The Challenger Diamond
Guidelines for the development of successful challenger brand packaging

Challenger brands are brands that are not the number one in their category, who try to gain market share by acting on a certain challenge. This challenge is embodied by breaking the conventions of the category they are in. The lack of resources that challenger brands characterize makes their packaging an important medium. For challenger brands, packaging design can be their only asset through which they can advertise.

A study on the influence of differentiation and presence of brand story elements on product evaluation is performed. The findings from this study provide reasons for packaging designers to design a highly differentiated design and to explicitly tell the brand story through brand story elements. This will give challenger brands the opportunity to express their identity; through their packaging but also because consumers will search for more information about the brand. Finally the brand will enter social conversation, since word-of-mouth advertising is more likely.

From these findings, together with the findings from literature and an extensive analysis of existing challenger brands, the 'Challenger Diamond' packaging guidelines are developed. These consists of three elements; 'express your identity', 'be different' and 'be single-minded'.

- **Express your identity** is the umbrella guideline. The brand story should be expressed by brand story elements in order to express their identity; their values and their passion.

- **Be different** provides systematic design steps in order to decide which category codes should be pursued and which category codes should be discarded to design a differentiated packaging design.

- **Be single-minded** emphasizes the importance of focusing on the specific target audience of the challenger brand.

These three elements together form the base for developing packaging design for challenger brands. When each of these aspects is taken into account properly, a strong base can be set for the development of the challenger brand packaging design.

![The Challenger Diamond Diagram](image-url)