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**Keller**

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10

**Crafting  
the Brand Positioning**

*Marketing Management, 13<sup>th</sup> ed*

# Chapter Questions

- How can a firm choose and communicate an effective positioning in the market?
- How are brands differentiated?
- What marketing strategies are appropriate at each stage of the product life cycle?
- What are the implications of market evolution for marketing strategies?

# Positioning Victoria's Secret



**VICTORIA'S SECRET**      SEARCH      ► SIGN IN

HOME    CATALOGUE QUICK ORDER    SIGN UP FOR EMAIL    CUSTOMER SERVICE    YOUR ACCOUNT    SHOPPING BAG

BRAS    PANTIES    SLEEPWEAR    CLOTHING    SHOES    SWIM    BEAUTY    SALE & SPECIALS    **PINK**

**hurry! sale ends online jan. 31**

**the semi-annual sale**

**free shipping and handling** on U.S. orders of \$100 or more. Enter offer code **VSHIP100** at checkout. ►Details

**online only! ends jan. 31**

**25% off over 40 bras**

Save on Body by Victoria®, Very Sexy®, Angels and more! Enter offer code **[25OFF]** at checkout. ►Details

**clearance bras \$12.99 & up**  
**panties \$3.99 & up**

Shop now before it's all gone!

bra size     panty size

collection

**over 170 sexy new styles**

**swim 2008**  
the scene. the style. the suits.

**clothing sale**  
up to 50% off select styles

# What is Positioning?

**Positioning** is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market.

# Value Propositions

- Perdue Chicken
  - More tender golden chicken at a moderate premium price
- Domino's
  - A good hot pizza, delivered to your door within 30 minutes of ordering, at a moderate price

# Competitive Frame of Reference



The screenshot shows the Whole Foods Market website homepage. At the top left is the logo for 'WHOLE FOODS MARKET'. To the right of the logo is a navigation menu with links: 'STORES & EVENTS | CAREERS | CUSTOMER SERVICE'. Below this is another row of links: 'COMPANY | PRODUCTS | RECIPES | WHOLE BODY | ISSUES | INVESTOR RELATIONS | PRESS ROOM'. A search bar with a 'SEARCH' button is located to the right of the top navigation. The main content area features a large, close-up photograph of a dish consisting of white fish fillets, lemon slices, and green onions, served on a white plate with a fork. At the bottom of the page, there is an 'E-NEWSLETTER' sign-up section with the text 'fl@vors E-NEWSLETTER' and a 'SIGN UP' button. To the right of the sign-up section are three buttons: 'store specials', 'click for', and 'Blogs'. On the far right is a circular logo with the text 'BRING YOUR OWN BAG' and 'BYOB'.

# Defining Associations

## Points-of-difference (PODs)

- Attributes or benefits consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand

## Points-of-parity (POPs)

- Associations that are not necessarily unique to the brand but may be shared with other brands

# PODs and POPs



**Miller Lite** GOOD CALL.

**NEVER WATERED-DOWN,  
SO YOU CAN RAISE IT UP.**

ENTER YOUR DATE OF BIRTH      ZIP CODE  
MM / DD / 19 YY      [ ] [ ] [ ] [ ]  
(OPTIONAL)      **SUBMIT**

**WORLD BEER CUP®  
WINNER**  
GOLD WINNER FOR BEST  
AMERICAN-STYLE LIGHT LAGER

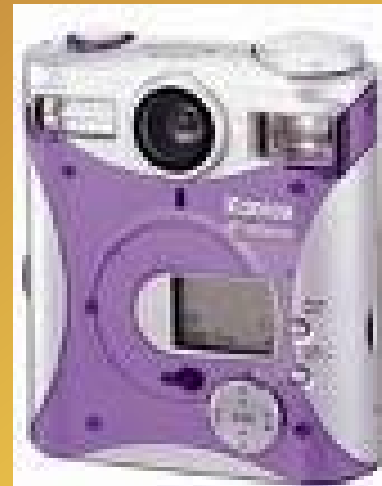
1996 1998 2002 2006

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©2007 Miller Brewing Co., Milwaukee, WI

**LIVE RESPONSIBLY**

# Establishing Category Membership

- This “four-in-one entertainment solution” from Konica failed to establish category membership



# Conveying Category Membership

Announcing category benefits

Comparing to exemplars

Relying on the product descriptor



# Consumer Desirability Criteria for PODs

Relevance

Distinctiveness

Believability



# Deliverability Criteria for PODs

Feasibility

Communicability

Sustainability



# Examples of Negatively Correlated Attributes and Benefits

- Low-price vs. High quality
- Taste vs. Low calories
- Nutritious vs. Good tasting
- Efficacious vs. Mild
- Powerful vs. Safe
- Strong vs. Refined
- Ubiquitous vs. Exclusive
- Varied vs. Simple

# Addressing negatively correlated PODs and POPs

- Present separately
- Leverage equity of another entity
- Redefine the relationship

**The new iPod mini.**  
Now starting at \$199



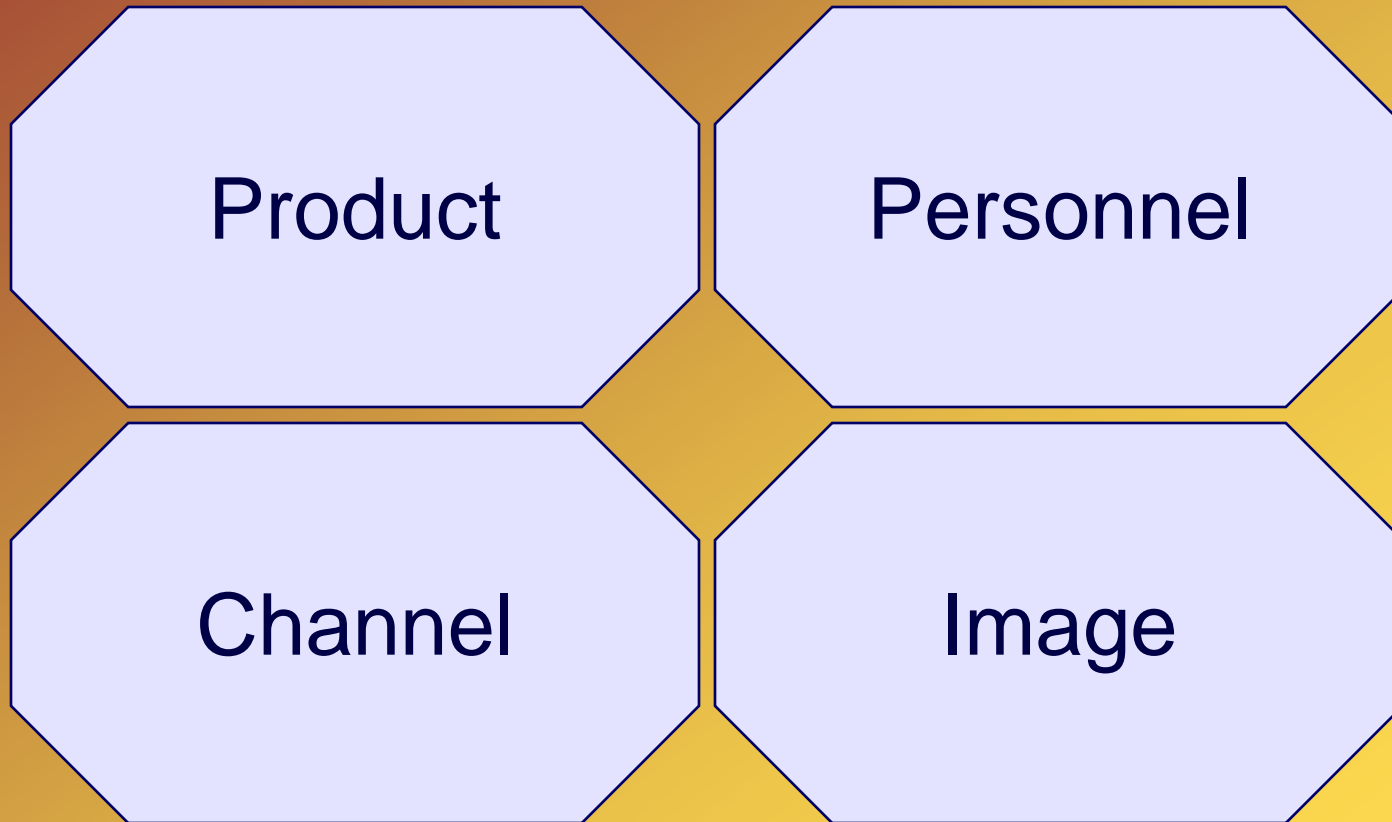
4GB and new 6GB models.  
Up to 18-hour battery life.\* Charge over USB 2.0.  
Available in silver and three new colors.

**The new iPod photo.**  
Now starting at \$349



60GB and new 30GB models.  
Sync your music and photos.  
Charge over USB 2.0.

# Differentiation Strategies



# Product Differentiation

- Product form
- Features
- Performance
- Conformance
- Durability
- Reliability
- Reparability
- Style
- Design
- Ordering ease
- Delivery
- Installation
- Customer training
- Customer consulting
- Maintenance

# Personnel Differentiation: Singapore Airlines



# Channel Differentiation



**freshdirect**<sup>®</sup>

**FIND OUT IF WE'RE DELIVERING  
TO YOUR NEIGHBORHOOD!**

**FOR HOME DELIVERY**

Enter your ZIP CODE here:

**GO**

**FOR CORPORATE DELIVERY**

Enter your ZIP CODE here:

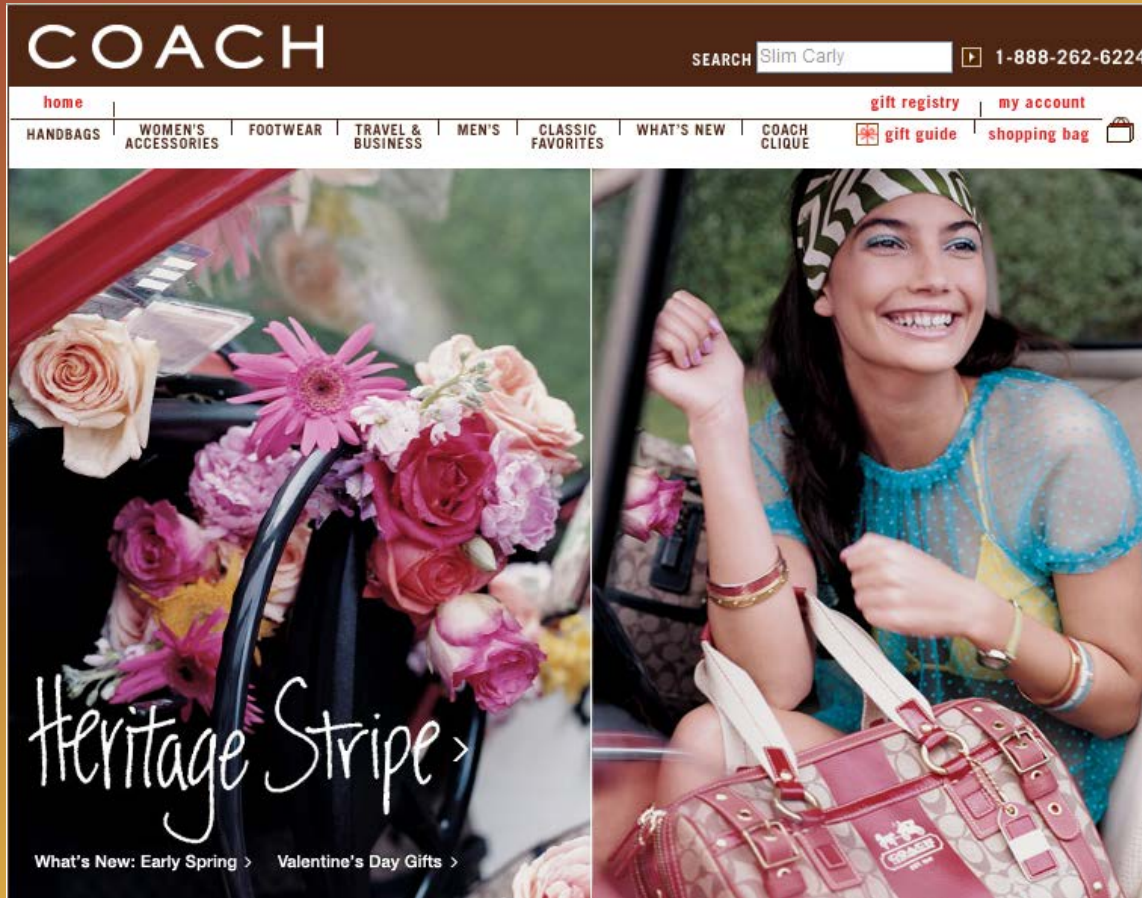
**GO**

Current customer? [Click here to log in.](#)



**OUR FOOD IS FRESH. OUR CUSTOMERS ARE SPOILED.**

# Image Differentiation



# Claims of Product Life Cycles

- Products have a limited life
- Product sales pass through distinct stages each with different challenges and opportunities
- Profits rise and fall at different stages
- Products require different strategies in each life cycle stage

# Figure 10.1 Sales and Product Life Cycle

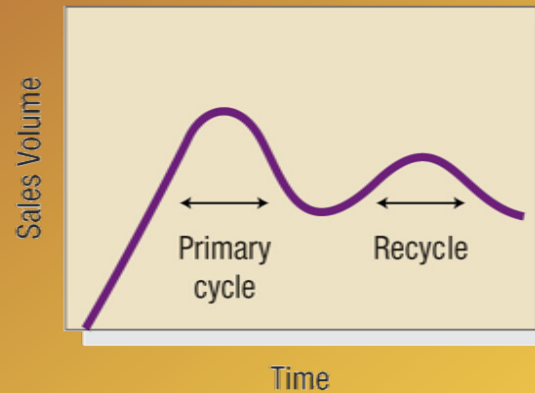


# Figure 10.2 Common Product Life-Cycle Patterns

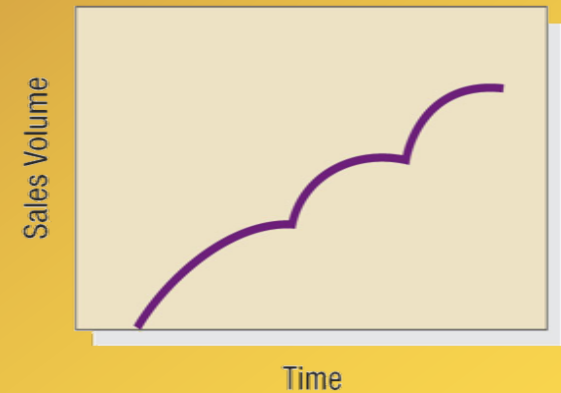
(a) Growth-Slump-Maturity Pattern



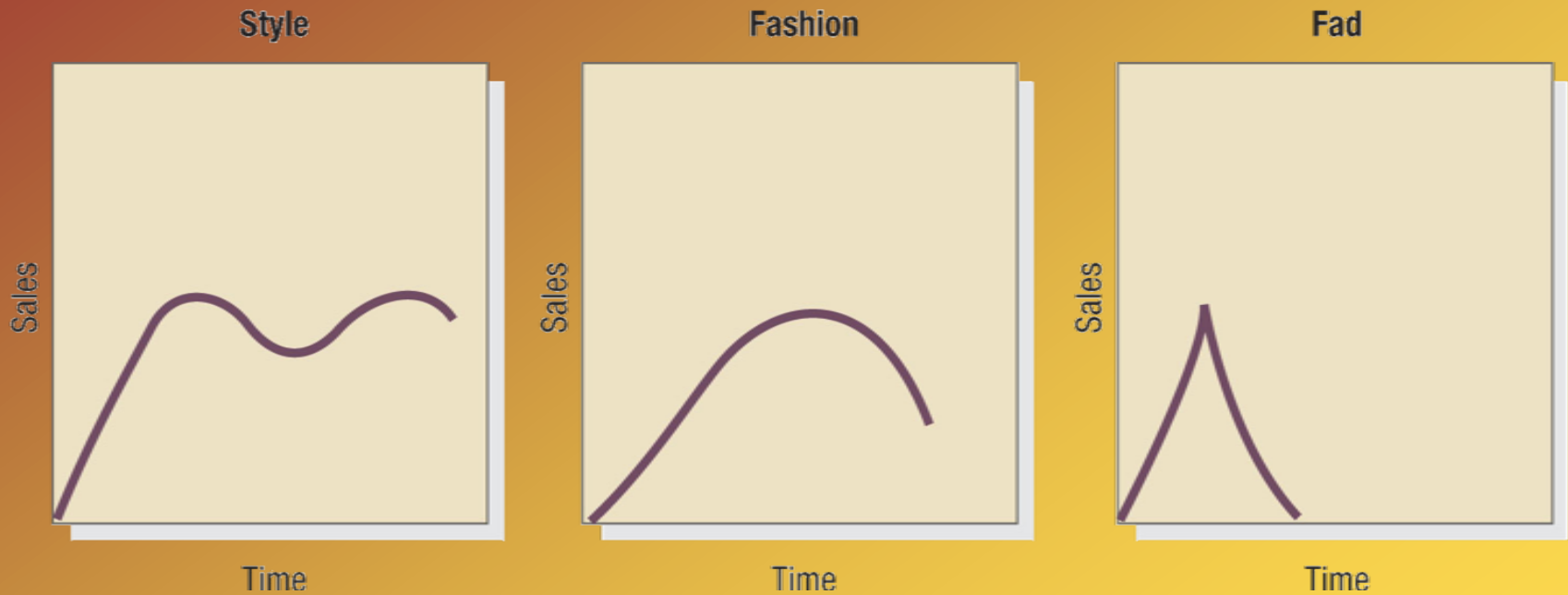
(b) Cycle-Recycle Pattern



(c) Scalloped Pattern



# Figure 10.3 Style, Fashion, and Fad Life Cycles



# The Pioneer Advantage



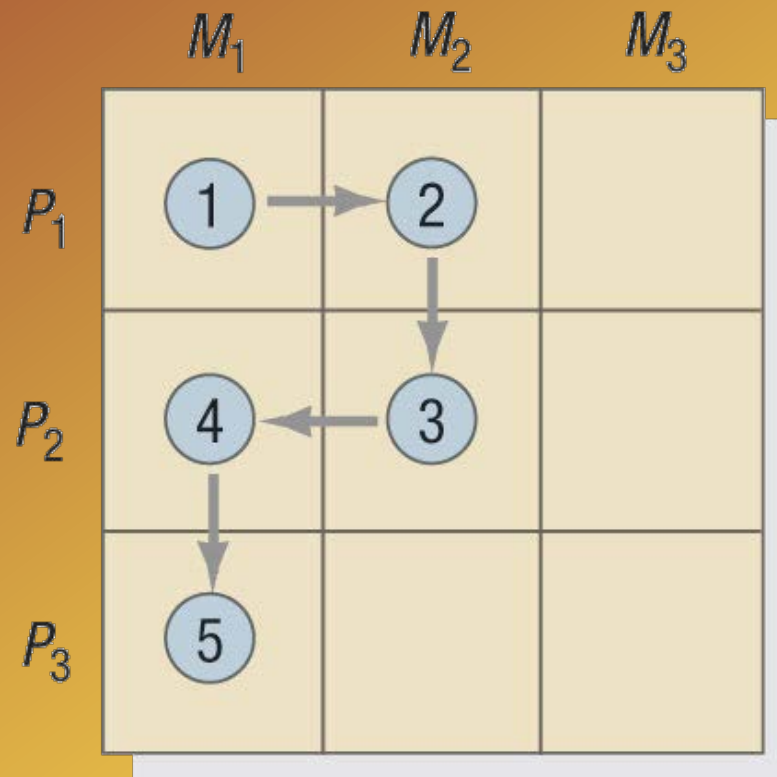
**WIKIPEDIA**

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<p><b>Nederlands</b> <i>De vrije encyclopedie</i> 404 000+ artikelen</p>	<p><b>Português</b> <i>A enciclopédia livre</i> 355 000+ artigos</p>
<p><b>Español</b> <i>La enciclopedia libre</i> 325 000+ artículos</p>	<p><b>Svenska</b> <i>Den fria encyklopedin</i> 271 000+ artiklar</p>

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# Figure 10.4 Long-Range Product Market Expansion Strategy



# Strategies for Sustaining Rapid Market Growth

- Improve product quality, add new features, and improve styling
- Add new models and flanker products
- Enter new market segments
- Increase distribution coverage
- Shift from product-awareness advertising to product-preference advertising
- Lower prices to attract the next layer of price-sensitive buyers

# Stages in the Maturity Stage

Growth

Stable

Decaying  
maturity



# Marketing Product Modifications

- Quality improvements
- Feature improvements
- Style improvements



# Marketing Program Modifications

Prices

Distribution

Advertising

Sales promotion

Services

# Ways to Increase Sales Volume

- Convert nonusers
- Enter new market segments
- Attract competitors' customers
- Have consumers use the product on more occasions
- Have consumers use more of the product on each occasion
- Have consumers use the product in new ways

# A Product in Decline



# Market Evolution Stages



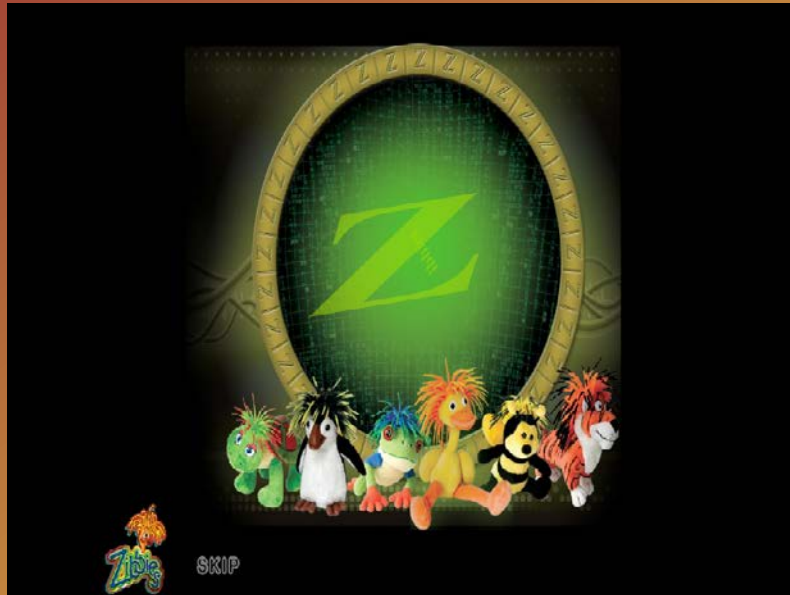
**Emergence**

**Growth**

**Maturity**

**Decline**

# Emerging Markets



Zibbie Zone is one of several virtual worlds tied to toys.

Latent

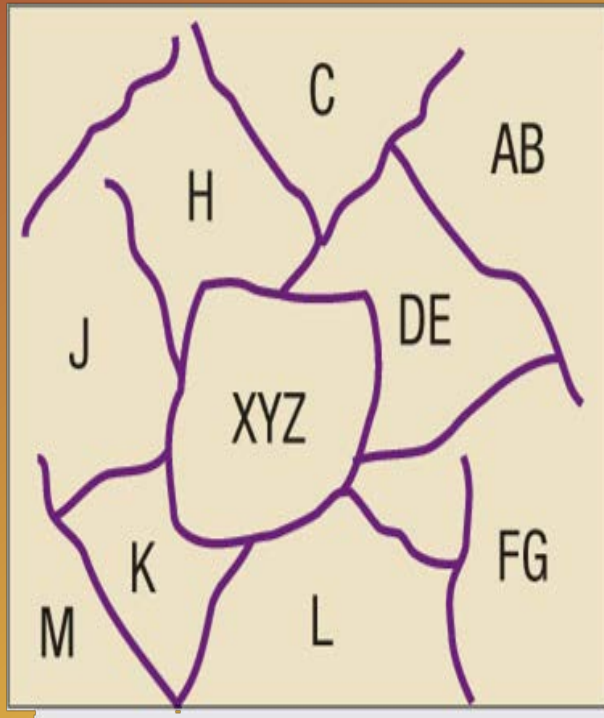
Single-niche

Multiple-niche

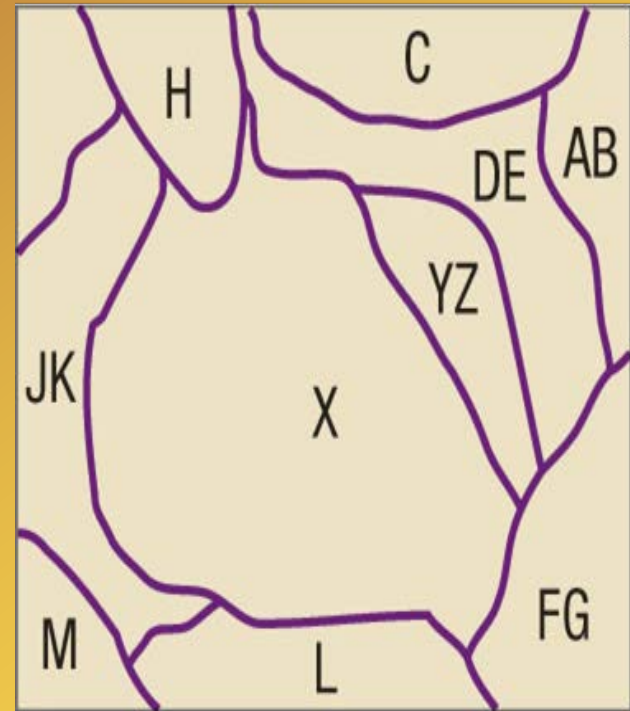
Mass-market

# Figure 10.5 Maturity Strategies

(a) Market-fragmentation Stage



(b) Market-consolidation Stage



# Marketing Debate

✓ Do brands have finite lives?

Take a position:

1. Brands cannot be expected to last forever.

*or*

2. There is no reason for a brand to ever become obsolete.

# Marketing Discussion

✓ What strategies do firms use to try to position themselves on the basis of pairs of attributes and benefits?