



Brand Positioning Development Workshop

Sample Materials

March 2009

HawkPartners LLC

Workshop Agenda

- | | |
|---|----------------------|
| ■ Workshop Overview | 9:00 – 9:15 |
| ■ Brand Positioning Overview | 9:15 – 10:00 |
| ■ Brand Analysis and Implications | 10:00 – 10:45 |
| ■ <i>Break</i> | <i>10:45 – 11:00</i> |
| ■ Target Audience Benefits Laddering | 11:00 – 11:30 |
| ■ Positioning Concept Brainstorming (<i>Breakout Groups</i>) | 11:30 – 12:30 |
| ■ <i>Break</i> | <i>12:30 – 1:00</i> |
| ■ Positioning Concept Playback/Discussion | 1:00 – 2:00 |
| ■ Concept Consolidation and Prioritization | 2:00 – 2:30 |
| ■ <i>Break</i> | <i>2:30 – 2:45</i> |
| ■ Building on Preliminary Ideas | 2:45 – 3:30 |
| ■ Wrap-up and Next Steps | 3:30– 4:00 |

Workshop Overview – Workshop Objectives

- ▶ The primary objective today is to **brainstorm brand positioning options for our brand to be tested with target audiences**
- ▶ As a means to reach this objective, we will also:
 - Reach a common understanding of brand positioning, its purpose, and what makes it successful
 - Confirm the current customer, market, competitive and business analysis as an input into brand positioning development
 - Consider future trends and potential scenarios that may influence our market and customers

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Brand Positioning Overview – Brand exercise

- ▶ Everyone think of their favorite brand/a brand that they are loyal to:
 - *Why is it your favorite/why are you loyal?*
 - *How much would the price have to go up before you switch?*
 - *What would need to happen other than a price increase to get you to change?*

Brand Positioning Overview – Brand Definition

A Brand is:

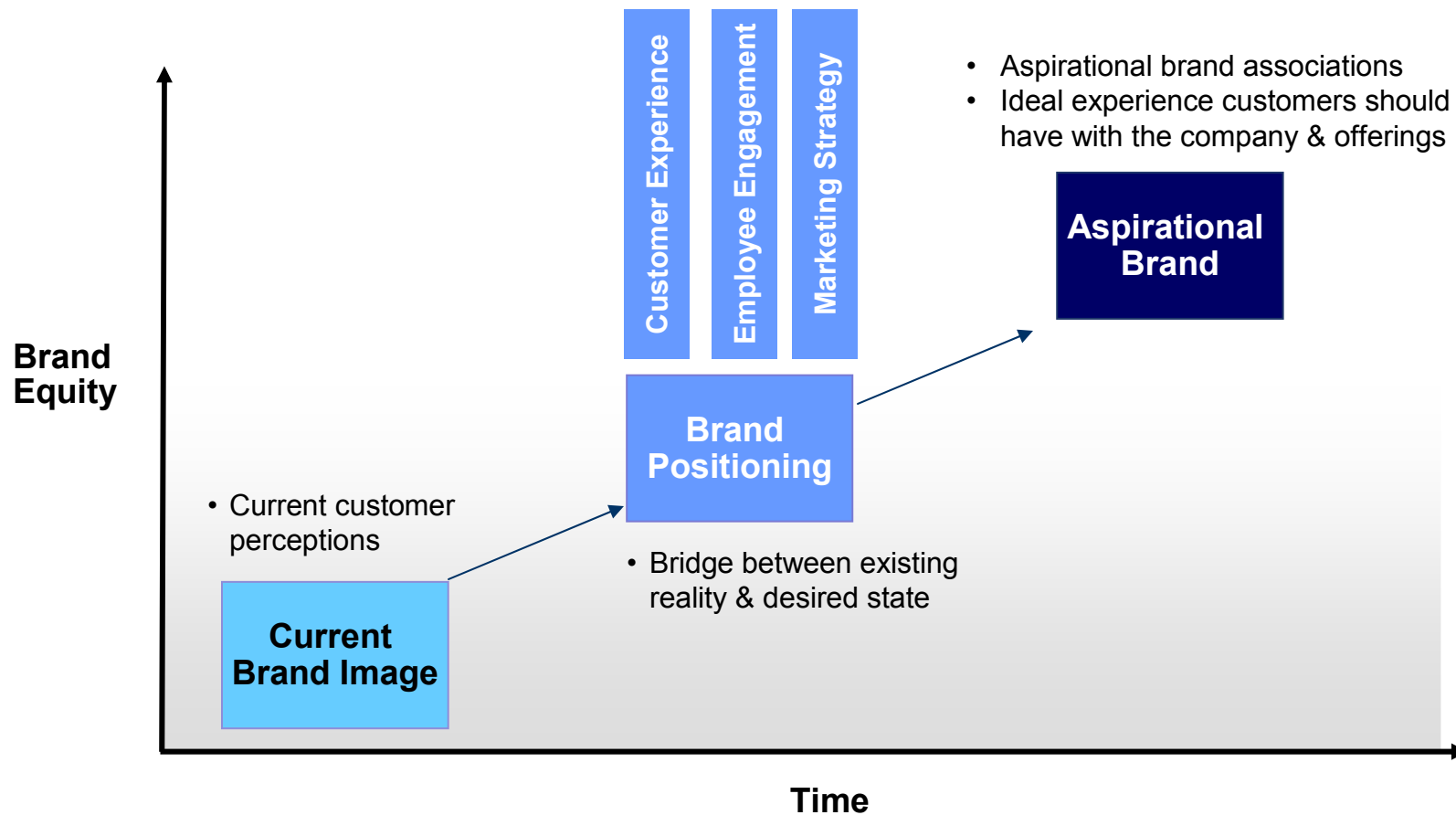
- Built by the sum of all interactions between a product, service or company and its key stakeholders
- A relationship based on past experience and future expectations
- Defined by functional and emotional benefits
- Intended to influence customer behavior
- An asset that must be actively managed

The Google logo, featuring the word "Google" in its signature multi-colored font.The Virgin logo, written in a red, cursive script.

Brands are not optional – whether or not you choose to manage them is

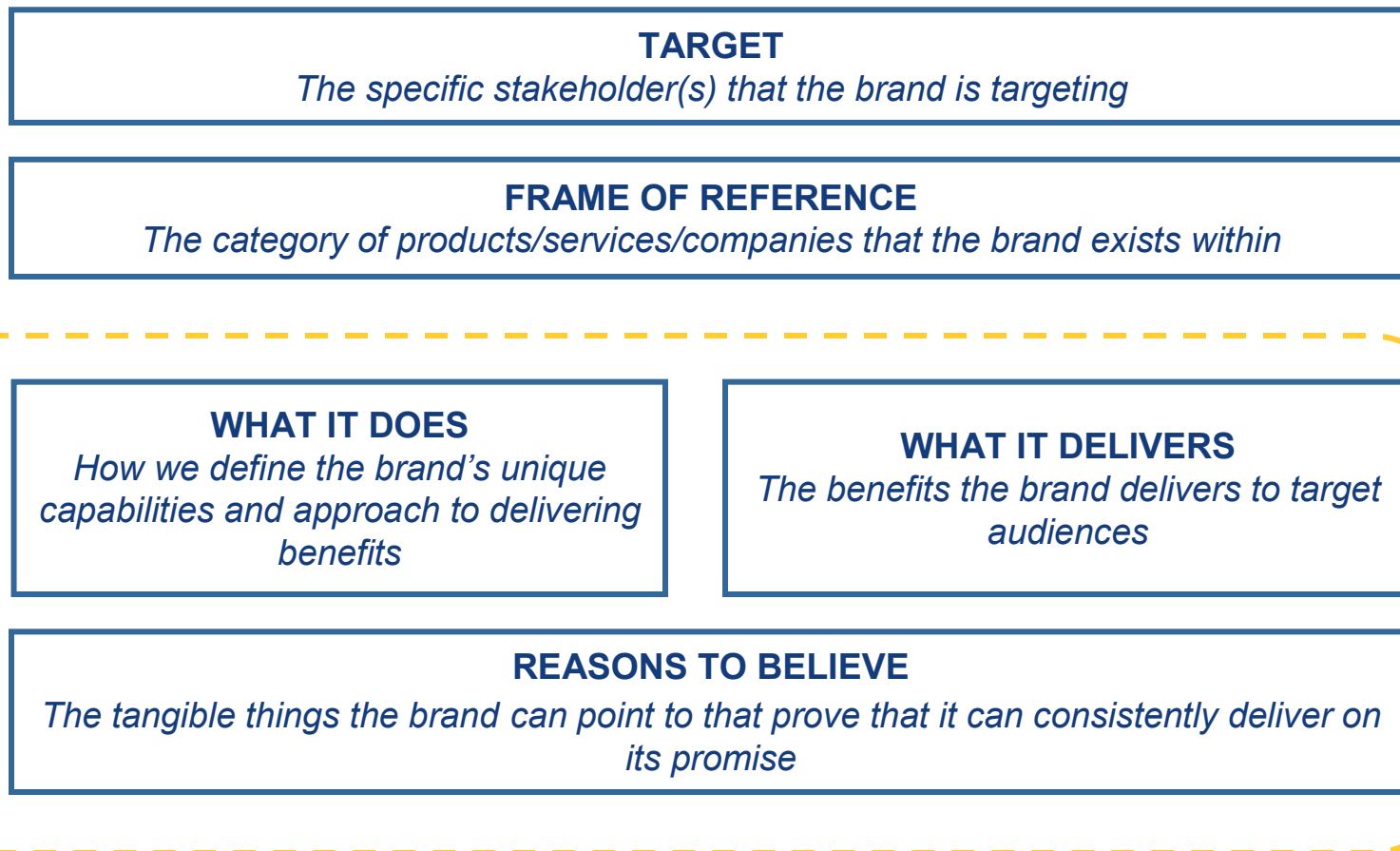
Brand Positioning Overview – Brand Management

Since brands are not only what we say but also what we do, brand strategy needs to balance our aspirational goals with a recognition of capabilities



Brand Positioning Overview – Brand Positioning Framework

- ▶ The following is the positioning framework HawkPartners recommends using to define a brand positioning



Brand Positioning Overview – How Brand Positioning is Used

- ▶ Brand positioning is one piece of a bigger marketing and communications effort

A brand positioning should be used...

- As a central reference tool to guide consistent marketing and communications
- To convey the essence of the product, as well as its tone, manner and personality
- To convey the value of the product to diverse audiences

A brand positioning should NOT be used...

- Literally in marketing and communications – it is merely a basis for ideas and messages
- To guide behavior, although it may inform actions and potential service ideas

Brand Positioning Overview – Evaluating Brand Positioning

▶ A good brand positioning is...

Relevant

Addresses a relevant need valued by customers



Distinct

Is different from other products in its category



Credible

Promises something that the product can deliver



Benefit-Driven

Explains the functional/emotional benefits of the product vs. just the product attributes



Strategically Aligned

Considers the long-term product strategy, as well as the corporate and related product direction and desired meaning



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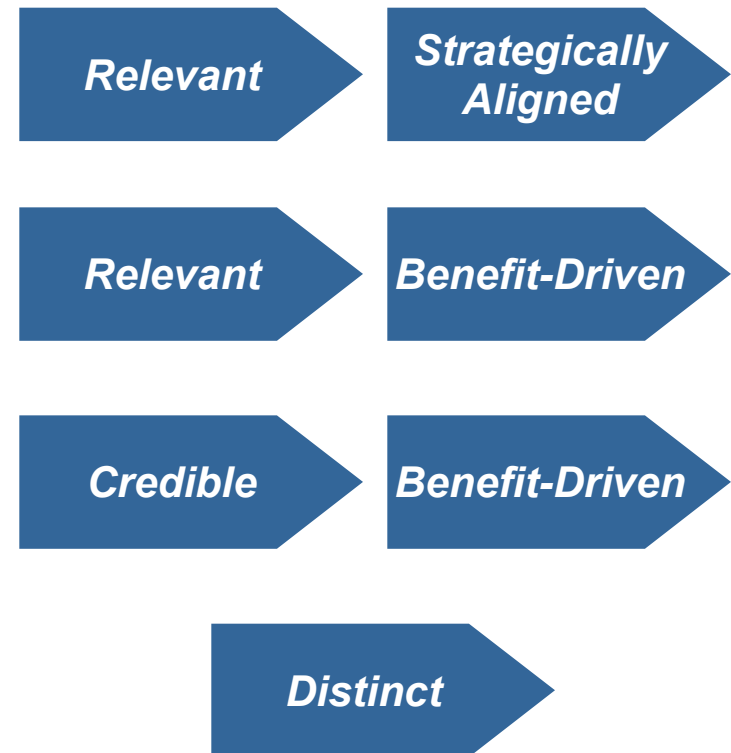
Brand Analysis and Implications – Key Topics

- ▶ The Brand Analysis provides a common fact base to help fuel positioning ideas

Brand Analysis Topics

- **Market Opportunity**
 - Market size and dynamics
 - Growth and other trends
 - Future state scenarios
- **Target Audience**
 - Key roles/segments and influence
 - Drivers of preference and decision-making
 - Key needs (met and unmet)
- **Current Brand Assets**
 - Current awareness, consideration and preference
 - Current perceptions
 - Potential strengths and weaknesses
- **Competitive Overview**
 - Current competitor perceptions
 - Perceived strength/weaknesses
 - Potential future development/direction

Brand Positioning Criteria



ANALYSIS (15 – 20 PAGES) CUSTOMIZED BASED ON SPECIFIC CLIENT BRAND

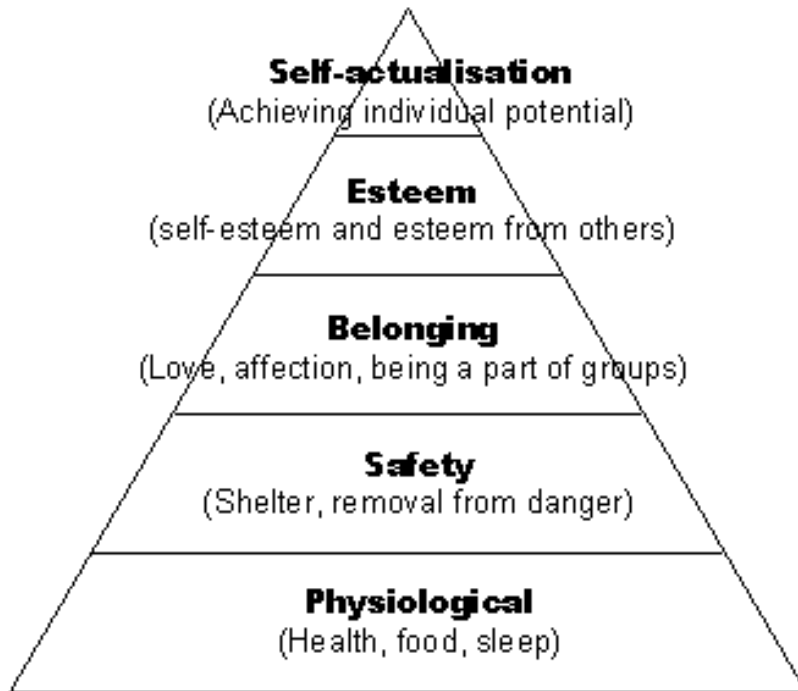
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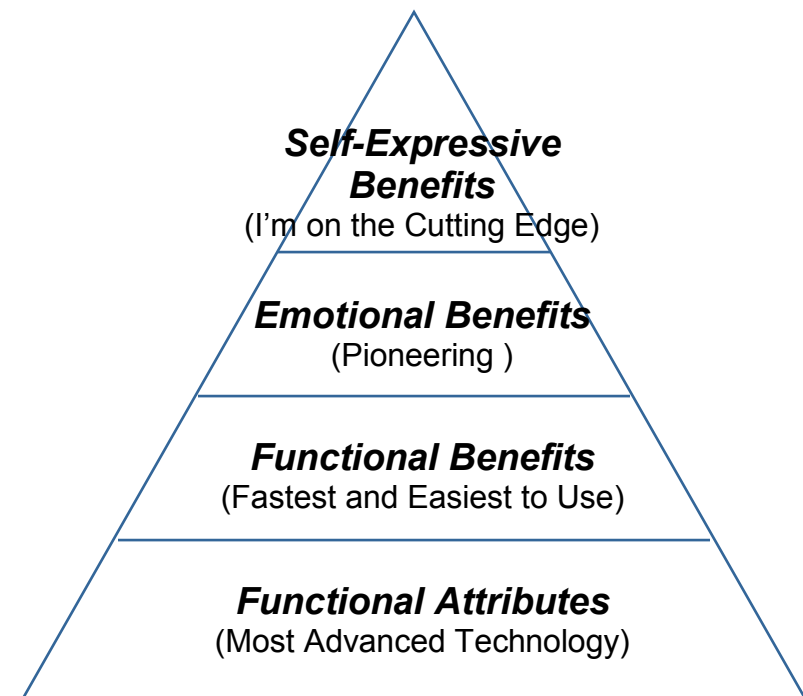
Target Audience Benefits Laddering – Example

- ▶ Audience needs should cover those that are both category specific and more broad

Maslow's Hierarchy of Needs



Sample Benefits Hierarchy



Target Audience Benefits Laddering – Brainstorm Benefits

Emotional/ Self-Expressive Benefits
Functional Benefits
Functional Attributes

What are the functional and emotional needs of target audiences that go beyond the product/service features?

- What day to day challenges are we helping them overcome?*
- What are they ultimately striving to achieve?*

Attribute 1

Attribute 2

Attribute 3

Attribute 4

Attribute 5

Attribute 6

Attribute 7

Attribute 8

Attribute 9

Attribute 10

Attribute 11

ATTRIBUTES CUSTOMIZED BASED ON SPECIFIC CLIENT BRAND

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Positioning Concept Brainstorming – Break-out group assignment

- ▶ Breakout Group Objective:
 - Develop 5+ preliminary positioning concepts with the following questions in mind:
 - *What is the **essence** of the positioning concept, and what are the desired brand associations?*
 - *How does the positioning address the broad **emotional** and category-relevant **needs**?*
 - *Which **attributes and benefits** best support the concept (reasons-to-believe)?*

SPECIFIC BRAINSTORMING AREAS CUSTOMIZED TO CLIENT NEEDS

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Positioning Concept Playback – Regroup Exercises

- ▶ Playback
 - Per group, briefly introduce each developed (~15 minutes each)

- ▶ Consolidation
 - Together, discuss similarities among concepts and collapse/reorganize

- ▶ Prioritization
 - Individually, vote for positioning concepts considered most promising (relevant, compelling, distinct, credible, etc.)

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Building on Preliminary Ideas – Personification Exercise

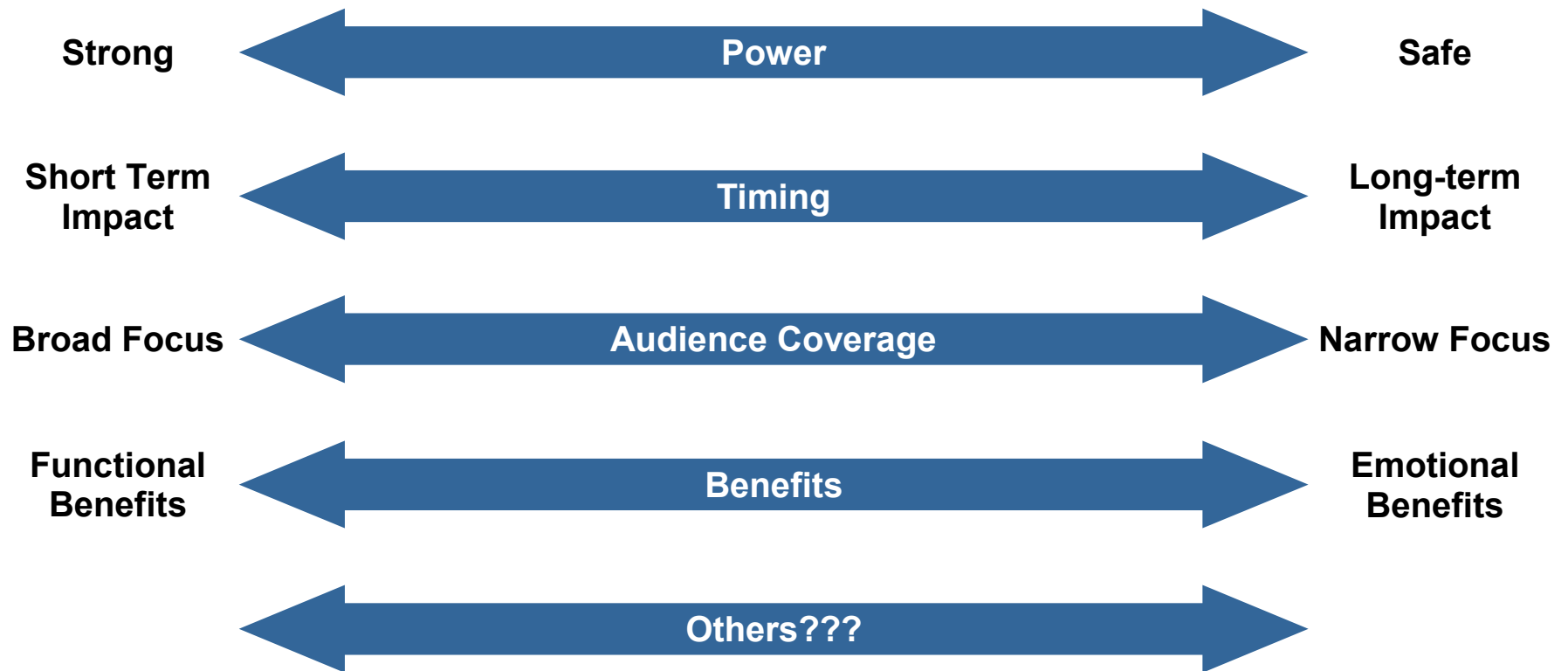
- ▶ The purpose of this exercise is to further define and distinguish preliminary concepts from one another, as well as from competitor brands
 - *What **person, place, or thing** best embodies or personifies the concept? Why?*
 - *Celebrity*
 - *Sports Figure*
 - *Movie/TV Character*
 - *Historical Figure*
 - *Superhero*
 - *Fictional Character*
 - *How would you embody our key competitors along that same dimension? Why?*

EXERCISE CUSTOMIZED TO RELEVANT CLIENT EXAMPLES

Building on Preliminary Ideas – Spectrum Exercise

- ▶ The purpose of this exercise is to ensure a broad range of ideas have been explored

Potential Positioning Dimensions



SPECTRUMS CUSTOMIZED BASED ON KEY TARGET AUDIENCE FACTORS