Disneyland in Anaheim, California]



When you experience something you feel might be a Lovemark, check out how it acknowledges the past as it heads to the future. No connections—no Lovemark.

I'm not talking about cheap nostalgia, but the unshakeable conviction that the past shapes the present.

Watching businesses shed their history like so much unwanted skin makes me sad. What a waste.

Why do great generals study battles from earlier times? Not to work out troop deployment, that's for sure. They are looking for evidence of how people react to extreme situations. How they react emotionally. And how they can use these insights.

It is said that there are 364 days to practice... and one St. Patrick's Day. This is the Irish spirit that has inspired Guinness to become a world-famous Lovemark. Fueled by the renaissance of Irish culture since the 1980s, the Guinness brand has wasted no time in staking its claim to the Irish past, present, and future everywhere. Especially in Jim O'Mahony and Stan O'Keefe's pub, Warners, in Cathedral Square in Christchurch, New Zealand.

The Guinness Storehouse visitor center in Dublin transformed the old St. James' Gate Brewery into the "Home, Heart, and Soul of Guinness Beer." Set to become a major tourist attraction, the Storehouse deeply connects the Guinness brand with Irish national history.

Then, when you add a powerfully emotional link to the 3,000 or so Irish pubs around the world selling the Irish dream, you have what comes close to a religious movement.



The genius of the Guinness brand is that it doesn't only connect with people in places to which the Irish have emigrated. Guinness beer was first exported to Africa in 1827, and from this foundation an extraordinary tradition has grown up. The Guinness brand in Africa speaks of the future as well as the past. The luck of the Irish indeed.

Some companies make the most of their heritage and still can draw it brilliantly into the present. Take the German automobile

Audi. The classic logo embodies the fact that its past, present, and future are inextricably entwined. The four silver rings represent the four companies (Wanderer, DKW, Horch, and Audi) that came together in 1932 to form the Auto Union that became Audi. How then could they resist becoming the official car of the *Lord of the Rings* trilogy?

Lovemarks know that their emotional legacy can inspire passion for current projects and inspire Loyalty Beyond Reason. Look at Cheerios, a great American Lovemark. Over the years, our client General Mills has understood that, to millions of American families, Cheerios is more than just a breakfast cereal. For instance, it can be a target. Some little boys are taught to aim with the help of a Cheerio ring in the bottom of the potty!

The creation of a Lovemark is cumulative. If you don't understand what you mean to the grandparents, it's tough to understand what the next generation needs. This is why a Lovemark never freezes in place. If you can't respond, there is no way you can be a Lovemark.

If you want to see the past, present, and future working brilliantly together, look to sport.

When I was working on the book *Peak Performance* with my colleagues Clive Gilson, Mike Pratt, and Ed Weymes from Waikato Management School, we found that successful teams always lionize their past. The New Zealand All Blacks are my own favorite team,

my personal Lovemark. They are one of the most successful teams in the history of sport. The All Blacks have a saying that sums it up: "Preserving your body never enters your mind. Preserving your history never leaves it."

3. Tap into dreams

Dreams create action and action inspires dreams. Now that's what I call a virtuous cycle! It all comes down to this. If we know what consumers dream, it can only be because we are trusted and loved.

Brands wasted years fixating on information, boring people rigid with stuff they didn't want to know.

Lovemarks know that the people who love them are passionate, emotional, and often irrational human beings. What they are not are statistics or bullet points in the findings of some nerdy focus group.

It's all about listening. Not just keeping your mouth closed between each of your brilliant statements, but really listening.

Tapping into dreams is a powerful way of showing people that we understand their desires and can transform them into delight. The relationship between brands and consumers has been irrevocably changed. The change is a big one. And so are the rewards.

Maurice Levy, Chairman of Publicis Groupe, sums it up:

“The idea of moving from a brand to a Lovemark means, for me, changing the relationship between the consumer and the brand. This change is from a rational decision to buy a brand to an irrational, passionate decision to be loyal to that brand. And you will find that, as the brand becomes a Lovemark, it will be forgiven for its mistakes. Lack of innovation, perhaps not always the best timing or the best price. In a Lovemark the bond between the brand and the consumer is very strong. It has moved from a rational ‘I’m buying this because it has me getting this or that’ to ‘I’m buying this because I really love it.’ It is adding to something that we call in France *les gratifications psychologiques*. It’s giving you something that we call *les suppléments d’âme*—supplementing the soul. Now you can build loyalty with the consumer, which goes far beyond what you can get by being a brand, or a mega-brand. It is a step which is fantastic to take.”

And then there are the dreams that inspire businesses. The founding vision of Microsoft was a great one:

A computer on every desk and in every home.

Of course, around the late 1990s, their dream had been pretty well realized, so they began looking around for something fresh and new. The proles replaced the visionary. They decided on:

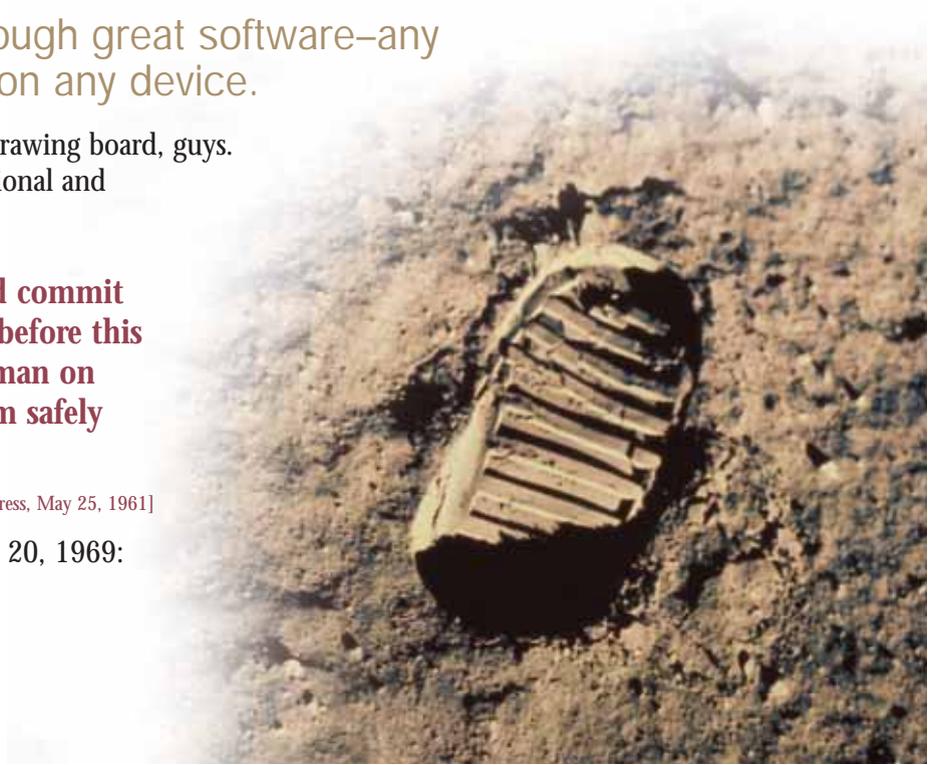
Empower people through great software—any time, any place, and on any device.

Gee, that’s catchy! Back to the drawing board, guys. But how about this for an emotional and realizable dream?

“I believe this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth.”

[President John F. Kennedy, speech to U.S. Congress, May 25, 1961]

Neil Armstrong, Apollo 11, July 20, 1969:
Mission accomplished.



One of the least understood business secrets of our time has to be Uncle Walt's:

“If you can dream it, you can do it.”

The classic dream-merchants are Harley-Davidson. They revived their fortunes on the brilliant insight that the middle-aged still want to rock and roll.

They dream that one day they too will “put the map in the trash and ride.”

No matter that you are riding to the rules of the road on Interstate highways, the Harley dream is as real as the roar. Freedom and the spirit of adventure rule.

Anita Roddick understood the power of dreams. It was her dreams that powered the passions of The Body Shop. From one tiny outlet in Brighton, England in 1976, The Body Shop has grown to more than 1,900 stores in almost 50 countries.

Anita Roddick's personal philosophy started a business empire fixed on corporate social responsibility. The Body Shop taps into the dreams of their consumers for a better world. The dream of mysterious and exotic ingredients—jojoba oil, bergamot, and calendula. And the Roddick dreams survived even after she stepped down as CEO. As one of The Body Shop ads so astutely stated:



“If you think you're too small to have an impact, try going to bed with a mosquito.”

4. Nurture your myths and icons

Nothing cuts through everyday clutter better than myths and icons. Why? Because they are memorable and memory is the wellspring of the heart. Many great Lovemarks are also great icons.



The Sydney Opera House

Designed by the great Dane, Jørn Utzon, its swooping sails define Australian confidence and Sydney's emotional connection with the ocean. The inspiration came out of dividing a small wooden sphere like an orange. The original model is in the collection of the Museum of Modern Art (another icon) in New York.



Nike's Swoosh

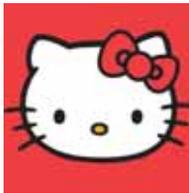
A big tick for one of the most stunning branding campaigns of the 20th century. Nike's Swoosh Design trademark was designed by Carolyn Davidson in response to Philip Knight's brief that it suggest "movement." Sure moved a lot of sports gear and changed the face of logo design. Across the Internet, rogue websites plot the "Swooshification" of the world.



In times of crisis and danger the cross and crescent icons of the **International Red Cross** and **Red Crescent** Movement seize attention and emotion. They are symbols of real sanctuary and real aid. Founded in 1863, the Movement has made its icons live in the simplest possible way.



The International Red Cross and Red Crescent keep the promise they have made to alleviate human suffering wherever it may be found. The cross and the crescent give shape to that inspiring goal.



Hello Kitty

Born out of the Lovemarks idea that “a small gift can bring a big smile to a child,” the famous Japanese cat with no mouth is justly loved by children—and teens—across the world.



Nelson Mandela

A man who has become a metaphor for doing what's right, and holding to your principles.



Starbucks

The medallion logo that signals the smell of fresh coffee around the world. How cool of this Seattle-based business to name themselves after a mythic character from the classic novel *Moby Dick*.



Smiley face

I often use this iconic image. From short-hand squiggles on the bottom of notes to the sunny yellow badge, the smiley face is a simple ray of sunshine.



Creating iconic characters for M&M's was a great idea. It propelled them past the founders Mr. Mars and Mr. Murrie to icon heaven. And when the colors Red and Yellow appointed themselves Spokescandies for the new millennium, the Love quotient went through the roof.

M&M's work as icons not only because of their compelling graphic character, but also because of their feisty attitude and style. Their humor and irreverence. The candies with the endearing self-centeredness. Big kids.

Lovemark relationships are demanding ones. It's not enough to get it, and then forget it. Icons need Love too. Familiarity can easily breed indifference. Or worse.

Like Lovemarks, icons too must respond to the hopes, fears, and needs of new generations.

The power of many icons comes from the touch of the person who created them. I have huge admiration for professional designers, but sometimes the professional process can blunt passion. A great icon is direct. It is a response to a need rather than a step in corporate development.

My pick for a future global Lovemark? Toyota's marvellous car for the 21st century, the Prius.



5. Build on inspiration

Inspiration: “a sudden brilliant or timely idea.” That’s a pretty good definition. Inspiration has the power to transform lives. It can help navigate through these crazy, wonderful, upside-down times.

I believe the most important thing any adult can do for a child, any leader can do for his or her people, any product can do for its owner, any event can do for its audience, is to inspire them.

Only inspirational brands can be Lovemarks. We found this out with some of the greatest sports teams in the world when I was researching the book *Peak Performance* with my colleagues.

Our question was, “How do elite organizations sustain Peak Performance?” We might also have asked, “And why are these organizations so often Lovemarks?”

Do you want to see Love in action? Go to a local game and watch the faces of the fans when

the home team scores. Just think about it: what are the most watched television programs around the globe?

What an incredible experience to have secured the 2004 Olympic Games campaign for Saatchi & Saatchi. Nothing is Impossible? Believe it.

The Olympic Games have inspired generations of people throughout the world since the first modern Games in 1896. While they are now a marketing behemoth, they hold tightly to the inspiration that sets them apart from other events. The Olympic Spirit is characterized as Joy in Effort, Friendship and Fair Play, Dreams and Inspiration, and Hope.

With sensational icons like the rings, the torch, the flame, and the medals as well as the sensual excitement of the opening events and competitions, the Intimacy of personal achievement, and the passion of thousands of athletes competing—the Olympics is a textbook Lovemark. Any business that aspires to become a Lovemark should have at least one day-long workshop a year developing insights from this mighty sporting event.

Our research into teams that people are passionate about—the Australian cricket team, FC Bayern Munich, the New York Yankees—revealed the same inspirational spirit that typifies great Lovemarks.

As we wrote in *Peak Performance*: “They experience passion, elation, and heartache, and they secure meaning and purpose from their commitment to their chosen team and sports code.”



You don't find inspiration only in sport. The French design giant Philippe Starck is innovative, smart, and poetic. I love that he made the Juicy Salif lemon squeezer for Alessi just because it looked so great. Even if this rocket-shaped marvel didn't put the squeeze on lemons, it would still be a fabulous thing to own. It's a design classic and bestseller. Starck has inspired millions of people who thought good-looking objects were only for the rich and to demand more of design for the stuff we use every day. As he said himself:

"The reign of the poetical has started."

I recently commissioned the New York artist Sean Landers to make a large painting he called "Becoming Great."

"When I was a teacher I would encourage my students to make things, almost on a whim, even if they didn't understand it. My reasoning was that while for a short time it would be a mystery to them, over the longer term, looking backwards, they would see a pattern that would start to make sense. There is an element of mystery involved in art.

"What makes artwork great is always between the idea and what actually goes through your arm and out to the canvas. It's always such a surprise, the result so different from what you're expecting.

"Over the years, I have learned to put myself in a position where accidents can happen and where I can take advantage of small mysteries. This is a strange process of discovery. I know that my initial idea is merely a point of departure, never the end.

"'Becoming Great' ended up as an image of thought. That's the way it looks to me. The way thoughts can be just flashes of things that hit you. Then at other points things that flow, one drifting into another. When I first began it, I never thought of it as kind of like a graphic image of thought. That just happened. So as it evolved there were all these discoveries. Things that came out of the unknown. Mysteries."

[Sean Landers, artist]

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1. Ask everyone you work with for a story that reflects what makes your brand special to them. The more diverse the stories, the richer the brand.

2. Call for all those questions about your brand that people "always wanted to know but were afraid to ask." (Thanks Woody Allen!)
Make them your agenda for the next four weeks.

3. How would you tell consumers how much you personally love your brand?

If you think they wouldn't care, re-think how you are talking with them.

4. Ask three friends - people not in the same business - for a story about one of your brands. If they haven't got one, you have work to do.

5. Make a list of stories about your competitors that you wish were about your brand. Get out there and capture them for yourself.

Five things
to do tomorrow

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for SAATCHI & SAATCHI agencies and people

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