

The Challenges of Services Branding

Professor Alan Wilson

Objectives

- To consider the concept of services branding
- To understand who creates the brand
- To consider brand extensions
- Ensuring consistency across the brand

Readings

- Chapter 6
- Barwise, P. & Meehan, S. (2010) The One Thing you Must Get Right When Building a Brand, *HBR*, Dec, P80-84

*A strong brand is an **identifiable** product or service **augmented** in such a way that potential buyers or users **perceive it** to have relevant, unique added values which **match their needs and aspirations.***



Brand Equity

- **The value of the goodwill that an established brand has built up over the period of its existence**
- **loyalty, awareness, positive attitudes**

Value of Brands

- On average, companies with strong brand identities consistently outperform their key stock market indices (particularly in service industries)
- A strong brand generates revenues and sustains earnings by giving customers reasons, emotional and rational, to purchase from that company again and again.
- A strong brand ensures a level of security, premium pricing and greater market share

The World's Most Valuable Brands

- **Apple**
- **Google**
- **Amazon**
- **Microsoft**
- **Coca Cola**
- **Samsung**
- **Toyota**
- **Mercedes**
- **McDonalds**
- **Disney**
- **BMW**
- **IBM**

Why?

Deliver what's promised to
their target markets

Consistency in everything
they do

The Brand Iceberg

Brand Communications

Logo/ Name

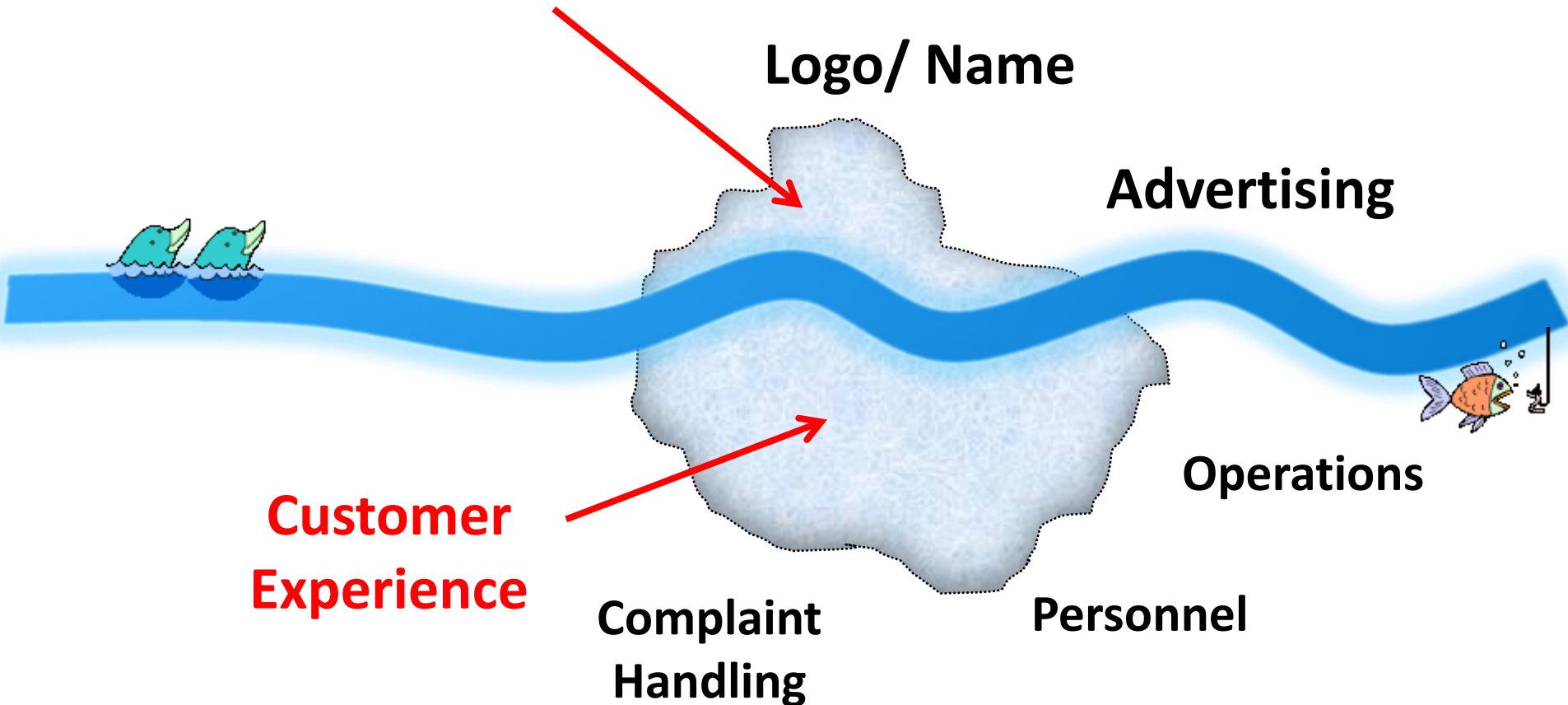
Advertising

Customer Experience

Complaint
Handling

Personnel

Operations



Consistency through all Brand Touchpoints

- Advertising
 - Word of Mouth
 - Employees
 - Social Media
 - Review Sites
 - Web-site
 - News Stories
 - Signage
 - Product
- People build brands as birds build nests, from scraps and straws they chance upon.

Jeremy Bullmore

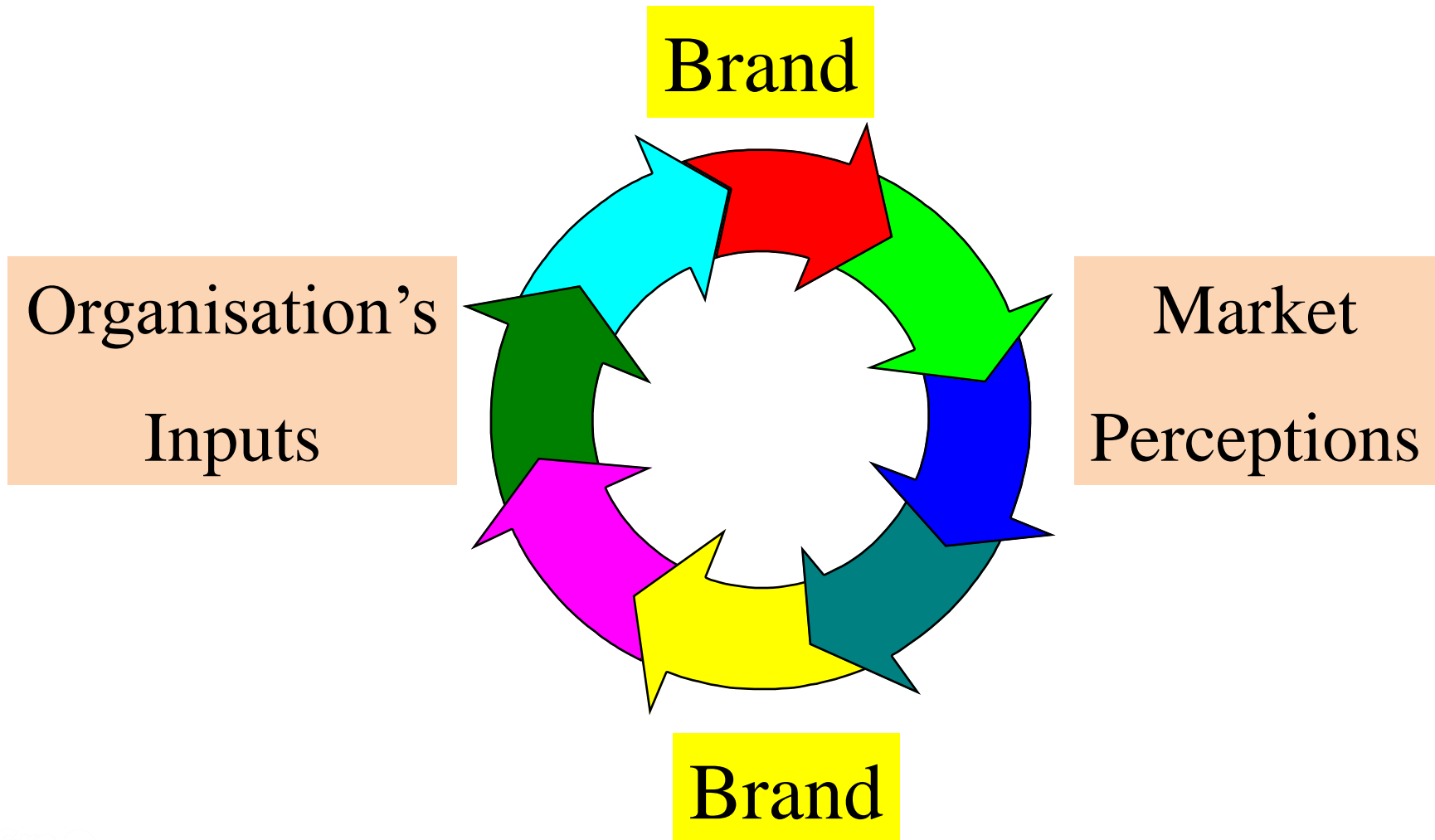
Consistency and Integration



Who creates a brand?

- Branding is not simply something that is done to consumers - consumers place a perceived meaning on a brand.
- The company may try to influence these perceptions but they cannot control them.

The Brand Cycle



facebook

☐ Remember Me

Forgotten your

alan.wilson@strath.ac.uk

Sign Up

Starbucks is on Facebook

Sign up for Facebook to connect with Starbucks.



Starbucks

Wall

Info

Events

Discussions

Photos

Video

»

Filters



Jennie Baunsgard Davidson Something about (RED) coffee on here today?

9 minutes ago · Report



Diane pumpkin spice is back??? WAHOOOO i am so out of the loop! YAY FALL!

15 minutes ago · Report



Adeline Pabst " S T A R B U C K S - COFFEE " . . . macht mich glücklich . . . und wach . . .

26 minutes ago · Report



Dawn Kentucky Helled I am enjoying my favorite drink - milky black coffee

Follow Starbucks on Twitter:
<http://twitter.com/Starbucks>

Brand Essence / Core Values

- An abstract idea or sentence summarising what is the heart and soul of the brand.
- Should stay the same over time
- No marketing actions should compromise the brand essence

Core Brand Values

- IKEA
 - Common Sense and Simplicity
 - Dare to be Different
 - Work together
- Virgin
 - Quality
 - Innovation
 - Value for Money
 - Fun
 - Sense of Challenge



McDonalds

- To be our customers' favourite place and way to eat and drink.
- We are committed to our people.



PWC Consulting

- To build trust in society and solve important problems



Are the Core Values?

- Relevant
- Distinctive
- Believable
- Communicable
- Sustainable

Relevance of Core Values: Lifestyle Brands?

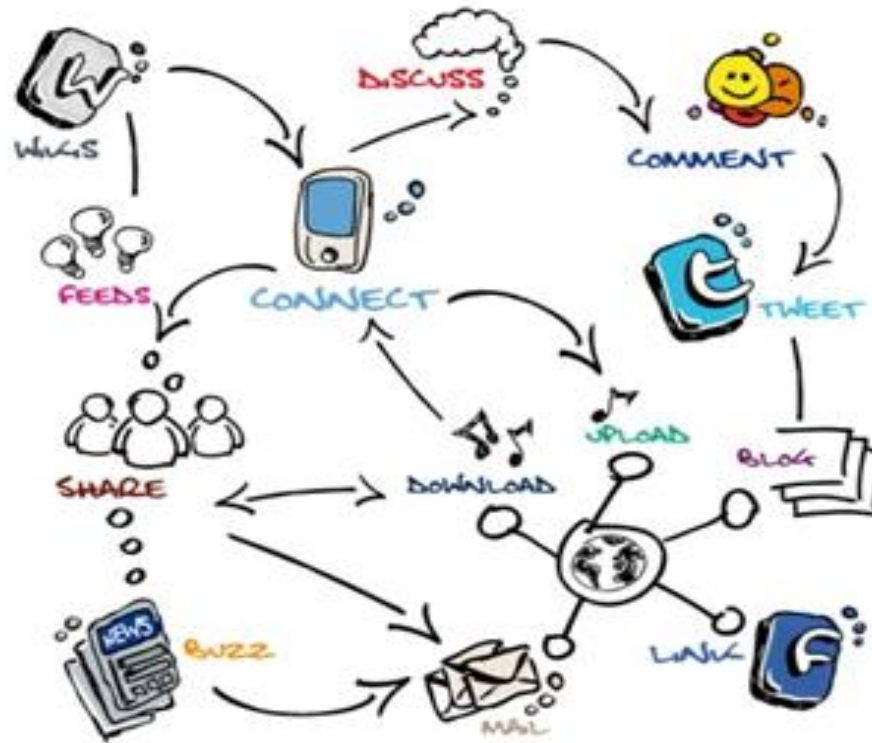
- McDonalds Hotel Zurich
- Cheval Blanc Hotel with Givenchy Spa in Courcheval
- Swatch Hotel Beijing
- Giorgio Armani Hotel, Dubai
- Bvlgari Milan



Clues to Evaluate Intangible Brands - Restaurant

- Until consumers are brand aware they use clues to evaluate brands:
 - Price
 - Location
 - Menu
 - Number of Customers
 - Reviews

Ensuring Brand Consistency with Customer Feedback



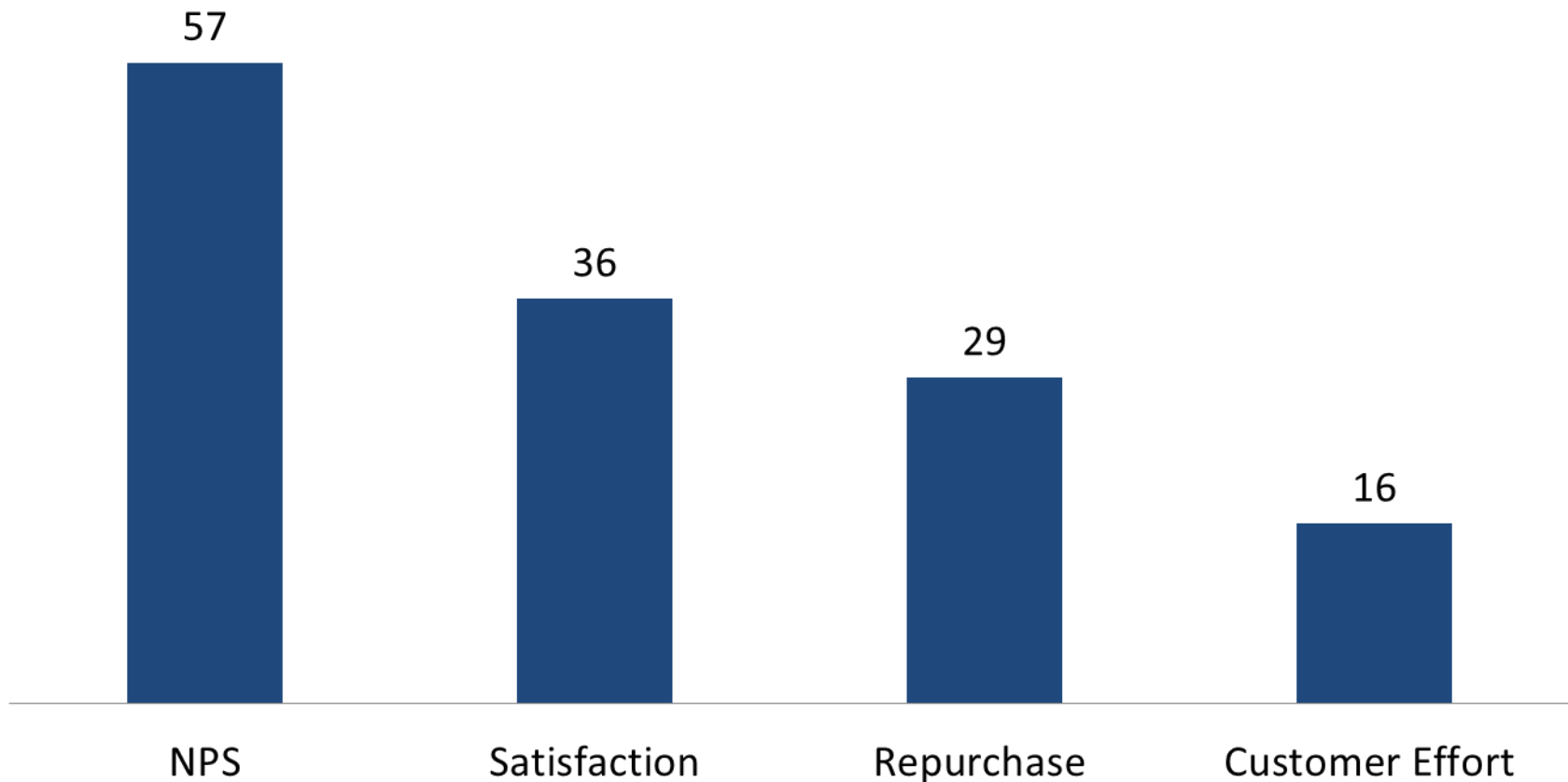


Listen to Feedback

- **Customer Satisfaction Surveys**
- **Focus Groups/ Depth Interviews with Customers and Staff**
- **Storytelling/Critical Incident Technique**
- **Mystery Shopping**
- **Customer Effort Score**
- **Net Promoter Score**

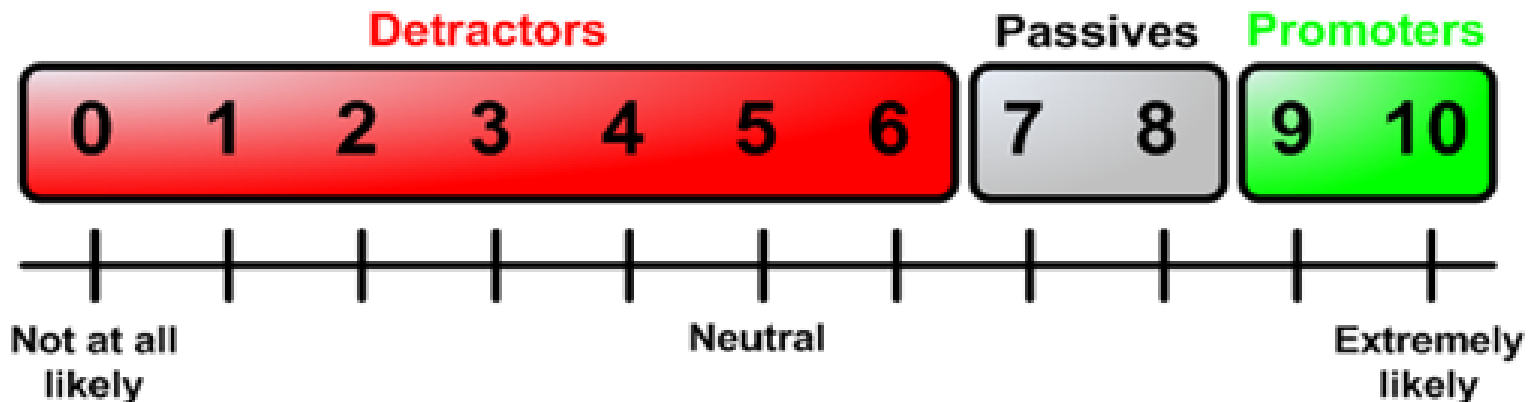
Feedback Metrics Used — Europe (2012)

Good Average Poor



Net Promoter Score (NPS)

How likely are you to recommend to a colleague or friend?



$$\text{NPS} = \% \text{ of Promoters (9s and 10s)} - \% \text{ of Detractors (0 through 6)}$$

Net Promoter Score

- Good for keeping score
- May identify problem areas/ touchpoints
- Doesn't really identify potential improvements and how to address touchpoints
- To maintain response rates must demonstrate resultant changes/ improvements

Bad example: NOTICE LEFT IN MIAMI HOTEL

“After your departure, you may receive a survey asking you to rate various aspects of your stay on a scale from “1” to “10”. Our goal is to have no less than a “9” or “10”. The industry standard is to achieve only “9” and “10” – everything else including “8”s are equal to zero.

Therefore if you think there was any aspect of your stay that was not a “9” or “10” especially the level of service we provided, please let us know about it so we can make it right for you.”



Other Sources of Feedback – Review Sites

The screenshot displays the Patient Opinion website. The header includes the Patient Opinion logo with the tagline "Every voice matters", navigation links (Home, Tell your story, About us), and a search bar. Below the header, a section for "NHS Scotland (Scotland)" is shown, featuring a list of stories. The first story is titled "Lack of communication at Glasgow Royal Infirmary Assisted Conception Unit" and has a response. The second story is "Very happy with care received" and also has a response. The third story is "nursing on ward 1 at Morningside Hospital" and has a response. To the right of the stories, there is an "Activity" section showing 1,126 stories told and 33 stories that have led to changes. Below this is a section titled "What are people saying about this service?" with two columns: "What's good?" and "What could be improved?". The "What's good?" column lists staff, doctors, hospital, A&E, and nurses. The "What could be improved?" column lists hospital, appointment, doctor care, A&E, and attitude. At the bottom, there is a section titled "How have people rated this" with a star icon.

Follow us: [Twitter](#) [Facebook](#) [Blog](#) Size: [A](#) [A](#) [A](#) Contrast: [C](#) [C](#) [C](#) [C](#) Log in

Patient Opinion
Every voice matters

An independent site about your experiences of UK health services, *good or bad*.
We pass your stories to the right people to make a difference.

[Information for professionals](#)

[Home](#) [Tell your story](#) [About us](#)

[Search](#) Search for stories about...
eg Leeds General Infirmary, heart surgery, depression, S3 8EN

NHS Scotland (Scotland)

► More services within **NHS Scotland**

NHS Scotland:
Service provided by:
Scotland
Service description
Use this page to find stories people have written about this health system

[+1](#) 0 [Tweet](#) 11 [Like](#) 9
[Email](#) [Feed](#)

1,126 stories have been told about NHS Scotland [SEARCH WITHIN RESULTS](#)

[Latest stories](#) [Latest responses](#) [Latest changes](#)

Story	Progress	Activity
"Lack of communication at Glasgow Royal Infirmary Assisted Conception Unit"	STORY READ Read 6 hours ago	
About: Glasgow Royal Infirmary / Gynaecology		
"Very happy with care received"	STORY HAS A RESPONSE Response 6 hours ago	
About: Raigmore Hospital		
"nursing on ward 1 at Morningside Hospital"	STORY HAS A RESPONSE Response 4 days ago	

Activity

1,126 stories told
33 stories have led to changes

[Tell your story - make a difference](#)

What are people saying about this service?

What's good?	What could be improved?
<ul style="list-style-type: none">staffdoctorshospitalA&Enurses	<ul style="list-style-type: none">hospitalappointmentdoctor careA&Eattitude

How have people rated this

Video1



Video 2



United Breaks Guitars

www.davecarrollmusic.com

IN SUMMARY

- **Branding is more than logos and names**
- **Consistency needed in communication and delivery**
- **Branding a service experience**
- **Awareness of the components of the experience, setting standards, training and communicating internally**

Remember:

**It is consumers'
perceptions of your
service that determine
your true brand values**

Best Western

