Brand and Product Management

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A Report

By

Sahil Malik

MBA Pharmaceutical Management

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IIHMR UNIVERSITY

Reinventing Higher Education

COURSE CERTIFICATE

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Sahil Malik

has successfully completed

Brand and Product Management

an online non-credit course authorized by IE Business School and offered through Coursera

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COURSE CERTIFICATE

Luis Rodriguez Baptista
Marketing Professor

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Coursera has confirmed the identity of this individual and their participation in the course.

ACKNOWLEDGEMENT

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Last but not least my parents are also an important inspiration for me. So, with due regards, I express my gratitude to them.

INTRODUCTION

Brand and product management is a course for every MBA aspirant. It helps to identify the critical information required to enhance a product and brand approach that results both quick-wins and long-term values. With this course completion, student with the gained advanced knowledge will be able to generate an action plan to conduct brand strategy to living – both externally towards buyers, ultimately consumers and internally to employees. The course is an essential tool for defining the correct metrics for successfully ascertaining the implementation of the product and brand strategy, taking into consideration any modification that may be required to be formed under a test and grasp methodology. The modules of the course are aligned to understand the challenges of management of products through their 'life cycle' and result in learnings of how to equip the future working employees with knowledge of delivering the brand promise. Two of the significant features of the course was to first build and inculcate an understanding towards importance of brand and product management and after that utilize this for brand development, architecture, and portfolios in accordance of attaining success.

The initiation of the course was through a **model of transforming an idea into a product**, launching new products and major hinderances of management of life cycle. After this the course proceeds forward towards **model two which emphasizes on development of the brand**, a captivating brand for the product and to aspire the most crucial stakeholders for an impactful bottom line. **Model three introduces the concept of communicating the offer amidst the brand infrastructure and then naming it**. **Then model four of the course is all about constructing brand portfolio. Model five was all about conversion of brand into a captivating customer experience** and **model six explains the engagement of employees for delivering the brand promise** as, this course is centric towards marketing matrix specialization.

Further, the introductory session of the course disseminates the information about products, new launching of products in the market, what could be possible reasons of failure of some and success of others, how an organization must be engaged in managing the initiatives of launching and creating products and management of the products in the market. Managing products, being the sole significant reason due to financial constraints should be prioritized. Brand part was introduced through an example of customer's preference towards a purchase of a water bottle where their emotional and rationale part both plays an equal significant role. The most simplified layman term: product and brand management include three vital areas, product and brand strategy, brand implementation, and brand metrics. There was a different interface in the form of service products too which was explained through an example of genius park or one to one training session. Through this it infers a sense of customer empowerment, which is very important for building product and brand image.

KEY OBJECTIVES OF THE COURSE:

1. To Learn the concept of Product Life Cycle.
2. To Learn the development of Brand Portfolio.
3. To learn how to enhance and further grow the product offering.
4. The overall journey into product and brand management.
5. The required analysis for developing compelling brand.

KEY OBJECTIVES OF THE COURSE:

1. PPTs
2. Videos
3. Readings
4. Quizzes
5. Lectures

Module 1: Launching new products and the challenge of managing their life-cycle and.

1. Understand product and product strategy
2. Developing and launching your product

Module 2: Developing compelling brands that inspire your most critical stakeholders and impact your bottom line.

1. What are brands and how do you develop them?
2. Defining your brand and its key elements
3. Developing your brand strategy

Module 3: Knowing how to communicate your offering: Brand Architecture & naming.

1. Introduction to brand architecture
2. Models of brand architecture
3. Developing your brand architecture

Module 4: Building your brand portfolio and.

1. Building brand portfolio Health disparities

Module 5: Translating your brand into compelling customer experiences.

1. Introduction to the customer experience journey
2. The touchpoints of your brand

Module 6: Equipping and engaging employees to deliver on the brand promise.

1. Embedding the brand through a brand engagement program

Key learnings from the course:

Classification of products: classification of products is a significant step towards defining product pipeline and when we are on the verge of launching new products. These concepts are important in building and implementing any market plan.

- Products can be categorized on the basis of convenience, need and specialty products in the market.
  - **Convenience products:** These are basically those products which are bought in general without a prior thought and they are primarily available in many channels.
  - **Need products:** These are the products which require more planning and much more product comparison is been done before purchasing.
  - **Specialty Products:** These products have more demand in elastics. Less prior comparison is done before purchasing because they usually get sold out easily through different channels.
- Another criterion formally used for the categorization of products is Level of involvement in their purchase.

- **Low Involvement Products:** In this type of products, Little discussions are required with the potential clients.
- **High Involvement Products:** These products require time and efforts from customers during the process of purchase.

➢ Third criterion used for categorization of products is by providing the type of benefits to various consumers.

- **Functional Benefits along with rational and logical benefits:** These are the benefits which targets the rational thinking and logical aspect of the consumer.
- **Emotional Benefits:** These primarily emphasizes on the sentimental values for the consumers without any logical aspect attached to it.

➢ Products can also be categorized on the basis of their physical state of being.

- **Intangible:** Products which cannot be touched or felt. E.g.- Telecom services
- **Tangible:** Things that can be touched and felt. E.g.- Watch
- **Emotional:** Tangible products with some associated emotional value. E.g.- Purse
- **Functional:** E.g.- Laptop

In brief, whenever you're launching a new product you should always be clear about your consumer's need, what you're trying to satisfy and type of it. Also, it is important to verify the essential product's capability and consumer-specific need.

The meaning of product mix: It is the inclusion of all product lines. Its magnitude is based on the quantity of different product lines with various categories. A product line is basically a group of products that are associated to fulfill the same function. Each Product line is illustrated in terms of their total no. of elements of product line. Understanding your product mix is a critical task, because it requires to be differentiated enough to address variety of needs from customer's point of view.

Product life cycle: Products are like human beings they grow, mature and die. This can be shown by a curve in product life cycle by having time on x axis and sales on y axis.

➢ There are five phases in product life cycle through which a product goes.

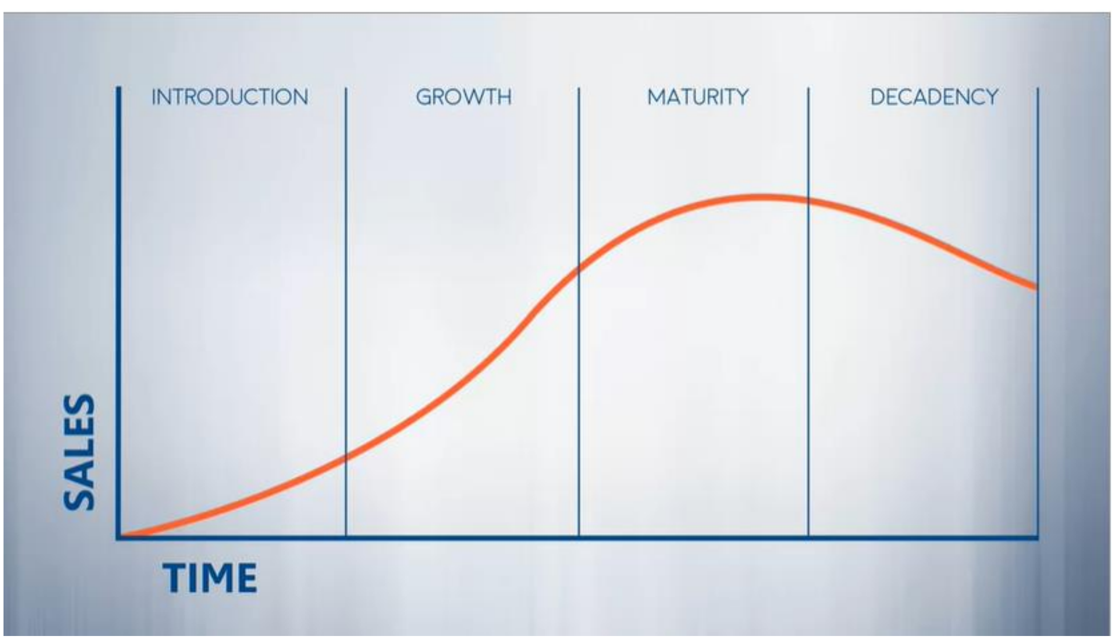
- **Development phase:** In this phase the product is improved, hove and then brought to the final stage. Beta testing is done before launching the product in the market.

- **Introduction phase:** The product is finally launched in this phase and introduced to the market. The phase varies in particular situation and is determined by various external and internal factors such as switch in cost, competitive pressure etc. The sale of the product depends on the publicity, hype-generated and market campaign. The main objective is to create awareness of the product in the market and capture the market share before any competitor comes in. Patience is the only game for marketers and this will take them to the next phase.

- **Growth phase:** In this the sales grow rapidly and the early adopters will purchase again and influence other customers too. Basically, in this phase the company launch the competitor's product, as the competition increases the price also decreases. The main objective is to increase the sales and market share of the product by brand loyalty and branding.

- **Maturity phase:** When sales of the product reach at plateau and stop increasing then maturity phase comes. In this phase the growth will be small and the companies will use segmentation to cover the needs of the market places. There will be competitive attempts to achieve and to hold the brand preference by improving customer and promotional services. The number of competitors will get decrease and the objective is to maximize the profits or to increase the market share with high margins.

- **Decline phase:** The time at which the demand of the product disappears and when customers see no value in buying the product again. The main objective is to cut the cost and optimize the profit. The main reason for declining is either a substitute comes in or the price has been increased or there is change in purchasing pattern.



How to grow your product offering: The successful companies develop the products by identifying the customer needs. In 1957 Ansoff suggested four formulas for the growth of the product in two by two matrix where on x axis we have product category and on y axis we have market.

- The four basic formulas for growth are:

  - Market penetration: It is also known as the growth strategy and it focus on selling existing products into existing markets. There are mainly four objectives:

    1) Increasing the market share of the current product. This can be achieved by Advertising sales Promotion, Combination of competitive pricing strategies.

    2) Secure dominance of growth market.

    3) Restructure the market by surpassing competitors. It requires more aggressive promotional campaign supported by pricing strategy.

    4) Generate more usage by existing customers.eg generating loyalty schemes.

  - Product development: It focuses on selling new products into existing markets. This requires development of new competences and to modify the products external and internal. Development strategy places the market emphasis on Research, Development and Innovation. Its objectives are:

    1) Growth by managing new products into existing markets.

    2) Product must be differentiated to remain competitive.

  - Market development: It focuses on selling existing products into new markets. Its objective is:

    1) Growth by managing the existing products. For e.g.:

    - New geographical markets

    - New packaging or product benefit

    - New distribution channel

- Change in pricing policy

- Diversification: It focus on selling new products into new market

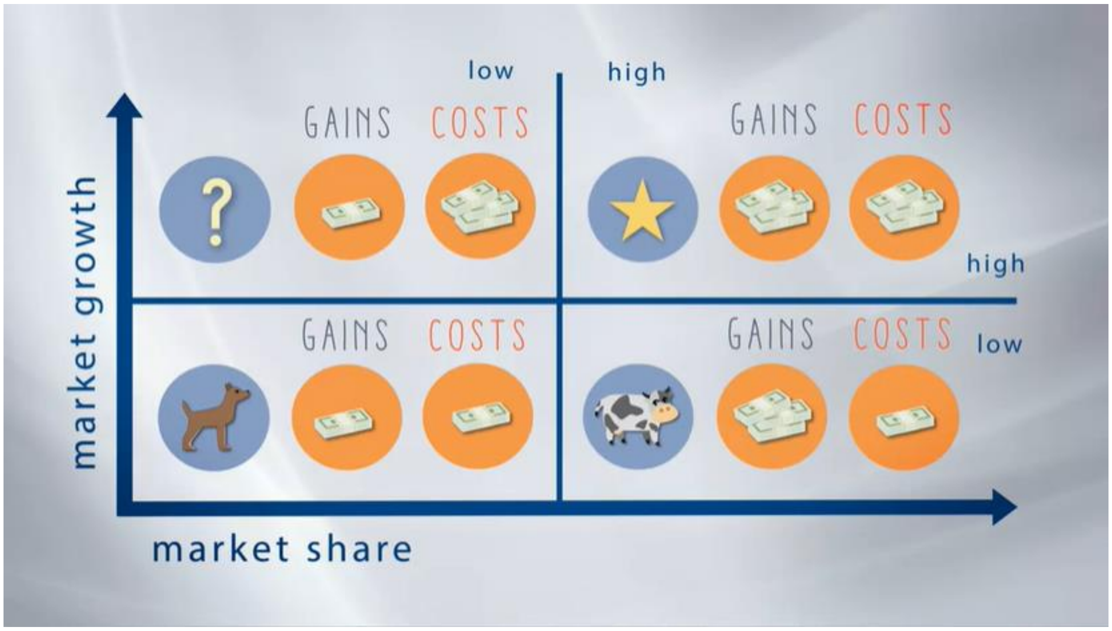
How to calculate demand for your product: Market demand is basis of any development decision. Market volume is equal to number of buyers into quantity of your product acquired per buyer in a given product. Market value is equal to the market volume into average price paid per unit.

How to develop and launch a new product: Successful companies talks to different channels to understand the perspectives and needs of customers. The different success factors for developing and launch a new product are:

- Listen to the consumers.
- Get everyone on board.
- Set go/no-go milestones with specific decision making.
- Generate a business case that summarize case viability like stress test of employees.

- Consider competitive advantages of your organization to develop your plans.

Defining your product pipeline: The most important tool for defining where your product is located is the BCG matrix, we have market share on x axis that is the ratio of sales of your product to that to your largest competitor and on y axis we have market growth. Products which have high market share generally have better net result. There are generally four types of products:



- Star products: They are called leaders as they use large amount of cash and require low investment. They have balanced cash flow and they have high market growth and market share.

- Cash cow products: They have low market growth and high market share. Its main objective is to use the funds generated by this product and to invest into the other products. They usually generate more net cash flow.

- Dog products: They have low market share and low market growth. We should either keep them or sell them if they don't require great investment.

- Question mark products: They have high market growth and low market share, we should either support them to become stars or you abandon them. They don't generate returns and require high investment.

Product map: It is defined as a string of products that a company is committed to develop. It is done with the participation of the main leaders of the organization because the product pipeline will have an impact on the marketing, sales, distribution, technology etc. This map should be revisited every quarter to make sure it is working as a live document. The other tools are:

- Develop platform products and services (e.g. iPhone in Smartphone's)
- Growth sequence

What is brand and why we need: A brand is a strategic asset or a promise that a company makes to the customers. The need of brand is because it provides trust and credibility to the customers because the customers know if there is something faulty in the product the company need to answer or provide a solution. The brands are worthy for investment for four main reasons:

i. Strong brand adds value to the product.

ii. People tend to do business with companies they know well. If your brand is easy to recognize people will buy it more often.

iii. Brand provides motivation and direction to your team. A define brand strategy is necessary for the staff to be successful.

iv. Brands create value for the organization by creating the asset. If they got sold, they provide higher values.

Inputs for developing your brand: There are many ways for developing a brand and the ultimate goal is to bring back to the business strategy. It will work like a puzzle block and they are:

1) Business strategy: Before developing your brand, a person should now about the long-term goals where you will compete and how will you compete in market place.

2) Brand image: It is considered when developing a new brand. The main objective is to analyze the perception of people towards your brand and it can be known through social media or surveys.

3) Market trends: It has an impact on both brand and customers. It basically helps in the framing of market.

4) Customer analysis: The main goal is to provide benefits to the customers so that they buy and use the brand.

How to analyze your customers: Customers can be analyzed on the basis of credibility and competitive assessment. Different steps for competitive assessment are:

- Step-1: Define your competitor set (the companies which target your customers)

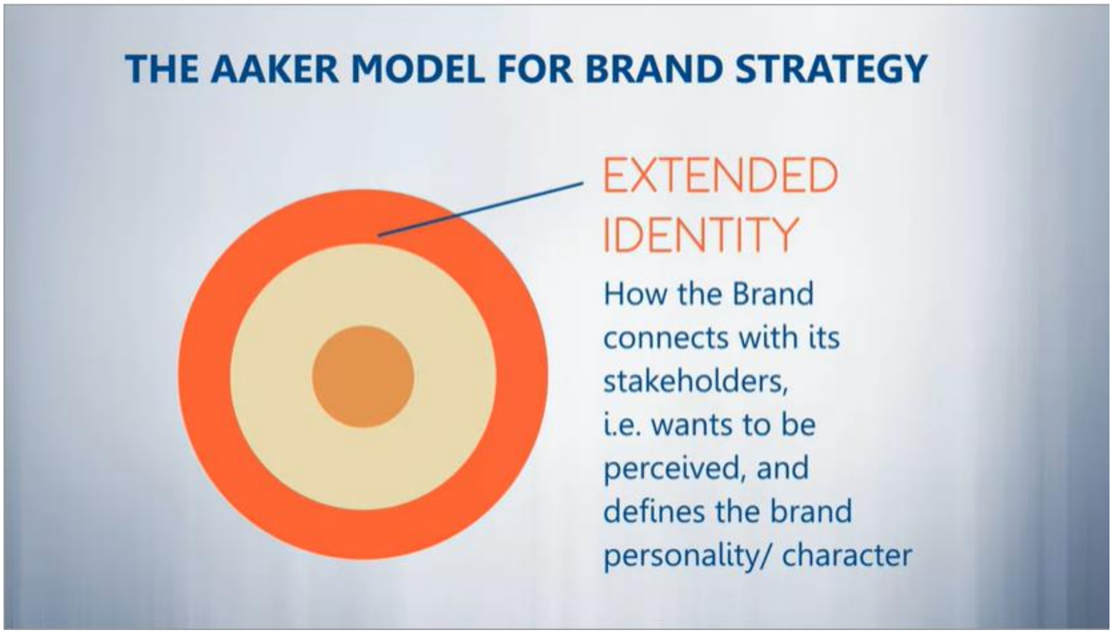
- Step-2: Identify how competitors position their brands in the minds of the customers (By looking ads, blogs, website, online research)

- Step-3: Dissect the different elements of their positioning into two components:

a) Differentiating benefits: These are the unique elements that tell about the brand what it represents in market.

b) Attributes: These are the reason to believe.

Brand model: Brand model is important for defining the brand strategy. David Acker's brand model is widely used as it simple and easy to use. It is just like a fruit and it works similarly and has three parts:

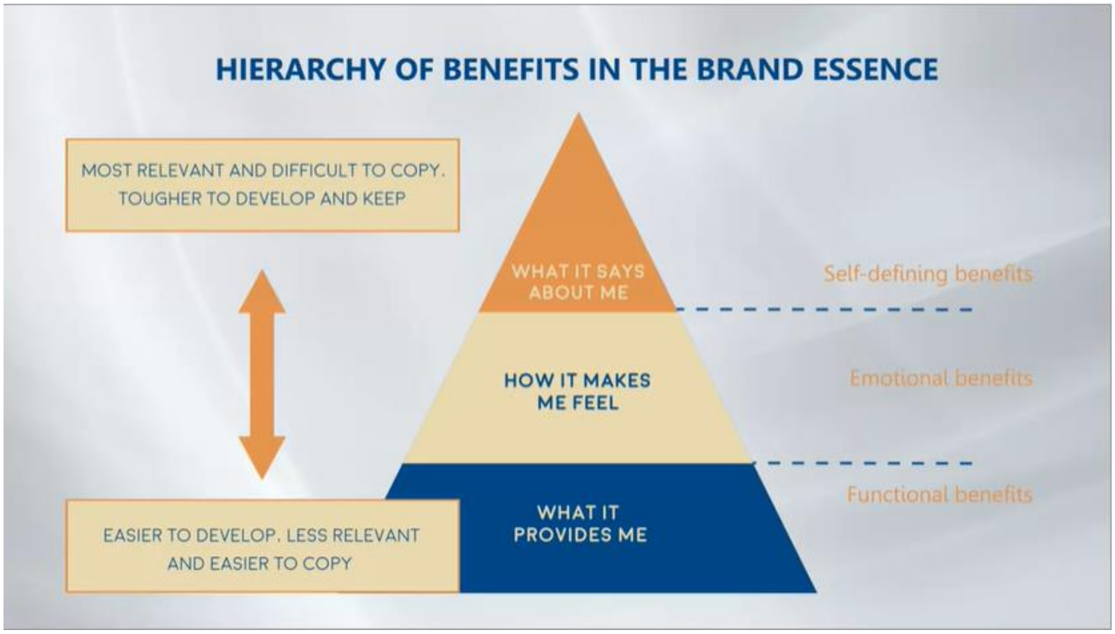


a) Essence: It is present in the center of model and known as the heart of brand and lasts for long time. It guides strategy like who we are and what is our promise. For e.g. Philips it is technology designed around customers.

b) Values: It is known as the core identity and it what that we experience when we use the brand. These are the drivers of strategic initiatives. For e.g. BMW they are performance, safety, sustainability.

c) Extended identity: It basically defines brand personality or character and how brand connect with stakeholders. For e.g. BMW they are inspiring and challenging.

What is brand essence and its importance: The highest benefit that brand delivers to the customers is brand essence or the brand essence can be defined by looking at the hierarchy of benefits. It is a long-term promise to the stakeholders. It basically tells what brand is all about. The benefits are enclosed in a pyramid which includes:



- Functional benefits: These are the benefits that a brand provides to the customers either in specific functionality or utility to them. They drive different emotional self-defining benefits and are easy to develop. They are less applicable and easy to copy

- Emotional benefits: These benefits tell the customers how they feel when they buy the brand and what they feel about brand.

- Self-defining: It basically tells what people think about it when they own it or use it. They are difficult to copy and tougher to develop and keep.

What is brand: Brand is a relationship between consumers and product. It combines the functional and emotional benefit of product. It is an important valuable strategic asset and main source of resources. Brands differentiate the product from competitor and it is credible and consistent.

- Advantages of brand:

- Differentiate the product from other.
- It gives information about product.
- It acts as a vehicle for communication.
- It inspirits loyalty.
- It validates the introduction of new products.

➢ Brand equity is based on

- Brand loyalty
- Brand awareness
- Perceived quality
- Brand associations
- Other proprietary assets

➢ Brand should meet the following requirements:

- It should be memorable
- It should be meaningful
- It should be pleasant
- It should be transferable
- It should be adaptable
- It should be protectable

Brand identity: It is a set of assets which are linked to a brand name and the symbol that adds value to the product and service to organization. Developing a brand starts with the promise which they will deliver. The important thing is relevance which they focus on and the more important is they should focus on emotional.

Typology of brand strategies: Brand strategies can be classified according to different criteria. It includes:

a) Single strand: It is also known as umbrella branding. In this the same brand are put on the products a company market. It is used when company competes with similar products on similar markets.

Advantage: Same brand promotion cost when introducing new product to the market.

Disadvantage: Bad image of one product have effect on all products.

b) Multi-brand strategy: It consists of using different brands for different products. It is used by MNC and they acquire local companies which have local market share.

Advantage: It is flexible

Disadvantage: High cost for promoting the brands.

Evaluating your brand strategy: Brand should be relevant as it should be valued by the clients and other stake holders. It should be strategic fit by aligning with organization. Brand should offer credibility; it should deliver what it says. Brand should be differentiated. Diagram

Brand architecture: It describes how consumer must look on the links and relationship between the portfolios. It must maximize the brand input within the target group. The objective of brand architecture is to achieve:

- Clarity
- Synergy
- Leverage

Brand equity and its relevance: It is a set of assets which are linked to a brand name and the symbol that adds value to the product and service to organization. It produces value to the customers by helping them process information. For an organization brand equity generates value by increasing the efficiency of their marketing programs, prices, margins, brand extension, trade leverage. Brand equity is generated by clear, relevant and differentiated identity. There is a customer-based brand equity model by Kevin laves Keller which have four steps:

Step-1: Identity

It begins with the basic awareness of your brand

Step-2: Meaning

It should communicate what your brand means and what it stands for. It should be in form of:

a) Performance: It tells how your product meets customer needs and it tells what your brand means.

b) Imagery: It includes social and psychological aspects. Developing of greater band through:

  i. Targeted marketing

  ii. Word of mouth

  iii. Positive direct customer experience

Step-3: Response

It includes reshaping and checks how customers feel about your brand. It includes:

a) Judgements: It is related to quality, credibility, relevant.

b) Feelings: It includes fun, excitement, security, self-respect.

Step-4: Relationships

A deeper bond is built with the customers.

Different models of brand architecture: There are different models of brand architecture:

i. Branded house model: It means all of your products are placed under one single powerful brand that spans a broader breath of offerings. Its role is to drive customer relationship for e.g. Google. Its main objectives are:

a) To provide clarity to the customers

b) It also provides synergy to products

ii. House of brands: In this all of your brands or products are placed under different brands. E.g. P&G. Brands are position on functional benefits and dominate niche segments.

- Advantage

a) Brands are allowed to position more easily.

b) It avoids incompatibility of brand association.

c) It helps building breakthrough developments.

d) It allows targeting multiple and conflicting products lines in our segments.

e) It enables market entry.

- Disadvantage

a) Leverage

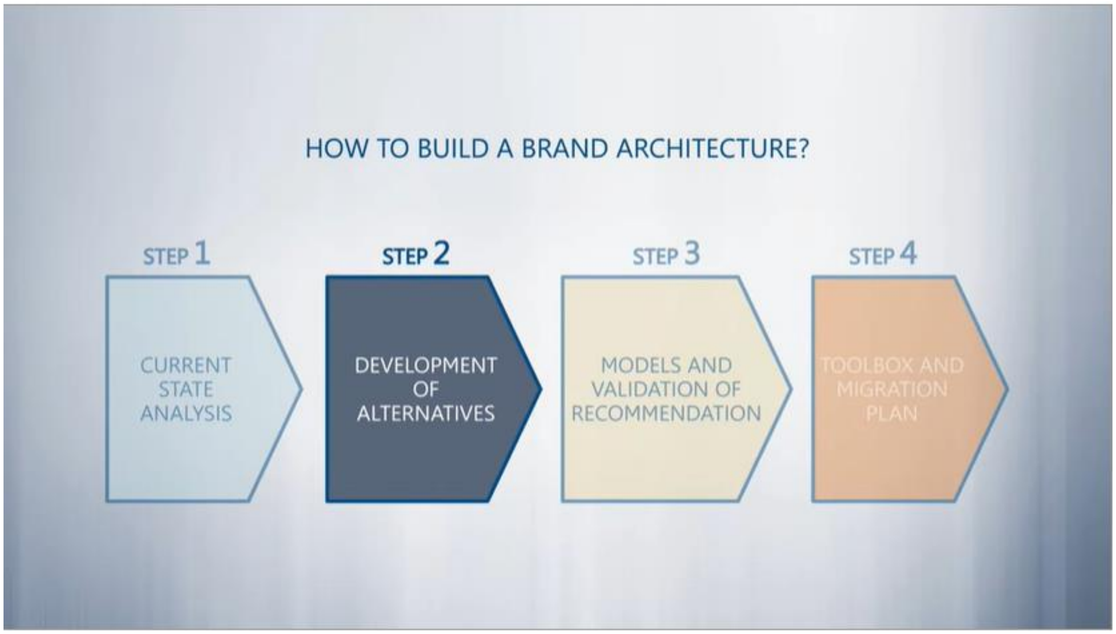
b) Synergy

c) Segment- Risk stagnation and decline

iii. Hybrid model: Organization uses it when changing their brand architecture or acquiring existing brands through merger and acquisition. For e.g. Microsoft

Advantage: Sub brands will allow brands to enter new market.

How to develop brand architecture: It is developed by a four-step process which is effective and simple.



Step-1: Current state analysis

Its objective is to illustrate and articulate the strengths & challenges of your current architecture. In this we asked questions to our self how are brand decisions about new products or acquisition made? Are there any organizing or guiding principles? Etc. At the end of the state we will be able to generate a map of current brand architecture internal and external.

Step-2: Development of alternatives

The objective of this phase is to look at various solutions. The first aspect considered is determining the most logical principles for the architecture. Another important component is hierarchy of branding and another aspect is determining the screening criteria, a brand, business and customer screening criteria should be used. Brand criteria will protect the brand equity. Business criteria may be operational visibility. Customer criteria will offer the clear benefits.

Step-3: Models and validation of Recommendation

In this first the profiles are alternative against screening criteria and evaluate. The screening criteria will include brand, business and customer. There is less confusion and more clarity.

Step-4: Developing tool box and migration plan

Its objective is to make brand architecture Actionable and to begin implementing. The company should know what they have to do in next 30, 40, 60 days.

Top 5 Indicators of Brand Architecture Issue: It basically tells us the issue due to which the business suffers and the indicators are:

i. Brands are cluttered and confusing both to customers and employees.

ii. There is no internal system for managing how new brands or sub brands are developed.

iii. There is no clear plan for integrating recently acquired brands into the existing architecture.

iv. Not getting enough leverage from key brands such as corporate brand.

v. Brand architecture is not aligned with business strategy.

Naming of brand: It require creativity to name a brand yet it is bit complicated because there are many barriers linked to it like language, website etc. The potential naming criteria should be:

- Descriptive
- Easy
- Memorable
- Universal
- Execution issues
- Differentiated

While naming a brand one should respect the cultures of other countries, once you get the alternatives get a group of colleagues in room for the alternatives. Then think of the best name that can fit for your product or service and finalized one name.

Product and Brand portfolio: It is the excellent, effective creation deployment and management of brand assets to support top and bottom-line growth. Its objectives are:

1. To maximize the value of it by strategically growing, leveraging and protecting brands to ensure best coverage with minimum overlap.

2. To create new platforms for the growth into a new segment

How to develop your brand portfolio:

- The key business issues that a portfolio management addresses are:

  i. Creating new platforms by growth

  ii. Attribute a portfolio with too many brands to achieve economies of sales.

  iii. To achieve revenue synergies following merger and acquisitions activity

- The five steps for developing brand portfolio are:

  i. Connecting brands to business impacts: It is all about clarifying the current state of business and brand portfolio.

  ii. Building a fact base: It tells where and how does business make money. It collects all the relevant market and customer information to develop hypothesis and make the right decision.

  iii. Developing customer insights

  iv. Creating portfolio scenarios: In this there is expected resource requirement, cost and return on investment of different scenarios.

  v. To define a roadmap to achieve growth

Managing brand portfolio: To manage a brand portfolio we need to think like a banker, the focus should be in protecting and building brand assets so as to manage the tension between achieving near term PNL performance and quitting long term value. Building assets means maintaining margins that have been built in brand equity.

- The main challenges for portfolio management are:

  i. There are too many brands to manage.

  ii. Scattered priorities: Here brand equity and brand strength can be used.

  iii. By not exploiting the brands to their full potential in order to produce new opportunities

- Top indicators of portfolio problems and opportunities:

  i. If revenue growth is slowing and your competitor is growing.

  ii. Losing the market share to old competitors or new entrant. This mean that the brand is not relevant anymore to the target customers

  iii. If there is increase in advertising/marketing spending to get the same impact as before

  iv. If there is no clear brand growth driven platforms to fuel future growths

  v. Overlapping bands in a portfolio offering similar products

  vi. Ineffective allocation

Managing portfolio of products: The set of products offered by a company is called as portfolio. A product range can be measured by three dimensions:

i. Length: Sum of all the products manufactured by a company

ii. Breath: Number of product lines in a range

iii. Depth: Number of products per line

New product development: There are four steps for the development of a new product.

Step-1: Generation and selection of ideas – In this the company use unlimited range of resources and observe their competitors, detect trends and run their own R&D.

Step-2: Concept development and test of potential – The ideas which are of great potential are turned into the concepts by transforming them into words.

Step-3: Product development – Once the feedback will be received, industrial process is developed and the investment is evaluated.

Step-4: Commercial development – In this the channels of distribution, price, marketing investment and sales objective are determined

Purchase funnel: It is a tool that will help you design compelling customer experience. It will help to know where your marketing activities in funnel is having an impact and tells where we can improve and this will help us to make strategic decisions and let us know when we will be successful. If there is low conversion from one phase to another then it is bottleneck.

- Purchase funnel includes four steps:

i. Awareness – Your target customers should know about your brand

ii. Consideration

iii. Purchase

iv. Loyalty

Touch point concept: The point where customer interacts with the brand is the touchpoint. The touchpoint wheel looks like a gear. There are three stages of brand customer interactions, it starts before the customer makes decision the things like advertising, website etc. The next stage deals with interaction between the sales people and customers during purchase decision. Last is the interaction after the purchase decision is made which includes billing etc. One or more than one processes are there in touchpoint where customers get confronted.

- Different touchpoint categories are:

i. Pre-purchase – The touchpoint that makes customer drive brand in their consideration set before the actual purchase.

ii. Purchase experience – It includes all the touchpoint that are involved in customers mind during purchase.

iii. Post purchase experience – They are the leverage of our product that has been sale, which help us to improve the product or service.

Prioritizing the key touch points: In this mapping touchpoints are placed after purchase funnel because understanding customer conversion can focus the organization on high impact target customers. The first task is to identify overlapping between the touchpoint map and funnel; we do this by considering the impact on revenue and conversion. The next step is to align the resources; we do this by compiling our spending against each touchpoint. Then we evaluate the allocations relative to conversion impact. If the touchpoint is complex or simple to implement but it is not relevant for the target customers then we should not invest in it. If it is important to our client purchase design then we should develop a better understanding. First, we inventory our touchpoints in the target customer shoes by placing ourselves. Secondly, we establish a short list of touchpoints by evaluating touch point impact on customer.

Touchpoints roles: It plays an important role in customer experience. Different touchpoint roles are:

i. Brand differentiators: This will provide the most accurate experience of your brand and offer a clear customer benefit.

ii. Signature items: These are the ones where there are many visual and experiential cues that communicate your brand.

iii. Category redefines: These are the guest ideal touchpoints that are not expected or delivered by competitors.

iv. Guest expectation: These are those that every target customer expects are consistently delivered by competition.

Brand engagement and its need: Brand engagement develops a particular form of connection between employees and brand.

- It works on three levels:
  - **i.** **Rational level:** In this we need employees to understand what is essence and values of brand so that they can guide the business decision.
  - **ii.** **Behavioral level:** In this we need them to have tools that help them apply the brand at each assigned touch points.
  - **iii.** **Emotional level**

- **Components of brand engagement program:**
  - **i.** Employee communication and training
  - **ii.** Embedding the brand throughout the organization
  - **iii.** Measuring and rewarding brand behavior

➢ **Phases of brand building with employees**

Internal communication and training program: The best way to make employees aware of brand engagement is through internal communication. It presents a platform for everyone to view the brand as important in achieving the organization success and it also help employees to see them as an important in delivering brand's promise. In internal communication you need to understand who your audience is and where they are in brand building motivational graph. Then you will define your key message and the message should focus on brand essence and values. The message should resonate with each segment. The channels to deliver the message should be strategically deployed and timings should be defined as it is about defining immediate plan to sequence the different messages and channels. When launching your brand engagement program, you need to have top management commitment.

Embedding the brand throughout the organization: The brand champion team have the responsibility of daily operations of brand engagement program. The brand champion team define priorities, divides in functional sub teams, define outcome and work plans for each initiative, recruit functional people etc.

- **Steps to embedding values at touchpoints:**
  i. Divide into sub-touchpoints.
  ii. Define the ideal experience.
  iii. Refine the ideal experience.
  iv. Test the ideal experience.
  v. Generate the implementation program
- **Key elements of successful implementation:**
  i. Define action items
  ii. Determine milestones and timings
  iii. Assign roles and responsibilities.
  iv. Establish tracking mechanism
  v. Define touchpoint governance.

Measuring & Tracking Internal Brand Behavior: It tells us how your program is performing. Brand behavior needs to be experienced by everyone internally and it should be perceived by external stakeholders.

- Developing a strong culture is phased process. It has three phases:
  i. **1st phase** – Hearing (creating awareness)
  ii. **2nd phase** – Believing (making employees believe)
  iii. **3rd phase** – Living (where employees are passionate about brand)

Key success factors for brand engagement program:

i. Select right individuals and involves the organization leadership.
ii. Develop goals measurement system which is public.

iii. Adopt employee source initiatives alive with the brand values. For e.g. contest. It will help company effectively communicate the kind of behavior it wants to promote and create sound competitive environment.
iv. Brand management initiative should be given opportunity to complete their own cycle.
v. To maintain continuous communication of program.
vi. To delegate a recognition share to employees through peer to peer programs.
vii. Set brand-based culture as your greatest asset