The Role of National Umbrella Brands
Problem 1

- Brand criteria lacking:
  - A normative system?
  - A predictable system?
Problem 2

⇒ We pay too much attention to our community:

- Pronounced product/supply-side orientation
- Division into summer and winter seasons
- "General store syndrome"
- "Beauty" the measure of all things in communication
Problem 3

All European national brands are the same. (but some are "more the same").

- Principally themes, e.g. mountains, water, seashore
- Across the board or "from-to" themes
- Limited specialization
- Too little selection by quality criteria
Problem 3

⇒ All European national brands are the same.
   (but some are "more the same").
Possible solution

⇒ Change from theme-oriented to identity-generating brand communication.

⇒ Aim:
  Development of an identity-generating tourism brand

"Vacation in ..."
Nivea brand communication

Theme 1

Theme 2

Theme x

feminine
family
not aggressive

sensible
motherly
proven
traditional

gentle
pleasant
neutral
up-to-date

contemporary
varied
safe

care
not expensive

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Advantages of value-based communication

- Hitherto marketing two-dimensional: Themes \times Target\,Groups = Options
Advantages of value-based communication

- Marketing becomes three-dimensional: Values x Themes x Target Groups = Options
Umbrella brands: greater impact and efficiency

- A world of values can be better understood
- Values establish a narrower corridor
- Co-branding easier
- Better communication of unique qualities
Motto for a paradigm change

Sometimes one has to turn things upside down to put them on their feet.
Brand "Vacation in Austria"

Title: Austria. At last!
Core message: The world’s most charming vacationland
Staging: Intensive, Cultivated, Authentic
Leading roles: Joe & Sally (+ strategic themes + products)
Channels of communication: PR, Event, Web, Media, xy

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The value corridor

Auxiliary use

Basic use

Intensive

Cultivated

Authentic

Drive

Care

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Joe & Sally – The campaign

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