

Martin Roll



MARTIN ROLL BUSINESS & BRAND STRATEGIST

BRAND GLOSSARY

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BRAND

A brand is a name, term, sign, symbol, association, trademark or design which is intended to identify the products or services of one provider or group of providers, and to differentiate them from those of competitors. A brand has functional and emotional elements which create a relationship between customers and the product or service.

BRAND ATTRIBUTES

Brand attributes are the functional and emotional associations which are assigned to a brand by its customers and prospects. Brand attributes can be either negative or positive, and can have different degrees of relevance and importance to different customer segments, markets and cultures. Brand attributes are the basic elements for establishing a brand identity.

BRAND AUDIT

A brand audit is a comprehensive and systematic examination of a brand involving activities (both tangible and intangible) to assess the health of the brand, uncover its sources of equity and suggest ways to improve and leverage that equity. The brand audit requires the understanding of brand equity sources from the perspective of both the firm and the consumer.

BRAND AWARENESS

Brand awareness is a common measure of marketing communications effectiveness. Brand awareness is measured as the proportion of target customers which has prior knowledge of the brand. It is measured by two distinct measures; brand recognition and brand recall. Brand recognition is the customers' ability to confirm prior exposure/knowledge of a brand when shown or asked explicitly about the brand (also referred to as aided or prompted awareness). Brand recall is the customers' ability to retrieve a brand from memory when given the product category but not mentioning of the brand (also referred to as spontaneous or unaided awareness).

BRAND CHAMPION

Brand champions are internal and external story tellers who spread the brand vision, brand values and cultivate the brand in an organisation. Every organisation needs committed and passionate brand champions. The more employees the organisation can turn into brand champions, the better will it be equipped to build and maintain strong brand equity. Singapore Airlines, L'Oreal, Harley Davidson, Nike, Google and LEGO are well-known examples of companies which benefit tremendously from their employees being strong and dedicated brand champions.

BRAND CULTURE

Strong brands are managed by organisations characterized by their strong internal brand cultures. A strong brand culture is determined by the internal attitudes towards branding, management behaviour and practices of an organisation. These combined efforts are crucial to build and maintain strong brand equity through competitive advantages from branding. The most prominent person to lead these efforts is the CEO and the senior management team.

BRAND EQUITY

The brand equity concept stresses the importance of a brand in marketing strategies, and has become a leading indicator in measuring the strength and value of a brand. Brand equity is defined in terms of the marketing effects uniquely attributable to the brand. Brand equity relates to the fact that different outcomes result in the marketing of a product or service because of its brand name, as compared to if the same product or service did not have that name. Brand equity can be measured across different dimensions like brand awareness, brand loyalty, perceived quality, brand associations etc.

BRAND EQUITY STRATEGY

An organisation wants to build and maintain strong brand equity for the respective brands in their portfolio including the corporate brand. The brand equity strategy serves as a guide for these marketing efforts and illustrates the plans and tactics needed to meet the brand objectives.

BRAND ESSENCE

The brand essence is an articulation of the “heart and soul” of the brand. A brand essence is typical three to five short word phrases that capture the core essence or spirit of the brand positioning and the values characterizing the brand. The brand essence is the description which defines a brand and the guiding vision of the brand.

BRANDING EXCELLENCE

Branding Excellence is both an indicator of brand strength and a unique measure of the brand leadership capabilities of an organisation. Strong brands create profitable businesses, and organisations must seek to obtain branding Excellence to benefit and leverage fully from branding. A strong brand is characterized by a unique brand promise, and an outstanding brand delivery, and branding excellence measures this balance and the outcome including guidance on how to improve. Branding Excellence measures and describes how brand leadership internally in a corporation can add significant value in terms of brand strength and brand value.

BRAND EXPANSION

The exposure of a brand to a broader target customer market, geographic market, or distribution channels.

BRAND EXTENSION

The application of a brand beyond its initial range of products, or outside of its category. This becomes possible when the brand image and attributes have contributed to a perception with the

consumer/user where the brand and not the product is the decision driver.

BRAND GUIDELINES

Brand guidelines are internal tools available in an organisation to educate, reinforce and motivate all involved in building and maintaining strong brands. Brand guidelines are crucial in establishing and enhancing a strong and dedicated brand culture. The brand guidelines can take various forms and methods, and could consist of brand vision, brand identity, brand strategy guidelines, a short description of the brand, brand values, brand positioning, positioning guidelines, communication tips, writing style guidelines, design style guidelines, and company-wide contact details to obtain more information from central brand management.

BRAND IDENTITY

A unique set of functional and mental associations the brand aspires to create or maintain. These associations represent what the brand should ideally stand for in the minds of customers, and imply a potential promise to customers. It is important to keep in mind that the brand identity refers to the strategic goal for a brand while the brand image is what currently resides in the minds of consumers.

BRAND IMAGE

A unique set of associations within the minds of target customers which represent what the brand currently stands for and implies the current promise to customers. The brand image is what is currently in the minds of consumers, whereas brand identity is aspirational from the brand owners' point of view.

BRAND LOYALTY

Brand loyalty is the strength of preference for a brand compared to other similar available brand options. It is measured through a range of different dimensions e.g. repeat purchase behavior, price sensitivity.

BRAND MANAGEMENT

Brand management is the process of managing an organisation's brand or portfolio of brands in order to maintain and increase long-term brand equity and financial value. Brand management is applied by the person or group responsible for designing brand identities, aligning them for maximum effectiveness, ensuring that they are not compromised by tactical actions, evaluating effectiveness of brand communication programs, valuing financial brand value, and designing appropriate brand crisis management plans among many other strategic and tactical tasks.

BRAND MAPPING

Brand mapping is a research technique to identify and visualize the core positioning of a brand compared to competing brands on various dimensions.

BRAND PERSONALITY

The brand personality is the brand image or brand identity expressed in terms of human characteristics. The brand personality must ideally include distinguishing and identifiable characteristics which offer consistent, enduring and predictable messages and mental perceptions.

BRAND POSITIONING

Brand positioning is the "market space" a brand is perceived to occupy in the mind of the target audience. All strong marketing communications programs need to focus on only few messages to achieve better impact in an increasingly noisy environment. The brand positioning is the part of the brand identity that management decides to actively communicate to the market.

BRAND POSITIONING STATEMENT

A brand positioning statement describes the "mental space" a brand should occupy in the minds of

a target audience. It serves as an internal document which guides most of a company's marketing communications strategies, programs and tactics. The brand positioning statement focuses on the elements and associations which meaningfully set a brand apart from the competition. It is typically constructed in the following format: "To (target market), Brand X is the brand of (frame of reference) that (point of difference) because (reasons).

BRAND POWER

A measure of the ability of the brand to dominate its product category.

BRAND RECALL

Brand recall is the customers' ability to retrieve a brand from memory when given the product category but not mentioning of the brand (also referred to as spontaneous or unaided awareness).

BRAND RECOGNITION

Brand recognition is the customers' ability to confirm prior exposure/knowledge of a brand when shown or asked explicitly about the brand (also referred to as aided or prompted awareness).

BRAND RELEVANCE

Brand relevance is the alignment of a brand, its brand attributes, brand identity and brand personality with the primary needs and wants of the target audience.

BRAND REVITALISATION

Brand revitalization of a fading brand or a portfolio of brands is sometimes necessary for an organisation. Changes in the marketing environment, competitors' strategies, consumer behaviour, evolutions of cultures and many other factors can lead to erosion of the brand equity over time. A brand revitalization program is involving strategies

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to recapture lost sources of brand equity and ways to identify and establishing new sources of brand equity for the brand or the brand portfolio.

BRAND SLOGAN/ BRAND TAGLINE

An easily and recognisable and memorable phrase which often accompanies a brand name in marketing communications programs. The brand slogan and tagline helps customers to remember the brand and reinforces mental associations. Consistent and well-known examples are Nike “Just do it”, HSBC “The world’s local bank”, HP “Invent”, and Singapore Airlines “A Great Way to Fly”.

BRAND STRATEGY

The ‘big picture’ plans and tactics deployed by an organisation/brand owner to create long-term brand equity and competitive advantages from branding.

BRAND TRIBE

The modern consumer is buying experiences rather than commodities hence the importance of branding in many product and service categories. Therefore, the consumer decision process involves brand attributes and brand associations, which are largely image driven, intangible and symbolic. The group as a social institution serves as an important part of these consumer decisions as the importance and strengths of intangible brand attributes and brand values are related to how these factors are perceived and ranked in a group or clusters of groups of which the consumer is part of. A brand tribe is a formal or informal group of consumers whom share the same awareness, passion and loyalty for a brand or a portfolio of brands. Brand tribes can be identified as strong drivers of brand strengths for many international brands like LEGO, Bang & Olufsen, Nike, Giorgio Armani, Banyan Tree Hotels and Resorts, Singapore Airlines, Timberland and many other unique brands.

BRAND VALUE

Brand value is the financial premium derived from loyal target audiences committed to a brand and willing to pay extra for the brand as compared to a generic product or service in the same category. The brand value can be calculated in financial terms and demonstrates the value of the brand or a portfolio of brands as part of a corporation’s intangible assets. The valuation of brands is important for several reasons. Shareholders and advisors can assess the financial value of their corporate brand, an individual brand or a portfolio of brands. Management teams can benefit from the brand value as a useful tool for measuring performance, for taxation purposes, in an event of an acquisition or disposal. Financiers can use the brand value when assessing the borrowing capacity of a company when arranging funding facilities. An increasing number of lending institutions recognize the value of intangible assets such as brands as collateral for loans.

BRAND VALUE PROPOSITION

The functional, emotional, and self-expressive benefits delivered by the brand that combined provide value to the customer. The brand value propositions provide the rationale (tangible and intangible dimensions and associations) for making one brand choice over other available brand choices.

ASIAN BRAND STRATEGY

Towards 2020, a rapid changing landscape will emerge in Asia where the opportunities for Asian companies to benefit from international branding efforts will be larger than ever before. The growing emphasis on shareholder value and brand strategy to drive value will move up the boardroom agenda and become one of the most prominent drivers of value in Asia Pacific.

Asian Brand Strategy offers insights, knowledge and perspectives on Asian brands and branding as a strategic tool and provides a comprehensive framework for understanding Asian branding strategies and Asian brands, including success stories and challenges for future growth and strengths. The book includes theoretical frameworks and models and up-to-date case studies on Asian brands, and it is a must-read for Asian and Western business leaders as well as anyone interested in the most exciting region of the world.

The book presents the Asian Brand Leadership model illustrating the paradigm shift Asian brands need to undertake to unleash their potential.

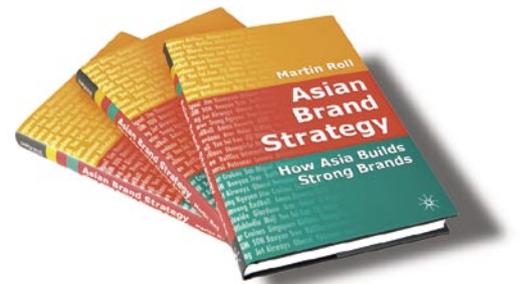
First, mindsets and practices need to change in the Asian boardroom. The book invites a complete shift in the way Asian boardrooms think of branding: from a tactical view to a long-term, strategic perspective, from fragmented marketing activities to totally aligned branding activities, from a vision of branding as the sole responsibility of marketing managers to branding as the most essential function of the firm led by the boardroom.

Second, this new perspective must be steeped into a more acute perspective on the consumer behavior patterns. Asia is not a homogenous entity. Even more importantly, Asian countries are more and more traversed by cultural flows permeating the region: cinema, music and fashion trends that are present extend beyond national borders to capture the imagination of millions. Branding and brands do not operate in vacuum, but are closely linked to developments in society, to people and to cultures.

Third, managers wanting to succeed in Asia need to abandon the idea of an oriental Asia of the past. Asian consumers are all vying for an Asian type of modernity that has nothing to do with colonial imagery.

Fourth, to create iconic brands, Asian managers will have to become trendsetters. The perspective developed in this book is that, in order to be successful, Asian brands need to capture the spirit of the region, but they also need to lead the way by creating that spirit.

Finally, this shift can be achieved only if everybody in the company is convinced by the power of branding and if all strategies and actions are aligned around the brand. This must be led by the Asian boardroom.



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ASIAN BRAND STRATEGY ENDORSEMENTS

"Building successful global brands is - and will be - critical for the rapidly increasing number of Asian champions on the global stage. Martin Roll provides a compelling and practical roadmap on how to do this based on his extensive experience advising Asian corporations."

Dominic Barton

Worldwide Managing Director,
McKinsey & Company

"Martin Roll's Asian Brand Strategy provides superb motivation and substance into Asian brands and branding. It offers invaluable inspiration and guidance into one of the hottest areas of marketing."

Kevin Lane Keller

Professor of Marketing,
Tuck School of Business

"As Asian firms aspire to become global and challenge the competitive landscape dominated by Western firms, they recognize that cost and quality advantages are necessary but not sufficient for sustained value creation. Martin Roll provides an illuminating insight into a critical missing link - the importance of global brands. Rich in concepts and detail this is an invaluable manifesto for Asian CEOs. A must read that will change perspectives and priorities."

C.K. Prahalad

Former Paul and Ruth McCracken
Distinguished University Professor,
The Ross School of Business,
The University of Michigan

"Martin is a top tier executive, business consulting professional whose accomplishments when it comes to branding excellence, leadership and Asian knowledge, are second to none. He is bright, articulate and freely shares his knowledge with wit and directness. He approaches both life and the consulting process with integrity, knowledge and a "can do" attitude. I would recommend him without hesitation."

Michael Aagaard Andersen

Managing Director,
Pandora Asia-Pacific

"An insightful look into branding as a strategic tool for Asian companies - Asian Brand Strategy by Martin Roll is a brilliant, incisive read. A treasure of ideas and case studies, this compelling new book discusses the challenges Asian corporations face to stay relevant in today's dynamic, global market."

N. R. Narayana Murthy

Chairman and Chief Mentor,
Infosys Technologies Ltd.

"Branding has become a hot topic for Asian companies which are no longer able to compete purely as contract manufacturers and now need to directly "own" the end consumer. As shelf space in bookstores get filled with myriad books on branding as the next best thing, Martin Roll's book Asian Brand Strategy stands out above the pack. It has the serious theoretical framework which underpins any real understanding of the role of branding in business. And it has the practical pointers which make it useful for anyone wanting to implement a brand strategy."

I would strongly recommend this book as compulsory reading for anyone who wants to understand the power of branding and how to implement a practical, no-gimmicks brand strategy."

Ho Kwon Ping

Executive Chairman,
Banyan Tree Group

"Martin Roll has provided a much-anticipated primer on how Asian companies approach the discipline of branding. With the focus of the world economy gravitating inexorably to the Asia Pacific region, Asian Brand Strategy provides timely insight into the key players of today and the global competitors of tomorrow."

Alan Lammin

former Publishing Director,
Asia, TIME

"Asian Brand Strategy is an important handbook for Asian executives aspiring to build strong brands. It provides a solid foundation for future success in the global market place."

John A. Quelch

Lincoln Filene Professor of Business Administration
Harvard Business School and Chairman of the
Academic Council at CEIBS

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MARTIN ROLL BUSINESS & BRAND STRATEGIST

Martin Roll is a world-renowned thought-leader on value creation through brand equity driven by tremendous global experience and insights. He facilitates business leaders and organizations to think bold for future strategies. By focusing on building and managing successful businesses through iconic brands, Martin Roll helps boardrooms to enhance shareholder value and create sustainable competitive advantage.

Martin Roll delivers the combined value of an experienced international business strategist and senior advisor to corporate boards and marketing executives of the world's largest companies including many corporations in Asia. He brings more than 20 years of management experience. Martin Roll holds an MBA from INSEAD.

Martin Roll is not only a highly accomplished speaker and presenter but as well a talented and well trained moderator of panel discussions and roundtables. He is a valuable contributor to any senior management discussion on the subject of leadership, innovation, growth, organizational excellence and brand equity, its close link to management and how it drives outstanding performance through shareholder value.

He strides the industry-academia continuum and delivers superior value to his global audiences. Every year, he travels 500.000 miles on all continents and speaks at more than 100 global top-level conferences. He is a frequent guest lecturer at INSEAD, Nanyang Business School, CEIBS and several other global business schools.

Martin Roll is the author of the global bestseller Asian Brand Strategy, a very compelling book of frameworks for Asian branding and the winning formula for any boardroom. Asian Brand Strategy was named "Best Global Business Book" by Strategy+Business magazine.

Martin Roll is currently writing two new global management books. The first one will look at the important interface between branding, leadership and strategy, and the role of the CEO. The second will discuss the role and position of the Chief Marketing Officer in management, which is set to change dramatically in the future.

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