

BRAND LOVE.♥

What Makes
a Brand
Inspire
Love?



Research & Insights
from Industry
Experts



WE'RE ASKED BY MANY COMPANIES TO HELP BUILD THEIR BRANDS

It's easy to understand why. After all, great brands find it easier to attract customers and talent and are better equipped to charge more, protect margins and fight off the competition.

But what makes a brand great, let alone loved? To find out, we surveyed 107 marketers. We asked them what are the qualities that define great brands? Is there anything special about their marketing? What impact does their 'greatness' have on customer loyalty? Are such brands more likely to be recommended and returned to time and again?

To supplement this quantitative research, we then asked 10 leading marketers to outline their favourite brands from a marketing perspective. We'd like to take this opportunity to say a big 'thank you' to them for sharing their expertise and real brand passions. They provide some fantastic food for thought.

What struck me as a key takeaway from all of the research and insights is that the best brands aren't necessarily great innovators - but are all great

communicators. Customers feel defined by the brands they love. That's why great brands absolutely understand their audience and know how to talk to them.

At Energy PR we have spent the past 25 years working with companies, including some of the world's most beloved brands, helping them understand, get closer to, and talk to their audiences. So if this report prompts you to reassess your communications approach, and you'd like to hear more about our work, to hear how we could help you dial up the love for your brand, email or call me.



Louise Findlay-Wilson
Managing Director
Energy PR
Louise@energypr.co.uk
+44 (0)1993 823011

Our method

107 marketers from across the UK were surveyed in December 2020. We also asked 10 leading marketers to write about their favourite brands from a marketing point of view.



About Energy PR

Every great business deserves to have its products, services and 'specialness' properly understood. At Energy PR we make that happen. An award-winning communications agency, we have spent the past 25 years working with some of the UK's best loved and most exciting businesses and brands - from established household names to dynamic start-ups.



OUR AUTHORS



Alison Bond
Director, The Halo Works

Alison Bond has been researching why people do the things they do for her entire life, but more formally in the research business for the last thirty years. She developed Halo 20 years ago, a model used in organisations to define, understand and mobilise values and core purpose among their teams. Alison runs The Halo Works for this purpose, helping organisations and their people be the very best they can be.

She is the author of Direct Hit, the textbook on direct marketing, and the Definitive Handbook of Direct and Interactive Marketing and Customer Insight, which was commissioned by the British Market Research Society.



Peter Shaw
Director, Brand Catalyst

Peter knows a thing or two about brilliant brands and businesses. As CEO of Domino's Pizza in Poland, he took the operation from its first store in 2011 to 69 stores by 2019. Peter is also a consultant on brands, innovation and operating on the AIM market. He was part of the MBO team which created Corporate Edge, at the time the UK's largest independent branding and design consultancy. There he led innovation and brand development projects with many blue-chip brand owners including Cadbury's, Unilever Bestfoods, Bass, British Bakeries, Carlsberg, De Vere Hotels, Environment Agency, Nectar loyalty scheme, Coldwater Seafoods, BP and Castrol.



Aimee Treasure
Head of Marketing, Prospero Teaching

Aimee was Marketing Week's Rising Star of the Year 2019. It's easy to see why. She has rapidly risen to senior marketing roles, making a measurable difference to each brand she's worked with along the way, these include international HR and recruitment specialist VHR, Access Intelligence Plc and Prospero Teaching.



Tracey Daley
Marketing Manager, Van Walt

Tracey is a business-to-business marketer with many years' experience working with both small and large, international organisations. During a career spanning over 30 years, Tracey has worked with companies such as HSBC Bank, Forward Trust Asset Finance and Griffin Factors, Hillyards Yachts, Cubitt & West and Reed Harris. Tracey's advice is to always focus on 'keeping the customer at the heart of the business.'



Sophie Kopaczynski
Chief Executive Officer, The Copyrights Group

Sophie worked at media giants Groupe CANAL+, STUDIOCANAL and Vivendi before becoming CEO of The Copyrights Group, the international brand licensing agency. So, it's fair to say she knows a thing or two about international brands and how to build their global appeal. During her career Sophie has worked with high profile brands including the iconic Paddington, The Country Diary and Raymond Briggs' Father Christmas.



Mike Southon
Serial entrepreneur and co-author of
'The Beermat Entrepreneur'

Mike is a serially successful entrepreneur, a best-selling business author and one of the world's top keynote speakers on entrepreneurship. He sold his own company in the 80s and worked with 17 different start-ups in the 90s. Two of these companies later went public, while three went broke! He has spoken at over 1,000 live events all over the world and has provided face-to-face mentoring to over 1,000 entrepreneurs.



Miranda Hawkins
Corporate Marketing Lead, Just Group plc

Miranda is a marketing expert with 25 years of experience gained primarily within the financial services space. She has worked for major names such as Reliance Mutual and Lloyds Banking Group, where she handled communications planning across the Lloyds Bank, Halifax and Bank of Scotland brands. Known for her tenacity and analytical thinking, Miranda's expertise spans marketing strategy, planning and communications delivery.



Alun Williams
Managing Director Luna Branding

Alun is a brand strategist who says he has the pleasure of making his passion for branding also his business. Having previously been a corporate Marketing Director, he brings the experience and perspective of managing brands as the client, to his agency's strategic and creative work aligning and repositioning companies; and building brands.



Louise Findlay-Wilson
Managing Director, Energy PR

Louise Findlay-Wilson is a regular speaker and commentator on brand communications. The owner of Energy PR - Louise has worked in communications for over 30 years. During this time she has handled campaigns for major brands ranging from NatWest, TSB, Schwartz, 20th Century Fox, the BBC, Cap Gemini and St Paul's Cathedral through to exciting start-ups - helping them use communications to build their brands and businesses.



Helen Wood
Digital PR Executive, DeltaNet International

Helen has worked in marketing communications and events roles for almost 10 years, telling stories about all kinds of businesses. Despite her current location, her heart belongs to Yorkshire.



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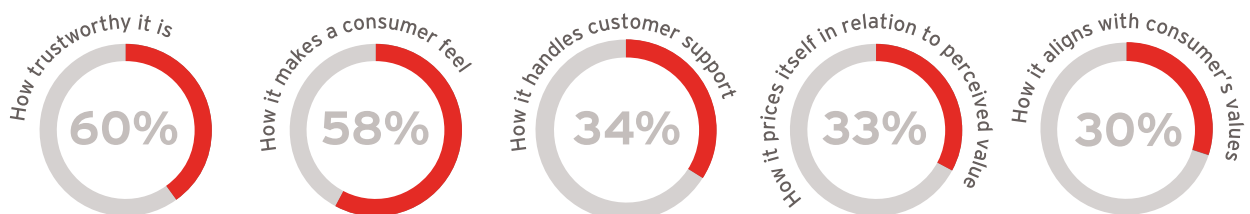
THE INGREDIENTS FOR BRAND GREATNESS

What determines whether a brand is great or not? According to the 107 marketers we studied it's not about being unique, a massive innovator or being on a mission. Instead, the two concepts which dominate are trust and how a brand makes the consumer feel.

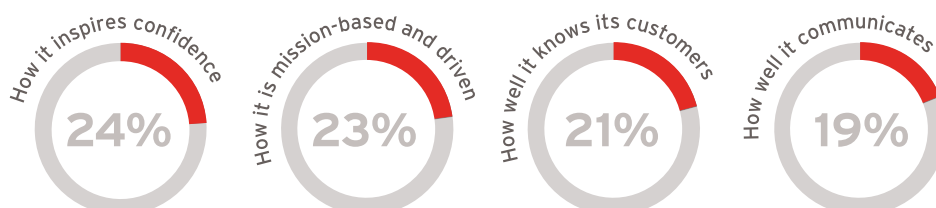
Other practical considerations lag some way

behind but are still important. According to a third of marketers, these include how a brand delivers customer support and how it prices itself in relation to perceived value.

Being aligned with the consumer's values, understanding the customer, inspiring confidence and communications are also deemed important to brand greatness.



Ingredients of Brand Greatness



How unique a brand is in relation to its competitors is only important for 17% while how well it innovates matters to just 11%



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THE SECRET OF LOVE

If these are the ingredients for brand greatness, what elevates a brand to the status of being loved? The answers seem to be intimacy and identity.

A brand is loved when:

.....	
Its values align with the consumer's values	55%
.....	
It is closely tied with the consumer's identity	38%
.....	
It becomes part of someone's life	42%
.....	

Probing a little deeper, the marketers suggest 'brand love' centres around some key themes:

Good

This doesn't just mean good products, services, value, quality and price - though our marketers all talk about these. Good also means doing good and making people feel good.

Quality

Our marketers say loved brands don't just deliver good quality products/services, they also provide a quality experience - and that quality is sustained over time.

Customers

How they're understood, treated and valued for their loyalty are all hallmarks of a loved brand.

Time

Being around for a long time, offering quality over time, taking the time to understand the customer, these all matter.

Value

This is a complex word. In the context of loved brands, it means offering good value, valuing the customer and sharing their values.

Authenticity

The notion of trustworthiness, which is the top factor for great brands, is taken one step further if a brand is to be loved. It may not need to prioritise being ethical, but it does need to be utterly authentic.

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GREATNESS AND LOYALTY

If a brand is great or even loved, does it make a difference to things such as customer loyalty? To answer this, we first created a benchmark for loyalty by asking our marketers how many mistakes an ordinary brand can make before the customer takes their business elsewhere?

Our research suggests that people are very tolerant; 53% of our marketers believe people will still stick with an everyday brand even if it has messed up twice!

On average, it's only when an everyday brand has made three mistakes that people will shop around. This suggests a huge amount of perceived loyalty is perhaps apathy.

How many times does an ordinary brand have to mess up before people will move on and buy elsewhere?

0 times	10%
1 time	15%
2 times	22%
3 times	21%
4 times	15%
5 times	7%
6 times	7%
More than this	3%

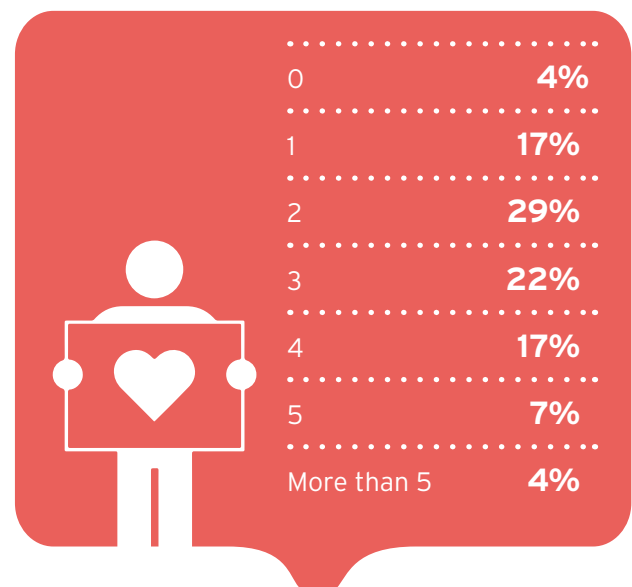
Just 10% think people are fickle and will leave an ordinary brand even if it doesn't do anything wrong.

The Greatness Factor

So, we have a loyalty benchmark for ordinary brands but what happens if a brand is great or even loved? Do customers tolerate even more mistakes from such brands? The answer is yes!

Just 4% think a brand's greatness makes no difference to the loyalty it enjoys. On average, the marketers suggest people will give great brands, or the ones they love, 2.44 more chances to mess up before they take their custom elsewhere. In other words, given that ordinary brands can make on average two mistakes without being punished, a great or loved brand can on average make just over four mistakes and still people will stay loyal to it. Indeed, almost one in four of the marketers (24%) think people will tolerate at least four additional errors - so six mistakes in total. Clearly consumers are reluctant to stop loving a brand they love!

How many more chances do you think people will give to a brand they think is great/love?



Apple & Commitment

It is easy to understand why a brand like Apple might top the list when it comes to commitment, when we consider that according to our marketers, a loved brand becomes part of someone's identity and life. Apple historically very cleverly aligned its laptops and computers as the tech of choice for people who identify themselves as 'creatives' - photographers, designers, musicians, those in the media - fundamentally linking the brand with their sense of creative identity.

Even as the brand moved mass market through Apple's iPhones and TVs it has still pulled the 'levers of love' by becoming closely knitted with peoples' lives, not least due to the specific way the tech looks and operates. Such identity and intimacy are key ingredients for commitment. It involves considerable resolve (or dissatisfaction) to move away from either Apple's phone's, computers or TVs.



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LOVE'S ROLE IN RECOMMENDATIONS

The holy grail for many brands and businesses is having people who will recommend them to others, but does a brand need to be loved in order for this to happen?

We first identified the marketers who have the utmost love and loyalty for a brand; we define this as 100% commitment. We wanted to explore how their behaviour compares to those who are less committed.

Almost two thirds (64%) of our sample report that there is a brand they love so much that they are 100% committed to it.

Recommendation

Having identified those with 100% commitment to a brand, we then explored their propensity to recommend brands, by asking our group of marketers if there's a brand they love so much they will recommend it to others? Over two thirds (68%) overall say there is such a brand. However, we can see some interesting things happening behind these figures.

When we compare the answers from the two groups (those who are and aren't 100% committed to a brand) we find that those prepared to recommend a brand are not necessarily the same people who are 100% committed to a brand. Indeed, 10% of people who are utterly committed to a brand, will still not recommend it - or any other brands to others. Similarly, 30% of those who are not that committed to a single brand, can still think of brands they'd recommend.

That's not to say that there isn't a link between brand love and recommendation; people who are totally committed to a brand are three times more likely to recommend it and others.

However, our research suggests brand owners should still provide prompts and opportunities for all audiences to recommend them. As a brand doesn't need complete loyalty for that recommendation to happen.

	Yes	No
Is there a brand you are 100% committed to?	64%	36%
Is there a brand you rate enough to share it with others?	68%	32%
	Can recommend a brand	Can't recommend a brand
100% committed to a brand	90%	10%
Not 100% committed to a brand	30%	70%

Our marketers were asked to name a brand they felt 100% committed to

The brands nominated more than once are:



Love's Role in Recommendations continued

How many brands?

People appear to like to recommend to others. On average, our marketers can think of 23 brands they like enough to share with others.

Those not fully committed to any one brand, will share 15 brands with their contacts.

Those who are completely loyal to a brand will recommend 25 brands in total. They are super-recommenders.

Number of brands recommended

100% committed	25
Not 100% committed	15

Most popular brands to recommend

We gave our marketers the option of naming up to four brands they'd recommend. The brands receiving at least three nominations are:

Nike	9
Apple	8
Adidas	7
Amazon	5
Samsung	4
Sky	3
H&M	3



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MARKETING'S ROLE

Clearly there is merit in building a great brand as our research shows it encourages loyalty and recommendations, but how do you go about it? To find the answer, we asked the marketers to name their favourite brands from a marketing perspective.

As you can imagine, such an open-ended question yielded a great many different nominations. However, some brands were mentioned multiple times. They are:

	Nominations
	6
	6
SAMSUNG	5
sky	4
TESCO	2
	2
e-on	2

What is it that people so admire about their chosen brands from a marketing perspective? Again, we can see from the responses to this that uniqueness is not critical. Just as innovation wasn't a key feature in great brands, when it comes to great brand marketing, the vast majority believe a unique proposition is not vital. The essential marketing ingredients in great brands are creativity, audience understanding and authenticity.

What I admire about my favourite brand's marketing

Marketing is creative	45%
Understands its audience	39%
It's authentic	33%
Has a strong personality which shines through	24%
Takes care of its existing customers	23%
Has a great story	22%
Has a clear promise	16%
Has been going a long time	15%
Does a lot with a limited budget	10%
Has a unique proposition	9%

As we look through the top seven ingredients which make up a great brand's marketing, it's hard to overstate the importance of communications. Good communications will underscore the creativity and authenticity of the brand's marketing. It will demonstrate its audience understanding and be a key vehicle through which its personality shines through, its story is told, and its promise is clearly articulated.

Time

Just 15% admire the brands for their longevity. That said, our marketers acknowledge great, loved brands are not built overnight. They suggest it typically takes 30 years.

How long to build a great brand?

30 years

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MARKETING'S MISTAKES

We saw on page five that trust, how a brand makes a customer feel and how it supports the customer, are the top three hallmarks of a great brand. So, it is perhaps not surprising that the overriding marketing faults companies make centre around these areas too. For instance:

Trust

38% suggests inconsistent messaging is a common problem area. This will certainly inhibit a brand's bid for greatness – after all trust is hard to engender if the audience is getting mixed messages.

A lack of authenticity is also cited by 27% as a key error – again a cornerstone of trust.

How Customer is Supported

According to our interviewees, there are a number of ways in which brands fail to support the customer. Over half of marketers (58%) say that businesses are so focused on attracting new customers, that they neglect the ones they already have.

A further 54% argue that current customers are often simply forgotten.

How Customer Feels

If the customer is overlooked and taken for granted once they come on board, they are hardly going to feel good or supported.

Overlay this with poor customer understanding - mentioned by 28% - and you can see how the brand's rise to greatness will stall.

Time

Time is another area where faults arise, but in two quite different ways.

Firstly, if a brand takes many years (30) to become great, then marketing needs to be prepared for the long haul. Yet inconsistent effort

over time is a key error mentioned by almost a quarter (23%) of marketers.

Secondly, over a long period, things will inevitably change. Great brand marketing means coping with the passage of time, according to 24% that means responding to changing circumstances and opportunities. This doesn't mean chasing fads - quite the contrary, one in five say doing this is a marketing mistake - but they say that brand greatness is a long-term mission.

Main marketing mistakes

	Focusing all their efforts on new customers rather than securing repeat business	58%
	Forgetting current customers	54%
	Being inconsistent with their messaging	38%
	Not understanding their customers properly	28%
	Not being authentic	27%
	Being too slow to respond to change or opportunities	24%
	Being inconsistent with their efforts over time	23%
	Chasing fads	22%

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LESSONS FOR COMMUNICATIONS

Distilling all of this down, what are the 10 key takeaways for communications teams?

- **Greatness is worth striving for;** customers are more loyal to brands they love and are more likely to share them.
- **Good communications lie at the heart of great brands.** Communications engender trust, can be deployed to make the customer feel good and are a key part of customer care - the three critical components that mark out great brands.
- **Innovation and uniqueness aren't essential,** so don't wait for these unicorns to arrive. Great brands do not live or die by a unique sales proposition.
- **Understand the audience you want to sell to.** A loved brand is intimately part of its customer's life. It's part of their identity, with values which resonate.
- **Authenticity is crucial.** An ethical policy may be important if it's a genuine part of your proposition, but it's more important to be authentic. A loved brand must be 'the real deal', the persona adopted and communicated cannot be a cloak that's worn to dress a brand up as something it's not.
- **Just because your customers are repeat buying doesn't mean you are brilliant.** You may be making masses of mistakes and they may be apathetic. After all they will tolerate two mistakes from brand 'also rans.' Make one mistake too many and the apathetic customer will walk - and that apathy means it will take a long time to win them back.
- **Don't forget current customers.** Expend as much communications effort on them as possible. How are you making them feel? Get involved with your customer service team. Customer care and communications should not be in separate silos.
- **Arm all customers to share you, talk about you, recommend you.** Even those who don't love you may well do that.
- **Concentrate on cultivating raving fans.** Those 100% committed to your brand are three times more likely to recommend you.
- **Be prepared for the long-haul,** be consistent, creative, nimble but not faddy.





Their brand story epitomises the slightly wacky, offbeat humour common to the Scandinavians. Their adverts can never be described as boring.

THE IKEA BRAND GENIUS ALUN WILLIAMS MD LUNA BRANDING

The very best brands are multi-dimensional: combining a highly believable and engaging brand story; a clear, distinct and consistent brand style and identity; a marketplace positioning that sets them apart from their main competitors; topped off with a purpose that captures the very essence of the brand. That is why the IKEA brand is so very good, right up there with the best in the world. It ticks every single one of these essential brand dimensions.

So many brands go with the more traditional brand promise approach to positioning themselves. Telling people in clear terms what their brand offers. The next level, the Premier League status brands go beyond that and establish what matters – the brand's purpose. In the case of IKEA, they have the brilliant “The Wonderful Everyday” which puts the focus on how they engage with customers, not simply describing what they sell. It is not just the big things in life, like cars and holidays that matter to us, we can all take pleasure from the small, everyday items as well, which captures the essence of how they engage with their customers. It fits perfectly with the in-store experience where they tempt you with so many very affordable small items, as well as the bigger ones, so that by the time you reach the checkout you are buying a trolley load. Retail genius.

Expertly linked to the brand purpose is the style and identity built from their roots in Sweden, utilising the blue and yellow of the national flag in a bold statement of origin, along with the big blue box design of their stores. It is a colour scheme that also combines the solidity, professionalism

and trust of the blue colour with the optimism, joy and hope of the yellow. This choice of colour is no coincidence, the best brands know exactly how people respond to specific colours and utilise the psychology of colour in brand choice and influencing buyer behaviour.

A global brand

From opening a first store in Sweden in the 1950's IKEA is now a global brand, up there with compatriots ABBA and Volvo in brand recognition. They publish their catalogue in 56 countries and 30 languages. From the outset IKEA has been a brand that aimed to put the power into the hands of the consumer by designing and building affordable quality into their products. In their words: “a long tradition of thoughtful design and design for the masses.” In 1995 IKEA founder Ingvar Kamprad published a pamphlet called ‘Three Dimensions’ describing what lay behind their success. These were the words: Form, Function and Price. Typical of the IKEA philosophy this captures both the simplicity and the depth of their branding. When we wanted to kit out the Luna office it was IKEA that we chose to balance the clean, contemporary styling we wanted with a cost that was acceptable. It is a core brand message that has universal appeal to consumers and businesses alike.

Design and innovation are also integral to the brand. This includes the original idea for flat-pack furniture famously coming from an IKEA draughtsman, Gillis Lundgren, who removed the legs from a large table to fit it into his car and the rest is history! Aesthetics and design have been at the heart of their furniture from the outset with a



The Ikea Brand Genius *continued*

belief that they can be combined with affordability, being cheaper does not equate to being poor quality.

Their brand story epitomises the slightly wacky, offbeat humour common to the Scandinavians. Their adverts can never be described as boring. They consciously and deliberately use this style of unconventional marketing to confirm their distinct position in the market, in stark contrast to the more traditional household companies. It is not light and humorous for the sake of it, or just to stand out, it is packaged expertly as an integral part of the whole brand experience. The same applies to “The Wonderful Everyday” which is not a promotional slogan, it has so much more depth and meaning, at the level of Nike’s ‘Just Do It’ and Apple’s ‘Think Different.’ They understood years before it became

trendy that storytelling is both engaging and enduring. Distinctive storytelling continues to be a prominent aspect of the IKEA branding with people usually at the centre of the tale.

The genius of the IKEA brand is that they have crafted the whole brand not the individual parts. They have not been tempted into advertising campaigns that switch the positioning in an attempt to appeal to different clients. They know their target audience very well; they understand how they want to position themselves and they are ruthless in the consistent and coherent way that they manage their brand building over time. They are a truly global brand with high visibility, instant recognition and crystal-clear market positioning.



The genius of the IKEA brand is that they have crafted the whole brand not the individual parts.

NAKED WINES

MIRANDA HAWKINS, CORPORATE MARKETING LEAD JUST GROUP PLC

I'm not generally one who takes an avid interest in a discount voucher unless it's for a shop or a brand that I use regularly. I tend not to be swayed by the marketer's ploy to hook me into giving their brand a first-time try.

But when one of those vouchers is offering me wine at a heavily discounted price, you've got me. A Sauvignon Blanc, or perhaps a Malbec for a fraction of the usual price? Yes please.

And so, it was that I was introduced to Naked Wines. I'm not sure I'd ever heard of them before, and I certainly didn't have any intention of staying

with them for the long haul. Albeit with a level of guilt, I had every intention of signing up to take advantage of the initial case of wine for a fraction of its usual price before cancelling my monthly subscription. I'd be back to quaffing the local supermarket offerings.

And then I received my Naked Wines sign-up welcome pack. Wow - I was impressed. I had no idea that this was a company with such a great ethos. The warmth of the brand shone through and continues to shine through several years later.

The money that I (and hundreds of thousands of

Naked Wines *continued*

others - we're all known as 'Angels') pop into our wine-piggybanks each month is used to fund the wine production from over 120 independent wine producers. Wine producers who otherwise wouldn't have the opportunity or funding available to work for themselves, producing quality wines.

The Naked Wines business model frees these wine producers from the shackles of the middleman. They're free to make the wines that they want to make, not the (compromised quality, cost effective) ones that supermarkets/ wholesalers require them to make. These producers have the certainty and re-assurance of a guaranteed income, and in return we 'Angels' get to experience some great wines at reasonable prices.



Quite simply, Naked Wines are making a difference. And it's the reason why I don't think twice about paying a little bit more for a bottle of wine, and why I never did bother cancelling my subscription/ monthly investment.

Yes, in general I'm paying more for my wine than I would if I bought my stash from the local supermarket, but I get to try some wines that I wouldn't otherwise have access to. And by buying into and supporting the Naked Wines model, I feel that I'm making a difference.

I love the simplicity of the business model for the consumer (although I don't doubt that a lot of hard work goes on behind the scenes at Naked Wines HQ!):

- I get to choose how much I save into my wine account each month. And I wasn't made to feel a cheapskate by opting to save below their 'recommended' amount.

- I buy wines when I'm ready to - however frequently or infrequently - and I'm not faced with the rigmarole of having to accept or cancel a case that I don't want or am not ready for (as is the model with some other wine distributors).
- Their online site is easy and straightforward to use.
- I've rarely needed to speak with the helpdesk team, but when I have done, I've found them engaging and pleasant to deal with.
- Delivery is quick and efficient.

But what impressed and continues to impress me more, is the difference that Naked Wines' support and funding has made to some of these producers. Particular highlights for me include:

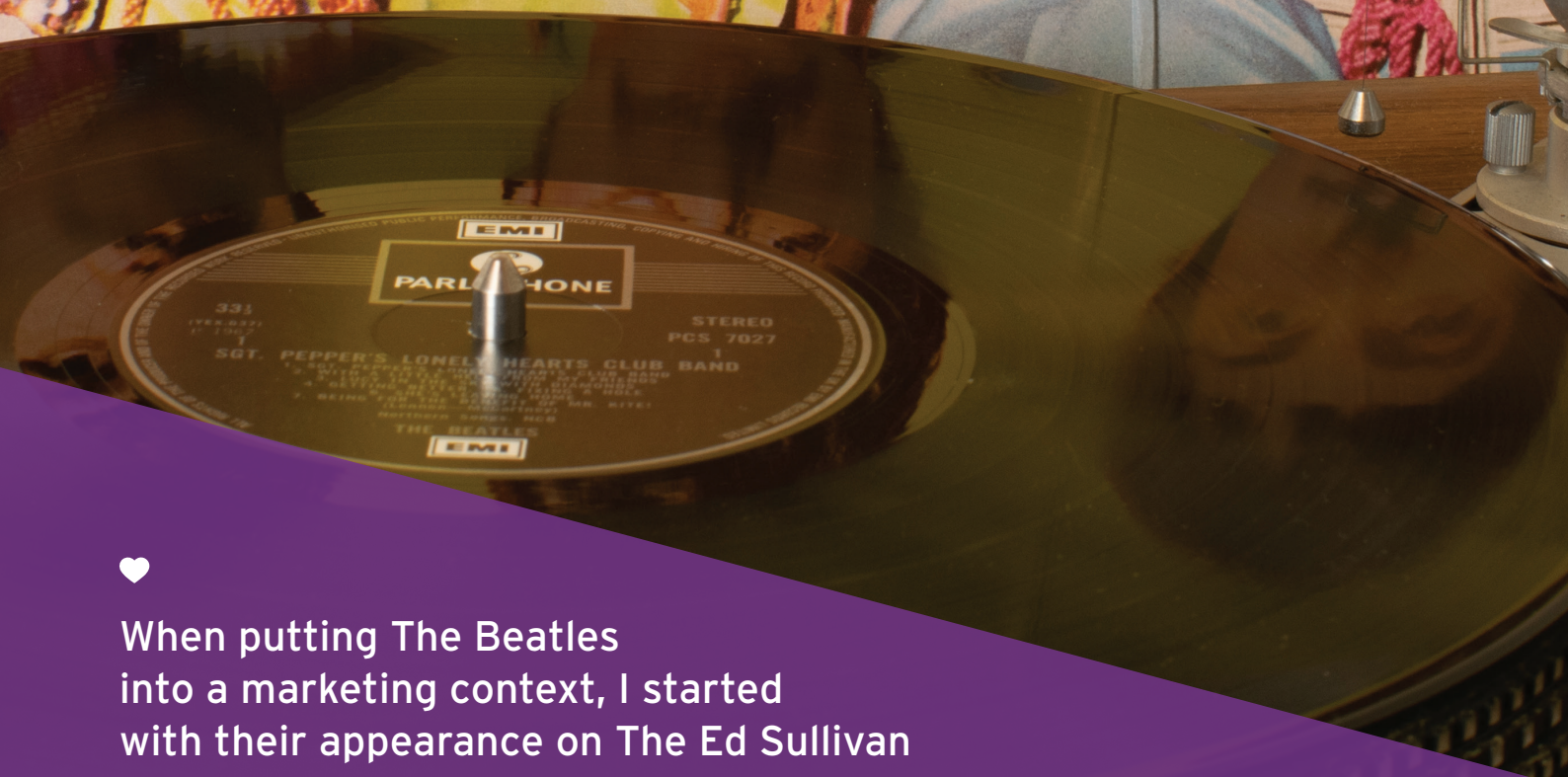
- The producer whose entire year's wine production was destroyed by vandals. Naked Wines' funding enabled her to start again.
- The already successful wine producer who couldn't get the funding she needed from her bank to start her own business. Alongside making wines, this same producer - in conjunction with Naked Wines and their 'Angels' - has raised over half a million pounds to feed hungry school children living in the slums of her native country.
- The producer who's making a wine to raise money for heart research.

Quite simply, Naked Wines are making a difference. And it's the reason why I don't think twice about paying a little bit more for a bottle of wine, and why I never did bother cancelling my subscription/ monthly investment.

They're not (always) perfect. Eamon 'the Wine Guy' can be rather over-zealous with the frequency of his emails. But these emails are full of warmth and humour and are well intentioned - he doesn't want me to miss out on their latest wine offerings!

This is a brand that radiates sincerity and has managed to create - for me, and many others I'm sure - an emotional connection. And by creating that connection they have achieved a level of brand loyalty.





When putting The Beatles into a marketing context, I started with their appearance on The Ed Sullivan Show in 1964. Twenty million people usually tuned into the show, but on this occasion, it was 72 million, the largest ever television audience at the time.

SOMETHING ABOUT THE BEATLES

MIKE SOUTHON, CO-AUTHOR WITH CHRIS WEST OF 'THE BEERMAT ENTREPRENEUR' & 'SALES ON A BEERMAT'

In the spring of this year, co-author Chris West and myself were given the task by The Business School (formerly Cass) to deliver 11 two-hour lectures in Marketing Strategy to over 130 second-year undergraduate business studies students.

Chris developed some original material around academic marketing models, and I made sure that each week there was a special guest entrepreneur or expert from a large corporation to illustrate these models with their real-life examples. We also covered the great marketing battles of history, such as Coca-Cola vs Pepsi.

The students knew that I was also going to squeeze in some material about The Beatles. They are my favourite band; I know more about them than most people on Earth and had already used their extraordinary success story to illustrate our entrepreneurship lectures in the autumn.

When putting The Beatles into a marketing context, I started with their appearance on The Ed Sullivan Show in 1964. Twenty million people usually tuned into the show, but on this occasion, it was 72 million, the largest ever television audience at the time.

56 years later, I regularly speak to people my age who can remember precisely where they were at that instance in time, watching the black and white broadcast in their living room, while their parents quietly tutted disapprovingly on the sofa.

To use a phrase now commonplace, The Beatles 'went viral' long before the internet and

smartphones and are still one of the most popular brands of all time, despite not having played together for over 50 years.

Nobody really knows why, although every one of the 150+ Beatle books I own makes an effort to explain. Perhaps it was the music, the zeitgeist (feeling of the time), the emergence of 'the teenager as consumer', or just the haircuts. It doesn't really matter, but perhaps one of the clues is the cover of the last album they recorded (though not the last one they released).

If you go to Abbey Road in St John's Wood, London on any given day, there will be dozens of people of all ages risking their lives to get a shot of themselves on that pedestrian crossing.

This is quite possibly the best-known picture in the world, an iconic album cover. What is interesting from a marketing perspective is that it does not feature the words 'The Beatles' or 'Abbey Road' anywhere in the front cover artwork. Their record company, Parlophone (part of EMI), were very concerned about this. "Don't worry" John Lennon told them, "they'll know it's us". And he was right.

To pursue my own Beatles obsession, I became Entrepreneur in Residence for the City of Liverpool some years ago. Most of my day job was to support local entrepreneurs and help organise major promotional events, such as securing and then interviewing Sir Richard Branson at the BT Echo Arena in front of 3,000 people for the inaugural Liverpool Festival of Business.

A survey by the two Liverpool universities in

Something About The Beatles *continued*

2014 put the value of The Beatles brand to the city at £89 million p.a. and 2,335 jobs. If you arrive by plane, it's at John Lennon Airport whose motto is "above us only sky", a lyric from his song Imagine. If you arrive by train to Lime Street, you're only greeted by statues of other local heroes, Ken Dodd and Bessie Braddock.

I used to wonder why there was no 'Welcome to Liverpool, Home of The Beatles' banners at the station, but it was explained to me that there was no need to do so. You're a 10-minute walk from Mathew Street, where a visit to the (rebuilt) Cavern Club is essential for all Beatles fans. It's very likely that the people on stage will be playing Beatles tunes and every major name has played there in recent times, just for the pure thrill of doing so.

The National Trust owns John Lennon and Sir Paul McCartney's childhood homes, which for Beatles fans are a combination of Jerusalem and The Sistine Chapel. Top Liverpool visitor attraction on TripAdvisor is The Casbah Coffee Club, not far away in West Derby, where The Beatles first played in Liverpool, and whose decorations were painted by The Boys themselves, under the careful supervision of original Beatle Pete Best's mother, the inimitable Mona Best.

Most recently, Pete and his brother Roag have opened 'The Liverpool Beatles Museum, Mathew Street', opposite the Cavern. This four-storey building contains fascinating never-before seen memorabilia covering the Beatle years from 1959 to 1969, with items not only from Pete, but also from Roag's own collection and that of his father, the true 'Fifth Beatle', Neil Aspinall.

Neil was one of The Beatles' Road Managers in

the sixties. Later, he headed up The Beatles' own company, Apple Corporation (not to be confused with Steve Jobs' Apple Computer), who today look after the Fab Four's business affairs.

Neil said that, unlike their peers The Rolling Stones and The Who, The Beatles had stopped working together in 1969, so he had to find clever ways to carefully perpetuate their earning potential and preserve their legacy. In 1995 Apple released The Beatles Anthology: a TV series, DVDs and CDs featuring The Beatles' private archive material and out-takes.

Since then, new Beatle releases, solo albums and live tours are carefully scheduled by Apple Corporation for maximum brand awareness. Fans are counting the days until 21st August 2021, the release date of Get Back, the film story of the final days of The Beatles, directed by Peter Jackson of Lord of the Rings fame.

I confidently predict that The Beatles will then, once again, be right at the top of the charts. Hopefully, Paul and Ringo will be touring again at that time, as well as the several hundred Beatles tribute bands and theatre shows all over the world.

Old-timers like myself will be pre-ordering Get Back on Amazon (in its most expensive deluxe extended edition with extra unseen material, of course) and taking days off work to fully digest the new material. But the real impact will be on social media, by people of all ages. The Beatles will be trending Here, There and Everywhere.

Once again, The Beatles will be The Coolest Brand in The World.



A survey by the two Liverpool universities in 2014 put the value of The Beatles brand to the city at £89 million p.a. and 2,335 jobs.



BULB - A LIGHT BULB MOMENT? TRACEY DALEY, MARKETING MANAGER, VAN WALT LTD

When I was asked to write an article about my favourite brand I immediately thought - a synch! We all know the brands we like but defining why and the essence of what that brand means to you, not so straightforward, but here goes.

So why did I choose Bulb? A major incentive for me was experience. I was recommended to this energy supplier after doing an annual review of suppliers via a switching website and bingo - they came up as the cheapest and closest match for my requirements. Three years down the track and they still fulfil that brief and I like them as much now as I did when I signed-up as a new customer.

What I get from Bulb is not only more competitive pricing and a simple, single tariff but greener energy to boot - why wouldn't I be thrilled? Saving the planet while running my tumble dryer on a sunny day, less guilt and dry clothes!

Saving money, although a huge incentive - is not everything. Having never really made the time to annually review household expenditure and find better deals, when I finally did get around to getting my finances in order, it was not a uniformly pleasant experience. Where Bulb excelled for a cynic like me is, they made the switching process very easy and incredibly stress-free. I can't say the same when changing my broadband provider!

During the course of my time with Bulb I have

even spoken to real people. Once when sorting my payments. I had a bit of a wait, 14 minutes, and then - seven weeks later they emailed to say they were sorry for the poor service I had received, and they credited my account with £10. It wasn't the money - they apologised for keeping me waiting!

The company name: Bulb is obvious in its straightforwardness and implies everything about energy - no power, no light. But, perhaps sub-consciously, was my lightbulb moment when I found inspiration, revelation and recognition for making a wise choice moving to Bulb.

With Bulb there's no fancy logo, just the name, in its very distinct, personal, hand-written typeface in either pink or purple, or white out of these colours. The simple strapline is more a commitment: Making energy simpler, cheaper, greener. Repeated throughout every communication channel - such a long way from so many of the other energy providers like SSE, npower ("one of Britain's leading energy companies, serving 3.6 million residential and business accounts with electricity and gas and is now part of the E.ON group") and British Gas ('Here to solve') after ditching Wilbur the penguin after five or more years.

Bulb feels infinitely younger, more progressive and doing things for customers like keeping it simple: "One low tariff for all. Phew". A single tariff for every customer so you know you're getting the

best possible price for your energy. But the fact is, I'm not a customer, I'm a member of the Bulb club. I feel part of the company that is one of the cheapest suppliers on the market, renewable or not.

Members of the club, Bulberinos, we are a community with our own 'chat' to get issues solved, complain or chat to other members and Bulb staff, with the sole purpose of resolving our questions. A transparent chat where not every comment is positive, as a quick look through some of the conversation strings on <https://community.bulb.co.uk/> shows. You quickly see: not everyone is as enamoured as me - that's not a surprise but what is, it seems that Bulb is not hiding problems and complaints or removing the negative interactions - it is baring all for everyone to see. I like it.

And the advertising, the public bit that non-Bulb users see, is just what you would expect. No celebrities, no big budget productions. The trademark pink colour, simple animated images with strong, reinforcing messaging: 'the biggest green energy company'; 'the fastest growing energy company' and 'the really recommended energy company'. Each ad. at the optimal TV commercial length of 31 seconds - I thought they hit the mark, even if you're not a marketer or customer, you know what and who they are and it was fun and approachable. For me, the Bulb brand feels like it is doing for energy supply, what Apple did for computing and mobile phones - trying something different - and I admire that.

All communications from Bulb have the feel of being human and personal. Every email comes from: Hello from Bulb, followed by the subject. I get monthly payment reminders, reminders to submit a meter reading, they tell me about simplified



Bulb feels infinitely younger, more progressive and doing things for customers like keeping it simple.

statements and price changes. The communication encourages my buy-in to keep the account running smoothly. The Bulb app, the platform for looking at statements and submitting meter readings, is very simple, quick and easy to use.

So, back to prices. Last year, they told me they had lowered their prices and why. Good news. Just this week I receive an email telling me their tariff has gone up, a price rise. How does that impact my impression of the brand? Obviously, not good news for me however, the email did give a good explanation of why: 'We don't like increasing our prices, but because our tariff is low and reflects the true cost of energy, we have to change our prices when costs change. And we'll still be well below the price cap after these changes.' I believe them and even better, I got a very precise figure as to the amount which my bills will go up each month. And, to reduce the impact of the news, my monthly direct debit will not change immediately. They will continue to monitor my account and review payment in a couple of months. I have time to adjust/reduce my energy usage in light of the price increase - thank you Bulb.

There is an inevitability that my energy will cost more as the winter progresses but, for now, I won't be changing my supplier any time soon.

PADDINGTON

SOPHIE KOPACZYNSKI, CEO, THE COPYRIGHTS GROUP

The author Michael Bond published the first Paddington book, A Bear Called Paddington, on 13th October 1958. Since then, for over 60 years, the Paddington adventures have delighted children and families all over the world.

Part of this success is due to the values inherent to Paddington such as kindness, politeness and positivity, which have been communicated through every type of content released by the brand. This has been instrumental in retaining the original fan base from the 1960s and growing it with younger generations. No easy thing to do.

The Paddington brand's longevity is also thanks to the fact that it is both traditional and modern. Starting with publishing, the brand's intellectual property (IP) has since developed into all areas of the entertainment and media landscape, including TV, film, gaming, theme parks, exhibitions, live shows, etc. ensuring continuity and relevancy over the years. Leveraging the publishing heritage to explore modern types of content has allowed the brand to appeal to a wider audience, whilst at the same time, preserving its original values, so that it still generates a certain nostalgia with those who have followed the bear's adventures for many years.

The cross-generational appeal of Paddington is one of its strongest assets and an aspect the brand's marketing team has capitalised on to anchor the franchise with today's younger generation. Indeed, the character appeals to today's preschoolers and children, together with their parents and grandparents who grew up with Paddington. Whilst parents and grand-parents may have watched the 1970s FilmFair Paddington TV series or the late 1980s cartoon series, a whole new generation of fans has discovered Paddington, thanks to the two movies released in 2014 and 2017. And today's children have the opportunity to watch the new preschool TV show, The Adventures of Paddington! By continually looking to develop the brand for the whole family unit, the Paddington franchise has achieved relevancy over the years.

Bringing the brand into the modern world has also meant incorporating technology and innovation. The use of dedicated social media

platforms has particularly been beneficial for Paddington, keeping the whole community updated worldwide in a couple of different ways. On one hand, Facebook and Instagram are used in the third person and are helpful to communicate updates and new content as it becomes available. On the other hand, Twitter is used in the first person and Paddington addresses his followers directly, this allows for genuine and personalised interactions, creating fun memorable moments. Those three platforms have seen tremendous growth recently and have helped fans focus on the positive, encouraging them to see the good in everyone, during times that are not always easy. Building on this, a YouTube Channel has been created recently to grow Paddington's digital footprint and engage with different communities of fans.


The success of Paddington lies also in the fact that 35 million plush products have been sold around the world, further taking the bear into homes. Care has been taken to handpick the partners for such consumers products, ensuring the continuity of Paddington's values. All the partnerships are very authentic, so the resulting products naturally make a lot of sense for consumers, which guarantees their continued support.

Paddington's kindness and generosity are so prevalent within the brand that it only seemed natural to be heavily involved with charities and use Paddington's voice to support children in need around the world. For this reason, Paddington became, in 2017, champion for children's rights for UNICEF to support a variety of projects that have become more and more successful and helped raise thousands of pounds each year. One fantastic example showcasing the strength of this partnership with UNICEF is Paddington's Postcards. This is a subscription service that includes a monthly donation of £8 to UNICEF and in return, families get letters from Paddington in the mail that tell them about how children live around the world.

Putting the values of kindness and generosity, at the heart of every project and keeping the authenticity has really helped build the Paddington IP and make it one of the most loved brands.



Paddington's kindness and generosity are so prevalent within the brand that it only seemed natural to be heavily involved with charities and use Paddington's voice to support children in need around the world.



MORRISONS, MORE THAN JUST A SUPERMARKET

ALISON BOND, DIRECTOR, THE HALO WORKS

The first Morrisons I went to is in Weybridge. They have used a prime site in the town for a car park, supermarket and housing above. It is nearly opposite the Waitrose, possibly a more demographically accurate store than Morrisons might be perceived in prime commuter belt. However, Morrisons knocks spots off all other supermarkets starting with the fruit and vegetables. Beautifully laid out, superb quality and with quirks like their “wonky veg” selection. Ten wonky avocados rejected elsewhere for their less than supermodel looks, but just as delicious as a perfectly shaped one, all for the price of just two elsewhere.

Morrisons understand food, not just because they sell it, because they don't just sell food, they produce it too. Morrisons are vertically integrated and have their own farms producing free range eggs, vegetables and their outstanding meat, which as a researcher, in everything not just as a job, taste better than anywhere else we can buy locally. Morrisons see themselves as a family, when people join, they are welcomed “into the family” and farmers who work on their farms say the same. Producing food and getting it to customers is seen as a family concern and given that many of us do a

“family shop” once a week the congruence with the need they meet is clear.

So why is Morrisons my super brand? I love the producer/seller aspect, and the fact that all farmers are looked after properly. The no waste, sustainability conversation resonates with me too.



Morrisons as a brand appears to have set out to deliver quality at a sensible price with people who are happy to be part of that journey, whatever their background.

But these are details, the overriding reason they are my super brand is they do all this cheerfully, with no fuss and at a much cheaper price than others who trumpet all the right noises but don't actually deliver to the same high standard every time.

At Morrisons all the vegetable bags are paper, the carrier bags, if you need one are paper and



when no one could buy flour, their bakers took their huge catering bags of flour and split them down in to manageable sizes themselves and sold them for 80p each. For a committed baker, this was a godsend.

Just before lockdown, when all the supermarkets went mad, we queued up at the lane which looked the shortest. What became apparent was that this was a lane for those for whom shopping is difficult. The person on the till was clearly carefully chosen for this role and was very engaging. Quickly we were involved with unpacking these special customers' shopping on to the belt and packing it at the other end. There were no signs up to show that this was an aisle for those needing extra help, but people knew. In part, this is because Morrisons have mastered the art of community and they do this through their people.

A quick look on LinkedIn shows the number of pilots, cabin crew and other professions who have applied for and got a role working on the shop floor at Morrisons. Each one talks about the welcome they have received and the desire the brand has to utilise their skills, although for a pilot one assumes this is more about their organisational abilities than the need to get things to fly off the shelves. Morrisons as a brand appears to have set out to

deliver quality at a sensible price with people who are happy to be part of that journey, whatever their background.

They have a loyalty card but it is more for fun than its generous benefits, the generosity is in the store and the reward is gained every time one shops there as the prices are very fair and the range tailored to the site. It is the only place, apart from Fortnum and Masons, where I have seen barrel aged Greek feta for sale. Their fully prepared crabs are from Cromer and are vastly better than the pasteurised variety available elsewhere.

If, like me and my fellow cook in the house, Peter, my son, you love interesting produce which is affordable, Morrisons will offer it. You can afford to be experimental, which with no eating out options recently has meant we have produced some very good meals and felt really proud of ourselves, we could not have done this without their help, so thank you so much, Morrisons. You have also done it with staff who do not pass on a fear of disease in their nervous behaviour, cheerfully and without fuss. Morrisons you would have been my brand hero without lockdown, but with it, you are my brand superhero, so Dave Potts and all your team, give yourselves and your farmers a medal from us, thank you so much.



If you want
a great tasting pizza,
freshly made-to-order
from a ball of fresh dough
and delivered into your
hands quicker than you
thought possible, every
time, then it has to
be Domino's.



DOMINO'S PIZZA **PETER SHAW,** **FOUNDER** **BRAND CATALYST**

Domino's Pizza is the world's most successful pizza brand with more than 17,000 stores in over 90 markets. It is particularly astonishing that this consistent brand success is driven by franchisees. Domino's is arguably the most successful brand franchise system in the world.

Domino's has a very simple customer proposition, if you want a great tasting pizza, freshly made-to-order from a ball of fresh dough and delivered into your hands quicker than you thought possible, every time, then it has to be Domino's. And simple as it sounds that is not an easy thing to do, because on Friday and Saturday evenings Domino's Pizza stores will be making and delivering hundreds of pizzas an hour, maintaining great quality, great service and ridiculously short delivery times, from the moment the customer orders to that order being in the customer's hands. You might have a favourite wood-fired sour-dough pizza restaurant but would you risk ordering a delivery pizza from it at 7.30pm on a Saturday? Domino's key operational difference is that it is vertically integrated, it makes the dough, it takes the order, it makes the pizza, it delivers the pizza. If you are relying on someone else to take your customers' orders and collect and deliver your pizzas you are no longer in control of that critical part of the process and there is a high likelihood that many of those pizzas will arrive in poor condition and cold and the customer won't order again.

A very powerful feedback loop embedded within the Domino's system is that the quicker the customer gets their pizza, the more loyal they become and the more Domino's stores in a neighbourhood the quicker that each customer will get their pizza, because of the reduction in drive time. So, the franchisee is incentivised to open more stores within their delivery area and the customer experience gets better.

The success formula pioneered by Domino's has been much copied and other pizza food service brands have tried to improve upon it, by promising 'better ingredients' or innovative pizza shapes or different types of dough, but none can out-do Domino's for its sheer ability to get you a hot, quality pizza when you want it. And make no mistake Domino's is hot on

Domino's Pizza *continued*

innovation too. Domino's is continually working to make that delivery even quicker, by taking time out of the process. From the original promise of a pizza arriving within 30 minutes of ordering, that operational standard has now been set to within 25 minutes and in many parts of the world where Domino's stores are highly penetrated and journey times to customers are very short, the average time is below 20 minutes and in some cases closer to 10, aided by smarter working and technology. Domino's works continuously to ensure that this remains an unbeatable brand proposition.

To me, the secret lies in the Domino's culture, which was set very early on. In 1960 Tom and James Monaghan borrowed \$500 to buy a pizza delivery store called Domi Nick's Pizza, located in Ypsilanti, Michigan. After six months James had had enough and sold his half of the business to Tom in exchange for the VW Beetle that they used for deliveries. Hey ho.

Tom decided to change the name of the business to Domino's Pizza and focused on opening three stores, which is why the domino tile on the logo has three dots on it, that was the scope of his vision back then. And it did take time for Tom to work out where he was going and seven years to franchise his first store in 1967. It was not easy, but the recipe for success was the system that Tom created and that which continues today.

In those early years, Tom learnt that if he could make freshly made hand tossed pizza to order and deliver to his customers within 30 minutes of them making their order and do it every time, then he would have loyal customers; of course it was all by telephone back then, nowadays most Domino's stores will be taking the great majority of their sales online.

Tom realised that as a Domino's store manager you are reliant on staff who are mostly part-time

and mostly students, that hasn't changed today which is an interesting prospect when you have the reputation of the world's biggest pizza brand in your hands. This is why the Domino's culture is so fundamental, it is the glue and the driving force that keeps each store crew focused under high pressure on Friday and Saturday evenings, what is known at Domino's as 'the rush'. Every crew member knows what is expected of them and the job that they have, fuelled by passion and the desire to hit targets. Celebrating quality, accuracy and speed are core to Domino's and the gold standard is set by The Fastest Pizza Maker competition, the all-important Domino's institution which is run in every Domino's store every year. The World's Fastest Pizza Maker competition is held at the Domino's Worldwide Rally in Las Vegas every two years where the fastest Domino's pizza makers are flown in and cheered on by 10,000 Domino's colleagues. The atmosphere makes Rocky feel tame; you can find it on YouTube.

It would be a mistake not to mention price, because it is of course important, and Domino's is very rarely beaten on price. The key to this is the Domino's mindset to think cash over % margin, because would you prefer to have a higher % at the end of the week or more cash? And that's where the Domino's model defies convention, while it has very strong management metrics it will use price to drive volume and only Domino's has the operational capability to sustain quality standards and delivery times when the orders come flying in.

Domino's brand success is all down to the success of its people and the opportunity that Domino's offers to those who work hard. A promising young store manager, who perhaps started as a driver, will be offered a store sub-franchise with a loan from the master franchisee and very soon they will have their own profitable business. A favourite line that you might hear from a wealthy Domino's sub-franchisee: "My mother wasn't particularly happy when I became a pizza delivery driver, but she certainly is now."



Every crew member knows what is expected of them and the job that they have, fuelled by passion and the desire to hit targets.



YORKSHIRE TEA: A RIGHT PROPER BRAND **HELEN WOOD IS DIGITAL PR EXECUTIVE AT DELTANET INTERNATIONAL**

My favourite brand is Yorkshire Tea and, for the purposes of transparency, I'll confess it right off the bat: yes, I am a Yorkshire-woman, born and bred (although *cough* I now live in the East Midlands).

They say that the brands we love reflect our values as people, but I think it's more than a shared birthplace that holds this brand close to my heart.

I appreciate the brand's 'fairness, flavour and quality' (that's a quote from its website), and I like its self-aware humour - it's honest and 'pretensionless', like Yorkshire itself.

Still, a small scratch beneath the surface will uncover that Yorkshire Tea's likability isn't as effortless as it seems. In fact, it's largely the result of a marketing challenge the business set itself in 2017.

A Right Proper Brand *continued*

You see, as it turns out, the UK's black tea market is one of the most habitual FMCG markets there is. We're a nation of tea-drinkers, and we tend to buy the same tea we grew up drinking (in my household this was PG Tips, until my mum started shopping at Waitrose and purchasing Twinings' Earl Grey - but that's another story).

When I left for university, I took a box of 240 PG Tips with me; there wasn't a Yorkshire Tea bag in sight. Back then in 2004, it felt like Yorkshire Tea was the brew of choice for knitting-circles and the WI. It didn't resonate with me at 18, and it wasn't really on my radar at 25, 26 or 27 either.

In 2020, though, Yorkshire Tea was the fourth most popular beverage in the United Kingdom (Robinsons is number one). It has overtaken competitor, Tetley, to move from fourth to third place in the country's tea race (Twinings have also recently overtaken PG Tips for the number one slot - I imagine it was my mum's doing!).

Considering the marketing challenge set by the company, 'to break a shopping habit of a lifetime', I'd say theirs is a case worth investigating for anyone interested in marketing and public relations.

How did they do it?

I think the Yorkshire Tea brand follows Paul D. MacLean's Triune Brain model - a neuroscience theory which divides the brain into three distinct regions. The model is useful for marketers who want to instigate behavioural change amongst consumers - just like Yorkshire Tea set out to do in 2017.

According to MacLean, the hierarchical organisation of the human brain represents the gradual acquisition of our brain structure throughout evolution.

The basal ganglia was acquired first (we can call this as our 'primal' or 'reptilian' brain) and is mainly responsible for survival. This part of our brain is very fast-acting, it triggers fear, stress and fight/flight responses. It only pays attention to important things - remember, humans have selective perception: we only see messages that are relevant to us.

Next came the limbic system (or the 'socialiser'), which is thought to oversee our emotions. You can think of this as the home of 'gut feelings'. It's where we process meaning and trust and it's responsible for attaching positive or negative sentiments to things.





Yorkshire Tea's marketing campaign worked because it appealed to emotion, not logic. The company tapped into the older parts of our brain by using celebrity 'national treasures'.

Finally, we have the Neo-mammalian brain (the neocortex). This is the most evolved part of our brain. It helps us to problem-solve and think about things analytically. It's how we plan, learn, and store complex information.

Since 95% of our decisions, actions, emotions, and behaviours are beyond our conscious awareness (they happen in the primal and social parts of our brain), it's important for brands to package their message in a way these older parts of our brain won't dismiss.

Where everything's done proper

Yorkshire Tea's marketing campaign worked because it appealed to emotion, not logic. The company tapped into the older parts of our brain by using celebrity 'national treasures' such as Michael

Parkinson, Sean Bean, the Kaiser Chiefs, and the Brownlee Brothers to promote its brand in an attention-grabbing way.

This technique is important in two ways: first, it leverages the emotions already associated with the celebrities themselves. Michael Parkinson, for example, is a proud Yorkshireman, known for putting his guests at ease and for his reassuring, trustworthy manner. The brand seems genuine and likable simply by association.

Secondly, it introduces novelty - this time in the form of humour, exaggeration, and the slightly ridiculous - to the message. For example, in an effort to 'do things proper' the brand asked Michael Parkinson to conduct its staff interviews. He is the best, after all!

Other TV advertisements included using the Kaiser Chiefs to play hold music 'live' in reception and asking Triathletes, the Brownlee Brothers, to act as couriers in the Yorkshire Tea factory. All appeal to the limbic system's ability to bestow trust and likability.

In Conclusion

The campaign was a great success and turned a cult favourite into a national treasure, bringing tens of thousands of buyers to the brand.

Word has it, Yorkshire Tea is going after PG Tips' number two spot next and I, for one, am proper proud. Let's have a brew.





LEWIS & PARTNERS



JOHN LEWIS
& PARTNERS



JOHN LEWIS & PARTNERS

JOHN LEWIS CLASSIC BRITISH BRAND WITH CUSTOMER SERVICE AT ITS HEART AIMEE TREASURE, HEAD OF MARKETING, PROSPERO TEACHING

A quintessential British brand, the John Lewis Partnership, which operates John Lewis & Partners department stores and Waitrose supermarkets, was over a hundred years ahead of today's marketing trend for UX and customer experience.

Since 1925, John Lewis has been famous for its 'never knowingly undersold' customer promise: the retailer promised to always match or better a lower price offered by a national high street competitor. While in August the company announced plans to replace this promise, the brand has continued to invest in the consumer experience with new services such as the Experience Desk, where customers enjoy a concierge-style shopping service, offering a variety of exclusive events and experiences open only to customers, and providing beauty treatments and technology training workshops.

With nationally acclaimed Christmas campaigns such as 'the Man in the Moon' and Elton John's 'The Boy & the Piano', John Lewis strives to use marketing for a wider social purpose that unites audiences in a common cause. Its seasonal and major campaigns have raised awareness of climate change, loneliness in elderly people and the importance of diversity and inclusion. The brand has retained its century-old appeal by adapting to global change through becoming an official partner of events such as the London 2012 Olympics, teaming up with charities and involving customers and employees in major organisational change.

Brilliant Employer Brand

What truly distinguishes the retailer from competitors - and most other UK brands - is their people focus, rather than just continual profit growth. They really value their people and treat their employees as customers whose opinions and

experiences matter.

All John Lewis employees are known as 'Partners' and have a say in how the business is run, through an employee-owned co-operative, which has been running since 1929. Through the Partnership, employees have power over giving themselves bonuses and bonus, akin to a share of the profit.

From the beginning, the company wanted to align employee interests and business success. The business' founders recognised the importance of both reward and worker autonomy in employee engagement and productivity. This approach was particularly revolutionary given that the UK was coming out of the Victorian era of economic output and efficiency, with notable lack of any workers rights and appalling working and living conditions for millions of people.

Employee communication has been exceptional for over a hundred years. In 1918, the company began publishing a fortnightly newspaper to update staff on business progress, and implemented regular staff council meetings where workers could speak directly to business leaders with their problems, questions and ideas.

Historical employee benefits, which were revolutionary for the time, included:

- **Industry-Leading Working Conditions** - Between 1915 and 1920, John Lewis leaders shortened the working day, implemented commission systems, improved conditions in staff working and living areas and introduced three week's paid holiday allowance a full two decades before UK legislation introduced the same benefits.
- **Unique Amounts of Time Off** - Before Sunday trading laws were relaxed in 1994, John Lewis shops closed on Mondays to allow staff a full two-day "weekend".

John Lewis *continued*

Current benefits include:

- **Flexibility** – Flexible working hours with ‘time banking’ options to facilitate work/life balance.
- **Discounts** – Money off Waitrose and John Lewis products at up to 25%.
- **Free Leisure & Entertainment** – Claim £60 a year towards concert and festival tickets.
- **Free Skills Education & Training** – Claim £250 every year to learn a new skill or hobby.
- **Social Events** – Large annual events at Legoland and Thorpe Park, and staff can visit VIP suites at the O2 and Wembley Arena.
- **Subsidised Food and Drink** – Including discounted canteens at most sites.
- **Annual Bonus** – For all staff, not just sales departments.
- **Wellbeing** – Dedicated helpline for emotional and practical support, financial mediation, physiotherapy and counselling. Unmind is the company’s free health and wellbeing platform for all employees.
- **Unmatched Holiday Accrual** – Options to buy an additional week’s time off, and holiday allowance that rises with continuous services up to 30 days’ holiday. Older and more senior employees receive a staggering six months’ paid holiday after 25 years’ service.

The business has worked with employees to create a bespoke constitution that outlines organisational values as well as ways of working, employee rights and protections. The company has won many awards and accolades for their engagement and reward programmes, including ranking no.8 on Indeed’s list of Top 10 Private Sector Employers in the UK in 2018, above Unilever and Marks & Spencer.

A Truly Socially & Environmentally Responsible Company

The John Lewis Foundation was established in 2007 and focuses on driving sustainable change for individuals and communities around the world, with a particular focus on education for disadvantaged groups. The Foundation helps more than 500 children through school in developing countries, helping to eradicate child labour in India, offers training for ex-offenders to get them back into work.

In addition to the Foundation, the Christmas advert of 2019 raised the money to provide 500,000 meals through FareShare, a charity that distributes food to those in need and creates jobs and career paths for unemployed people, and the brand has pledged a pop-up shop for St Peter’s Hospice in its Bristol stores, free of charge. Employees are able to give money to charity.

John Lewis is also at the forefront of environmental sustainability in both its products and its services. In the past year alone, the company has banned 5p single-use plastic bags, replaced bubble wrap with eco-wrap, enabled customers to return hangers and packaging for reuse in exchange for gift vouchers, and introduced eco-delivery options for John Lewis-owned Waitrose and John Lewis delivery services. The brand has committed to sustainable innovation in the next year, with Waitrose pledging to stop selling plastic toys in Christmas crackers and John Lewis announcing ‘hand down’ labelling to its own-brand babywear and children’s clothing products to reduce landfill and carbon footprint. The company has set themselves the ambitious target of net zero carbon by 2050.

Diversification through Difficulty

Amid what has been described as the ‘worst year for retail in 25 years’, John Lewis did not escape the damage of online behemoths such as Amazon and the economic uncertainty of Brexit that has been driving a slowdown in consumer spending. Despite being the third largest UK non-traded company by sales, John Lewis’ profits fell for the third year in a row, in 2019.

As a long-established company, the brand has aimed to diversify its image to broaden its audience and become more inclusive, especially in recent years. John Lewis has begun to transcend its original purpose as an ‘upmarket’ retailer offering the highest quality to middle-class consumers, by introducing ‘Value’ and ‘Essential’ ranges and continually improving these through shopper insights through customer loyalty cards. More efficient delivery services and more sustainable product innovation, such as packaging-free food and drink options including refills, are helping the retailer to adapt to unstable political and economic environments whilst keeping customer service at the heart of business.



The company has won many awards and accolades for its engagement and reward programmes, including ranking no.8 on Indeed's list of Top 10 Private Sector Employers in the UK in 2018, above Unilever and Marks & Spencer.





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TIMPSON **LOUISE FINDLAY-WILSON,** **MANAGING DIRECTOR,** **ENERGY PR**

I was recently delivering a talk and the conversation moved onto brands I admire. I very quickly realised that my all-time favourite brand isn't glamorous, it's certainly not trendy, but it is utterly brilliant...it's Timpson. The shop that, among other things, repairs shoes, watches, jewellery and mobile phones, cuts keys, dry cleans clothes, engraves stuff and prints photos.

It's hardly hi-tech, but I think it is profoundly changing real peoples' lives as much as any Apple, Amazon or Google. And it doesn't have an annoying CEO who thinks that standing on a massive stage holding forth in a dark shirt and jeans somehow makes them worth listening to.

If you go into one of Timpson's shops and read the posters and literature, you will get a feel for the company. But in case it's a while until you need to fix your shoes, let me tell you more. The reason I love it so is that it has an incredibly strong ethos and purpose which shine through in everything it does.

It was brought to the UK's high streets by Sir John Timpson (who I today discovered has fostered over 90 kids - I love him even more than I did before!!). James Timpson followed in father John's footsteps to take over the business in 2002 and he's proven himself to be an incredible chip off the old block!

Over the last 18 years, James Timpson has received widespread recognition for his 'upside down management' model. Staff are called colleagues, with each colleague given great training

and then trusted to do things their way, rather than being nailed down by a lot of processes. I'm not a process person so this is music to my ears!

Indeed, the company's management approach is based on a culture of trust and kindness. But this isn't some mission statement that's written down, stuck in a drawer and forgotten. The brand 'does' trust and kindness. On the kindness front the company has 10 holiday homes and lodges at popular locations across the UK and in Europe. These are offered free of charge to colleagues and their families. Employees are given an extra paid day off for their birthdays and in September the company announced staff could also take a paid day's holiday to take a child to school on their first day.

The communications behind this announcement were characteristically in tune with customers. Posting on Twitter, James Timpson, wrote: "If you find our shops a bit short staffed this week, I'm sorry.

"We have a colleague benefit where you get an extra day off when your kids have their first day at school, so a number of colleagues are doing a very special job away from their shops!"

As you would expect, this was met with widespread praise with one person summing things up when they said: "I love the work life balance and the general empathy from your company. Will make it a mission to find a Timpson before going anywhere else."

Taking a gander at the company's website I note that the perks don't end there. When a colleague

Timpsons *continued*

gets married, Timpson gives them a £100 bonus, an extra week off work for their honeymoon and the use of the company limousine and driver for their wedding car!

This trust and kindness ethos works in a commercial sense too. The company looks after its colleagues, they look after the customer and the bottom line looks after itself. I'm sure there's more to it than that, but that seems to be the approach it is going for.

Not surprisingly, the company's HR department is called 'people support' - its main role being to help the company's people with their issues such as debt, addiction, bereavement and so forth. Employee benefits include access to Timpson's financial health first aider and a full-time mental health nurse. While companies have recently been thinking about employee mental health and so forth, Timpson has been doing something about it for ages.

It also operates an annual 'Happy Index' and employs prison leavers. A tenth of the employees are ex-offenders and at least seven of the group's 2,000-plus stores are run by people still serving their sentences, who are able to work under day release schemes.

These staff members have been trained at two women's and five men's training academies inside prison facilities, all funded by Timpson. The company spent more than £692,000 on recruiting, retraining, mentoring and other support for ex-offenders via its charitable foundation last year, with activities including training schemes in prisons to help people prepare for when they get out.

Indeed, Timpson's area managers visit local prisons to sign up recruits. They are supported by a full-time recruitment specialist who also helps other companies interested in recruiting prisoners.

The company's caring employment credentials don't end here. It's also mindful of other groups struggling to find work such as armed forces veterans and the long-term unemployed. Echoing this, the company has offered a free suit cleaning service for the unemployed going to interviews who can't afford the service.

It does all of this not because it thinks it will make the company look good, cool or be different; it's not a cloak of goodness which the business adopts to flog more services. Timpson does it because it believes business should be about making a difference, not just a profit. The business has a clear purpose and is completely authentic.

It walks the talk - and importantly for me, it does the talk brilliantly!



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Energy PR

5 The Hayloft | Far Peak | Northleach
Cheltenham, GL54 3AP

www.energypr.co.uk | +44 (0)1993 823011

