



THE POWER OF BRAND POSITIONING

An interactive day of learning for Brand Forum Members

Presented by Brian McIntyre (Orchard Brand Agency, Dublin)
& Lucy Richardson (Brand Legacy, London)



The Thinking House

BRAND FORUM
BE INSPIRED, BE INFORMED, CONNECT

Today's objectives



INSPIRE

Get inspired by powerful tools, relevant brand examples and powerful questions



LEARN

Learn from best practice methods, best practice live examples and a breadth of experience



ENGAGE

Use your judgment to think about the tools we discuss, and begin to apply the learning to your brands and marketing challenges





What you want to get out of today?



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Summary of workshop expectations

- ✘ **Establishing Brand Positioning as a key tool** and exploring how it can be developed in the business. Giving the business a 'brand-first' focus
- ✘ How to **develop a best in class Brand Positioning**. How to refine and strengthen our existing one. Sharpening our target, clarifying our RTBs. Creating a leadership brand.
- ✘ How to evaluate whether we have **the right Brand Positioning**. How to ensure it is succinct and **provides clear direction and focus**, both to benefit our consumers and guide the business
- ✘ How to **bring the Brand Positioning to life in the business**. How brand positioning can be used throughout the wider business to impact on sales performance. Useful tools to bring brand positioning to life in all areas of the business.





Summary of workshop expectations

- ✘ How to **use Brand Positioning to inspire innovation**. How to develop and plan NPD launches
- ✘ How to develop a **Brand Portfolio Strategy** to with clear water between different brands and products, with the right **Brand Architecture** to encompass brand innovations.
- ✘ **Real life case studies**, both successes and failures, that we can **benchmark** out own brand positionings against, and learn what pitfalls to avoid





CONTENTS

- 1. The meaning of 'Brand'**
- 2. Understanding the tools of Brand Positioning**
- 3. Using Brand Positioning in the Business**



So...what is a brand?





A definition

A **brand** is the set of expectations, memories, stories and relationships that, taken together, account for a consumer's decision to choose one product or service over another.

Seth Godin





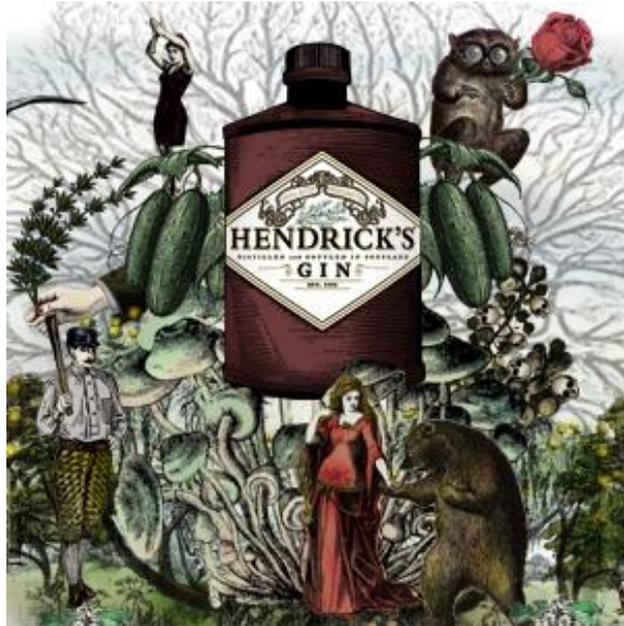
“ If Coca-Cola were to lose all of its **production-related assets** in a disaster, the company would survive.

By contrast,
if all consumers were to have a sudden lapse of memory and forget everything related to Coca-Cola, the company would go out of business. ”

*Coca Cola Executive
'Brand Equity and the Extendibility of Brand Names'
A. Rangaswamy, R.E Burke, T.A Olivia*



Brands express a relevant, compelling point of view



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Brands express a relevant, compelling point of view



VS





Start with 'Why' – The Power of Brand



<https://www.youtube.com/watch?v=IPYeClXpxw>





Tips to help detect a powerful brand

- Is it differentiated?
- Is it coherent?
- Does it offer relevant benefits, both emotional and functional?
- Does it inspire consumer loyalty?
- Is its story evolving?





Open discussion *Brands We Admire*

- In tables, agree on TWO brands you admire (look at examples you have brought):
 - 1 x BIG BRAND
 - 1 x SMALL BRAND
- Principles that make a brand powerful
- Share back brand & principles

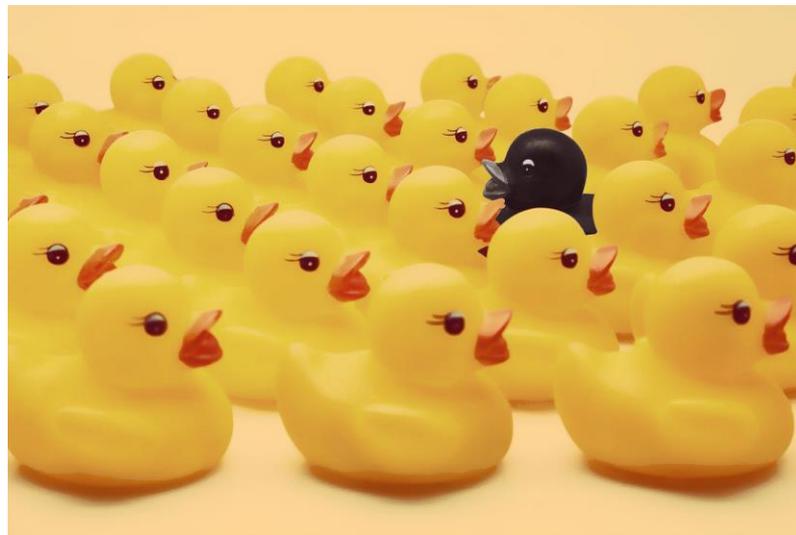


Brand Positioning





Brands do not exist in a vacuum...





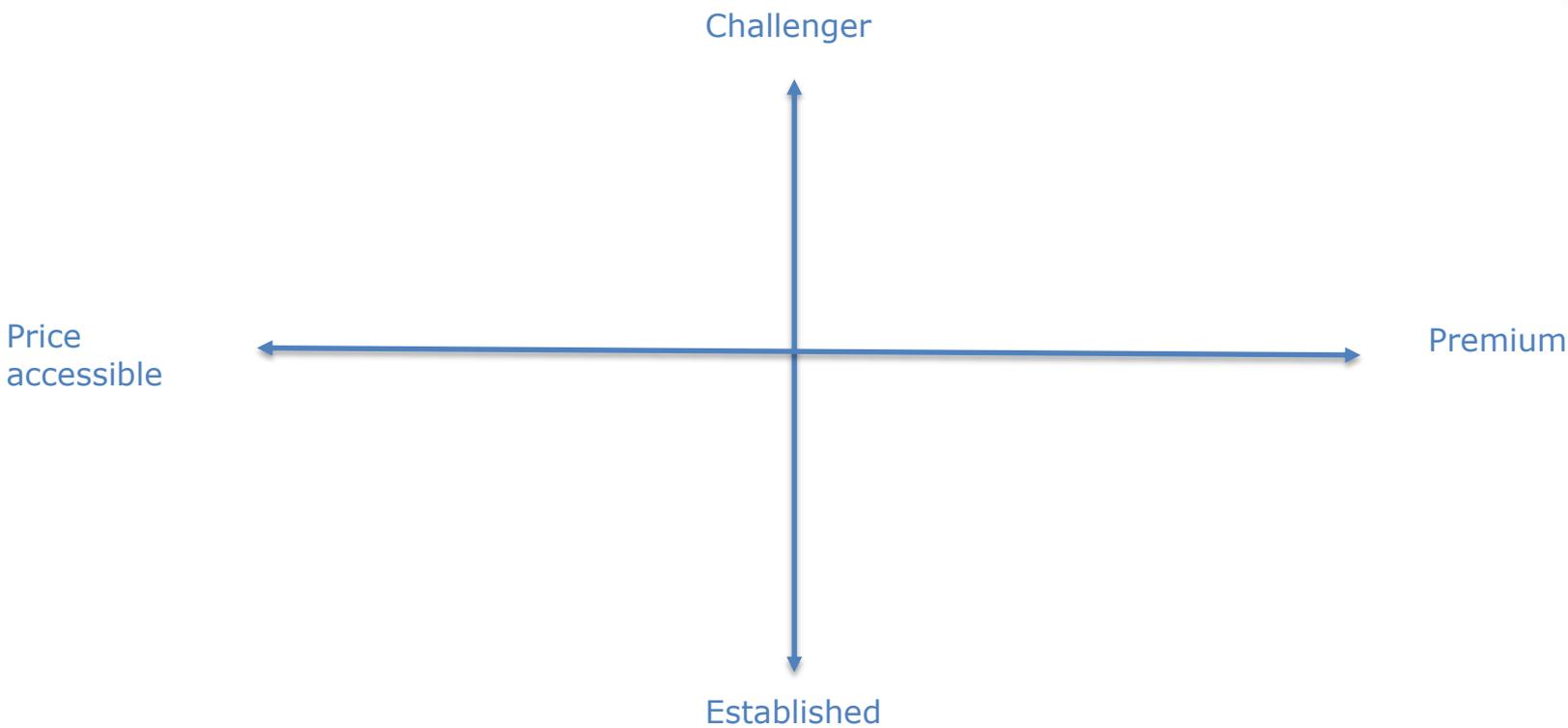
WARNING!!

- **The following is a travesty. An attempt to explain market segmentation in two minutes...**
- **Market segmentation is super-important, but not our objective today**
- **And yet, it is the context to positioning...**



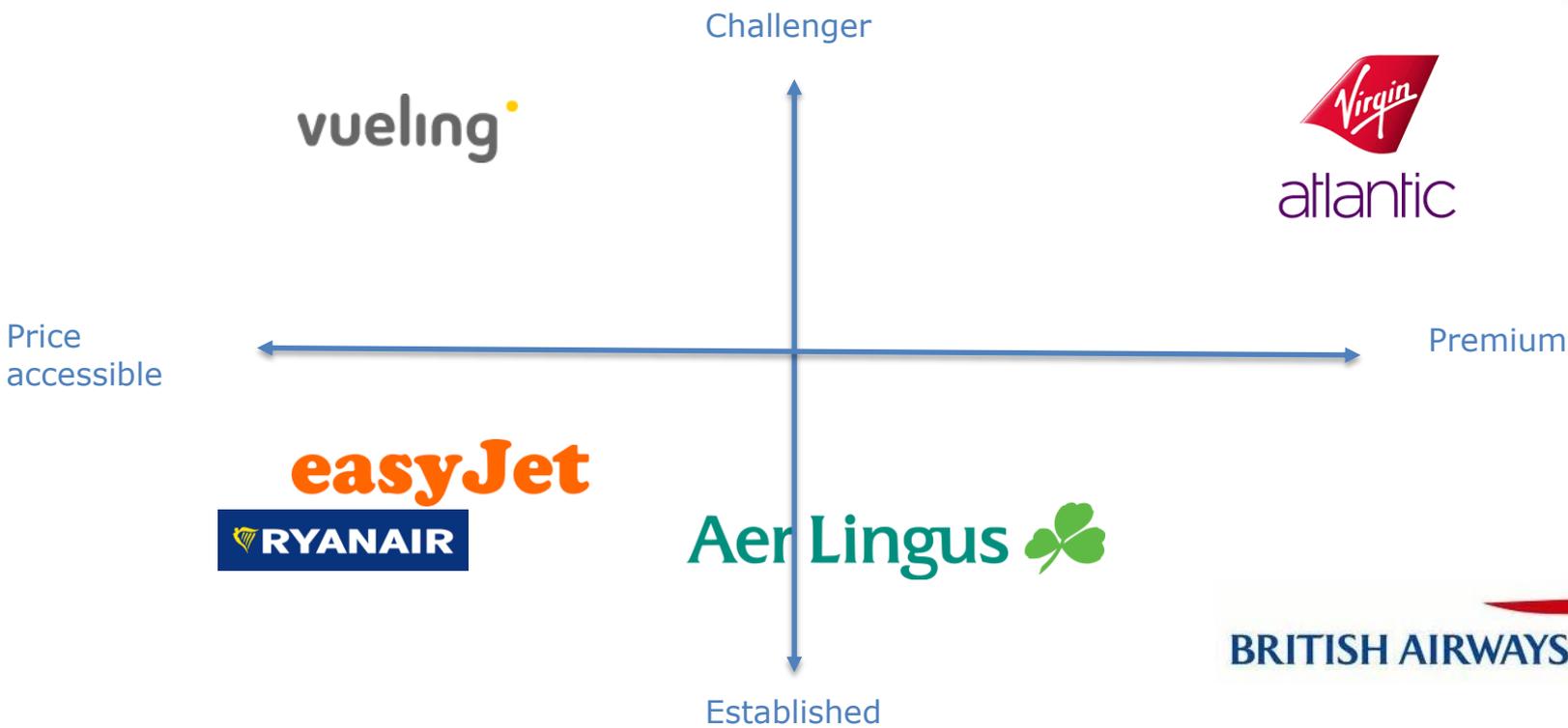


Market Map: what is your brand's competitive space?

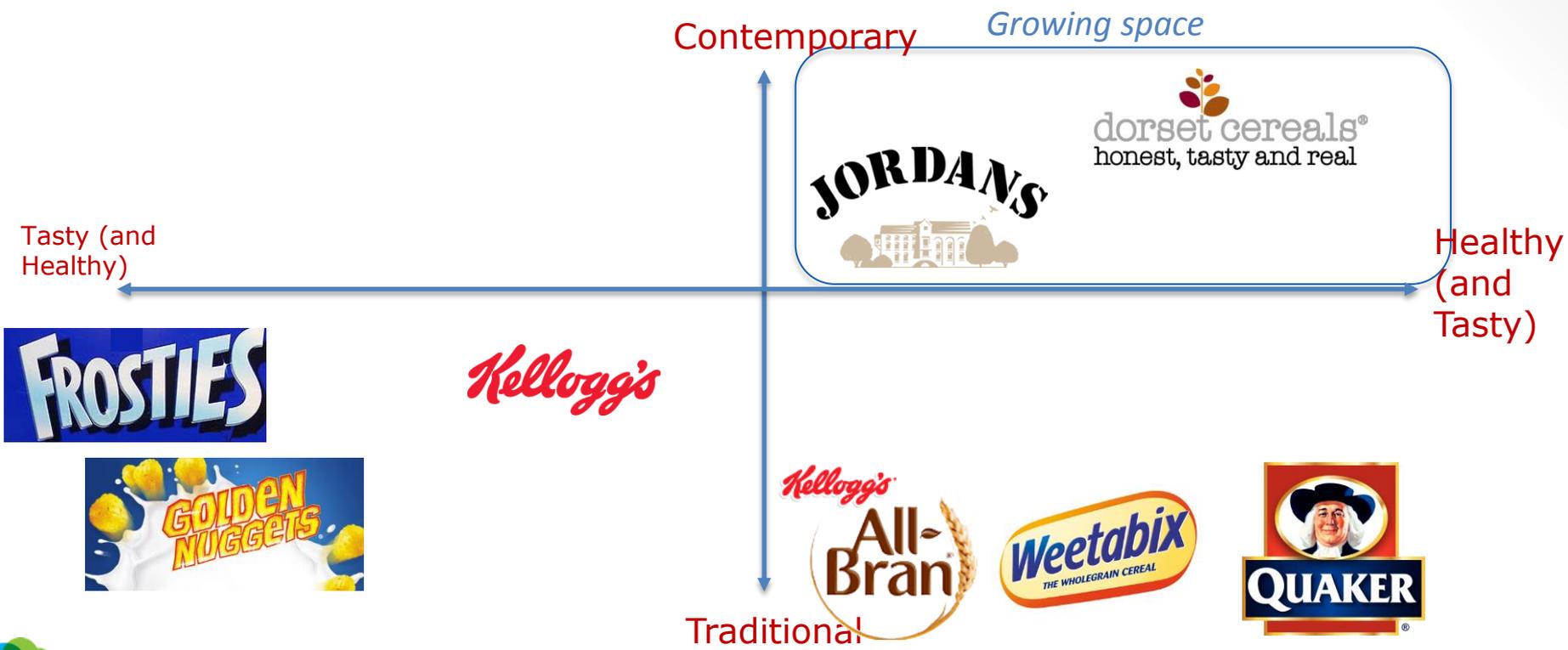




Where is my brand positioned in its map? (e.g. air travel)

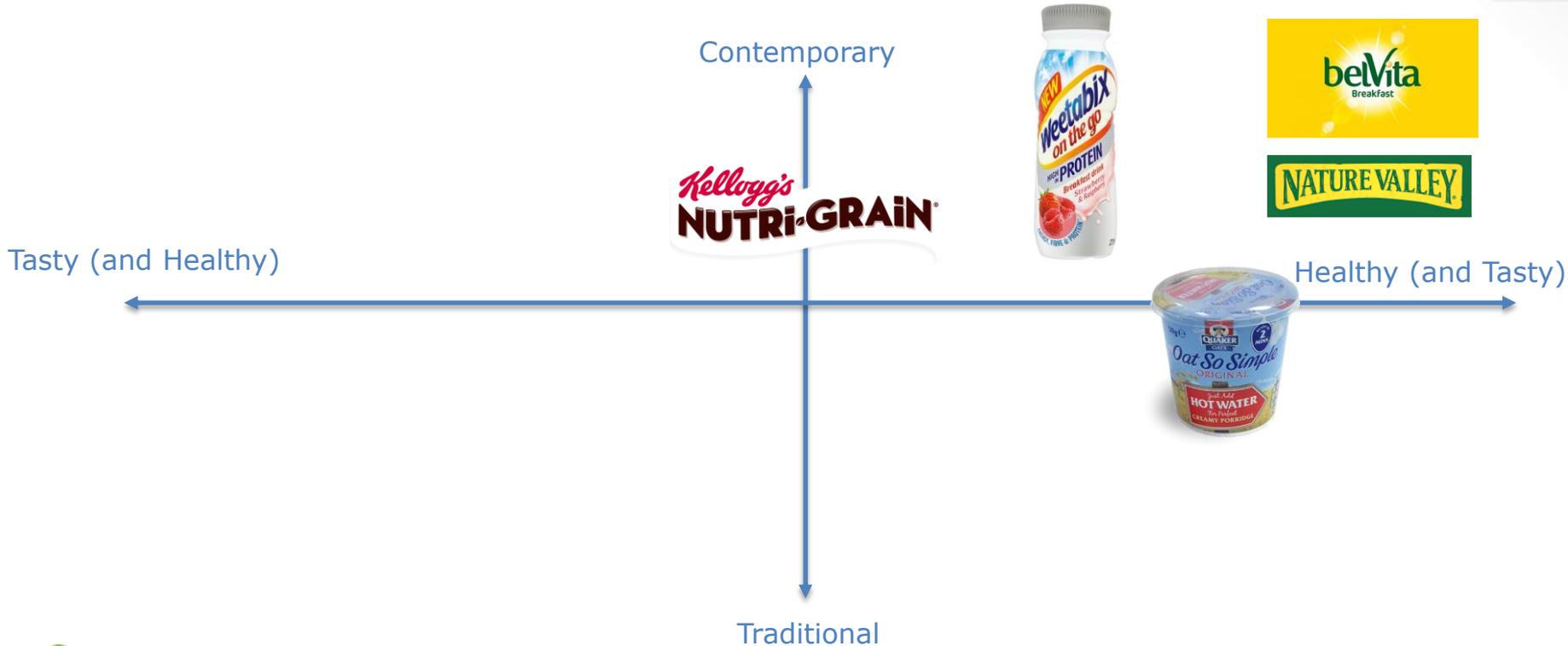


What can the Map tell us about growth opportunities?





Innovations move towards the dynamic area of the market



At the heart of any growth strategy lies one single concept...



Brand Positioning





Brand Positioning is
the unique space
you want to own in
people's hearts and
minds...versus your
competitive set



Great positioning lies at the intersection of clarity and imagination



Positioning Principles: brand owner's pov

- ❖ Positioning is strategy – the result of informed judgment
- ❖ Positioning is future-oriented – where we want to be
- ❖ If it's not on-strategy, it's off-strategy – positioning clarifies many, many debates

Positioning Principles: consumer's pov

- ❖ Brands solve problems for people – positioning explains how, and why
- ❖ People buy benefits, not features – positioning is built around *product & promise*
- ❖ A brand is a brand *only* if it holds relevant, compelling meaning for its consumers



Summing up what your brand means to consumers

A Brand Proposition Statement is a summary of your brand's promise to its target audience underpinned by rational and emotional benefits. It is worth spending time refining and editing your proposition statement to ensure it is saying something truly distinctive. You can test the proposition with consumers to validate that it is credible and motivating.

For [describe target consumer & insight in to their lives that we can address]

Brand X is [brand promise / core]

which delivers [functional and emotional benefits]

through [supports rational and emotional claims]

Outcome [resulting shift in consumer attitude and behaviour]

Essence [brand DNA]



EXAMPLE: For health conscious adults, Flahavans is the healthiest breakfast choice which is full of nutritious goodness through years of looking after generations of Irish families, so that you can be reassured you are doing the best for your family.



TARGET



What do we mean by target?



Positioning Target:

- Edgy young men and women who love Italian style and want ways to show case their difference and sophistication



Volume Target:

- Regular beer drinkers looking to *switch things*



Nailing a successful positioning target demands choices

1. For the child in all of us
2. For children under 10, motivated by novelty
3. For parents who seek responsible ways to show love to their child (age 5yrs-8yrs)
4. For everyone who loves chocolate and toys



Nailing a successful positioning target

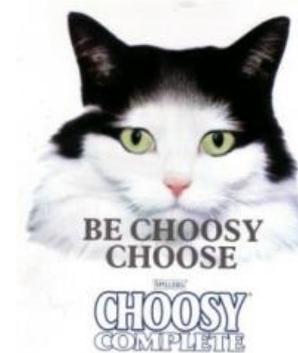


✓ **SUCCESS**



Cat owners who want to treat their cats like a queen (not a cat)

✗ **LESS SUCCESSFUL**



For cats that are particular about their food





Tips for defining your positioning target

- Who does your brand serve, above all else?
- Who, in your category, is aspirational to others?
- What is the emotional connection to your brand or category that unites this group of people?
- Is your positioning target focused?





INSIGHT



Insights can shift with the times...

Insight

A penetrating consumer understanding which helps frame a the problem to be solved in a fresh and unique way

Insight

Kids' play leads to mess, and play also to learning.
[*So dirt is good*]



Insight

Cleanliness tells the world that I care about my family [So
white is right]



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Some insights are neither penetrating nor fresh...



Insight

A penetrating consumer understanding which helps frame a the problem to be solved in a fresh and unique way

Good Insight

To be at your best, you've got to stay on top of hunger.



Weak Insight

Growing guys are in constant need of energy.



Which one is the true insight?



I want to be able to make coffee at home

vs

I never settle for second-best, whatever the moment



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Which one is the most relevant insight?



I want to smell good and feel grown-up

vs



I want the confidence to be able to go out *'on the pull'* and get lucky! How I look and smell will lead to success.





Tips for articulating your insight

- Spend time and resources understanding your consumer: observe, listen, question, think...
- Explore different ways to frame the problem
- Spend time, challenge, iterate...





PROPOSITION



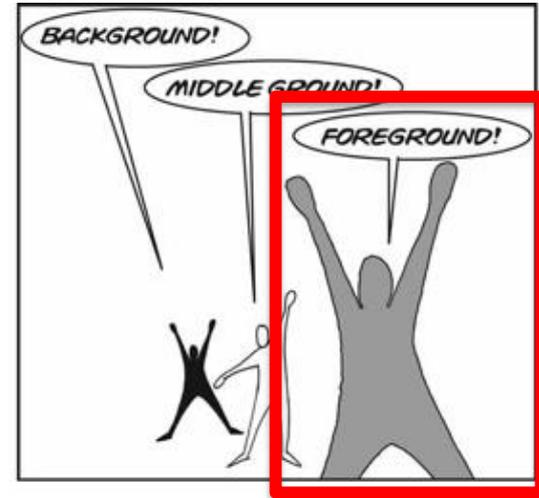
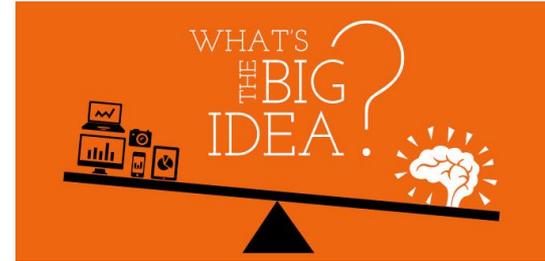
What do we mean by proposition?

Brand Proposition

The proposition is the most important idea in brand positioning.

It explains what the brand stands for, and why it is of benefit to its consumers.

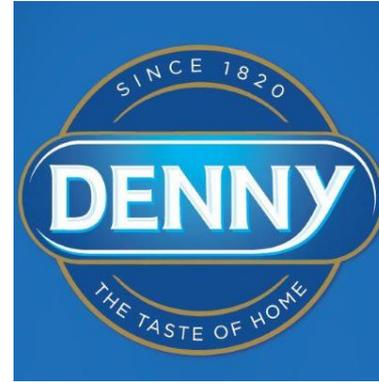
It is the brand's big idea.



Powerful brand have powerful propositions (hypotheses)



The fragrant gin which
inspires you to
embrace the unusual



Irish pork meats which
connect you with those
you love most



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Green and Black's: from RTB-led to benefit-led proposition



From : Britain's first organic and Fairtrade chocolate



To: The upmarket chocolate with a luxurious taste (made from the highest quality organic chocolate beans)





Owning a type of sophisticated luxury



Examples of less powerful propositions

Watch out for two syndromes...

COATTAILS SYNDROME



COCKEYED SYNDROME



“Affordable happiness”



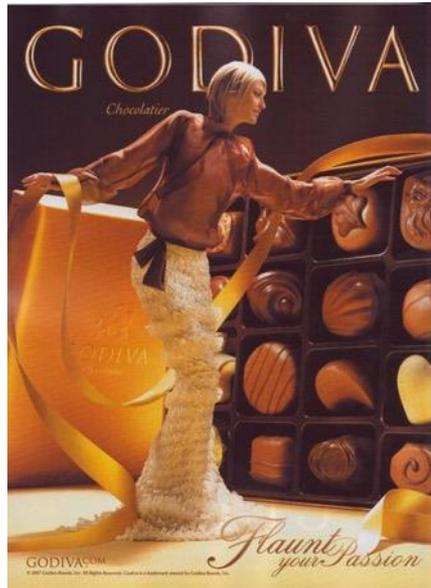
“Guaranteed no after-taste”





BENEFITS





**Consumers
buy
benefits,
not features**



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Differentiating between emotional and functional benefits?



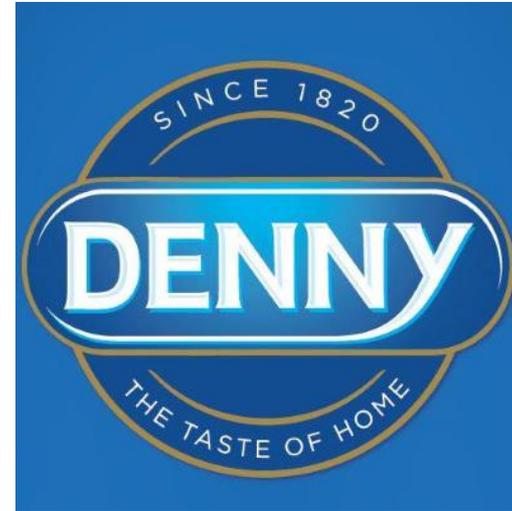
What it *does*
for me



How it makes
me *feel*



What benefits do these powerful brands deliver?



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REASONS TO BELIEVE (RTBs)



What are *reasons to believe*?

The *relevant* facts which dramatically demonstrate that we are what we say we are

Without reasons to believe, we descend into *marketing by assertion*. Ultimately, a lie...



Building relevant, differentiating reasons to believe?



Working with nature



Reasons to believe require making choices



VS



Reasons to believe can come in and out of view



The emotional launch



The pertinent clarification





ESSENCE





What do we mean by Brand Essence?

The brand essence is the DNA of the brand.

It is the unique and distinctive heart of the brand, expressed in few words, which brings clarity and consistency over time.

Essence is the core of the brand's strategy

***ONE,
BIG THOUGHT.
BAKED IN.***





What do we mean by Brand Essence?

AMBITION



HAPPINESS



MAGICAL



PARADISE



LIBERATION



UNUSUAL



HOME



MISCHIEF





Future-Proofing your brand

ASK yourself

- What **market** am I operating in? Where is the **growth** coming from?
 - What is my blindspot- an area I am not choosing to address because I can't at present?
- Is my **brand** built on a **true and ownable** insight?
 - Or am I just saying the same as everyone else?
- Can I **credibly deliver** on my promise with **integrity**?
 - Do I have the **trust** of my consumers?
 - How will I behave if something goes wrong?



Future-proofed brands?



The image shows three sheets of paper in a row: green, yellow, and orange. On the green paper is a simple black stick figure. On the yellow paper is a black stick figure with a spiral background drawn in orange. A hand is pointing to the spiral on the yellow paper. On the orange paper, a partial black stick figure is visible.

Brand Positioning: A working example & decode

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EXAMPLE: For health conscious adults, Flahavans is the healthiest breakfast choice which is full of nutritious goodness through years of looking after generations of Irish families, so that you can be reassured you are doing the best for your family.

The image shows three sticky notes of different colors (green, yellow, and orange) arranged horizontally. Each note has a simple stick figure drawn on it with black marker. The figure on the green note is a basic outline. The figure on the yellow note is surrounded by several concentric orange circles, and a hand is pointing at it. The figure on the orange note is partially visible on the right edge.

Brand Positioning:
A working example

Team Tasks



What makes Guinness, Guinness?





Task: in teams, create a positioning

- **TASK:** Using your brand positioning tools, with your team, build a hypothesis of the Guinness brand positioning for Ireland
- **HINT:** This isn't about 'getting it right'. It's about using the tools, asking the right questions, debating with one another...

Target

Insight

Proposition

**Brand
Benefits**

**Reasons to
Believe**

Essence



What makes Murphy's, Murphy's?





Task: in teams, create a positioning

- **TASK:** Using your brand positioning tools, with your team, build a hypothesis of the Murphy's Ice Cream brand positioning for Ireland
- **HINT:** This isn't about 'getting it right'. It's about using the tools, asking the right questions, debating with one another...

Target

Insight

Proposition

**Brand
Benefits**

**Reasons to
Believe**

Essence



Using Brand Positioning day-to-day





“If it’s not on-strategy, it’s off strategy”



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Invest time, talent and money to arrive at brand positioning

- Brand Positioning comes from informed judgment
- Brand Positioning is done by experts, not by a committee
- Brand Positioning has consumers at its heart
- Brand Positioning doesn't fall from the sky. It's hard work!





Once you have brand positioning – use it

- Brand Positioning is your strategic guide / road map
- Brand Positioning informs your briefs (packaging, communication, promotion)
- Brand Positioning is a key way to LEAD within the business: with the CEO, with the Sales Team
- Brand Positioning is a key tool to help hand over to a new brand manager



Helps you write clear briefs

Give me the freedom
of a tight briefing



David Ogilvy
Founder of Ogilvy & Mather





a2 milk proposition: widening the target

a2 Milk™ is nutritious cows' milk with a difference - many people find it easier to digest because it's free from the A1 protein.





**“Just because you can,
doesn’t mean
you should.**

**Just because it sells,
Doesn’t make it good”**



An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The sky is blue with light clouds, and the water is a deep blue. The text "Over to you..." and "(Q&A)" is overlaid on the submerged part of the iceberg.

Over to you...

(Q&A)