

Index

3M, open vs traditional innovation 163, 164 global expenditure 200 7 Up, critique of establishment 228 influence of agencies 77 laws of human behaviour 53 9/11, importance of sign 43-4 level of professionalisation 55 Aaker, David 18, 95, 194 linking of culture and commerce 60, 63, 72 battleship analogy 33 positive messages 253 brand equity 74 problems with traditional techniques 244-5 brand identity 7 production of differences 76 scientific ideology 56-7 brand as management tool 30 Folgers coffee 162 scientific management 54 and symbols of creativity 67 social construction and consumption of brands University of Advertising 54 35 - 6see also brand leadership model value of 75 Absolut Vodka 59 see also creative revolution; creativity; artworks 108 Kesselskramer brand into art 242-3 aesthetic experience 255, 256-7 images of customer experiences 243 Absolut brand launch 243 abstract thinking xi and consumption 257 ING Direct café concept 243-4 see also Hegel access to markets, and buying of brands 33 moment of truth 245 and stylization 261-2 accountability, and consumer control through brands 207 Agamben, G., communities and change 145 Adbusters 230, 267 Ahmad, Sameena 206 Addis, M. 245 brands as catalyst for free-market society 207, Adobe xiii advertising danger of Western values to less-developed countries 210 build-up of cultural consumer knowledge 78-9 and control 79 Albert, S., identity 96 change from information to subconscious Alderson, Wroe, consumption 135 desires 8 Allen, Tony 59 conflict between rational and creative approach Alloway, Laurence, mass popular art 239 63 - 4Alvesson, M. 111 systems of persuasion 118 attitude of employees 66 ambivalence, and branding 229-30 concealment from client 70-1 global structure of industry 64 American Brandstand 42 impression management 66-8, 70 American Marketing Association 158-9 Amnesty International, use of branding 199 mediator between supply and demand 64-5 reconciliation of creativity and commerce 65-6 Anders, Günther, ontological ambiguity 5 rituals and routines of agencies 68-70 Anderson, B., imagined communities 139 Anderson, Chris, Wikipedia 162 creation of lifestyles 77 creation of reality 76 Anholt's City Brand Index 89

292



293

anomaly, advertising and cultural consciousness	Balzac, Honoré de, on Paris 88
63	Banksy, brandalism 241, 267
Antorini, Yun Mi, and LEGO 37, 147–8, 149,	Baratz, S. 170
157–8	Barber, B. R., consumer society 211, 212, 214,
innovations by LEGO community 149-53	215, 246
Appadurai, A. 41	civic schizophrenia 216
appearance, becomes essence 103	Barker, J. 127
Apple 58, 266	barriers to entry, use of brands 33
iPhone 23	Barthes, Roland xvi
and lifestyle 106	reading 107
Macintosh community 136	The New Citroën 242, 254
Adobe program shortcuts 137	Barwise, P. 210
tradition and history 137–8	Baudrillard, Jean 22
Araujo, L. 177	brand as shop window 145
Archimedean Point 219	differentiation 44
Arendt, Hannah, mass entertainment 231	loss of human essence 226–7
Ariel, green marketing 218	Pathos of the Smile 126
Arnould, E. J. 135, 224, 230	pop art 240
consumer culture 161	products into events 240, 246
Arsel, Z., homogenization 233	Bauman, Z. 211, 221
art, and branding 241	consumer satisfaction 213
objects as art 242–3	consumers into commodities 212,
see also pop art; Warhol	positive power of brands 266
artefacts, use in manifestation of culture 122	search engines 252
Arthur Andersen	Beamish, T. 129
and Enron 25, 26	beauty
strong brand culture 130	definition changed by branding 253
Arvidsson, Adam 59, 179	distinction between beauty and the sublime
brand experience 248, 251	253–5
brand as institution 46–7	Beck, Harry, London subway map 30
cross-mediality of brands 108	Beck, J. C. 140
market research 182, 186	Beck, U. 51
measurement of brand value 75	Becker, H. S. 260
and Wedgwood 179	behaviour, basic cultural assumptions 120
Askegaard, Søren 18, 22	behaviourism, and advertising 54–5
brand hegemony 233	Beigbeder, Frédéric, advertising anti-manifesto 63
brands and diversity 266	Belk, R. W. 229, 233
brands as signs 40	consumer behaviour 223, 224
AT&T, brand-building campaign 39, 110	cult of Macintosh 137
Athos, A. 118	Bell, D. 259–61
Atkin, D. 141	Bell, William E., consumers as innovators 158–9
Atkins, L. 223	Ben 61
Austin, J. L., words and reality 176	Benetton, brand identity 104–5
Australian Design Review xiii	Colours magazine 219
awards, to ad agencies 72	use of language and narratives 105
Azhar, S. 19	visual language 108
	Bengtsson, Anders
BAA, adoption of brand 93	identity concept 96
Baba, M. L. 194	tattoos 230
Bacardi, alco-pops 77	Beniger, J. R. 54
Bachrach, P., dynamics of non-decision making	Benjamin, Walter 235
170	consumption management 180
Badham, Richard 122	Bernays, Edward 120
Bagwell, K. 75	cigarette smoking for women 7-8, 13



294

Bernays, Edward (cont.)	brand equity 74, 193
mass-produced goods and subconscious 6-7,	brand experience 121
8–9, 13	actualization by individuals 248
shift in focus of advertising 8	and co-creation 246
Bernbach, Bill, DDB, advertisements 253	creation of sublime aesthetic 255
creative revolution 57	power of 247–8
Betty Crocker, promotion 9	see also Bacardi; Gesamtkunstwerk;
Blackett, T. 153, 207	ING Direct
BMW	brand function 25–6
product placement 108	brand hierarchy, and corporate hierarchy 34
takeover of Rolls Royce/MINI 33	brand leadership model 34
The Hire 59	brand equity 35
Bobbitt, P. 43, 50	control issue 35
Bogenhold, D. 192	brand society
Bond, Danielle, culture as driver of brand 118,	objects as art 242–3
119	production and desire 237–8
Bond, J. 246	see also pop art
Boorstin, Daniel 44	brand tribes 140, 145
consumption communities 135	authenticity 141
boredom 255–6	lifestyles 140
art as salvation 256-7	marginality 142
Borgerson, J.L. 105	rejection of change 141
Borges, Jorge Luis, comparison of Menard and	rivalry 142
Cervantes 99–100	brand values, resistance to 130-1
Bourdieu, Pierre	Brandel, liberties 215
advertising recruitment 66	brands vii, x, 3, 23
differentiation 44	authentic cultural resources 202-3
individual identity 226	and capitalist quest for world domination 205
Boyle, D. 141	and consumers 39-40
Boyle, Danny, Trainspotting 107	as corporate catalyst 31
BP, scrutiny of 219	driver of innovation 158, 210
Bradley, Michael, Gadens 122	focus on core identity 37, 207
brand aesthetics 257	four elements of 36
see also aesthetic experience	and free-market principles 205, 206, 207, 210
brand associations 35	and co-creation of value 207
brand awareness 35	control of boundaries 32-3
brand communities 136, 145, 269-70	deception of freedom of choice 217
and innovation 149, 270	hegemonic power of 267
lack of control by companies 138, 154	lifestyle concept 194, 199–200
disagreement with corporate agenda 157	performative nature of 194–5
LEGO Ambassador Programme 157	and virtual world 195
LEGO group diversity 149	impact on organizations viii
obligations to others 138	management from outside in 22, 37
online user groups 152	management tool 30, 32
company benefits 152-3	importance of 38–9
interaction and innovation capacity 152	interface between production and consumption
resistance to company innovation 153	64–5, 71, 162, 172
rituals and traditions 136	key aspects of 38
shared consciousness 136	manipulative propaganda 201
social construction of 138-9	as media 31, 47, 48
and tribalization of society 270	phantom realities 6
see also lead users	and power 196, 199-200
brand culture 132	dispersion through society 197
creative consumers 132–5	governmentality 197



295

knowledge as truth 197-8	Camus, freedom of action 235
need for discourse 203	Canguilhem, G. 130
need for knowledge 197	car industry, car names 41
use by public organizations and NGOs 199	Carman 74
property of customers 158	Carpenter, Cindy, Corrs Chambers Westgarth
relationships between objects 45-6	116
as signs 31, 40–1, 48	branding and behaviour of staff 116
added associations 41–2	Carter, C. 33, 41
combination of 42–3	Casey, C., and Singapore Airlines 126
and cultural codes 43	Castedello, M. 75
differentiation 44	Cayla, J. 234
signs more real than reality 43-4	connectivity of brands 139
and social cohesion 210	Cézanne, posthumous fame 241
souls of corporations 264	Chan, A., culture as verb 127
ready-made identities 265	Chaney, D. 226, 259–61
symbolic nature of 36	Cheney, G. 102
and value 9, 32	Chomsky, N. 201
and wealth creation 209-10	Christensen, Clayton M., 'Innovator's
see also brand leadership model; narratives	Dilemma' 168
brandscapes 234, 246	Christensen, L. T. 102
Branson, Richard, and Virgin brand 114	Chuck, D., Public Enemy 42
corporate approach to branding 37-8	city brands 88-90, 93-4
stories 121	civic advocacy 199, 201
Braun, Thom, Unilever xvi, 177, 211	civic schizophrenia 216–17
brickfilms.com 151	Clegg, S. 52
Brillo, associations with name 41	Clifton, R. 32, 33
Brinkmann, J., Enron collapse 129	Club Med 266
Britt, S. 189	lifestyle concept 192
Brown, A. D. 112	Coca Cola 3
Brown, Andrew, identity 96, 112-13	brand value 32
Brown, S., brand meaning management 202	cultural meaning of brands 35-6
Brown, Stephen, ambivalent brand campaigns	and Santa Claus 109
229	social and cultural icon 16
Budweiser 197	and social cohesion 210
and social cohesion 210	symbols of resistance 231
Buick 56, 58	Cochoy, F.
Burberry, hi-jacking of brand 41	development stores 180
Burke, Edmund, beauty 253–4	marketing 177
Bush, George W.	co-creation
and 9/11 211	control of outcomes 157
debate with Gore 216	innovation and brand communities 159, 162,
and Iraq 213	168
business coaching, and qualification-	non-disclosure agreements 158
requalification process 52	Cocteau, Jean xii
	Cohen, M. D. 21
C2C 161	Coleman, Richard P., concept of lifestyle 186-7
examples of 161–2	collaboration between brands 43
CAA 123	Collett Dickenson Pearce (CDP), advertising
Caldwell, N., city branding 89	revolution 58
Callon, Michel 172	Comme des Garçons 229
economy of qualities 49, 51–2, 159	commodities vii, 16
performativity of economics 176–7	material extension of brand 18
progressive profiling 159, 162	social and cultural icons 13, 16
implications of 160	Commonwealth Bank 82



296

community-based websites 140	and cultural production 59
Compaq, and Intel 18	creativity
competition, between cities 88-90	change in 249–50
consumer advocates 206	limitations on adverts 71–2
consumer choice, management by brands 177	and scientific advertising 56
consumer engineering, see consumption	creolization 233
management	Csaba, F. F., identity concept 96
consumer society	Csikszentmihalyi, M. 19
branding as process of colonization 221	Cubism 178
common values of 211-12	cultural change 29
and freedom 213-14	and brand strategy 125
impoverishment of individuals 212-13	cultural forms 230-1
interpretation of brands 39	brands into art 259-61
transformation from producer society ix	see also aesthetic experience;
voting power 208	Gesamtkunstwerk
see also Fair Trade movement	cultural relevance 42, 47
consumption 178, 211	and Coca Cola 35-6
of brands 19	cultural swirls 167, 168
and concept of lifestyle 186	culture industry, and conformity 201
patterns and lifestyle 192	cultures, transformation of and by brands
see also Rainwater	227–31
cultural activity 132, 133	see also ambivalence; cool; hip
and consumption communities 135	Curtis, Adam, The Century of the Self 6, 13
and production 132-3, 138	Czarniawaska, B. 102
and social content 134-5	
explosion of subjectivity 245	d'Holbach, Baron 178
growth in US 180	Danesi, Marcel 108, 109
link to emotion 54	brands as signs 31
management of 180-1	supplementary uses of brands 41–2
and personal definition 44–5	Darwin, C. 178
practice, co-creation and innovation 148	Dasein 94
and production, brands as interface between	Davenport, T. H. 140
270–1	Davis, Stuart, pop art 239
and production-dependence effect 181	DDB, xiv; see also Bernbach
and psychology 183	De Botton, A. 213
and 'inner Jones' 184–5	De Certeau, M. 26, 79
social activity 183	creative act of consumption 132, 134
see also demand creation; lifestyle; market	De Chernatony, L. 19, 125
research	De Grazia, S. 53, 55, 181
Continental, and ready-made meals 195	De Grazia, V. 135, 265
convenience products 180	De Jongh, Matthijs
cool, notion of 227–8	and Ben mobile phones 61
association of brands with counter-culture	and Brian Eno 62
228–9	and Kesselskramer 61
operation of 229	and own projects 62–3
coolhunters 229	Deal, T. E. 117
Cooper, David xii	Debord, G. 44, 45
corporate catalysts 48	decision-making 220 facilitated by brand 18
corporate differentiation strategy, need for	
branding 25, 29 Costa, J. A. 78	and intangibles 19 Deleuze, G. 22, 47, 170
Costa, J. A. 78 Coutu, D. 65, 66	becoming 221–2
Cova, B., tribes 141	control of communication 203
creative revolution 56, 57–9	souls of corporations 264
	como or corporations 201



297

Deloitte xiv, 25, 48, 119	activity 183
advertisements 29	Dukerich, Janet, identity 96, 111
Australia's 7 Signals programme 28, 121, 123	driver of change 111
brand identity 24–5, 110	Dutton, Jane, identity 96, 111
change of name 27	driver of change 111
global consistency 232	
structure of 25	early adopters 159
transformation of management through brands	Eastwood, Matt, DDB
267	and Continental 195
see also Redhill, David	and McDonald's ethics 218–19
Deloitte, William Welch, origins of firm 26	TV advertisements 71–2
demand, creation of 181, 189	easyEmpire, corporate branding 38
in early twentieth century 179–80	eBay 143, 161
see also department stores; Galbraith; power	and reputation 51
relations	Eckhardt, G. M. 234
Dennett, Daniel x	Eco, Umberto 39, 43, 238, 255
Denny, R. M. 193, 194	social life as sign system 250
Denuo, advertising and cultural consciousness	Economist, The, brand identity 59
63	Edinburgh Chamber of Commerce, adoption of
department stores, transformation of buying to	brand 93
shopping 180–1	Edinburgh City brand xiv, 88, 103, 107, 269
Descartes, R. 94	and culture definition 120
desire creation, in consumer society 213	definition of tone of voice 92–3
Devlin, J. F. 19	development of identity 90-1, 94
Dewey, J., Art as Experience 248	'Inspiring Capital' 91
Dichter, Ernest	interpretation of logo 92
emotional link to product 9	inward investment 93
the 'Inner Jones' 184-5, 189	key values of brand 91-2
Diesel 60–2	outcomes of branding 93
and Hieronymus Bosch 108	redescription of 103
difference, philosophy of 22	relational construct 98
differend 217, 219	use of brand by others 93
DiMaggio, P. 79	Einstein, Albert 30
copying 98	Eisenstein, Sergei, control of thinking by film 201
Disney, changing elements of identity 26	Eliasberg, demand creation 180
disruptive technologies 168	Elliott, R. 223, 224
development in fringe markets 168	Elsbach, K. D. 112
diversity, and Kesselskramer 61	emotion, linking of products to 7-8
Doc Martens shoes, transformation of image 40-1	employees, living brands 118, 125-7, 144
and sub-cultures 47	behaviour of 115, 116, 118
Dodge 58	employer brand 123–5
Douglas, Mary vii, 105	Endemol, and Big Brother 133
on consumption and culture 19	engagement of clients and non-clients 29
meaning as relation between objects 98	Eno, Brian, criticism of Kesselskramer approach
Drucker, Peter 20	62
organization and environment 113	Enron 25, 26
Drummond, H. 129	Equity Red Star 123
Dubord, Guy, society of the spectacle 140	Erdem, T. 75
Duchamp, Marcel 260	Ernst & Young 25, 27
creation equals choice 237, 261	culture as driver of brand 118
Large Glass 237–8, 240	Esperanto 107
obsession with machines 236	ethics, and free markets 206–7
reinvention as Rrose Sélavy 237	Ethisphere, and McDonald's 218
Duesenberry, James S., consumption as social	ethnographic research, and consumers 193-4



298

Index

exploitation of poor countries 210 Gadens, humour in ad campaign 122 Ezzamel, Mahmoud xii Galbraith, John Kenneth, consumption and production, 'dependence effect' 181, 213 Facebook 81 Galileo 178 Fair Trade movement 208-9 game patching 249 Falconer, Ailsa 90 Gardner, B. B. 55 see also Edinburgh City brand Gates, Bill, stories 121 Fastcompany, and hip 229 Gaugin, posthumous fame 241 Ger, G. 229, 233 FCUK, words and image creation 108 Featherstone, M., aestheticization of life 257 Germain, R. 193 Feldwick, P. 182 German, Richard, advertising 77 Feuerbach, L.A. von 44 Gesamtkunstwerk 243 Financial Times, and Ford 17 and brand experience 245-7 focus groups 9 moment of truth 245 Fombrun, C., on reputation 51 see also ING Direct Ford 117, 178 Giddens, A. 212 concern over reputation 14 lifestyles 198 focus on branding 17, 18 Gideon, S. 54, 180 and Jaguar 33 Gilbreth, Frank B. and Lillian 237 role of brand 45 Ginzburg, Carlo 4 Fortune 88–90 Gioia, Dennis, image and identity 111 global city status 89 and Shell 112 Foster, R. J. 157 GlaxoSmithKline vii Foucault x, 44, 220 global cities, ranking of 89 aestheticization of life 257 Globalization and World Cities (GaWC) Research notion of governmentality 197, Network Leading World Cities Index 89 politics of truth 199 globalization through brands and power 203 criticism of 231 problematization 221, global consistency 232 and truth 107 homogenization 232, 233-4 Fox, S. 16 space between global and local 234 frames of action 47 translation into local 233 Frank, T. 213, 227, 228, GM, and new Pontiac 142 advertising 55, 56, 57, 58, Godin, S. 140 freedom 213-14 Goethe, Johann Wolfgang von 88 or choice 215, 266-7 Goffman, E., frames of action 47 linked to capitalism 214 identity 72 theory of liberal rights 215 impression management 66, 67, 71 see also civic schizophrenia Goldman Sachs 75 Freehills xiii Goldstein, D. B. 258 Freire, J., city branding 89 Gombrich, E. H. 241 Freud, Sigmund 178 goods, interpretation of 105 narcissism of minor differences 72 Google 3 theory of the unconscious 6, 7 and censoring on Chinese site 196 Friedman, Milton personalized search 195-6 ethics and free markets 206 Gorbachev 104 Gordon, R. 129 government as problem 215 Frost, P. 129 Gore, Al, debate with Bush 216 Fueller, J. 136 governmentality 197 Fullerton, R. A., demand creation 179, 180 need for truth 198 functionalists 32 graffiti art 241 Granovetter, Mark, on Hobbes 50 functionality of products, changed by branding 16 see also Ford; Nike; Swatch criticisms of 50-1 Furedi, F. 216 Grant, John 231



299

Green Marketing Manifesto 218	Heidegger, Martin, identity 94, 97, 99, 212
Green, H. E. 185	Heilbrunn, B. 105, 108
Green Marketing movement, reliance on branding	and McDonald's 109
218–19	Helly Hansen 42
Greenberg, Clement, criticism of pop art 239	Hennion, A. 64, 65
Greenberg, M.	supply creates markets 181
city branding 89	Heraclitus 99, 100
power of brands 107	Hill, R. P. 7, 224
Greendotlife.com 25, 35, 48	Hilton, S., brands and wealth 209
Greenpeace	and social cohesion 209
and Shell 112	hip, notion of 228–9
use of branding 199	operation of 229
lifestyle brand 199	hip hop culture, brand appropriation 42
Grey, C. 212	hipsters 228
Griggs Company, and Dr Martens 40	Hirschman 245
Guattari, F. 47, 170	Hirst, Damien, business art 240-1
becoming 221–2	Hobbes, Thomas, theory of social and political
control of communication 203	order 49–50
Gucci	Holbrook, M. B. 245
and hip hop 42	Hollander, Stanley C. 77, 193
lifestyle brand 199	Hollows, J. 259–61
Gunn Report 72	Holt, Douglas 5, 17, 109
	consumption and identity 223, 264
Habermas, J., public sphere and commercial space	creative consumption 133–4
200	markets and production of difference 200
Hackley, C. 78,	taste prescription 202
Halvorsen, Kristin, Rio Tinto and Norwegian	homeless, adaptation strategies 224
Pension Fund 209	Hoover, President Herbert, happiness machines 8
Hamilton, Richard, pop art 239	Hopkins, Claude, science of advertising 56
Handel, Gerald, concept of lifestyle 186–7	Horauf, Simon, PLAY xvii, xviii
Hannerz, Ulf	Horkheimer and Adorno, consumer culture 201
creolization 233	HSBC
cultural swirl 167	comparison of services 19
happiness, and consumerism 213	local bank concept 11
Hardt, M. 227	Hughes, R. 238, 239
Hardwick, Gary, Ikon communicatins	on Warhol 240
role of media planning 81–3	Hugh-Jones, Paul, Bacardi story 110
measurement of impact 83	brand experience campaign 246–7
Haring, Keith, Absolut Art 108, 243	client experience 121
Harley Davidson	humour, and culture 122
outlaw brand 142	namour, and carrait 122
virtual greetings 136	IBM 15, 197
Harvard Business Review, and St Luke's 65	idea of threat to Apple 136, 137
Hatch, Mary Jo xiii, 30, 31	innovator's dilemma 168
brand as internal organizing principle 14	and Intel 18
identity 96	identities-in-action 87, 92, 104
dynamic relationship with image 112, 113	see also language
and Intel 19	identity
internal culture and external environment 131	brands as mechanism for its creation 25–6, 94
shift to corporate branding 36–7	from differences 97, 109–10
Haug, W. F. 181	brands as substitute for 212–13
Havas 64	creation of 223, 227
Hebdige, Dick 41, 134	advertisements 224
Hegel, G. W. F., abstract thinking xi	consumption practices 223–4
11-50-, O. II. I., dobtact dilliking Al	Tonoumption practices 223 T



300

identity (cont.)	innovation, see brand communities; ING; LEGO
and the homeless 224	brand community; open-source innovation
through language 101-2, 103-4	institutional role of brands 53, 266
lifestyle identity 226	integration of service lines 29
link to brand communities 224	Intel 18
and neoliberal optimism 225	interactive game, programmer's control of 170
Web users 225	Interbrand, Best Global Brands 75
and defining brands 268	internal functioning of organizations
driver of business strategy 95	and ING 12, 14, 21–2
fundamentally embedded in its context 94	use of branding 10, 14–15, 21–2
illusory stability of 99	Interpublic 64
and repetition 100	Interurbia Report 186
and image 111, 112	iPod 3
brands 113, 114	Apple identity 137
driver of change 111–12	Isherwood, Baron vii, 105
and instability 111,	on consumption and culture 19
narcissistic 114	ISS xiii
language games 268	
oversimplification 97	T. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.
paradox 98–9	Jackman and Russell, modern business 179
management of by brands 99	Jaguar xiii
and power of brand 95	James, Lucian, Agenda 42
uniqueness of organization 96	Jeacle, I. 180
see also Edinburgh; Plato; Whetten	Joachimsthaler, E. 95
Iggy Pop, Absolut Vodka 243	brand equity 74
IKEA 266	Folgers coffee 162
lifestyle concept 192	leadership model with Aaker 34
imitation and differentiation, dynamic between	Jobs, Steve, and Apple brand community 137–8
269	stories 121
Ind, Nicholas, living brands 125	Jocz, Katherine E., marketing 216
individual opportunity, and market state 50	Jones Soda 161
information, and involvement in decision-making	Jopkins, Claude, 'tell and sell' approach 182
171	Journal of Marketing, suburban consumption 186
information revolution, and info-aesthetics	JP Morgan 75
249–51	Justus, Brad, response to LEGO users 148
creation of flat world 251	
digital databases 252	Kafka, decision-making 68
information stickiness 164	Kant, Immanual, beauty 253–4
ING (International Netherlands Group) xiv, 3, 15,	the sublime 254–5
18, 19, 119, 120	Kanter, R. M. 118, 192
brand experience 10	Kapferer, J. N., brand identity 96
brand identity 110	Karan, Donna, 'Absolut Warmth' campaign 243
brand as internal organizing principle 12, 13,	Karmark, E. 126
14, 21–2	Kärreman, D. 37
core ideals 10–11	Kastner and Partner, and Red Bull, symbols of
'easier', the main value 11–12	creativity 66–8
barriers to becoming 'easier' 12	Katz, E. 233
innovation 159	Keller, Gottfried, Clothes Make People 223
	Kellogg's xiii
results from interaction 169–70 transformation of management through brands	Kemper, S. 76, 77
267	Kennedy, A. A. 117
	Kessels, Erik, <i>In Almost Every Picture</i> 62
see also open-source innovation ING Direct; café concept 243–4, 245, 248	Kesselskramer xiv, 60
points of truth 244	exploitation of culture 62–3
pomes of frum 244	on promuton of culture 02 3



301

Nike campaign 229	control of 153-4
Kierkegaard, Søren 171	Ambassador Programme 157
boredom as the source of evil 255–6	attempts at institutionalization 157
freedom of action 235	conflicting agendas 157
repetition 100	diversity of 149, 165
Kirschenbaum, R. 246	innovations by 149
Kissinger, Henry, US crusade for freedom 213	computer-related improvements 150
Klein, Naomi 43, 215, 246, 267	development of play themes 150
No Logo 231	first-of-type innovations 151
youth culture 229	new building techniques 150
Klein, Yves, shock of new 250	leisure, use of 181
Knight, Phil, and Nike 17	Leland, John, hip culture 228–9
Knights, D., divided managers 127	Levine, D., lifestyle 259
knowledge, and present culture 5	Levine, R. 111
and branding 5	Levis, symbols of resistance 231
Koehn, N. F. 179,	Levi-Strauss 109
Koolhaas, Rem 3	Levitt, T., Hollywood's identity 114
Kotler, P., social marketing 199	Levy, Sidney 55
KPMG 25, 27	lifestyle concept 191–2, 193, 265
Kramer, R. M. 112	marketing and stories 109
Kreiner, Kristian, advertising pitch 68	liberty, notion of 215
Kreshel, P. J. 53, 54	Liebes, T. 233
Kunda, G. 126	lifestyle 43, 259, 265–6
Kwinter, S. 258	brand aesthetics 257–8
,	brand stories 109
10 / 100	brand tribes 140
L'Oréal 266	brands as raw material 175
La Mettrie, Julien Offray de 178	expressions of identity 106
Laermans, department stores 180,	form of living 192
Landor 24	government of individuals 261
and Fedex 27	manipulation through advertising 189
language	criticisms of 190–1
and identity 101–2, 103	master marketing concept 191-2
and change 103–4	narrative of self-identity 198
social construction of reality 106–7	and totalizing effect 198
see also Benetton	new media category 258
and reality 176	origins of 185
Larsen 110–11	power of brands 106, 107
Lasn, K. 230	tyrannical concept 214
Law, Andy, and St Luke's 65	vs standard of living 185
Lawrence, Mary Wells, and Wells Rich Greene 63	see also market research; power relations; Rainwater
LDraw 151	Lilien, G. L. 164
lead users, and innovation 164	Lincoln-Douglas presidential election debate 216
combination of know-how 165	Lindblom, C. 21
in communities 166	Lindemann, J., brand value 75
individual needs 165–6	Lindstrom, M. 108, 245
and sticky information 164	Linux 161, 166
leadership, through culture-building 117	living brand, and employees 125-7
Lears, Jackson 16, 55, 63	Louis Vuitton, and hip hop 42
LEGO, identity and image 112	loyalty 35
Community Development Group 148	loyalty programmes 194
and marketing plan 147	Luhmann, Niklas, organizing and decision-making
Mindstorm 147	220
LEGO brand community 149, 165 communication with 148	Lukács, G. 224
Communication with 140	



302

Lury, Celia 17, 53, 177, 195, 223	markets
relational concept of brand 31, 45–6, 47	information, and individuals 190
Lüthje, C. 166	makers of morals 209
Lux soap, and social cohesion 210	organization, and economy of qualities 51–2, 53
Lyotard, JF., differend 217, 219	Marriott brand, divisions of 34
16.10. 70.00	Marshall, P.D., intertextual commodity 108
Machin, D. 226	Martin, Joanne, organizational culture 99, 117,
Cosmopolitan magazine 232	120
machine-age art 236	and consumption 134
Mackenzie, Donald, economic theories 107, 177	problems with strong culture 127–8, 129
Maertens, Klaus, and Dr Martens shoes 40–1	Martin, John Levi, consumption-economy thesis
Maffesoli, Michel, re-tribalization 140, 141	179, 180
magic 73	Martin, Lesley, Edinburgh City brand 90, inward investment 93
representations of 73 rituals 74	Marx, Karl viii
Malefyt, T. 68, 69, 194	Marzano 126
advertising 59, 60, 64, 68–70	Maslow, A., hierarchy of needs 9, 44, 74, 82, 135,
Malinowski, B., magic 73	177
Mallesons Stephen Jaques, client experience and	consumption and psychology 183
branding 121	Mason, R. 183
Malseed, M. 252	mass-produced goods, and subconscious 6–7
Man, Bruce, style 23, 258	Mauss, Marcel, magic 73, 75
management	Maybelline 197
and co-creation 269	Mayer, Martin, scientific rationality in
and control 131, 269	advertising 56
effects of brands 88	Mayo, Elton, Hawthorne experiments 117
of meaning 37–8	McAlexander, J. H., brand communities 136, 139,
transformation by brands 267	142
managerialism 32	McCann-Erickson 83
Manchester United, product markets 33	McCracken, G., advertising 76
Mandeville, Sir John, traveller's tales 4, 5	McCreery, J. 73
Manovich, Lev	McDonald's 266
digital revolution, info-aesthetics 249-51, 251,	consumer control 207
261	ethical business 218
and Eisenstein 201	lifestyle concept 192
interactivity 170	McGinness, Joe, makeover of Nixon 16
new media object 252–3	McGregor, D. 228
Manzoni, Piero, shock of new 250	McKendrick, Neil, Industrial Revolution a
March, J. 164	revolution of demand 178
Marchand, R. 16, 55, 77	McLuhan, Marshall
American corporations 38, 39	advertisements 253
Marcuse, Herbert, on mass media 200, 212	art 236
Marey, Etienne-Jules 237	brand experience 243
market research 182	consumer research 185
identification of 'distinction' 193	and involvement in decision-making 171
study of personalities 185, 186–7	and media 81
typology of consumers 182	Méadel, C. 64, 65
marketing	supply creates markets 181
actualization of brands 177	meaning, and use of brand 118
and democracy 215–16	management of 120–3, 144
implications of open innovation 166	in retail firms 119
inner satisfaction vs status 184–5	mechanizedbrick.com 151
and magic of advertising 76	media planning agencies, role of 80 creation of new content 81
see also consumption; power relations	Creation of new content of



303

fragmentation of communication channels 80	distinct identities 110
Ikon communications 81–3	intertextuality 108-9
measurement of impact 83	Nature, study on Wikipedia 161
media revolution 248	neoliberalism
interface and database 252	and Hobbes 50
Menard, Pierre, translation of Don Quixote	paradoxical result of 215
99–100	Neumeier, Marty 29
Menocchio 20	New York Times, on cigarette smoking 8
cosmogony of xiii, 6	Newmark, Craig, Craig's List 161
and modern thinking 4	Nietzsche, Friedrich 16, 178, 223, 227
Mercedes Benz, and hip hop 42	and change 102
Merrill Lynch 75	identity and language 101–2, 103
Meyer, Roberto 10	judgement of good and evil 219, 235
Mickey Mouse, intertextual commodity 108	life as aesthetic phenomenon 256–7
Microsoft	and zeitgeist 23
brand value 32	Nike 60–2
idea of threat to Apple 136, 137	consumer control 207
Miller, D. 134, 233	exercise in user-involvement 154
consumption as social activity 134	'Just Do It' campaign 44
Miller, J. 19, 33, 36	lifestyle concept 192
Miller, Peter 12	and marketing 17, 18
MINI xiii, xiv	and Pakistan 210
Mink, J. 237	scrutiny of 219
models, employed by ad agencies 69	and social cohesion 210
Moeran, B. 194	words and image creation 108
advertising 59, 60, 64, 68–9	Nixon, S. 57, 59
Morgan, B. 8	creativity 72
Morgan, G. 37	media planning 80,
Morgan, J. P. 38	Nokia, and social cohesion 210
Morgan Stanley 75	NRMA 123
Moschino, Franco, resistance against fashion 229	TVICIVIA 123
Mother, advertising and cultural consciousness 63	
MTV 60–2, 61	O'Leary, Ted 12
Muir, D. 19, 33, 36	O'Guinn, Thomas C.
Muñiz, Albert M.	brand communities 136, 138, 139, 141, 142
Apple 138	Oldsmobile 56, 58
brand communities 136, 138, 139, 141, 142	social nature of brands 138
and identity 224	Ogilvy, David 230
social nature of brands 138	Olins, Wally 17, 38, 207
Murray, F., divided managers 127	branding and manipulation 201
ividitay, r., divided managers 127	brands as gifts to popular culture 253
	staff behaviour 116
Nadeau, R. A. 200, 207, 246	Olsen, B., and Intimate Apparel Company 77
brand communities 139	Omnicom 64
brand identity 96	online innovation 151
extreme self-determination 225	online markets, role of brands 251
transformative tools 225	open-source innovation
Naked, advertising and cultural consciousness 63	brand-enabled exchange 167–9
Nancarrow, C. 227	and capitalist division of labour 166
hip and cool 229	criticisms of 169
Nancy, J., communities and change 145	and internet 171
narcissism, and interactivity 170	unintended consequences 170
narratives, of brands 108, 110-11, 114	illusion of choice 170
contradictory identities 109-10	implications for marketing 166
and corporate brands 110	and innovation by manufacturers 163-4



304

open-source innovation (cont.)	performativity 176
intensity of producer-consumer relationship	of economics 176–7
160	marketing 177, 187
motivation of 151	Perrow, Charles 20
role of organizations 166, 168	prestige in a hospital 128
thwarted by brand community 153	personal identity, communicated by brand 40-1
see also lead users; LEGO	pervasiveness, of brands 23
organization of markets through meaning 46	Peters, Tom 144
organization theory, and branding 37	brands and identity 212
organizational culture 116, 123	corporate culture 117
access and management of meaning 118, 144	arguments against 127–8
ambiguity 129	Pettinger, Lynne, retail firms 119
and brand communities 142	Pfeffer, J. 39
fragmentary nature of 127-8	Picabia, Francis 236
and sub-cultures 128–9	Pine, B. J. 140
identity, management by brands 267-8, 268-9	the experience economy 245
importance of 117–18	Pixelego 151
link with external environment 131	Plato, true identity 95, 96, 100, 104
management tools 48	play themes 150
status quo and corporate disasters 129–30	Polet, Ruud, ING 10–12
top-down process 130	cafés 244
see also brand communities; employer brand;	Polinchock, David, Brand Experience Lab 246
humour; living brand; rituals; Schein,	Pondy, L. 37
culture model; stories	pop art, descriptive nature of 239
organizations	use of brands 240
brand as transmission mechanism between	see also Hirst; Warhol
disciplines 20	pop culture, and advertising 59
and concept of brands 21–2	Pountain, D. 227
core identity and corporate brand 37	Powell, W. 79
external effects of branding 28-9, 29	copying 98
and external environments	Power, M. 51
brand as interface 113	power relations
and instability 20	place of working class wives in society 187-8
internal structure reorganized by brand 28, 29	lack of rationality 188
leadership role of brand 34	manipulation through advertising 188, 189
and micro-societies 26	Prahalad, C. K.
Ortmann, Günther 21	co-creation of value 143-4
Orwell, George	evolvability 167
and Apple Mac advertisement 58	presentations, and advertising briefs 68
Oceania 127	presidential elections, use of branding 16
Osborne, T., public opinion 177	prestige, differing ideas on 128
Ouchi, W. G. 117	price of goods, and lifestyle concept 192
	PricewaterhouseCoopers xiii, xiv, 25, 27
Pack, Arthur, use of leisure time 181	and Lehman Brothers 124
	Printer's Ink, decision-making 189
Packard, Vance 9 criticism of lifestyle research 190	problematization 221
depth approach 190–1, 201	and brands 222
Parker, Martin, fragmentation of culture 129	ethics of 221, 235
Pascale, R. 118	problem-solving 220
Patteeuw, V., city branding 89	Procter and Gamble
Pepsi Cola 212	consumer research 194
Pepsi Generation lifestyle concept 192–3	focus on values 15
Peretti, Jonah, and personalization of Nike shoes	ivory soap branding 15, 18
154–7	product placement, and intertextuality 108



305

product transformation, to brand magic 73–4	personal choice 216
production	relationship networks, emergence of brand 45-6
and brand as interface with consumption 12,	repetition, impossibility of 99-100
64–5, 71, 162, 172	reputation
and consumption, interaction between 35	importance to ING 11
rational and emotional intensity 160	link to branding 51
organization of 14	measure of success 32
production era, turbulence of 178	networks of relations 51
and birth of consumer society 178	and risk 26
see also demand creation; Wedgewood	Resor, Stanley B., J. Walter Thompson and
products, defined by symbolic powers 13	advertising 54–5, 56
progressive profiling 159	retail firms, creation of brand 119
involvement of consumers 159-60	retail therapy 9
propaganda 201	Ries, Al, brand identity 97
and Bernays 7	Riesman, D.
and Eisenstein 201	breakdown of social organization 138
Prosper 143, 161	lonely crowd 201
public relations, and propaganda 7	Riley, D. F. 19
Publicis 64	Rilke, R. M., the beauty of the sublime 254
publishing industry, driver of market research 182	Ritson, M. 224
Putnam, R., breakdown of social organization 138	rituals 121
	Ritzer, George, McDonaldization of society 201,
qualification-requalification process 52, 159	202, 231
open-source approach 160	Robins, D. 227
quality, perceived by consumer 35	Rochberg-Halton, E. 19
Quelch, John A., marketing 216	Rockefeller, J.D. 38
Quintilian 223	Roethlisberger, Dickinson, see Mayo
	Rorty, Richard 205
Rainwater, Lee	language, change and innovation 103–4
concept of lifestyle 186–7	Rose, Nikolas 221, 222
findings of study 187–9	freedom 214
focus on housewives 187	legitimacy and truth 198
justification for study 187	public opinion 177
Ramaswamy, Venkat	Rosso, Renzo, and Diesel 18, 246
co-creation of value 143–4	Rotzoll, K. 78
evolvability 167	Royal Bank of Scotland 90
Ravitch, Diane, analysis of presidential debates	Ruscha, Ed, Absolut Art 108
216	Rutherford, Paul 16, 104
Reagan, Ronald, neoliberalism 215	advertising of public goods 199
recruitment revolution 124	propaganda 201
different employer brands 125	Ryder, Ian, brand management 194
employee experience 124	Rylander, A. 37
Red Cross, use of branding 199	•
Redhill, David, and Deloitte 24–5	Saab, rejection of change 141
brand function 25–6	Saatchi and Saatchi 58
global identity 26-7	Said, Edward xii, 23
airport adverts 28–9	identity 97
collaboration and partnership 27–8	Salancik, G. R. 39
human brand 27	Salzer-Mörling, M. 43
redefinition of 28	Sandage, C. W. 78, 206
limited controllability of brand 35	Santa Clara County v. Southern Pacific Railroad
modality 26	case 38
Reich, R. 197	Sarbanes-Oxley Act 25
corporate statesmen 14	Sartre Jean-Paul freedom of action 235



306

Sassen, S. 89	Simmel, G., fashion 198
Saussure, F. de 42	lifestyle 266
Scanlon, Jessie, American Brandstand 43	philosophy of money 45
Schau, H. J., Apple 138	tragedy of style 259-61
identity and brand communities 224	Simmons, John 59
identity and internet 225	Simonson, Alex 231, 243
Schein, Edgar, organizational culture 117, 118,	brand aesthetics 258
126	Sims, R., Enron collapse 129
culture model 119-20	Slater, D. 8
Freudian influence 120	Smircich, L. 37
Schmidt, Eric, and Google 195	Smith, Adam 166
and Chinese censorship 196	invisible hand and equilibrium of markets 206
Schmitt, Bernd 231, 243, 245	social identity, of objects 19
brand aesthetics 258	social signifiers 43, 264–5
Schmusch, M. 75	SourceForge.net 163
Schouten, U. J. 142	Soviet Realism, and advertising 56
symbolic consumption 223	Sprite 229
Schroeder, J. E. 43, 240	St Luke's, company structure 65
Schultz, Howard, and Starbucks brand 53	de-stabilization of workplace 66
Schultz, Majken xiii, 30, 31, 111	employees' attitude 66
brand as internal organizing principle 14	stability, temporary illusion 99, 100
dynamic relationship between identity and	and language 102
image 112, 113	Stamey, M. 224
identity 96	standard of living, replaced by lifestyle 265
and Intel 19	Starbucks 75, 208, 234
internal culture and external environment 131	Starkey, Ken, narcissistic identity 112-13
organizational change and implementation of	Starobinski, Jean, history of interaction 169, 170
brand 125	status anxiety viii, 213
shift to corporate branding 36-7	Stein, M., Barings collapse 129
Scott-Heron, Gil 272	Stendhal 131
Scully, John, Apple identity 137	Stewart, Martha, lifestyle brand 189, 258
search engines 252	Stewart, S. 70
user driven 33	Stolle, D. 208
Second Life 81, 141, 250	stories, part of culture 121
Seemann, S. 128	Strasser, S. 180
Sélavy, Rrose, see Duchamp	StrawberryFrog, advertising and cultural con-
self-actualization 13–14	sciousness 63
and branding 194	style, definition of 258
marketing of products 177, 183	paradox of 259–61
self-interest, in Hobbes theory 50	Subaru xiii
semiotic transformation, of product to brand 42	words and image creation 108
Serres, Michel 165, 214	subconscious, and social control 8-9
service firms, behaviour of employees 118, 119,	subjectivity, ethics of 223
123	zone of 226
services, perceptions of 19	Sunderland, P. L. 193, 194
Seurat, and Pointillisme 26–7	supply and demand
Shah, D. V. 208	advertising as mediator 64–5
Sheldon, R. and Arens, E., consumer engineering	and qualification-requalification process 52-3
180	see also consumption-production process
Shell, consumer control 207	Surowiecki, J. 161
Sherry, J. F., Jr. 194, 234	sustaining technologies 168
Shewry, Christine, Insurance Australia Group Ltd	Swait, J. 75
(IAG), recruitment revolution 123–5	Swatch 17, 18
Siemens, concern over reputation 14	Sydney Opera House xiii

307

symbolic nature of brand 36, 37	brands as interface between consumer and
symbols, and self-expression 191-2	producer 142-4, 144, 145
	focus on 46
Taleb, Nassim 3, 71	see also brand culture
tattoos 230	Van Gogh 178, 241
taxes, consumption-based 212	Van Ham, P., city branding 89
Taylor, F. W. 117, 131, 178, 228, 237	Van Leeuwen 226
Tedlow, R. S., and Pepsi 193	Van Maanen, J. 126
Tesco, loyalty programmes 194	Disneyland smile factory 130-1
text messaging, creative practices of users 133	Van Riel, C. B. M. 110
Thatcher, Margaret, neoliberalism 215	on reputation 51
The Other Final 62	Van Schooten, Jeroen 10
Thematic Apperception Test 186	Vaughan, D., problems with strong cultures 129
theory of planned behaviour 76	Veblen, T., conspicuous consumption 132, 183
thinking in alternatives 220	Verizon, teaching about life 197
Thomas, J. B. 112	vignettes 150
Thompson, C. J. 135, 224, 230	Virgin 3
homogenization 233	and identity-based strategy 114
Thompson, J. Walter, advertising 182	market entries 33
Thornborrow, Joanna, Cosmopolitan magazine	see also Branson
232	Virilio, P. 171
Tilmant, Michel, ING 11	virtual aesthetics 252–3, 255
Time Magazine	virtual worlds 250, 252–3
Person of the Year 143	role of brands 251
technology and individuals viii	Vise, D. 252
Tipper, Harry, demand creation 180	VisitScotland, adoption of brand 93
T-Mobile, and Ben 61	Vodafone xiii
Toffler, Alvin, prosumer 142–3	Volkswagen
Tonge, A. 129	Beetle 57, 202
Tonglet, M. 76	rejection of change by customers 141
Tönnies, breakdown of social organization 138	brand experience 247
Toscani, Oliveiro, and Benetton 59, 104–5	hierarchic split 34
Toyota 12	Voltaire, Candide 220
brand experience 247	Von Hippel, Eric 136, 153, 157
transaction, and interaction 50	and 3M 163
Trentmann, F. 8	lead users 164–6
Trout, Jack, brand identity 97	open innovation 162–3, 166,
Trueman, M., city branding 89	studies of user-led innovation 163–4
Tumbat, G., cult of Macintosh 137	
Tungate, M. 57, 59	717 P. I. I. O. J I
media planning 80	Wagner, Richard; see Gesamtkunstwerk
Turner, B. A. 129	Walker, Rob 17, 41, 42, 194, 223, 247
Tullet, B. 11. 12)	'murketing' 226
	Wal-Mart, scrutiny of 219
Uggla, H. 43	war for talent 124
unethical behaviour, and reputation 51	Warhol, Andy 238, 239–40
Unilever, and Falconer 90	Absolut Vodka 108, 243
user-led innovation 162–3	advertising to art 60, 73
studies of 163–4	critique of brand society 240
see also 3M; lead users; open-source innovation	Waterman, Robert, corporate culture 117, 144
	arguments against 127-8
Valéry 227	Watson, John B.
value	advertising as social engineering 264
co-creation of 116, 131	alliance with JWT 54–5, 56
	laws of behaviour 60



308

Index

Watson, John B. (cont.) marketing 202 Wattanasuwan, K. 223 Weber, Max 178 bureaucracy 264 Wedgwood, Josiah, ability to create demand 178-9 Weick, K. E. 176 Weiss, E. H. 185 Weissenbaeck, Johannes, PLAY xvii, xviii Wells, Mary, advertising 58 Welsh, Irvine, Trainspotting 107 Welz, G. 167 Wengrow, D. 178 Whetten, D. A. 96 Whyte, W. H. 228 Wikipedia 81, 161-2 Wilkinson, J. 208, 209 Williams, R. 73 Wilson, President Woodrow 7 Wipperfürth, A. 18, 40, 110, 182, 227, 247 brand tribes 141 Wired magazine, and hip 229 Wittgenstein, L. 169 language games 106, 268 Wölfli, Adolf, Art Brut 260

workshops, performance of ad agencies 69, World Economic Forum, and corporate brand reputation 32 World of Warcraft 81 Worldwide Centers of Commerce Index 89 Wozniak, Steve, foundation of Apple 137 WPP 64

Xerox, innovator's dilemma 168

Yankelovich, brand experience 247 Yoell, W. A. 189 Young and Rubicam, *Brand Asset Valuator* 74 YouTube 81

Zablocki, B. D. 192
Zaltman, G. 13, 199, 246
social marketing 199
zeitgeist, and branding 23
Zizek, Slavoj 171, 213
desire 8
freedom 215, 216
Zwick, D., markets and morals 209
Zyman, Sergio, control of consumers 181