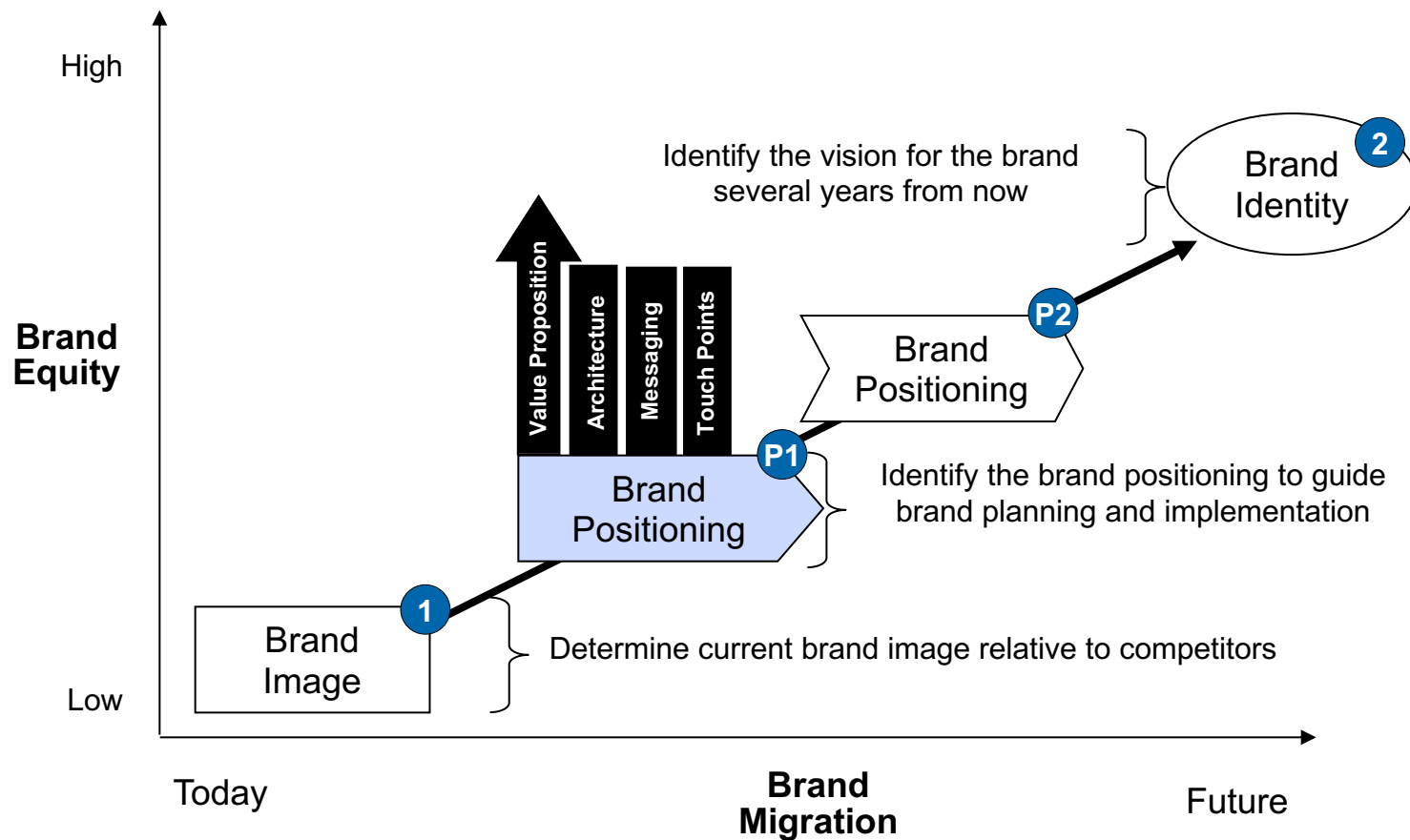


A disciplined approach to brand strategy development should be employed

- Three points in time need to be considered: 1) today; 2) future brand vision and 3) the brand positioning to fill the gap over time

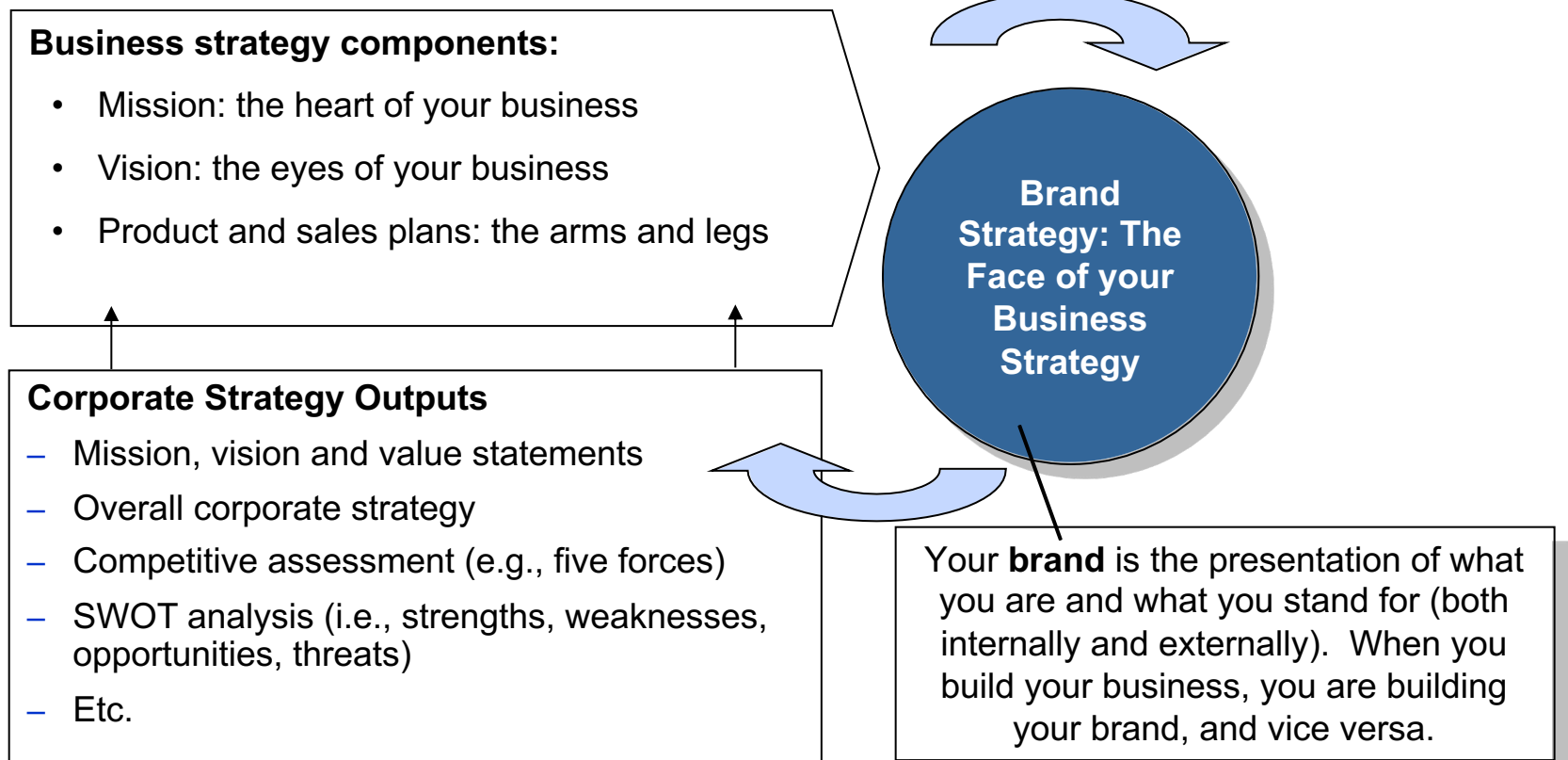


Some important brand terms

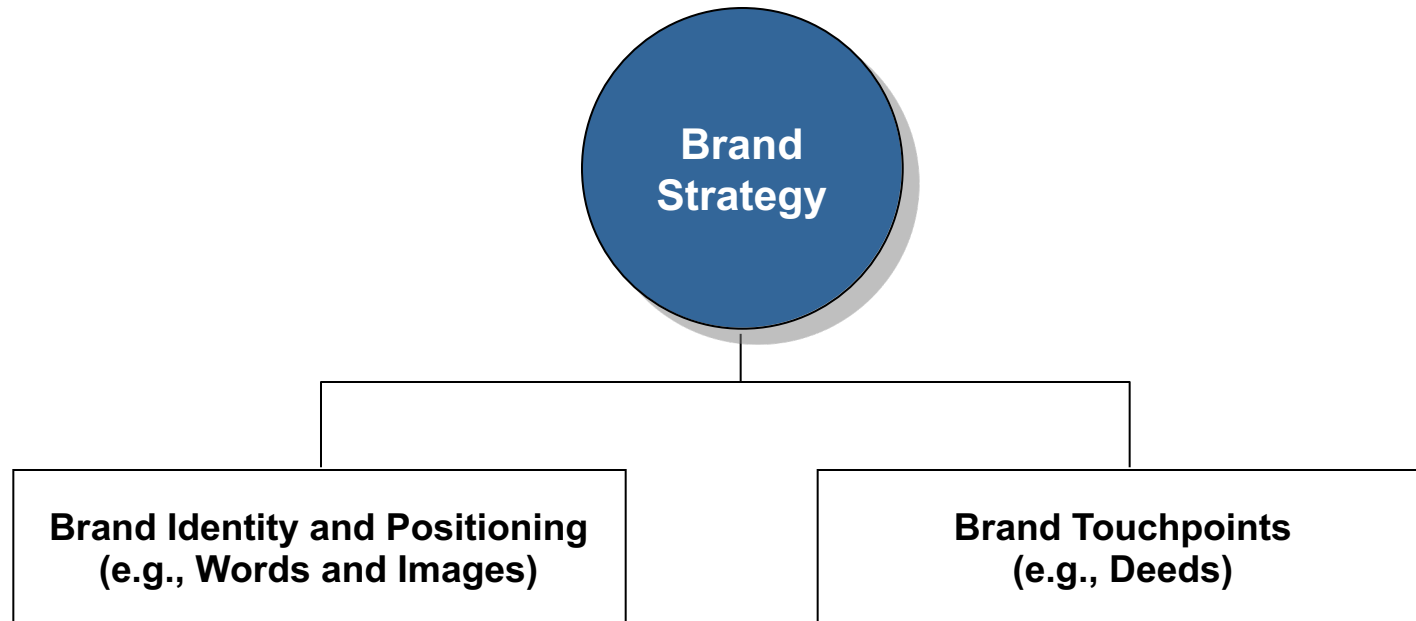
- Brand Image
 - **Current perceptions** of the brand, both positive and negative
- Brand Identity
 - **Future intended associations**, including visual representation (logo, color, type, symbols, etc.)
- Value Proposition
 - The functional, emotional and self-expressive **benefits delivered** by the brand that provide value to the customer
- Brand Positioning
 - The **conceptual place** you want to own in the target customer's mind
- Brand Architecture
 - The strategic, relational structure of all brands in the **portfolio**

Business strategy and brand strategy – the “face” of your business strategy – are separate but related concepts

- Brand strategy development should build upon and inform business strategy components



Brand strategy should inform both “words” and “deeds”

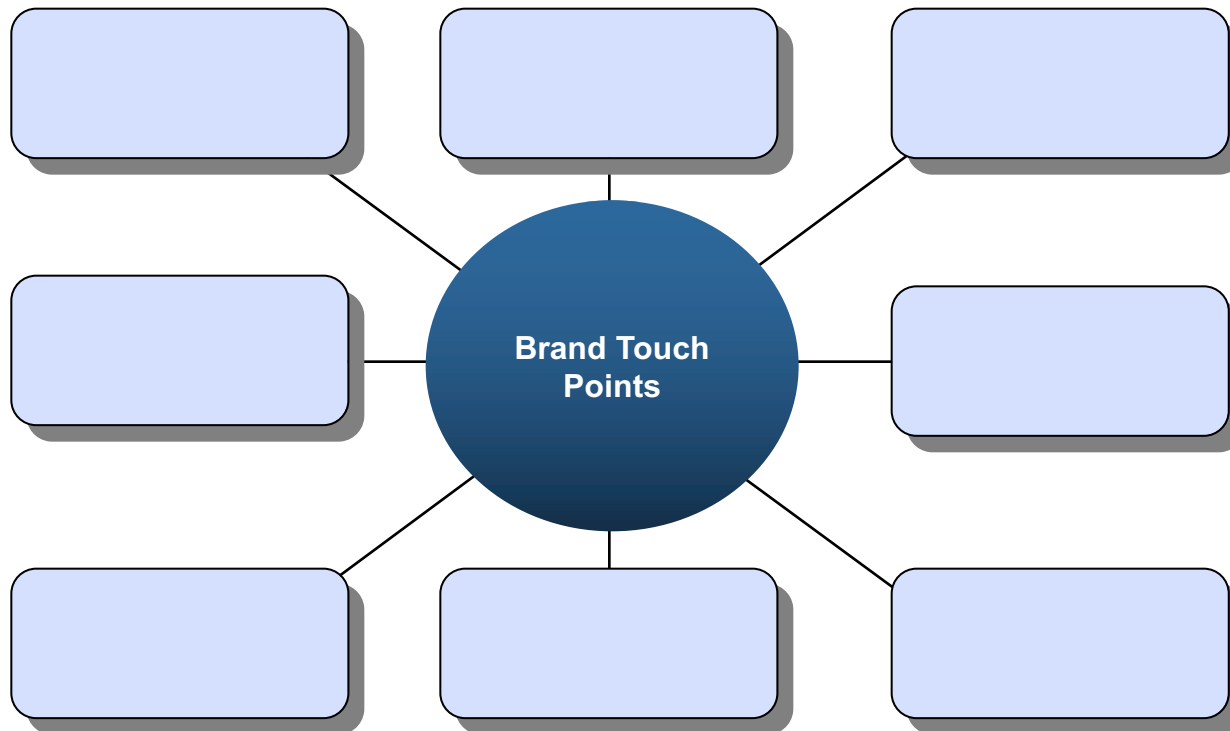


1. Brand identity and positioning (i.e., words)

Brand	Brand 1	Brand 2	Subbrand A	Subbrand B	Etc.
Product Scope					
Customer Segment					
Benefits Sought <ul style="list-style-type: none">- Rational- Emotional					
Brand Positioning Statement					
Brand Look and Feel					
Brand Identity/ Associations					

2. Brand touchpoints (i.e., deeds)

- Every brand touchpoint decision should be judged by how well it supports the brand strategy
 - Where do your customers touch your brand today? What is the current and ideal brand experience at each touchpoint?



It is useful to think about how brand scope may change over time

- It is often useful to focus brand integration 1 – 3 years out, given the time required to enact meaningful changes



	Today	1 – 3 Years	3 Years +
Brand scope			
Brand issues	<ul style="list-style-type: none"> What is the image of the brand today? What is its intended positioning? 	<ul style="list-style-type: none"> What might the brand portfolio look like in 3 – 5 years? How might the value proposition shift for better integration? 	<ul style="list-style-type: none"> What is the brand vision 3 or more years from now? What can be done to improve brand-customer alignment?
Value Proposition			
Brand Positioning			