# **Chapter 7:** BRANDING AND POSITIONING

Learning outcomes

After reading this chapter, you should be able to:

- Understand the role of brands in an organization

- Develop a comprehensive brand management framework

- Understand the role of positioning in differentiating an organization from its competitors

- Apply positioning techniques to develop appealing value propositions.

OXFORD
UNIVERSITY PRESS
SOUTHERN AFRICA
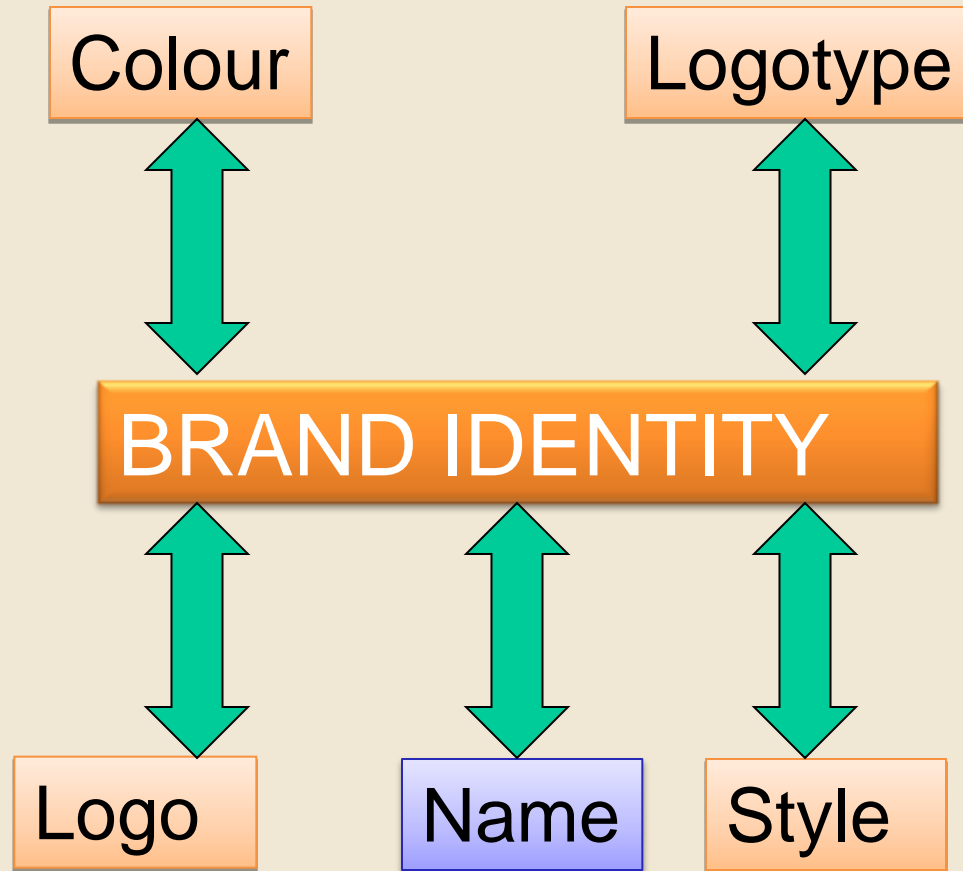
Figure 7.1 Holistic branding
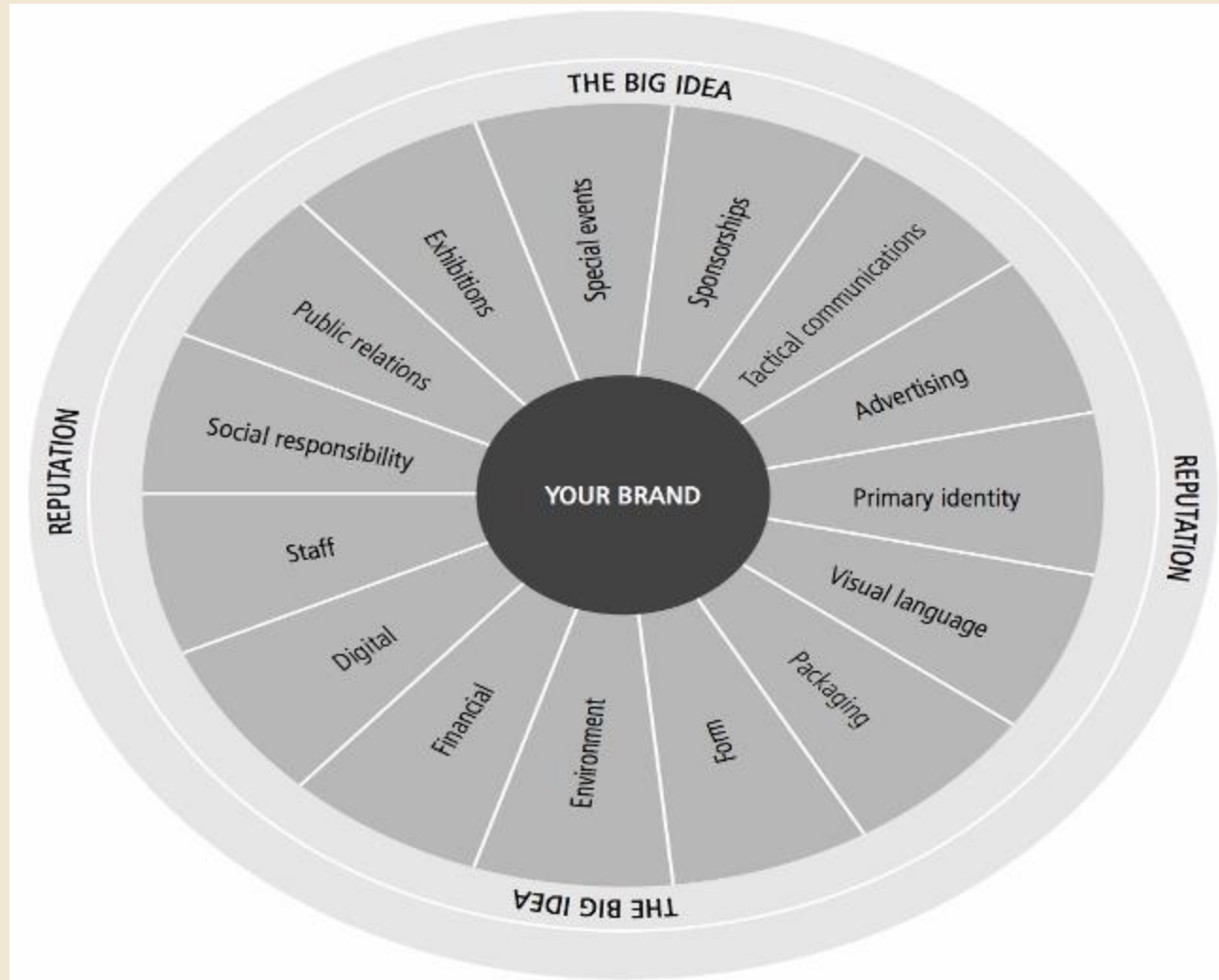
Brand identity

The creation of a visual representation of the brand through a name, logo, logotype, colour, and style.

Brand identity

Figure 8.2 The BrandAdvantage™ model

BRANDADVANTAGE™					
STRATEGY		**DESIGN**		**IMPLEMENTATION**	
1 INSIGHT Brand diagnostics & scoping	**2 CONCEPT DESIGN** Exploration of multiple ideas	**3 DESIGN DEVELOPMENT** Refinement & extension of concept design	**4 TECHNICAL DOCUMENTATION** Final preparation for production & print	**5 PRODUCTION** Project management, production & quality control	**6 HEALTH CHECK** Review success against objectives
• Planning • Key brand interviews • Visual audit & analysis • Strategic investigation • Competitor analysis	• Brand architecture • Brand idea • Naming • Concept design • Evolution • Revolution	• Design development • Design refinement • Design application • Validation • Legal	• Finished art • Technical specifications • Brand guidelines • Design & implementation controls • Prototype & testing	• Project management • Tender process • Quality control • Procurement • Roll-out	• Review implementa-tion • Review success against evolved business • Review success against evolving marketplace • Define way forward

Source: HKLM, 2008b

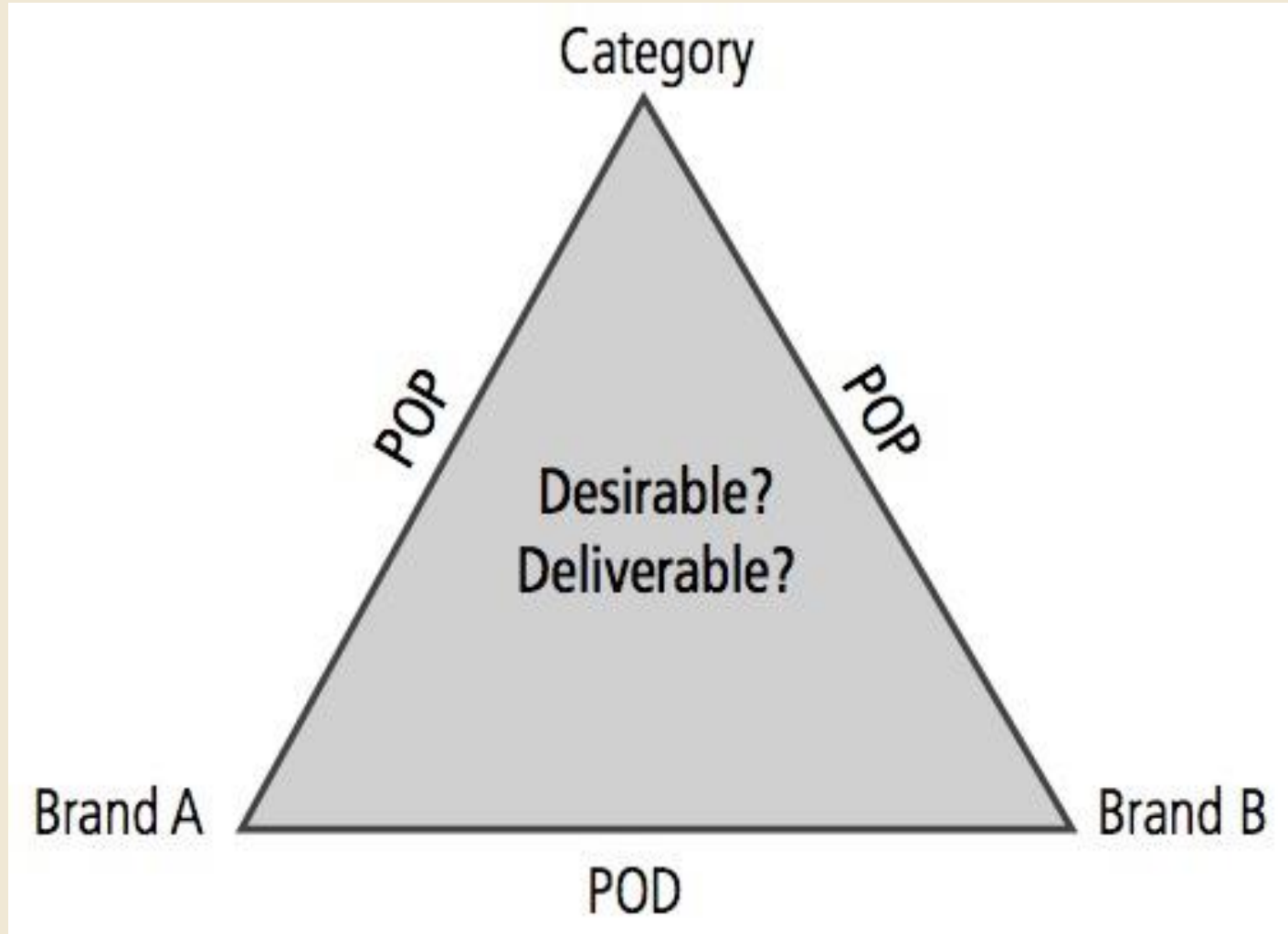# Figure 8.3 Examples of category hierarchies
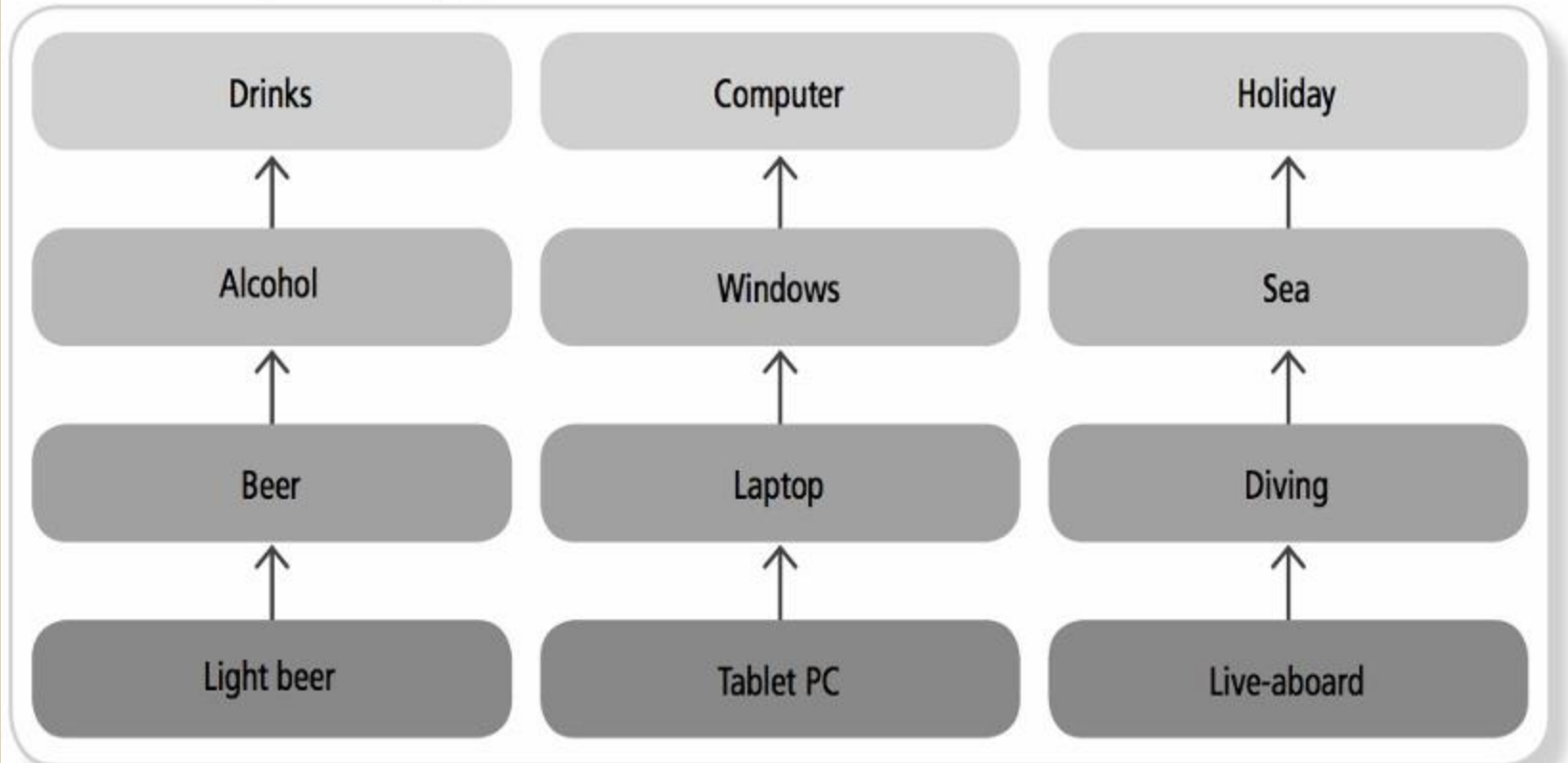
Positioning

The business process that designs a brand, product or service to occupy a relative position in the consumer's mind.

Points-of-parity and points-of-difference

Table 8.1 Desirability and deliverability criteria for POD

POD criteria for desirability	POD criteria for deliverability
Relevance: The POD must be personally relevant and important to consumers	**Feasibility:** The product or service design and marketing offering must support the desired association
Distinctiveness: Target consumers must find the POD distinctive and superior	**Communicability:** Consumers must be given a compelling reason and understandable rationale as to why the brand can deliver the desired benefit
Believability: Target consumers must find the POD believable and credible	**Sustainability:** The organisation must be committed and willing to devote enough resources to create an enduring positioning

Positioning statement

[Our offering] is [most important claim]

among all [chosen segment]

because [most important support].

Differentiation

The 'setting-apart' of an organization's offering to be superior on at least one dimension that is important to the customer.
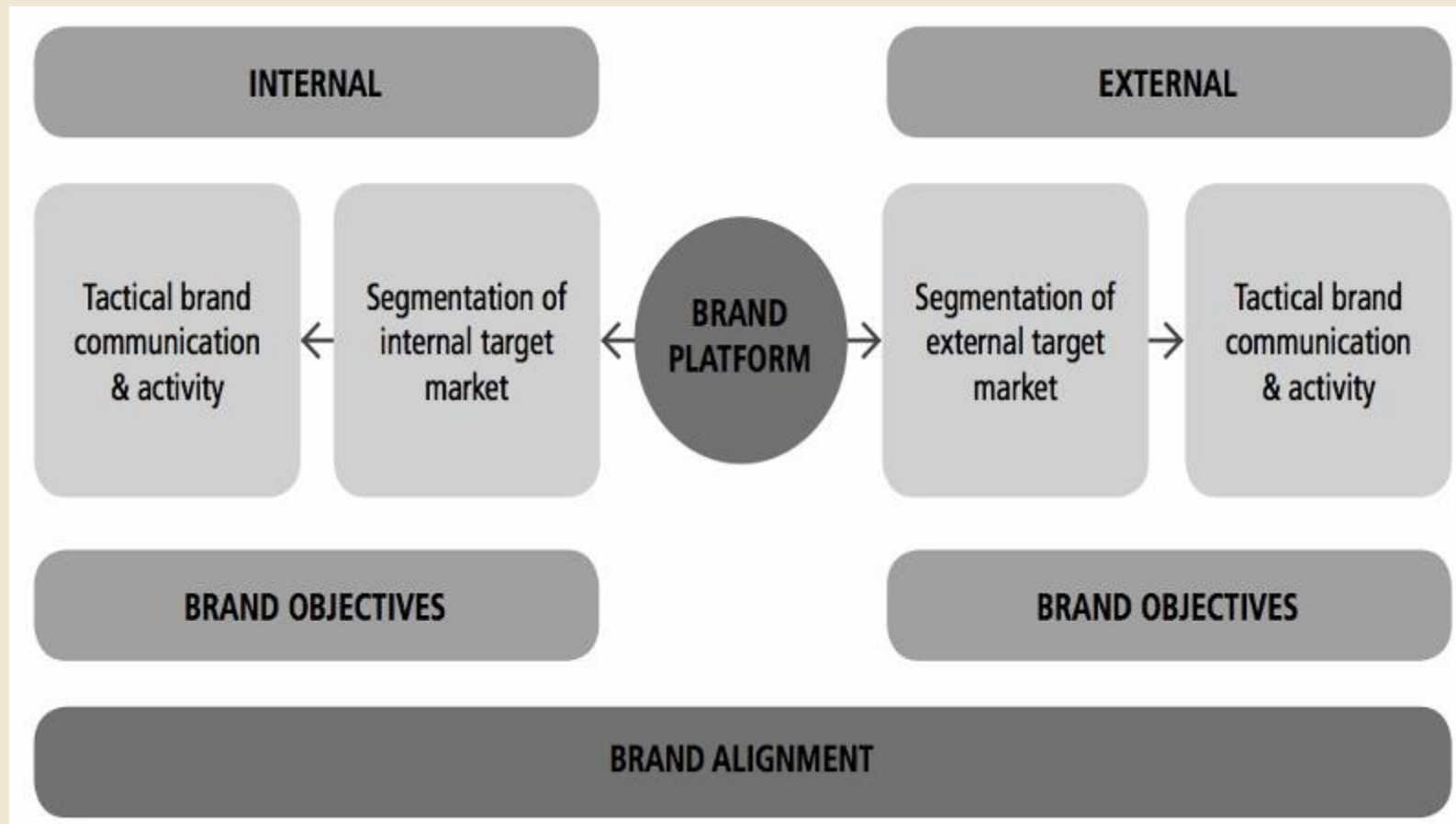
Brand alignment

The business process of ensuring consistency between the brand's positioning and meaning inside and outside the organization.

Figure 8.8 The brand alignment process

Internal branding

The business activities that develop a deeper sense of the organization's brand within the employees.

Figure 8.9 International brand valuation, 2008 vs 2013

|	Coca-Cola	IBM	Microsoft	GE	Nokia	Toyota	Intel	McDonald's	Disney	Google
Brand value	$66,667	$59,031	$59,007	$53,086	$35,942	$34,050	$31,261	$31,049	$29,251	$25,590
Change in Brand value	2%	3%	1%	1%	7%	6%	1%	6%	0%	43%
2007 Brand value	$65,324	$57,090	$58,709	$51,569	$33,696	$32,070	$30,954	$29,398	$29,210	$17,837

Source: Interbrand, 2008
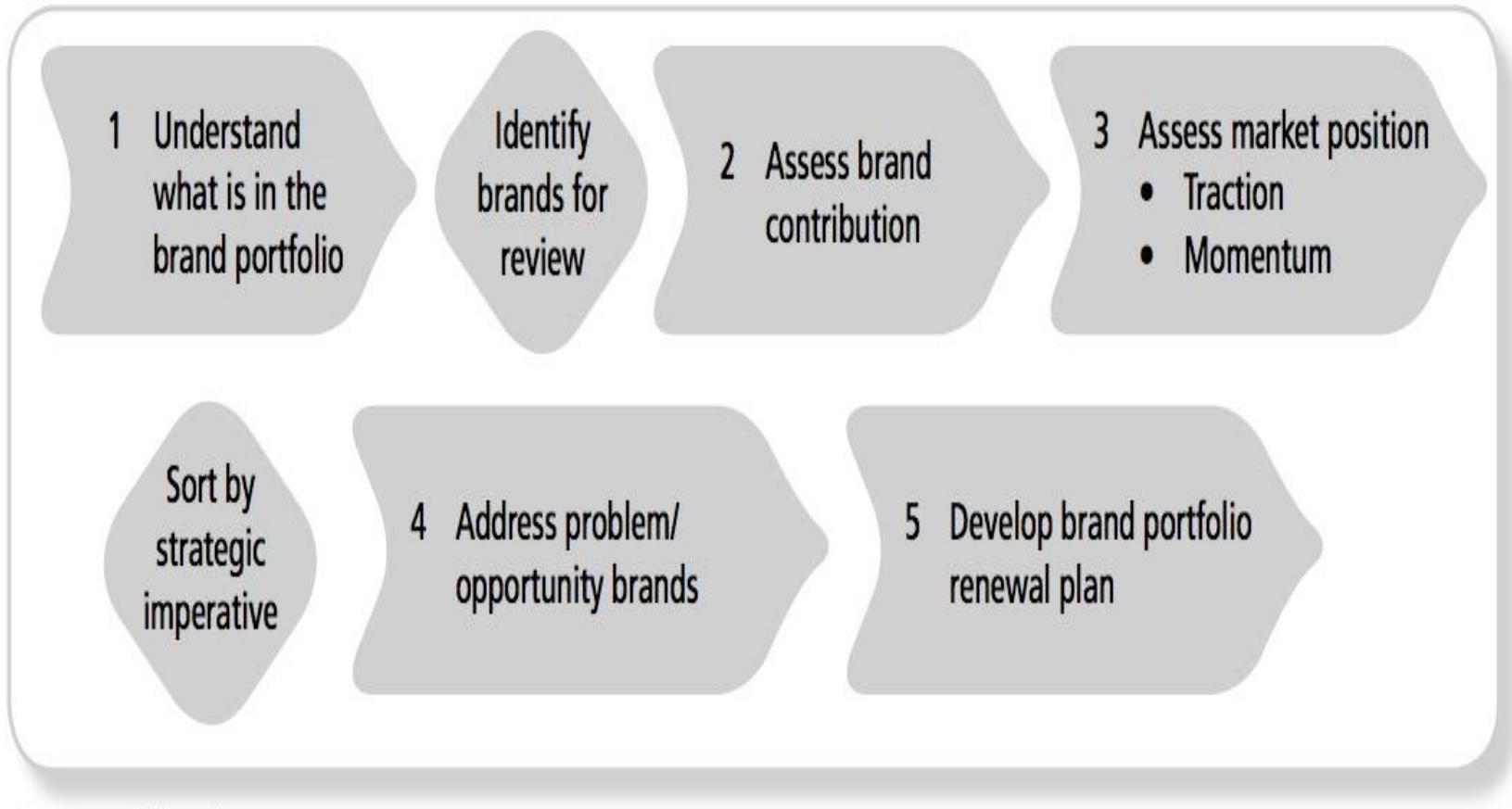
Brand portfolio

The organization, management, and marketing of multiple brands owned by a single company.

The phases of building a brand portfolio

Figure 8.10 Building a brand portfolio
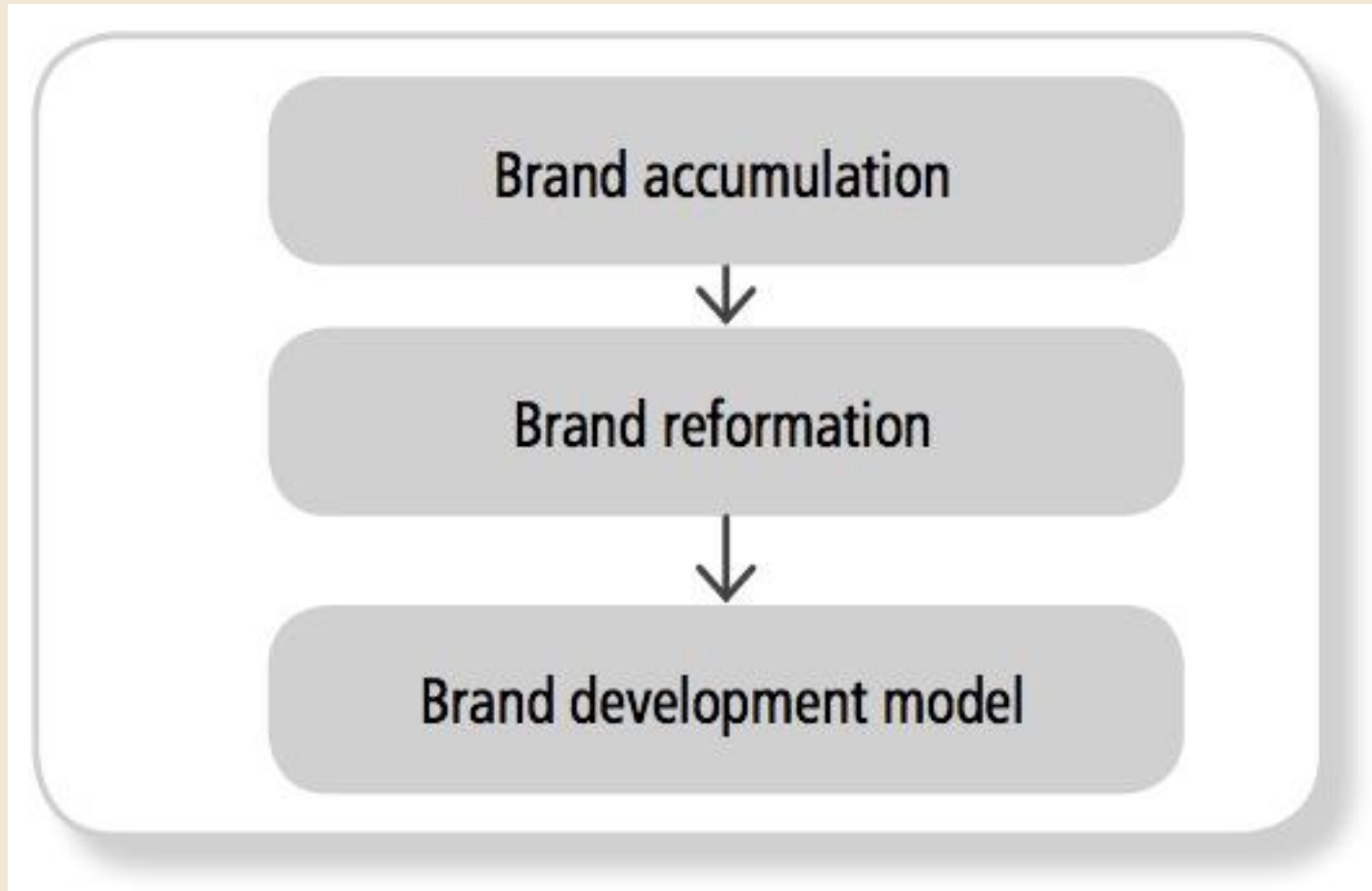
Figure 8.11 Brand portfolio

Figure 8.14 The brand relationship spectrum

Brand valuation

The determination of a financial value for the intangible brand asset owned by the organization.