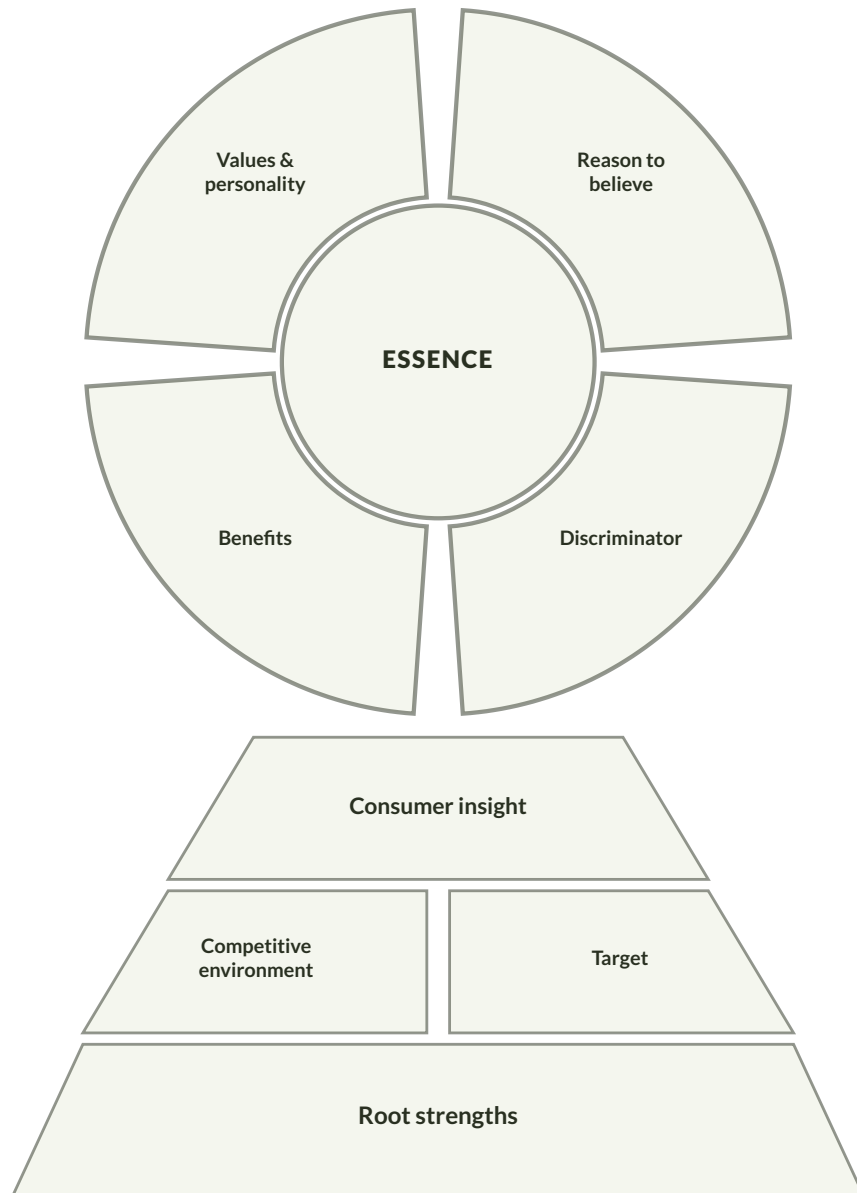


Brand Key

A brand-positioning model: Unilever's eight connected boxes that force the brand to one ownable discriminator.

Origin: Unilever



- **ROOT STRENGTHS:** The brand's authentic heritage, equity, and core competence. Provable and specific - dates, recipes, categories invented - not adjectives.
- **TARGET:** A specific consumer drawn by attitude and moment, tight enough to exclude people. A person you can picture, not a demographic.
- **BENEFITS:** Functional (the rational job) plus emotional (how that job feels). The consumer insight, answered. Don't stop at functional.
- **REASON TO BELIEVE:** The proof that makes the benefit credible - ingredients, technology, provenance, demonstrations, track record. Checkable, not a feeling.
- **COMPETITIVE ENVIRONMENT:** The real set of alternatives in the buyer's head, including the lazy default and 'do nothing.' Name actual rivals, not a segment.
- **CONSUMER INSIGHT:** A deep human tension shaped as 'I want X, but Y' - the truth the person feels but rarely says. The engine of the Key.
- **VALUES & PERSONALITY:** What the brand believes and how it behaves at every touchpoint. Positions and always/never pairs, not adjectives.
- **DISCRIMINATOR:** The single most compelling, ownable reason to choose this brand over the named alternative. Specific, true, hard for a rival to claim back.