

Welcome to the

**ERIC MOWER + ASSOCIATES
GROUP B2B
WEBINAR SERIES**

We make business-to-business
person-to-person.





How Challenger Brands Succeed

Hosted by John Favalo, Managing Partner, EMA Group B2B



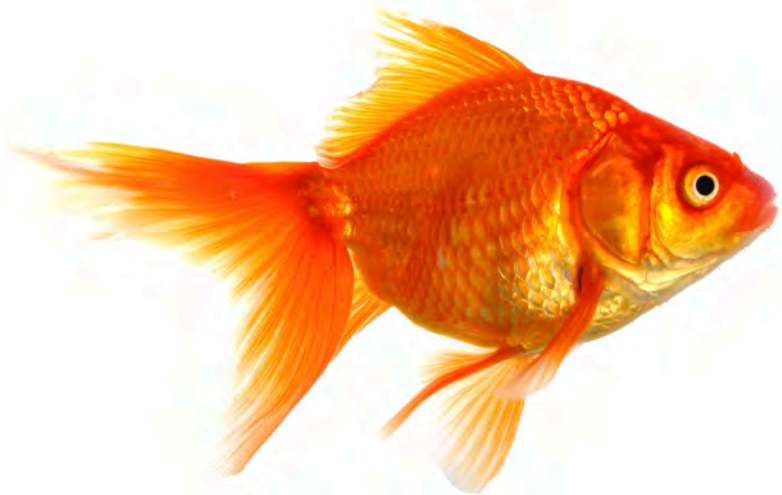
How Challenger Brands Succeed



Presenters:

Ms. Jan Martin, Senior Manager, Business Communications, Domtar Paper Company
Mr. Michael Gambino, Management Consultant, former VP Marketing and President of Legrand/
Pass & Seymour





**Challenger Brands are a
“second-rank brand that had
demonstrated growth in the face of
a powerful and established
brand leader”**



AVIS

**We try
harder.**

Avis is only No.2 in rent a cars. So why go with us?



We try damned hard.
(When you're not the biggest,
you have to.)

We just can't afford dirty ash-
trays. Or half-empty gas tanks. Or
worn wipers. Or unwashed cars.
Or low tires. Or anything less than

seat-adjusters that adjust. Heaters that heat. Defrost-
ers that defrost.

Obviously, the thing we try hardest for is just to be
nice. To start you out right with a new car, like a lively,
super-torque Ford, and a pleasant smile. To know, say,
where you get a good pastrami sandwich in Duluth.

Why?

Because we can't afford to take you for granted.

Go with us next time.

The line at our counter is shorter.



CONVENTION



DISRUPTION

ATHLETE'S CONFIGURATION

ATHLETE: David Duval
SPORT: Golf
ORIGIN: USA
BIRTH DATE: 11-9-71
HEIGHT: 6'
WEIGHT: 180 Lb.
PERSONAL: Became the first player in history to win his first three PGA Tour events in consecutive starts.

EYEWEAR CONFIGURATION

STYLE: Pro M Frame / Heater
FRAME: D Matter / Black
Unobtainium Earsocks /
Nosepiece
LENS: Black Iridium /
9% Luminous Transmission



CONVENTION



DISRUPTION



CONVENTION



DISRUPTION





**NOT ALL CHALLENGER BRANDS
ARE SECOND-TIER BRANDS**





Ms. Jan Martin

Senior Manager,
Business Communications,
Domtar Paper Company

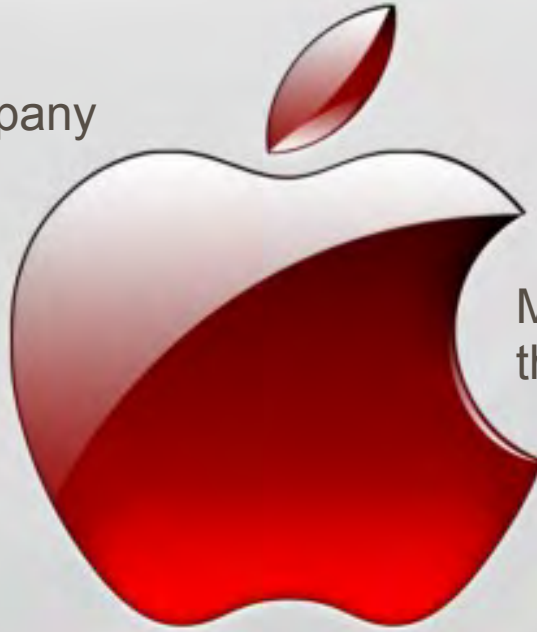


Mr. Michael Gambino

Management Consultant,
former VP Marketing and President,
Legrand/Pass & Seymour



Technology company
transformed into
a style, fashion
and application
icon.



Master of
the 4 Ps.



BRAND VALUE: \$246.9 B
SALES: \$183 B
TOTAL ASSETS: \$232 B
MARKET CAP: \$638 B





Why every kid should have an Apple after school.

Take them an hour Apple in school than any other computer. Unfortunately, there are still more kids in school than Apple.

So smart computers (like your own) may have to look off packs of kids' teeth to get some time on a computer.

That's why it makes good sense to buy them an Apple II Personal Computer of their own.

The II is just like the leading computer in education, the Apple IIc. Only smaller. About the size of a three ring note book, to be exact.

But the price of the II is small—under \$300.*

Of course, since the II is the legitimate offspring of the IIc, it can access the world's largest library of educational software. Everything from Speller to Slopes.



*With a 10" screen and an external keyboard after about \$300. Some prices may vary. © 1982 Apple Computer, Inc. All rights reserved. Apple, the Apple logo, and Macintosh are trademarks of Apple Computer, Inc., registered in the U.S. and other countries. Other names may be trademarks of their respective owners.

for preclusion in SAT test preparation programs for college freshmen.

In fact, the IIc can run over 3000

programs in all. More than a few of which you might be interested in yourself!

For example, 5-in-1 integrated business software. These accounting and tax

programs are all. More than a few of which you might be interested in yourself!

programs. They are fun programs for the whole family. Like "Genetic Mapping" and

programs. They are fun programs for the whole family. Like "Genetic Mapping" and

"Income Investors."

And the Apple IIc comes complete with everything you need to start computing in one box.

Including a free 6 dialects course in each year here—when your kids get tired of your gibberish.

An 85 modulator that can turn almost any TV into a monitor.

As well as a long line of built-in features that would add about \$200 to the cost of a smaller modulated computer.

DS of internal memory—like

the power of the average office computer.

A built-in disk drive that would drive up the price of a less senior machine.

And built-in electronics for adding accessories like a printer, a modem, an AppleMouse or an extra disk drive when the time comes.

So while your children show signs and appetites continue to grow at an alarming rate, it's one thing you know can keep up with them.

To learn more about it, visit any authorized Apple dealer or talk to your own computer expert.

As with any Apple product, you get the best value when you buy from school.



So while your children show signs and appetites continue to grow at an alarming rate, it's one thing you know can keep up with them.

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As with any Apple product, you get the best value when you buy from school.

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As with any Apple product, you get the best value when you buy from school.

*The IIc is available from your dealer in 10" and a 12" screen model. The 10" model costs \$299. The 12" model costs \$349. See your dealer for the complete specifications of both computers. The Apple IIc is a trademark of Apple Computer, Inc. All other trademarks are the property of their respective owners. © 1982 Apple Computer, Inc. All rights reserved. Apple, the Apple logo, and Macintosh are trademarks of Apple Computer, Inc., registered in the U.S. and other countries. Other names may be trademarks of their respective owners. (800) 538-5000, in Canada call (800) 268-7700 or (905) 266-7675.





THE FALL OF AN AMERICAN ICON

Apple Computer, once the hip flagbearer of high tech, is in sad decline. There are lessons aplenty

The year was 1984. Apple Computer Inc. was the Magic Kingdom. It was the hip, young heart of Silicon Valley--the place where America was showing the world how the combination of technology and entrepreneurship could make a revolution. Apple created the legend of two kids in a garage inventing a computer--and then building a New Age company where the old corporate rules were scrapped. No dress codes, no formal meetings--nothing to get in the way of what really mattered: creating computers that, Apple promised, would change the world. In a building flying a pirate flag, co-founder Steven P. Jobs had spent three years with his engineers bringing such a computer to life.

On Jan. 22, 43 million Super Bowl XVIII viewers got a glimmer of what Jobs was up to. A single 60-second commercial, which cost \$1.6 million and was shown only once, crystallized the phenomenon that was Apple. The infamous Big Brother spot was a teaser for the launch of the Macintosh two days later. It showed an athlete bursting into a drab auditorium packed with corporate drones watching a figure on a huge video screen. She hurls a

How much System/36 is right for your business?



New use of the most popular computers in business comes in the most popular business sizes. Small, medium and large.

Three processors. One family.

Although there are three IBM System/36 computers to choose from, they're really a single family. All System/36 printers and displays are interchangeable.

So you can grow from one member of the family to another while protecting your system investment. The integrated computer for any business.

Any of the System/36 models can be a stand-alone computer for a small company, a departmental system, or part of a distributed network for a larger company.

The System/36 is a well-served business and office computer system with a library of more than 3,000 program applications covering a wide range of businesses.

For example, IBM software like DisplayWrite/36 and Personal Services/36 provides text processing, scheduling and scheduling, message and mail handling to help you create a hardworking office system.

PC Support/36 lets personal computers access System/36 disk storage and printers.

As a central processor, the System/36 can help pull a company together—it can control PCs in manufacturing. And the communication capabilities of the System/36 allow people throughout an organization to share information and resources to handle almost any job, anytime, from IBM Personal Computers or System/36 terminals.

In addition to its text and office functions and its communications capabilities, each System/36 offers business graphics and general accounting applications, making it a truly integrated solution to the problems of running a business.

Introducing the IBM System/36 PC.

This new IBM computer makes the System/36 and the IBM Personal Computer to give you the best of both worlds. With a price starting at \$5,995, the System/36 PC is an affordable stand-alone system for

a small business. And it can be used in a larger company where multiple-unit installations offer the best solution.

The System/36 PC is made up of a 5304 unit and is attached to an IBM PC, PC XT or PC AT. And you can connect up to three more of these personal computers. Or you can connect terminals such as System/36 printers or displays.

The System/36 PC comes with a 1.2 MB diskette drive and either 40 or 80 MB disk storage, depending on your information storage needs.

The System/36 model 3362.

The middle-sized System/36 processor, the 3362 can support up to 22 local IBM Personal Computer terminals and up to 64 remote terminals. With 1 MB of main memory and 120 MB of disk storage, the 3362 is powerful for its size—about as big as a two-thousand dollar station. And, you can add memory and additional features with plug-in modules for easy growth.

The System/36 model 3361.

The largest of the System/36 family, the 3361 has 1.75 MB of main memory, with disk storage capacity up to 800 MB. Working as the computer solution for many businesses, the 3361 can support up to 36 personal computers or local terminals and up to 64 personal computers or terminals remotely.

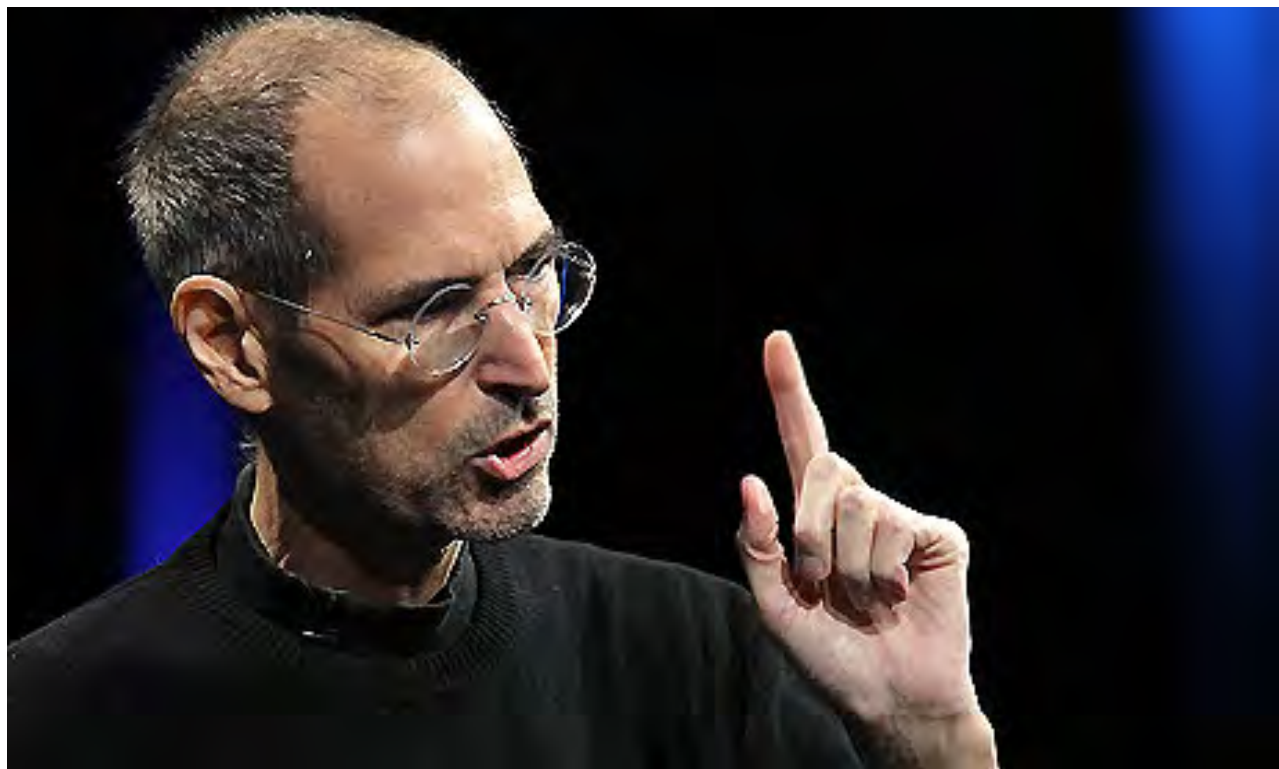
Easy to use.

All IBM System/36s are easy to use. Over 2,600 "help" screens and full-time users need any special screens. They're also easy to install. And they need no special operating environment.

No matter what business needs in the System/36 family of processors often a system that will fit, now and in the future.

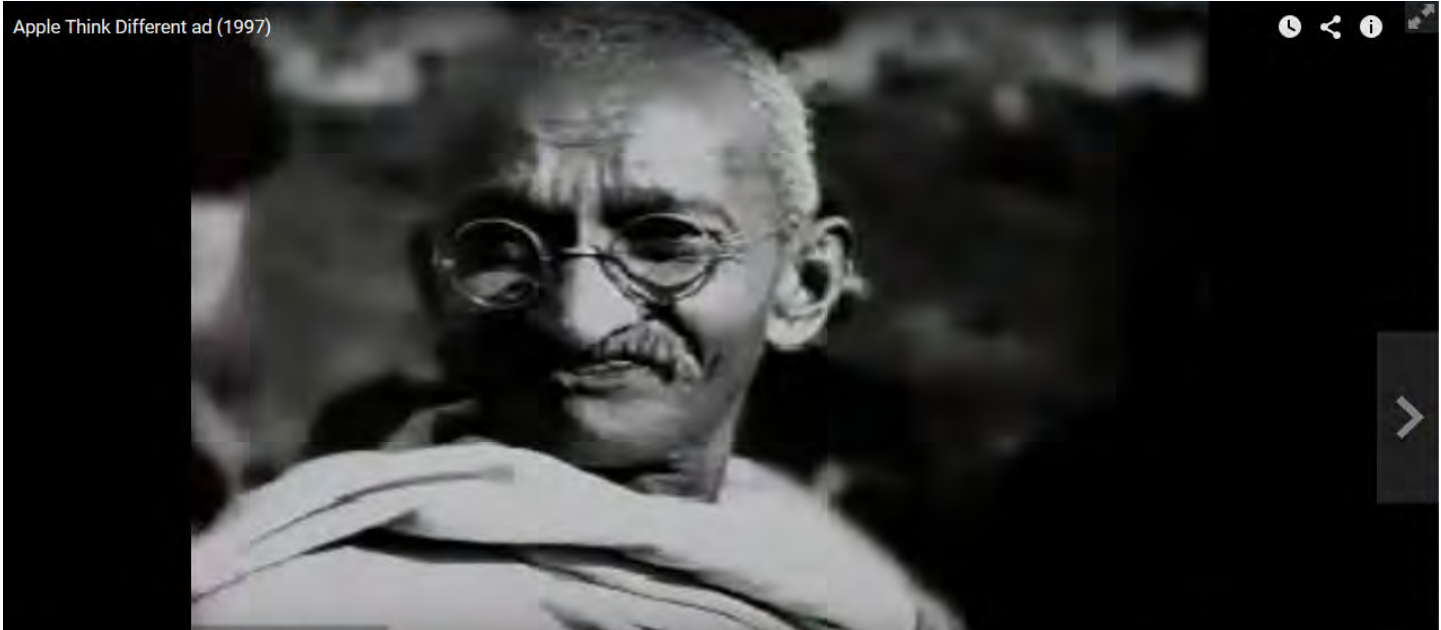
To learn more about the IBM System/36 family, call your IBM marketing representative. Or for the IBM Product Center or authorized IBM reseller nearest you, call 1-800-IBM-2-800, ext. 337, 136.

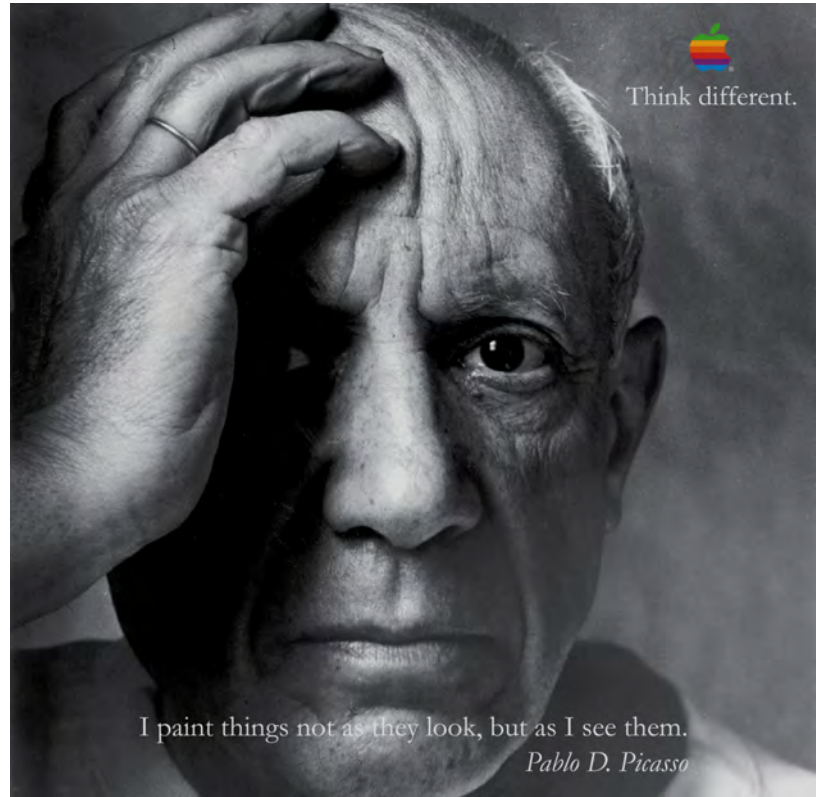
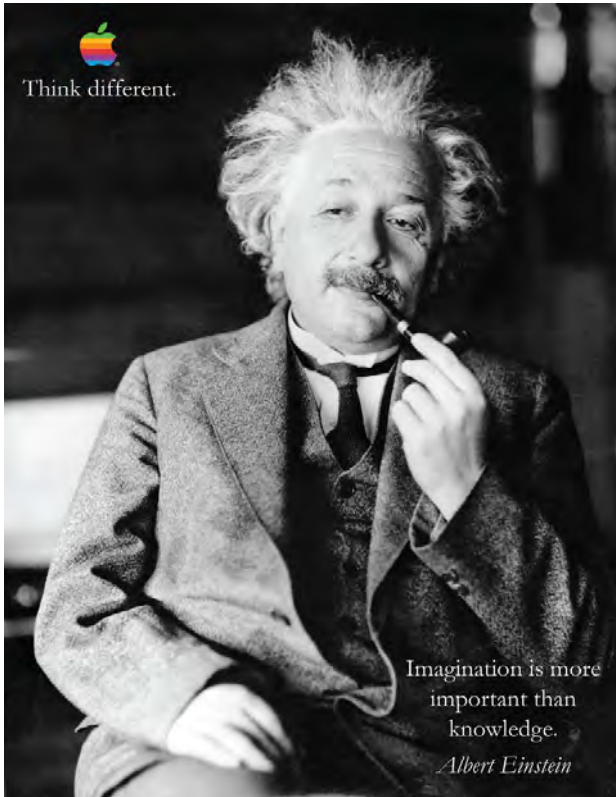
If you're shopping for a business computer, choosing the best system is easier than ever. The hardest part is deciding how much System/36 is right for your business.





Apple Think Different ad (1997)





BREAK WITH THE PAST

LIGHTHOUSE IDENTITY

THOUGHT LEADERSHIP

SYMBOLS OF REEVALUATION

SACRIFICE OVERCOMMIT

LEVERAGE ADVERTISING AND PR

IDEA CENTRIC





No artificial colors.



Think different.





Leader, Challenger or Commodity?



**THINK
BEFORE YOU
PRINT**



CHALLENGE A MOVEMENT
BRAND AWARENESS
UNDERFUNDED





Challenge or Die?



PASS & SEYMOUR®

wiring devices
& lighting controls



Complement today's
coolest styles.

PASS & SEYMOUR® METALLIC-FINISH
DEVICES AND WALL PLATES



REACH CONSENSUS

FIND A VOID TO THRIVE IN

LOOK DEEP TO

SEE COSTS AND CAPABILITIES



THE COMMODITY MENTALITY

**Participating as a commodity is a choice.
Commodity doesn't mean sameness.**





Strategy and Solution



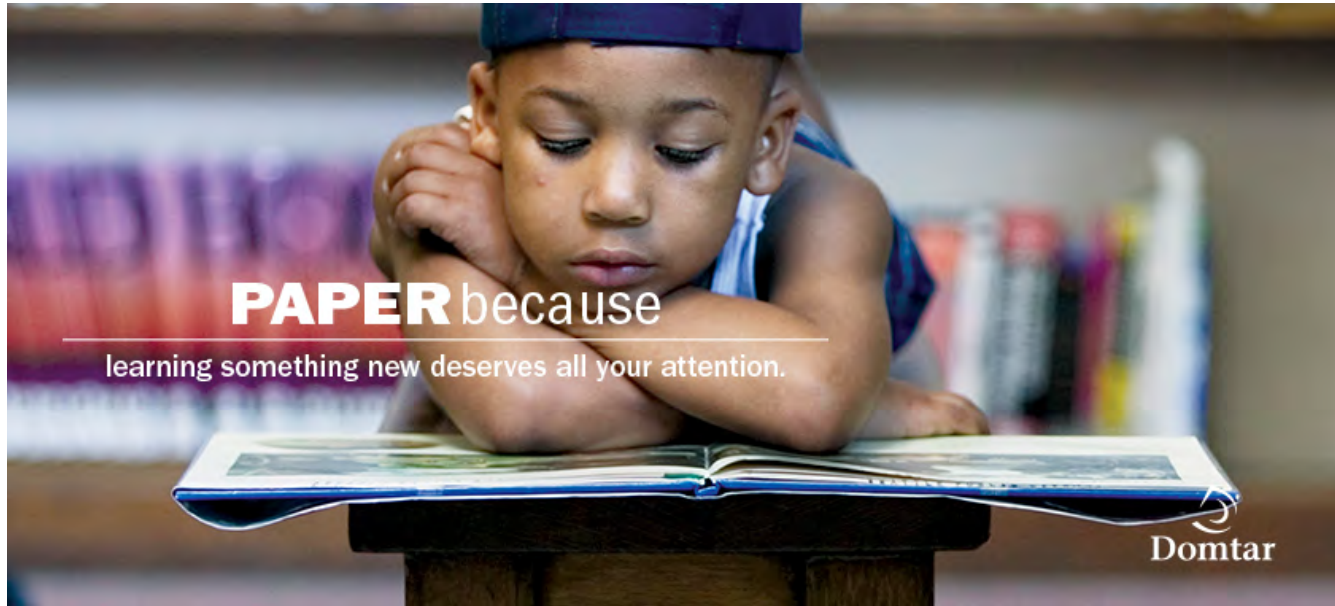
SEE THE BIG PICTURE

**ANALYZE THE
MARKET**

AUDIT COMPETITION

**ASSESS QUANTITATIVE AND
QUALITATIVE DATA**





**Advocate responsible use.
Uncover triggers to overcome usage barriers.
Create brand platform.**





Five Six Times Table **A+**

Five Times Table

5 x 10	5 x 11	5 x 12	5 x 13	5 x 14	5 x 15	5 x 16	5 x 17	5 x 18	5 x 19	5 x 20
50	55	60	65	70	75	80	85	90	95	100

Six Times Table

6 x 10	6 x 11	6 x 12	6 x 13	6 x 14	6 x 15	6 x 16	6 x 17	6 x 18	6 x 19	6 x 20
60	66	72	78	84	90	96	102	108	114	120

PAPER because

it's easier to learn on paper.

Reading on paper is 10-30 percent faster than reading online, plus reviewing notes and highlights is significantly more effective. See, you just learned something. To learn more, please visit PAPERbecause.com.





PAPER because

new customers are worth much more
than the price of postage.

75% of people have made a purchase as a result of direct mail. If that statistic doesn't send a message, maybe we should have mailed this to you. To learn more, please visit PAPERbecause.com.



PAPER because

PAPER IS SUSTAINABLE

PAPER IS PERSONAL

PAPER IS PURPOSEFUL

PAPER IS KNOWLEDGE

↔ Share

Use humor
to disarm
audiences and
make them
more
receptive.



Think print
and pixels.

Ration

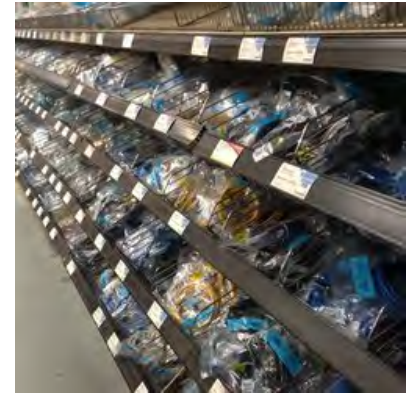




Pass & Seymour

Strategy and Solution





**What voids could be filled?
What were the pain points?**

Make a promise
and guarantee it.

Excel in service.



**We're the one
that works for you.**

**Take a closer look at Cornerstone —
and you'll see how!**

Electrical suppliers like us can't expect good distribution to "just happen." We've got to earn it. Just like you've got to earn the business of your customers.

Well, Pass & Seymour/Legrand's Cornerstone Commitment is just that. Our way of working for and earning your business. Your shelf space. And, most important in these times, your loyalty.

Whether it's service to drive down your transaction costs... Marketing support to beef up your sales... Or a soup-to-nuts offering of dependable, rugged, easy-to-sell wiring devices that'll keep your customers powered-up and hungry for more... the new Pass & Seymour/Legrand has got the works.

And we'll do what it takes to put them to work for you.

Case in point, please take a close look at the overview of Cornerstone inside. And then call our nearest Rep. (see back page) for a full, no-obligation explanation of how Cornerstone can help build your business.

In the meantime, please feel free to call 800-223-4185 if you have any immediate questions, requests, or special needs. We look forward to working with you.

And for you.

Pass & Seymour
legrand
The one that works for you.

Engage audiences.

Turn customers
into advocates.



**"Outlets and switches
are my bread 'n butter.
It's about time somebody
recognized that and built
them the way I want."**

**Pass & Seymour
legrand**
Performance from the ground up. Worldwide.

Your problem: "I need heavy-duty steel plates to hold up to 100 lbs. of weight. I need a plate that's 1/2" thick and 1/2" wide. I need a plate that's 1/2" thick and 1/2" wide. I need a plate that's 1/2" thick and 1/2" wide." *(Note: This text is partially obscured and difficult to read.)*



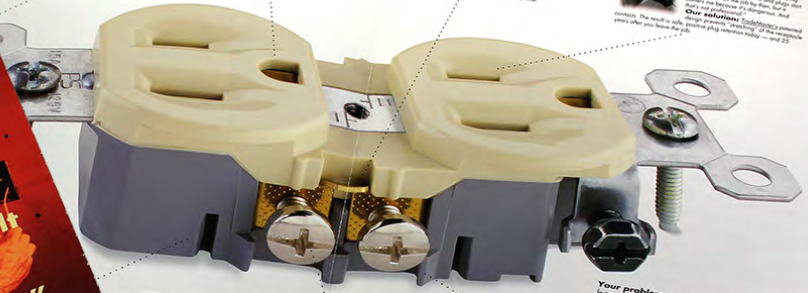
Your problem: "I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide." *(Note: This text is partially obscured and difficult to read.)*

Our solution: TradeMaster screws are made of high-strength steel. They're 1/4" long and 1/8" wide. They're made of high-strength steel. They're 1/4" long and 1/8" wide. They're made of high-strength steel. They're 1/4" long and 1/8" wide.

Your problem: "I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide." *(Note: This text is partially obscured and difficult to read.)*



Your problem: "I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide. I need a screw that's 1/4" long and 1/8" wide." *(Note: This text is partially obscured and difficult to read.)*



Your problem: "I prefer side-screw wiring, but I wish it was faster than the way I do it." *(Note: This text is partially obscured and difficult to read.)*

Our solution: TradeMaster receptacles feature QuickLoop™ side-screw wiring system. It doesn't require a channel. Simply slide your stripped conductor into the curved QuickLoop on outlet. Wrap the wire around the screw terminal using QuickLoop as an anchor. Then tighten the screw. It's almost as fast as speed-wiring!



Your problem: "95% of my jobs are feed-thru manufacturers' back-to-back two screws. Some back-to-back only. That means extra screwdriver work for me and lost time is too much."

Our solution: TradeMaster receptacles come with and ready-to-use. This terminal, ground, and mounting screws are combination slotted/Phillips head.



THE COMMODITY MENTALITY

Strategy and Solutions



LIVE WITH YOUR **CUSTOMERS**
AND **STUDY** THEM



CERTIFIED
SPOOL-PROOF 

ANYTHING ELSE IS JUST SPOOLISH™



Wired CoilPAK

PULL HERE

12
STR

Southwire



Bring this ad to life.

Download Southwire™+ from the App Store or Google Play and search it on your smartphone or tablet to see the SIMpull CoilPAK payoff caddy in action.

The SIMpull™ CoilPAK™ payoff caddy takes messy, cumbersome spools completely out of the equation. How? For starters, we use our special patent-pending process to cast NoLibre™ SIMpull™ THHN™ wire contained in a sturdy, yet lightweight, package. The result is a tangle-free coil of wire in a coilster that weighs less than 50 lbs. Plus, we gave the SIMpull CoilPAK payoff caddy the same power-line pulling design as the SIMpull™ WireBARREL™ wire drum. So the wire is easier to transport, easier to set up, easier to push and easier to pull. Be among the first to try all of the components in the complete SIMpull™ Circuit Management System. And don't get spooled again. [Learn more at SIMpullSolutions.com.](http://SIMpullSolutions.com)



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Southwire SIMpull Circuit Management System:












Shooting this area with a smartphone activates a demo video on the phone's screen





FIND OUT WHAT
CUSTOMERS THINK
WILL NEVER CHANGE



A commodity product users thought would never change suddenly became a branded value.

Your problem: "I can't seem to get the wire to hold. I've tried the Code City's..."

Our solution: LoadMaster's steel strip is longer than..."

Your problem: "After I install..."

Our solution: LoadMaster is the only one..."

Your problem: "When I have to split..."

Our solution: LoadMaster receptacles..."

Your problem: "I use two receptacles..."

Our solution: LoadMaster's patented..."

Your problem: "I like something..."

Our solution: LoadMaster receptacles..."

Your problem: "I prefer side-screw wiring..."

Our solution: LoadMaster receptacles feature QuickLoop..."

Your problem: "95% of my jobs are feed-thru..."

Our solution: LoadMaster receptacles come with..."



DIG DEEP INTO **BRAND,**
COMPANY
AND CULTURE.

FIND WHAT'S
REALLY UNIQUE.





WHY
KIDS WANT TO BE IN THE
STEEL BUSINESS
WHEN THEY GROW UP.

Then we go
Fund
with paper
double the
of our
We have more
And we
Then
Ranking in



IT USED TO BE
A MINIVAN.

At Nucor, we recycle 9 million cars a year.
Melting down usable steel and recasting it into a new life. Not to mention giving new life
to the environment. Because recycled steel reduces mining waste by 97%, air pollution by 85%, water pollution
by 76%. And because our mini mills use significantly less energy than conventional steelmaking, we save
6 trillion BTUs per year. Enough to power Los Angeles for 8 years. All while helping the industry reduce
greenhouse gas emissions, exceeding the Kyoto Protocol's target by more than 24%.
Making the world we live in a cleaner place, including our clothes.
www.nucor.com

It's Our Nature.

Selling by the purpose,
not the pound.



ATTACK MYTHS|TELL GREAT STORIES





PAPER because

it's one of the most recycled products on the planet.

More than 63% of paper is recovered for recycling, compared to 35% for metals, and 7% for plastic. And we want all those numbers to increase, so please remember to recycle. To learn more, please visit PAPERbecause.com



“ More than 63% of paper is recovered for recycling, compared to 35% for metals and 7% for plastic.”



MUST DOs FOR SUCCESSFUL CHALLENGER BRANDING

- Price wars needn't be the solution in a commodity category.
- Targeting is crucial.

- Be brutally honest about where you stand.
- Core strength must be better.
- Challenge competitor strengths.
- All teams must be on board and performance tied to metrics.



CHALLENGER BRAND

READING

Eating the Big Fish, Adam Morgan

Disruption, Jean-Marie Dru

The Challenger's Almanac, Mark + Emily Anderson

Also visit: www.b2bbrains.tumblr.com for relevant B2B content



THANK YOU

jfavalomower.com

www.twitter.com/johnfavalomower.com

www.b2bbrains.tumblr.com



ERIC MOWER + ASSOCIATES