



Liquid Brand Summit 2008

Best Practices Report



The Liquid Brand Summit 2008

Introduction

This year, the Liquid Brand Summit took place on February 26, at the Four Seasons Hotel in Palo Alto. Organized by Liquid Agency, the Brand Summit is an opportunity to discuss trends in brand marketing for technology companies with the goal of identifying some of the best practices in use today.

About 100 marketers participated in nine round table discussions moderated by respected brand and marketing executives (session leaders) from the top brands in technology. The topics included such relevant and timely topics as “How green is your brand?” to “Co-Creation”, all of which were packaged under an umbrella theme of “What’s Next?”.

This document provides highlights of the findings from the day with an overview of the best practices identified by the session leaders after the discussions.

If you have any questions, feel free to contact us.

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A handwritten signature in orange ink, appearing to read "AMuccino", with a long, sweeping underline.

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Trend Insights

Although we intentionally selected topics of a very diverse nature, a few common themes emerged during the discussions. We've organized the trends under the following categories:

- Show customers some respect!
- Dare to be different. Really different.
- Technology keeps changing the playing field.

Blog:

In the spirit of continuing the dialog started at the Brand Summit, we certainly hope to be reading your feedback and ideas on our blog. Just visit www.liquidbrandexchange.com and search under the Liquid Brand Summit category.



The Liquid Brand Summit 2008: **Conclusions**

Show customers some respect!

One of the important trends that we noticed across most of the topics discussed at the Brand Summit is that successful tech marketers are finally focusing on treating customers with more respect. Here are some examples: In terms of mobile marketing, brands have found (not surprisingly) that customers would rather not be constantly receiving marketing information (it is not helpful...it is annoying). So, smart brands are providing valuable and practical content to their customers - and, as a result, they are building better relationships. In another example, progressive brands are realizing that co-creation (inviting customers to participate in the product development process) can yield a much greater level of innovation than traditional product development models (where the innovation tasks reside within the business). One last example: Summit participants seemed to agree that leveraging the "green" trend only makes a difference if the brand is being true to its brand essence - and not simply using "green" because it is a popular sociopolitical issue. In conclusion, we found that tech brands are becoming keenly aware that being honest, providing true value, and listening to customers is more important today than ever....and, as basic as this may sound, it's not always what tech brands have done.



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Dare to be different. Really different.

Another theme that seemed to cut across several of the discussions involved the need to truly differentiate. Tech brands have become keenly aware that the competitive landscape is getting more and more crowded - and that consumers are becoming increasingly more confused by the proliferation of choices. The brands that will emerge as winners in the long run are the ones that take differentiation seriously and make it a priority at every stage of the brand building process and incorporate this philosophy into the brand relationships with their customers. We found out that this is true of co-marketing programs as well as any program aimed at helping create a connection with customers - and it is especially valuable if you're a challenger brand going up against more established competitors. The key to success lies in identifying the true differentiating attributes about the brand and focusing on those, instead of trying to be all things to all people.

Technology keeps changing the playing field.

New ways to communicate and connect with consumers keeps proliferating at an ever increasing pace, leaving marketers with the challenge of how to best leverage the new technologies. Co-creation, participation programs, mobile marketing, widgets, communities, etc. The list of possibilities keeps growing and brand marketers need to know which tools are the most appropriate for their audiences and how to best use them in ways that create positive brand experiences...and, ultimately, results. Once again, this issue cuts across many of the different topics that were discussed at the Brand Summit - and brand marketers that want to succeed in the long run need to embrace the new marketing landscape, understand the choices, select the ones that make the most sense given the way that their audiences connect with information, and become experts in the use of those technologies and communication vehicles.

Summary

In the following pages we've included a summary of the best practices identified during the Liquid Brand Summit.



The Liquid Brand Summit 2008: **Best Practices**

Session Topic 1

How “green” is your brand and why should I care?

Top Best Practice:

As more companies adopt environmentally sound practices, being “green” will lose value as a brand differentiator. In order for “green” to be relevant from a brand perspective in the long run, it must be expressed through the personality of the brand and should be closely connected to the brand experience.

There are a lot of reasons to be “green”. More and more, companies are becoming acutely aware that being “green” is not a marketing initiative but a fundamental business requirement. This is especially true in the technology sector. Today, tech companies are bound to do the “right” thing because of ethical and social responsibility mandates as well as pressure from the board, from regulators, from employees and shareholders, from customers, from the investment community...and from the community at large. Incorporating “green” practices in their operations can also translate into cost savings (in terms of lower energy consumption, recycling and reuse programs, etc.) therefore every smart company is looking at being “green” as a business necessity.

“Green” is becoming ubiquitous. Additionally, because of the heightened awareness about environmental impact issues, many brands have made it a point to promote their social and ecological responsibility efforts - consequently, being “green” is starting to become ubiquitous and will continue to lose value as a long term differentiator.

Express “green” in your brand’s unique manner. So, the only way to effectively leverage being “green” is by expressing it through the innate personality of the brand and by being honest in the way companies communicate it. Don’t preach “green” policies and overpackage products, for example. If companies find ways to connect the brand experience to the idea of being “green” in a way that is true to the brand, then it is one more weapon in one’s marketing arsenal. So, it is best to focus on developing vehicles to communicate the brand’s commitment to “green” by involving customers and employees in active and participatory manners. As an example, some companies are polling their customers to find out how they would react to changes that would help the company be more eco-conscious - and then they’re acting accordingly.

In conclusion, if your brand is about innovation, find “innovative” ways to be green. If your brand is about being “fun”, engage people in fun ways to promote green. If your brand is about being efficient, then it should be quite natural to be green.



The Liquid Brand Summit 2008: **Best Practices**

Session Topic 2

Extending brands in new digital media. How to take advantage of mobile marketing?

Top Best Practice:

Treat mobile marketing as a part of an integrated digital strategy, and use it to build one to one relationships with customers.

Provide relevant information and people will appreciate it. There's a whole new world out there – a generation of consumers who have moved from text messaging to emailing to gaming to accessing deeper forms of content on their cell phones. According to Nielsen Mobile, in February, 58 million mobile subscribers in the US reported that they'd been exposed to mobile advertising. There are regions in the world that may never use a PC – skipping over that technology for the simpler more ubiquitous one of mobile phones. Mobile marketing has the potential to create true one-to-one experiences and extend a brand to new customers. But to do this, marketers must strike a balance between intrusive messaging that turn customers off, and providing relevant content they will accept and seek out.

Make mobile marketing part of a bigger strategy. Think about the mobile device as a key component of an overall digital strategy – one that offers a very personal way for users to experience the brand. Develop marketing programs that provide essential content right on the handset and also link back to websites for additional information. Most importantly focus on creating content that adds value - thus creating a positive experience. Invite consumers to participate, then reward them with the information that they seek in the form of updates, news, promotions, etc.

Other ideas that should be kept in mind when considering mobile marketing include:

- Learn from global counterparts. The mobile market outside the US is much more advanced and may provide valuable insight to opportunities and pitfalls.
- Trends show that consumers are OK with ads as long as they offset their mobile bills.
- Games seem to be a growing component of how brands are using mobile devices to reach and engage consumers.
- Some brands are sponsoring services such as finding the nearest Starbucks.
- Work with 3rd parties to best target the audience with relevant content, increasing success rates
- Create a consistent customer experience from web to mobile phone
- Carriers must be convinced that the content is valuable to existing and new subscribers



The Liquid Brand Summit 2008: **Best Practices**

Session Topic 3

Are tech brands ready to invade the living room?

Top Best Practice:

Don't plan to invade the living room, just snuggle up on the couch. Offer an experience (not just a product or service) and focus on communicating that it is simple to use, personal, easy to control, trusted, relevant, and delivers an emotional connection.

Homes are about comfort, not productivity. The living room is only the beginning of the relationship, and as technology becomes more and more integrated in the home life, it must connect with consumers on the basis of what people expect from their home experience. In other words, focus on the intrinsic qualities of the brand and deliver marketing materials that translate those qualities in a visual and verbal language that connects with audiences in an intimate and warm manner. Tech companies are all too used to focusing on efficiency and productivity, instead at home the drivers are comfort and warmth, and the tech brands that recognize this will be more successful than the ones that don't.

Be a part of the ecosystem. Technology brands are already in the living room and have been for some time. The living room is currently seeing a collision of multiple types of technology and will continue to see this more and more. Expecting to be able to enter the living room and dominate all other brands is not realistic. The key to success lies in the understanding that each solution is part of an ecosystem, and that interoperability will be key. The brands that will succeed are the ones that focus on creating a positive and personal experience - one that stretches beyond the features and benefits of any product or service, but connect with audiences in a relevant and emotional manner.

Other ideas that should be kept in mind when entering the living room include:

- Technology usage will not just be limited to the living room, but the entire house and mobility will become more and more important.
- Trying to be the one brand for everything will not work (has failed so far) because so many different technologies offer better experiences than trying to be an all-in-one.
- The living room will be a constant source of change and a brand that is not fluid to adapt with change will struggle.

The Liquid Brand Summit 2008: **Best Practices**

Session Topic 4

Challenger brands: The David and Goliath story.

Top Best Practice:

Challenger brands must have the courage to take calculated risks to disrupt the leader.

How do we define a challenger brand? Discussions at the Brand Summit led to three key criteria that help define a challenger brand.

Here they are:

- They must be an innovator – both in product development and brand communications.
- They have to be going after a category 800 lb gorilla or displacing an entire mature category while creating a new one.
- They have a higher capacity for risk and controversy.

Dare to be different. In fact, “daring to be different” emerged as the key Best Practice for challenger brands. To succeed, challenger brands must be willing to be different than the leader. The leader usually has to be safe, so the challenger should take calculated risks - and executive management and the marketing leadership must be very clear on this.

Stay focused and targeted. Additionally, as leadership brands continue to grow they have to address a growing variety of audiences, and as a result they often end up with a more compromised brand position. Challenger brands can deposition the leader by delivering a much more targeted and specific brand experience to the right audiences. And, if consistent and authentic with their brand they have the ability to be highly disruptive.

Other ideas that should be kept in mind as a challenger brand include:

- Use the strengths of the competitor against them (judo marketing).
- Have one strategy and stick to it. Stay committed and adjust when necessary.
- Be consistent, authentic and original in all aspects of communications.
- Focus on selling service and experiences more than just a product.
- Internal Brand Alignment: Make sure all employees understand the brand strategy so they can become evangelists for your purpose.
- Build a community you can own at an emotional level.
- Pull rationally loyal customers from Goliath with the right hook.
- Keep a tight relationship between R&D and marketing.



The Liquid Brand Summit 2008: **Best Practices**

Session Topic 5 **Co-Branding / Co-Marketing:** **Plenty of opportunities and many pitfalls.**

Top Best Practice:

Successful co-branding and co-marketing hinges on a clear understanding of what each brand brings to the table and the additive customer benefit that would not have been possible without the partnership arrangement.

Be clear about your objectives prior to engaging in co-marketing. During times when companies are looking to reach new markets and lower marketing costs, the lure of co-marketing and co-branding can be quite tempting. However, just because you can co-market ... should you? Before entering into the agreement, get clear about your objectives and understand why you have decided to enter into this relationship.

Ask yourself “Why should I do this?”. Will this partner brand help your brand enter into a new space or vertical because they are recognized in that market? Does the partner brand bring value and credibility to your brand? Together do the two brands offer customers a benefit that would not be realized otherwise? What is “our” story? Does this effort give the two companies together a differentiator that others don’t—what’s our competitive edge?

Identify the unique value proposition and communicate it clearly. On the basis of the answers you can build a program designed to meet the objectives while avoiding the potential compromises or confusion that often is the result of co-branding and co-marketing initiatives. As one of the first steps, Brand Summit participants agreed that the brands involved in the co-marketing initiative should identify the unique value proposition the two companies bring to the table and communicate it clearly (clarifying statement or tagline).

Other ideas that should be considered when evaluating co-branding and co-marketing include:

- Focus on the sweet spot, not every spot
- If ever you are challenged by lack of support or interest from your own marketing department, find a champion within the partner company that can help you sell the benefits of the relationship to your own marketing team.



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Session Topic 6 **Brands as facilitators:** **Ways to engage in two way conversations.**

Top Best Practice:

To build a successful participation marketing program, focus on understanding what your customers are looking to achieve, not what you're looking to sell.

A customer participation program that sells too overtly will fail. Ultimately, the purpose of customer participation programs is to create more opportunities for brand experiences that, in turn, lead to better and longer lasting customer relationships. When developing a participation program with customers, brands should focus on the customer's needs first. Successful programs are about solving customer problems or helping customers explore new opportunities. When the programs stay true to their purpose, brands start building closer connections with their customers - and as a result, brand loyalty and satisfaction scores usually become higher. When customer participation programs become thinly disguised sales initiatives, they are likely to fail and result in customer dissatisfaction.

Deliver a few quick wins and you will get more support. To gain support for customer participation programs within your organization, you need to deliver some quick wins. Here's an example in the Customer Acquisition process: Automate the early customer contact processes and you will create more profitable customer relationships and deliver significant operational improvements. This can be accomplished through automated welcome messaging, first bill explanations, missing information follow up, and customer preference capture - all of which can be automated. These are a few simple ways to create opportunities for engagement that can lead to increased customer satisfaction. Measuring the results will make it easier for you to gain the support you need to put customer participation to work for other purposes (e.g. customer service, customer retention, customer loyalty, etc).

Other ideas that should be considered when developing customer participation programs:

- Participation programs are about enabling customers to being actively involved, and the same goes for brands.
- Participation marketing is happening all around us. More and more brands are giving customers the opportunity to self serve when and where they choose. It's another way of empowering the consumer.
- Successful participation marketing programs not only create more efficiencies and increased brand loyalty - they can turn customers into brand evangelists.



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Session Topic 7

Co-Creation:

What do customers know and why should brands listen?

Top Best Practice:

Find ways to tap into the collective knowledge of customers by providing them with tools that facilitate a two-way dialog and that empower them to contribute.

You want innovation? Build a dialog with customers about product development. The Brand Summit participants agreed that building a dialog with brand users is key to long terms success and brand loyalty. In fact, the discussions revealed that the most successful brands are facilitating the conversations. Empowering consumers to participate in the product development cycle can lead to a new level of innovation. Leveraging the collective experiences, skills and creativity of millions of consumers worldwide is a completely different model than the innovation model currently in use by most corporations. Everyone agreed that there is much to be learned from consumers - and that the brands that facilitate a conversation will adapt faster and have better chances at long term success

Leverage technology tools to empower customer participation. Smart companies have always taken into consideration customer feedback through research and focus groups... but never before have companies been able to engage consumers like they can now. Take for example Procter & Gamble's "open innovation" portal called Connect and Develop. It's here that P&G opens the conversation and invites consumers and outside partners to join them to invent, develop and deliver fresh innovations to the market. The portal allows visitors to browse the company's needs and submit ideas. So far, the company has launched more than 100 new products from which some aspect of development came directly from customers.

Other ideas that should be considered in terms of co-creation are:

- Identify your brands "super users" and get them involved.
- Create an approach that involves users throughout the entire product lifecycle.
- Consider an incentive program to solicit user ideas and innovation.
- Fail often, fail fast and fail cheap!



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Session Topic 8

Brand Overload: How do you get them to choose you?

Top Best Practice:

Whether you stand out or stand apart, you have to stand for something. Next, you've got to live your beliefs and let the world know, if you hope to get chosen.

Stand out or stand apart? In a time when consumers have plenty of choices...some of which are confusing, should brands focus on standing out (by offering similar products and services but better), or should they focus on standing apart (by doing things very differently)? Many of the world's best brands have done both throughout their life. It takes guts to stand apart from your competition, and the risk is high. However, during the Brand Summit, this session's participants agreed that if your brand has something truly unique to build differentiation around, then the benefits can far outweigh the risk. Once a brand has stood apart, then it will always stand out among the competition.

Stay tuned with your customers' needs. Developing a deep understanding of what your audience truly needs, and what really matters most, is the most important thing a marketer must do. Successes come from marketers who combine customer feedback with forward thinking ideas. All the marketing dollars in the world cannot build a brand if that brand's value proposition is not in tune with the needs of its audiences. In other words, you should stand for something...but make sure that whatever it is, it is relevant to your customers.

Be true to your differentiating essence, but keep evolving. Choose your meaning, live it, and stay true over the course of time and this will drive brand loyalty, positive word of mouth, and ultimately it will build brand value. However, at the same time as staying true to your brand's vision, it is critical to keep innovating. Successful brands continue to evolve products and services, constantly finding new ways to deliver on the brand promise. This is the way to build and maintain your brand's relationship with its audience. Consumers expect to be lead to what's next, however beware the temptation to expand into products or services that do not reinforce your brand position, as it can quickly confuse and alienate your customer.

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Session Topic 9

How do brands penetrate emerging markets? What about China and the rest of Asia?

Top Best Practice:

Regardless of whether you are a B2B or B2C brand, to be successful in an emerging market, you must be there with feet on the ground, and with the right local relationships and distribution partners.

B2C: Building a brand is critical due to competitive nature in these markets but work to provide opportunities for self-expression. Companies should consider the idea of “local idea origination” (product and marketing) and exporting out from there to achieve more regionally relevant product lines and marketing activities. It is very important to realize that a multi-tiered distribution situation will provide less (or no) control over the brand communications.

B2B: To penetrate, be there with feet on the ground and build the right partnerships (channel, partner, co-brand). This is critical as in these markets your local relationships equate to trust and credibility and in the end the reputation of your company and your brand. This “transfer of trust” speaks volumes to your success and for your brand.

Other ideas that should be considered in terms of emerging markets are:

- Emerging Market Definition: An emerging market will typically have a significant class with disposable income, but is likely to have a large share of “have-nots.” This is the case in even Tier 1 cities of an emerging market such as Beijing or Shanghai where one can stay at a five star hotel but need to go through slums to get to where you want to be.

- Emerging Market Groupings: Moving from the traditional five region groupings, divide regions into seven groupings to provide further focus.

North America

India

Middle East and Africa

South America

China

Europe

Southeast Asia

- Whether B2B or B2C, the role of community relations speaks volumes as to your brand and the perception of being a “good” company. Give back!

- The #1 commodity in any market is talent. A strong brand with the right connections attracts talent which can enhance product and marketing communications development in the local region. A weak brand with no feet on the ground will have challenges attracting strong talent if the strategy changes to having a more local presence.

Sessions and Session Leaders

Following is a list of the round table sessions and the corresponding Session Leaders that moderated the discussions during the Brand Summit.

The Liquid Brand Summit 2008

Session 1:

How green is your brand? And, why should I care?

Session Leader: David Roman, HP

Description:

The impact that technology has on the environment is enormous - yet, the impact that environmental issues are having on technology brands may even be bigger. Consumers are being influenced by their perceptions of whether or not brands are environmentally responsible - while VCs are pouring billions into green companies. What does this phenomenon mean for brand marketers? How is this trend affecting technology brands? What are the strategic implications and the tactical action items? What can brands do to embrace green practices and leverage the goodness associated with doing the right thing for the planet?

David Roman:



Responsible for driving advertising, media relations and marketing services.

Prior to joining HP, David was Vice President of Corporate and International Marketing at NVIDIA. He also held a number of different marketing leadership roles at Apple computer in Europe, Asia Pacific and the USA. His last apple role was vice president of worldwide advertising and brand marketing.

David is the recent recipient of the Creativity 50 award to honor those most influential creatives in the year 2006 for the work he's done spearheading the HP advertising and marketing campaign. HP has also won the Advertising Age Campaign of the Year award based on the success of HP's The Computer is Personal Again campaign.

David graduated in Architecture and Industrial design from the Queensland University of Technology (Australia) after starting his architectural studies at the Polytechnic of Torino (Italy). He also pursued executive MBA studies at INSEAD in Paris.

The Liquid Brand Summit 2008

Session 2

Extending brands in new digital media. How to take advantage of mobile marketing?

Session Leader: Joan Delfino, Adobe

Description:

In 2008 larger portions of marketing budgets will continue to shift to digital media with much of the attention on new platforms like mobile marketing. Many brands are looking for ways to take advantage of recent advances in handsets and services that are making new content and entertainment experiences possible worldwide. How do brand managers take advantage of mobile marketing? How much priority should it be given and how can it integrate with other digital programs? Learn about the latest ways brands are delivering compelling one to one mobile experiences that creates new relationships with customers.

Joan Delfino:



As Vice President of Mobile Content, Joan Delfino shapes Adobe's strategy to drive adoption of its mobile solutions through partnerships with media companies and content providers. Delfino's marketing experience spans a 20-year career at Adobe. Prior to her role in mobile, Delfino was Adobe's Vice President of Brand Marketing where she established and led the company's award-winning integrated marketing communications and global campaign strategy. Before joining Adobe, she held communications management positions at ASK Computer Systems and Atari Inc.

Throughout her career, Delfino has led teams of marketing professionals to transform content and communications into innovative experiences that engage customers and build brand loyalty. She has been a mentor in the Women Unlimited program and she received the 2007 YWCA's Tribute to Women (TWIN) award in recognition of her executive leadership at Adobe. Delfino holds bachelors' degrees in French and sociology from Hunter College, NY and a master's degree in sociology from Fordham University, NY.

The Liquid Brand Summit 2008

Session 3

Are tech brands ready to invade the living room?

Session Leader: Tony Lee, TiVo

Description:

For years we've been waiting. Finally, we have the devices, the software, and the bandwidth to deliver all forms of digital content so consumers can enjoy it from the comfort of their couch. Technology brands are vying to own "the ten foot experience" - yet this is new territory for many tech brands. How do brands convince consumers that this is for real? How can brands communicate the value proposition without talking about "speeds and feeds"? What can brands do to deliver experiences that capture the consumer's heart and imagination? What are the challenges and opportunities for brand building in the living room?

Tony Lee:



As Vice President of Marketing at TiVo, Tony leads both Consumer and Partner marketing efforts. He has over twenty years of technology marketing, strategy, and business

development experience in consumer electronics, software and services. Before joining TiVo, Tony headed up his own consulting company which focused on Solutions Marketing. Among his major clients were Hewlett Packard, CompUSA, and TiVo. Tony began his executive career holding positions as VP Global Strategic Marketing for Nortel and VP Platform Services for AOL.

Prior to this, Tony spent over twelve years working at Apple, in both Europe and the US, in a number of sales, marketing, and developer relations roles culminating as the Senior Director of Worldwide Solutions Marketing where he delivered solution-focused programs for all of Apple's key customer segments worldwide. Tony began his career as a research scientist with Plessey in the UK. He holds a B.A. in Physics from Oxford University.

The Liquid Brand Summit 2008

Session 4

Challenger brands: The David and Goliath story.

Session Leader: Scott Erickson, Zune

Description:

Once upon a time there was a giant brand that dominated the marketplace. Smaller brands were crushed by huge budgets and powerful distribution channels. Then, a little known brand used a new weapon to upset the order of things - and succeeded against all odds. In the technology world, this story is happening every day. The rules have changed, and - more than ever before - unknown brands have an opportunity to capture marketshare away from established brands. How are challenger brands succeeding? What does this mean for more established brands? What are the strategies and the tactics that can be implemented to succeed as a smaller brand - or to stay relevant as an established brand? What are the factors that are enabling this trend?

Scott Erickson:



Scott Erickson is senior director of product management for Zune®, Microsoft Corp.'s digital music and entertainment brand. He prefers to spend his time seeing live music at some of Seattle's notable concert venues, but is equally excited about working on future generations of Zune devices, software and marketing programs. Scott helped to launch Zune in November 2006, and has helped to develop the user experience for the project through his technical expertise and previous consumer technology projects. Scott splits his time among product planning, product research and product marketing.

Scott joined the Zune team after six years with Microsoft's Macintosh Business Unit (Mac BU), and more than 10 years with Microsoft in all. With Mac BU, Erickson helped realize the company's vision for Macintosh products, and was responsible for the global marketing effort for the award-winning Microsoft® Office for Mac productivity suite, Virtual PC for Mac and Microsoft Messenger for Mac. Before joining the Mac BU in 2000, he served as a marketing manager for Microsoft's Operations Division, where he was instrumental in positioning Microsoft as the company of choice for potential employees.

Scott holds a bachelor of arts in international business and French from the University of Puget Sound.

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Session 5

Co-Branding / Co-Marketing: Plenty of opportunities and many pitfalls.

Session Leader: Jennifer Barbour, Intel

Description:

Most technology brands are part of a larger ecosystem, and they are realizing that there are many benefits in partnering with other brands - such as sharing marketing costs, reaching more people, and leveraging the power of other brands. However, the road to co-marketing and co-branding is also fraught with potential pitfalls like alienating potential customers, diluting messages, and confusing consumers. What should brand managers consider before entering into these arrangements? What insights can guide decisions? How do you create a win/win for both brands?

Jennifer Barbour:



Jennifer has worked at Intel for over 7 years during which time she has played a variety of roles within Intel's complex brand and marketing structure. Currently she is the Corporate Brand Identity Senior Manager and Creative Lead, and in this role she is responsible for expressing the brand persona and the long term brand vision of the \$32 billion Intel brand through design. Jennifer provides strategic and creative leadership to the internal teams and agencies tasked with evolving the Intel brand identity in a manner that is fresh, bold, and differentiated.

Additionally, Jennifer is a key strategic consultant on the creative executions used for co-branding and co-marketing communication programs worldwide. In this role, she helps arrive at the delicate strategic balance required to meet the marketing objectives of the programs while creating additional value for the brands involved.

In 2005 Jennifer lead the Brand Identity team responsible for the strategic thinking and the design execution of Intel's corporate brand refresh. This major overhaul of the Intel corporate brand resulted in development of a new corporate logo for Intel (the Intel logo had not been updated for 37 years), and a comprehensive new brand identity framework that has completely transformed the visual style and tone of the world's largest semiconductor company.

Prior to her career at Intel, Jennifer was a serial entrepreneur focusing on the fashion and skin care industries. Her credits include starting a number of boutique clothing stores offering upscale women's apparel, as well as co-founding one of the very first mineral make-up companies.

The Liquid Brand Summit 2008

Session 6

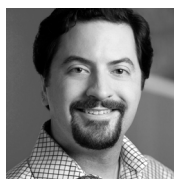
Brands as facilitators – Ways to engage in two way conversations.

Session Leader: Nick Chavez, Yahoo

Description:

Consumers are turning away from traditional advertising that seeks to control. Instead they are taking control of finding information, seeking and making product recommendations. How do brand marketers navigate this new landscape? What are the right and wrongs ways to engage customers in a two way conversation? Learn how some of the best brands build community around their users and the results they've achieved when they facilitate not mandate the conversation.

Nicolas Chavez:



Nicolas Chavez, senior director of brand marketing, leads global strategy and development of 360° advertising campaigns, as well as overall media planning and buying for Yahoo!. Under

Chavez's leadership, his team was responsible for several high-profile advertising and promotional campaigns for Yahoo!, most recently the "Be a Better ____!" brand refresh, the re-launch of Yahoo.com, and the award-winning Yahoo! Answers "Ask the Planet 2006" campaign.

Prior to his current role, Chavez led the Yahoo! Search marketing team during the development and deployment of Yahoo!'s proprietary, in-house search technology platform. Chavez was also responsible for managing subscriber acquisition and migration for the landmark SBC Yahoo! DSL partnership. As a result, Chavez was awarded the highest employee honor for his contributions to the partnership, the Yahoo! Super Star Award. Before joining Yahoo!, Chavez worked in client service for the Leo Burnett Company in Chicago, IL, managing clients such as Pillsbury, Tribune Interactive, and a portfolio of small technology brands.

Chavez graduated cum laude from Harvard University with a bachelor's degree in government.

The Liquid Brand Summit 2008

Session 7

Co-Creation: What do customers know and why should brands listen?

Session Leader: Rod Swanson, EA

Description:

Tech brands are discovering the potential benefits from the direct involvement of customers in the design of their products and services. This approach to product development is called co-creation, and it is emerging as one of those trends that will have a major impact on brand building. How can brand marketers leverage the input of their customers to develop better and more successful products? What are the best ways to solicit insight? How do you incorporate your customers' feedback - while staying true to your brand vision? Which brands are doing this well and how?

Rod Swanson:



Rod Swanson joined Electronic Arts in 1992 to provide management and direction to a rapidly expanding group of traditional artists being assimilated into a culture of engineers.

During this time he lead several World Wide Artist Conferences within Electronic Art's development community to build the diverse creative teams required for the creation of interactive entertainment.

Rod spent over seven years within EA's development studios and went on to manage the production and design of EA's STRIKE franchise, an intellectual property with multiple platinum titles.

Since 2000 Rod has worked within the publishing organization focused on integration the brand into and across EA's many franchises and sub-brands. Rod now serves as the global lead for EA brand management and continues to pursue his passion for building creative teams.

Before joining EA, Rod's diverse background included experience as a creative director and executive in broadcast design, multimedia production and on-line services.

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Session 8

Brand Overload: How do you get them to choose you?

Session Leader: Kevin McSpadden, eBay

Description:

In today's world, there are more choices than ever. For almost every brand there are numerous alternatives trying to convince you that they're better than the rest. For technology brands, this gets even more complicated because the products and services are constantly evolving, the lifespan of brands continues to get shorter, and emerging technologies keep disrupting the status quo. Yet, some brands seem to rise to the top – while others struggle to capture people's attention. How do brand marketers establish their brands as the best choice in this complex landscape? How do brands build relationships that outlast product cycles? How do marketers develop successful positioning strategies in a constantly changing environment? How do brands break through the clutter and establish emotional connections and brand preference?

Kevin McSpadden:



Kevin McSpadden is Senior Director of Brand Marketing for the eBay Brand and eBay Sub-Brands. McSpadden has worn several marketing hats since joining eBay in November 2001; of note, Kevin lead development of a patented promotions tool for eBay, the marketing communication in the merge between eBay and PayPal, and most recently challenged folks to “shop victoriously”. For the past four years, McSpadden has had the privilege to lead eBay's brand strategy and marketing campaigns, as well as Brand Management and Licensing. Kevin and his team manage the eBay partnership with BBDO Advertising/OMD Media Agencies and Creative Artist Agency.

After graduating from SMU in Dallas, Texas, McSpadden started his career as an account service guy (read: “suit”) at Termerlin McClain. Seventeen years, two agencies, jumping to client-side and two start-ups later, Kevin is an energetic veteran in brand marketing, advertising and e-commerce, having worked on familiar and iconic brands such as Levi's, American Airlines, JCPenney, Hunt-Wesson Foods, and the world's online marketplace-eBay.

The Liquid Brand Summit 2008

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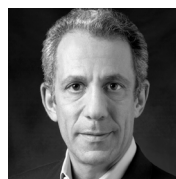
How do brands penetrate emerging markets? What about China and the rest of Asia?

Session Leader: Michael Tatelman, Dell

Description:

The world is getting smaller, yet the marketplace is expanding - fast. Very fast. In today's global economy brands need to evaluate the impact of the emerging markets. These are places that offer the most opportunity for growth - yet, they are far away and very different from established markets - like the US. So, how do brands grow in Asia? What is the best way to reach these audiences? How do successful brands adapt to such a cultural diversity that sets new standards for globalization? What are the challenges that brands face as they compete overseas? What are the strategies and the executional tactics being adopted by companies that are making an impact today?

Michael Tatelman:



Michael Tatelman joined Dell in August 2007, as Vice President of the Global Consumer Sales & Marketing organization. He is responsible for the global manage-

ment of the Direct Consumer Sales organizations, Online sales, Consumer Marketing, and third-party Retail alliances. Michael and his team are committed to delivering amazing experiences to customers around the world.

Before joining Dell, Michael served as Corporate Vice President and President for Motorola's Mobile Devices business in the Asia Pacific region. Before that, Michael was Vice President and General Manager for the MotoPro Product Group, part of Motorola's Personal Devices business, where he was responsible for the launch, development, and management of Motorola's portfolio of mobile devices. Michael joined Motorola in 2001, and previously served in executive sales and marketing positions with several other software ventures, Seagate Software Inc., and Comdisco, Inc. Michael joined Motorola in 2001, and previously served in executive sales and marketing positions with several other software ventures, Seagate Software Inc., and Comdisco, Inc.

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Liquid Agency

As one of the most respected brand marketing agencies in Silicon Valley, Liquid Agency is committed to helping its clients increase awareness, differentiation and preference for their brands.

We offer a full range of strategic and creative services, including: Brand Strategy, Brand Identity, Interactive Branding, Packaging, Advertising, Retail Merchandising, and Event Marketing.

We have successfully delivered a great variety of branding assignments for some of technology's most recognized brands – helping them launch new products and new companies.

For more information, visit:

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