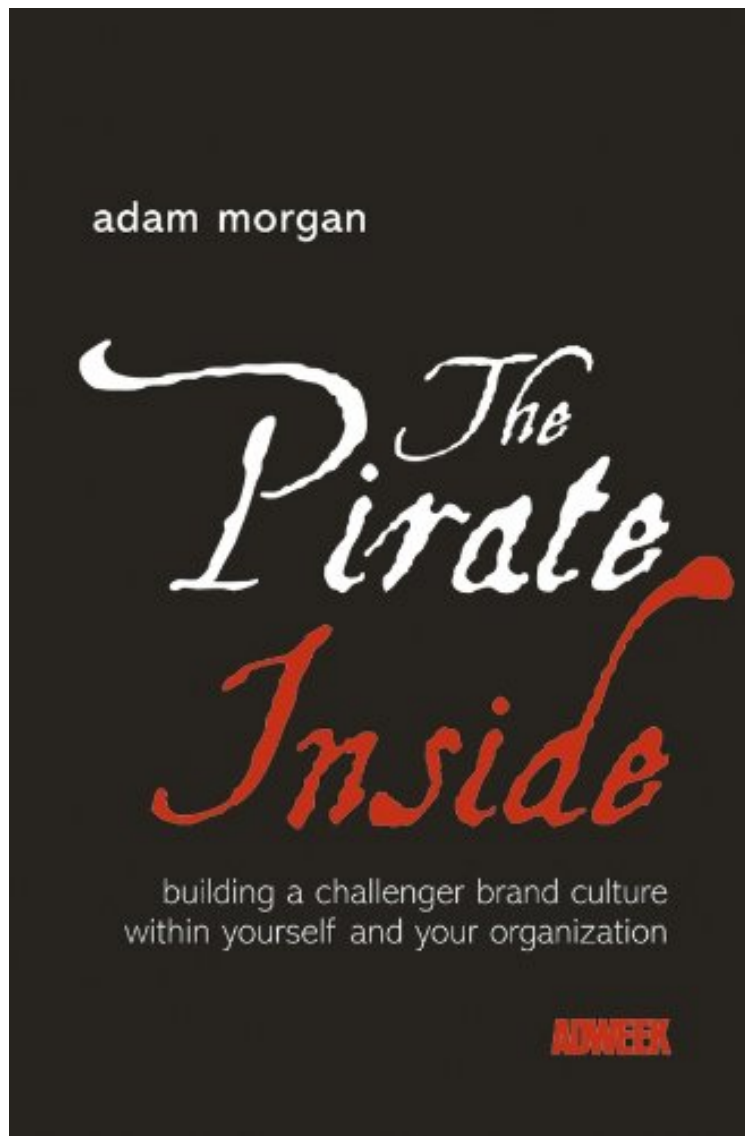


# The Pirate Inside: Building a Challenger Brand Culture Within Yourself and Your Organization

Adam Morgan

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**Adam Morgan : The Pirate Inside: Building a Challenger Brand Culture Within Yourself and Your Organization** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Pirate Inside: Building a Challenger Brand Culture Within Yourself and Your Organization:

0 of 0 people found the following review helpful. A brilliant first half marred by a middling secondBy ServantofGodI truly love the first half of the book that told the genuine history about pirates (far from what we saw in "Pirates of the caribbean" and "Captain Hook") and how various David won over Goliath in their own markets. For sure I will

remember the stories of "Discovery Initiatives (Rhino dung brochure)", "Tommy Bahama (the persona)", "Puccino's (sugar bags and kiss me coffee cups)", "Howies (colorblind spelling test + blue patch vs Levi's legal threat) etc etc. The second half, primarily on management of a creative team and culture, is over stretched. Nevertheless, it's a great resource to all marketeers. Just read the first half and tear the second away, you will still thank me for the recommendation.p.s. Below please find some of my favorite passages for your reference.

The role of a Challenger is not to unseat the Market Leader, it is to reframe the category. Meaning we do not prosper by accepting what the category gives us - we need to get the consumer to see the category on our new, redefined terms, rather than the way they have always seen it. pg24

At the basis of any marketing philosophy, there has to be a story that's going to be told. pg54

I have written and sold 23 novels, and all are terrible except one. But I'm not sure which one. - PK Dick

pg56

Successful piracy depends on not just having an idea: it's about our behaviour with that idea once it appears - and in particular our preparedness to really push it. To recognise that even small ideas can become interesting if they are pushed as far as they can go...let's not ask "Is this too much?" until we have asked "Is this enough?" ....what seems initially very different is soon something we become very used to. pg58

"I think comment cards are silly. They're analysed by weirdos in ivory towers. My name is Sandra. I'm the GM of Pret at Kingsgate. My team and I meet every morning. We will discuss the points you've raised ...the good, the bad and the ugly. If we can deal with it ourselves we will. If we cant, I will forward your card to Julian Metcalfe at the office. I know he'll do what he can. Either way, thanks" pg62

If one regards a medium as any vehicle for building or nurturing a relationship with an existing or potential customer, then we all have far more media at our disposal than we think we do. pg63

What we refuse to accept will define our success just as much as knowing what we are passionate for. pg18

10 of 1 people found the following review helpful. ABSOLUTELY NECESSARY: The "Eating the Big Fish" for the rest of us.By Austin Howe

Like many others, I consider Adam Morgan's previous book, Eating The Big Fish, to be one of the most truly original, seminal and important books on marketing/branding/advertising ever written. It is, in fact, my personal favorite--one that I have purchased in quantities and given as a gift to anyone who touches a brand in any way. So, The Pirate Inside had a hell of a lot to live up to going in. And, in my view, it over-delivered. Rather than a re-hash of Eating The Big Fish, it was for me the perfect compliment to the challenger bible; the new testament, in fact. Because it deals primarily with the real-world verities of trying to have a challenger mindset within a larger, more navy-like organization. While ETBF was fresh and inspiring, it was perhaps more relevant for entrepreneurs and CEOs, people in control of their own destiny and job security. The Pirate Inside is "the ETBF for the rest of us," those who want to be or feel the need to be (what Morgan refers to as) "Denters" within establishment brands. I felt that it was a primer on how to get away with being a pirate within the navy. Letitia Baldrige may have provided the world with the essential book on executive manners, but Morgan shows us how to be effective and successful within multi-layered and political environments--and he and his colleagues have gone to great pains to give us credible examples and case studies of people who have managed to effectively navigate that terrain. That makes this volume nothing short of a gift. I read it in a week and just passed it along to a friend of mine who wants/needs to be a difference-maker within a big tech firm. If one of the marks of a Challenger Brand is that it engenders intense enthusiasm, The Pirate Inside, as a book, is a true Challenger. Because I am intensely enthusiastic about it.

8 of 10 people found the following review helpful. Lacking, lacking and more lacking

By Fishluvver

It pains me to say that I was disappointed with Adam Morgan's second offering. His first book on challenger branding, 'Eating the Big Fish', was such a brilliant read. 'The Pirate Inside' got off to a promising start, but then parts of it began to seem like a rehash of 'Eating the Big Fish' (minus the brilliant insights). Other parts of the book seemed unnecessarily drawn-out, possibly because they lacked substance. Some of the advice in this book is old news. I found the section on challenger teams especially tedious. Adam tries to make old news sound new again by changing the labels (for example, Ideas People are now known as Ideas Hamsters). 'Eating the Big Fish' closes with a guide to running a two-day challenger branding workshop in your company. Like the rest of the book, it was brilliant. 'Pirate Inside' tries to close on a similar note, but I thought the guide was mostly fluff...the kind of thing you'd pay a consultant big bucks for, only to feel cheated when you get presented with six hours of buzzwords, some cool charts and nothing really helpful. Adam uses the words 'soft centre, soft shell' to describe a weak brand strategy. I think 'Pirate Inside' has a big goeey one.

Most marketing and branding books fall into one of two camps: either they are about leaders or they assume that brands can be managed by process alone. The Pirate Inside is different. It forwards the idea that brands are about people, and Challenger Brands are driven by a certain kind of person in a certain kind of way. Challenger Brands don't rely on CEOs or founders, but on the people within the organization whose personal qualities and approach to what they do make the difference between whether the brand turns to gold or falls to dust. In line with this thinking, The Pirate Inside forwards two key questions: what does it take to be the driver or guardian of a successful Challenger Brand, and what are the demands made by this on character and corporate culture? Building on his answers, Adam Morgan then explores the critical issue of whether big, multi-brand companies can create Challenger micro-climates within their companies, and the benefits that they might achieve by doing so.

.com Brand maven Adam Morgan, author of *Eating the Big Fish*, wants you to free your inner pirate and sail under the flag of the brand rather than the company. Morgan frames his brand-building advice by comparing time in the Navy (becoming a "corporate drone") with the life of a marketing pirate ("who does what is important, regardless of wisdom offered around us.") Pirates, who challenge dominant brands, have a code. But it does not include the virtues of respecting the parent company, people's space, or the ways things have always been. Morgan draws upon 50 interviews with pirates from brand challenging companies including Diesel, Tommy Bahama, and Southwest airlines. His pirates dazzle with daring do: Apple's Steve Jobs, who shows what Morgan calls "emotional insertion" when he says, "Today we put the romance into computers" or Ingvar Kamprad, Founder of IKEA, who, in a Chinese chicken market, models "insights of opportunity" as he wonders how he can use the extra feathers. For those of us without sea legs, Morgan offers four crisp sets of behavior to become a brand pirate and five personality traits to foster a challenger culture. Morgan is a wonderfully engaging writer, but sometimes his nautical analogies can get diluted by other metaphors. His ideas for helping challenger brands take on the big fish bristle with energy, originality--and above all--practicality. --Barbara Mackoff "will appeal to anyone who bought Morgan's last book, *Eating the Big Fish*, and is a natural follow-up" (Publishing News, 19th March 2004) "An excellent read" (Marketer, September 2004) "divides neatly into two sections...many examples and insights" (Brand Strategy, November 2004) "uses the analogy of being a pirate to demonstrate how challenger brands can be shaped by the people behind them" (Campaign, 10th December 2004) "...fascinating book..." (Marketer, June 2006) "... individuals who know a little about marketing would do well to learn how to use Morgan's branding insights..." (Chicago Tribune, June 2006) "... will appeal to anyone who bought Morgan's last book, *Eating the Big Fish*, and is a natural follow-up..." (Publishing News, 19th March 2004) "An excellent read" (Marketer, September 2004) "...divides neatly into two sections...many examples and insights..." (Brand Strategy, November 2004) "...uses the analogy of being a pirate to demonstrate how challenger brands can be shaped by the people behind them..." (Campaign, 10th December 2004) "...fascinating book..." (Marketer, June 2006) "... individuals who know a little about marketing would do well to learn how to use Morgan's branding insights..." (Chicago Tribune, June 2006)