2327 Brand Management

Dr. Sofia Kousi

Week 3

Week 3

Brand Platform

Positioning
Identity & Essence

The Menu

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**

- To complete the profile of each product/service, identify:

Part A
Brand Inventory

Part B
Brand Exploratory

1. Brand elements

2. Marketing programs

4
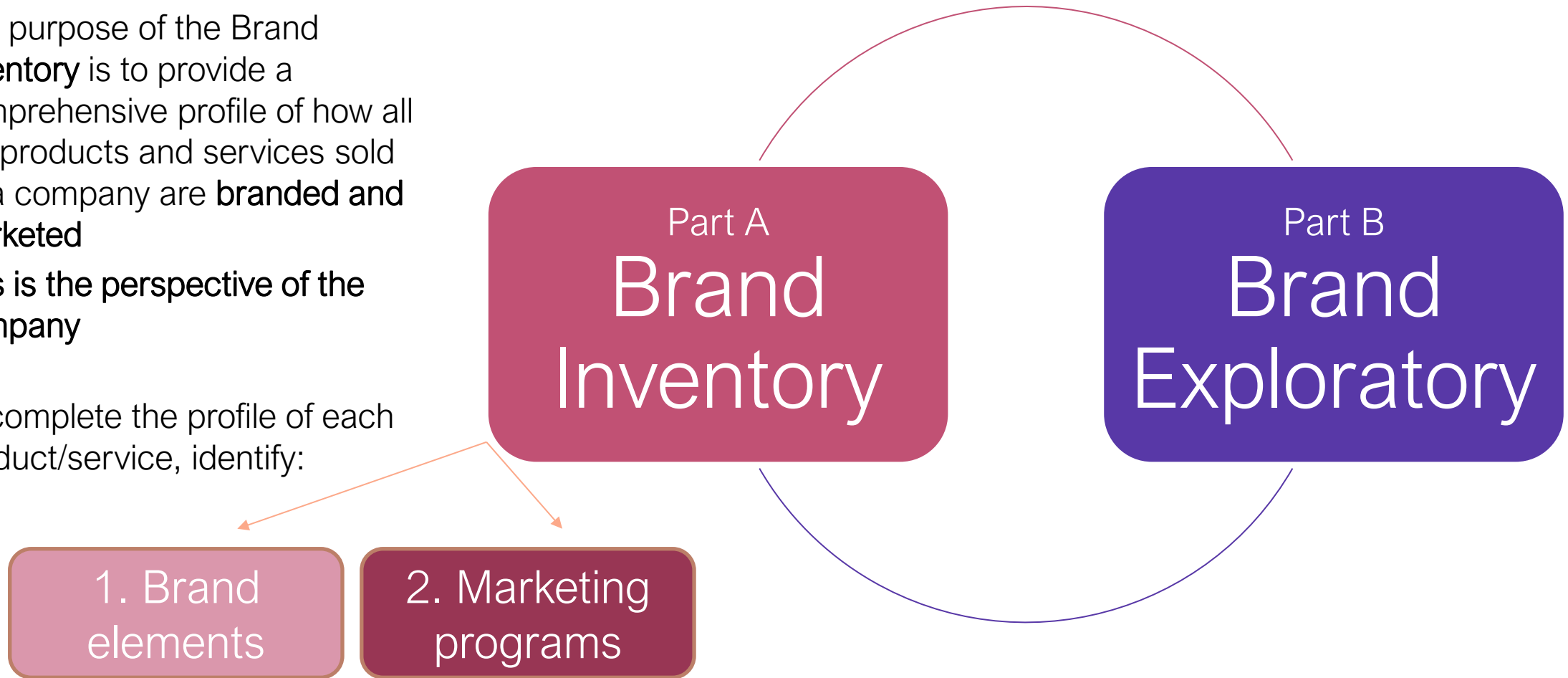
Process & end-goal

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 consumers' current brand perceptions based on

▶

Is there continuity & consistency in the brand's marketing efforts?

▶

What are the brand's strengths and weaknesses?

▶

What are the brand's PoP and PoD?

▶

What is the intended positioning?

Brand Management

BRAND MANAGEMENT

PERCEPTIONS

EXECUTION

VERBAL IDENTITY · VISUAL IDENTITY · MARKETING MIX (4Ps)

product · price · promotion · place

STRATEGY

THE BRAND PLATFORM

POSITIONING · ESSENCE · IDENTITY
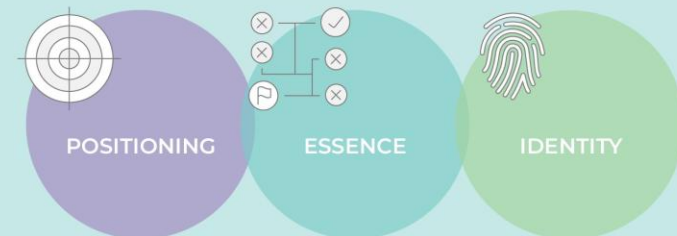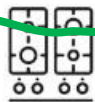
Brand positioning gold

Brand positioning criteria

Relevance
to customers

Differentiation
vs competition

Credibility
of the
company

Brand Platform

Group A

https://www.youtube.com/watch?v=SV3C4
03GLZU
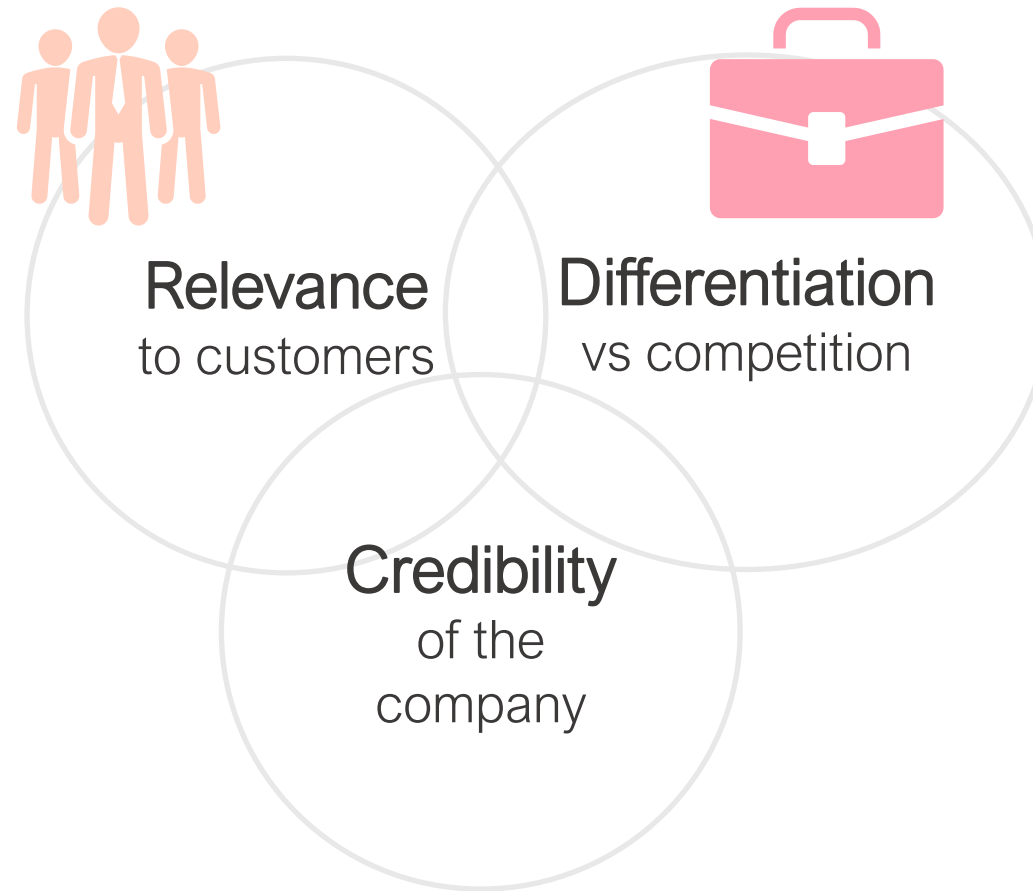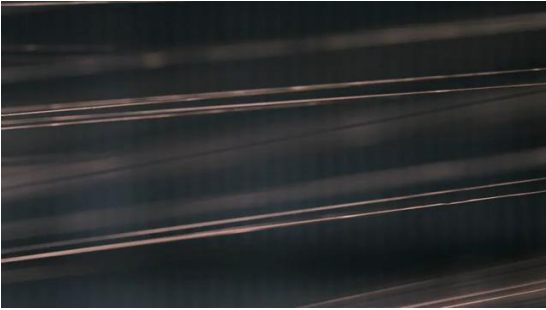
tinyurl.com/RazorA2023

Group B

https://www.youtube.com/watch?v=ZUG9
qYTJMsl

tinyurl.com/RazorB2023

Group C

https://www.youtube.com/watch?v=6B8Zik0
0wN8

tinyurl.com/RazorC2023

The Menu

What is positioning?

Brand positioning

"The art of staking out a particular piece of mental real estate for a brand in consumer's mind"

Al Ries

- Positioning is the act of 'designing the company's offer and image so that it occupies a distinct and valued place in the target customer's mind'
(Keller, 2008)

- Positioning a brand means emphasizing the distinctive characteristics that **make it different from its competitors** and appealing to the public. (Kapferer, 2009)
  - Competition-oriented: location in relation to competitors

- Helps guide marketing strategy by clarifying what a brand is about, how it is unique and how it is similar to competitive brands, and why should consumers purchase/use the brand

- Captured in the Positioning Statement: A strategic internal statement used to guide tactical executions

The Positioning map

The Positioning map:
alternative axes as points of differentiation
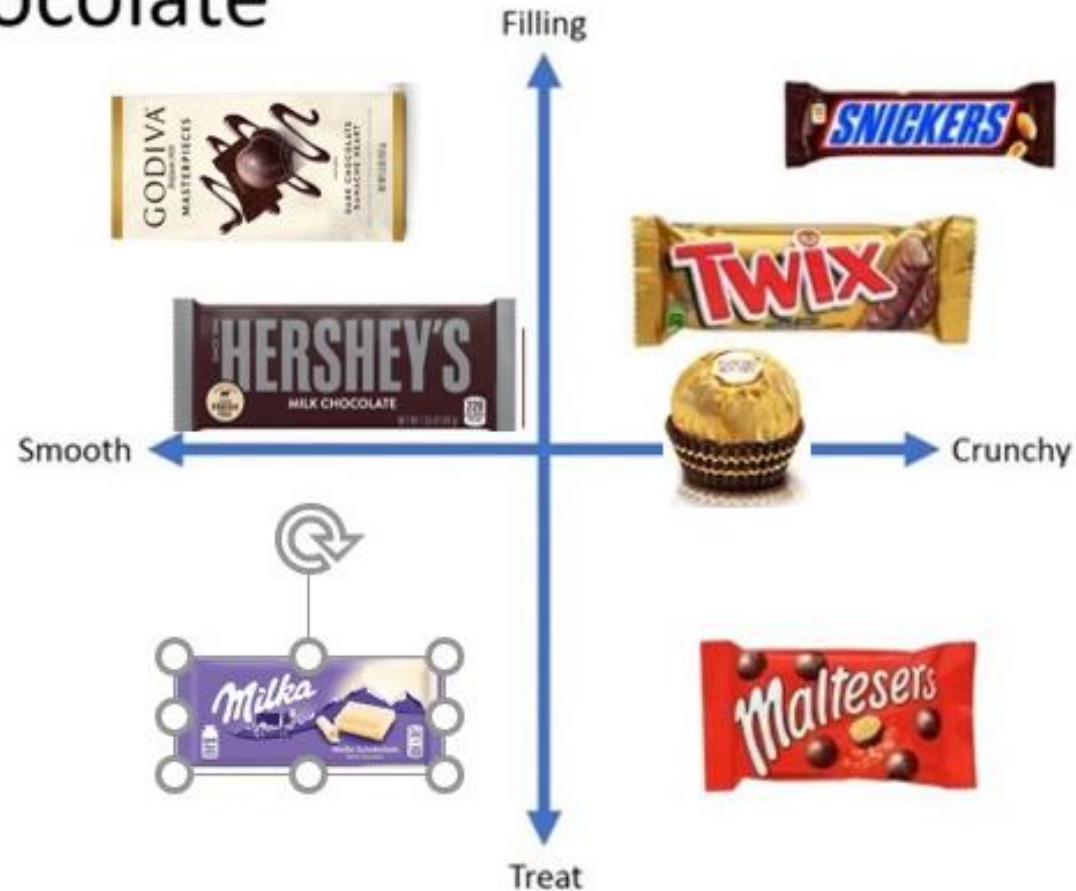
Brand positioning elements: Kapferer (2009)

Positioning is the result of an analytical process based on four questions

1 **Target**: For whom? When? Where?

2 **Competitive set**: Relative to whom?

3 **Unique value proposition**: What value?

> **PoP**: Points of Parity
>
> **PoD**: Points of Difference

4 **Reason to believe**: Why? How?

Source: Kapferer, 2009

Unique Value Proposition (USP)

PoP: Points of Parity

Category PoPs

- Necessary associations to be a legitimate and credible player within a category
- Necessary, but not sufficient for choice
- Important when extending to different categories and need to establish competence & credibility

Competitive PoPs

- Associations designed to negate a competitor's Point of Difference
- Trying to 'break-even' on important associations

Vertical differentiation

- Stress superiority on PoPs

SLEEP WELL

Heavenly® Bed

Sleep is proven to reduce stress and improve focus. That's why we designed the Heavenly Bed to give you a night of truly restorative sleep. Sink into a bed so comfortable, that you'll want to take it home with you.

WESTIN STORE

WESTIN®
HOTELS & RESORTS
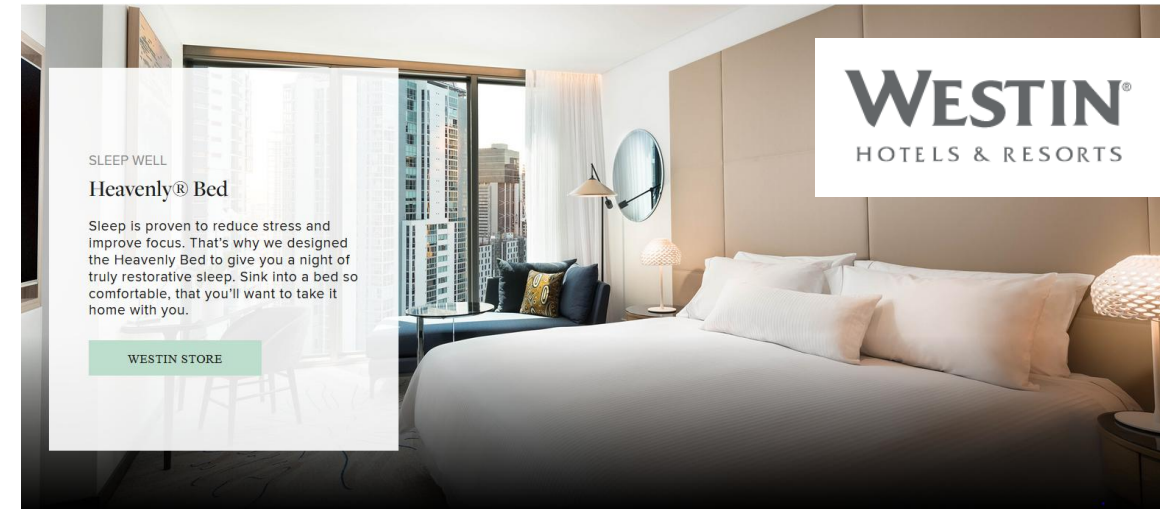
Unique Value Proposition (USP)

PoD: Points of Difference

Strong, favorable and unique associations
- May be based on any type of attribute, benefit or value association
- Customers must believe they cannot find the same attribute/benefit/value in a competitor
  - Functional: performance-related considerations
  - Abstract: Image-related

Horizontal differentiation
- Based on unique attribute

- Positioned as "Inexpensive and built to stay that way"
  - Undifferentiated from Toyota and Honda
- Point of Difference: Developed and sold only all-wheel-drive for passenger cars
- Upgraded its image and its price

USP: Claims laddering

Values

Abstract

Benefits

Features / attributes

Functional

USP: Claims laddering

Ultra-slim 5-gigabyte hard drive doubles as a FireWire disk for files and applications.

Blazingly fast FireWire connection capable of downloading an entire CD in just 10 seconds.

Rechargeable lithium polymer battery that provides up to 10 hours of continuous playtime.

Headphones engineered with Neodymium transducer magnets for high-fidelity sound.

Features / attributes

USP: Claims laddering

iPod.

1,000 songs in your pocket.

Benefits

Features / attributes

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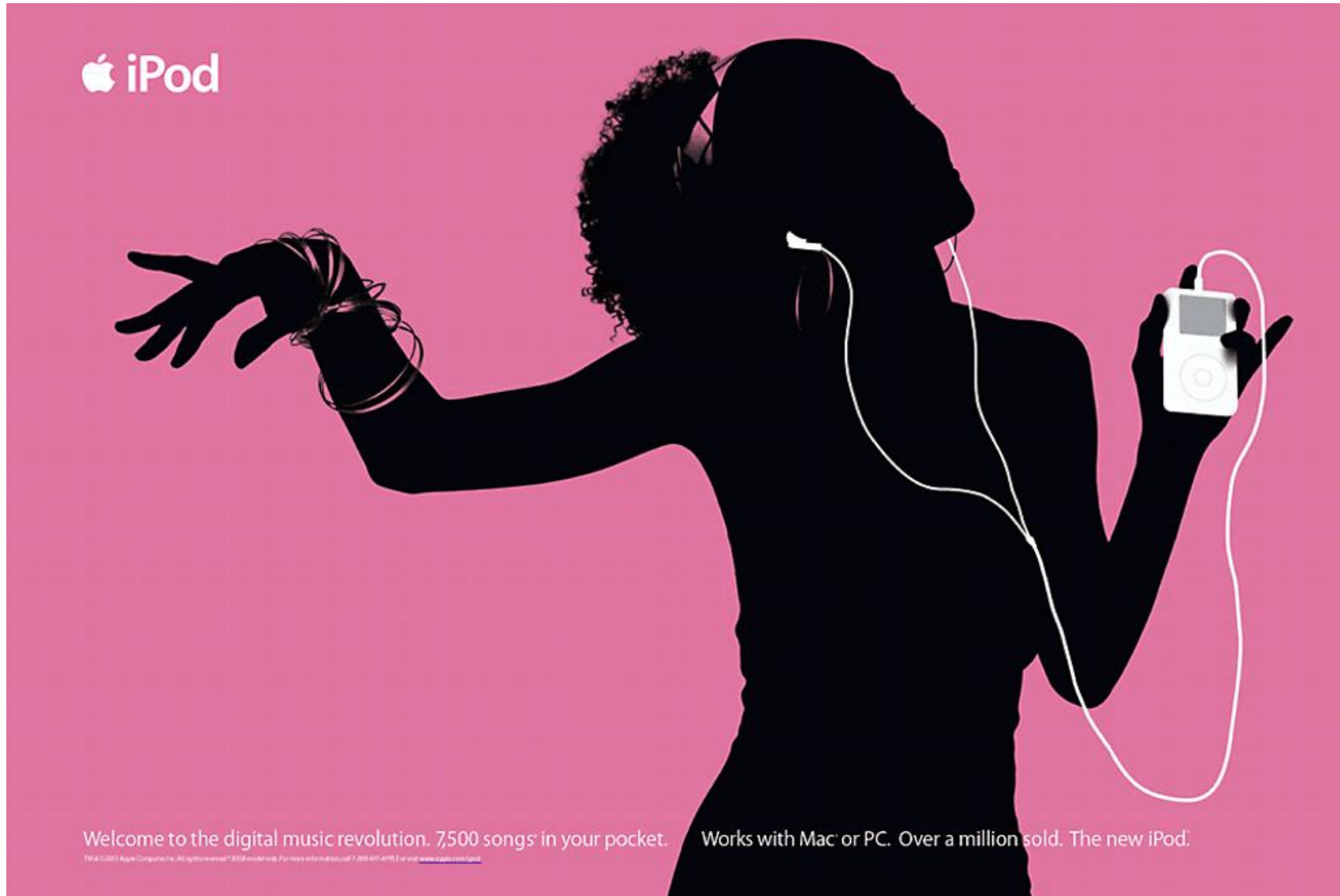
Values

The positioning statement

Typical formula:
For [target audience], [brand] is the [competitive set] that [USP], because only [brand] [reason to believe/evidence]

Example:

For the *young and young at heart*, Walt Disney World is the **theme park** that best delivers on an *immersive and magical experience*, because *only Walt Disney World connects you to the characters and worlds you most desire.*

Essence / tagline: Where Dreams come true

Brand Management
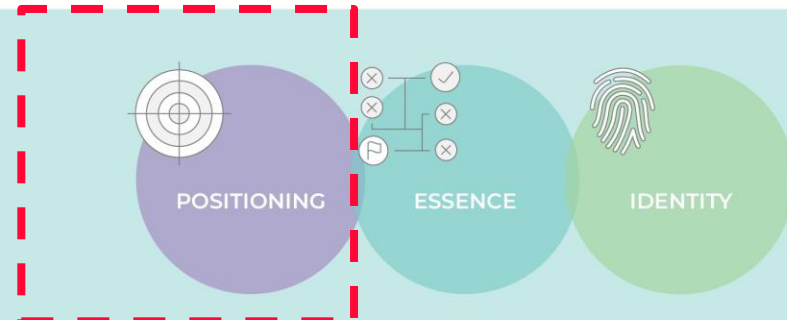
The Menu

Brand Platform: Identity & Essence
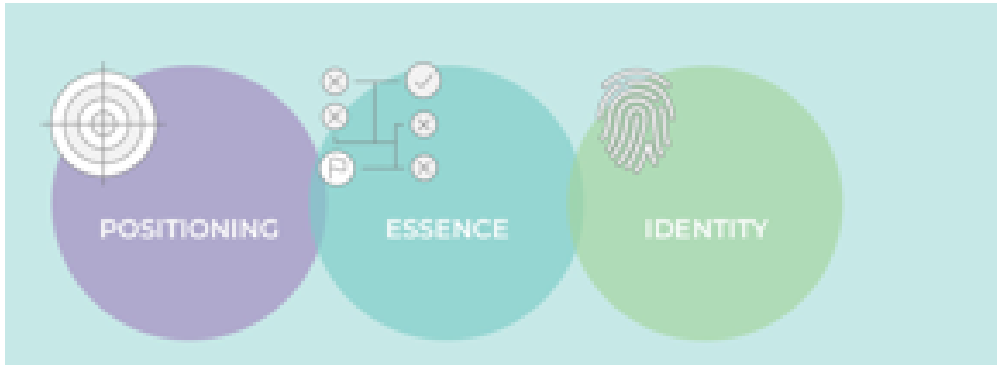
Image ≠ Identity

Brand image is how the consumers perceive the brand.

Identity expresses the brand's tangible and intangible characteristics – everything that makes the brand what it is, and without which it would be something different.

The deliberate and positive associations that a **brand strategist/manager** wants to impose on a particular brand.

Source: Kapferer, 2009

The Kapferer brand identity prism

PICTURE OF SENDER

Physique · Personality

EXTERNALIZATION

Relationship · Brand Essence · Culture

INTERNALIZATION

Reflection · Self-image

PICTURE OF RECIPIENT

Source: Kapferer, 2009
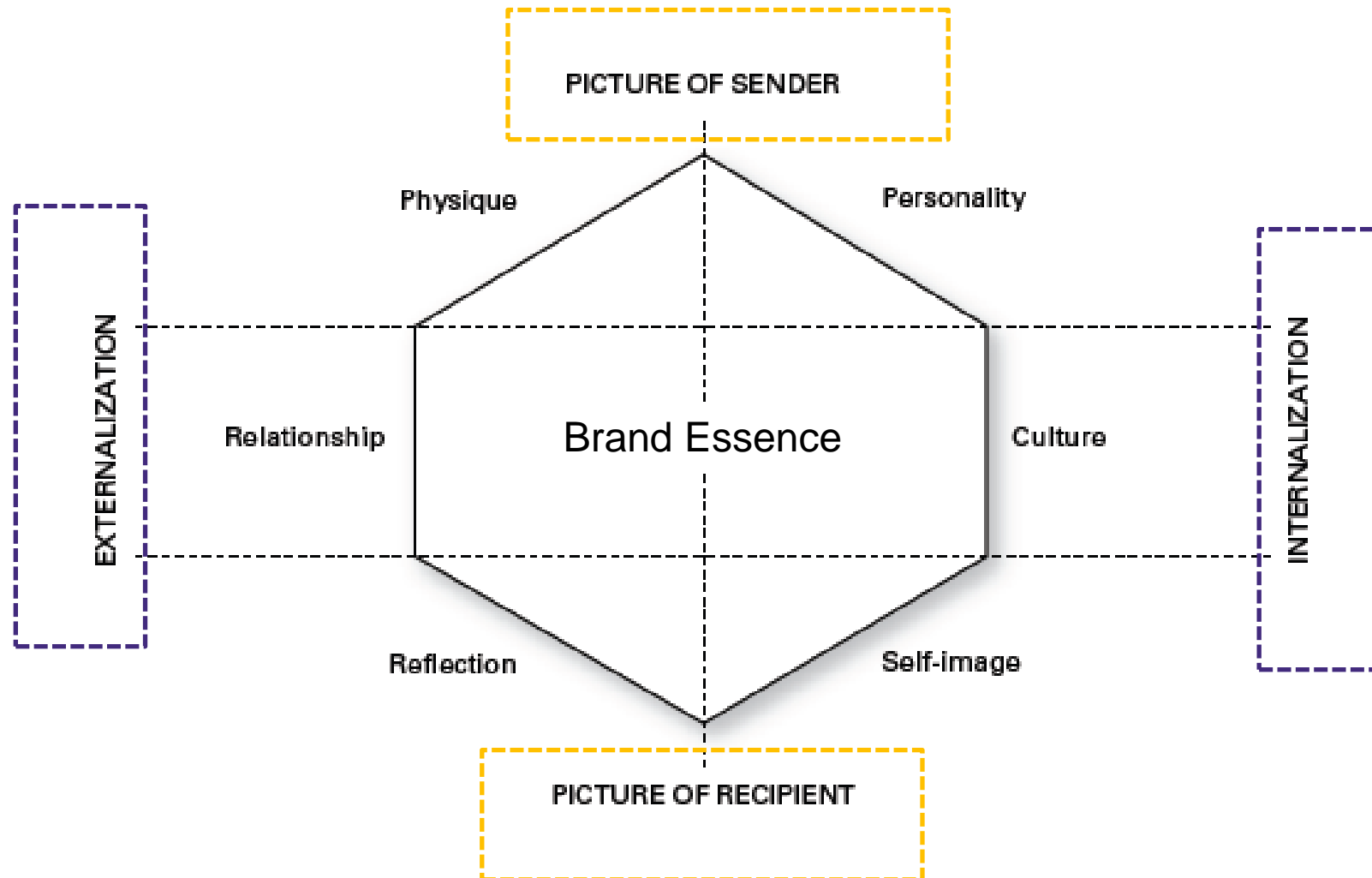
The Kapferer brand identity prism: brand essence

Essence is 'a single thought that captures the soul of the brand,'
- A central idea, unifying concept
- Captured in a short phrase
- Links all the elements of the brand identity
- In the long run brand equity can be strengthened if everything reinforces this essence

PICTURE OF SENDER

Physique

Personality

EXTERNALIZATION

Relationship

Brand Essence

Culture

INTERNALIZATION

Reflection

Self-image

PICTURE OF RECIPIENT
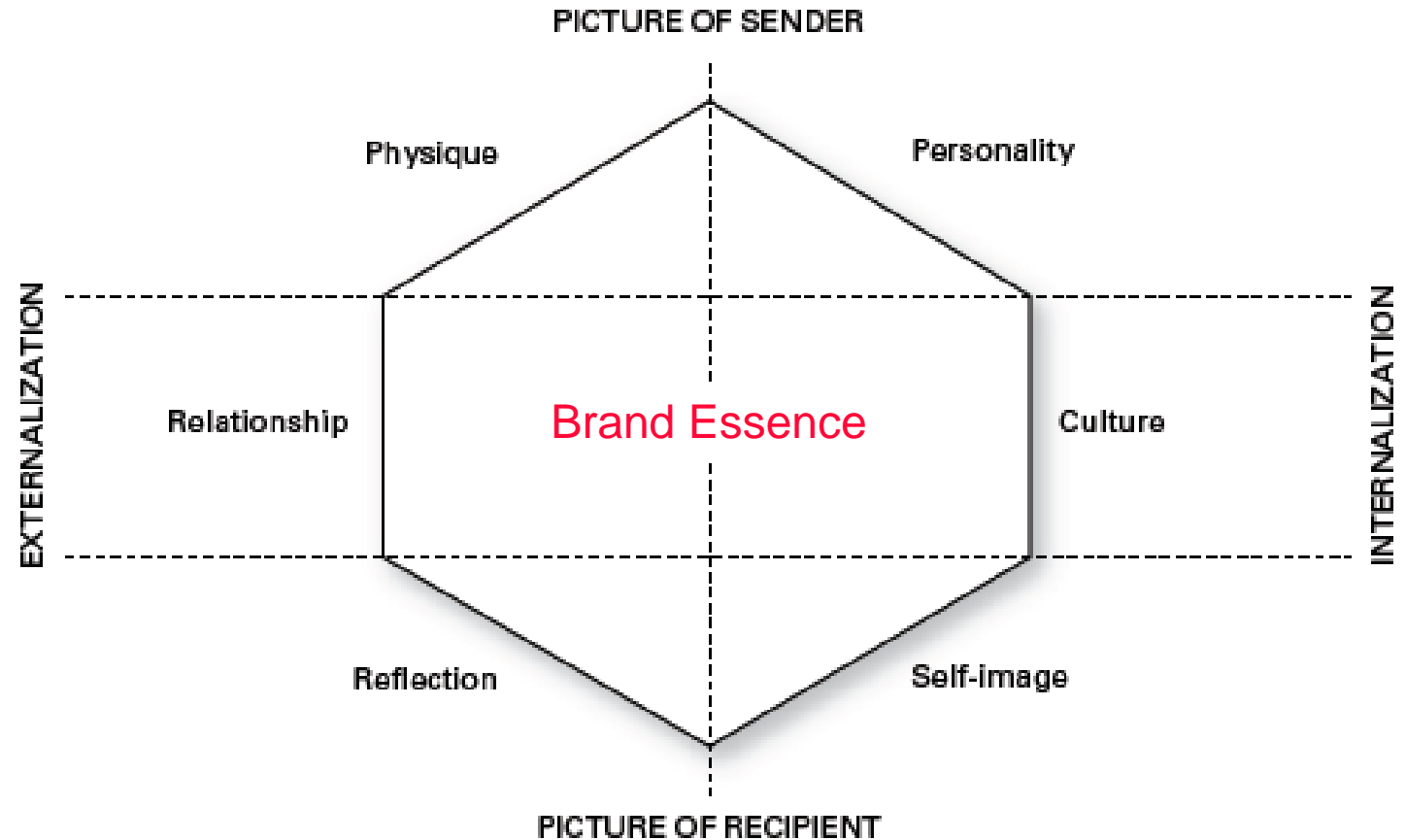
BVLGARI

https://www.youtube.com/watch?v=tLFQnjl_ojw

BVLGARI

Physique

Relationship

Reflection

Personality

Culture

Self-Image

Timeless elegance

Brand Essence
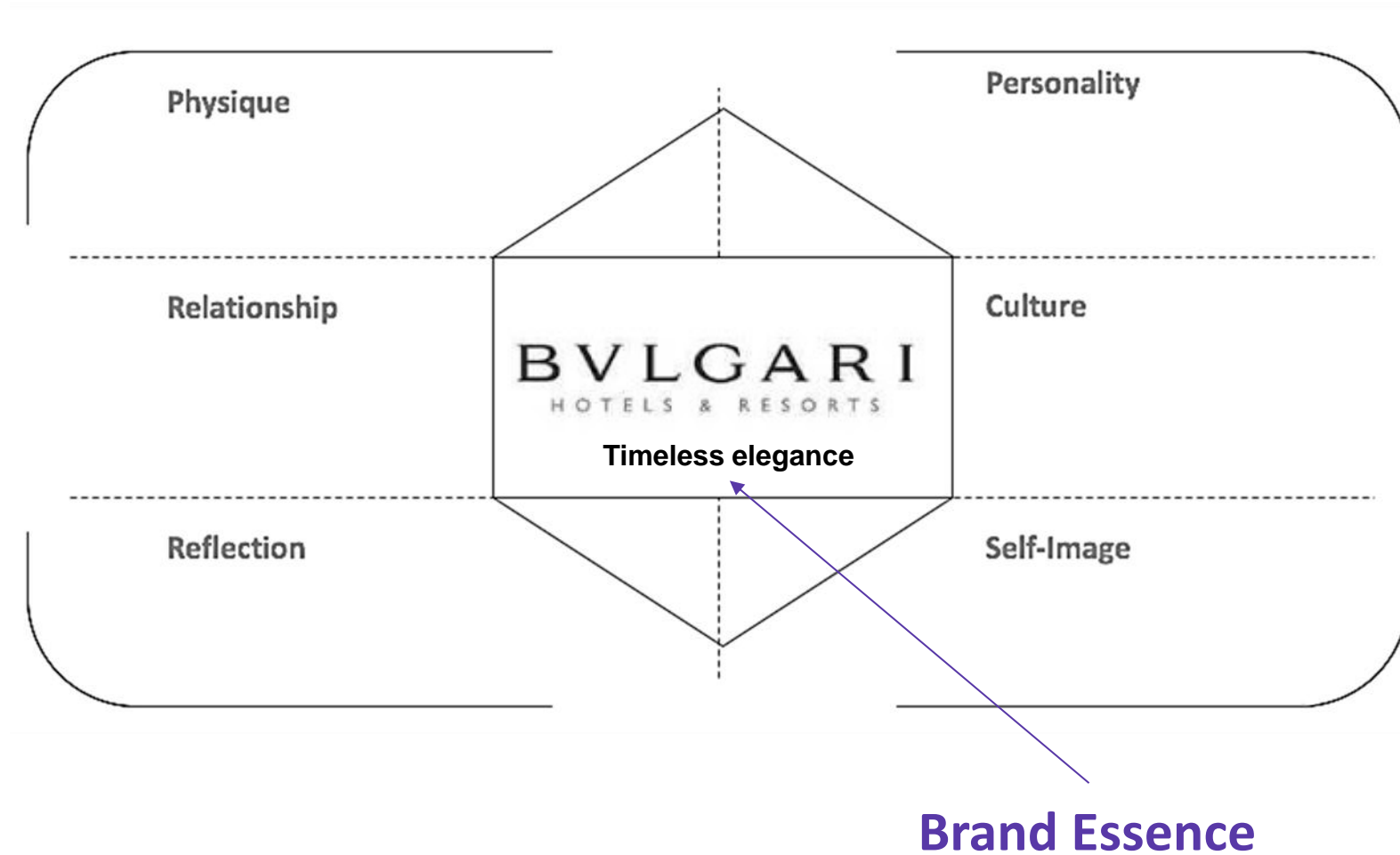
The brand identity Prism
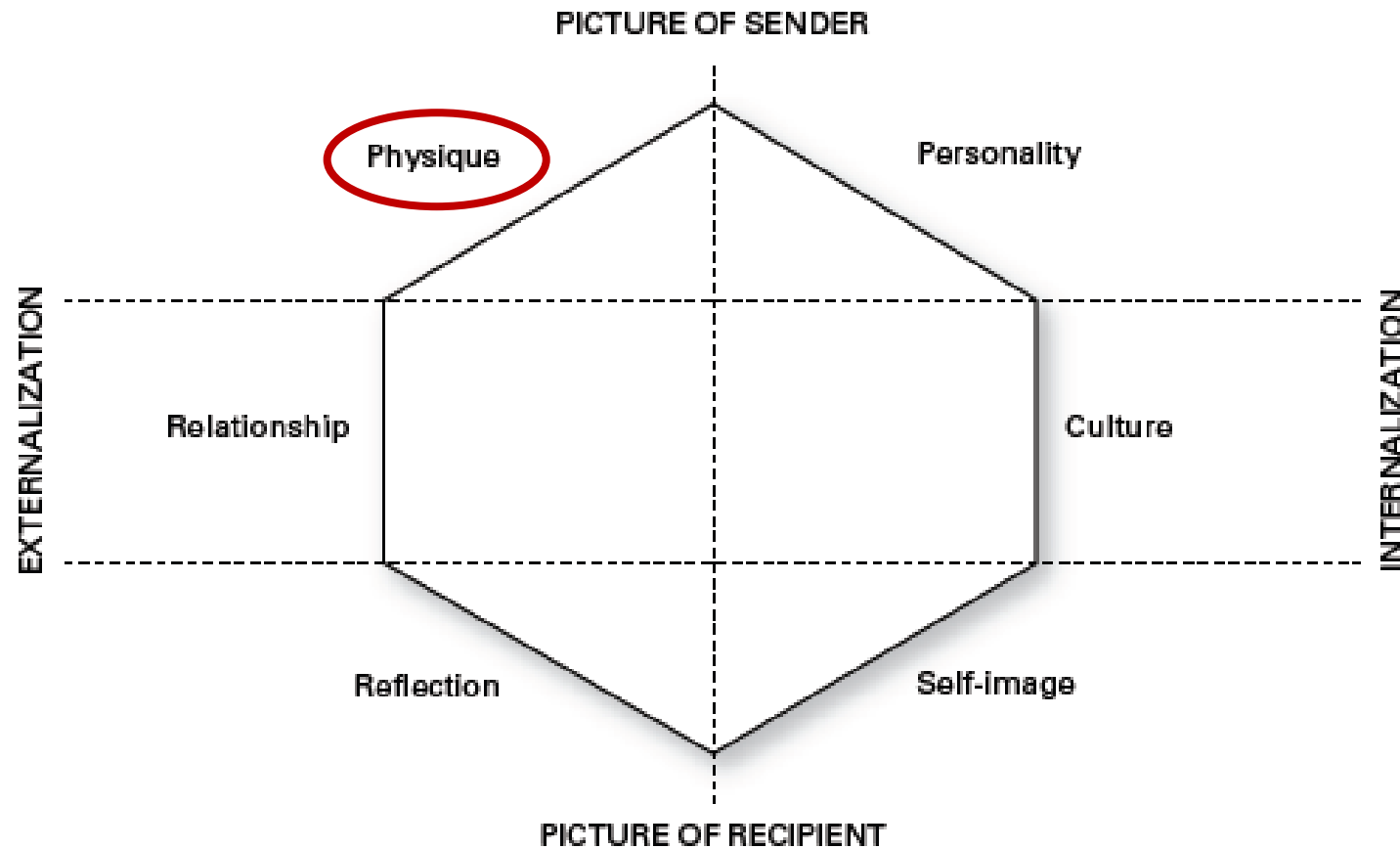
Brand physique

- The first step in developing a brand is to define its physical aspect: *What is it concretely? What does it do? What does it look like? What are the main attributes?*

  - **'Physique': the physical appearance of the brand, the physical specificities and qualities.**

  - For service brands, this is connected to the 'Physical evidence' part of the 7Ps

- Physique is both the brand's backbone and its tangible added value

- It is made of a combination of either salient objective features (which immediately come to mind), or emerging ones

Source: Kapferer, 2009

BVLGARI

Physique

**Italian contemporary luxury feel
Rare & Lavish materials,
custom built details**

Personality

Relationship

Culture

BVLGARI
HOTELS & RESORTS

Timeless elegance

Reflection

Self-Image

The brand identity Prism

PICTURE OF SENDER

Physique — Personality

EXTERNALIZATION — INTERNALIZATION

Relationship — Culture

Reflection — Self-image

PICTURE OF RECIPIENT

Source: Kapferer, 2009

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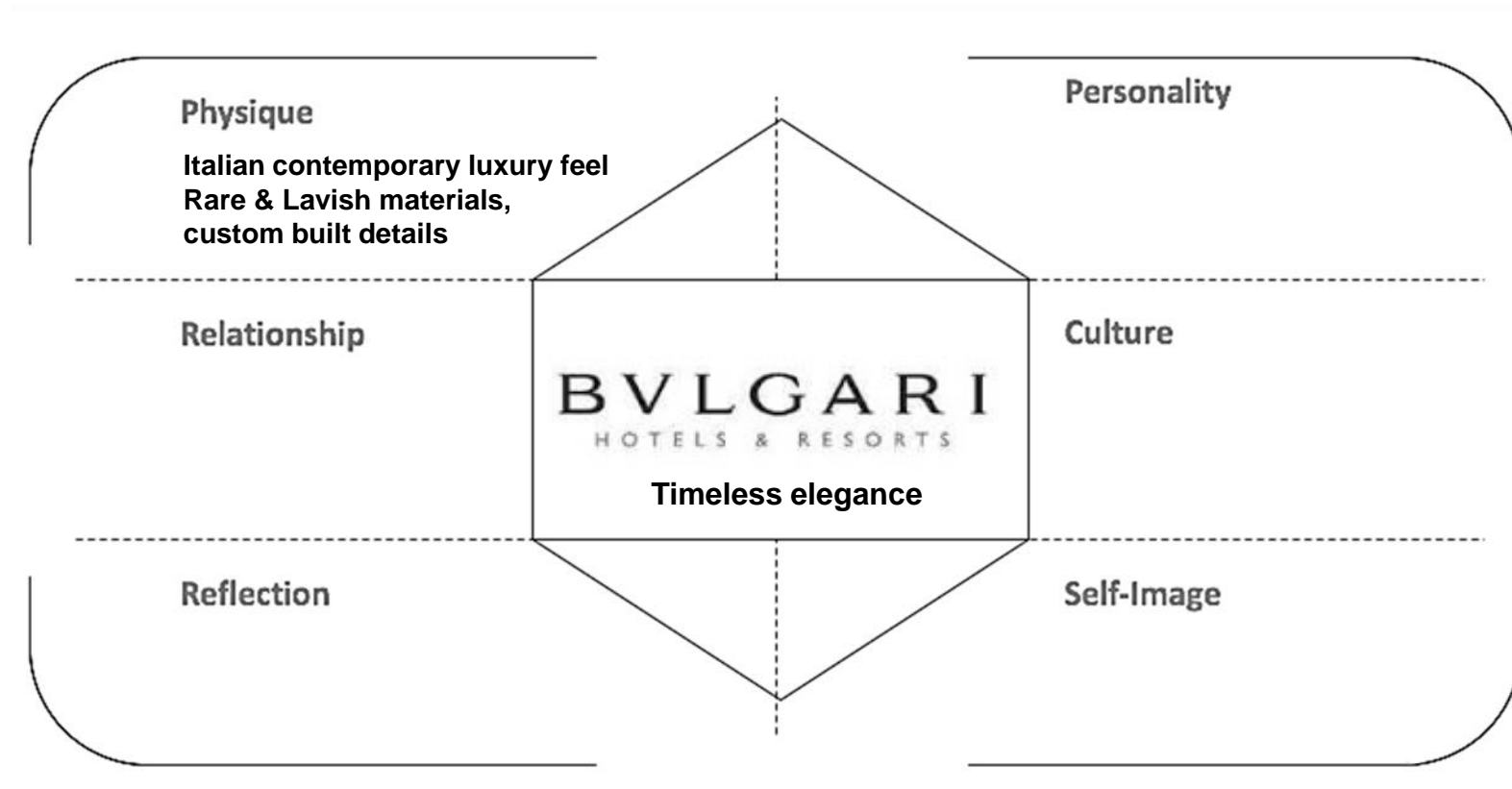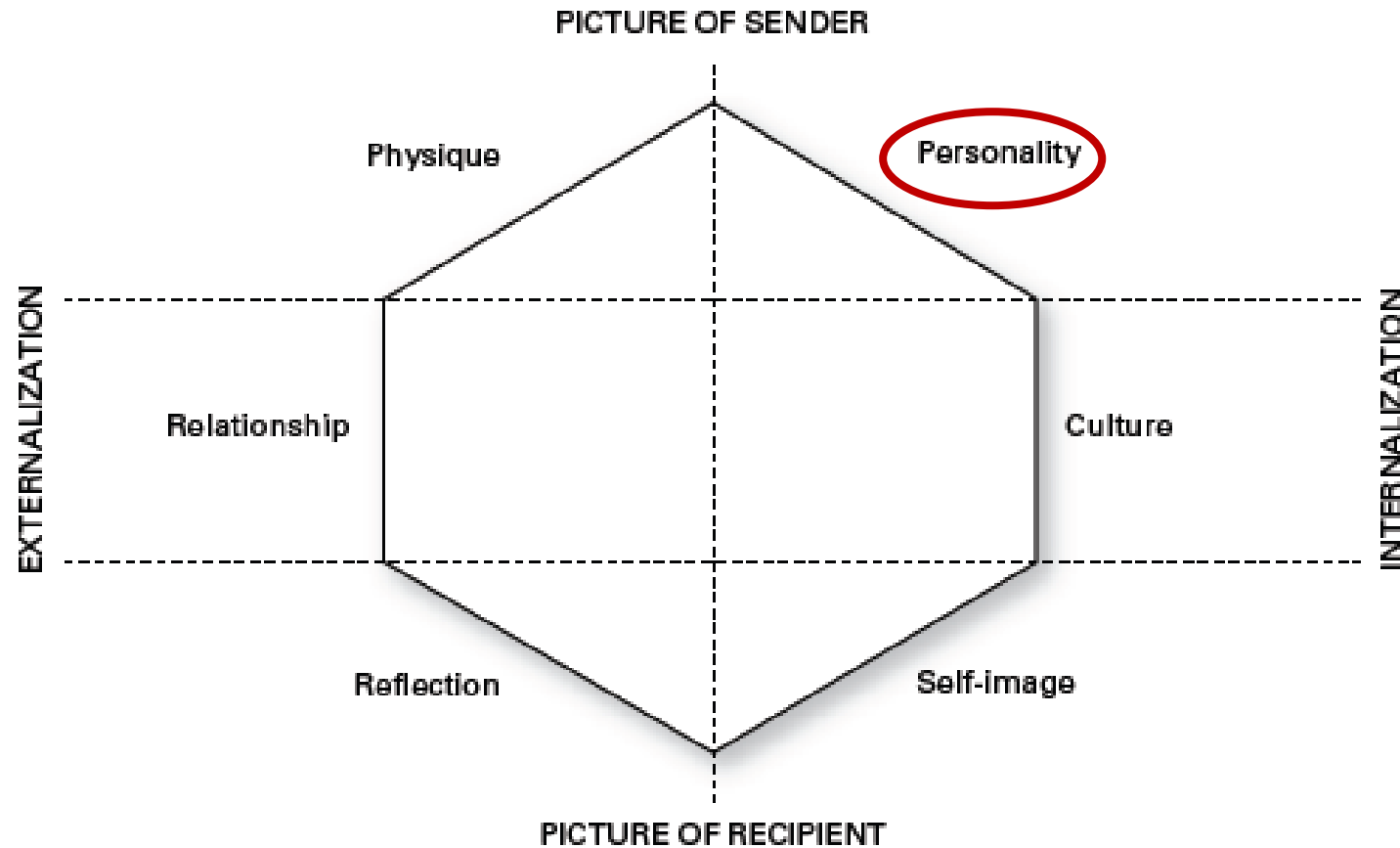
Brand personality

- Brand personality is described and measured by those human personality traits that are relevant for brands.
- *It is the set of human traits/characteristics assigned to the brand (e.g. caring, funny, serious, dependable)*

- Through communication it gradually builds up character. The way it speaks shows what kind of person it would be if it were human.

- The easiest way to build this aspect was to use a spokesperson or figurehead, real or symbolic (used a lot by perfumes and Pepsi)

- Brand personality fulfils a psychological function. It allows consumers either to identify with it or to project themselves into it.

- Brand personality has been the main focus of brand advertising since 1970 - the main source of tone and style of advertising.

Source: Kapferer, 2009

BVLGARI

Physique

**Italian contemporary luxury feel
Rare & Lavish materials,
custom built details**

Personality

Cosmopolitan, glamorous,
timeless (Sophistication)

Relationship

Culture

BVLGARI
HOTELS & RESORTS

Timeless elegance

Reflection

Self-Image

The brand identity Prism

Source: Kapferer, 2009
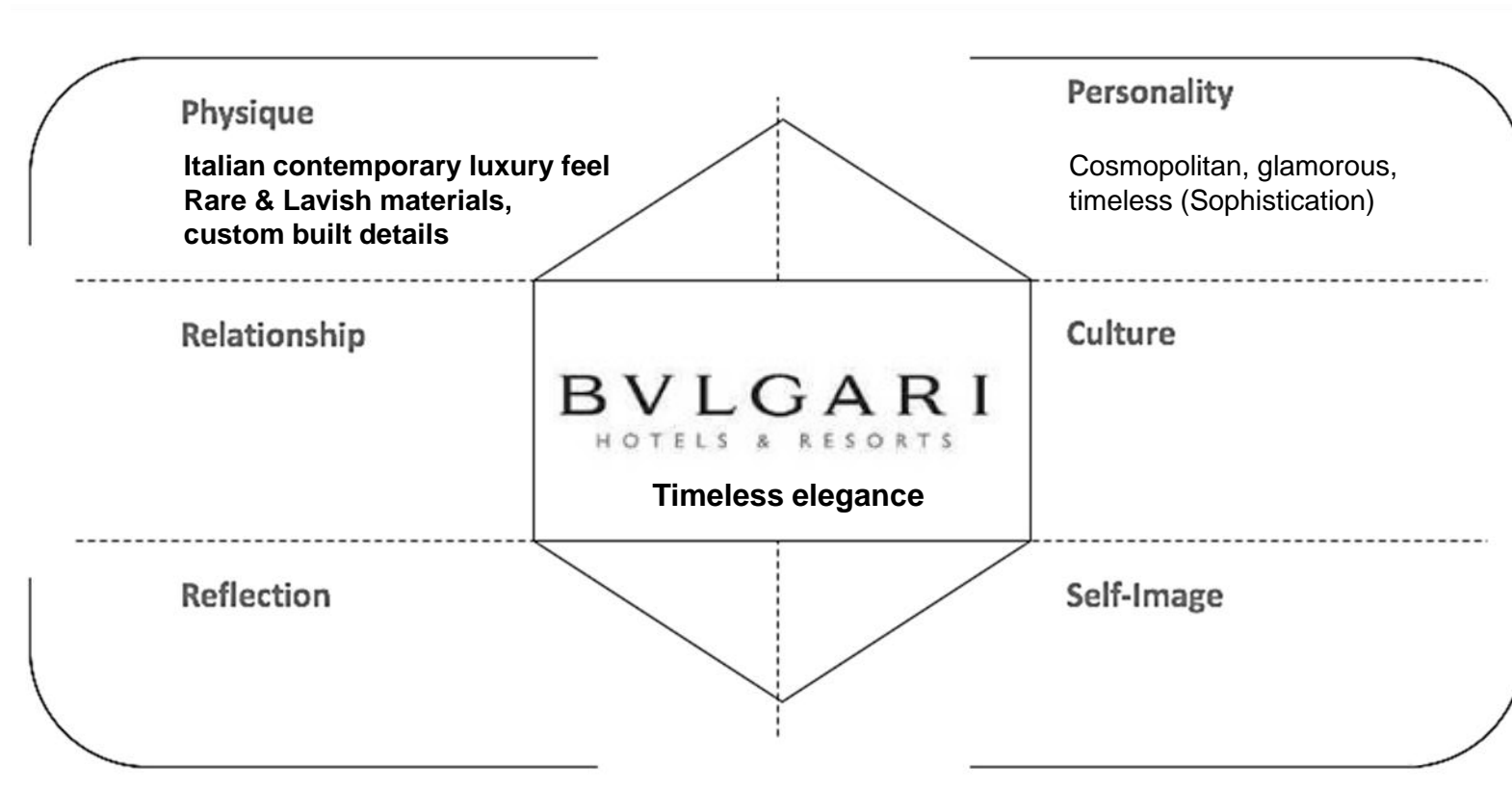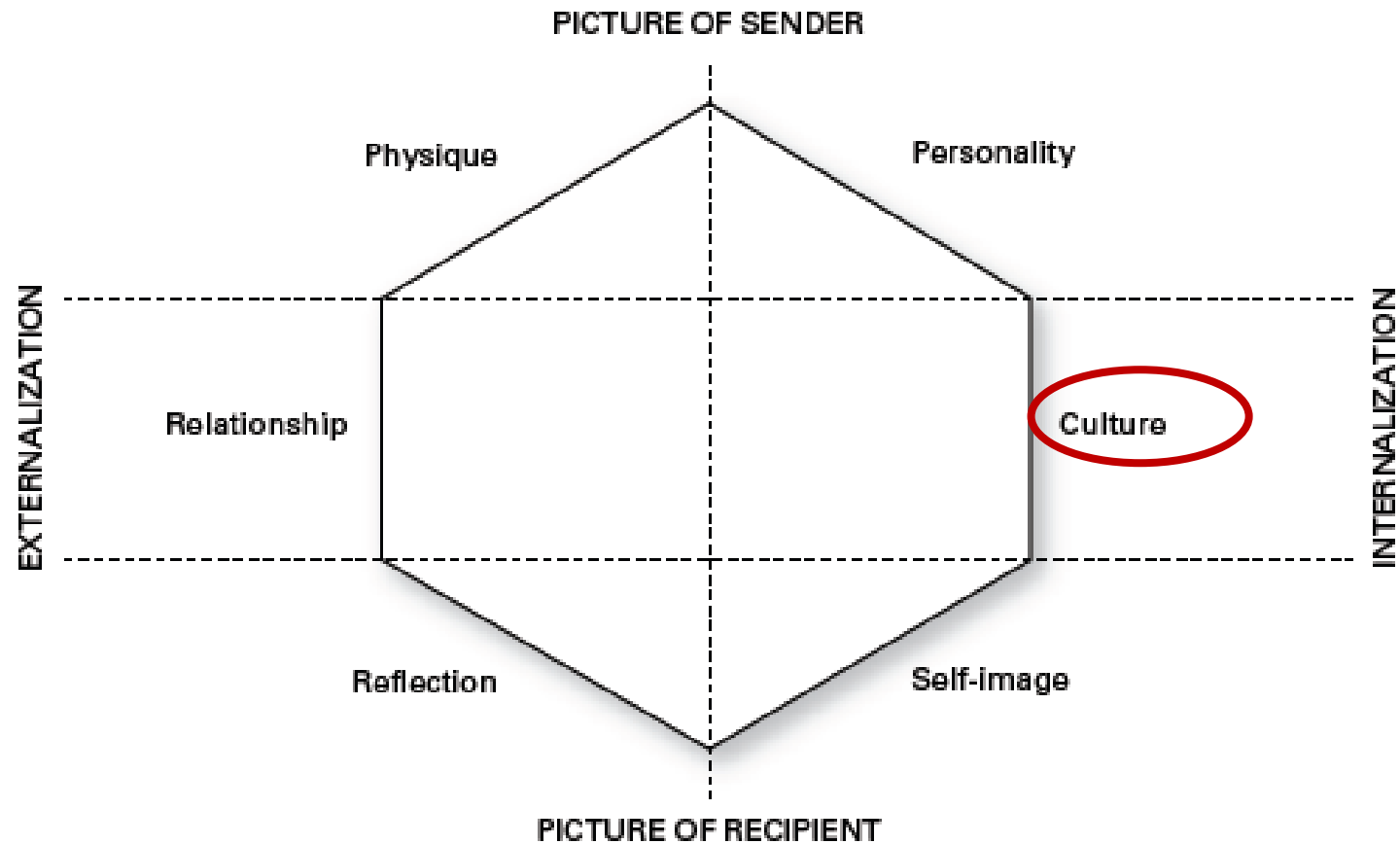
Brand culture

- There is no cult brand without a culture. A brand should have its own culture.
- Strong brands are a vision of the world. They are much more than product benefits or a personality; they are an ideology too.

- Cultural facet of the brand
  - **Is about *causes, ideas, ideals and values***
  - **Refers to the basic principles of the brand conveyed through its outward signs (products & communication)**
  - Can create a community around the brand.
    - One does not create a community just on the basis of product attributes, however clever they may be. People tend to gather around causes, ideas, ideals and values.
    - E.g. Apple, Harley Davidson (Harley Owners Group – HOG, Lugnet - Lego)

- It can be drawn from
  - The country of origin (e.g. Bulgari – Italy, Muji - Japan)
    - This can also be denied in favor of more global associations (Hilton)
  - Corporate culture (e.g. Airbnb)

Brand culture: values

We love making ice cream – but using our business to make the world a better place gives our work its meaning

Thoughtful Ingredients

Our ingredients support positive change and make our ice cream taste sensational!

Product Sourcing

Shared Success

We aim to create prosperity for everyone that's connected to our business.

Our Mission & Values

Making a Difference

We build awareness and support for the activism causes we feel strongly about.

Issues We Care About

Brand culture: values

Our Values

We love making ice cream—but using our business to make the world a better place gives our work its meaning. Guided by our Core Values, we seek in all we do, at every level of our business, to advance human rights and dignity, support social and economic justice for historically marginalized communities, and protect and restore the Earth's natural systems. In other words: we use ice cream to change the world.

Human Rights & Dignity

We are committed to honoring the rights of all people to live with liberty, security, self-esteem, and freedom of expression and protest, and to have the opportunity to provide for their own needs and contribute to society.

Social & Economic Justice

We are committed to achieving equity, opportunity, and justice for communities across the globe that have been historically marginalized, recognizing that this is tied to fair livelihoods that enable individuals, families, and communities to thrive.

Environmental Protection, Restoration, & Regeneration

We are committed to a positive, life-giving environmental impact that restores degraded natural environments and enables increased diversity and abundance of ecosystems.
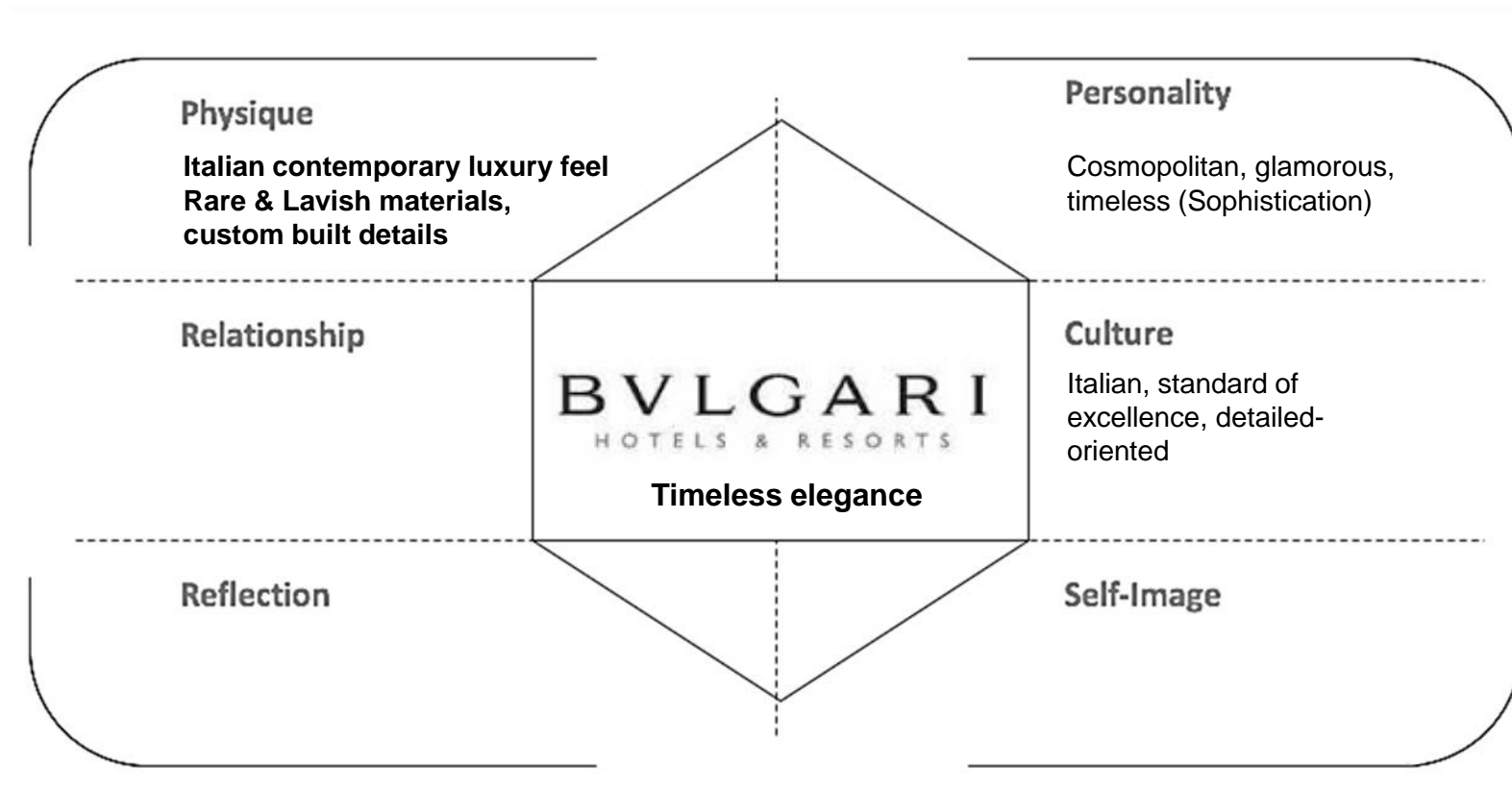
Brand culture: values - examples

Abundance	Discovery	Hard work	Popularity
Acceptance	Discretion	Harmony	Positivity
Accessibility	Diversity	Health	Potential
Accountability	Dreams	Heart	Power
Accuracy	Drive	Heroism	Precision
Activeness	Duty	History	Pride
Adaptability	Eagerness	Honesty	Privacy
Adventure	Ease of use	Honour	Productivity
Affection	Economy	Hope	Professionalism
Ambition	Education	Humility	Progress
Appreciation	Effectiveness	Humor	Purity
Approachability	Elegance	Imagination	Quality
Attention to detail	Empathy	Impact	Recognition
Balance	Empowering	Individuality	Reflection
Beauty	Energy	Innovation	Relationships
Belonging	Engagement	Insight	Reliability
Bravery	Enjoyment	Inspiration	Resilience
Capability	Entertainment	Integrity	Resourcefulness
Care	Enthusiasm	Intelligence	Respect
Change	Entrepreneurship	Intimacy	Responsibility
Charity	Environment	Intuition	Safety
Clarity	Equality	Joy	Satisfaction
Cleanliness	Evolution	Justice	Security
Collaboration	Excellence	Kindness	Sharing
Comfort	Excitement	Knowledge	Simplicity
Commitment	Exhilaration	Leadership	Sincerity
Communication	Expertise	Learning	Skill
Compassion	Exploration	Liveliness	Speed
Confidence	Fairness	Logic	Spontaneity
Connection	Faith	Longevity	Stability
Consistency	Family	Love	Strength

Source: lisafurze.com

Brand culture: values - examples

Control	Fame	Loyalty	Success
Cooperation	Fascination	Mastery	Support
Courage	Fearlessness	Mindfulness	Sustainability
Craftiness	Firmness	Motivation	Talent
Craftsmanship	Fitness	Neatness	Teamwork
Creativity	Flexibility	Optimism	Thoughtfulness
Credibility	Focus	Organisation	Tolerance
Curiosity	Freedom	Originality	Trust
Customer satisfaction	Freshness	Partnership	Truth
Customer-centric	Friendship	Passion	Understanding
Daring	Fun	Patience	Uniqueness
Dedication	Generosity	Peace	Unity
Dependability	Genius	Perception	Value
Determination	Genuineness	Performance	Variety
Devotion	Goodwill	Persistence	Virtue
Dignity	Gratitude	Personal development	Vision
Diligence	Growth	Playfulness	Warmth
Directness	Guidance	Poise	Welcoming
Discipline	Happiness	Polish	Wonder

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BVLGARI

Physique

**Italian contemporary luxury feel
Rare & Lavish materials,
custom built details**

Personality

Cosmopolitan, glamorous,
timeless (Sophistication)

Relationship

Culture

Italian, standard of
excellence, detailed-
oriented

BVLGARI
HOTELS & RESORTS
Timeless elegance

Reflection

Self-Image

The brand identity Prism

PICTURE OF SENDER

Physique | Personality

EXTERNALIZATION

Relationship | Culture

INTERNALIZATION

Reflection | Self-image

PICTURE OF RECIPIENT
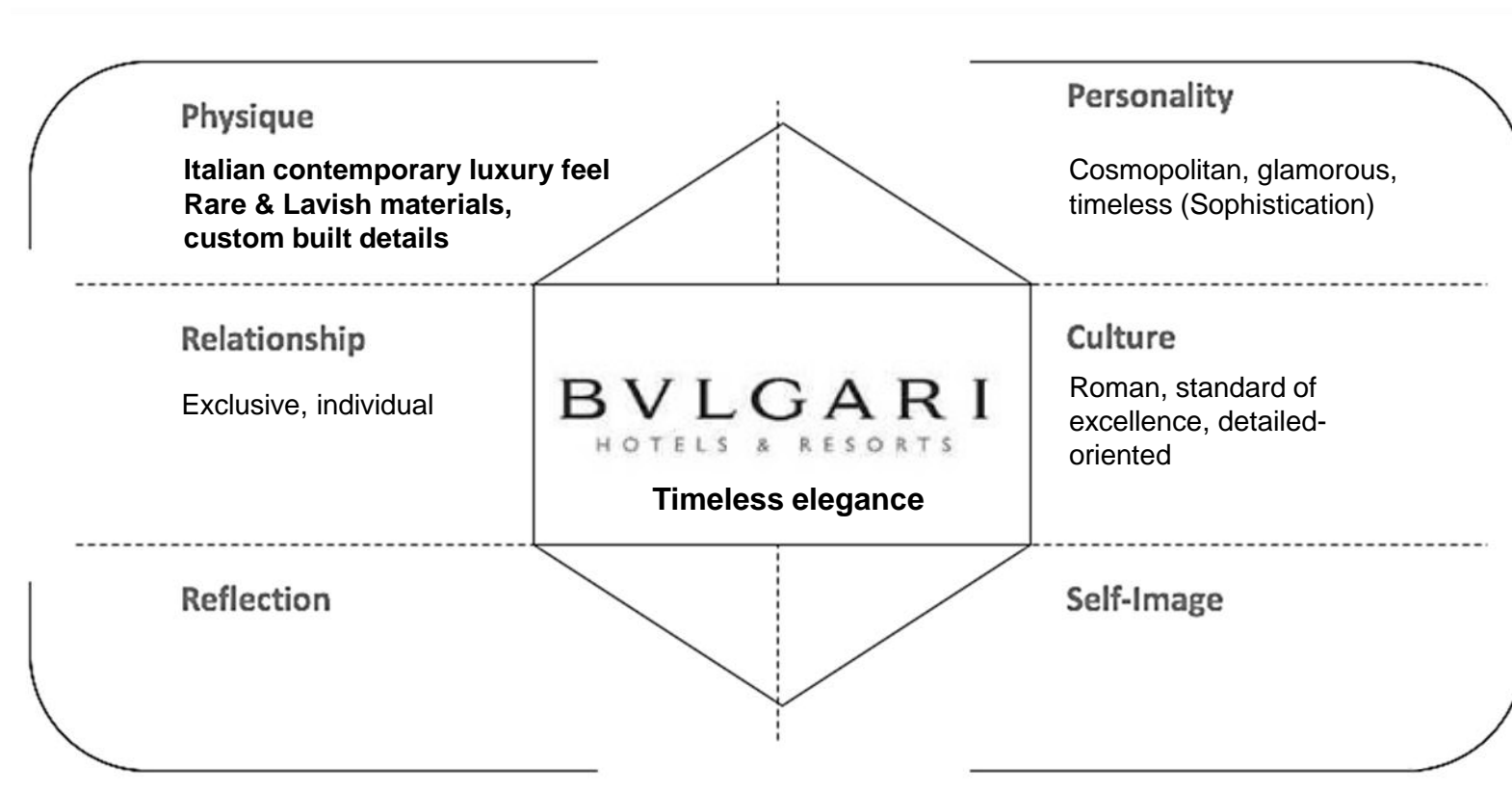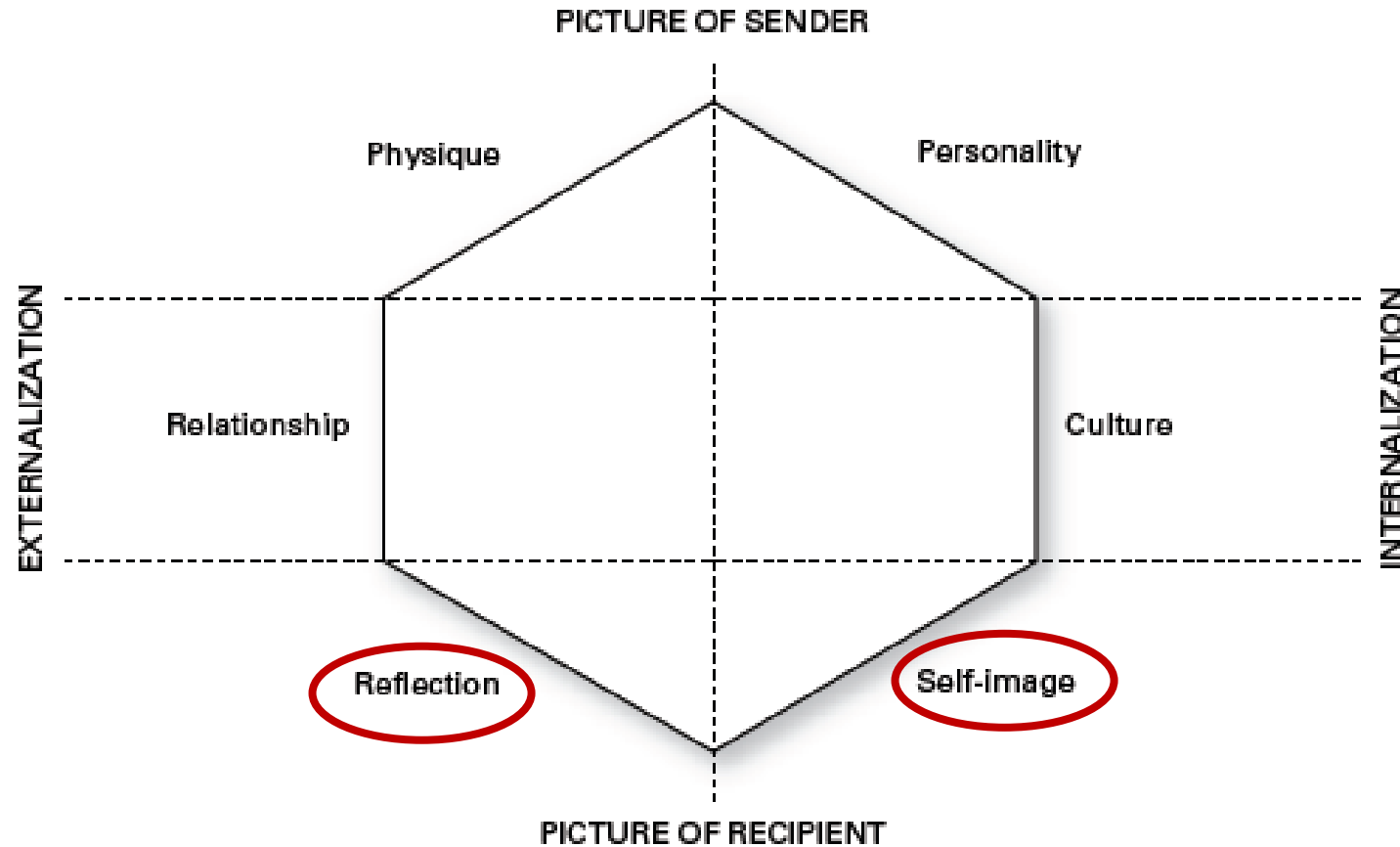
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Brand relationship

- *A brand is a relationship built over time*

- This facet defines the mode of conduct that most identifies the brand, which has implications for the way the brand acts, delivers services, relates to its customers.
    – Particularly important for service brands like hotels

- The relationship between the brand and its customers, and what the customer hopes they are getting from the brand beyond the actual product or service.

- Relationship of
    - an advisor
    - independent relationship (independence & autonomy)
    - family relationship (love, protection, closeness)
        - mother-child relationship
    - servant or steward
    - guide/traveler (to navigate)
    - teacher/student (to educate)
    - coach/athlete (to motivate)
    - Symmetrical roles, like friend/friend, neighbor/neighbor or co-creator/co-creator
    - Etc.
    – Examples:
      Nike: Coach/athlete
      Ritz: "Ladies & Gentlemen" / servant

Source: Kapferer, 2009

BVLGARI

Physique

Italian contemporary luxury feel Rare & Lavish materials, custom built details

Personality

Cosmopolitan, glamorous, timeless (Sophistication)

Relationship

Exclusive, individual

Culture

Roman, standard of excellence, detailed-oriented

BVLGARI
HOTELS & RESORTS

Timeless elegance

Reflection

Self-Image

The brand identity Prism

PICTURE OF SENDER

Physique   Personality

EXTERNALIZATION   Relationship   Culture   INTERNALIZATION

Reflection   Self-image

PICTURE OF RECIPIENT

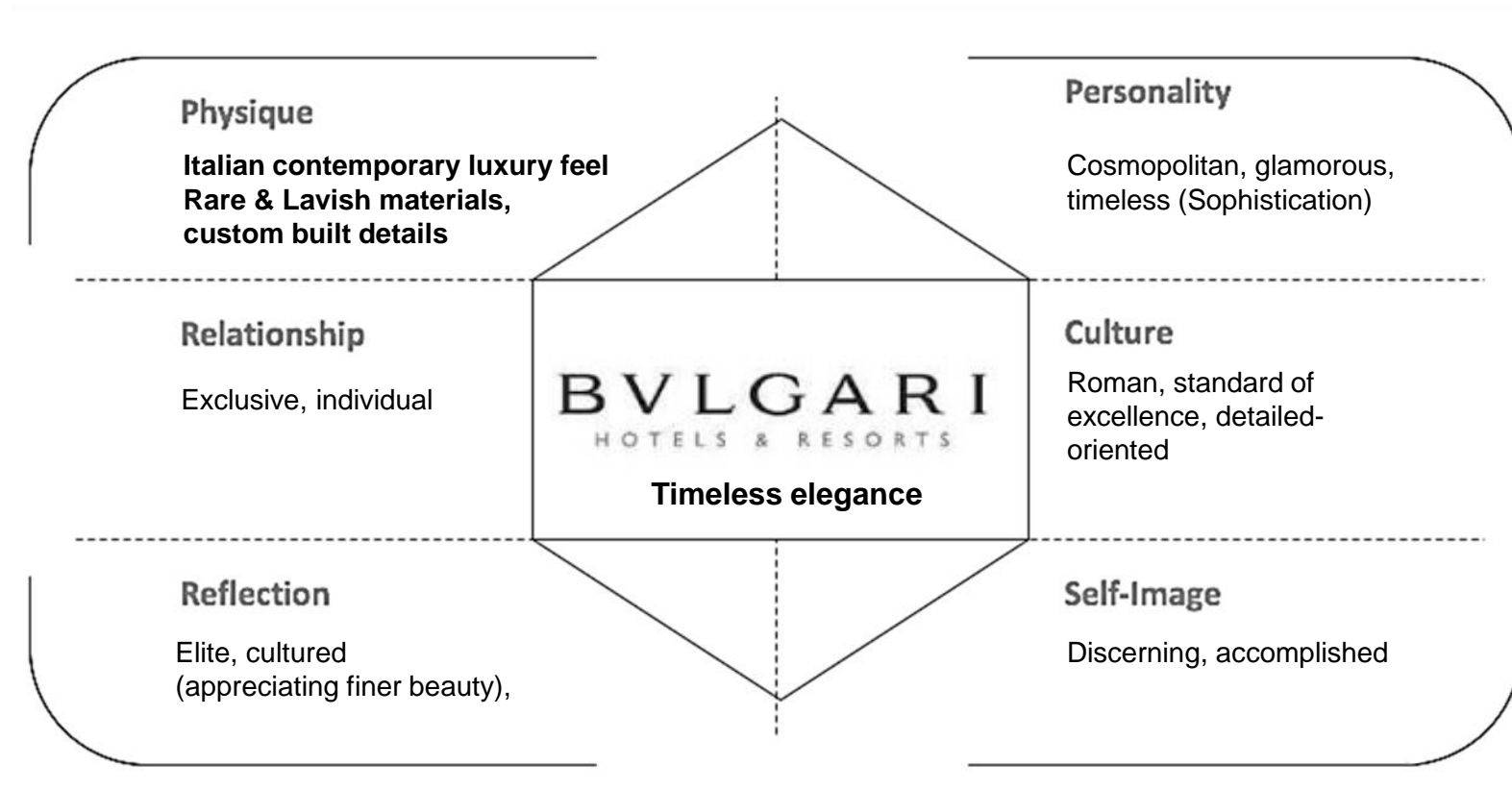# Brand reflection

- Reflection is about how the customer would like others to view them as a result of using a brand. It provides a model with which to identify
  - Ideal social self "How I'd like others to see me"

- Reflection and target often get mixed up.
  - The target describes the brand's potential purchasers or users.
  - E.g. Porsche reflected customer vs actual target

Source: Kapferer, 2009

Brand self-image

- A brand speaks to our self-image: **The perception the consumers have of their own personality. Self-image is the target's inward mirror ("I am"/ how I would like to see myself)**
  - Ideal private self "How I'd like to see me"

- Brands are only bought if they enhance the conception that consumers have of themselves or **if they believe the brand's image to be similar to that which they have of themselves.**

Source: Kapferer, 2009

BVLGARI

Physique
**Italian contemporary luxury feel
Rare & Lavish materials,
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Personality
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timeless (Sophistication)

Relationship
Exclusive, individual

Culture
Roman, standard of
excellence, detailed-
oriented

BVLGARI
HOTELS & RESORTS
Timeless elegance

Reflection
Elite, cultured
(appreciating finer beauty),

Self-Image
Discerning, accomplished

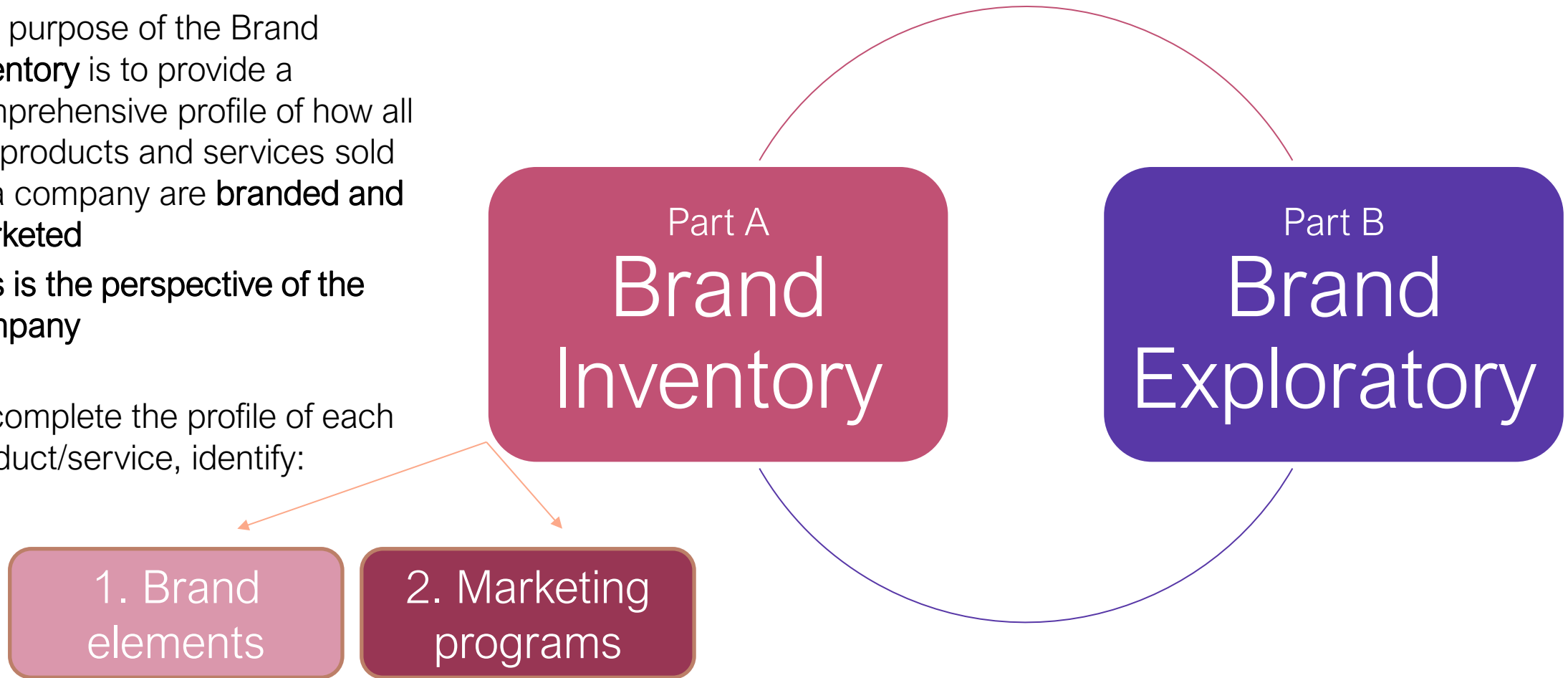# Characteristics of a good identity prism

- A good identity prism is recognizable by the following formal characteristics:
    - There are few words to each facet.
    - The words are not the same on different facets.
    - All words have strength: identity is what makes a brand stand out.

Source: Kapferer, 2009

Brand identity & Brand positioning

- **Brand identity provides the framework for overall brand coherence**. (Kapferer, 2009)
  - Identity expresses the brand's tangible and intangible characteristics – everything that makes the brand what it is, and without which it would be something different. It draws upon the brand's roots and heritage – everything that gives it its unique authority and legitimacy within a realm of precise values and benefits.

- Positioning derives from Identity, but it is comparative:
  - Consumers make choices by comparing.
    1. What do they compare with?
    2. What are we offering the customer as a key decision-making factor?
  - A brand that doesn't position itself, leaves these 2 questions unanswered. (Kapferer, 2009)
    - You can't expect consumers to fill in the gaps – it's the responsibility of the brand to provide this information

- Brand positioning exploits one of the brand identity facets [at a given point in time, in a given market and against a precise set of competitors] (Kapferer, 2009) – it can be fueled by the various edges of the Prism

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**

- To complete the profile of each product/service, identify:

Part A
Brand Inventory

Part B
Brand Exploratory

1. Brand elements

2. Marketing programs

For next time

What do you have to do?

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: 2 (p. 68-78), 3, 4, & 8 (p. 293-299)
3. Feb 26	Brand Platform: Positioning, Identity, Essence, Values		Keller: 9
4. Mar 5	WORKSHOP: Brand inventory & 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	

Complete the Brand Identity Prism for your brand