



**Final Branding Proposal**  
**Linh Doan**

*“Brand is an emerging property of what the company does, what the consumers perceive, and what the competitive landscape is.”*

Among these three components, brand perception – what the consumers perceive about the brand - is totally owned by the consumers, not by the organization. The hardest part of branding is finding ways to match the organization’s message to customer perception.

During this semester, the biggest project I did for Outsmarting Human Mind (OHM) is transferring its message to its targeted audiences through the design of the home page.

This proposal summarizes my insights I get after doing the project and listening to the feedback from the audiences, to help OHM strengthen its brand in the long term..

## *Part 1*

### *Iterating the home page*

*Why this iteration is important?*

The homepage is one of the most critical branding components of OHM.

The organization's core product is online content about biases, and the website is the first channel that the audience will go to and look for the content. Therefore, the homepage must help the audience immediately understand what OHM does (clarity), transfer the branding image of OHM successfully to the audience (brand personality) and motivate audiences to engage with the content and the website (call-to-action).

In the next pages, I will summarize some insights I get after doing the project and getting feedback from the audiences. I will also provide the next steps for OHM to continue iterating the homepage.

# Insight 1

## Measuring the clarity of the website: Let the audiences to describe their thoughts

Sometimes, measuring brand perception requires both quantitative and qualitative analysis.

For instance, in the first growth hack [experiment](#), I compare the difference between the original website (a control group) and the new website (a treatment group) in helping the audience understand what OHM does with the question below (figure 1). However, after answering the first questions, both groups are asked to describe in their own words what they think the organization is doing (figure 2). Surprisingly, some answers from question 1 do not match answers from question 2. For instance, as illustrated in figure 3, a participant can indicate that he/she completely understands what OHM is. However, when describing in his/her own words, his/her own description of the organization does not match the branding message at all. The return value on clarity (the real score that reflects his/her understanding of the OHM) is lower than the score in question 1.

If OHM measures brand perception without qualitative inputs (e.g., figure 2), there is a chance that OHM will misinterpret the impact of some interventions. For instance, the t-score of two groups in the first question is very high, indicating that the new website does not significantly increase the clarity of OHM to the participants comparing to the old site (table 1). However, if we compare the impact of two groups based on the adjusted clarity, the t-score is very low, indicating that the new website helps increase the clarity of the OHM.

**Next step in the iteration:** Therefore, my first suggestion for OHM in the future iterating process would be combining both quantitative and qualitative tests before evaluating the impacts of any changes regarding the clarity on the website. The difference between qualitative and quantitative answers can also inform OHM some insights on what audiences think about the organization.

From the scale from 1-5, how clearly you understand what the organization is doing? \*

1 2 3 4 5

I do not understand what the organization is doing    I understand what the organization is doing

Figure 1: Both groups (control and treatment) are asked the same question after seeing the website assigned to them.

In your own words, please describe what do you THINK the organization is doing.

Your answer

Figure 2: Then both groups (control and treatment) are asked to describe what they think the organization is doing in their words.

Group (0=control; 1=treatment)	From the scale from 1-5, how clearly you understand what the organization is doing?	In your own words, please describe what do you THINK the organization is doing.	Return value for clarity
0	5	Doing research on human cognition	2

Figure 3: A participant can say that he/she completely understand the OHM. However, when describing in his/her own words, his/her understanding does not match the branding image of the organization

	From the scale from 1-5, how clearly you understand what the organization is doing?		Return value for clarity	
	Control	Treat	Control	Treat
Mean	3.73	3.91	3.00	3.73
SD	1.01	0.83	0.89	0.79
T-score	0.36		0.03	

Table 1: T-score is different between the first question and the second question

## Insight 2

### *Brand personality: Consumers tend to anthropomorphize the brand*

According to Fournier and Alvarez (2012), people willingly and readily assign human attributions (e.g., characteristics, motivations, or goals) to non-human factors such as a product or a brand.

In fact, in the first growth hack experiment, when I asked both groups to write down any keywords that associate with their first impression about the organization (figure 4), 34% of all participants write down adjectives that associate with human personality such as “smart,” “elite” or “intelligent.” The result proves whether OHM like the process or not, audiences tend to anthropomorphize the organization.

Therefore, instead of letting the audiences anthropomorphizing the organization by themselves, OHM can be intentionally in establishing the brand image as a human and make sure OHM transfers that image successfully through branding elements such

as the websites or even the content.

#### **Next step in the iteration:**

During this semester, I have mainly focus on increasing the clarity of the homepage. However, OHM can continue to test the audiences’ perception of the brand through the Brand Personality Framework developed by Aaker (1997).

According to Aaker (1997), consumers tend to associate the brand personality through five dimensions – sincerity, excitement, competence, sophistication, and ruggedness (figure 5). He also developed a measurement scale to measure these five dimensions through 114 personality traits (subjects are asked to use a five-point Likert range – 1=not at all descriptive and 5=extremely descriptive – to rate the extent to which the 114 personality traits describe the specific brand).

Write down any keyword that reflects your first impression with this organization by looking at the website. (Please separate each keyword with the “;”)

Long answer text

Figure 4: The last question in the survey in the first growth hack experiment

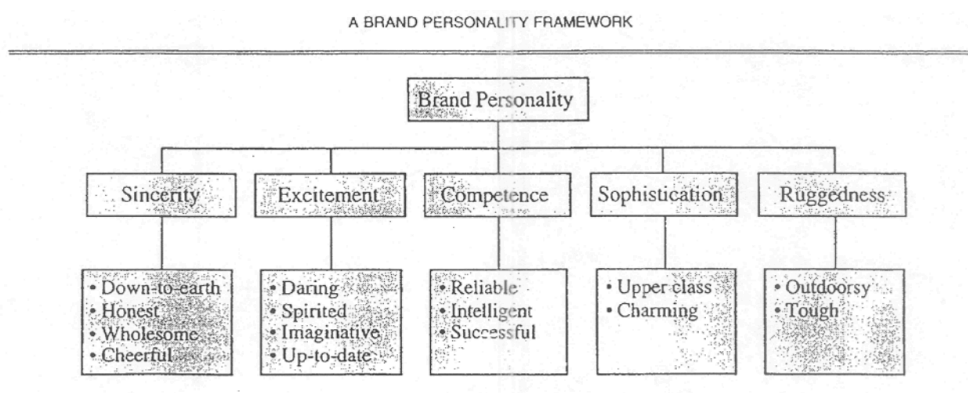


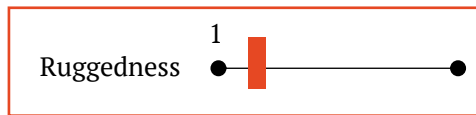
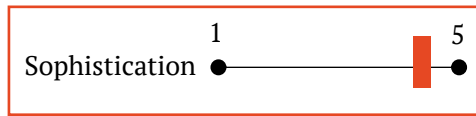
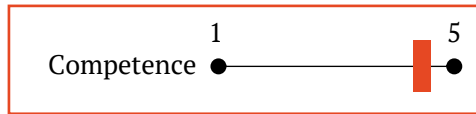
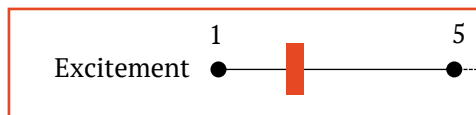
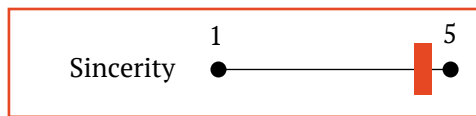
Figure 5: The last question in the survey in the first growth hack experiment

## Brand image

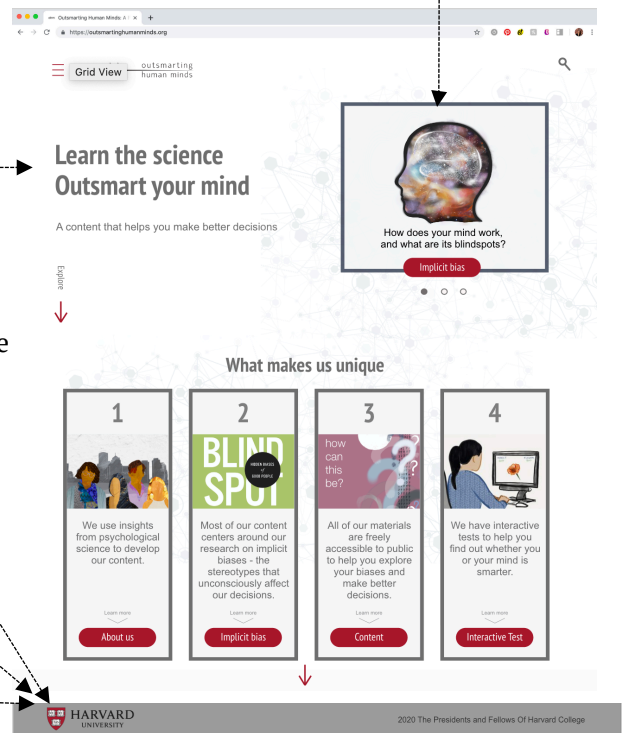


An expert explain human bias and give advice in a *simple, straightforward* and *fun* manner.

Applying the same process, OHM can measure its brand personality from the targeted audience. For instance, from the original brand image, we can brainstorm what the ideal characters for OHM (e.g., profoundly sincere, competent, and sophisticated, but typical excited and rugged) and ways to transfer these personalities through the website or the content. Then, we can measure how consumers perceive OHM through these five dimensions by using Aaker's scale. The matching method will provide insights for the organization to adjust its branding strategies to increase the match in the branding perception.



The use of drawing pictures can increase the feeling sincerity



"Science" term can make the brand less imaginative but more rigorous

Associate the brand with "Harvard" and the combination of colors (red, grey, black, white) can increase the feeling of competence, sophistication reduce the level of ruggedness



### Next step in the iteration:

Does this scale match the audience's perception?

Conduct the Aaker's test (1997) to find out what the audience thinks about the brand

# Insight 3

## Reduce two-step call-to-actions

In the second growth hack [experiment](#), I evaluate the impact of the “subscribe call-to-action (CTA).” In the original website, the audiences must go through two steps to subscribe for the newsletter. In the new website. The participants from both groups (control – the original website, and treatment the new website) are asked how likely they will subscribe for the newsletter. The result from table 2 indicates that the audiences are more likely to subscribe to the newsletter in the new website (with only require one step call-to-actions) comparing to the original website (which require two steps)

Therefore, I suggest that, for any primary call-to-actions in the future, OHM should reduce the number of steps the consumers have to go through to finish the tasks.

### The original website (control)

Step 1: The “join OHM” button is at the end of the home page

home | about | contact | join ohm

Step 2: After clicking on “join OHM”, the participants will go to the new page to sign up for the newsletter

I'd like to receive notifications every few months about new modules

Email Address

SIGN UP

### The new website (treatment)

Only one step to subscribe to the new letters

I'd like to receive notification every few months about new modules

Email address

SUBSCRIBE



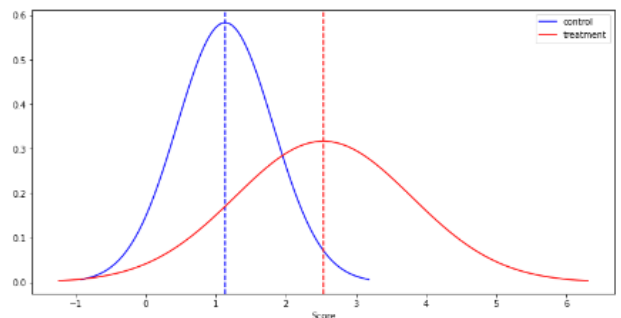
OHM - outsmarting human minds

Want to continue  
OUTSMARTING YOUR MIND?

We update new content frequently.  
Join us to receive notifications on new modules.

	Control	Treatment
Mean	1.1333	2.5333
variance	0.7078	1.3020
T-score		0.0019

Table 2: The results from the second growth hack experiment



### Next step in the iteration:

Evaluating the impact of the CTA for company (contacting OHM for the curriculum).

This is the second product of OHM. Therefore, it is important to test the impact of the design for this CTA.

FOR COMPANY

Want to help your employees  
OUTSMARTING THEIR MINDS?

We are in the progress of designing a training curriculum for companies to train their employees about biases and decision making.

Contact us to get the curriculum!

First name

Last name

Email address

Name of the company

Message

CONTACT US

## *Part 2*

### *Iterating the content*

*Why this iteration is important?*

The core product of the OHM is online content. In the next pages, I argue that the content of OHM is already good enough to go viral. However, OHM needs to adjust some of its strategies, such as attracting 1000 true fans, increasing the audiences' attention to the content, and creating "sharable" videos on social media.



# Insight 4

## *OHM has good content to go viral*

### *Why people talk and what they talk about*

Berger (2014) suggests that word of mouth serves five essential functions: Impression Management, Emotion Regulation, Information Acquisition, Social Bonding, and Persuading Others (figure 6). Each function, or the motivation of why people share, influence the content that people will share.

I argue that most people share the content of OHM is mainly for impression management - shaping the impressions others have of them (and they have of themselves) (Berger, 2014). The targeted audience of OHM is young people who are likely to need self-esteem in the Maslow Hierarchy of Need (figure 7). Interpersonal communication facilitates impression management in three ways: (1)

self-enhancement, (2) identity-signaling, and (3) filling conversational space (Berger, 2014). Taken together, the impression management encourages people to share things that are useful, self-relevant, and accessible (figure 6). Because OHM content helps people make better decisions through understanding their biases, the organization has a lot of advantages to be viral through word-of-mouth (WOM).

However, although the content is good, OHM still need to adjust some strategies to motivate people to engage and share the content.

Function	Components	Effects On Sharing
Impression-Management	Self-Enhancement	+ Entertaining content + Useful information + Self-Concept relevant things + High status things + Unique and special things + Common ground + Accessible things + When aroused Shapes content valence
	Identity-Signaling	
	Filling Conversational Space	
Emotion Regulation	Generating Social Support	+ Emotional Content + Arousing Content Shapes content valence
	Venting	
	Facilitating Sense Making	
	Reducing Dissonance	
	Taking Vengeance	
Information Acquisition	Encouraging Rehearsal	+ Sharing when decisions are important or uncertain + Sharing when alternative info is unavailable or untrustworthy
	Seeking Advice	
Social Bonding	Resolving Problems	+ Common Ground Content + Emotional Content
	Reinforcing Shared Views	
Persuasion	Reducing Loneliness and Social Exclusion	+ Polarized Content + Arousing Content
	Persuading Others	

Word of Mouth and Interpersonal Communication 50

Fig. 1. The five functions of word of mouth (for the transmitter).

The need for self-esteem in young people encourages them to share content that shape their impressions



Figure 7: Maslow's Hierarchy of Need

Figure 6: Why people share and what they share (Berger, 2014).

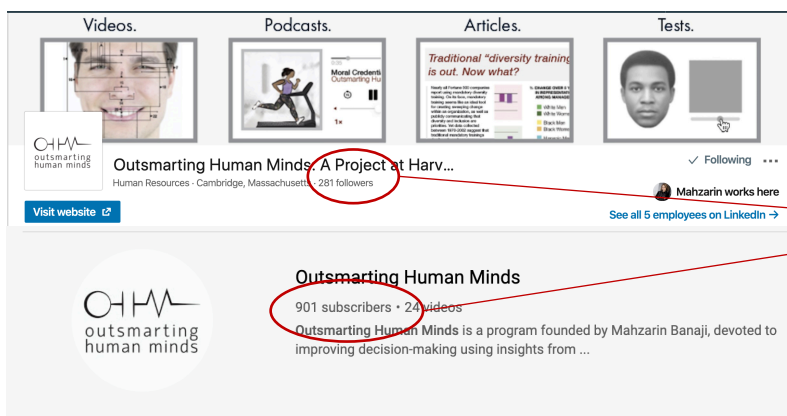
## Insight 5

### Finding 1000 true fans

Every brand needs loyal users or true fans. According to Kelly (2008), true fans will purchase anything and everything you produce, as well as be your brand ambassador to help you spread out information. In the context of OHM, true fans could be someone that subscribe to your newsletter, Youtube channel, or LinkedIn page. They are also the ones who watch all your videos and listen to all the podcasts. These fans are essential to OHM because they have engaged with OHM's content since the beginning and be willing to give feedback for any iteration you make. For instance, when I conduct the surveys for Minerva students, some of them love the content so much that they subscribe to the newsletter, as well as provide more feedback that is not asked in the survey (figure 8). Therefore, the next step would be finding ways to identify these fans and develop connections with them appropriately.

However, among these true fans, some fans are better at creating virality. In the book *The Tipping Point* by Malcolm Gladwell, he mentioned "the Law of the few" - "the success

of any kind of social epidemic is heavily dependent on the involvement of people with a particular and rare set of social gifts." There are three kinds of people who fit this description: mavens, connectors, and salesmen (Crossman, 2019). Mavens spread influence by sharing their knowledge with friends and family; Connectors knows a lot of people, and Salesmen naturally possess the power of persuasion (Crossman, 2019). If OHM can connect to these types of people or find ways to identify them among your fans, you will have a higher chance of going viral. Minerva students are a well-targeted group. Firstly, most of the students care about self-development. Therefore, the content of OHM aligns with these students at a personal level. Moreover, I have to admit, a lot of Minerva students possessed a natural gift of being either the mavens, the connectors, the salesmen, or even the combination of three types. A lot of my classmates are influencers on social media (maybe due to our travels) and have high skills in storytelling. Therefore, having these students as OHM's true fans give the organization some advantages.



Potential ways to identify true fans

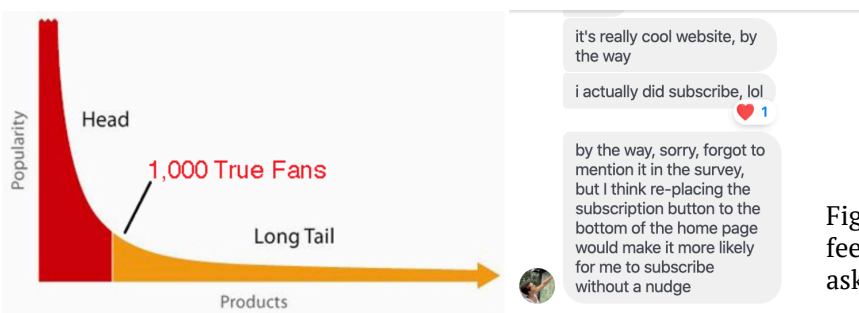


Figure 8: A true fan can give you feedback even when they are not asked

## Insight 6

### *Attracting the audience's attention on social media*

Most of the content of OHM is shared through LinkedIn. However, the method of sharing is not optimal right now for young people. Below are suggestions to improve the LinkedIn post of OHM.

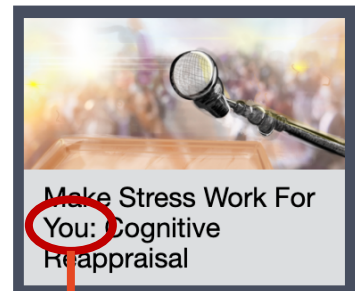
#### Capture attention through the title

According to Facebook (n.d.), young people just take 1.7 seconds to consume mobile content on social media and 2.5 seconds on desktop. With Gen Z spending an average of 15.4 hours a week on their phones and 10.6 hours on a computer, OHM's content must be able to catch attention quickly (Youth Sense, n.d.). There are many ways that OHM can capture people's attention soon through your content.

Cialdini (2016) claims that certain kinds of information initial pulling power with staying power to gain attention.

#### *The Self-Relevant*

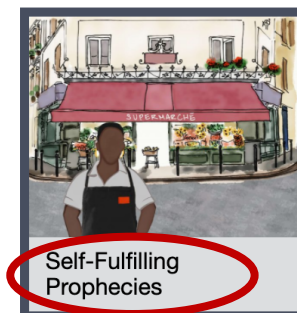
Information about the self is one of the powerful magnetizers of attention. Moreover, since young people are the "self-generation," the self-relevant magnetizer even works better. Simple self-relevant cues (such as the word *you*) can predispose your audience toward a full consideration of the content before they see or hear it (Cialdini, 2016).



Simply adding the word "you" can direct the audience's attention.

#### *The Mysterious*

Cialdini (2016) claims that the unresolved mysteries account for a significant portion of the attention. Therefore, the mysterious title may attract the audience's attention better than the regular title.



The title which provoke mystery works better than the normal title.

**Create the video that is worth clicked on LinkedIn**

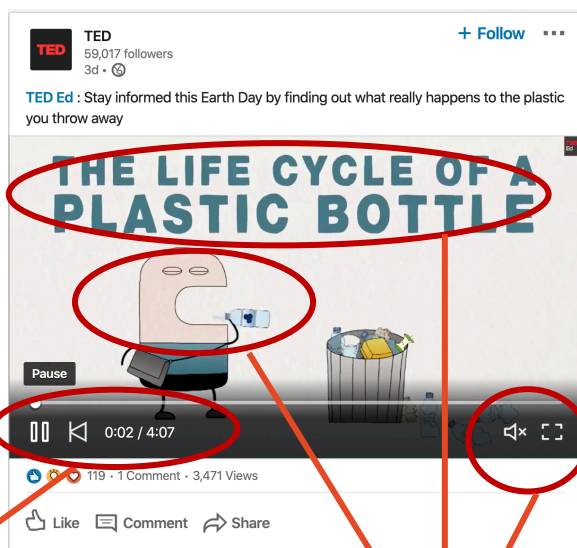
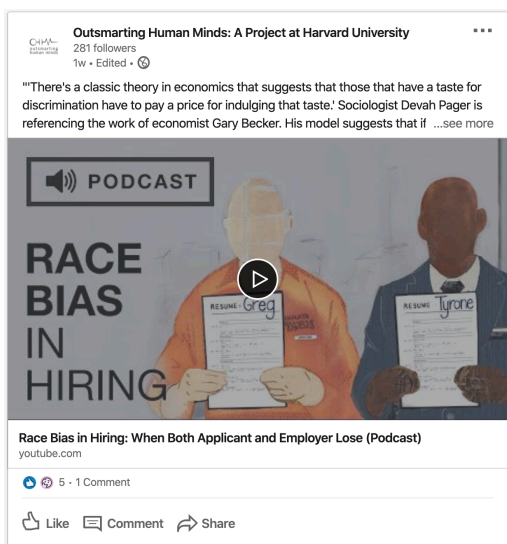
Because the main channel for OHM to promote your content is through LinkedIn, I will focus on analyzing how OHM can optimize this channel to make your content go viral.

*Upload the video directly to the LinkedIn, not the YouTube Link*

LinkedIn **does not automatically** play your videos if you do not upload the video directly to the newsfeed. OHM usually only posts the YouTube link, which means that the audiences have to go through the second step (clicking on the play button) to see the video. As mentioned in "Insight 7," two-step CTAs are usually less effective than one-step CTAs. Moreover, when the video is automatically played, OHM has about a few seconds at the beginning of the video to attract audiences – the advantage that you will not have if you only post the YouTube link.

*The first 3 seconds and the sound-off*

According to Facebook (n.d.), "47% of the value in a video campaign was delivered in the first 3 seconds, while up to 74% of the value was delivered in the first 10 seconds". Therefore, OHM should start your video with your most captivating elements. During the first 3-10 seconds, try to hook people with your most engaging content, stunning shots of your products, and vivid backgrounds, as well as choose attention-grabbing video thumbnails (Facebook, n.d.). Moreover, because LinkedIn has the setting to turn the sound-off of most of the videos when the users surf the newsfeed. However, 76% of videos on social media required sound to be understood (Facebook, n.d). Therefore, when building a video script, OHM should consider on how to tell your story visually through some first few images so your message can be understood without sound or use text and graphics to help deliver your message (Facebook, n.d.).



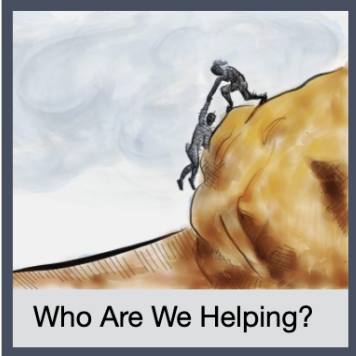
Comparing to OHM, most of the videos on TED page are post directly on LinkedIn (instead using the external link). The videos are automatically play when people surf the newsfeed.

Comparing to OHM, most of the videos on TED page are designed for sound-off. The video uses text graphic and attractive graphic during the first few seconds to keep young people engaging to the video until the end.

# The power of context

In the book *The Tipping Point*, Gladwell claims that the third critical aspect that contributes to the tipping point of a trend or phenomenon is the "Power of Context" - the environment or historical moment in which the trend is introduced (Crossman, 2019). Although OHM aims for long-term growth and tailors your content toward general situations in which biases can influence people's decisions, I still believe OHM can reuse and promote a lot of old material to help people during Coronavirus. For instance, Argentina has gone through 40 days of national lock-down due to the

Coronavirus. A lot of people have been losing jobs and continuously stressed. Moreover, there is a lot of fake news, leading to a lot of protests happening in this country. It would be very beneficial for the people if they learn about their biases through OHM. Moreover, since therapy is a norm in Argentina (this country has the highest number of psychologists per capita in the world, with around 198 psychologists per 100,000 inhabitants), most people have basic knowledges and interests in psychology. Therefore, OHM has advantages to promote your content here.



Some of OHM content can be used to help people during Coronavirus such as being aware of our biases when seeing the news or helping people or dealing with stress when working from home or being laid off.

## *Part 3*

### *The alliance with Harvard University*

In this part, I will focus on analyzing the current alliances between Harvard University and OHM: what should be a branding strategy, branding identity and branding architecture, and how both organizations get benefits from the alliances. I also propose ways to create a brand fusion for this alliance.



## Insight 7

# OHM and Harvard University – Co-branding and One-message strategy

I argue that although OHM is a project at Harvard University, the organization is still mostly independent from Harvard University. Therefore, the branding image has to be clearly communicated so that the alliance between two parties can create a value synergy for OHM.

Firstly, let identify precisely the partnership between the two brands.

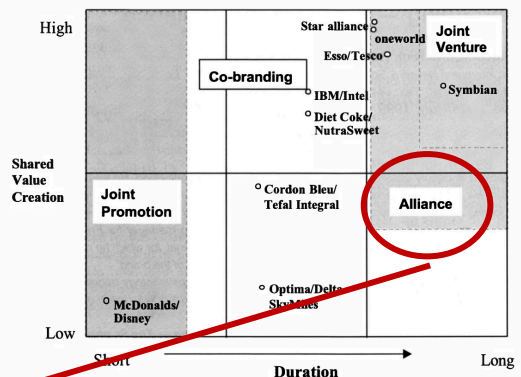
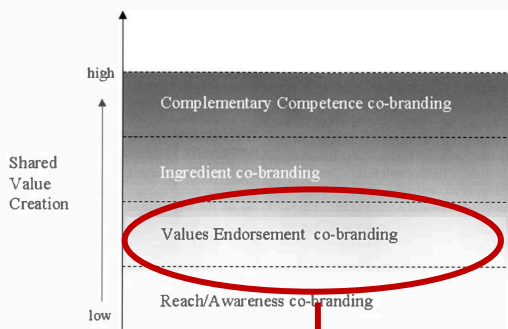
### 1. OHM and Harvard University are alliances

The alliance is defined through two factors: the duration of the co-operation and the shared value creation. Because OHM is a project created by the Harvard Psychology Department, the length of this partnership would be long. Moreover, the purpose of this partnership is for value endorsement in which "two participant companies co-operate because they want to achieve the alignment of their brand values in the customer's mind"

(Blackett & Russell, 2000).

Harvard University is the top university for research and science. Its mission statement is "to educate the citizens and citizen-leaders for our society. We do this through our commitment to the transformative power of a liberal arts and sciences education." The name of the organization also reflects the credibility and intelligence – two branding personalities that OHM is trying to build for its consumers. However, because it is a well-established and elite brand, some people can interpret this brand as traditional and old-fashioned, only for elites and professionals, not for the general public. In contrast, OHM aims to bring psychological sciences to the general public through easy-to-understand and fun modules. This value endorsement alliance will bring benefits from both parties: OHM can increase its credibility, and Harvard can increase its purpose to educate the general public on sciences.

Figure 2 Hierarchy of types of value creation sharing in co-operative relationships



OHM and Harvard Alliance create the value endorsement.

## 2. One-message strategy

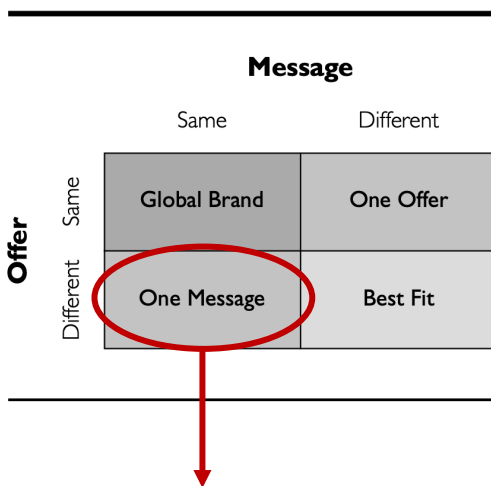
As mentioned above, Harvard's mission is "to educate the citizens and citizen-leaders for our society. We do this through our commitment to the transformative power of a liberal arts and sciences education." This mission also aligns with the mission of OHM in which the organization aims to use psychological science to educate the general public on their biases and decision-making. The core message between the two brands is similar. Therefore, the most appropriate branding strategy, in this case, is "one message" – the same message, different offers. Understanding the branding strategy is crucial to identify the brand identity and brand architecture.

According to Basu (2006), the One Message strategy requires the development of a brand identity that is similar to that of a person (Basu, 2006). Although a person's actions might vary based on context, there is consistency in his/her personality (Basu, 2006). In a many-offers/one-message strategy, the message must reflect the character of the

brand, which is immediately recognizable, trustworthy, and consistent in varying contexts.

As mentioned in Insight 2 – Brand personality, since the beginning of my growth hack project, I have always tried to build the brand image of OHM as a person – "an expert explain human bias and give advice in a simple, straightforward and fun manner." This branding image is also consistent with the branding identity of Harvard; thus, make OHM more recognizable and trustworthy. The branding strategy also helps decide the branding architecture - intra-brand relations – thus, shape customer perceptions. A One-Message approach will be beneficial from the Umbrella architecture (Basu, 2006). Since OHM is under the umbrella of the Harvard brand, OHM can have protection and credibility. Moreover, OHM can also build a partnership with other brands under the umbrella such as the Harvard Business Review to promote the content. However, there would be a potential competition among intra-brand.

**FIGURE 2.** Product Branding Strategies



The product branding strategy of Harvard and OHM is One-Message strategy

**FIGURE 3.** Branding Strategy, Brand Identity, and Brand Architecture

Product Branding Strategy	Brand Identity	Brand Architecture	Example (Postmerger branding)
Global Brand	Symbol	Island	PepsiCo holds Pepsi, Quaker, Doritos, and Lipton Tea product brands in isolation of each other in an <b>Island</b> portfolio.
One Message	Person	Umbrella	HSBC uses its corporate <b>Umbrella</b> brand over individual product brands such as FirstDirect, CCF, and HFC.
One Offer	Product	Ladder	Bridgestone offers Bridgestone, Firestone, Dayton, Europa, and Lassa product brands, ordered in a price/quality <b>Ladder</b> portfolio.
Best Fit	Organization	Network	BMW, Mini, and Rolls Royce are independent product brands linked in a <b>Network</b> of luxury autos owned by BMW.

### Brand image



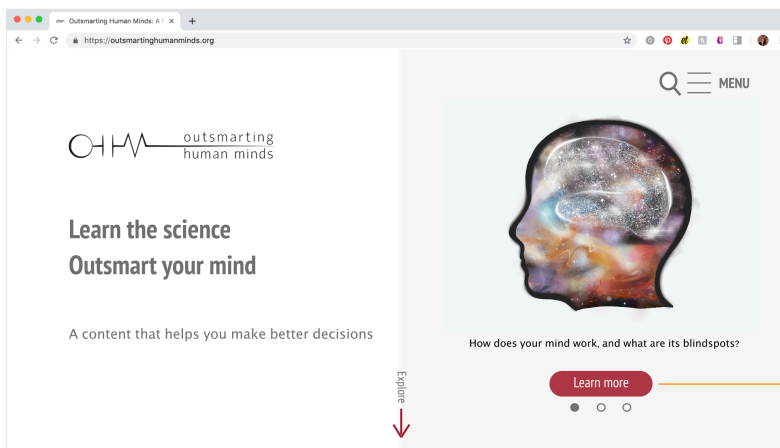
An expert explain human bias and give advice in a *simple, straightforward and fun* manner.



### ***Next step in the iteration: Fusion brand***

According to Knowles, Dinner, and Mizik (2011), fusing company identities (using the brand elements from two brands) can add values and increase positive feelings among customers and employees.

During the growth hack project, I have tried to illustrate the alliance between Harvard and OHM in the website by adding the red color to the site. However, one more way to create a fusion brand could be combining the elements from the logos of two brands. The logo is the essential branding component of any organization. My hypothesis is that, by creating the logo fusion, OHM can be beneficial in brand perception (e.g., increase the organization's credibility in the customer's perceptions).



I use the combination red (associate with Harvard University), black, white and grey (to create a clean and professional-feeling)



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