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Brand management

HSE 2014

Course outline

- 1 Brands and brand management
- 2 Identifying and establishing brand positioning and values
- 3 Planning and implementing the brand marketing program
- 4 Measuring and interpreting brand performance
- 5 Growing and sustaining brand equity

Brand

a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.



Brand



Logo

Name

Symbol

....

Product

bundle of attributes (*features, functions, benefits, and uses*) capable of exchange or use.



5 levels of product



The diagram illustrates the five levels of a product, represented by concentric arcs. The levels are: Core, Generic, Expected, Augmented, and Potential. The 'Core' level is highlighted in a dark grey circle. The 'Augmented' level is further detailed with 'Additional attributes' and 'Differences' in red text.

Core

Generic

Expected

Augmented

Potential

Additional attributes
Differences





The All-New Chevy Cruze



Perceived differences

Rational and **tangible** – product performance

Symbolic, emotional,
intangible – what brand represents

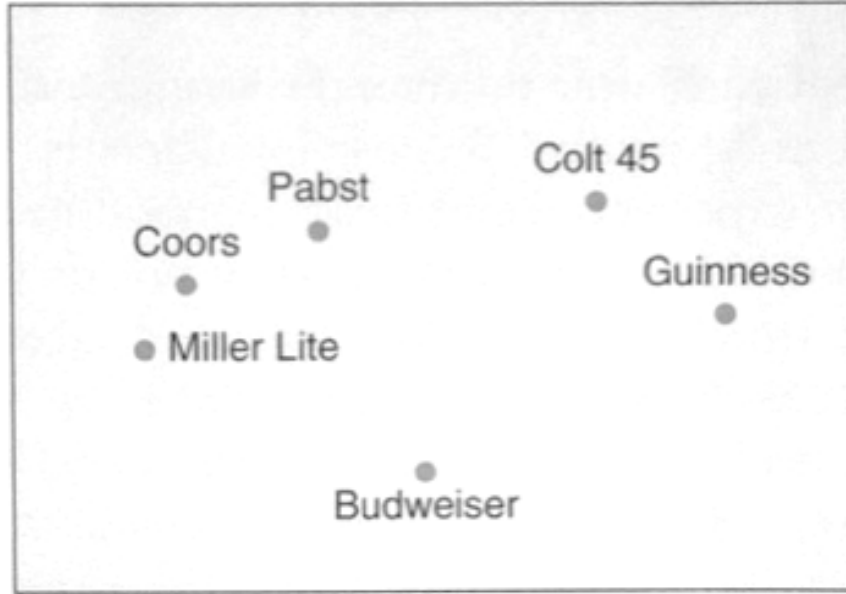
5 product levels table

Product levels	Consumer	Organisation	Gap	
			-	+
Core benefits	<ul style="list-style-type: none">• XXXXXX• XXXXXX	<ul style="list-style-type: none">• XXXXXX• XXXXXX		
Generic product				
Expected product				
Augmented product				
Potential product				

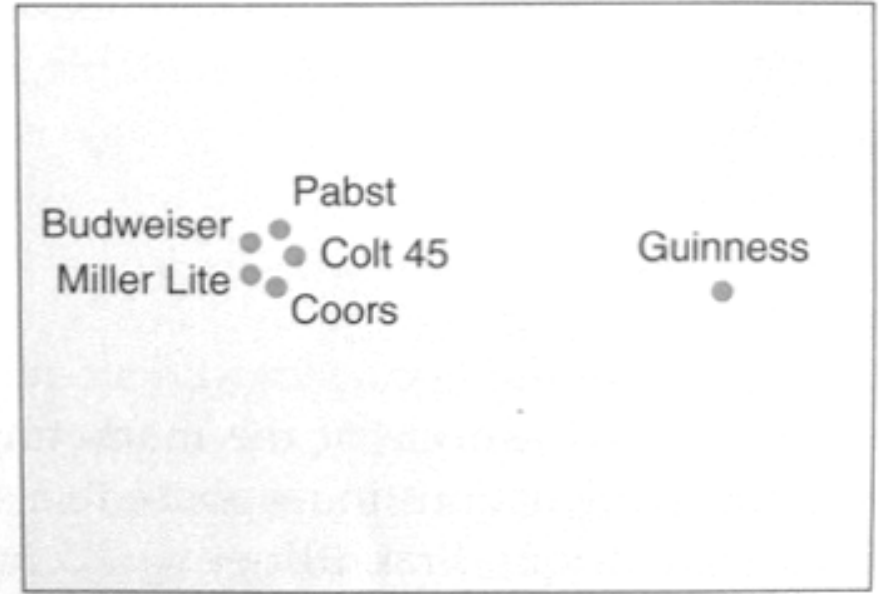
1985



Winters / Advertising Age, 1989



Aware of brands



No brands mentioned

2007



Associated press, 2007

2013



to brand a product

Label + Meaning

Why are brands important?

Product source	Quality signal	Associations
Responsibility	Simplification	ROI
Risk	Decisions	Price sensitivity
Search cost	Identification	Behavior
Time	Handling / Tracing	Loyalty
Symbol	Legal protection	Comp. advantage

Can anything be branded?

Physical items

B2B products

Hi-Tech products

Services

Retailers

Online products and
services

People

Organizations

Sport

Art and Entertainment

Geographic location

Causes

...

2013






















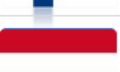







2012

2011

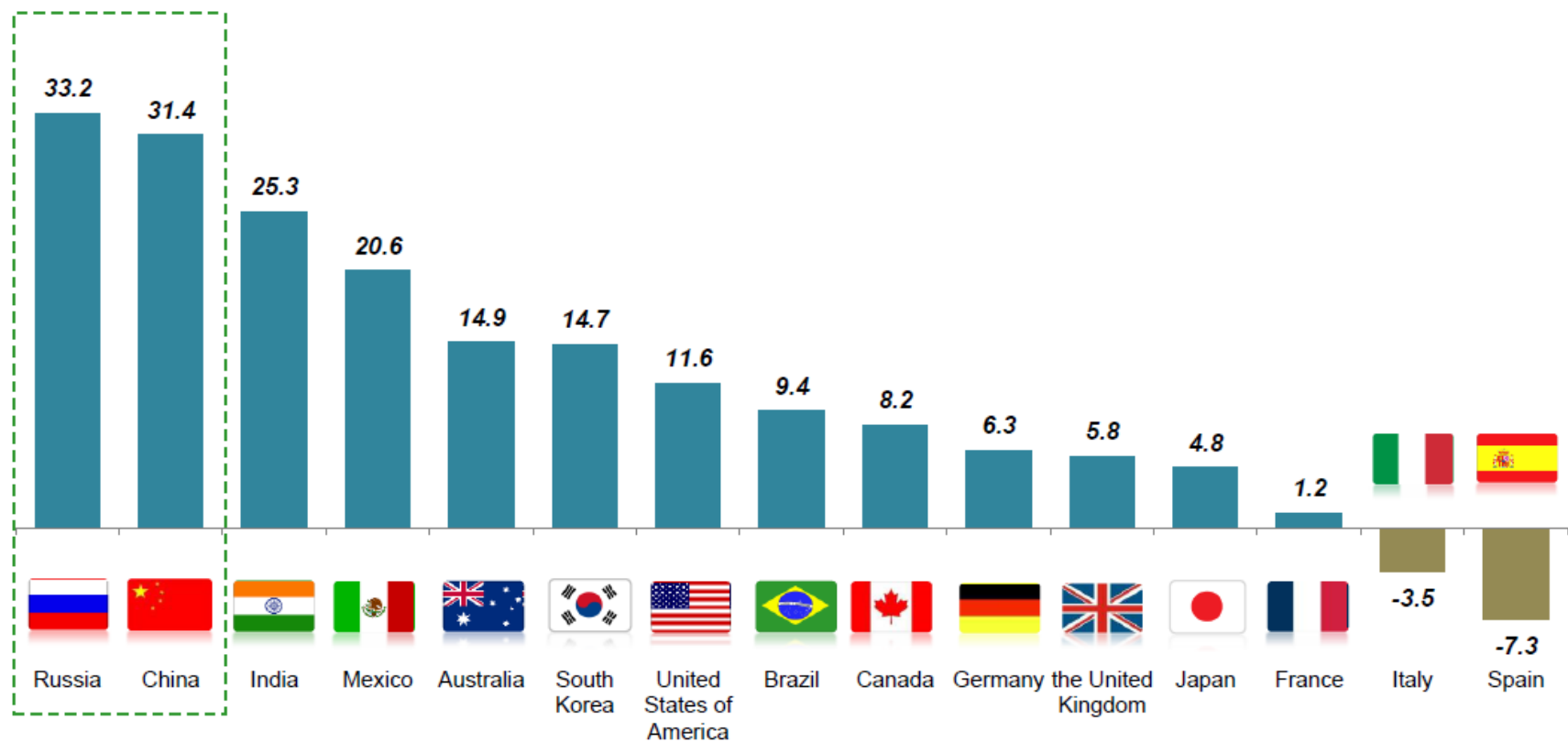
2010

2009

REPUTATION
INSTITUTE

1	Canada		Canada		Canada		Sweden		Switzerland	
2	Sweden		Australia		Sweden		Canada		Canada	
3	Switzerland		Sweden		Australia		Australia		Australia	
4	Australia		Switzerland		Switzerland		Switzerland		Sweden	
5	Norway		Norway		New Zealand		Norway		Norway	
6	Denmark		New Zealand		Norway		Finland		Finland	
7	New Zealand		Finland		Denmark		Denmark		Denmark	
8	Finland		Denmark		Finland		Austria		Netherlands	
9	Netherlands		Austria		Austria		Netherlands		Austria	
10	Austria		Netherlands		Netherlands		Belgium		Spain	

Countries with a **major gap**
between internal (self-image) and
external perceptions



Countries **least critical**
of themselves







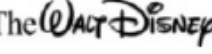















Countries **most critical**
of themselves


1	2		3	4	5	6
			 +2% 79,213 \$m	 +4% 78,808 \$m	 +3% 59,546 \$m	 +7% 46,947 \$m
+28% 98,316 \$m	+34% 93,291 \$m		7  +5% 41,992 \$m	8  +20% 39,610 \$m	9  -5% 37,257 \$m	10  +17% 35,346 \$m
11  Mercedes-Benz +6% 31,904 \$m	12  +10% 31,839 \$m	13  +7% 29,053 \$m	14  +3% 28,147 \$m	15  -1% 25,843 \$m	16  +1% 25,105 \$m	17 LOUIS VUITTON +6% 24,893 \$m
19  +27% 23,620 \$m		20  +7% 18,490 \$m	21  +10% 18,168 \$m	22  +8% 17,892 \$m	23  +12% 17,646 \$m	24  +13% 17,085 \$m
26  +8% 13,818 \$m		27  +5% 13,763 \$m	28  +20% 13,162 \$m	29  +15% 13,035 \$m	30  +8% 12,987 \$m	31  +6% 12,614 \$m

2013

2012

2011

1		1		1	
2	The  Company	2	SONY	2	
3	 ROLEX 	3	The  Company	3	The  Company
4		4	DAIMLER	4	
5	DAIMLER	5		5	 
6	SONY	6		6	SONY
7	 Microsoft	7	 Microsoft 	7	DAIMLER
8	Canon	8		8	Canon 
9	 	9	Canon	9	
10		10		10	

<p>1</p>  <p>+28% 98,316 \$m</p> <p>TOP RISER</p>	<p>2</p>  <p>+34% 93,291 \$m</p> <p>TOP RISER</p>	<p>3</p>  <p>+2% 79,213 \$m</p>	<p>4</p>  <p>+4% 78,808 \$m</p>	<p>5</p>  <p>+3% 59,546 \$m</p>	<p>6</p>  <p>+7% 46,947 \$m</p>
<p>11</p>  <p>+6% 31,904 \$m</p>	<p>12</p>  <p>+10% 31,839 \$m</p>	<p>13</p>  <p>+7% 29,053 \$m</p>	<p>14</p>  <p>+3% 28,147 \$m</p>	<p>15</p>  <p>-1% 25,843 \$m</p>	<p>16</p>  <p>+1% 25,105 \$m</p>
<p>19</p>  <p>+27% 23,620 \$m</p> <p>TOP RISER</p>	<p>20</p>  <p>+7% 18,490 \$m</p>	<p>21</p>  <p>+10% 18,168 \$m</p>	<p>22</p>  <p>+8% 17,892 \$m</p>	<p>23</p>  <p>+12% 17,646 \$m</p>	<p>1</p> 
					<p>2</p> 
					<p>3</p> 
					<p>4</p> 
					<p>5</p> 
					<p>6</p> 
					<p>7</p> 
	<p>26</p>  <p>+8% 13,818 \$m</p>	<p>27</p>  <p>+5% 13,763 \$m</p>	<p>28</p>  <p>+20% 13,162 \$m</p>	<p>29</p>  <p>+15% 13,035 \$m</p>	

Rank ▲ Brand Brand Value (\$bil)

1



Apple

104.3

2

Microsoft

Microsoft

56.7

3



Coca-Cola

54.9

4



IBM

50.7

5

Google

Google

47.3

BRANDZ™ Top 100

Category

Brand

Brand value
2013 \$M

1 Technology



185,071

2 Technology



113,669

3 Technology



112,536

4 Fast Food



90,256

5 Soft Drinks



78,415

Forbes

The World's Most
Valuable Brands



MillwardBrown

Challenges

Savvy customers (experience, sharing)

Brand proliferation (extensions)

Media fragmentation* (cost, clutter, technology)

Increased competition + PLC (maturity, globalization)

Increased costs** (failure, R&D, marketing)

Greater accountability (SR benefits, LR costs)

Brand equity

the differential **effect** that brand **awareness** and brand **associations** have on consumer **response** to the marketing of that brand.

no differences
in response



price
competition

Strategic brand management

design and implementation of marketing activities and programs to **build, measure, and manage brands** to maximize their value.

Strategic brand management

1. Identify and establish **brand positioning**
2. Plan and implement brand **marketing campaigns**
3. Measure and interpret **brand performance (audit)**
4. Increase and sustain **brand equity**