

STRATEGIC BRAND MANAGEMENT



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FOURTH EDITION

Chapter 1

Brands and Brand Management

Figure 1. Starbucks Brand Association Map

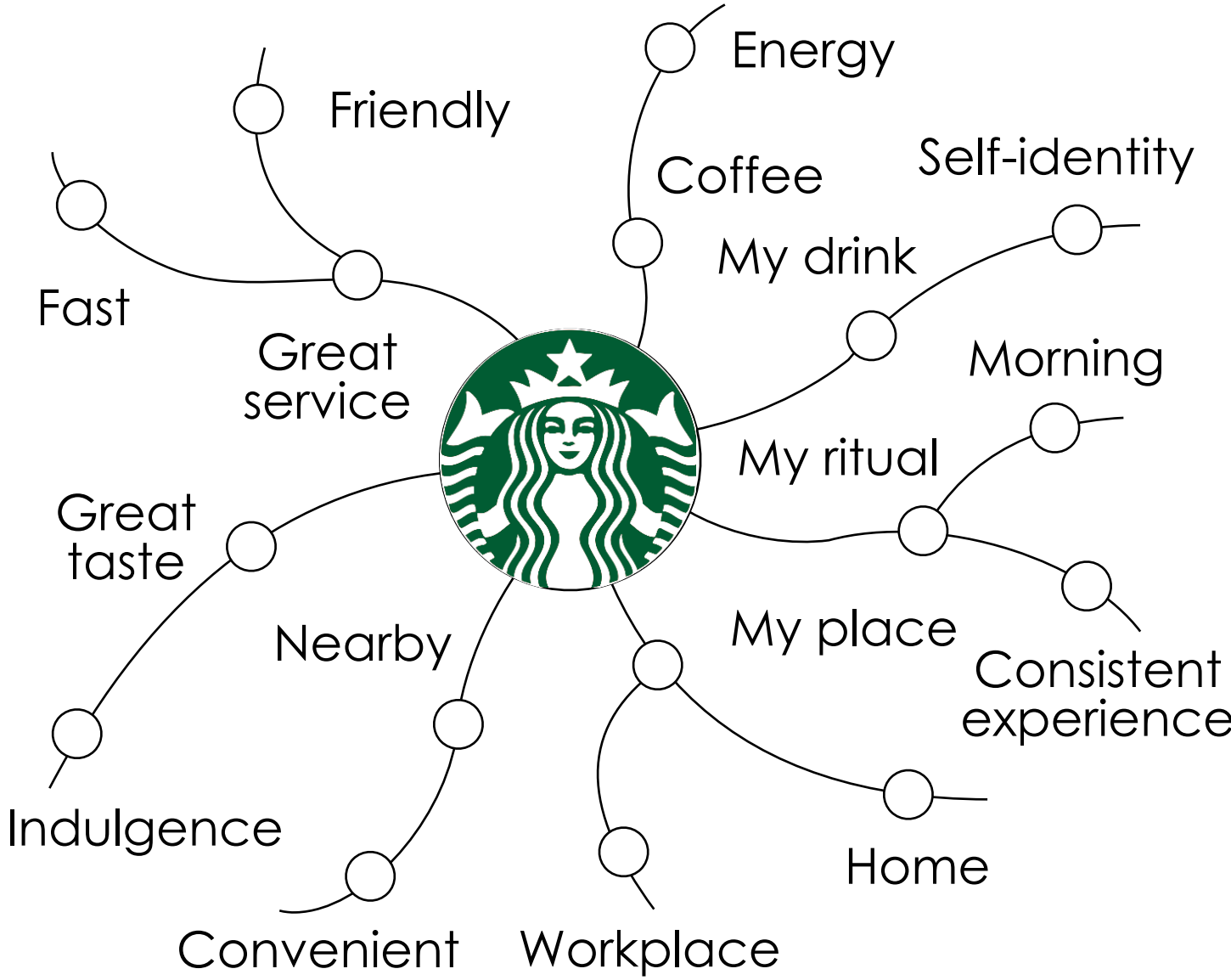


Figure 2. Benefit Visibility and Brand Impact

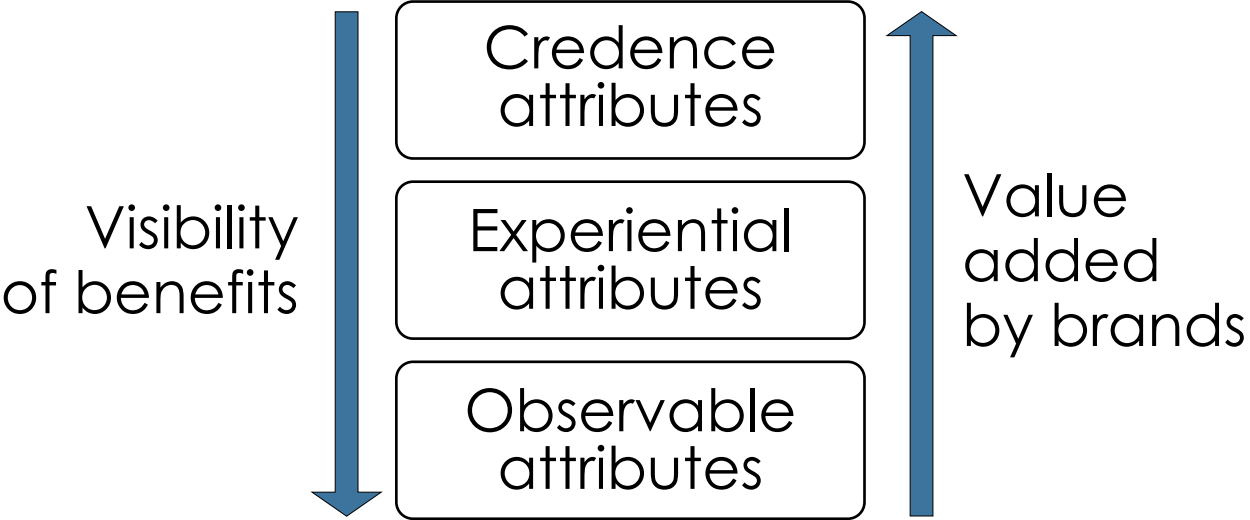


Figure 3. Marketing Tactics as a Process of Designing, Communicating and Delivering Value

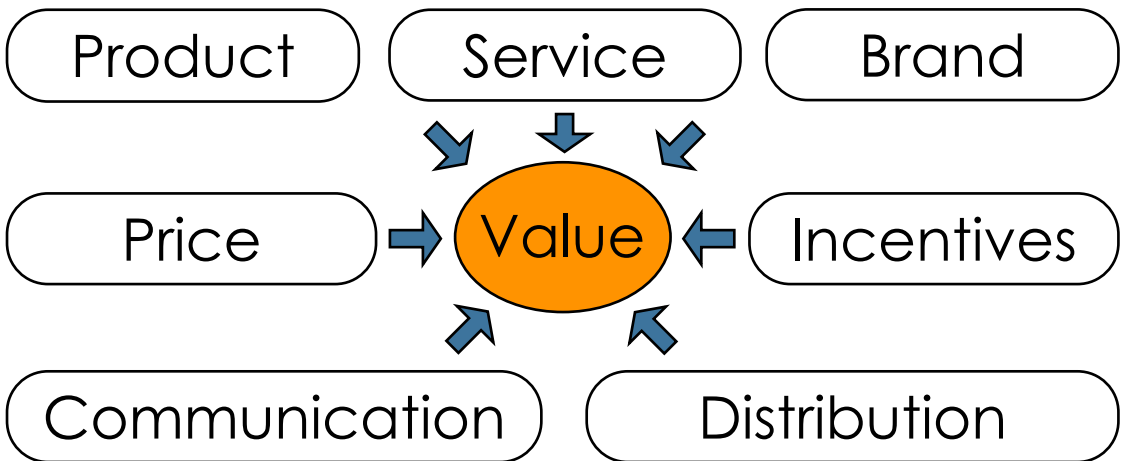


Figure 4. The Market Impact of the Brand



Figure 5. Value-Driven Brand Management



Chapter 2

Brands as a Tool for Creating Value

Figure 1. The Market Value Principle

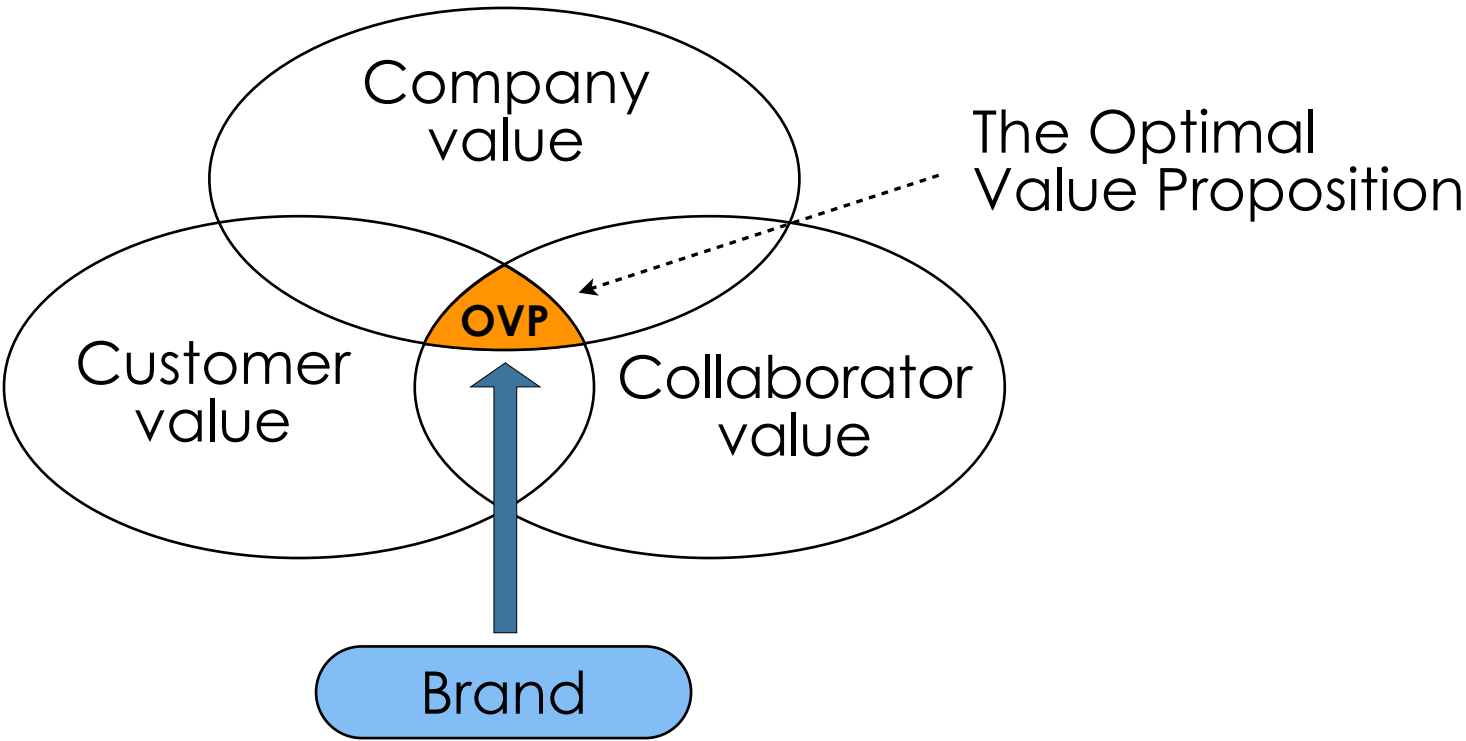


Figure 2. The Three Dimensions of Customer Value

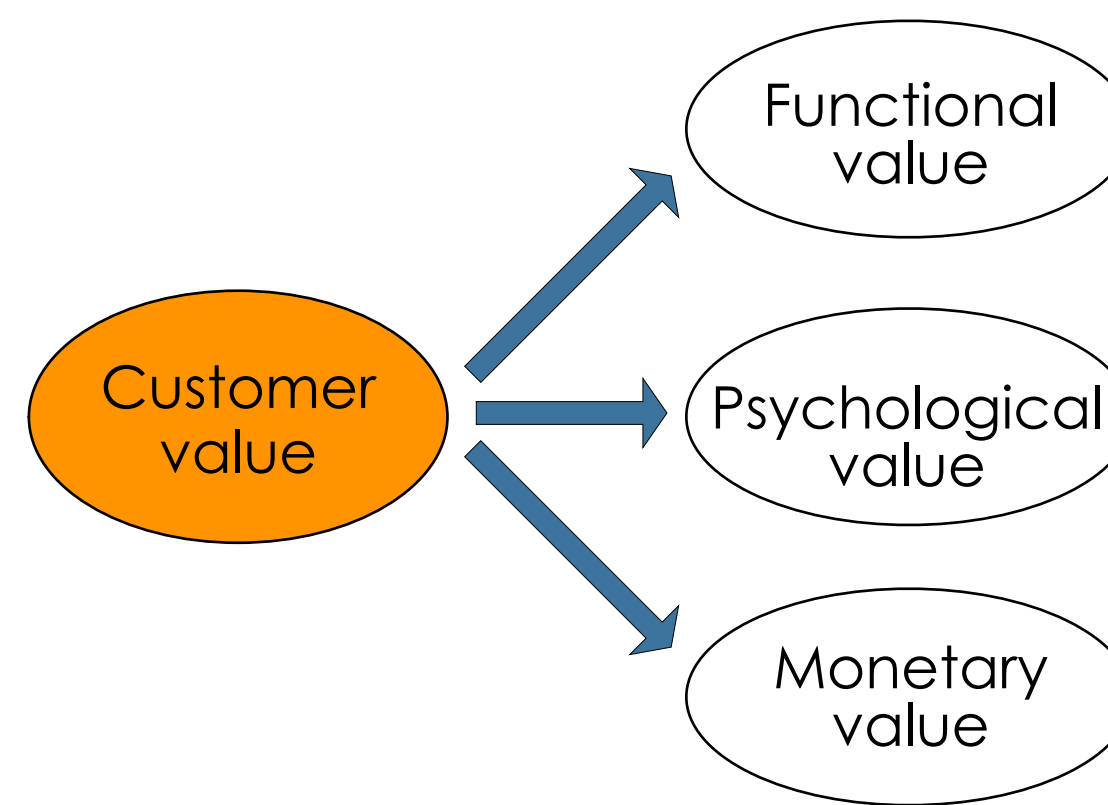


Figure 3. Brands as a Primary Tool for Creating Psychological Value

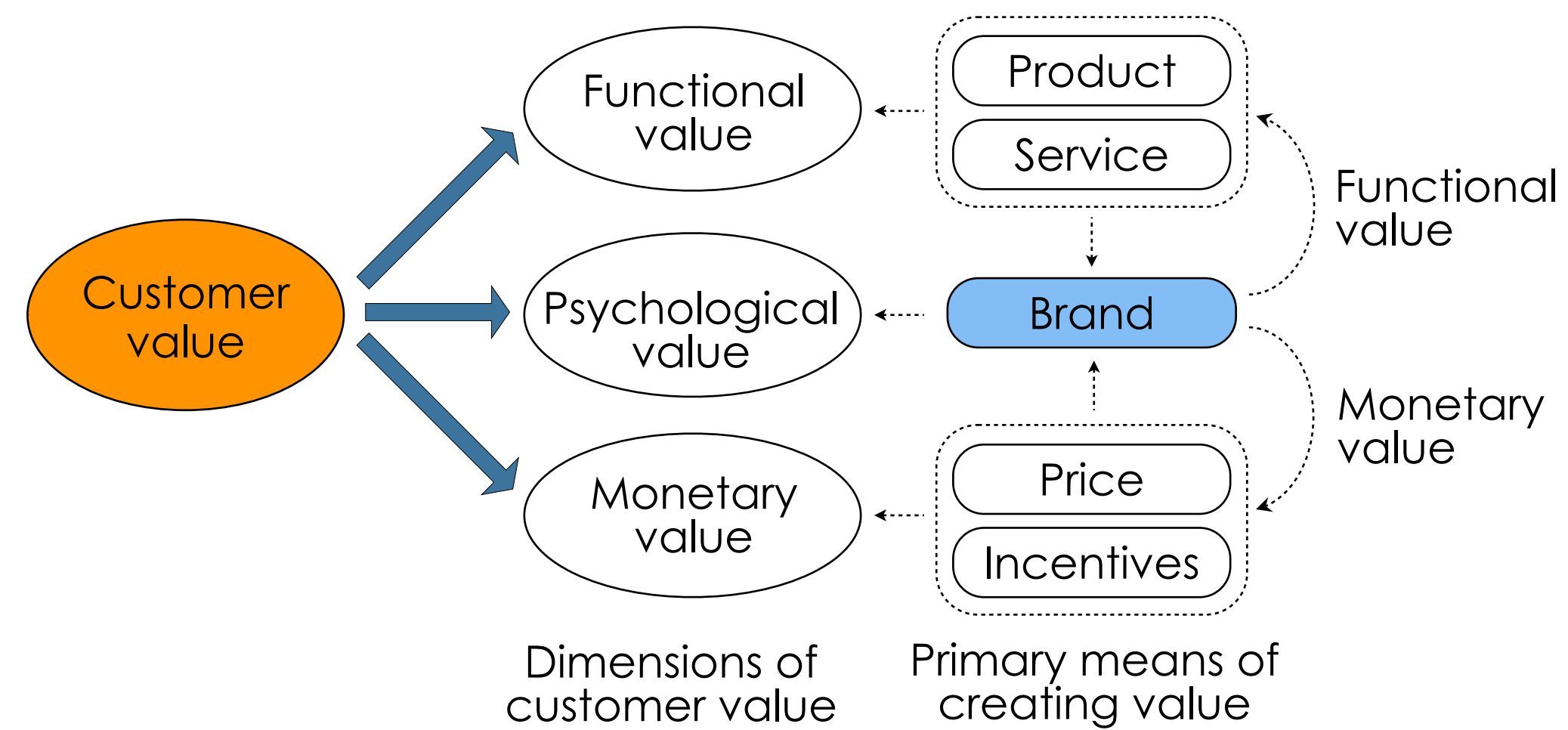


Figure 4. The Brand as a Means of Creating Company Value

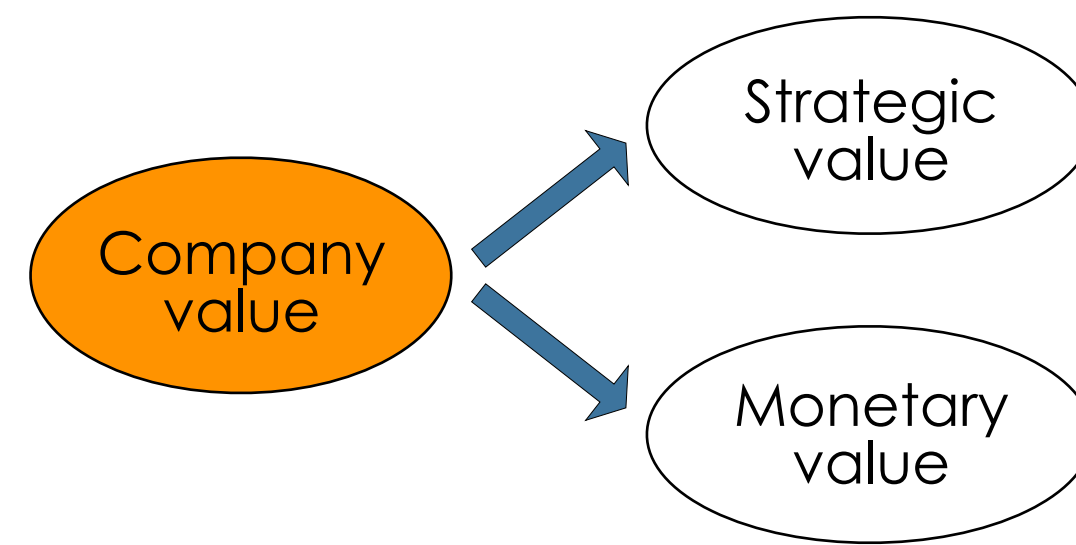


Figure 5. The Brand as a Means of Creating Collaborator Value

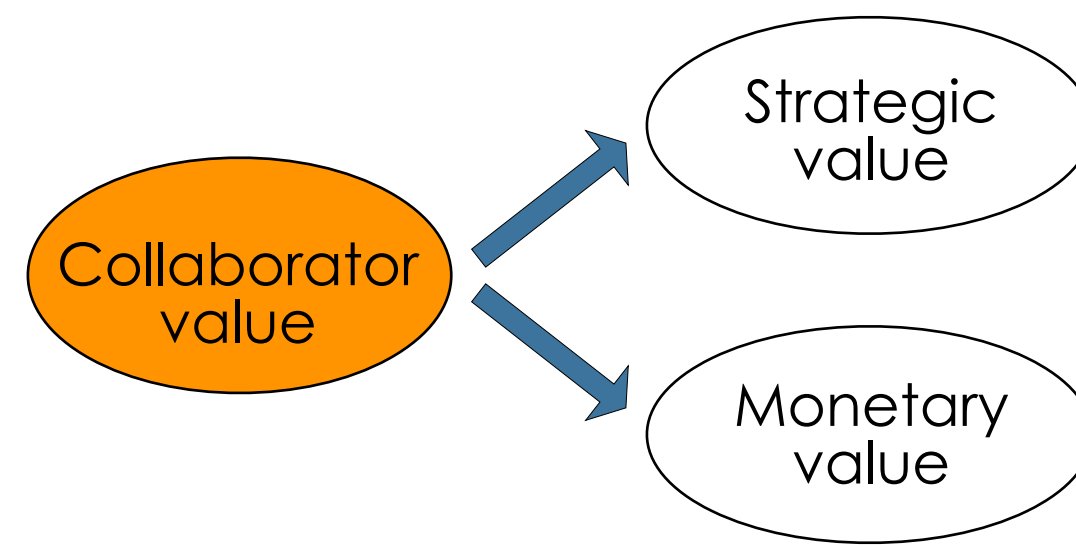


Figure 6. The Brand as a Means of Amplifying the Impact of the Offering on Customers

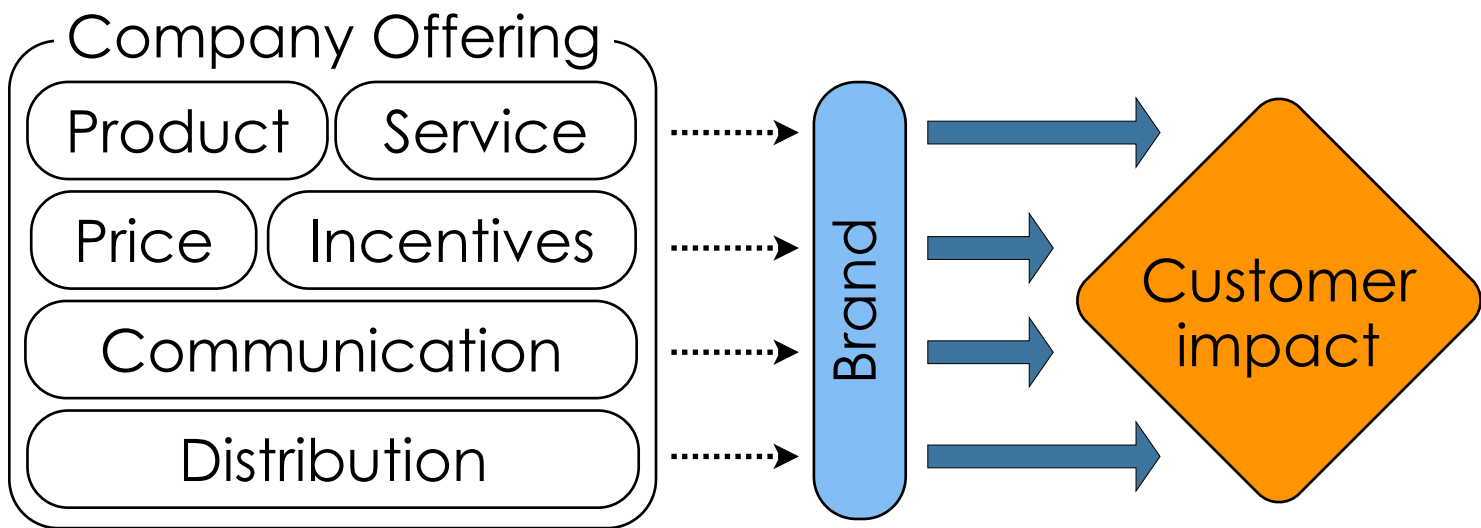
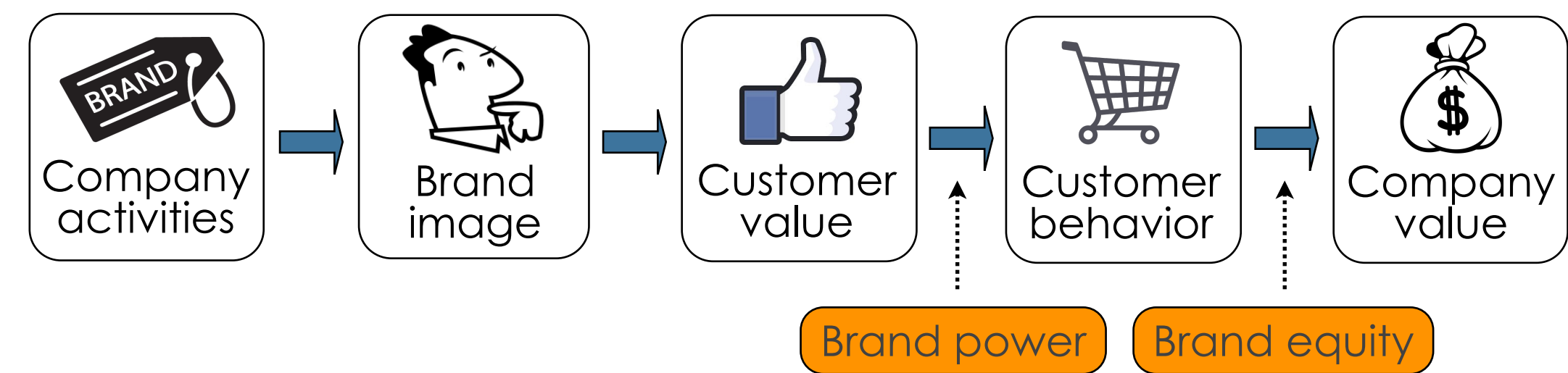


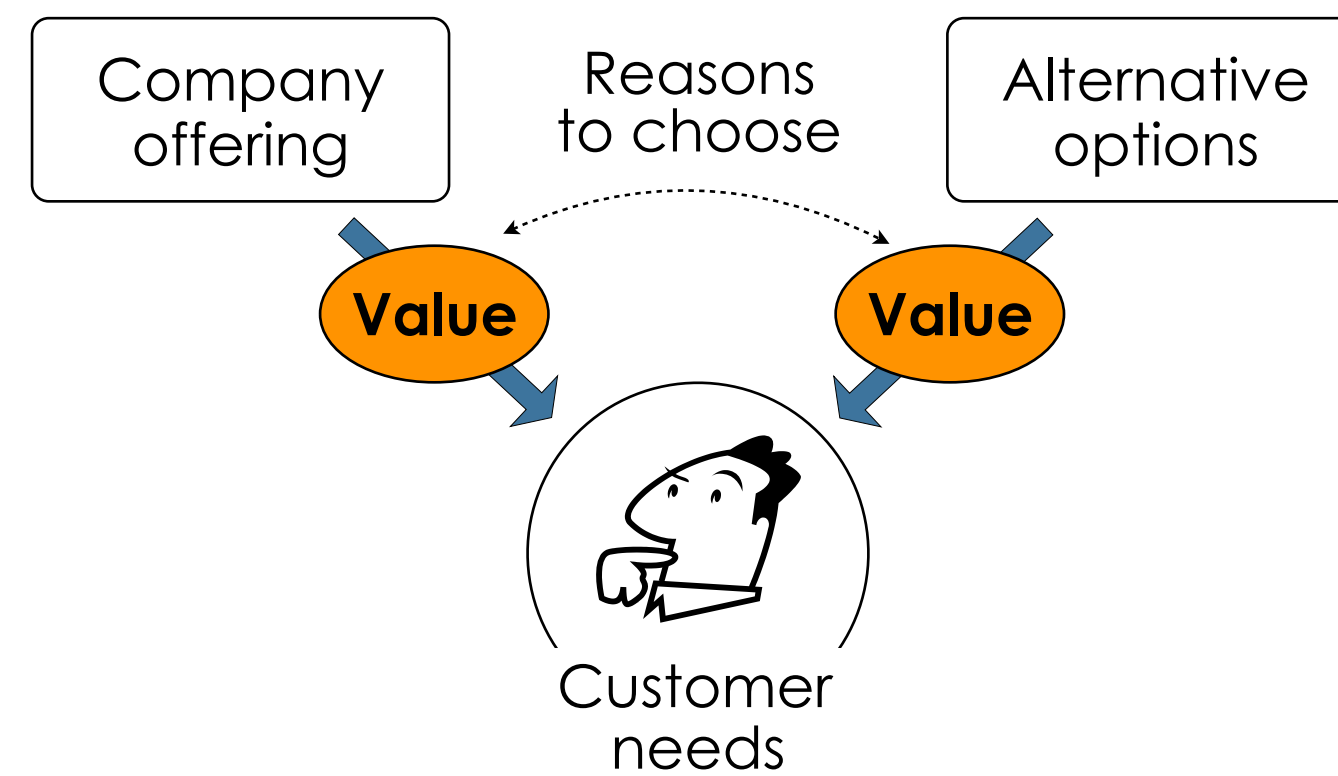
Figure 7. Brand Power and Brand Equity



Chapter 3

Developing the Brand Strategy

Figure 1. Value Proposition as a Reason for Choice



Figures 2-4: Positioning Strategies

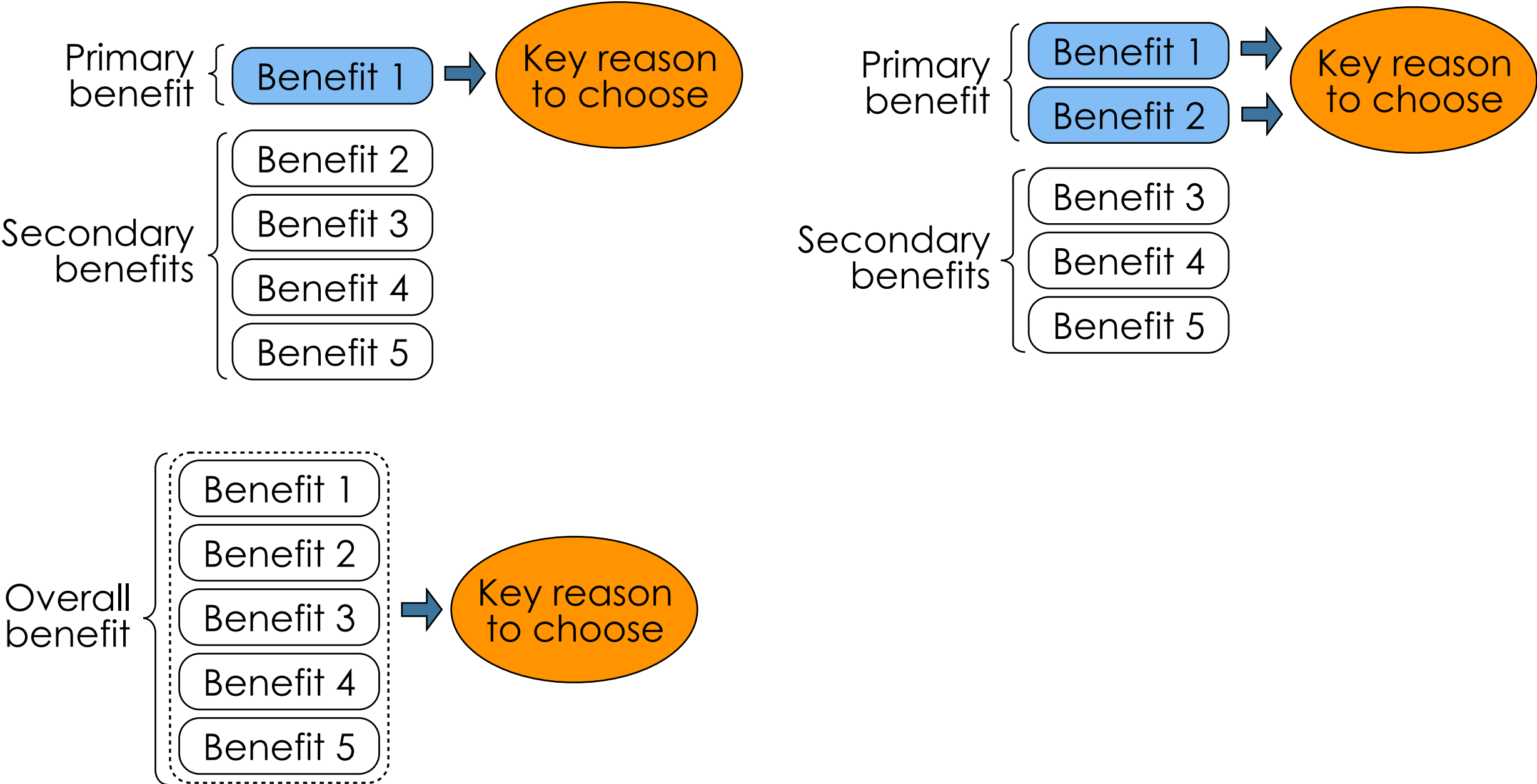


Figure 5. Positioning the Brand to Create a Sustainable Competitive Advantage

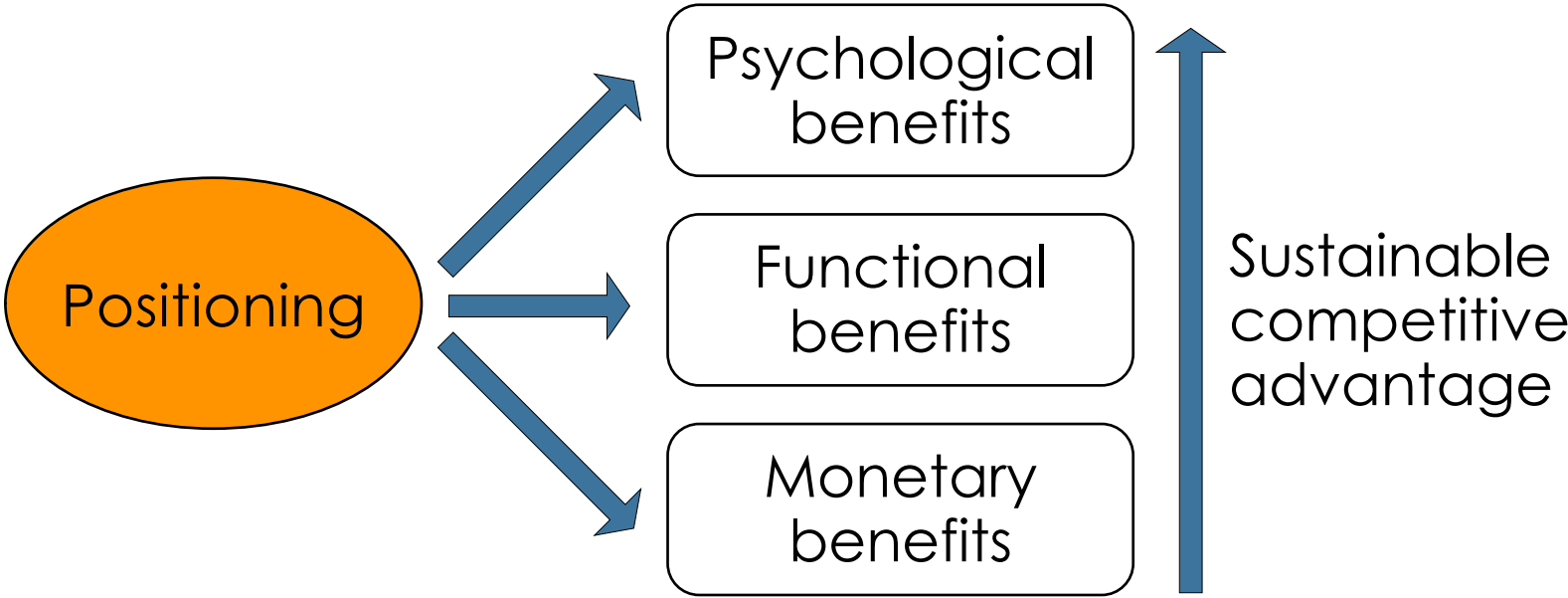


Figure 6. The Six Es of Luxury

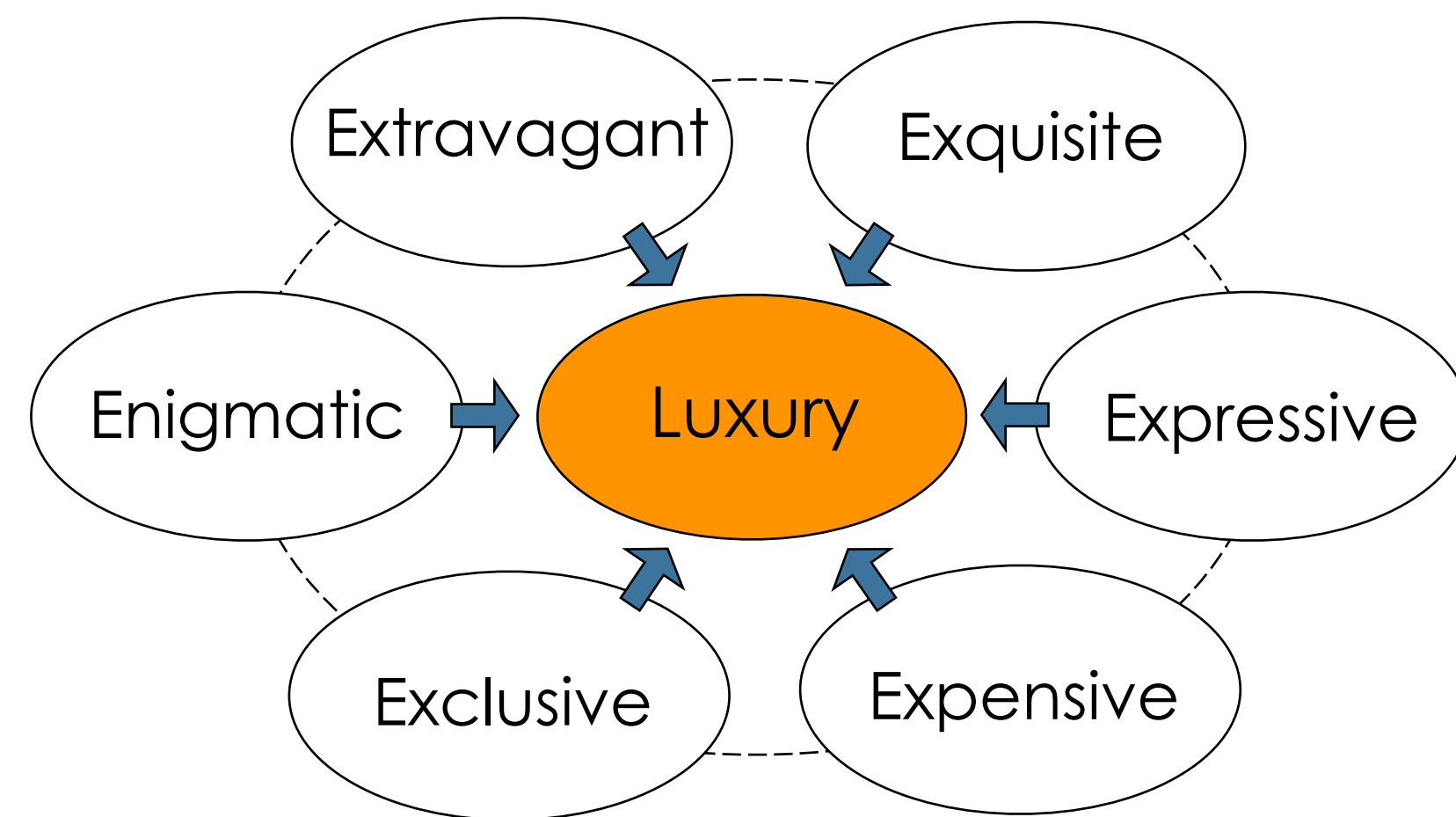
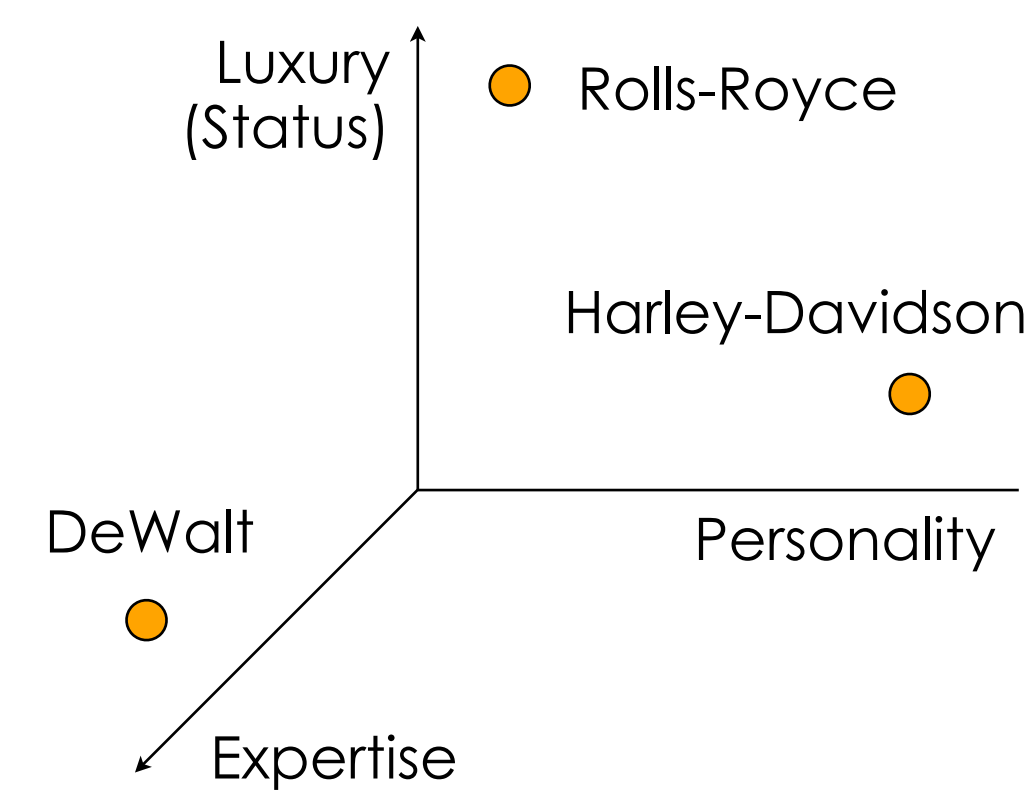


Figure 7. The Three Dimensions of Identity Branding



Chapter 4

Designing the Brand

Figure 1. Brand Identifiers and Brand Associations

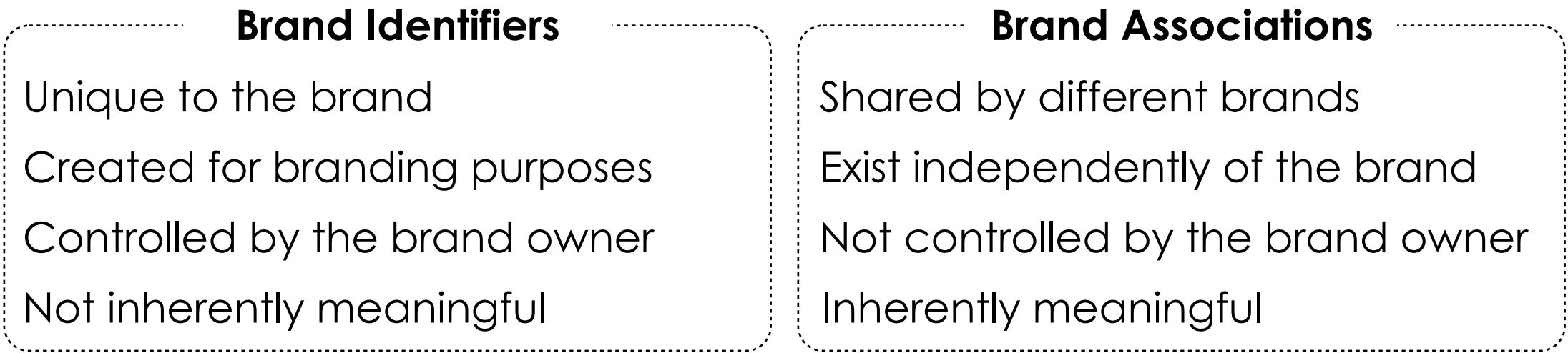


Figure 2. Key Brand Identifiers

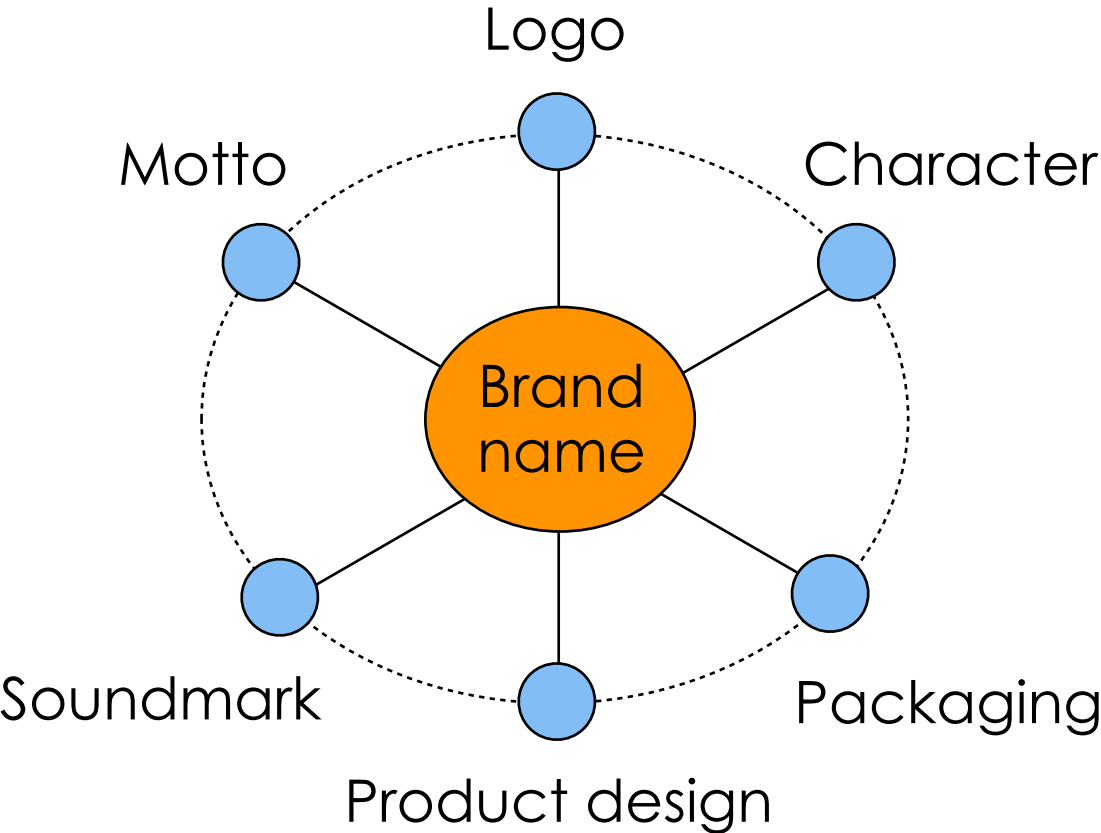
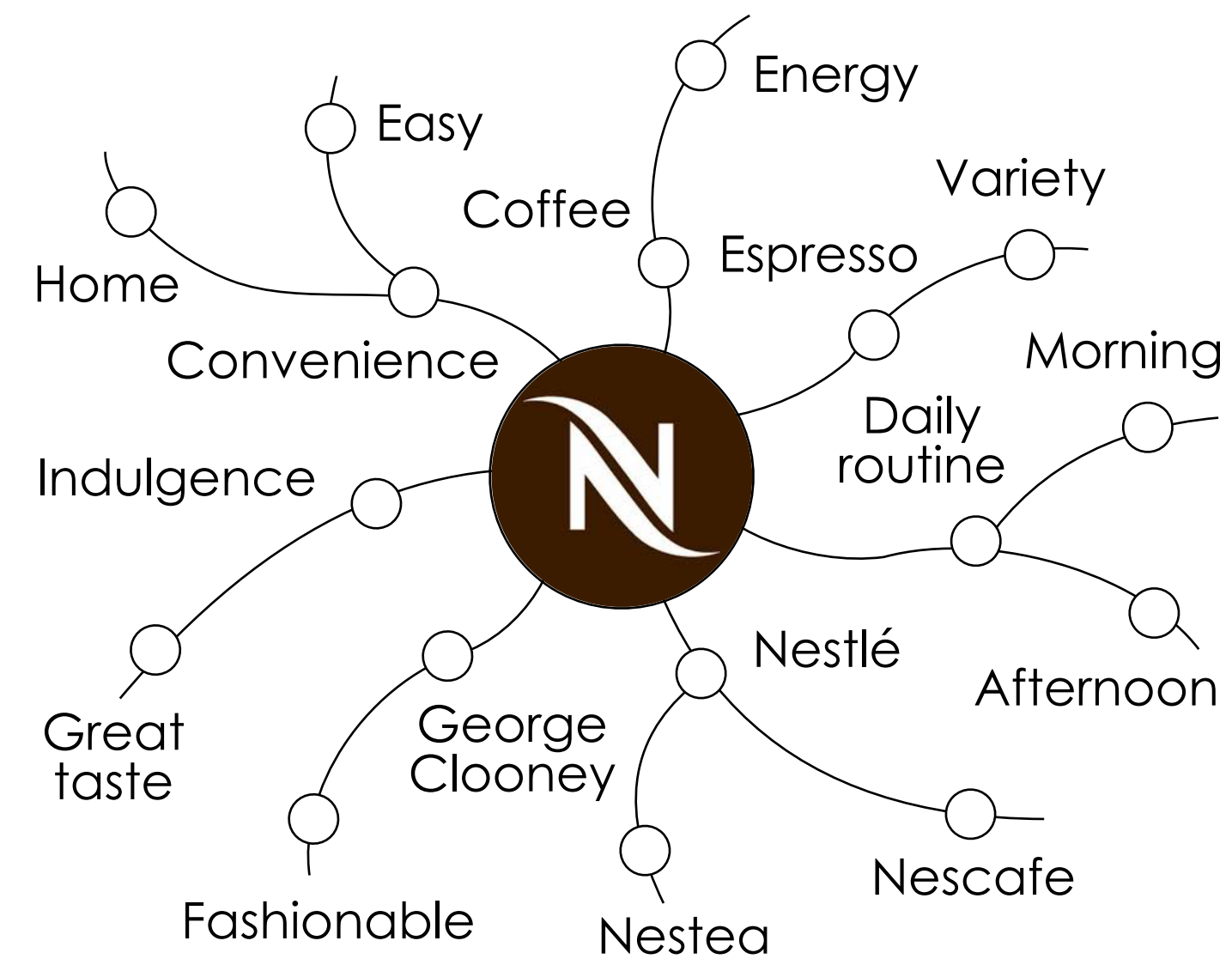


Figure 6. Brand Association Map of Nespresso



Chapter 5

Communicating the Brand

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

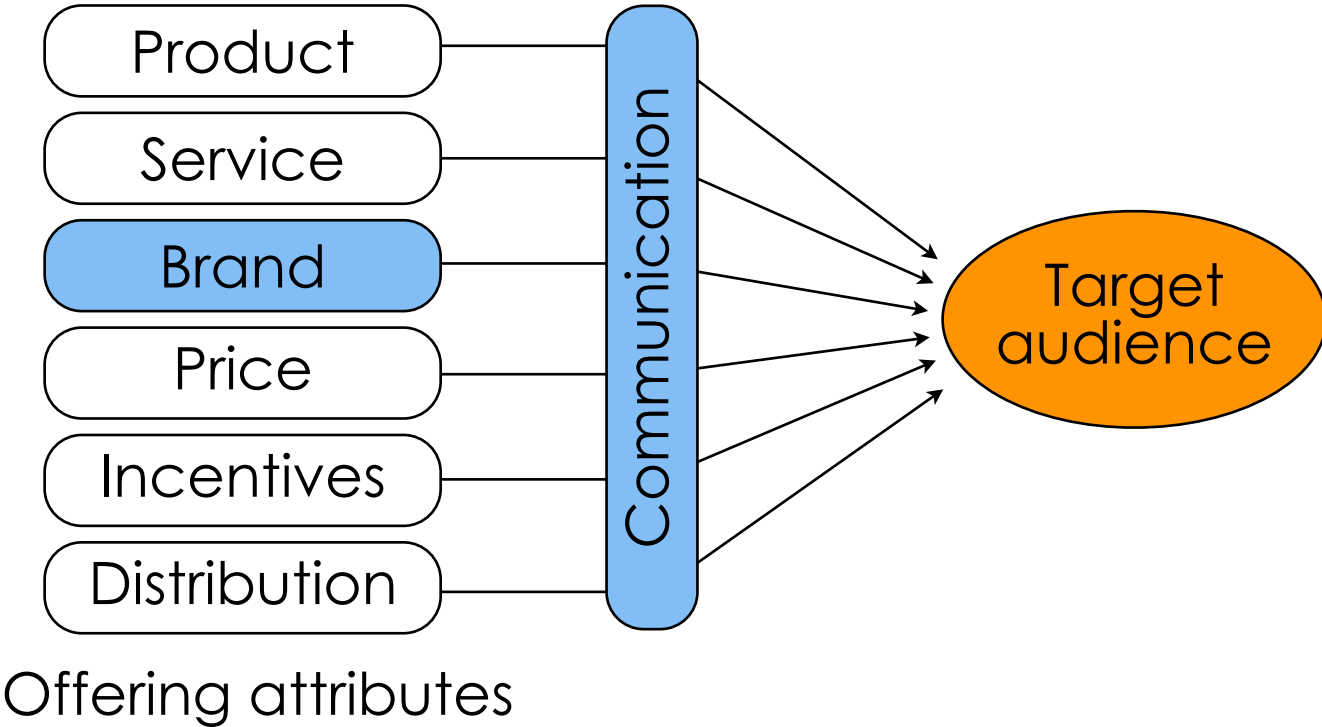
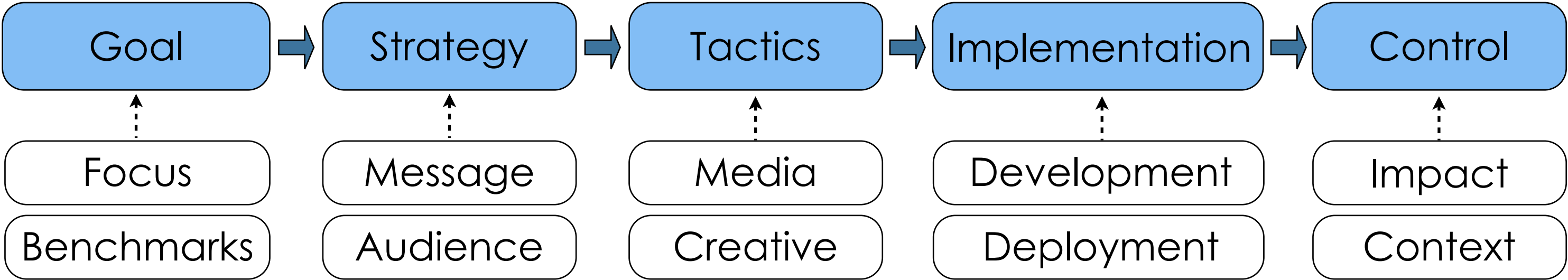


Figure 2. The Framework for Managing Brand Communication



Chapter 6

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

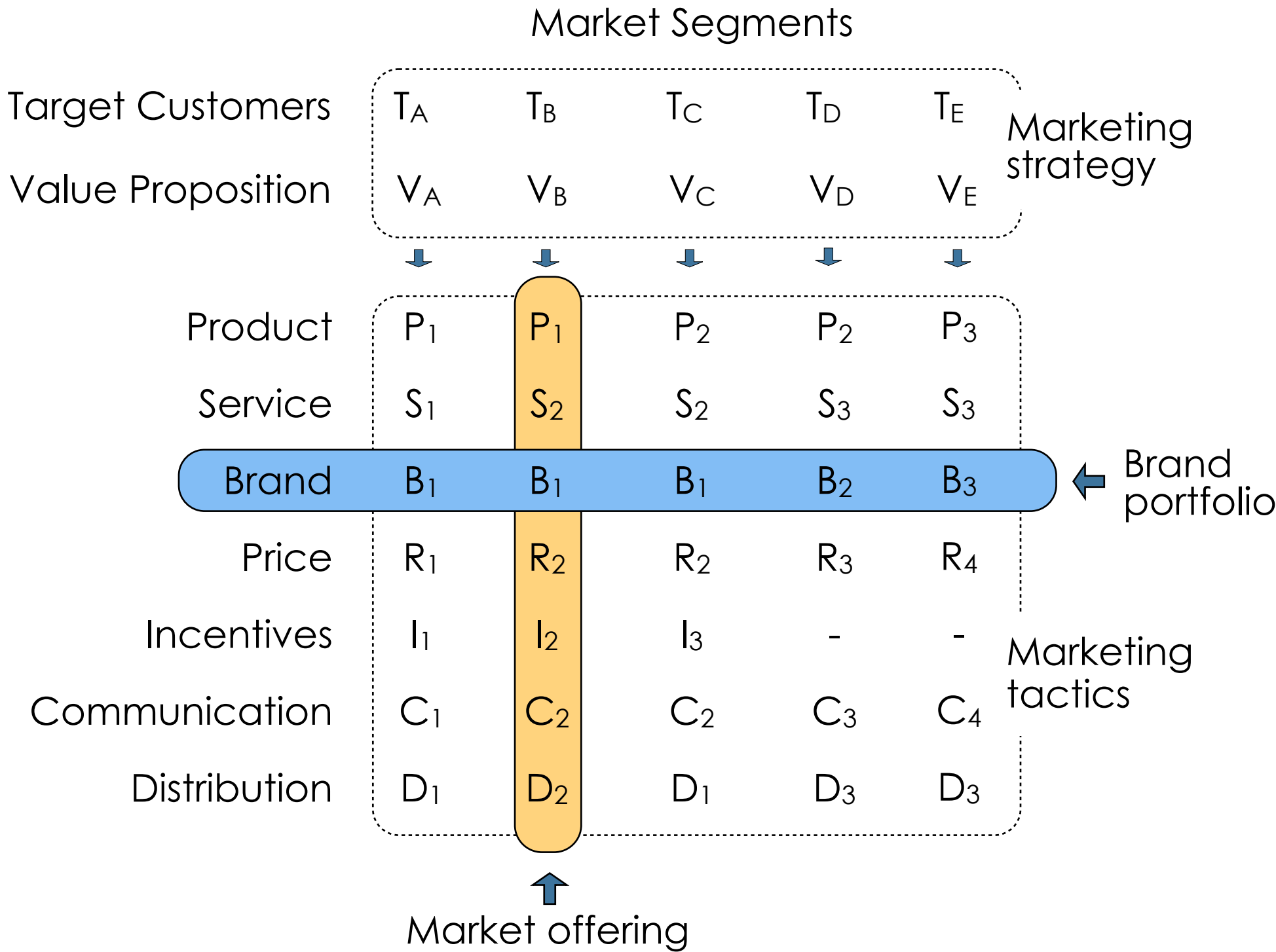


Figure 3. The Product–Brand Matrix

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

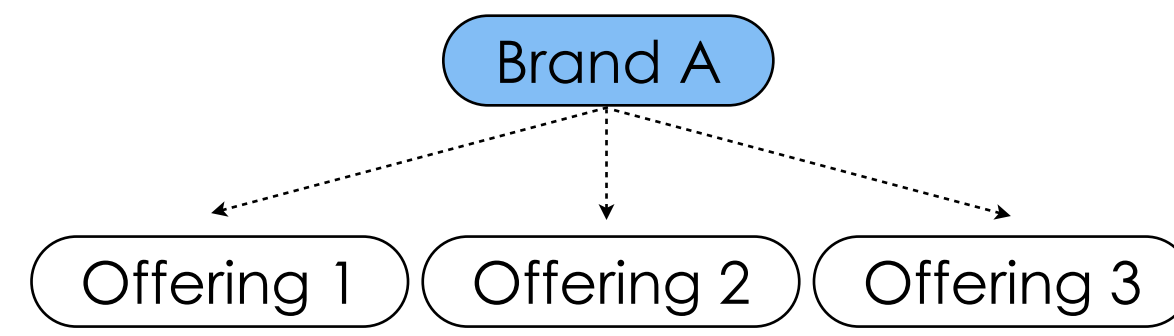


Figure 5. House-of-Brands Strategy

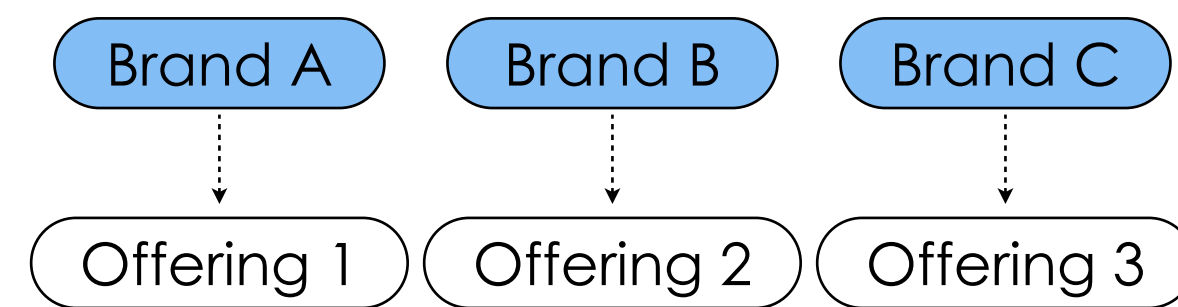


Figure 6. Internal Cobranding

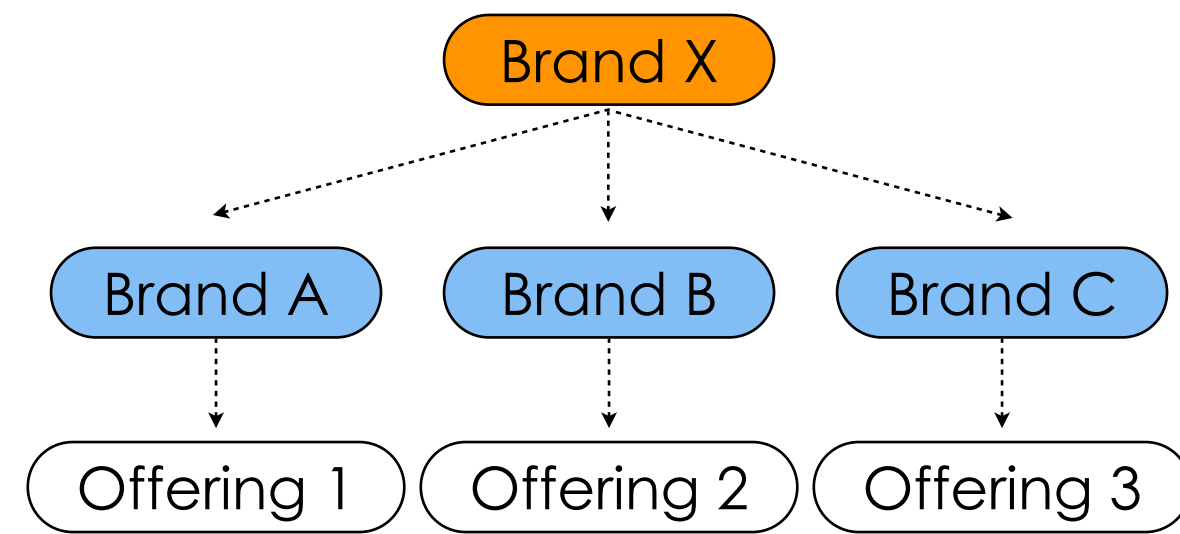


Figure 7. Sub-Branding and Endorsement-Branding Strategies

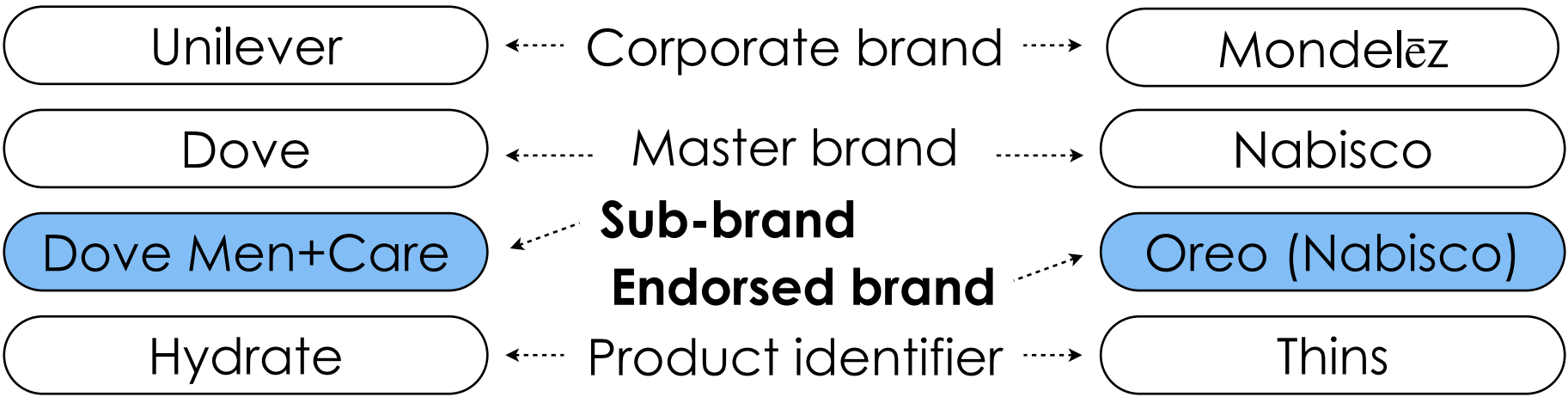


Figure 8. Umbrella Branding, Cobranding, and House-of-Brands Strategies

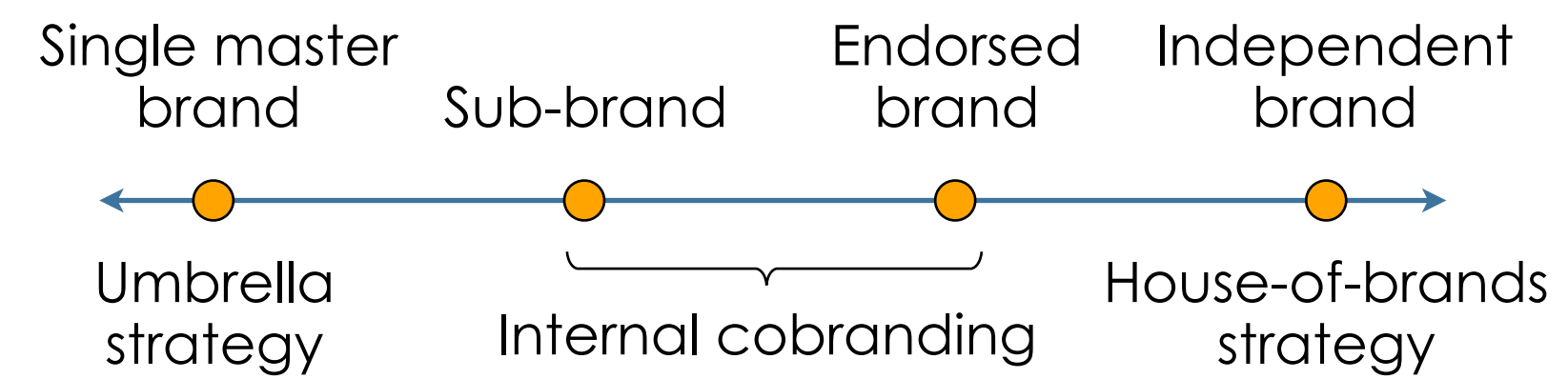
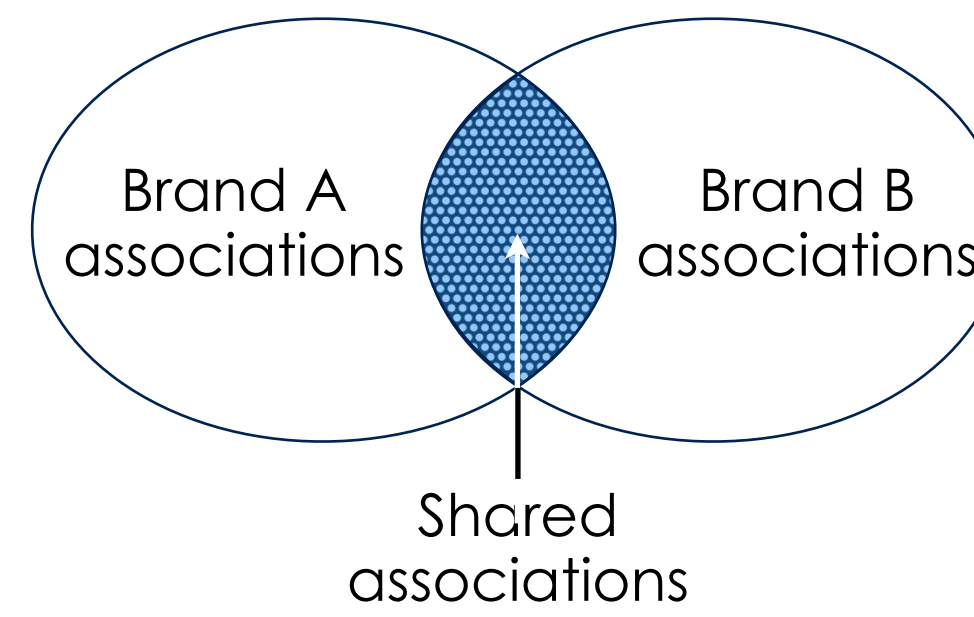


Figure 9. Shared Brand Meaning as the Driving Force of Cobranding



Chapter 7

Managing Brands Over Time

Figure 1. Vertical Brand Extensions

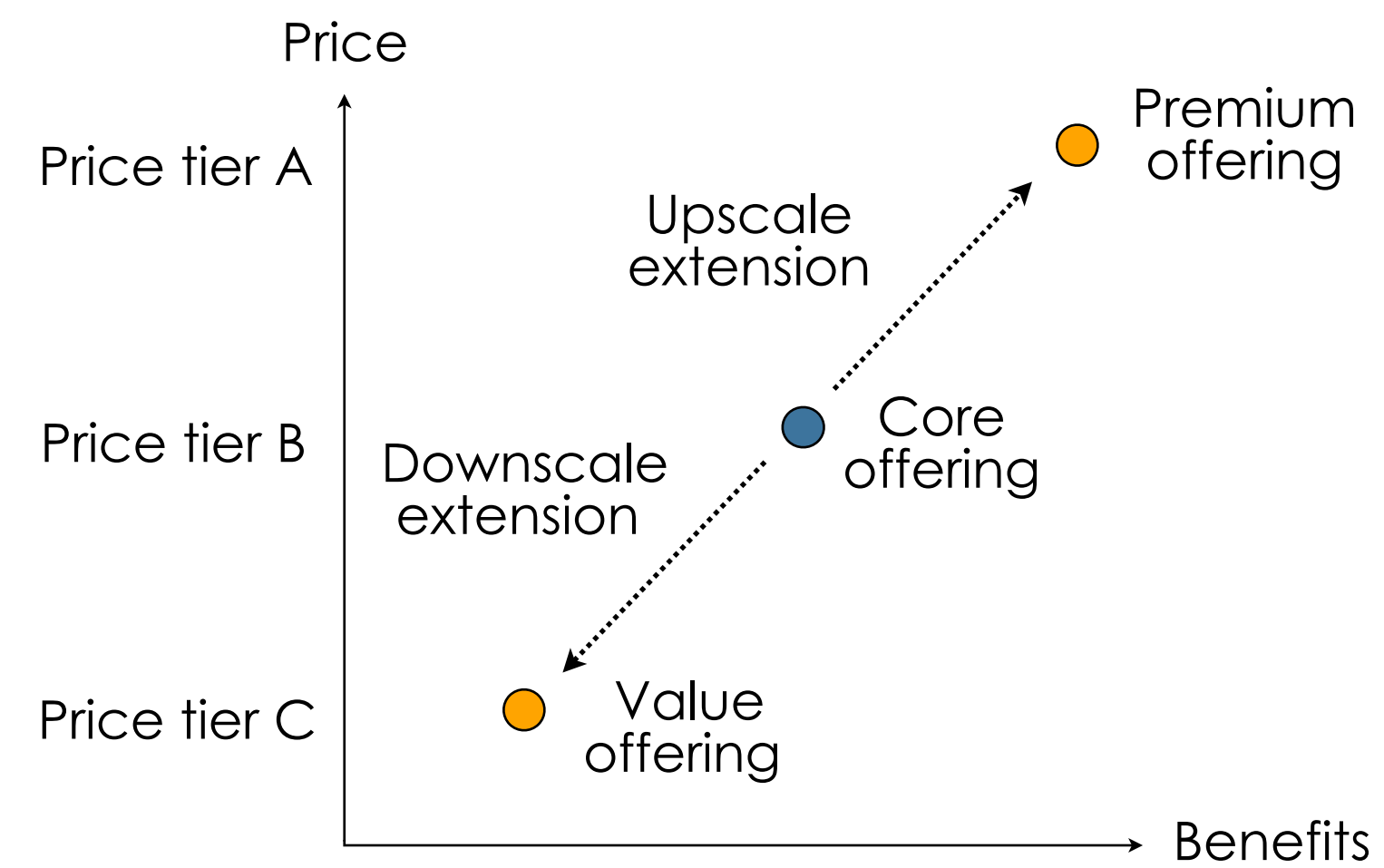
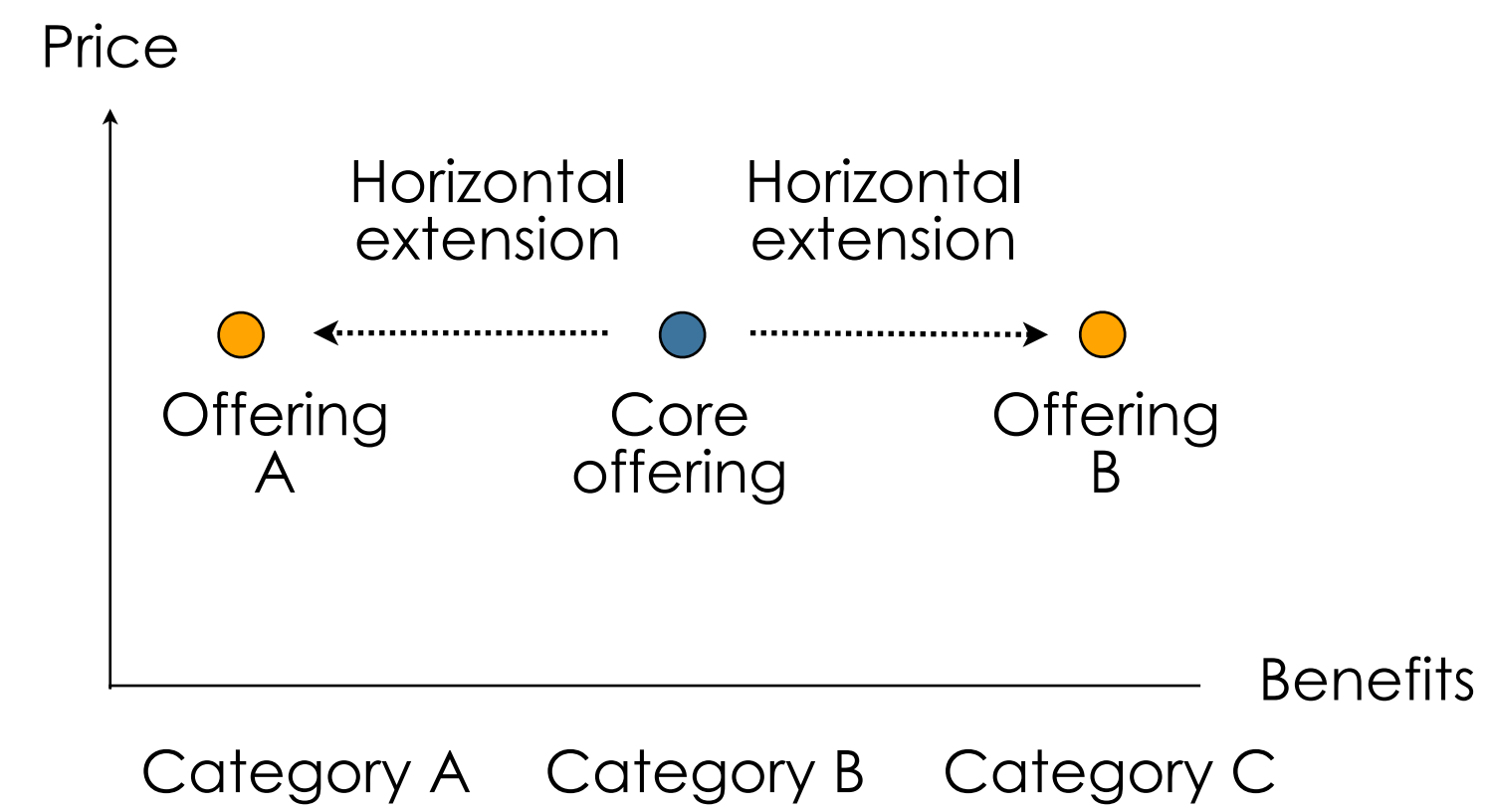


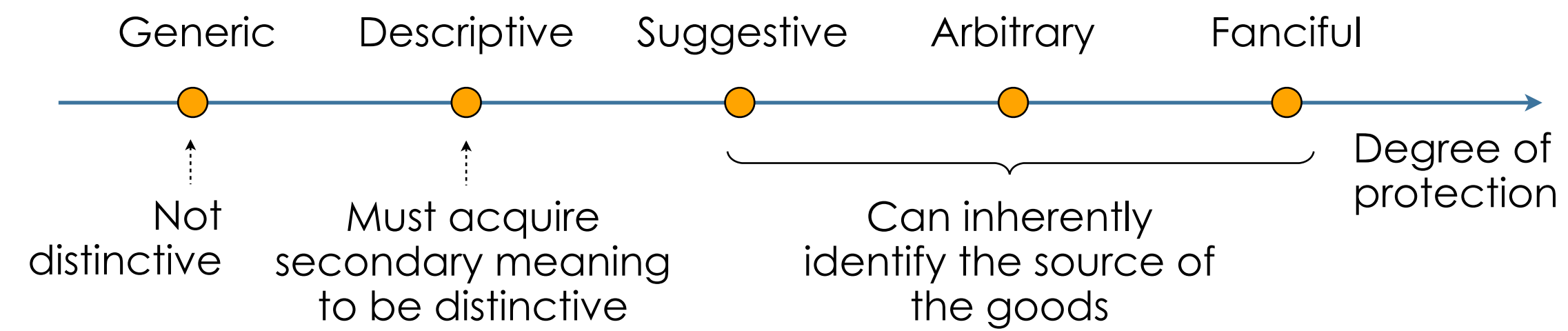
Figure 2. Horizontal Brand Extensions



Chapter 8

Protecting the Brand

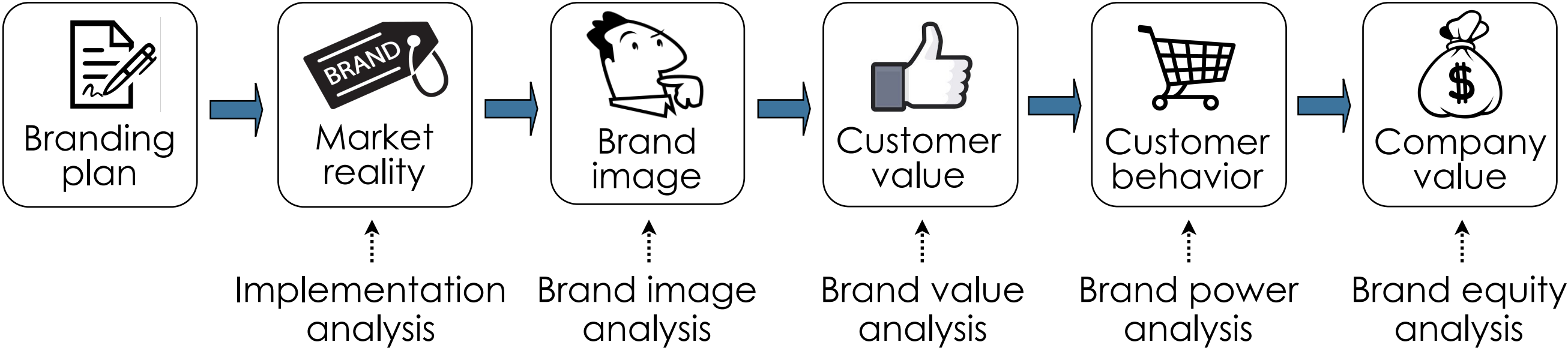
Figure 3. Types of Identity Marks Based on Their Distinctiveness



Chapter 9

Measuring Brand Impact

Figure 1. The Framework for Evaluating Brand Impact



Chapter 10

Developing a Strategic Brand Management Plan

Figure 1. The Brand Action Plan

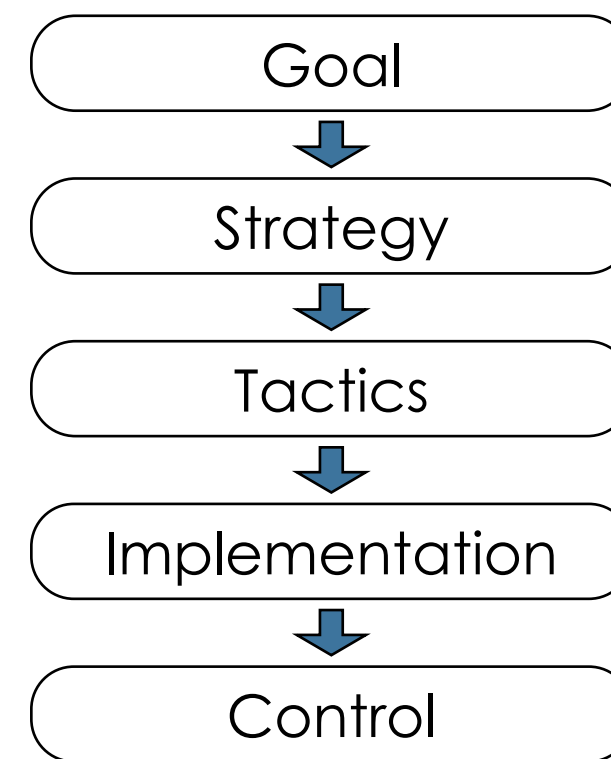


Figure 2. The Brand Action Plan

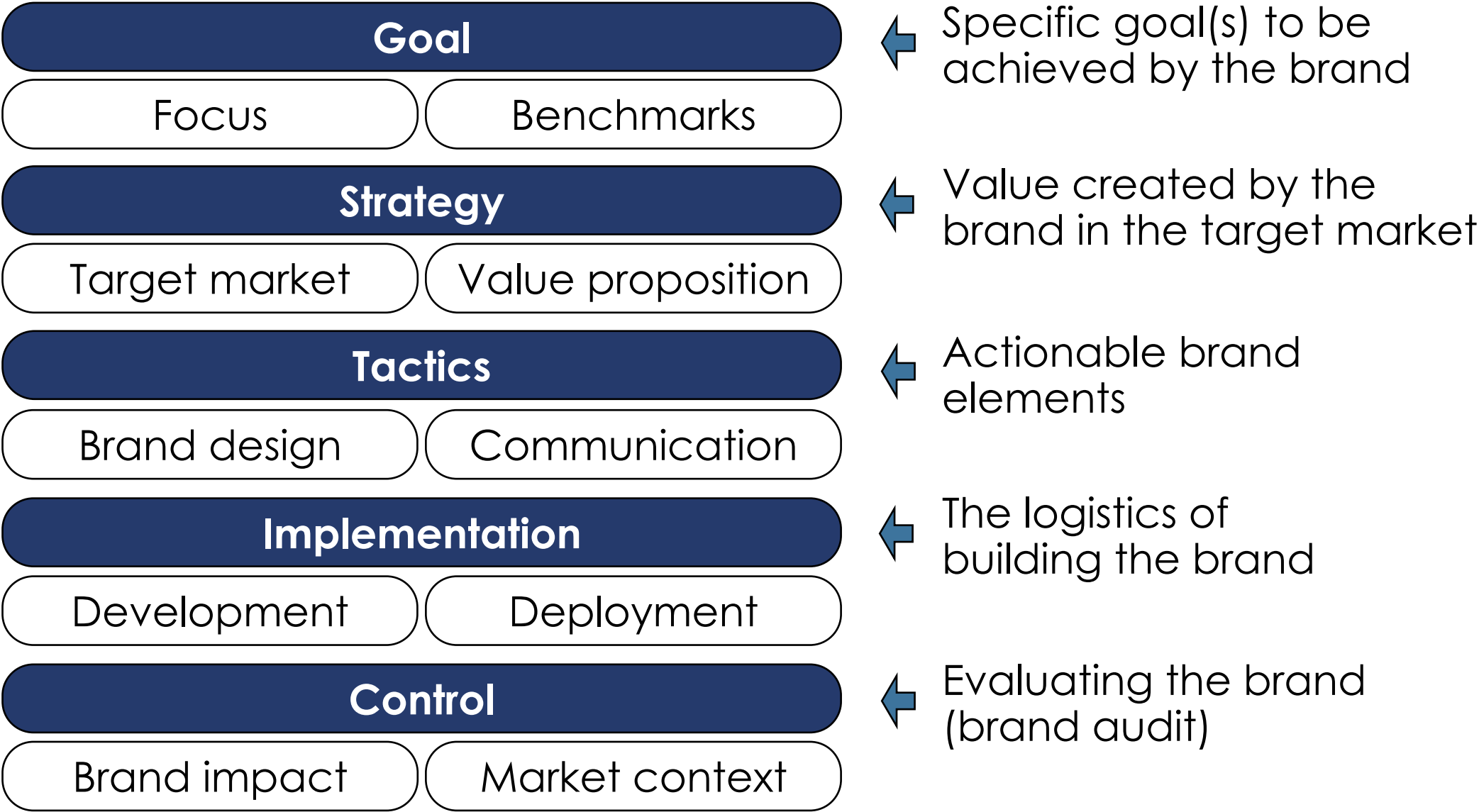


Figure 3. The Organization of the Strategic Brand Management Plan

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?		Company	What are the key aspects of the markets in which the brand competes and/or will compete?
			Market	
	Goal			
	What is the key outcome the company aims to achieve with the brand?		Focus	What are the temporal and quantitative criteria for reaching the goal?
			Benchmarks	
	Strategy			
	Who are the brand's customers, competitors, and collaborators? What are the company's resources and context?		Target market	What is the brand's value proposition for customers, collaborators, and the company?
			Value proposition	
	Tactics			
	What are the key elements—identifiers and associations—that define the brand?		Design	What are the means—media and creative execution—used to relate the brand to its target customers?
			Communication	
	Implementation			
	How is the brand being developed?		Development	What is the process of bringing the brand to market?
			Deployment	
	Control			
	How will the company evaluate the progress toward its brand-management goal?		Impact	How will the company monitor the environment to identify new opportunities and threats?
			Market context	
	Exhibits			
			What are the details/evidence supporting the brand management plan?	

Figure 4. The Brand Audit Framework

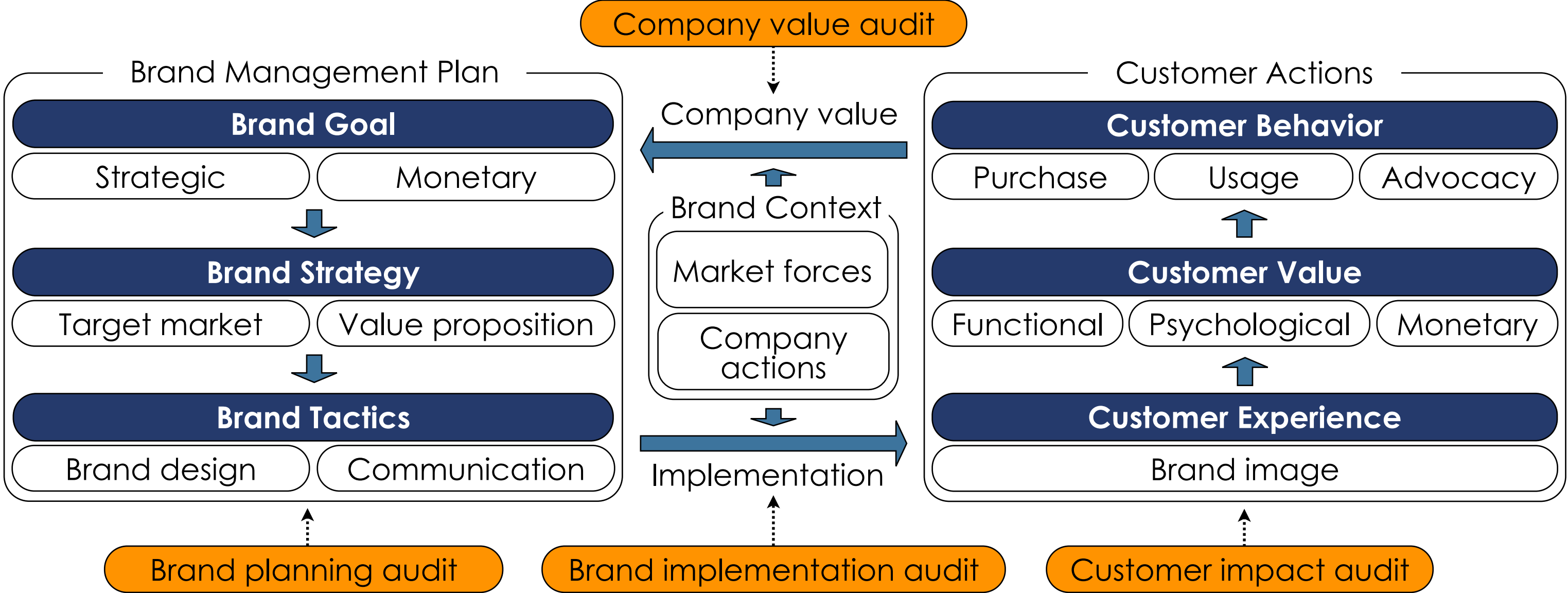


Figure 5. The Customer Value Map

