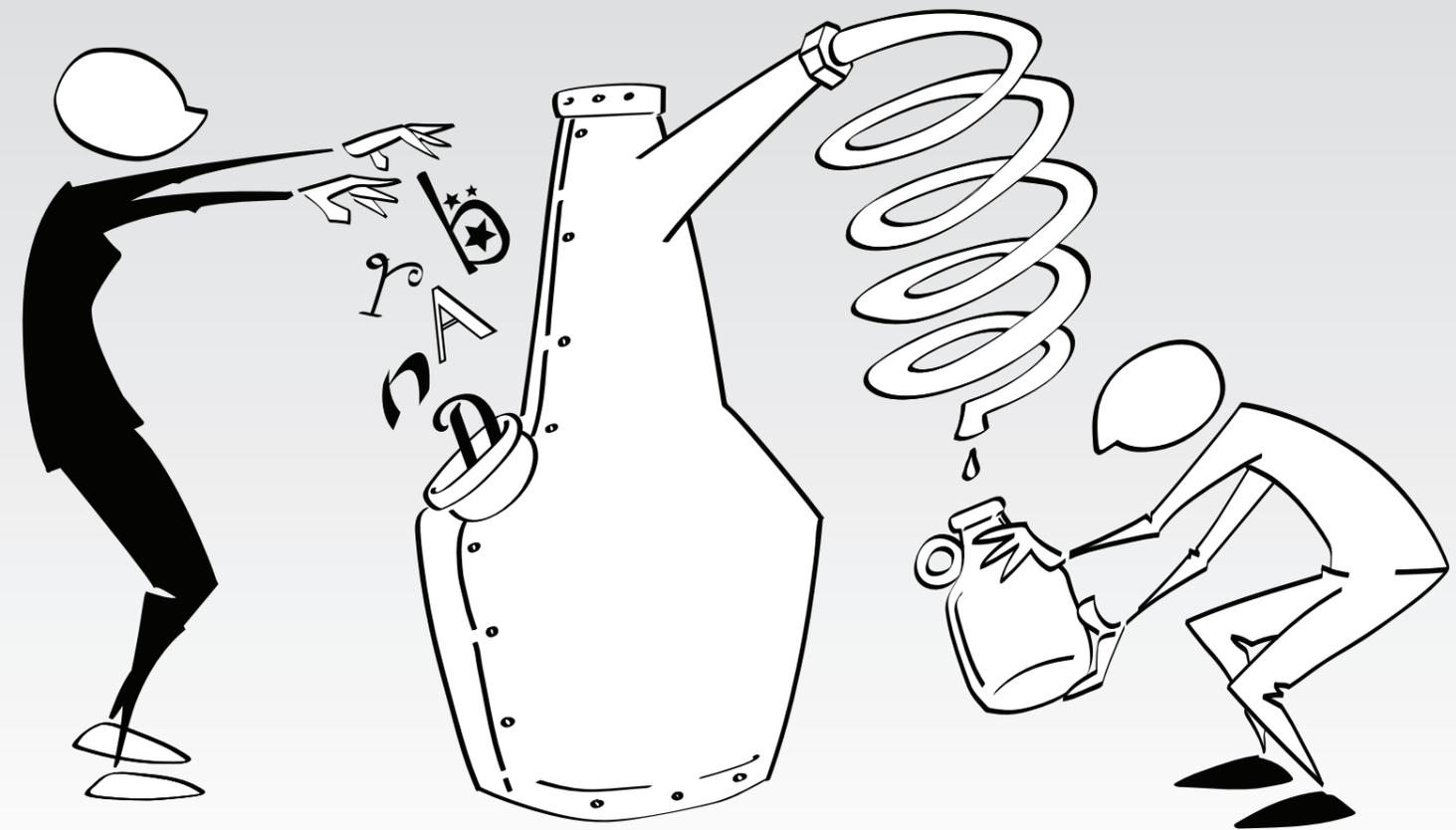


Global Brand Management distilled



Adgistics

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BROWN-FORMAN

**practical lessons
from a global brand**

We're all global now

A different market no longer means a different look for the brand.

Not so long ago brands would often look and feel different from market to market. The German version would be quite distinct from the UK, Italian or US version. For the most part, this wasn't really an issue. After all, most people never really saw a brand outside their home market.

But today, thanks to the internet, brands big and small are pretty much as global as they want to be.

At the same time, 'brand equity' has become a recognizable balance sheet item and companies are grabbing every opportunity to measure and grow brand value. This means consistent cross-market brand experience is more important than ever. It builds credibility, customer confidence and your business as a whole.

This kind of successful brand management goes way beyond simply keeping an eye on communications material: it means protecting trademarks, managing development and activation processes, controlling costs and maximising the bottom line - all managed by international teams, located across markets and time zones.

It's a challenge. But who said global domination was going to be easy?

Rising to the challenge

Brown-Forman, the company behind over 30 of the world's most iconic drinks brands (Jack Daniel's, Southern Comfort and Finlandia to name a few), operates within a highly regulated industry and complies with laws and regulations that can vary from one country or region to another. The value of its world-famous brand properties is central to Brown-Forman's success, meaning they are perfectly positioned to appreciate the complexities of managing a portfolio of global brands.

So what can other businesses learn from Brown-Forman?

Brown Foreman's Studio & Technology Manager, Shelley Schippert, is at the centre of a complex network of brand relationships. Shelley was instrumental in implementing the company's fully customised version of the Adgistics Brand Centre® - a global Brand Asset Resource which manages over 100,000 assets and includes a brand-specific blog module, news module and specially tailored web-to-print and image resizing tools.

We sat down with Shelley to talk about her experiences at the sharp end of global brand management. The result? Five essential lessons for today's brand managers.



Decide who gets to see what

Over time, global brands build up a vast number of communication assets, which are usually housed on a brand portal and can be easily shared.

All these assets have their own uses - some global, some local and some restricted by regulatory compliance. This means that not everyone needs to see everything. In fact, a less-is-more attitude could save valuable effort and avoid problems. For example:

- A brand manager in Germany does not need to see material created for the US that they cannot run for regulatory reasons
- An image shared globally but with only local usage rights is an accident waiting to happen

Of course, the question of giving access needn't be a case of either complete download authority or total invisibility. A more layered approach creates flexibility and can open up new opportunities (e.g. allowing users to request a local version or a rights extension for their market).

There is no escaping the fact that control is key. To some, this may all sound over-cautious, but a healthy dose of paranoia can help protect the brand and the performance of the business.



The importance of control

“Every employee has access to our system, so that’s over 4000 people globally. One of the things we liked about Adgistics’ Brand Centre concept was that there are multiple layers of security. We control what people can see and do based on the type of user they are. Our distributors and agencies around the world have access to the system too.”

Shelley Schippert

How does Brown-Forman maintain control of its assets?

Getting smart about access

Whether the user is a brand manager, external agency or distributor, access controls minimise the risk of inappropriate material being served. This is especially important when it comes to key regulatory requirements.

Saving time, making it easy

In a thriving business, everyone is busy and under pressure. To avoid wasting time on irrelevant content, authorised users only see assets they need and can use. A single sign-on linking to their corporate account means users can quickly and securely access materials.

Helping users ‘shop’ for brand assets within branded portals

Shelley compares their Brand Centre to online shopping - start with a broad brand category (e.g. Jack Daniel’s), then move into a product line (e.g. Tennessee Honey), then a format, cutting down the options until you’re presented with the asset you need.

Automate what can be automated

Time waits for no brand manager.

You're unlikely to hear any brand manager say 'Take your time - no hurry'. In most cases time is already against you when you're creating original campaigns, and it just gets tighter when it comes to rolling them out.

We've all been there: the phone rings or the inbox pings and there it is - a great opportunity to run an ad in a fantastic publication. The catch? They need it yesterday.

This means a new version has to be created to the correct specifications. But it doesn't end there. The ad then needs brand approval and probably, an okay from legal too. Traditionally, this adds days and cost ... meanwhile, that great opportunity slips away.

But it doesn't have to be like that. Automation can put a stop to unnecessary waste of resources and avoid missed opportunities

How does Brown-Forman streamline its workflow?

Helping users with common automated tasks

The company's Brand Centre allows registered users to quickly and easily resize assets and change certain elements. In some cases, the headline and image can be changed - though any more changes are restricted by Brown-Forman.

Ensuring key approvers see what matters

New files are automatically routed to everyone that needs to approve them - brand and legal - to ensure they meet brand guidelines and include legally required information.

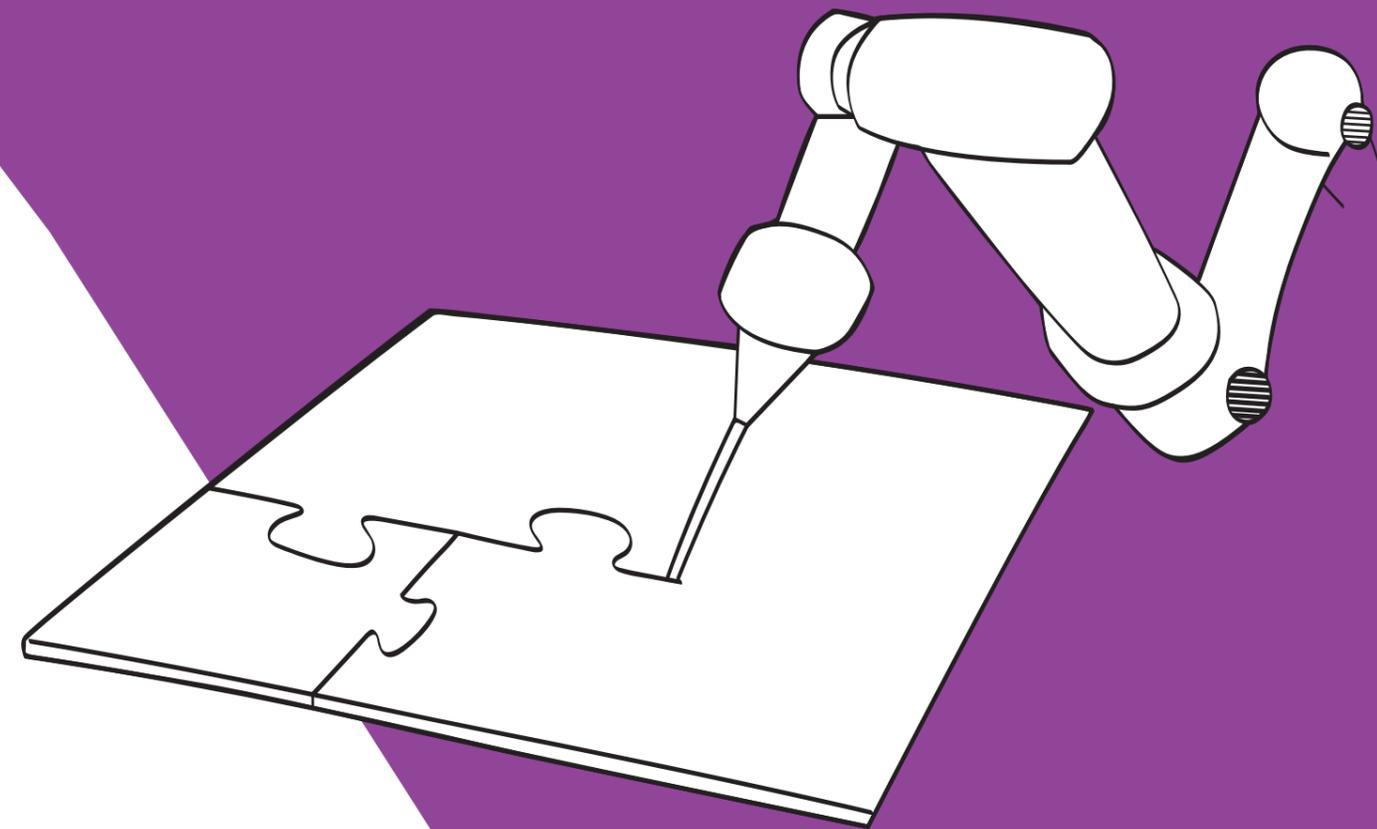
Reducing approval time from days to hours

The time it takes to create new, approved assets has been slashed from up to five days to just a few hours. Plus, if required, the system can format the ad and deliver it to the publication.

The need for speed

A lot of times we get requests that need to get turned around in a day. Opening this up online with our Brand Centre means that people can resize their ad, localise it and push the button 'submit for approval'. It then goes automatically to the brand team and then to legal. When it's ready, they get an email that says, 'Here's your ad'. It means they don't have to wait for one of our designers, reducing the time it takes from five days to just a few hours.

Shelley Schippert



Make your asset management system an extension of your brand

Files upon files in folders upon folders, remember how asset management systems used to look?

Taking their cues from traditional desktop file management systems, asset management systems were cumbersome and, at times, frustrating. They also did very little to enhance brand values and consistency. After all, it's difficult to 'live the brand' while using a generic, unfriendly system.

But that was then.

Today, user experience is key. People need to be able to quickly and easily find what they require using natural, intuitive discovery. More than this, the system should embody the brand it represents. Users should be immersed in the brand from the moment they log in. And every aspect of the system needs to clearly demonstrate the design, values and ethos that make each brand unique.

How does Brown-Forman make asset management an extension of its brand?

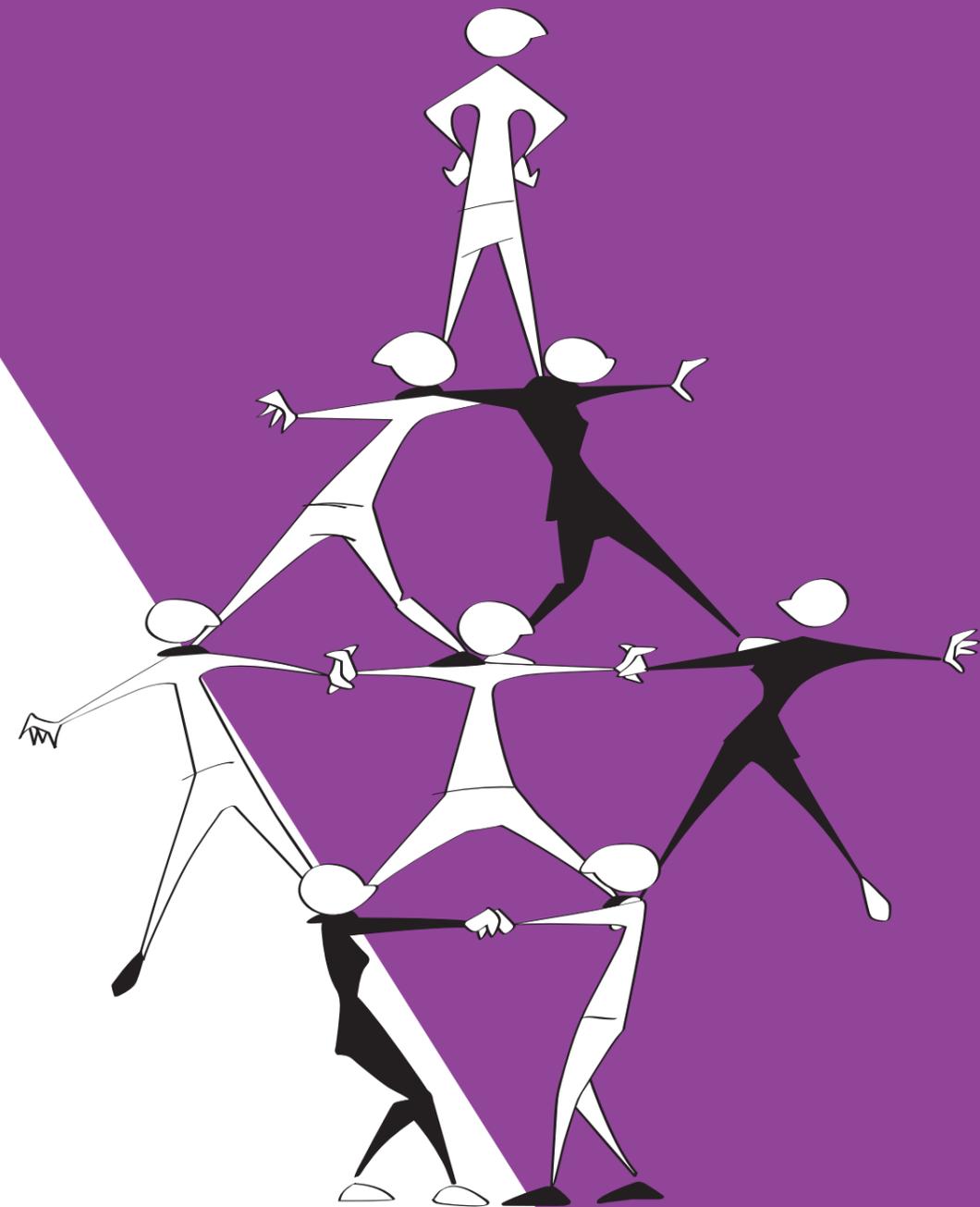
Making each portal live the brand

Brown-Forman has specific areas for each of its brands. When you're in the Jack Daniel's portal, you get a 100% Jack Daniel's experience - the unique character, imagery and design system. Not only does this clearly signpost each brand's area, it shows the importance Brown-Forman places on the integrity of its brands.

Living the brand

Our old system had no branding, no colour changes between brands, it was like a generic PC. It is important to us that people feel the brand experience when they're on the site and also that when they jump from one brand to another, the brand experience changes. So for Jack Daniel's, it's in the Jack Daniel's colours, it has the Jack Daniel's imagery and when they jump to Southern Comfort, the colours change, the images change. It's a fully branded experience.

Shelley Schippert



Global brand management is always in beta

A healthy brand never stands still, and when it evolves, so does its asset management system.

Like any other part of the marketing mix, measurement and feedback are key to discovering what's working and what's not. After all, no matter how experienced or sophisticated a business, it can't be 100% right 100% of the time.

One way to gain understanding of any asset management system is to look at the analytics - who's viewing and downloading what, how often, for what purposes. This will give you the hard numbers. But it's important to add qualitative insight too. This means regularly asking what users think of the system - what's good, what's bad. This way you'll get a 360° view and more value for your brand.

Of course, tweaking and refining an existing system is one thing, but what about moving to an entirely new one? Regardless of how out of date it is, there'll always be a core set of users who learnt how to get what they want out of the old system (no matter how slow and painful the experience). And never mind how intuitive and user friendly the new system, there'll always be an adjustment period.

This is a process Brown-Forman understands only too well. Adgistics is actually their third asset management system, so they are using all the lessons they've learnt from earlier changes to make the transition as smooth as possible.

Continuous improvement

From the initial user survey, after moving from our old system (and they were like night and day), we got questions such as 'How do you do X? I used to do it in the old system.' So we started creating quick tips and publishing once per week on some of the hot buttons - building a very visual user guide. From the survey, we also learned what people would like to see on the site, so we could reach out to get better, more specific content.

Shelley Schippert

How Brown-Forman made the most out of their transition to Adgistics

Delivering training nuggets

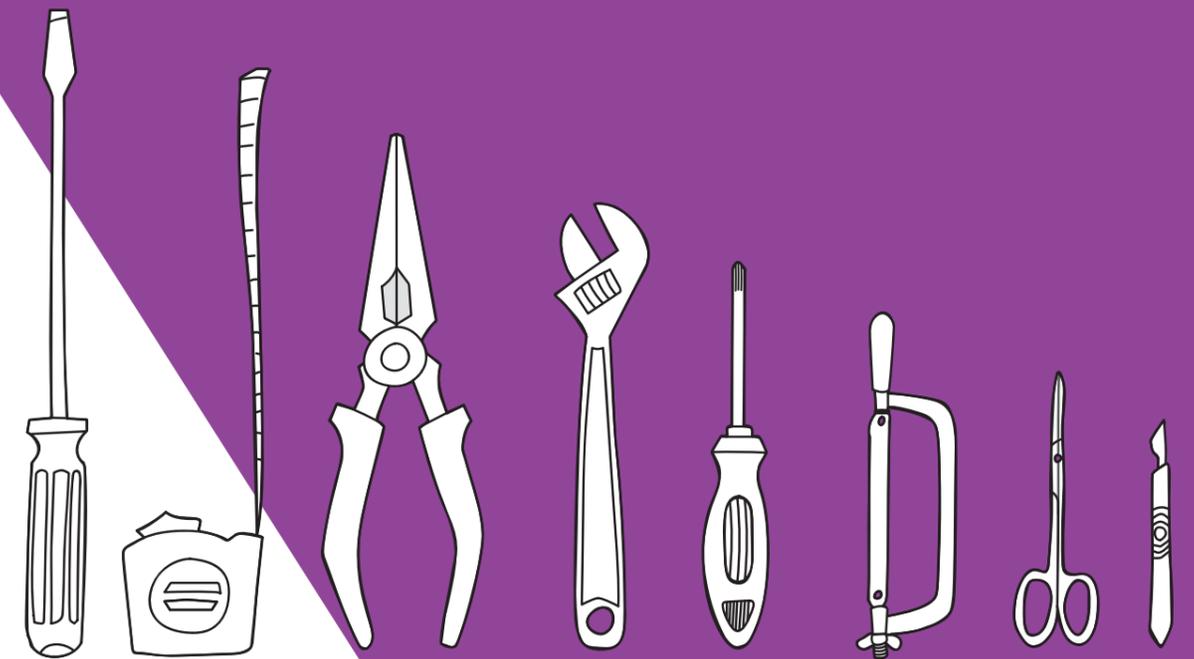
By asking about key, everyday tasks, Brown-Forman was able to create short, sharp weekly tips that got people up to speed fast. This bite-size training could be completed in less than a minute and was supplemented by 30-minute WebEx sessions.

Learning from users

Brown-Forman used what they'd learnt to roll out new features over time. 'For instance, they're piloting a version that extends access to their retailers, bars and restaurants.'

No room for complacency

Brown-Forman now has a more holistic approach to its brands. It also knows it has a brand asset management system that will grow with their needs.



Your 'private' brand is public property

The norms of social media have changed the rules of brand engagement.

Around the world, people are liking, tweeting and sharing brands with friends, family and contacts - it's a marketer's dream. But it's a dream that can quickly turn into a nightmare if brand assets 'go rogue' online.

While it may be impossible - and indeed undesirable - to control user-generated content, company-originated content should be a different matter. However, given the real-time, ever-changing nature of social media, it's still a difficult tightrope to walk between making brand assets such as images and videos easily available, and still maintaining a useful level of control.

Most modern asset management systems will support social sharing but an internal process needs to be in place. Of course, different brands will have different comfort zones when it comes to what gets shared and when. The answer is to start small with limited initial pilots then, as confidence grows, step boldly into the future.

How Brown-Forman is making the most of out of their social media presence

Balancing freedom with control

Increasingly, social media is a key part of Brown-Forman's brand building efforts. Around Jack Daniel's birthday month, for instance, lots of retailers, bars and customers want to share content from images to videos to badges and beyond. So they're working to make these assets readily available - but to maintain compliance under the tight control of their Brand Centre.

Getting more social

We get several requests along the lines of, 'Hey, I saw something on your Facebook page, can I post it?' Or, 'I saw a photo posted, can I share that?' So we're developing a way to easily share and monitor material and usage across all regions on our social media platforms. Ensuring that there is a simple and easy process to get our brand material into the public domain.

Shelley Schippert



Adgistics®

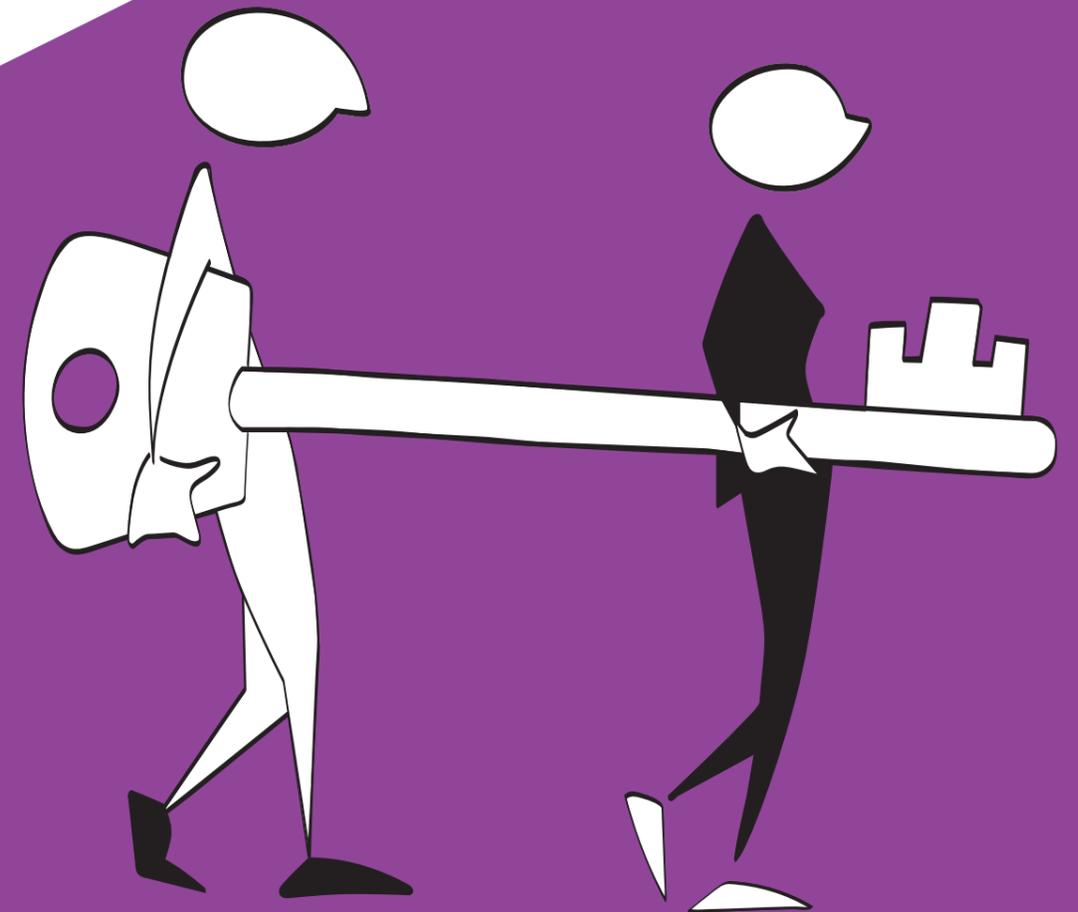
The home of intelligent brands®

Adgistics is a pioneer in the brand value management industry.

We believe in configuring marketing management and automation solutions to fit in with the way our customers do business, not the other way around.

For more than a decade, we've delivered robust, intelligent solutions and services at an international, regional and local levels - giving brand managers the world-over brand control, consistency and cost-efficiency.

We offer core management solutions and a variety of additional functional modules in a system we call the Brand Centre®. For our customers, their Brand Centre has become like a secure, online international brand office. Here they can manage the storage, repurposing, distribution and protection of brand assets across media and in multiple languages. Not only does it help their brand to perform effectively in the market, adding tangible value to their businesses, it also enables professionals to learn, communicate and work together, in complete security, creating better internal brand understanding, improved communications and considerable savings. We are proud to help our clients build a culture of best practice around their brands.



Managing a global brand?

We should talk...

Adgistics helps some of the world's most forward-thinking global brands manage their most valuable communication assets. Our clients range from Adidas, Rotary International and Cirque du Soleil through to Network Rail, the Royal Institution of Chartered Surveyors and the Royal Mail Group. We'd love to talk to you about your specific challenges and how we could help.

Contact sales@adgistics.com or call on **+44 (0) 20 7378 6777**.