

Tax Free World Association – Cannes

# “The Fourth Dimension”

*or*

**Trains, Planes..... and  
Toilet Cleaners !**

# Background

**Procter and Gamble (Brand Management)**



**Price Waterhouse (Consultant)**



**British Airways (Head of Brands)**



**Eurostar (CEO)**



**Sainsburys Bank (CEO)**



**Vision (UK CEO)**



**Skills Exchange Network (Inter-galactic supremo)**

***“If you want a breakthrough.....  
look outside your current environment”***

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look outside your current environment”***

**British Airways**

**Beds.....Yacht designer**  
**Queuing.....Disney**  
**Brands.....Consumer goods**

**Eurostar**

**Yield Management.....Airlines**  
**Marketing..... Consumer goods**

**Sainsbury’s Bank**

**Business Plan.....Retailing**

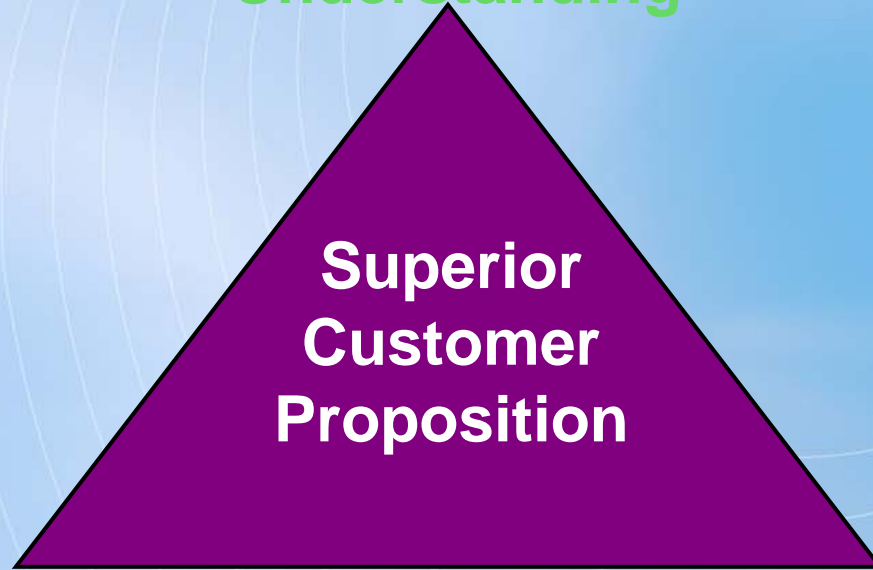
# Building a Brand

**Superior  
Customer  
Understanding**

**Superior  
Customer  
Proposition**

**Superior  
Product and service**

**Superior  
Communications**



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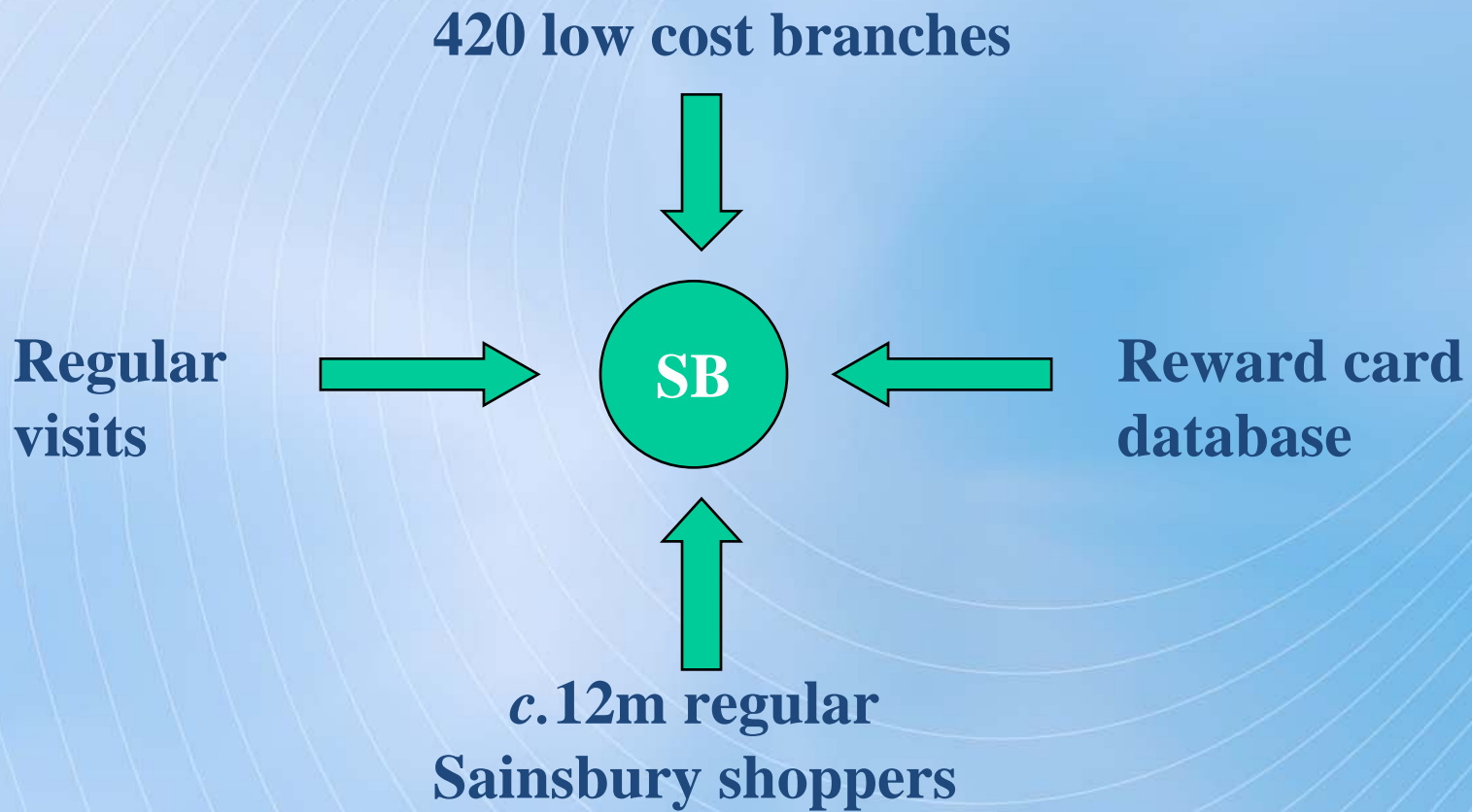
Superior  
Customer  
Understanding

Customer  
Relationships are  
built on **INSIGHTS**  
not data!

Superior  
Customer  
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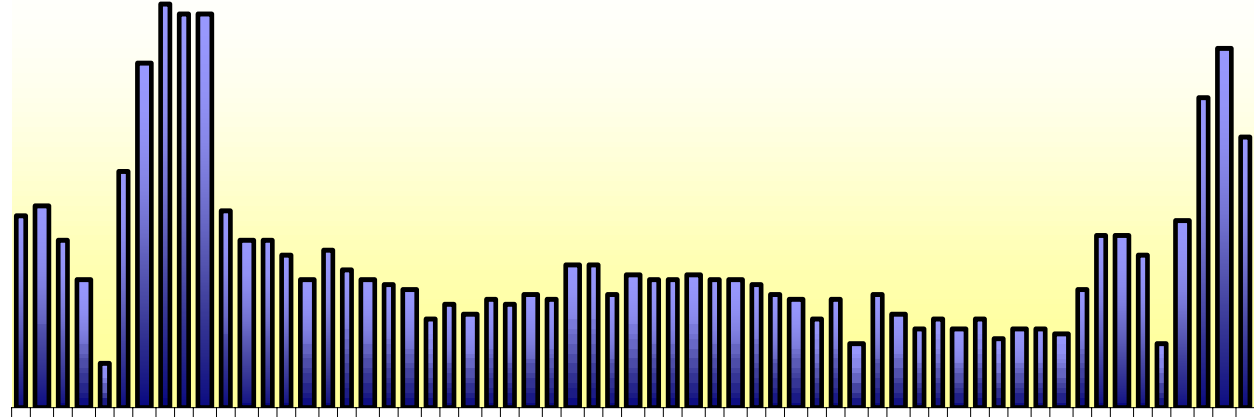
## **Sainsbury's Bank – Bank or Retailer**

- **Advertising and Direct Mail**
- **Loss leading products**
- **Current account**

## Personal Loan Sales

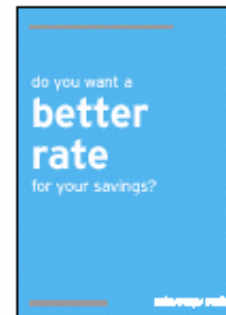
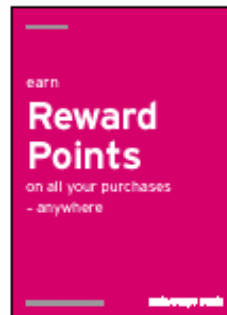
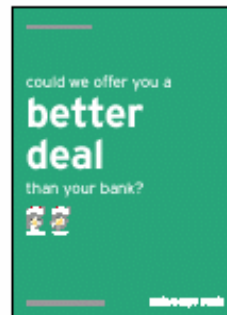
Sales

Dec-99  
Jan-00  
Feb-00  
Mar-00  
Apr-00  
May-00  
Jul-00  
Aug-00  
Sep-00  
Oct-00  
Nov-00  
Dec-00  
Jan-01





## A5 leaflet covers



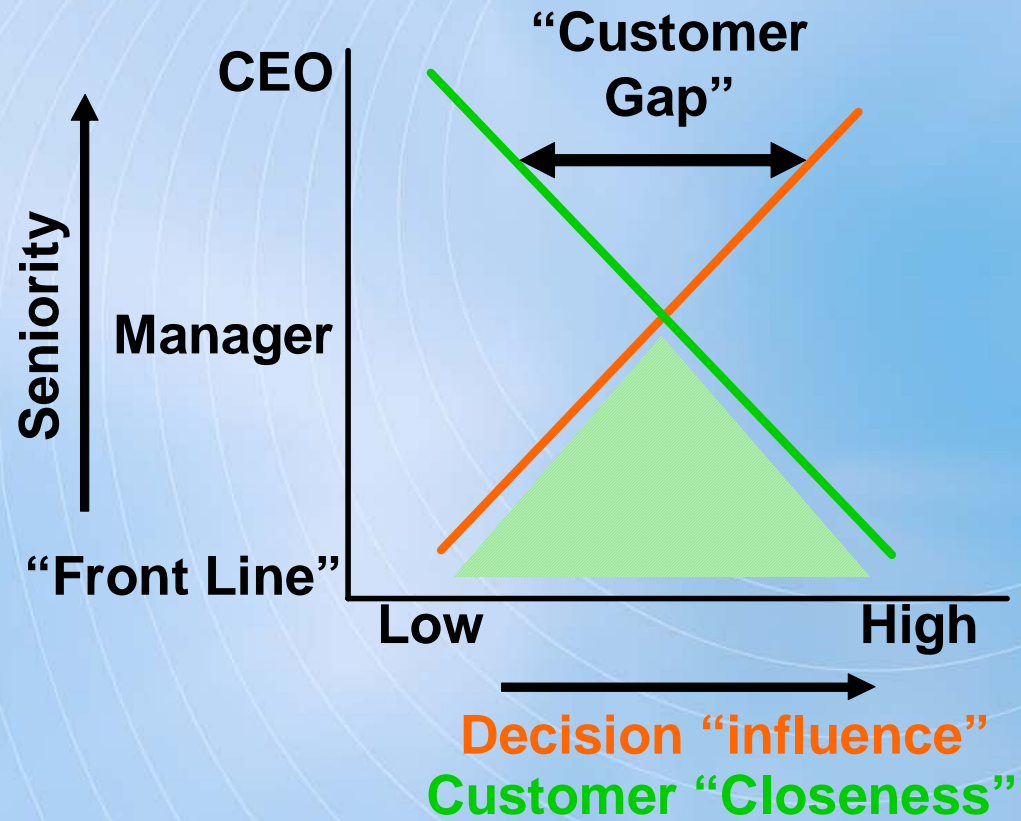




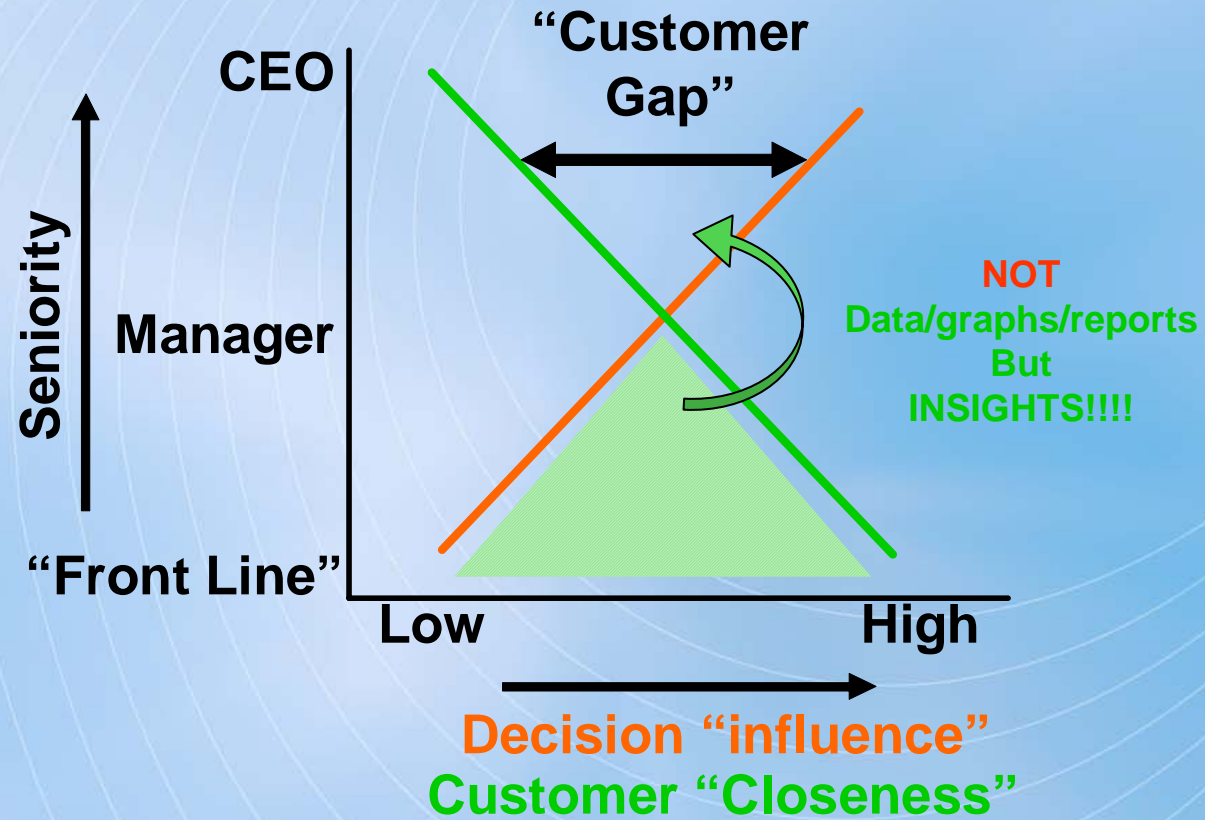
# Eurostar Leisure



# The "Customer Gap"



# The "Customer Gap"



# Building a Brand

**Superior  
Customer  
Understanding**

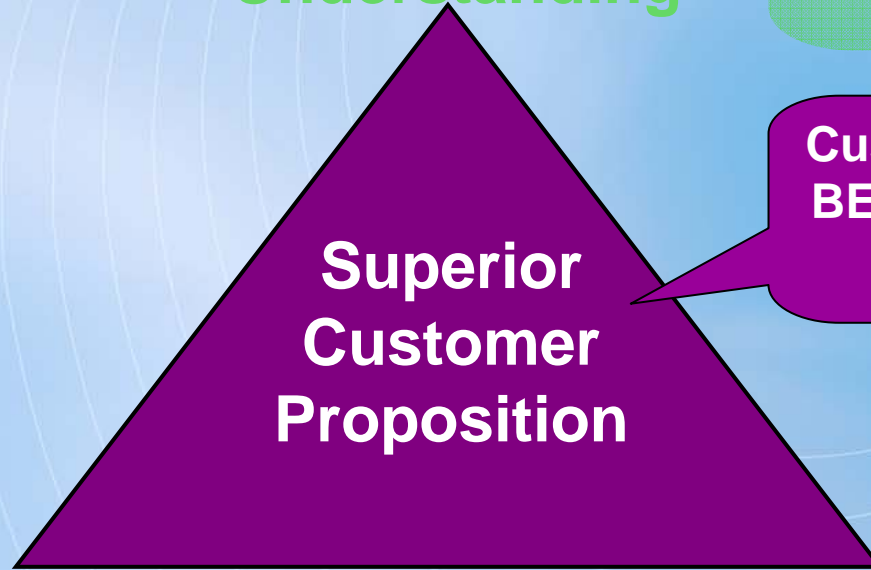
Customer Relationships are built on **INSIGHTS** not data!

**Superior  
Customer  
Proposition**

Customers buy **BENEFITS**, not products!

**Superior  
Product and service**

**Superior  
Communications**



1.

**Customer Benefit**

2.

**Reason Why?  
(product/service)**

+

3.

**Tone of voice**



# **BA Club World**

# **Customer Benefit**



**Reason Why?  
(product/service)**

**+**

**Tone of voice**

Superior  
Customer Insights

*External customer*

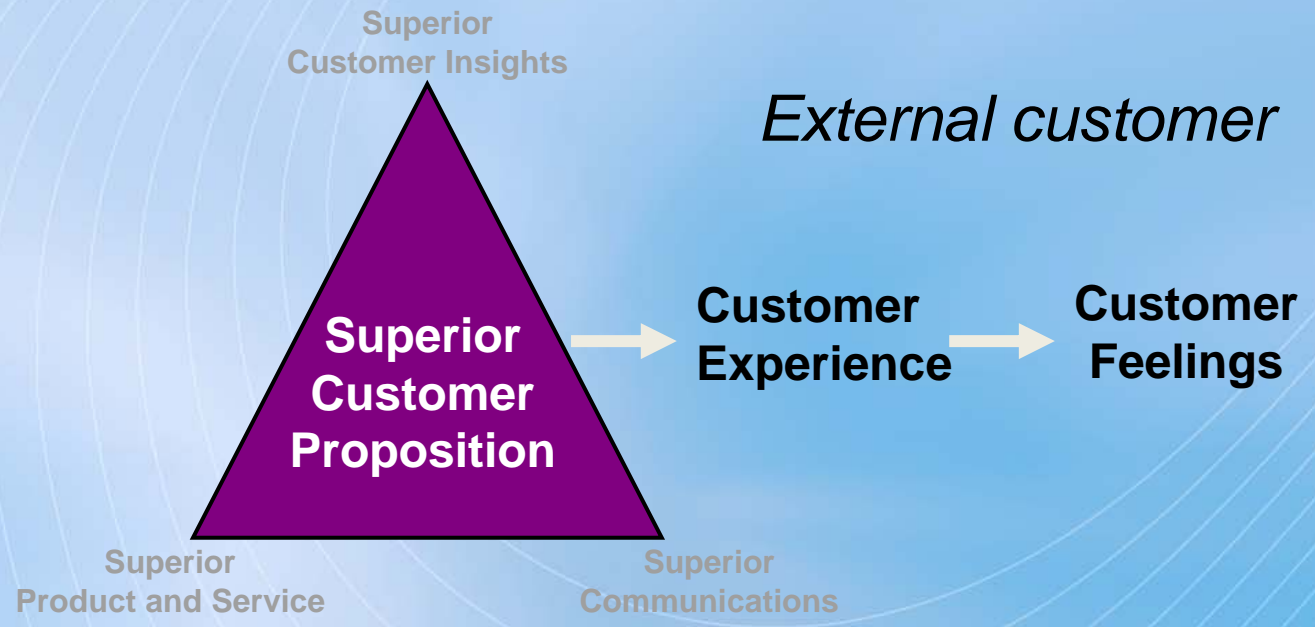
**Superior  
Customer  
Proposition**

**Customer  
Experience**

**Customer  
Feelings**

Superior  
Product and Service

Superior  
Communications



*Internal customer*

**Process**



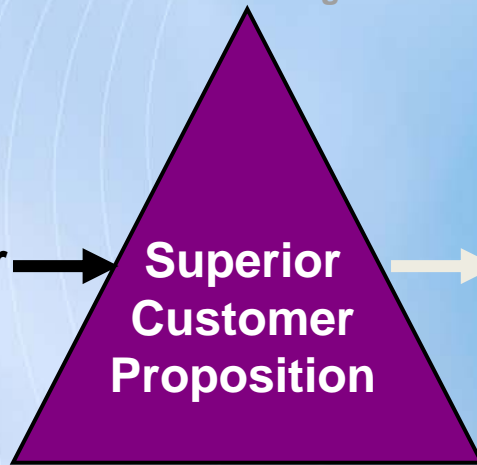
**Design/Deliver**



**People**



Superior  
Customer Insights



Superior  
Product and Service

Superior  
Communications

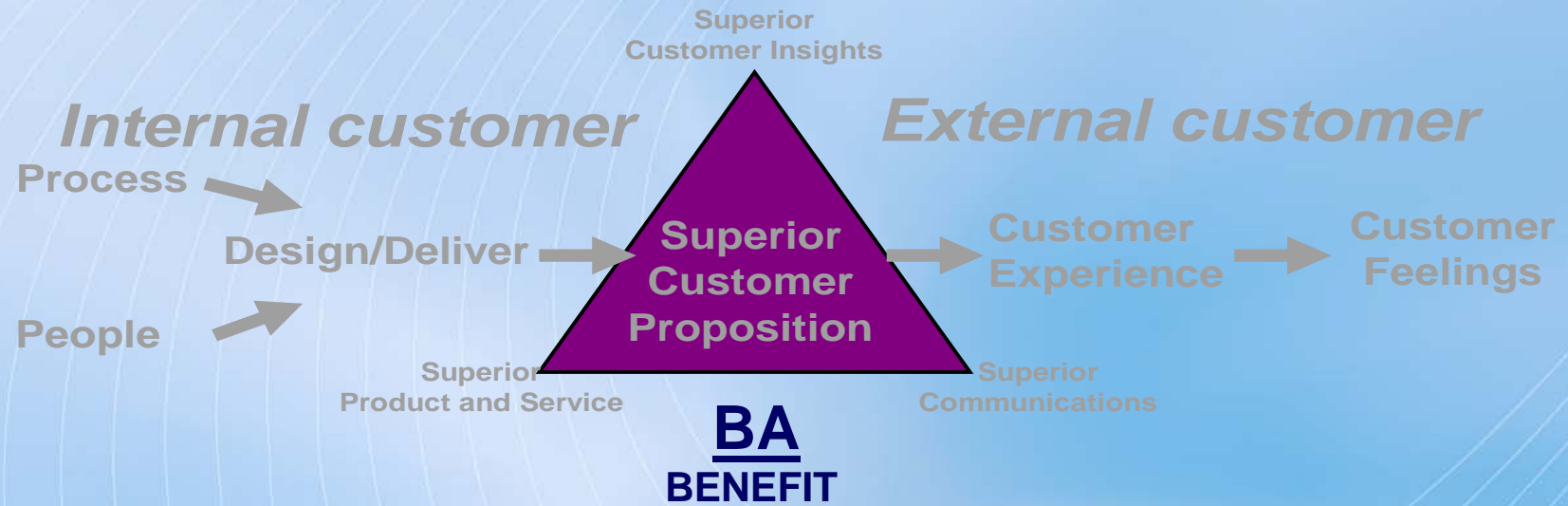
*External customer*

**Customer  
Experience**



**Customer  
Feelings**

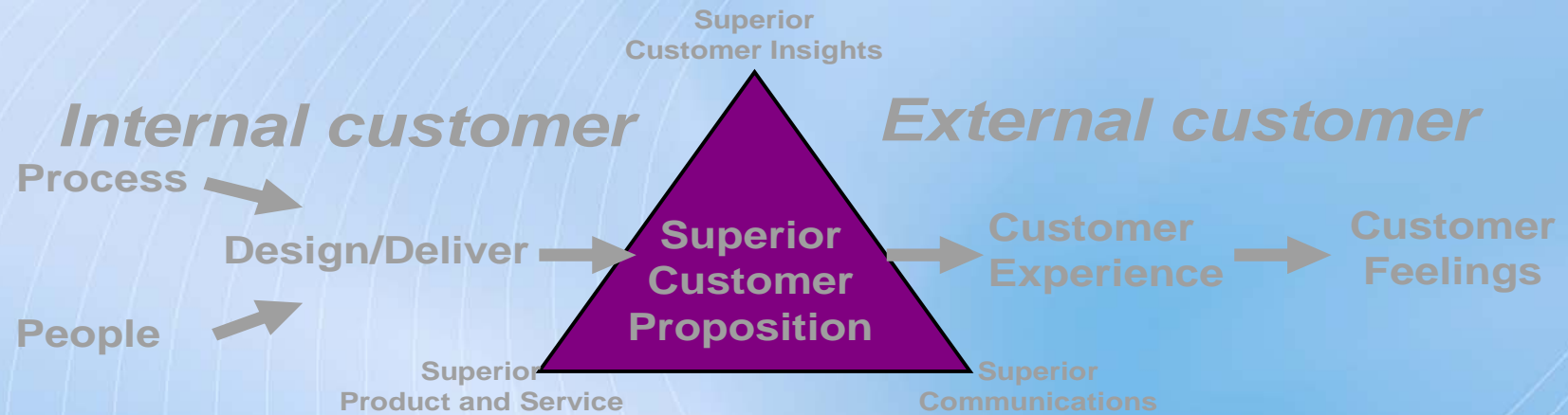
- *Relevant to me*
- *Clear call to action*
- *Simple to understand*
- *Ambitious*



**“Arrive Ready for Business”**

**REASON WHY?**

- More sleep
- Less hassle
- Refreshed



## Sainsburys Bank

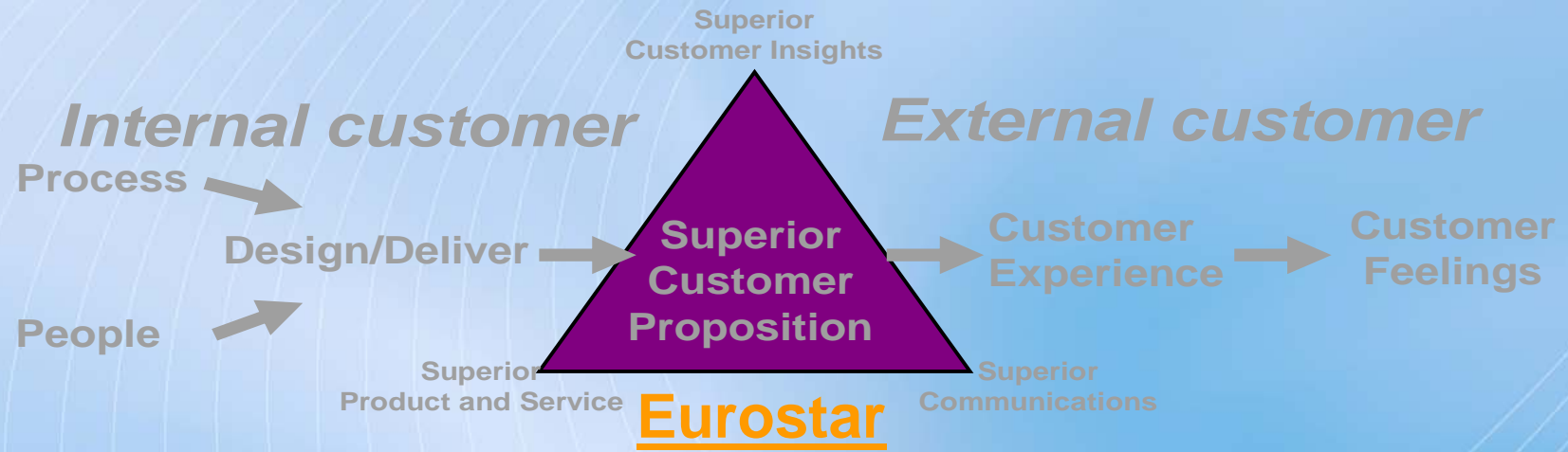
### BENEFIT

**(Quality) Financial products made easy!**

### REASON WHY?

#### **SUPERIOR CONVENIENCE**

- Easy to understand products
- As easy to buy as grocery shopping



**BENEFIT**

**As if by magic, Paris Arrived!!**

**REASON WHY?**

- Eurostar Quick/Easy Experience
  - Magic of Paris
- ↓
- Inspires new journeys**

# Building a Brand

**Superior  
Customer  
Understanding**

Customer Relationships are built on **INSIGHTS** not data!

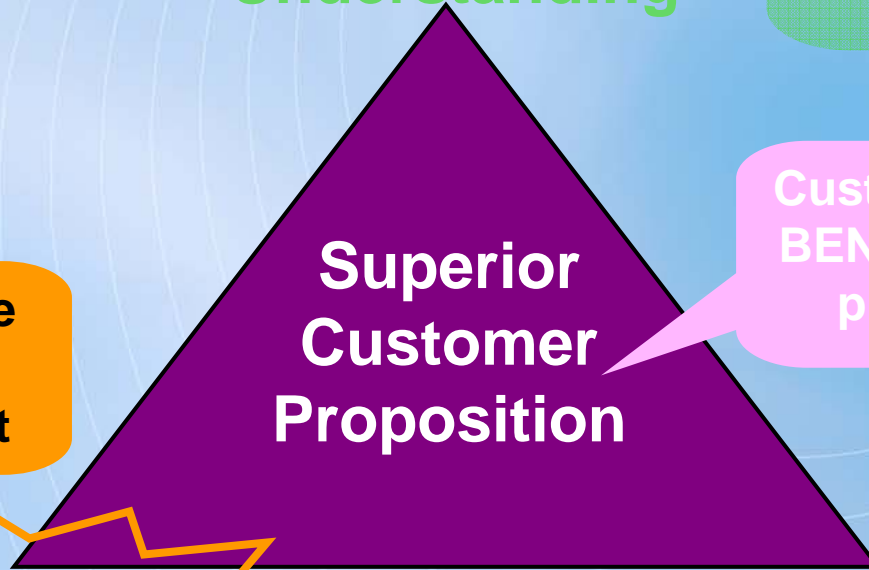
**Superior  
Customer  
Proposition**

Customers buy **BENEFITS**, not products!

Look outside current environment

**Superior  
Product and service**

**Superior  
Communications**



# **Unique Selling Proposition (USP)**

**common**

**(CSP)**

**~~Unique Selling Proposition (USP)~~**

**Issue**

**Near**

*Stretch*

**Far**

NHS queues

Disney

bored kids

Bank "legals"

Food Hygiene

toys/DIY

New trains

Airlines

advertising

Maintenance

Computers

football

**LAWYERS**

***Crisis Management!!?!!***

**LAWYERS**

***Crisis Management!!?!!***

Fire Service

Major charities

Politicians

Airlines

IT

Life Boats

## Large IT Projects

### *Risk Management*

#### Football Stadia

- Clear Signage
- Public Address
- Safety Marshals
- Segregation
- No Smoking

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### *Risk Management*

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- Clear Signage
- Public Address
- Safety Marshals
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- No Smoking

#### Mountaineering

- Map/Compass
- Whistle/Torch
- Mountain Rescue
- Survival Bag
- Leave route info with someone else
- Weather Advice

## Large IT Projects

### *Risk Management*

#### Football Stadia

- Clear Signage
- Public Address
- Safety Marshals
- Segregation
- No Smoking

#### Mountaineering

- Map/Compass
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- Mountain Rescue
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- Weather Advice

#### Fire Safety

- Exit Routes
- Alarm
- Fire Brigade
- Extinguisher
- Practice Drills

Football Stadia

Mountaineering

Fire Safety

•Clear Signage

•Map/Compass

•Exit Routes

→ **Ensure a clear exit route**

•Public Address

•Whistle/Torch

•Alarm

→ **Know how to call for help**

•Safety Marshals

•Mountain Rescue

•Fire Brigade

→ **Help is visible and available**

•Survival Bag

•Extinguisher

→ **Self help tools available**

•Leave route info  
with someone else

→ **Someone else always knows  
what you are doing**

•Practice Drills

→ **Practice without panic**

•Segregation

→ **Split the risk into bite size chunks!!**

•No Smoking

•Weather Advice

→ **Cut out risky behaviours**

**Who else?**

***Other goods/industries  
with the same  
issue/opportunity?***



***Issue/Opportunity***

## Who else?

### OTHER BRANDS

- Starbucks – Distribution
- MacDonalds – service speed
- Sony – ease of use
- Nike – endorsement
- Ferrari - segmentation
- etc



***Breaking away from Price!***

**Who else?**  
*Other goods/industries  
with the same  
issue/opportunity?*

**Issue/Opportunity**

**Close to home!**  
*Everyday life instances of  
the same  
issue/opportunity?*

## Who else?

### OTHER BRANDS

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- etc

***Breaking away from Price!***

**Close to home!**

### WATER (financial services)

- Fizz
- Vitamins
- Packaging
- Delivery
- Flavours
- Purity
- Temperature
- Environment
- Point of origin
- etcetc

## Who else?

- Money
- Credit Cards
- Aircraft parts
- Paintings
- etc
- etc



***Counterfeit***

## Who else?

- Money
- Credit Cards
- Aircraft parts
- Paintings
- etc
- etc

## Counterfeit

- Passports **Close to home!**
- Identity
- Drugs
- etc
- etc

## **Who else?**

- Supermarkets
- Travel agents
- Websites
- DIY superstores
- Cinemas
- Airlines
- etc
- etc

***Consolidation***



## Who else?

- Supermarkets
- Travel agents
- Websites
- DIY superstores
- Cinemas
- Airlines
- TV/Media
- etc
- etc

## Consolidation

## Close to home!

eg; SITUATIONS WHERE:

- you rely on someone else to deliver your message
- Someone else is in control of your activity
- A few people have a lot of power
- etc

Education  
Psychology

## TEACHING

Sports  
Coach

Magic

## ARTS

Fire  
Service

## SERVICES

Army

School  
Teacher

Dance

Music

Life  
Boats

Bullying

Physio

Referee

ATC

## RELATION- SHIPS

Dating

## SPORT

Cabin  
Crew

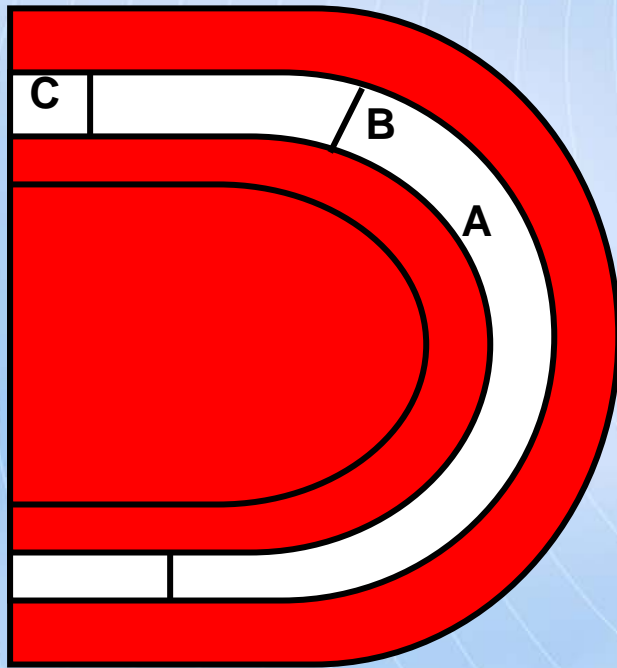
## INDUSTRY

Marriage  
Guidance

Sports  
Team

Pilot

# Lessons from relay runners



1. **Start early**
2. **Receive at full speed**
3. **Receive blind**
4. **Receive ready to hand over**
5. **Team goal**

**Who else?**

*Other goods/industries  
with the same  
issue/opportunity?*

**Break it down!**  
*Key sub-parts of the  
issue/opportunity?*

**Issue/Opportunity**

**Causes?**  
*Causes of the  
issue/opportunity?*

**Close to home!**  
*Everyday life instances of  
the same  
issue/opportunity?*

# BAA Heathrow Terminal 5 Retail

Tempt

Respect

**Pre-awareness → Expectations → Information → Sales → Customer Care**

Satisfy

Surprise

# Principles of **Temptation** from other environments

## Consumer Goods

They sell benefits

Naughty but nice

“There to grab”/easy access

Visual appeal (packaging, size, shelf layout)

Trial size/sample

## Supermarkets

Control “route”

Abundance (fruit/veg)

Special offer

## TV/Film

Celebrities

Tie to latest fad/fashion

Trailers/teasers

- Children's Toys
- New Houses
- Food
- Holidays
- Market Stall
- Home PC
- Hotels
- Lifestyle Mags
- Fashion
- Restaurants/Bars
- Alcohol
- Perfume
- Theatre
- Credit cards
- Cars
- Gambling

**How to set the right mood**

**How to create “safety in numbers”**

**How to make the environment tempting**

**How to sell “benefits”**

**How to grab attention**

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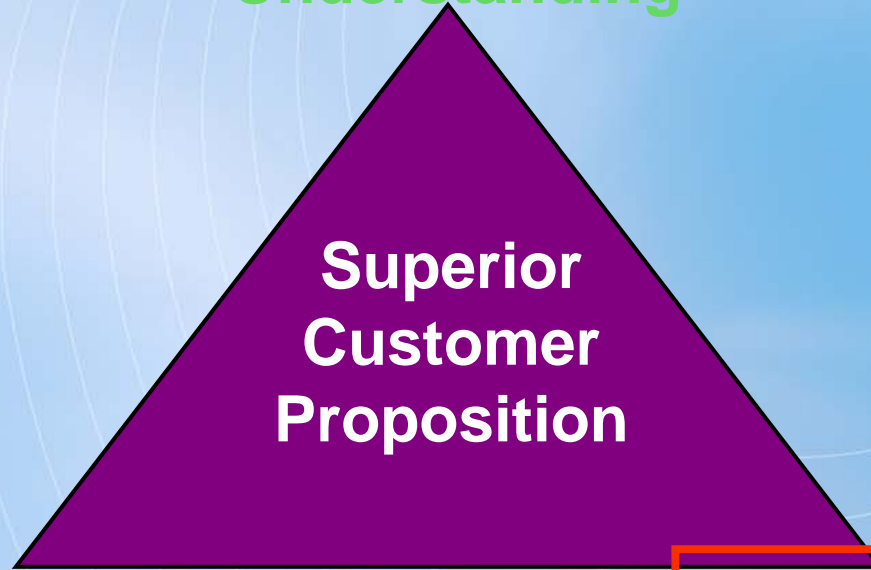
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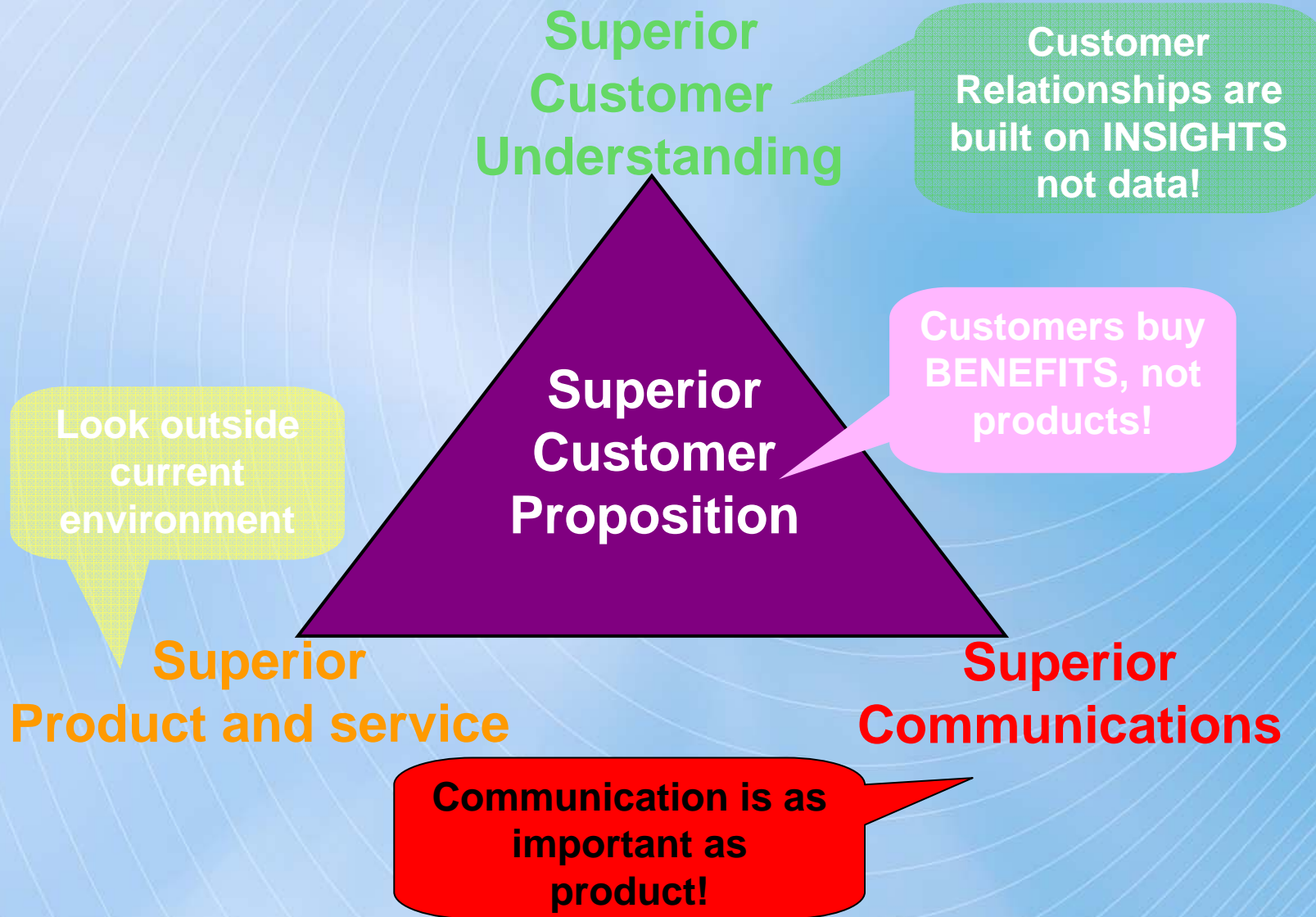
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Superior  
Communications



# Building a Brand



# Brand Communications

**Pictures**

**Key words**

**Story**

**BENEFIT FOCUS!!!!!** Provocative, Simple, Distinctive

Increased spend through  
increased service



# Brand Communications

Pictures

**Key words**

Story

**BENEFIT FOCUS!!!!!** Provocative, Simple, Distinctive

# Brand Communications

## Strap lines/tag lines

- Wipe out dirt in a FLASH
- A Mars a day helps you work rest and play
- The snack you can eat between meals
- The longer lasting snack
- Kills all known germs dead

**As if by magic, Paris arrived**

# Brand Communications

Pictures

Key words

Story

**BENEFIT FOCUS!!!!!** Provocative, Simple, Distinctive

## Listening Environment

### Football clubs

- common enemy
- results
- Frequent updates
- Meet regularly
- Major stars/heros
- Team merchandise
- Kids products
- Family areas
- Supporters clubs
- music

### Church/charities

- Guilt
- Big promise
- Congregation
- Special interest groups
- Music
- Visits
- Regular contact
- Mailings
- Press attention
- Celebrities to support

### School teachers

- Lesson plans
- Text books
- Classroom
- Repetition
- Practice
- Exams
- Punishment
- Mixed media
- Sets
- variety

### Politicians

- Speeches
- Manifesto
- Political parties
- Spin
- Lies
- Laws
- Local/central
- Colours/logo/  
music
- Conferences
- Other world  
leaders

**40 proven techniques in 5 mins**

**Solution + Ownership + Make it easy**

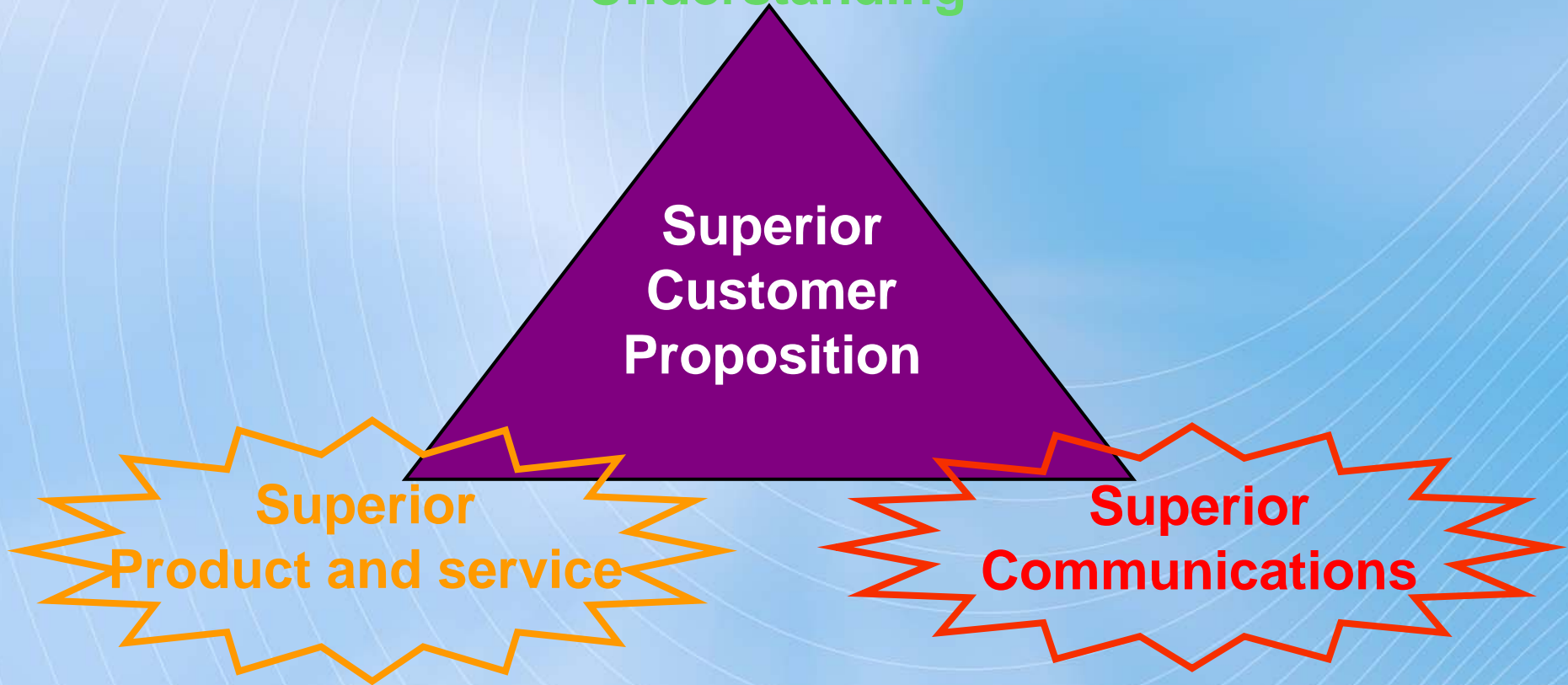
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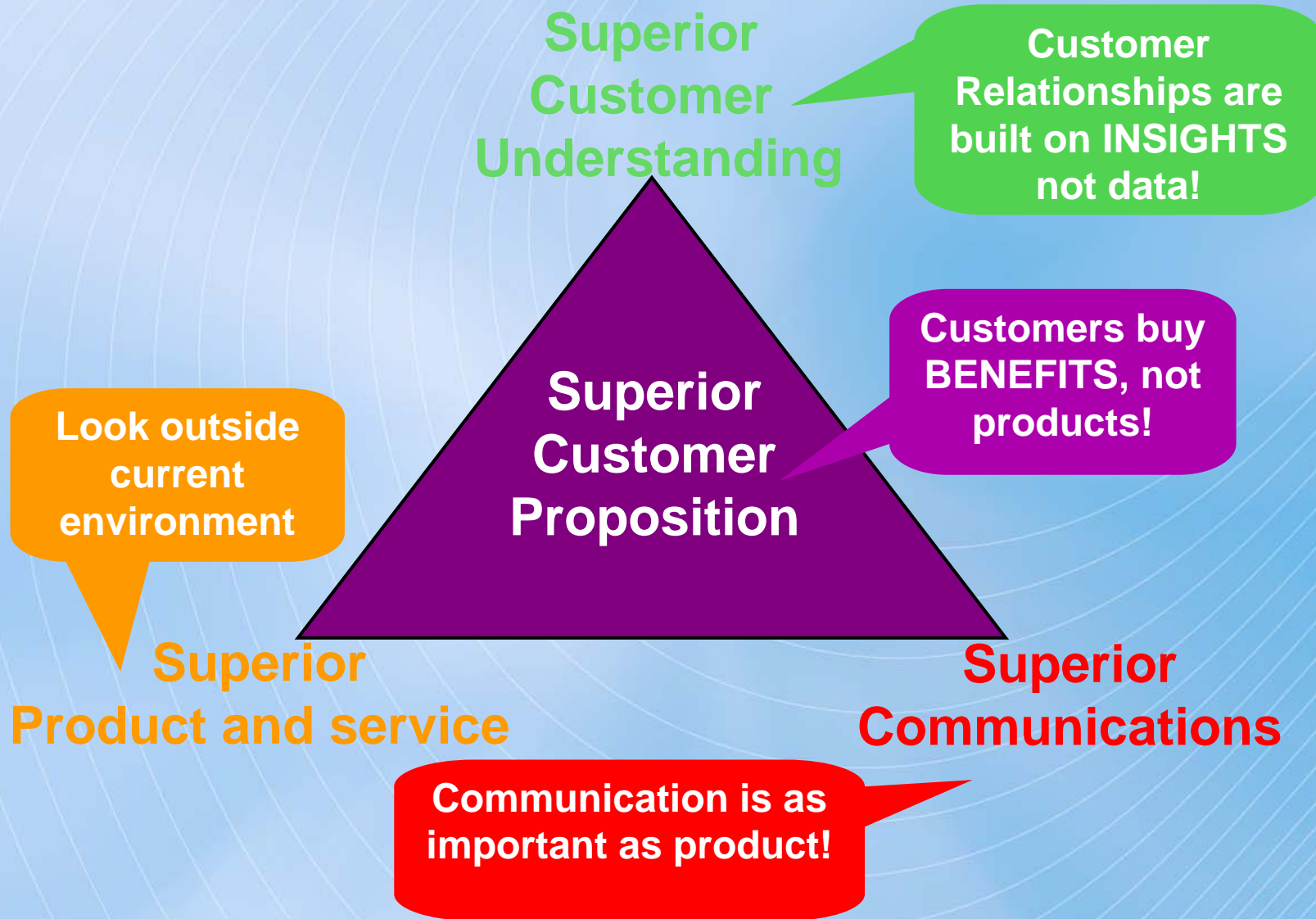
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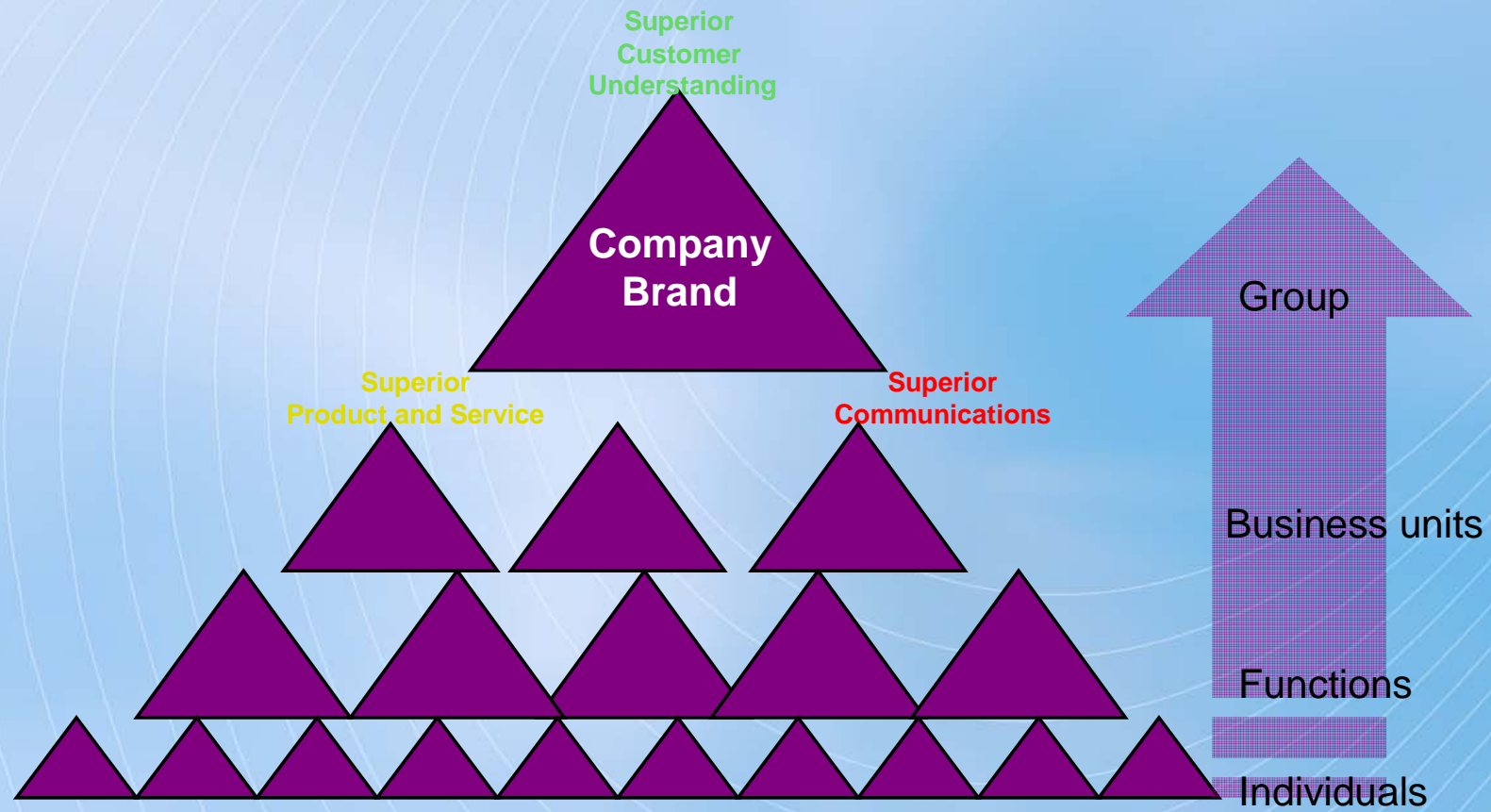
Superior  
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Proposition

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Superior  
Communications

- **Innovation**
- **Brand/Customer**
- **People/Teams**

# Brand hierarchy





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**Skills Exchange Network**

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