



**FUTURE PROOF your brand
with a GOAL and a PLAN!**

Built From the Outside-In

June 30th, 2020

ABOUT PETER S. DRUMMOND

- Co-Founder of PSD+G Strategy Group - www.psdgstrategy.com
 - Deep experience with SMBs, Start-ups and new ventures
 - Passion for purpose-driven brands – with social impact
 - Both for profit & not-for-profit
- Adjunct Professor Smith School of Business – Queen’s University
 - EMBA Programs:
 - National
 - Americas - partnership with Cornell University
- Co –founder of 32 Degrees Ventures – social impact venture to disrupt the ice category
 - www.WeAre32degrees.com
- My Brand DNA is about being “Creatively Strategic”
 - More on that later...

*“Each of us carries around a crippling disadvantage:
we know and probably cherish our product.*

*After all, we live with it day in and day out. But that
blinds us to why the customer may hate it –or love it.*

*Our customers see the product through an entirely
different set of lenses.*

Education is not the answer; listening and adapting is.”

Tom Peters “Thriving on Chaos”

SUCCESS FOR TODAY

- To gain an understanding of Outside-in thinking
 - What it is & does
 - How it helps create value
- To provide a high-level overview on how to build a key components of your business strategy – driven by your brand
 - Tools, process and outputs
- Understand the power and value of a brand in your business
- Understand how to apply some learnings to your business world!
 - Defining what business you're really in?
 - Articulating your purpose & why you exist
 - Defining Brand DNA
 - Creating a Value Proposition
 - Developing a go-to-market plan
- Demonstrate the linkages top Excellence Canada's Pillars of Excellence:
 - Leadership
 - Planning
 - People
 - Customer focus
 - Process

QUESTIONS WE'LL ADDRESS TODAY

01

**What's
Outside-In
thinking ?**

02

**What
business are
you really in?**

03

**What is your
Purpose /
Vision?**

04

**Who is your
real target
customer?**

05

**What does
your brand
stand for?**

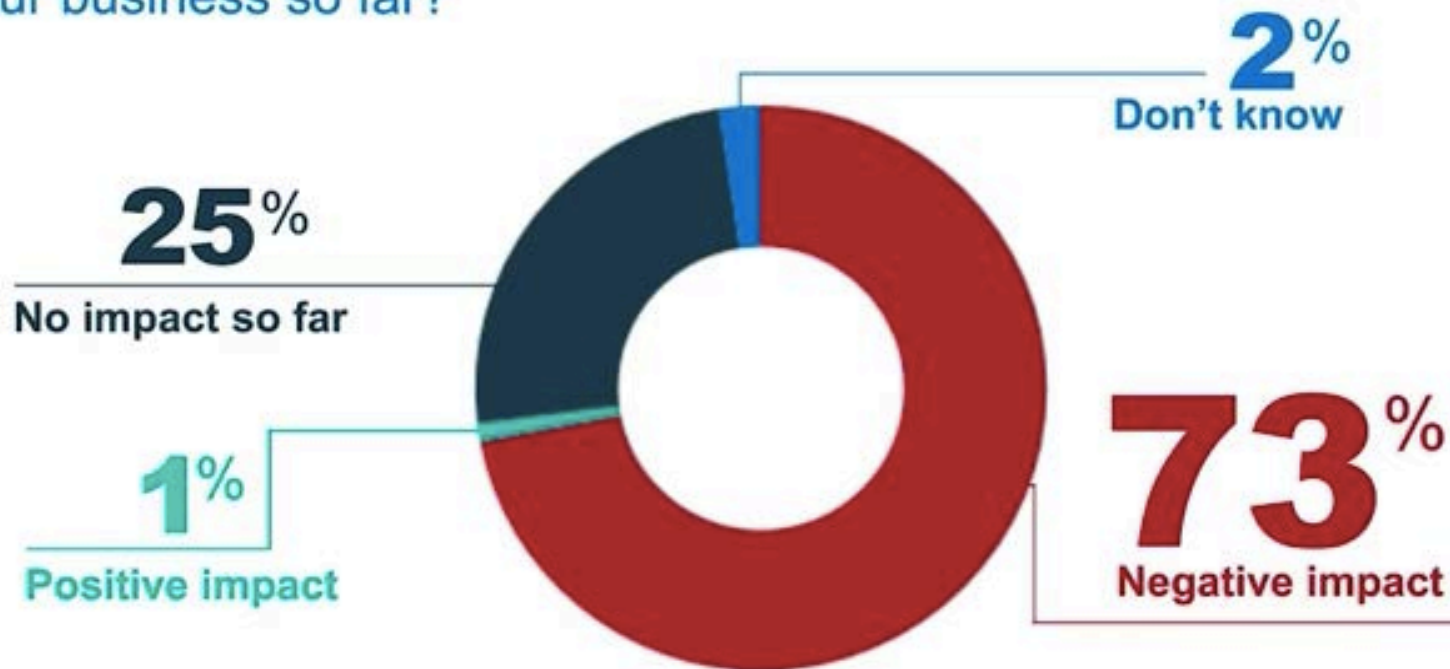
06

**What are your
opportunities
to grow?**

Canadian businesses are profoundly affected



Have you felt the impact of the coronavirus on your business so far?



Base: All qualified respondents (n=605). Due to rounding, total may not equal to 100%. Survey was conducted between March 14 and 18, 2020, among BDC ViewPoints panel members (business owners and decision-makers).

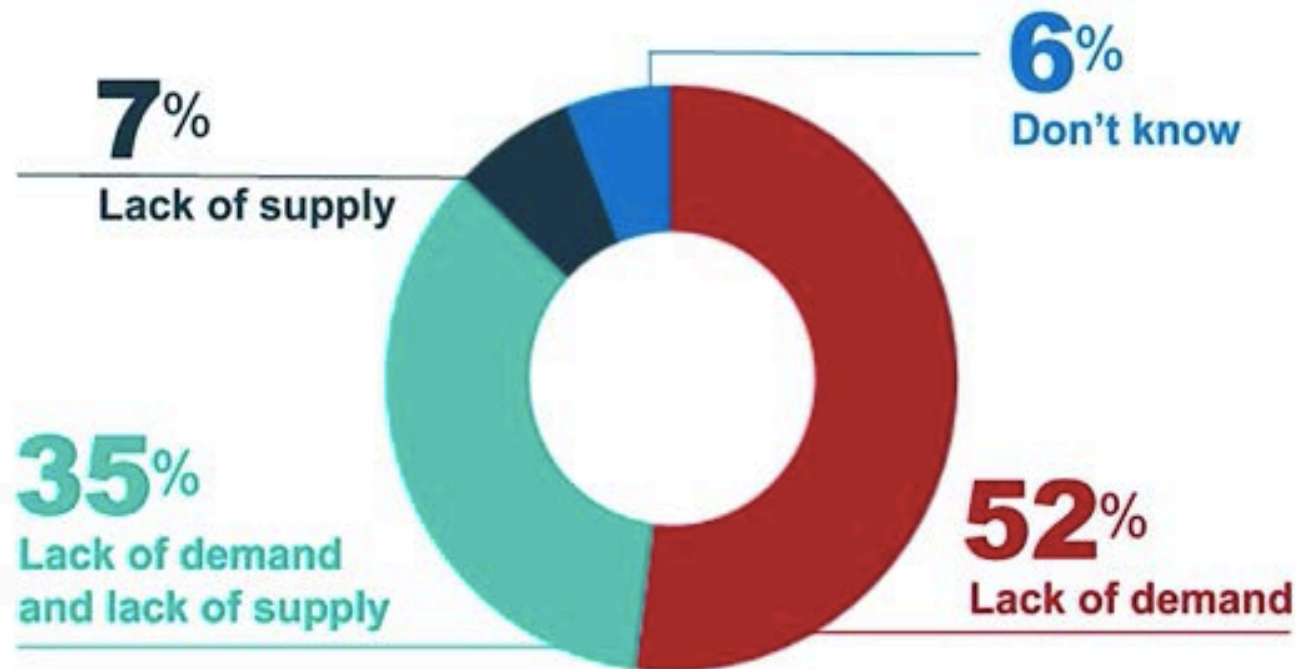
BDC – How to cope with the impacts of COVID-19 on your business

Source: BDC – How to Cope with the Impact of Covid 19 on Your Business, March 2020



Lack of demand is the main concern for business owners

Is or will this disruption mainly be caused by a lack of supply, or a lack of demand?



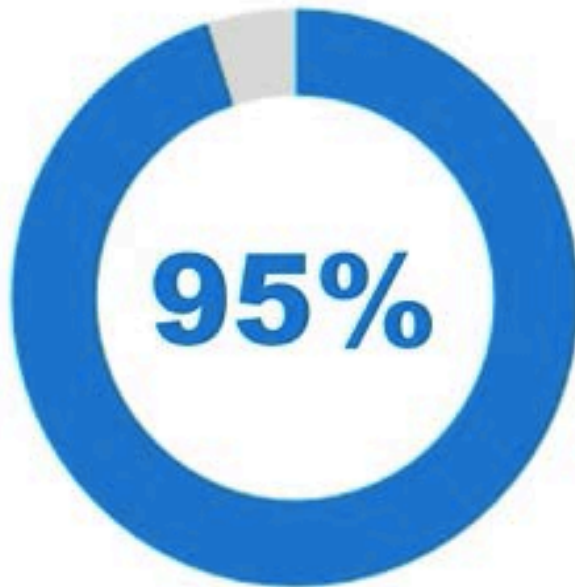
Base: All qualified respondents (n=578). Due to rounding, total may not equal to 100%.

Source: BDC – How to Cope with the Impact of Covid 19 on Your Business, March 2020

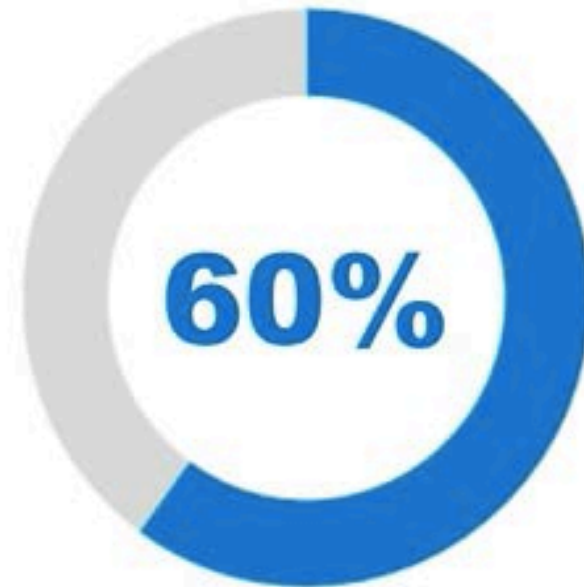
COVID CONTEXT

THERE IS LIGHT AT THE END OF THE TUNNEL....

China: early stage recovery



of large businesses are
back up and running



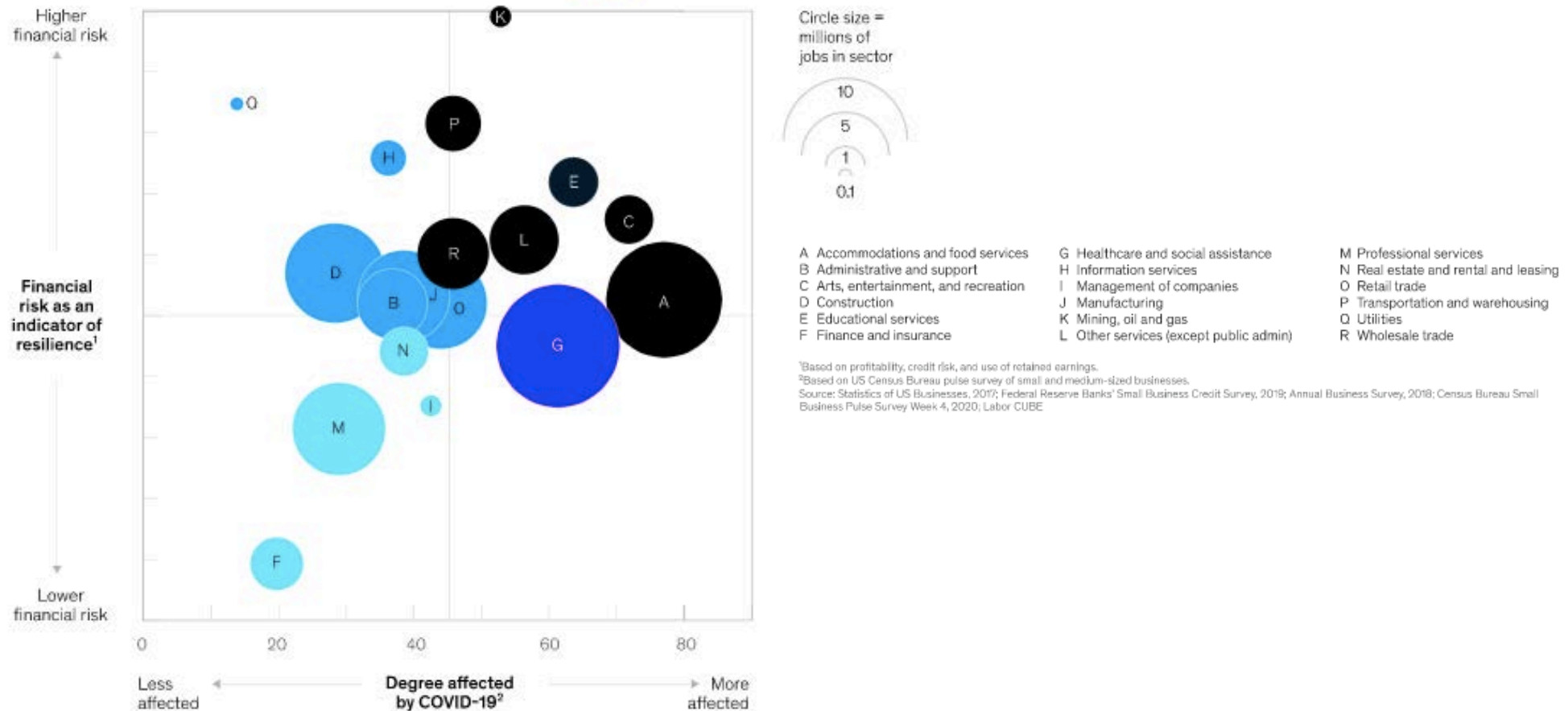
of small and medium-sized
enterprises resumed operations

...HOWEVER, SOME INDUSTRIES WILL TAKE TIME AND HAVE HIGHER RISKS

COVID-19 is especially threatening for several sectors.

Where small business jobs are vulnerable

Less affected, higher financial risk ● ● More affected, higher financial risk
 Less affected, lower financial risk ● ● More affected, lower financial risk



Source: McKinsey – COVID 19: Implications for Business. June 25

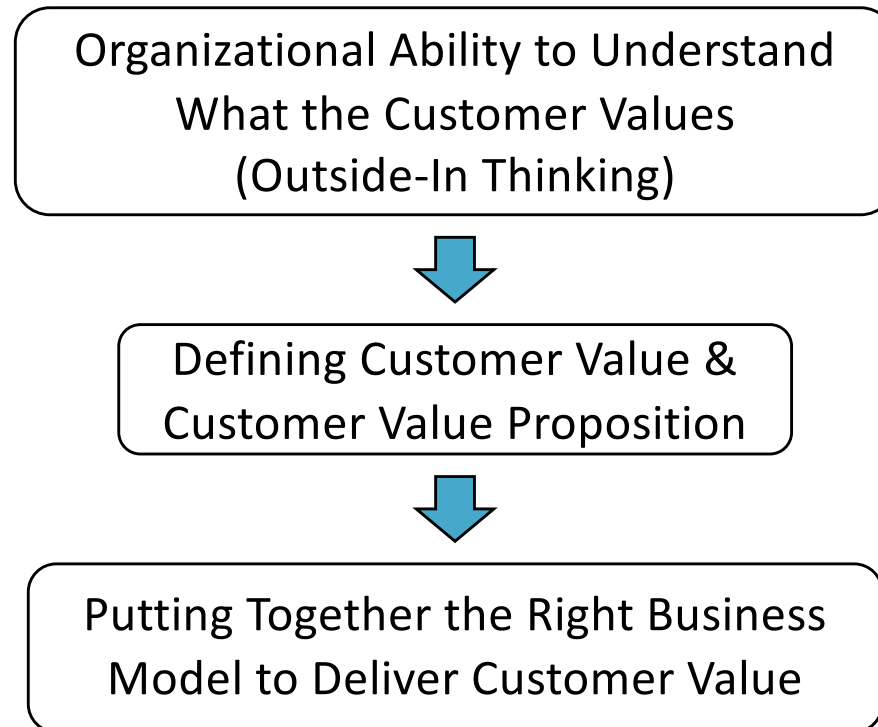
COVID CONTEXT

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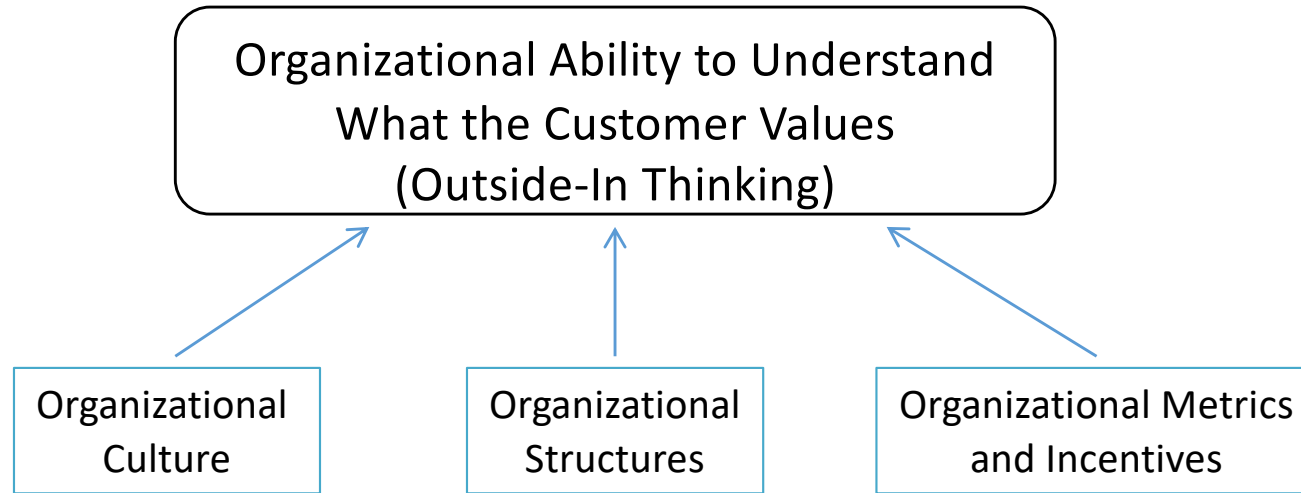


WHAT IS A CUSTOMER DRIVEN ORGANIZATION? CORE COMPONENTS OF OUTSIDE-IN STRATEGY

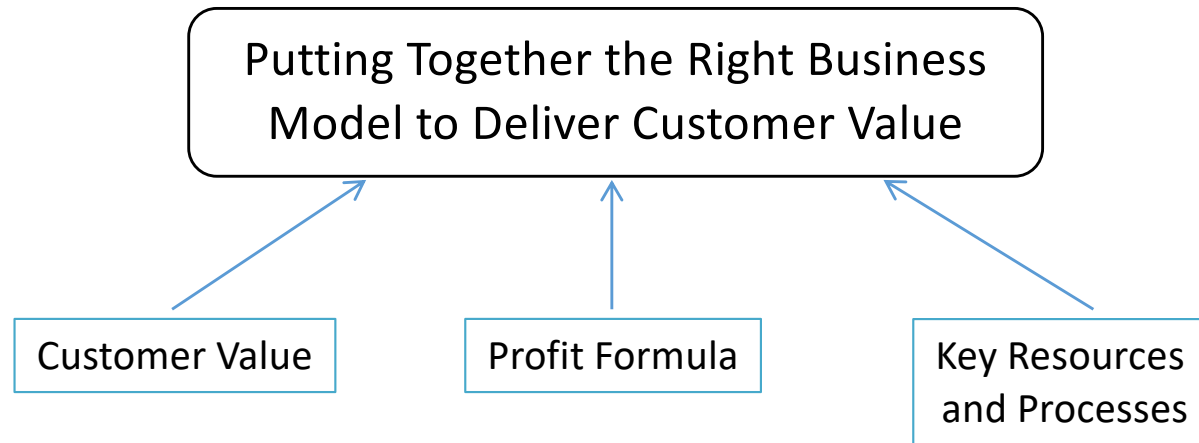
A customer driven organization is one that aligns its business model around delivering value for – and thus building long-term relationships with – its relevant external stakeholders.



CORE COMPONENTS OF OUTSIDE-IN STRATEGY



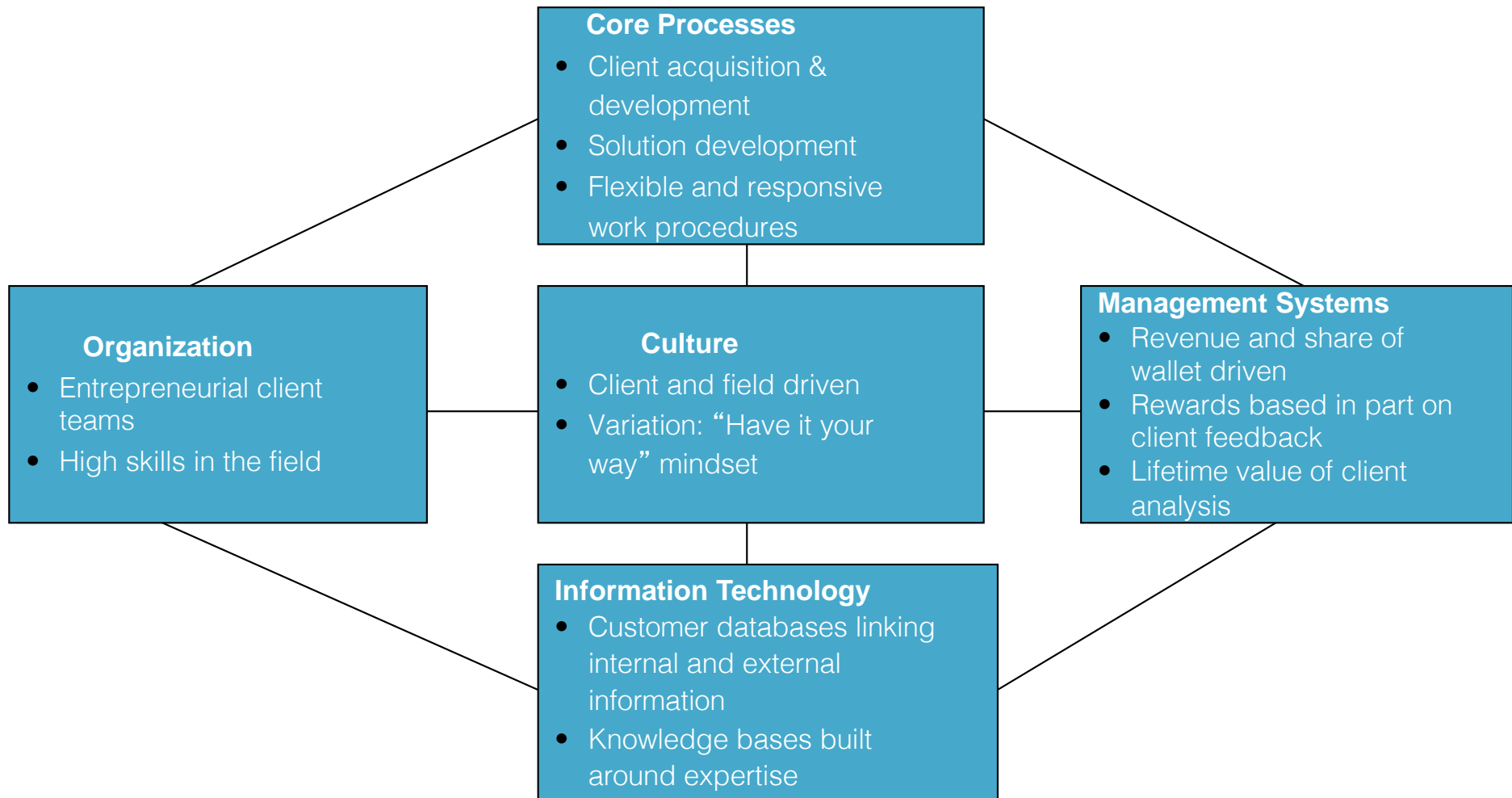
CORE COMPONENTS OF OUTSIDE-IN STRATEGY



Impacts your:

- Product Strategy – more in this webinar
- Promotion / Branding Strategy – more in this webinar
- Pricing Strategy – in Leave Behind
- Distribution Strategy – in Leave Behind

CUSTOMER FOCUSED / RELATIONAL OPERATING MODEL



Source: “The Discipline of the Market Leaders” by Michael Treacy and Fred Wiersema

PRICING STRATEGIES

Skimming Price

- Selling to the top of a market (i.e. the top of the demand curve) at a high price before aiming at more price-sensitive customers.
- The strategy is considered a skimming strategy when the price you set is considered on the high end for that particular market.
- This strategy is appropriate for performance and relational value priority customers as the product overcomes access, skill, time, and or identity barriers.

Penetration Price

- Selling to a market at a low price.
- In this case, there is typically an assumption that large market volume can be captured to make up for the lower margins.
- Such a strategy might be used to pre-empt competition and even present a barrier to entry under market leader conditions.
- This strategy is appropriate for price value priority customers as the product addresses wealth barriers.

DISTRIBUTION STRATEGIES

Intensive Distribution

- Attempting to get your product sold in as many locations as possible.
- Tangible attributes such as convenience is seen as the driving customer value point. Multiple channels of distribution are required.
- This compliments a target towards a price value priority customer.

Selective Distribution

- Attempting to get your product sold in only certain locations that have the same image as your product.
- A mix of tangible attribute of convenience and service combined with intangible attribute of "image" or "identity" becomes important.
- This compliments a target towards a performance and possibly relational value priority customer.

Exclusive Distribution

- Being extremely selective where/how your product is sold.
- Here intangible attributes and the corresponding access and identity barriers are being addressed.
- This compliments a target towards a relational value priority customer.



What is a brand?



**What is an example of a
great brand?**



**What is an example of a bad brand
or a bad brand experience?**

STRATEGIC BRAND PLANNING

- Process that ***distills key facts and insights*** to ***produce innovative and creative ideas*** which serve as the ***core framework and roadmap for the organization and its' future.***
 - *A plan aims to give an organization focus and competitive advantage over rivals.*
- Competitive strategy is about being different



It means deliberately choosing a different set of activities to deliver a unique mix of value.....The essence of strategy is choosing not only what to do, but what not to do."

Michael Porter

WHAT IS BRAND & BRAND STRATEGY?

Brand

- ***Promise to the customer***; a collection of attributes which strongly influences purchase
 - Brands raise expectations about quality, price, purpose and performance
 - Tangible: features, physical attributes, performance characteristics, packaging
 - Intangible: emotions, image, personality, promises, values, associations

Brand Strategy

- Setting goals & objectives (strategy direction)
- Selecting markets and target audiences (targeting)
- Defining and creating customer value / competitive differentiation (core strategy)
 - ***Understanding what your Customer values & their trade offs***
- Developing initiatives and tactics to capture value through implementation (strategic priorities and actions)
- Measuring, assessing and course correcting (scorecard)

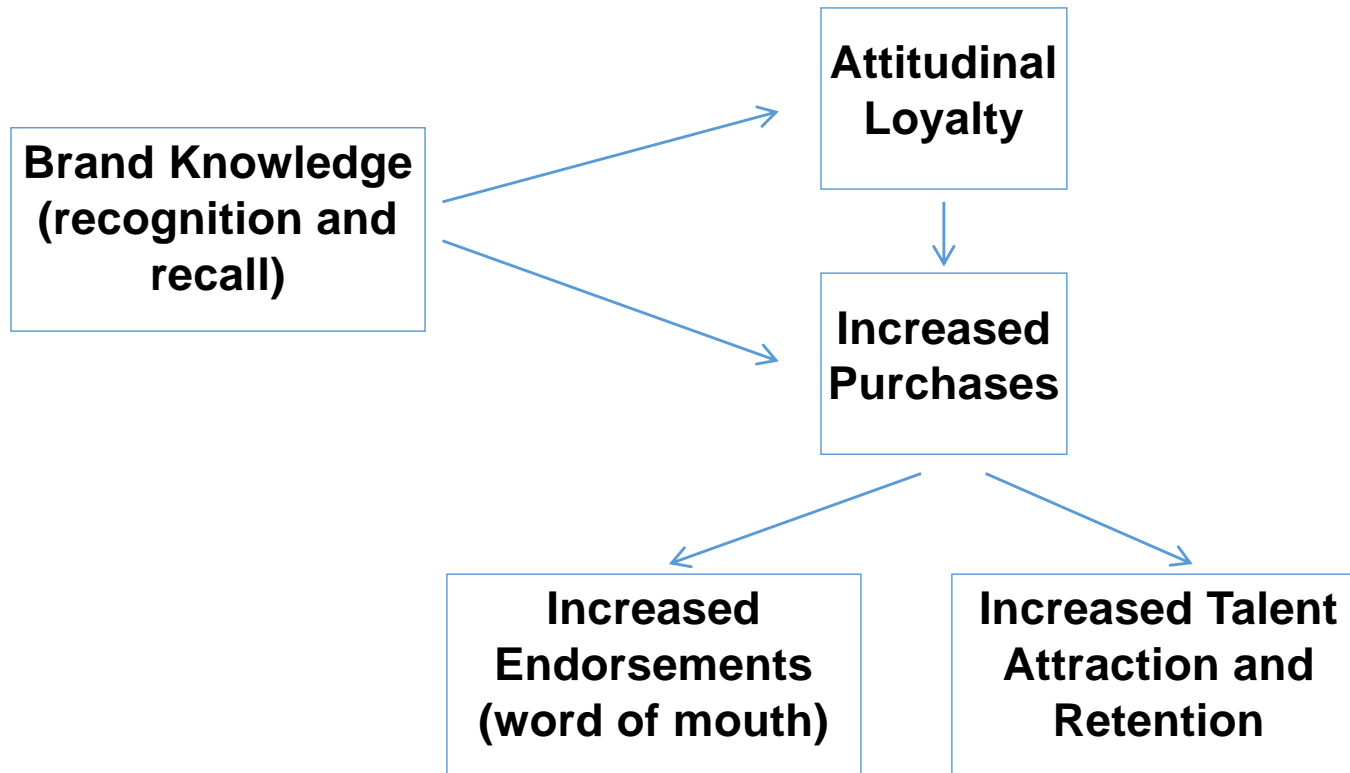
YOUR BRAND IS YOUR WHOLE BUSINESS ECOSYSTEM

Brands:

- Build strong and sustainable relationships
- Create options for future growth as well as supporting current activities – both marketing and operational
- Ultimately a management responsibility
- Catalyst for lasting and profound organizational change



BENEFITS OF A STRONG BRAND



FOCUS ON CUSTOMER LOYALTY: A KEY DRIVER FOR BRAND GROWTH

- Loyalty is evidenced when customers trust and identify your brand... they simply favor your brand over others.
- Focus on protecting existing base & growing new loyal customers.

Loyalty drives behaviors like:

- Give greater share of wallet;
- Willing to try new categories;
- Purchase new offerings;
- Respond faster;
- Defect less;
- Less price sensitive;
- Positive word-of-mouth.

Three Pillars to Build & Nurture Customer Loyalty:

01

Understand

- Understand your customer deeply and ongoing
- Functional & Emotional drivers of purchase

02

Differentiate & Articulate

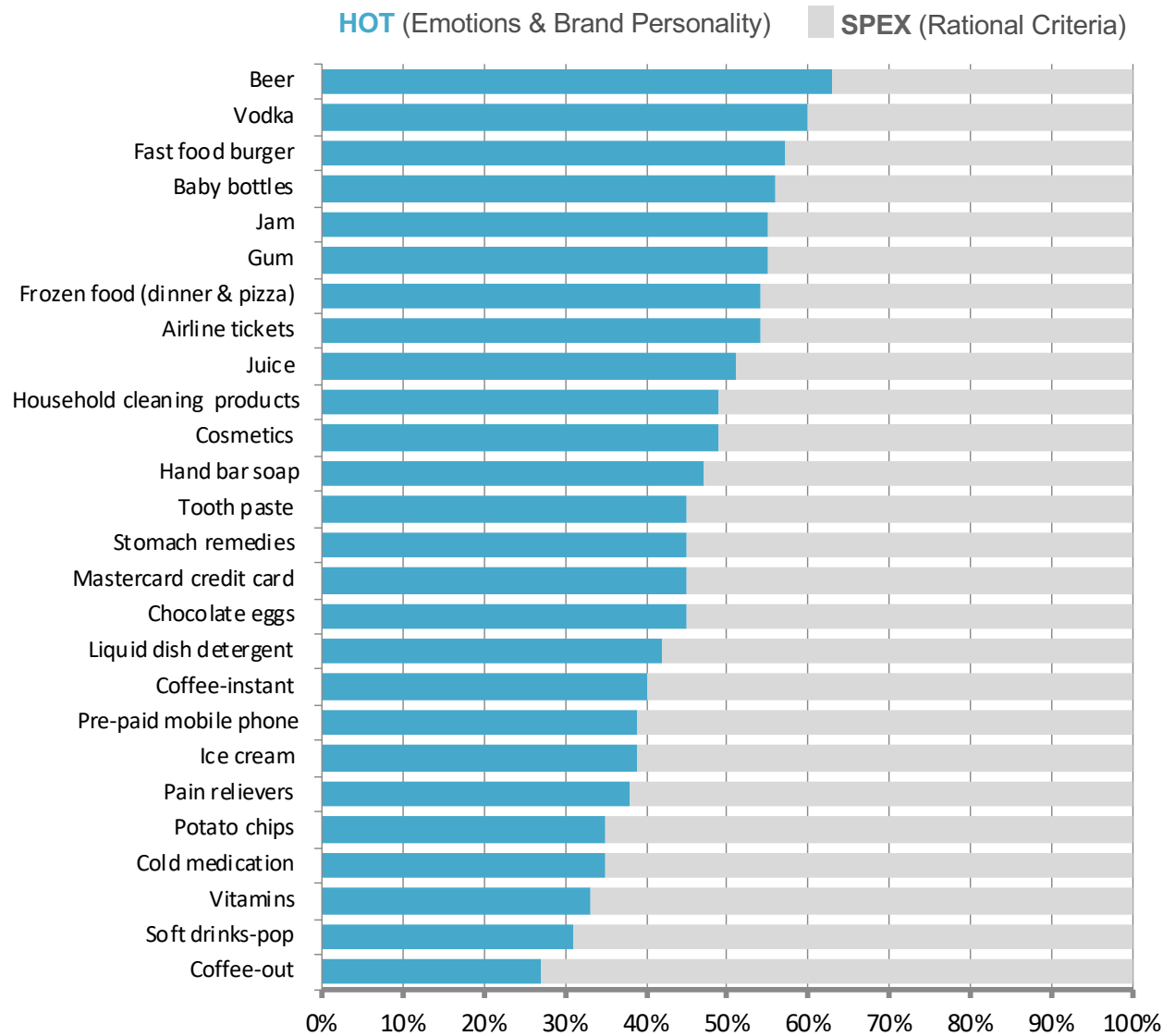
- Differentiate & clearly articulate your brand & value proposition

03

Employee Buy-in

- Achieve employee understanding and buy-in - "inside-out branding"

OVER 50% OF DECISIONS ARE EMOTIONALLY-BASED



- On average 50% of customer decision drivers are “HOT” (emotional and brand-image related)

Source: Hotspex Research

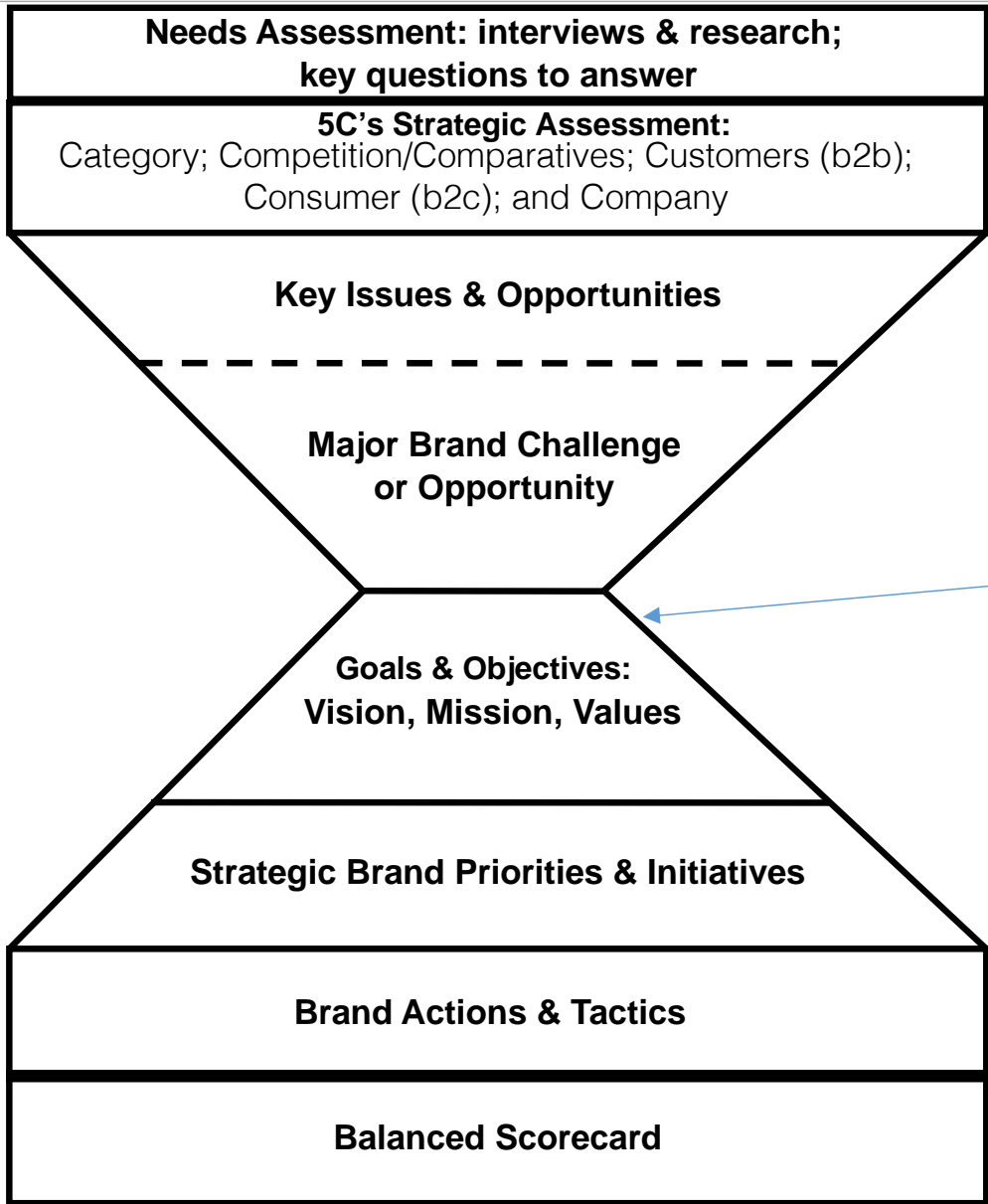
SHIFT TO & FOCUS ON BUILDING A CUSTOMER FOCUSED CULTURE

Internal Focused Culture	Customer Driven Culture
Company sells to whoever will buy.	<i>Decisions start with market opportunities.</i>
Profits gained through cost cutting and efficiency improvement. Processes take priority.	<i>Profits are gained through superior value proposition and customer value.</i>
Customer data are a control mechanism and channels are conduits.	<i>Customer knowledge is a valuable asset and channels are value-adding partners.</i>
Customers buy performance features.	<i>Customers buy the expectation of benefits.</i>
Quality is conformance to internal standards.	<i>Superior quality is defined by customers.</i>
Customers don't know what they want and can't tell you if they're asked.	<i>The best ideas come from living with customers.</i>
Expanding the customer base is what matters.	<i>Customer loyalty is key to profitability.</i>

(Adapted from Day and Moorman 2010, page 11)

HOW TO DEFINE YOUR BRAND

What Business are in today?



“Where are we?”

- How are we doing?
- What are the opportunities / challenges?
- Assessment process to identify market trends, key issues and the single 'pinch point' business challenge

What Business are in tomorrow??

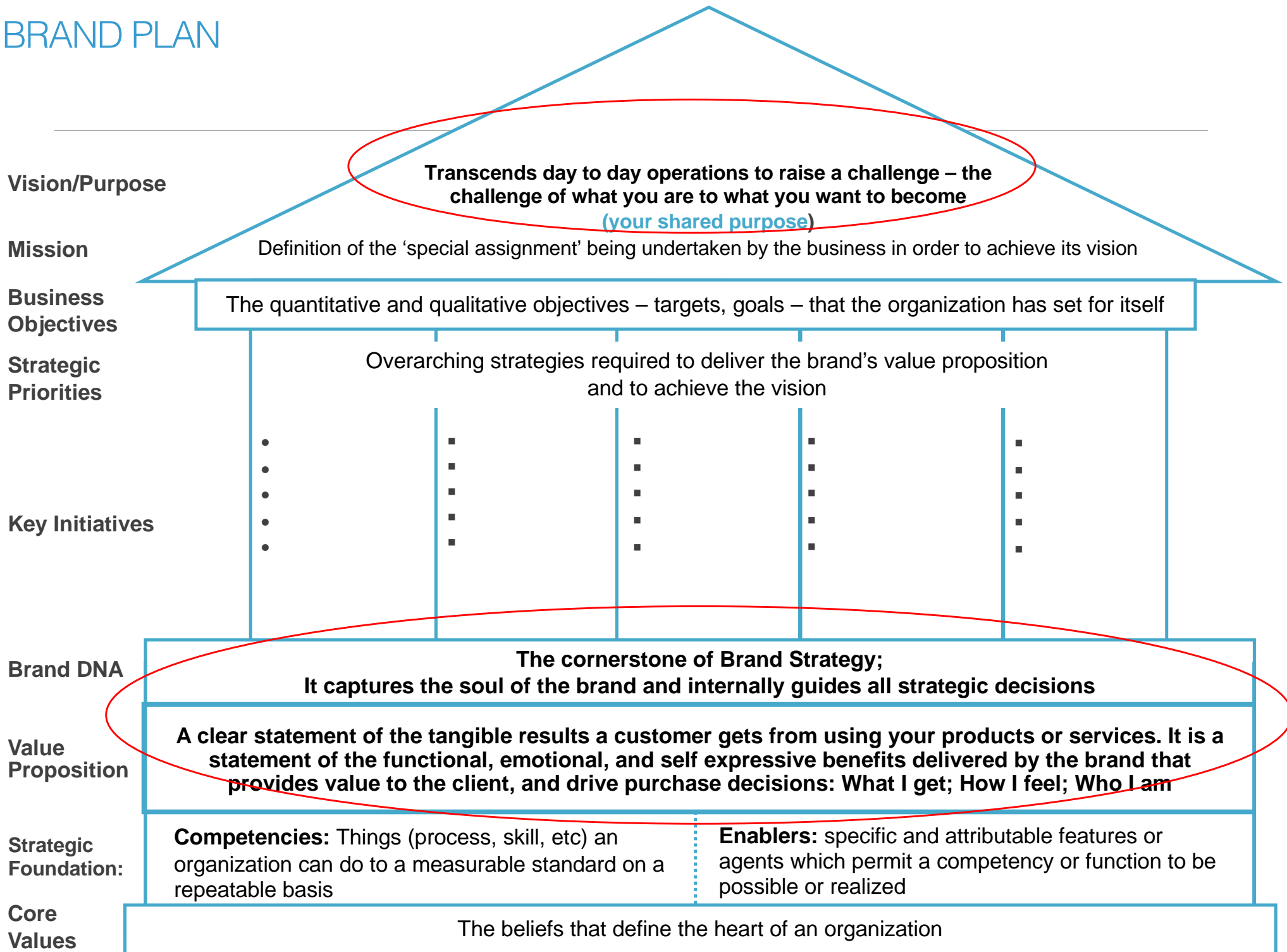
“Where do we want to be?”

- What do we want to achieve?
- How will we know / measure?
- Definition process to establish objectives to address and remove the pinch point

“How will we Get There?”

- How will we know / measure?
- Solution process to establish key strategies, tactics and implementation actions to realize the objectives

BRAND PLAN



EXAMPLE BRAND PLAN

Certain data has been changed to protect client IP.

Vision

Feed current and future generations in harmony with the ocean

Mission

To create innovative and responsible open ocean mariculture products and solutions that respect the ocean and enrich lives.

Business Objectives & Goals

OBJECTIVES: Net Revenue \$67M/37%, Net Revenue per Hog Pound: \$3.95; Production Costs Per Hog Pound Harvested: \$4.27
GOALS: Build a diversified, balanced, global demand for BrandX ; Create a diversified customer-focused product offering; Make cobia the best tasting, most nutritional, healthy white fish; Create and open ocean farming technology platform that is automated and cost effective; Reduce the cost of growing cobia through optimizing biological performance; Produce the quantity of juveniles required at the highest quality

Strategic Priorities

Strategic Initiatives

<p>Creating excellence in Live fish Operations – Mark</p> <ul style="list-style-type: none"> Improve Inventory Control Mgmt. & Forecasting Mgmt.. Plan- size, kpis, weight, biomass, cv, fcr Optimize efficiency of open ocean operating system Produce high quality juveniles to meet 4 year plan Develop comprehensive fish health management plan Develop FCR Optimization Program 	<p>Optimizing Process Operations - Mark</p> <ul style="list-style-type: none"> Create a new product and sku offering program / plan w/ revenue and targets Complete R&D assessment on freezing, shelf life, MAP, packaging format options and spec equipment Hire a new product development manager Identify & prepare processing delivery “packages” for all products – 2015 roll-out 	<p>Build & Market our brand - Mike</p> <ul style="list-style-type: none"> Develop comprehensive global marketing plan Build global communication strategy incl social media Resolve corporate naming and identity Improve packaging design and delivery program Create a product business model against customer profitability 	<p>Nurturing People and Culture - Brian</p> <ul style="list-style-type: none"> Develop internal communications plan including strategy & brand launch Identify internal management capabilities, gaps and risks 	<p>Creating Sustainability – Mary Ellen</p> <ul style="list-style-type: none"> Hire a Sustainability and External Affairs Officer Develop a Sustainability / CSR plan – ocean, fish, our people & communities Create and execute a local PR strategy Create a product business model against customer profitability Define a certification strategy
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Brand DNA

Customer Value Proposition

Strategic Foundation

Core Values

Reverence for the Ecosystem of Fish, Ocean and People

Who I am:

Discerning & Inspired Individual

How I feel:

- Healthier;
- Personally connected;
- Doing the right thing;
- Inspired;
- Smart

What I get:

- High quality, premium whitefish w/ refreshing taste & texture - even non-fish eaters enjoy
- High in protein and Omega 3 for improved health;
- Versatile applications that is convenient and easy to use;
- An environmentally responsible open ocean seafood platform;
- Quality control & traceable product providing integrity & naturalness transparency;

Competencies:

- Customer Focused
- Global Marketing Effectiveness
- Deep species knowledge

- Product knowledge expertise, thought leadership
- Global leader in open ocean mariculture systems:






Enablers:

- State of the art processing plant design
- Information management systems

- Network of open innovation partnerships & strategic alliances
- Deep customer relationship cultivation
- Third party certification

- Customer focused; Responsible leadership; Integrity; Excellence; Care & Respect

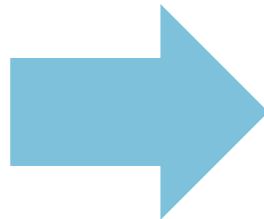
EXAMPLES: WHAT BUSINESS ARE WE IN?

From	To	Brand
Crayon manufacturer	Personal creativity enablement	
Motorcycle retailer	Fulfilling dreams	
Licensed producer of cannabis	Life Empowerment	
Providing products, services, and solutions to support agriculture and rural life	Enabling rural life	
Providing a mainstream curriculum to students who learn differently	Renewing hope	

WHAT BUSINESS DO WE WANT TO BE IN?

TODAY

Fish farming



TOMORROW

Caring for ocean and human health

- **Purpose-driven company** – achieve better health for fish, better food for humans
- **Most trusted** - *pure* source of protein, ingredients, taste: Responsible practices with environment people and community; Traceability & Transparency
- **Human health** – nurturing and caring for human health today and tomorrow
- **Pioneering new industry standards-** open ocean mariculture systems, sourcing, product taste, nutrients, diet safety + health for fish + humans
- **Responsibly raised** – in open oceans without compromising health of the ecosystems of the ocean, fish, people, and communities
- **Broader product offering** more diverse species; products, and skus;

Impacts their:

- *Frame of reference*
- *Competitive set*
- *How they make money*
- *Core capabilities required*
- *How they go to market*

- 2-3 hours
- created 50—75 unique ideas!

WHAT BUSINESS DO WE WANT TO BE IN TOMMORROW?

- Growing the human race
- Creating a better planet
- Complicating the future
- Food for the world
- innovating food systems
- producing healthy food
- providing healthy fish experience
- responsible fish farming
- ocean cultivating
- creating sustainable seafood
- innovating new protein sources
- profitable company
- feeling and caring for the planet
- premium quality fish business
- sustainable/profitability solution
- growing the best fish on the planet
- pioneering best ways to farm fish
- creating new and alternative ways of employment
- healthy food
- sustainable aquaculture
- open ocean cultivators (of seafood)
- food production
- good production
- protein production
- seafood supply
- inspiring customers
- seafood excellence
- build seafood systems
- great tasting fish
- fish farming
- putting a beautiful fish on a plate
- manufacturing seafood stability
- Off-shore aquaculture
- ~~saving the oceans~~
- improving food security
- ~~innovative oceans saving solution~~
- preserving the coastal community around oceans
- Socially responsible seafood experience
- responsible open ocean commercialization
- responsible open ocean seafood systems
- ocean preservation systems
- guilt free experience
- connecting health of consumers & health of the oceans
- fulfilling socially responsible food needs
- caring for you and caring for the ocean
- pleasurable experience
- rewarding eating experience
- enriching food experience
- exciting food experience
- versatility food experience
- feel good business
- safe food
- ~~enabling caring choices~~
- nutritional fulfillment
- fulfillment
- eating fulfillment
- Nutritionist
- caring for ocean
- open/diversifying product
- understanding eating/nutritional habits
- Cultivating ocean and human health
- Caring for ocean and human health
- caring for human and ocean health
- nutrition focus
- nutrition specialist
- consumer insights
- health of the ocean and my health
- experience of human is enhanced by consuming a sustainable product
- direct impact locally - source of ingredients
- global impact
- nutritional well being
- sustaining life
- sustaining well being
- caring for human and ocean
- Innovative food production at sea providing for the nutritional and social well being
- of humans and environmental benefit of the planet
- Enriching life -caring for oceans
- enriching the live of people and oceans
- cultivating fish - preserving everything around
- minimal impact
- consumer conscious
- creating an eating experience
- chief sustainable officer
- nutritionist
- lifestyle
- Caring & enriching human and ocean health

DEFINITION OF KEY TERMS

Vision

Transcends day to day operations to raise a challenge –

The challenge of what you are to what you want to become

(your shared purpose)

Mission

A mission is the definition of the ‘special assignment’ being undertaken by the organization.

It is likely to cover the stakeholder groups that are being served, as well as the stakeholder needs that are being met.

Values

The beliefs that define the heart of the organization

Culture

Organizational culture is the result of common learning experiences. Because culture forms the basis of group identity and shared thought, belief, and feeling.

THE POWER OF VISION

Vision-led cultures significantly outperform those without!

	With Vision (percent)	Without Vision (percent)
Increased Revenue	682	166
Expanded Workforce	282	36
Growth of Share Price	901	74
Improved Net Income	756	1

Results from a Harvard study conducted by John Kotter and Jim Heskett with 207 companies in 22 industries over 11 years worldwide

WHY IS A VISION IMPORTANT NO MATTER WHAT SIZE OF YOUR BUSINESS

- Creates a **sense of shared purpose and direction**
- **Aligns all stakeholders** on YOUR strategic direction
- **Drives focus and alignment at all levels of the organization** around the strategic direction and the issues that must be dealt with in order to be successful;
- Is the **catalyst for change; Motivates/energize the organization**
- **Ensures efficient use of resources** by allocating them against priority issues /opportunities
 - *Enables actionable plans and established responsibilities for the achievement of key objectives needed to deliver the vision*
- **Frames day-to-day decision making**
- Allows you to identify weaknesses and resource requirements to address them effectively



IMPROVES PERFORMANCE

VISION CRITERIA: YOUR PURPOSE STATEMENT MUST...

Unite us !

Inspire us !

Challenge us !

Focus us !

Direct us !

BEST PRACTICE EXAMPLE: PRINCESS MARGARET HOSPITAL

Vision / Core Purpose – *where we're going*

To conquer cancer in our lifetime.

Mission – *how we'll get there*

To raise and steward funds to deliver breakthrough research, exemplary teaching, and compassionate care at Princess Margaret Hospital, Canada's leading cancer research hospital.

Values – *how we live & behave*

- Passion for the Vision
- Entrepreneurship
- Partnership
- Accountability

BEST PRACTICE EXAMPLE:

Vision / Core Purpose – *where we're going*

Feed current and future generations in harmony with the ocean.

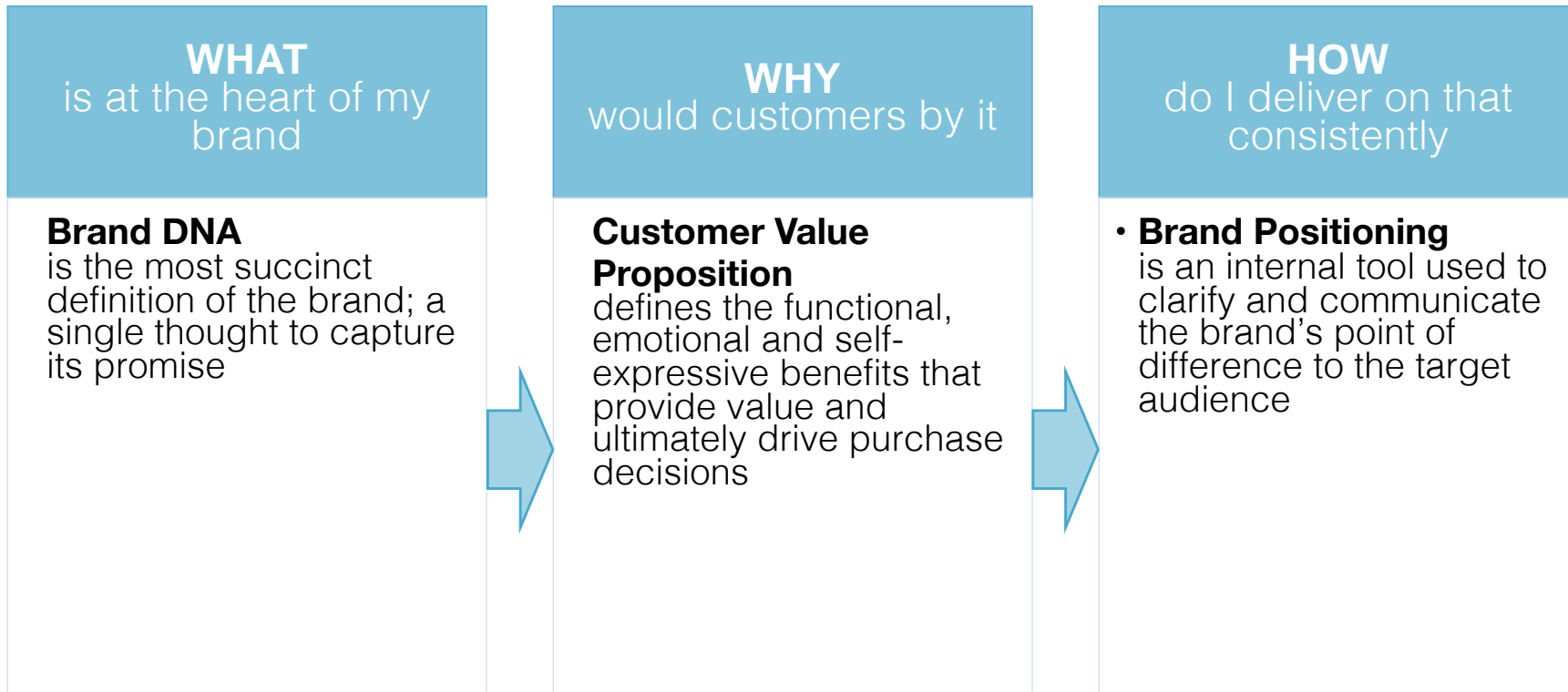
Mission – *how we'll get there*

- To create innovative and responsible open ocean mariculture products and solutions that respect the ocean and enrich lives

Values – how we live & behave

- Customer focused
- Responsible leadership
- Integrity
- Excellence
- Care
- Respect

3 KEY QUESTIONS IN AN INTEGRATED BRAND STRATEGY



HOW WELL DO YOU KNOW YOUR CUSTOMERS?



- ...Beyond demographics (age, sex; marital status, income, address, telephone or email)
- Do you know what your customers' value?
 - Unmet needs & wants?
- What are their beliefs and values?
- How do they live? What do they do to keep busy or entertained in life?
- What are their social attitudes?
- What are their triggers & emotions – especially for your category?

Is it time to conduct research and segment today's & tomorrow's customers ? Get a deeper understanding on them!

SEGMENT YOUR CUSTOMERS TO CREATE FOCUS ON HIGH VALUE CUSTOMERS

- There are many ways that you can segment:
 - High volume – low volume
 - High margin - low margin
 - Lifetime value
 - Demographics
- However those segmentation models have limitations
- **Psychographics** allows you to cluster similar people with similar traits across geographies, salary ranges, sex or ages, etc...
 - *common traits, emotions, values, triggers, beliefs, personality, attitudes, etc. that are shared amongst a subset of your customers*

SEGMENT SUMMARY: ATTITUDES & BEHAVIOUR

	 High Spender Sally	 Rational Rachel	 Full Figured Fiona	 Indifferent Irene
Attitudes about swimwear	Enjoys shopping ,does not wear same outfit twice on vacation, likes latest designs	Think a lot about picking the perfect swimwear, does not care about brand	Feels shy when shopping for swimwear, have problems finding fit	Doesn't really think too much about swimwear
Purchase trigger	Shops during the year	When items wear out	When items wear out	When items wear out
Currently tends to shop at	Simons, La Vie en Rose, Victoria's Secret,	Sears	Sears, The Bay	Sears
Swimwear retailer loyalty	Favours 2-3 swimwear retailers	Not loyal to any retailer	Not loyal to any retailer	Not loyal to any retailer
Personality	Social, energetic, adventurous, fashionable, confident and sexy	More confident but risk averse	Practical, shy, ordinary, routine and risk averse	Practical and enjoy routine

Note: Segment identifiers created by consumers
 Excellence Canada – Excellence Chat, June 30, 2020

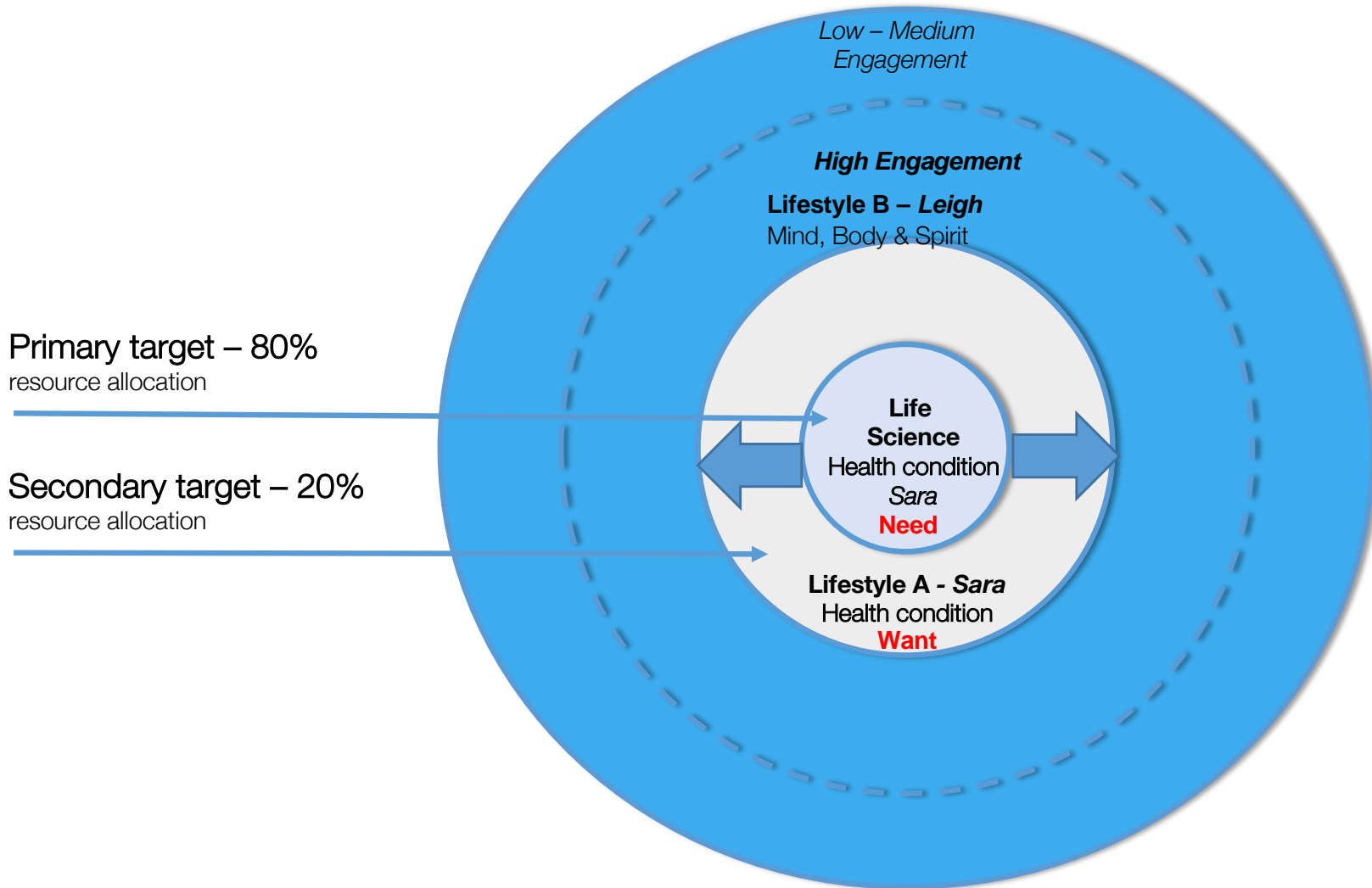
SEGMENTATION CREATES PRIORITIES AND HELPS REALIZE NEW OPPORTUNITIES

Life-style - LEIGH	Life-science - SARA	
Either don't suffer from a gut issues or are not aware of it	Have been diagnosed with a gut related disease	Profile
Generally use probiotics as a preventive measure	Generally use probiotics once diagnosed with a gut issue	Probiotic use
Health food stores, and online,	Pharmacies , Health food stores, online, & grocery stores	Purchase channels
Price, taste, convenience, promotion, CFU count, # strains	Symptom relief, CFU count, # strains, brand reputation	Purchase criteria
Trying to achieve (prevent) specific health goals	Trying to balance between prescribed pills and supplements	Needs they are trying to serve
Do their own research – are generally independent, but also rely on friends and family	Do their own research - rely on HCP as advisors , friends, family, and online reviews	Sources of information
Proactive purchase	Reactive purchase	Purchasing habits

- Client focused on the life-science segment
- They must not alienate life-style high frequency users
- TWO DISTINCT CONSUMERS!

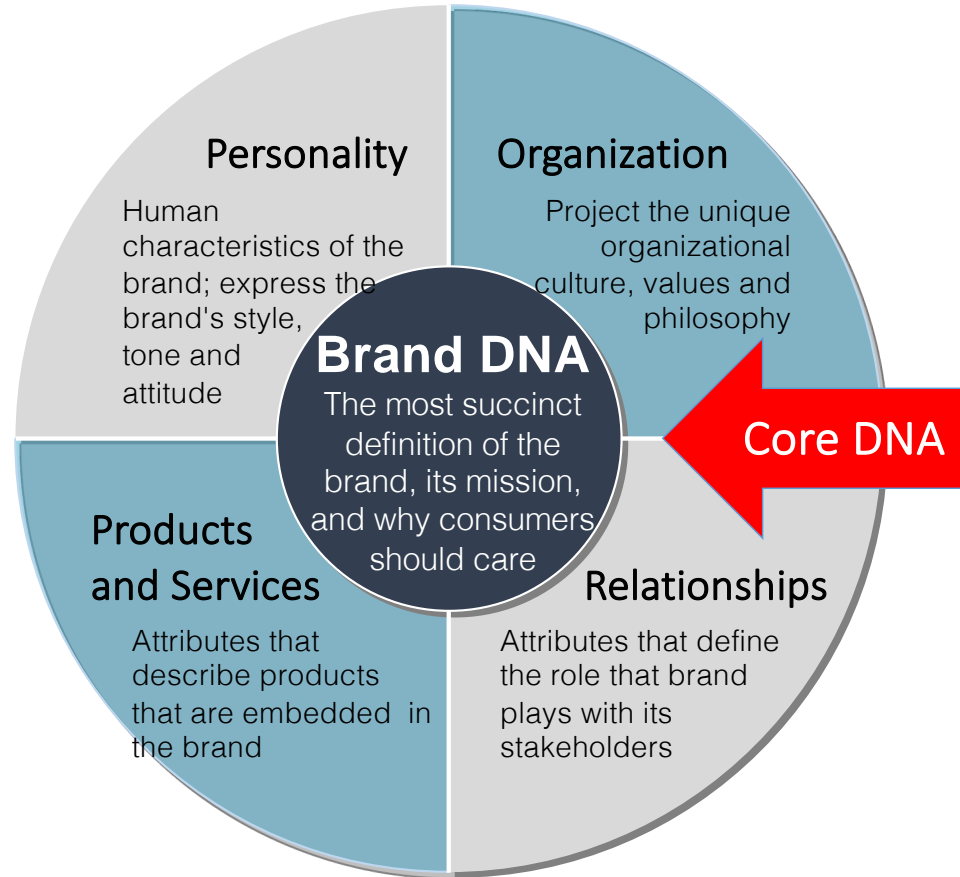
SAMPLE GO-TO-MARKET:

POTENTIAL TARGET PRIORITIES – THE RIPPLE AFFECT



BRAND DNA FRAMEWORK

BRAND DNA IS COMPRISED OF AND INFORMED BY FOUR COMPONENTS THAT CREATE TEXTURE AND DEFINITION



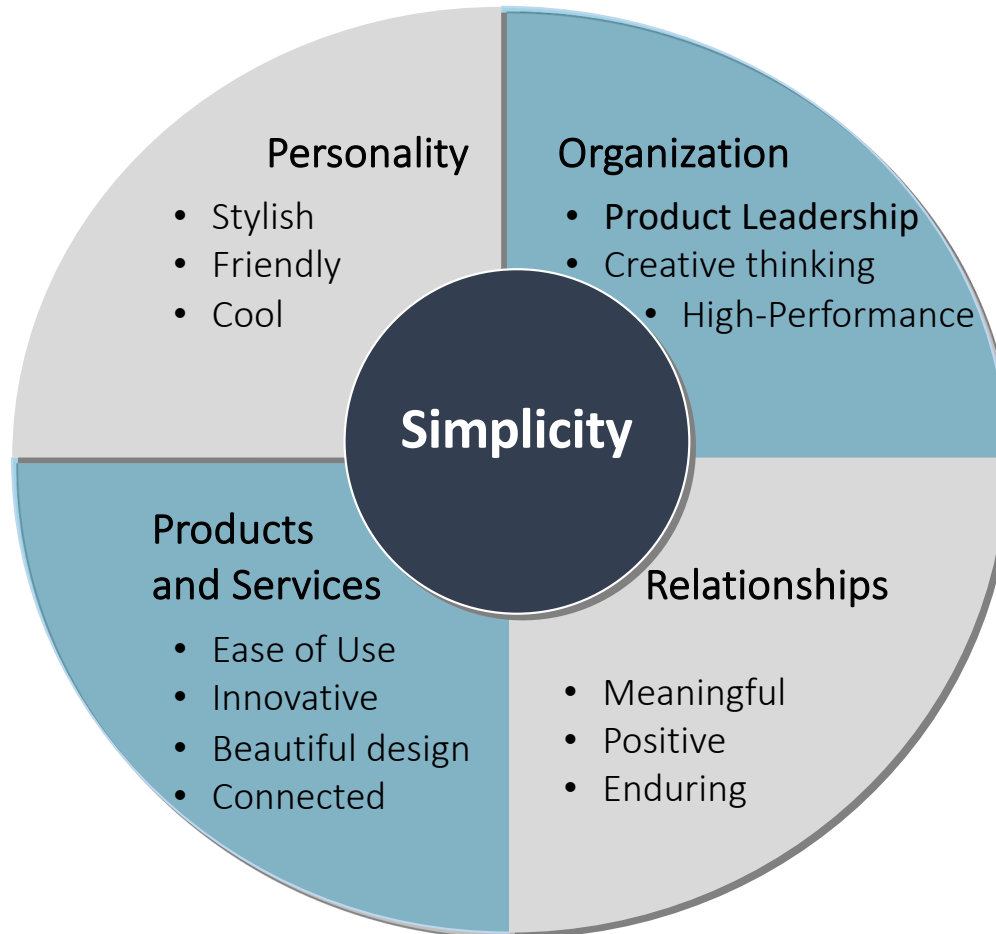
CAN YOU THINK OF THEIR BRAND DNA?



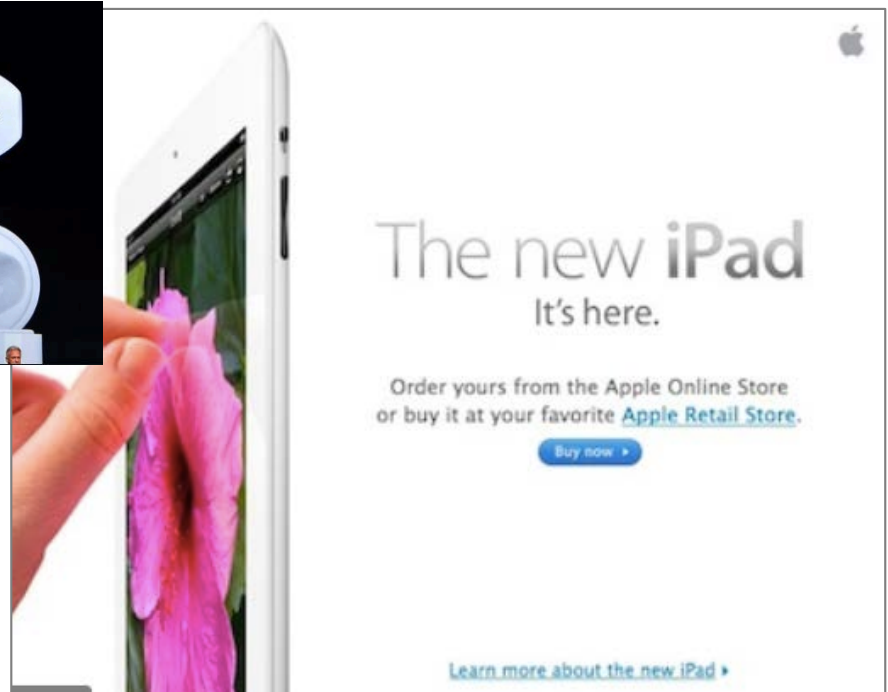
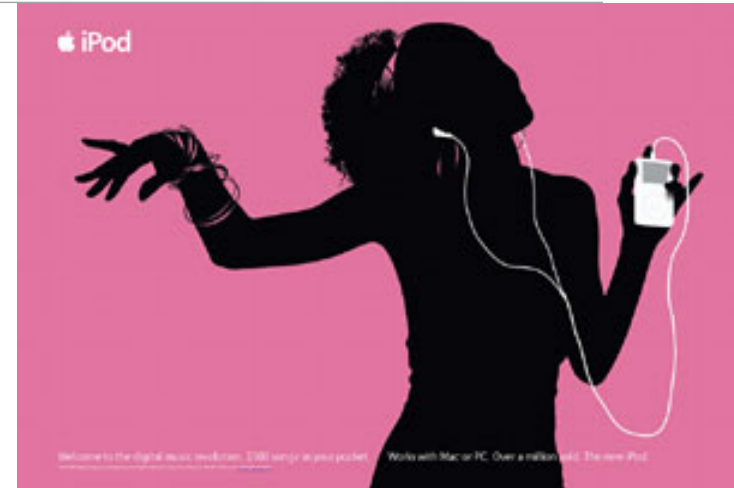
Magic

Performance

Freedom



APPLE BRAND COMES TO LIFE CONSISTENTLY GLOBALLY



Excellence Canada – Excellence Chat, June 30, 2012



Apple Group, 2010

FOCUS ON BENEFITS VS FEATURES - "WHAT'S IN IT FOR ME?"

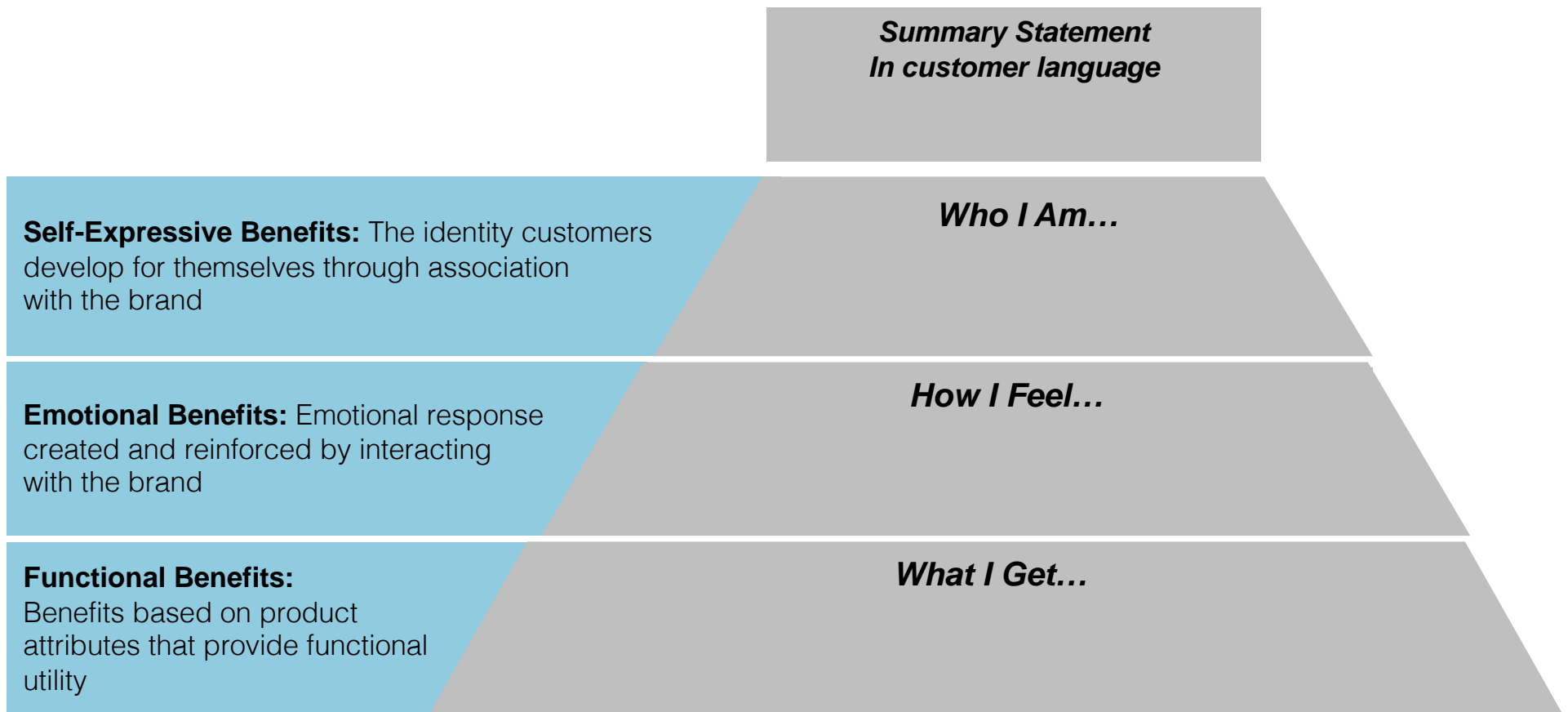
*"People don't want to buy a quarter inch drill.
They want a quarter inch hole."*

Theodore Levitt: Harvard - Foundational raison d'etre: deliver on a customer (un-met) need

CUSTOMER VALUE PROPOSITION FRAMEWORK

A value proposition is a clear statement of the tangible results a customer gets from interacting with your brand.

It is a statement of the defining functional, emotional, and self-expressive benefits delivered by the brand that provide value and differentiation to the customer to drive usage decisions



EXAMPLES OF EFFECTIVE CUSTOMER VALUE PROPOSITIONS



Long Live the Home.

Customers "hire" Ikea for
***low priced furniture that creates a warm,
comfortable home that is a
reflection of one's lifestyle.***

ZOOM'S CUSTOMER VALUE PROPOSITION

Taking your physical event virtual?

Learn how to host user conferences, executive briefing centers, customer and prospect events, webinars, or training sessions virtually over Zoom.

[Learn how to host a world-class virtual event today](#)

Learn from the experts. [Join us for daily live training.](#)

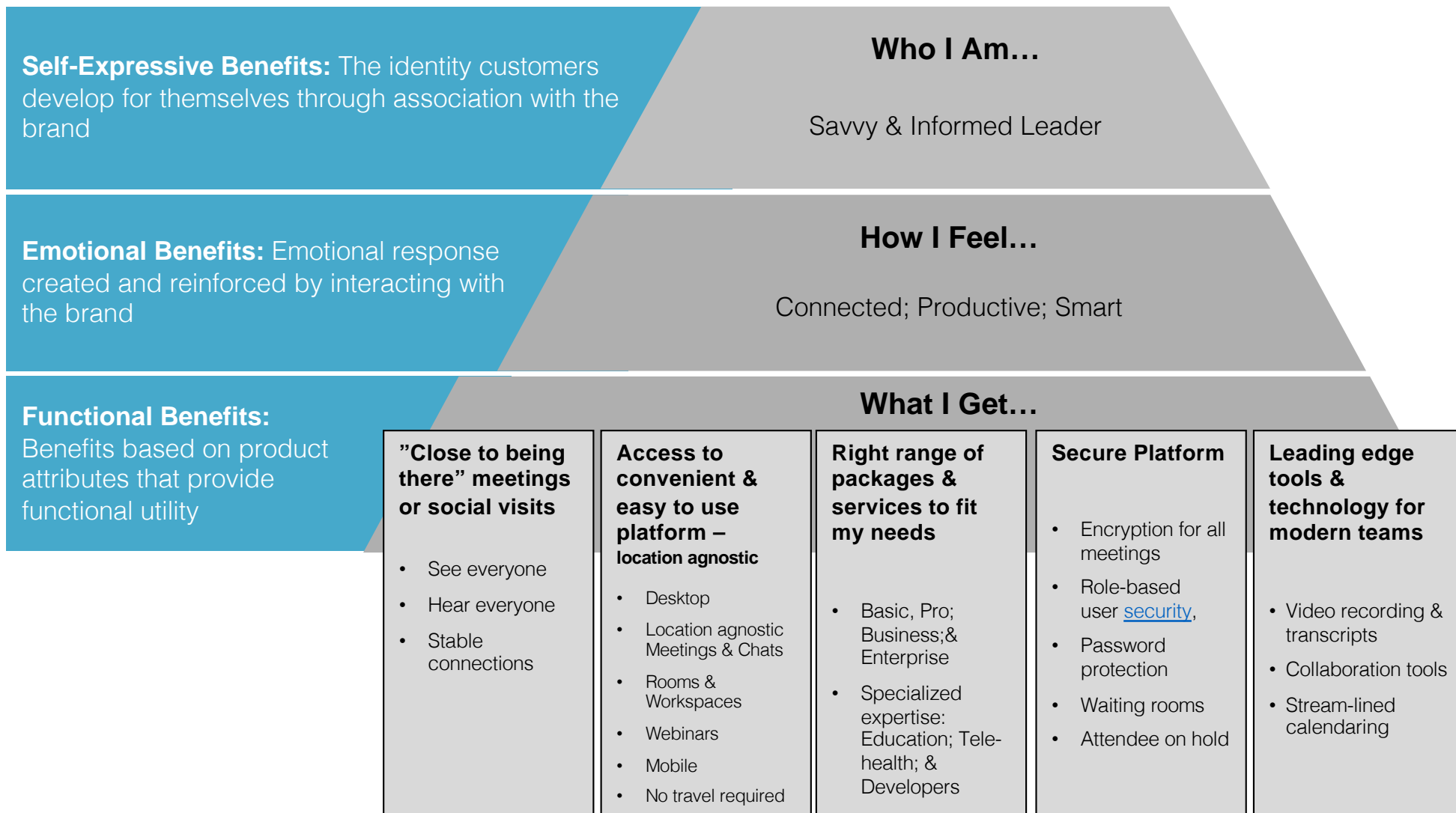


- **Why would people "hire" Zoom?**
- **What is Zoom's value proposition?**
- **Keep in mind Zoom's original targets:**
 - *Corporations, organizations & universities.*



ZOOM CUSTOMER VALUE PROPOSITION

Zoom breaks down the barrier of time and distance. Zoom provides me with easy video & audio access to people with leading edge technology - anytime on any device. The face to face experience brings a real connection into the meeting or the conversation so we get a sense of being together no matter where each of us is. Zoom not only creates connections, but it's a core tool in my life to keep me informed, involved and highly productive.



BRAND POSITIONING

A positioning is...

- A unifying, overarching idea that drives creative execution targeted towards key audiences
- A defined and differentiated perceptual space relative to the space occupied by other competitors
- A description of the strategic intent, style, personality and competencies of the organization
- Can be a composite of both rational and emotional attributes

A positioning is NOT...

- A vision or mission statement
- A business strategy
- An advertising slogan or tag line
- A description of a product or service offering

POSITIONING ANGLES: THEIR POINT OF DIFFERENCE



Mercedes-Benz



Excellence, like no other car in the world –
"The Best or Nothing"



Ultimate sporty performance –
"The Ultimate driving machine" machine



Advanced Innovation & Design – *Vorsprung durch Technik*
(advancement through technology)

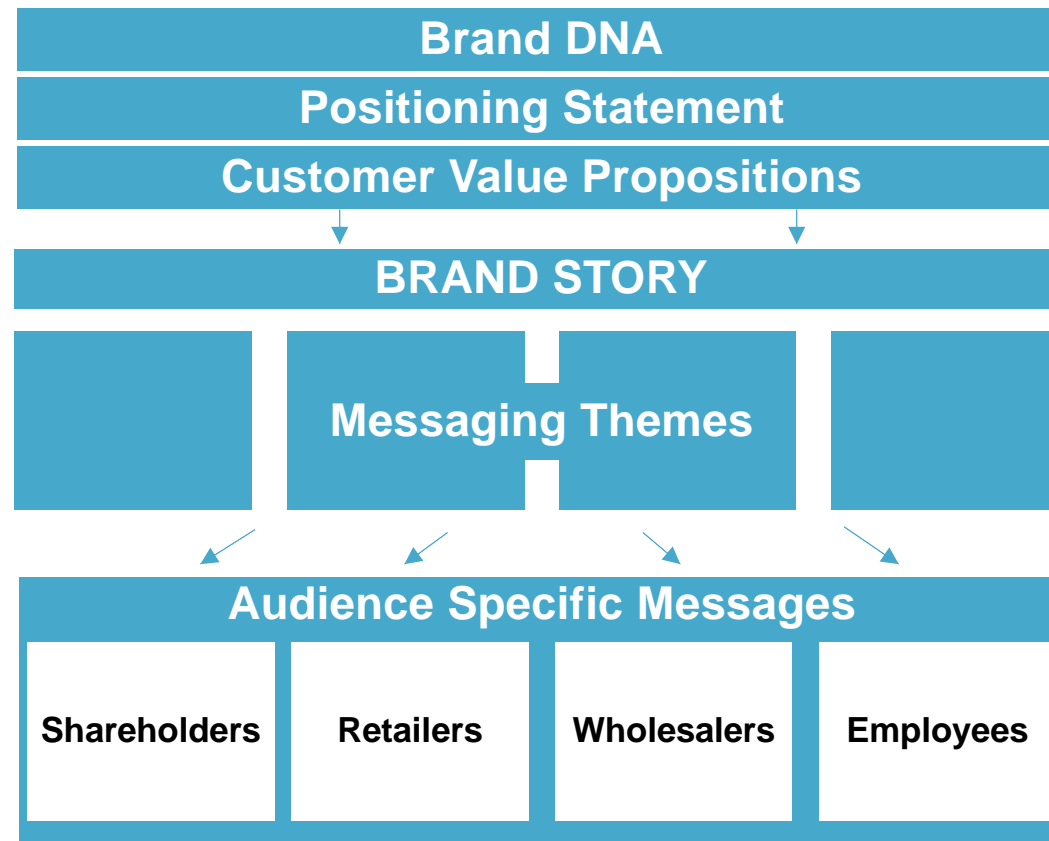


Safety – *"Volvo for Life"*

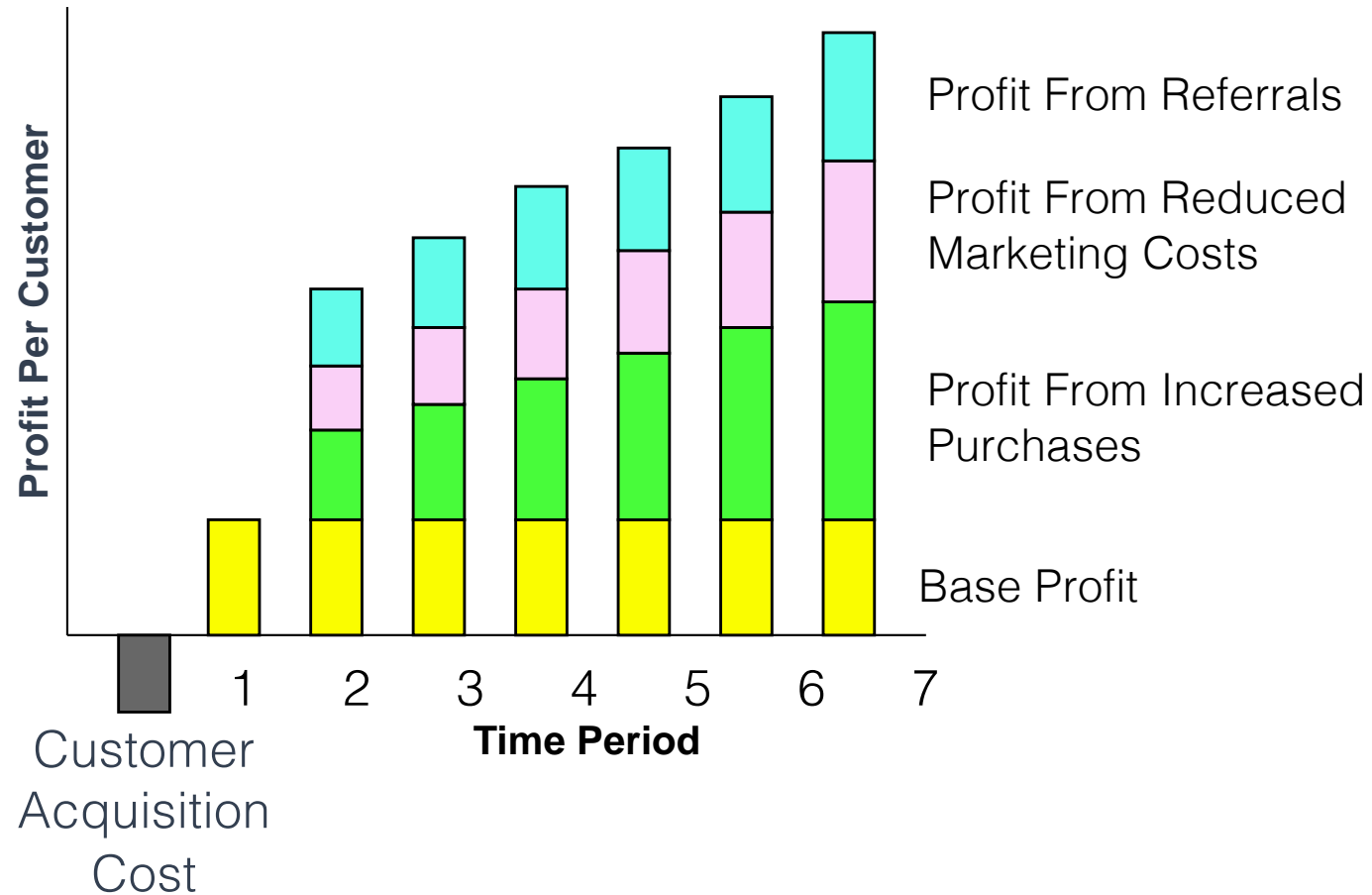
EXAMPLE – RETAILER POSITIONING STATEMENT

Positioning Element	Positioning Statement	Rationale	
Target	To Canadian women, especially High Spender Sallys and Rationale Rachels who are looking for swimwear...	<ul style="list-style-type: none"> • Primary target: High Spender Sally: easier win; <u>7% of the market; twice as likely to shop at Brand X; Spend twice the amount of other segments</u> • Secondary target: Rationale Rachel; 32% of market 	
Frame of Reference	...Brand X is THE go-to choice for vacation swimwear needs...	<ul style="list-style-type: none"> • My destination for vacation swimwear • Best selection of brands, styles and fit • All the accessories you need to fill your vacation bag: dresses, bags, cover ups, bags, flip flops, etc. • 12 months a year 	
Benefit	...because only Brand X provides a shopping experience that makes her feel good - inside & out...	<ul style="list-style-type: none"> • Feeling Inside and out • Easy, warm and friendly customer experience • Play an important role to create a truly positive emotionally experience 	The point of difference!
Reason to Believe	...through Trusted Fit Advisors, an enjoyable and relaxing shopping experience) and the widest selection brands, styles, sizes and tastes for your body shape...	<ul style="list-style-type: none"> • Personalized service • FIT = size, style, taste, design, brand, coverage, • Experience online/offline that driven by understanding her needs; comfortable and safe environment 	

MESSAGING ARCHITECTURE FRAMEWORK



AGAIN – REMEMBER THE COST OF CUSTOMER DEFLECTIONS



WHAT ARE YOUR OPPORTUNITIES FOR GROWTH?

Degree of Product Innovation Relative for that Company/Industry



Low ----- High



Market Segment

Existing

Product Improvements

- Improving tangible features
- Targeting tangible benefits and costs of customer value
- Extend maturity of product life cycle.

Product Innovation

- New insight into the barriers customers face
- Technological ability to design product to satisfy that new "job" and/or
- Innovative brand strategy also key

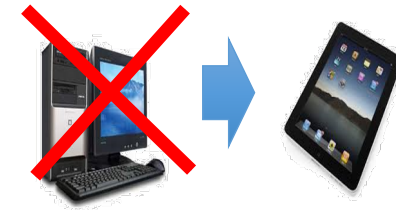
New

Market Development Through Repositioning

- Possibly slight modifications to tangible features
- "Translating" product positioning with the "barriers" of new target customer's value
- Brand strategy is key

Market Development Through Innovation

- Insights into the "barriers" of a non-targeted market
- Innovative product design to address that market's "job"



NOW WHAT?

- Spend time to validate or re-think about what business you're in?
 - Dream – but be realistic
- Establish a clear purpose statement
 - Why you exist...Vision of where you want to go
- Gain a deep understanding of your customers (current & prospective)
 - Always do research: Get information, data → insights
 - Customer needs continuously change
- Build loyalty with your “high value” customers
 - Segment your customers - offers & communications
 - Different needs & wants and expectations
- Think Different to clarify and articulate your brand
 - What you stand for
 - Value you'll deliver
- Consistently - tell your story and live the brand everyday
- Be positive, authentic and who you are
- Be metrics based – course correct!

*Hopefully, now you know what I meant by being
“strategically creative”*

Presented by Peter S Drummond

THANK YOU

Any questions?

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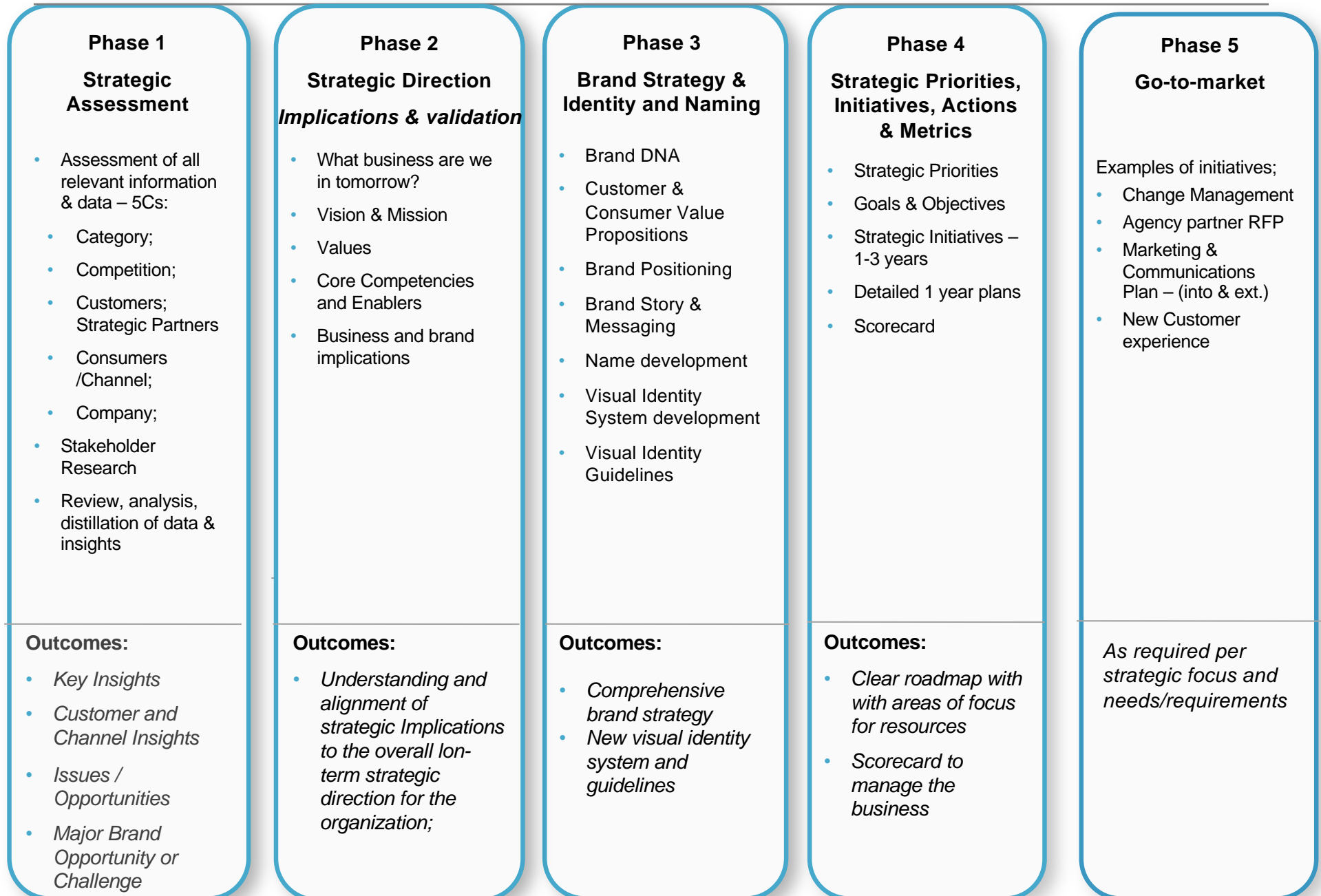
APPENDIX

BRAND STRATEGY RESOURCES

Articles & Videos:

- *“Strategy From the Outside-In”* – McGraw Hill: George S. Day & Christine Moorman
- Steve Jobs on being different: <https://www.youtube.com/watch?v=keCwRdbwNQY>
- Sinek, Simon (2009), “How great leaders inspire action,” TEDx: Puget Sound ([online video](#)).
- Peters, Tom (1997), “The brand called you,” Fast Company Magazine ([online article](#)).
- Duque, Linda (2016), “Why Creating a Personal Brand is a Win-Win for You and Your Company,” Globe and Mail: November 12, 2016.
- O’Reilly, Terry (2015) “Selling Yourself: The Art of Personal Branding” Under the Influence ([text](#)).

OUR TYPICAL APPROACH



CREATE PERSONAS TO CONNECT TO TARGETS & INFLUENCERS

- Personas are fictional composite characters based on data from real people
 - the targets themselves, research, and you & your team).
- **Keep the “real people” at the CENTRE OF YOUR BRAND throughout the process** and frames each project or initiative in human & holistic terms, impacting:
 - What you sell;
 - How you sell, and
 - To whom you sell more effectively
 - You’re looking for the differences and distinctions between each target group
- Personas serve as a criteria for innovation; marketing, communication; selling;
- Helps with empathizing with your users/customers
- Building and reinforcing and the human factor at the centre of value creation

Source: DesignWorks, Heather M.A. Fraser

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