Brand Management & Media Planning

LM in Marketing & Digital Communication

LUMSA UNIVERSITÀ
1939 8OTTANTESIMO 2019

Branding Building Process

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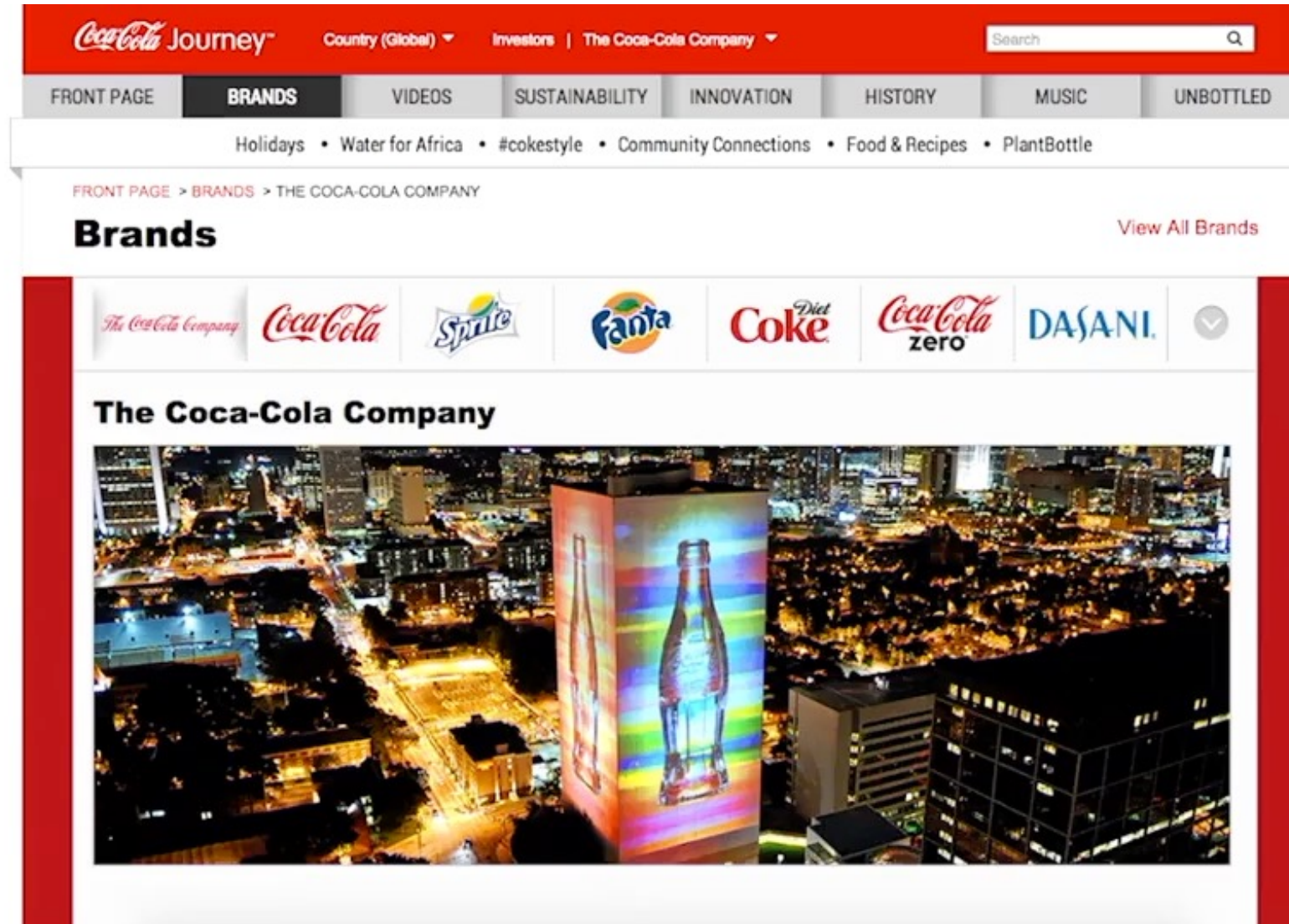4. **Measure the brand**

Why successful brands are important?

- A brand is a "**mental structure**" that helps customers organizing their knowledge in order to simplify purchasing decisions.

- **Strong brands** have the **ability to orient and attract customers** and so **generate lasting value** for the company.

Brand benefits: why are brands important

Successful brand benefits

A successful brand:

- Develops **positive attitudes**
- **Builds customer loyalty** (also for employees).
- **Allows higher prices** (less sensitivity to the price and acceptance of a **premium price**).
- Is **less vulnerable** Vs. competitors.
- Makes it easier to **launch new products.**
- Helps in **talent recruitment.**
- Allows greater **bargaining power over the trade.**
- Has more **legal protectability** against imitations.
- Creates an **intangible capital.**

Brand equity is the value of a brand in the marketplace.

Brad Batesole – Advanced Branding – LinkedIn Learning

Brand equity: what resources create value for the brand

Each Advertising Group and Brand Research Institute has its own proprietary method to measure Brand Value, but the **main resources** that **create brand value** are basically the same in each model:

1. **Awareness**
2. **Image**
3. **Perceived quality**
4. **Relationship with customers and stakeholders**
5. **Loyalty**

Building and maintain a strong brand

To build and maintain a **strong brand** we must:

1. Ensure that customers **know the brand** and **associate** it **with a certain offer (a category need);**

Building and maintain a strong brand

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1. Ensure that customers **identify the brand** and associate it **with a certain offer;**

2. Create **relevant and distinctive meanings** in the **customer's mind,** establishing a strategic link between **tangible associations and the exclusive intangibles** of the brand;

LOGO ➡ PROMISE

Building and maintain a strong brand

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2. Create **relevant and distinctive meanings** in the **customer's mind,** establishing a strategic link between **tangible associations and the exclusive intangibles** of the brand;

3. Provoke a **favourable rational and emotional response** to the created associations, **transforming this response into a loyal client–brand relationship** (recognized and rewarded).

5. Measuring the brand

Measuring Your Brand

- -

① What is the basic awareness of the brand?

② How well does the audience understand your brand?

③ How much loyalty is the brand building?

Linked in

Measuring our brand

Basically, **we measure the resources that build brand value**

1. What is the basic **awareness** of the brand?

2. How well does the audience **understand** our brand? (**brand image and** **perceived quality**. **Brand identity** and **drivers**)

3. How much **loyalty** is the brand building? (**relationship** with customers and stakeholders)

1. What is the basic **awareness** of the brand?

1. Brand Awareness, recognition & recall

Brand awareness is the **association** of some characteristics such as brand name, logo, package, etc. **to a category need**

Let's try it (3_awareness)

2. Brand Awareness, recognition & recall

There are **different stages** of brand awareness:

- **Top-of-Mind**: is the first brand associated within a category, it's the first spontaneous recalled brand

- **Brand recall** or **unaided spontaneous awareness** (also called **unaided awareness**): is when a brand is spontaneously associated to the category

- **Brand recognition** is when people recognise a brand when the brand name is suggested, or by its logo or package, e.g. in a shop (also called **aided awareness**)

The sum of Brand Recall + Brand Recognition is called **Global Brand Awareness**
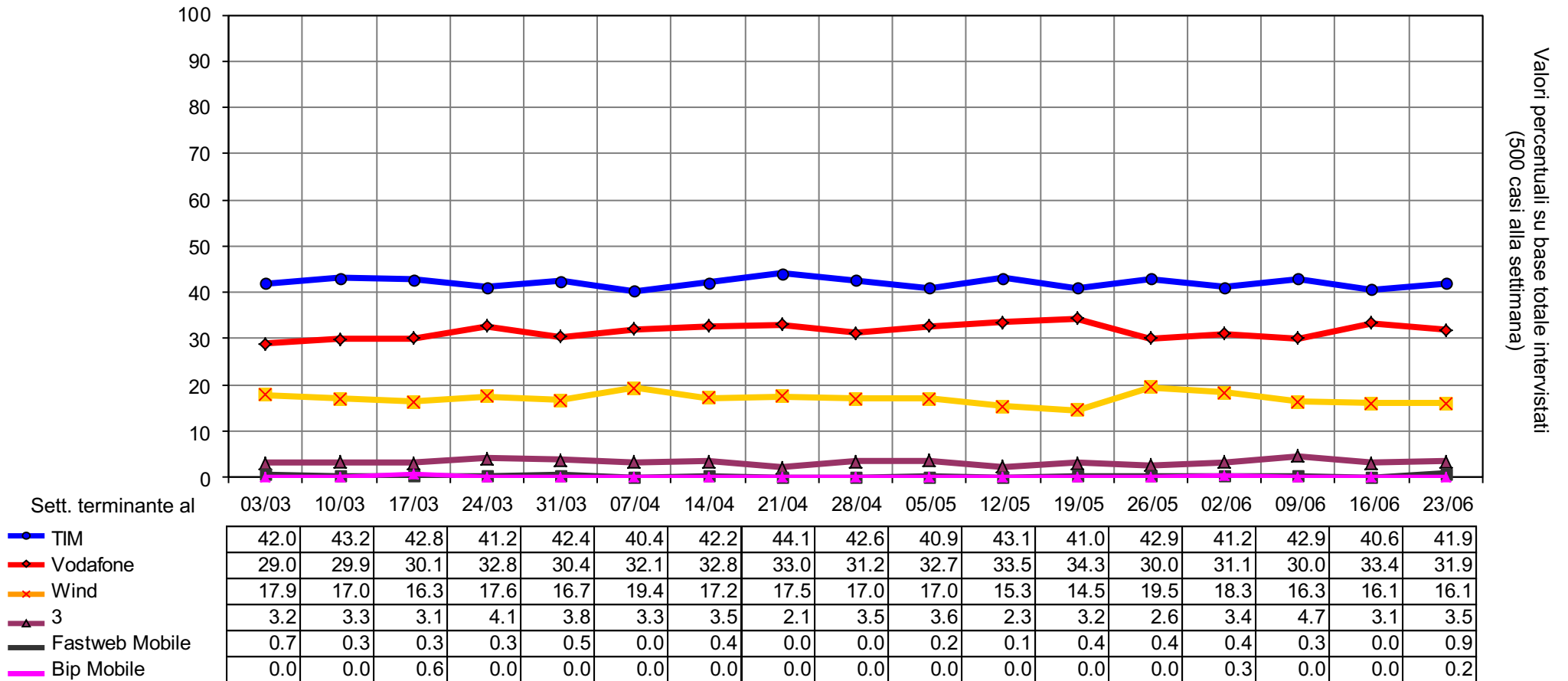
Mobile communications brands Top of Mind awareness

Top of Mind

Parliamo di aziende che gestiscono reti di Telefonia Mobile. Quale azienda di Telefonia Mobile le viene in mente per prima?”

Valori percentuali su base totale intervistati (500 casi alla settimana)

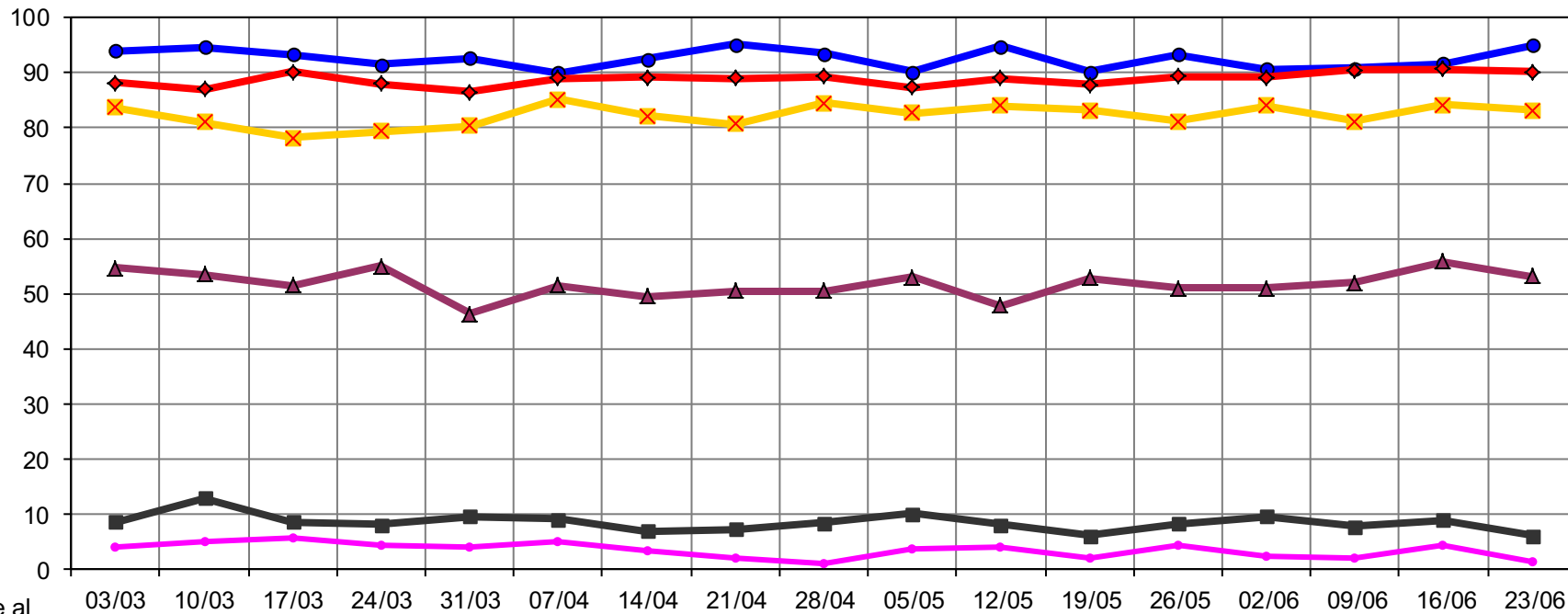| Sett. terminante al	03/03	10/03	17/03	24/03	31/03	07/04	14/04	21/04	28/04	05/05	12/05	19/05	26/05	02/06	09/06	16/06	23/06
TIM	42.0	43.2	42.8	41.2	42.4	40.4	42.2	44.1	42.6	40.9	43.1	41.0	42.9	41.2	42.9	40.6	41.9
Vodafone	29.0	29.9	30.1	32.8	30.4	32.1	32.8	33.0	31.2	32.7	33.5	34.3	30.0	31.1	30.0	33.4	31.9
Wind	17.9	17.0	16.3	17.6	16.7	19.4	17.2	17.5	17.0	17.0	15.3	14.5	19.5	18.3	16.3	16.1	16.1
3	3.2	3.3	3.1	4.1	3.8	3.3	3.5	2.1	3.5	3.6	2.3	3.2	2.6	3.4	4.7	3.1	3.5
Fastweb Mobile	0.7	0.3	0.3	0.3	0.5	0.0	0.4	0.0	0.0	0.2	0.1	0.4	0.4	0.4	0.3	0.0	0.9
Bip Mobile	0.0	0.0	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.2

Mobile communications brands Recall

Notorietà spontanea (incluso Top of Mind)

"Parliamo di aziende che gestiscono reti di Telefonia Mobile. Quale azienda di Telefonia Mobile le viene in mente per prima?" "Oltre a questa, quali altre aziende che gestiscono reti di Telefonia Mobile lei conosce, anche solo per sentito nominare?"

Valori percentuali su base totale intervistati (500 casi alla settimana)

Sett. terminante al	03/03	10/03	17/03	24/03	31/03	07/04	14/04	21/04	28/04	05/05	12/05	19/05	26/05	02/06	09/06	16/06	23/06
TIM	94.0	94.7	93.4	91.5	92.8	90.1	92.6	95.3	93.6	90.3	94.9	90.3	93.4	90.7	90.9	91.8	95.1
Vodafone	88.2	87.0	90.3	88.1	86.5	89.0	89.3	89.0	89.4	87.4	89.0	87.9	89.4	89.2	90.6	90.7	90.2
Wind	83.8	81.1	78.2	79.4	80.4	85.3	82.3	80.8	84.5	82.8	84.0	83.3	81.2	84.0	81.3	84.2	83.3
3	54.6	53.4	51.5	54.9	46.2	51.4	49.5	50.5	50.5	52.9	47.7	52.8	50.9	51.0	52.0	55.8	53.1
Fastweb Mobile	8.4	12.8	8.4	7.9	9.5	9.0	6.7	7.1	8.3	9.9	8.0	5.9	8.1	9.4	7.6	8.8	5.9
Bip Mobile	4.0	4.8	5.4	4.1	3.7	4.9	3.2	1.9	0.9	3.4	3.8	1.8	4.3	2.3	2.0	4.2	1.1

Mobile communications brands Recall+ Recognition

Notorietà totale (spontanea + aiutata)

"Parliamo di aziende che gestiscono reti di Telefonia Mobile. Quale azienda di Telefonia Mobile le viene in mente per prima?" "Oltre a questa, quali altre aziende che gestiscono reti di Telefonia Mobile lei conosce, anche solo per sentito nominare?" "Ora le leggerò alcuni nomi di aziende. Per ciascuna lei dovrebbe dirmi se la conosce come azienda che gestisce una rete di Telefonia Mobile."
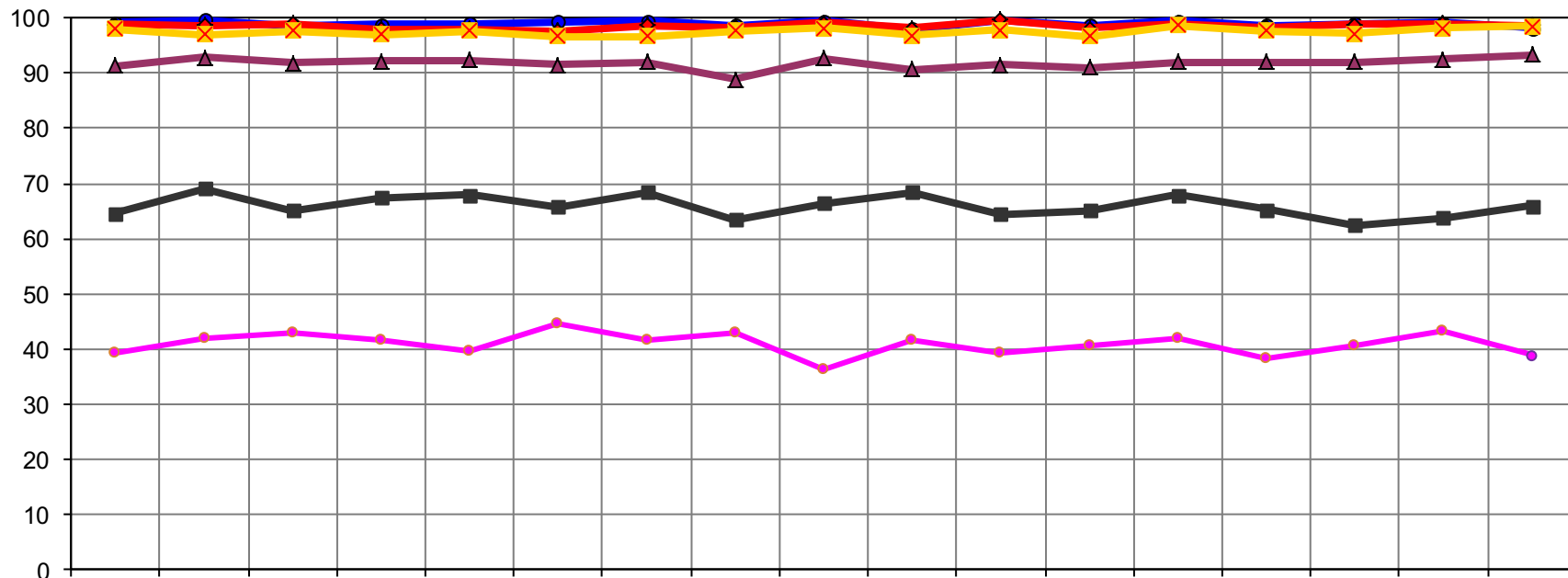
Valori percentuali su base totale intervistati (500 casi alla settimana)

Sett. terminante al	03/03	10/03	17/03	24/03	31/03	07/04	14/04	21/04	28/04	05/05	12/05	19/05	26/05	02/06	09/06	16/06	23/06
TIM	99.2	99.7	98.8	98.9	99.1	99.4	99.5	98.7	99.6	98.0	99.5	98.7	99.5	98.8	99.0	99.2	98.3
Vodafone	98.9	98.7	99.0	98.0	98.0	97.8	98.8	98.4	99.2	98.2	99.8	98.2	99.1	98.4	98.9	99.0	98.7
Wind	98.1	97.0	97.7	97.0	97.7	96.7	96.8	97.7	98.2	96.9	97.9	96.7	98.7	97.7	97.2	98.3	98.6
3	91.4	92.9	91.9	92.2	92.4	91.5	92.1	88.9	92.7	90.8	91.5	91.1	92.0	92.0	92.1	92.5	93.4
Fastweb Mobile	64.6	69.1	65.1	67.5	68.0	65.8	68.4	63.4	66.5	68.5	64.5	65.1	67.9	65.3	62.5	63.8	66.0
Bip Mobile	39.1	41.8	42.8	41.5	39.6	44.6	41.4	43.0	36.3	41.5	39.2	40.5	41.9	38.3	40.5	43.1	38.7

2. How well does the audience understand our brand? (brand image and perceived quality. Brand identity and drivers)

2. Brand Knowledge and image

It means that the target is **aware** of the most essential **brand characteristics, features and benefits**

- They know the strengths of the brands as compared with competitive brands, they know **why they shouls buy a brand** instead of another

- This **knowledge is very subjective** and it is also **based on past experiences**

How do we measure the «image»?

- First we identify the **characteristics** that **we want to be associated with our brand** and that explain consumer choice

- Then we measure **if** our target audience **associates them to our brand** and **to what degree (with a scale)**

How do we measure the «image»?

Please rate the following brands of shampoo on each of the statements using a scale of 1 to 5, where:

1 means "Strongly disagree",
2 means "Disagree",
3 means "Neither agree nor disagree",
4 means "Agree" and
5 means "Strongly agree"

a) Using [brand] makes my hair Shiny and Lustrous
b) [Brand] makes my hair beautiful
c) [Brand] prevents dandruff …

Actual	Pantene	Organics	Vidal S.	Elseve	J&J	Sifone	Rejoice	Timotei	Optima	Average
Soft	36	20	18	11	18	13	12	6	6	15.6
Shiny, Lustrous	43	25	18	14	7	13	10	3	4	15.2
Beautiful	35	22	25	9	9	10	10	8	3	14.6
Nourish roots	35	35	14	11	7	8	8	4	4	14.0
Frequent use	30	15	12	8	24	10	10	9	1	13.2
Scalp healthy	33	22	13	8	6	9	8	5	2	11.8
Life, Body and Bounce	30	20	29	13	8	6	9	3	2	13.3
Value for money	20	15	13	5	19	20	12	4	2	12.2
Strengthens hair	23	43	14	10	5	5	8	1	3	12.4
Hair Expert	16	18	43	18	3	3	3	1	3	12.0
Prevents dandruff	11	6	3	3	3	9	13	3	0	5.7
Average	28.4	21.9	18.4	10.0	9.9	9.6	9.4	4.3	2.7	12.7

Exhibit 1.5 Top 2 boxes (Strongly Agree/Agree) ratings for shampoo brands in a study for Organics shampoo.

Telco operators' perception

Il profilo analitico dei gestori a totale popolazione
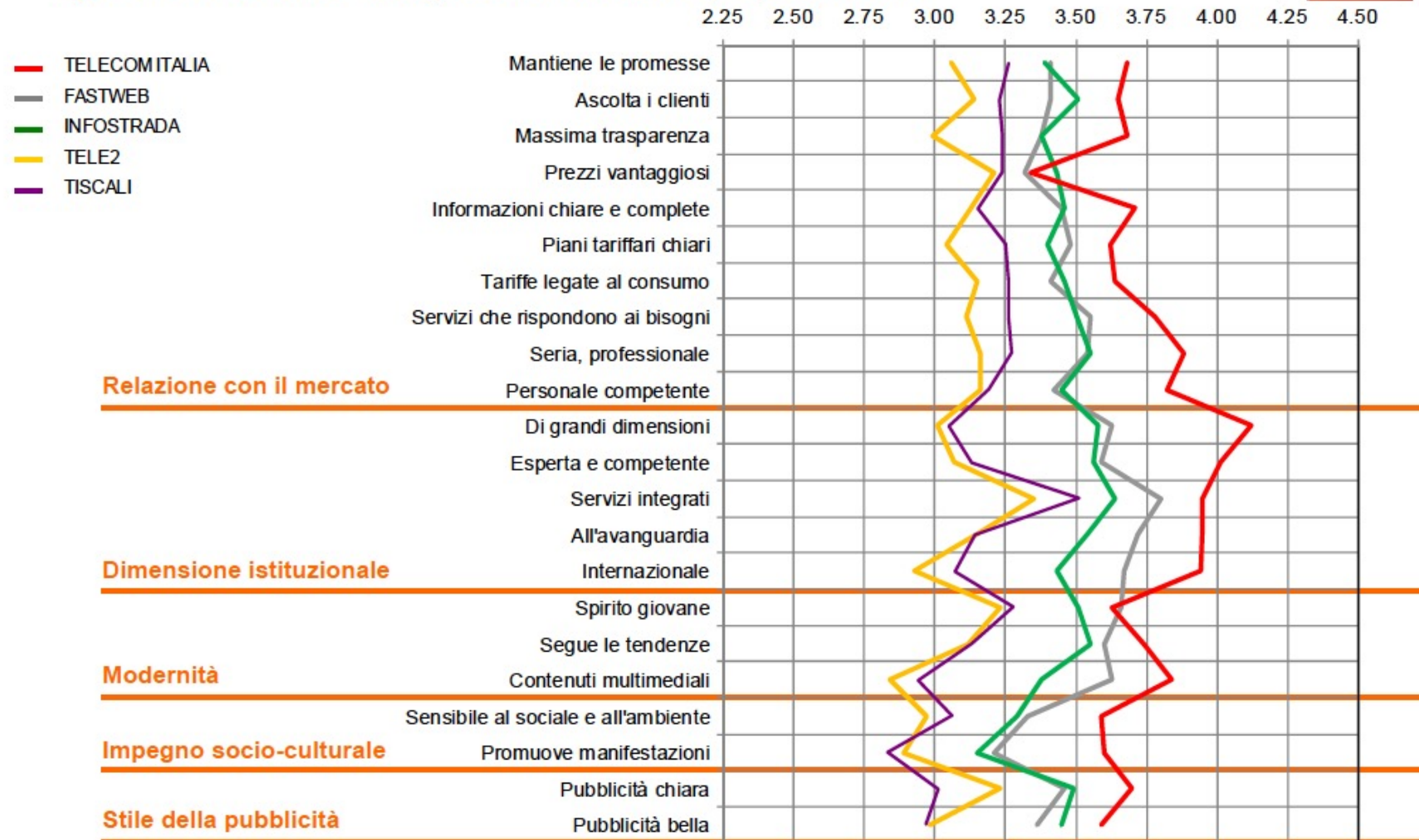
3. How much loyalty is the brand building? (relationship with customers and stakeholders)

It's important to build brand loyalty

If people know our products or services, but **will not purchase again** or **recommend** them to their friends&family we might be

- **Lacking relevance**
- **Lacking differentiation**
- **Lacking consistency**

Therefore, we need to reconsider all the branding process

What is loyalty?

Loyalty is a feeling

Building Customer Loyalty – Noah Fleming, LinkedIn Learning 2019

We build loyalty throughout the customer's journey
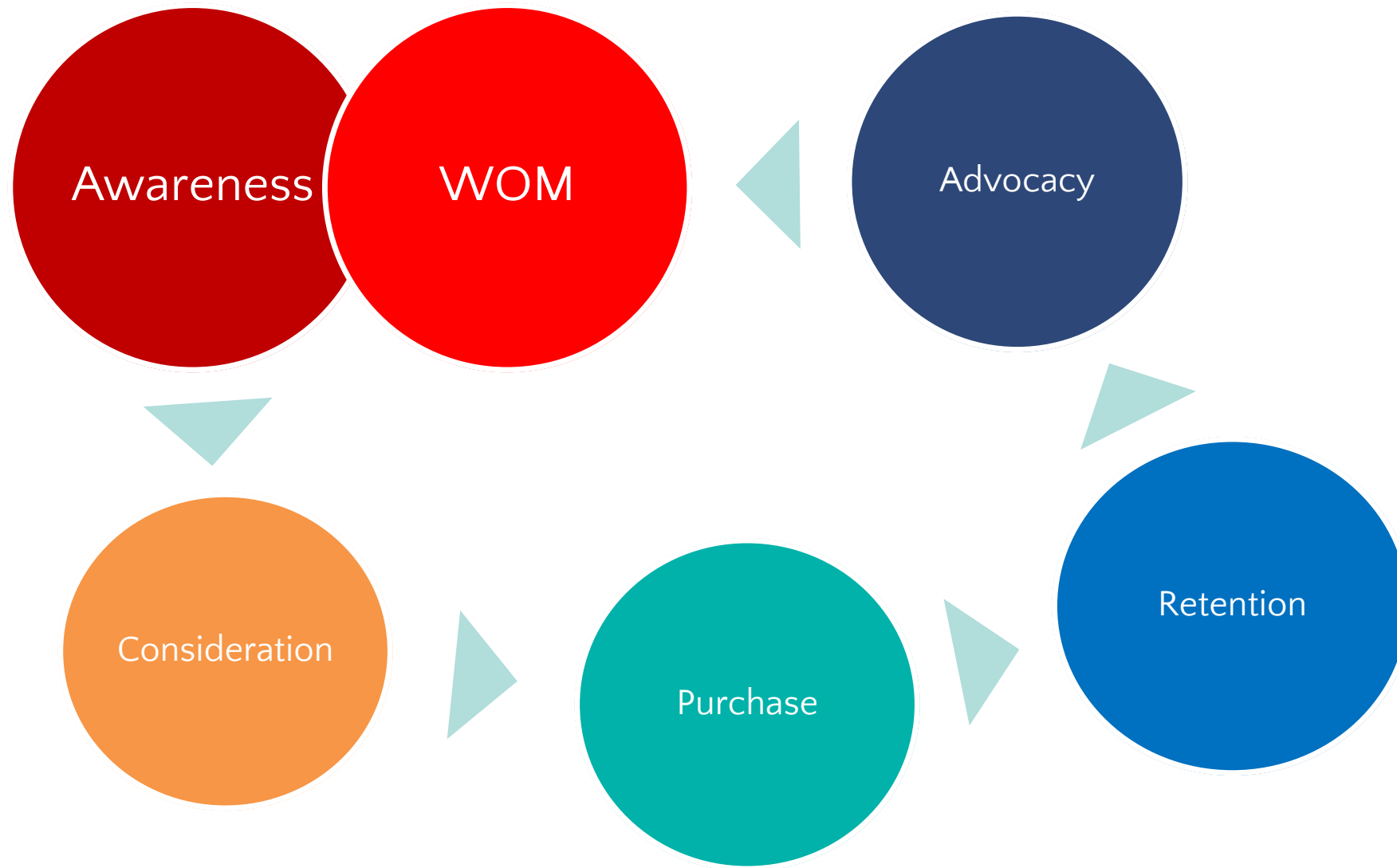
Brand loyalty is more and more important these days

How is loyalty measured?

Let's go to Menti.com

We measure Loyalty with the Net Promoter Score
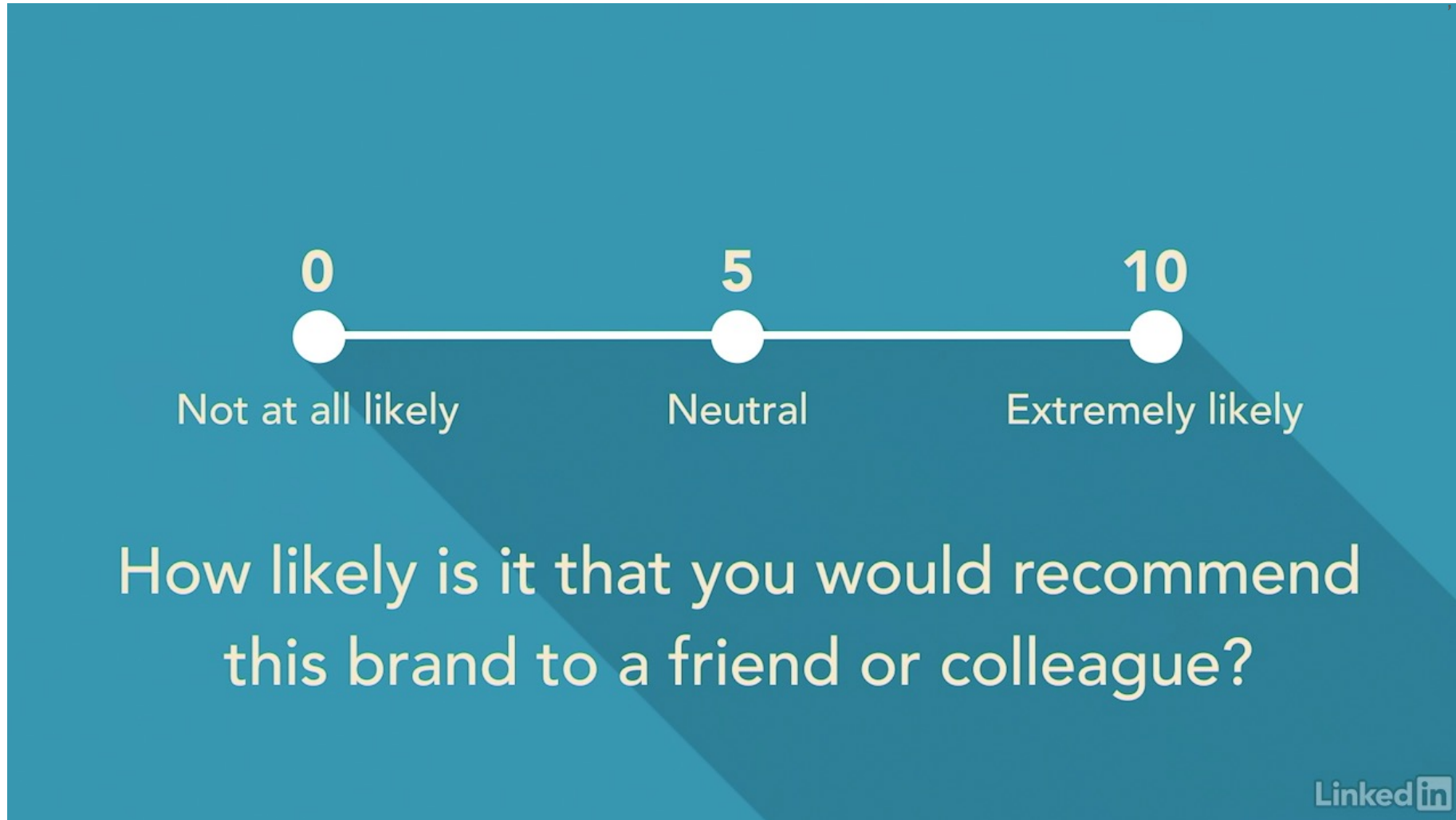
Brad Batesole – Advanced Branding – LinkedIn Learning

How to calculate NPS
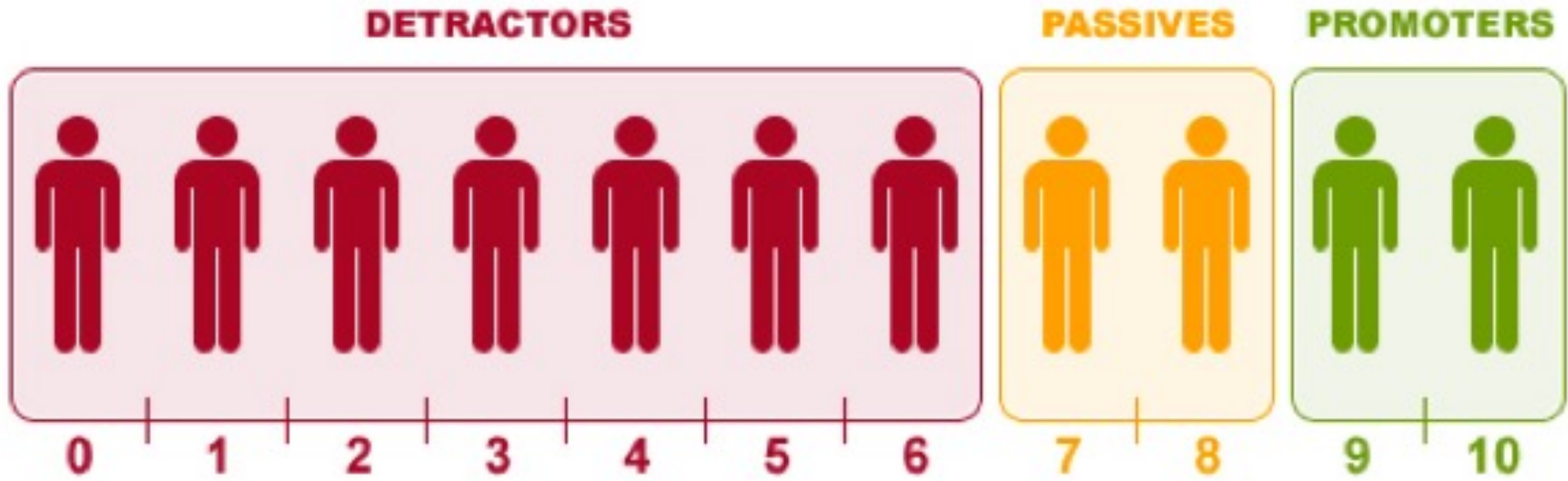
And we want to measure also internal factors

Internal factors to measure

Internal brand assessment is very important.

It's the **people who work in the company** that **keep the promise!**

Do employees:

1. **Fully understand the brand?** (mission, vision, values, brand personality?)

2. **Understand target audience, customer insights and drivers?**

3. **Have commitment to the brand?**

4. **Protect the brand?**

Brand audit

Brand Audit

The **Brand Audit process** is a set of analysis aimed to **assess the current state** of health of the brand and help **identifying the potential** for its future development.

Brand Audit

Through the Brand Audit the management can evaluate:

- The **mental dispositions of consumers** towards the brand (awareness, image, preferences, satisfaction, loyalty)

- The **value of the brand** (**brand equity**) and the economic and **competitive performance** (**Share of market**)

- The **opportunity** to **introduce new products** on the market

- The **strengths and weaknesses** of the **communication strategies** adopted

Brand measurement

■ There are **several assessment methodologies** developed by different agencies and research institutes:

- **Brand Strength Score** by Interbrand
- **BrandZ** and CharacterZ by Millward Brown (WPP Group)
- **Lovemarks** by Saatchi&Saatchi
- **IPSOS** Corporate Reputation
- **Brand Asset Valuator by** Y&R
- Etc.

Brand Strength Score
By Interbrand

Brand Strength Factors →

Leadership

Direction
The degree to which there is a clear purpose and ambition for the brand, a plan to deliver on them over time, and a defined culture and values to guide how those plans should be executed.

Alignment
The degree to which the whole organisation is pulling in the same direction, committed to the brand strategy and empowered by systems to execute it across the business.

Empathy
The degree to which the organisation is in tune with customers and wider stakeholders, actively listening to and anticipating their evolving needs, beliefs and desires, and responding effectively and appropriately.

Agility
The speed to market that a company demonstrates in the face of opportunity or challenge, enabling it to get ahead and stay ahead of expectations.

Engagement

Distinctiveness
The existence of uniquely ownable signature assets and experiences that are recognised and remembered by customers and difficult to replicate.

Coherence
The degree to which customer interactions, whilst varying depending on channel and context, remain authentic to the brand's narrative and feel.

Participation
The degree to which the brand has the ability to draw in customers and partners, create a sense of dialogue and encourage involvement and collaboration.

Relevance

Presence
The degree to which a brand feels omnipresent to relevant audiences, is talked about positively, and is easily recalled when a customer has a need in the brand's category.

Trust
The extent to which a brand is seen to deliver against the (high) expectations that customers have of it, is perceived to act with integrity and with customers' interests in mind.
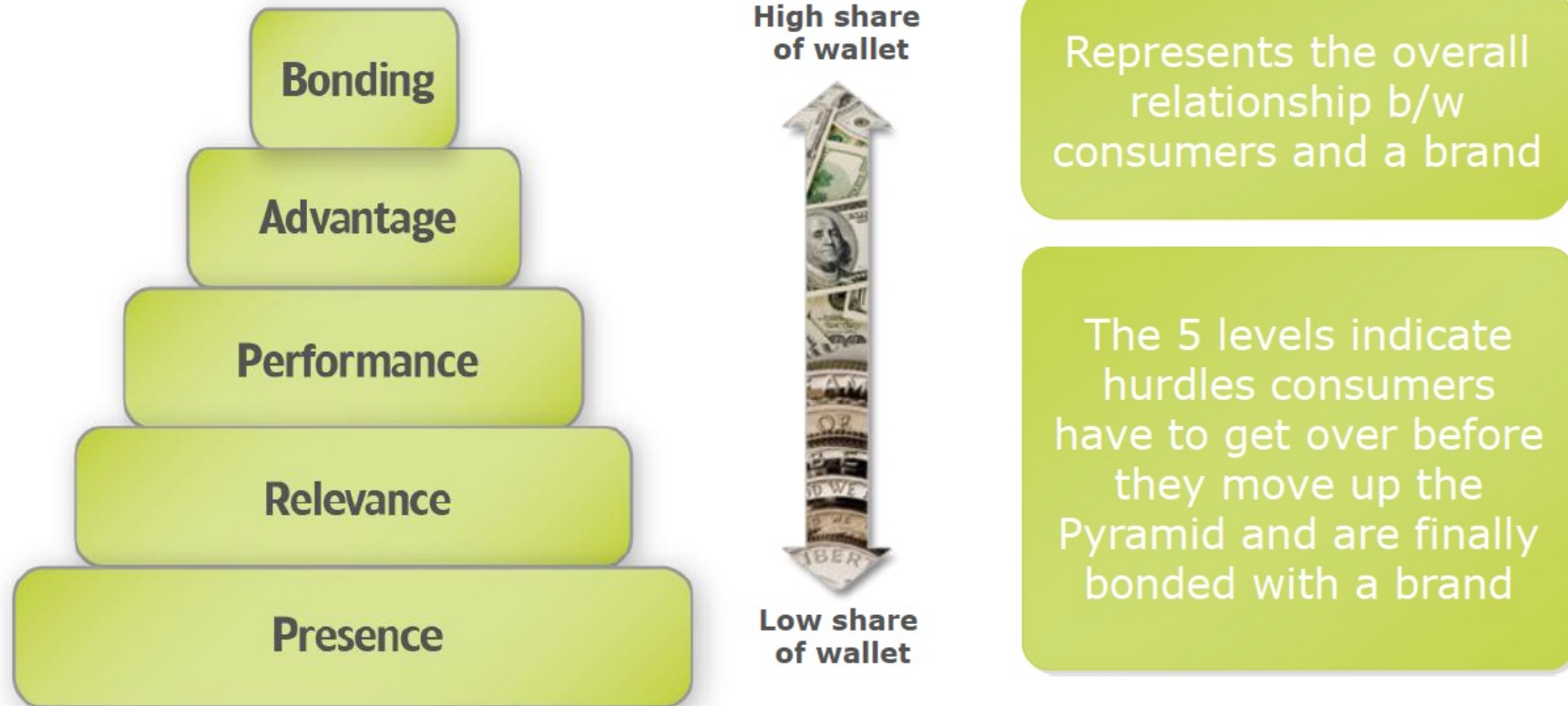
Affinity
The degree to which customers feel a positive connection with the brand, based on the functional and/or emotional benefits provided, and/or a sense of having shared values.
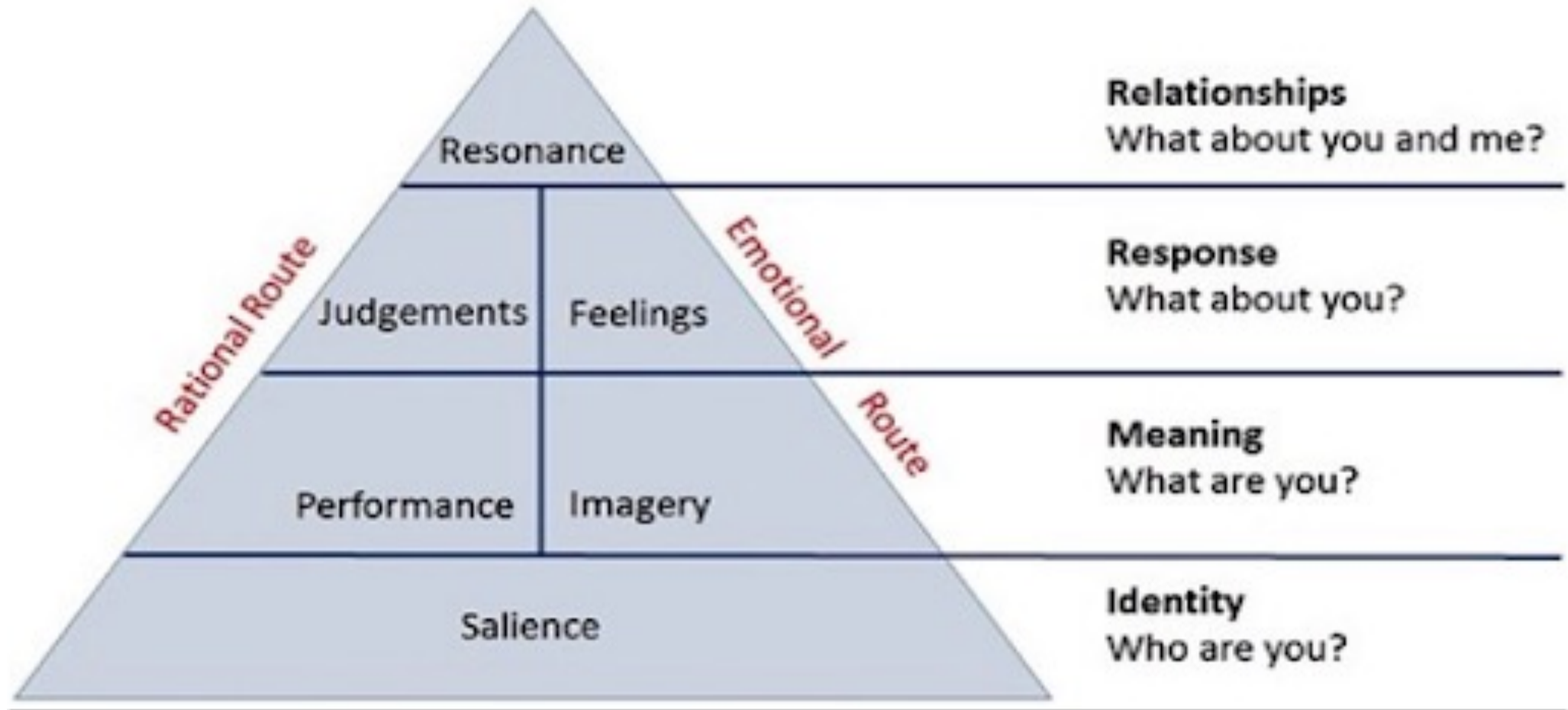
BrandZ Pyramid
By WPP

Brand pyramid represents the relationship with the customer

High share of wallet

Low share of wallet

Bonding

Advantage

Performance

Relevance

Presence

BRANDZ™
The WPP Brand Equity Study

9

Represents the overall relationship b/w consumers and a brand

The 5 levels indicate hurdles consumers have to get over before they move up the Pyramid and are finally bonded with a brand

© WPP Group

…It probably took inspiration from Keller's brand equity model

Pyramid (bottom to top): Salience; Performance | Imagery; Judgements | Feelings; Resonance.

Left side label: Rational Route. Right side label: Emotional Route.

Right-side stages (top to bottom):

Relationships
What about you and me?

Response
What about you?

Meaning
What are you?

Identity
Who are you?

This is kind of like dating…

Bonding — "Are we ready to be exclusive?"
The relationship is now very strong

Advantage — "This is going well, but I should keep my options open."
You see more and more of each other, a strong liking is developing

Performance — "How does the first date go?"
For now, let's say your initial experience goes well

Relevance — "Are we in the same league?"
At first you are cautious – does this person really appeal to you?

Presence — "Do you know I exist?"
Relationships start with awareness

BRANDZ™
The WPP Brand Equity Study

10

© WPP Group

So now change the wording to talk about brands…

Bonding — The relationship is now very strong – you'd want to choose this brand almost every time

Advantage — The brand becomes one you choose more and more often – a preference is developing

Performance — Your initial experience with the brand goes well

Relevance — At first you are cautious – is this a brand that really fits my needs ?

Presence — As with dating, a relationship with a brand starts with awareness

BRANDZ™
The WPP Brand Equity Study

11

54

Remember, though, that relationships can founder before they strengthen – and the same is true with brands

Bonding — You just want to keep a wide repertoire to choose from

Advantage — It's just not that much better than other brands

Performance — It doesn't do what you expected

Relevance — It just isn't your sort of thing

Presence — You never hear anything about it

BRANDZ™
The WPP Brand Equity Study

12

2013

	Apple	Samsung
Bonding	20	13
Advantage	34	56
Performance	42	77
Relevance	54	82
Presence	72	89

This type of representation is very common

	a2a	eni	enel	EDISON
ADVOCACY	78	13	24	7
TRUST	87	20	36	10
FAVORABILITY	91	24	41	13
FAMILIARITY	98	38	52	23
AWARENESS	100	98	99	96
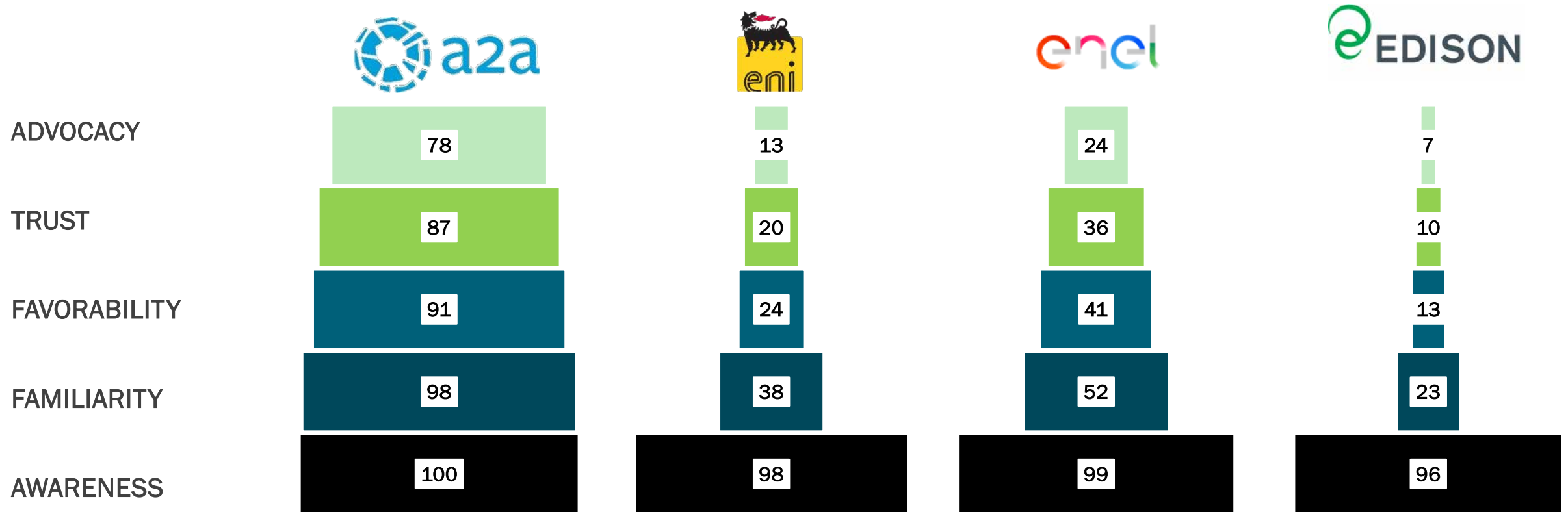
NB: i dati di familiarity di eni ed Enel sono contenuti in quanto il contesto del questionario suggeriva di ragionare sulla multi-utility

valori percentuali %

Lovemarks di Saatchi&Saatchi

Lovemarks Theory

- **Lovemarks theory** is based on a simple premise: **human beings are powered by emotion**, not by reason.

- This is the essence of the Lovemarks argument. If you want **people to take action** you need to **appeal to their emotions**.

Neurologist Donald Calne perhaps said it best:
"The essential difference between emotion
and reason is that emotion leads to action
while reason leads to conclusions."

https://www.brandingstrategyinsider.com/2013/08/brand-strategy-and-the-lovemarks-theory.html#.XCil5y2h12Q

Lovemarks explained by his author...

The Love/Respect Axis

There are "two axes", one of which runs from low to high **respect**, and the other which runs from low to high **love**.

Following this scheme we have:

- **Commodities** (products) command neither love nor respect.

- **Fads** attract love, but without respect this love is just a passing infatuation.

- **Brands** attract respect, but without love.

- **Lovemarks** command **both respect and love**. This is achieved through the trinity of **mystery, sensuality, and intimacy**.

BRANDS
Low Love
High Respect

LOVEMARKS
High Love
High Respect

PRODUCTS
Low Love
Low Respect

FADS
High Love
Low Respect
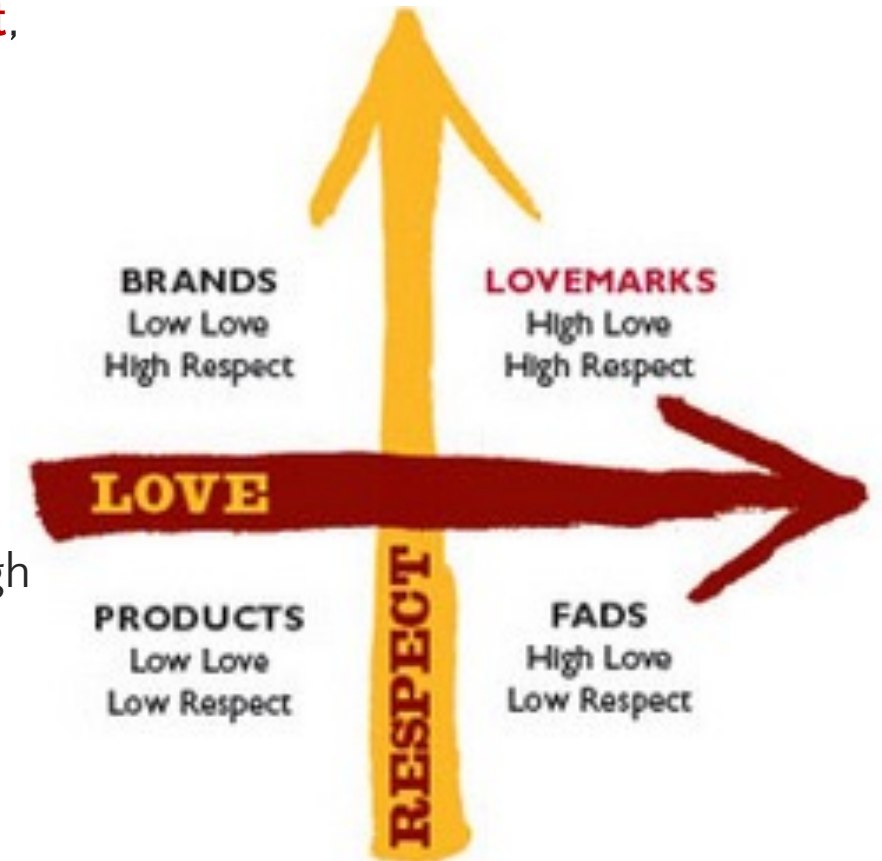
LOVE

RESPECT

Wikipedia – Kevin Roberts, CEO of the advertising agency Saatchi & Saatchi.

Lovemarks

Lovemarks are built on **Respect and Love**.

Without Respect, there is no foundation for any long-term relationship. However, without Love, brands are unable to move beyond transactional relationships into emotional relationships with consumers.

- The key elements of **Respect** are:
    - **Performance** (innovation, quality, service, value...)
    - **Trust** (reliability, commitment, openness, security...)
    - **Reputation** (leadership, honesty, responsibility...)

http://www.saatchikevin.com/wp-content/uploads/2014/07/Lovemarks-Academic_Module-1-Teaching-Notes.pdf

What builds Loyalty that goes Beyond Reason?

The main question beyond this theory is "**What builds Loyalty that goes Beyond Reason**"?

Roberts suggests the following are the **key ingredients** to create lovemarks:

- **Mystery:**
  - Great stories: past, present and future; taps into dreams, myths and icons; and inspiration

- **Sensuality**:
  - Sound, sight, smell, touch, and taste

- **Intimacy**:
  - Commitment, empathy, and passion

BAV
By Young&Rubicam

Today is BAVGroup

https://www.bavgroup.com/about–bav

Brand Asset Valuator

https://youtu.be/K5LG_Pc3P04

Brand Asset Valuator

- BrandAsset® Valuator (BAV®) is the **world's largest and leading empirical study of consumer brand perceptions**.

- Since 1993, BAV has measured over **60,000** different **brands** on **75 consistent brand image and equity metrics**. This data has accumulated across **50 countries**, resulting in over 9 billion data points.

- BAV is not only a **research on brand value**, but also a **theory on the growth and decline of brands**, supported by periodic surveys.

How it works

■ There are **2 main assets** (XY axes) that form a grid:

– Brand **Strength** (that depends on **Differentiation** & **Relevance**)

– Brand **Stature** (that depends on **Knowledge** & **Esteem**)

How it works

BAV® measures brand qualities and metrics that drive marketplace success.

Brand Strength
Future growth potential

DIFFERENTIATION

RELEVANCE

Brand Stature
Current operating value

ESTEEM

KNOWLEDGE

Brand Life Cycle

These assets do not occur simultaneously.

Every brand, from the moment of birth to that of the eventual disappearance, **follows a life cycle**

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1. In the **early years** (new, with unexpressed potential) the (healthy) brand develops its **original identity** (**Differentiation**) that will have to satisfy the consumer's needs (**Relevance**)

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1. In the **early years** (new, with unexpressed potential) the (healthy) brand develops its **original identity** (**Differentiation**) that will have to satisfy the consumer's needs (**Relevance**)

2. In the **adult phase** (increasing potential) the brand can form its **Stature**: obtains the **Esteem** of the consumer and becomes a life partner (**Knowledge**)

Brand Life Cycle

3. The brand become great (**The Momentum Leader**, than **Mass Market**, with less potential) and must **defend its asset**. In particular, it will tend to lose the characteristics of youth (the strength of diversity)

Brand Life Cycle

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4. In the absence of successful activities (potential loss, decline, out of focus) the brand travels the reverse path, become **Eroded** and loses not only Strength, but also Esteem and Knowledge (stature)
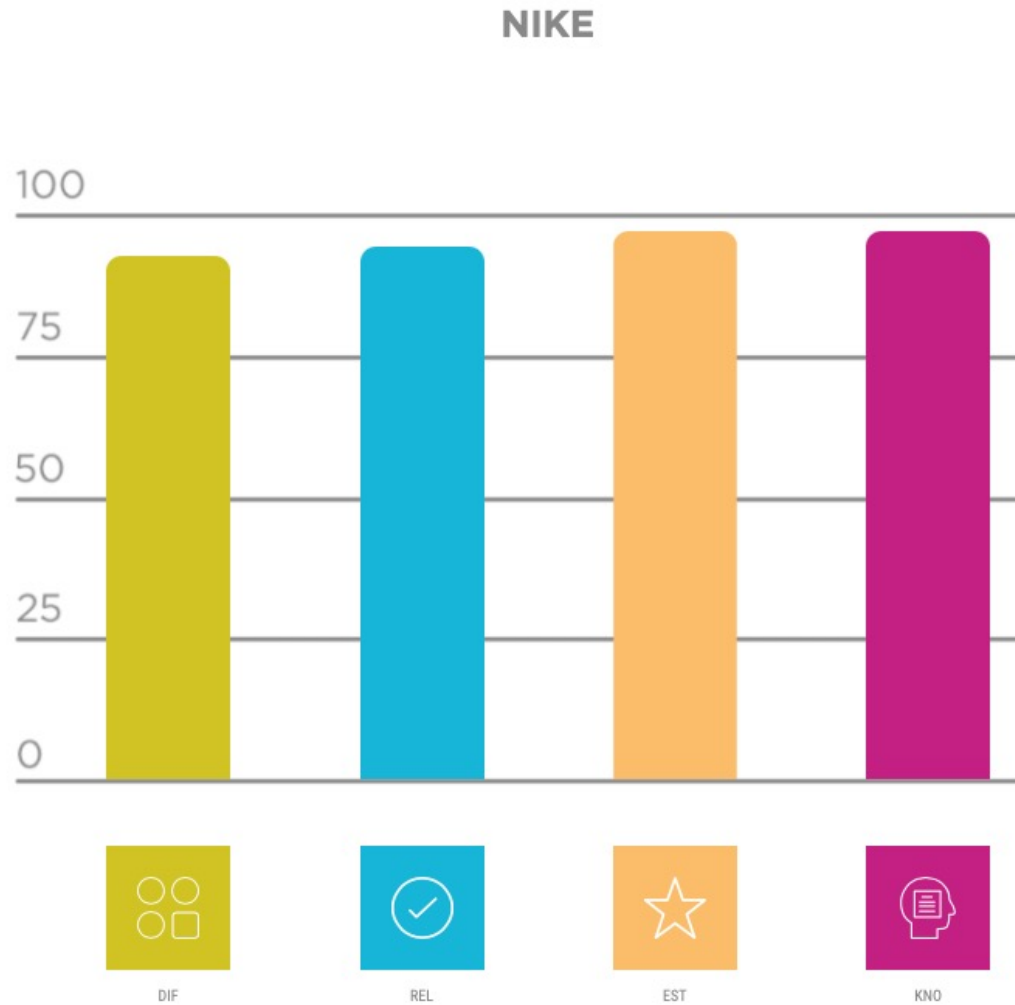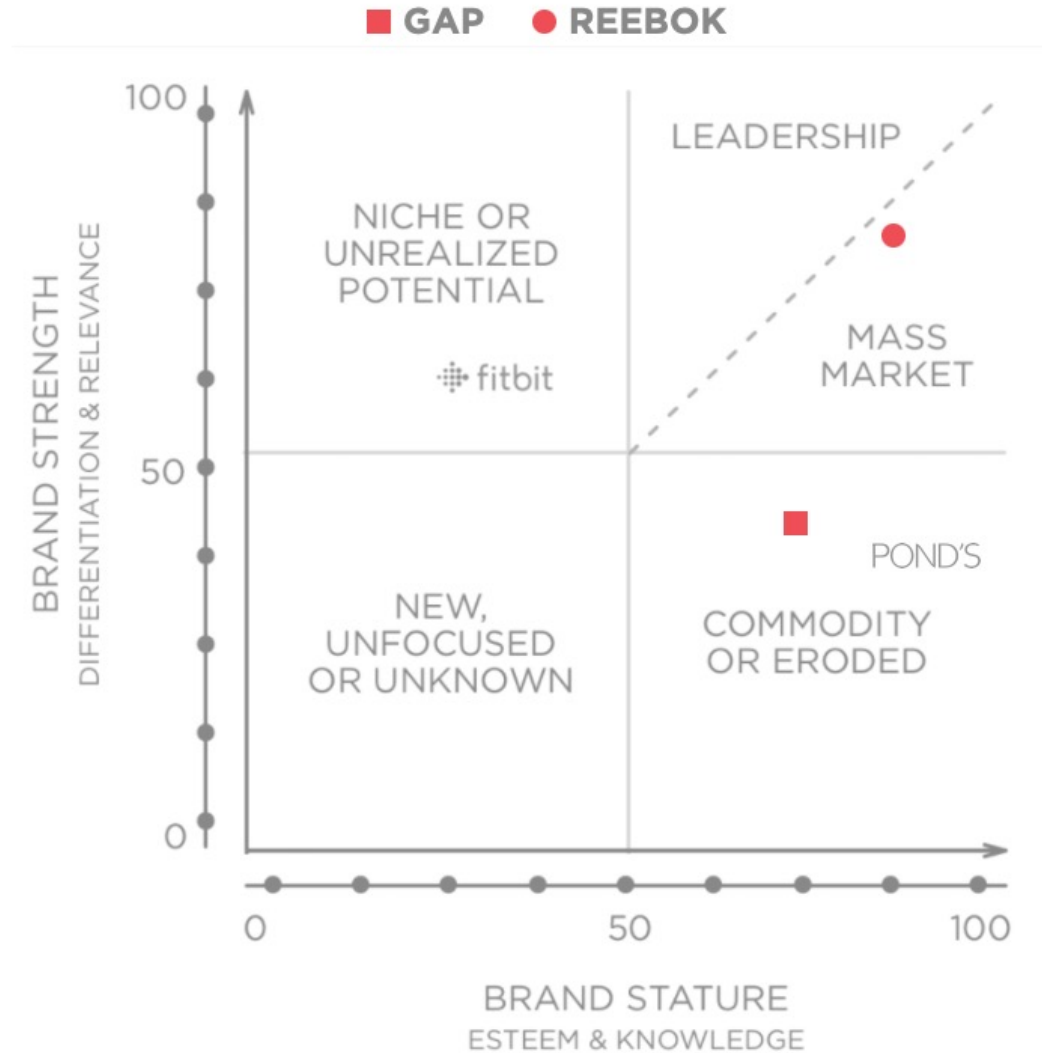
BAV® LIFE CYCLE
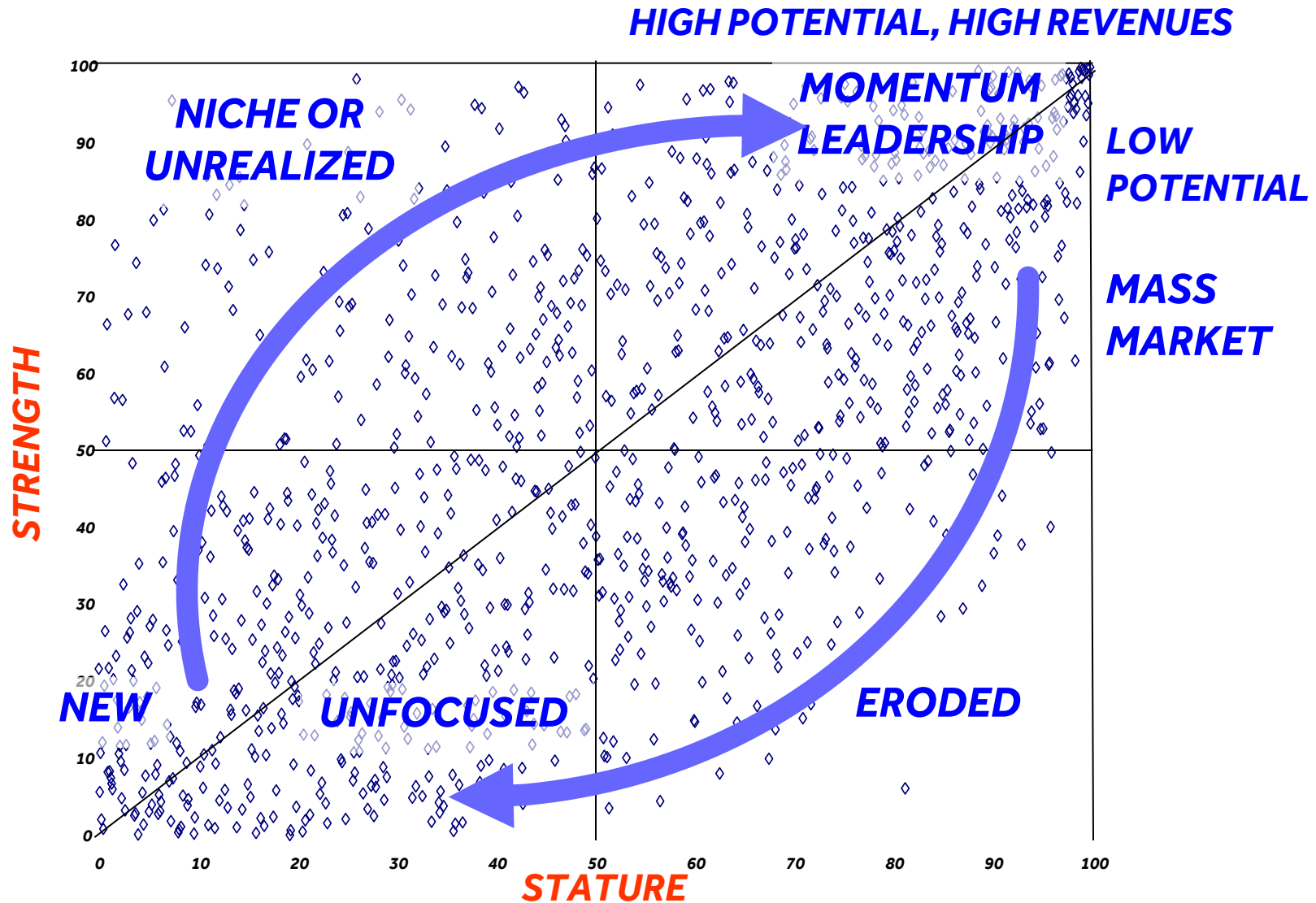
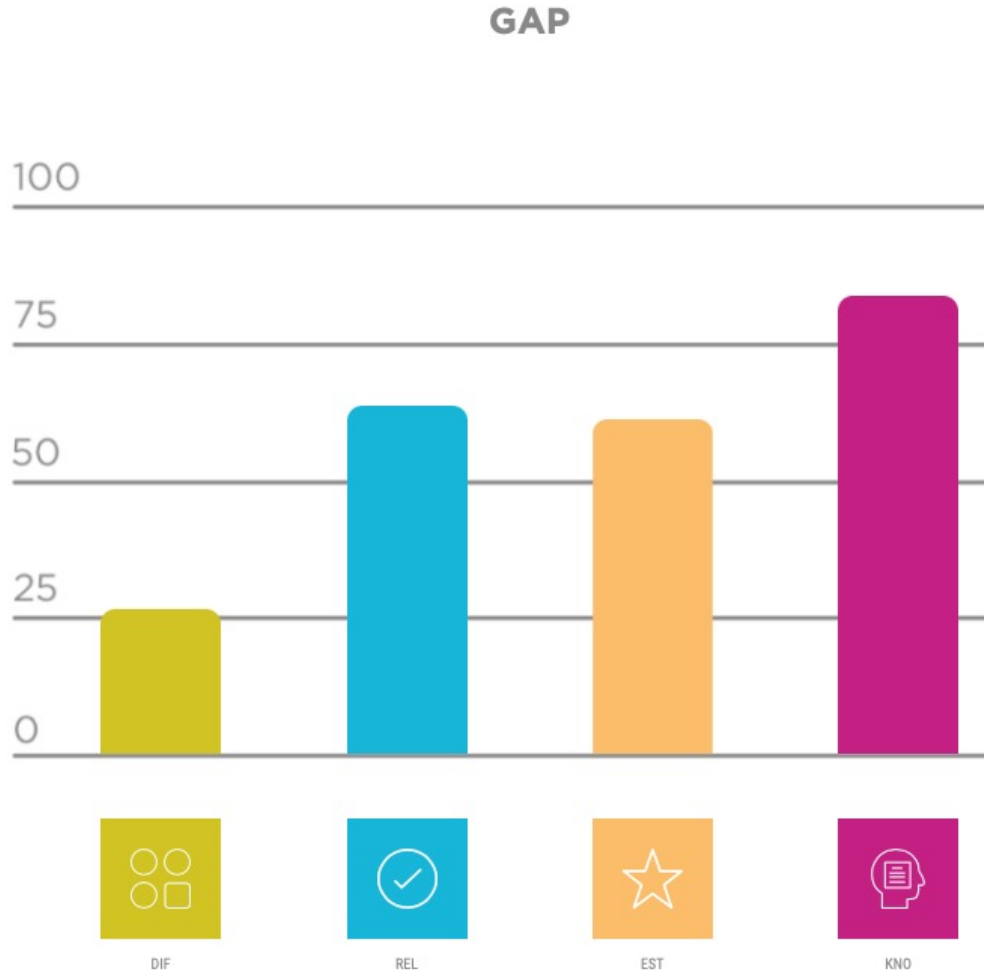## Nike Vs. Adidas
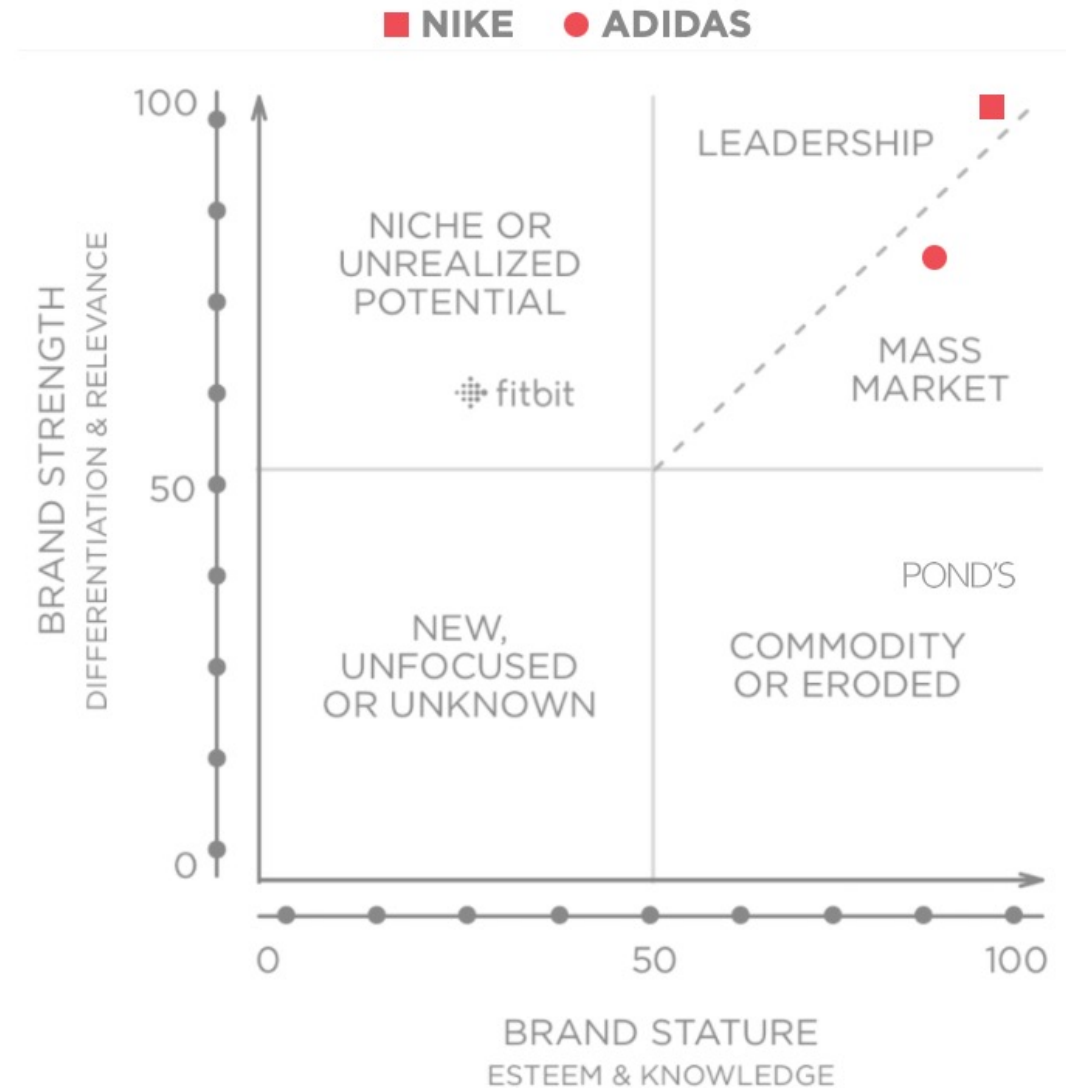
Branding Building Process

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

…and our program is over!

Ready for the last Kahoot test?

14_Brand equity & Brand audit

9 Questions

stellaromagnoli

Fonti

- Alberto Pastore, Maria Vernuccio – Impresa e Comunicazione – 2008

- Branding Foundation – Drew Boyd – Lynda.com

- Brad Batesole – Advanced Branding – LinkedIn Learning

- www.lovemarks.com