

BRAND PERSONALITY **& POSITIONING**



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BUSINESS LOGIC OF PERSONALITY & POSITION

- Personality, Differentials & Position determine & reinforce market segment in category
 - Clear segmentation (matched brand & consumer personality)
 - Clear differentiation
 - Effective position
- Market segment determines market share
- Market share determines competitive strategy, profitability & operations

BRAND PERSONALITY

STRATEGIC VALUE OF BRAND PERSONALITY

- Personality cannot be copied
- Strong personality is a competitive advantage
 - *Segmentation*
 - *Familiarity, trust & friendship*
 - *Pull marketing, not push marketing*
- Creates / contributes to differential & position
 - *Counters commoditization in selection set / category*
- Personality impacts...
 - *Delivery (processes, product / service design, etc.)*
 - *Behaviour (service style, exercise of values, etc.)*
 - *Tone of communication (formal, friendly, fun, easy, complex, etc.)*
 - *Verbal communication (text, voice, etc.)*
 - *Visual design (layout, colours, typography, etc.)*
 - *Nature & form of content (incl. media channels)*

THREE PERSONALITY SYSTEMS

Values basis

- Express personal values
 - *Corporate brands, Patagonia, Dove*
- **Management:** match communication to consumer values

Self-expression basis

- Express own or idealised self in brand choices (label self with brand choices)
 - *Mac, Nike, Vuitton*
- **Management:** reflect consumer's desired identity and / or social group

Relationship basis

- Brand characteristics reflect consumer values & lifestyle
 - *Toyota Landcruiser, ecotourism*
- **Management:** reflect consumer values and / or desired lifestyle

Functional benefit representation

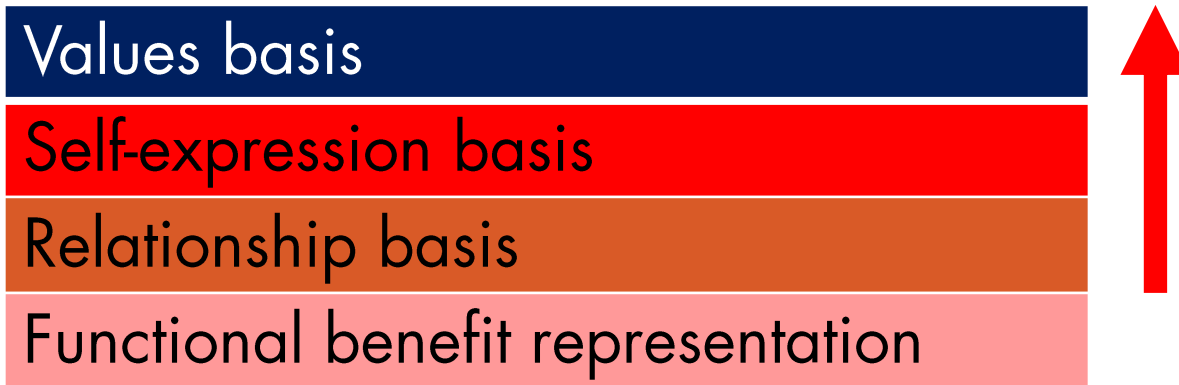
- Represents and prompts awareness of functional benefits and brand attributes
 - *Dunlop Tyres, Duracell*
- **Management:** link benefits & attributes (potentially values) to consumer needs and / or desired lifestyle, focus on results

BRAND PERSONALITY & VALUES

- Probable adjunct of functional benefit representation
- Behaviour (identity) determines & validates personality (image)
 - *Values govern behaviour*
- **Values audit**
 - Research behaviour and experience desired by customers
 - Codify as values (gradual progression & evolution)
 - Train, manage & build into accountability
- **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.
- **Use to differentiate non-standard services**

BRAND LADDER

- May assume progression through the personality system



- Consider that some brands may represent ideal personalities and progression up the brand ladder may weaken promise
 - *E.g. Tyres will most likely be dependent on functional benefits representation, not relationship or self-expression bases*
- Don't over-reach

JENNIFER AAKER PERSONALITY GROUPS

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth <ul style="list-style-type: none"> • <i>Family oriented</i> • <i>Small-town</i> 	Daring <ul style="list-style-type: none"> • <i>Trendy</i> • <i>Exciting</i> 	Reliable <ul style="list-style-type: none"> • <i>Hard-working</i> • <i>Secure</i> 	Upper class <ul style="list-style-type: none"> • <i>Glamorous</i> • <i>Good-looking</i> 	Outdoorsy <ul style="list-style-type: none"> • <i>Masculine</i> • <i>Western</i>
Honest <ul style="list-style-type: none"> • <i>Sincere</i> • <i>Real</i> 	Spirited <ul style="list-style-type: none"> • <i>Cool</i> • <i>Young</i> 	Intelligent <ul style="list-style-type: none"> • <i>Technical</i> • <i>Corporate</i> 	Charming <ul style="list-style-type: none"> • <i>Feminine</i> • <i>Smooth</i> 	Tough <ul style="list-style-type: none"> • <i>Rugged</i>
Wholesome <ul style="list-style-type: none"> • <i>Original</i> 	Imaginative <ul style="list-style-type: none"> • <i>Unique</i> 	Successful <ul style="list-style-type: none"> • <i>Leader</i> • <i>Confident</i> 		
Cheerful <ul style="list-style-type: none"> • <i>Sentimental</i> • <i>Friendly</i> 	Up-to-date <ul style="list-style-type: none"> • <i>Independent</i> • <i>Contemporary</i> 			

- Not exclusive to one group but one group will be dominant
- Significant secondary group is 'wing'
- **Consider: emergence of 'Humble' in Namibian context**

JUNGIAN CHARACTER ARCHETYPES

- Derived from archetypal story characters & associated attributes

Innocent <i>Safety</i>	Sage <i>Knowledge</i>	Explorer <i>Freedom</i>
Outlaw <i>Liberation</i>	Magician <i>Power</i>	Hero <i>Mastery</i>
Lover <i>Intimacy</i>	Jester <i>Pleasure</i>	Everyman <i>Belonging</i>
Caregiver <i>Service</i>	Ruler <i>Control</i>	Artist <i>Innovation</i>

- One archetype may constrain evolution of personality
- One archetype may not represent multifaceted brand
- E.g. Harley Davidson: **rebel archetype** (male, white, beard, biker, petrol heads)
 - People: inclusion of females & diverse segments
 - Price indicates most productive segment is highly salaried professional
 - Product: Harley Davidson EVs

DIFFERENTIAL & POSITION

PERSONALITY, DIFFERENTIAL MATRIX & POSITION

- Personality, differential matrix and position are interlinked and are likely to influence the character of the market (through the avatar) and adoption.

AVATAR, DIFFERENTIAL MATRIX & POSITION

- Develop customer avatar
 - *Develop emotive description of customer, motivation for use, time when brand is most needed and range of possible brands*
 - *Use demographics, psychographics to inform, but be descriptive*
 - **Verify:** match likely avatar to brand personality
- Differential matrix
 - *Appropriate consumer (who?)*
 - *Reason for use (product, attributes & benefits)*
 - *Best time to use (when?)*
 - *Competitors – category & selection set*
- Statement of position
 - *Consumer brand differential creates position in category & selection set
e.g. differentiated fast food brand -> range of competitor fast food selections*

SAMPLE MATRIX & POSITION: COMPUTER

Competence	Who	Why
Successful <ul style="list-style-type: none"> • Leader • Confident Wing group: Excitement Daring <ul style="list-style-type: none"> • Trendy 	Chris is an ambitious, rising executive. He understands that success and his climb through the ranks depends on first impressions and fitting in.	High premium design & technology to express leadership status and confident belonging in executive peer groups Self-expression basis
	When	Category & selection set
	In peer groups, for productivity	Productivity computing (<u>commoditized*</u>) <ul style="list-style-type: none"> • Workstations, PC laptops, net books
Position		
'Rebus Computers' break the mold to complement their owners' status in the workplace with class-leading product design and cutting-edge technology.		

❖ Commodity brands

- Potentially undifferentiated products with universal uses, eg. productivity computers, mobile devices, toilet paper, salt, suitcases, etc.
- May be differentiated by form, design, price, self-expression but easily substituted

SAMPLE MATRIX & POSITION: FAMILY RESTAURANT

Sincerity	Who	Why
Down-to-earth <ul style="list-style-type: none"> • <i>Family oriented</i> • <i>Small-town</i> 	Suzie is a single mother of three pre-teen children. She works a demanding, low-level job. Although she doesn't earn much, she uses her money to give her children the best she can afford.	Healthy, affordable, convenient family meals with treats for children
		<i>Relationship basis</i>
	When	Category & selection set
	There isn't enough time to cook healthy food and / or the kids need a treat	Convenience food <ul style="list-style-type: none"> • Steers, KFC
Position		
'Alla Familia Restaurant' gives budget conscious parents an opportunity to treat pre-teen children to convenient, healthy meals with a side-order of excitement for the kids.		

SAMPLE MATRIX & POSITION: TYRES

Rugged	Who	Why
Outdoorsy <ul style="list-style-type: none"> • <i>Masculine</i> • <i>Western</i> 	Clive is a livestock veterinarian. He frequently has to travel offroad to assist farmers with inoculations or injured animals. His customers rely on him to be where they need him.	Rugged tyres that are durable and characterized by good offroad handling
		<i>Functional benefit representation</i>
	When	Category & selection set
	Travelling offroad	Tyres <ul style="list-style-type: none"> • Goodyear, Bridgestone, Dunlop
Position		
'Treadwell Offroad Tyres' give people who travel offroad the security of excellent handling and durability under tough conditions.		

SAMPLE MATRIX & POSITION: B2B INDUSTRIAL COATINGS

Competence	Who	Why
Reliable <ul style="list-style-type: none"> • <i>Hard-working</i> • <i>Secure</i> 	David is a project manager. His enterprise depends on specialist coatings that ensure the quality & durability of projects and reduce potential legal liability.	The correct coating under appropriate circumstances at the correct time Functional benefit representation (values based*)
	When	Category & selection set
	Industrial plant and large-scale building construction	Industrial coatings <ul style="list-style-type: none"> • Coating specialists, paint companies
Position		
'Arch Industrial Coatings' delivers the correct industrial coating for the job, at the right time.		

❖ Hypothetical **values**

- Fit for purpose (Primary outward looking – operational, product)
- Prompt delivery (Primary outward looking – operational)
- Correct stock picking (Internal – operational)

NOTES ON POSITIONING

- Existing positioning may not be suitable for daughter brands (brand extensions)
- Positioning must be applied to line extensions (esp. functional benefit representation)
- Compare position to company purpose
 - *If position differs from company purpose, consider impact on corporate brand*
 - *If major difference, consider establishing daughter brand in brand portfolio*
- Use statement to enhance communication agency briefs

BRAND EQUITY

PERSONALITY SYSTEMS & CUSTOMER-BASED BRAND EQUITY

Resonance (observe & adjust)

Customer connection & loyalty

Feelings (managed)

Direct emotions
& impact on sense of self

Values, self-expression

Judgements (managed)

Quality, credibility, relevance to needs
& superiority

***Values, Self-expression,
relationship basis
& functional benefits
representation***

Performance (managed)

Product: attributes
& benefits

***Functional benefits
representation***

Imagery (managed)

Satisfy needs on psychological
& social levels

***Self-expression
& Relationship basis***

Salience (observe & adjust)

Identify market: personality match, differentials & appropriate position

THAT'S ALL FOLKS!