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| **Development of brand positioning – tool** | | | |
| **Step** | **Measure** | **Deadline** | **Responsible** |
| 1. **Analysis of the initial situation and target groups** | 1. |  |  |
|  | 2. |  |  |
|  | 3. |  |  |
| **2. Definition of brand essence and values** | 1. |  |  |
|  | 2. |  |  |
|  | 3. |  |  |
| **3. Formulation of a positioning strategy** | 1. |  |  |
|  | 2. |  |  |
|  | 3. |  |  |
| **4. Design of brand communication** | 1. |  |  |
|  | 2. |  |  |
|  | 3. |  |  |
| **5. Implementation and review of the brand** | 1. |  |  |
|  | 2. |  |  |
|  | 3. |  |  |

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| Development of brand positioning – tool and example (insurance) | | | |
| An insurance company reviews and develops its brand positioning in times of increasingly fierce competition. The executive board assumes responsibility for the process and manages all phases. Implementation is then anchored in the target agreements of the first management levels. | | | |
| Step | **Measure** | **Deadline** | **Responsible** |
| 1. Analysis of the initial situation and target groups | 1.1. Update market analyses for the "Life" and "Property & Business Insurances" business areas with corresponding conclusions | Apr. 30 | S. Larcher |
| 1.2. Survey of customer benefit characteristics for all customer segments (including inclusion of the new "affluent" segment) | May 31 | A. Oswald |
| 1.3. |  |  |
| 1. Definition of brand essence and values | 2.1. Holding of Top Management Workshop I "Brand Positioning" (goal: initial brand concept) | July 31 | T. Wehner |
| 2.2. Testing of the concept with selected focus groups and review by the Executive Board | Sep. 30 | A. Oswald |
| 2.3. |  |  |
| 1. Formulation of a positioning strategy | 3.1. Conducting top management workshop II for final brand definition | Oct. 31 | T. Wehner |
| 3.2. Development of a rough implementation plan, including budgeting | Nov. 30 | C. Helmer |
| 3.3. |  |  |
| 1. Design of brand communication | 4.1. Approval of the brand concept, including detailed positioning and implementation plans for all insurance services and digital business models. | … | … |
| 4.2. |  |  |
| 1. Implementation and review of the brand | 5.1. |  |  |