

Global Marketing

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Branding and Product Decisions in Global Marketing Chapter 10

Learning Objectives

- Brand and product concepts
- Local, international, and global brands
- Product design issues
- Maslow's needs hierarchy
- Country of Origin brand element
- Strategic alternatives
- New product continuum
- Types of innovation

Basic Product Concepts

- A product is a good, service, or idea
 - *Tangible Attributes*
 - *Intangible Attributes*
- Product classification
 - *Consumer goods*
 - *Industrial goods*

Buyer Orientation

- Buyer orientation
 - Amount of effort expended
 - Level of risk
 - Buyer involvement
- Buyer orientation framework
 - Convenience
 - Preference
 - Shopping
 - Specialty

Brands

- Bundle of images and experiences in the customer's mind
- A promise made by a particular company about a particular product
- A quality certification
- Differentiation between competing products
- The sum of impressions about a brand is the *Brand Image*

Brand Equity

- The added value that accrues to a product as a result of investments in the marketing of the brand
- An asset that represents the value created by the relationship between the brand and customer over time

Brand Equity Benefits

- Greater loyalty
- Less vulnerability to marketing actions
- Less vulnerability to marketing crises
- Larger margins
- More inelastic consumer response to price increases
- More elastic consumer response to price decreases
- Increased marketing communication effectiveness

Local Products and Brands

- Brands that have achieved success in a single national market
- Represent the lifeblood of domestic companies
- Entrenched local products/brands can be a significant competitive hurdle to global companies

International Products and Brands

- Offered in several markets in a particular region
 - ‘Euro-brands’
 - Honda 5-door hatchback auto is known as Fit in Japan and Jazz in Europe

Global Products and Brands

- Global products meet the wants and needs of a global market and are offered in all world regions
- Global brands have the same name and similar image and positioning throughout the world

Global Products and Brands

“A multinational has operations in different countries. A global company views the world as a single country. We know Argentina and France are different, but we treat them the same. We sell them the same products, we use the same production methods, we have the same corporate policies. We even use the same advertising—in a different language, of course.”

- Alfred Zeien Former Gillette CEO

Global Brand Characteristics

- Quality signal—allows a company to charge premium price in a highly competitive market
- Global myth—marketers can use global consumer culture positioning to link the brand identity to any part of the world
- Social responsibility—shows how a company addresses social problems

Global Products and Brands

- Global brands are not the same as global products
 - iPod = brand
 - mp3 player= product

Branding Strategies

- Combination or tiered branding allows marketers to leverage a company's reputation while developing a distinctive identity for a line of products
 - Sony Walkman
- Co-branding features two or more company or product brands
 - NutraSweet and Coca-Cola
 - Intel Inside

Brand Extension

- Brand acts as an umbrella for new products
 - Example: The Virgin Group
 - Virgin Entertainment: Virgin Mega-stores and MGM Cinemas
 - Virgin Trading: Virgin Cola and Virgin Vodka
 - Virgin Radio
 - Virgin Rail (UK only)
 - Virgin Media Group: Virgin Publishing, Virgin Television, Virgin Net (UK only)
 - Virgin Hotels
 - Virgin Travel Group: Virgin America Airways, Virgin Holidays, Virgin Galactic

World's Most Valuable Brands, 2010

TABLE 10-2 The World's Most Valuable Brands

Rank	Value (\$ millions)	Rank	Value (\$ millions)
1. Coca-Cola	70,452	14. Cisco	23,219
2. IBM	64,727	15. BMW	22,322
3. Microsoft	60,895	16. Louis Vuitton	21,860
4. Google	43,557	17. Apple	21,143
5. GE	42,808	18. Marlboro	19,961
6. McDonald's	33,578	19. Samsung	19,491
7. Intel	32,015	20. Honda	18,506
8. Nokia	29,495	21. H&M	16,136
9. Disney	28,731	22. Oracle	14,881
10. Hewlett-Packard	26,867	23. Pepsi	14,061
11. Toyota	26,192	24. American Express	13,944
12. Mercedes-Benz	25,179	25. Nike	13,706
13. Gillette	23,298		

Source: Adapted from "Best Global Brands: 2010 Rankings," www.interbrand.com/en/best-global-brands-2010.aspx (accessed April 1, 2011).

Global Brand Development

- Questions to ask when management seeks to build a global brand:
 - Does this move fit the company and/or its markets?
 - Will anticipated scale economies materialize?
 - How difficult will it be to develop a global brand team?
 - Can a single brand be imposed on all markets successfully?

Global Brand Development

- Global Brand Leadership
 - Using organizational structures, processes, and cultures to allocate brand-building resources globally, to create global synergies, and to develop a global brand strategy that coordinates and leverages country brand strategies

Global Brand Development

1. Create a compelling value proposition
2. Think about all elements of brand identity and select names, marks, and symbols that have the potential for globalization
3. Research the alternatives of extending a national brand versus adopting a new brand identity globally
4. Develop a company-wide communication system

Global Brand Development

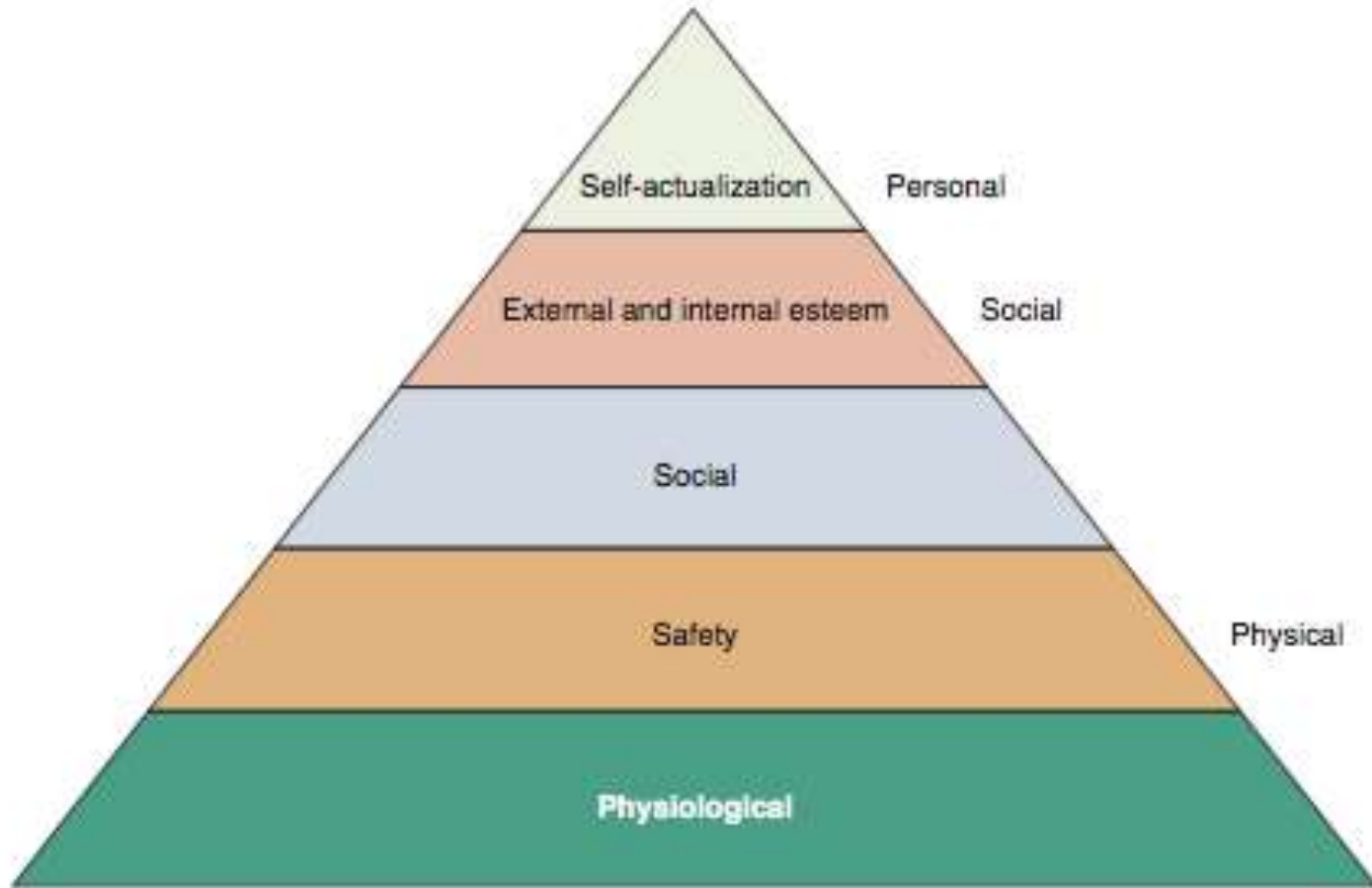
5. Develop a consistent planning process

Assign specific responsibility for managing branding issues

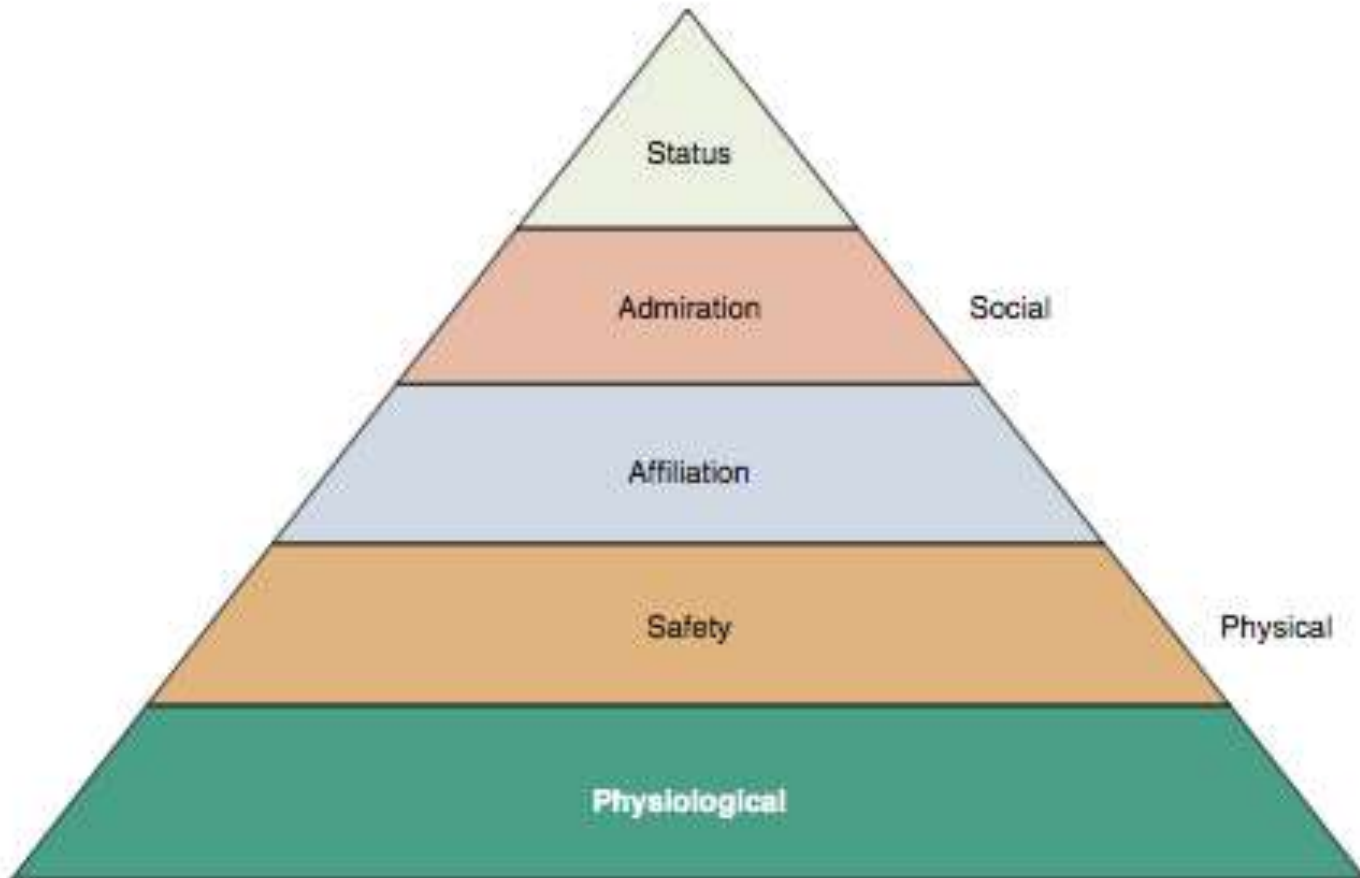
6. Execute brand-building strategies

Harmonize, unravel confusion, and eliminate complexity

Local versus Global Products and Brands: A Needs-Based Approach



Asian Hierarchy of Needs



Country of Origin as Brand Element

- Perceptions about and attitudes toward particular countries often extend to products and brands known to originate in those countries
 - Japan
 - Germany
 - France
 - Italy

Packaging

- Consumer Packaged Goods refers to products whose packaging is designed to protect or contain the product during shipping, at retail, or point of use
- Eco-Packaging is key because package designers must address environmental issues
- Offers communication cues that provide consumers with a basis for making a purchase decision

Labeling

- Provides consumers with various types of information
- Regulations differ by country regarding various products
 - Health warnings on tobacco products
 - American Automobile Labeling Act clarifies the country of origin, and final assembly point
 - European Union requires labels on all food products that include ingredients from genetically modified crops

Aesthetics

- Global marketers must understand the importance of visual aesthetics
- Aesthetic styles (degree of complexity found on a label) differ around the world

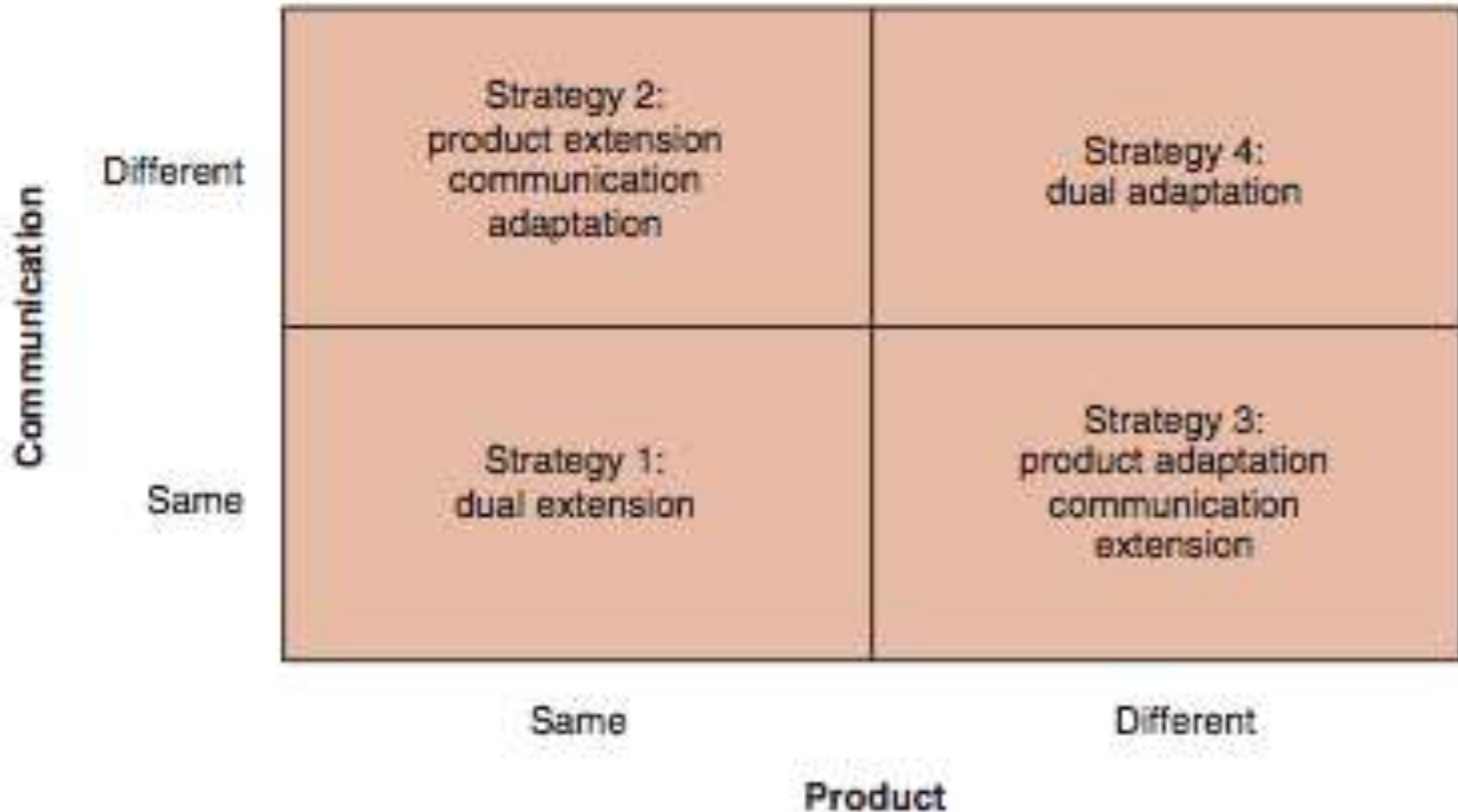
Product Warranties

- Express Warranty is a written guarantee that assures the buyer is getting what they paid for or provides a remedy in case of a product failure
- Warranties can be used as a competitive tool

Extend, Adapt, Create: Strategic Alternatives in Global Marketing

- Extension – offering product virtually unchanged in markets outside of home country
- Adaptation – changing elements of design, function, and packaging according to needs of different country markets
- Creation – developing new products for the world market

Global Product Planning: Strategic Alternatives



Product Invention

- Strategy 5:
 - Important for reaching mass markets in less industrialized nations and certain segments in industrialized countries
 - Hand-cranked radios for areas with no electricity
 - Total toothpaste by Colgate uses global benefit segmentation

How to Choose a Strategy?

- Two errors that management makes in choosing a strategy
 - NIH (Not invented here) syndrome means managers ignore the advancements of subsidiaries overseas
 - Managers impose policies upon subsidiaries because they assume what is right for customers in one market is right in every market

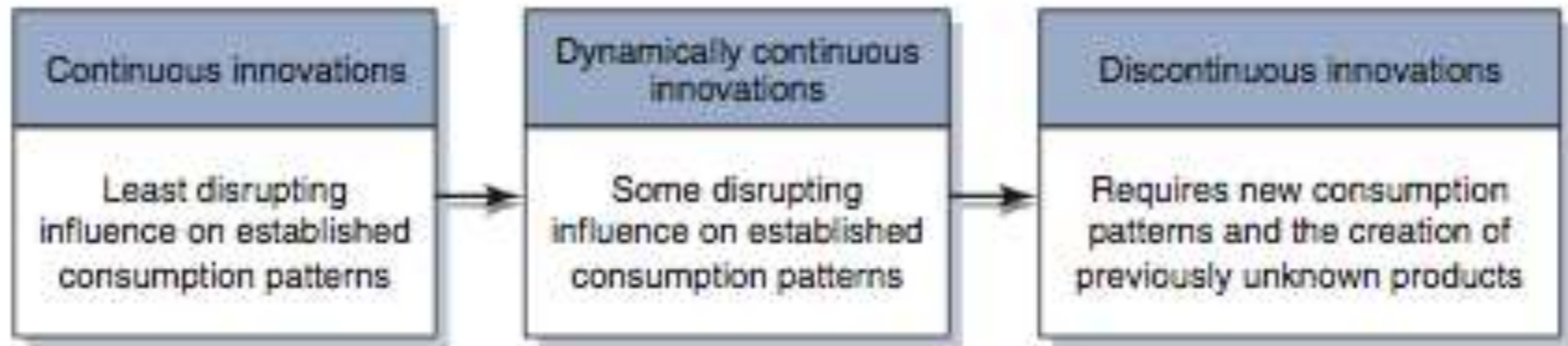
How to Choose a Strategy?

- The product itself, defined in terms of the function or need it serves
- The market, defined in terms of the conditions under which the product is used, preferences of potential customers, and ability to buy the product
- Adaptation and manufacturing costs the company will incur

New Products in Global Marketing

- Pursue opportunities in competitive arenas of global marketplace
- Focus on one or only a few businesses
- Active involvement from senior management
- Ability to recruit and retain best employees
- Understand the importance of speed in bringing product to market

Identifying New Product Ideas



- What is a new product?
 - New to those who use it or buy it
 - New to the organization
 - New to a market

The International New Product Department

- How big is the market for this product at various prices?
- What are the likely competitive moves in response to our activity?
- Can we market the product through existing structure?
- Can we source the product at a cost that will yield an adequate profit?
- Does product fit our strategic development plan?

Testing New Products

- When do you test a new product?
 - Whenever a product interacts with human, mechanical, or chemical elements because there is the potential for a surprising and unexpected incompatibility
- Test could simply be observing the product being used within the market

Looking Ahead to Chapter 11

Pricing Decisions