

Global Brand and Marketing Management

# Theory & Practice

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TBWA\Helsinki

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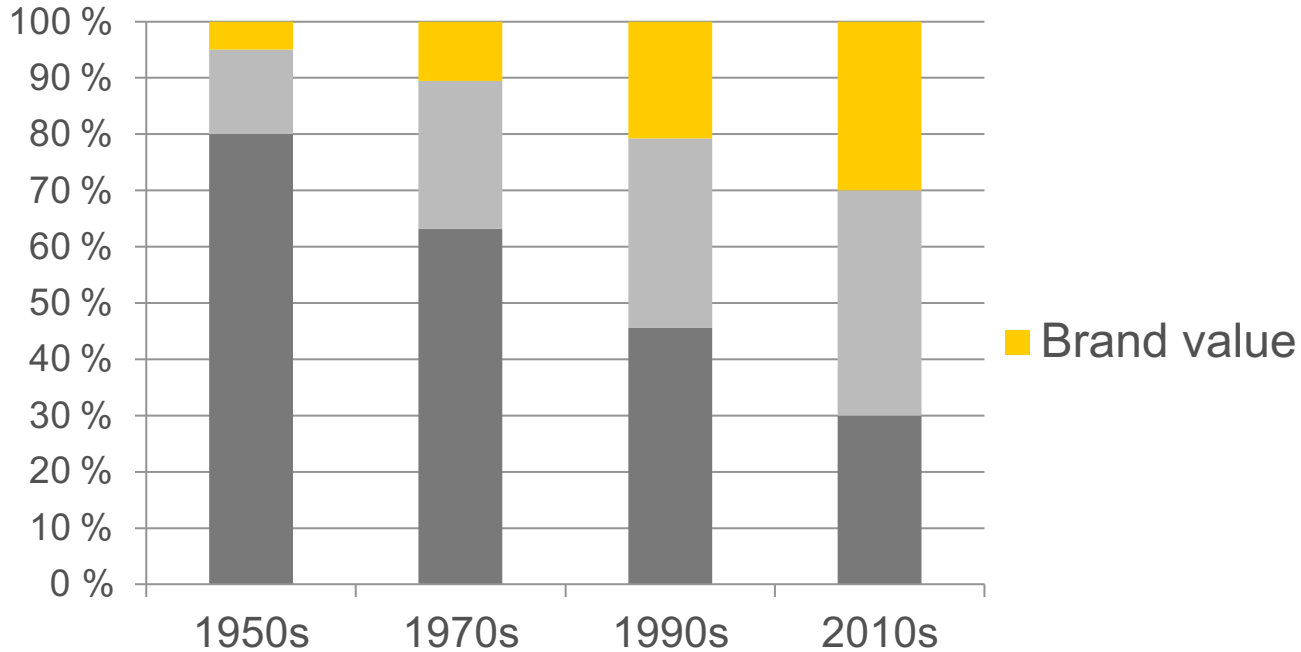
**How to Manage Brands in Practice?**

**2022 Marketing Trends**



**Why this is  
important?**

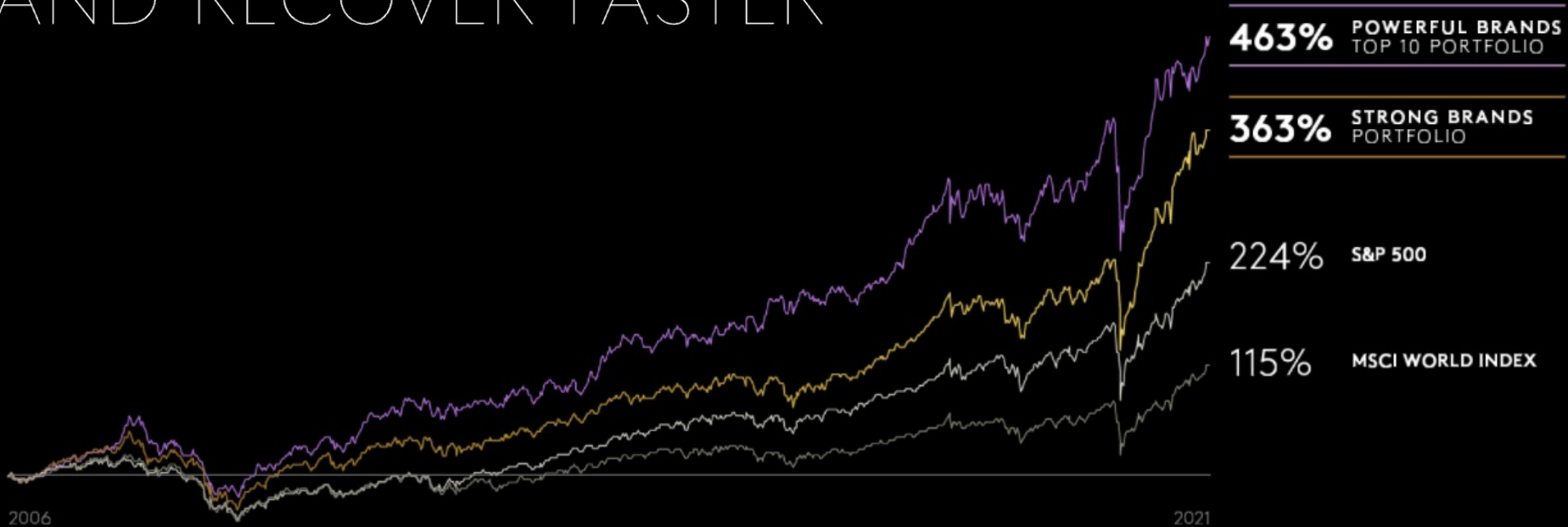
# Brand equity forms and increasing share of company value/market cap



Source: Brand Finance. Top 500

# ALL-WEATHER VALUE

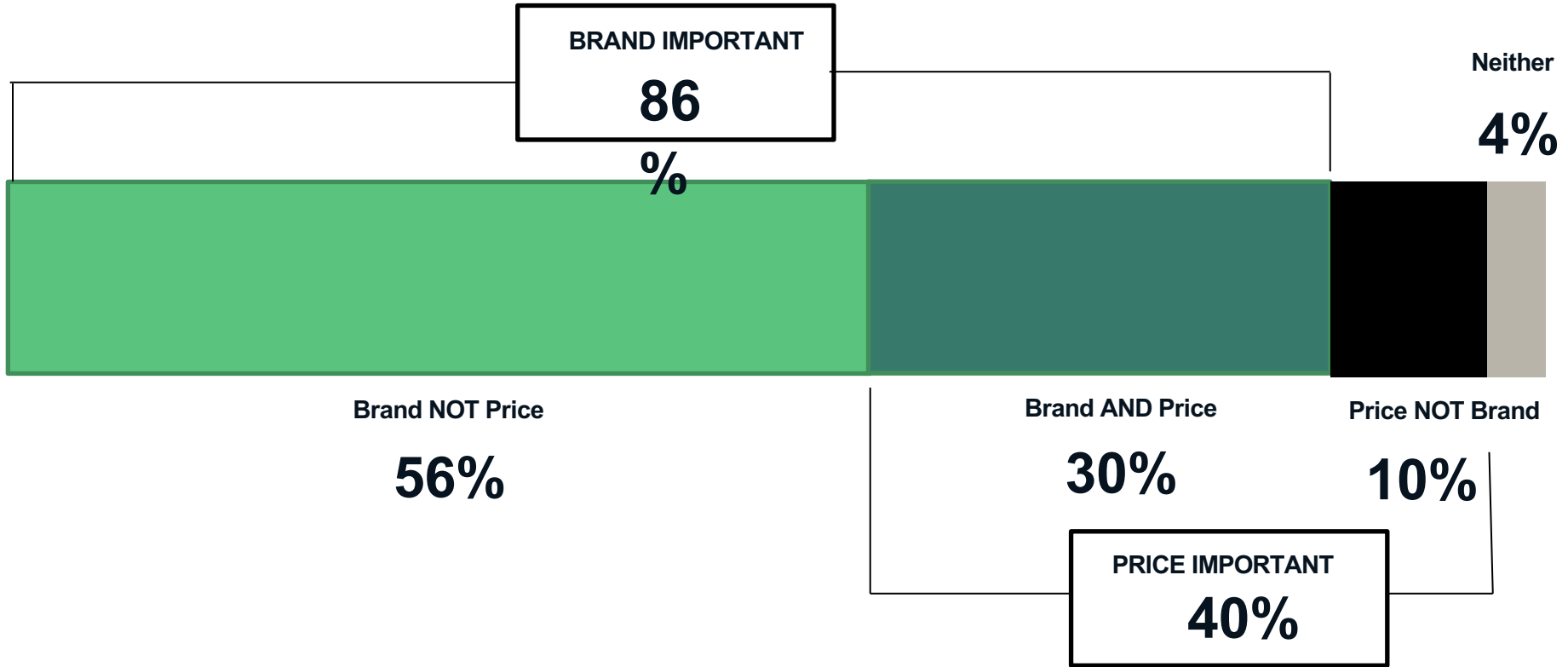
STRONG BRANDS ARE  
MORE RESILIENT IN A CRISIS  
AND RECOVER FASTER



2006

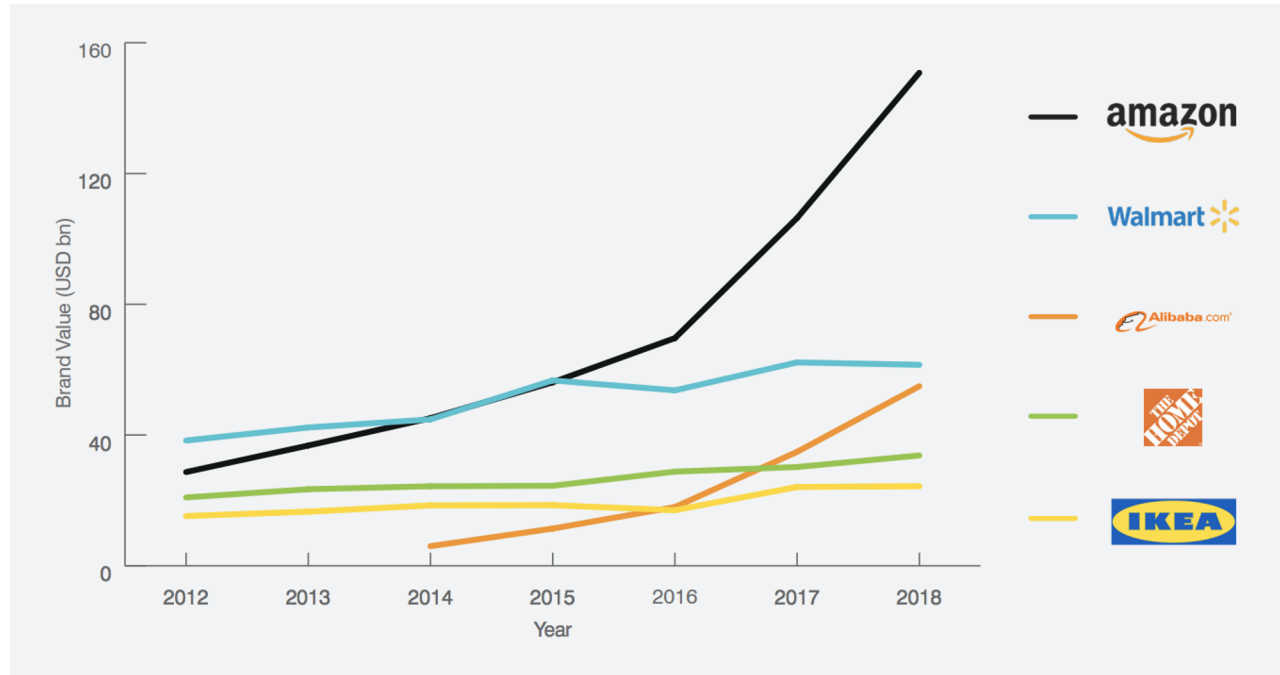
2021

# When making a purchase, brand is important for 86% of customers



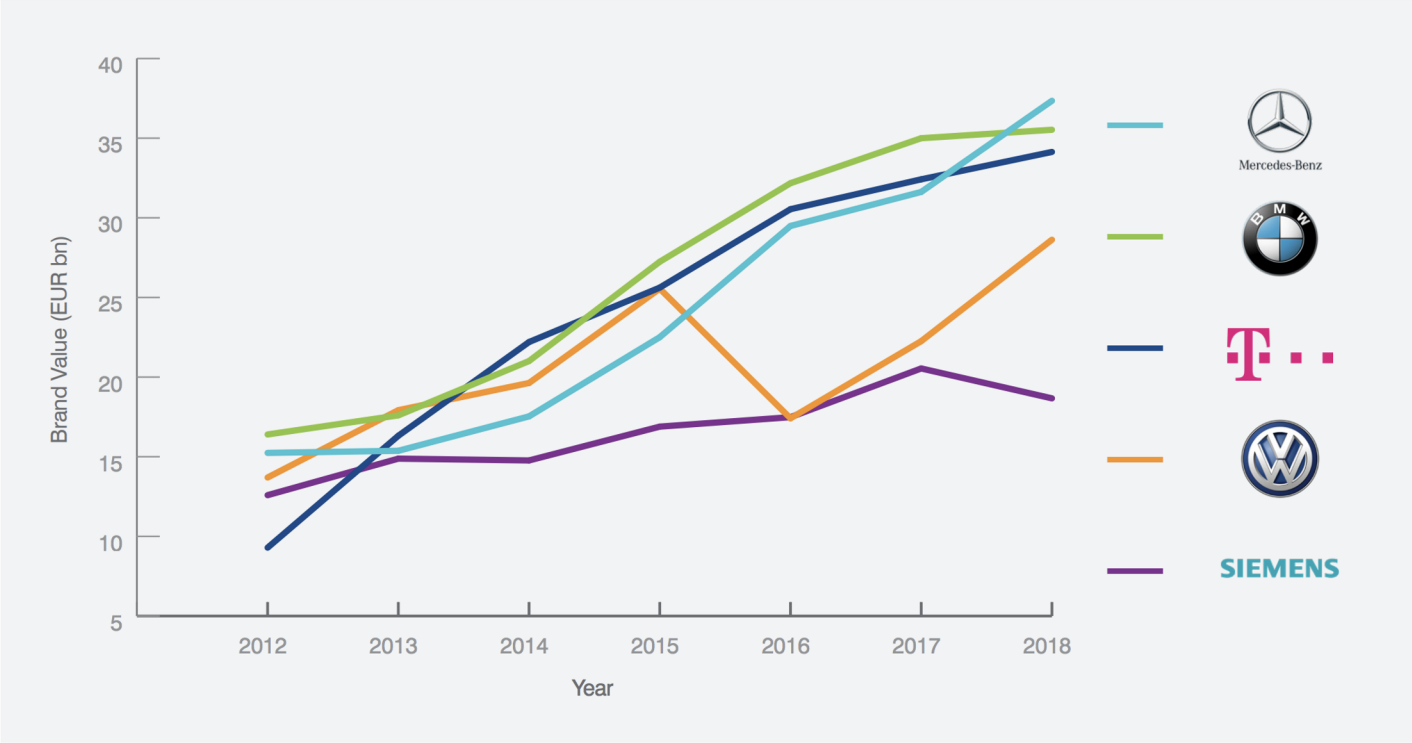
# Strong brands outperform the competition in every category

Brand Value Over Time



# And in every market

## Brand Value Over Time

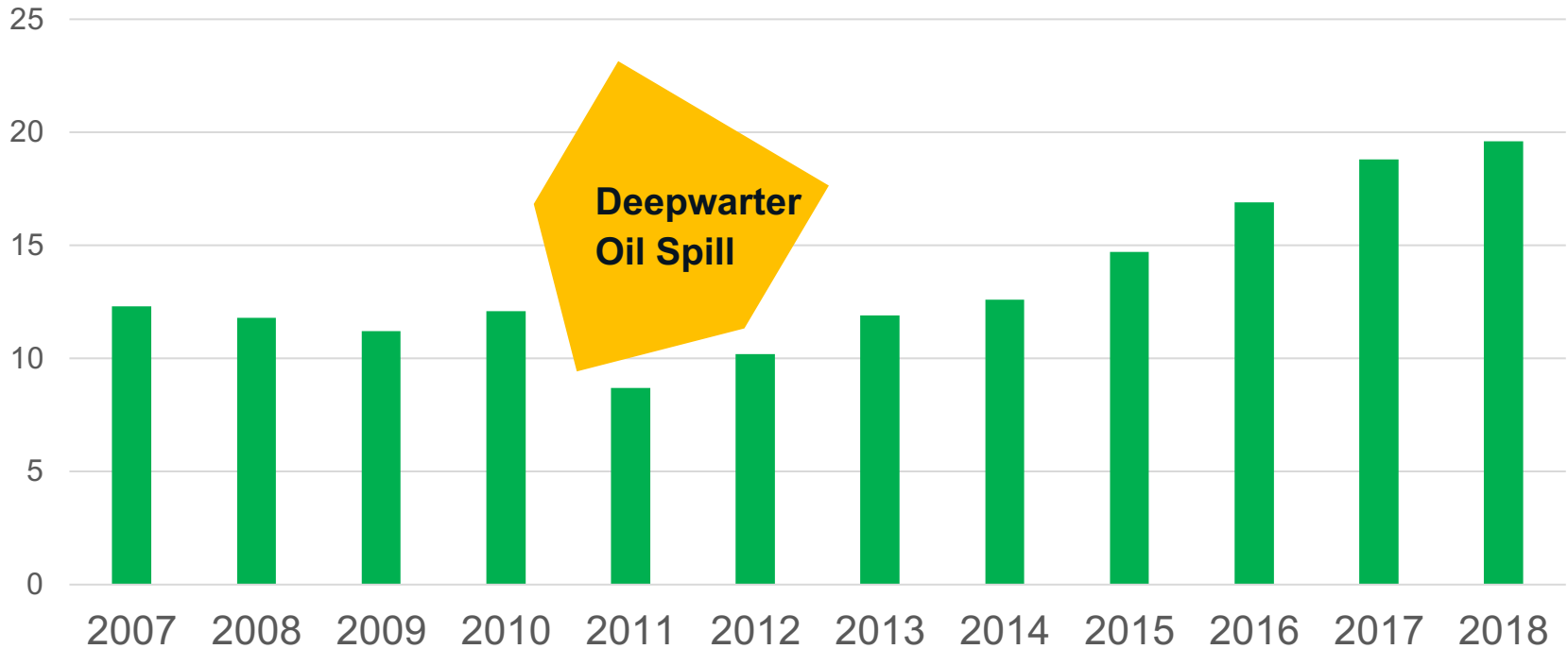


8 Source: Brand Finance Germany 2018

# Brands of the future outperform the brands of yesterday

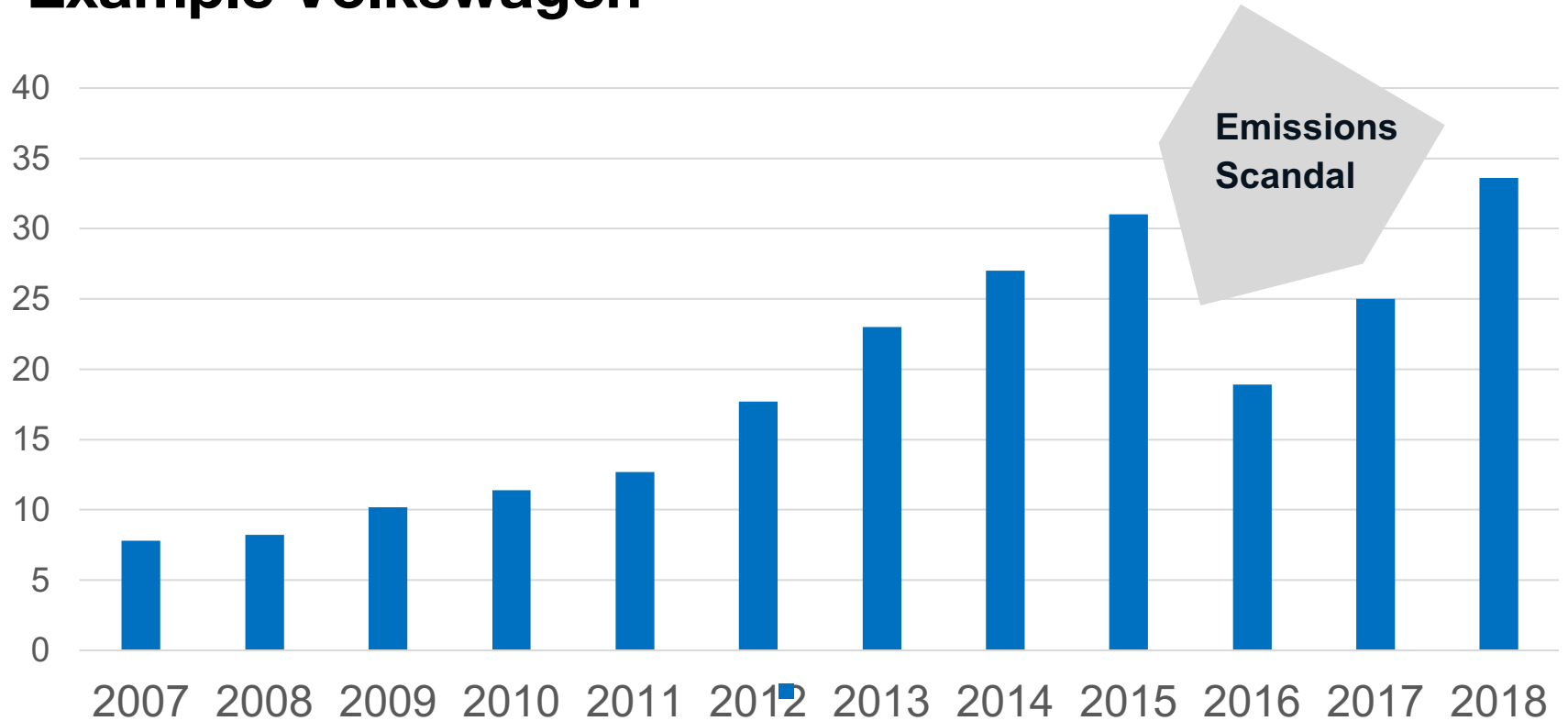


# A strong brand defends a company in crisis: Example BP





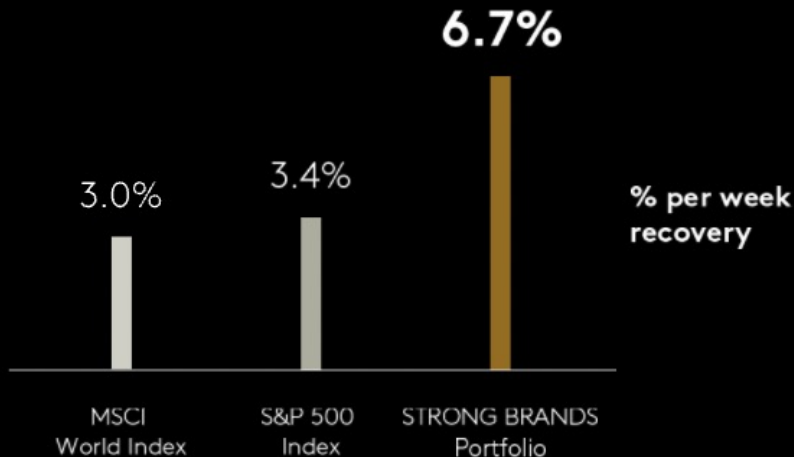
# A strong brand defends a company in crisis: Example Volkswagen



# Strong brands recover faster and rebound stronger

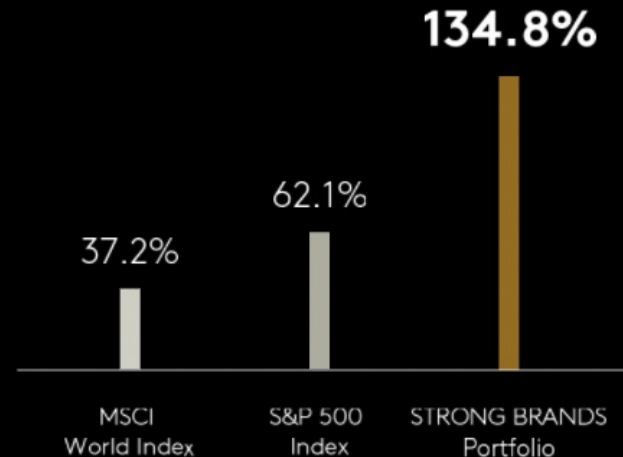
## Recovery rate:

% weekly recovery, based on # weeks to regain pre-Covid-19 peak value after lowest point (March 2020)








## Explosive growth:

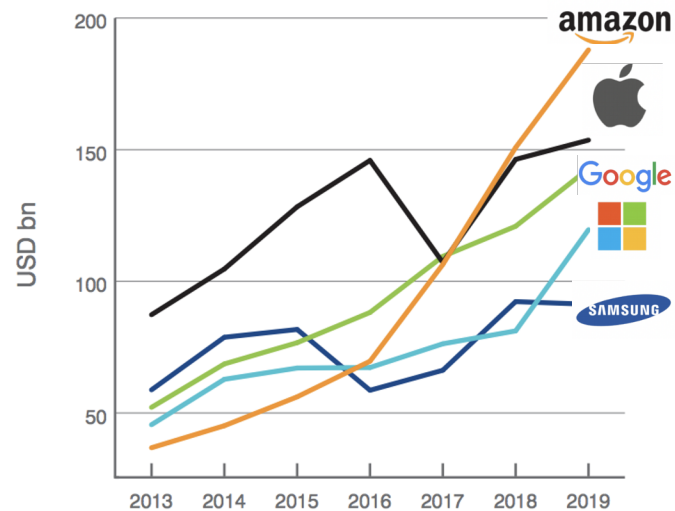
Additional value growth from pre-COVID-19 peak in February 2020 to April 2021 (as % of value in April 2006)



# Most valuable brands globally

	<b>1</b> ← 1	2019: \$187,905m 2018: \$150,811m +24.6%
	<b>2</b> ← 2	2019: \$153,634m 2018: \$146,311m +5.0%
	<b>3</b> ← 3	2019: \$142,755m 2018: \$120,911m +18.1%
	<b>4</b> ↑ 6	2019: \$119,595m 2018: \$81,163m +47.4%
	<b>5</b> ↓ 4	2019: \$91,282m 2018: \$92,289m -1.1%

Brand Value over Time



**A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.**

**- Jeff Bezos, Amazon**

# Most Powerful North European / Scandinavian Brands

## Sweden

 BSI Score  
**86.4**


 BSI Score  
**79.9**

 BSI Score  
**79.1**

 BSI Score  
**77.5**

 BSI Score  
**77.2**

 BSI Score  
**75.2**

 BSI Score  
**74.4**

 BSI Score  
**73.7**


 BSI Score  
**73.1**

 BSI Score  
**72.7**

## Denmark

 BSI Score  
**92.7**

 BSI Score  
**80.2**

 BSI Score  
**77.8**

 BSI Score  
**75.3**

 BSI Score  
**73.4**

 BSI Score  
**72.3**

 BSI Score  
**71.4**

 BSI Score  
**70.9**

 BSI Score  
**70.4**

 BSI Score  
**70.3**

## Finland

 BSI Score  
**75.3**

 BSI Score  
**72.4**

 BSI Score  
**69.1**

 BSI Score  
**68.5**

 BSI Score  
**67.3**

 BSI Score  
**65.5**

 BSI Score  
**65.1**

 BSI Score  
**60.6**

 BSI Score  
**60.4**


 BSI Score  
**55.8**

## Norway

(BSI).  
 BSI Score  
**82.0**

 BSI Score  
**80.7**

 BSI Score  
**80.6**

 BSI Score  
**79.9**

 BSI Score  
**66.8**

 BSI Score  
**64.3**

 BSI Score  
**61.1**

 BSI Score  
**60.9**

 BSI Score  
**60.8**

 BSI Score  
**57.8**

# How to Build a Strong Brand

**Make sure brand supports business strategy.**

**Show what you believe in.**

**Use modern storytelling as a competitive advantage.**

# Show what you believe in

## PURPOSE

Clearly articulate why your brand exists and make a proactive effort to address that purpose



Johnson & Johnson works to end Myopia in children

## CULTURE

Authentically connect your brand to a relevant moment in culture



Nissan helps communities clean up their beaches

## ACTIVISM

Confront a controversial issue that has a direct impact on your stakeholders and/or your brand



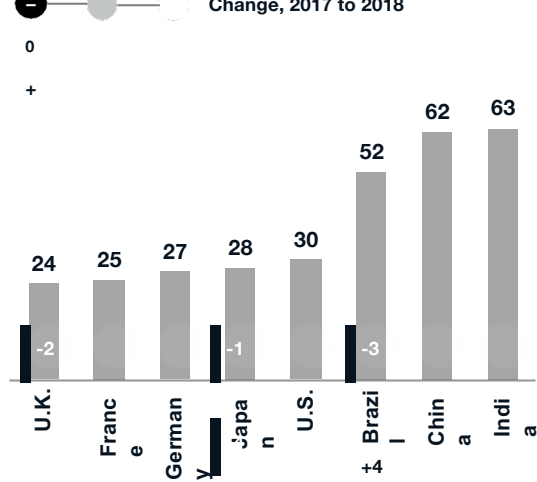
Levi Strauss CEO supports gun control measures

# Trust Barometer

## Business Expected to Lead

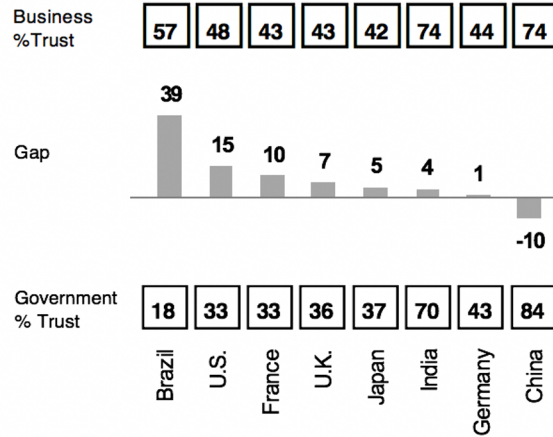
### Information platforms not trusted

Percent trust in social media



### Business more trusted than government

Gap in trust, business vs. government



### Business expected to take initiative on change

# 64%

say that CEOs should take the lead on change rather than waiting for government to impose it

<sup>1</sup> Source: Edelman Trust Barometer 2018

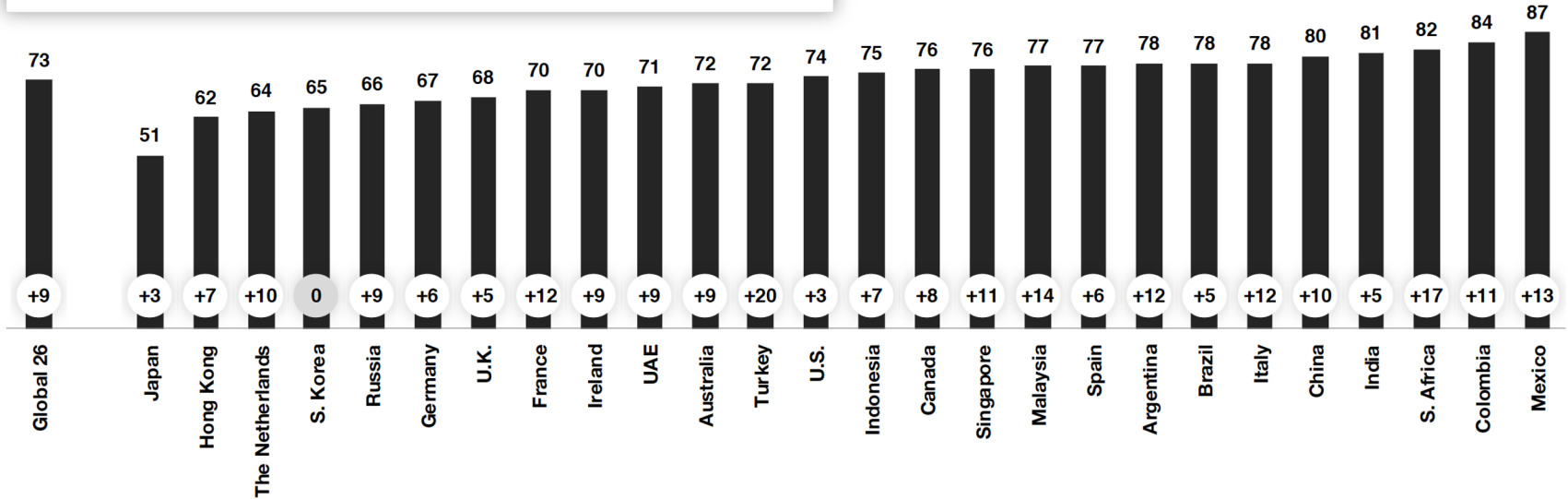


# Companies can improve society – and also do well.

Percent who agree

“A company can take specific actions that both increase profits and improve the economic and social conditions in the communities where it operates”

● 0 ●+ Y-to-Y Change



# People Believe in Brands as an Effective Force for Change

Percent who agree

46%

Brands have

**better ideas**

for solving our country's problems than government

53%

Brands can

**do more**

to solve social ills than government

# Continued growth requires a global perspective

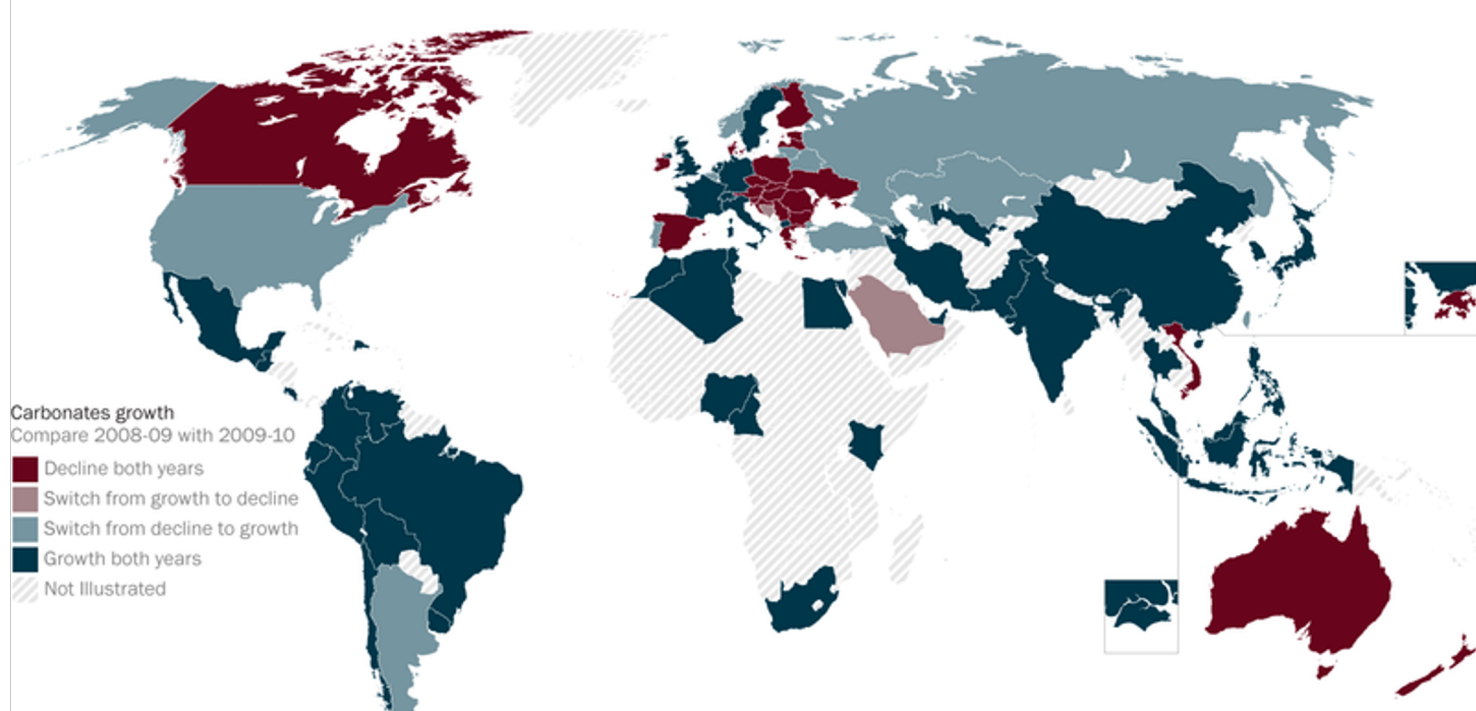
DATAGRAPHIC

## Passport: Soft Drinks

GROWTH IN GLOBAL CARBONATES

Compare 2008-09 against 2009-10

EUROMONITOR  
INTERNATIONAL



# Brand basics

I don't know who you are.  
I don't know your company.  
I don't know your company's product.  
I don't know what your company stands for.  
I don't know your company's reputation.  
Now, what was it you wanted to sell me?







Products are made  
in factories

**BRAND**



A man in a dark suit stands with his back to the camera, hands on his hips, looking at several large, white, hand-drawn arrows on a dark, textured surface. The arrows point in various directions, including up, down, left, and right. The overall scene suggests a state of contemplation or decision-making.

**They only exist in the  
minds of customers**



A black and white photograph of two men in a workshop. The man on the left is looking down at a component held by the man on the right. The man on the right is wearing glasses and a dark polo shirt with the name 'Pat' visible. They are surrounded by industrial equipment, including a large flexible hose. The text 'In the minds of employers.' is overlaid in the center in a large, white, sans-serif font.

**In the minds of  
employers.**

A man in a dark suit, white shirt, and patterned tie is shown from the chest up. He is holding a black marker and drawing a bar chart on a glass surface. The chart consists of four vertical bars of increasing height from left to right. The tallest bar is filled with diagonal white lines. To the left of the bars is a vertical white arrow pointing upwards. The background is a solid light blue color.

**Investors...**



**Journalists...**



**Strong brands are created when people share the same perceptions.**



**These perceptions  
can't be controlled,  
but they need to be  
managed.**

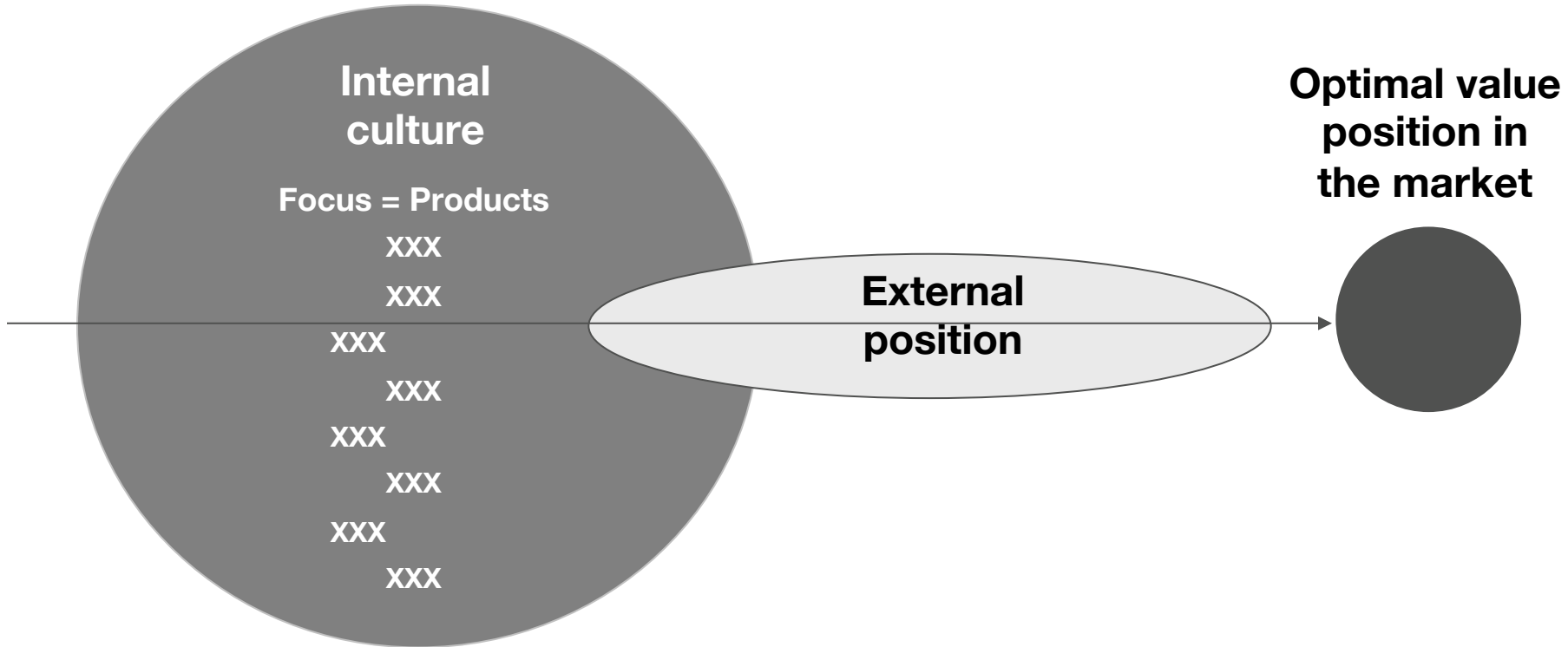
**How to manage  
global brands  
in theory?**

# Global Brand Strategy

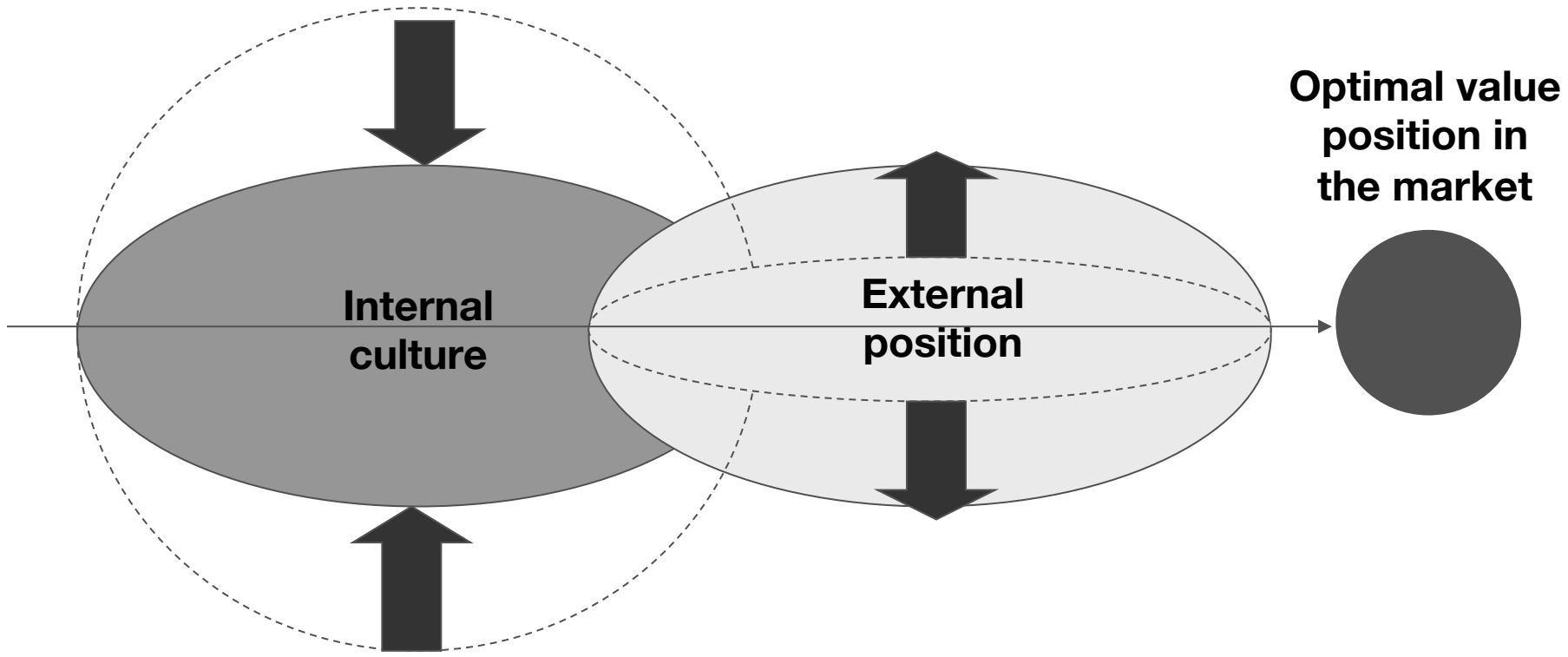
Brand architecture

Brand portfolio

Positioning





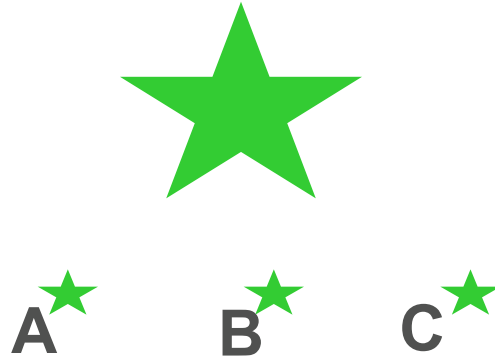




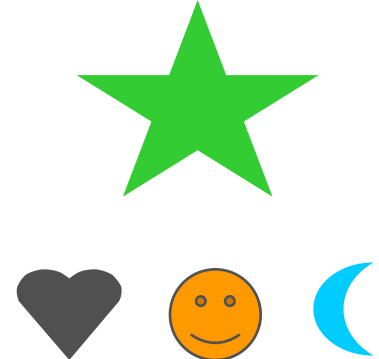
### Monolithic



### Endorsed



### Seperate



Source: WallyOlins: Corporate Identity

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**citigroup**

**citigroup**

**citigroup**

**citigroup**

**citi**

---

**CITIBANK**

**citibank**

**citi**

**citi**

**citi**

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**Commercial  
Credit**

**citifinance**

**citifinance**

**citi**

**citi**

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**Travelers**

**Travelers**

**Travelers**

**cititravelers**

**citi**

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**PRIMERICA**  
Financial Services

**PRIMERICA**

**PRIMERICA**

**citiadvisors**

**citi**

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**SALOMON  
SMITH BARNEY**

**SALOMON  
SMITH BARNEY**

**SALOMON  
SMITH BARNEY**

**citisalomon  
smithbarney**

**citi**



**ACCOR**

The spirit of smiles

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S O F I T E L  
L U X U R Y H O T E L S



MARS

Mars

Uncle Ben's

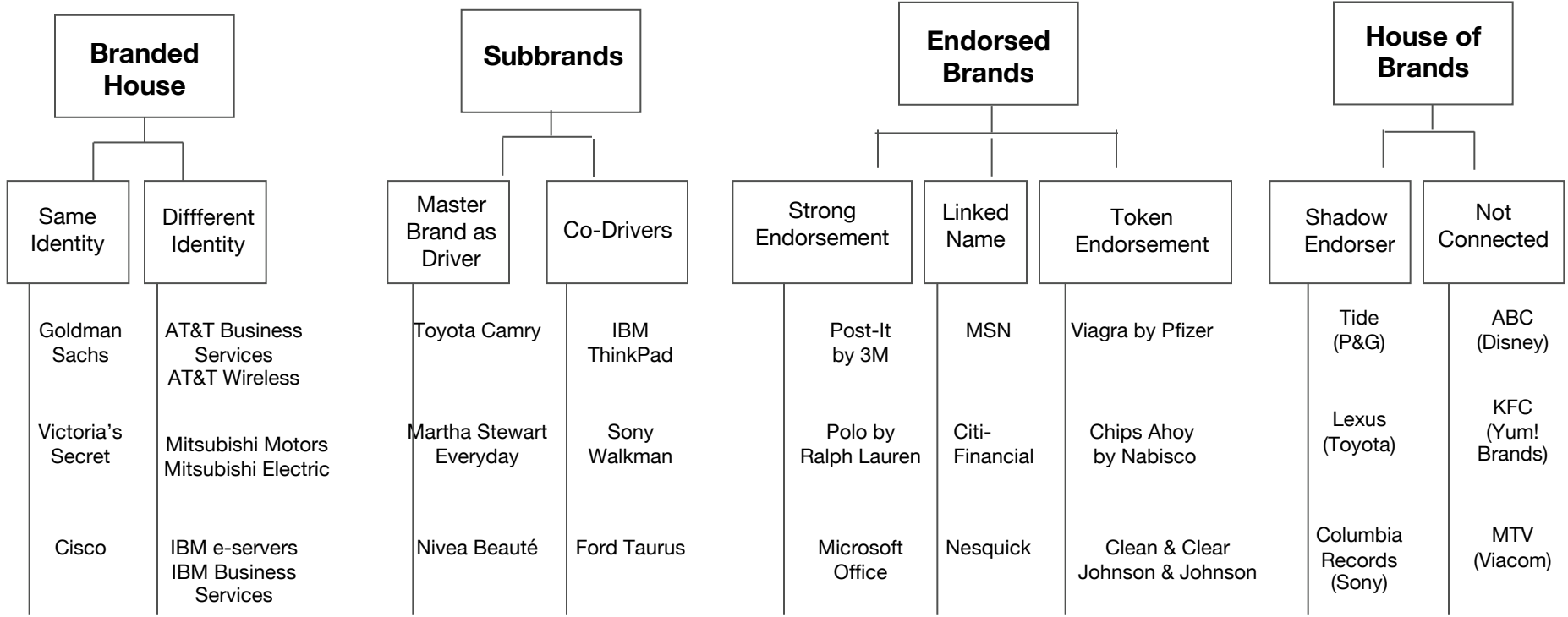
Pedigree

SNICKERS

DOLMIO

whiskas

# Brand Relationship Spectrum



Promise A

Promise B

Promise C

Promise D

Product or  
range A

Product or  
range B

Product or  
range C

Product or  
range D

Brand A

Brand B

Brand C

Brand D

Endorsing brand

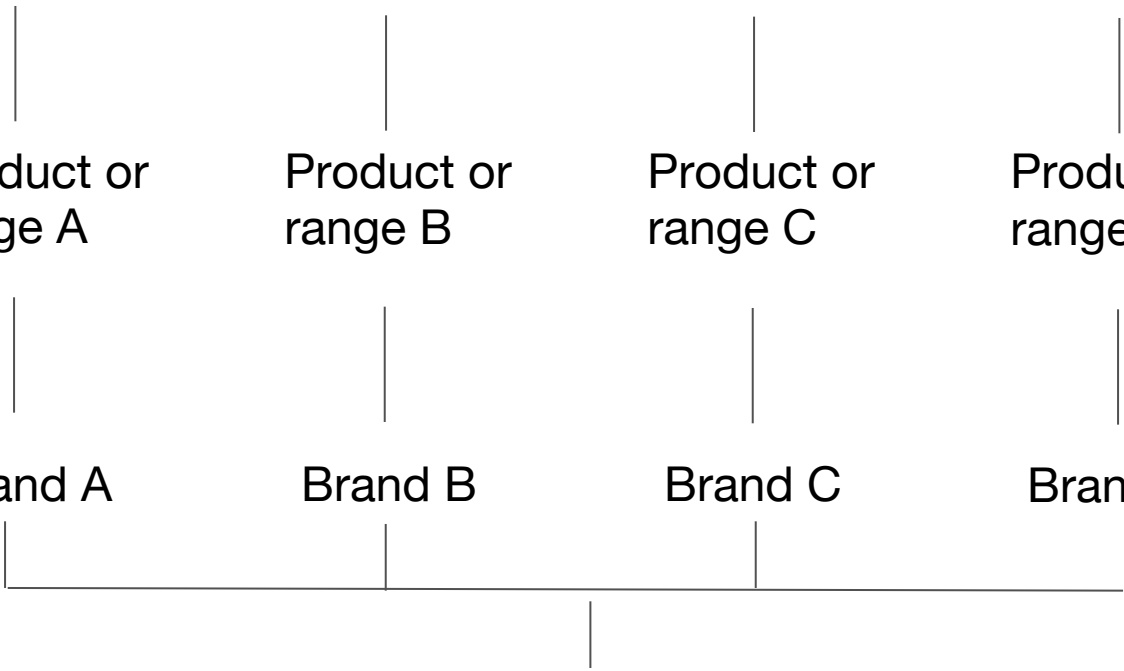
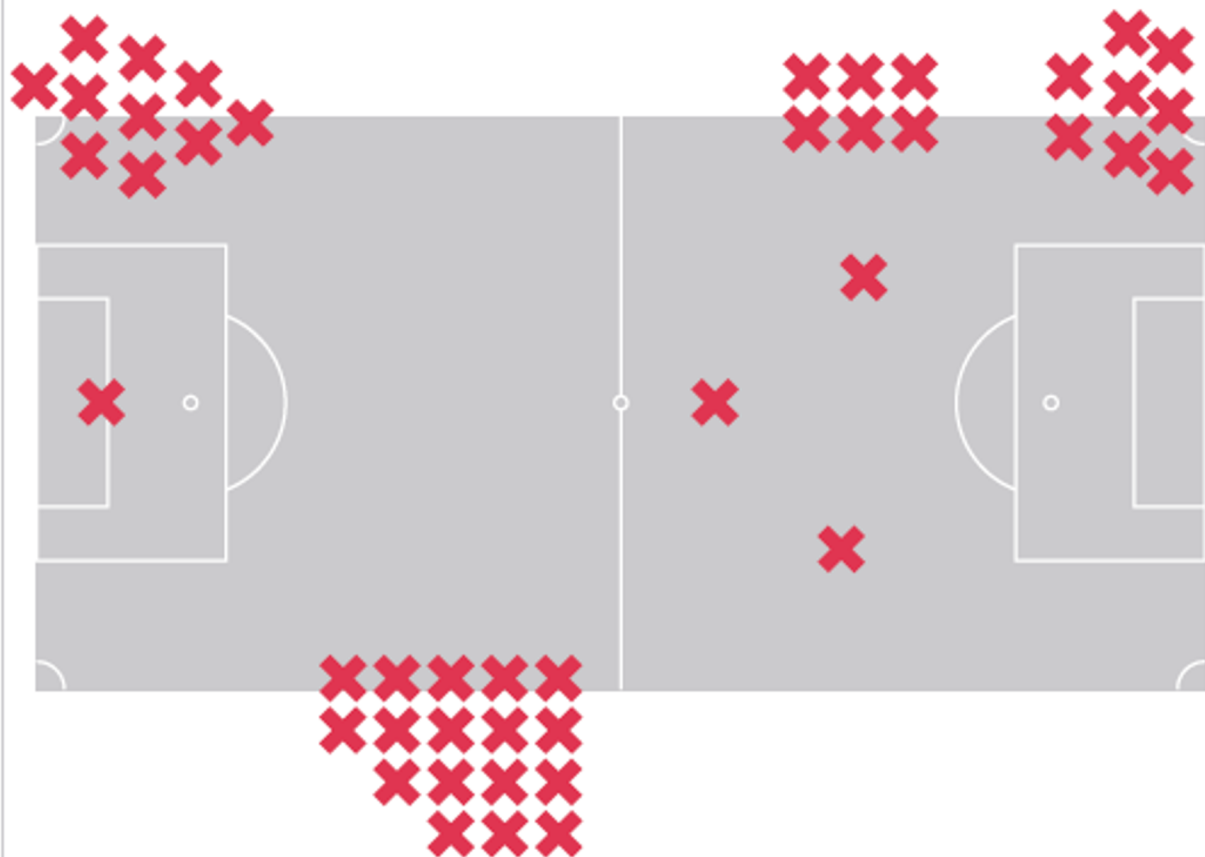


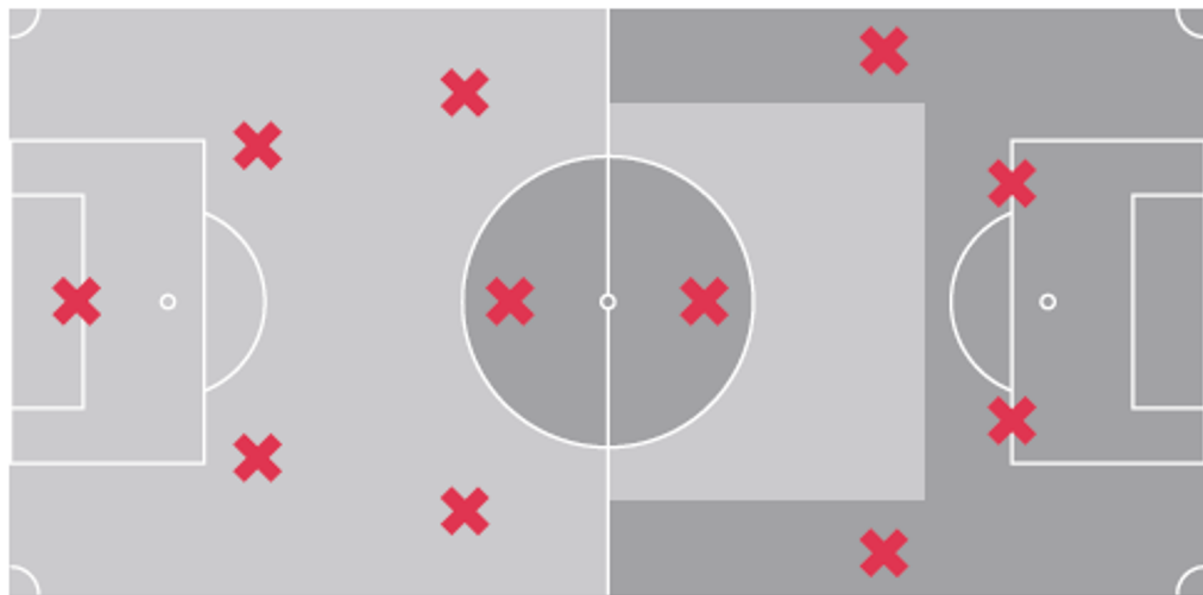


Figure 6.5: The typical brand portfolio



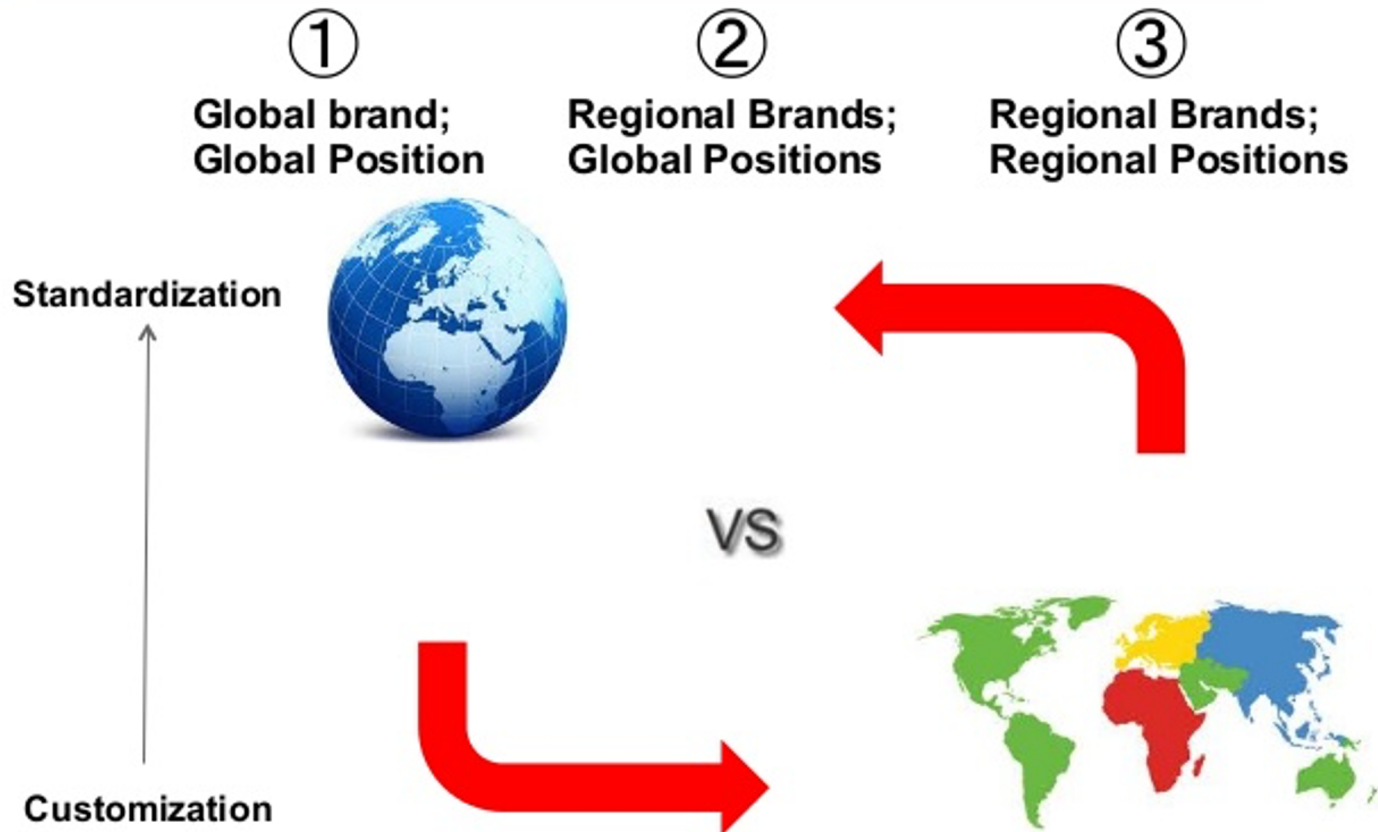
Source: Davidson, H. (2002 b) Accenture presentation.

Figure 6.4: Ideal brand portfolio



Source: Davidson, H. (2002 b) Accenture presentation.

## Brand Strategy & Positioning



## Regional brands, regional positionings

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Global Brands



Multi-Country Brands



Local Champions



**How to manage  
global brands  
in practice?**

Customization



Standardization



?

Positioning



Activation



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**Benefits of  
Standardization**



***Brand-  
Building***

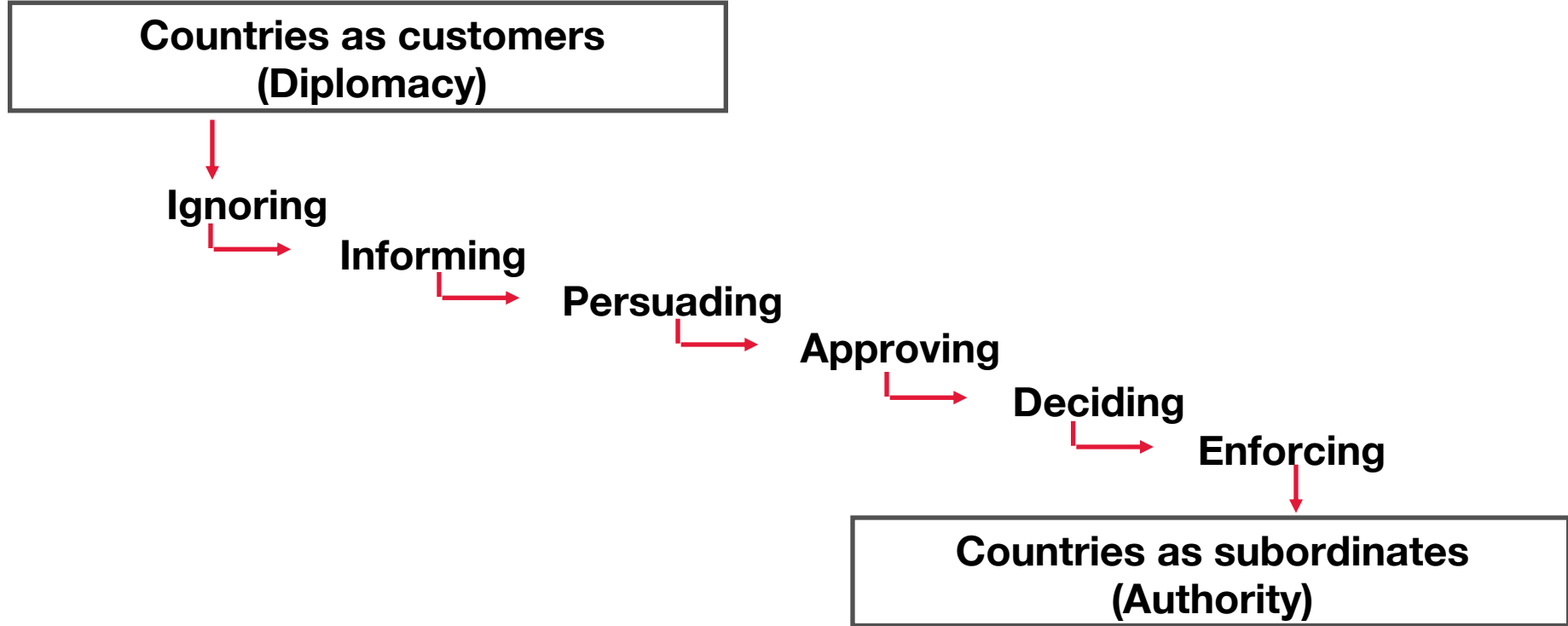
**Benefits of  
Customization**



***Demand  
Generation***



# Levels of Corporate Involvement





# There is no “One Right Model”

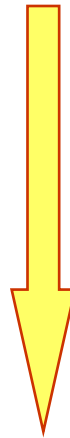


**ABSOLUT**



**Mars**

Brand positioning  
and values



Core creative idea



Execution







iPad is here.



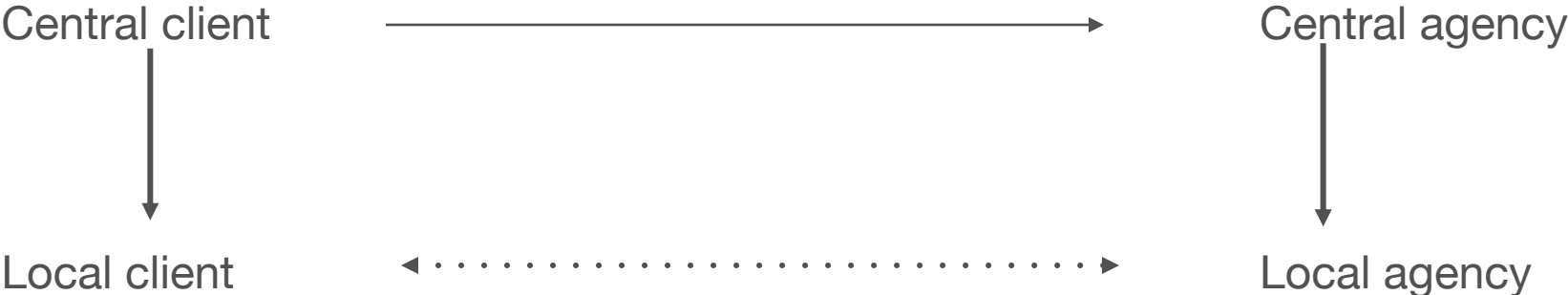
iPad est arrivé.



iPad è qui.



# Complete Central Control

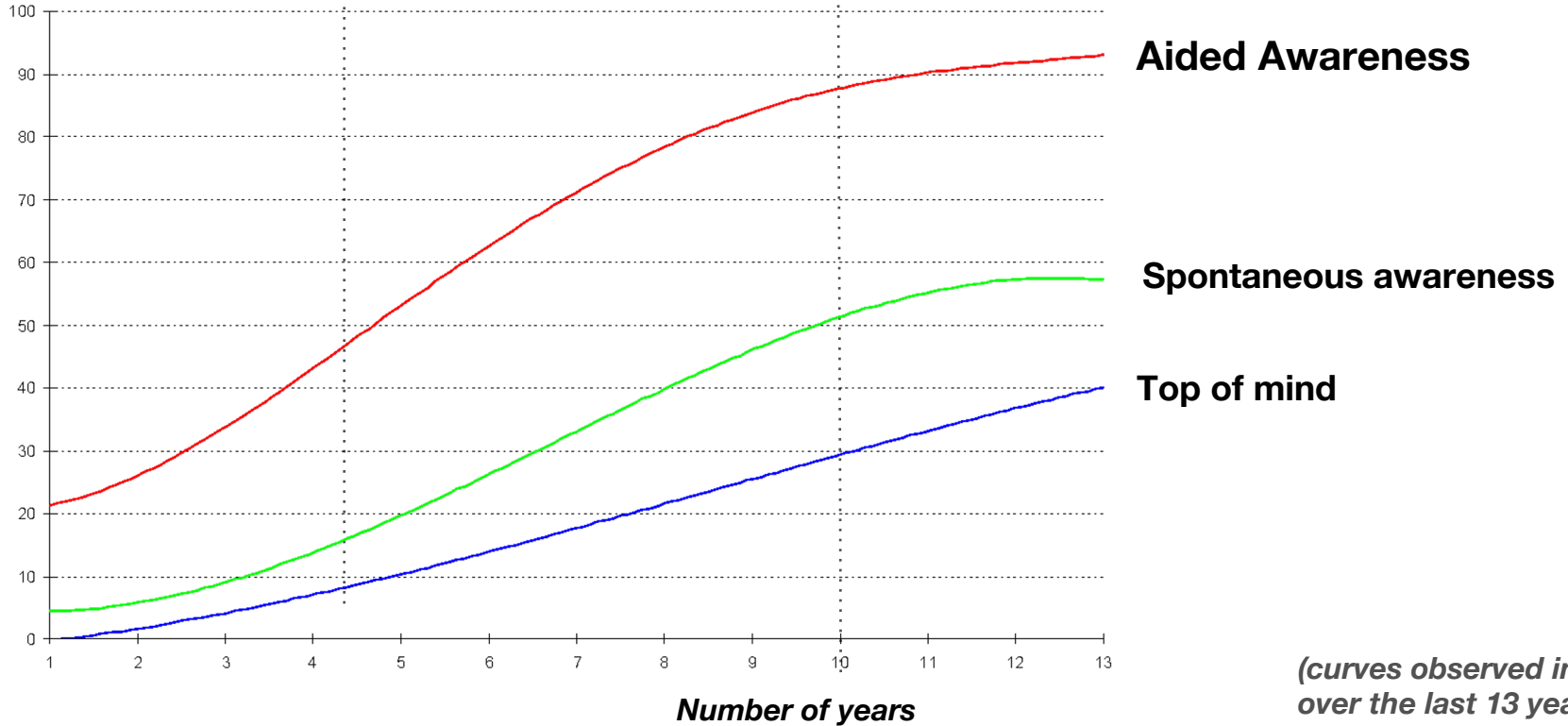


—————▶ Lines of authority  
.....▶ Lines of consultation

**PHASE 1**  
**Launch**

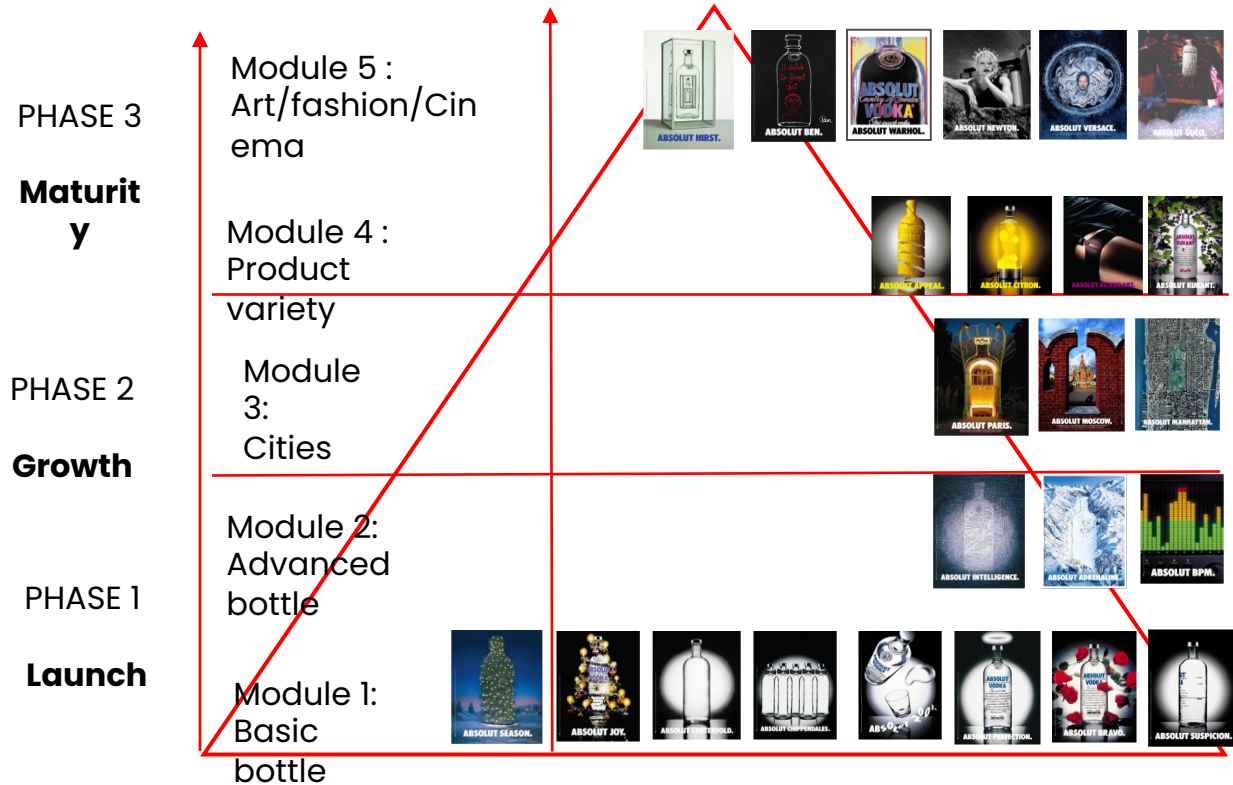
**PHASE 2**  
**Growth**

**PHASE 3**  
**Maturity**



*(curves observed in the US  
over the last 13 years)*

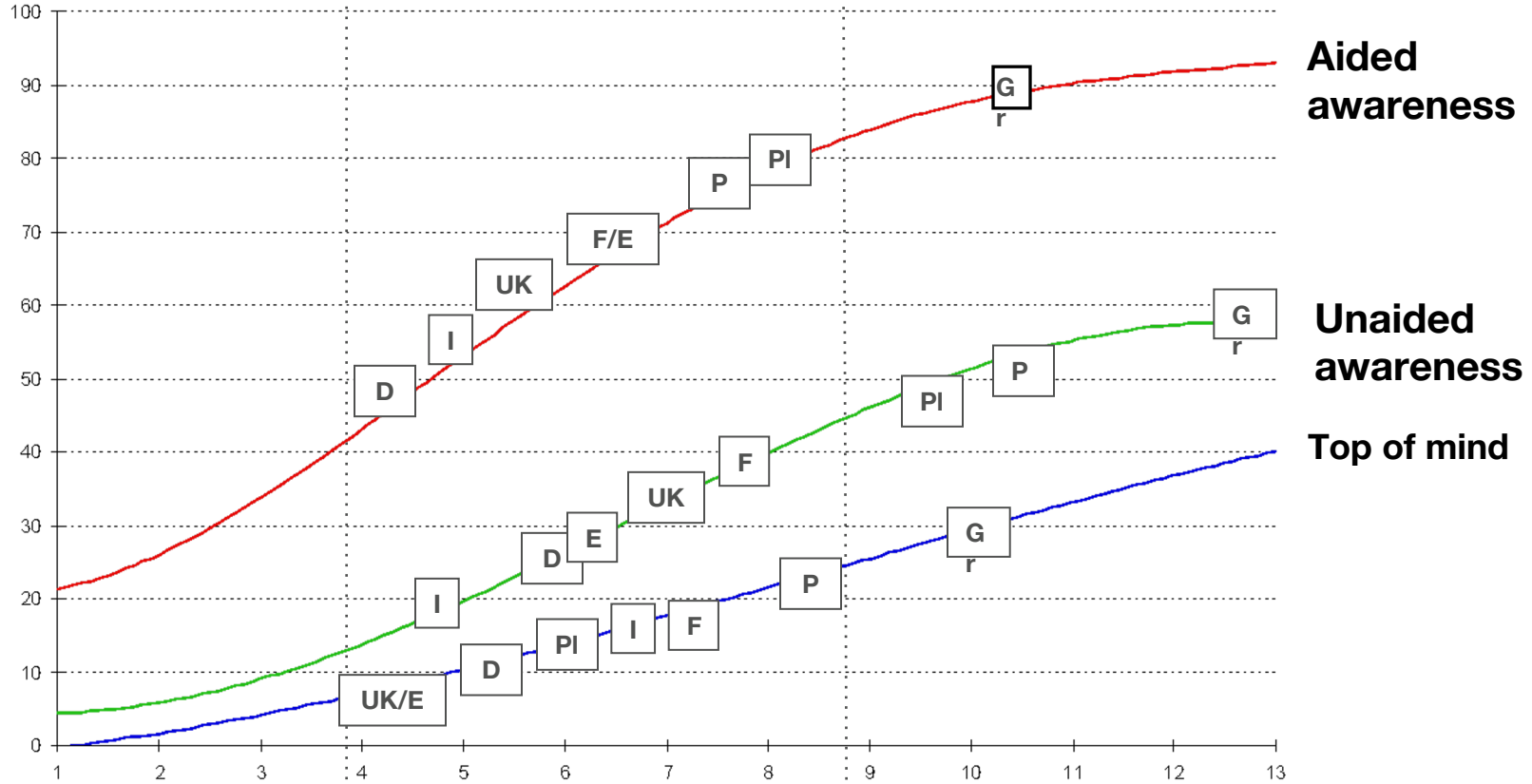
# The creative executions are adapted to each phase of the brand development



# PHASE 1 Launch

# PHASE 2 Growth

# PHASE 3 Maturity



**Aided awareness**

**Unaided awareness**

**Top of mind**

**Number of years/US curves**

# Shared Best Practices

Central client



Local client



Central agency



Local agency



Lines of authority



Lines of consultation





# Local Autonomy



Lines of authority



Lines of consultation

The image shows the Ikea logo, which consists of the word "IKEA" in a bold, blue, sans-serif font. The letters are contained within a yellow oval shape, which is centered on a dark blue horizontal bar. The background of the entire image is white.

**IKEA**

# SUKIMA GALLERY

Re-design Tokyo street look with IKEA furniture.

\*SUKIMA = "towers gas between buildings"



**Describe the brief from client.**

The client brief was to create a modern, minimalist design for the Sukima Gallery, which would showcase the latest products in a clean, open space. The client wanted to create a space that was both functional and aesthetically pleasing, with a focus on showcasing the products in a way that was easy to navigate and understand.

**Describe the challenge and key objectives.**

The main challenge was to create a space that was both functional and aesthetically pleasing, with a focus on showcasing the products in a way that was easy to navigate and understand. The key objectives were to create a space that was modern, minimalist, and easy to navigate, with a focus on showcasing the products in a way that was both functional and aesthetically pleasing.

**Describe how you arrived at the final design.**

The final design was arrived at through a process of collaboration and iteration. The design team worked closely with the client to understand their needs and preferences, and then created a series of concepts that were refined and improved upon over time. The final design was a result of a collaborative effort between the design team and the client, resulting in a space that was both functional and aesthetically pleasing.

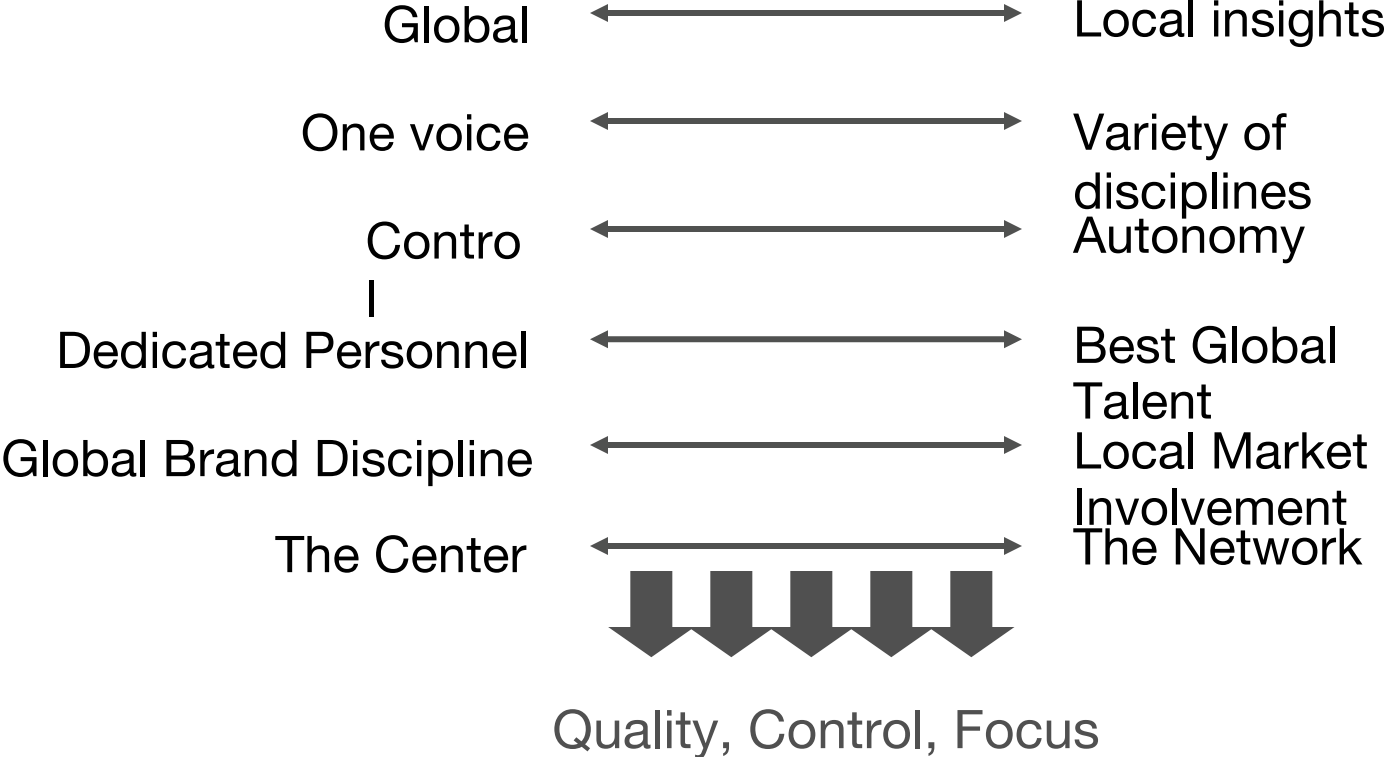
**Show some indication of how successful the outcome was in the market.**

The outcome was highly successful in the market, with the Sukima Gallery attracting a large number of visitors and generating significant sales. The space was well-received by the public, and the design team's approach to showcasing the products was highly effective. The success of the outcome was a result of the collaborative effort between the design team and the client, resulting in a space that was both functional and aesthetically pleasing.

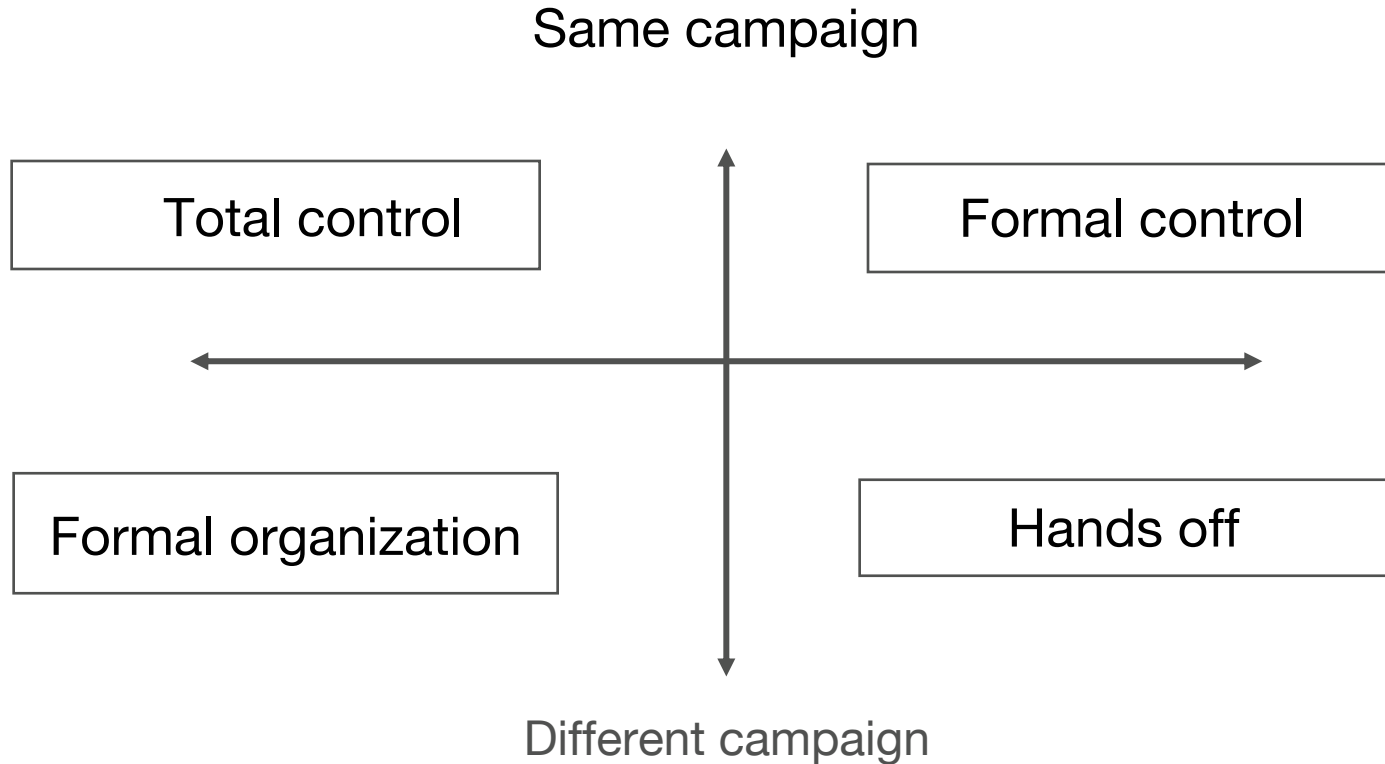


*Mars*™

# Approach must positively manage the tension between



# What are the options? **Co-ordination mapping**





# Identifying Market Potential

INVESTMENT LEVEL		
High	Medium	Low

**Population**

**Per Capita Spend**

**Category Life Stage**

**Brand Life Stage**

**Controls:**

pricing, marketing  
spend, promotional  
allowances

**Category Trends**

**Competitive Barriers**

# Identifying Product Mix

RANGE		
BROAD	MODERATE	NARROW

**Special formulations**

**Specific target products**

**Sophisticated yogurt market**

**Unsophisticated yogurt market**

# Marketing Mix - Product, Audience and Channel

## Product

Design/Form

Brand Name

Indications

Positioning

Packaging

Pricing

Advertising/Sales Promotion

## Audience: Roles & Incentives

Mums

Nutritionists

Actives/Health oriented

## Channels

Grocery

Health

Convenience

Partner (McDonalds's etc.)

STANDARDIZATION		
FULL	PARTIAL	NONE

# Advertising Message and Media

## Message

Copy Strategy

Copy Execution

Copy Production

## Media

Media Planning

Media Budget

Market Promotional Allowances

Market Media Access

(DTC, detailing, etc.)

## Market Research

## Performance Tracking

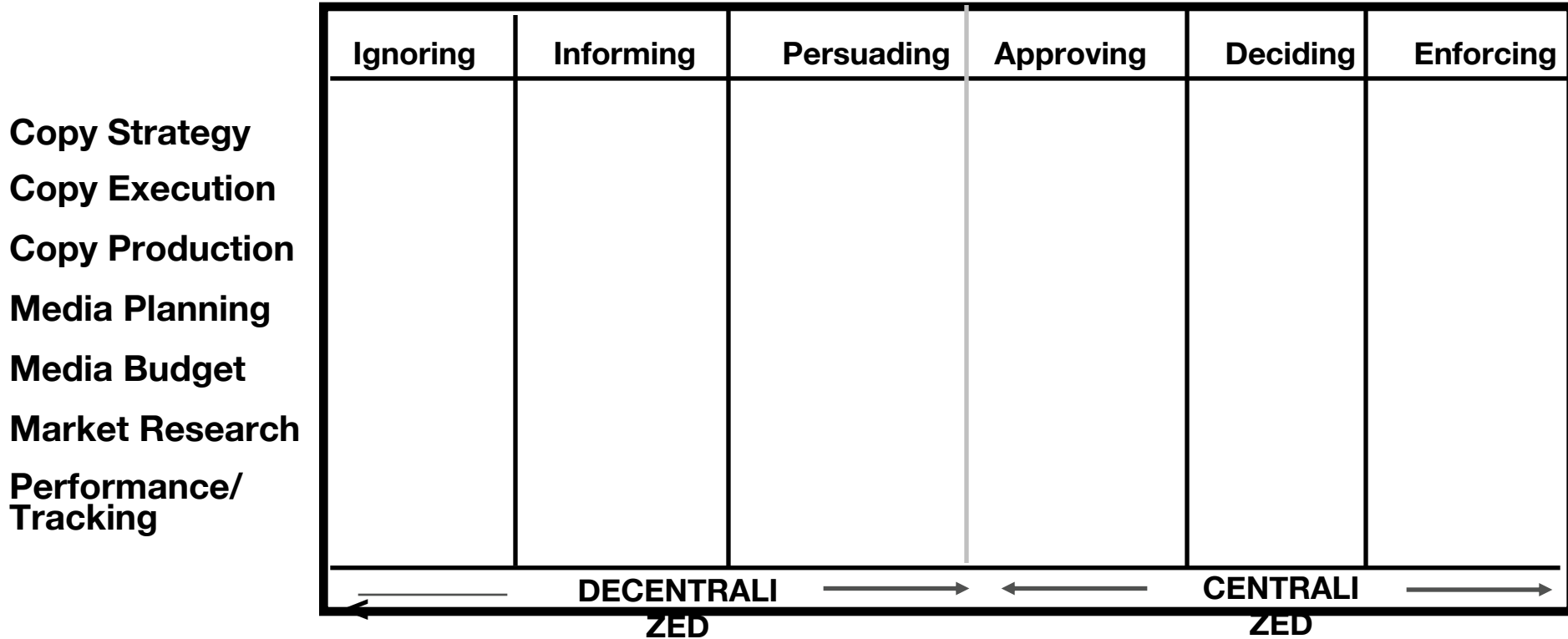
STANDARDIZATION		
FULL	PARTIAL	NONE

# What role corporate wants to play in marketing decisions...

	Ignoring	Informing	Persuading	Approving	Deciding	Enforcing
Product						
Brand Name						
Indications						
Positioning						
Packaging						
Pricing						
Advertising						
Sales Promotion						
Audience						
Selection						
Distribution						
Channels						

← DECENTRALIZED → ← CENTRALIZED →

# And communications decisions...



# There is no “One Right Model”

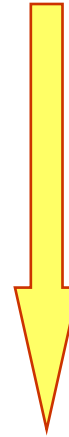
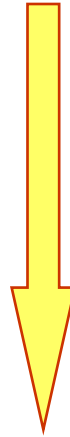


**ABSOLUT**



**Mars**

Brand positioning  
and values



Core creative idea



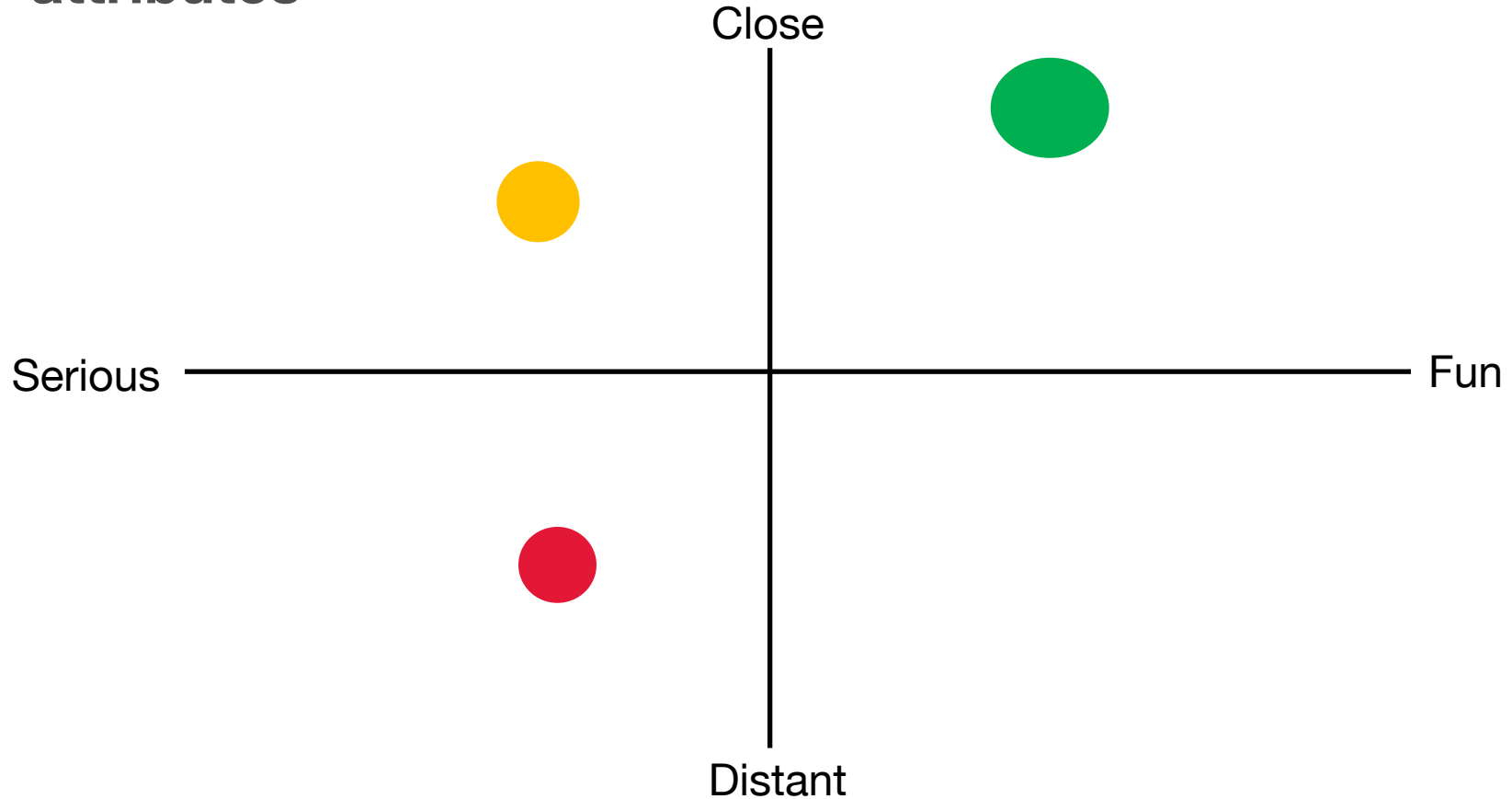
Execution



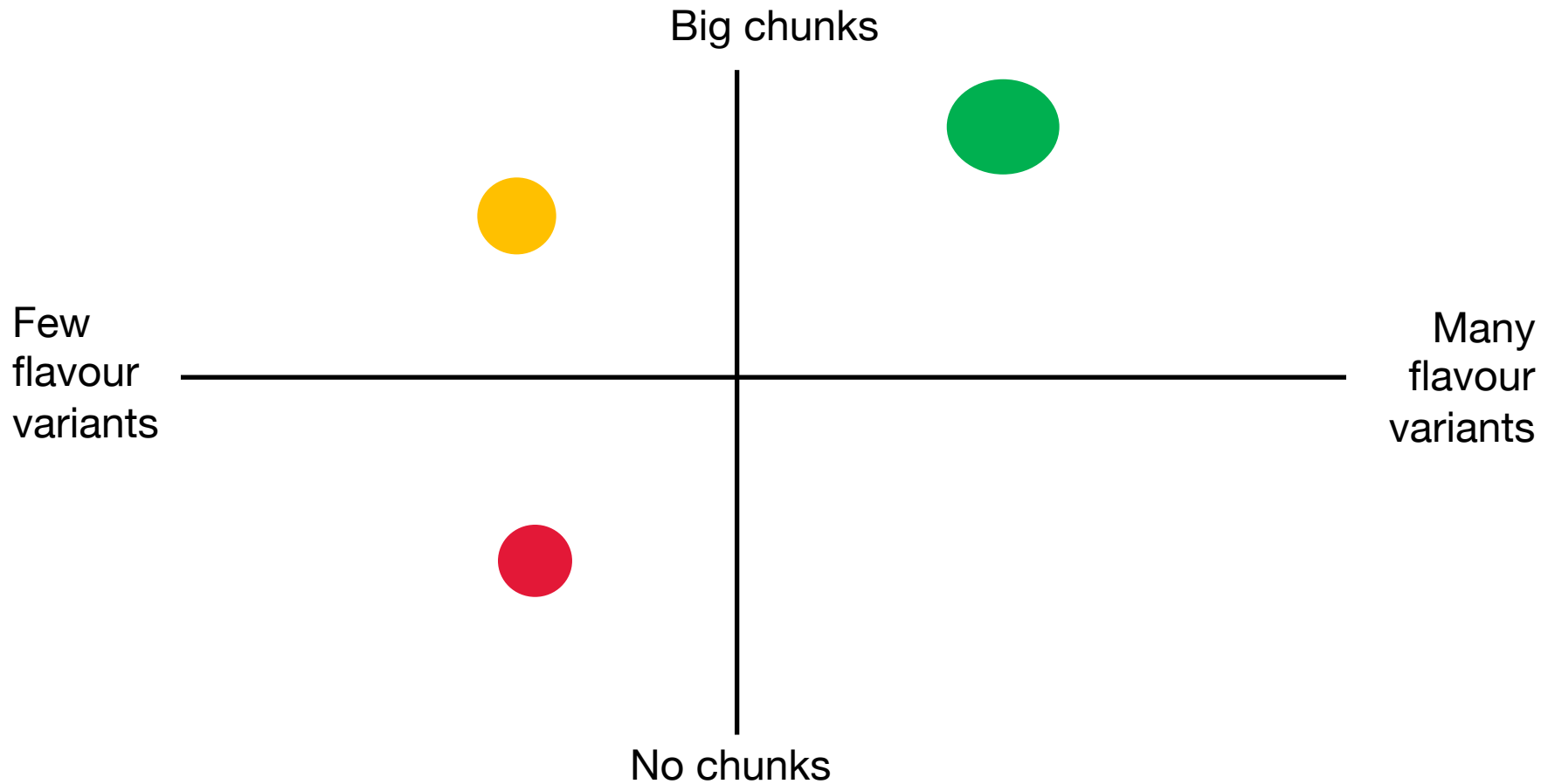
# A few words about positioning



# Too many marketers map brands on "brand attributes"



# Map on purchase drivers instead



# Strategy vs. tactics

**Tactics, channels and trends change fast,  
strategy must last longer**

# WARC Marketers Toolkit 2022

# THE 'DOUBLE BOTTOM LINE': VALUING PROFIT AND THE PLANET

Flooding. Droughts. Wildfires. Extreme rainfall. Tropical cyclones. While the exact outcomes will vary by geography, an August 2021 report from the United Nations Intergovernmental Panel on Climate Change (IPCC) made it clear nowhere on earth will be left unscathed by the coming wave of ecological disruption. At the time of writing, the COP26 summit in Glasgow is bringing world leaders together to try and stave off this disaster.

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## JUMP TO

[A better way of building brands](#)

[New definitions and standards](#)

[Delivering business growth](#)

[Mindsets are moving in the right direction](#)

[Environmental focus in communications](#)

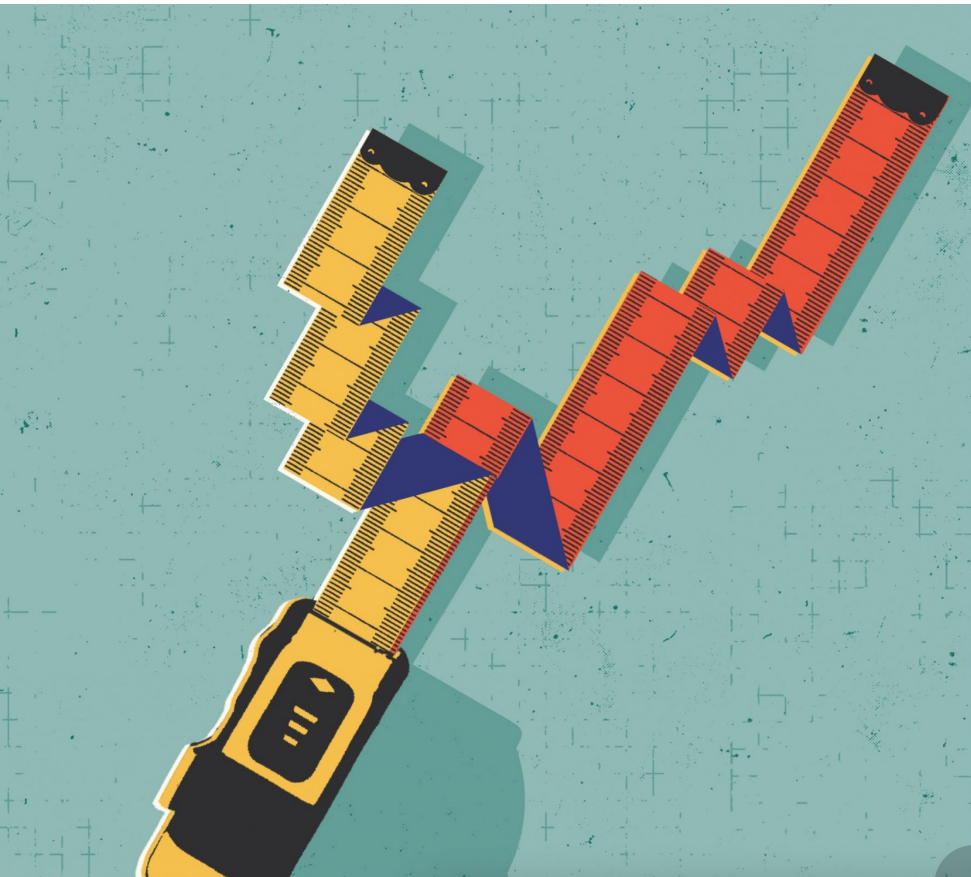
[Sustainability and purpose are not the same](#)

[Case study](#)

[The CMO view](#)

[Takeaways](#)





# CLOSING THE EFFECTIVENESS GAP

Advertising measurement is in a state of unprecedented flux. For marketers, this will mean taking a less myopic view of campaign performance, and being more proactive in the measurement of long-term effectiveness.

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## JUMP TO

- [Cracking the cross-channel conundrum](#)
- [Need for new measures and techniques](#)
- [Re-think long-term measurement](#)
- [Strive for cross-media measurement](#)
- [Market penetration becomes more important for brands](#)
- [More brands use MMM](#)
- [Case study](#)
- [The CMO view](#)
- [Takeaways](#)



# RECALIBRATING LIFE: THE POST-LOCKDOWN CONSUMER

In several countries around the world, consumers are coming out of lockdowns. However, even in these supposedly 'back-to-normal' markets, consumers aren't behaving in quite the same way as before the pandemic. In certain important ways, consumer interests, shopping behaviours and preferences have altered significantly, offering savvy businesses new tracts of opportunity in 2022.

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## JUMP TO

[Benefitting from adapted behaviours](#)

[Home tethered](#)

[Gravity increased](#)

[Wellness prioritised](#)

[Digital accelerated](#)

[Any recovery is contingent on vaccines and their effectiveness](#)

[Marketers recognise the consumer impact of COVID](#)

[Case study](#)

[The CMO view](#)

[Takeaways](#)







# SOCIAL COMMERCE AND THE CREATOR ECONOMY

Content creators on social media are increasingly becoming empowered as they shift their followings to independent platforms. As livestreaming and other combinations of social entertainment and digital commerce become more popular, brands will have real opportunities in this space if they can find effective ways to work with creators.

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## JUMP TO

[Brands will explore new ways to connect with consumers' online worlds](#)

[Brands must release control to collaborate with creators](#)

[Time for brands to adapt for social commerce](#)

[A step into the metaverse](#)

[Content and commerce merge on social platforms](#)

[Investment in social platforms growing rapidly](#)

[Case study](#)

[The CMO view](#)

[Takeaways](#)





# THE COLLISION OF BRAND AND E-COMMERCE

One important impact of the pandemic has been the acceleration of digital commerce. Whether it's marketplaces like Amazon, stores-turned-retail-media like Walmart or Target, or delivery apps like DoorDash, growth has soared. While that may plateau post-lockdown, few think it will be reversed.

The surge in e-commerce adoption is triggering significant changes for marketers – in the way they spend money, and the way teams are structured. For many, 2022 will be a year to resolve internal tensions, and to seize the opportunities emerging in the space between brand building and digital commerce.

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## JUMP TO

[Structuring for marketing effectiveness in an online-to-offline world](#)

[Retail media moves beyond performance](#)

[Realignment of teams as commerce and brand move close](#)

[Coming together](#)

[Understand the connections](#)

[Case study](#)

[The CMO view](#)

[Takeaways](#)



Thank you

