



MANN GLOBAL HEALTH

Brand and Marketing Best Practices Framework



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The “**Brand and Marketing Best Practices Framework**” defines five brand and marketing best practices, as depicted in the figure below. It was originally developed to give our project team a consistent approach to evaluate public and private sector brand and marketing programs and develop them as case studies. We believe these best practices can be useful for the global health and development sector in two ways:

- Common language and shared understanding of definitions and standards of excellence enables more productive dialogue – between donor and implementer, among implementing teams, and between implementers and creative agency partners.
- The best practices can be used by donors and implementers to guide program design and implementation, diagnose brand and marketing issues, and evaluate overall brand and marketing performance.

We developed and refined the tool over the course of the BAM360 project and based it on several inputs, including: private sector marketing best practices, identified through practitioner interviews, the team’s professional experience, and marketing and business literature; social marketing resources; social and behavior change communication (SBCC) standards; and guidelines for assessing brand strength, such as the Interbrand brand valuation methodology¹. We also consulted the STAR Model, by Jay R. Galbraith² – a framework used to define and evaluate effective organizational structure – to shape our thinking on governance as a critical enabler of effective brand and marketing programs.

We noted a high degree of overlap in the resources we consulted in the primary content areas (e.g., use of consumer research and insights, message design or communication strategy), but we also found differences in terminology, organizing structure, content, and degree of specificity. In developing this tool, we sought to create a simple organizing structure that reflects the strategic process of developing brand and marketing programs (start with the audience, etc.), making it easy to remember and apply to the development as well as the evaluation of brand and marketing initiatives.

We included brand strategy as a best practice area; however, we recognize that not all marketing includes a brand (e.g., a campaign intended to increase awareness of a disease or health practice). Nonetheless, the best practices outlined in this section are important considerations, even for unbranded initiatives.



¹ Rocha, Mike, Financial Applications for Brand Valuation, Interbrand, 2014

² Galbraith, Jay, STAR Model



Brand and Marketing Best Practices Summary Checklist



Audience Focus



1. Identify the Audience and Behavior Change Objective

- **Audience:** specific and actionable
- **Behavior Change Objective:** clear



2. Understand the Audience

- Psychographics, not just demographics
- Unspoken as well as spoken – notice things about the audience that they themselves aren't aware of



3. Articulate an Insight

- Has tension
- Is true but not obvious
- Is emotional
- Inspires audience to think or feel differently

Brand Strategy



4. Define the Brand Vision

- Clear
- Resonates with audience



5. Develop the Brand Identity

- Reflects brand vision
- Distinctive
- Has a personality
- Executed consistently

Campaign Strategy



6. Communicate a Benefit

- Clear
- Believable
- Resonates with the audience



7. Touch the Heart, Open the Mind

- The audience feels and/or thinks differently



9. Delight the Audience

- Initiative is delightful



10. Inspire Audience Engagement

- The audience proactively engages with the brand



8. Select Marketing Vehicles and Ensure Message Continuity

- Right for the audience
- Right for the message
- Message is consistent and continuous

Measurement



11. Test Message Effectiveness

- Message was tested prior to launch and proven to be clear, believable, and to resonate with the audience



12. Evaluate Program Results

- Data indicate brand and marketing campaign caused intended results



13. Measure Brand Performance

- Brand measures (beyond awareness/exposure) are tracked and consistent with expected result



14. Evaluate Marketing Vehicle Effectiveness

- Robust analysis indicates which vehicles are most effective

Governance



15. Organizational Structure

- Donors, Stakeholders, and Influencers are aligned and organized to support brand and marketing strategy



16. Processes and Decision-Making

- Process and decision-making support brand and marketing best practices



18. Rewards and Incentives

- Rewards and incentives are linked to project outcomes and aligned across stakeholders



17. People and Capacity

- Implementers and decision-makers have skills and experience to support brand and marketing best practices
- Employees are passionate about the brand vision





1. Identify the Audience and Behavior Change Objective

Identify a specific target audience that is actionable (e.g., you have financial/human resources to reach this audience, you will be successful in appealing to this audience, etc.). Clearly define the behavior change objective.

EXCELLENT

An excellent score meets three criteria:

1. A choice to serve a specific audience.
2. The ability to reach this audience (sufficient human and/or financial resources).
3. Clarity about the required behavior change.

Exceptions: a broad audience, or multiple target audiences, may be appropriate when the implementer has the resources to reach each audience effectively and there is a common theme that unites each audience.

GOOD

The implementer has fulfilled two of the three criteria. For example, the implementer may have chosen more than one specific audience to serve, and may have clarity about the required behavior change for each audience, but does not have the resources to effectively reach each audience.

AVERAGE/POOR

The implementer has met only 1 of the criteria. For example, they may have made a choice about the target audience but may not have clarity about the behavior change. Alternatively, there may not be clarity about the target audience. The implementer may attempt to communicate to everyone for whom the initiative could be relevant.





2. Understand the Audience

Describe the audience in terms of their behaviors, attitudes, and beliefs (in addition to demographics). Seek to understand things about the audience that they themselves might not be aware of.

EXCELLENT

The implementing team is focused on deeply understanding the audience it serves. Their understanding of the audience goes beyond demographics to include not only attitudes, behaviors, and beliefs, but also the unspoken. The implementers notice things about the audience that the audience itself does not articulate or might not even be aware of.

GOOD

The implementers understand behaviors and attitudes of the audience and can distinguish the target audience from other potential groups. However, the audience understanding is not deep enough to include the unspoken as well as the spoken.

AVERAGE/POOR

Audience understanding is largely demographic with some high level, very general behavioral understanding.





3. Articulate an Insight

Ground the brand and/or campaign in an insight that has tension, is true but not obvious, strikes an emotional chord, and inspires the audience to think or feel differently.

EXCELLENT

The insight meets all four criteria for a strong insight:

1. It has tension.
2. It is true, but not obvious.
3. It strikes an emotional chord in the intended audience.
4. It inspires the audience to think or feel differently.

Ideally, the insight relates to something that the organization or brand is uniquely positioned to deliver.

GOOD

The insight meets some of the criteria.

AVERAGE/POOR

The insight is a very general, a commonly understood attitude or behavior.





4. Define the Brand Vision

Define a clear brand vision (purpose or overall statement of what the brand will stand for) that resonates with the audience.

EXCELLENT

There is a clear statement of what the brand stands for that resonates with the target audience. One can imagine, upon seeing the brand, that someone in the audience would say to themselves or to a friend, “Yes!!!! That is so perfect! That is for me!!!”

GOOD

The organization has clarity about the brand vision but it doesn't resonate. One can rationalize how the brand makes sense for the audience, but it lacks emotional enthusiasm. No one would ever say, “Yes!!! That is for me!!!”

AVERAGE/POOR

The brand is a logo. The audience may tune it out; it doesn't merit their attention.





5. Develop the Brand Identity

Develop the overall brand identity (look and feel) such that it reflects the brand vision, is distinctive from other brands, and has a personality. Execute the brand identity consistently across all touch points.

EXCELLENT

An excellent Brand Identity meets all four of the following criteria:

1. It reflects the brand vision.
2. It is distinctive from similar brands or messages that compete for the audience's attention.
3. It conveys a clear and specific brand personality.
4. It is executed consistently.

GOOD

A good identity meets at least two of the criteria.

AVERAGE/POOR

The brand is a logo.





6. Communicate a Benefit

Communicate a benefit that is clear, believable, and resonates with the audience.

EXCELLENT

There is a clear benefit. It is believable to the audience and resonates with the audience.

GOOD

You can think of ways that the benefit could be more clearly articulated, but overall it's probably well understood and believable. It is relevant, but it lacks emotional resonance.

AVERAGE/POOR

There is not a clear benefit, or it may lack relevance or believability.





7. Touch the Heart, Open the Mind

Create a marketing program that inspires the audience to think and/or feel differently.

EXCELLENT

One can clearly see how the idea inspires the audience to think and/or feel differently. There is an emotional response that gives the audience something to think about (e.g., Airbnb believes in a world where you can belong anywhere).

GOOD

It may make the audience think differently, but the emotional response is limited (e.g., Omo gives you the power of 10 hands)

AVERAGE/POOR

The idea and execution are obvious; there is nothing new to make the audience think and/or feel differently (e.g., smoking is bad for your health).





8. Select the Right Marketing Vehicles and Ensure Message Continuity

Select marketing vehicles that are right for the audience and right for the message. Ensure the visual cues and messages are repeated over time, such that they reinforce memory structures and are likely to be remembered.

EXCELLENT

The marketing vehicles are right for both the audience and the message. They present the message to the audience in a unique way that stands out. The visual cues and messages have been repeated over a long enough period of time that they are able to be remembered and are part of the culture – and ultimately influence behavior.

GOOD

The marketing vehicles are right for both the audience and the message, but they don't bring the idea to life in a unique way. The visual cues and messages have been repeated, but the project is too new to determine if they have been able to be remembered or part of the culture. They may seem to be on track to do so.

AVERAGE/POOR

The marketing vehicles may not be right for the audience or the message. The campaign has not been supported long enough to have an impact, or the approach (visual cues and messages) has changed.





9. Delight the Audience

Find ways to delight the audience you serve.

EXCELLENT

The implementer thinks about how it can delight the audience it serves. The implementer applies its audience understanding to go beyond its original offering, identifying and launching new features, programs, communications, etc., that delight the audience.

GOOD

The implementer meets the audience's needs with its offerings – and this is arguably a delight; however, the implementer does not go beyond the program to think about how it can truly serve its audience, or how it can help bring joy to the audience.

AVERAGE/POOR

The implementer is pushing its message on the audience. There is no delight in the offering; it is not something that the audience necessarily wants, nor is it presented in a way that delights the audience.





10. Inspire Audience Engagement

Inspire the audience to not only participate in the brand, but also to create their own expression of the brand.

EXCELLENT

The organization has created opportunities for engagement (through social media, outreach events, etc.) AND the audience is passionate about the brand. Engagement comes from the audience organically; it's not forced.

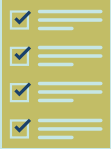
GOOD

There are opportunities for relevant engagement across the marketing vehicles; the audience participates, but there is a lack of audience passion and enthusiasm.

AVERAGE/POOR

The brand doesn't engage or doesn't respond appropriately when the audience interacts (e.g., no response to social media queries, no one checks messages on the phone, etc.).





11. Test Message Effectiveness

Test the message prior to launch to ensure the message is clear, believable, and resonates with the audience. Make adjustments, retest, etc.

EXCELLENT

There was a robust, validated method for testing message effectiveness prior to releasing the marketing communications.

GOOD

The message was tested using qualitative methods (focus group, etc.).

AVERAGE/POOR

The message was not tested.





12. Evaluate Program Results

Ensure the program delivered the intended results.

EXCELLENT

The intended results were achieved and demonstrated through a statistically validated evaluation.

GOOD

The intended results were achieved, and it is likely that the program delivered the results; however, due to program or evaluation design, it is not possible to definitely conclude that the program was responsible for delivering the results.

AVERAGE/POOR

Intended results were not delivered or the program was not evaluated, so it is not known if the results were delivered.





13. Measure Brand Performance

Ensure the brand is working the way it is intended. Measure not only awareness, but also important brand attributes. This may include statements such as: is a brand I trust, is a brand for someone like me, etc.

EXCELLENT

A program that is excellent will measure not only brand awareness, but also brand attributes that the implementer has identified as important for the brand (such as, it is a brand I trust, X brand is a brand for me, it is modern and relevant, etc.).

GOOD

Based on qualitative or anecdotal evidence, it seems that the program had the intended results on brand measures, including the attribute measures described under the excellent section.

Or

Only some brand measures were achieved (such as brand awareness).

AVERAGE/POOR

Brand measures were not achieved or there was no evaluation of brand measures.





14. Evaluate Marketing Vehicle Effectiveness

Understand which vehicles were most effective.

EXCELLENT

The implementer has a robust analysis enabling understanding of which vehicles were the most effective.

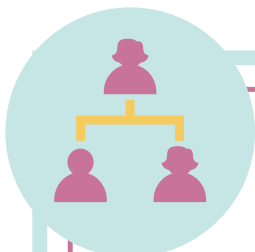
GOOD

There is qualitative or anecdotal evidence suggesting which vehicles were the most effective.

AVERAGE/POOR

There was no analysis of marketing vehicle effectiveness.





15. Organizational Structure

Ensure the structure of the implementing organization(s) enable effective marketing and brand activities. Donors, stakeholders and influencers support the design and execution in line with the strategy.

EXCELLENT

There are specialized, resourced and staffed teams with responsibility and accountability in place to design and deliver on brand strategy; there is internal alignment to the brand at the highest levels of the organization with both internal and external (donor, government) stakeholders.

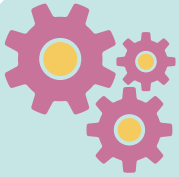
GOOD

Structure supports teams and works but one or more elements may be impeding performance (e.g., unclear responsibility and/or accountability, under-resourced teams in place, teams working on branding have multiple and sometimes competing priorities). External stakeholders may engage in ways that are not aligned to strategy or marketing discipline.

AVERAGE/POOR

Organizational structure not in place to support brand (may be outsourced by department that has other responsibilities). External stakeholders are not informed of brand strategy and intervene in inconsistent ways.





16. Processes and Decision-Making

Implement clear processes that support decision-making and accountability for the brand.

EXCELLENT

Market planning/design processes exist and are in place to support the development of the brand strategy. There may be multiple advisors, but only one decision-maker with authority and accountability for all brand and marketing activities.

GOOD

Market planning/design processes may exist but are applied inconsistently. Decision making is unclear internally and/or externally.

AVERAGE/POOR

Market planning processes don't exist, the decision making processes are unclear, there is no clear process to design and manage brand and marketing activities.





17. People and Capacity

Ensure implementers and decision-makers have experience and skills required for brand and marketing best practices. Enroll all “employees” (everyone who represents the brand to the audience) to the brand vision; inspire them to go above and beyond to bring it to life.

EXCELLENT

The team responsible for brand and marketing (includes implementing organization and relevant partners, including agencies) has relevant experience. External stakeholders also bring capacity to participate in and oversee marketing activities. Employees are highly engaged and passionate about the brand vision.

GOOD

There is relevant experience within the implementing organization, as well as the ability to influence decision-making, but this is limited to the implementing organization or a small subset of individuals. Those who are responsible for brand and marketing decision-making or marketing execution (agency personnel) lack the required expertise. Engagement is limited to a subset of employees or team members.

AVERAGE/POOR

Neither the implementer nor the decision-maker have relevant brand and marketing experience. Employees do their job, but are not motivated/ passionate about the overall brand vision.





18. Rewards and Incentives

Put incentives in place to reward outcomes aligned with project objectives. Ensure stakeholders share the same rewards and incentives.

EXCELLENT

There are clear metrics linked to a theory of change (including linkages to behavior), and clear linkages between attainment of objectives and organization, department, and individual rewards (not necessarily monetary).

GOOD

Metrics may exist but may shift, are not well known, and not measured consistently.

AVERAGE/ POOR

Metrics not aligned to a log frame/theory of change, lack of alignment on whether/ how stakeholders are rewarded and incentivized.

