

**ATCEN**  
**Communications**  
**on**  
*Branding*

## **Preface**

**This handy little book is written for the senior executive who knows that branding can improve a business. What you'll find here, makes the branding process simple to understand and easy for you to integrate your brand into all your marketing programs. This is more of a practical guide that stems from many years of experience and exposure to the booming world of branding. The information here is condensed and concise, providing you with what you need to know as an overview to the process of branding. The formula is clear and with it, you'll understand that branding is owning a single idea, inspiration or sensation in the mind or heart of your customer and client.**

# PEOPLE

## Recruitment

Organizational pride is the glue that keeps employees committed to their organization. Proud employees stay committed to their organizations even when their pay is low, they dislike their boss, they are skeptical about the current leadership, or the organization is performing poorly. For the branded developer, recruitment is a form of courtship.

- Companies must focus their collective efforts on developing their employer brand if they are to attract, engage and retain talent better than their competitors
- A successful employer brand program must be sponsored by the CEO or Managing Director and should demand a high level of visibility in the company's strategic plan.
- Employer branding should be viewed from the top as a 'whole of business strategy' for the management of people and managers at all levels must be engaged in the process.

***Case Study: A company that does not support its employee's professional development is far more likely to lose its best people. When Ben & Jerry's Homemade announced their "Yo, We Want You To be Our CEO", contest, those who didn't make it received an 8 ½" X 11" rejection letter (suitable for framing). Parts of the letter read "...it warms our hearts -and blows our minds-that someone of your high caliber would even consider a career with us..." The envelop also included a coupon for a free pint of Ben & Jerry's ice cream among others. Imagine. If this is how well they treat their rejected applicants, how well then do they treat their employees?***

## Development

Once the right people have been recruited, they will have to be developed in order generate value. Coaching and mentoring can be a useful tool in recruitment and retention. By addressing personal as well as professional development needs, the team feels valued and the management is clearly communicating its commitment to training and development. This will in turn transform into heart power which is the life source of your organization.

- Nurture a team of hands-on brand champions and incorporate both coaching and mentoring in its human resources development effort.
- Develop a sense of pride with each employee and use a variety of developmental tools to match personal and organizational needs better.
- Coaching and mentoring are actually cost-effective ways of making long-term changes in your organization's culture and operations.

**Case Study: Exxon Mobil is highly regarded within the energy industry for its investment in employees, and this investment is a company guiding principle: "The exceptional quality of our workforce is a valuable competitive edge. To build on this advantage we will strive to hire and retain the most qualified people available and maximize their opportunities for success through training and development." P&G is another company known for hiring employees right out of school, and developing them through progressive work assignments and training. It would be unusual for P&G to bring in external talent at other than junior levels, except in the rare case of an acquisition like Gillette, and almost unheard of to bring outsiders into senior executive positions.**

## Management

Once the development process is on the way via mentoring and coaching, the next thing would be to sustain this consistently and continuously. This must be carried out through leadership examples by the management. To bridge the management communication gap between business strategies initiated by top management and people and processes in the organization, branding can be used as a highly efficient tool.

- You must be the kind of leader who is able to sustain commitment to a brand. Branding is entrepreneurial and thus well connected with leadership.
- Inspire and motivate your team to “live the brand” since branding is an economical way to “reproduce” oneself, as an entrepreneur and also as a leader—an efficient and simpler way to lead.
- Branding proves to be a powerful management toolbox with tools such as Brand Code & Brand Motto and Brand Storytelling.

***Case Study: Working with disaster-affected communities in 99 countries, Catholic Relief Services (CRS) has implemented a holistic staff care program to support its 2,700 field-based employees. Operating comprehensively from point of recruitment to exit, this initiative has strengthened staff retention, employee engagement, and the overall ability of the organization to sustain a workforce in difficult and stressful environments.***

**IMAGE**

## Product – Customer Value

Although this typically refers to a physical product, it has been expanded to include services offered by a service organization. The specification of the product is one of the main variables that a company has at their control. For example, the product can include certain base materials, colors, features, etc. Product, in the broadest sense also includes the post-sales relationship; including customer service and any warranty.

- Optimizing the marketing mix is the primary responsibility of marketing. By offering a product or service using the right strategy, mix of the various P's, ROI (Return On Investment) and ROMO (Return On Marketing Objective), a good marketer can improve their results and marketing effectiveness.
- The first approach consists of quantitative and qualitative measurement approaches to understanding the consumer's or brand user's awareness, understanding, and relationship with the brand.
- The most common approach is to measure current brand perceptions, knowledge and understanding, then track changes over time. These changes are then related to the marketing communication programs conducted on behalf of the brand.

***Case Study: The BMW Ultimate Driving Experience is similarly all about the drive, but in a very different way that reflects its own brand. The focus is on engineering technology and design and on discovering the BMW's capabilities for high-performance driving. Customers are educated about performance cornering, under steering and over steering, and how to control a skid using the Dynamic Stability Control System. Some customers get to discover driving the BMW at top speeds on a closed course and learn how to stop hard with the proper use of the Anti-Lock Braking System.***

## Price – Cost To Customer

Have you heard of ‘Good Better Best’ pricing? It’s the idea that you should never just offer a product in one price range. You should offer 3 versions: the good, the better and the best. Marketing research has shown that, when confronted with 3 choices, consumers have a tendency to gravitate towards the ‘compromise’, or middle choice. They don’t want to settle for the good version, and they don’t want to splurge on the best version. So they select the better version.

- From a business management perspective, there really should be consistency (or at least firm logic) used in determining who gets a discount, in order that customers are treated with consistency.
- The price you charge for your product can be a door-opener, a word-of-mouth generator, a publicity-getter, or a loss-leader. It’s far too critical a weapon to leave entirely to the accountants.
- The bottom line is that you may be able to sell your product cheap, make less per item sold, but sell so many more units that you make more overall profit.

***Case Study: It might not be surprising to learn that retailers know all about this, and play off it masterfully. Wal-Mart in particular. You can draw people into the stores with a loss-leader, an item at a great price which gets the consumer’s attention. But when they get to the store, they discover that there are better products out there, for just a bit more money. And they tend to upgrade rather than buy the cheap version.***

## Promotion – Communication

Advocate For Yourself: That's Self Promotion. Promotion represents all of the communications that a marketer may insert into the marketplace. This can include TV, radio, and print advertising, as well as coupons, direct mail, billboards, and online advertising, as well as any one-time event marketing opportunities. Whatever form of promotion and communications you choose, it must encourage consumer uptake of the product or service. The channels selected must be those that reach the target audience(s).

- Promotions are activities such as advertising, personal selling, and sales promotion which communicate the merits of the product and persuade target customers to buy it. Promotion does not mean packing up your website with advertisements, banners, or links to other websites.
- Their best reference is a friend and with enough friends, they will create a buzz and significant exposure by word of mouth, the ultimate branding technique. Word of mouth centered on quality, not publicizing, prevails in the new business environment.
- The more credible a brand is, the more widely its reputation will spread. Google, like Kleenex and Xerox, has become so pervasive that the brand name is used as an ordinary word.

**Case Study:** *Despite emerging onto the scene later than others, Google has risen to outdo all of its competitors becoming what is now the most popular Internet search engine. Several people like the fact that Google offers a minimal homepage, which loads immediately without annoying advertisements. Lycos and AltaVista advertise heavily and load their homepage with flash. People seem to like Google more because of its simple and direct approach. As a result of Google's outstanding results it has compelled its dedicated users to inform everyone else about their remarkable search engine. Google's growth is proof of the power of viral marketing, without the need for massive advertising budgets.*

## Place - Convenience

Place represents the location where a product can be purchased. It is often referred to as the distribution channel. It can include any physical store as well as virtual stores on the Internet in other words, where the product (or service) is available. Placement should factor in the type of outlet (e.g. clinic, store, bar, pharmacy) but also the operating hours of such outlets. Can you get your product to your customer? You need to make sure it can get to your customer, and still make you money getting there.

- Placement under marketing mix involves all company activities that make the product available to the targeted customer
- Based on various factors such as sales, communications and contractual considerations, various ways of making products available to customers can be used.
- Similarly, placement analysis requires the knowledge of a company's distribution channels, for instance analysis of the fact that a company is involving any middleman or not.

***Case Study: Companies such as Ford, Ferrari, Toyota, and Nissan use specific dealers to make their products available, whereas companies such as Nestle involve a whole chain of wholesaler retailers to reach its customers. On a general note, while planning placement strategy under marketing mix analysis, companies consider six different channel decisions including choosing between direct access to customers or involving middlemen, choosing single or multiple channels of distributions, the length of the distribution channel, the types of intermediaries, the numbers of distributors, and which intermediary to use based on the quality and reputation***

# PROCESS

# Operations Management

The daily operations of an organization are crucial to ensuring that processes are carried out consistently and continuously. This is an area of business that is concerned with the production of goods and services, and involves the responsibility of ensuring that business operations are efficient and effective. It also is the management of resources and the distribution of goods and services to customers.

- Operations also refer to the production of goods and services, the set of value added activities that transform inputs into many outputs.
- These value-adding creative activities should be aligned with market opportunity for optimal enterprise performance.
- Operations management as focuses on the effective planning, scheduling, use and control of a manufacturing or service organization through the study of concepts from design engineering, industrial engineering, management information systems, quality management, production management, inventory management, accounting, and other functions as they affect the organization.

**Case Study: The case examines Tesco's 'Steering Wheel' which is Tesco's version of the Balanced Scorecard (BSC). The concept of BSC was developed by Dr. Robert Kaplan and Dr. David Norton in the early 1990s. BSC proposed that organizations should be mission-driven rather than finance-driven. BSC proposed to convert strategy into an integrated management system defined across finance, customer, internal processes, and learning & growth. The case discusses how Tesco developed the 'Steering Wheel' from the BSC and used it as a tool for strategic value creation and business transformation. The 'Steering Wheel' was used to communicate strategic goals and objectives across all the levels of the organization and to measure corporate performance.**

**The 'Steering Wheel' played a crucial role in transforming Tesco of the 1990s - then the third largest retailer in the UK, with not much of international presence - to the Tesco of 2007, which is among the top retailers in the world, and the #1 retailer in the UK with a market share of over 30% and operations in over a dozen countries across the world.**

## Quality Management

Quality management is not a recent phenomenon. Advanced civilizations that supported the arts and crafts allowed clients to choose goods meeting higher quality standards than normal goods. In societies where art and craft (and craftsmanship) were valued, one of the responsibilities of a master craftsman (and similarly for artists) was to lead their studio, train and supervise the work of their craftsmen and apprentices.

- Quality management is a method for ensuring that all the activities necessary to design, develop and implement a product or service are effective and efficient with respect to the system and its performance.
- Quality management is focused not only on product quality, but also the means to achieve it. Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality.
- Quality Management also means the ability to connect with others, identify best-practice approaches, and assess emerging trends by learning how other best-in-class organizations are excelling. If they can do it, you know you can.

***Case Study: Established in 1993, the Mojave Desert Air Quality Management District (MDAQMD) is one of 35 local air districts in the State of California responsible for regulating stationary sources of air pollution, and advocating a reduction in mobile emissions. When boxes full of files began taking over the MDAQMDs valuable workspaces, Clerk of the Board and Records Manager, assessed the situation and discovered that the agency's records management problems ran far deeper than crowded cubicles. Fire-safe filing cabinets were overflowing with paper, and off-site storage facilities were at maximum capacity. After evaluating several records management solutions, the MDAQMD selected Questys Document Management Software and Questys LegisStream, an electronic agenda management system.***

## Technology & System Management

Your staff's time can be used more productively when the need to answer the same questions and guide customers through the same processes over and over is eliminated. Productivity is fundamental to profit growth in wholesale distribution because employee compensation costs—salaries, commissions, and benefits—represent 60% to 70% of total operating expenses.

- Productivity-enhancing technology is an important hedging strategy against the negative demographic trends.
- Wholesaler-distributors will soon face the retirement of their most knowledgeable and seasoned employees, while simultaneously being forced to compete more aggressively for the next generation of managers.
- Innovation in wholesale distribution doesn't always require industry-leading strategy shifts. Sometimes, success just requires ongoing, incremental improvement to get better every day in every way.

*Case Study: With the aim of supporting staff to achieve high quality programming, Mercy Corps has developed its Digital Library providing all staff worldwide with immediate, 24-hour access to comprehensive programming and management information, practical tools and lessons learned. This innovative use of affordable technology has strengthened the organization's responsiveness and agility. Its success is captured by the words of an emergency team member "...having things all in one place not only helps our institutional memory but it really helps us move more quickly in the field."*

*Benco Dental is a third-generation dental distributor with about 20,000 active accounts. Chuck Cohen, Benco's President, also serves on the Board of the NAW Institute for Distribution Excellence, the non-profit foundation that sponsored the Facing the Forces of Change research.*

*Apparently, simply generating invoices, account statements, pick tickets, and the like was making Benco's computer system crawl. They put in a new "document management" system that sped up printing so much that the company virtually eliminated overtime costs!*