Global Brand Marketing Strategies –CAT II topics
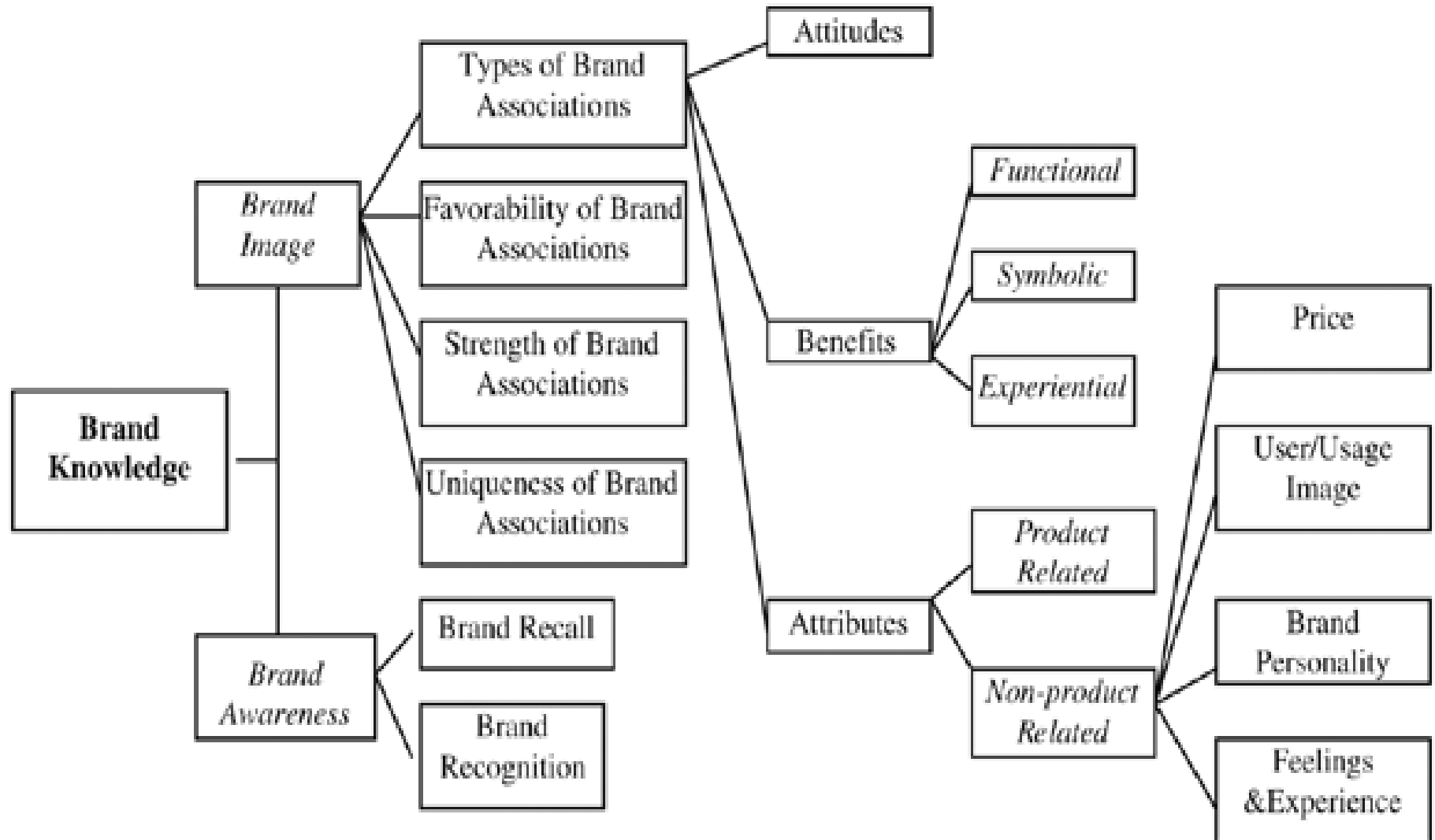
Brand knowledge (Keller)

How Important is brand awareness?

"Nearly 1 out of 2 Indians haven't heard about Apple . Can you believe it ?"

(Business Insider India, April 23, 2016, based on Morgan Stanley research)

Sources of Brand equity:

- **_Brand Awareness_**
- ***Brand recognition : Can you recognise the brand at the store to which you have been already exposed ?***
- ***Brand recall : ability to retrieve a brand given pdct category ,usage situation as cue***

- ***Learning Advantage***
  - ***Plants a brand node in memmory and then links up associations***
- ***Consideration advantage***
  - ***Consideration set –***
  - ***'Part list cueing effect"-recall of some info can inhibit some other info***
- ***Choice advantage***
  - ***May adopt a decision rule to buy familiar brands***
  - ***ELM – when consumers lack "purchase ability "and "motivation"***

Brand Image

▶ *Strength of Brand Associations*

　▶ *Related to personal relevancy and consistency*

　▶ *Brand attributes and Brand Benefits*

　▶ *Direct experiences and W-o-M*

▶ *Favourability of Brand Associations*

　▶ *Desirability (how relevant/distinctive/ believable?)*

　▶ *Deliverability*

▶ *Uniqueness of Brand Associations*

　▶ *Whether brand has sustainable competitive advantage or USP?*

Google's viral ad – a subtle attempt for an image makeover – the "goodness" of its products

Global Brand Marketing Strategies   10/14/2022

Brand Building Blocks

▸ *Keller's Brand Resonance pyramid*

Brand Building Blocks

Stages of Brand Development

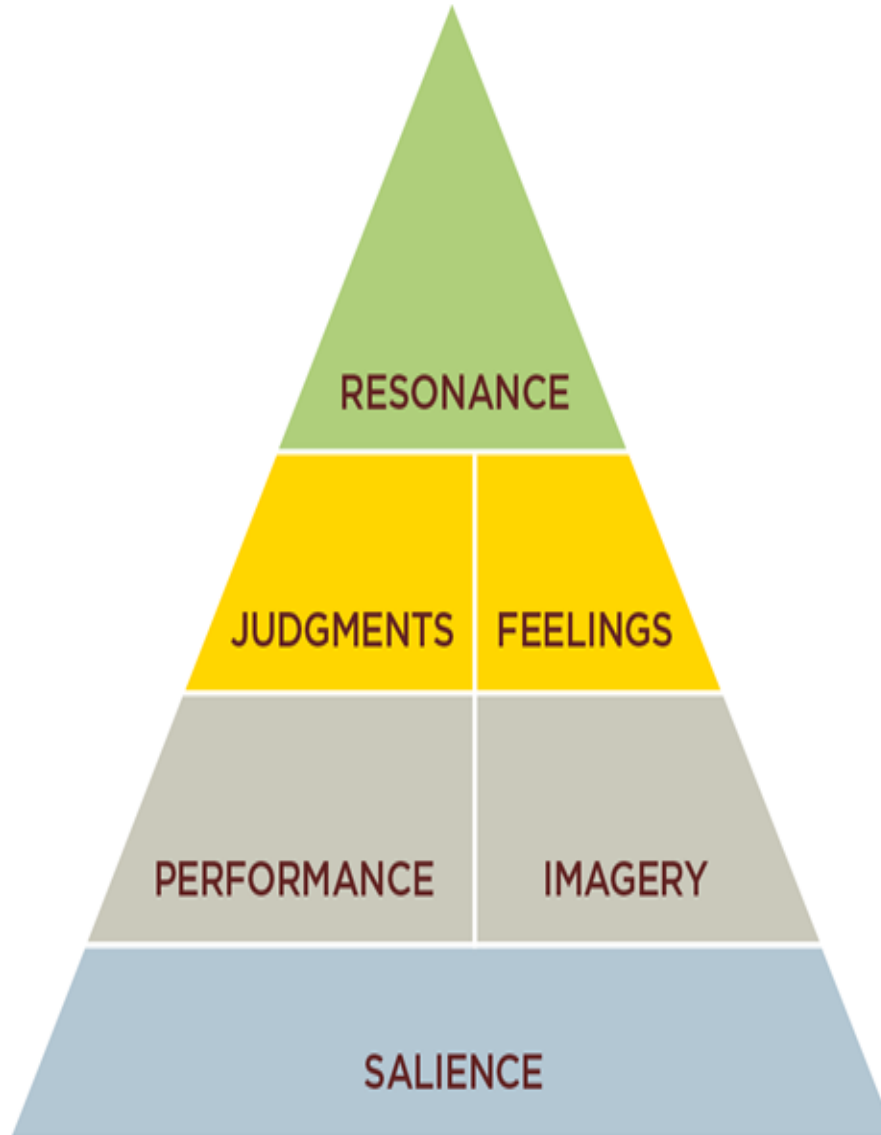**4 RELATIONSHIPS**
What about you and me?

↑

3 RESPONSE
What about you?

↑

2 MEANING
What are you?

↑

1 IDENTITY
Who are you?

RESONANCE

JUDGMENTS | FEELINGS

PERFORMANCE | IMAGERY

SALIENCE

Branding Objective at Each Stage

INTENSE, ACTIVE LOYALTY

↑

ACCESSIBLE, POSITIVE REACTIONS

↑

POINTS OF PARITY AND DIFFERENCE

↑

DEEP, BROAD BRAND AWARENESS

Global Brand Marketing Strategies   10/14/2022

Stages of Brand Development

4. Relationships
What about you and me?

3. Response
What about you?

2. Meaning
What are you?

1. Identity
Who are you?

Resonance
Loyalty
Attachment
Community
Engagement

Judgment
Quality
Credibility
Consideration
Superiority

Feeling
Warmth, Fun
Excitement
Security
Social Approval
Self-Respect

Performance
Primary Characteristics and
Secondary Features
Product Reliability
Durability, and Serviceability,
Servive Effectiveness,
Efficiency, and Empathy
Style and Design
Price

Imagery
User Profiles
Purchase and Usage
Situations
Personality and Values
History, Heritage and
Experience

Salience
Category Identification
Needs Satisfied

Branding objective at each stage

Intensive,
Active loyalty

Positive,
accessible reactions

Points of Parity and
Difference

Deep, broad
Brand awareness

Global Brand Marketing Strategies   10/14/2022

Six Brand Building Blocks

‣ Brand Salience

‣ Performance

‣ Imagery

‣ Brand Judgements

‣ Brand Feelings

‣ Resonance

Salience

▸ To what extend brand is ToM and easily recalled or recognized?

▸ Depth of awareness: How likely brand element comes to mind? The ease with which it does?

▸ Breadth of awareness:

 ▸ Range of purchase and usage situations

▸ Product category structure

▸ A highly salient brand has associations formed from the consumer's own experience or thru ads or w-o-m

Brand Awareness Pyramid
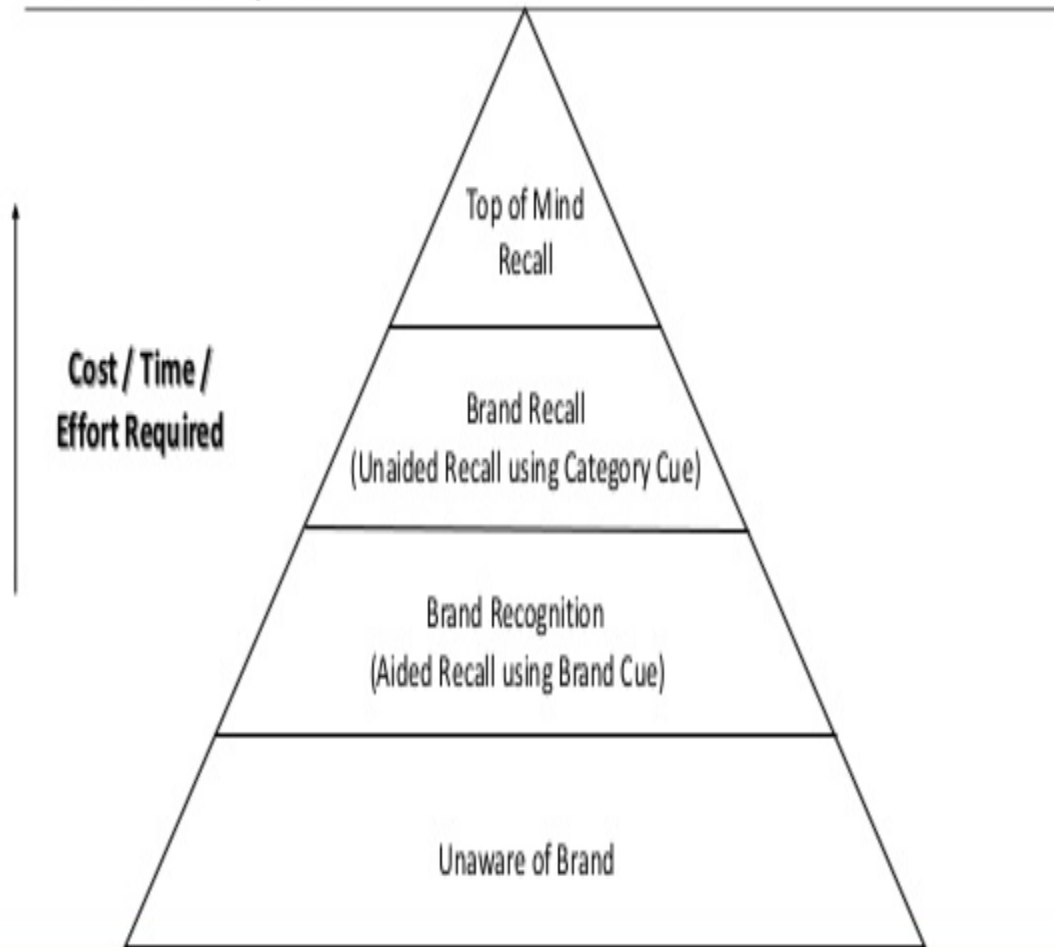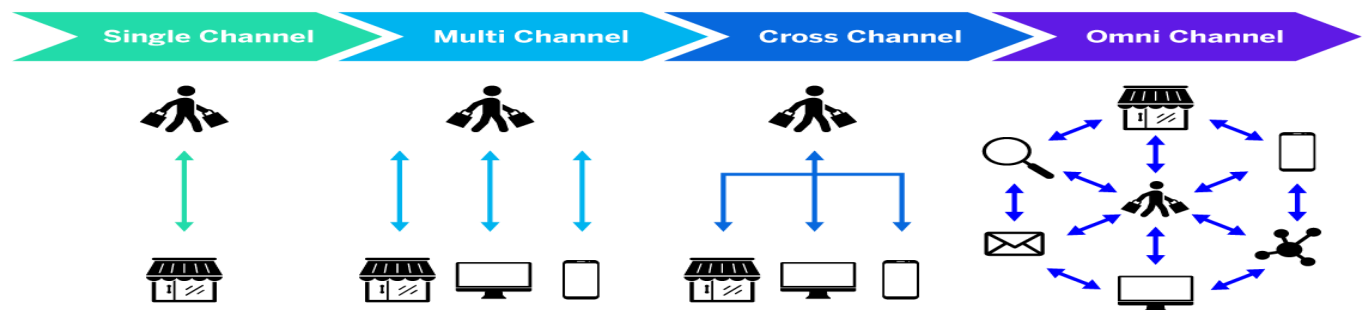
- Brand performance

  Describes how well the product or service meets customer's more functional needs.

- Brand Imagery
  - Depends on extrinsic properties ,the ways in which brand attempts to meet consumer's psychological or social needs
  - The way consumers think about a brand abstractly
  - Intangible aspects of brands
  - Semiotics
  - Aspirational ? Gender? Age specific?
    Young ,affluent ,professional ?
  - Psychographic ...attitude towards
    Life ,posessions ,career,social issues ?
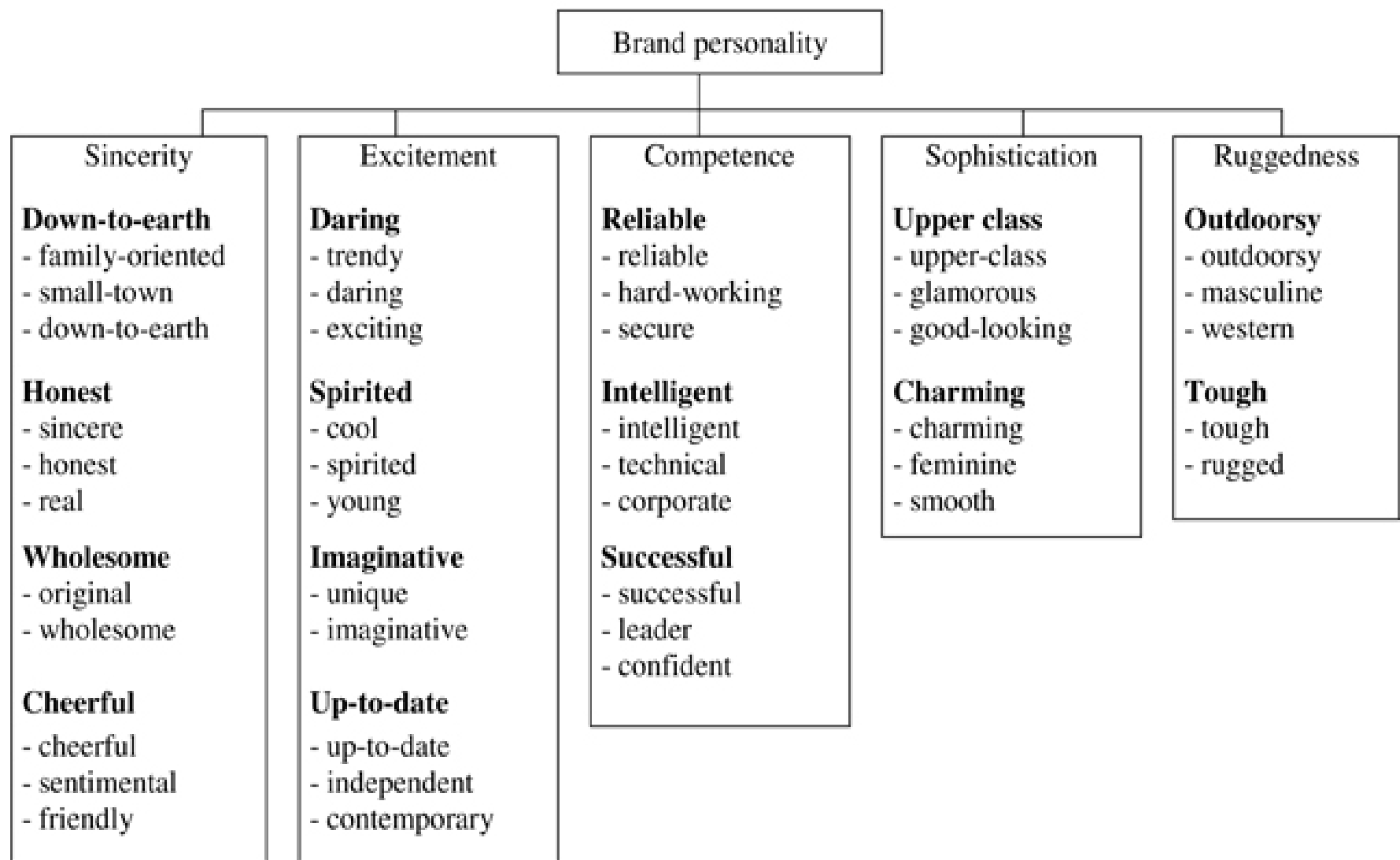 - ?

Figure 1. Brand Personality Scale.
Source: Aaker, J. (1997). Dimensions of brand personality (p. 352). *Journal of Marketing Research, 34*(3), 347-356. doi: 10.2307/3151897

- ▸ #share the load – Ariel
- ▸ Aspirational masculinity vs new roles
- ▸ Patriarchal to playfulness- Kidults

Ariel used digital ads to drive the point home
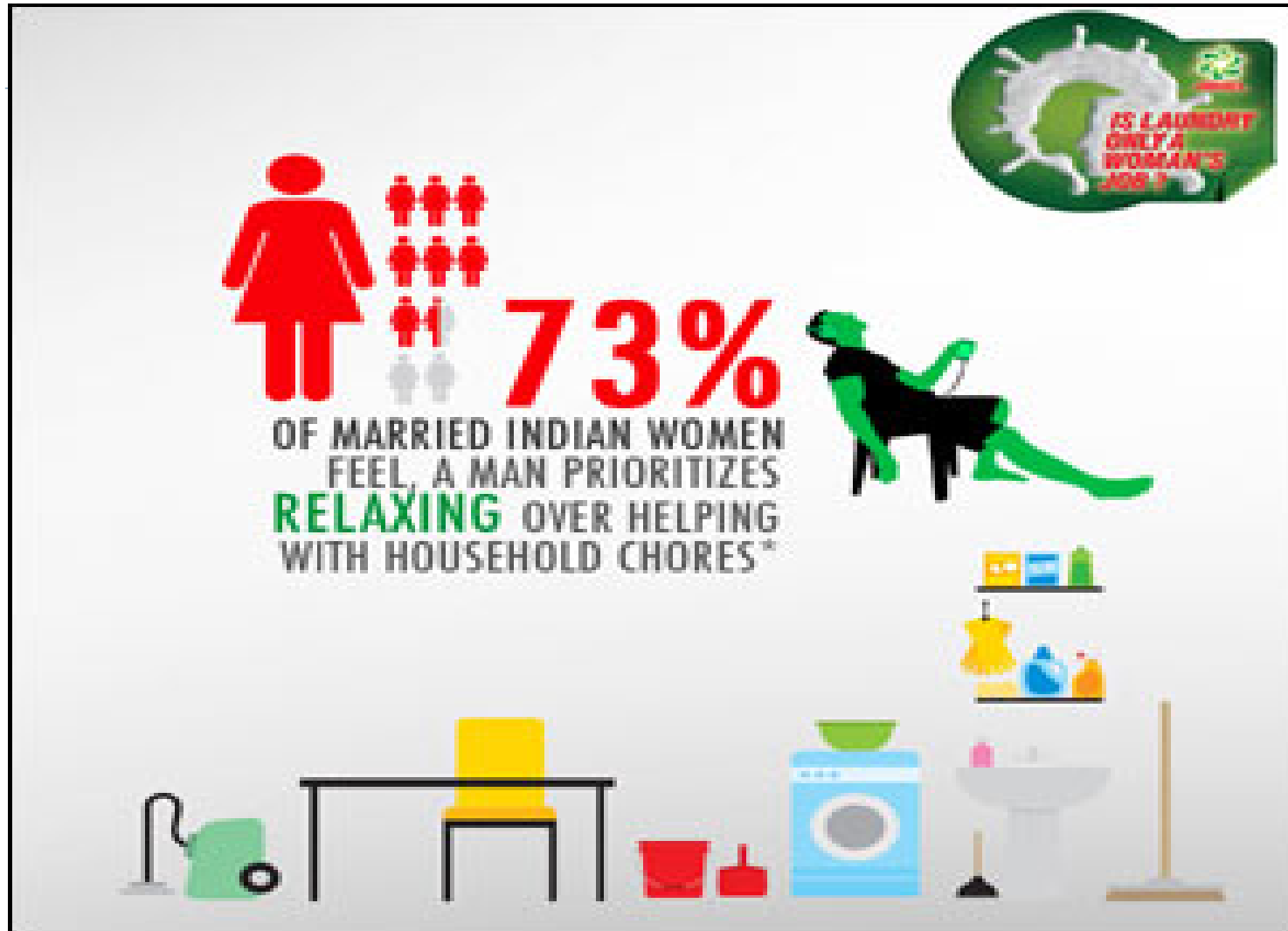
The brand took data from Neilsen to build the base of the campaign

Brand judgements

▸ Consumer's personal opinion about evaluations of the brand by putting together all performance and imagery associations

▸ Brand quality /Credibility /Consideration/superiority

Global Brand Marketing Strategies   10/14/2022

Brand Feelings

- ▸ Emotional responses and reactions to the brand
- ▸ "transformational advertising"

Brand Feelings ...some insights

▸ Brand attitudes can be extremly polarizing,and it takes firms by surprise

▸ Brand polarization (Luo et al , HBR,Nov 13)..managers should stop relying on averages

▸ Craft's Social media strategy for Miracle Whip ,Love 'them or hate them campaign

▸ "I Love it "   vs "I would rather lick ur shoes"

▸ Its good to have haters !

▸ Similarities with political campaigns

▸ Brand Dispersion

▸ Strategies : Poke the haters (Ryan Air)/ /Amplify a polarizing attitude ..new products that amplify points of differentiation/polarizing ad
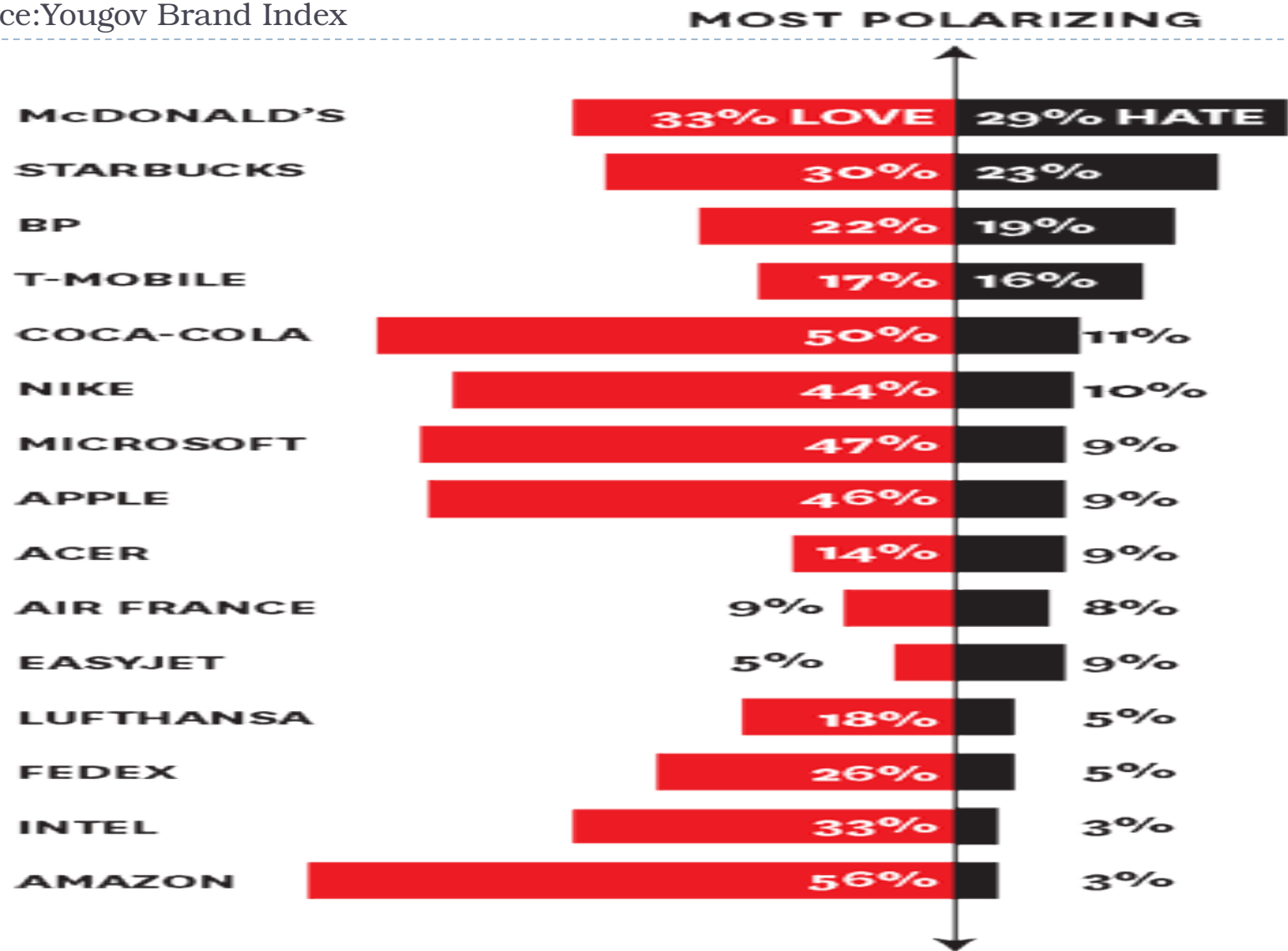
Brand Love (Batra ,Ahuvia and Bagozzi: Journal of Marketing ,2011)

Global Brand Marketing Strategies   10/14/2022
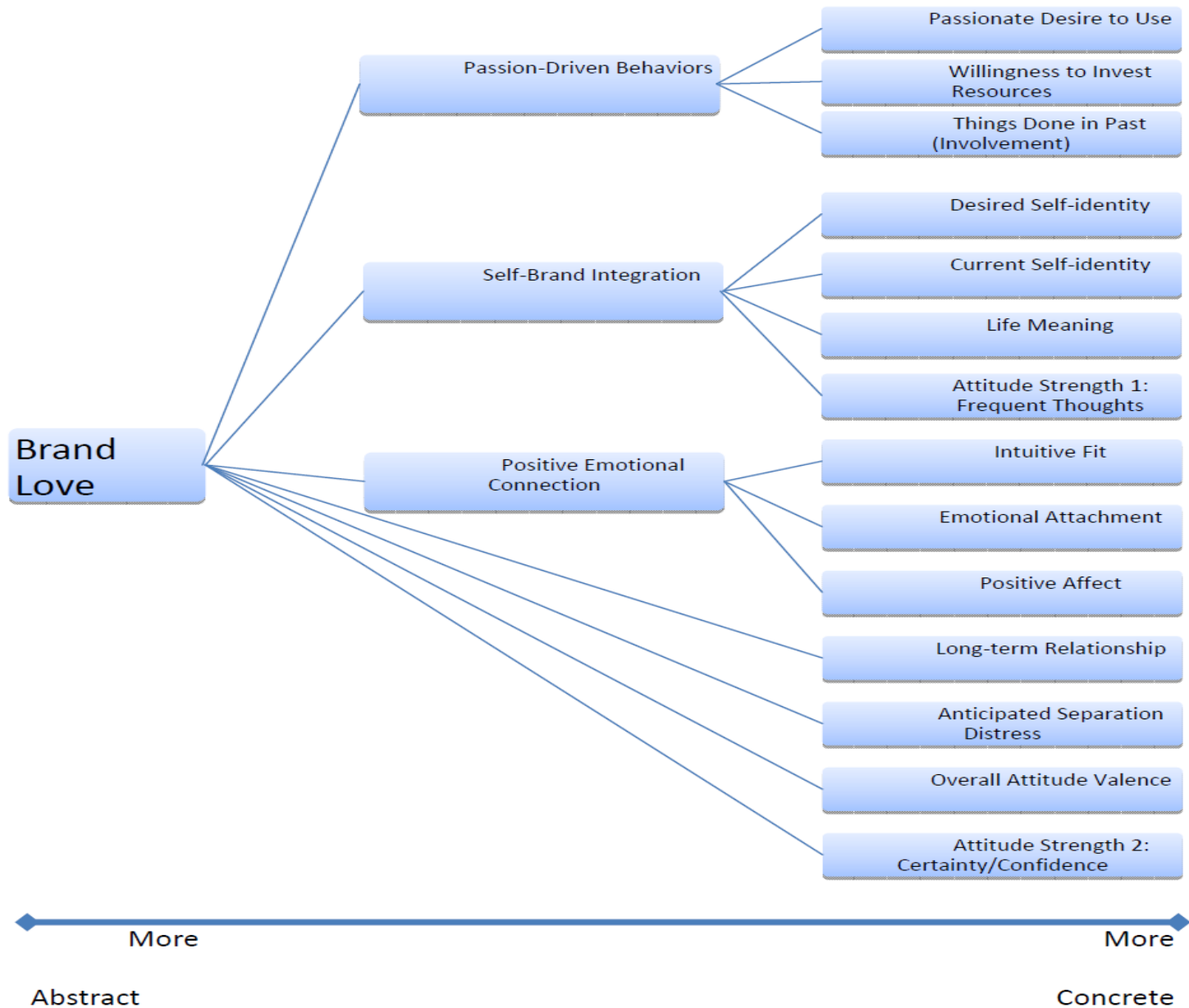
Resonance

▸ Behavioral loyalty

▸ Attitudinal attachment

▸ Sense of community

▸ Active engagement

COLOR3AR

TOP INFLUENCERS

Influencer	Network	Posts	Reach	Reach per mention	Engagement ↓	Engagement per mention
Nidhi Katiyar youtube.com	▶	38	2.3M	60.4K	148.6K	3.9K
shy styles youtube.com	▶	17	2.1M	125.7K	139K	8.2K
Pooja Chaudh... youtube.com	▶	41	3.8M	93K	89.3K	2.2K
Keerthi Shrat... youtube.com	▶	2	1M	506K	84.4K	42.2K
Pratibha Salia... youtube.com	▶	35	1.1M	32.1K	80K	2.3K
Malvika Sitlani youtube.com	▶	8	791.8K	99K	52.6K	6.6K
Ria Sehgal youtube.com	▶	3	806.3K	268.8K	49.3K	16.4K
Swati Bhambra youtube.com	▶	10	491.3K	49.1K	34.2K	3.4K
Dream Simple youtube.com	▶	14	850.7K	60.8K	33K	2.4K
Sarah Sarosh youtube.com	▶	6	374.2K	62.4K	28.3K	4.7K

Talkwalker

Kapferer's model

Brand Identity Prism

Physique:
- logo: two bulls are fighting
- strong and muscular
- color: blue, red and silver

Personality:
- fun
- creative
- ambitious
- innovative

Relationship:
- music events
- dancing events
- sponsoring in athletes
- extreme sport events

Culture:
- art
- music
- extreme sports
- challenging the limits

Reflection:
- lifestyle
- young people
- wants to be special

Self-Image:
- dynamic
- energetic
- go over my limits
- want to live my passion

Brand Equity (Aaker)

BRAND EQUITY

- **Brand Loyalty** →
  - Reduced Marketing Costs
  - Trade Leverage
  - Attracting New Customers
    - · Create Awareness
    - · Reassurance
  - Time to Respond to Competitive Threats

- **Brand Awareness** →
  - Anchor to which Other Associations Can Be Attached
  - Familiarity-Liking
  - Signal of Substance/Commitment
  - Brand to Be Considered

- **Perceived Quality** →
  - Reason-to-Buy
  - Differentiate/Position
  - Price
  - Channel Member Interest
  - Extensions

- **Brand Associations** →
  - Help Process/Retrieve Information
  - Reason-to-Buy
  - Create Positive Attitude/Feelings
  - Extensions

- **Other Proprietary Brand Assets** →
  - Competitive Advantage

Provides Values to Customers by Enhancing Customer's:
- Interpretation/Processing of Information
- Confidence in the Purchase Decision
- Use Satisfaction

Provides Value to Firm by Enhancing:
- Efficiency and Effectiveness of Marketing Programs
- Brand Loyalty
- Prices/Margins
- Brand Extensions
- Trade Leverage
- Competitive Advantage

Aaker's model of Brand identity

Brand Identity Planning Model

Strategic Brand Analysis

Customer Analysis
- Trends
- Motivation
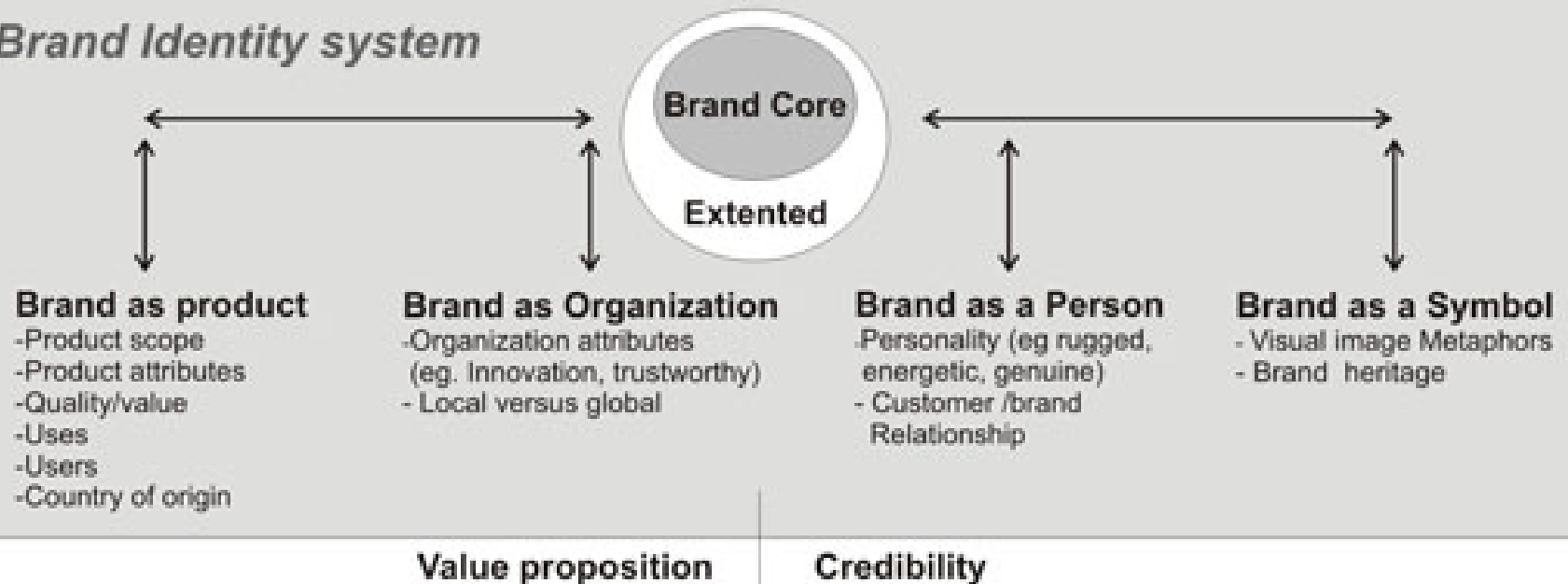- Unmet segments
- Segmentation

Competitor Analysis
- Brand Image/ identity
- Strengths, Strategies
- Vulnerabilities
- positioning

Self Analysis
- Existing Brand Image/ identity
- Brand Heritage
- Segment strategies
- Organization values

Brand Identity system

Brand Core

Extented

Brand as product
- Product scope
- Product attributes
- Quality/value
- Uses
- Users
- Country of origin

Brand as Organization
- Organization attributes
  (eg. Innovation, trustworthy)
- Local versus global

Brand as a Person
- Personality (eg rugged, energetic, genuine)
- Customer /brand Relationship

Brand as a Symbol
- Visual image Metaphors
- Brand heritage

Value proposition | **Credibility**

Brand Implementation system

- Brand identity elaboration/ execution
- Brand positioning
- Brand Building programs

How smart brands command a price premium
(Source:Nigel Hollis,Milward Brown, www.mb-blog.com)

‣ Find out who values your brand most

‣ A single minded focus on functional advantage and value perceptions may be enough to create a short –term boost, but for the long term build an emotional connection

‣ Challenge is to sustain the "feelings of difference"

‣ Building perceptions of superiority and value

‣ Shift the focus

‣ Avoid death by a thousand cuts !

Product and Service branding

▶ How to Manage Different Category of brands

▶ Current practice and Real Life cases

Defining Consumer facing Internet brands / DTC brands

▸ DTC/Digital native vertical brands (Dunn, 2017; Prenskey, 2001; Schlesinger et al, 2020)

▸ "Brands that are elevated from the digital context and are offered directly to consumers primarily using online channels , co-create value and rapidly transform into successful master brands"

Saju Balakrishnan

Background -Flourish Vs Fizzle

- D2C phenomenon in US
- Many unicorns
- Web only retail
- Direct distribution
- Blanding

- Bonobos
- Warby Parker
- Casper
- Dollar Shave Club
- Everlane
- Harry's
- The Honest Company
- Glossier
- Allbirds
- Away

Saju Balakrishnan

Indian context

Saju Balakrishnan

Saju Balakrishnan

- 2-3 year- USD 15 million to 25 million sales
- Inflection point for hybrid channel journey?
- Brands across four key stages of digital marketing maturity; nascent, emerging, connected, and multi-moment (Google and BCG study, 2019)
- 80% of Indian brands either in second or third stage

Saju Balakrishnan

Case selection

- Boat Lifestyle
- Wakefit
- Mamaearth (Honasa consumer pvt ltd)
- Wow skin science

Saju Balakrishnan

Snapshots

▸ *"Around 90% of Indians still love loud bass. It is in our culture, such as tabla and dhol. That is why our products were tuned to Indian preferences"* (Interview- Boat)

▸ *"The Apple cable used to break near the charging end (near the connectors). People used to make do, by taping over it. So we launched a tough, braided cable, with a life cycle of 10,000 bends"* (Interview –Boat)

▸

"Most people, especially women, are not comfortable lying on a bed in front of people. Also, you cannot really know if you are comfortable in a bed till you use it overnight for a while. That's why we give 100 day-return period with 100 percent refund" (Wakefit –interview)

- *"With the plethora of decisions a person has to make in a single day, we want to simplify consumer's life by helping them make at least one less decision".*

- *"We want to democratize sleep and for that it is important to ensure affordability"*

- *"Internet adopters were our first users. We visited homes for our first 100 deliveries, and did video interviews for feedback." (Interview – Wakefit)*

- *"More than just providing products, we believe in providing solutions to everyday problems that new parents face, and thus reducing their stress"* (Interview -Mamaearth)

Saju Balakrishnan

- *"We are like the Zara of electronics. We are not highly priced, like some luxury brands, and neither low priced, like Chinese electronics"*
- *"As an online brand, your products are constantly subjected to reviews. The quality is extremely critical in this case. Millennials are ready to give you a try, but they are also the first ones to write you off if you can't deliver"*
- *"I have not spent a rupee on Google (ads) and TV. So while there is no direct ROI metrics for influencer marketing, it greatly helps us spread the word"* (Interview –Boat)

▸ *"Going to the store and buying was a stupid way of purchase; feeling the product for five-ten minutes was a faulty way of buying,"* (Wakefield - Interview)

▸ *"Our brand's "Customer First" strategy worked, and it truly is to the credit of our customers that WOW grew through word of mouth reviews. Figuring out the art of marketing our products online through Facebook/Google in both India and the USA at a reasonable Cost of Acquisition also contributed to our upturn. In addition, we really hustled and began working with tons of quality micro-influencers, helping us spread brand awareness to a completely new market "(Interview - Wow science)*

▸ *"We are a 'mum-powered' company and work with a large number of mothers who are involved in the process, right from ideation, conceptualization to the actual product launch. We believe this connection with mothers will continue to be the biggest driver of success. We have more than 200 young moms on board who help us in conceptualizing and formulating the products. The moms then test these products, and only those with great feedback are approved for mass production"* (Interview -Mamaearth)

Saju Balakrishnan

▸ *"Above all other unique qualities, WOW Skin Science is proud to have a customer-first approach. I use the term "customers" loosely, as we consider each and every person who uses our products to be our ambassador and a part of the WOW team. Being invested in what your ambassadors are saying, delivering what they want, and giving an exemplary experience is the key to customers advocating for your brand, spreading the word, becoming repeat purchasers, and assuring them their voices are valued" (Interview- Wow)*

- Focus on users lives : Position on users lives by endearing to a passionate core of customers
- Syncretic brands
- Veiled imitation of successful models
- Brand intimacy through passionate community building
- Customer experience and RoI (Amazon and DTC vs legacy brands, Fulgoni, 2018)
- Sense and respond business model

Saju Balakrishnan

Themes

- **Consumer Liberation**
  - User focus
  - Convenience maximalism
  - Grassroots insights
  - Cultural acceleration
- **Syncretic branding**
  - Cool, rebellious
  - Logical and no- nonsene
  - Climber - Brandphiles
  - Aspirational peer
  - Authenticity
- **Communal connection& engagement**
  - Brand Intimacy
  - Content, Coversations
  - Rituals

Saju Balakrishnan

Veiled imitation

- Platform imitation

- Agile and lean model

  - Sense and respond

  - On demand sourcing

Saju Balakrishnan

Casper Sleep Inc.

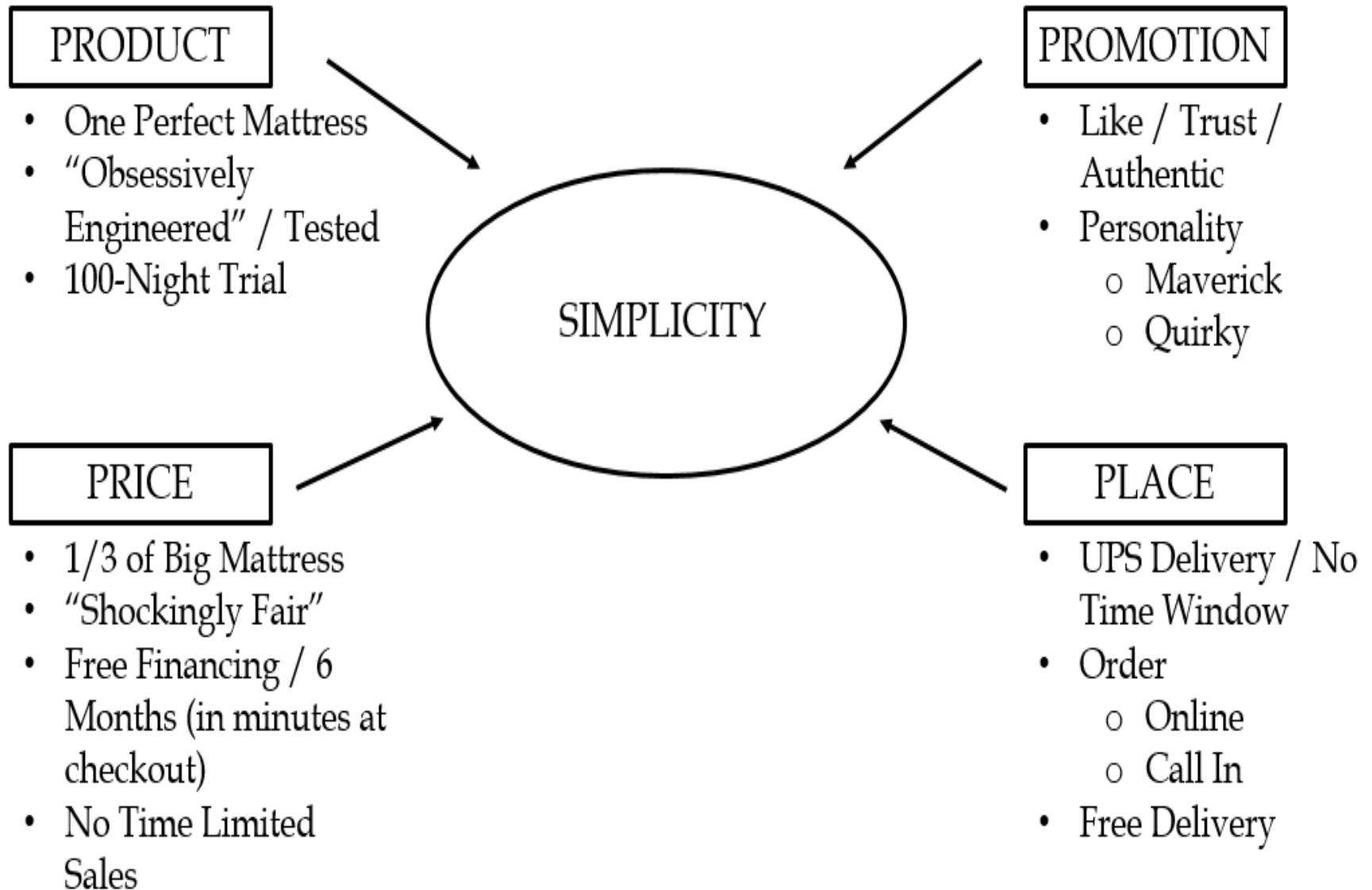- Not the pioneer in direct-to- consumer mattress (Tufts 'n'Needle)
- $100 mn sales, 1% of $14bn industry
- "Nike of Sleep"
- free earned media, low cost radio, outdoor to complement web presence
- Should it go for traditional TV for a nationwide presence?
- What will happen to the "maverick" image?
-

- Awareness → Interest → In-store "trial" → Selection of best model → Purchase → Delivery

The decision making process is different for Casper and   the direct customer

- Awareness → Interest → Purchase → Delivery → 100-day, at-home trial → Keep

- Big Mattress firms have huge margin about 38 % ($961- $2500)   Manufacturer profit $ 589

- Capser ($480- $850)

Casper Strategy

PRODUCT
- One Perfect Mattress
- "Obsessively Engineered" / Tested
- 100-Night Trial

PROMOTION
- Like / Trust / Authentic
- Personality
  - Maverick
  - Quirky

SIMPLICITY

PRICE
- 1/3 of Big Mattress
- "Shockingly Fair"
- Free Financing / 6 Months (in minutes at checkout)
- No Time Limited Sales

PLACE
- UPS Delivery / No Time Window
- Order
  - Online
  - Call In
- Free Delivery

- "One perfect mattress for everyone"- offsets retail's advantage of using sales staff to lead consumer to a perfect match
- 100 days free trial offsets need for instore trail
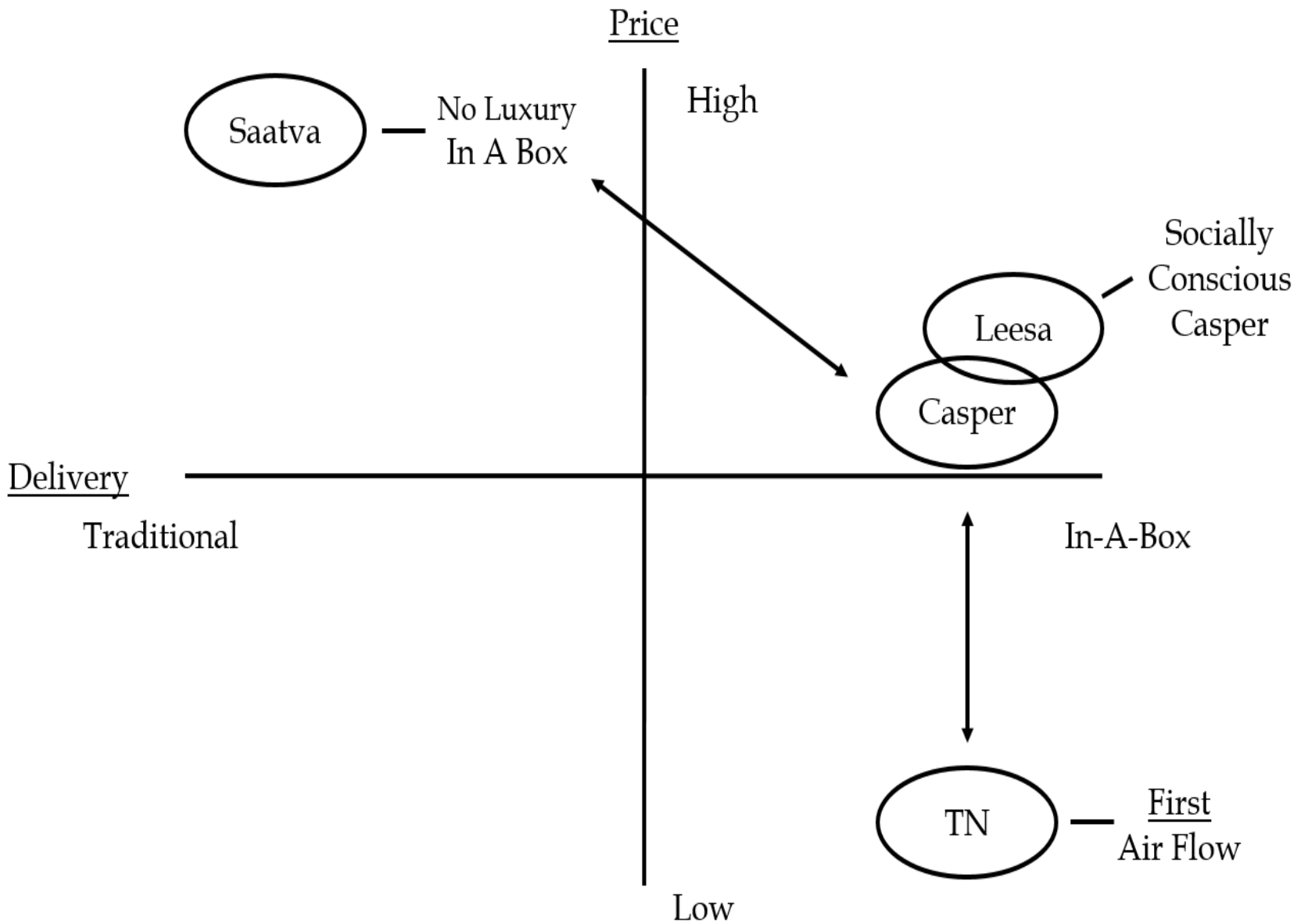
- Simplicity was a key part of Caspers' strategy

Economics

- COGS = 60%
- Outbound delivery = $75
- Return rate = 5%
- For a $950 bed,
- {$540 COGS+$50 promo+ delivery $75+ return $46.25(disposal $25)}
- Gross profit = $238.75(26.5 %)

Competition

‣While Casper did lot of A/B testing to find the best mattress formula, still it was easy to reverse engineer

‣Functional differentiation was limited

‣Brand meaning would be the key differentiator

‣Satva was 35 % premium to Casper, had own delivery, no compression to box-in, lux positioning - "Luxury can't be stuffed in a box"

‣Tuft&Needle- 25% lower segments - Don't buy that mattress, T&N started it first"

‣Leesa – Casper clone with a social angle "The better new Mattress"

‣Casper sought a "quirky, loveable association" and avoided direct comparison to peer group,

Price

High

Saatva — No Luxury In A Box

Socially Conscious Casper

Leesa

Casper

Delivery

Traditional   In-A-Box

Low

TN — First Air Flow

Capser's Communication has two objectives

- The first is to create awareness, knowledge, and interest for the direct model vs. buying in the historical fashion- create demand for the direct-to consumer category

- Its second job is to create selective demand within the direct category- inducing consumers to choose Casper over alternatives, like Tuft and Needle, Saatva, or Leesa.

- Casper "regarded competition within the direct-to-consumer segment as a good thing" -"a sea of copycats who have tried to mirror us"

- ▸ Successful with NPS, customer satisfaction, press coverage

- ▸ Tension between generating short term sales (Krim/Rockovich) and Brand building (Sherwin/Kaplan)

Short term sales

- "…concerned about sales performance in the short-term, particularly with investors to answer to" (case, p. 2).

- "We are obsessive on measurement – with these promo codes uniquely assigned to everyone, we can see who is buying" case, p. 9).

- Keep the "Casper standard of rigorously analyzing results to assess impact…" (case,

- p. 12), no matter what media used

Brand building

- "We have great stories – all need to 'ladder up' (features, benefits emotion) into the brand we want to build" (case, p. 2).

- "Key is for us is a Casper personality and story that builds an emotional bond with consumer … it's all about brand love" (case p.2)

Mission: "Laddering Up"

Emotional Bond — We Help You Live Better

Benefits

Features

Awareness
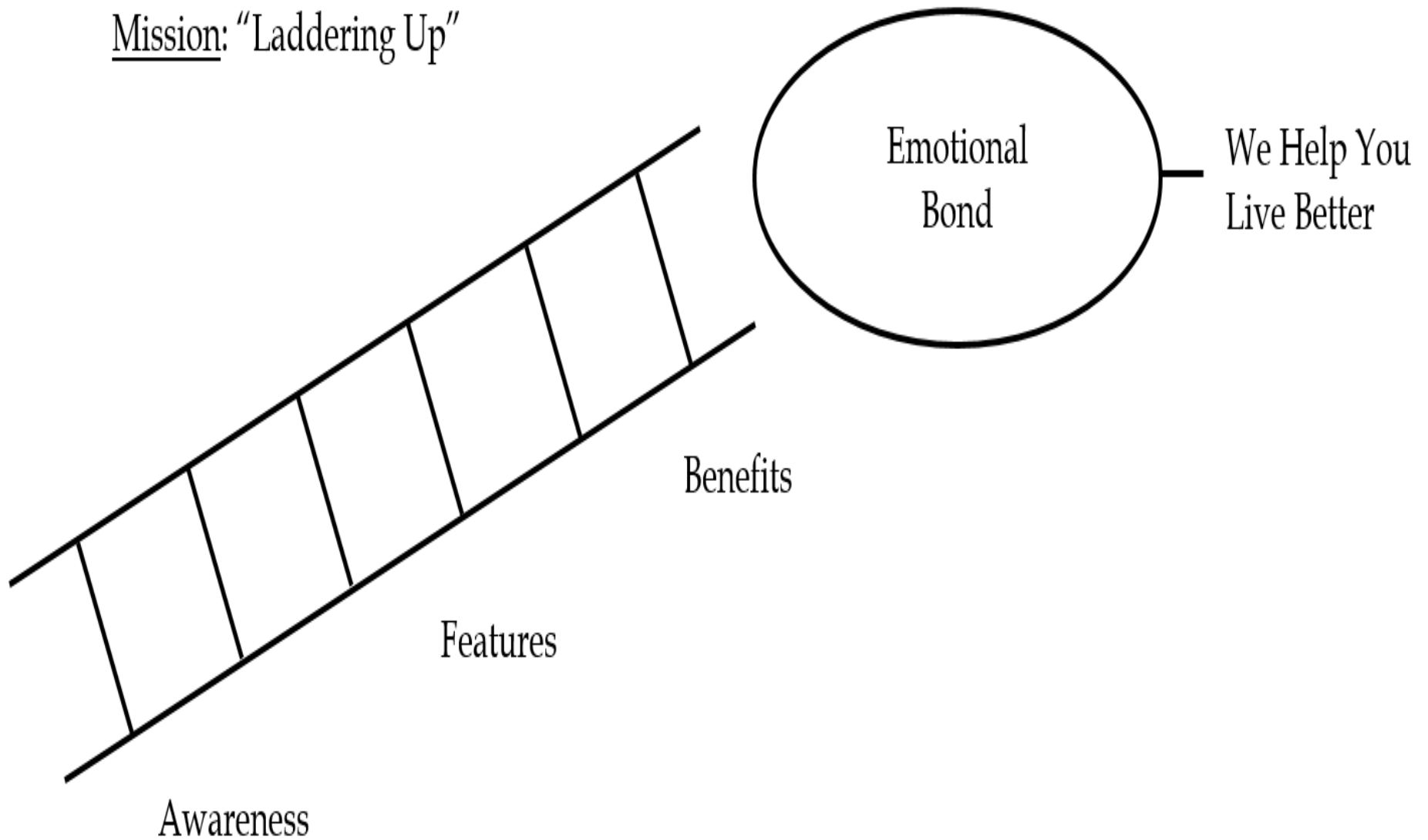
- To date Casper has been Successful with both (NPS, press mention, satisfaction etc.)
- Casper has a good mix of IMC with a mission - to develop the Casper brand as the loveable, quirky, maverick brand offering relief from the "worst buying experience" in the world as imposed by Big Mattresses
- A strong focus on earned media right from the beginning to create a "believable and impactful brand " -later amplified by paid media
- Stories of interest
- Also a strong "owned media"

Dreamery sleep pod

Celebrity Investors!

Digital Marketing

View More on Instagram

867,210 likes

kyliejenner

so much work to still be done! IM SO EXCITED. The first thing I'm gonna open are my new @casper mattresses
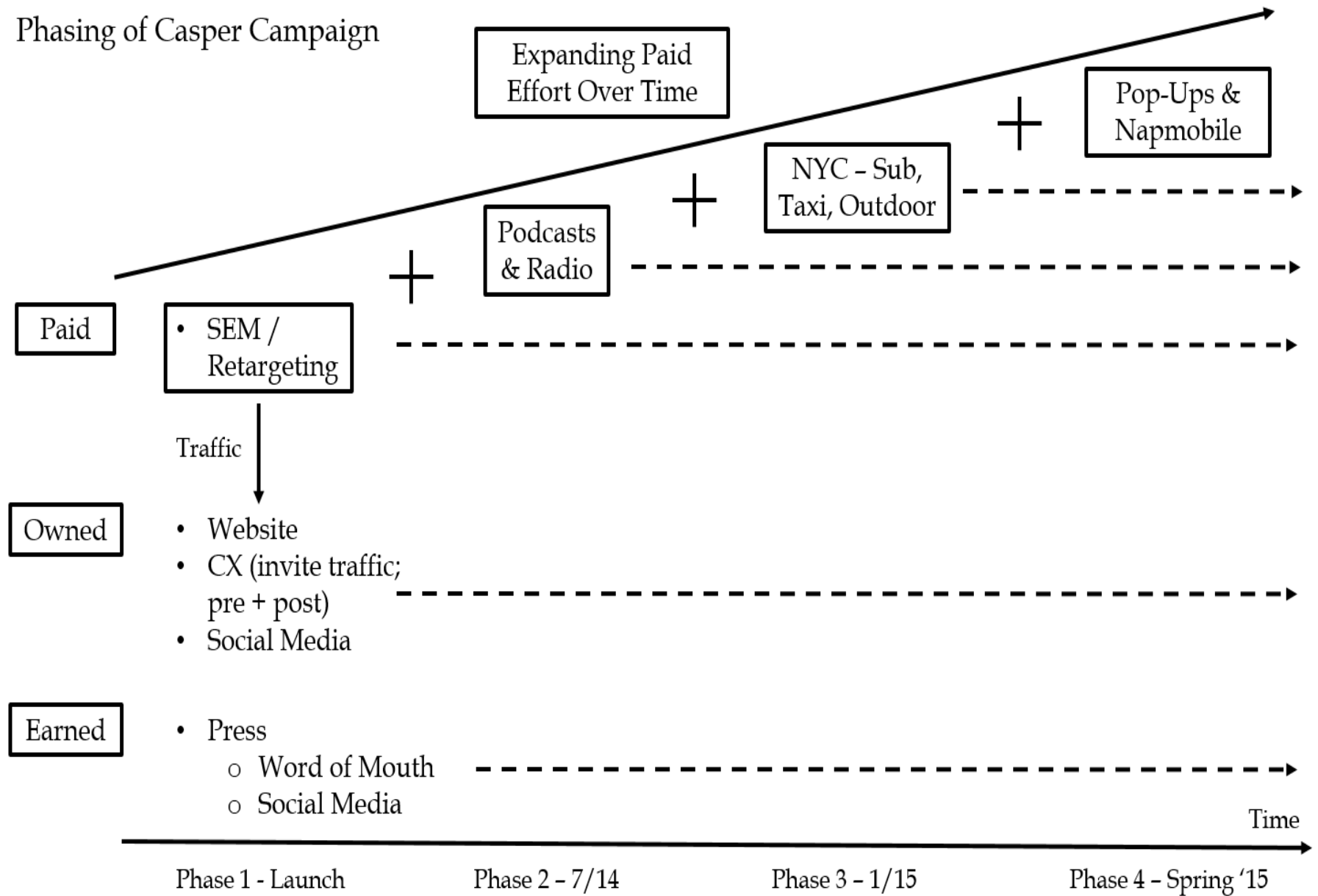
view all 72,955 comments

Add a comment...

▶ You Tube influencers posted 'unboxing"videos
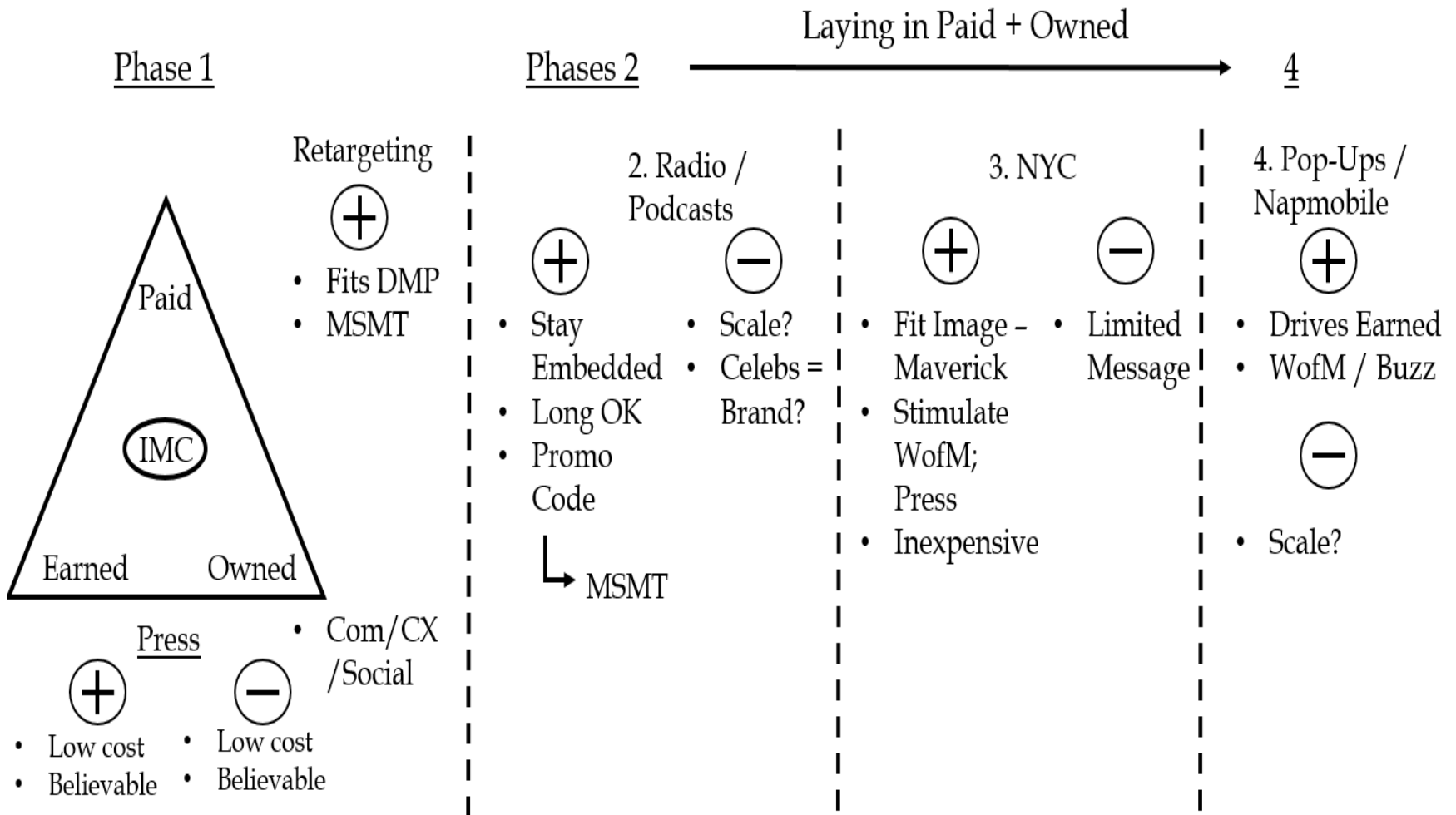
Digital Marketing

Make –up Moghul

- At 21, Kylie Jenner became the youngest self-made billionaire ever

- Kylie Cosmetics $330 million (sales grew from 0 to $300 million in the launch year 2015)
- "It's the power of social media,I had such a strong reach before I was able to start anything." (Jenner)

Phasing of Casper Campaign

Expanding Paid Effort Over Time

Pop-Ups & Napmobile

NYC – Sub, Taxi, Outdoor

Podcasts & Radio

Paid
- SEM / Retargeting

Traffic

Owned
- Website
- CX (invite traffic; pre + post)
- Social Media

Earned
- Press
  - Word of Mouth
  - Social Media

Time

Phase 1 - Launch   Phase 2 – 7/14   Phase 3 – 1/15   Phase 4 – Spring '15

Promotion Program

Laying in Paid + Owned

Phase 1 — Phases 2 → 4

Phase 1

Paid

IMC

Earned — Owned

Retargeting ⊕
- Fits DMP
- MSMT

Press ⊕
- Low cost
- Believable

⊖
- Low cost
- Believable

- Com/CX /Social

2. Radio / Podcasts ⊕
- Stay Embedded
- Long OK
- Promo Code

↳ MSMT

⊖
- Scale?
- Celebs = Brand?

3. NYC ⊕
- Fit Image – Maverick
- Stimulate WofM; Press
- Inexpensive

⊖
- Limited Message

4. Pop-Ups / Napmobile ⊕
- Drives Earned
- WofM / Buzz

⊖
- Scale?

Media selection for Next Phase- TV?

- (p. 11) Outdoor: $3 with Casper being "somewhat less" due to remainder deals
- (p. 7) Podcasts: $15 for 15 seconds; $25 for 30 seconds
- (p. 11) Radio: $10 for 30 second; $12 for 30 with celebrity endorser
- TV: $15 for 30 second fringe time, $25 for prime time

- TV is traditional where big mattresses are spending $500 mn
- Could they do it the "Casper Way"?
- For e.g. $ 50 was communication impact measurement way ,not a price play

Case2 :Dollar shave club

‣ Why has Gillette successful for over hundred years
‣ What is their value proposition ?

- Product evolution over 100 years
- Incremental innovation
- https://gillette.com/en-us/about/our-story

- Business model ?   Marketing perspective elements
- Who is served – Segmentation &Targeting
- What is being served – Customer value proposition & brand positioning
- How ?   Marketing mix – Product, Price, Promotion, place
    - Value Chain
    - Competitive advantage

- What is DSC's Business model?
- Value proposition?

- "A subscription model works only when it enhances customer experience" – Michael Dubin

- 2011 $35,000

- $200 mn revenue by 2016 !

- No own production facilities

- A successful DTC (Direct –to –Consumer) brand, a new gen marketing firm which puts emphasis on Experiential marketing and customer engagement

- Perceived Value for money

- Economic value &experiential value

- DSC offers new elements of value overlooked by Gillette

Segmentation and Targeting

- Gillette
  - Product benefits, Price/ quality
  - Frequency/usage
  - Male Vs Female
  - Targets the whole market

- DSC
- Target mid-market guys insecure (and lazy)about grooming
- Millennials who are lazy to shop offline
- Benefits – Convenience, product experience, perceived low price

Positioning

Gillette

- Performance based on Tech
- Reliability
- Trust
- Best a man can get (perfect , close shave)

- "hysteresis effect" based on progressive geometry - multiple blades

DSC

- Customer need- convenience &affordability
- Subscription
- Experience
- Digital native brand
- Replacing cartridges
- Solving men's grooming issues

- https://www.inc.com/video/how-michael-dubin-built-a-brand-identity-out-of-a-commodity.html

Product

- No patents
- No own production
- Supplies from Korean firm Dorco
- Instead of traditional product based R&D, it has gained competitive advantage consumer insight mining

- Marketing content and customer engagement is also part of product offering

- "Solves grooming problem for men "- solution company

Price

DSC

- Mostly variables costs
- No retailer margin DTC
- No mass ads

- DSC – double marginalization upstream (for Dorco)
- More frequent blade replacement thanks to affordability

- For Gillette high Fixed costs, R&D – mass marketing – sales force- retailer margins

- Gillette , a quasi -duoply suffers from "Double marginalization" – Company margin &retailer margins
- Customers may continue using an old blade b'cause of high replacement cost

Pricing models in the internet economy

‣ Access (Air BnB, Uber)

‣ Free (Google, FB)

‣ Freemium (Spotify, Dropbox)

‣ Subscription (Netflix, DSC)

‣ Marketplace – Mixed models (Amazon)

Place

- DSC is a direct to consumer brand
- Convenience of getting products delivered at door step, no hassle of buying razors from the glass fortress'
- Online shopping experience and engagement
- Retailer can't add much value to the product category unlike electronics /appliances

Promotion

- Online
- Viral videos
- Engagement
- Community
- "Bathroom minutes"
- Humour
- Making a boring category LIVE

Gillette's strategic options?

- PACADI framework

- Problem : Disruptive business model innovation in the category
- 5CS- Customer, Company, Competition, Collaborators, Context
- Business model /Value proposition
- 4Ps –Marketing Mix
- Industry analysis/SWOT analysis

Café Coffee Day

- Rejuvenating the brand – need to unlearn some elements of brand knowledge while creating something new
- "Coffee and Conversations"
- "A lot can Happen over coffee" (as a third space)
- Evolutionary Vs Revolutionary

- The CCD café experience and proposition-non-differentiated and generic
- The previous brand differentiators (e.g., service, quality of the coffee, accessibility, and value for money) were now the non-differentiating factors in the category

- The brand archetype study that Landor conducted clearly highlighted the gap between the brand image and the brand identity.
- The brand had a "guy/girl next door" image - archetype made consumers more comfortable with the brand, but a non- aspirational image
- CCD always focused on the quality of its coffee and the brewing process- but consumer research showed that these attributes were not as important to consumers: evidently, coffee was only the catalyst and not the focus.
- A gap between the brand's intention and expectations

▸ Create a unique and differentiated product story and experience

▸ This story had to be built around the coffee itself and the way it was brewed/processed

- Landor's recommendation to change the brand archetype to "explorer" had the potential to add new associations to the brand and make it more dynamic and contemporary

- The explorer archetype was spirited but not individualistic or alienating

- promised an experience that was uplifting, energizing, and youthful, and it fostered an environment of new possibilities and outcomes; it "made things happen" and did more justice to the CCD's tagline ("a lot can happen over coffee")

- ▸ Greater aspiration and dynamism
- ▸ A more differentiated and powerful identity
- ▸ Added value in the café experience, making it about more involving, meaningful, and enriching
- ▸ interactions, rather than simply about comfort and meeting with friends

- Good Company -more evolutionary and closer to CCD's present positioning

- Social Hub positioning- more revolutionary and farthest from the current platform

- Real Coffee, Real Moments - a safer bet and rested between the two platforms

How to Build a Strong Services Brand – Mayo Clinic Case

▸ ## Services Branding Model