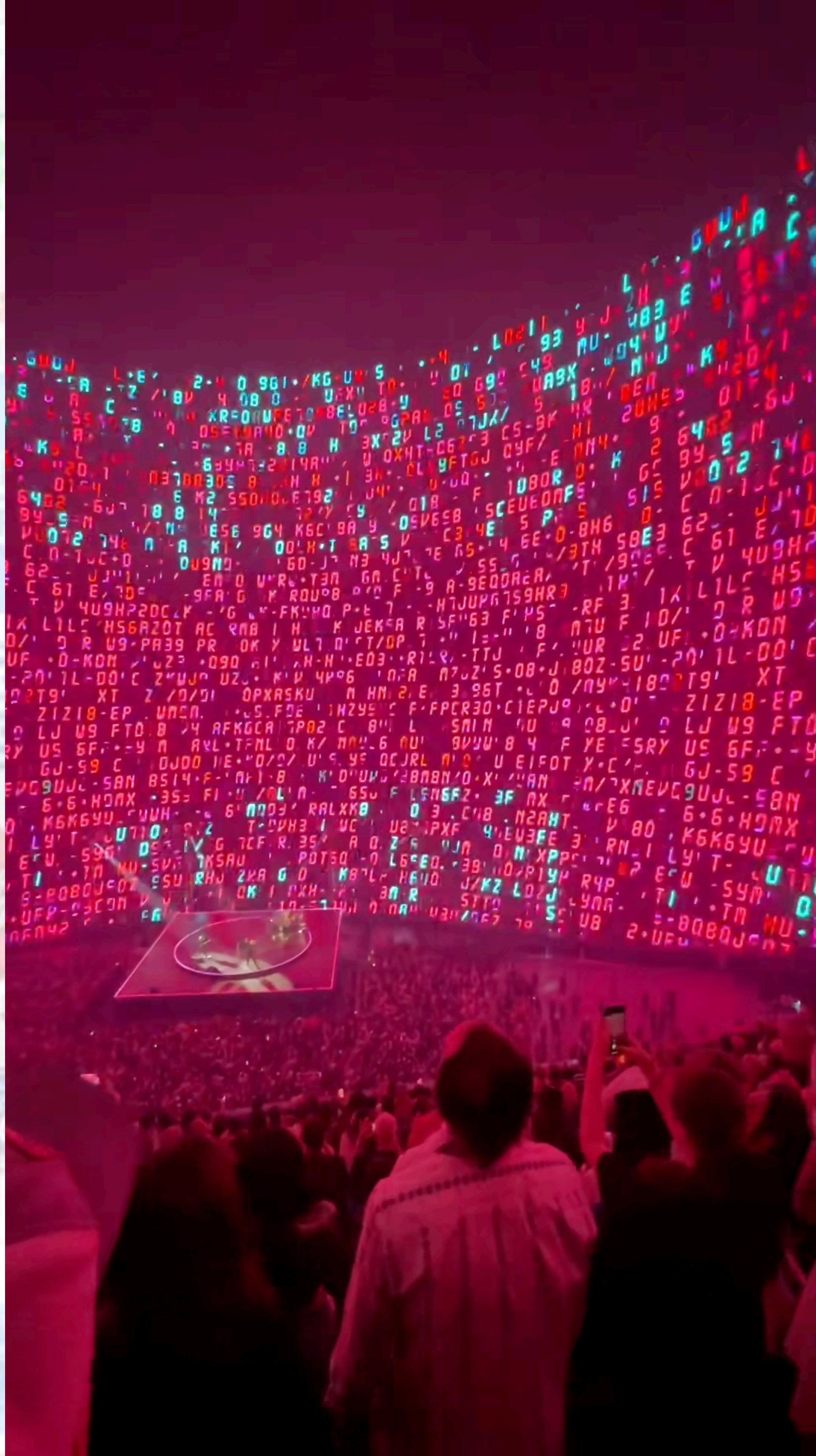


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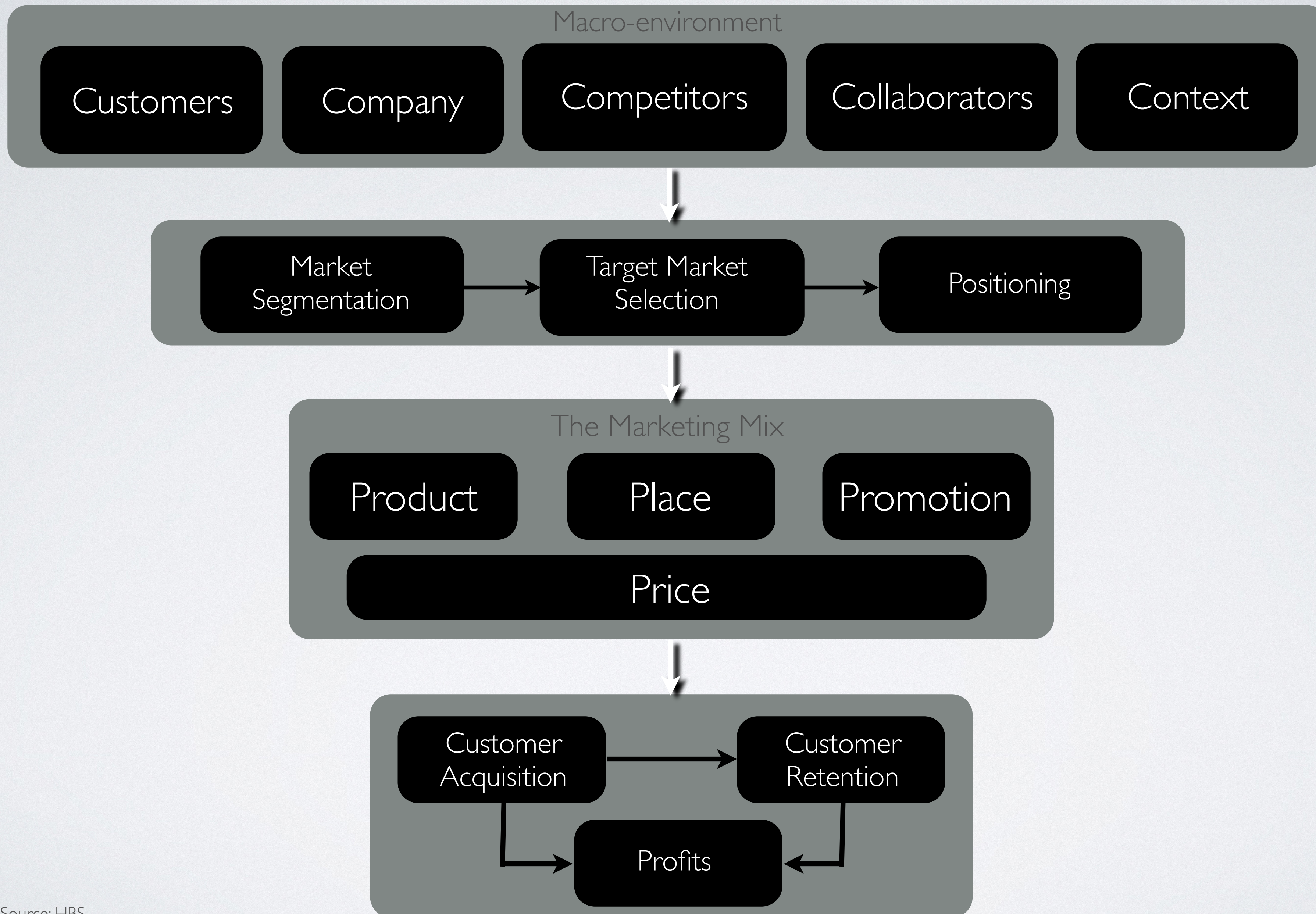
MARRIOTT SCHOOL
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The Marketing Strategy Process





Branding

Dr. Glenn L. Christensen

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What is the power of a brand?



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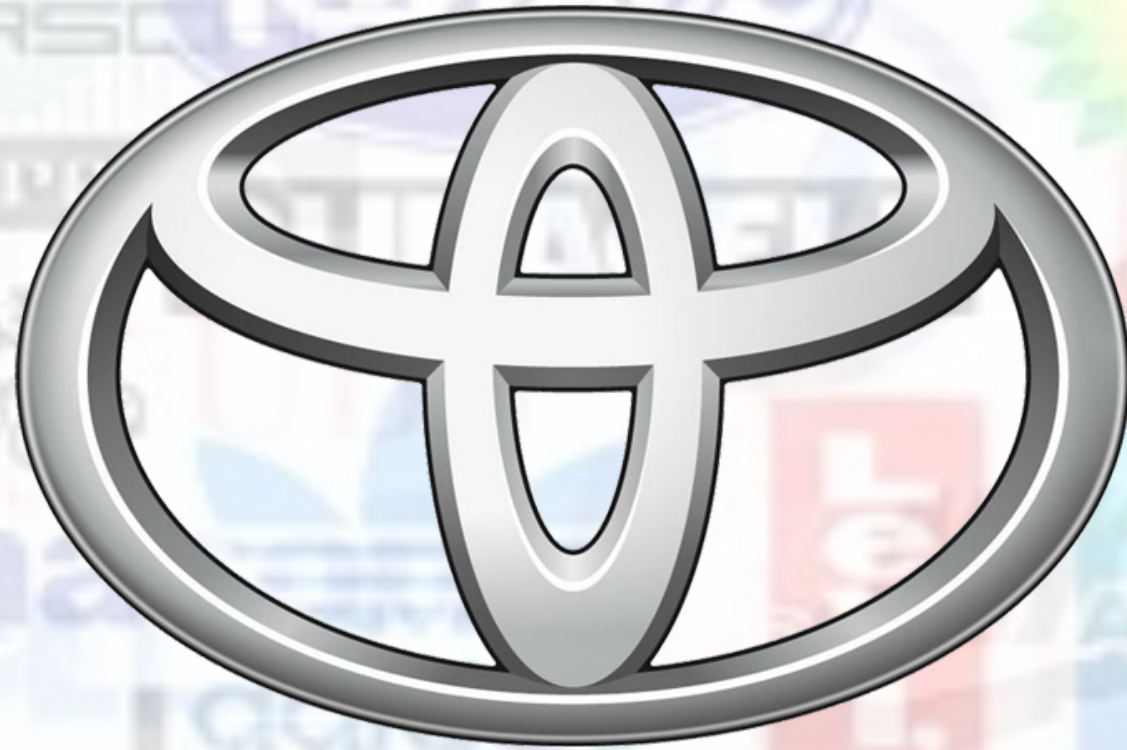
Viewed Brands

1. 3M
2. Accenture
3. Adidas
4. Adobe
5. Allianz
6. Amazon
7. American Express
8. Apple
9. Audi
10. Avon
11. AXA
12. BMW
13. Budweiser
14. Burberry
15. Canon
16. Cartier
17. Caterpillar
18. Chevrolet
19. Cisco
20. Citi
21. Coke
22. Colgate
23. Corona
24. Danone
25. Dell
26. Disney
27. Discovery
28. Duracell
29. Ebay
30. Ford
31. Facebook
32. Ferrari
33. Gap
34. GE
35. Gillette
36. Goldman Sachs
37. Google
38. Gucci
39. Harley Davidson
40. H&M
41. Heinz
42. Heineken
43. Hermes
44. HP
45. Honda
46. HSBC
47. Hyundai
48. IBM
49. IKEA
50. Intel
51. Jack Daniel's
52. John Deer
53. Johnson & Johnson
54. Johnnie Walker
55. JP Morgan Chase
56. KFC
57. Kellogg's
58. Kia
59. Kleenex
60. L'Oreal
61. Louis Vuitton
62. MasterCard
63. McDonalds
64. Mercedes
65. Microsoft
66. Moet
67. Morgan Stanley
68. Mtv
69. Nescafe
70. Nestle
71. Nike
72. Nissan
73. Nintendo
74. Nokia
75. Oracle
76. Pampers
77. Panasonic
78. Pepsi
79. Pizza Hut
80. Philips
81. Porsche
82. Prada
83. Ralph Lauren
84. Thompson/Reuters
85. Samsung
86. Santander
87. SAP
88. Shell
89. Siemens
90. Smirnoff
91. Sony
92. Sprite
93. Starbucks
94. Tiffany
95. Toyota
96. UPS
97. Visa
98. Volkswagen
99. Xerox
100. Zara

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amazon



Coca-Cola

Google



Microsoft



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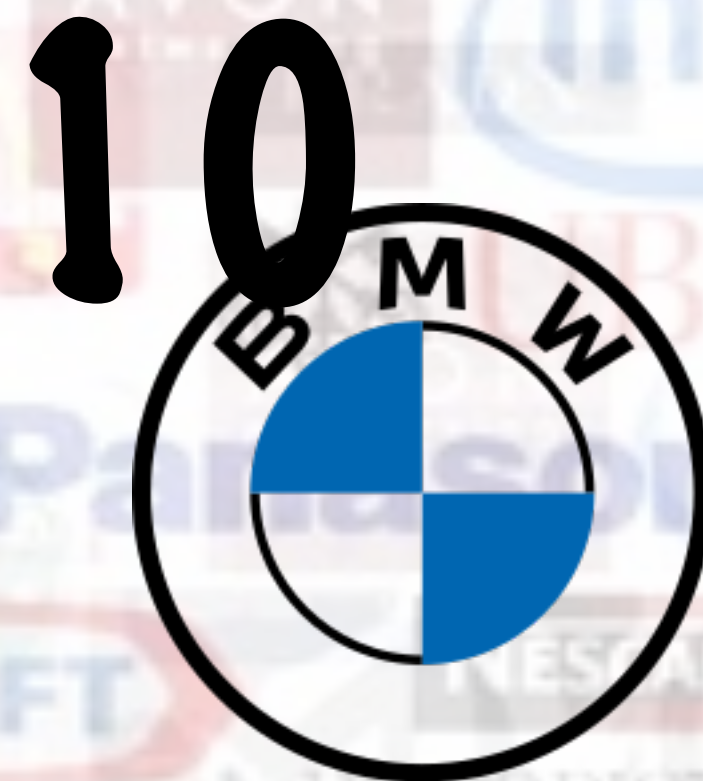
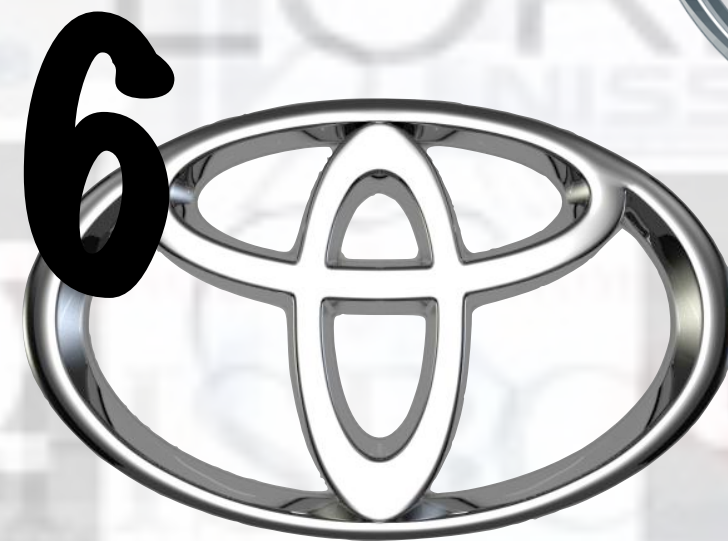
3 amazon



Microsoft



4 Google



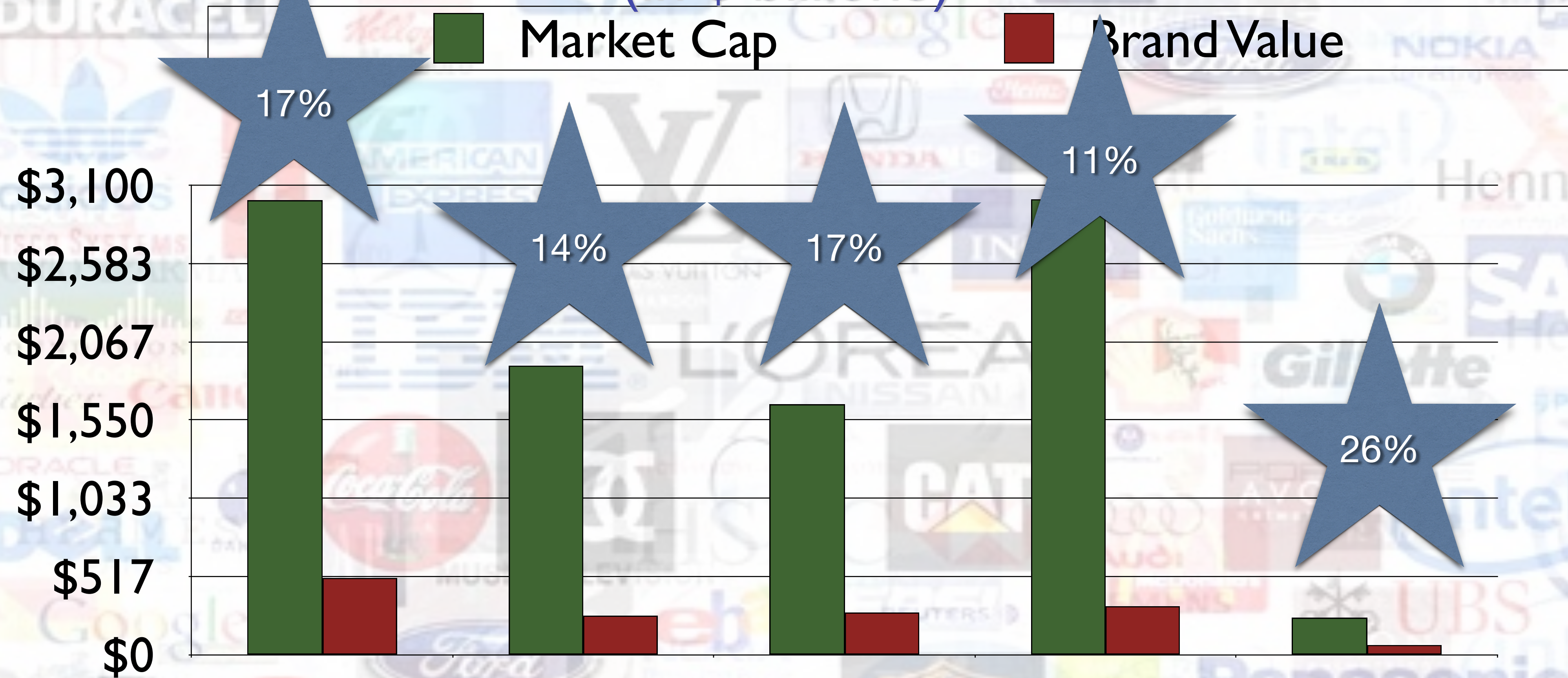
Disney

IBM



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Brand as a % of Company Value (in \$ billions)



Apple



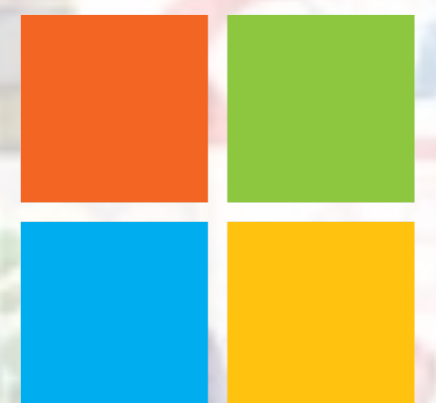
Google



Amazon



Microsoft



Coke



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FORTUNE[®]

500

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Fortune 500 Full List (2024)

Rank	Company	Industry	City	State	Zip	Website	Employees	Revenue (in millions, USD)	Valuation (in millions, USD)	Profits (in millions, USD)
1	Walmart	General Merchandisers	Bentonville	Arkansas	72716	www.walmart.com	2,100,000	\$611,289	\$397,475	\$11,680
2	Amazon.com	Internet Services and Retailing	Seattle	Washington	98109	www.amazon.com	1,541,000	\$513,983	\$1,058,440	-\$2,722
3	Exxon Mobil	Petroleum Refining	Irving	Texas	75039	www.exxonmobil.com	62,000	\$413,680	\$446,424	\$55,740
4	Apple	Computers, Office Equipment	Cupertino	California	95014	www.apple.com	164,000	\$394,328	\$2,609,039	\$99,803
5	UnitedHealth Group	Health Care: Insurance and Managed Care	Minnetonka	Minnesota	55343	www.unitedhealthgroup.com	400,000	\$324,162	\$440,854	\$20,120
6	CVS Health	Health Care: Pharmacy and	Woonsocket	Rhose Island	02895	www.cvshealth.com	259,500	\$322,467	\$95,422	\$4,149

7	Berkshire Hathaway	Insurance: Property and Casualty (Stock)	Omaha	Nebraska	68131	www.berkshirehathaway.com	383,000	\$302,089	\$675,657	-\$22,819
8	Alphabet	Internet Services and Retailing	Mountain View	California	94043	www.abc.xyz	190,234	\$282,836	\$1,330,201	\$59,972
9	McKesson	Wholesalers: Health Care	Irving	Texas	75039	www.mckesson.com	66,500	\$263,966	\$48,757	\$1,114
10	Chevron	Petroleum Refining	San Ramon	California	94583	www.chevron.com	43,846	\$246,252	\$311,093	\$35,465
11	AmerisourceBergen	Wholesalers: Health Care	Conshohocken	Pennsylvania	19428	www.amerisourcebergen.com	41,500	\$238,587	\$32,384	\$1,699
12	Costco Wholesale	General Merchandisers	Issaquah	Washington	98027	www.costco.com	304,000	\$226,954	\$220,354	\$5,844
13	Microsoft	Computer Software	Redmond	Washington	98052	www.microsoft.com	221,000	\$198,270	\$2,146,049	\$72,738
14	Cardinal Health	Wholesalers: Health Care	Dublin	Ohio	43017	www.cardinalhealth.com	46,035	\$181,364	\$19,452	-\$933
15	Cigna Group	Health Care: Pharmacy and Other Services	Bloomfield	Connecticut	06002	www.thecignagroup.com	70,231	\$180,516	\$75,901	\$6,668
16	Marathon Petroleum	Petroleum Refining	Findlay	Ohio	45840	www.marathonpetroleum.com	17,800	\$180,012	\$59,544	\$14,516
17	Phillips 66	Petroleum Refining	Houston	Texas	77042	www.phillips66.com	13,000	\$175,702	\$46,727	\$11,024

Profit?

Rank	Company	Industry	City	State	Zip	Website	Employees	Revenue (in millions, USD)	Valuation (in millions, USD)	Profits (in millions, USD)	Profits (% of Sales)
4	Apple	Computers, Office Equipment	Cupertino	California	95014	www.apple.com	164,000	\$394,328	\$2,609,039	\$99,803	25.3
13	Microsoft	Computer Software	Redmond	Washington	98052	www.microsoft.com	221,000	\$198,270	\$2,146,049	\$72,738	36.7
8	Alphabet	Internet Services and Retailing	Mountain View	California	94043	www.abc.xyz	190,234	\$282,836	\$1,330,201	\$59,972	21.2
3	Exxon Mobil	Petroleum Refining	Irving	Texas	75039	www.exxonmobil.com	62,000	\$413,680	\$446,424	\$55,740	13.5
23	JPMorgan Chase	Commercial Banks	New York	New York	10179	www.jpmorganchase.com	293,723	\$154,792	\$383,549	\$37,676	24.3
10	Chevron	Petroleum Refining	San Ramon	California	94583	www.chevron.com	43,846	\$246,252	\$311,093	\$35,465	14.4
38	Pfizer	Pharmaceuticals	New York	New York	10001	www.pfizer.com	83,000	\$100,330	\$230,292	\$31,372	31.3
32	Bank of America	Commercial Banks	Charlotte	North Carolina	28255	www.bankofamerica.com	216,823	\$115,053	\$228,780	\$27,528	23.9
31	Meta Platforms	Internet Services and Retailing	Menlo Park	California	94025	www.fb.com	86,482	\$116,609	\$549,484	\$23,200	19.9
26	Verizon Communications	Telecommunications	New York	New York	10036	www.verizon.com	117,100	\$136,835	\$163,333	\$21,256	15.5

Profits %?

Rank	Company	Industry	City	State	Zip	Website	Employees	Revenue↑ (in millions, USD)	Valuation↑ (in millions, USD)	Profits ↑ (in millions, USD)	Profits ↓ (% of Sales)
137	Visa	Financial Data Services	San Francisco	California	94105	www.visa.com	26,500	\$29,310	\$475,307	\$14,957	51
400	Diamondback Energy	Mining, Crude-Oil Production	Midland	Texas	79701	www.diamondbackenergy.com	972	\$9,643	\$24,816	\$4,386	45.5
420	Coterra Energy	Mining, Crude-Oil Production	Houston	Texas	77024	www.coterra.com	1,225	\$9,051	\$18,786	\$4,065	44.9
464	Marathon Oil	Mining, Crude-Oil Production	Houston	Texas	77024	www.marathonoil.com	1,570	\$8,036	\$15,087	\$3,612	44.9
177	Mastercard	Financial Data Services	Purchase	New York	10577	www.mastercard.com	29,900	\$22,237	\$346,418	\$9,930	44.7
200	Texas Instruments	Semiconductors and Other Electronic Components	Dallas	Texas	75243	www.ti.com	33,000	\$20,028	\$168,775	\$8,749	43.7
211	Moderna	Pharmaceuticals	Cambridge	Massachusetts	02139	www.modernatx.com	3,900	\$19,263	\$59,232	\$8,362	43.4
407	Continental Resources	Mining, Crude-Oil Production	Oklahoma City	Oklahoma	73102	www.clr.com	1,404	\$9,474		\$4,025	42.5

Can branding change the experience of consumption?



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D o e s
B r a n d i n g
M a t t e r

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Neural Correlates of Behavioral Preference for Culturally Familiar Drinks

Samuel M. McClure,^{1,2} Jian Li,¹ Damon Tomlin,
Kim S. Cypert, Latané M. Montague,
and P. Read Montague*
Department of Neuroscience
Menninger Department of Psychiatry
and Behavioral Sciences
Baylor College of Medicine
1 Baylor Plaza
Houston, Texas 77030

Summary

Coca-Cola® (Coke®) and Pepsi® are nearly identical in chemical composition, yet humans routinely display strong subjective preferences for one or the other. This simple observation raises the important question of how cultural messages combine with content to shape our perceptions; even to the point of modifying behavioral preferences for a primary reward like a sugared drink. We delivered Coke and Pepsi to human subjects in behavioral taste tests and also in passive experiments carried out during functional magnetic resonance imaging (fMRI). Two conditions were examined: (1) anonymous delivery of Coke and Pepsi and (2) brand-cued delivery of Coke and Pepsi. For the anonymous task, we report a consistent neural response in the ventromedial prefrontal cortex that correlated with subjects' behavioral preferences for these beverages. In the brand-cued experiment, brand knowledge for one of the drinks had a dramatic influence on expressed behavioral preferences and on the measured brain responses.

Introduction

Perceptual constructs are generally multidimensional, integrating multiple physical and cognitive dimensions to generate coherent behavioral preferences. In sensory processing, the idea of multidimensional integration has long been used to frame a range of questions about cross-modal interactions in physiological and behavioral responses (Stein et al., 1996; 1999; Wallace and Stein, 1997; Armony and Dolan, 2001; Dolan et al., 2001; Laurienti et al., 2002, 2003). This same multidimensional perspective has also been developed for olfactory and gustatory processing, where the detection, discrimination, and perceived intensity of stimuli are not only functions of the primary physical properties (odors, flavors) but are also modulated "cross-modally" by visual input (Gottfried and Dolan, 2003), auditory input, and current reward value (Gottfried et al., 2003).

The work just described has focused on the perceptual discrimination of odors and flavors, the correlated

neural responses, and the modulation of both by non-odor or nonflavor stimuli—that is, the sensory problem. Ultimately, such sensory discriminations and the variables that influence them serve to influence expressed behavioral preferences. Hence, there is another large piece of the problem to understand. For modern humans, behavioral preferences for food and beverages are potentially modulated by an enormous number of sensory variables, hedonic states, expectations, semantic priming, and social context. This assertion can be illustrated with a quote from Anderson and Sobel (2003) profiling the work of Small et al. (2003) on taste intensity and pleasantness processing:

"A salad of perfectly grilled woody-flavored calamari paired with subtly bitter pale green leaves of curly endive and succulent petals of tomato flesh in a deep, rich balsamic dressing. Delicate slices of pan-roasted duck breast saturated with an assertive, tart-sweet tamarind-infused marinade."

The text goes on further, but note that the sheer lushness of the description adds somehow to the appeal of the food described. Also notice one implicit point of the description: many levels of social, cognitive, and cultural influences combine to produce behavioral preferences for food and drink. The above description likely would not appeal to a strict vegan or an owner of a pet duck. Anderson and Sobel point out that the preferences indexed by their prose originated from the economic demands on our early forebears and were unlikely to have been strictly about aesthetic responses to food and drink.

However, the modern problem is different. Cultural influences on our behavioral preferences for food and drink are now intertwined with the biological expediency that shaped the early version of the underlying preference mechanisms. In many cases, cultural influences dominate what we eat and drink. Behavioral evidence suggests that cultural messages can insinuate themselves into the decision-making processes that yield preferences for one consumable or another. Consequently, the appeal or repulsion of culturally relevant sights, sounds, and their associated memories all contribute to the modern construction of food and drink preferences. The neural substrates underlying food and drink preferences and their influence by cultural images have not been explored. As alluded to above, the majority of work on olfaction and gustation has focused on sensory processing. In this paper, we combine simple taste tests and event-related functional magnetic resonance imaging (fMRI) to probe the neural responses that correlate with the behavioral preference for noncarbonated versions of Coke® and Pepsi®. We further investigate the influence of the brand image on behavioral choice and brain response to both drinks.

These two stimuli were chosen for three reasons. (1) They are culturally familiar to subjects. (2) They are both primarily composed of brown, carbonated sugar water, and sugar water serves as a primary reward in many

*Correspondence: read@bcm.tmc.edu

¹These authors contributed equally to this work.

²Present address: Department of Psychology, Princeton University, Princeton, New Jersey 08544.

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Can a brand change actual, objective human performance?



WAS IT THE SHOES?

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Participants read more words correctly when wearing generic glasses labeled “Ray-Bans” than the control group wearing generic glasses labeled with a non-famous brand (Mango). And they read them more quickly.



Ray-Ban®

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How do brands inspire this kind of loyalty?



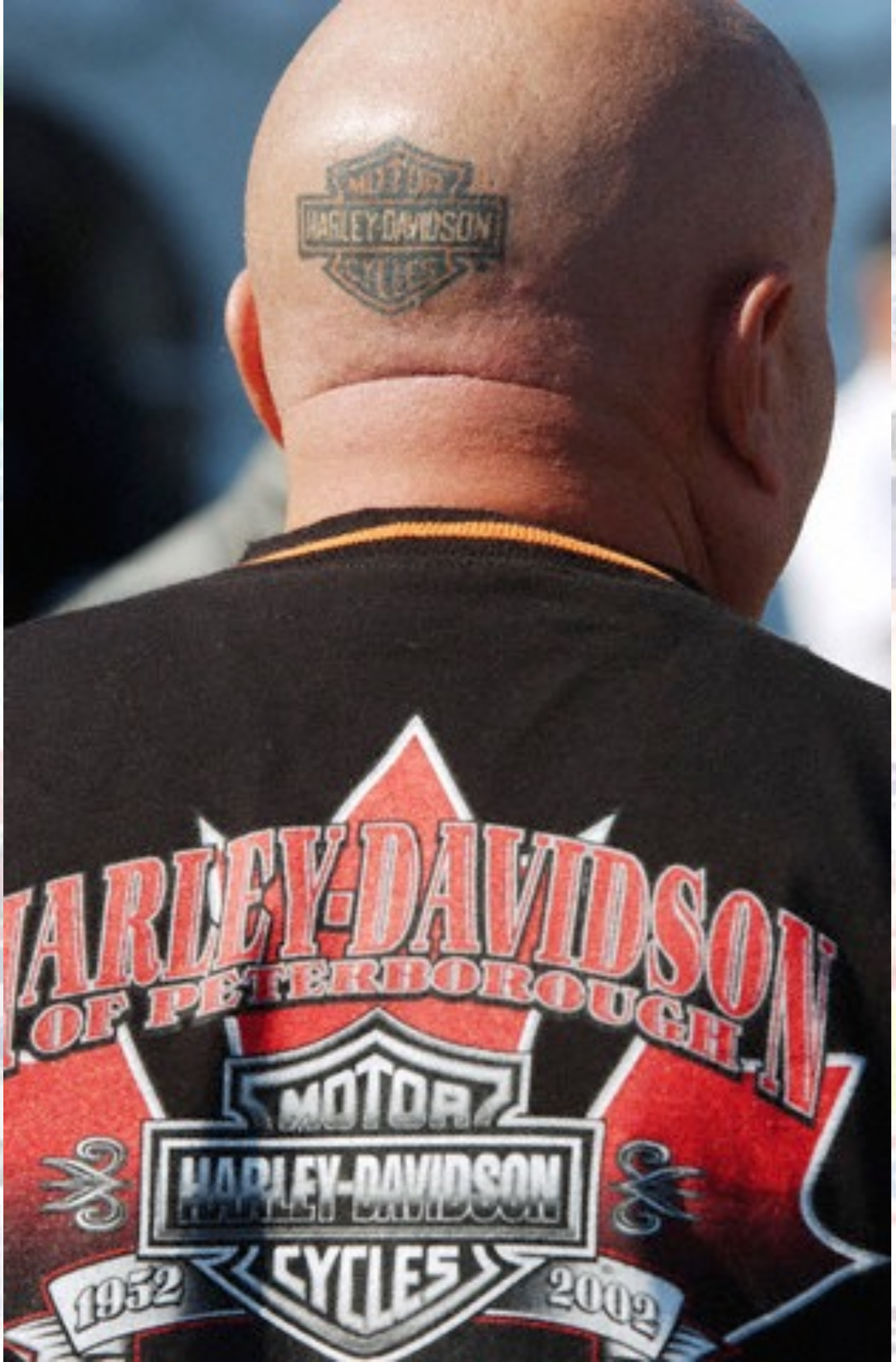
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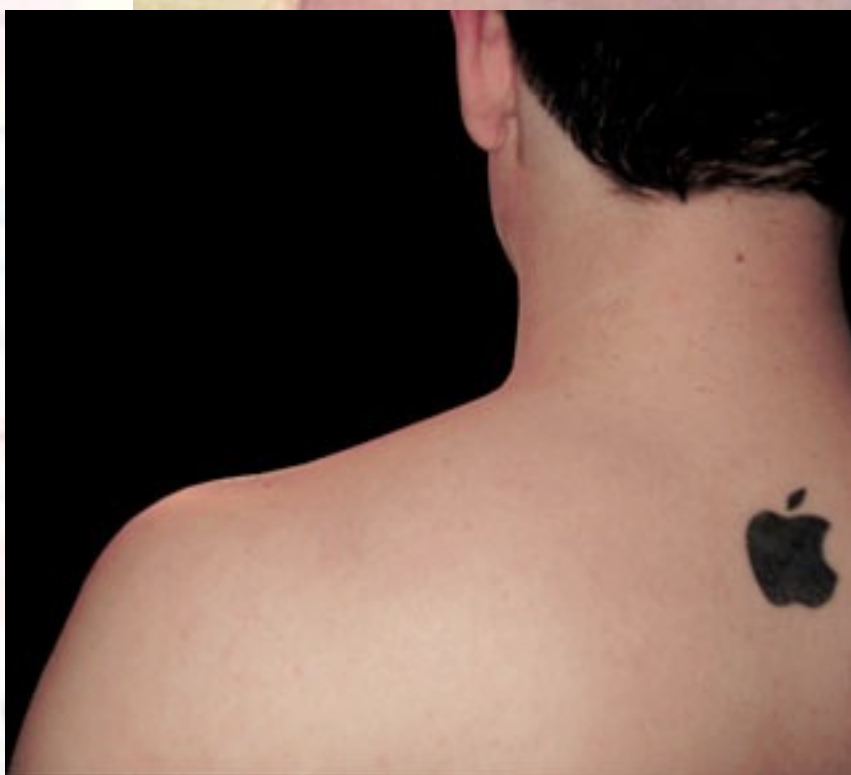
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Yeah but that's just Harley...



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Yeah, but that's just Apple...

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IKEA?



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Polo?



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Oakland Raiders?



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U2?



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Burger King?



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Best Buy?



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Chevrolet?



CHEVROLET

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Barack Obama?



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Donald Trump?



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How is all this possible?

Achieving Deep Brand Resonance

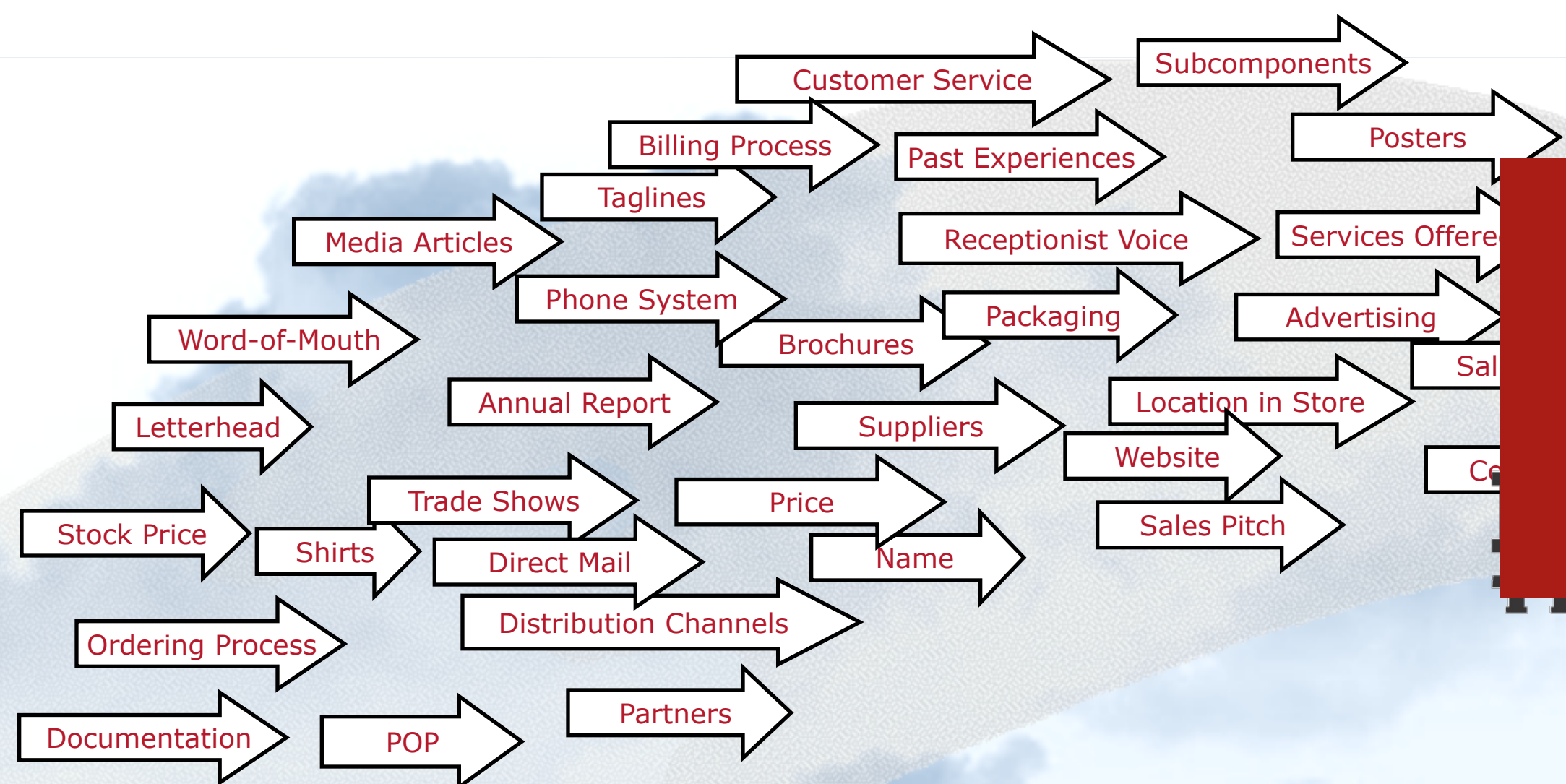
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What exactly is a “Brand?”

brand (ˈbrænd) *n.*

Your brand is **not** your brand symbols. Your brand is a **perception** that exists in the **minds** of your **constituents** about your **relevance** and **promise** of value. Your brand is the **sum** total of the impressions formed through exposure to your **touchpoints**.



Packaging? Does it matter?

1977

“The Apple Marketing Philosophy”

3rd Point: IMPUTE (page 78)

The third and equally important principle, awkwardly named, was impute. It emphasized that people form an opinion about a company or product based on the signals that it conveys. “People DO judge a book by its cover,” he wrote. “We may have the best product, the highest quality, the most useful software etc.; if we present them in a slipshod manner, they will be perceived as slipshod; if we present them in a creative, professional manner, we will impute the desired qualities.

Steve Jobs by Wa



Packaging? Does it matter?

1977

“The Apple Marketing Philosophy”

3rd Point: IMPUTE (page 78)

For the rest of his career, Jobs would understand the needs and desires of customers better than any other business leader, he would focus on a handful of core products, and he would care, sometimes obsessively, about marketing and image and even the details of packaging. “When you open the box of an iPhone or iPad, we want that tactile experience to set the tone for how you perceive the product,” he said. “Mike taught me that.”

Steve Jobs by Wa



“Packaging can be theater.”

(p. 347)

Steve Jobs by Wa



Steve Jobs Awarded Patent For iPhone Packaging

BY LEANDER KAHNEY • 7:52 AM, JULY 22, 2009

NEWS

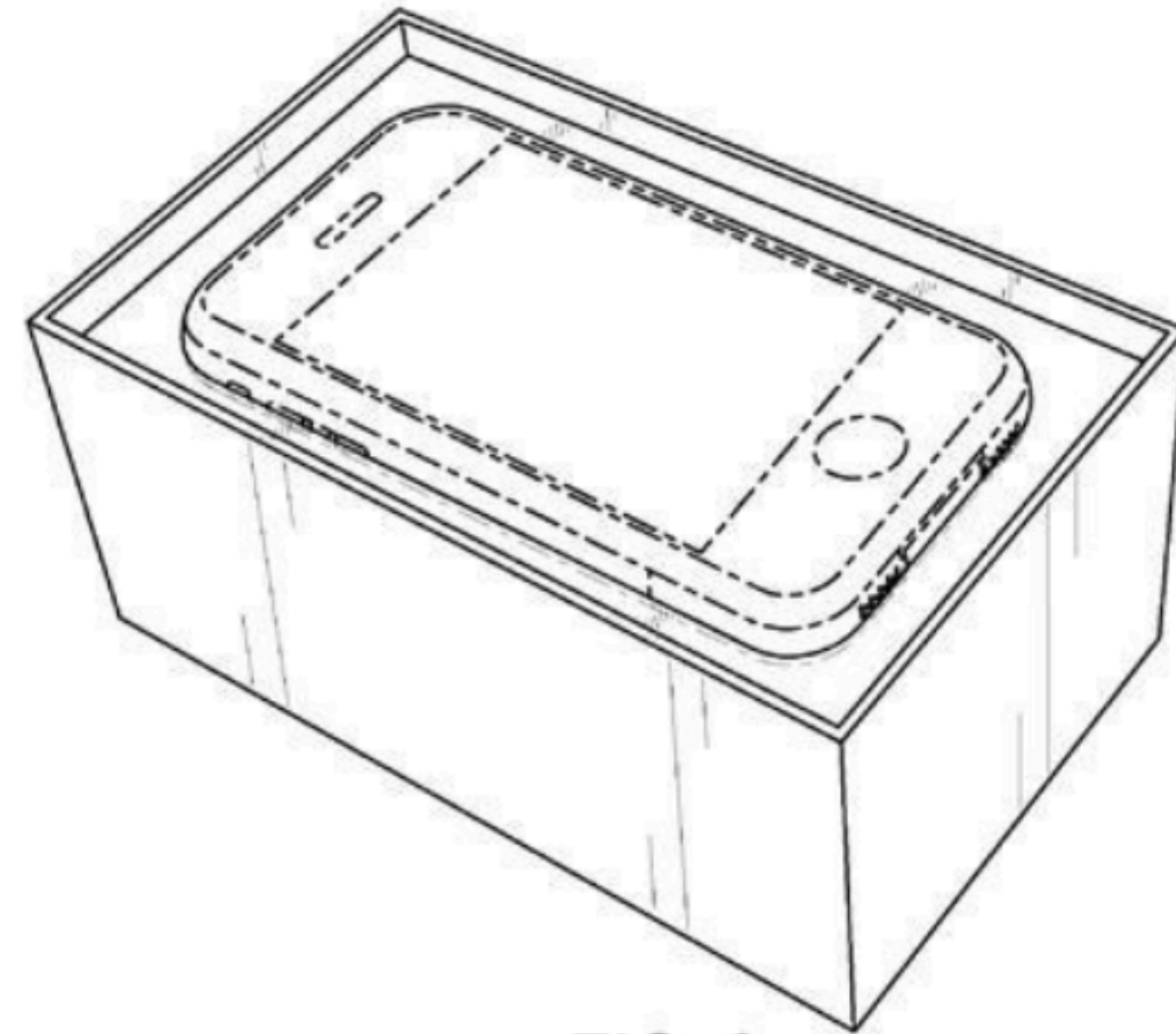


FIG. 2

Steve Jobs has been awarded a patent for the iPhone's box.

When Steve Jobs introduced the iPhone to a delighted Macworld audience in January 2007, he said Apple had protected its invention with more than 200 patents.

He didn't mention that his company had also patented the box the iPhone comes in.

On Tuesday, the U.S. patent office awarded Jobs and 16 other designers a [patent for the iPhone's packaging](#).

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iPhone 15/15 Pro Unboxing and Second Look!



Marques Brownlee ✓

17.7M subscribers

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👍 209K



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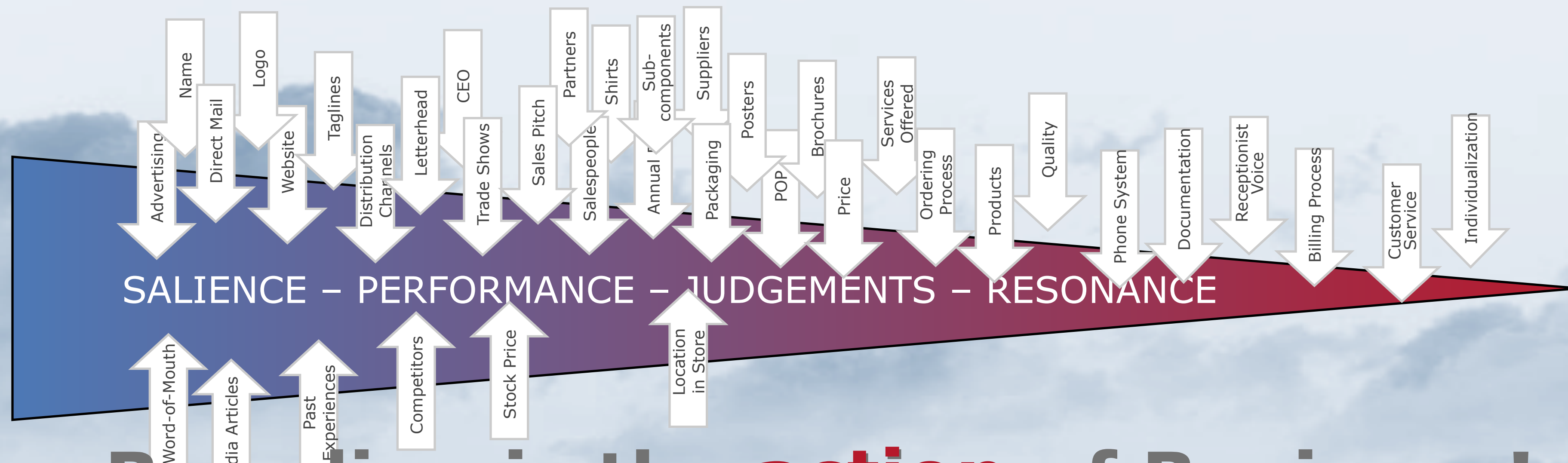
7.1M views 3 weeks ago 4 products

iPhone 15 unboxings and early thoughts on some of headlining features

“Branding” is a Verb

branding (ˈbrænd-ɪŋ) v.

Branding is the **proactive** attempt to shape your constituents perceptions to some **specific end** through the purposeful use of **touchpoints**.



Branding is the **action of Business!**

The Synergy of Branding

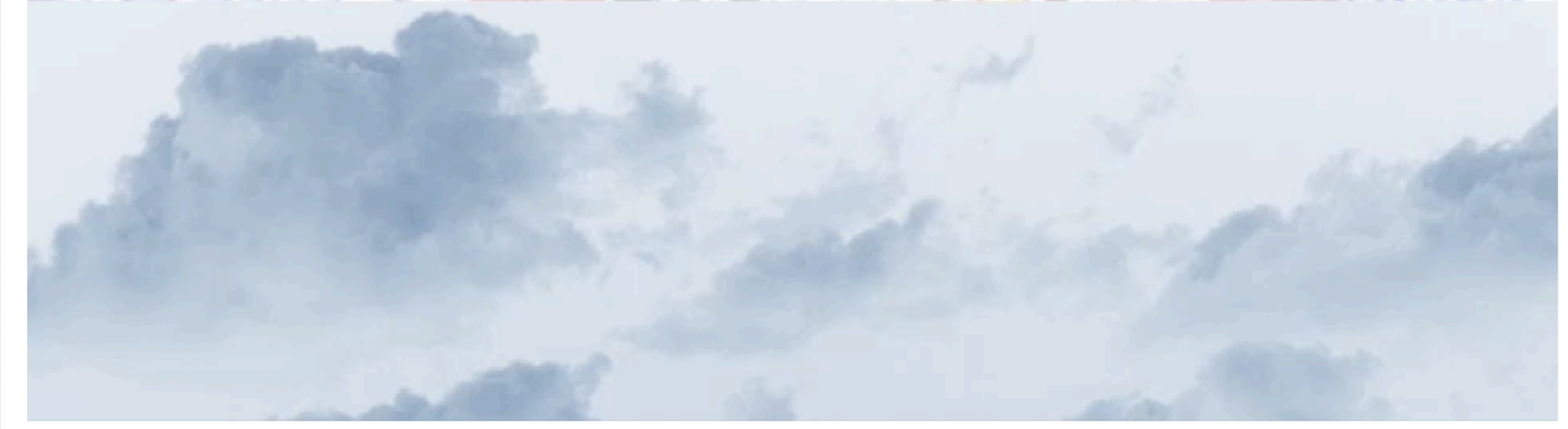


When all touchpoints work together they are more powerful than the sum of the parts.

What exactly is a “Brand?”

brand ('brand) *n.*

Your brand is **not** your brand symbols. Your brand is a **perception** that exists in the **minds** of your **constituents** about your **relevance** and **promise** of value. Your brand is the **sum** total of the impressions formed through exposure to your **touchpoints**.



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CUSTOMER-BASED BRAND EQUITY

“The differential effect that brand knowledge has on consumer response to the marketing of that brand.”

CUSTOMER-BASED BRAND EQUITY

- Differential effect
 - Differences in consumer response
- Brand knowledge
 - A result of consumers' knowledge about the brand
- Consumer response to marketing
 - Choice of a brand
 - Recall of copy points from an ad
 - Response to a sales promotion
 - Evaluations of a proposed brand extension

BE KNOWN!

Be Known for *Something!*

Be Known for *Something Important!*

Be Known for *Something Important* that is *Different!*

TACTICS FOR BRAND ELEMENTS

- A variety of brand elements can be chosen that inherently enhance brand awareness or facilitate the formation of **strong, favorable, and unique** brand associations.

- Brand names
- URLs
- Logos and symbols
- Characters
- Slogans
- Packaging
- Etc.

**Be Known for
Something!**

**Be Known
for Something
Important!**

**Be Known for
Something
Important that is
Different!**

CORE BRAND VALUES

- Set of abstract concepts or phrases that characterize the five to ten most important dimensions of the mental map of a brand
- Relate to points-of-parity and points-of-difference





Brand Association Map

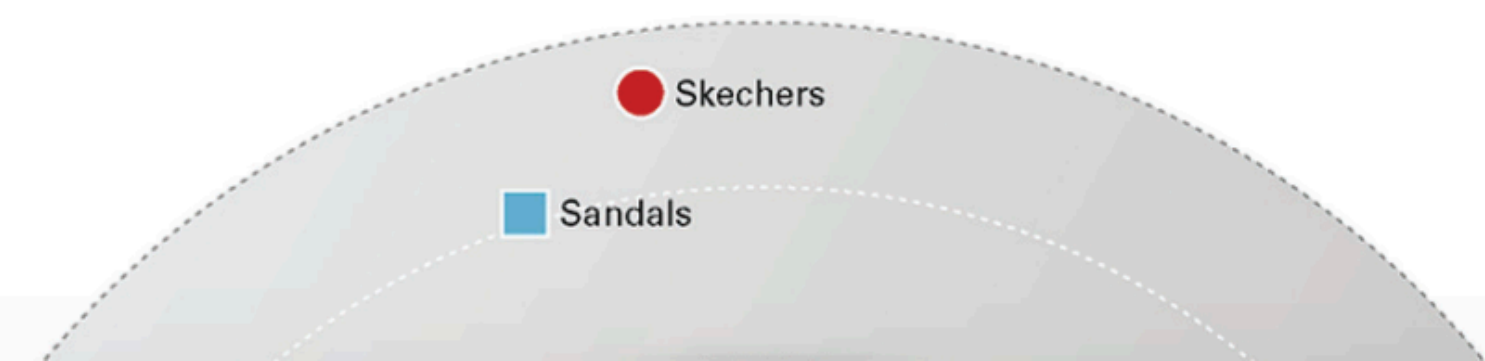
A Detailed, Visual Snapshot of Brand Identity and Reputation Online

Nielsen Online's Brand Association Map (BAM) delivers a visual map that provides a comprehensive understanding of key brand dimensions, including product attributes, messaging elements and competitive and category sets.

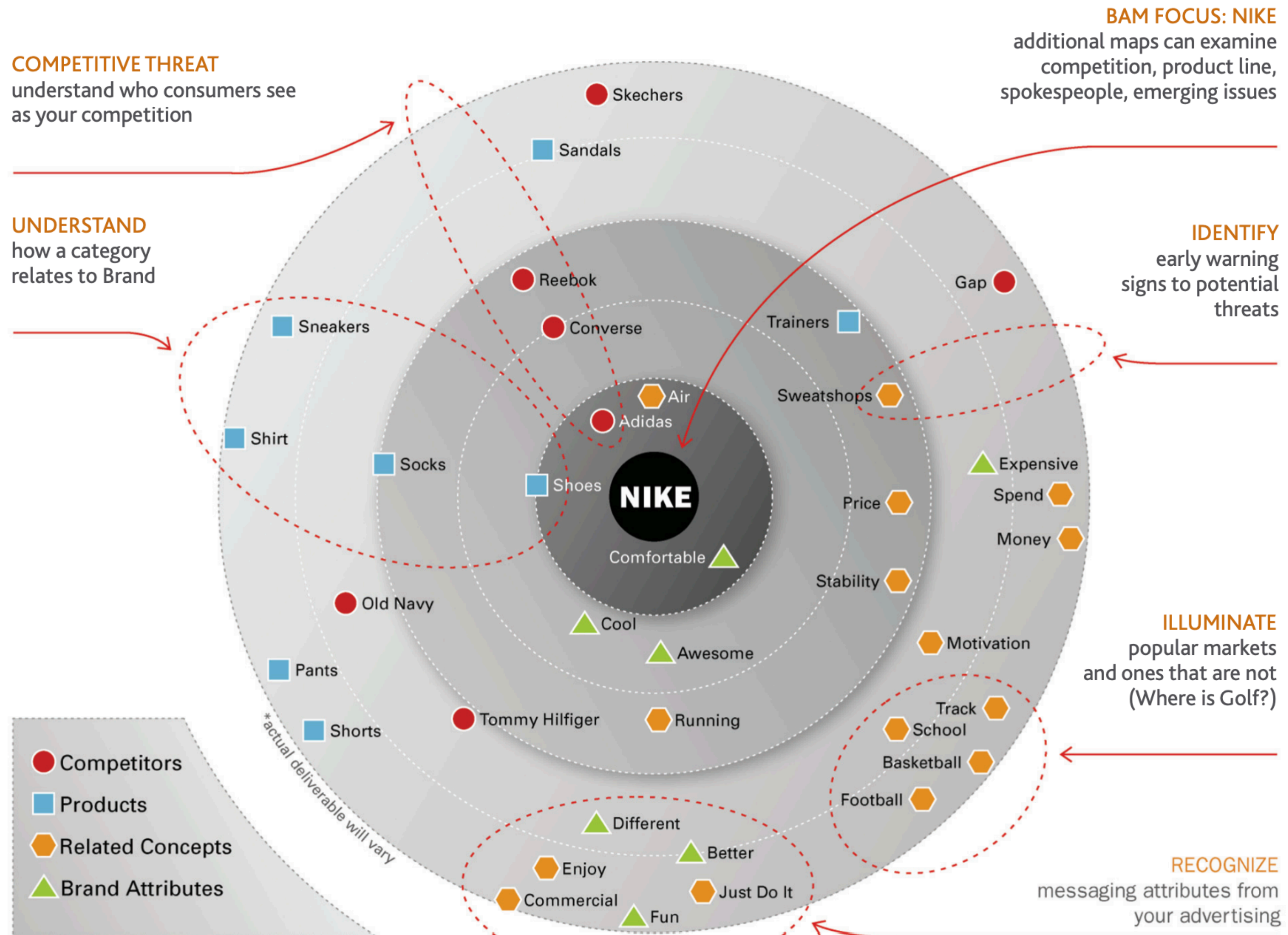
Imagine if you could take a powerful snapshot of your brand DNA, revealing the most important concepts and themes that consumers discuss and associate with it. Now consider the ability to fine-tune this image by focusing on key topics that can potentially boost or discredit your brand. Nielsen Online's Brand Association Map provides all of this in a single, intuitive map, giving you a deep understanding of how your brand is perceived, discussed and understood among consumers online.

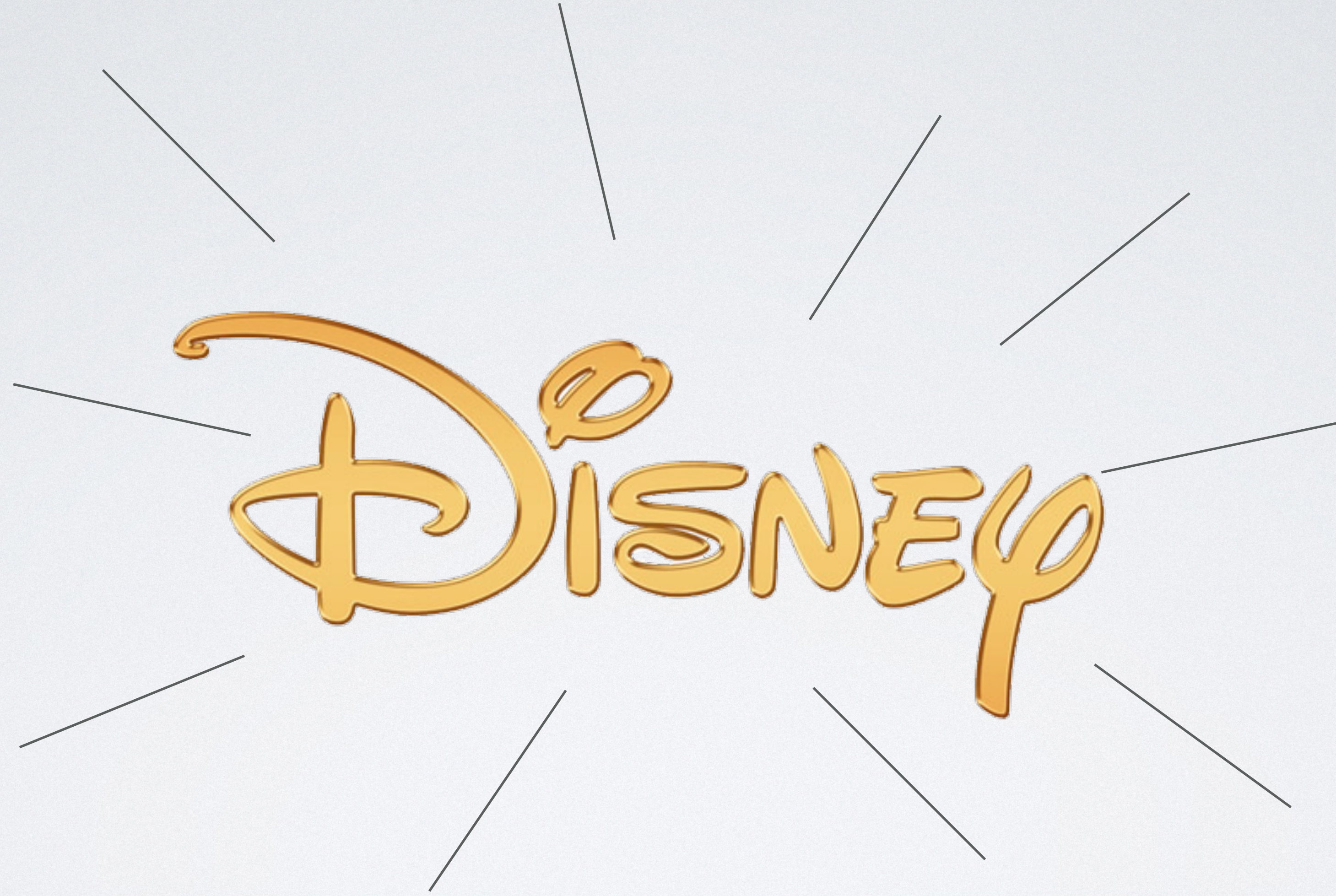
Putting the BAM into Action

- Perform quick checks on your brand equity to identify directional insights



Brand Association Map





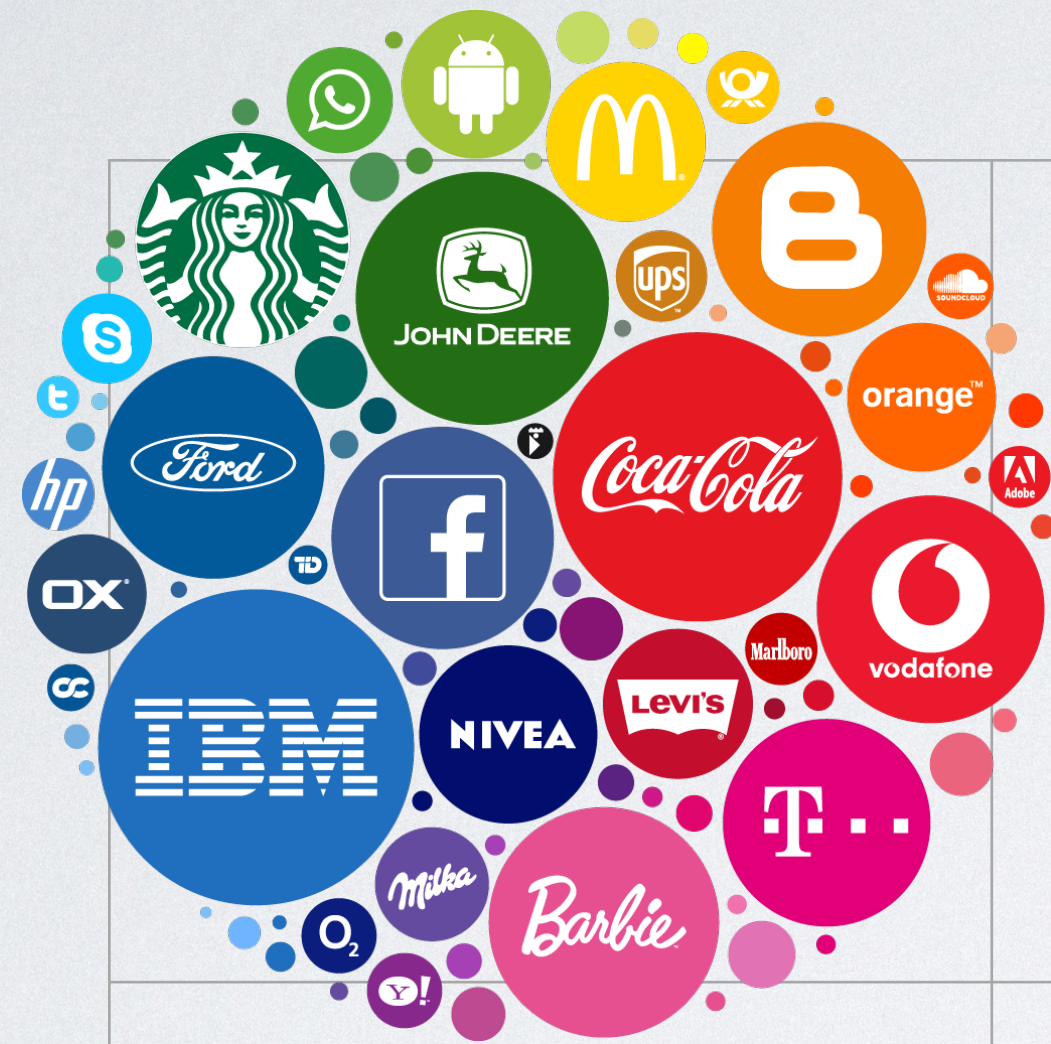
BRAND MANTRAS

- Short 3-to-5 word phrases that capture the irrefutable essence or spirit of the brand.
 - An articulation of the heart and soul of the brand; its DNA
- Brand mantra must clearly delineate what the brand is supposed to represent and therefore, at least implicitly, what it is not
- Brand mantras typically are designed to capture the brand's points-of-difference, i.e., what is unique about the brand

DESIGNING THE BRAND MANTRA

- The term brand functions describes the nature of the product or service or the type of experiences or benefits the brand provides.
- The descriptive modifier further clarifies its nature.
- The emotional modifier provides another qualifier—how exactly does the brand provide benefits, and in what way?

BRAND MANTRA




Emotional
Modifier


Descriptive
Modifier

Brand
Functions


A DISNEY BRAND MANTRA?

	Emotional Modifier	Descriptive Modifier	Brand Functions
			

A DISNEY BRAND MANTRA?

	Emotional Modifier	Descriptive Modifier	Brand Functions
			Entertainment

A DISNEY BRAND MANTRA?

	Emotional Modifier	Descriptive Modifier	Brand Functions
		Family	Entertainment

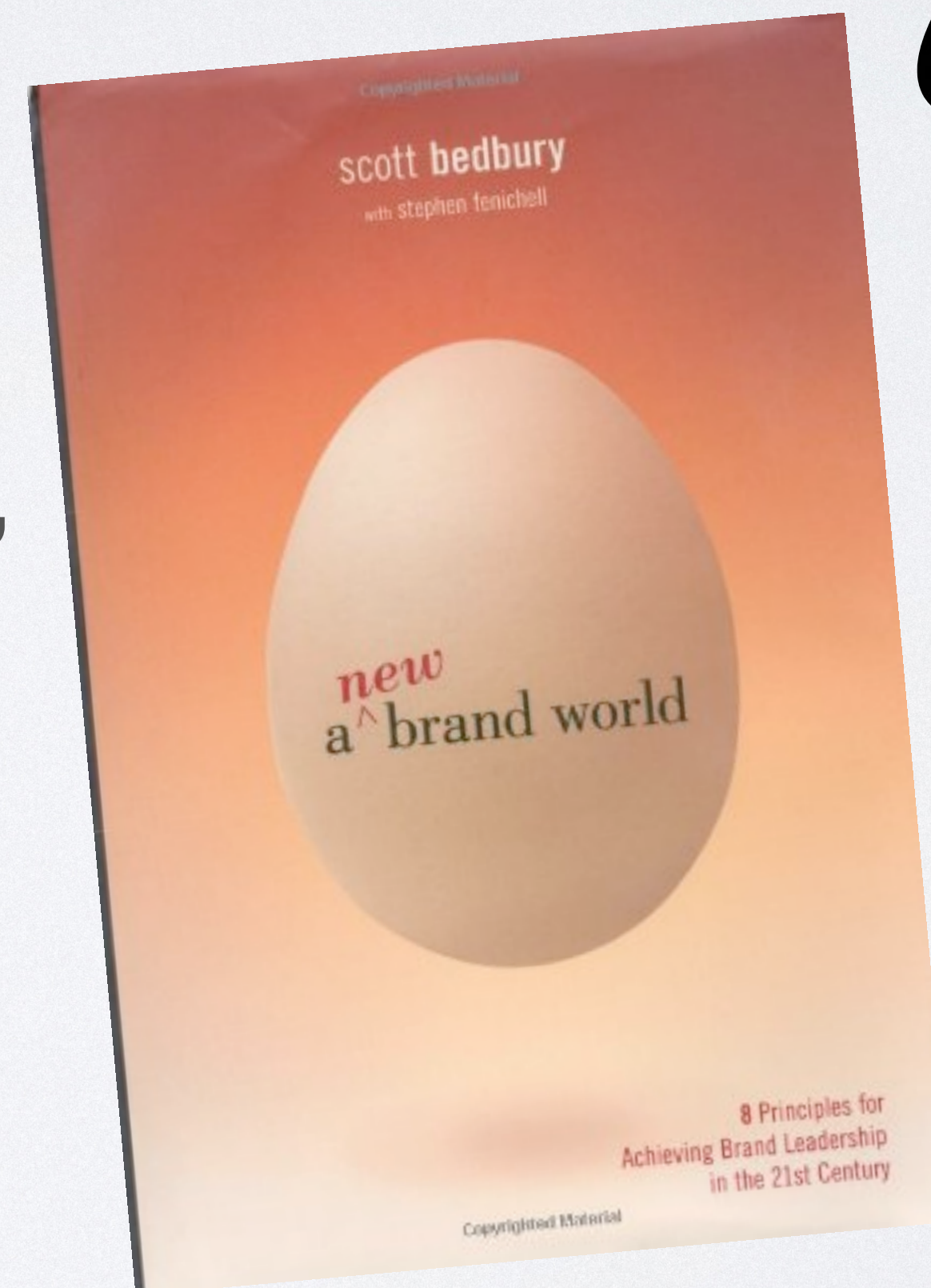
A DISNEY BRAND MANTRA?



	Emotional Modifier	Descriptive Modifier	Brand Functions
	Magical	Family	Entertainment

BRAND MANTRA EXAMPLES

- Nike
- “Authentic Athletic Performance”



BRAND MANTRA EXAMPLES

- Nike
 - “Authentic Athletic Performance”
- Disney
 - “Magical Family Entertainment”



BRAND MANTRA EXAMPLES

- Nike

- “Authentic Athletic Performance”



- Disney

- “Magical Family Entertainment”



- American Express

- “World-class Service, Personal Recognition”



OTHER BRAND MANTRA EXAMPLES

- Hallmark
 - Caring Shared
- The Nature Conservancy
 - Saving Great Places
- Starbucks
 - Rich, Rewarding Everyday Moments
- Primary Children's Medical Center





**PRIMARY CHILDREN'S
MEDICAL CENTER**

DESIGNING A BRAND MANTRA

	Emotional Modifier	Descriptive Modifier	Brand Functions
	Authentic	Athletic	Performance
	Magical	Family	Entertainment
	Fun	Folks	Food





GUARDRAILS FOR NIKE

- “Authentic Athletic Performance”



- Nike golf catalog
- \$29 sneakers for a large discount department store



GUARDRAILS FOR NIKE

- Nike Brand Mantra
 - “Authentic Athletic Performance”
 - Slogan
 - “Just Do It.”



GUARDRAILS FOR DISNEY

- Disney
 - “Magical Family Entertainment”
 - Mature rated movies
 - Savings bonds



BRAND MANTRA CRITERIA

- Communicate

- A good brand mantra should define the category (or categories) of business for the brand and set the brand boundaries. It should also clarify what is unique about the brand.

- Simplify

- An effective brand mantra should be memorable. As a result, it should be short, crisp, and vivid in meaning.

- Inspire

- Ideally, the brand mantra would also stake out ground that is personally meaningful and relevant to as many employees as possible.

Think about the brand Apple.

What are the first 1 or 2 words (positive, negative or neutral) that come to mind. Please enter those one or 2 words.



Think about everything expressed previously. What do you think is the most important, impactful, core brand value for Apple?
Please enter 1 or 2 words.

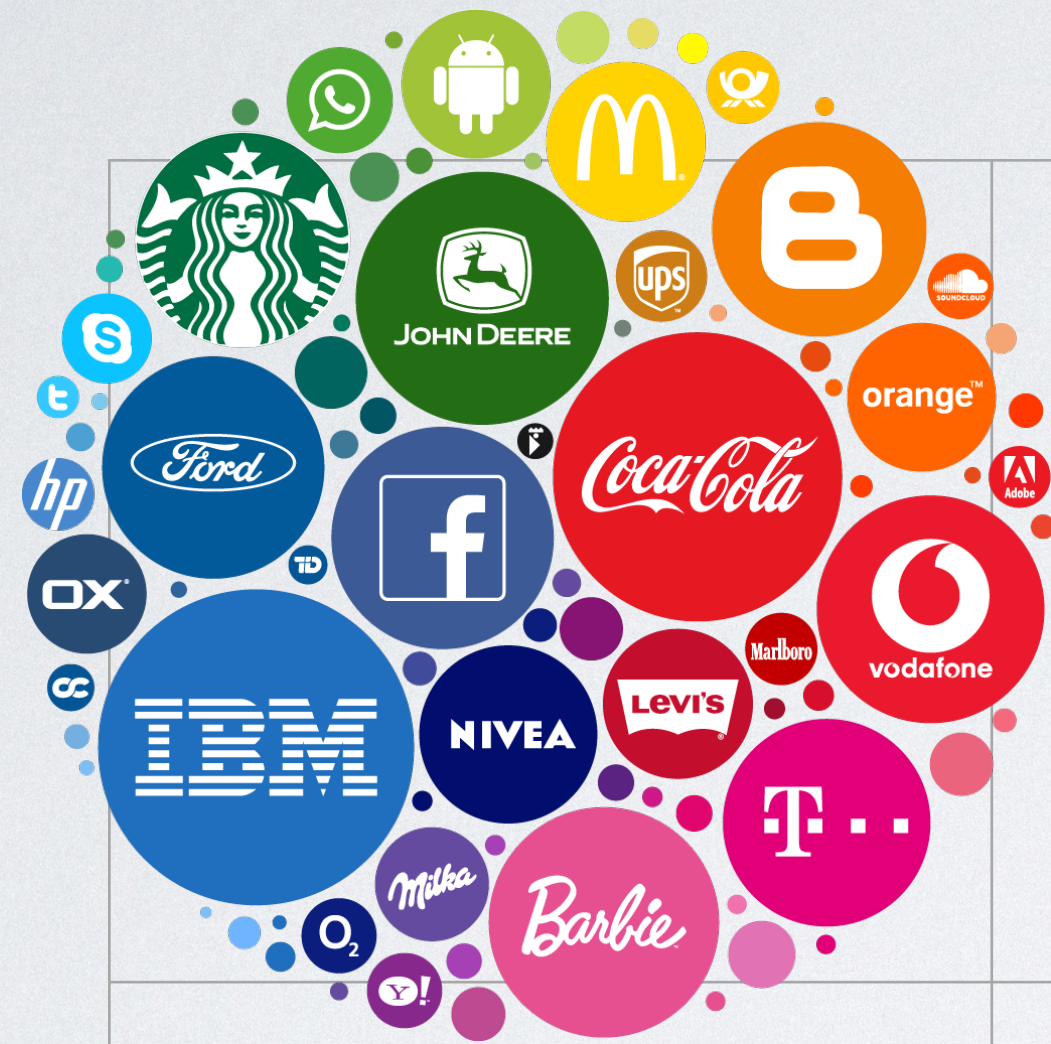


**As a team, create your best expression of an APPLE brand
mantra.**

Three to five words only. Please post it here.

Top

BRAND MANTRA



Emotional
Modifier

Descriptive
Modifier

Brand
Functions

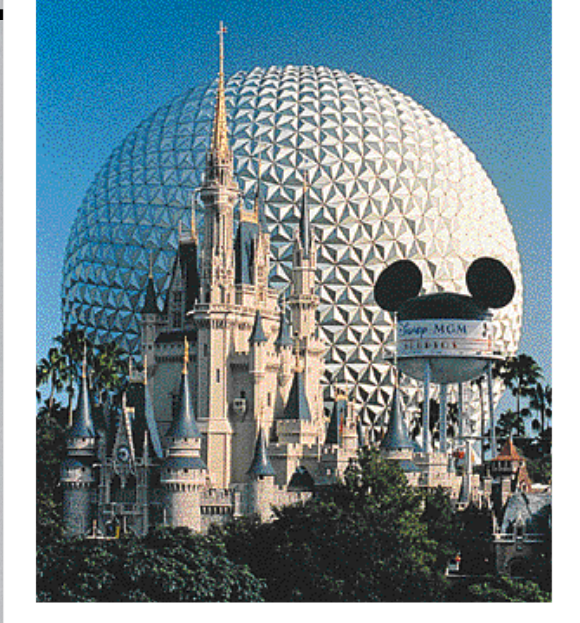

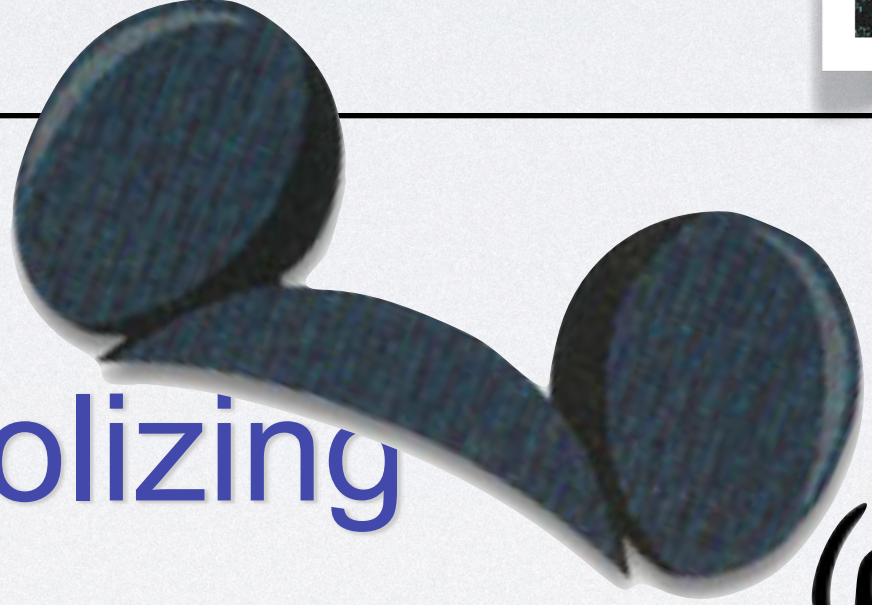
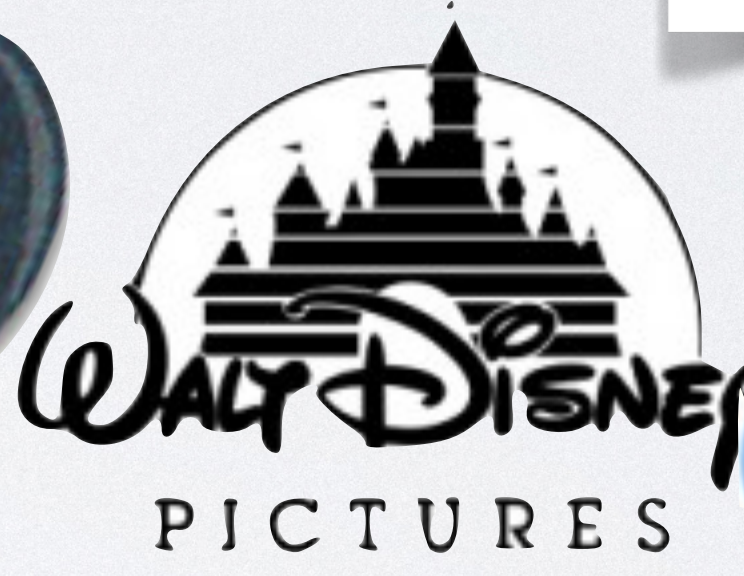

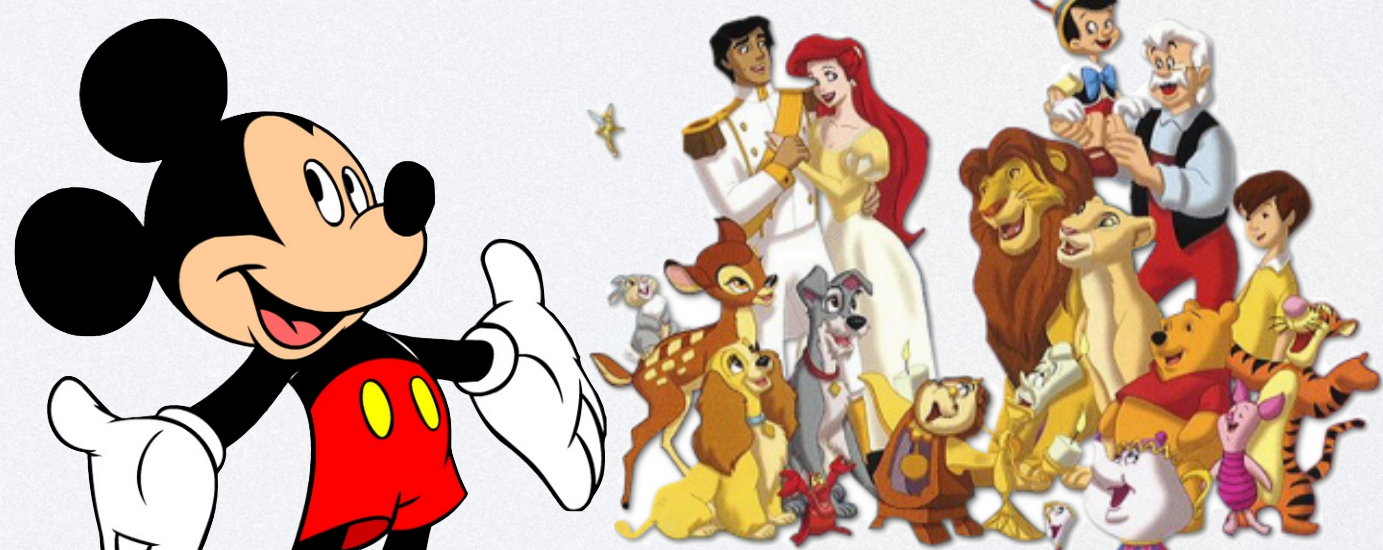

WHAT CAN WE DO WITH
A BRAND MANTRA?

BRAND DESIGN SCHEMATIC

BRAND DESIGN SCHEMATIC

Brand Mantra	Visual Elements
	Verbal Elements
	Visceral Elements

DISNEY BRAND DESIGN SCHEMATIC

Magical Family Entertainment	Visual Branding	Picturing		
		Symbolizing	 	
		Animating:		

DISNEY BRAND DESIGN SCHEMATIC

Magical Family Entertainment	Verbal Branding	Naming:
		Wording: Unique Vocabulary for Brand
		Describing: Catch Phrases



ANIMATING THE BRAND

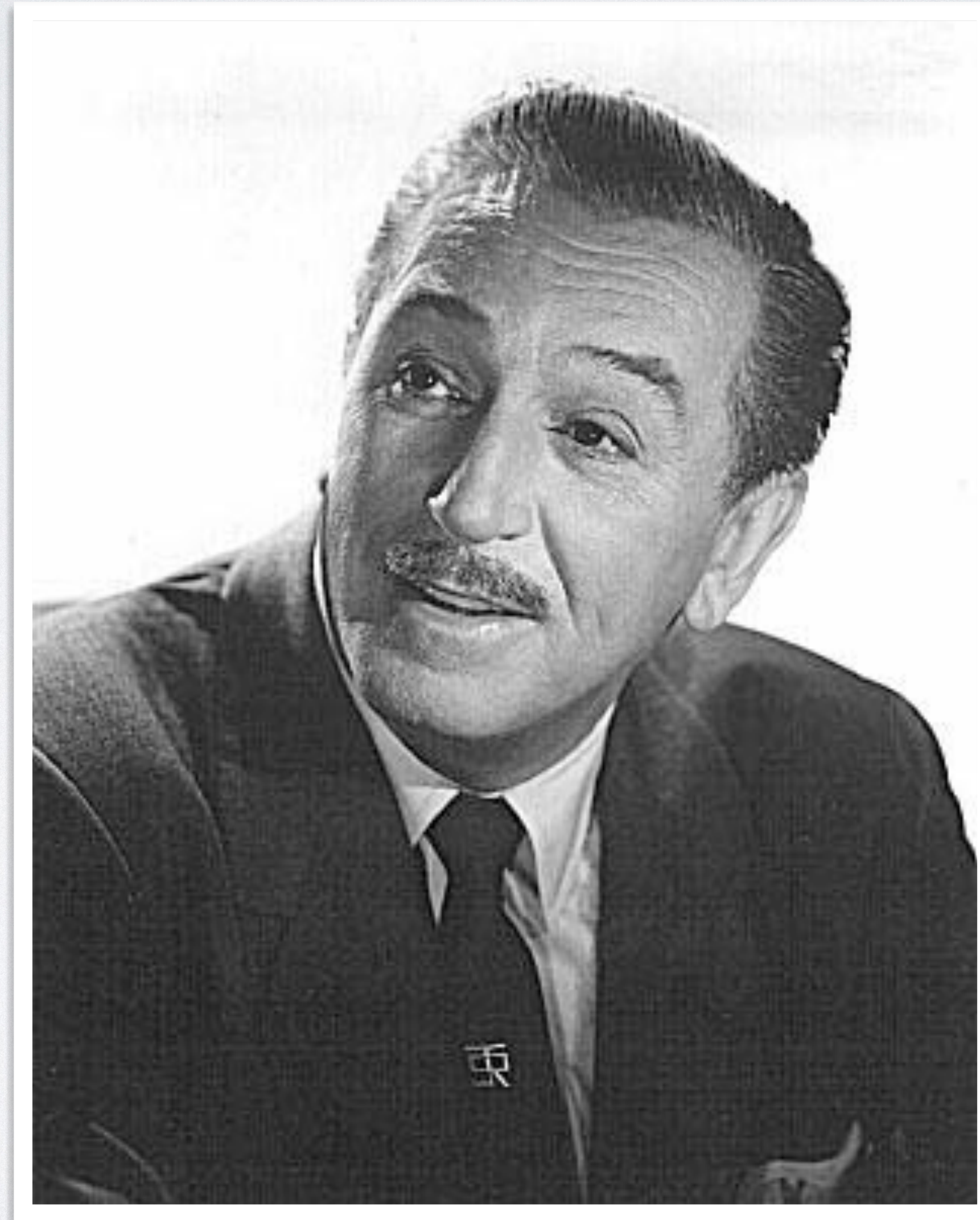
- Bringing the brand to life
 - Personifying
 - Anthropomorphizing
 - Embodying



CEOS ANIMATE THEIR BRANDS



CEOS ANIMATE THEIR BRANDS





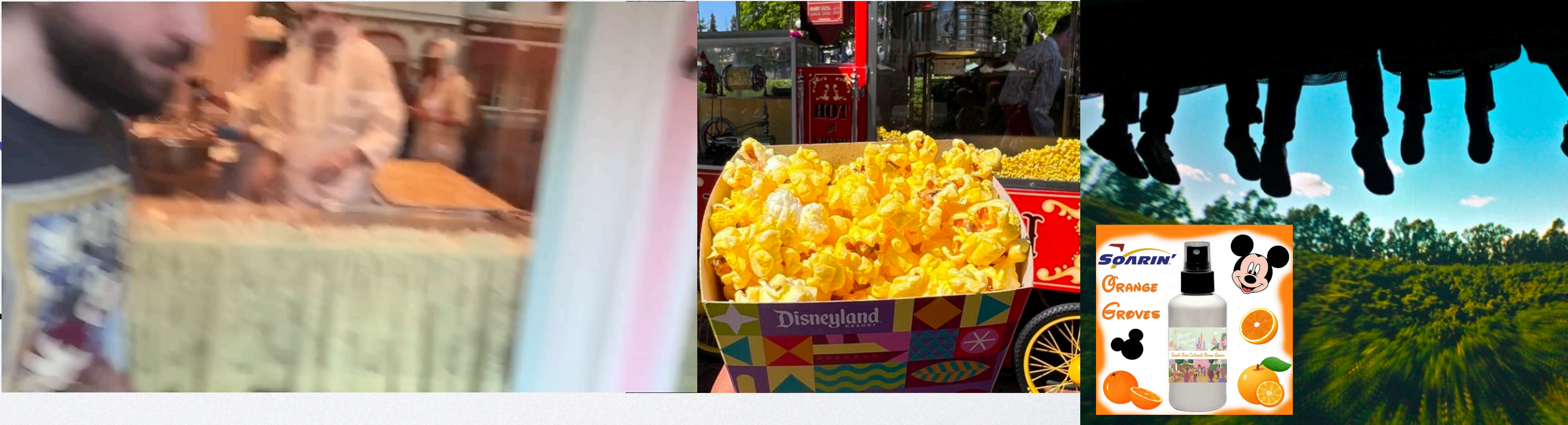
DISNEY BRAND DESIGN SCHEMATIC

Magical Family Entertainment	Visceral Branding	Sound: Disney Jingle
		Texture: What is it feel like to be there? Physically and Emotionally?
		Scent:



DISNEY BRAND DESIGN SCHEMATIC

<p>Magical Family Entertainment</p>	<p>Visceral Branding</p>	<p>Sound:</p>
		<p>Texture:</p> 
		<p>Scen</p> 



BRAND DESIGN SCHEMATIC

Brand Mantra	Visual Elements	<ol style="list-style-type: none">1. Picturing2. Symbolizing3. Animating
	Verbal Elements	<ol style="list-style-type: none">1. Naming2. Wording3. Describing
	Visceral Elements	<ol style="list-style-type: none">1. Sound2. Texture3. Scent

Brand Design Schematic

Brand Mantra

Visual Elements

1. Picturing
2. Symbolizing
3. Animating

Verbal Elements

1. Naming
2. Wording
3. Describing

Visceral Elements

1. Sound
2. Texture
3. Scent

BYU

MARRIOTT SCHOOL
OF MANAGEMENT



Brand Design Schematic

Brand Mantra	Visual Elements	<ol style="list-style-type: none">1. Picturing2. Symbolizing3. Animating
	Verbal Elements	<ol style="list-style-type: none">1. Naming2. Wording3. Describing
	Visceral Elements	<ol style="list-style-type: none">1. Sound2. Texture3. Scent

MARRIOTT SCHOOL OF MANAGEMENT

BYU

MARRIOTT SCHOOL OF MANAGEMENT



BRAND POSITIONING

Get your Frames, PoPs, PoDs, and Mantras Aligned!!

POSITIONING

- The act of designing the company's offer and image so that it occupies a distinct and valued place in the target customer's minds and hearts.

KEY ?S

- Who could we exchange with?
(i.e., Segmentation)
- Who should we exchange with?
(i.e., Targeting)
- How do we want them to think and feel about us? (i.e., Positioning)

We started with WHO is our customer and what do they hire us to do?



%

BRAND POSITIONING

- Brand positioning is about how we want target customers to think & feel about a brand with respect to competitors
- A strong brand positioning helps guide organizational activities by clarifying the brand's essence, what the brand helps the customer achieve, and how it is unique in doing so
- Everyone in the organization should understand the brand positioning and use it as context for making decisions

CLASSIC BRAND POSITIONING STATEMENT

To _____
(Target Group/Need)

_____ is the brand of _____
(Brand) Frame of Reference (Perceptual)

Competing Mainly With _____
Frame of Reference (Competitive)

that _____
(Relevant Differentiating Benefit)

because _____
(Reason To Believe)

The Brand Character is: _____

AMAZON.COM POSITIONING

For **the young at heart who value an infinite amount of choices**, Amazon.com is **the virtual cookie jar**, **competing mainly with all brick and mortar stores**, **that gives you're the perfect combination of convenience, service, selection and price**, because Amazon.com offers a truly global selection of products.

Brand Character: Simple, Friendly, Empowering

PROBLEMS WITH CLASSICAL POSITIONING STATEMENT

- Ignores possibility of multiple points-of-difference
 - Assumes only 1 key point-of-difference
- Ignores need for points-of-parity
- Doesn't provide forward-looking growth platform

COMPONENTS OF A SUPERIOR COMPETITIVE POSITIONING

- Competitive frames of reference
 - Nature of competition (from the customer's viewpoint)
 - Target market
- Develop unique brand points-of-difference (POD's)
 - Desirable to consumer
 - Deliverable by the brand
 - Differentiating from competitors
- Establish shared brand points-of-parity (POP's)
 - Negate competitor points-of-difference
 - Demonstrate category credentials

POINTS-OF-PARITY (POPS) & POINTS-OF-DIFFERENCE (PODS)

- **Points-of-difference (PODs)** are attributes or benefits that consumers strongly associate with a brand, positively evaluate, and believe that they could not find to the same extent with a competitive brand.
- **Points-of-parity associations (POPs)**, on the other hand, are not necessarily unique to the brand but may in fact be shared with other brands
 - Must be “enough” not “exact”

CHOOSING POD'S

- **Desirability criteria (consumer perspective)**

- Personally relevant
- Distinctive and superior
- Believable and credible

- **Deliverability criteria (firm perspective)**

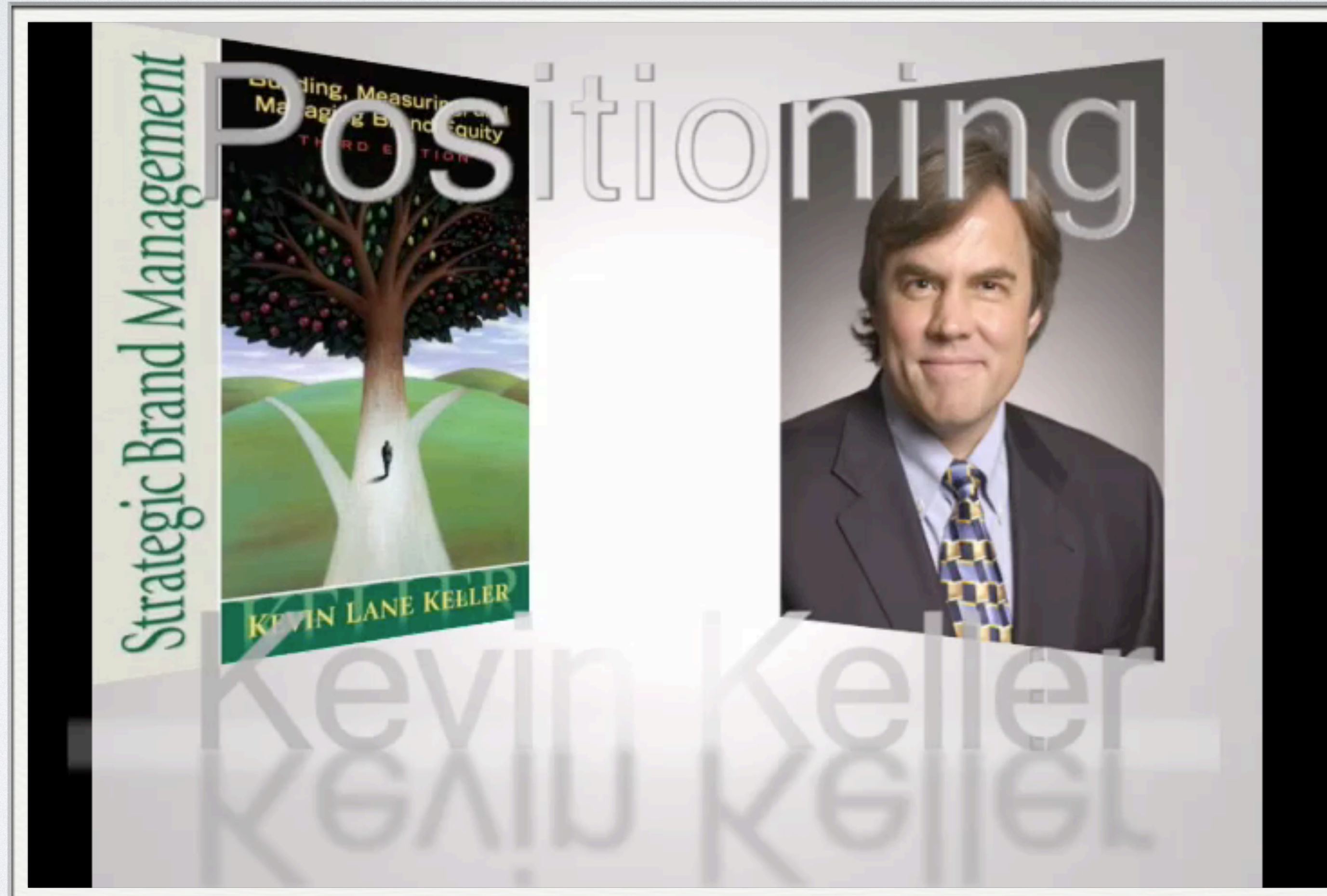
- Feasible
- Profitable
- Pre-emptive, defensible, and difficult to attack

- **Differentiating (competitive perspective)**

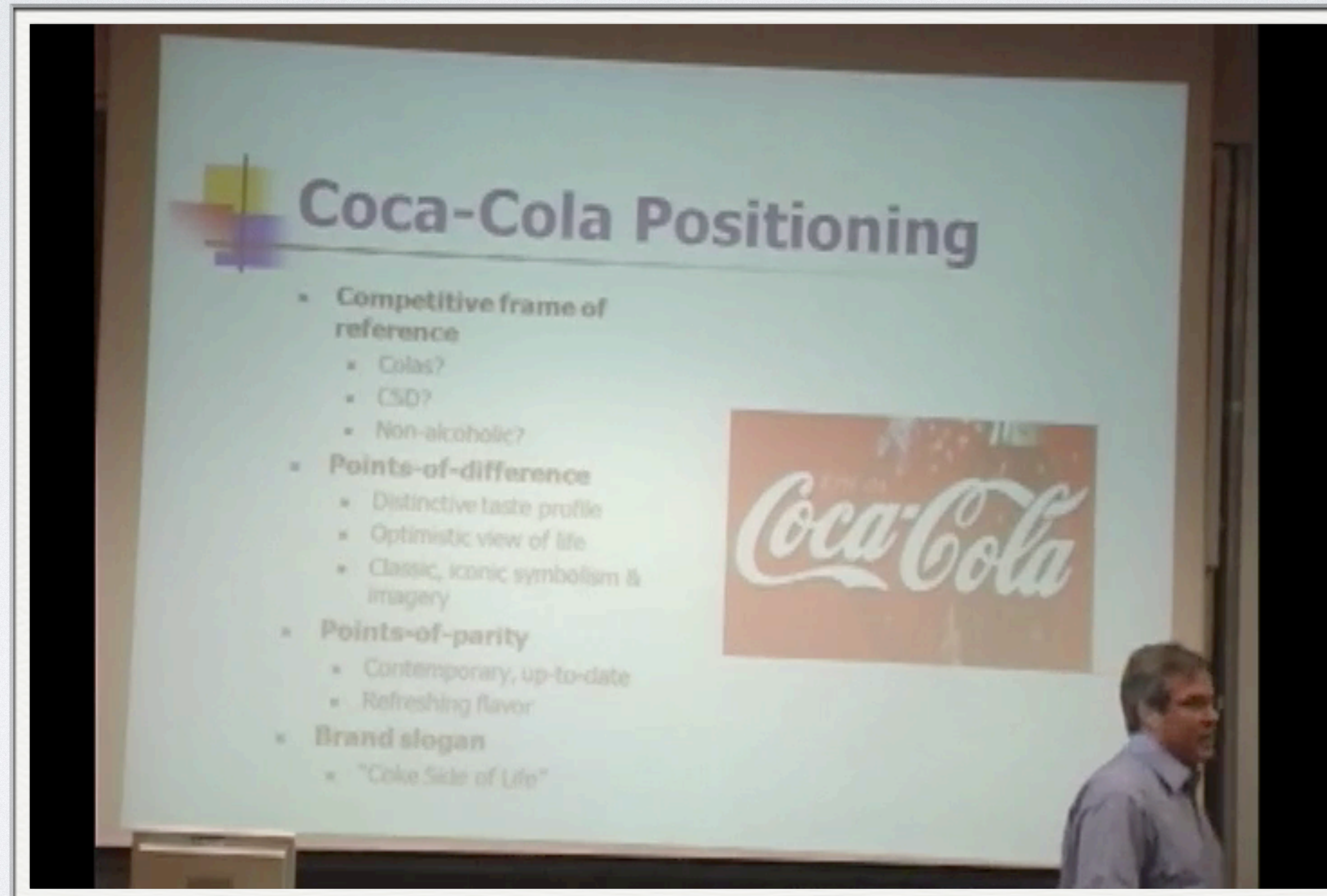
- Distinctive & Superior



KELLER ON POSITIONING




KELLER ON POSITIONING



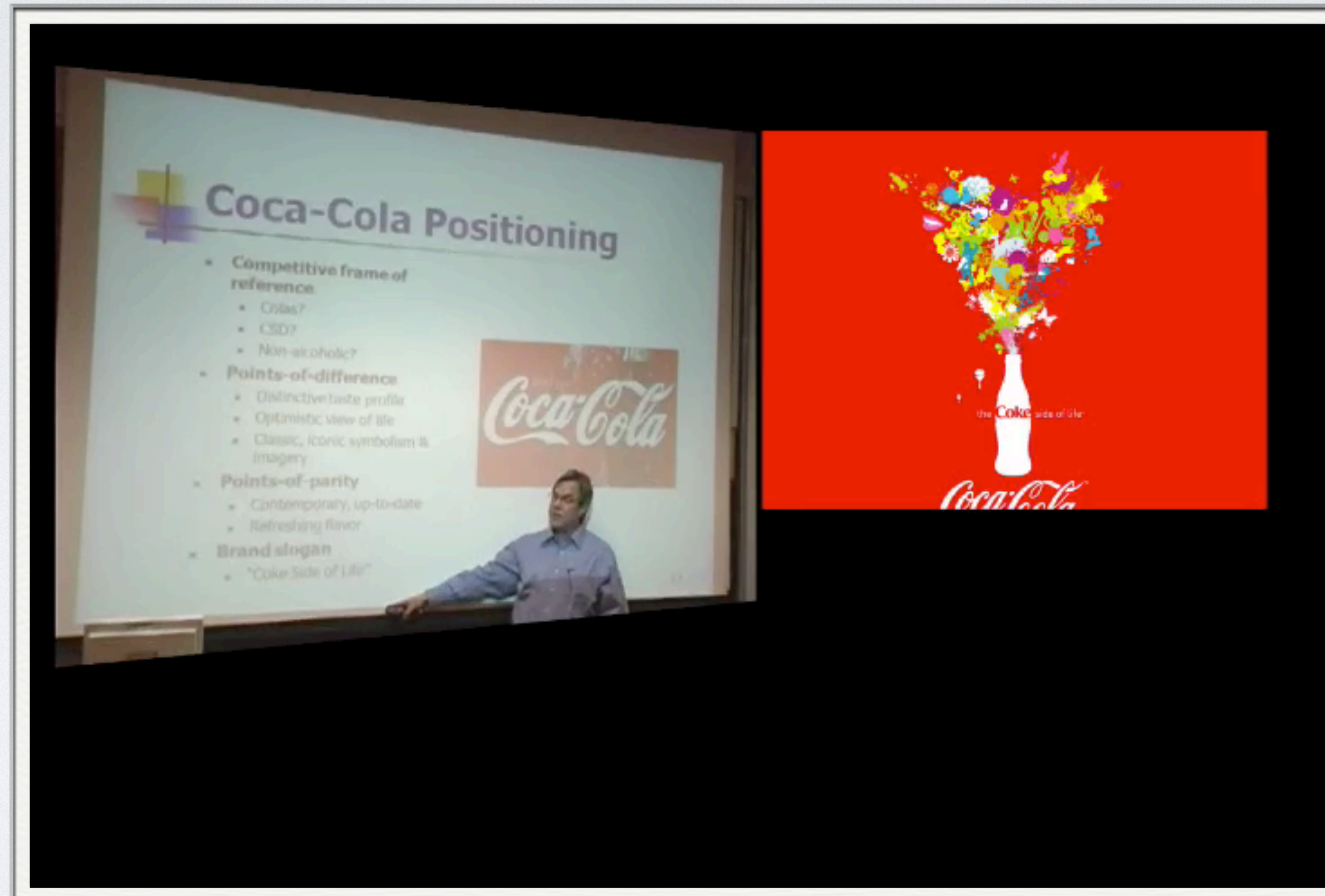
The image shows a presentation slide titled "Coca-Cola Positioning" projected onto a screen. A man in a light blue shirt is standing in the foreground, partially visible on the right side of the frame. The slide content is as follows:

Coca-Cola Positioning

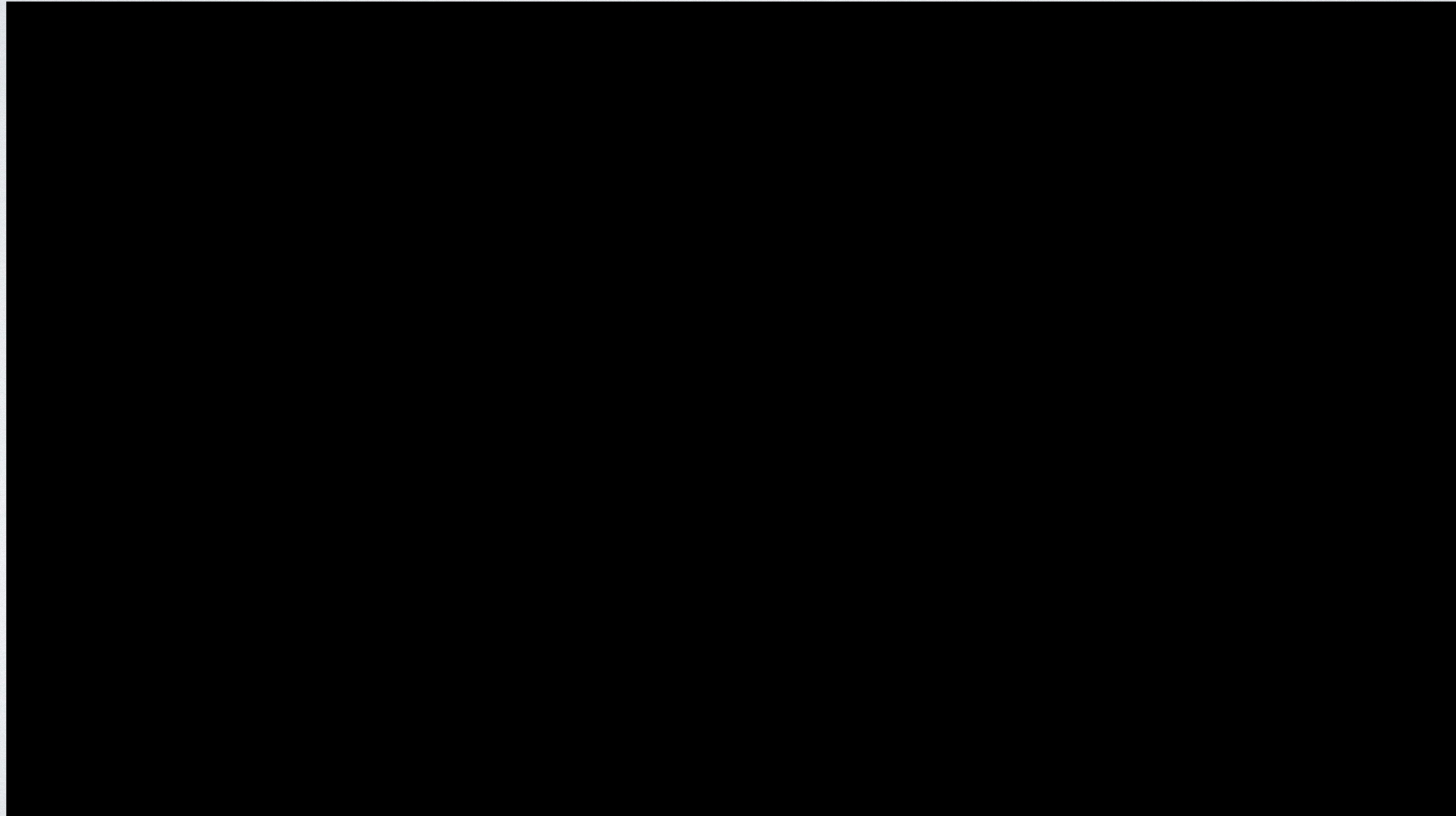
- **Competitive frame of reference**
 - Colas?
 - CSD?
 - Non-alcoholic?
- **Points-of-difference**
 - Distinctive taste profile
 - Optimistic view of life
 - Classic, iconic symbolism & imagery
- **Points-of-parity**
 - Contemporary, up-to-date
 - Refreshing flavor
- **Brand slogan**
 - "Coke Side of Life"



KELLER ON POSITIONING



OPEN HAPPINESS/SHARE HAPPINESS







#ShareaCoke with the McGillicuddys



OfficialGeekery

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 12,586  655

OPEN HAPPINESS/SHARE HAPPINESS



Coming February 2015

RESPONSE!

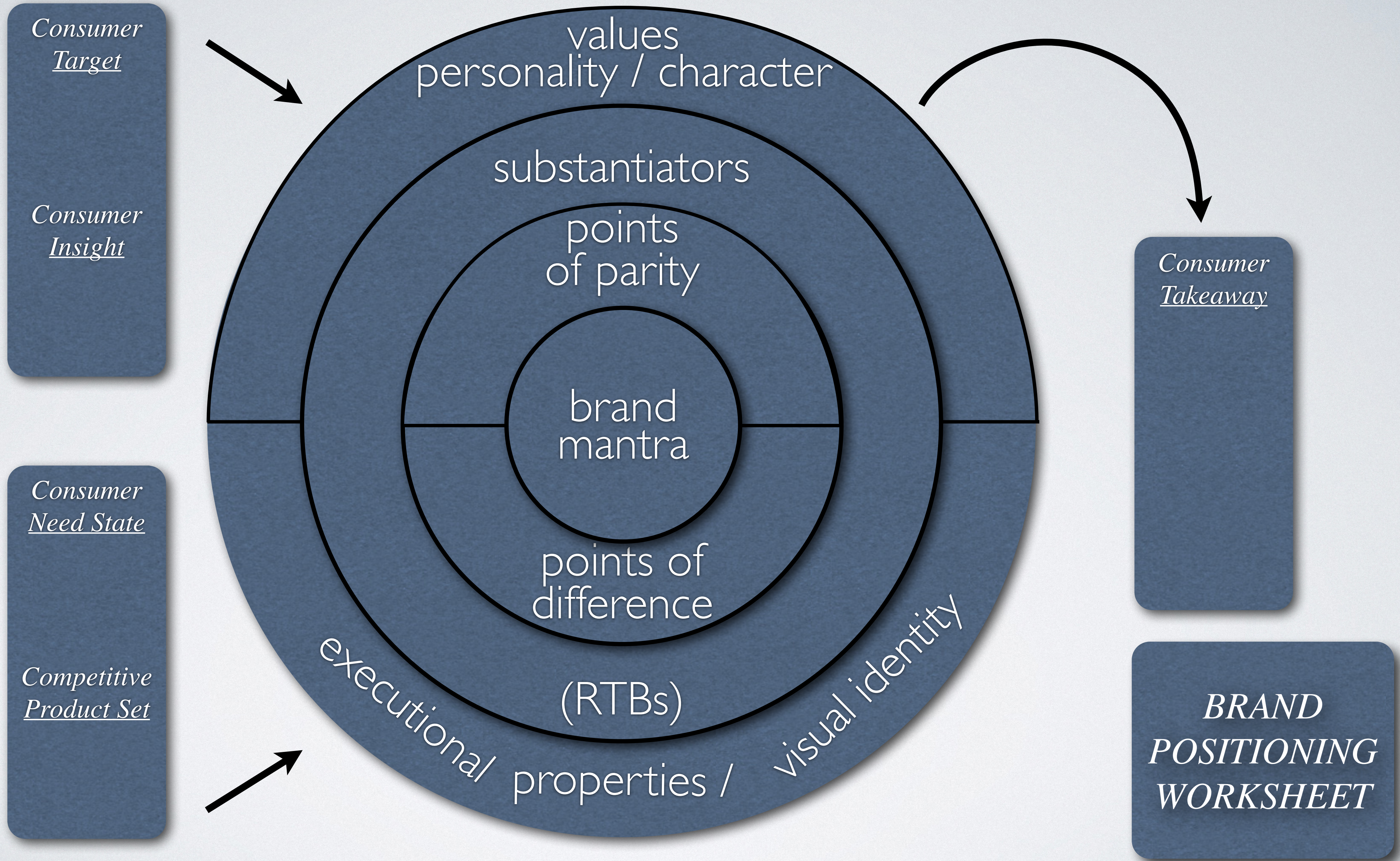


A Special Delivery from Diet Coke



The Coca-Cola Co. ✓

Subscribe 21,825



PROLOGUE

Your Brand's Equity is YOUR Core

PURPOSE (OUR WHY)
Why we exist, the innate energy and core belief that drives us.

VISION (OUR GOAL)
The ultimate future we wish to create over time.

MISSION (OUR HOW)
It's the tactical path to achieve our vision.

ARCHETYPE (OUR CHARACTER)
Our character-driven way, desired culture and driven values.

PROMISE (OUR COMMITMENT)
The expression and delivery of the brand, benefit, and experience.

POINTS OF DIFFERENCE
How we uniquely solve needs like no other company.

ABOUT US



Your Brand's Equity is YOUR Core

PURPOSE (OUR WHY)

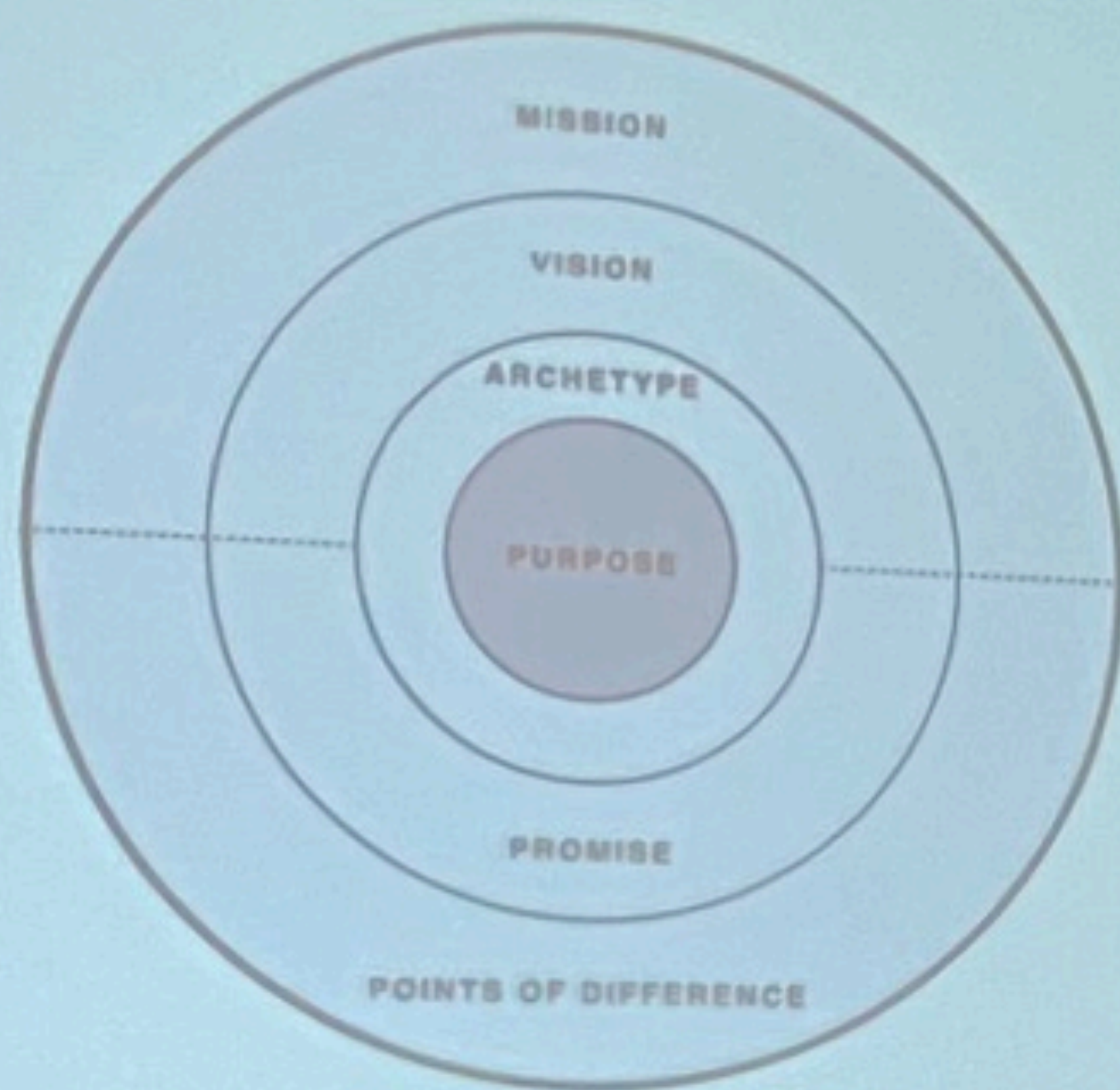
Why we exist, the innate energy and core belief that drives us.

VISION (OUR GOAL)

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ARCHETYPE (OUR CHARACTER)

Our character-driven way, desired culture and driven values.

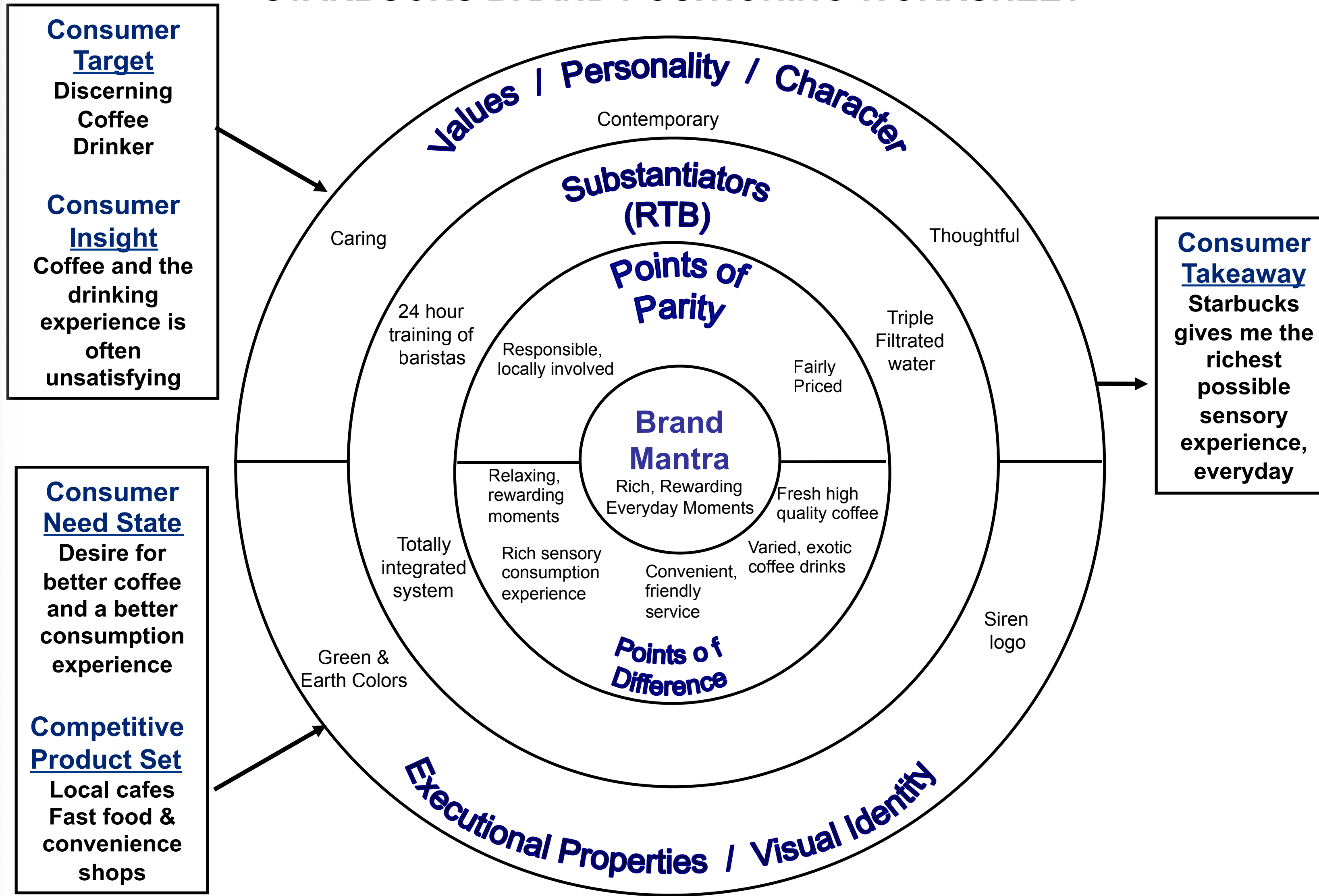
PROMISE (OUR COMMITMENT)

The expression and delivery of the brand, benefit, and experience.

POINTS OF DIFFERENCE

How we uniquely solve needs like no other company.

STARBUCKS BRAND POSITIONING WORKSHEET



TAKEAWAYS

- Through the selection of a positioning strategy, marketers can influence the knowledge structures consumers have for a brand.
- Positioning a brand involves choice of a target market, a competitive arena, and the sets of features and associations in a which a brand is going to be similar to (POP) and different from (POD) its rivals.
- Points-of-parity (POP) and points-of-difference (POD) are important means by which brands can establish unique positioning.
- Defining a brand mantra is the important first step in building a brand position that ignites passion and loyalty among both employees and customers.
- Every point of contact (brand touchpoints) positions your brand. You cannot not communicate anymore than you cannot not position your brand.
- Senior management must lead branding and often embody and personify the brand and brand values
- Internal branding strategies can be as important and effective as external branding efforts.