

Contents

Preface	xiii
Chapter 1	
Development of the Concept of Brands	1
1. Brands : from their origins to complexity	1
1.1 The origins of brands	1
1.2 Brand old, brand new	5
1.3 The growing sophistication of brand policy	6
2. The evolving status of brands	7
3. The brand, a tool with ever-widening applications	10
3.1 The increasing need for symbolic value	10
3.2 New applications	10
Chapter 2	
The Role of the Brand in the Industrial Purchase	15
1. The industrial purchase	15
1.1 Derived demand	16
1.2 Buying process phases and the supplier brand	17
1.3 Supplier brand influence on the purchasing decision process	21
1.4 Influence of the brand on the buying center	23
1.5 Members of the buying center	24
1.6 The three buying situations	26
1.7 The active role of the customer and the development of purchase marketing	30
2. Main motivation of buyers	33
2.1 Reduction of perceived risk	34
2.2 Decision criteria	39
2.3 Buying center members' motivations	42

Chapter 3**The Characteristics of Business to Business Communication**

1. Communication policy	51
1.1 Communication objectives	52
1.2 Choosing targets and establishing the budget	53
1.3 Evaluating measures	55
2. Different kinds of communication	55
2.1 Corporate communication	55
2.2 Brand communication	56
2.3 Product communication	57
2.4 Collective communication	58
2.5 In-house communication	58
3. Targeted communication	60
3.1 Key accounts	61
3.2 Members of the buying center	61
4. Use of specialized media	63
4.1 The sales force	64
4.2 Trade shows	65
4.3 The trade press	67
4.4 Sales document	68
4.5 Promotional techniques	70
4.6 Public relations and lobbying	73
4.7 Other business to business communication tools	76
5. Using the mass media	77
6. The Intel communication strategy	79

Chapter 4**The Brand and its Mechanisms**

1. Brand awareness and attention	87
1.1 Different brand awareness levels	87
1.2 Awareness, a quantitative tool for evaluating the brand	88
1.3 Attention: adapting to the industrial context	89
2. The role of innovation in brand image	90
2.1 Image, a qualitative tool for evaluating the brand	90
2.2 Innovation objectives	92
2.3 The effect of innovation on the image	92
3. Brand associations	94
3.1 The mental association process	94
3.2 The characteristics of associations	95
4. Loyalty	96
4.1 The objectives of loyalty	96
4.2 The different levels of loyalty	97

X Chapter 5	
Brand Functions	101
1. Brands functions for the company	102
1.1 Fundamental objectives	102
1.2 Intermediary objectives	104
1.3 The final objectives	106
2. Brand functions for the customer	107
2.1 The function of identification and indication	108
2.2 The function of economizing time and effort	109
2.3 The safety and guarantee function	110
2.4 The symbolic function	111
2.5 The function of variety-seeking amusement	112
3. The role of performance facilitator	113
3.1 Analysis of what the customer company expects from the brand	114
3.2 Towards the classification of supplier brands by performance type	117
3.3 Classification of supplier brands by performance type	118
3.4 The industrial brand and its triple role of performance facilitator	121
Chapter 6	
Purchaseability and Visibility of Industrial Brands	125
1. How do industrial brands reach the final customer?	125
1.1 Industrial brands: reaching consumers through the product	126
1.2 Industrial brands: reaching consumers through communication	126
1.3 Industrial brands: reaching consumers through a change in strategy	127
2. The "purchaseability" concept	128
2.1 The main levels of "purchaseability"	128
2.2 Factors explaining "purchaseability"	130
3. The visibility concept	132
3.1 The different levels of "product-visibility"	132
3.2 Factors explaining brand visibility on products	134
3.3 A communication strategy for greater brand visibility	137
4. High visibility for Scotchgard® brand (3M)	142
4.1 A heavy-weight consumer advertising campaign across Europe	142
4.2 What kind of message?	142
4.3 Making the invisible. visible: communication program	143
4.4 Fast track to success	144
Chapter 7	
Industrial Brand Classification	145
1. Classification of industrial brands using traditional methods	145
1.1 Classification based on the main brand functions	145

1.2 Classification according to the use of goods	146
1.3 Classification of brands according to products or services	147
2. Classification of industrial brands according to brand portfolio management	149
2.1 Companies using mainly the corporate brand	149
2.2 Companies with an extensive portfolio of industrial brands	151
2.3 Different policies for the creation of brand names	157
Elan Informatique "Text-To-Speech"	158
Presentation of Elan Informatique	158
From suggestive to descriptive brands	159
Branding at Elf Atochem	162
3. Classification according to brand visibility and purchaseability	168
4. Combined approach for classifying industrial goods	170
5. Aeronautics sector brands	173
5.1 Family name corporate brands	173
5.2 Evocative product-brands	173
5.3 Product- brand with a "technical" dimension	176
Chapter 8	
Creating and Protecting Business to Business Brands	179
1. Creating brands	179
1.1 Creating and choosing a name	181
What about the brand names of brand creation agencies ?	181
1.2 Intel and its brands	184
1.3 Search for precedence	185
1.4 The case of international brands	186
2. A new corporate name for an established company: Vivendi	188
2.1 Why a new name for the "Compagnie Générale des Eaux"?	188
2.2 Anatomy of the name	189
2.3 Steps in the name search	190
2.4 Summary of the market study per country (opinion leaders)	191
2.5 Vivendi: "our 7 values"	193
2.6 Nomen: the creator of the same	194
3. Brand protection and counterfeiting	195
3.1 Patenting	196
3.2 Different patenting possibilities	197
3.3 Brand protection means	199
3.4 Brands and the Internet	204

Chapter 9

The Logotype and the Visual Identity Code	207
1. The essential role of the logotype	207

A new logo for Michelin's Centenary Anniversary	210
2. Classification of different logotypes	212
2.1 "Logos to read" or explicit logos	212
The Valeo logo	213
2.2 "Logos to see" or "icotypes"	215
3. Slogans and brand signatures	218
3.1 Slogans	218
3.2 Jingles	220
4. The visual identity code	221
Chapter 10	
Managing the International Brand	223
1. Global brand strategy	225
1.1 The trend towards the internationalization of industrial brands	225
Lexic by Legrand: a federating product-brand	226
Defining a new "distribution-protection" range	226
Creating Lexic, an international product-brand	227
Brand identity: the importance of symbol	228
Launching the Lexic brand	229
1.2 Factors favoring the adoption of a global strategy	230
Air Liquide: the global strategy of a world leader	232
Customer convenience and performance improvement policy	233
Corporate identity harmonization	234
International brand management: the international image identity guide	241
World advertising campaign	242
1.3 Precautions and limits of a global strategy	244
1.4 Brand globalization levels	246
Sodexo-Marriott: adopting a worldwide identity	247
First step: creating a new visual identity	248
Second step: shifting to a new unique global brand	250
Internal branding	251
2. Local brand strategy	254
2.1 Factors favoring a local brand strategy	254
Saint-Gobain Containers: a local brand strategy	255
Introducing the Saint-Gobain group	255
Saint-Gobain Containers: a local brand strategy so as to be near customers	256
2.3 The different levels of local brand strategy	258
2.4 Local brand strategy limitations	259

Chapter 11

"Entering Goods" Brands: The Development of Co-Branding	261
--	------------

1. "Purchaseability" and visibility of "entering goods"	261
2. Technical partnership first	262
3. Co-branding development: a visibility-based strategy	262
4. Gore-Tex®: a partner brand, from innovation to quality control of the customer product	264
4.1 Facilitating technical performance	265
4.2 Facilitating commercial performance	267
5. Lycra® only by DuPont: a commercial and technical partnership	270
5.1 Du Pont de Nemours company and its Lycra® brand	270
5.2 Lycra® only by DuPont: a reference brand for the supply chain	270

Chapter 12

Brands of Intermediary Equipment Goods	277
1. Brands of intermediary equipment goods	277
2. Valeo: custom-made spare parts, from the drawing board to final packaging	278
2.1 Presentation of Valeo and its different activities	278
2.2 The Valeo brand: technical facilitator in design, innovation and production	280
2.3 Taking into account the needs of the manufacturer customer and the final consumer	280
2.4 Innovation	281
2.5 Examples of Valeo's technical contribution and innovations	282
2.6 Valeo's contribution to customer service	287
3. Brand portfolio management of Zodiac: brands organized by sector	288
3.1 History	288
3.2 Activities of the Zodiac group today	289
3.3 Brand policy	290
4. The Intel case: from technology to advertising, a true partnership	293
4.1 History of the Intel brand	293
4.2 Intel today	295
4.3 Partners in technical improvement and innovation: an absolute necessity	296

Chapter 13

Equipment Goods Brands	301
1. Purchaseability and visibility of equipment goods brands	301
2. Different types of performance facilitators	303
3. Xerox: a "reference" brand in document management	304

3.1	Innovating for greater customer productivity	305
3.2	A portfolio of equipment brands aimed at technical performance	306
3.3	The presence of the brand extended to services	307
3.4	The presence of the brand on consumables	308
4.	Fruehauf: Rock Runner, Speed Slider... evocative product brands	309
4.1	Review of the group's history	309
4.2	Managing the portfolio of trailer truck product brands	311
4.3	Fruehauf, a facilitator brand for technical and sales performance	314
5.	Latécoère: technical partnership and its own products	318
5.1	The rise of Latécoère	318
5.2	Latécoère, technical performance facilitator brand	319
5.3	Sales performance facilitation	324
6.	Kimberly Clark: contributing to customer image	325
7.	Tetra Pak brand: "Much more than the package"	329
7.1	Tetra Laval: a corporate brand	329
7.2	Packaging product-brands: Tetra Pak, facilitating sales performance	330
7.3	Tetra Pak, a processing and equipment brand: facilitating technical performance	334
8.	Airbus: "Setting the Standards"	337
8.1	The Airbus brand policy	337
8.2	Airbus: facilitating performance	340

Chapter 14

Business to Business Service Brands	345	
1. The main characteristics of professional services	345	
2. The purchaseability and visibility of professional service brands	347	
3. A closer look at temporary work service companies	351	
4. Professional service brands: facilitating performance	353	
5. Andersen Consulting: the art of knowing how to orchestrate talents	354	
6. EDS: a service brand directed at customer productivity	356	
6.1	EDS activities	357
6.2	The brand's commitment to customer performance	357
7. Microsoft: "How far will you go?"	359	
7.1	Microsoft®: an institution and a brand of products	360
7.2	Microsoft®: a brand serving customer performance	361

Chapter 15

Industrial Distributor Brands	365
--------------------------------------	------------

1. The supply of industrial distributor branded products	365
1.1 Entering goods	366
1.2 Equipment goods	368
1.3 Services	370
2. The industrial supply of finished products or entering goods for consumer goods distributors	370
2.1 Finished products stamped with the consumer goods distributor brand	371
2.2 Entering goods incorporated into finished products stamped with retail distributor brands	372
2.3 Hidden-brand finished goods	373
Conclusion	375
Bibliography	379
Subject index	385
Index of brands and companies	389