

CONTENTS

Foreword	ix
<i>By Peter Stringham, CEO, Young & Rubicam Group</i>	
PART ONE: INTRODUCTION	1
1 Tulipmania and Inflated Brands	5
2 Can You Say “Irresistible”?	32
3 Wall Street, Meet Main Street	57
4 The Postmodern Craving for Creativity	77
5 Welcome to ConsumerLand	87
PART TWO: APPLICATION	113
6 Stage One—Exploration: Performing an Energy Audit	119
<i>Case study: LEGO—Play Well</i>	
7 Stage Two—Distillation: Identifying the Energy Core	153
<i>Case study: Virgin Atlantic—Brilliant Basics, Magic Touches</i>	
8 Stage Three—Ignition: Creating an Energized Value Chain	179
<i>Case study: Xerox—The Energy Inside</i>	
9 Stage Four—Fusion: Becoming an Energy-Driven Enterprise	199
<i>Case study: Mumbai Tiffin Box Suppliers—Human Energy</i>	

10	Stage Five—Renewal: Active Listening and Constant Refreshing of Brand Meaning	218
	<i>Case study: UNIQLO—Seeing Farther</i>	
	Epilogue: A Brand May Be Famous, But Is It Creating Return for Shareholders?	233
	Notes	235
	Acknowledgments	241
	The Authors	243
	Index	245