

Wednesday 20<sup>th</sup> June 2012

Challenger Type	Brand	Personal
The Irreverent Maverick	This stance could be described as 'counterculture attitude in a box'; think Red Bull, Paddy Power or Nando's. The Irreverent Maverick uses wit, humour and sometimes shock tactics to puncture the status quo and attract a very particular audience to their brand.	You have a healthy disrespect for the status quo, and thrive in organisations which allow you to challenge complacency, and live at the edges. You will be sought after by large companies as an agent of change, but find it hard to be happy in a company that in reality has a low tolerance for impatience, irreverence and an appetite for doing things your own way. You are not a lone wolf, though people sometimes read you that way; sometimes you just have to be provocative to help people see that attitude can go a long way to helping a brand and a company stand out and engage.
The Missionary	The Missionary is here to put something right in a category they think has got its philosophy all wrong. They want to use their product, service and brand experience to convert the category consumer to a better way of thinking and being. Think of Al-Jazeera looking to 'redress the balance' in media coverage of the Middle East.	You don't just want to build a brand, you want it to make a difference in the world. Having a greater sense of purpose and lasting value lies at the heart of your relationship with your brands, and the teams that work around you on them – and converting the unbelievers a daily task drawing constantly on your emotional energy. Successfully balancing the inquisitive idealist and the pragmatic businessperson in your daily job is one of the most rewarding challenges a Missionary faces.
The Next Generation	The Next Generation Challenger is challenging the appropriateness of the Market Leader for the new times we live in. It can be an elegant way to deposition a number one brand, positioning the incumbent as certainly perfect for a time gone by, while now being clear that the world has moved on, and so should our choice of brand. That was then, Ladies and Gentlemen, but this is now. Audi has done this brilliantly in the US in recent years.	You favour smart over strong, and working on the next market leader over maintaining the current Number One. You lean into the possibilities of the new marketing and communications world and the opportunities it throws up for a new wave of brands threatening to challenge the old order. Optimism, possibility and resilience are critical qualities for a successful Next Generation thinker.
The Democratiser	The Democratiser believes in taking not from the 'rich' and giving to the 'poor', but taking from the 'few' and giving to the 'many' – opening up the beauty of great design, or the latest catwalk clothing, or the ability to become a broadcaster or news editor, and making it available to everyone. Challenging elitism and privilege. Think the new generation of 'value' brands and retailers.	You have a particular bias in your approach to brands – you want to open up the functional, aesthetic or emotional benefits currently enjoyed by a relative few to a much, much bigger world. Partly driven by idealism, partly by the commercial possibilities, you look way beyond communications to challenge the fundamental structure of the product, cost and distribution base to make your dream a reality.
The Real and Human Challenger	One of the qualities that many Challengers share is the ability to give a sense of the people behind their brand. These brands appeal to us at a more personal level than the market leader because they are making a human-to-human connection, rather than a brand-to-consumer connection, and as a result these brands become not just products or services but compelling characters in our lives. Challenging the facelessness of the category. Think innocent in the UK, or Sam Adams in the US.	You bring your real personality to work every morning, while others hang theirs at the door. Strong on emotional connection, inside and outside your teams - openness, honesty, and a high touch, handwritten feel characterize your leadership of brands as well as your attitude to life. You challenge facelessness and impersonality in your own organization and those you touch: in your view who you are, and who they are, makes a fundamental difference. To everything.
The Enlightened Zagger	The Enlightened Zagger is deliberately swimming against a prevailing current not in the category, but in the culture. Think of Camper shoes exhorting the world to walk, not run. They challenge 'conventional wisdom' (rather than the status quo) around the way we live: I know the world buys into this as an acceptable way to live, they say, but I am calling it out for the BS it really is.	You march to your own drum, challenging what the prevailing culture, trend analysts and cool hunters tell you the world thinks important. You carry a critical eye for conventional wisdom, and a sharp stick and a bullhorn for bandwagon-jumpers and lemmings. I know the rest of the world seems to buy into this as an acceptable way to live, you think, but I am going to call it out for the BS it really is...
The Visionary	The Visionary is challenging the mundanity of the way the category currently thinks about itself and what it offers. You are all being too functional, too prosaic in your thinking, the Visionary says – the real opportunity here for the consumer and our brand comes from delivering a much, much higher order benefit; doing something big, bold and beautiful.	You're not big on details; the bigger opportunity is what pre-occupies you. You challenge the mundane, functional short-termism of the way the category thinks about itself at the moment, and look higher for the real possibility of a more emotional and exciting place to stand. You set a stretching vision for a brand, for a team, for a company, and often one that demands a leap of faith; your vision isn't coming from the mouths of consumers in research, but from a deeper sense of personal conviction, imagination and opportunity.
The Game Changer	The Challenger brand that sets out to become a Game Changer goes much further than positioning: it offers an experience that is fundamentally unlike any we have experienced in the category so far. And, in doing so, redefines what we thought were	Your ambition is not a share point here or there: you are looking for step change, and root-and-branch category transformation. You challenge creeping incrementalism: instead of tweaking positioning, values or minor product functionalities, you are someone who leans into a radical re-engineering of the product experience, and the new level of brand relationship that comes from that

	<p>the boundaries of the category. Look at the new generation of technology brands taking on the incumbent Financial Service companies, for example.</p>	<p>level of rethinking. Working energetically across a different departments, and refusing to accept silos typifies the Game Changer; force of will as well as energetic leadership are essential to turn challenger ambitions here into success.</p>
<p>The People's Champion</p>	<p>The People's Champion makes a very specific claim – that it is standing up for the consumer, who to date has simply been cynically exploited by the Big Players dominating this category. It is not challenging the market leader and its practices for itself, but for the people: if it wins, they win. For years, this was Virgin's default narrative for every category it entered.</p>	<p>As a People's Champion you like to be powered by a mandate from your consumer. Placing a high premium on consumer intimacy, your energy comes from challenging big, complacent players in an organization or a market who put their own interests ahead of what the consumer really needs. Comfortable in standing tall and vocal with that mandate behind you, you have a clear sense that right is on your side, and you are here to make sure it prevails. Keeping others in the organization as clearly and constantly in touch with your consumer base is one of the principal challenges of the Peoples Champion, along with maintaining a steady stream of moments of brand drama that highlight whose side you are on, and why the consumer wins if you do.</p>
<p>The Feisty Underdog</p>	<p>The Feisty Underdog presents themselves as locked in a binary battle we all can recognise: Small vs. Big, Good vs. Evil, Us vs. Them. If you choose this stance and call out the competition as Goliath, then belief, chutzpah and resilience are everything, as is the absolute authenticity of your own position as David.</p>	<p>Aha, a feisty underdog; our compliments on the way you bare your teeth. You get energy from conflict - while others flinch from it you see opportunity there. Oh, you recognize the size of the opposition, and the damage they are capable of, but you are shrewd and nimble enough to draw them into your fight, onto your ground, under your rules, rather than allow them to play their own game. You believe that everyone loves a little guy, and have the belief, chutzpah and resilience in abundance for the counterpunching that lies ahead. The thing that frightens you most is being in charge of a brand that becomes number one – having another brand to kick against is the way you motivate yourself and those around you.</p>