psi

Where are we now?

Audience Insight

Brand Position

Situation Analysis

Marketing Objectives
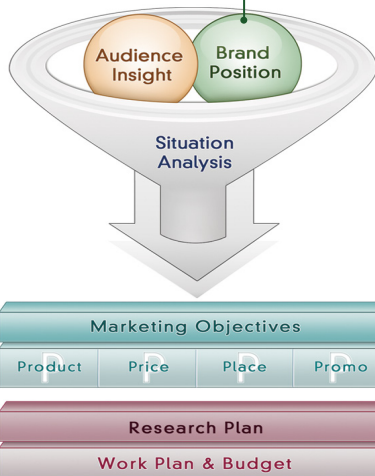
Product | Price | Place | Promo

Research Plan

Work Plan & Budget

BUILDING A BETTER BRAND

Introduction

This document provides guidance for brand development beyond what is currently presented in DELTA. As such, it suggests a …

> … a more advanced Brand Onion versus the current one;
> … step by step 'How To' instructions for creating this;

> … an explanation of the roles of all involved in the process; and
> … criteria for evaluating the final output of the process (by the CR or others).

Platforms don't have to use this new guidance. Indeed, many times the simpler Brand Onion will suffice. However, there will be times when something more robust and complete will be helpful.

Furthermore, you may find parts of this document useful even if the entire concept is too much for a particular situation. For example…
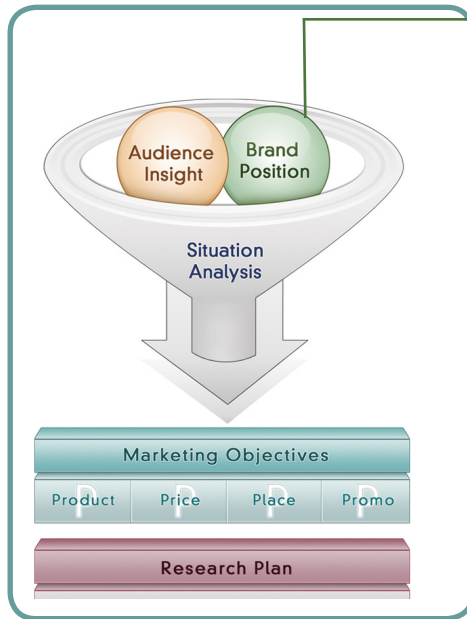
> … every marketer should understand their category's Passport Factors and how their brand compares;
> … the 'Is, Is Not' exercise can help eliminate ambiguity in what a brand stands for;
> … using Jungian Archetypes can sharpen any brand personality, etc.

So, don't feel you need to adopt this framework in its entirety. Look for the tools and ideas that you feel will add value right away.

It's highly recommended that before reading this document, you familiarize yourself with the basics of a good brand by reading the 'Positioning & Brand Strategy' section of the DELTA Companion. This can be found on the Global Social Marketing Department's KIX page.

KIX

Audience Insight

Brand Position

Situation Analysis

Marketing Objectives

| Product | Price | Place | Promo |

Research Plan

? Why is this important?

One of PSI's competitive advantages versus other international public health organizations is our superior use of brands to promote and sustain behavior change among our target audience, 'Sara.' The effectiveness of using brands to improve public health is well documented and is the foundation upon which all of our programming rests. Therefore, if our brands are not well designed and executed, our impact is limited.

? Who is involved?

STEPS	RESPONSIBILITIES				
	Marketing Manager	Marketing Director	Country Representative	Regional Director	Local R&M
Identify consumer Insight[1]	Input	Do	Approve	Informed	Input
Design a brand that responds to the Insight	Input	Do	Approve	Informed	Informed

? What does great look like?

- The consumer Insight includes an explicit Need and Problem.
- The Need and Problem statements are succinct and ring of a truth that is universal.
- The Brand Solution (and the Positioning Statement that is based upon this) responds to the Insight in a relevant and compelling way.
- The Positioning Statement is succinct and focused on just one or two benefits.
- One of the benefits promised is emotional, self-expressive or social.

? How do I indentify an Insight?

An Insight is the identification of a need that your brand will then meet. The need - and the eventual corresponding benefit that the brand will promise as a solution to that need -- may be both functional and/or emotional.

Step 1   Identify an Insight.
- Sometimes there are also **self–expressive needs**, i.e., how the consumer wants to be seen by others. An obvious example here is with fashion brands. The type of clothes one wears sends a signal to others about the type of person one is (e.g., someone who wants to be seen as urban and trendy might wear Diesel; someone who wants to be seen as more upper class might wear Ralph Lauren; etc.)

  PSI brands also have the opportunity to meet self-expressive needs, e.g., a safe water brand might signal that the caregiver is a good mother; a condom brand might signal that the user is a 'real man'; etc.

- Sometimes there are **social needs**, i.e., the primary target audience has the emotional need but a secondary target audience has the functional need. Think of mothers who worry about their sick children.

  PSI brands also have the opportunity to meet social needs.

[1] Here we are using a very specific definition of the word Insight and, thus, capitalizing it to distinguish it from a more generic use of the word. By definition, an insight is any fact that provides a more robust understanding of your brand or consumers. However, when PSI capitalizes the term Insight we mean specifically the identification of a consumer need that your brand could then be designed to meet.

Write the Insight in a way that expresses a tension or a problem that can then be resolved by the brand. You can chunk it into two parts – the Need and the Problem.

Example 1

The Insight	
The Need	The Problem
I want physical and emotional intimacy when having sex.	But condoms are a physical barrier and imply a lack of trust.

Physical & emotional needs

When writing your Insight, already be aware of how your brand will provide the Solution.

Example 1a.

The Insight		The Solution
The Need	The Problem	
I want physical and emotional intimacy when having sex.	But condoms are a physical barrier and imply a lack of trust.	Brand X enhances intimacy because it is designed for both me and my partner.

Emotional benefit

Functional benefit

Example 2

The Insight		The Solution
The Need	The Problem	
I need to be seen as a smooth and accomplished lover.	But sex with condoms can be awkward and full of 'surprises'.	Brand X proves I'm an accomplished lover because it's designed to minimize disruptions (e.g., easy to open packaging, easy to put on design).

Self-expressive benefit

Functional benefits

Self-expressive need

Example 3

The Insight		The Solution
The Need	The Problem	
I need to feel free and have fun.	But sex with condoms is dull and restrictive.	Brand X provides the sexual fun I need through constant innovation in its product line (e.g., exciting textures, colors).

Emotional benefit

Features that will provide various functional benefits

Emotional need

Example 4

The Insight		The Solution
The Need	The Problem	

I need to satisfy my strong sexual appetite. There are many things I want to experience.	But sex with condoms is an experience inhibitor, not enhancer.	Brand X enhances my sex life by providing different experiences through various features (e.g., with ejaculation-delaying lubricant, with warming lubricant).

→ Emotional benefit

→ Functional benefit

↓ Emotional need

Now, some non-condom examples...

Example 5

The Insight		The Solution
The Need	The Problem	

I need to be seen as 'a man'. In my culture, this is often defined as having a lot of money and also multiple concurrent sexual partners.	In my country, the economy is so weak it is difficult to earn a living. This, in turn, makes it difficult to attact multiple concurrent partners.	The Male Circumcision Chain X offers one way of feeling like and being seen as 'a man' -- overcoming one's fears around getting circumcised (e.g., enduring the pain and recovery period, 'confronting HIV, learning one's status).

→ Self-expressive and emotional benefits

→ Functional benefits

↓ Self-expressive need

Example 6

The Insight		The Solution
The Need	The Problem	

I want my family to have the best.	But health care in my community is expensive and of varying quality. When they're sick I'm afraid & anxious.	Social Franchise Brand X is the neighborhood health clinic that cares about my family as much as I do and delivers high quality health care.

→ Social benefit

→ Functional benefit

↓ Social need   ↓ Emotional need

Note that in all the above Solutions, the emotional, self-expressive or social benefit rests upon a functional feature and/or benefit. The functional features and benefits can be thought of as 'reasons to believe' the overall promise (i.e., positioning) of the brand. Needless to say, the brand must actually deliver on its promised reason to belive through the approriate functional feature/benefit. It cannot just be an empty claim. ('Reasons to believe' are discussed more below.)
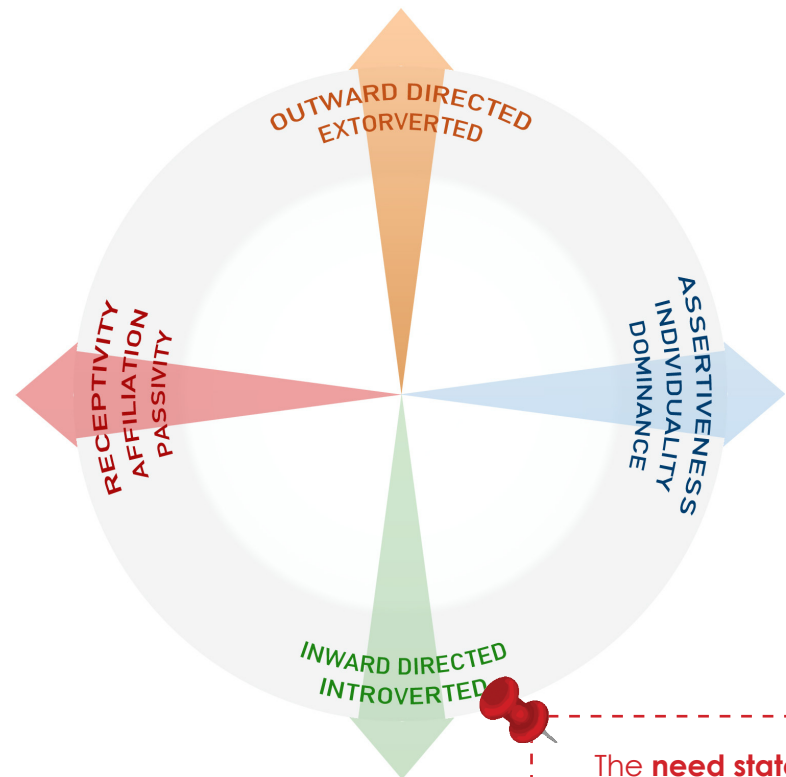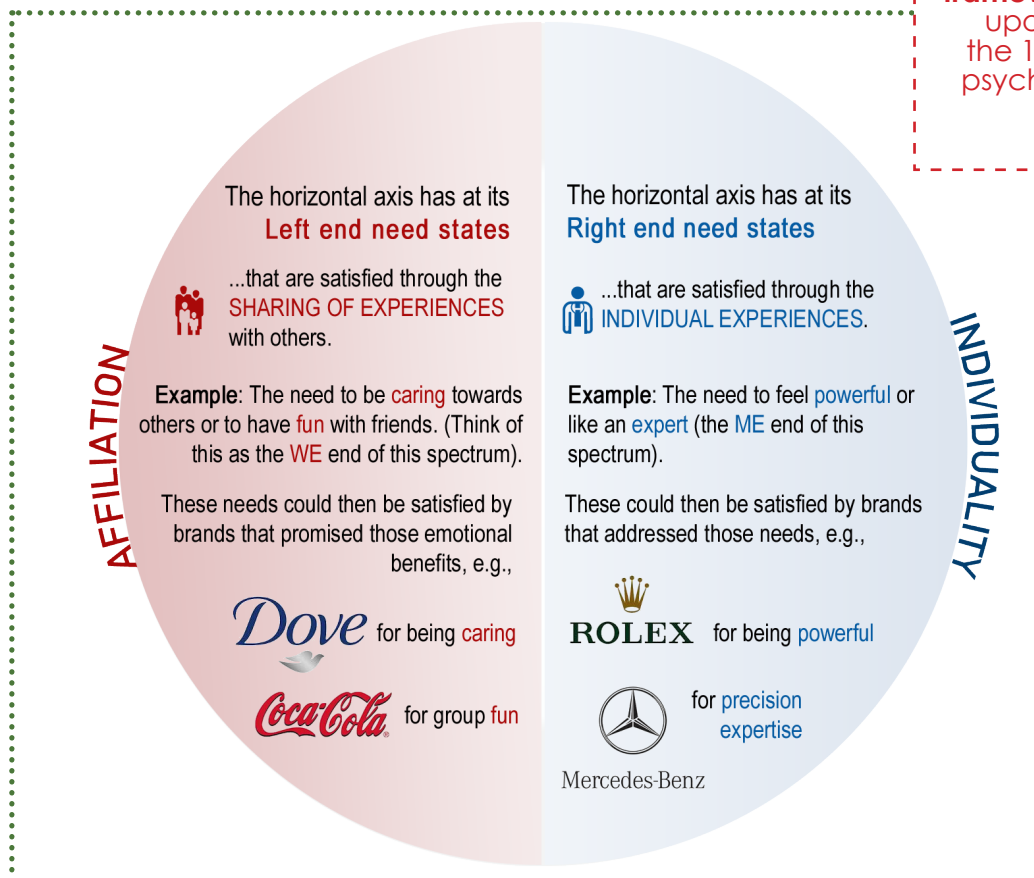
TIP

When identifying an Insight, try using an emotional 'need state' framework, such as the one described here. It is a simplification of a framework used by many commercial research firms. PSI first used this framework as part of its condom repositioning exercise in southern Africa when it hired the research agency TNS to conduct consumer studies of the condom category in South Africa, Lesotho, Botswana and Swaziland. There may be other models of need state segmentation from other agencies. There are certainly other means of segmenting a consumer audience, for example, by attitude or product usage. Therefore, this supplement is not suggesting this is the only method PSI should consider.
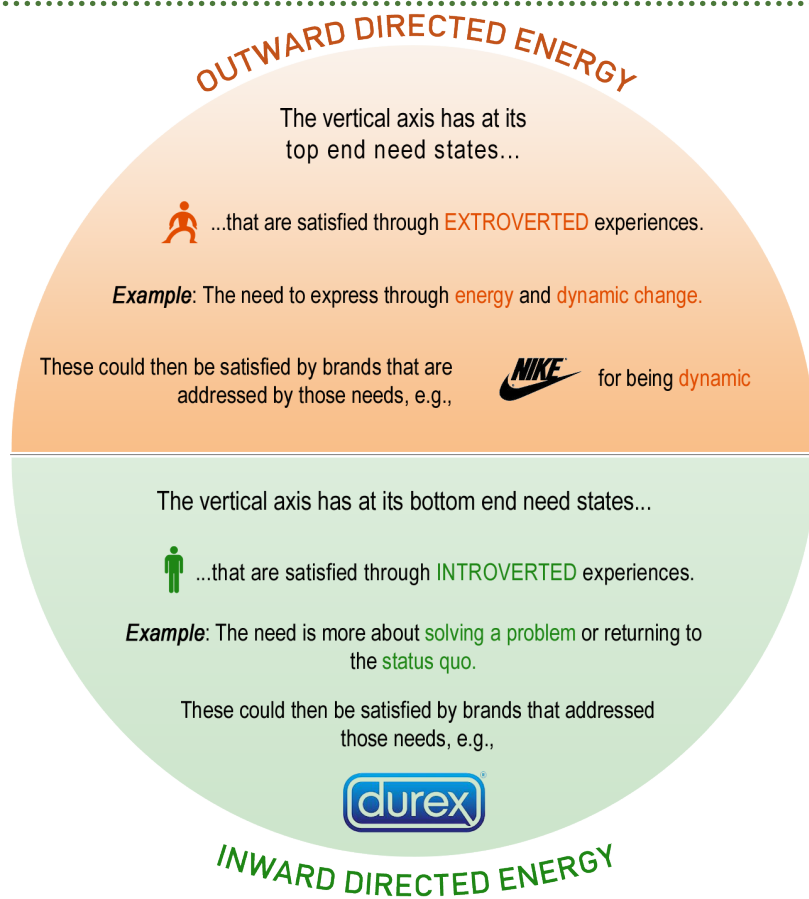
A description of this framework follows. Appendix 1 provides more explanation by describing the results of the southern Africa condom study.

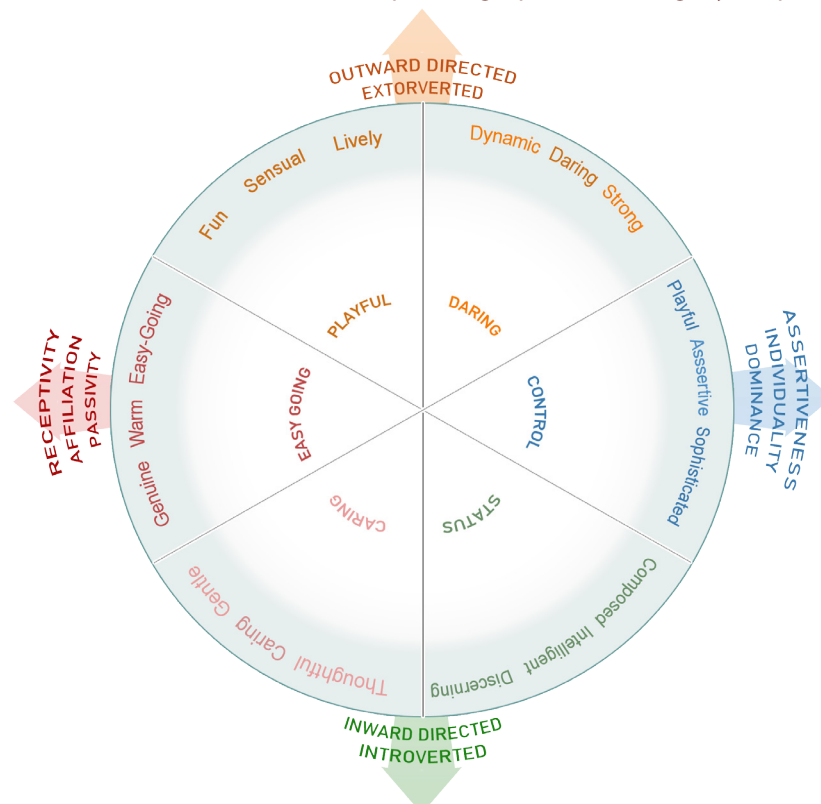The **need state framework** uses two axes to segment consumers into various emotional need states.

OUTWARD DIRECTED
EXTORVERTED

ASSERTIVENESS
INDIVIDUALITY
DOMINANCE

RECEPTIVITY
AFFILIATION
PASSIVITY

INWARD DIRECTED
INTROVERTED

The **need state framework** is based upon work by the 19th century psychologist Carl Jung.

AFFILIATION

The horizontal axis has at its
Left end need states

...that are satisfied through the SHARING OF EXPERIENCES with others.

Example: The need to be caring towards others or to have fun with friends. (Think of this as the WE end of this spectrum).

These needs could then be satisfied by brands that promised those emotional benefits, e.g.,

Dove for being caring

Coca-Cola for group fun

INDIVIDUALITY

The horizontal axis has at its
Right end need states

...that are satisfied through the INDIVIDUAL EXPERIENCES.

Example: The need to feel powerful or like an expert (the ME end of this spectrum).

These could then be satisfied by brands that addressed those needs, e.g.,

ROLEX for being powerful

for precision expertise

Mercedes-Benz

OUTWARD DIRECTED ENERGY

The vertical axis has at its top end need states...

...that are satisfied through EXTROVERTED experiences.

Example: The need to express through energy and dynamic change.

These could then be satisfied by brands that are addressed by those needs, e.g.,   NIKE   for being dynamic

The vertical axis has at its bottom end need states...

...that are satisfied through INTROVERTED experiences.

Example: The need is more about solving a problem or returning to the status quo.

These could then be satisfied by brands that addressed those needs, e.g.,

durex®

INWARD DIRECTED ENERGY

When the two axes are combined, possible consumer segments based upon the emotional needs of a given category are created. The model that TNS uses has up to six possible emotional need states depending upon the category in question.

OUTWARD DIRECTED
EXTORVERTED

Fun Sensual Lively   Dynamic Daring Strong

PLAYFUL   DARING   Playful Assertive Sophisticated

Easy-Going Warm Genuine

RECEPTIVITY
AFFILIATION
PASSIVITY

EASY GOING   CONTROL

CARING   STATUS

ASSERTIVENESS
INDIVIDUALITY
DOMINANCE

Thoughtful Caring Gentle   Composed Intelligent Discerning

INWARD DIRECTED
INTROVERTED

The TNS graphic below shows how different brands match up with the various consumer need states. It crosses categories (e.g., automobiles, sporting clothes, beverages) solely for illustrative purposes.
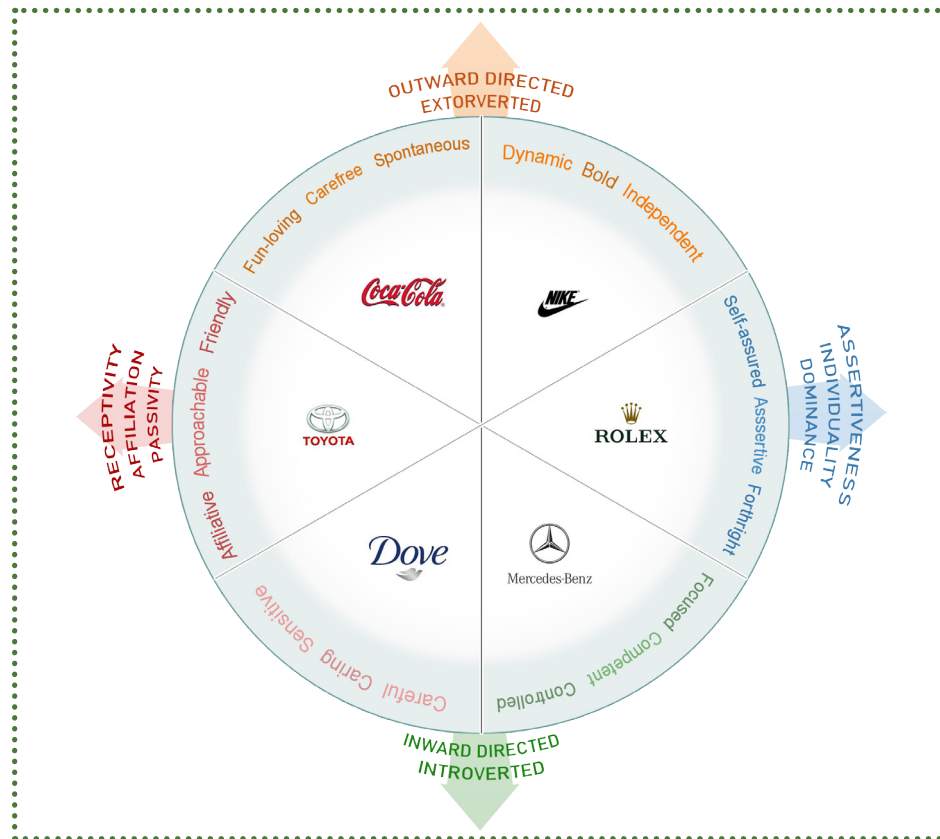
The number of consumer need state segments as well as the specifics of how they are expressed in a given category would vary based upon the category in question (e.g., a given category might only have two need states; a safe water category might express its emotional needs different than a reproductive health category). All this, of course, would be discovered through consumer research.

To continue the earlier examples of consumer Insights for condoms, those four different Insights would be anchored in the following four different need states. (This assumes the condom category in that country had only four need states, not six.)
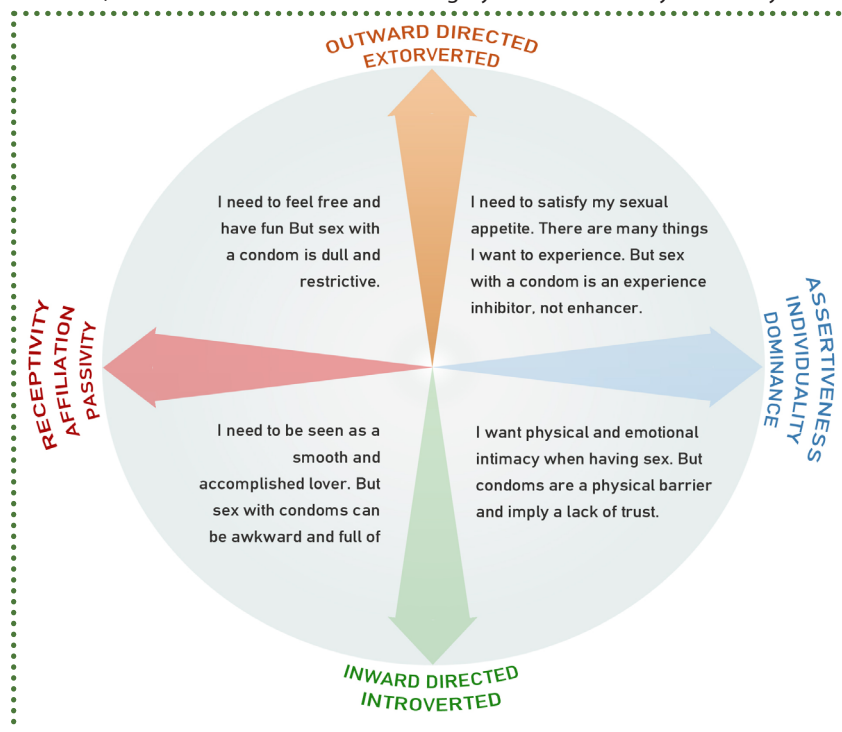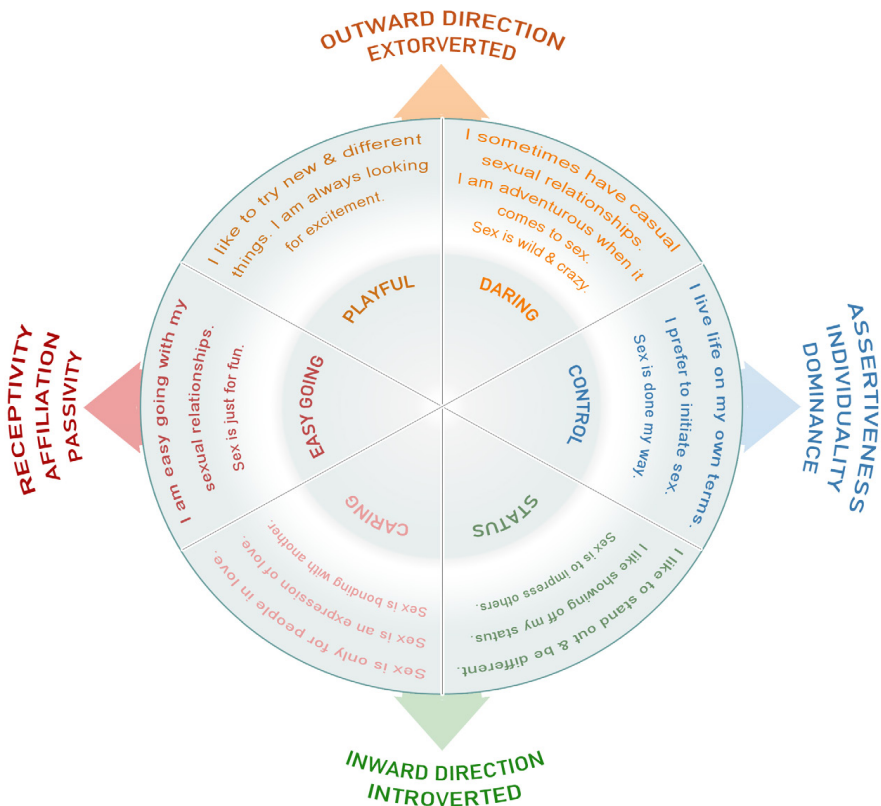
Consumer research identifies these need states by asking specific questions of consumers in order to discover where thy lie within the framework.

For the condom study in southern Africa, TNS asked the following types of questions:

OUTWARD DIRECTION
EXTORVERTED

I like to try new & different things. I am always looking for excitement.

I sometimes have casual sexual relationships. I am adventurous when it comes to sex. Sex is wild & crazy.

PLAYFUL

DARING

I live life on my own terms. I prefer to initiate sex. Sex is done my way.

RECEPTIVITY AFFILIATION PASSIVITY

I am easy going with my sexual relationships. Sex is just for fun.

EASY GOING

CONTROL

ASSERTIVENESS INDIVIDUALITY DOMINANCE

CARING

STATUS

I like to stand out & be different. I like showing off my status. Sex is to impress others.

Sex is only for people in love. Sex is an expression of love. Sex is bonding with another.

INWARD DIRECTION
INTROVERTED

Once a marketer decides upon the emotional need state he or she would choose to target (e.g., based upon how many or how risky the consumers in that need state were) then an Insight would be written and a brand would be developed to respond to that Insight.

Again, Appendix 1 further explains this concept by describing how PSI used this framework to resposition its two condom brands in southern Africa.
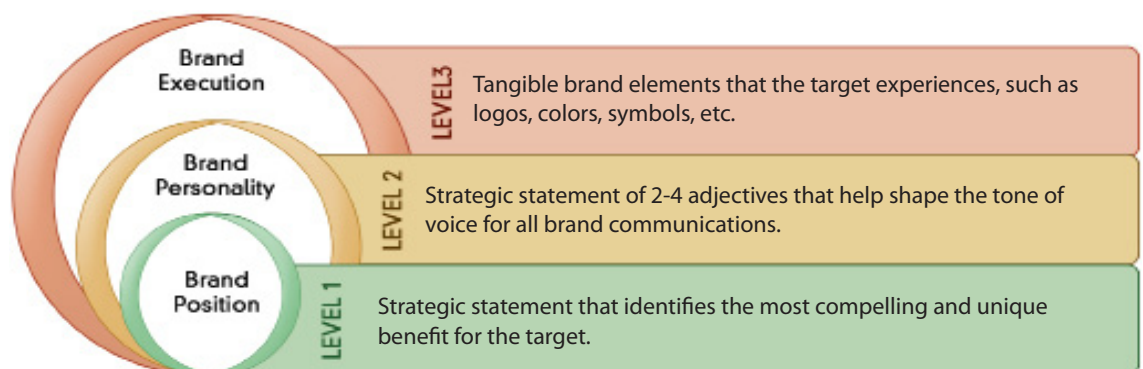
Step 2

As with the simpler PSI Brand Onion, there are three layers to this brand design (i.e., after the establishment of the consumer Insight). However, in this guidance, each layer is a bit more fleshed out and/or anchored in some additional concepts that make the execution of the brand more distinct.

These layers are...

    a.   Positioning,
    b.   Personality, and
    c.   Execution.

Each is discussed further.

Brand Execution — LEVEL3 — Tangible brand elements that the target experiences, such as logos, colors, symbols, etc.

Brand Personality — LEVEL 2 — Strategic statement of 2-4 adjectives that help shape the tone of voice for all brand communications.

Brand Position — LEVEL 1 — Strategic statement that identifies the most compelling and unique benefit for the target.

Level 1 Brand Positioning

Level 1A START WITH THE FRAME OF REFERENCE (FoR)

Be clear about which options are in your target audience's consideration set and which are not. For example, some possible FoRs, going from broad to narrow, could be...

	For a safe water brand	For an HIV Counseling & Testing Brand
Broader	All water treatment options (e.g., includes boiling water, using chlorine, public sector free-distribution, filters, etc.)	All options, medical & non-medical (e.g., includes public sector, other private providers & self monitoring of health)
Narrower	Only store-bought options (e.g., excludes boiling or free-distribution but includes filters)	Only medical options (e.g., excludes self monitoring of health)

How broadly or narrowly you set your FoR will impact the rest of your brand design, particularly the options you will have for Points of Differentiation (PoDs).

Level 1B LEARN THE FoRS PASSPORT FACTORS

These are functional features and/or benefits that the target audience expects from any option in that FoR. You should understand how your product or service delivers compared to the other options in the consumer's FoR. Each feature or benefit should deliver at least as well as those of the other options (these are called Points of Parity - PoPs). But beyond this, your product or service needs at least one feature or benefit that performs better than the competition (these are called Points of Differentiation - PoDs).

For example

In southern Africa the condom category's Passport Factors are that a condom must...

... not break,
... fit comfortably, and
... be well known (via media or distribution).

Therefore, as PSI repositions its condom brands in this region, it wants to ensure that they perform equally as well as other options in the FoR on each of these factors. If, for example, it did not feel as comfortable as another brand because it fit too tightly, the size or shape might be changed.

Now, a non-condom example...

For example

Let's assume that the FoR for a safe water product is broad and includes things like boiling and using filters. Then let's assume consumer research shows that 'pleasant taste/smell' is one of the passport factors. Consumers do not want to taste or smell chlorine when drinking treated water and, indeed, this is a barrier to use the use of your brand. Is it possible to create a formulation that masks the taste?

Of course, there may be situations when it is not possible to change your product so that it meets all of your FoR's passport factors. However, there is still merit in at least understanding how your brand compares to them.

Level 1C **CHOOSE YOUR POINT(S) OF DIFFERENTIATION (POD) & WRITE YOUR POSITIONING STATEMENT**

As explained in the DELTA Companion, a PSI positioning statement should specify the...

- Target Audience,
- Frame of Reference, and
- Points of Differentiation.

In totality, the positioning should respond to the consumer Insight statement. If you've already identified a Solution to the Insight, then the Positioning will be a refinement of this. For example...

The Insight		The Solution
The Need	The Problem	
I want physical and emotional intimacy when having sex.	But condoms are a physical barrier and imply a lack of trust.	Brand X enhances intimacy because it is designed for both me and my partner.

The Insight		Brand Positioning
The Need	The Problem	
I need physical and emotional intimacy when having sex.	But condoms are a physical barrier and imply a lack of trust.	For Serious Steven, Brand X is the premium condom that lets him express his love for his partner.

→ Target Audience
→ FoR
→ Emotional PoD

Or...

The Insight		The Solution
The Need	The Problem	
I need to satisfy my strong sexual appetite. There are many things I want to experience and different people I want to experience them with.	But sex with condoms is usually an experience inhibitor, not enhancer.	Brand X enhances my sex life by providing different experiences through various features (e.g., with ejaculation delay lubricant, with warming lubricant).

The Insight		Brand Positioning
The Need	The Problem	
I need to satisfy my strong sexual appetite. There are many things I want to experience and different people I want to experience them with.	But sex with condoms is usually an experience inhibitor, not enhancer.	For Risk-Taking Richard, Brand X is the sexual accessory that enhances his sexual experiences, making him feel sexually fulfilled.

→ Target Audience
→ FoR - includes things like lubricants, sexual toys, other condom brands, etc.
→ Emotional PoDs

The Insight		The Solution
The Need	The Problem	
I need to be seen as 'a man'. In my culture, this is often defined as having a lot of money and also multiple concurrent sexual partners.	In my country, the economy is so weak it is difficult to earn a living. This, in turn, makes it difficult to attract multiple concurrent partners.	The Male Circumcision Chain X offers one way of feeling like and being seen as 'a man' - overcoming one's fears around getting circumcised (e.g., enduring the pain and recovery period, 'confronting' HIV, learning one's status).

The Insight		Brand Positioning
The Need	The Problem	
I need to be seen as 'a man'. In my culture, this is often defined as having a lot of money and also multiple concurrent sexual partners.	In my country, the economy is so weak it is difficult to earn a living. This, in turn, makes it difficult to attract multiple concurrent partners.	For Fearless Fabino, Brand X is the HIV prevention method that helps him feel and be recognized as a man for overcoming his fears.

- Target Audience
- FoR
- Emotional & Self Expressive PoDs
- Functional PoD
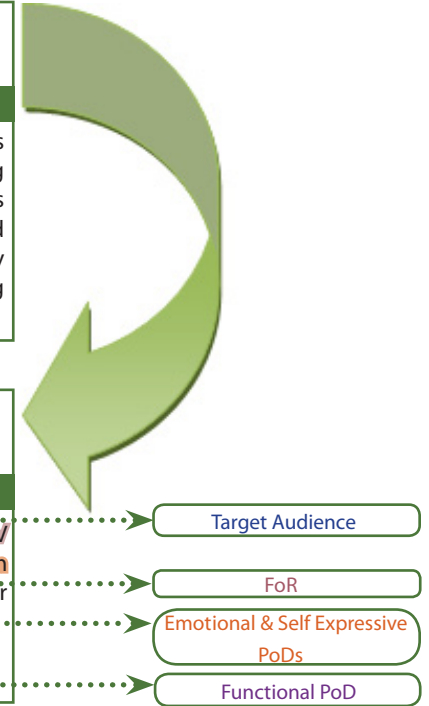
> Please refer to the DELTA Companion for more discussion about positioning statements.

Level 1D IDENTIFY THE REASON(S) TO BELIEVE THE BRAND POSITIONING (R2B)

The promise you make in your positioning statement must somehow be backed up. A R2B provides the proof that the brand delivers this promise. If you promise multiple benefits in your positioning, you may or may not have an R2B for each benefit. However, overall, your list of R2Bs will give credibility to the overarching idea of your brand. Some types of R2Bs include...

R2B Type	Examples	
	Brand Positioning	R2Bs for the Entire Brand
Functional features or benefits	For Risk-Taking Richard, Brand X is the sexual accessory that enhances his sexual experiences, making him feel sexually fulfilled.	• Condom variant with desensitizing lubrication • Lubrication that heats up with friction • Super sensitive condom variant that is extra thin and has lubrication on the inside
Technical claims (e.g., on packaging or in media)	For Serious Steven, Brand X is the premium condom that lets him express his love for his partner.	• "Only condom designed for both his and her pleasure" • E.g., ribs could be near base to stimulate the clitoris, lubrication could be both inside and outside the condom. • "Highest quality latex material" • "Triple tested"
Logic chain	For Worried Wilson, Brand X is the HCT chain that offers him hope.	1(a). If you are HIV+, getting tested now can mean learning your status before you become ill. 1(b). If you begin treatment before your CD4 falls below 350, then your long-term chances of survival and leading a healthy life are substantially increased. 2. If you are HIV-, getting tested at a Brand X clinic means you will learn the skills necessary to remain negative.

Level 2 Brand Personality

Level 2A ANCHOR YOUR BRAND PERSONALITY IN A JUNGIAN ARCHETYPE
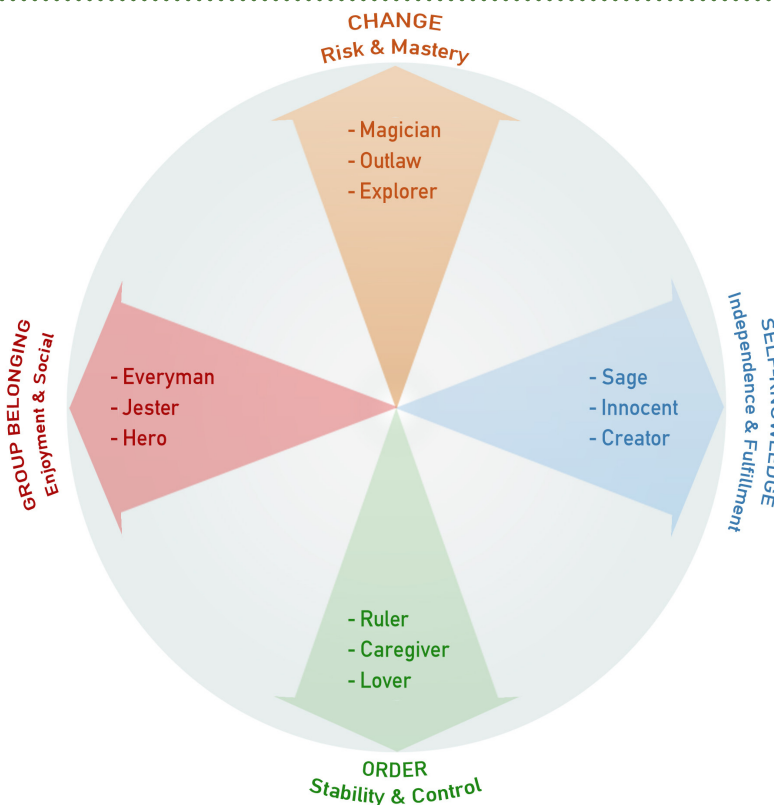
Jungian archetypes are universally recognized characters that transcend time, place and culture. Think about the characters in the sci fi movie franchise "Star Wars" - the Hero (Luke Skywalker), the Rebel (Han Solo), the Old Wise Man (Obi-Wan Kenobi), etc.

Jung believed that there were 12 such archetypes that existed in humanity's 'collective subconscious'. Many marketers anchor their brand personalities in one of these archetypes in order to make them more instantly recognizable and likeable. Think of Nike (the Hero), Harley Davidson (the Rebel) or Rolls Royce (the Old Wise Man).

Some brands may exhibit a blend of Archetypes. For example, Virgin (and Richard Branson) are defined as Heroes but with a bit of Rebel thrown in.

See Appendix 2 for a list of Jungian Archetypes and some popular brands that belong to each. For more on this topic, read The Hero and the Outlaw by Margaret Mark and Carol S. Pearson.

Note that there are overlaps with the Jungian 'Need State' framework described above and the Jungian Archetypes idea described here. The Hero and the Outlaw overlays the two concepts as follows.

CHANGE
Risk & Mastery

- Magician
- Outlaw
- Explorer

GROUP BELONGING
Enjoyment & Social

- Everyman
- Jester
- Hero

SELF-KNOWLEDGE
Independence & Fulfillment

- Sage
- Innocent
- Creator

- Ruler
- Caregiver
- Lover

ORDER
Stability & Control

NOTE: This graphic does not represent an **exact** overlap between these two different concepts of Jungian Brand Archetypes and emotional need states. For example, sometimes you may see a brand represented by the Hero Archetype appear in the upper right part of the framework because it speaks to a need to feel bold and assertive (think Nike). Other times, you may see a brand represented by the Ruler archetype represented in the extreme right part of the framework because it speaks to a need to show one's authority (think Rolex). However, this graphic is still a good starting place for thinking through the concepts; just remember it is not a hard and fast rule.

In other words, if you've identified that your consumer belongs to a need state that lies near one of the four poles above (Self-Knowledge, Order, Group Belonging or Change), then one of the corresponding Jungian Archetypes might be a good fit.

WARNING!

Don't confuse the term "Brand Archetype" with the FoQus output of a Consumer Archetype. A Jungian Brand Archetype is strictly in relation to brands and, more specifically, their brand personality. The consumer may or may not exhibit (or want to exhibit) similar characteristics. A FoQus Consumer Archetype is a picture of a typical consumer and one of the inputs into an Audience Profile.

Level 2B REFINE THE ARCHETYPE WITH A UNIQUE BRAND PERSONALITY

A Brand Personality is the attribution of human personality traits (seriousness, warmth, imagination, etc.) to a brand as a way to achieve differentiation and improve likeability. It's usually done through long-term above-the-line advertising and appropriate packaging and graphics and should be grounded in a Jungian Archetype.

If you stop at just choosing a Jungian archetype, your brand will be a bland stereotype of other brands. There is plenty of room within each archetype to have a distinct and unique personality. For example, both Madonna and Margaret Thatcher exemplify the Ruler archetype, yet both exhibit very different personality traits.

To illustrate this, let's imagine a safe water product. Some possible Jungian Archetypes include the...

- Hero - fighting against germs,
- Innocent - promising a return to a time when all was perfect, or
- Caregiver - nurturing and protecting the family.

This choice would be driven by the Insight you've identified in your target audience. To which emotional need state does the consumer belong?

Let's assume research says the consumer belongs to the segment that is represented by a need to be protective and nurturing. This aligns exactly with the Jungian Archetype of the Caregiver, and so it is chosen over the Hero and Innocent Archetypes.

As a final step, this Archetype is refined with a more distinct personality. For example, the brand team decides to go with more of Princess Diana-type Cargiver personality (modern and up to date) over another Mother Teresa-type Caregiver option (traditional and saintly).

Therefore, the final Brand Personality could be something like...

A warm and caring mother who is also modern and up to date.

Try to limit your Brand Personality to having just three to six adjectives. Anything much longer runs the risk of either becoming too complicated (i.e., with too many different ideas all combined into one personality) or repetitive of the same idea.

NOTE: Sometimes in marketing you will hear about 'Brand Values'. These are closely linked to the Brand Personality; they are simply nouns, rather than adjectives. They are often descibed as the 'code by which the brand lives'. Continuing the example above, the Brand Values might be honesty and thoughtfulness.

When writing your Brand Personality, if nouns keep popping up rather than adjectives, keep them and simply label them values rather than personality. Otherwise, if you have a strong and clear Brand Personality, don't worry too much about establishing Brand Values.

Level 3 **Brand Execution**

Level 3A **IDENTIFY 2-4 EXECUTIONAL ELEMENTS**

You should strive for your brand to 'own' at least a couple of 'executional elements' such as a color or unique packaging, shape, etc. These help your brand to be more instantly recognizable to the consumer and differentiated from other brands.

See Appendix 3 for a list of some common executional elements your brand could own and examples of each. This is reprinted from the DELTA Companion.

> **TIP**
>
> In addition to the executional elements in Appendix 3, you can consider specifying the types of promotional events in which your brand would participate. These should, of course, align with your brand positioning and personality. For example, if your brand is a daring, outgoing brand that proves its user is a 'real man', then any promotional events should be on brand strategy.

Level 3B **STIPULATE WHAT THE BRAND 'IS' AND 'IS NOT'**

A short list of what the brand is and is not helps ensure that everyone is on the same page. If you like, this can become a larger exercise, e.g., making collages with pictures found in magazines or on the internet.

For example

Positioning	Is	Is Not
For Serious Steven, Brand X is the premium condom that lets him express his love for his partner.	• Sexy in a romantic way • Unpretentious	• Cliche and boring • Just for people in relationships
For Fun Loving Fred, Brand X is the premium condom that lets him express his love for his partner.	• Liberating • Positive & energetic	• Erotic or raunchy • About sexual conquest

Step 3

RECORD THE ABOVE ONTO A 1-PAGE BRAND ONION

Appendix 4 contains both a blank template as well as some examples.
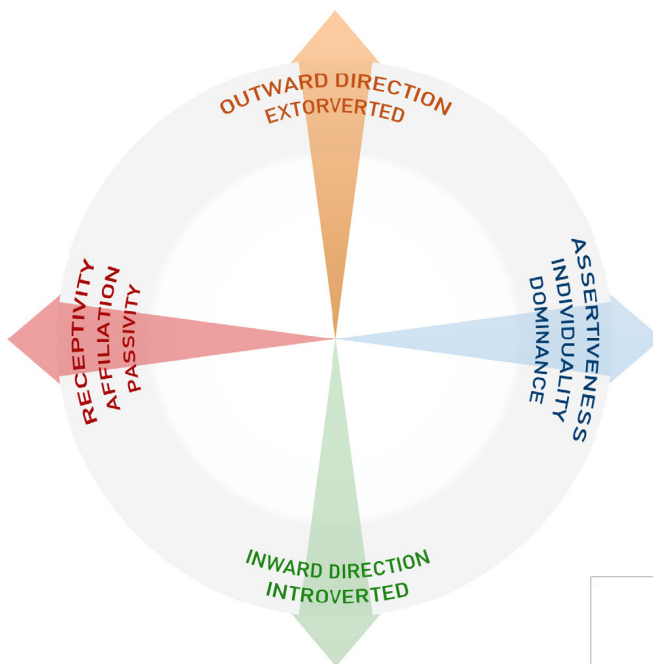
Case Study Example of Emotional Need State Framework

PSI Southern Africa Condoms

Consumer Insights are based upon unmet consumer needs. The following framework is a simplification of a commercial model that many marketing reseach firms use. It provides a helpful guide for grounding your consumer Insight into one of a finite set of emotional conditions or 'need states'.

The framework is based upon work by 19th century psychologist Carl Jung and uses two axes to segment customers into various emotional need states.

OUTWARD DIRECTION EXTORVERTED

RECEPTIVITY AFFILIATION PASSIVITY

ASSERTIVENESS INDIVIDUALITY DOMINANCE

INWARD DIRECTION INTROVERTED

As part of PSI's condom repositioning exercise in southern Africa, a qualitative study conducted by TNS revealed four need states for the 'sex' category. It's worth noting that the segmentation study was not conducted on the category of 'condoms' or 'HIV prevention' but instead on 'sex'. For models such as the one that TNS uses, the choice of category that is used for segmentation is a crucial one.

Later, a follow up quantitatve study was conducted in order to measure the size of each segment in order to prioritize them for the repositioning. That study revealed an additional two need states. However, for simplicity's sake, what follows is a description of the four original need states.

A description of each need state follows below with four sections in each description.

1. Consumer's self-expressive needs (the "I want to be seen as..." section)
2. Consumers' emotional needs (the "I want to feel..." section)
3. Consumers' attitude towards sex
4. The type of social environments consumers are drawn towards (The idea here is that these environments can be shown in communications, such as TV ads.

Sex is playful

Sex is Conquering

High energy sexual activity
Lower anxiety

Affiliative
Shared experience

Assertive
Individual expression

Sex is making love

SEX IS IMPRESSING MY PARTNER

Low energy sexual activity
Higher anxiety
PAGE 3

Note how different each segment is to the others, the very different words that are used to describe each type of need and attitude. These are clearly very distinct segments with different needs. Likewise, the brand 'solution' for each segment/need would be equally different.

Sex is conquering

SELF EXPRESSION:
I WANT TO BE SEEN AS...

- Having high self-esteem
- Confident
- Independent
- Driven
- Determined
- Unpredictable
- Desired
- A go-getter

ATTITUDE TOWARDS SEX

- Like quickies
- Do it my way
- Impulsive
- Sex everywhere, all the time
- Adventurous
- Exploratory
- Sex is a need that can't be denied

DESIRED GRATIFICATION:
I WANT TO FEEL...

- Powerful
- Strong
- Bold
- Sense of achievement
- Like I can get anything I want
- Charged
- Like I'm a subject of envy
- Indulgence

SOCIAL ENVIRONMENT:
I WANT TO EXPERIENCE...

- Being single
- Having multiple partners
- Stimulation
- Party/bar lifestyle
- Music
- A performance boost

SEX IS IMPRESSING MY PARTNER

SELF EXPRESSION:
I WANT TO BE SEEN AS...

- Experienced
- Smart
- Charming
- Focused
- Sophisticated
- Composed
- Professional
- Assertive
- Disciplined

ATTITUDE TOWARDS SEX

- Sex is my right
- Foreplay is a big part of sex
- Sensuality
- Discretionary affairs
- Like to be in control
- No strings attached
- Stress relief
- Sex for sex's sake
- Getting it right

DESIRED GRATIFICATION:
I WANT TO FEEL...

- In control
- That I am impressive
- That I have arrived
- Presentable
- Focused
- Successful

SOCIAL ENVIRONMENT:
I WANT TO EXPERIENCE...

- Multiple partners
- Exclusivity
- Classiness
- Romance
- Dinners out
- Sophistication
- Music
- Wine drinkers
- Low lights
- Impress others
- Powerful

Sex is making love

SELF EXPRESSION:
I WANT TO BE SEEN AS...

- Loving
- Gentle
- Caring
- Friendly
- Sociable
- Dependable
- Humble
- Down to earth
- Easy to be around

ATTITUDE TOWARDS SEX

- Cuddly
- Intimate
- Foreplay and Rituals are NB
- Wait for partner to initiate sex
- Familiar partner
- Mutual understanding
- Her pleasure is NB
- My orgasm is not the ultimate goal
- More worried than others about pregnancies and STIs
- Protecting partner/family
- Always careful and use condoms

DESIRED GRATIFICATION:
I WANT TO FEEL...

- Selfless
- Safe
- I can provide security
- Trustworthy
- Recognized as a loving partner
- Easy to be around
- Cautious
- Prudent
- Tranquil
- Mellow

SOCIAL ENVIRONMENT:
I WANT TO EXPERIENCE...

- Family
- Committed relationship
- Love
- Mutual Respect
- Soft music
- Candle light
- Romance (Carpet picnic)
- Gentle

Sex is Playful

SELF EXPRESSION:
I WANT TO BE SEEN AS...

- Crazy
- Playful
- Outgoing
- Fun
- Lively
- Bubbly
- Having casual interactions

ATTITUDE TOWARDS SEX

- Fantasy sex
- Energetic
- Explosive
- Healthy/happy attitudes
- Passionate sex
- Sex means fun

DESIRED GRATIFICATION:
I WANT TO FEEL...

- Liberated
- Exciting moments with my partner
- Footloose & fancy-free
- Exuberant
- Free
- Passion
- No inhibitions

SOCIAL ENVIRONMENT:
I WANT TO EXPERIENCE...

- Spontaneity
- The unexpected
- New things
- Pubs, clubs
- Loud, wild sex
- Energy
- Vibrancy
- Youthfulness
- Modernity
- Universalality
- Contemporary

Most commercial research firms will have some type of need state tool similar to the one TNS used in this project. PSI recognizes, however, that it will not always be feasible for a platform to undertake such an exercise. Nonetheless, there is merit to at least keeping such a framework in mind when developing your brand, even if it's not possible to conduct consumer research to identify these segments.

For example

Many platforms offer more than one brand in the same category but often segment these primarily according to cost (subsidized versus cost recovery) and not according to consumer Insight or emotional need states. If both brands are built around the same emotional Insight/need state there is little reason for the consumer to pay a higher price at retail (unless, for example, the product was of a noticeably higher quality).

- Indeed, in southern Africa, PSI learned that both Trust and Lovers Plus condoms were addressing the same need state of "Sex is Making Love". Unfortunately, the specs of both brands were exactly identifcal, but Lovers Plus was charging three times the price of Trust. This undoubtedly contributed to the fact that Trust sales were eating into Lovers Plus sales. As a result, PSI is repositioning the Lovers Plus brand to belong to the Sex is Playful need state based upon an entirely different consumer Insight.

Another benefit of keeping such a framework in mind is that it reminds the marketer to anchor her brand in some type of unmet consumer emotional need. Even if you can't afford a research study, you and at least study the packaging and media of other brands in the category and make an educated guess as to which need states they are trying to address. For example, condom packaging with a loving couple will fall somewhere in the lower left of the framework ("sex is making love") whereas erotic packaging would fall somewhere in the upper half ("sex is conquering").

- Indeed, in southern Africa, such a 'back of the envelope' exercise revealed that no brand was likely speaking strongly to the "Sex is Playful" need state. Later, the quantitative research backed up this finding .

In the future, it's very possible that PSI could create its own need state tool that, for example, could be part of a consumer FoQus study. Or other regions might duplicate the southern Africa condom study in order to learn if its findings apply to other parts of the world (e.g., Eastern Africa).

Jungian Archetypes

The following is taken from "The Hero and the Outlaw" by Margaret Mark and Carl S. Pearson.

	CHANGE Risk & Mastery		
	Magician (Change)	Outlaw (Rebel)	Explorer (Ultimate Strength)
Represents	• Transformation, self improvement, self mastery, the potential that lies inside all of us • Takes consumer to a new (literal or metaphorical) place • This spirit is easily evoked when the product has exotic or ancient origins	• Rebellion • Shamelessness • Cunning • Defiance	• Credibility through performance & endurance • Challenge • Independence, self discovery and living by own values
Popular Brands	• Apple • Lego • Intel • Axe	• Harley Davidson • Diesel • Virgin	• Jeep • Marlboro • Johnnie Walker • Red Bull
Celebrities or Characters Who Embody This Archetype	• Gandalf • Madonna • Superman • Anthony Robbins • Deepak Chopra	• Eminem • Darth Vader • Marilyn Manson • Snoop Dog	• Muhammad Ali • Samson • Hercules • Sinbad

	SELF KNOWLEDGE Fulfillment & Independence		
	Sage (Continuity & Heritage)	Innocent (Purity)	Creator (Newness)
Represents	• Respect • Wisdom & experience • Teaching & advising • Original thinking • Faith in mankind	• Optimist • Seeing the good in people & life • Goodness • Simplicity • Nostalgia	• Creative inspiration • The imagination • Self expression • Non-conformity
Popular Brands	• Old Mutual • Rolls Royce • Jack Daniels • Google	• Coca-Cola • Dove • Snuggles	• Apple • Lego • Swatch • Intel • 3M
Celebrities or Characters Who Embody This Archetype	• Confucius • Obi-Wan Kenobi • Mr. Miagi	• Snow White • Cinderella	• Steven Spielberg • Salvador Dali • Mozart • Picasso

	ORDER Stability & Control		
	Ruler (Domination & Control)	**Caregiver** (Nurturer)	**Lover** (Sensuality)
Represents	• Authority • Confidence • Absoluteness • Security & stability	• Love • Nurturing • Source of life • Purity • Regeneration • Innocence • Motherly warmth	• Indulgence in sensations • Glamour • Joy & ecstasy • Loving life
Popular Brands	• CNN • British Airways • TIME • IBM • Chivas Regal • Microsoft	• Dove • Nestle • Gerber • Volvo • Nivea	• Haagen Dazs • Baileys • Allure from Channel
Celebrities or Characters Who Embody This Archetype	• Rupert Murdoch • Donald Trump • Bill Gates	• Mother Mary • Mother Teresa • Maria (Julie Andrews) in Sound of Music	• Marilyn Monroe • Eve (as the original 'temptress')

	GROUP BELONGING Enjoyment & Sociability		
	Jester (Rebel)	**Everyman** (Certainity)	**Hero** (Victory)
Represents	• Amusement • Non-conformity • Suprise • Fun & absurdity	• Loyalty • Trust • Best friend • Belonging to a group	• Courage & honor • Triumph • Steadfastness & fortitude • Inspiration
Popular Brands	• Nandos • Kulula • Fanta • Cell C • M&M	• Toyota • Volkswagen • Wimpy • Castle Lager	• Nike • TAG Heuer • Jungle Oats • Land Rover
Celebrities or Characters Who Embody This Archetype	• Jim Carey • Bugs Bunny • Bart Simpson • Pee Wee Herman	• Tensing Norkay (Mt. Everest Sherpa) • Samwise Gamgee (Lord of the Rings)	• Nelson Mandela • Ronaldo • Tiger Woods • Oprah • Michael Jordan

The following are examples of some common brand executional elements.

Patterns

Logo

McChicken
Egg MCMuffen
Big Mac

Symbol

Language

Shape

Brand
Execution

Tag line

i'm lovin' it

intel

Sound/music

ABSOLUT
Country of Sweden
VODKA   Font

Scent

Color

Physical interface

Taste

Brand is...

BRAND X

Brand Onion Template

Brand isn't...

Execution

Jungian Archetype & Personality

JUNGIAN ARCHETYPE –

PERSONALITY –

Positioning & R2Bs

POSITIONING –

R2B –

Insight

NEED –

PROBLEM –
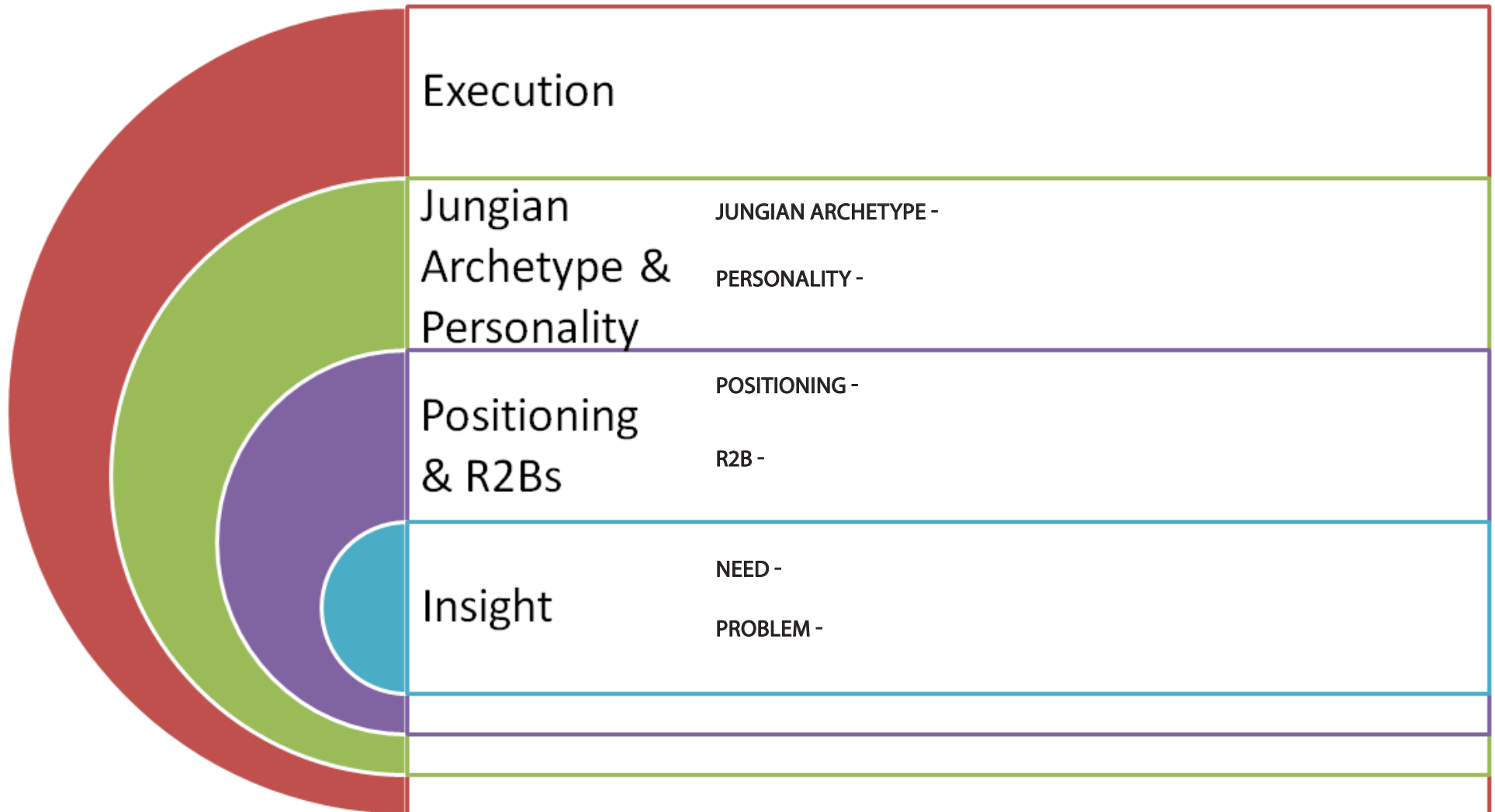
CONDOM BRAND X

Brand Onion Example

Execution

On Packaging ...
- Unique pillow shape
- Pastel blue & light brown
- Silhouette of loving couple

Jungian Archetype & Personality

JUNGIAN ARCHETYPE - The Lover

PERSONALITY - Honest, caring, thoughtful

Positioning & R2Bs

POSITIONING - For Serious Steven , Brand X is the premium condom that lets him express his love for his partner.

R2B - "Only condom designed for both his and her pleasure",
- ribs near base to stimulate clitoris, lubrication inside & outside

Insight

NEED - I need physical and emotional intimacy when having sex.

PROBLEM - But condoms are a physical barrier and imply a lack of trust.

Brand is...
- Modern & 'urban'

SAFE WATER BRAND X

Brand Onion Example

Brand isn't...
- Sappy and overly sentimental

Execution

On Packaging …
- Logo & brand colors

For Promotions ..
- Those that involve children and families

Jungian Archetype & Personality

JUNGIAN ARCHETYPE - The Caregiver

PERSONALITY - A warm and caring mother who is also modern and up to date.

Positioning & R2Bs

POSITIONING - For Harried Henrietta, Brand X is the safe water treatment option that makes it easy to be a good mother.

R2B- It's fast and easy to use & results in a pleasant taste the family enjoys.

Insight

NEED- I want to be the best mother I can be.

PROBLEM - But I live an extremely busy & stressful life and do not always have the time or energy to treat my drinking water.

Brand is...
- Genuine & relaxed but
- Serious & professional

HCT BRAND X

Brand Onion Example

Brand isn't...
- Naïve
- Saccharine

Execution

On Packaging...
- Logo & brand colors

All Staff (from counselors to receptionist, etc.)
- Empathetic & concerned, helpful & cheery

Jungian Archetype & Personality

JUNGIAN ARCHETYPE - Mostly the Innocent but with a bit of the Everyman

PERSONALITY - An optimistic and upbeat loyal friend who cares about you.

Positioning & R2Bs

POSITIONING - For Worried Wilson, Brand X is the HCT chain that offers him hope.

R2B- If HIV+, can begin treatment early (extending his healthy life); if HIV-, can learn the skills to remain negative .

Insight

NEED- I want to know my HIV status.

PROBLEM - But I'm not ready to face down my fear of the results.

Brand is...
- Inspiring but still 'relatable'
- People shown in communications are people 'like Fabino')

MC BRAND X
Brand Onion Example

Brand isn't...
- Aspirational

Execution

All consumer touch points (e.g., staff, SMS reminders, brochures in waiting room) recognize and congratulate him for overcoming his fears.

Jungian Archetype & Personality

JUNGIAN ARCHETYPE - The Hero but with a bit of the Everyman

PERSONALITY - Courageous, brave but also familiar, not intimidating

Positioning & R2Bs

POSITIONING - For Fearless Fabino, Brand X is the HIV prevention method that helps him feel and be recognized as a man for overcoming his fears.

R2B- He has overcome his fear of the pain, the recovery period, knowing his HIV status, etc.

Insight

NEED- I need to be seen as 'a man'. In my culture, this is often defined as having a lot of money and also multiple concurrent sexual partners.

PROBLEM - But in my country, the economy is so weak it is difficult to earn a living. This makes it difficult to attract multiple concurrent partners.