

ASPIRE **UP!**



## Brand Development & Strategy Project

Brand Strategy Deliverable

October 17, 2013



GROWTH THROUGH STRATEGIC BRANDING

# Project Background



- **The World Wide Web Consortium (W3C) has played a critical role in setting standards for the Web since its founding 20 years ago**
  - W3C’s mission is to lead the World Wide Web to its full potential by developing protocols and guidelines to ensure the long term growth of the Web
  - Key principles are that the Web shall be available to all people and accessible on many types of devices
  - W3C’s vision for the Web involves participation, sharing knowledge, and thereby building trust on a global scale
- **As the Web has matured, W3C now faces some key challenges:**
  - Brand Relevance: W3C’s role as the premier standards body is not universally understood; many people in W3C’s target audience are not aware of Consortium’s work or the importance of their participation in it
  - Membership Value: increasing membership in the Consortium is important in order to expand both participation and financial resources
- **The goals of this brand development project are to create and execute a strategy that will help W3C:**
  - Update and refresh the brand to better reflect who W3C is
  - Align the W3C brand strategy with the business strategy

# Brand Development and Strategy Project

- W3C is using a best-practices approach with three phases
- This report addresses Phase 2: the Brand Strategy

## PHASE 1 COMPLETED

### Phase 1: Research

- Execute qualitative and quantitative research to understand key constituent needs and motivations, perceptions of W3C and competitor/substitute brands, and to prioritize the attributes, benefits, and values of the W3C brand

### Phase 2: Brand Strategy

- Define a brand strategy that will guide W3C's identity, messaging and enhance brand relevance with key stakeholders. Deliverables include:
  1. **Brand Promise** – the essence of what the W3C brand offers its key constituents
  2. **Brand Positioning** – a four-part strategy to guide future brand development
  3. **Brand Architecture** – recommendation for how W3C should organize its various brands for maximum impact and efficiency
  4. **Recommended Next Steps** - including summary of opportunities for change regarding brand values, principles, messaging, and identity

### Phase 3: Marketing Execution

- Assimilation of brand strategy with key stakeholders
- Develop key messages based on the brand positioning
- Develop/Update identity standards and communications vehicles
- Develop and execute marketing plans for growth

# Phase 2 Approach

- **W3C's brand research results were integrated into the strategy process**
  - Qualitative Brand Research (Nov 2012)
  - Quantitative Brand Research (May 2013)
  - W3C Staff Survey (May 2013)

## Phase 2



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# Strategic Context – Leadership Input

- **Purpose of W3C**

- “Bring people together and agree on how to make the Web more powerful, wonderful place to be”
- “Lead the Web to its full potential”

- **Strategic Priorities**

1. Next Generation Web
2. Security and Privacy
3. Expand Global Reach
4. Engage a Broader Stakeholder Group
5. Develop the Brand

- **Current Brand Challenges**

- Brand not well known or clearly understood
- Perceived as slow, stodgy, bureaucratic
- Member value proposition isn’t strong for many

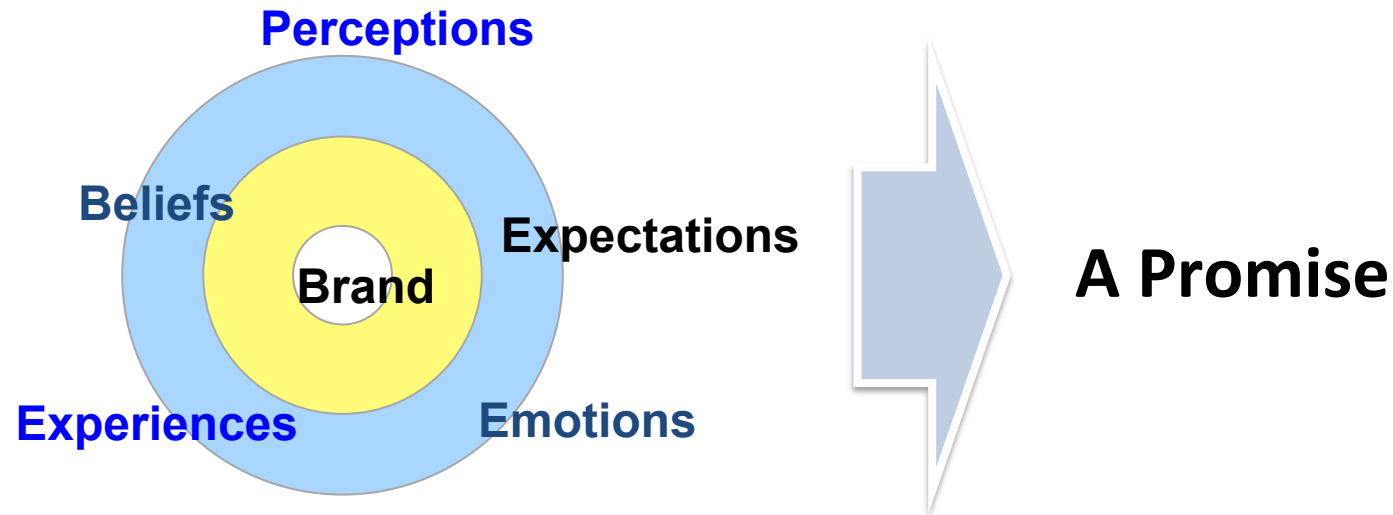
# W3C Brand Strengths

## From the Research and Brand Strategy Sessions

- **Commitment to Open Standards** = W3C is in the best position to set standards; missional focus on values of openness, accessibility, transparency, interoperability
- **Facilitates Collaboration** = the process is essential
- **Neutrality** = incorporates input from all stakeholders, across industries, countries, big & small
- **Global** = protecting a common resource for the world society
- **Technology Experts** = W3C attracts leading technologists and visionaries, including the founder of the WWW
- **Breadth of the community** = diverse participants across industries and geographies

 **Trustworthy**

# What Is A Brand?



- “Something that *resides in the minds* of customers ... reflecting their *perceptions*.”  
(*Strategic Brand Management*, by Kevin Keller)
- “The *most powerful asset* a company owns.”  
(*Building the Brand-Driven Business*, Davis & Dunn)

Our Definition:

***A promise that reflects the unique value our brand delivers***



# What Does It Take To Create A Great Brand?

1.

## A Good Brand Positioning

Relevant, differentiated,  
credible

2.

## Effective Brand Delivery:

Messages and experiences  
that convey the strategy,  
consistently delivered over  
time

# A clear brand positioning is the core of the brand strategy.



- **Brand positioning is an internal statement of strategy that defines what the brand should stand for and to whom**
- **It is the place in the customer’s mind that you want the brand to own and the benefits you want customers to associate with your brand**
  - The positioning guides all future marketing activities, including the brand experience
  - It creates a filter for determining whether a particular marketing activity is “on strategy.”

## An effective positioning must be:

**Relevant** and valued by targeted customers/audiences

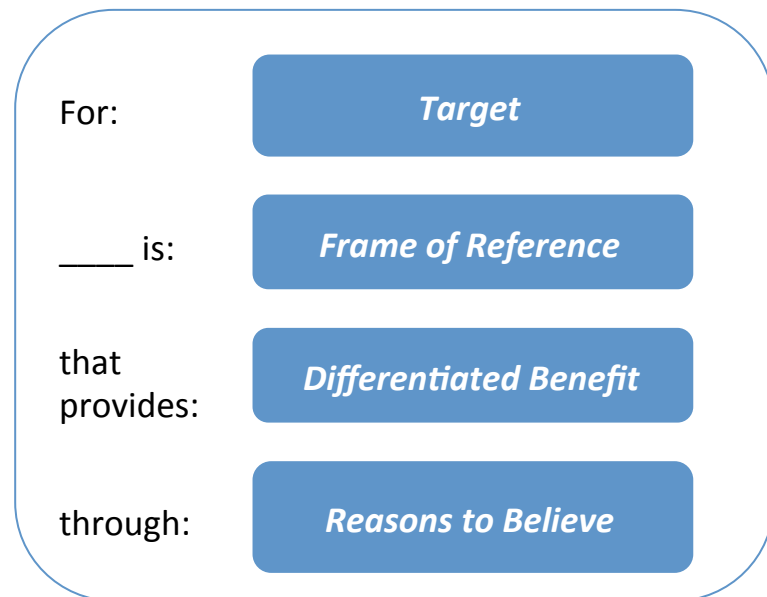
**Unique** versus other choices

**Credible.** Consistently delivered and achievable through actions, not words

# Brand Positioning Framework



## Positioning statement



- Who are you most wanting to reach and what do they care about?
- What “category” are you in?
- What do you offer that’s compelling and unique?
- What are the primary reasons to believe the point of difference?

# Illustration

The Positioning is an internal statement of strategy, not the actual brand messaging



(Illustrative Only)

## Format for Brand Positioning Statement

For: **Target**

[Brand X] is the brand of: **Frame of Reference**

that provides: **Differentiated Benefit**

because: **Reasons to Believe**

For: **Young urbanites with a taste for finer things**

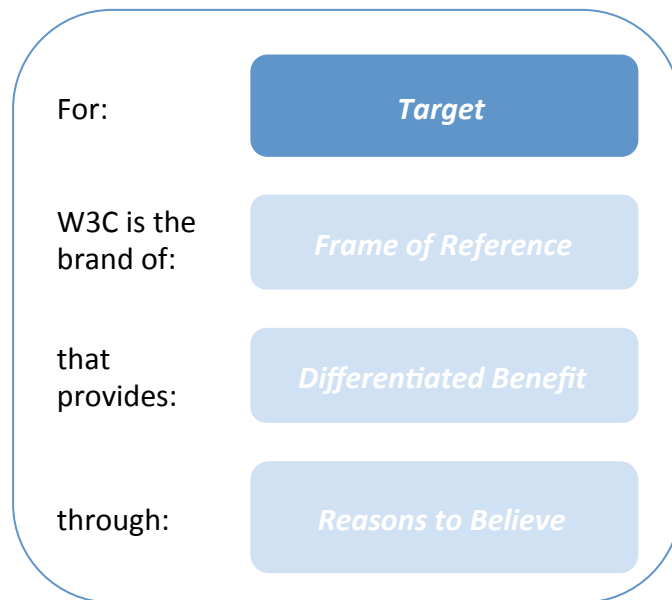
**Starbucks** is the brand of: **coffee experience**

that provides: **a reward in your day**

because: **it has the highest quality coffee, served in an upscale café atmosphere, with outstanding service**

# Who is Our Target?

## Positioning statement

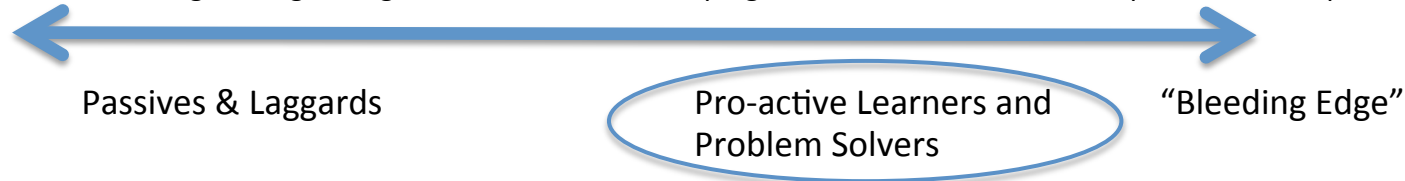


- **Primary Target**
  - Members or Potential Members = organizations
  - But it's the individuals who matter:
    1. **Developers**
      - Engaged in membership activities, especially standards development
    2. **Managers**
      - Support Membership
- **Brand building requires having a focused target**
  - Often the psychographic profile (their attitudes and what they believe) is often even more important than the demographic profile

# Recommended Target

**W3C brand will grow fastest by targeting an audience that shares attitudes and beliefs that help propel the brand forward:**

- 1. Innovative thinkers and learners** – want to be part of the conversation on where the Web is going; however, our target is not “bleeding edge” folks given that W3C needs to bridge both vision and application
- 2. The Web is important to them, both personally and for their organization**
- 3. THEY Believe technology solutions (and their involvement in defining them) can change the world**
  - “They wear the developer badge with pride”
- 4. Share the core values of an open Web**
  - “Want to fight the good fight”; involvement in shaping the Web can be a source of personal or corporate pride



**W3C’s brand will grow primarily through word-of-mouth; W3C needs people who:**

- Are willing to engage—contribute to the cause
- Can influence others—e.g., developers advocating for W3C within their companies

**Recommended Target:**

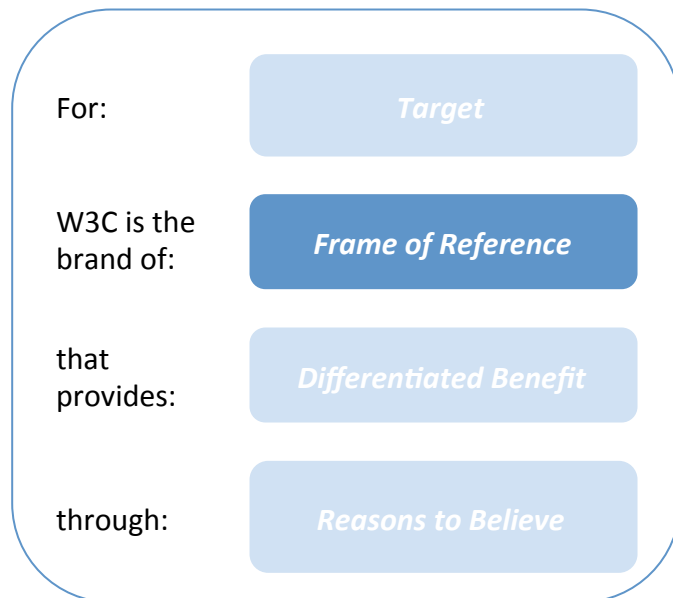


**Proactive technology leaders and innovators of the Web**

# Our Frame of Reference

- Frame of reference is the category in which we compete, or “comparison set”

## Positioning statement



Difficult to define because there is no direct comparison set; some examples:

Open Platforms	Closed Platforms
Mozilla	Google (Android)
	Apple (iOS)
Standards Forums	Other Analogies
IETF	United Nations
WHAT WG	Red Cross

## Recommended frame of reference:



**Global community of technology thought leaders**  
(who set vision and standards for the Web)

# Benefits of W3C Input from Research

## Perceived Value of W3C Member Benefits

*Percent saying this benefit is extremely/very valuable*

	13 Total Benefit Areas Tested	W3C List	Staff	Outside List
#1	Help shape the future of the Web	71%	67%	70%
#2	Provide input to Web specs/guidelines	69%	97%	69%
#3	Early access to new thoughts/themes	56%	62%	69%
#4	Learn what others are doing w/Web tech. for my co.	54%	62%	80%
#5	Network/interact with other members	51%	82%	65%
#6	Gain Web technology insights well before the market	49%	75%	73%
#7	Helps me professionally	42%		
#8	Being seen as a thought leader	36%		
#9	Serve as a bridge between theoretical and applied ideas	32%		
#10	Improve my company's business	28%		
#11	Opportunities to increase leverage for my business or organization	27%		
#12	Developing new partnerships	26%		
#13	Visibility/promotion as a W3C member	20%		

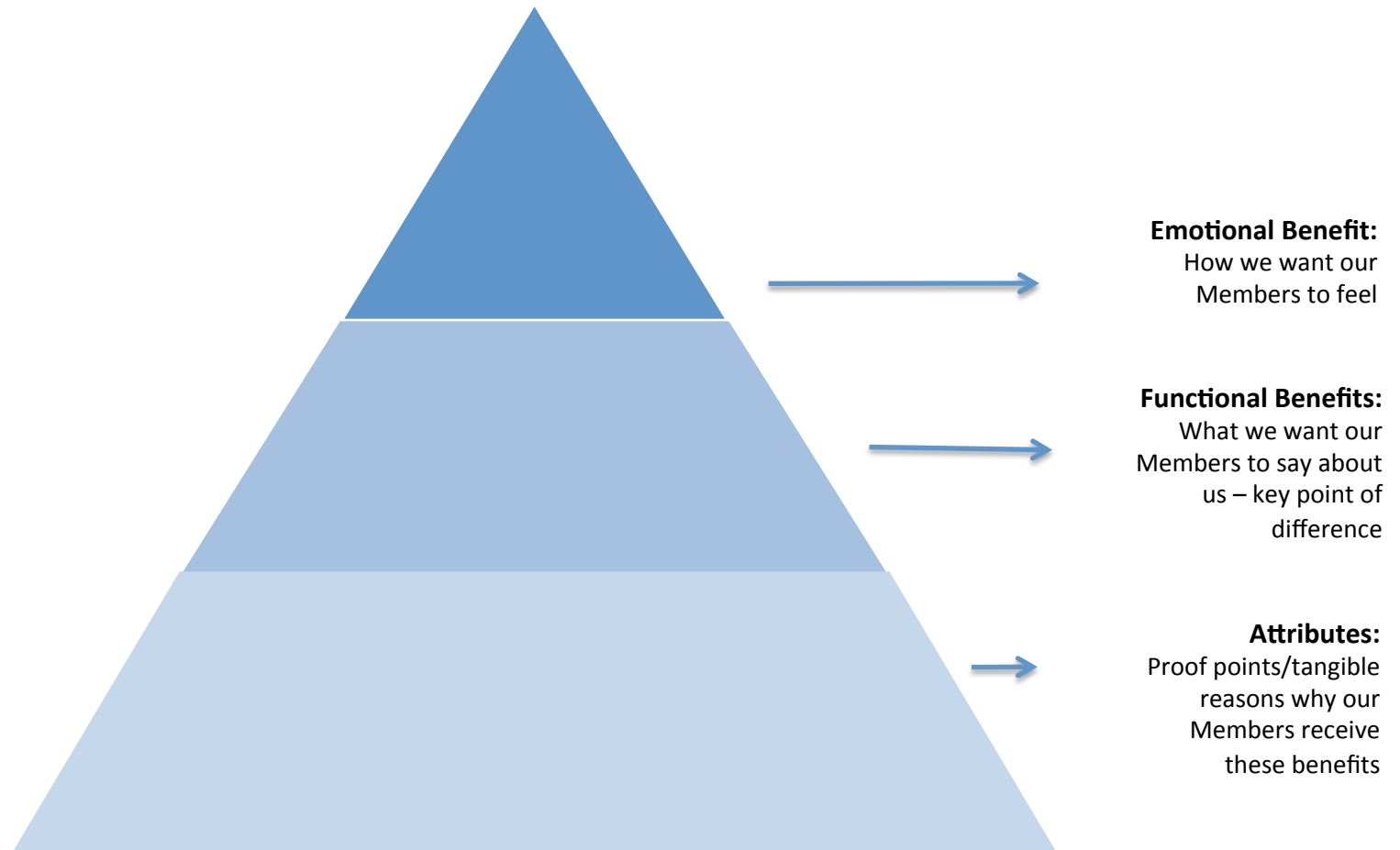
Source: W3C Quantitative Brand Research, May 2013



# The Brand Pyramid

## (Hierarchy of Brand Benefits)

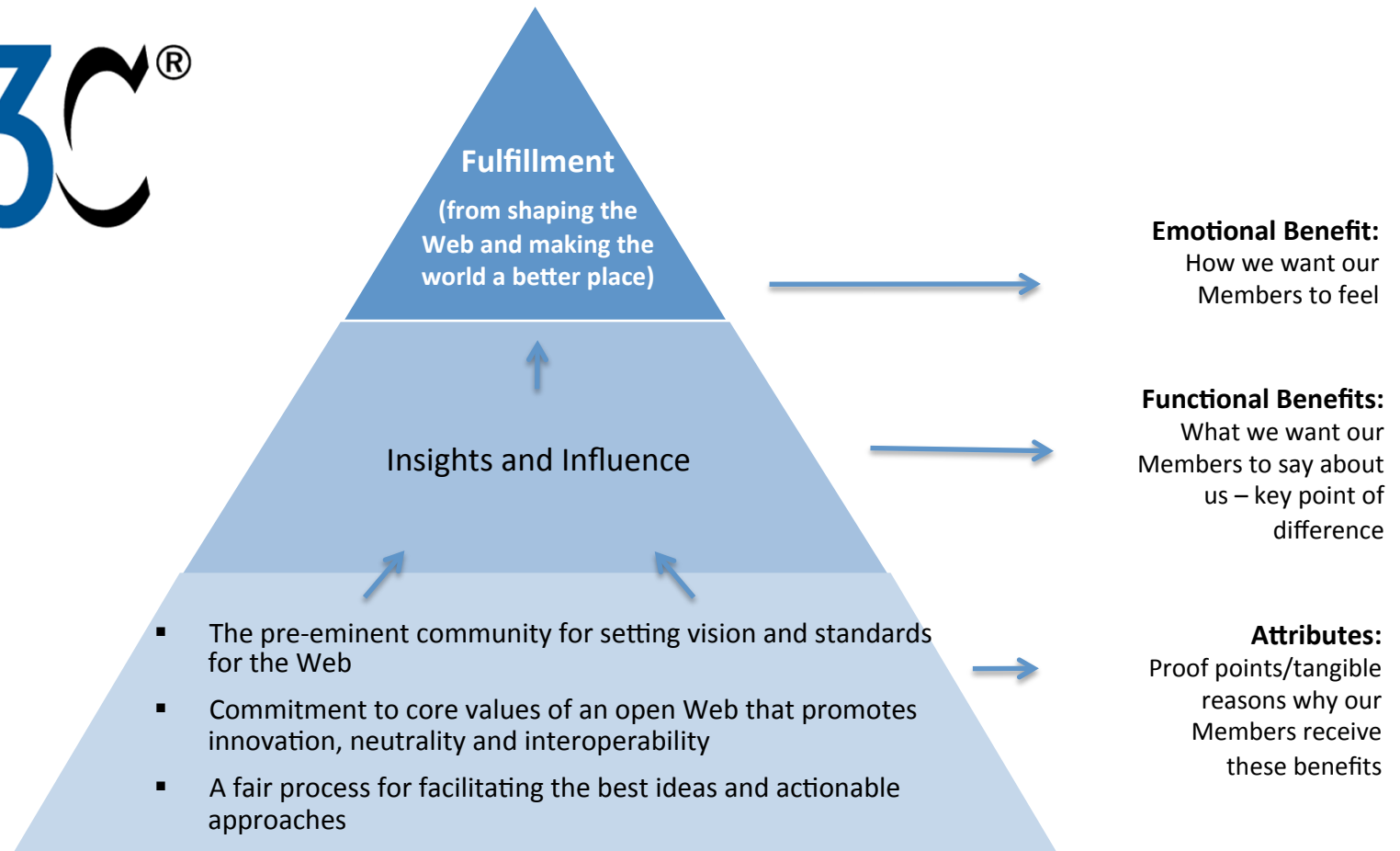
- Serves as a helpful framework for organizing the brand's main benefits and supporting attributes that contribute to making it relevant, credible and unique



# The Brand Pyramid (Hierarchy of Brand Benefits)

- **Benefits and attributes that are most compelling to our target audience**

- Based on qualitative and quantitative research, and brand strategy development work to link benefits and attributes to the organizational strategy



# Brand Positioning Statement



**For:**  
(target)

Proactive technology leaders and innovators of the Web

**W3C is the:**  
(frame of reference)

Global community of technology thought leaders  
(who set vision and standards for the Web)

**that offers:**  
(differentiated benefit)

Insights, influence, and a sense of fulfillment  
from shaping the future of the Web

**because:**  
(support)

- W3C is the pre-eminent community for setting vision and standards for the Web,
- It is committed to core values of an open Web that promotes innovation, neutrality and interoperability
- It has a fair process for facilitating the best ideas and actionable approaches

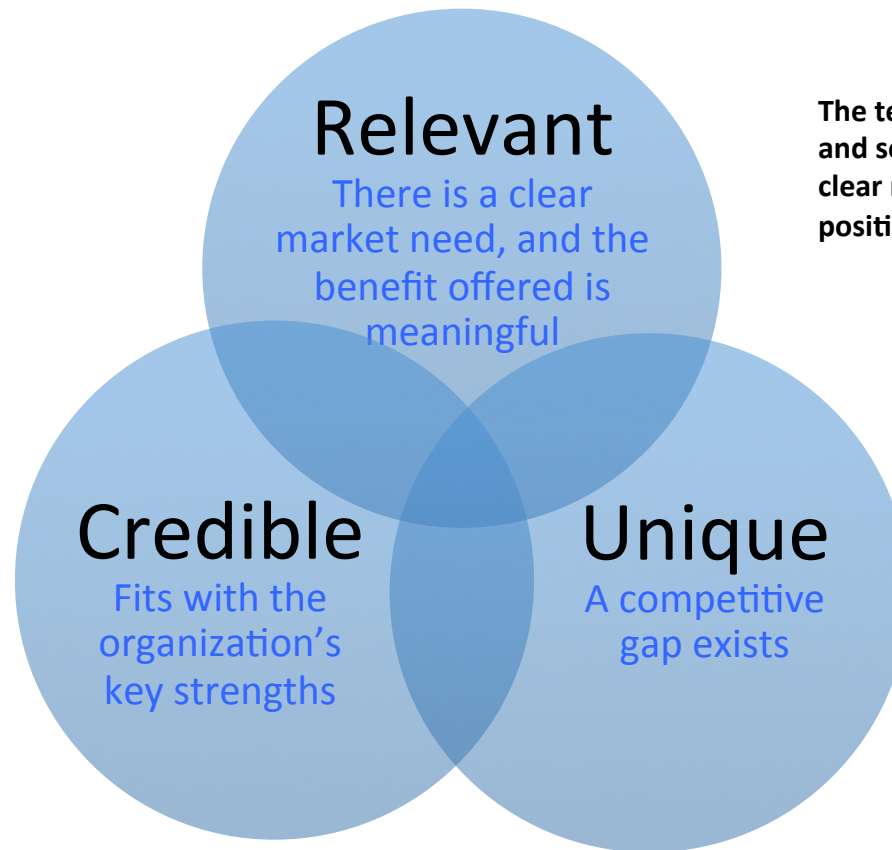
# Brand Essence

*Essence of the Brand:*

**The global community of technology leaders  
shaping the future of the Web**

**W3C<sup>®</sup>**

# We chose this Brand Strategy because it meets the three key criteria.



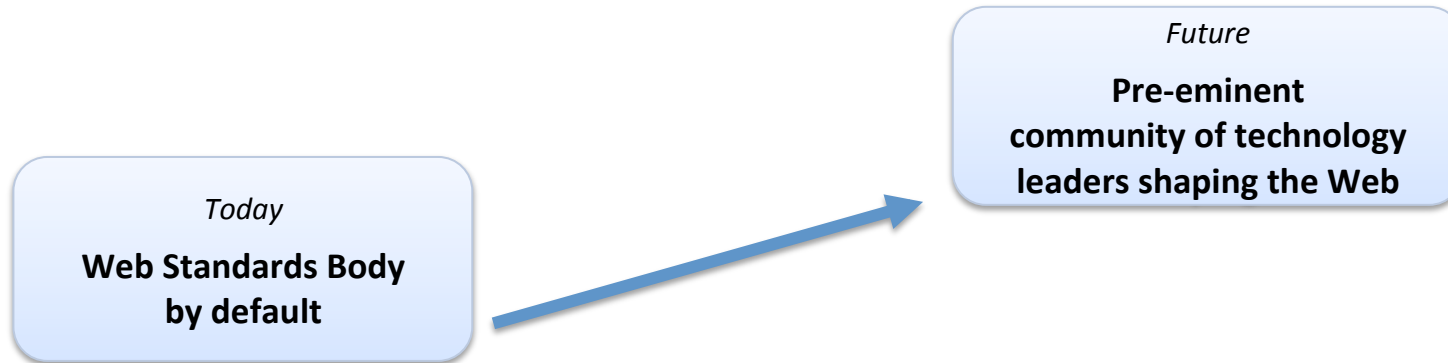
The technology community, and society as a whole, has a clear need for this brand positioning

W3C has the strategic assets to deliver this positioning:

- DNA/culture
- Resources: people, institutional support
- Process

No other organization can deliver on this positioning as well as W3C

# The development of any brand is a process.



Research Findings	Opportunity to Evolve the Brand
<ul style="list-style-type: none"> <li>▪ <b>W3C is seen as a trustworthy body for setting standards</b> <ul style="list-style-type: none"> <li>• Fair process, participative; no other organization is capable of serving this role</li> <li>• It's work is "deep in the trenches", not highly visible</li> <li>• Assumes this role by default</li> </ul> </li> <li>▪ <b>However, the brand suffers from negative associations that detract from brand vitality</b> <ul style="list-style-type: none"> <li>• Processes perceived as slow, bureaucratic and frustrating</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Trust comes from W3C's adherence to its core values</b> <ul style="list-style-type: none"> <li>• Not everyone may subscribe to the same core values; membership isn't for everyone; specifically, it's not for those who oppose the core values (there may be others who are neutral on the core values)</li> <li>• Process of facilitating disparate views around complex issues is slow by nature</li> <li>• It just needs to be fair and trustworthy</li> </ul> </li> <li>▪ <b>Opportunity to counter negative brand associations by increasing focus on <u>vision</u> and <u>thought leadership</u></b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Reluctance to affiliate with W3C</b> <ul style="list-style-type: none"> <li>• The negative brand associations hold people back</li> <li>• Benefits of membership are not tangible</li> <li>• When perceptions are negative, it's hard for intangible benefits to be appreciated</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focus on attracting innovators and thought leaders</b> <ul style="list-style-type: none"> <li>• Engage minds around what the Web can be</li> <li>• W3C as a community sets vision; W3C as an institution sets the framework</li> <li>• Build on the intrinsic benefits of being part of the global community of technology thought leaders</li> </ul> </li> <li>▪ <b>The power of W3C is the community: brand the community!</b></li> </ul>

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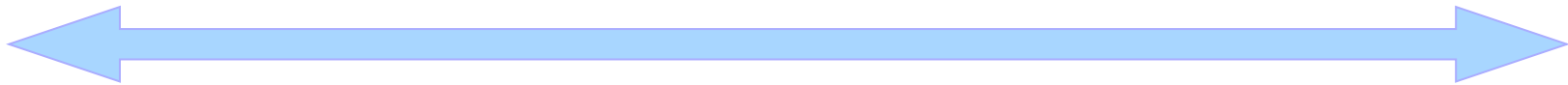
**III. Brand Delivery**

# W3C Brand Architecture

- **A final brand strategy question – how should W3C manage its various brands?**
- **Brand Architecture is a framework for organizing a portfolio of brands; the specific goals in defining brand architecture are to:**
  - **Create synergy** – Ensure that the total portfolio works together to create stronger overall brand equity
  - **Create clarity** – Communicate the benefits provided by each brand and how they can successfully coexist



# There are two ends of a brand architecture spectrum – “branded house” and “house of brands”; each has advantages.



Branded House

House of Brands



## Branded House Benefits:

- ❖ Credibility
  - ❖ Simplicity
  - ❖ Efficiency
- But...** less tailored to each business niche

## House of Brands Benefits:

- ❖ Clear differentiation
- ❖ Easier to penetrate niche segments
- ❖ **But...** difficult and costly to create brand strength



# The first question to answer is whether W3C should be a Branded House or a House of Brands.



# Recommendation: W3C should primarily employ a Branded House architecture.

- A common brand positioning may be used to drive nearly everything W3C does
- W3C will benefit from maximizing synergy behind one brand; multiple brands would require significantly more resources and support in order for each brand to be meaningful
- Consistency of brand usage is critical

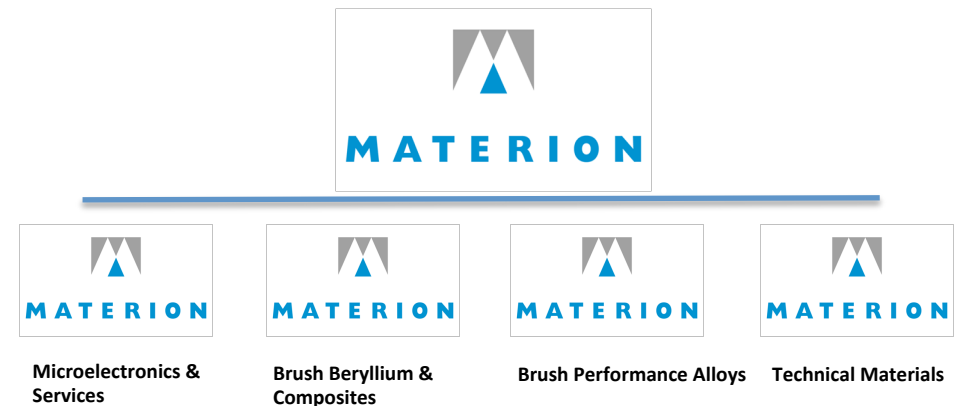
*What does a Branded House look like?*

*Illustration*

Before Re-branding



After Re-branding



# A Branded House architecture will help W3C convey consistency and clarity.

## Recommendations:

- Develop a new identity treatment for W3C brands that conform to the Branded House architecture approach
- Create a brand style guide that governs proper usage of the brand



### W3C Branded Entities



### W3C Branded Products



### W3C Certification and other brand usage



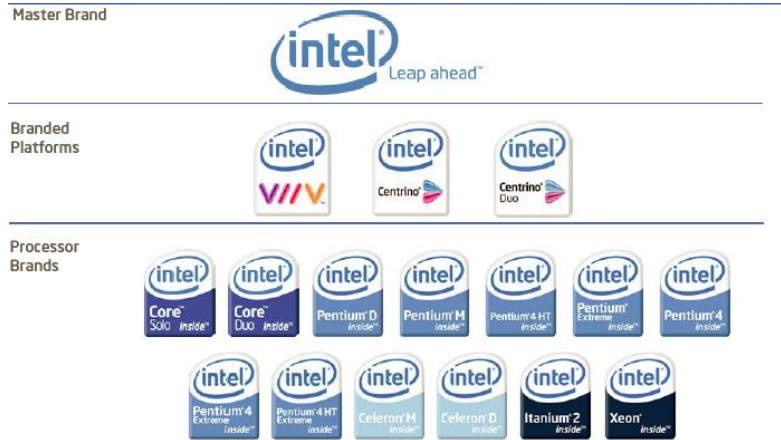
# The exception—brands requiring a separate brand positioning or are not completely owned/managed by W3C.

- **A separate brand may be needed if:**
  - The brands require separate brand positionings: they are intended for a totally different target audience, have a frame of reference, or main benefit
  - Usage of the master brand positioning creates confusion or is inconsistent with the concept, and vice versa
  - In W3C’s case, another key consideration for maintaining separate brands is whether brand separation is critical to gaining commitment from the developer community
- **Also, the master brand should only be used if brand usage can be fully managed and controlled by the brand owner**
  - The reputation of the organization, and what the brand represents, are intertwined
  - The W3C name and logo are intellectual property that must be controlled by W3C, and governed by a licensing agreement if used by others
  - Otherwise, there is a risk the W3C brand may be used in ways that will contradict W3C’s values and strategy
- **W3C Brands that require separate examination**



# There is a spectrum of alternative branding treatments.

## Master Branding



Goal: maximize strength of a single brand

## Sub-branding



Goal: compete in sub-categories while leveraging the power of a Parent brand

## Endorsement Branding



Goal: maintain totally separate brands but add some credibility

## Standalone Brands



Goal: create unique brands to compete in new categories



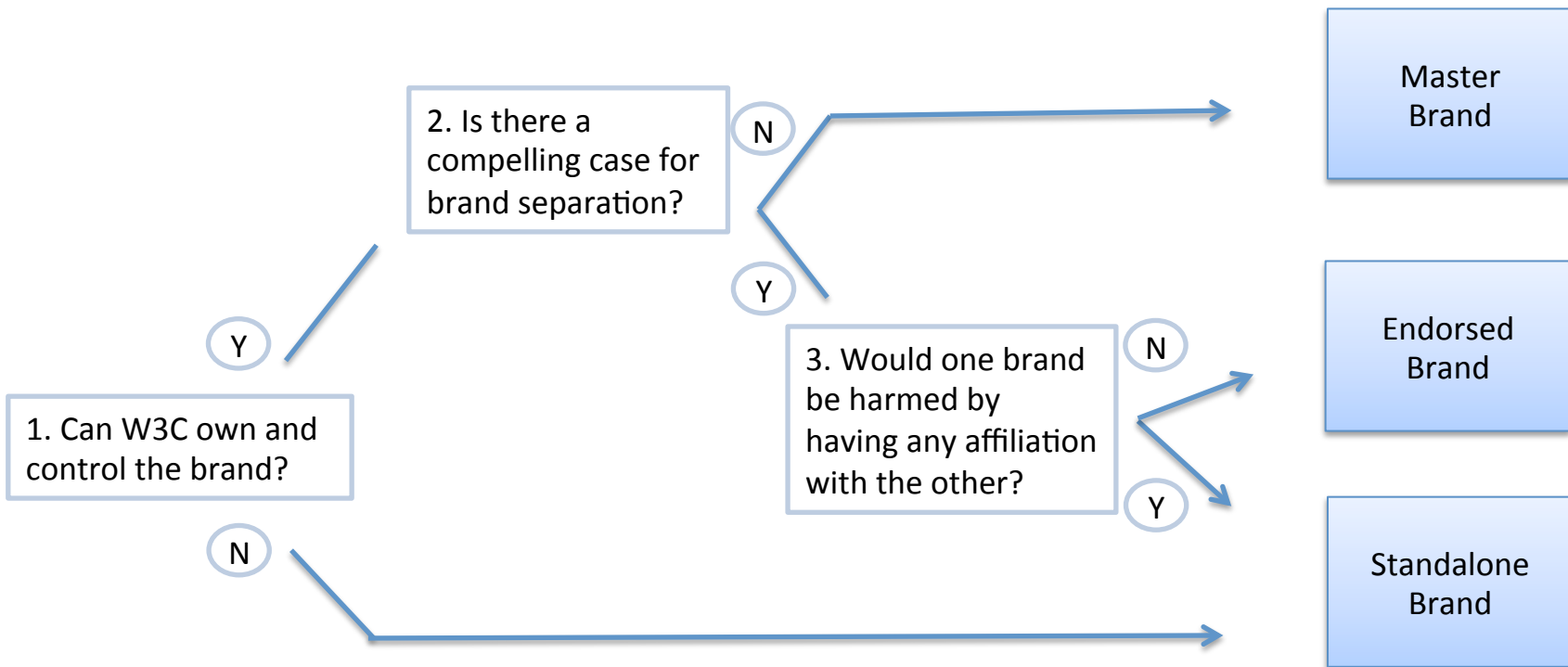
Goal: create community and excitement for its open platform

## Recommendation:

Treat W3C's brands that require separation from the master brand as either stand-alone or endorsed brands.

- **A framework to guide W3C architecture decisions**

- This is simplified...there may still be exceptions

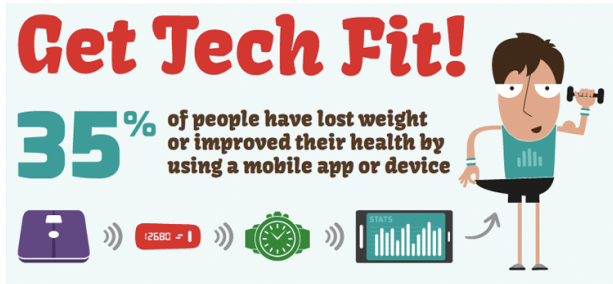




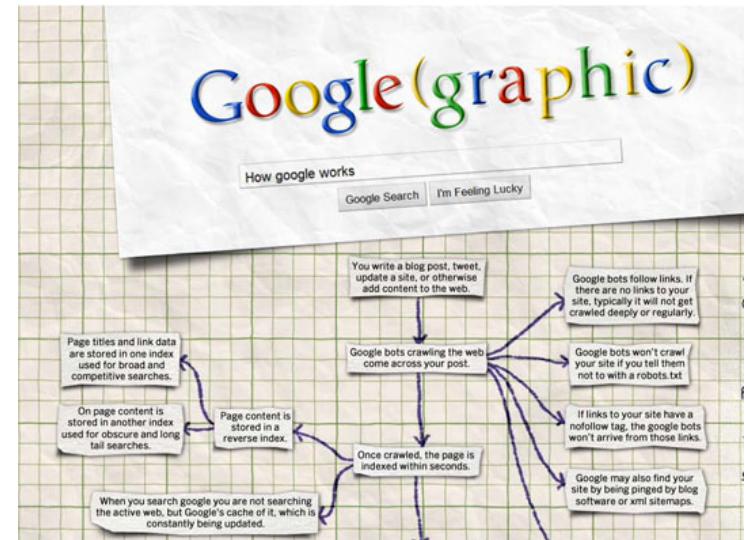
## Recommendation:

Treat Open Web Platform as a proprietary concept promoted by W3C, rather than as a separate brand.

- Open Web Platform is a concept that is very consistent with, and reinforces, W3C's central brand positioning
- However, rather than treating it as a separate brand, Open Web Platform should be "brought to life" with an infographic and, if legally obtainable\*, with a service mark designation
  - Infographic treatment helps to reinforce the central premise of the Open Web Platform and build community support for use of this term
  - Service mark treatment helps convey that this term is proprietary, rather than generic, and connected with W3C
- Some examples of Web-oriented infographics:



\* The decision to use a service mark decision requires input from W3C's legal counsel on intellectual property to ensure this is obtainable and that the pros and cons are understood before proceeding





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## The Next Step In The Branding Process is Execution



- **The primary consideration is to deliver the brand to the target audience in a way it is felt and understood**

# Recommendation: Relaunch the brand through all customer communications channels.

- **Identity**

- Implement the brand architecture design
- Develop a tagline that reflects the brand positioning
- Develop a brand style guidelines to help ensure proper usage of the brand

- **Messaging**

- Create a matrix of key messages that flow from the positioning, and is adapted to each of W3C's main audiences; for rollout of new brand strategy, begin with internal stakeholders

	Developers	Technology Managers	Key Influencers	Internal Stakeholders
High level message				
Key Support Points				
Primary channels				

- **Imagery**

- Create a brand look and feel reflective of a more dynamic, invigorating image, a place for innovators and leaders would want to be; use across all communications materials

- **Website**

- Recommend a complete redesign—contemporary design, stronger focus on key benefits, highlighting thought leadership of the community and engaging leaders

# Creative Brief

- **Target Audience**
  - Proactive technology leaders and innovators of the Web
- **Key Messages**
  - W3C is the global community of technology thought leaders shaping the future of the Web; those who are part of the the community gain technology insights, influence and a sense of fulfillment
- **Support Messages**
  - W3C is the pre-eminent community for setting vision and standards for the Web,
  - It is committed to core values of an open Web that promotes innovation, neutrality and interoperability
  - It has a fair process for facilitating the best ideas and actionable approaches
- **Tone and Imagery**
  - Should be reflect a connection to the target audience
  - Graphics and communication should help W3C change perceptions that it is outdated and bureaucratic to reflect the following characteristics:
    - Forward-thinking, visionary
    - A place for leaders
    - Eager to learn and foster engagement
    - An engaging and invigorating community

# Elevator Speech

**Reflects the brand positioning: who we are, who we are for, and the benefits we offer**

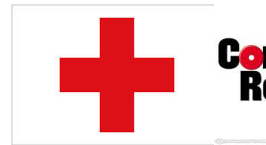
*Draft only (bonus deliverable!)*

The World Wide Web Consortium, known as W3C, is the global community of technology thought leaders focused on advancing the Web. W3C members set vision and technology standards that help the Web work better, accelerate innovation, and ultimately improve lives.

Members of the W3C benefit by gaining access to insights on emerging technology, working alongside other thought leaders, and contributing ideas that shape the future of the Web. Being part of W3C also offers the sense of fulfillment that comes from ensuring that all in society will benefit from their work.

# The new brand positioning must inform everything we say and do.

- Brands that are in demand connect at a values level...they become an extension of one's own identity and self-image



- What kind of brand do proactive technology leaders and innovators want to align with?
  - Opportunity for W3C to be an invigorating forum for exchange of ideas
  - Create demand around being part of the conversation
  - Bring to life the intrinsic benefits of being part of the global community of technology thought leaders
    - Insights
    - Influence
    - Fulfillment

**The greatest impact of the brand development process will come through the customer experience.**

*Illustration:* **Delivering the brand strategy**



Self Expression  
*“Think Different”*

# Apple Delivers At Every Touchpoint

## How Do Customers Experience the Brand?



New product announcements that build intrigue and excitement



Network of developers that creates significant value for the brand



Retail stores have a unique design & offer a range of services beyond product sales



Self Expression  
*"Think Different"*



Distinctive and cool product design creates an emotional hook



Advertising that uses simple, instantly recognizable imagery is memorable and cuts through the clutter



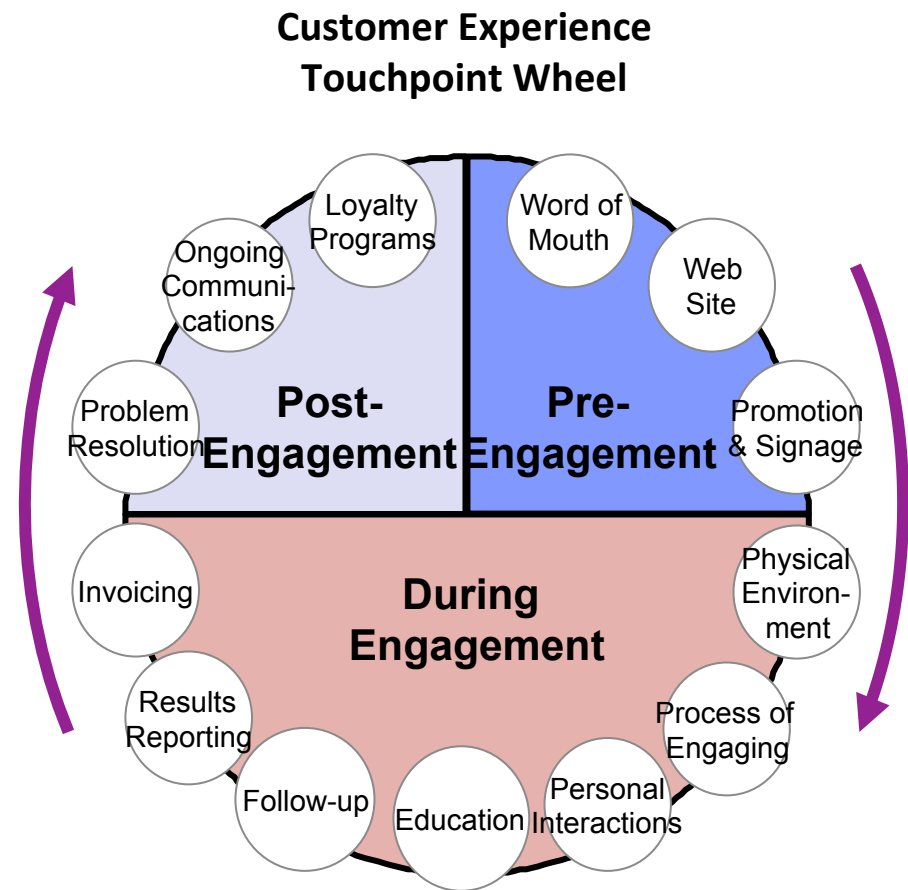
Free expert advice is available at The Genius Bar inside Apple retail stores



# Recommendation: Develop a plan for delivering the W3C brand through the entire customer experience.

## A recommended next step is to review the customer experience

- Ensure W3C is doing everything it can to deliver the brand positioning to the desired target.
- Identify the key touchpoints at various stages:
  - Pre-engagement
  - Engagement
  - Post (lapsed) engagement
- Evaluate effectiveness of each touchpoint from the customer point of view
  - Identify potential failure points as well as opportunities to deliver the brand
- Goals:
  - Demonstrate W3C is the pre-eminent forum for thought leadership around the future of the Web
  - Create engaging experiences
  - Avoid making the process of writing standards the only focus of member engagement
  - Align the brand with thought leaders
  - Leverage the power of the community



Source: Adapted from *Building the Brand-Driven Business*, Davis & Dunn.

## Summary of Recommended Next Steps for Phase 3



- Design the brand identity that reflects the positioning and architecture; create style guide
- Develop the message matrix and a plan for delivery through all the communications channels; begin with internal stakeholders
- Analyze and prioritize the primary brand touchpoints; define a brand experience plan
- Redesign the website