

Building a Strong Services Brand

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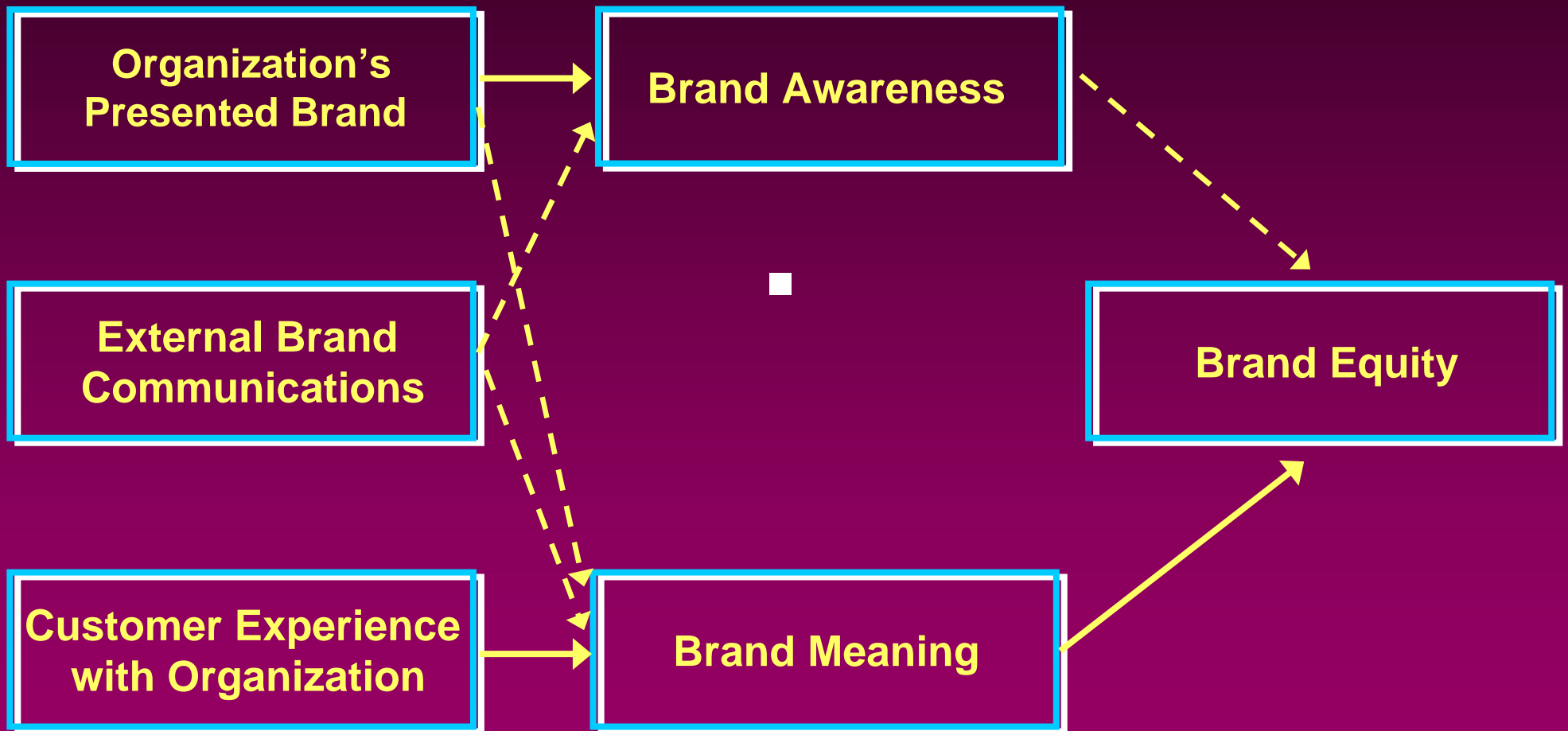
**Mays Business School
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Question

What do Mayo Clinic
▪
and Starbucks
have in common?

A Service Branding Model



Goods Versus Service Brands

**Labor-Intensive Goods Brands
(Judith Leiber Handbags)**

**Equipment-Intensive Goods Brands
(Crest Toothpaste)**

**Labor-Intensive Service Brands
(Ritz Carlton Hotels)**

**Equipment-Intensive Service Brands
(AT&T)**

**Equipment-Intensive
Goods Brand**

**Labor-Intensive
Service Brand**

Focal Brand

Product

Company or Person

**Primary Sources
of Benefit**

Product

**People, Facilities,
and Equipment**

Quality Level

Uniform

Variable

**Experience
Touchpoints**

Relatively Few

Numerous

Production Site

**Not experienced
by customers**

**Usually experienced
by customers**

The more consequential,
complex, and variable the
service, the more customers
need brand reassurance.

“A strong brand is a safe place for customers.”

*Stan Richards, Founder
The Richards Group*

For labor-intensive services,
the most important marketers
■
are the employees who
perform the service.

Principles of Branding Labor-Intensive Services

- **Orchestrate the Clues**



Customers always have an experience when they interact with an organization. They cannot avoid one.

Customers consciously and unconsciously filter a barrage of clues and organize them into a set of impressions -- some rational, some emotional.

Each clue carries a message
and the composite of clues
creates the total experience.

Functional Clues

Clues emitted by the functionality
■
of the good or service.

Mechanics Clues

Clues emitted by stimuli

associated with things --

sights, smells, sounds, textures.

Humanics Clues

Clues emitted by stimuli associated with people -- choice of words, tone of voice, level of enthusiasm, appearance, body language.

Clue Categories

Functional

Rational perceptions of
benefits/burdens



Mechanics



Humanics

Emotional perceptions of
benefits/burdens

A Lesson to Remember

Excellent mechanics clues

cannot overcome

poor humanics clues

Services branding requires
orchestrating clues to tell
the service's story.

Principles of Branding Labor-Intensive Services

- **Orchestrate the Clues**
 -
- **Connect Emotionally**

“The truth is, what makes a brand powerful is the emotional involvement of customers.”

Charlotte Beers

Retired Advertising Executive

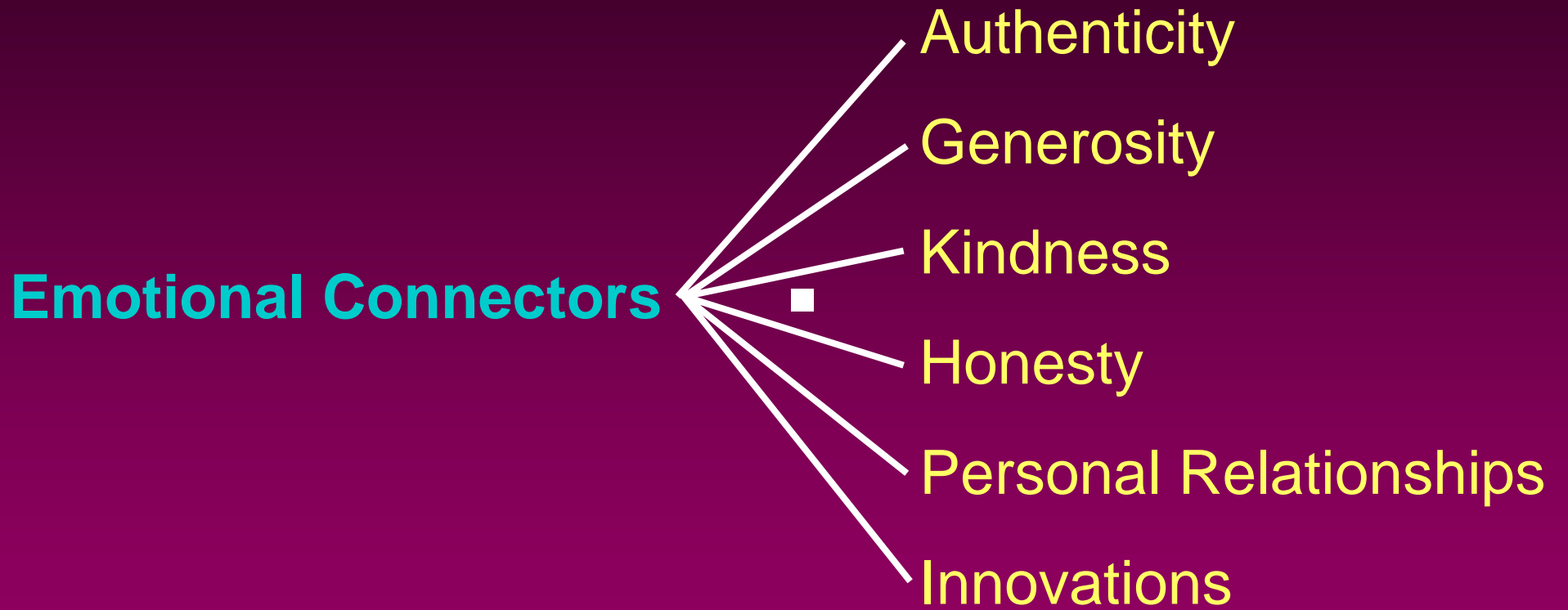
Emotional connection

requires values

▪

alignment between

brand and customers.



Services with Most or All of these Characteristics Offer the Best Opportunity to Create an Emotionally-Rich Brand

- **periodically delivered**
- **personally important**
- **interactive**
- **intimate**
- **complex**
- **variable**
- **family-oriented**

Principles of Branding Labor-Intensive Services

- **Orchestrate the Clues**
 -
- **Connect Emotionally**
- **Internalize the Brand**

Internal branding means
teaching, selling, and
■
reinforcing the desired
brand to employees.

External brand
development requires
▪
internal brand
development.

Branding Labor-Intensive Services

- Orchestrate the Clues
- Connect Emotionally
- Internalize the Brand