

KEVIN ROBERTS CEO WORLDWIDE, SAATCHI & SAATCHI, IDEAS COMPANY

the lovemarks effect

WINNING IN THE
CONSUMER
REVOLUTION



featuring insights from

SILVANO CASSANO
CEO, Benetton

CARL ELSENER
CEO, Victorinox

JOHN FLEMING
*Chief Marketing Officer,
Wal-Mart*

WALT FREESE
CEO, Ben & Jerry's

MALCOLM GLADWELL
award winning writer

MAURICE LÉVY,
President, Publicis Groupe

JOHN LORING
*Design Director,
Tiffany's & Co*

ARNO PENZIAS
Nobel Laureate

TOM PETERS
CEO, Tom Peters Company

MARY QUANT
fashion designer

MARY ROBINSON
former President, Ireland

RENZO ROSSO
CEO, Diesel

JIM STENGEL
*Global Marketing Officer,
Procter & Gamble*

JOHN WAREHAM
business mentor and author

ALAN WEBBER
Co-founder, Fast Company

Contents

1. L IS FOR LOVEMARKS

An introduction to the transforming potential of Lovemarks—how they have been taken up, their emotional impact, and what comes next in the Lovemarks story. Featuring Alan Webber, Co-founder, Fast Company; and Maurice Lévy, Chairman and CEO, Publicis Groupe.

2. CREATING CONSUMER DREAMS

To attract the new consumer we need new ways of thinking and acting. A guide to how to win consumer hearts by attraction. Featuring Jim Stengel, Global Marketing Officer, Procter & Gamble.

3. PLANET LOVEMARKS

A look at Lovemarks through the eyes of Inspirational Consumers around the world. Featuring Richard Hytner, Chairman, Europe, Middle East and Africa, Saatchi & Saatchi; and Malcolm Gladwell, author.

4. CREATING LOVEMARKS

A guide to putting Lovemark principles into practice featuring comments from 28 Inspirational Owners, CEOs and senior marketers. Included are AVEDA, Benetton, Ben & Jerry's, Camper, Dansko, Kiehl's, Montblanc, REMO General Store, Segway, Silhouette, and Victorinox.

5. ROMANCING THE SHOPPER

An investigation into wooing the shopper with Mystery, Sensuality, and Intimacy. Featuring John Fleming, Chief Marketing Officer, Wal-Mart; and Andy Murray, Global CEO, Saatchi & Saatchi X.

6. FORM FOLLOWS FEELING

How design can create objects to fall in love with. Featuring Tom Peters, CEO, Tom Peters Company; Renzo Rosso, CEO, Diesel; Inoue Masao, Chief Engineer of the Toyota Prius; Mary Quant, designer; Arno Penzias, Nobel Laureate; Derek Lockwood, Worldwide Director of Design, Saatchi & Saatchi.

7. LOVE ONE DAY AT A TIME

Sustainability is the bottom line and Lovemarks are a way to realize this dream. Featuring Mary Robinson, former President of Ireland; Professors Mike Pratt, Waikato Management School, and Roger Downer, University of Limerick; John Wareham, business mentor and author; and Mika, dancer and performer.

8. HEARTBEATS

Measuring the ripples of Lovemarks on the world stage required market research as we knew it to be reinvented. Featuring Kevin Dundas, Worldwide Strategy Director, Saatchi & Saatchi; and Peter Cooper, CEO and John Pawle, Managing Director, QiQ International.

9. LOVE GOES TO WORK

Saatchi & Saatchi people use Lovemarks to inspire, create, and innovate. Eight of Saatchi & Saatchi's ideas people share their insights for creating emotional connections and making Lovemarks live in the world. Featuring 26 pages of examples of Lovemarks at Work.

Introducing Kevin Roberts

As CEO Worldwide of Saatchi & Saatchi, Ideas Company, Kevin Roberts leads an international team of 6,500 creative people. A dedicated traveler and sought-after speaker, he is a source of inspiration to thousands of people through his business vision, clarity of purpose, and inimitable, straight-talking style. Roberts is CEO in Residence at Cambridge University's Judge Institute of Management, and Professor of Sustainable Enterprise at both the University of Limerick in Ireland and at the University of Waikato Management School in New Zealand. He has homes in New York, St. Tropez, and Auckland. With staff in 132 offices and 82 countries, Saatchi & Saatchi works with several of the world's most successful companies. Saatchi & Saatchi transforms brands, businesses, and reputations by drawing upon the power of world-changing creative ideas.



Love/Respect Axis

The Love/Respect Axis is a fantastic way to separate Lovemarks from brands, fads, and commodities. Remember—to be a Lovemark you must have high Respect. No Respect, no Lovemark.

We first presented Lovemarks in the September, 2000 issue of *Fast Company*. Back then I was talking Trustmarks, but a bottle of great Bordeaux turned Trust into Love. We've never looked back.

Taking the first Lovemarks book to the world has been a fantastic ride—the response has been unbelievable. In China I talked with students who grabbed at Lovemarks like a life jacket. China is changing and these kids got it right away. Any real change will come from new ideas like Lovemarks, not rehashed versions of old ones. They saw that Lovemarks means transformation, not incremental improvement.

Their response was echoed everywhere. We'll have editions of *Lovemarks: the future beyond brands* (powerHouse Books, New York, 2004) in 16 languages by the time you read this and we have people from 149 countries registered at lovemarks.com. I was so energized by the whole experience, and the response was building so swiftly, that I knew we had to publish a new book fast, one that showcased what had been happening since we published *Lovemarks*.

The big news is that Lovemarks work in the marketplace. You can see it in the growing community on lovemarks.com, you can feel it in the responses we get from clients, and you can taste it in the numbers crunched in Lovemarks research. We have proven, once and for all, that Lovemarks are guaranteed profit generators and unbeatable consumer attractors. Tools like the Love/Respect Axis enable Inspirational Owners to examine their businesses and develop transformational ideas. They can help ideas people create the astonishing iPod out of the MP3 player and the magical Cirque du Soleil out of the traditional three ring circus. To find out how Lovemarks can transform real

businesses we talked with a wide range of Inspirational Owners. The stories of these CEOs and senior marketers show a deep understanding of their consumers and an unwavering belief in the power of emotional connections.

Lovemarks thinking has transformed Saatchi & Saatchi from an advertising agency into an Ideas Company. It inspires us to take our talents and passions in new directions. That's why you find us creating and managing a live band

in the UK and working with many creative partners to create astonishing experiences like the Lexus interactive billboard in Times Square.

Lovemarks in business

It's not only Saatchi & Saatchi who have been putting the Lovemarks philosophy to work. I have been delighted to see Love become a welcome guest in the world of marketing. This is a big step up from when I used to mention the "L-word" and CEOs slid under their boardroom tables. Love is here to stay. Emotional connections with consumers are an irrefutable differentiator in the market.

Early on in the story I took the three vital Lovemarks elements—Mystery, Sensuality, and Intimacy—to the auto industry. For Lovemarks to work it had to be able to survive in one of the toughest, most macho businesses in the world. I looked out at a sea of guys at J.D. Powers 12th Annual Automotive Advertising Strategy Conference in California and told them that "moving metal" was an abysmal description of selling cars. "Don't tell your customers how much metal you move," I said. "Tell them how much the metal moves *you*." Suddenly these tough car guys realized that what they felt for the beautiful creatures they sold was Love.

I've seen the auto industry, more than any other, take up the powerful imagery and messages of Love and Lovemarks. Take a look at their most recent car advertisements—the emotions of ownership have replaced the conventional listing of benefits. Everywhere I see the word Love—on billboards, in television commercials, and in print. At one stage there were so many hearts

in newspapers and magazines it was like a Valentine's Day rash. Thank goodness people are now digging deeper and seeing that the heart is just one symbol of the Lovemarks connection.

Why would we discard emotions in business when they play such a central role in our daily lives? The same human impulses that create passionate connections in families and friends are the very ones we also need at work.

Make way for consumers!



Bright ideas



PIXAR Okay, those fish in Finding Nemo are the coolest characters ever created. I am a fish fanatic who spends her days sculpting and painting my own homage to everything that swims. I love Pixar for the genius that goes into everything they do! *Edith, United States* • **BANG & OLUFSEN**

Truly an illustration of the beauty that can unite art and technology. Take the earphones: a simple object that is both functional and aesthetically pleasing. Great design and use of materials make these earphones a unique investment. If only all the objects in the world could be both innovative and inspirational. *Liming, Canada*

CANON Canon is the clear leader in this race for digital imaging. I've tried Sony and Nikon cameras, but when I look at the rich colors emanating from my Canon images, I go into sensory overload! They make memories technicolor. *Chen Yen, New Zealand* • **SONAR 4** When I was younger, I never dreamed I could now do the things that I'm doing now with this software. Ten to 15 years ago I would have needed tens of thousands of dollars to do the same things in a studio, and some things that SONAR enables were not even possible back then. The tools used by professionals are all available to me in my home studio. SONAR is like an extension of my creativity. I am realizing my dreams of creating professionally-recorded music, and I have just had my first success with music placement in a recent Hollywood movie. *Mao, United States* •

KODAK How incredible is it to look at a picture of my child at one minute old, and compare it to a picture of myself at one minute old? How incredible is it to look at the date on the back and notice the Kodak logo on both? George Eastman really knew what he was doing when he founded Kodak. It's the only Lovemark I look for when I want to preserve the best moments of my life. *Adrian, United States*

lovemarks stories



Chanel No. 5

This was my first perfume—my mum gave me one of those small sample bottles when I was eight. Every time I smell it, it reminds me of how naughty and grown-up I felt the first time I carefully took off the lid and dabbed the scent, with my eyes closed, thinking that someone was going to fall in love with me the moment they smelled me. Romance, glamour, and hope in a bottle.

June, SINGAPORE



Coleman camping products

My family and I spent countless childhood weekends and holidays camping in Alberta. We were exposed to all forms of weather—usually on the same day. Sometimes the only ray of light on our trips was our boldly colored, highly reliable Coleman camping gear. From our coolers to our lantern to our two-burner portable stove, Coleman was there for us, never letting us down. My Coleman products have lasted as long as my uncompromising loyalty to them (I buy nothing else). How reliable is Coleman? Thirty years later I still have the cooler, the lantern, and the two-burner stove. They remind me of a special childhood full of memories and are still around to create new memories with each trip—now that's a Lovemark.

Craig, CANADA



LUXE city guides

Forget leafing through pages of outdated, uninspiring text, and arriving at your destination only to find it dreary, misrepresented, or shut. No longer will you have “tourist” slapped across your forehead as you dither around confused, frustrated, and lost. The LUXE guides contain secrets that even the sassiest folks about town don't know. You will be cosseted, pampered, and revitalized, and you will laugh till your drawers drop. These guides condense each city into a glorious, golden nutshell. The LUXE guides are simply beyond the brand.

Grant, UNITED KINGDOM

CREATING LOVEMARKS

CAMPER Looking out on the mountains of Majorca

People love shoes. Many of them have shoes as their Lovemarks—and some great companies have been created on the soles of the world's feet. In the story of shoes Camper has a special place. I think their company catchphrase “walk don't run” says a lot. Slow down and enjoy what you experience. This spirit has taken Camper from a small Spanish island to the world. Here founder Lorenzo Fluxa reveals the heart of Camper. **KR**

“Being from the Mediterranean is the source of our authenticity. The rural atmosphere, history, culture, and landscape all influence Camper's aesthetic and values. I would say that if good solid values have been the foundation that has kept us on the right track, the dream and the passion are what has kept the fire lit through the years.

“Our way of understanding freedom and respecting personal identity is to apply creativity in a spontaneous way. We group our products by concepts—some evolve over time in almost imperceptible ways and others change more frequently, exploring new, surprising routes.

“We like to evaluate Camper not

only by profits but also by how we invest our profits and how we follow good business ethics. For example our Wabi shoe respects the natural shape of the foot and also respects the environment. The three components—shoe, insole, and sock—can be separated and independently recycled. The materials used are 100 percent recyclable and the insole is bio-degradable.

“Most of all we base what we do on love and passion. We have a mind-set that we share with our customers. We don't impose it, we share it. We enjoy making our shoes and we feel lucky and blessed that we have a following of Camper fans.” **Lorenzo Fluxa**

Camper was founded on the island of Majorca in 1975 by Lorenzo Fluxa using the skills of generations of local shoe-makers. The name Camper is Catalan for “peasant”—early designs were modeled on peasant footwear. In 2004 Camper sales topped €135 million with more than 3 million pairs sold worldwide.

“...the dream and the passion are what has kept the fire lit through the years.”

Artistic Twins, a Camper shoe where the design starts on one foot and continues on the other. Art by Pep Rosselló, a Majorcan painter.



coolstuff

“Now that the sexy part of awareness is done, it’s 10 years of hard work ahead.”

TOM PETERS

I’ve always appreciated the way Tom Peters has helped spread the Lovemarks message around the world. Tom and I started talking Lovemarks when he sent me a note after buying the book at a store in Edinburgh on a rainy Scottish day. We share a great love of design; here he holds forth on the subject. KR

Lovemarks and design

I would argue, because I’m a design fanatic, that the key to creating a Lovemark is design writ large. Design and Lovemarks, absolutely. To me, for instance, design has as much to do with the process of selling and marketing a car as it does with the actual creation of its shape.

Somebody once asked me, “How did you get into design?” I said, “Well, I don’t have an artistic bone in my body,” which is really the case. “I got into design not because I thought it was useful from a strategic standpoint to establish a competitive advantage, I got into design because I think cool stuff is cooler than not cool stuff.” And that’s fundamentally the point.

We use the expression “design-driven” with great regularity, but companies don’t have much more of an idea as to what it means than they did five years ago. How do we get beyond the use of the words to a truly design-driven or a design-cultured company? Now that the sexy part of awareness is done, it’s 10 years of hard work ahead. It is going to be hard work to establish a design ethos, just like it was hard work 20 years ago to get beyond the idea that quality is cool.

Design and culture

Design has to be a corporate culture. A friend of mine wrote a book about design long before it was a hot topic, and he talked about Olivetti. There design was a cultural given and the CEO was a guy who loved designers. On the one hand design was the cultural ethos of the corporation, while on the other hand they went out of their way to hunt for design stars. Design is both a collective and an individual process.

Suppose you have a dull and dreary company. Bring in a design superstar and you may get a couple of good products, but you’re not going to change the company. If you are serious about design Apple-style, then it has to be a way of life that will necessarily encompass some seriously cool designers. But it’s the cultural dimension that’s the glue.

It’s interesting to contrast Apple with Harley-Davidson. In the case of Harley-Davidson you probably can’t name a single designer. Maybe you can, but I sure can’t. I’ve known two of the last three CEOs of Harley-Davidson and they couldn’t design their way out of a white paper bag. On the other hand they sure get the phenomenon of creating a company that’s driven by design in how it deals with its customers as well as with the product.

The web as the design of participation

We’re beginning to buy an awful lot of things via the web. While the web certainly has a lot of technology behind it that allows us to increasingly do stuff, the web is a pure design medium.

Like many others I’ve always broken design into two parts: cool *per se* and usability. Websites that people love have got high doses of both. The web is training people in design. I also think that customers are going to demand a world of “participation,” or at least joint ownership, and that plays directly into the hands of design.

Lovemarks in business

IBM is a great example of a Lovemark. Here’s a company that has basically changed from being a hardware maker to doing consulting services. IBM’s goal, relative to their clients in that world, is to become a Lovemark. What IBM is offering people is an entirely new way of looking at their industry, their company, and how they organize themselves. By my definition that fits an awful lot of the parameters of Lovemarks. Lovemarks apply to professional services as much as to a motorcycle or a Nokia cellphone. It’s the same deal. **Continues...**



Tom Peters—described by Business Week as “Business’s best friend and worst nightmare.”

Measuring emotion and the validation of Lovemarks

When Peter Cooper and John Pawle of QiQ International took up my challenge at ESOMAR, they started a fascinating journey with Saatchi & Saatchi. QiQ International have investigated Lovemarks theory by finding new ways to measure emotion, to measure Mystery, Sensuality, and Intimacy, and to measure Love and Respect—and to tie them all into measurable business results. Saatchi & Saatchi and QiQ International have now completed several Lovemarks research studies and have many more in progress with clients in industries ranging from consumer finance to pharmaceuticals, packaged goods to beverages. The most significant finding? “There is conclusive evidence that creating a Lovemark will increase sales.” Here is a paper on Lovemarks research prepared by Peter Cooper and John Pawle. [KR](#)

The Lovemarks research challenge

To create a Lovemark, marketing strategy needs to focus on increasing Love and Respect for a brand by maximizing the consumer’s emotional connection with it. Our research focused on diagnosing how to achieve these emotional connections by obtaining an in-depth understanding of the brand-person relationship.

QUALITATIVE AND QUANTITATIVE TECHNIQUES

Conventional research separates qualitative and quantitative approaches: qualitative for assessing emotion in depths or in groups and quantitative for measuring behavior and surface attitudes in questionnaires. To measure Lovemarks we combined implicit, emotional, and unconscious effects with explicit, conscious, rational effects, and produced metrics for both.

Specific evidence in favor of a radically holistic approach comes from contemporary neuroscience, which demonstrates that the brain itself functions holistically and that emotions play a previously unrecognized part in determining behavior. Neuropsychologist Antonio Damasio states that “over 85 percent of thought, emotions, and learning occur in the unconscious mind.

BETA TESTING OF LOVEMARKS

In 2003 we undertook the beta testing of Lovemarks theory based on our techniques. The sample was drawn from a panel with a membership of 17,000. Three hundred respondents were selected to explore different aspects of our and our competitors.

The main objectives for the beta tests were:

- to establish the value proposition of users the brand being measured was a Lovemark;
- to estimate the increase in sales volume when the number of users for whom the brand is a Lovemark increased;
- to provide insight into critical dimensions on which the brand needs to strengthen the brand-person relationship.

The beta test feedback was collected through online. Our experience shows that computer self-completion interviewing has many advantages. Without an interviewer present, respondents feel more spontaneous, honest, and willing to explore sensitive issues. The Lovemark's measure of emotion was adapted from questionnaires in-depth techniques involving word and picture associations, guided imagery, and "hidden" pictures. These work well with an interactive computer interface and give us rich detail through open-ended responses.

THE PATHWAYS MODEL

We developed the Pathways Model for understanding and measuring the role of emotion in brand-person relationships. The model demonstrates how brand messages are received through a rational pathway and an emotional pathway, and shows how they are integrated through the "executive function" of the ego.

From this model the current brand-person relationship can be defined along with specific emotions which depend on socio-cultural codes. The methods we have described for understanding the process and which mechanisms they tap are shown in Fig. 1. They are brought together in the analysis of the brand relationship and current consumer action.

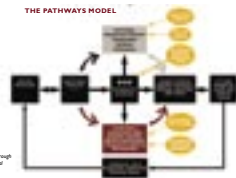
The output is the market research heading back into the brand, indicating which emotional and rational factors need to be increased, and which factors need to be reduced, to enhance the brand relationship.

In measuring the emotional processes shown in the Pathways Model, we take over routes. For we take responses for emotional and rational processes with each brand being tested. These are fed into our structural equation model that tracks which is happening in the "executive function" of the ego. Secondly, we use projective techniques for a psychological analysis of what is driving the brand's equity.



Peter Cooper (left) and John Pawle (right) — joint authors to Lovemarks


THE PATHWAYS MODEL



MEASURING THE BRAND-PERSON RELATIONSHIP

Respondents first need to entertain the idea that brands are like people. Some people you are passionate about while you are indifferent to others. The relationship types we use are similar to those described by Susan Fiske. Respondents are asked to sort brands into the relationship categories and to rate the Respect they feel for each brand. Their associations are then used to further diagnose the nature of the relationship. The process is a pointer for each brand on the "Love/Respect Axis" (see Fig. 2).

LOVE/RESPECT AXIS




Location generated in the final category lists are only those that should be a Lovemark because it is strongly loved and respected. Most other categories are not Lovemarks because they are not loved or not respected but are neither strongly loved nor respected.

THE FACTORS THAT TRANSFORM A BRAND INTO A LOVEMARK

Current concepts of brands pay careful attention to the rational and symbolic aspects of brands, but often overlook their sensory, experiential, or systematic aspects. Also Intimacy and Mystery, Sensuality is critical in building a passionate relationship. All five senses influence how brands are perceived.

We use association techniques and guided imagery as powerful or natural techniques that can be quantified. The analysis of the brand-person dialogue provides powerful insights into both left brain (logical) and right brain (emotional). Sensuality is a fundamental sense by which consumers make sense of the world. It is also integral to Lovemarks theory.

Psychologist David Goleman writes: "We dream in narrative, depiction in narrative, metaphor, images, hope, despair, sadness, doubt, pain, reunion, network of influences on LOVE AND RESPECT"




INTEGRATING THE EMOTIONAL AND FUNCTIONAL

Lovemarks research identifies functional processes readily through rating scales. These determine how hot, warm, or cold respondents feel about brands in terms of cost, respect, performance, and category-specific attributes. We also include conventional behavioral questions on buying habits and future propensity to purchase. This data allows us to explore how emotional processes link to functional processes as set out in the Pathways Model (Fig. 1).

The next stage is to show how these influences interact. Structural Equation Modeling (SEM) allows influences about emotion from statistical analysis of verbal and non-verbal coding scales, and verbal and visual brand association techniques (BAC) can be used to identify the qualitative contribution of functional and emotional factors, and to examine the effects of conditioning components of each in "What if...?" scenarios.

The analysis results in a description of the web of links that underpins the brand-person relationship. Typically, the main factors that drive Love for a brand are purely emotional, whereas the factors driving Respect are more functional, performance-related attributes.



Percentage reflects the weight of each sense in the brand relationship in the final category lists.

Our analysis shows that the business factors are Intimacy and Mystery, which influence both Love and Respect, and Trust, which mostly influence Respect. Intimacy is how closely a brand is related to the brand how relevant and engaging it is to the brand. Mystery also plays a part in influencing Love, and strong characters and symbols influence Trust.

The functional factors, Trust, Reputation, honest, and calm and Performance (Quality and functional), Influence Respect in the final category lists. But as noted, Respect is also influenced by Intimacy.

Intimacy is normally the most important influence on purchasing across all categories we have researched. Intimacy is, of course, highly emotional, and it is hard to quantify. Intimacy is normally the most important influence on purchasing across all categories we have researched. Intimacy is, of course, highly emotional, and it is hard to quantify. Intimacy is normally the most important influence on purchasing across all categories we have researched. Intimacy is, of course, highly emotional, and it is hard to quantify.

THE VALIDATION OF LOVEMARKS

Other Lovemarks research studies carried out across many different categories confirm the conclusion of Lovemarks that the key factors that influence Love are Intimacy, Mystery and Trust, Sensuality, and the key factors that influence Respect are Trust, Reputation, and Performance.

The range of studies from Lovemarks theory shown by the research is that consumers do not normally use Love and Respect to separate brands. They are conditioned to various degrees according to the product category. The specific contribution of Love and Respect factors varies as we investigate more categories. The Sensuality of a brand is worth noting. It offers a key factor in measuring the weight of mystery in consumers' minds—mystery, trust, respect, calm, love, and make the most sensory experience. Sensuality tends to have a direct influence on Intimacy and hence on Love.

THE INFLUENCE OF EMOTIONAL AND FUNCTIONAL FACTORS ON BRAND-PERSON RELATIONSHIPS



THE POWER OF EMOTION

Using multiple regression we can estimate the degree of influence of emotion. Figs 6 and 7 show the extent to which emotional factors influence the closeness of the relationship. We can also see the degree of influence on rational factors for the three beta test studies.

This is strong evidence that the relationship people have with brands are much more heavily influenced by emotional than by rational factors. Our impression is that rational factors mainly help to justify decisions drawn by emotion.

THE IMPACT OF EMOTION ON BRAND VOLUME

Does building Love and Respect for a brand increase its sales volume? Making this connection was a vital role of our beta test of the Lovemarks theory. From the following examples and many others, our work has made the critical connection.



In the examples in Fig. 6 and Fig. 7, Lovemark consumers are between four and seven times more likely to purchase a Lovemark than its product, and between 1.6 and 2.3 times more likely to purchase a Lovemark than a brand. The analysis shows that moving a brand from being highly respected to a Lovemark position, where it is both loved and highly respected, can double its sales.

RESULT OF BEING A LOVEMARK

Fig 8 and Fig. 9 QiQ International, 2005



OVERALL CONCLUSIONS

Intimacy, Mystery and Sensuality as well as Trust, Reputation, and Performance are used, and furthermore, they emerge from multivariate analysis as the main influences on Love and Respect for brands. The factors that most influence buying intention are the emotional factors that drive Love—in particular Intimacy, followed closely by Mystery, and underpinned by Sensuality.

- Consequently, the key emotional trigger in strengthening the brand-person relationship and creating brand intimacy are, across different product categories, the need to make the brand highly relevant and to ensure consumers to feel more closely to love with and passionate about a brand.
- The second most important factor is Mystery, which means the brand message consumer dreams by being iconic and having great stories associated with it.
- Sensuality, although less of a direct influence on buying intention, is a strong trigger for closer intimacy and a stronger sense of Mystery. Sensuality is about creating a rich and fuller brand experience by stimulating brand touch all the senses.
- There is conclusive evidence that creating a Lovemark will increase sales. Creating Love and Respect can increase buying intention by as much as seven times. Cheap products have built Respect and thus become a Lovemark, not because they're "cheap" but because they're loved and respected.

Additional

THE NEW YORKER

LOVEMARKS CASE STUDY

Imagine my delight when in January, 2004 my favorite magazine, *The New Yorker*, agreed to become QiQ International's first commercial client on a Lovemarks research project. Could there be a better Lovemark to endorse the power of the methodology?

The New Yorker was first published in 1925 and over the decades has continued to be serious, funny, intelligent, penetrating, and relevant. Editor David Remnick describes *The New Yorker* as a collection of human voices, and this insight reveals much of the magazine's long-lived appeal.

Considered intuitively, *The New Yorker* tracks high on many Lovemarks characteristics, such as great stories and icons, inspiration, and empathy. The publishers wanted to get beyond intuition, however, to prove to their advertisers that *The New Yorker* was special, and to explain why. They wanted to

identify the value of Lovemark status and to probe what they believed was an "emotional halo" around the magazine. Their goal was to understand more about their readers and to develop insights which would help differentiate *The New Yorker*, reinforce the loyalty of subscribers, and attract new readers. Finally, they wanted to compare *The New Yorker* with key competitive media.

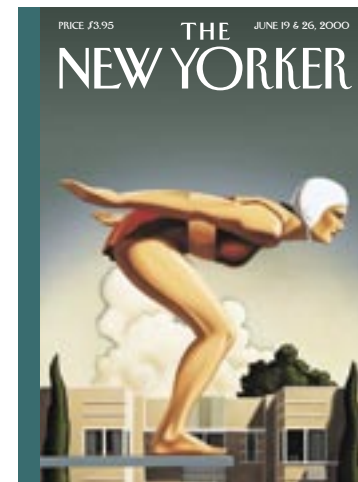
QiQ International conducted online research using its proprietary Lovemarks question bank and storytelling methodology. The sample was split between 300 *The New Yorker* readers, half of them subscribers. Both samples were representative of the reader profile.

The results were outstanding and clearly demonstrated that *The New Yorker* was a Lovemark to its subscribers. In fact the figures showed that subscribers read

The New Yorker with 15 times the amount of love and five times the respect they applied to competitive titles. This result put *The New Yorker* into Lovemarks' top right-hand quadrant of the Love/Respect Axis and competitive titles into the brand or commodity quadrants.

The value of being a Lovemark was beyond dispute. *The New Yorker's* Lovemarks status drives reading frequency. In media, the shift from brand to Lovemark increases readership by 155 percent.

A further useful finding was the fact that *The New Yorker* has a stronger "emotional halo" than its competition. Readers of other titles do not have the same intensity of relationship. This makes *The New Yorker* a unique medium with positive benefits for advertisers and other partners. KR

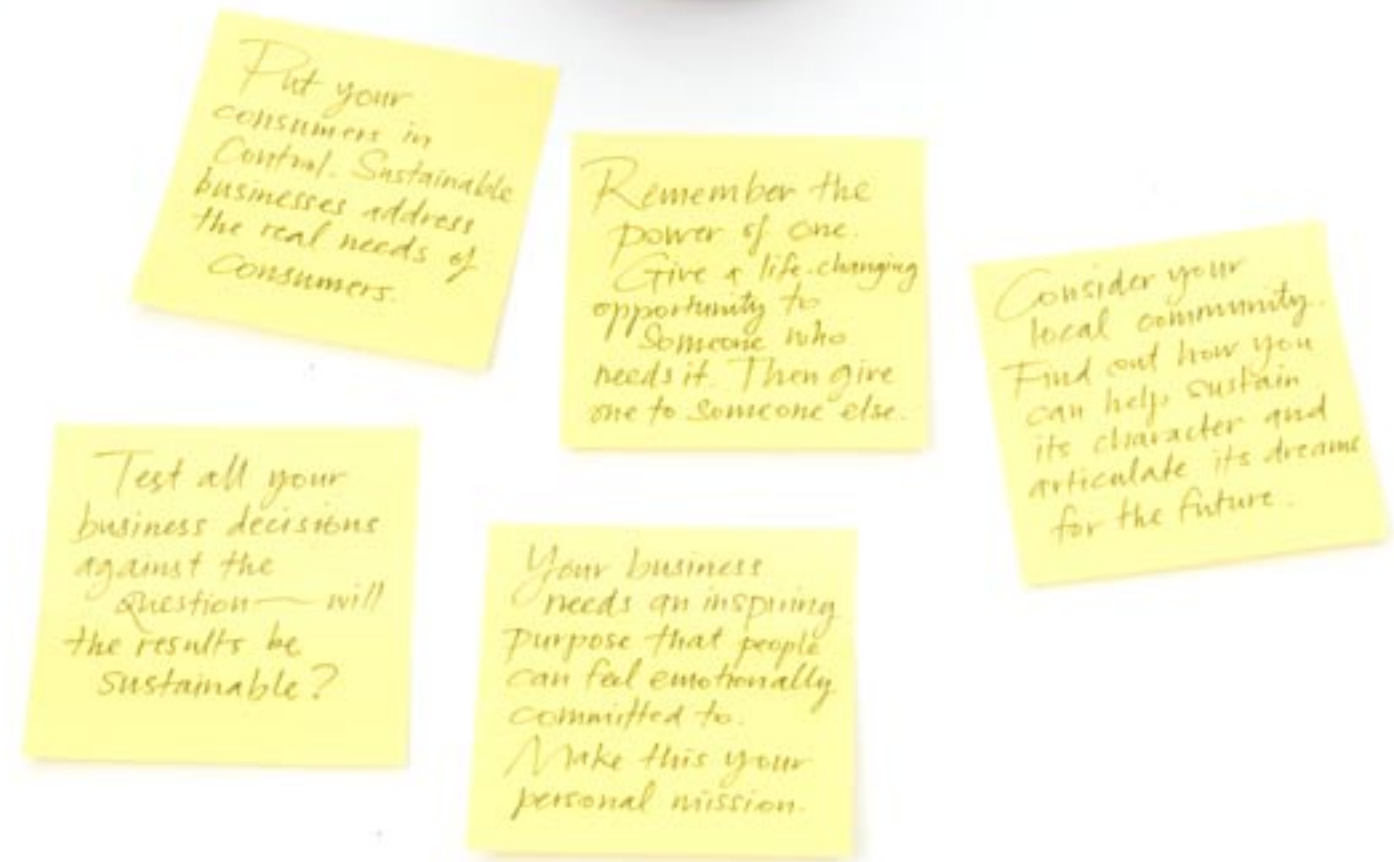




Amnesty International

Saatchi & Saatchi used a deceptively simple solution to tackle a complex problem—the silencing of independent journalists and politicians in Belarus. Newspapers *Gazeta Wyborcza* and *Rzeczpospolita* were published with censored front pages and over 20,000 taped posters were put up in Polish streets, while two key internet portals similarly “censored” their news. Combining the sense of touch with the suppression of sound created a campaign that spoke volumes through silence.

Saatchi & Saatchi
POLAND



“Just
bloody
brilliant”

TOM PETERS

A business revolution is changing all the rules of the marketplace. Power is shifting from manufacturers and retailers directly to consumers, freshly enabled with information, choice, and connectivity. Price, service, quality, and design advantages are no longer enough to win.

How consumers feel about you—their emotional connection with you—is what determines success now. This emotional phenomenon—called the Lovemarks Effect by Kevin Roberts, CEO Worldwide of Saatchi & Saatchi, Ideas Company—is changing everything from marketing to media, from product development to the ways companies are actually managed.

Roberts' first book, the ground-breaking *Lovemarks: the future beyond brands*, charted the way companies can connect emotionally with consumers at every level. The response was immediate.

“Roberts is a persuasive spokesman for change.”
INTERNATIONAL HERALD TRIBUNE

“A philosophical challenge for companies to change the world.”
THE AUSTRALIAN

The Lovemarks Effect: Winning in the Consumer Revolution, is Roberts' follow-up book, but this time the voices we hear are the people who already know the potential and power of Lovemarks—inspirational consumers, owners, designers, marketers, and innovators. They show the impact of Lovemarks on their lives, their businesses, and their aspirations.

Together *Lovemarks* and *The Lovemarks Effect* show how companies can create loyalty for a lifetime.

“The men and women who love Benetton love it because they feel part of something.”
SILVANO CASSANO
CEO, Benetton

“Most of all we base what we do on love and passion.”
LORENZO FLUXA
Founder, Camper



Printed in China



the future beyond brands
lovemarks

