devote

future brands

our perspective

Being able to distinguish which observations hold business potential and turning them into true business/consumer insights is as much an art as it is a science. When a winning insight is identified it can reveal a wealth of possibilities and business opportunities and it is at this stage that teams can become paralysed by choice, overwhelmed by the options available to them. Two things can then occur, the team either endlessly debates the merits of each suggestion and the opportunities pass by, or they choose to pursue them all and in doing so go nowhere. The key to a successful brand is to take the decisions and make the choices necessary to provide direction and a point of view and in doing so create followership. Decisiveness builds confidence and that quickly translates into a more competitive and successful brand.

"Success means never letting the competition define you. Instead you have to define yourself based on a point of view you care deeply about." Tom Chappell, CEO of Tom's Maine.

In summer 2007, the Jordans brand had reached a crossroads. As a business, Jordans had been a pioneer within its sector and stood for something powerful and unique, but with growing competition it was now being attacked on all fronts. The family-owned business engaged Devote and Blandford Associates to take a fresh look at the brand, from its proposition through to advertising and packaging and in doing so align the whole business behind the new proposition.

1 preparing the ground

Our work initially focused on defining the task with the core team and engaging the business in the challenge. The task definition was completed in a one-day kick-off meeting with the cross-functional core team. The business was engaged through a series of 1:1 stakeholder interviews which resulted in the following project objectives being defined:

- Clear focussed brand vision
- A tight motivating brand positioning
- New NPD territories
- Briefs for packaging design and advertising.
- Strategic priorities within the current range

2 choosing the seeds

The core project team were led through a comprehensive process to identify the key insights that were driving consumers, and upon which the brand could be re-focussed. The first stage involved a structured insight gathering programme, drawing upon learning from the brand's past and from it's competitors. This culminated in a one-day 'Killer Truths' session where the hundreds of insights gathered were distilled in to core killer truths for the brand. This process enabled the team to see clearly what opportunities were possible for the brand's future.

3 growing the crop

Having identified the killer truths the next step was to create the brand vision and position. This was achieved in a two-day Brand Key Vision Workshop. This bought together a team of external experts, the core and extended Jordans team and key agency partners.

A number of possible brand positions were developed, then tightened before being put into consumer panels to again be refined, before a final position was chosen. This final brand position was then taken into a one-day Brand Activation Workshop where ideas were created on the key platforms including Packaging and Media.

4 harvesting

The final stage of the project consisted of a series of workstreams to 'make the brand position real'. These workstreams included:

- Strategic advertising briefs
- Strategic packaging briefs
- New design agency selection
- Portfolio management

This work was then presented and agreed at a Project Conclusion Meeting, where the final brand decisions were made, before being presented to the Jordans Board for sign-off. This was done in a presentation in the original Jordans Mill - the first time a board presentation had been held there.

the results

The new direction for the brand resulted in a total re-launch of the brand 6 months after the project was concluded. The re-launch included completely new packaging across the range, as well as new TV, Print and Press advertising.

"It felt that we were very well managed through the process - all the details were taken care of and we only had to worry about finding the solution. I think it has given us something exciting to focus on and to re-inspire some passion into the team" Marketing Manager, Jordans