

RATIONAL
VERBAL
LOGIC
ANALYTIC
QUANTITATIVE
ORGANIZED



EMOTIONAL
NON-VERBAL
IMAGINATIVE
INTUITIVE
QUALITATIVE
SENSORIAL
ARTISTIC

Who can see the difference between these two bottles of water?

\$ 0.59 - 0.99



\$ 1.79 - 2.39

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A BRAND IS...

- A promise.
- Reflected in the clients experience with the organization.
- Present in the minds and hearts of clients.
- Built and protected by the whole organization.
- A strategic asset, that requires management.



PRODUCT AND BRAND MANAGEMENT

PRODUCT AND
BRAND STRATEGY

BRAND IMPLEMENTATION

BRAND METRICS

3 KEY
AREAS

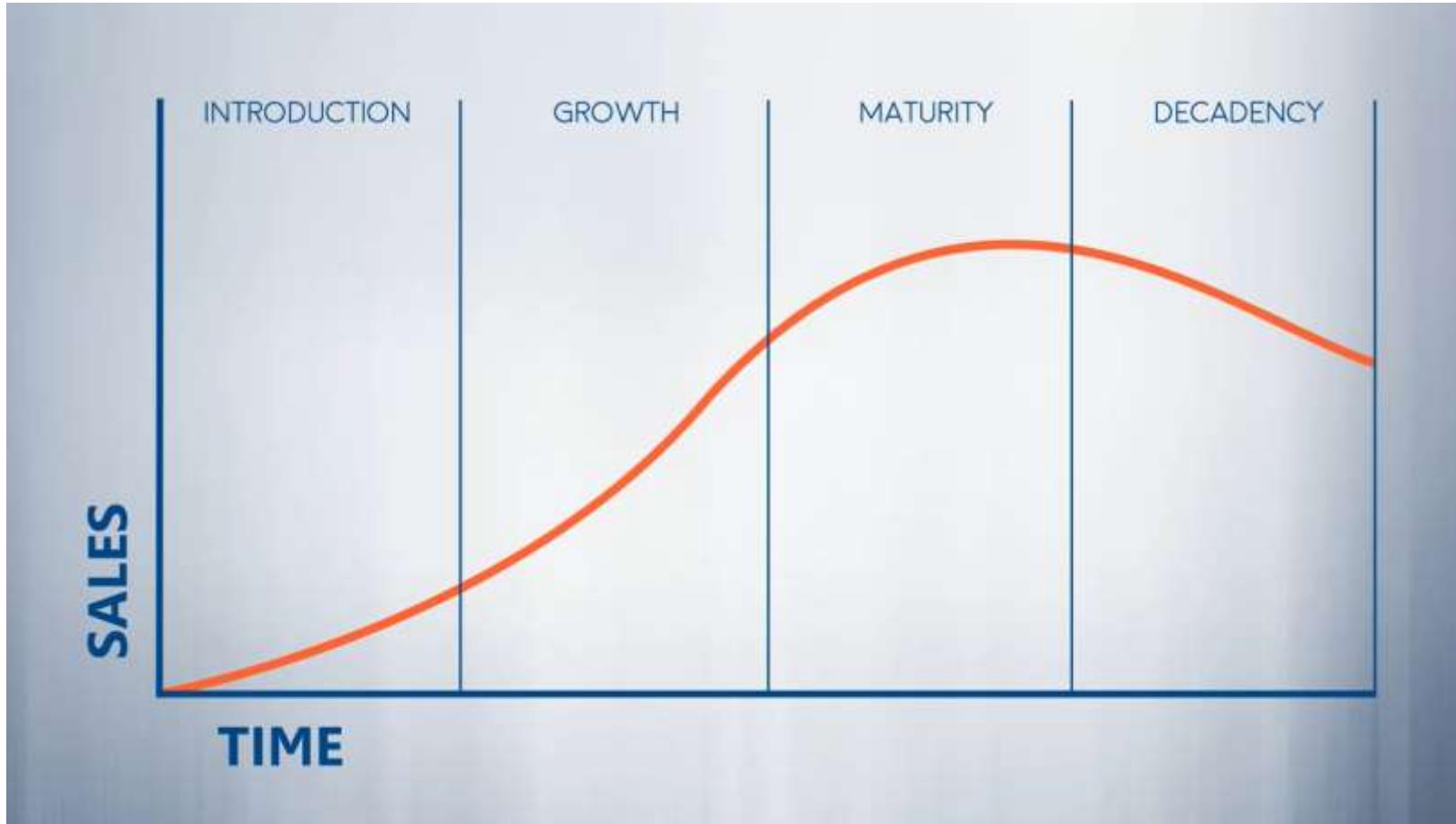


"Enabling people through technology"
Design, innovation, simplicity

Understand products and product strategy

1.1 How do you classify new products and what is the product mix?

1.2 What is the product lifecycle?



Why Most Product Launches Fail

- In order to access it click [here](#).
- Username: iecoursera1
- Password: Rm0903Cour

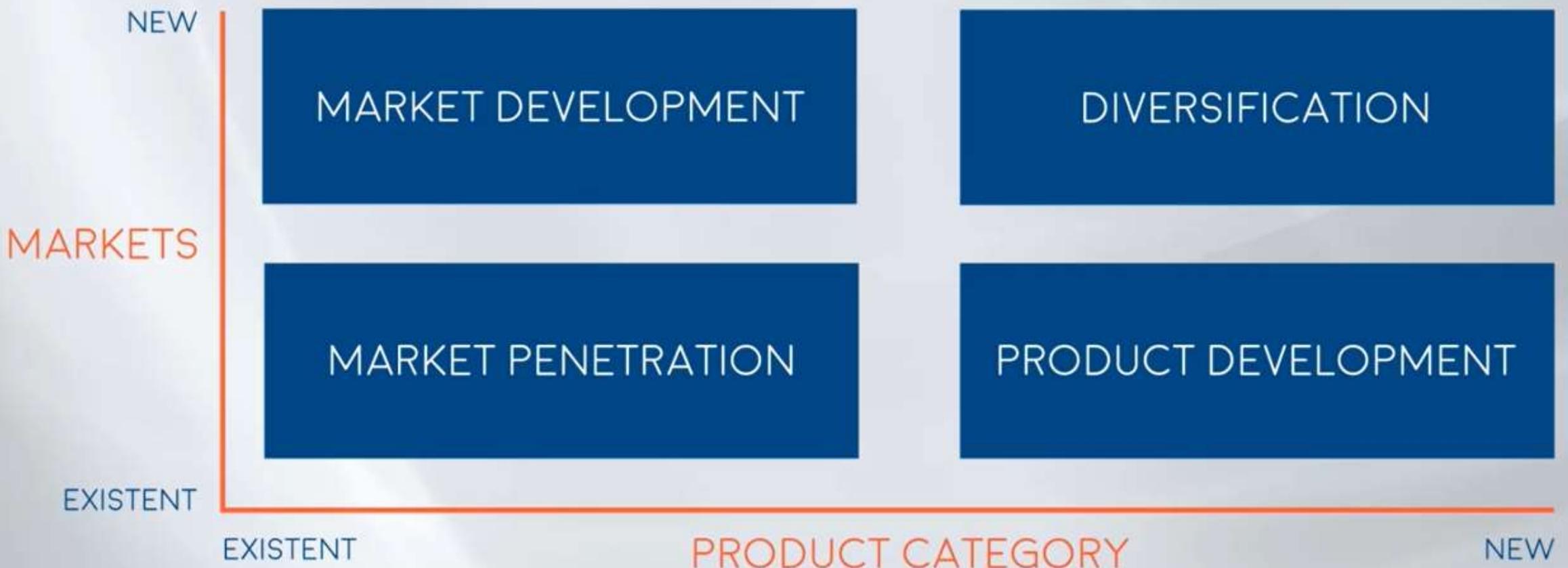
- **FLAW 1** The company can't support fast growth.
 - **THE LESSON** Have a plan to ramp up quickly if the product takes off.
-
- **FLAW 2** The product falls short of claims and gets bashed.
 - **THE LESSON** Delay your launch until the product is really ready.
-
- **FLAW 3** The new item exists in "product limbo."
 - **THE LESSON** Test the product to make sure its differences will sway buyers.
-
- **FLAW 4** The product defines a new category and requires substantial consumer education--but doesn't get it.
 - **THE LESSON** If consumers can't quickly grasp how to use your product, it's toast.
-
- **FLAW 5** The product is revolutionary, but there's no market for it.
 - **THE LESSON** Don't gloss over the basic questions "Who will buy this and at what price?"

Developing and launching your product.

1.3 How to grow your product offering?

- Understand 2 things first
 - Product, what is sold
 - And Market, to whom they sold
- Managing growth effectively required that new products fit
- within the firm's missions, organizational strength, and existing products.
- "Who will buy this and at what price?"

BASIC FORMULAS TO GROW THE ORGANIZATION'S OFFERING



MARKET PENETRATION

Objectives of market penetration:

- Maintain or grow your market share within existing products.
- Secure market share leadership in growing markets.
- Restructure a market by surpassing competitors.
- Generate more usage by existing customers.

PRODUCT DEVELOPMENT

Objectives of product development:

- Growth by commercializing new products in existing markets.
- It is relevant for businesses where the product must continuously be differentiated to remain competitive.

MARKET DEVELOPMENT

Objectives of market development:

- Growth by commercializing existing products. For example:
 - New geographical markets.
 - New packaging or product benefit.
 - New distribution channel.
 - Change in pricing policy.

DIVERSIFICATION

Objectives of market development:

- Grow by launching new products
in new markets.

1.4 How to calculate demand for your product.

HOW TO CALCULATE THE DEMAND FOR YOUR PRODUCT?



MARKET VOLUME

=

OF BUYERS

×

QUANTITY OF
YOUR PRODUCT ACQUIRED
PER BUYER IN A GIVEN PERIOD

EXERCISE

Calculate the demand
of female shavers in your
country for one year

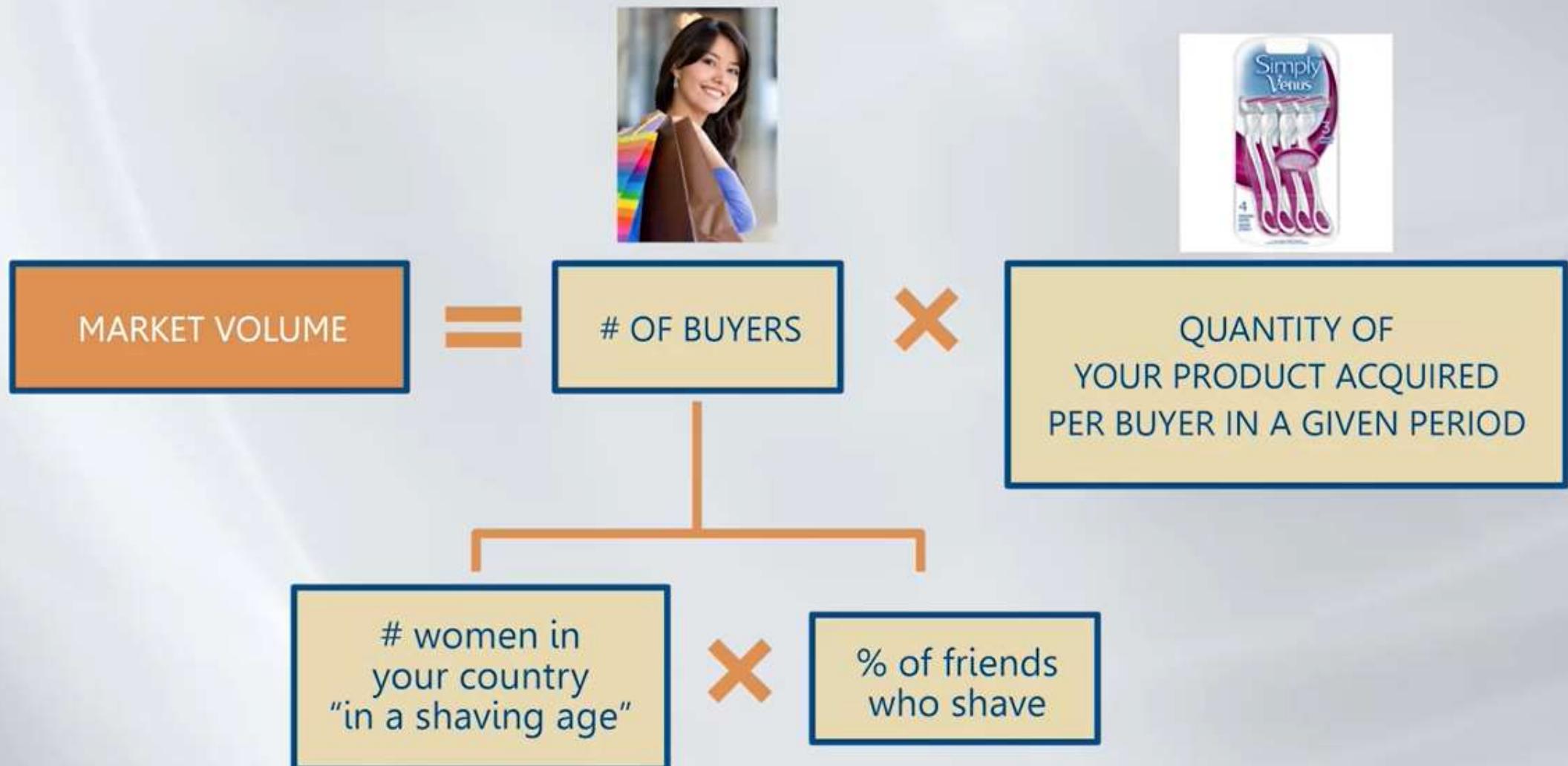


WHAT INFORMATION CAN WE GATHER?

- How many times per week do women shave?
- How many times do women use their shavers before throwing it away?
- When do women begin shaving?
- When do women stop shaving
- If they know, how much do they pay for their average shaver?



LETS CALCULATE THE 1ST VARIABLE



WHAT OTHER FACTORS CAN WE CONSIDER?

Is there stockage?

Is the female population growing faster or slower the coming years?

Factors having impact on females shaving.
E.g. climate, fashion, etc.

Do all new buyers have the same habits in usage?



How to Estimate Market Demand

- This article aims to explain the student how important is to understand the demand for your product, specially when it involves a small business.
- Step by step you will learn how to calculate the demand for goods based on your sales and data of your consumers.
- Click [here](#) to read more.

1.5 How to develop and launch new products.

KEY QUESTIONS TO THINK ABOUT

- Who is the **target** of your new product?
- What **specific need of these target customers will your product satisfy?**
- **Which** specific benefits should the new product have?
- How will you **market and sell** the new product?
- How to manage costs, to develop a **profitable new product without cannibalizing** others in your product mix?
- When is the **best time to expand a product line** and with what strategy?
- How should your organization **respond to similar competitive products?**
- How should my company **organize their pipeline** of new products?

KEY SUCCESS FACTORS

- 1.** Listen to the consumer along the way. Keep in touch with the market place.

KEY SUCCESS FACTORS

2. Get **everybody onboard**

– including those areas/
functions not directly involved
in the development process.

KEY SUCCESS FACTORS

3. Set go/no-go milestones, with specific decision-making criteria and **stick to it.**

KEY SUCCESS FACTORS

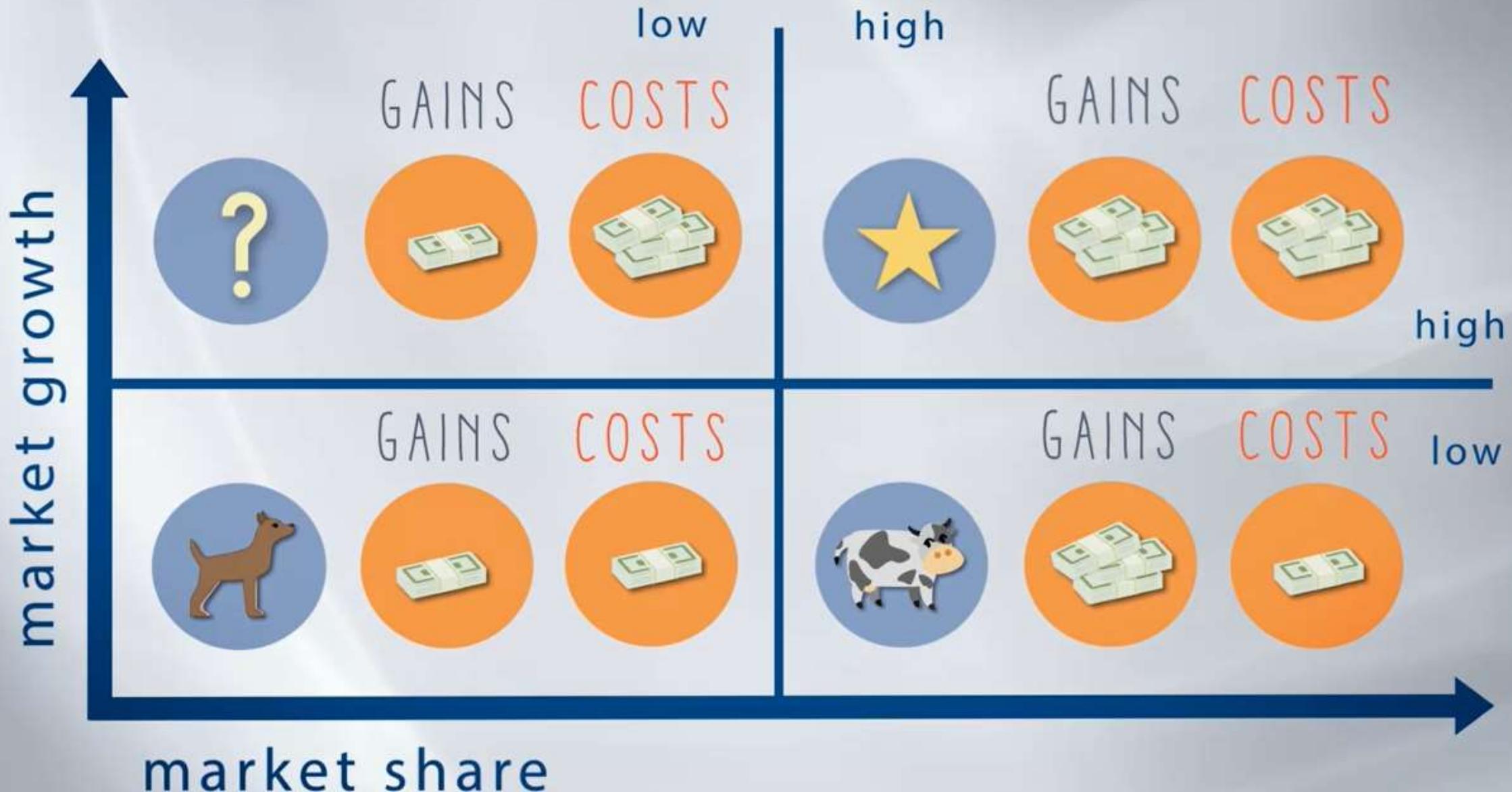
- 4.** Consider the competitive advantages of your organization to develop your plans.

KEY SUCCESS FACTORS

5. Generate a business case
that summarizes
the concept's viability.

1.6 Defining your product pipeline.





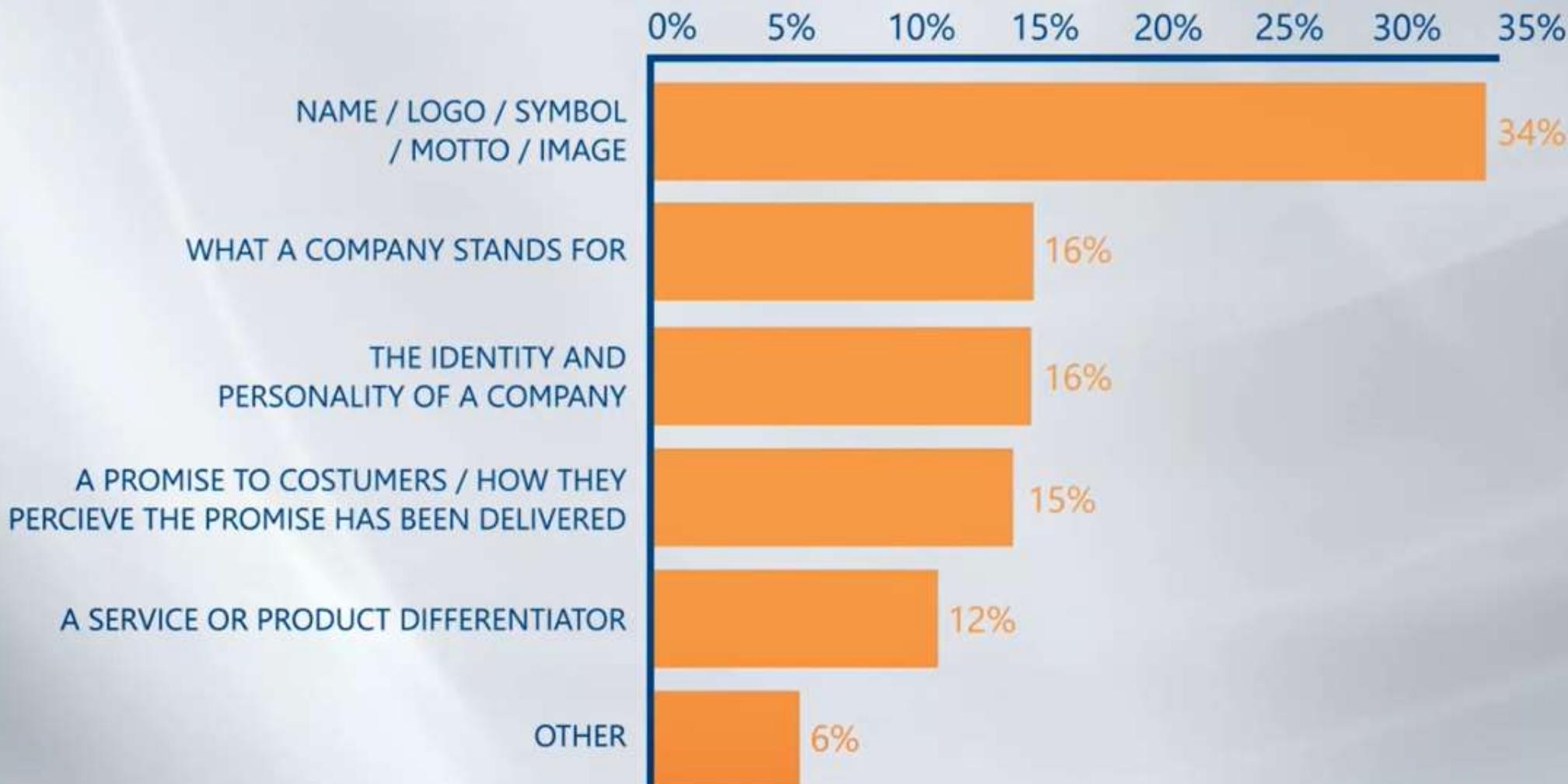
What are brands and how do you develop them?

2.0 What is a brand and why do you need one?

- a brand is to be comfortable buying a product
- A brand can be what a consumer thinks of a, once she or he listens the name of the brand.
- A brand could be like a sort of promise a company makes to you, or maybe also an experience you enjoy when you buy any specific product.

WHAT IS A BRAND FOR YOU?

QUESTION B1 - SAMPLE 500 - COUNTRY SPAIN
TITLES REFLECT SUMMARY OR SIMILAR COMMENTS



2.1 Inputs for developing your brand.



BUSINESS STRATEGY

How to bring to life the business strategy, implications for brand strategy and financial objectives.



BRAND IMAGE

Existing perceptions.



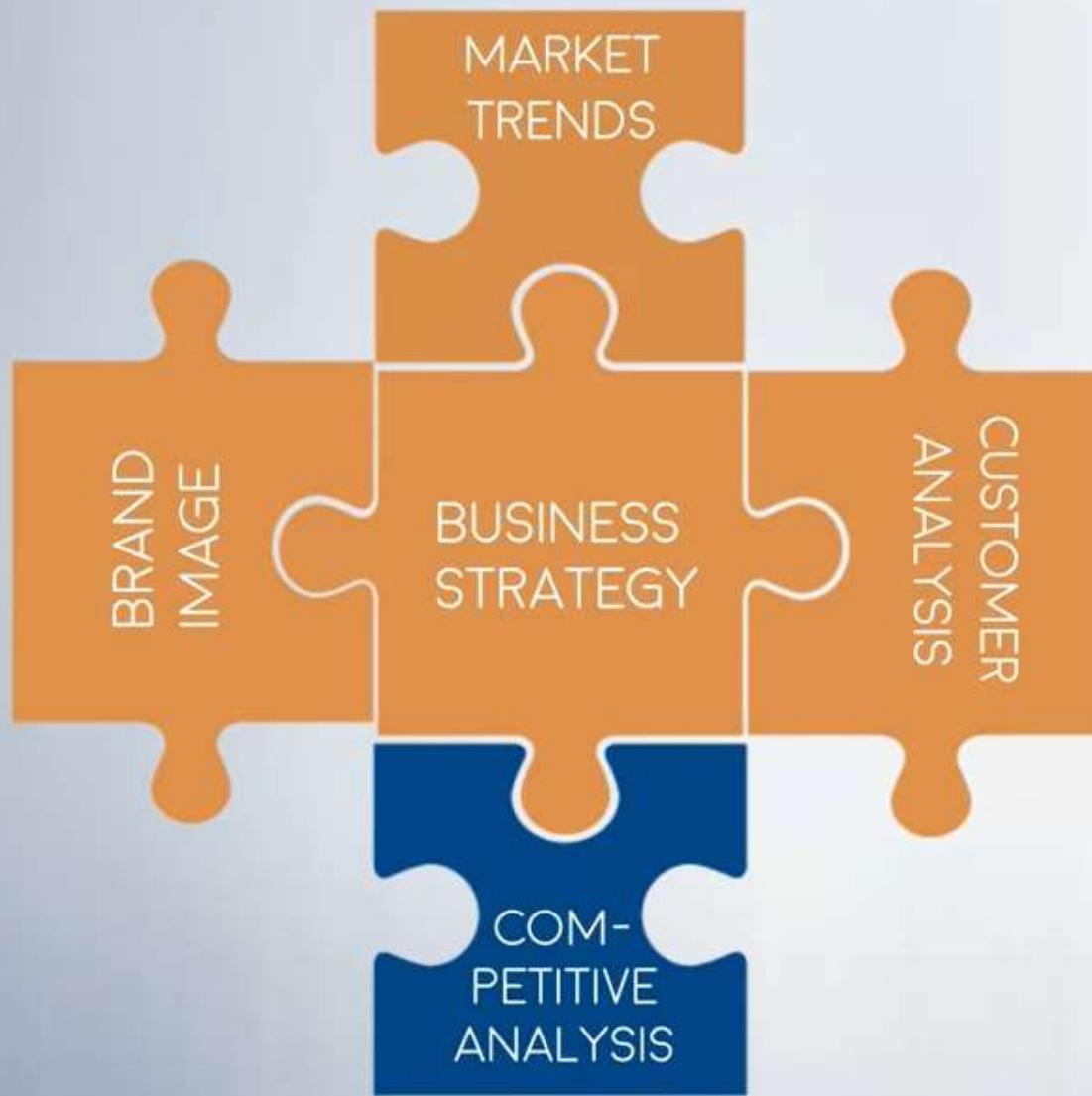
MARKET TRENDS

Which can have an impact
on customers and brand.



CUSTOMER ANALYSIS

Target segments, attitudes, motivations, behaviors and path to purchase.



COMPETITIVE ANALYSIS

Their positioning, strengths, weaknesses, plans, etc.

2.2 How to analyze your competitors.





REASONS TO BELIEVE

Outlines the proof points or what the brand is claiming to credibly deliver on the positioning.

DIFFERENTIATING
BENEFITS OR
ATTRIBUTES

REASONS
TO BELIEVE

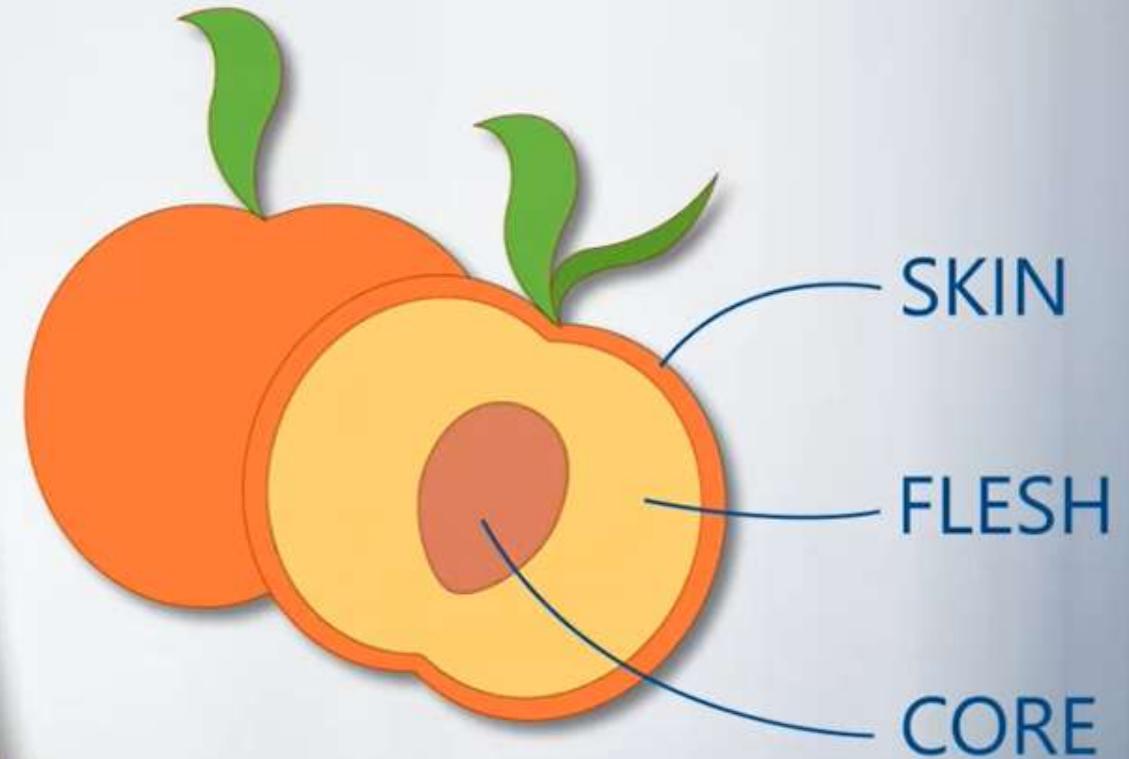
Separate those components, which are differentiators vs. those which are tablestakes

POSITIONING MAP EXAMPLE

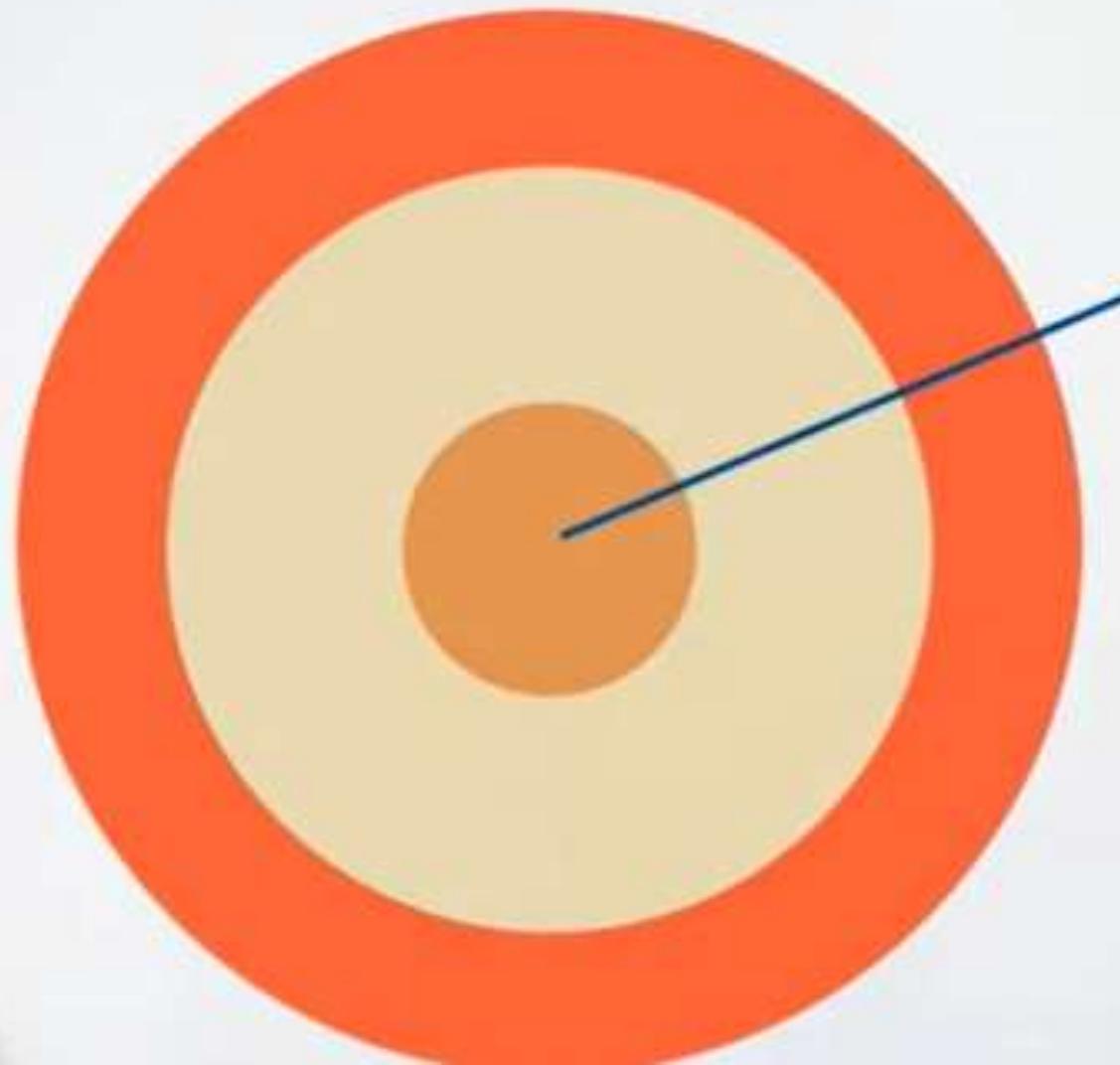


- A Brand Guide: The Power of Branding
- This guide will help you understand the power of branding and how to improve the perception of your product or service through brands.
- This guide analyzes the term "brand" and all the different factors to take into account when generating an effective and powerful brand such as the key ingredients of a brand, why we need one, or how brands are changing nowadays.
- The powerful brand of Coca-Cola will be used as an example along with the branding guide.
- Read more [here](#).

Defining your brand and its key elements.

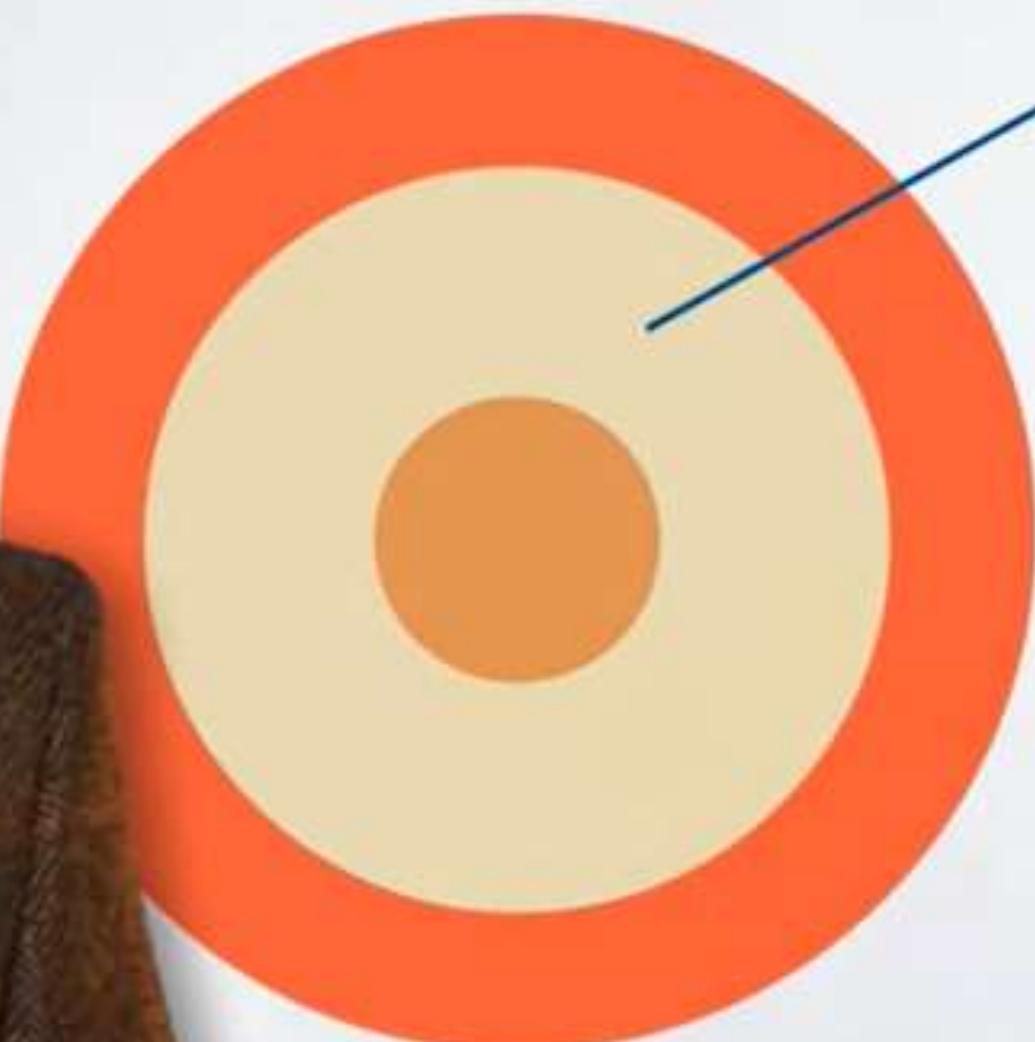


THE AAKER MODEL FOR BRAND STRATEGY



ESSENCE

- Guides strategy.
- Summarizes who we are and our key promise.

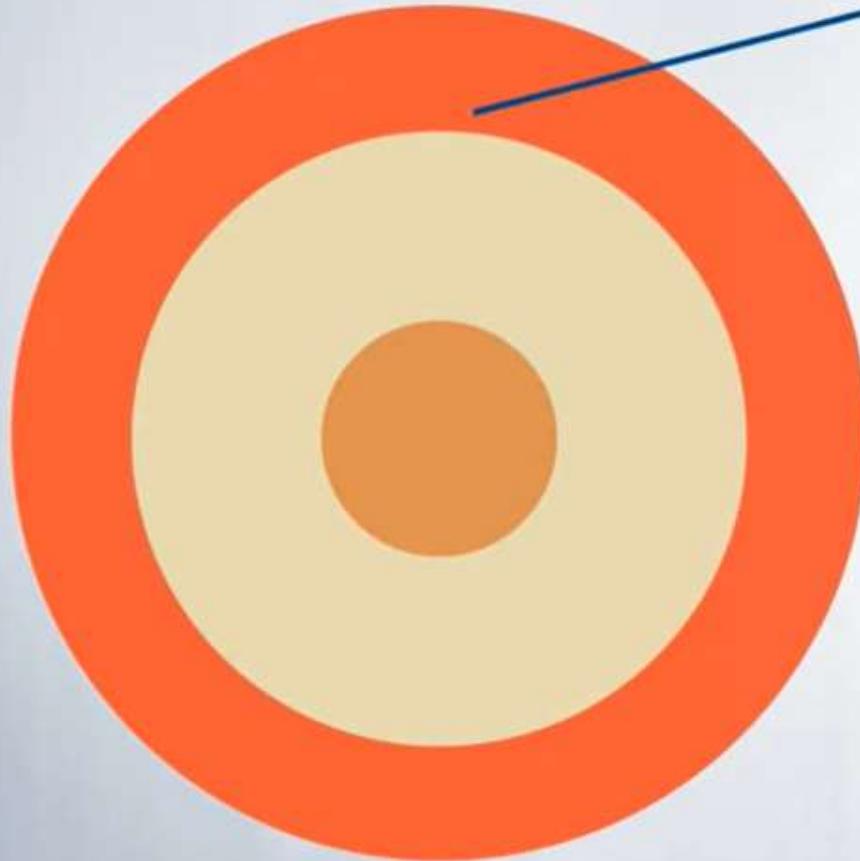


VALUES

- Most important competencies that will be consistent across our offering (products, markets and time).
- Drivers of strategic initiatives.



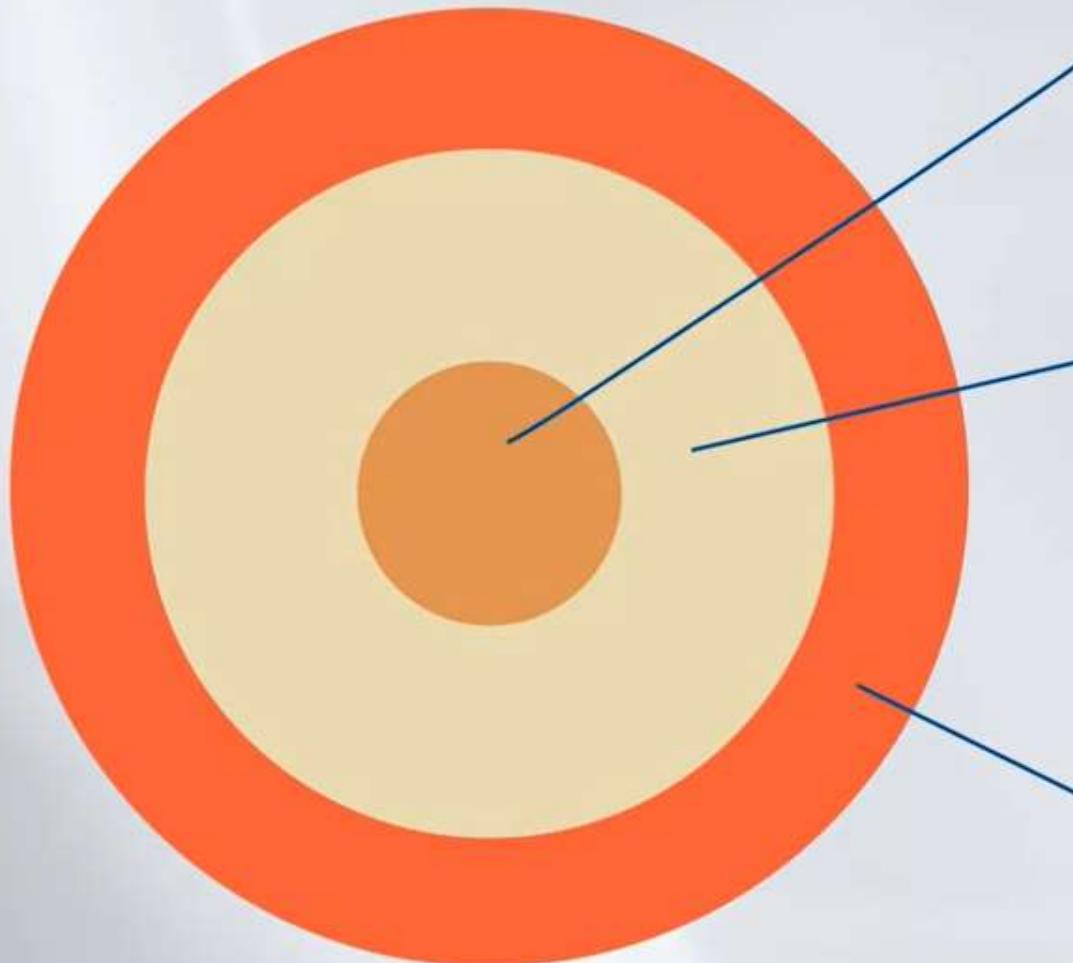
THE AAKER MODEL FOR BRAND STRATEGY



EXTENDED IDENTITY

How the Brand connects with its stakeholders,
i.e. wants to be perceived, and defines the brand personality/ character

THE AAKER MODEL FOR BRAND STRATEGY



ESSENCE

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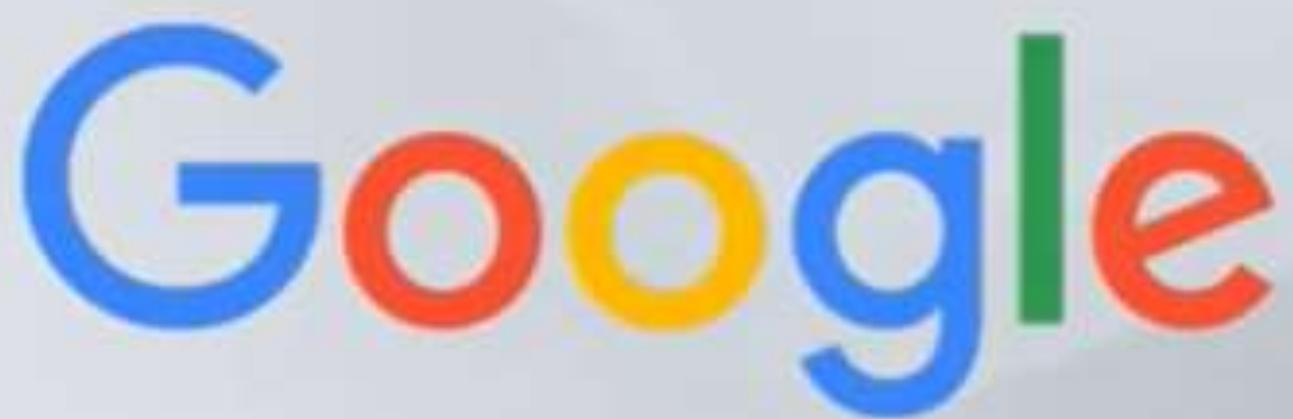
VALUES

- Most important competencies that will be consistent across our offering (products, markets and time).
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EXTENDED IDENTITY

- How the Brand connects with its stakeholders, i.e. wants to be perceived, and defines the Brand personality / character

BRAND ESSENCE EXAMPLE

The Google logo is displayed prominently in its signature multi-colored font. The letters are bold and outlined in black. The colors used are blue for 'G', red for 'oo', yellow for 'g', blue for 'l', and green for 'e'. The logo is centered on a light gray background.

Organize the world's information and
make it more accessible and useful

BRAND ESSENCE EXAMPLE



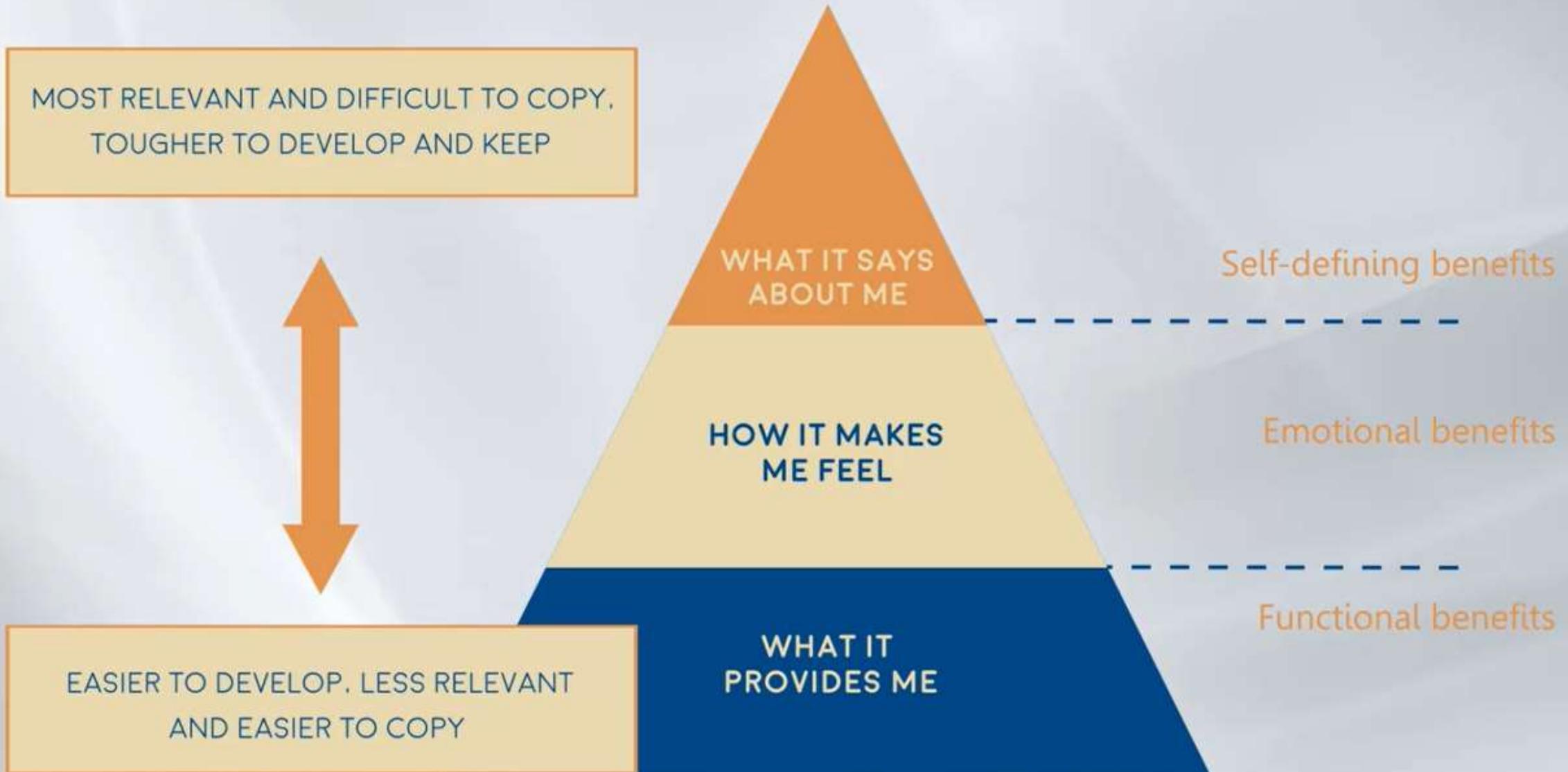
Empowering people through technology

BRAND ESSENCE EXAMPLE

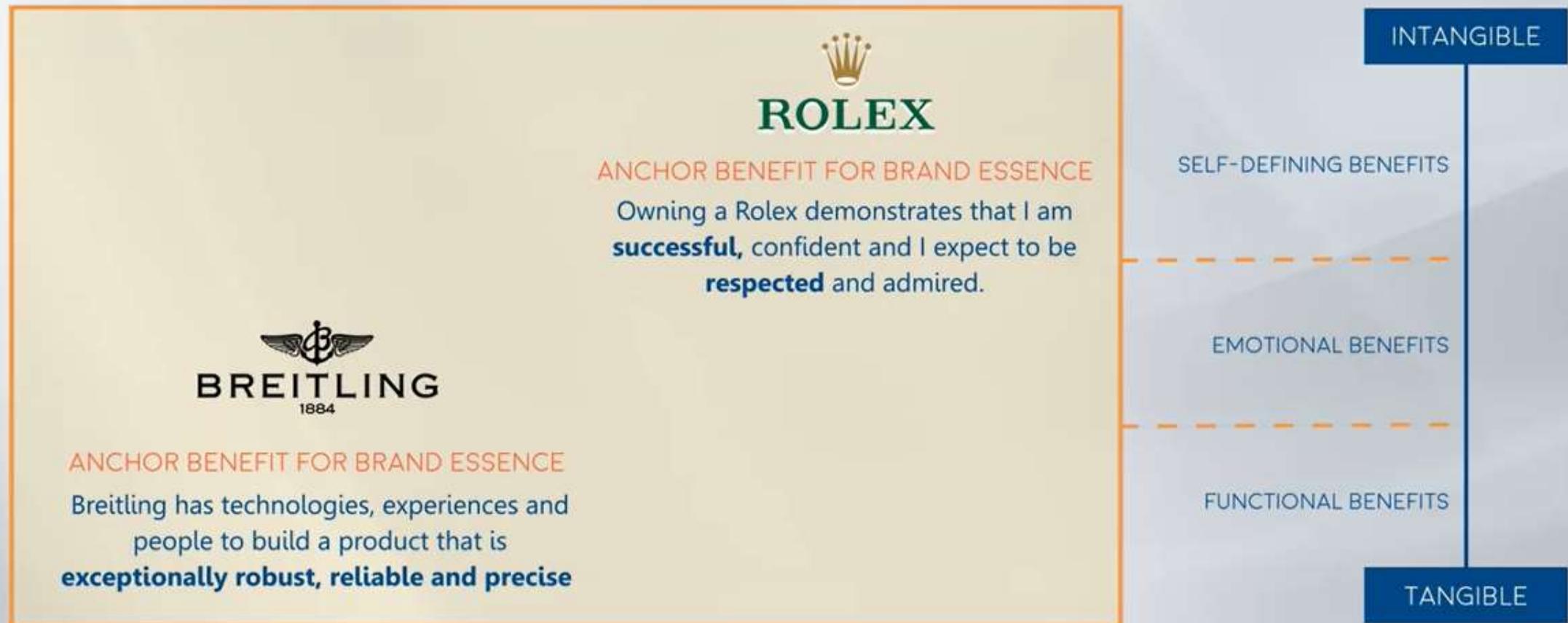


Provide sheer driving pleasure

HIERARCHY OF BENEFITS IN THE BRAND ESSENCE

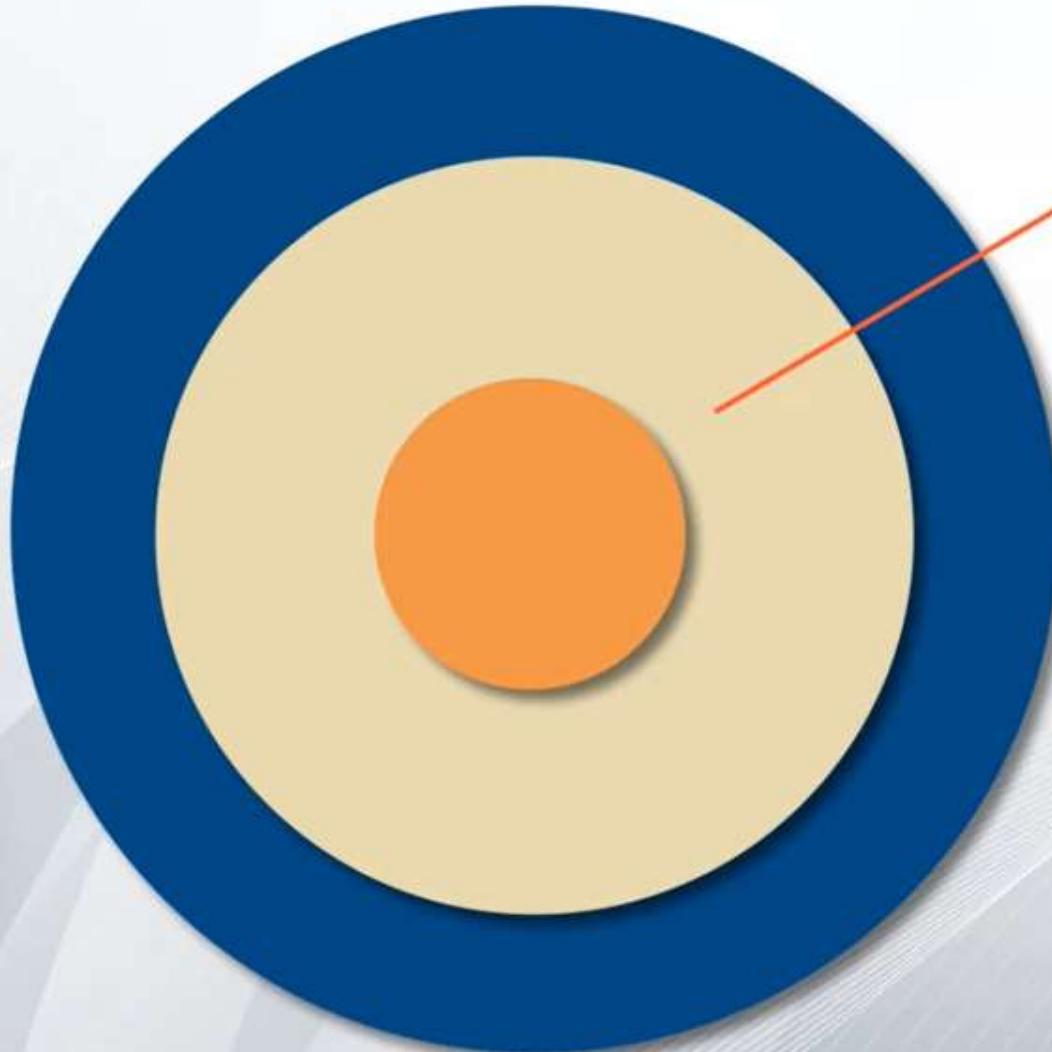


THERE ARE DIFFERENT WAYS A BRAND CAN EXPRESS CUSTOMER BENEFITS ...



WATCH OUT: A BRAND IDENTITY IS NOT A SLOGAN!

COMPANY	BRAND ESSENCE	TAG LINE
PHILIPS	Technology designed around customers	sense and simplicity
 UBS	Relentless pursuit of client success	You & Us
	Solutions to help solve some of the world's toughest problems	imagination at work
	Empowering people through technology	Think different.



VALUES

- Most important competencies that will be consistent across our offering (products, markets and time).
- Drivers of strategic initiatives.

BRAND VALUES HAVE TO BE DEFINED PRECISELY!



Defined as:

- Design.
- Ease of use.



Defined as:

- New markets.
- Value added solutions.
- Business model.



Defined as:

- Performance.
- Technology.



Defined as:

- Inventive technology.
- First mover unique solutions.





HIGH

BRAND EQUITY

LOW

Key benefit
PEACE OF MIND
"Relax, It's FedEx"

TARGET BUSINESS
OF ALL SIZES

FRAME OF REFERENCE
SOLUTIONS AND
LOGISTICS COMPANY

Global, diversified, total solutions
"Don't worry. There's a FedEx for that"

Global, reliable service
"The World on Time"

REASONS TO
BELIEVE: UNPARALLELED
INNOVATION, QUALITY
AND CONSISTENCY

Fast and reliable service
"Absolutely, positively"

Guaranteed overnight delivery
"America you've got a new airline"

TIME

Developing your brand strategy.



Introduction to brand architecture.

3.0 What Brand Architecture is and why you need it.

BRAND ARCHITECTURE

To achieve clarity, synergy
and leverage by optimizing
the hierarchy, linkages, and
identity systems of brands
in a portfolio



3.1 Brand equity and its relevance in your business.

- brand equity can be explained as the additional money consumers are willing to pay for a coke versus a no brand cola from the supermarket.
- But in terms of companies, it is the additional money that an organization is willing to pay for the Coca Cola company versus another one.
- For example, a critical situation for brand equity, is when the organization wants to expand into new markets and businesses. If it has a positive brand equity in that specific field, it is more likely that consumers will want to try the products, because of the association with a known brand.

The Coca-Cola Company

CORPORATE
BRAND



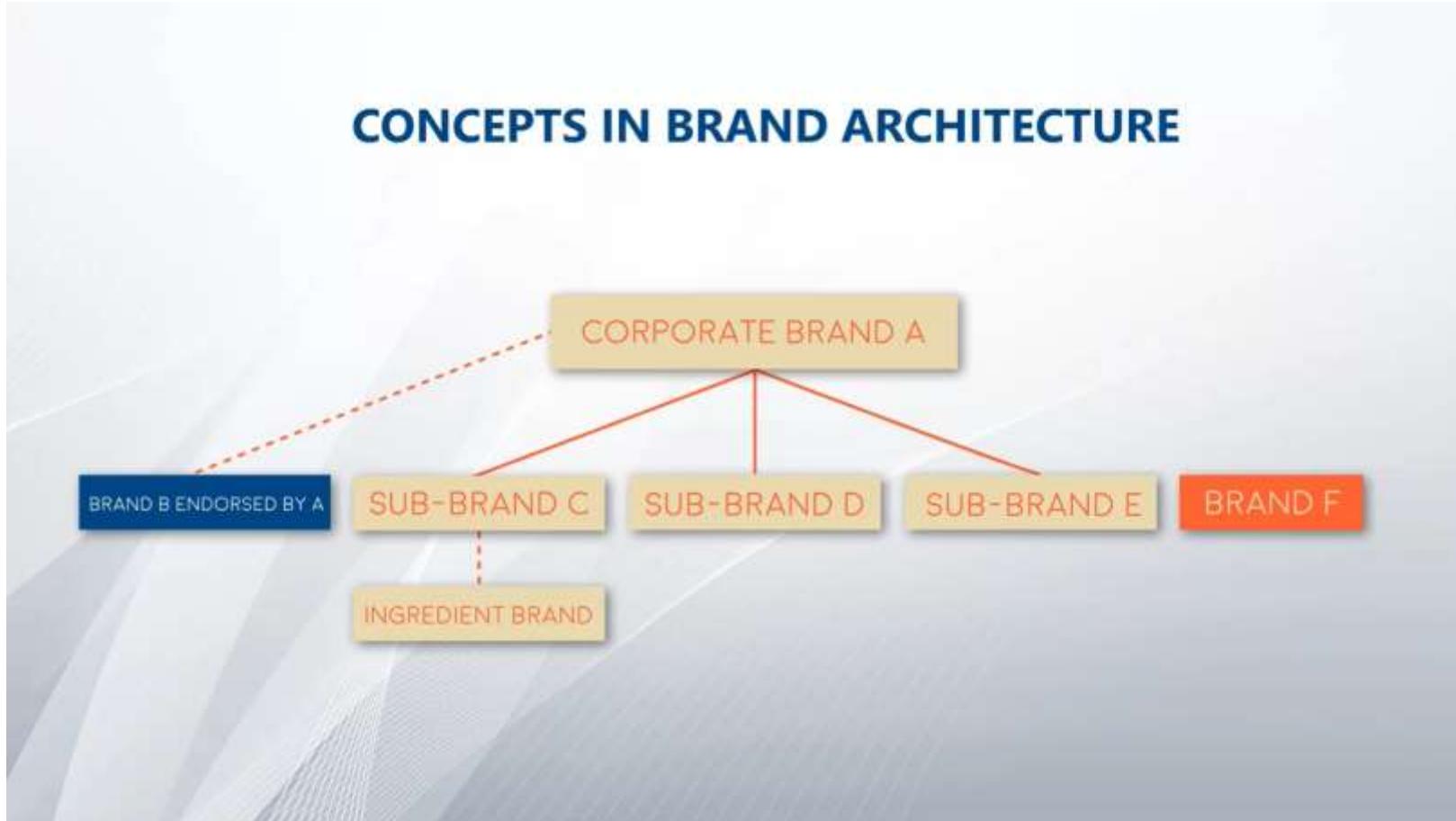
DIVISION / PRODUCT
BRAND



Coca-Cola

- Build Brand Equity
- This article is a short and straight to the point reminder of what is brand equity and the steps to obtain it.
- Click [here](#) to access it.

3.2 Which are the different models of brand architecture?



INGREDIENT BRANDS?

- INTEL
- NUTRASWEET
- NORTHSTAR
- TECHTRON
- 3M
- ANDROID
- TEFLON
- DOLBY DIGITAL

WHY USE THE CORPORATE BRAND?

BOOST THEIR
GROWTH

IMPROVE
REPUTATION

INTERNAL
ALIGNMENT

COST
OPTIMIZATION

BRAND ARCHITECTURE MODELS



BRAND ARCHITECTURE MODELS



BRANDED HOUSE



Cisco Networking Solutions
Cisco Universal Getaways
Cisco Capital

BRAND ARCHITECTURE MODELS



HOUSE OF BRANDS

P&G



CLAIROL

BRAND ARCHITECTURE MODELS



HYBRID SYSTEM

Marriott
HOTELS · RESORTS · SUITES



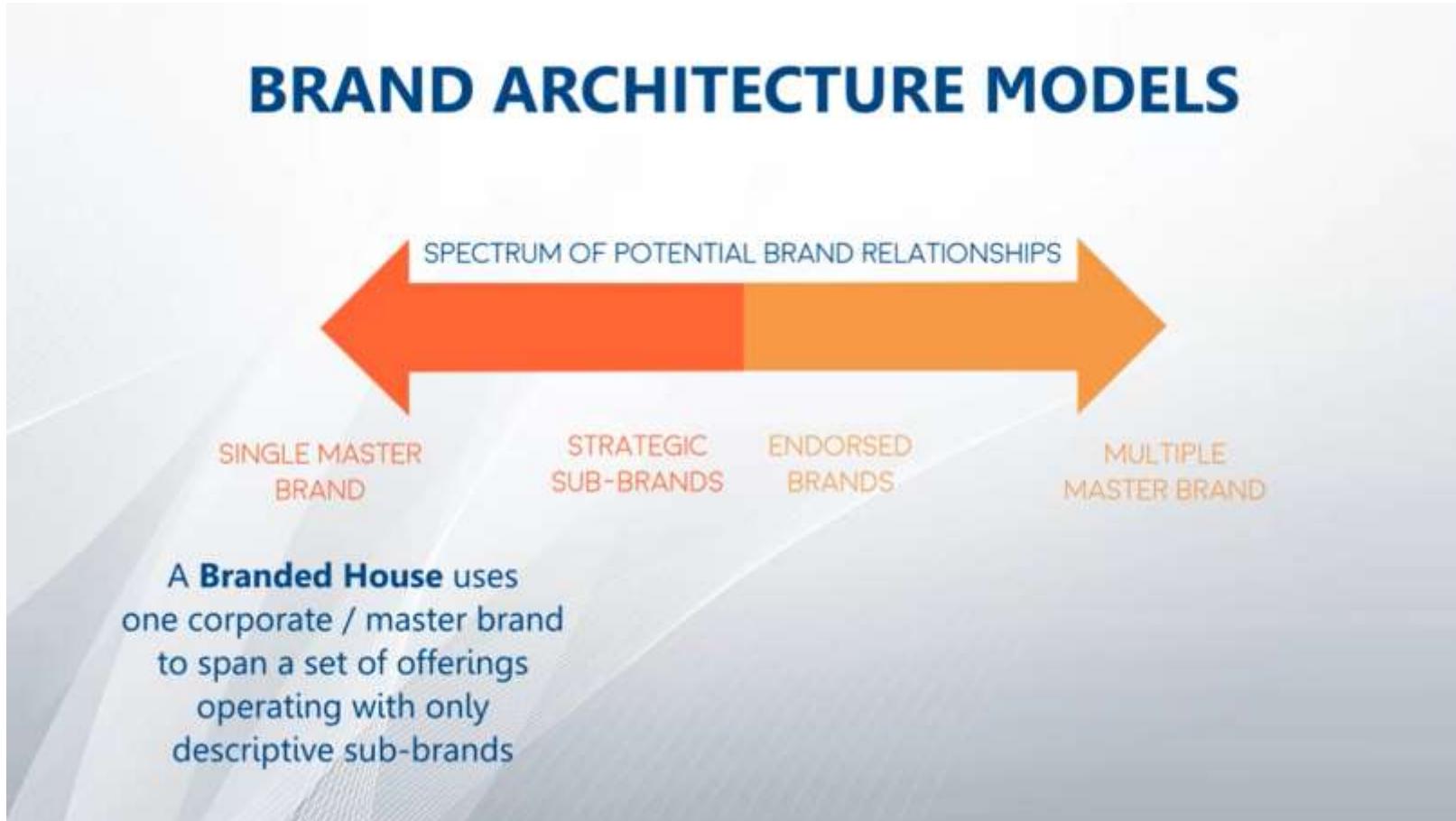
RENAISSANCE
HOTELS & RESORTS



THE RITZ-CARLTON®

Models of brand architecture.

3.3 What a branded house is and when to use it.



DELL

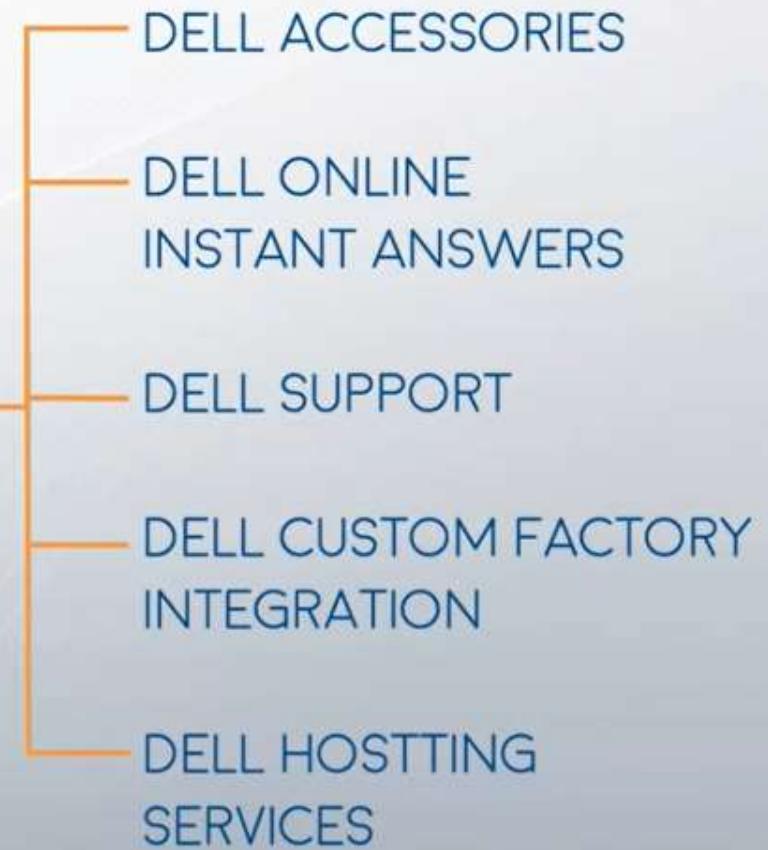
Dell shifted its focus from its service/channel brands to a single master brand

BRAND ARCHITECTURE BEFORE 2001



Focus moves upward
from subbrands to the
master brand

BRAND ARCHITECTURE AFTER 2001

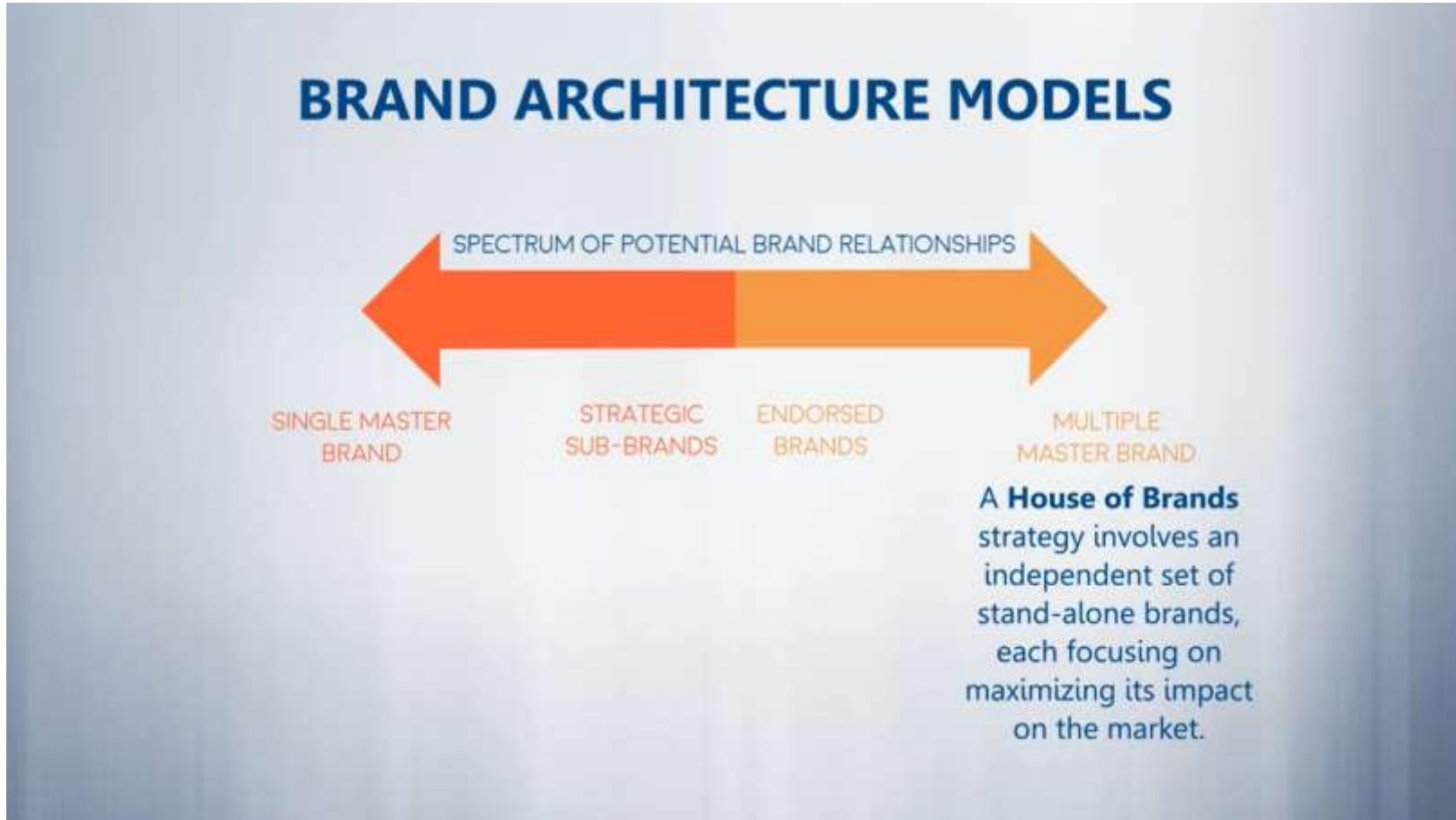


BENEFITS - LIMITATIONS ANALYSIS

Dell's architecture maximizes customer clarity and optimizes spending efficiency

ARCHITECTURE CRITERIA	SCORE
Maximizes customer clarity regarding the offering	YES
Optimizes marketing investment efficiency	FOR THE MOST PART
Drives equity to the master brand	YES
Enable flexibility to enter new markets	SOMEWHAT
Protects the core equities of the master brand	NOT REALLY

3.4 What a house of brands is and when to use it.





"HOUSE OF BRANDS"

ADVANTAGES

- Allows firms to position brands on functional benefits and to dominate niche segments.
- Avoids brand association that would be incompatible with an offering.
- Facilitates building breakthrough developments/advantages.
- Allows targeting multiple and conflicting product lines and/or segments.
- Enables market entry when master brand not credible or limited by competitive

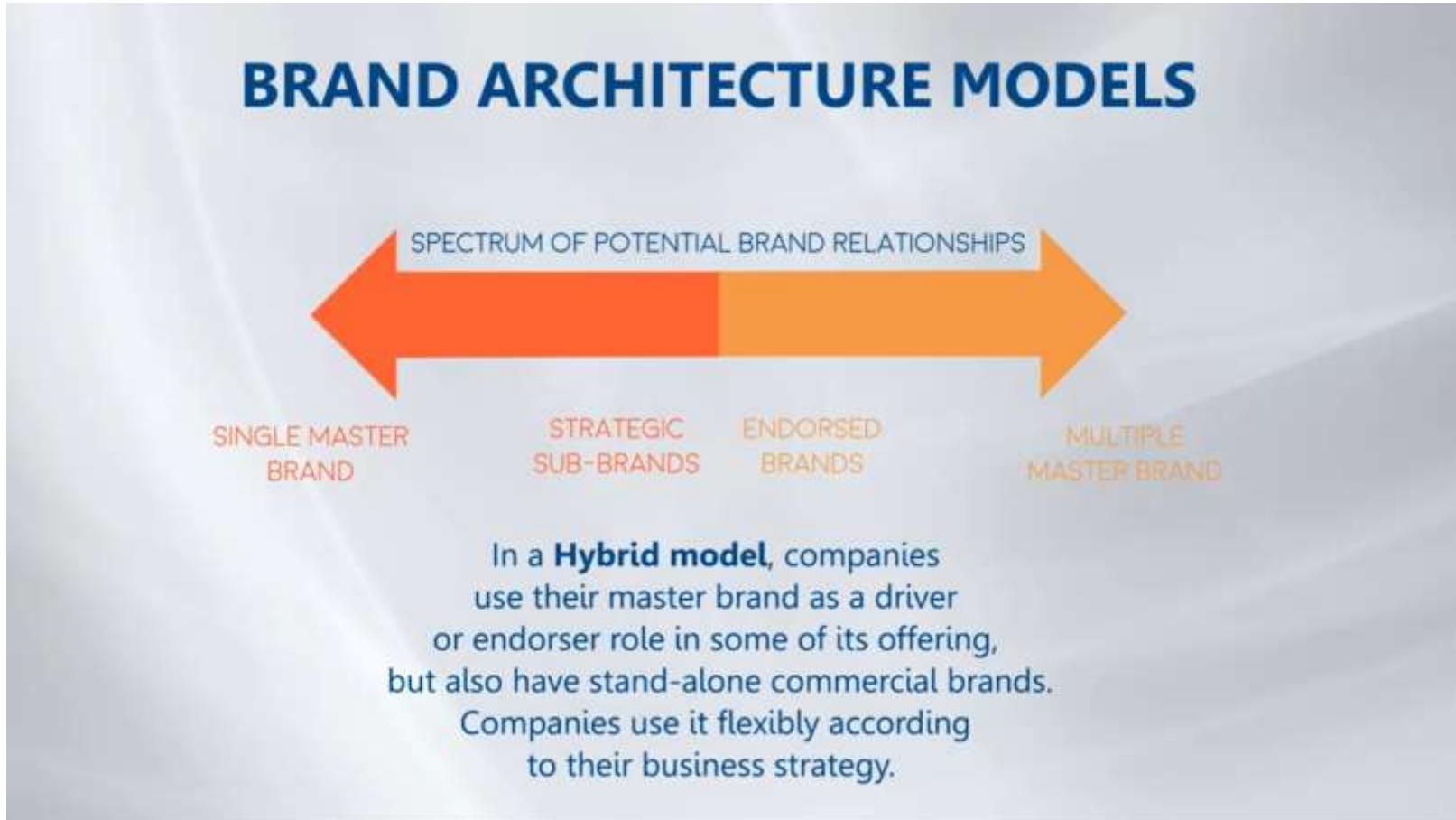


"HOUSE OF BRANDS"

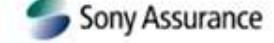
DISADVANTAGES

- Leverage: Sacrifice the economies of scale that come with leveraging a brand across multiple businesses.
- Synergy: Each sub-brand requires significant brand-building investment - little brand cross-over.
- Segment-specific brands unable to support investment themselves - risk stagnation and decline.

3.5 What a hybrid model is and when to use it.



SONY

ELECTRONICS			GAMING	ENTERTAINMENT	COMMUNICATIONS	FINANCIAL
PCIMOBILE   	AUDIOVISUAL GRAND WEGA Trinitron <small>HANDYCAM</small> 	MULTIMEDIA  	 	METREON  	  	    MONEYKit. <small>by SonyBank</small> JAPAN

WHICH BRAND ARCHITECTURE MODEL IS ...?

virgin atlantic

HOLIDAYS



money



direct

MEGASTORE

mobile

WHICH BRAND ARCHITECTURE MODEL IS ...?

WESTIN®
HOTELS & RESORTS

Le MERIDIEN
DELFINA SANTA MONICA

FOUR  POINTS
BY SHERATON

aloftSM
A VISION OF W HOTELS

starwood
 Hotels and
Resorts

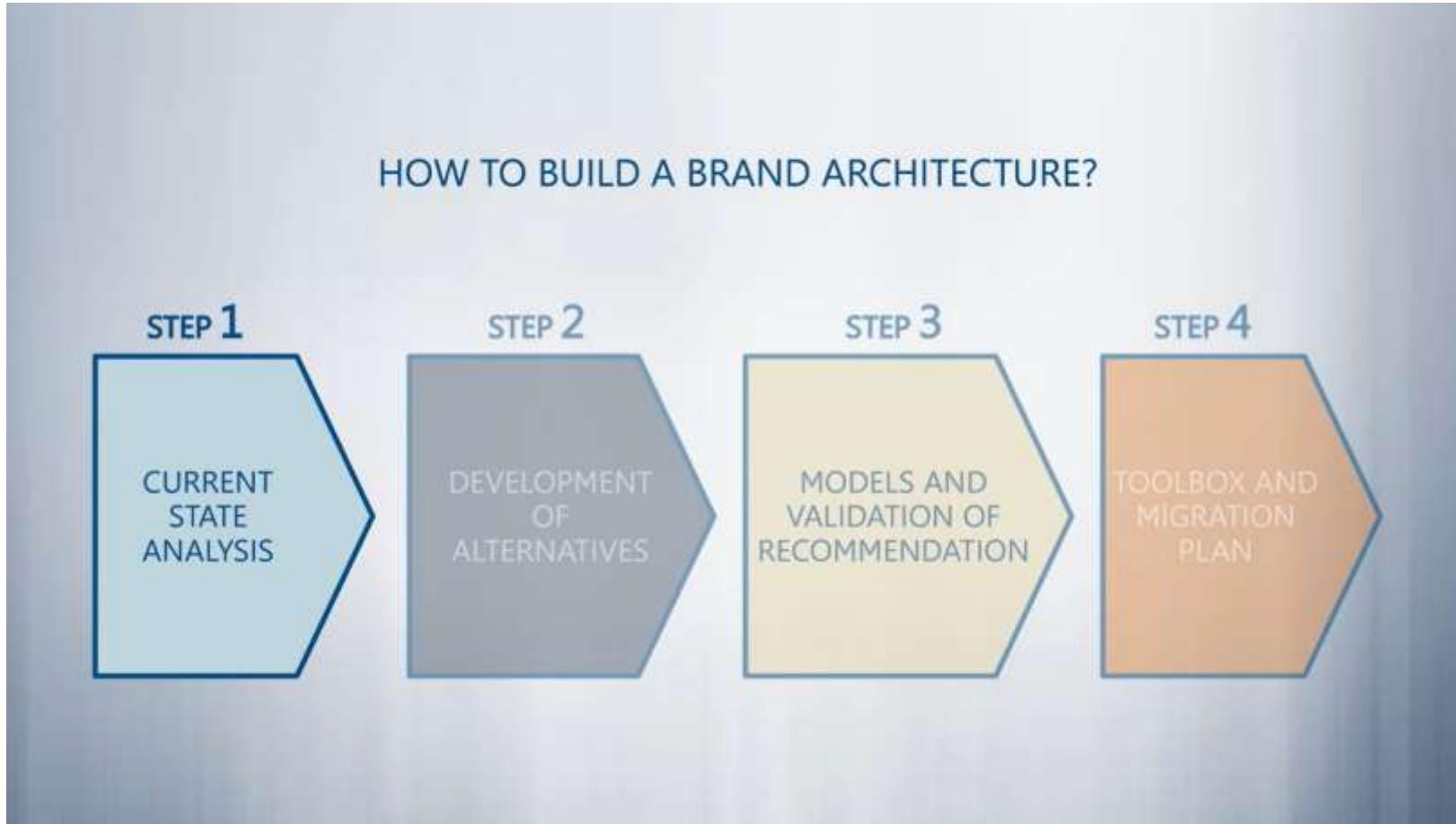
W
HOTELS
WORLDWIDE


ST REGIS


element
INSPIRED BY WESTIN

Developing your brand architecture.

3.6 How to develop a brand architecture - part 1.

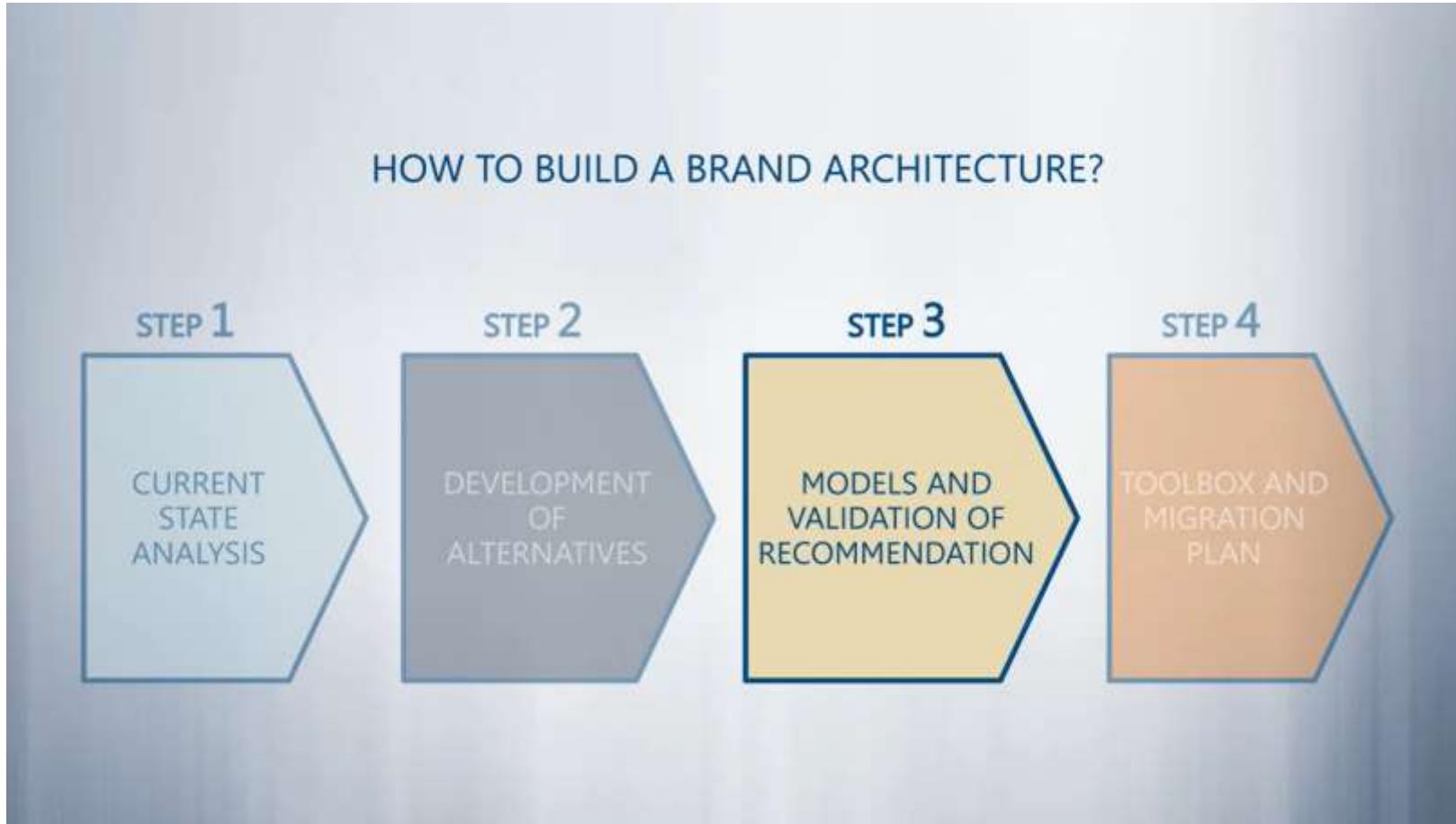


EXAMPLE OF CUSTOMER RESEARCH

SAMPLE QUESTIONS:

- ◆ Please indicate which, if any, of the following brands are ones that you know _____ company offers.
- ◆ How strongly, if at all, do you feel each of the following brands is connected to _____?
- ◆ If _____ were to more explicitly promote the idea that it offers each of the following brands, how, if at all, would it impact your desire to want to purchase each specific brand?

How to develop brand architecture - part 2.



3.7 Top 5 indicators of a brand architecture issue or opportunity.



TOP 5 INDICATORS OF AN ARCHITECTURE ISSUE / OPPOTUNITY

2. There is no internal system for managing how new brands, or sub-brands are developed.

TOP 5 INDICATORS OF AN ARCHITECTURE ISSUE / OPPOTUNITY

3. There is no clear plan for integrating recently acquired brands into the existing architecture.

TOP 5 INDICATORS OF AN ARCHITECTURE ISSUE / OPPOTUNITY

5. Brand architecture is not aligned with business strategy or set up to allow company to explore new growth opportunities.

3.8 Things to consider when naming your brand.

POTENTIAL NAMING CRITERIA	
KEY SUCCESS ATTRIBUTES	
DESCRIPTIVE	Does it provide a reference to the unique product or service you offer?
EASY	Easy to pronounce and spell?
MEMORABLE	Sticks, and simple to remember?
UNIVERSAL	Respectful of other cultures?
EXECUTIONAL ISSUES	Is website, trademark, etc..available?
DIFFERENTIATED	Differentiated from competitors?

Reading for Module 3 - Brand Relationship Spectrum

- In order to access the readings, please use the following user and password:
- User: iecoursera
- Password: bb56321uy
- Module 3 Reading: [Brand Relationship Spectrum](#)
- Before reading the article, please review the following [terms and conditions](#) of use.

Reading for Module 3 - Leveraging the Corporate Brand

- In order to access the readings, please use the following user and password:
- User: iecoursera
- Password: bb56321uy
- Module 3 Reading: [Leveraging the Corporate Brand](#)
- Before reading the article, please review the following [terms and conditions](#) of use.

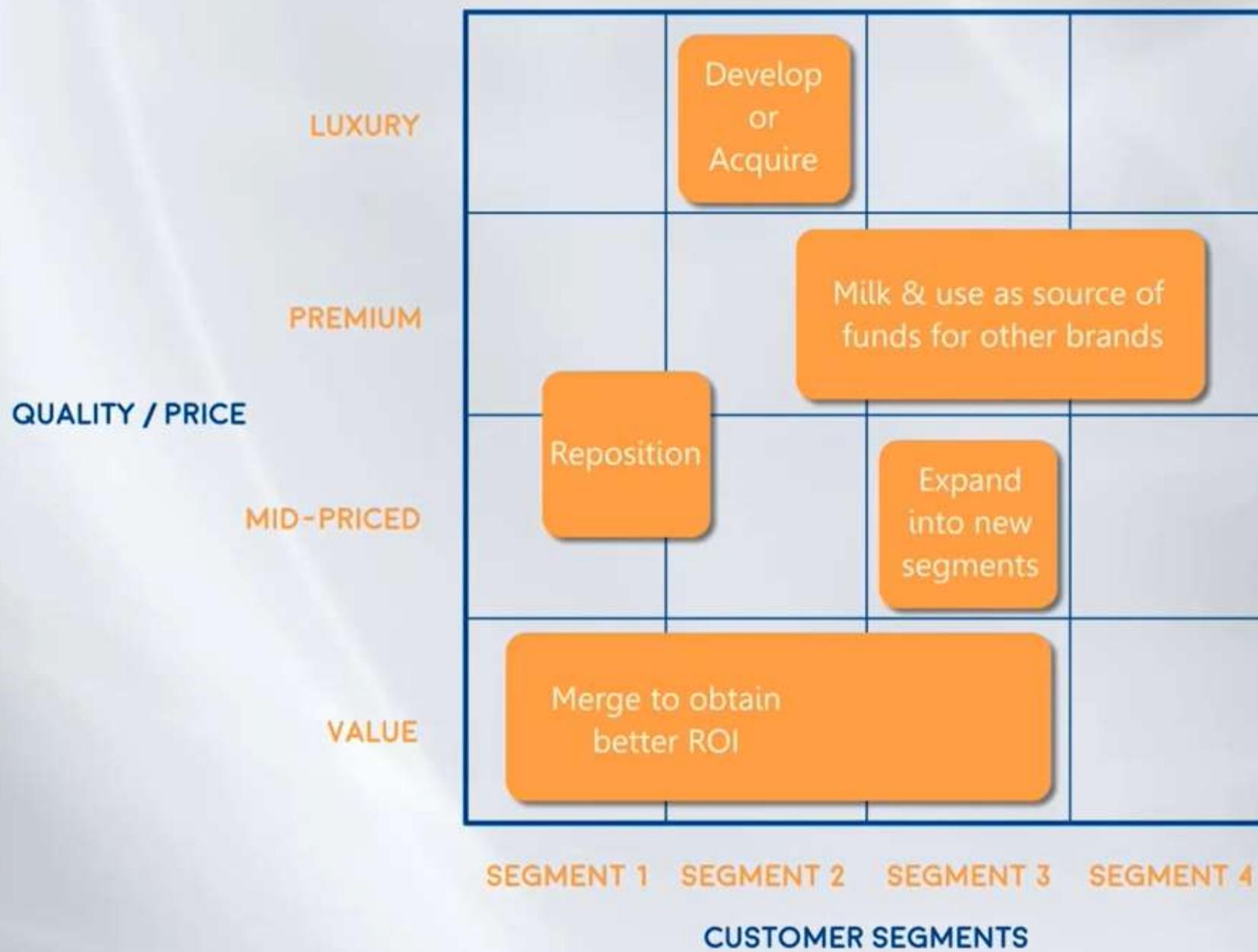
Week3: Building your brand portfolio

4.0 What a product and brand portfolio is and why you need to define it.

DID YOU KNOW THAT...

COMPANIES GENERATE
80-90% OF THEIR PROFITS
WITH LESS THAN 20%
OF THE BRANDS THEY SELL

BRAND PORTFOLIO MATRIX



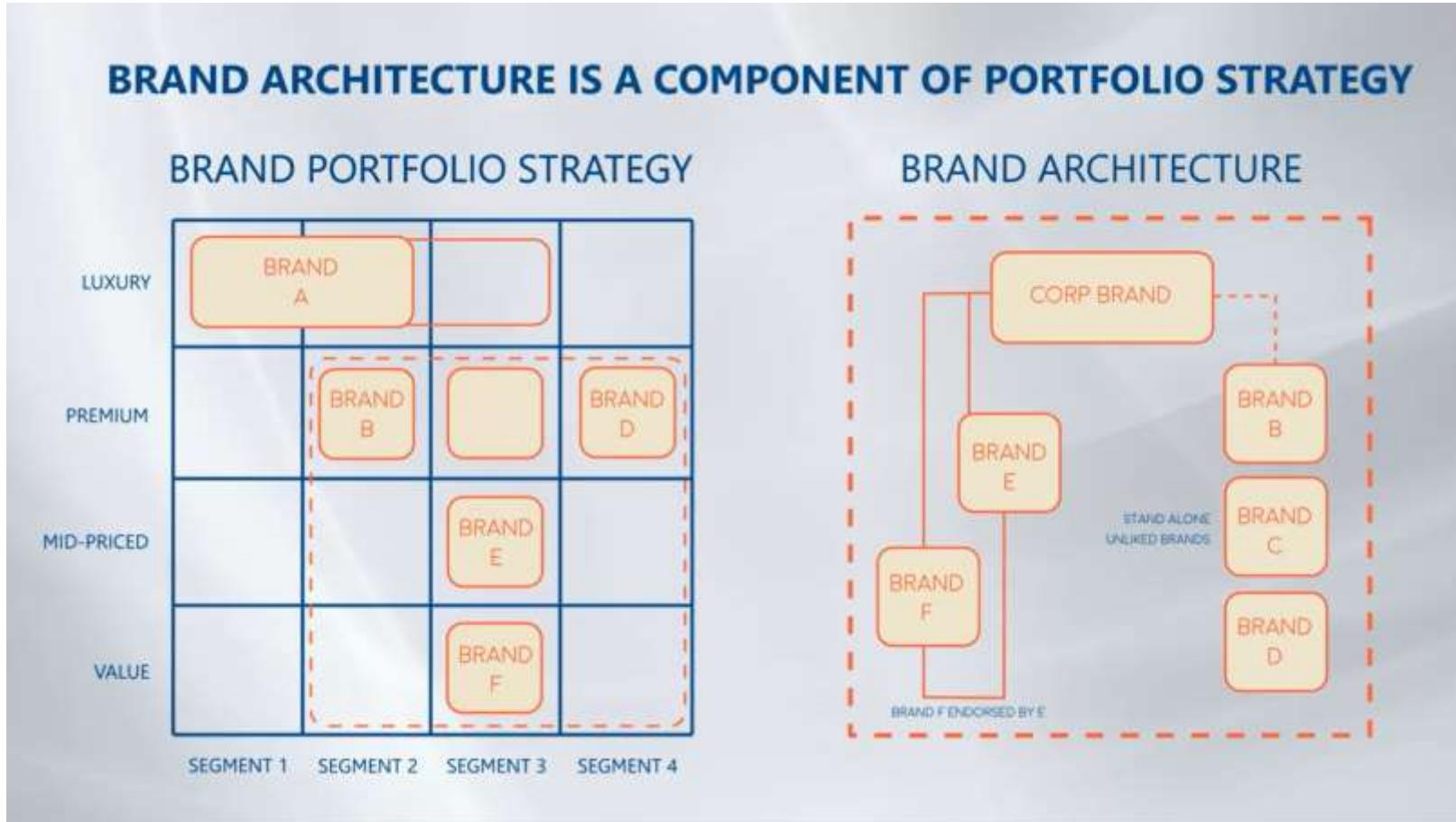
From a brand perspective, how do you deal with the situation, do you continue launching brands, do you use existing brands, do you re-position your brands?

That is why brand portfolio strategy was born. It is the finest, effective creation deployment and management of brand assets to support top and bottom line growth. The objective of the grand portfolio is to maximize its value by strategically growing, leveraging, and protecting brands to ensure optimal coverage across a market with minimal overlap.

It will allow us to determine the right number of product and brands, and thus, rationalize our portfolio to achieve economies of scale.

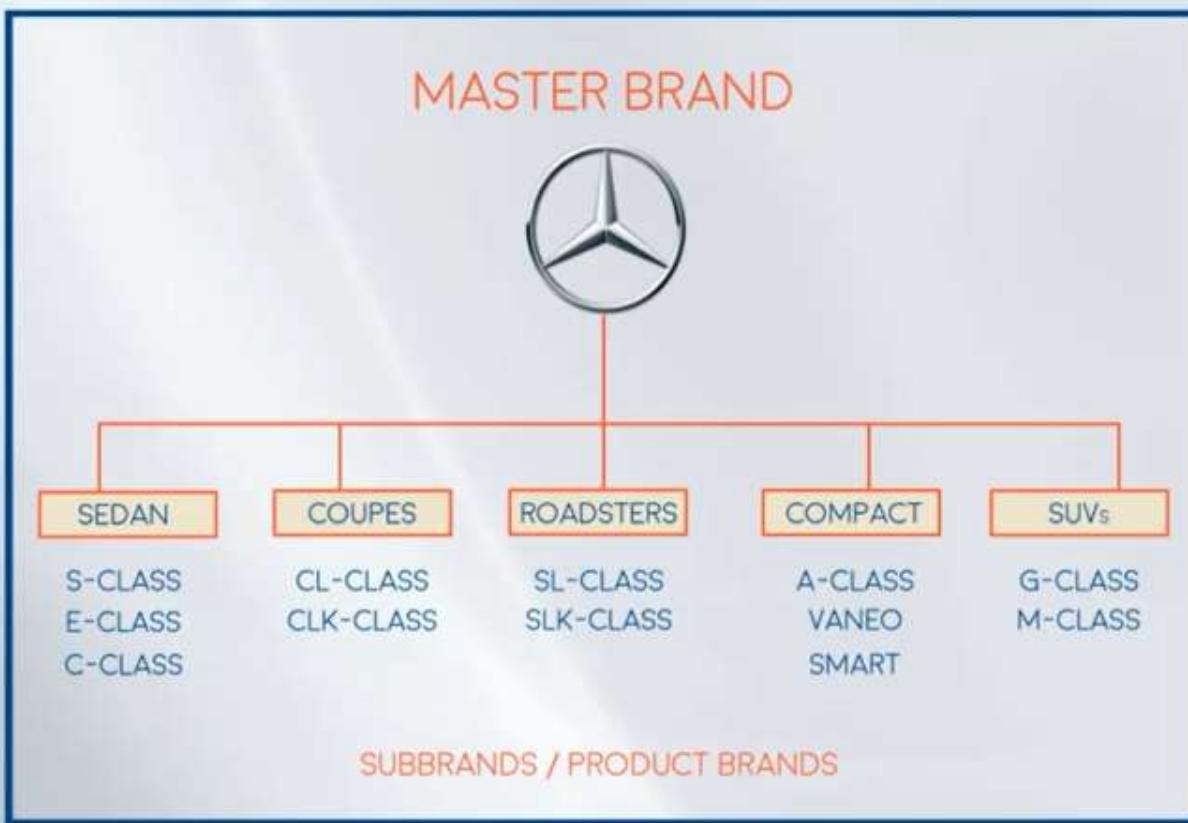
Determine the right level of investment for each brand.

4.1 What is the relationship between brand portfolio and brand architecture?

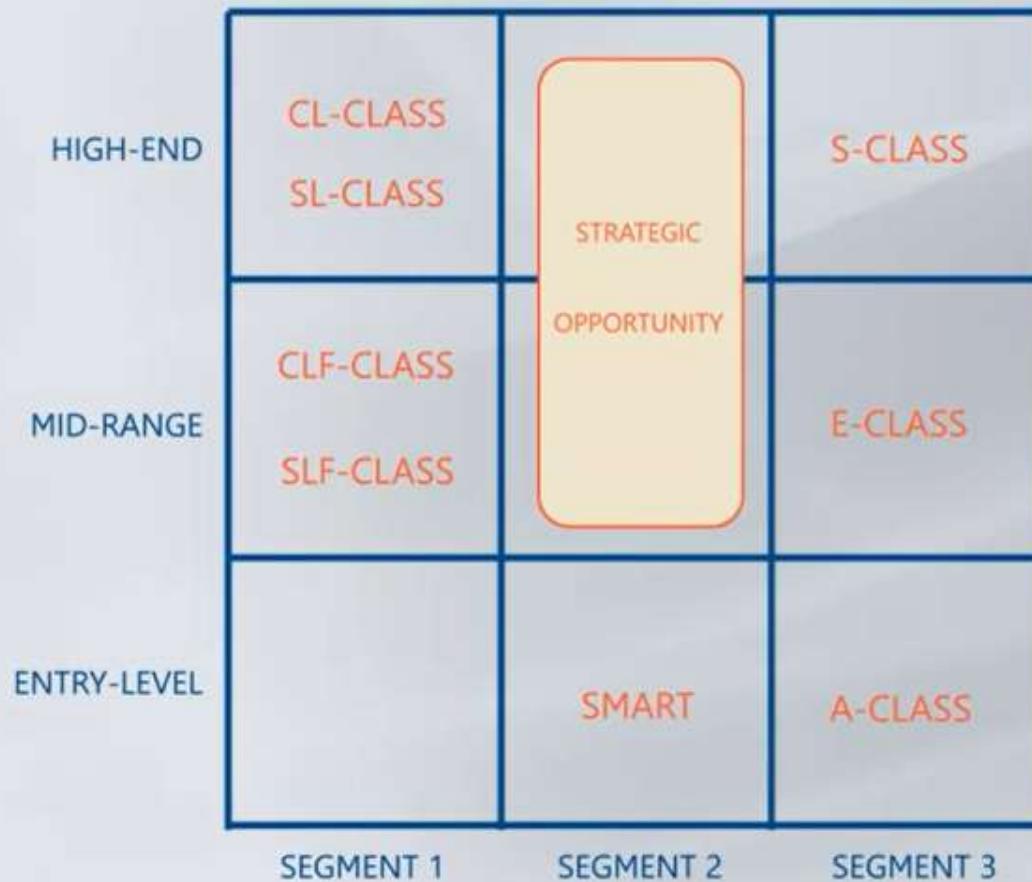


EXAMPLE OF BRAND ARCHITECTURE VS. PORTFOLIO STRATEGY

BRAND ARCHITECTURE



BRAND PORTFOLIO

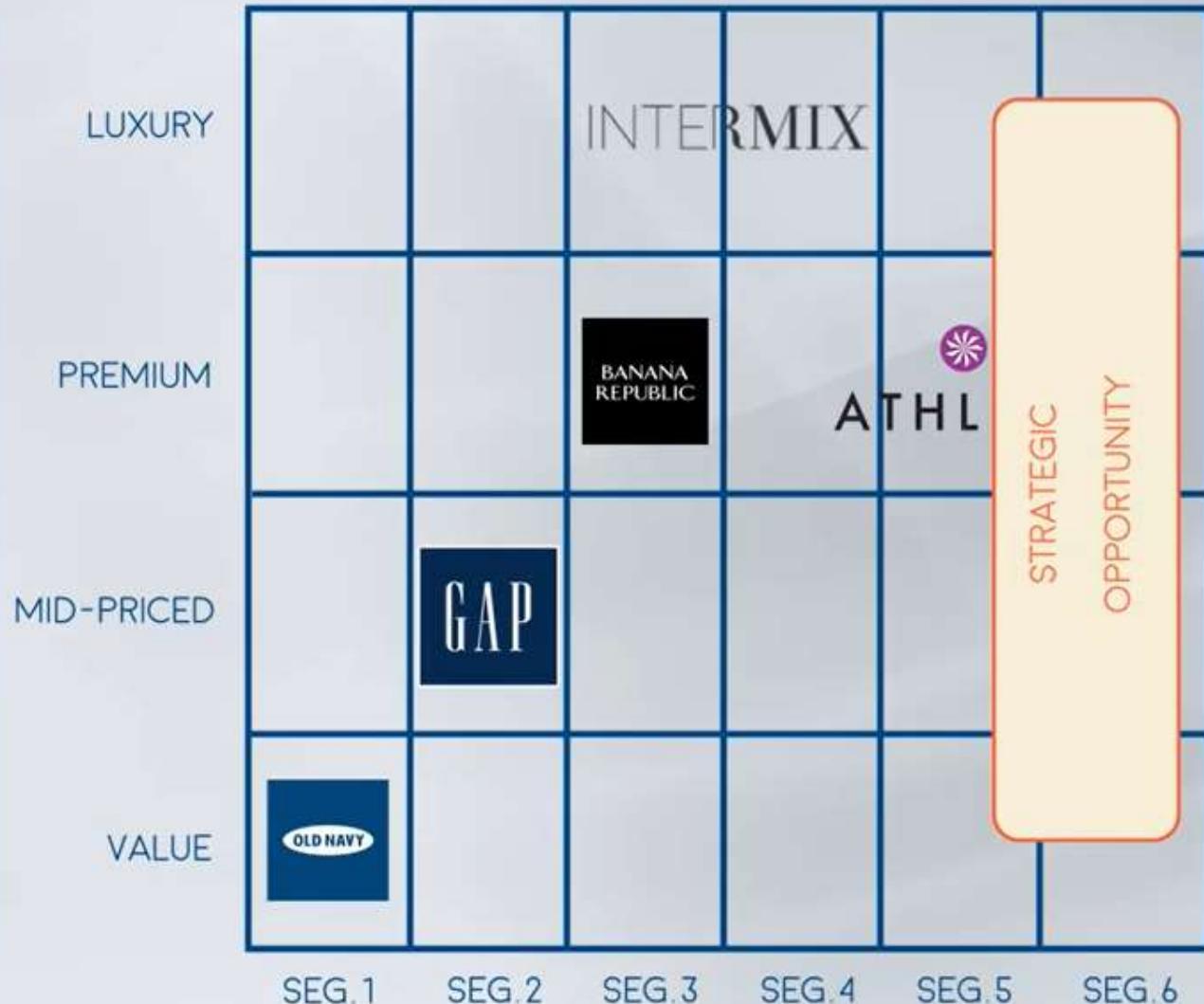


BRAND ARCHITECTURE VS. PORTFOLIO STRATEGY

BRAND ARCHITECTURE



BRAND PORTFOLIO



4.2 How to develop your brand portfolio

For example, between Gatorade and Powerade.

So how do you develop a brand portfolio strategy?

We will talk about five steps.

1. First one is, connecting the brand to business impacts.
2. Second is, building a fact base.
3. Third is, developing customer insights.
4. Fourth is, creating portfolio scenarios.
5. And five is, to define a roadmap to achieve growth.

4.3 Managing your brand portfolio



PORTFOLIO AS A BRAND “BANK”



BRAND BANK

PROTECT

BUILD

LEVERAGE

How can we grow
revenues without
impacting brand equity?

PORTFOLIO AS A BRAND “BANK”



BRAND BANK

PROTECT

BUILD

LEVERAGE

Which brand should we
use to expand into a
new category?

Will a partnership branding
agreement enhance or
denigrate the
brand's equity?

PORTFOLIO AS A BRAND “BANK”

1. TOO MANY BRANDS TO MANAGE

Does this initiative generate sufficient revenues and return
for on-going support to the brand / product?

If I use an existing brand, could it inhibit or take away attributes
to the product's brand promise?

Can the new product diminish or confuse the positioning
message of the existing brand?

Is there a strong reason to launch a new brand?

PORTFOLIO AS A BRAND “BANK”

2. SCATTERED PRIORITIES

PORTFOLIO AS A BRAND “BANK”

**3. NOT EXPLOITING EXISTING BRANDS
TO THEIR FULLEST POTENTIAL IN ORDER TO
GENERATE NEW OPPORTUNITIES**

Can your brand become a platform for expansion?

- Is there a driver to be leveraged?
- Can my brand travel? Where to? How to prioritize markets / opportunities?

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

1. REVENUE GROWTH IS SLOWING AND / OR COMPETITORS ARE GROWING

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

**2. LOSING MARKET SHARE TO
OLD COMPETITORS AND
NEW ENTRANTS**

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

**3. INCREASING
ADVERTISING/
MARKETING
SPENDING TO GET
THE SAME IMPACT**

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

4. NO CLEAR BRAND-DRIVEN GROWTH PLATFORMS TO FUEL FUTURE GROWTH

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

**5. OVERLAPPING BRANDS IN
A PORTFOLIO OFFERING
SIMILAR PRODUCTS /
SERVICES TARGETED TO
THE SAME CUSTOMER**

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

**6. INEFFICIENT ALLOCATION
OF BRAND-BUILDING
RESOURCES INCLUDING
HAVING TO SUPPORT
MULTIPLE BRANDS ACROSS
MULTIPLE COUNTRIES**

TOP INDICATORS OF PORTFOLIO PROBLEMS AND OPPORTUNITIES

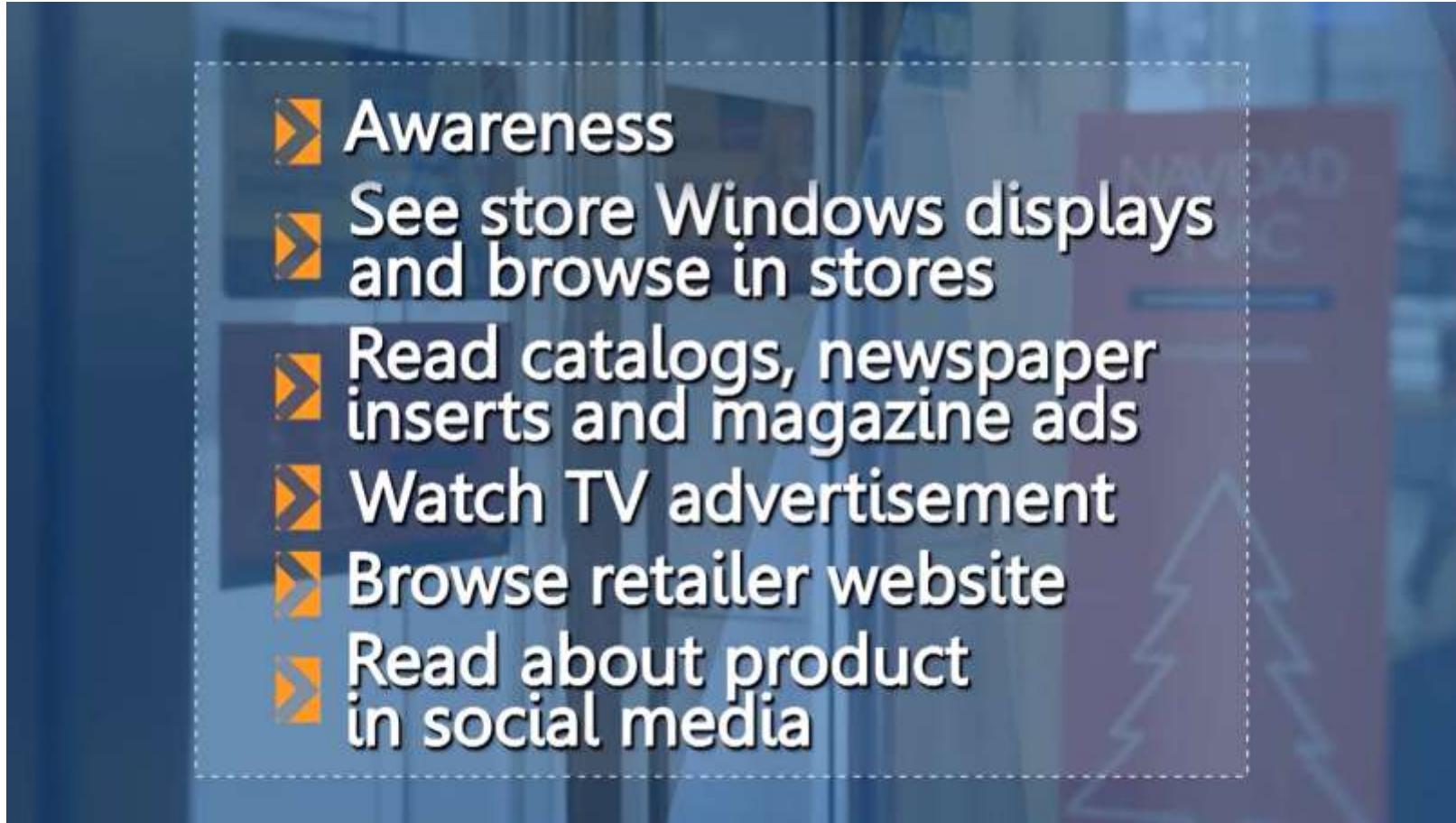
**7. RECENT M&A ACTIVITY HAS
RESULTED IN A BLOATED
PORTFOLIO WITH TOO MANY
BANDS TO SUPPORT**

Reading for Module 4 - Making brand portfolios work

- In order to access the readings, please use the following user and password:
- User: iecoursera
- Password: bb56321uy
- Module 4 Reading: [Making brand portfolios work](#)
- Before reading the article, please review the following [terms and conditions](#) of use.

Introduction to the customer experience journey.

5.0 The customer experience journey.





**Research
Visit stores**

▀ **Talk to sales associates or
call customer service**

▀ **Ask friends for advice**

▀ **Read product reviews
online**

▀ **Check in-store availability
on website**

- 
- Purchase
 - Collect coupon inserts
 - Ask sales associate for help finding product
 - Pay at register
 - Complete purchase online

Feedback

Ask service reps for support in the store or over the phone

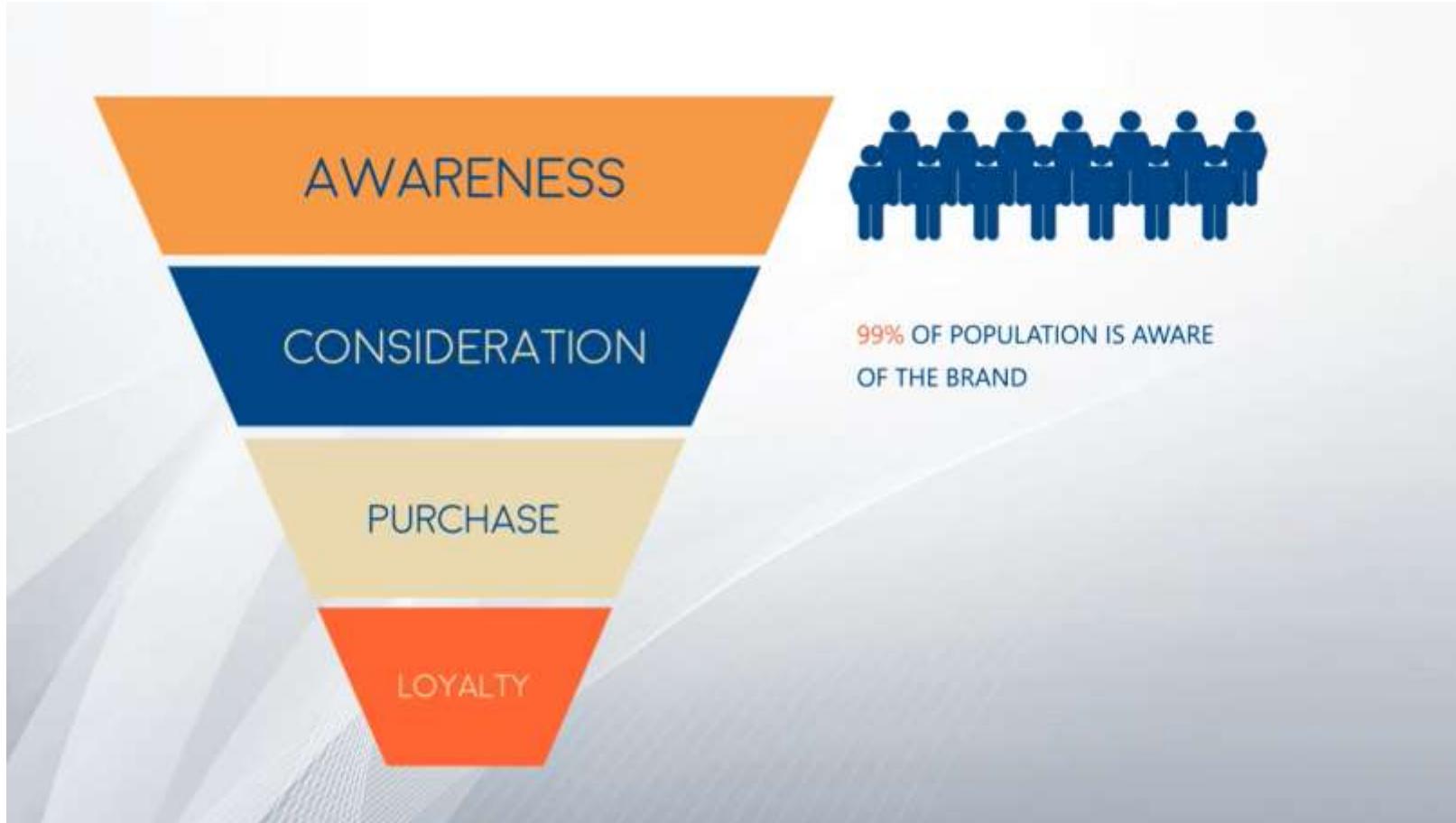


Share experience with friends

Complete purchase online
Post praise or complaints on social networks

-
- Awareness
 - See store Windows displays and browse in stores
 - Read catalogs, newspaper inserts and magazine ads
 - Watch TV advertisement
 - Browse retailer website
 - Read about product in social media
 - Pickup, Delivery & Returns
 - Take product home for store
 - Return product in store
 - Schedule delivery at check-out or reserve for in-store pickup
 - Purchase
 - Collect coupon inserts
 - Ask sales associate for help finding product
 - Pay at register
 - Complete purchase online
 - Feedback
 - Ask service reps for support in the store or over the phone
 - Share experience with friends
 - Complete purchase online
 - Post praise or complaints on social networks

5.1 What is the purchase funnel?

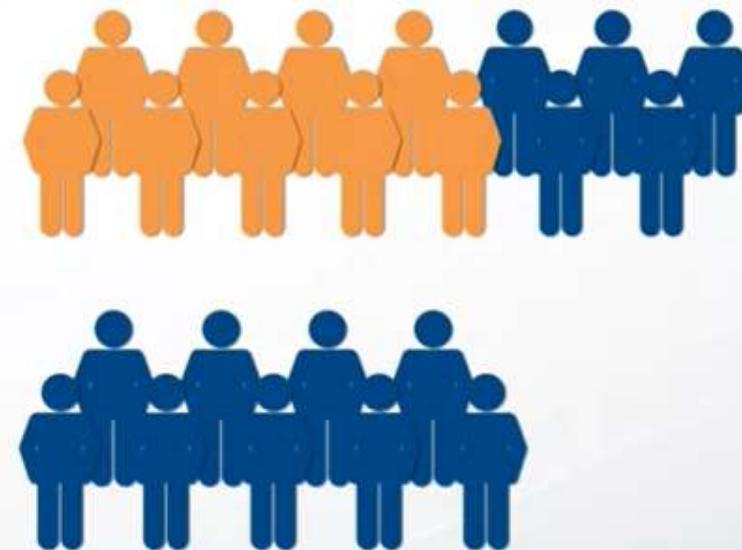


AWARENESS

CONSIDERATION

PURCHASE

LOYALTY



...PUTS 66% OF THE TOTAL
POPULATION AT THE NEXT STAGE
 $(99\% \times 67\% = 66\%)$

AWARENESS



CONSIDERATION



PURCHASE



LOYALTY

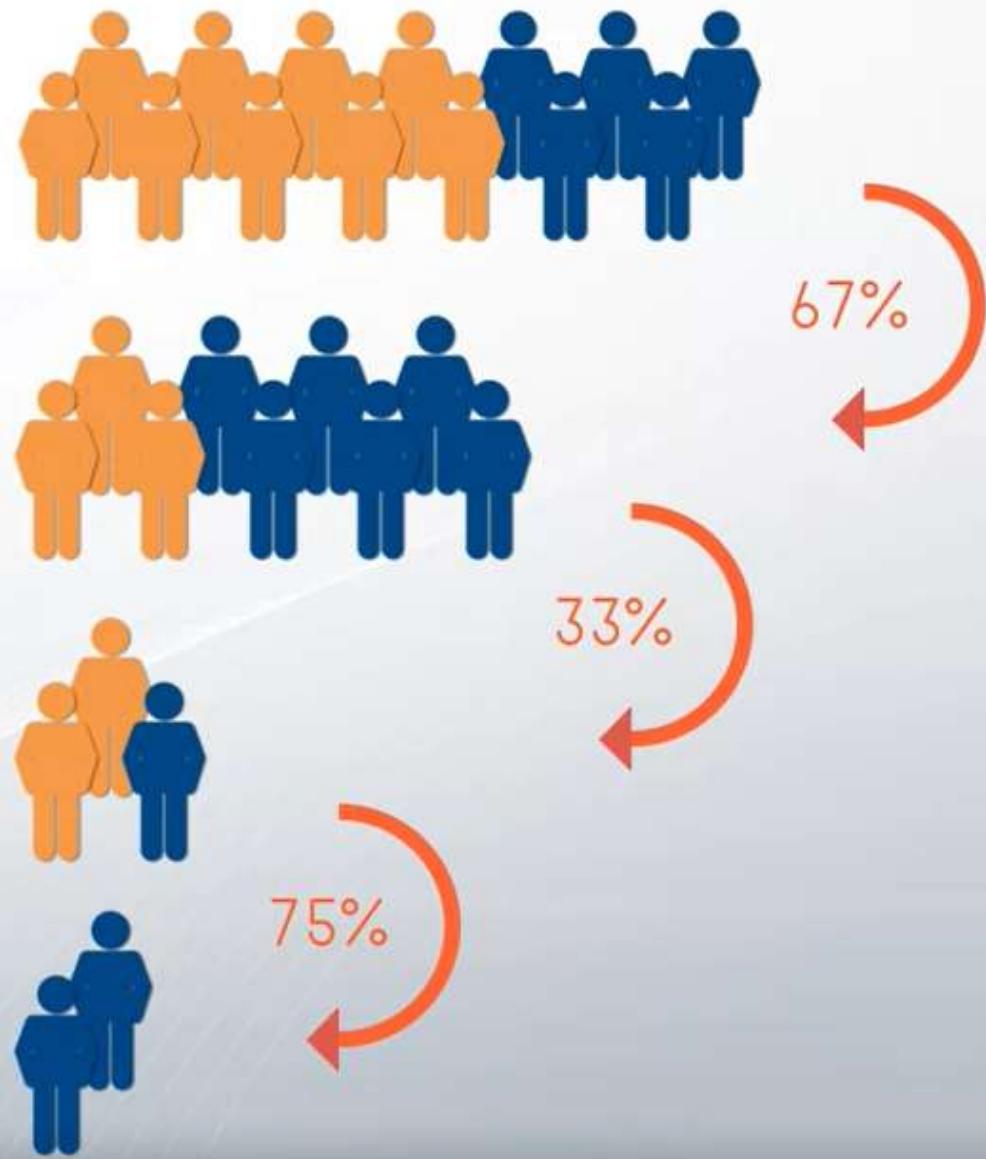
...PUTS 22% OF THE ORIGINAL
POPULATION AT THE NEXT STAGE
 $(66\% \times 33\% = 22\%)$

AWARENESS

CONSIDERATION

PURCHASE

LOYALTY





BRAND A
% SEGMENT

80%
75%
60%
42%
25%
80%
20%

BRAND B
% SEGMENT

90%
44%
40%
88%
35%
29%
10%

CONVERSION RATES

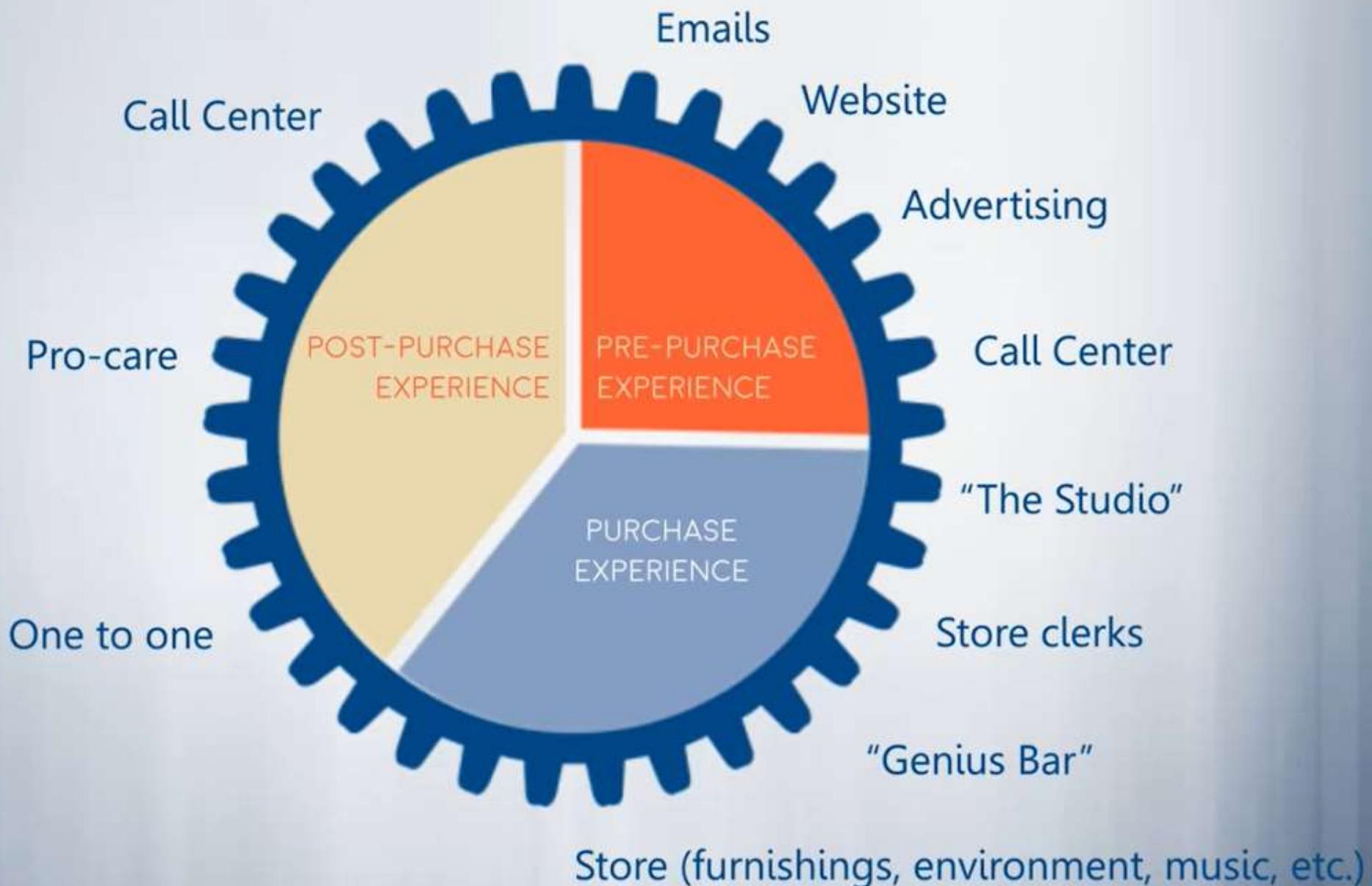
- How to understand my customer's experiences with a product? Use the Customer Experience Journey Tool
- Access the video clicking [here](#).

The touchpoints of your brand.

WHAT ARE BRAND TOUCHPOINTS?

Brand touchpoints are all the different ways
that a brand interacts with,
and makes an impression on, the marketplace,
analysts and other stakeholders.

WHAT ARE BRAND TOUCHPOINTS?



DEFINITION OF A TOUCHPOINT?

A touchpoint is the point at which a customer “touches” or interacts with a company

A touchpoint is **NOT** a quality, an attribute or a behavior

PRODUCT: CUP OF COFFEE

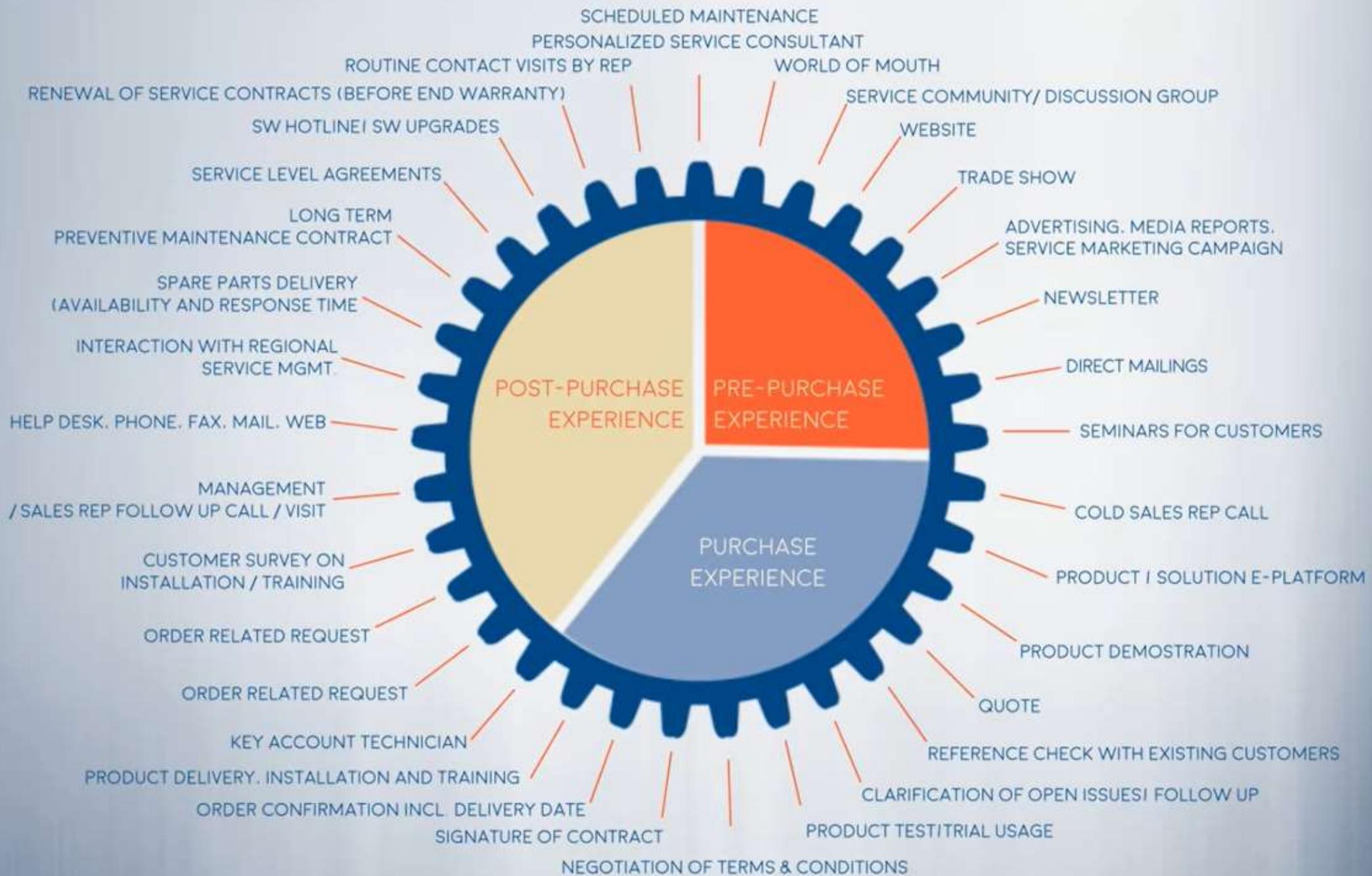
FAIR TRADE

RETAIL STAFF: BARISTA

FRIENDLINESS

PRESS ARTICLE

ENVIRONMENTAL POLICY



INFLUENCING TOUCHPOINTS



5.3 Identifying your touchpoints.





Adver-
tising



Target customer



5.5 Defining the touchpoints roles



5.6 Implementing the brand at the key touchpoints.



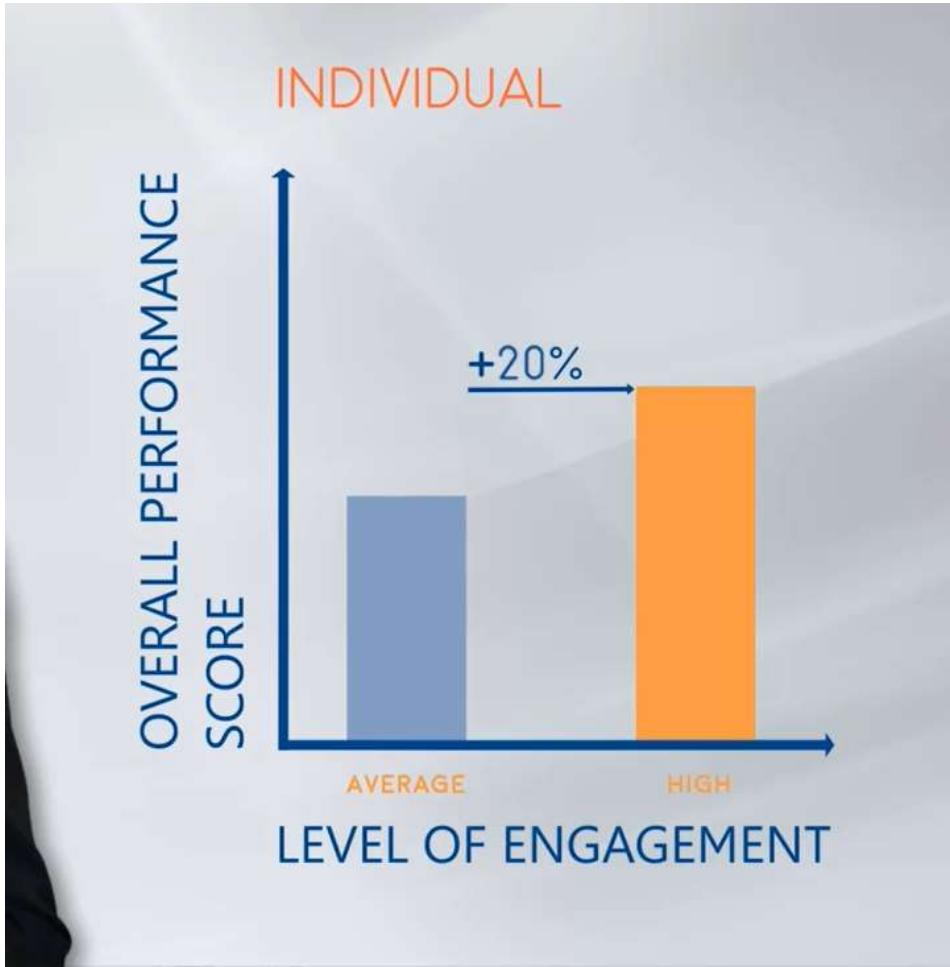
NEW BUILD

Estimated Cost Summary	Total Cost	Cost/Room
Branded Differentiators	€ 90,281	€ 1,389
Tier One Signature Icons	€ 74,481	€ 1,146
Subtotal	€ 164,763	€ 2,535
Tier Two Signature Icons	€ 29,366	€ 452
Guest Expectations	€ 109,336	€ 1,682
Category Re-definers	€ 143,617	€ 2,209
Subtotal	€ 282,319	€ 4,343
Cost of Basic Construction	€2,184,000	€ 33,600
Estimated Cost - New Build	€2,631,063	€ 40,478

CONVERSIONS

Estimated Cost Summary	Total Cost	Cost/Room
Branded Differentiators	€ 63,613	€ 979
Tier One Signature Icons	€ 74,481	€ 1,146
Signage Package	€ 20,000	€ 231
Subtotal (Year 1)	€ 153,094	€ 2,355
Tier Two Signature Icons	€ 29,366	€ 452
Guest Expectations	€ 109,336	€ 1,682
Category Re-definers	€ 132,094	€ 2,032
Subtotal	€ 270,796	€ 4,166
Max. Estimated Cost - Conversion	€ 423,890	€ 6,521

Embedding the brand through a brand engagement program.

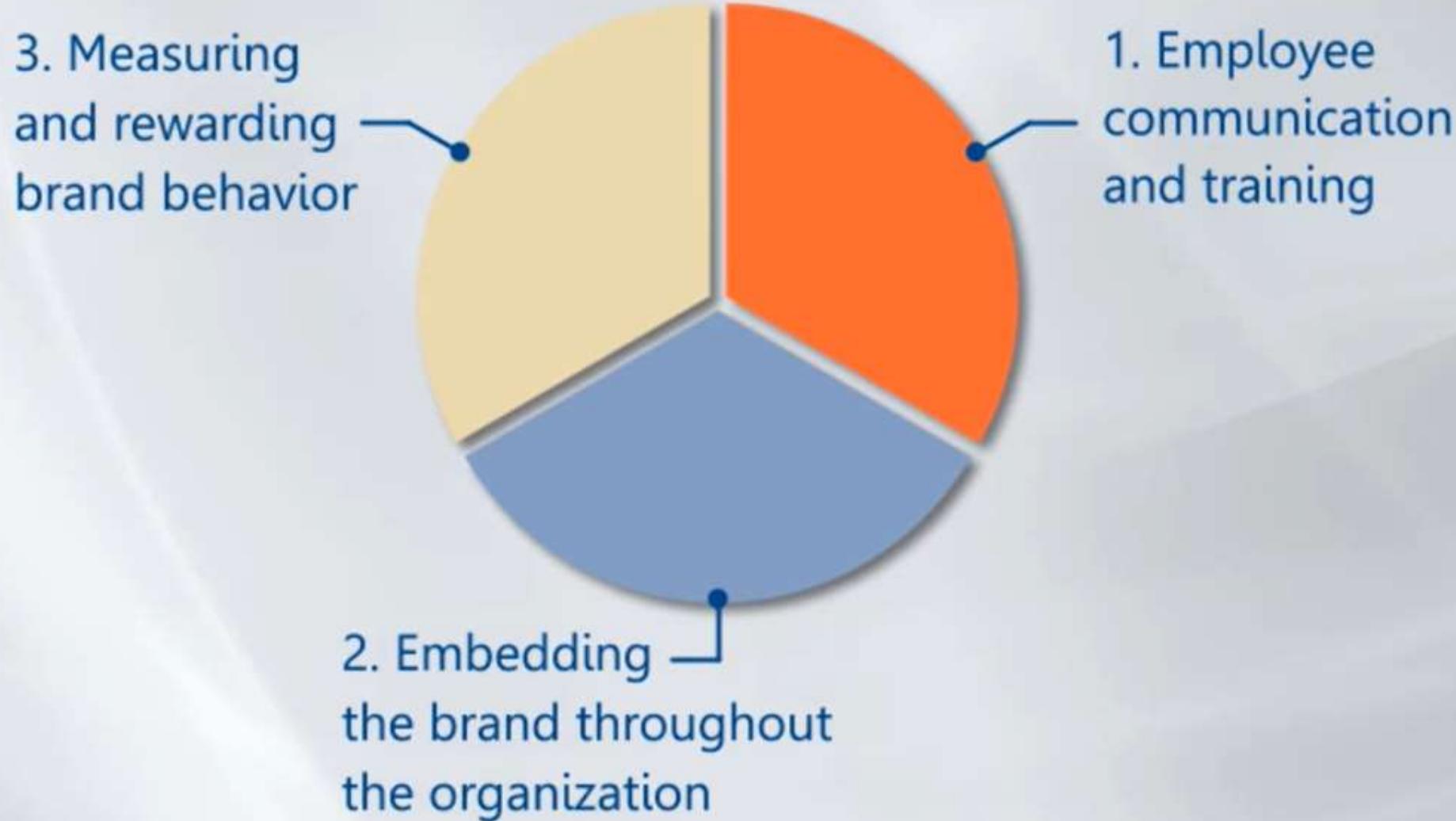




The brand engagement program works at three levels.

At the rational level, because we need employees to understand what is the essence and the values of the brand so they can guide their business decisions.

- Second, at a behavioral level, because we need them to have the tools that help them apply the brand at each assigned touch point.
- in our experience, is most important in generating actual change, is to convince them at an emotional level, because by providing a meaningful purpose of they can relate to.



PHASES OF BRAND BUILDING WITH EMPLOYEES



6.1 Defining your internal communication and training program.



DEFINING AN INTERNAL COMMUNICATION CAMPAIGN

UNDERSTAND WHO
IS YOUR AUDIENCE

DEFINE KEY
MESSAGES

DEFINE
CHANNELS

DEFINE
TIMINGS

OUTCOME

Profile segment

Where are they in
the brand building
motivation graph

ENTHUSIAST

INDIFFERENT

DEFINING AN INTERNAL COMMUNICATION CAMPAIGN

UNDERSTAND WHO
IS YOUR AUDIENCE

DEFINE KEY
MESSAGES

DEFINE
CHANNELS

DEFINE
TIMINGS

OUTCOME

Key messages that
resonate with each
segment

DEFINING AN INTERNAL COMMUNICATION CAMPAIGN

UNDERSTAND WHO
IS YOUR AUDIENCE

DEFINE KEY
MESSAGES

DEFINE
CHANNELS

DEFINE
TIMINGS

OUTCOME

Channels / tools
to best engage
employees

THE CHANNELS TO DELIVER THE MESSAGES SHOULD
BE STRATEGICALLY DEPLOYED

Simple

ATTENTION
GRABBERS

INTRODUCTORY /
TRAINING MATERIALS

RESOURCES AND
REMINDERS

Detailed

Short-term

Long-term

DEFINING AN INTERNAL COMMUNICATION CAMPAIGN

UNDERSTAND WHO
IS YOUR AUDIENCE

DEFINE KEY
MESSAGES

DEFINE
CHANNELS

DEFINE
TIMINGS

OUTCOME

Media plan to
best engage
employees

6.2 Embedding the brand throughout the organization



STEPS TO EMBEDDING VALUES AT TOUCHPOINTS

1. Divide into sub-touchpoints
2. Define the ideal experience
3. Refine the ideal experience
4. Test the ideal experience
5. Generate the implementation plan

HOW TO MAKE IMPLEMENTATION HAPPEN?

DEFINE
ACTION
ITEMS

DETERMINE
MILESTONES
AND TIMING

ASSIGN
ROLES AND
RESPONSABILI-
TIES

ESTABLISH
TRACKING
MECHANISM

DEFINE
TOUCHPOINT
GOVERNANCE

6.3 Measuring and tracking internal brand behavior





Who do you think
best embodied
a particular
brand value
during this
period?



Most on-brand department



Best implementation process of embedding the brand



Best implementation of metrics



Best on-brand behavior for a specific value



Thank You