















It is with heavy hearts that we inform you that Duo, formally known as The Duolingo Owl, is dead.

Authorities are currently investigating his cause of death and we are cooperating fully. Tbh, he probably died waiting for you to do your lesson, but what do we know.

We're aware he had many enemies, but we kindly ask that you refrain from sharing why you hate him in the comments. If you feel inclined to share, please also include your credit card number so we can automatically sign you up for Duolingo Max in his memory.

We appreciate you respecting Dua Lipa's privacy at this time.











https://www.youtube.com/watch?v=IS eBuY9F2hE





BEFORE





AFTER

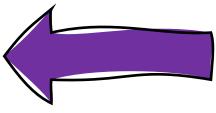


















The Menu

Topic 1. Brand Equity

Topic 2. Brand Audit A: Inventory





How much would you pay for this pair of shoes?







APICCAPS

Portuguese Footwear, Components and Leather Goods Manufacturers' Association

- Study by Católica Porto Business School at the International footwear fair MICAM, in Milan
- Evaluate the contribution of APICCAPS' communication in the perceptions of Portuguese footwear
- Blind test to 80 randomly selected professionals of the sector, from 26 nationalities
 - Retailers, wholesale, footwear manufacturers, independent agents, designers, fashion students and final clients

"

From APICCAPS' point of view, this is the result of decades of investment in external promotion, not only from the companies themselves but also from an institutional investment in the improvement of the sector's collective image.

In 2009, APICCAPS launched an **image campaign** with the goal of improving the collective image of the Portuguese footwear and its companies. 10 years later, the sector's exports increased approximately 50% (from 1200 million euros to over 1900 million years last year) and over 11 thousand new jobs were creating within the cluster.

Equity is managed carefully and built over time

built over

Portuguese Footwear, Components and Leather Goods Manufacturers' Association

APICCAPS



Brand Equity

The marketing and financial value associated with a brand's strength in a market

- Refers to the positive differential effect that a brand name has on customers
- The added value that a respected, well-known brand gives to a product, beyond its functional benefits (Keller)
- A set of brand assets and liabilities linked to a brand name and symbol, which add to or subtract from the value provided by a product or service (Aaker)

Brand Equity





"...a set of associations and behaviors on the part of a brand's consumers, channel members and parent corporation that enables a brand to earn greater volume or greater margins than it could without the brand name and, in addition, provides a strong, sustainable and differential advantage".

(Srivatsava & Shocker, 1991)

Strategic Brand Management & Equity

A brand is:

"a mixture of attributes, **tangible** and **intangible**, symbolized in a trademark, which, if managed properly, creates value and influence" (*Interbrand*)

Strategic Brand Management is a *long-term* and *integrative* approach that the company adopts in *creating*, *developing* and *managing* its brand.

It allows the company to *differentiate* itself from its competitors, and *communicate* its message and *market position* in a *consistent* and *holistic* manner. (Kapferer, 2014)

Equity is managed carefully and built over time

built over time

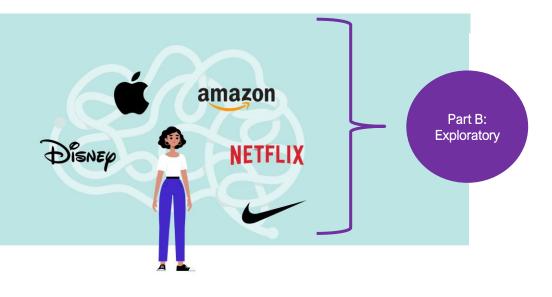
Brand Equity perspectives

- 1. Brand Equity as an incremental cash flow.
- 2. Aaker and Biel (1993) take a *value-added perspective*, conceiving brand equity as the value added to the core product or service by associating it with a brand name.
- 3. Keller (1993) takes into account *consumer behavior*, regarding brand equity as the result of consumers' responses to the marketing of a particular brand, which depends on their knowledge of that brand.

Brand Equity & the Brand Audit

BRAND MANAGEMENT

PERCEPTIONS



EXECUTION

VERBAL IDENTITY

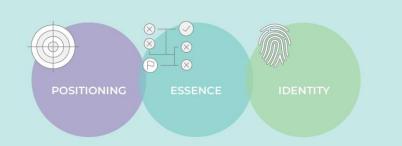




Part A: Inventory

STRATEGY

THE BRAND PLATFORM



The Menu

Topic 1. Brand Equity

Topic 2. Brand Audit A: Inventory



Brand Audit – what is it





Brand Audit – what is it

"The purpose behind a brand audit is plain and simple: to gain a fundamental understanding of where your brand stands in its current state" (Henderson, 2015)

- A brand audit is a comprehensive examination of a brand in terms of its sources of brand equity
- A brand audit is a "more externally, consumer-focused exercise that involves
 procedures to assess the health of a brand, uncover its sources of brand equity and
 suggest ways to improve and exploit its equity"

A brand audit can be used to set the strategic direction for a brand (Keller, 2012)

Brand Audit – what is it

"A Brand Audit requires understanding the sources of brand equity from the perspective of both the company and the consumer

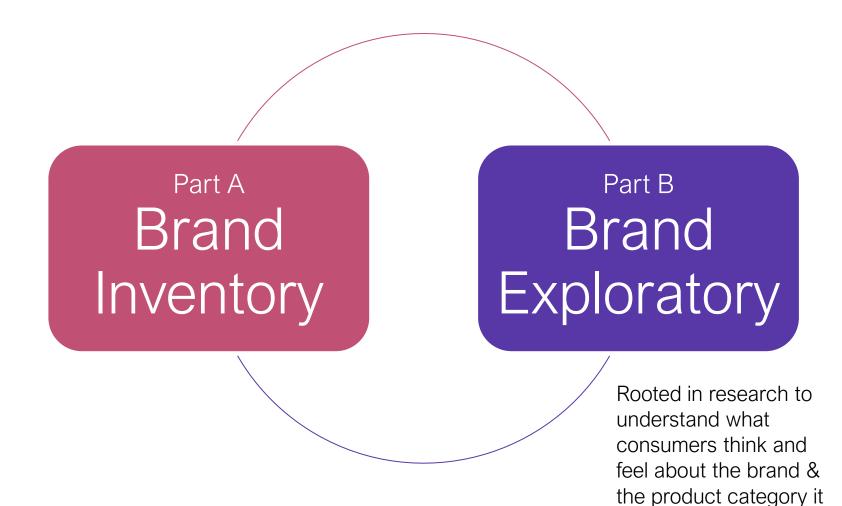
Part A: Inventory

<u>From the perspective of the company</u>, it is necessary to understand exactly what products and services are being offered to consumers and how they are **marketed** and **branded**.

Part B: Exploratory <u>From the perspective of the consumer</u>, it is necessary to dig deeply into the minds of consumers and tap their **perceptions** and **beliefs** to uncover the true **meaning** of brands and products" (Keller, 2012)

Brand Audit – Inventory

- The purpose of the Brand
 Inventory is to provide a
 comprehensive profile of how all
 the products and services sold
 by a company are branded and
 marketed
- This is the perspective of the company



25

belongs to, to identify

sources of equity

Brand Audit – Inventory

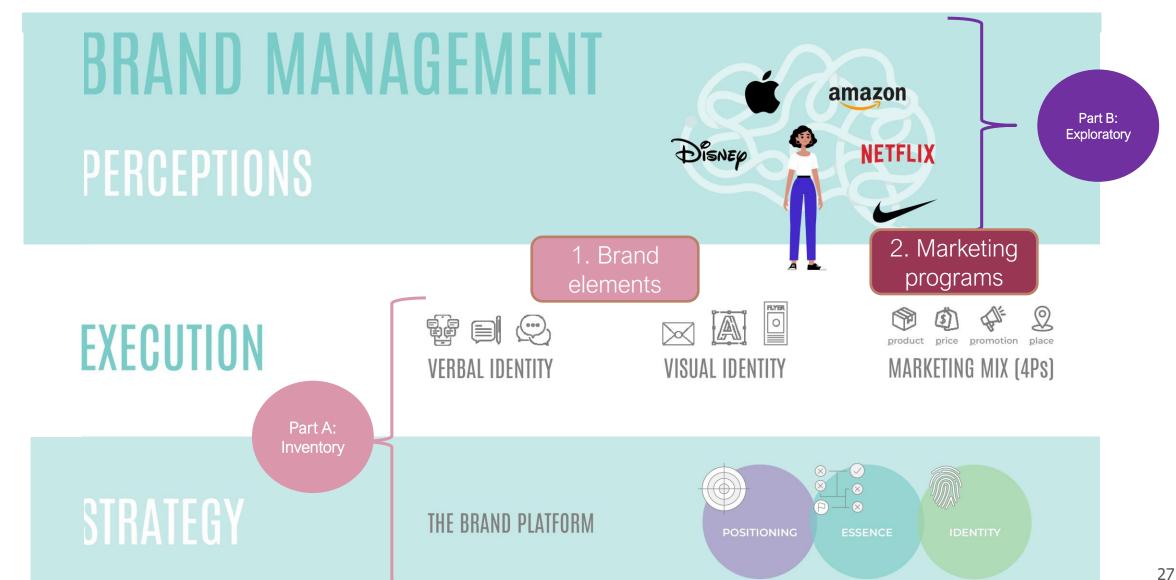
- The purpose of the Brand
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- This is the perspective of the company
- To complete the profile of each product/service, identify:

Part A Part B Brand Brand Exploratory Inventory

1. Brand elements

2. Marketing programs

Brand Equity & the Brand Audit





Process & end-goal

Step 1: Data collection

What is the company putting out there

Step 2: Data analysis & assessment

- Who are the main competitors & how are they positioned/what's their profile? What are the brand's PoPs/PoDs? Strengths, weaknesses?
- What is the intended positioning? Personality?
- Is there continuity/consistency in the brand's marketing efforts?

What are Is there consumers' continuity & What are What are the What is the consistency current the brand's brand's intended in the PoP and strengths and brand brand's positioning? weaknesses? PoD? perceptions marketing efforts? based on

1. Brand elements

EXECUTION



That part of a brand that can be spoken, including letters, words, and numbers

 Name, brand tone, language, slogans, taglines



Design / visual elements: The elements of a brand that cannot be spoken

The visual brand style elements include

 Logo, color, form, imagery symbol/character, typography, sound Brand Inventory

1. Brand elements

EXECUTION



That part of a brand that can be spoken, including letters, words, and numbers

Name, brand tone, language, slogans, taglines



Verbal Identity

1. Brand elements

Names

KKW BEAUTY

COLLECTIONS BODY LIPS EYES FACE TOOLS KITS & BUNDLES

CELESTIAL SKIES

KKW X MARIO: THE ARTIST & MUSE

90'S MATTES

BODY

NUDE LIPS

CONCEAL BAKE BRIGHTEN

BEST OF SETS

KKW X KYLIE

CLASSIC

ULTRALIGHT BEAMS

GLITZ & GLAM

KKW X WINNIE

SOOO FIRE

MRS. WEST

CONTOUR & HIGHLIGHT

GLAM BIBLE

CLASSIC RED

CLASSIC BLOSSOM

FLASHING LIGHTS

TOOLS

Part A Brand Inventory

Verbal Identity

. Brand elements









NESPRESSO FLAVOURS CHART





Cosi

LIGHT AND LEMONY:

Pure, lightly roasted East African, Central and South American Arabicas make Cosi a light-bodied espresso with refreshing citrus notes. Intensity - 3



Linizio Lungo

ROUND AND SMOOTH:

Pure Arabica from South America, Linizio Lungo is a well-rounded blend made of Brazilian and Colombian coffee. The split-roasting gives a cereal, Intensity - 4



Volluto

SWEET AND LIGHT

A pure and lightly roasted Arabica from South America, Volluto reveals sweet and biscuity flavours, reinforced by a little acidity and a fruity note. Intensity - 4



Vivalto Lungo

COMPLEX AND BALANCED:

balanced coffee made from a complex blend of separately roasted South American and East African rabicas, combining roasted and subtle floral notes. ntensity - 4



Capriccio

RICH AND DISTINCTIVE:

lending South American Arabicas with a touch of obusta, Capriccio is an espresso with a ricl roma and a strong typical cereal note. ntensity - 5



Fortissio Lungo

RICH AND FULL-BODIED :

As in the age of sailing ships, West Indian Malabar Arabica beans are exposed to monsoon winds after harvest to reveal a distinguished aromatic profile, rich with cereal notes. Intensity - 8



Livanto

ROUND AND BALANCED: A pure Arabica from South and Central America, vanto is a well-balanced espresso characterised by roasted caramalised notes ntensity - 6



Rosabaya

FRUITY AND BALANCED: This blend of fine, individually roasted Colombia

rabicas, develops a subtle acidity with typical red ruit and winey notes. ntensity - 6



Roma

ULL AND BALANCED:

The balance of lightly roasted South and Centra American Arabicas with Robusta, gives Roma swer and woody notes and a full, tasting taste on the palat



Dulsao

SWEET AND SATINY SMOOTH:

Dulsão do Brasil is a delicate blend of red and yellow Bourbon beans with a distinctive note of toasted

Intensity - 4



Arpeggio

INTENSE AND CREAMY:

A dark roast of pure South and Central America Arabicas, Arpeggio has a strong character and in tense body, enhanced by cocoa notes, ntensity - 9



Indriya

OWERFUL AND SPICY: drya from India is the noble marriage of Arabicas with nt of Robusta from southern India. It is a full-bodied of esso, which has a distinct personality with notes of spic tensity - 10



Ristretto

OWERFUL AND CONTRASTING :

blend of South American and East African Arabica rith a touch of Robusta, roasted separately to create th ubtle fruity note of this full-bodied, intense espresso. ntensity - 10



Ciocattino

HOCOLATE FLAVOURED:

Park and bitter chocolate notes meet the carame sed roast of the Livanto Grand Cru. A rich combina in reminiscent of a square of dark chocolate tensity - 6



Dharkan

ONG ROASTED AND VELVETY:

his blend of Arabicas from Latin America and As illy unveils its character thanks to the technique ng roasting at a low temperature. tensity - 11



Caramellito

CARAMEL FLAVOURED:

he sweet flavour of caramel softens the roasted otes of the Livanto Grand Cru. This delicate gou net marriage evokes the creaminess of soft toffee Intensity - 6



Kazaar

XCEPTIONALLY INTENSE AND SYRUPY: s powerful bitterness and notes of pepper are b tensity - 12



Vanillio

VANILLA FLAVOURED:

A balanced harmony between the rich and the velvety aromas of vanilla and the mellow flavour of the Livanto Grand Cru. A blend distinguished by its full flavour Intensity - 6





Decaffeinato

COMPLEX AND BALANCED:

A balanced coffee made from a complex blend of R-546, New Rajinder Nagar, Main Shanker peparately roasted South American and East African Road, New Delhi 110060, Ph. 011- 45202020 Arabicas, combining roasted and subtle floral notes. (30 Lines), Mob. +91 981161 3737 Intensity - 4

52A,Khan Market New Delhi 110003, Ph: 011-47078787; 47078686; Mob: +91 88000 89000 Corporate Office:

Buy online at www.globalgadgets.co.in

Brand Inventory

Verbal Identity

1. Brand elements

Slogan



Shall we change the **world**?

Shaping powerful minds







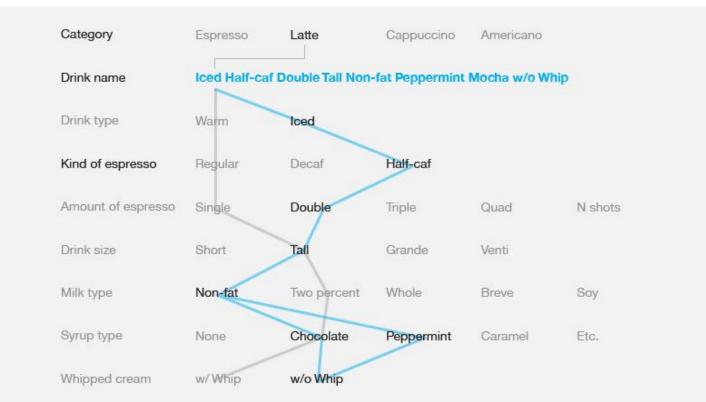
Verbal Identity

1. Brand elements

Language









Verbal Identity

Brand elements

Apple Trademark List*

A trademark can be a word, phrase, symbol, or design that distinguishes the source of the goods or services. Also, as trade dress, it can be the appearance of a product or its packaging, including size, shape, color, texture, graphics, and appearance (e.g, retail store or website)

The following is a non-exhaustive list of Apple's trademarks and service marks.

https://www.apple.com/legal/intellectua I-property/trademark/appletmlist.html

Apple's Trademarks

Generic Terms

software feature

wireless headphones

wireless headphones

wireless hardware/software solution

wireless hardware/software solution

wireless hardware/software solution

wireless hard drive/Wi-Fi base station

interface

AirDrop® software feature

AirMac® wireless hardware/software solution

AirPlay®

AirPlay Logo™

AirPods®

3D Touch®

AirPods Pro™

AirPort®

AirPort Express®

AirPort Extreme®

AirPort Time Capsule®

AirPower®

AirPrint®

AirTunes™

Animoji[®]

application program

messaging feature

charging devices

software feature

35

Brand Inventory

Verbal Identity

1. Brand elements

Brand Voice



My pleasure

Certainly

Hey dude!

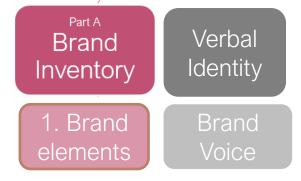
Yo, you owe us 50 bucks

Our records indicate a balance of \$50

How may I help you?

What do you want?





"We were beginning to get some alarming feedback from guests who felt we were coming off as too robotic"

"Unfortunately, what we were finding is that the very consistency itself was coming across as formal and excessively traditional.

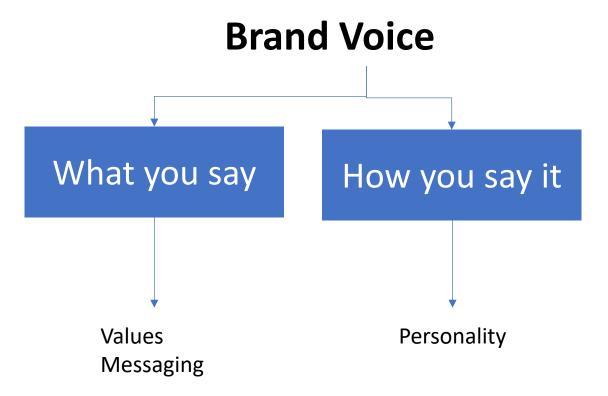
It was no longer tracking well with a majority of consumers, and especially with our younger guests, who perceived it as inauthentic."

Lisa Holladay, VP Global brand marketing, Ritz-Carlton





 The character of your brand expressed through words



Verbal Identity

1. Brand elements

Brand Voice



Verbal Identity

1. Brand elements

Brand Voice

Our tone of voice.

The Skype tone of voice is unique. As a company built around our users, the Skype voice is always plain-speaking and human.

Our products are always explained in the simplest terms. If your mum couldn't understand what is being written, then it's not the Skype voice.

Humour is an important part of the Skype voice. We don't tell one liners, but employ a gentle wit to engage our users. For instance "You could think of us as that overly generous Aunt who always insists you have a third helping. We prefer to think of ourselves as a big group hug, even a present. Yes that's it, we're a present but without the ribbon."



Verbal Identity

1. Brand elements

Brand Voice





Visual identity

1. Brand elements

EXECUTION



Design / visual elements: The elements of a brand that cannot be spoken

The visual brand style elements include

 Logo, color, form, imagery symbol/character, typography, sound



1. Brand elements





https://www.pentagram.com/work/rolls-royce-3



1. Brand elements

Typography



Ice Cream Flavors

Where to Buy ~

Shops & Catering

Activism ~

What's New





About Us

Get Ice Cream

Find your closest retailer or delivery partner today.

Shops & Catering

Find your favorite flavors at a Scoop Shop near you.



Ben & Jerry's NEW Instant Delivery!

Go ahead, give it a swirl...

AaBbCdEeFfGgHhli JjKkLMmNnOoPpQQ RrSsTtUuVvWwXxYyZz 1234567890

AaBbCdEeFfGgHhIi
JjKkLMmNnOoPpQq
RrSsTtUuVvWwXxYyZz
1234567890

Visual identity

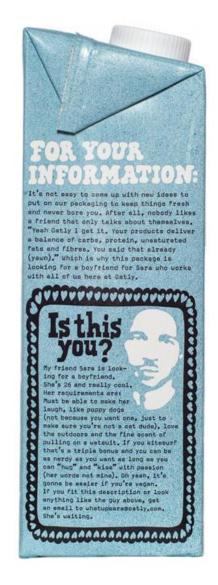
1. Brand elements

Typography









Visual identity

1. Brand elements

Logo



Visual identity

1. Brand elements

Logo











1901 - 1968

1968 - 1999

1999 - 2018

2018 - 2023

2023

WesSaint/aurent **SAINT LAURENT BALENCIAGA** BALENCIAGA BURBERRY **BURBERRY** London, England LONDON ENGLAND Berluti **BERLUTI** Paris **PARIS** BALMAIN **BALMAIN** PARIS PARIS



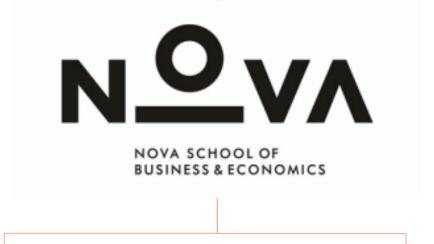
1. Brand elements

Logo





Using logos to understand Brand Architecture









Visual identity

1. Brand elements

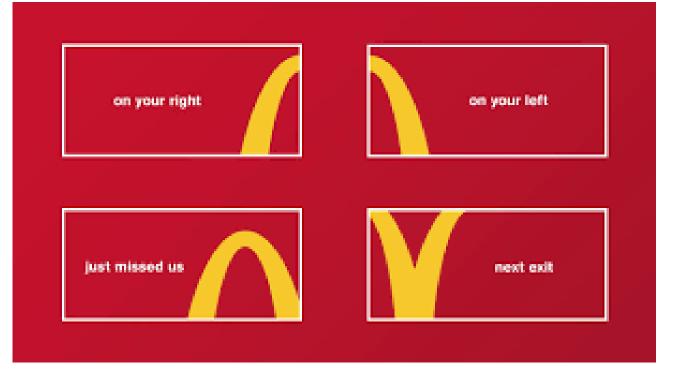
Logo

Logo as a distinctive brand asset

Brand code

 "an exclusive style or element of your brand that separates it from other brands, which makes it easier for consumers to remember and recognize your brand







1. Brand elements

Symbols/ Characters



Distinctive brand code



Visual identity

1. Brand elements

Symbols/ Characters



















Visual identity

1. Brand elements

Symbols/ Characters



U.S. consumer attitudes to Tesla

Consumer responses to questions on whether they like/trust Tesla and would consider buying one.



Note: Monthly responses to questions on Tesla Source: Caliber





Visual identity

1. Brand elements

Imagery









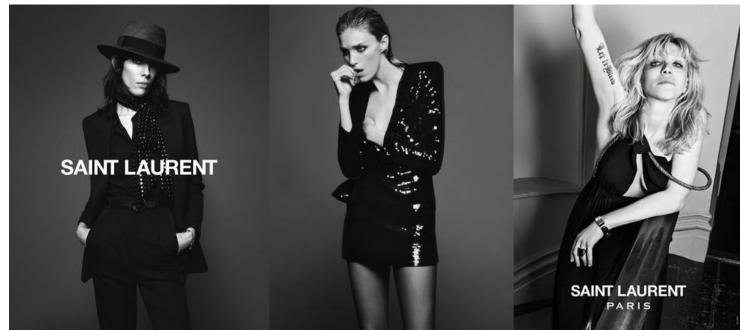
Visual identity

1. Brand elements

Imagery









1. Brand elements

Packaging



- Logo prominence
- Sub-brand names
- Product descriptor
- Claims made on label
- Colors used
- Materials used
- Shape
- Comparison to competition





2013

Visual identity

1. Brand elements

Packaging

















Visual identity

1. Brand elements

Packaging























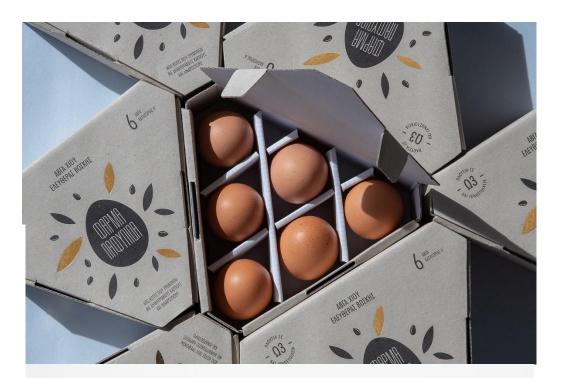
1. Brand elements

Packaging

Brand assets - distinctiveness

"bottle so distinct that you would recognize it by feel in the dark or lying broken on the ground."







Visual identity

1. Brand elements

Color

Color as an asset





1. Brand elements

Packaging

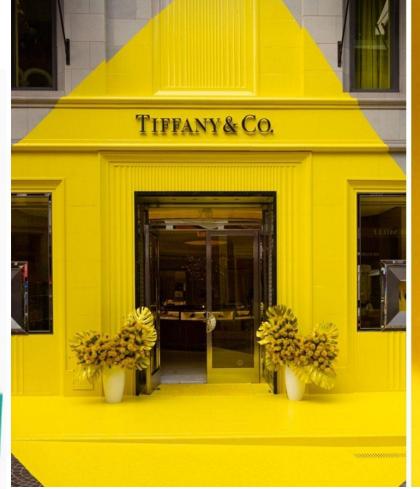
Color as an asset



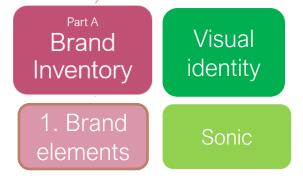
Forbes

Jun 22, 2021, 10:42am EDT | 37,630 views

Yellow Is The New Blue As Tiffany & Co Debuts New Color Scheme Under LVMH Marketing Plan

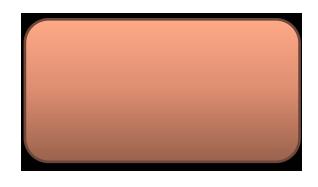


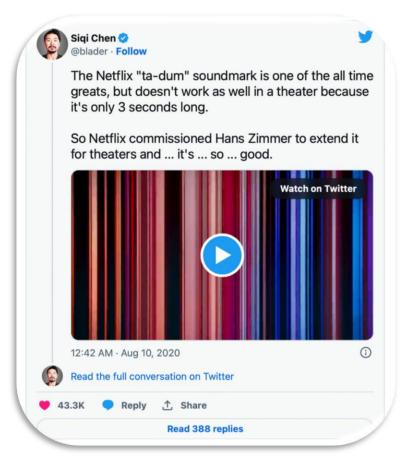


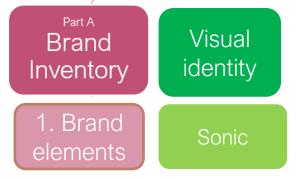


Sound as an asset

Audio signature







Sound as an asset

Audio signature



Brand Audit – Inventory

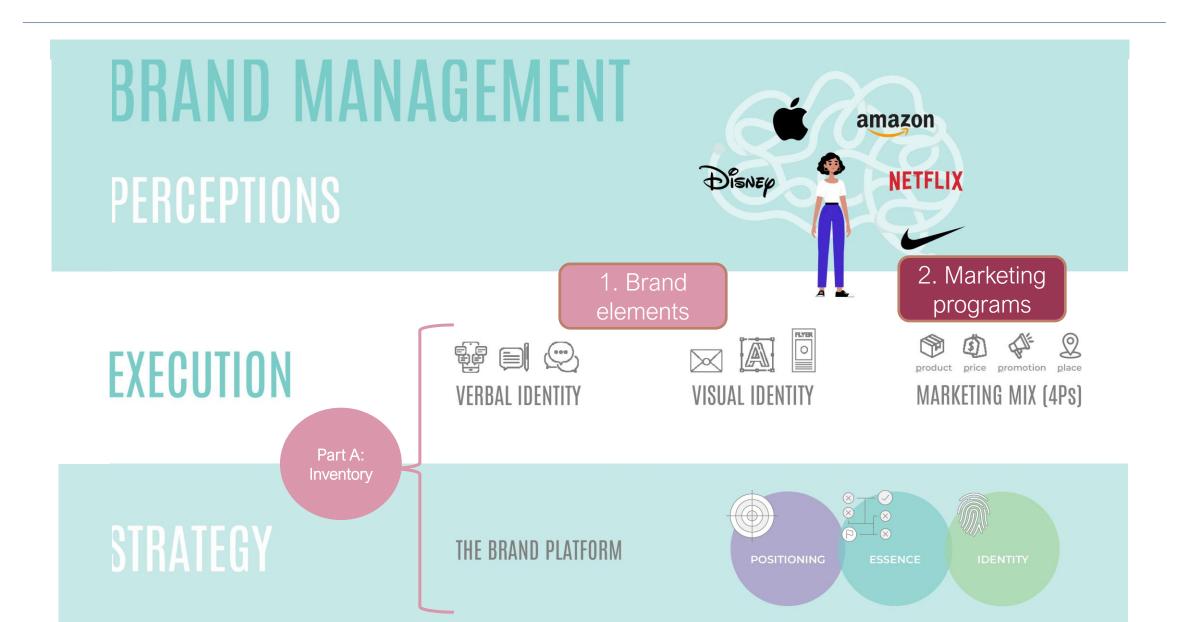
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- This is the perspective of the company
- To complete the profile of each product/service, identify:

Part A Part B Brand Brand Exploratory Inventory

1. Brand elements

2. Marketing programs

Brand Equity & the Brand Audit



2. Marketing programs

Review of the 4Ps (7Ps): Identify the inherent attributes of the Product (Service)

- Product
 - Categories captured in portfolio, product innovations
- Price level/position
 - Entry, value, mid-priced, premium, luxury
- Promotion / Communications
 - Print materials such as brochures, stationery, business cards, trade show displays, Website, Social media, Advertising, PR, Sponsorships
 - Important to note the channel of communication,
 but more important is the
 content/messaging/tone of the communication
- Place/ Distribution

Exclusive, mass, online only, etc

Process

 Systems of operations & providing the service

People

Look, training, uniforms

Physical Evidence

Design, space, furniture, etc

Process & end-goal

Step 1: Data collection

What is the company putting out there

Step 2: Data analysis & assessment

- Who are the main competitors & how are they positioned/what's their profile? What are the brand's PoPs/PoDs? Strengths, weaknesses?
- What is the intended positioning? Personality?
- Is there continuity/consistency in the brand's marketing efforts?



For next time

Session / Date	Topic	Due	Required Readings
1. Feb 5	Course introduction What is a brand?	Select into groups by Feb 7 by 7pm (Moodle)	Keller: 1
2. Feb 12	Brand Equity Brand Audit (A): Inventory	Submit on Moodle: Feb 14, by 7pm: Team Brand Top 3 choices	Keller <u> 2</u> (p. 68-78), 3, 4, & 8 (p. 293-299)
3. Feb 26	Brand Platform: Positioning, Identity, Essence, Values	and O seesans	Keller: 9
4. Mar 5	WORKSHOP: Brand in century & Brand Platform		Materials from session 2 & 3
5. Mar 12	Brand Audit (B): Exploratory & the CBBE model	Due: Sampling plan and discussion guide by March 14	 Keller: Building Customer-based Brand Equity (Moodle) Keller: 2 (p. 79-end) Kapferer: 7
6. Monday 17/3 MAKE UP	Brand loyalty and engagement	Case study: Taylor Swift In-class quiz	McKinsey Consumer Decision Journey (2009) (Moodle) Ten years on the consumer decision journey: where are we today? (Moodle)
	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	



 Upload your 3 brand choices on Moodle (Feb 14)

