

The Marketing Forum 2009

onboard Norwegian Dawn, sailing from New York City

Gaining the Competitive Edge:
How Companies Drive **Business Growth** by **Operationalizing**
Their Brands without Huge Marketing Budgets

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brand as business™ consulting partner

richmondevents

the bad news



2009 budgets



the (sort of) good news



GAP

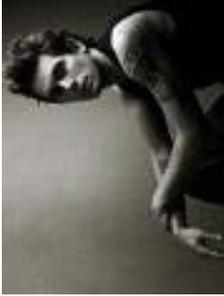
Fall 2006



Winter 2006



Spring 2007



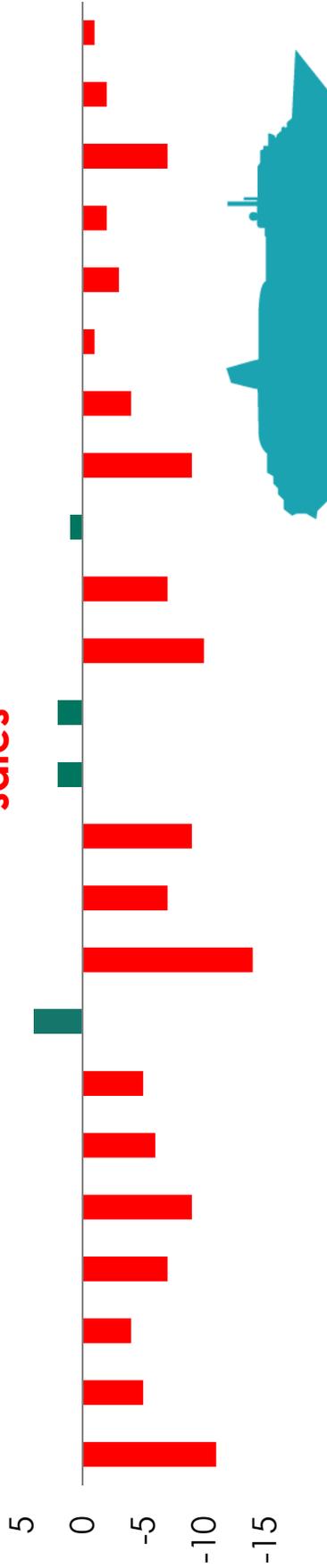
Fall 2007



Winter 2007



sales



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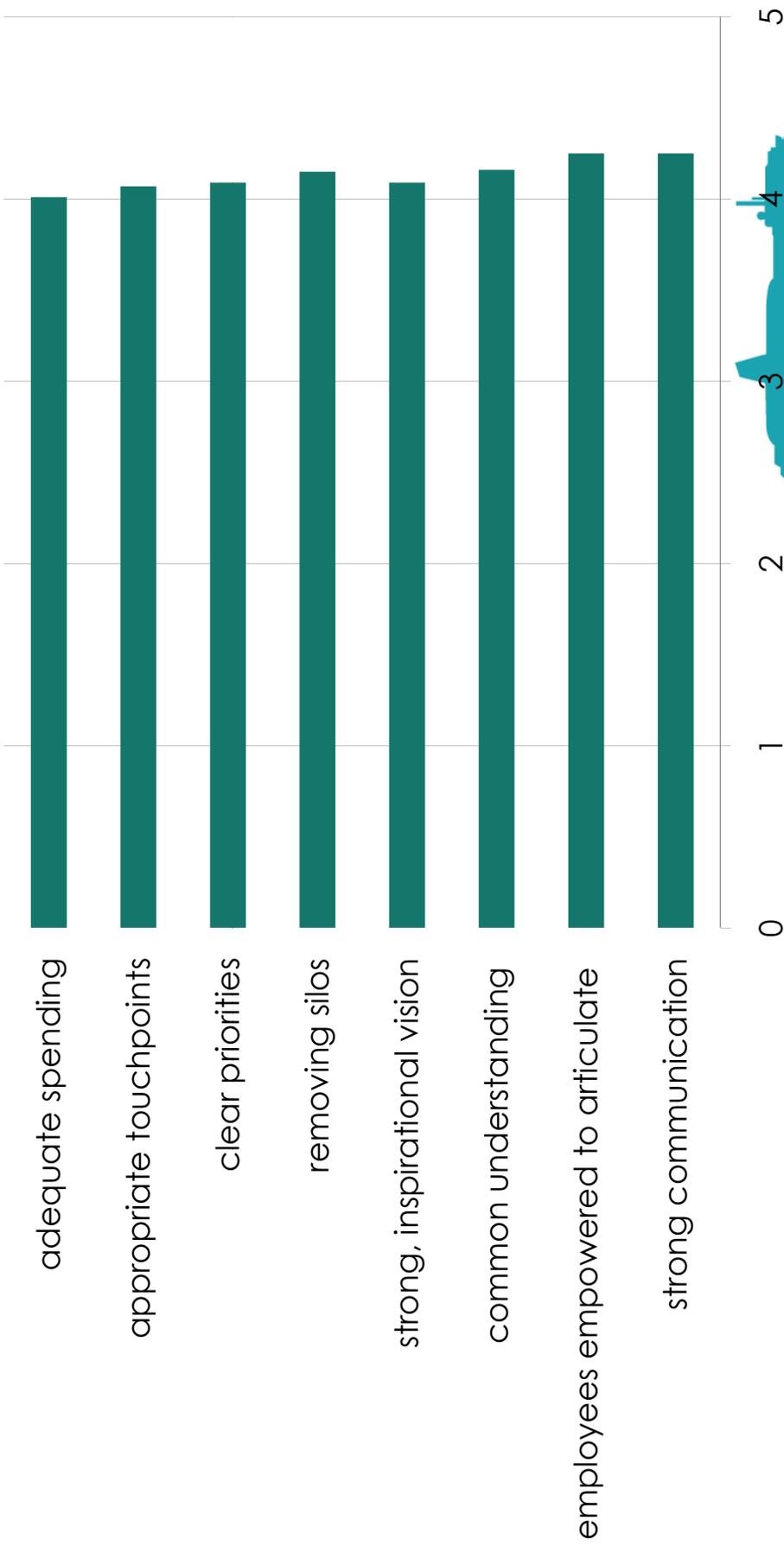


what drives **successful brand execution**?

everything?



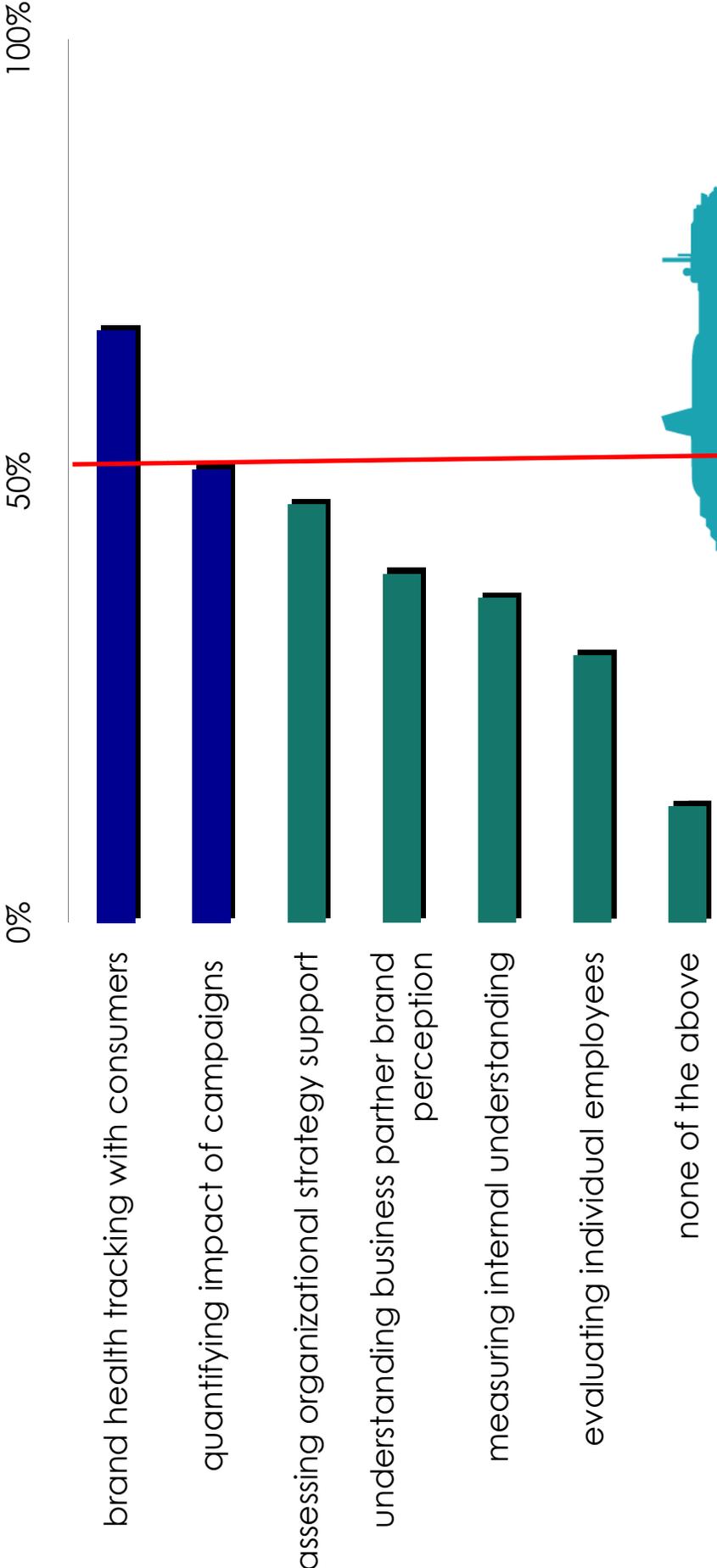
importance of activity to brand strategy execution



external measures = external management



percentage of companies using metric





64%

**of CMOs say their brands do not
influence decisions made at their companies**



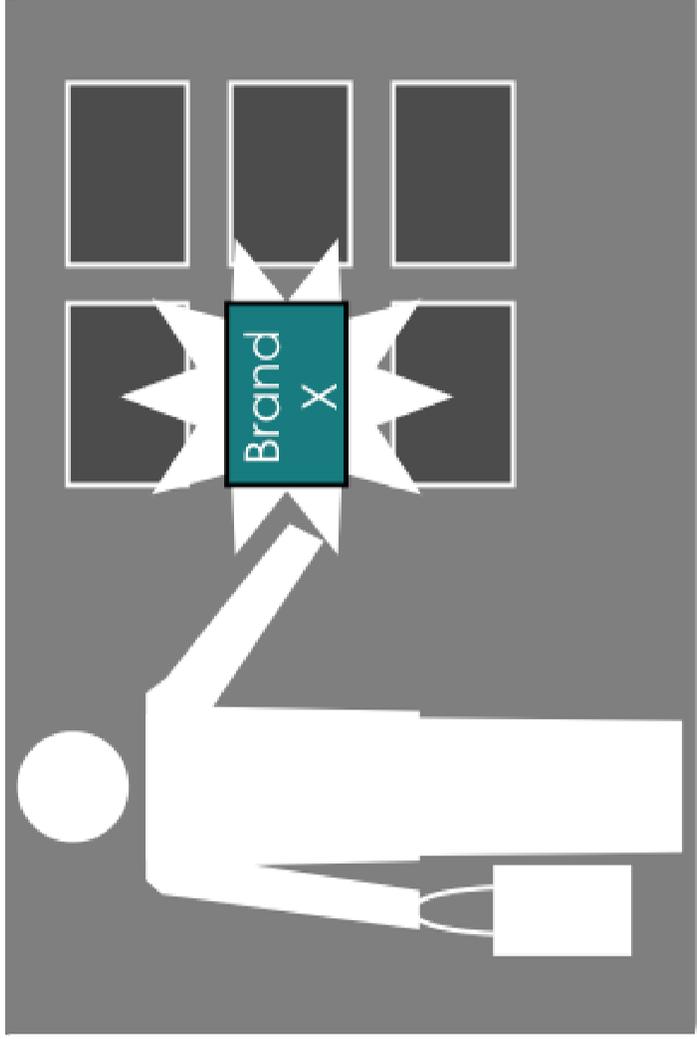
a **brand** is a bundle of values and attributes that
define:



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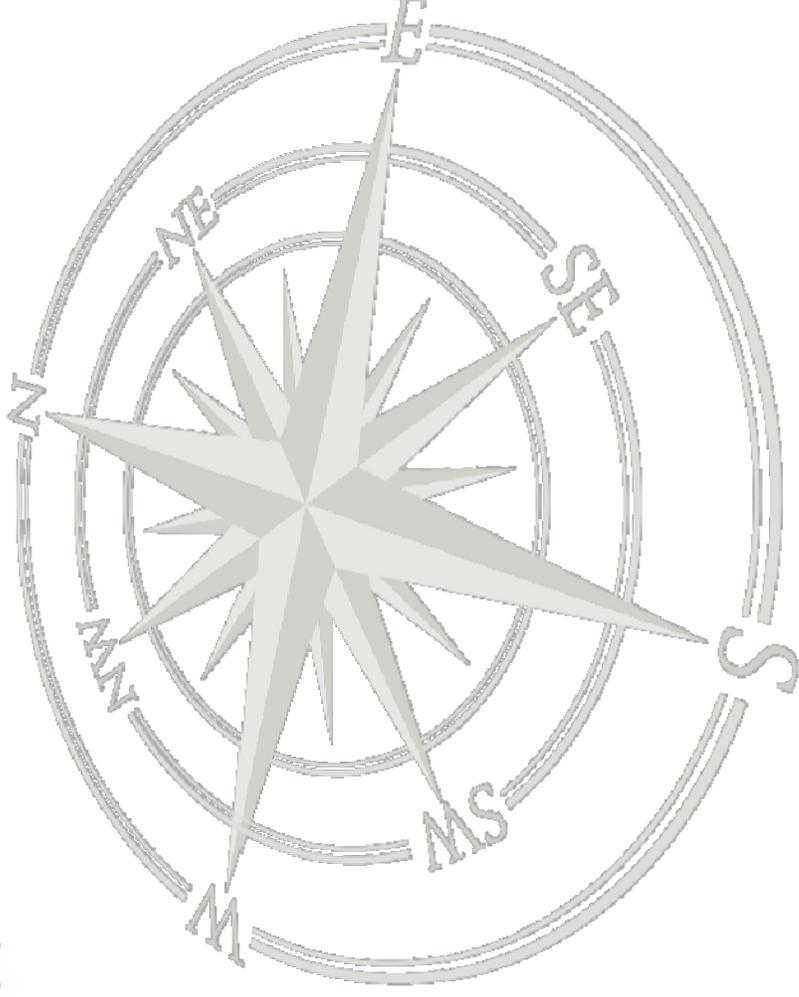
1) the **value delivered to customers**



a **brand** is a bundle of values and attributes that define:



- 2) the **way of doing business** that is the basis of a company's relationships with **stakeholders**





“**THIS** is who we are.”





“This is who **WE** are.”

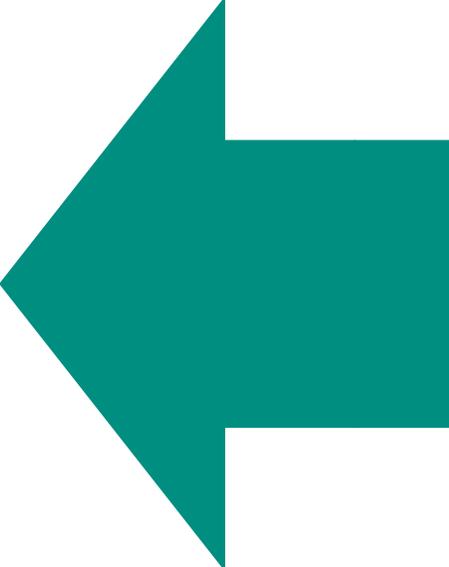


a **brand** is a bundle of values and attributes that define:



1. the **value delivered to customers**
2. the **way of doing business** that is the basis of a company's relationships with **stakeholders**

brand-building transformation



**tool for
growth**

**budget
line item**





brand as **business** management approach

our **brand** is...



brand as business

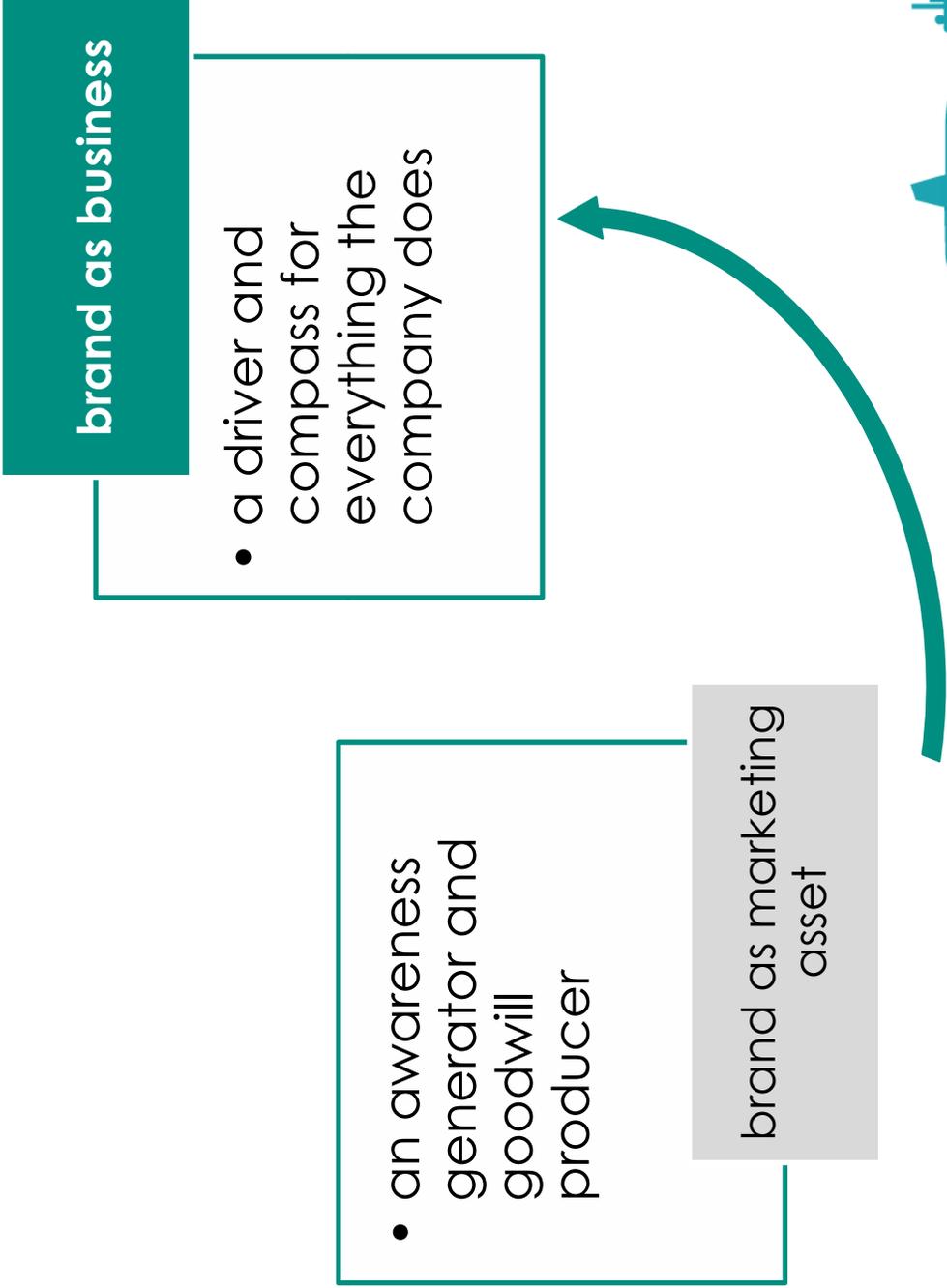
- a valuable tool to be leveraged in our operating system

- only a symbol or expression of what we do

brand as marketing asset



the **brand** serves as...



spending on the brand is...



brand as business

- an investment in a core business tool

- a cost of doing business that gets cut when budgets are tight

brand as marketing asset



insights about the business are...



brand as business

- shared across all groups, with the brand as the common lens

- generated by disparate product groups, operational units, and geographic territories

brand as marketing asset



business planning is...



brand as business

- a tool-based process driven by the brand platform

- a discrete exercise based on financial and operational analyses

brand as marketing asset



brand execution requires...



brand as business

- tools and approaches that inform, inspire, and equip all stakeholders

- rigid processes that closely manage and measure employees' productivity

brand as marketing asset



to build our brand...



brand as business

- everyone in the company nurtures and reinforces it on a daily basis, at every touchpoint

- the marketing department promotes it in creative campaigns

brand as marketing asset



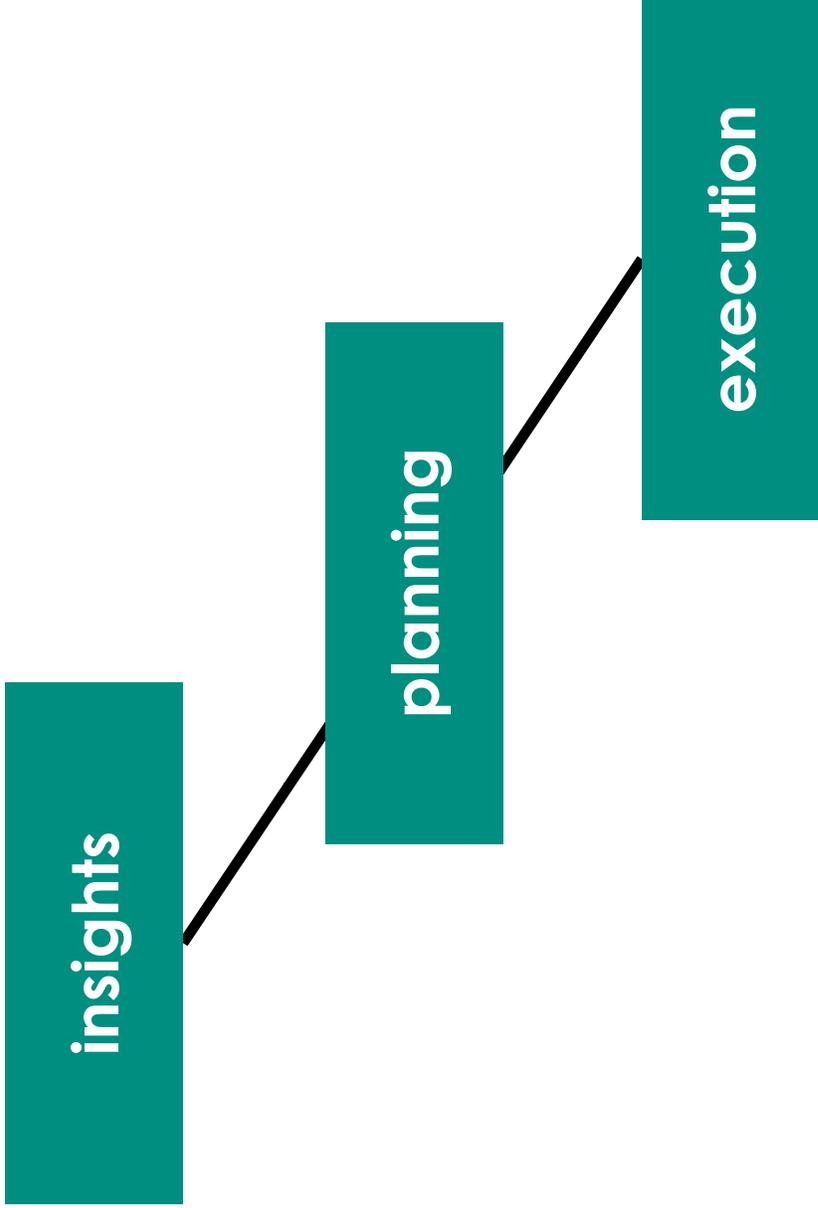
where are the **gaps** in your organization?



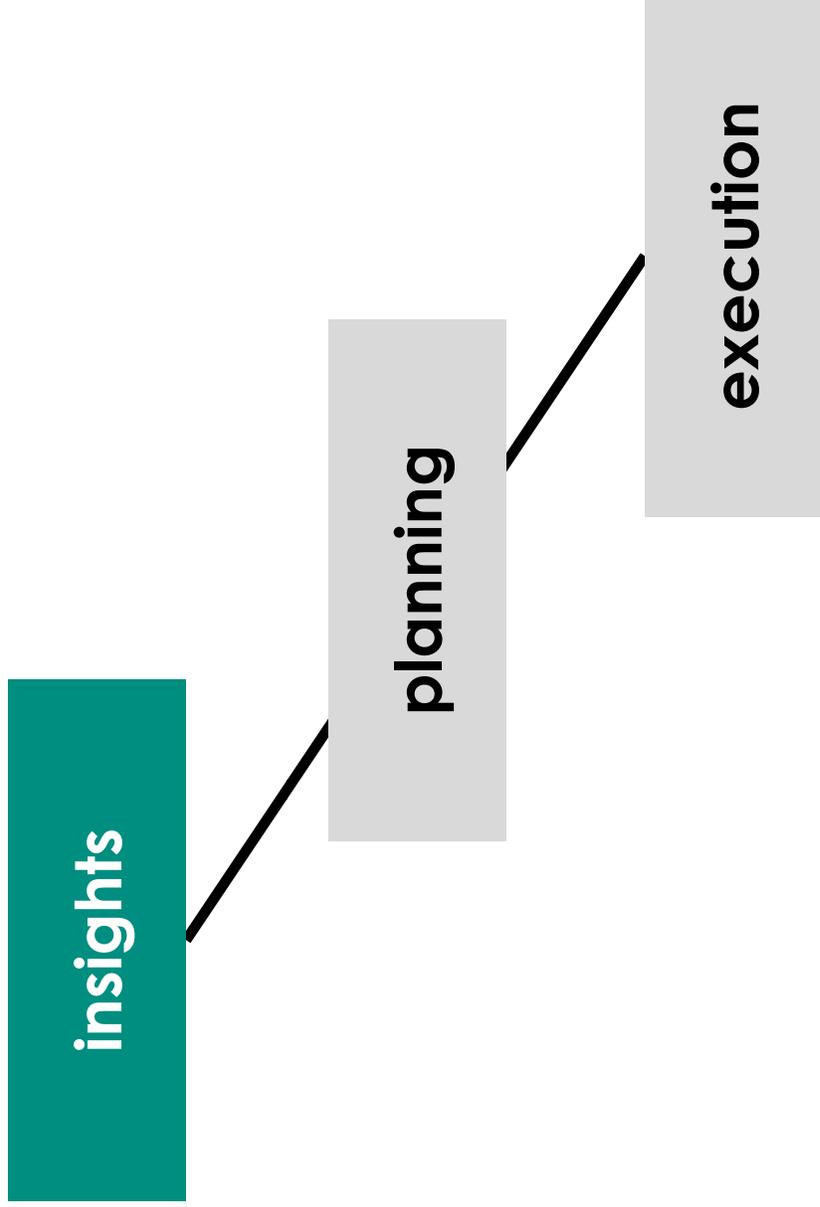
brand as business

brand as marketing
asset





brand as **business** management approach





customer centricity

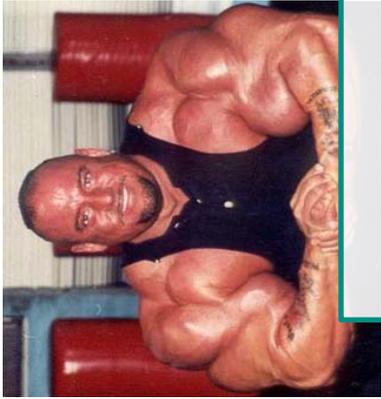
- identified high profit customers
- segmentation/analyzed needs
- organized business to serve segments



brand vision:
making life fun
and easy

store re-design

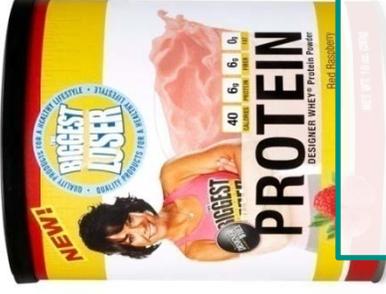




small market
fragmented
category
commoditization

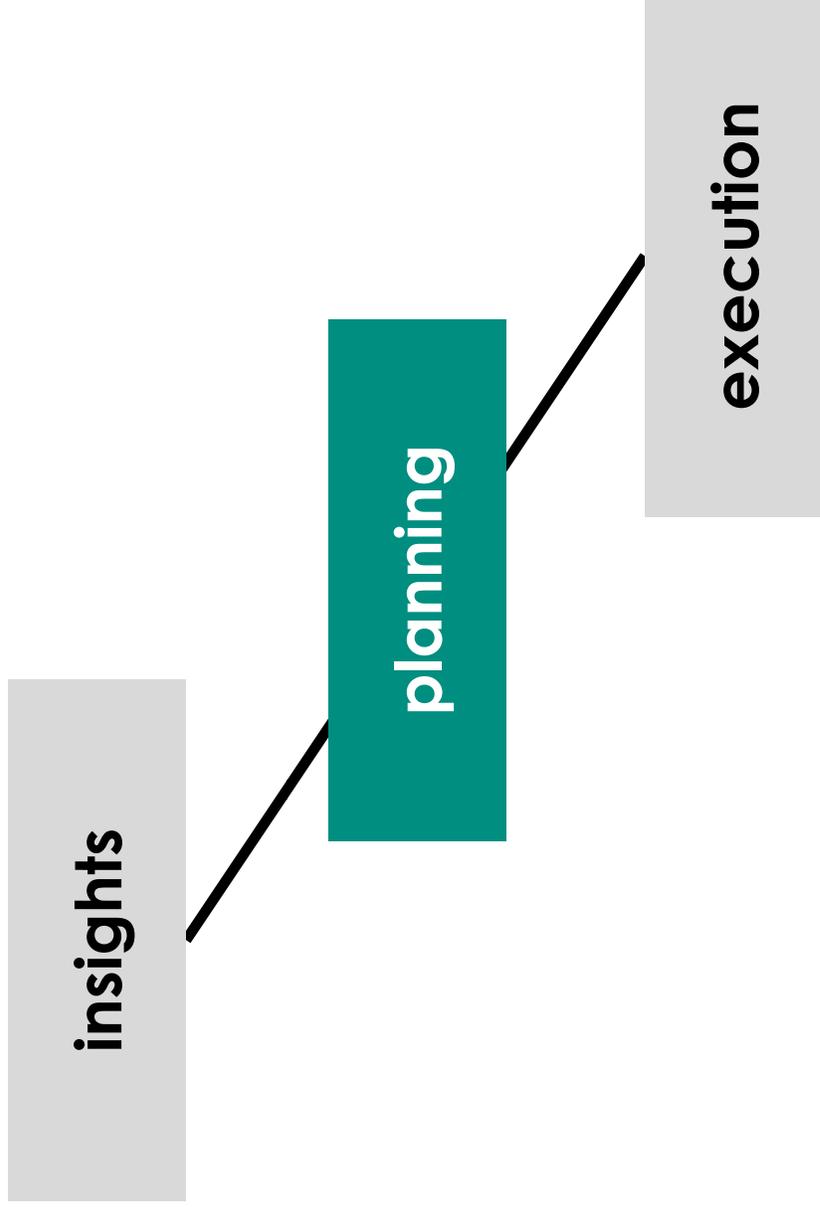


growing demand for
health and wellness
key brand
differentiators fit new
demand



brand repositioning
channels
packaging
product/extensions
marketing

brand as **business** management approach





Virgin



VALUE FOR MONEY COMPETITIVELY CHALLENGING
Quality innovation **FUN**
Brilliant Customer Service



200
branded
companies





ROADRUNNER
SPORTS



new
channels



+

new
segments

removed proprietary client information



customer experience architecture

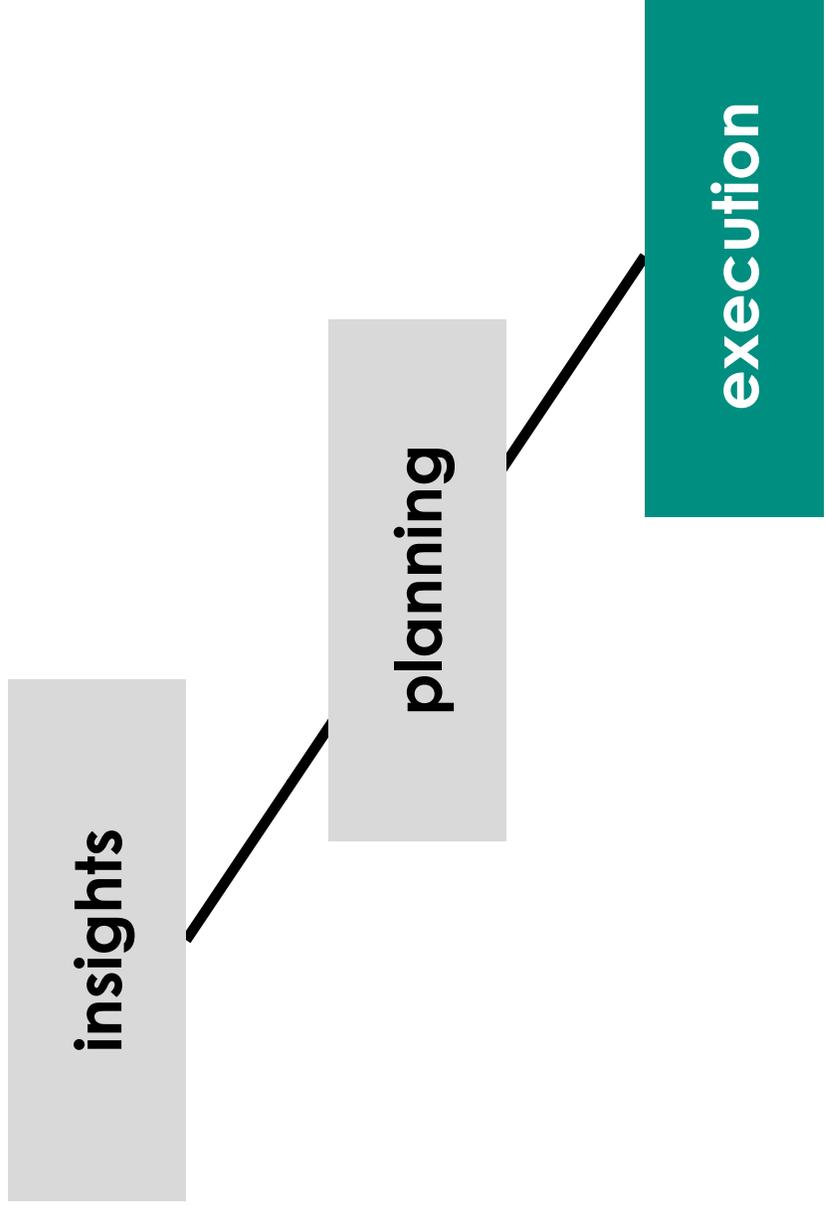


customer experience architecture: a framework that unifies and integrates the range of customer experiences into a cohesive brand experience that delivers the business objectives



removed proprietary client information

brand as **business** management approach

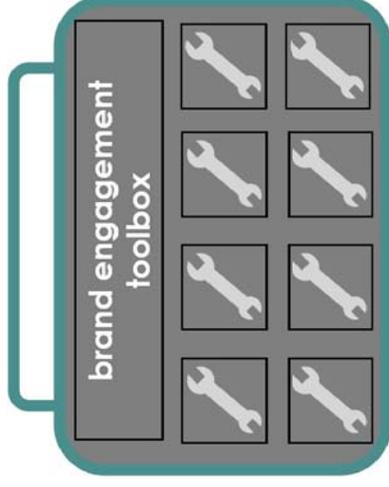




TV ads

≠

in-store



brand engagement toolbox



a collection of tools that **inform, inspire, and instruct stakeholders** to interpret and reinforce the brand appropriately

contents

- ✓ rationale and explanation of **brand strategy**
- ✓ **principles and guidelines** for delivering brand values and attributes at key touchpoints
- ✓ **sample applications** for brand expression and delivery
- ✓ **decision guides**
- ✓ **process outlines**



removed proprietary client information



Cyber-shot



SONY



WALKMAN





example

being sony

BRAND STORY | BRAND BUILDING BLOCKS | BRAND DIALOGUE | BRAND AS BUSINESS | INTRO | HOME | HELP

The Sony Brand is central to everything we are
and everything we do

> know think act feel
and most of all, to be Sony.

> What's New
| Like No Other manual update
| 2004 Ad Gallery

SONY

▶▶ BEING SONY AT-A-GLANCE
| TAKE A QUICK TOUR OF THE SITE

richmondevents



brand as business results



✓ **attracting and retaining more customers** because
your offerings have stronger differentiation and
higher perceived value





✓ **sustaining price premiums and higher margins**
because customers prefer you





✓ **staving off competitive threats** because you're not
as easily copied





✓ **having more efficient and effective business processes because employees are aligned and focused**





✓ **increasing the market value of the business to investors**





✓ experiencing better results in employee **recruiting,**
training, and retention



✓ **having more negotiation power with suppliers, channels, and M&A prospects**



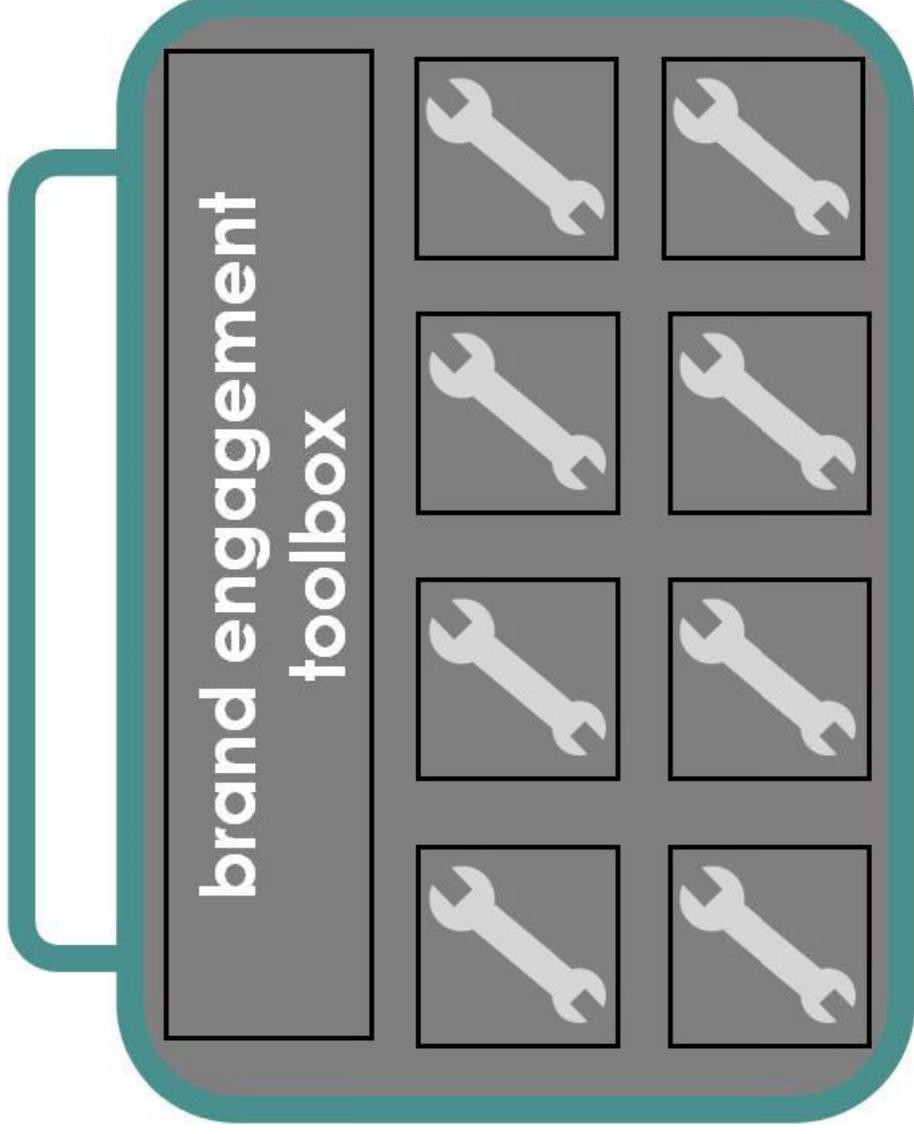
✓ **making a more significant and lasting impact**





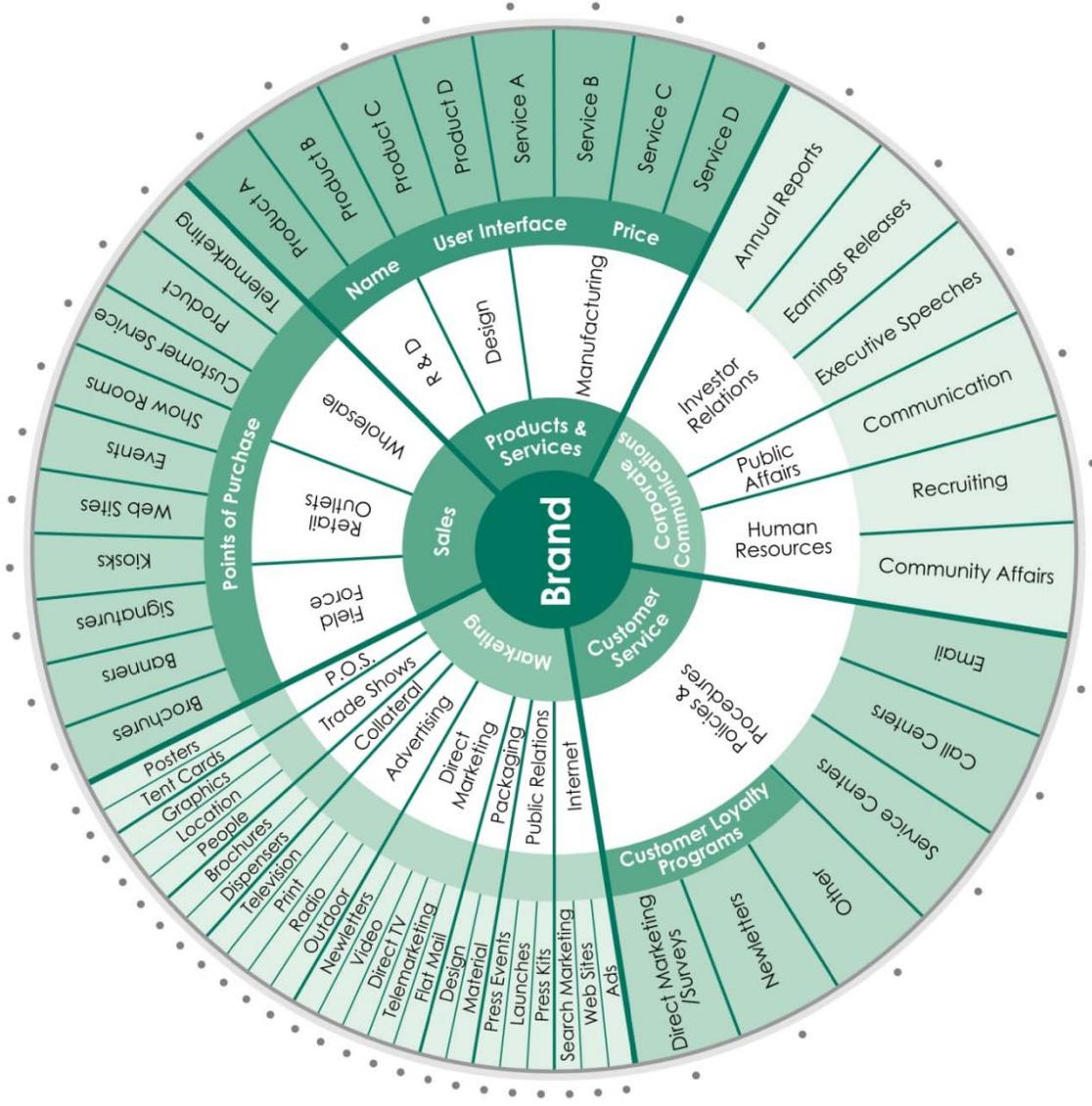
5 ways to **build your brand** without breaking your budget

get clear on what your brand stands for – crystal clear – throughout the company



conduct a brand audit

brand touchpoint wheel



get your external stakeholders on board with your brand



dealer toolkit

Engage Your Customers in a Retail Experience That Enables Them to See, Hear, and Feel the Legendary Power and Performance of McIntosh

Signage is a critical element of the McIntosh retail experience. This kit is intended to provide everything you need to create and use signage to engage your customers.

McIntosh
LEGENDARY

DIGITAL
SIGNAGE KIT TEMPLATES

CD INCLUDES:
Feetech, Customer Cards, Product Page
Authorized McIntosh Dealer Signage

engage operating groups with rich target customer insights



anthropological research methodologies



use promotional tactics as brand-building opportunities



Sony's co-branded camera with quiksilver



You're invited to our
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Exclusively for Reward Zone® program members.

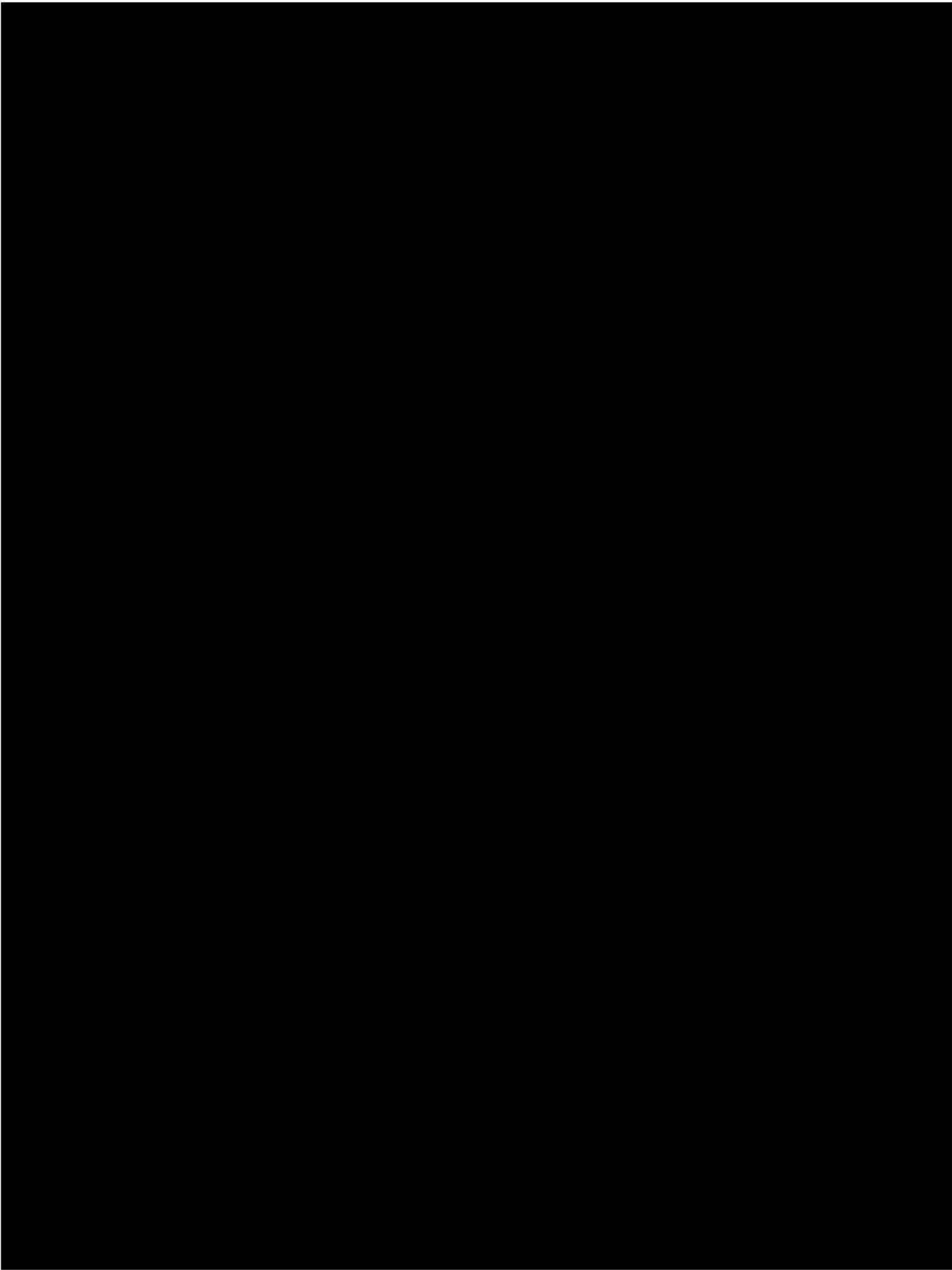
When: Sunday evening, November 11, 2007, 8:30 p.m. – 10:30 p.m.
Where: Select Best Buy stores – see below for store locations and details in your area
Bring: A guest and this printed invitation to get into the event and to get your bonus points at checkout!

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