

THE 5 WEEK BRAND STRATEGIST

INDUSTRY SPONSOR:

Landor Associates, Mumbai

Student name:

Mr.S.Nitin

June 2014

Industrial Design Centre

Indian Institute of Technology Bombay

ACKNOWLEDGMENT

I would like to express my gratitude towards all the members of Landor Associates, Mumbai for their kind co- operation and encouragement which helped me in completion of this project.

I would like to express my special gratitude and thanks to industry persons for giving me such attention and time.

S.Nitin

146250003

Industrial Design Centre

Indian Institute of Technology Bombay

DECLARATION

I declare that this written document represents my ideas in my own words. I have adequately referenced and cited the original sources if and where required.

I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission.

I understand that any violation of the above will be a cause of disciplinary action by the institute and can also evoke penal action from the sources which have not been properly cited or from whom proper permission has not been taken when needed.

S.Nitin
146250003

Industrial Design Centre
Indian Institute of Technology Bombay



Landor

13th July 2015

Certificate of Internship

To whomsoever it may concern

This is to certify that S.Nitin has successfully completed a 5 week (May – June 2015) internship program at Landor, Mumbai.

During the internship, Nitin has worked closely with the Brand Strategy team. He has made valuable contributions to projects that involved brand positioning, naming and consumer research for our clients like Taj, Aimia, Orra and Total Engine Oil. He has also helped us with copywriting for our clients, Barista and Nations Trust Bank, Sri Lanka. His contribution is being implemented into these projects.

Nitin has a sound strategic mind and was able to handle many tasks at once. His design and strategy skills worked well in producing good presentations. He was able to grasp the brief and develop the work in short periods of time.

We wish Nitin good luck for all future endeavours.

Warm regards,

Gazala Vahanvati
Senior Strategist
Landor

26
Cities

20
Countries

800
Curious Minds

1
Landor



ABOUT LANDOR ASSOCIATES

Landor Associates is one of the world's leading strategic brand consulting and design firms. Founded by Walter Landor in 1941, Landor pioneered many of the research, design, and consulting methods that are now standard in the branding industry. Partnering with clients, Landor drives business transformation and performance by creating brands that are more innovative, progressive, and dynamic than their competitors.

Landor's holistic approach to branding is a balance of rigorous, business-driven thinking and exceptional creativity. Its work spans the full breadth of branding services, including brand research and valuation, brand positioning and architecture, naming and writing, corporate identity and consumer packaging design, branded experience, brand equity management, brand engagement, and digital branding.

With 24 offices in 18 countries, Landor's current and past clients include some of the world's most powerful brands.

Landor is a member of the Young & Rubicam Group network within WPP, the world's largest marketing and communications firm.

ABOUT LANDOR ASSOCIATES INDIA

Five years in India and Landor Mumbai is now a multidisciplinary, full-service consultancy providing branding, design, and digital services. Some of our clients include Cafe Coffee Day, Delhi International Airport, ICICI Bank, Mahindra, Taj, Tata Global Beverages, The Park Hotels, Titan, and Usha Martin. The Landor 369 Studio specializes in fashion, food, and wine clients such as Anita Dongre, Busaba, and Charosa Wineries.

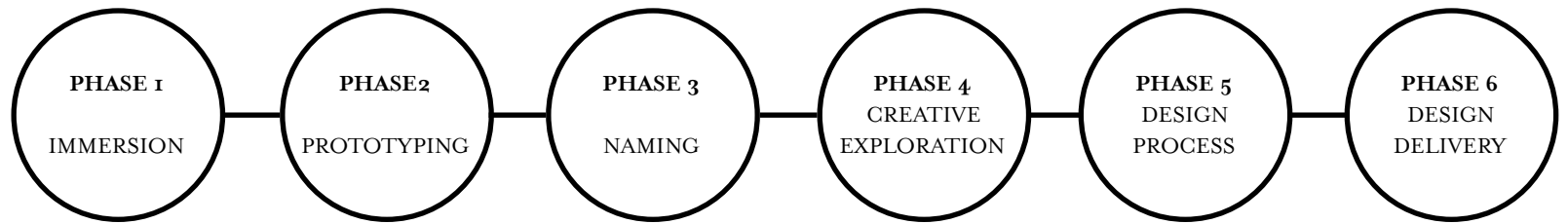
CLIENTS AND SERVICES

Landor is the world's largest revenue generating brand consulting firm. Their services include Research and analytics, Strategy and positioning, brand architecture, innovation, identity and design, naming and verbal branding, environments & experiences, digital and social media, engagement & activation.



If I had asked my customers what
they would have said a faster horse

– Henry Ford



DESIGN STRATEGY (LANDOR'S WORKFLOW)

Landor's design strategy involves intensive workshops along with tried and tested methodologies with the client to understand their needs and come at solutions aligned with the client's requirements. The design process comes at a stage where the needs of the client are completely understood.

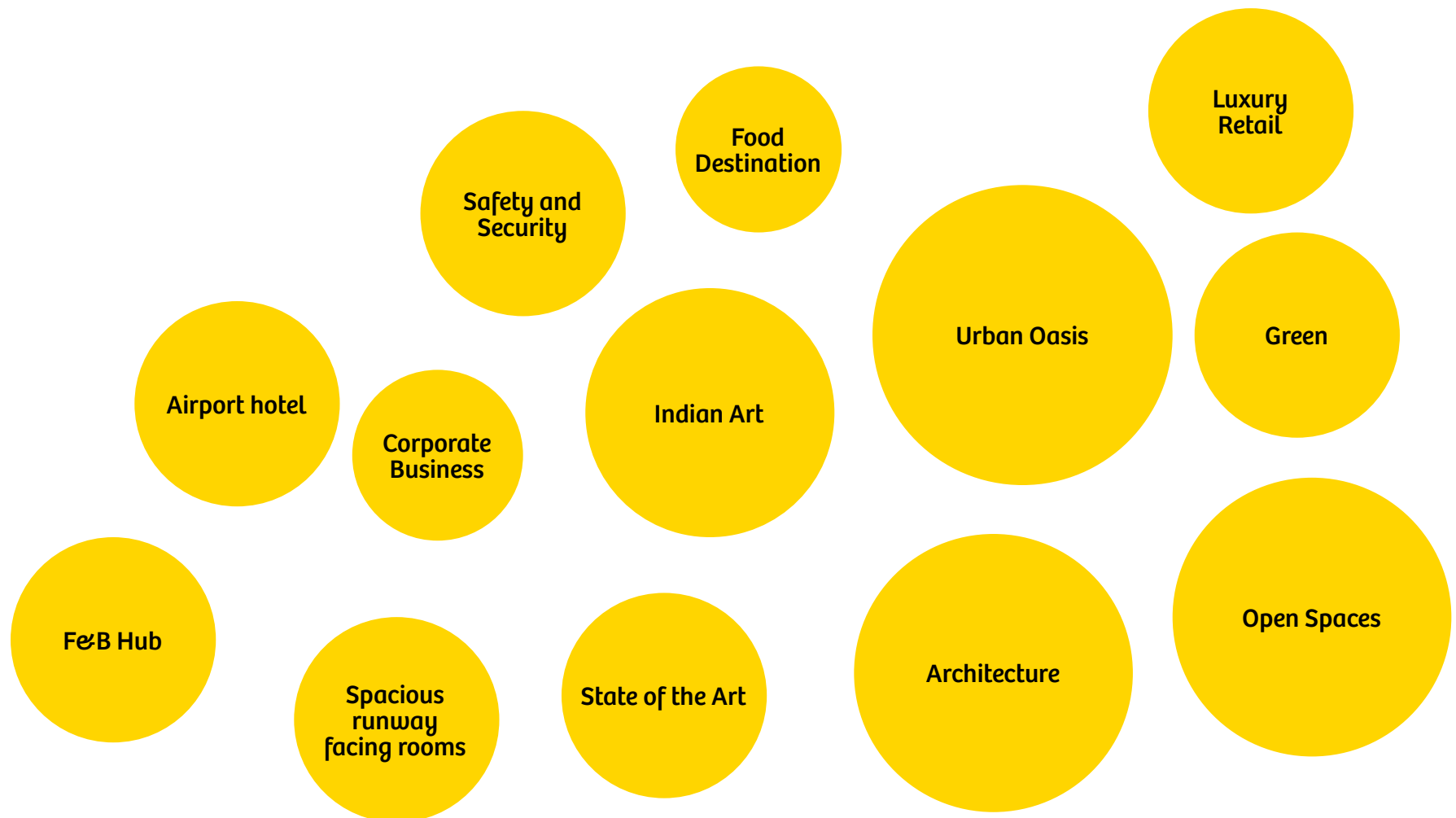
TAJ SANTACRUZ

The new luxury property, aimed primarily at the business traveller, includes 22 suites. A stone's throw away from the terminal 1C of the domestic airport, the hotel is a significant move by the India's oldest and largest hotel group.

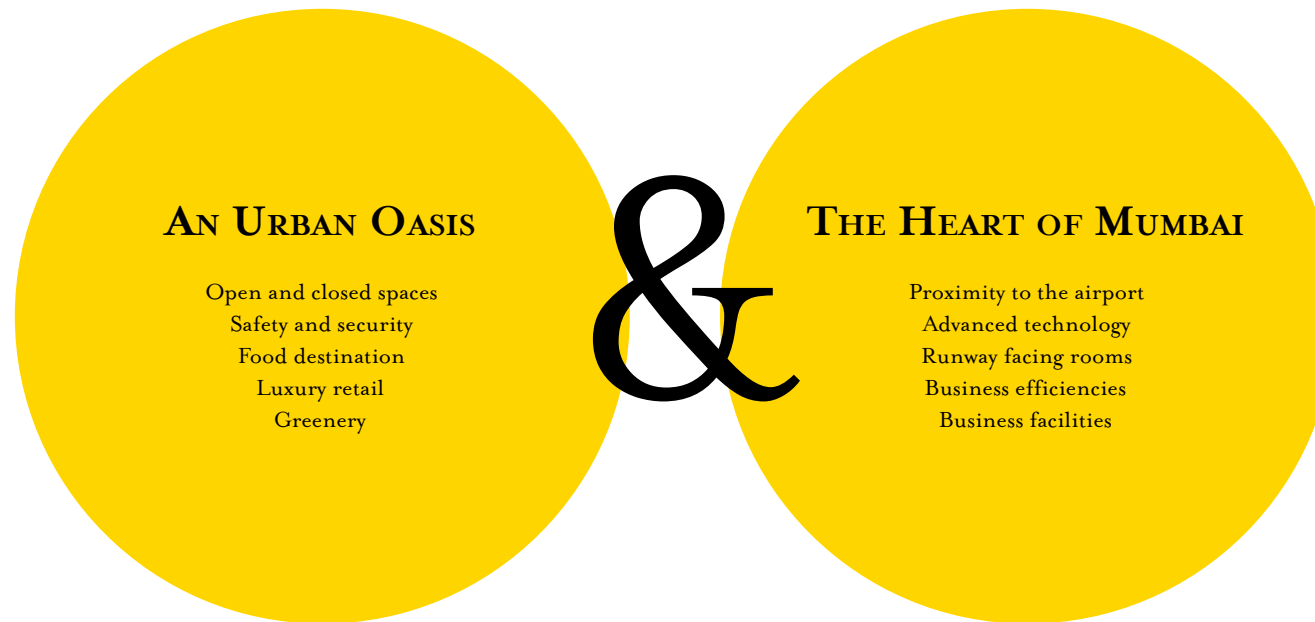
BRIEF

Developing names for the Banquet halls and Meeting Rooms for Taj Santacruz that are aligned with the positioning for Taj Santacruz.

Taj Santacruz wanted these broad ideas to be the highlight of their new airport hotel. Primarily aimed at business professionals this airport also aimed at hosting weddings and meetings.



The two distinct concepts that emerged out of the brainstorming.
Urban Oasis was based on the hotel being a cocoon in a bustling city.
The heart of Mumbai was a positioning that delved into the spirit of
the city.

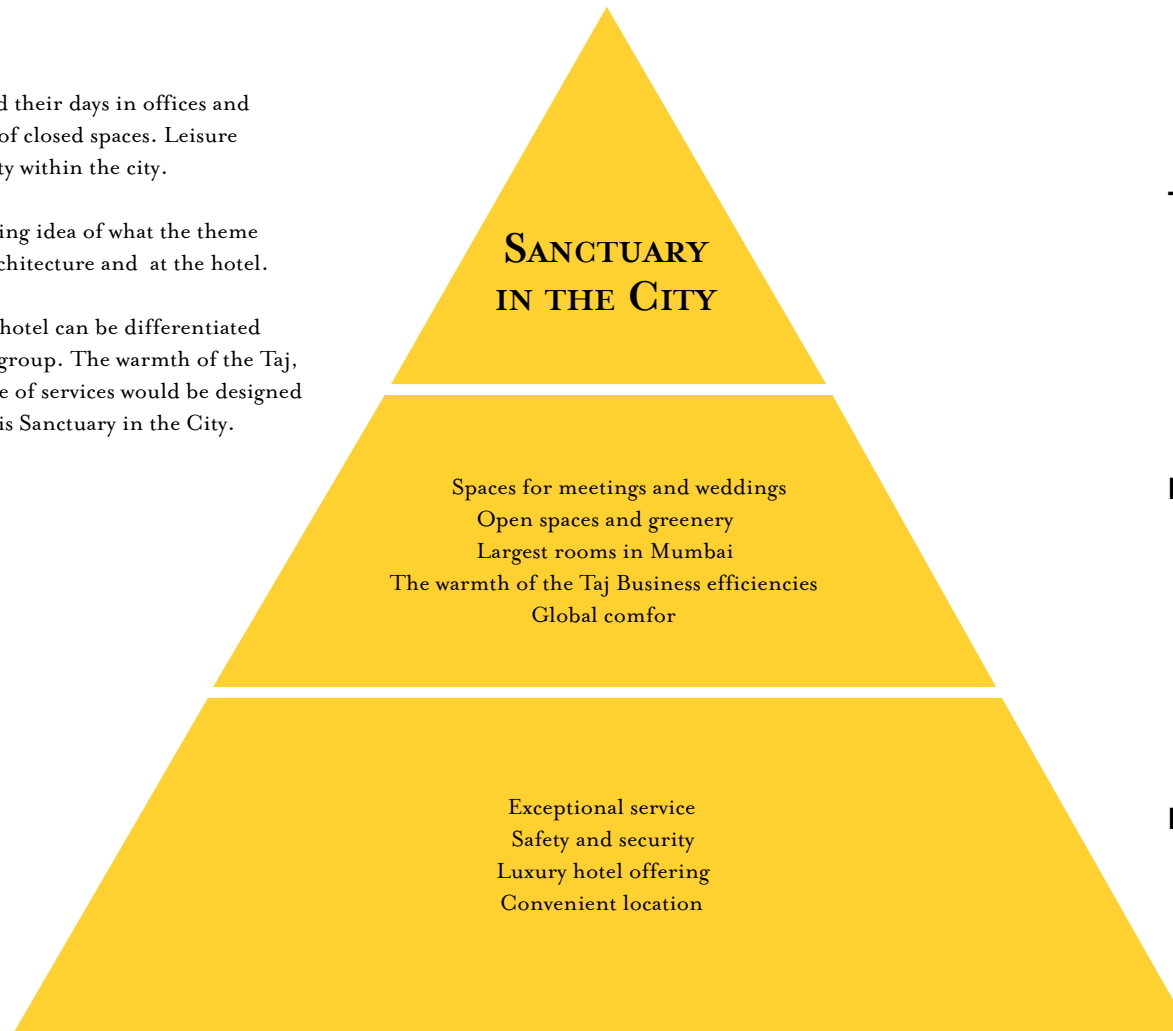


POSITIONING I

Business travellers usually spend their days in offices and meeting rooms. They are tired of closed spaces. Leisure travellers want luxurious serenity within the city.

The pyramid gives the overarching idea of what the theme would mean for the services, architecture and at the hotel.

Points of Parity define how the hotel can be differentiated among the larger scope the Taj group. The warmth of the Taj, Luxury services, the whole range of services would be designed to pamper. That would be what is Sanctuary in the City.



The Big Idea

Relevant Points of Advantage

Points of Parity

Why we exist

To provide a cocoon of luxurious comfort that counters the stress of business and leisure travel.

What we believe

We provide luxurious home-like spaces that combat the turbulence of Mumbai.

We indulge our guests so they can relax, unwind and have a pampered stay, whether for business or for leisure.

Our hotel is a haven where guests can catch a breather and attend to their commitments with peace of mind.

At Landor this big idea is explained further through what is called a Brand Driver Platform. It is essentially a way of defining the promises of an organization because "What is a brand but the promise that it makes" Points of Parity from other Taj Hotels. The hotel being a haven, a cocoon a sanctuary.

Brand essence

SANCTUARY IN THE CITY

Brand personality (How is it different from the other Taj Hotels)

Taj Santacruz	Taj Hotels
Indulgent	Charming
Proactive	Passionate
Gracious	Attentive

Clear definitions of what we are and what we are not to further clear the idea of what the aim as a brand is.

WHAT WE ARE	WHAT WE ARE NOT
Modern luxury Subtle Proactive Attentive Approachable Indulgent Helpful	Classic luxury Loud Passive Complacent Aloof Opulent Intrusive

SERVICE INITIATIVES

This leads to how the positioning can be executed across different touch points. There are initiatives that generate revenue to the experiences that define the hotel.



Create personalised breakfast menus for international business and leisure guests.

Indulge guests with a taste of home away from home with an authentic breakfast from their homestead.

Guests will be presented with the menu upon check-in and can fill out a form to avail the special menu.



A community table that encourages business and leisure travellers to dine together, network with each other and build strong bonds.

The Networking Table is for in-house guests only. Guests will have an option to reserve their place at the table every morning. The community table will be active for breakfast and dinner.

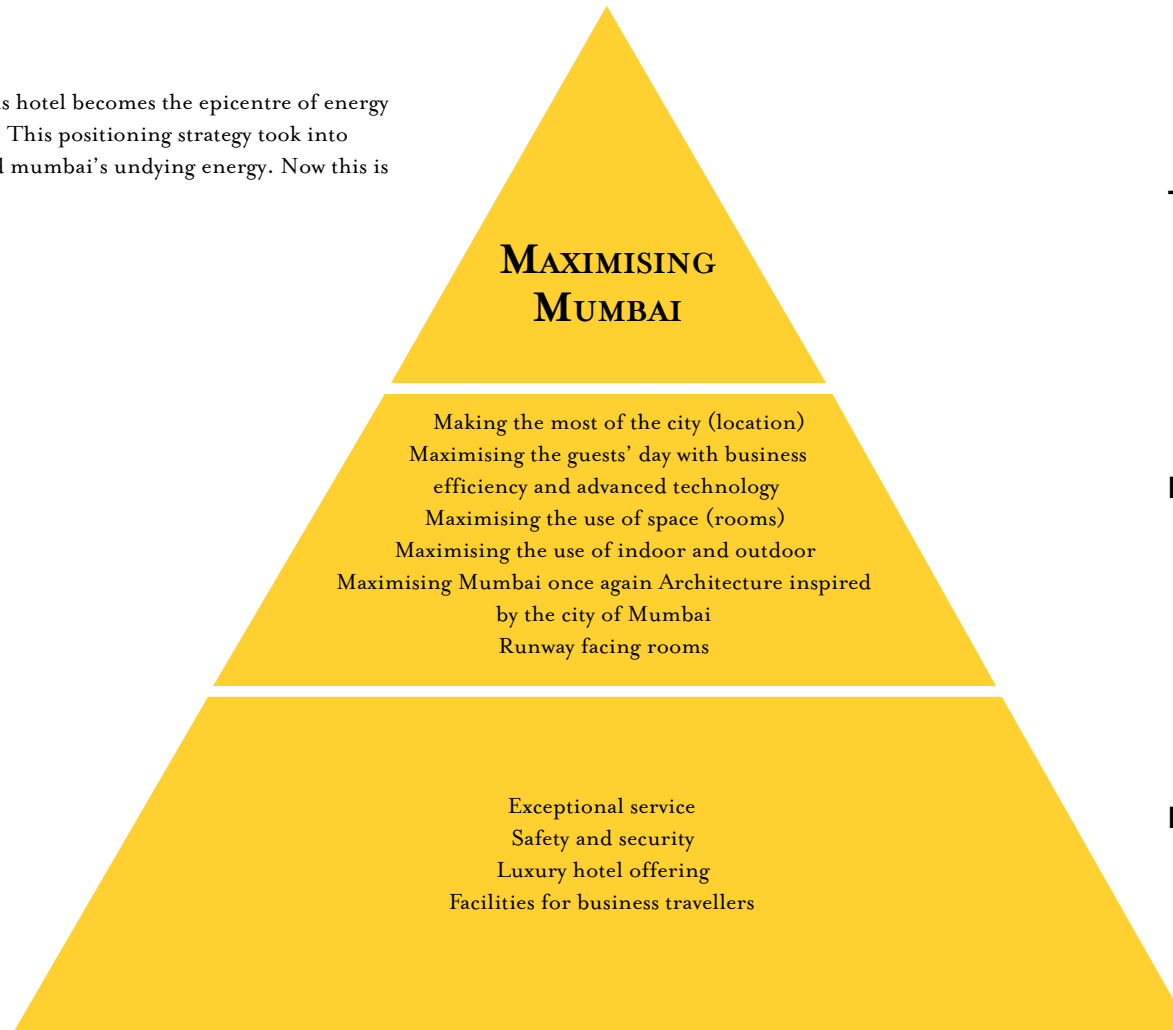
NAMING

The names of the meeting rooms, banquet halls, suites, etc. were aligned with the Sanctuary in the City positioning. The name of the flowers were inspired from the flora in the hotel.

MEETING ROOMS	BANQUET HALLS
Hibiscus Iris	Marigold Jasmine

POSITIONING 2

Located close to the airport, this hotel becomes the epicentre of energy inspired by the city of Mumbai. This positioning strategy took into account the hotel's location and Mumbai's undying energy. Now this is the part which I worked on.



The Big Idea

Relevant Points of Advantage

Points of Parity

This positioning was inclined away from the luxury aspect and it focused more on an experience which stood for the speed with which Mumbai moves. Efficient, smart, rapid. It focused on the location but in a different way, this was not about being cocooned but in a way supported the fast moving life of Mumbai.

Why we exist

To provide the guest with all they need to maximise their stay in the maximum city

What we believe

Mumbai is at the epicenter of energy and we capture this buzz in our experience to guests

Guests need to maximise their day and time because of their busy schedules

Mumbai moves at the speed of light and we must keep pace to provide seamless service

Brand essence

MAXIMISING MUMBAI

Brand personality (How is it different from the other Taj Hotels)

Taj Santacruz
High-energy
Switched on
Meticulous
Intuitive

Taj Hotels
Responsible
Progressive
Attentive

They are high energy and on the go. Everything from the technology to the services to the ambience at the hotel had to have this inherent feeling. Clear definitions of what we are and what we are not to further clear the idea of what the aim as a brand is.

WHAT WE ARE	WHAT WE ARE NOT
High energy State-of-the-art Flexible Efficient Intuitive	Complacent Old school Rigid Slow Intrusive

SERVICE INITIATIVES

After studying service ideas from hotels across the world these service ideas were thought of keeping in mind the context of the positioning, location and the hotel.



Mumbai Concierge

Leisure travellers who are looking for a local experience could customize a plan for their stay with the help of the Mumbai concierge.



Business travellers might prefer to hold meetings or collaborate on projects for short durations in the hotel lobbies itself.

These work areas could be confined spaces that could be used by business guests for short durations or longer durations for a small fee. These spaces could be equipped with conferencing facilities and work stations.

NAMING

Features and characteristics of Mumbai and its history drove the naming process further. Taj requested for Portuguese origin names. The brand manager at Taj highlighted the Portuguese origins of the name Santacruz (Holy Cross). Bombay Street Names, An excursion into the by-lanes of Bombay by Samel T Sheppard was my reference for the names.

MEETING ROOMS

Gateway Room

Sassoon Room

Flora Room

Ballard Room

BANQUET HALLS

Harbour Room

Marina Room

Port Room Dock
Room

NAMING ROUTES

The following naming routes were suggested based on the broad themes around maximising Mumbai. The routes 6a and 6b focussed on the proximity to the airport. The process of positioning, designing strategies and services around the positioning and the naming process were the primary learnings in this exercise.

Route 1

Names inspired from original Portuguese named areas in Mumbai.

- Varella
- Belassis
- Antop
- Ambroli

Route 2

Names inspired from prominent architecture.

- Asiatic
- Elphinstone
- Sassoon
- Victoria

Route 3

Names inspired from Mumbai being an island and its entry points that played a significant role in shaping the history of Mumbai Harbour.

- Harbour
- Port
- Seven Islands
- Dockland

Route 4

Names inspired from Santacruz being in the heart of the city.

- Citycentre
- Cityhall
- Cityscape
- Cityline

Route 5

Names inspired from Mumbai being the bustling city it is.

- Metropolis
- Megacity

Route 6a

Names inspired from this hotel being Runway facing (recommended by Landor)

- Touchdown
- Flightdeck
- Runway

Route 6b

Names inspired from this hotel being Runway facing.

- Pilot
- Flight
- Ascent

NECTAR LOYALTY PROGRAM

The new luxury property, aimed primarily at the business traveller, includes 22 suites. A stone's throw away from the terminal 1C of the domestic airport, the hotel is a significant move by the India's oldest and largest hotel group.

BRIEF

To understand different coalition loyalty program models and identifying points of differentiation enabling the identification of relevant white spaces.

LOYALTY PROGRAMS

Loyalty programs are marketing initiatives that encourage loyal buying behaviour usually through a point redemption system.

Loyalty programs are reward programs that encourage consumers to shop more.

COALITION LOYALTY PROGRAMS

Participating brands offer redemption points which can be used by a consumer across any brand outlet. Coalition Loyalty programs bring a number of brands under one umbrella and enable the user to avail the points across brands. You buy petrol and you can use those points to shop for clothes. Now Nectar had been trying for years to come to India with a similar Coalition Loyalty Program.

REASONS FOR NECTAR'S FAILURE IN INDIA

Nectar wasn't able to liaise with enough brands and get them on board.

So they have a new model that they are currently planning is more akin to a value aggregator and a discount portal. They want to position themselves as a mega market place.

COMPETITOR ANALYSIS

Based on the various loyalty programs that are popular worldwide, the competitors were analyzed based on various criteria such as – type of loyalty program, point type, point accumulation system, redemption, point validity, member enrollment, redemption channel, usage upper limit, etc.



Country: India	Loyalty Card: 1 Magnetic Strip Card per member	Member Enrollment: Website, Mobile App
Subscription Type: Free	Point Accumulation System: Currency based points depending on the brand	Redemption Channel: Web, In-store (voucher, purchases)
Loyalty Program Type: Simple	Redemption: Points can be redeemed against qualifying goods and services from partner brands.	
Point Type: Dynamic	Points Validity: 3 Years	
	Point Usage Upper Limit: Point earning and usage is dependent on the partner.	



Country: USA	Loyalty Card: Plenti adds upto 3 members per account	Member Enrollment: Website
Subscription Type: Free	Point Accumulation System: Plenti adds upto 3 members per account	Redemption Channel: Web, Phone, In-store (voucher, purchases)
Loyalty Program Type: Simple	Redemption: Points can be redeemed against qualifying goods and services from partner brands.	
Point Type: Dynamic	Points Validity: 2 Years	
	Point Usage Upper Limit: Usually there is no limit. There is a limit of using 2500 points at Exxon & Mobil stations.	



Country: Canada	Loyalty Card: 9 supplementary cards per account.	Member Enrollment: Online & Offline
Subscription Type: Free	Point Accumulation System: On shopping or using services at partner PoS	Redemption Channel: Web, In-store (voucher, purchases)
Loyalty Program Type: Tiered	Redemption: Points are accumulated according to preference set. Cash, Dream and anything in between.	
Point Type: Dynamic, Every 95 reward points equals \$10.	Points Validity: 5 Years	
	Point Usage Upper Limit: Purchase limit is \$750 per day.	



Country: Australia	Loyalty Card: Additional Members can be joined in one card	Member Enrollment: Online Only
Subscription Type: FreeLoyalty Program Type: Simple	Point Accumulation System: Generally \$1 = 1 Point	Redemption Channel: Web, In-store (voucher, purchases)
Point Type: Dynamic points based on the brand/ product or service.	Redemption: Points can be redeemed against qualifying goods and services from partner brands	
	Points Validity: Lifetime with a clause (points have to be collected every year)	
	Point Usage Upper Limit: Purchase limit is \$750 per day.	

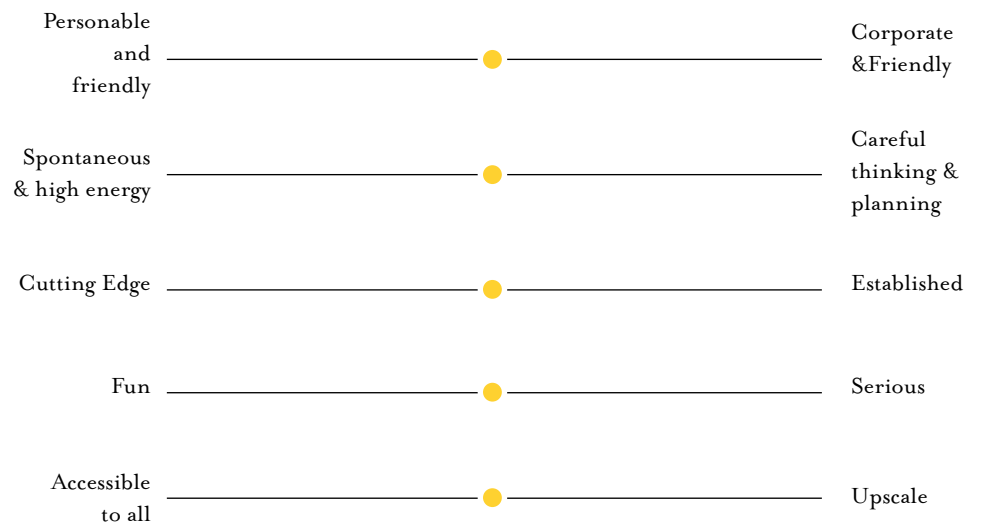
WHAT IS NECTAR'S COMPETITIVE SET LIKE?

Designing a brand personality for Nectar in India required the study of competitor brands. The following measures of brand personality were posed to Nectar to answer, to better understand the brand personality they were aiming for.

Due to the unique brand proposition where Nectar was supposed to be a value aggregator along with a loyalty program, the features allowed a user to compare the price of one product from different online retail shops I was required to look at the various eCommerce sites in India and look at their personalities.

MEASURES OF BRAND PERSONALITY

The metrics for brand personality were measured on a scale like this to see which side the how the brand perception was like. Is it corporate or friendly, is it spontaneous and high energy or do they plan well.



WHAT IS NECTAR'S COMPETITIVE SET LIKE?

For Nectar, perception mapping of major online eCommerce websites were done to explore Nectar's opportunities in the Indian market. Perception mapping is a visualisation method which helps in understanding the perceptions of consumers or potential customers.





QUESTIONS FOR NECTAR

The whole exercise led to a set of questions that needed to be asked to Nectar in order to take the positioning and branding exercise further.

- What is the market they want to capture?
- What is the new behaviour for the consumer?
- What are the success factors?
- How would the visual positioning be like?
- What they are and what they are not?
- What is transformational, revolutionary or ground breaking about this?

NECTAR'S GOALS IN INDIA

Nectar's goals for the Indian market are still unclear at this point but the questions posed to the company are well informed while looking at the various aspects of the company's goals and strategies. These were some of the initial goals Nectar set out to do.

- Nectar wants to become:
- A mega market place
- Value Aggregator
- Pathway to smarter shopping
- Enable gifting yourself

NATION'S TRUST BANK - BRAND VOICE DEVELOPMENT

Nation's Trust Bank is one of the biggest banks in Sri Lanka with over 90 branches all over the country. Their new brand positioning required a new brand voice. They approached Landor with the task of building guidelines for the brand voice.

BRIEF

To develop examples of Brand Voice aligned with Brand Positioning. This project required me to look at the Brand Driver Platform and the Brand Voice guidelines and write examples of the same.

WHAT IS BRAND VOICE?

Brand Voice is the key component of your communication. The Brand Voice ensures a cohesive brand story and lends a voice to the visual story.

01

A consistent verbal style that embodies your brand and its beliefs.

02

A unique tone of voice that expresses your brand verbally.

03

A guide for people who write and speak for your brand — much like a Look & Feel System for designers.



PERSONA

Based on the brand driver platform, a persona is built for the brand voice. The brand voice is built based on personalities from real life. For Nation's Trust Bank the decided personality was of a young college professor

PERSONALITY

The personality for Nation's Trust Bank was decided as A Young College Professor.

Uplifting & Inspiring but not flowery.
One who sees positive even in negative situations.
Confident
Conversational
Responsible
Team Player
Accessible
Helps students achieve their goals

GRAMMAR RULES

The personality decides some grammar rules for the Brand Voice

Active Voice
Not too many negatives
Not too many conjunctions
Sentences should be short
Considerate and Sympathetic
He/She knows what they are talking about. Firm Beliefs
But no slang

EXAMPLES

Using the rules some existing copy was re written in alignment with the brand voice and positioning. The following page has three such examples

ABOUT US

Being the Benchmark of Convenience

Nations Trust Bank is one of the fastest growing banks in Sri Lanka today. Our portfolio of financial products and services caters to the varying requirements of individual, corporate and institutional clients. As a young and dynamic bank, Nations Trust Bank has immediate appeal for young and sophisticated professionals looking for a bank they can identify with.

Convenience Made Simple

Sri Lanka is charging ahead with Nation's Trust Bank. You can be a part of this with products and services that suit your needs whether you are an individual, corporate or an institutional client. We as a young and dynamic bank, partner with people to achieve their aspirations and goals.

FACEBOOK POST

Nations Trust Bank launches "The Environment Week Challenge 2015" to commemorate the World Environment Day.

Nations Trust Bank marks the World environment day with "The Environment Week Challenge 2015".

TWITTER POST

1. Access your account Anytime- Anywhere!
2. Switch to an e-statement today for a greener tomorrow. Register
3. Find out what solutions are best suited for your lifestyle.

1. The world is your home, access your account anytime-anywhere!
2. Turn to a greener tomorrow, switch to an e-statement today.
3. Your lifestyle is enriched by our solutions. Check out for more details

It translates everywhere the social media, collaterals and all the touch points. Simple words like "charging ahead" and help them achieve their goals and aspirations add to the communication of the brand.

NAMING CHECK FOR LANDOR MILAN

Landor Milan was working on a new chain of football themed restaurants. So these were the criteria for the name check Major no-gos, Similarity check, pronunciation problems and other cultural associations.

BRIEF

The comprehension of your brand names in an international context is very important. Landor leverages their international presence for this. There are a couple of criteria that the company carries out before launching a new name.

CRITERIA FOR NAMING CHECK

DISASTER-CHECK

Major linguistic or cultural no-go's in your region

SIMILARITY CHECK

Similar or existing brand names in your region? In which industry are they?
High impact, high knowledge among consumers?

PRONOUNCIATION

Are there any pronunciation challenges in your region?

ASSOCIATIONS

Additional top-of-mind associations (positive, negative, neutral)

SUGGESTED NAMES

FoodBall	Futbol Planet
FoodBall Legends	Goal Planet CafME
Food & Ball	The Goal League
Food & Goal Planet	Kicks & Snacks
Food & Goal Legends	Goal Legends CafME
Food & Goal League	
Food & Goals	
Eats & Goals	
Futbol Heroes	
Futbol Heaven	
Futbol Bistro	
Goal Legends CafME	
Futbol Legends	

SUGGESTED NAMES

FoodBall (Similarity Check)FoodBall sounds like FoodHall (Premium grocery store in India)

Futbol Heroes, Futbol Heaven, Futbol Bistro, Futbol Legends, Futbol Planet (Pronunciation Check)There is a possibility that the 'u' in 'Fut' is pronounced as /u/ (as in cut, hut). As a first instinct they might pronounce it or read it wrong as many of the words used in India use the /u/ sound.

ADDITIONAL NAME SUGGESTIONS

Edribble
FoodGoal
FoodieField
GrubField
GrubCorner
Match Kitchen
ScoreSnack

MY EXPERIENCE

My internship at Landor had been a great learning experience in understanding the processes involved in designing the identity and the branding process as a whole. It completely changed my perception of branding as just a visual design exercise to an exercise which involves extensive research and thought process.

Branding is a larger strategy of how the perception of consumers is changed and evolved over a long period of time. The design process while being important and being the face of the brand evolves out of the larger umbrella of brand strategy and brand positioning. These tried and tested strategies and methodologies have a fantastic potential to be used in taking design strategies and positioning to craftsmen and businesses who cannot generally afford design agencies.

Branding doesn't necessarily have to be used to fulfill corporate requirements, if taken to a smaller businesses who can hardly afford design agencies to market their product can enhance their appeal in a global market.