



# Brand Management & Media Planning

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LM in Marketing & Digital Communication



**LUMSA**  
UNIVERSITÀ  
1939 **SO**TTANTESIMO 2019



# Brand management

*Lesson 7 part 1*  
*Thursday November, 16*



# What we have seen so far: **Brand and Brand Strategy**

- Brand history and definitions
- Branding process
- Brand Identification System
- Brand value & brand audit
- Brand management
- Brand choreography and customer journey



## Section 2: Media Planning

- Owned, paid & earned media
- Offline and Online key media metrics
- Media scenario: Video, Audio, Text
- Google Ads
- Meta For Business and other social media platforms
- Media planning and buying process
- The advertising budget



# Today we end the program

- Brand history and definitions
- Branding process
- Brand Identification System
- Brand value & brand audit
- Brand management
- Brand choreography and customer journey



# A quick recap: Branding Building Process

1. **Define** and **position** the Brand (Vision, Mission, Values, Brand Personality and Brand Value Proposition)
2. **Express** the brand
3. **Build awareness and reputation** for the brand
4. **Measure** the brand



## So far we have seen **how to build a brand**

1. **Define and position** the Brand (Vision, Mission, Values, Brand Personality and Brand Value Proposition)
2. **Express** the brand
3. **Build awareness and reputation** for the brand
4. **Measure** the brand



But what if we have to manage  
**more than one brand?**





# Brand Management: brand portfolio



## Brand architecture and brand portfolio

A company's branding strategy usually involves  
a **plurality of brands**

The **set of brands** managed by an organization is  
called **Brand Portfolio**



David Aaker

A **brand portfolio strategy** is about a **family of brands**, their **roles** and their **relationship** with each other



# Brand architecture and brand portfolio

- The decisions related to its management (**Brand Portfolio Strategy**) concern:
  - The composition of the **brands mix**
  - The **relationship** between these brands
  - The **role** that each brand must play and in which **product category**

**Companies are increasingly careful about  
brand portfolio strategies  
(to avoid cannibalization)**

# Brand Portfolios



# Brand/Product matrix

- The brand/product matrix is a graphical representation of the relationships between brands and product categories
- The **brand portfolio width** depends on the **variety of products** that the company sells

	<i>Product assortment</i>				
<b>Product</b>	PRODUCT 1	PRODUCT 2	PRODUCT 3	PRODUCT 4	PRODUCT 5
<b>Brand</b>					
BRAND A		<b>BRAND LINE</b>			
BRAND B					
BRAND C					
BRAND D					



# Brand Portfolio depth

The **depth of the Brand Portfolio** is linked to the **number** and nature of the brands in each product category

	<i>Product assortment</i>				
<b>Product</b>	PRODUCT 1	PRODUCT 2	PRODUCT 3	PRODUCT 4	PRODUCT 5
<b>Brand</b>					
BRAND A					
BRAND B					
BRAND C					
BRAND D					

A red vertical arrow points downwards from the top of the 'PRODUCT 1' column to the bottom of the 'BRAND D' row. The text 'BRAND PORTFOLIO DEPTH' is written in red across the 'BRAND C' row, indicating the vertical span of the brand portfolio within a product category.



# Nestlé Brand Portfolio





# Nestlè's product categories

- Dairy products
- Breakfast Cereals
- Ice Cream
- Chocolate confectionery
- Prepared foods/ frozen food
- Beverages
- Petcare
- Nutrition
- Foodservices



1. COFFEE



2. CHOCOLATE



3. ICE CREAMS



4. WATERS AND BEVERAGES



5. FROZEN FOOD, CHEESES AND PASTRY



6. PREPARED MEALS, PRESERVED FOOD, JUICES, CHILLED MEATS, SAUCES AND SEASONS



7. YOGURTS, DESSERTS AND MILKS



8. BREAKFAST CEREALS



9. BABY FOOD



10. PET FOOD



11. OTHERS





1. COFFEE



2. CHOCOLATE



3. ICE CREAMS



4. WATERS AND BEVERAGES



5. FROZEN FOOD, CHEESES AND PASTRY



6. PREPARED MEALS, PRESERVED FOOD, JUICES, CHILLED MEATS, SAUCES AND SEASONS



7. YOGURTS, DESSERTS AND MILKS



8. BREAKFAST CEREALS



9. BABY FOOD



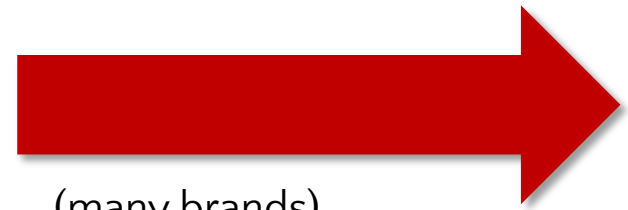
10. PET FOOD



11. OTHERS



DEPTH



(many brands)

WIDTH



(many products)

# Brand Portfolio depth

Since the company tries not to cannibalize itself, usually the brands in the same product category have different targets or roles

NESTLE'

Category	ICE CREAMS	PREPARED FOOD	CHOCOLATE CONFECTIONERY	SNACKS
Brand				
				
				
				



# How to define a product category?

There is no absolute criterion, each company determines the categories according to the **market objectives** and its **specific strategies**.

L'OREAL

Category	MASS MARKET	PROFESSIONAL PRODUCTS	LUXURY PRODUCTS	COSMETIQUE ACTIVE
Brand				
L'OREAL	L'OREAL PARIS	L'OREAL PROFESSIONEL		
MATRIX		MATRIX		MATRIX
	GARNIER	KERASTASE	LANCOME	VICHY
	MAYBELLINE N.Y.	REDKEN	BIOTHERM	LA ROCHE POSAY
			HELENA RUBISTEIN	SANOFLORE



# Marriott Portfolio Architecture

<i>Brand Category</i>	<i>Brands</i>
Iconic Luxury	Bulgari The Ritz-Carlton The Ritz-Carlton Destination Club
Luxury	JW Marriott
Lifestyle   Collections	Edition Autograph Collection Renaissance Hotels AC Hotels
Signature	Marriott Hotels and Resorts
Modern Essentials	Courtyard SpringHill Suites Fairfield Inn and Suites
Extended Stay	Residence Inn TownePlace Suites ExecuStay Marriott Executive Apartments
Vacation Clubs	Marriott Vacation Club Grand Residences

**FIGURE 11-4** Marriott International Portfolio Architecture



# David Aaker on successful Brand Portfolio Strategy

A successful **brand portfolio strategy** should deliver

- synergy,
- leverage,
- clarity,
- relevance,
- differentiation and
- energy.

To achieve this goal, an ongoing effort to review and refine is usually needed.





# brand hierarchy



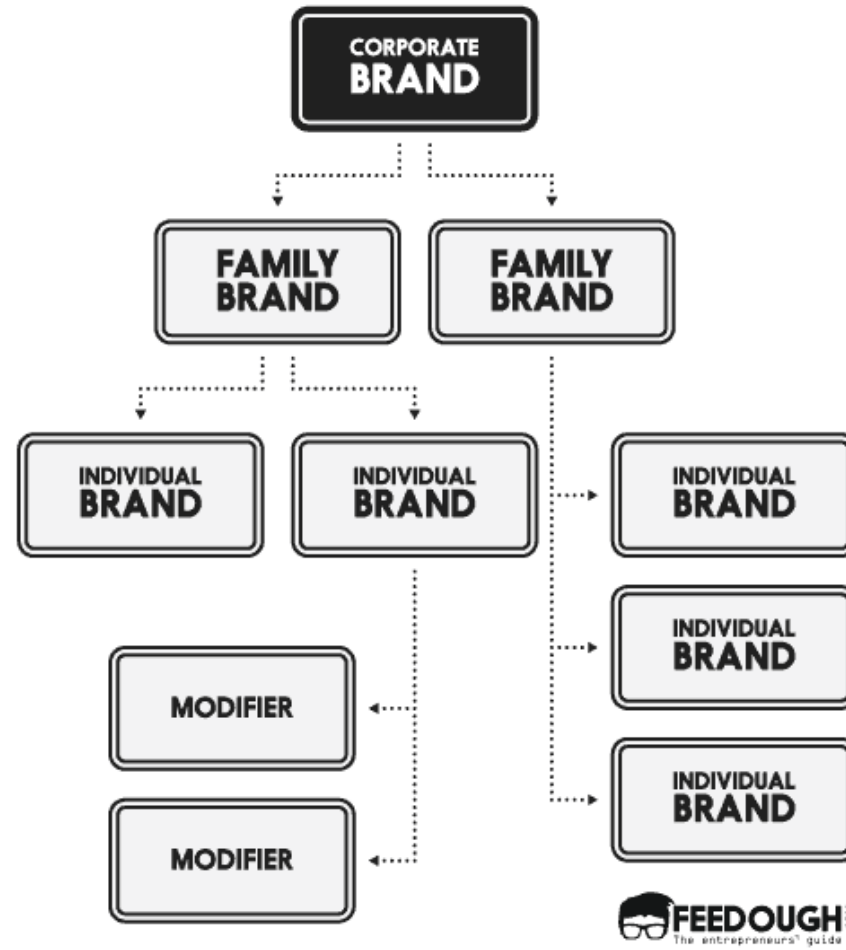
# Brand hierarchy

a **brand hierarchy** is a useful means of **graphically portraying** a firm's branding strategy.



## Brand hierarchy

As with any **hierarchy**, moving from the top level to the bottom level typically involves **more entries at each following level**—in this case, more brands.





# Brand hierarchy

- the simplest representation of brand hierarchy might be as follows:

- **Corporate** (or **company** or **mother** or umbrella) **brand**

L'ORÉAL®

- **Range brand** or **Family Brand** (refers to different products categories)

GARNIER

- **Line brand**

GARNIER  
FRUCTIS

- **Individual brand** (product name)





Let's go to [menti.com](https://www.menti.com)



# Mentimeter



# Each category could have more Line and Individual Brands

**L'OREAL** *COMPANY BRAND*

Category	HAIR CARE	SKIN CARE	BODY CARE	MAKE UP
<b>Brand</b>				
L'OREAL PARIS	L'Oreal Paris Elvive Nutri Gloss, L'Oreal Paris Elvive Citrus, L'Oreal Paris Elvive liss Intense, ...	L'Oreal Paris Pure Zone, L'Oreal Paris Happy Skin, L'Oreal Paris Revitalift, ...	L'Oreal Paris Perfect slim, L'Oreal Paris Nutri Lift, ...	L'Oreal Paris Age Re-perfect, L'Oreal Paris Volume Shocking, L'Oreal Paris Color Riche, ...
<i>RANGE BRAND</i>				
GARNIER	Garnier Fructis, Garnier Ultra Dolce	Garnier Skin Naturals Pure, Garnier Skin Naturals Lift, Garnier Skin Naturals Clean & Soft, ...	Garnier Skin Naturals Body Repair, Garnier Skin Naturals Bodytonic, Garnier Skin Naturals Cocoon, ...	

*LINE BRANDS*



# Brand Extension strategies





# Brand Extension strategies

- When companies want to expand their business, they have these options:
  - **Brand Portfolio diversification**: launch a **new brand** for each **new product category** they market;
  - **Multi-Branding Strategy**: launch **new brands** in the **same category** (with different product features)

NEW BRAND



# Brand Extension strategies

- When companies want to expand their business, they have these options:
  - **Brand Portfolio diversification:** launch a new brand for each new product category they market;
  - **Multi-Branding Strategy:** launch new brands in the same category (with different product features)
- **Line Extension:** launch new products in the same category with the same brand
- **Category Extension:** the same brand is used for products in different categories

NEW BRAND

SAME BRAND



# Brand-category strategy matrix

<b>BRAND</b>	<b>NEW BRAND</b>	Multi-branding		Diversification
	<b>SAME BRAND</b>	Line Extension		Category Extension
		<b>SAME CATEGORY</b>		<b>NEW CATEGORY</b>
		<b>PRODUCT CATEGORY</b>		



# Brand Extension strategies

According to Farquhar (1989), the two fundamental areas of the **brand extension** are the **Line** and the **Category extension: same brand** in the same category or in different ones

BRAND	NEW BRAND	Multi-branding		Diversification
	SAME BRAND	<b>BRAND EXTENSION</b>		
		Line Extension		Category Extension
		SAME CATEGORY		NEW CATEGORY
		PRODUCT CATEGORY		

# Brand Extension strategies

**Brand extension** is mostly used when a product or service has a **well-developed image**

In fact brand managers use this as a strategy to **increase and leverage brand equity**.



# From jam to snack



# Let's try and guess some brand extension strategy...



# Which kind of strategy choose P&G for Dash Pods?

- Diversification?
- Multibranding?
- Line extension?
- Category extension?





# Brand-category strategy matrix

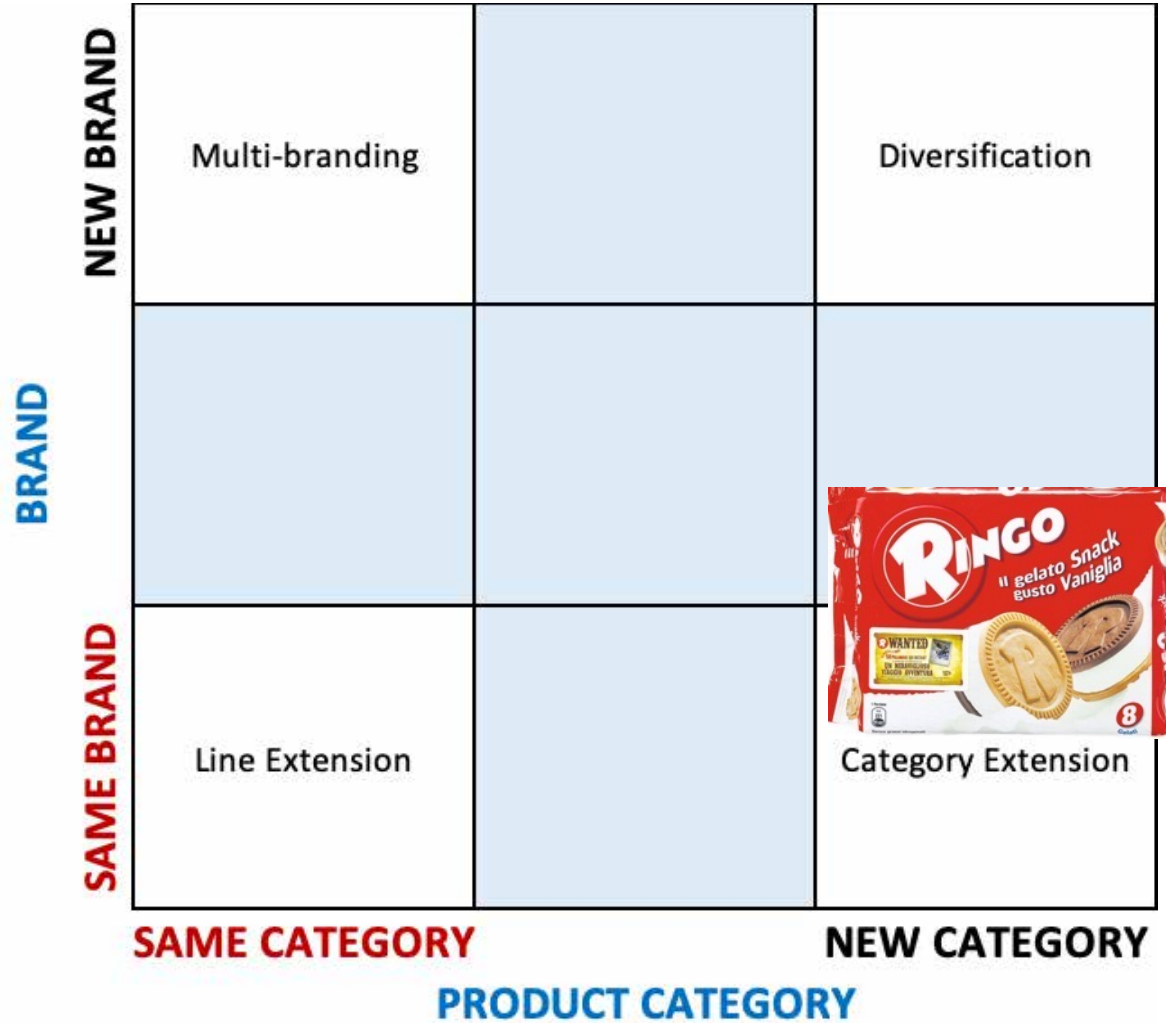


# Which kind of strategy choose Ringo for Ringo icecream?

- Diversification?
- Multibranding?
- Line extension?
- Category extension?



# Brand-category strategy matrix

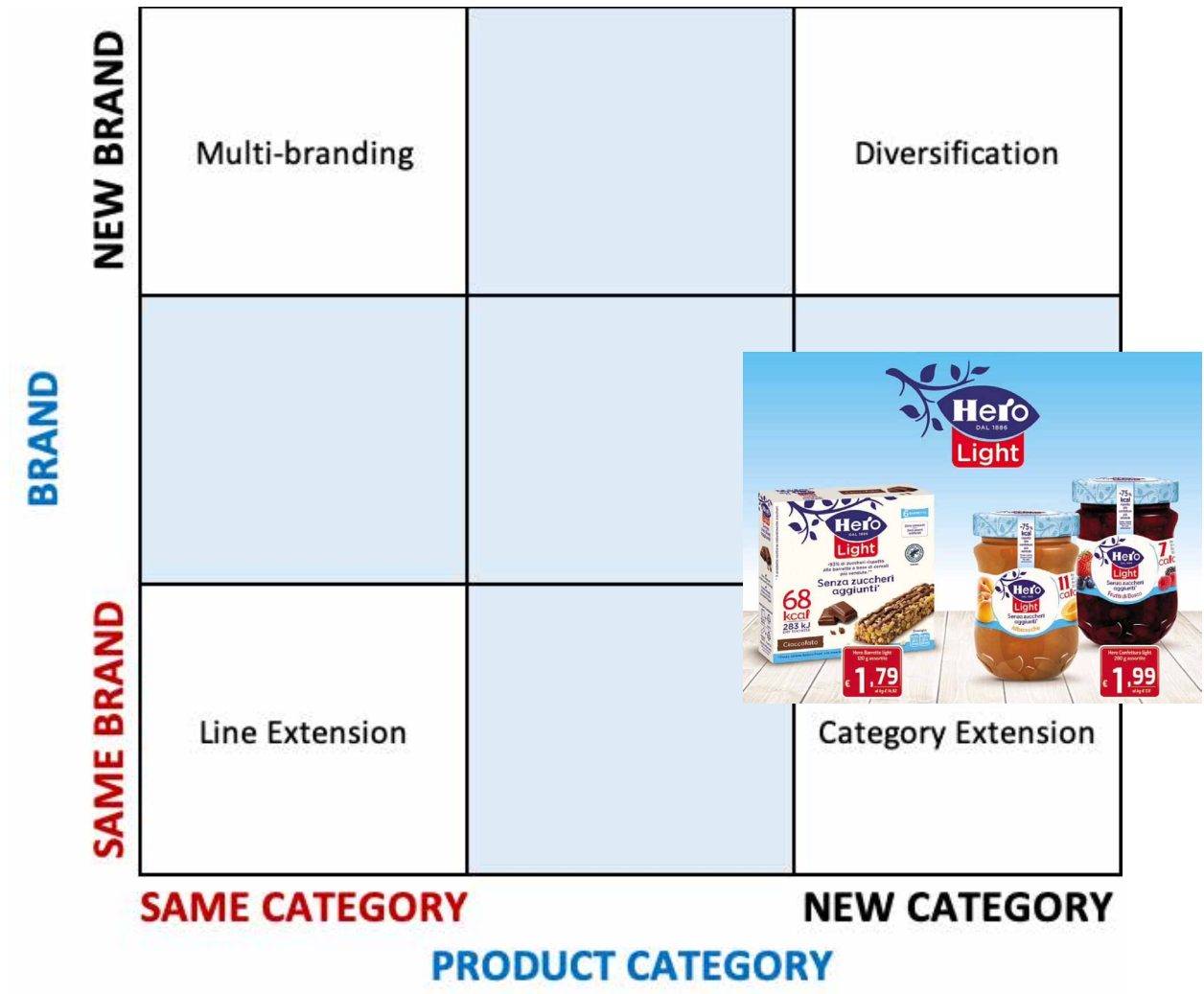


# Which kind of strategy choose Hero for the food bars?

- Diversification?
- Multibranding?
- Line extension?
- Category extension?



# Brand-category strategy matrix



# Disney Category Extension





# Main Brand Extension **typologies**

1. Same product **different packaging**



# Main Brand Extension **typologies**

- 2. New product that contains the **same features**, or that give the **same benefits**



Classic



Dark



# Main Brand Extension **typologies**

## 3. Complementary products (e.g. tooth paste and toothbrush)



# Main Brand Extension **typologies**

## 4. Products relevant for the same target of the brand





# Poste Italiane sells everything!

## Posteitaliane

CORRISPONDENZA  
E SPEDIZIONI

CONTI CARTE  
E FINANZIAMENTI

RISPARMIO  
E INVESTIMENTI

PREVIDENZA  
E PROTEZIONE

TELEFONIA

**NUOVA  
RCAUTO**



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Oggi anche per l'assicurazione RCA.



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# Main Brand Extension **typologies**

- 5. Products in **category** where the company has acquired **high competence**



# Main Brand Extension **typologies**

- 6. And products that can take advantage of the brand image



# Main Brand Extension **typologies**

1. Same product **different packaging**
2. New product that contains the **same features**, or that give the same benefits
3. **Complementary products** (e.g. tooth paste and toothbrush)
4. Products **relevant for the same target**
5. Products in **category** where the company has acquired **high competence**
6. And products that can take **advantage of the brand image**





# Brand extension pros and cons

## Pros:

- Facilitate **acceptance of new products**
- **Savings** (launch, development, marketing costs)
- **Revitalize the mother brand**, attract new customers
- Allow **additional extensions**

## Cons and risks:

- **Confuse consumers**
- **Water down** brand's meaning or **damaging the image** of the original brand
- **Cannibalize sales** of the original brand
- Meet the **resellers resistance**



# Brand architecture strategy





# Brand Architecture strategies

There are 4 main brand architecture strategies:

1. **Monolithic Identity** (or Branded House)
2. **House of Brands** (or free-standing)
3. **Endorsed Identity** and **sub-branding**
4. **Hybrid**



# Monolithic or Branded House



# Monolithic Identity

Monolithic Identity (or Branded House):  
**one name and one identity.**



## Monolithic Identity

**The mother brand (company brand) is associated with all the products.** There must be a consistency of values among the different activities of the business.



## Monolithic Identity pros & cons

- One of the main **pros** of this approach is that it favors the **extension of the brand** portfolio thanks to the awareness of the mother brand, and this greatly **reduces the costs of launching new products**
- The **drawbacks** are that it is **more difficult to differentiate** the products and the target audience, and there's the risk of weakening the brand

**Launching new products with the same brand is called  
Brand Extension**

# A really strong brand can afford brand extension





## Are There Any Boundaries to the Virgin Brand Name?

**P**erhaps the most extensive brand extension program in recent years has been undertaken by Richard Branson with his Virgin brand. Virgin's brand strategy is to go into categories where consumer needs

**Travel:** Virgin Australia, V Australia, Virgin Atlantic Airways, Virgin America, Virgin Holidays, Virgin Holidays + Hip Hotels, Virgin Holidays Cruises, Virgin Limited Edition, Virgin Vacations, Blue Holidays, Virgin Galactic, Virgin Books, Virgin Limobike, Virgin Trains

**Lifestyle:** Virgin Active UK, Virgin Active Australia, Virgin Active Italia, Virgin Active Portugal, Virgin Active South Africa, Virgin Active Spain, Virgin Experience Days, Virgin Racing, Virgin Balloon Flights, The Virgin Voucher

**Money:** Virgin Money UK, Virgin Money Australia, Virgin Money South Africa, Virgin Money Giving

**People and Planet:** Virgin Earth Challenge, Virgin Green Fund, Virgin Unite

**Music:** Virgin Megastore, Virgin Radio International, Virgin Festivals



Sir Richard Branson has introduced Virgin products and services customers in all corners of the world.



# House of Brands or Branded Identity

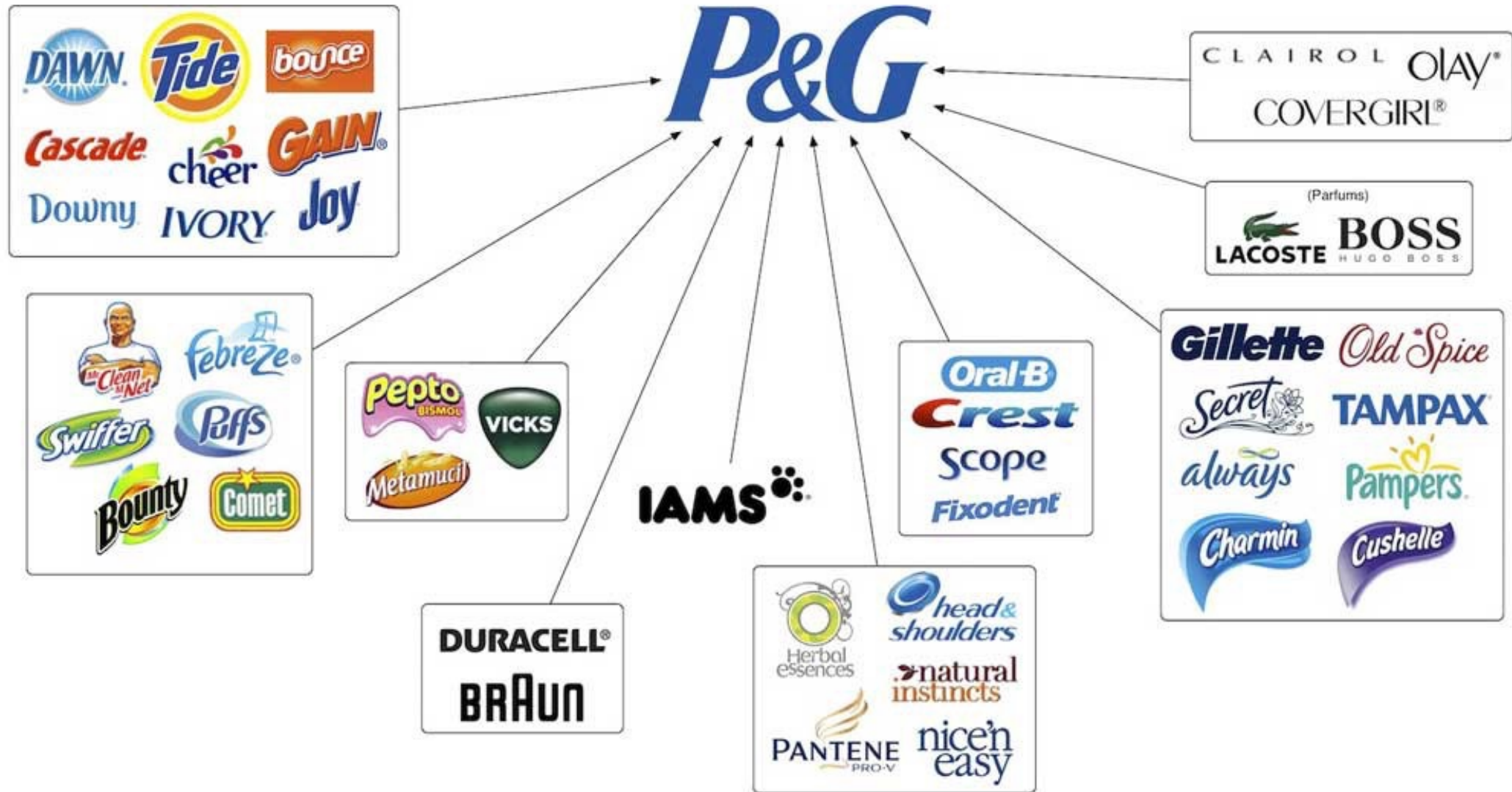


# House of Brands or Branded Identity

With this strategy **each product** has a **separate and independent brand identity**



# A House of Brands classic example





## House of Brands or Branded Identity

Among the **pros** of this strategy there is the possibility of **manage market niches** separately from the mother (or master) brand

- This strategy can be effective to **increase coverage in a mature market**, trying to satisfy consumer variety research.
- Sometimes this strategy is the **result of acquisitions** of brands or companies' mergers (that have consolidated brands)

It is the **most expensive strategy**, because every brand represents a **cost center**

In this case the company does a **Brand portfolio Diversification** or a **Multi-Branding Strategy**



# Endorsed Identity and Sub-Branding



## 2. Endorsed identity e sub-branding

In this case **each product has its own identity,**  
but **relies more or less directly**  
**on the Corporate Brand**





## 2. Endorsed identity Vs. sub-branding

- The **sub-branding** strategy has two fundamental **pros**:
  - it ensures a **relative margin of autonomy** in positioning with respect to the main brand
  - On the other hand it **creates a strong link with the master brand**, relying on the established associations
- It therefore allows a **good degree of differentiation** in the product portfolio, **maintaining consistency** with the company offering



## Sub-branding Vs. Endorsed Identity

The sub-brands architecture is closer to a **Monolithic** strategy: the **master brand** most often **acts as a key driver**.



# Sub-branding Vs. Endorsed Identity

the master brand starts off the product title and the sub-brand follows it.





**Sub-branding** is similar to the **Monolithic** strategy

 **Music**

 **WATCH**

 **tv+**



## Sub-branding Vs. **Endorsed Identity**

In contrast to sub-brands, **endorsed brands** are closer to the **house of brands** architecture.

## Sub-branding Vs. **Endorsed Identity**

- As with a house of brands, endorsed brands see many products and offerings under **separate brands**, but they **are supported by the master brand**.
- In this case, the **endorsed brand plays a major role**, has a separate identity and uses the masterbrand's endorsement as a quality stamp – it helps the endorsed brand build awareness and trust.





# Endorsed identity examples





When the **endorsed brand** become more famous and gains more value, it then become the **endorser itself**

# Kinder® FERRERO





# With new brand extensions





# Hybrid



# Hybrid brand architecture strategy

**Hybrid strategy** mostly comes from **acquisitions** of well known brands,  
When it is more proficient to keep them as such

# Hybrid solutions are most common

*Disney uses a mix of brand architecture solutions to build and protect its businesses.*

## Stand-Alone Brands



## Hybrid

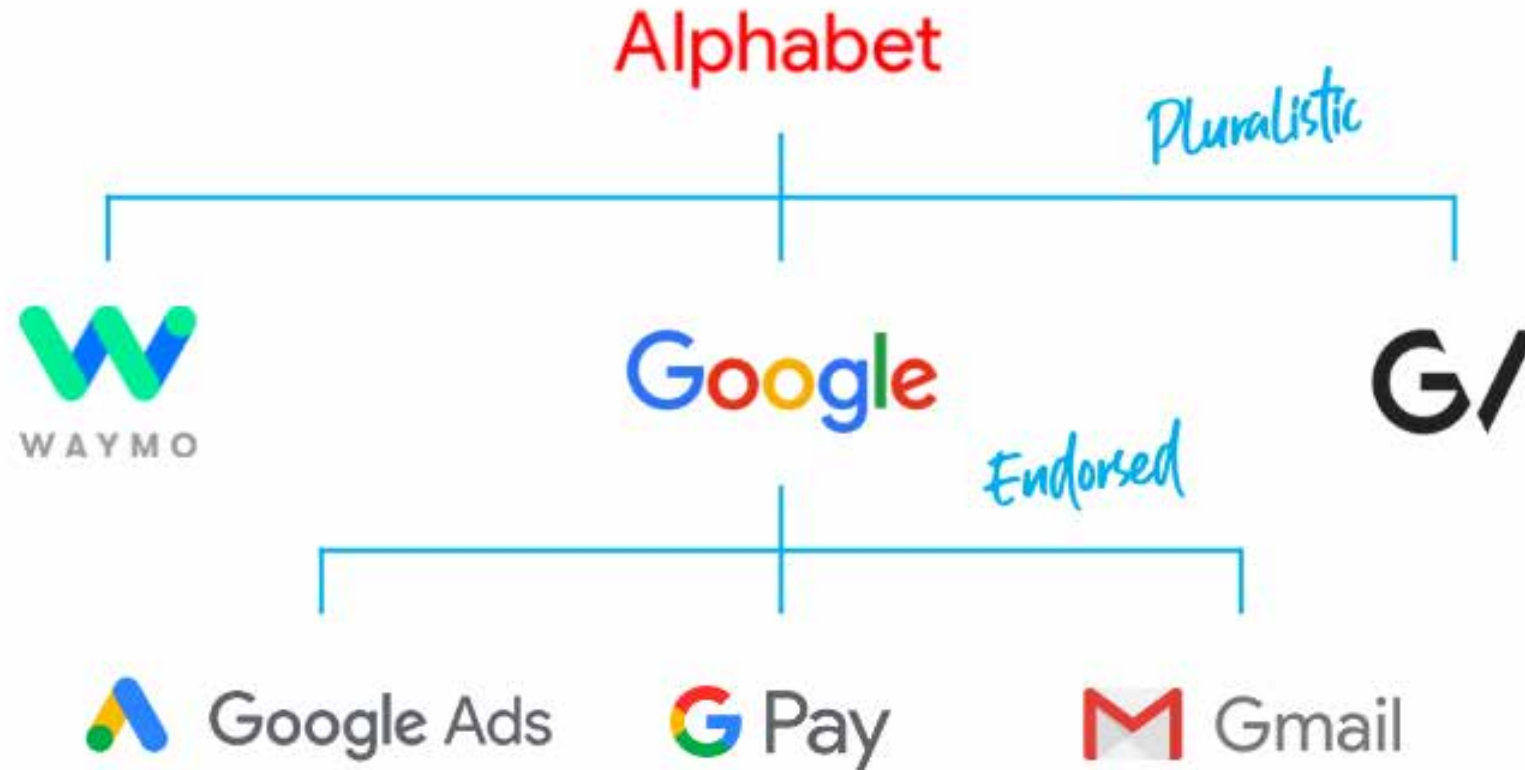


## Branded House



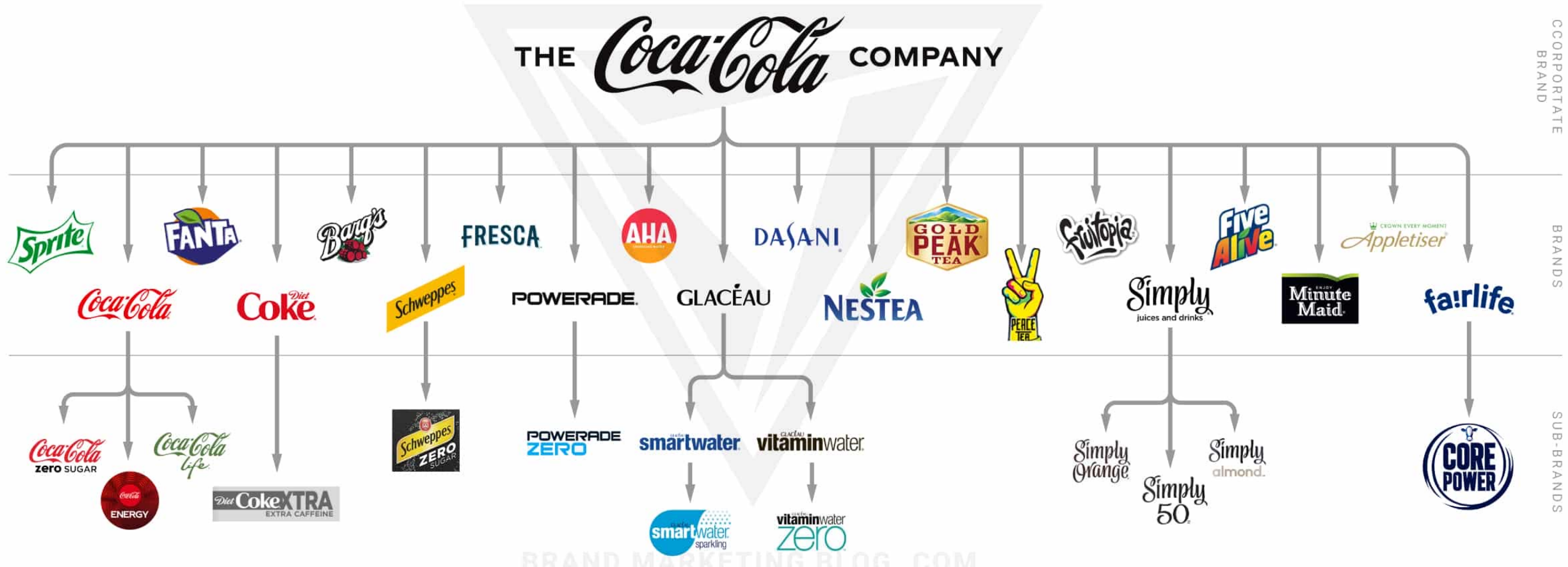


# Hybrid Brand Architecture

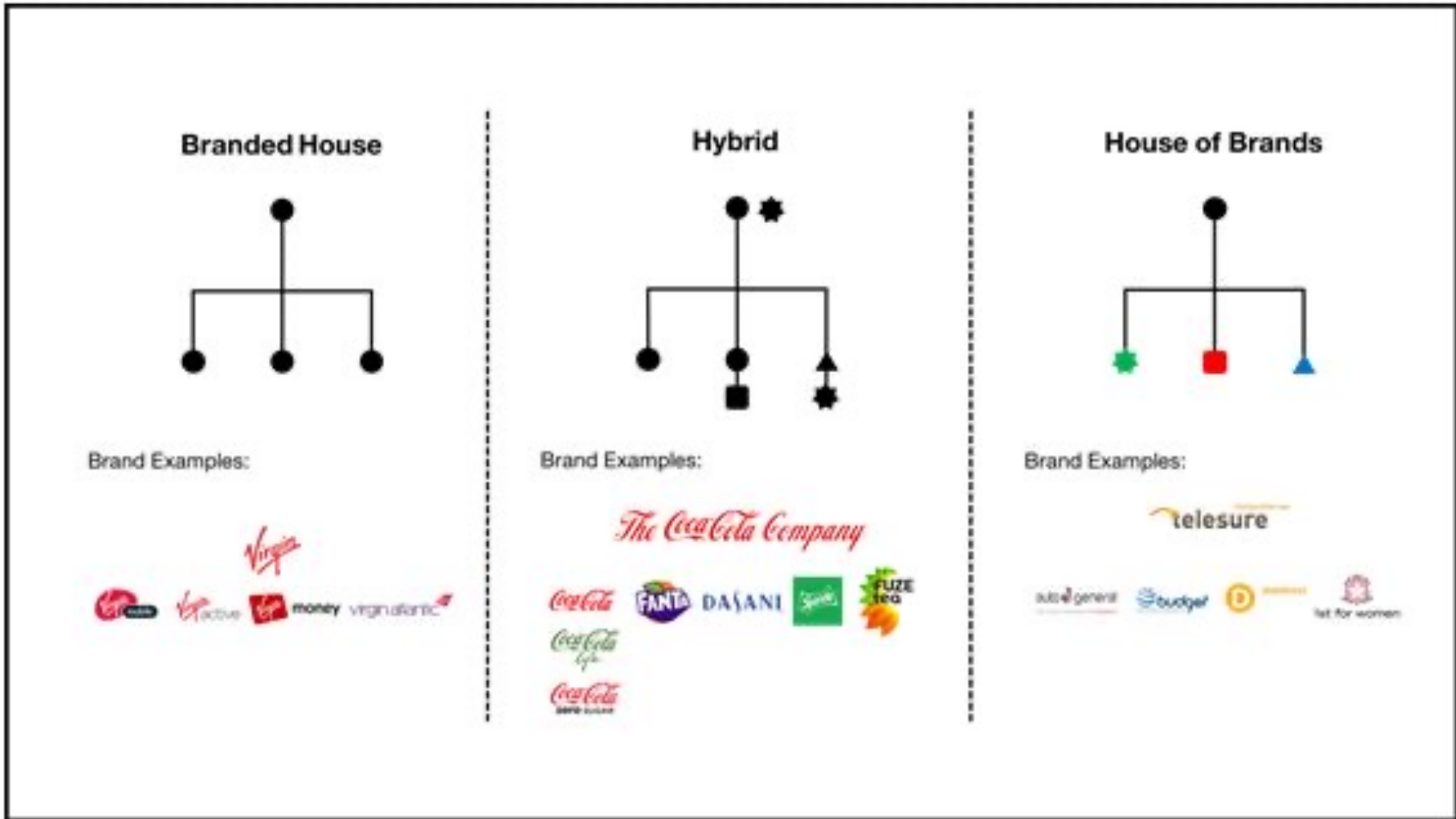




# From House of Brands to Hybrid (thanks to brand extensions)

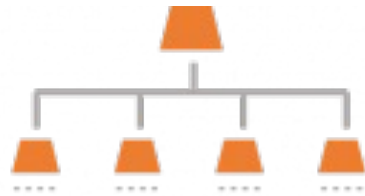


BRAND MARKETING BLOG.COM



<http://www.ywood.co.za/blog/articles/mergers-acquisitions-how-to-manage-growth-with-the-right-brand-architecture-strategy/>

# Brand Architecture Strategy examples



**Branded House**



Products and services are branded with the masterbrand only, and use generic descriptors



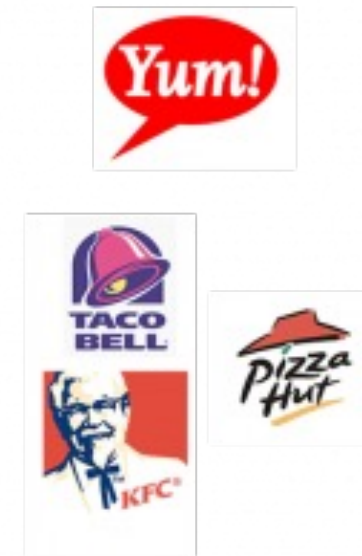
**Hybrid**



Most companies utilize a hybrid solution with products are services that are master branded, sub-branded endorsed or isolated.










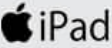













**House of Brands**



Products and services are isolated and carry their own brand with their own P&L; visibility of parent brand is extremely low



# Summing up

Branded House	Sub-Brands	Endorsed Brands	House of Brands
<p>One brand creates a single powerful image, sometimes with a descriptor</p> <hr/>     	<p>Combining the corporate brand with strong sub-brands</p> <p>Sub brands help differentiate and boost corporate brand</p> <hr/>    	<p>Leading with a strong sub-brand but leveraging corporate brand as endorser</p> <hr/>     	<p>Decentralized companies targeting diverse markets</p> <hr/>       



# Co-branding

**Co-branding**, is a marketing strategy that involves strategic alliance of **multiple brands** jointly used on single product or service.





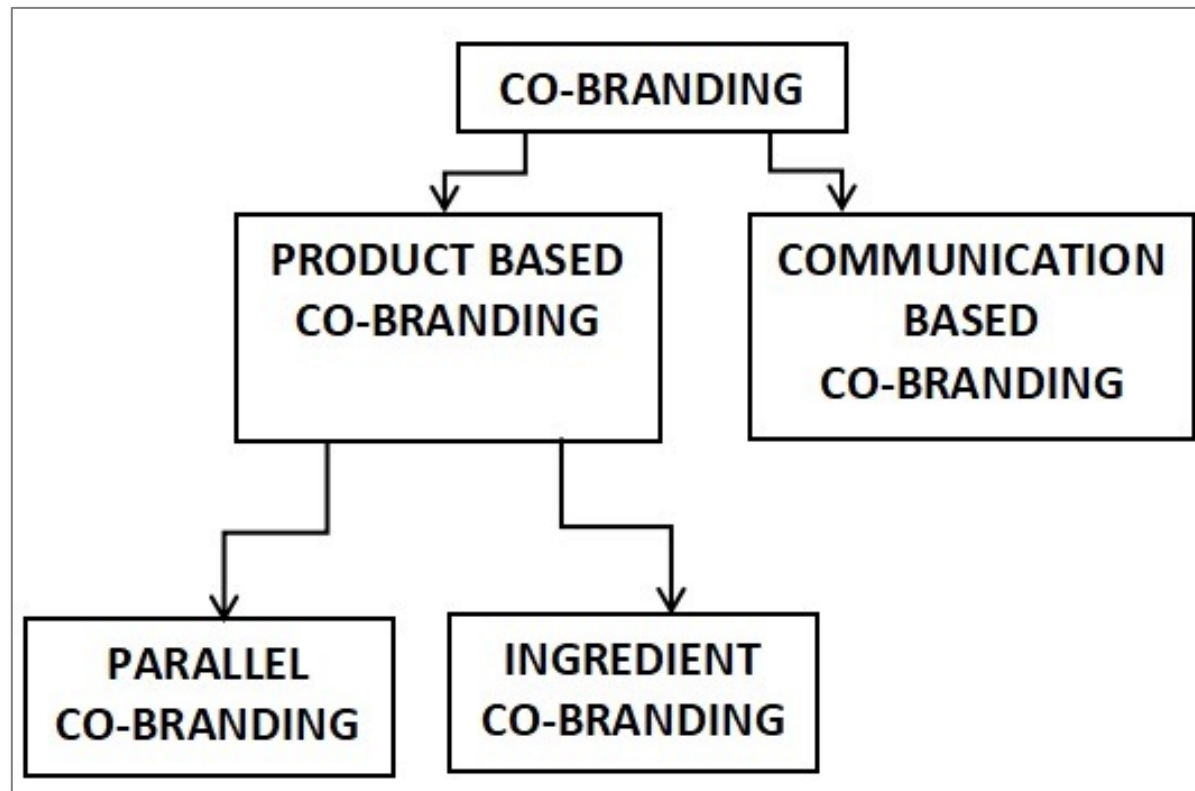
## Co-branding purpose

- The typical co-branding agreement involves **two or more companies** acting in cooperation
- The object for this is to **combine the strength of two brands**, in order to **increase the premium** consumers are willing to pay, make the product or service more resistant to copying by private label manufacturers, or to combine the different perceived properties associated with these brands with a single product.



# Main types of co-branding

1. **Product-based** co-branding and
2. **Communications based** co-branding





# Product-based co-branding

**Product-based co-branding** involves linking of multiple brands from different companies in order to **create a product**. It maybe categorized into

- **Parallel co-branding**

Parallel co-branding is the marketing strategy where multiple brands come together and **create a combined product co-branded**

- **Ingredient co-branding**

Ingredient co-branding is when a brand is an **ingredient of another brand product**.



# Parallel co-branding

UPDATE

April 10, 2020

## Apple and Google partner on COVID-19 contact tracing technology





**BYGGLEK**  
Set mattoncini LEGO®, 201 pezzi  
€ 15



**BYGGLEK**  
LEGO® scatola con coperchio, 35x26x12 cm  
€ 15



**BYGGLEK**  
LEGO® scatola con coperchio, 26x18x12 cm  
€ 13

## Il gioco non si ferma mai con BYGGLEK.

Ciao STELLA ROMAGNOLI, è arrivata BYGGLEK, la nuova collezione che unisce il divertimento LEGO® con la praticità IKEA®. Con BYGGLEK i bambini creano più spazio per giocare e per custodire le loro storie, senza bisogno di smontarle per rimetterle in ordine. Un irresistibile invito a giocare per i più piccoli, un'idea pratica e funzionale per i grandi.





# Product co-branding examples





# Ingredient co-branding

## Intel inside

ThinkPad X1



Smarter  
technology  
for all

Lenovo

Più sottile. Più leggero.  
**Smarter.**

Il nuovissimo ThinkPad X1 Carbon di ottava generazione è ancora più potente.

**Basato sulla piattaforma Intel vPro realizzata per il business, ti permette di ottenere ancora di più ogni giorno.**



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# Ingredient co-branding



## Other types of co-branding

**Licencing co-branding:** one brand (e.g. Lego) use another one to increase the appeal of its products (Star Wars)





# Licencing co-branding

Disney  
MICKEY  
MOUSE

EDITION BY  
*Vespa*

CELEBRATING THE MAGIC

Una speciale collaborazione per celebrare un'icona Disney: Topolino.  
Ispirandosi a uno dei personaggi più amati al mondo,  
noto per la sua simpatia e intelligenza arguta,  
Vespa ha creato un modello irresistibile, ricco di colore e di carisma.

vespa.com

©Disney

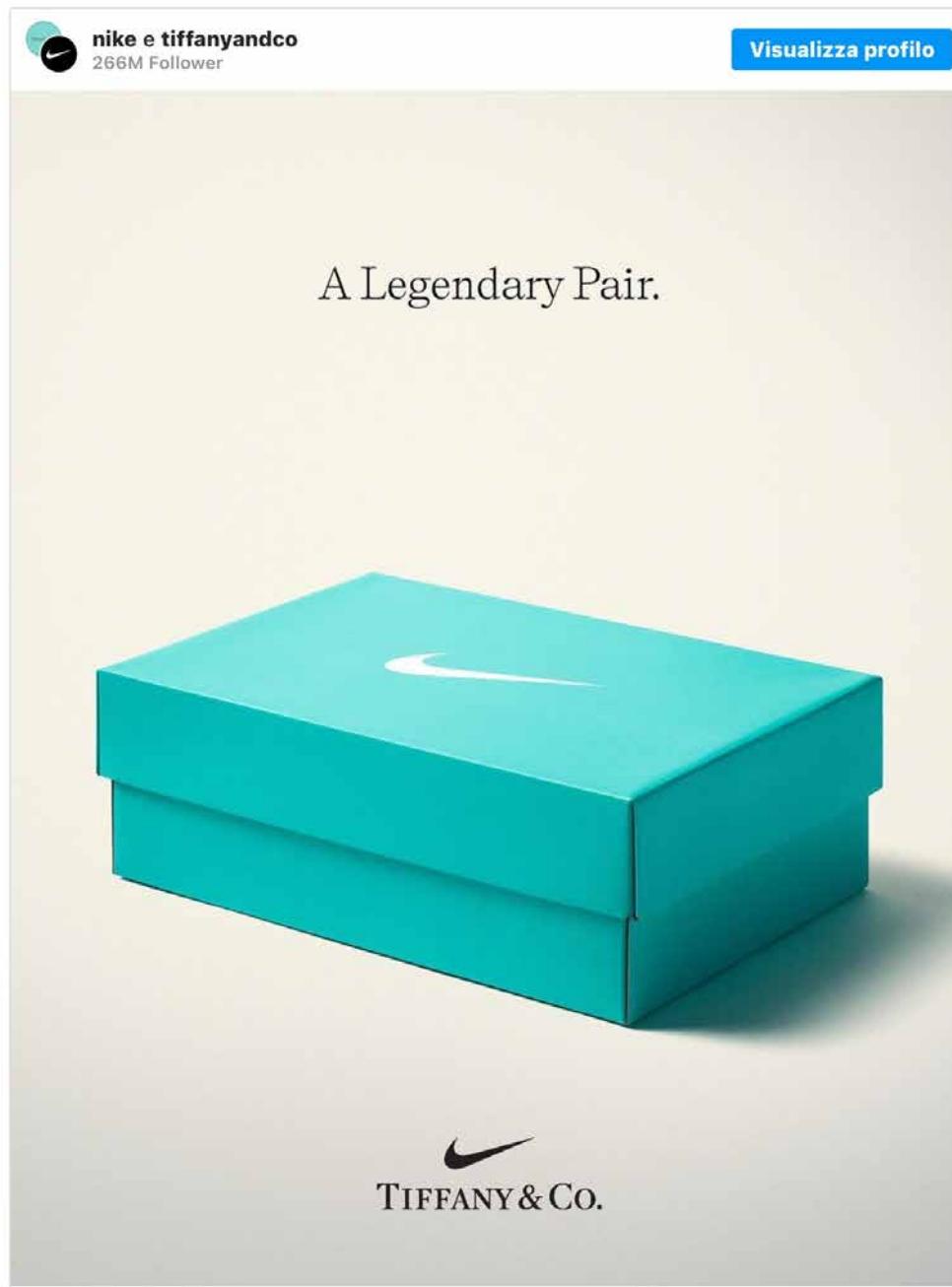
# Communication based co-branding

**Communication based co-branding** involves linking of multiple brands in order to jointly communicate and promote them.





# Collaborations





# Collaborations





# Collaborations





# Rebranding



# Why rebranding?

- *Table 3: The four driving forces of corporate name change (Muzellec & Lambkin, 2006, p.810 )*

Change in ownership structure	Change in corporate strategy	Change in competitive position	Change in external environment
Mergers and acquisitions Spin-offs and demergers Private to public ownership Sponsorship	Diversification and divestment Internationalisation and localisation	Erosion of market position Outdated image Reputation problems	Legal obligation Major crises or catastrophes



## Reason for rebranding

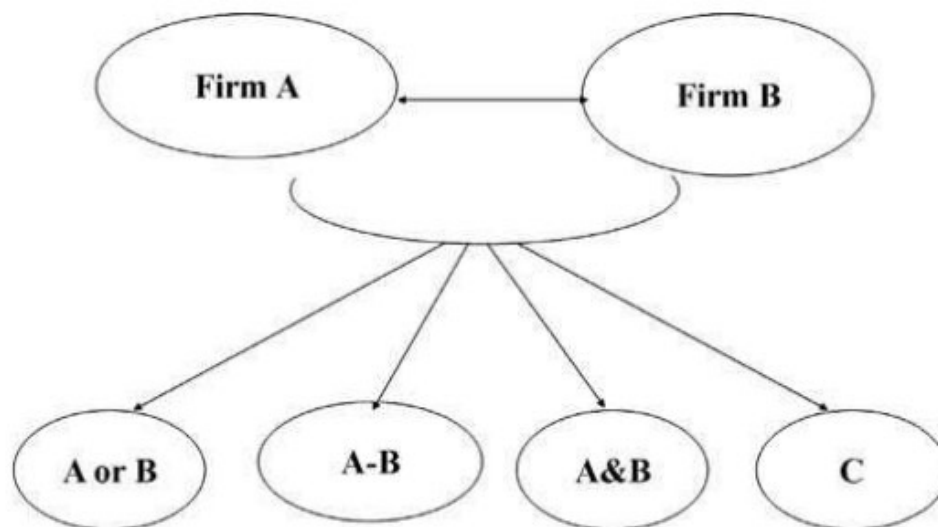
According to Muzellec and Lambkin (2006), the **most common reasons** for organizations choosing to rebrand are:

1. mergers and acquisitions (33%)
2. spin-offs (20%).
3. Image related issues (17.5%) seems to be the third crucial element.

# 4 options for rebranding in case of mergers and acquisitions

According to Lambkin and Muzellec (2008), the four options are:






















- **One brand**, usually that of the acquirer (A or B).
- **Joint brand**, where the names of the acquirer and the acquired are combined (A-B).
- **Flexible brand**, where both brands are kept and used selectively (A&B).
- **New brand**, which replaces both existing brands with a completely new.



In the context of mergers and acquisitions, there are **key parameters** which should be taken into account when deciding the rebranding strategy to put in place (Lambkin & Muzellec, 2008):

- The relative **size and strength of the merged** companies
- The **type of products** or services offered
- The **relatedness of markets** and products
- The **geographic distance**

# Typology of the corporate identity structures that may be assumed in the context of a merger (Machado et al., 2012, p.517)

	Typology	Brand 1	Brand 2	Merger
Monolithic Identity	1. One of the brands' name and logo			
	2. One of the brands' name and a new logo			
	3. New name and logo		GRAND METROPOLITAN	
Combined Identity	4. Combination of the two brands' names and a new logo			
	5. Combination of the two brands' name and logo	 Union Bank of Switzerland		
	6. One of the brands endorses the other with its name and/or logo			 Banco Fomento & Buryay Grupo BPI
Differentiated Identities	7. Two independent brands			 

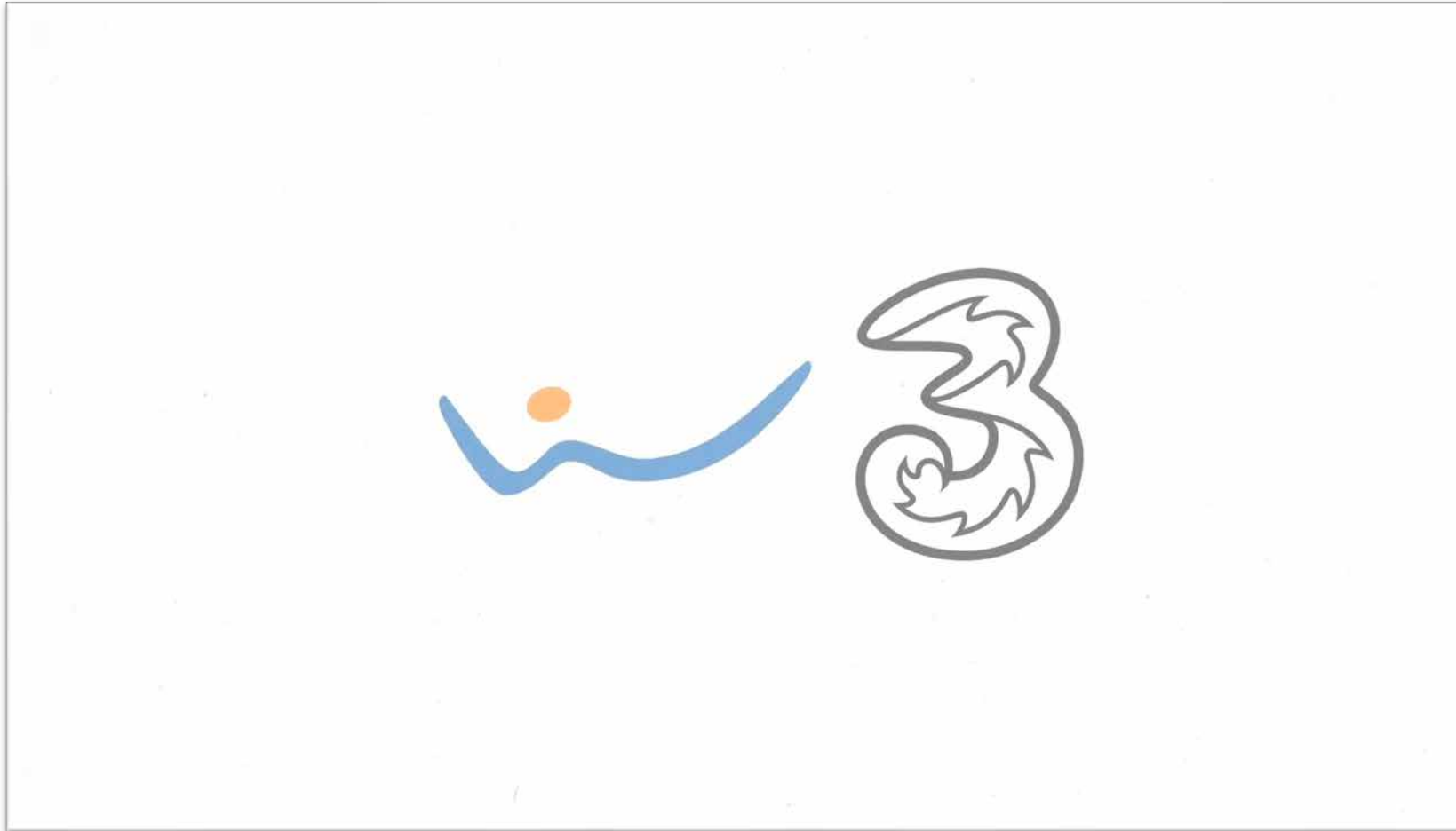
**The rebranding strategy could fail if employees do not support it.**





# Wind-3 in Italy

1'56''



# The Telecom-TIM rebranding

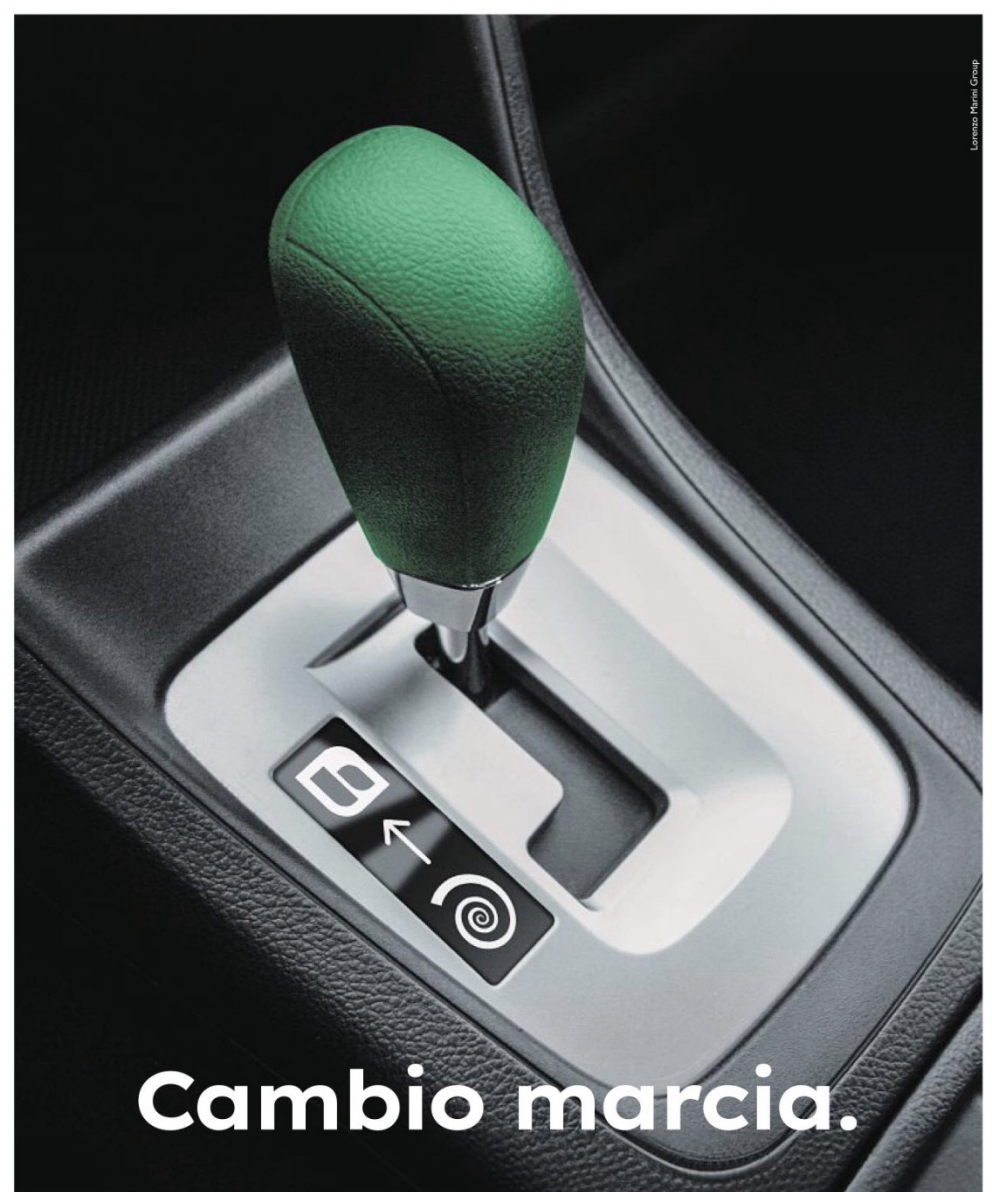




## Rebranding or restyling?

In rebranding the positioning must also change (the identity changes, **not only the name or the logo**)

This an example of a recent campaign: from “Italcementi” to “Heidelberg Materials”



Lenovo Pharma Group



Dietro un cambio di nome non c'è mai solo questo. Passare da Italcementi a Heidelberg Materials è un cambio epocale. Ed è un cambio che riguarda molti aspetti. Il nostro settore è tradizionale, va detto. Ma il mondo attorno a noi sta cambiando. La digitalizzazione investe le nostre vite: così investirà tutti i processi produttivi e di sistema delle nostre sedi nel mondo e dei nostri impianti. Ma ancora

più importante è la sostenibilità. Dal cemento al calcestruzzo, tutto sarà sempre più in armonia con la natura e le sue leggi. Entro pochi anni arriveremo a un cemento a zero emissioni di anidride carbonica. Sembra fantascienza, ma non lo è. La decarbonizzazione è già iniziata, ma ora cambiamo marcia, per aumentare la velocità dei processi, sia dentro la nostra azienda che fuori.

Ad esempio, certificando i processi di approvvigionamento della nostra filiera produttiva. Ad esempio, aprendo i nostri stabilimenti alle comunità locali, perché siamo orgogliosi di mostrare come l'Italia sia all'avanguardia nei materiali per le costruzioni. Per questo cambiamo nome, per essere ancora più grandi, più aperti, più sostenibili. E cambiamo marcia per essere più veloci del futuro.

Italcementi da oggi si chiama Heidelberg Materials



# Ready to play?



The two main brand architecture models

**Master-Branded model**  
GE Group and all its subsidiaries carry the same logo

**8 Questions**

## 13-Brand Management

stellaromagnoli

# Fonti

- Alberto Pastore, Maria Vernuccio – Impresa e Comunicazione – 2008
- G. Iasevoli – Co-branded Image: la valutazione della coerenza tra i brand partners nelle alleanze di marketing 2003 (Congresso Internazionale “le tendenze del marketing”)