

Below is an excerpt from *Brand You*, which is due for publication in May 2009. We also recommend *The Hero and the Outlaw – Building Extraordinary Brands Through the Power of Archetypes*, by Margaret Mark and Carol S. Pearson (McGraw-Hill 2001).

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Your Brand Identity

We have discussed your talents, values, unique combination and purpose. Our next topic is your *brand identity*, which expresses all of them. It consists of the symbols, signs, language, images and colours that distinguish you from other people in your line of work. This brings us back to what David Ogilvy said about advertisers. They should build "... sharply defined personalities for their brands and stick to those personalities year after year. It is the total personality of the brand rather than any trivial product difference that decides its position in the market place." A distinct, authentic brand identity will help you attract the right employers, clients and colleagues. It will also help them recommend you to others.

Create a distinctive visual style

If you have ever interviewed students for graduate traineeships, you will understand the importance of brand identity. At the end of a full day of interviews, you have met several people in their early twenties. Most of the men have short hair, wear dark suits and are studying similar subjects. It is very difficult to distinguish one from the other. The women have the advantage of variety. You

might remember the one with the bright red outfit or the long black hair.

Your appearance is a key part of your brand identity. It is worth devoting time and effort to it. Some people are so distinctive that they are instantly recognisable. Here are some examples:

- Albert Einstein's moustache and wild hairstyle
- Che Guevara's beard and beret
- Margaret Thatcher's hairdo, blue outfit and handbag
- Winston Churchill's bald head, waistcoat and cigar
- Mick Jagger's tongue and lips, that became the logo of the Rolling Stones
- Groucho Marx's handlebar moustache, thick eyebrows and round glasses
- Marilyn Monroe's blonde hair, dark eyebrows and pouting lips

If you wish to be visually memorable, you can also develop or accentuate your appearance in some way.

The way you speak can help to make you distinctive

What do you sound like to other people? There can be a big difference between what *you* hear and what *they* hear when you speak. They hear sound waves travelling through the air. You hear them partly through your skull. As a result, your voice will probably sound harsher to them than it does to you. It is worth recording your voice on high-quality equipment, so you know how you sound.

A regional or national accent can strengthen your brand if there is a positive association with your work. If you are a French-born chef, keeping your accent can emphasise

your association with top-quality food. A Californian accent may help if you work in technology. Margaret Thatcher's distinctive voice was a combination of intonation and accent. For Winston Churchill it was intonation and the pace at which he delivered his speeches. Your accent should be *authentic*, unlike some rock musicians whose mid-Atlantic drawl fades minutes into a performance or television interview.

The power of archetypes

Archetypes can give your brand a clear meaning, by communicating *how* you do things. Their origins go back thousands of years, to Hippocrates' *four humours* and Plato's *elemental forms*. The Greek root of the word *archetype* means *first-moulded*. Carl Jung, the Swiss psychologist, defined archetypes as "forms or images of a collective nature which occur practically all over the earth as constituents of myths and at the same time as individual products of unconscious origin."

We recognise archetypes in books, films, products, services and companies. In 2001 Margaret Mark and Carol S. Pearson published *The Hero and the Outlaw – Building Extraordinary Brands Through the Power of Archetypes*. They showed how Jungian archetypes enabled companies to manage the *meaning* of branded products and services. They also suggested that archetypes could be applied to *personal* brands, which is what we will do in this book. Archetypes can be extremely powerful. We have presented this material to audiences of many nationalities. They all recognise the same archetypes.

We can learn a lot from leading actors and musicians. As Mark and Pearson point out, "superstars in the film and entertainment industry, and the agents who manage them,

understand that their continued popularity does not hinge simply on the quality or success of the films they make or the visibility they attain. Rather, it depends on creating, nourishing and continuously reinterpreting a unique and compelling identity or ‘meaning.’” Whatever your line of work, you can use a similar approach.

How archetypes work

Our starting point is that you have a purpose. Developing a powerful brand involves *projecting* your purpose to the outside world. Archetypes can help you do this by representing your purpose in a form that everyone recognises. If your behaviour is consistent with your natural archetype(s), your brand will take on a meaning that increases your appeal to people who want what you have to offer.

Below is a description of the archetypes in Mark and Pearson’s model. We have modified the titles and used international examples where possible. As you read the paragraphs below, one may stand out as *your* archetype. Others may fit someone you know. Please note that we do not expect you to fit into a box or *become* any of the archetypes below. Instead, you evoke the archetype in your work. The verb *to evoke* is derived from the Latin verb *evocare*, meaning *to call forth*. When you evoke an archetype, your behaviour and the way you present yourself call it forth in the minds of other people and yourself. We will come back to the question of *how* you do this. In the meantime, here are the archetypes. You may notice that some are prevalent in certain occupations, but not others.

The Caregiver

The Caregiver archetype is altruistic – motivated by a desire to help others and protect them from harm. Personal examples include Mother Teresa, Florence Nightingale and a caring mother or father. Johnson & Johnson, the healthcare company, evokes this archetype, as do private healthcare organisations such as BUPA. Doctors, nurses and social workers often evoke the Caregiver. So do outplacement consultants who help unemployed executives to find a new job. Within a large company, a learning & development director could evoke this archetype.

The Creator

The Creator archetype is often seen in writers, artists, composers, inventors and entrepreneurs. He or she has daydreams and flashes of inspiration which they translate into reality. The Creator is about self-expression, rather than fitting in. When the Creator archetype is active in people, they often feel *compelled* to create or innovate. They have a vision that must take physical form, and they want to create something of lasting value. Examples include Leonardo da Vinci and Wolfgang Amadeus Mozart. More recent Creators include the American artist Georgia O’Keeffe and James Dyson, the entrepreneur and inventor of the bagless vacuum cleaner.

The Explorer

The Explorer – unsurprisingly – wants to explore. Explorers want to maintain independence. They are naturally curious about everything. There is an underlying feeling of dissatisfaction and restlessness. The exploration can be geographical, as it was for Christopher Columbus, Marco Polo and *Star Trek*. However, the joy of discovery can also

extend to new products and services. Explorers have an underlying desire to find out what fits with their inner needs and preferences. Richard Branson evokes the explorer when he travels thousands of miles in a hot air balloon or invests millions in an emerging sector of the economy. Likewise Amelia Earhart evoked the explorer when she became the first woman to fly solo across the Atlantic, as did Ellen MacArthur, the first woman to sail around the world single-handed.

The Hero

The Hero acts courageously to improve a situation. He or she is attracted to chaos because it provides an opportunity for heroism. Heroes stand up for what they believe in. There are fictional heroes such as Superman and James Bond. Real-life examples include Nelson Mandela and Aung San Suu Kyi, the Burmese dissident who has spent much of her life under house arrest. The police, ambulance drivers and firefighters can also evoke the Hero. Some executives evoke the Hero when they turn a company around and prevent it from going into liquidation. They may even describe potential disasters in detail to those around them. It adds to the thrill of pulling through and making everything right.

Returning to our example in Chapter 1, here is some online commentary from Tokyo Newslines: "Carlos Ghosn, the ambassador of change, the icebreaker, *le cost killer*, the troubleshooter, or however you wish to refer to him, is Japan's hero. He has provided a glimmer of hope to leaders of thousands of ailing corporations who are desperately seeking solutions to their problems.... Since arriving in Japan, Ghosn has taken Nissan from the brink of bankruptcy to a profit-making entity in just two years."

The Innocent

The Innocent is about fostering purity and goodness. The Latin and Old French root of the word *innocent* means 'no harm'. The primary aim is happiness, perhaps even the experience of paradise. There is a fast-growing brand of smoothie called Innocent. The ingredients are fruit and fruit juice, with no 'weird stuff' – in other words, artificial ingredients. Examples from Hollywood include Tom Hanks in the role of Forrest Gump. Disney evokes the Innocent in films such as Bambi and Snow White. A dietician or someone who helps you stop smoking could also evoke this archetype. Monks, nuns and holy people in many cultures evoke the Innocent. This archetype is also known as the Child.

Some business people evoke the Innocent, at least for a while. One example was Anita Roddick when she founded The Body Shop, which now sells natural skin- and hair-care products in over 50 countries worldwide.

The Jester

On the surface the Jester usually has a good time, enjoying the moment. However, he or she often has something important to say. The Jester gets bored easily and is happy breaking the rules. This archetype can suit consumer brands such as McDonald's, with Ronald McDonald the clown as its emblem. Behind all the fun is a serious business. The Jester has its risks, but has worked well for Ben Cohen and Jerry Greenfield, the founders of the Ben & Jerry's ice cream company. Fun and humour pervade their activities, including their campaign to help combat global warming: "Ben & Jerry's Climate Change College is a launch pad for 18–30 year olds who agree with us that ice caps, just like ice cream, are best kept frozen."

Jesters say things that others dare not say, and can be highly influential. Personal assistants sometimes play this role. Jesters also provoke other people, exposing their prejudices. Sacha Baron Cohen did this as Borat in the film *Cultural Learnings of America for Make Benefit Glorious Nation of Kazakhstan*.

The Lover

The Lover wants to find and give love, and experience sensual pleasure. This archetype is concerned with staying close to the people, surroundings and activities you love. There is an archetypal yearning for true love in many Hollywood stars. It is also seen in products such as perfume, chocolate and ice cream. Fashion models, pop musicians and writers of popular fiction often evoke the Lover.

One of the most famous business people to evoke the Lover is Coco Chanel, who was known both as a dress designer and as the mistress of famous and wealthy men. Sales of her perfume, Chanel No. 5, rocketed once it received the free endorsement of Marilyn Monroe. Chanel had a keen sense of her personal brand. When asked why she did not marry the Duke of Westminster, she replied, "There have been several Duchesses of Westminster. There is only one Chanel."

The Magician

The role of the Magician is to *transform*. One of the underlying themes is discovering the laws of the universe in order to make things happen. The Magician pays attention to hunches and meaningful coincidences. Harry Potter, the star of the eponymous novels, is one example. Another example of this archetype is Paulo Coelho's best-

selling fable, *The Alchemist*. The Magician often appears in advertisements for cleaning products, with tag-lines such as "Bang! And the dirt is gone!" A plastic surgeon could evoke the Magician, as could a finance director who specialises in floating companies on the stock market, transforming them from private companies into public ones.

The Ordinary Guy/Girl

Ordinary Guys are OK as they are. They want to fit in and connect with others. Entertainers such as Bruce Springsteen in the USA and Robbie Williams in the UK both evoke this archetype. In the corporate world it is seen in executives who have *the common touch*. Ordinary Guys enjoy self-deprecating humour, demonstrating that they do not take themselves too seriously. They often watch popular sports and have a connection with people that crosses social boundaries. Successful sales people frequently evoke the Ordinary Guy or Girl. When they first make contact with an organisation that could buy their product or service, they chat and build rapport with people at all levels, from the receptionist to the office manager and the boss's personal assistant. This helps every stage of the sales process to go smoothly.

Stelios Haji-loannou, the founder of easyJet and many other businesses, illustrates the fact that you *evoke* an archetype rather than *become* it. Despite his wealthy upbringing, he is known for giving the man and woman in the street what they want at an affordable price. Having made his name with his low-cost airline, his subsequent ventures include easyCruise and easyOffice.

The Ruler

The Ruler takes control, creating order out of chaos. Rulers *have* to organise things. Alexander the Great evoked this archetype, as did Margaret Thatcher when she was Britain's Prime Minister. The Ruler wants to create a successful and prosperous family, company or other organisation, but fears being overthrown. SAP, the German software company, evokes the Ruler by helping people who run large organisations to keep things under control. The Ruler is often seen in commercial buildings with Doric columns that recall ancient Greece and the Roman Empire. Rupert Murdoch, the Chairman and CEO of News International, evokes the Ruler as he runs his business empire on four continents.

The Outlaw

The Outlaw is a maverick who rebels and breaks the rules. He or she disrupts the status quo. Outlaw brands include The Rolling Stones, Madonna and Jack Nicholson. Apple Computer also evokes the Outlaw. Its logo of an apple with a bite taken out of it recalls Adam and Eve, who ate the forbidden fruit and were cast out of the Garden of Eden. In the early days this was aligned with Apple's role as the computer manufacturer that challenged the Ruler, namely IBM. Apple remains the preferred option for many 'black-collar' workers such as graphic designers and other creative people. It reinforces the distinction between themselves and the 'suits' who rule the companies where they work.

Entrepreneurs often evoke the Outlaw. They break with convention in order to start something new. One example is Niklas Zennström, co-founder of Kazaa and Skype. At Kazaa he pioneered peer-to-peer file-sharing on the

Internet, resulting in a legal battle with the music industry over breach of copyright. His public profile helped him launch Skype, a service offering free phone calls that became a threat to established telecoms companies.

The Sage

The Sage helps people to understand their world. Plato and Confucius both evoked the Sage. Some universities do so too. They project the message that by studying there you will gain a deeper understanding. Some companies such as McKinsey also embody this archetype, by hiring highly educated people and training them in a particular way. They also publish a journal, *The McKinsey Quarterly*. In a software company, the Head of Software Development sometimes evokes the Sage. If he or she is highly knowledgeable rather than sales-oriented, it is reassuring for both customers and shareholders. Another example of the Sage is Edward de Bono, the author of 62 books including *Lateral Thinking*. The Sage archetype is also known as the Wise Man/Woman.

It is best to focus on one or two archetypes in your work

As we said earlier, none of us fits neatly into a box. During the course of a day you might evoke the Caregiver, the Hero, the Ruler, the Jester, the Creator and the Lover. However, you are likely to be naturally inclined towards one archetype in your work. You will feel attracted to it. People who know you well will recognise it in you.

You will build a much stronger brand if you evoke one archetype – or possibly two – consistently. Consciously or subconsciously, people want to know what you stand for. They also value consistency. If you consistently evoke a

particular archetype, they will feel they *know who you are* and can trust you to behave in a certain way. They will feel *safe* around you. They will know what they can ask you to do, if the need arises. All this makes it easier for them to choose you or recommend you to others.

As we mentioned earlier, you *evoke* an archetype rather than become it. Charles is a fund manager who works mainly on his own, with a handful of colleagues, and does not *lead* anyone. However, the archetype he evokes is the Ruler. This is not because *he* is a ruler, but because those who *want to rule* turn to him for help. His ultimate boss has a large fortune that he wishes to protect, along with his family and the country he rules. If Charles wants to keep his job and be well rewarded, it makes sense to ensure that everything he says and does at work is consistent with the Ruler archetype. If he begins to evoke the Jester or the Outlaw, for example, his boss may soon feel uncomfortable.

The Ruler is by no means the only archetype open to fund managers. Some of them evoke the Hero. They take risks and succeed against the odds. Sometimes they produce impressive returns. Occasionally they incur enormous losses. However, investors like Charles's boss have little appetite for heroism. They want to rule their empires and maintain stability.

Life would be simpler if each of us needed to evoke only one archetype consistently at work. However, many people naturally evoke two of them. Here are some examples:

- Henry, who we introduced earlier, evokes both the Ruler and the Caregiver. He helps the bank's top management to keep things under control. At the same time he helps his staff to develop skills that will enable them to progress in their careers.
- The chief executive of a large media company evokes the Ordinary Guy when he builds relationships with his staff, including journalists, sales people, creatives and others from a wide range of backgrounds. He evokes the Magician while he is transforming the company, helping it to succeed in a new environment.
- A business development director employed by another large company evokes the Explorer while she searches for suitable businesses to acquire. She also evokes the Creator when she draws up plans to launch new ventures in-house.
- A doctor evokes the Magician when he prescribes medicine that helps people recover from sudden illnesses. He evokes the Caregiver when he recommends changes in their diet and lifestyle that will protect them from relapses.
- Michael Moore evokes the Jester and the Outlaw. He says things that many people do not want to hear. He gets away with it because he does so with humour.
- Another comedian evokes the Jester and the Ordinary Guy when he makes jokes about himself and his circumstances. People relate to him and his background. They see themselves in him, so they laugh at his predicament – and their own.

- Barack Obama evoked the Ordinary Guy and the Hero when he campaigned to become President of the United States. His campaign successfully emphasised his upbringing in a broken home. The financial crisis helped him to evoke the Hero at a time when voters were already looking for someone who would save them from disaster.

Madonna: a case study in combining two archetypes

Madonna is the highest-earning female singer of all time, having sold over 200 million albums. She was the third of six children born to Italian-American parents. Madonna's father worked in the Chrysler car factory near Detroit. Her mother died when she was six and she was brought up as a Roman Catholic, which has strongly influenced both her music and her imagery. She has both acknowledged and rebelled against her religion throughout her career.

Madonna has followed David Bowie's example by continuously changing her image, thus maintaining people's interest in her. However, in terms of archetypes she has consistently evoked both the Lover and the Outlaw. As she once said, "When I was tiny my grandmother used to beg me not to go with boys, to love Jesus and be a good girl. I grew up with two images of women: the Virgin and the whore." In the 1980s a generation of young women identified with her as someone who fought her way to the top in a man's world while managing to remain rebellious and sexy. By marketing herself as a sex symbol she attracted attention from a male audience at the same

time. Some of the key events in her career show how she has built a powerful brand:

- Her strong style enabled her to cross boundaries between audiences. Her music was played in both gay and straight clubs in the United States and appealed to a variety of ethnic groups.
- The launch of MTV, the 24-hour music TV channel, and its imitators, helped her to reach a much larger audience than would have been possible through touring alone. In early 1985 her second album and video *Like A Virgin* made her a fixture on MTV. Video enabled her to control her image carefully and occasionally borrow ideas from Hollywood films, inviting comparison with film stars of the past.
- She recorded other people's songs as well as her own, which helped her to produce high-quality work consistently.
- In 1990, sales of her compilation album *The Immaculate Collection* were boosted by the furore over the video of *Justify My Love*, which was banned by MTV and swiftly became a must-have item. By February 1991 it had become the first video short to sell more than 400,000 copies.
- In the summer of 2006 she became the worldwide face of H&M, the clothing retailer, launching her own fashion line *M by Madonna* in March 2007.

Source: Madonna – *the Complete Guide to Her Music*, by Rikky Rooksby (Omnibus Press, second revised edition 2004)

As far as archetypes are concerned, the main thing is to identify one or two that suit you best – that attract you and make you feel most comfortable. Each of us draws upon other archetypes at various times. It does not matter, provided you are authentic. In other words, you consistently act in accordance with your values.

For example, John usually evokes the Magician in his work. His aim is to help people transform their businesses and their careers. However, when he recruits chief executives, finance directors or non-executive directors he often evokes the Ruler. When he writes books he evokes an element of the Creator. As a consultant, David works with a wide range of organisations. Although he is most comfortable evoking the Magician or the Caregiver, he sometimes needs to evoke the Outlaw or the Jester for a specific reason.

Your archetype(s) may differ from your employer's

You do not have to evoke the same archetype(s) as the organisation where you work. For example, we know an all-day café that evokes the Innocent. The ingredients are pure and fresh. The Italian flat bread is baked on site. However, the founder embodies *both* the Innocent *and* the Creator. While he develops the recipes himself – and safeguards the purity of the brand – this is his third start-up. One day he plans to spend more time on creative writing. It helps that his investors see both the Innocent and the Creator in him. They realise that he is intent on creating a profitable business as well as baking nice bread.

Here is a summary of the archetypes we have discussed in this book:

The Caregiver	Helps and protects from harm
The Creator	Compelled to create and innovate
The Explorer	Explores and discovers
The Hero	Acts courageously to put things right
The Innocent	Seeks purity, goodness and happiness
The Jester	Has a good time but may convey a serious message
The Lover	Finds and gives love and sensual pleasure
The Magician	Transforms situations
The Ordinary Guy/Girl	OK as he or she is. Connects with others
The Ruler	Takes control. Creates order out of chaos
The Outlaw	Rebels and breaks the rules
The Sage	Helps people to understand their world

It is now time to identify *your* archetype(s). The following exercise will help you.

EXERCISE E: Your Archetype(s)

Refer to Exercises B and D, which you completed on pages 36 and 61. Take another look at your top five values and your purpose. Do they suggest an archetype that you evoke naturally? Show the description of the archetypes on pages 75–81 to seven colleagues and/or friends. Include people you have known for a short while. Ask them which archetype(s) they can identify in you. If you and they pick the same archetype(s), then you have a clear brand identity. If they pick a range of different archetypes, it means your brand is not clearly defined.

Henry realised that he evoked both the Ruler and the Caregiver. He is trusted and respected by the bank's top management. They count on him to manage and control projects successfully. It helps them to Rule. At the same time he helps his staff to develop new skills, so they can progress in their careers. He is committed to helping those who need support, thereby evoking the Caregiver. He prefers to work quietly, building his arguments on strong logical foundations, ensuring that the strategy fits the needs of the staff, the management and the shareholders.

Elisabeth was attracted to the Hero archetype above all others. She felt she worked best that way and enjoyed the challenge of doing things better than ever before. If a business was underperforming, she took great pleasure in making rapid improvements. She also evoked the Creator, with her emphasis on building lasting relationships and robust organisations.

You may be tempted to keep your options open by giving different messages to different people. However, by trying to appeal to everyone, you can fail to appeal strongly to *anyone*. Think of washing powder in your local supermarket. Some brands wash whiter than white. Others keep your colours bright. Some are designed to protect people with allergies. Each has a unique appeal. One will stand out as the best for the purpose you have in mind, while others blend into the background. No one wants a washing powder that may perhaps be quite good for something or other.

Many of us face too many choices and have to process too much information. Brands simplify our decisions and give us a feeling of certainty. In most product categories the majority of people can only remember two or three leading brands. In cola beverages, it could be Coke, Pepsi and...?

The same applies to people who are considering using your services. The clearer the image of what you do and what you stand for, the easier it will be for them to choose *you*. Once you have identified the archetype you evoke *naturally*, it is important to do so *consistently* in the eyes of your target market. You should be the first or second person they think of whenever they have a need. Many people want a choice of supplier, but they do not need more than two or three to choose from. Make sure you are one of them!

Your brand identity is like the exterior and interior of a building. They tell people what it is for and how things are done there. When you walk into a bank with Doric columns made of granite, you will probably have a feeling of solidity and security. The building evokes the Ruler, giving

the impression that your savings are likely to be safe there. When someone walks into a health food store, they see the nuts, seeds and dried fruit in simple packaging. They notice the stripped pine shelving. The surroundings evoke the Innocent.

For further information, please see www.brandyou.info

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