

# POSITIONING STRATEGY

# POSITIONING

- Creating a unique and distinctive image for a brand relative to the competition
- Brand should be perceived as different from competitors by consumers



**IN A WORLD OF BADGES AND LABELS,  
ACURA PRESENTS AN AUTOMOTIVE STATEMENT  
THAT RELIES ON NEITHER.**

There was a time when a badge on the trunk or hood of an automobile stood for something tangible.

Not simply status or social standing. But for qualities that had more to do with why one considers a world-class car in the first place.

The kind of qualities that make an automobile fit the world's needs and aspirations of its driver.

Not just the trends of the times.

The kind of qualities that add up to an uncompromised combination of performance, technology, craftsmanship and classic design.

A description that quite aptly fits the Acura Legend Coupe.

A world-class performance automobile for the kind of person who prefers innovation to mere image. Credentials to cherish.

Innovation like a four valve per cylinder 24-valve V6 engine with a seamless flow of power provided by a tuned variable intake system and Formula One-inspired programmed fuel injection.

Keeping that power constantly in touch with the road is a fully independent front and rear double wishbone suspension with coil springs and body-resistant gas pressurized shock absorbers.

Add to that credentials such as an available Anti-Lock Braking (ALB) system, a leather-trimmed interior and an AcuraBose® Music System, and you have what many consider to be an uncompromised blend of performance and luxury.

Of course, as important as innovation and

credentials are, one thing never goes out of style: Style!

Which is why the Acura Legend Coupe takes its inspiration from classic design. And the timeless, cone of the wind tunnel. Not the winds of change.

There will always be those who buy an automobile for the image its badge reflects. But it's nice to know there will always be an alternative for those who feel the wheel car should do just that.

Call 1-800-TO-ACURA for a dealer near you.

**ACURA**  
PRECISION CRAFTED PERFORMANCE.  
A Division of American Honda Motor Co., Inc.

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\$30,000  
ACURA LEGEND COUPE

\$81,500  
MERCEDES 560 SEC

# THE ACURA LEGEND WOULD COMPARE EQUALLY TO A MERCEDES 560 SEC IF ONLY IT WASN'T MISSING A \$50,000 PART.

There they were. The facts. Spelled out in black and white for the entire world to see. The 1988 research results from a prestigious independent automotive testing firm.

The Mercedes 560 SEC, priced over \$80,000, was scored in the same evaluation trials as the Acura Legend Coupe. A car priced around \$30,000. Initial impressions of the cars?

Settling.

In a test to determine braking ability, both automobiles were brought to a sudden stop from 60 mph to zero. The Acura Legend stopped first.

Seven feet later, Mercedes. The car engineered like no other car in the world, finally came to a halt.

And in slalom maneuvers designed to push cornering to the limit, one car proved beyond a doubt to be less limited. And more maneuverable.

You'd expect that car to be the \$80,000 Mercedes. But it wasn't. The Acura Legend won each of those performance tests. As it also did in the critical passing test from 40 to 60 mph.

In fact, in category after category, the Acura Legend challenged the lofty reputation of the Mercedes. Except for one category, not included in

the test. Perhaps the most important category of all. Price.

And that's the point. If the brakes, the handling and the passing ability are all so comparable, why is the Mercedes 560 SEC priced so much higher? The only logical conclusion is that the atrocious little hood emblem on the Mercedes 560 SEC must be worth about, oh, say \$50,000.

**ACURA**  
Southern California Dealers



# **EFFECTIVE POSITIONING**

- Meaningful to consumers
- Credible/believable
- Unique to your brand
- Durable over time

# The #1 Dermatologist Recommended Acne Fighter for two reasons:

1. Tough on  
breakouts.

2. Easy on  
your skin.

**Gently cleanses.**  
Oil-free formula  
gently cleanses deep  
down into pores  
for clear skin.

**Soothes.**  
Special skin soothers  
help prevent irritation  
and over-drying.



**Treats and Prevents.**  
Gets rid of acne you  
have now, and helps  
prevent future break-  
outs. (No ordinary  
cleanser can do that.)

# Neutrogena®

**Dermatologist Recommended**

[www.neutrogena.com](http://www.neutrogena.com)



# FOCUS OF POSITIONING

- Attributes and benefits of the product
- Competition
- Product user
- Product use or application
- Product class
- Cultural symbols

# Jet Blue Airways

THIRTY YEARS AFTER LANDING ON THE MOON.  
SOMEONE FINALLY PUTS SATELLITE TV  
ON AN AIRPLANE.

HELLLLLLLLOOOOOOOOOO?



Only JetBlue Airways delivers up to 24 channels of DIRECTV<sup>®</sup> at every big leather seat - absolutely free. See what over 4 million passengers nationwide have already discovered - we're a better kind of airline committed to treating you right at super low prices. JetBlue. It's not the only way to fly. But it should be.

1.800.jetblue

jetblue.com

jetBlue  
AIRWAYS<sup>SM</sup>

new york city florida california washington, d.c. new orleans seattle salt lake city denver upstate new york burlington

Focus on the benefits  
of Jet Blue

# Mini Cooper

Focus on the Competition



Source: Courtesy of MINI USA

# Our crew, Our brew



## Charlie

Brewer

Alaskan Brewing Company

Snowshoes the Juneau  
icefield

Scared brown bear  
from brewery

"Alaskan" vegetarian,  
only eats wild game

Deadhead on tour for  
5 years

Drinks Alaskan Winter Ale

Handcrafted in Juneau, Alaska  
[alaskanbeer.com](http://alaskanbeer.com)



Focus on User

Our crew,

Our brew



Linda

General Manager  
Alaskan Brewing Company

Climbed Mount Kilimanjaro

Former state baton  
champion

Lived in a Guatemalan  
convent

Works out to soundtrack  
of "The Full Monty"

Drinks Alaskan Winter Ale

Handcrafted in Juneau, Alaska  
[alaskanbeer.com](http://alaskanbeer.com)



# Las Vegas Convention and Visitors Authority

**BE ANYONE IN LAS VEGAS**

*Vegas sweepstakes*  
Enter to Win a Trip!

ROLLOVER FOR DETAILS

**In a place where you can be anyone, how will you introduce yourself?**  
Be anyone you want in Vegas. Select the attributes of the identity you want, as well as your name and hometown. We will generate a profession for you based on your selections and give you everything you need to back up your story. Start creating your new Vegas Identity below:

**STEP 01: BUILD YOUR CHARACTER PROFESSION**

SMOOTHNESS    STYLE    BRAVERY    ATTITUDE    SMARTS

POINTS LEFT: **100**

**STEP 02: SELECT YOUR NAME**

VINNY  
**THOR**  
LANCE

OR ENTER YOUR OWN:  
(MAXIMUM OF 15 CHARACTERS)

MALE    FEMALE

**STEP 03: SELECT YOUR ORIGIN**

TOKYO  
**SASKATCHEWAN**  
KANSAS

OR ENTER YOUR OWN:  
(MAXIMUM OF 15 CHARACTERS)

NEED HELP? ▶

ONCE FINISHED:  
**CREATE YOUR IDENTITY**

*ONLY Vegas*  
What happens here, stays here.  
[VisitLasVegas.com](http://VisitLasVegas.com)

**Focus on the Experience/Use – You can be Anyone**

# Lever Brothers (Snuggle)



# Brand Positioning

- **Points-of-difference** – *unique* brand values
  - Desirable
  - Deliverable
  
- **Points-of-parity** – *shared* brand values
  - Necessary
  - Competitive

# Cultural Symbol

Aflac™

The image shows the Aflac logo, which consists of the word "Aflac" in a bold, blue, sans-serif font. The letter "l" is replaced by a white duck's head with an orange beak, facing left. A small "TM" trademark symbol is located to the right of the letter "c".

# BRAND RESONANCE PYRAMID

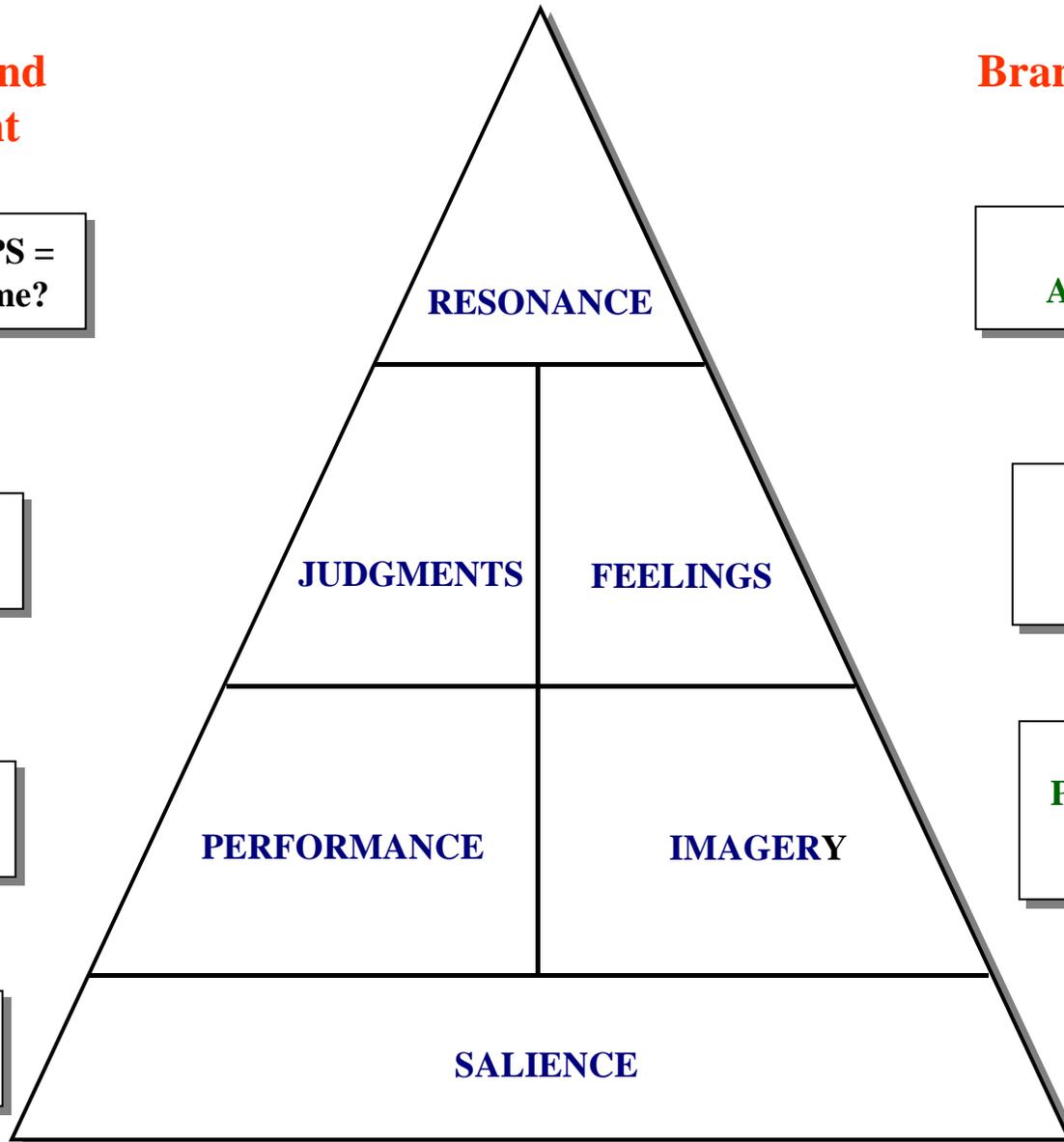
## Stages of Brand Development

4. **RELATIONSHIPS** =  
What about you & me?

3. **RESPONSE** =  
What about you?

2. **MEANING** =  
What are you?

1. **IDENTITY** =  
Who are you?



## Branding Objective at Each Stage

**INTENSE,  
ACTIVE LOYALTY**

**POSITIVE,  
ACCESSIBLE  
REACTIONS**

**POINTS-OF-PARITY  
& DIFFERENCE**

**DEEP, BROAD  
BRAND  
AWARENESS**



## ■ ***Resonance***

- **Whether customers feel that they are “in synch” with the brand**
  - Intensity of psychological bond that customers have with the brand
  - Level of activity engendered by this loyalty
    - Repeat purchase rates
    - Seeking out brand information or other loyal customers



## ■ ***Saliency***

### □ **Depth of brand awareness**

- Recognition and recall

## ■ ***Performance***

### □ **What the brand does to meet customers' more functional needs**

## ■ ***Imagery***

### □ **How people think about a brand abstractly rather than what they think the brand physically does**

- Type of user
- Brand personality
- History & heritage
- Experiences

# Mini Cooper

Focus on Performance

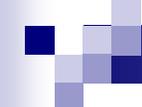


Three snowmen and a life-sized Mini were stuck to this billboard to demonstrate how the MINI handles in winter.

# Apple iPod



Imagery



## ■ ***Judgments***

### □ **Consumers overall brand evaluations**

- How consumers combine performance and imagery associations to form different kinds of brand opinions

## ■ ***Feelings***

### □ **Consumers emotional responses and reactions to the brand**

- Can be mild or intense, positive or negative

THE  
HIGHLANDER.  
ROUGHING IT IS A RELATIVE TERM.



IT'S NATURE'S WAY TO BE ROUGH. IT'S OUR WAY TO BE SMOOTH. HIGHLANDER HAS WHAT TYPICAL SUVs DON'T – A 4-WHEEL INDEPENDENT MACPHERSON STRUT SUSPENSION FOR A NICE, COMFORTABLE RIDE. BASICALLY, THERE ARE NO ROUGH ROADS IN A HIGHLANDER.

© 2007 Toyota Motor Sales, U.S.A., Inc. Buckle Up! Do it for those who love you.



GET THE FEELING. TOYOTA.

[toyota.com](http://toyota.com)

**Focus on main benefit relative to the competition:** “Highlander has what typical SUVs don’t – A 4-wheel independent MacPherson Strut suspension for a nice, comfortable ride.”



## ■ Toyota Matrix

- Anticipated age: 28.8
- Actual age of buyers: 42.7

## ■ Honda Element

- Anticipated age: 28.6
- Actual age of buyers: 44.7



## ■ Pontiac Vibe

- Anticipated age: 30.2
- Actual age of buyers: 48.2

## ■ Dodge Neon

- Anticipated age: 22.7
- Actual age: 39.2





**Message:** Parents who spend time with their kids by taking them places like this can help prevent drug use

**THIS KIND OF JOINT CAN HELP PREVENT MARIJUANA USE BY YOUR KIDS.**

Parents who get involved in their children's activities raise kids who are less likely to use drugs.

Get the book on raising a drug-free kid. Call 1 800 798-2800.

**PARENTS: The Anti-Drug.**

## Partnership for a Drug Free America

PIPE

To a 6<sup>th</sup> grader

To a 7<sup>th</sup> grader

**What a difference a year makes.** In 6<sup>th</sup> grade, approximately 1 in 13 kids has tried marijuana. By 7<sup>th</sup> grade, approximately 1 in 5.

Be sure your kids know you don't want them to use drugs. For helpful ways of keeping them drug-free, call 800.788.2800 or visit our Web sites: [theantidrug.com](http://theantidrug.com) and [drugfreeamerica.org](http://drugfreeamerica.org)

P A R E N T S  
T H E A N T I - D R U G

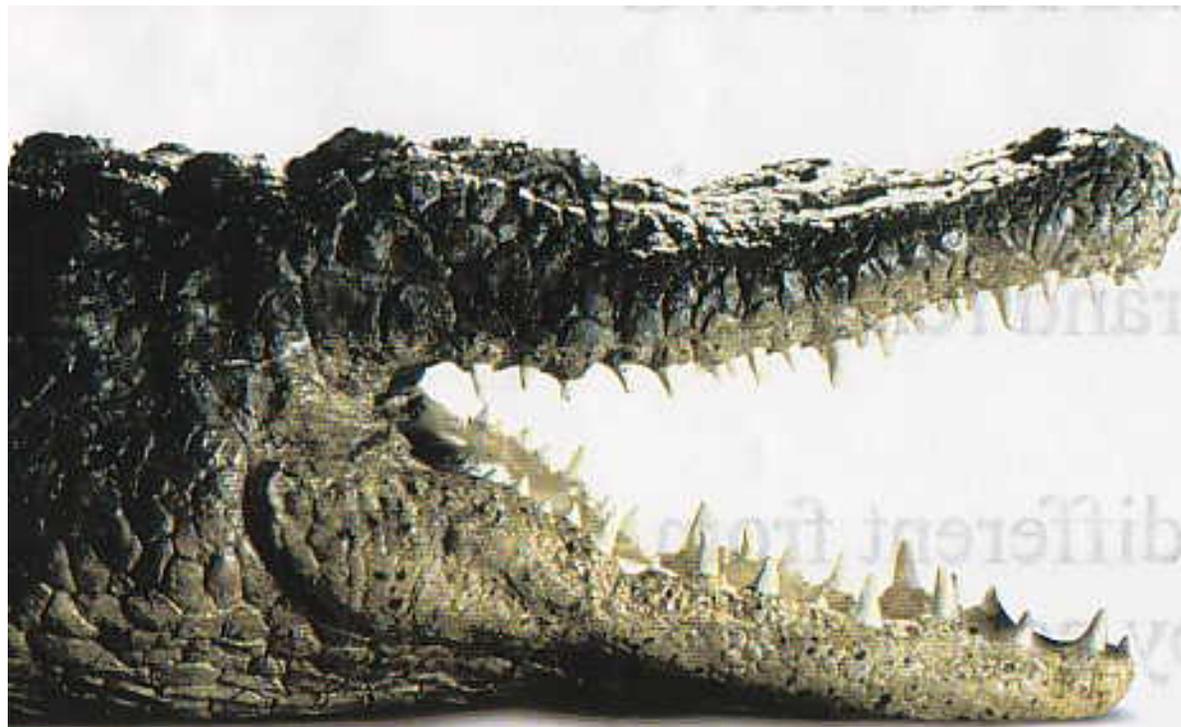
“Parents: The Anti-Drug”  
campaign (encourages  
parents to talk to their kids  
about the dangers of drugs)



**AUSTRALIAN FOR LIMO.**



**AUSTRALIAN FOR BEER.**

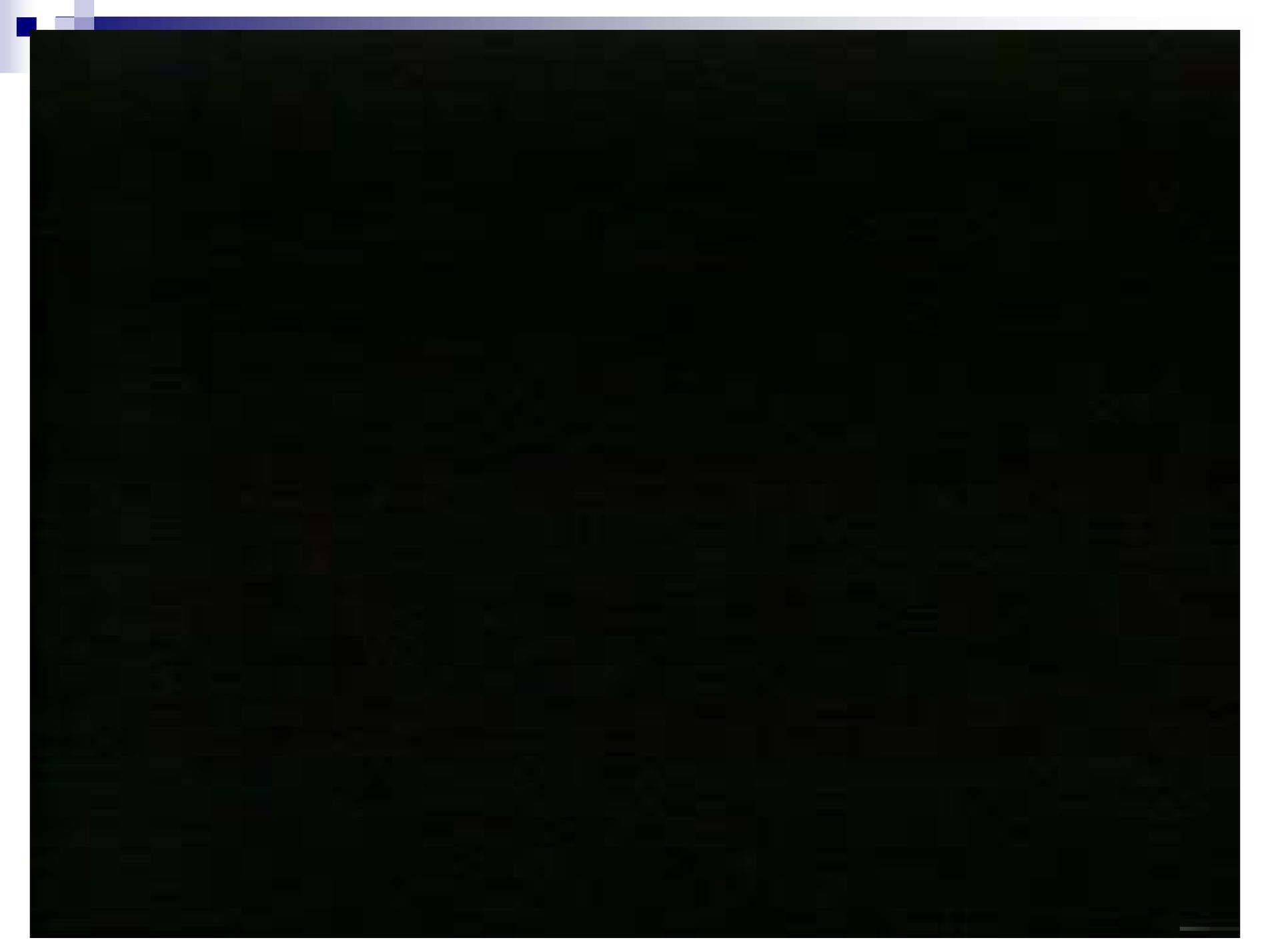


**AUSTRALIAN FOR CAN OPENER.**

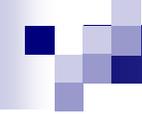


**AUSTRALIAN FOR BEER.**









# STEPS IN POSITIONING

- Identify competitors
- Determine most important attributes consumers use in choosing a brand
- Determine consumers' perceptions of competitors



## POSITIONING STEPS (CONT.)

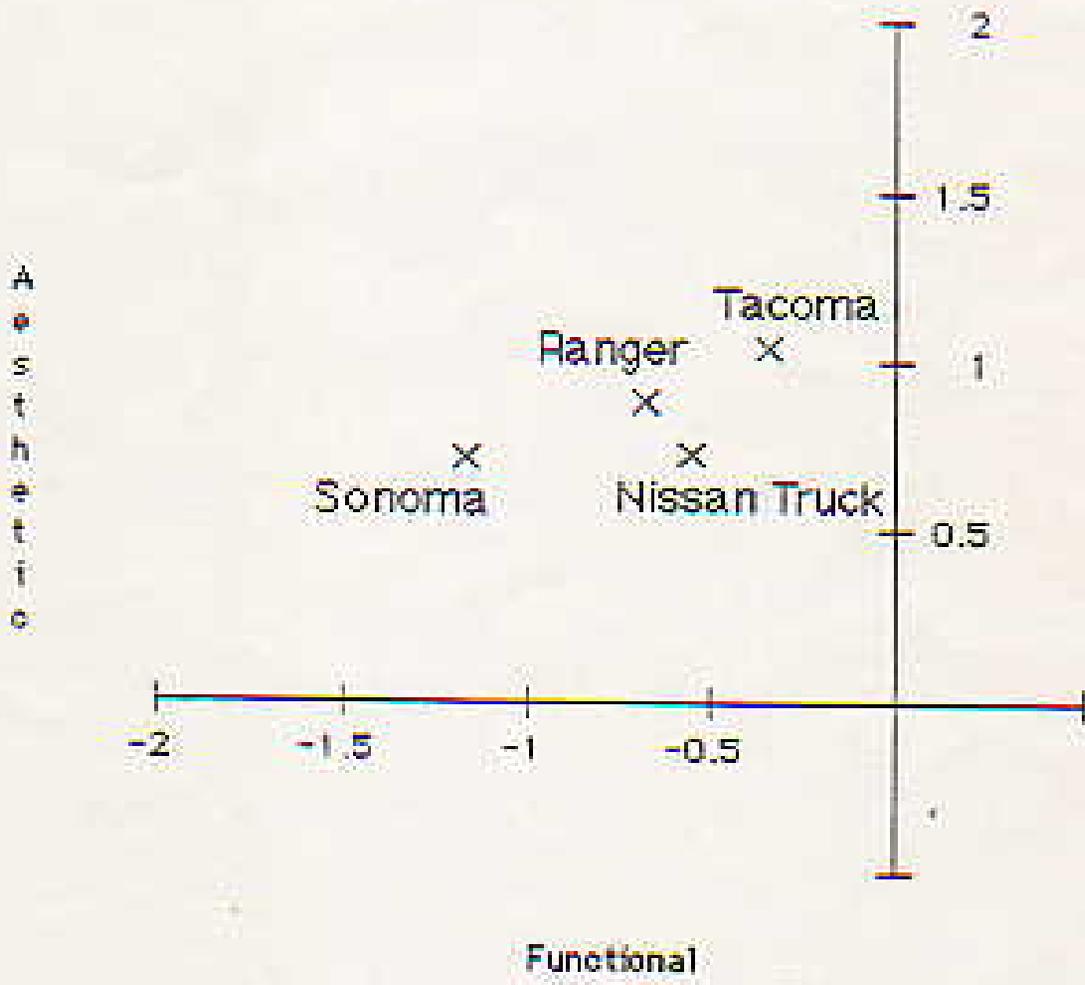
- Determine perceptions of your brand
- What is the ideal brand for your market segments?
- Assess best positioning strategy
- Track image of brand over time



# PERCEPTUAL MAPPING

- Ask consumers what their top criteria are in choosing a product (desired attributes)
- Which brands would they consider? (choice alternatives)
- How are these brands perceived on the desired attributes?

# Truck





“Chase 1”

*Outback vs. Grand Cherokee*