

Brand, Product, Campaign: What Is the Difference?

A simple story about a backpack company that thought every problem could be solved with “a new campaign.”

CHAPTER 1

The Campaign Reflex



Good backpacks. Inconsistent sales.
And every answer is starting to sound like a campaign.

Meet Milo & Max

Milo & Max is a small company that makes backpacks.

Not luxury fashion backpacks. Not extreme mountain survival backpacks.

Just well-designed everyday backpacks for people going to work, travelling, studying and carrying too many things while pretending they are organised.



A Good Product, Inconsistent Sales

The product is good.

The backpacks are durable, well designed and full of smart pockets.

They survive rain and do not make people look like they are going on a school trip in 2004.

The company has a small but enthusiastic team.

And one big problem.

Sales are inconsistent.



The Pressure Starts

Some months are good.
Some months are quiet.
Some campaigns help a little. Some do nothing.
Retailers ask for support.
The founder asks for “a stronger brand.”
The sales team asks for promotions.
The agency asks for a better brief.
Everyone has an answer.
But the team has not agreed on the question.



The Campaign Reflex

Under pressure, the team starts choosing activities before it understands the problem.

Sales are inconsistent.

“We need a campaign.”

A new backpack is coming.

“We need a campaign.”

The brand feels weak.

“We need a campaign.”

Soon, every problem starts to sound like a campaign problem.



Before We Choose the Campaign

Milo & Max pauses.

Before deciding what campaign to run, the team needs to understand:

The customer - What matters in people's real lives?

The product - What value can the backpack genuinely provide?

The brand - What should Milo & Max consistently stand for?

The situation - What is happening now, and what needs to change?

Then the team can ask what response fits the situation.

If a campaign is part of the answer, what job should it do?



Do not start with the campaign.
Start with what needs to change.

A Better Starting Point

This course follows Milo & Max as the team learns to connect the pieces in the right order.

The customer's life shows what matters to them.

Product value shows what the backpack can genuinely help with.

Brand meaning defines what people should consistently expect from Milo & Max.

The current situation shows what needs to change now.

The response should fit what is happening.

If a campaign is part of the answer, it should have a clear job.

First, step into the customer's world.

