

STRATEGIC BRAND MANAGEMENT

Audiobook Companion File

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FOURTH EDITION

CHAPTER ONE: BRANDS AND BRAND MANAGEMENT

Figure 1. Starbucks Brand Association Map



Figure 2. Benefit Visibility and Brand Impact

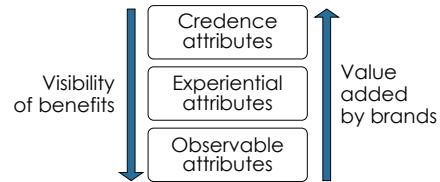


Figure 3. The Seven Attributes Defining the Company Offering

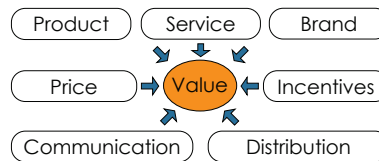
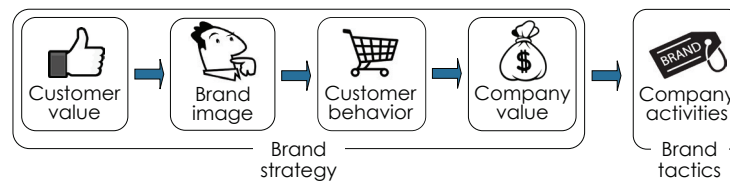


Figure 4. The Market Impact of the Brand



Figure 5. Value-Driven Brand Management



CHAPTER TWO: BRANDS AS A TOOL FOR CREATING VALUE

Figure 1. The Market Value Principle

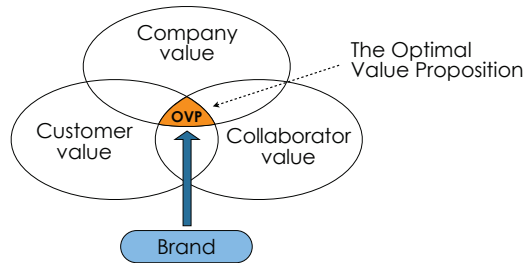


Figure 2. The Three Dimensions of Customer Value

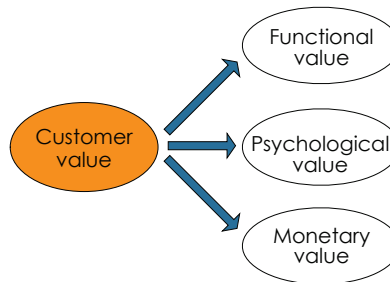


Figure 3. Brands as a Primary Tool for Creating Psychological Value

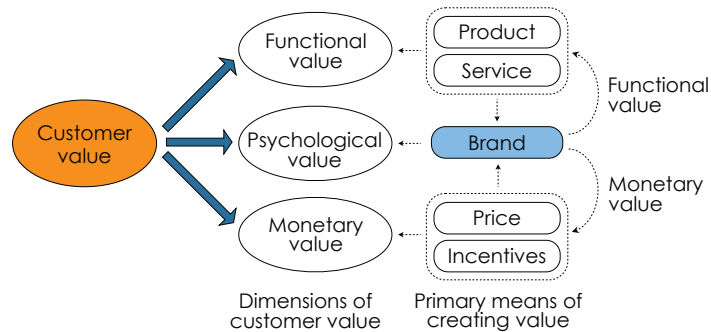


Figure 4. The Brand as a Means of Creating Company Value

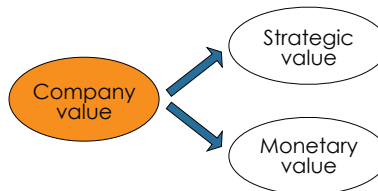


Figure 5. The Brand as a Means of Creating Collaborator Value

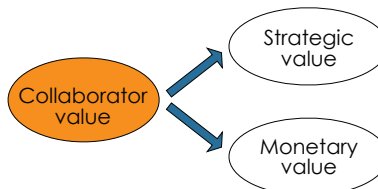


Figure 6. The Brand as a Means of Amplifying the Impact of the Offering on Customers

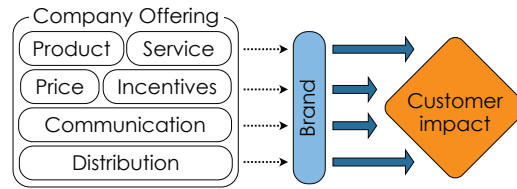
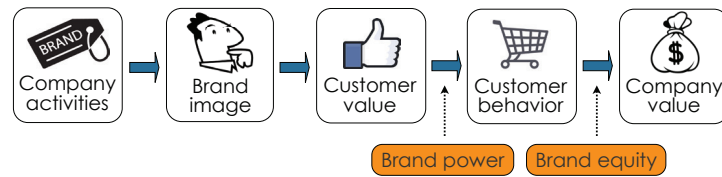


Figure 7. Brand Power and Brand Equity



CHAPTER THREE: DEVELOPING THE BRAND STRATEGY

Figure 1. Value Proposition as a Reason for Choice

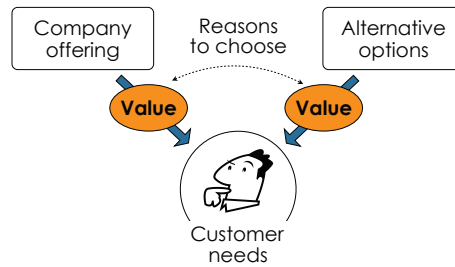


Figure 2. Single-Benefit Positioning

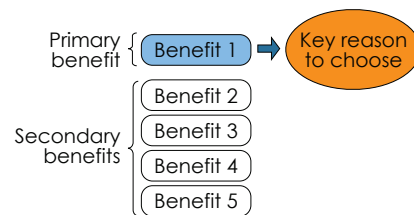


Figure 3. Multi-Benefit Positioning

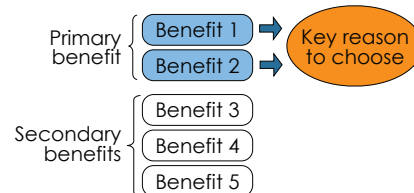


Figure 4. Holistic Positioning

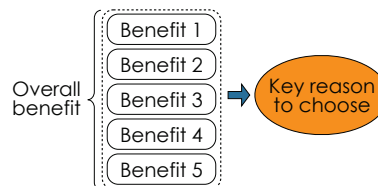


Figure 5. Positioning the Brand to Create a Sustainable Competitive Advantage

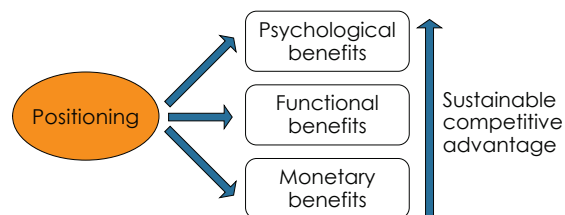


Figure 6. The Six Es of Luxury

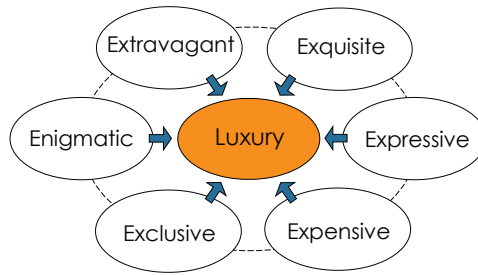
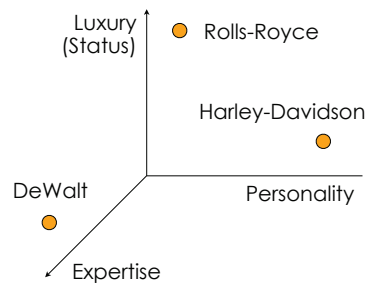


Figure 7. The Three Dimensions of Identity Branding



CHAPTER FOUR: DESIGNING THE BRAND

Figure 1. Brand Identifiers and Brand Associations

Brand Identifiers	Brand Associations
Unique to the brand	Shared by different brands
Created for branding purposes	Exist independently of the brand
Controlled by the brand owner	Not controlled by the brand owner
Not inherently meaningful	Inherently meaningful

Figure 2. Key Brand Identifiers

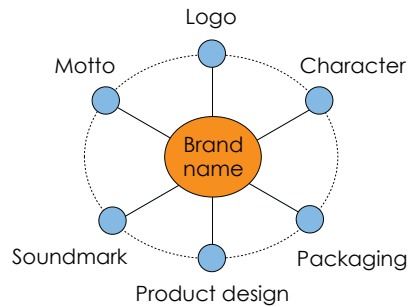


Figure 3. The Use of Typography in Brand Logos



Figure 4. The Use of Symbols in Brand Logos



Figure 5. Brand Characters as Brand Identifiers

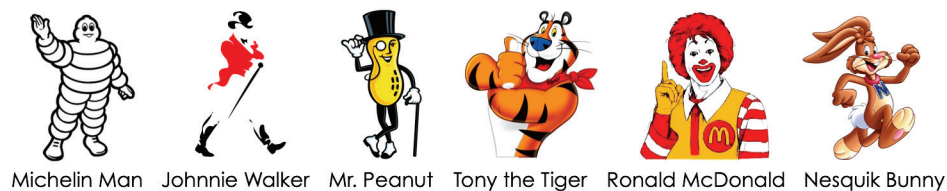
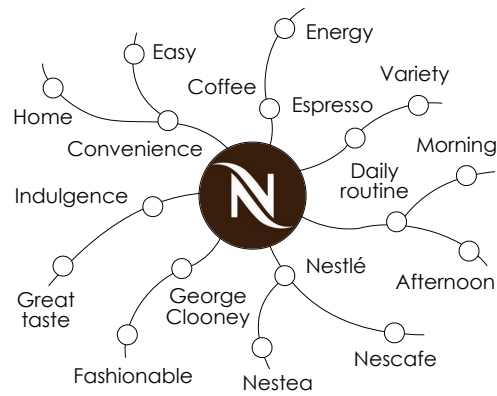
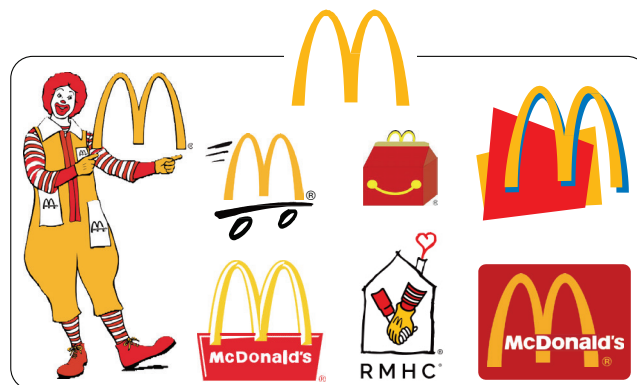


Figure 6. Brand Association Map of Nespresso



Supplemental Images



CHAPTER FIVE: COMMUNICATING THE BRAND

Figure 1. Brand Communication as a Distinct Type of Marketing Communication

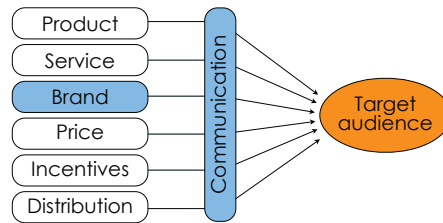
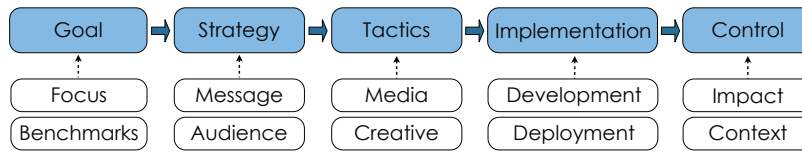


Figure 2. The Framework for Managing Brand Communication



Supplemental Images



CHAPTER SIX: CRAFTING THE BRAND ARCHITECTURE

Figure 1. Brand and Product Portfolio Strategy: Toyota

Target customers	Segment A	Segment B	Segment C	
Value proposition	Practical and inexpensive	Everyday transportation	Luxury experience	
Product	Compact	Sedan	Luxury sedan	← Product portfolio
Service	Standard	Standard	Premium	
Brand	Toyota	Toyota	Lexus	← Brand portfolio
Price	\$	\$\$	\$\$\$	
Distribution	Toyota dealership	Toyota dealership	Lexus dealership	

Figure 2. The Brand-Market Matrix

	Market Segments				
Target Customers	T _A	T _B	T _C	T _D	T _E
Value Proposition	V _A	V _B	V _C	V _D	V _E
	Marketing strategy				
Product	P ₁	P ₁	P ₂	P ₂	P ₃
Service	S ₁	S ₂	S ₂	S ₃	S ₃
Brand	B ₁	B ₁	B ₁	B ₂	B ₃
	← Brand portfolio				
Price	R ₁	R ₂	R ₂	R ₃	R ₄
Incentives	I ₁	I ₂	I ₃	-	-
	Marketing tactics				
Communication	C ₁	C ₂	C ₂	C ₃	C ₄
Distribution	D ₁	D ₂	D ₁	D ₃	D ₃
	Market offering				

Figure 3. The Product-Brand Matrix

Product line	Brand A	Brand B	Brand C	Brand D	← Brand portfolio
Product 1	Offering A1	-	-	Offering D1	
Product 2	-	Offering B2	-	-	
Product 3	-	Offering B3	-	-	
Product 4	-	Offering B4	-	-	
Product 5	-	-	Offering C5	-	
Product 6	-	-	Offering C6	-	

Figure 4. Umbrella Branding Strategy

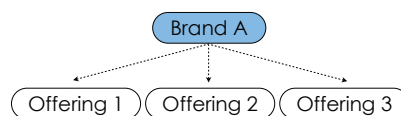
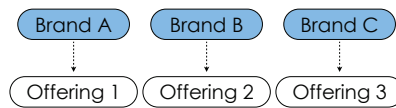
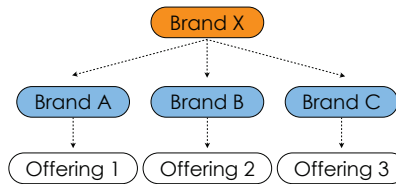
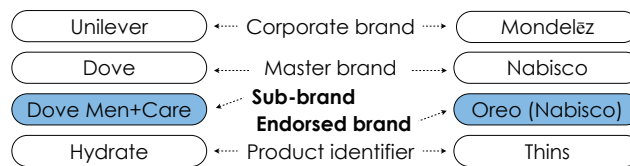
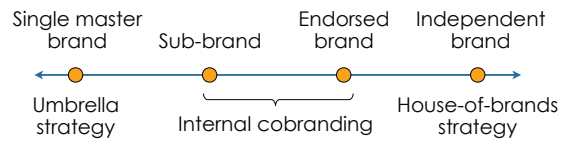
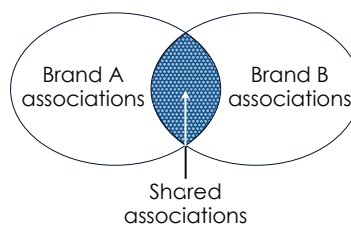


Figure 5. House-of-Brands Strategy**Figure 6. Internal Cobranding****Figure 7. Sub-Branding and Endorsement-Branding Strategies****Figure 8. Umbrella Branding, Cobranding, and House-of-Brands Strategies****Figure 9. Shared Brand Meaning as the Driving Force of Cobranding**

CHAPTER SEVEN: MANAGING BRANDS OVER TIME

Figure 1. Vertical Brand Extensions

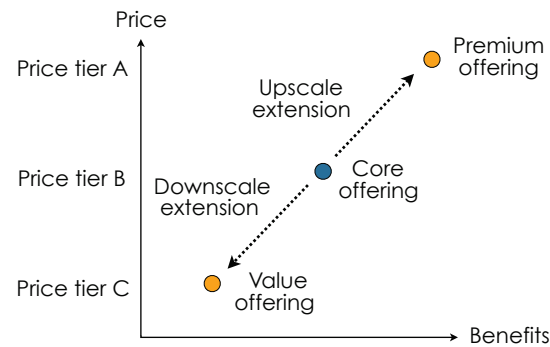


Figure 2. Horizontal Brand Extensions

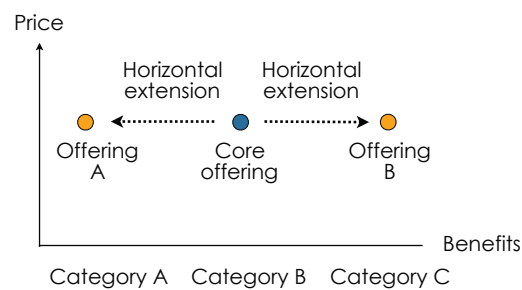


Figure 3. Brand Repositioning and Brand Realignment: Starbucks



Figure 4. The Evolution of the Nestlé Logo

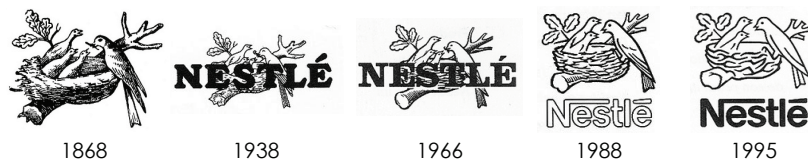


Figure 5. The Evolution of Brand Characters Johnnie Walker and Tony the Tiger

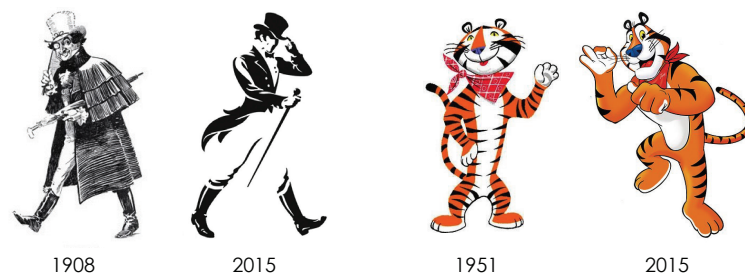


Figure 6. Realigning Product Packaging: Chanel N° 5



Supplemental Images



CHAPTER EIGHT: PROTECTING THE BRAND

Figure 1. A Drawing from the Lego Utility Patent Application

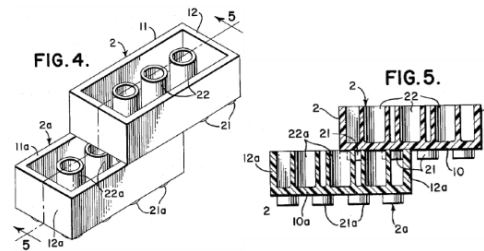


Figure 2. A Drawing from the Apple Watch Design Patent Application

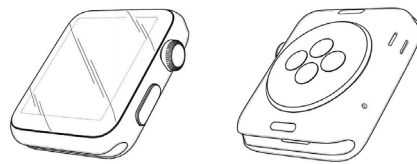


Figure 3. Types of Identity Marks Based on Their Distinctiveness

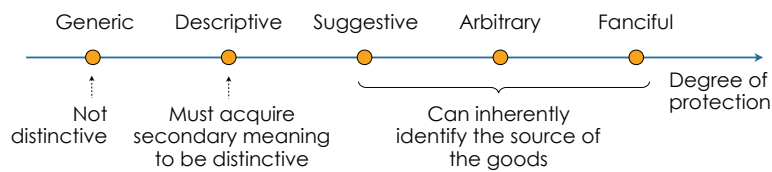


Figure 4. Trade Dress: Maker's Mark Wax Seal

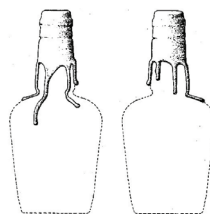


Figure 5. Trade Dress: Birkin Bag Design

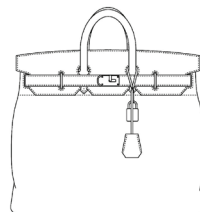


Figure 6. Burberry Fabric Pattern Registered as a Trademark

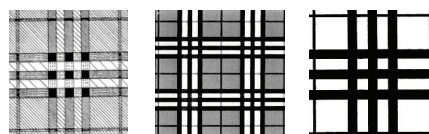


Figure 7. The Exxon Tiger and Tony the Tiger



Exxon Tiger



Tony the Tiger

Supplemental Images



Christian Louboutin

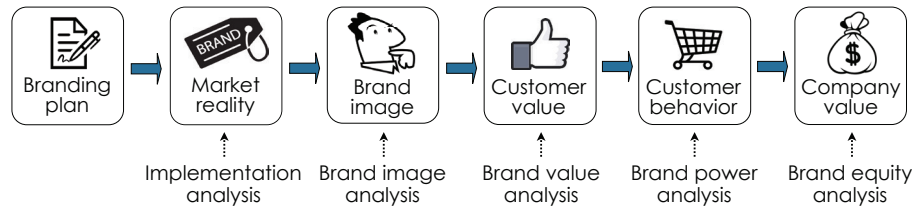


Yves Saint Laurent



CHAPTER NINE: EVALUATING BRAND IMPACT

Figure 1. The Framework for Evaluating Brand Impact



CHAPTER TEN: DEVELOPING A STRATEGIC BRAND MANAGEMENT PLAN

Figure 1. The Brand Action Plan

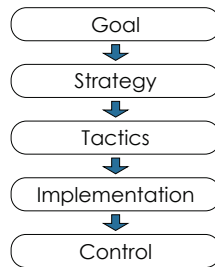


Figure 2. The Brand Action Plan

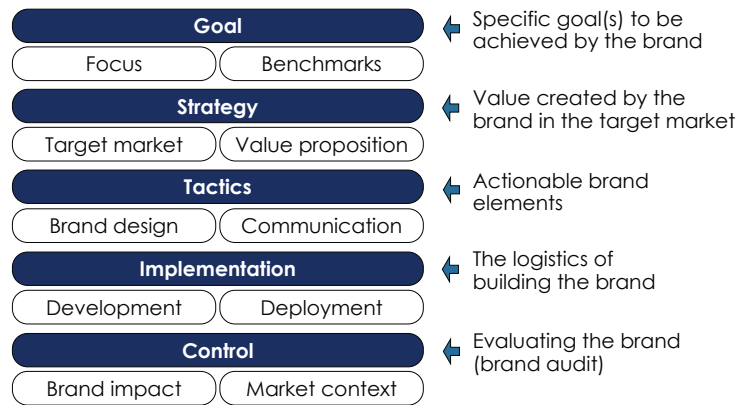


Figure 3. The Organization of the Strategic Brand Management Plan

Brand action plan	Executive Summary	
	What are the key aspects of the company's brand management plan?	
	Situation Overview	
	What are the history, culture, resources, offerings, and ongoing activities of the company and its brands?	What are the key aspects of the markets in which the brand competes and/or will compete?
	Goal	
	What is the key outcome the company aims to achieve with the brand?	What are the temporal and quantitative criteria for reaching the goal?
	Strategy	
	Who are the brand's customers, competitors, and collaborators? What are the company's resources and context?	What is the brand's value proposition for customers, collaborators, and the company?
	Tactics	
	What are the key elements—identifiers and associations—that define the brand?	What are the means—media and creative execution—used to relate the brand to its target customers?
Implementation		
How is the brand being developed?		
Control		
How will the company evaluate the progress toward its brand-management goal?		
Exhibits		
What are the details/evidence supporting the brand management plan?		

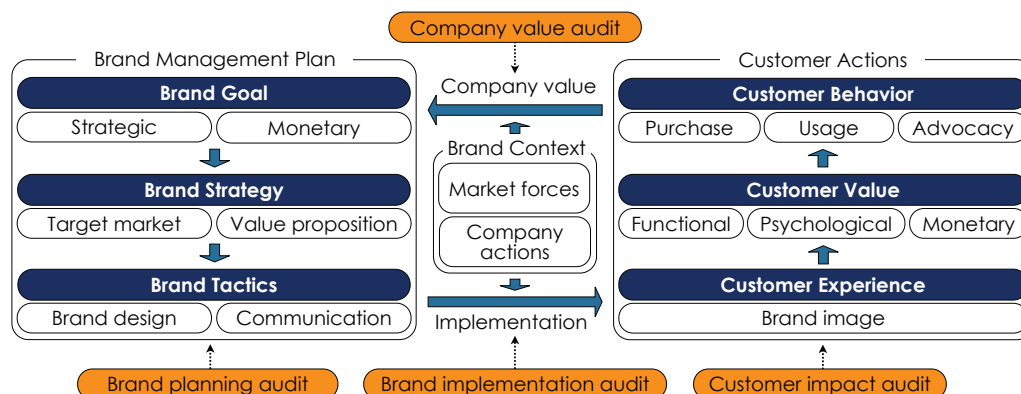
Figure 4. The Brand Audit Framework

Figure 5. The Customer Value Map