Thank you for attending my IFA educational session on "Three Critical Steps to Positioning Your Franchise into a World-Class Brand".

I hope you found the session valuable and I have provided you with new tools to build local businesses one opportunity at a time by building better brands.

I want to urge you to put positioning to work for your company brands and your personal brand.

At your next company executive team meeting take the positioning 3 question test and see if your brand is strategically focused and its message being clearly communicated. Compare your answers with your executive teams answers. I will bet you will identify positioning opportunities. Then go develop a positioning statement for your business brand and yourself. Once you have your positioning statement in place - - reassess your projects and priorities. I will bet you will be able to drop many projects and bring a new level of focus to your business.

Feel free to give me a call or drop me an email if you would like to discuss your current positioning situation. I would be happy to discuss this with you. And if you would like outside help leading the brand positioning process for your brand and would like to utilize my proprietary one-day positioning session, I would welcome the opportunity to work with you.

Best regards,
Warren Ellish
303-762-0360
warren.ellish@ellishmarketing.com

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Three Critical Steps to Positioning Your Franchise Into a World Class Brand

IFA Convention, Orlando, FL USA
February 13, 2012

Warren Ellish
President and CEO, Ellish Marketing Group
Senior Lecturer, Cornell University Johnson Graduate School of Management

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EMG Positioned Brands

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Session Goals

- Help you build local businesses one opportunity at at time by helping you build better brands
- Provide new tools that will have an immediate impact on your businesses, and personal careers

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IFA Housekeeping

- Questions are encouraged
- Turn all electronic devices to vibrate
- Session is recorded – use microphone
- Feedback requested – complete evaluation
- Use the IFA convention mobile AP
- Drop off business card up front if you would like a copy of the slides from presentation

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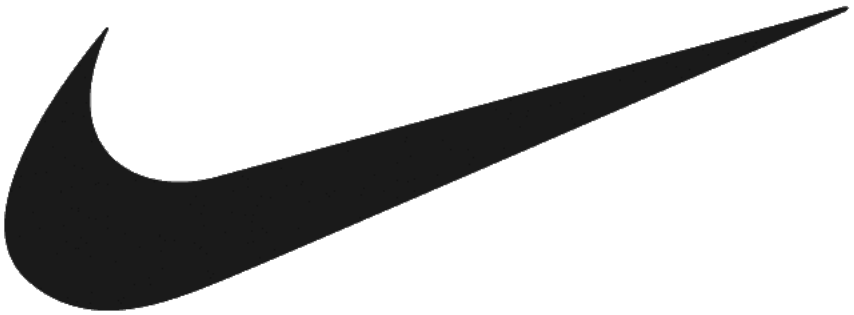

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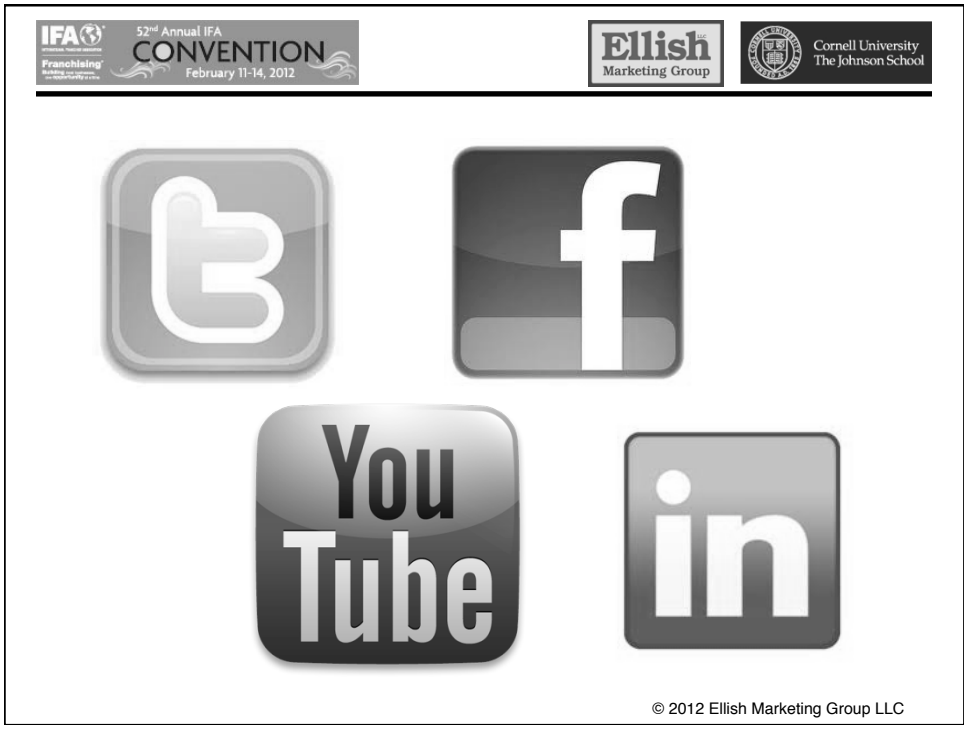

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Brand Positioning

- To communicate a clear and meaningful message about your brand:
  - Develop a concise brand positioning statement with a competitive point of difference
  - Gain complete management alignment behind positioning

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Todays Session

- What positioning is
- Why it's important
- Three critical elements of a brand positioning statement
- How to build a positioning statement
- Ten "live" cases
- Questions

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Quick Test

- Is your brand strategically positioned and is its message clearly communicated?

  Are you sure?

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Question #1

- What business is your brand in?

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Question #2

- What is the target market for your brand?

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Question #3

- What is the point of difference for your brand?

  Note: List no more than 3 things!

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Take Home Tool

- Put test to work for you
- Ask all members of your executive team
- Analyze your results
  - Or send them to me for analysis
- Identify if your brand positioning can be enhanced and if you have management alignment

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Helpful To Influence Others

Product

Service

Cause

Candidate

Organization

Institution

Yourself

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Definition of Positioning

- The way in which you want the consumer to think about your product or service relative to competing brands
- States the reason for brand's existence

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Permanence of Positioning

- Should precede development of all brand sub-strategies
- Once successfully established, should rarely be changed

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Not Just A Marketing Thing

- Requires full on-going support by management, employees and even vendors
- Brings organizational focus

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Positioning Statement

- A brand's positioning is captured in the following statement:

> To _____ (Market Target), Brand X is the Brand of _____ (Frame of Reference) that is/that offers _____ (Point of Difference).

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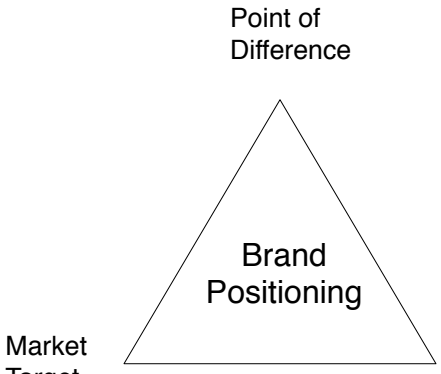
3 Critical Elements of Positioning Statement



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Point of Difference

- Specific consumer benefit which you want consumers to associate most readily with your product or service
- Consumer end benefit which is product/ service and or emotionally based
- Best to capture a single benefit (or short bundled list)

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Point of Difference

- The POD which relates the greatest consumer benefit or solves the greatest consumer need will offer the greatest marketing leverage

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Point of Difference

- Make sure your POD is:
  - Preemptive, ownable and defendable
    - Important and relevant
    - Distinctive
    - Superior
    - Communicable
    - Affordable
    - Profitable

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Point of Difference

- How your customers would describe what your product/service is all about if they were to describe it to a friend

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Point of Difference

- Don't let a point of similarity become a point of difference - - they are nothing more than points of entry into your competitive set

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Point of Difference

- Build an attribute list focusing on (as applicable):
  - People (employees)
  - Place (physical facilities)
  - Product/Service offerings
  - Price

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Point of Difference

- Identify the MOST important preemptive, ownable and defendable attribute(s)
- Avoid three positioning errors:
  - Under positioning
  - Over positioning
  - Confused positioning

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Frame of Reference

- What business are you in?
- The consumer grouping of like products with which your product/service competes
- Includes all the options that a consumer has available to satisfy a specific need

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Frame of Reference

- "What does this product/service substitute for?"
- Market currently structured vs. how it might be restructured
- Forcing restructuring of the existing market often yields largest opportunities

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Frame of Reference

- Common tools used for understanding (existing) market structure:
  - Repeat and switching purchase/usage behavior study
  - Consumer sorting of existing brands based on perception and usage

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Frame of Reference

- As a member of a specific FOR, all perceived benefits and drawbacks automatically accrue to your product/service
- Consider a newly defined FOR if product is unique and establishes a new segment in the market

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Frame of Reference

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Market Target

- Composed of consumers considered good potential users for your product/service

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Market Target

- Select the largest size where there is interest in the frame of reference and leverage in the point of difference

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Maintain Positioning

- A product or services positioning once established should not be readily abandoned
- When to consider a change?
- When to consider introducing new companion product/brand rather than changing an existing brands positioning?

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Positioning Principles Summary

- In selecting your positioning, seek one which is:
  - Believable and consistent with the product/services performance
  - In as large a frame of reference and market target where the product/service can deliver a meaningful point of difference
  - Targeted at delivering the most meaningful benefit/ correcting the biggest problem in the frame of reference chosen
  - Unique from competition
  - Capable of enduring the life of the brand

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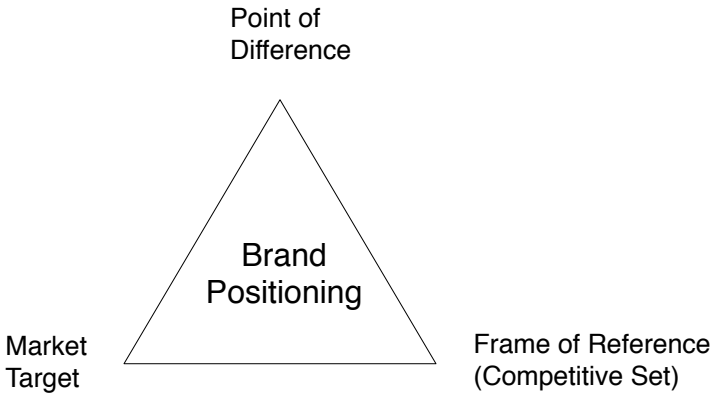
3 Critical Elements of Positioning Statement



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Positioning Statement

To _____ (Market Target), Brand X is the Brand of _____ (Frame of Reference) that is/that offers _____ (Point of Difference).

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Positioning "LIVE" Cases

- Boston Chicken/ Boston Market
- Keystone Light Beer (Coors)
- Head and Shoulders
- Sanka
- Barack Obama
- The "new" Bennigan's
- Restaurants On The Run
- eatZi's
- Milk Duds

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Boston Chicken

To adults looking for convenient quality meals, Boston Chicken is the fresh meals to-go store that provides a unique, fresh experience offering a variety of great tasting side dishes and freshly prepared rotisserie chicken meals.

Note: The fresh meals to-go category became "Home Meal Replacement"

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TV Commercial - The Idea

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Boston Chicken Expanded to Boston Market

To adults looking for convenient quality meals, Boston Market is the home meal replacement store that provides a unique, fresh experience offering a variety of great tasting side dishes, entrees (rotisserie chicken plus meatloaf, rotisserie turkey and ham) and sandwiches.

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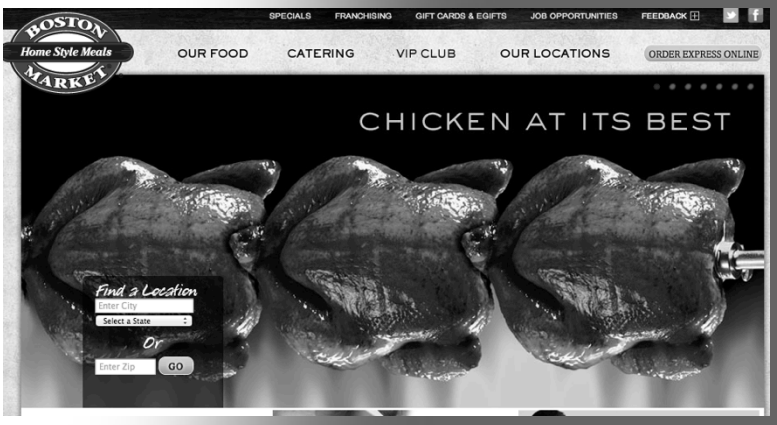
BOSTON CHICKEN TO

[redacted]

BOSTON CHICKEN TO

[redacted]

BOSTON CHICKEN TO



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Keystone Light Beer

To carefree, socially-active males 21-24, Keystone Light is the easy to drink spontaneous party beer.

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Keystone Brand Essence

Spontaneous

Social

Carefree

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TV Commercial - Skillet

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Head and Shoulders

To dandruff concerned users, Head and Shoulders is the brand of dandruff shampoo that fights dandruff best.

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Sanka

To caffeine concerned coffee drinkers, Sanka is the brand of coffee that has no caffeine to upset you.

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Barack Obama

To voters who are dissatisfied with the present leadership, Barack Obama is the Democratic Presidential candidate who can revive the economy and restore America's global leadership.

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The "New" Bennigan's

To adults 21+ seeking a "real" sense of belonging in a comfortable, upbeat place to eat and drink with family and friends, Bennigan's is the PubPourium™ offering true Irish hospitality, where everything we do is a little more generous, the answer is always O'YES!, and we serve up a concoction of cleverly good American fare with craveable appetizers, generous meals and a complete bar with a bountiful selection of beers and specialty drinks.

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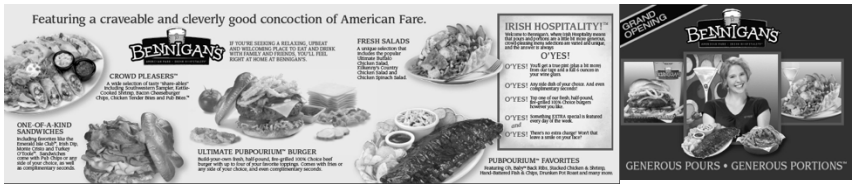
BENNIGAN'S AMERICAN FARE • IRISH HOSPITALITY™



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Restaurants On The Run

To people who are responsible for coordinating food for groups on a pre-planned or real time basis, looking for assistance on how best to do this on a budget, and have a need to make sure they have complete trust in the resource they choose to ensure they look good, ROTR is the complete group foodgistics resource that coordinates food from the most popular restaurant brands; has a professional team with a passion to serve a complete solution always providing exactly what you want, where you want it, set up and ready to eat on time; and simple transparent pricing.

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Restaurants On The Run

MEAL FOR ME
A Reward For Your Order.

Just for you... A FREE MEAL

The Ultimate Customer Appreciation Program

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eatZi's

To adults who love food and expect the best, eatZi's is the restaurant meal market that offers an abundance of chef prepared everyday meals to-go, openly staged in distinct areas of an energetic European marketplace featuring an exhibition kitchen / bakery.

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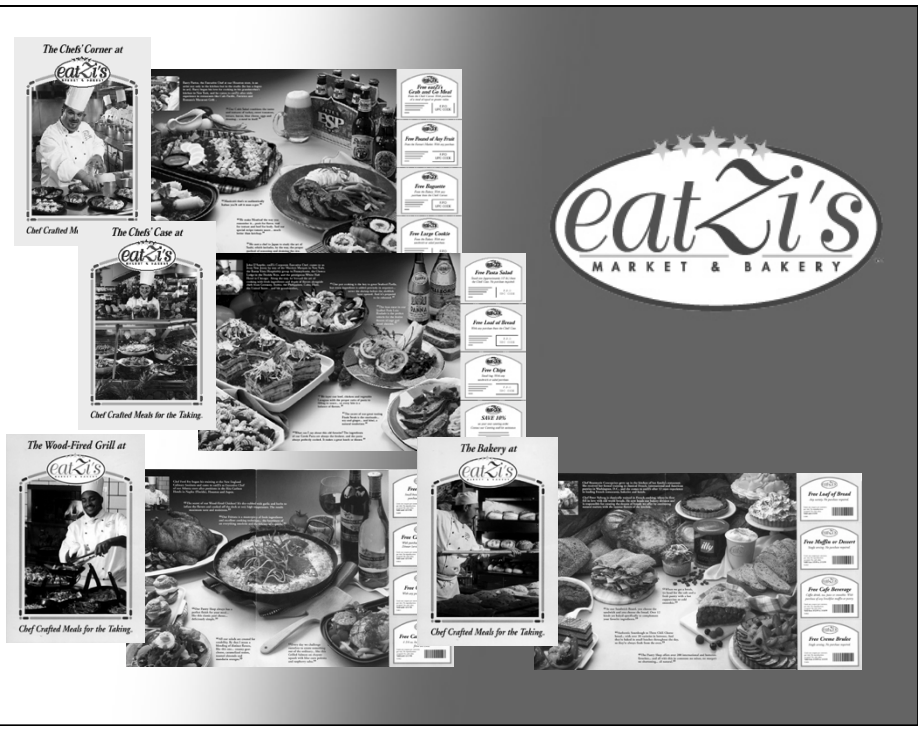
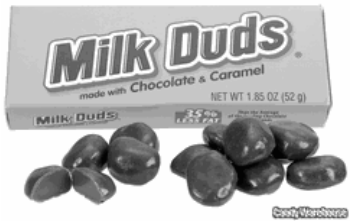


Milk Duds

To kids who love candy and wished it lasted longer, Milk Duds is the candy bar alternative (slow eating chocolate-covered caramels) that lasts a long time and comes in a box .



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Put Positioning to Use

- Implement the 3 question test to determine if your brand is strategically positioned and its message clearly communicated?
  - Compare your answer with your executive teams answers
- Develop positioning statements for:
  - Your business brand(s) and yourself
- Reassess projects and priorities

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Questions?

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