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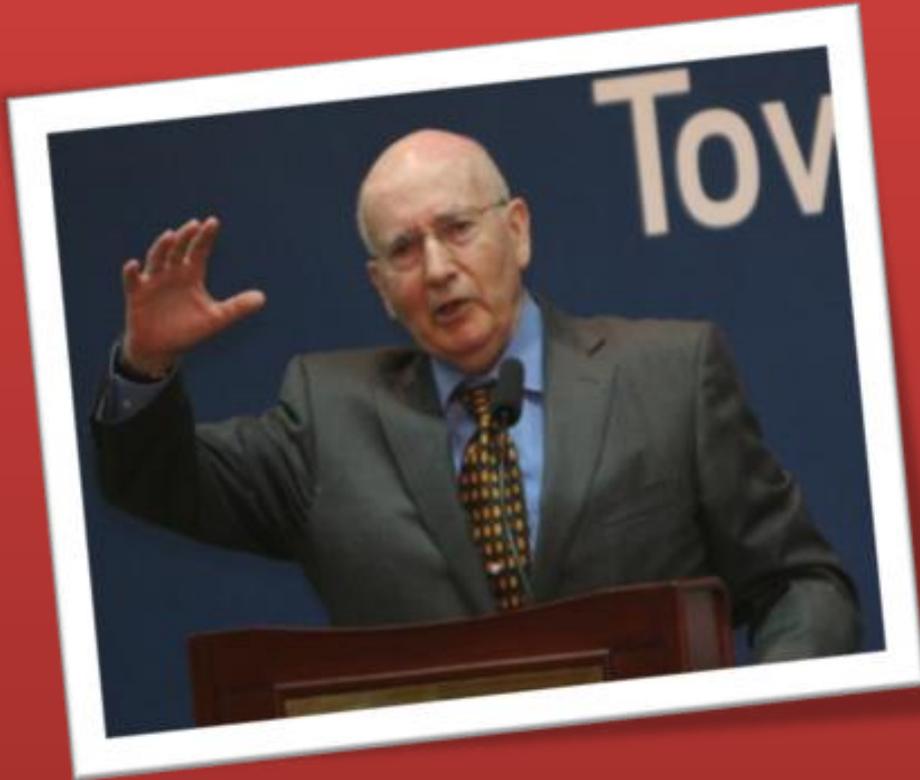
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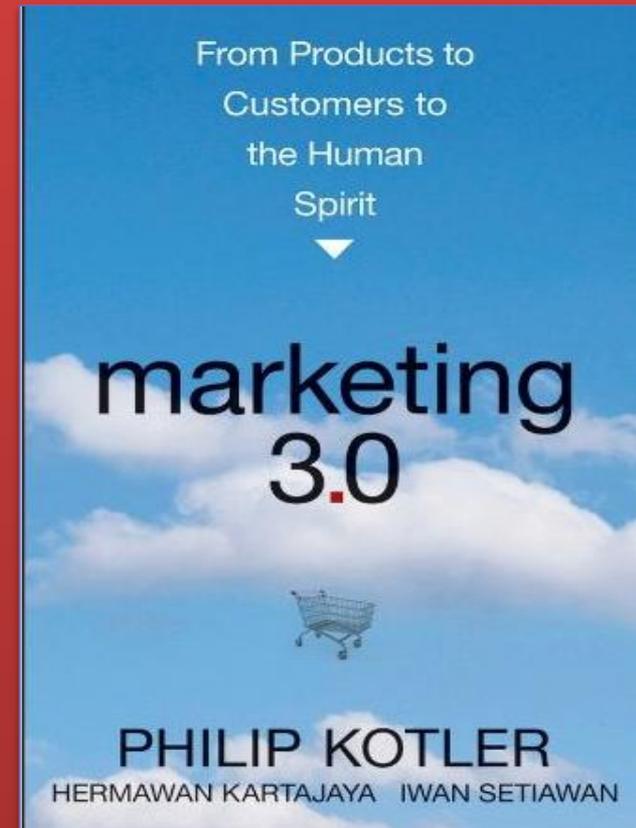
PETER
FISK

27-28 MAY 2012
INTERCONTINENTAL CITYSTARS

The New Role of Marketing in a Networked World



Philip Kotler
Kellogg School of Management
Northwestern University



Cairo
May 28, 2012



Arab World
Edition

MARKETING MANAGEMENT

PHILIP **KOTLER**

KEVIN LANE **KELLER**

SALAH **HASSAN**

IMAD **BAALBAKI**

HAMED **SHAMMA**

ALWAYS LEARNING

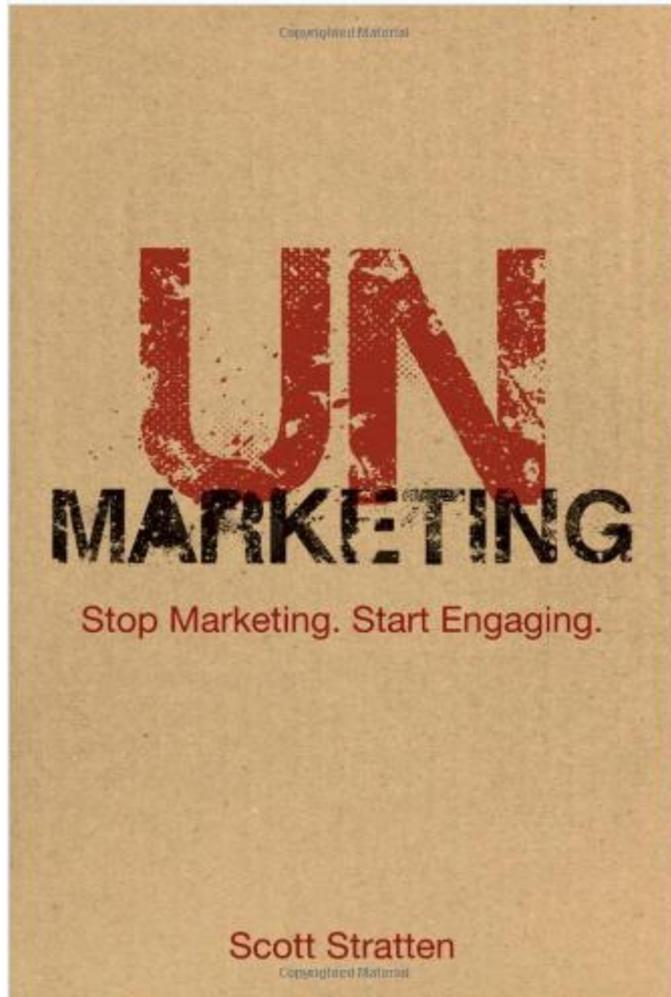
PEARSON

Marketing is Dead!

- Kevin Roberts, CEO of Saatchi & Saatchi Worldwide, claimed that we are living in a VUCA world – volatile, uncertain, complex and ambiguous.
- He said that in today's crazy world *strategy is dead, the big idea is dead, management is dead and marketing, as we know, is also dead.*

Source: Address to senior business leaders at The IoD's Annual Convention in London April 25, 2012.

An Untraditional View of Marketing



Stop all the hard selling and interruptive advertising and start treating the customer as if she was your mother.

Today's Marketing Directions

Session 1. Using marketing to drive your company's growth.

Session 2. Moving toward Marketing 3.0

Session 3. Building a strong brand.

**Using marketing
to drive your
company's
growth**



The Problem and Opportunity Agenda

- **Globalization and Chindia**
- **Regionalization**
- **Internet and social media**
- **Shorter product life cycles**
- **Commoditization**
- **Retail transformation**
- **Environmental concerns**
- **Consumer empowerment**
- **Recession and turbulence**
- **Hypercompetition**
- **Media proliferation**



There are so many products! How do you succeed?



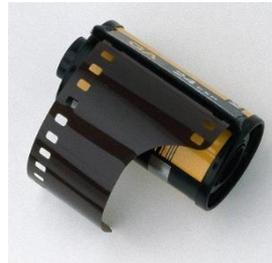
There are so many media! How do you choose?



Disruptive Innovations

OLD

- Photographic film
- Wired telephones
- Store retailing
- Classroom education
- Offset printing
- General hospitals
- Open surgery
- Cardiac bypass surgery
- Manned fighters
- Full service stock brokerage



NEW

- Digital photography
- Mobile telephones
- On-line retailing
- Distance education
- Digital printing
- Outpatient clinics
- Endoscopic surgery
- Angioplasty
- Unmanned aircraft
- On-line stock brokerage



Tomorrow will Be Different

Yesterday

Ford

Department stores

Digital Equipment

Delta

IBM

At&T

Sony DiskMan

Today

Toyota

Wal-Mart

Dell

Southwest, Ryan Air

Microsoft

Cingular

Apple iPod

Tomorrow

Cherry

Internet retail

RIM Blackberry

SkyWest, Air taxis

Linux

Skype

Cell Phones

My advice is...

YOUR COMPANY SHOULD BE INVESTING IN THREE BOXES

Manage The Present

Cut the fat, drop unprofitable products, segments, customers and geographical areas.

Make operational improvements.

Right sizing.

Selectively Forget The Past

Work on new products that are ready.

Move into opportunities.

Exploit nonlinear changes.

Create The Future

Develop a big new strategic intent (an efficient electric car, a cure for cancer...)

A strategic intent will have direction, motivation, and challenge.

Marketing started because Sales departments needed others to:



Conduct consumer research



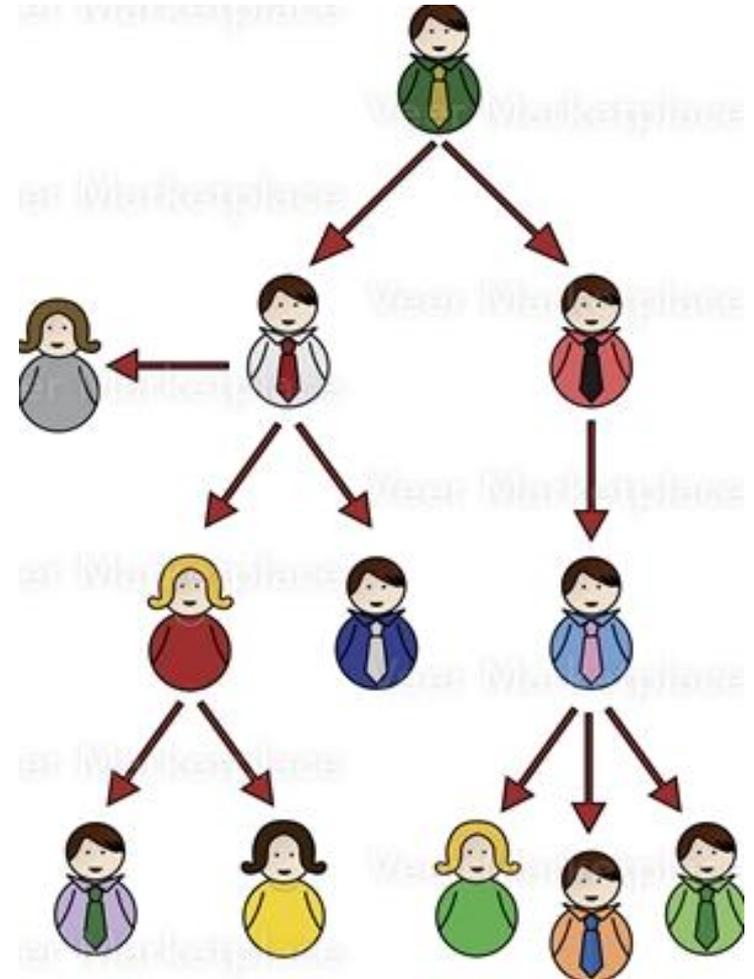
Find Leads



Prepare brochures and other promotions

Job Positions in Today's Marketing Organization

- Chief Marketing Officer (CMO) or Marketing Vice President
- Brand managers
- Category managers
- Market segment managers
- Distribution channel managers
- Pricing managers
- Marketing communication managers
- Database managers
- Direct marketers
- Internet and social media managers
- Etc.



Four CEO Views of Marketing

The size and type of department depends on the type of industry, size of company, nature of buying, and other factors.

Much depends on the CEO's view of marketing.

- 1P CEO
- 4P CEO
- STP CEO
- ME CEO



What are the 6 Tasks of the CMO?

1. **Represent the voice of the customer (VOC)** to others in the company and champion the development of a strong customer-orientation to build loyal customers.
2. **Monitor** the evolving business landscape and **gather** customer insights to help develop new products and services for achieving growth objectives.
3. Be the **steward of the corporate** brand and brand-building practice.
4. **Upgrade** marketing technology and skills in the company.
5. **Bring insight** into the corporate portfolio and synergies.
6. **Measure** and **account** for marketing financial performance and contain media and other service costs.

If You Are Appointed CMO, You Prefer That Your Office Be Located Next To:

1. CEO office
2. CFO office
3. CTO office
4. CIO office
5. VPS office



The Four Tasks of Holistic Marketing



Is Marketing Only A Department?

There are those who believe that marketing should be a specialized department whose resources are drawn upon as needed by the sales and other departments.



- **This means that marketing is a cost center whose costs should be charged to each internal client.**
- **Ideally marketing should measure the incremental revenue created by their activities to see if these activities were profitable.**

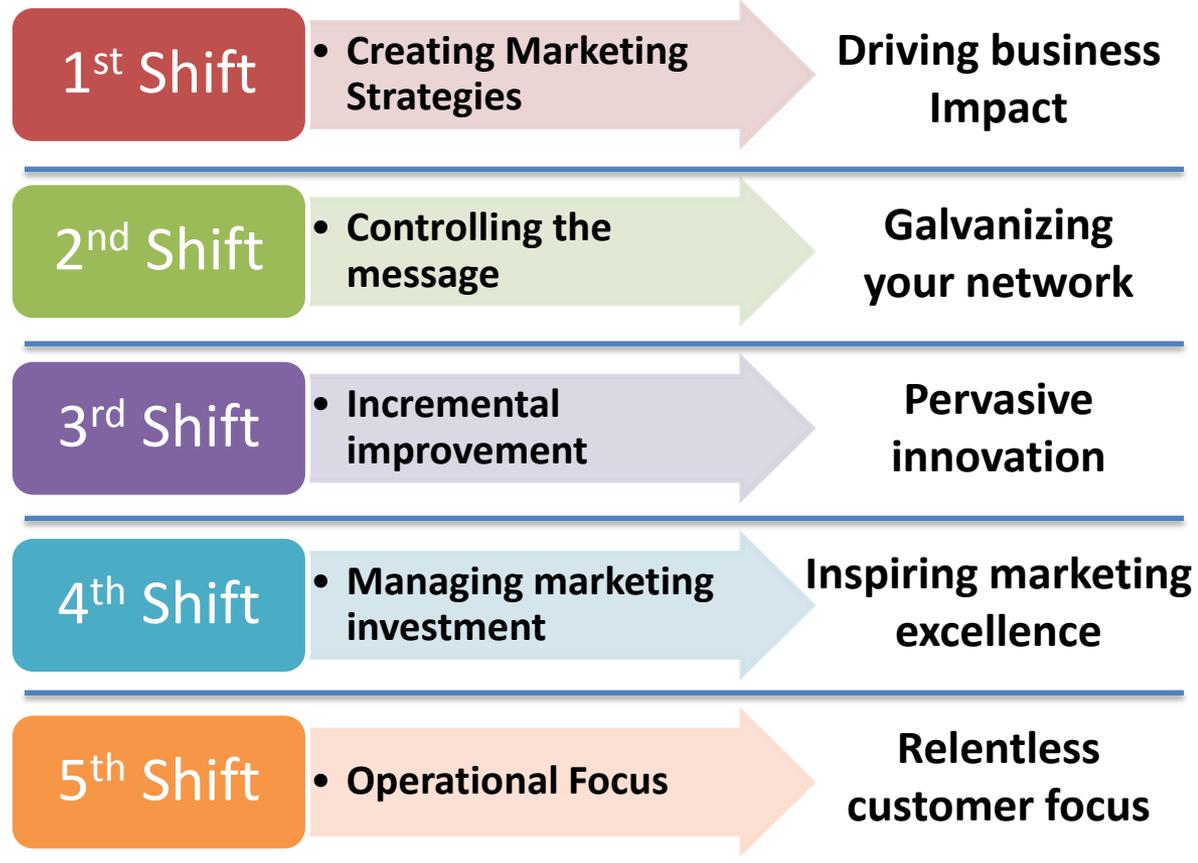
Can Marketing Help Engineer the Company's Future

There are others who believe that marketing should be a leading player in developing the future growth plan of the company.



- **Marketing is in the best position to detect business opportunities, calibrate their size and estimate their likely profitability.**
- **Marketing manages important intangible assets (brands, customer relationship, networks, market position, market information)**

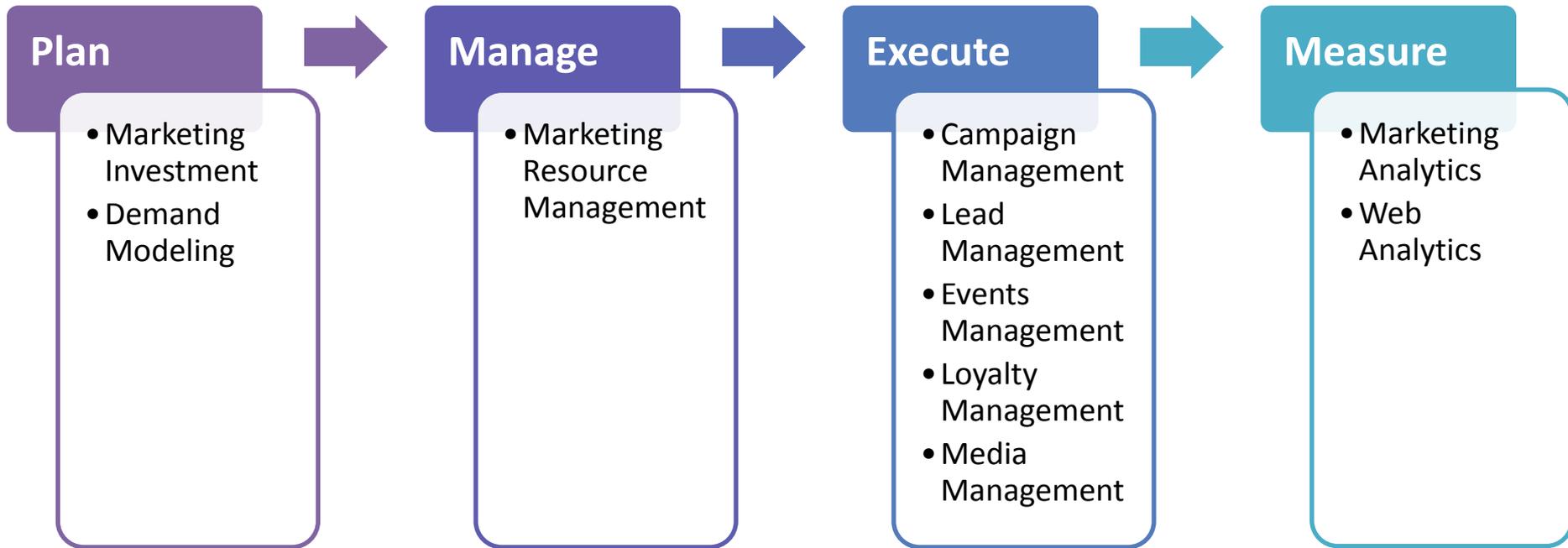
Five shifts



Competency Skills Needed by Today's Marketers

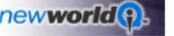
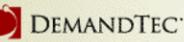
- Brand asset management.
- Customer relationship management (CRM). database marketing, telemarketing.
- Partner relationship management (PRM).
- Integrated marketing communications.
- Internet and social media.
- Public relations marketing (including event and sponsorship marketing).
- Service and experiential marketing.
- Profitability analysis by segment, customer, product, channel.

The Marketing Management Process



Examples of Vendors that Play in Each of these Spaces

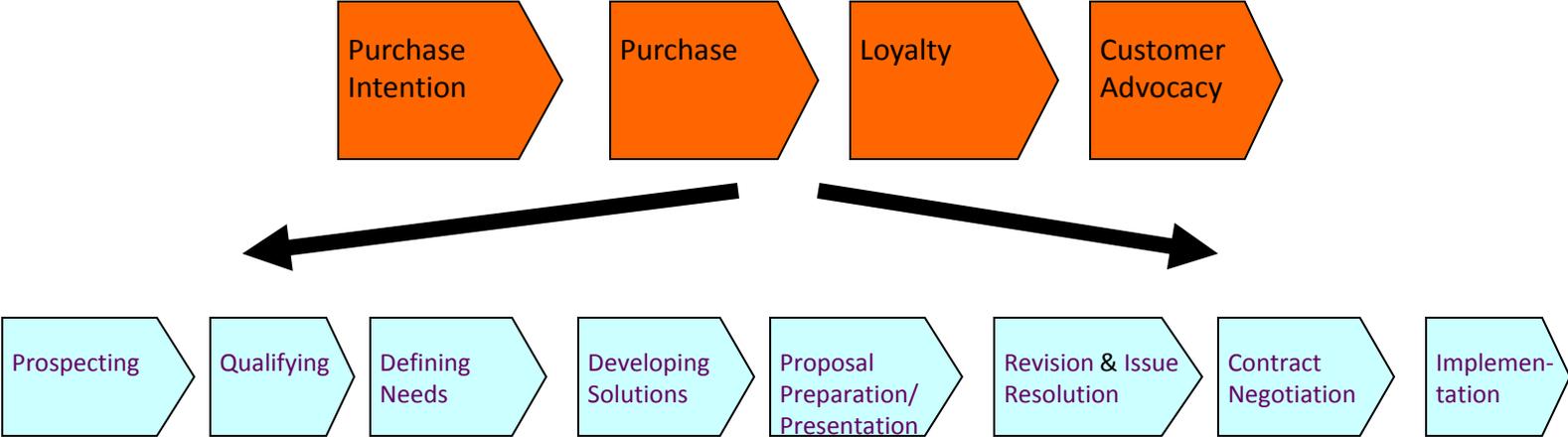
Although some of the vendors play in more than one category, this summary is intended to classify software providers by their predominant solution feature.

1) Database Mgmt. & Ware- housing	2) Business Intelligence & Analytics	3) Marketing Mix Modeling/ Predictive Analytics	4) Campaign Mgmt.	5) Mktg. Mgmt. Work-Flow Solutions	6) MRM	7) Marketing Comm. / Content Mgmt. Tools	8) Personal- ization Platforms	9) Yield- Based Pricing Opt. Tools
     	      	  	       	   	        	    	         	    

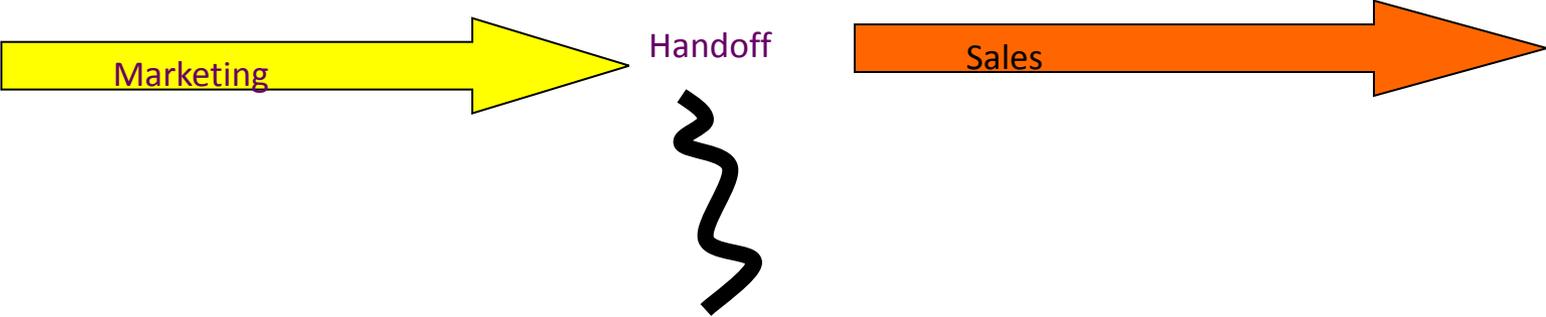
Identify the Existing Level of Relationship Between Sales and Marketing



The Sales Funnel



The Marketing and Sales Funnel



Six Ways to Improve Marketing/Sales Alignment

1. *Hold regularly scheduled meetings between marketing and sales.*
2. *Make it easier for marketing and sales people to communicate with each other.*
3. *Arrange for more joint work assignments and job rotation between marketing and sales people.*
4. *Appoint a liason person from marketing to live with the sales force and help marketers understand sales problems better.*
5. *Set shared revenue objectives and reward systems.*
6. *Improve sales force feedback.*

The Company and Its Customers

- Old relationship (before social networks and CRM)
 - Customers did not normally contact the company
 - The company normally did not contact individual customers.
- New relationship (after social networks and CRM)
 - Customers are encouraged to interact with the company on websites and social media.
 - The company builds a relationship with each customer using social media.
- We are moving from *transactional marketing* to *relationship marketing*. Both have to be blended to achieve long term success.

Implications of Relationship Marketing

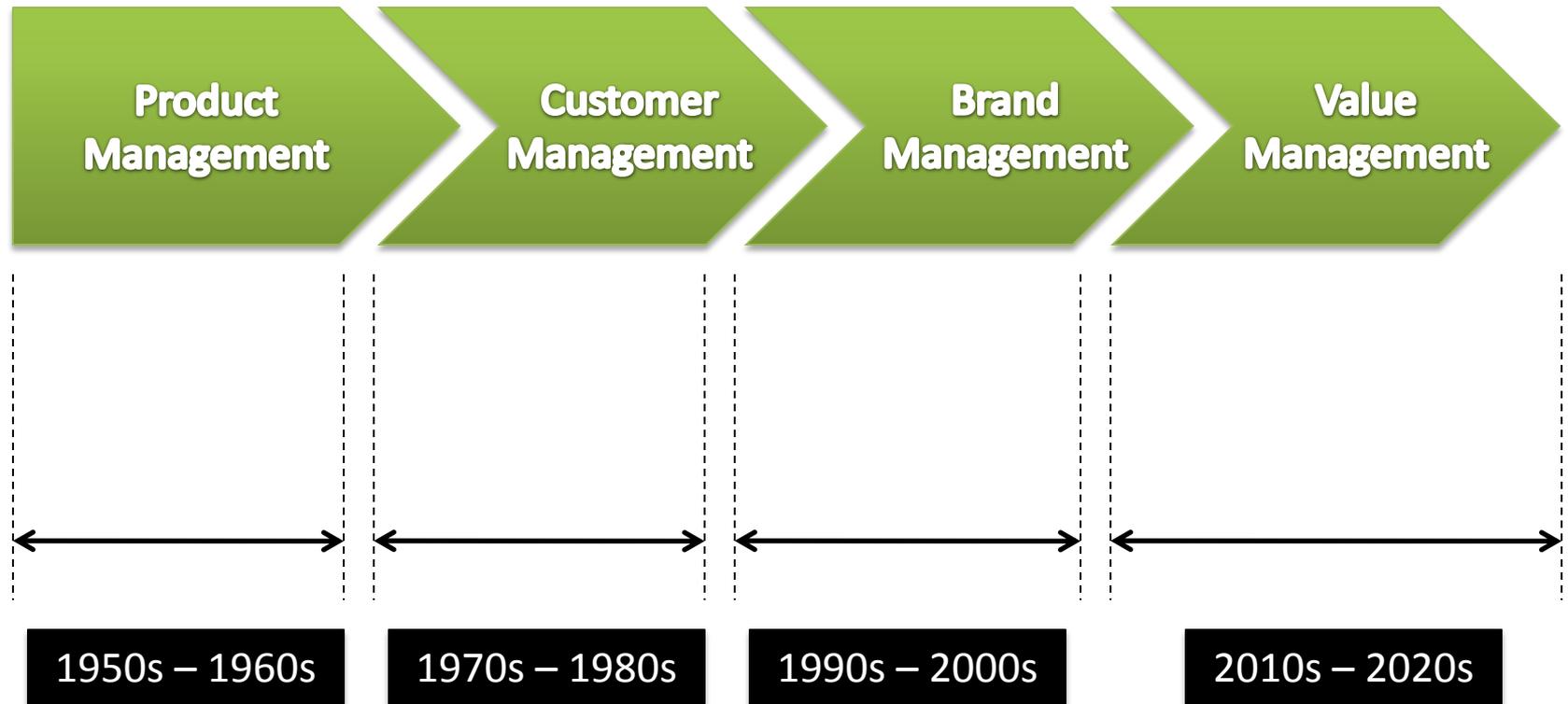
- Your company must shift from solely driving transactions to maximizing customer lifetime value and long-term customer relationships.
- Cultivating relationships must be put ahead of just building products and brands.
- A company might rename the marketing department as the “customer department” headed by a chief customer officer.
- Marketing must be holistic. “Marketing is far too important to be left only to the marketing department.” David Packard of HP.
- All company departments and personnel must be trained and linked to meet the customer’s needs and wants.
- All the outside stakeholders—suppliers and distributors—must be customer driven and responsible. The company doesn’t merely buy from suppliers and sell to distributors but treats them as partners in customer value creation and delivery. Success depends on how well the entire supply chain works. The company must be skilled in *partner relationship management* as well as *customer relationship management*.

Integrating the Customer into the Product Development Process

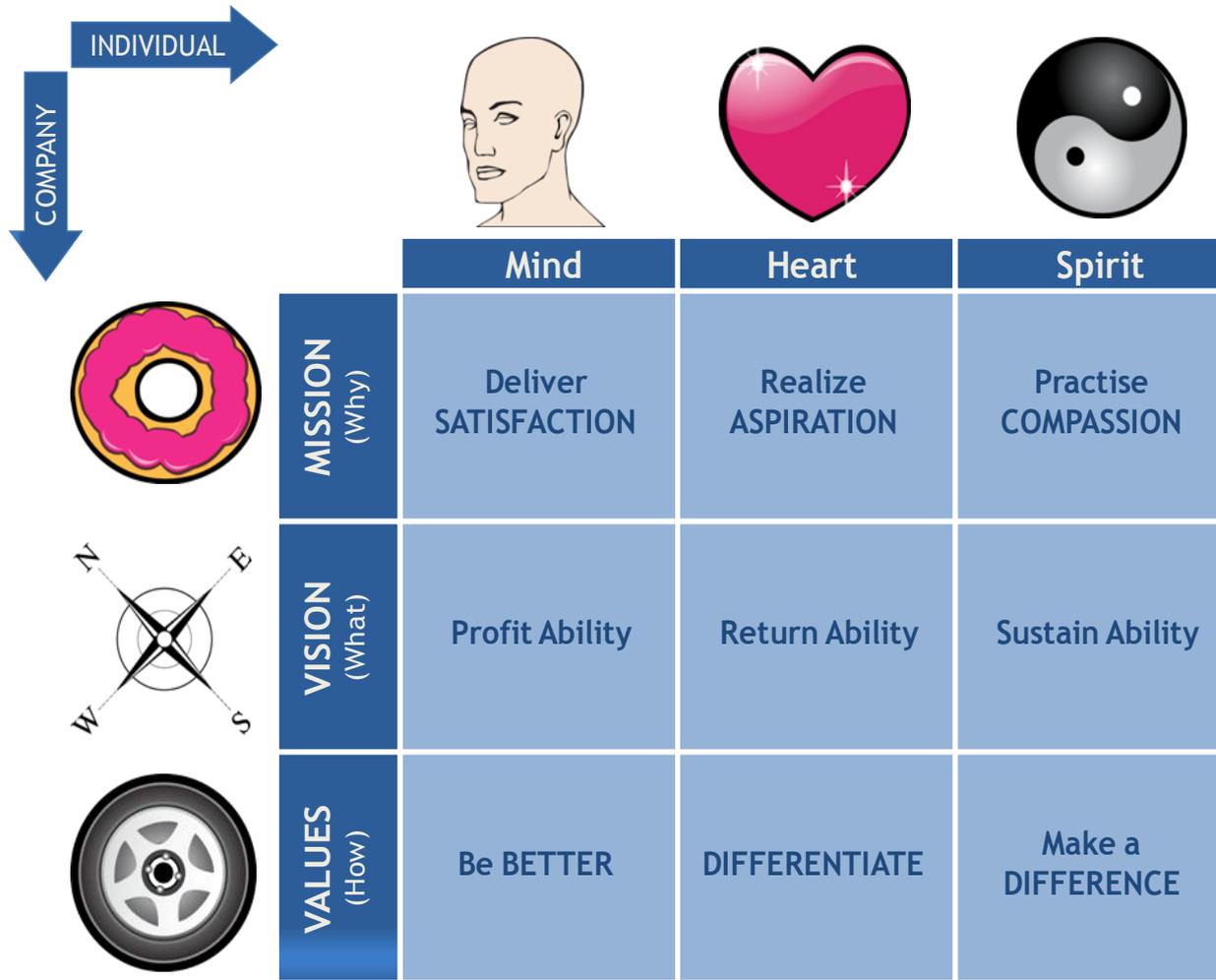
- Instead of the company designing a product and testing it on customers, the customers are invited to co-create the new product.
- Nokia Asia runs Nokia Beta Labs which brings users and developer teams together to prototype new features and products.

Moving toward Marketing 3.0: The new marketing in the cultural, spiritual and collaborative spheres

Marketing's Change in Focus



Values-Based Matrix (VBM) Model



Values-Based Matrix of S.C. Johnson

MIND

HEART

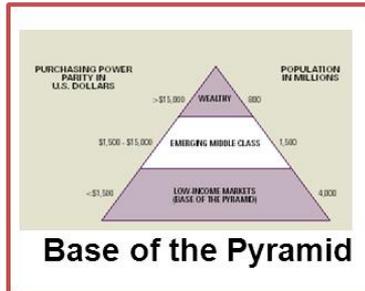
SPIRIT

Mission

Contributing to the community well-being as well as sustaining and protecting the environment



Promoting reusable shopping bags



Base of the Pyramid

Vision

To be a world leader in delivering innovative solutions to meet human needs through sustainability principles

For SC Johnson, creating sustainable economic value means helping communities prosper while achieving profitable growth for the company.



THE RON BROWN AWARD FOR CORPORATE LEADERSHIP

**Sustaining Values:
SC Johnson
Public Report**

Values

Sustainability

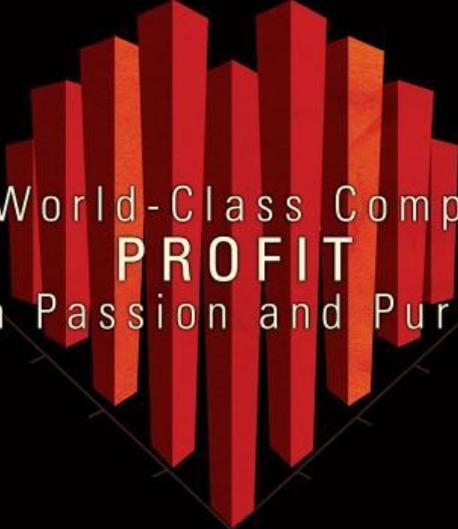
*We create economic value
We strive for environmental health
We advance social progress*

We believe our fundamental strength lies in our people.



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FIRMS *of* ENDEARMENT



How World-Class Companies
PROFIT
from Passion and Purpose

Raj Sisodia

Jag Sheth

David B. Wolfe

with a foreword by Warren Bennis

"This book not only challenges capitalism's traditional marketing paradigm but the very "genes" of capitalism. If any book is going to launch a New Capitalism of Caring, it is this book that redefines great companies as stakeholder value builders, not just shareholder agents."

—Philip Kotler, S. C. Johnson & Son Dist. Copyrighted Material International Marketing at Northwestern University

Companies Americans Love

Amazon, Apple, Best Buy, BMW, CarMax, Caterpillar, Commerce Bank, Container Store, Costco, eBay, Google, Harley-Davidson, Honda, IDEO, IKEA, JetBlue Johnson & Johnson, Jordan's Furniture, L L Bean, New Balance, Patagonia, Progressive Insurance, REI, Southwest, Starbucks, Timberland, Toyota, Trader Joe's, UPS, Wegmans, Whole Foods.

These “firms of endearment” were highly profitable. They outperformed the market by a 9-to-1 ratio over a ten-year period. More fulfilled employees, happy and loyal customers, innovative and profitable suppliers, environmentally healthy communities.

Characteristics of Firms of Endearment

- They align the interests of all stakeholder groups
- Their executive salaries are relatively modest
- They operate an open door policy to reach top management
- Their employee compensation and benefits are high for the category; their employee training is longer; and their employee turnover is lower
- They hire people who are passionate about customers
- They view suppliers as true partners who collaborate in improving productivity and quality and lowering costs
- They believe that their corporate culture is their greatest asset and primary source of competitive advantage.
- Their marketing costs are much lower than their peers while customer satisfaction and retention is much higher.

What are some major social causes that companies adopt?

Avon	<i>Breast cancer</i>
General Mills	<i>Better nutrition</i>
General Motors	<i>Traffic safety</i>
Home Depot	<i>Habatat for Humanity</i>
Kraft	<i>Reducing obesity</i>
Levi Strauss	<i>Preventing AIDS</i>
Motorola	<i>Reducing solid waste</i>
Pepsi Cola	<i>Staying active</i>
Shell	<i>Coastal cleanup</i>
Petsmart	<i>Animal adoption</i>
Aleve	<i>Arthritis</i>
British Airways	<i>Children in need</i>
Starbucks	<i>Tropical rainforests</i>
Best Buy	<i>Recycle used electronics</i>

See Philip Kotler and Nancy Lee, *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, Wiley 2005.

What is the Relationship between Business and Society?

- Old philosophy: “What is good for business is good for society!”
The simple act of profit maximization is good enough.
- New philosophy: “What is good for society is good for business.” (GE)
 - Every company should figure out not only how to improve its output but also its outcomes. A food company should improve nutrition; an energy company should improve energy; a bank should improve sound savings.

*Michael Porter and Michael Kramer, “The Big Idea: Creating Shared Value,”
Harvard Business Review, January/February 2011.*

CSR → CSV

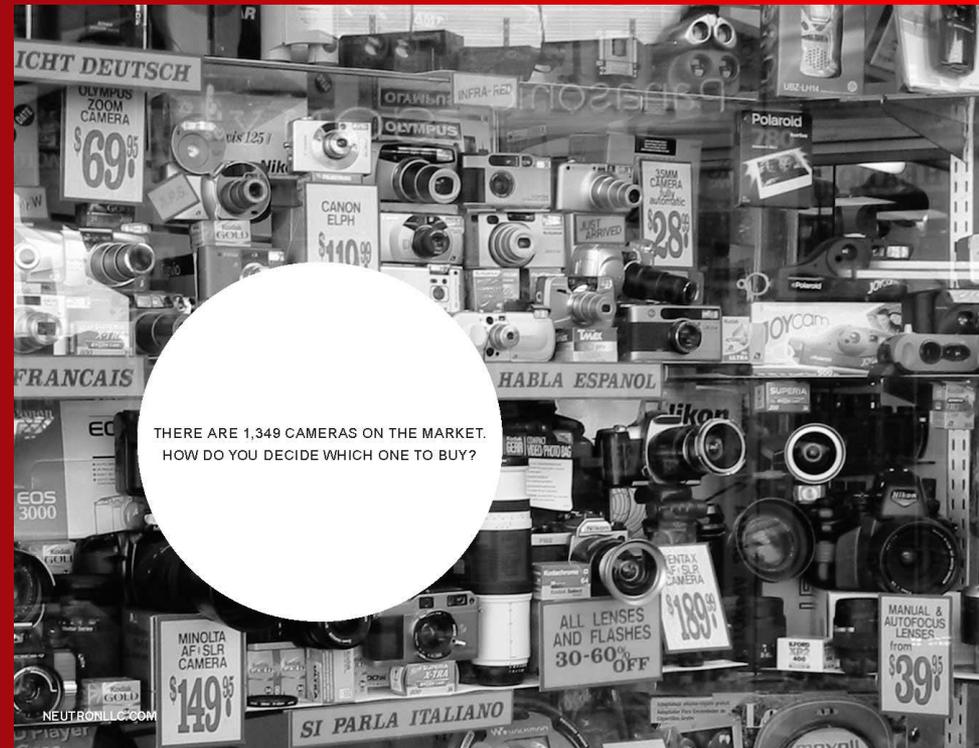
- Values: doing good
 - Citizenship, philanthropy, sustainability
 - Discretionary or in response to external pressure
 - Separate from profit maximization
 - Agenda is determined by external reporting and personal preferences
 - Impact limited by corporate footprint and CSR budget
- Example:** Fair trade purchasing

- Value: economic and societal benefits relative to cost
 - Joint company and community value creation
 - Integral to competing
 - Integral to profit maximization
 - Agenda is company specific and internally generated
 - Realigns the entire company budget
- Example:** Transforming procurement to increase quality and yield

Marketing 1.0	Marketing 2.0	Marketing 3.0
MIND	HEART	SPIRIT
PRODUCT-CENTERED	CUSTOMER-ORIENTED	VALUES-DRIVEN
ECONOMIC-VALUE	PEOPLE-VALUE	ENVIRONMENT-VALUE
PROFITS	SOCIAL PROGRESS	HUMAN HAPPINESS

- Where is your company now?
- Where do you want it to be?
- Why?
- What would steps would you take?

Building a strong brand



THERE ARE 1,349 CAMERAS ON THE MARKET.
HOW DO YOU DECIDE WHICH ONE TO BUY?

Does Brand Add Value? You Bet it Does!

COMMODITY	GOODS	SERVICE	EXPERIENCE
<p>Prevailing prices for various coffee offerings</p>  <p>1¢-2¢ Per Cup</p>	 <p>5¢-25¢ Per Cup</p>	 <p>75¢-\$1.50 Per Cup</p>	 <p>\$2-\$5 Per Cup</p>

Data: Pine and Gilmore, *The Experience Economy*, 1999

Everything Can be Branded

- ***CONSUMER PRODUCTS:*** Absolut Vodka, Barbie Doll, BMW, Kleenex
- ***INDUSTRIAL PRODUCTS:*** Pentium chip, HP Laserjet, DuPont Nylon
- ***SERVICES:*** Avis, Federal Express, Disney, Club Med, Weight Watchers
- ***RETAILERS:*** Marks & Spencer, Boots, Walgreen's, Home Depot
- ***CORPORATIONS:*** Sony, Kellogg Management School,
- ***PEOPLE:*** Madonna, Calvin Klein, Barbra Steisland
- ***PLACES:*** Birmingham "Europe's Meeting Place"
- ***COMMODITIES:*** oranges, potatoes, water, chicken, bricks

Branding Commodities

- Chicken



- Cement



- Bricks



“It is possible to brand sand, wheat, beef, bricks, metals, concrete, chemicals, corn grits, bananas, apples, aspirin, ...” (Sam Hill, *How to Brand Sand*).

A Company's Balance Sheet is a Lie

- **Physical plant and equipment and inventory. Yes!**
- **But where on the balance sheet is the value of the firm's intangible assets?**
 - **Its employees**
 - **Its customer base**
 - **Its channel partners**
 - **Its intellectual capital**
 - **Its brands**

B-R-A-N-D

- **B--Believable**
- **R--Relevant**
- **A--Adaptable**
- **N--Narrative-driven**
- **D--Differentiated**

Choosing a Brand Name

- 1. **MEMORABLE**
 - Easily Recognized
 - Easily Recalled
- 2. **MEANINGFUL**
 - Descriptive
 - Persuasive
- 3. **LIKEABLE**
 - Fun & Interesting
 - Rich Visual & Verbal Imagery
 - Aesthetically
- 4. **PROTECTABLE**
 - Legally
 - Competitively
- 5. **ADAPTABLE**
 - Flexible
 - Updateable
- 6. **TRANSFERABLE**
 - Within & Across Product Categories
 - Across Geographical Boundaries & Cultures\

Brand Name Mishaps

- 1) When Braniff Airlines translated a slogan touting its upholstery, “Fly in leather,” it came out in Spanish as “Fly naked.”
- 2) Coors put its slogan, “Turn it loose,” into Spanish, where it was read as “Suffer from diarrhea.”
- 3) Chicken magnate Frank Perdue’s line, “It takes a tough man to make a tender chicken,” sounds much more interesting in Spanish: “It takes a sexually stimulated man to make a chicken affectionate.”
- 4) Why Chevy Nova never sold well in Spanish speaking countries: “No va” means “it doesn’t go” in Spanish.
- 5) When Pepsi started marketing its products in China a few years back, the Chinese translation of their slogan, “Pepsi Brings You Back to Life,” came out as, “Pepsi Brings Your Ancestors Back from the Grave.”
- 6) When Gerber first started selling baby food in Africa, it used the same packaging as in the U.S. with the cute baby on the label. Later, Gerber found out that in Africa companies routinely put pictures of what’s inside on the label since most people can’t read.
- 7) Japan’s Mitsubishi Motors had to rename its Pajero model in Spanish-speaking countries because the term related to masturbation.

Your Brand Needs to Own a Word

- *Mercedes* - engineering
- *BMW* - driving
- *Disney* - family fun entertainment
- *Saturn* - no hassle car buying
- *FedEx* - overnight
- *Wal-Mart* - low prices/good values
- *Hallmark* - caring
- *Nike* - performance
- *3M* - innovation
- *Volvo* - safety
- *Starbuck* - best coffee experience

Types of Brand Names

- ***Name of Founders*** – William E. Boeing, John Deere, and John Pierpont Morgan.
- ***Descriptive Names*** – British Airways, Airbus, Caterpillar, International Business Machines, and General Electric, iPhone.
- ***Acronyms*** – IBM, BASF. BBDO, DHL, HP, HSBC, UPS.
- ***Fabricated Names*** – Accenture, Exxon, Xerox.
- ***Metaphors*** – Apple, Orange

Develop a Memorable Brand Mantra, Slogan and Logo

- **Nike:** Its brand mantra is “authentic athletic excellence.” Its brand slogan is “Just Do It.” Its logo is a “swoosh.”
- **GE:** Its brand mantra is “better living” Its new brand slogan is “Imagination at Work.” Its 

WHAT DO YOU THINK THE SLOGANS?

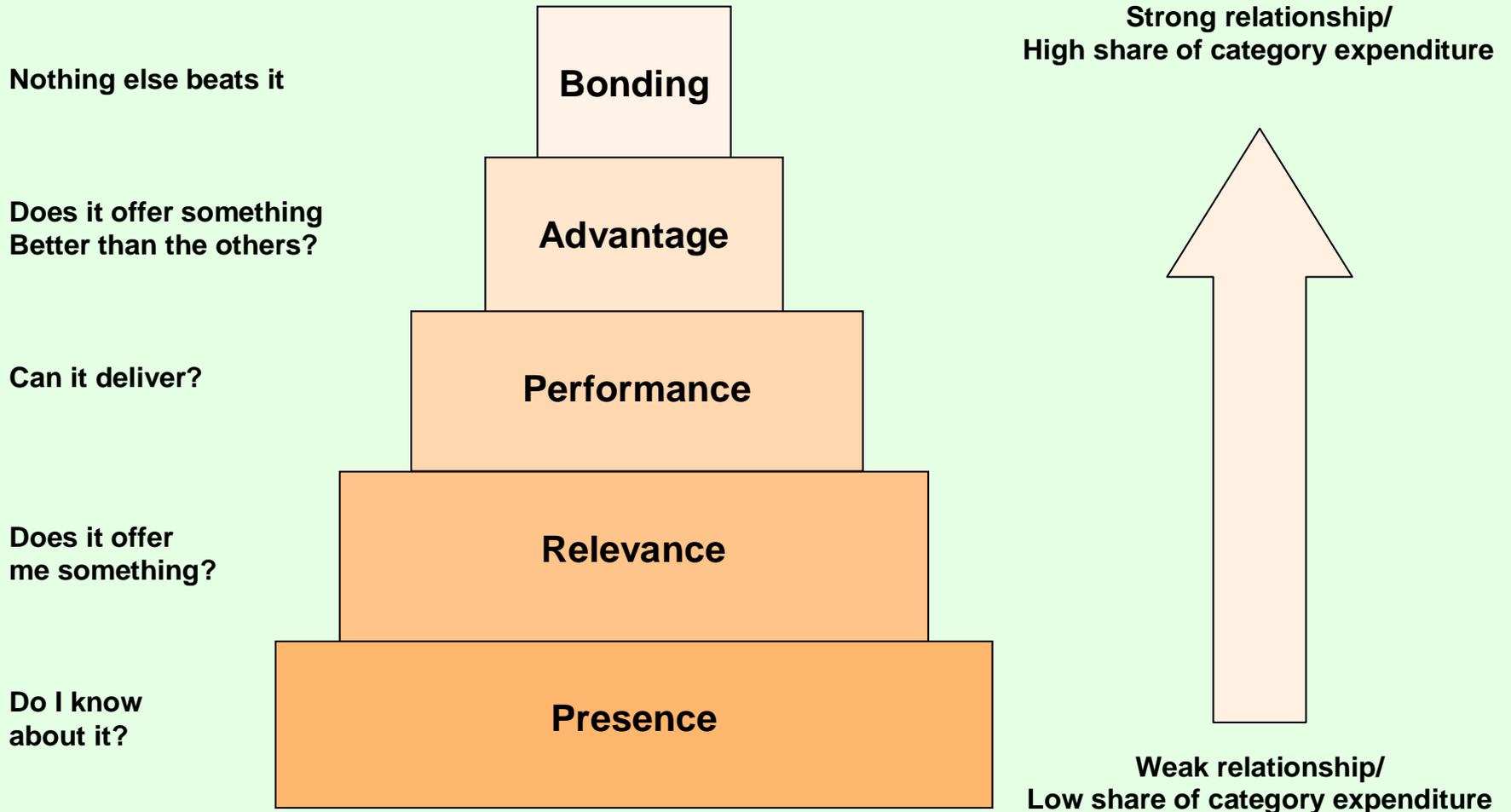


- **Ford,** “Quality is #1 Job”
- **Holiday Inn,** “No Surprises”
- **Lloyds Bank,** “The Bank that Likes to Say Yes”
- **Philips,** “From Sand to Chips”
 - » “Philips Invents for You”
 - » “Let’s Make Things Better”

A Brand Must be More Than a Name, Slogan, and Logo

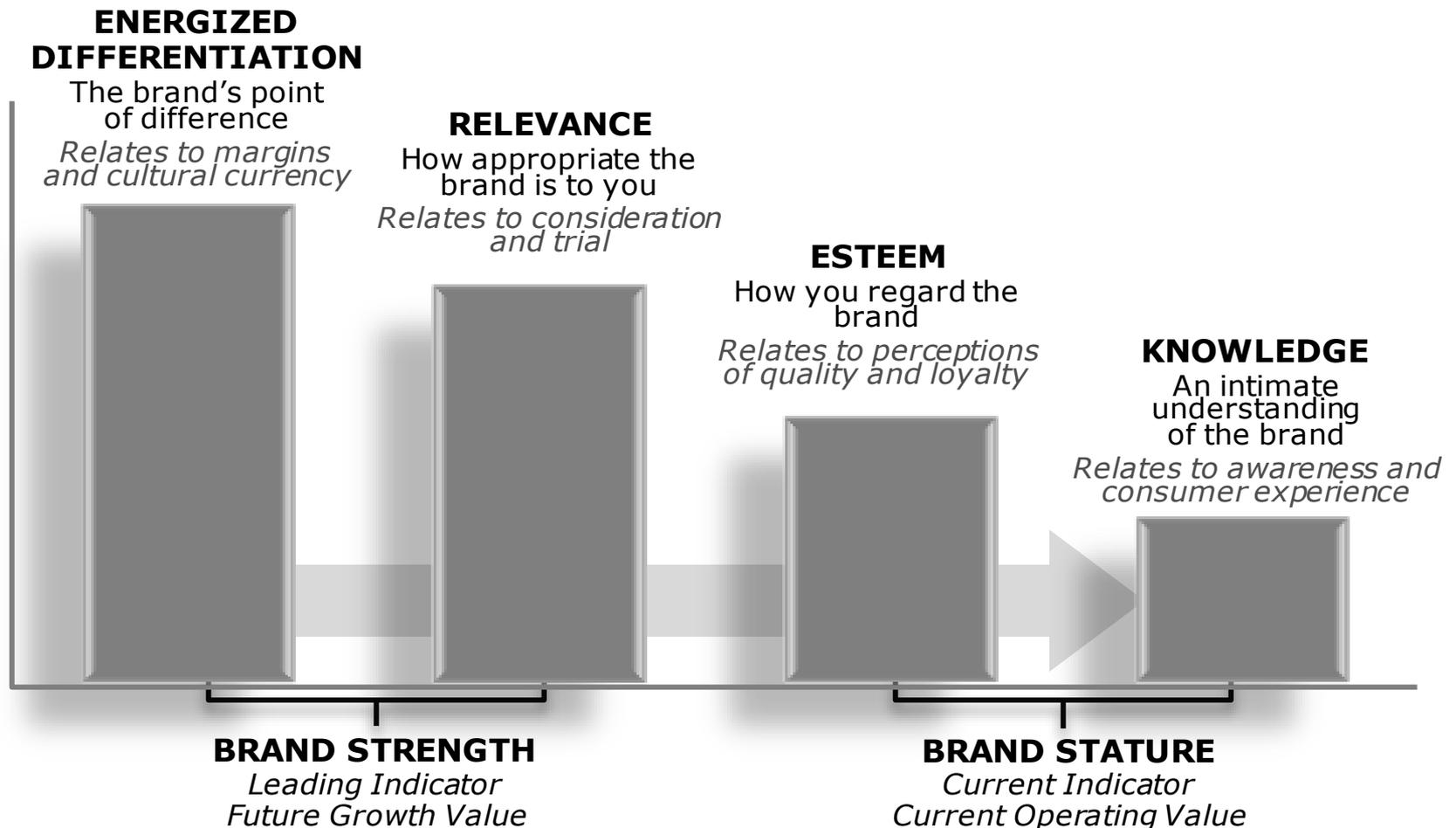
- A brand must trigger words or associations (features and benefits).
- A brand should depict a process (McDonald's, Amazon).
- A great brand triggers emotions (Harley-Davidson).
- A great brand represents a *promise of value* (Sony).
- The ultimate brand builders are your *employees* and *operations*, i.e., your performance, not your marketing communications.

Figure 9-3 BrandDynamics™ Pyramid



Brand Asset Valuator Model

Figure 2: BrandAsset® Valuator Model



Your Company's Brand

- 1. What word does your brand own?**

- 2. Write down other words triggered by your brand name?**
 - A. Circle the favorable words; square the unfavorable words.**
 - B. Underline the words that are favorable but not widely known.**
 - C. Double underline the words that are unique to your company.**

- 3. Are any of the following a source for strengthening your brand's personality?**
 - A. Founders**
 - B. Spokespersons**
 - C. Characters**
 - D. Objects**
 - E. Stories and mythologies**

Tools for Building Brands

- Advertising (e.g., Absolut Vodka)
- Sponsorships (e.g., Kodak and Olympics)
- Clubs (e.g. Nestle's Casa Buitoni Club)
- Company visits (e.g., Cadbury's theme park, Hallmark's Museum)
- Trade shows
- Traveling exhibits
- Worldwide web casts of presentations, roundtables, entertainment
- Distribution outlets (e.g., Haagen-Dazs)
- Public facilities (e.g., Nestle Nestops)
- Social causes (e.g., American Express)
- High value for the money (e.g., buzz created by Ikea, etc.)
- User community building (e.g., Harley-Davidson)
- Founder's personality (e.g., Colonel Saunders)

Strong Brands Supply Use Value as Well as Purchase Value

Nestle:

- Sells baby food
- Provides free dietitian phone line
- Nestops along the highway

Carl Sewell Cadillac:

- Sells cars
- Free car wash during servicing
- Free emergency service and car loaners

Home Depot:

- Sells home improvement products, such as paint, electrical supplies, plumbing
- Offers free kitchen remodeling design service
- Offers free workshops on how to paint, fix faucets, etc.

Narrative Branding

- **The new media – websites, video, podcasts, consumer generated content – are long-form media. Marketers need to design compelling brand stories with richness and depth.**
- **Narrative Branding, like a story, is inclusive: emotional and rational; creative and strategic. It is designed around all senses: sight, sound, taste, touch and smell.**
- **Chose a different value proposition for each customer or segment. You want coherence, not consistency.**

brand **i**ntegrity

POSITIONING

The **GOOD** Outdoor-
inspired Footwear
and Apparel
Company

DIFFERENTIATION

- Engaged Citizenship
- Environmental Stewardship
- Global Human Rights

3i

BRAND

Timberland 

*brand **i**ntity*

*brand **i**mage*

KOTLER · PFOERTSCH

PHILIP
KOTLER
WALDEMAR
PFOERTSCH

B2B
BRAND
MANAGEMENT



B2B BRAND MANAGEMENT

 Springer

LEADING B2B BRANDING COMPANIES

- **DuPont**
- **Siemens**
- **Bosch**
- **General Electric**
- **Saint-Gobain**
- **UPS**
- **FedEx**
- **Tentra Pak**
- **Microsoft**
- **Caterpillar**
- **IBM**
- **Daimler**
- **Michelin**
- **Tata Steel**
- **Morgan Stanley**

KOTLER · PFOERTSCH

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WALDEMAR
PFOERTSCH

INGREDIENT BRANDING

Making
the Invisible
Visible

INGREDIENT BRANDING

Springer

Leading Ingredient Brands

Clothing: Gore-Tex, Lycra

Carpets: Stainmaster

Diet soft drinks (NutraSweet)

Cooking utensils (Teflon)

Bicycle gears (Shimano)

Sound systems (Dolby)

Computer chips (Intel)

Crystal components (Swarovski)



What Makes a Strong Brand?

- Strong brand = Product Benefits x Distinct Identity x Emotional Values
 - Peter Doyle, *Marketing Management & Strategy*, 1997
- Strong brand = Overt Benefit x Readiness to Believe x Dramatic Difference
 - Doug Hall of P&G and his Market Physics findings

Creating genuine customer value: Progressive Insurance

MyRate rewards lower risk drivers with lower rates.

“ I don’t drive a lot of miles, I’m a safe driver, and I’m not usually on the road late at night when accidents are most likely to happen. Since I’m less likely to be in an accident, shouldn’t I pay less for car insurance?”



Name Your Price lets customers customize their policy to fit their budget.

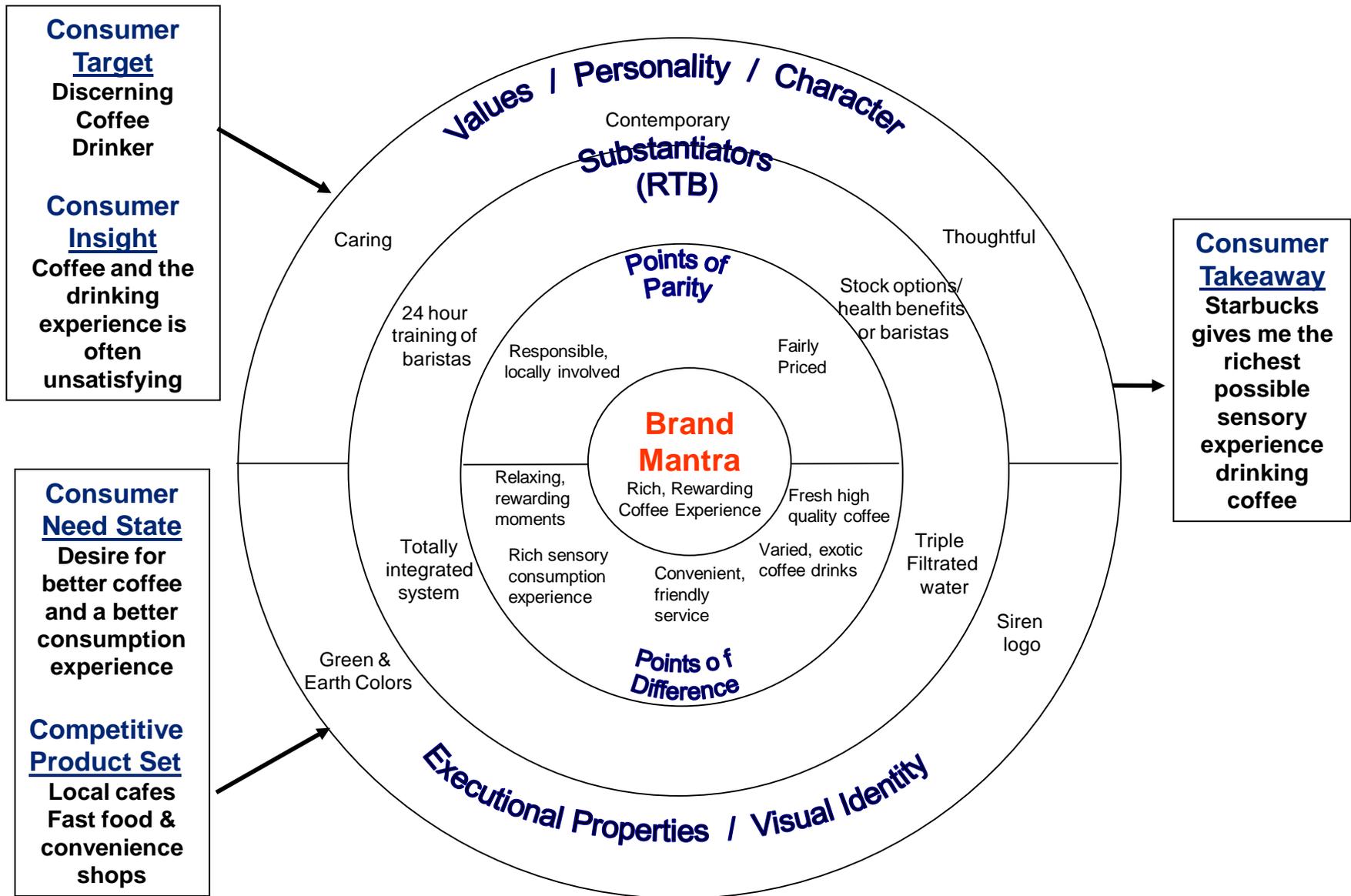
“ I want an easier way to see how I can meet my insurance needs at a great price.”



Build a Brand Community!

- Examples: *Harley Davidson, Saturn, Porsche, BMW, Apple user groups, Lexus owners, Barnes and Noble bookstores, The Body Shop, Ikea.*
- *Harley's Owner Groups:*
 - HOGs have 250,000 members divided into 800 chapters: VietNam vets, lesbians, born again Christians, Ladies on Harleys.
 - Tools include: Rallies, anniversaries, lectures on maintenance and safety, competitions, shows, internet sites.
 - The researchers describe Harley as “a religious icon around which an entire ideology of consumption is articulated.”

HYPOTHETICAL STARBUCKS BRAND POSITIONING BULLSEYE



Measure Your Brand Effectiveness

- Customer perceived value
- Customer satisfaction
- Customer repeat purchase
- Customer advocacy (NPS)
- Customer co-creation

Brand Management Organization

- Brand management has traditionally been entrusted to a brand manager. One criticism is that this leads to short-term planning and actions.
- Some companies are launching brand asset management teams (BAMTs) consisting of key representatives from major functions affecting the brand.
- The teams reports to a Brand Directors Committee which in turn reports to a Chief Branding Officer.

Ten Attributes of Strong Brands

- *The brand excels at delivering the benefits consumers truly desire.*
- *The brand stays relevant.*
- *The pricing strategy is based on consumer perceptions of value.*
- *The brand is properly positioned.*
- *The brand portfolio and hierarchy makes sense.*
- *The brand makes use of and coordinates a full repertoire of marketing activities to build equity*
- *The brand's managers understand what the brand means to consumers.*
- *The brand is given proper, sustained support.*
- *The company monitors sources of brand equity.*

Source: Adapted from Kevin Lane Keller, "The Brand Report Card," *Harvard Business Review* (January 1, 2000), pp. 147–57

Branding: A Summary

- **A strong brand image adds to the perception, preference and commercial value of a brand.**
- **A brand's image is the result of the brand's integrity, brand identity work, the monologues of sellers and the dialogues of its consumers.**
- **Companies are increasingly losing control in shaping their brand image.**
- **Even strong brands can lose their value over time by failing to innovate.**

To Win at Marketing...

- 1. Take advantage of turbulence.**
- 2. Go to where the growth is.**
- 3. Engage marketing to drive your future.**
- 4. Invite your customers and stakeholders to build your brand and co-create your future.**
- 5. Develop the social responsibility side of your business.**

“Within five years. If you’re in the same business you are in now, you’re going to be out of business.”

