

Linking brand strategy to experience

Nick Anson
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With you today



Nick Anson

Nick most recently lead Interbrand's strategy consulting team in Greater China, where he worked with clients to help grow their brands and business. He left because his boss was a prick and Nick is too old for that shit.

Before joining Interbrand, Nick was Asia-Pac Director of Strategy and M&A for the LIXIL Group, where he was responsible for regional strategy across the corporate and product brand portfolio (American Standard, Grohe, Haier, etc.) Nick led the largest M&A deal in sanitaryware history (\$4 bn).

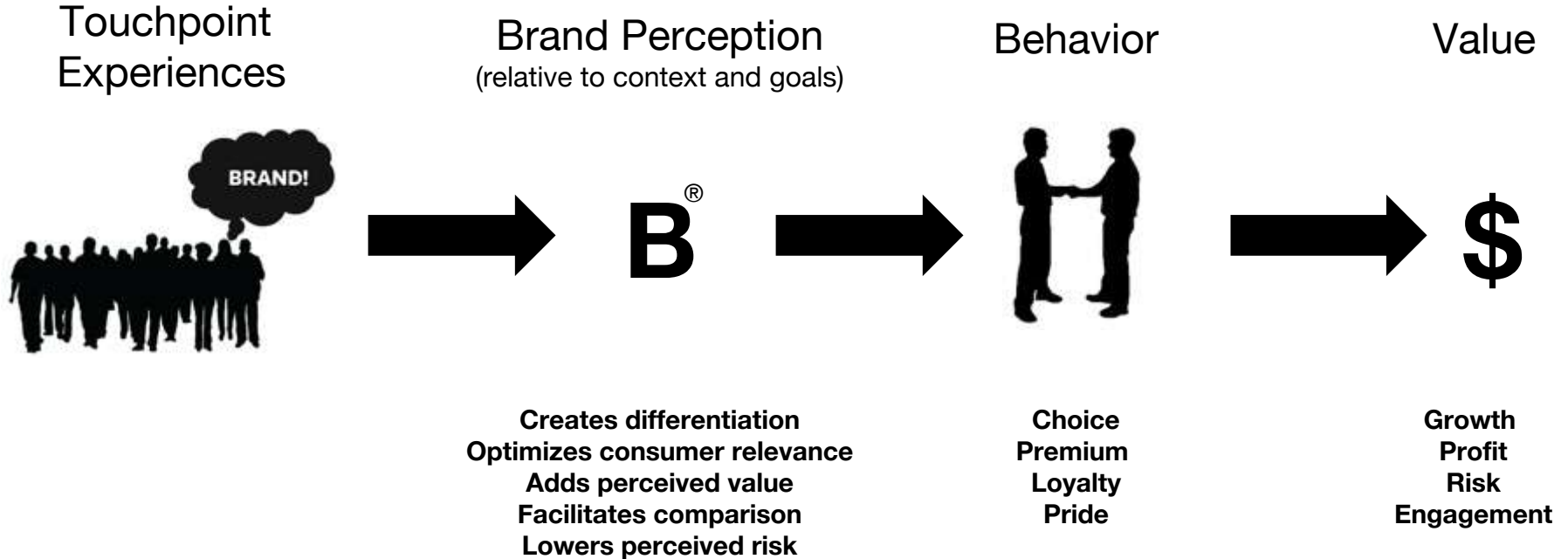
Prior to LIXIL, Nick spent ten years with PwC Strategy in China and the US advising clients on growth, market entry and M&A strategies.

Nick has developed strategies for clients such as: Alibaba, Huawei, SAIC, Didi Chuxing, ReachEV, Cheetah Mobile, MengNiu, Wrigley-Mars, Philips, Samsung, GE, GM, Ford, Daimler-Chrysler, Volkswagen, P&G, Bayer, Hilton Hotels, Migros, Tyson Foods, and AkzoNobel.

Nick, originally from Detroit, USA, has been based in China since 2003 and speaks fluent Mandarin. He graduated with undergraduate and graduate degrees in business from Michigan State University.

Last year, Nick ruptured his achilles tendon playing basketball and is no longer nearly as thin or fit as this picture.

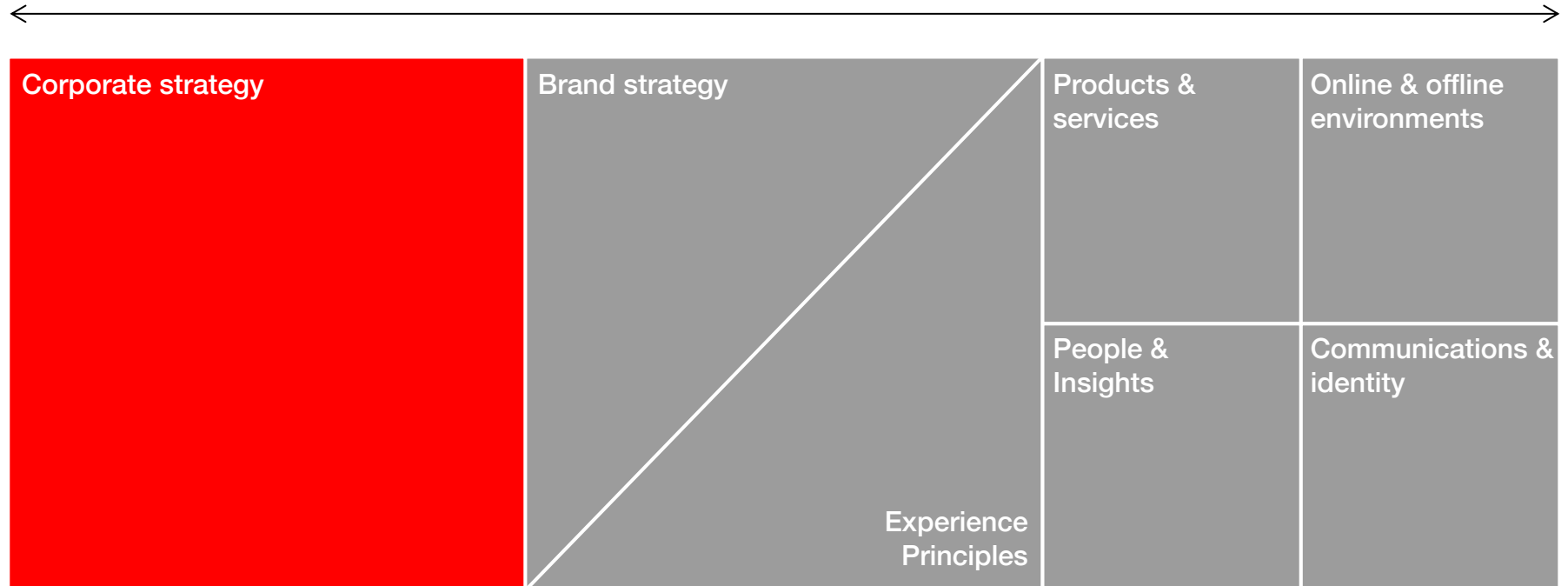
Preamble: 'brand as an asset' value chain



Corporate strategy is about choosing where to compete and how to operate. The goal is to participate in attractive markets and establish competitive advantage

The needs of the business

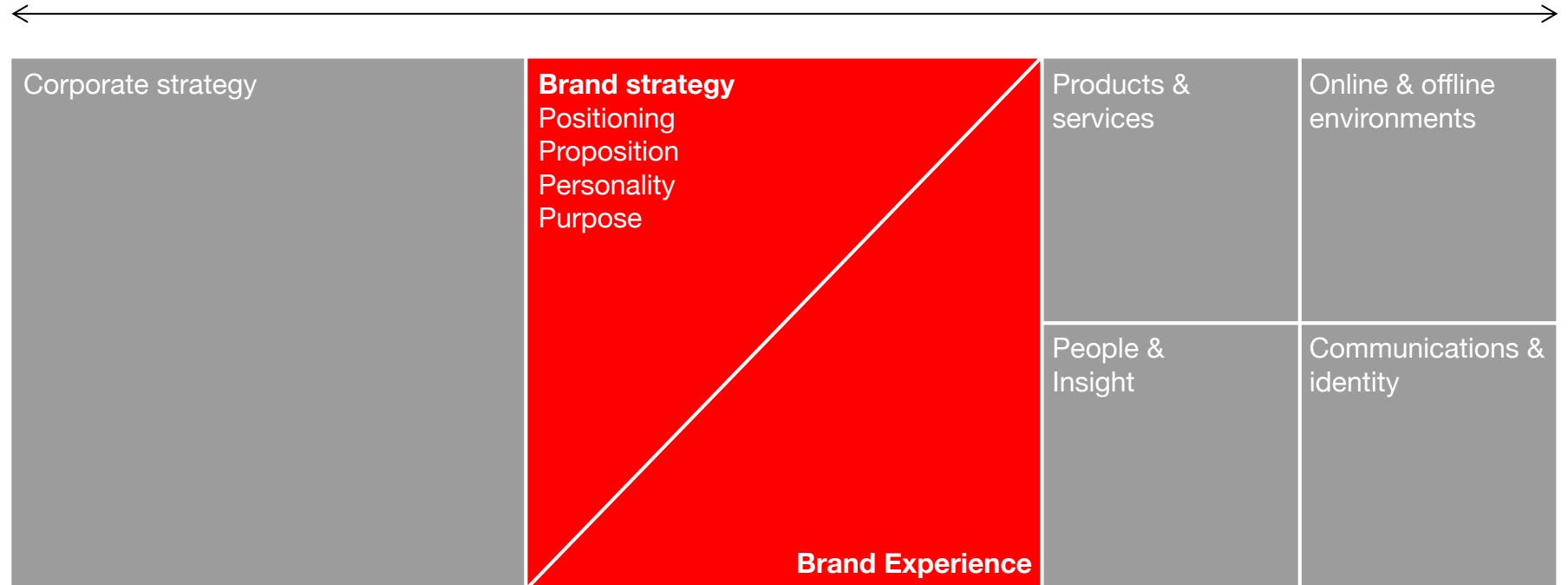
The needs of customers



Brand strategy is the bridge between these business decisions and how we want to be experienced throughout our touchpoint landscape – our ‘plan of attack’ on the value chain

The needs of the business

The needs of customers



At the heart of this is the brand promise; it guides and gives purpose to everything a brand does

The needs of the business

The needs of customers



So, how do we get there?

Methodology alert



Four factors at play

The **business** (what's viable)

The **brand** (what's credible)

The **customer** (what's desirable)

The **competition** (what's defensible)

The **brand** *experience*



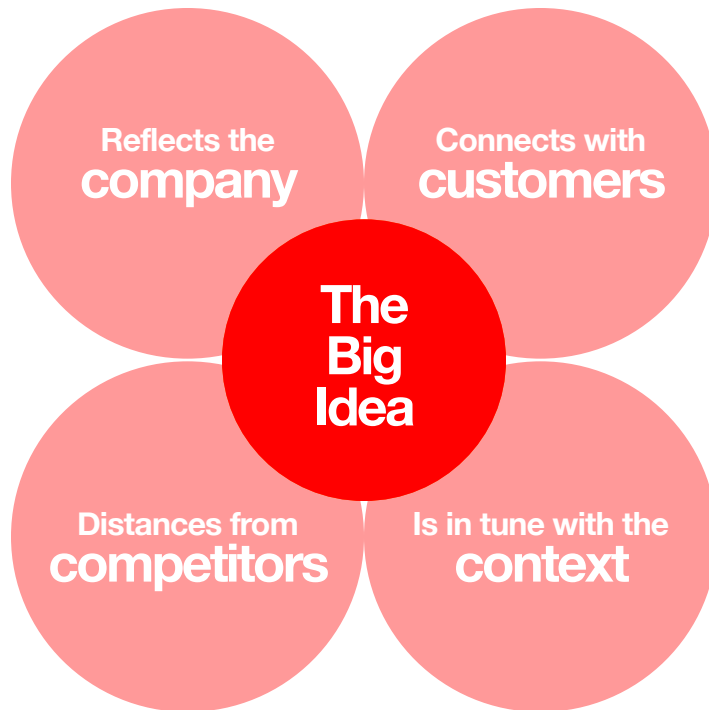
Driven by your brand's "big idea"

Where to begin...

Today

Business model
Company culture
Service design
Product design
Communication

Immediate/adjacent
Say & do
SWOT
Semiotics
Mapping



Customer journey
Rational needs
Emotional needs
Tension points
Competitor perceptions

Macro trends
Analyst view
Category trends
& counter-trends

Tomorrow

This framework will help you link your insights directly into how you define your brand...

Company



**What makes the
brand authentic?**

Context and Competitors



**What makes the
brand differentiated?**

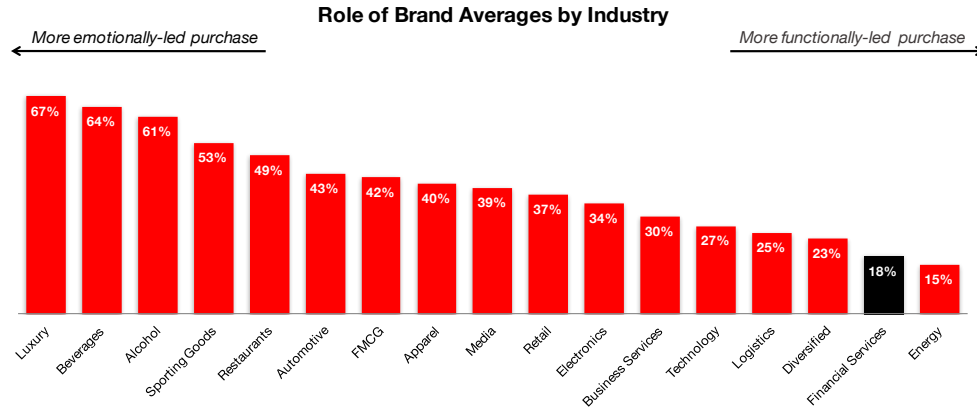
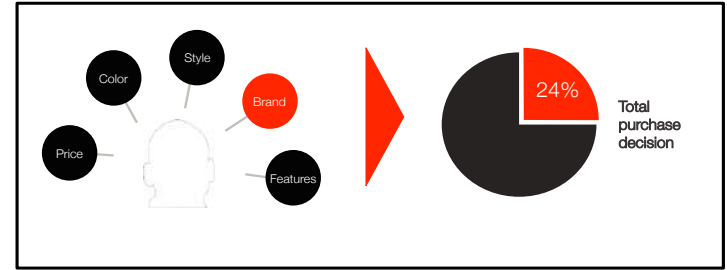
Consumer



**What makes the
brand relevant?**

Ultimately, we are seeking to understand what drives consumer choice, premium and loyalty – and then codify that in the brand

We know that brands drive choice not only across all industries, but also within industries



Source: Interbrand analysis with data sourced from Best Global Brands 2017

For instance, **this...**



Does not equal, **this...**



For startups and SMEs, begin with the consumer



理智
RATIONAL



“right size”“合适的尺寸”
“affordable”“合适的价格”
“nutritious”“营养丰富”
“convenient”“方便”
“filling”“饱足的”

情感
EMOTIONAL



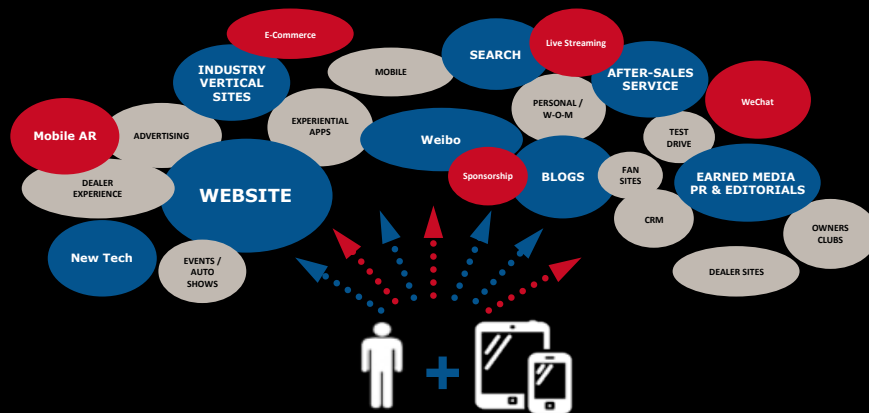
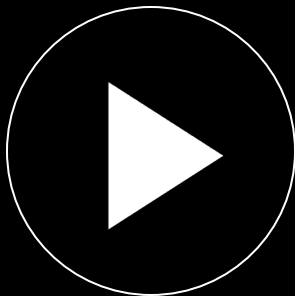
“traditional”“传统的”
“wholesome”“有益的”
“sustainable”“可持续的”
“fun”“有趣的”
“ethical”“符合道德的”

需求
PRIMAL

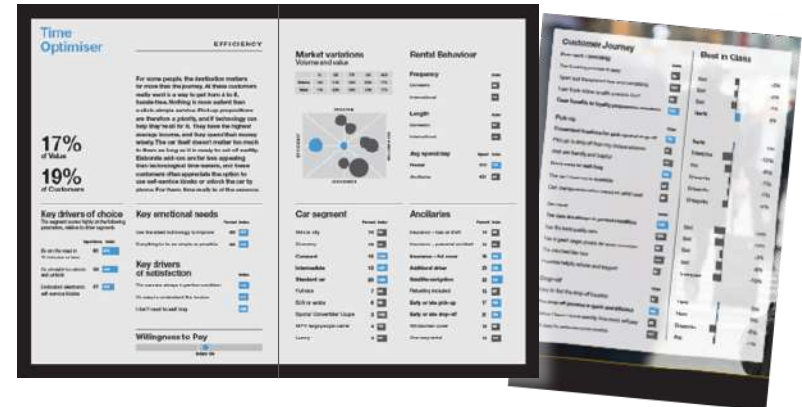


“sex”“性”
“power”“权力”
“independence”“独立”
“acceptance”“接受力”
“order”“秩序”

Understand their cultural and customer journey tension points



...and build toward a consumer needs and behaviors-based psychographic profile



Index

Low High

Segment		Attractiveness				Competitiveness			Brand fit						
		Value share	Share of population	Brand importance	Premium preference	Market shares	Utility scores	Overall satisfaction	Simplicity	Value for money	Efficiency	Recognition	Reward	Flexibility	Assurance
FREEDOM	Value explorer	xx%	xx%	xx	xx	xx	xxx	xx	xxx	xxx	xxx	xxx	xx	xx	xxx
	Savvy Explorer	xx%	x%	xxx	xxx	xx	xx	xx	xxx	xxx	xx	xxx	xxx	xxx	xxx
ASSURANCE	Deal Hunter	xx%	xx%	xx	xx	xx	Xx	98	121	103	110	110	97	103	110
RECOGNITION	Demanding Executive	xx%	xx%	xxx	xxx	xxx	xx	105	59	89	66	79	94	104	81
	Frequent loyalist	xx%	xx%	xxx	xxx	xxx	xxx	101	79	97	94	94	123	96	101
	Connected Comfort Seeker	xx%	x%	xxx	xxx	xx	xx	xxx	xx	xx	xx	xx	xx	xx	xx
EFFICIENCY	Time Optimiser	xx%	xx%	xx	xx	xxx	xxx	xxx	xxx	xx	xxx	xx	xxx	xx	xx

Trends and category semiotics
are helpful in identifying territories for
differentiation.

Be careful not to read too much
into trends though.

General consumer trends

Growth of the middle-class



Urbanization & Regional growth



Redefined social roles



Flight to quality



Individualism



Balancing health with development



Mobile-led retail disruption



Convenience



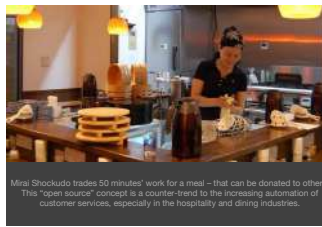
Category trends

Trend: brand as authority (alpha)

Counter-trend: brand as companion (beta)

Trend: extreme personalisation

Counter-trend: humanist, "authentic" responses



Semiotics and competitive territory mapping

Chinese auto brand semiotics

From: Future Civic Dream



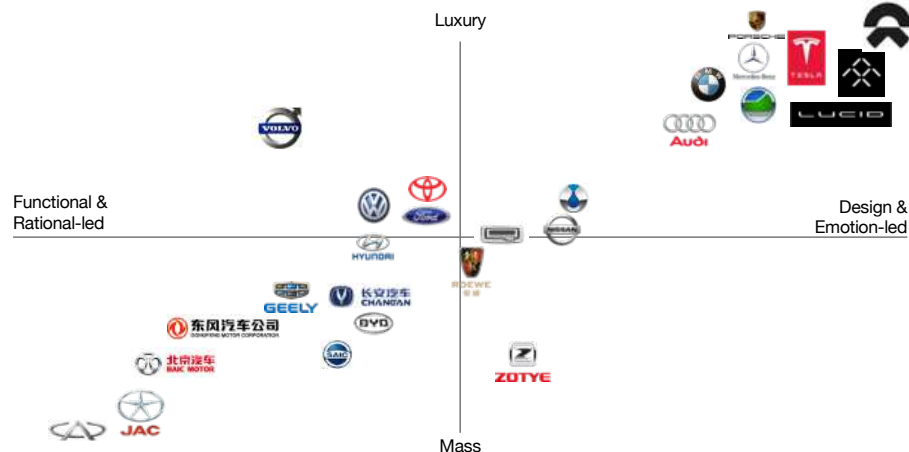
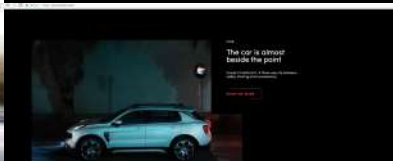
To: Future Domestic Dream



From: Speed (The road ahead)



To: Stillness (Static day/night encounter)



This opportunity analysis should put you on the path towards your ownable big idea



Organising the
world's
information



Moments of
connection



A better
everyday life



The spirit of
competition



Constructive
play



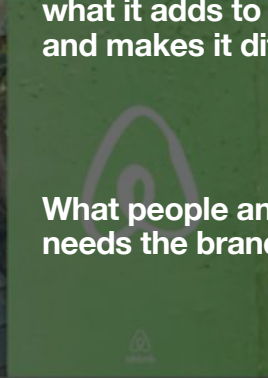
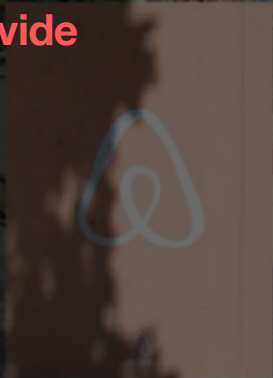
Refresh the
world

Based on your idea and your 4C analysis, build out this simple sequential storyline

Because



We provide



For

In short:

Why the brand exists
in the first place

The kind of brand this is,
what it adds to the market
and makes it different

What people and unmet
needs the brand addresses

AN OVERALL SHORTHAND
FOR THE PROMISE



PURPOSE

To create a world
where home can be
anywhere



POSITIONING

The stay local social network hotel:
local hosts, unique places,
effortless booking, transparent
ratings, at any price point



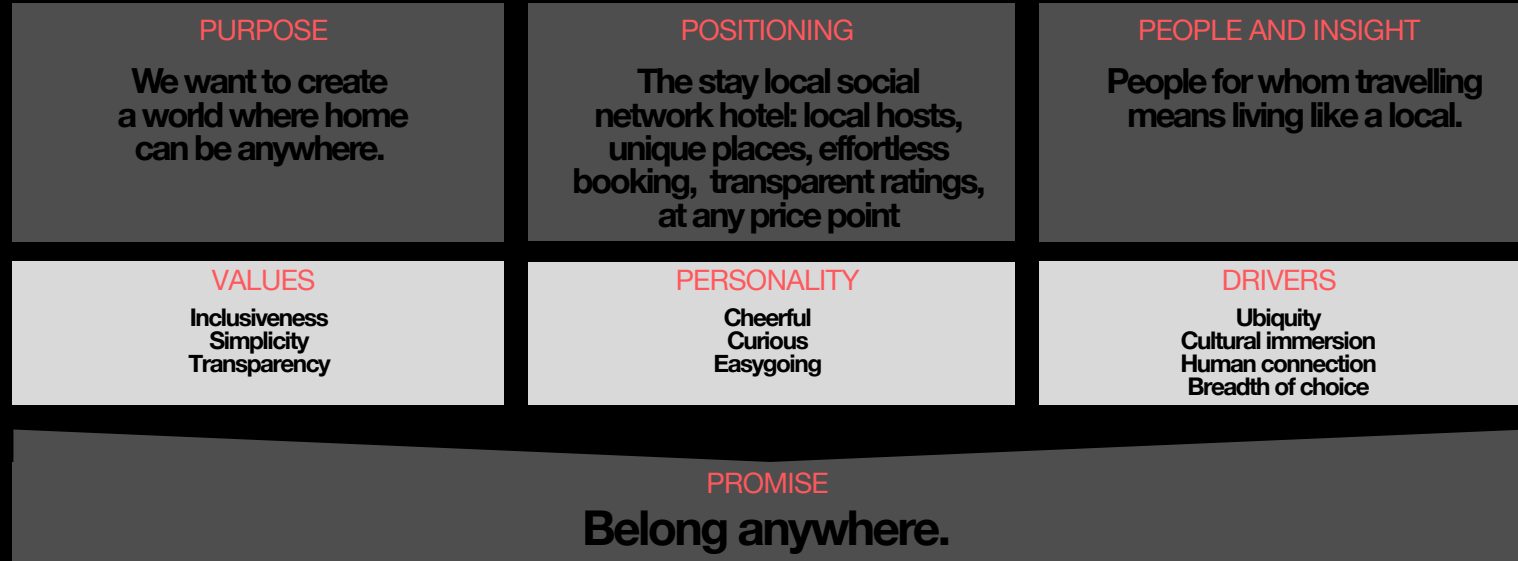
PEOPLE AND INSIGHT

People for whom authentic
travelling means living like a
local

PROMISE

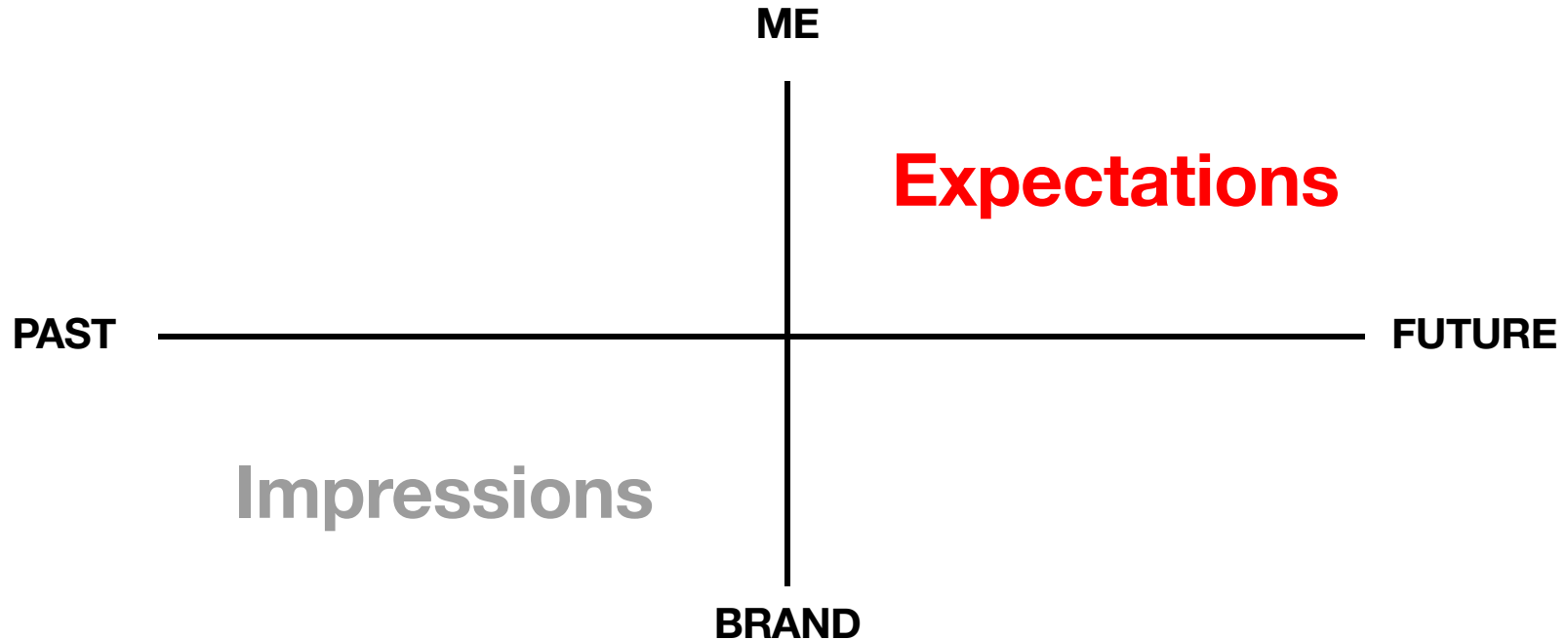
Belong Anywhere.

Secondary elements - Values, Personality, and Drivers - help us further define how we want our brand to be understood



A brand is the promise of an experience

Consumer expectations of that experience work in past, present and future



**So how do we get
from a
definition...**

**... to creating
unique, relevant,
and engaging
brand
experiences**

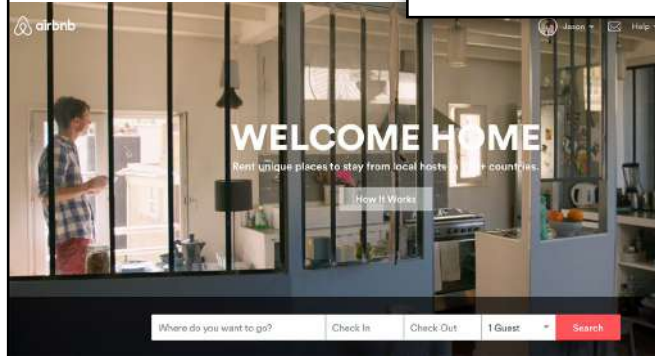
PRODUCTS AND SERVICES



PEOPLE AND BEHAVIOURS



Belong Anywhere



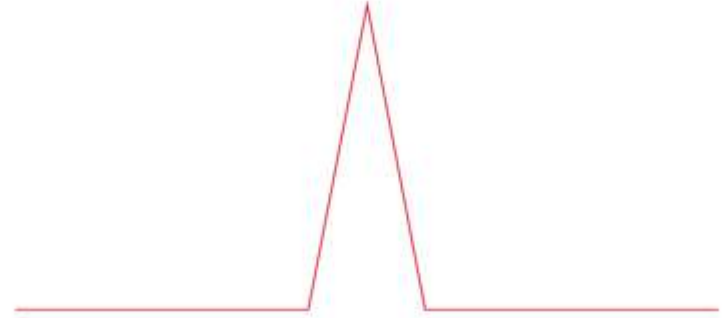
ENVIRONMENTS AND CHANNELS

COMMUNICATIONS

Moments



Impression



**Experience
Principles**

**Signature
Touchpoints**

Experience Principles

inform the evolution or creation of branded interactions and touchpoints, ultimately defining the desired responses in people who experience the brand.

By adopting
this Principle:

CONNECT ME TO LOCAL
PEOPLE I CAN TRUST

WELCOME ME LIKE
THE HOST OF ...

IMMERSE ME IN
EVERYTHING LOCAL

REASURE AND INFORM
ME AS I EXPLORE

Touchpoints
will have certain
attributes:

Enable interactions and connections
with real individuals

Invited into countless distinctly local
experiences through empowered hosts

Create easily understandable conversations
through visual, verbal storytelling

Enable fully informed decisions
through clear sources and media

That will make
travellers feel
something specific.

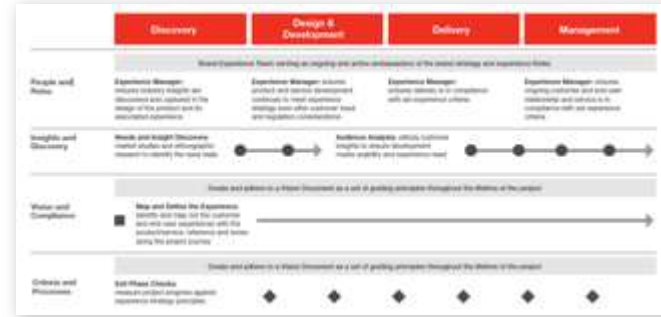
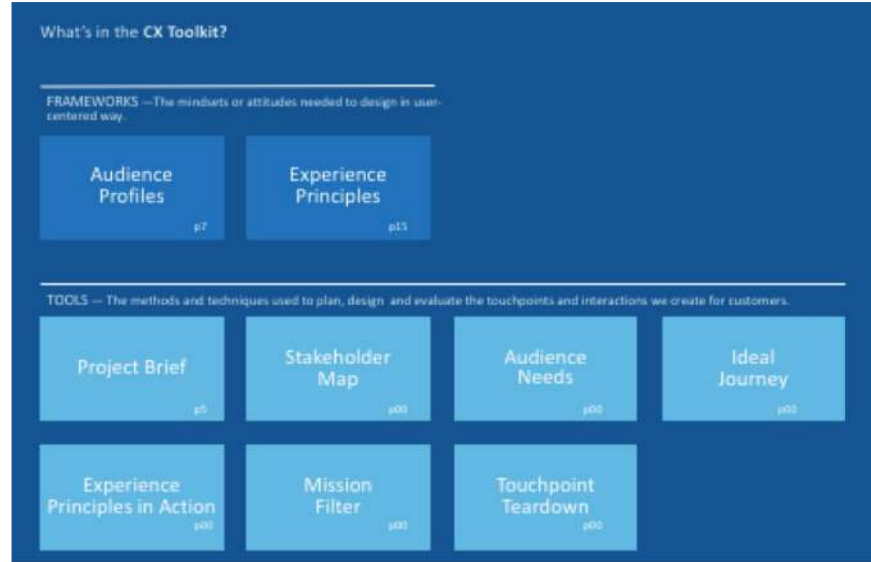
**Part of a trusted community
with shared values**

**Welcome, comfortable
and engaged**

**Confident that reality will
align to their expectations**

**They are exploring and living local,
not just visiting and seeing**

We can further codify the brand into the experience through toolkits and processes which both internal and external stakeholders can continuously leverage



Bringing it all together



PURPOSE

We want to create
a world where home
can be anywhere.

POSITIONING

The stay local social
network hotel: local hosts,
unique places, effortless
booking, transparent ratings,
at any price point

PEOPLE AND INSIGHT

People for whom travelling
means living like a local.

VALUES

Inclusiveness
Simplicity
Transparency

PERSONALITY

Cheerful
Curious
Easygoing

DRIVERS

Ubiquity
Cultural immersion
Human connection
Breadth of choice

PROMISE

Belong anywhere.

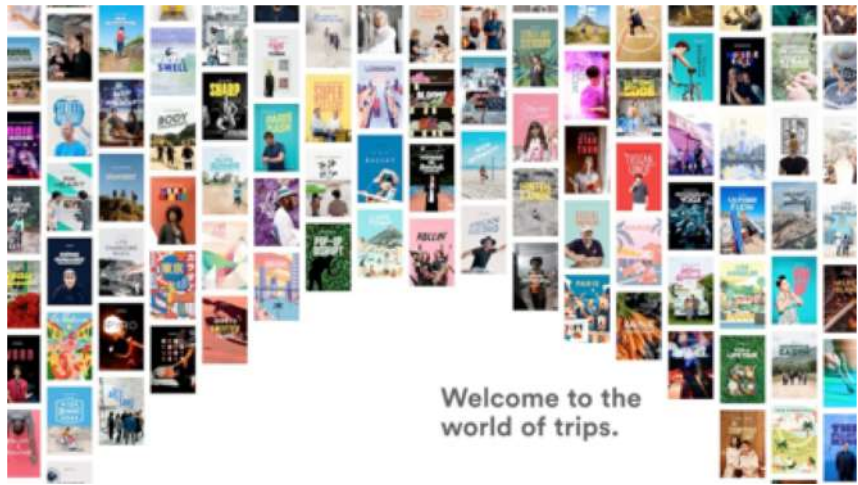
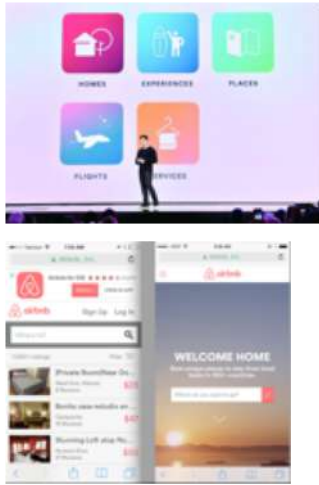
EXPERIENCE PRINCIPLES

CONNECT ME
Making me **feel** part of
a community I can trust
that has shared values

INFORM ME
Making me **feel** confident
about my expectations

WELCOME ME
Making me **feel**
welcome, at home
and comfortable

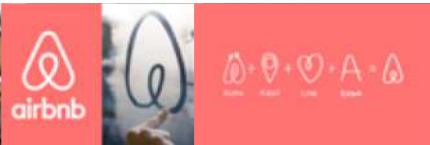
IMMERSE ME
Making me **feel** I am
exploring and living, not
just visiting and seeing



Welcome to the
world of trips.



New HQ
Dublin



New
CX center
Portland

Signature Touchpoints

are purposefully built into the customer journey to create value-creating impressions of the brand experience.

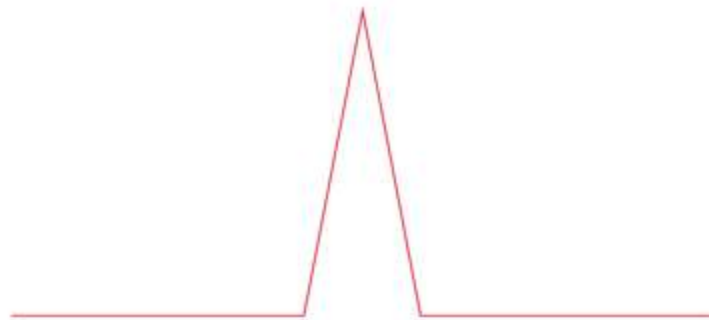




Moments



Impression



Once again, deeply understand the customer journey...

Expectation

New



Aware



Regular



Loyal Fan

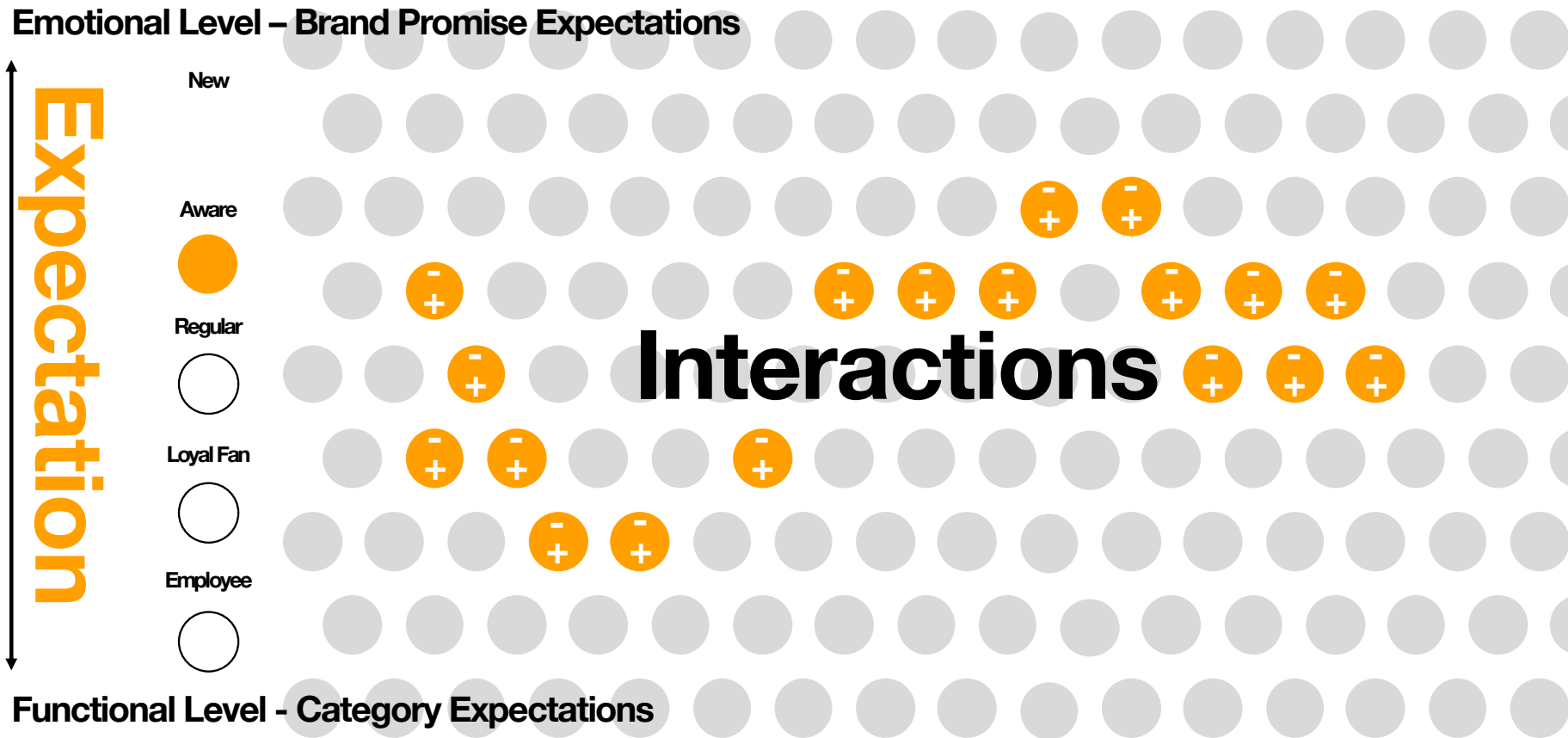


Employee



Interactions

...and the pain points



During the process, try to dispense of the brand owner view...

Products & Services

People & Behaviors

Environments & Channels

Communications

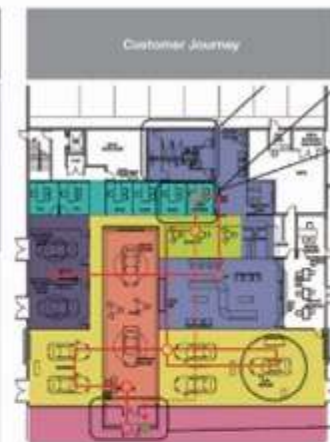
...and adopt the customer view



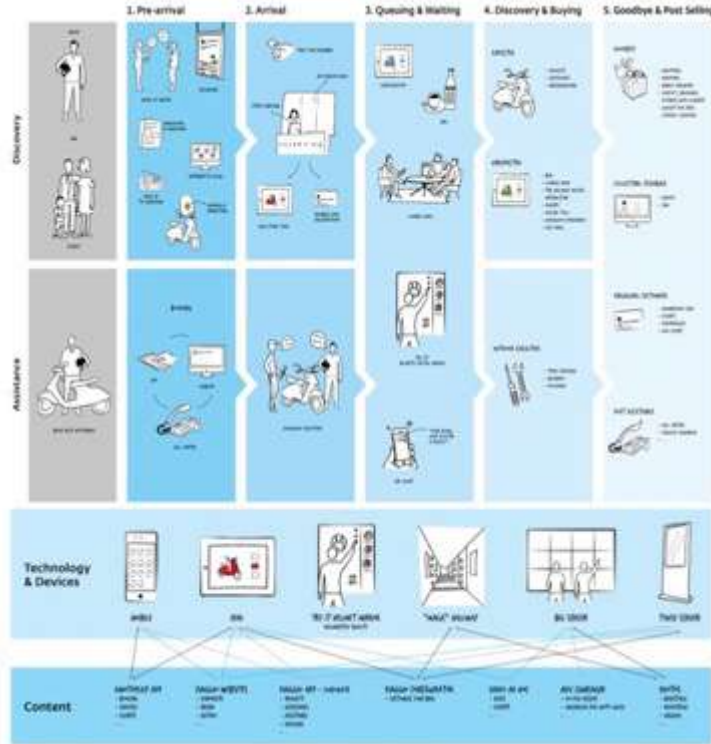
Customer journeys need are neither linear nor homogenous

You must analyze them all

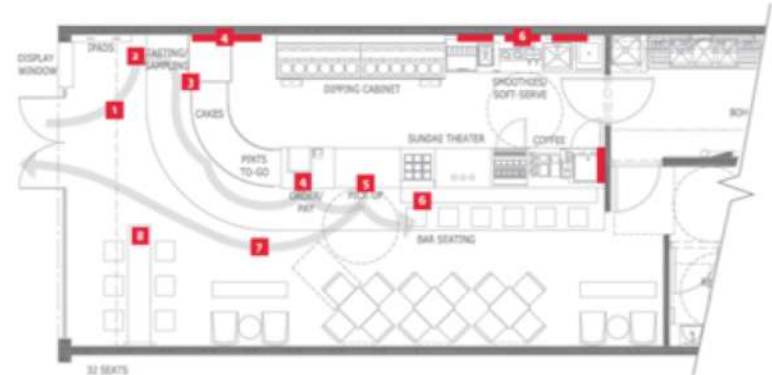
Customer Journey	Home	Arrival				Greeting				Empower				Connecting	Test Drive	Personalization	Test Result	Home	Greeting				Waiting				Delivery	Home
Customer Experience	Home	Arrival	Arrival	Arrival	Arrival	Greeting	Greeting	Greeting	Greeting	Empower	Empower	Empower	Empower	Connecting	Test Drive	Personalization	Test Result	Home	Greeting	Greeting	Greeting	Greeting	Waiting	Waiting	Waiting	Waiting	Delivery	Home
Facility Touchpoints																												
Customer Handoff																												
Reference																												



Defining the signature touchpoints is about finding ownable/defendable interactions with significant value to both the consumer and business – and applying the principles creatively



- The entrance welcomes guests to a clear view of the enhanced ice cream display and places them in front of the brand wall
- iPad order stations allow guests to build their order or just explore the offers without holding up the line
- Browsing and tasting happen along an elegant curved case that consolidates options into one general area
- The order point has a clear view to the dipping cases on the back wall and the flavor showcase above the sample station
- The pick-up area provides a surface to gather condiments and larger orders, enabling faster throughput for the POS
- Guests can either wait for their order or sit at the bar which provides a view to both the "Sundae Theater" and media on the back bar wall
- Guests have adequate circulation to return through the dining room to stay and enjoy or exit
- A diverse range of seating options accommodates large or small groups as well as formal and casual occasions



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THANKS!