

Local Brand Strategy for Success: A Prescription

Hiroshi TANAKA, Ph.D.,
Prof. Emeritus, Chuo University.
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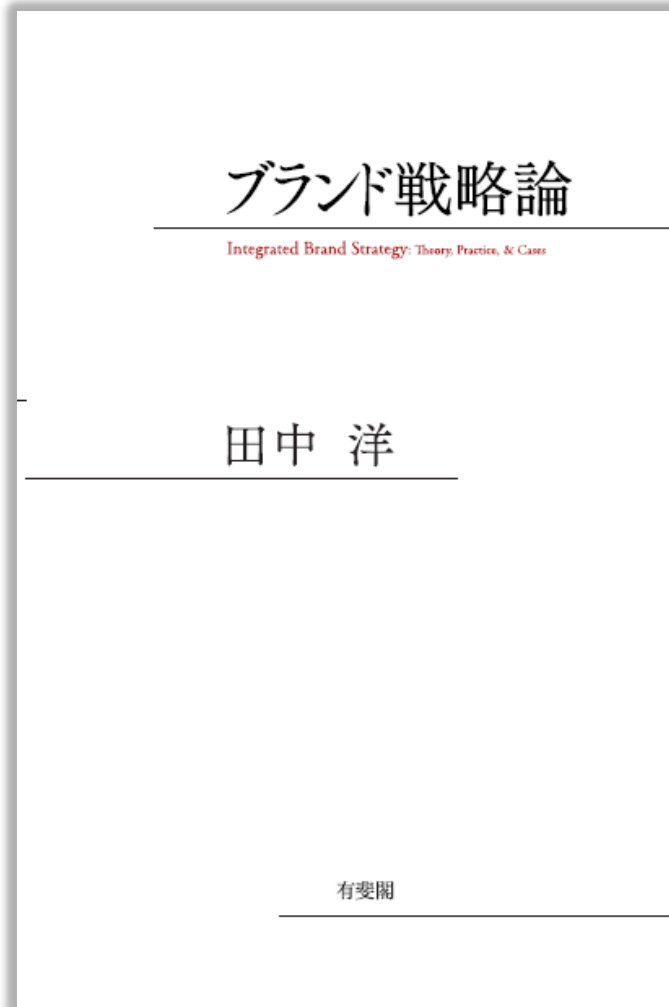
Foreword

- Thank you for inviting me to join in in Ceramic Research Center's International Symposium.
- This is a great honor for me to be here in Saga.
- I understand this symposium is a vast opportunity for us all to discuss and to learn brand strategy of ceramic industry.

Hiroshi TANAKA (田中洋)

- Worked for 21 years at Dentsu Inc. in the advertising industry.
 - Professorship since 1996.
- Major: marketing, brand strategy, consumer behavior and advertising.
 - Authored over 20 books and 96 papers on marketing, brand, consumer behavior, and advertising.
- Worked closely with blue-chip global companies as a strategy advisor and employee educator.
 - e.g. GE, Microsoft, Toyota, Nissan, Honda, Mercedes-Benz, Shiseido, Sony, Canon, NEC, Hitachi, Fujitsu, Japan Airlines, All Nippon Airways, Midea Group(China), etc.
- Former President of Japan Academy of Marketing and Japan Association for Consumer Studies.
- Eight times recipient of academic awards.

Integrated Brand Strategy: Theory, Practice and Cases. (published in 2017)
Received 3 academic awards.



Objective

- As a keynote speaker, I would like to advance following 3 questions:
- What is brand?
- How can we nurture local brands?
- What are the strategic implications for ceramic industry?

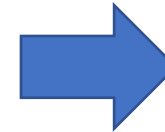
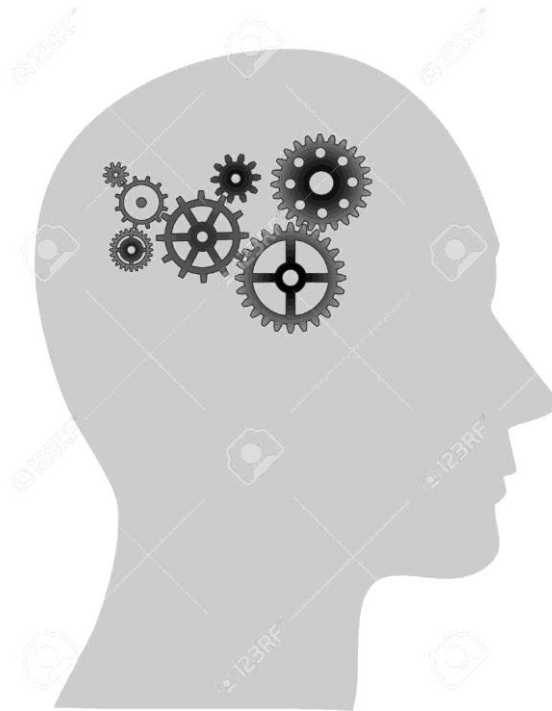
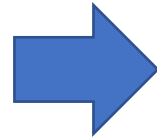
Brand is “cognitive system”

- I defined brand as **cognitive system** on products and corporations.
 - Cognitive system signifies there is a structure in our brain which automatically/intentionally reacts to incoming/internal stimulus from brands.



Brand is cognitive system.

Disney



Disneyland. Disney
Resort. Disney Sea.
Disney characters.
Fun. Fantastic.
Enjoyable.
Entertaining.
Want to go to
movie.
Remember infant
memories with my
family.

How to build brands: Integrated Brand Strategy by H. Tanaka



To build strong brands in the market, we have to tackle the following tasks:

- 1. [Management Strategy] To decide what kind of corporate resources to invest in which market.
 - Especially what kind of innovation we can utilize.
- 2. [Marketing Strategy] What kinds of values we deliver to who, in what way.
- 3. [Communication Strategy] What kind of key messages we deliver to who, in what way.

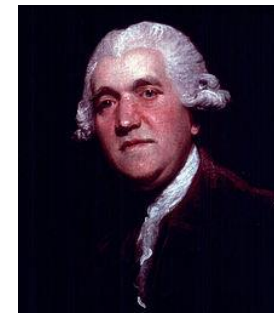


From the standpoint of Integrated Brand Strategy-(1)management strategy stage, local brand should have:

- 1) [Resource] sufficient corporate resources to establish presence in the market.
- 2) [Vision] visions in the very early period, regarding how we can grow this business in future.
- 3) [Innovation] some kind of innovative ideas and/or innovations which nobody else has.



Innovation



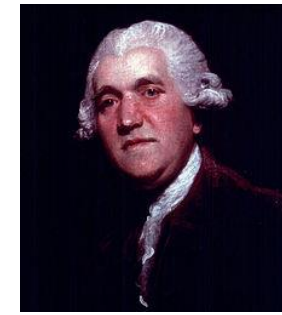
- Josiah Wedgwood (1730/July/12 – 1795/January/3) is the originator of the well-known Wedgwood Brand.
 - Mr. Wedgwood started out his pottery business at Stoke-on-Trent, a town in Midland, England which is known under the name of “the Potteries”. So Mr. Wedgwood’s business was a local one at the early stage.
- Josiah’s great first innovation was to produce creamware pottery in consistent manner without losing quality.
- He also achieved the production of the perfection of the black stoneware body.
 - Koehn, N. (2001) *Brand New*. Harvard Business School Press.
 - Josiah Wedgwood. Wikipedia. (access: Dec. 11, 2022)

From the standpoint of Integrated Brand Strategy-(2)marketing strategy stage, local brand should determine:

- 1) Proper target groups:
 - Identify the most promising customer group.
 - The group, hopefully, is untouched by competitors.
- 2) Kinds of values they deliver:
 - Discover and define the values which are not yet delivered.
- 3) How to deliver the values:
 - Find out proper distribution channels.



Marketing strategy of Josiah Wedgwood.



- Mr. Wedgwood was not just a skillful pottery producer, but also a great marketer in 18th century.
 - It was a time when middle class began its rise in consumption power in Europe, due to the industrial revolution.
- Josiah's primary target group was middle class people who were trying to imitate lifestyles of upper class.
- In 1763, Josiah gave his potteries to the King's wife as a gift, and later on his creamware products were called as "Queen's Ware" and obtained great prestige.
 - "One of them was Queen Charlotte, for whom Wedgwood produced a tea set. He capitalised on his status as "potter to Her Majesty" by marketing his Queen's Ware range that helped extend his brand into the mass market while stimulating appeal for his more upmarket products." (1)
 - (1) <https://www.campaignlive.co.uk/article/history-advertising-no-129-josiah-wedgwoods-queens-ware/1343726>
- Josiah branded his name Wedgwood to every products his company produces; He understood the value of brand.
- In 1771, for the purpose of developing overseas market, Josiah sent out his potteries to 1,000 German aristocrats and upper class people for free without any prior notices.
 - Today, this promotion method is called as "sampling".

(3) Communication strategy

- 1) Develop messages to the proper target groups.
- 2) Deliver messages in right time, in right way.
- 3) Select and control adequate communication channels and media.



Josiah Wedgwood's communication strategy

- Josiah invented multiple way of marketing communications:
 - “money back guarantees, direct mail, travelling salesmen, self-service, free delivery, illustrated catalogues and buy one get one free.”
- He opened Showrooms in London, Bath, Liverpool and Dublin.



Wedgwood's London showroom in 1809, located in St James' Square.

<https://www.historyhit.com/how-did-josiah-wedgwood-become-one-of-britains-greatest-entrepreneurs/>

Closing remarks

- In order to give rise to local brand, it is necessary to have integrated viewpoints.
 - Namely, management, marketing, and communication strategy platform.
- Josiah Wedgwood of the 18th century England is an adequate model of innovator/marketer who successfully establish a great brand in pottery industry.



thanks
FOR ATTENTION