

Index

- Actual momentum, 218
 failure to sustain, 220
- Advertising:
 attention to, 17
 word of mouth as, 31
- Agenda, 276–278
- Agenda interdependence, 290
- Alchemy and eternal life, 238–239
- Alexander the Great, 181
- Altoids, 46, 55, 92
- Amazon, 299
- Ambition, 288
- American Apparel, 45, 85, 91, 196,
 280, 282
- Analysis requirements, 311
- Android, 299
- Ant Farm, 13
- Apple, 78, 97, 237, 279, 313–214
 vs. Yahoo, 167–168
- Apple “1984” commercial, 77
- Apple Daily*, 43, 51, 79, 282
- Apple Store, 297
- Art of beef, 210
- Aspirational indentification, 196
- Assembly, 284
- Attitude and preparation, 251
- Audi, 65, 140–141
- Audiences, 13
- Avaaz.org, 196
- Avis, 25, 78, 299
- Axe, 44, 201
- Banana phone, 178
- Banana Republic, 76
- Bang & Olufsen, 120–122
- Banking as community center, 225
- Banking culture, 129
- Bank store, 223
- Barclays Bank, 151
- Bare Essentials, 195
- Barrett, Carol, 57
- Barrier anticipation, 177
- Basic interactivity vs. deep
 participation, 280
- The Beatles, 73
- Beefing, 209–212
- Behavior:
 convention breaking, 110–112
 differentiating, 107
 intentions into, 186
 and Thought Leadership,
 132–133
- Belief system, 107
- BeoLab 5 speakers, 120
- BeoSound 9000 (CD Player), 120
- Bezos, Jeff, 35

326 INDEX

- Big fish:
 - and Brand Leaders, 295
 - identification of, 294
- Binary approach, 211
- Binary worlds, 209–212
- Bionade, 35, 51–53
- Blair, Tony, 298
- Blogs, 272–274
- Bloomberg, Michael, 127, 128
- Blue Man Group, 63–64
- Blumenthal, Heston, 47, 113, 127, 128
- Bolivia, 154–155
- Bonnange, Claude, 230
- Boundary pushing, 201
- Bracketing, 211
- Bragging rights, 195
- Brand identity, 86–87
- Brand involvement, 40
- Brand Leaders, 3
 - and big fish, 294
 - kinds of, 109
- Brand leadership, 282
- Brand model characteristics, 29
- Brands:
 - affiliation with, 90
 - customer desires of, 274
 - discoverable, 233
 - as form of navigation, 83
 - freeze-drying of, 220
 - meaning of, 231
 - of opposition vs proposition, 79
 - trust in, 19
- Brand salience, 200
- Brand satisfaction, 136
- Brand talk, 111
- Brand truth, 91
- Branson, Richard, 36, 85, 146, 196, 202, 211
- Bratz, 46
- Breaking the plane, 128–130
- Breaking with immediate past, 54–56, 251–252
- Brilliant Basics, 285
- British Airways, 25, 78, 132
- Broad vs. fuzzy, 65
- Brown, John, 149
- Buffett, Warren, 296
- Burger King, 98–99, 200
- Burj Al Arab, 126
- Butterfield, Leslie, 97
- Cadbury Adams, 199
- Cadillac Ranch, 13
- Camper, 86, 87, 201
- “Carelessness with self,” 309
- Categories, 19–22
 - challenges to, 74
 - interpretation of, 20
 - new emotion into, 45
- Category conventions, 111
- Celebrities, 46
- Center clarity, 61
- Central identity sources, 97
- Central issue, 252
- CEO pay, 10
- Challenger as mind-set, 243
- Challenger Brands, 24–25
 - criteria for, 26
 - types of, 27, 28
- Challenger program
 - development, 243–269
 - assuming Thought Leadership, 262

- attitude and preparation, 251
- breaking with immediate past, 251–252
- central issue, 253
- Challenger strategy, 257
- collective thinking, 249–250
- communication and publicity to enter social culture, 267
- consumer starting point, 246–247
- creating Symbols of
 - Re-evaluation, 265
- intelligent naivety, 254
- off-site preparation, 245–246
- plan, 268–269
- preparation, 247–251
- translating strategy into
 - consumer behavior, 266
 - workshop location, 250
- Challenger stances, 234–237
- Challenger status, 297
- Challenger strategy, 258
- Challenger thinking relevance, 293
- Challenges:
 - to category, 74–78
 - to contemporary culture, 70–72
 - implicit vs. explicit, 76–77
 - to Market Leader, 72–74
 - types of, 62
- Champagne packaging, 222
- Champas, 155
- Change:
 - need for, 239
 - symbols of, 138
- Change agents, 298
- Channel 4, 303
- Chappell, Tom, 85, 101
- Charles Shaw range wines, 69
- Charney, Dov, 85, 101, 200
- Chiat, Jay, 197
- Chinotto, 203
- Choices:
 - concept of, 167
 - limitation of, 67
- Chosen community, 299
- Chouinard, Yvon, 38, 107
- Circuit City, 158
- Cirque de Soleil, 54, 101, 180, 306–308
- “Claim inflation,” 182
- Clausewitz, Carl von, 179
- Clements, Denny, 104
- Clinton, Bill, 298
- Clinton Hilary, 273
- Clow, Lee, 244
- Club admission, 171–172
- Club Med, 71
- CNN, 144
- Co-creation, 230
- Cola wars, 210
- Cole, Kenneth, 86
- Collective review, 249
- Collective thinking, 249–250
- Commerzbank, 176
- Communication and publicity to enter social culture, 267
- Communication idea, 191
- Communications, 22, 216
- Communities reinvention, 295
- Community role, 224
- Complacencies, 138
- Complete transparency, 275
- Concentration, 156

328 INDEX

- Confidence and measurement, 212
- Consumer awareness, 5–7
- Consumer behavior, 266
- Consumer choice, 61–62
- Consumer experience change, 219
- Consumer habits, 65
- Consumer intimate, idea lead companies, 229–230
- Consumer perception, 139, 143–144
- Consumers:
 - open-minded, 18
 - willing, 18
- Consumer starting point, 246–247
- Contemporary culture challenge, 70–72
- Conventions:
 - kinds of, 111–112
 - of medium, 115–119
 - misconceptions about breaking, 130–132
 - of product and service experience, 122–127
 - of product performance, 119–122
 - of relationships, 128–130
 - of representation, 112–115
- Core group:
 - establishment of, 247
 - programming of, 246
- Core identity, 219
- Costco, 48
- Creative consumers, 274
- Creative fingerprint, 196
- Credos, 32
- Credo usage, 285
- Critical momentum, 147
- Crocs, 220
- Cultural change, 239
- Current TV, 196
- Customer communication, 165–166
- Customer roles, 275–276
- Daffy's, 65
- Davies, Russell, 229
- Dealers, 172
- Decisive points, 179–180
- Deep participation vs. basic interactivity, 280
- Definition, trading depth for, 165–166
- Dell, Michael, 36, 297
- Dell Computers, 36, 297
- Der Spiegel*, 147
- Desires vs. needs, 39
- Deutsch, Bob, 311
- Diesel (jeans), 86, 107, 108, 165, 201, 220
- Digital natives, 14
- Disruption* (Dru), 112
- Distribution, 115–119
 - ubiquity in, 165
- Dominant complacency, piercing, 138–139
- Dominant consumer complacency, 139–140, 143–144, 145–146
- Double jeopardy, 8
- Dove, 69, 77, 86, 88, 98, 185, 198, 270, 310
- Dru, Jean-Marie, 112–115
- Dubai, 126

- Dunkin' Donuts, 204
 Dyson, 201, 279
 Dyson, James, 36, 46
- Ease and convenience agenda, 278–279
- Eastman, George, 158
 EasyShare, 158
 Education, three-dimensional, 119
 Effectiveness, 188
 eHarmony, 47
 Elitism, 65
 Ellison, Larry, 38
 Emotion:
 and imagination, 221
 role of, 304
 Emotion and intensity, 89–91
 Emotion and speed, 138
 Enemies, 77
 Engagement, 23
 depth of, 215
 Enrico, Roger, 210, 211
 Erickson Retirement Communities, 144
 Establishment brands, 26, 145–146
 advantages of, 191
 and long-term growth, 238–239
 myth of supremacy of, 142
 Eurostar, 60, 122, 126–127
 Everything projects, 103–105
Evolution, 196
Evolution of Dance, 201
 Exergaming, 124
 Expectations, 21
 Experimentation, climate of, 228–229
- Facebook, 122, 270
 Fame Strategies, 213
 The Fat Duck, 47, 113
 Field and Binet, 213, 216
 50 Cent, 210, 304
 vs. Kanye West, 210
 Fils-Aimé, Reggie, 55, 211
 flickr, 180, 221
 Flip (video camera), 167
 “Fluent in Finance” course, 151
Focus, 146–147
 Focus, 156
 Folklore vs. equity, 198–200
 Ford, Henry, 92
 Ford, Tom, 42, 44
 42BELOW (vodka), 171–172, 204–205, 222
 Foundations, 85, 91
 Four P's (positioning, product, promotion and price), 30, 244
 Four Seasons Hotel, 21, 296–297
 Frank, Robert, 38
 Franzia, Fred, 69
 Fuzzy vs. broad, 65
- Galliano, John, 118
 Gandhi, 149
 Gates, Bill, 296
 Gawker, 178
 Genesis Project, 175
 Giant killers, 58
 Giordano, 166–167
 Glenmorangie, 279
 Goizueta, Roberto, 10
 Goldman, William, 309

330 INDEX

- Google, 28, 233, 234, 279
 - characteristics of, 29–32
 - don't be evil theme, 87
- Google (neologism), 32
- Gore, Al, 144
- Green & Black's, 283
- Grisham, John, 299
- Grove (neologism), 59
- Grove, Andy, 59, 299
- Groves, Michael, 304
- Gu, George Zhibin, 295
- Gucci, 42
- Guggenheim Museum, 49
- Hacking, 229
- Handshake marketing, 225
- Hanks, Tom, 153
- Hard core, defined, 99
- Hard-core users, relationship with
 - 98–100
- Harding, Matt, 199, 201
- Harrison, George, 55
- Have It Your Way campaign, 99
- Havaianas, 46
- Hayek, Nicholas, 91, 149
- Hayward, Lani, 227
- Hendrick's, 124
- Herzl, Theodor, 88
- Hickton, George, 36, 57, 207
- Hieatt, Dave, 283, 289
- Hobgoblin, 67–68
- Hockney, David, 38
- Homer Simpson, 163
- Hopkins, Bernard, 296
- House of Media, 213
 - howies, 105–06
- "How to Rob," 210
- Hybrid technology cars, 119
- Hytner, Jim, 151–152
- Ice cream philosophy, 75–76
- Icons, 149
- Ideas, 23
 - vs. innovations, 221
 - strategic primacy of, 197–198
 - value of, 190
- Identification as realness, 270
- Identity:
 - sources of, 96–97
 - stimulation by, 219
 - tools to determine, 288
 - trading numbers for, 164–165
- IKEA, 49–50, 71
- iMac, 313
- Imagination and emotion, 221
- Implicit vs. explicit challenges,
 - 76–77
- Impossibilities vs. possibilities,
 - 56–58
- Increasing returns, 4
- Indifference, 156, 161, 186
- Inexperience, vitality of, 35
- ING Direct, 49, 167, 179, 204
- innocent (brand), 27, 47, 57, 103,
 - 178, 179
- innocent (neologism), 187
- Innovation Lab, 226
- Innovations vs. ideas, 221
- Intel, 59
- Intelligent naivety, 35, 38, 254
 - purposes of, 60
 - values of, 44
- Intensity, 84
- Intentions into behavior, 186
- iPod, 168

- IRI, 41
 Itsu, 202–203
 Ive, Jonathan, 279, 313
 Iwata, Satoru, 67
 Iwo Jima image, 149

 Jannard (neologism), 187
 JetBlue, 88, 91, 177
 Jobs, Steve, 97, 168, 313
 Job title change, 248
 John, Elton, 115
 Joint Overcommitment, 182
 Jones, John Philip, 4
 Jones Soda, 196, 270
 Just enough philosophy, 92

 Kaitiakitanga concept, 98
 Kamprad, Ingvar, 49
 Karim Rashid Loveseat, 222
 Kashi, 88, 201, 289
 Kelleher, Herb, 305
 Kennedy, Ted, 204
 KFC, 73
 Kindle, 299
 Knight, Phil, 297, 299
 symbols of, 137
 Kodak, 97, 157–160, 161
 Kraft, 55
 Kuhlman, Arkadi, 49, 204

 Lai, Jimmy, 36, 79, 166–167, 282
 Laliberté, Guy, 308
 Land Rover, 93, 195
 lang, k.d., 115
 Las Vegas, 233, 234
 Law of Increasing Returns, 4
 response to, 11

 Leaders as Challengers, 299
 Leadership, 285
 Leica, 127
 Leisure vs. recuperation, 15
 Leopold, Dieter, 51–52
 LesserEvil, 68
 Levi, 165
 Lexus, 86, 129, 132, 162, 192–193,
 198, 297
 as Thought Leader, 125
 Lighthouse brands, 82
 elements of, 84
 Lighthouse Identity, 32
 construction of, 257
 defined, 84
 vs. lighthouse image, 94–96
 Lighthouse Keeper identification,
 271–276
 Limits, lack of, 56
 Line extension, 233
 Line renewal strategy, 233–234
 Longfellow, William, 149
 Looking outward, 312
 L’Oreal, 69
 Lowry, Adam, 40
 Loyalty, 163
 Lucio, Antonio, 107
 Lucretius, 219
 Lush (cosmetics), 50, 118, 279,
 285, 286

 Ma, Jack, 312
 Mac (computer), 97
 MAC (cosmetics), 92, 113–114, 162
 Magners, 123
 Mao Zedung, 245
 Maori songs, 206

332 INDEX

- Marc, David, 82
- Marketing behavior, 244
- Marketing challenges, 294
- Marketing tool use, 289
- Marketing triad, 244
- Market Leaders, 109
 advantages of, 3
 challenge to, 72–74
- Mateschitz, Dieter, 86, 298
- McDonald's, 99
- Measurement and confidence, 212
- Mechanical advantage, 11–12
- Media, 212
- Media Burn*, 14
- Medium:
 conventions of, 115–119
 selection of, 116, 118
- Melville, Herman, 149
- Men's market, 158
- Message location, 118
- method (cleaning supplies), 27,
 41, 45, 103, 116, 164–165,
 270, 280, 281
- Michael Graves range, 140
- Mini, 70
 motoring with, 87–88
- Models, 24
- Mohammed bin Rashid
 al-Maktoum, 127
- Momentum, 220
 and critical mass, 138
 kinds of, 218–220
- Momentum maintenance, 218,
 220, 220–228
 identity/experience paths,
 231–232
- Monster creation, 300
- Monsters, 77–78, 300
- Moon rocket and acceleration, 147
- Moore, Gordon, 59
- Morales, Evo, 154–155
- Mountain Dew, 91, 93
- MoveOn.org, 127–128
- Mozilla, 88
- MTV, 63
- Mythology, 198
- Naming conventions, 112
- Nando's, 73
- Needs vs. desires, 39
- Negroponte, Nicholas, 313
- New Growth Theory, 230
- New media, 105–106
- Netic value, 196
- New Zealand, 86
- Nextel, 71
- Nielsen Media Research, 215–216
- Nike, 294
- Nintendo Wii, 55, 67, 86, 123, 132,
 144, 211, 279
- Nixon, Richard, 150
- Nugent, Greg, 60, 126, 153–154
- Oakley, 183–184
- Obama, Barack, 271
- Off-site preparation, 245–246
- Oldham, Andrew Loog, 73
- Oliver, James, 144
- One, two, many concept, 230–231
- Open-minded consumers, 18
- Opportunity, quality of, 206
- Other surface, 210
- Overcommitment, 266
 and Sacrifice, 187–188, 216

- Overcommitment behavior,
172–176, 247
- Overlay concept, 53
- Overperformance, 93, 94
- Packaging, 103, 158
- Packaging and distribution,
unusual, 116
- Packaging structure and
communication, 216
- Palm Casino, 202
- Palm Jumeirah, 126
- Panasonic, 127
- Pareto effect, 179
- Parnell, Scott, 184
- Participative agenda, 280–282
- Patagonia, 108, 160–161
- “Peanut Butter Manifesto,” 168
- People Against Dirty*, 94, 164, 281
- Pepperface, 46
- Pepsi Challenge, 142
- Perceived momentum, 218–219,
220
- Personalization, 95–96
- PETA, 144
- Peter Pan strategy, 232
- Phillips, Sam, 133
- Philps Norelco Bodygroom, 215
- Picasso, Pablo, 169–170
- Ping putter, 122
- Pinter, Harold, 111
- Plan, 268–269
- Point of view, 84, 85–89
- Pop, Iggy, 129
- Positive challenge, 248
- Possibilities vs. impossibilities,
56–58
- Preparation, 247–251
- Presley, Elvis, 132
- Prioritization vs. Sacrifice, 168–170
- Prius, 119
- pro-age, 113
- Product agenda, 279–280
- Product enthusiasm, 195–196
- Product innovations, 111, 221
- Product truth, 92
- Product updating, 221
- Profitability, 9–12
- Programming of core group, 246
- Projected meaning, 105
- Provocative Ads, 200
- Public fights, 208
- Puma, 4c, 117
- Purchase and loyalty, 8
- “Pure Price,” 173
- Pushing the limits, 93
- Quality:
defined, 131–132
of opportunity, 206
of trust, 213
of viewer attention, 163
- Quiksilver example, 192–193
- R8 (car), 140–141
- Radcliffe, Daniel, 143
- Rate of success, 26
- Realness, identification as, 270
- Real Simple*, 164
- Recuperation, 16
vs. leisure, 15
- Red Bull, 212, 270, 286
- Reebok, 89
- Reed, Richard, 270

334 INDEX

- Re-evaluation:
 projects of, 152–154
 symbol of, 141
 symbols of, 137, 285
- Reframing issues, 135
- Reinterpreted past, 97–98
- Reinvention of communities, 295
- Reinvention strategy, 232
- Rejection, 161
- Relationship with hard-core users,
 98–100
- Repeated risk taking, 308
- Rip Curl, 196
- Ripples and risk, 200–204
- Risks, 312
- Road deaths, 136
- Roddick, Anita, 77
- Role models, 83
- The Rolling Stones, 73
- Romer, Paul, 230
- ROQ (return on quality), 227
- Rosenthal, Joseph, 150
- Ross, Geoff, 204–205
- Ross, Nick, 134
- Royal Society of Chemistry, 127
- RuPaul, 115
- Ryan, Eric, 39, 45
- Ryanair, 208
- Sacrifice:
 in message, 165–166
 and Overcommitment, 187–
 188, 216
 vs. prioritization, 168–170
 in product range and line
 extensions, 166–167
 purpose of, 169
 in reach, frequency and
 distribution, 164–165
 selection of, 266
 strategic purpose of, 168–170
 and strong preference, 160–161
 in target, 161–164
- Sales events, 104
- Salience, 5, 85, 91, 190
- Samsonite, 21
- Samsung, 46
- Schaeffer, Pierre, 157–158
- Scion, 86, 95–96, 161–164, 173–
 174, 177, 228, 229–230, 270
- Scion Owners Group, 289
- Second Life, 25
- Second rank brands, 89
- Selective listening, 156
- Self-expression, 95–96
- Semper aliquid novi* (always
 something new), 219
- Service ethic, 224
- 7Up, 203
- Seven-star hotel, 126
- Share of market vs. share of voice,
 4
- Share of spend, 4
- Share of voice, 23
 vs. share of market, 4
- Shin* (spirit), 304, 310
- Shopping, 7–8
- Sinegal, Jim, 48
- Snail Porridge, 113
- Snuggle, 100, 279
- Social and environmental agenda,
 282–284
- Social culture, 267
- Social networking, 83

- Social transaction, human need
for, 195
- Software society, 245
- Sony PlayStation, 18
- SOS service, 125
- Southwest Airlines, 57, 131, 237
- Speed and hunger culture, 222
- Spontaneous awareness, 5–6
- Sports packaging, 117
- Springer, Jerry, 301
- Stances, development of, 234–237
- Starbucks, 204
- Startling usefulness, 30
- State of market, 26
- State of mind, 26
- Stoneyfield Farms, 88
- Strategic purpose of Sacrifice,
168–170
- Strategic stealing, 146
- Strategy into consumer behavior,
266
- Stride (gum), 199–200
- Strong preference:
as currency, 157–160
and Sacrifice, 160–161
- Structural packaging, 116
- Structure, 207–209
- Super Bowl advertisements,
164
- Surf detergent, 65
- Sutherland, Rory, 214
- Swatch, 148–149, 176, 180
- Symbolism, 149
- Symbols:
of change, 138
of Re-evaluation, 137, 141, 265,
285
- Target, 41, 48, 140, 280, 304
- Tata Nano, 190
- Tautou, Audrey, 153
- T-box, 116, 223
- Television, 15
- Television programming:
current, 83
older, 82
- Texting, 17
- That's Why advertising, 80–81
- The Americans*, 38
- "The Biggest Epidemic in Our
Times," 135
- The Da Vinci Code*, 153
- "The Judgement of Paris," 142
- "The Warrior's Rest," 231
- "Think Different," 314
- Thought Leaders, 109, 125
- Thought Leadership, 111, 285
assuming, 262
and behavior, 132–133
- Threats, 77
- Time vs. activity, 14
- Tinley, Scott, 184
- Top-Flite, 87, 141
- Top-of-mind awareness, 5
- Torvalds, Linus, 87
- Tourism New Zealand, 88, 98,
104–105, 162, 165–166, 206,
309
- Toyota, 119, 162, 175
- Trading depth for definition,
165–166
- Traffic flow, 49–50
- Trust:
in brands, 19
quality of, 213

336 INDEX

- Turnover speed, 232
Twitter, 87
Two feet below the brick (focus),
 176–179
 definition of objectives,
 180–183
 outside resistance, 183–184
 resistance anticipation, 185–187
Two horse race, 209

Ubiquity in distribution, 165
Uchida, Kunihiro, 130–131
Ulrich, Bob, 86
Umpqua, 185, 223, 224, 226,
 227
Underdog sympathy, 300
Unilever, 99–100
Upstream questions, 39, 44
Urban Outfitters, 76
User experience, 123
U.S. Marine Corps, 150–151

Van de Sandt, Udo, 6
Veuve Clicquot, 117, 221, 222
Viewer attention quality, 163
Viewership, 163
Virgin America, 46, 202
Virgin Atlantic, 25, 46, 78, 132,
 237
Virginia Tech massacre, 144
Virgin Mobile, 125–126, 146
VitaminWater, 46, 103, 303

Viva Glam, 113, 115
Volkswagen, 146

Want vs. ought, 103
War, 77–78
Warburton, Jonathan, 308
Web 2.0, 280
Wells, Mike, 297
West, Kanye vs. 50 Cent, 210
“We Try Harder” campaign, 299
Whitney Museum, 140
Wight, Robin, 92–93
Wii. See Nintendo Wii
Wikipedia, 94, 279
Will, power of, 310
Willing consumers, 18
Wine menus, 115
Winfrey, Oprah, 107, 272, 300
Wink, Chris, 63
Women’s market, 158
Word of mouth, 31, 196, 213
Workshop location, 250
The World, 126

Xbox, 132

Yahoo vs. Apple, 167–168
Yokozuna, 303
YouTube, 140, 201

Zara, 232
Zipcar, 70