



Kinship Branding®:

Developing brands for sustainable employment in CEE.

Philippe Mihailovich

Professor of Brand Management

ESLSCA Business School, Paris

Serbia
And
Montenegro
Branding
Association



19 April 2006

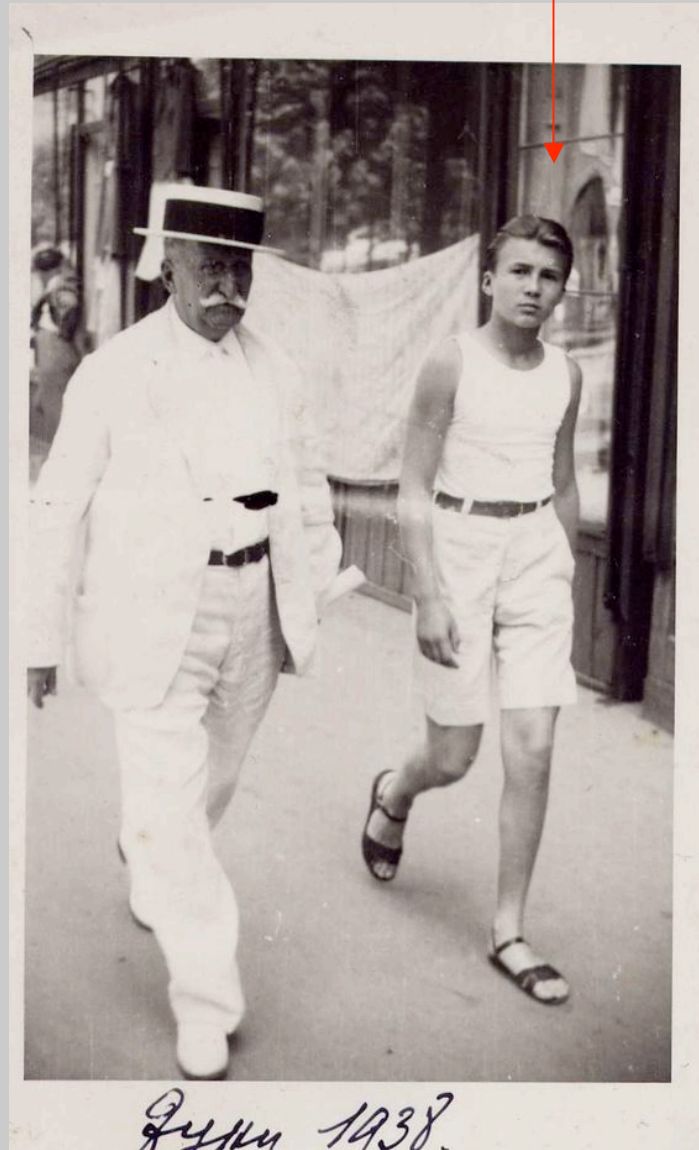


brandingserbia.com

Belgrade

the city where my father was born

Moi Pradedo →



myself as a brand.....

I have a Serbian look



**A French mother and
passport**



(Born)



Of Serb-Montenegrin



and Swiss - born



Fair
Trade

Grandfathers



commonwealth



The result of many alliances: A total **Kinship Brand**

My corporate background includes:



• **Bristol-Myers-Clairel South Africa**

CLAIROL
colorwonderful



My corporate background includes:



•Bristol-Myers-Clairel South Africa



•Marketing Head Nivea for UK & Commonwealth



•Marketing Head Wella for UK & lead Euro-Brands



My corporate background includes:



•Bristol-Myers-Clairel South Africa

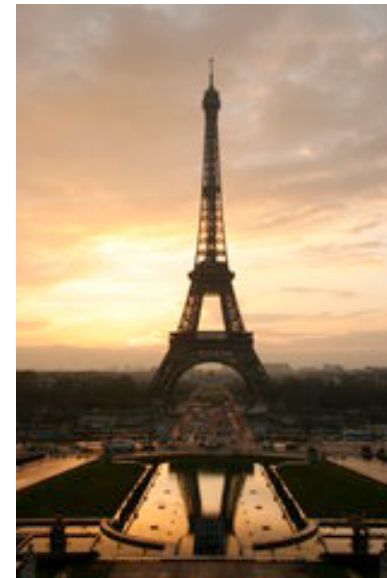


•Marketing Head Nivea for UK & Commonwealth



•Marketing Head Wella for UK & Euro-Brands

•MD Couture Brands: London, New York, Paris



► And Brand Strategist of REFLEX GROUP

new york & paris

www.reflexgroup.com



Place Branding and Luxury Branding



GIORGIO ARMANI

EMPORIO ARMANI

POLO RALPH LAUREN
EYEWEAR

I'm now also working with **Unibrand in Belgrade**

Unibrand. 360° Branding

Business & Brand Consulting
+381 11 3285 257
office@unibrand360.com

Explore.Create.Shape®
Our site will be re-shaped soon!
Yes, and we like to do that...



What have I learned from my past that can be useful to Serbia?

• I left South Africa in 1986 because I was embarrassed about apartheid. I was embarrassed to be white



- When you leave your country to go abroad, you are seen to represent your country and its policies
- Serbs in the West have had to represent Serbia's image abroad, and it has not been easy



- **After 40 years of apartheid, armed resistance and 10 years of sanctions, The Nation's economy and image had been seriously damaged**



Just like Serbia's

- **Today its a different story altogether. The country is booming and hope is high**

Why?

When....

- South Africa has one of **the highest crime rates in the world**

- South Africa has one of the the highest crime rates in the world

- One of the highest murder rates**

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- One of the highest murder rates
- Record levels of Child Rape**

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- Highest unemployment**

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- One of the highest murder rates
- Record levels of Child Rape,
- Highest levels of AIDS and AIDS orphans
- Highest immigration from all of Africa
- Highest unemployment
- Yet still, highest hopes!**

Why?



They have Nelson Mandela - now a Global brand (icon)



- They created the **Peace & Reconciliation Commission**
- They created a **new unified nation, a new energy...and branded everything!**

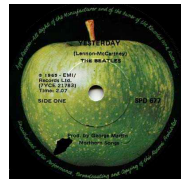




In 1998, **government and business** came together to create a "**Proudly South African**" campaign.

The logo can be licensed by companies for products whose **content is at least 50% local**, and who commit themselves to **responsible labor** and **environmental practices**.

Granny Smith

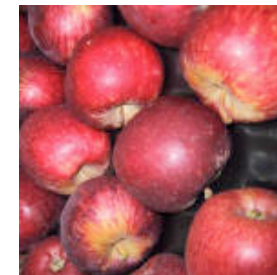


and **Golden Delicious** apples



After years of declining profits, sales to Britain jumped by 10% and revenues were up even more than that.

It's all part of a greater focus on Africa.



<http://www.time.com/time/europe/html/050606/africa/viewpoint.html>

They mobilised their diaspora all over the world



Those who had left the country were now ready to help

South Africa now has **kinship alliances** with

- all Africa,
- the Commonwealth,
- The Anglo-Saxon world,
- the Southern Hemisphere,
- they link Asia to Africa,
- America to Africa...

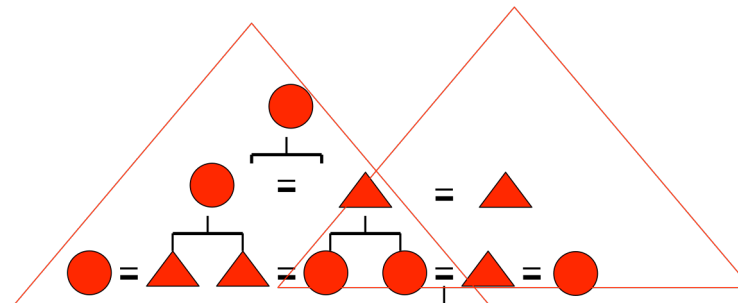


Fig 6 two countries sharing a common regional brand

They have **bonded with friends everywhere** from

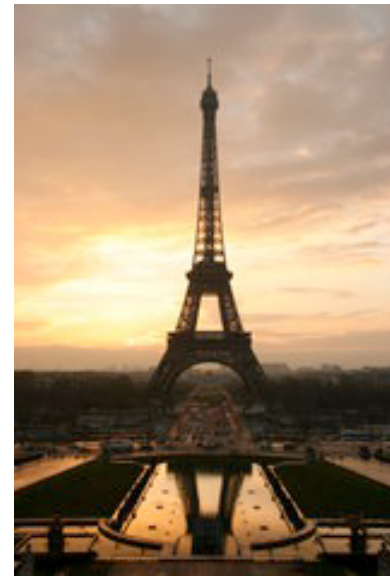
- **communists to capitalists,**
- **from blacks to whites,**
- **from Islamic fundamentalists to Christian Evangelists**

- **and investments are pouring in!**

and France?

France has its own issues too

- **A system blocked between Socialism and Capitalism**



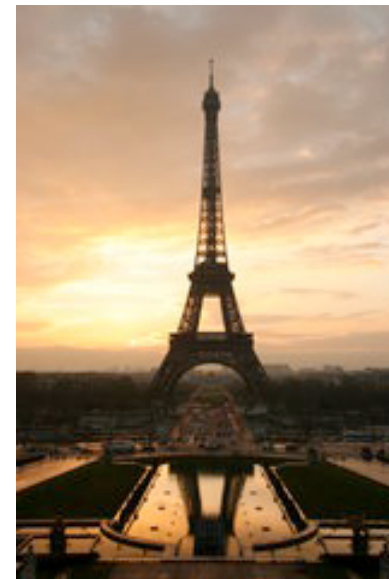
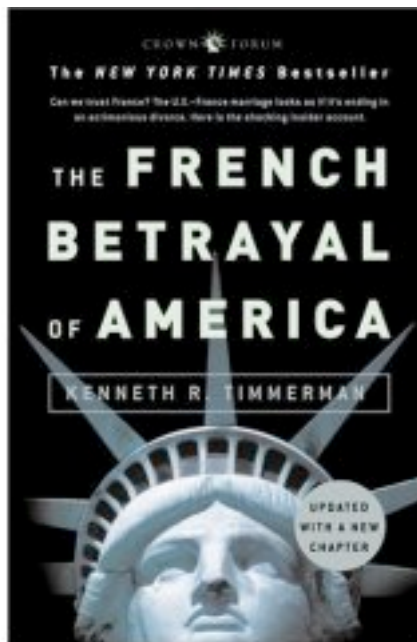
France has its own issues too

- A system blocked between Socialism and Capitalism
- Few paid jobs for the youth and immigrants**



France has its own issues too

- A system blocked between Socialism and Capitalism
- Few paid jobs for the youth and immigrants
- Nevertheless **tourism is booming - even from America**



France has its own issues too

- A system blocked between Socialism and Capitalism
- Few paid jobs for the youth and immigrants
- Booming tourism - even from America
- **Booming sales in luxury exports to Asian countries**



- **France has EU help & it exports its culture everywhere!**



Student Research

In 2005 Borka Tomic and myself asked 50 international Masters Degree students at ESLSCA in Paris which words first come to mind when they hear certain country and city names such as:



Student Research

France

Paris

Italy

Serbia

Belgrade

Montenegro

And many others



Student Research

The answers received were:

France Wine, Cheese, Luxury Brands, Champagne

Paris

Italy

Serbia

Belgrade

Montenegro

And many others



Student Research

The answers received were:

France Wine, Cheese, Luxury Brands, Champagne

Paris Fashion, Perfume, Eiffel Tower, Love

Italy

Serbia

Belgrade

Montenegro

And many others



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The answers received were:

France Wine, Cheese, Luxury Brands, Champagne

Paris Fashion, Perfume, Eiffel Tower, Love

Italy Pasta, Espresso, Michaelangelo

Serbia

Belgrade

Montenegro

And many others

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Italy Pasta, Espresso, Michaelangelo

Serbia War

Belgrade

Montenegro

And many others

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Serbia War, anything else? The Hague

Belgrade

Montenegro

And many others

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Italy Pasta, Espresso, Michaelangelo

Serbia War, anything else? The Hague

Belgrade Bombs

Montenegro - nothing - know nothing about



Student Research

Clearly:

Montenegro needs Awareness

Serbia needs Rebranding



Student Research

- **Students were given one week to find branding opportunities Serbia & Montenegro**



Student Research

- Students were given one week to find branding opportunities Serbia & Montenegro
- **They came back full of good ideas and opportunities to exploit!**



Student Research

ALL students expressed a desire to visit Serbia!

- **Not because they had read any propoganda**

- **Not because they had seen some Nation Branding advert on CNN**



Student Research

- But because they were no longer ignorant.

They had learned real facts!

So how can we **educate** the world through **branding**?

With a slogan?

‘Love Serbia, and Serbia will love you!’

With a slogan?



‘Love Serbia, and Serbia will love you!’

No!

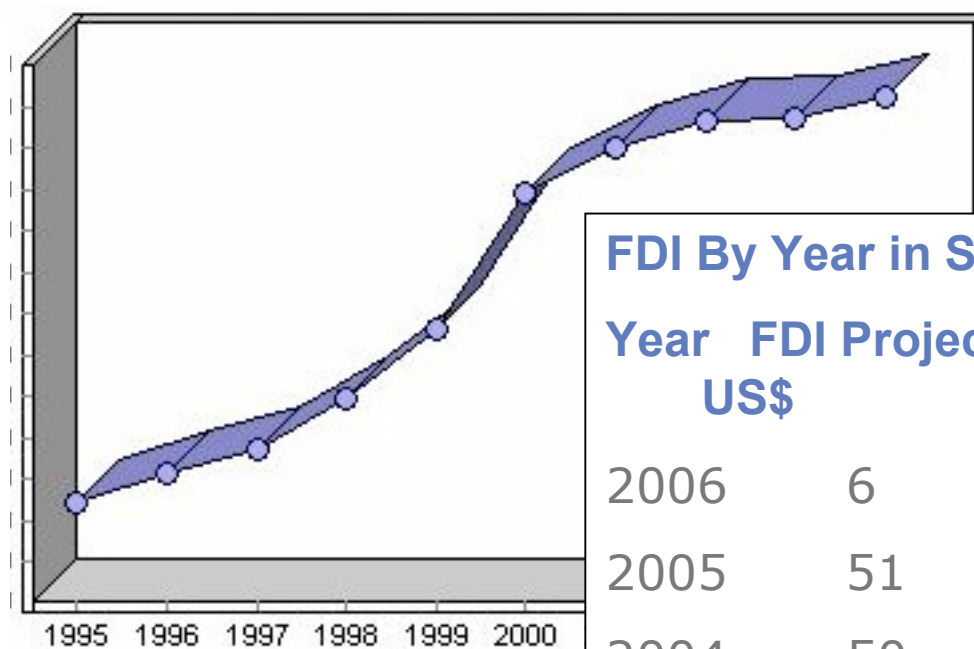
Before thinking of Nation Branding **let's think about our biggest objective -**

- to create **sustainable employment** for **all** -

starting with **rural development**

It's the priority!

- to attract **foreign direct investment**

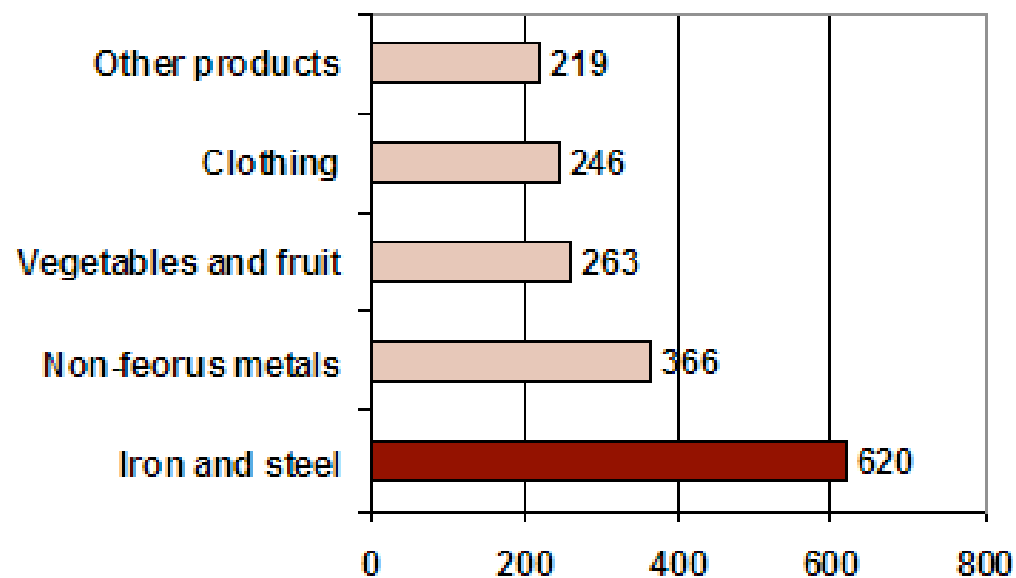


FDI By Year in Serbia & Montenegro

Year	FDI Projects	Capital Investment US\$
2006	6	\$2.24 Bn
2005	51	\$545.65 Mn
2004	50	\$505.40 Mn
2003	48	\$357.75 Mn

- to generate **exports**

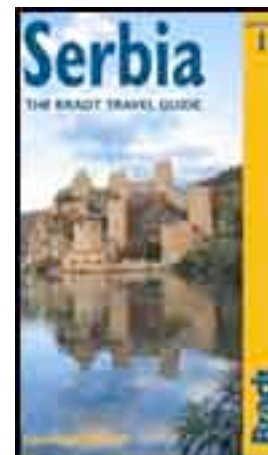
Major export goods in 2005 (mil. USD)



<http://www.siepa.sr.gov.yu/importing/structure.htm>



- to promote **tourism - luxury tourism in particular**



- and for **diplomacy**



Already there is confidence & hope in this new government!



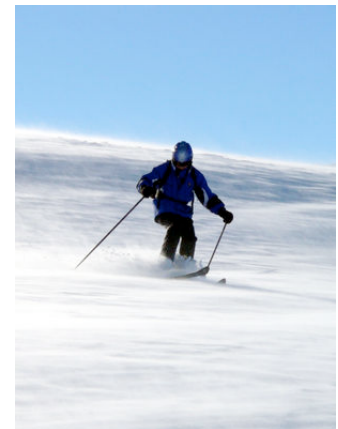
and Sustainable employment - rural development

- The **branding of natural geographic regions** can create **employment for the entire region, beyond** one single country



ie **Caviar** from the **Caspian**, **Pashminas** from the **Himalayas**, **Skiing** in the **Alps**

Always Start by Branding the Region!

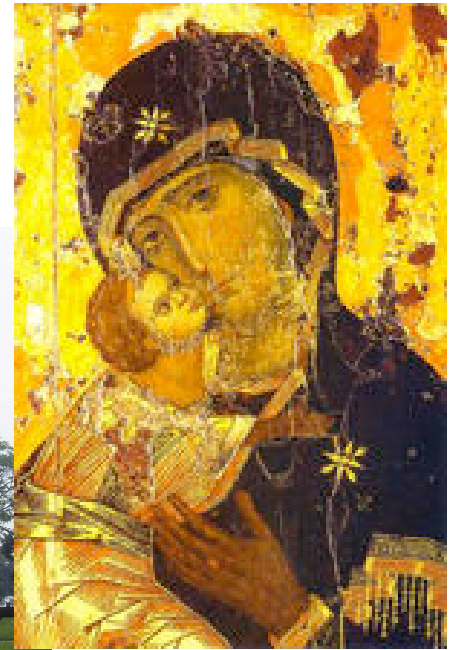


- Geographic regions even **last longer** than countries
- Can we brand **Berries from the Balkans** or brand **Adriatic Apples** as the French have branded Champagne?



Byzantine Berries are the Best!

- The Balkans,
- The Danube,
- The Adriatic,
- The ancient Monastries,
- Cities, Villages
- Heritage,
- Organic Agriculture and
- Balkan Biodiversity



could all become powerful **regional cluster brands**

- In South Africa we say, **‘it takes a village to raise a child’**
- Regional Cluster Branding needs the involvement of **the whole region**
- We need** our neighbours to be **prosperous**
- the branding must be **developed and shared by all -**
- Like a family business**
- That’s why it’s called **‘Kinship Branding’**

Kinship Branding: BOTTOM UP

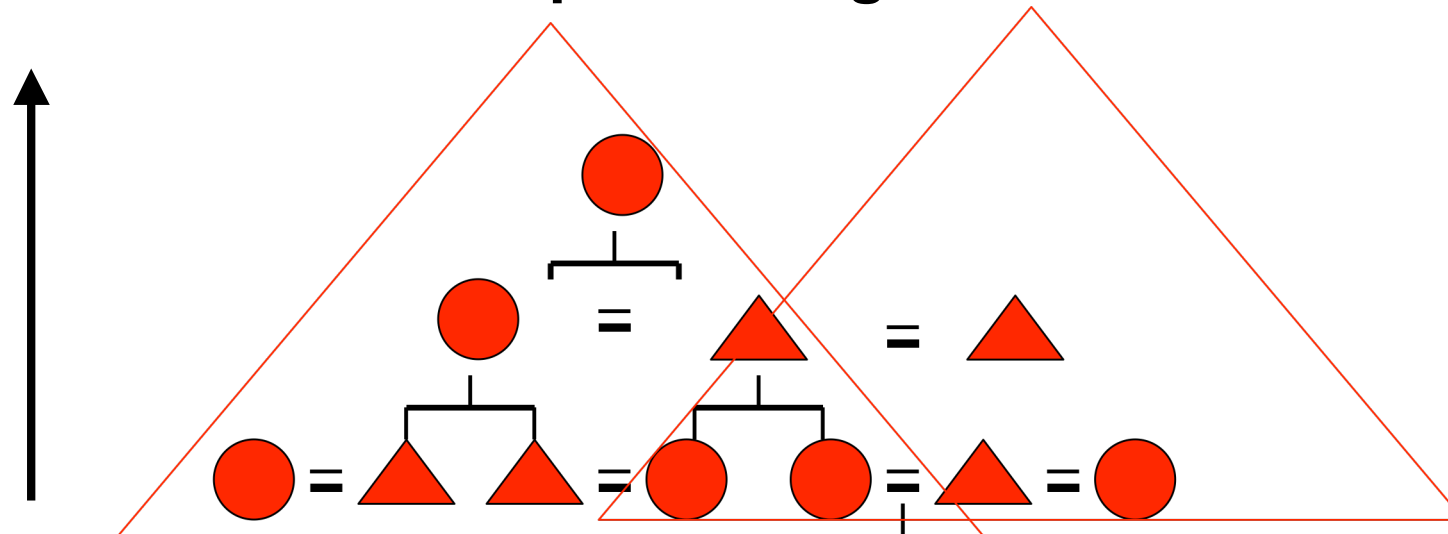



Fig 4 two countries sharing a common regional brand



- Each nation may **share a regional kinship cluster brand at the base** but building upwards to brands in secondary and tertiary industries, **one clear positioning should emerge**, eg France within the greater EU.
- It may share American tourists with other EU countries but it has its own identity and unique destinations.
- Clearly it is more cost-effective for EU countries to promote the EU together and their national specificities separately.



Licensed to Chill

beaujolais Made in Europe.
Enjoyed in America.


Campaign financed by the European Union, France and Italy.

Licensed to Chill

beaujolais Made in Europe.
Enjoyed in America.

Campaign financed by the European Union, France and Italy.



- Sales in the US market increased by **+17%**

Campaign financed by the European Union, France and Italy.



Pure Kinship!

Beaujolais is now infiltrating
American culture!

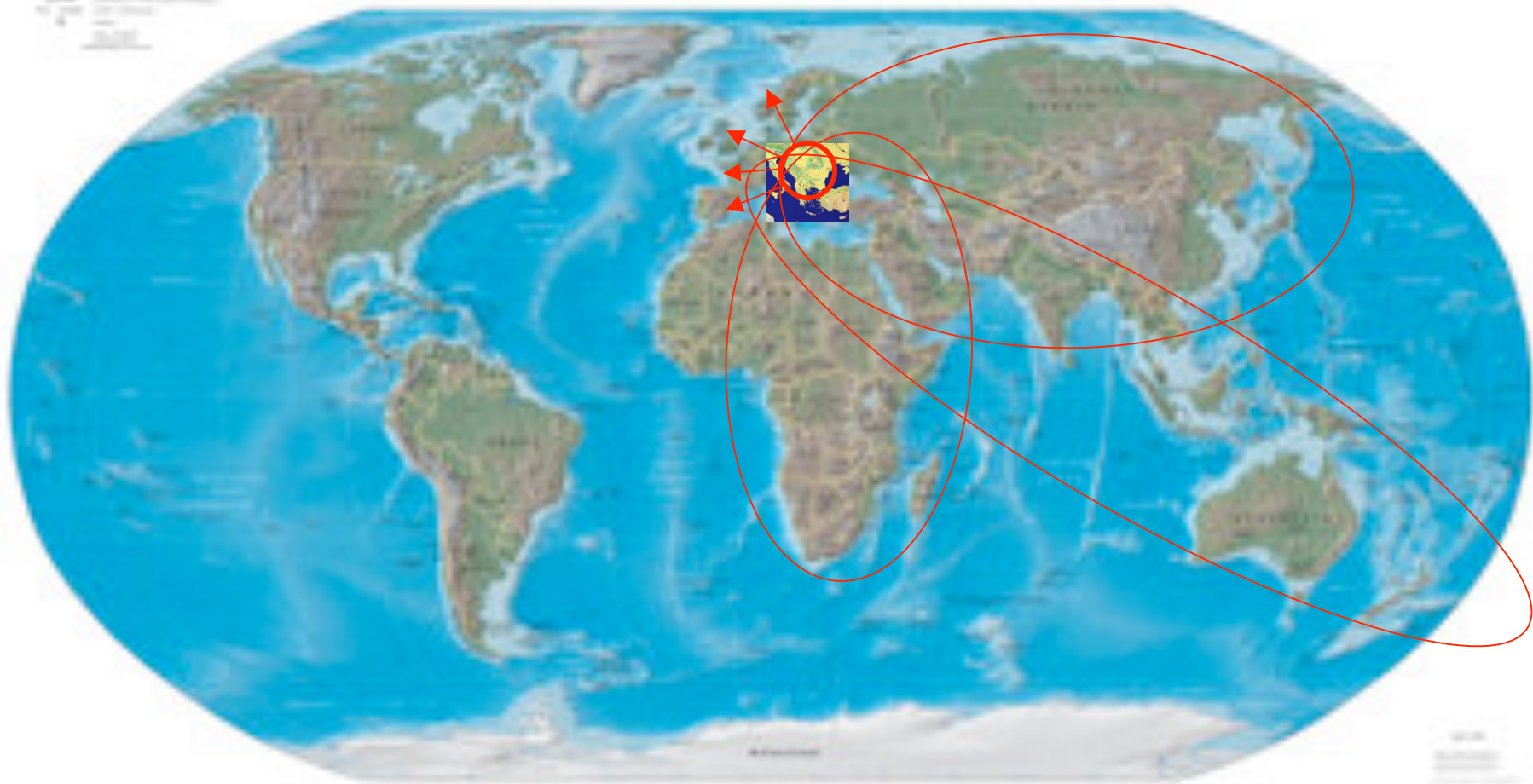
Can we do the same for
šljivovica?



Pure Kinship!

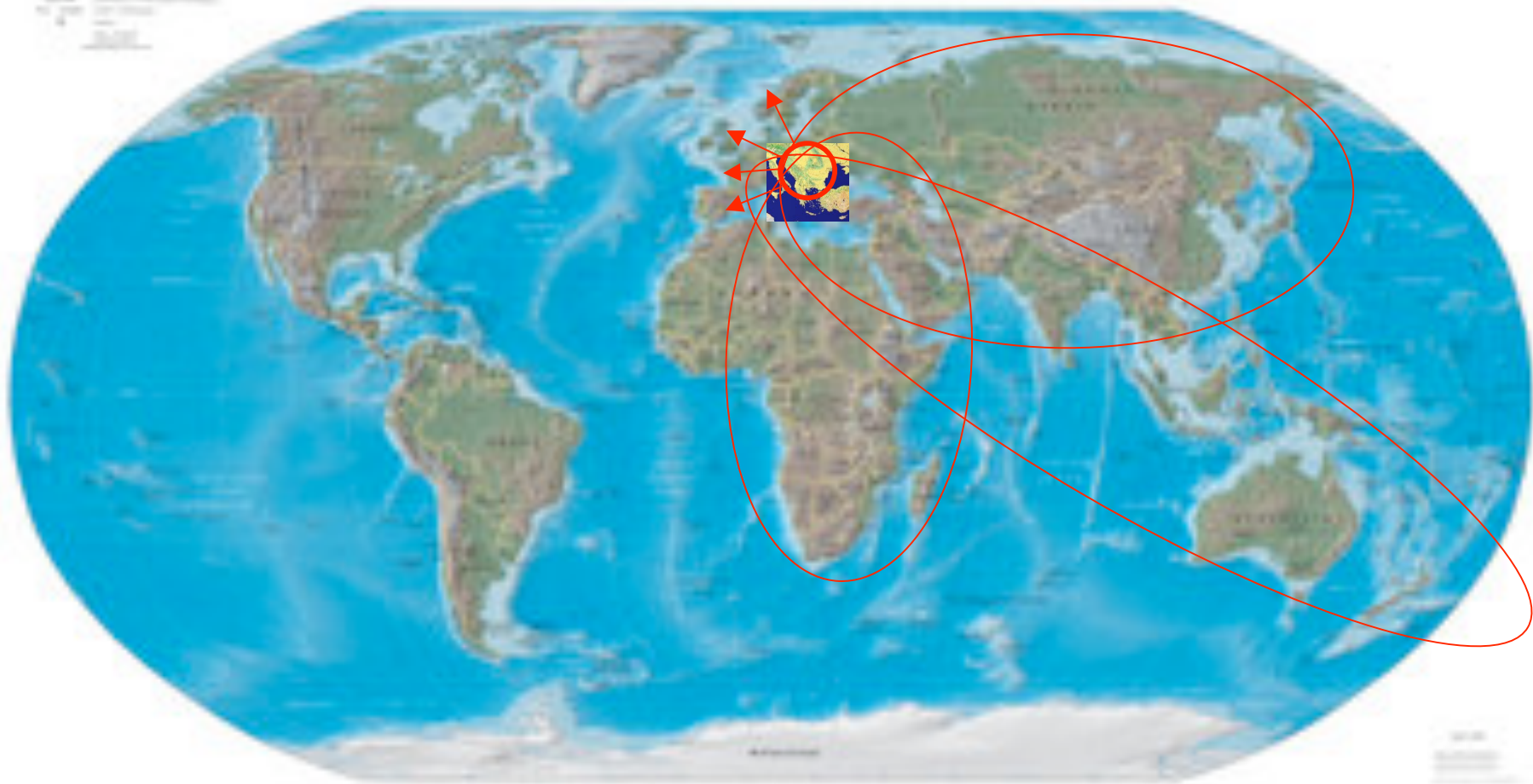
- Yes there was a nasty war to separate but soon all will be neighbours in Europe, competing **against some Big Guys within Europe!**
- **So create all your kinship ties fast. Compete with EU now!**

Physical Map of the World, April 2004



- The Free Trade agreements are excellent. If they could **spread to all Eastern Europe, China, India and Turkey....**Western Europe will **need Serbia** as their friend in the middle

Physical Map of the World, April 2004



- A shared Brand label such as **'100% Pure Balkanic Organic'** can do more to **create sustainable employment** in Central Eastern Europe (CEE) than Serbia can ever do on its own....

.....and the word **'war'** is not attached

- and maybe **Serbia** can act as lead country of the group

ALLIANCES are always more cost-effective

Serbia needs a LEAPFROG strategy
to jump over its **war** reputation



- ‘Regional-alliance’ branding can give it new attributes
- a kinship system stretching beyond national borders
- for the **greater benefit of all** - products and people



ZASTAVA 10



SerbianFruit

Kinship Branding

- is **not** about simply clustering existing brands of differing status levels together by industry sector



~~SerbianApparel~~



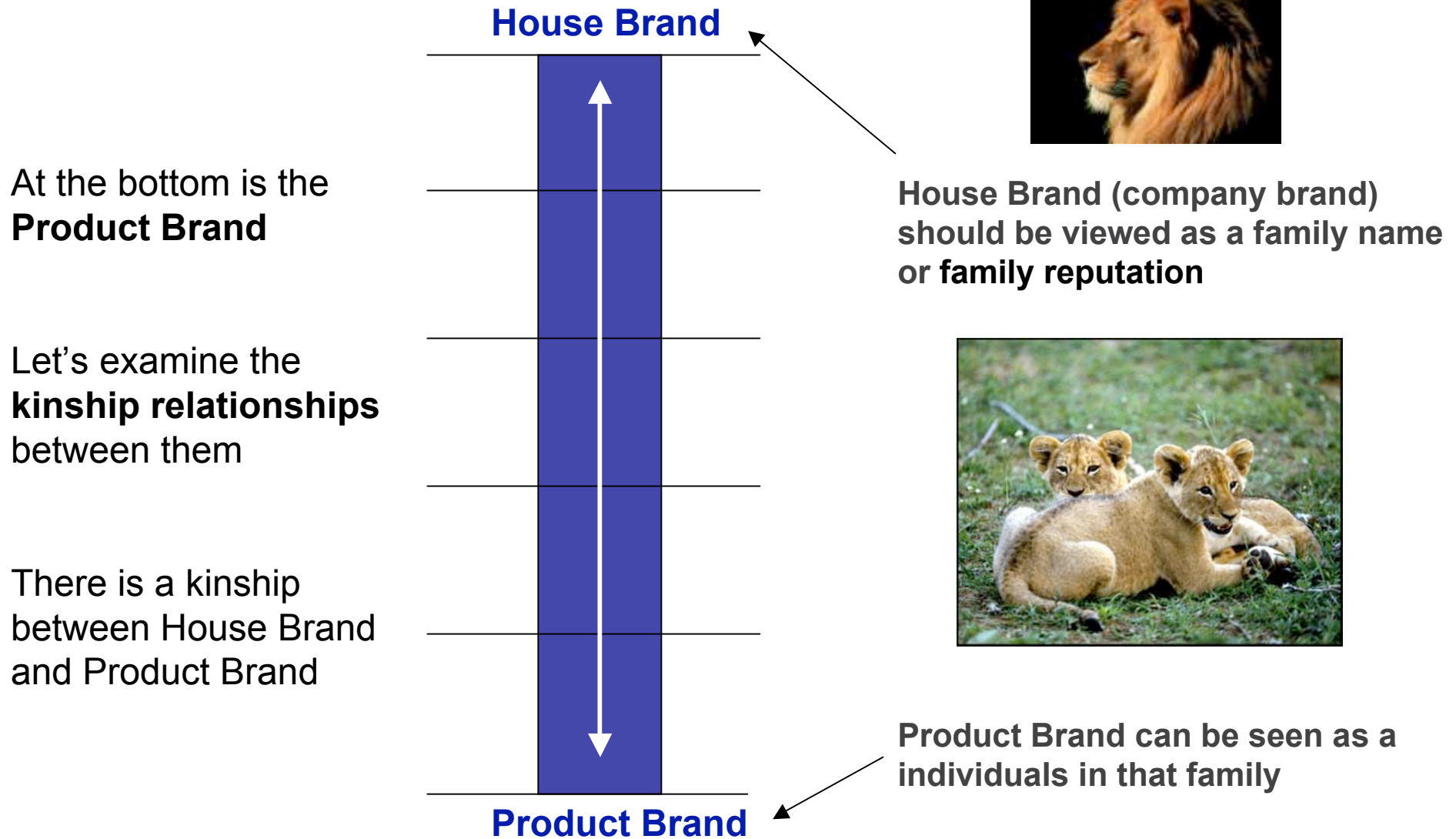
- **Not** good to mix **designer** brands with **factory** brands!
- its more about branding equal levels of clusters across a **broader region with a clear positioning profile** to form a larger, more powerful, **supra-national brand**

Its a form of **Sustainable Wholistic Branding**

- the whole is greater than the sum of it's parts

Here's another form of Kinship Branding that we can borrow from the French, but first some branding theory.....

This is a Brand-Bonding Spectrum. At the top of the spectrum is the **House Brand** - 'la maison' (often the same as the company name)

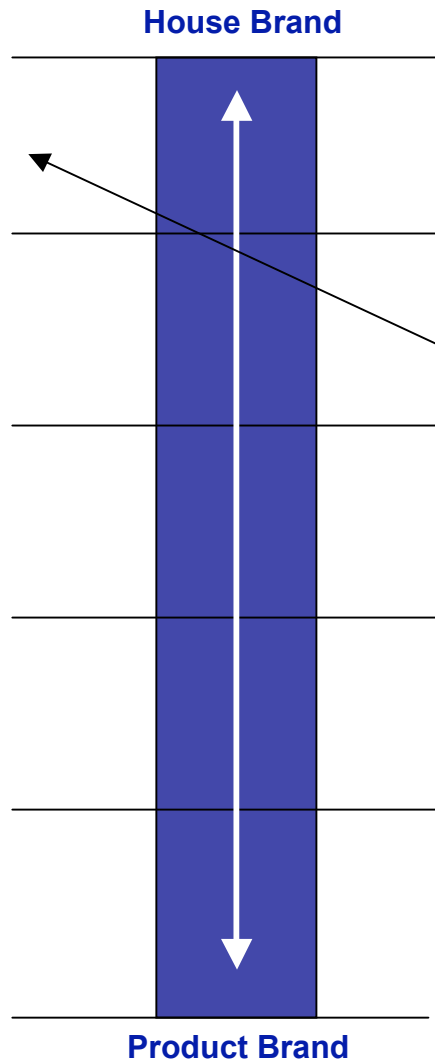


Brand-Bonding Spectrum : strategic considerations

(Mihailovic,P and de Chernatony, L (1994) in Journal of Brand Management, vol1, no.5, pp 1-10)

Strategic options

Samsung
E800



Zone 1: Total reliance on HB

Asian companies prefer to brand at top end of the Spectrum where Products have **no names**, only catalogue numbers.

Only the House Name is built as a brand

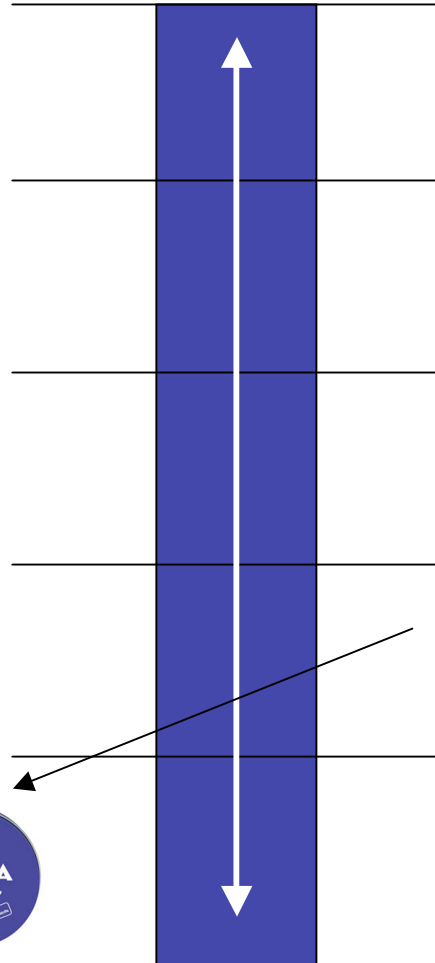
Brand-Bonding Spectrum : strategic considerations

(Mihailovic,P and de Chernatony, L (1994) in Journal of Brand Management, vol1, no.5, pp 1-10)

Samsung
E800



House Brand



Product Brand

Traditional Marketing companies choose to brand at the **bottom end** of the Spectrum **where Products have unique names** and reputations and are **independent** of the House Brand

Zone 5: Independent PB

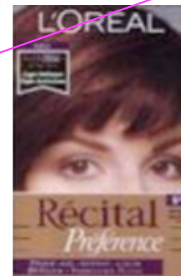


Brand-Bonding Spectrum : strategic considerations

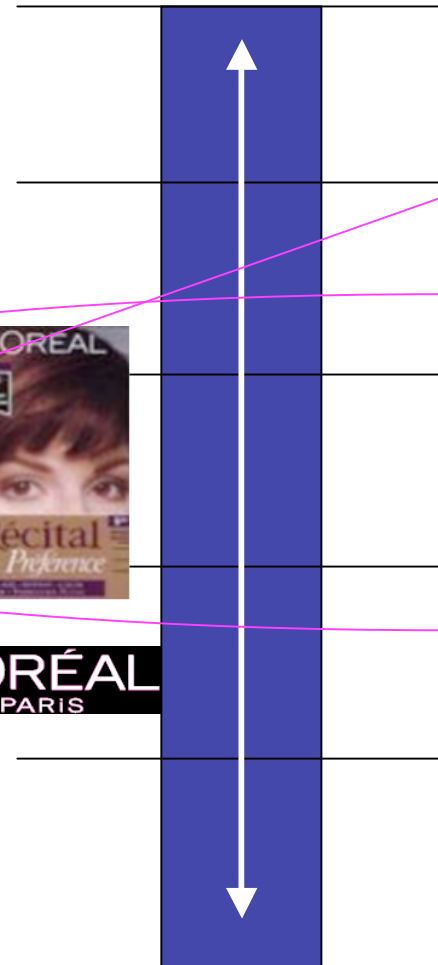
(Mihailovic,P and de Chernatony, L (1994) in Journal of Brand Management, vol1, no.5, pp 1-10)



Participate online at www.tribute.ca/purezoneforum



House Brand



Product Brand

In the middle is L'Oreal.
They build 2-3 brands
at once!

Zone 1: Total reliance on HB

Before adding the word Paris,
L'Oreal meant mostly 'hair'



Zone 3: Balanced reciprocity betw. HB & PB

PB feeds HB. HB feeds PB. TWO brands
built at once.

PLUS both feed the place brand, Paris

Sharing reputations from PB to HB to PB

Zone 5: Independent PB

Brand-Bonding Spectrum : strategic considerations

(Mihailovic,P and de Chernatony, L (1994) in Journal of Brand Management, vol1, no.5, pp 1-10)



We can apply the same logic to Commodities and Places

Branding from bottom up and top down, HB-PB wherever possible

House Brand
Product Brand

in Serbia SerbianFruit
Arilje

House Brand
Product Brand

from the Balkans
100% Pure Organic

House Brand
Product Brand

from Arilje
Vilamet Raspberries



Just as

DE BEERS
A DIAMOND IS FOREVER

Brand every berry!

branded diamonds and Swarovski branded crystals



We can apply the same logic to Place Brands

From bottom up and top down, wherever possible

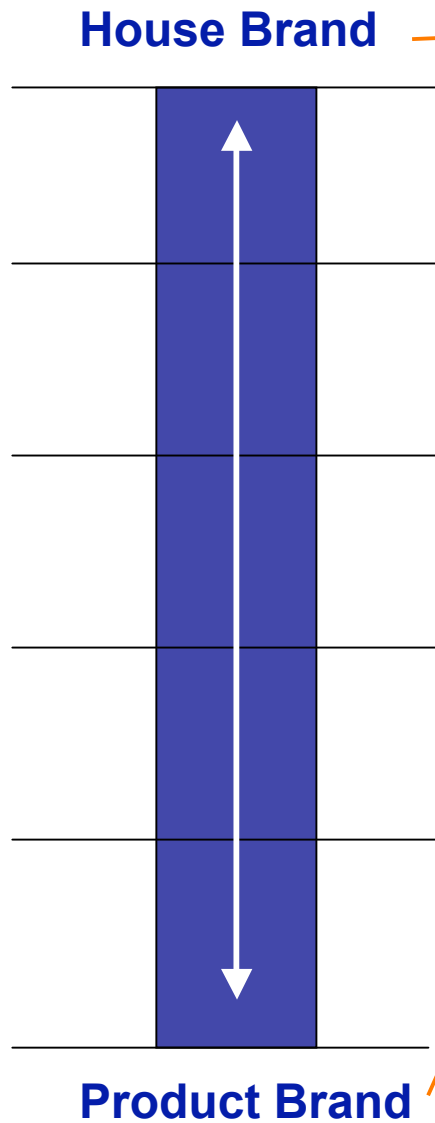


Brand every berry!

Brand everybody!

..all are organically grown!

One of Serbia's best Product Brands,  sometimes brands House Brand with PB



But it is not consistent across all products!



fresh & Co.



Serbia or Subotica

- It could also add 'Place'





fresh & Co.

Serbia or Subotica

- It could also add 'Place'

- And a **Region**

**Certified 100% Pure
Balkanica Organica**



place **CHAMPAGNE**



Especially as
CocaCola
Greece (EU)
are now
involved

Places **REIMS**
FRANCE



Signe officiel de
l'agriculture biologique



For Champagne, **Region** is more important than country



fresh&Co.

Serbia or Subotica



- But it could also add 'Place'

- And Region

**Certified 100% Pure
Balkanica Organica**

- And Ethics



& EU Quality Seals



**The Fruit & Fruit
Juice cluster is
now working on
this - USAID**





fresh&Co.

Serbia or Subotica

- But it could also add 'Place'
 - And Region
- Certified 100% Pure
Balkanica Organica**



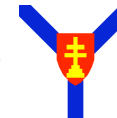
- And Ethics



& EU Quality Seals



- As well as commodities ie **Vilamet Raspberries from Arilje**



This way **every Product Brand** plays a role in building House Brands, a few Place Brands as well as making its commodities into brands:

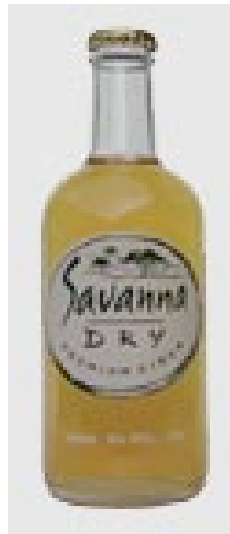


Building 7 - 8 Brands for the price of in 1!

This '**7 in 1 branding**' is just one other form of **kinship branding**.

- **All companies need to support the effort**
- **Its a wholistic kinship of brands, of people, of places that must lead to sustainable employment.**
- **If every brand does that, together it creates identity**

Look how Branded Products sell their branded ingredients

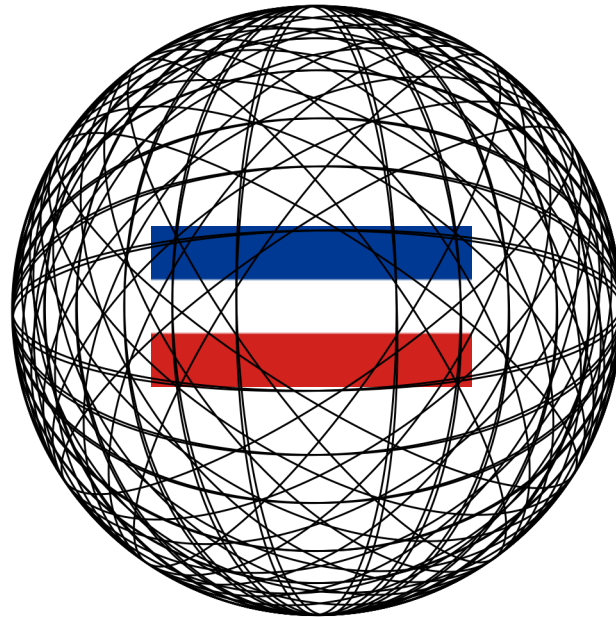


Savanna Cider

Savanna Premium Dry Cider is a supreme quality Cider. This refreshing beverage is **made from the finest Granny Smith Apples in South Africa** and is imported into the UK by Babco...

The branded ingredients become the story!

Every person involved, must make kinship links
as far and as wide as possible



Mobilise everyone you know in the world to help
build new reputations and relationships with your
town, your region, your artists and even your fruits

Culture too must be **exported** and **shared**

- **Not just artists, musicians, filmmakers and dancers**
- **But also the things you eat and drink**



Italians own the word **Espresso** but don't farm coffee beans

Americans have Starbucks



.....and sell espresso back to the Italians!

The Balkans could own the word **'organic'**

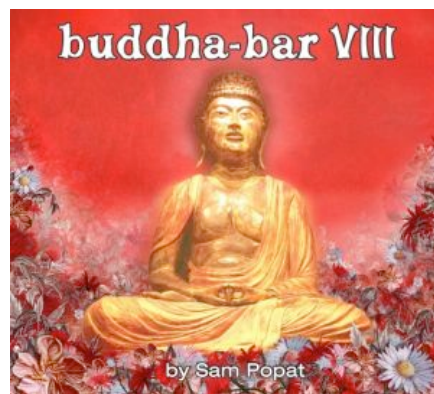
There's a place for **Balkanic Organic Restaurants**, Bakeries,
Coffee Shops & 100% Juice Bars in every big city

Create global brands! The West wants something different!



Dalmacia Platte

Already Balkanic culture is making a world impact in music and cinema - **Make Belgrade the Creative Capital of Europe!**



EXIT Festival

**Belgrade
Rocks!**

**Balkan Express
Dance & Theatre**



**FESTIVAL
DU FILM SERBE**
DU 8 AU 13 JUIN 2005
ESPACE PIERRE GARDIN
1-3 AVENUE GABRIEL
7 5 0 0 8 PARIS

Serbia & Montenegro are winning major sports titles
So what tricks are we missing?



- Do we have a David Beckham?
- Do we give people a **personal** link?
- Do we put a face behind our brands?



- H&M has learned the trick
- They surprised us by working with world famous designers** and had free press everywhere as a result



- They put faces behind their brand
- Faces add a **personal touch** to brands - we can bond easily
- We develop an **affinity** with the brand



‘ A brand’s affinity is the reason people feel attracted to it, why they desire it, why they feel kinship with it’ - van Gelder, ‘Global Brand Strategy’

- Put a **face** to every brand **And a story!**

- **Luxury Brands** always use ‘**surprise**’ to get press coverage
- **Haute Couture** uses ‘surprise’ on the catwalks
- When its **newsworthy**, you get free publicity - worldwide!



- Can we invite Lagerfeld to present his collection in Belgrade?

Surprise!



Newsworthy!

Which famous designers do we use to build our hotels and spas?

**Do
we
surprise?**



- Work with **the world's best creators**
- Use **Cyrillic for identity** as Greeks use their alphabet which **we think looks cool**

Surprise!



- It's better than **McThis & McThat** **Newsworthy**

Surprise!

Compete with the world's most expensive hotel



**The Emirates Palace
7 Star Hotel**

Newsworthy

The world's most expensive hotel

The Emirates Palace

Surprise!



Newsworthy

The Dream Hotel
New York



The world's most expensive hotel The Emirates Palace

Surprise!



The Dream Hotel
New York



**Furniture, plates, blanket, everything for sale
made by local community with international
design direction = rural employment**



Newsworthy

The world's most expensive hotel The Emirates Palace

Surprise!



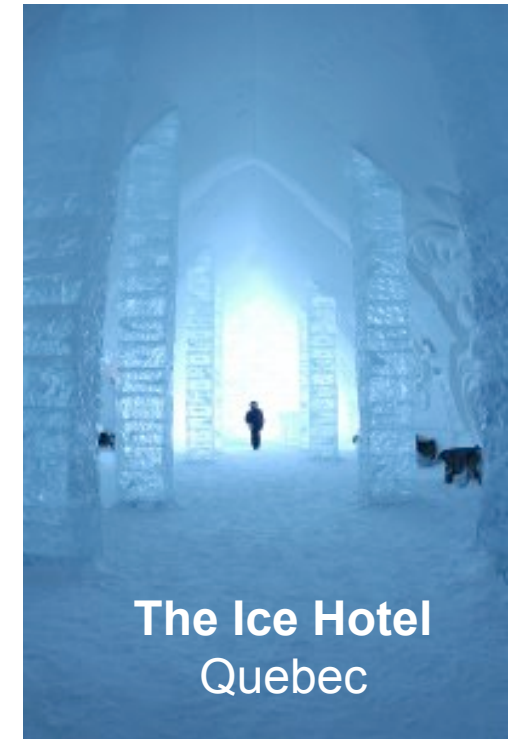
The Dream Hotel
New York



Oberoi Hotels
no reservations



**Furniture, plates, blanket, everything for sale
made by local community with international
design direction = rural employment**



The Ice Hotel
Quebec



Newsworthy



Newsworthy

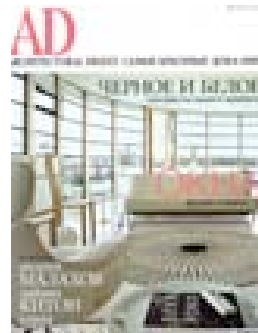
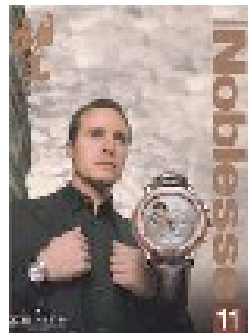


• If its **newsworthy** we will attract the best Hotel & Fashion magazines - as well as TV, stars and even more luxury investors!

Banyan Tree

Oberoi Hotels
no reservations

Source:
brandchannel.com



As with Luxury Brands, France has built their brands without TV advertising

- They have branded cities, regions, events & origin products



MAISON DE LA FRANCE – Case Study

Budget: \$10 M

Each with a **SPECIFIC** message ie Travel

FOR EVERY SEASON, THERE'S A REASON



Succeeded in boosting tourism to France - **by promoting visits to the Maison de la France website** - and **AVOIDING** travel agencies - they offer other places too.

When Nations advertise on TV, they look small.

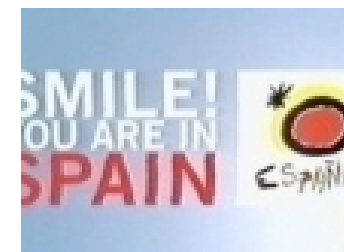
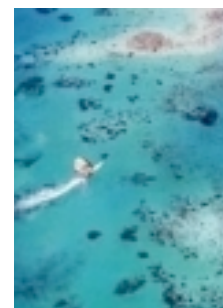
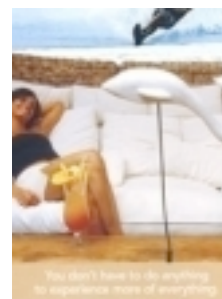
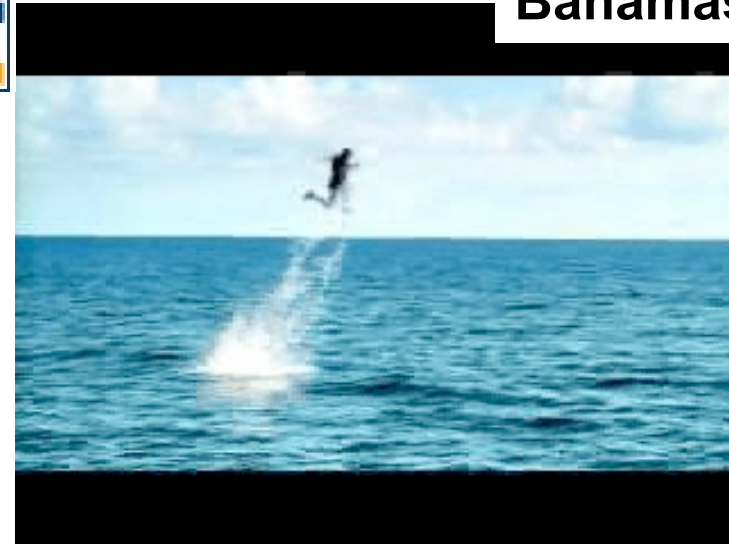
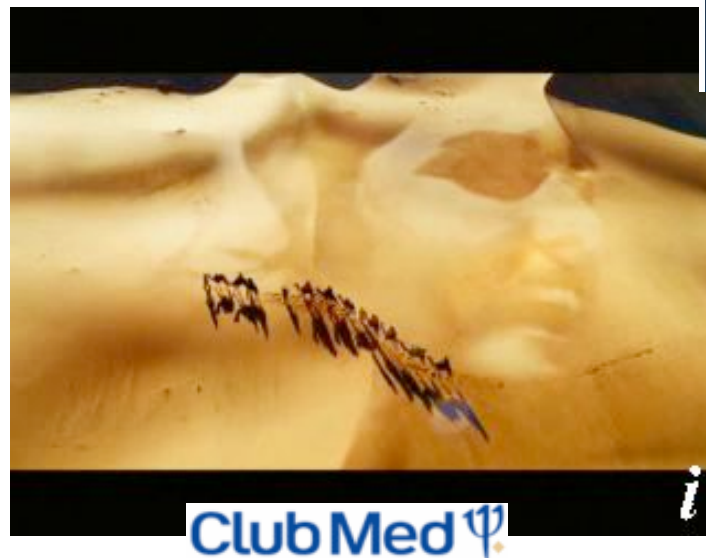
How many Nation Brand adverts on CNN

look like Club Med or VISA ads? **All the same.**



Malaysia
Truly Asia

Bahamas



- A country is **not** a chocolate bar, it's a **luxury brand!**



- A Nation/Place needs its **own unique formula**
- TV ads don't create national pride - employment does!

Culture exists for dialogue

- **Exiting things make people talk!**
- **Exciting things make people visit**

- **For Nations and Regions, Viral/Buzz Marketing are the serious way forward**

Personal discoveries! Believable stories,

Personal networks!

That's what works

Kinship Networks!

Such as **BE (Balkan Express)**- Balkan performing arts network - **IETM Projects**



Promote more **Kinship connections across borders** coming from - **people in art, music, dance, literature, film, sport, industry, hospitality, religion, politics...**
bond with the best!



Messages coming from - **culture, places, media** - many **kinship brands** - feeding **new values** to the **Nation Brand DNA**

It is not a choice, it's a necessity

- If Serbia were to try a **simple one-slogan adverting campaign to promote the whole country**



..... it will look like cheap propaganda

Each of Serbia's brands needs a precise message
Combining with others makes a stronger message

- Each should focus on **leading trends in its sector**
- Each should **innovate**

‘You’ve never been to a Monastery Spa?!’



Tease!
Tempt!

‘The branding of Dubai is today more **emotional** in its appeal. The **active endorsement from the Government of Dubai** has gone a long way in strengthening this message. **The City of Gold** is now known internationally.’

Kuper Research www.imc.org.za/documents/branding_dubai.ppt/



- Dubai promotes **each Product Brand, each Place and event.**
- Dubai is **connecting to everyone!** Creating **Affinity**

Alternative advertising creates affinity.

‘The relationship between brands and consumers has shifted.

The media landscape has fragmented.

The transmission of ideas is more rapid and more viral than ever.

John Harlow www.contageousmagazine.com

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'surprise'

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•Internet marketing

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- Internet marketing

- Kinship alliances, Integrity, Culture, Quality, Ethics, Spirit,
Fun and honest Reality

- all branded!

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**'Strategic creativity remains the last legal way to gain an
unfair advantage over the competition'.**

John Harlow

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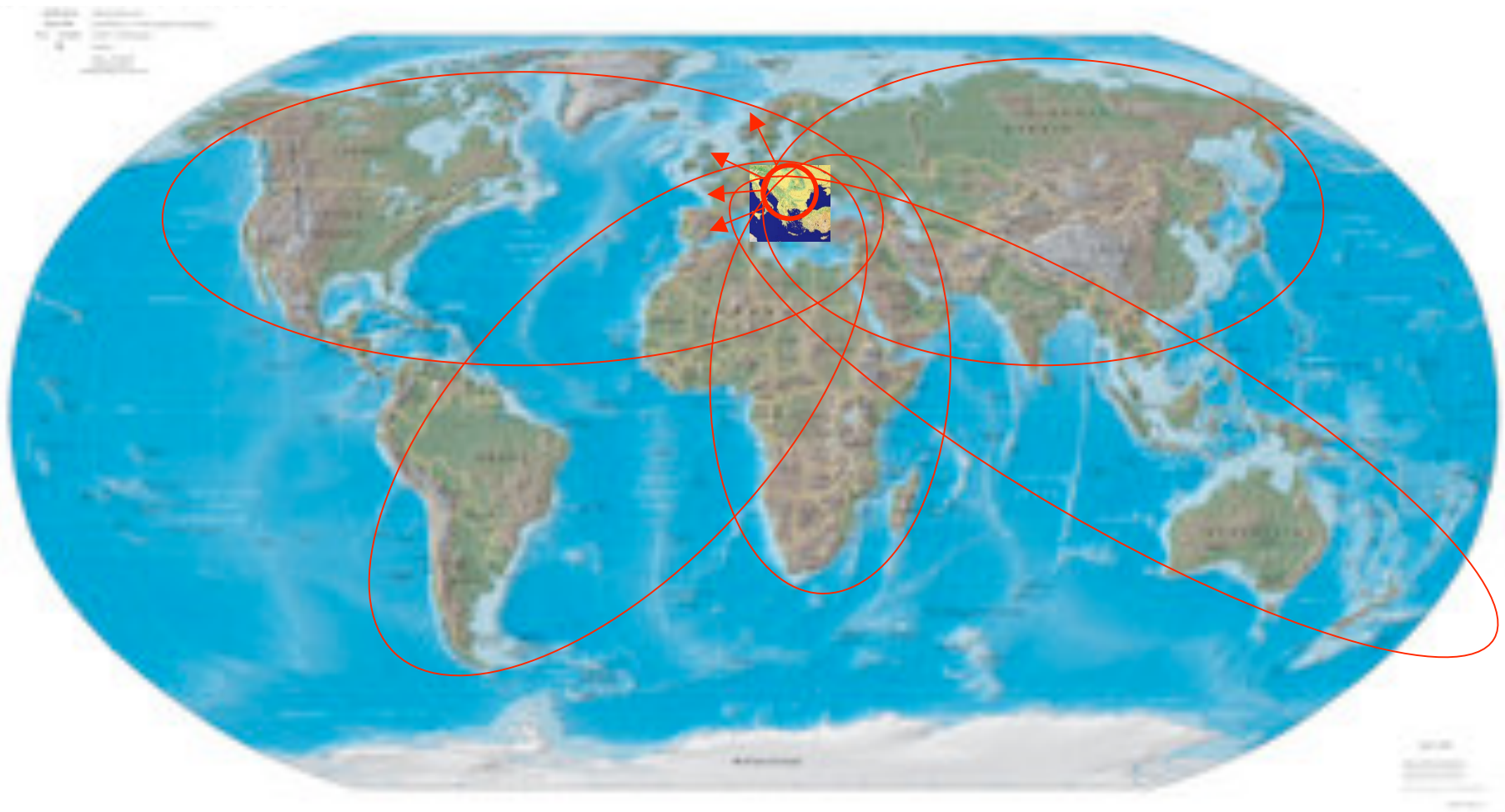
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- Let's build that trust and expand our kin**

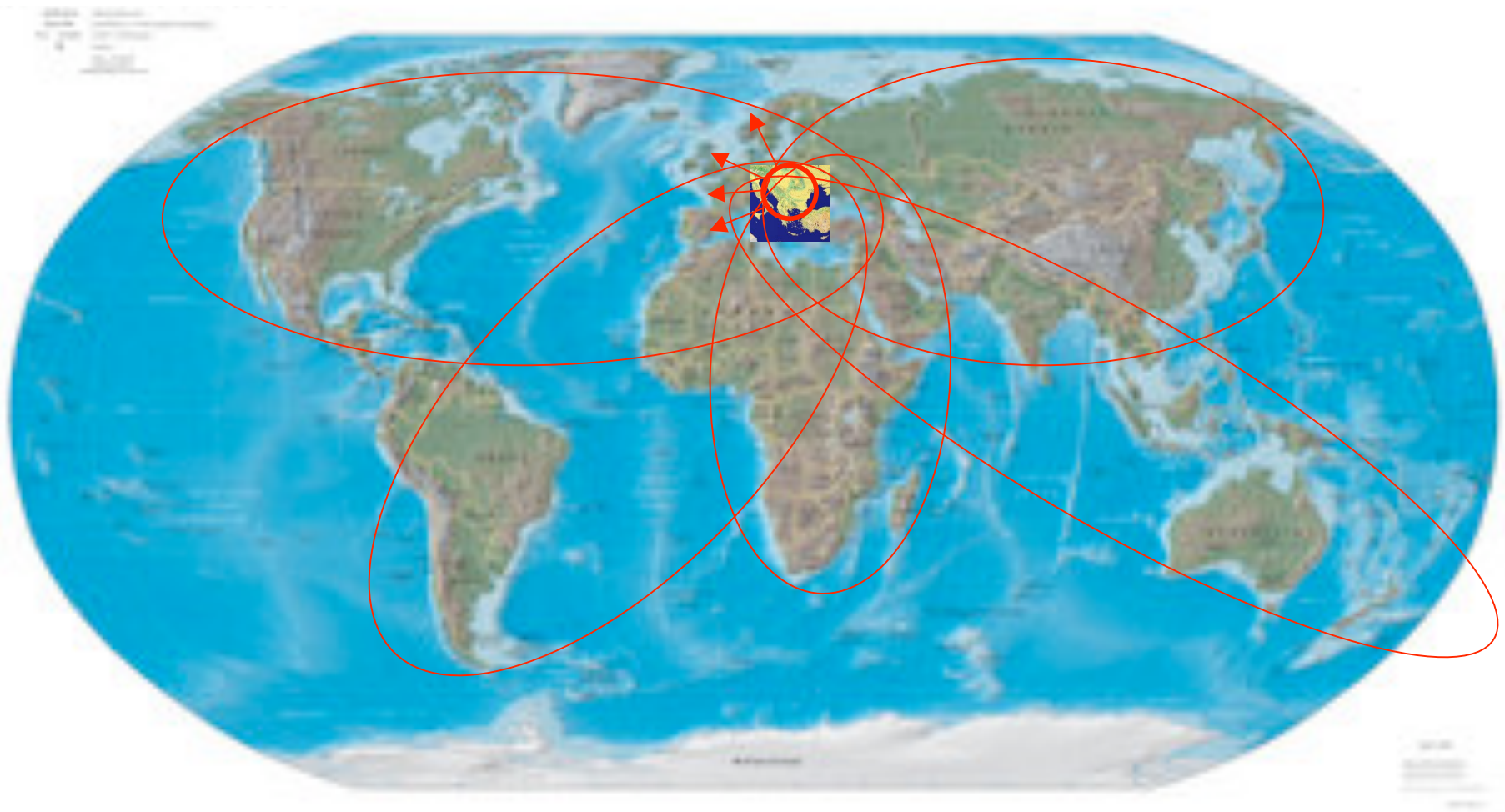
To conclude:

- Many 'commonwealths' of affinity kinships must be established by Serbia worldwide - get the diaspora to help!



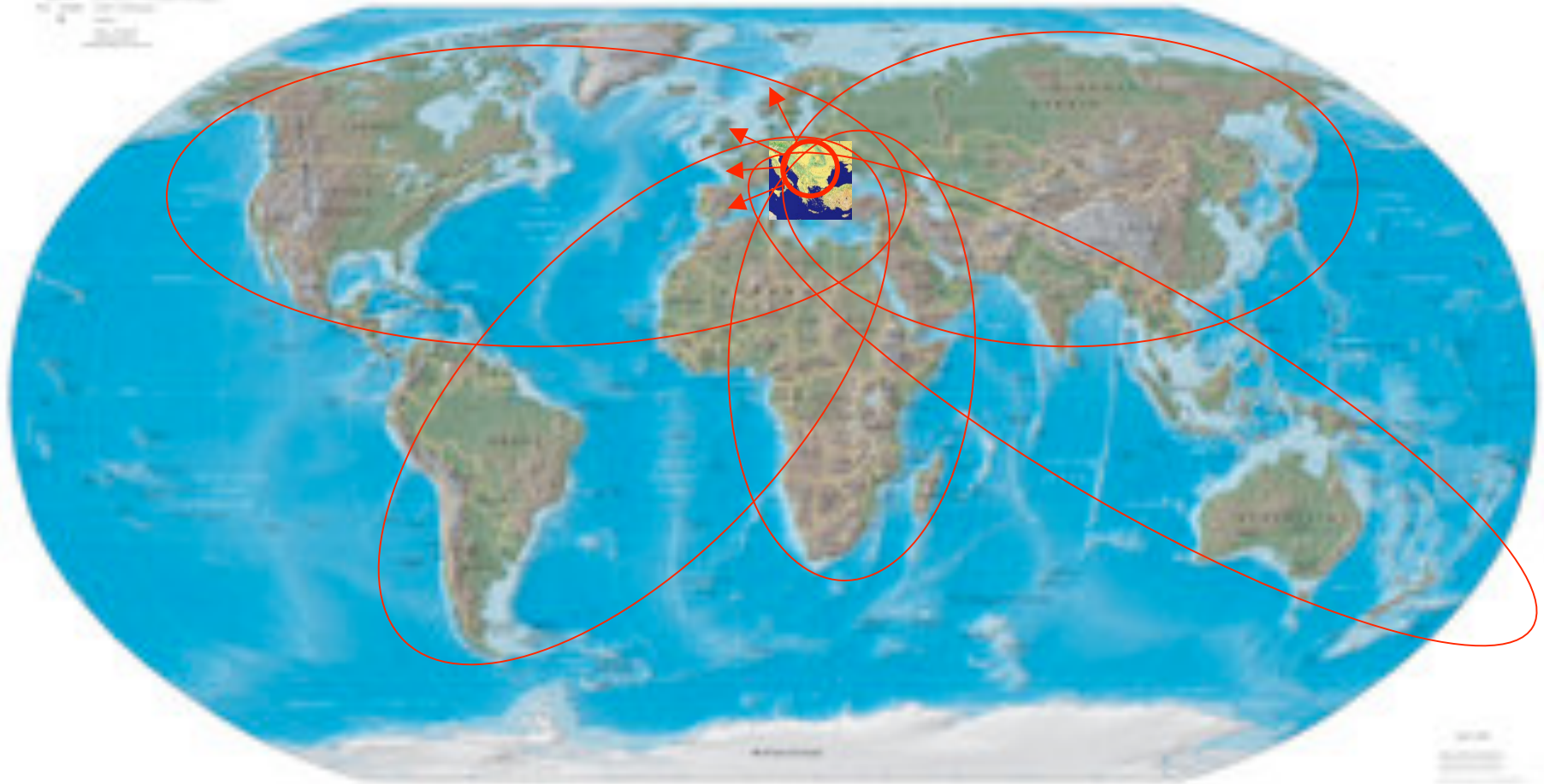


- Many 'commonwealths' of affinity kinships must be established worldwide - your diaspora can help
- **The BENEFITS to investors, importers, tourists and the domestic people themselves must be precise - be specific!**





- Many 'commonwealths' of affinity kinships must be established worldwide
- Benefits to investors, importers, tourists and the domestic people themselves must be precise - be specific!
- **Only a consistent and cohesive holistic approach to branding can be effective and sustainable**



A Strategic Brand Architecture is required and an effective Brand Management Structure

The New York Times
Serbia introduces Minister of Branding!

Surprise!



Newsworthy!

- A brand mangement team must be put in place **and NOT** just an external branding agency - to both create and manage brands i.e

Chief Branding Officer (a Transnational role)

Domestic Regional Brand Mgrs (County/Province)

Urban Brand Mgrs (Municipal-Towns/Cities)

Industry Brand Mgrs (Primary, Secondary, Tertiary)

Category Brand Managers (Fruit, Meat, Alcohol....)

Product Brand Managers (Berrys, Beef, Beer.....)

The Rebranding of Serbia cannot be part-time job

Serbia needs the world to know everything about it.

It needs **everyone** as a **brand evangelist** to spread the word

**France was not built on a slogan
but on a shared ideology and value system**

- as we see in South Africa today

Diplomacy has the biggest role to play

How the present democratic government handles **Kosovo** and the **Restitution of Property** to their **diaspora** remain critical issues - to all land investors!

Keep things honest and transparent, and we, your kin, will remain ready to help, just call.

THANK YOU

Special thanks to:

- **Borka Tomić** - The Institute of Serbia & Montenegro, Brussels
- **Djordje Lasić & Vuk Loncarević** Unibrand.360°Branding, Belgrade

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