

2327 Brand Management

Dr. Sofia Kousi

Week 4

Week 4

Brand Audit & Brand Platform workshop

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Auditorium

The Brand Audit approach – how we will work

Phase I: Preparation	Phase II: Audit / Research		Phase III: Recommendations
Team & brand choice	Part A: Brand Inventory	Part B: Brand Exploratory	Part C: Recommendations

The Brand Audit project

BRAND MANAGEMENT PERCEPTIONS



Part B:
Exploratory

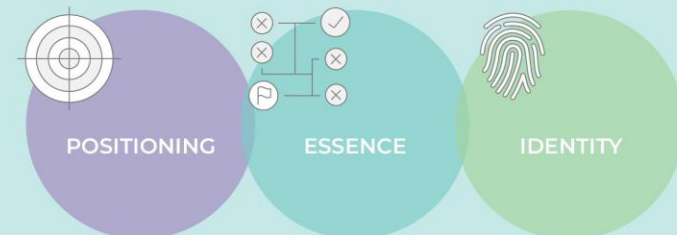
EXECUTION



Part A:
Inventory

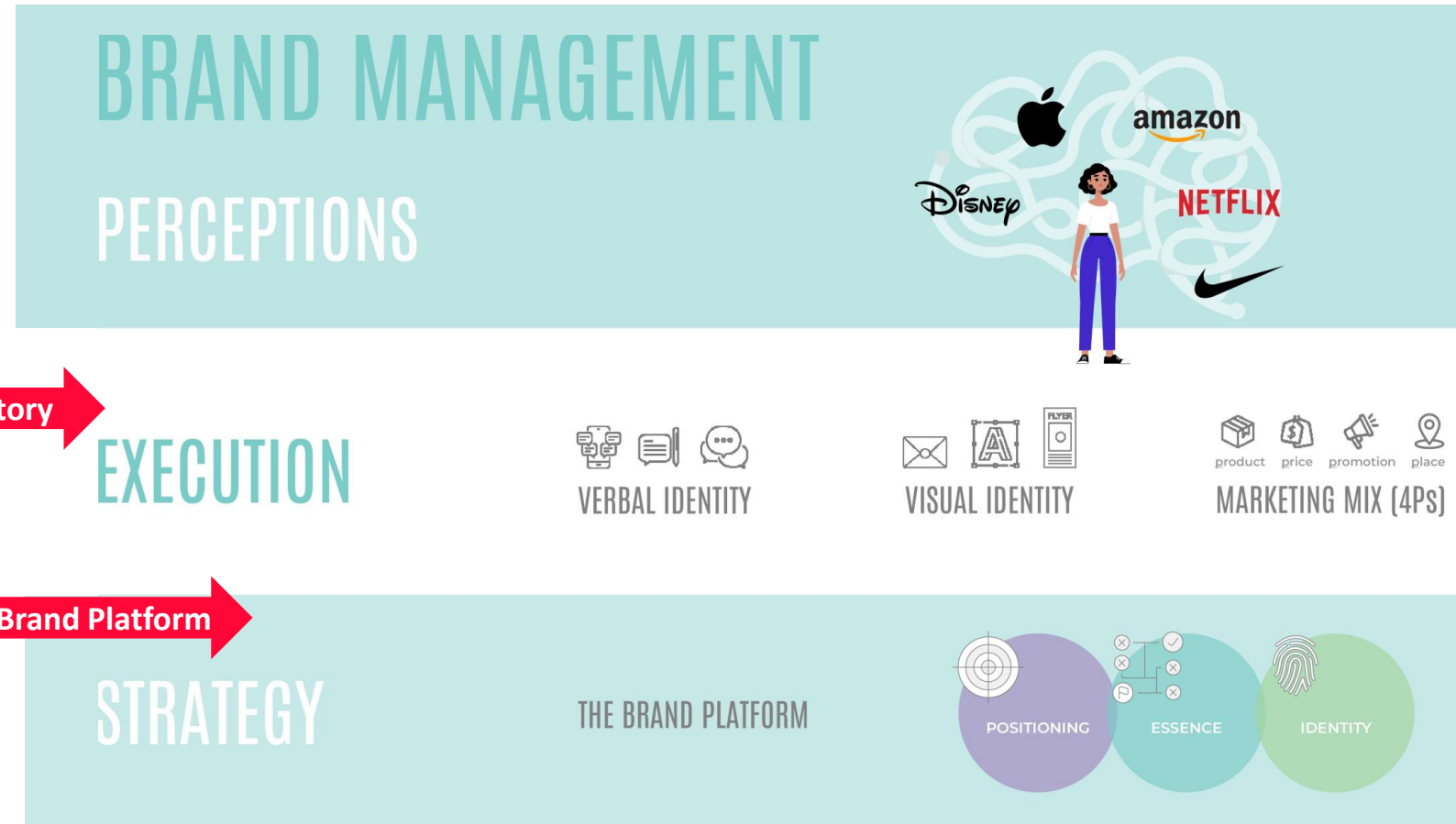
STRATEGY

THE BRAND PLATFORM



Session goals

- Help you get started on collecting the necessary information to complete
 - the Brand Inventory part of the Audit
 - the Brand Platform
- You will still need to process the information later on, analyze it to add breadth and depth to make it suitable for the final presentation
 - Feedback provided today relates to the collection of the data, and assumes that further work will be done to meet the requirements of the final submission of the presentation



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?



Workshop agenda

- You'll work in 30-minute sprints
 - Verbal identity (30 minutes)
 - Visual identity (30 minutes)
- 15-minute break
- Marketing mix (30 minutes)
- Brand Platform (30 minutes)
- 15-minute Debrief (back in D-104)

Things to note

- You will not have time to finish everything today: The goal is to get started, capture the necessary information on slides, and answer some of the questions that will arise
- Divide the work
 - E.g. 2 people work on Product, 2 people work on Promotion, etc.
- Keep the slides from sessions 2 & 3 handy so you can consult them.

Workshop agenda

- Stay in room D-104
 - Group 1 – Heineken
 - Group 2 – On Running
 - Group 3 – Snapchat
 - Group 4 – Michael Kors
 - Group 5 – Tiffany / Alo Yoga
- Move to room D-105
 - Group 6 – Tinder
 - Group 7 – Barbour
 - Group 8 – National Geographic
 - Group 9 – Crocs
 - Group 10 – Santini

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PERCEPTIONS



EXECUTION



VERBAL IDENTITY



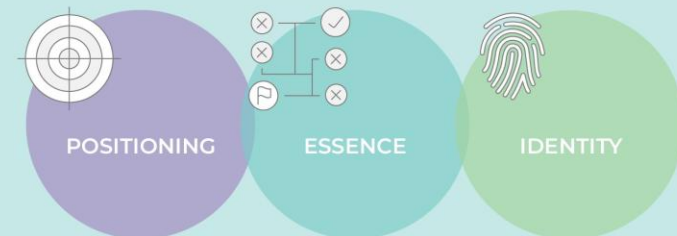
VISUAL IDENTITY



MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM



EXECUTION



VERBAL IDENTITY

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

- Name
- Slogans / Taglines
- Tone of voice
- Language



Things to collect

- Name
 - Of the brand
 - Of its products/product lines
- Slogans / Taglines
- Tone of voice examples
- Language examples

Questions to consider

- History, meaning & evolution of the name
- Naming structure, meaning, consistency, evolution of portfolio names
 - Are they clear / unique / distinctive / appropriate?
 - Do they tell a story? Could they be telling a story?
 - How does this compare with competitors?
- What is their tone of voice?
 - Is it consistent across touchpoints?
 - Is it appropriate?
 - Is it distinctive?
 - What personality does it show? Does this match the rest of the brand materials?
- How does the brand use language?
 - Does it have its own terminology?
- What slogans/taglines does the brand use?
 - How have they evolved?
 - Is their use consistent across touchpoints?
 - Is their use clear?
 - (if no slogan) Is there opportunity to create one?
 - How does it compare to competitors?

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BRAND MANAGEMENT

PERCEPTIONS



EXECUTION



VERBAL IDENTITY



VISUAL IDENTITY



MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM



POSITIONING



ESSENCE



IDENTITY

EXECUTION



VISUAL IDENTITY

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

The visual brand style elements include

- Logo
- Typography
- Color
- Imagery
- Symbol/character
- Sound

Things to collect

- Logo
- Typography
- Color
- Imagery examples
- Symbol/character
- Sound

Questions to consider

- Characteristics of the logo
 - Unique / distinctive / appropriate / current / complicated, etc
 - Is it consistently applied across touchpoints? Are there different versions of the logo?
 - Meaning & evolution of the brand logo
 - Does it help clarify the brand meaning? / Does it support the brand's essence?
- Existence of other logos in the portfolio
 - Are they distinctive / appropriate?
 - Are they easy to understand as a whole? Are they confusing?
 - Do they help clarify the brand meaning?
- What kind of typography do they use?
 - Is it distinctive? Is it consistently used?
 - Is it appropriate for the brand?
- Do they have equity in a color? If not, could they? How does this compare to competitors?
 - Is it used consistently across touchpoints?
 - Is it distinctive?
- What kind of imagery do they use across touchpoints? (E.g. website, advertising)
 - Is it consistent and coherent across touchpoints?
 - How does it compare to competition? Is it distinctive?
- Do they use any symbols or characters?
 - Are they distinctive? Are they applied consistently across touchpoints? How have they evolved?
- Do they use sonic branding? How does this compare to competitors?

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PERCEPTIONS



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VERBAL IDENTITY



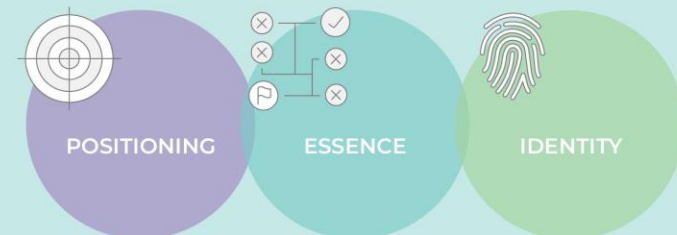
VISUAL IDENTITY



MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM



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Questions to consider

Things to collect

- Portfolio breadth & depth, product categories
- Price
- Promotion / Communications
- Place (channel)

If service, collect 7Ps

- People
- Physical evidence
- Process

- Product portfolio
 - What is the structure of the portfolio?
 - Are the categories equally represented? Is there a category of main focus? Is there a 'hero' product (what they are/look like)
 - How does this compare to competitors?
 - Key product characteristics
 - Product innovations
 - Packaging examples (e.g. bag, box, etc)
- Pricing strategy
 - What are the price ranges for the main categories? Are they consistent?
 - Entry, value, mid-priced, premium, luxury?
 - How does this compare to competition?
 - Use of discounts
- Promotional strategy: **Important to note the channel of communication, but more important is the content/messaging/tone of the communication**
 - What kind of campaigns have they done in the past? What was their most recent campaign about?
 - What was the key message, tone, imagery? Who do they target?
 - Was the campaign successful?
 - What influencers do they work with?
 - What is the message of their campaigns? Which products do they promote?
 - Has it remained consistent?
 - How does it compare to competitors?
- Channel: What distribution channels do they use? What is the imagery used in these?

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VERBAL IDENTITY

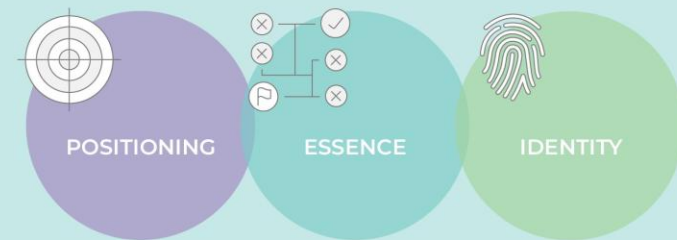


VISUAL IDENTITY



MARKETING MIX (4Ps)

STRATEGY



What to capture

- Positioning Statement
 - PoP
 - PoD
- Positioning Map
- Identity Prism

Questions to consider

- Is there a difference between what you believe is their positioning vs what the company says it is? (in case they state it)
- Is the positioning unique?
 - Differentiated? Relevant? Believable?
- Does the Essence match the positioning?
- Does the Identity match the positioning?
 - How does it compare to competitors?

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	

