

10 Branding



10.1 Theory: What is branding?

Learning outcomes

- Understand the main ideas of branding.
- Use a range of vocabulary associated with branding.
- Argue for and against different approaches to branding.



Introduction

“If Coca-Cola were to lose all of its production-related assets in a disaster, the company would survive. By contrast, if all consumers were to have a sudden lapse of memory and forget everything related to Coca-Cola, the company would go out of business.”

- 1 Look at the quote above from an unnamed Coca-Cola executive. In pairs, discuss what they mean. Why do people regularly buy this drink?
- 2 Look at the pictures above. Which brands do you associate with products like these?
- 3 Look at the characteristics of brands listed below. How well do the brands you identified in exercise 2 match these characteristics?

Brands ...

- should be familiar to us.
- represent more than just the product.
- help develop a relationship with the customer.
- are relatively expensive.
- have a personality.

Language focus: Branding expressions



- 1 The following words all go before or after the word *brand*. Put the words in the correct position below. The first two have been done for you.

image licensed awareness equity extension
manufacturer's own positioning repositioning luxury

licensed **brand** *image*

- 2 Match each branding expression from exercise 1 with the following definitions:

- 1 A measurement of the number of people who know the brand.
- 2 The public perception of the brand.
- 3 The value investors put on a brand.
- 4 The use of an established brand name with a different product.
- 5 A brand that is used by the company that developed and produced the product.
- 6 A brand that is used by the distributor or shop selling the product, not the manufacturer.
- 7 A brand that is leased to a manufacturer, who then makes the product under that name.
- 8 The location of a particular brand in relation to the competition.
- 9 A high-priced product aimed at the top of the market.
- 10 Changing the image of a brand to attract new market segments.

Listening 1: Introduction to a lecture on branding

2.11

Business view



You are going to listen to a lecture with Dr Sally Hibbert, Associate Professor of Marketing at Nottingham University Business School.

1 Listen to the first part of the lecture. Which slide is correct, A or B?

- 1 brand definitions
- 2 brand features
- 3 differentiating brands
- 4 strategic decisions
- 5 benefits of branding

Slide A

- 1 brand definitions
- 2 brand features
- 3 differentiating brands
- 4 strategic marketplaces
- 5 disadvantages of branding

Slide B

2 Choose one commonly used product that you have bought, for example a pair of shoes or a music system. Make some brief notes on the following:

- What different brands are on the market for this product, and how can you differentiate between them?
- Why did you choose that particular brand?

Then compare with a partner.

Listening 2: Defining branding

2.12

1 Listen to the second part of the lecture and complete the notes below with the words Dr Sally Hibbert uses. Then compare your notes with a partner.

Product

- 1** Anything that _____
- 2** Has a _____ value

Brand

- 3** Goes much _____
- 4** A brand is represented by: _____, _____, _____ (or any combination of these)
- 5** Identifies _____
- 6** Allows manufacturers to have some way _____

2 What are the main differences between a product and a brand?



Listening 3: To brand or not to brand?



2.13

- 1 What are some of the advantages of brands for customers and for companies?
- 2 Listen and take notes on the next (long) part of the lecture using the headings below.

Advantages for customers

- 1 _____
- 2 _____
- 3 _____
- 4 _____

Advantages for companies

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____

- 3 Dr Sally Hibbert mentions the 'emotional benefits' of brands, and companies talk about the importance of establishing emotional ties with the customers. What do you think this means?
- 4 What emotional ties do you have to any brand? What adjectives could you use to describe these brands? Are they *exciting*, *reliable*, *comfortable* or *innovative*? What other words could you use to describe brands that you know well?
- 5 Dr Sally Hibbert outlines many advantages of brands. Look at the list below. Which of the points do you think are the biggest disadvantages of branding? Are they disadvantages for customers, companies or the wider environment? Can you think of any others?

high possibility of the brand failing
a high level of investment
difficult to distinguish from competition
brands can have too much influence
high cost of product
brand extensions can damage reputation

Output: Own brand or manufacturer's brand?

A sports-shoe manufacturer is considering whether to develop a company brand (manufacturer's brand), or to supply their product direct to a retailer/distributor and let them brand the product as their own brand. Work in two groups and follow the instructions below.

Stage 1

Group A: Prepare an argument for developing a manufacturer's brand and against a retailer's own brand.

Group B: Prepare an argument for developing the retailer's own brand and against developing a manufacturer's brand.

Both groups should consider the potential benefits and drawbacks to the company, retailers, and consumers. Think about cost, risk, competition, quality, market share, profit and identity.

Stage 2

Work with members of the other group and discuss the ideas you have prepared. Try to come to a decision.

You may want to make notes in the table below.

Costs

Benefits

Issues

10.2 Practice: The Havaianas brand

Learning outcomes

- Understand brand value and values.
- Use vocabulary to describe brands and products.
- Be able to participate in a meeting discussing brand extension.

Profile: Havaianas

Havaianas is a Brazilian brand with a strong international appeal. Havaianas are rubber sandals, but as a brand, they are not *any* rubber sandals. These sandals are highly regarded by consumers for their unique design and award-winning publicity campaigns. Their sandal collections change frequently and have included special editions such as a Brazilian World Cup range and a promotional 18-carat gold and diamond model. The company sells more than 173 million pairs of sandals in over 80 countries in the world. It is owned by Alpargatas SA of Brazil, which owns a number of well-known company brands.

Introduction

1 Read the profile on Havaianas and look at the pictures. What mood, feelings and associations are being created and communicated here? Choose some of the following words that best describe the brand for you personally and discuss with a partner why you chose them. Can you think of any others?

fun friendly Brazilian Hawaiian international fashionable casual summery stylish exciting passionate joyful youthful simple sophisticated artistic creative intelligent energetic fresh tropical optimistic traditional modern

Would the feelings and associations you identified communicate well in your country market? What about for a country with a cold climate?

2 Discuss the following questions about country branding.

- 1 What image do you have of Brazil as a country? How important is the image of Brazil to the Havaianas brand? How does the company use its country of origin to communicate Havaianas brand values?
- 2 What about country branding for other countries? What images and associations do you have of Italy, Germany, Japan or another country you know? How do the companies in these countries use the international image of their country to help sell their products?



Reading: A company with desired brands

Read this extract from the Alpargatas Annual Report and answer the questions below.

1 How does the company explain its success?

- A It creates new brands.
- B It knows its brands.
- C It has quality products.



A lpargatas brands are well known and desired by millions of consumers in Brazil and abroad. They are at the centre of the company's growth strategy and go beyond the purpose for which they were created, that is, to yield comfort, well-being, pleasure, performance, design and style.

The sales of brands add value to footwear, sports goods and textiles and consequently boost consumers' perception of Alpargatas' value, not to mention the company's results. Brands are product extensions. Although products are manufactured, brands are sold and constitute important elements that guide consumer behavior. A company establishes itself in the market through the values and ideas it wants to transmit and through its brands. These brands become an asset, influenced by feelings, perceptions and ideas that are greater than the value attributed to the product and to the use consumers put it to.

This way of understanding the value of its brands enabled Alpargatas to increase its gross revenues from international sales by over 132% over the previous year.



2 Read the text again. Are the following statements about Alpargatas true or false?

- 1 Their products are brand extensions.
- 2 Their products guide consumer behaviour.
- 3 Their brands and products have an equal value.
- 4 Their brands change the way consumers view the company.

3 Find words and phrases in the text which have similar meanings to these:

- 1 further than
- 2 increases quickly
- 3 continuations / enlargements
- 4 communicate
- 5 valuable property
- 6 ways of understanding
- 7 associated with / attached to
- 8 profits before tax

Critical analysis

- 1 What differences would you expect to see between a non-branded rubber sandal and a Havaianas sandal?

price? image? quality? customer feeling?
customer service? customer loyalty?
- 2 Why would some people pay more for a brand even if the quality of the alternative product might be the same? Would you be happy to pay a price premium (pay extra) for a Havaianas sandal?

Language focus: Describing brands and products

- 1 Read this FAQ (Frequently Asked Question) from the Havaianas website and choose from the phrases which follow to complete the gaps.

havaianas

Where did the inspiration for creating the first Havaianas model come from?

The Havaianas design ¹ _____ the Japanese sandals known as Zori, made of a thin rice straw sole and ² _____. To adapt the Japanese model to the Brazilian market, São Paulo Alpargatas used rubber as raw material and the rice grain format for the ³ _____ – one of its many ⁴ _____. And that's how the famous Havaianas were born.

- 1 A were inspired by B was inspired by C was inspired from
- 2 A fabric belts B fabric braces C fabric straps
- 3 A sole feeling B sole texture C sole music
- 4 A mistakable features B mistake features C unmistakable features

2 Which word in each group does not collocate with the first word?

Example: *product*

We can say *relaxed style*, *relaxed feel* and *relaxed look* but we tend not to say *relaxed product*.

- 1 relaxed – style feel product look
- 2 vibrant – spirit colours pleasure style
- 3 versatile – combinations passion features footwear
- 4 physical – pleasure comfort footwear brand
- 5 inspirational – feel pleasure colours combinations
- 6 iconic – brand comfort footwear look
- 7 affordable – style colours brand footwear
- 8 uncomplicated – style comfort look message

- 3 In small groups, choose one of the brand extension products here. Write a short description for the website using some of the language presented above. Exchange information with another group when you have finished.



Intercultural analysis

- 1 Most of the product names of Havaianas' different sandal collections are standardised in English (Surf, Teams, Trend, Wave, Wind, Fit) for international markets as well as the home market in Brazil. Why do you think this is? Do you think it is a good marketing strategy? Why/Why not? How is English used in your country for advertising? Can you think of any examples?
- 2 Portuguese is used to name a few of the Havaianas collections (Ipê, Camuflada and Tradicional, meaning X, *camouflage* and *traditional*) for both the international and home markets. Do you think the company should do more of this? Why/Why not?

Transferable skill: Expressing visual ideas

- 1 The greatest challenge for the architects of the Havaianas store in São Paulo was to create a space that expressed the feelings and associations people have for the brand. Think about the brand and look at the pictures from the store below. How successful have the architects been? Discuss your answer

Product display



Customisable zone



In store – 'Street market stall'



- 2 The store is divided into different zones and can also be visited through a virtual tour on the company's website. Read the mixed-up captions of two of the zones that appear on the website and put them in the right order:

- 1 The Cube – who want to know / a space that always / to tell. / For those / has a different story / the latest Havaianas news:
- 2 Cylinder – and fun / accessories to keep handy. / the Havaianas handbags. / Cheerfulness, happiness / are always the best / Check out

- 3 Write short captions for the Street market stall and the Havaianas customisable zone (shown in the photos) in one or two sentences.

- 4 Write a short paragraph to explain the success of the Havaianas brand strategy.

Critical analysis

Retail marketing is about communicating what the brand stands for through the design of the store. Discuss how well-known brands do this in stores you have visited. Think about the following:

shop window product displays customer service lighting
store layout store location interior design use of colour

Output: Brand extension meeting

In small groups, work together in product development teams. It is your job in the Marketing department to extend the Havaianas brand.

Stage 1

Decide on a completely new brand extension, for example a mobile phone, bottled water, an airline, a watch or another product. Think in terms of both product design and communication of brand values to the customer. Make notes during your discussion in order to make a short presentation to another team.

Stage 2

Give a brief presentation to another team about your brand extension, and answer any questions they might have.



10.3 Skills: Using persuasive communication in meetings

Learning outcomes

- Learn how to persuade people to change their behaviour.
- Understand issues in customer care and company image.
- Learn language to direct and persuade.

Introduction

1 In small groups, brainstorm all the jobs you can think of in a hotel, e.g. chefs and waiters. What are the responsibilities of each job?

2 Work in pairs and role play the following situation.

Student A: You recently stayed at an expensive hotel and were very disappointed with the service. Phone the hotel to make a complaint.

Student B: You are the manager of an expensive hotel. Try to deal with the customer in an appropriate way.

3 What problems can you have at a hotel? Have you ever experienced any problems? Were any of these problems connected with the staff? What do you think hotel staff are like in your country?

4 What control does the manager have over these problems? How might managers persuade, or directly force the staff to change?

Critical analysis

Mary Jo Hatch and Majken Shultz have written several studies on organisational management. They believe that the success of a company's brand depends on aligning these three elements:

- Vision (top management's goals and hopes for the company)
- Culture (the organisation's behaviour and attitudes)
- Image (the outside world's overall impression of the company)

1 Which of the following relate to each of the above elements?

- what customers think about the company
- how employees feel about the company
- public opinion
- the way the staff behave
- management strategy

2 Which of the three elements do you think is the most important for the staff of a company?



Listening: Address to the staff at a hotel

2.14

You are going to listen to an extract from a meeting in a luxury hotel. Recently, the Rooms Division (responsible for providing services to hotel guests) received a disappointing score on its standards evaluation (standards compliance). This means the staff have not been consistently following the service standards.

1 If you were the Rooms Division manager trying to persuade your staff to change their behaviour, how could you do this? Discuss this in small groups and then listen to the recording.

2 The manager has divided her talk to the staff into four parts. As you listen, number the order of the parts:

- a story
- practising the standards
- the point of the story
- background to the change

3 Listen to the recording again. Are the following statements true or false?

- 1 The CEO held a meeting with all the hotel staff.
- 2 The goal of the company is to decide on appropriate standards.
- 3 Being a telephone operator is a steady job.
- 4 Staff must choose when to apply the standards.
- 5 Staff must always use the guest's name.
- 6 Management do not need to follow the standards.

Language focus 1: The language of persuasion



2.15

1 One powerful way to persuade people is through contrasts. When using contrasts, stress is very important. Listen to these sentences and underline the stressed words.

- 1 This is what we do. It's not an extra job. It is the job.
- 2 Yes, we love our employees but standards are our life.

2 Practise saying the sentences. Also practise the pause – silence can be a powerful and persuasive tool.

2.16

3 The manager's talk contains several examples of management jargon and management speak, for example 'standards are our life'. This language makes the manager sound official and can be used to persuade staff. However, many people believe that 'management speak' often does not have much meaning or hides the real meaning. Listen to the following extracts from the meeting, and fill in the missing words.

- 1 _____ committed _____.
- 2 _____ heart _____.
- 3 _____ people _____.

4 If you were a manager, would you speak like this? Would such language persuade you?

Language focus 2: Using *if* to persuade and direct staff



If is used more frequently in business than in everyday English. It is often used in sentences that try to persuade people or to give orders politely. Sentences of this type often look very different from sentences with the conditional use of *if*. Look at these two sentences and answer the questions below.

- 1 If she had remembered her account number, she would have been able to pay.
- 2 If I'm opening car doors at the front door I say 'Welcome'.

1 Which of the sentences uses *if* in a conditional sentence? Which sentence is politely giving an order?

2 In pairs, give instructions to each other using *if* in these situations.

You always have to smile at customers, use their names, offer to carry their bags, ask if they want a drink.

Example: *If you see a customer, you always smile at him or her.*



Watch Sequence 5 on the DVD to find out more about Marketing.

Output: Persuading staff to change

Your 3-star hotel has been bought by a 5-star hotel chain. It will now try to rebrand itself as a 5-star hotel.

Stage 1

In small groups, brainstorm what changes need to be made. Think about rooms, food in the restaurants, room service, cleaning, uniforms and any other factors that affect the staff.

Stage 2

Now separate into different groups.

Group A: You are the hotel managers. You must communicate these changes to the staff in a way that makes them feel comfortable, while at the same time making them realise these changes are required and not negotiable. Think about how you will do this and what language you will use.

Group B: You are members of staff. You have heard that the hotel is going to upgrade to a 5-star hotel. You want to raise some concerns with the managers about this change. For example, will the salaries be increased? Will training be given? Will contracts be improved? etc. Think about how you can communicate these ideas without putting your jobs at risk.

Stage 3

Have a meeting with the other group and try to reach agreement about all the changes needed. How effectively did the management communicate the changes in your meeting?

