

A large, stylized graphic of the letter 'C' is formed by two thick, black, curved segments. The left segment is a quarter-circle, and the right segment is a larger, more complex curve that tapers to a point at the top and bottom. The word 'Caracta' is written in a bold, black, sans-serif font across the white space of the 'C'.

CaractaTM

Brand driven growth

prepared for De Brauw Blackstone Westbroek

April 2010

business direction

An Introduction Positioning for Growth

- How do we go to market as THE university for entrepreneurs?
- How do we create a positioning and brand architecture so that we attract the best people to build the hospital of the future?
- How do we fill our innovation pipeline and reflect our new brand vision as a vitality company?
- How do we create an environment that allows us to engage the captive audience at a train station?
- How do we position ourselves on our own strengths rather than following the market leaders in our field?
- How do we position ourselves so that we get the best financial result from a management buy-out?
- How do we extend an established historic brand to reach an entirely new audience?

MARKS &
SPENCER



ProRail

● NautaDutilh



An Introduction Why Caracta?

Understand the implications of your choices

'Caracta looks at positioning and growth from a genuine understanding of the business context so you know that the solutions they propose have been well thought through'

Mechteld van der Westen, Programme Manager Intertrust Rebranding

Effectiveness = Quality x Acceptance

'Caracta isn't just about coming up with the right ideas for the clients but also the right ideas for the organisation to encourage the team to bring them to life'

Oscar Ayala, Category Marketing Manager

Getting the right people in the room

'Partnering isn't a new skills but it is new to open up your organisation at all stages of your innovation process. Caracta helps you find the right people to boost your understanding, creativity and quickly sound out consumers about your ideas'

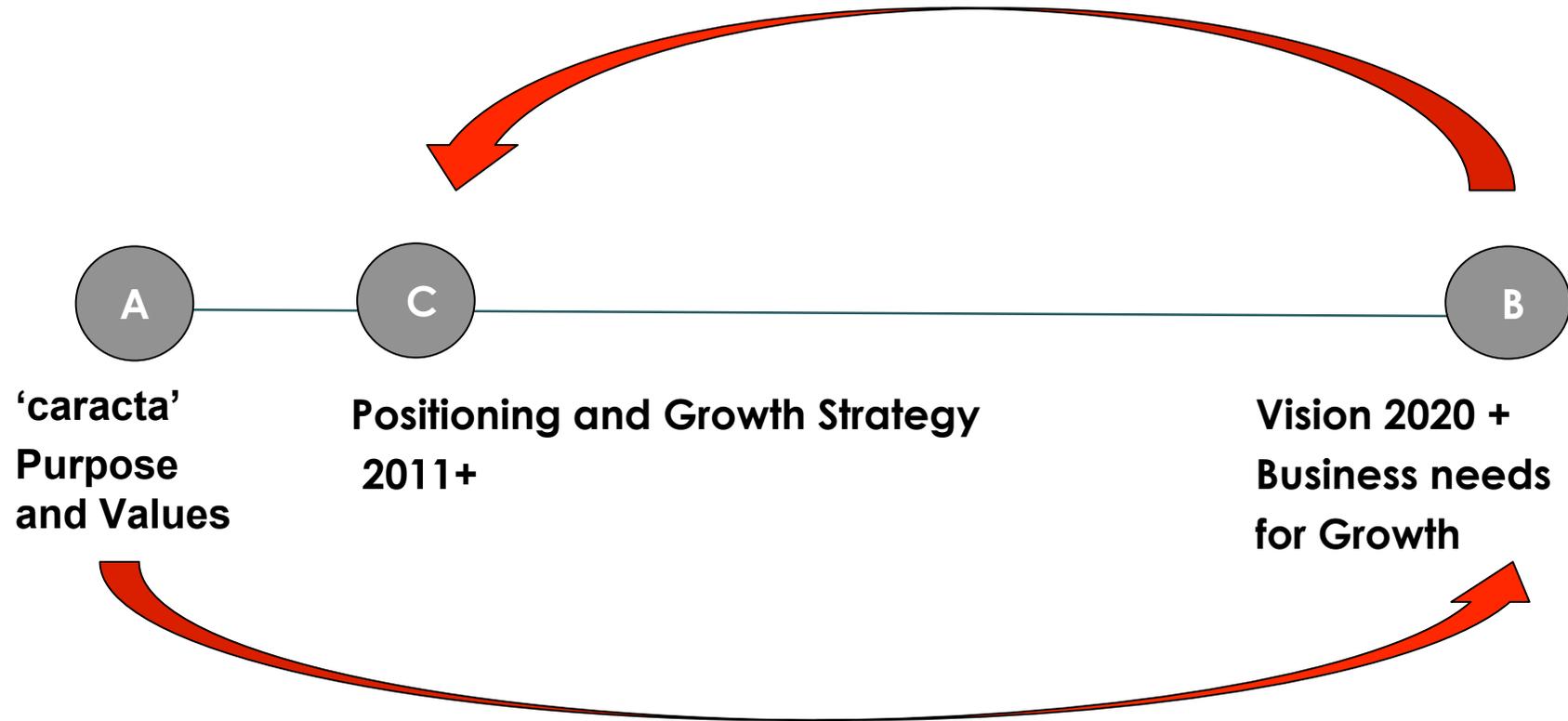
Anieke Wierenga, Open Innovation Leader Unilever

Left and right brain

'So many innovation sessions are creative and fun but when you look back at the results there isn't really so much you can actually use. Caracta combine high creativity with structure and boundaries to make sure the right ideas come out'

Jacqueline van Marle, Marketing Director, Nyenrode Business University

Our Approach Focus on brand fit



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A: We begin all of our work with the thought that no two companies are the same and the knowledge that the main success factor in developing positioning and growth strategy is fit:

Each brand has its own 'caracta', its own sense of purpose and values which steer what direction it should and shouldn't take in the future.

B: Every business should have a sense of where they want to go, the direction they want to take, their long term vision. Focus on shareholder value has led to short-termism in business. Lose sight of where you want to go and you're destined to lose out financially in the long term.

C: Once we understand who you are and where you want to go, we help you work out what you need and how you should position for growth.

Develop caracta—the rest will follow

Our process Tailor-made with common phases



Identify

Uncover the 'question behind the question' and develop project plan



Understand

Collect insights on who you are: your caracta, your core audiences and the market trends that touch them



Create

Develop future directions that fit your caracta



Ground

Understand the consequences of each direction and make your choices



Visualise

Develop a compelling story and images to sell the future to others



Realise

Make it happen together with your chosen partners

C

Who are we? Partners leading Caracta



Fennemiek Gommer has spent the last fifteen years at the cutting edge of positioning and brand thinking in the Netherlands. Ideally placed to span the two worlds of business and branding, her original background is as a mathematician studying at De Pauw University (USA). She went on to study at Delft University of Technology and Rotterdam Art Academy.

In 1994 she set up the Brand & Identity practice for SCAN Management Consultants, consolidating her learning about Design Management at the Domus Academy in Milan and Brand Management into practical experience. As a partner in SCAN she advised clients such as Canon Europe, Heineken, Fortis, Albert Heijn, RSM Erasmus, Ikea and AT&T on brand management, brand positioning and design management.

Since leaving SCAN she has extended her work to include innovation and in 2008 she began working with Oonagh Jobling Aitken to create Caracta Business Direction. Fennemiek's special interest and enthusiasm is for creating brand partnerships and she speaks English, French, Italian, German. Her mother tongue is Dutch.



Oonagh Jobling Aitken is a pioneer in the field of combining brand and business consultancy. She uses her experience as a business consultant to look at positioning from an organisational development perspective. Oonagh originally graduated from Glasgow University with a Masters in Linguistics and Comparative Literature. On graduation she began work in London at Andersen Consulting, working in their process, telecommunications, marketing and strategic practices.

In 1999 Oonagh joined BBDO group as strategic planner across the British Telecom account, specialising in interactive and integrated planning. In 2001 Oonagh moved to Amsterdam to take up the role of Senior Consultant at Interbrand in Amsterdam and later became a director at Effective Brands, specialising in brand-led growth and global brand leadership. In the course of this work she has worked with Unilever, AkzoNobel, ABN Amro, Marks and Spencer, Organon and Campina amongst others. Oonagh's two key interests are the use of insight to create growth within organisations and building business partnerships she speaks French, Dutch and her mother tongue is English.



Thank you!

