PERTUMBUHAN MEREK

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Marketing Management at Gatorade

Gatorade was first developed by researchers at the University of Florida to help the school's athletes cope with the hot, humid climate. Its success in pioneering the sports drink category led PepsiCo to acquire its parent company in 2001 and invest in further growth. But when sales declined by $1 billion from 2007 to 2010, PepsiCo decided a change was needed. Gatorade's marketers returned the brand to its roots to focus more on athletes. They repackaged and reformulated three product lines for pre-, during-, and post-workout consumption, targeting three different markets. The G Series line aimed at "performance" athletes active in school or recreational sports; the G Series Fit line targeted 18- to 34-year-olds who exercised three to four times a week; and the G Series Pro line targeted professional athletes. Gatorade's advertising tagline, "Win From Within," reflected the new brand strategy, and the communication budget included a 30 percent digital component.[1]

How Does Branding Work?

The American Marketing Association defines a brand as “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.” A brand is thus a product or service whose dimensions differentiate it in some way from other offerings designed to satisfy the same need. These differences may be functional, rational, or tangible—related to product performance of the brand.

The Role of Brands

A brand identifies the maker of a product and allows consumers to assign responsibility for its performance to that maker or distributor. Consumers may evaluate the identical product differently depending on how it is branded

The Scope of Branding

Branding is the process of endowing products and services with the power of a brand. It’s all about creating differences between products. Marketers need to teach consumers “who” the product is—by giving it a name and other brand elements to identify it—as well as what the product does and why consumers should care. Branding creates mental structures that help consumers organize their knowledge about offerings in a way that clarifies their decision making and, in the process, provides value to the firm

Defining Brand Equity

Brand equity is the added value endowed to products and services with consumers. It may be reflected in the way consumers think, feel, and act with respect to the brand as well as in the prices, market share, and profitability it commands. Marketers and researchers use various perspectives to study brand equity

Customer-Based Brand Equity

Customer-based brand equity is the differential effect brand knowledge has on consumer response to the marketing of that brand. A brand has positive customer-based brand equity when consumers react more favorably to a product and the way it is marketed when the brand is identified than when it is not identified. A brand has negative customer-based brand equity if consumers react less favorably to marketing activity for the brand under the same circumstances.

TABLE 8.1 Marketing Advantages of Strong Brands

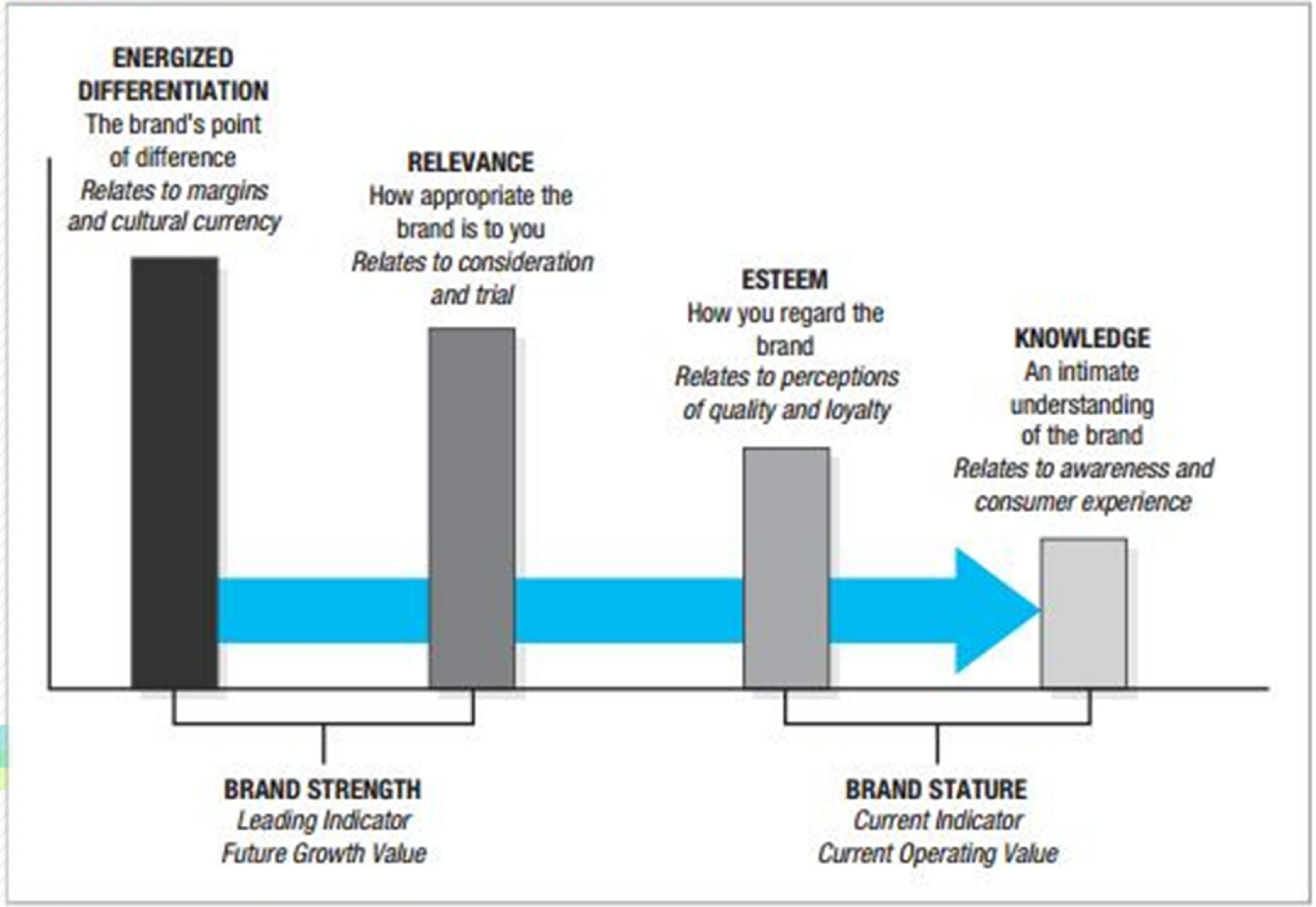
Improved perceptions of product performance	Greater trade cooperation and support
Greater loyalty	Increased marketing communications effectiveness
Less vulnerability to competitive marketing actions	Possible licensing opportunities
Less vulnerability to marketing crises	Additional brand extension opportunities
Larger margins	Improved employee recruiting and retention
More inelastic consumer response to price increases	Greater financial market returns
More elastic consumer response to price decreases	

Brand Equity Models

Models of brand equity offer some differing perspectives on branding. Here we highlight three more established ones.

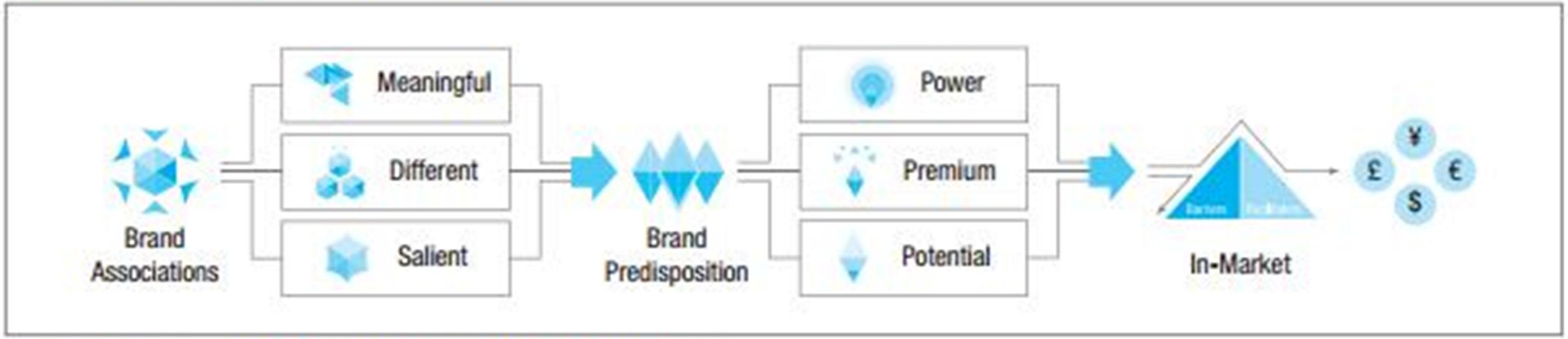
- **BrandAsset Valuator.** Advertising agency Young and Rubicam (Y&R)'s model of brand equity, the BrandAsset® Valuator (BAV), covers four pillars of brand equity (see Figure 8.1). Strong new brands show higher levels of energized differentiation and energy than relevance, whereas both esteem and knowledge are lower still. Leadership brands show high levels on all pillars, with strength greater than stature. Declining brands show high knowledge, a lower level of esteem, and even lower relevance and energized differentiation.
- **BrandZ and BrandDynamics™.** Marketing research consultants Millward Brown and WPP have developed the BrandZ model of brand strength, at the heart of which is the BrandDynamics model (see Figure 8.2). This model is based on a system of brand associations—meaningful, different, and salient—that builds customer predisposition to buy a brand. The associations have three important outcome measures: power (a prediction of brand volume share), premium (ability to command a price premium), and potential (the probability that a brand will grow value share).
- **Brand Resonance Model.** The brand resonance model views brand building as an ascending series of steps. Enacting these four steps means establishing a pyramid of six "brand building blocks" as illustrated in Figure 8.3. The model emphasizes the duality of brands—the rational route to brand building is on the left side of the pyramid, and the emotional route is on the right side.[17]

FIGURE 8.1 BrandAsset® Valuator Model



Source: Courtesy of BrandAsset® Consulting, a division of Young & Rubicam.

FIGURE 8.2 BrandDynamics™ Model



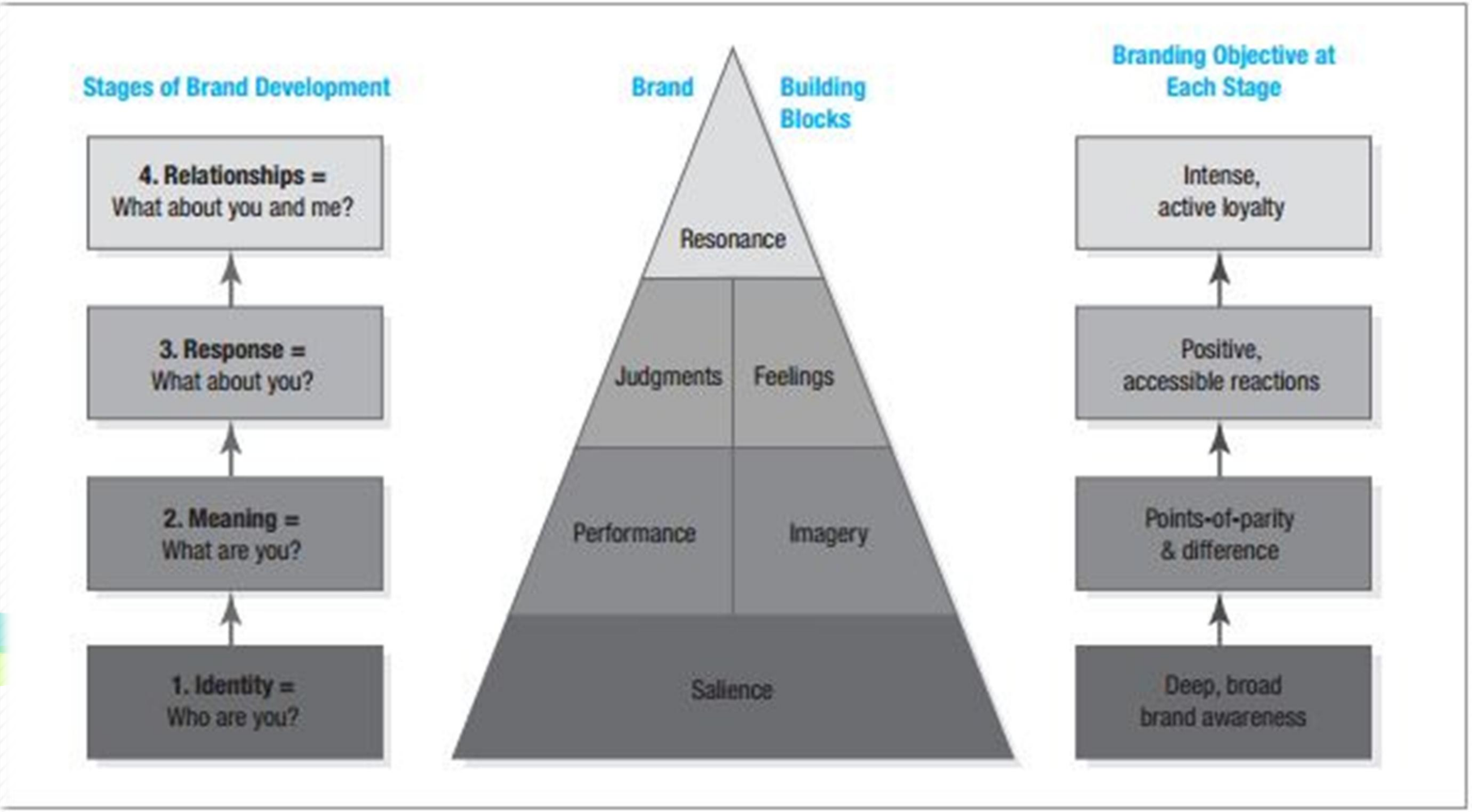
Source: BrandDynamics™ Model. Reprinted with permission of Millward Brown.

Building Brand Equity

Marketers build brand equity by creating the right brand knowledge structures with the right consumers. The success of this process depends on *all* brand-related contacts—whether marketer-initiated or not.[18] From a marketing management perspective, however, there are three main sets of *brand equity drivers:*

1. ***The initial choices for the brand elements or identities making up the brand (brand names, URLs, logos, symbols, characters, spokespeople, slogans, jingles, packages, and signage)***—Microsoft chose the name Bing for its new search engine because it felt it unambiguously conveyed search and the "aha" moment of finding what you are looking for. It is also short, appealing, memorable, active, and effective multiculturally.[19]

FIGURE 8.3 Brand Resonance Pyramid



2. ***The product and service and all accompanying marketing activities and supporting programs***—General Mills is employing a number of new marketing activities to sell cereals, cake mixes, and yogurt. The company is exploring how to best use smart phones with consumers via QR codes, apps, and augmented reality, developing new packaging strategies in the process.[20]
3. ***Other associations indirectly transferred to the brand by linking it to some other entity (a person, place, or thing)***—The brand name of New Zealand vodka 42BELOW refers to both a latitude that runs through New Zealand and the percentage of the drink's alcohol content. The packaging and other visual cues are designed to leverage the perceived purity of the country to communicate the brand's positioning.[21]

TABLE 8.2	Criteria for Choosing Brand Elements
For Building the Brand	**For Defending the Brand**
Memorable: Is the element easily recalled and recognized at purchase and consumption? Example: Tide	*Transferable:* Can the element introduce new products in the same or different categories? Does it add to brand equity across geographic boundaries and market segments? Example: Amazon.com
Meaningful: Is the element credible and suggestive of the category? Does it suggest something about a product ingredient or a brand user? Example: DieHard	*Adaptable:* Can the element be adapted and updated? Example: Shell logo
Likable: Is the element appealing or playful? Example: Pinterest	*Protectable:* Is the element legally and competitively protectable? Can the firm retain trademark rights? Example: Yahoo!

FIGURE 8.4 Secondary Sources of Brand Knowledge

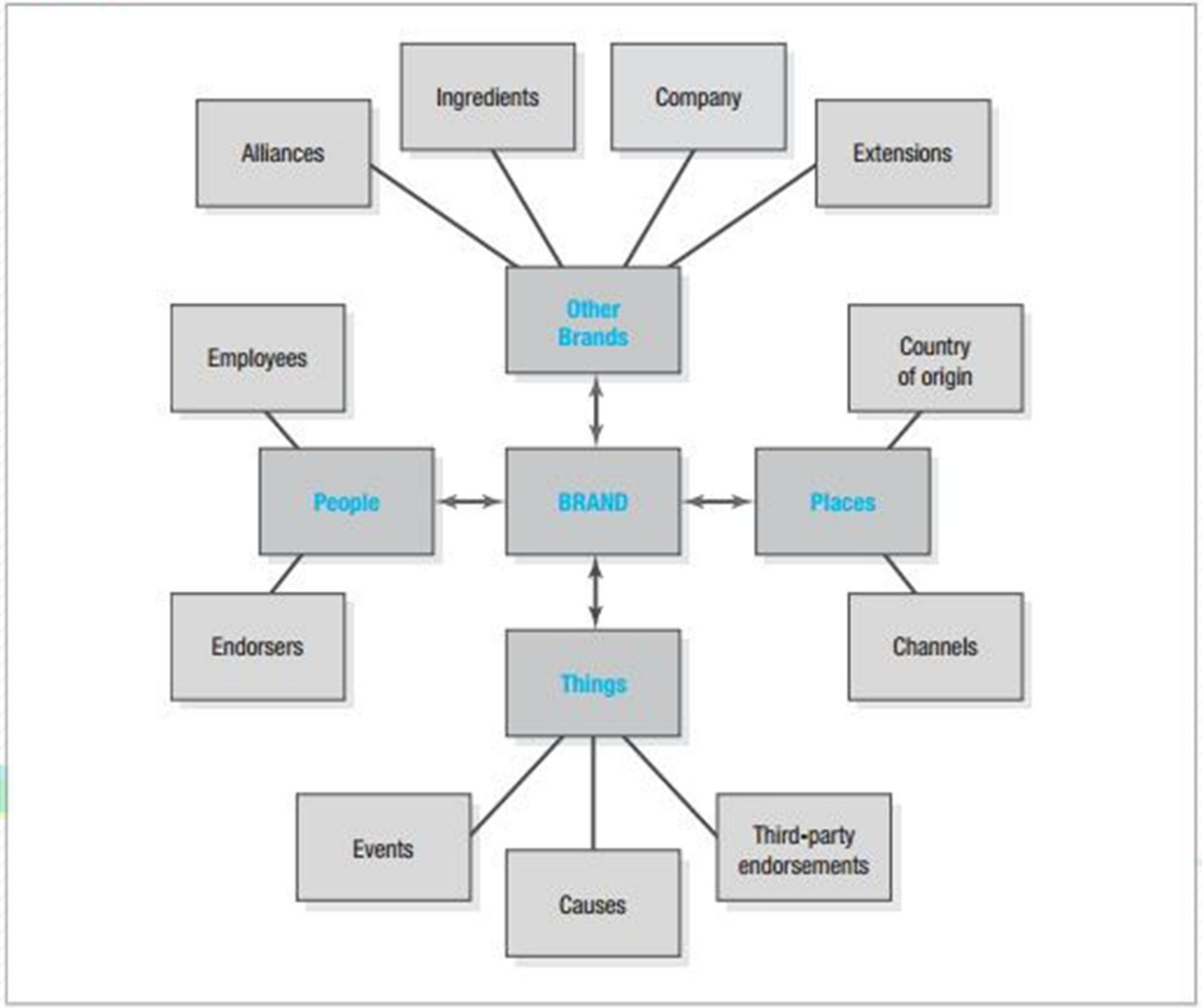


TABLE 8.3 Branding New Products

Concept	Definition
Brand extension	Using an established brand to launch a new product
Sub-brand	Combining a new brand with an existing brand
Parent brand	An existing brand that gives birth to a brand extension or sub-brand
Master (or family) brand	A parent brand that is already associated with multiple products through brand extensions
Line extension	Using a parent brand on a new product within a category it currently serves (such as new flavors or colors)
Category extension	Using a parent brand on a new product to enter a new category, different from the one it currently serves
Brand line	All the products (including line and category extensions) sold under a particular brand
Brand mix	The set of all brand lines sold by a particular seller
Branded variants	Specific brand lines supplied to specific retailers or distribution channels
Licensed product	Using the brand name licensed from one firm on a product made by another firm

REFLEKSI

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Thank You! ☺

Any Questions?