

PREVIEW Brand Management Notes Sem 1, 2015

Please note this is a preview and only contains minimal information.

Lecture 1

Brands as:

→ Identifiers → Icons → Strategic assets → Social processes

BM Operations:

- leverage existing brands
- design brand identity
- build brand online
- develop/name new brands
- multi-brand portfolios
- measuring brand value

Brands as Identifiers, Functional and Symbolic Images

- Brand association: e.g. apple: user-friendly, creative, iPod.
- Formula to describe a brand:

Product + Identity + Image = BRAND

Brand Identity: brand associations that represent what the brand stands for/imply a brand promise to consumers. Makes ideas accessible. *Tangible* into intangible, e.g. logo and packaging.

Brand essence: most important aspects of a brand and its core association. Concepts for individual experiences, 3-5 word expression.

Lecture 2: Brands as Icons

Branding Challenges and Opportunities:

- new breed of customers
- new media
- brand equity, increasing by activities outside companies control

Culture as a Source of Brand Meaning

Iconic brands are brands that have become cultural icons with identity value.

Cultural icon refers to a person or thing regarded as symbol, especially of a culture or movement, a person, institution, and so forth, considered worthy of admiration or respect.

E.g. fictional characters, people, companies, universities, places.

Brand and the 3 Meaning Makers

- **Knowledge-based branding:** textbook, equity-based, focused on individual consumer
- **Meaning-based branding:** focused on creating a story with the consumer

Need to move from individual BM to community-based BM.

A brand is a repository of meaning for consumers to use in their own lives – Allen.

1. Cultures 2. Consumer 3. Companies
= BRAND

E.g. Red Bull: unintended meaning
Consumers buy what they “think” they like.

PREVIEW Key Reading 19: Branding in the Digital

Age David C. Edelman

Branding in The Digital Age

You’re Spending Your Money In All the Wrong Places

Marketing USED to refer to the funnel metaphor. Companies have traditionally used paid-media push marketing at a few well-defined points along the funnel to build awareness, drive consideration, and ultimately inspire purchase. But the metaphor fails to capture the shifting nature of consumer engagement.

Marketers assumed that consumers started with a large number of potential brands in mind and methodically winnowed their choices until they’d decided which one to buy. After purchase, their relationship with the brand typically focused on the use of the product or service itself.

New research shows that rather than systematically narrowing their choices, consumers add and subtract brands from a group under consideration during an extended evaluation phase. After purchase, they often enter into an open-ended relationship with the brand, sharing their experience with it online.



Consider/Buy: stages are overemphasised by allocating more resources through advertising and retail promotions.

Evaluate/Advocate: build positive evaluation and spread word of mouth.

If consumers bond is strong enough, they repurchase and repeat the consumer decision journey (CDJ).

Consider = top of mind consideration set

Evaluation = initial consideration set expands from peers and reviews. Information sought.

BUY: buying the product.

Enjoy, advocate, bond: After purchase, a deeper connection begins as the consumer interacts with the product and with new online touch points.

More than 60% of consumers of facial skin care products, McKinsey researchers found, conduct online research about the products after purchase— a touch point entirely missing from the funnel. If consumers are pleased, they will advocate for it by word of mouth, creating fodder for the evaluations of others and invigorating a brand’s potential.

Implication 1: focus marketing on driving advocacy rather than media spending (principal advertising)

Implication 2: consider OWNED media (e.g. websites) and EARNED media (e.g. customer-created channels such as communities of brand enthusiasts).

The shift to a CDJ-driven strategy has three parts:

1. Understanding your consumers' decision journey
2. Determining which touch points are priorities and how to leverage them; and
3. Allocating resources accordingly

"Instead of focusing on how to allocate spending across media, marketers should target stages in the decision journey." – Edelman. "...Online advocacy is potent in the evaluate stage".

Market research revealed that off-line channels such as television advertising, in-store browsing, and direct word of mouth were influential only during the "consider" stage. How did the CDJ strategy work? The new TV became the top seller on Amazon.com and the company's best performer in retail stores, far exceeding the marketers' expectations.

PREVIEW Case Study 1: Dove

Unilever experienced laissez-faire like growth – had to shrink its portfolio from 1600 brands to 400. Each should be a master brand to serve as umbrella identities.

Functional Benefits:

- Dove previously claimed it was a 'beauty bar' that would not dry out your skin like soap did.
- Until 2000, the brand depended on functional superiority backed by product's moisturising benefit.
- Unilever decided that it would no longer communicate on function only, but Dove should stand for a **point of view**.

The Real Beauty Campaign

- Dove employed psychologists to research on 'beauty'. 2% of all respondents in a 3000 people survey called themselves beautiful.
- Real-time billboard campaign to choose whether ordinary models were 'outsized' or 'outstanding' was created – votes were shown real-time.

PREVIEW Tutorial Reading 1: Consumer Relationships with Brands [Susan Fournier](#)

Brand Relationship Management

- 1) Know customers/understand brand's role in their lives

- Look at broader context to see what is serviced by brand engagement
- Strong relationship = support people with their lives not by driving brand involvement
- CRM customer = purchase histories, cost to serve, acquisition/retention cost, behavioural loyalty customer lifetime value
 - o Ignores customer as person
- Not always about deep identity expression
- Brand communities
 - o More interested in social connections (support, advice, companionship, camaraderie) than the brand
- Relationships that resonate = make people's live better/happier
 - o Meaning in personal/sociocultural world

PREVIEW Sample Final Example Questions

1. Discuss how a manager for a brand such as Weight Watchers might benefit from having a deeper understanding of consumer-brand relationships, as described in the work of Susan Fournier and her colleagues.

- Fournier has conducted fascinating research that reframes the conceptualization and measurement of brand strength strictly in relationship terms. It defines a brand's strength in terms of the strength, depth, and durability of the consumer-brand relational bond using the multi-faceted concept of **brand relationship quality**, or BRQ. Extensive validation work supported a multifaceted hierarchical structure for the BRQ construct that includes six main dimensions of relationship strength, many with important subfacets. The main facets are (1) interdependence, (2) self-concept connection, (3) commitment, (4) love/passion, (5) intimacy, and (6) brand partner quality.
- Fournier argues that these facets and their subfacets (such as trust within the partner quality facet or consumer-to-firm and firm-to-consumer intimacy) have superior diagnostic value over competing strength measures, and she suggests they have greater managerial utility in their application. In her experience, BRQ measures have been successfully incorporated in brand tracking studies, where they provide profiles of brand strength versus competitors, useful ties to marketplace performance indicators, and specific guidance for the enhancement and dilution of brand equity through managerial actions in the marketplace. Although brand relationship quality shares some characteristics with brand resonance, it provides valuable additional perspectives and insights.