

BRAND MANAGEMENT

Liem Viet Ngo (PhD)
Associate Professor
UNSW Sydney
Editor-in-Chief
Australasian Marketing Journal



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Course Aims

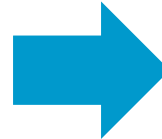
1. Provide an understanding of the meanings of brand in alternative ways.
2. Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations.
3. Enhance students' ability to apply creatively and critically strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value.

Brand Management

Brand Management Issues

UNDERSTANDING BRAND FROM DIFFERENT PERSPECTIVES

- Fundamentals of brand management (Lecture 1)
- Brands exist in the mind of the customer (Lecture 2)
- Brands exist in and belong to a greater culture (Lecture 6)
- Brands as a social glue that bring people together (Lecture 7)



BRAND MANAGEMENT OPERATIONS

- Positioning brands (Lecture 3)
- Managing brand portfolios (Lecture 4)
- Leveraging existing brands (Lecture 5)
- Measuring brand value (Lecture 8)
- Branding in the digital age (Lecture 9)

Approach to Learning & Teaching

1. Rigorous and informed
2. Encouraging of critical and independent thinking.
3. Professionally relevant
4. Engaging
5. Diverse
6. Reflective

LECTURE 1

FUNDAMENTALS OF BRAND MANAGEMENT

LECTURE THEMES

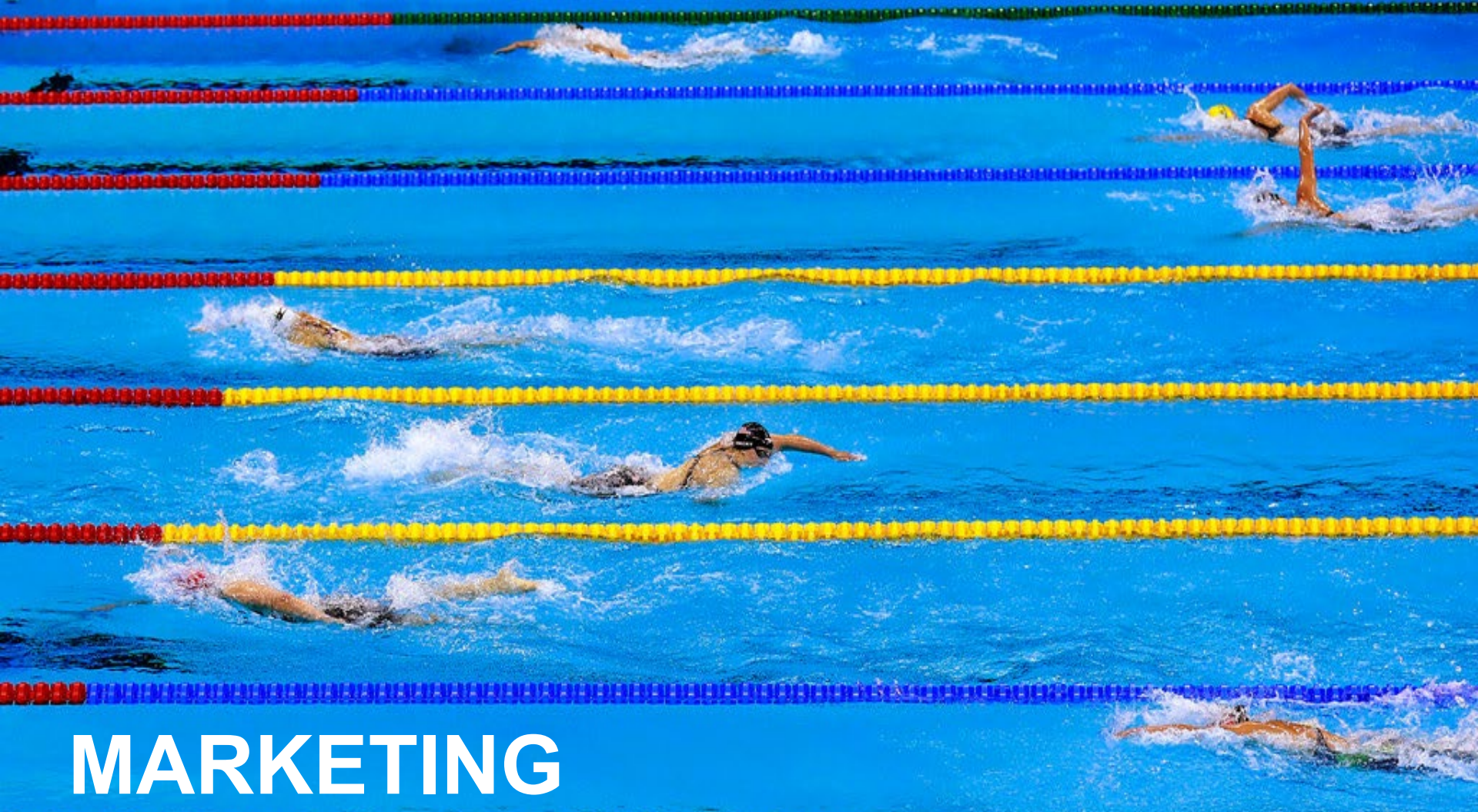
1. Branding defined
 - Branding and marketing
 - Brand identity and brand elements
 - Brand mantras/brand essence
 - Brand meaning
2. Types of brand
3. Why do brands matter?
4. Who are brand managers?

What is a **brand**?



“a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors.”

American Marketing Association



MARKETING

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

American Marketing Association

The evolution of Coca-Cola's slogans

1961 – Be refreshed
1964 – Things go better with Coke
1972 – It's the real thing
1977 – Coke adds life
1980 – Smile
1982 – Coke is it!
1989 – You Can't Beat the Feeling
1993 – Always Coca-Cola
2000 – Enjoy
2001 – Life tastes good
2004 – Real
2005 – As it should be
2007 – The Coke side of life
2008 – Real taste. Uplifting refreshment
2010 – Open Happiness
2011 – Share A Coke
2013 – Real Taste. Uplifting Refreshment
2016 – Taste The Feeling
2020 – Together Tastes Better



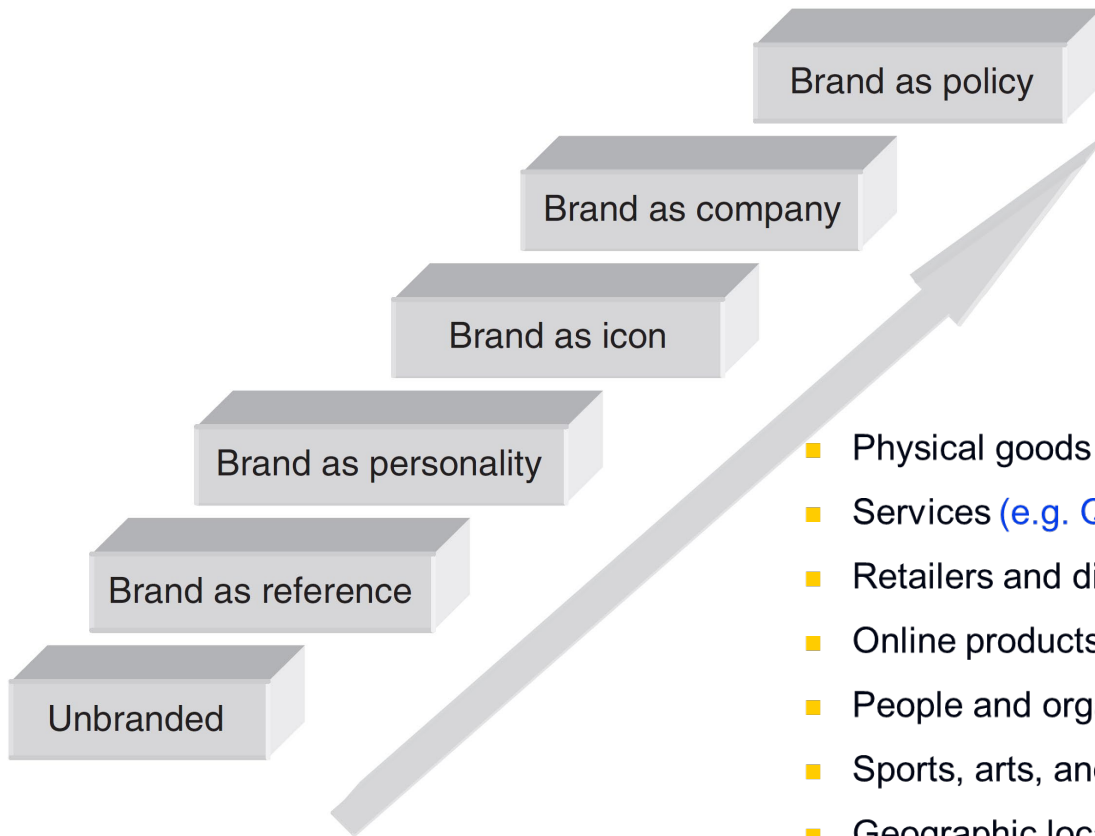
Interactive questions

Guess the brands behind these slogans?

1. Think Different.
2. The Future of Money.
3. The Happiest Place on Earth.
4. American by Birth, Rebel by Choice.
5. It Gives You Wiiiings.
6. I'd Like to Teach the World to Sing in Perfect Harmony.
7. Nature's Way to Beautiful.
8. I Believe in Redefining My Impossible.
9. For Life.
10. Breakfast of Champions.



Branding defined



Source: de Chernatony & McDonald (2003)

- Physical goods (e.g. Tooheys, Holden)
- Services (e.g. Qantas, ANZ, FedEx)
- Retailers and distributors (e.g. Coles, David Jones)
- Online products and services (e.g. Second Life, eBay)
- People and organizations (e.g. James Cameron, UNSW)
- Sports, arts, and entertainment (e.g. NFL, Harry Potter)
- Geographic locations (e.g. Sydney, Paris, Las Vegas)
- Ideas and causes (e.g. Avon Breast Cancer Crusade)
- Commodities

Coffee (Maxwell House), bath soap (Ivory), flour (Gold Medal), beer (Budweiser), salt (Morton), oatmeal (Quaker), pickles (Vlasic), bananas (Chiquita), chickens (Perdue), pineapples (Dole), and even water (Perrier)

Branding defined

A formula to describe a brand:

Product + Brand Identity + Brand meaning = Brand

- *Product*: food spread
- *Brand identity*:
 - nutritional value
 - a thick, dark brown food paste with a strong, salty taste and a malty aroma
 - rich sources of B group vitamins
 - OZ-made
- *Brand meaning*: OZ-made tasty and nutritious spread, childhood, growing children healthy and happy.



Branding defined - Brand identity

Brand identity is a unique set of brand elements (e.g., *brand names, logos and symbols, slogans, product and packaging design, brand colors, characters, spokespeople, jingles, narratives*) that a firm builds for a **salient recognition and recall**, **meaningful** and **unique interpretation** of the brand.

Source: Keller (2013) - Reading 1.6



Branding defined - Brand identity

Brand elements

- Brand names
- Logos and symbols
- Slogans
- Product and packaging design
- Brand colours
- Characters
- Spokespeople
- Jingles

Example

Coca-Cola



Virgin



Open Happiness



Only for cool people



Red & white

Red and white

Pola bears

NA

NA

Richard Branson

Always Coca-Cola

Simon Rogers
Data Editor,
Google News Lab

Published
Dec 8, 2021

This year, searches for "how to heal" reached an all time high. Across the world, we were looking for ways to come back stronger.

We reflected on difficult times that continued to test our resolve. We thought about those we lost, asking "how to honor someone." We looked inward, searching for "how to take care of your mental health" and asking the big questions, like "how to be yourself" and "what is my purpose?"

We looked outward, too – thinking about how we could help rebuild and strengthen our communities. We searched for how to make sustainable choices, how to help Afghan refugees, how to stop Asian hate and how to support people in need across the world – from communities in India battling the pandemic to communities in Texas facing severe weather.

And we looked to move forward, searching, "how to make a come back."

As the world asked "how to be hopeful," 2021 brought us hope. This was the year that search interest for "covid vaccine" officially surpassed interest in "covid testing." Searches soared for "covid vaccine near me" – just as people eagerly asked when they could visit their family or eat in a restaurant again.

Like last year, people continued to search for ways to stay connected and entertained at home ("Squid Game" took the top spot this year for searches for TV shows to watch). But we also started to navigate a return to life outside the house, wondering how we should go about ditching the sweatpants (the top trending search for "how to style..." was "how to style straight leg jeans").

As this year of comebacks comes to a close, we're taking a closer look at trending topics across searches, news, people, "how to's," entertainment, trends and more from across almost 70 countries. Search can help you find a world of information – and what people search for can be a window into the world. So join us in taking a closer look at this year's trending lists at yearinsearch.google/trends.

Year in Search 2021





“This is the first box of tea bags that I have ever bought on my own. That was a dilemma! I bought Tetley. Those were the kind that my mother had sent me originally that I had just finished”.

“I use L'Occitane everything. Hand lotions, shampoo, eye care, lip care, moisturizer, fragrances. I think L'Occitane is responsible for how my skin looks now.”



1. Think Different.
2. The Future of Money.
3. The Happiest Place on Earth.
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5. It Gives You Wiiiings.
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Branding defined - Brand identity

The criteria that determine good brand elements:

1. Memorable
2. Meaningful
3. Likable
4. Transferable
5. Adaptable
6. Protectable

Source: Keller (2013) – Reading 1.6

Branding defined - Brand identity

Criterion	Brand Element				
	Brand Names and URLs	Logos and Symbols	Characters	Slogans and Jingles	Packaging and Signage
Memorability	Can be chosen to enhance brand recall and recognition	Generally more useful for brand recognition	Generally more useful for brand recognition	Can be chosen to enhance brand recall and recognition	Generally more useful for brand recognition
Meaningfulness	Can reinforce almost any type of association, although sometimes only indirectly	Can reinforce almost any type of association, although sometimes only indirectly	Generally more useful for non-product-related imagery and brand personality	Can convey almost any type of association explicitly	Can convey almost any type of association explicitly
Likability	Can evoke much verbal imagery	Can provoke visual appeal	Can generate human qualities	Can evoke much verbal imagery	Can combine visual and verbal appeal
Transferability	Can be somewhat limited	Excellent	Can be somewhat limited	Can be somewhat limited	Good
Adaptability	Difficult	Can typically be redesigned	Can sometimes be redesigned	Can be modified	Can typically be redesigned
Protectability	Generally good, but with limits	Excellent	Excellent	Excellent	Can be closely copied

Source: Keller (2013) – Reading 1.6

Refreshment time
...after school

Drink

Coca-Cola

Delicious and
Refreshing





Soap dries your skin, but
DOVE creams your skin
 while you wash

New bath and toilet bar is one-quarter cleansing cream.

BRAND-NEW FORMULA! DOVE is a completely new formula—DOVE creams your skin while you wash. No more of that dry feeling you get after using soap.

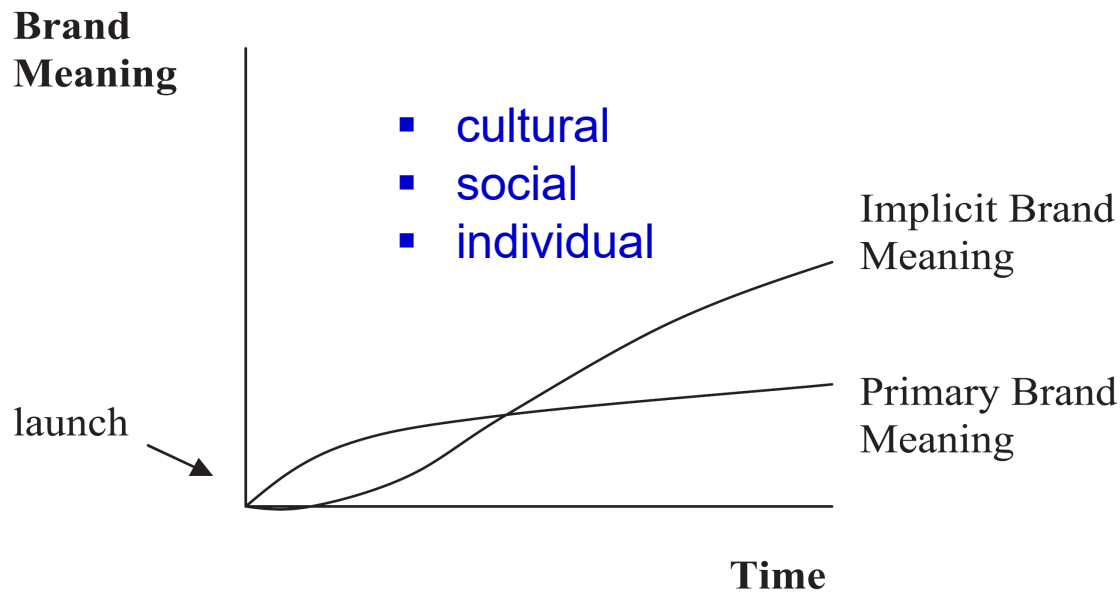
RAINWATER-MILD! DOVE has none of the harsh alkali-

LATHERS IN HARD WATER! DOVE gives you rich lather, even in hard water. And never leaves a bathtub ring.

CLEANS DEEP INTO PORES. Deeper than any cream, any soap, any liquid cleanser. Licks out every trace of



Branding defined – Brand meaning



Primary brand meaning is a summation of the consumer's primary associations and dominant perceptions about a brand, largely influenced by brand attributes and functional consequences. It is the snapshot that immediately comes to the mind's eye upon hearing the brand name.

Implicit brand meaning refers to the ultimate emotional and psychological implications and significance of a brand, to the psychic resonance that the brand has for its consumers. Implicit brand meaning is complex. It is highly symbolic, psycho-social meaning, influenced in great measure by cultural norms and values.

Hot
Spirit

GOAL GOAL GO

live on the **Coke** side of life™

Coca-Cola®

Coca-Cola

Coca-Cola open happiness



[Welcome to Dove](#) > [Dove Stories](#) > [About Dove](#) > [The 'Dove Real Beauty Pledge'](#)

The 'Dove Real Beauty Pledge'

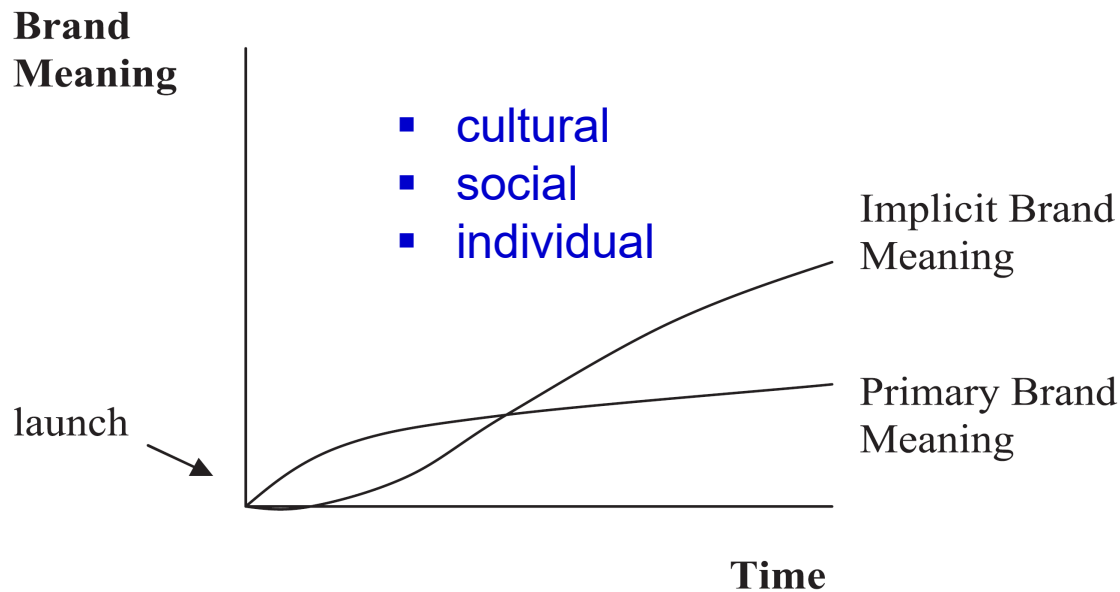
Share this article



Beauty is for everyone. Dove invites all women to realise their personal potential for beauty by engaging them with products that deliver superior care.

We believe that beauty should be a source of confidence and not anxiety. Dove inspires women to want to look like the best version of themselves – because looking and feeling your best makes you feel happier.

Branding defined – Brand meaning



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"In the factory we make cosmetics. In the store we sell hope."

Charles Revlon

if
looks
can kill...
this
one
will!

The new Cleopatra Look as only *Revlon* does it!

▲ the sultry, sweet-lipped, sloe-eyed look that shook a sphinx-pink smile are suddenly shockingly chic

'Sphinx Pink'

Newest spring shade for lips and matching fingertips!

A vividly light, bright-at-night *power-mad* pink! More sharp than sweet, more sly than shy . . . chic-est shade in 2000 Springs! Wildly flattering—wonderfully wearable.

'Sphinx Pink': Super-Lustrous II, Lustrous, and Lanolite Lipstick, matching Nail Enamel, 'Futurama' case by Van Cleef and Arpels (or new 'SPHINX DOLL' case!)



he pyramids, shocked the world! see-at-night eyes . . . today...and the deadly ingredients (redistilled) are these:

'Sphinx Eyes'

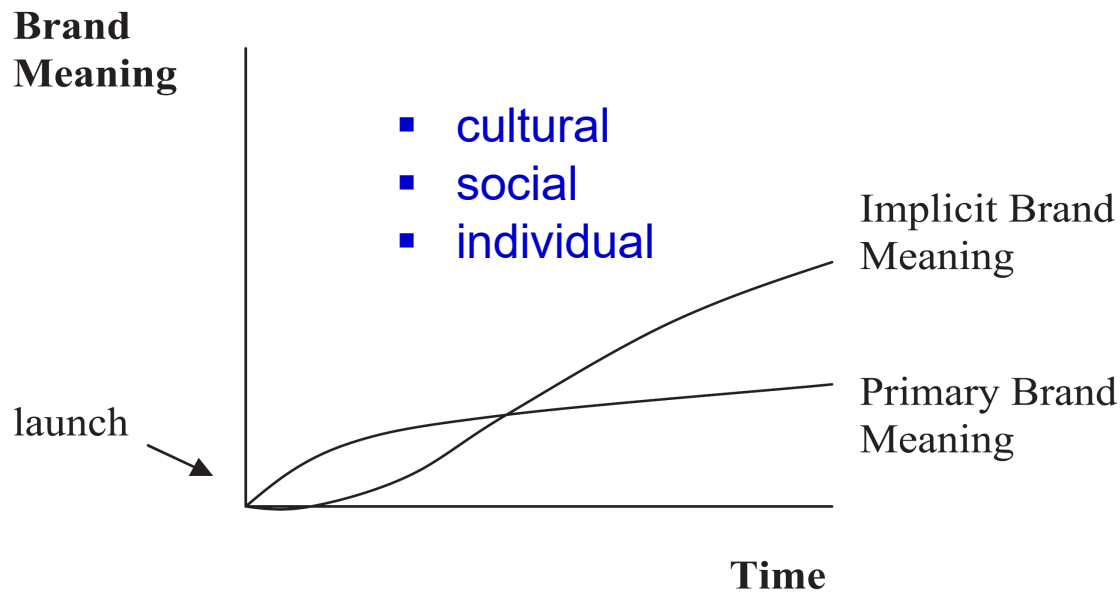
New idea in eye makeup! Madly mysterious! Egypt-inspired!

Eyes newly shaped . . . elongated . . . darkly outlined for depth. Languorous lids, lightened with beige, shadowed with smoky kohl. The effect? Unforgettable! (And almost *unforgivable*!)

'Sphinx Eyes' Kit: Desert Beige Accent Shadow, Misty Grey Kohl Eyeshadow, Brown Ash (or Black) Cake Eyeliner and 2 applicator brushes. (Available separately, or in complete kit.)



Branding defined – Brand meaning



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The Explanation to Daddy



Better than Lego



Nat's iconic 'better than Lego' moment makes Oly...

Posted by Sunrise

66,340 Views



 **TOKYO 2020**

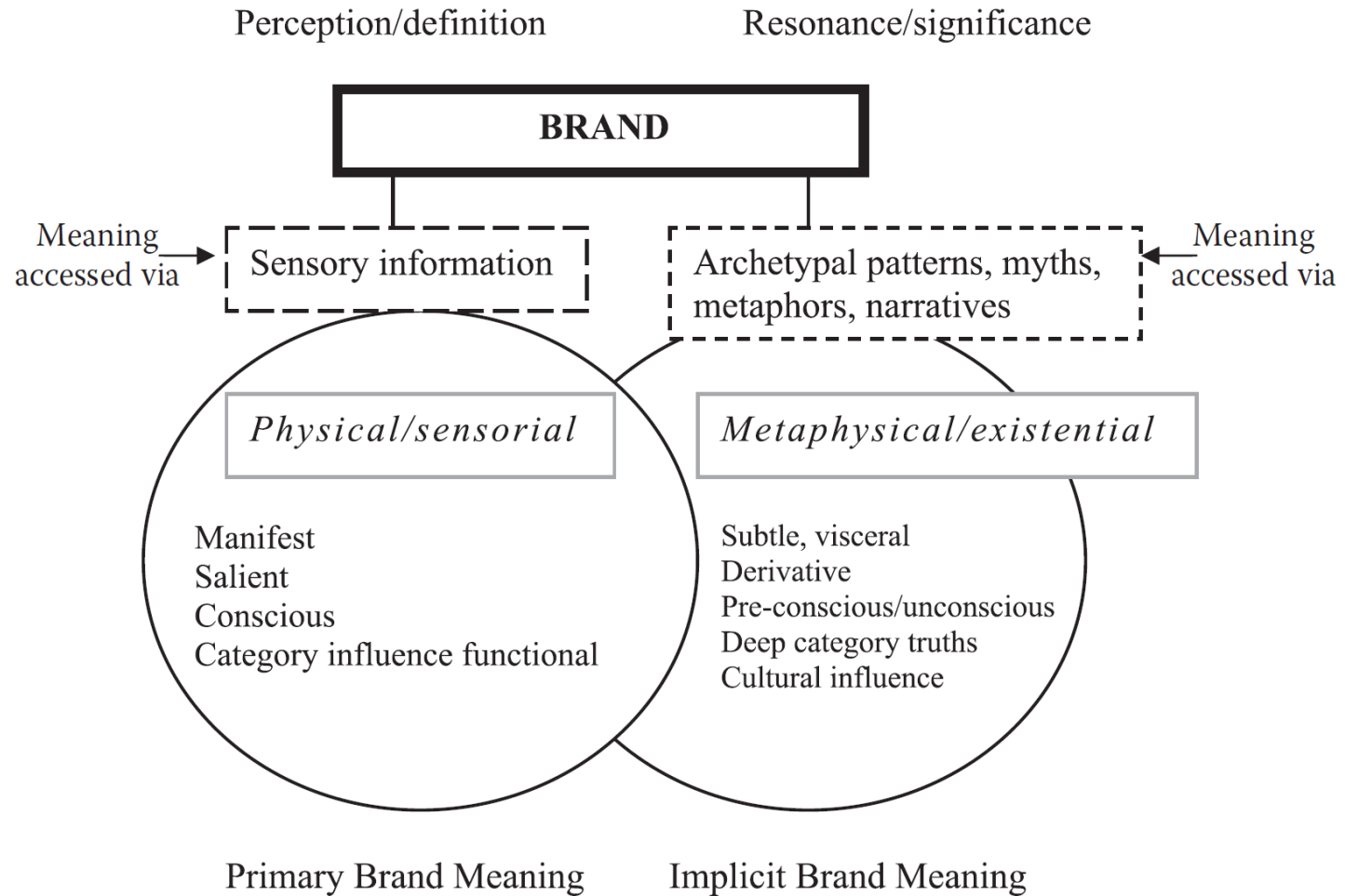
BETTER THAN LEGO

Nat's iconic interview with Matty Johns makes a comeback



WATCH MORE VIDEOS | [sunrise.com.au](https://www.sunrise.com.au)

Branding defined – Brand meaning



Source: Batey (2008) - Reading 1.4

Branding defined – Brand meaning

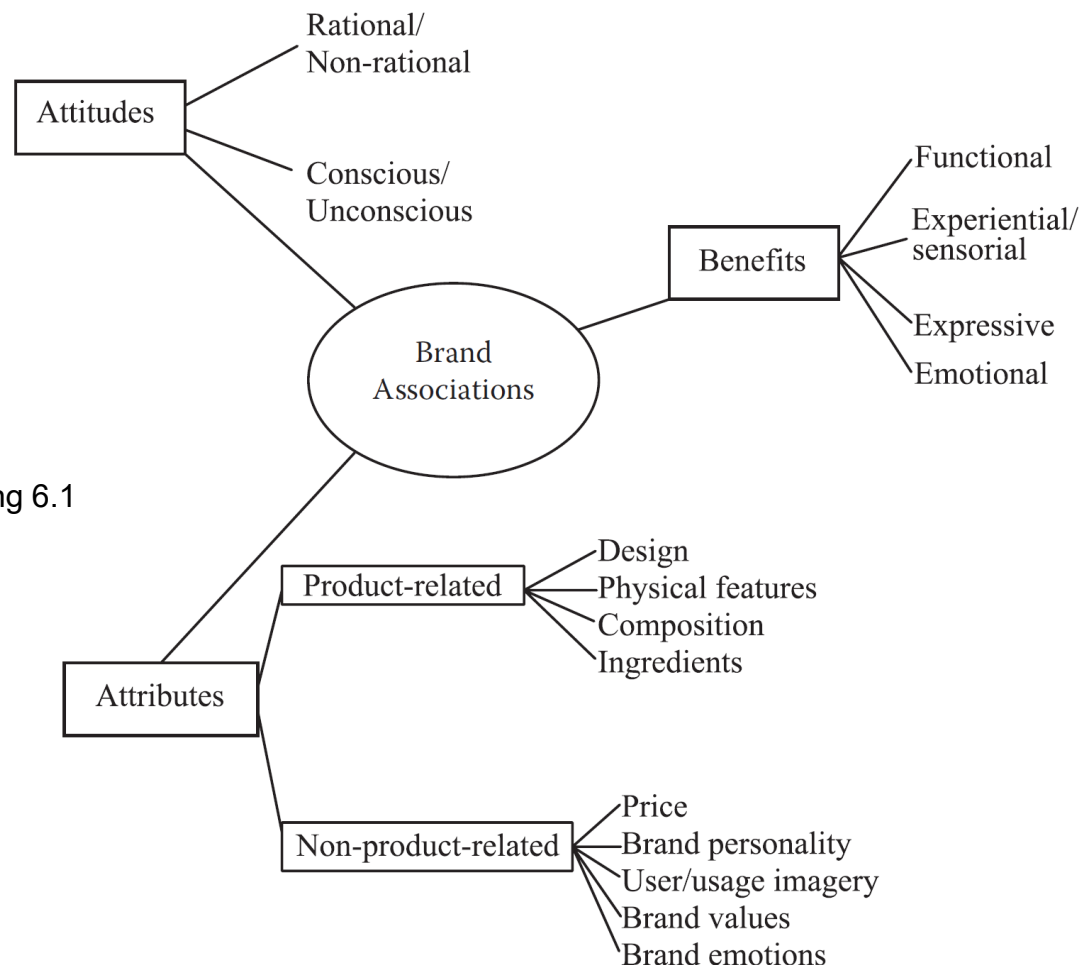
Product + Brand Identity + **Brand meaning** = Brand

Sources of brand meaning

- Brand associations
Source: Batey (2008) - Reading 1.4
- Cultural models:
 - Metaphors
 - Ideologies & myths

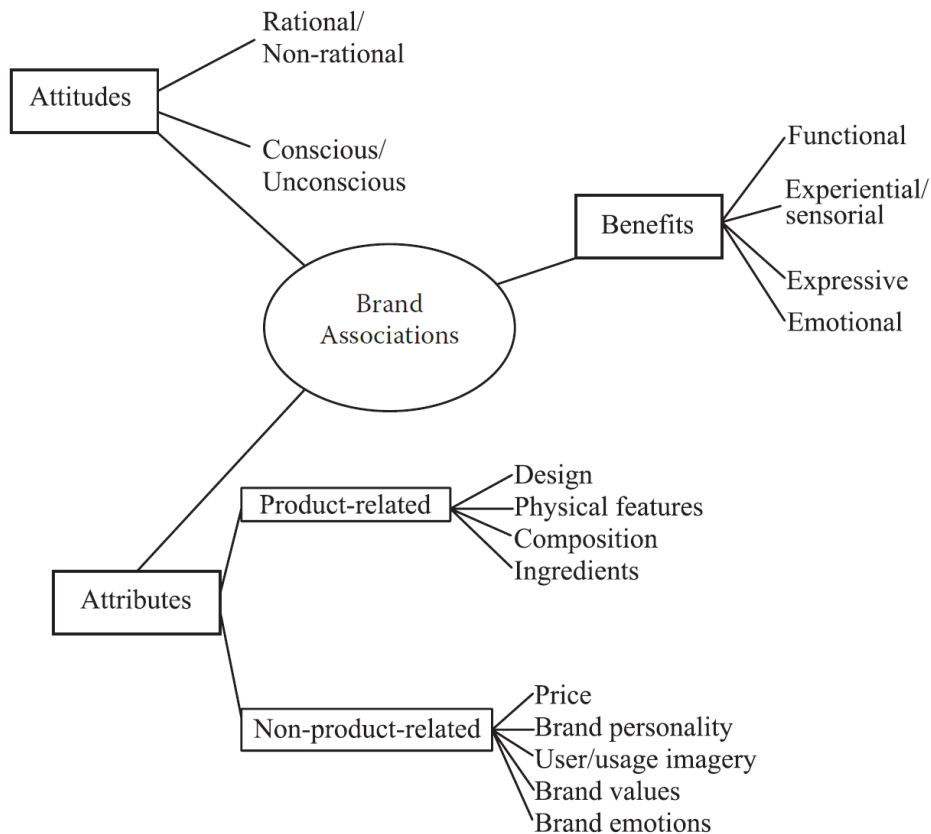
Source: Fournier & Alvarez (2019) - Reading 6.1
[will be discussed in Lecture 6]

Types of brand associations

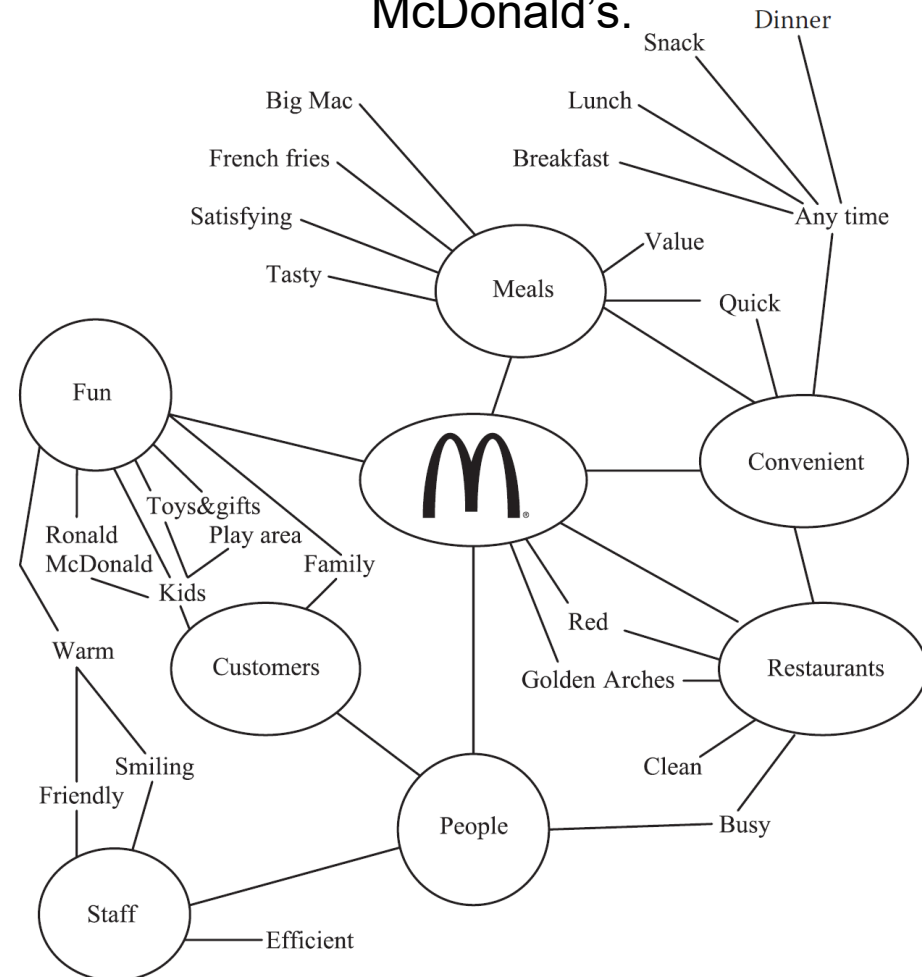


Branding defined – Brand meaning

Types of brand associations



Brand associative network - McDonald's.



Source: Batey (2008) - Reading 1.4

Branding defined – Brand meaning

Sources of brand meaning

- Brand associations
Source: Batey (2008) - Reading 1.4

The brand resonance pyramid model



A brand exists in the mind of a consumer

Interactive questions

Primary brand meaning is largely determined by the brand's direct benefits and physical attributes. Brands that establish strong emotional ties with their consumers may possess a less functionally determined primary brand meaning.

1. True
2. False

Implicit brand meaning resides in the extended emotional and psychological significance of brand attributes, benefits and other associations and may tap into deeper category dynamics, higher order consumer values or archetypal influences.

1. True
2. False

What Vegemite's branding says about Australian culture



By Charlotte Grieve

January 25, 2019 – 8.00pm

YOU NEED THESE VITAMINS EVERY DAY
because your body can't store them up!



*Here's the place
for Vegemite
whenever you
set the table*

RICH in VITAMIN B₁ FOR FIRM BODY TISSUE
RICH in VITAMIN B₂ FOR HEALTHY NERVES
RICH in NIACIN GOOD DIGESTION - CLEAR SKIN

Why do you need Vitamin B₁, B₂ and Niacin every day? Because, while some vitamins are stored up within our body - these are not. Nutrition experts say you must give yourself a fresh supply every day to maintain your strength and general good health. Of course these essential vitamins are found in some foods you eat daily. But, with many food costs so high - are you sure you and your family are getting the right amount? The way to make sure is to enjoy delicious Vegemite every day. Vegemite is such a rich source of Vitamin B₁, B₂ and Niacin, because it is a pure yeast extract - not an ordinary vegetable extract. Yeast is the richest known natural source of this precious vitamin group -

all of which keeps you and your family strong and healthy. One 4 oz. jar of Vegemite contains more of the Vitamin 'B' group - than all these foods together: 2 halves tomato, 1 lb. steak, 1 lb. peas, 1 lb. potatoes, 4 bunches carrots, 1 lettuce, 6 apples, 6 pears, 2 pints milk, 2 plates porridge, 6 bananas and 12 eggs! Vegemite is delicious for all kinds of sandwiches and snacks. Vegemite also adds flavour and vitamins to cooked vegetables, soups, stews, gravies and casseroles. So buy Vegemite in any of these jar sizes: 2, 4, 6, 8, and 10 oz. In future, put Vegemite next to the pepper and salt - whenever you set the table.



VEGEMITE THE PURE YEAST EXTRACT *So rich in flavour*



Vegemite sausage special for Australia Day.

[VEGEMITE PROFILES](#)[CENSUS](#)[DOWNLOADS](#)[FORUM](#)[NUTRITION](#)[SIGN UP](#)

CENSUS

Please complete the following census form:

01

How do you Vegemite? *



☐ Streaker



☐ Crumpeter



☐ Redback



☐ Wormer



☐ Slapper



☐ Tiger Toaster



☐ Edger



☐ Nudist



☐ Vegecadoer



☐ Philly@Mite



☐ Dunker



☐ Scrambler

☐ Other

LIVE:

Sign up for Census updates

SEND TO A FRIEND

I like vegimite with pasta and lots of butter melted in the pasta (Tania, 6 August 2008 10:24 a.m.).

[...] spread over the top of leg of lamb as a baste. try it you wont ever eat a roast lamb any other way trust me (Steve, 9 August 2008, 10:13 p.m.).

[...] we used to mix in a teaspoon of vegimite into our mashed potatoe or mashed pumpkin [...] yummy (Taren, 21 August 2008, 3:34 p.m.).

[...] nothing like a dash of the old brown stuff in mash potato and pumkin [...]. try it b4 u knock it [...]. DO IT!!! (Scuba, 30 August 2008, 3:30 a.m.).

[...] i like my vegimite spread on pastry sheets topped with mashed potato and sprinkle with cheese roll em up and cook in oven til golden brown [...] and try and keep me away yummmmmmy (Skye, 21 August 2008, 11:11 p.m.).

I like my vegimite on pancakes dipped in red wine it gets soggy and taste beautiful (Christablur, 26 August 2008, 7:33 p.m.).

[...] i like my vegiemite on a spoon by itself yummmmmmy!!! (Maddie, 19 November 2008, 2:42 p.m.).

[...] i love a nice hot cuppa and vegiemite on toast and dip it in my cuppa or it goes well in a nice hot stew (Cindy, 20 November 2008, 6:12 p.m.).

Hugh Jackman Shows Jimmy How to Really Eat Vegemite



Interactive questions

**TASTES LIKE:
EASY PEASY
VEGEMITE SQUEEZY**

TASTES LIKE
AUSTRALIA

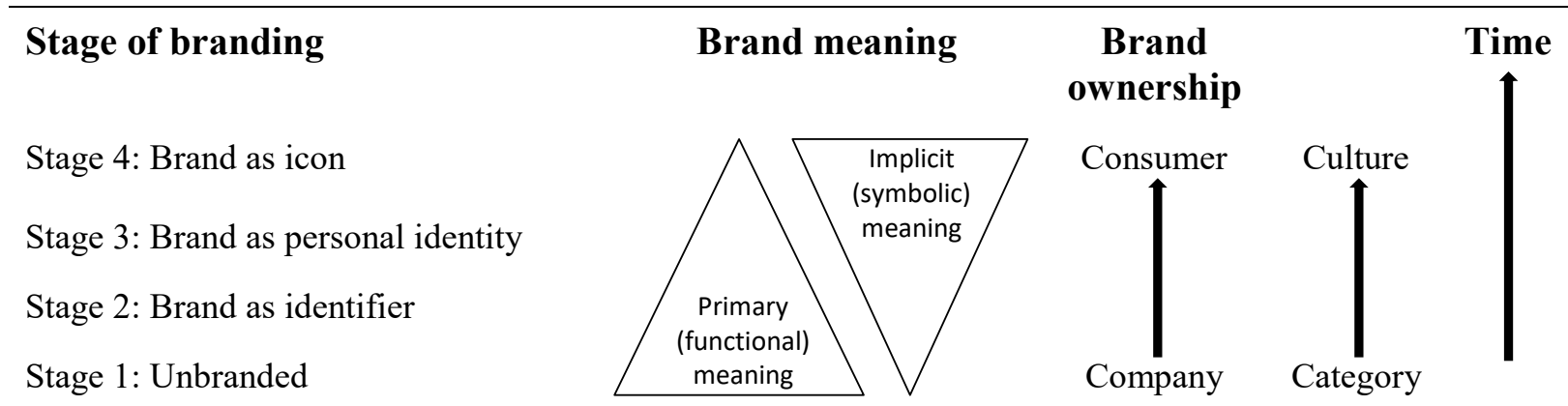


VEGEMITE CONTAINS VITAMINS B1, B2, B3 AND FOLATE.
ENJOY AS PART OF A BALANCED, VARIED DIET AND ACTIVE LIFESTYLE.

What are the primary brand meaning and implicit brand meaning of Vegemite?

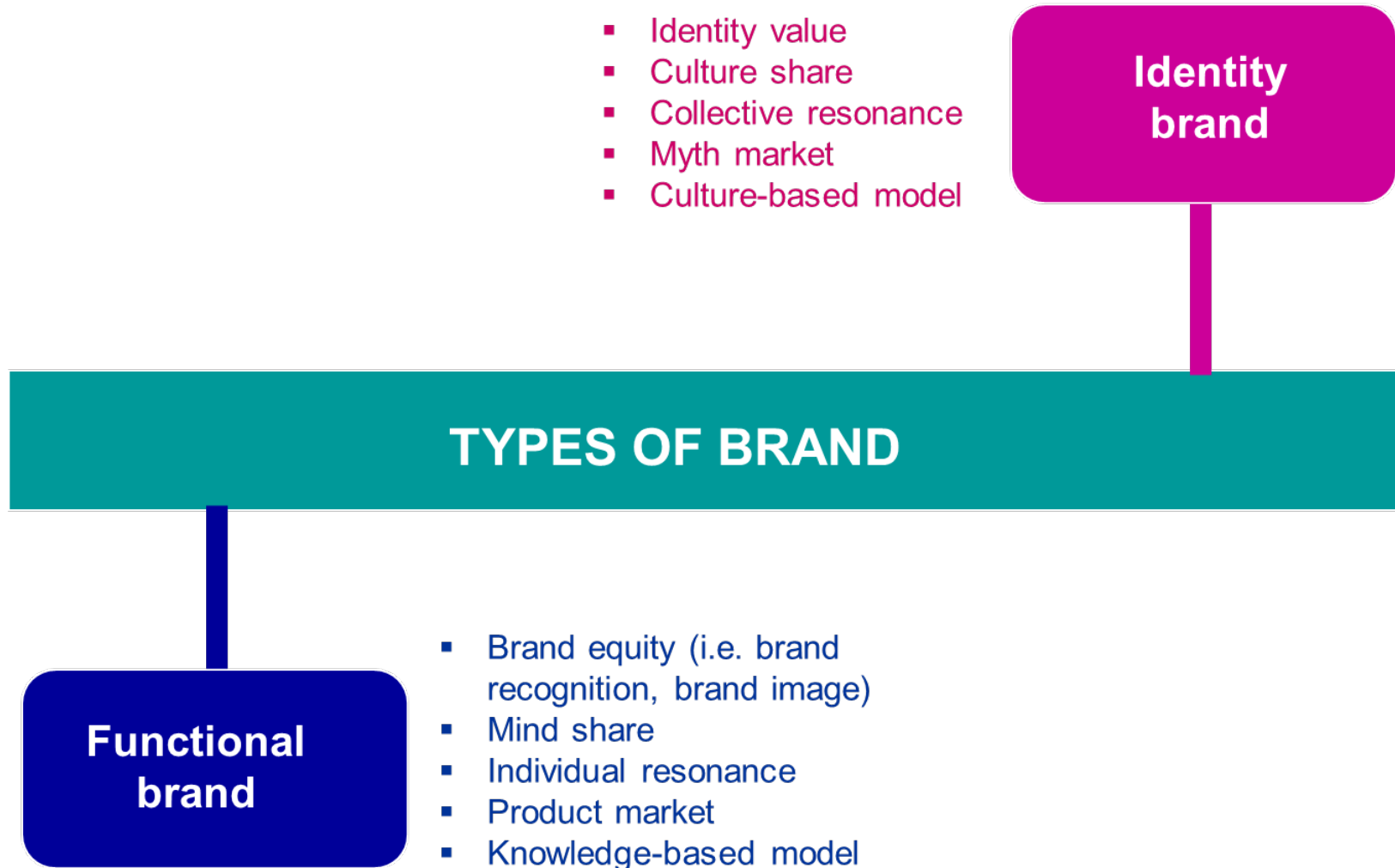
Branding defined – Brand meaning

The brand meaning evolution model





Source: Adapted from Batey (2008) – Reading 1.3 [will be discussed in Lecture 6]

Branding defined – Brand meaning



Branding defined – Brand mantras

Brand mantras/brand essence are short three to five word phrases that capture the irrefutable essence or spirit of the brand positioning.

Designing a brand mantra	Emotional modifier	Descriptive modifier	Brand functions
 fun family entertainment	Fun	Family	Entertainment
 authentic athletic performance	Authentic	Athletic	Performance

Source: Keller (1999) - Reading 1.1

Branding defined – Brand mantras



Adventure, Freedom, Individuality

Branding defined – Brand mantras

The importance of brand mantras/brand essence:

- a memorable short-hand as to what are the crucial considerations of the brand that enhance brand salience and top-of-mind.
- a guidance to employees and external marketing partners to ensure that their words and actions consistently reinforce and support the brand meaning.
- a guidance as to what products to introduce under the brand, what ad campaigns to run, where and how the brand should be sold.

Source: Keller (1999) - Reading 1.1

Branding defined – Brand mantras

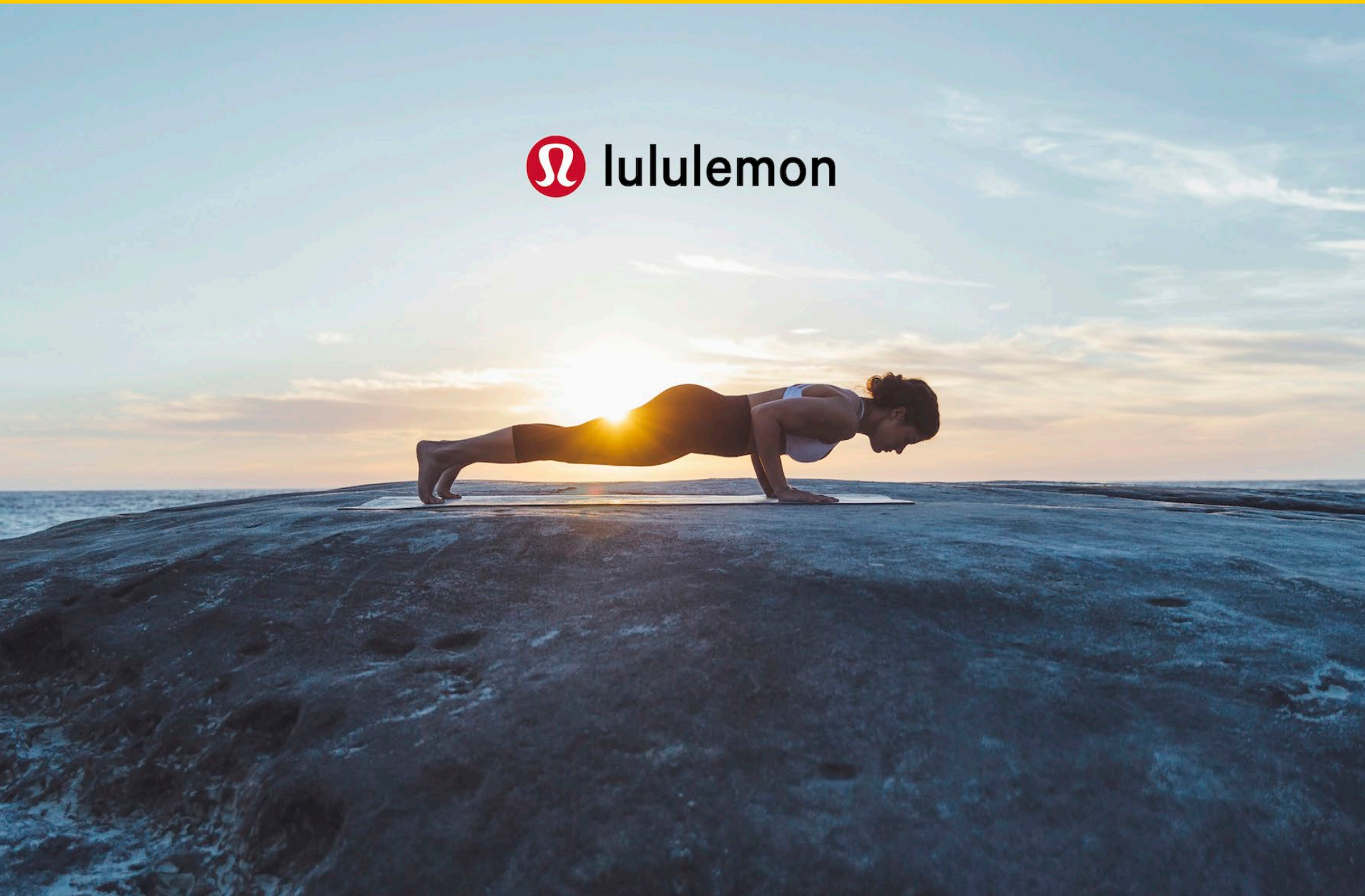
Implementing a brand mantra:

- Brand mantras should be developed at the same time as the brand positioning*.
- Brand mantras are internal translations of brand positioning designed to simplify and communicate employee understanding.
- An effective brand mantra should:
 - define the category of business for the brand and set the brand boundaries.
 - clarify what is unique about the brand
 - be short, crisp, and vivid in meaning
 - be articulated at a higher level of meaning beneath the brand mantra that inspire customers as well as employees.



Source: Keller (1999) - Reading 1.1

* Note: see details of brand positioning in Lecture 3

Why do brands matter?



Why do brands matter?

01  +26% 408,251 \$m	02  +24% 249,249 \$m	03  +27% 210,191 \$m	04  +19% 196,811 \$m	05  +20% 74,635 \$m
06  +1% 57,488 \$m	07  +5% 54,107 \$m	08  +3% 50,866 \$m	09  +7% 45,865 \$m	10  +8% 44,183 \$m
11  +24% 42,538 \$m	12  +5% 41,631 \$m	13  +16% 36,766 \$m	14  +184% 36,270 \$m	15  +3% 36,248 \$m
16  +6% 36,228 \$m	17  -3% 35,761 \$m	18  -5% 33,257 \$m	19  +23% 32,007 \$m	20  +7% 30,090 \$m
21  +36% 24,832 \$m	22  +4% 22,109 \$m	23  +20% 21,600 \$m	24  +6% 21,401 \$m	25  -2% 21,315 \$m

Source: Interbrand (2021)

THE TOP 10

BRAND VALUE US\$ MIL.

\$ 683,852

\$ 611,997

\$ 457,998

\$ 410,271

\$ 240,931

\$ 226,744

\$ 196,912

\$ 191,285

\$ 154,921

\$ 112,876



+64%

+74%

+42%

+26%

+60%

+54%

+29%

+2%

+20%

+4%



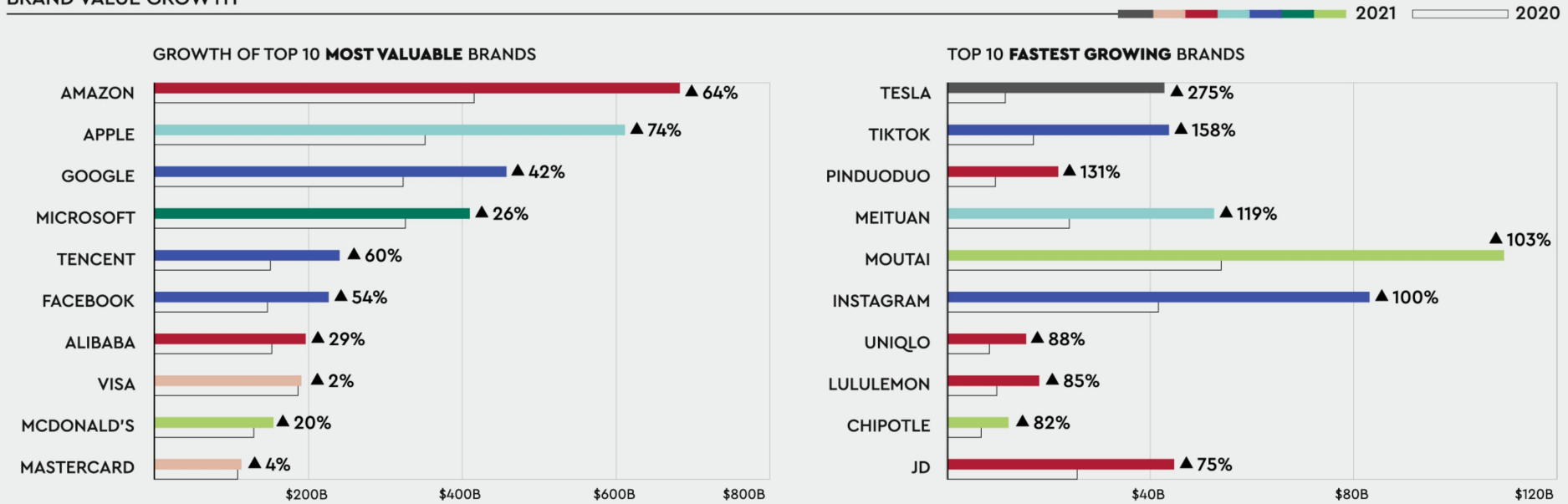
2021



2020

Why do brands matter?

BRAND VALUE GROWTH

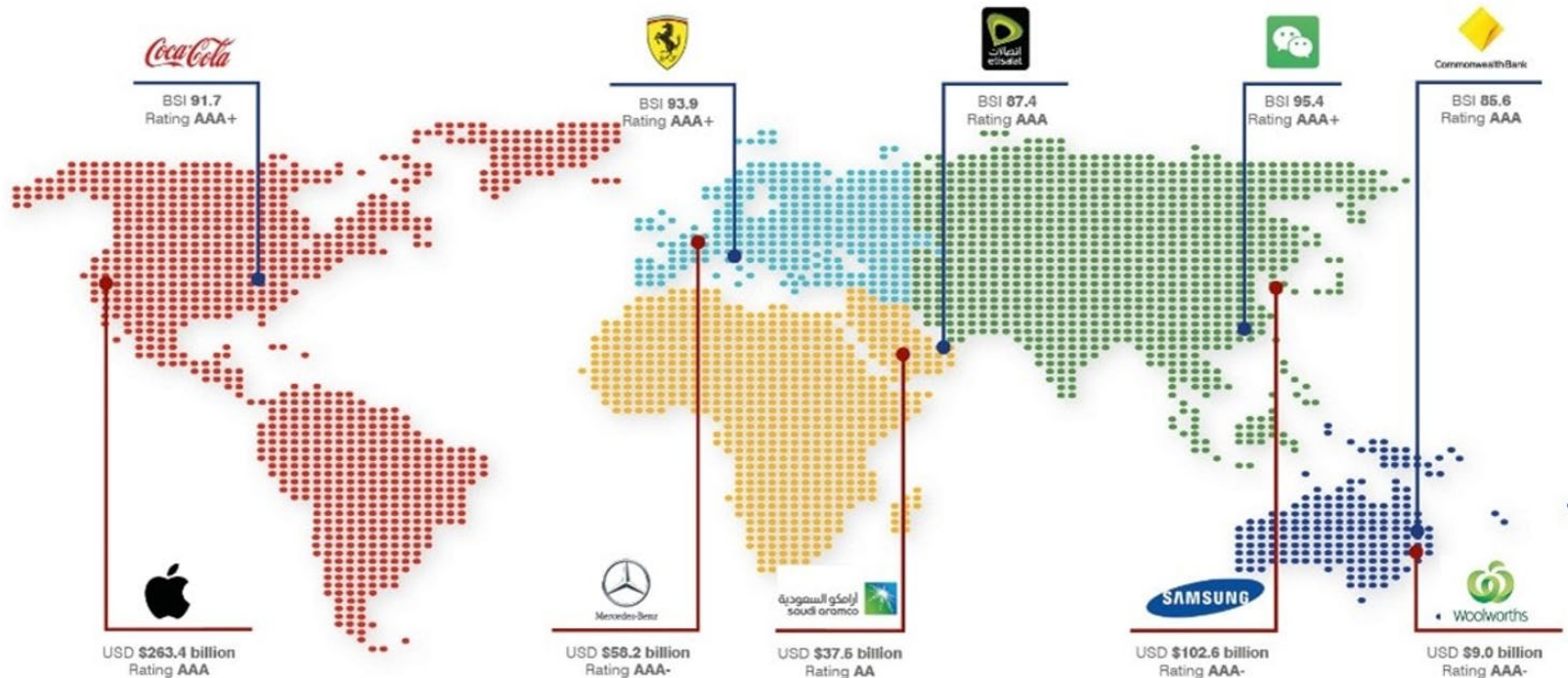


Source: BrandZ (2021)

Why do brands matter?

Most valuable and strongest brands by region 2021

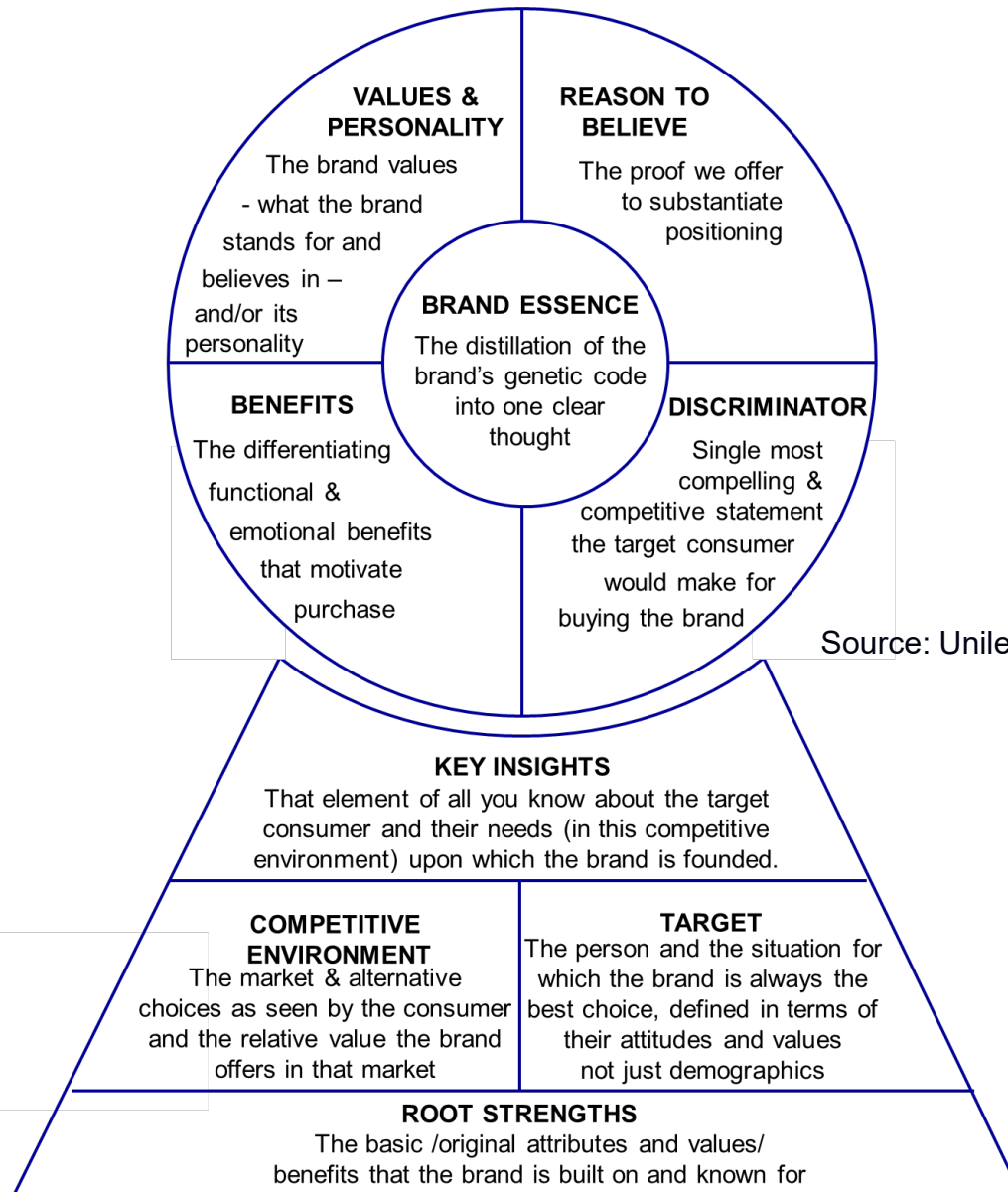
— Strongest Brand — Most Valuable Brand



Source: Brand Finance Global 500 2021

brandirectory.com/global

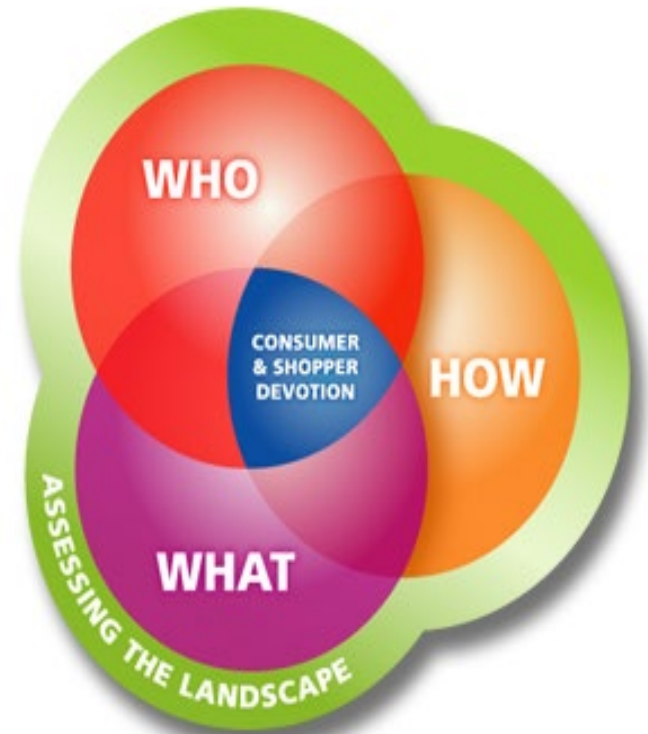
Best practice: The brand building framework



Source: Unilever' brand key model

Best practice: The brand building framework

- Assess the landscape
 - Category & Competitive
- WHO is the consumer
 - Targeting. Segmentation. Insight.
- WHAT does it offer to the consumer
 - What concept. What positioning.
 - What product. What range. What package.
- HOW to make the brand accessible to the consumer?
 - How to use Media.
 - How to activate In-store.



Source: P&G

Who are brand managers?

BRAND MANAGER

As a Brand Manager, you will be responsible for making sure we win with consumers' preferences in each of the following areas:

- When they learn about our product
- When they choose to buy the product
- When they use the product at home
- We are looking for the world's best marketing pros who follow one simple concept: "Consumer is boss".

Working in brand management at Procter & Gamble means being more than just a marketer, it means being a total business owner. Our Brand Managers need to work regularly across functions to identify consumer, shopper, and customer insights and execute marketing tactics that will continue to grow your brand profitably.

Who are brand managers?

RESPONSIBILITIES OF THE ROLE

- As a Brand Manager, you will have opportunity to work on brands, driving the business results. You will engage with multi-disciplinary teams (including Sales, Finance, Product Supply, Advertising, and Media Agencies) to develop top strategies for your brand's success.
- You will lead a mix of Marketing and Brand Management projects enabling you to show the breadth and depth of your leadership. You will need to derive insights from the data, which will enable brand leaders as they set the direction for brand growth.
- As your skills increase, you can expect to advance in roles with increased responsibilities. Overall, we want people who aren't afraid to take smart risks and innovate.
- Together, we'll continue to create leading brand experiences and make a difference for nearly 5 billion consumers every single day.

Who are brand managers?

YOUR TEAM

This role reports to a P&G Brand Director. You will be part of a commercial team in which trust, team spirit, real passion for winning and leadership are very important.

WHAT SUCCESS LOOKS LIKE

- Excellent visionary, strategic and courageous leadership skills
- Able to drive innovation and brand growth through stellar market plans

QUALIFICATIONS

- A university degree (Bachelor's or Master's)
- Showcases strength in strategic and analytical thinking
- Strong leadership ability as demonstrated through previous formal or informal positions of leading and or managing teams
- Strong interpersonal and communication skills

Marketing and Brand Management at P&G

