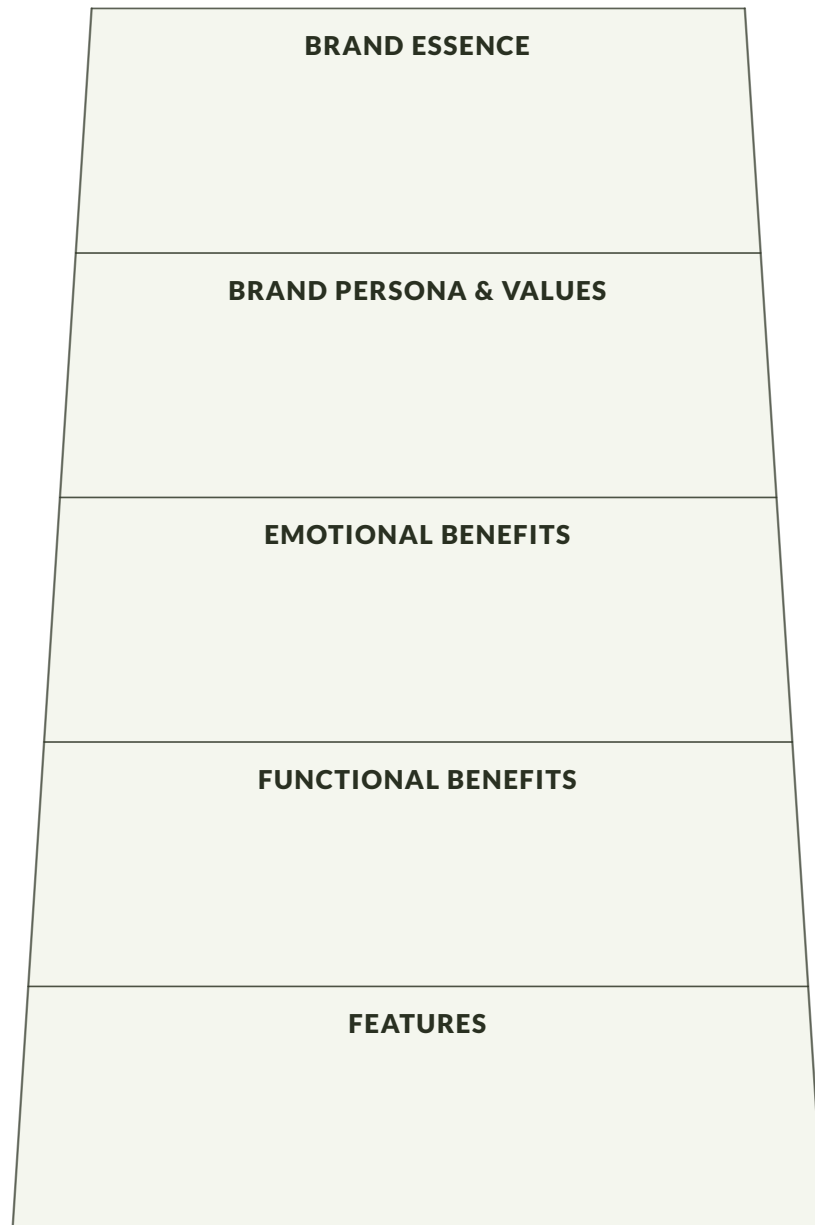


Brand Ladder

A messaging tool: climbs from product attributes to functional and emotional benefits, so you sell why it matters, not just what it is. Origin: means-end laddering (Gutman & Reynolds)



- **FEATURES:** The provable, tangible attributes at the base. Materials, specs, ingredients, certifications - facts a sceptic couldn't dispute.
- **EMOTIONAL BENEFITS:** How getting that job done makes the person feel, about the moment or about themselves. The second **so what?**.
- **BRAND ESSENCE:** One short phrase (≤5 words) capturing the single idea at the top of the ladder. Internal language, not a tagline.

- **FUNCTIONAL BENEFITS:** What each feature does for the user - the practical job done in their day. The first **so what?**.
- **BRAND PERSONA & VALUES:** Who the brand is if those feelings were a person - personality as always/never pairs, plus values it won't trade away.