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The Brand Challenge: Adapting Branding to Sectorial Imperatives

Kartikeya Kompella

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Kartikeya Kompella : The Brand Challenge: Adapting Branding to Sectorial Imperatives before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Brand Challenge: Adapting Branding to Sectorial Imperatives:

1 of 1 people found the following review helpful. Key insights into different branding practicesBy John GibbsBrands operate in sectors, and each sector is a separate playing field, according to Kartikeya Kompella in this book. So, instead of trying to write a book on branding principles which are applicable to all industries, he assembled contributions from experts in a number of different sectors, to explain how branding in their sectors works. The 15 different sector experts who have contributed to the book include:bull; Al Ries, who writes about the importance of

brand focus; Allen Adamson, who writes about using a prototyping process rather than a traditional linear process for brand ideas; Jean-Noël Kapferer, who explains why luxury branding is quite different from other types of brand strategies; Jocelyne Daw, who writes about building a breakthrough non-profit brand; Jeremy Hildreth and J T Singh, who write about cities as brands; Sue Bridgewater, who writes about football club brands. As with most books written by multiple authors, there is quite a bit of variability in the quality and nature of content in different chapters. Nonetheless, the book does provide some really interesting insights into how and why branding practices are different in different industries and the importance of understanding a particular industry's context before attempting to devise and apply a brand strategy. 0 of 0 people found the following review helpful. EssentialBy DarrenIngram_dot_com Many people still think that branding is a universal broad-brush approach that forms part of the overall marketing experience. Unbelievably many even still teach that to the next-generation of industry-participants! The truth is a lot more complex and whilst there are some areas of commonality, so many things change over industry sectors and the agile brand marketer must be awake and alert, just like an experienced chess player, fine tuning their gameplay along the way. This book takes a series of 15 insightful essays from experienced industry participants and weaves it into an important reference source, looking at best practice, innovation and change whilst helping working practices from one area be transplanted sympathetically and powerfully to another. Essays include the importance of not losing your brand identity, changing the process of traditional brand delivery, luxury branding, the importance of branding even in B2B transactions, non-profit branding and even football clubs as brands! Diverse yet related commentary that is essential, sequential reading for anyone even remotely involved in the brand process. The book starts with a foreword that could be likened to throwing a large can of petrol on an open fire, destroying the once stone-hard mantra about product-centric branding, brand funnelling and matrixes. The world spins too fast for this, traditional boundaries and responsibilities are being blurred and even the power of brands can be questioned and strengthened through transparent interaction with customers. Exciting but possibly scary times if you are clinging to your old views and values and are resistant to change. This is not a book you will want to read in a few snatched minutes every here and there; if you do prepare to miss a few meetings and events as you will find it difficult to put it down. It feels like a broken vending machine, it just keeps dispensing product (knowledge) automatically chunk-chunk-chunk. It can actually feel overwhelming, as you have to often pause, mentally rewind and then continue. A detailed list of references can provide even further, detailed reading should you desire it. There should be an index although this was not included within this pre-publication copy. One hopes it is very detailed as a book of this nature really needs it for the times you are trying to remember where you read a certain point or theory and want to check it out a second time. Even if you are, or perceive that you are, sitting high up in the marketing and branding cloud, you would be well advised to consider reading this book as its highly-concentrated, thought-provoking read surely will yield nuggets of new, actionable information. It will also underline and focus your knowledge to date, assuming; of course; you have been updating your mental library as things change. For the rest of us, it can be just knowledge perfection: the literary equivalent of getting top-level experts in their field giving you a personal briefing at home. If you really don't feel that you get your money's worth out of this book then perhaps this industry is not for you. 0 of 0 people found the following review helpful. 15 branding experts weigh in By Andrew Everett The Brand Challenge consists of four general branding topics followed 11 sector-specific chapters, namely: luxury, retail, business-to-business (B2B), media, financial services, non-profits, fashion, hotels, cities, technology, and football (soccer). Each chapter is written by a different author. Al Ries writes about the importance of focus, highlighting Subaru of America. "In the early 1990s, Subaru was in serious trouble." The new president turned the company around by focusing on four-wheel drive, "even though four-wheel drive vehicles accounted for less than half of Subaru's sales"; In 2012, Subaru sold 336,441 in the United States, ahead of such brands as Chrysler, Mercedes, BMW, Mazda, Lexus, Buick, Acura, and Audi. "Ries also explains that visuals have more emotional impact than words. He recommends combining a visual hammer with verbal nail. Corona "importers had the brilliant idea of serving the beer with a slice of lime on top of the bottle. That was the brand's visual hammer that communicated the idea that Corona was the authentic Mexican beer"; Another effective visual hammer is Coca-Cola's "contour bottle"; It communicates the idea that Coca-Cola is the original; the real thing." Tony Allen writes about identity. "We recognize strong identities without needing confirmation of their logos." Examples include the pink newsprint of the Financial Times or brown UPS trucks. "Apple has patented the "diagnostic completion" sound its Mac computers make when booting up; The identity of Twitter is not its logo, it's the 140-character rule." Scent can be another facet of identity. "People can recall smells with 65 per cent accuracy after a year, while the visual recall of photos sinks to about 50 per cent after only three months." Subsequent chapters offer examples: "The cabin scent of Singapore Airlines is as distinctive as the logo on the head rest"; Starwood, for example, has instituted unique, pleasant aromas in each of its hotel brands, literally connecting with guests on a sensory level; Peter Fisk states, "A brand is fundamentally not about description, but enablement—what it does for people, rather than what it is. This is described in three components: rational, comparative, and emotional"; Coupons, loyalty cards, [and] mobile offers actually drive more promiscuous behavior, the opposite of what brands intend. They make choices more

rational, and less emotional. They commoditize rather than enhance brands. Everything that the customer experiences, hard and soft, real and perceived, is part of the brand. Jean-Noël Kapferer writes about the luxury market. Luxury represents more than products; it is the taste of the elite. The goal of the luxury strategy is to create incomparability. Their roots, history, heritage, tradition, art, know-how and creativity are too distinct to make any comparison meaningful. For example, Dom Perignon, launched in the late 1950s at the occasion of the coronation of Queen Elizabeth II. In the chapter on B2B, Michael Esopo and Simon Glynn write about authenticity. Consistency has been a mantra of branding. Are consistency and freshness in conflict? Not if we think in terms of consistent principles, values and behaviors; not simply about visual assets. This deeper consistency is what we refer to as authenticity. In the chapter on media brands, Walter S. McDowell addresses the topic of native advertising, the current euphemism for advertorials. He quotes Ben Kunz, vice president at media agency Mediassociates, who warns, "If publishers and marketers aren't careful, they are going to poison the well of digital ad communications by breaking customer trust." McDowell also notes some general branding insights. At the core of all brand management principles is the concept of differentiation. Perceived sameness is the antithesis for good branding. Considerable research addressing consumer-based branding theory has found that the most powerful and enduring brand associations are not based on utilitarian factors but rather on intangibles such as emotional satisfaction. The financial services chapter is by Mike Symes, who quotes customer experience consultant Frank Capek. Most banks compete on better sameness rather than true differentiation. Noted exceptions are Commerce Bancorp and Umpqua Bank. This chapter prompted me to read *Fans Not Customers* by Vernon W. Hill II, founder of Commerce Bancorp. Jocelyne Daw writes about nonprofit branding. A strong brand is more often than not a non-profit's most valuable asset. Identifying the brand's true purpose is the first step in building a breakthrough non-profit brand. Brand purpose answers the question "What do you stand for?" It goes beyond a static identity and describes the singular overarching idea that conveys why the organization exists and its reason for being. By discovering your authentic and differentiated purpose; what you do better than anyone else and how you deliver value and impact; you define your unique leadership position and set out your promise. This is transformational. An organization's unique brand purpose acts as its compass and driving force. Joseph H. Hancock, II writes, "For fashion branding, the storytelling process relies on a fashion company's ability to make an emotional connection through their brand to build target markets. A retailer, manufacturer or designer reaches their full potential when an emotional attachment to consumers is attained. Even the simplest fashion advertising reflects the basic framework of a story that includes: a message, conflict, characters, plot." Good storytelling for fashion brands makes the customer feel special. John Orsco;Neill writes about hotel brands. Branding is particularly critical in service industries such as the hotel business. Well-managed hotel brands tend to gain increasing market share. Brand extensions pose some risks. Holiday Inn executives appear to have discovered such a situation when they rolled out the Holiday Inn Crowne Plaza upscale hotel brand, which they later rebranded as simply Crowne Plaza. Conversely, if the brand extension is viewed negatively, it can adversely affect perceptions of the parent brand. Maintaining brand consistency among franchisees is another challenge. La Quinta Inn Suites was virtually a franchise-free brand in 2000, but by 2003, 25.8 per cent of its hotels were franchised. Unfortunately, such as growth strategy correlated with a decrease in guest satisfaction at La Quinta (-2.6 per cent) during the course of the study period. Jeremy Hildreth and J.T. Singh write about cities as brands. Cities are the ultimate word-of-mouth product. Remarkability is the force that summons the power of word-of-mouth. In *Conversational Capital*, Bertrand Cesvet, one of the geniuses behind the identity and marketing of Cirque du Soleil, explains: "Your reputation is the result of the relative proximity of who you are, who you say you are, and who people say you are. The closer these three are to one another; the more continuous and integrated; the more likely you are to enjoy great word of mouth." Rituals, activities, and special events can become inextricably linked with cities. The best special events for branding purposes are designed from the beginning to have a strong urban identity component: they are created in such a way that they couldn't really happen anywhere but in the host city. The technology chapter is written by Howard Breindel, Jonathan Paisner, and Seth Margolis. More often than not, technology brands almost always need to simplify and clarify. The pitfall for many technology companies is that they rely on techno-speak, forgetting that the business decision maker; the CMO or CFO, for example; may be confused or even turned off by a stew of jargon and acronym. Influencers can play a crucial role; peers, family members, products reviews, and bloggers. Considered decisions require brands that can withstand multiple layers of scrutiny. Often, this means that the brand must be supported by messages that are carefully mapped to different audiences: the user, the influencer, the partner, and so on. Sue Bridgewater writes about football brands. Successful brands inspire loyalty, and this loyalty is often based on emotional as well as rational value placed on brands by their customers. The emotional connection to a football brand may be to do with family loyalty, or local, geographic loyalty to a place of birth or family heritage. There is considerable evidence that fans feel the successes of their team to be their own success and feel good about themselves when the team win.

Psychology professor Robert Cialdini refers to this as "BIRGing or Basking in Reflected Glory";

The Brand Challenge provides a comprehensive and topical examination of the application of branding across a variety of sectors including luxury goods, finance and not-for-profit; it proves essential reading for anyone involved in branding decisions or wanting to know more about the branding process. Edited by leading brand analyst Kartikeya Kompella, The Brand Challenge explains the nuances of building brands in different industries with a chapter devoted to each to give the reader the most up-to-date understanding of how to apply brand theory. It contains original contributions from many of the world's leading brand experts who lift the veil on brand building in their specific sector. The book encourages readers to apply practices from one category to another to foster innovation in brands and successful brand building. Contributing Authors: Al Ries (focus), Tony Allen (identity), Peter Fisk (innovation), Allen Adamson (brand), Professor Jean-Noël Kapferer (luxury), Jesko Perrey (retail), Thomas Meyer (retail), Simon Glynn (B2B), Michael D'Esopo (B2B), Professor Walter McDowell (TV), Mike Symes (finance), Jocelyne Daw (non-profit), Professor Joseph Hancock (fashion), Professor John O'Neill (hospitality), Jeremy Hildreth (city), JT Singh (city), Howard Breindel (technology), Sue Bridgewater (football)

"A thoroughly comprehensive tour through the latest and best thinking in marketing and branding by our industry's thought leaders. Sharp, succinct and refreshing. A no-nonsense journey through what it takes to make the best brands." (Charles Cadell, President-Asia Pacific, McCann Worldgroup)"This book provides some really interesting insights into how and why branding practices are different in different industries and the importance of understanding a particular industry's context before attempting to devise and apply a brand strategy." (John Gibbs, Leading Business Books)"What this book understands so well is that marketing is a little like chess; there are a few hard and fast rules, but there are recurring patterns. To be able to spot a pattern in one place and then to apply it somewhere completely different is often the talent which separates the grand-masters from the rest." (RH Sutherland, Vice Chariman, Ogilvy Mather UK)"The Brand Challenge offers a kaleidoscopic view of the world of branding, inviting readers along on an exciting journey through brand management theory and practice in diverse industries. In doing so, it crystallizes the essential truths of branding at the same time that it uncovers the idiosyncrasies that defy them in particular product categories. A true celebration of the scope and complexity of branding, this edited book includes the experiences of seasoned veterans, as well as intriguing new voices in the field." (Jill Avery, Senior Lecturer, Harvard Business School)About the AuthorKartikeya Kompella (editor) is the author of Applying the Branding Iron and Building Brands, Building Meaning. He is also the editor of The Definitive Book of Branding. Kartikeya has written on branding for many websites and ran a column for five years on brandchannel.com.