

# Brand Strategy

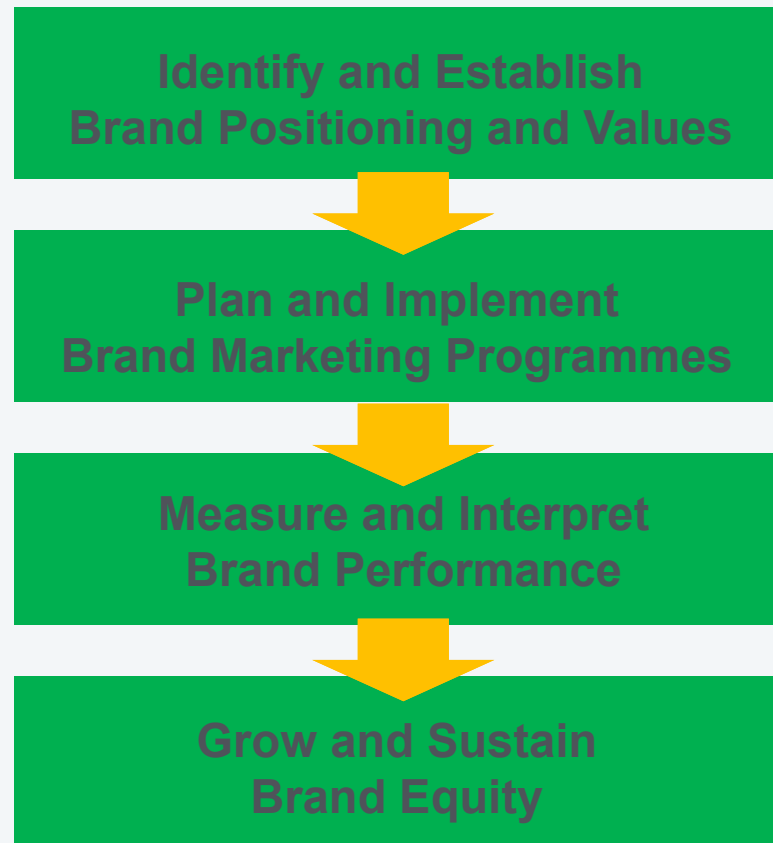
Dr Omar Merlo

Lecture 2



# The strategic brand management process

## The four steps



# Building brand equity

Where does brand equity come from?



# Building brand equity

## The two sides of the brand equity coin

Customer-based brand equity has two key elements:





# Branding is story-telling

Consider this example...



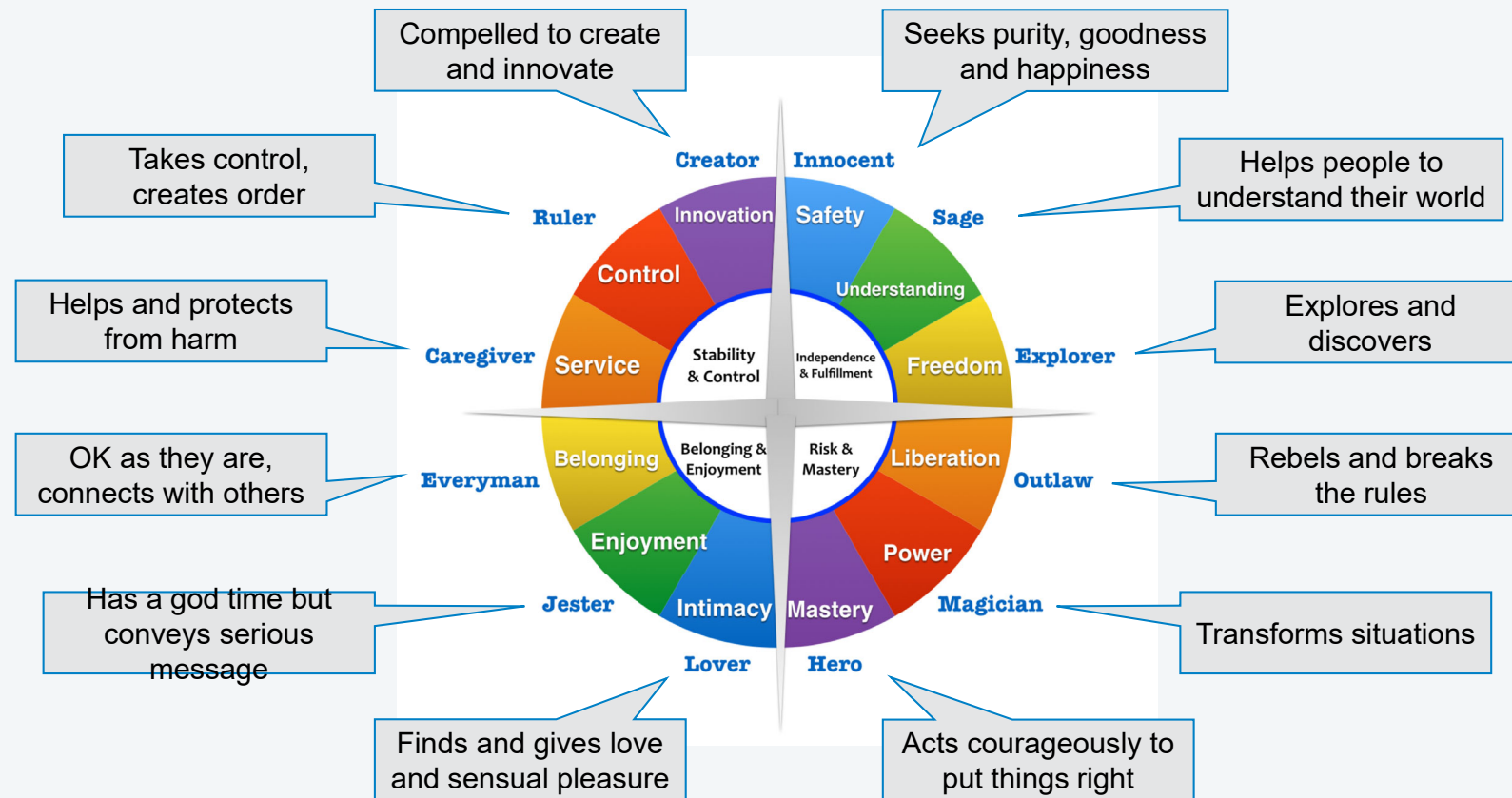
# Telling a powerful and consistent story

## Brand archetypes

- When telling a story, relying on a pattern we are all familiar with, or a mental image present in the collective unconscious (an archetype) can simplify story-telling.
- Brand archetypes can help you tell your story in a form that everyone recognises.
- The most effective stories are forged best by identifying solidly with just one archetype.

# Telling a powerful and consistent story

## The brand archetypes framework



# Brand archetypes

## Examples

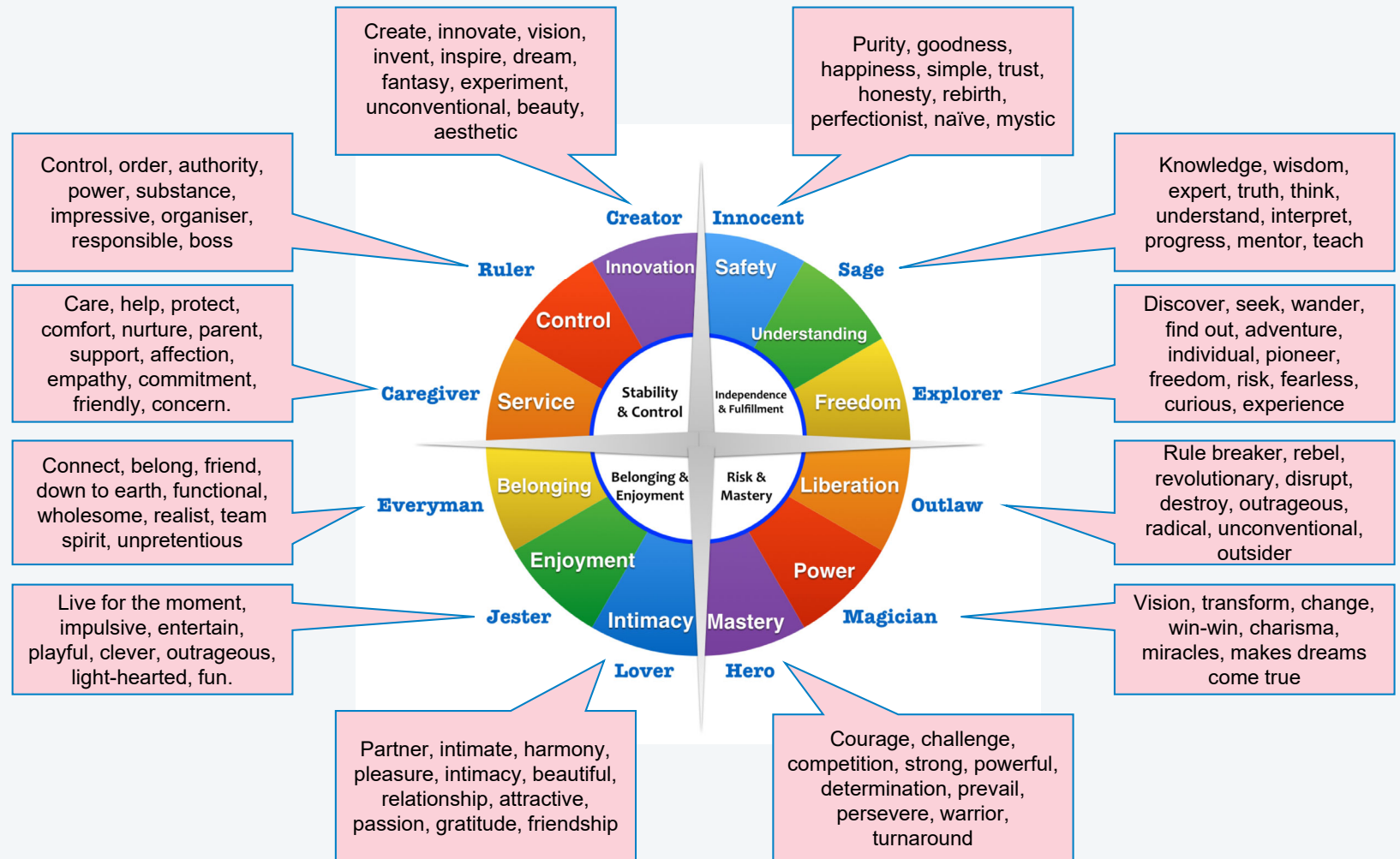




# Telling the story

## The language of brand archetypes

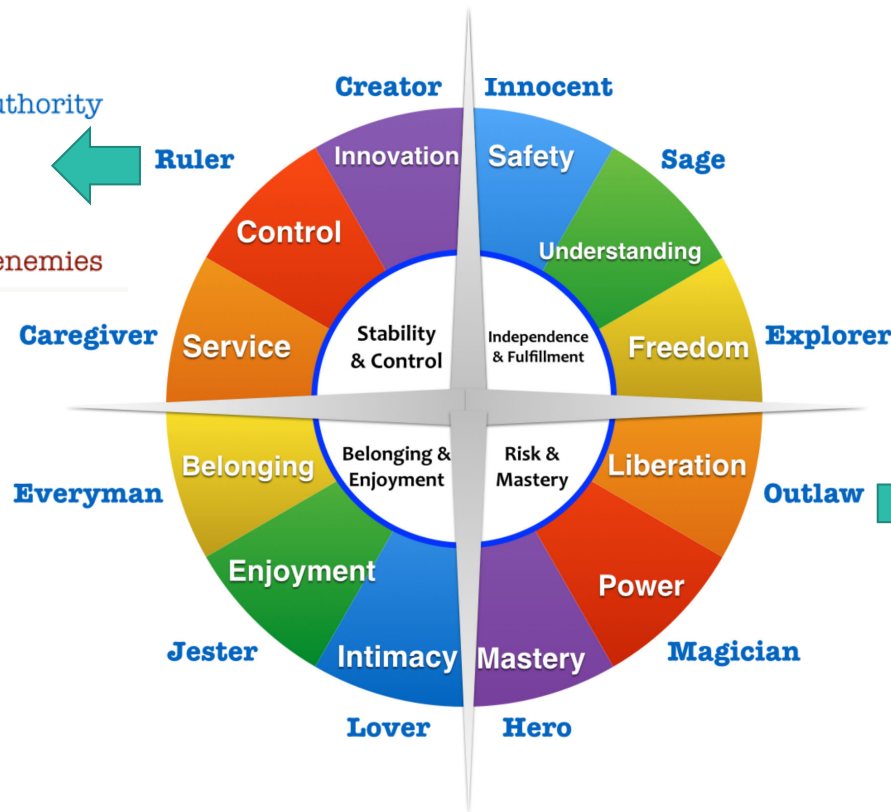
The brand and the archetype it evokes should determine your story telling, the content of your message, the language and images you use, etc.



# Examples of brand archetypes

## Personal branding

**Brand Promise:** Experience to lead  
**Core Value:** Competence & moral authority  
**Goal:** Build progress together  
**Strategy:** Careful decision making  
**Trait:** Control  
**Weakness:** Control, fear of chaos & enemies



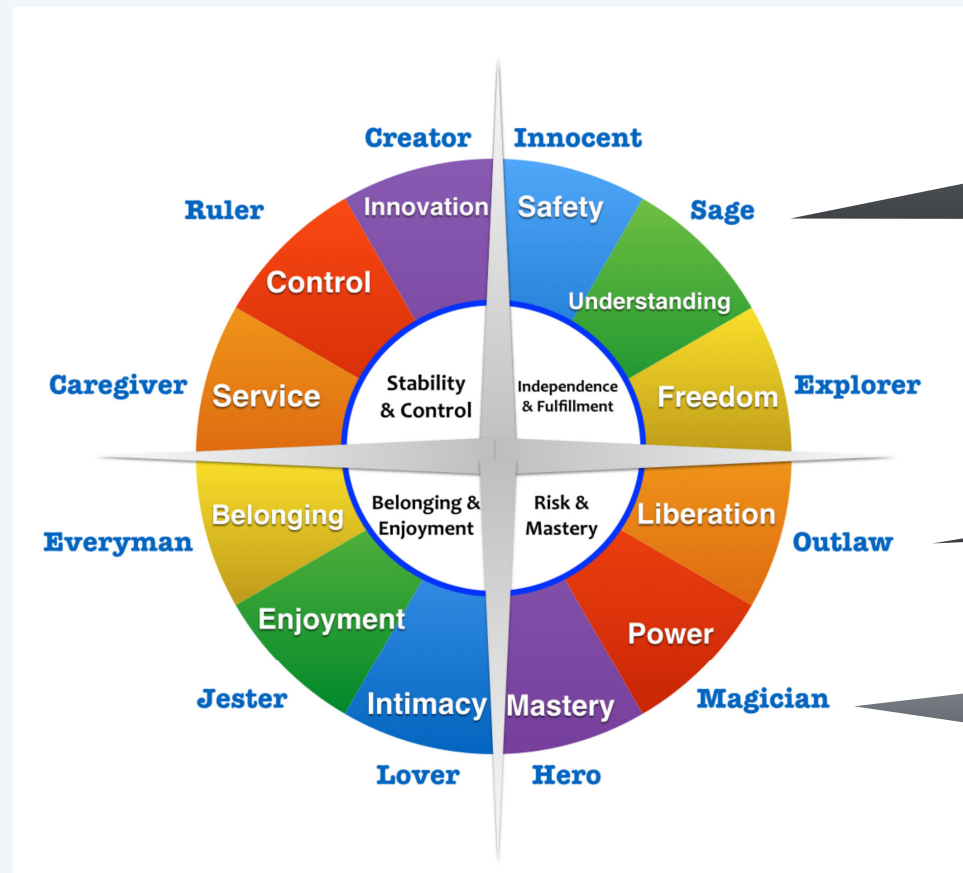
**Brand Promise:** I will de-rig the system  
**Core Value:** America first  
**Goal:** Destroy what's not working  
**Strategy:** Attack, disrupt, shock  
**Trait:** Outrageousness  
**Weakness:** Impatience, overconfidence

# The importance of keeping it focused and consistent



# Examples of brand archetypes

## Personal brand reinvention



WK H#P HQ WR U



WK H#\$UHVIG HQ W

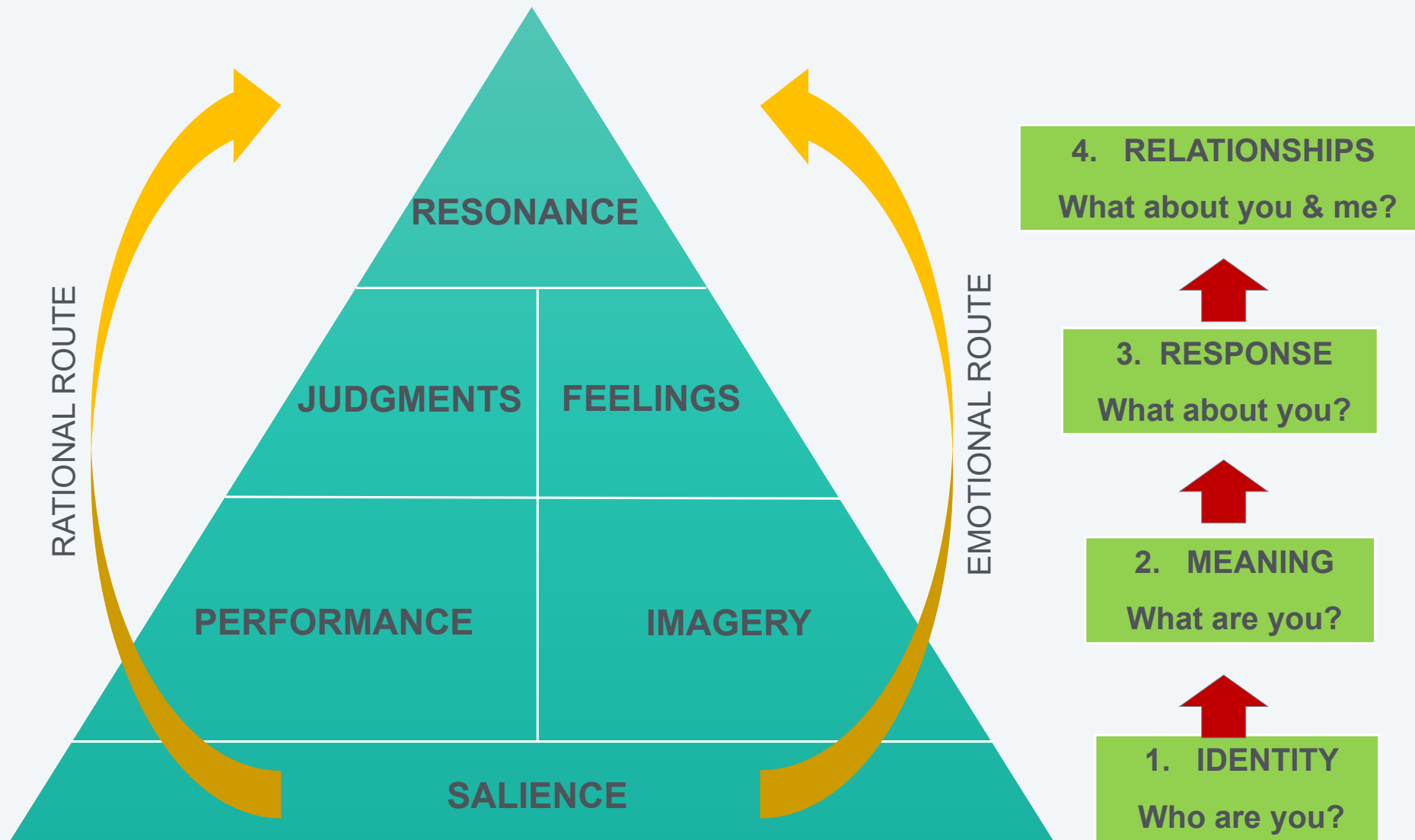


WK H#EX VIQ HVVP D Q



# The brand equity pyramid

## A framework to build brand equity



# 1. Identity

## Salience dimensions

- There are two key elements:
  1. ***Depth*** of brand awareness
    - Ease of recognition and recall
  2. ***Breadth*** of brand awareness
    - Consumptions situations





## 2. Meaning

### Performance dimensions

- Primary characteristics & supplementary features
- Product reliability, durability, and serviceability
- Service effectiveness, efficiency, and empathy
- Style and design
- Price



## 2. Meaning

### Imagery dimensions

- The second type of brand meaning is concerned primarily with:

- User profiles



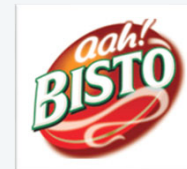
- Purchase & usage situations



- Personality and values

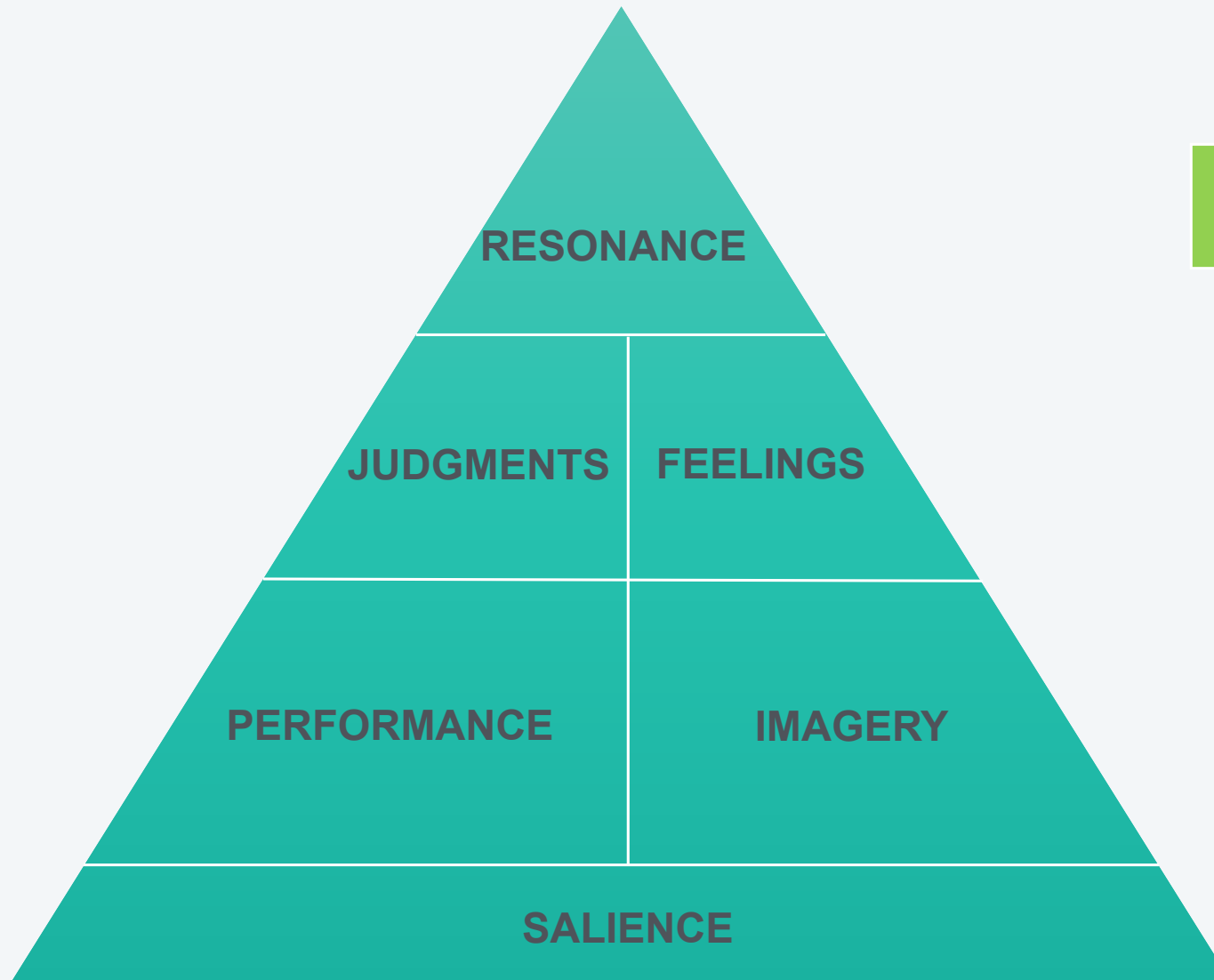


- History, heritage, & experiences



# The brand equity pyramid

## Response dimensions



**4. RELATIONSHIPS**  
What about you & me?



**3. RESPONSE**  
What about you?



**2. MEANING**  
What are you?



**1. IDENTITY**  
Who are you?

### 3. Response

#### Judgment dimensions

- Personal opinions and evaluations of the brand based on the following factors:
  - Brand quality
  - Brand credibility
  - Brand consideration
  - Brand superiority

### 3. Response

#### Feelings dimensions

- The emotional responses and reactions to the brand, which may involve the following factors:

- Warmth



- Fun



- Excitement



- Security



- Social approval

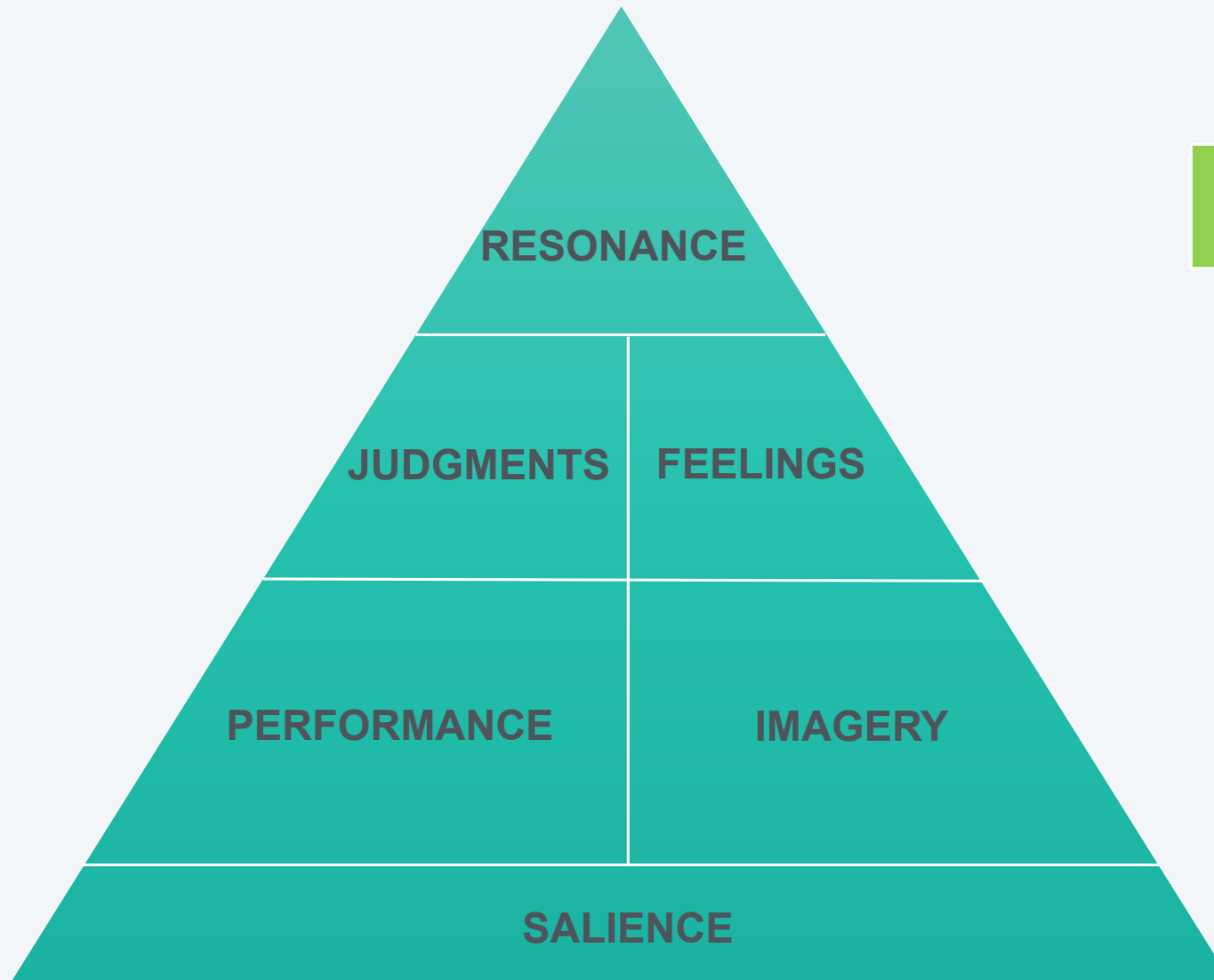


- Self-respect



# The brand equity pyramid

## Relationship dimensions



**4. RELATIONSHIPS**  
What about you & me?



**3. RESPONSE**  
What about you?



**2. MEANING**  
What are you?



**1. IDENTITY**  
Who are you?



## 4. Brand relationships dimensions

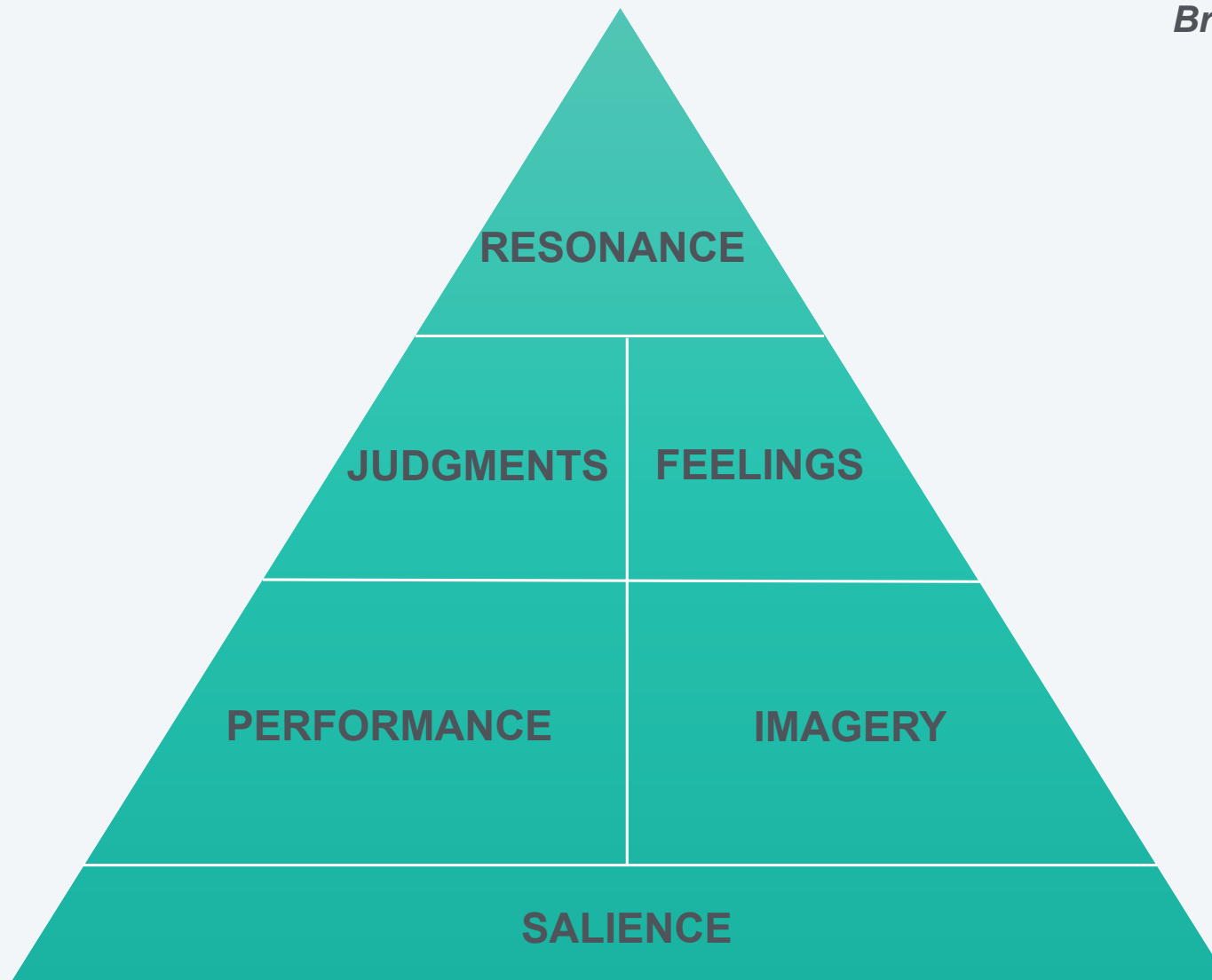
### Resonance

- The ultimate relationship and level of identification that the customer has with the brand.
  - Behavioral loyalty
  - Attitudinal attachment
  - Sense of community
  - Active engagement



# The brand equity pyramid

## Identifying branding objectives



*Brand managers should aim to develop...*

...intense, active loyalty



...positive, accessible reactions



...points of parity and difference



...deep and broad brand awareness

# Case study

## New Coke

1. What is Coke and where did Coke's brand meanings come from?
2. What was Pepsi's strategy in competing against Coke's "meanings"?
3. What did Coke do wrong? What are the reasons for this iconic blunder?