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Loading PreviewSorry, preview is currently unavailable. You can download the paper by clicking the button above. Full PDF PackageDownload Full PDF PackageThis PaperA short summary of this paper37 Full PDFs related to this paperDownloadPDF Pack You knew the lovestof wouldn't last forever. The afterglow of Windows 7 is dimming a bit now that users are running at full tilt, and although most user experiences are positive, in the last week or so there have been grumblings about a Windows 7 stability update that is creating instability and even louder complaints about the OS misreporting battery life, or possibly affecting the battery life of users. As ZDNet's Adrian Kingsley-Hughes puts it: "The Windows 7 honeymoon is over." This was inevitable. Things with Windows 7 had been going just a little too smoothly, no? What's a Microsoft OS without more people complaining about something? | For complete coverage on Microsoft's new Windows 7 operating system – including hands-on reviews, video tutorials and advice on enterprise rollouts – see CIO.com's Windows 7 Bible. | Nonetheless, I think there is more bark here than bite. Microsoft has been fairly quick to address these issues, and the guy who runs Windows (Windows president Steve Sinofsky) wrote an intensely detailed blog post stating that this is a battery issue, not a Windows 7 issue. Still, Sinofsky's big brain was not enough to convince users. Slideshow: Seven Features in Windows 7 You Probably Don't Know About Slideshow: Windows 7 in Pictures: The Coolest New Hardware Slideshow: Seven Tools to Ease Your Windows 7 Rollout The reliability and stability patch, named KB977074, which Microsoft issued two weeks ago, could be more problematic for the software giant. Ars Technica first reported on complaints about the "fix" and users who have downloaded the patch are telling tales of blue screens and shutdown lags. Microsoft said this week that it doesn't consider the problem a "major issue," but is investigating. In the grand scheme of things, these are minor issues generated by a relatively small number of users. Many are probably running Windows 7 on old hardware with aging batteries. There has not been much concrete evidence that the reliability patch causes startup and shutdown issues. I haven't noticed anything different with my personal laptop's battery notification, and I upgraded from Vista to Windows 7 last October on a machine that was a year old. I want it to be sitting on the phone with Microsoft or my laptop's OEM asking why my screen is blue. Forget the honeymoon – that will be grounds for divorce. Shana O'Neill is senior writer at CIO.com. Follow him on Twitter at twitter.com/smonell. Follow everything from CIO.com on Twitter at twitter.com/CIOonline. Table of contents: CoverContents1. The Positioning Concept: Definitions and Illustrations 1- Differentiate or Die Consumer's Perceptual Space Find A Strong Position and Sit on It The 'Un-Cola' Idea Product Positioning and Position Multiple Definitions The Pitfalls of Brand Positioning Summing Up References2. Positioning: Of what stuff is it made? Product Class Consumer Segmentation Perceptual Matching • Perceptual Mapping Example from MARG Brand Attributes and Benefits Summing Up • The Strategy Leap of Miller Lite References3. Positioning is Rooted in Product Features-Or is it? 53- Options for the Brand Manager • Campaign of the Century • Wills Filter • Sananda Projects Herself Summing Up References4. The Pursuit of Differential Advantage: Strategies for Competitive Advantage 75- Cornerstones of Positioning Strategy 1. Who Am I? 2. What Am I? 3. For Whom Am I? 4. Why Me? Summing Up Current Examples References5. 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ISBN 0-07-058195-2 Published by the Tata McGraw-Hill Publishing Company Limited, 7 West Patel Nagar, New Delhi 110 008, typeset in Garamond at Script Masters, 19, AI-B, DDA Market, Pashchim Vihar, New Delhi 110 063 and text and cover printed at Rashtriya Printers, M-135, Panchsheel Garden, Naveen Shadkhara Delhi 110 032 Cover design: Kapil Gupta RZCRRDBDLRQ To, Kanika, Bobby, Nandini Monisha and Maya From the Publisher's Desk Among the several large names in the advertising world, Subroto Sengupta's is assuredly of iconic status. His enormously successful and popular book Brand Positioning was progressing into its second edition, when the author expired. The Publishers have since taken the book to its conclusion, confident that his active involvement over the greater part of this project validated its publication. No effort has been spared to ensure that this book is free of errors. To this end, we are grateful for the invaluable aid provided by Mr M.G. Parameswaran, Executive Director, FCB-ULKA Advertising Ltd., in reading the proofs and suggesting corrections. Furthermore, all advertisements and extracts presented here from published literature, any omissions are regretted. We dedicate this book to the memory of our author Subroto Sengupta in the certainty that our readers will find much to appreciate and value in this posthumously published edition of his work. Preface to the First Edition In the early fifties when I began my life in advertising in DJ Kewner, now Ogilvy & Mather, the positioning era had not yet dawned. That was the age of 'Art in Industry' when major advertisers like Dunlop and Burmah Shell were more concerned with 'aesthetic creativity' than the compulsions of selling. Even in the mid-sixties we in India had not heard of positioning. But competition was rearing its head and some of us were groping with ideas like, for instance, 'distancing' Strepsils from Vicks cough drops; of 'placing' it at the more serious end of the 'less serious' to 'more serious' continuum of sore-throat remedies. By 1970 we had seen the light and were boldly positioning Farex for infants of 3 months as "baby's first solid food for all round growth". Right from those early days and up to 1988 when I played some part in the 'Golden Rendezvous' mission (see Chapter 6), the examples and cases of which I write are those that I have lived with or drawn from the rich experience of fellow professionals. Many of my lessons in positioning have been learnt in the real world of marketing and advertising action from clients who were fair, very professional and very, very demanding. It was under such relentlessminding tension that a highly successful positioning idea for Milkmaid was discovered. Many ideas about positioning emerged from the cut and thrust of debate with my former colleagues in Clarion. Like, for instance, the idea of Cadbury's corporate positioning, expressed in the line—"Making India the cocoa capital of the world" and that I write has been learnt from a thinking campaign at another advertising agency. How do you enhance the sales of a glycerine soap traditionally used only in winter? By jocking it in the consumer's head as a complexion cream that never grows old. An fun of admiration when I make of this positioning idea that I even today use. Physical Attractiveness The Tata Indigo Case Study 239- Positioning MICA: Desired Positioning Case Study on Himani Sonu Chandi Chyvanapras 263- Stretch Your Brand–But Watch Its Limits 268- Rules and Risks of Brand Extension • North Star Summing Up References 4. A former student spent x Preface to the First Edition in Boston and a rewarding stint at the Baker Library of the Harvard Business School, further whetted my interest and the urge to write on this promising subject, firmly anchored in the realities of Indian marketing and advertising. I warmly acknowledge the contribution of other authors to my ideas, notably Professors Aaker, Wind, Green, Urban, Hauser and Dhokalia. I owe a special word of thanks to Professor Stephen Greyser of the Harvard Business School, who wrote the Foreword to my earlier book, and who took the trouble to offer many valuable suggestions, comments and leads on the outline of this book when I discussed it with him in the summer of 1988. He urged me, for instance, to look up the case of "the happy picnic" to which I refer in Chapter 2 and which provided me with both entertainment and instruction. Professor Raymond Corey, also of the Harvard Business School and my former teacher, and Professor George S Day of the University of Toronto, as well, offered helpful suggestions and comments. Professor Jaya Sen of Concordia University in Montreal has been an invaluable resource in making a computer search of relevant literature and obtaining references not available in India. I have been touched by the readiness with which the heads and senior executives of various advertising agencies and former clients have sent me the advertisements that are reproduced in this book. And I am infinitely grateful to those agencies which have contributed, for publication in this book, their views on positioning. My publishers, Tata McGraw-Hill, have given me a great deal of editorial encouragement and support. Mr Ranjan Kaul, in particular, has played the role of a supportive and very demanding editor. My next suggestions were made by Rajeev Sankar and I had much to gain and much to lose. I need hardly say that I am grateful to all those who have helped me in the past. I am particularly grateful to my computer facilities who have nurtured and drafted typeset for me. I am grateful to the following individuals for their cooperation and support: Anand Kumar, Anand Kumar, Aavek Sarkar Mr C B Sen Geoffey Manners & Co. Ltd Mr Manoj Maheshwari Mr Sanjeev Goyle Food Products Specialists Ltd Mr D E Ardeshir Hawkins Cookers Ltd Mr B Ram Vasudeva Mr B M Raj Lipton India Ltd Mr Hrishabh Bhattacharyya Mr P Radhakrishnan Procter & Gamble India Ltd Mr Gurucharan B Dr Khosla Reckitt & Coleman of India Ltd Mr Shyamal Ghosh Mr Kaushik Mazumdar ITC Ltd. Mr J Narayan Mr Amit Sarkar Mr Kamal Ramnath Mr S M Ahmad Ms Dickoo Nardesji Mr K Dasaratharaman VST Industries Ltd. 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Use of the word "extension" refers to consumer durables and packaged products. This is, in effect, marrying the power (no pun) of the brand name to the production efficiency of an outside supplier. Quite often, however, the brand name may decide to manufacture the brand extension in-house. Brand Extension A successful brand is like a powerhouse containing enough energy to illuminate distant territories. Such a brand name appeals for consumers, it has stood the test of time and competition. This is the driving force behind brand extensions. A huge accumulation of consumer-pulling power which can be harnessed by the brand's traditional equity boundaries. This is what explains the extension from Ivory soap to Ivory shampoo, from Dettol antiseptic to Dettol soap, from Pond's Dreamflower talc to Pond's Dreamflower soap, from North Star shoes to North Star apparel. Some of these have faded away. The other driving force is the present-day high cost of launching an altogether new brand. With increasingly competitive markets and escalating media costs, it makes sound financial and marketing sense to spin out the inner force of a respected brand for new incarnations. Paradoxically, we find examples of such new incarnations with brands that are in the declining phase of their life cycle as well as those in the prime of life. In Sickness and in Health The story of Gold Flake is a good illustration of taking over a strong brand name from a category which is static or declining—like plain cigarettes—to a market all set for growth like King-sized filters. A very successful brand was the result: Gold Flake Filter Kings. Stretch Your Brand—but Watch its Limits 273 Charminar, once the largest-selling cigarette brand in India, belongs unfortunately to a declining category: dark, strong tobacco in a plain (non-filter) cigarette. And yet the name holds magic. It cannot be allowed to go to waste. Hence the spawning of numerous offshoots— Charms, Charminar Gold, Charminar Virginia Filter (Exhibit 10.2, Plate 23). Forhan's Regular, in spite of its undoubted goodness for the gums, is in decline because it simply cannot satisfy the younger toothpasteur of today who demands taste and foam. Hence its offshoot— Foaming Forhan—with fluoride. The brand name Forhan's is too valuable to be allowed to wither away. Koo Karpin is a buoyant and growing light hair oil. The brand name has been extended to launch a skin ointment and a baby oil. And the most vigorous of the new brand names in India—Nirma has been extended to launch other successful products: Nirma detergent bar and Nirma toilet soap. Beware of the Trap Trout and Ries are dead against such extensions—they call it the line extension trap. They give two arguments. First, they say, a highly successful brand almost owns the category. The sign of its success is that consumers never notice the brand name as generic. "This is the essence of the positioning. To make your brand stand for the generic. So the prospect freely uses the brand name for the generic."7 Like "Hiland a Bayer", meaning an aspirin tablet. This advantage, they think, is lost if the brand name is extended to other categories, say Bayer decongestants. Second, when a brand has etched a clear position in the prospect's mind, extension of the brand to some other product dilutes that position. Like extending the Bayer name to non-aspirin tablets. We do not agree with the first argument but we do, conditionally, agree with the second. Nirma, you might argue, means detergent powder, so how can it also be a detergent bar? The consumer has no such problem. He has taken happily to both. Trout and Ries describe the prospect's way of 274 Brand Positioning looking at products as the 'outside-in' view. Well, here is the 'outside-in' view of the prospect in relation to Nirma: 60% market share for the powder, Nirma detergent bar gained 33.4% market share. A brand extension should be 'No-go', however, if it does indeed conflict with or dilute the sharply focussed position of the mother brand in the prospect's mind. Does Dettol soap for a 100% bath dilute or conflict with the clear, sharp position of the original, viz. Dettol antiseptic liquid? We do not think so and neither does the consumer. Would a Dettol deodorant stick or spray conflict with that original position—the foundation of Dettol's success? Perhaps not. Would a Dettol prickly heat powder hurt that position? Possibly not. But a Dettol perfume probably would. Apart from obvious dangers in such brand extension, there is also the high risk that the failure of a brand extension would injure the reputation of the original. Pre-testing consumer acceptance becomes even more critical with a brand extension because several reputations are at stake. Line Extension versus Brand Extension But before we take up this issue of fit or compatibility for a brand extension, let us clear up a semantic problem. Line extension and brand extension are often used interchangeably. This would not be right. Line extensions should refer only to additions to an existing product line of a company in a given category—to 'fill out' the line. Brand, Marvel was an addition to the Dettol toilet soap line which already included Cinthol and Fresca. What was a line extension to Hindustan Lever's line of detergent bars which already had Rin. Use of the same brand name for a brand extension can be tricky. Can you imagine the present Cinthol, a Cinthol Shikakai soap and a Cinthol with its own beauty cream—all fighting for a place in the consumer's mind? The one situation where it might work (we say might) is in the form of extra strength—like Clinic Shampoo and Clinic Plus; or Vicks VapoRub and Vicks VapoRub Plus. But there too, the dangers of cannibalization are high. Stretch Your Brand—but Watch its Limits 275 By contrast, brand extension refers to using an existing brand name to enter another product market (category) altogether. We saw several examples earlier, like Dettol antiseptic liquid and Dettol soap. A High-Risk Game But beware! According to an Ernst & Young survey in 1998, 17% 72% of brand extensions flop. The explanation seems to be that the extension did not add anything new or better to attract consumers. As the Harvard Business Review had pointed out, extensions are more a sign of the marketer's desperation than inventiveness. If you have a promising product idea should it carry the mother brand's name or a new one? Trout quotes a telling example from Levis. In an attempt to attack the dress-up market, Levis Strauss and Co introduced Levis Pantela Sportswear, Levis Tailored Classics and Levis Action Slacks and Suits. Apparently, confusion reigned! Levis then developed a new brand called 'Dockers', targeted at 25–45 year old Baby Boomers. With an up-scale image and a non-denim brand name, Dockers is "the number one selling pant in America... and is a multi-billion dollar global business." One way to tackle this question is to test the 'elasticity' of your brand name, to which we turn later. Brand Positioning It is my belief that mothers of young babies are concerned overwhelmingly with their health and all-round growth. I found this when we were launching Farex. We positioned it as "Baby's first solid food for all-round growth". Sales increased spectacularly. We realised (through focus groups and larger research) that at this stage mothers looked out anxiously for the signs of baby's healthy growth, e.g. the stages of crawling, walking and speaking at the right time as advised by their paediatrician. 276 Brand Positioning I would suggest that the Positioning of the new brand should be on the following lines: "This (Brand name) is a pure, ayurvedic, all-natural oil that has ingredients which make it more beneficial for your baby's health than any other baby oil." Reason—Why This Positioning should be supported by reference to the expertise of Pt. Shastri, Padma Bhushan. He would talk about these beneficial effects in consumer language. This is an oil that will stimulate the baby's health and growth and has much more value than cosmetic properties as in other oils. In other words, re-position Johnson's as a "Cosmetic" baby oil. Its superiority to Dabur must also be implied. Brand Name This should reflect the Positioning strategy. As a crude attempt, I would name it: Active & Healthy 1-2-3 Ayurvedic Baby Oil Criteria for Brand Extension When we do undertake a brand extension we must give special attention to three critical criteria. You will note that all three are closely interrelated. (i) The "Fit" First, the category chosen for the brand extension must be seen as compatible with the nature of the parent brand and the expertise it represents. There must be a fit. Management judgement acts as the first screen. Will Nirma be acceptable as a scourer, a dish-washing liquid, a wax polish, a toilet cleaner? Will it be equally acceptable as Stretch Your Brand—but Watch its Limits 277 cooking oil, as branded spice, as sauce, ketchup and noodles? What do consumers think? Gamble, to whom we referred earlier, gives examples of consumer research in the sixties to test the fit between the Pet Milk Company and the extensions being considered under the Pet name. Thus, "baby foods were perceived as being close to the Pet image...Pickles were regarded as distant and inconsistent". In the context of brand extension, says Gamble, "the concept of constellations of related products comes into the picture".9 More recently, Professors Aaker and Keller made a study to find out how far a brand name could be stretched. They checked consumer perceptions to aid management judgement. What they did was to slap on some well-known brand names on a variety of different products and check consumer response. These were some of their findings:10 > McDonald's reputation for fast, efficient service did not carry over to photo-processing services. > Heinken wine won't work. People would expect it to taste like beer. > Heinken popcorn was not seen as leading Heinken's knowhow. > Merle Crawford describes how a consumer research technique called brand elasticity analysis can measure the elasticity of a brand—its ability to stretch to other product categories and still carry its consumer franchise. Crawford also reports a hypothetical elasticity profile for the well-known Minute Maid brand of orange juice. Thus, it would be most elastic, i.e. there would be a good fit of the Minute Maid brand name with jellied soups, even dinner rolls, but it was least elastic with packaged meats, ice-cream and peanut butter. Cakes were a borderline case.11 A company in India, very successful in beverages, undertook a study to measure how well consumers would accept the corporate name (which also served as the umbrella brand name for their beverages), when applied to a range of other products being considered for diversification. The findings were revealing. The sample was drawn from housewives in all the four metros in the Rs 1,500 + household income group, in the age-group of 25 to 45, 278 Brand Positioning and at least matriculates. A score of 3 indicated 'perfectly natural', i.e. a good fit between the corporate name and the new product category. 2 indicated 'not surprising'; a score of 1 meant 'surprising'. These were some of the stores: Another beverage 2.9 Biscuits 2.2 Milk 2.0 Bread 1.9 Soft drink 1.9 Fruit juice 1.9 Butter 1.9 Noodles 1.8 Chutney 1.6 Detergent 1.4 Pressure cooker 1.2 Bulls 1.2 The company further analysed these responses and divided them into two groups: (a) product categories for which 25% or more consumers said 'perfectly natural' and less than 25% said 'surprising', and (b) categories for which over 50% said 'surprising' and less than 10% said 'perfectly natural'. This helped to distinguish more clearly the reasonably good fit categories (a), from those that were not (b). The two groups were: (a) (b) Another beverage, biscuits, Bull, pressure cooker, typewriter, fruit juice, bread, milk detergent, meat/fish, noodles, gulab jamun mix, chutney Soft drink had a mixed reception being classified under (a) in Mumbai and Chennai, and under (b) in Kolkata. You can see that it is safer not to make snap judgements, except in the most obvious cases and that executive judgement should be checked with consumer perceptions. (ii) The Value Perception The second criterion for successful brand extension is to ensure that there is consistency in the value perception of the new brand should be on the following lines: "This (Brand name) is a pure, ayurvedic, all-natural oil that has ingredients which make it more beneficial for your baby's health than any other baby oil." Reason—Why This Positioning should be supported by reference to the expertise of Pt. Shastri, Padma Bhushan. He would talk about these essential 'Gold Flake Values: Although Gold Flake Filter Kings and Gold Flake plain are categories apart, they are both linked by these common values. Thus, the brand extension does not hurt the essential position of either brand. Dettol represents trust, hygienic household and personal care. That is the essence of the brand name, its perceived value. To slap it on a beauty cream would be entirely out of character. That is not the distinguishing value of the brand name. That is not the 'Dettol position'. Bic stands for low cost, utility and disposability. One finds the brand name extending from disposable ball point pens to disposable lighters and razors. Can you imagine the Bic brand name on a handsome, presentation electric shaver? Nirma represents above all the value-for-money position: good quality at a low price. This character, or value, should permeate all its incarnations which, indeed, has happened so far. But, please, not a Nirma Deluxe positioned against Lux International. In this sense, Trout and Ries are right when they talk of the extension 'trap'. It is, indeed, a trap if the extension is out of line with the basic position which the parent brand occupies in the consumer's mind. Sometimes, we can be taken by surprise by consumers' judgements. Raymond's is the brand name for an expensive, highly regarded, prestigious suiting fabric. What could be more logical than to extend this brand name to ready-to-wear trousers? Good 'inside-out' thinking, as Trout and Ries would say. Raymond's trousers, branded as Raymond's Double Brackets, promised "no hassles with tailors" and 'great fit"—a highly desirable benefit in readymades. Consumer response was lukewarm. When Lintas took over the account, they found that while consumers were perfectly happy with Indian-made fabrics—and Raymond's occupied a lofty position in the ready-made foreign brands like 'Wangler'—they associated the name with a re-riding exercise. Re-launch Raymond's ready-to-wear trousers with a brand name that stood for sophistication, class and a hint of the foreign expertise that went with good readymades. The brand name chosen 280 Brand Positioning was Park Avenue. Raymond's perceived value was 'great fabric', not 'great fit'. So, the Raymond brand extension didn't work. A new brand name that helped to credibly convey the value of 'great fit"—Park Avenue—did work. "From a fledgling loss-making division in 1983, sales moved up to over Rs 10 crore in 1986 and further doubled by 1988."12 The newly branded Park Avenue-initially trousers, shirts and suits—has extended itself to a range of Park Avenue men's toiletries: shaving cream, after-shave, talcum powder and the like. A successful brand extension must, therefore, have a good fit with the new category and its value perception must match the needs of the target consumer. In the case of Raymond's, as we saw, there was a good fit between the brand name and high quality ready-to-wear trousers but its value perception did not match what the buyer was looking for—"great fit". (iii) The Edge The third criterion for a successful brand extension, closely allied to value perception, is the competitive edge. Marketers have found to their cost that this is not automatic. A great brand name in one category is no automatic assurance that it can offer a competitive and persuasive difference over established brands in the new category. Even if the value perception is favourable, consumers will expect to derive some advantage, some new benefit before they switch. The extended brand needs to measure itself against each strong competitor which it will face. Satisfying this third criterion means that the extended brand must have some inherent quality perception which gives it an edge in the new category. This might be the case with Dettol shaving cream, for instance, or Complan nourishing, tasty biscuit for the school kid's lunch box. Shaving does lead to nicks and cuts. Dettol antiseptic shaving cream would approach the consumer with a built-in edge. The Complan-aware mother, asked to choose between established biscuit brands and the new Complan biscuit, would probably optive Complan in favour of greater nourishment. It was lack of such an edge which caused Glaxo talcum powder for babies to fumble. Stretch Your Brand—but Watch its Limits 281 Better for Babies? Logically, what could be a better fit than for Glaxo—trusted by mothers for baby foods—to offer these mothers a talcum powder for babies? This was the reasoning that prompted Glaxo to launch a talcum powder positioned against the overwhelming market leader, Johnson's Baby Powder. The value perception, too, seemed just right: Glaxo understands what is good for babies and that goes for babies' tender skins as well. Thus was launched Glaxo Tender Talk. A good brand name. A good pack. A good product. Good, but not better in any way than Johnson's—also a trusted name when it comes to the baby's outside. It was judged that the edge would come from the Glaxo name itself. But this name conveyed no inherent advantage to the mother over the baby powder which she had used for years. The brand extension didn't work. Johnson & Johnson are masters of brand extension when it comes to baby care products. Their corporate brand name has supported each of their extensions, from baby powder to baby soap, shampoo, oil, lotion and cream. The theme in their advertising is: For a hundred years now, we at Johnson & Johnson have been caring for baby-skin...That is why you cannot entrust the care of his skin to just anyone. It will require more than a facile brand extension to dislodge Johnson's. We will look briefly at one other brand extension which have majored on a perceived edge communicated by the brand name itself. Hair Oil to Skin Cream Koo-Karpin is an undoubted success in the hair oil business. It dominates the position of 'a light, non-sticky hair oil'; it has acquired value perceptions of making a woman look well-groomed and captivating, and of modernity (see Chapter 2). When the Koo-Karpin brand ventured into the antiseptic skin cream business in competition with the market leader Boroline, Koo-Karpin cream did not at first use the advantage inherent in the name, viz. 282 Brand Positioning lightness and non-stickiness. Later, the brand extension strategy was modified to bring out the edge inherent in the name (see Exhibit 10.5). "At last you skin can breathe", said the later advertising. Have you noticed how your current brand of antiseptic cream leaves a sticky film behind? And how it blocks up your pores? Koo-Karpin is a non-sticky antiseptic cream...so that you skin can breathe... The market share of the brand is reported to have moved up to 10%. Exhibit 10.5 Koo-Karpin antiseptic cream made progress when it adopted the strong point of the parent brand, Koo-Karpin hair oil, viz. nonstickiness, thus allowing your skin to breathe. (Agency: TSA) North Star Extension (Exhibits 10.1, 10.3 and 10.4 Plates 23-24) We look now at one of the best tailored examples of brand extension in India—from North Star shoes to North Star apparel.* Launched in * The author is indebted to Mr D.P. Ghosh of Clarion for providing much of the information on the North Star extension. Stretch Your Brand—but Watch its Limits 283 1978, Bata's North Star brand of footwear was selling one million pairs a year by the early eighties. It had become the symbol of the easy-going, free-spirited way of life. Targeted at young, or at least young-minded, modern consumers receptive to trends from the West, North Star footwear advertising aimed to create the response: North Star is classy, trendy, casual, vibrant and young. It is now really me. Taking stock of international fashion trends and the unique, unchallenged position occupied by North Star shoes, casual wear favoured by the young seemed a most natural brand extension. The fit was apparent. The range of apparel was designed with emphasis on denim—universal symbol of the young and free spirited. Murjani—one of the best known international names in contemporary fashion—was chosen as collaborator for the designs. In the USA, Murjani is almost synonymous with Gloria Vanderbilt jeans—with the promise of fashion and fit. The North Star range of apparel has taken advantage of Murjani's careful attention to design, fit, colour and fabric. To six metaphors a little, one might say that for this brand extension Murjani added the cutting edge. The North Star apparel range has been positioned as: Contemporary, distinctive, youthful, often daring, always original. It has been divided into two categories: the core line consisting of classic designs in jeans and jackets which would remain unchanged for some time, and the fashion line garments to be made in limited volume for one season only (See Exhibit 10.4, Plate 15, and Exhibit 10.5, Plate 16). New North Star shoes have been designed to strengthen a common value perception of comfortable fit, style, youthfulness and 'freedom'. The brand extension has been so managed as to forge an integrated whole in which shoes and apparel complement one another (Exhibit 10.6, Plate 16). The brand extension also embraces North Star accessories which reflect the target consumer's lifestyles—belts, socks, backpacks, watches, Walkman type music systems. The retail network has been expanded beyond Bata stores. Specially designed North Star outlets, where the mood and decor will match the North Star spirit, are being opened in all major cities. 284 Brand Positioning The goal. To make North Star apparel the top-selling brand in the market for casual, trendy clothing. Although not a major brand any longer, we have included this extension in the new edition because of its exemplary value. Successful Extensions The reader is urged to study the discussion on brand extensions in all excellent book entitled "The Brand Gym" by David Taylor. Taylor points to two important considerations when exploring opportunities for brand extensions. He refers to the "Functional Stretch" and the "Emotional Stretch". The former asks if the brand has the 'competence' to offer a certain product or service. Would you expect Tesco, the highly respected supermarket chain in the U.K., to offer financial services? Apparently they did so with great success. The second is "Emotional Stretch". Would the emotional and personality associations of the brand make the extension credible? Referring to Tesco again, noted for its good-value associations, would Tesco be successful if they ventured into diamond jewellery? Study also Prof. Kevin Lane Keller's seminal book entitled "Strategic Brand Management" (1998) where he includes a very thorough discussion on this subject in Chapter 12. There are many useful ideas in "Brand Asset Management" by Scott M. Davis (2002). For example, to minimise cannibalisation of your existing brand, an innovative extension should have premium pricing. And always make sure that the extension never dilutes what the parent brand stands for and make sure that consumers understand the differential value offered by the extension. The Tylenol extensions examined in his book are revealing as for example, Tylenol PM. It began to be used by consumers, not so much for pain relief but as a sleeping pill, bolstered by the consumers' confidence in the Tylenol name. Apparently, it became a "huge business". The book also gives the example of the Marriott Hotel brand which extends down from 'Marriott Vacation', its highest price point, to 'Fairfield Inn', its lowest, each catering to a different segment. There are six such Marriott offerings. Stretch Your Brand—but Watch its Limits 285 The Emami group in India has several strong brands and is considering viable options for extending its highly successful Navaratna Hair Oil brand and Boroplus antiseptic ointment, the market leader. Launched a few years ago, the Group's "Sona Chandi Chayavanprash" has emerged as a "Star" in its Brand Portfolio. Encouraged by this success, the Group wishes to extend this brand to a baby oil. Their first thought has been to launch this new product branded as: "Sona Chandi & Fair & Healthy Baby Oil" The reason being it had been believed to make the skin fair and which mother (in India) wouldn't wish her baby to be fair? Another approach to this extension has been put forward by one member of the team: This sense should be reflected in a better sounding brand name. The 1-2-3 will be somewhat intriguing. It signifies the oil is for babies from day 1 to 3 years. Parentage "Sona Chandi" is not yet a volume seller. I would prefer: 'From Emami' Packaging Should suggest modernity coupled with Ayurvedic herbal goodness. Make the pack novel and striking (like the Madhuri Tal package). It should suggest: 'For Baby'. Brand Persona Modern, knowledgeable and confident about Ayurvedic goodness and purity. 286 Brand Positioning Marketing Plan (a) There must be adequate consumer testing of the Product as it will be marketed, i.e. in the appropriate package and with an accompanying concept card or leaflet. Alternative prices can be checked among matched samples. (b) As soon as we are confident about the functional performance of the product, we should begin detailing with paediatricians and nursing homes. (c) For this purpose we should recruit or re-train 3 to 4 sales reps to work the Kolkata market where, I suggest, we should test-market the product. (d) Chemists will form an important part of our distribution chain. Below the Line (a) As part of the marketing plan, we should consider value added services like setting up 'Active & Healthy Baby Clinics', where mothers can phone (or visit) at any time for expert advice on baby emergencies like walking with a stomachache in the middle of the night. (b) These clinics will be manned by medical students specialising in Paediatrics, with a Doctor—on call. (Will their college accept this as part of their clinical training?) (c) The Clinics would also give advice to mothers on other baby-related problems. (d) In course of time Emami can design and own an Event like, for example, 'Active & Healthy Baby Contests'. (e) Sales Promotion schemes could be planned which would help mothers to feel more confident about nurturing their babies. ("What should be the proper height and weight of your baby when it is 6 months?"; "What toys are most suitable when your baby is one year old?"; etc). These should be related to a booklet on "How to make your baby Active & Healthy: A Guide for Mothers". Stretch Your Brand—but Watch its Limits 287 SUMMING UP In India, and much more so abroad, we see a growing trend towards brand extension, that is, using a successful brand name in one category to enter other categories. There are two forces driving this trend. First is the concept of brand equity, the realization that a successful brand name is the most coveted corporate asset, which has the power to generate profit both in its existing market and in extended markets because of the enormous goodwill which it commands. Second is the high cost of introducing an altogether new brand against established competitors. Licensing a well-known brand to manufacturers of other products—like Coca Cola clothes—is one form of extension. The more important form is for the manufacturer of the brand to extend its name to products in other categories which it markets through its own system: Dettol antiseptic liquid to Dettol soap, for instance. It is estimated that in the USA, almost half of all the new packaged goods are brand extensions. Trout and Ries warn against the line extension trap. They believe it weakens the generic association of the parent brand and dilutes its position. The author's opinion is that extensions need not be a trap. They can be effectively managed by matching three criteria. The first is fit. The extended brand must fit the new category. Management judgement should be supplemented by the study of consumer perceptions. Some findings of such research are discussed. The second is value perception. The essential value of the brand is extended to all the categories where the brand is extended. For example, the essential value of Gold Flake is exclusiveness, together with consistency, quality, and all Gold Flake extensions represent this. The third is competitive edge. The brand name should have some in-built advantage that gives it competitive strength against established brands in the new categories. Some failures are discussed. A good example of brand extension in India—North Star shoes to North Star apparel—is discussed in some detail. "Functional Stretch" and "Emotional Stretch" must both be considered. 288 Brand Positioning REFERENCES 1. 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Journal of Marketing, April, 1969) Ayer's Dictionary of Advertising Terms Positioning: "The art and science of fitting the product or service to one or more segments of the broad market in such a way as to set it meaningfully apart from competitors." (Philadelphia: Ayer Press, 1976) Beckman, Kurtz, Boone "Product positioning refers to the consumer's perception of a product's attributes, use, quality and advantages and disadvantages in relation to competing brands." (Foundations of Marketing, Holt, Rinehart, 1986) Berkowitz, Kerin, Rudelius "Product positioning refers to the place an offering occupies in the consumer's mind on important attributes relative to competitive offerings." (Marketing, Times Mirror Mosby Publishing Co., 1986) Cravens, David W and Charles W Lamb "We shall use the term Positioning to indicate how our marketing programme is perceived by the buyer relative to the programmes of our key competitors." 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"the identification of an exclusive niche in the market or the creation of a unique perception of the product that satisfies an unfulfilled consumer need and that serves to distinguish the product from competing alternatives." (Handbook of Modern Marketing, Prentice Hall, 1986) Green, Paul E and Donald S Tall "Brand positioning and market segmentation appear to be the hallmarks of today's marketing research. Brand (or company) positioning deals with measuring the perception that buyers hold about alternative marketplace offerings." (Research for Marketing Decisions, Prentice-Hall of India, 1986) Hardy, Kenneth G "Very simply, positioning is defining the package of Benefits relative to competition that will be offered to particular target segments." (Business Quarterly, November, 1986) Harrison, Tony "The 'position' a product or service is said to occupy is the extremely simplified persona that the product represents in the mind of a typical Brand Positioning 291 consumer. It is the sum of those attributes normally ascribed to it by consumers..." (A Handbook of Advertising Techniques, Kogan page, 1987) Heiman, Raymond D "Positioning is your product as the consumer thinks of it. Since the consumer is the ultimate user of the product, the consumer's perception of your product is what your product really is." (Product Management, Dow Jones Irwin, 1984) Holmes, John H "... a definition of a product's position would be the perceived image consumers have of one product in relation to their perceived image of (1) Similar products marketed by competing firms, and (2) Kindred brands which might be offered by the innovating firm." ("Profitable Product Positioning", MSU Business Topics, Spring, 1973) Kotler, Philip Market positioning is "arranging for a product to occupy a clear, distinctive and desirable place in the market and in the minds of target consumers." (Marketing Essentials, Prentice-Hall, 1984) Macmillan's Dictionary of Marketing and Advertising The dictionary first quotes Alpert and Gatty and then adds: "Product positioning consists of defining end consumer needs and then developing differentiated products and services which match precisely these pre-identified requirements so that the specialist is able to focus specifically upon selected market segments." Brand Positioning is "the policy used to ensure that the brand has a distinctive position in the marketplace, identifiable by the consuming public ... Brand Positioning (has) to ensure the brand a distinct niche in the market." Michael J Baker (Ed.), Macmillan, 1984) Mittelstadt, Charles A "The positioning refers to how you want your brand to be thought about", connection with competitors in its product category. Positioning needs to be specific and targeted to a specific target audience." (Marketing Basics, Centre for Advertising Services, Interpublic Group, 1982) 292 Appendix O'Shaughnessy, John "The words 'Position' and 'Positioning' can often be confusing. They are used in many different ways. We define positioning as fitting the product to the segment where product performance and appeal most correspond". (Competitive Marketing: A Strategic Approach, George, Allen, Unwin, 1984) Reibstein, David J "Positioning is the activity of trying to get customers to perceive a company's product differently from the way they perceive what competitors are offering. The customer's viewpoint is the crucial aspect of product positioning." (Marketing: Concepts, Strategies and Decisions, Prentice-Hall, 1985) Rothschild, Michael "Positioning refers to the place a brand occupies in the mind in relation to a given product class. This place was originally a product-related concept... concerning market structure... The concept now refers to the place that the brand holds in the consumer's mind relative to perceptions and preferences." (Marketing Communications: From Fundamentals to Strategies, Heath, 1987) Ward, John Fundamentally, a positioning is an identity... Every year, the competition for identity and raison d'etre heats up, rendering certain procedures mandatory... Visibility, realism and consistency in the advertising behind such a positioning are... crucial... And disciplined identification of the niche or segment likely to be turned on to the positioning is equally important. (Chapter on 'Brand Positioning' in How to Plan Advertising, Don Cowley (Ed.), Cassel, London, 1987) Wind, Yoram, J "... The product (brand) positioning should be assessed by measuring consumers' or organisational buyer's perceptions and preference for the product in relation to its competitors (both branded and generic). 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He was one of the founder-directors of Clarion Advertising and retired from Clarion in 1983 as Chief Executive and Executive Vice-Chairman. Before joining Clarion, he worked for DJ Keymer Advertising Agency (which later became O&M). He was also associated with communications for Nirroth from its inception; and until 1986 was a consultant of The Johns Hopkins University, Population Communication Services, Baltimore, USA. A postgraduate in Economics from Calcutta University, Prof. Sengupta later graduated from the Advanced Management Programme (AMP) of the Harvard Business School, USA. He was a Visiting Professor at the Indian Institute of Management Ahmedabad from 1970-74 and later, as Visiting Professor, held the STC Chair of Marketing at IIMA from 1974-78. Later he was a Visiting Faculty at the Indian Institute of Management, Calcutta. A widely known and respected personality in advertising circles in India, he won the ISA-Khatav Gold Medal as "Advertising man of the year" in 1982, and the "Hall of Fame" Award of the Advertising Club, Calcutta in 1983. Prof. Sengupta has authored the book, Cases in Advertising and Communications Management in India. Plate 1 Exhibit 1.1 One can almost see how Sprint would be plotted on a perceptual map of the category, what apart from the popular flavours. (Agency: Lintas) See p. 4. Exhibit 1.6 Milkmaid now established topper on fruits and puddings. (Agency: Clarion) See p. 13. In a long-run position—for desserts. Note that the product has remained unchanged throughout. (Courtesy: Food Specialities Ltd) See p. 13. Plate 2 Exhibit 2.1 Lakme Winter Care Lotion positioned itself against cold creams as

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