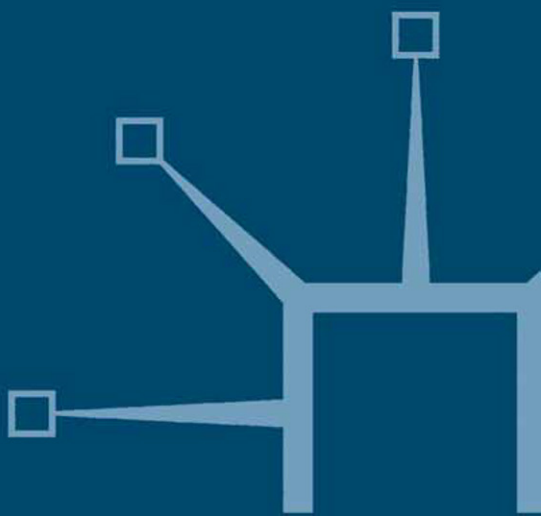


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Moment of Truth

Redefining the CEO's Brand
Management Agenda

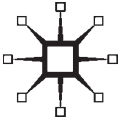
Andreas Bauer, Björn Bloching,
Kai Howaldt and Alan Mitchell



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Redefining the CEO's Brand Management Agenda

Andreas Bauer
Björn Bloching
Kai Howaldt
Alan Mitchell



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Andreas Bauer
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Alan Mitchell

BOOK OVERVIEW

This book makes the case for a paradigm shift in brand management.

Brand management as practiced today is flawed. It starts at the wrong place: with the product rather than the customer. And it is hampered from start to finish by a series of endemic disconnects: between strategy and implementation, between different specialisms and departments, and between different ‘styles’ such as creative versus data-driven. The end result is ineffective strategy and inefficient implementation.

Organizations today need a new integrated, strategic approach to managing brands.

This integrated, strategic approach is by definition a cross-functional, organization-wide activity. It is the responsibility of the CEO, not the marketing director or brand manager.

THE MOMENT OF TRUTH

We need a new philosophy of branding.

Strong, differentiated brands cannot be built on the basis of product or service features or attributes alone. Every outstanding brand rests its foundations on a moment of truth when a customer recognizes that the brand has understood and addressed his or her values.

Brands are defined by the values of the people who buy them. These values determine both the functional benefits customers seek from products and services and the emotional attributes and associations they look for in brands.

It is not possible to build a strong brand without first connecting with the customer’s values.

Values-based brand management starts by identifying and understanding different customers’ values. It turns this under-