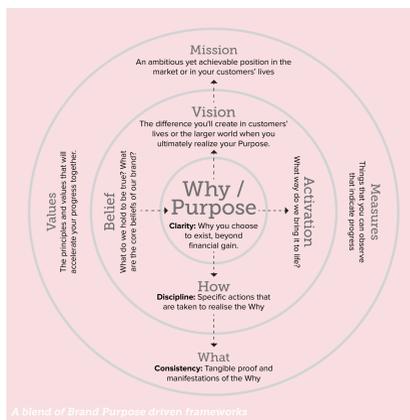


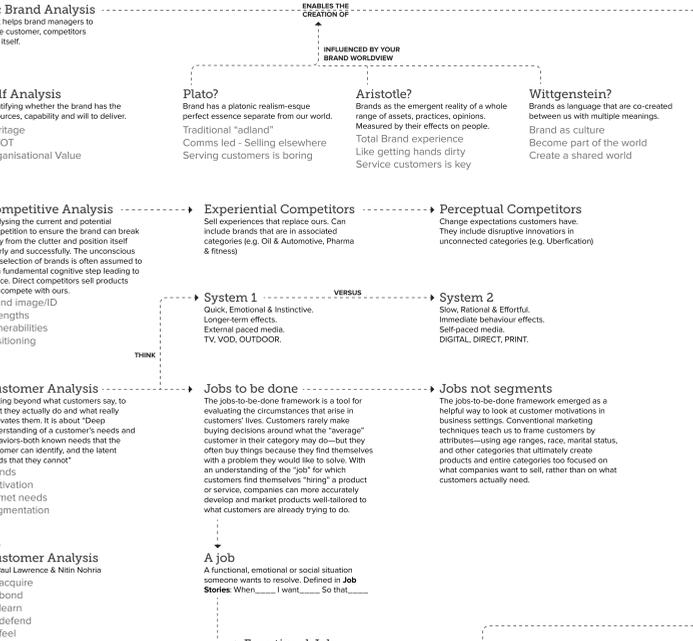
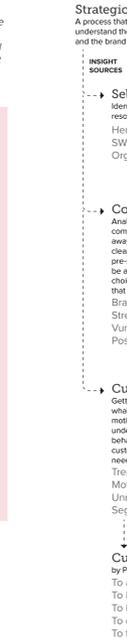
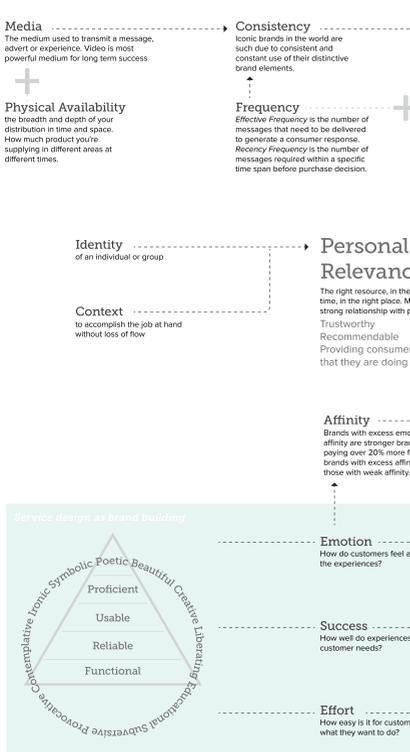
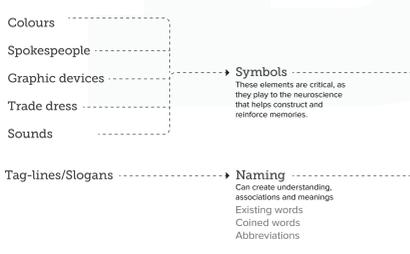
# Designing and managing a brand

The brand strategy should be influenced by the business strategy and should reflect the same strategic vision and corporate culture. In addition, the brand identity should not promise what the strategy cannot or will not deliver. There is nothing more wasteful and damaging than developing a brand identity or vision based on a strategic imperative that will not get funded. An empty promise is worse than no promise at all.



“First, it has to be a **coherent totality**, not a lot of bits. The physical product, the pack and all the elements of communication - name, style, advertising, pricing, promotions, and so on - **must be blended** into a single

**A brand** is a set of **associations** that combine with **heuristics** in the mind of consumers to reduce the effort in making a buying decision to a minimum.

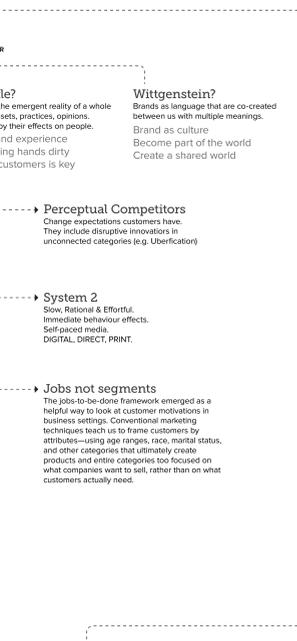
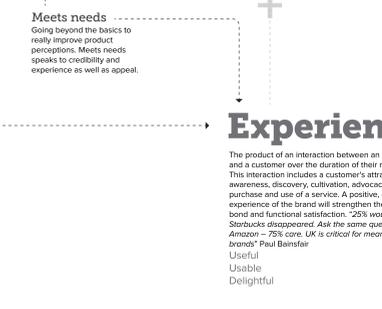
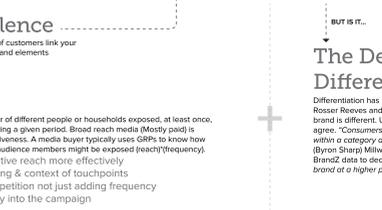
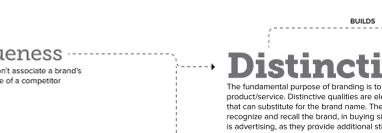


## A Problem with Purpose?

The popularity of Brand Purpose stems from Grow, by Jim Stengel and Start With Why, by Seth Godin. Smiles suggests that brands with a Brand Purpose or ideal – that is, a rationale beyond the mere profit motive – grow faster than their peers. Despite Grow's popularity, there is no proof that leads to success. There was a strong "survivor bias" in the analysis and the over-performance he observed dropped substantially when examined over a longer period. Purpose has been described as "marketers deluding themselves about their own significance" and yet Brand Purpose has become a strong organising thought behind some of the most successful brands.

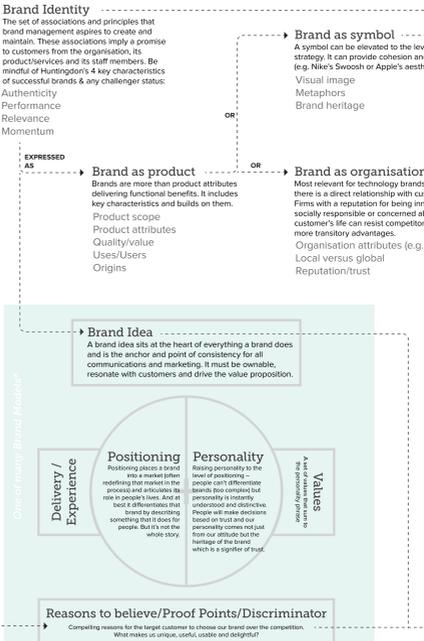
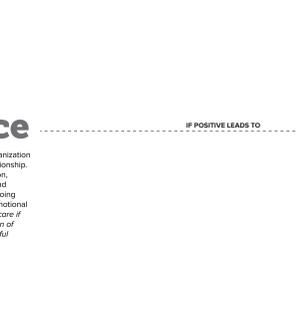
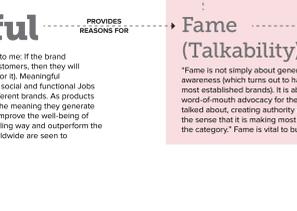
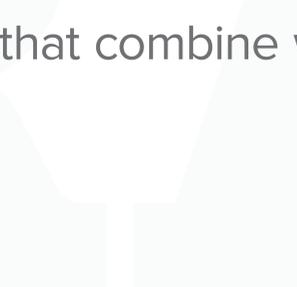
## Brand Equity is the power of associations

– ideas, memories, feelings, values, experiences and knowledge – that predispose consumers to choose it over others or pay more for it now and in the future.



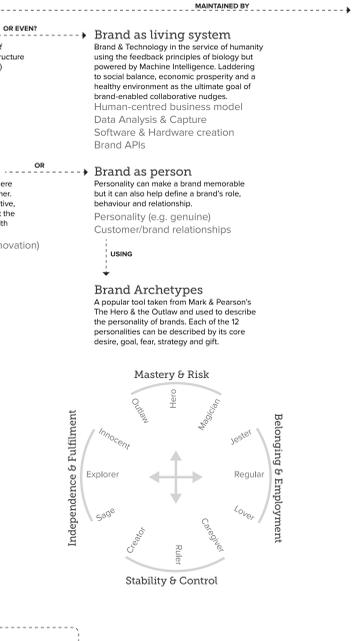
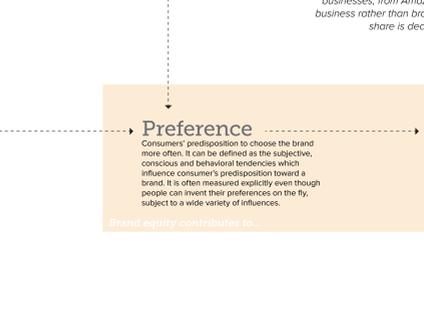
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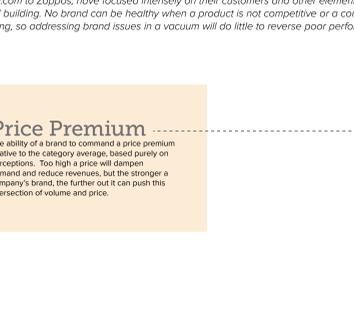
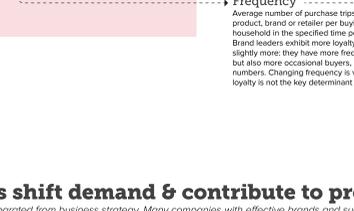
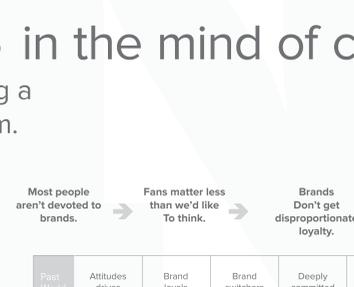
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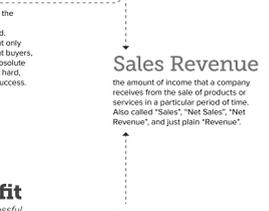
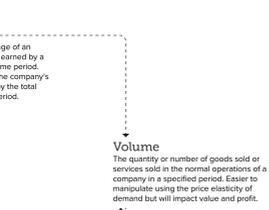
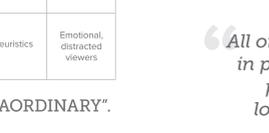
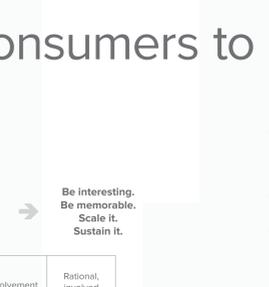
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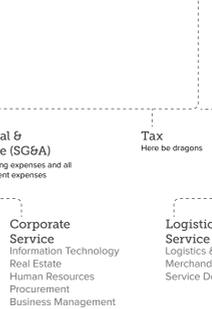
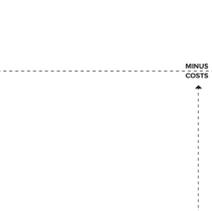
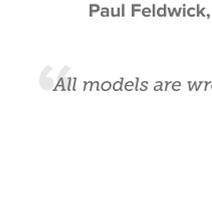
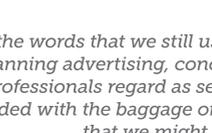
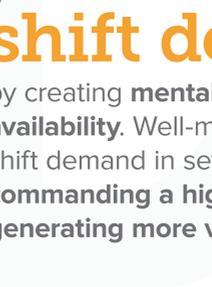
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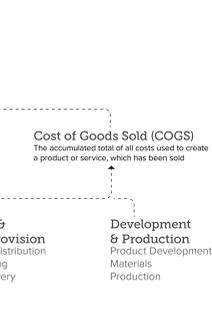
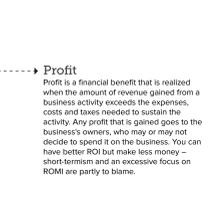
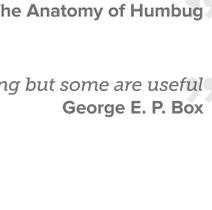
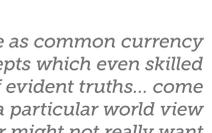
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Consumers use heuristics to make 'good enough', not perfect, decisions. Consumers are not rational, involved and deeply committed buyers, but **uncaring cognitive misers** who rely upon **heuristics** in the mind of consumers to reduce the effort in making a buying decision to a minimum.

The ultimate point of a brand is not to create emotional appeal, or generate buzz. The point is to shift **shift demand** by creating **mental and physical availability**. Well-managed brands shift demand in several ways: by **commanding a higher price, generating more volume or both**.

All of the words that we still use as common currency in planning advertising, concepts which even skilled professionals regard as self evident truths... come loaded with the baggage of a particular world view that we might or might not really want

All models are wrong but some are useful

How brands shift demand & contribute to profit

Brand equity contributes to

Brand equity contributes to