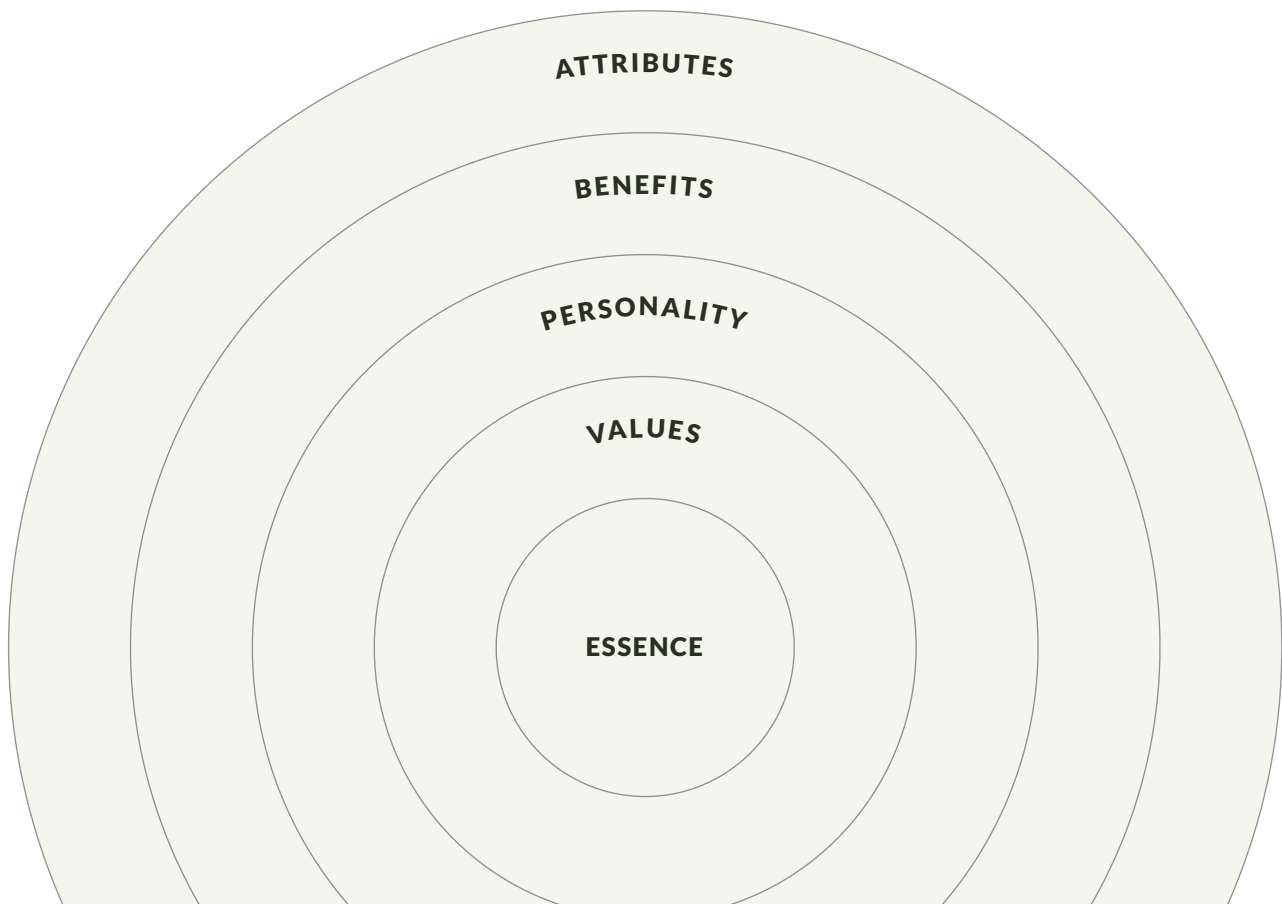


Brand Onion

A brand-definition tool: peels the brand into five layers, from the visible assets on the outside to the essence at the core. Origin: European brand-planning tradition



- **ESSENCE:** One short phrase (≤5 words) capturing the brand's core idea. The non-negotiable centre.
- **PERSONALITY:** How the brand behaves at every touchpoint. Frame as 'always X, never Y' pairs.
- **ATTRIBUTES:** Tangible, provable product facts. Drop table-stakes - keep only what's distinctive.
- **VALUES:** 3-5 non-negotiable beliefs the brand acts on, even when expensive. Use trade-off language.
- **BENEFITS:** Functional + emotional outcomes for the customer. What attributes deliver to humans.