

**Brand Management**  
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Today, we are going to see what is brand positioning and also what is brand repositioning. If you recollect in the last lecture and in the previous lectures, we have spoken about brand identity and brand personality. And of course, before that we have spoken about brand associations, we have spoken about how brand is unique and how brand is singular and how brand must communicate consistently what it stands for. In today's lecture, we are saying or we are going to see how all of this is ensured and also how all of this is changed is morphosed into something else. And this is because brands have a long life just like human beings have a long life, we live for 70, 80, 90 years, brands also live for a reasonably long period. Some of the most valued brands today are almost 100 year old brands and they have survived for so long because they have continued to reinvent themselves again and again, depending on the changes in society requirements of the marketplace and changing tastes and preferences of consumers.

So, what we are going to see today is that brands brand managers try to achieve a certain positioning of the brand in the minds of the consumer in the marketplace and then after some time, they try to create a repositioned space for the same brand in the marketplace and in the minds of the consumer. This is simply because as I have said earlier, because of the long life that the brands have and the long life that the human beings have and because human beings have long life in the process, they grow. When we are children, we like chocolates, we like toffees, we like a certain type of clothes and dishes, but as we grow up our preferences and tastes change, we become slightly different or we grow up, we start taking responsibilities, our outlook towards the world changes and that is why our consumption pattern also changes. Then as we grow up further, when we become old, again, similar changes occur in our lives and then we tend to prefer different types of products and services.

So brand is not, it is stable in the short run, but in the long run, it is generally adaptable and only if it is adaptable, it will be successful. So today we will see both positioning and repositioning exercises that a brand manager does to keep the brand relevant and to keep the brand alive. Let us begin. What you see in this picture is something that most of us would be familiar with. Now this may represent a car, most of us would know or most of us would associate this picture, this logo with an automobile with a car, but in this picture nowhere it is written that it is a car.

It is just a simple image, a simple logo that has over a long period of time come to stand for automobile and come to stand for excellence in automobile or excellence and luxury in car. But if I ask 10 people, when they look at this picture, what comes to their mind? Will they talk about a car or will they talk about something else? Most probably they will speak about something called self-esteem. It may not come across in these words, but the sense would be that someone who has or who drives a car which is a Mercedes may have very high self-esteem. If I tell you that most people would have a dream of their life to buy a Mercedes car. Why do they have such a dream? Because they feel that if they have bought a Mercedes car, they have arrived in life, their esteem goes up, their self-esteem goes up.

So this simple picture, simple logo does not represent a simple car, but it represents something which is so important to human beings that is self-esteem. Next another thing that perhaps people would talk about when they look at this logo is prestige. So when someone has this brand of car, he will also command prestige in society. So people associate prestige with someone who is driving a Mercedes. It is a prestigious possession that a person has if he happens to drive or own a Mercedes car.

Some other words that might come to people's mind when they look at this logo or when they think of Mercedes car is ambition and tradition. And tradition again, most people have this ambition of buying and driving a Mercedes car. Tradition also because Mercedes is a very old brand, it is a German brand, it stands for German engineering and Mercedes car over a long period of time have managed to stand for German excellence in engineering. Now is it not something very curious and bewildering that a picture which is so simple, which does not even show that it stands for a car is actually standing for something or ideas that are so profound as self-esteem, as prestige, as ambition, as tradition and so on so forth. So what we are trying to say is that the brand managers, the owners of this brand have managed to create an image in the minds of people, create a space in the minds of people where they associate this logo, this brand, this picture with something so profound as something so important, so deep as self-esteem, prestige, ambition, tradition to this picture.

It is only a very successful product and very successful and ambitious brand manager and owner who can achieve this and they have managed to do this over almost 70-80 years and it continues even today. So 70 years back it was prestigious, even today it is prestigious. So they have continued to reinvent themselves. Mercedes was prestigious 30 years back, it is prestigious even today and you can imagine the kind of changes that have happened in the marketplace despite all that Mercedes remains a very prestigious brand. So it has been positioned in the minds of the consumer in such a way that moment they think of this logo, moment they think of Mercedes brand, these are the values that

come to their mind.

So it is a marvellous success, marvellous attempt at achieving a positioning, a brand positioning which stands for prestige, quality, tradition and so on so forth. So this is something that any brand manager would like to achieve for his or her brand. Let us move forward, before we move forward we must marvel at this achievement. It is almost magical that something so simple comes to stand for something so deep and therefore, it is almost magical. It is magic that the brand managers and the product has managed to achieve.

So therefore, now let us come to a definition of what is brand positioning. Brand positioning as you can see in this slide is about finding one unoccupied niche in the prospects mind and fill it with one thing that sticks. Now, please pay attention to the definition and particularly one or two words. Brand positioning is about finding one unoccupied niche. So it is important for us to understand that you have to find an unoccupied niche, unoccupied is the important thing to note.

So you have to think of a space, suppose it is automobiles, within automobiles what is that space which is unoccupied? Is it luxury? Is it engineering? Is it comfort? Is it driving pleasure? Is it cabin comfort? Is it music? It is what? Is it nature? Is it green fuel? So what is that unoccupied niche that you want to fill that, fill with your own brand? So that unoccupied niche is something that you have to find where you will place your brand. And where is this unoccupied niche? It is in the prospects mind. So for example, if you have to find an unoccupied niche in a prospect, that prospect has to be defined well. Suppose you are brand manager of Mercedes, the prospect is not the person who is earning 20,000 per month or not even the person who is earning 50,000 per month. Alright! So you have to understand the mind of your prospect. Ok!

And in that prospects mind, you have to identify that unoccupied niche. So that is one thing that you have to find an unoccupied niche. Second thing is that you have to fill it with one thing that sticks. Now, you do not have to fill it with many things, you have to fill it with only one thing. So it is important for you to know what is that one thing with which you are going to fill that unoccupied niche.

So one thing is very important. And you have to understand that your brand, what does your brand stand for, especially that one thing for which your brand stands for. So you find you identify you isolate that one thing and you fill that unoccupied niche with it. Now, it should not be that you fill it today with something and tomorrow you try to fill it with something else. No, because that will not work.

Consumers want certainty. Consumers if you remember earlier classes, they like to have habits in their life, they want to buy the same thing over and over again. Therefore, you have to find that one thing which is stable, which will remain with your brand for a long time. And it is deep enough to keep the consumer interested for a reasonably long period. So that is why you have to fill that unoccupied niche with one thing which sticks.

It should remain there, it should stick there, it should become sticky and remain in the mind of the consumer for a long period. That is when your purpose of selling your product to the same customer again and again will be achieved. So this is the definition of brand positioning. Alright? And it is very important for all brand managers to understand that it is about finding and I repeat it is about finding one, remember one unoccupied niche in the prospect's mind and fill it with one thing that sticks. You can read this definition again and again, so that you understand it well and then you are able to apply in your workplace.

Now in the previous slide, we have seen one unoccupied niche in the prospect's mind. Now it is not just the mind where you are going to do positioning, you are going to position it in the marketplace also. So I have told you in the earlier lectures as well that just as the mind is crowded, marketplace is also crowded and that is where you will have to make a space. Suppose you go to a department store and you want to buy soap. Now in the shelf where the soaps are placed, you will see it is all full.

There is no space at all. You have pears, you have lux, you have cami, you have so many soaps which are placed there that all and you want to place one more soap in that shelf. Now if you go to the store manager and ask I want to place my soap there, he says there is no space. We do not have place to stock one more brand. So you will have to give him some additional discount, additional commission, you will have to create some attractive scheme so that he will create that space in his shelf and accommodate your brand in that shelf that displays shelves. So what I am trying to do, what I am trying to say is that just in the marketplace you have to create incentives, you have to create a pool so that you find you create that unoccupied niche similarly you have to do it in the mind also.

Let us move forward. So unoccupied as we saw in this definition that we have to find an unoccupied niche and if we are not able to find unoccupied niche, then we have to create an unoccupied niche. You can see in the picture that our minds are always crowded with more than one brand more than one. So any product category you take and you think about it in your mind at least 3, 4 competing brands will come to your mind and you will not really be sure which one you like, which one you want to buy and so on so forth. So let us see how we will create that unoccupied niche. For finding that

unoccupied niche or if it is not unoccupied, if you are not able to find you will have to create space in the mind of the consumer.

You have to clear it, you have to clear the place and create some space. Now how will you create that space? We will see. The easiest and the best way and the most powerful way of creating space in mind is through innovation. The moment you see something new, moment any of us see something new, we are immediately excited about it. Any innovation that you see we get very excited about.

You can look at recent innovations that have been made in the marketplace. All of us know and this is something recent especially after demonetization this came into being which we are now familiar with as UPI. Now all of us are using UPI for making payments. 3, 4 years back did we know about UPI? Did we know that we can scan a QR code and make payment of even 2 rupees, 3 rupees amounts can also be paid through mobile phones? This is something very new and the way it has got today everyone is using UPI, they are using phone to make payments. So earlier all of us used credit cards, we used debit cards, we used net banking, we used cash, lot of cash everybody had to carry so that they can make easy payments but today most of us even forget that we have to carry cash when we are going to the market.

So this is a very powerful innovation and immediately now when we think of payment do we think of credit cards, do we think of debit cards, do we think of cash? No, we do not think. We are thinking immediately of UPI or QR code and so on. So immediately it has cleared lot of space in our mind and created space for itself in our mind through innovation. So UPI is one of the most powerful innovation that we have seen in recent times. Another innovation we are seeing we are in the midst of it is green buses and green cars.

Now recently I saw that a very large percentage of the cars booked in the country are actually electric cars and you would notice that their number plates are green in color. Now did we imagine that so many people in the country, in the cities will actually buy green car, actually buy a car which runs on electricity. It is a very powerful innovation. Imagine you have a car, but you never have to visit a petrol bank, a petrol station. This is also a very powerful innovation and suddenly it has created space in our mind and we are actually seriously considering when we are buying a car that can I buy an electric car, will I be able to charge it every day without any interruption and drive it to my office and back every day without any hitch.

These are the ways in which space is being created in our mind. So innovation is a very powerful method by which you can create space in consumers mind. Another way to

create space in the minds of consumer is to sell experience. Now experience all of us know is unique because the same experience will be experienced differently by different individuals. Now imagine two people are walking into a five star hotel.

Now those two people are one a man and other is a woman. Now both of them as they enter a hotel, both of them will have the same experience. Both of them will be greeted in the same manner by the employee of that hotel. They will be greeted in the same manner. They will be escorted to their rooms in the same manner. They will be shown the room and the details of the room also in the same manner. They will experience the fragrance of the atrium of the reception and so on so forth in the same manner. It is the same experience. Yet the way a man will look at the experience and the way a woman will understand the experience will be very different. So point I am trying to make is experience per se is unique.

Every experience is unique and therefore when you instead of selling your product instead of saying that I am selling you a safety razor. Instead of saying that if you say that I am selling you a razor that gives you a smooth shaving experience. So instead of saying that I am selling you a razor you are saying I am selling you a smooth shaving experience. Instead of saying that you say smooth shaving experience people start thinking that it is a unique thing because smoothness for X is different from the smoothness of for Y. So this is something that we have to understand as brand managers that if we want to create space in mind instead of selling the product we should sell an experience that if you buy my product you will have this experience.

This way we create space in mind. Another way of creating space in mind is if we can construct our brand in such a manner that it stands for or it elicits a unique emotional response. So when you think of a brand and if you think of just one emotion any brand and it is not very easy to achieve. If you think of say Airtel do you get one emotional response? No it is not one emotion you can think of many things but it is not that when you think of Airtel you get only one emotional response that is not the case. For example it is easier with say animals when you think of say lion so you immediately think of that he is the king of the jungle or when you think of say peacock you immediately see that it is such a grand bird and it is a national bird it is so beautiful.

So you get only one emotional response. So when you think of a dog especially a pet dog what you think of is it is very loyal and loving. So you get one unique emotion you associate one emotion with these animals. But is it possible to achieve the same thing with brands? It is not that easy at all but this is something that all brand managers must try because if they are able to achieve this they will be they will realize how successful they can become if they can associate their brand with just one unique one emotional

response. Let us move forward and see some examples. I have given you some example of innovations but today I would like to share with you one example which has not been very successful but which was a very big innovation when it was launched.

This I am talking about Nano. Now if you remember if you remember Nano was launched by Ratan Tata with this statement that a promise is a promise and what was the promise? The promise was that I will provide to Indian consumers a car at 1 lakh rupees. Now while it is a very grand thing to say that a promise is a promise and then you fulfill that promise by launching a car at 1 lakh rupees which Tata's managed to do despite the challenges. You would remember that Tata's faced some problems in Singur and they had to relocate the plant from Singur to Sanand in Gujarat where they continued production where they started and then achieved production and the project got delayed and yet after 2-3 years the launch happened at least 2 years or 3 years later than the planned date of launch and still they were able to launch a car at rupees 1 lakh. Now we will look at the merits of that launch little later but if you remember how this car was positioned in the minds of the consumer. Now since it is an innovation people are not very sure as to whether it will actually work.

So that is the same case with UPI also even today when older people try to use UPI they do not know it will work or not how to download how to use and especially when UPI was launched all of us were very hesitant that will it work. So we started with very small amounts of 2 rupees, 5 rupees, 20 rupees and then when we saw that it is actually working it is safe so we started using it for larger amounts also. However, let us look at the case of Nano. Now initially because people did not know that the car which is so small will it actually travel very far will it have sufficient space and interesting thing was that the engine of this car was at the back. Now most of us were very confused how can the engine of the car be at the back so everybody was very curious.

So if you remember the brand communication that happened on behalf of Nano they kept emphasizing these points. They kept saying that the mileage of Nano car is more than 20 kilometers per liter and they actually demonstrated that it is delivering this mileage. It also spoke about lowest emission because it is efficient engine and its emission it is following the emission standards prescribed by the government. It also because people were curious as to it is such a small car it looks like a toy will it actually go very far will it be able to travel distance of 300, 400 kilometers and if you remember the advertisement it will show that a family is going on a trip and that where they are showing the car is actually in the middle of nothing middle of nowhere and which means subliminally they are saying that you can actually go to a place which is middle of nowhere and you can be happy and you can you are sure that the car will actually come back home. If you also recollect there was an advertisement where the car is stopped by

the security guard and then he opens the car and he actually looks at it with wonder that oh my god the car is so big and so many people four people are actually seated inside.

So what they were saying is even though from outside it looks small the car was actually big and it can seat four people. It also talked about engine capacity it showed that car is actually going uphill which means that car has that much power that it can take four passengers up the hill. Of course it was also positioned as cheapest car and it was positioned as a good looking cute car. Now these are various ways in which this car was positioned in the minds of consumer. This strategy this method of positioning your brand is called attribute specific brand positioning. Attribute specific which means that you are talking about various attributes product attributes of the car of the product and then you are achieving a brand positioning through those attributes.

So this is what was tried in the case of Nano whether it was successful or not successful it depends on many reasons and one perhaps reason was that it was positioned as the cheapest car. Now we must understand and brand managers must particularly understand this that in Indian society car is still a prestigious thing. It is not a utilitarian thing it is people attach their ego their prestige with automobiles. So when they saw that Nano is being positioned as the cheapest car they felt that if they buy Nano their ego will be hurt.

It will seem as if they are going for a cheap car. They were not made to feel that they are important people and they are being made to feel that you are poor and so you are going for a cheap car. So perhaps this element worked to the disadvantage of this brand Nano and despite all these strengths that the car had it failed to do well in the marketplace. So while the case of Nano can be debated but this cannot be debated that innovation very easily creates space in our mind and immediately we become receptive. You would recall everybody was so excited about Nano's launch and when Nano's launch you remember Tata's announced that even before the launch so many almost 1 lakh people had advanced booked Nano in advance for the delivery. So there is lot of excitement around innovation but it has to be managed well. Thank you very much.