

POSITIONING MEREK



Aryan Eka Prastya Nugraha
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Marketing Management at Burberry

London-based Burberry has 19th-century roots and a 21st-century brand strategy. It is positioned as a distinctively British luxury fashion brand, and its iconic trench coat is recognized all over the world. The company competes with Louis Vuitton, Christian Dior, Hermes, Prada, and other top fashion brands. Burberry's positioning is based on its 160-year heritage, quality, and authenticity, complemented by digital and mobile elements that appeal to today's lifestyles. For example, as Burberry expands in Asia, its biggest market, it chooses retail locations that reinforce the brand's upscale cachet, and it uses social media to project a vibrant fashion image. Customers can choose how, when, and where they want to engage with the brand by watching online fashion shows, using mobile apps, or buying online and collecting from a Burberry store.¹



Developing and Establishing a Brand Positioning

All marketing strategy is built on segmentation, targeting, and positioning. A company discovers different needs and groups of consumers in the marketplace, targets those it can satisfy in a superior way, and then positions its offerings so the target market recognizes its distinctive offerings.

By building customer advantages, companies can deliver high customer value and satisfaction, which lead to high repeat purchases and ultimately to high company profitability



Understanding Positioning and Value Propositions

Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market.² The goal is to locate the brand in the minds of consumers to maximize the potential benefit to the firm. A good brand positioning helps guide marketing strategy by clarifying the brand's essence, identifying the goals it helps consumers achieve, and showing how it does so in a unique way.



Choosing a Competitive Frame of Reference

The competitive frame of reference defines which other brands a brand competes with and which should thus be the focus of competitive analysis. A good starting point in defining a competitive frame of reference for brand positioning is category membership, the products or sets of products with which a brand competes and that function as close substitutes.



TABLE 7.1 Examples of Value Propositions

Company and Product	Target Customers	Value Proposition
Hertz (car rental)	Busy professionals	Fast, convenient way to rent the right type of car at an airport
Volvo (station wagon)	Safety-conscious upscale families	The safest, most durable wagon in which your family can ride
Domino's (pizza)	Convenience-minded pizza lovers	A delicious hot pizza, delivered promptly to your door

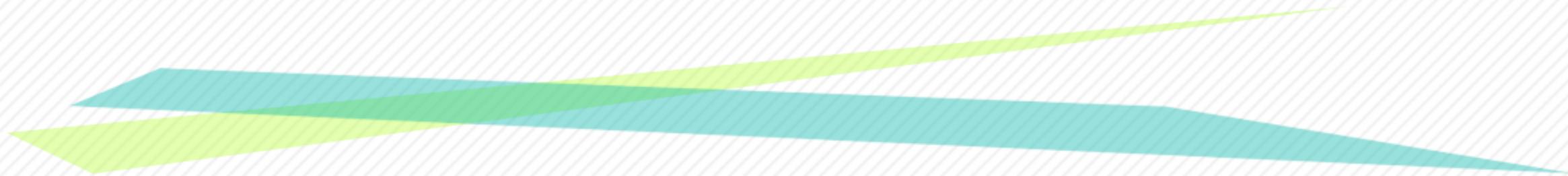
Emotional Branding

Many marketing experts believe a brand positioning should have both rational and emotional components. In other words, it should contain points-of-difference and points-of-parity that appeal to both the head and the heart



Brand Mantras

A brand mantra is a three- to five-word articulation of the brand's heart and soul, closely related to other branding concepts like “brand essence” and “core brand promise.” Brand mantras must economically communicate what the brand is and what it is not. What makes a good brand mantra? McDonald's “Food, Folks, and Fun” captures its brand essence and core brand promise



Establishing a Brand Positioning

There are three main ways to convey a brand's category membership:

1. *Announcing category benefits*—To reassure consumers that a brand will deliver on the fundamental reason for using a category, marketers frequently use benefits to announce category membership. Thus, industrial tools might claim to have durability.
2. *Comparing to exemplars*—Well-known, noteworthy brands in a category can also help a brand specify its category membership. When Tommy Hilfiger was an unknown, advertising announced his status as a great U.S. designer by associating him with recognized category members like Calvin Klein.
3. *Relying on the product descriptor*—The product descriptor that follows the brand name is often a concise means of conveying category origin.



Alternative Approaches to Positioning

Some marketers have proposed other, less-structured approaches in recent years that offer provocative ideas on how to position a brand.

These include brand **narratives, storytelling, and cultural branding.**

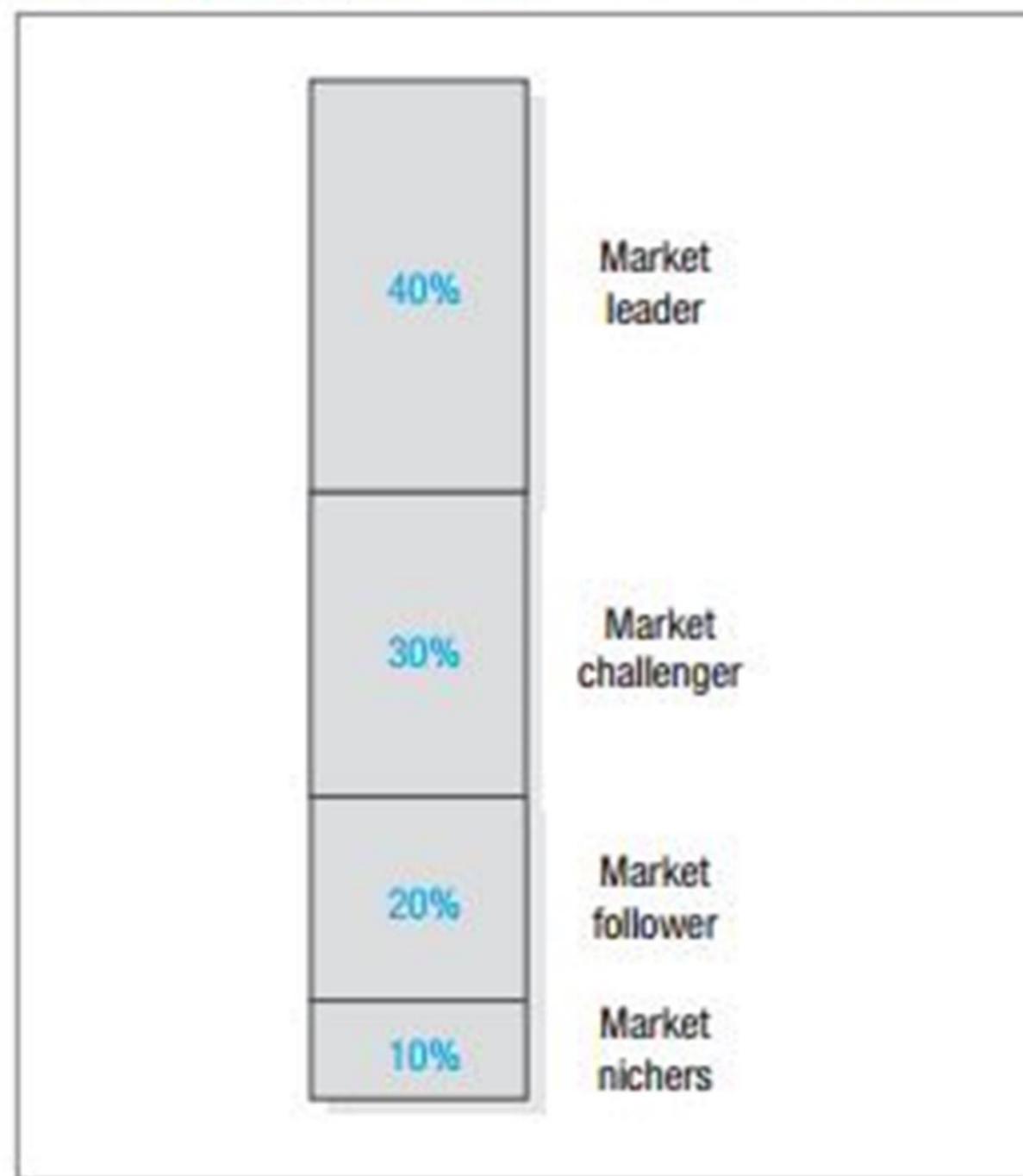


Positioning and Branding for a Small Business

Here are some branding guidelines for small businesses with limited resources.

- **Find a compelling performance advantage.** Meaningful differences in product or service performance can be the key to success. The online storage firm Dropbox.com carved out a strong competitive position at the start, partly by virtue of its single-folder approach to accommodate a user's multiple devices.
- **Focus on building one or two strong brands based on one or two key associations.** Small businesses often rely on one or two brands and key associations as points-of-difference, to be reinforced across the marketing program and over time. For example, Volcom has successfully adopted a "Youth Against Establishment" credo to market its music, athletic apparel, and jewelry.

FIGURE 7.2 Hypothetical Market Structure



Expanding Total Market Demand

A company can search for new users among three groups: those who might use it but do not (market-penetration strategy), those who have never used it (new-market segment strategy), or those who live elsewhere (geographical-expansion strategy).



Protecting Market Share

While trying to expand total market size, the dominant firm must actively defend its current business: Boeing against Airbus, and Google against Microsoft. How can the leader do so?

The most constructive response is continuous innovation



Other Competitive Strategies

Firms that are not industry leaders are often called runner-up or trailing firms. Some, such as PepsiCo and Ford, are quite large in their own right. These firms can either attack the leader and other competitors in an aggressive bid for further market share as market challengers, or they can choose to not “rock the boat” as market followers.



Given clear opponents and objectives, five attack strategies for challengers are:

1. *Frontal attack.* The attacker matches its opponent's product, advertising, price, and distribution. A modified frontal attack, such as cutting price, can work if the market leader doesn't retaliate and if the competitor convinces the market its product is equal to the leader's.
2. *Flank attack.* A flanking strategy is another name for identifying shifts that cause gaps to develop in the market, then rushing to fill the gaps. Flanking is particularly attractive to a challenger with fewer resources and can be more likely to succeed than frontal attacks. With a geographic attack, the challenger spots areas where the opponent is underperforming. Another idea is to serve uncovered market needs.
3. *Encirclement attack.* Encirclement attempts to capture a wide slice of territory by launching a grand offensive on several fronts. It makes sense when the challenger commands superior resources.
4. *Bypass attack.* Bypassing the enemy to attack easier markets offers three lines of approach: diversifying into unrelated products, diversifying into new geographical markets, and leapfrogging into new technologies. In *technological leapfrogging*, the challenger patiently researches and develops the next technology, shifting the battleground to its own territory where it has an advantage.
5. *Guerrilla attack.* Guerrilla attacks consist of small, intermittent attacks, conventional and unconventional, including selective price cuts, intense promotional blitzes, and occasional legal action, to harass the opponent and eventually secure permanent footholds. A guerrilla campaign can be expensive and typically must be backed by a stronger attack to beat the opponent.

TABLE 7.2 Niche Specialist Roles

- **End-user specialist.** The firm specializes in one type of end-use customer.
- **Vertical-level specialist.** The firm specializes at some vertical level of the production-distribution value chain.
- **Customer-size specialist.** The firm concentrates on either small, medium-sized, or large customers.
- **Specific-customer specialist.** The firm limits its selling to one or a few customers.
- **Geographic specialist.** The firm sells only in a certain locality, region, or area of the world.
- **Product or product line specialist.** The firm carries or produces only one product line or product.
- **Product-feature specialist.** The firm specializes in a certain type of product or product feature.
- **Job-shop specialist.** The firm customizes its products for individual customers.
- **Quality-price specialist.** The firm operates at the low- or high-quality end of the market.
- **Service specialist.** The firm offers one or more services not available from other firms.
- **Channel specialist.** The firm specializes in serving only one channel of distribution.



REFLEKSI

- Informasi penting hari ini
- Manfaat penting dari informasi penting hari ini
- Tindak lanjut yang dapat saudara lakukan





Thank You! 😊

Any Questions?