Sleepercell – Brand Equity Consulting

Who We Are

We are a tactical consultancy that understands the importance of realising long term goals in the most efficient way possible. We tackle problems from within a business and build brands from the bottom up through an inside-out strategy approach.

What We Do

Our company will conduct a thorough study of key stakeholders with any problem at hand. We do the background work that is crucial to providing answers about the key stakeholders; namely, the employees of the company.

We analyse the brand from inside the business and find out how the employees feel towards the brand, for example, is there a good level of engagement between the employee and brand?

We analyse each individual tier of human capital within the organisation. We aim to shatter labels and hope to turn all employeesinto brand champions. We have a humanistic approach, which means that we are people focused, and believe that brands are only as strong as the people that work for them. We believe that brand equity is built by identifying key insights, prioritising those insights and growing the brand from within, with the aim to create engaged employees. (The concept of a brand champion and employee engagement will later be explained in this document)

What We Stand For

- An authentic humanistic approach to brand building - competent and engaged human capital is an essential ingredient in realising a client's potential to build brand equity.
- Achieve goals in an efficient way - meaning that a solution has been effective in the most economical way possible.
- Conversation - great communication between sectors of a company or organisation is essential.

The Brand Identity of Sleepercell

The Sleepercell identity stems from a strong ethos that is naturally present within our team members. We believe that our consultancy's values should come from our own shared values, thus, our consultancy is a literal expression of how, we as a group, see the world and how we believe brands should behave in that world.

Values

- Engaged
- Respectful
- Trustworthy
- Strong Internal Ethos
- Humanistic Approach
- Brand Equity Driven

Mantra

Hearing, Believing, Living

Vision

We aim to build brand equity in the minds of all stakeholders

Purpose

To initiate, implement and maintain an internal brand building culture among current stakeholders, consequently growing brand equity.

Positioning Statement

Sleeepercell specialises in building brand equity through inside out solutions for current stakeholders.

Executive Summary

The client

DionWired is a multi-category merchandise retailer that specialises in consumer electronics that are targeted at a target market within the LSM 10 – 14 bracket.

DionWired ensures reputable levels of knowledgeable customer service by utilising commissioned salespeople, all of whom carry an inherent blend of brand and product knowledge, as well as characteristics of innovation, energy and youth. DionWired delivers to its consumers a simpler, easier and fun shopping experience that enhances lives through the use of the latest available technologies.

In the business of product excitement, DionWired consistently guarantees unique and inspiring product ranges that both create and fulfil realised and unrealised technological needs and wants. The products, from leading international brands, are carefully considered and selected to enhance the discerning customers' life and his/her shopping experience through excellent service. Along with the superior product range, and pre-retailing initiatives, DionWired's top level of customer service adds a third layer of success to facilitate the customer decision and buying process.

The Brief

Requires an increase in:

- Brand awareness within its new regions
- Purchase intention

Through a campaign that is:

- Multi-media based
- Relevant
- Consumer specific
- Non-traditional/bulk retail advertising
- Within a South African context

From this, we have identified the key insights of the brief. There is a need to identify a differentiated factor or point of leverage for DionWired and if there is a gap in the market for a premium electronics retailer.

One could argue that there is a gap in the market, but what is key to us as Sleepercell is, is there market within that gap. When we say this we mean, yes there may be a gap, however is there the potential or strong buying power within that gap, it there the potential for DionWired to capitalise on this gap.

In regards to the point of leverage, in comparison to DionWired's competitors, namely Makro, Incredible Connection, Game and HiFi Corporation, DionWired offers the unrivalled experience with specialist support. No other electronics store offers this specialist support. In particular this specialist point of view is unique to DionWired. This gives them their leverage over and above their competitors who may have similar product lines, or similar experiences, but they lack that specialist touch. To use a metaphor, our competitors are like the general practitioners, they may be able to tell you what is wrong with you; however they will refer you to a specialist to find the root of a problem, or to gain further insight and knowledge.

At present DionWired upholds the following vision and mission

Vision

To be the target market's number one choice in the selected merchandise categories we intend to own.

Mission

To be considered by the top end of the consumer market (LSM 10-14) as the leading electronics and appliance retailer that is offers a shopping experience that is unrivalled. DionWired delivers an environment where shopping is easy, contemporary and offers superior levels of customer's service and after sales logistics.

DionWired's current vision and mission is relevant however, we as Sleepercell through research, will find insights, solutions and a clear differentiator in order to position the brand within the gap in the market.

DionWired's Strategic Brand Analysis

We conducted a situational analysis through primary (qualitative and quantitative) and secondary research in order to gain a clear understanding and relevant insight as to whether there is in fact a gap in the market for a premium, top end electronic retailer and how we could differentiate the DionWired brand.

Situational Analysis

Research Objectives

- Gather insight of the current electronics market
- Gather insight as to how DionWired differentiates themselves within this market
- Understand the roles the employees play within the brand
- Decipher whether there is internal brand awareness and brand champions
- Investigate public awareness and responses to the DionWired brand
- Distil target market

Research Methodologies

- Store visit
- Quantitative surveys – with target consumers
- General conversations with potential consumers
- Interviews with Daren Du Plessis (Floor Manager), and Brian Shles (Store Manager)
- Understand and engage with the experience that customers would normally have with DionWired Somerset Mall (undercover)

Primary

- 100 questionnaires (Refer to Addendum A, *DionWired Questionnaire*, pg.46)
- Store visit and in-store interaction
- Meeting with Somerset West store manager

Secondary- Background Research

- DionWired Document
- Online: Massmart Holdings
- Hello Peter

The primary research that was conducted was both quantitative surveys, and qualitative interviews conducted with key stakeholders, customers perceived to be in LSM levels of 10-14. The surveys were a mixture of, closed ended and open ended questions.

They were distributed around the northern and southern suburbs of Cape Town and CBD as our research showed where the target audience of DionWired would reside.

To gain comprehensive feedback, we specifically handed the surveys out to wide range of individuals through an internet survey. The collected insights and quantitative research was rounded down to a percentage out of one hundred.

Furthermore, we conducted interviews with Daren Du Plessis, the Floor Manager of DionWired and Brian Shles, the Store Manager in order to gain further insight into the intricate workings of the brand and how it functions from an in store experience perspective. In addition to the interviews we chose to visit the DionWired store as actual clientele to further the experience of the brand, and a more in-depth understanding of the DionWired customer relationship and service delivery.

Findings from In-Store

- Lack of consistent customer experience and service
- Very knowledgeable staff, however lack of motivation to approach all clientele.

In accordance to our agency, Sleepercell, we take an outside-in approach from within a brand. Therefore it was essential for us to go into DionWired and experience the store as an actual consumer to gain real, true insights. Each member of Sleepercell entered at different times acting as consumers, looking at products and speaking to the DionWired staff. Here follows the different experiences of each member.

Nick Smuts and Kyle Hodgson

On entering the store, Nick and Kyle approached the television section. They wondered around for approximately twenty minutes before they were approached by a DionWired floor employee. On interacting with the DionWired employee, both Nick and Kyle found him to be exceptionally knowledgeable and passionate about the televisions he was selling. In addition, Nick and Kyle were invited to experience the 'full power' of the television they were potentially buying within a testing room where the television was set up as it would be in a home. Both Nick and Kyle agreed that after the initial neglect, or lack of assistance, the service that they received was of an extremely high quality.

Luke Stroebel and Michael Dickenson

Michael and Luke entered the store and approached the gaming consoles and began playing with the Nintendo Wii and the Play Stations. After approximately thirty minutes of standing in the gaming area they were approached, not by a DionWired employee but by the Security employee, Risk management. They proceeded to ask what Michael and Luke were doing and if they could perhaps assist them with anything. The impression was that Luke and Michael looked very suspicious and lingering around the store, therefore labeled as "undesirable". Neither Michael nor Luke were approached by a DionWired employee.

Yael and Lisa

Yael and Lisa walked around the store for approximately fifteen minutes eventually stopping at the refrigerators, where they were approached by a male DionWired employee. The experience that follows is quite destructive to the DionWired brand. According to Yael and Lisa, the DionWired employee had an exceptional knowledge but blatantly stated that they would be unable to purchase anything in the store, furthermore he began to flirt with Lisa. Based on his assumptions he decided that neither Yael nor Lisa would be able to purchase anything from within the store and therefore decided to act highly inappropriately.

Alex and SJ

In complete contrast to the other experiences, Alex and SJ were served within fifteen minutes, at the refrigerators, however previously to this service it was noted that there were no floor staff present for those fifteen minutes, the store was practically empty of any DionWired staff. Once being served, Alex and Sj found that the DionWired employee, as Nick and Kyle found, was extremely knowledgeable about the product and could answer any question they asked. He displayed special qualities and points of interest on the particular refrigerator that Alex and SJ were looking at. By the end of the sales pitch, Alex and SJ were completely sold on the idea of the fridge.

Insight

As one can clearly see, there is vast difference between each group's experience, and this is absolutely detrimental to the brand image and identity. If the experience is not consistent it creates very broken and disjointed image of DionWired which will effect the consumer perceptions, in a negative way. This is a critical insight as this is clearly a very real problem within DionWired, the lack of consistency in the experience and maintenance of that experience is key to creating a better brand image and a positive word-of-mouth for DionWired. Secondly, a positive insight gained from this research is that the DionWired, once engaged have a specialist knowledge base and are particularly passionate about the technology that they are selling. We feel that this is a very positive platform to build upon.

Conclusion

- It seemed that if you were not within the scope of the DionWired target audience, they did not care.
- No purchase intention – no service. E.g. Nicks experience
- Incentive for the employees is to sell product, therefor they first judge on whether or not you are capable to buy something rather than giving a good service with no prerequisites or regardless of customers appearance
- Judgemental over how people look – on perceptions or assumptions e.g. Alex and SJ getting completely different service to Yael and Lisa. Completely based on outside and physical appearance.

Findings of survey analysis

(Refer to Addendum B, *Questionnaire Findings*, pg.48)

MACRO Analysis

A PESTEL analysis was conducted in order to add to our argument. However we selected to only include the relevant information.

Environmental – The Environment

It is a well know fact that in terms of market trends there is a general movement towards a “greener” or more environmentally friendly companies and products. Consumers have become far more critical and aware of their imprint on the earth and therefore want to know much more about how products are manufactured, their distribution and what they emit or how they effect the environment. Consumers are far more aware of the concept of a full value chain, therefore companies such as DionWired have to be aware of this trend and be sensitive their consumers needs and wants.

Environmental - Micro Analysis

The customers perceptions of the store are relevant in that the cleanliness and lighting, and the presentation of employees affects the attitude of both the employees and the customers in that it promotes a positive attitude and a sense of pride. Both the external staff and internal staff need to have a strong positive attitude and high staff moral. This is achieved through engagement, and having an uplifting store atmosphere is key.

The attitude of the management staff and style in which they lead the team, must be more of a conversation and dialogue. This is a more innovative method of leadership as apposed to a more traditional management style and monologue.

Technological

- Competing technology development - Replacement technology/solutions
- New discoveries - Manufacturing advances
- Information technology - Internet Transportation Software changes

Within this market, the electrical appliance market, to maintain a competitive advantage DionWired has to stay at the cutting edge of new technological advantages. In addition DionWired has to be selective as to which inventions they chose to promote, which speak to the brand, and which would tarnish the brands premium positioning. (e.g.: Verimark)

MICRO Analysis

A micro analysis was required in order to recognise the company/brand, competitors, stakeholders, target market and segmentation.

Company/Brand

1. **Vision and values**
    a. Vision

    To be the target consumer's number one choice in the selected merchandise category we intend to own.

    b. Values

        i. Entrepreneurial spirit amongst team members
        ii. Excellent customer service
        iii. Building strong relationships (customers, suppliers and team members)
        iv. Behave like we are running own business
        v. Brand centric in everything we do and represent
        vi. Customer led, and all else will follow
        vii. Dare to innovate
        viii. Engage beginners and attract experts
        ix. Be worthy of people's trust
        x. Its best to do one thing really well
        xi. Decisiveness with speed

2. **Growth and Performance**

DionWired is growing as a franchise, nationwide, thus there is evidence in their growth as a brand and company. "In the 2009/2010 financial year, DionWired shifted from a "pilot format" mode to a national chain roll-out plan and took over three Stuttafords sites." Due to the "exponential growth of DionWired, in terms of sales and number of stores in 2009/2010, introduction of improved new supply chain controls, together with an increased reliance on systems, much of which was required to replace manual processes."

This shift indicates a growth in DionWired and therefore there is an indication in an increase in market share. In terms of the market size, DionWired is performing within a gradually expanding market which is becoming increasingly more competitive.

Competitor Analysis

Within the DionWired document there is a detailed list of all potential competitors from, regional electric specialist – The Independents, National Super Stores, National and regional "Home" stores that sell electronics to Category Killers and Online e-tailers.

However, it has been distilled in order to gain more focus and understanding. DionWired has three levels of competitors - Primary, Secondary and Tertiary, this is due to the vast electronic product range that the brand offers. (*DionWired Brief, 2011)*

Primary

1. HiFi Corporation - Lowest prices
2. Incredible Connection – Lifestyle
3. Makro- More for less
4. Game – You always win

The primary competitors have excellent customer service and staff knowledge with national marketing exposure, therefore category top of mind awareness. HIFI Corporation and Incredible Connection offer wide specialist ranges within a category, and availability and execution of related services. Makro and Game offer bulk buying power and low promotion prices, which provide them with a competitive edge.

Secondary

Secondary competitors are subsidiary competitors, due to the variety of certain product ranges that is stocked by DionWired. The secondary competitor's offer more variety in terms of the product range; such as Musica, Look and Listen, FurnitureCity and House and Home.

Tertiary

Tertiary competitors such as Stax, Ultrasound, Kay-Makan are retailers who offer specialised products; for example sound and camera equipment, therefore they can be considered as indirect competitors.

Points of Parity

The main point of parity DionWired has with its competitors is they stock the similar brand names and products as their rivals.

In terms of points of parity within in our primary competitor market, DionWired has:

- Availability of products
- Similar product ranges
- Similar price ranges
- Saturation within the market

Points of Difference

The main differentiator for DionWired is they provide a completely unique in-store experience because of their highly knowledgeable staff.

In terms of points of difference, or leverage over our competitors, DionWired has:

- Exclusive brand names - SMEG
- A vast range of high-end brands
- Superior customer service – in-store experience and staff knowledge

Stakeholders

1. **Suppliers/Producer**

   Suppliers of all brands within DionWired; incl. Samsung, LG, etc.
2. **Wholesalers/Retailer**
   a. Employees

      All internal staff of DionWired.
3. **Consumer**
   a. Primary
   b. Secondary
   c. Tertiary
4. **Post-purchase Logistics Team**
   a. Sam ambassador

Consumer Analysis

Through our research we have noticed a trend in consumer behaviour, that when embarking on a new electronic purchase they tend to follow similar patterns.

The first step in the course of a consumer's journey is an internal assessment of the four big names in electronics, namely DionWired biggest competitors, that is, Makro, Game, Incredible Connection and HiFi Corporation. We identified these as the four largest competitors to DionWired as they offer similar product scope and services. In accordance to our survey each of these brands have unique selling points that will draw consumers away from DionWired, through either competitive pricing or promotions and service. Therefore to maintain a top-of-mind position in consumers minds DionWired has to deliver on their differentiator, which we as Sleepercell have identified as the specialist support.

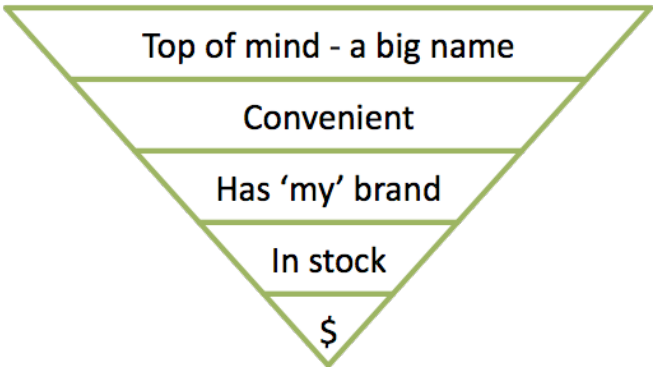
The next step in the consumer purchasing pattern is where the brand is actually situated, that is how convenient is it for me in my life. At present, regionally (Western Cape), the only DionWired store is located in the Somerset Mall in Somerset West. This is not convenient for consumers who live in Cape Town. The convenience factor plays a huge roll not only in consumers visiting the store, but in addition the actual awareness of the store in the Western Cape. Without constant reminders within frequently visited malls, such as Canal Walk and the V&A Waterfront, DionWired will lose their top-of-mind status.

The third tier of the triangle, namely the "has 'my' Brand" tier, relates to if DionWired stocks the specific brand a consumer wants. By only stocking specific high-end brands, DionWired is catering to a very specific audience, therefore consumers who are looking at a specific brand, or have a specific brand that they are loyal to, and DionWired does not stock it, they will lose consumers at this tier. However, by stocking only certain brands is also an advantage, in that DionWired can claim that they are the singular retail outlet that has those brands, such as SMEG. This implies that they have the potential to gain consumers at this tier of the triangle.

Furthermore it is important, as a retail store, that DionWired constantly maintains their stock levels. If for instance they advertise having a certain product in stock they must ensure that it is available, because if it is not consumers will have a negative experience, which forms a negative impression which will lead them to switch brands immediately. Lastly, in conjunction with the previous two tiers, DionWired has to ensure that they maintain a competitive price difference, from the consumer's point of view. If a consumer feels like they are being 'ripped off' they will once again switch brands.

At any point in this diagram, DionWired can potentially lose or gain consumers. It is therefore imperative that they monitor measure and maintain each tier to obtain maximum consumer buy-in.

In addition to this tool being used to demonstrate the consumer analysis, it presents a "success checklist", which DionWired could use to measure at what stage they are succeeding and where there is room for improvement.


Top of mind - a big name
Convenient
Has 'my' brand
In stock
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Target Market

Within the DionWired document there are eight different lifestyle classifications, however it has been distilled into primary, secondary and tertiary. Primary is considered as the target market and secondary and tertiary is the target audience. (*DionWired Brief, 2011)*

It is important to note that the typical consumer may not directly fall within the suggested LSM 10-14 or age group, but rather fall into a specific sect that has a certain mind-set. That mind-set being defined as the aspirational, as in this group of people are either very technically savvy therefore want the highest quality in their technical products, or they enjoy the status that they will receive from the fact that they have the latest in electronic technology.

Primary

- First time buyers
- Dedicated homemakers

First time buyers and dedicated homemakers live in suburban areas. They have an aspirational outlook, wanting to make their home a "castle." For the primary target market it is all about functionality and practicality. They spend a large amount of time at home and enjoy entertaining and showing off their "growing" household.

Secondary

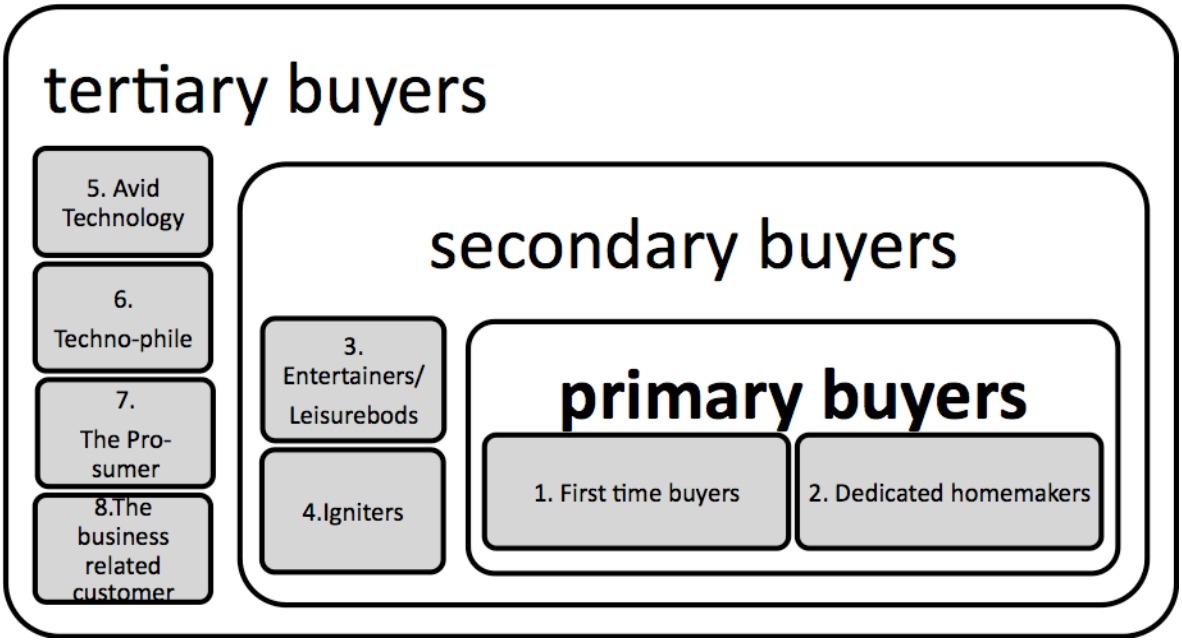
- Entertainers/ Leisurebods
- Igniters

Entertainers/Leisurebods and Igniters are suburban dwellers, who are fashionable and stylish with their own individual style. Therefore they are looking for personalised solutions. Their homes are well decorated and comfortable with the latest technology. They are "aspirational" in terms of the brands that purchase – brand durability is key when purchasing products.

Tertiary

- Avid Technology
- The Techno-Phile
- The Pro-Sumer
- The Business related customer

The tertiary target market consists of young, successful technology driven men. They are willing to invest in the latest electronics in order to meet their personalised needs.



Dion Wired target market

Rich house wife
Black diamond
Brand manager

CEO
Small business owner
Executive

Corporate
YUPPIE
Old money

City girl
Finance
Tech savvy

SWOT Analysis

Through research findings Sleepercell identified DionWired's Strengths, Weaknesses, Opportunities and Threats.

Strengths	**Weakness**
• Largest high-end product range • Knowledgeable experienced employees • Clean, available and charged stock • Product – consumer interaction • Convenience	• High mark up • Poor customer assistance/service • Unprofessional conduct • Lack of heritage • Complementary brands
Opportunities	**Threats**
• Create brand champions • Gap in the market • Strategically located national and regional expansion • Silver bullet	• Niche speciality shops • Consumer Protection Act (CPA) • Concept of value - Essential to deliver on the promise of experience • Staff attitude • Highly popularised competition

Insights

- We have identified a gap in the market for a premium electronics brand.
- Brand-durability ranked most important, then staff knowledge and service, when purchasing product.
- Lack of consistency between consumers' in-store experiences.
- Regional insight: Low brand awareness in Cape Town.

Further Insights

- People primarily trust friends, professionals and online sources for information/advice regarding electronic purchases.

Key Issues

- How do we reposition the brand to ensure differentiation amongst its competitors?
- How do we create positiveawareness and understanding both regionally and nationally of the DionWired brand amongst the current and potential customers?
- How do we turn DionWired employees into brand champions?

Objectives

- Increase brand champions from 29% to over 50% amongst employees within 6 months.
- To increase regional brand awareness from 10% recognition to 60% recall amongst potential and current customers within 6 months.
- To increase national brand purchase intention from low recognition to 40% recall amongst potential and current customers within 6 months.

The DionWired Brand Identity

We, as Sleepercell have decided not change the vision and mission of DionWired, as we believe it is relevant in terms of how DionWired is positioned in the eyes of the consumer. However, it was necessary to conduct a brand analysis in order to understand the brands' personality and furthermore to find the "gap in the market" and create a new positioning statement. DionWired as a brand has to be considered from different perspectives to come to grips with the holistic meaning of its identity to the consumer.

1. **Brand as Product**
    a. Product Scope
        i. High end electronics sold in-store and online
    b. Product Attributes
        i. High-end electronics, cutting edge technology
    c. Quality
        i. Superior quality electronic products
    d. Uses
        i. As DionWired has a vast product range the uses vary between relaxation, entertainment and professional functions
    e. Users
        i. Technically savvy individuals, aspirational, accomplished, driven, fashionable trend setters
    f. Country of Origin
        i. South Africa

2. **Brand as Organisation**
    a. Organizational Attributes
        i. Merchandise Driven
        ii. Multi Category
        iii. Consumer Electronic specialist
        iv. Cutting edge – branded products
    b. Local vs. Global
        i. Local - DionWired is a local retailer that stocks internationally recognised electronic brands. For example, SMEG.

3. **Brand as Person**

   a. Personality

      i. Knowledgeable

      ii. Genuine

      iii. Trendy

      iv. Cutting edge

DionWired has the knowledge to assist any consumer, whether they are well informed or not, in making an educated decision on purchasing electronics for their home.

   b. Customer-Brand Relationships

      i. Reliable

      ii. Trustworthy

      iii. Advisor

      iv. Informer

4. **Brand as Symbol**

   a. Visual imagery and Metaphors

In keeping with the brand identity that of a sleek, professional retailer the DionWired logo is simple and stylised. DionWired maintains this visual identity throughout their store, online and staff presentation.

   b. Brand Heritage

DionWired was previously known as Dion; however with the new strategy, came a new brand name. DionWired is five years old and therefore is building their brand heritage, as they have decided not to associate with the previous affiliations of Dion.

(Aaker,D.et.al.; 2000:44)

Value Proposition and Benefits

The value proposition of DionWired is a three step process.

Functional

Firstly we must define what a functional benefit is, that it is what function the brand serves in the consumers day to day life. In the case of DionWired the function is convenience, in that a consumer can visit DionWired and satisfy all their electronic needs in one store, from fridges to computers.

Emotional

An emotional benefit is defined as an emotional connection between the brand and the consumer. DionWired's emotional benefit is providing the very best in technological products which are customised specifically catering towards each person. No one experience is the same as another. Each consumer is treated as an individual with certain needs and wants that have to be catered for; therefore DionWired adapts to every consumers' needs

Self-Expressive

A Self-Expressive benefit is how the brand makes the consumer feel. DionWired's self expressive benefit is consumers who shop at the store or use the particular products the store sells have essentially reached there aspirational goals. In the same way that a BMW car makes you feel respected and sophisticated, DionWired is the BMW of the electronics world. DionWired has a reputation to be a high-end electronics store; therefore the consumer who shops there will benefit from this reputation, and boost his own reputation higher.

Credibility

The credibility of the DionWired brand lies in the durability and reliability of not only its product, but in addition the quality of the service that one will receive from the staff of DionWired. Service quality is essential to maintaining the brands credibility among the public, the brand promises an exceptional retail experience therefore if they do not deliver on this promise, the integrity of the brand will decrease.

Positioning Statement

Through our research, we have identified that there is a gap in the market for a high-end electronics retail store. However as it is a saturated market it is crucial that DionWired is properly positioned as to ensure that they maintain a competitive advantage. By thoroughly analysing our competitors we have identified the most significant differentiator of DionWired is the specialist knowledge that the employees provide the customers.

Therefore our positioning is as follows:

DionWired is the unrivalled specialist in top-end electronic retail

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DionWired's Brand Blue Print

1. **Brand Promise/Essence**

Specialist Knowledge

2. **Brand Vision**

To be the target market's number one choice in the selected merchandise categories we intend to own.

3. **Brand Mantra**

DionWired Knows

4. **Extended**

Top-end electronic products

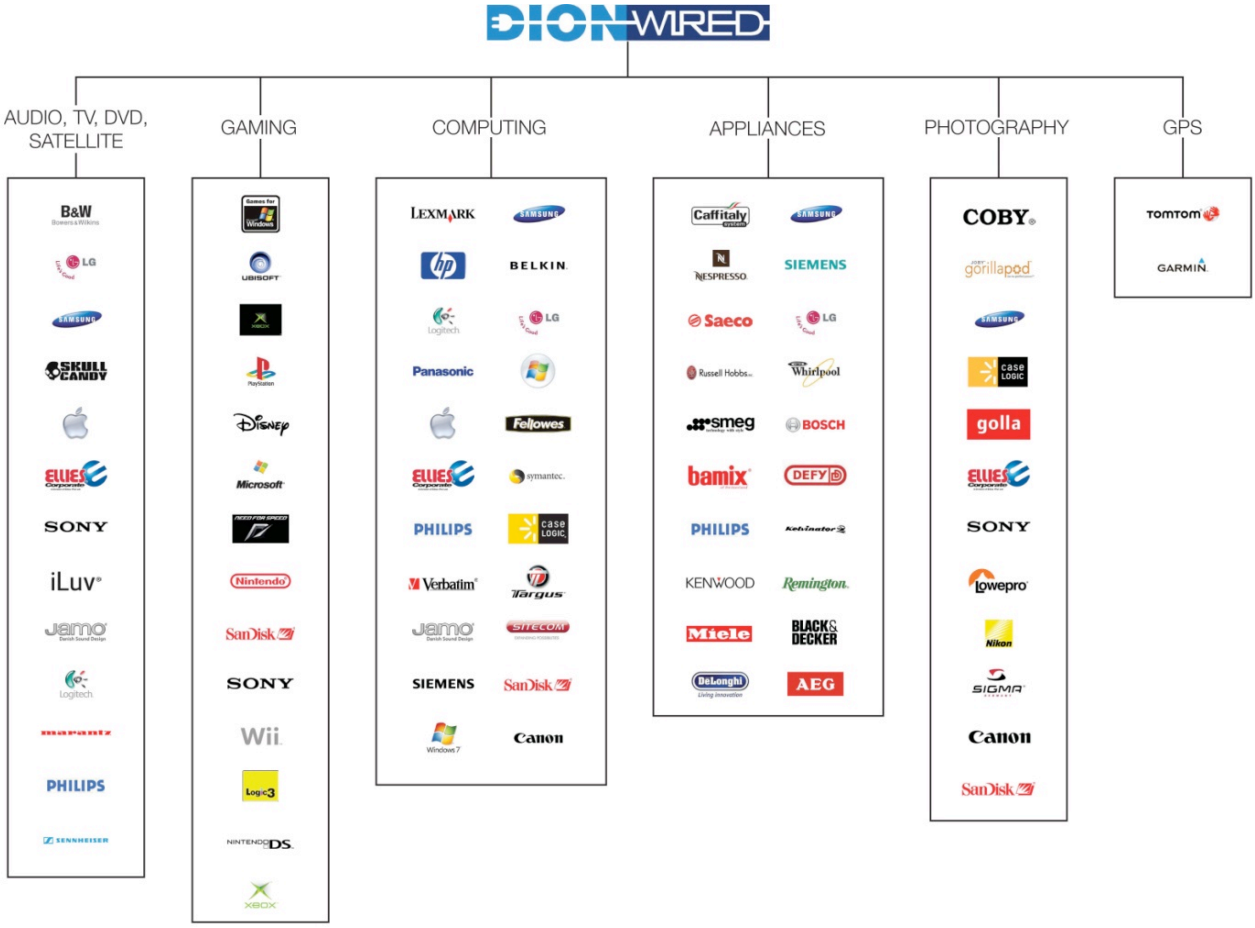
5. **Core**

Unrivalled in-store experience

Values and Aspirations

- Entrepreneurial sprit amongst team members
- Excellent customer service
- Building strong relationships (with customers, supplier and team members)
- Behave like we are running our own business
- Brand centric in everything we do and represent
- Customer led, and all else will follow
- Dare to Innovate
- Engage beginners and attract experts
- Be worthy of peoples trust
- It's best to do one thing really, really well
- Decisiveness with speed

Brand Architecture



DionWired is a sub-brand of the Mass-Mart. However, it is itself a mother brand, and is considered a house of brands. That is under the DionWired banner there are many subsidiary brands within DionWired. As they are a house of brands they have the potential to enter any electronic market as they have a vast product range branching from computers to ovens. This once again is a differentiator in that DionWired's primary competitors, for example Incredible Connection specifically focuses on computers, gaming etc, and is not a 'whole house'\electronics store.

The Creative Communications

Positioning: DionWired is the unrivalled specialist in top-end electronic retail.

Message: Visit DionWired because they are the unrivalled specialist in top-end retail.

Concept: *Specialist knowledge.*

Showing two viewpoints, contrasting the common man's perspective of an electronic product or appliance, to the specialist knowledge of the DionWired employees

Headline: DionWired Knows

Payoff: DionWired, The Specialist

Point of Contact and Contact Journey

DionWired's target market will come into contact with the brand in various places, and therefore it is important to know where the consumer of DionWired will move in order to capture the attention and intrigue.

The Contact Audit

Step one: The contact inventory

The current contact points are

- DionWired Retail Outlet
- Online – Twitter, Facebook
- www.dionwired.co.za
- TV
- Newspaper

Step two - The dominant journey

The new **external** contact points:

- DionWired Retail Outlet
- Online – Advertising on relevant websites, such as www.wired.com
- Interactive website – game
- Television
- Print – Magazines, Newspapers
- Van Wraps

The new **internal** contact points:

- Employee share option – Invested Interests
- Non monetary incentives – Suit Down
- EQ seminar – My EQ
- Product/brand seminar – Involve me
- Monetary incentive – Ching Ching
- Employee engagement seminar – Champ Camp

Step three: most powerful points of contact

By applying strategic concepts such as frequency of contact, impact of contact and first and last moments of contact, brand contact points are prioritised and the contacts that play a key role in building of brand are highlighted as resonance points of contact.

In the case of the points of contact, we believe that to reach the specified target audience the most effective or impactful contact will be the television campaign as this has the largest reach and will be viewed the most. Being a uniquely designed television advertisement it will, in addition, create quite a buzz and will stimulate online searches which will inevitably lead consumers to the DionWired website. The second most important point of contact is the online campaign. Furthermore to back our television advertisement, a print campaign will run simultaneously.

In addition, through the primary research conducted, we discovered that the majority of the target audience gains information about new technological products from friends, word of mouth and professionals, therefore the media channels we have selected, T.V, print, online and alternative media are most appropriate to generate interest and buzz.

The first contact point

- Television advertisement

The last contact point

- DionWired Outlet

The contact point with the most reach

- Television
- DionWired Retail Outlet
- Van Wrap

The contact point with the most frequency

The points of contact, which the stakeholder comes into contact with the most often.

- Television
- Print

The contact point with the most impact

The points of contact, which have the most influence on the consumer audience

- Television
- Van Wrap

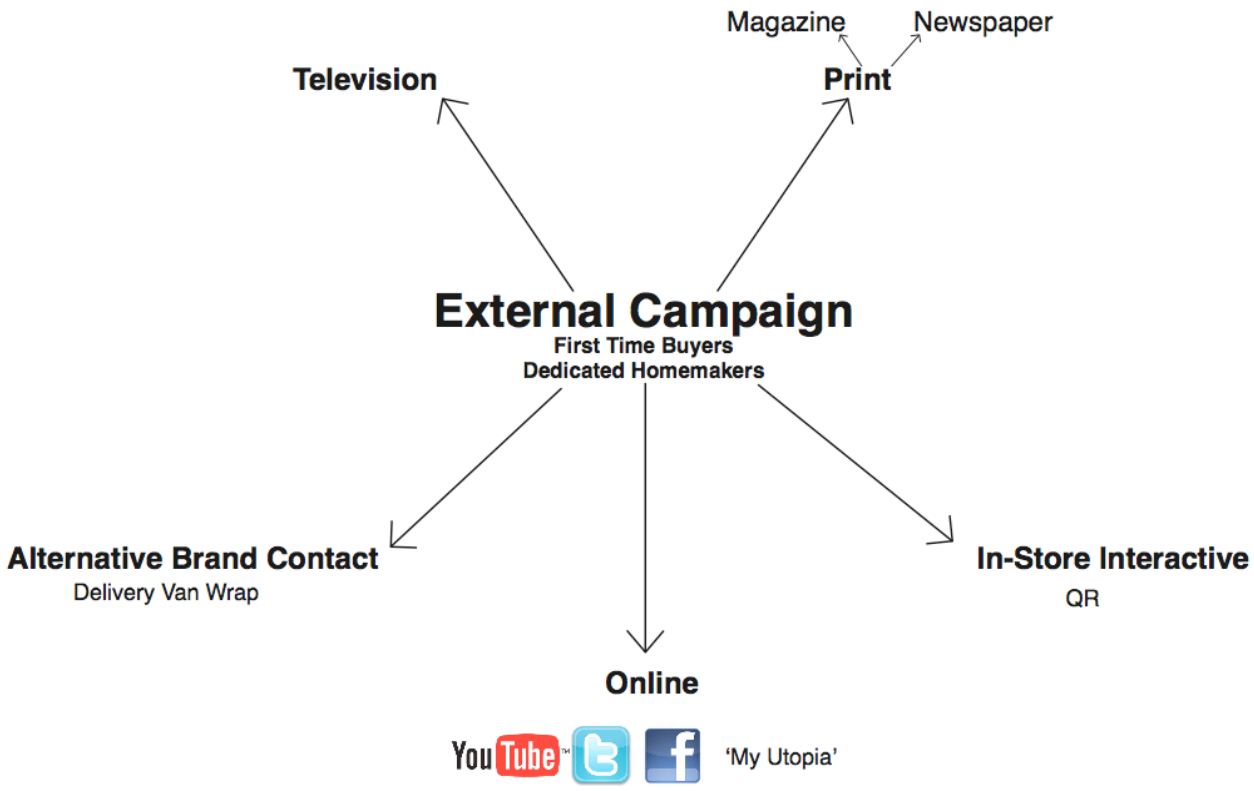
The contact point with the most resonance

The points, which connect most with the stakeholders based on the brand identity

- The DionWired Outlet
- Television

Step four – Contact Vehicle

Once the communication strategy has been implemented all the contact points will convey the brand's identity as well as its message.



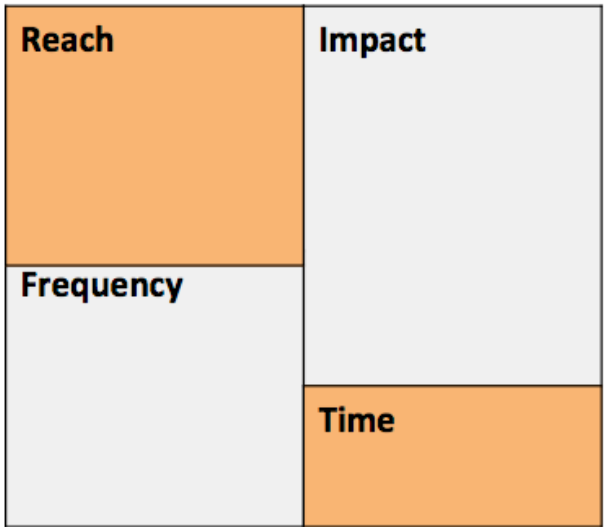
Media Square

We have selected to construct a media square to visually demonstrate our media plan. Firstly as DionWired has low regional awareness in the Western Cape we feel it necessary that the concept of impact be given the most attention, therefore the largest area of the square. The more impactful the campaign the more awareness can be created.

Secondly, we have dedicated a large portion of the square to the concept of frequency that is how often our target audience comes into contact with our campaign.

We feel, as in the case of impact that as the brand has low awareness it is crucial to maintain impact with high frequency to ensure top-of-mind status, or at least majority recognition.

In addition a high impact and frequency campaign in conjunction with the media channels we have selected will guarantee a vast reach to our target market. The smallest section of our media square is dedicated to time, it is relatively small because as we have stated in our roll out that this campaign will only be running for approximately six months.



Impact = 57%

Reach = 20%

Frequency = 20%

Time = 3%

Creative Executions

Phase One: Internal

Internal Brand Building

The first phase of our execution revolves around the concept of Internal Brand Building. We feel that this is a necessary step as it aligns with our beliefs, that of building a strong internal to enable a strong external brand, as an agency. We feel that by building a brand internally will further strengthen a brand externally. By creating a brand building culture within a brand, it leads to brands naturally progressing towards a 'lifestyle' of innovation and systemic thinking, which progresses to a healthier brand.

Essentially Internal Brand Building is a tool to ensure that the entire organisation is aligned around what the brand stands for.

What is internal brand building?

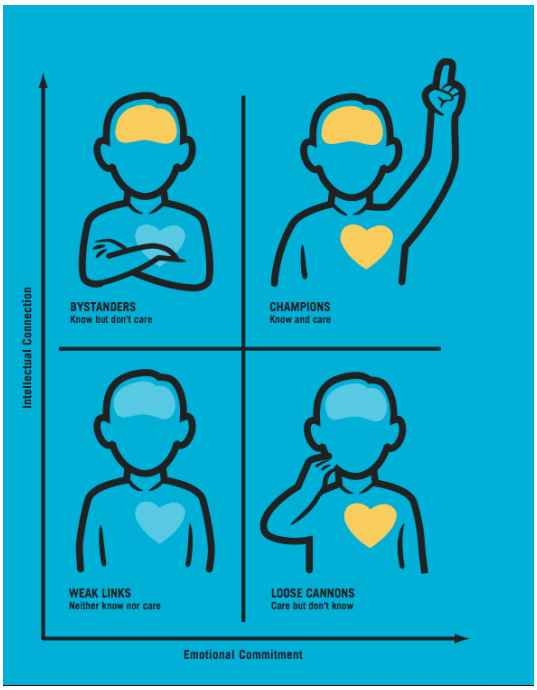
By definition, internal branding building (IBB) focuses on the people of the brand and how they operate as the core stakeholders of that particular brand. In addition to this function internal brand building applies the strategy of employee engagement concentrating on the processes of creating brand champions. Employee engagement ensures the brand is built from the inside out. Through developing employee engagement we simultaneously create equity within the brand.

The people policies of an organisation play an extremely crucial role in the brands success. By people policies we mean the brands ability to engage with their employees and earn their commitment, on the employee's terms, nothing must be forced. By not forcing a commitment from their employees, brands can nurture and maintain brand champions.

In accordance to the Enterprise IG Buy-in Matrix, any given brand is made up of four main segments, Brand Champions, Weak Links, Loose Canons and Bystanders.

As this image portrays, the Brand Champion both knows and loves the brand, the Weak Link neither knows nor cares about the brand, the Bystanders know about the brand but do not care and the Loose Cannons love the brand but do not know the details of the brand. In an organisation the Brand Champions only make up 29% of the staff, where as the Weak Links make up 37% of the staff.

To achieve efficient brand equity we need to ensure that the majority of brands employees are Brand Champions. Therefore engagement strategies are essential.



What is meant by Employee Engagement?

To engage employees, a brand needs to ensure that they construct a working environment where the employee is valued and appreciated. The more an employee feels valued and need the easier it is to engage with them, they feel like the work that they are doing is important, which it is. The more communication between employees, and the more the hierarchy of the business model is broken down the more engagement can occur.

Employees who are engaged with their brand:

- Your mind is alert and absorbed
- Your emotions are heightened
- Your attention is focused
- Your behaviour is channeled

An employee that is satisfied tends to be passive, where as an engaged employee is active in their job. How satisfied an employee is with their job or company has very little, or nothing to do with how engaged they are with the brand. Therefore you have to build engagement.

The purpose of employee engagement and IBB is to encourage on-brand behaviour, and what is meant by that is employees have a deep understanding of what the brand stands for, furthermore what it means for their daily tasks and activities within the brand.

Having a deep understanding in the brand is critical in developing and emotional and intellectual connection with the brand. An intellectual connection is defined by knowing the what, why and how of the brand, knowing what the brands purpose is and applying that purpose in the everyday running of the brand. An intellectual connection encourages motivation amongst employees. From the intellectual connection comes an emotional commitment to the brand. That is about having an energy and sense of purpose, about believing whole heartedly in the aims and the goals of the brand.

To achieve the emotional commitment, the intellectual connection and the engagement employees have to hear the message of a brand, believe in that message and live or act upon that message. It is paramount to have all three aspects, hearing, believing and living, for engagement to work.

What is meant by Hearing, Believing and Living?

For engagement to work employees need to hear the message of the brand. The brand needs to be reinforced throughout the employee journey to enable employees to deliver a powerful brand experience to customers. However this does not mean that the employees need to be talked at, they will turn off to a monologue, however if they are spoken to as an equal and engage in a dialogue or conversation they will hear the message. This movement towards a conversation technique or talking to employees moves away from brands being managed and a movement towards brands being led.

Hearing

- Engagement is not only about being emotionally charged - employees need to have the thinking behind the goals/identity/message etc. of the brand.
- Employees need to know what the brand is about, where they are at present and their vision for the future, and how they are going to achieve that vision.

Believing

- Action speaks louder than words, and believing begins when there is evidence of actions.
- Believing happens when the message becomes real for me, in my job.

Living

- Living the brand is crucial
- To deliver great brand experience to the customers, employees must be supported every step of the way.

To ensure that employees live the brand, there are certain tools that can be applied:

- Providing the right training
- Processes (efficient running of the brand)
- Incentives (both monetary and not)
- Materials
- Management backup

Key to IBB

- Sustained communication – Organisations' often fall into the trap of only engaging in external communication when consistent internal communication is really what is needed. Consistency ensures that the message is more likely to be adopted and understood.
- Recognition and Reward - By recognizing the achievements of employees, and rewarding them for it, the more likely they are to develop an emotional commitment to the brand.
- Measurement - failure to constantly measure employee engagement results is a failure to realise loop holes and key communication failures.

Sleepercell's Approach to Employee Engagement

As a consultancy, Sleepercell adopted the O.C Tanner approach to motivating employees. In that every communication, whether it be praise, reinforcement or recognition of on-brand behaviour, the reward must follow the S.M.A.R.T tactics

S.M.A.R.T

S - Sincere

M - Meaningful

A - Adaptable

R - Relevant

T - Timely

Each reward must be a sincere meaningful display of emotion, as employees will sense insincerity and resent the brand for being false. Each reward must be adaptable to the multitude of situations, and therefore also relevant to the particular situation. Furthermore the reward/recognition must be in a time limit; otherwise it loses all significance to the employee.

Sleepercell hopes to insert this programme into the already exiting training and business models. We feel that this addition will have a positive effect on the employee work environment, and therefore increase brand equity through happy employees.

Brand Equity

IBB is not only important to create an enjoyable working environment but it is also essential in creating brand equity. The process of building a brands total equity is the essence of our agency, Sleepercell. Therefore it is important to fully understand the concept of equity.

What is Equity?

Brand equity can be defined as the brands actual value, whether it be financial value or customer based value or both, it is any value that is linked to the brand and the brand identity. Equity is always taken from the perspective of the key stakeholders point view and from an entire value chain standpoint. In addition equity deals with both tangible and intangible values therefore it is difficult to build a model.

However, according to Aaker, Brand Equity can be divided into four different concepts:

- Brand awareness
- Perceived quality
- Brand associations
- Brand loyalty

Once all four concepts have been addressed and decided that they have an effect on the brand this is when equity has been achieved.

Sleepercell Aspiration

Creating brand champions plays a role in the organizations success and involves the organizations/ brands ability to engage with the employees and earn their commitment. It about creating and nurturing brand champions in order for the employees to perform better, to essentially build brand equity through better performance which is in turn perceived by the discerning customer.

(*Enterprising Issues Employee Engagement.N.d.; pg.3)*

Creative Rationale

Employee Engagement Campaign

Employee Share Option Planning

This is an internal incentive scheme that gives employees the chance to develop and acquire share option in the holdings group of DionWired. It offers employees the chance to take a long term view of their involvement in the brand and Massmart Holding Group. As opposed to a commission scheme Employee Share Option Planning offers employees a chance to engage and understand the benefit of long term investing, a crucial concept to understand in the quest for emotional intelligent weekly being and more financial freedom. The employee share option is called ***Invested Interests***

Non-Monetary Incentive

This is an internal incentive scheme where employees are rewarded for great work in their pursuit to becoming brand champions. We describe it as a non-monetary incentive because no cash is exchanged for good work; instead employees are rewarded with prizes. For example, tickets to concerts, shopping vouchers (cannot be exchanged for cash), pick-nick outings and paid for weekends away. Our internal non-monetary incentive, aims to give employees a chance to relax and enjoy themselves, at the same time appreciating what their hard work has done for them. Our idea was for employees to suit down, and it was this inspiration that lead to us naming the internal strategy incentive, ***Suit Down***.

EQ Seminar

EQ describes an imperative ability and attitude towards doing business in today's day and age. EQ stands for "emotion quotient" which in turn can be translated to emotional intelligence. Emotional intelligence is a growing perquisite for employees, as well as being a frequently asked question in interviews. Essentially an emotional intelligent person (he/she) is able to read the emotions of a specific situation or person and adjust his/her behaviour and repose accordingly. These seminars will be instrumental in further educating employees and offering them the chance to simply better their EQ a highly regarded capacity in today's business world. We called the seminar, ***My EQ***

Product and Brand Seminar

The third internal strategy is concerned with creating engagement between the employees and the individual brands DionWired sell.

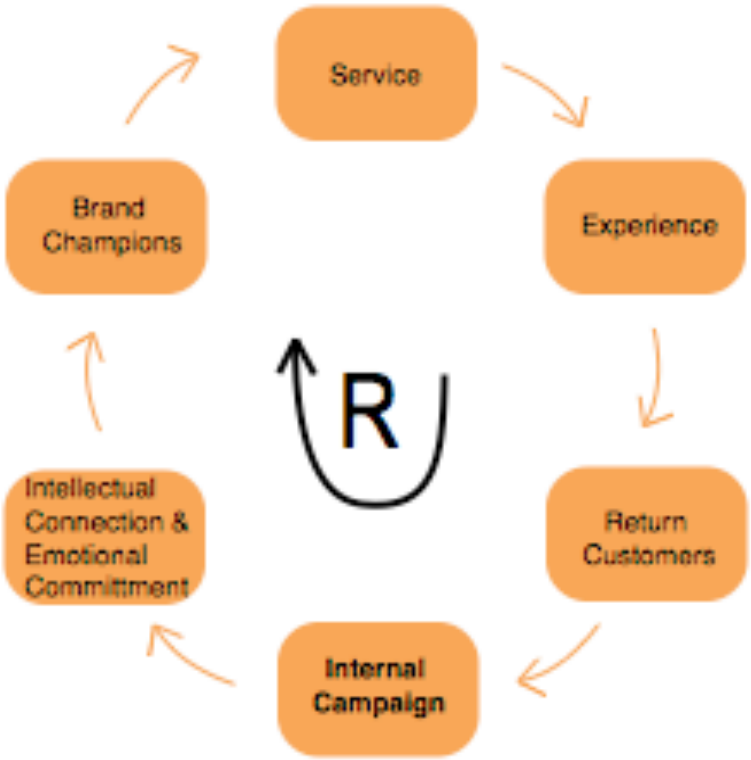
There is an age old Chinese proverb that readily explains the product brand Seminar, "*tell me and I'll forget;show me and I may remember; involve me and I'll understand"* This Chinese proverb inspired the seminar name of ***Involve Me***, because the aim is to get employees to a have and exhibit a real understanding of the variety of brands they are selling. The seminar will be key- noted by the actual brand owners or engineers of specific products, in order for salesmen to get first hand pitch of specific brands.

In addition to the monetary scheme, we have not forgotten the delight people have when they are confronted with hard cash. The monetary scheme put forward is a monetary incentive that already exists. It is a commission incentive scheme where employees are assessed and are enable to make a percentage of the value product.

It is an effective way of getting employees to increase productivity in the work space, particularly in the direct sales industry of retail. However we felt the name, "commission" to be extremely out-dated and chose a more quirky name of *Ching Ching* which described the opportunity of commission in a more creative engaging way.

Employee Engagement Seminar

The employee engagement seminar is a workshop seminar that teaches employees about the crucial ingredients of great sales skills, as well as a great attitude towards life in general. Engagement refers to employee engagement which is where employees are taught about having an emotional commitment and intellectual connection towards selling and engaging with clients. Our strategy has emphasised our belief to create brand champions, which inspired the creative name of ***Champ Camp***.



Phase Two: External

The brief required an increase in brand awareness and purchase intention for the brand *DionWired.* The external campaign delivers communication within traditional media vehicles and a fully integrated online supplement. These vehicles have been carefully considered for the campaign and are coherent communicators for the target market, as deduced from the extensive primary and secondary research.

The external campaign relays the message that DionWired is the specialist in electronics with specialist knowledge. The external campaign denotes this by contrasting the specialist knowledge of DionWired employees with everyday perceptions of select electronic products.

External Executions

1. Television
2. Print
3. In-Store Interactive
4. Post-Purchase Interactive
5. Alternative Brand Contact
    a. *DionWired* Delivery Van Wrap
6. Online
    a. YouTube *Wired Zone*
    b. Twitter
    c. Facebook
    d. The DionWired Website &*My Utopia*

1. Television: 'Kinetic Television build'

The television advertisement uses kinetic typography to build the image of a television. The kinetic script building the television is a passionate monologue reciting the many beautiful reasons and aspects as to why the speaker is so in love with his television. From this monologue we can hear why, to DionWired, a television is not just an appliance but a part of your family, and why it is so important to realise that there is so much more to selecting a television. Therefore, bringing back to our concept of specialist knowledge, it is necessary to have a specialist to help you select one, and DionWired is that specialist.

2. Print: 'Microwave', 'Wii', 'Electric Oven', 'Television' and 'Hard drive'

The print advertisements use copy and simple illustrations to depict two contrasting viewpoints. The first viewpoint encapsulates colloquial phrases relating to an appliance, where the second viewpoint denotes the passionate, almost scientific specialist understanding of the same appliance as held by DionWired employees.

3. In-Store Interactive

This in store contact point sees consumers enter the DionWired store and receive an I-Pad to use during their in store shopping experience. Placed at 80% of the products in-store, are QR codes that the consumer then scans with the I-Pad. Once the I-Pad has read the QR code, additional information regarding the product; its origin, its manufacturing process etc., appears. The QR codes change each week.

4. Post-Purchase Interactive

To continue the DionWired employees' specialist knowledge through to the post purchase process, we developed a text message service for the consumers to interact with. Once a purchase has been completed the consumer will return home with their product, or it will be later delivered, where a sticker will be placed upon the packaging. The sticker prompts the consumer to SMS the word DionWired to a specified number. Shortly afterwards they will receive sound clip sent to their phone. The sound clip welcomes the consumer to the DionWired family and offers additional help and advice regarding the product purchased.

5. Alternative Brand Contact Point, DionWired Delivery Van Wrap

From our primary research, we found that consumers exchange information and advice regarding electronic purchases with friends and peers. With this insight, we decided to create a delivery van wrap for the DionWired delivery vans for consumers to see, interact with and talk about; thus spreading positive word of mouth communication for DionWiredand further increasing positive brand equity.
The delivery van wrap contrasts a common viewpoint with the specialist and knowledgeable viewpoint of DionWired employees, for a laptop. This communicates our concept as it relays the specialist knowledge of the DionWired staff, as well as boasting campaign coherency through the visual and linguistic look and feel.

6. Online

As DionWired is an electronics brand, we felt it imperative to bring our external campaign into the online realm and give the brand a distinct online presence. We suggest that DionWired employs a marketing team to manage and direct the online landscape, thus ensuring coherency at contact points and sources that are readily available for information and updates.

Within the online campaign are five contact points that have been either revised or created.

a. YouTube

Sleepercell has established a DionWired YouTube channel, named WiredZone. This YouTube channel is a platform for DionWired to upload content regarding new product demonstrations for their eager consumers to see

b. Twitter

DionWired already has an existing Twitter page, however we feel that this vehicle could be pushed further by receiving more attention. We suggest that the Twitter page should offer further content relating to international electronic trends. The external campaign concept is relayed through the twitter page as the media team managing the Twitter page will offer specialist support with their extensive, specialist knowledge through a conversation with the consumer.

c. Facebook

At present, DionWired has incoherent Facebook pages; a web search leads the consumer to an inactive DionWiredFacebook page and a Facebook search leads the consumer to a region specific Facebook page for Durban, Kwa-Zulu Natal. This creates confusion for the target audience and must be resolved. Sleepercell suggests that DionWired establish Facebook pages for all of their operating regions, this way, specials and in-store on goings, specific to the regional branches, can be shared without confusion. The inactive Facebook page needs to be deactivated completely.

d. The DionWired Website &My Utopia

Currently, DionWired has an immaculate website that is functional, user-friendly, well designed and aesthetically pleasing. However, at present, the website boasts a competition that has been inactive for almost two months now. This creates confusion and disappointment for the consumers.

Although the current website is interactive, and will increase in its interactivity with the introduction of an online purchase facility, Sleepercell has developed My Utopia, a promotional feature to further push this interactivity. My Utopia will strengthen the consumer's connection to the brand and serve an unrivalled in-store experience within the online realm.

My Utopia sees the consumer create an online profile within the DionWired website. Here, they receive a basic structure of spaces within the home environment, for example, the kitchen, lounge etc. They fill these spaces with electronics and appliances that are available in DionWired stores, and arranging the products in their spaces as they desire.

The consumer benefits from spending time with their My Utopia as they are able to stand a chance to win certain products from their wish list through DionWired competitions. DionWired benefits from My Utopia as the company is able to view the specific products or brands desired per individual, and are then able to send direct communications to the consumer regarding promotions that are products or brand specific to each individual consumer.

Roll Out Plan

From the objectives mentioned above within the document the DionWired campaign includes television, print, online and alternative brand contact point which must all be rolled out within six months.

The television and online media brand contact points will roll out simultaneously from the beginning of January to June 2012. The print media and alternative brand contact points will follow a month later in February 2012 till June 2012.