

Prophet

From Brand to Subcategory Competition



DAVID A. AAKER

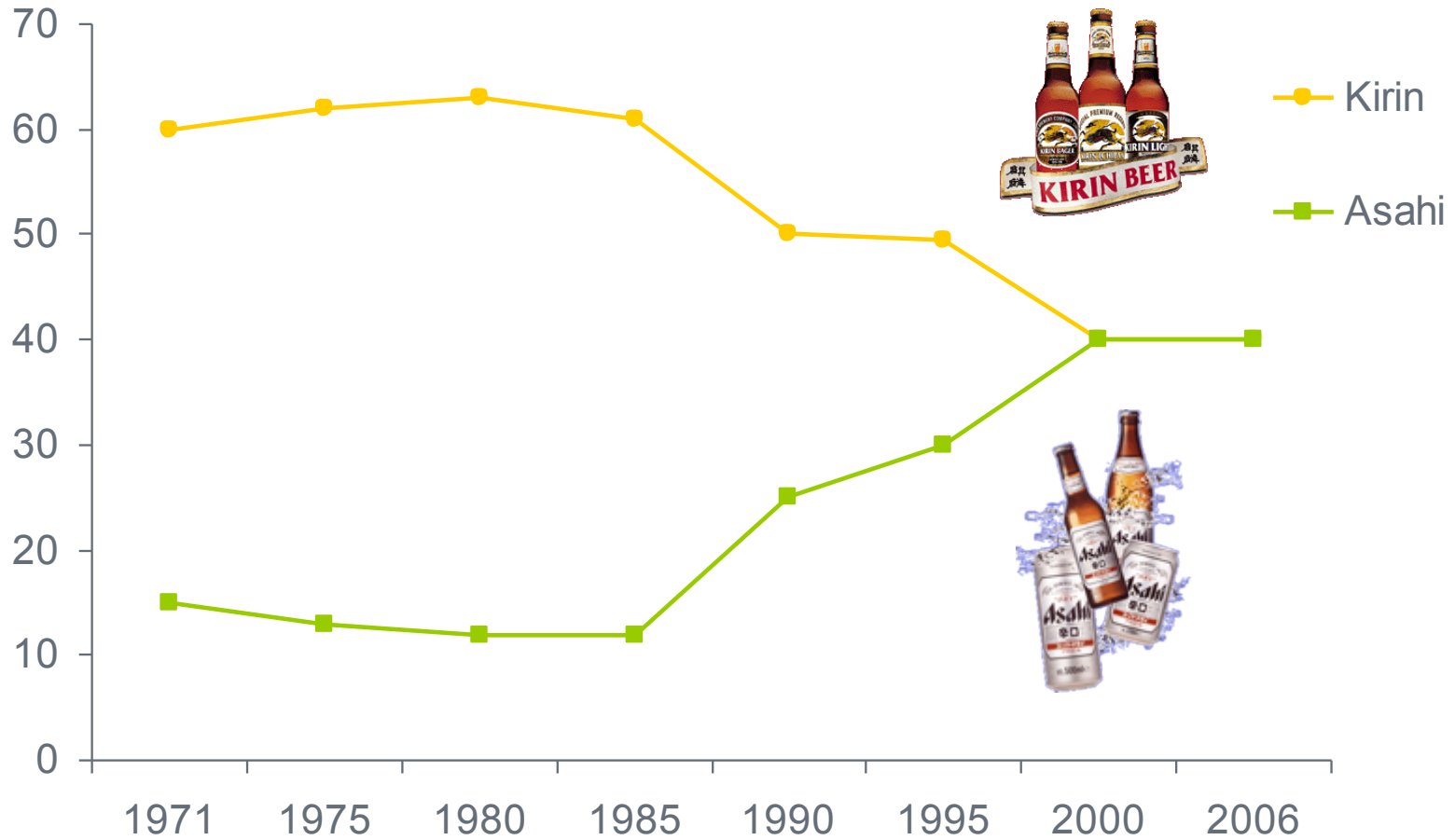
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World Marketing Summit, Tokyo
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Asahi-Kirin Beer War



The Only Way to Grow (with Rare Exceptions)



Routes to Winning

My Brand Is Better
Than Your Brand
Marketing
In Defined Category

vs.

Create a
“Must Have”
Which Defines
a New Subcategory

Winning—
Competitors
Not Preferred

Winning—
Competitors
Not Considered

Brand Competition



Subcategory Competition



How to Win Subcategory Competition

1. Create a “Must Have” that Defines a New Subcategory

Innovation—Don't Have to be First



 iPod

 iPad

 iPhone

How to Win Subcategory Competition

1. Create a “Must Have” that
Defines a New Subcategory

2. Make Sure The Subcategory Wins

Reframing a Category

2007

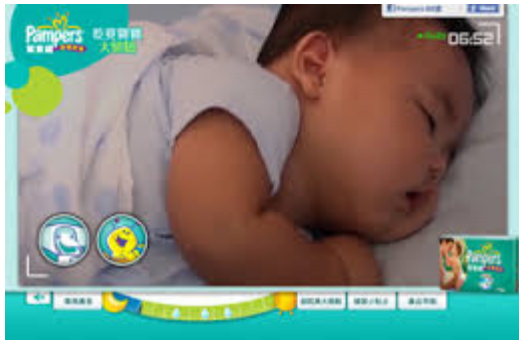


Cloth Like & Dry

Pampers Effect on Baby's Sleep

- Faster
- 30 minutes more
- 50% less distraction

Pampers Golden Sleep Campaign



Sound Sleep
Sound Development

2012 Disposable Diaper Sales over 3 billion

How to Win Subcategory Competition

1. Create a “Must Have” that Defines a New Subcategory
2. Make Sure The Subcategory Wins
3. Prevent Competitors From Being Considered

Brand the Innovation



Heat-generating clothing.
HEATTECH.

Lightweight high-tech fabric actually creates heat to warm you up and keep you warm.

An advertisement for HEATTECH clothing. On the left, two women are shown wearing HEATTECH garments: a dark jacket and a light-colored patterned top. On the right, two men are shown wearing HEATTECH jackets and pants. In the center, the HEATTECH logo is displayed above the text "NEW HEATTECH STYLES". Below this, a small paragraph reads: "Oris Kato & Son Seoul collaborate with UNIQLO to create unique prints for women. Plus, new Heattech are laid for men." At the bottom center, there are two buttons: "SHOP WOMEN" and "SHOP MEN". The UNIQLO logo is positioned in the bottom right corner of the advertisement.

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