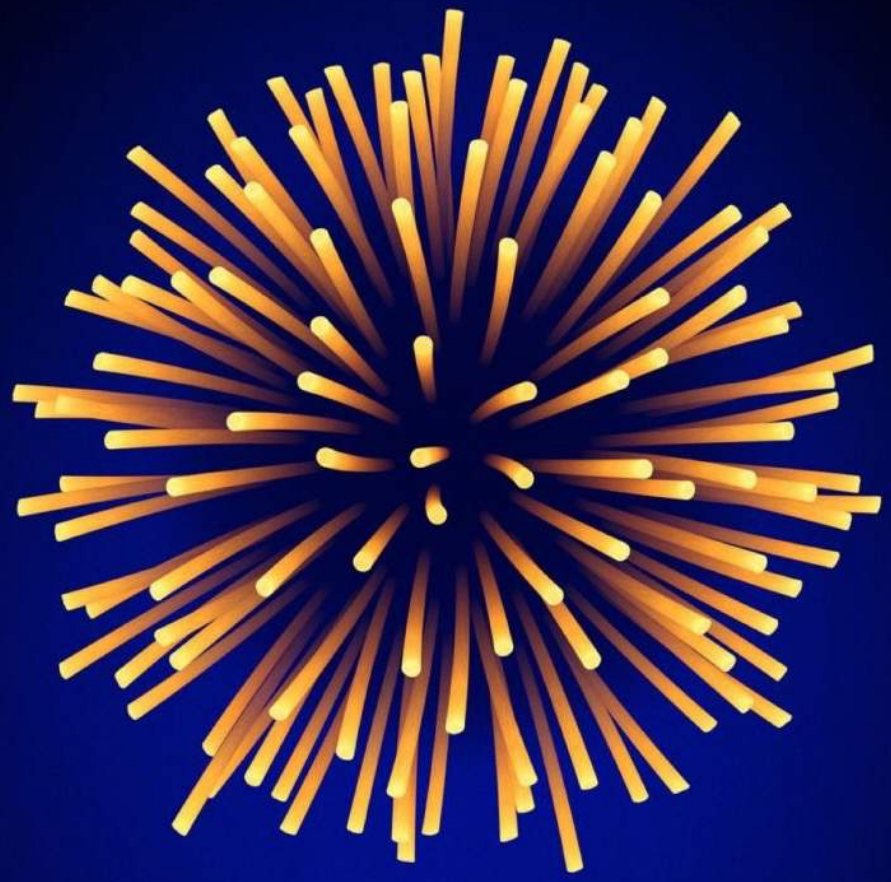


HAPPY NEW YEAR.

Barilla

The choice of Italy

A tale of two hand creams

How could we compare different hand creams?

Powered by Poll Everywhere

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

Which do you prefer?

A

B

No difference

Powered by Poll Everywhere

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

788% difference in price

GBP 0.59 / 100 ml

GBP 4.65 / 100 ml

KING'S College LONDON

Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Your instructor: Dr Andrés Gvirtz

Andrés Gvirtz is a Lecturer in Marketing Technology and Innovation. His research focuses on 'who' and 'where' consumers are, aiming to improve our understanding of consumer behaviour by combining personality data (who) with spatial information (where).

Andrés advises several technology start-ups and routinely collaborates with companies, e.g. with the Nokia Bell Labs. He has a background in management consulting, having worked at McKinsey & Company, Boston Consulting Group, UBS and PwC.

Before joining KCL, he was a supervisor for Marketing at Judge Business School, University of Cambridge and taught Psychometrics at the Department of Psychology, University of Cambridge, where he was nominated for the Student Led Teaching Awards

He holds a PhD from the University of Cambridge and was a Visiting Fellow at Harvard Business School.

Contact: andres.gvirtz@kcl.ac.uk

Agenda – Lecture 1

Part 1:

What is a Brand?

Part 2:

Why Do Brands Matter?

Part 3:

Strategic Brand Management Process

Part 4:

Understand the assessment structure and expectations for this module

Part 1
What is a brand?

Dr Andrés Gvirtz

What is a Brand?

"A **name**, **term**, **design**, **symbol**, or **any other feature** that **identifies** one seller's good or service as **distinct** from those of other sellers. The legal term for brand is **trademark**. A brand may identify **one item**, a **family of items**, or all items of that seller. If used for the firm as a whole, the preferred term is **trade name**".

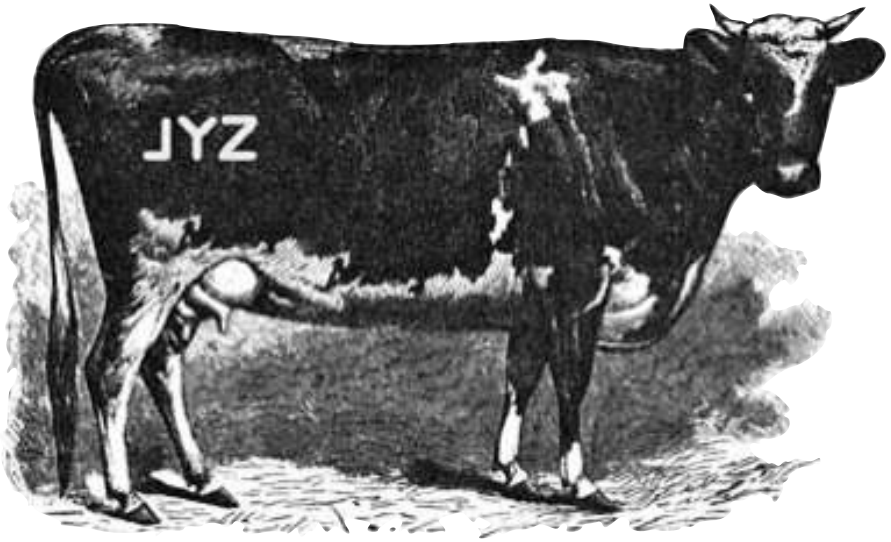
AMA AMERICAN MARKETING ASSOCIATION

(based on Alexander 1960)

KING'S College LONDON

What is a Brand?

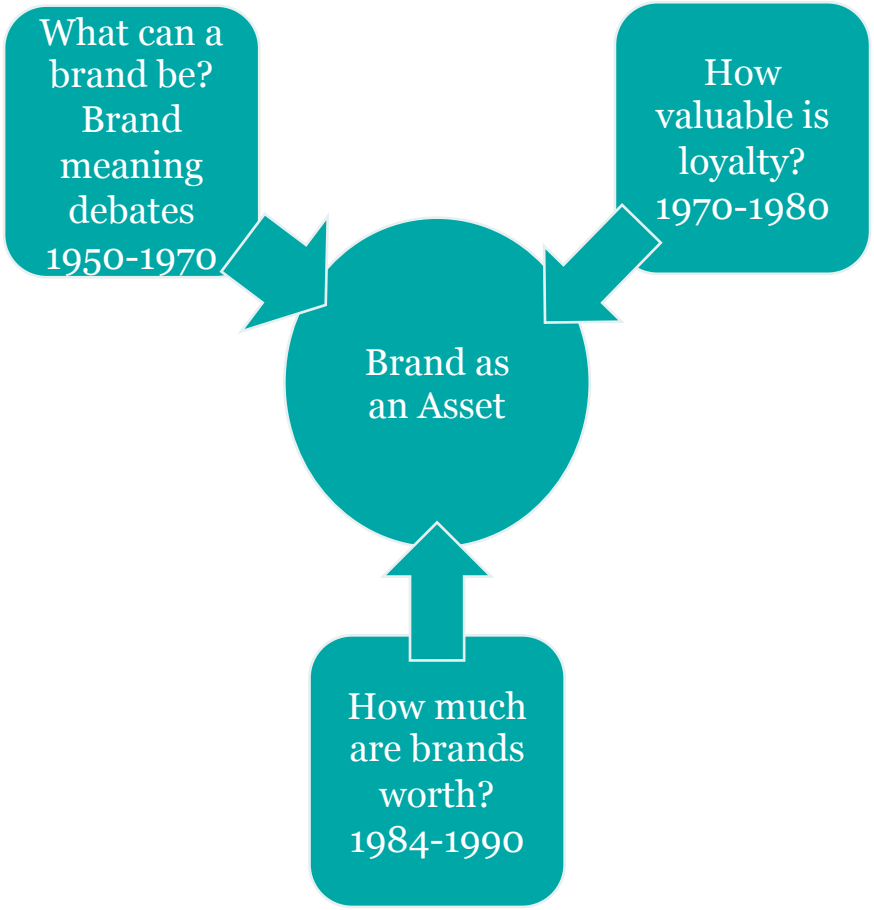
“A BRAND (..) IDENTIFIES ONE SELLER'S GOOD OR SERVICE AS DISTINCT FROM THOSE OF OTHER SELLERS”



CATTLE BRAND.

Brands are more than just means to mark one’s products!

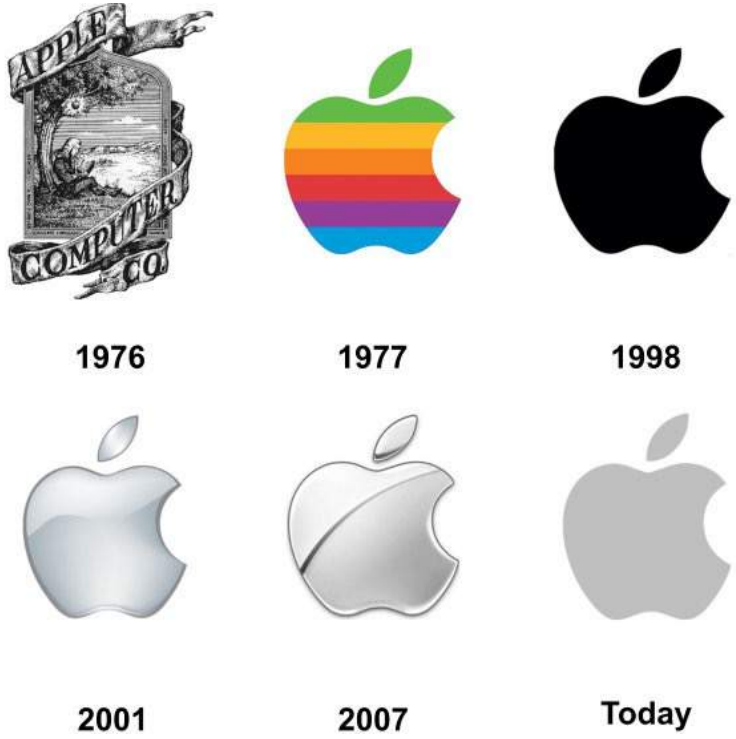
What is a Brand?



We are about to jump 25 years back – who could provide us with insights?

*All images created by Dr Gvirtz with DALL-E by OpenAI

What is a Brand?



Steve Jobs, 1997

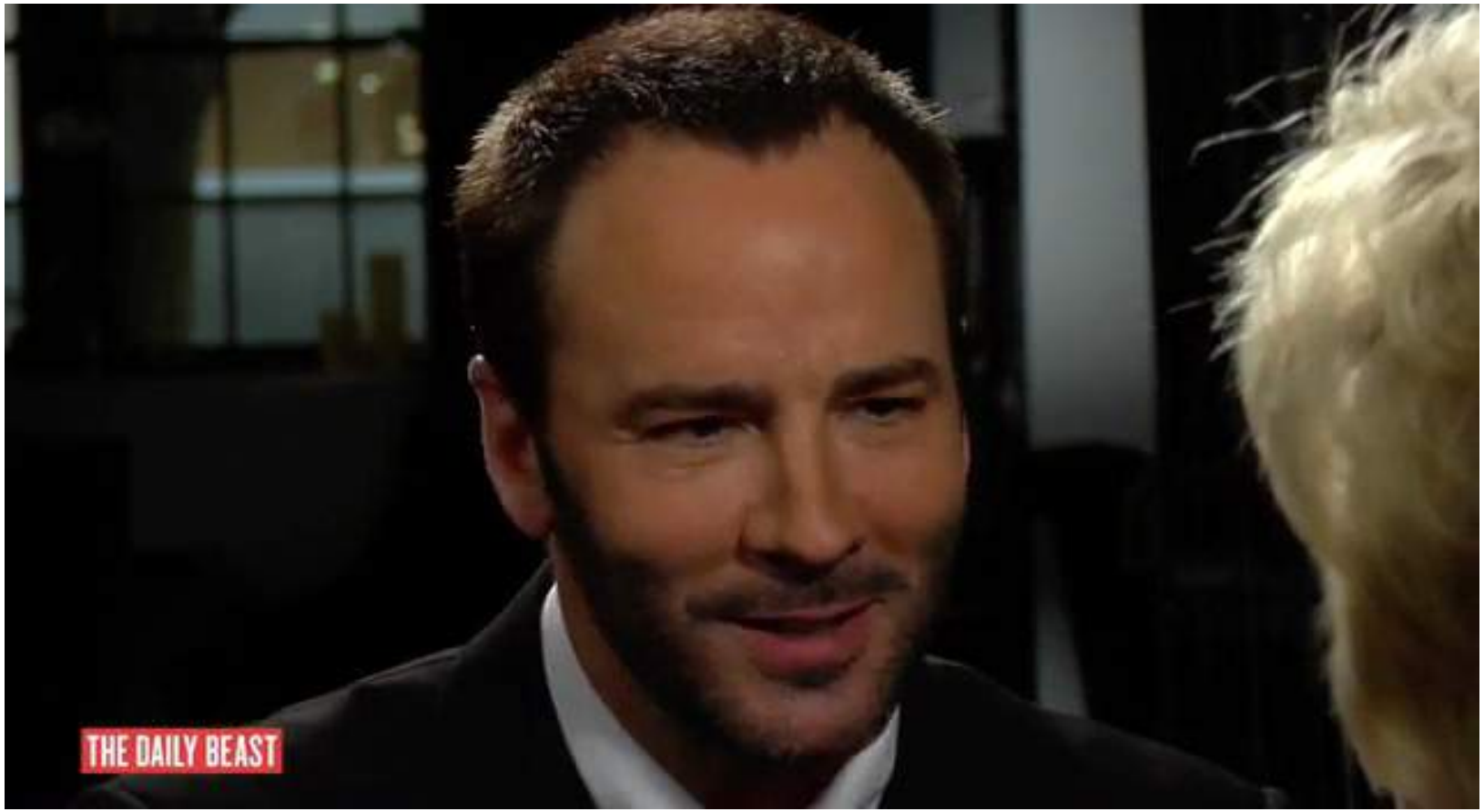
What is a brand?

"What people say about you when you aren't in the room."

Jeff Bezos

What is a Brand?

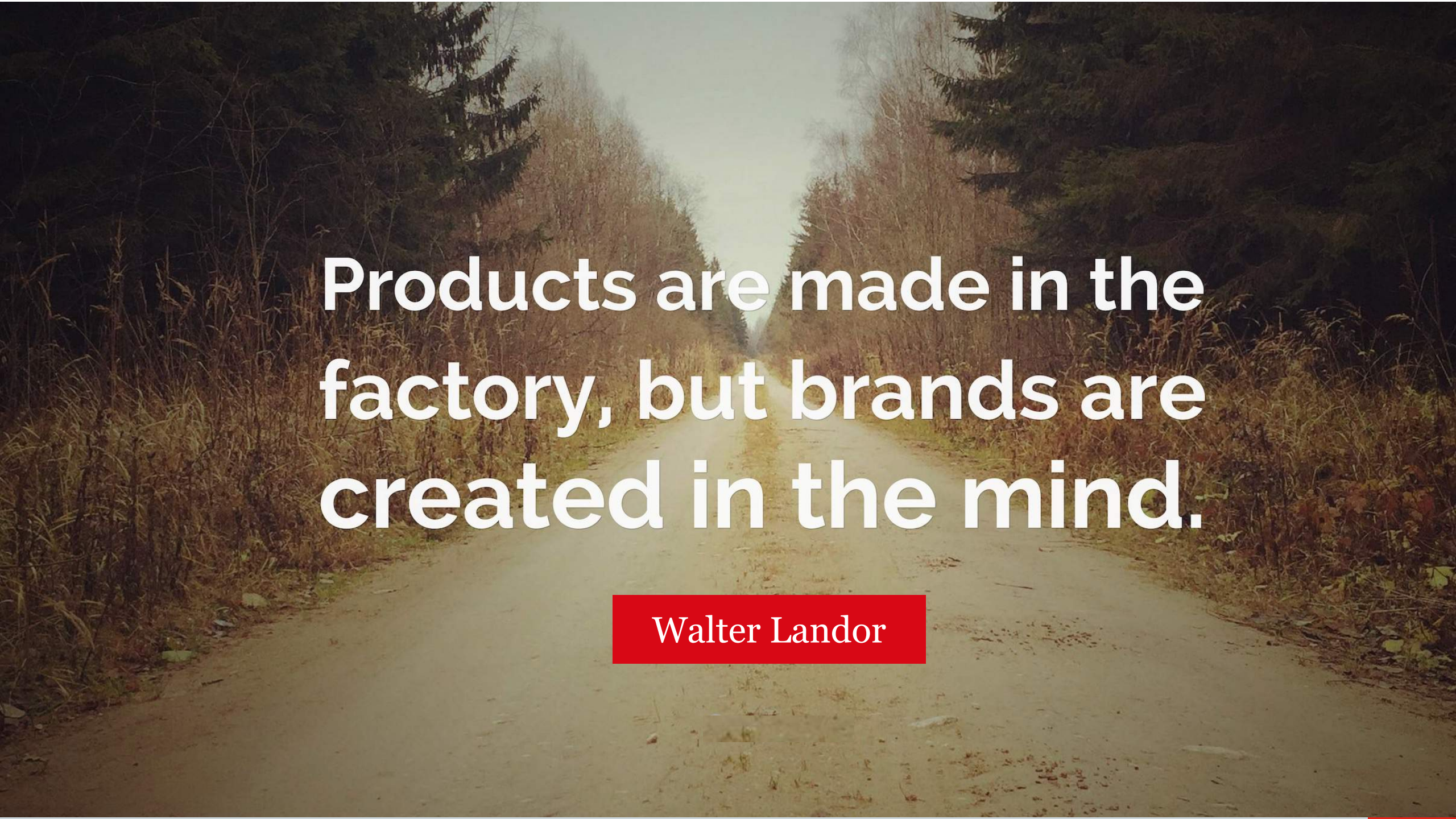
GUCCI



Tom Ford (Fashion Designer & Former Creative Director of Gucci & Yves Saint Laurent)

What is a brand?

Author	Brand Definition
Assael (1990)	"...name, symbol, packaging, and service **reputation**"
Schmitt (1990)	"a rich source on **sensory, affective and cognitive associations** that result in memorable and rewarding brand experiences"
Riezebos (2003)	"...**every sign** that is capable of distinguishing the goods or services of a company and that can have a certain **meaning for consumers** both in material and in immaterial terms"
Keller (2008)	"...something that has actually created a certain amount of **awareness, reputation, prominence**...in the marketplace"
De Chernatony et al. (2010)	"...a brand is a cluster of **functional and emotional values** that enables organisations to make a promise about a unique and welcomed experience"
International Organization for Standardization (ISO)	""is **an intangible asset** that is intended to create "**distinctive images** and **associations** in the **minds of stakeholders**, thereby generating **economic benefit/values**."


Products are made in the factory, but brands are created in the mind.
Walter Landor

Product vs. Brand

Product

Anything available in the market for use or consumption, that may satisfy **a need or want** (Keller 2013).

Further Differences:

- Products are tangible or intangible
- Made by a company to be purchased in exchange for money
- Products can be easily copied and replaced
- Products can become obsolete
- Products are instantly meaningful

Brand

Has dimensions that **differentiate** it in some way from **other products** designed to **satisfy the same need or want**

- Brands are always intangible
- Brands are ultimately built in the minds and hearts of customers
- Brands are unique (distinguished identity)
- (Good) Brands are timeless
- Brands only become meaningful over time

Even without the logo…

Even without the logo…

Can Anything be Branded?

Can Anything be Branded?

Can Anything be Branded?

Can Anything be Branded?

Can Anything be Branded?

Can Anything be Branded?

Can Anything be Branded?

The Guardian

Sunday, 12 Jan 2020

Harry and Meghan seek global trademark for 'Sussex Royal' brand

Filings suggest plans for items and activities from clothing to 'emotional support groups'

Part 3
Why do brands matter?

Dr Andrés Gvirtz

Why Do Brands Matter?

Benefits for Customers

Signal Product Characteristics/ Attributes
(Search, Experience, Credence Goods)

Identification & Authenticity of Origin

Demonstrates who I am / we are
(or want to be)

"Because I am worth it"

Simplifies & Speeds Up Product Decisions
Lowers search costs for products internally (thoughts) & externally (look around)

Reduces Risks in Product Decisions

- Functional
- Financial
- Social
- Time
- Physical
- Psychological

Help Set Reasonable Expectations for New Products

Signal of Quality

Why Do Brands Matter?

Benefits for Firms

Contributes to Corporate Identity Programmes

Identification: Simplifies Handling and Tracing (Inventory / accounting records)

Source of Competitive Advantage

Creates Barriers to Entry

Provides Extension Options & Cross-Product Promotion

Premium Pricing / Greater Value

Source of Financial Returns

Facilitates Brand Loyalty
(Ensures demand predictability)

Legal Protection of Unique Features
(Intellectual property rights, trademarks, patens, design copyright)

Brand Equity

- Brands are products and services that have **added value**
- This value is **deliberately designed** by marketing managers to **augment products** with **values** and **associations** that induce **feelings** and **emotions**
- Brand equity is the "**added value produced** by the brand names or symbols for the physical products" (Farquhar and Russel, 1990)
- Brand equity relates to the fact that "**different outcomes** result from marketing a product or service because of its brand than if that same product or service had not been identified by that brand" (Keller, 2008)
- "**Brand assets (or liabilities)** linked to a brand's name and symbol that add (or subtract) value from a product or service" (Aaker, 1991)

Brand Equity

‘Marketing effects uniquely attributable to a brand’ ‘

Customer-Based Brand Equity

Financial-Based Brand Equity

The value of profits imputable to the brand in the future

Brand Equity

- Brand Equity represent **at least 20% of the intangible value** of businesses

Intangible Assets

Brand Equity
20%

Marketing Intangible

Other Intangible Assets
55%

- Patents
- Software

Technology Intangibles

- Customer Relationships

Customer Intangibles

- Distribution Rights
- Workforce

Contract Intangibles

- Business Goodwill

Tangible Assets

25%
(fixed assets: buildings, machinery, land)

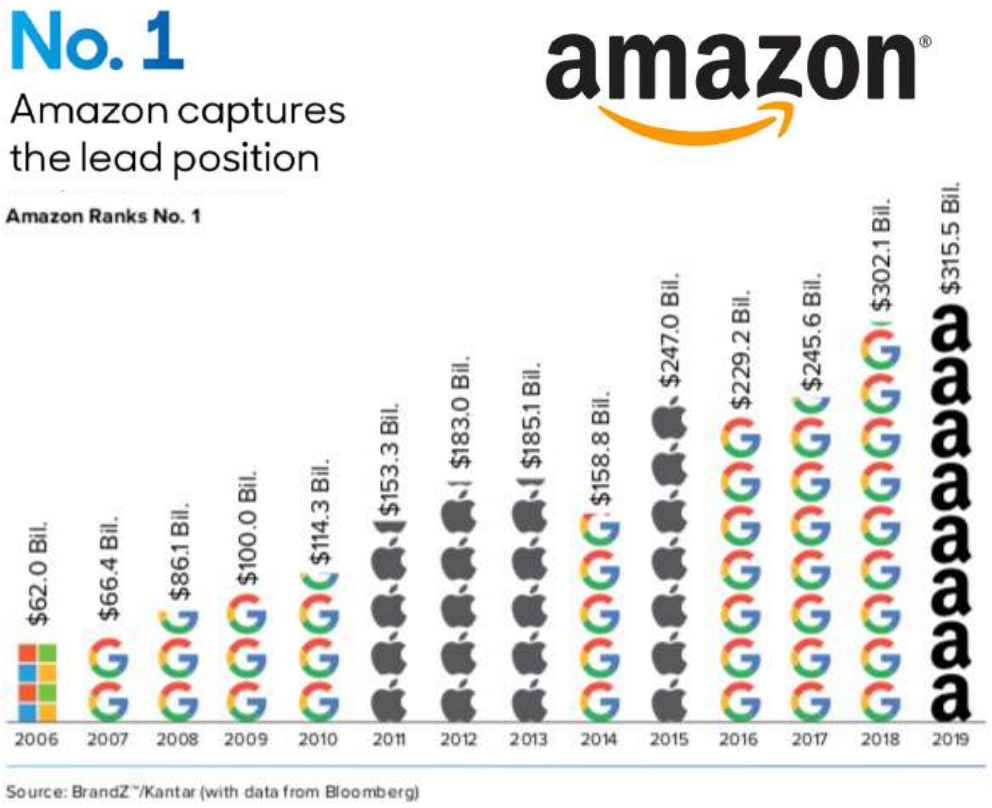
Source: Brand Finance

2022 MOST VALUABLE GLOBAL BRANDS

Rank	Brand	Brand Value (US$ Mil.)	% Brand Value Change vs 2021	Category	Rank change	Market of Origin
1	APPLE	947,062	55%	Consumer Technology	1	US
2	GOOGLE	819,573	79%	Media and Entertainment	1	US
3	AMAZON*	705,646	3%	Retail	-2	US
4	MICROSOFT	611,460	49%	Business Solutions and Technology Providers	0	US
5	TENCENT**	214,023	-11%	Media and Entertainment	0	China
6	MCDONALD'S	196,526	27%	Fast Food	3	US
7	VISA	191,032	0%	Payments	1	US
8	FACEBOOK	186,421	-18%	Media and Entertainment	-2	US
9	ALIBABA***	169,966	-14%	Retail	-2	China
10	LOUIS VUITTON	124,273	64%	Luxury	11	France
11	NVIDIA	124,161	19%	Business Solutions and Technology Providers	1	US
12	MASTERCARD	117,253	4%	Payments	-2	US
13	NIKE	109,601	31%	Apparel	4	US
14	MOUTAI	103,380	-5%	Alcohol	-3	China
15	VERIZON	101,962	0%	Telecom Providers	-2	US
16	ARAMCO	99,327	N/A	Energy	N/A	Saudi Arabia
17	COCA-COLA****	97,883	12%	Food and Beverages	-1	US
18	IBM	96,992	6%	Business Solutions and Technology Providers	-3	US
19	ADOBE	92,830	18%	Business Solutions and Technology Providers	1	US
20	INSTAGRAM	92,098	11%	Media and Entertainment	-2	US
21	UPS	91,361	25%	Logistics	1	US
22	ORACLE	90,356	49%	Business Solutions and Technology Providers	6	US
23	AT&T	87,169	-13%	Telecom Providers	-9	US
24	YOUTUBE	86,212	83%	Media and Entertainment	15	US
25	THE HOME DEPOT	84,220	19%	Retail	0	US
26	ACCENTURE	82,597	28%	Business Solutions and Technology Providers	1	US
27	HERMÈS	80,323	73%	Luxury	16	France
28	PAYPAL	78,745	-2%	Payments	-9	US
29	TESLA	75,933	78%	Cars	18	US
30	NETFLIX	73,518	3%	Media and Entertainment	-6	US
31	SAP	69,014	0%	Business Solutions and Technology Providers	-5	Germany
32	TELEKOM/T-MOBILE	64,572	50%	Telecom Providers	14	Germany
33	QUALCOMM	62,439	29%	Business Solutions and Technology Providers	4	US
34	INTEL	62,387	-13%	Business Solutions and Technology Providers	-11	US
35	STARBUCKS	61,758	2%	Fast Food	-6	US
36	XFINITY	61,613	4%	Telecom Providers	-5	US
37	WALMART	61,492	3%	Retail	-7	US
38	DISNEY	60,487	10%	Media and Entertainment	-5	US
39	MARLBORO	58,384	2%	Tobacco	-7	US
40	LINKEDIN	58,077	63%	Media and Entertainment	14	US
41	CISCO	57,026	22%	Business Solutions and Technology Providers	0	US
42	TEXAS INSTRUMENTS	56,123	14%	Business Solutions and Technology Providers	-7	US
43	SALESFORCE	54,970	12%	Business Solutions and Technology Providers	-7	US
44	SAMSUNG	54,029	16%	Consumer Technology	-2	S. Korea
45	CHANEL	53,021	13%	Luxury	-5	France
46	TATA CONSULTANCY SERVICES	50,349	61%	Business Solutions and Technology Providers	12	India
47	INTUIT	49,618	38%	Business Solutions and Technology Providers	6	US
48	COSTCO	49,614	41%	Retail	7	US
49	SPECTRUM	49,554	5%	Telecom Providers	-11	US
50	L'ORÉAL PARIS	47,480	24%	Personal Care	-2	France

*Brand Value of Amazon includes Prime and Amazon Web Services. **Brand Value of Tencent includes QQ, WeChat, WeSing, WeBank and v.qq.com. ***Brand Value of Alibaba includes Ant Financial, Freshhema, Taobao and Tmall. ****The Brand Value of Coca-Cola includes Lights, Diets and Zero.
Source: Kantar/BrandZ (including data from Capital IQ and Kantar Consulting)

Jump to pre-pandemic: Top 100 Brands: Key Trends



Jump to pre-pandemic: Top 100 Brands: Key Trends

Top Riser

Instagram value increases 95%

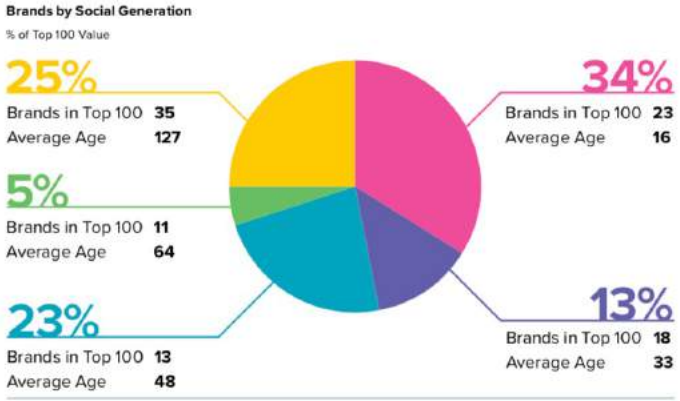
BrandZ™ Top 20 Risers

	Brand	Category	Brand Value 2019 $Mil.	Brand Value 2018 $Mil.	YOY%	Country of Origin
1	Instagram	Technology	28,205	14,496	+95%	
2	lululemon	Apparel	6,921	3,912	+77%	
3	NETFLIX	Entertainment	34,290	20,819	+65%	
4	salesforce	Technology	26,917	17,026	+58%	
5	Adobe	Technology	27,930	17,831	+57%	
6	SHISEIDO	Personal Care	5,986	3,827	+56%	
7	amazon	Retail	315,505	207,594	+52%	
8	Uber	Transport	24,206	16,045	+51%	
9	LinkedIn	Technology	22,816	15,657	+46%	
10	CHIPOTLE MEXICAN GRILL	Fast Food	6,201	4,422	40%	
11	cisco	Technology	28,861	21,331	+35%	
12	Mastercard	Payments	91,929	70,872	+30%	
13	GEICO	Insurance	9,261	7,164	+29%	
14	YouTube	Entertainment	29,613	22,958	+29%	
15	DIOR	Luxury	4,658	3,612	+29%	
16	Domino's	Fast Food	9,570	7,446	+29%	
17	WHOLE FOODS MARKET	Retail	9,101	7,088	28%	
18	Microsoft	Technology	251,244	200,987	+25%	
19	PayPal	Payments	44,166	35,440	+25%	
20	UNDER ARMOUR	Apparel	3,938	3,160	+25%	

Source: BrandZ™ / Kantar (including data from Bloomberg)

Jump to pre-pandemic: Top 100 Brands: Key Trends

Gen Z Brand Dominance



Brand Personalities

Social Generations

Generation	Born	STENGTHS AND **UNIQUE STRENGTHS**
GenZ (Centennials)	1996-present	Creative | **Adventurous** | **Rebellious**
GenY (Millennials)	1977-1995	Creative | Assertive | **In Control**
GenX	1965-1976	Creative | Trustworthy | **Desirable**
Boomers	1946-1964	Trustworthy | **Straightforward** | **Friendly**
Traditionalists	Pre-1946	Assertive | Trustworthy | **Wise**

Jump to pre-pandemic: Top 100 Brands: Key Trends

Shift East

Ranking welcomes more Asian brands

Fifteen Chinese brands rank in the 2019's BrandZTM Global Top 100 Most Valuable Brands, **compared with only one Chinese brand, 13 years ago**, the telecom provider China Mobile.

Rank 2019	Brand	Category	Brand Value 2019 $Mil.	Brand Value % Change 2019 vs. 2018	Year Entered Top 100
7	Alibaba Group	Retail	131,246	+16%	2015
8	Tencent 腾讯	Technology	130,862	-27%	2011
27	中国移动 China Mobile	Telecom Providers	39,322	-15%	2006
29	ICBC 中国工商银行	Regional Banks	38,432	-16%	2007
35		Alcohol	33,924	+6%	2012
40	中国平安 PING AN	Insurance	29,470	+13%	2011
47	HUAWEI	Technology	26,908	+8%	2015
59	中国建设银行 China Construction Bank	Regional Banks	22,709	-4%	2007
63	Baidu 百度	Technology	20,879	-22%	2010
66	京东 JD	Retail	20,609	-2%	2016
71	DiDi	Transport	20,041	NEW	2019
74	Xiaomi	Technology	19,805	NEW	2019
78	美团 Meituan	Lifestyle Platform	18,760	NEW	2019
82	中国农业银行	Regional Banks	18,199	-5%	2011
89	Haier	IoT Ecosystem	16,272	NEW	2019

103,380

Source: BrandZ™ / Kantar (including data from Bloomberg)

List your favourite luxury brands? (Up to 10)

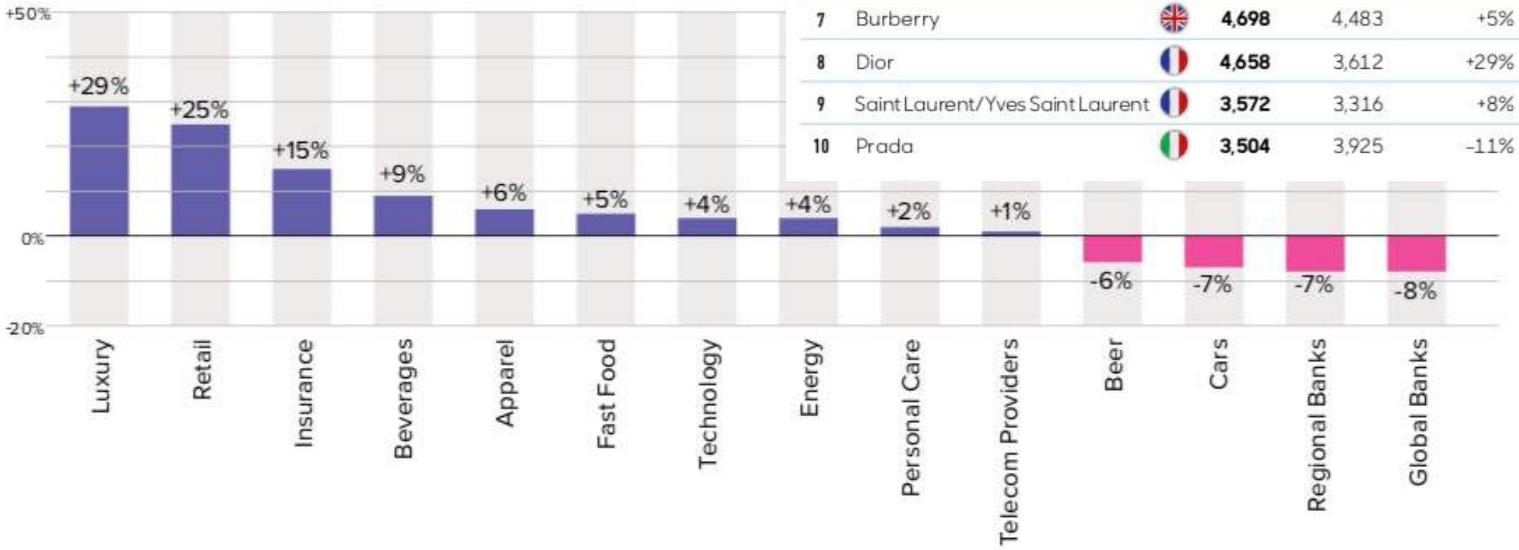
Powered by Poll Everywhere

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

Top 100 Brands: Key Trends

Top Category

Luxury outpaces all categories



BRANDZ™ LUXURY TOP 10

		Brand Value 2019 $ Million	Brand Value 2018 $ Million	Brand Value % Change 2019 vs. 2018
1	Louis Vuitton	**47,214**	41,138	+15%
2	Chanel	**37,006**	NEW	
3	Hermès	**30,966**	28,063	+10%
4	Gucci	**25,274**	22,442	+13%
5	Rolex	**8,389**	8,721	-4%
6	Cartier	**5,998**	7,040	-15%
7	Burberry	**4,698**	4,483	+5%
8	Dior	**4,658**	3,612	+29%
9	Saint Laurent/Yves Saint Laurent	**3,572**	3,316	+8%
10	Prada	**3,504**	3,925	-11%

Brand Challenges & Opportunities

- Brands increasingly expected to **act responsibly**
- **Values-based communication** is as **effective** as product-based communication in **driving purchase intent**
- Nearly 2 in 3 now **Belief-Driven Buyers**

Percent who express purchase intent after viewing a product or brand communication

Source: 2018 Edelman Earned Brand Report

Brand Challenges & Opportunities

Unilever CEO Alan Jope: ‘We'll dispose of brands that don’t stand for something’

By Stephen Lepitak - 19 June 2019 16:58pm

Jope cited Dove, which recently launched its #ShowUs beauty campaign, as a brand leading the way through purpose

Brand Challenges & Opportunities: Patagonia

patagonia

REDUCE
WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR
WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE
WE help find a home for Patagonia gear you no longer need
YOU sell or pass it on*

RECYCLE
WE will take back your Patagonia gear that is worn out
YOU pledge to keep your stuff out of the landfill and incinerator

REIMAGINE
TOGETHER we reimagine a world where we take only what nature can replace

Kitchen for rent? Ikea to trial leasing furniture

The Guardian

Retailer to test idea of renting office furniture - but home products could be next

▲ An Ikea kitchen showroom. The retailer is trialling renting office furniture to business customers. Photograph: Alamy

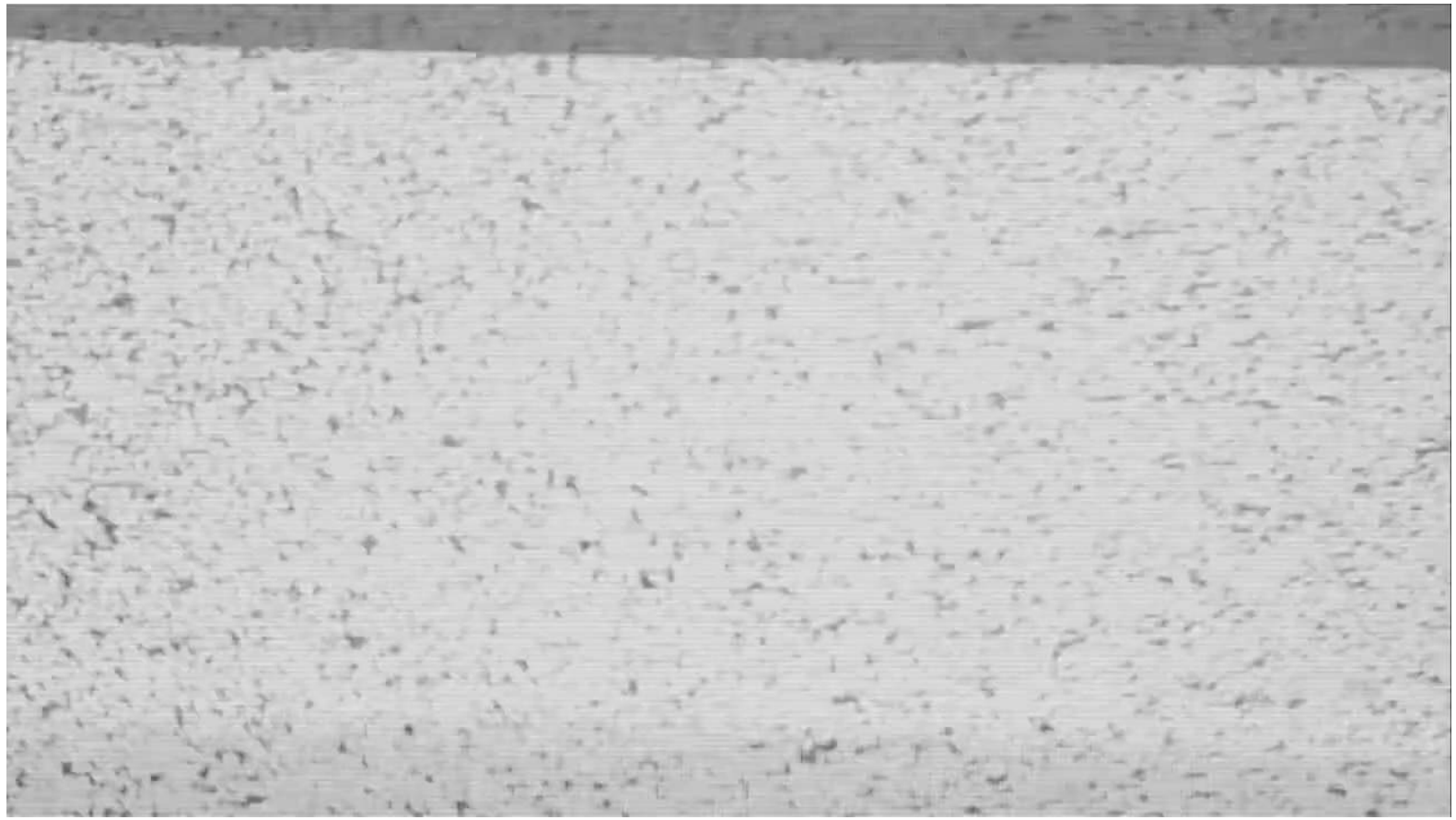
Ikea is to start renting out furniture as part of attempts to build a more environmentally friendly business.

In class Exercise:
Brand Challenges & Opportunities

Should brands take a stand on social and political issues?

?

Brand Challenges & Opportunities: Adidas



Brand Challenges & Opportunities: Nike

Colin Kaepernick

Brand Challenges & Opportunities: Nike

...it can also go wrong: Pepsi

How NOT to Take a Stand

...it can also go wrong: Mastercard

Louise Rose @louiseroseblog · 2 Jun 2018

It's awful 😕 why would anyone think this is a good campaign idea? There is a dehydrated patient on my ward. For every RT this tweets gets, I'll give them another drop of water. 😕😕😕

1

Henry Winter @henrywinter

Follow

Replying to @AzzBefc

compassion should never be a competition. it should be an instinct. and what does that say to Messi and Neymar? if you miss a goal, people starve. It's a crass campaign anyway.

1:42 pm - 1 Jun 2018

19 Retweets **463** Likes

Darren Huck @DenzelHuck

So, final of the World Cup, Messi steps up to take a penalty, Goalkeeper has to choose between potentially saving 10,000 lives, or helping his team stay in the cup. Wank.

2 12:03 PM - Jun 1, 2018

Brand Challenges & Opportunities

How to Take a Stand: Lessons Learned

Purpose

- Clearly articulate **why** brand exist
- Make a **proactive effort** to address that purpose
- Support causes that are **aligned** with that purpose (**narrow focus** better)

Authenticity

- Does the brand have a **history** of promoting that cause?
- Can it be authentically **tied** to a **brand's products** or company **culture**?

Stakeholder Fit

- Does the brand's stand align with its **key stakeholders' views** on the cause?
- How likely is it that your stakeholders are going to **support** brand's position?

Actionability

- **Don't just talk** about it!
- Avoid over-promising
- **Don't be the solution**, but rather a **bridge** to solve an issue
- Report on **past actions**

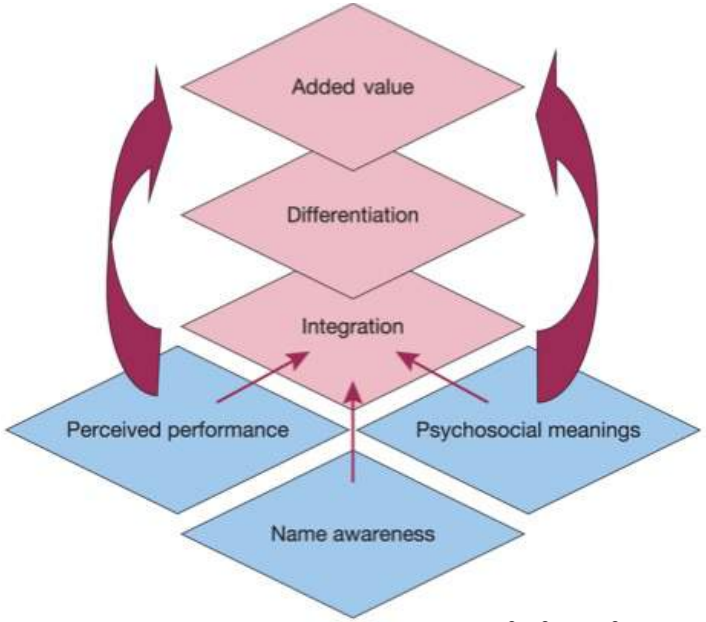
Part 4
Strategic Brand Management Process

Dr Andrés Gvirtz

The Strategic Dimensions of Branding

Fill, C. (2013) *Marketing communications: brands, experiences and participation*. Sixth edition. Harlow, England: Pearson.

Brand Equity



Derived from customer perceptions of relative **quality** and **associations** concerning **key attributes**

Provokes feelings of **familiarity** and **reduced risk/uncertainty**

Immaterial associations customers make about brands from which they deduce **meaning** about **personality & individuality**

Strategic Brand Management Process

Involves the **design** and **implementation** of marketing programs and activities to **build, measure** and **manage brand equity**

1. **Identify and Establish Brand Positioning and Values**
   - Brand Awareness
   - Brand Image
   - Brand Positioning
   - Brand Building Process

   L2

2. **Design and Implement Brand Marketing Programmes**
   - Choosing Brand Elements
   - Integrating the Brand in Marketing Programmes

   L3 & 4

3. **Measure and Interpret Brand Performance**
   - Brand Value Chain
   - Brand Audits / Brand Tracking
   - Brand Equity Management Systems

   L5

4. **Grow and Sustain Brand Equity Over Time, Boundaries, and Contexts**
   - Brand Architecture
   - Brand Expansion
   - Brand Reinforcement / Revitalization
   - Internationalisation / B2B / Services

   L6-10

Part 5
Understand the assessment structure and expectations for this module

Dr Andrés Gvirtz

In-Class Activity

What are your expectations for the class?

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	**L8**	**Visit to the Museum of Brands**	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Communication Tools

KEATS for general information

- I will post all announcements and lecture notes on the KEATS site
- Activities / readings that can further your understanding are on Connect

Four ways to reach out to me with your questions

- You can always ask me in-class and I will try to regularly keep time at the end for questions, too
- If you have a general question, help out your classmates by asking it on KEATS (as they are likely to wonder about the same thing)
- In addition, you can always come to my in-person office hours, which are every Monday between 10.30-12am, and between 16.05-17.35am (drop-in, no reservation needed but there could be a line).
- Additionally, I provide online meetings on Wednesday from 1-3pm, you can contact me via e-mail to schedule a meeting for them (andres.gvirtz@kcl.ac.uk)

Reading expectations

Textbook:

- Helpful, but not enforced
- Statistically, reading will improve your performance, but it won't be enforced

Additional readings and case studies:

- Mandatory, with indirect check: Expectation that learnings are applied to your assignments
- Full participation in class is not possible without doing reading the case studies before, and learning will be significantly diminished by missing the discussions and insights for assignments

Almost every class starts or ends with the discussion of the additional reading, and/or a case study – you have to be prepared to speak on any of these

Assessment Structure

1. Exam (Graded, 60%)
2. Group work (Graded, 40%)

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1. Individual assignment

- Exam 60%
- Case study that can be resolved in 2h within 24h window
- All semester long we will be preparing for how to analyse and solve branding problems
- Absolutely no collusion

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2. Group Work (1/2)

- Collaboration with Miami based Resonar
- Recorded professional group presentation that will be shared with company, and presented live
- Presentation has to be professional, and slides follow “consulting”, not “keynote” style (we will go over this in Week 2)
- I want to foster a community in my classes, being respectful of each others identities and opinions is a must – this also includes that your classmates can rely on you

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2. Group Work (2/2)

- Your peers will assess you, and if everyone in your group appreciated your professionalism, contributions and conduct, you will receive the group grade
- However, you could theoretically loose all group work points if you severely disappointed your group (e.g. do not show up a single time)
- Results in-between are possible, too (smaller deductions), however if you participate actively you should not receive any deductions
- Criteria transparent, and uploaded today

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Next class

- Two mandatory readings

AMERICAN MARKETING ASSOCIATION

Special Issue Research Article

Journal of Public Policy & Marketing
2020, Vol. 39(4) 444-460
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Brands Taking a Stand: Authentic Brand Activism or Woke Washing?

Jessica Vredenburg, Sommer Kapitan, Amanda Spry, and Joya A. Kemper

Abstract

In today's marketplace, consumers want brands to take a stand on sociopolitical issues. When brands match activist messaging, purpose, and values with prosocial corporate practice, they engage in authentic brand activism, creating the most potential for social change and the largest gains in brand equity. In contrast, brands that detach their activist messaging from their purpose, values, and practice are enacting inauthentic brand activism through the practice of "woke washing," potentially misleading consumers with their claims, damaging both their brand equity and potential for social change. First, the authors draw on theory to inform a typology of brand activism to determine how, and when, a brand engaging with a sociopolitical cause can be viewed as authentic. Second, a theory-driven framework identifies moderate, optimal incongruence between brand and cause as a boundary condition, showing how brand activists may strengthen outcomes in an increasingly crowded marketplace. Third, the authors explore important policy and practice implications for current and aspiring brand activists, from specific brand-level standards in marketing efforts to third-party certifications and public sector partnerships.

Keywords

authentic brand activism, authenticity, woke washing, purpose driven organizations, brand purpose, branding, political advocacy, prosocial consumption

HARVARD | BUSINESS | SCHOOL

9-520-102
REV: JULY 29, 2022

JILL AVERY
GIANA M. ECKHARDT
MICHAEL B. BEVERLAND

Brand Storytelling at Shinola

"The question isn't why you build a watch factory in Detroit, it's why you build one anywhere else. This is the city that made this country, with its steel, with its skill, with its labor. Reestablishing trades that haven't been seen in this country in a generation or more, it's a tall order to return to full, but it's what hundreds of employees work toward every day here in Detroit. Where we believe in the beauty of industry, the glory of manufacturing."

— "Our Story" @ Shinola.com[1]

Detroit, Michigan, aka "The Motor City," is most known as the birthplace of most of the American classic automotive brands, including Ford, Chevrolet, Chrysler, Buick, Cadillac, Lincoln, Dodge, and Jeep. It is a city filled with the rich history of the industrial age, the pride of American manufacturing, and of the soulful sounds of Motown music. It is also a place that more recently has become synonymous with rustbelt urban decay, characterized by abandoned factories, commercial buildings,

Next class

- We will learn about Resonar, our project partner this year & go over the assignments
- Groups are due until the 25th of January, 48h after class. If you don't find a group, please message me and we will find a solution

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FEEDBACK IS ALWAYS WELCOME AND YOU ARE ALWAYS WELCOME TO REACH OUT ACROSS ANY OF THE FOUR COMMUNICATION CHANNELS

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Thank you

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

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Reading for today's class

AMERICAN MARKETING ASSOCIATION

Special Issue Research Article

Journal of Public Policy & Marketing
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authentic brand activism, authenticity, woke washing, purpose driven organizations, brand purpose, branding, political advocacy, prosocial consumption

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Brands Taking A Stand

"Stakeholders are pushing companies to wade into sensitive social and political issues — especially as they see governments failing to do so effectively."

—Larry Fink, BlackRock chief executive officer (2019)

"We must dismantle white supremacy. Silence is not an option . . . .

Four years ago, we publicly stated our support for the Black Lives Matter movement.

Today, we want to be even more clear about the urgent need to take concrete steps to dismantle white supremacy in all its forms."

—Ben & Jerry's (2020)

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Brands Taking A Stand

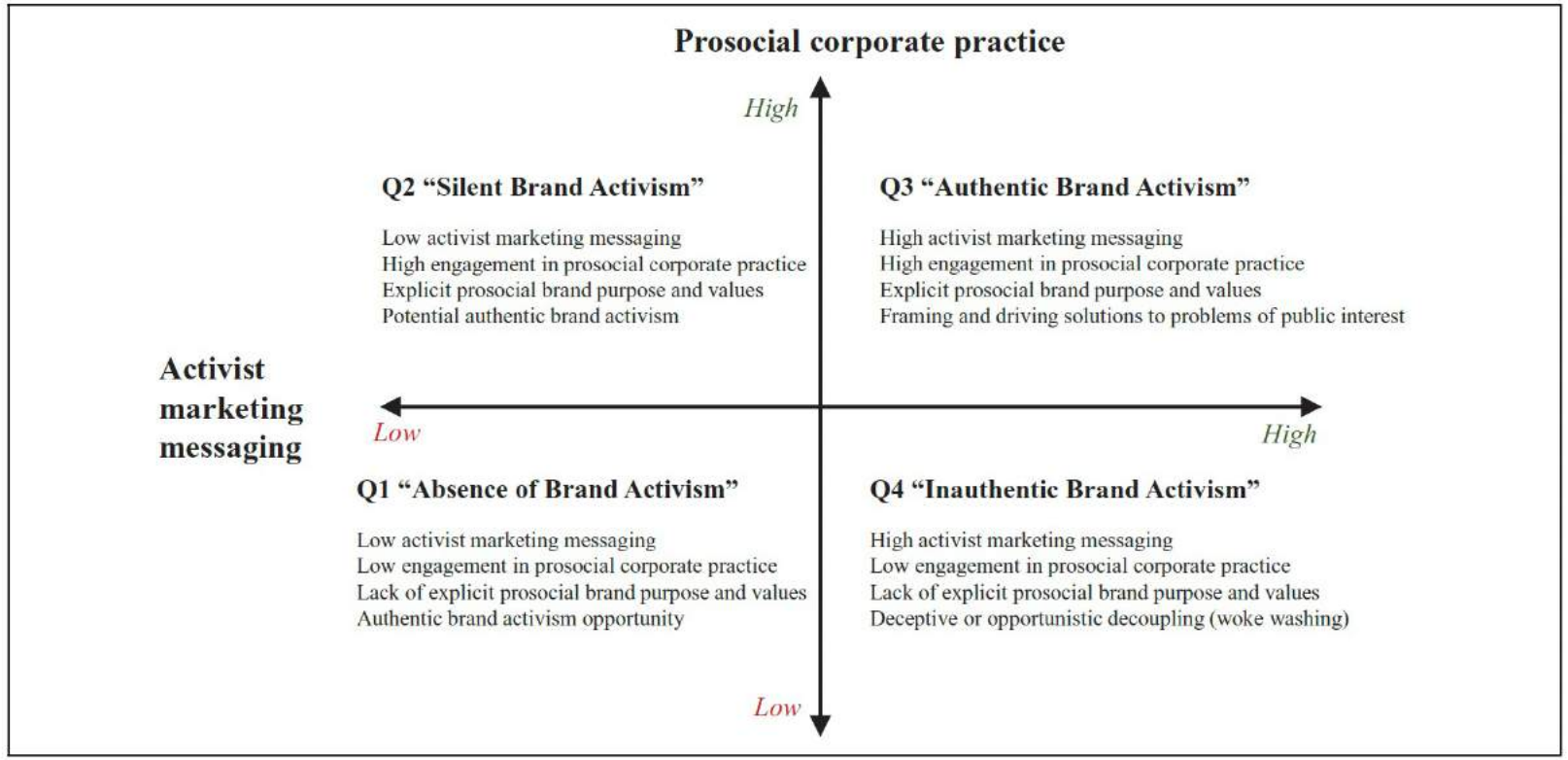

Figure 1. Typology of brand activism.

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Brands Taking A Stand

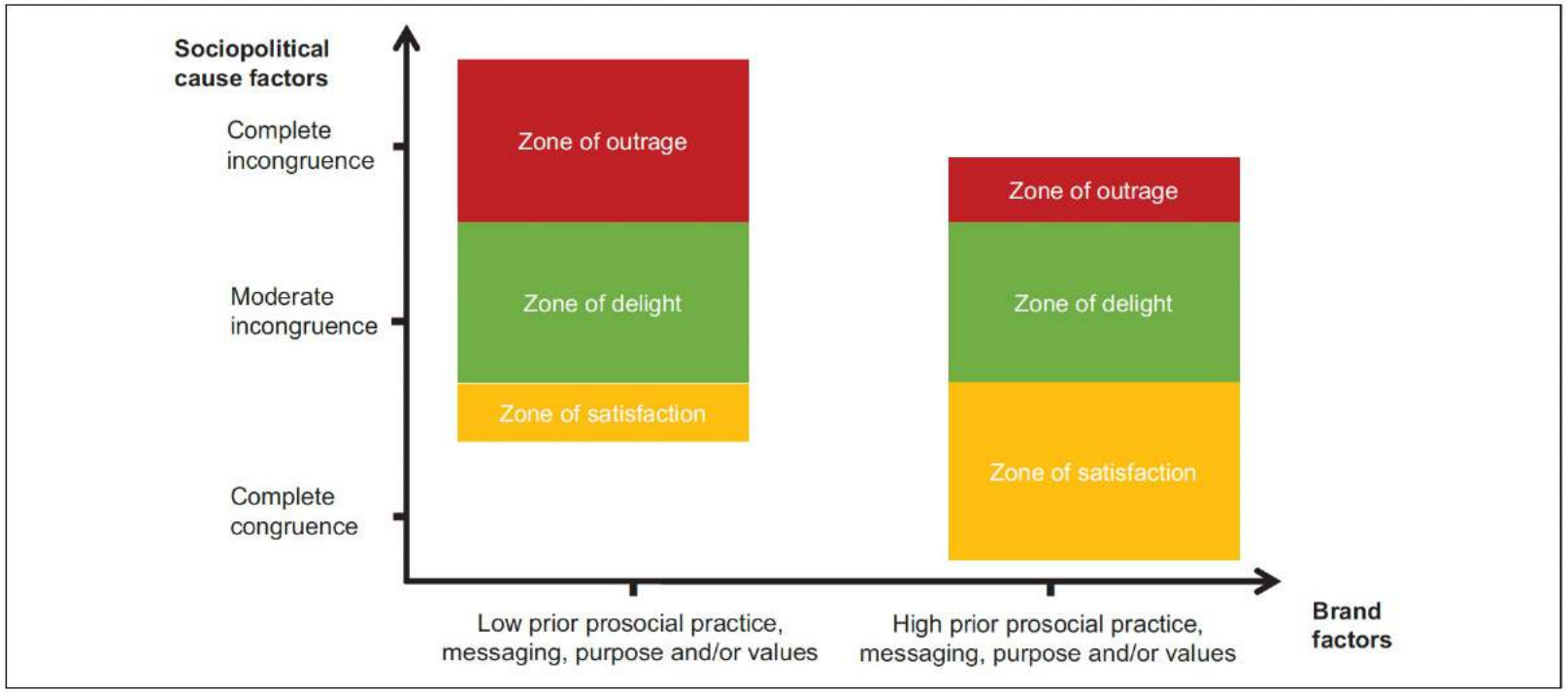

Figure 2. Framework of optimal incongruence.

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	**L2**	**The Brand Building Process**	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Agenda – Lecture 2

Part 1:

Sources of CBBE

Part 2:

Brand Positioning

Part 3:

RESONAR: Group Assignment

Part 1
Sources of CBBE

Dr Andrés Gvirtz

Recall: Brand Equity

Brand Equity

Brand equity is the "**added value** produced by the brand names or symbols for the physical products"
(Farquhar and Russel, 1990)

'Marketing effects uniquely attributable to a brand' '

Customer-Based Brand Equity

Financial-Based Brand Equity

The value of profits imputable to the brand in the future

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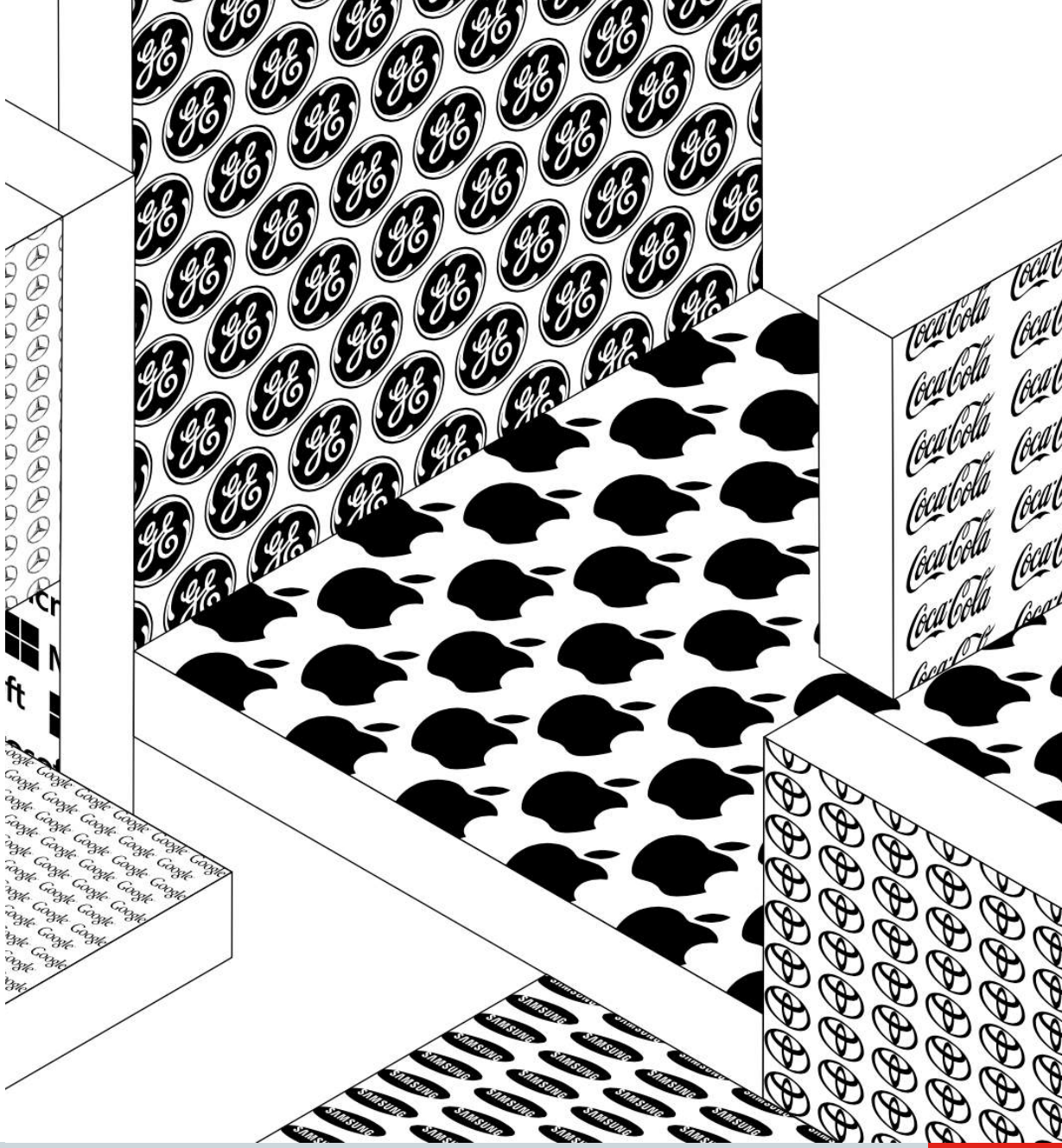
Customer-Based Brand Equity (1/2)

Definition

The **differential effect** that **brand knowledge** has on **consumer response** to the **marketing** of that brand (Keller 2013)

Positive CBBE

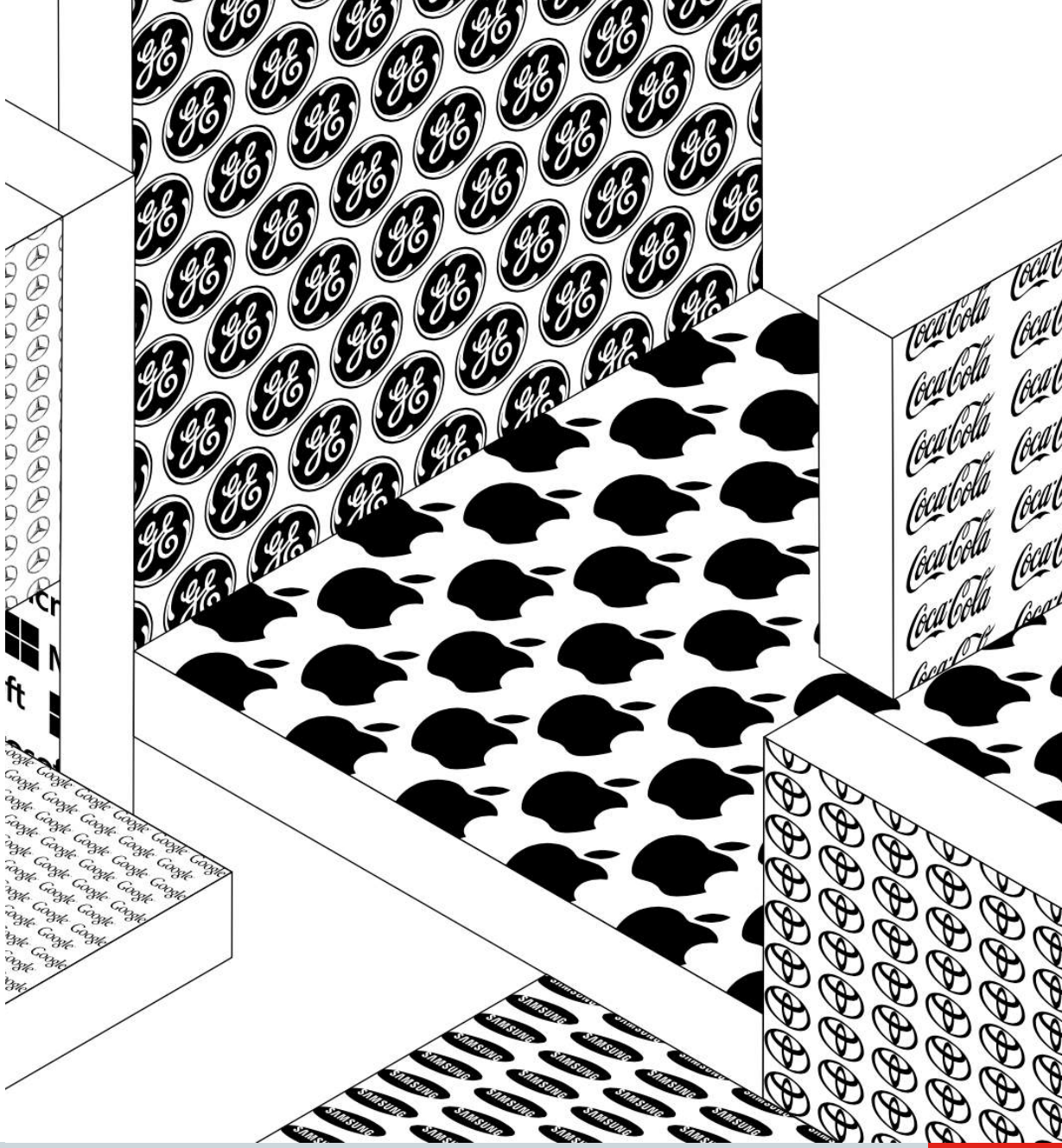
Consumers react **more favourably** to a product and the way it is marketed when the brand is identified then when the brand is not.



Customer-Based Brand Equity (2/2)

Positive CBBE - Advantages

- Higher acceptance of brand extensions;
- Lower sensitivity to price increases;
- Lower sensitivity to withdrawal of advertising support;
- Consumers more willing to seek the brand in a new distribution channel



Customer-Based Brand Equity: Components

- Reflected in **perceptions**, **preferences**, and **behaviours** related to all aspects of brand marketing

Differential Effect

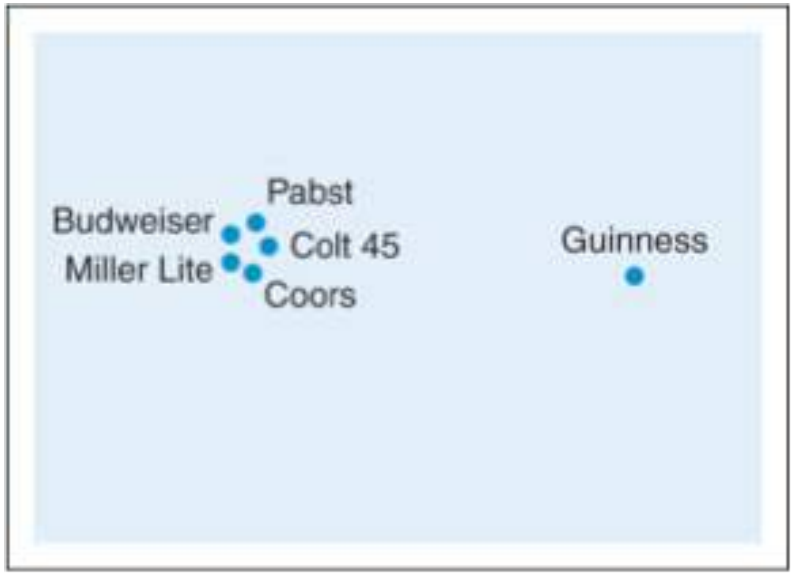
- What customers have **learned, felt, seen, heard** about brand **over time**
- **Key to creating brand equity**

Brand Knowledge + **Consumer Response to Marketing**

- If **no difference** occurs than brand-name product can be classified as **commodity**
- Competition **based on price**

Customer-Based Brand Equity: Differential Effect
Results of blind beer tasting tests:

a) when drinkers are **aware** of **brands** used



b) when **no brands** are **mentioned**

Customer-Based Brand Equity: Differential Effect

Customer-Based Brand Equity: Differential Effect

Letters

March 5, 2008

Commercial Features of Placebo and Therapeutic Efficacy

Article Information

JAMA. 2008;299(9):1016-1017. doi:10.1001/jama.299.9.1016

Letters Section Editor: Robert M. Golub, MD, Senior Editor.

To the Editor: It is possible that the therapeutic efficacy of medications is affected by commercial features such as lower prices. Because such features influence patients' expectations,[1] they may play an unrecognized therapeutic role by influencing the efficacy of medical therapies, especially in conditions associated with strong placebo responses.[2,3] To investigate this possibility, we studied the effect of price on analgesic response to placebo pills.

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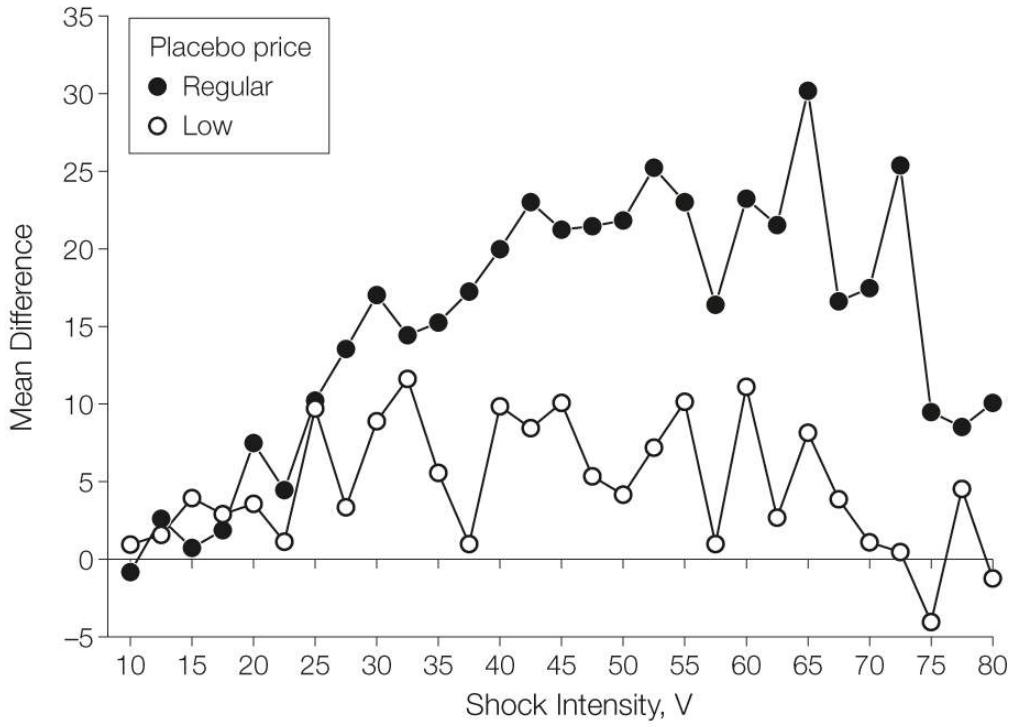
Customer-Based Brand Equity:
Differential Effect



No.															
Regular price	41	41	41	40	37	31	27	23	21	20	18	14	12	9	8
Low price	41	41	41	40	38	31	29	27	24	19	17	11	7	5	4

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Customer-Based Brand Equity: Bridging Function

- The power of a brand lies in the mind of the customers and in what they have **experienced** and **learned** about that specific brand **over time**

- Brand Equity provides a **strategic bridge** from the brand's past to its future

Brands as Reflection of the Past

Marketing investments to create customer experience around the brand -> to stimulate **brand knowledge**

Brands as Reflection of the Future

Brand knowledge dictates **appropriate and inappropriate directions** for the brand

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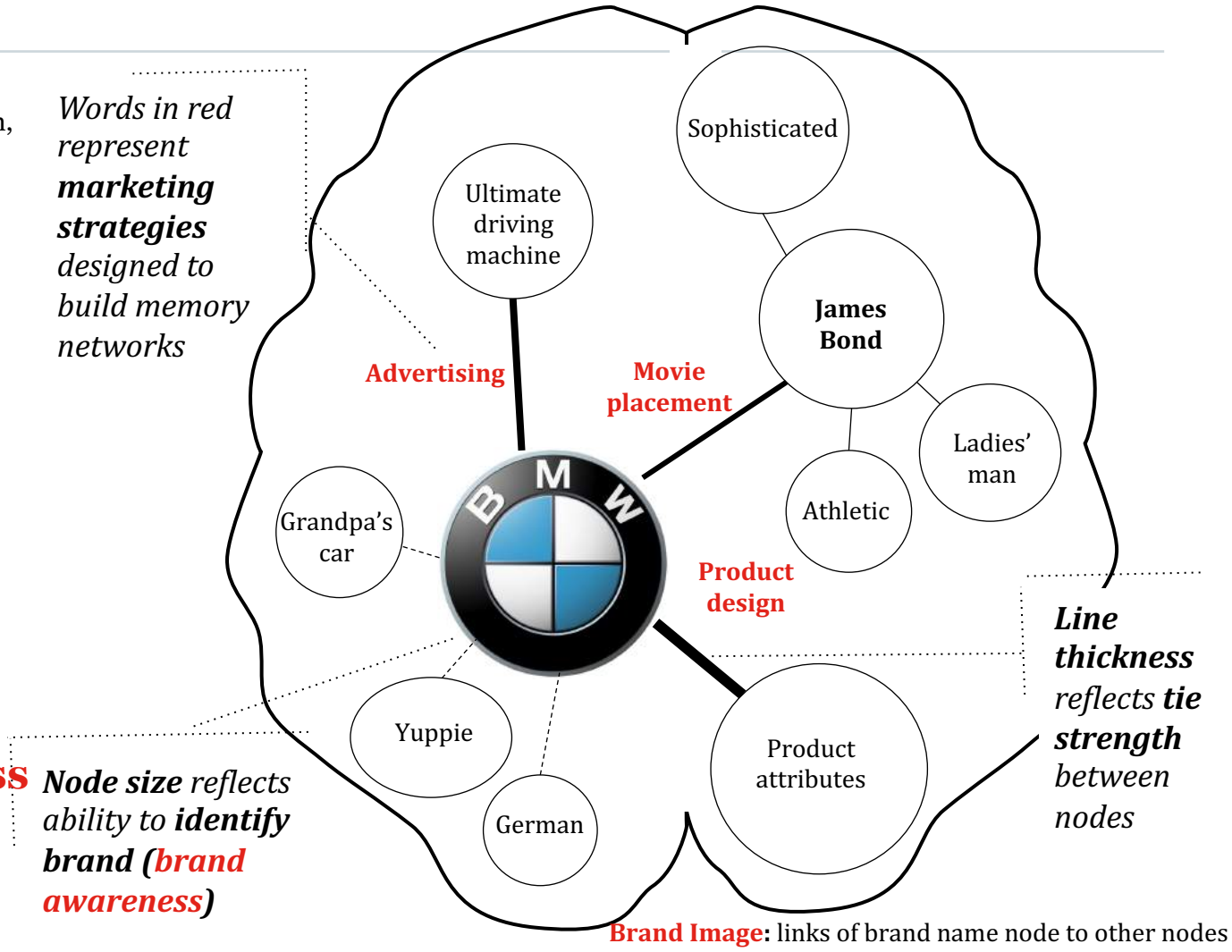
Customer-Based Brand Equity: Brand Knowledge

- **Associative network memory model** (Anderson, 1983): human memory is a network of nodes and links
  - **Nodes:** stored information or concepts
  - **Links:** strength of association between information and concepts
- Verbal, visual, abstract, contextual information can be stored in this network
- **Brand Knowledge: brand node** in memory with various associations linked to it
- Brand Knowledge is based on **brand awareness** and **brand image**



Brand Knowledge – Brand Awareness

- Customers ability to **identify** the brand under **different conditions**
- Related to the **size of the brand node** in memory
- Reflects **familiarity** with brand
- Consists of **brand recognition** and **brand recall** performance

Brand Awareness: Brand Recall

- Ability to **retrieve the brand from memory**, when given
  - the product category,
  - the needs fulfilled by category,
  - purchase/usage situation
- **Unaided** recall or **spontaneous** recall
- Indicates **strong link** between category and brand
- Only **small set** of brands can be recalled

"Premium Car" →

"Quick Coffee Break" →

?

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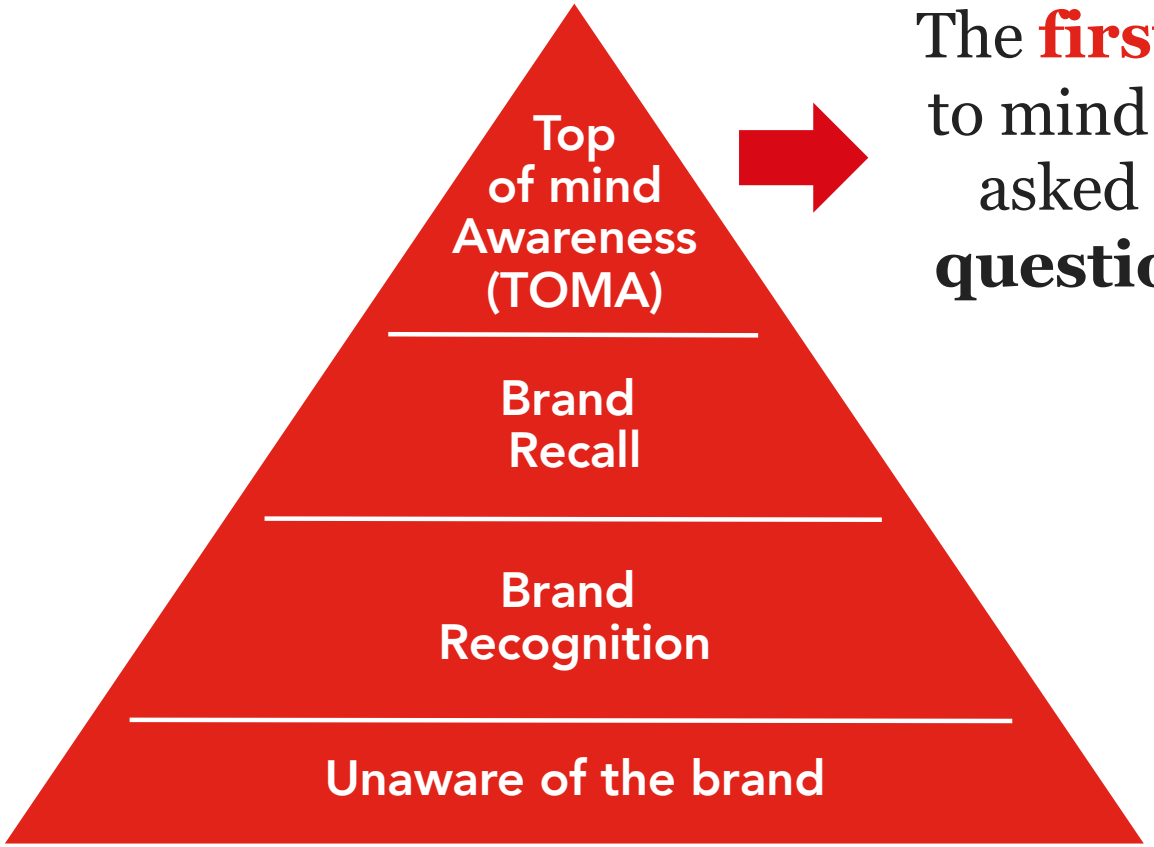
Brand Awareness: Brand Recognition

- Ability to **confirm prior exposure** to the brand when given **the brand** as a cue
- **Aided** recall
- Does **not** require identification of **brand name**
- Recognition when presented at **point-of-sale** & viewing **packaging**
- **Weaker link** between category and brand
- Consumer can recognise **large number** of brands

Brand Awareness Pyramid: Top-of-The-Mind Awareness



The **first brand** that comes to mind when a customer is asked an **unprompted question** about a category

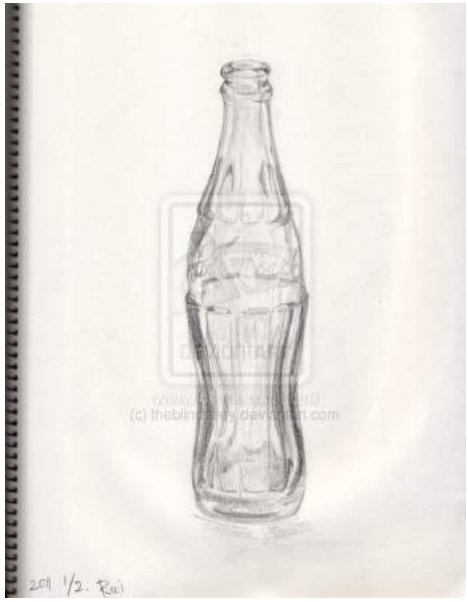
Consequences of Brand Awareness

Learning Advantages

Brand awareness influences the **formation** and **strength** of **brand associations (brand image)**

Consideration Advantages

Brand awareness increases the likelihood the brand will be **part** of the **consideration set**

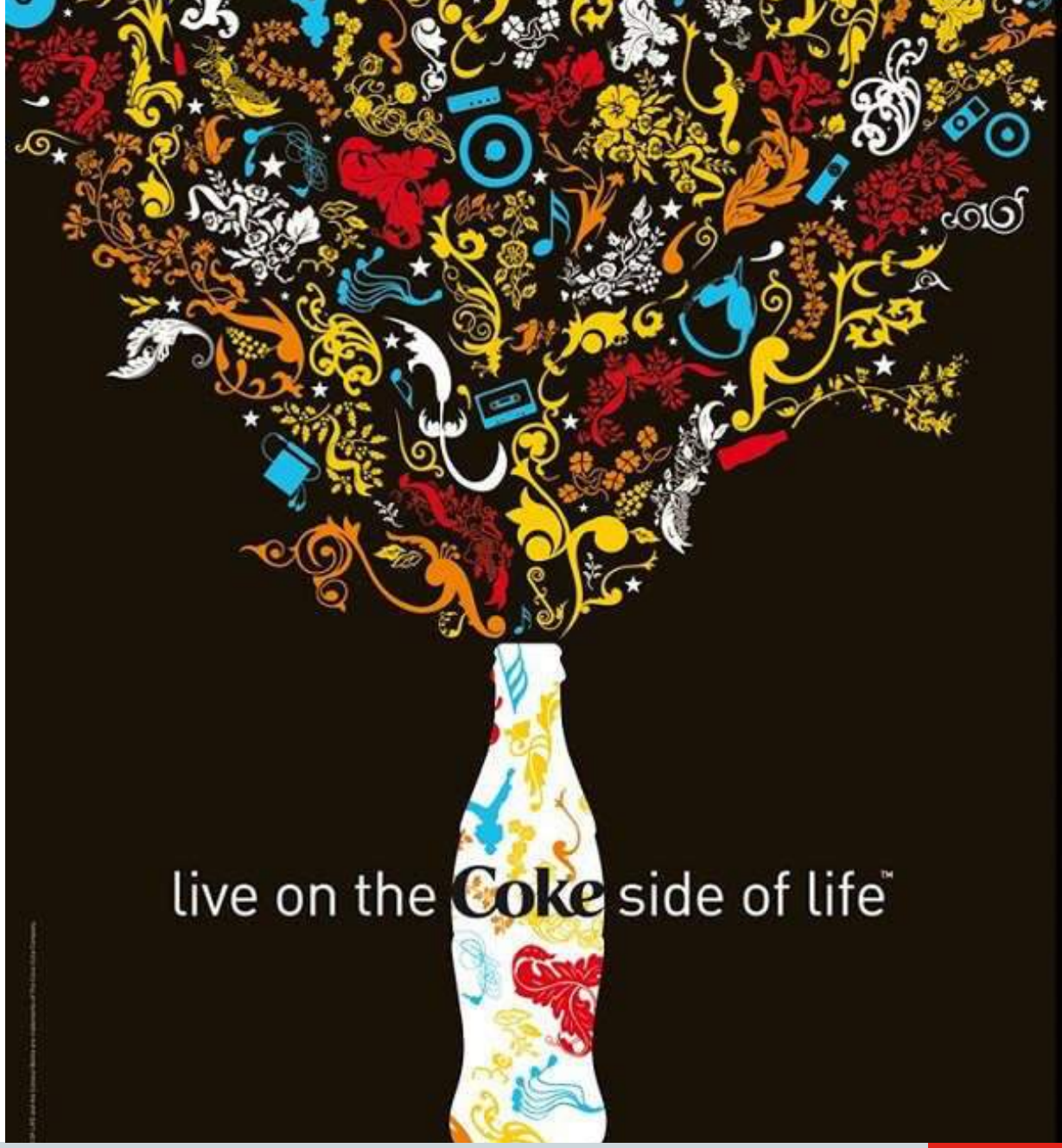


Choice Advantages

Brand awareness can affect **choices between brands** in the **consideration set** (critical in low involvement situations)

Brand Knowledge – Brand Image

- Consumers **perceptions** about a brand (set of **ideas/meanings**)
- Reflected by the **brand associations** held in consumer memory
- Brand associations can be either **brand attributes** or **brand benefits/sacrifices**
- Reflect the **other informational nodes** linked to the brand node



Brand Knowledge – Brand Image

Brand Image – Types of Brand Associations

Increasing Level of **Abstraction**

Attitudes

- **Consumers' overall evaluations of a brand**
- **form the basis for consumer behaviour**
- Related to beliefs about benefits/attributes

Benefits

- The **personal value** consumers attach to attributes
  - Functional
  - Experiential
  - Symbolic

Attributes

- Those **descriptive features** that characterize a product or service
- **Product-Related** (related to performance)
- **Non-Product Related**
  (price, packaging, user imagery, usage imagery)

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Brand Image – Dimensions of Brand Associations

Strength of Brand Associations

- Strength of connection to a brand node
- **Quantity** of processing information (how much person thinks about brand)
- **Quality** of processing information (the manner in which a person thinks about a brand)

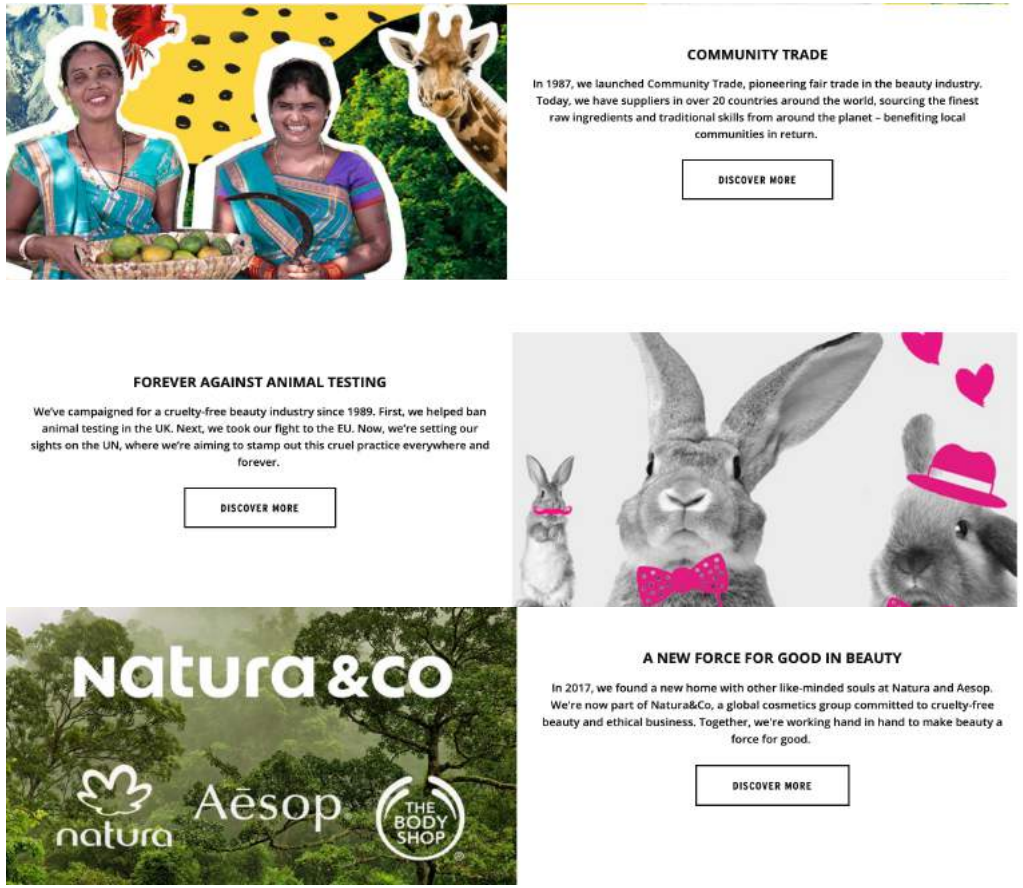
Favorability of Brand Associations

- Is higher when a brand possesses **relevant attributes** and **benefits** that **satisfy** consumer **needs** and **wants**

Uniqueness of Brand Associations

- Brand associations that are **not shared** with **competing brands**
- **Unique selling proposition** of the product
- Provides brands with sustainable **competitive advantage**

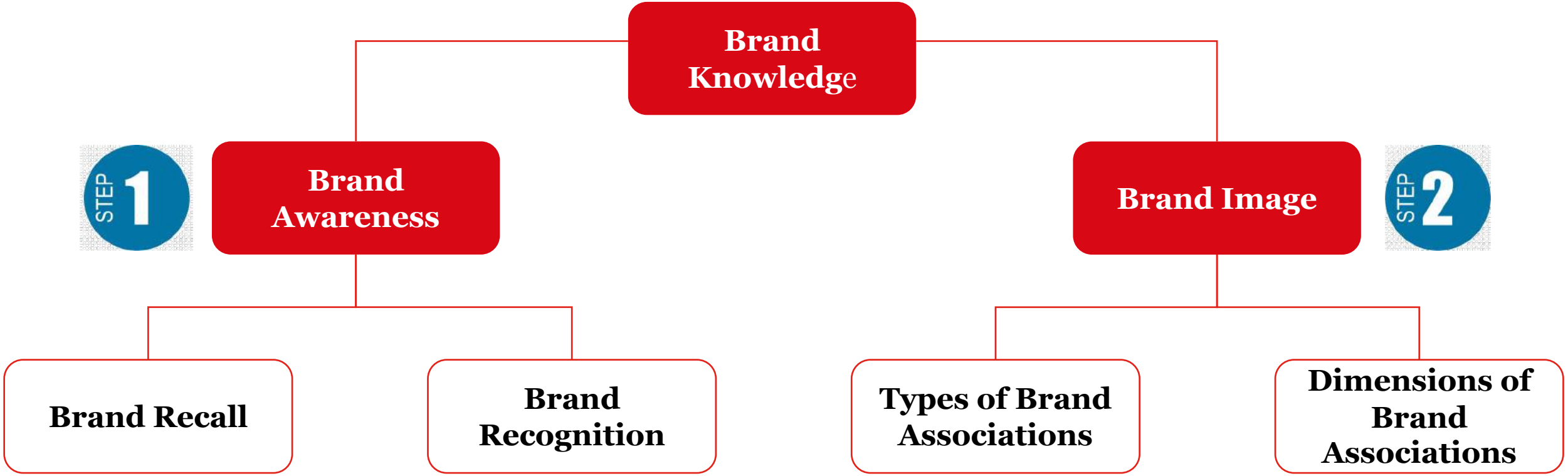
Example: Body Shop Brand İmage



- **Strong associations** to **personal care** and **environmental concern** through:
  - **Products** (natural ingredients, no parabens, no animal testing, packaging (simple refillable recycled)
  - **Merchandising** (brochures, displays)
  - **Supply policy** (working with local producers)
  - **PR** (visible and outspoken),
  - **CSR** (requiring each franchisee to run a local program)

Example: Body Shop Brand Image

Overview: Dimensions of Brand Knowledge



- Attributes
- Benefits
- Attitudes

- Favourable
- Strength
- Uniqueness

Source: Keller 1993

Part 2
Brand Positioning

Dr Andrés Gvirtz

Recall: The STP Process

Segment Markets

- Identify similar groups of customers
- Market segmentation
- Develop segment profiles

Target Markets

- Evaluate the attractiveness of each segment
- Select target segments to serve

Position Brand

- Identify possible brand positioning for each target segment
- Develop & communicate brand positioning

"Slice the pie into pieces" *"Picking the slice to eat"*

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Brand Positioning

Act of designing the company's offer and image so that it occupies a distinct and valued place in the target customers' minds.

Fundamental Positioning Principles

1. Establish position in the **minds** of customers
2. Provide **one simple** and **consistent** message (singular position)
3. Position must set firm **apart** from **competitors**
4. A company **cannot** be **all things** to all people – it must focus its effort

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Brand Positioning: Examples

Brand Positioning: Examples

Brand Positioning: Examples

Brand Positioning: Examples

Brand Positioning Statements – Examples

"The best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings"

"For businesses who need computers, IBM is the company you can trust for all your needs"

Brand Positioning Statements – Examples

"The best **personal computing** experience to **students, educators, creative professionals and consumers around the world** through its **innovative hardware, software and Internet offerings**"

Target customer | Frame of Reference | Point-of-Difference

"For **businesses** who need **computers**, IBM is the company **you can trust for all your needs**"

Ingredients of Brand Positioning

- Positioning requires that marketers define and communicate **similarities** and **differences** between their brand and its competitors.
- Specifically, deciding on a positioning requires:

1) Identifying **target customers**,
2) Determining a **frame of reference** by identifying the target market and relevant competition,
3) Identifying the optimal **points of parity** and **points of difference** brand associations given that frame of reference
4) Creating a **brand mantra** to summarise the positioning and essence of the brand

1) Identifying Target Customers

- **Target customers**: The specific group(s) of people that the brand wants to sell to and serve
- **Market Segmentation**: Process of identifying appropriate separate subset of customers for targeting purposes out of all consumers in that market' (West, Ford & Ibrahim, 2010)

Segmentation Criteria: Business-to-Consumer

- **Geographic:** Region, country size, city size, density, climate;
- **Demographic:** Age, gender, family size, family life cycle, income, occupation, education, religion, nationality;
- **Psychographic:** Values, opinion, attitudes, lifestyles, personalities
- **Behavioral:** Purchase/usage occasions, benefits sought, user status, usage rate

Segmentation Criteria: Business-to-Business

- **Demographic:** Number of employees, annual sales volume, number of establishment
- **Nature of Good/Service:** Kind, where used, type of buy
- **Buying Conditions:** Purchase location, who buys, type of buy

1) Identifying Target Customers – Profiling Example from Selfridge

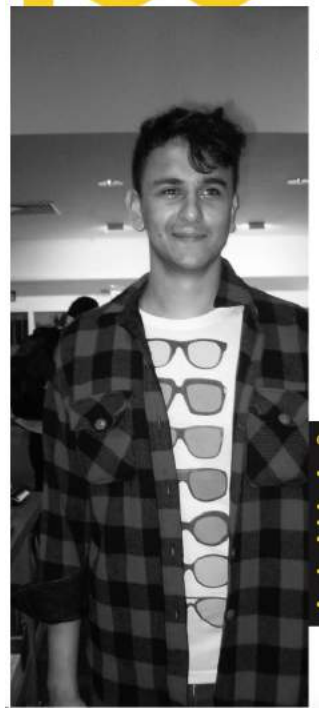
	Casual Shopper: Looking for Trends	Credit Card Killer: Obsessive Shopping	Hidden Glamour: Looking for London Style	Red Carpet Adventure: To be Seen and Heard	Bling, Bling: The Show Off's	Asian Chic: Brand Obsessive	Too Cool: I shop here, so what?	Movie Star: Classy meets cutting Edge	Future Customers: Younger Shoppers
AGE	30 - 45	35+	20 - 35	30 - 40	18 - 30	16 - 25	25+	30 - 60	15 - 20
GENDER	M	F	F	M/F	M	M/F	M/F	F	F
WITH WHOM	partner	alone	husband/family	partner	friends	friends	alone	friend/daughter	friends
PURCHASES	bedlinen	clothes nose trimmer	Bags	tableware	clothes, accessories	clothes, accessories, bags, perfumes	clothes, books, Accessories	clothes, bedlinen, accessories	cosmetics, clothes
WHERE IN THE SHOP	G, 1st, 4th	G, 2nd, 4th	LG, G, 2nd	LG, G, 3rd, 4th	G, 1st	LG, G, 1st, 2nd, cafes & restaurants	LG, G, 1, 2	2nd, 3rd	G, 2nd
WHEN	weekends	weekends weekdays	weekends weekdays	weekends	weekends	weedays weekends	weekdays weekends	weekends weekdays	weekends weekdays
WHAT TIME	after lunch	afternoon	morning to evening	after lunch	afternoon	after school	morning/afternoon	afternoon	after school
SHOPPING BEHAVIOUR	Browsing	Determined, Spends a lot	shop a lot, wander around	Browse a lot, Shop moderate	shopping It is a social event	shop a lot, enjoy the shop, lots spend time there	browsing and makes secure choices when buying	Determined, knows exactly what she wants	meeting point, Shopping as a social event
SELFRIDGES IS...	up to date	paradise	style	a stage	a stage	love	escape	up to date	super cool
MOST LIKELY INFLUENCED BY	tribel tech cocooning green design hometainment	eco-simplicity folklore let the outdoors in neo-nonsense control imagineer	eco-simplicity exclusive items	nowism flexibility eco-simplicity control imagineer	exclusive items neo-nonsense	nowism control imagineer know-it-all	control imagineer green design eco-simplicity second hand heart/emotion/ comfort	hometainment folklore Know-it-all green design	nowism control imagineer know-it-all

1) Identifying Target Customers – Profiling Example

Too Cool

The Too Cool customer is a very demanding and cultured person. For them Selfridges is synonymous with quality and variety. Discreet, they avoid the crowds. They like to browse a lot to find that exclusive item. Selfridges is an adventure and they go about every two months. We have chosen the "too cool" type because they are ahead of the curve, where Selfridges aims to be in it's home and leisure department. They are also a customer type that Selfridges would like to see more of in its store.

I shop here, so what?!



Customer Spotlight

- 24 year old structural engineer
- His 2nd time in Selfridges
- Found on LG floor
- Likes Selfridges as a building
- Was looking for kitchenware and towels
- Uses the Foodhall

- 47 year old English fashion editor for an LA magazine
- Comes to Selfridges 4-5 times a year
- Looks for fashion designer brands only
- Found on 2nd floor
- Goes more often to Harvey Nichols

Asian Chic

Brand Obsessive

They are "in love" with Selfridges and high fashion brands. They hang out in the store, usually in groups spending a lot of money. For them, going to Selfridges is almost a ritual, and they go there at least 3 times a week.

Customer Spotlight

- 22 Years old
- Studies English
- Favourite brand: Diesel (in Selfridges, there's a Chinese sales assistant)
- Enjoys the vibrant atmosphere inside the store
- In Selfridge's he can buy anything he needs
- He doesn't compare prices, goes straight to Selfridges because of the quality
- In 3 Months of living in London he has spent £2,000
- Latest purchase: pillows from the 4th floor

A collection of yellow bags kept by a Selfridges fanatic. Items bought are written on the bags they came in as a sort of Selfridges shopping diary.

2) Identifying Frame of Reference

- The (industry/product) **category** in which the brand is competing
- Defines which **other brands** a brand **competes with**
- Focus of **competitive analysis**
- **Starting point:** Determine (sets) of products with witch the brand competes & identify substitutes

2) Identifying Frame of Reference

Are you entering the right product category?

Lululemon-branded beer hits store shelves this summer

Yoga giant partnering with Stanley Park Brewing to broach the beer-yoga divide

CBC News Posted: Jul 20, 2015 5:14 PM PT | Last Updated: Jul 22, 2015 10:31 AM PT

2) Identifying Frame of Reference

Are you entering the right product category?

3) Determine Points of Difference & Points of Parity

Points-of-Difference

- Attributes or benefits customers **strongly** and **positively associate** with a **brand**
- Believe they **could not find** to the **same extent** with a **competitive brand**
- Possess: ”Proof points”– **Reasons to belief**

Points-of-parity:

- Attributes **shared** with **other brands**, they are **not unique** to the **brand**

Category points-of-parity are attributes or benefits that consumers view as **essential** to a legitimate and credible offering within a certain product or service category.

Competitive points-of-parity are associations designed to **negate** competitors‘ point-of-difference

Correlational points-of-parity negative associations that arise from **other positive** associations (low price vs. High quality, taste vs. Low calories)

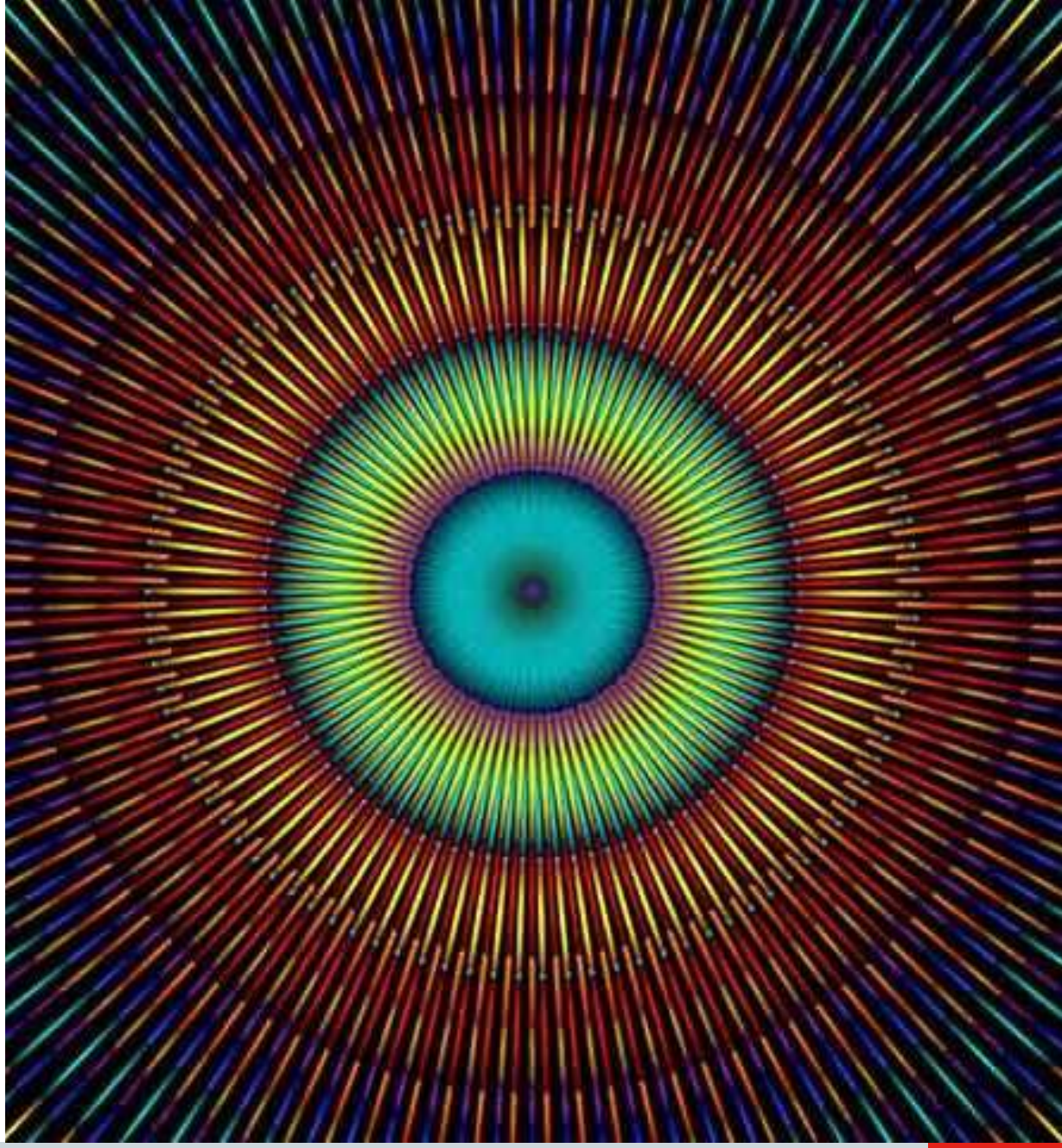
4) Establish Brand Mantras

Brand Mantras

- Articulation of **heart** & **soul** of brand
- Closely related to "**brand essence**" and "**core brand promise**"
- **Three- to five-word phrases** that capture essence of brand positioning

Designing Brand Mantras

- **Brand Function** (nature of product, benefit type)
- **Descriptive** Modifier (clarifies nature of product – not just any kind)
- **Emotional** Modifier (manner benefit is provided)



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4) Establish Brand Mantras – Examples

	Emotional Modifier	Descriptive Modifier	Brand Function
NIKE	Authentic	Athletic	Performance
McDonald's	Fun	Folks	Food
Disney	Fun	Family	Entertainment
BMW	?	?	?
Red Bull	?	?	?

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Part 3
RESONAR

Dr Andrés Gvirtz

RESONAR: Group Assignment

*All images created by Dr Gvirtz with DALL-E by OpenAI

RESONAR: Group Assignment

- Ideal group size of 5, exceptionally, groups of 6
- Send me the team agreement until Wednesday at noon – if you are still looking for a group, just sent me a message!
- If necessary, I will randomly assign students to groups or split groups for equal distribution
- Schedule a first meeting by week 3!
- If any issues arise, you have to raise them with me early on
- We will discuss next week submission requirements

*All images created by Dr Gvirtz with DALL-E by OpenAI

RESONAR: Group Assignment

After class you will find on KEATS:

- Welcome video just shared with you
- Assignment Brief
- 1) Team Agreement, 2) Team peer evaluation 3) Peer review
- Brochure that constitutes the main branding document to review
- Sheet that provides links to additional information, specifically a press releases and videos that can be reviewed as part of the Brand Audit (Among others, a 90 second interview with a South-American television channel is linked, the video is in Spanish, but YouTube can provide automatically translated subtitles that are accurate)

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RE-READ FOR NEXT CLASS

HARVARD | BUSINESS | SCHOOL

9-520-102
REV: JULY 29, 2022

JILL AVERY
GIANA M. ECKHARDT
MICHAEL B. BEVERLAND

Brand Storytelling at Shinola

"The question isn't why you build a watch factory in Detroit, it's why you build one anywhere else. This is the city that made this country, with its steel, with its skill, with its labor. Reestablishing trades that haven't been seen in this country in a generation or more, it's a tall order to return to full, but it's what hundreds of employees work toward every day here in Detroit. Where we believe in the beauty of industry, the glory of manufacturing."

— "Our Story" @ Shinola.com[1]

Detroit, Michigan, aka "The Motor City," is most known as the birthplace of most of the American classic automotive brands, including Ford, Chevrolet, Chrysler, Buick, Cadillac, Lincoln, Dodge, and Jeep. It is a city filled with the rich history of the industrial age, the pride of American manufacturing, and of the soulful sounds of Motown music. It is also a place that more recently has become synonymous with rustbelt urban decay, characterized by abandoned factories, commercial buildings, and homes, soaring unemployment and homelessness, and a sense of despair since the city's declaration of bankruptcy in 2013, which led to its other nickname, "America's Warzone".[2] It was a surprising place to find the headquarters of a new luxury brand.

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Next class

- One additional mandatory readings

Harvard Business Review

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Marketing

The Brand Report Card

by Kevin Lane Keller

From the Magazine (January–February 2000)

Tweet Post Share Save Buy Copies Print

Building and properly managing brand equity has become a priority for companies of all sizes, in all types of industries, in all types of markets. After all, from strong brand equity flow customer loyalty and profits. The rewards of having a strong brand are clear.

BBC STUDIOS

Thank you

andres.gvirtz@kcl.ac.uk

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	**L3**	**Choosing Brand Elements**	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Agenda – Lecture 2

Part 1: Follow-Up ”Brand Building Process”

Part 2: Case Study: Shinola

Part 3: Brand Identity

Part 4: Sources of Brand Identity: Brand Elements

Part 5: Choosing Brand Elements

Part 6: BBC Studios: Visit

Part 1
Brand Building Process

Dr Andrés Gvirtz

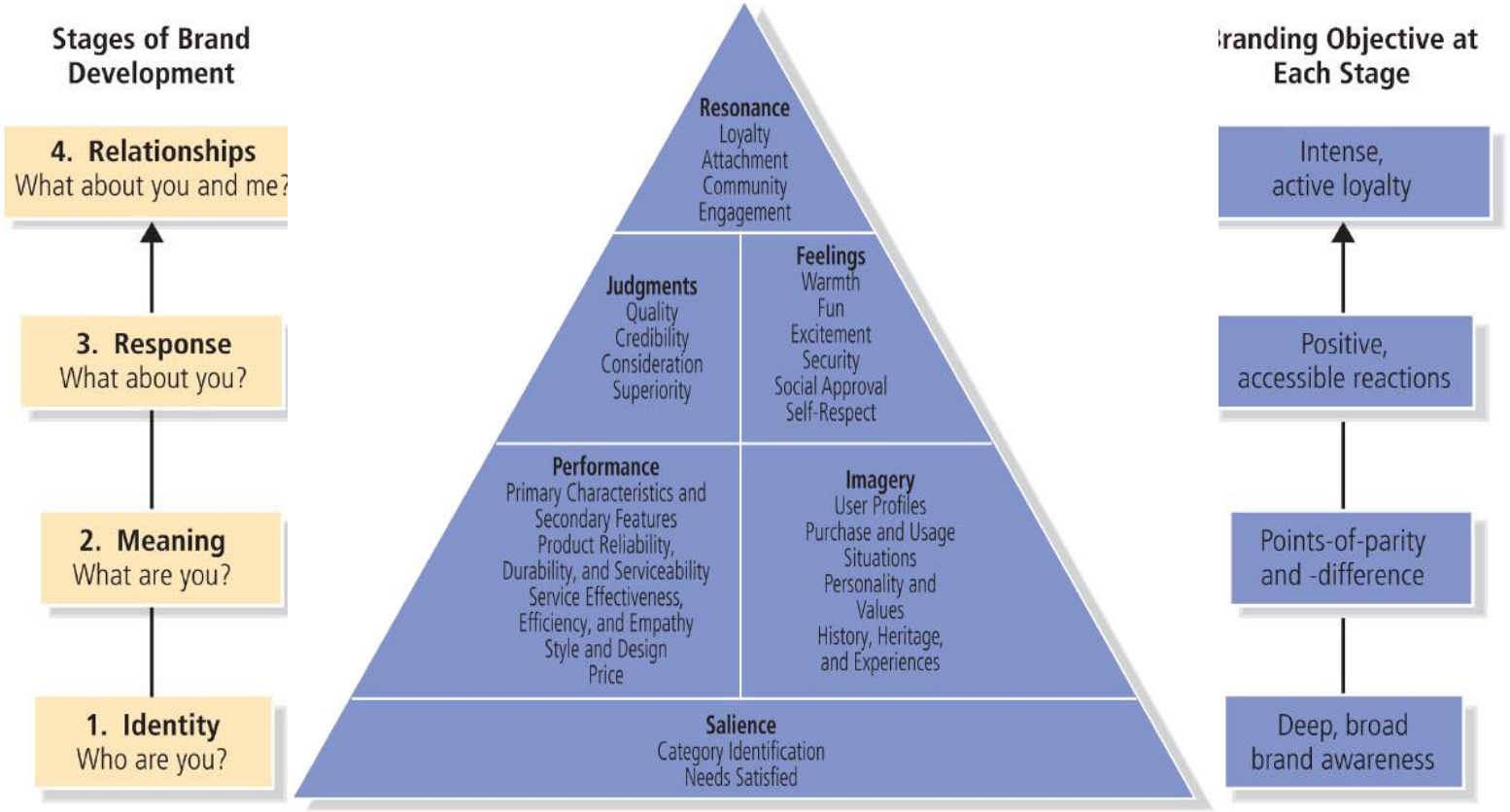
Four Steps of Brand Building – Brand Resonance Model
Or how to create intense, active loyalty relationships with customers

Establish what brand-customer association & connection

Establish what customers **think/feel** about you

Establish **brand meaning**

Establish **brand identity**



6 Important brand building feelings

Warmth — Soothing feelings that make consumers feel a sense of calm or peacefulness.

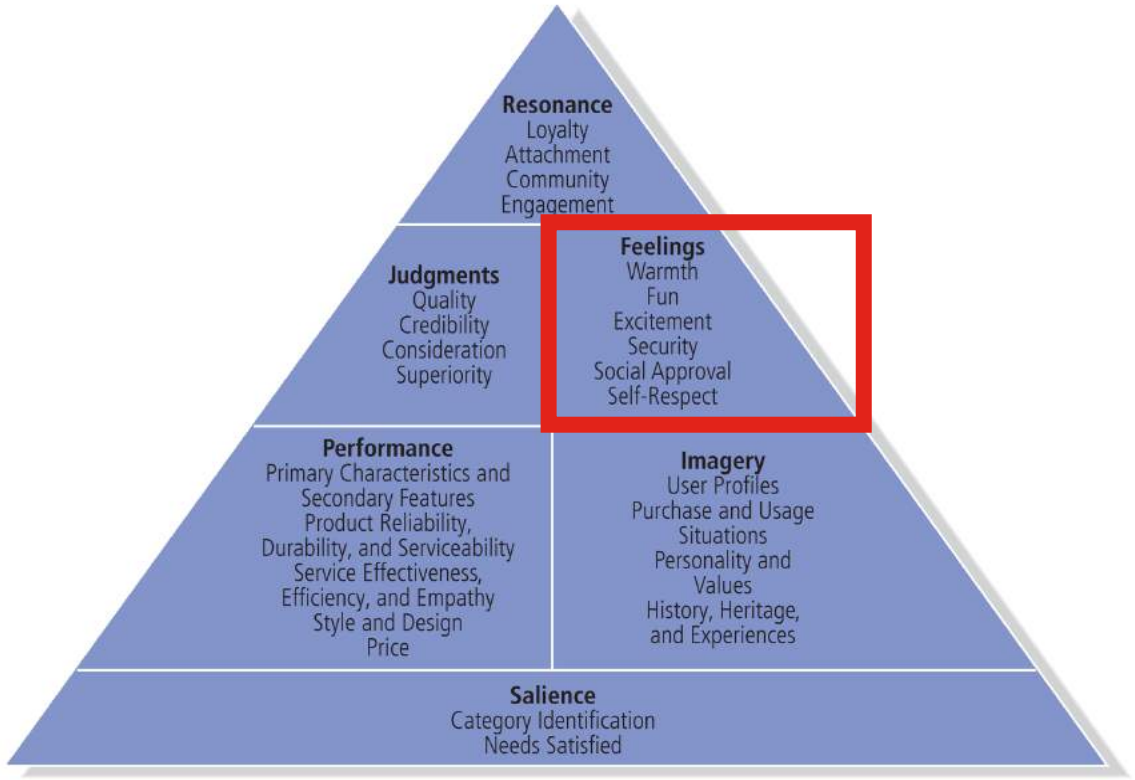
Fun — Upbeat feelings that make consumers feel amused, lighthearted, joyous, playful, and cheerful.

Excitement — Ability of the brand to make consumers feel energized and experience something special.

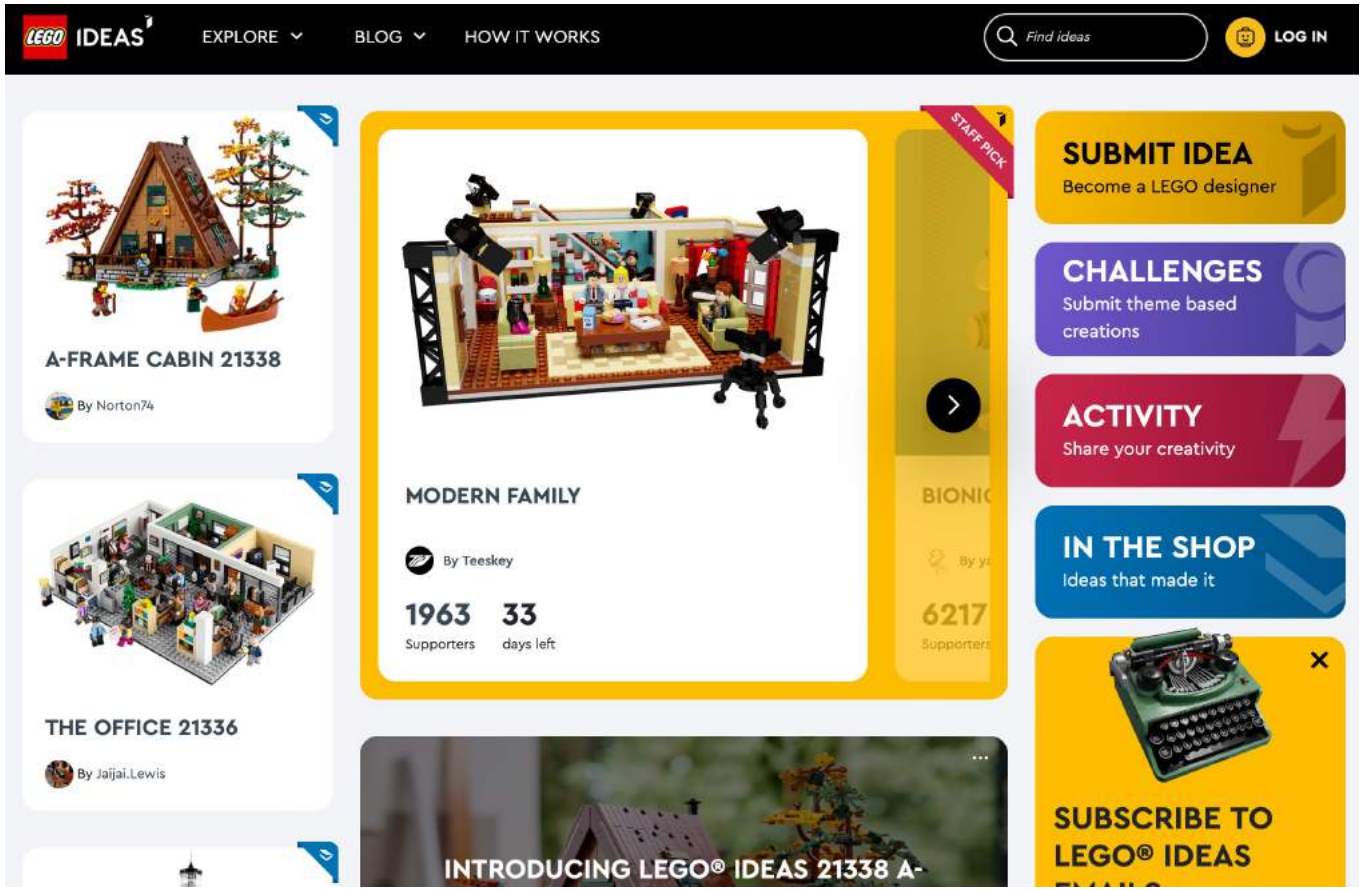
Security — Ability of a brand to produce a feeling of safety, comfort, and self-assurance.

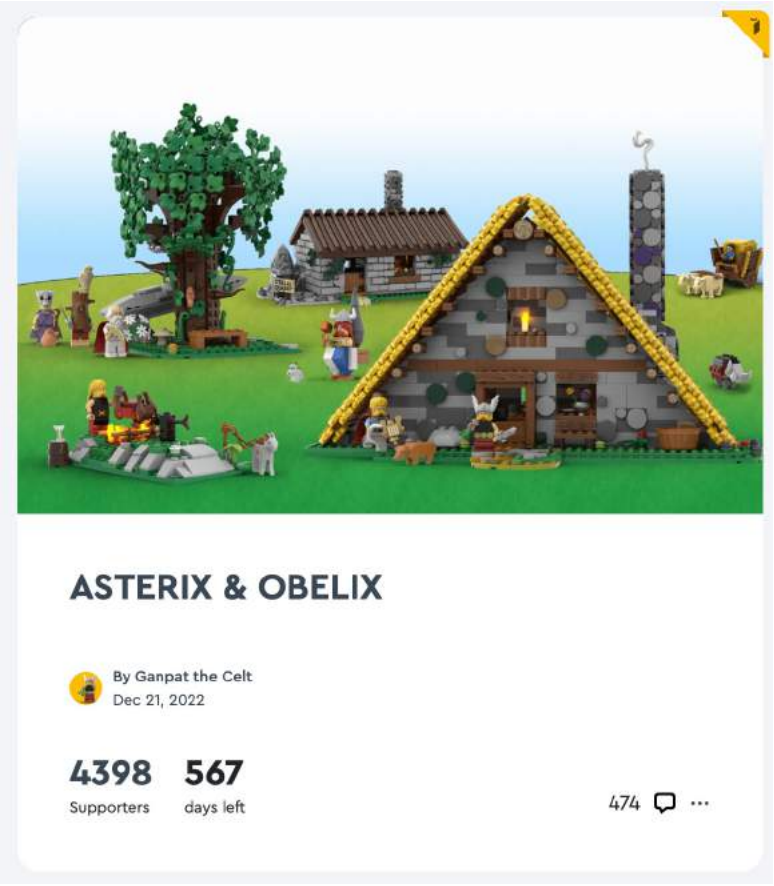
Social approval — Gives consumers a belief that others look favorably on their appearance and behavior.

Self-respect — Brand makes consumers feel better about themselves.



Brand Communities: Intense, Loyal Followers





Brand Communities: Intense, Loyal Followers

Brand Communities: Intense, Loyal Followers

Brand Communities: Intense, Loyal Followers

Turning Customers Into Cultists

Why many companies now take their cues from religious sects

DEREK THOMPSON DECEMBER 2014 ISSUE

The Atlantic

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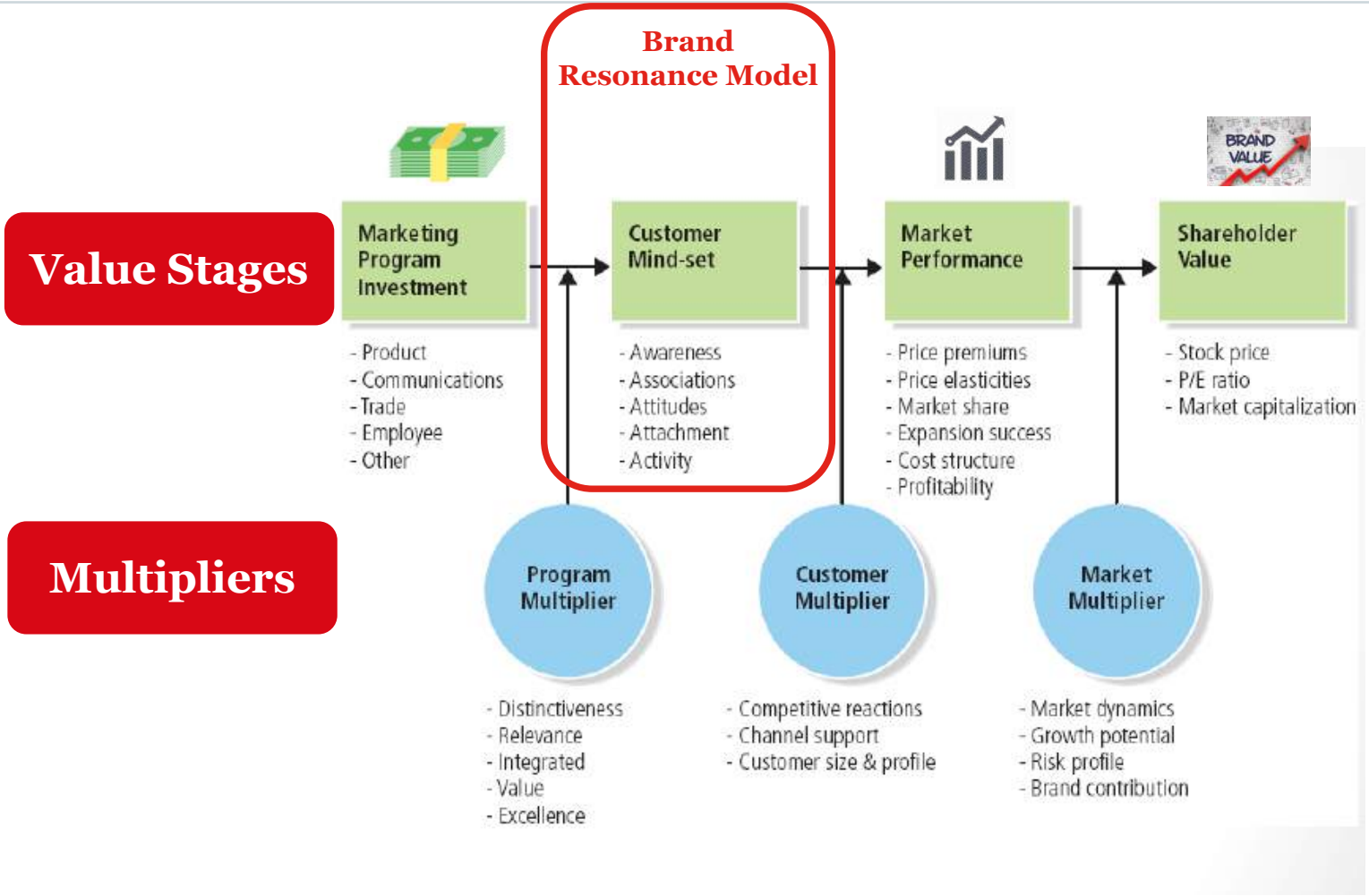
The Brand Value Chain



Part 2
Case study: Shinola

Dr Andrés Gvirtz

Shinola

SHINOLA
Argonite-1069
DETROIT
NEARLY ALL OF SHINOLA PRODUCTS ARE BUILT IN THE US WITH US OR IMPORTED PARTS

How to Analyze a Case Study?

1. Identify the most important facts surrounding the case
2. Identify the key issue or issues
3. Specify (alternative) courses of action
4. Evaluate each course of action
5. Recommend the best course of action

RECOMMENDATION: Underline important parts of the case

Guiding questions

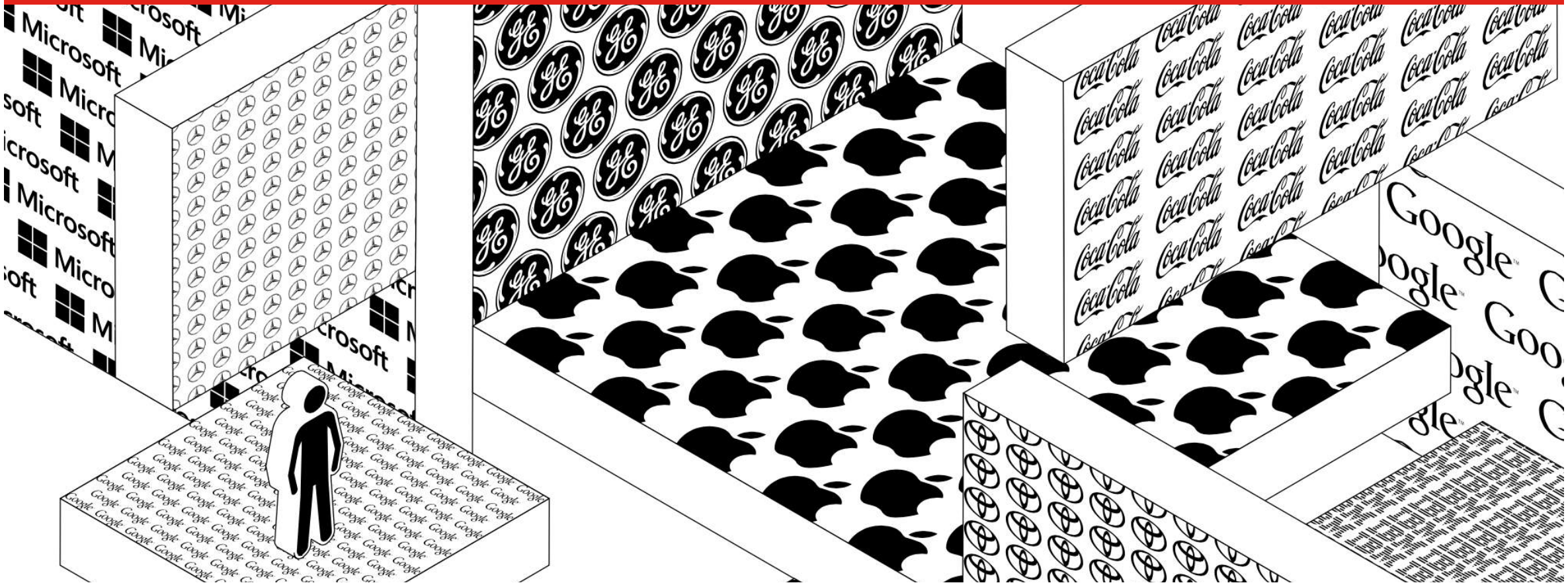
1. What is Shinola's brand story? From where does it derive its power?
2. Why do consumers appear to be responding to Shinola's story? Which needs does it fill for them?
3. How authentic is Shinola's brand story? How much does authenticity matter to luxury consumers?
4. How effective is Detroit for place branding? What are the opportunities and risks of aligning a brand with Detroit?
5. Overall, what recommendations would you make to Shinola as it looks to develop its brand further?

Part 3
Brand Identity

Dr Andrés Gvirtz

Recall: CBBE & Brand Knowledge

CBBE: The differential effect that **brand knowledge** has on consumer response to the marketing of that brand (Keller 2013)



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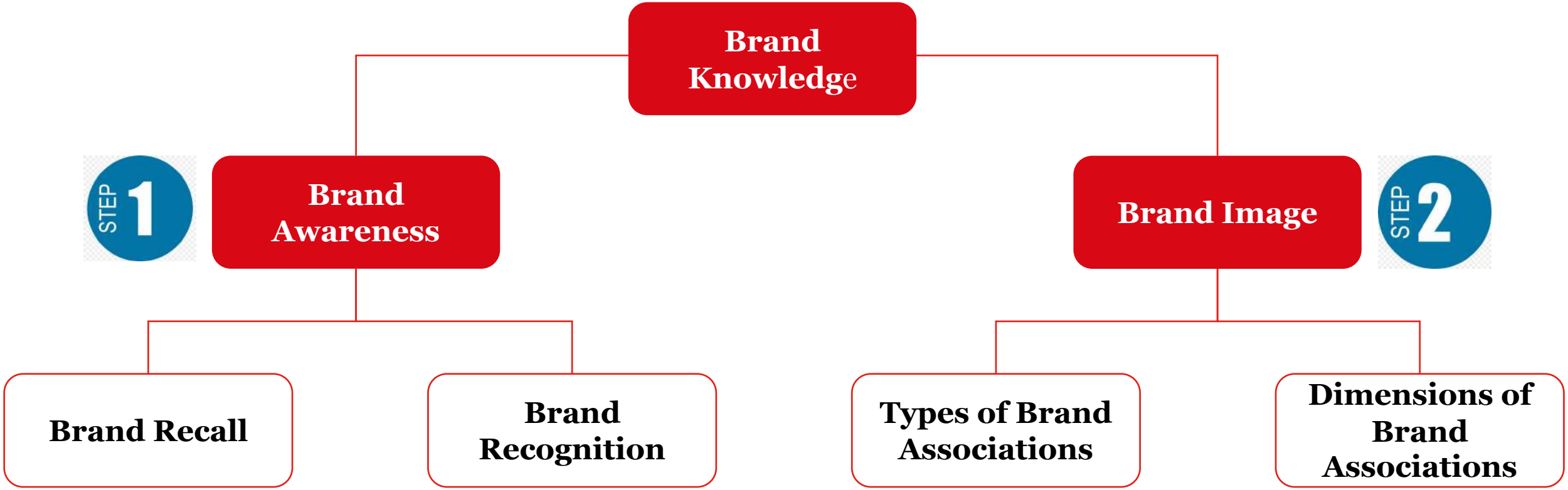
Recall: CBBE & Brand Knowledge

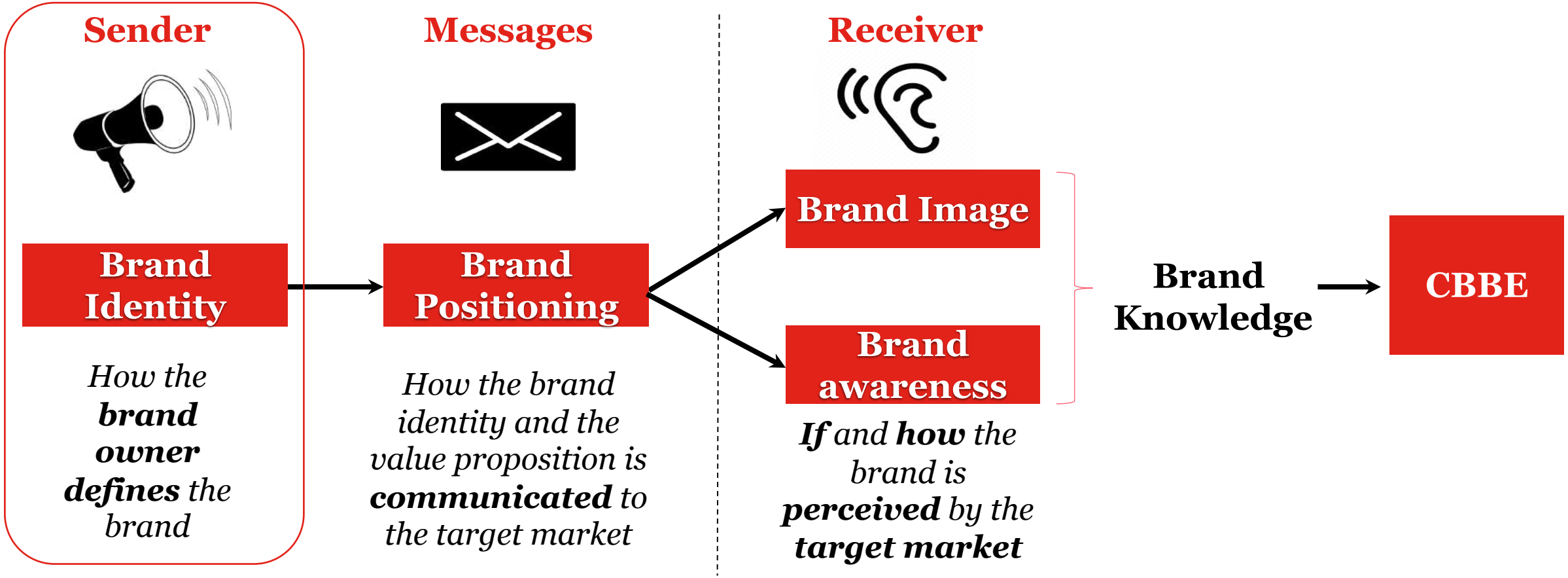
Source: Keller 1993



- Attributes
- Benefits
- Attitudes

- Favourable
- Strength
- Uniqueness

Brand Identity, Positioning, Image and Awareness



What is Brand Identity?

- Identity expresses the **tangible** and **intangible specificities** of the brand, those that make the brand **what it is**, without which it would be something different
- Reflects how the **brand owner wants** the consumer to perceive the brand (the associations brand strategists **want to create**)
- Works as a **guideline**, as the **frame** in which a brand will evolve and define itself
- Nurtured from brand's **roots**, its **heritage**, everything that gives it's **unique authority** and **legitimacy**

Questions to Address When Developing Brand Identity

- What is the brand's particular **vision** and **aim** ?
- What makes it **different**?
- What **need(s)** is the brand **fulfilling**?
- What is its **permanent** nature?
- What are its **value** or **values**?
- What is its field of **competence**? Of **legitimacy**?
- What are the **signs** which make the brand **recognisable**?

Facets of Brand Identity

Kapferer's Brand Identity Prism

Brand has to be seen as a person

Picture of Sender

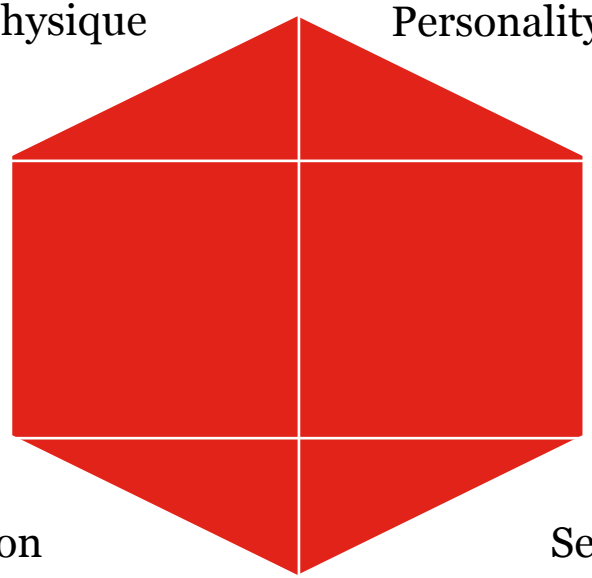
Physique

Personality

Externalisation

Social aspects that define the brand's external expression

Relationship



Culture

Internalisation

Aspects that are incorporated into the brand itself

Reflection

Self-image

Picture of Recipient

Brand has to be seen as a stereotypical user

Source: Kapferer 2007

Facets of Brand Identity: 1. Brand Physique

- Set of **physical features** which are evoked in people's mind when brand is mentioned

- The physical facet also comprises the **brand's prototype:** the flagship product that is representative of the brand's qualities

Modern

Sleek

Minimalistic

Facets of Brand Identity: 2. Brand Personality

The way in which the brand speaks of its products or services shows what kind of person it would be if it were human

Set of human characteristics attributed to a brand

Very important in advertising (customers are more likely to buy a brand if its personality is similar to their own)

Facets of Brand Identity: 3. Brand Culture

- **System of values** and **basic principles** on which a brand has to base its **behaviour** (products and communication)
- Brands are **driven by** and **convey** culture
- Often linked to **country-of-origin**

Facets of Brand Identity: 4. Brand Relationship

Refers to the nature of the relationship between the brand and its consumers

Types of attitudes the brand wants to convey differ, e.g.:

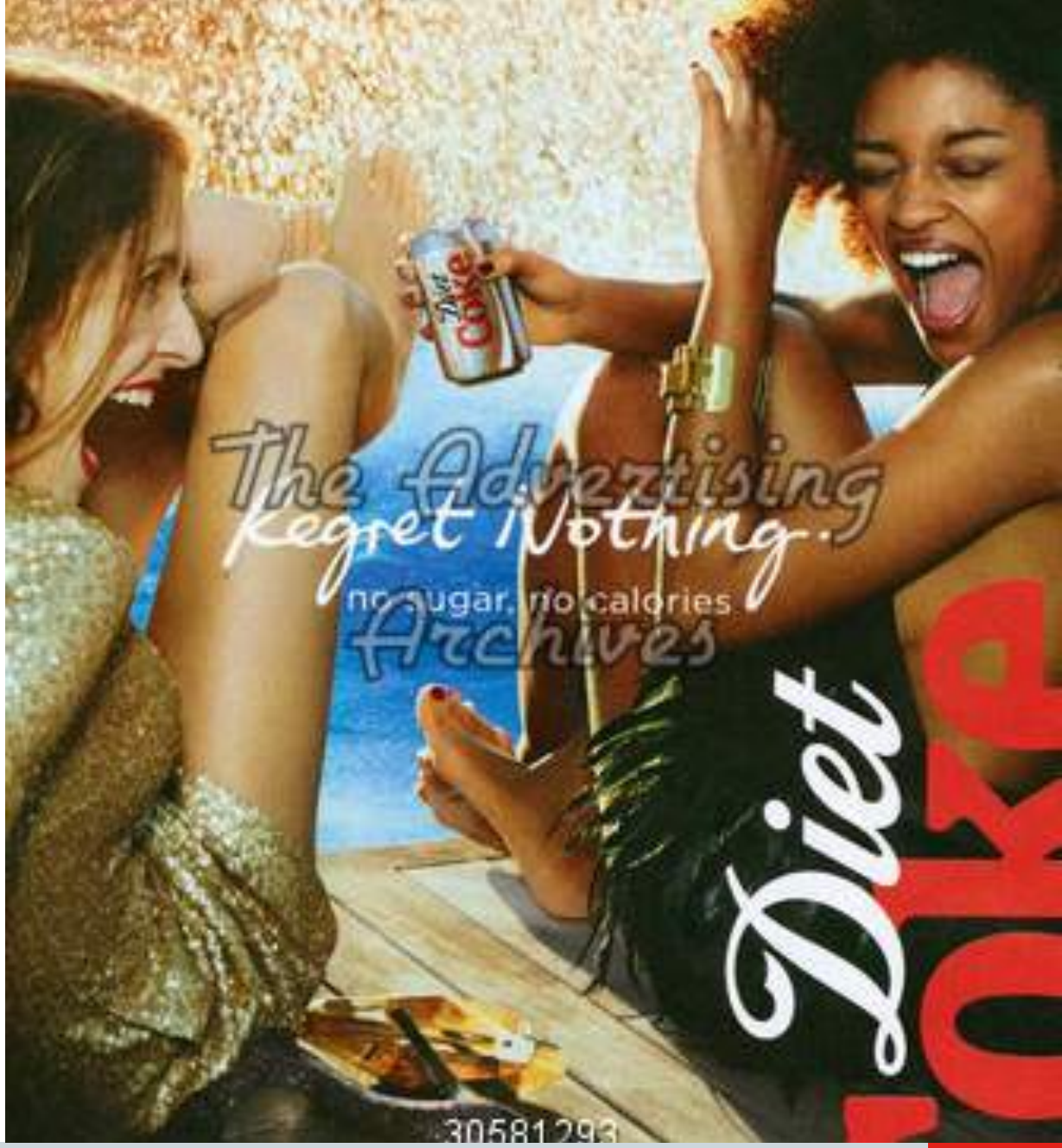
Dior: grandiose and ostentatious flaunting the desire to shine like gold

Nike: relationship based on provocation - it encourages us to let loose ('just do it')

Scoot: playfulness

Facets of Brand Identity: 5. Brand Reflection

- Refers to how a brand **portrays** its **target audience**
- Set of **stereotypical beliefs** or **attribute**s of a brand's target market (often highlighted in ads and communication)
- Must not necessarily reflect actual customer base
- **Coca-Cola**: fun, friendly teenagers, however, customer base much more diverse
- **Apple:** vibrant, adventurous and energetic people, irrespective of age, weight, race, etc.



Facets of Brand Identity: 6. Customer Self-Image

Relates to the way in which customers see themselves in a particular brand

Brands can use self-image to their advantage by incorporating it into their identities

Self-image is like an internal mirror the target group holds up to itself—by associating themselves with certain brands, customers see themselves differently (I feel, I am…)

Reflection: the target's outward mirror (they are…)

Facets of Brand Identity: 6. Customer Self-Image

Facets of Brand Identity: Example I – Lacoste

Physique

- Quality shirt
- Sportswear
- From casual to formal, always comfortable

Personality

- Discreet without fancy
- Well-balanced
- Serene

Relationship

- Social conformity & distinction
- Exclusive

Culture

- Individualism
- Aristocratic ideals
- Classicism
- WASP

Reflection

- They are non-conspicuous men & women having real class

Self-image

- I am discreetly elegant
- I am always correct although casual

Facets of Brand Identity: Example II – Ferrari

Physique

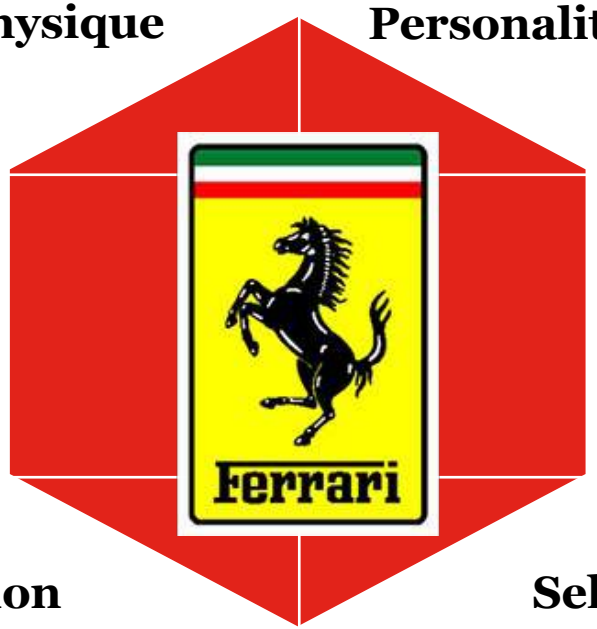
- Prancing horse
- Red colour
- Italian flag
- Yellow shield

Personality

- Classy
- Ambitious
- Athletic
- Dominant
- Flamboyant

Relationship

- Exclusive
- Bonding



Culture

- Luxury
- Formula One
- Italian

Reflection

- They are wealthy, middle-aged men who wish to express their social status

Self-image

- I am the elite
- I want to be the best

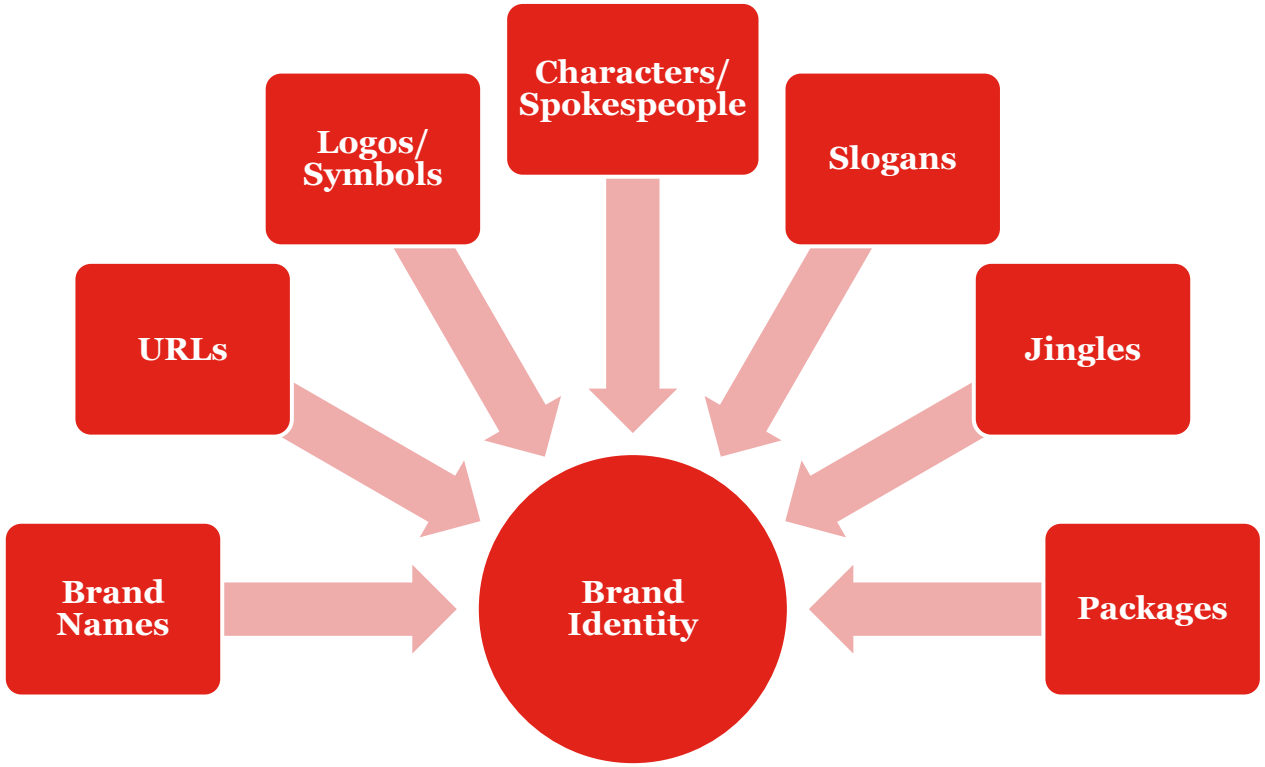
Part 4
Sources of Brand Identity: Brand Elements

Dr Andrés Gvirtz

What are Brand Elements?

What are Brand Elements?

Those trademarkable devices that serve to identify and differentiate the brand (Keller, 2013).



Brand Elements: Brand Names

- One of the **most fundamental choices** as captures key associations of a product
- Effective **shorthand means** of communication
- Most **difficult** brand element **to change**

- **Brand awareness:**
  - **Simplicity:** “Coke”, “Bud”, ”Chevy”
  - **Ease of pronunciation** and **spelling**
  - **Familiarity** and **meaningfulness** (*Newsweek, JuicyJuice)*
  - Differentiated, distinctive, and uniqueness

- **Brand associations:**
  - Must capture **key attribute** or **benefit associations**
  - Name can also **reinforce an associations** that **makes up the positioning**

Brand Elements: Brand Names – Types

Descriptive Names

PayPal

BRITISH AIRWAYS

Acronyms

HSBC

bp

KFC

Associative

amazon

Red Bull

Founder's Names

WALT DISNEY

IKEA

Combined Words

vodafone

Microsoft

facebook

Generic Word

orange™

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Brand Elements: Brand Names

The highest awareness level is brand dominance (Aaker, 2010)

Acetylsalicylic acid
Trademark owner: Bayer

Trademark owner: Johnson & Johnson
Generic name: Adhesive bandage

Trademark owner: 3M
Generic name: Sticky note

Brand Elements: URLs

- URLs (uniform resource locators) **specify locations** of pages on the web
- Commonly referred to as **domain names**
- **Every three words combination** & all words in typical English dictionary are **already registered**

PricewaterhouseCoopersWasALongName

- A company can either:
  - **Sue** the current owner of the URL for copyright infringement
  - **Buy** the name from the current owner
  - Or **register all conceivable variations** of its brand as domain names ahead of time.

Brand Elements: Logos & Symbols: Two types of logos

Visually represent brand names

Play a critical role in building brand equity and especially brand awareness

Corporate Names or Trademarks
(word marks with text only)

Abstract Design
(may be completely unrelated to the word mark, corporate name, or corporate activities)

Advantages:

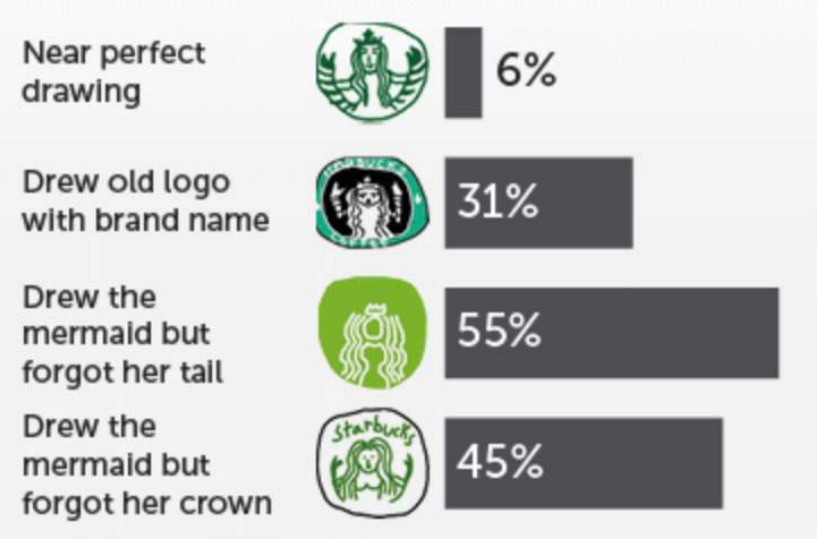
- Transfer well across cultures & product categories
- Offer advantages when full name is cumbersome (e.g., National Westminster Bank)
- More easily adaptable over time

Brand Elements: Logos & Symbols

The Accuracy of Famous Logos Drawn From Memory by 156 People

Best | Worst

Accuracy Rank	Brand	% of Near-perfect Drawings	% of Good Drawings	Average Self-perceived Accuracy	Average Independent Accuracy	Overconfidence Rank (10= Most Overconfident)
1	IKEA	30%	56%	4.9	3.9	3
2	Target	25%	52%	7.6	5.1	9
3	Apple	20%	35%	6.9	4.3	10
4	7-Eleven	19%	46%	4.7	3.5	4
5	Burger King	18%	40%	4.6	3.2	6
6	Domino's	16%	28%	5.4	3.3	7
7	adidas	12%	42%	5.5	4.1	5
7	Walmart	12%	29%	6.2	3.8	8
9	Foot Locker	8%	25%	3.4	3.3	1
10	Starbucks	6%	17%	4.3	3.4	2



Brand Elements: Characters

A special type of **brand symbol**—one that takes on **human** or **real-life** characteristics

Advantages:

- Can help communicate a key product benefit
- Enhances likeability & possibility to create relationship with brand
- Don't grow old, don't demand pay raises,…

Brand Elements: Characters

Ronald McDonald to lay low while creepy clown sightings on the rise

PUBLISHED TUE, OCT 11 2016·2:43 PM EDT | UPDATED TUE, OCT 11 2016·7:00 PM EDT

Sarah Whitten
@SARAHWHIT10

SHARE

Brand Elements: Slogans

- Short phrases that communicate **descriptive** or **persuasive information** about the brand
- Extremely efficient shorthand means to build **brand awareness and brand image**
- Relevant in advertising & packaging
- **Easier to change** than brand names or logos

- Develop its **own meaning**, become detached from brand
- **High exposure** makes slogans **loose** their **meanings**
- Can **reinforce associations** that brand **does not want** anymore

Because i' m worth it

i'm lovin' it

JUST DO IT.

Brand Elements: Jingles

- **Musical messag**es written **around the brand**
- Typically composed by professional songwriters
- Consist if **catchy hooks** and **choruses**
- Extended **musical slogans**
- **Hard to transfer** to other brand elements
- Jingles are perhaps **most valuable** in enhancing **brand awareness**

Brand Elements: Packaging

Activities of designing and producing containers or wrappers for a product

Influences value perceptions

- Long after purchase, packaging can lead us to believe we bought it because it was a good value

Influences consumption

- Customers consume between 18% and 32% more of a product as the size of the container doubles

Influences Taste

- Sense of taste and touch is very suggestible
- What we see on a package can lead us to taste what we think we are going to taste

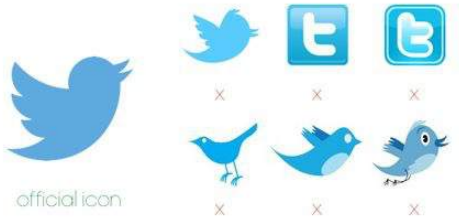
Influences how the consumer uses the product

- Encourages customers to use product in different situations (e.g., soups for breakfast, baking soda as a refrigerator deodorizer)

Part 5
Choosing Brand Elements

Dr Andrés Gvirtz

Criteria for Choosing Brand Elements



1. **Memorable**
   - Should be easily memorable & attention-getting to facilitate brand recognition & recall
2. **Meaningful**
   - **Descriptive Meaning:**
     - General information about the product's function, category, needs satisfied, benefits supplied
     - Important for brand awareness
   - **Persuasive Meaning:**
     - Specific information about specific attributes & key PODs of brand
     - Important for brand image & positioning
3. **Likeable**
   - Rich visual & verbal imagery
   - Fun, interesting, aesthetical pleasing

Marketer's <u>offensive</u> strategy and build brand equity

Criteria for Choosing Brand Elements

4. **Transferable**
   - Refers to the extent to which brand elements add to the CBBE for new products/markets
   - Within and across product categories
   - Across geographic boundaries and cultures (non-meaningful, synthetic names better)

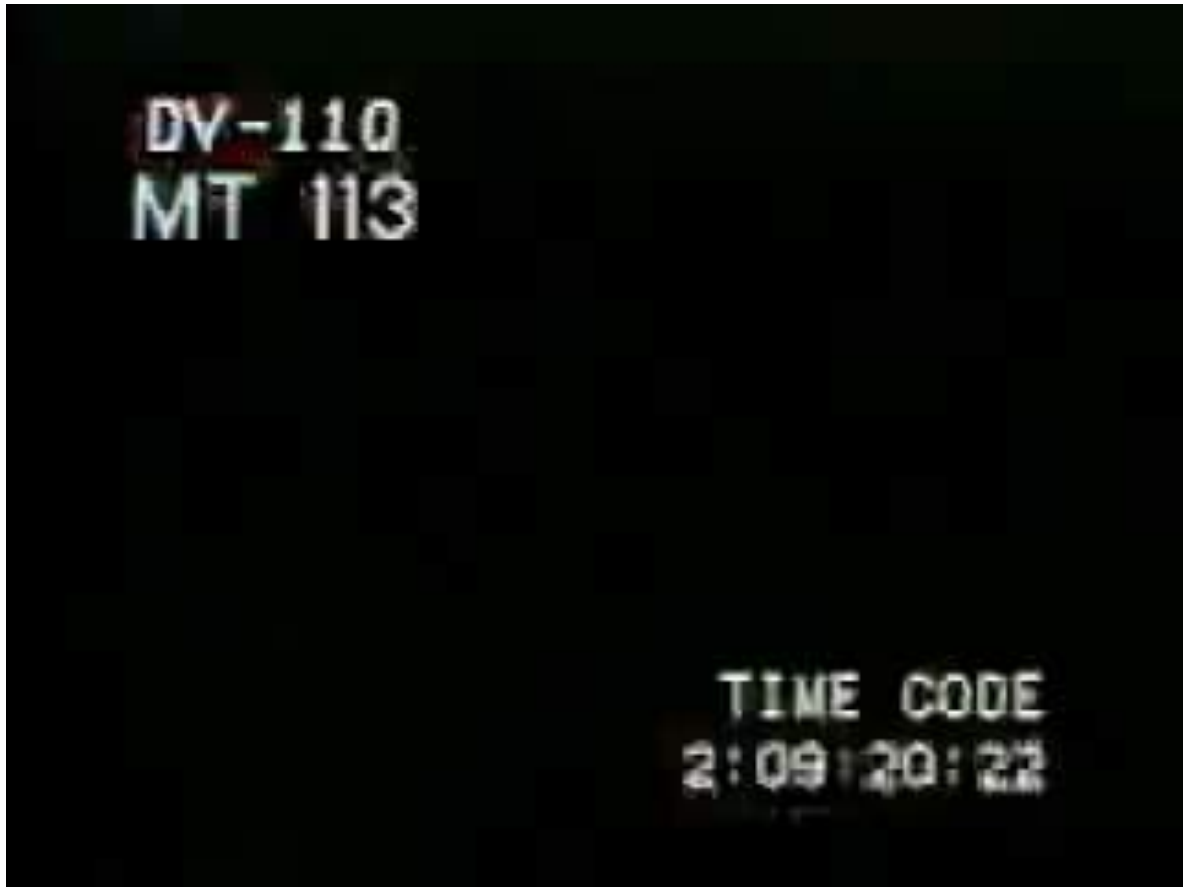
5. **Adaptable**
   - The more flexible and adaptable, the easier it is to update it to changes in consumer values and opinions.

6. **Protectable**
   - Choose brand elements that can be legally protected globally
   - Formally register chosen brand elements with the appropriate legal bodies.
   - Vigorously defend trademarks from unauthorized competitive infringement

Defensive role for leveraging and maintaining brand equity

...on Transferability

...on Transferability



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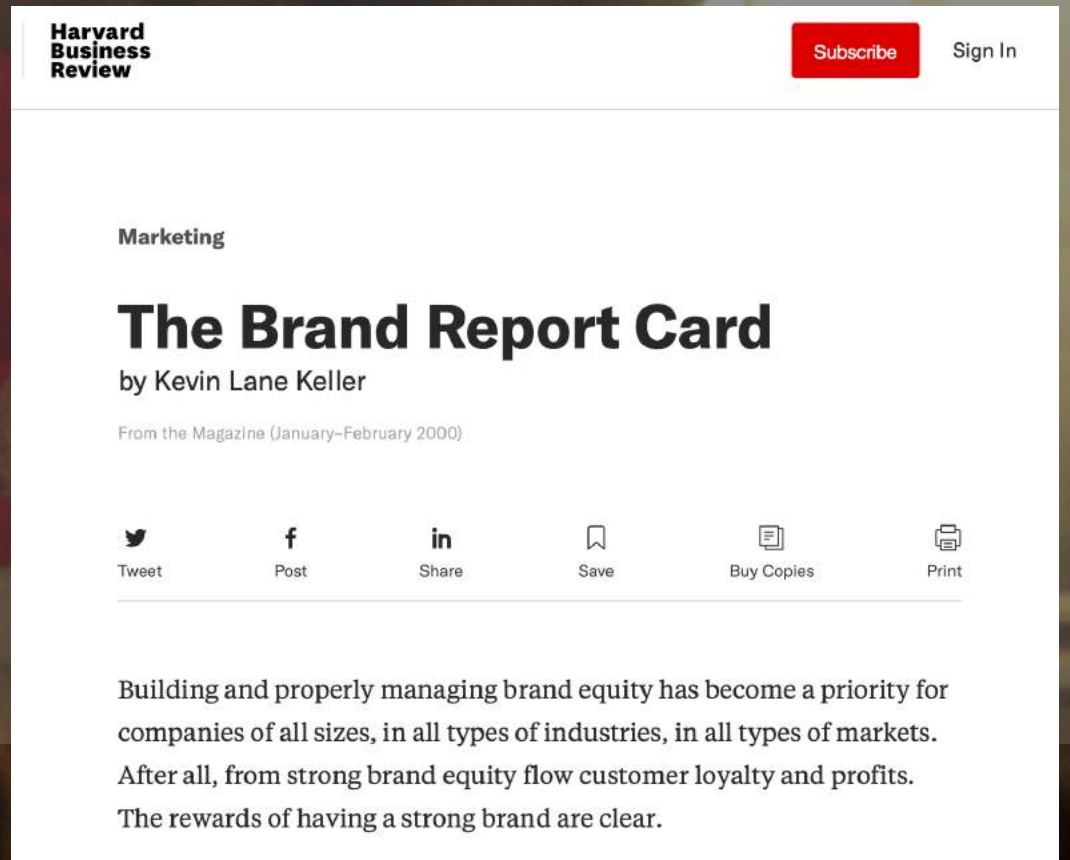
Next class

- One mandatory reading, Brand Report Card
- Watch videos on consulting style presentations as preparation



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Marketing

The Brand Report Card

by Kevin Lane Keller

From the Magazine (January–February 2000)

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Building and properly managing brand equity has become a priority for companies of all sizes, in all types of industries, in all types of markets. After all, from strong brand equity flow customer loyalty and profits. The rewards of having a strong brand are clear.

Part 6
BBC Studios

Dr Andrés Gvirtz

Please welcome:
Pia Schaefer

Marketing MSc

UKI Trade and Brand Marketing Intern

Brand and Marketing Executive - Kids & Family

Thank you

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

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Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	**L4**	**Designing Marketing Programmes to Support Brands**	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Agenda – Lecture 4

Part 1: Designing Brand-Supportive Marketing Programmes

Part 2: Marketing Communications Basics

Part 3: Marketing Communication Tools

Part 4: Brand Report Card

Part 5: Designing IMC Programmes

Part 6: Skill building: Consulting presentations

Part 1
Designing Brand-Supportive Marketing Programmes

Dr Andrés Gvirtz

Recall: Brand Identity, Positioning, Image and Awareness

Sender

Brand Identity

*How the **brand owner defines** the brand*

Messages

Brand Positioning

*How the brand identity and the value proposition is **communicated** to the target market*

Receiver

Brand Image

Brand awareness

If** and **how** the brand is **perceived** by the **target market

Brand Knowledge → **CBBE**

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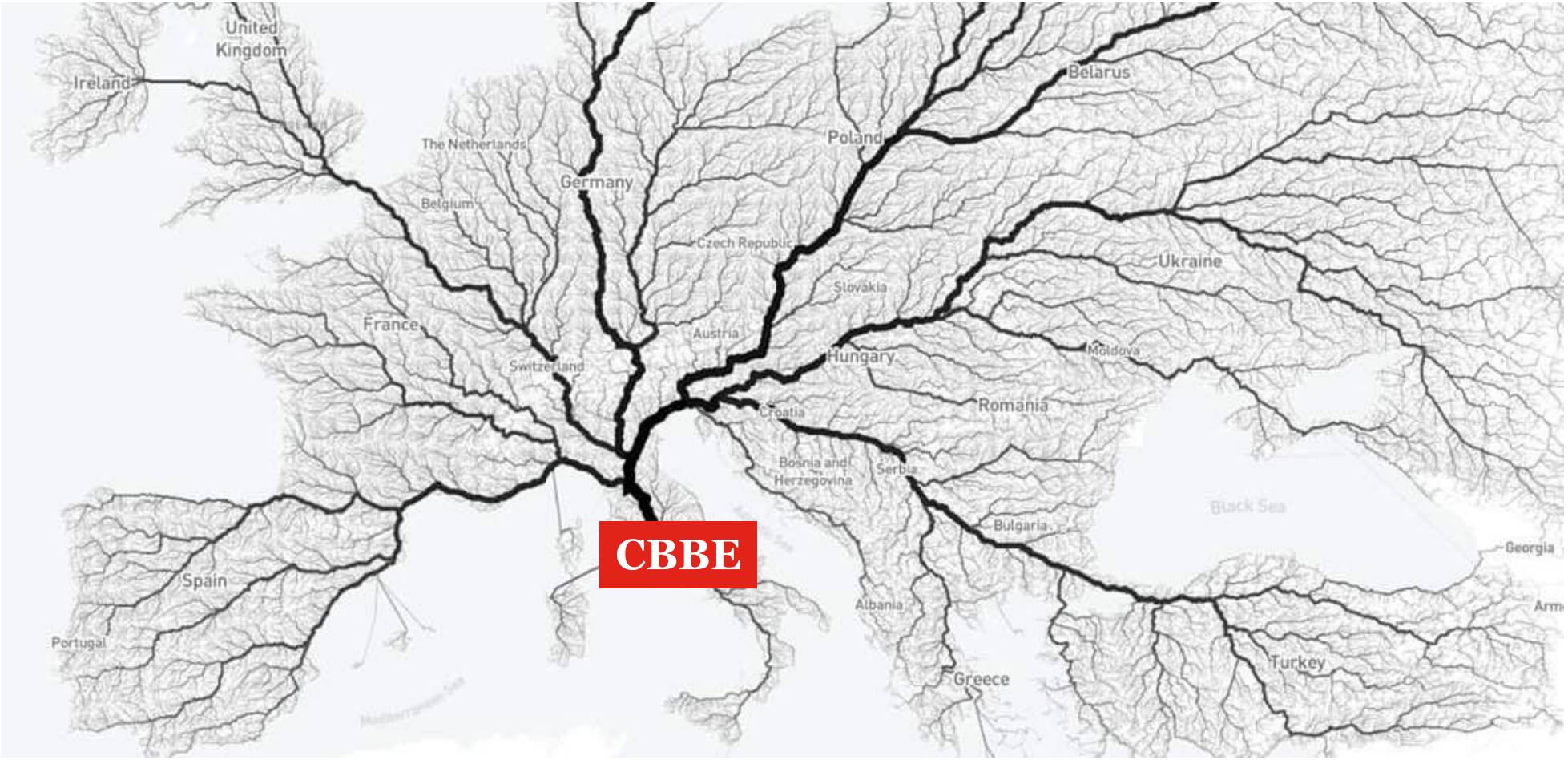
Many Roads Lead to CBBE...



Supporting marketing mix should be designed to enhance **brand awareness** and establish desired **brand image**

Designing Brand-Supporting Marketing Programmes: Product Strategy

Perceived Quality

Customer's perceptions of overall superiority of a product or service compared to alternatives with same purpose

Dimensions:

- Primary ingredients & supplementary features
- Product reliability, durability and serviceability
- Style & Design
- Customer Service
- Quality Repair Service

Influence attitudes and behavior toward brands

After-Marketing

Marketing activities that occur ***after* customer purchase** and that focus on **consumption / usage** ("the second moment of truth")

Most **favourable brand associations** result from actual product experiences

Instruments:

User Manuals

Aftersales of complementary products

Loyalty programmes

Designing Brand-Supporting Marketing Programmes: Price Strategy

Pricing Strategy is one of the most important means to build brand equity

Customer perceptions of price is as important as the actual price itself

- Customer often rank brand according to price tiers in a category
- Price bands indicate flexibility in pricing within a tier
- Infer product quality → brand associations

Price setting strategies to build brand equity:

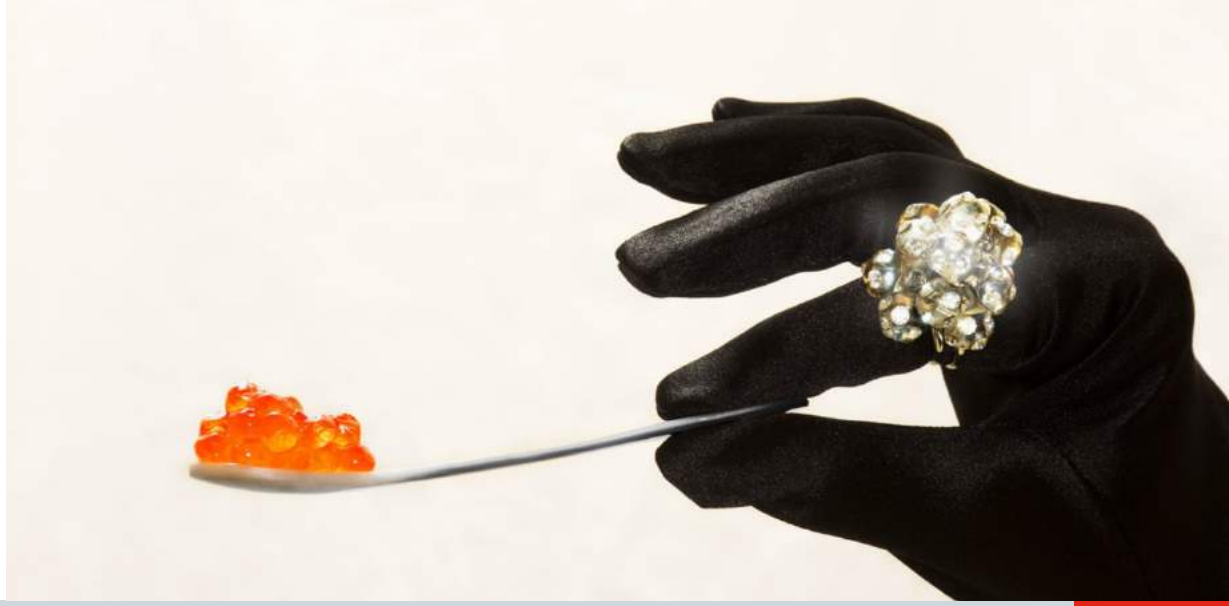
- Premium pricing
- Value pricing
- Price segmentation
- Everyday low pricing

Price points USD	Zara	Boohoo	Forever 21	H&M	ASOS	La Redoute	Next	Topshop
$0-10	20.9%	25.4%	25.0%	30.1%	7.3%	5.3%	5.2%	13.1%
$10-20	37.4%	48.4%	38.0%	32.5%	23.1%	13.2%	16.4%	20.4%
$20-30	21.2%	19.9%	15.0%	22.0%	22.5%	14.4%	16.1%	16.6%
$30-40	10.7%	4.9%	10.3%	5.6%	16.7%	14.1%	18.4%	16.1%
$40-50	5.5%	0.7%	6.5%	5.5%	9.7%	9.8%	11.0%	9.9%
$50-60	2.2%	0.4%	2.1%	1.8%	6.0%	8.9%	8.4%	9.9%
$60-70	0.9%	0.1%	1.5%		2.8%	6.4%	4.1%	3.2%
$70-80	0.4%	0.1%	0.7%	1.0%	3.0%	5.3%	4.4%	3.9%
$80-90		0.0%	0.1%	0.4%	1.8%	2.9%	3.2%	1.5%
$90-100	0.4%	0.1%	0.4%	0.4%	1.7%	3.2%	2.1%	1.1%

Designing Brand-Supporting Marketing Programmes: Pricing

Premium Pricing Strategy

- Strategy of keeping the price of products or services **artificially high** to encourage favorable customer brand perceptions
- Involves **setting price higher** than functionally **similar products**
- Intended to **exploit customer tendency** to **equate high prices** with high **quality/distinction/exclusivity/rarity**
- Especially used in **luxury branding**
- Designed for **mass markets** (several product lines often invented into premium and general segment)



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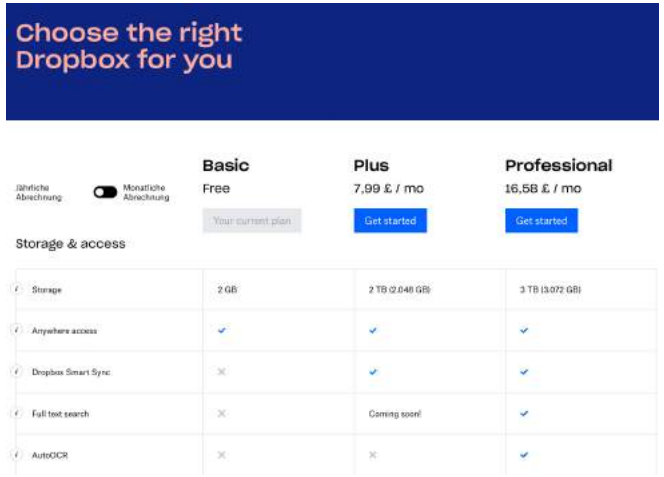
Designing Brand-Supporting Marketing Programmes: Price Strategy

Value Pricing

- **Objective:** uncover **right balance** between three key components:
  - Product design and delivery
  - Product / operating costs
  - Product prices (willingness to pay)
  - + Communicate value

Price Segmentation

- Different prices for **different target segments**
- **Dynamic pricing**
- **Tier pricing schemes** for different (bundles of) products



Designing Brand-Supporting Marketing Programmes: Price Strategy

Everyday Low Pricing

Designing Brand-Supporting Marketing Programmes: Channel Strategy

- **Marketing channels:** sets of interdependent organizations involved in the process of making a product available for use of consumption
- **Channel design** can have **profound impact on CBBE**

Designing Brand-Supporting Marketing Programmes: Channel Strategy

Benefits of **multichannel distribution** (brick-and-mortar & online)

- Fulfills different customer needs (convenience vs. in-store inspection)
- Lowers acquisition costs of customers
- Consistency in brand building efforts
- Gather insightful customer data
- Offer seamless customer experiences across channels
- Cross-selling opportunities

Part 2
Marketing Communications Basics

Dr Andrés Gvirtz

Marketing Communications

Means by which firms attempt to **inform, persuade, and remind consumers about the brands** they sell

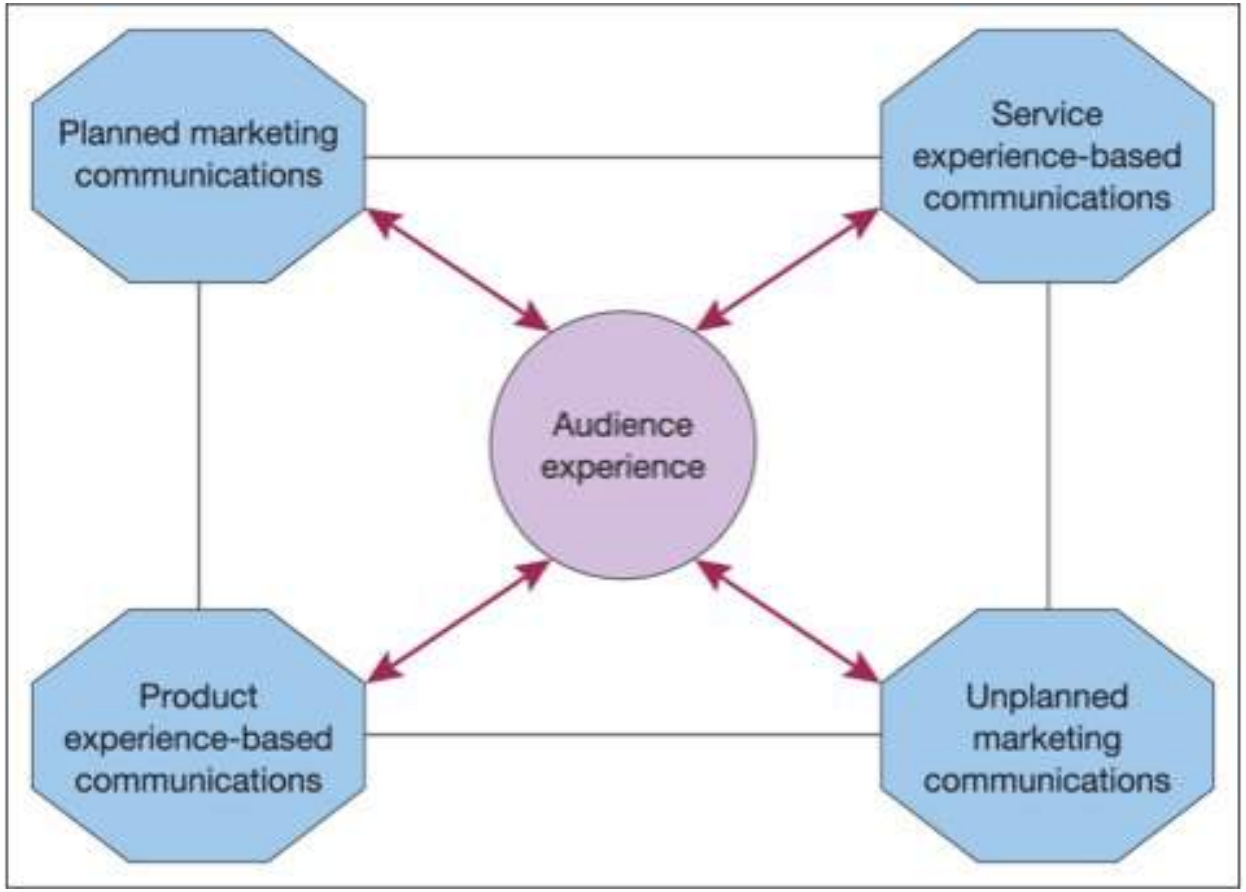
Represents the **"voice of the brand"**

Perhaps **most important** and **flexible** marketing **instrument** for brand building

Contributes to brand equity by:

- **Creating brand awareness**
- **Linking points-of-parity** and **points-of-difference associations** to the brand in consumers' memory
- Eliciting **positive brand judgments** or **feelings**
- Facilitating a stronger **consumer-brand connection** and **brand resonance**

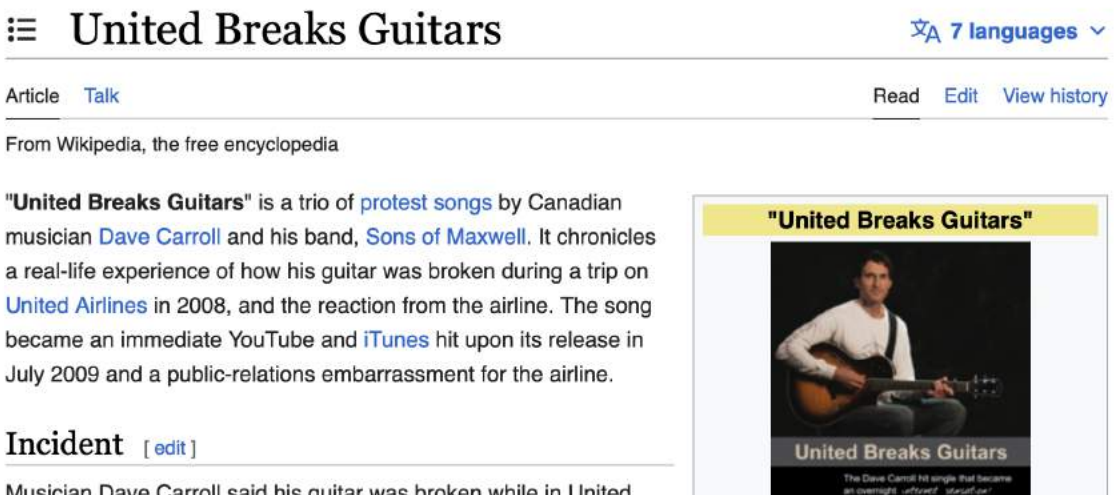
Marketing Communications: Scope



Fill, C. (2013) *Marketing communications: brands, experiences and participation*. Sixth edition. Harlow, England: Pearson.

Marketing Communications: Scope
Unplanned Marketing Communication

- United mishandled Dave's guitar in 2009
- United fights with Dave for 9 month, hiding behind policies to not pay for 3,500 damage
- Owner of Taylor Guitars, immediately offered Carroll two guitars



United Breaks Guitars

7 languages

Article Talk Read Edit View history

From Wikipedia, the free encyclopedia

"**United Breaks Guitars**" is a trio of protest songs by Canadian musician Dave Carroll and his band, Sons of Maxwell. It chronicles a real-life experience of how his guitar was broken during a trip on United Airlines in 2008, and the reaction from the airline. The song became an immediate YouTube and iTunes hit upon its release in July 2009 and a public-relations embarrassment for the airline.

Incident [edit]

Musician Dave Carroll said his guitar was broken while in United

- 22 million views and 287,000 likes
- Time magazine named "United Breaks Guitars" No. 7 on its list of the Top 10 Viral Videos

Marketing Communications: Scope
Unplanned Marketing Communication

- United forcibly removed Dr Dao to accommodate their own crew
- In the process Dr Dao suffered several injuries, including a broken nose, loosing two teeth and concussion
- United at first blamed Dr Dao

≡ Forbes

Biggest Travel Story Of 2017: The Bumping And Beating Of Dr. David Dao

- Dave, who published a book on his experiences with United, comments on the incident, and the damage to United's brand

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Marketing Communications: Desirables

The right consumer, exposed to the right message, in the right place, at the right time

↓

Creative strategy causes the person to notice the ad without distracting him/her from central message

↓

The ad addresses the customer's understanding of the brand and produc

↓

Communicates POP and POD

↓

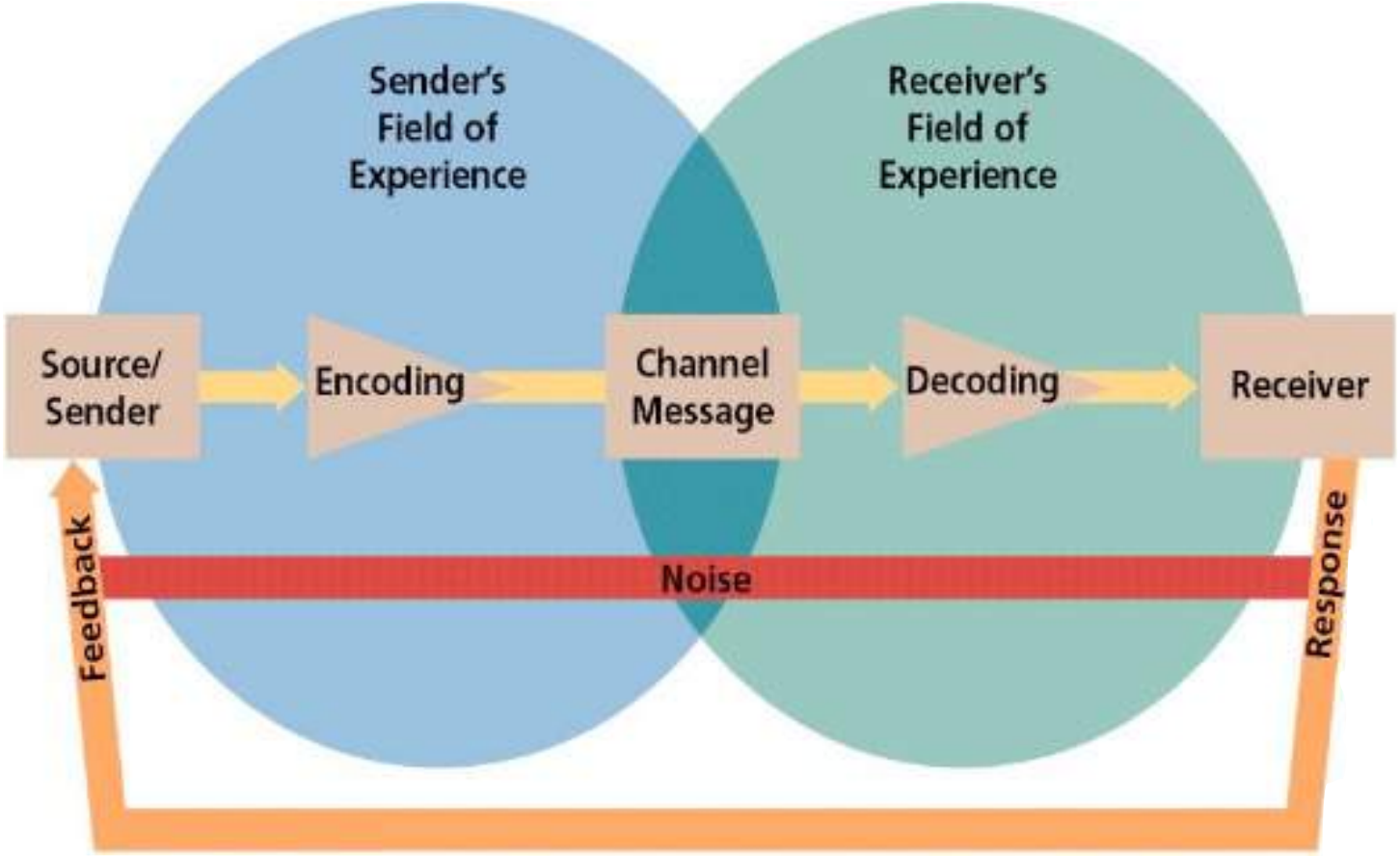
Persuades the customer to purchase

↓

The ad leads to (instant) recall at point of purchase

How Does Marketing Communication Work?

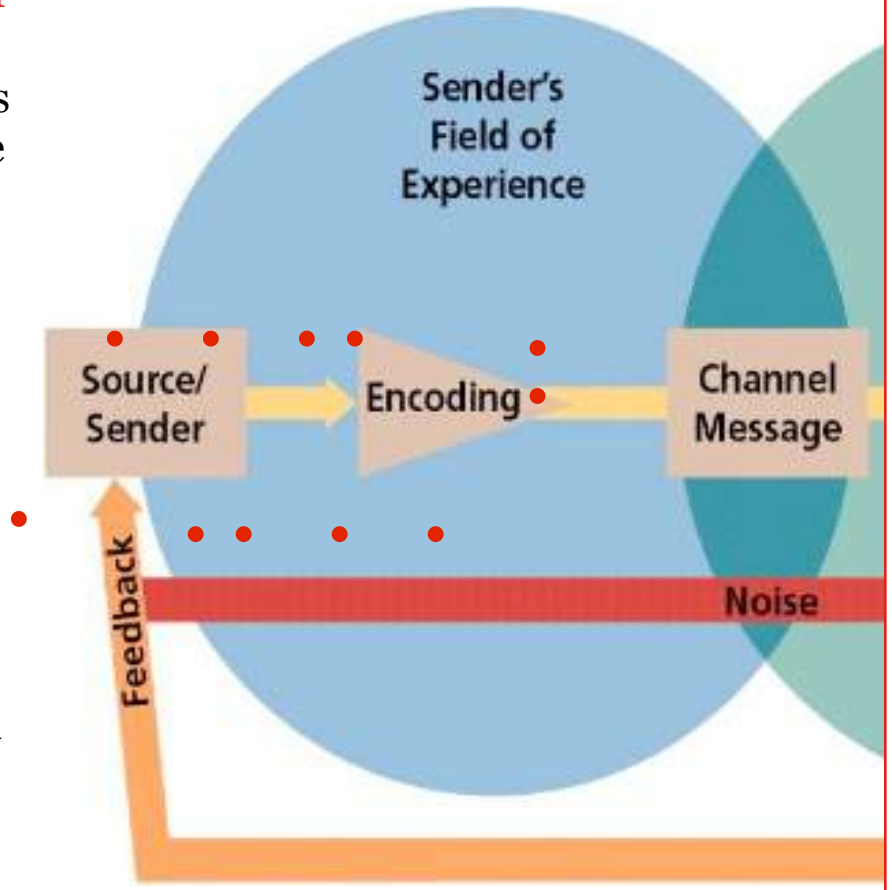
Belch, G.. & Belch, M.. (2009) Advertising and Promotion. An Integrated Marketing and Communications Perspective. 8th ed. New York, McGraw-Hill/Irwin.



How Does Marketing Communication Work?

The **source/sender** is the person or organisation that has information to share

Encoding means putting thoughts, ideas, or information into symbolic form



- Receiver's **perceptions** of the **source/sender influence** how the communication is received
- Sender must be perceived as **knowledgeable** and **trustworthy**, or someone with whom the receiver can in some way **relate**
- **Goal of sender:**
  - Use encoding to put thoughts, ideas, or information into a symbolic form that can be understood by the receiver
- The **encoded message** can be verbal, graphical, musical, or animated

How Does Marketing Communication Work?

The **message** is the information the source hopes to convey

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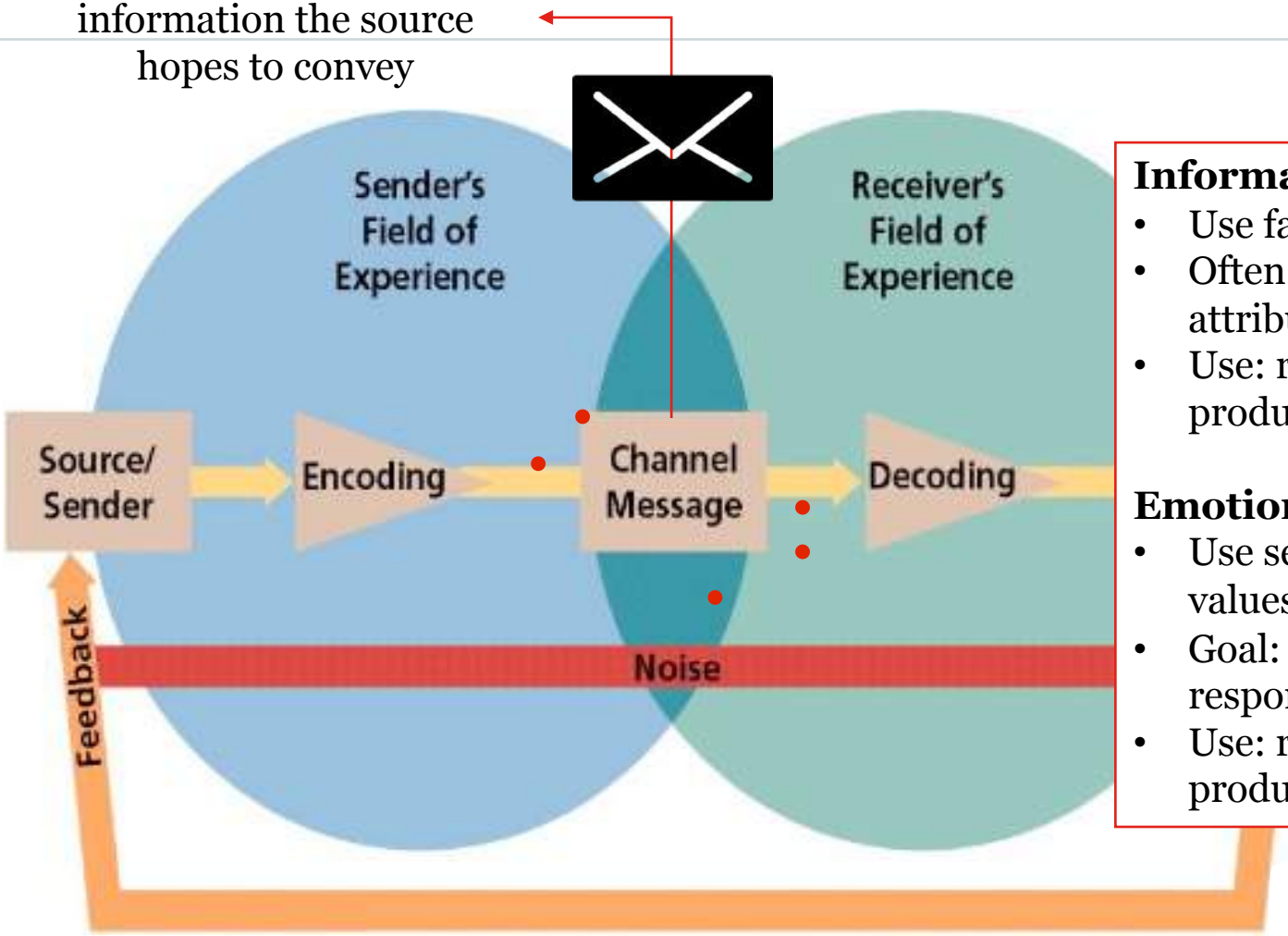


Information-based messages

- Use factual, rational content
- Often focus product's key attributes
- Use: rather high involvement products

Emotional-based messages

- Use sensory, lifestyle and values-based content
- Goal: provoke an emotional response.
- Use: rathe low-involvement products

How Does Marketing Communication Work? – Informational Appeal

How Does Marketing Communication Work? – Emotional Appeal

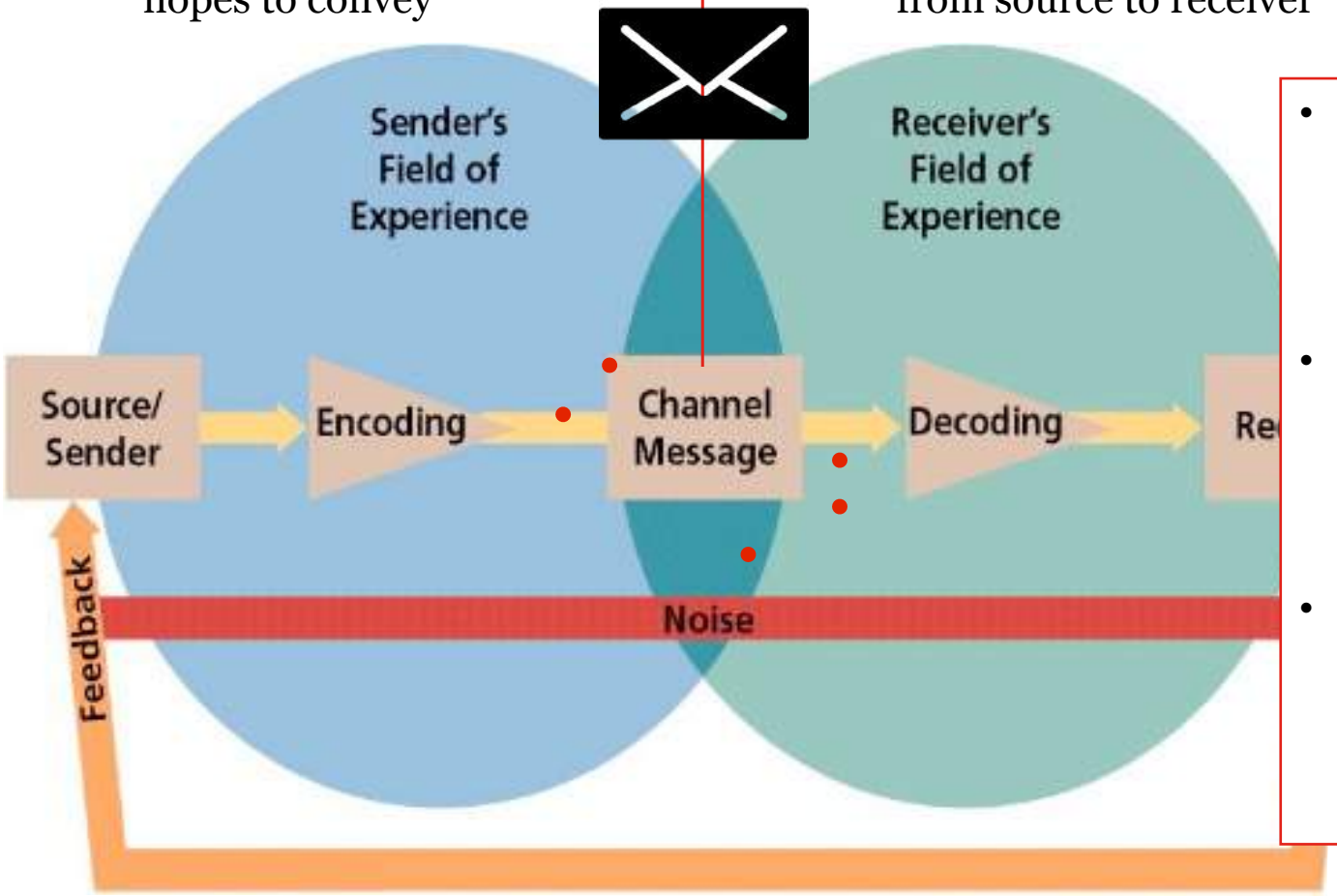
How Does Marketing Communication Work?

The **message** is the information the source hopes to convey

The **channel** is the method by which message travels from source to receiver

The **source/sender** is the person or organisation that has information to share

Encoding means putting thoughts, ideas, or information into symbolic form



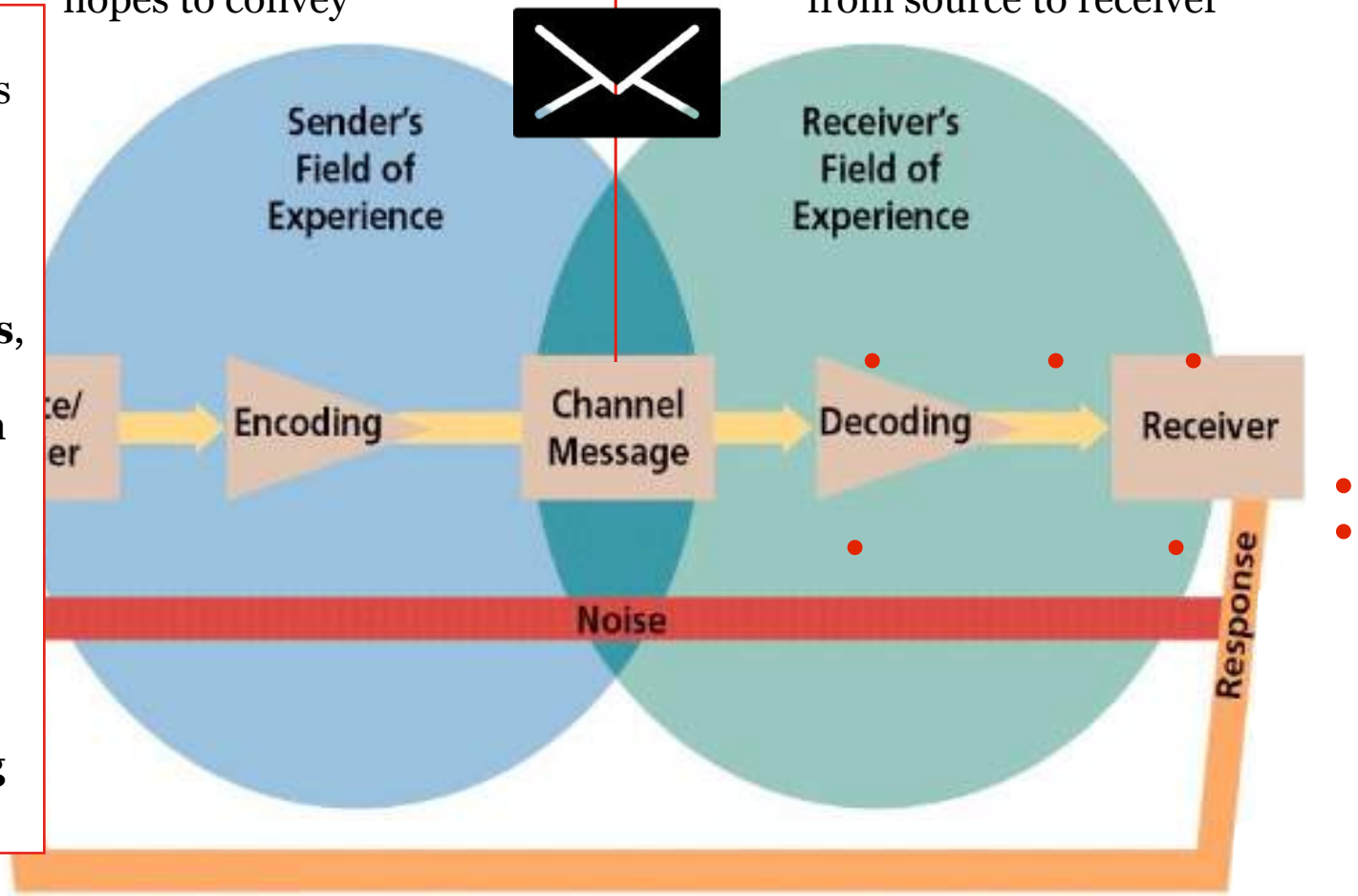
- **Personal channels** involve direct, face-to-face contact with individuals or groups (salesperson)
- **Social channels**, such as friends, family, and co-workers are a powerful source of information (WOM)
- **Non-personal channels** (mass media) are those that carry a message without personal contact between the sender and receiver

How Does Marketing Communication Work?

The **message** is the information the source hopes to convey

The **channel** is the method by which message travels from source to receiver

- Decoding **heavily influenced** by receiver's **frame of reference** or **field of experience**
- Refers to **experiences**, **perceptions, attitudes**, and **values** receiver brings to communication situation related to brand/product
- For effective communication message **decoding of receiver must match encoding of sender**



The **Receiver** is the person with whom the sender is sharing thoughts

Decoding means transforming the sender's message back into thought

How Does Marketing Communication Work?

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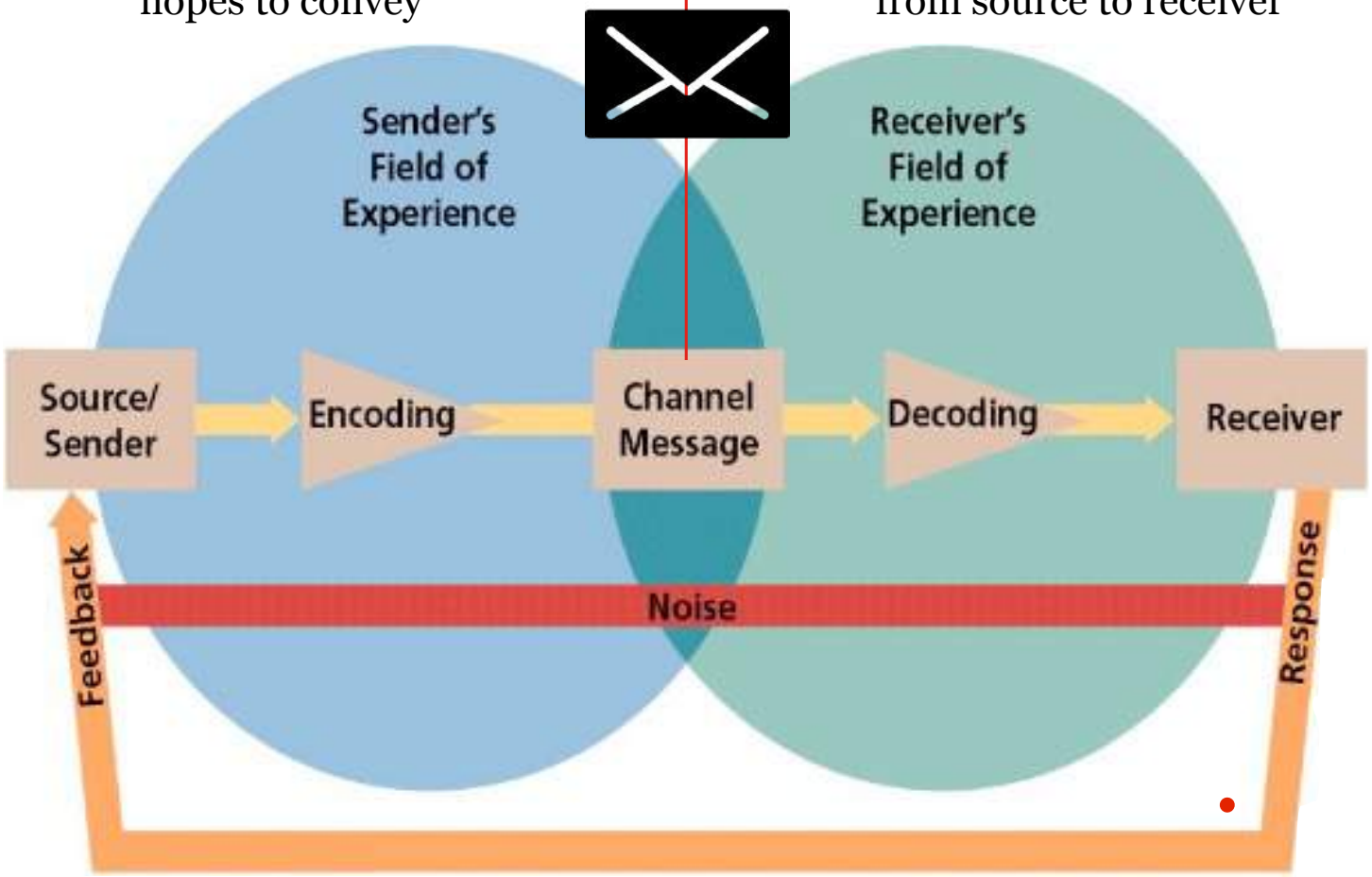

Encoding means putting thoughts, ideas, or information into symbolic form

Decoding means transforming the sender's message back into thought

How Does Marketing Communication Work?

Common Stages of the Response Process

Knowledge → Feelings → Behaviour

	Models			
Stages	AIDA model	Hierarchy of effects model	Innovation adoption	Information Processing
Cognitive	Attention	Awareness Knowledge	Awareness Interest	Presentation Attention Comprehension
Affective	Interest Desire	Linking Preference Conviction	Evaluation	Yielding Retention
Behavioral	Action	Purchase	Trial Adoption	Behavior

Pitfalls

- Media plan failure to reach audience
- Not noticeable because it is boring/uninspiring
- Not understandable due to lack of product category knowledge

- Irrelevant/false claims
- Lack of immediate perceived need

- Failure to recall at point of purchase

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How Does Marketing Communication Work?

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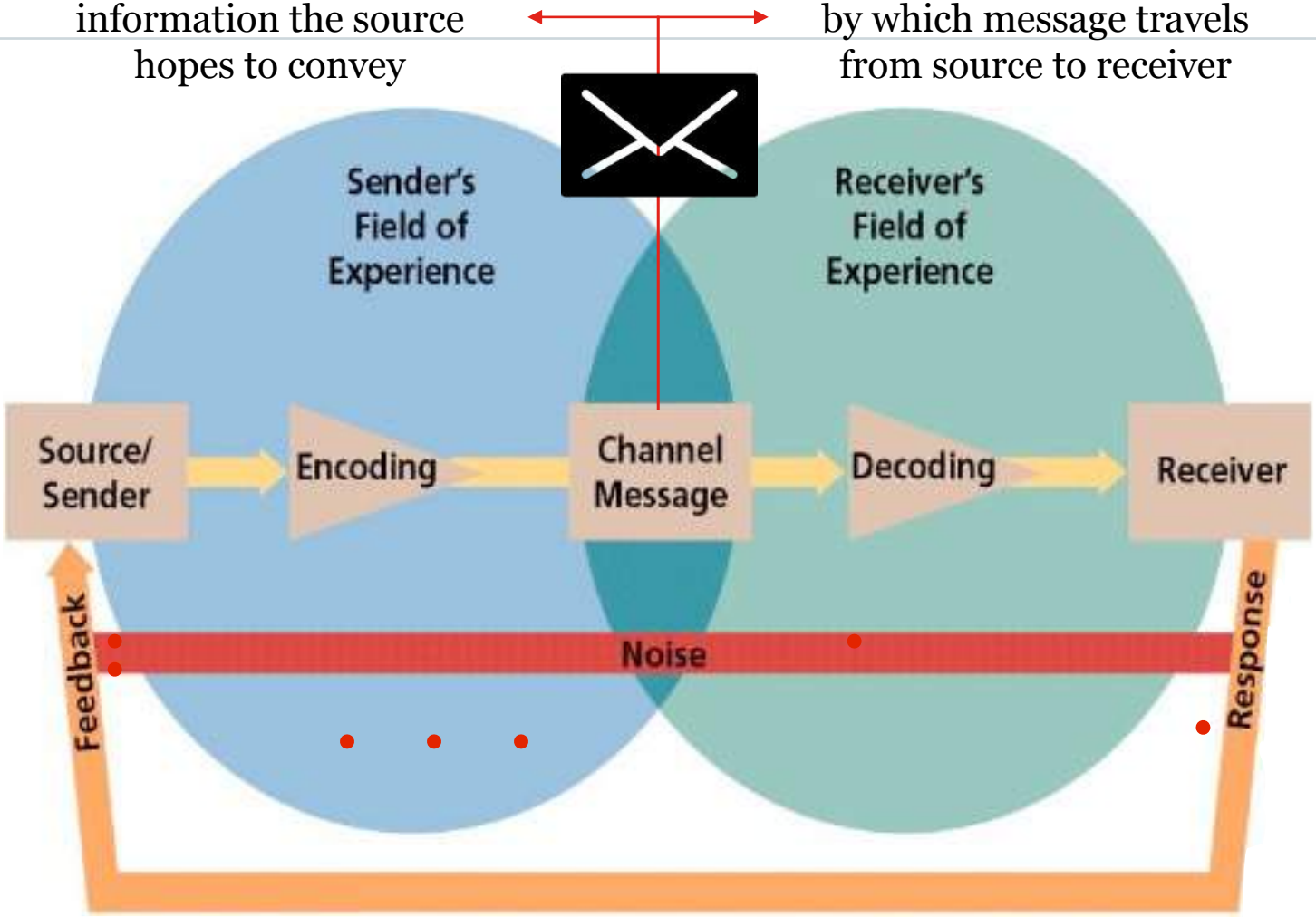

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Belch, G.: & Belch, M.: (2009) Advertising and Promotion. An Integrated Marketing and Communications Perspective. 8th ed. New York, McGraw-Hill/Irwin.

How Does Marketing Communication Work?

Noise: Anything that can distort or interfere with the reception of a message

Part 3
Marketing Communication Tools

Dr Andrés Gvirtz

Marketing Communications: Traditional Tools

Advertising	• Any **paid, non-personal presentation** by an **identified sponsor** • E.g., television, print, radio, cinema, outdoor, product placements
Public Relations	• **Unpaid publicity** from **internal and external activities** to build **good relations** with **various publics** • E.g., press, reviews, corporate publications, sponsorships
Sales Promotion	• A **short-term incentives** offered (to both consumers and sales force) to **encourage sales** • E.g., coupons, rebates
Direct Marketing	• Any form of **direct communication** with the consumer **designed to induce** a response in the form of **order, enquiries, or visits** • E.g., catalogs, telephone
Personal Selling	• **Two-way communication** between **buyer and seller**, designed to influence the buyer's purchase intentions • E.g., sales presentations, trade fairs and exhibitions

Marketing Communications: Traditional Tools

Characteristics:

	Advertising	Sales Promotion	Public Relations	Direct Marketing	Personal Selling
Level of Control	Medium	High	Low	High	Medium
Level of Cost	High	Medium	Low	Medium	High
Level of Credibility	Low	Medium	High	Medium	Medium
Primary Tasks	• Differentiating • Informing	• Persuading	• Differentiating • Informing	• Persuading • Reinforcing	• Persuading

- **Control:** The degree of control over the delivery of the message
- **Cost:** Financial resources required to pay a third party to transmit the message
- **Credibility:** Level of credibility that each tool bestows on the organisation

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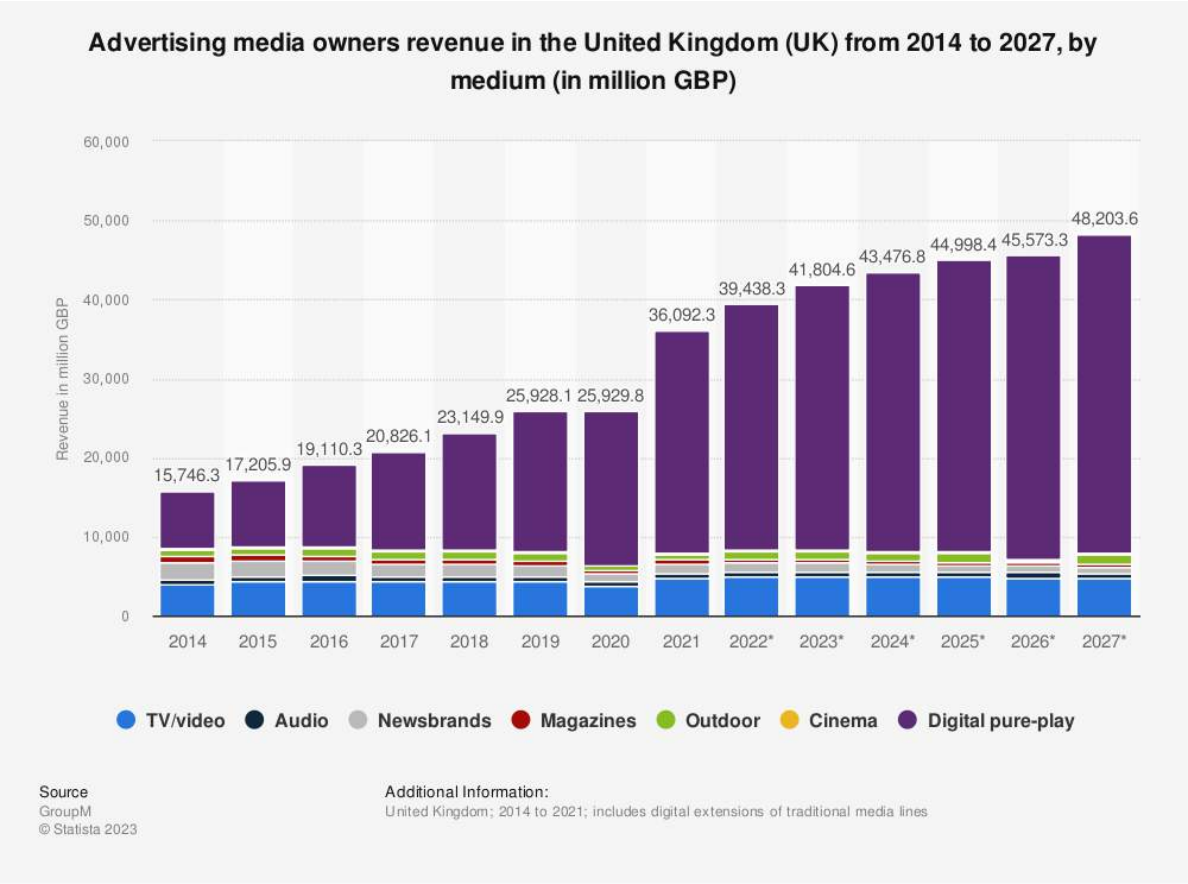
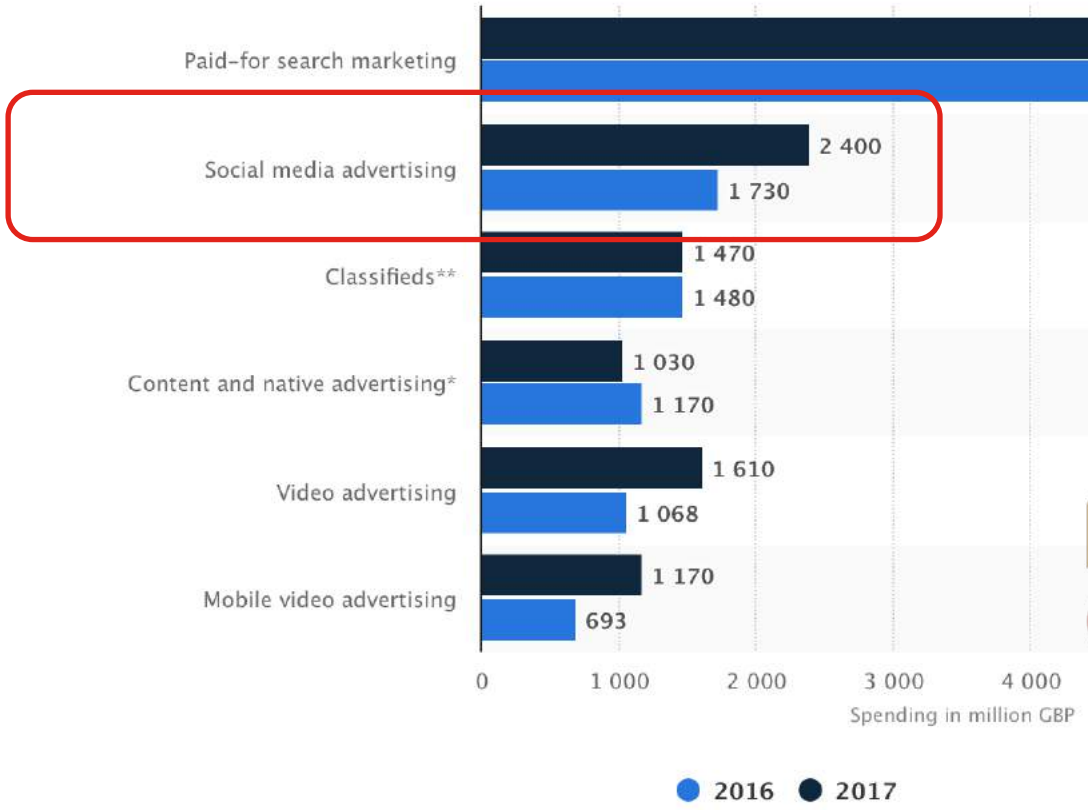
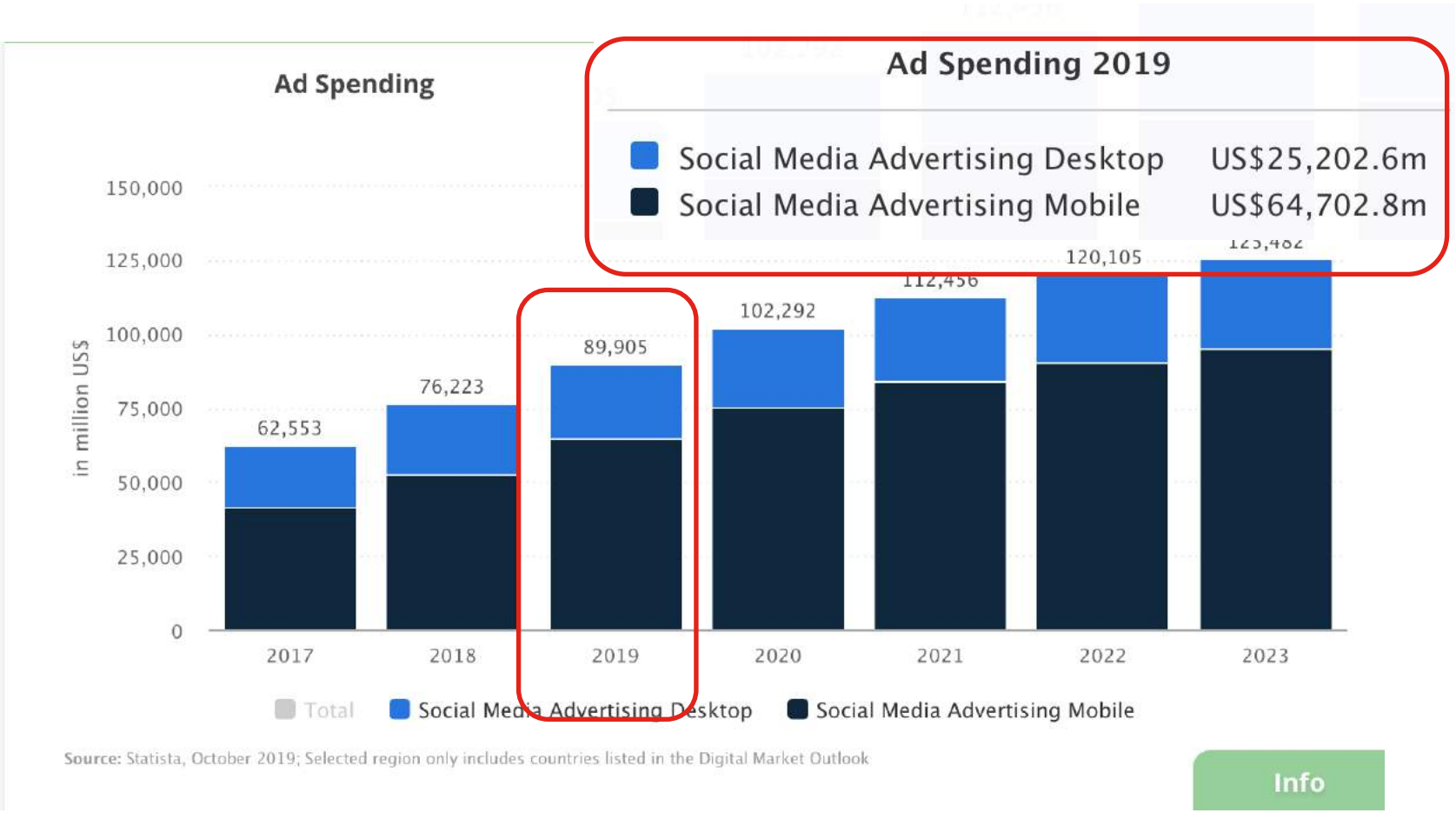
Marketing Communications: Digital Marketing
Net Advertising Spending by Media in the UK



Marketing Communications: Digital Marketing: Digital Advertising Spending by Formats in the UK

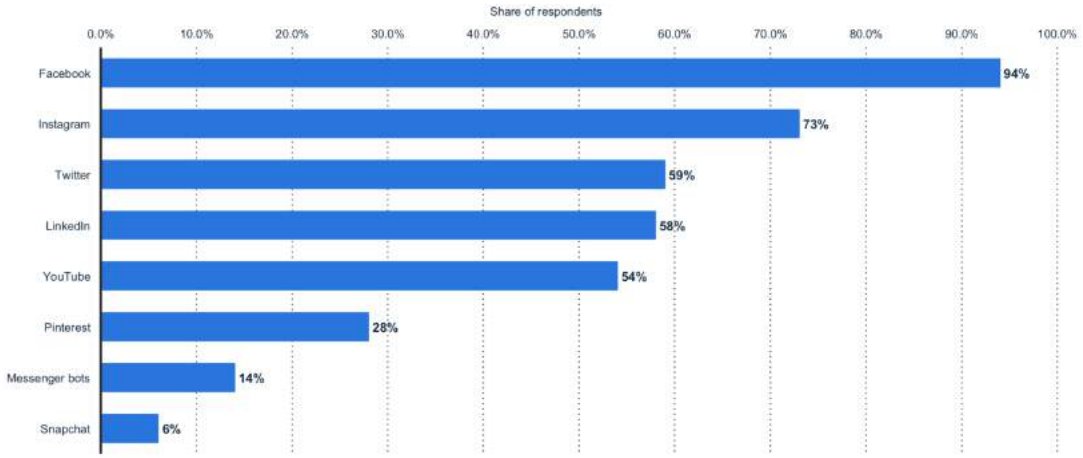


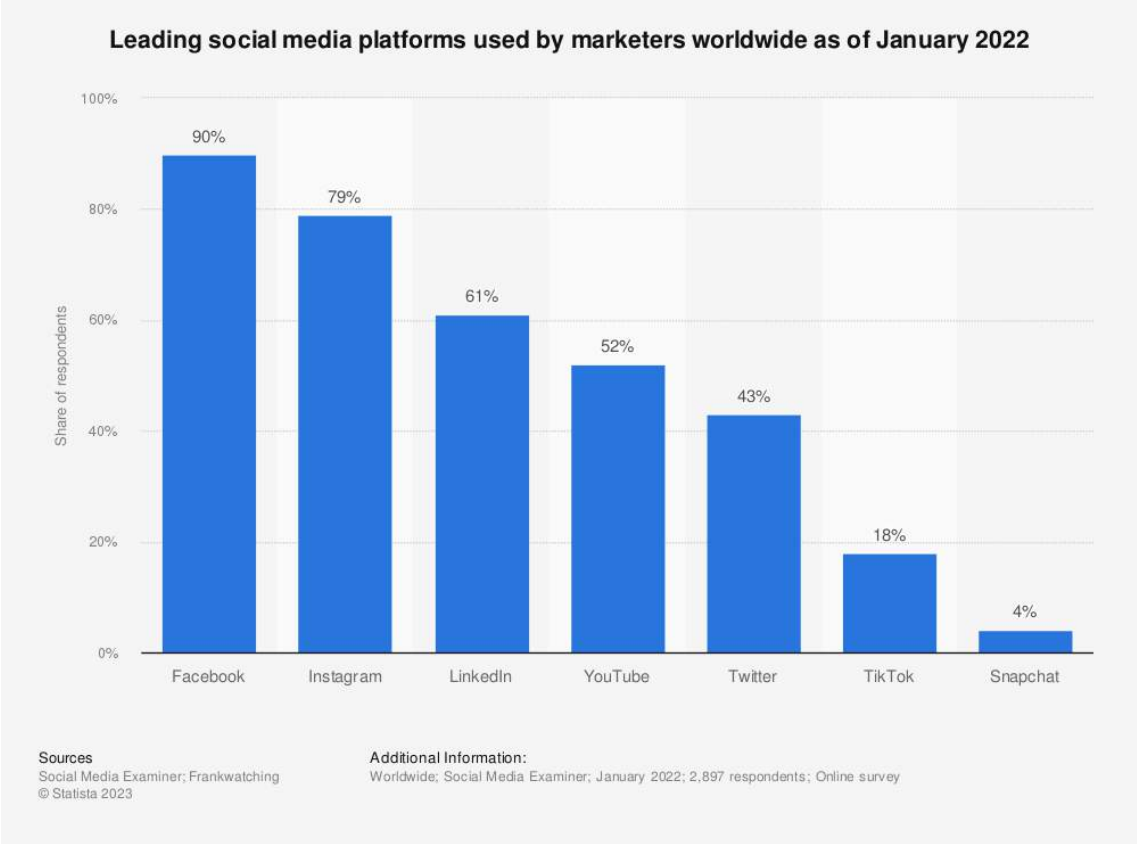
Marketing Communications: Digital Marketing
Global Social Media Advertising Spending



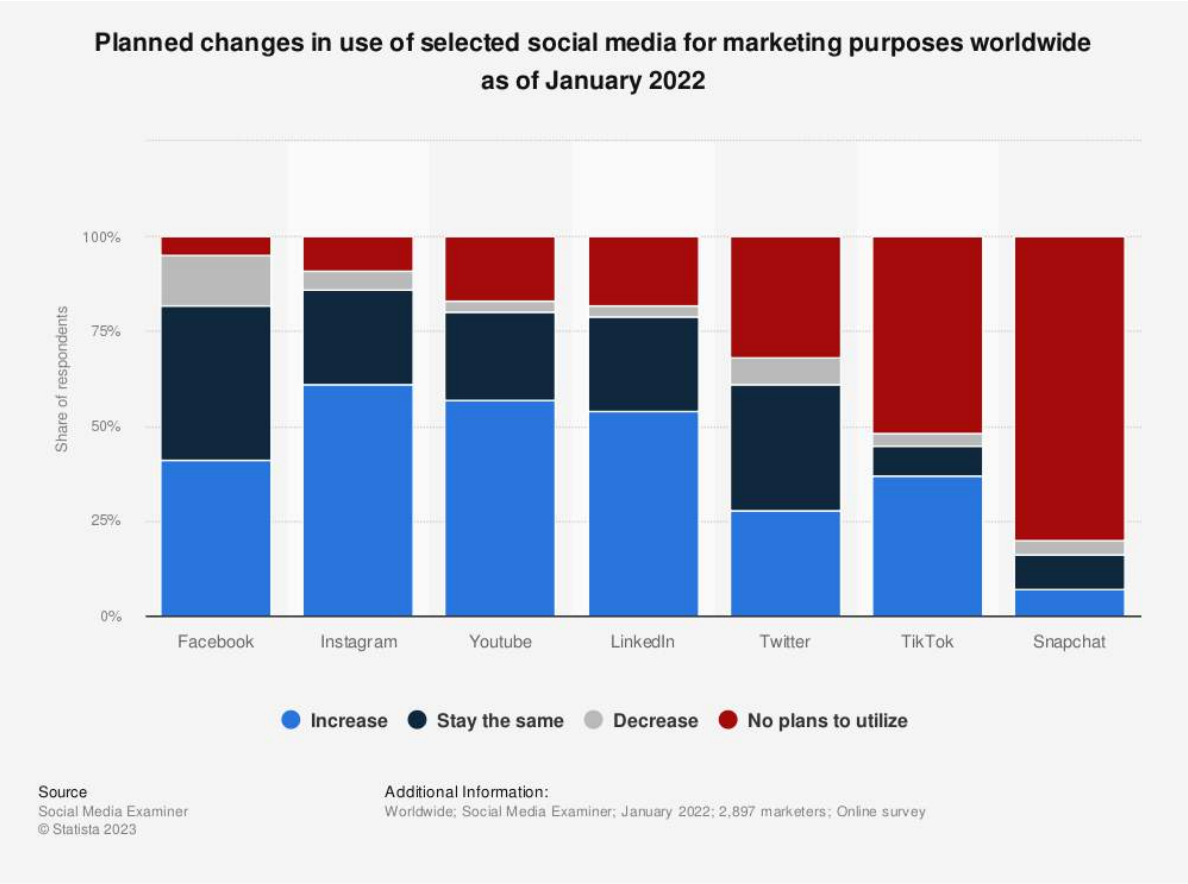
Marketing Communications: Digital Marketing

2019

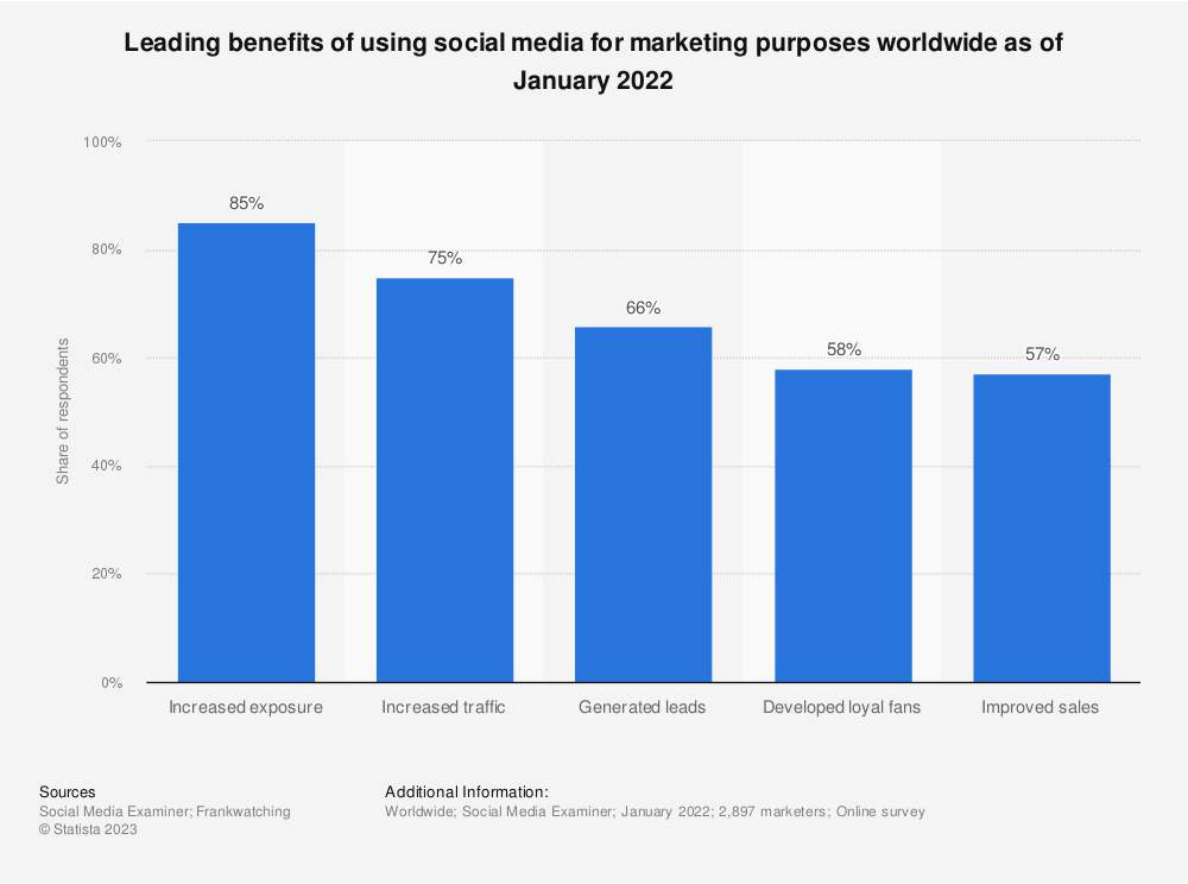




Marketing Communications: Digital Marketing: Future Use of Social Media for Marketing Purposes

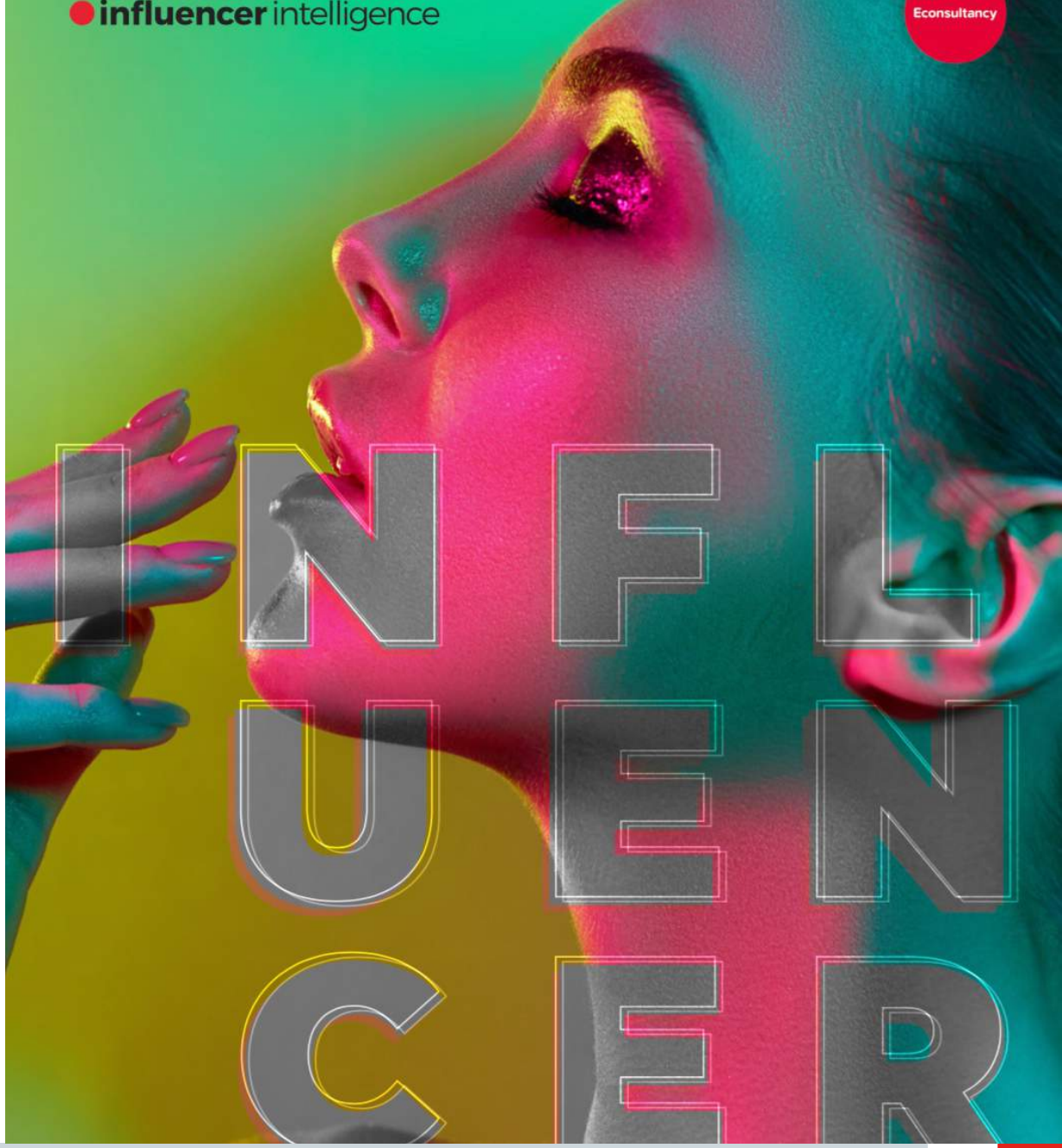


Marketing Communications: Digital Marketing: Benefits of Social Media Marketing Worldwide 2019

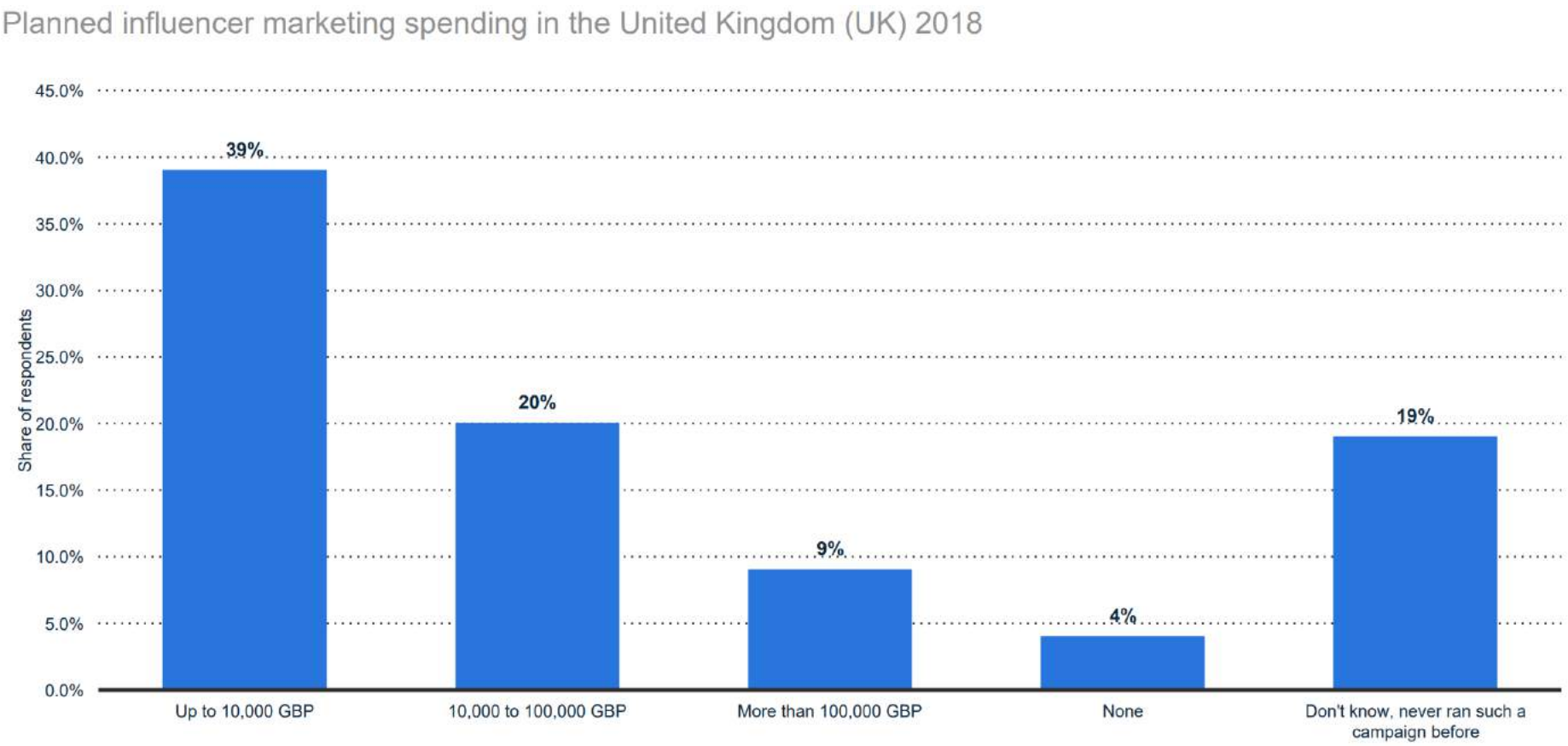


Marketing Communications: Influencer Marketing

- A form of marketing in which focus is placed on **influential people** rather than the target market as a whole
- It identifies the individuals that have **influence over potential buyers**
- Orients **marketing activities** around these influencers



Marketing Communications: Influencer Marketing



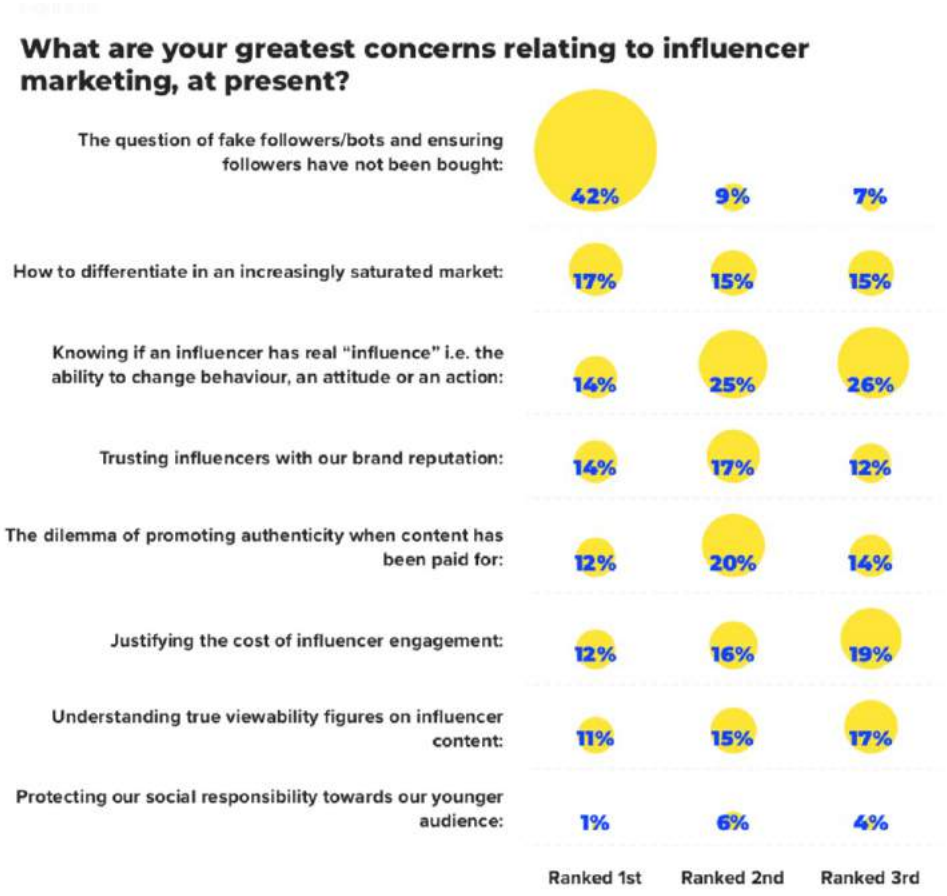
Source: Statista

Marketing Communications: Influencer Marketing

- Influencer marketing industry is on track to be worth up to **$15 billion by 2022**, up from **$8 billion in 2019**
- **61% of consumers** (18 – 34) have at some point been swayed in their **decision-making** by influencers
- **All social platforms attracts influencers:** 79% of brands use **Instagram** for influencer campaigns, compared with Facebook (46%), YouTube (36%), Twitter (24%), and LinkedIn (12%)
- **Majority of consumers** express preference for influencers who create **authentic, engaging content**
- **90% of marketers** say proving **authenticity** is critical

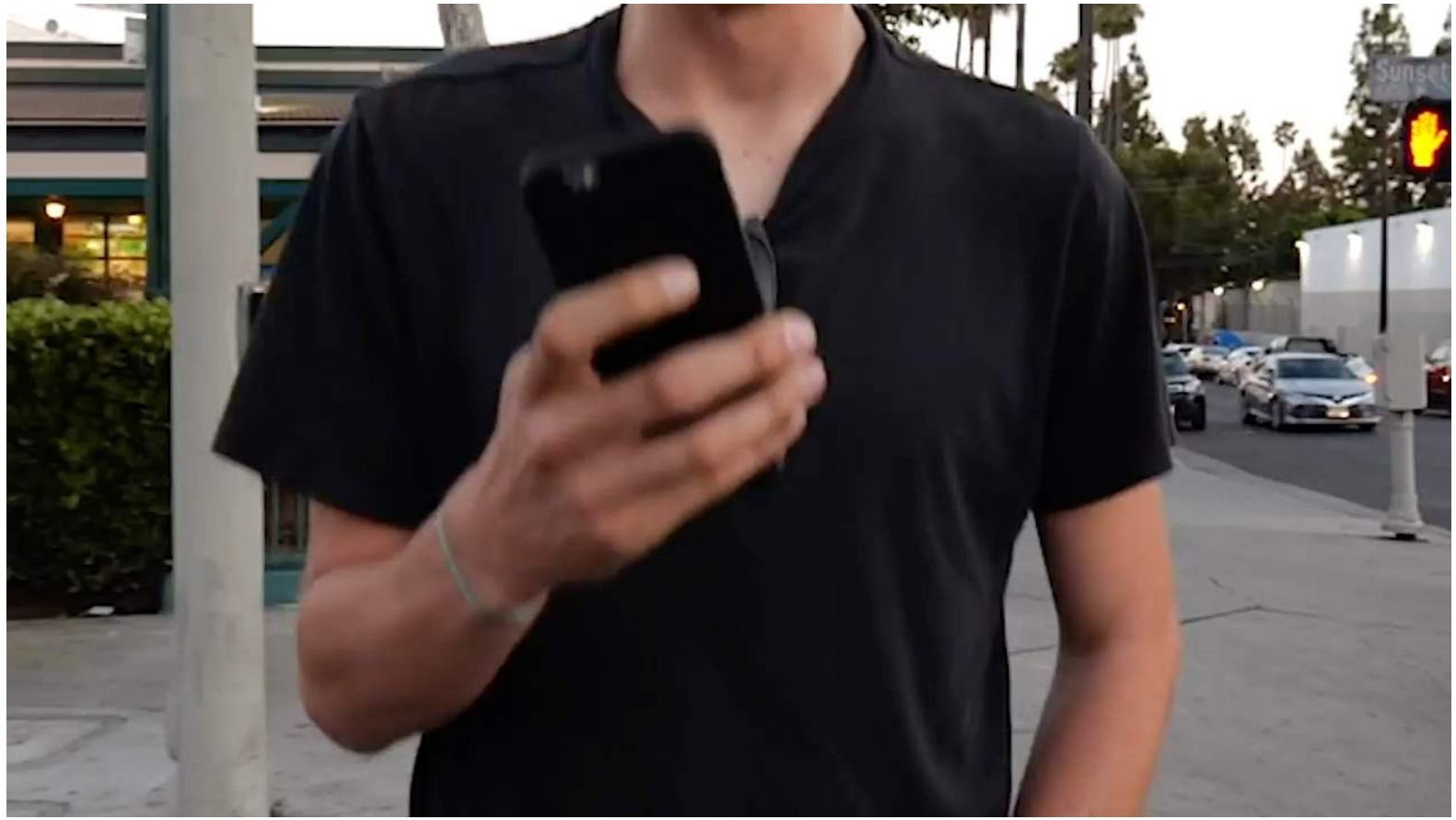
Source: Econsultancy 2020

Marketing Communications: Influencer Marketing



Source: Econsultancy 2020

Marketing Communications: Influencer Marketing



Marketing Communications: Influencer Marketing

Should Brands use CGI influencers?

What could be potential negative effects?

Unrealistic beauty image?

Fake avatars vs. authenticity?

Exacerbate mental health issues?

Propaganda vs. advertising?

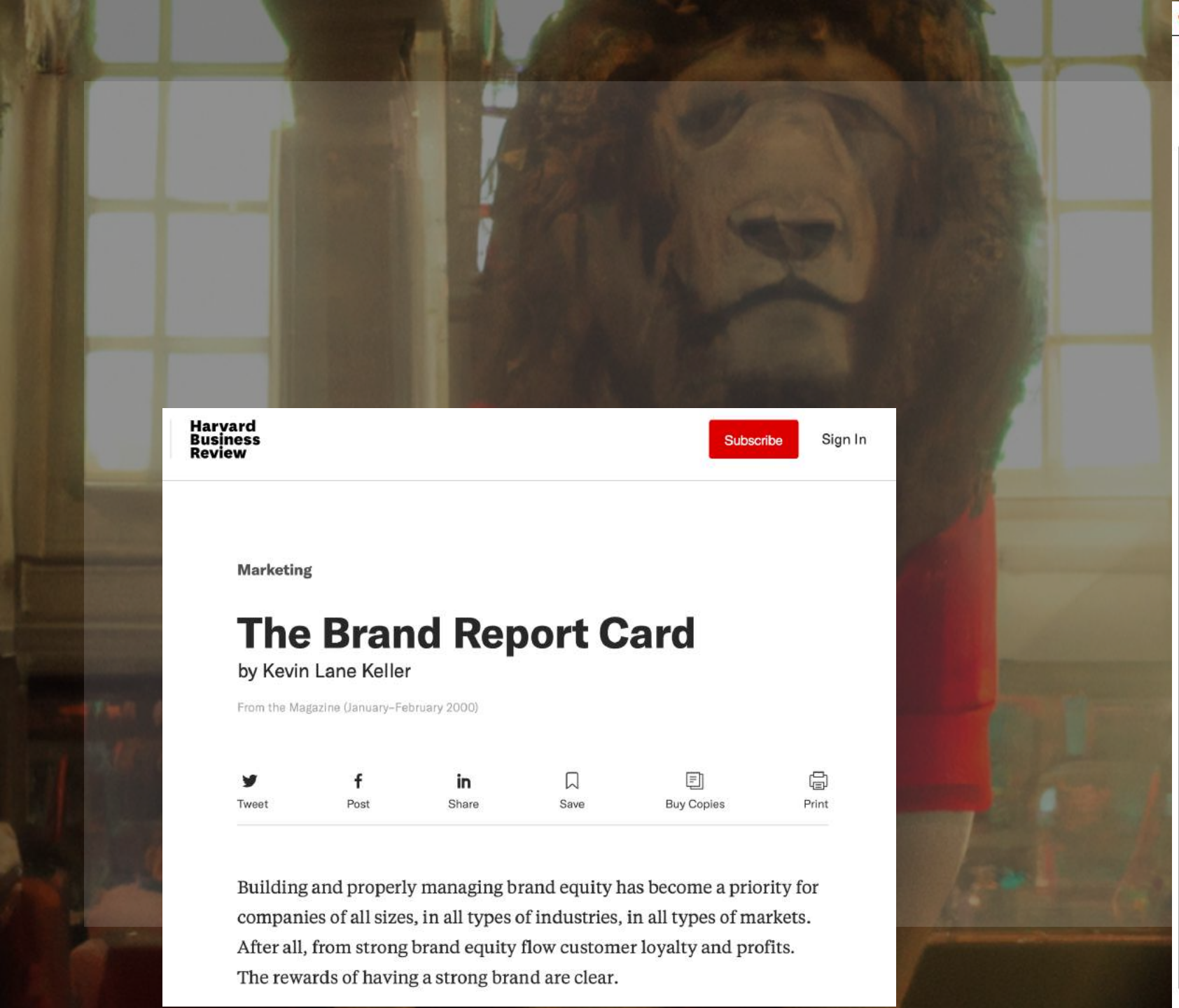
Who owns virtual influencers?

Do brands have a duty of care?

Do they promote social isolation?

Part 4
Brand Report Card

Dr Andrés Gvirtz



Harvard Business Review

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Marketing

The Brand Report Card

by Kevin Lane Keller

From the Magazine (January–February 2000)

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Building and properly managing brand equity has become a priority for companies of all sizes, in all types of industries, in all types of markets. After all, from strong brand equity flow customer loyalty and profits. The rewards of having a strong brand are clear.

The Idea in Practice

GRADE YOUR BRAND

Keller recommends assessing your brand on the following attributes:

Your brand…	Which means…	Example
1. Delivers benefits customers desire.	It creates an engaging customer experience.	Starbucks delivers the romance and sense of community defining Italian coffee bars and appeals to all senses—not just taste.
2. Stays relevant.	Elements of the brand, such as the type of person who uses the brand, are modified to fit the times.	In marketing its razor blades, Gillette tweaks images of men at work and play to reflect contemporary trends.
3. Is priced based on consumers' perceptions of the brand's value.	The nature of the product—for example, premium versus household staple—should influence price.	Through "everyday low pricing," Procter & Gamble aligned its prices with consumer perceptions of its products as household staples.
4. Is properly positioned.	It clearly communicates its similarities to and differences from competing brands.	Visa labels its cards "Gold" and "Platinum" to equate its status with American Express cards. But it also showcases its cards' superiority through ads featuring desirable locations that don't accept American Express.
5. Is consistent.	Marketing communications don't send conflicting messages over time.	Michelob's market share shriveled over an 18-year period characterized by inconsistent advertising about when customers should drink their beer.
6. Fits sensibly into your brand portfolio.	Brands work logically together.	Clothing retailer Gap Inc.'s Old Navy brand targets the broad mass market, the Gap brand covers basic style-and-quality terrain, and the Banana Republic brand anchors the high-end market.
7. Has an integrated marketing strategy.	All marketing activities and channels communicate the same messages about the brand, solidifying the brand's identity.	Coca-Cola's logo, promotions, corporate sponsorship, and interactive Web site all reinforce the company's key values, such as "originality" and "classic refreshment."
8. Has meanings that managers understand.	Managers know consumers' different perceptions of the brand.	Gillette protects the brand identity for its traditional manual razors by marketing its electric razors under the separate Braun name.
9. Receives sustained support.	Companies consistently invest in building and maintaining brand awareness.	A consumer products company continues its advertising and marketing efforts even after building a positive image in consumers' minds.
10. Is constantly monitored.	Companies use a formal brand-equity-management system.	After Disney's brand audit revealed that consumers resented excessive exposure of the Disney characters, the company decided not to co-brand a mutual fund.

Part 5
Designing IMC Programmes

Dr Andrés Gvirtz

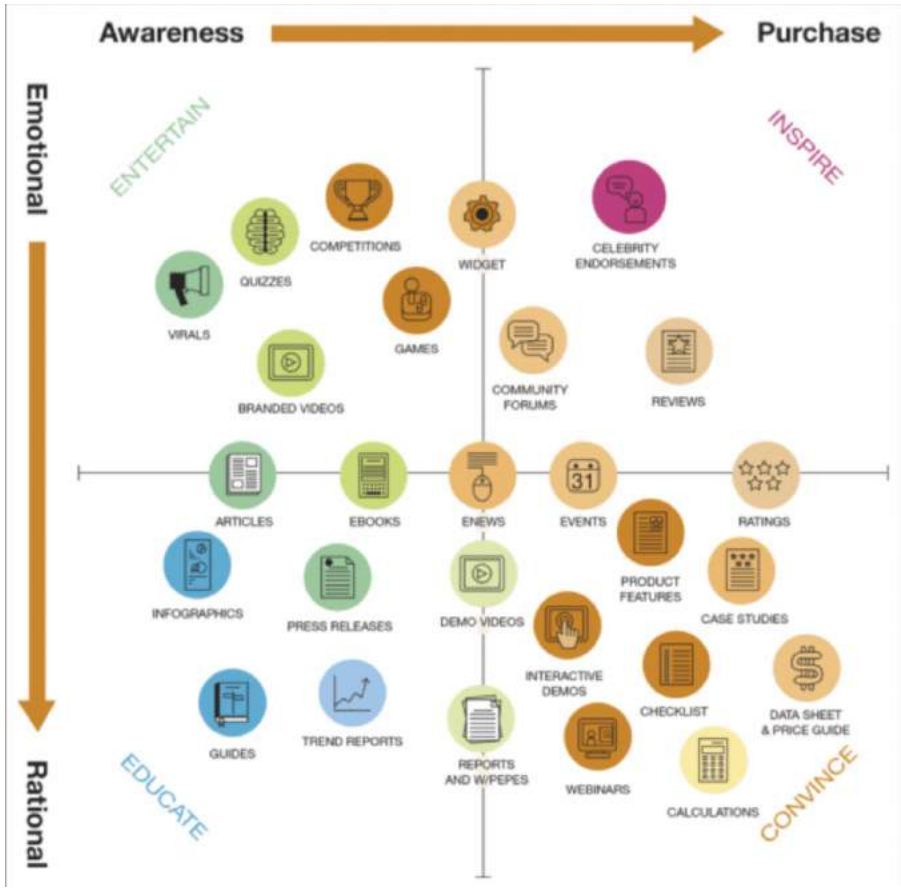
What are Integrated Marketing Communications (IMC)?

Involves the development, implementation, and evaluation of marketing communication programmes using **multiple communication options** where the **design** and **execution** of **any communication option reflects** the **nature** and **content** of **other communication options** that also make up the communication programme (Keller 2001)

Mix & Match communication options

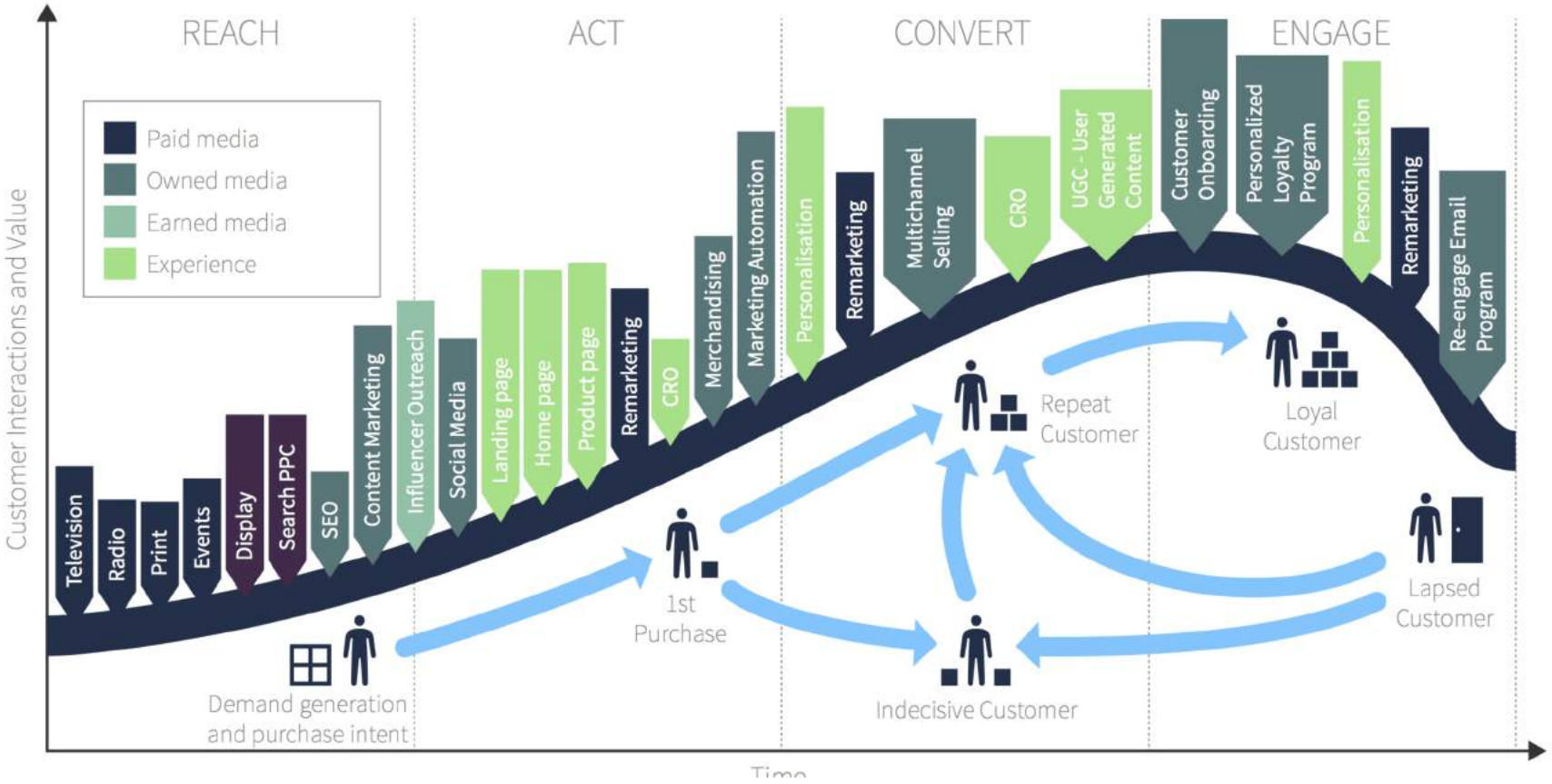
- Evaluate **all** possible communication options available to create knowledge structures
- Different communication options have different strengths and can accomplish different objectives.
- Determine the optimal mix

IMC: Communication Options by Response Goals



Source: SmartInsights

IMC: Communication Options across the Customer Lifecycle



Source: SmartInsights

The Power of IMC: Share a Coke Campaign (2014)

The Power of IMC: Old Spice Campaign (2010)

Ex-NFL Player: Isaiah Mustafa

The Power of IMC: Old Spice Campaign (2010)

- **Launched 2010 (TV & online)** just before the Superbowl to target men through their partner → quickly became viral
- **Aired during movies and shows** which **couples** typically view together (e.g., American Idol, Valentine's day, Vancouver Olympics)
- Old spice **invited consumers to submit questions** via **Twitter** and **Facebook** to be answered personally by the "Old Spice Guy"
- More than 2,000 people send questions in 48h
- Nearly **200 personalised video responses** were created on YouTube including celebrities

- **46 million views** of responses views (more than Obama's 2008 election-night acceptance speech in first 24h)
- **2700%** more **Twitter** followers
- **800%** more **Facebook** fan interaction
- **300%** more **website** traffic

- **107% more sales within a year**
- **#1 bodywash brand for men**

Six Criteria for Evaluating IMC campaigns

Coverage:

Proportion of audience reached & overlap

Contribution:

Ability to create desired response by one option alone

Commonality:

Consistency and cohesiveness of brand image

Complementarity:

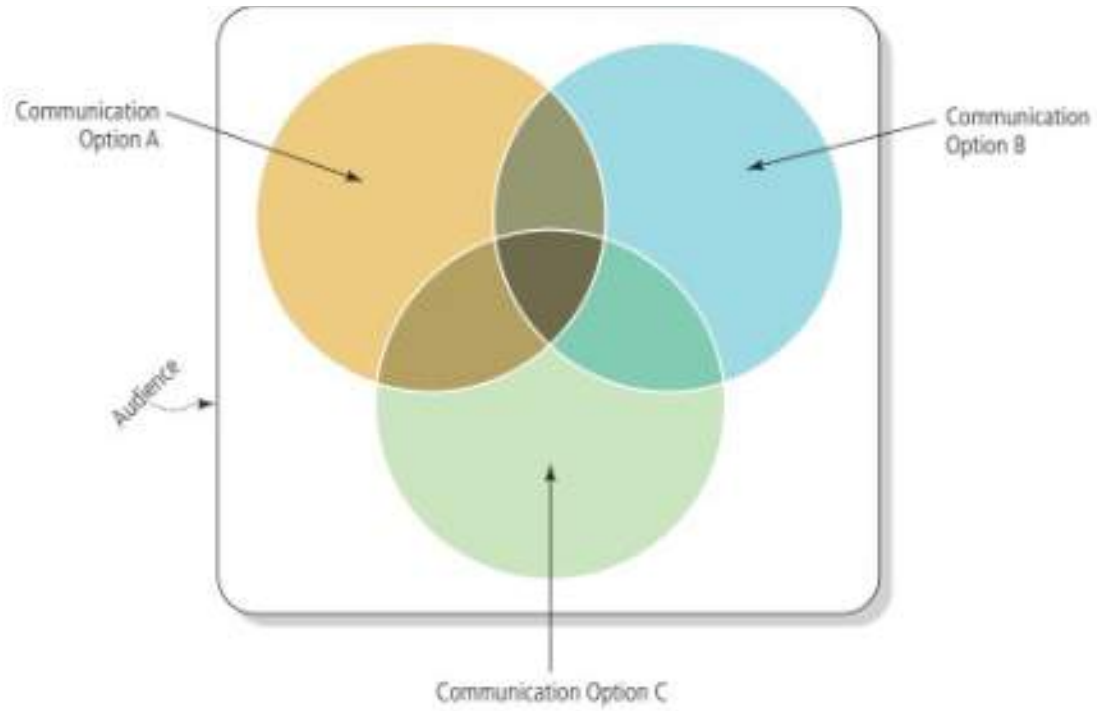
Degree of emphasis of different brand associations ac

Conformability:

Robustness and effectiveness across target segments

Costs:

Efficiency of each option



Note: Circles represent the market segments reached by various communication options. Shaded portions represent areas of overlap in communication options.

Part 6
Skill building: Consulting presentations

Dr Andrés Gvirtz

Reflection on the purpose, and efficacy of consulting style presentations

What are consulting style presentations?

Why don’t we do all presentations in consulting style?

What are main advantages of consulting style presentations?

Two trends led to this work

The productivity crisis despite technological innovation, e.g. ICTs

The engagement crisis despite "people initiatives" across the board

We analyzed the root causes of each trend and found a common driver — removing it results in simultaneous increase in productivity and engagement

Source: Y. Morieux (2011), "To Boost Productivity, Try Smart Simplicity", *BCG Perspectives*, July. Available at: https://www.bcgperspectives.com/content/podcasts/strategic_planning_people_management_human_resources_morieux_yves_key_to_boosting_productivity/

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Common driver: companies respond to the new complexity of business by getting more complicated

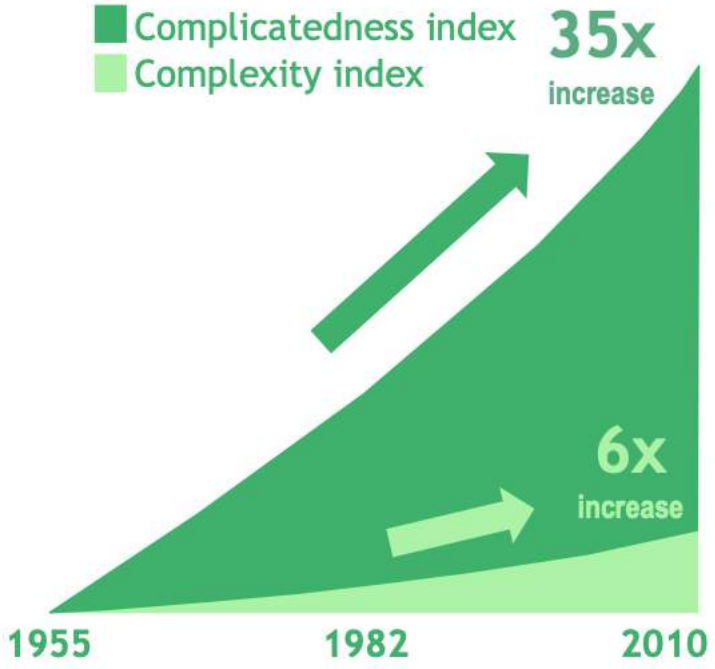
Increasing external complexity ....

- Multiple performance requirements to satisfy
- Increasing amount of regulations
- New competition
- Increasing customer expectations
- New technologies
- Shorter product life cycles
- Globalization
- ...

... addressed to maintain control ...

- Cumbersome structures
- Lengthy and unproductive processes
- Overbearing KPIs
- Numerous coordination bodies
- Spreading bureaucracy
- Multiple systems
- ...

... results in dramatic increase of internal complicatedness



Complicatedness hinders agility, innovation and productivity while disengaging people at work. Is there a smarter way to manage external complexity?

Source: Y. Morieux (2011), "Smart Rules: Six Ways to Get People to Solve Problems Without You", *Harvard Business Review*, volume 89, n°9, September: pp78–86

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New technology trends will be driven by changing social-economic dynamics…

WORLD MATERIALS FORUM

Middle class explosion
Mostly in Asia – and can afford to spend significantly more than their parents (China's average wages at ~45% of US vs. 15% today)

Aging population
Global median age will increase by 4 years by 2030, driving growth in health & wellness products spending

Millennials taking over
Millennials will be the largest age cohort in spending in 5 years: internet natives desiring instant gratification and personalized products

Shrinking household size
Average household size continues to fall, especially in developed markets (US average household fell from 3.67 to 2.55, 1948 to 2012)

Urbanization
Globally, 60% of people will live in urban areas in 2030, compared to 53% in 2013

North America

Indicator	'15	'20
Population, m	358	371
GDP, $b	16,400	18,300
GDPPC[1], $	45,810	49,326
Av. age	38.3	38.9
Child / woman	1.9	1.9

Europe

Indicator	'15	'20
Population, m	738	740
GDP, $b	23,100	25,200
GDPPC[1], $	31,301	34,054
Av. age	41.7	42.7
Child / woman	1.6	1.7

Asia Pacific

Indicator	'15	'20
Population, m	4,393	4,598
GDP, $b	16,100	19,700
GDPPC[1], $	3,665	4,284
Av. age	30.3	32.1
Child / woman	2.1	2.1

South America

Indicator	'15	'20
Population, m	418	438
GDP, $b	3,700	4,200
GDPPC[1], $	8,852	9,589
Av. age	30.2	32.0
Child / woman	2.0	1.9

Africa & Middle East

Indicator	'15	'20
Population, m	1,186	1,340
GDP, $b	1,500	1,800
GDPPC[1], $	1,265	1,343
Av. age	19.4	19.8
Child / woman	4.4	4.1

1 Gross Domestic Product per capita

McKinsey – Consumer Trends 2030, UN World Population Prospects, EIU database

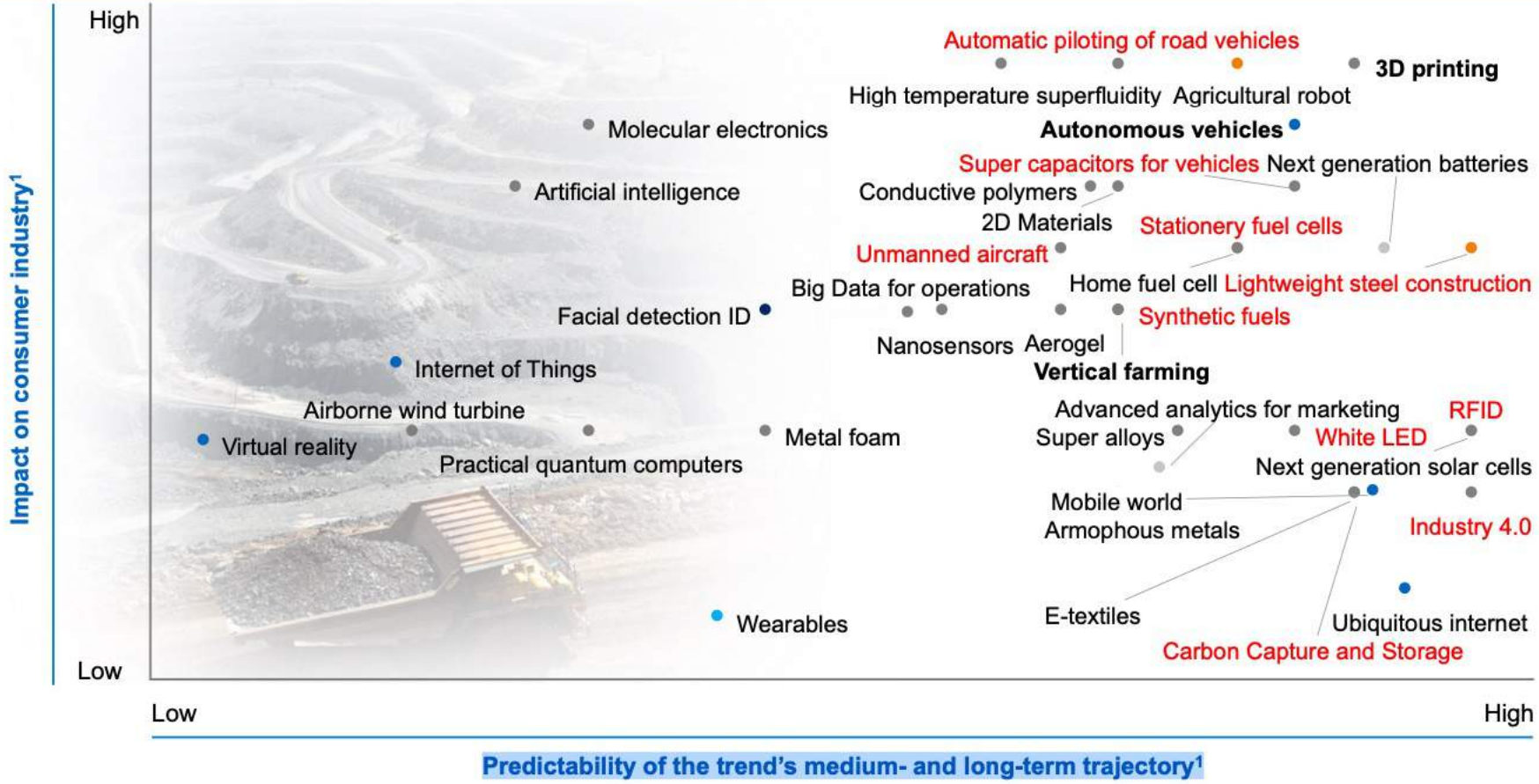
…however, it is tough to predict which technology trends will prevail and how these will impact the minerals industry

NOT EXHAUSTIVE

WORLD MATERIALS FORUM

Most important driver

Middle class explosion · Aging population · Millennials taking over · Shrinking household size · Urbanization · Other such as productivity · Identified by DERA



- **Broad industry trends will translate into a variety of new technologies**
- **Predicting what materials these new technologies will consume is next to impossible**
- **These industry trends will also directly impact mineral demand**

3D Printing

Increased demand for rare metals , replacement of existing demand from manufacturing

Autonomous vehicles

Increased lifetime of vehicles, lower demand from heavy industry

Vertical farming

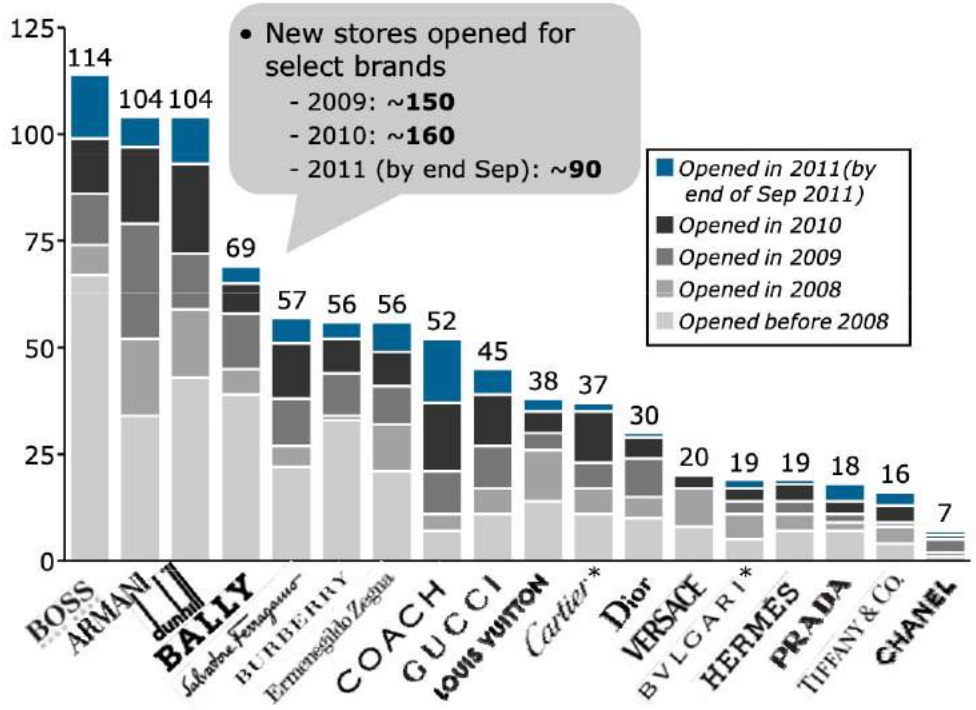
Increased demand for fertilisers, Increased demand for light weight structures

1 Based on analysis of third-party projections, publicly available reports, and expert opinions

Source: McKinsey, DERA (Deutsche Rohstoffagentur) Rohstoffinformationen 28

Brands continue to expand aggressively in 2010, however, some slowing down evidenced in 2011

Store Count of Selected Luxury Brand by end of September 2011



KEY DRIVERS

- **Some investment reduction planned during 2008-2009 crisis**
- Some brands are making **conscious decisions** to **reduce** the **pace** of expansion and focus more on store **performance improvement**
- Despite high growth of commercial real estate, brands are being **more selective** on **top quality locations** with great infrastructure & management
- **Talent shortage** and **rising labor cost** remain major hurdles for store expansion, especially in tier 2/3 cities

*"We are **intentionally slowing down** the expansion, because we have already established great awareness, and we will be **very selective on locations** to open new stores."*

PR Director, Luxury brand

*Cartier and Bulgari store data excludes watch counters
Note: Armani brand includes Giorgio Armani, Emporio Armani and Armani Collezioni; Dior brand includes Dior Ladies and Dior Homme
Source: Analyst reports; Literature search; Brand interviews

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Implications for luxury brands in China

	Main challenges ahead	Implications for luxury brands
A Organic growth/ exclusivity	• As more brands have established broad presence through expansion, there is increasing need for of **ensuring availability while maintaining exclusivity**	• Be **selective** on locations for geo expansion • Focus on improving shopping experience, offering **differentiated products/services**, etc to boost organic store growth and **stay exclusive**
B Digital marketing	• Digital platforms getting more **crowded**, and difficult for brands to fully **engage consumers** and maintain luxury image/experience online	• **Choose** media and formats **carefully** • Maintain **clear brand** positioning and **personality**
C Superior service	• More sophisticated Chinese consumers demanding services (shopping & after-sales) that are **consistent across China** and more **personalized**	• Ensure sufficient **training** and **tracking/ incentive** mechanism to deliver **professional** service • Maintain **consistent** service level across shops in all city tiers
D Talent building	• Talent shortage remain **major obstacles** for brand expansion and organic growth, especially in Tier 2 & 3 cities	• Continue to invest in **talent management**: recruiting, training, career management and retention
E Explosion of social media	• Multiple cases of luxury brands **being exposed** to an extent that's unheard of before • Exposure/vulnerability to PR risks	• Actively **monitor and manage potential PR risks** exacerbated by online media exposure

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Thank you

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	**L5**	**Measuring Brand Performance**	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Agenda – Lecture 5

Part 1

Brand Equity Measurement Systems

Part 2

Measuring Sources of Brand Equity

Part 3

SodaStream

Part 4

Guest Lecture

Part 1
Equity Measurement Systems

Dr Andrés Gvirtz

Measuring Brand Performance: Why is it important?

- Marketers are under more pressure to **"show a return"** on their activities
- One central metric: "**return of marketing investment**" **(ROMI)**
- Measures the degree to which **marketing contributes to profits**

$$\text{ROMI} = \frac{\text{Profit Attributed to Marketing (Net Marketing Spending)}}{\text{Cost of Marketing}}$$

Up to **70%** of **marketing expenditures** may be devoted to activities that **cannot be linked to short-term** incremental **profits**, but yet can be seen as **improving brand equity**

How do we measure brand performance?

Brand Equity Measurement Systems

A set of **procedures** that is designed to provide **timely, accurate, and actionable information** for marketers so that they can make the **best possible tactical decisions** in the **short run** and **strategic decisions** in the **long run**

The following tools and procedures are required to justify expenditures ***beyond ROMI*** *measures:*

Measuring Brand Performance

Brand Audits

- Comprehensive examination of a brand to **assess its health**
- Uncovers **sources of equity**
- Suggests ways to **improve and leverage** that equity

Brand Tracking/Monitoring

- **Regular collection** of information about **customer brand perceptions**
- Uses **quantitative** performance measures on a number of **actionable** key dimensions

Implementing BE Measurement System

- Set of **organisational processes** designed to to implement **systematic brand equity analyses** (audits & tracking/ monitoring) within a firm

Brand Equity Measurement Systems

Goals

- Learn how consumers **think**, **feel,** and **act** toward brands
- Assesses brand equity from the **firm and** the **customer perspective**

Outcome: Report

Why is it important?

- Provides **holistic & detailed** understanding of brand equity
- Sets the **strategic direction** for the brand
- Recommends **marketing programmes** and **specific actions** to maximise long-term brand equity

Brand Equity Measurement Systems: Brand Audits

1. Brand Inventory

A current **comprehensive profile** of how **all** firm products and services are **branded** and **marketed**:

- Brand identity & brand elements
- Brand architecture /portfolio / hierarchy
- Industry valuation
- Brand positioning (target customers, POPs, PODs, Brand Mantras, etc.)
- Profile of competitive brands
- Supporting marketing programs

2. Brand Exploratory

Analysis of consumer's **brand knowledge structures (CBBE)**

- Brand awareness (brand recall & brand recognition, TOMA)
- Brand Image (strength, favourability, uniqueness)

Brand Equity Measurement Systems: Brand Audits

What to track:

- Product-brand tracking (individual branded product or service)
- Corporate vs. family brand tracking
- Global vs. regional tracking

Whom to track:

- Current vs. prospective customer perceptions
- Channel partner vs. end-consumer perceptions
- Organisational vs. individual-level

When & where to track:

- Periodic vs. real-time
- Frequency depends on stability of brand associations, marketing activity, product/brand life cycle

Goal: Identify Drivers of Brand Equity

- Which brand associations influence customer attitude, behaviour & brand choices most?
- Which marketing activities are most effective (i.e., mix elements, timing, duration, etc.)

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Implementing Brand Equity Measurement Systems

Brand Equity Charter

- Provides **general brand guidelines** to marketing **managers** and key **marketing partners**
- Entails brand goals, measurements, strategic & tactical guidelines (consistency, evaluation, naming criteria, trademark usage, packaging, communication, etc.)

Brand Equity Report

- Comprises the **results of audits** & **tracking** studies and **other** relevant performance measures
- To be developed monthly, quarterly, or annually
- Provides **descriptive** and **diagnostic** information

Brand Equity Responsibilities

- **Clearly defines** roles responsibilities, org. design
- Coordination & overseeing **mechanisms**
- Ensure that branding is done in a way that reflects charter and report

Part 2
Measuring Sources of Brand Equity

Dr Andrés Gvirtz

Qualitative Research Techniques

Free Associations

- Subjects are asked **what comes to their mind** when they think of a particular brand without any probes or cues

- **Strength:** order of associations
- **Favorability:** follow-up questions
- **Uniqueness:** comparative questions

"What does Brand X mean to you?"

"Tell me what comes to your mind when you thin of Brand X"

"What do you like best/least about the brand?"

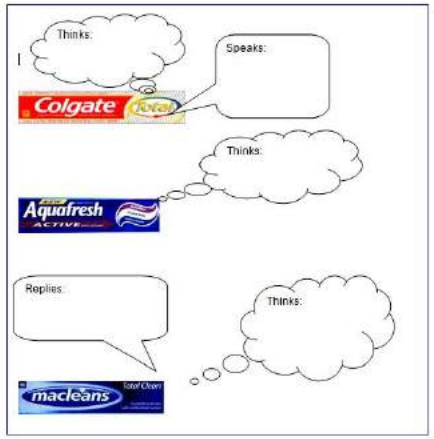
"What do you find unique about the brand?"

Mental Maps

Projective Techniques

- Uncovers **true opinions** and **feelings** of consumers when unwilling or unable to express themselves
- **Goal:** Overcome social desirability

- Examples:
  - Completion & Interpretation Tasks
  - Comparisons Tasks
  - Archetypes



Qualitative Research Techniques

Qualitative Research Techniques

NOVELTIES

ANNE EISENBERG

The Hearing Aid As Fashion Statement

THIS hearing aid looks more like an earring. Its tiny triangular body comes in exuberant colors like sunset orange, racing green or cabernet red; a slender wisp of wire uncoils gracefully from the body to an earpod no bigger than a teardrop.

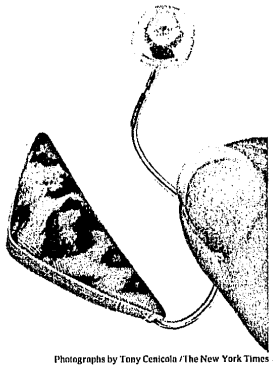
But it is indeed a hearing appliance, made by the Danish company **Oticon**. It is called Delta, after its triangular housing that contains the microphones and signal-processing electronics. Introduced in May, the device is designed for people typically in their 40's, 50's or older who are starting to lose the ability to hear high-pitched sounds but hate doing anything about it.

"This new design is appealing to people who traditionally are reluctant to seek help" for hearing loss, said Ed Bravo, an audiologist at Audio Help Associates in New York. An appliance that looks this hip, though, may overcome that barrier; Dr. Bravo has fitted many clients with it since May.

The hearing aid costs about $2,000 to $3,000, depending on the model; typically, people need one for each ear, said Gordon Wilson, vice president for marketing at the company's American headquarters in Somerset, N.J.

Customers are drawn by both the smallness of the device — it's hard to see unless wearers lift their hair and push down the tops of their ears — and its smart appearance, said John Voss, who has fitted patients with it at Hearing Associates' offices in Duluth and Grand Rapids, Minn. "People want the smallness so no one will see it, but once they get it, they are happy to show it off."

Cathleen Osborn, 45, who has dark brown hair, picked a pair of hearing aids with a leopard-skin design sold by Harbor Audiology and Hearing Services in Gig Harbor, Wash. "They go with my hair — and my per-



Photographs by Tony Cenicola / The New York Times

The Delta hearing aid by Oticon, in a leopard skin pattern. The device is designed not to cover the ear canal.

ics natural hearing. But many potential users would not give the technology a try, he said: "People just didn't want to be seen wearing a hearing aid."

Indeed, many people have strong aversions to hearing aids, said Dr. Robert Green, an ear, nose and throat specialist in Manhattan who was amused to learn that there was a hearing aid with the moxie to come in a color like "green chameleon." "Unfortunately, there is a powerful stigma attached to hearing aids," he said. "People don't think twice about getting eyeglasses, but hearing

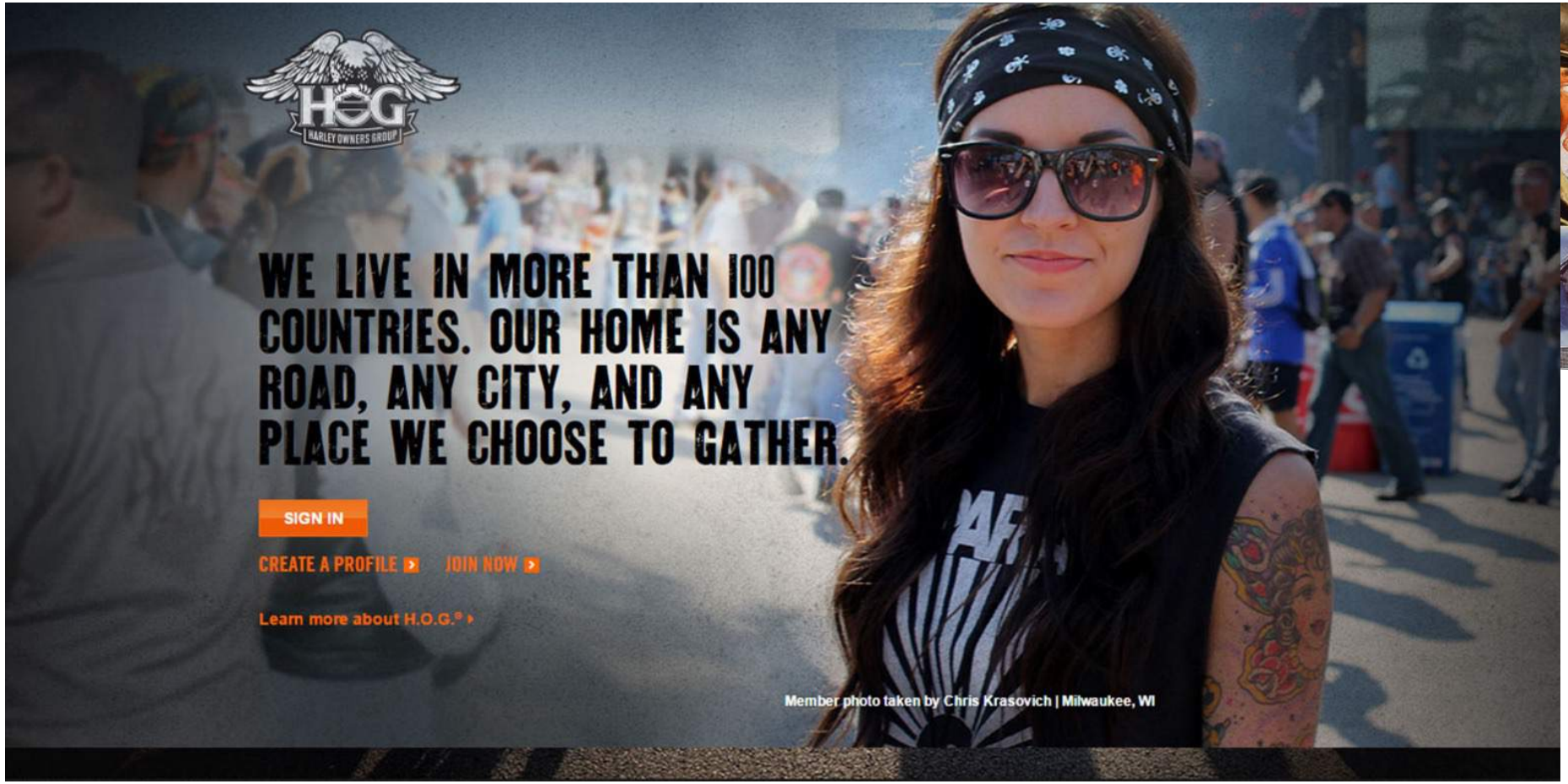
aids are a different story."

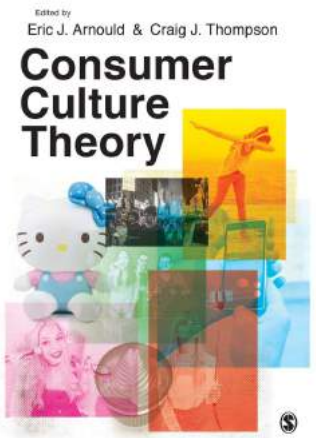
In 2004, Oticon hired the consulting firm Olson Zaltman Associates to help it address this aversion. "We found that some people used cost as an excuse to postpone the purchase," said Lindsay Zaltman, managing director of the company, speaking from the company's office in Pittsburgh. But there were also deeper issues. Hearing aids were perceived as "a neon sign on your forehead saying, 'I'm flawed, I'm old,' " he said.

The brash new styling of the Delta is part of a strategy to fight this impression. In a trial study of people who wore the device for a few weeks, some users said their friends mistook the hearing aids for wireless headsets used with cellphones, Mr. Zaltman said. "So this thing with a negative stigma started to change to something smarter and cooler-looking, taking on this idea that you could *want* people to see this."

It's too early to know if the strategy is working, but Mr. Wilson says sales have

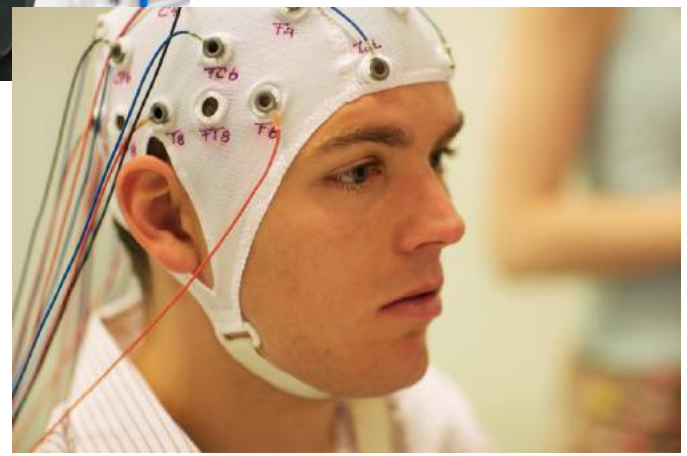
Qualitative Research Techniques





Quantitative Research Techniques

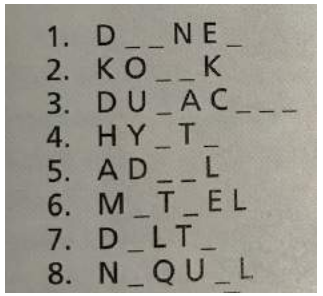
Neural Research Methods



Quantitative Research Techniques

...for Brand Awareness

- **Simple** recognition tests
  (cues: various brand elements)
- Perceptually **degraded** brand tests
- **Unaided & aided** recall



...for Brand Image

- **Survey research** (Likert-scale ratings of uniqueness, strength, favorability of associations)
- **Multidimensional Scaling**

...for Brand Responses & Relationships

Purchase Intentions

WOM

Loyalty

Attachment

Quantitative Research Techniques

- Research studies (often experiments) that examine **consumer attitudes** and **behaviour** toward a **brand** to directly estimate specific **benefits** arising from higher **brand awareness** or **image**

Brand-based Comparative Methods

- Experiment: Evaluate marketing activity when:
  - brand known vs. fictional
  - own brand vs. competitor brand
- Application:
  - New product development & pricing

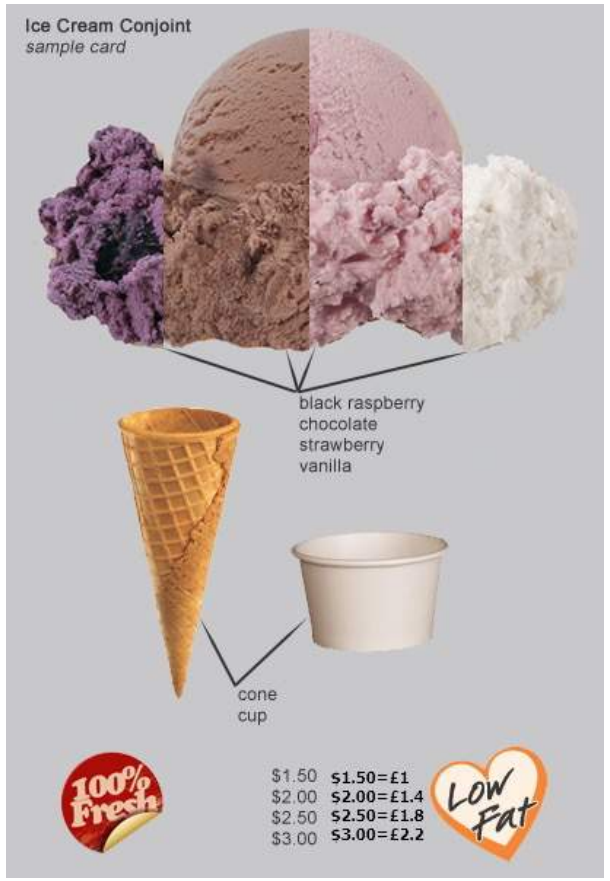
Marketing-based Comparative Methods

- Experiment: **Change** in marketing activity (before/after; **same brand**)

Comparative Methods: Conjoint Analysis

Products are considered as **bundles** of **attributes**

(e.g., horsepower, interior, price)



Conjoint analysis provides insights how consumers evaluate a product **at attribute level:**

1. The **relative importance** consumers attach to each product attribute
2. The **utilities** they attach to the levels of attributes

Brand Personality and Values

Brand personality

Human characteristics or traits that consumers can attribute to a brand

The big five: factors (with underlying facets) of brand personality:

Sincerity

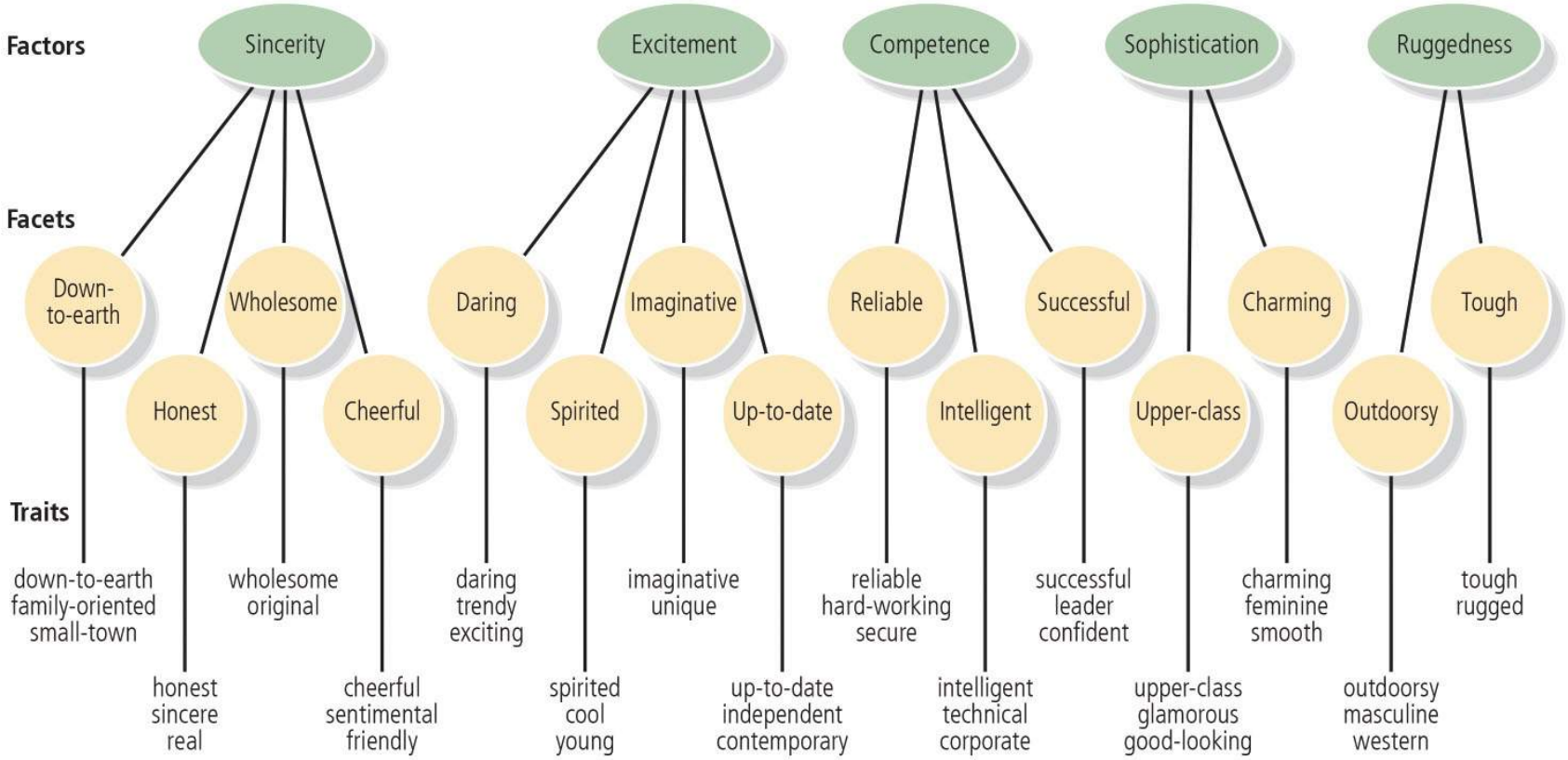
Excitement

Competence

Sophistication

Ruggedness

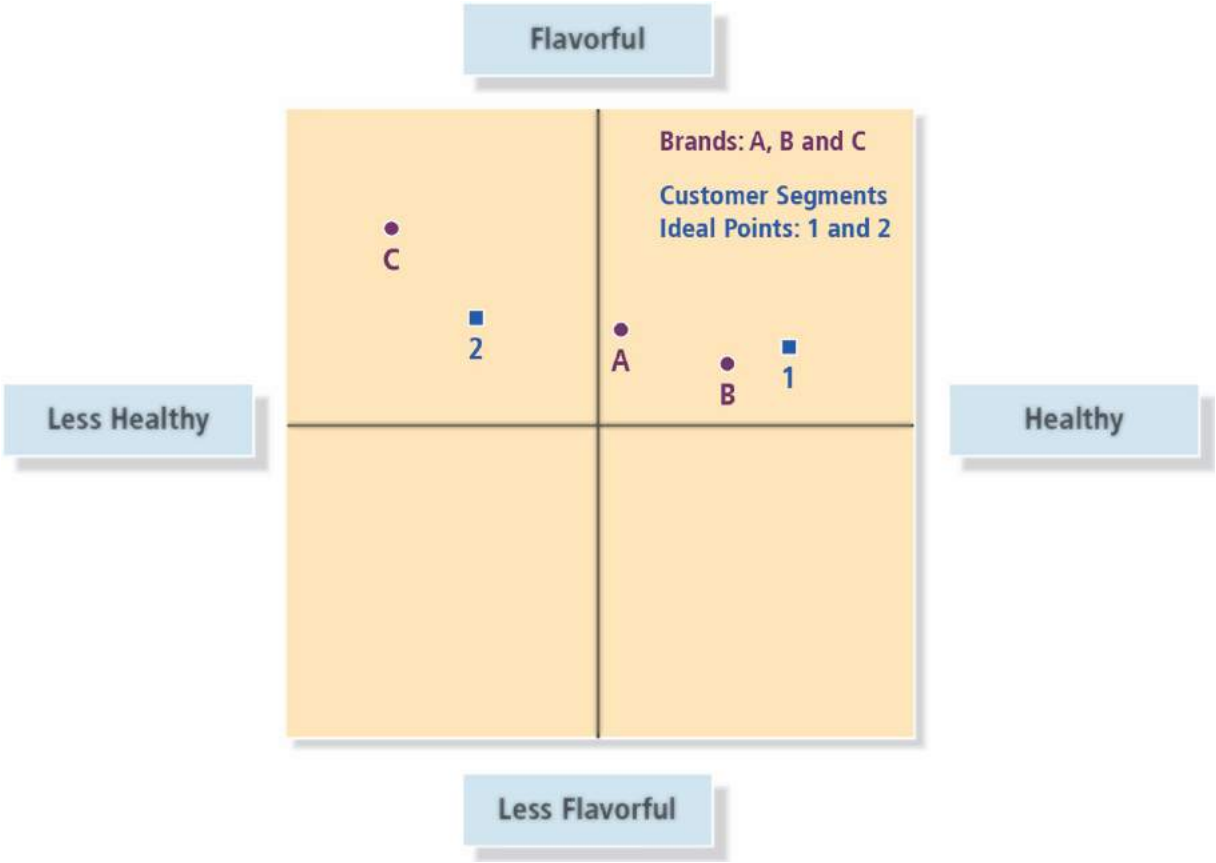
Brand Personality Scale Measures



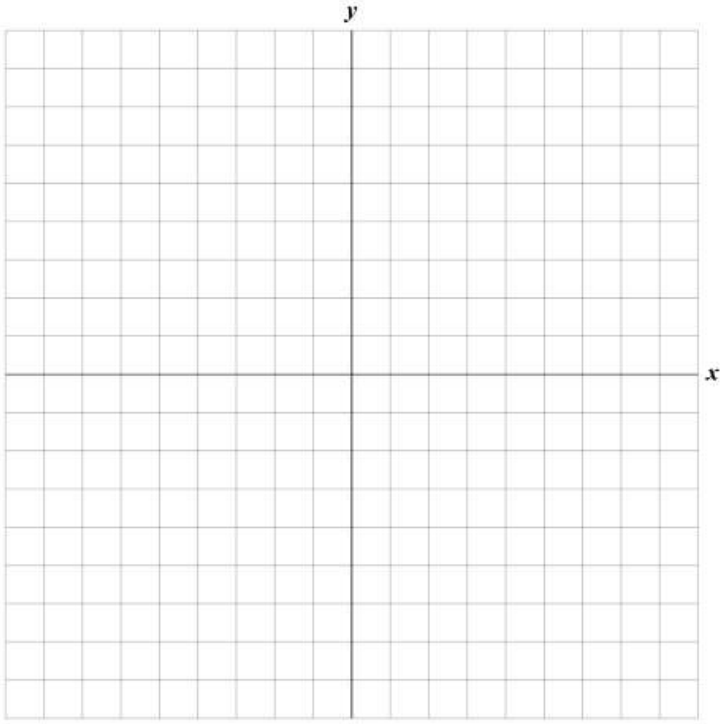
Activity

Which fast-food chains in the UK do you know?

Multidimensional scaling (MDS), or perceptual maps



Rate A in terms of healthy and flavourful. X = Healthy (right quadrants are more healthy) and Y = Flavourful (top quadrants are flavourful).



Total Results: 0

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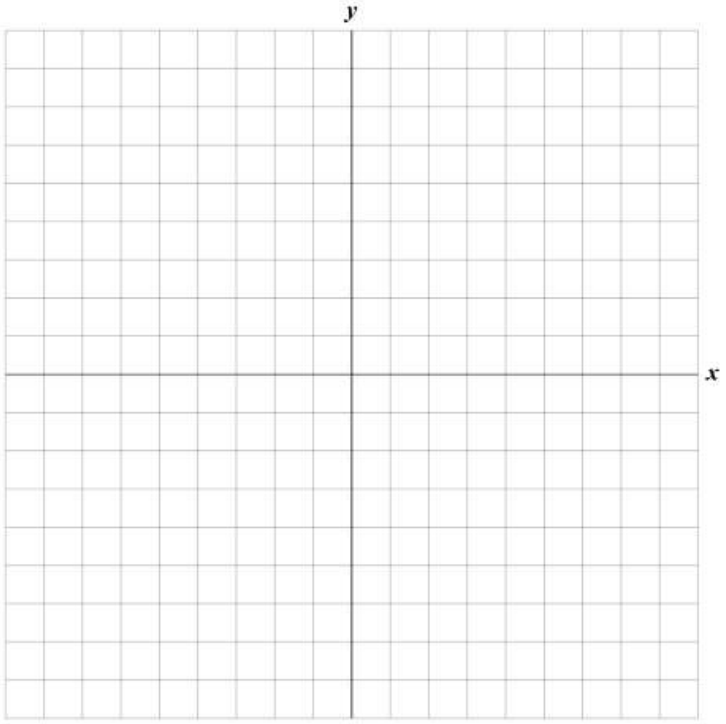
Rate B in terms of healthy and flavourful. X = Healthy (right quadrants are more healthy) and Y = Flavourful (top quadrants are flavourful).



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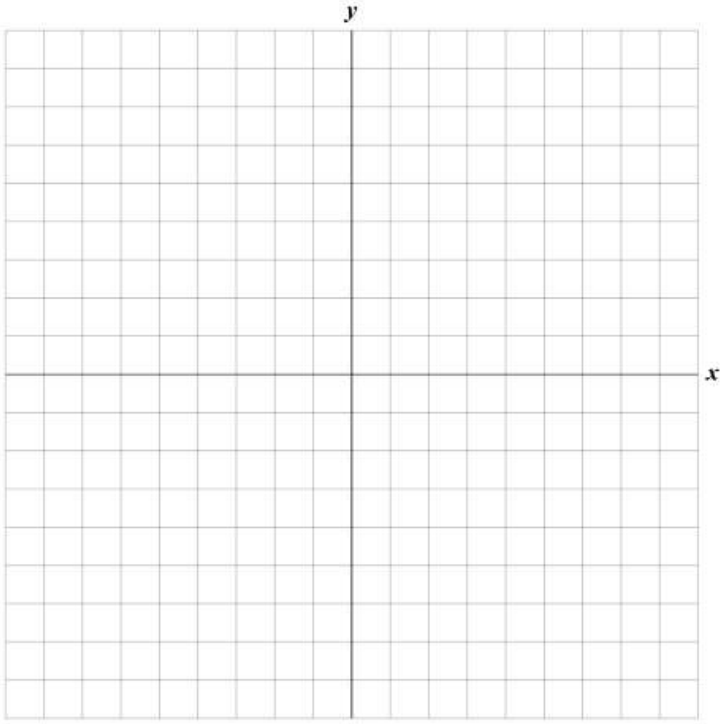

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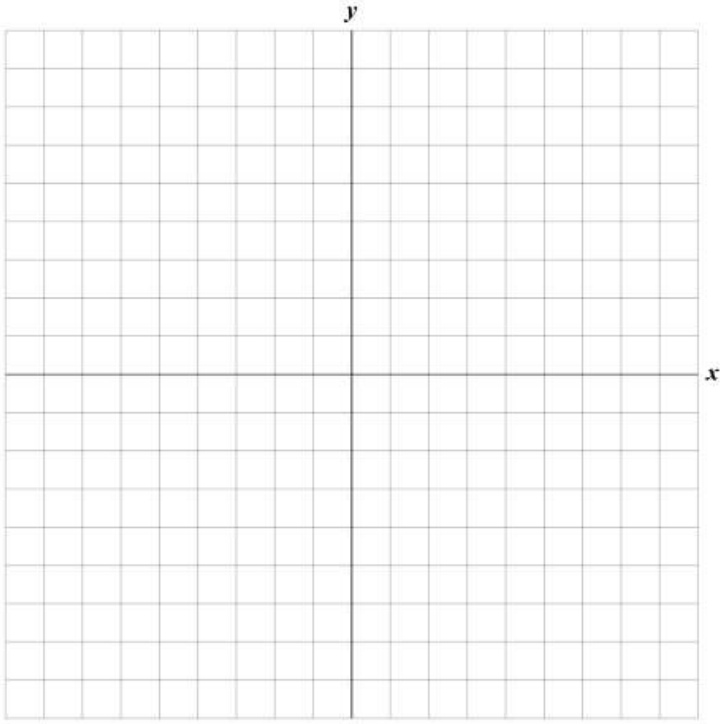
Rate D in terms of healthy and flavourful. X = Healthy (right quadrants are more healthy) and Y = Flavourful (top quadrants are flavourful).



Total Results: 0

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Holistic Methods

- Place an **overall value on the brand** in either abstract **utility terms** or **financial returns**
- **Goal:** Determine unique (financial) **contribution of brand**

Residual Approach

Brand Equity = Overall preference – Preferences for physical product attributes

Methods:
- Scanner Panels
- Choice Experiments
- Multi-Attribute Attitude Models

Problem: Necessity of easily measured product-related attribute associations

Valuation Approach

- Places **financial value** on brand equity
- Purposes:
  - Mergers & Acquisitions
  - Brand licensing
  - Fund raising
  - Brand portfolio extensions

Holistic Methods: Valuation Approach (Example)

Part 1 – Calculating Financial Value

Calculating Financial Value is a three-step process:

Step 1
We begin with the brand's parent company, which generates earnings from:

- **Tangible assets –** (assets with a physical form, which include fixed assets - e.g. buildings, machinery, land & current assets e.g. cash and inventory)
- **Intangible assets –** (such as patents, trademarks and brands)

Example - 'Volkswagen AG' is a parent company that generates earnings from tangible assets like its manufacturing plants and equipment, as well as its intangible assets - the brand names under which the cars are sold – Volkswagen, Audi, SEAT etc.

To determine the proportion of earnings directly derived from the company's intangible assets we begin with Corporate Earnings - sourced from Bloomberg, which represent the latest annual earnings reported by the parent company. Then by using other financial data from the same source, we calculate and apply a metric called the Intangible Ratio.

By multiplying Corporate Earnings by the Intangible Ratio, we are left with Intangible Earnings, which represent earnings derived from intangible assets.

Step 2
Next, we need to determine the proportion of these Intangible Earnings that are directly attributable to the brand we want to value.

To do this we take the Intangible Earnings identified in Step 1 and apply the Attribution Rate, which literally attributes a proportion of the parent company's Intangible Earnings to the brand we want to value.

The Attribution Rate is determined by analysis of brand level financial information from the parent company's published financial reports and other credible sources, such as data from Kantar.

Once the Attribution Rate is applied to Intangible Earnings, we are left with Branded Intangible Earnings i.e. the proportion of the parent company's Intangible Earnings that can be attributed to the specific brand in question e.g. this step would attribute a proportion of Volkswagen AG's Intangible Earnings to Volkswagen, Audi, SEAT etc.

Step 3
The final step is to consider the projected earnings of the brand in question, which measures the brand's ability to generate earnings in the future and requires the addition of a final component – the Brand Multiple, which is also calculated from financial data sourced from Bloomberg. It's similar to the calculation used by financial analysts to determine the market value of stocks (Example: 6X earnings or 12X earnings).

When we multiply the Branded Intangible Earnings from Step 2 by the Brand Multiple, we reach the brand's true Financial Value – i.e. the proportion of the parent company's $ value that can be attributed to the brand in question accounting for current and projected performance.

Part 2 – Determining Brand Contribution

To arrive at the true value of the brand (i.e. the asset in the minds of consumers) we need to quantify its strength relative to competitors i.e. to isolate the Financial Value that is directly driven by its Brand Equity. This allows us to understand the proportion of the Financial Value that is explained by the brand alone and hence the total $ value of the brand itself.

A brand's equity can impact consumer behavior and contribute value to a corporation in three ways:

- **Current demand –** based on the strength of its equity alone a brand can influence consumers to choose it over others in the present – generating volume share
- **Price premium –** based on the strength of its equity alone a brand can influence consumers to be willing to pay more for it over others – generating value share and profit
- **Future demand and price –** based on the strength of its equity alone a brand can influence consumers to buy the brand more in future or to buy it for the first time at the desired price – increasing volume and value share in future.

Using BrandZ™'s unique survey based brand equity model (The Meaningfully Different Framework) we are able to quantify a brand's abilities in each of these three areas relative to competitors, with a survey based measure:

Current demand = Power
Price Premium = Premium
Future demand and price = Potential

Each of these measures contributes to the proportion of the company's total value accounted for by the brand's equity alone – i.e. the Brand Contribution.

Part 3 – Calculating Brand Value

Brand Value is the $ amount that the brand contributes to overall business value of the parent company.

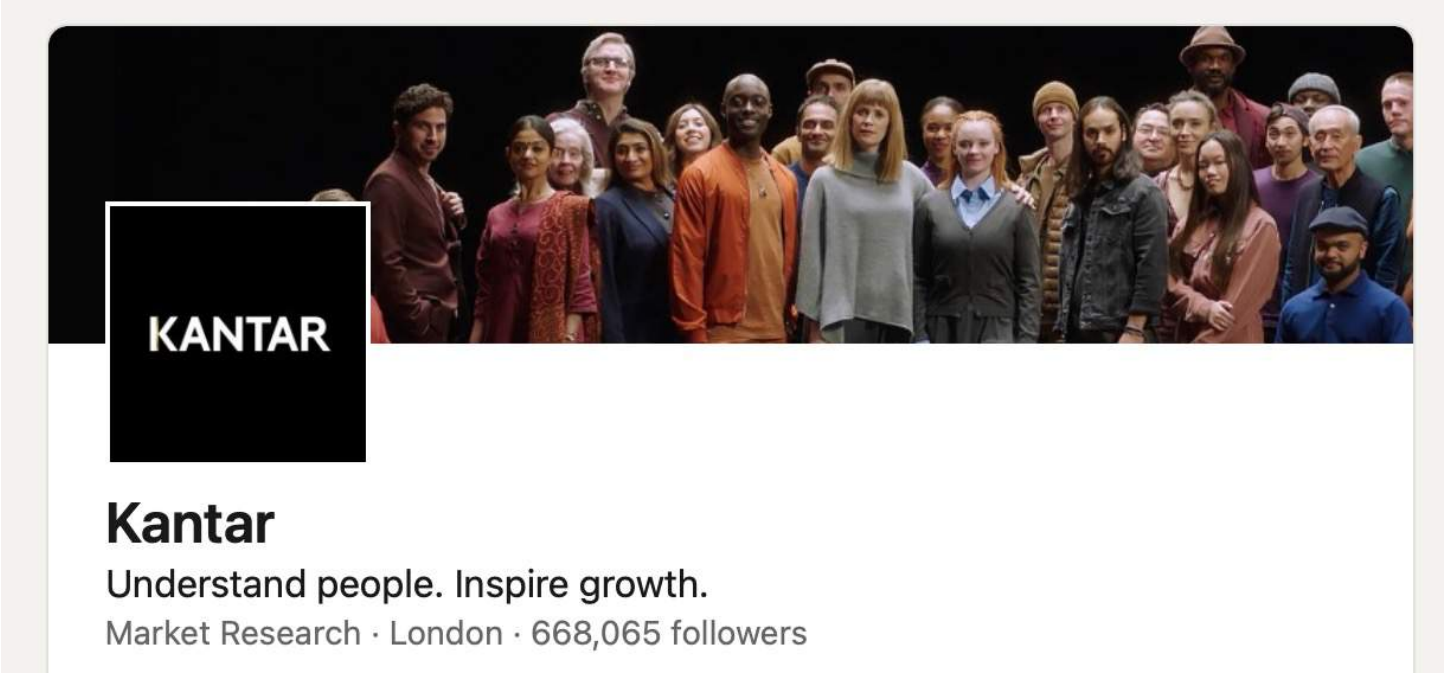
Brand Value =
Financial Value x
Brand Contribution

Source: BrandZ – Valuation Methodology

Part 3
Case Study: SodaStream

Dr Andrés Gvirtz

Announcement: After reading week at 1pm



Small Pharma

Former SVP & Global Client Leader

Now Head of Brand and Communications
Pharma company

SodaStream 1/2

1. How was Birnbaum able to turn around the company's fortunes during the initial period after the acquisition (2007–2013)?

2. What role did ethical values play in the development of the SodaStream brand?

3. How successful was Birnbaum in staking out the moral high ground in disputes with various adversaries? What are the potential benefits and risks for the company of engaging in these types of highly publicized debates?

4. How would you assess the impact of these public controversies on the company's image, performance and stakeholders?

SodaStream 2/2

5. What are the merits and limitations of CEO activism? Can it produce positive social change or does it tend to heighten societal divisions? Should companies attempt to remain neutral on divisive social questions? Can they?

6. What is the proper role of business and business leaders in addressing issues of morality and justice in society? How should one draw the boundaries between business objectives and social responsibility?

7. How does SodaStream's public profile and history influence how it engages in social activism going forward? What advice would you give Birnbaum?

Question One

How was Birnbaum able to turn around the company's fortunes during the initial period after the acquisition (2007–2013)?

What segments of consumers buy (or consider buying) products like SodaStream? Which segment is the most attractive from a marketing point of view?

sodastream

Question Two

What role did ethical values play in the development of the SodaStream brand?

How successful was Birnbaum in staking out the moral high ground in disputes with various adversaries?

What are the potential risks and benefits of a company engaging in these publicised debates?

SodaStream: the Israeli-run shop dividing Brighton

The company's EcoStream store sells ethical products, but its factory is on illegally occupied West Bank land. Which has triggered pro-Palestine and pro-Israel protests outside the shop

Pro-Palestine and pro-Israel supporters protest outside the EcoSource shop in Brighton. Photograph: Tony Wood

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Coca-Cola
EINGEDI

Question Seven

How does SodaStream's public profile and history influence how it engages in social activism going forward?

What advice would you give Birnbaum?

1
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1
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Part 4
Guest Lecture

Dr Andrés Gvirtz

Please welcome:
Linda Tieu

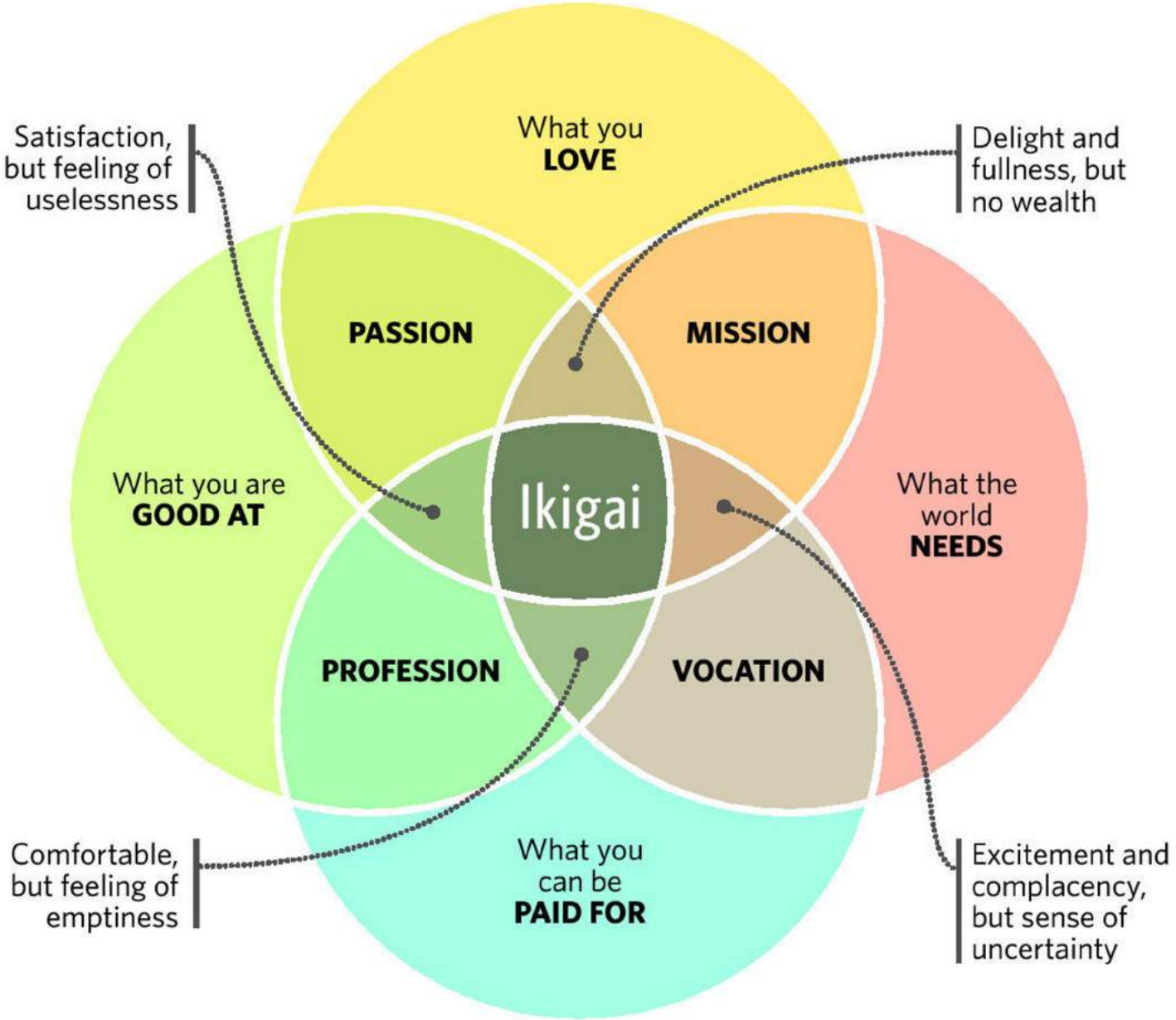
BA in History

Media Planning,
Brand Insights,
Brand Strategy,
Brand Management

Adventures ahead:
Global Senior Brand Manager

Ikigai

A JAPANESE CONCEPT MEANING "A REASON FOR BEING"



SOURCE: dreamstime

TORONTO STAR GRAPHIC

Thank you

andres.gvirtz@kcl.ac.uk

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Part 1
Guest Lecture

Dr Andrés Gvirtz

Please welcome:
Jenny Maguire

pwc

Associate
Senior Associate

KANTAR

Senior Consultant
Associate Director
Director (Consulting)
Senior Vice President
(Global Client Leader)

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MS in Psychology and
Neuroscience of Mental Health

Small Pharma

Head of Brand & Communications

Agenda – Lecture 5

Part 1

Guest Lecture

Part 2

Quick-Follow Up

Part 3

Designing Brand Architecture Strategies

Part 4

In-Class Activity

Part 2
Quick Follow Up

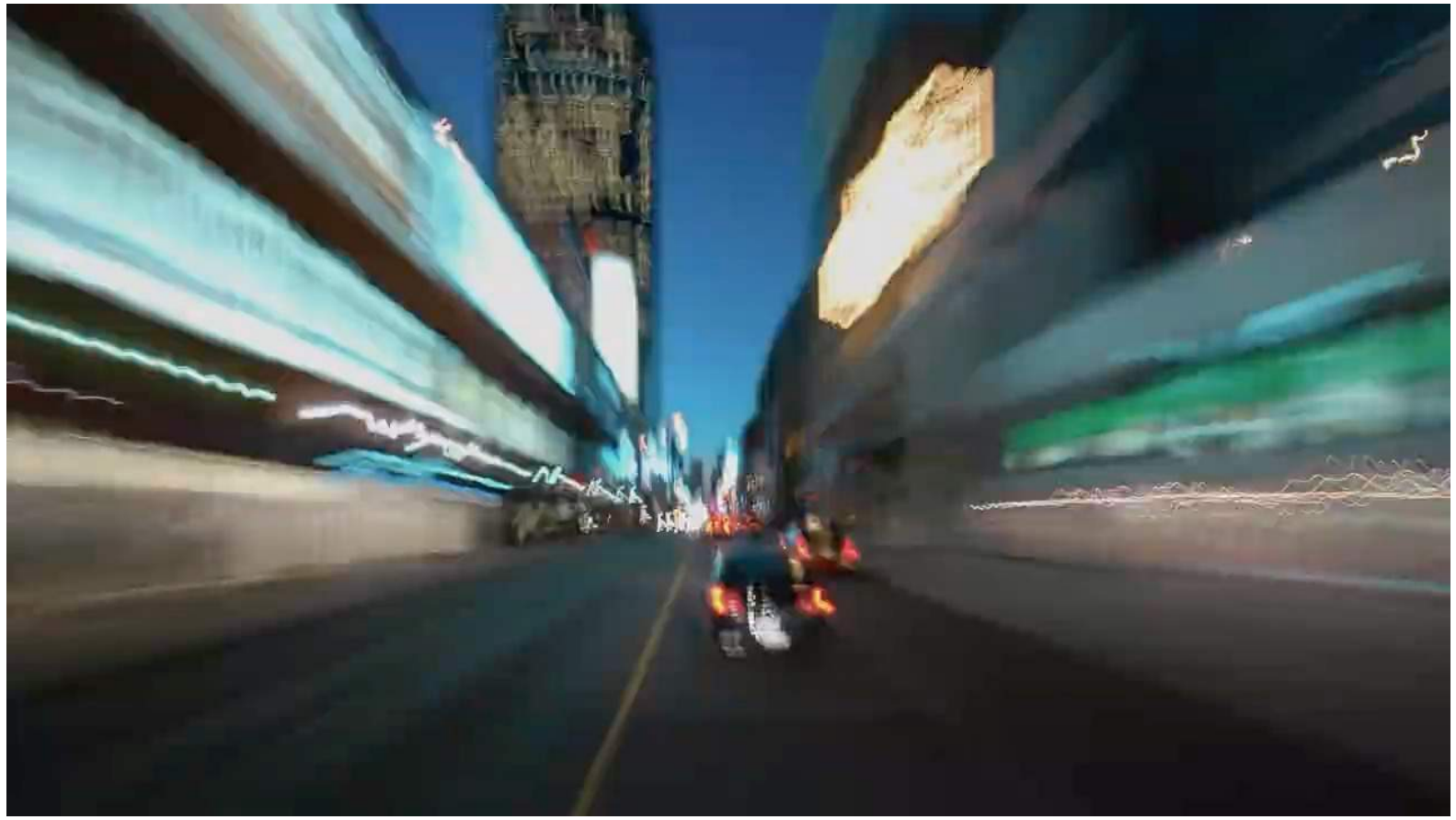
Dr Andrés Gvirtz

Schedule

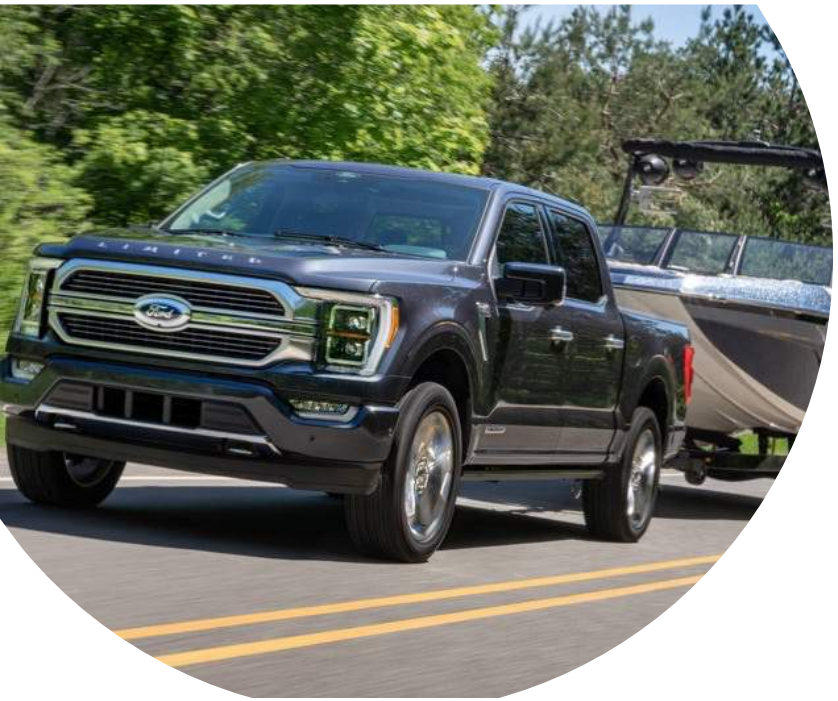
Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	**L6**	**Brand Architecture Strategies**	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Ford in the UK

Ford in the US



Why do we see those differences?



3. Chevrolet Silverado, 519,774 Sold,

1. Ford F-Series, 726,004 Sold,

2. Ram Pickup, 569,388 Sold,

Why do we see those differences?

Most popular car models on UK roads

According to figures released by the DVLA, the top ten most common cars in the UK are as follows:

1. Ford Fiesta – 1.54m on UK roads

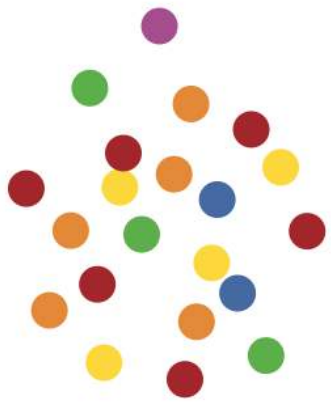
2. Ford Focus – 1.3m on UK roads

Part 3
Designing Brand Architecture Strategies

Dr Andrés Gvirtz

Brand Architecture Strategy: Relevance

- Helps marketers determine:
  - **which products & services to introduce** and
  - **which brand elements** (e.g., logos, symbols, etc.) **to apply to new** and **existing** products
- Represents the **means** by which the firm can **help consumers understand** its products and services and **organize** them **in their minds**



BRAND CHAOS

BRAND ARCHITECTURE

Brand Architecture Strategy: Roles

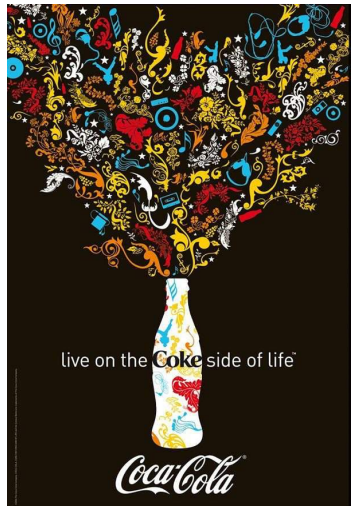
Role of Brand Architecture

Clarify Brand Awareness

- Improves **customer understanding** of brands
- Communicates **similarity and differences** between individual products & services

Improve Brand Image

- Maximizes **transfer of brand associations** between the brand and individual products & services
- Improves **trial & repeat purchase**



Brand Architecture Strategies: 3 Main Types

1

Branded House

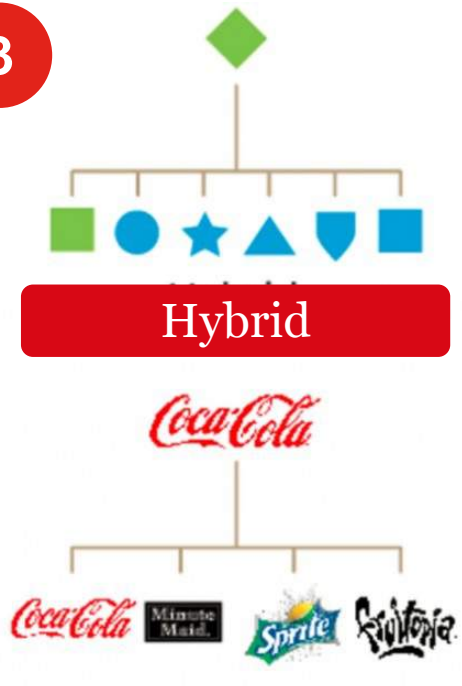
- All sub-brands use the **same master brand**
- Only differentiate in their description

2

House of Brands

- Consist of **various sub-brands**
- Each sub-brand operates **independently** and obtains separate market share & profits

3



Hybrid

- **Combination** of two previous types
- Enjoys advantage of both, however, requires higher brand management standards & resource inputs

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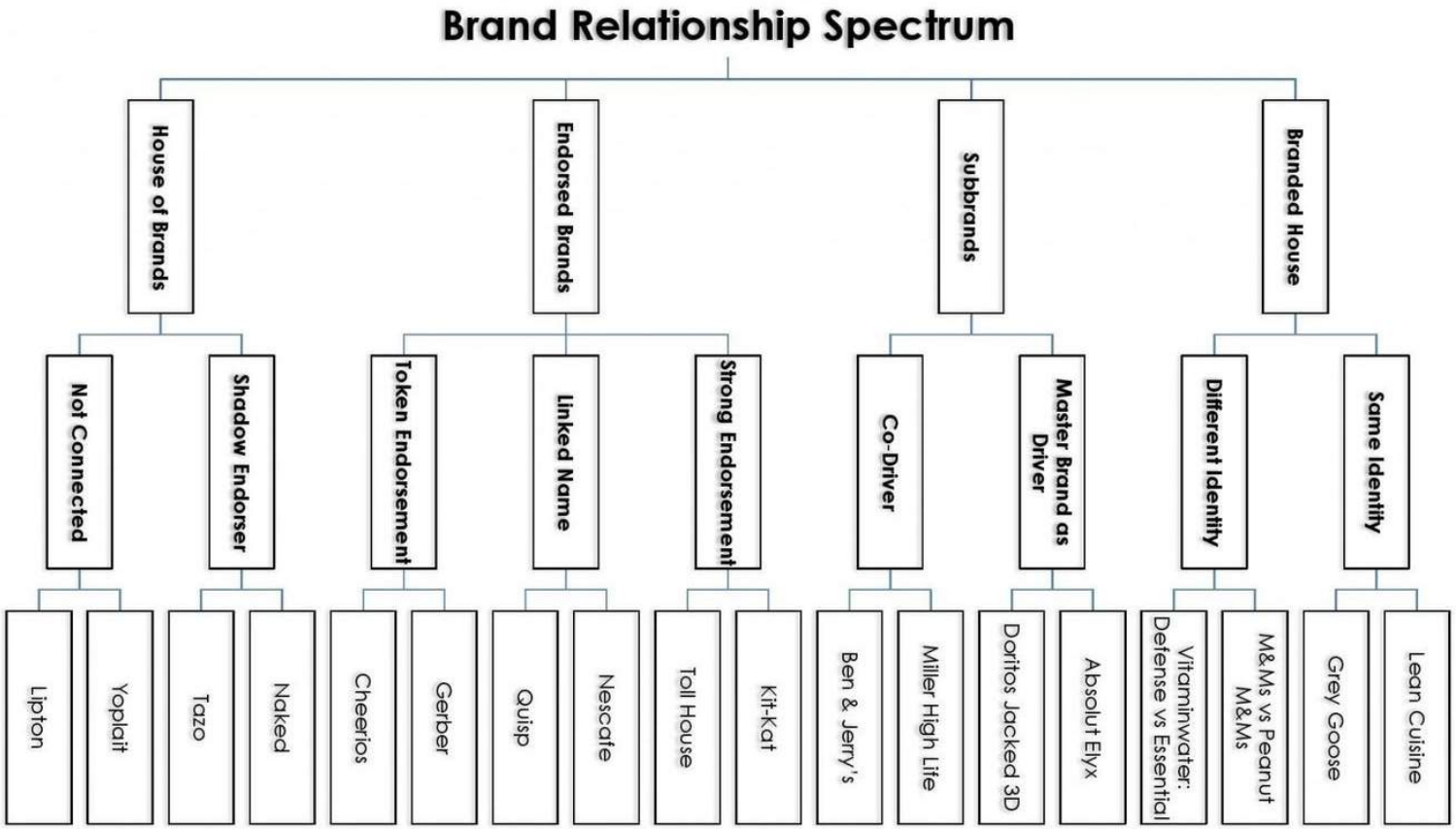
Brand Architecture Strategies: Further Subtypes



Brand Architecture Strategies: Example

House of Brands

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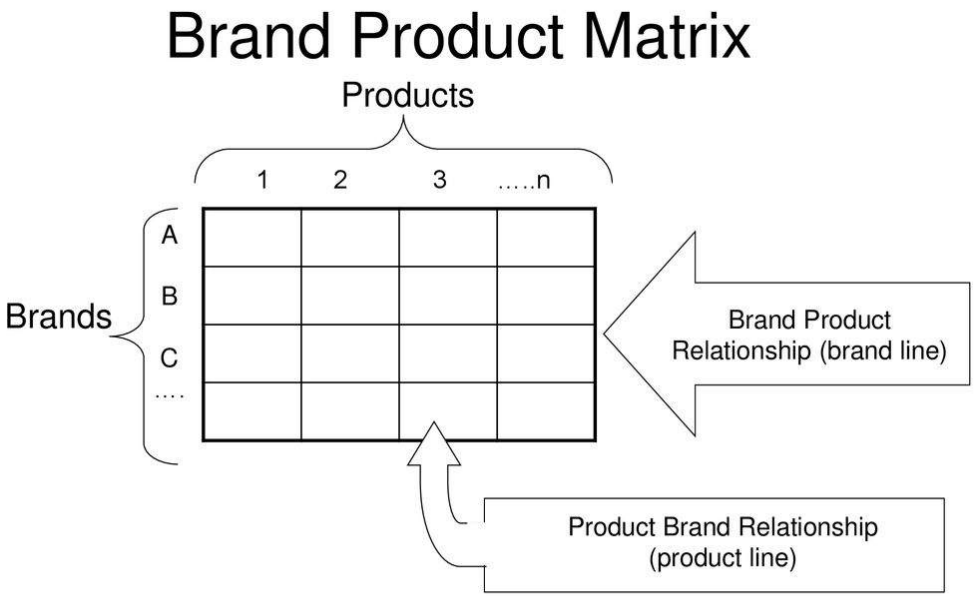
Brand Architecture Strategies: Analysis

Tool to characterize brand architecture strategy



Brand-Product relationships (rows)
Capture number & nature of products sold under firm's different brands

Brand line = one row (all products sold under one brand)

Product-Brand relationships (columns)
Capture number & nature of brands marketed in each category

Brand portfolio = one column

Brand portfolio: set of all brands and brand lines that a particular firm offers for sale to buyers in a particular category

Brand Architecture Strategies: Analysis

Product line

- A group of products within a product category that are closely related
- May include different brands

Product mix (product assortment)

- The set of all product lines and items that a particular seller makes available to buyers
- Represent different sets of columns in brand-product matrix

Brand mix (brand assortment)

- The set of all brand lines that a particular seller makes available to buyers
- Represent different rows in brand-product matrix

Brand Architecture Strategies: Analysis

Product Categories

Brands

	Sham poo	Soap	Con ditio ner	Dete rgent	Face wash	Cre am	Body wash	Pow der	Hand wash	Petrol iam jelly	Body lotion	Tooth paste	deod orant	Body spray
Dove	✓	✓	✓	✗	✓	✓	✗	✗	✗	✗	✓	✗	✓	✗
LUX	✗	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
POND'S	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✗	✗
Lifebuoy	✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗
Vaseline	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓	✓	✗	✗	✗
Fair & Lovely	✗	✗	✗	✗	✓	✓	✗	✗	✗	✗	✓	✗	✗	✗
Surf excel	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

Brand lines

Brand lines

Brand portfolio

Brand portfolio

Product Line

Product Line

Brand Mix

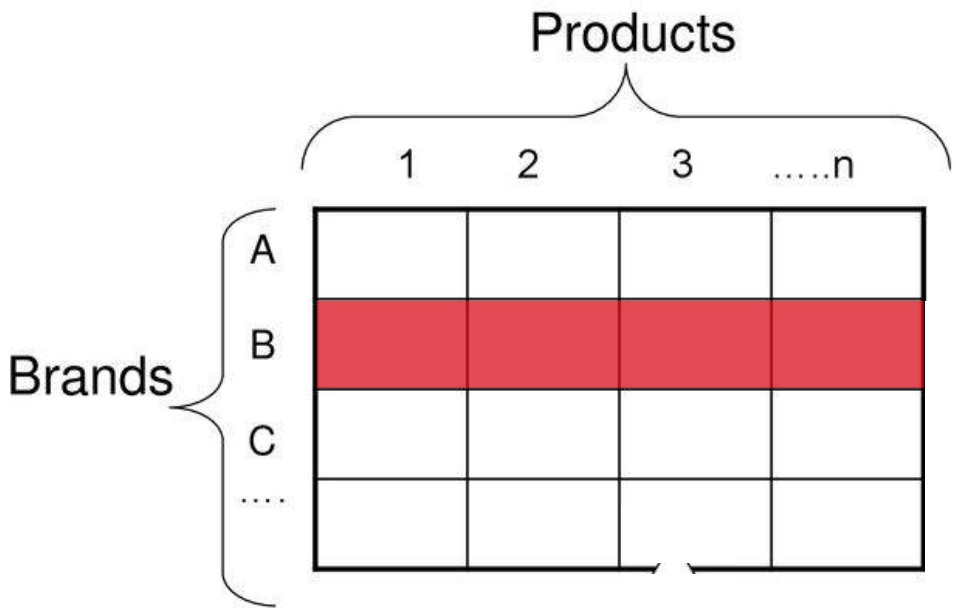
Product Mix

Breadth:
#product lines

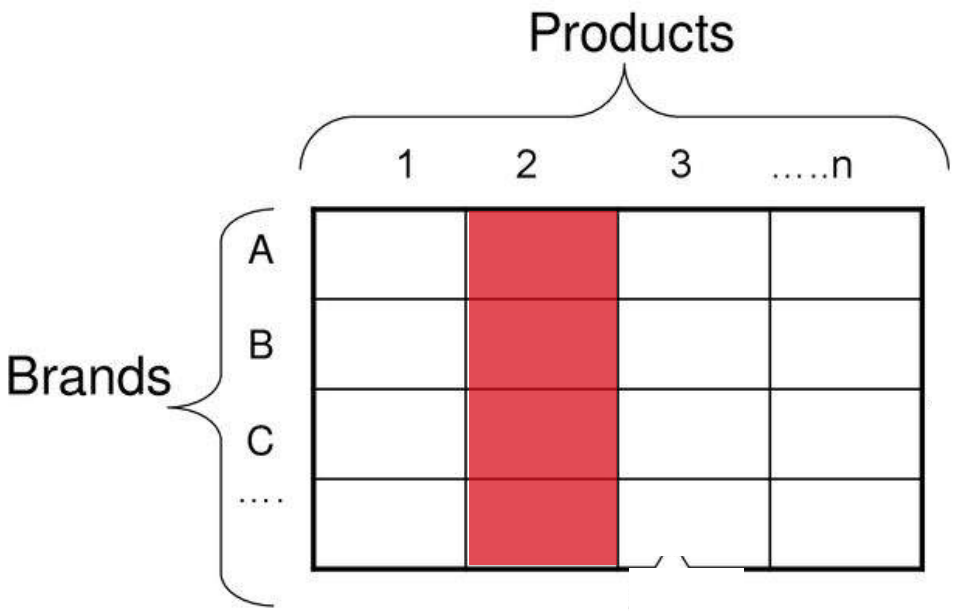
Depth:
#variants within each product line

Brand Architecture Strategies: Analysis

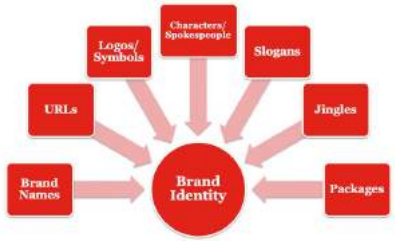
Brand Extension Strategy



Brand Portfolio Strategy



Developing a Brand Architecture Strategy



Step 1: Defining Brand Potential

(Articulate brand vision, boundaries & positioning)

Step 2: Identifying Brand Extension Opportunities to Achieve Potential

(Line & category extensions)

Step 3: Branding New Products and Services

(Includes deciding on brand elements & positioning)

Brand Portfolio Analysis

Brand Hierarchy Analysis

Analyzing Brand Architecture: Brand Portfolio Analysis

- Brand portfolio includes **all brands** sold by a company in a product category

- **Basic principles** in designing a brand portfolio:
  - **Maximize market coverage** so that no potential customers are being ignored
  - **Minimize brand overlap** so that brands aren't competing among themselves to gain the same customer's approval

Ideally **each brand maximizes brand equity** in combination with all other brands in the portfolio

Analyzing Brand Architecture: Brand Portfolio Analysis

Reasons for introducing multiple brands in a category

Increase **shelf presence** and **retailer dependence**

Target **various price segments** & geographic **areas**

Distribute products through **different channels**

Attract customers seeking variety who may otherwise switch to another brand

Increase **internal competition** within the firm

Yield economies of scale in advertising, sales, merchandising, and physical distribution

Organisational core values can be diluted by widening brand portfolio!

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Analyzing Brand Architecture: Brand Portfolio Analysis

Brand Roles in the Portfolio

Flankers

- Act as **protective flanker** or "**fighter" brands**
- Create **points-of-parity** with competitor brands so that flagship brands can retain positioning
- Examples: **Discount brands**

Cash Cows

- **Milk reservoir** of existing brand equity despite stagnant/dwindling sales
- **No/minimal marketing support** required
- Example: DVD service Netflix

Low-End Entry-Level

- **Attract customers**
- Act as **traffic builders** and means to **trade-up** to higher-priced brands
- Example: **Mobile phone plans** allow to upgrade to more expensive phones/plans

High-End Prestige

- **Adds value & credibility** to entire portfolio
- Acts as **traffic builder** and helps improve brand image
- **Halo effect** on entire line
- Example: **limited luxury fashion lines** (e.g., H&M's Nyden)

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Analyzing Brand Architecture: Brand Hierarchies

Levels of Brand Hierarchy:

- Used in more than one product category
- If products dissimilar, family brands more effective in building meaningful brand associations for related products

- Restricted to one product category, however multiple product types
- Advantage: customization of individual brand elements for target segment

- Different product types, models or configurations
- Allows differentiation for quality, price, function, etc.

- Not a brand element per se
- Helps consumer understand what the product is about

Corporate or Company Brand Level

Family Brand Level (Range/Umbrella Brand)

Individual Brand Level

Modifier Level
(designated item or model)

Product Descriptor

BUICK

Regal

REGAL SPORTBACK

Upscale midsized automobile

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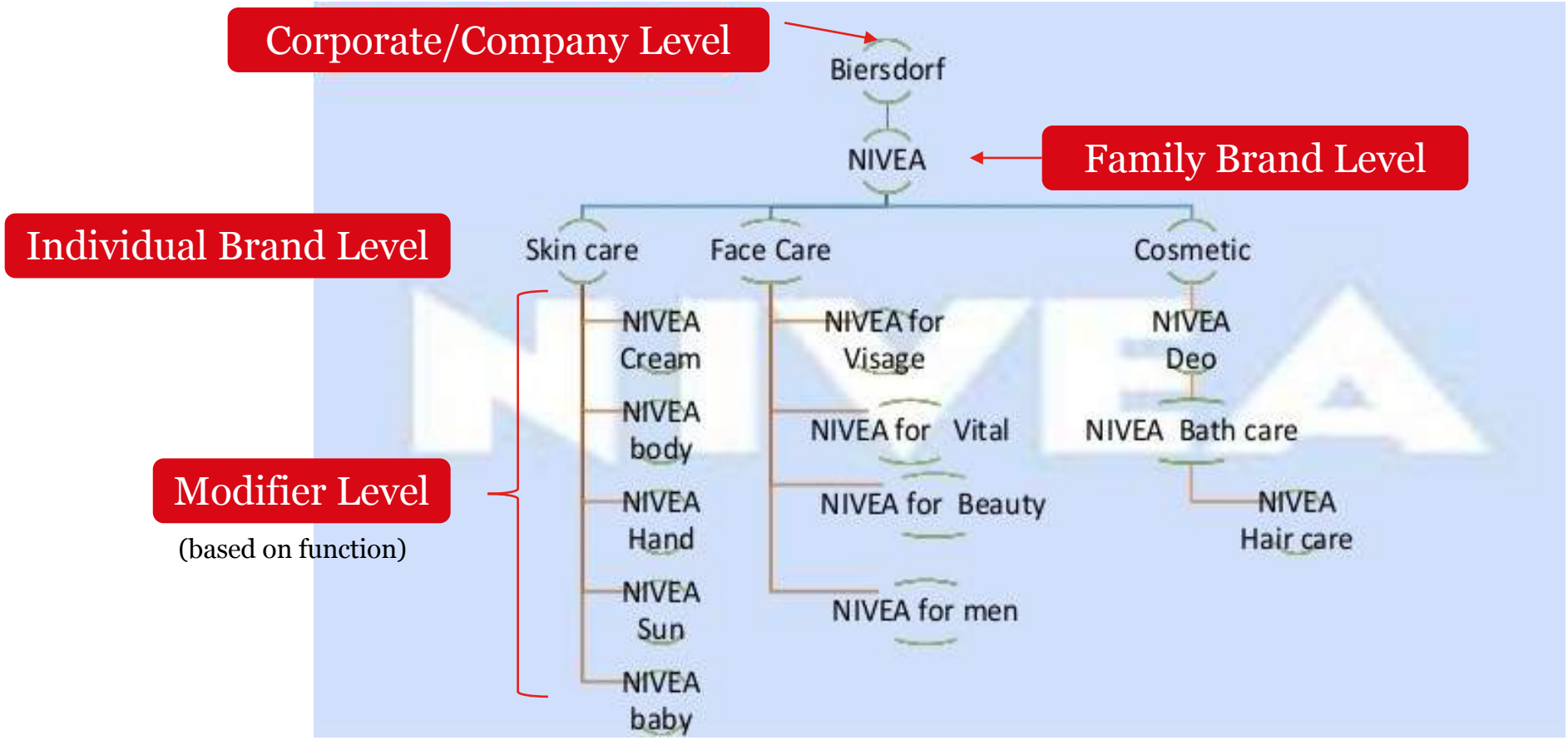
Analyzing Brand Architecture: Brand Hierarchies



Analyzing Brand Architecture: Designing a Brand Hierarchy

1. **Decide which specific products to introduce**

- Principle of **growth** — Investment in market penetration vs. new product development
- Principle of **survival** — Ability for extension to achieve equity in own category, no "me too"
- Principle of **synergy** — Ability of extension to enhance equity of parent brand

2. **Decide on number of levels**

- Principle of **simplicity**
  - Customization vs. Consistency
  - Employ as few levels as possible: "right amount of information"
  - Depends on product complexity & desired shared/unique associations
- Principle of **clarity**
  - Logic & relationship of brand elements must be obvious
  - No more than three levels of brand names (better multiple brands at same level)

Analyzing Brand Architecture: Designing a Brand Hierarchy

Challenge in setting up a brand hierarchy:

3. Decide on levels of brand awareness and types of associations to be created at each level

Principle of **relevance**

- Create "abstract" associations relevant to as many brands nested at the level below

POD: Performance

Principle of **differentiation**

- Brands at the same level should be as different as possible
- No redundancy within level

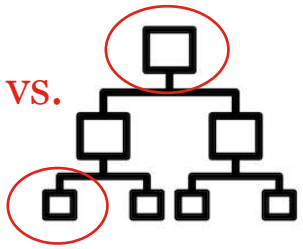
Flagship product

- Embodies best product that represents brand to consumers
- Key role in brand portfolio (short-term profit & long-term equity)
- Unifying several sub-brands under flagship brand useful for synergies

Analyzing Brand Architecture: Designing a Brand Hierarchy

Challenge in setting up a brand hierarchy is to decide:

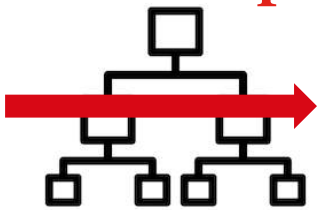
4. Decide on how to link brands from different levels of a product



→ Principle of **prominence**

- Relative prominence of brand elements determines which become primary and secondary
- Order of brand name VIP
- Primary element: main POD + positioning
- Secondary element: facilitate awareness
- More prominent elements affect perceptions of product & type of image created for new products

5. Decide on how to link a brand across products



→ Principle of **commonality**

- The more common elements products share the stronger the linkages between them

iPhone, iPad, iPod

Brand Architecture Guidelines

- Adopt a strong **customer focus**
- Avoid **over-branding & having too many brands**
- Establish **rules** and **conventions** and **be disciplined!**
- Create **broad, robust brand platforms** (Strong umbrella brands)
- **Selectively** employ **sub-brands** as means of **complementing** and **strengthening brands**
- **Selectively extend brands** to establish **new** brand equity and enhance **existing brand equity**

Part 4
In-Class Activity

Dr Andrés Gvirtz

*All images created by Dr Gvirtz with DALL-E by OpenAI

In-Class Activity

You are a consultant for King's Business Services (KBS) and asked to prepare an executive summary one-pager (single power point slide synthesizing the most important points).

- You have 25min from start to finish, I would recommend starting conceptually on paper, so team members can start to think about details, e.g. action title or design.
- Presentations should be named after your group name, and if you have choosen the
- Loyalty or Creativity article, so e.g. 1_loyalty.pptx or 1_creativity.pptx and sent by the 25min mark to andres.gvirtz@kcl.ac.uk – they are not assessed as this is just a chance for you to get feedback and improve further.

This Friday at 12.15 in S3.30 Strand Building: Konrad Jagodzinski

Konrad leads Brand Finance's place branding and soft power practice. He liaises with clients, directs consulting projects, and is responsible for the creation and promotion of the annual Global Soft Power Index and Nation Brands studies.

Konrad has extensive experience in advising clients in the fields of place branding and public diplomacy. In his role at Brand Finance, Konrad has advised a variety of place branding organisations, including New Zealand Story, the Australian Trade and Investment Commission, and the Ministry for Foreign Affairs of Finland.

Thank you

andres.gvirtz@kcl.ac.uk

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Who wants to learn more about the stroller market? Guest Visit 20/03

Agenda – Lecture 7

Part 1

Brand Architecture Strategies: Introducing Brand Extensions

Part 2

Managing Brands Over Time: Brand Decline & Reinforcing Brands

Part 3

Consistent Brand Values = Consistent Customers?

Part 4

Managing Brands Over Time: Revitalizing Brands

Part 5

Managing Brands Over Time: Adjust Brand Portfolio

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	**L7**	**Managing Brands over Time**	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	L9	Managing Brands over Geographic Boundaries	
27/03/2023	L 10	Luxury Branding	

Part 1
Introducing Brand Extensions

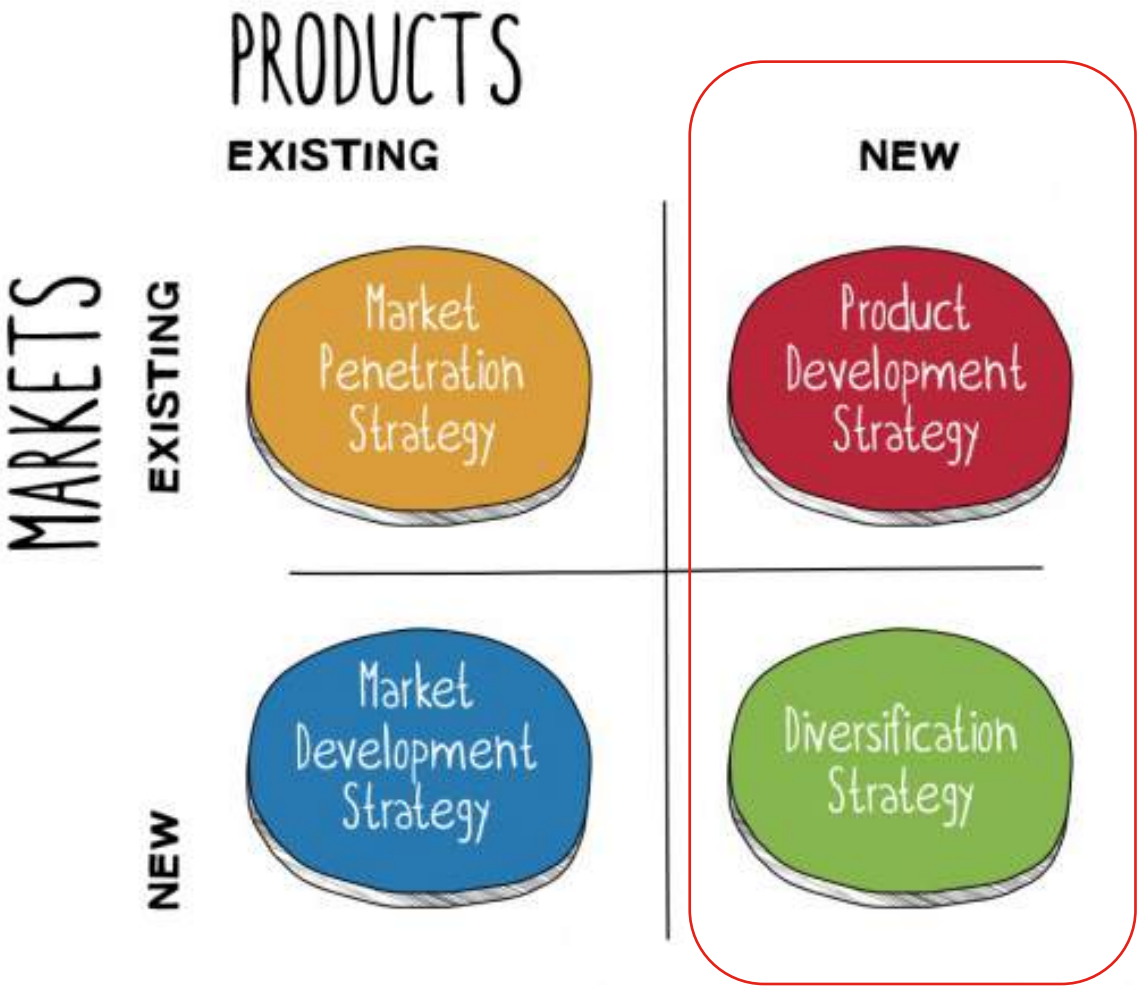
Dr Andrés Gvirtz

Introducing Brand Extensions: Three Choices

Sources of Firm Growth: **Ansoff's Matrix**

When a firm introduces a new product, it has **three choices** for branding it:

1. **Develop a new brand** for the new product
2. **Apply** one of its **existing brands**
3. **Use a combination** of a new and existing brand



Introducing Brand Extensions: Types

Brand extension:

Occurs when a firm uses an established brand name to introduce a new product

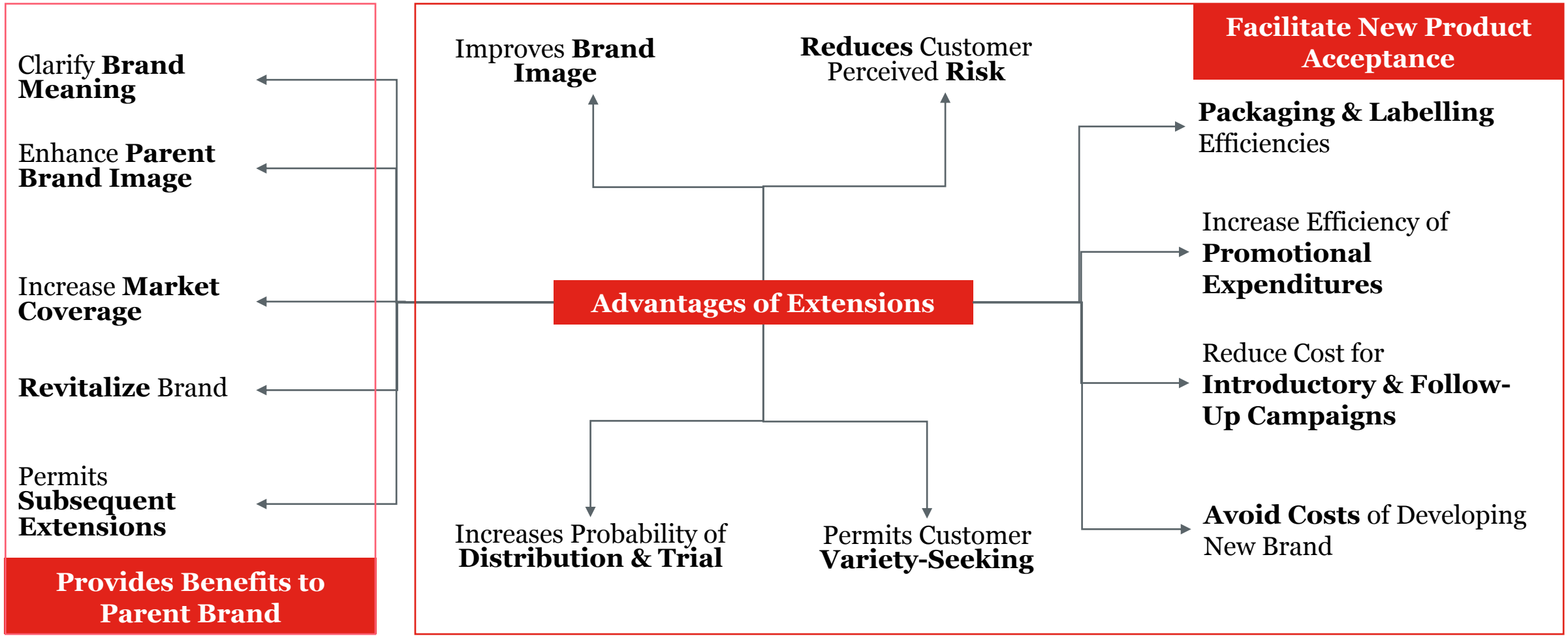
- Line extension - Adds a different variety, a different form or size, or a different application for the brand and targets a new market segment

Coca cola 2.25 L
Coca cola 750 ml
Coca cola 300 ml
Coca cola 250 ml

- Category extension - Marketers apply the parent brand to enter

  a different product category from the one it currently serves

Introducing Brand Extensions: Advantages



Introducing Brand Extensions: Disadvantages

Disadvantages of Extensions

- Can **Succeed** But **Hurt Parent Brand Image**
- Can **Dilute Brand Meaning**
- **Forego Chance to Develop New Brand**
- Can **Confuse & Frustrate Consumers**
- Can **Diminish Identification** with any One Category
- **Can Encounter Retailer Resistance**
- Cain **Fail & Hurt Parent Brand Image**
- Can **Cannibalize Sales** of Parent Brand

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Introducing Brand Extensions: Managerial Assumptions

When should firms introduce brand extensions?

- Consumers have **some awareness** of and **positive associations** about the **parent brand** in memory
- At least **some** of these **positive associations** will be **evoked** by the **brand extension**
- **Negative associations** are **not transferred** from the parent brand
- **Negative associations** are **not created** by the brand extension

Introducing Brand Extensions: Success Factors

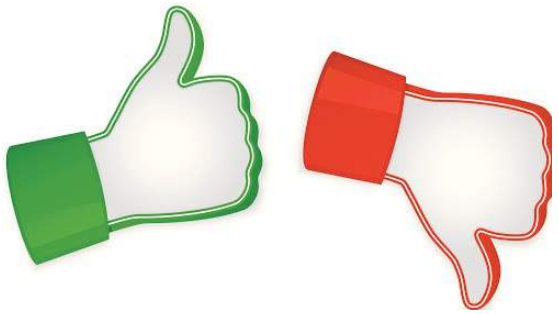
1 Creating Extension Equity

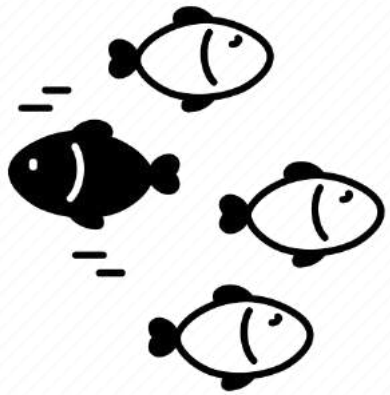
Three Success Factors:

1. ***Salience*** of parent brand associations (nature & strength) in the minds of consumers in the extension context

2. ***Favourability*** of any inferred associations in the extension context

3. ***Uniqueness*** of any inferred associations in the extension context





Introducing Brand Extensions: Success Factors

2

Contributing to Parent Brand Equity

Factors influencing effect of extension to consumer brand knowledge:

1. How **compelling** corresponding extension brand association are for customers (**attention-getting** & **unambiguous**)
2. **Relevance** of **extension performance** for **parent brand** (Is extension performance indicative for parent brand performance?)
3. **Consistency** of extension **brand associations** with those of **parent brand**
4. **Strength** of **existing brand associations** in consumer memory for **parent brand**

Introducing Brand Extensions: Evaluating Brand Extension Opportunities

1. **Define actual** and **desired consumer knowledge** about the brand

2. **Identify** possible **extension candidates**

3. **Evaluate** the **potential** of the extension candidate

4. **Design marketing programs** to **launch** extension

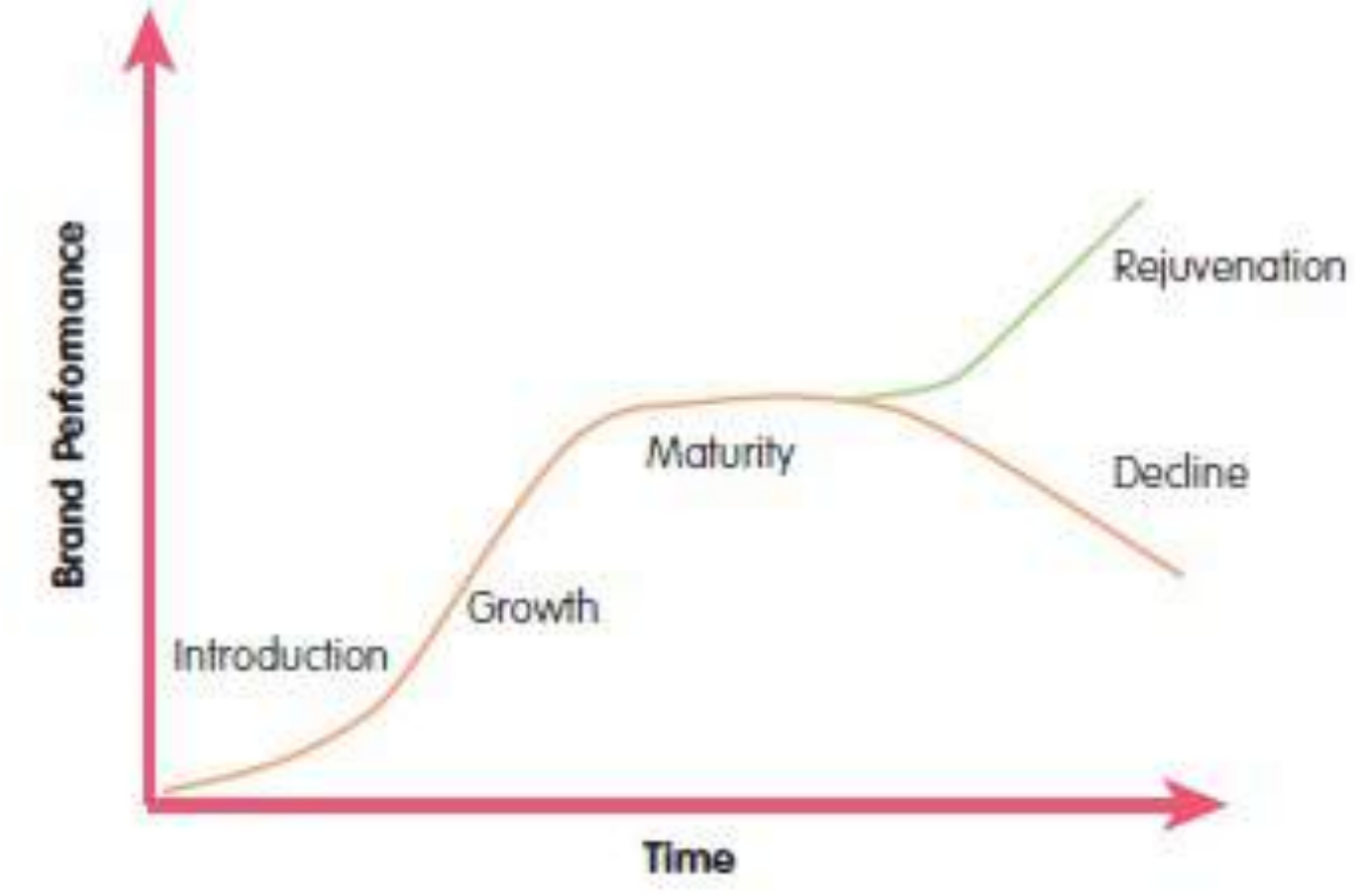
5. **Evaluate extension success** and **effects on parent brand equity**

Process

Part 2
Brand Decline & Reinforcing Brands

Dr Andrés Gvirtz

Brand Equity Life Cycle



How do we do this?

How does that happen?

Factors Leading to Brand Decline

Forgotten Product Quality

- Compromise in product quality for cost-cutting reasons

Inability to Stay with Target Market

- Target market moves away from brand
- Failed repositioning

Prince Increase

- Increasing prices without increase in benefits

Competitive Actions

Price Cuts

- Cutting price to increase sales

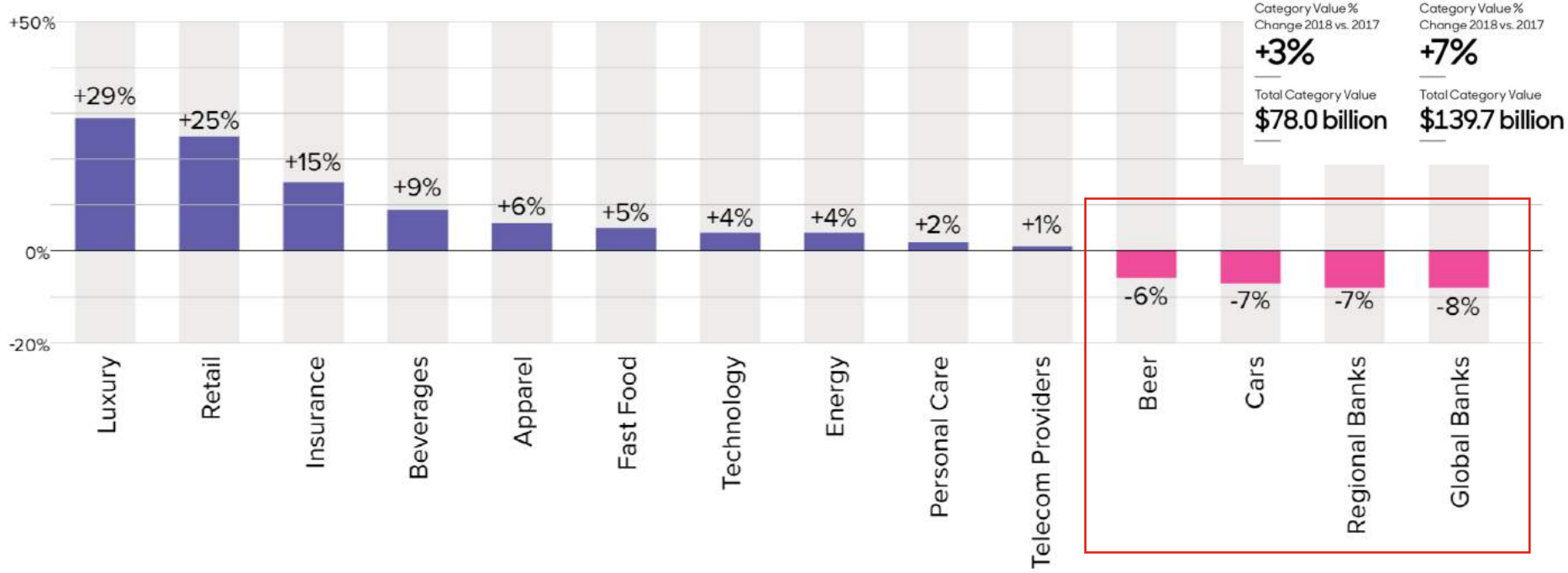
Environmental Factors

- Market dynamics
- Legal changes

Brand Neglect

- Even successful brands need constant nurturing
- Looking at core brands as cash cows and neglect investment

Brand Decline: Current Examples



	BEER	CARS	REGIONAL BANKS	GLOBAL BANKS
Category Value % Change 2019 vs. 2018	-6%	-7%	-7%	-8%
Category Value % Change 2018 vs. 2017	+3%	+7%	+16%	+24%
Total Category Value	$78.0 billion	$139.7 billion	$245.6 billion	$121.1 billion

Managing Brands Over Time: Long-Term Perspective

Effective brand management requires taking a **long-term view** of marketing decision

Consumer Response to **PAST** Marketing Activities

- ***Brand Awareness and Brand Image***

Consumer Response to **CURRENT** Marketing Activities

- ***Changed Brand Awareness and Brand Image***

Consumer Response to **FUTURE** Marketing Activities

Changes in brand awareness & image will have an **indirect effect** on the **success** of future **marketing activities**

Any marketing activities have the **potential to change consumer knowledge** about the brand

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Reinforcing Brands

Consistent Marketing Support for Market Leader Brands

- Inadequate marketing support in combination with price increase especially dangerous

- Good Examples:

Maintaining Brand Consistency

Brand Flashbacks

- Heritage brands can reach into past to develop new marketing campaigns
- **Retro-branding, retro-advertising, nostalgia marketing**
- Activates extremely strong brand associations
- Heritage is powerful POD
- Brand Anniversaries

Consistency AND Change

- Consistency does not mean no change
- To maintain position numerous tactical shifts & changes required
- Brand elements, pricing, campaigns, … Important: **consistent key creative element**

- Example: Patagonia refined key mission of sustainability

Consistency & Change: Patagonia

Billionaire No More: Patagonia Founder Gives Away the Company

Timeline

1973 to 1990:
We try to work with factories that share our values of quality and integrity. Our belief is that "you can't make good products in a bad factory." We work with clean, well-run factories that have skilled, experienced workers and a low turnover rate.

1990:
As we grow we recognize the need to test these assumptions and begin to formalize our contractor review process. In 1990 we ask our contract managers and Quality team to begin reviewing the factories they visit, both for product quality and working conditions. We make the decision not to work with any factory we can't visit.

1991:
We unveil a "contractor relationship assessment" at our first supplier conference, to which we invite representatives from every factory we work with. The assessment is a scorecard kept with each factory to rate its performance in different areas. We ask factory managers to do the same. If we give a factory a low mark in one area and the factory scores itself high, the difference becomes the subject of conversation and focus. Our approach is informal, but our demands for high quality largely keep us on the responsible side of social compliance.

Mid-1990s:
We begin contracting with third-party auditors to visit and assess potential new factories. Though audits are but a snapshot in time, they do give an idea of a factory's work conditions and management systems. They're also a good way to initiate discussions about change.

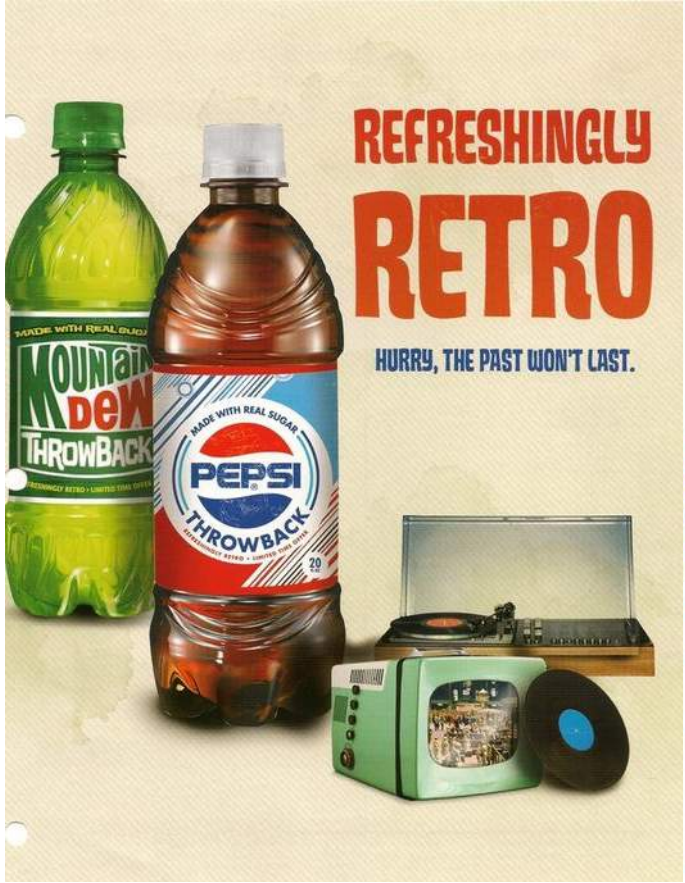
1996:
A human-rights organization reveals that Wal-Mart sells Kathie Lee Gifford clothing made under license by a Honduran sweatshop employing 13- and 14-year-old girls who work 20-hour days for 31 cents an hour. The work originally had been contracted to a reputable U.S. manufacturer. But to meet strong sales demand, that factory subcontracted the work to another business that in turn subcontracted to the Honduran factory.

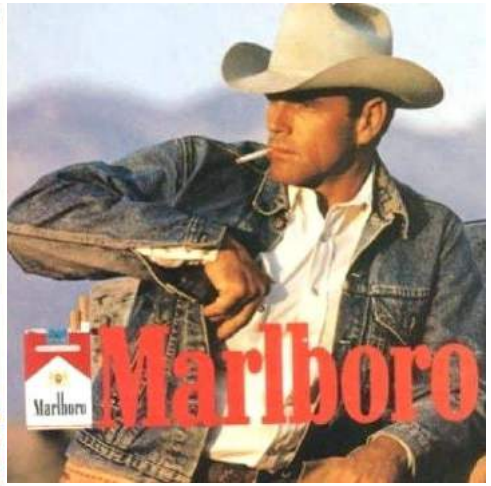
After a public outcry, Kathie Lee Gifford, to her credit, joined the anti-sweatshop movement. Both Gifford and Patagonia were invited to take part in President Clinton's "No Sweat Initiative." As a result of what we learned, we created a more formal process for our company and became founding members of the Fair Labor Association (FLA), an independent multi-stakeholder verification and training organization that audits our factories.

Early 2000s:
After these several steps forward, we take a step back when we begin sourcing products in new factories that can produce them at a lower cost. The number of factories we work with balloons, and some of these subcontract work to other factories we know nothing about. We lose track of whom we do business with and what working conditions are like in many of our factories. For a while we drop out of the FLA.

2002:
We hire a manager of social responsibility to monitor social compliance throughout our supply chain and begin to work again with the FLA. We educate Patagonia employees about factory workplace issues to help them understand how their own actions can unwittingly cause factory workers to suffer longer workweeks, hurry-up pressure and greater stress.

Brand Flashbacks: Retro-Advertising





Brand Flashbacks: Nostalgia Marketing

Brand Flashbacks: Nostalgia Marketing

Reinforcing Brands

Fortifying vs. Leveraging

- **Trade-off** between **strengthening** and **capitalisation** of brand
- Maximize capitalization through:
  - Reduce ad expenses
  - Seek higher prices
  - Introduce numerous extensions
- Danger: neglect brand & diminish sources of brand equity

Fine-Tuning Marketing Program

The way brand meaning is reinforced depends on nature of brand associations:

Product-Related Performance Associations

- Innovation in product design, manufacturing & merchandising critical
- Difficult to change

Nonproduct-Related Imagery Associations

- Innovation in user & usage imagery critical
- Easier to change (through ad campaigns)

Reinforcing Brands: Protecting Sources of Brand Equity

Brand Crises

- Regardless how strong brands are brand crises are (almost) unavoidable
- Can negatively impact brand equity for a long time
- **Causes:**
  - Product & service failure
  - Accidents & environmental disasters
  - Deliberate cheating
  - Management statements
  - Managerial mishandlings

Protecting Sources of Brand Equity

Toyota fights for reputation as safety recall crisis widens

- Japanese firm says recall that has affected millions of vehicles in US will be extended to Europe and China
- 750 jobs face axe at Burnaston factory in UK

Toyota Camry cars at a US dealer. The carmaker has suspended US sales and production of some of its most popular models because of faulty gas pedals. Photograph: Tannen Maury/EPA

TOYOTA

2009

bp

2010
Deepwater Horizon Crisis

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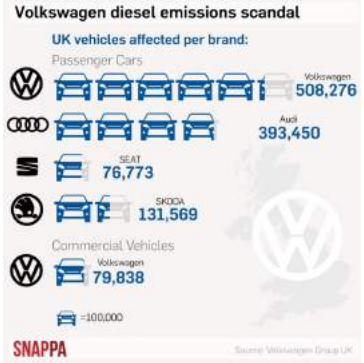
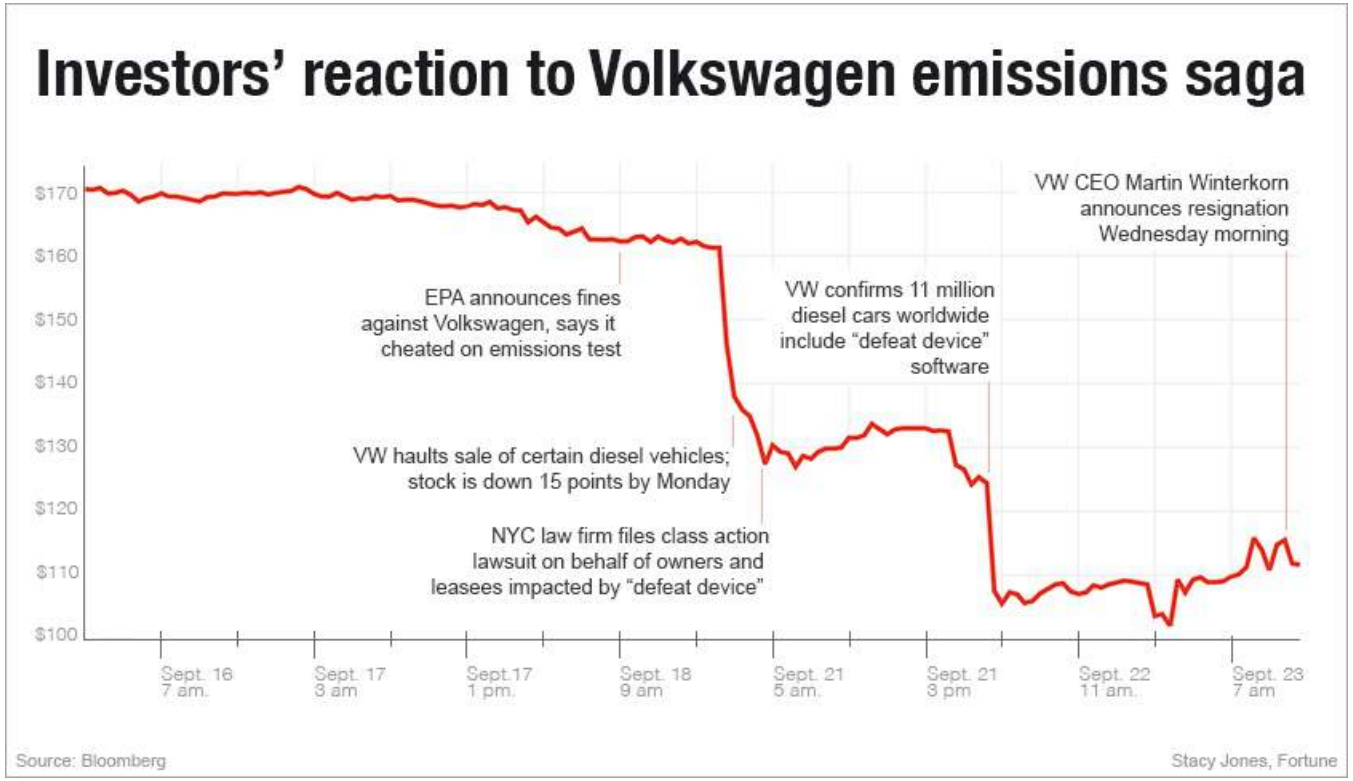
Reinforcing Brands: Brand Crises

Deliberate Cheating: VW Dieselgate 2015

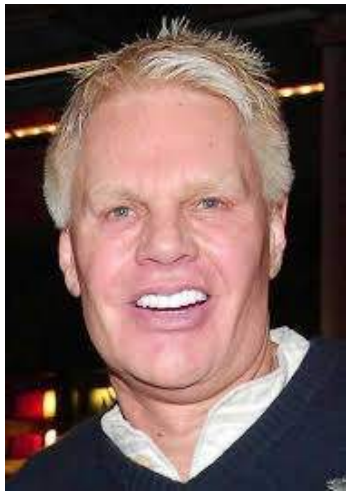


Volkswagen

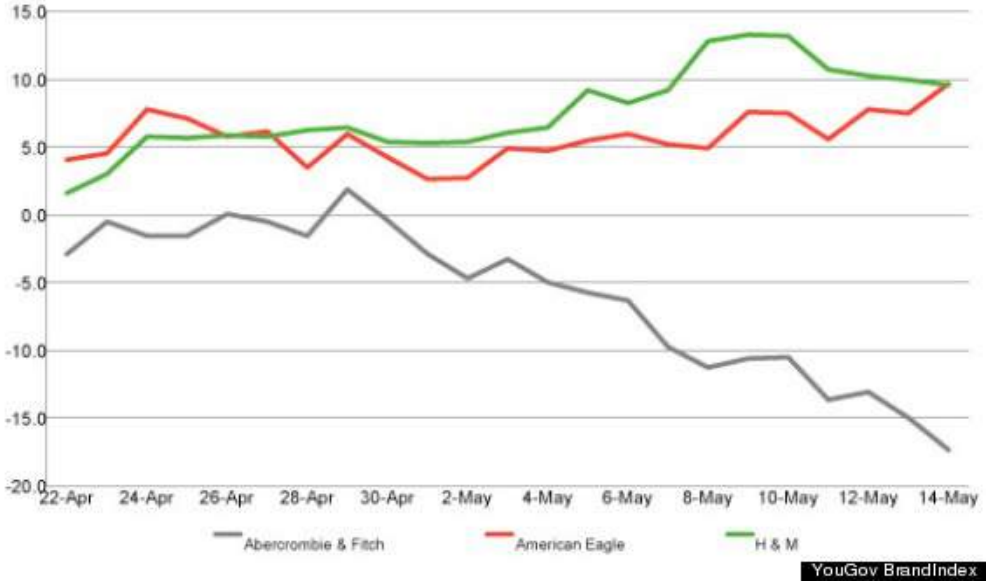


Reinforcing Brands: Brand Crises

Management Statements & Managerial Mishandlings: A&F 2013



Abercrombie & Fitch



Interview: A&F CEO Mike Jeffries to *Salon Magazine* **from 2006:**

*"Candidly, **we go after the cool kids**. We go after the attractive all-American kid with a **great attitude** and a **lot of friends**. **A lot of people don't belong [in our clothes], and they can't belong**. Are we exclusionary? Absolutely. Those **companies that are in trouble** are **trying to target everybody: young, old, fat, skinny**. But then you become totally vanilla. You don't alienate anybody, but you don't excite anybody, either."*

Source: YouGov's BrandIndex, 2013. YouGov's BrandIndex measures positive versus negative feedback about a brand. The chart below illustrates consumer perception among 18 to 34 year olds as compared to American Eagle and H&M.

Reinforcing Brands: Brand Crises

Management Statements & Managerial Mishandlings: Dolce & Gabbana 2018

Further instagram exchanges between Stefano Gabbana, one of two designers behind Dolce & Gabanna, and a model, Michele Tranovo were even more racist

Gabbana himself claimed that his account has been hacked!

Reinforcing Brands: Brand Crises

Management Statements & Managerial Mishandlings: Dolce & Gabbana 2018

Bloomberg

Retail

Dolce & Gabbana Faces China Boycott Calls Over 'Racist' Videos

Bloomberg News
21 November 2018, 10:58 GMT
Updated on 21 November 2018, 17:16 GMT

- Italian luxury brand postpones runway show in Shanghai
- Fashion label says that its Instagram account was hacked

Chinese consumers are calling for a boycott of Dolce & Gabbana after the Italian fashion house posted videos that are being criticized as racist and insensitive, setting off a social-media drama that's led to the postponement of a Shanghai runway show hours before it was due to start.

The storm intensified after screenshots of incendiary messages sent from co-founder Stefano Gabbana's Instagram account leaked on the platform and top Chinese talent pulled out of the event. The brand said in social media posts that its account and that of Gabbana had been hacked.

theguardian

Chinese retail sites drop Dolce & Gabbana amid racist ad backlash

Fallout continues after advert featuring Chinese model trying to eat pizza with chopsticks

▲ Dolce & Gabbana has cancelled its Shanghai fashion show. Photograph: Aly Song/Reuters

Chinese e-commerce sites have removed Dolce & Gabbana products amid a growing backlash over an advertising campaign that has been decried as racist by celebrities and on social media.

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Reinforcing Brands: Protecting Sources of Brand Equity

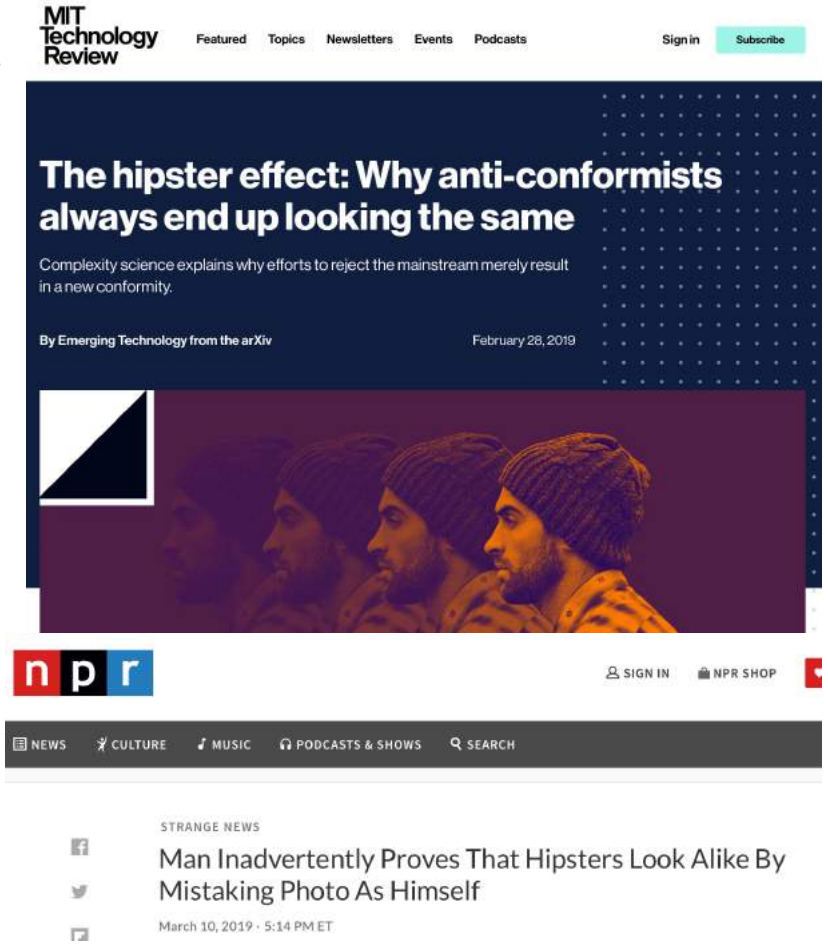
Recovery Approaches

- Number of recovery approaches available
- Two Main Success Factors:
  - **Swift Response**:
    - the longer it takes a firm to respond, the more likely negative media coverage & word-of-mouth might arise
  - **Sincere Response:**
    - Public acknowledgement of severity of impact on customers
    - Display of willingness to take whatever steps are necessary & feasible to solve crisis

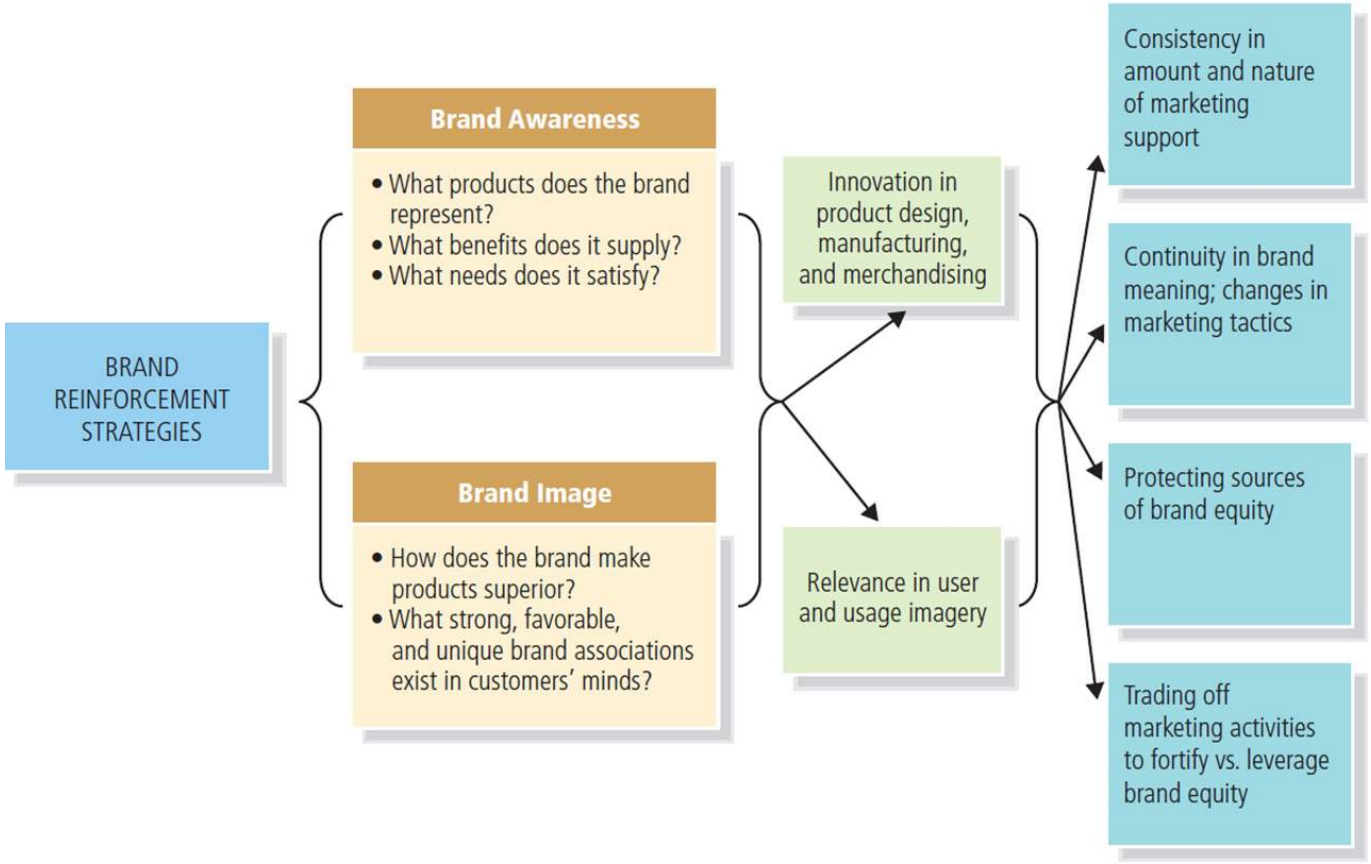
Reinforcing Brands: Accidental Reinforcement

Pabst Blue Ribbon lost 90% of its sales volume between 1978-2001

Only place with increase was Portland, Oregon



Brand Reinforcement Strategies: Overview



Part 3
Consistent Brand Values = Consistent Customers?

Dr Andrés Gvirtz

Consistent Brand Values = Consistent Customers?

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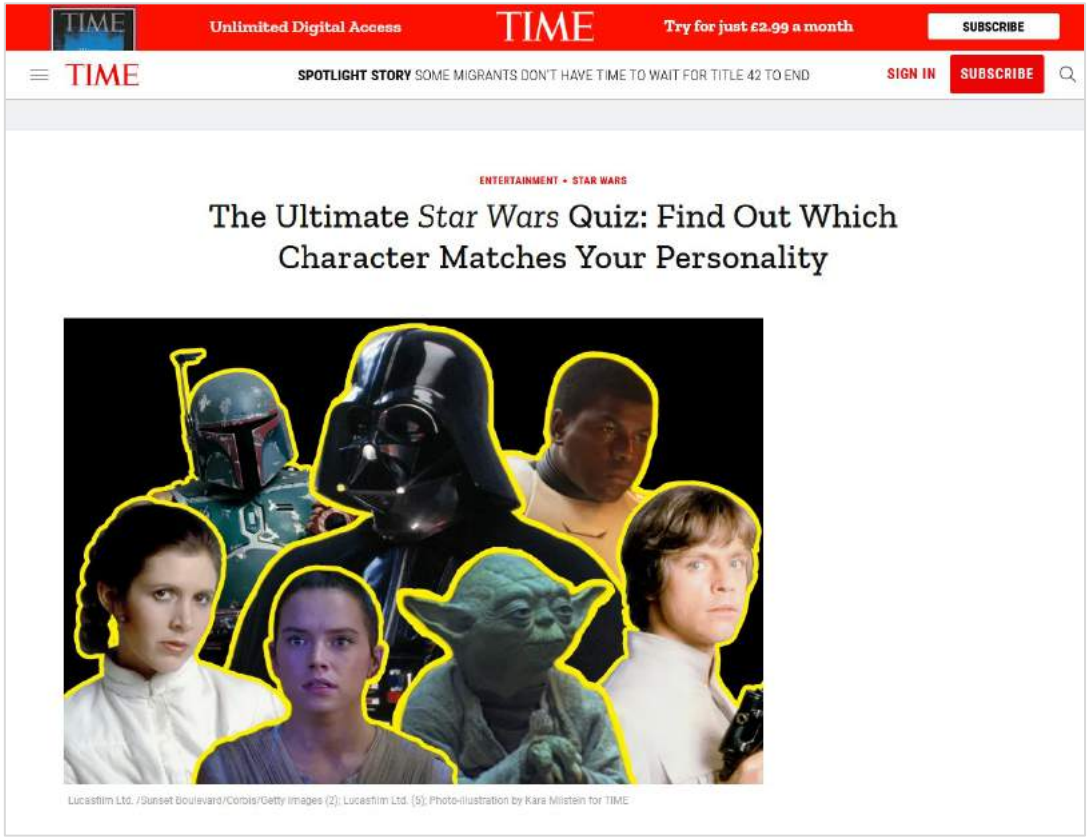
Are human values constant?

Analyses across 77k participants
36 analytical models
180,000 simulation based decisions



[1] Gvirtz, Montecchi, Selby, Götz – (2023, under review)

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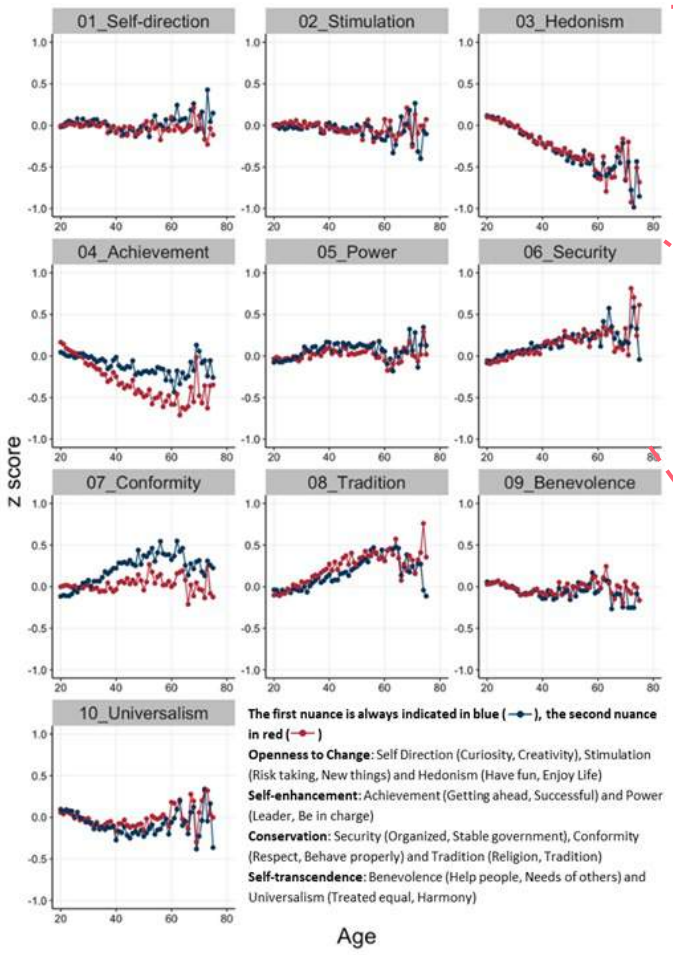
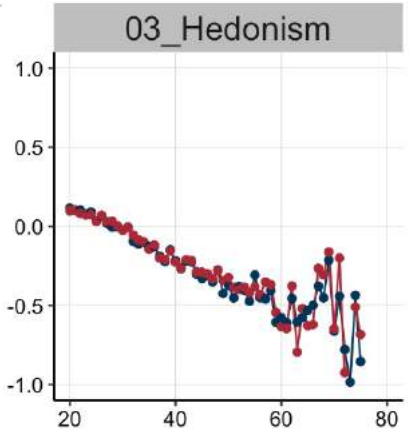
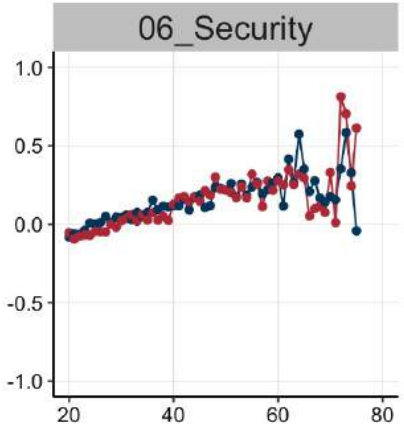
Human Values

Higher Order Values	Basic Values	Value Nuance
1. Openness to change	1. Self-direction	1. Curiosity
		2. Creativity
	2. Stimulation	3. Risk taking
		4. New things
	3. Hedonism	5. Have fun
		6. Enjoy life
2. Self-enhancement	4. Achievement	7. Getting ahead
		8. Being Successful
	5. Power	9. Leader
		10. Be in charge
3. Conservation	6. Security	11. Organized
		12. Stable government
	7. Conformity	13. Respect
		14. Behave properly
	8. Tradition	15. Religion
		16. Tradition
4. Self-transcendence	9. Benevolence	17. Help people
		18. Needs of others
	10. Universalism	19. Treated equal
		20. Harmony

Values change as consumers mature, the change deviates from how previously predicted, and is best understood on the basic and nuance level







Values driving consumers' evaluations and intentions change as consumers mature

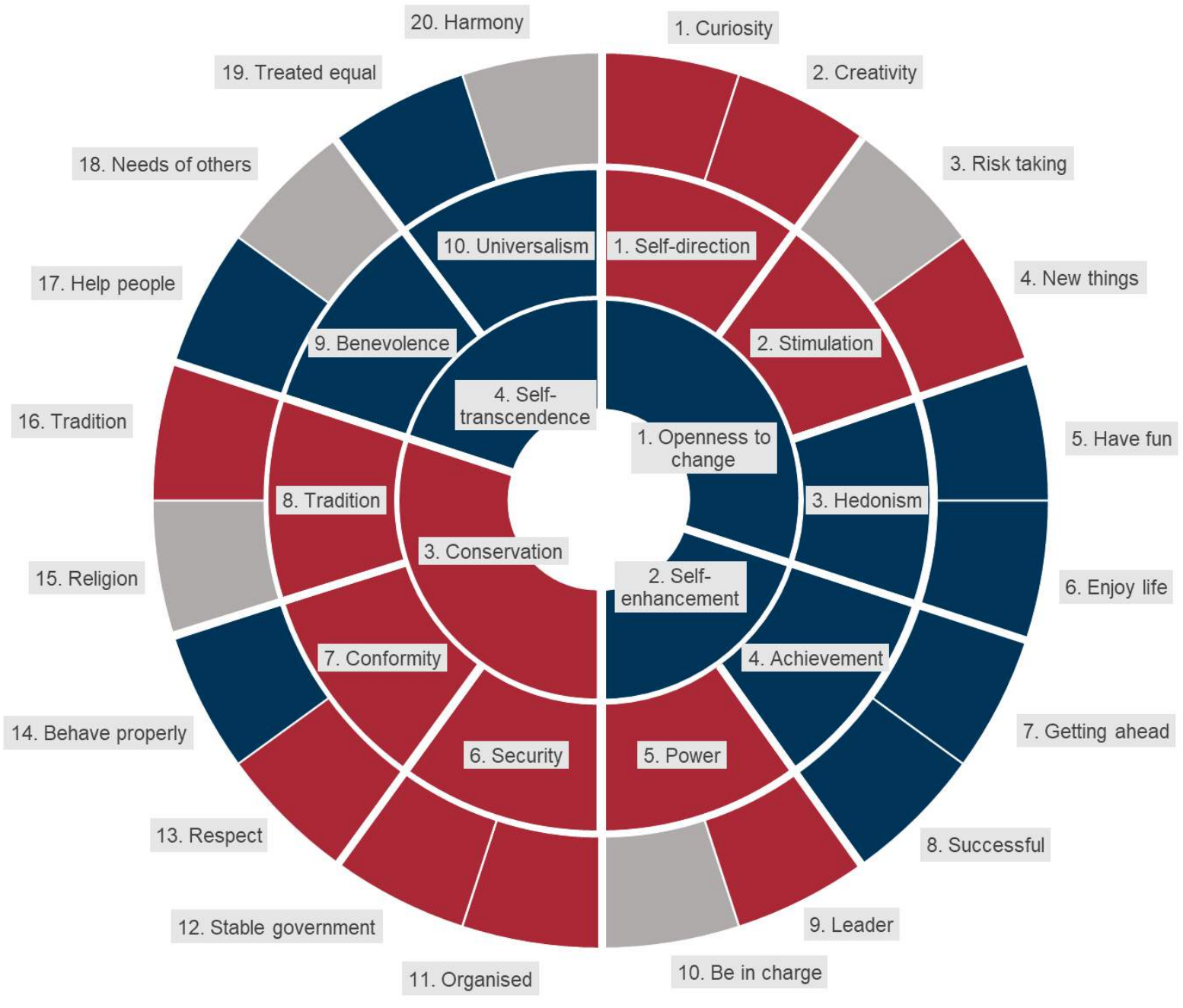
Messaging that lead to acquisition of consumer might be inappropriate to retain as they age

Conceptual and methodological guide to improve predictions through nuances (facets)

[1] Gvirtz, Montecchi, Selby, Götz – (2023, under review)

Can you think of a company, where the highest level would lead them to target a wrong customer segment?

Alternative: Can you think of an example where the change is meaningful?



Increase
Decrease
No change

[1] Gvirtz, Montecchi, Selby, Götz – (2023, under review)

Part 4
Revitalizing Brands

Dr Andrés Gvirtz

Revitalizing Brands

Focus: Recapture lost sources of brand equity

Harder than brand reinforcement as brand equity is already in decline or has almost or completely disappeared

Necessary changes are rather revolutionary than evolutionary

Revitalization Strategies: Continuum

Pure
Back-to-Basic

Tapping into existing brand equity sources

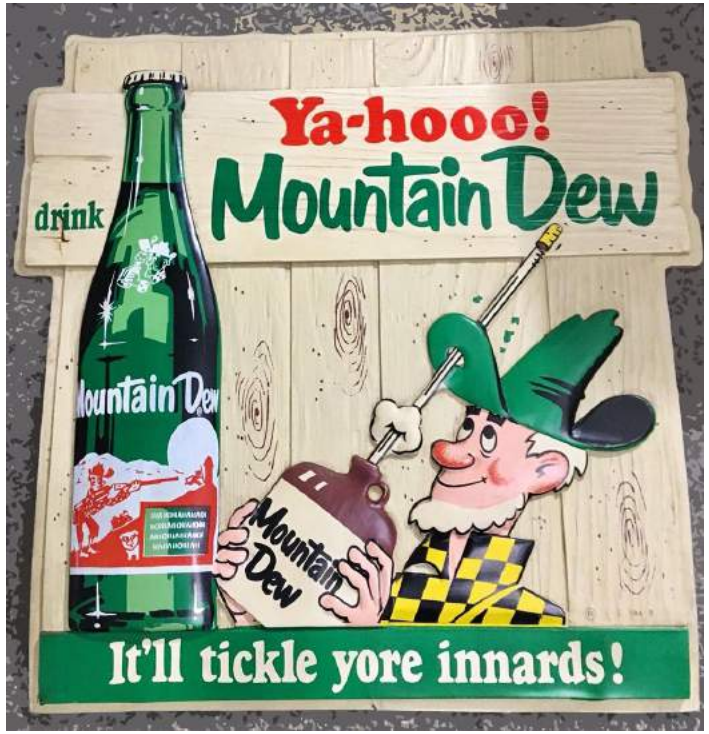
Create new brand equity sources

Complete
Reinvention

Revitalizing Brands: Complete Reinvention

1960 – 1980s

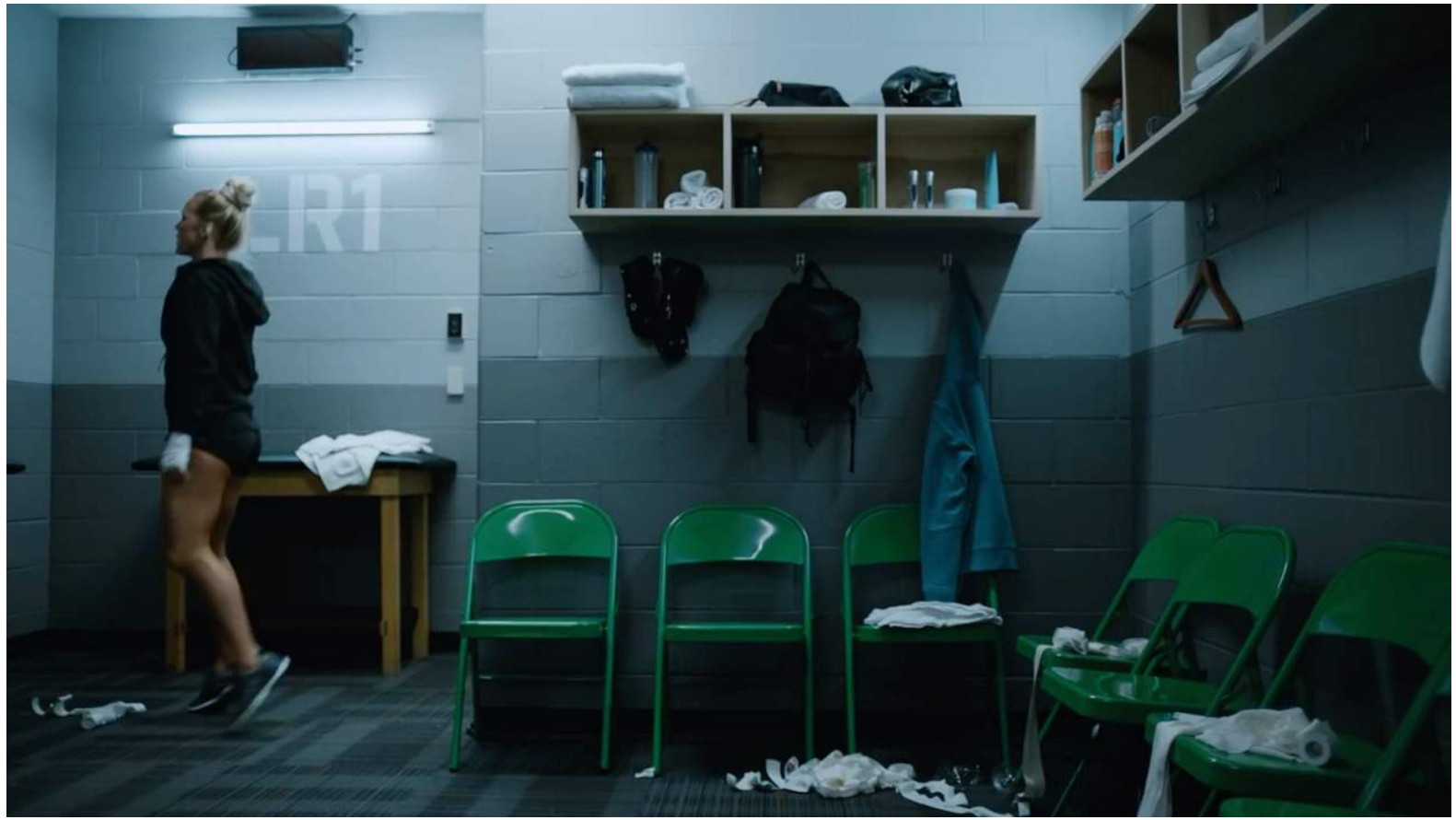
Strong rural folksy image



Since 1980s

- Complete abandonment of previous image
- Focus on extreme sports
- Image: Young, hip, energetic
- "Do the Drew" campaign

Revitalizing Brands: Complete Reinvention



Revitalizing Brands: Strategies – Expanding Brand Awareness

Expanding Brand Awareness

Increasing Usage

1. Increasing the level or **quantity of consumption** (how *much* consumers use the brand at any one time)
2. Increasing the **frequency of consumption** (how *often* consumers use the brand)

1

Identifying New or Additional Usage Opportunities

- Consumer use brand more, however in <u>same basic</u> way
- Marketing Programme should:
  - **Communicate appropriateness of more frequent use in current situations**
    - Provide information about benefits of more usage
    - Product design & packaging more easier to use
  - **Reminders to use & replace**
    - Provide information about when first used product & need to replace it
    - Current level of performance

2

Identifying new and completely different ways to use the brand

- Highlight ways how product could be used in combination with other products (recipes)
- Highlight other properties (baking soda as deodorant, chewing gum as substitute for smoking)
- How? → Communication and Packaging

Revitalizing Brands: Strategies – Improving Brand Image

Improving Brand Image

Identifying the Target Market
Goals Revitalization strategy:

1. Retaining vulnerable customers
   - First try halt erosion and ensure that no more customers are lost
2. Recapturing lost customers
   - Aim to recapture customer who do not longer use the brand anymore
   - Reminding may be enough here
3. Identify neglected segments
   - Conduct segmentation and identify segments that are neglected
4. Attract new customers
   - Reach out to previous non-users
   - Might completely abandon previous users
   - Very difficult & risky

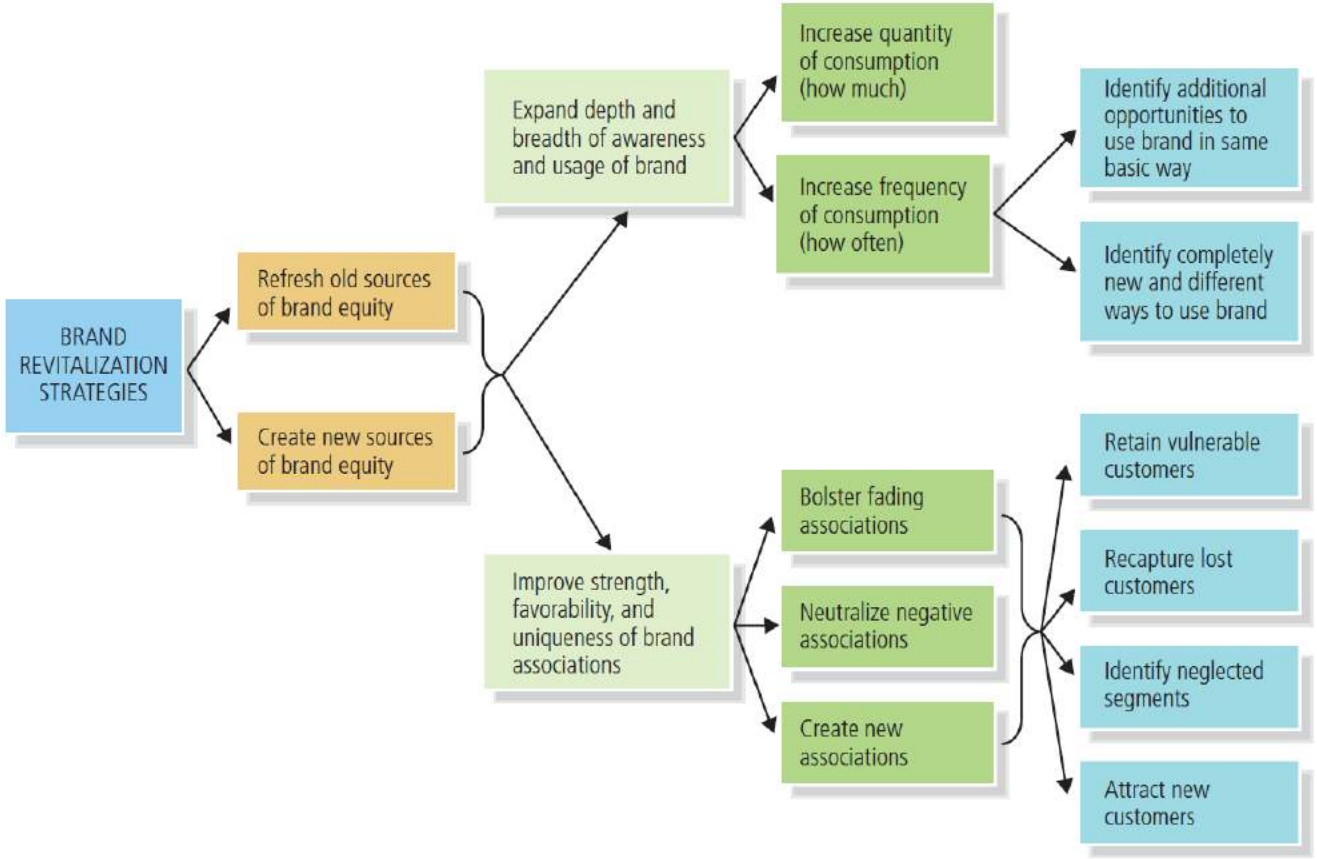
Repositioning the Brand

- Establish more **compelling points of difference**
- In some cases, a key POD may be **nostalgia and heritage** rather than any product-related difference.
- Other times repositioning necessary to to establish a **point of parity** on some **key image dimension**.

Changing Brand Elements

- New or updated brand elements must convey **new information** or signal that the brand has taken on **new meaning**

Revitalizing Brands Strategies: Overview



Part 5
Adjust Brand Portfolio

Dr Andrés Gvirtz

Recall: Brand Portfolio

Product Categories

Brands

	Sham poo	Soap	Con ditio ner	Dete rgent	Face wash	Cre am	Body wash	Pow der	Hand wash	Petrol iam jelly	Body lotion	Tooth paste	deod orant	Body spray
Dove	✓	✓	✓	✗	✓	✓	✗	✗	✗	✗	✓	✗	✓	✗
LUX	✗	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
POND'S	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✗	✗
Lifebuoy	✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗
Vaseline	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓	✓	✗	✗	✗
Fair & Lovely	✗	✗	✗	✗	✓	✓	✗	✗	✗	✗	✓	✗	✗	✗
Surf excel	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

Brand lines

Brand lines

Brand portfolio

Brand portfolio

Brand Mix

Product Mix

Product Line

Product Line

Breadth:
#product lines

Depth:
#variants within each product line

Unilever

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Adjustments to Brand Portfolio

Migration Strategies

Helps customers understand how various brands in portfolio satisfies different needs over time

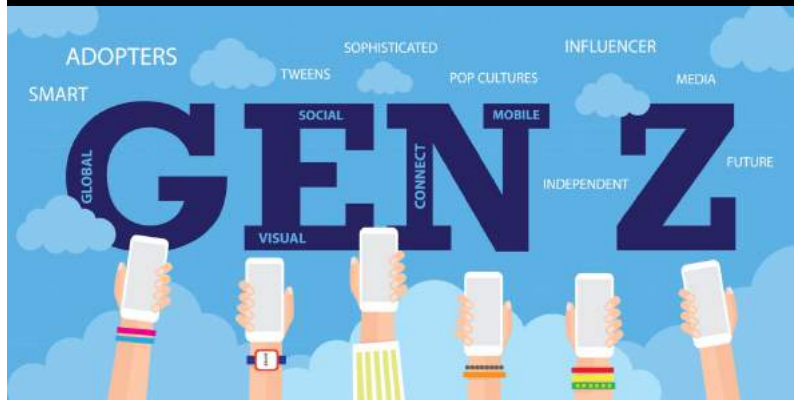
Clear corporate or family branding strategy provides hierarchical structure in consumers' minds to facilitate brand migration

(e.g., different quality levels, price levels)

Acquiring New Customers

Trade-offs between attracting new customers and retaining existing ones

Firms must proactively develop strategies to attract new customers, especially younger ones



Adjustments to Brand Portfolio

Retiring Brands

Some brand are not worth the investment to save them

”Orphan Brands”: Once popular brands that firm decides to retire

Procedure:

- Progressively reduce number of product types (package size & variations) as they reduce supporting costs
- Discontinue all products of brands or sell brands to competitors
- Use freed-up resources to invest in growing brands

Obsoleting Existing Products

Discontinue unsuccessful products to strengthen overall brand

Especially important in fast-moving industries (technology industries)

FINANCIAL TIMES myFT

Procter & Gamble Co + Add to myFT

P&G sells Pringles for $1.5bn

Save

Barney Jopson and Shannon Bond in New York and Louise Lucas in London APRIL 5 2011

Procter & Gamble has ended a long quest to sell its Pringles potato crisp business by spinning it off to Diamond Foods in a $1.5bn stock deal, marking an exit from the food sector for the world's biggest consumer goods company.

Pringles had been the odd one out among P&G's stable of personal care and household brands, which include Head & Shoulders shampoo and Ariel laundry detergent.

MUSEUM of
BRANDS
Colman's
WINKLERS

Thank you

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Brand Management

Dr Andrés Gvirtz,
Lecturer in Marketing Technology and Innovation

KING'S BUSINESS SCHOOL

Quick debrief

Agenda – Lecture 9

Part 1

Branding across geographic boundaries

Part 2

Branding across customer segments

Part 3

Guest Lecture

Part 4

Branding across generational boundaries

Part 5

FAQ Exam

Schedule

Date	Session	Topic	Time & Room
16/01/2023	L1	Introduction & Defining Brands	Monday's 13:00-16:00, BH (S)2.03
23/01/2023	L2	The Brand Building Process	
30/01/2023	L3	Choosing Brand Elements	
06/02/2023	L4	Designing Marketing Programmes to Support Brands	
13/02/2023	L5	Measuring Brand Performance	
20/02/2023		Reading Week	
27/02/2023	L6	Brand Architecture Strategies	
06/03/2023	L7	Managing Brands over Time	
13/03/2023	L8	Visit to the Museum of Brands	
20/03/2023	**L9**	**Managing Brands over Boundaries**	
27/03/2023	L 10	Final Presentations	

Part 1
Branding across geographic boundaries

Dr Andrés Gvirtz

Global Branding: International vs Global Products & Brands

International Products & Brands

- Are offered in several markets in a particular region
- Meet the needs and wants of specific international market
- Can have different positioning & image
- Can have different features/brand elements used

Vs.

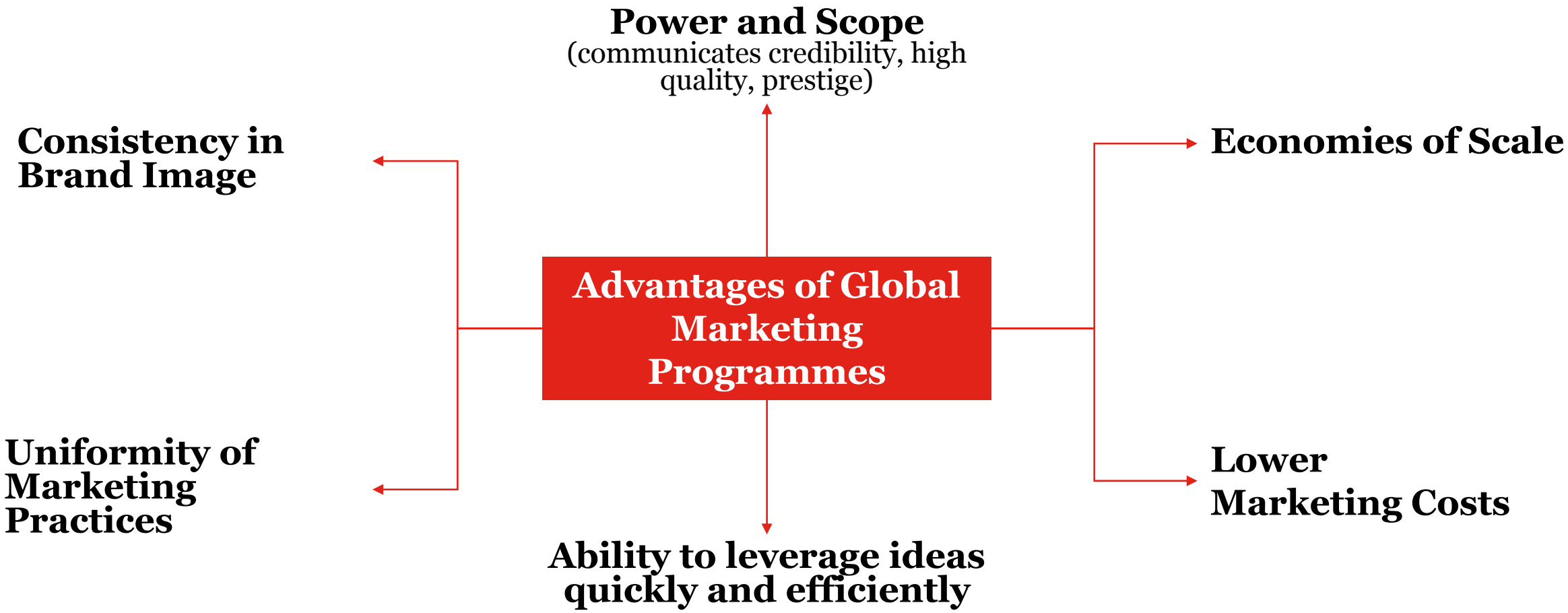
Global Products & Brands

- Are offered in all world regions
- Meet the needs and wants of a global market
- Have same positioning & image throughout the world
- Use same name for the same product and brand elements

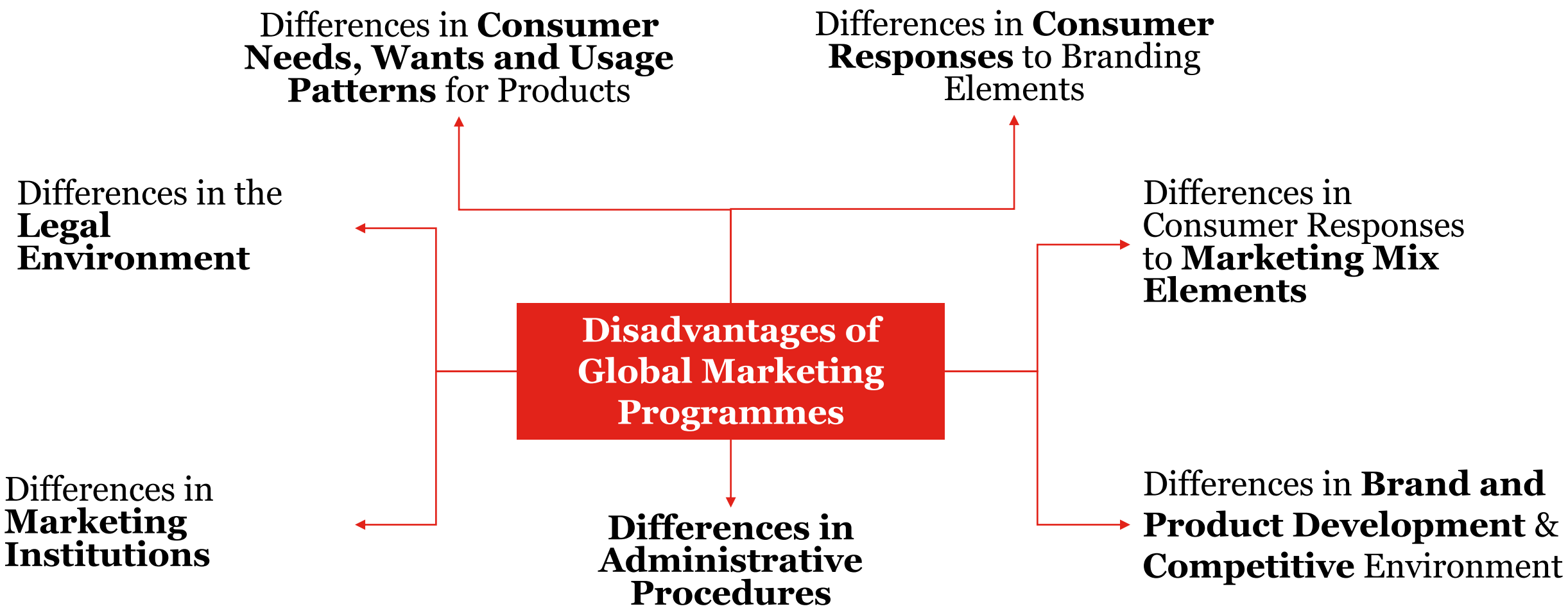
Global Branding: Why go Global?

- Perception of **slow growth** and **increased competition** in **domestic markets**
- Belief in enhanced **overseas growth** and **profit** opportunities
- Desire to **reduce costs** from economies of scale
- Need to **diversify risk**
- Recognition of **global mobility** of customers

Global Branding: Advantages



Global Branding: Disadvantages



Managing Global Brands: Positioning

Analyze Status-Quo

- How valid is the mental map in the new market?
- How appropriate is the positioning?
- What is the existing level of awareness?
- How valuable are the core brand associations, points-of-parity, and points-of-difference?

Decide on Necessary Changes

- What changes should we make to the positioning?
- Do we need to create any new associations?
- Should we not re-create any existing associations?
- Should we modify any existing associations?

Decide on Implementation

- How should we create this new mental map?
- Can we still use the same marketing activities?
- What changes should we make?
- What new marketing activities are necessary?

*Define **which brand associations** consumers should hold **across countries** & **how to create those** given different preferences, tastes, and environments!*

Managing Global Brands: Positioning

- American ice-cream brand
- Present in more than 50 countries
- Revenue: $2.09 trillion
- Global advertising campaign leverages **super-premium image**

- Standardized global positioning around three themes:
  1. Indulgence
  2. Affordable Luxury
  3. Intense Sensuality

Think Global

+

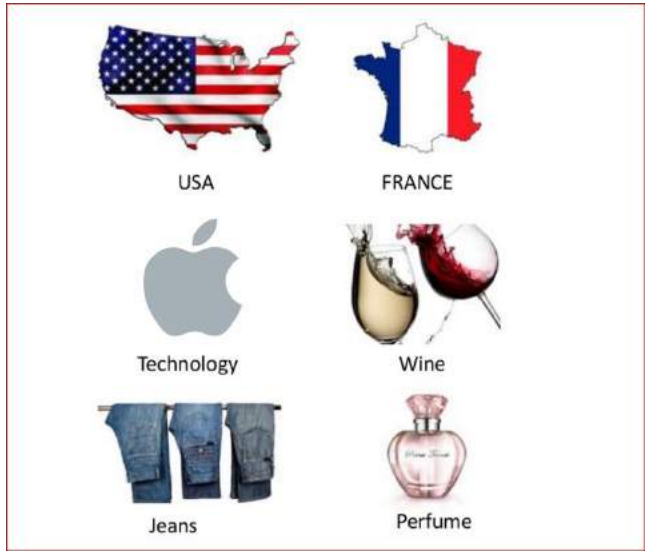
- Customized flavours
- Country-specific line extensions
- Diversified advertising execution

Act Local

Managing Global Brands: Positioning

Country of Origin as Brand Element

- The **picture**, the **reputation**, the **stereotype** that **consumers attach** to products of a **specific country** (Nagashima, 1970).
- **French pronunciation** of brand names **positively affects** perceived **hedonism** of the product and **negatively affects** its perceived **utility** (Leclerc et al, 1994).
- Sometimes, COO effects function as **intangible barriers** to expand in new markets in the form of **negative consumer bias** toward foreign products (Wang and Lamb, 1983).



Customizing Marketing Mix Elements

Product Strategy

- Biggest problem: Unknowingly or deliberately **overlooking customer differences**
- Companies entering new markets often **put products on shelf** and **wait to see what happens**
- **Market research** on local consumer preferences **key**

- Often product differences are not justified!

300 flavours for Japanese market

22 fragrances
17 packaging design

7 fragrances
1 packaging design

Customizing Marketing Mix Elements

Communication Strategy

- One of the biggest challenges when entering new markets
- Often needs to be adapted even with same positioning
- Different countries more or less receptive for creative ideas
- Different preferences online & offline media

Use of humour: More common in the US & UK vs. Germany

Use of sex appeal & nudity: More acceptable in France & Italy

Use of mother-child themes: More common in India

Perfect brand ambassador for some, but not all countries…

Rated R: Rihanna 'fuming' after being told to tone down performance of controversial new single S&M at Brit Awards

By JODY THOMPSON
UPDATED: 13:44, 13 February 2011

Share 12 View comments

She's known for her raunchy routines and sizzling stage outfits - but Rihanna has been told to tone down her sexy antics ahead of her appearance at this year's Brit Awards.

The Good Girl Gone Bad star, 22, had planned on an eye-popping performance of her controversial new single S&M for Tuesday's ceremony.

But show bosses have asked her to change some of the song's more risqué lyrics as the event at London's O2 Arena is being broadcast live on ITV1.

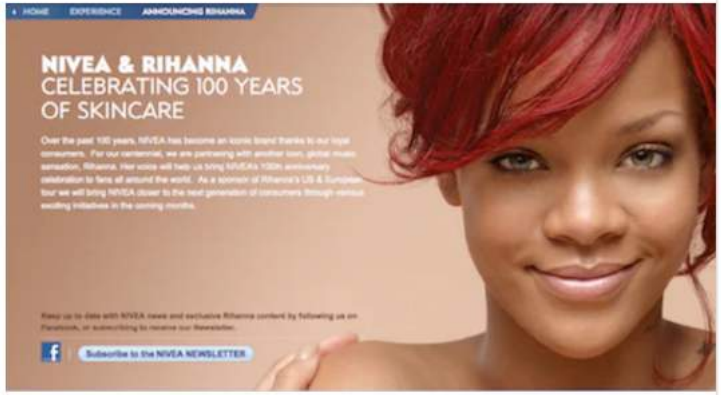
Buy MarketingWeek

Insight Reports Jobs Knowledge Bank Festiv

Rihanna slur triggers Nivea PR scramble

The new head of Nivea parent company Beiersdorf appears to have announced fresh marketing strategy to the German press before its international marketing and PR teams after telling a reporter that its brand ambassador, pop singer Rihanna, is a 'no-go' for the 'family' brand.

By Mary-Louise Clews | 8 Aug 2012 Share this article



The recently hired chief executive of the German parent company, Stefan Heidenreich, told one of that country's national newspapers, Welt: "Rihanna is a no go. I do not understand how to bring the core brand of Nivea in conjunction with Rihanna."

He added: "Nivea is a company which stands for trust, family and reliability."

The move appears to have caught Nivea marketing teams around the world unawares, with PR teams scrabbling for statements and clarification.

The popstar, whose alliance with the brand was unveiled last year, still features on the Nivea UK website, which calls her an 'icon' and a 'sensation'.

In the US, the Nivea strapline is 'touch and be touched', and has images of couples kissing and caressing in bed, which would appear to complement the Rihanna song used in a Nivea ad, California King Bed, about a couple touching in bed.

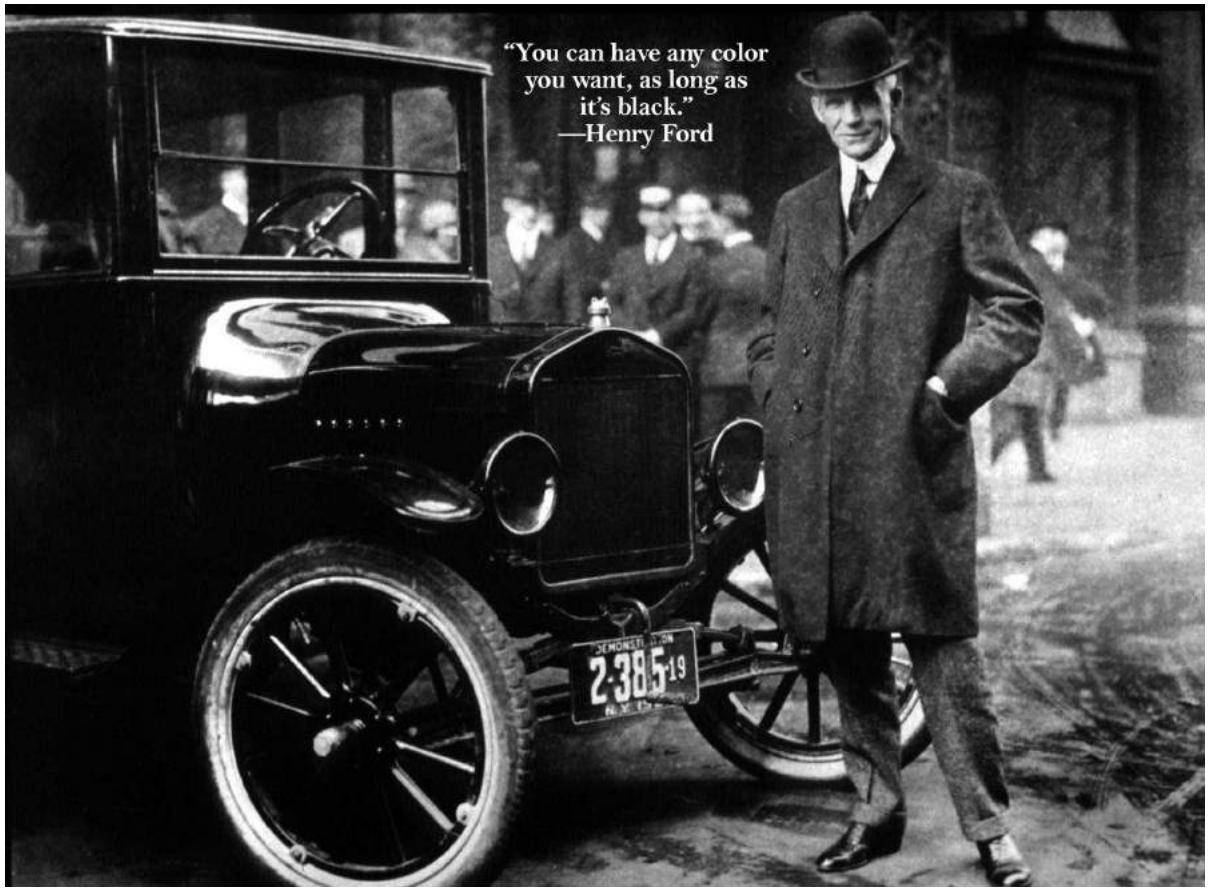
After break: CYBEX GUEST VISIT

Part 3
Branding across customer segments

Dr Andrés Gvirtz

Branding and marketing has evolved…

1917



Managing Brands Over Market Segments

The New York Times

Different Ads, Different Ethnicities, Same Car

By SAPNA MAHESHWARI OCT. 12, 2017

A father and a daughter driving after baseball practice. A momentary glimpse of a peacock. An ignored phone call from Mom. The Queen song "Don't Stop Me Now."

All of these are part of Toyota's marketing campaign for its new Camry. But which commercial you get to see may depend, in part, on what ethnicity you are.

ALL NEW CAMRY

The New Icon of Elegance

African-American

This commercial of a black man driving is centered on the theme "strut," and features an image of a peacock and the entrance music of the wrestler John Cena.

Hispanic

A Latino man enjoys his driving experience so much that he dares to decline a call from his mother, a move that the target audience is meant to see as rebellious.

Asian-American

A father picks up his daughter from baseball practice, a casting decision made to suggest that the Camry brings out the affectionate side of Asian-American fathers.

'Transcultural Mainstream'

A schoolboy, a young woman and a bespectacled man are each waiting for someone. Their counterparts are joyful and unworried as they drive with Queen playing.

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Managing Brands Over Market Segments

Managing Brands Over Market Segments

Marketing Based on Ethnicity

- Some consumers may not like being targeted **on the basis of being different**
- If done badly, **may foster stereotypes**
- Some may see it as **reinforcing** their **image of being outsiders** or a **minority**
- Consumers **not** in the **targeted** segment **may feel alienated** or distanced from the brand

Part 4
Branding across generational boundaries

Dr Andrés Gvirtz

Generational changes are starting to impact brands, with luxury experiencing major changes

BAIN & COMPANY

Report

Empathy, Awareness, and Fluidity: How Generation Z Is Making its Mark on Fashion

Brands need to listen to the non-binary thinking of consumers in their teens and early twenties, according to a report by Depop and Bain & Company.

Strong generational and technology trends to reshape the market through 2030

The prospects for personal luxury goods out to 2030 are positive. Solid fundamentals are set to boost the market's value to between €540 billion and €580 billion by the end of the present decade, from an estimated €353 billion in 2022—a rise of 50% or more.

A powerful factor for sector growth this decade will be generational trends. Generation Y (millennials) and Generation Z accounted for all of the market's growth in 2022. The spending of Gen Z and the even younger Generation Alpha is set to grow three times faster than other generations' through 2030, making up a third of the market. This reflects a more precocious attitude toward luxury, with Gen Z consumers starting to buy luxury items some three to five years earlier than millennials did (at 15 vs. at 18–20); Gen Alpha is expected to behave in a similar way.

New types of activities, often powered by technology, should also spark an additional €60 billion to €120 billion in sales by 2030, from sources such as the metaverse and brand-related media content.

Which company are we going to talk about next?

Tiffany & Co: Travel through their history

1837

1853

1961

2017

Tiffany & Co CEO resigns amid company's financial concerns

Executive change to drive branding revitalisation…

Tiffany & Co poaches Diesel CEO Alessandro Bogliolo

RUNWAY

Reed Krakoff Named Chief Artistic Officer of Tiffany & Co.

Krakoff, a three-time CFDA Award winner, is credited with reversing the fortunes of the American leather goods company Coach, as executive creative director. Working alongside CEO Lew Frankfort, he turned a $500 million company into a $4 billion juggernaut, by identifying and then supplying the mid-tier handbag market with trend- and logo-driven styles.

Having breakfast at Tiffany's…

Los Angeles Times

Things to Do | Weekend | Travel & Experiences | L.A. Goes Out newsletter | Culture Guide

LIFESTYLE

Why Tiffany & Co. is bringing its Blue Box Cafe to South Coast Plaza

LUXURY LONDON

SUBSCRIBE NEWSLETTER

The Tiffany & Co. Blue Box Cafe is coming to Harrods

20 Jan 2020 | By Mhairi Mann

EMBRACE YOUR INNER HOLLY GOLIGHTLY AND HAVE BREAKFAST AT TIFFANY'S THIS FEBRUARY, AS THE AMERICAN JEWELLER BRINGS ITS BLUE BOX CAFE CONCEPT TO HARRODS IN LONDON

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Tiffany's honouring its heritage while reinventing itself

TIFFANY & CO.

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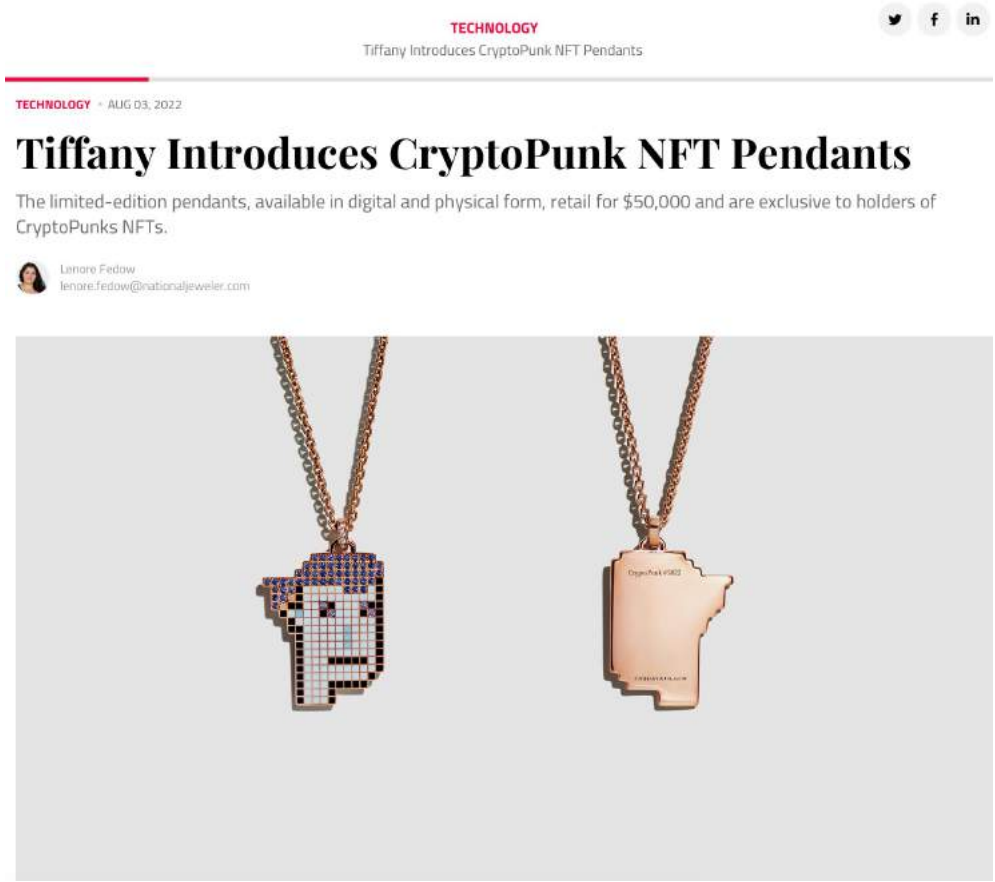
Tiffany's reinvention



TECHNOLOGY

Tiffany Introduces CryptoPunk NFT Pendants

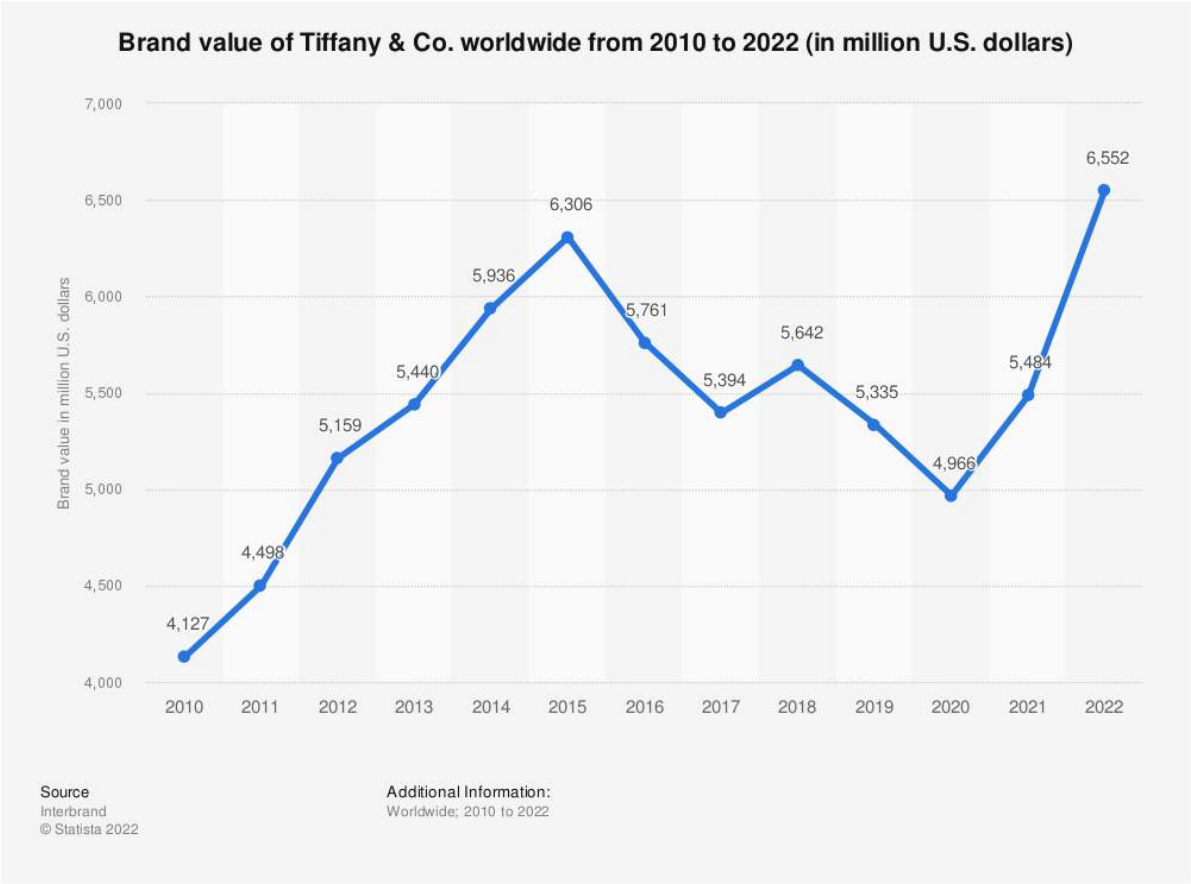
TECHNOLOGY • AUG 03, 2022

Tiffany Introduces CryptoPunk NFT Pendants

The limited-edition pendants, available in digital and physical form, retail for $50,000 and are exclusive to holders of CryptoPunks NFTs.

Lenore Fedow
lenore.fedow@nationaljeweler.com

Did it work? Brand and Profit views…



FINANCIALS • JAN 27, 2023

Tiffany & Co. Shines for LVMH in 2022

Acquired in 2021, the brand's high jewelry sales have doubled and its new "Lock" collection was an instant hit.

Part 5
Exam questions

Dr Andrés Gvirtz

FAQ - Exam

What is the Format of the exam? (1/2)

- In a take-home exam you have access to your materials, so the format is designed with that in mind.
- For this exam, you are asked to identify learning points from the module that are relevant to a case scenario you are given.
- You will have a short (2/3 pages) case to read and will then be asked to answer all three questions provided.
- The expectations for the answers are twofold - you will be asked to consider what theory and/or concepts are relevant to the issue in the case and apply the theory to analyse the actual details within the case, e.g. to make some evaluations/suggestions based on your assessment of the information.

FAQ - Exam

What is the Format of the exam? (2/2)

- In other words, this is as you would approach any case study analysis - but the case provided is short and straightforward compared to longer cases we have analysed in class, so you can cover the requirements in the timeframe you would have had in an invigilated exam (2hrs)
- As you do not need to memorise the course materials, the best way to prepare for this exam is to go through your course materials to be familiar with the topics and the purpose of the various models and theories - they exist to help us structure thinking about an issue or problem.
- This exam is not testing memory but rather your understanding of concepts and your ability to apply your learning to the case context. As with all case analyses, there is no 'right' answer; rather, how you evaluate the context and explain the rationale behind your analysis is what is important.

FAQ - Exam

Do we need to add references?

- You are not expected to do additional external research, but when covering in your answer content on key authors' concepts or models from books or papers that were provided as readings in the module, do add in text references (author, date) and the fuller version in end References.

Do we need to add references?

- You will be given a short case study with some company background and a scenario, and you should apply content and knowledge from the module to assess aspects of the scenario as required in the question.
- Although you are not being asked to write an essay on a specific topic - your answers should be written in essay-style i.e. paragraphs and sentences – not in bullet points.
- There will be no MCQs.

FAQ - Exam

How many questions must I answer?

- There are 3 questions in total, and you must answer ALL THREE, as the directions on the exam instruction sheet also state.

How long is the exam?

- There is a 24-hour window for submission, but you should spend the same amount of time as in an invigilated exam (2hrs). This is also to your benefit to give some boundaries to your amount of work. The word guidance is also oriented on a 2h exam.

Is there a word limit and penalties for going over it?

- There is a word guidance based on what is known to be average wordage for a two-hour exam. This is up to 3,000 words for the whole paper combined. There are no formal penalties, but you should aim to keep to this maximum, and answers typically just get longer but do not improve beyond that word count.

FAQ - Exam

Is it an unseen case or one we studied?

- You will not have seen this case, but it is not long or complex.

Is there an example?

Almost every single class functions as an example. We faced a problem and systematically described it, analysed it and gave recommendations. Giving ‘example’ questions and answers for some types of assessments can be more confusing than helpful. It’s not possible to give a near identical scenario and answers without virtually giving answers to the actual exam. Yet if a different scenario and answers are provided, then they might still be perceived as a ‘template’ to follow and become confused with how to answer the actual (different) exam.

(continued)

FAQ - Exam

The following questions might, however, be helpful in guiding your initial thought process:

- What is happening in this scenario?
- What is the issue/topic area that I recognise this relates to?
- What am I specifically being asked to consider for this given context?
- What background facts shape the context for any evaluation – what needs to be taken into account?
- What concepts/frameworks can guide the analysis and decisions?
- How can I best (re)structure my response?

Also, use it to your advantage that this is a take-home exam. Are you unsure about a concept? Great, you can briefly look it up in our class materials! That being said, if you review the material we covered throughout the semester and look at the cases we solved together, you will find yourself well prepared and with many “example” problems that we solved as a team.

King's Education Awards

Make your nominations now!

@KCL_KEA

@KCLEDUCATIONAWARDS

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Thank you

andres.gvirtz@kcl.ac.uk

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