



LEARNINGS FROM THE TRENCHES
25 YEARS ON THE FRONT LINES OF BRANDING

BrandingBusiness **BB**



IT WAS AN AUSPICIOUS YEAR.

In 1994, there was no Google, no iPhone, no Netflix and the world was playing Donkey Kong on hand-held devices and listening to a band called Boyz II Men.

Even so, two momentous things happened that year.

Sir Tim Berners-Lee, the computer scientist, launched something he called the World Wide Web on an unsuspecting world and, somewhat more modestly, the company that today is BrandingBusiness was founded in Huntington Beach, California.

In the intervening 25 years, the Web as we now call it made possible the Internet which has transformed virtually every aspect of how we live and work. And our greatest achievement? It's 2020 and we are still here, unlike the other 90 percent of startups founded in 1994. And we like to think we have made an impact in our world of branding.

Along the way, we have stayed true to our commitment to B2B branding, but we have changed and adapted, honing our approach and making adjustments according to the changing needs of our clients. There is no handbook or manual for what we do. In large measure, we had to invent our philosophy and survive on our wits.

What have we learned? Here, in this modest little book, are some of our collected thoughts based on our experiences over the last 25 years. We offer them as insights. If they collectively constitute wisdom, then we qualify it with a healthy dose of modesty and gratitude for the opportunities our clients have given us over the years.

TABLE OF CONTENTS

1. Beware of wolves in brand clothing
2. If you don't actively define your brand, others will define it for you
3. The narrower the focus, the stronger the brand
4. Naming is one of the hardest things you'll ever do
5. A rebrand can't fix a business problem
6. Do you really need a brand?
7. Don't overlook culture—it's the top reason why mergers fail
8. In times of change, a messaging strategy is essential
9. Until it is successfully activated, even the best strategy has no value
10. A brand must adapt to change to stay relevant
11. A brand can be an agent and facilitator of change
12. A logo might not be a brand, but it plays an important role in brand building
13. Even in the world of B2B, emotions rule
14. A Brand Council makes key brand decisions easier
15. Harness the power of Purpose to take your company further
16. Words, words, words, it's still a verbal world
17. Remember where brands live and think like a customer
18. Think ahead—whether you like it or not, a long name will be shortened
19. Innovation is everyone's job—start small to make a big difference
20. Empower salespeople to sell your brand
21. A brand launch is not an end, but a beginning
22. Give employees the greatest gift of all—a vision
23. The brand champion is a role the CEO can't delegate
24. Forget the NPS, listen to your employees
25. Research is a compass, not a solution



BEWARE OF WOLVES IN BRAND CLOTHING

BE CLEAR
about what you
want to achieve

One of the perennial problems we as a branding firm deal with is the word “branding.”

It has been so hyped as a cure-all for all business ills that the word has to be avoided entirely in some client companies.

During the 25 years that we have been in business, we have grown and evolved according to the changing needs of our clients. In the early days, the term “branding” was scarcely heard in B2B circles. It was unconscionable for the CEO of an industrial company to think of his company as a brand—branding was something that happened in the consumer goods world.

The emergence of brand as a high-value strategic asset in business has been a positive development, but, as a result, it seems that any and every company connected with any aspect of marketing, promotions or communications is now a branding company.

It has confused and burned clients who have been encouraged to believe that branding is branding and all branding firms do the same thing.

Our advice: Beware of wolves wrapped in brand clothing—everyone says they do branding. Be clear about what you want to achieve and ensure that the core capabilities of the firm you are considering will meet your expectations.



IF YOU DON'T
ACTIVELY
DEFINE
YOUR BRAND,
OTHERS WILL
DEFINE IT
FOR YOU

Brand strategy
is developed in a
COMPETITIVE
environment

An effective strategy demands that you determine what you want to be known for in a strategically beneficial space in the market—a position—that is true, defensible and differentiating relative to your competitors.

In the absence of a clear brand position that is vigorously defended, you effectively abandon the battlefield and cede it to competitors. They will define their brand around your absence. You will be effectively “depositioned” by the competition and perceptions about you will generally be shaped by incidental and uncoordinated messages and encounters.

Don't leave it to others to define your brand. Manage it proactively.



THE NARROWER THE FOCUS, THE STRONGER THE BRAND

Brand strategy
is about
SACRIFICE


This particular truth has entered the realm of branding lore.

It's been said in different ways by many people, but it never loses relevance and cogency—the narrower the focus, the stronger the brand. Volvo is often used as a simplistic example of brand focus—“Volvo equals Safety” goes the mantra. While a Volvo might be safe, it is no longer the safest according to the Insurance Institute for Highway Safety (IIHS).

Yet Volvo claimed it first and built a brand position on it—they were first to own this idea in the mind with a proposition that was important to people.

Brand strategy is about sacrifice—letting go of those attributes that might be important to you but don't differentiate your brand.

As a sage once said, “A strong brand is a focused brand.” Based upon our experience of over 25 years of branding, there is a profound truth in this observation. Less is more.



NAMING IS ONE OF THE HARDEST THINGS YOU'LL EVER DO

People react
VISCERALLY
to names

Naming is not necessarily complicated, but it can be highly subjective.

We have witnessed executive teams make expeditious decisions on the most consequential and complex issues and then spend hours debating the pros and cons of names. Why? Because we are in the realm of subjective judgment. Naming is not a rational exercise.

People react viscerally to names. They are challenging—strange and unfamiliar to the eye and ear. The early focus tends to be on the immediately appealing—names that sound comfortingly familiar, names that people “like.” And that’s where the problems start—because of their non-threatening, familiar quality, it is highly likely they will be in use already and, ultimately, not available.

Naming is not easy. Helping executive teams to overcome resistance to the unfamiliar and see the long-term virtue of a name is one of the hardest tasks we have to deal with. But then... there’s nothing like the gratification of seeing a name on a building sign or the side of a truck and reflecting on what it took to make it happen.



A REBRAND CAN'T FIX A BUSINESS PROBLEM

A brand
is a
PROMISE

While there are many good reasons why a company might decide to undertake a corporate rebranding, a bad one is to attempt to overcome or mask an unresolved operational problem.

Such was the case recently with Wells Fargo. A storied brand became mired in a series of scandals. The bank unveiled a new brand campaign—"Established 1852. Re-established 2018"—with a modernized logo in an attempt to relaunch the brand.

A brand can't fix an operational problem. In fact, it can heighten the problem by raising expectations and drawing more attention to the problem. Poor customer service is not a perception when it is a fact.

A brand is a promise—break that promise operationally and you damage the brand, sometimes beyond the point of repair.



DO YOU REALLY NEED A BRAND?

Brands
ARE NOT
self-justifying
concepts

It's a question you don't expect a branding firm to ask.

Yet, as consultants, it's one we ask clients more often than you'd think:

When an engineer comes up with a cool new feature on a product, does it really need a name? When marketing develops a new product or marketing initiative, do they really need a brand?

As a client once said to us in all seriousness, "Surely it's a good thing to have a lot of brands?" No, it can be a bad thing. It can lead to debilitating brand profusion and market confusion.

A new brand requires the creation of a name, a logo and marketing investment to succeed. It is a serious waste of money when there is no established market need.

Brands are not self-justifying concepts. There has to be hard commercial justification before a new brand is considered and developed. Keep it simple, keep it clear.



DON'T OVERLOOK CULTURE— IT'S THE TOP REASON WHY MERGERS FAIL

CULTURE
plays a significant
factor in the
success of
a merger

Depending on which report you read—and there are many—cultural differences can be up to 90 percent of the reasons why mergers fail. We don't know what the precise number is, but we do know that culture is a significant factor and it plays a fundamental role in the success or failure of a merger.

During a merger, executive focus is on getting the deal done. The hard legal, financial and operational issues are addressed and resolved early. In an operational environment, the question of culture is often regarded as a downstream HR issue. Its role in unifying what could be two entirely disparate corporate cultures with two different views of the world is often overlooked until it is too late.

In our experience, the success of a merger can be gauged by what focus and attention is placed on the question of cultural integration and how employees are actively engaged pre- and post-merger in a brand-based, culture-building program.



IN TIMES OF CHANGE, A MESSAGING STRATEGY IS ESSENTIAL

It's
IMPOSSIBLE
to over-communicate

Most people innately dislike change. It means something new to understand and get used to. For employees, change is unsettling and often threatening. For customers, it can be confusing.

In any branding initiative, especially a significant rebrand, think of it as change management. Change has to be explained, the reasons have to be clear, and the relevance has to be communicated through direct messaging strategies.

The lesson we have heard over and over from executives who have been through significant change programs? “It’s impossible to over-communicate.”

Communication, however, is not just a matter of volume and frequency, but also of precision and relevance. Who needs to know what? What might be their concerns about the changes that are unique to them?



UNTIL IT IS
SUCCESSFULLY
ACTIVATED,
EVEN THE BEST
STRATEGY HAS
NO VALUE

A brand initiative
has no
ENDPOINT

When all is said and done, a strategy is only a plan of action or policy designed to achieve an overall objective. It has absolutely no value if it is not acted upon and implemented.

A complete understanding of client resources—the brand strategy has to be tailored to their ability to execute and manage—and the business objectives of the branding initiative have to be clear from the outset. Success requires a comprehensive roadmap developed in true partnership.

A strategy alone is just a PowerPoint deck. It has no value by itself.

What will it take to activate the strategy and move your business forward? What is the role of the website? Does the sales team understand the role of the brand in the sales process? What role can employees play, and what tools and information do they need to take ownership of the brand? How do we engage channel partners? How can we use the brand to tell a compelling new story about ourselves to the market and customers?

No matter how it begins and for what reason, a brand initiative has no endpoint. Once adopted as a business asset, it lives, grows and evolves according to the direction of the business itself.



A BRAND MUST ADAPT TO CHANGE TO STAY RELEVANT

B2B
BRANDING
is a driver
of business
performance

After 21 years of doing business as RiechesBaird, we decided to change the company name to BrandingBusiness in 2014.

Why? Because we had changed as a business.

Our focus had shifted from advertising to brand strategy as the needs of our B2B clients became more and more complex and demanding. We wanted to clearly signal our change and emphatically proclaim our commitment to B2B branding as a driver of business performance.

It wasn't easy, it never is, but we knew it was the right thing to do. We knew because change is our business and sometimes you have to let go of the past in order to move forward.

All successful companies grow and adapt to stay relevant. Think about Kodak. It invented digital photography—a technology that eventually put it out of business. It failed to capitalize on the technology because they were seduced by the strength of the Kodak brand in a declining product category. Meanwhile, focused competitors created an alternative market and gnawed away at Kodak's business until it collapsed.

As Andy Grove of Intel said, "Only the paranoid survive."



A BRAND CAN BE AN AGENT AND FACILITATOR OF CHANGE

A brand is a
POWERFUL
tool to
facilitate change

All too often, we see merger communications focused on investor value, business synergies and growth opportunities.

What's in it for the employees who will have to make it work?

In times of business disruption, the corporate brand can be utilized as a powerful tool to facilitate change.

It can be especially effective to overcome the “we-they” mentality that so often undermines merger integration efforts. A strong brand can be used as a guiding North Star and reference point in times of change for aligning teams of employees around a new, unifying vision of the future.

People don't get up in the morning and go to work because of a business strategy and business synergies; they turn up because they want to be part of an idea—something that will fulfill them personally.

A strong brand and all it stands for can be a powerful focus for change.



A LOGO MIGHT NOT BE A BRAND, BUT IT PLAYS AN IMPORTANT ROLE IN BRAND BUILDING

Logos live in
MEMORY
and spark
emotions

If a brand is defined as the sum total of the experience people have with your company or organization, then what is the role of a logo?

A logo is not a brand, but it is an important component in the shaping of a brand. At its finest, a logo becomes a symbol imbued with concentrated meaning—an instantly recognizable signature for the brand it represents.

Strictly speaking, a logo, or logotype, is a name rendered as a visual signature. As an element of design, it becomes an iconic representation of a product or an organization through consistent application and subsequent recognition. FedEx and IBM are great examples of well-crafted logotypes.

When developed in conjunction with a distinctive symbol, the symbol alone can become a powerful proxy for the brand—think of the Nike swoosh, the McDonald’s arches, the Starbucks mermaid.

The logo and symbol combined become an important communicator of your brand as meaning is assigned to it based on product performance and positive experiences. Logos live in memory and spark emotions when encountered.

While a logo may not be a brand—or the whole brand—you don’t have a brand without one.



EVEN IN THE WORLD OF B2B, EMOTIONS RULE

The secondary
drivers of
**BRAND
CHOICE**
are entirely
emotionally based

For a branding company that positions itself on data-based brand strategies and research, that might sound like a strange statement for us to make.

An important qualification is necessary—an understanding of the perceptions and drivers of preference in the buyer journey is a fundamental part of brand positioning. We have developed scientific research tools to identify and build on those perceptions.

But what is perception?

It's the ability to see, hear, or become aware of something through the senses. And when dealing with how people sense things, we are in the world of the subjective. Beyond hard factors such as technical specifications, product features and price, other factors tip the balance. The secondary drivers of brand choice are entirely emotionally based: trust, reputation, perceptions of value and quality, innovation and leadership—what are they but emotional factors in what is assumed to be rational choice?

Even in the B2B world—especially in the B2B world and its evaluation teams—we are dealing with emotions and perceptions.



A BRAND COUNCIL MAKES KEY BRAND DECISIONS EASIER

A corporate
REBRAND
is not a
marketing exercise

A major challenge with any brand initiative is often a practical one. It stems from organizational complexity. When multiple divisions, business units and markets are involved, getting timely decisions around a consensus can be challenging.

We have found that the formation of a Brand Council within a client organization, especially the larger and more decentralized enterprises, can be an effective consensus-building body through which a new brand initiative can be managed and launched.

A corporate rebrand is, by definition, a corporate initiative. It is not a marketing exercise. Buy-in and support for the brand strategy across the organization is key. An effectively constituted Brand Council should include the CEO or a proxy and representatives from key divisions across the organization in order to facilitate cross-functional input and create an environment of collective responsibility and shared purpose. It makes people feel part of the process.

At BrandingBusiness, we encourage all clients involved with a corporate rebrand to form a properly constituted Brand Council and utilize it not just as a decision-making forum but also as a conduit through which information flows to the rest of the organization.



HARNESS THE POWER OF PURPOSE TO TAKE YOUR COMPANY FURTHER

Purpose
is about
PASSION,
a higher idea

A recent report by Deloitte conducted with the millennial majority—now the largest section of the U.S. workforce—revealed that 2 out of 3 millennials say their organization’s Purpose is the reason why they chose to work there.

The reason is not hard to fathom. Today, more than ever, our world is driven by ideas and values. We live in a thinking society. People not only want to know where, what and how, but also, why—why are we doing what we do, why does it matter?

The “why” is your Purpose. Purpose is about passion, a higher ideal. It stems from the heart. It can draw on a monumental amount of strength from the depths of a person’s being.

In the context of what we refer to as “guiding statements,” which consist of Purpose, Vision, and Mission, we have witnessed the motivational power of a Purpose-based brand to move an organization to greater heights of achievement.



WORDS
WORDS
WORDS
IT'S STILL A
VERBAL WORLD

Every company
has a
STORY
to tell

Whoever first said “a picture is worth a thousand words” probably could not read.

In reality, there is a fundamental difference between looking at a picture and reading. Our biological penchant for imagery partly explains why the use of multimedia has become so ubiquitous online.

Just as words cannot really turn into pictures, pictures cannot replace words in terms of their ability to convey clear, unambiguous information. While many online activities are enhanced by multimedia content, the bulk of the information still comes from text, and that’s unlikely to ever change.

We believe in the power of imagery and design, but words are our primary tool. Every company has a story to tell—a narrative—and there is no substitute for a few well-chosen words to tell it.

Narrative has emerged as a central component of brand development. It translates strategy into the realm of communications. Your narrative and how you tell it with clarity and consistency has become an increasingly important mandate in a world of fractured, multi-platform communications and social media.

You have a story. Tell it well.



REMEMBER
WHERE BRANDS
LIVE AND
THINK LIKE A
CUSTOMER

We create
**MENTAL
FRAMEWORKS**
based on what we
experience

Branding in all its many aspects facilitates business strategy.

Brands are built to focus your value proposition and implant it indelibly in the minds of customers.

An understanding of business strategy is an essential aspect of B2B brand strategy, but it has to be rooted in the world of the customer to be effective.

We are all customers. We create mental frameworks based on what we experience in order to make sense of the world around us. These frameworks condition the way we think, shape how we feel, and determine how we make decisions.

Brand strategy is both inside-out and outside-in. Understanding the mindset of customers and how they buy and use your products and services is an essential outside-in step. It enables us, for one thing, to question client assumptions about the market and either validate or adjust them according to the findings. The primary advantage of customer research is how it can expand the landscape of solutions and lead to innovative and creative ways of thinking.



THINK AHEAD—
WHETHER YOU
LIKE IT OR NOT,
A LONG
NAME WILL
BE SHORTENED

You can't give
yourself a
NICKNAME

There's an unwritten law about long names: If it's more than three syllables long, the name will be shortened or reduced to initials in popular usage.

This theory explains why New York (two syllables) gets mentioned with its full name while Los Angeles (four syllables) is more popularly referred to as "LA." Likewise, Detroit is always Detroit, but Philadelphia is often "Philly."

When there's no handy short form available, there are always initials to fall back on. When International House of Pancakes was launched in 1958, it wasn't long before the company formally bowed to the inevitable and became IHOP. Similarly, Kentucky Fried Chicken became KFC, PricewaterhouseCoopers became PwC and National Public Radio became NPR.

There's an important clause to the three-syllable rule: The name has to already be in popular usage before it can be formally adopted.

Thus, when Federal Express changed its name to "FedEx," it was simply following what the rest of the world called the company. And the same with Beverages & More! when it became "BevMo!" But when Radio Shack tried the trick by renaming itself "The Shack," it bombed. Nobody referred to it by that name.

As our partner Ray Baird says, "You can't give yourself a nickname."



INNOVATION IS
EVERYONE'S JOB—
START SMALL
TO MAKE A BIG
DIFFERENCE

TECHNOLOGY
does not differentiate,
it facilitates

On practically every list of desired brand attributes we see from clients, the word “innovation” is featured prominently.

And yet, very few can define what it actually means. The tendency is to believe innovation is about disruptive technology, and it's what only the big, well-resourced companies do.

Does innovation have to be disruptive to be of any value? Can a business innovate and create value without betting the farm?

Being up to date with technology products and services is a basic requirement for doing business these days. Technology does not differentiate, it facilitates—and within that facilitation is where innovation is found.

In our experience, innovation is not all about “big bangs” and new technologies. The best way for a company to do something big is to start with a small idea that makes a difference to customers.

Innovation is everyone's job. It thrives in what are known as “psychologically safe organizations” in which people trust each other and are free to make mistakes, learning from trial and error.



EMPOWER SALESPEOPLE TO SELL YOUR BRAND

Sales must be
ALIGNED
with the
brand strategy

In B2B, salespeople manage the relationships with customers.

A brand strategy that simply relies on outreach tactics without leveraging the sales channel is likely destined to fail, particularly when the strategy repositions the organization.

To ensure sales is aligned with the brand strategy, there are four key components:

- Sales training: Where sales teams are explained the rationale behind the positioning and given the facts that led to it, and the story the company wants to communicate and why it is relevant to customers.
- Messaging: Messaging platforms simply provided to sales teams are likely to be just another document on the desk. Ideally, salespeople need to be trained on how to use the messaging.
- Sales enablement: Explain how the brand strategy will be used to enhance sales effectiveness. Make it practical and useful.
- Sales collaboration and feedback: Ensure the process allows the strategy to be refined, where applicable, through the comments and feedback received by sales.

The sales team is a frequently overlooked resource in brand building. It is a critical link in the chain. If that link is weak or broken, the entire investment in brand can be at risk.



A BRAND LAUNCH IS NOT AN END, BUT A BEGINNING

The
EXPERIENCE
of the customer
has to match
the promise
of the brand

In any branding program, all energy is focused on launch... get the new brand out of the gate and into the market on launch day... and then relax. It's over. Only, it's not.

At this point, the brand is nothing more than a promise. Employees have to believe and understand the idea behind the brand and what they need to do to deliver on it. The experience of the customer has to match the promise of the brand for it to have any relevance and credibility.

A brand launch extends beyond Day One. It continues for about 12 to 18 months further with a carefully concerted effort of employee training, sales enablement, cultural programs, and constant corporate outreach.

To paraphrase the great Winston Churchill: A brand launch is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.



GIVE EMPLOYEES THE GREATEST GIFT OF ALL— A VISION

EMPLOYEES
want to know
what they
are part of

Even in the best of times, a clear vision of the future and where your company is going is imperative for success. In times of uncertainty, it is critical. Through good times and bad, we have seen the phenomenal power of a corporate culture shaped by a shared, compelling view of the future.

The greatest gift leaders can give an organization and its people is such a vision. Employees want to know what they are part of and how they fit in to the bigger picture. They crave meaning and fulfillment in their work. And leaders know the importance of recruiting and retaining talent in any economy—something we call Employer Branding.

This viewpoint is not just our intuitive perspective. On behalf of our clients, we have surveyed hundreds of thousands of employees to understand perceptions and desires related to their business, brand and culture. The top request is a better understanding of where the company is going. The second request is increased communications. We see the two very intertwined.

For CEOs—don't run away with the idea that this is "soft stuff" for the HR department to handle. If your people, your most important asset, are aligned with these guiding statements, management can rely on them doing the right thing without an extensive set of controls.

Vision is a gift you can share with everyone, not just employees, but start with employees first.



THE BRAND CHAMPION IS A ROLE THE CEO CAN'T DELEGATE

BELIEF

starts at the top

Some CEOs—still too many—believe that branding is about aesthetics, or advertising and marketing, or something that consumer goods companies do. There are others who see branding as a systemic belief system that holds the company together.

Belief starts at the top, which is why many CEOs have chosen to become visible champions of their brand. They know that if people in the organization aren't on the same page about the brand and what it stands for, it can be seriously detrimental to the organization as a whole.

CEOs who have received high marks for brand leadership include some of the world's best-known faces: Warren Buffet, Bill Gates, Steve Jobs, John Chambers and Richard Branson come easily to mind.

Richard Branson, the founder and creator of the Virgin brand, is the personification of the brand.

Not every CEO is a Steve Jobs or a Richard Branson, nor do they have to be. But they do have to be visible and active in support of their brand and all it stands for.

You can't delegate this. Be a believer, be visible. Be a brand champion.



FORGET THE NPS, LISTEN TO YOUR EMPLOYEES

EMPLOYEE

engagement
is a critical
component of
customer loyalty

Since its introduction in 2003, much of Corporate America has become obsessed with its net promoter score, or NPS, a measure of customer satisfaction.

It has developed a cult-like following among CEOs. Dozens of public companies report the score in securities filings. Some use it to award bonuses.

Unlike profits or sales, which are measured and audited, NPS is usually calculated from a one-question survey that companies often administer themselves, the underlying premise of which is that referral intention is an important attribute or trait of a loyal customer.

However, its value is coming under scrutiny as a blunt and narrow measure on which to base decisions in that it measures intention, not behavior and, critically, it also misses the employee connection in customer sentiment and behavior.

As Peter Drucker said, “Culture eats strategy for breakfast.” Without a gauge on employees and the underlying culture of an organization as a key determinant of customer satisfaction, strategic decisions based on things like NPS are made on shifting sand.



RESEARCH IS A COMPASS, NOT A SOLUTION

Professional
GUIDANCE
and experience
ultimately lead
the way

Our B2B clients live in a data-based world. Engineers, scientists, and financial professionals rely heavily on data to make decisions. As a specialist in B2B branding, we rely heavily on data and research as part of our brand-building methodology.

A scientific, quantitative mapping of a brand's competitive performance and growth potential based on buyer perceptions provides us and client teams with the evidence-based direction to make important investment decisions on brand.

But research only takes us so far. It is bad research, for example, to attempt to turn customers into graphic designers and naming experts in a like/dislike exercise.

In some cases, we do use an indirect methodology where we will look at several name candidates and ask, for example, "Of these names, which sound the most professional or the most high-tech?"

The answers provide a profile of attribute associations for each name in more of a quantitative setting. The name that has the greatest match to the established naming objectives becomes the way we choose a potential "winner."

Research can only take you so far. Ultimately, professional guidance and experience will lead the rest of the way to a decision.

BrandingBusiness

BrandingBusiness is a brand strategy and brand development consultancy dedicated to helping B2B companies establish, assess, and position their brands in a world of dynamic change.

The company views brands as strategic assets that are best leveraged by integrating brand strategy with business strategy. BrandingBusiness offers a rigorous approach to brand building, engagement and design with programs customized for unique challenges and opportunities B2B companies face.

Its founding partners are sought-after brand strategists and designers who, over the past 25 years, have worked with clients such as American Airlines, Cisco, Elsevier, Huawei, Teledyne, Pacific Life, ABM Industries, Hitachi, Saint-Gobain, Tech Data, and First American. BrandingBusiness has offices in Irvine, California, New York City and London.

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