

Marketing Communication Guidelines

- Be *analytical*: Use frameworks of consumer behavior and managerial decision making to develop well-reasoned communication programs
- Be *curious*: Fully understand consumers by using all forms of research and always be thinking of how you can create added value for consumers
- Be *single-minded*: Focus message on well-defined target markets (less can be more)
- Be *integrative*: Reinforce your message through consistency and cuing across all communications
- Be *creative*: State your message in a unique fashion; use alternative promotions and media to create favourable, strong, and unique brand associations
- Be *observant*: Monitor competition, customers, channel members, and employees through tracking studies
- Be *realistic*: Understand the complexities involved in marketing communications
- Be *patient*: Take a long-term view of communication effectiveness to build and manage brand equity

CHAPTER 7:

LEVERAGING SECONDARY BRAND KNOWLEDGE TO BUILD BRAND EQUITY

Leveraging Secondary Associations

- Creation of new brand associations
- Effects on existing brand knowledge
 - Awareness and knowledge of the entity
 - Meaningfulness of the knowledge of the entity
 - Transferability of the knowledge of the entity
- Associate other brands with
 - Other brands
 - Places
 - Things (events)
 - People
- Brand associations may themselves be linked to other entities, creating secondary associations:
 - Company (through branding strategies)
 - Country of origin (through identification of product origin)
 - Channels of distribution (through channels strategy)
 - Other brands (through co-branding)
 - Special case of co-branding is ingredient branding
 - Characters (through licensing)
 - Celebrity spokesperson (through endorsement advertising)
 - Events (through sponsorship)
 - Other third-party sources (through awards and reviews)
- Commonality – look at common thing
- Complementary – other entity is so different (ie. Wool from NZ)

■ These secondary associations may lead to a transfer of:

- Response-type associations
 - Judgments (especially credibility)
- Feelings
 - Meaning-type associations
 - Product or service performance
 - Product or service imagery

Co-Branding

■ Occurs when two or more existing brands are combined into a joint product or are marketed together in some fashion

■ Examples:

- Sony Ericsson
- Yoplait Trix Yogurt
- Nestle's Cheerios Cookie Bars

■ Advantages of Co-Branding

- Borrow needed expertise
- Leverage equity you don't have
- Reduce cost of product introduction
- Expand brand meaning into related categories
 - Broaden meaning
 - Increase access points
- Source of additional revenue

■ Disadvantages of Co-Branding

- Loss of control
- Risk of brand equity dilution
- Negative feedback effects
- Lack of brand focus and clarity
- Organizational distractions

Ingredient Branding

■ A special case of co-branding that involves creating brand equity for materials, components, or parts that are necessarily contained within other branded products

■ Examples:

- Betty Crocker baking mixes with Hershey's chocolate syrup
- Intel inside

Licensing

■ Involves contractual arrangements whereby firms can use the names, logos, characters, and so forth of other brands for some fixed fee

■ Examples:

- Entertainment (Star Wars, Jurassic Park, etc.)
- Television and cartoon characters (The Simpsons)
- Designer apparel and accessories (Calvin Klein, Pierre Cardin, etc.)

Celebrity Endorsement

- ❏ Draws attention to the brand
- ❏ Shapes the perceptions of the brand
- ❏ Celebrity should have a high level of visibility and a rich set of useful associations, judgments, and feelings
- ❏ Q-Ratings to evaluate celebrities
- ❏ Celebrity Endorsement: Potential Problems
 - Celebrity endorsers can be overused by endorsing many products that are too varied.
 - There must be a reasonable match between the celebrity and the product.
 - Celebrity endorsers can get in trouble or lose popularity.
 - Many consumers feel that celebrities are doing the endorsement for money and do not necessarily believe in the endorsed brand.
 - Celebrities may distract attention from the brand.

Sporting, Cultural, or Other Events

- ❏ Sponsored events can contribute to brand equity by becoming associated to the brand and improving brand awareness, adding new associations, or improving the strength, favourability, and uniqueness of existing associations.
- ❏ The main means by which an event can transfer associations is credibility.

Third-Party Sources

- ❏ Marketers can create secondary associations in a number of different ways by linking the brand to various third-party sources.
- ❏ Third-party sources can be especially credible sources.
- ❏ Marketers often feature them in advertising campaigns and selling efforts .
 - Example: J.D. Power and Associates' well-publicized Customer Satisfaction Index

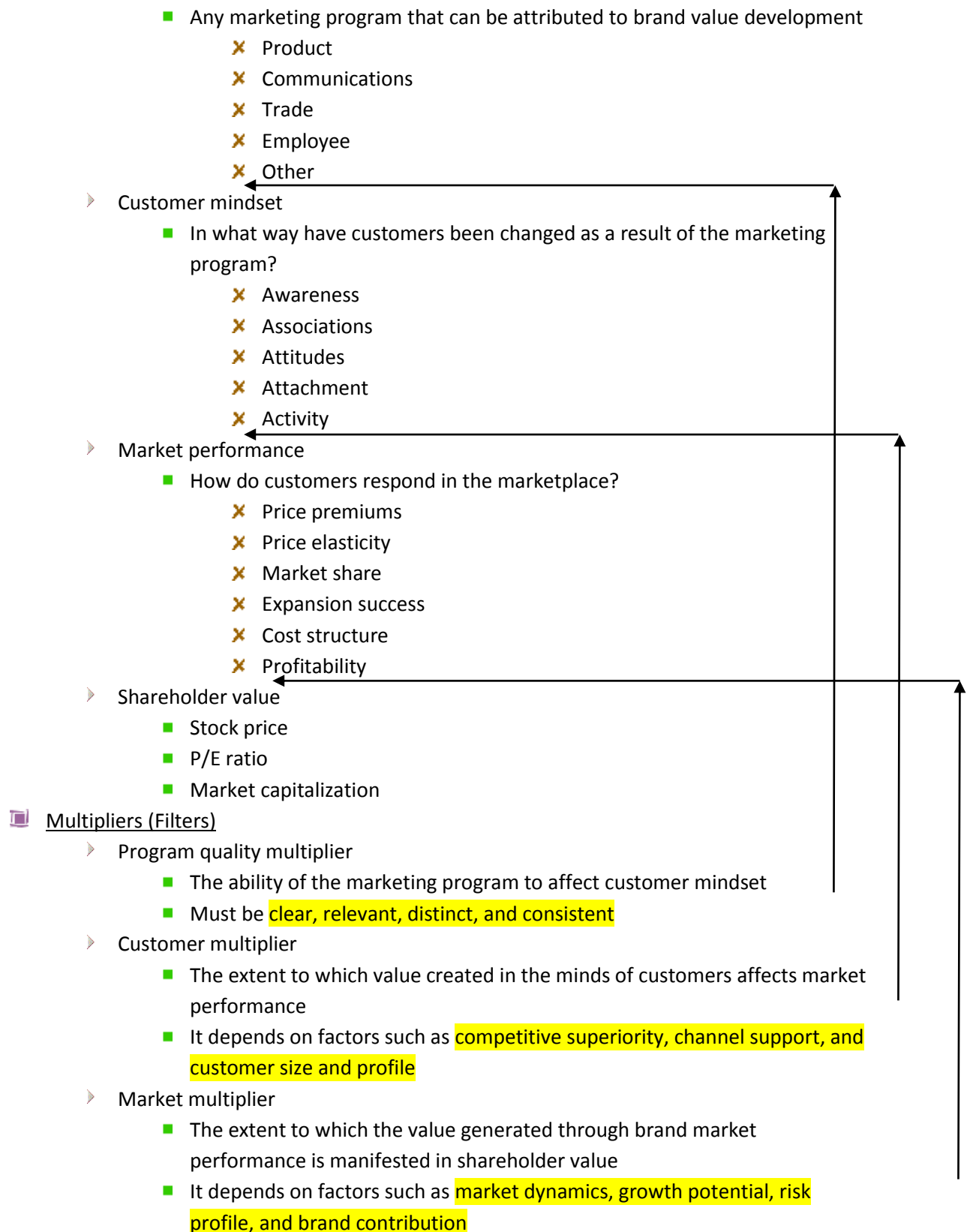
CHAPTER 8: DEVELOPING A BRAND EQUITY MEASUREMENT AND MANAGEMENT SYSTEM

The New Accountability

- ❏ Virtually every marketing dollar spent today must be justified as both effective and efficient in terms of "return of marketing investment" (ROMI).
- ❏ Some observers believe that up to 70% (or even more) of marketing expenditures may be devoted to programs and activities that cannot be linked to short-term incremental profits, but yet can be seen as improving brand equity.

The Brand Value Chain

- ❏ Broader perspective than just the CBBE model
- ❏ The brand value chain is a structured approach to assessing the sources and outcomes of brand equity and the manner by which marketing activities create brand value.
- ❏ Value Stages
 - Marketing program investment



- A set of research 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

- Conducting brand audits
- Developing tracking procedures
- Designing a brand equity management system

Designing Brand Tracking Studies

- Tracking studies involve information collected from consumers on a routine basis over time
 - Often done on a “continuous” basis
 - Provide descriptive and diagnostic information
- What to Track
 - Customize tracking surveys to address the specific issues faced by the brand
 - Product-brand tracking
 - Corporate or family brand tracking
 - Global tracking
- How to Conduct Tracking Studies
 - Who to track (target market)
 - When and where to track (how frequently)
 - How to interpret brand tracking

Brand Equity Management System

- A brand equity management system is a set of organizational processes designed to improve the understanding and use of the brand equity concept within a firm:

- Brand equity charter
 - ✗ Provides general guidelines to marketing managers within the company as well as key marketing partners outside the company
 - ✗ Should be updated annually
 - ✗ Brand Equity Charter Components
 - Define the firm’s view of the brand equity
 - Describe the scope of the key brands
 - Specify actual and desired equity for the brand
 - Explain how brand equity is measured
 - Suggest how brand equity should be measured
 - Outline how marketing programs should be devised
 - Specify the proper treatment for the brand in terms of trademark usage, packaging, and communication

- Brand equity report
 - ✗ Assembles the results of the tracking survey and other relevant performance measures
 - ✗ To be developed monthly, quarterly, or annually
 - ✗ Provides descriptive information as to what is happening with the brand as well as diagnostic information on why it is happening

- Brand equity responsibilities

- ✗ Organizational responsibilities and processes that aim to maximize long-term brand equity
- ✗ Establish position of VP or Director of Equity Management to oversee implementation of Brand Equity Charter and Reports
- ✗ Ensure that, as much as possible, marketing of the brand is done in a way that reflects the spirit of the charter and the substance of the report

■ Internal Branding

CHAPTER 9:

MEASURING SOURCES OF BRAND EQUITY: CAPURING CUSTOMER MINDSET

📖 Qualitative Research Techniques

- Free association
 - What do you like best about the brand? What are its positive aspects?
 - What do you dislike? What are its disadvantages?
 - What do you find unique about the brand? How is it different from other brands? In what ways is it the same?
- Projective techniques
 - Diagnostic tools to uncover the true opinions and feelings of consumers when they are unwilling or otherwise unable to express themselves on these matters (Don't want to tell people why we are conducting the study)
 - ✗ Unstructured measured approach
 - ✗ A range of responses possible
 - ✗ Usually the 1st step in exploring brand perceptions
 - ✗ Useful in understanding "hidden consumer motives"
 - Consumers might feel that it would be socially unacceptable to express their true feelings
 - Projective techniques are diagnostic tools to uncover the true opinions and feelings of consumers
 - Examples:
 - ✗ Completion and interpretation tasks
 - ✗ Comparison tasks

New approach: ZMET

- 📖 Zaltman Metaphor Elicitation Technique (ZMET)
- 📖 Try and give respondents time to collect visuals that explain a brand you have told them
- 📖 ZMET is "a technique for eliciting interconnected constructs that influence thought and behavior."
- 📖 ZMET
 - The guided conversation consists of a series of steps that includes some or all of the following:
 - Story telling
 - Missed images