

# **ABOUT BRAND MANAGEMENT**

**2024 v3**



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## WHY HAVE A BRAND?

A strong brand contributes to a wide range of positive outcomes, impacting customer relationships, stakeholder relationships, financial performance, marketing success and overall business success. It is a valuable asset that requires ongoing investment and management to maintain and enhance its effectiveness over time.

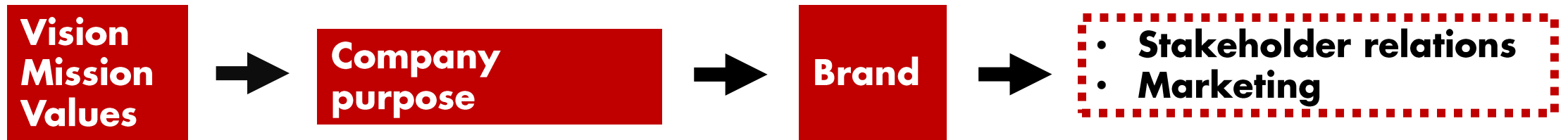
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# SOURCE & IMPACT OF THE BRAND

- The brand is the **managed translation** of corporate philosophy into marketing & stakeholder relations



- **Without marketing**, the company will not make sales
- **Without stakeholder relations**, the company will face resistance from publics
- Management
  - Bottom-line impact
  - Cross-functional, purposeful field of management

# 3 BRAND FUNCTIONS

- **Security**

If there are two products, the consumer needs to make a choice. A strong brand confirms to the consumer that a choice is correct.

- *Choice complicated by fears*
  - *Price*
  - *Performance (function)*
  - *Social acceptance, etc.*

- **Information efficiency**

When I see the logo etc., do I immediately understand what to expect?

- **Value adds**

- *Is the service good?*
- *Is the behavior good?*
- *What is the psychological & social benefit? (User transformation)*

# BRAND ASSESSMENT

- Customer experiences & assesses personal benefit
  - *Ideally translates into marketing & sales gains*
- Stakeholder assesses potential for trust
  - *Ideally translates into trusted decisions & operations*
- Poor assessment
  - *Impaired operations*
  - *Complicated decisions*
  - *Sub-par results*

# BRAND IDENTITY, BRAND IMAGE & BRAND GAP

- **Brand identity** is what is communicated
  - *Product performance*
  - *Behaviour & values*
  - *Communication (symbols, language, ads, etc.)*
- **Brand image** is the consumer / stakeholder assessment of brand image informed by experience (see 3 brand functions)
- The **difference between identity & image** is the brand gap
- The brand must be managed for a narrow brand gap
- **The narrower the brand gap**, the more effective & efficient the brand

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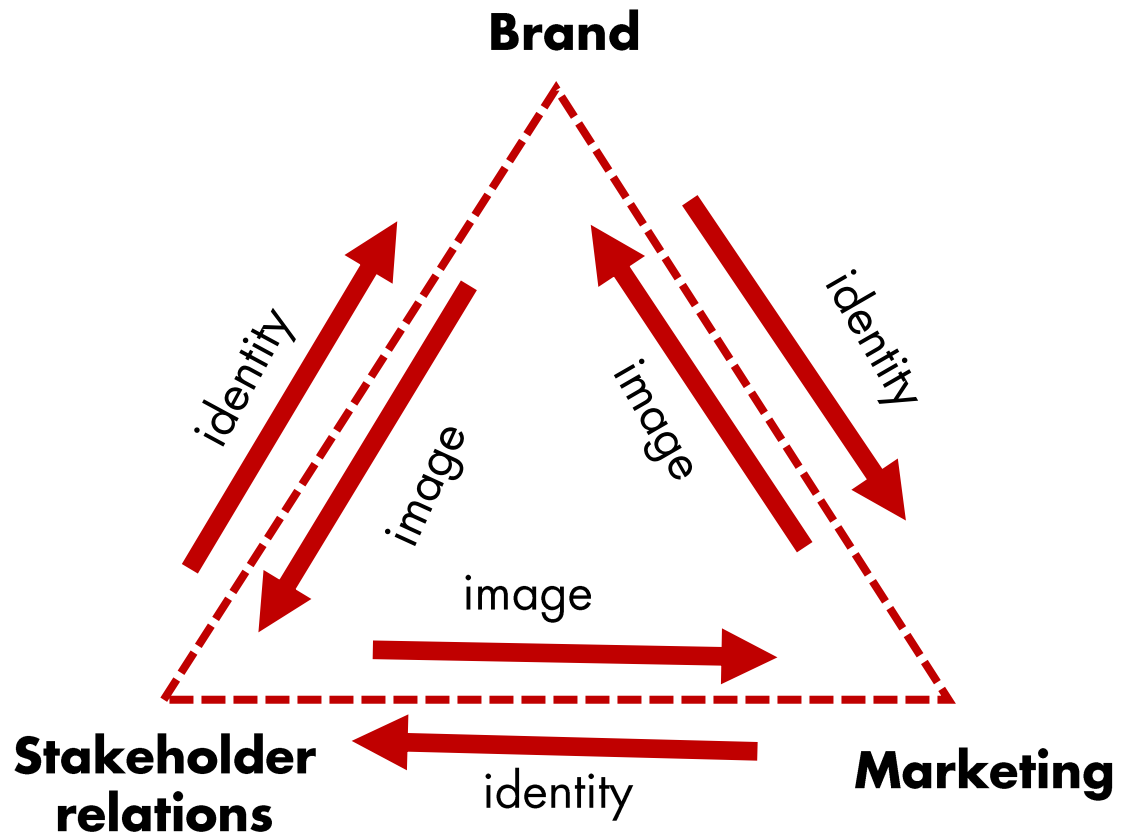
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# SOURCES OF IDENTITY & IMAGE

- **Externally-projected**
  - Product
  - Symbols, shapes & colours
  - Design & packaging (tactile experience)
- **Internally-derived**
  - Personality & language
  - Differential & positioning
  - Consideration set & adjacent categories
  - Story
- **Intangible**
  - Experience & transformation (value offer)
  - Tribal aspects & belonging (value offer)
  - Associations, presence & influences
  - Purpose

# IDENTITY & IMAGE FEEDBACK LOOPS



- All components affect all other components



# TOOLS FOR BRAND MANAGEMENT

- Reference corporate philosophy
- **Positioning matrix & differentials**
- **Brand personality platform**
- **Long-term brand equity**
- **Short-term brand equity**
- **Story brand tactics**
- Validate with research
- Adjust brand gap
  
- Translate into marketing

# POSITIONING MATRIX & DIFFERENTIALS

- *Al Ries & Jack Trout*
- What makes the product different?
- Matrix
  - Appropriate consumer (who?)
  - Reason for use (product, attributes & benefits)
  - Best time to use (when?)
  - Competitors / consideration set
- Statement of position
  - Refer to corporate philosophy and compare to consumer differential & perceived position
- **Statement of position = value proposition**

# BRAND PERSONALITY

- *Jennifer Aaker personality groups*

**Sincerity**

**Excitement**

**Competence**

**Sophistication**

**Ruggedness**

- Not exclusive to one group but one group will be dominant
- Impacts
  - Behaviour
  - Tone
  - Communication
  - Visual design
- Major influences on personality
  - Values
  - Behaviour
- *(Jungian character archetypes can push you into a box)*

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# LONG-TERM BRAND EQUITY SCHEME

- *David Aaker (not Jennifer Aaker)*
- Define ideal brand equity as long-term basis for management of brand asset
- Acts as mission to contextualize and give priority to costs & activities
- Use Keller (below) to adapt, evolve and manage in short to medium-term

## Components of long-term

- **Brand awareness**  
Persistent presence (salience) influences perceptions, liking & behaviour
- **Brand associations**  
Product attributes (generally intangible) connect customers to brand
- **Brand loyalty**  
Loyalty is basis for pull marketing and competitive barrier

# SHORT-TERM BRAND EQUITY MANAGEMENT

- *Based on customer-based brand equity (CBBE) – Kevin Lane Keller*
- Brand equity is sources of strength of brand, not valuation

<b>Resonance (observe &amp; adjust)</b> Customer connection & loyalty	
<b>Judgements (manage)</b> Quality, credibility, relevance to needs & superiority	<b>Feelings (manage)</b> Direct emotions & impact on sense of self
<b>Performance (manage)</b> Product: attributes & benefits	<b>Imagery (manage)</b> Satisfy psychosocial needs Individual transformation & tribal
<b>Salience (observe &amp; adjust)</b> Brand awareness	

- Underpinned by security (fears)  
*Value for money, social acceptability, etc.*

# STORY BRAND ELEMENTS

- *Donald Miller*
- **7-step scripted narrative elements (SB7) used tactically to build brand resonance**
  1. **Character:** introduction of relatable character (self-identification)
  2. **Problem:** introduction of needs.
  3. **Meets a guide:** brand and / or product
  4. **Call to action:** challenge to adopt brand
  5. **Avoid failure:** inducement to adopt
  6. **Ends in success:** needs resolved
  7. **Transformation:** person adopting the brand is transformed



# VALUES-DRIVEN BRANDS

- Corporate brands with multiple and / or diffuse purposes
  - E.g. Lever, Virgin, etc. (multiple products treated as daughter brands)
  - E.g. service brands with non-standard services (audit houses, etc.)
- Values treated as identity determine image (see brand story, below)
- **Primary outward-looking values**
  - Directly experienced by customer, e.g. Virgin: 'delightfully surprising'
- **Internally oriented values**
  - Internal behavioural checks & balances with strong impact on stakeholders, e.g. accountability, integrity, sustainability, etc.
- Values can augment / enhance delegation
- **Values audit**
  - Determine desired impact, train, manage & build into accountability

# VALUES-DRIVEN BRAND MANAGEMENT

- Synchronize values and brand personality
- Communication of values may degrade marketing focus
  - Balance values experience vs product experience
  - Avoid comfort zone (ease of communicating values)  
*If values must be communicated, they are not being experienced*
  - Focus on primary outward-looking value
  - Seek single outward-looking focus for clarity
- Use values to reduce supervisory burden (support delegation)
- Determine critical focus with values audit
- Support & prove values with story brand (success stories)
- Link values to operations & sales (bottom line)





# TRANSLATION: 7P MARKETING MIX

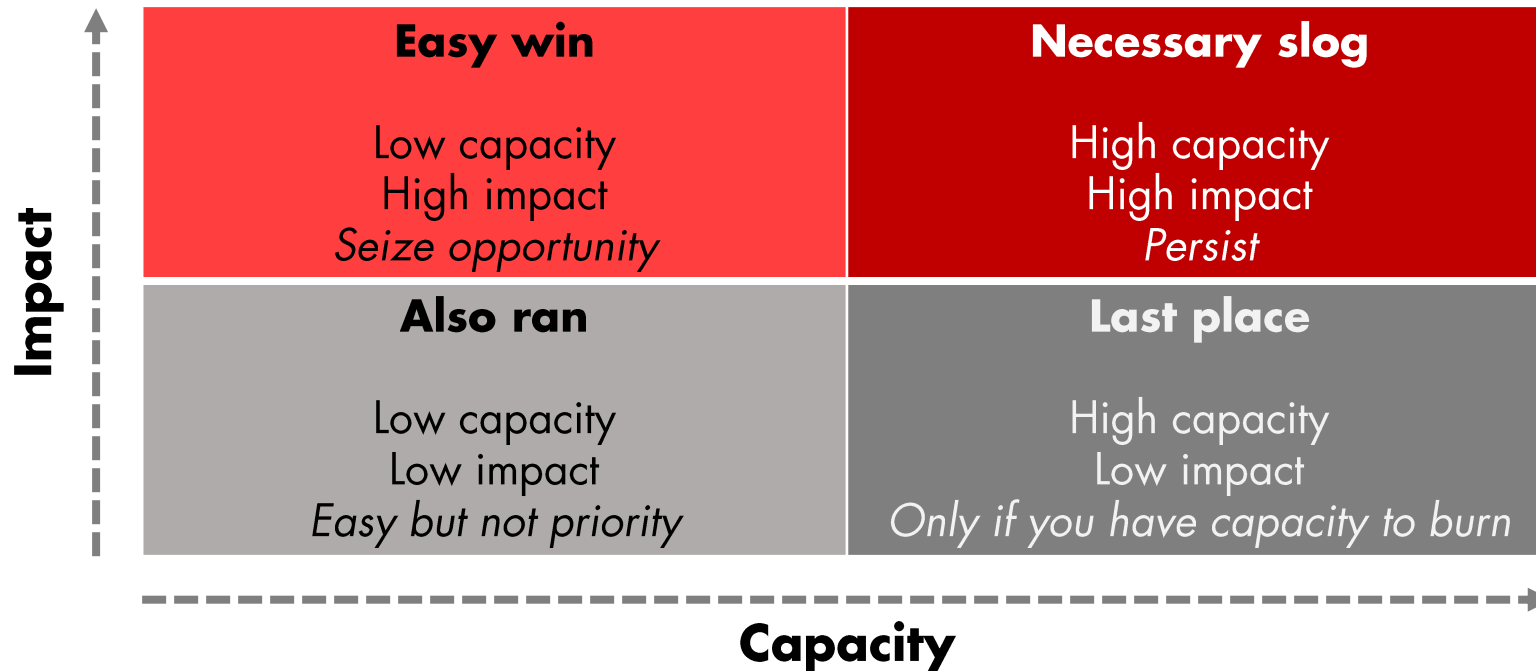
- Marketing & branding walk hand-in-hand
- 4P product + 3P service additions

Product	Product-oriented	<b>Customer journey &amp; touchpoint management</b>	<i>Standardised services (limited post-sale activity) classified as products, e.g. monthly bandwidth subscriptions, streaming services, etc.</i>
Place	Product-oriented		
Price	Product-oriented		
Promotion	Product-oriented		
People	Service-oriented		<i>Behaviour &amp; delivery of values, etc.</i>
Physical evidence	Service-oriented		<i>Website, packaging, outlets, stationery, etc.</i>
Process	Service-oriented		<i>Simplicity, discoverability, functionality, etc.</i>

- Evolution of **7P** → **8P**
  - Emergence of **Partnerships** as marketing consideration  
(business development)

# PRIORITISE BRAND MANAGEMENT ACTIVITY

- Not all activities are equal
  - *Assign & program priorities*



- Capacity dominated by time resource  
& appropriate knowledge & skills

**THAT'S ALL, FOLKS.**



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