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WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK

# For the Change Makers

Dr Scott Dacko

## WSS Communications and Marketing

### Brand Strategy

### Dr Scott Dacko

# Session Objective

Discuss strategic considerations for building and managing brand equity and strong brand relationships

# A Marketing Strategy Model (Aaker & Moorman)



# Areas of Analysis Leading to a Firm's Marketing Strategy

## External Analysis

- Customer Analysis
- Competitor Analysis
- Market/submarket Analysis
- Environmental Analysis

## Internal Analysis

- Performance Analysis
- Determinants of strategic options



**Strategic Analysis Outputs**

**Strategy Identification, Selection,  
and Implementation**

# Brand Strategy

## Definition of a Brand

- American Marketing Association (AMA) definition of brand is:
- "A name, term, symbol or design, or a combination of them, intended to identify the goods or services of one seller, or group of sellers and to differentiate them from those of competitors."



# Who am I?



# What is a brand?



Remove the labels and consumers are often unable to distinguish among brands, or fail to choose their favorites. What can we conclude from consumers' inability to tell one washing powder, lipstick, sweater, or toothpaste from another?



A person wearing a helmet and riding gear is riding a motorcycle on a paved road. The background is a blurred green landscape, suggesting motion. The text is overlaid in white, bold font.

**Although we do not always understand why, we prefer one brand over another...  
...it is because a lot of our choice is not based on rationality**

**The brands people buy or associate themselves with are media of interpersonal communication; they are social phenomena conveying meanings that are shared by at least some others.**

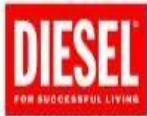
**These meanings may be constantly changing: Chic to chav to chic**



# Build Strong Brands



Chloé



Abercrombie & Fitch



BURBERRY

MAC



JIMMY CHOO



# Discussion

- Which brands do you identify with and why?
- What is it about these brands that makes you prefer them to competitor brands?





## Discussion

- What does the Tesla brand symbolize?
- What do you associate with the Tesla brand?
- Is this a strong brand? What is strong about it?

# A Product versus a Brand





## A Product versus a Brand (Cont'd.)

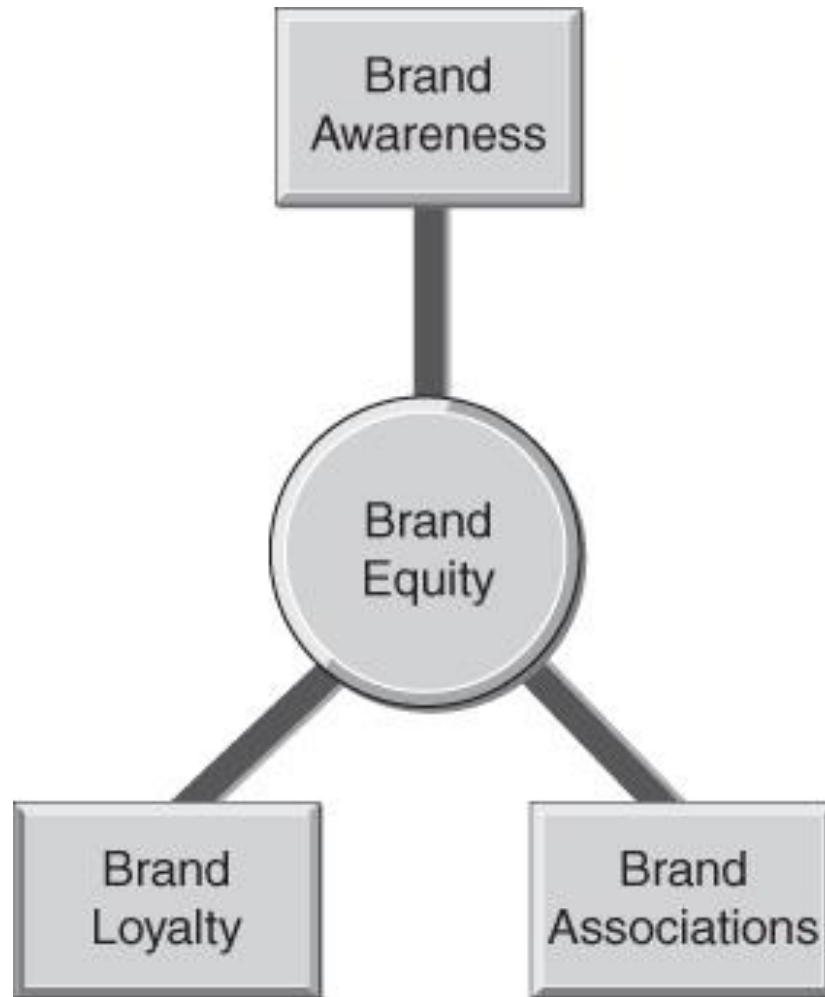
<b>Product</b>	<b>Brand</b>
A product is an item which is ready for sale in the market.	A brand distinguishes a product from other products in the market.
A product can be easily copied by other companies.	A brand has a distinguished identity that cannot be copied.
A product is a bundle of functional attributes.	A brand is a personality.
Based on rational decisions.	Based on emotional decisions.
Created by company.	Created by consumer.
Lasts as long as the product.	Lasts as long as the brand lasts in consumers' mind.

# Why are Brands Important?

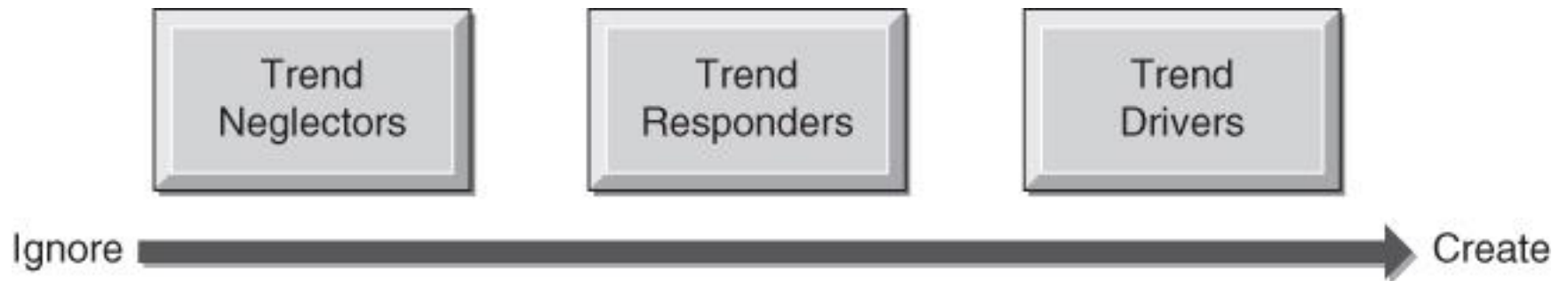
- Brands trigger specific responses in the minds of consumers.
- Brands generate value for their owners.



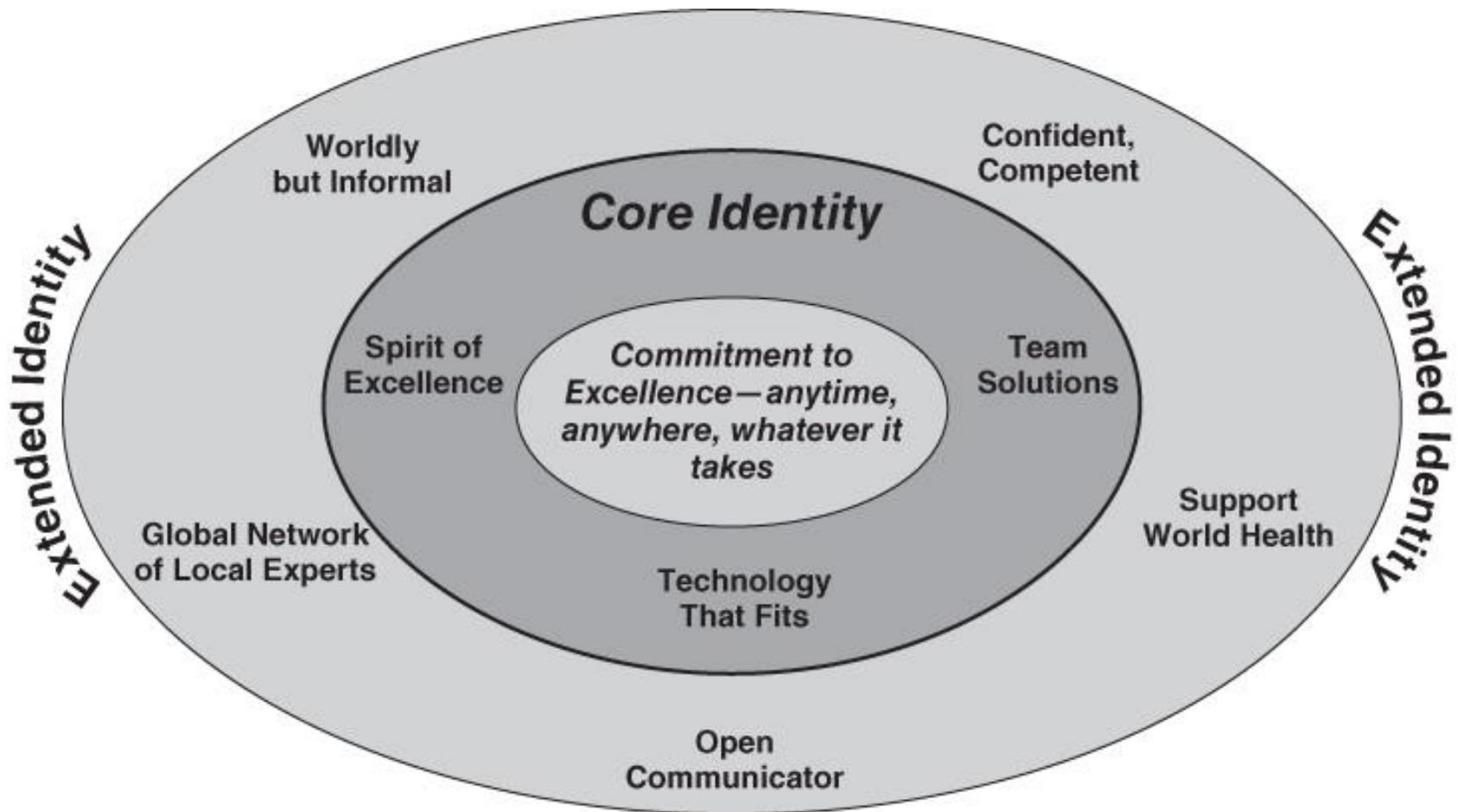
# What is Brand Equity?



# How Companies Engage with Trends to Stay Relevant



# Brand Identity – an illustrative example for a B2B service company



# Toward a Stronger Brand Relationship

- Understand and prioritise brand touchpoints
- Focus on the customer's sweet spot
- A sweet spot-driven programme can:
  - Stimulate a social network
  - Create brand energy
  - Enhance brand likeability
  - Form a friend relationship

# Go Beyond Functional Benefits

- Broaden the brand benefits to...
  - Emotional
  - Self-Expressive
  - Social
- Pursue The Brand Ideal



You're listening to Andrew Warden, Chief Marketing Officer at Semrush\*

\*Trusted by leading brands, [semrush.com](https://semrush.com) offers brand strategists all-in-one online tools for improving their online brand visibility and discovering further strategic marketing insights



# What is a Successful Brand?

- A successful brand is one that customers perceive as offering superior value
- Successful brands not only enjoy a superior share of the market, but also get a high profit margin



The World's Most Valuable Brands

Source: Brand Finance PLC, 2023

# How Can Successful Brands Be Built?

## Staged investments over time

Stage 1: Invest in a quality product that meets the functional needs of customers.

Stage 2: Build around products' clear brand features which differentiate the basic brand and add value to enhance its appeal.

- Design, choice of brand name and presentation, advertising, promotion

Stage 3: Build the augmented brand.

- Personal service, loyalty schemes, after-sales service, and financial support

Stage 4: Maintain this consistent and high level of brand investment over a long period of time to achieve the brand's potential.



1. How did Body Shop's brand strategy help it to grow early on?
2. How did the acquisition by L'Oreal affect Body Shop's brand strategy?