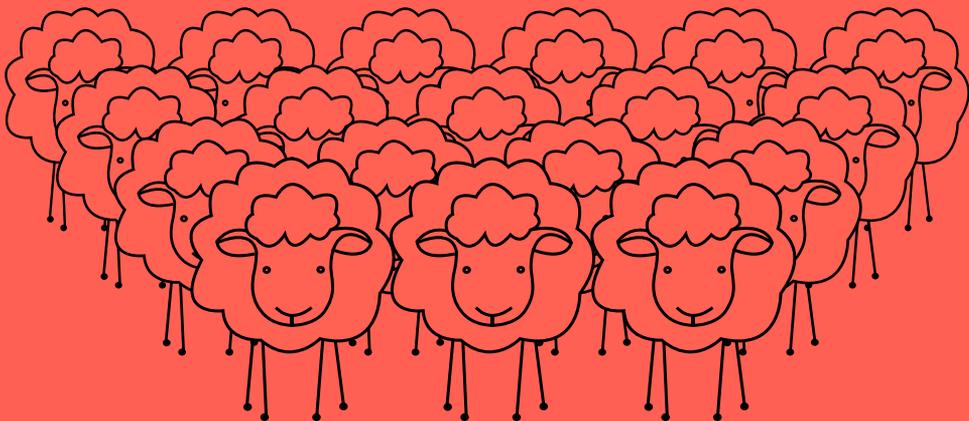


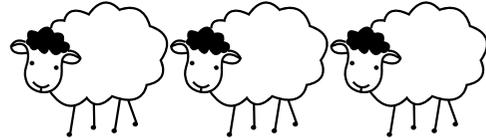
Leap frog thinking

CREATING SUSTAINABLE GROWTH & MARGINS.



Chantal Bregeault - Marc Bourgery

The great Chilean poet PABLO NERUDA
offered the following inspirational words during his acceptance
speech for the Nobel Prize for Literature in 1971 :



“ He who becomes the slave
of habit,
who follows the same path
every day,
who never changes pace,
who does not risk
and change the color of his
clothes,
who does not speak and
does not experience, dies
slowly.”

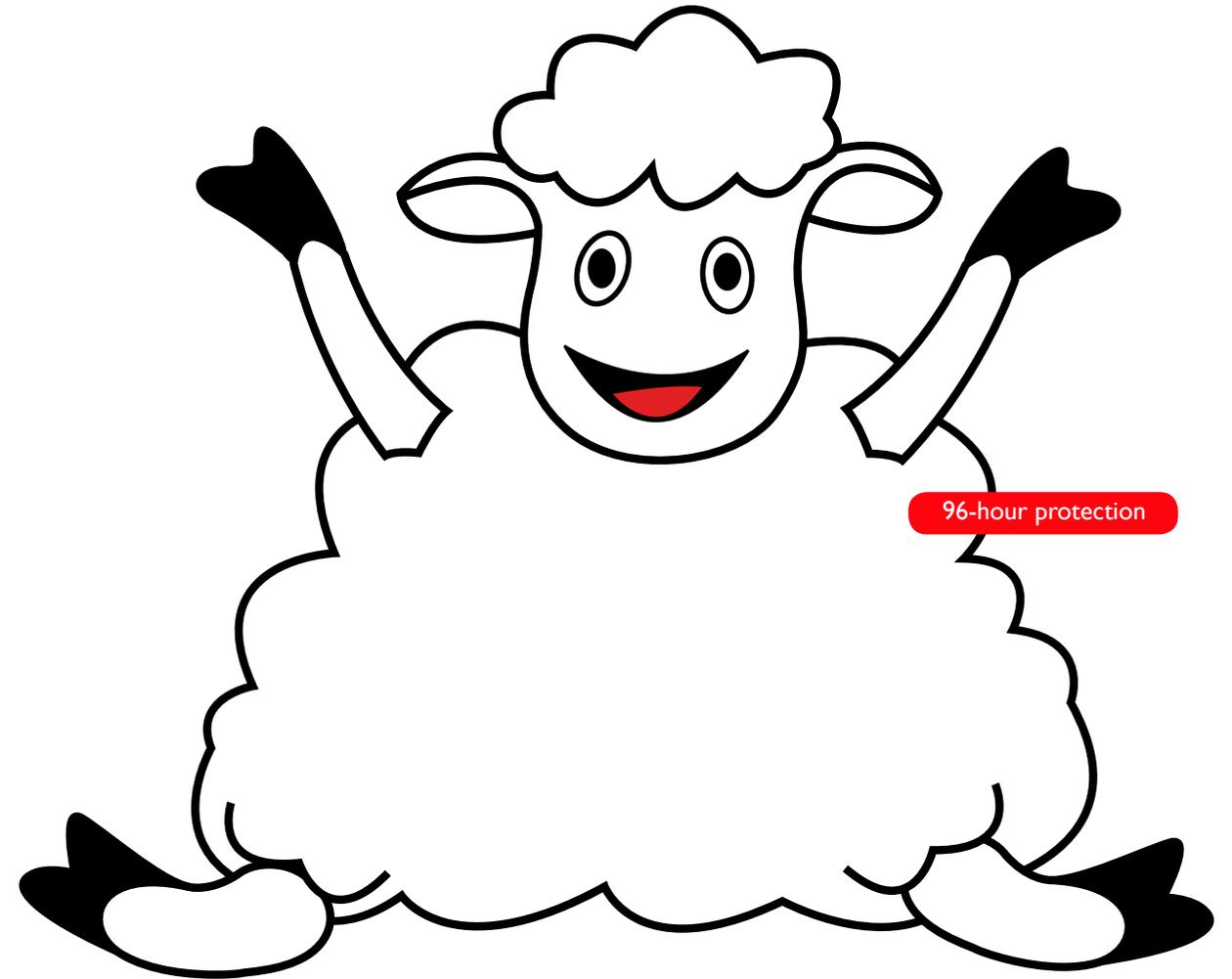
Are
they
slowly
dying

Those of us who see ourselves in this poem: professionals engaged in a highly competitive business, on local or global markets, in the media or entertainment, in politics or commerce – we should take these prophetic words to heart.

Slaves of habit

- Like the big toiletry brands that relentlessly work on the same insight for years.
- Once upon a time, 50 years ago, a clever inventor had an inspiration: "Smelling bad is bad for my social life". So our inventor introduced the first 8-hour deodorant, got rich, and built a family which – perhaps out of loyalty – continued the quest and within the last half-century has launched 12-hour, 18-hour, 24-hour, 36-hour deodorants...to attain 78-hour protection today for women and 96-hours for men. Some said, "Great! No need to bathe anymore! But isn't the family getting a little carried away?"

Perhaps one's nose becomes the slave of habit?



Yet, their public, audience, voters, and customers are NOT slaves of habit. They enjoy discovering the pleasure of eating sushi in New York, Paris, Dublin, Karlsruhe or Bourges, while the Asians are learning the joys of McDonald's and frozen pizza.

Who follow the same path every day

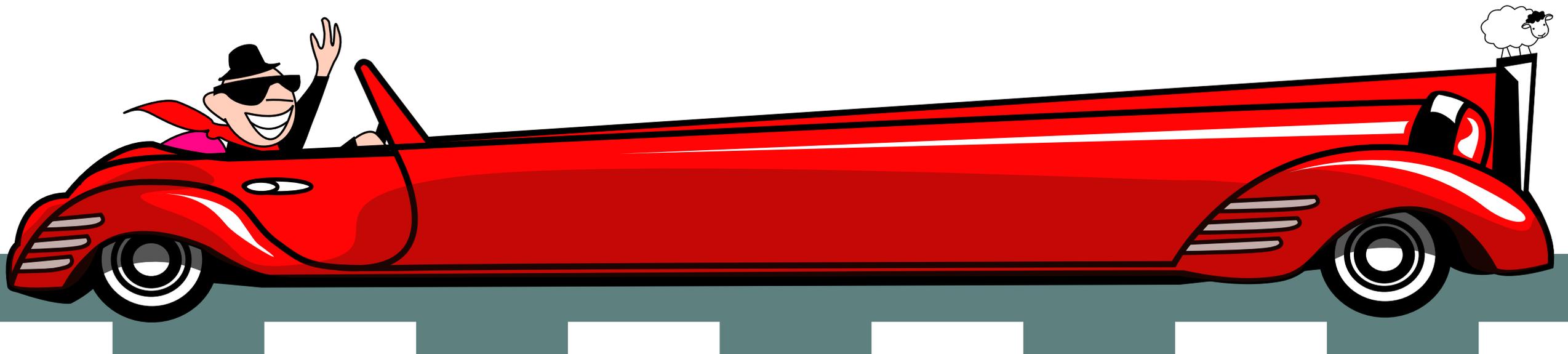
Like the powerful automobile industry that with every oil crisis claims to seek new low-energy solutions, while continuing to turn out bigger, faster, more luxurious cars that deplete more and more of the planet's resources.

General Motors discontinued the oil-guzzling Hummer but still can't propose an efficient alternative.

In reality, no manufacturer really seems prepared today. (Volkswagen introduced a 0% CO² emission "car" but just for one person).

It's no surprise that, despite exceptional governmental support – in other words, from the taxpayers – this industry is cutting more and more jobs while continuing to produce the same old over-equipped, under-profitable models.

Meanwhile, the public, the voters, the audience and customers take different paths each day, going from the local grocer's to the hypermarket to e-commerce. And they enjoy discovering the freedom of browsing between systems.



Who never change pace

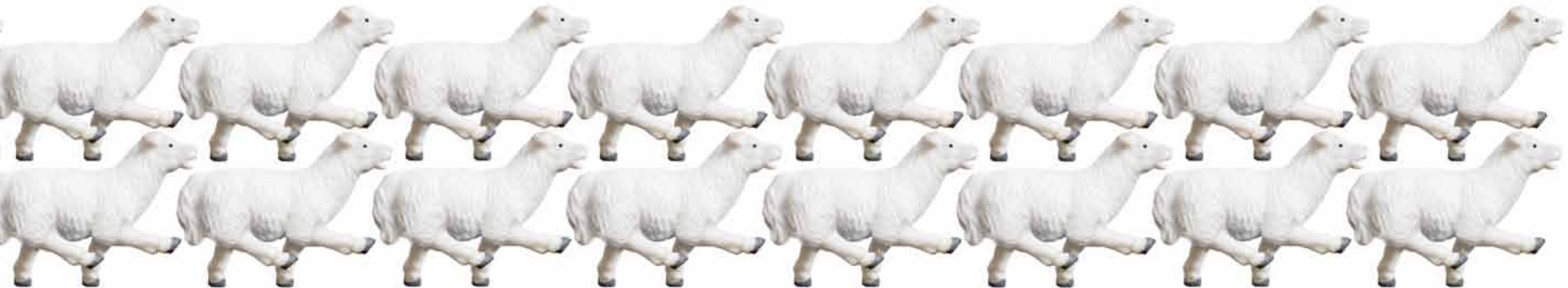
Like the politicians in most of our democratic countries who can't seem to understand that the aspirations of their citizens have dramatically changed and that it takes more than a nice package to rouse a crowd.

Gone are the days when left wing parties were supposed to be young, poor and generous and the right wing old, rich and capitalist.

Today's consumer puts them all in the same sack: "crooks".

In France, as in other European countries, lower-income voters are leaving the far left for the far right. The Greeks and Spanish are hotly contesting their governments with spectacular marches.

Politics is like Mickey Mouse – you need to draw large crowds with no distinction of age, gender, background or class. In the movies, Schrek reinvented the handsome prince love story. Avatar is another way of talking about the environment. They both offer a change of pace.



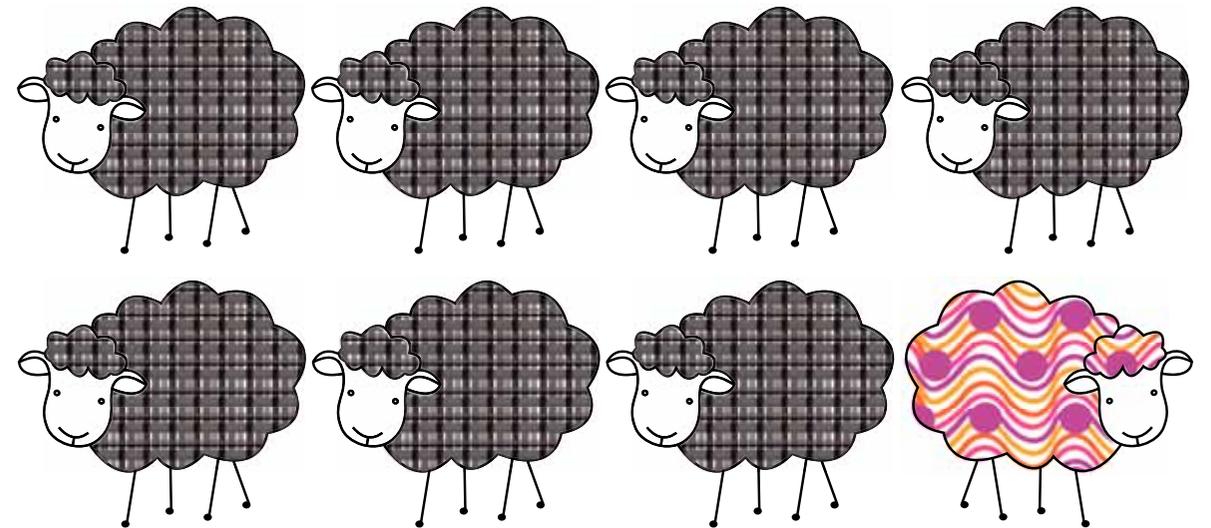
Just like the different publics, voters, audiences and customers, who freely browse the Net and enjoy discovering news, films, images, and events from around the world on their cell phones.

Who do not risk and change the color of their clothes

Like those wonderful cosmetics companies that sell their anti-aging products at increasingly stupendous prices but still in the same tubes, bottles and jars that have nothing to do with the sophistication of the concepts or technological advances.

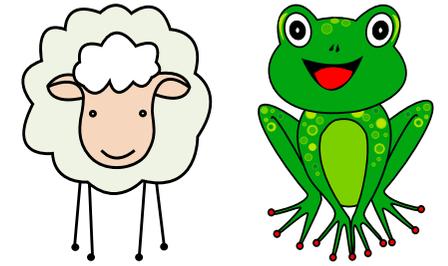
Meanwhile, the most basic of commodities – coffee – has been able to radically change the consumer experience.

Nespresso was invented by a free thinker whose group was wise enough to leave him free rein. He created the new individual cup of coffee by combining an ultra-sophisticated machine with a fun, sexy capsule. The result was a whole new, much more profitable coffee market. It's surprising that the cosmetics industry hasn't developed any similar process like electric toothbrushes or razors. By constantly doing what is expected, cosmetics have become boring. What ever happened to the big leader's search for the "wow effect"? It was an ambition that formed the industry's future leaders and that could kill a bad agency.



Meanwhile, the public, the audience, the voters and customers have traded their kimonos, saris and three-piece suits for an entirely new array of colors, fabrics and styles of dress.

Who never speak to strangers



As professionals, our keywords are Experience, Expert and Best Practices.

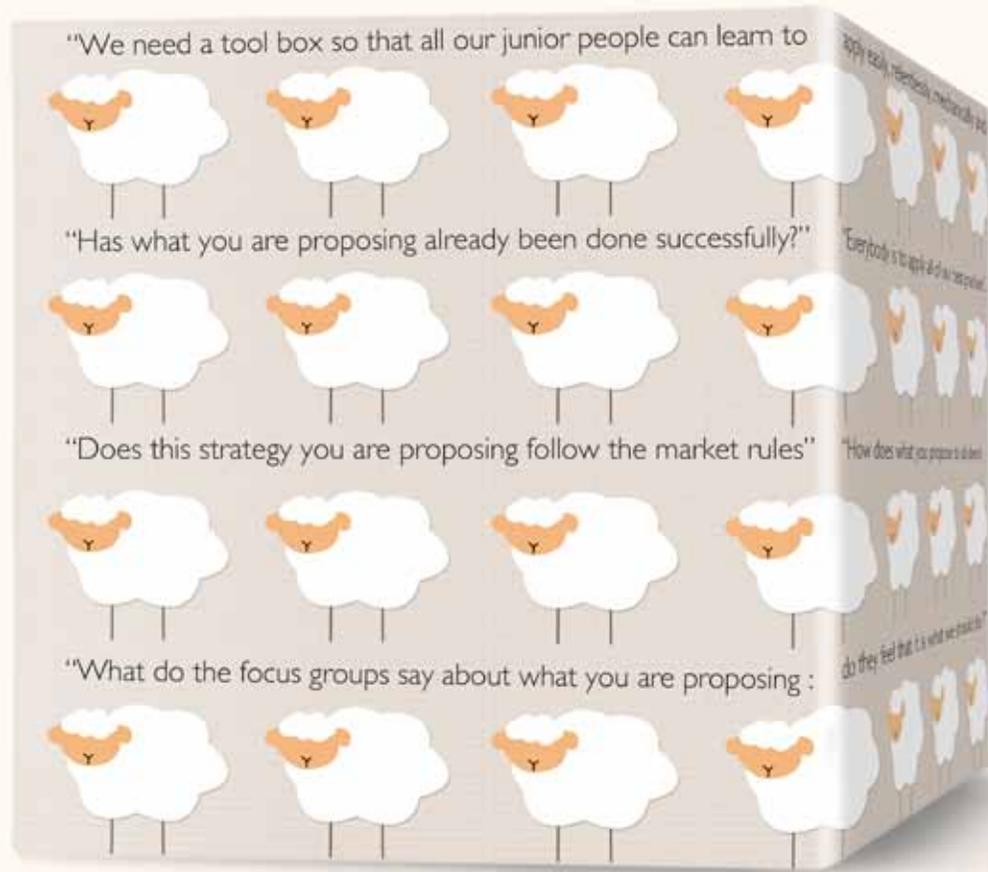
But

- Experience is always anchored in the past
- The expert is the one who knows all the reasons why “it can’t be done”
- Best Practices are methods that contributed to past successes but which have since been “frozen in stone”.

All three keywords lead to an incestuous relationship between in-house employees, experts and direct competitors. Everyone toes the same line. Best practices have become an obsolete dogma that crushes all initiative, independence, and creativity.

Unlike their audiences, clients, voters, and customers who are definitely talking to strangers through all the social networks provided by internet. They even marry strangers from the Internet!

Do you often hear the following in your organization?	YES	NO
“What you are proposing has already been successful?”	<input type="radio"/>	<input type="radio"/>
“Does your strategy follow the market rules?”	<input type="radio"/>	<input type="radio"/>
“Does your proposal include what consumers expect from your brand?”	<input type="radio"/>	<input type="radio"/>
“What do the focus groups say?”	<input type="radio"/>	<input type="radio"/>
“We are looking for a toolbox for our juniors to help them easily apply all of the methods that have lead to our success.”	<input type="radio"/>	<input type="radio"/>
“How do your direct competitors measure up to the benchmark?”	<input type="radio"/>	<input type="radio"/>
“Here, everyone must apply all of our Best Practices.”	<input type="radio"/>	<input type="radio"/>



Repetition
leads
to thinking
inside
the box.

And, thinking inside the box leads to

The curse of the Red Queen



Alice in Wonderland meets the Queen of Diamonds, the Red Queen. As Alice walks, the landscape moves along with her. Alice begins to run faster and faster and the landscape as well. Finally, Alice runs as fast as she can but still doesn't make any progress.

The Red Queen says to Alice, "You see Alice, in this land of plenty you must run as fast as you can... just to stand still." That is the curse of the Red Queen.

Why is the "Curse of the Red Queen" spreading like an epidemic? Because everyone is focused on improving what already exists ("the very least they can do!" says the consumer), instead of seeking a truly new solution.

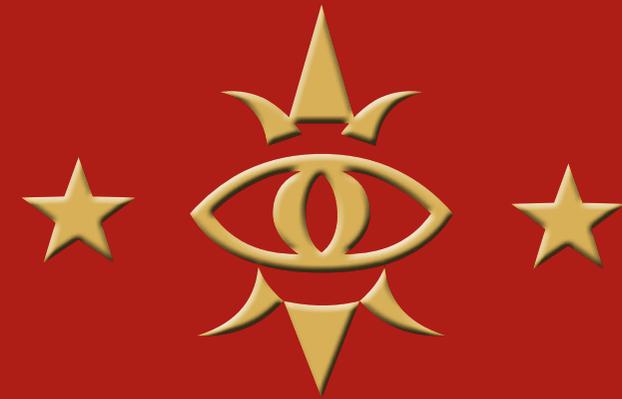
Improvement is not innovation. Improvement is Repetition.

Repetition breeds:

- **Irrelevance** like 96-hour protection deodorants.
- **Clutter** like 2500 different car models or hundreds of different flat screen TV^s.
- **Frustration and resentment** over promises not kept. How can we expect to cut costs and maintain employment if we try to compete with cut-rate Asian prices?

The book of Credos

Some of the credos
of our greatest men and
women can free us
from the curse
of the Red Queen.



BY C. B.

- Impossible is not a fact, it's an opinion.
- What's important is to keep asking questions (A. Einstein)
- If you change your way of thinking, you can change anything.
- Prior to any invention is a criticism of convention (M. Canto-Sperber)
- Gentlemen, I believe it is time to move on to something new. (N. Bonaparte)
- Following a trend is the last step before corniness. (K. Lagerfeld)
- Do not confuse new with innovation.
- Be insatiable, be crazy. (S. Jobs)

- Only a free spirit can invent.
- It is a brave man who dares to stray from the beaten path. Even braver is the man who destroys the familiar ones. (R. Kipling)
- Cursed is the general who goes to battle with a system. (N. Bonaparte)
- Imitate nothing and no one. A lion that imitates a monkey becomes a monkey. (V. Hugo)
- If two people always share the same opinion, there is one too many.
- The future cannot be predicted, it is imagined.
- They didn't know it was impossible, so they did it. (J. Cocteau)

Improving existing solutions barely helps maintain business.

What if we moved from improvement/renovation to

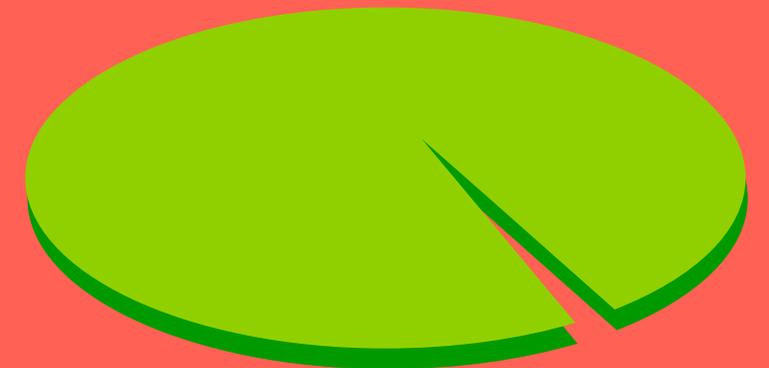
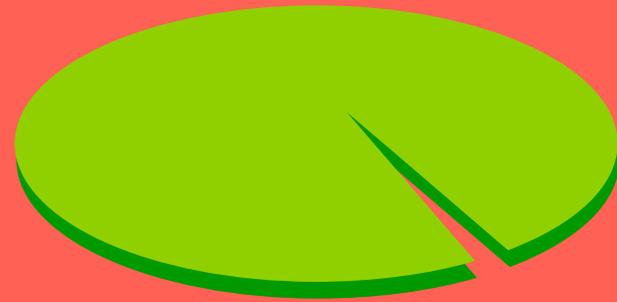
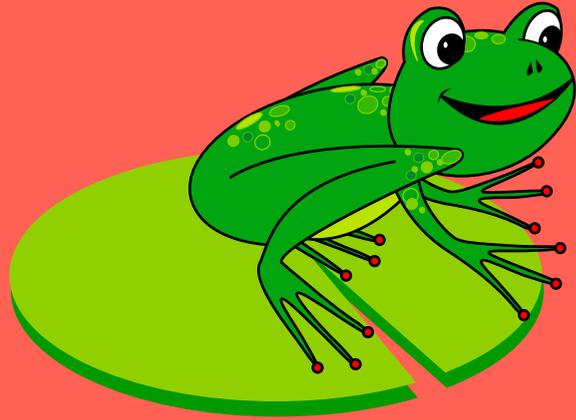
Revolutionary?





SECRET STEPS TO BECOMING A GREAT LEAP FROG THINKER.

- 1 The Leap Frog thinker only uses insights that are capable of panicking the market.
- 2 Define your customers on the basis of their aspirations.
- 3 Cherish your reputation more than your image.
- 4 always remember :“no Guts no Glory”.
- 5 Think Brand Experience instead of Brand Image.



secret n°1 The Leap
Frog thinker
uses only
insights that
will «panic
the market».

TO PANIC THE MARKET, INSIGHTS REQUIRE SPECIFIC PROPERTIES:

Insightful

Obvious, basic

Outside the box

Following the market rules

Able to generate volume

Niche

Consumer-focused

Product driven

Able to result in a very aspirational execution

A repetition of the product

NOT

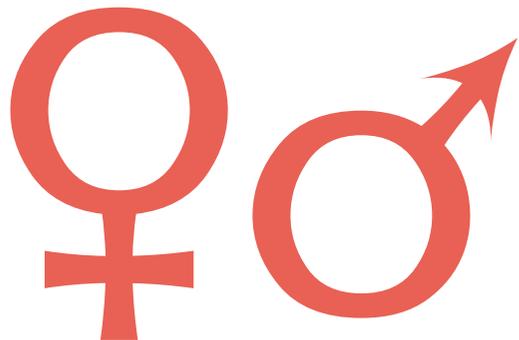
eureka

An Insight : flashe of genius that changes the rules.
Insights are always the result of simple observation.



ARCHIMEDE

Takes his daily bath as usual. Suddenly he notices that his leg is floating. Eureka! He just invented Archimedes' principle: "A body immersed in a liquid etc.

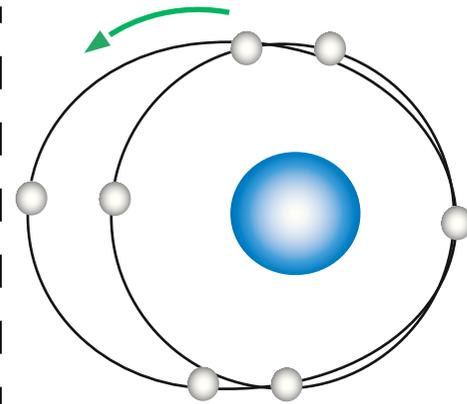


FREUD

Eureka! Everything is about sex or sexuality
He devoted his life to proving this insight.

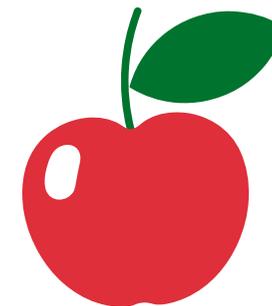
$$E=mc^2$$

EINSTEIN



GALILEO

Eureka! Of course the world is round, not flat!
But I must retract or else be murdered by my colleagues who dare not question the status quo (We are all standing straight on a round earth..... diabolical!).



NEWTON

Takes a nap an apple falls on his head Eureka!
Gravity

DEFINITION OF AN INSIGHT

"A penetrating mental vision, intuition. The ability to see inner character and underlying truth."

"The act or result of apprehending the inner nature of things or seeing intuitively". The power of seeing into a situation: penetration" the Webster dictionary

"A flash of genius that changes the rules".



Producing Insights

Triggering Insights capable of
PANICKING THE MARKET



Consumers' aspirations
will
INSPIRE INTUITION

Please note: Insights do not only relate to marketing; they are for anyone who needs to see beyond mere functionality.



Aspiration



What is an Aspiration?

We define an aspiration as a strong desire, a powerful driving motivation which is not yet expressed by consumers, but ready to emerge if offered the appropriate product or service.

What is not An aspiration?

It is not a trend. Aspirations occur beforehand and initiate trends. The answers to aspirations are what create trends. Consumers always express themselves on the basis of familiar references. At best, they define a desire for improvement of what already exists. This is the true limit of focus groups. Consumers can't talk about what they don't know but only about what is familiar. "If I had asked consumers what they wanted they would have said: a horse that runs faster." (Henry Ford).

How can we define Aspirations if we cannot ask the consumer?

One way is to look at successes across the different market categories. Our belief is that if someone or something is successful, it was able to meet an aspiration. This is how we operate at Keeping in Touch with Success to develop the global Aspirations Monitor.

Is there a quantitative basis to the findings?

If we look at big international successes like sushi, balsamic vinegar, Beyonce or Quentin Tarantino movies or sitcoms like "24 hours", "Avatar", etc. we are looking at tangible successes that affect millions of people around the world. That is why the insights triggered by aspirations will open very large, totally new markets.

Is that all we need to know about defining consumer Aspirations?

No. Execution is key. An aspirational idea that is not executed in an aspirational manner will not succeed. The Keeping in Touch with Success Aspirations Monitor defines aspirations both in substance and form.

How can I find out more about Aspirations?

To know more about the Kit Success Aspirations Monitor program just google kitsuccess.com or send an email to the authors at:

marc.bourgery@kitsuccess.com / Chantal.bregeault@kitsuccess.com

Can I find out how this would work for me?

Turn the page for a **free** trial.



DISCOVER
THE 10 KEY ASPIRATIONS
THAT DRIVE MARKETS.

PRACTICE INSIGHTS FROM ASPIRATIONS : HOW IT WORKS

For more details on Aspirations:

marc.bourgery@kitsuccess.com / chantal.bregeault@kitsuccess.com

Life KitSuccess Aspirations Monitor® Style report

- 1 Due to the dramatic changes that have occurred in peoples' « Life Styles » as in their «shopping habits » customers will no longer satisfy themselves with improved versions of old concepts. They expect the players to constantly « redefine their category ».
- 2 In order to be Aspirational my life style should Inspire my Self Esteem. Make me feel like a winner.
- 3 I aspire for ways to maximize the quality of my life style. My life style is less and less governed by functional needs. In this age of internet my quality of life craves for real human contacts.
- 4 Life is about being desired and leading a desirable life style : Sexy is the key word.
- 5 Because « products » are keeping me young both in my body and mind, I Aspire, not just to stay young, but to live young.
- 6 I Aspire for a creative life style. I love activities that are about self expression.
- 7 Fusion : the blurring of limits and boundaries.
- 8 I aspire for a life style that enables me to benefit from nature. To enjoy nature, but without the flies.
- 9 An Aspirational life style needs re-enchantment, optimism and spirituality.
- 10 Paradox Management is key : I want to eat my cake and still have it.

INSIGHTS THAT ARE NOT “ ENCHANTING”.

Some things we can do to delay (at least for a while) massive lay-offs:

- Distribute more and more unwanted trash mail.

But more and more of this trash mail is moving to Internet.

- Run after Fedex and others.
- Maintain only the post offices in large cities.

But people love their postmen and women, and small towns feel they need their local post office that has always been around.

Closing the post office does not meet any Aspirations of Quality of Life or Re-Enchantment.

INSIGHTS THAT ARE UNEXPECTED

Internet is great but it is virtual, electronic. It does not provide real contact or interrelationships are not experienced.

In this Internet driven world, I often feel like having more than just virtual electronic relations: real human contact, not just messages and voice mail.

The post office and postman are humanity reaching the most remote places.

HOW THE POST OFFICE CAN BECOME ASPIRATIONAL.

Post office, the anti-isolation organization, the touch of humanity in our Internet world :

- Web café.
- Home delivery of medication or prepared meals for elderly people without cars.
- Service center for appliances, cars, heating, etc.
- New convenience stores.

THE INSIGHT EVERYONE IS WORKING ON IN THE AUTOMOTIVE INDUSTRY.

Depleted oil reserves will lead to the advent of the electric car.

Unfortunately current battery technology only provides 250 km of road autonomy.

- Maybe enough for usual everyday usage.
- Not enough for when I need to travel long distances. (Over 800 to 1000 km).

We need to work on batteries with extended autonomy.

Not there yet!

INSIGHTS TO REDEFINE NOT JUST THE CATEGORY BUT THE CHALLENGE

Find a “car solution” that would allow me to drive my electric car with limited autonomy most of the time plus extended autonomy when needed.

OR

A hybrid electric car: a small gasoline engine to be used only to reach home if battery fails.

OR

When I own brand X of electric cars, I do not need a second car because I will be able to rent the second car at very low cost if needed and only when needed..

Less insurance, no need for garage space.

And one family could own two or even more “electric hybrids”

case n1:



case n2:



OBVIOUS INSIGHTS THAT CANNOT WORK BECAUSE THEY DO NOT MATCH PEOPLE'S ASPIRATIONS

In most of the developed countries, companies and governments believe that the only way to save their local industries and jobs is to drastically cut labor costs in order to match the cheap labor costs in Asia where workers earn ten times less, with no benefits.

But workers aspire for better quality of life not less.

They aspire to a world in which they can live and no longer want to live for their work.

INSIGHTS THAT CONTRADICT THE MARKET RULES

Encourage those industries where production cost is not the most important component and "expensive" is an asset.

- Luxury goods.
- Fashion.
- Cosmetics

And where "made in" a country is an asset:

- Fashion from Paris, Milan, N.Y
- Swiss watches
- German engineered, designed (By Porsche.)

But what about other thriving, aspirational industries like health markets:

- Cosmetic surgery in Brazil.
- Eye surgery in Russia.
- John Hopkins Hospital in Boston

They attract patients from the whole world.

IT WORKED AND IS STILL WORKING.

Many years ago, Japan nearly destroyed the Swiss watch industry with quartz watches:

Japanese watches promised absolute quartz precision at low prices. (Remember Seiko and Citizen).

The Swiss industry reacted by:

- 1 Redesigning cheap quartz watches by making them fun and exciting: Swatch was born.
- 2 Pushing their non quartz luxury watches that are now thriving. Most of us today would rather own a Rolex than a Seiko, an Omega than a Citizen.

The very expensive automatic movement watch is thriving.

Today the only cheap Louis Vuitton, Gucci, Hermes, Armani goods are imitations.

INSIGHTS LEADING TO THE CURSE OF THE RED QUEEN

Design an affordable TV screen so wide with sound so intense that watching a sports event would be almost the same as watching the game at the stadium.

After losing (a lot of) money 3 years in a row, Philips decided to give up making televisions.

Philips once had a huge market share (40% once upon a time in FRANCE) but should no longer build televisions tomorrow

INSIGHTS TO PANICK THE MARKET

A TV Experience better than in a stadium.

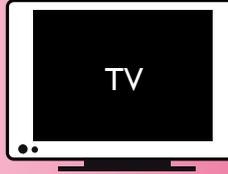
Use simulation software to create a TV experience that is able to involve TV viewers as if they were players in the game.

THE IDEA

Replay the goal as seen by the scorer, goalie, defense man, or referee.

See whether the referee could have seen the foul.

case n 3: 

cas n 4: 

your case :

CHECK THOSE ASPIRATIONS THAT SEEM MOST RELEVANT TO YOUR PRODUCT;



-
- 1 Due to the dramatic changes that have occurred in peoples' « Life Styles » as in their «shopping habits » customers will no longer satisfy themselves with improved versions of old concepts. They expect the players to constantly « redefine their category ».
 - 2 In order to be Aspirational my life style should Inspire my Self Esteem. Make me feel like a winner.
 - 3 I aspire for ways to maximize the quality of my life style. My life style is less and less governed by functional needs. In this age of internet my quality of life craves for real human contacts.
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 - 9 An Aspirational life style needs re-enchantment, optimism and spirituality.
 - 10 Paradox Management is key : I want to eat my cake and still have it

YOUR USUAL
WORKING INSIGHT.



A NEW INSIGHT THAT
WILL MAKE YOU :

- unexpected
- redefine the category or even the problem.
- Making you not just better than competition, but revolutionary.



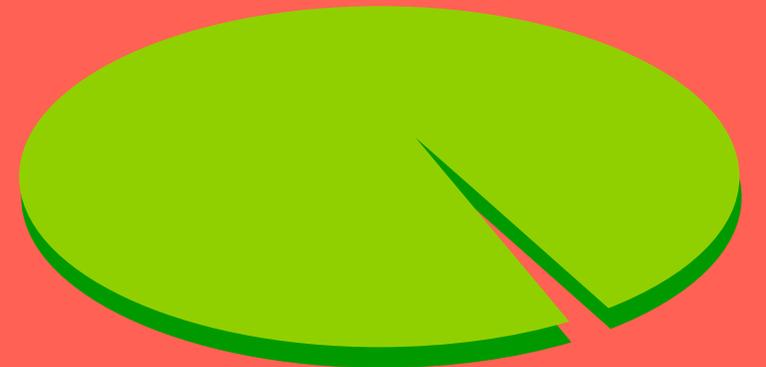
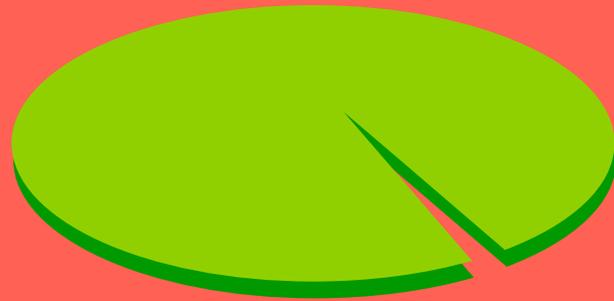
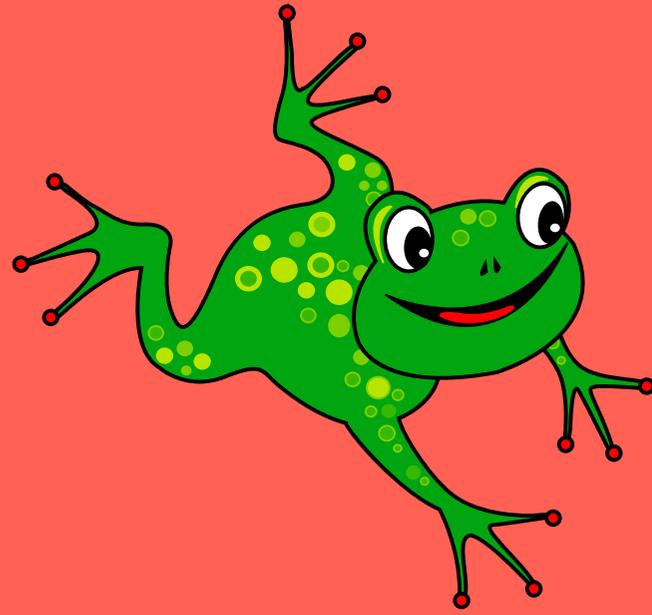
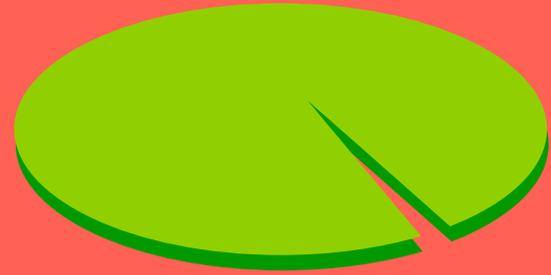
WHAT IDEAS TO
MAKE YOU UNIQUE
DOES THIS TRIGGER.



If you run into difficulty, just e-mail your form with the picture of your product to
marc.bourger@kitsuccess.com / chantal.bregeault@kitsuccess.com

secret n°2

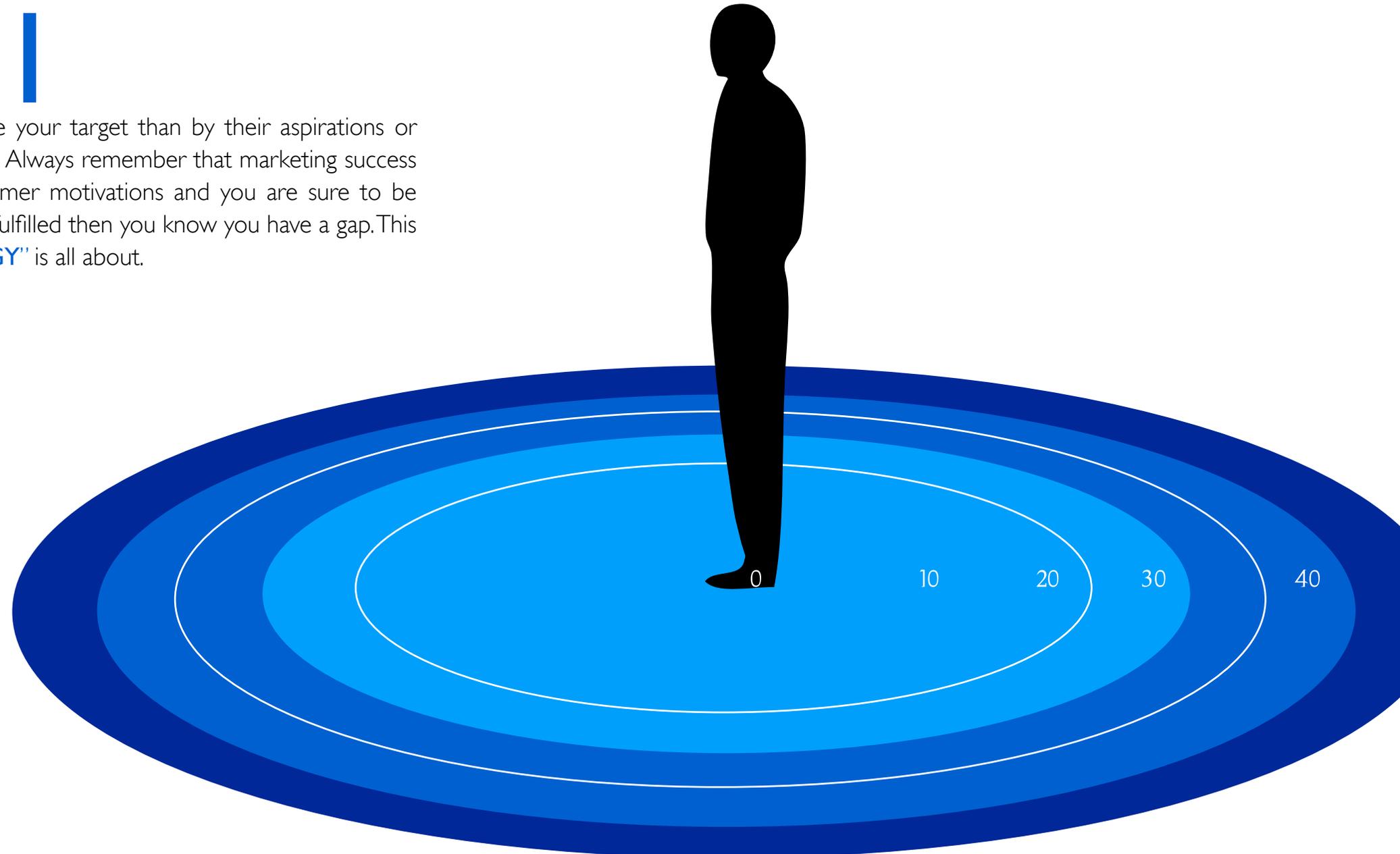
Define your
customers
on the basis
of their
aspirations.



A target is often small :
CREATING AN AUDIENCE defined through
aspirations will offer 3 benefits :



There is no better way to describe your target than by their aspirations or “unfulfilled motivations and desires”. Always remember that marketing success comes simply from satisfying consumer motivations and you are sure to be relevant. If these motivations are unfulfilled then you know you have a gap. This is what a **“BLUE OCEAN STRATEGY”** is all about.

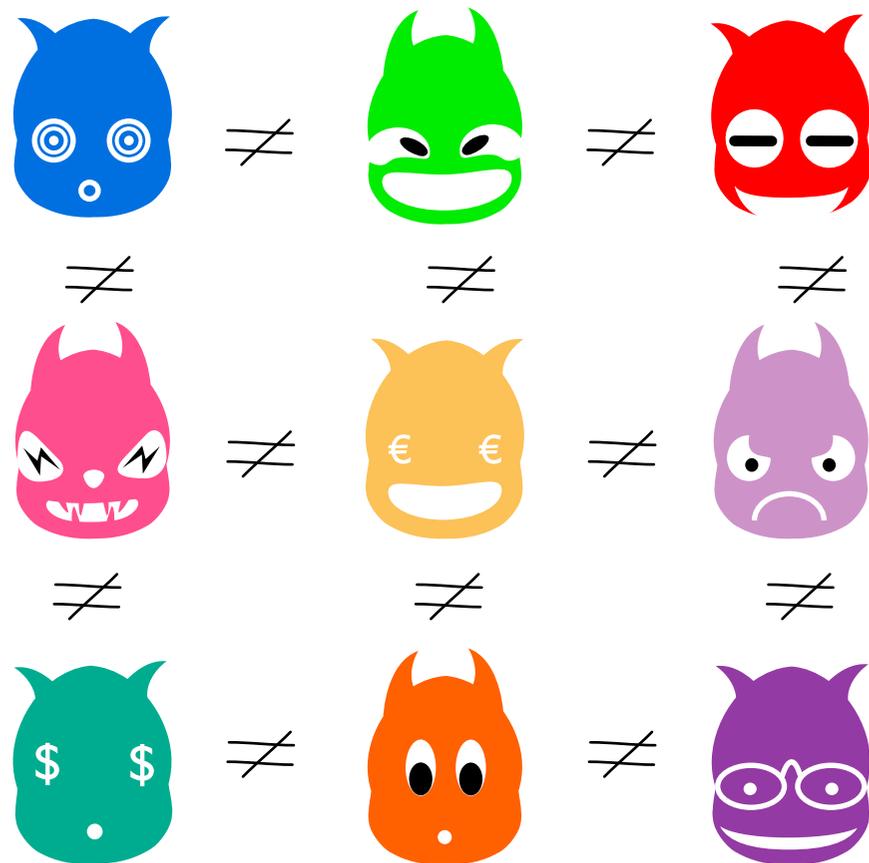


2

The only way to “classify” **CONSUMERS WITHOUT RIGIDITY**. All of us can understand that in order to be effective we need to classify our consumers.

But it’s also easy to understand that

- When buying flowers you are the same individual with the same socio-demographics only with different aspirations when it’s for your aging mother on Mother’s Day or when it’s for your girlfriend.
- I am not the same when buying a second fun car for myself or the first car for my lovely daughter.



≠ *segmentation*

This is how it’s done in the world of entertainment where they know that to produce a blockbuster they need to think “**AUDIENCE**” NOT “**TARGET**”.

Instead of segmenting and constantly dividing to create smaller and smaller groups you will be “aggregating” to create larger audiences.

You will never be able to achieve these benefits through conventional socio-demographics or even psychographics.

Be customer centric: always assure customer relevance and satisfaction Be a “Blue Ocean Strategy” enabler

The end of segmentation and niche products. The ability to aggregate people in order to create large audiences for blockbuster offers.



♥ *agrégation*

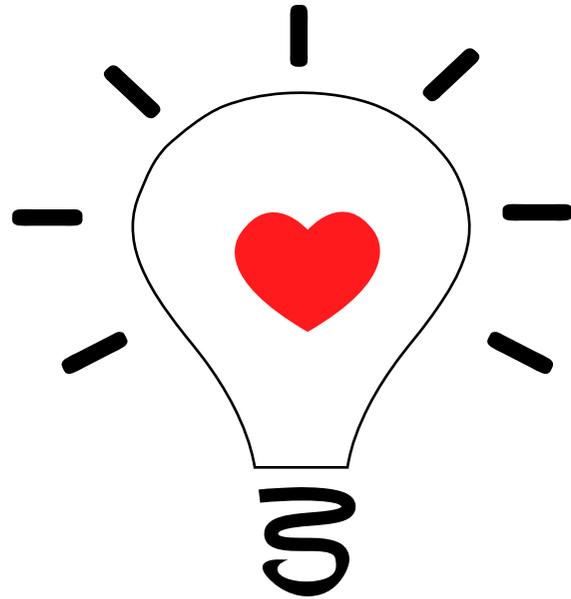
3

Inspire your teams by telling them: **WHAT TO SAY & HOW TO SAY IT**

At the very first stage of development.

“Inspire your teams by just describing your desired clientele”.

You will be considered within your organization and by your marketing partners and your ad agency as well as by the media as an inspirational and visionary marketer. You will be able to buy and inspire R&D or your Ad Agency by telling them what your desired clientele aspires to and even (if the research is well done) how to tell your story: your concept will be alive before it is born.



Find a unique definition for your target clientele in order to create a Unique Brand*

This is the most effective way to define “Unique Targets”. Nowadays it is commonly said and easy to understand that: “a brand is defined by its customers” And even “a brand is really owned by its customers”. It is then fair to say that the so-called targets should be designed to be unique. In my experience they are not.



**Trade trick:*

If you can give an inspirational name to your targeted clientele you will have defined it in a unique way.

TO DRAW A WIDE AUDIENCE, SPEND TIME DEFINING YOUR DESIRED CLIENTELE
IN A WAY THAT REFLECTS THEIR ASPIRATIONS, MOTIVATIONS, DESIRES:

In Politics

proclaiming your program

For a restaurant

Fine tuning your concept or the menu

For a newcar model

Going to the drawing board

For a new Fragrance

Designing the “juice” or the packaging

For a mobile Phone

Deciding the features, design or price

Before



Practice defining what aspirations will aggregate your desired “clientele/audience” by simply filling in the chart below:



I feel/think that the following aspirations is/are capable of aggregating my desired clientele/audience :

Not important Important Very important

1 Due to the dramatic changes that have occurred in peoples “Life Styles” as in their “shopping habits” customers will no longer satisfy themselves with improved versions of old concepts. They expect the players to constantly “redefine their category”.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 In order to be Aspirational my life style should Inspire my Self Esteem. Make me feel like a winner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 I aspire for ways to maximize the quality of my life style. My life style is less and less governed by functional needs. In this age of internet my quality of life craves for real human contacts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Life is about being desired and leading a desirable life style : Sexy is the key word.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 Because « products » are keeping me young both in my body and mind, I Aspire, not just to stay young, but to live young.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 I Aspire for a creative life style. I love activities that are about self expression.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 Fusion : the blurring of limits and boundaries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 I aspire for a life style that enables me to benefit from nature. To enjoy nature, but without the flies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 An Aspirational life style needs re-enchantment, optimism and spirituality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 Paradox Management is key : I want to eat my cake and still have it..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Two tips that might help you

1 Check to see if these aspirations are able to define your clientele/audience in a unique way. For instance for politicians :

All the citizens who want a candidate who (Aspiration 1 on list) will not promise to fix what cannot be fixed but who will redefine a new country model that “can fulfill my aspirations such as “Quality of Life” or “Nature without flies”, and make me proud of the future of my country that will play a lead role in “managing the paradoxes” that our changing world faces.

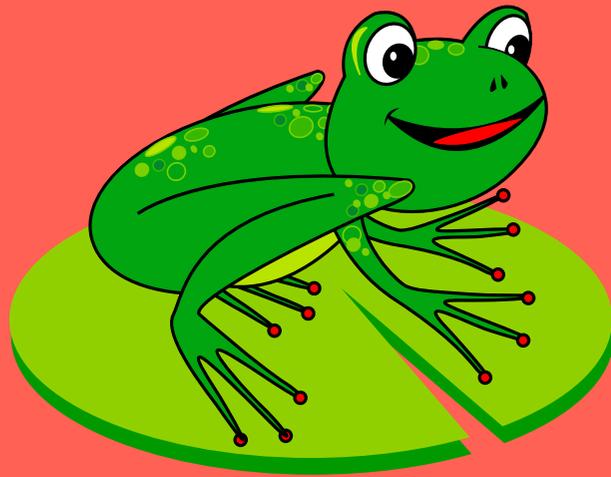
2 Try to give an inspirational and unique name to your clientele/audience, for instance for a new luxury/high-endcar:

People who will not just feel proud to drive a prestigious car but who will feel good about themselves for helping to solve the issue of global warming: “pioneers of futuristic luxury cars” (Your car will become a collectible).

If this intrigues you, but you can't see how to move forward contact and let's talk.
marc.bourgery@kitsuccess.com / chantal.bregeault@kitsuccess.com

secret n°3

Cherish your
reputation
more than
your image.



Now that you have generated High Quality Insights and you have been able to define a large, unique, specific group of desired clientele by their “Bouquet of Aspirations”, it is time to concentrate on the Reputation* you want. It should of course correspond to your values but most importantly it should serve the aspirations of your desired clientele.

This means that the values you select must make you unique and desirable and relevant to your clientele.

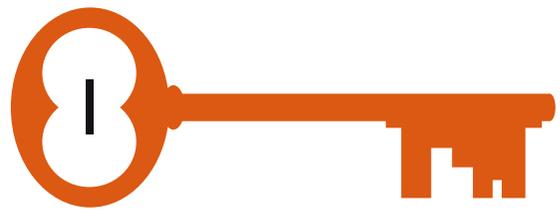
IN OTHER WORDS, YOU NEED AN ASPIRATIONAL REPUTATION*

**Reputation: the esteem in which a person or thing is held especially by the community or the public in general.*

The Random House dictionary



THE 3 KEYS TO BUILDING
AN “ASPIRATIONAL REPUTATION”



“Don’t just talk
the talk,
walk the talk”

A good reputation must be earned. It is only built through merit. But did you notice? The more you proclaim your merits, the less your public will believe you. Would you believe a politician who keeps saying that he/she is honest? What about an airline that says it is absolutely safe, a car saying that it never breaks down? Or even your plumber who stresses the fact that he is reliable but never shows up on time.

➔ ONLY WHAT’S DONE COUNTS:

- A car will offer a 5-year guarantee so that you believe it is trustworthy.
- An airline will have an impeccably clean feel and look.
- The politician will have to show his or her achievements.

YOU MUST PORTRAY YOUR DESIRED REPUTATION.

Never claim or try to claim a reputation that you can not back up. Your reputation must be consistent with your company or brand values but also with what you can actually deliver.



“Values and image
and mission statements
will create goodwill,
reputation
will generate sales”

Case story:

Just 30 years ago L’Oreal specialized in hair products like shampoos and coloration products. They then decided to expand into skin care products even though all of its consumer research stressed the fact that the L’Oréal brand was not credible and that they should use another brand name. They launched excellent skin care products under the l’Oréal brand and the first one failed. They kept at it and through product initiatives (they called these “Gestures”) they have established the brand as one of the best skin care brands in the world.

TWO PRECIOUS THINGS TO KNOW AND REMEMBER:

ABOUT BRAND AND COMPANY VALUES.

Of course brand and company values are important. But many brand and company values are merely the basic requirements for being in business and should not be announced to customers.

Case story

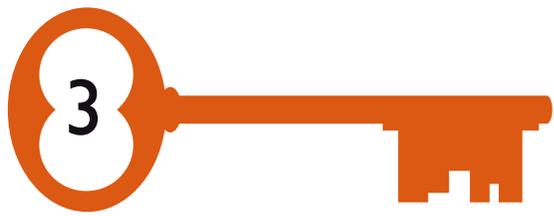
I once sat in a big international seminar where the 2 WW CEOs of the 2 largest food companies of the world very seriously announced that their mission was to bring tasty and healthy, nutritious food to their customers. Do you really believe that a food company could survive if it claimed that it really wanted to bring bad tasting, unhealthy food to their customers? The same goes for TV manufacturers that claim to provide high quality images? What TV manufacturer could survive with lousy images?

ABOUT BRAND IMAGES.

A good Brand image is not always enough to generate sales. I have a great image of Ferrari and Rolls Royce but I will not buy either one.

The reputation points are certainly good but certain reputation points might not be aspirational to me because not relevant. By the way, unlike what is often said, brand images are not very difficult to change. All you need is to change your behavior, to act out or portray what you want your new reputation to be about.

Nivea is known as a skin care brand but only recently entered the hair care market and even then rather timidly. McDonald’s is very successful in France (ranked second country in the world I am told) and was able to offset its junk food image not by proclaiming the quality of its beef or sanitary conditions (which of course they respect to be able to stay in business) they “acted out” health by offering salads and healthy beverages and other healthy foods. I am not sure sales of these items are very high but they portrayed their concern for health and it worked. When was the last time Sony portrayed its ability to redefine the category?



“Even though
it’s painful,
choose”

SO THE SECRET IS:

Choose only those
3 reputation points that
you can act out, that
will make your brand
desirable and aspirational
to your desired clientele.

What I have noticed is that brands and companies have a hard time choosing the points on which they expect to build their aspirational reputation. Most marketers want their brands to stand for everything that reflects all the company’s (very legitimate) values. The result is that advertising agencies are faced with long lists of wishful thinking or just obvious dimensions that any brand that wants to continue to operate in their market needs to meet.

BRIEFINGS/REQUESTS* I HAD TO LISTEN TO (PATIENTLY):

- A TV manufacturer wants its brand to stand for delivering high quality images! Do you believe that any brand on the market would want to stand for lousy images?
- Nine out of ten of the major international food companies asked us to make it crystal clear that their brand is healthy, nutritious and yet tastes great. Wow again! Imagine a food that would taste horrible and slowly kill you?
- Banks are not only honest but really on my side. Unfortunately banks don’t seem to understand that the least they should do is be honest! But then, you know what? Recent events have shown that some pretty dishonest banks do survive. But then Maddoff did not.

**real facts*

BRAND ATTITUDE

A FORMAT

Reputation

List the 3 reputation points
that will make your
Brand/Product preferred
by your desired Clientele



Behavior

What Behavior
must you adopt in order to deserve
those 3 desired reputation points ?



IPHONE BRAND ATTITUDE

Réputation

Behavior

Sexy Design and even the name iPhone

Innovation Re-invents each feature
(ex: photo modification, touch screen, etc.)

Exciting/fun Displays change as you turn the phone, etc...

NOKIA BRAND ATTITUDE

Réputation

Behavior

Works well (Who doesn't?)

Follows phone industry trends . . . Follows success of others

Complete range to cover all needs Range and names
with no "attitude"



And then practice on your own brand.

If you practice this model on brands you know, you will immediately notice that the brand attitudes you can write most easily are the ones with a sharp distinctive brand attitude. Try VICTORIA'S SECRET versus another underwear brand or BEN AND JERRY vs any other major ice cream brand.

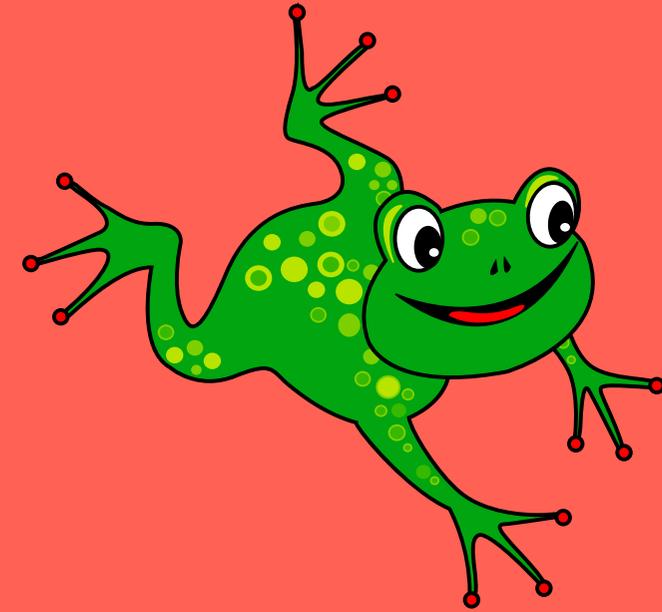
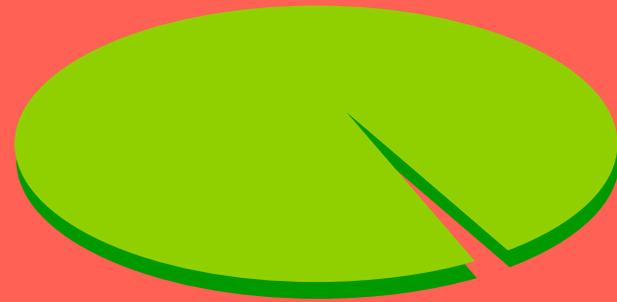
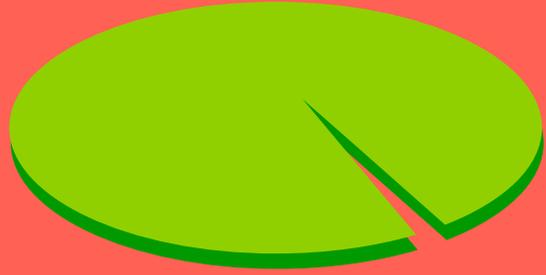
	REPUTATION	BEHAVIOR*
		
		
		



*Any time you can not behave in a way to deserve a desired reputation point, you must change it.

If you are having trouble, contact us:

marc.bourgery@kitsuccess.com / chantal.bregeault@kitsuccess.com



secret n°4 **Always**
remember: “no Guts no Glory”

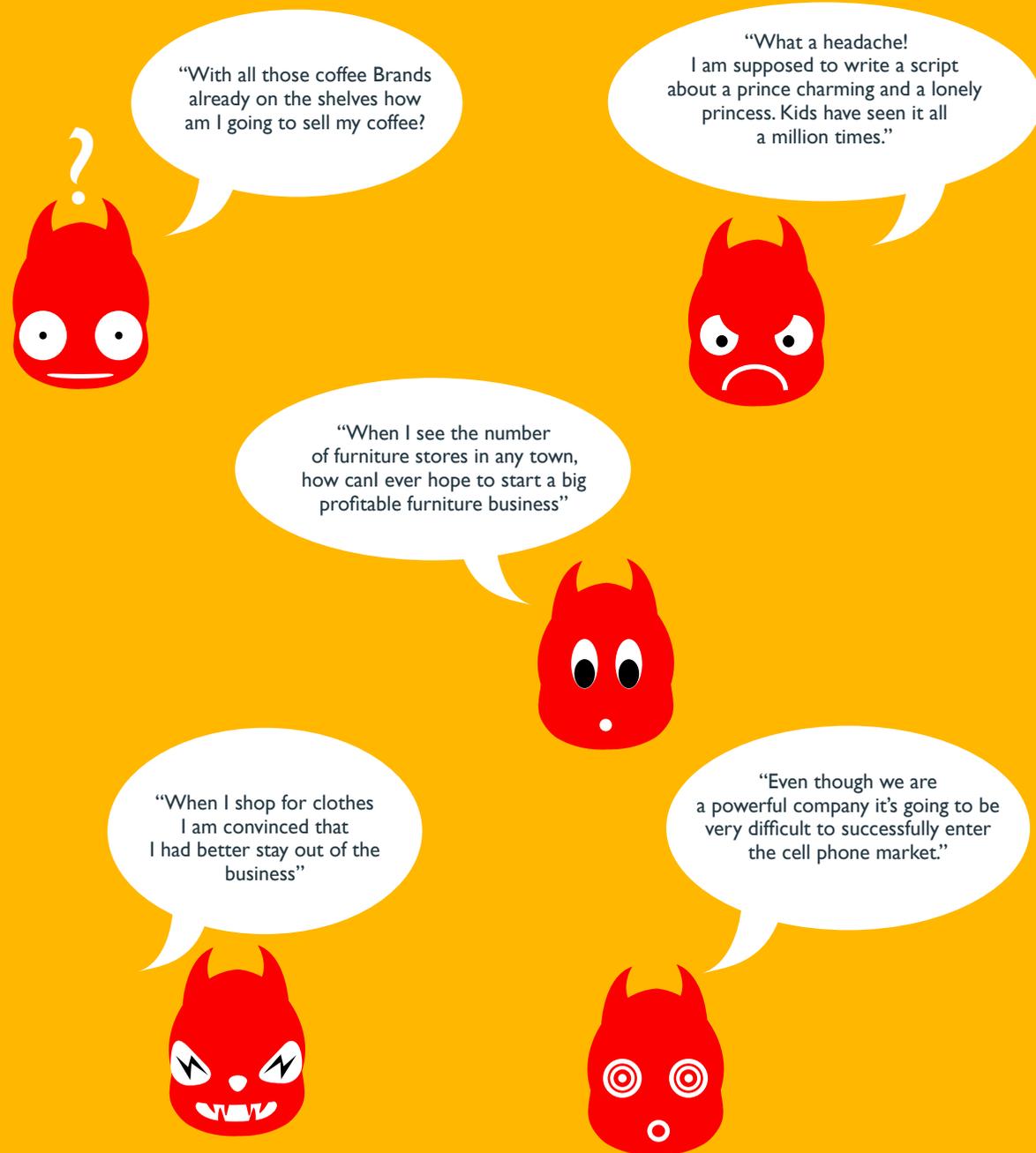


Fighting for
market shares
is a losing
battle.

Only the brand
able to define

a 100%-owned
market can win!
It is the end of
positioning.
What it takes
now is ambition.

This is what some very successful people were thinking a few years ago!



What does your face look like today and what are you thinking?



“NO GUTS NO GLORY!”
your only way out is to make this great principle your own!

To achieve this you might want to ask yourself 2 questions!



What do I really want? What should be my ambition?

In reality, the only way to be a success in an over cluttered market is to “redefine the category”

In other words, you need to invent that market of which you will own 100% and then fight to keep your position.

If you take the lead the other guys will be eating the dust!

Bear in mind this other management principle (that is much too seldom shared) : “any brand fighting for a market share is fighting a losing battle”.

One year you gain a point and the year after you lose a point. But above all, month after month, you are relentlessly eroding your margins!



What should you constantly keep in mind?

“you want to take people to places they can not imagine” (so forget focus groups!).

“you want to panick the market” (so forget market rules and best practices)

“in real innovation give no credit to the past” (so forget experience).

But above all you must understand a basic truth : impossible is an opinion not a fact!

SO FORGET IMPOSSIBLE.



Can this be done successfully?

I am Nespresso and I did it.
Douwe Egberts never stopped me.



While Nokia was
busy fighting the Koreans,
copying their folding phones
to regain market shares,
I ran off and invented iPhone.
I am doing OK!



I had an idea. Let's break
all the rules. The prince charming
will be ugly and gross. The villain will
be the prince charming. The princess
will be really fat etc...(Schrek)



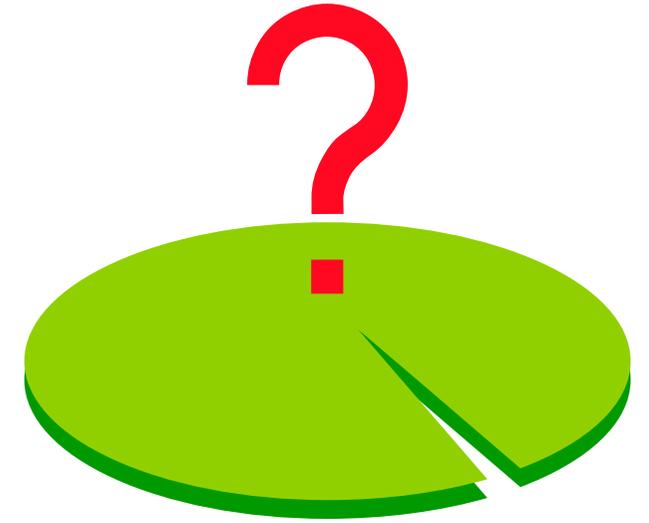
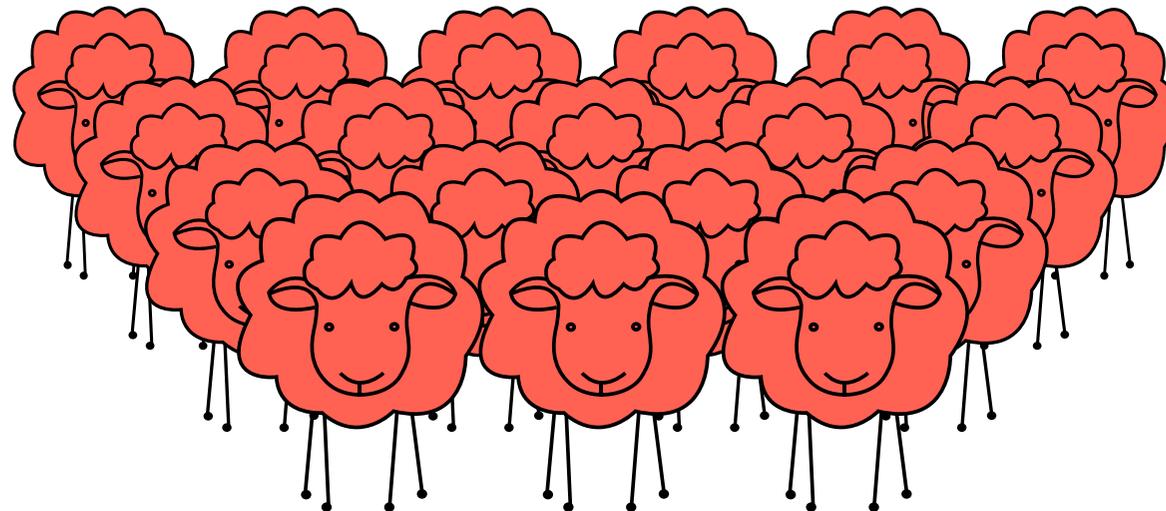
Ever heard of me?
I am a hefty Sweed.
I sell furniture all over the world.
My name is Ikea.



Try to do this
for your
own Brand.



Where/what is Your position today.

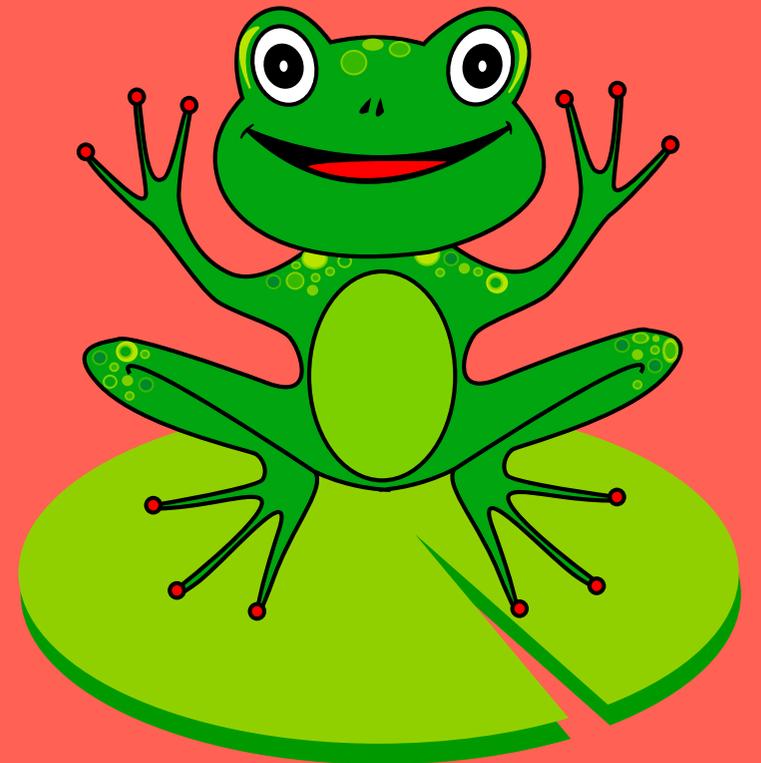


Where do you want to bring
your desired clientele?
To a place they do not know.



secret n°5

Brand image
is no longer
good enough,
you need
to think Brand
Experience.



THE GREAT EXPERIENCE SWEEPSTAKE

SCRATCH BELOW AND DISCOVER YOUR **TWO WINS**



“thinking
experience”
is liable to
increase your
sales.

1

YOU ARE CUSTOMER CENTRIC.

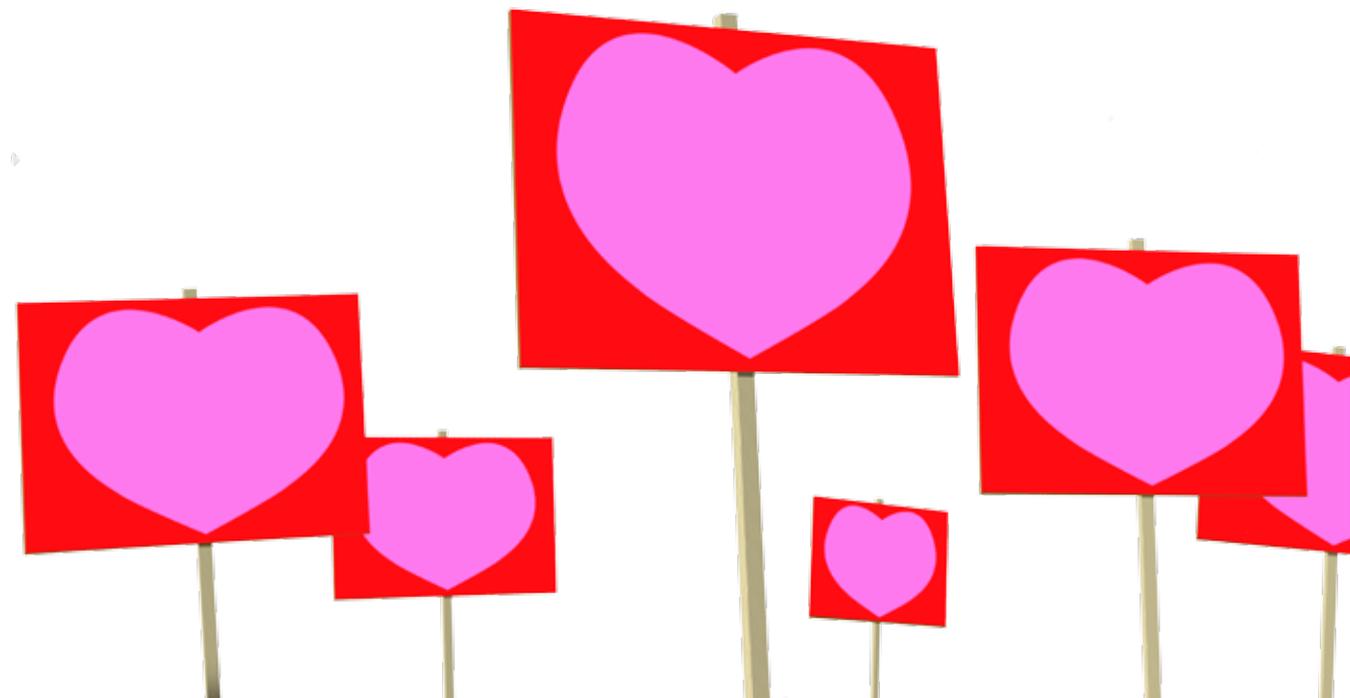
When focusing on your customers' experience you are by definition interested in what they are thinking and feeling when they are experiencing your product or service.

Most of the time, like in a focus group, you are asking people what they think about your product or ad, not about their holistic experience from first contact to actual purchase and usage in a real context. In fact you are asking their opinion like in an opinion poll. So what you are going to find out is what their opinion is about your product or service. You are being product centric. We all know there is a big difference between an opinion poll one year before elections and one year after.

2

YOU WILL GAIN CUSTOMER INVOLVEMENT NOT JUST CONSIDERATION.

You must always remember that opinions and consideration help a great deal but don't always lead to sales or votes. What counts and drives action is what people think of using your product: their experience.



SOME EXAMPLES

I love most baby brands

I love Ferrari

I am not really that fond of my high blood pressure treatment

My neighbourhood butcher in Paris is fabulous: beautiful store and meat, ever so friendly, even knows my taste and quirks

BUT

I never use or buy them because all my kids are grown up

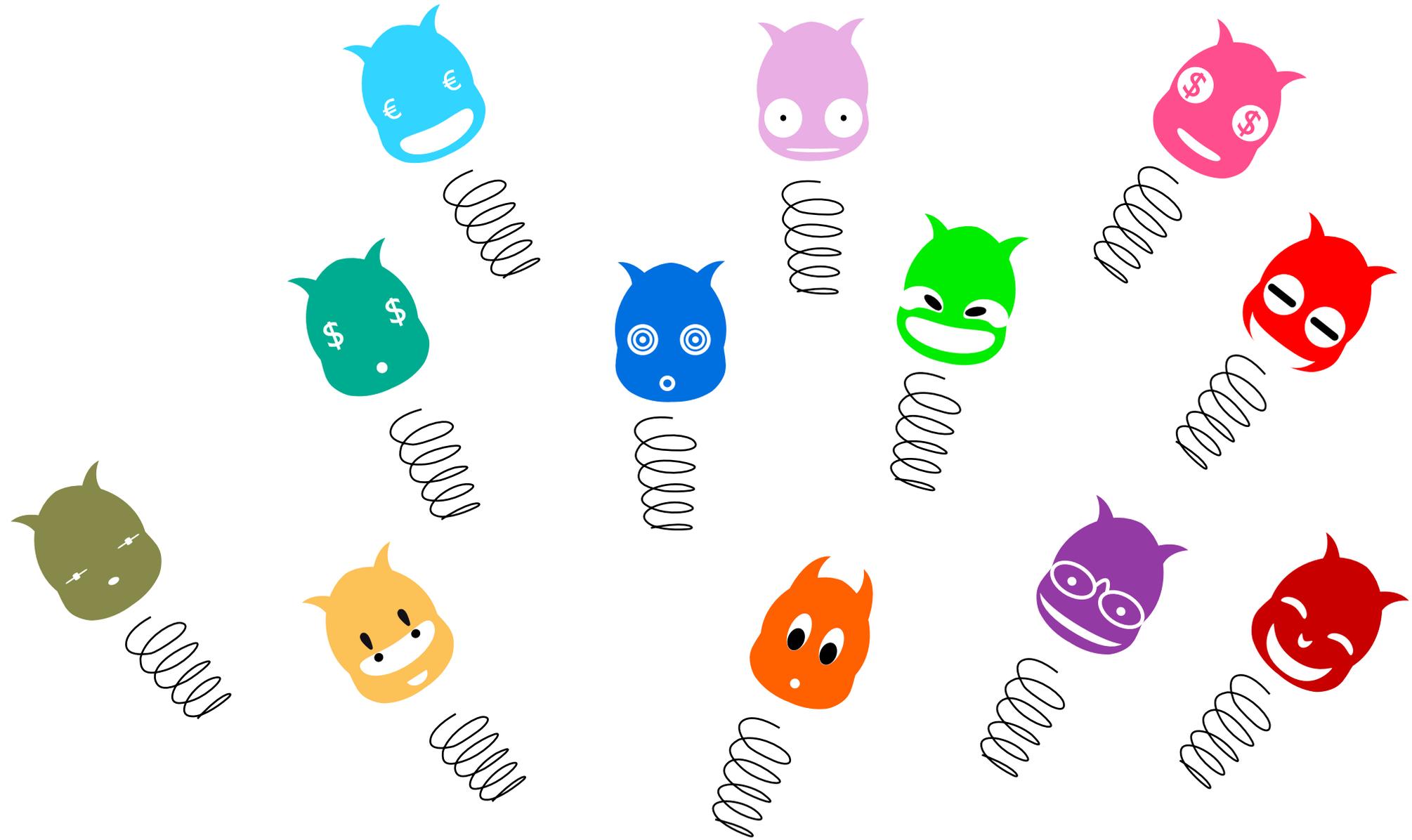
I can't afford one so I will have to buy another brand

I have been using it faithfully every day for more than 20 years

I buy most of my meat at my local supermarket for price reasons



CONTEMPLATION!



THINK OF THIS AN^O THER WAY:

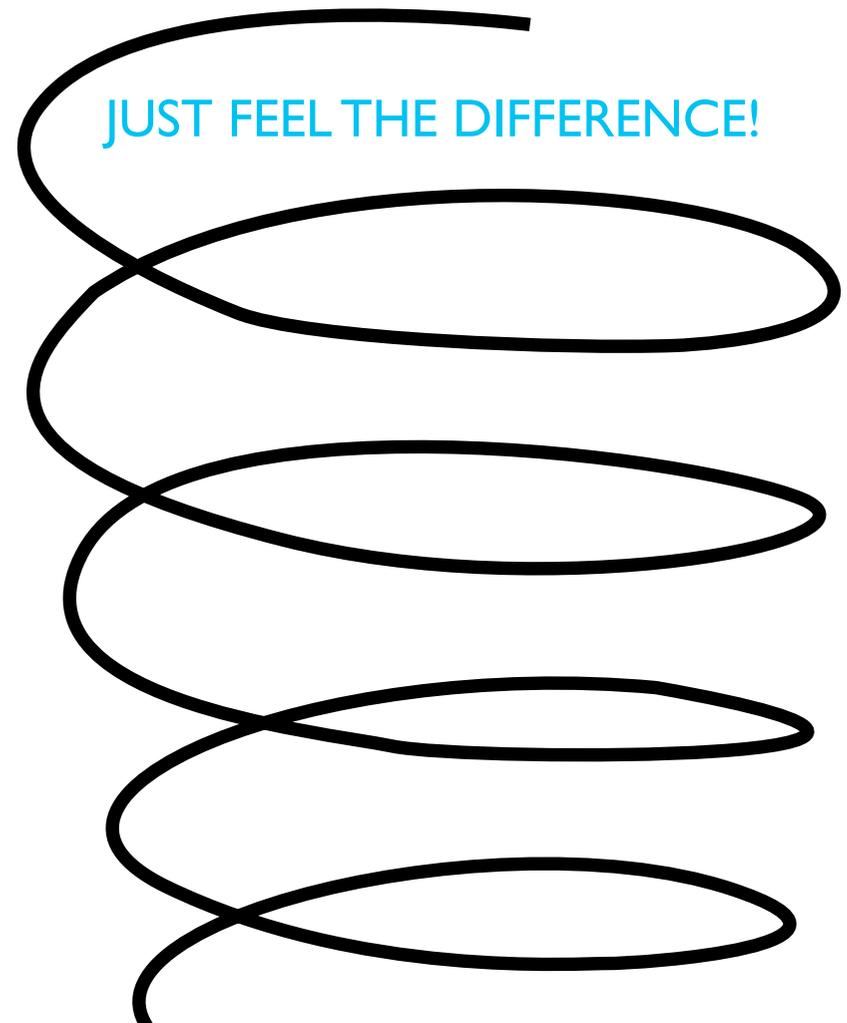
Experience is about feeling, enjoying (or hating of course): living.
Living is about Involvement leading to Action.
Contemplation is not end in business you need Action to move your sales!

WHY THINKING
EXPERIENCE CAN MAKE
IT MUCH EASIER TO MAKE
YOUR BRAND OR
PRODUCT UNIQUE.

SIMPLY BECAUSE WHEN
YOU CONSIDER YOUR
BRAND/PRODUCT AS AN
EXPERIENCE IT HAS MANY
MORE COMPONENTS YOU
CAN LEVERAGE:



JUST FEEL THE DIFFERENCE!





**In order to become a great
“Experience Builder Wizard”
you need to feel that many dimensions could
impact your Experience” such as :**

1 The “Concept” itself : Nespresso or Starbucks both invented new and even revolutionary, unknown Coffee Experiences. They redefined the category.

2 Just the name can change the perception of what you are about to buy. For ice cream what do you think will deliver a more chocolaty experience : an ice cream called “Chocolate Supreme” or “Death by chocolate”. And what would be a more fun phone : I phone or LG, Optimus Black ?

3 Of course the packaging or the look. Madonna’s or Lady Gaga’s look and style are really part of their Experience. So is the Jean Paul Gauthier’s fragrances pack designed to look like a tin can!

4 The way the brand or product will be put in contact or retailed to the public : it has always seemed incongruous that luxury cars are sold in ugly suburban dealerships unlike luxury watches or luxury handbags. And what about cars sold to power women by salesmen who believe that most women are only interested in the courtesy mirror?

5 A brand or product’s clientele is also part of the Experience. Working for Peugeot automobiles about 15 years ago, I was told that in Hungary no one would buy a Mercedes or a BMW for fear of being gunned down! In those days Mercedes and BMW were driven by Hungarian mobsters!

6 Of course, the way you will communicate or advertise. Victoria’s Secret certainly understood when it created the most unbelievably sexy lingerie show to be broadcast to the nearly 100% male super bowl audience. You might remember how each new Harry Potter book or new Playstation or the new Ipad were brought to the market: waiting in line, fear of not being the first to get the product is part of the Experience.



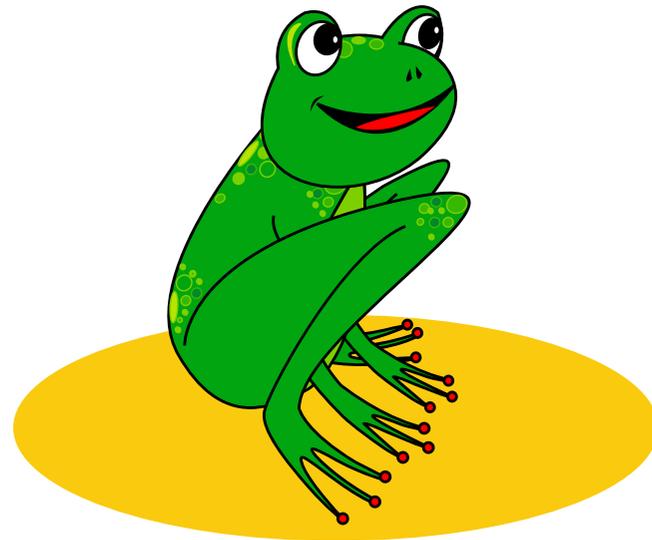
What do you think you should leverage to create a “ Unique Experience” that could “LEAP FROG” your competition.

- Is your concept good enough ?
- Does your name contribute to your desired Experience ?
- What about your look or packaging ?
- And the “ contact” you are organising with your audience : retail and/or communication ?
- At last is your audience/clientele also going to contribute to your desired Experience ?

Ask yourselves all these questions, imagine and...

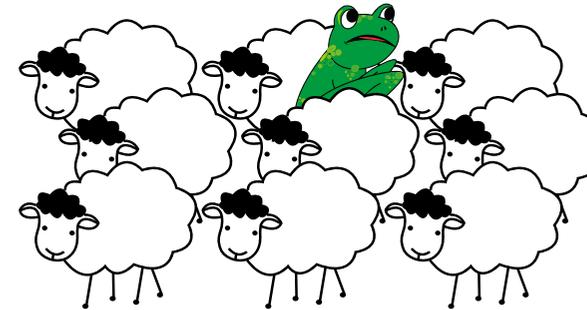


Naturally
your first leap could feel
rather scary



Before you can do it, you
need to test that you are
VERY MOTIVATED.
CONFIDENT THAT YOU CAN SUCCEED.

1 Do you feel like you are trapped in the middle of the herd? That you are running as fast as possible...just to stand still? That you can't really make a significant difference ?



If you feel you are way ahead or Like Steve Jobs and Apple, you are constantly leaping there is no reason for you to leap.

2 EUREKA! Have you discovered those insights capable of panicking the market ?

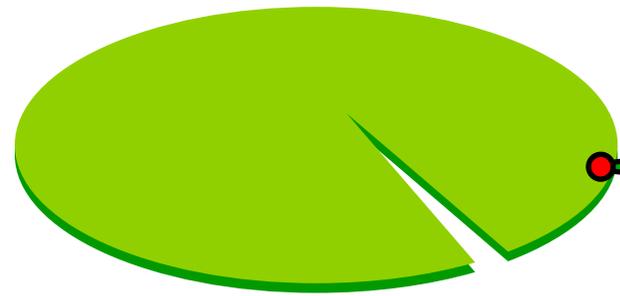
3 Do you feel that your big "Ambition Idea" meets consumer aspirations in a way that will attract a truly rewarding clientele?

4 Will you be able to deserve that Reputation you will need to attract and convince that "Rewarding Clientele" you hope to attract ?

5 Do you feel free enough, in your mind and your organization to jump out of the box in order to create a truly revolutionary experience?



Continue to work until you can answer all five questions positively:



Then as Pablo Neruda says :

“ Live now
Risk yourself today
Act now
Do not let yourself
die slowly ”

Leap now

