

Module Eight: Driving the Authentic Brand Behaviors That Fuel Business Growth

Objective

The objective of this module is to dive deeper into the second of four Storyscaping pillars - Positioning. Here we answer the questions 'how' and 'what' by determining *how* an organization satisfies consumer needs, *how* it operates, *how* it treats the customer and *what* products/services it provides.

After studying this module, students will be able to:

1. Recognize multiple ways consumers have experiences with brands.
2. Understand the importance of positioning authenticity.
3. Explore how brands can be mentors rather than heroes.

Outline

[Slide 1] MODULE INTRODUCTION

In our hyper-connected world where consumers have amazing power, organizations need to walk the walk, not just talk the talk. Pillar two of Storyscaping delves into brand positioning. Here we explore the services and products provided, as well as the means by which an organization satisfies consumer needs, operates and treats customers.

[Slide 2] MODULE AGENDA

Pillar Two = Brand Positioning - Answering the HOW and WHAT.

- Review Chapter Six – *Walk the Walk*
 - Define and discuss product positioning.
 - Positioning and experiences work together.
 - The main challenge for brands.
 - The new opportunity.
- Activity: Discuss how products/services are experience enablers.
- Project Team Exercise – Formulate an appropriate 'hero's journey' storyline.

[Slide 3] POSITIONING = HOW & WHAT

How an organization operates should always be based on and support its Brand Purpose.

What an organization offers (product/service) should be an intentional derivative of Brand Purpose (why it exists) and how it operates.

Remember the 'think, act, share' concept from the module on Brand Purpose? Here we connect the 'how' to 'act' and the 'what' is related to 'share'.

[Slide 4] ACTIONS SPEAK LOUDER THAN WORDS

One of the main goals of Storyscaping is to leverage the power of 'experience' to engage a deeper connection and more lasting impression between brand and consumer.

Therefore, it's important to recognize that every interaction with a brand, service, or product **is an experience**. You cannot separate these - so, always think of your brand positioning (how it delivers) with that experience in mind.

The product/service is the functional offer that enables an experience to be what it is. To build a world of immersive experiences, we must determine the following:

- Type of experience
- How it meets functional needs
- How it relates to the brand story
- How it is all connected

[Slide 5] KEY UNDERSTANDINGS

For effective Storyscaping and connected experiences, it is important to understand:

- The role of the brand and its positioning – the foundation for what a brand does and says about its products and services.
- How functional products and services enable experiences – the basis for interaction between brands and consumers.
- How the positioning and product must align authentically to Brand Purpose – always starting with “why.”

[Slide 6] THE CHALLENGE FOR BRANDS

The reality of ‘choice overload’ in the marketplace brings a greater challenge to brands. The ways in which a brand is positioned serves as signposts for navigation through the crowded marketplace. A brand's story has symbols attached to it and those symbols are attached to the signposts. We go into greater detail on this in chapter 10, *Meet Your Storyscape*.

We aim to facilitate ways for consumers to respond more emotionally to brand stories and experiences.

By reinforcing how a brand is positioned, you will earn a direct effect on the story it tells and the experience it inspires.

It is also the means by which brands differentiate. If you remember, Brand Purpose alone won't differentiate. So how you tell your story, the experiences you create, what you offer and share all contribute to differentiation.

[Slide 7] DEFINE THE PRODUCT AS A GIFT

We want brands and products/services to play meaningful roles in consumers' stories. A simple way to help bring this to fruition is to think of the consumer as the hero and then position the brand so that it directly defines the product or service as a **gift** that helps or enables the hero in some way.

Beyond the functional aspects, effectively achieving this can serve as a valuable signpost from which to navigate.

Instructor Note: The class activity at the end of this module helps students put this into practice.

[Slide 8] LEVERAGE FUNCTIONAL NEEDS

Consumers have (and will likely always have) functional needs. Leverage that fact when creating opportunities for shared experiences. Meeting their need with a solution is the very basis for a shared experience. A shared experience is attained when a brand/product/service satisfies a consumer's need - it's the interaction itself that creates a shared experience.

Therefore, we need to consider even a functional solution as an experience enabler. In fact, that is the foundation of the experience because consumers always seek to solve a need.

Through Storyscaping, our goal is to create worlds where immersive experiences are shared between brand and consumer in several ways. This is why it is so important to understand and leverage the value of products/services and their delivery—so that we can truly maximize these experiences. Doing this, while keeping in line with the Brand Purpose, helps support the bridge to emotional connection, because you can't separate emotional from functional in real terms.

[Slide 9] ACTIVITY (slide 1 of 2)

We can no longer think of products from just a design perspective; we should look deeply from the experience perspective. Doing so will unlock a powerful dimension for product differentiation in a very competitive landscape. It's about the thought of how things feel when they deliver against your need. E.g. all cars get you from A to B, but some not only look different - they *feel* different (they also send different signals about you).

- **Open Discussion** - How are products and services enablers for experiences?

[Slide 10] ACTIVITY (continued)

Facilitate a comparison of products that “feel” right versus wrong and discuss how one has a better experience. **Instructor note:** This can be a personal response, so not everyone will agree, what is important to understand is the fact that how a product or service “feels” is associated to how its positioned in every sense.

- Example - soap: Dove versus Lava; both are moisturizing soaps. Imagine how you think they feel. Which one feels smooth, silky and soft? Which one feels hard and heavy? Do both cleanse and moisturize (functional effect)?
- Example - apps: Think of digital experiences - what is your favorite App? How does it feel to use it? Does that align to how you feel it is positioned?

[Slide 11] DEFINING THE NEW OPPORTUNITY

With keen focus on the experience, we can see that every aspect of interaction with the product/service is part of the experience.

Functional characteristics contribute to how consumers experience a product.

- Interactions with customer service
- Where the products are bought

The way we leverage this as part of an immersive experience within the brand world = the new opportunity.

As such, it's important that the interactions, no matter how functional, align to the positioning and Brand Purpose.

[Slide 12] THE WALK

The ways an organization performs everyday tasks, how it treats people, how its products solve everyday needs are each paramount for delivering on Purpose.

Authenticity is an expectation of marketing. We want brands to deliver on what they say and to deliver on their story.

By being emotionally engaging and authentic, a brand can maintain connections beyond functional solutions, even though the product/service provides a functional solution. The relevance and effect of how an organization acts is what actually builds the shared experience.

This is why, in our hyper-connected world—where consumers have amazing power—you have to walk the walk, not just talk the talk. You have to be true to your Purpose. You have to be authentic, and you have to be transparent. Masking reality by blasting overstated marketing messages through mass communication no longer works. If you look at the way many great brands have grown, you will see they are very authentic in their approach, their actions, their behaviors, and the experiences they create.

Authenticity alone does not engender an experience. It should define the relationship between Brand Purpose and experience, but it will not create a movement. A movement requires inspiration and experience. The key to driving authenticity is a universal and constant commitment to your Purpose.

[Slide 13] CONNECTING THE DIMENSIONS OF BRAND POSITIONING

Remember, you define a product/service in terms of its role as the gift - allowing your brand to play the role of mentor and enabling the consumer to connect with the experience and story as the hero.

The hero has emotional desires and is on a continual quest for satisfaction of those desires. The brand, through its Purpose, aligns itself (like a good mentor to the hero's desire) to the hero's desires. This is how a brand supports and encourages the hero's quest. This creates a sharing of values between hero and mentor.

[Slide 14] PROJECT TEAM EXERCISE

Review the hero's journey examples given on pages 122-23. Formulate an appropriate 'hero's journey' storyline for your project brand.

ADDITIONAL EXAMPLES

Great brand positioning that is aligned to Purpose:

The Beauty Inside | Intel -

https://www.youtube.com/watch?feature=player_embedded&v=qyMQIMeSCVY

Storyscaping® - Instructor's Guide

Baby & Me | Evian -

<http://www.adforum.com/award/showcase/6650194/2014/ad/34497803>

Chrysler 300

https://www.youtube.com/watch?v=SKL254Y_jtc