

# IMC and branding

Teacher: Laura Rosenberg



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Aalto University

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# About the exam

In the exam, you will be asked to answer **3 essay questions** out of 4-5.

They will cover the topics discussed during lectures **AND** the mandatory readings assigned for the lectures.

# Agenda

- Branding theory
- Mind-share branding
- Cultural branding
- Some further notions on brand management

# Let's start with a quick exercise!

Which of the following were amongst the world's 3 most valuable brands in 2005? Raise your hands if you think A, B or C is correct!

A)

Microsoft  
General Electric  
Coca-Cola

B)

Nokia  
McDonald's  
IBM

C)

Marlboro  
Toyota  
Google

# Let's start with a quick exercise!

Which of the following were amongst the world's 3 most valuable brands in 2021? Raise your hands if you think A, B or C is correct!

A)  
Google  
IBM  
Coca Cola

B)  
Amazon  
Apple  
Google

C)  
Amazon  
Alibaba Group  
Instagram

# The World's Most Valuable Brands



# Why are brands important?

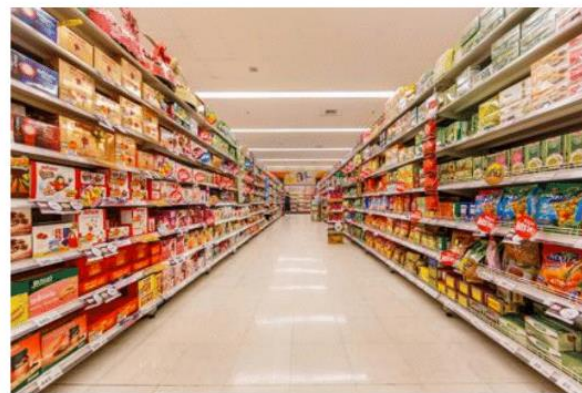


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Noin 2 280 000 000 tulosta (0,65 sekuntia)

Digital marketing experts estimate that most Americans are exposed to **around 4,000 to 10,000 ads each day**. At some point, we start a screening process for what we engage with and start ignoring brands and advertising messages, unless it's something that we have a personal interest in. 25.8.2017

[https://www.forbes.com > sites > 2017/08/25 > finding-br...](https://www.forbes.com/sites/2017/08/25/finding-br...)

### Finding Brand Success In The Digital World - Forbes



April 20, 2008 9:51 pm

## Market trends: Strong names beat the market

By Salamander Davoudi

Branding is becoming ever more important as companies face an increasingly global and competitive marketplace.

Millward Brown Optimor's third annual ranking of the world's [top 100 most powerful brands](#) is based partly on WPP's Brandz database, which covers more than 50,000 of them. It found that the world's top 100 brands have a total value of about \$1,900bn, equivalent to the GDP of Italy.

"Brand is becoming more and more important," says Joanna Seddon, chief executive of Millward Brown Optimor. "Technology brands have done very well this year, [Google](#) and [Apple](#) are in the top 10. For the second year running Google is the world's most valuable brand.

"Some of the world's most successful companies are successful because they built their brand along with the business," she adds. "Orange is a good example of that. They invested in the brand before they even had a business."

# What is a brand?

# What is a brand?

- Brand = **”added value compared to buying a similar, nonbranded product”**
- Brand building and protection = **#1 marketing priority!**
- WHY?

Because brands build lasting competitive advantage!

- Makes premium pricing possible → increased cashflow!
- A strong brand is key for expanding a company’s offering to new areas → brand extensions, overcoming product category limitations
- Protection against private labels and competitors (strong brands can even act as a barrier to entry, e.g. the soft drink category)
- Resiliency to endure crisis situations



# Why communicate your brand to audiences?

# Why communicate your brand to audiences?

- To let designated consumers or audiences know about your brand
  - e.g.: enter a market, brand benefits ... (awareness, interest and desire)
- To react to changing consumer preferences and tastes
  - e.g.: preference of healthier lifestyles and food (attitudes and behaviors changing)
- To reposition your brand
- To react to competitor's campaigns

# Different branding models

- Mind-share branding
- Emotional branding
- Viral branding
- Cultural branding

TABLE 2-1  
Comparison of Axioms Across Four Branding Models

|  | Cultural Branding   | Mind-Share Branding   | Emotional Branding   | Viral Branding   |
|--|---|---|--|--|
| <b>Key Words</b>                       | Cultural icons, iconic brands   | DNA, brand essence, genetic code, USP benefits, onion model   | Brand personality, experiential branding, brand religion, experience economy   | Stealth marketing, coolhunt, meme, grass roots, infections, seeding, contagion, buzz                               |
| <b>Brand Definition</b>                | Performer of, and container for, an identity myth   | A set of abstract associations  | A relationship partner   | A communication unit   |
| <b>Branding Definition</b>             | Performing myths  | Owning associations   | Interacting with and building relationships with customers   | Spreading viruses via lead customers   |
| <b>Required for a Successful Brand</b> | Performing a myth that addresses an acute contradiction in society  | Consistent expression of associations   | Deep interpersonal connection  | Broad circulation of the virus   |
| <b>Most Appropriate Applications</b>   | Identity categories   | Functional categories, low-involvement categories, complicated products   | Services, retailers, specialty goods   | New fashion, new technology  |
| <b>Company's Role</b>                  | Author  | Steward: consistent expression of DNA in all activities over time   | Good friend  | Hidden puppet-master: motivate the right consumers to advocate for the brand                                       |
| <b>Source of Customer Value</b>        | Buttressing identity  | Simplifying decisions   | Relationship with the brand  | Being cool, fashionable  |
| <b>Consumers' Role</b>                 | <ul style="list-style-type: none"> <li>• Personalizing the brand's myth to fit individual biography</li> <li>• Ritual action to experience the myth when using product</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring that benefits become salient through repetition</li> <li>• Perceiving benefits when buying and using product</li> </ul> | <ul style="list-style-type: none"> <li>• Interaction with brand</li> <li>• Building a personal relationship</li> </ul> | <ul style="list-style-type: none"> <li>• "Discovering" brand as their own, DIY</li> <li>• Word of mouth</li> </ul> |



**Mind-share branding =  
one of the more “traditional”  
approaches to building brands**



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# BRAND LEADERSHIP

Author of **BUILDING STRONG BRANDS**  
and **MANAGING BRAND EQUITY**

**DAVID A. AAKER**  
& **ERICH JOACHIMSTHALER**



'This is it  
on branding.  
Read it...  
or else'

Tom Peters



# Why is the brand so important? **”The brand is the only sustainable source of competitive advantage.” (Aaker 1996)**

- Basically, the most dominant branding paradigm from 1950 onwards, still being taught in most marketing textbooks today (Kotler, Keller, Aaker...)
- “The brand entered the boardroom”
- A cognitive model of branding
- The goal is to generate **brand equity** through managing a brand identity that is consistent and timeless (Aaker 1996)

# Brand equity – what is it?

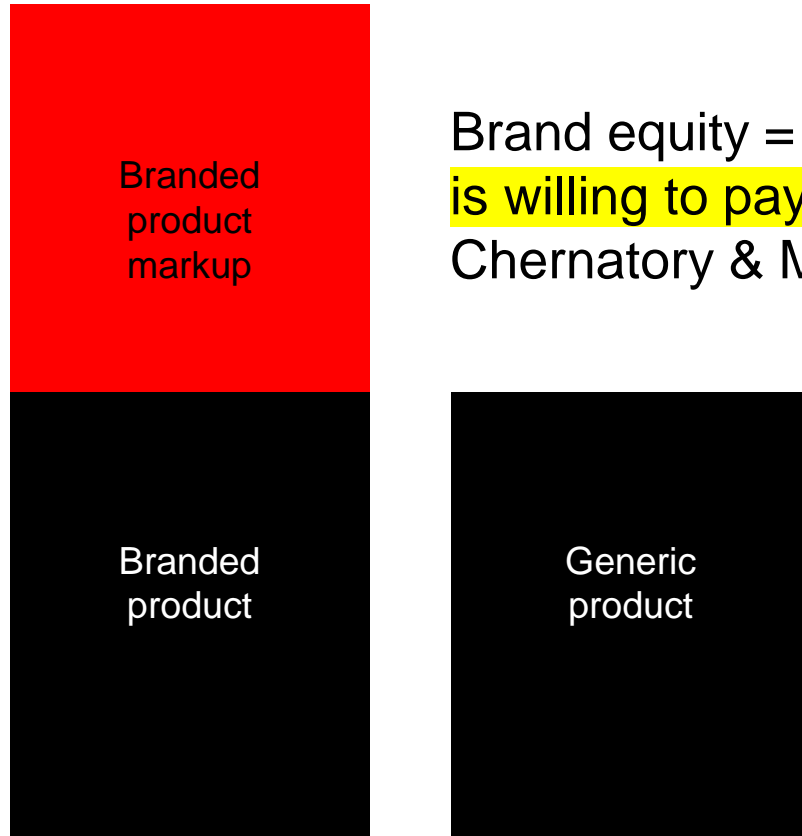




# Brand equity

- The idea: build strong brands by attending to brand equity elements
- Brand equity = “brand assets (liabilities) linked to a brand’s name and symbol that add to (or subtract from) a product or service.” (Aaker and Joachimsthaler 2000: 17).
- Brand equity “**should be defined in terms of marketing effects uniquely attributable to a brand**. That is, brand equity relates to the fact that different outcomes result in the marketing of a product or service because of its brand, as compared to if that same product or service was not identified by that brand.” (Keller 2009)

# “Product plus” view of brand equity



Brand equity = the additional sum of money a consumer is willing to pay vs. a similar, (un)branded product (de Chernatory & McDonald 1992)

“A product is something that offers a functional benefit (e.g., a toothpaste, a life insurance policy, or a car). A brand is a name, symbol, design, or mark that enhances the value of a product beyond its functional purpose.” (Farquhar 1989)

# “Product plus” view of equity



€€



€



€€



€

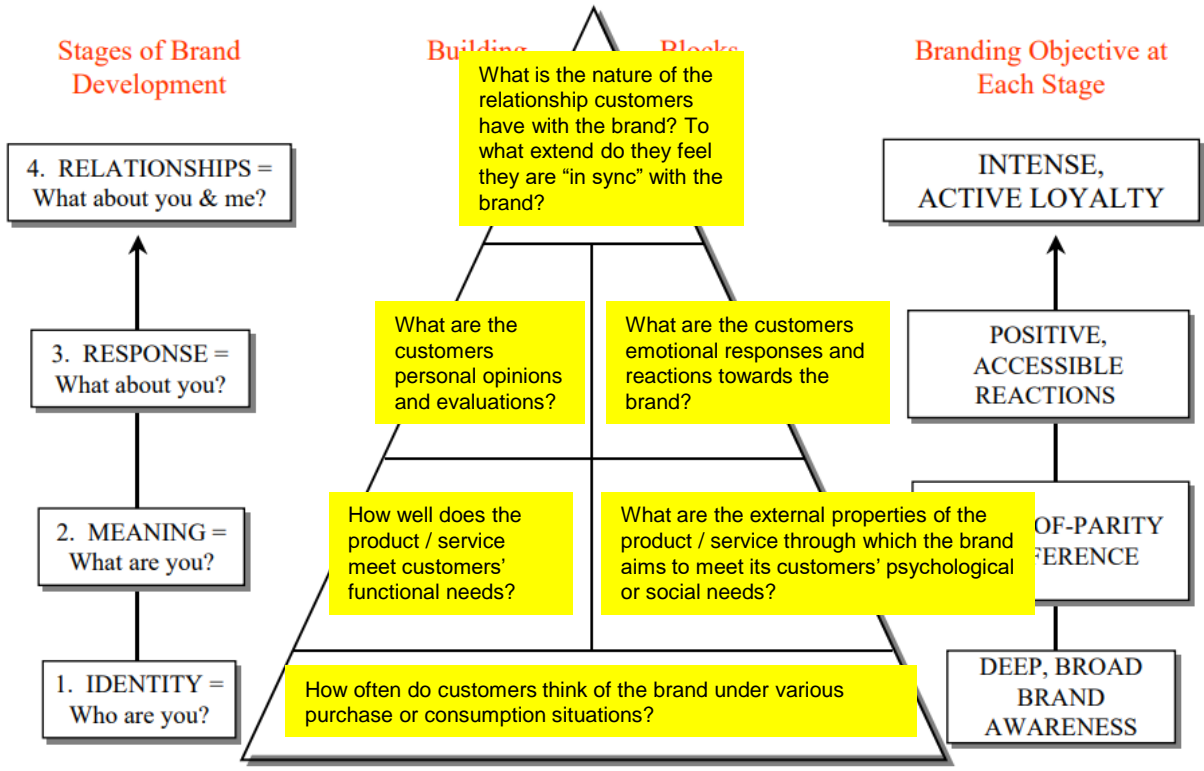


# How to gain brand equity?

# Customer-based brand equity model (Keller 2009)

- “Brand equity is fundamentally determined by the brand knowledge created in consumers’ minds by marketing programs and activities”
  - How does consumer knowledge about a brand impact their response to marketing for that brand?
- Brand knowledge: “not the facts about the brand – it is all the thoughts, feelings, perceptions, images, experiences and so on that become linked to the brand in the minds of consumers”
  - What is the set of associations a consumer has towards a brand?

# Customer-based brand equity model (Keller 2009)



Customer-based brand equity model pyramid

*“The creation of significant brand equity requires reaching the top or pinnacle of the brand resonance pyramid, which occurs only if the right building blocks are put into place”*

# 10 min exercise: Work in groups and try to fill in the equity pyramid for Coca Cola



The Coca-Cola Foundation is our company's primary international philanthropic arm.

Since its inception in 1984, The Foundation has awarded more than \$1.4 billion in grants to support sustainable community initiatives around the world.

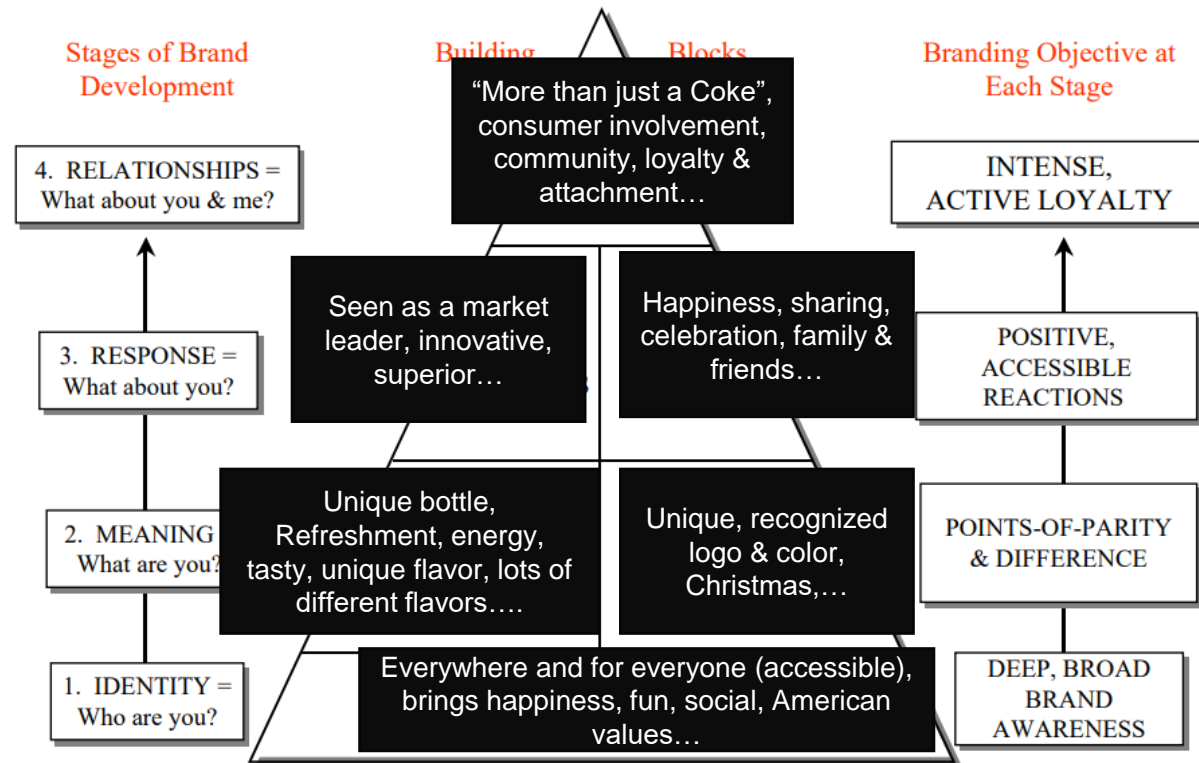


**COVID Relief Fund & Contributions**

The Coca-Cola Foundation is providing additional funding and grants to communities and organizations in response to Coronavirus. To date, over \$55M has been provided to support local organizations and vulnerable communities during these times.

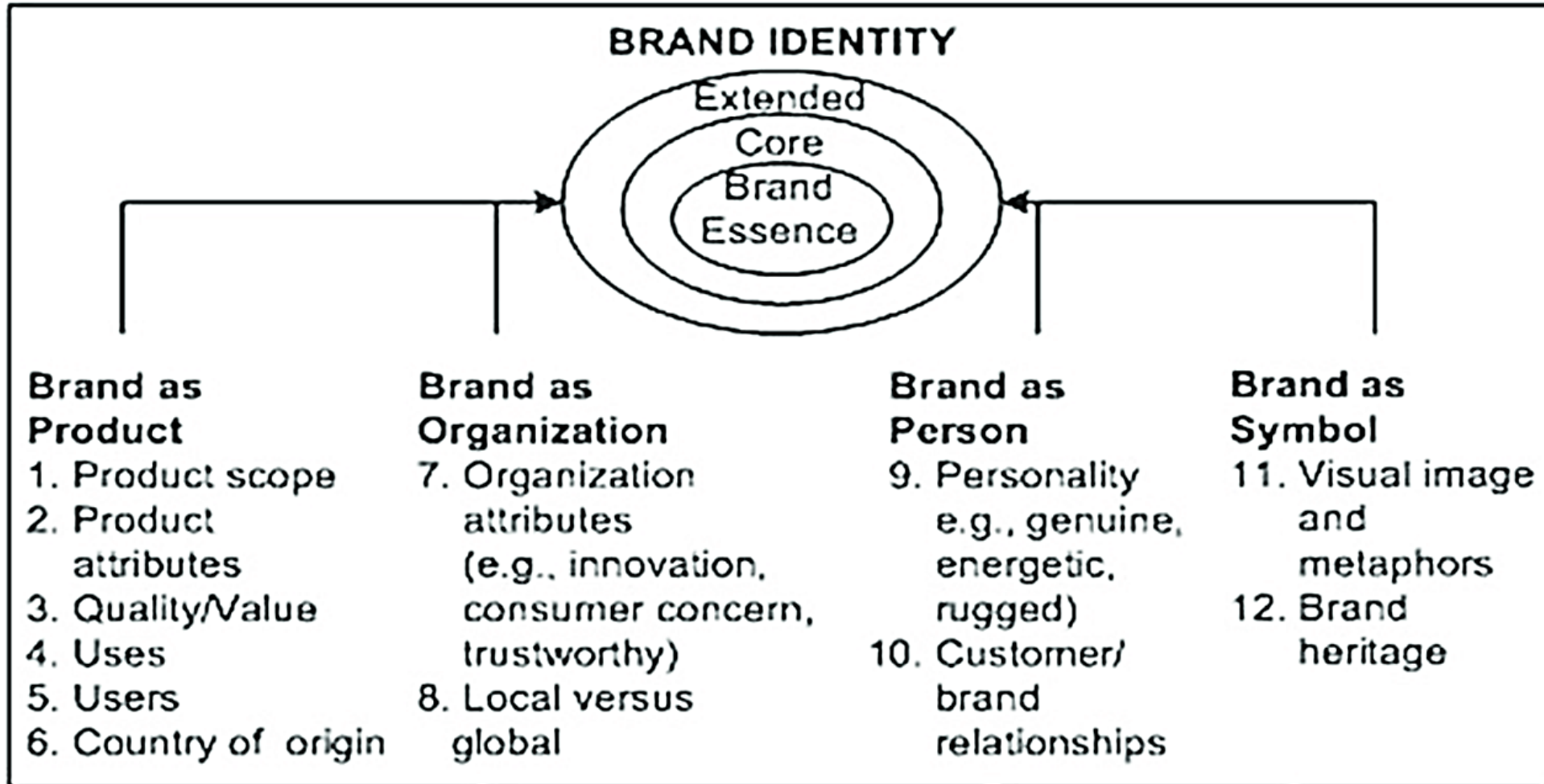
CORONAVIRUS CONTRIBUTIONS

# 10 min exercise: Work in groups and try to fill in the equity pyramid for Coca Cola

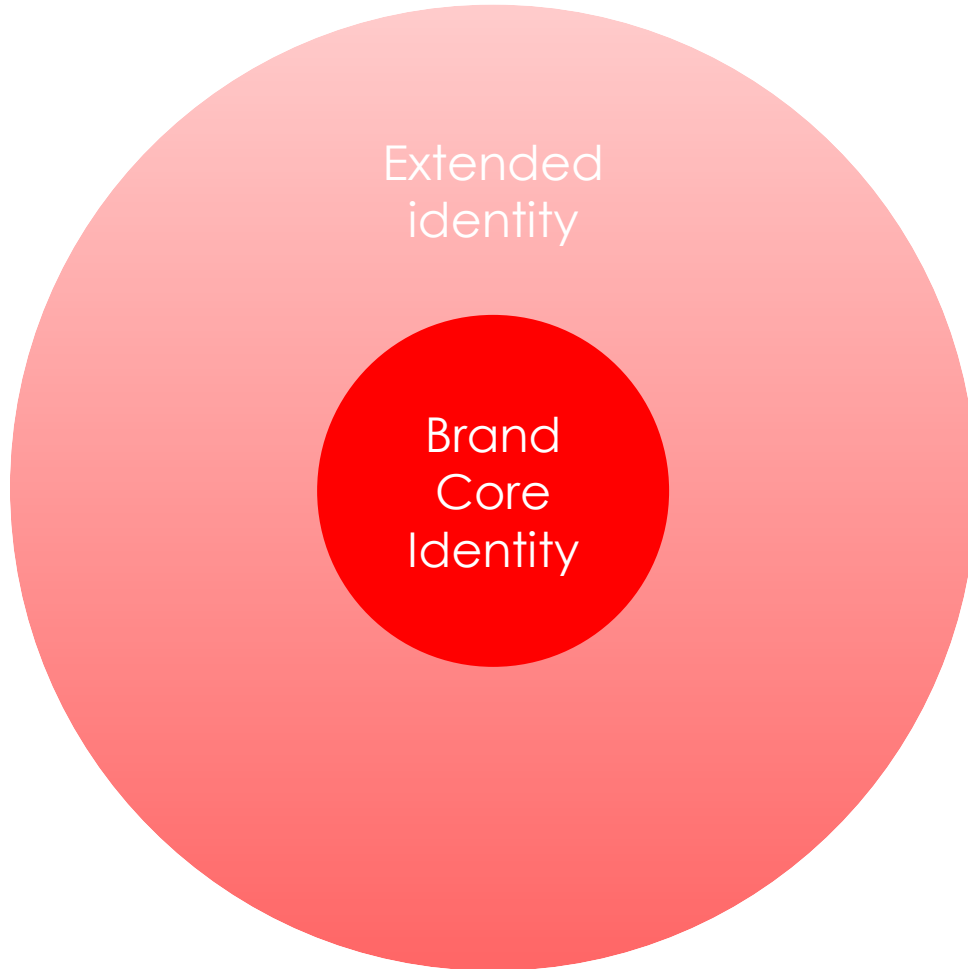


# Brand identity

- Each brand needs a brand identity:
  - How should consumers perceive our brand(s)?
- Brand identity → the crux of brand building programs
- Needs to be precise; avoid confusion



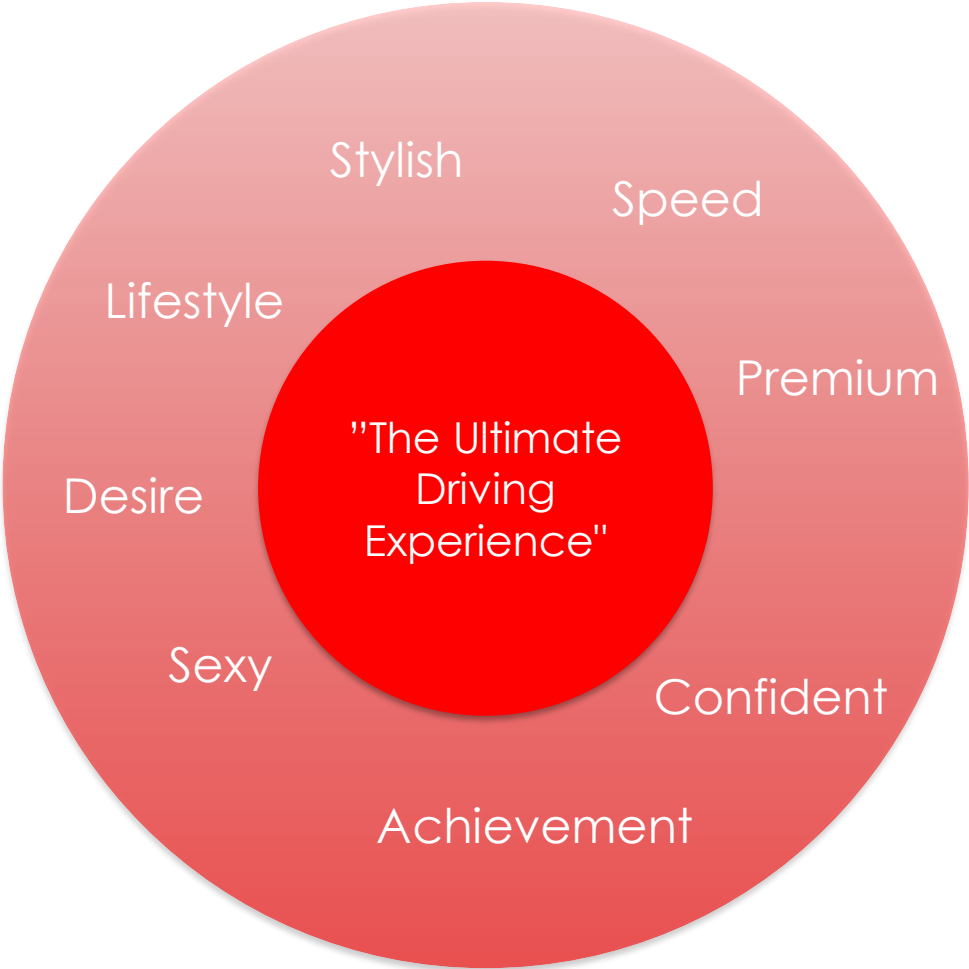
# The brand “onion model”



- Typical view of brand management
- The core identity remains unchanged
- The extended identity can and should be updated → what IMC does!



# Example: BMW



**RELEASE THE  
POWER WITHIN.**  
THE ALL-NEW BMW 5 SERIES.

Exclusive drive-away offer.  
Monthly installment Rs. 185,584\*  
Available ex-stock.

Contact our sales team for more information.  
Teran - 0766 914 441, Dilanka - 0773 487 434  
Viraj - 0773 711 444, Suneth - 0773 733 733

Prestige Automobile (Pvt) Ltd., 234-238, Pannipitiya Road, Battaramulla, Sri Lanka.  
Tel: +94 112 875 666 | Email: sales@prestigeauto.lk

\*Conditions apply

# Brand positioning

- Positioning: “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market” (Ries and Trout 1981; Kotler 2003)
- Brand position helps with communication objectives:
  - What message will best differentiate the brand and appeal to designated consumers?

# Brand positioning examples

# WE DESIGN EVERY VOLVO TO LOOK LIKE THIS.

Volvo and safety



You're looking at a perfect Volvo. A Volvo that performed exactly as our safety engineers designed it to.

Its front and rear ends, for example, collapsed on impact. As a result, much of the crash energy was absorbed instead of being passed on to the passengers.

The car's middle section, however, didn't collapse. That's because the entire passenger compartment is surrounded by Volvo's unique "safety cage." Made of six box section steel pillars, this protective housing is strong enough to support the weight of six Volvos.

But the passengers of this car were also protected in ways you can't see. Because inside are such standard features as a driver's side Supplemental Restraint System, a collapsible steering column and, of course, 3-point seat belts, front and rear.

Every Volvo is designed to help protect its passengers in all these ways. And, as a result, will look remarkably similar to this one after being in the same type of accident.

If you're concerned about safety, you can't find a more beautiful car.

**VOLVO**  
A car you can believe in.

## Volvo's new safety door is a good thing to have on your side.

The way the roads are these days, you never know where the next accident is coming from. So, apart from building a car that's pretty handy at avoiding trouble in the first place, Volvo believes in doubling up on protection from every side.

(Illustration of cutaway door shows the new side impact barrier. All Volvo doors have it.)

**Volvo's life insurance on wheels.**

Oddly enough, the head-on collision is a comparatively simple problem. If Volvo's superb handling and 700 braking horsepower can't stop it altogether, Volvo's energy absorbing front end is there to protect you, while the passenger cabin (a unique reinforced steel safety capsule) remains intact. If the engine gets pushed anywhere, it's downwards, not into your lap. Volvo's slip-joint safety belt distributes the deceleration forces evenly over the parts of your body best fitted to endure them.

From the rear, you have the same progressive impact absorption, plus head restraint and anti-whiplash friction clutch on both front seats.

It's the collision from the side (and half of all accidents are at intersections) that's the hardest to beat. That's why Volvo now builds tubular side impact bars into all four doors. Good drivers give way. There are times when a good car shouldn't. Think about it.



SAFETY THROUGH RESEARCH.



## WIN BIG WITH SAFETY





## New SLK. From the Mercedes-Benz Dream Factory.


Sulême représentant de la nouvelle génération de voitures de luxe de Mercedes-Benz, ce Roadster puissant peut être équipé du Direct Steering pour une aisance et un plaisir de conduite encore inconnus. Un rêve à découvrir absolument chez votre Concessionnaire Agréé. [www.mercedes-benz.be](http://www.mercedes-benz.be)

35% of customers said  
'Mercedes' when asked to  
name a car brand to  
describe 'quality'




Mercedes-Benz

Nike owns the idea of 'athletic achievement'



Do things history could only dream of.

 Just do it.



1976



1998



2001

# Thomas J. Watson Sr. – chairman and CEO of IBM from 1914 to 1956



Watson didn't waste any time in attempting to impose a strong culture on the badly splintered C-T-R. He quickly appropriated the company motto, "THINK," that he had adopted as the sales manager at National Cash Register Co. In fact, the motto was even more apt at his new company. C-T-R's counting and measuring devices helped people work faster and more precisely. Looking into the future, Watson realized there would be practically limitless potential for machines that help people think—and there would be tremendous opportunities for the companies that employed the smart people who could imagine, design, manufacture and sell them. Encouraging everybody to be a thinker, from the assembly line worker and engineer, to the sales person and the secretary, was what would bind C-T-R together.

The THINK motto had come to him in 1911 at an early morning meeting of NCR sales managers. On this day, the managers didn't have any good ideas about how to improve the business. Frustrated, Watson strode to the front of the room and gave them a tongue lashing. "The trouble with every one of us is that we don't think enough," he boomed. "Knowledge is the result of thought, and thought is the keynote of success in this business or any business," he told them. He decided on the spot that henceforth THINK would be the company's slogan, and ordered a subordinate to post a placard with "THINK" printed on it in bold letters on the wall of the room the following morning.

After C-T-R became IBM in 1924, THINK became an ever present reminder of the ideas that held the company together. At the peak of the slogan's popularity, THINK signs cluttered the desks and walls of countless IBM offices; the company published an employee magazine called Think; and many IBMers carried pocket-sized notebooks with "THINK" embossed on the cover.



Let's watch a famous ad from Apple that was launched in 1997 as part of their "Think different" campaign.



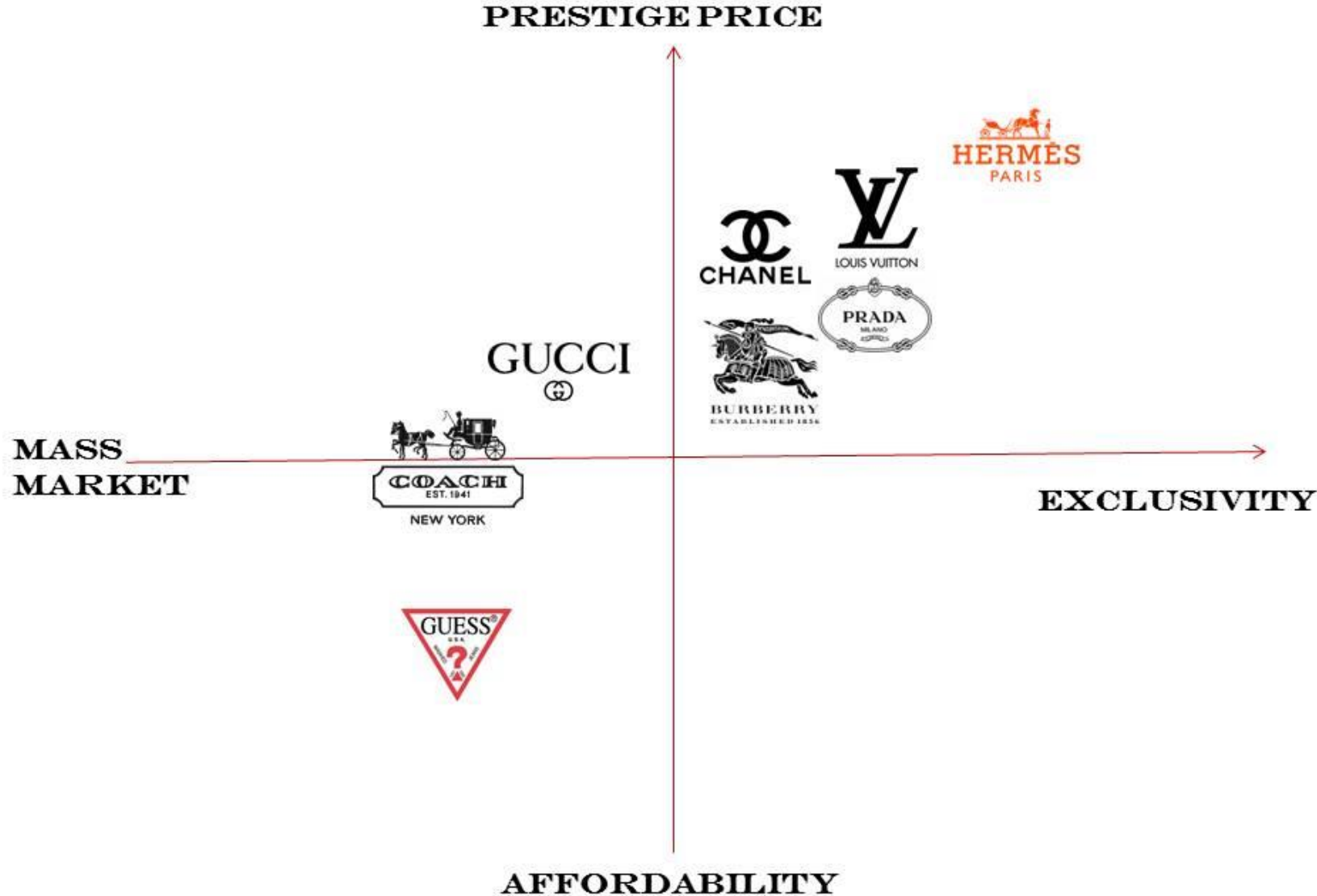


# “Think different” campaign (1997–2002)

A response to IBM → aimed  
to position Apple in the market  
and distinguish it from the  
competition







Positioning maps provide a great, analytical tool to analyze market positionings among competitors.

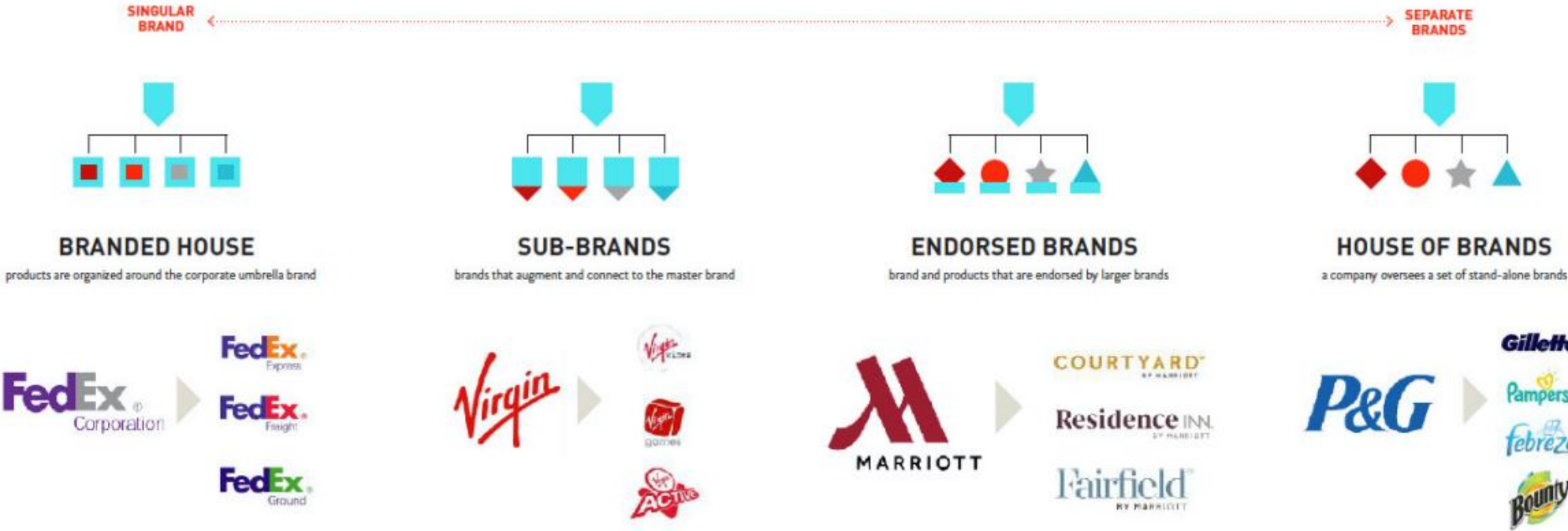
The key is to determine the most relevant attributes → what do customers value?

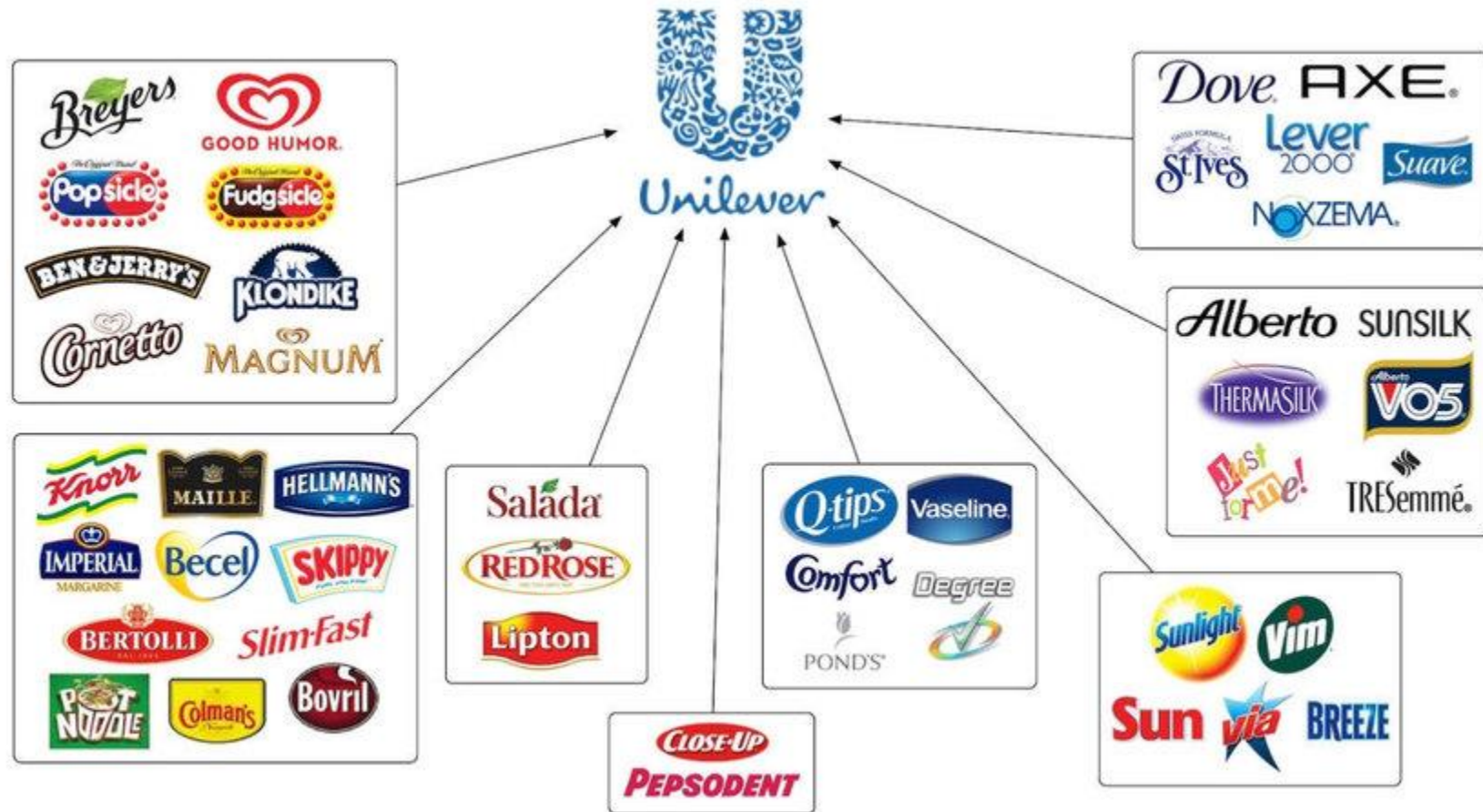
You can do the exercise with different attributes:  
 High quality vs. low quality  
 Fun brand vs. serious

...

# **A few words about managing multiple brands**

# Brand architecture spectrum





Not only one brand, but multiple ones → positioning  
*within* the firm



# Brand architecture

- Identify brands and sub-brands as well as their roles, but also, see how they relate to one another
- By doing so, you will be in a better position to:
  - Offer clear consumer/customer offerings
  - Engage in better communication programs
  - Also, to leverage brand equity assets
- Brand architecture may help you decide:
  - When to stretch an existing brand (extension)
  - When to develop a new brand
  - When to use a sub-brand

- Holistic view on branding
- Each brand has a role to play within the brand architecture
- The idea is not to manage brands as if they were silos
- CMO and her/his team to decide and internally communicate this aspect
- Identify strategic brands and invest in them

# Cultural branding



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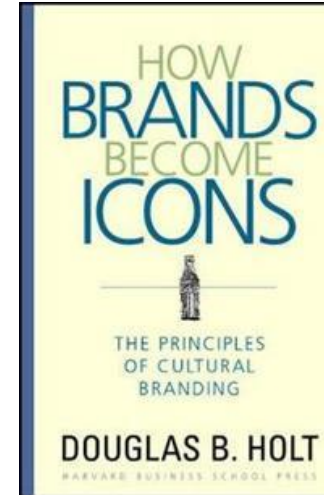
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“Chipotle’s films are wrongly understood simply as great examples of branded content. They worked because they went beyond mere entertainment. The films were artful, but so are many thousands of films that don’t cut through. Their stories weren’t particularly original; they had been repeated over and over with creative vigor for the previous decade or so. But they exploded on social media because they were myths that passionately captured the ideology of the preindustrial food crowdculture. Chipotle painted an inspired vision of America returning to bucolic agricultural and food production traditions and reversing many problems in the dominant food system.”

# Introducing cultural branding

- Put together and formally introduced by Douglas Holt in his 2004 book “How Brands Become Icons”
- In the heart of cultural branding:
  - Brand address and manifest cultural meaning
  - Brands as cultural icons



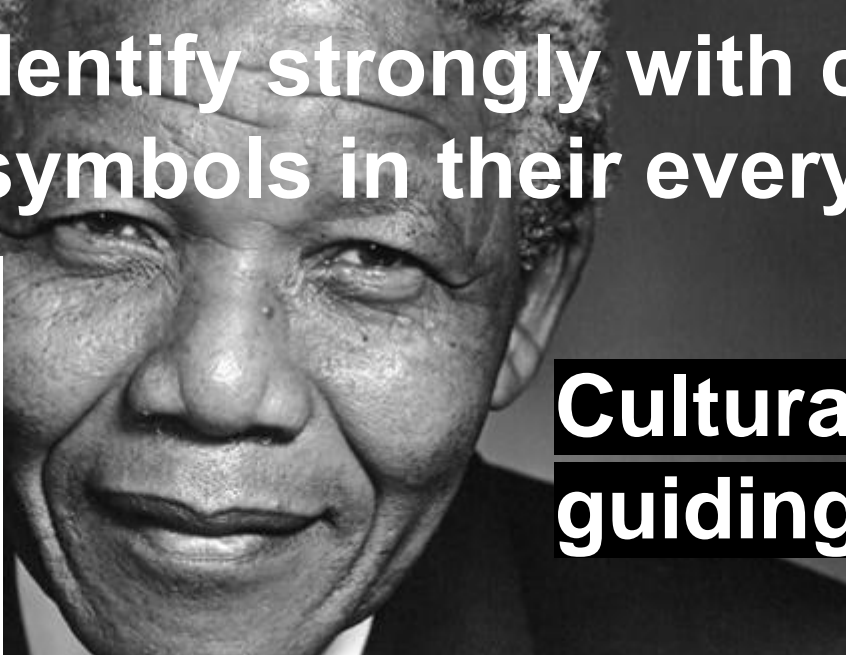
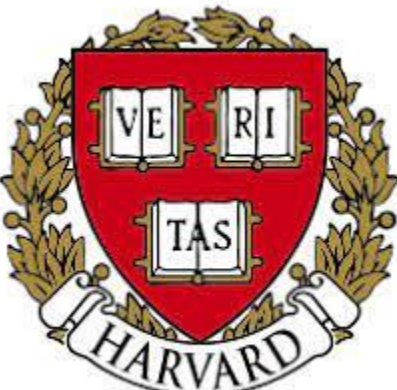
## How To Build an Iconic Brand

Douglas Holt

**cultural  
strategy  
group**



“People identify strongly with cultural icons and often rely on these symbols in their everyday lives.” (Holt 2004)



**Cultural branding takes this as a guiding principle**



# Brand culture (Holt 2012)

“Think of the brand as the culture of the product. We can borrow from the disciplines of anthropology, history, and sociology to understand products as cultural artifacts. Products acquire meanings—connotations—as they circulate in society. Over time, these meanings become conventional, widely accepted as “truths” about the product. At this point, the product has acquired a culture.”



This process takes time

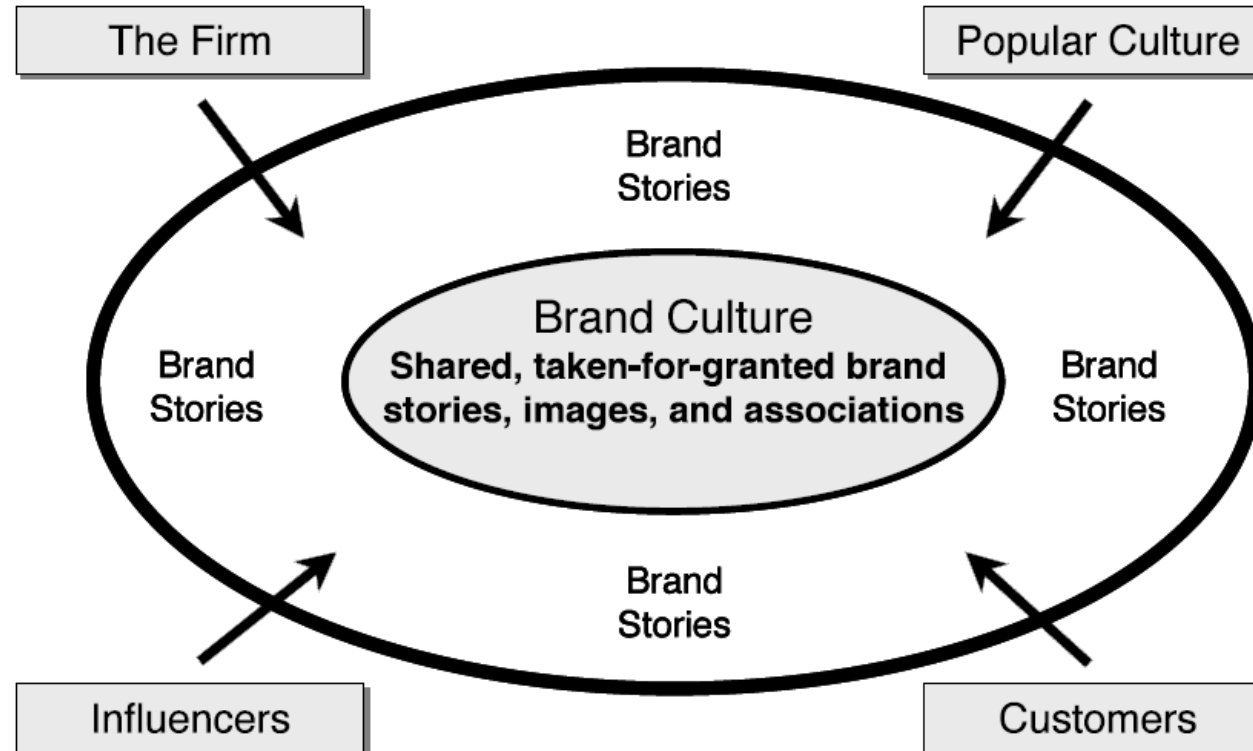


# Brand culture (Holt 2012)

“Brand cultures accumulate as various “authors” create stories that involve the brand. Brands have four primary types of authors: companies, popular culture, influencers, and customers.”

# Four authors of brand stories (Holt 2012)

- The firm shapes the brand through all its marketing activities
- All elements of the marketing mix can potentially “tell stories” about the product and brand
- “Noncustomers’ opinions”
- E.g., trade magazine reviews, the opinions offered by experts and connoisseurs, ...



- Products are an essential part of our everyday life (present in films, television, books, magazines, on the Internet,...)  
→ These representations can have a powerful influence on brands.

- Customers author the brand culture by using the product
- They create stories through their product interaction, and share them often with their friends

# Axioms of cultural branding (Holt 2004)

1. Iconic brands address acute contradictions in society (collective anxieties and desires of a nation)
2. Iconic brands perform identity myths that address these desires and anxieties
3. Identity myths reside in the brand, which consumers experience and share via ritual action (e.g. drinking, wearing, driving a product to experience a bit of the myth)
4. Iconic brands perform as activists, leading culture & encourage people to think differently of themselves

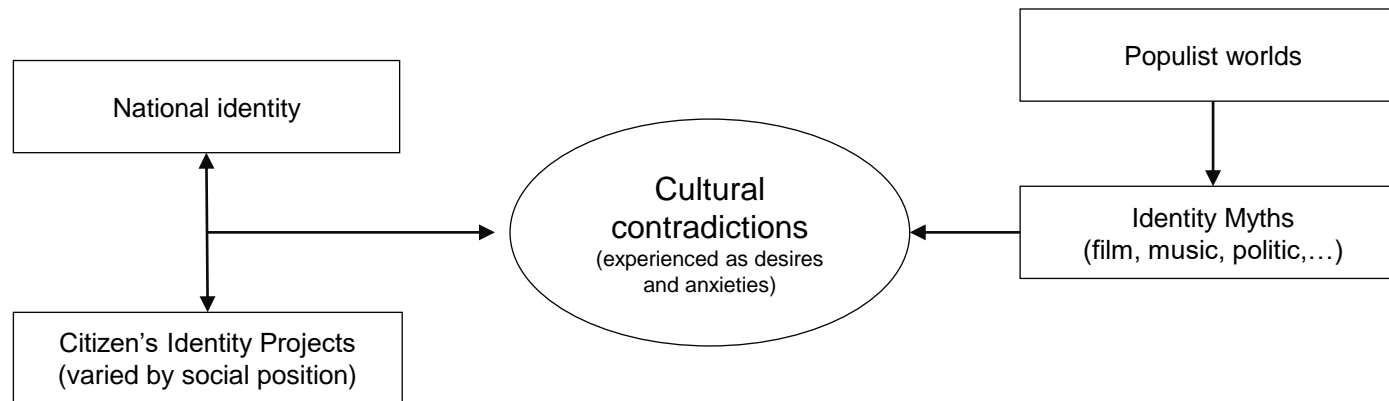
Identity myths = “imaginative stories and images that selectively draw on history as source material, which function to continually reimagine and vitalize the nation’s ideology”

Iconic brands have become symbols of such a myth.



# Identity myths

- Myths define culture by expressing its shared emotions and ideals (Solomon et al. 1999, p. 447)
- People feel anxieties when their personal life experiences and realities are in conflict with what the national ideology expects of them (Holt 2004, p. 45, 57, 210-213)
- People's identification with an identity myth is dependent on how well it soothes people's anxieties in their personal identity building projects



**What anxieties can you identify that  
are relevant today?**

# Common anxieties / tensions

- gender roles and sexuality
- racial issues
- people's ambitions at work
- their dreams for their children
- their fears of technology, AI
- college graduation
- retirement
- mid-life crisis
- globalization
- climate crisis
- war



(Holt 2004, p. 212; Fournier 1998)

Nike – dream crazy





**Comments about the ad?**  
**How would you analyze it based on  
the traditional perspective?**

**Does anyone know why this  
campaign received controversial  
public attention?**

 Colin Kaepernick   
@Kaepernick7

Believe in something, even if it means sacrificing everything. #JustDolt



10:20 PM · Sep 3, 2018

 845.5K  38.9K  Share this Tweet

[Tweet your reply](#)

## Nike's 'Dream Crazy' advert starring Colin Kaepernick wins Emmy

- Campaign featured NFL star turned social activist
- Donald Trump was among critics of advert



▲ Nike releases full ad featuring Colin Kaepernick - video

A Nike advert starring [Colin Kaepernick](#) has won the award for outstanding commercial at the Creative Arts Emmys.

## Nike knew what it was doing when it picked Kaepernick for the ad

Nike deciding to highlight Kaepernick wasn't done on a whim. The company has had Kaepernick under contract since 2011, and **reportedly** began negotiating a "new, multi-year pact" with him months ago, well after he initiated the lawsuit alluded to in the ad's text. The timing is not a coincidence.

Nike [released the advert, titled Dream Crazy, in September last year](#). It featured the former NFL quarterback and the slogan: "Believe in something. Even if it means sacrificing everything. Just do it." In 2016, Kaepernick started to kneel for the pre-game national anthem in protest at racial injustice in the United States. He has been out of the NFL since leaving the San Francisco 49ers in 2017, and he [later settled a case with the league](#) in which he alleged he had been blackballed by team owners for his protests.

Donald Trump was among those who attacked the advert at the time of its release. "I think it's a terrible message that [Nike] are sending and the purpose of them doing it, maybe there's a reason for them doing it," the President told the Daily Caller in September last year. "But I think as far as sending a message, I think it's a terrible message and a message that shouldn't be sent. There's no reason for it."

Videos were also uploaded to social media of people burning their Nike products. Despite the blowback from some Americans, the campaign was deemed a success, and [the company's stocks rose by 5%](#) in the weeks following the advert's release.

The advert also featured other athletes active in social issues, such as LeBron James, Serena Williams and the US women's soccer team.

# Nike's 'Dream Crazy' advert starring Colin Kaepernick wins Emmy

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■ Nike releases full ad featuring Colin Kaepernick - video

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## *Nike's 'Dream Crazy' campaign featuring Colin Kaepernick won the Grand Prix in the Creative Effectiveness category at Cannes*

In a much-talked-about session, Nike's global creative director revealed the real story behind 'Dream Crazy.' "We want to inspire athletes to believe in what's possible and who better to do that than athletes themselves. Their beliefs are our beliefs," Jonathan Johnsongriffin said to a crowded Lumiere Theatre at this week's Cannes Lions Festival.

Nike's 'Dream Crazy' won the Grand Prix in the Creative Effectiveness category at Cannes. The campaign by Wieden & Kennedy earned media worth \$ 163 million, added \$ 6 billion of value to Nike's brand, and boosted sales by 31 percent.

The award-winning campaign didn't appear out of thin air. "There was a long road to get there," he says. Work like 'HIV Runner' in 1985, 'Be True' in 2013, and 'Equality' in 2017 were all co-authors with community years before and showed Nike's commitment to supporting athletes both on and off the field.

"We've always had the confidence to stand up for what we believe in and that's why athletes trust us with their voices," he said.

The rich history of work that eventually led to 'Dream Crazy' started with the campaign for the 30th anniversary of 'Just Do It.'

"We wanted to make sure 'Just Do It' reflected the priorities of a new generation. That's when the conversation with Colin Kaepernick began," said Johnsongriffin. "Here was an athlete reframing what 'Just Do It' means and doing it in a way that could potentially move the world forward.

Nike didn't just admire the athlete, it believed in him. And Kaepernick believed in Nike and together they believed in the power of standing up for your values.

But the global brand also understood that the creative journey wouldn't be easy or simple but heard a truth in Kaepernick's story that was true for many athletes around the world.

Catch from Compton Doc. They admit. They aren't it.

 Just do it.

# How brands soothe anxieties

- They can be the voice for different groups and communicate powerful messages (if they have the resources & authority)
- Carriers of identity myths offer relief through ritualistic consumption of the product/text/brand
- Brands are special, because even if they aren't as affective as e.g. movies, they enable ritual and frequent consumption
- For example, by wearing a t-shirt of a certain myth, the myth is “transferred” to the person

# Populist worlds

- The “place” where the identity myth resides and gives it its legitimacy and cultural appeal
- Usually in the fringes of society (punks, hippies, bikers, LGBT communities, extreme athletes, hipsters, the underground etc.)
- People feel drawn to them when they notice that the populist world has an “answer” for an anxiety
- The brand must “earn” a place in the populist world if it wants to credibly portray the myth
- The insiders who live in the populist world determine the brand’s (and other people’s) worthiness to claim membership in the populist world







Let's watch the famous 1979 Coca cola Super bowl commercial starring Pittsburgh Steelers defensive tackle "Mean" Joe Greene and a 9-year-old superfan.

After watching, let's analyze the ad from a traditional and cultural branding perspective.



How would you analyze this ad from a traditional branding perspective?

# ”Mean Joe Greene” from a traditional branding perspective



- Communicates the desired associations of the Coca-Cola brand in an emotionally engaging way
- American, refreshing, ”family”, fun, happy, iconic...

How would you analyze this ad from a cultural branding perspective?

# ”Mean Joe Greene” from a cultural perspective

- Coca-Cola has a long, long history as an American icon, representing ”the best” of America (especially during and after WW II)  
→ manifestor of American values

From ‘Hilltop’ to ‘America is Beautiful’  
Coke’s Enduring Legacy of Inclusive Advertising

I always say I can teach the history of America in the 20th Century using only Coca-Cola advertising.

That’s because, in general, advertising is like holding up a mirror to society. Commercials and other creative from a certain year or era typically reflect what’s going on in culture at any given point in time.

But what if society is in turmoil? Coca-Cola has a history of advertising in tough times, as well. During World War II, the company pledged that every soldier in the field would be able to buy a Coke for a nickel, regardless of what it cost the company. We built 64 bottling plants around the world and strove with all our might to make Coke available both to soldiers serving our country and the people back home working in the war-time economy.

Our advertising reflected that effort as the company asked people to work together to help promote the war effort. One of our early Christmas ads featuring the famous Coca-Cola Santa Claus even had a war bond poking out of Santa’s bag. Santa and the company were supporting the war effort.

# ”Mean Joe Greene” from a cultural perspective

- The Vietnam war had seriously strained American unity
- It was a time of many racial tensions → ”angry black men” struck fear into white America
- America was in need of ”healing”

## ”We have enough problems fighting white people back home”

The Vietnam War was the first American war in which its troops were fully integrated, a development that was supposed to turn the page on a ghastly history of institutional racism in the military.

In 1964, American troops began arriving in Vietnam in large numbers following the Gulf of Tonkin incident, with the new integration policies a source of optimism. But many Black soldiers were immediately faced with discrimination and racism during basic training, which typically took place in the Jim Crow south. “Although we’re talking about an era after the Civil Rights Act, officers and soldiers had deep Southern racist roots,” Jeffries says. “The racism was there: it was real and felt between soldiers.”

These structures persisted overseas, even if Black and white soldiers had to fight side-by-side. “Out in the field, everyone had to depend on everyone,” Duery Felton, a veteran, says. “But when you got back to base camp, you had what you’d call de facto segregation.” In Saigon, Black troops often spent their time off in a section of the city that would come to be known as Soulsville; meanwhile, their white counterparts were being promoted at a higher rate.

“Soldiers were still dealing with those deeply rooted perceptions about who they’re fighting next to,” Jeffries says.

# ”Mean Joe Greene” from a cultural perspective

“When you get to the core of the ad (...) it’s about the resolution of conflict. It’s about the notion of an African-American man and a small, white boy interacting and it turns out for the positive. The crux of the narrative, once again, is that we can all just get along.”

SWEET SWEETBACK'S  
BAADASSSSSS SONG





# ”Mean Joe Greene” from a cultural perspective – conclusion

- Struck a crucial cultural nerve with its powerful message of racial harmony and forgiveness, a unified America and Coca Cola as a symbol of this healing
- Because of Coca-Cola’s long history as an American icon, it could ”speak” this way (very few brands could have)
- It repositioned Coca-Cola, redefined its identity myth in American culture while respecting its roots

## Coca-Cola, ”Mean Joe Green”

**Agency:** McCann-Erickson, New York (1979)

**Awards/Recognition:** Winner of the 1979 CLIO award. The ad was so popular, it was turned into made-for-tv movie in 1981.

# Recap

- There are different branding approaches or paradigms
- Mind-share branding focuses on building brand equity – a cognitive approach to branding (how consumers think, feel and what they do)
- Cultural branding focuses on building iconic brands – the focus on addressing and soothing cultural tensions through targeting identity myths

# Brand management – some further notions



Aalto-yliopisto  
Aalto-universitetet  
Aalto University

Spring 2023

# Brand book & guidelines



# Brand Guidelines

## Introduction

Our brand is who we are. It's the set of ideas, emotions and associations that come to mind whenever anyone thinks about The IT Job Board. It's in our advertising, our websites, our mailings and in every communication that comes from us. But it's more than that too. Our brand is in all of our activities—from talking to our clients and candidates right through to human resources, finance and admin. It's also there in the way you talk to your colleagues, and the way you interact with everyone else on behalf of The IT Job Board.

## Design elements

- Our logo
- Colour palette
- The chevron pattern
- Typography
- Design examples

Every brand has **brand guidelines / a brand book** that determines how brand communication is executed. Brand books and guidelines are **internal brand management tools** → “**holy bibles**” of brand management. They determine:

## Protecting the logo

### Colour variations

The logo should appear on a clear white background wherever possible.

- In some instances it could appear on a red background
- It might be necessary for it to appear in monochrome
- However, it should never appear on a black background



## Colour palette

The IT Job Board uses a simple colour palette made up of white, red and black.

All our communications should appear on a predominantly white background. Red is used as a highlight for headlines and section dividers in order to add interest and variety to a document or presentation. Black should only be used for text. Using a darker tint of black for body copy is often easier to read as the contrast between the white background is less harsh. Darker tints of red and lighter tints of black can be used to further broaden the colour palette and to allow you to design more visually stimulating communications.

|                                  |                              |                              |
|----------------------------------|------------------------------|------------------------------|
| PRIMARY<br>P. 000000 / 000000    | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| SECONDARY<br>S. 000000 / 000000  | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| THIRDARY<br>T. 000000 / 000000   | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| FOURTHARY<br>F. 000000 / 000000  | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| FIFTHARY<br>F. 000000 / 000000   | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| SIXTHARY<br>S. 000000 / 000000   | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| SEVENTHARY<br>S. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| EIGHTHARY<br>E. 000000 / 000000  | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| NINTHARY<br>N. 000000 / 000000   | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |
| TENTHARY<br>T. 000000 / 000000   | ACCENT<br>A. 000000 / 000000 | ACCENT<br>A. 000000 / 000000 |



## Typography

### Headlines

Headlines should always be big and set in Futura maxi bold. This typeface is clear, distinctive and legible with both contemporary and classic qualities.

**Size**  
Futura maxi bold should be used of size of 10pt and larger. Headlines should be big, bold and confident.

**Alignment**  
All IT Job Board typography is always aligned left. This provides the eye with a constant starting point for each line, making text easier to read. It should never be justified or centred.

**Spacing**  
Particular attention should be paid to spacing, leading and tracking. These should be kept tight to create strong blocks of text.

Futura maxi Bold  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
0123456789 &@#%&'()\*+,-./:;<=>?[]^\_`{|}~

Futura  
maxi

## Our tone of voice

- Introduction
- Our tone of voice principles
- Our tone of voice in practice
- Writing tips

## Principles

### Intelligently simple

The IT Job Board tone of voice is intelligently simple. Our tone of voice is the way in which we write and speak, what we say and how we say it.

Like a person, what we say is dictated by our vision and values, how we say it is informed by our personality.

- Intelligently**  
Showing good understanding, reasoning and a high mental capacity, quick to comprehend.
- Simple**  
Not elaborate or artificial, plain, a simple manner.

-How the brand communicates (fun, serious,...)  
-Where the brand should be present  
-To whom communication is targeted at etc.

Brand books change only if the brand is renewed / repositioned in the market, otherwise they tend to remain pretty stable through time.

✓ **HANES IS:**  
Comfortable, relaxed



✓ **HANES IS:**  
Attractive, confident



✓ **HANES IS:**  
Timeless, classic



✓ **HANES IS:**  
Everyday



✗ **HANES IS NOT:**  
Stiff, formal



✗ **HANES IS NOT:**  
Overly sexy



✗ **HANES IS NOT:**  
Trendy, high-fashion styles



✗ **HANES IS NOT:**  
Special occasion



GLOBAL OPERATING PRINCIPLES

In order to protect and preserve the equity of our flagship brand, the following offers guidelines for managing the Hanes brand on a global basis.

**CONSISTENT POSITIONING**

Every product and marketing element for Hanes shall be consistent with the masterbrand positioning:

*To people who care about looking and feeling great, Hanes is the brand of comfortable apparel that gives you confidence from the inside out because we give you superior comfort and relevant style.*

**CONSISTENT BRAND IDENTITY**

All Hanes packaging, point of sale, advertising and other marketing materials shall use the Hanes brandmarks as detailed in the Hanes Brand Identity Guidelines.

**CONSISTENT ADVERTISING**

All brand advertising must be developed by an approved brand advertising agency and approved per the HBI Advertising Policy.

**SUB-BRANDS**

Proliferation of sub-brand names should be minimized to avoid dilution of the Hanes master brand, and in any case should be consistent with the brand positioning and core equities. Sub-brands may be used to address channel/account differentiation requirements or for unique product propositions. Sub-brands must be approved by business unit management, the Hanes Brand team and IP Legal team. Examples of current approved sub-brands are Hanes Classics and Hanes Premium.

**CO-BRANDING AND BRAND ALLIANCES**

Co-branded programs and brand alliances can enhance/extend brand equity. All co-branded programs and brand alliances must be approved by the respective country/business manager, brand management and IP Legal team. In cases where a co-branded program or brand alliance has potential to extend across geographies, the affected country managers/brand management must be consulted prior to finalizing deal terms. As an example, Hanes currently has a brand alliance with Walt Disney Parks and Resorts.

**CATEGORY EXTENSION/LICENSING**

Extension of the brand into new categories must have strong rationale based on consumer brand equity research and such extension and/or licensing agreement must be approved by the respective country manager or domestic business EVP. The HBI Legal department will provide all trademark clearance and develop licensing agreements for all geographies.

To people who care about looking and feeling great, Hanes is the brand of comfortable apparel that gives you confidence from the inside out because we give you superior comfort and relevant style.

**EXAMPLE:  
HANES**



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**EXAMPLE:  
HANES**



# Q&A



Aalto-yliopisto  
Aalto-universitetet  
Aalto University