

ABOUT BRAND MANAGEMENT

2024 v2



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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.

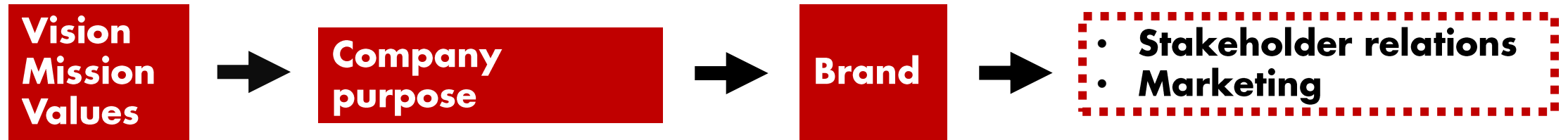
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SOURCE & IMPACT OF THE BRAND

- 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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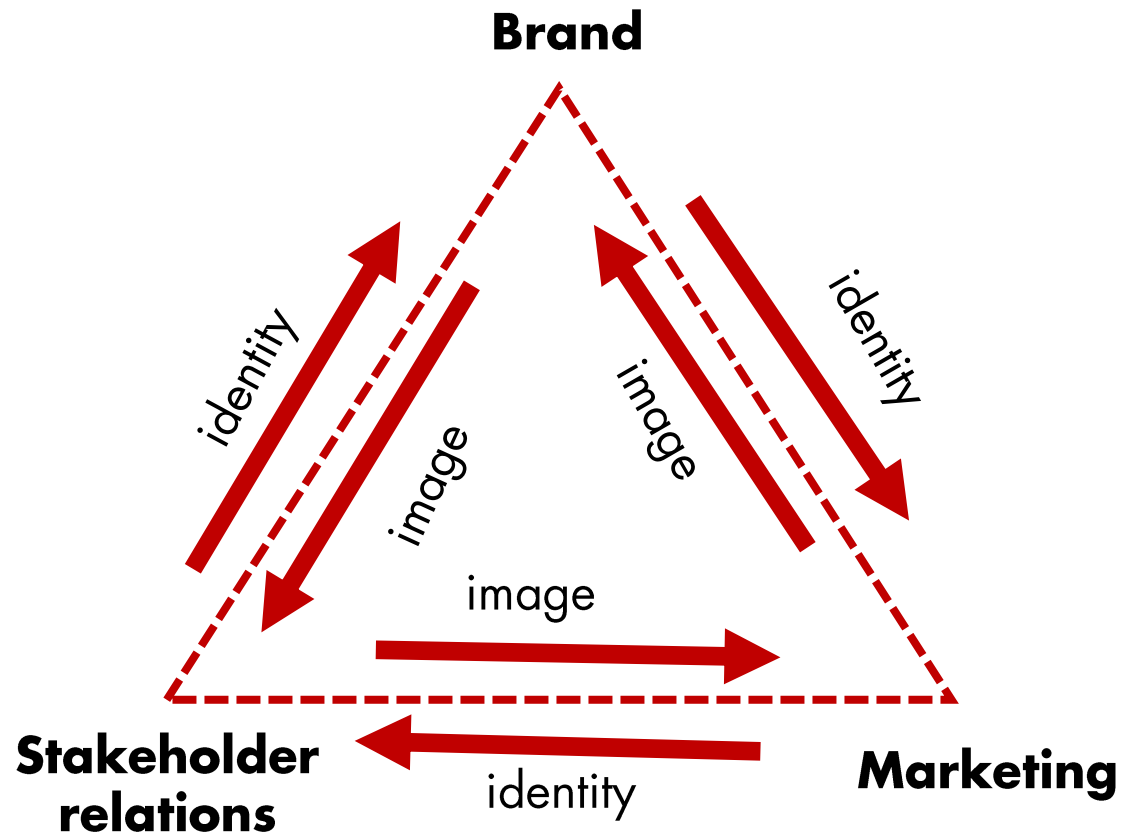
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SOURCES OF BRAND IDENTITY

- **Visible**
 - Product / service
 - Symbols, shapes & colours
 - Design & packaging (tactile experience)
- **Consciously communicated**
 - Personality & language
 - Differential & positioning
 - Story
- **Intangible projection**
 - Desired experience & transformation (value offer)
 - Tribal aspects & belonging (value offer)
 - Consideration set & adjacent categories
 - Associations, presence & influences
 - Corporate philosophy & 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
- 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

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

Resonance (observe & adjust) Customer connection & loyalty	
Feelings (manage) Direct emotions & impact on sense of self	Judgements (manage) Quality, credibility, relevance to needs & superiority
Performance (manage) Product: attributes & benefits	Imagery (manage) <i>(not 'Image' as above)</i> Satisfy needs on psychological & social levels
Salience (observe & adjust) 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

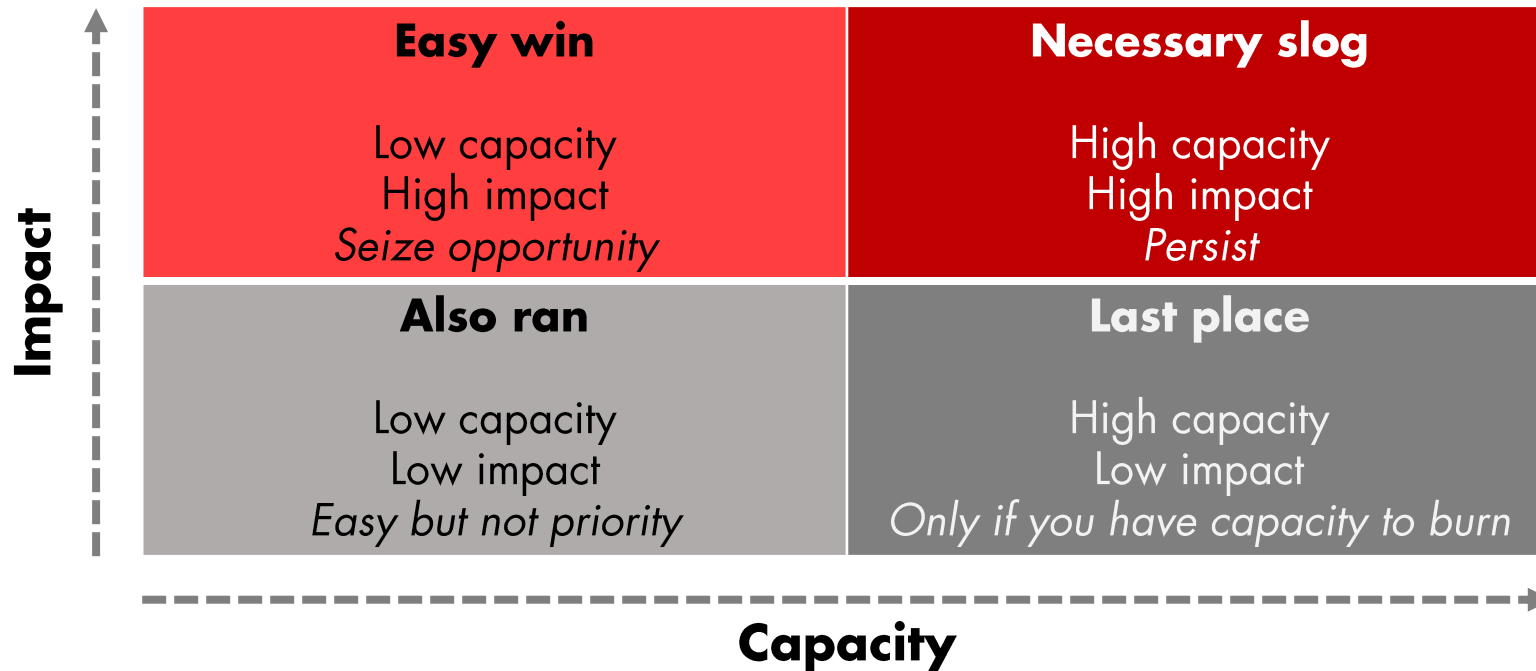
- Marketing & branding walk hand-in-hand
- 4P product + 3P service additions

Product	Product-oriented	<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 & 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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