

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

by Dipanjan Chatterjee

April 5, 2018

Why Read This Report

Apple is the most valuable brand in the world. Its unrivalled portfolio, category-defining innovation, legendary design, and, most of all, its rabid fandom makes it one of the most worshipped brands among marketers. Read this report to find out the brand marketing secrets of the world’s most coveted brand.

Key Takeaways

Your Brand Is Your Business

Lead with a brand that is built with the clear purpose of adding value to your consumers’ lives. Profit will follow.

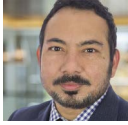
Build On Human Principles

Put the humanity of your consumer front and center. Steep your marketing in empathy to understand the consumer and to inspire your strategies.

Never Settle

Your brand is shaped by the experience it delivers. Every bit of that experience reflects on your brand and reshapes its perception, so you must own and obsess about every detail.

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand



by [Dipanjan Chatterjee](#)

with [Keith Johnston](#), [Thomas Husson](#), Olivia Morley, and Rachel Birrell

April 5, 2018

Table Of Contents

- 2 [Apple Puts A Large “Dent In The Universe”](#)
- 4 [Learn How To “Brand Different” From Apple](#)
 - 1. “Hero” Your Brand
 - 2. Humanize Your Branding
 - 3. Take Control Of Your Experience

Recommendations

- 10 [Embrace Human-Centered, Ideas-Driven Marketing](#)
- 13 [Supplemental Material](#)

Related Research Documents

- [Apple Raises The Bar For Marketers](#)
- [Conquer Three Emotional Territories To Power Your Brand Experience](#)
- [Emotions Fuel Your Brand Energy](#)



Share reports with colleagues.
[Enhance your membership with Research Share.](#)

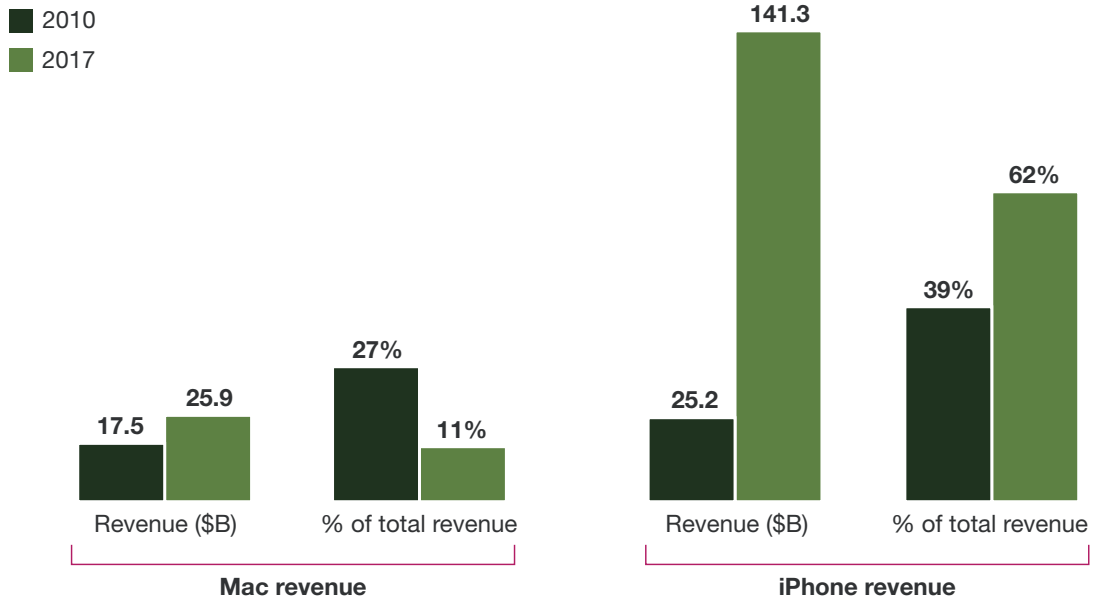
Apple Puts A Large “Dent In The Universe”

In 1997, Apple was ready for rebirth, and Steve Jobs prepared for his second coming. Bleary-eyed from being up until 3 a.m., with tousled hair and a rumpled, later-iconic black turtleneck, Jobs took the stage at Apple and gave his co-workers the mantra by which Apple continues to define itself over 20 years later — “Think different.” Jobs also gave the world something the world had never seen before, a translucent Bondi Blue computer, and set in motion an unrelenting juggernaut to create a “dent in the universe.”¹ Apple has created:

- › **Immense and enduring value.** In 2010, Apple ranked as the 17th most valuable brand in the world. Just three years later, it had garnered the top spot and has remained there. Since 2010, Apple’s brand value has increased at a compound annual growth rate of 36%, while the entire “brandscape” has grown at a comparatively modest 7%.² The pervasive BYOD movement is testament to how a once-consumer-technology brand has muscled its way into business, squeezing giants like Microsoft and destroying the formerly untouchable Nokia and BlackBerry.³ Apple has not rested on its computing and mobile laurels; in September 2017, CEO Tim Cook announced that Apple had crept past Rolex to be the “No. 1 watch brand in the world.”⁴ The brand that caught fire with Gen Xers in 1997 continues to rage on with the smartphone-fueled Gen Zers of 2018.
- › **Game-changing transformation.** Few brands can affect a single meaningful transformation of a category; Apple has done it numerous times. It took the computing world by storm by creating a self-contained machine of almost childlike simplicity. The iPod and iTunes revolutionized the music industry, changing how songs were consumed and creating a micropayment foundation later also used for the App Store.⁵ Disrupting itself, Apple created in the iPhone the convergence that pundits had prophesied for years. Apple’s revenue mix has shifted to represent the evolution of its business, from computers to mobile (see Figure 1).⁶ Critics — who say that Apple has not had transformative innovation since the iPhone — hold the brand to a standard few others have to meet and overlook a steady stream of advances. For example, ARKit, which builds augmented reality (AR) right into iOS 11, could transform the tepid AR space with apps like IKEA Place (see Figure 2).⁷ And the new iPhone X secures Apple’s leadership in the high-end smartphone segment.⁸
- › **Unfettered devotion.** Brands that trade on stock exchanges don’t usually make for good tattoos. Not so for Apple. Cristof Koch, Caltech neuroscientist and discoverer of the “Bill Clinton neuron,” has just such a tattoo.⁹ “There’s a whole community of us. I bet you there’s no person with a Microsoft logo,” he says.¹⁰ Apple’s grip on culture is of religious intensity. Steve Jobs attained messianic status well before his death, and Paco Underhill calls the Apple retail experience “not a store” but “an exercise in evangelicalism.”¹¹ Lengthy queues still abound for the latest iPhone release, even though it’s in almost its 20th iteration. There was even a dating site exclusively for Apple fan boys and girls in search of love.¹² The real power of the brand lives not on the balance sheet but in the unalloyed passion of its fans.

FIGURE 1 In Just Seven Years, The iPhone Overtook The Mac As Apple’s Most Lucrative Product

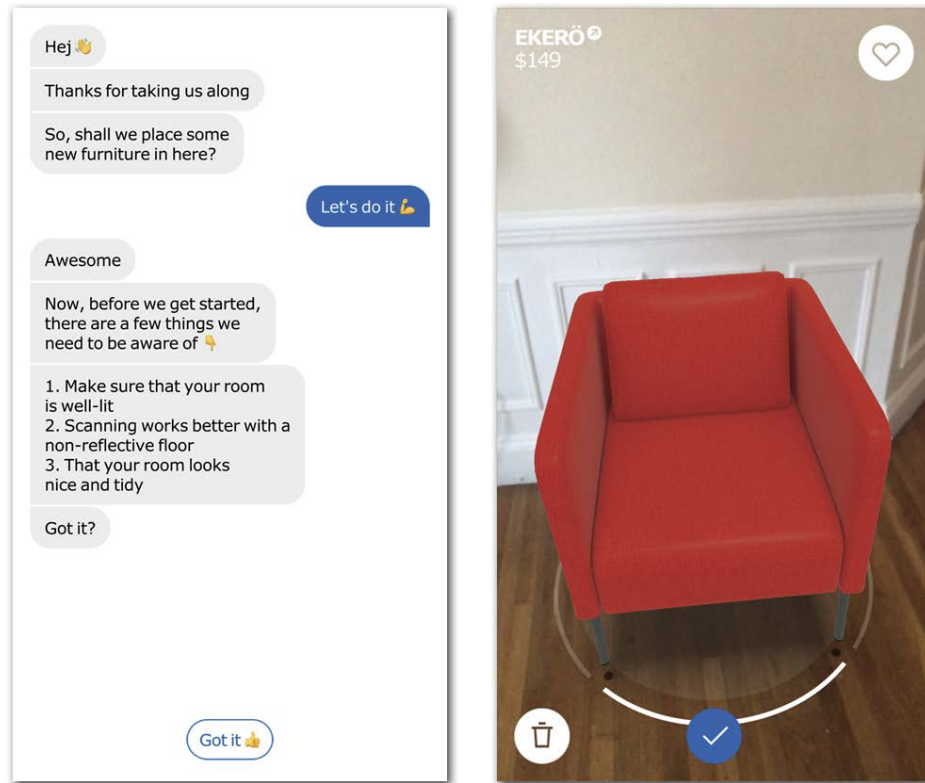
The rise of the iPhone



Source: Forrester estimates based on Apple’s 10Ks, 2010 and 2017

FIGURE 2 iOS 11 Supports AR Apps Like IKEA Place

IKEA Place



Source: IKEA Place app

Learn How To “Brand Different” From Apple

The brand that “thinks different” also “brands different.” But before distilling Apple’s magical difference into a playbook, we must address the elephant in the room. A good playbook serves many masters; it needs to be widely applicable and replicable. In the eyes of many, Apple is indistinguishable from Steve Jobs: They contend that Apple’s success is not replicable, residing uniquely in his genius. They are incorrect; there is more to Apple than the cult of personality.

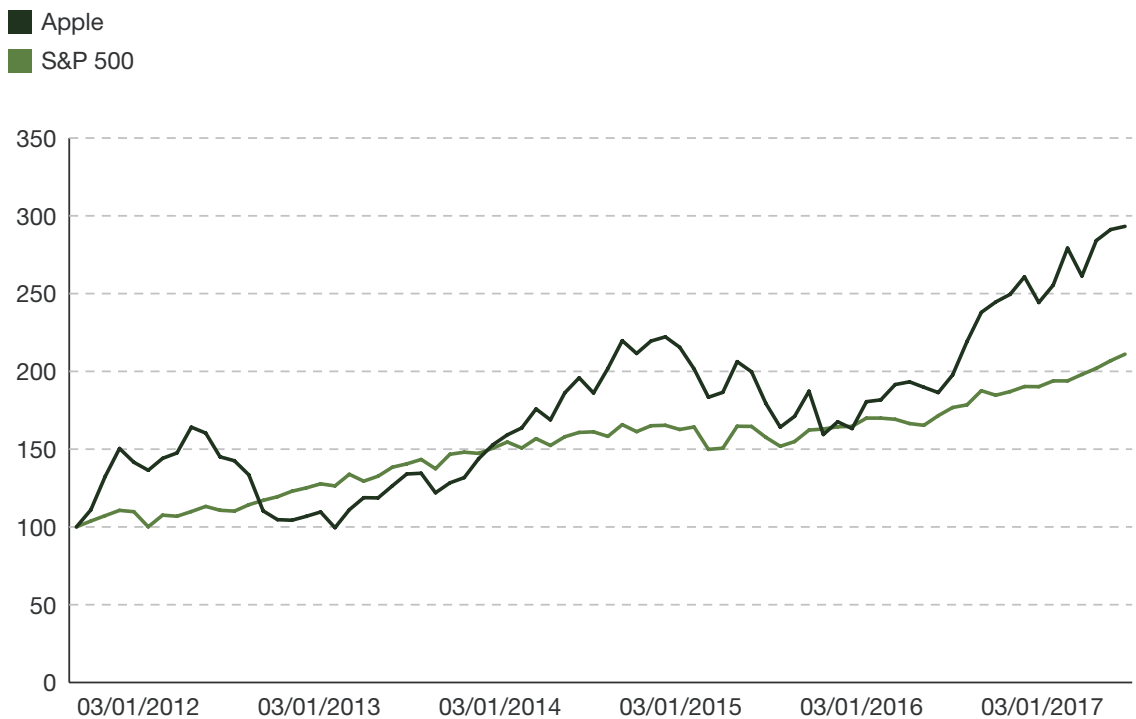
Undeniably, Jobs defined Apple and, in doing so, established certain foundational principles that have bolstered Apple well past his death.¹³ “Some of me,” he said, “is in the DNA of the company . . . [but] Apple is a complex multicellular organism.”¹⁴ And this complex organism, the Apple brand, has only climbed from strength to strength. From Jobs’ death until the beginning of 2018, Apple’s stock price outpaced the S&P 500 by about 40% (see Figure 3). Its brand equity, as measured on several

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

dimensions by Y&R’s BAV Group, has become stronger under Tim Cook (see Figure 4). It is from the principles underpinning Apple’s sustained success that we construct this playbook. To emulate the success of the Apple brand, you must adopt three “brand different” principles.

FIGURE 3 Apple’s Stock Outpaces The S&P 500 Index, 2012 To 2017

Growth comparison: Apple and the S&P 500

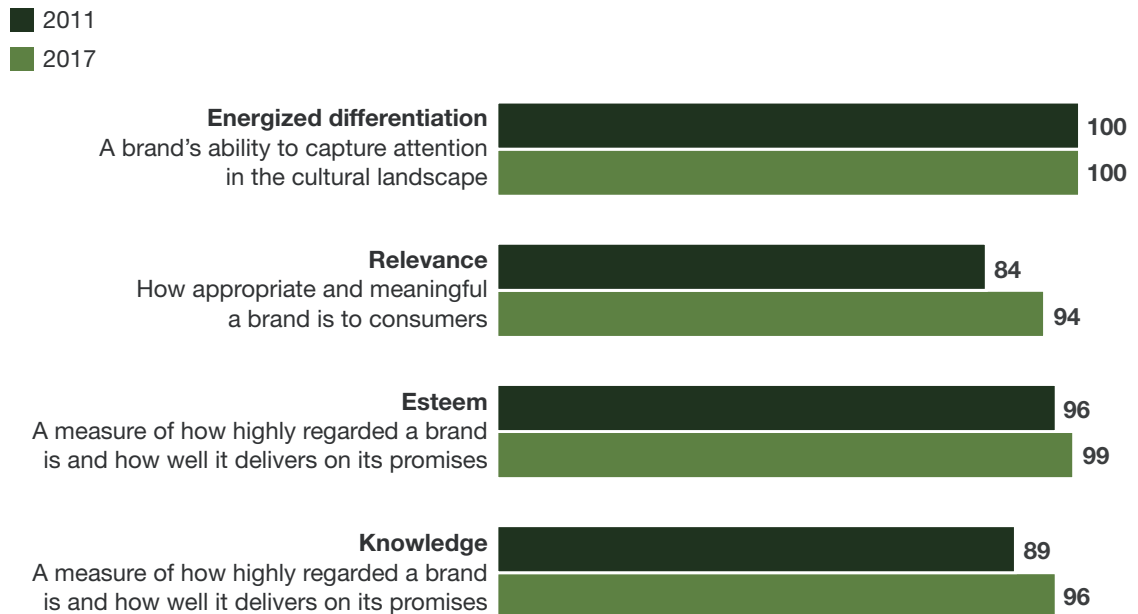


Source: Forrester estimates based on an indexing of the S&P 500 and Apple stock, 2012 to 2017

FIGURE 4 Y&R’s BAV Group Measured Changes In Apple’s Brand Equity

Apple’s brand equity performance improved from 2011 to 2017

BAV brand pillars (percentile score)



Source: BrandAsset Valuator USA All Adults 2007, 2017, Young & Rubicam BAV Group

1. “Hero” Your Brand

Central to Apple’s success is a keen understanding of what a brand stands for and how to nurture it to be at the very soul of your engagement across every experience with customers and prospects. To “hero” your brand like Apple does, you must:

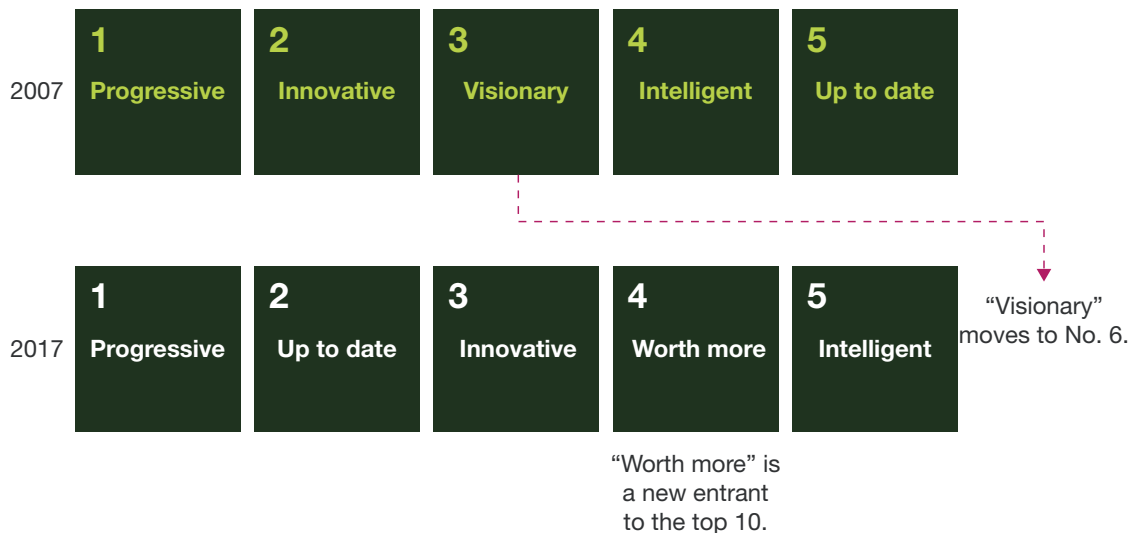
- › **Have a clear purpose.** It was always clear to Jobs that Apple inhabited a complicated and noisy world, where brands clamored for attention with people who had limited recall. Apple “had to be really clear about what we want them to know about us.”¹⁵ It had to be like Nike, he said, which sold shoes but never once talked about shoes, instead honoring athletes and athleticism. Many confuse purpose with social good; they shouldn’t. Purpose is a brand’s *raison d’être*, its essence, and the foundation of its emotional relationship with the outside world. According to Anne Rivers, managing director of BAV Group, which collects and analyzes quantitative data on the emotional attributes of global brands, “the Apple brand has maintained a remarkably consistent purpose and essence for the last 10 years, being defined by attributes such as progressive, innovative, and intelligent” (see Figure 5).

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

- › **Make brand lead profit, not the other way around.** Behind our obsession with ROI-justifying everything often lies a precarious belief in and second-guessing of our core strategy. But Apple shows us that having faith in your clear brand purpose and direction will be handsomely rewarded. Apple’s retail store was never a profit play. One-time head John Browett was fired because he tried to increase profitability by cutting customer service hours.¹⁶ Yet the Apple Store experience generated significantly more revenue per square foot than the more commercially oriented Best Buy.¹⁷ “Crapware” — the antivirus and subscription offers that PC companies tack on — has always been anathema to Apple.¹⁸ It brings in revenue but, to Apple, violates the brand experience. According to Tim Cook, “you just have to have faith that the strategy itself leads to [financial results] . . . focusing on [the results] . . . makes [them] worse because you take your eyes off what really matters.”¹⁹
- › **Live your brand.** In the late 1970s, Mike Markkula, employee No. 3, early investor, and one-time CEO of Apple, penned a one-pager on Apple’s marketing philosophy in which he emphasized a principle called “impute.” Simply stated, “people *do* judge a book by its covers.”²⁰ This principle has defined Apple’s brand execution ever since. Its industrial aesthetic, understated opulence, and maniacal attention to detail bring the brand to life in a manner consistent with what it stands for — distinctiveness and progressiveness. Steve Jobs could not bear the prospect of advertising Apple on anything but prime real estate — in a magazine, on TV, or on a Manhattan skyscraper — because the viewer *imputes* from the choice of venue. Apple painstakingly and purposefully crafts every brand facet and expression to signal the brand’s purpose. Most of all, the brand is lived through its people at this tech company where, in the words of Tim Cook, “technology is a background thing.” In the foreground are a “group of people who are trying to change the world for the better.”²¹
- › **Let brand inspire product.** Brand marketers are often torn between allegiance to the brand and the need to push products. As Apple demonstrates, this is a false dichotomy. Apple’s brand essence provides consumers with an aspirational target. The products then create paths for consumers to share in the brand essence and to strive to realize their personal goals. It’s a virtuous cycle where products connect an inspired community to a purposeful brand. To avoid splintering marketing spend, the Think Different hero ads gave way to product campaigns once they had worked their magic.²² The seduction of features that are seldom new but always distinctively Apple reinforces the core brand. The Shot on iPhone initiative, for example, masterfully transforms the iPhone’s camera functionality into enabling the Apple community to express its individuality — using Apple products to tap into the creativity and passion that pulses through the brand’s arteries.

FIGURE 5 The Apple Brand Attributes Remain Consistent, Even After Leadership Changes**Apple’s personality has remained remarkably consistent over the past 10 years**

Apple’s top five emotional attributes



Note: These emotional attributes rise to the top among 48 that BAV measured using a quantitative survey. The Apple brand base size is N = 2,597 for 2007 and 4,958 for 2017 (US only).

Source: BrandAsset Valuator USA All Adults 2007, 2017, Young & Rubicam BAV Group

2. Humanize Your Branding

In an increasingly data-obsessed marketing world, Apple is an aberration. Steve Jobs displayed an aversion to traditional research and testing and didn’t let the “noise of others’ opinions drown out [his] inner voice.”²³ The certitude of Apple, and the brilliance of its marketing, comes less from borrowed wisdom and more from its seemingly innate philosophy about branding and marketing, which injects humanness into the way a brand both understands its audience and transforms this understanding into brand experience. Apple bases its philosophy on four tenets:

- › **Live and breathe empathy.** An empathetic brand develops a keen understanding of its audience by developing the ability to feel as its audience does. The evolution of the personal computer beyond geeky denizens of garages, not unlike co-founders Jobs and Steve Wozniak, resulted from Apple’s ability to sense and cater to the unspoken needs of everyday users. The iPod did not harp on better features and functionality than all the other MP3 players it was up against; instead, it promised “1,000 songs in your pocket.” Apple codifies this philosophy in its standard operating

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

procedure: The Apple Store’s retail manual states “your job is to understand all of your customers’ needs — *some of which they may not realize they have*.”²⁴ What could be more human, more quintessentially Apple than a computer in the 1980s that said “Hello”?²⁵

- › **Make everything simple.** Empathy begets simplicity. Apple marketers work under a sign that reads: SIMPLIFY. SIMPLIFY. SIMPLIFY — with the first two crossed out.²⁶ When a brand’s intuition aligns with consumer need, it strips away extraneous baggage. Jobs’ devotion to simplicity had architectural origins: his childhood Eichler home, Bauhaus, and Mies van der Rohe.²⁷ It’s no surprise that Apple stores use just three materials: wood, glass, and steel.²⁸ Apple has expanded this industrial design aesthetic into its experience design by stripping away ornamentation that is superfluous to customers’ needs. The graceful devices, stark packaging, and sleek stores are a paean to Apple’s design ethic. The iBook got rid of wires to go Wi-Fi; the iPhone went to a single button; the iPad shied away from the stylus for many years; and the iPhone 7, despite a cacophony of complaints, did away with wired headphones.²⁹
- › **Be bold in your conviction.** Simple is not easy; it’s bold. It takes guts to shape preference, rather than react to it. Apple’s commitment to empathy and simple human principles emboldens it with far more license than its peers. At a time when computing was serious business, Apple debuted a translucent Bondi Blue laptop. The all-buttons BlackBerry fell prey to the simple iPhone home button. iPads shun the multitude of card slots and connections that are still on most tablets yet lead the tablet market — selling almost twice as many as the No. 2 player.³⁰ It’s true: To be courageous is risky. The Newton, the hockey-puck mouse, a botched CompUSA retail concept — there have been plenty of goofs. But Apple retains the courage of its convictions, despite, for example, the collective groan emanating from iPhone 7 headphone jack removal. But isn’t life far simpler without wires?
- › **Make human connections.** A brand can provide a way for people to express their humanity. This expression is most powerful, and the brand most energized, when it is shared. From the beginning, the Apple brand has aimed to represent a way for people to live their lives better. From expressing creativity on the Macintosh to cherishing memories via the iPhone’s camera, every device and each of its features and functionality have a human purpose. Apple’s masterstroke in nurturing shared expression has been its retail experience.³¹ “The goal,” says Angela Ahrendts, Apple’s senior vice president of retail, “is to help foster human experiences that draw people out of their digital bubbles.” Teachers’ Tuesdays, Photo Walks, and classrooms for aspiring coders all create human connections.³² The Apple retail experience and its “Today at Apple” program is a modern town square concept that connects people through shared passion.

3. Take Control Of Your Experience

In today’s smartphone-fueled, social media frenzy, the locus of conversation has shifted from brands to consumers. However, plenty about the brand remains within marketers’ control. A brand like Apple is successful because it obsesses about getting right every little detail of what it offers and how it engages with its audiences. The three most important lessons from Apple are to:

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

- › **Focus your offering.** In crafting a portfolio, you must decide what to include and, more importantly, what to exclude. Jobs, a fan of Nike, once told its CEO to “get rid of the crappy stuff and focus on the good stuff.”³³ What distinguishes the Apple product portfolio from an HP or a Lenovo portfolio is a simple architecture that lends itself to intuitive decision making. Neuromarketers call this creating “processing efficiency” — a brand that is easy to choose is chosen more often. Brands like Tide excel at this because they become part of a consumer’s habit.³⁴ Apple has made consumer choice easy with a simple portfolio that interconnects seamlessly: You buy the connected experience. And Apple practices fierce parsimony: It backed off from the Newton, jettisoned its undifferentiated printers, and paused iPad development to prioritize the iPhone.
- › **Own what matters.** The defining element of the Apple experience is its carefully curated “walled garden” ecosystem, with complete integration between hardware and software. “No other company,” said Jobs, “could make a MacBook Air, and the reason is that not only do we control the hardware, we control the operating system.”³⁵ Apple insisted on controlling the user interface and branding during the AT&T-exclusive iPhone launch. It sent its own people into Best Buy to work the floor when the chain first started carrying iPhones.³⁶ Other business models embrace openness: Amazon’s marketplace is a “messy and massive jungle” with more than 2 million sellers.³⁷ Apple’s gamble, however, is to risk relevance rather than cede control. And it’s not backing down anytime soon. The 2018 HomePod has been called “unapologetically Apple” and “openly hostile to any hardware or service not made by Apple.”³⁸ The brand’s refusal to play nice, even as a late entrant, is risky but very much on brand. The HomePod, whose audio capabilities have been exceptionally well reviewed, makes the walled garden that much more alluring for outsiders.³⁹
- › **Never settle.** When you truly own something, you sweat the details. Apple is controlling: It specifies the kind of saw that cuts the glass for its devices, a decision most manufacturers would leave to their component manufacturers.⁴⁰ Its packaging obsession far exceeds that of CPG companies that often live and die by their boxes. Designers create and test “endless series of arrows, colors, and tapes for a tiny tab designed to show consumers where to pull back the invisible, full-bleed sticker.”⁴¹ The first iPhone came in a spring-loaded box that opened slowly, extending the anticipation before release; CX experts now hail this as a dopamine-friendly best practice.⁴² Apple’s pride in its brand and concomitant attention to every obscure detail makes it different. It also ensures that every little bit of the experience trumpets what is so unique about Apple. Forty years on, Markkula would be proud to see how faithful the brand has been to his impute doctrine.

Recommendations

Embrace Human-Centered, Ideas-Driven Marketing

Apple’s eponymous 1984 campaign took a sledgehammer to soulless computing. Apple’s “brand different” principles take aim at mindless marketing. Plenty of businesses with well-oiled marketing machines get by just fine, but nothing about getting by creates a dent in the universe. Apple’s lessons

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

run counter to common practice in many marketing organizations and may be distinctly uncomfortable for many. But for those with the curiosity to learn and the temerity to try, the fruits of a brand like Apple await. To emulate Apple, CMOs must:

- › **Put the human above the product.** In the grind of marketing execution, it is easy to lose sight of what really matters. A brand is much more than bits and bytes, products and services; it is what connects the business to a living, breathing, and complex human. To understand brand, we must look beyond products (and services) and understand the human decision-making process.⁴³ Steve Jobs was clear that, “it is in Apple’s DNA that technology alone is not enough — it’s technology married with liberal arts, married with the humanities, that yield us the results that makes the heart sing.” Classic brand management has suffered from a void, one that psychology, neuroscience, and the social sciences are now slowly filling. This commitment to the primacy of humanness in the brand relationship creates the empathy needed to give a brand keen insight into the deep-seated needs of its customers.
- › **Put ideas above process.** Modern marketing doesn’t lack templates, testing, assessments, and processes for analysis and exploration. But the best initiatives come from ideas, and the best ideas come from inspiration. The moral of Apple’s story is that you must make process serve the idea and never let it kill creativity. Creativity stems from deep empathetic insight, not from crosstabs on a spreadsheet. A large part of Apple’s consumer centricity is this “inner voice” and the “courage to follow your heart and intuition.” Most large companies are plagued not by a lack of information but by a lack of insight. Taking a chance on inspiration is risky. You will make mistakes, but you can fix them. The tremendously popular iPod Silhouette campaign came on the heels of another that bombed in the market.⁴⁴ Let your inner voice, not the noise of other people’s opinions, be your muse.
- › **Put poets above pragmatists.** Apple thrives on a multidisciplinary worldview. Jobs said that “part of what made the Macintosh great was that the people working on it were musicians and poets and artists and zoologists and historians who also happened to be the best computer scientists in the world.”⁴⁵ Since 2008, academics like Yale economic sociologist Joel Podolny and Harvard historian Richard Tedlow have created nontraditional MBA-type training programs for Apple University. It is tempting to follow the crowd in search of data scientists and spreadsheet ninjas, but it takes an Apple-like clarity of vision to also look elsewhere. Kim Clifford, director of the Experience Center at PWC, shares that vision. “As technology advances,” says Kim, “we need to balance our staff with philosophers and high-EQ recruits so we continue to focus on making the human the hero in a world where disruptive technology is taking over.” Brands, says Clorox CMO Eric Reynolds, are where “magic and mystery are happening.”⁴⁶ Who better to tackle magic and mystery than poets and philosophers?
- › **Put culture above all else.** What you get on the outside at Apple reflects the culture on the inside. Ken Segall, an agency creative director for several tech brands who went through 29 product introductions at Apple, compares the overblown complexity of Dell’s marketing approach to the simplicity of Apple’s: “There’s something in the blood at Dell that requires it — there’s something

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

in the DNA of Apple that forbids it.”⁴⁷ CEO Tim Cook talks about a prior company “where every hallway you go in, you would see their stock price being monitored. You will not find that here . . . the truth is, it has little to no effect on us. But we are an outlier.” To “hero” the brand, to humanize branding, to look beyond Wall Street with a vision that spans generations, not quarters, requires CEOs and CMOs to be culture outliers. They need to forbid the organization from being distracted from its essential brand purpose. In a world of templates, budgets, and committees, that may sound crazy. But as Jobs said, “people who think they are crazy enough to change the world are the ones that actually do.”⁴⁸

Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

Analyst Inquiry

To help you put research into practice, connect with an analyst to discuss your questions in a 30-minute phone session — or opt for a response via email.

[Learn more.](#)

Analyst Advisory

Translate research into action by working with an analyst on a specific engagement in the form of custom strategy sessions, workshops, or speeches.

[Learn more.](#)

Webinar

Join our online sessions on the latest research affecting your business. Each call includes analyst Q&A and slides and is available on-demand.

[Learn more.](#)



Forrester’s research apps for iOS and Android.

Stay ahead of your competition no matter where you are.

Supplemental Material

Companies Interviewed For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

DiMassimo Goldstein

Young & Rubicam BAV Group

PricewaterhouseCoopers

Endnotes

- ¹ This is taken from a 1985 Playboy interview — yes, it is research! — where Jobs talks about hiring people who want to make “a little dent in the universe.” Source: Mike Burn, “Steve Jobs’ dent in the universe—the shocking truth revealed!” Future Partners, April 16, 2015 (<https://www.futurepartners.is/freebrains/2015/4/16/steve-jobs-dent-in-the-universethe-shocking-truth-revealed>).
- ² Source: Interbrand Best Global Brands Rankings.
- ³ Your author penned these words on a personal MacBook, compliant with Forrester’s BYOD policy, rather than a standard-issue company “PC” laptop. BYOD: bring your own device.
- ⁴ Source: “Tim Cook: Apple Watch Is Now The Number One Watch In The World,” YouTube video, September 12, 2017 (<https://www.youtube.com/watch?v=t5uhaGW5be0>).
- ⁵ Source: Brandon Griggs and Todd Leopold, “How iTunes changed music, and the world,” CNN, April 26, 2013 (<https://www.cnn.com/2013/04/26/tech/web/itunes-10th-anniversary/index.html>).
- ⁶ Source: Apple 10K reports.
- ⁷ Source: Karissa Bell, “Download this: Ikea’s AR app lets you preview furniture before you buy,” Mashable, September 25, 2017 (<https://mashable.com/2017/09/24/download-this-ikea-place-ar-kit-app/#CWlv19R18iqK>).
- ⁸ See the Forrester report “[Apple Raises The Bar For Marketers.](#)”
- ⁹ Also known as the Jennifer Anniston neuron — or, more generally, the idea of a “grandmother cell” dedicated to recognizing one’s grandmother — this is the hotly debated idea that the brain has a single separate neuron to recognize every object and entity in the world. Source: Roxanne Khamisi, “Jennifer Aniston strikes a nerve,” Nature, June 22, 2005 (<https://www.nature.com/news/2005/050620/full/news050620-7.html>).
- ¹⁰ Source: Leander Kahney, *The Cult of Mac*, No Starch Press, 2006.
- ¹¹ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired—and Secretive—Company Really Works*, Business Plus, 2012, pp. 149.
- ¹² Cupiditino started out in 2010 but shuttered its doors in 2015. Source: John Cook, “Cupiditino: A dating app for Apple fanboys and fangirls developed by ex-Microsofties,” *GeekWire*, January 16, 2012 (<https://www.geekwire.com/2012/cupiditino-dating-service-apple-fanboys-fangirls-developed-exmicrosofties/>).
- ¹³ Despite a popular belief in his invincibility, Jobs was prone to significant missteps; he wanted to call the iMac a MacMan and to kill the iPod silhouette campaign, which became phenomenally successful. However, he was not entirely impervious to reason, and the very principles we discuss in this report kept the Apple brand on track.

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

- ¹⁴ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 28.
- ¹⁵ Source: “Steve Jobs unveils the Think Different campaign (1997),” YouTube video, March 17, 2015 (https://www.youtube.com/watch?v=4HsGAc0_Y5c).
- ¹⁶ Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 207.
- ¹⁷ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp.151.
- ¹⁸ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 63.
- ¹⁹ Source: Robert Safian, “Why Apple Is The World’s Most Innovative Company,” *Fast Company*, February 21, 2018 (<https://www.fastcompany.com/40525409/why-apple-is-the-worlds-most-innovative-company>).
- ²⁰ Source: Walter Isaacson, *Steve Jobs*, Simon & Schuster, 2011.
- ²¹ Source: Robert Safian, “Why Apple Is The World’s Most Innovative Company,” *Fast Company*, February 21, 2018 (<https://www.fastcompany.com/40525409/why-apple-is-the-worlds-most-innovative-company>).
- ²² Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 95.
- ²³ Source: John Naughton, “Steve Jobs: Stanford commencement address, June 2005,” *The Guardian*, October 9, 2011 (<https://www.theguardian.com/technology/2011/oct/09/steve-jobs-stanford-commencement-address>).
- ²⁴ Source: Jay Yarow, “Apple’s Retail Secrets Spilled: Don’t Correct The Customers, Abide By The A.P.P.L.E. Code,” *Business Insider*, June 15, 2011 (<http://www.businessinsider.com/apple-retail-store-2011-6>).
- ²⁵ Source: OS X, May 1998.
- ²⁶ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 125.
- ²⁷ Jobs credits his childhood home for his original vision of Apple. Source: Walter Isaacson, *Steve Jobs*, Simon & Schuster, 2011, pp. 7.
- Joseph Eichler built Frank Lloyd Wright-inspired midcentury-modern tract housing in the 1950s and 1960s, mainly in California. Bauhaus was a German school of the arts in the early 20th century, characterized by its unique approach of fusing art with craft in a functional, unornamented manner. Ludwig Mies van der Rohe was a German-born architect, leader of the Bauhaus, until he emigrated to Chicago in the wake of the Nazi rise to power; he is linked with the aphorism “less is more.”
- ²⁸ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 152.
- ²⁹ Jobs’ reason for not having a stylus? “God gave us ten styluses, let’s not invent another.” Source: Hayley Tsukayama, “Apple may be designing an iPad stylus. That’s not such a bad idea.” *The Washington Post*, January 21, 2015 (https://www.washingtonpost.com/news/the-switch/wp/2015/01/21/apple-may-be-designing-an-ipad-stylus-thats-not-such-a-bad-idea/?utm_term=.ede3891b99a9).
- ³⁰ Source: “Detachable Tablets Return to Growth During the Holiday Season as Slate Tablet Decline Continues, According to IDC,” IDC press release, February 5, 2017 (<https://www.idc.com/getdoc.jsp?containerId=prUS43549518>).
- ³¹ Apple is now replacing the “store” with “retail experience” in its terminology.
- ³² Source: Allen Adamson, “The iPhone X Isn’t The Reason Apple Will Shift Ahead Of The Competition,” *Forbes*, September 13, 2017 (<https://www.forbes.com/sites/allenadamson/2017/09/13/the-iphone-x-isnt-the-reason-apple-will-shift-ahead-of-the-competition/#4046adf71967>).

Apple “Brands Different”: Lessons From The World’s Most Valuable Brand

- ³³ Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 41.
- ³⁴ Source: A.G. Lafley and Roger L. Martin, “Customer Loyalty Is Overrated,” *Harvard Business Review*, January-February 2017 (<https://hbr.org/2017/01/customer-loyalty-is-overrated>).
- ³⁵ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012.
- ³⁶ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 143.
- ³⁷ Source: Burt Helm, “How This Company Makes \$70 Million Selling Random Stuff on Amazon,” *Inc.*, March 2016 (<https://www.inc.com/magazine/201603/burt-helm/pharmapacks-amazon-warehouse.html>).
- ³⁸ Source: Vlad Savov, “The HomePod is the point of no return for Apple fans,” *The Verge*, February 9, 2018 (<https://www.theverge.com/2018/2/9/16994382/apple-homepod-release-day-price-compatibility>).
- ³⁹ Source: Nick Statt, “Apple’s HomePod is a pricey predicament for Spotify users,” *The Verge*, March 4, 2018 (<https://www.theverge.com/2018/3/4/17073344/apple-music-homepod-spotify-user-siri-speaker-platform-lock-in-walled-garden>).
- ⁴⁰ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 58.
- ⁴¹ Source: Adam Lashinsky, *Inside Apple: How America’s Most Admired--and Secretive--Company Really Works*, Business Plus, 2012, pp. 50.
- ⁴² See the Forrester report “[The Dawn Of Anticipatory CX.](#)”
- ⁴³ For a good place to start, see the Forrester report “[The Rise Of Intelligent Branding.](#)”
- ⁴⁴ Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 98.
- ⁴⁵ Source: Michael Cavanaugh, “STEVE JOBS: His 10 Best Quotes about art and creativity,” *The Washington Post*, October 6, 2011 (https://www.washingtonpost.com/blogs/comic-riffs/post/steve-jobs-his-10-best-quotes-about-art-and-creativity/2011/10/06/gIQA0ZARL_blog.html?utm_term=.4134c7752d7e).
- ⁴⁶ Source: Drew Neisser, “Clorox CMO’s Five Building Blocks of a Better Brand,” *AdAge*, March 8, 2017 (<http://adage.com/article/cmo-strategy/cmo-clorox-5-building-blocks-a-brand/308195/>).
- ⁴⁷ Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 131.
- ⁴⁸ Source: Ken Segall, *Insanely Simple: The Obsession That Drives Apple’s Success*, Portfolio, 2013, pp. 91.

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES

- › Core research and tools
- › Data and analytics
- › Peer collaboration
- › Analyst engagement
- › Consulting
- › Events

Forrester's research and insights are tailored to your role and critical business initiatives.

ROLES WE SERVE

Marketing & Strategy Professionals

- › **CMO**
- B2B Marketing
- B2C Marketing
- Customer Experience
- Customer Insights
- eBusiness & Channel Strategy

Technology Management Professionals

- CIO
- Application Development & Delivery
- Enterprise Architecture
- Infrastructure & Operations
- Security & Risk
- Sourcing & Vendor Management

Technology Industry Professionals

- Analyst Relations

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.