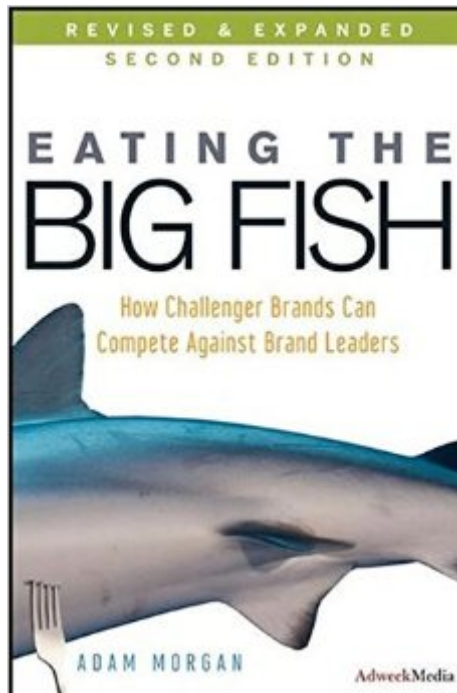


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Eating The Big Fish: How Challenger Brands Can Compete Against Brand Leaders



Synopsis

EATING THE BIG FISH : How Challenger Brands Can Compete Against Brand Leaders, Second Edition, Revised and Expanded The second edition of the international bestseller, now revised and updated for 2009, just in time for the business challenges ahead. It contains over 25 new interviews and case histories, two completely new chapters, introduces a new typology of 12 different kinds of Challengers, has extensive updates of the main chapters, a range of new exercises, supplies weblinks to view interviews online and offers supplementary downloadable information.

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Customer Reviews

Morgan explains how "challenger brands can compete against brand leaders." What is a "challenger brand"? In his Preface, Morgan suggests that it is based on eight "credos": 1. Break with the immediate past 2. Build a lighthouse entity 3. Assume thought leadership of the category 4. Create symbols of reevaluation 5. Sacrifice 6. Overcommit 7. Use advertising and publicity as a high-leverage asset 8. Become ideas-centered rather than consumer-centered He discusses each in detail in Part II. Morgan's primary objective is to provide what he calls a "magnetic compass" for Small Fish which will enable them to compete successfully. Obviously, they face problems: certain markets have moved for the first time from maturity to overcapacity; as a result, there is not enough "food" to go around; and while turning their attention downward, the Big Fish have also turned outward...toward Small Fish; as the Big Fish moved downward, retailers moved upward. Time and again, he stresses the importance of ideas...actually, better ideas. Hence the imperative to break with the past: assume nothing, take no one and nothing for granted, constantly ask "What if?" and "Why not?" For Small

Fish, the status quo is death. Period. Better ideas are engaging, provocative, and self-propagating. They help to create competitive advantages. Think in terms of an ambush: A Challenger brand can attack whenever and wherever least expected. A Challenger brand redefines terms such as "enemy", "opponent", "competition", etc. A Challenger brand has attitude. It thrives when underestimated. Better yet, when ignored. Big Fish know they are Big Fish. They have a tendency to become arrogant, complacent, hence vulnerable.

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