

**Model: Brand Discovery Compass**

Type of model: Brand Discovery Compass (structure and process model)  
 Author(s): Ruud Heijenga  
 Domain: Internal branding

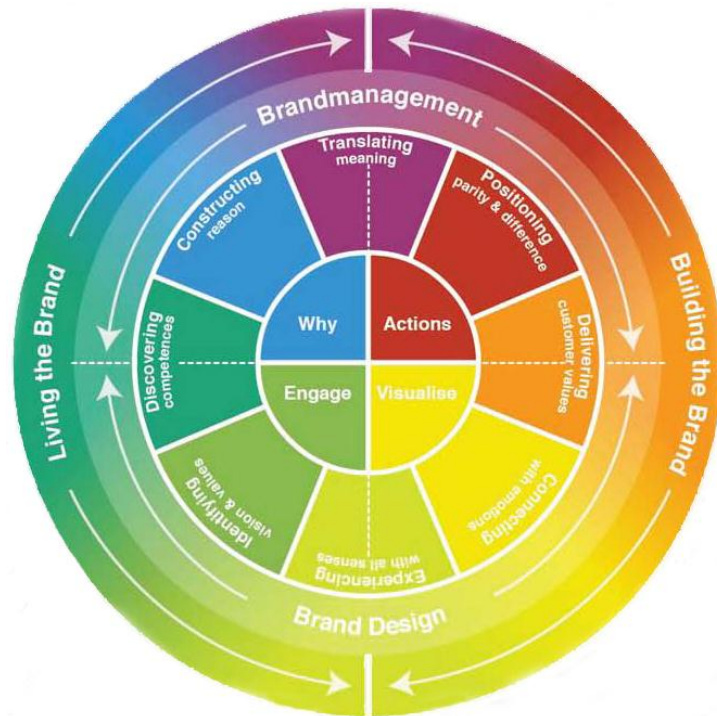


Figure 1: Ruud Heijenga’s *Brand Discovery Compass*

Ruud Heijenga’s Brand Discovery Compass model is based on the Insights Discovery tool of the Scottish firm Insights, which, in turn, based its model on the work of psychologist Carl Gustav Jung. Jung distinguished a number of personality types based on how people act. He identified two ‘attitudes’ (introvert vs. extravert) and four ‘functions’ (thinking, feeling, perception and intuition). Seeing as each function can be linked to each attitude, you get a total of eight possible personality types<sup>1</sup>.

The Scottish firm Insights used Jung’s personality theory to develop the Insights Discovery tool in 1992. The personal profile this tool churns out gives people a framework within which they can get greater insight into their style, approach, strengths and weaknesses in order to help them develop further personally. The model distinguishes four basic colours:

<sup>1</sup>: These are: the extrovert thinking type, the introvert thinking type, the extrovert feeling type, the introvert feeling type, the extrovert perception type, the introvert perception type, the extrovert intuitive type and the introvert intuitive type.

- > Blue: process-based thinking, analysing, objectiveness and carefulness.
- > Red: determination, resolute action, willpower and performance.
- > Yellow: dynamic, enthusiasm, expressiveness and persuasiveness.
- > Green: harmony, thoughtfulness, relation-driven and commitment.

The model juxtaposes 'introversion' (green and blue) and 'extroversion' (red and yellow), and 'thinking' (blue and red) and 'feeling' (yellow and green). Using these four colours, we can discern eight types of people. Every individual has all four colours in them, with two usually being dominant. These two dominant colours always border each other (see Figure 1); someone can therefore not contain two opposite colours (i.e. blue vs. yellow, and red vs. green).

Heijenga took the Insights Discovery tool and further worked it out to form the *Brand Discovery Compass*. The idea behind the compass is that the development of strong brands requires different skills that *cannot* be found in one person. Companies that are dominated too much by one action preference (for example a 'blue' engineering firm or a 'yellow' creative company) would therefore not be able to create a fully-fledged brand. To develop a strong brand, you will in any case need brand builders that unite the four basic colours:

1. When constructing a brand, the blue quadrant houses the organisational and analytical side. How is the brand organised, who's responsible for what, why are we called what we are called, why do products have a certain shape, where is the branding issue addressed in our company? The critical 'why' questions are the basis for a brand operation.
2. After the realistic blue, the 'expressive, feeling' yellow quadrant becomes relevant. This is where storytelling is addressed, i.e. the link to dreams about the future and emotions. As soon as it has been analysed what the company does and what it stands for, the yellow quadrant shows how that can be visualised (visualise).
3. The green quadrant subsequently focuses on internalisation. People (employees and customers) must be engaged and involved in the process (engage).
4. And the red quadrant finally revolves around 'performance'; this is where the brand is positioned based on similar and differentiating features in comparison to other (brand) organisations. This is the *actions* quadrant.

As soon as the above four phases have been completed and the brand architecture, the brand story, the brand values and brand positioning have been set, the company can start focusing on the four phases with mixed colours:

- > Blue/green (petrol) ('discovering competences'): identifying competences ('ist' and 'soll') the company uses to respond to the market.

- > Yellow/green (lemon) ('experiencing with all senses'): this is where mental and visual identity are aligned by testing out design carriers against the required brand meaning.
- > Blue/red (purple) ('translating meaning'): this is where the company defines what the brand is to mean to customers in the market.
- > Red/yellow (orange) ('delivering customer values'): delivering on the brand promise in real life, offline and online interactiveness.

What the Brand Discovery Compass seeks to emphasise is that there is not one of these eight colours that should be preferred over the others, but rather:

- > that all eight of them are needed to define and build a successful brand; and:
- > that not all colours can be found in one person.

This latter point means that a brand must be managed by a *brand team* in which all four basic attitudes are represented. With this model, Heijenga not only gives structure to the building of strong brands, but the model also describes a process as part of which all abovementioned eight steps must be gone through.

#### *Reference(s)*

- Jacobi, J. (1992), *De psychologie van C.G. Jung: een inleiding tot zijn werk.* [The psychology of C.G. Jung: an introduction to his works] Servire, Cothen.
- Mark, M., Pearson, C. (2001), *The hero and the outlaw; building extraordinary brands through the power of archetypes.* McGraw-Hill, New York, N.Y.