

MORI

BRANDING, AND MANAGING THE REPUTATION OF CONSULTING FIRMS

The Annual Consultants' Forum

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27th April 2004

Outline of the Presentation

- Positioning the Brand Image
- Managing the Brand Image
- Image of Management Consultants
- Effective Communication
- Brand Energy

A Word about Research

- We measure perceptions, not facts
- Two kinds of findings we bring to our clients: reality, and misperception
- Five things we find: behaviour, knowledge, and...
- three levels of 'views':
 - Opinions
 - Attitudes
 - Values



Positioning the Brand Image

Defining the Difference

- **Corporate Image** is the ‘net result of the synthesis of all experiences, impressions, beliefs, feelings and knowledge that people have about a company’
- **Product Class Image** is the ‘image of the product class shared by all brands in the product class’, e.g., management consultants
- **Brand Image** is the ‘image of the brand that distinguishes it from all the other brands in the product class’
- **Brand User Image** is the ‘image of the typical user of the brand’
- **Nationality Image** is the ‘image of the country of identity with the company’
- **Corporate Identity** are the ‘physical manifestations of the company (or brand)’

Managing the Brand Image

The Four Ps of Marketing Management

- Product
- Pricing
- Packaging
- Positioning

Would you be.....?

An Aardvark



Because we don't really know what they do, but we do know they exist and they're famous for existing. (Everybody knows they live down a hole.)

Would you be.....?

A Kangaroo



Because they hop from one thing to the next without actually finishing anything

Would you be.....?

A Cat



If it is in its interests a cat will do something. If it sits on your knee it's because it wants feeding or a door opening.

***I think
... might be like that***

The ABCs of Client Engagement

- Awareness
- Brand Reputation
- Client Satisfaction
- Delivery
- Enthusiasm, and
- Energy

Effective Communications

Four Stages of Effective Communications

- Awareness: here's who we are
- Involvement: here's what we can do for you
- Persuasion: here's what we think
- Action: here's what we want you to do

Image of Management Consultants

- This presents the findings of the 2003 study of the MORI annual Captains of Industry, part of MORI's programme of regular multi-sponsored studies among key audiences
- Respondents comprise CEOs, MDs, Chairmen and Finance Directors and other Board-level directors from FTSE 500 firms and Britain's largest 500 firms by turnover
- Methodology details:
 - Number of respondents: 101
 - Interviews were conducted face-to-face
- Fieldwork: 26 August - 31 October 20, 2003

■ Job title:

- 58% are Chairman, CEO, MD or President

■ Head Office location:

- 51% based in London
- 23% based in the South East
- 26% based elsewhere in the UK

■ Number of employees:

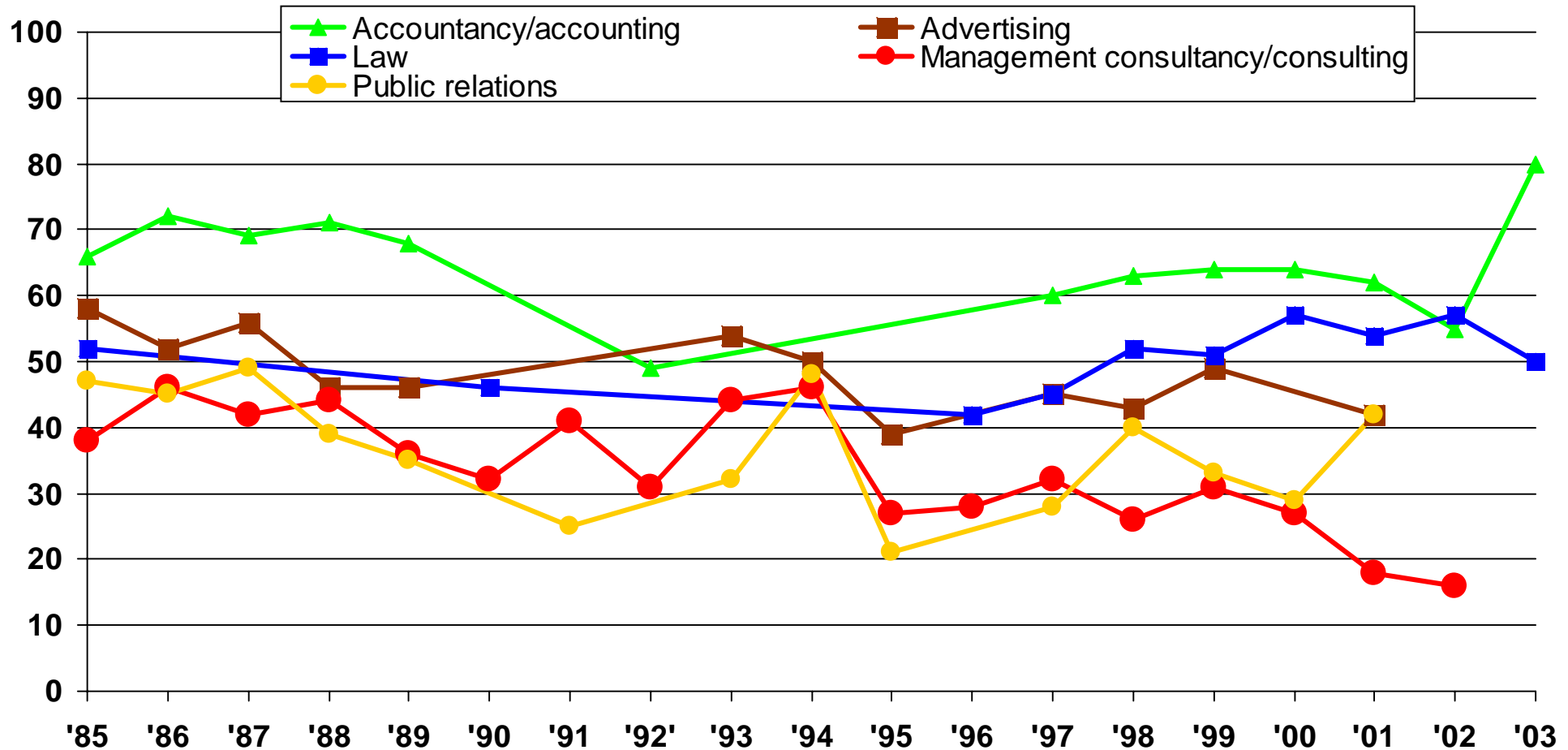
- 50% 5,000+
- 48% under 5,000

■ Principal activities:

- 27% Services/retailing
- 22% Manufacturing
- 15% Technology/media/telecoms
- 7% Transport/distribution
- 7% Mining/minerals/natural resources
- 6% Financial/banking
- 5% Utilities
- 5% Construction
- 7% Other

Industry Favourability – Accounting, Law, Management Consulting, Advertising & PR

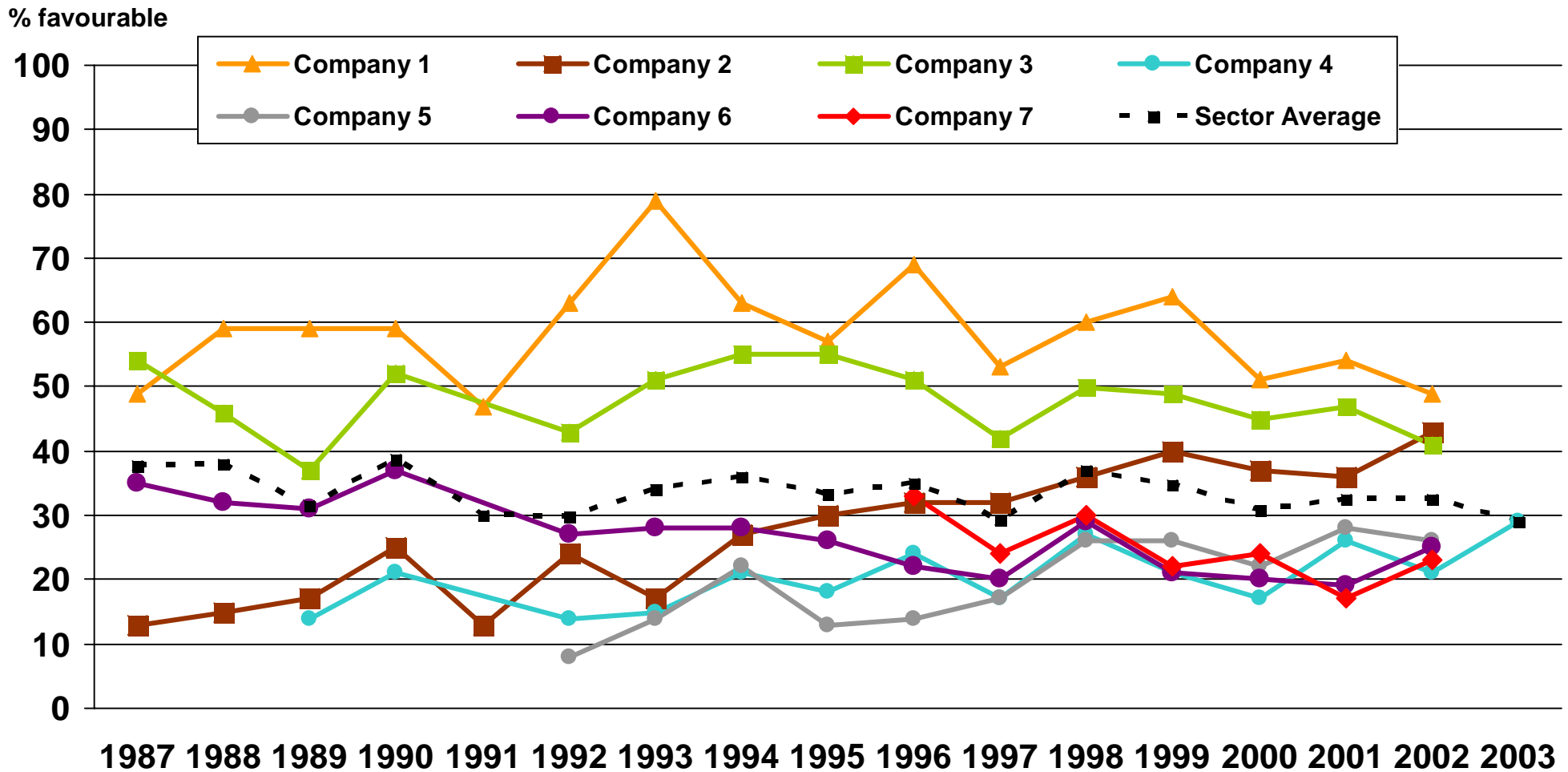
Q How favourable or unfavourable is your overall opinion or impression of...?



Base: All Captains of Industry, 1985-2003

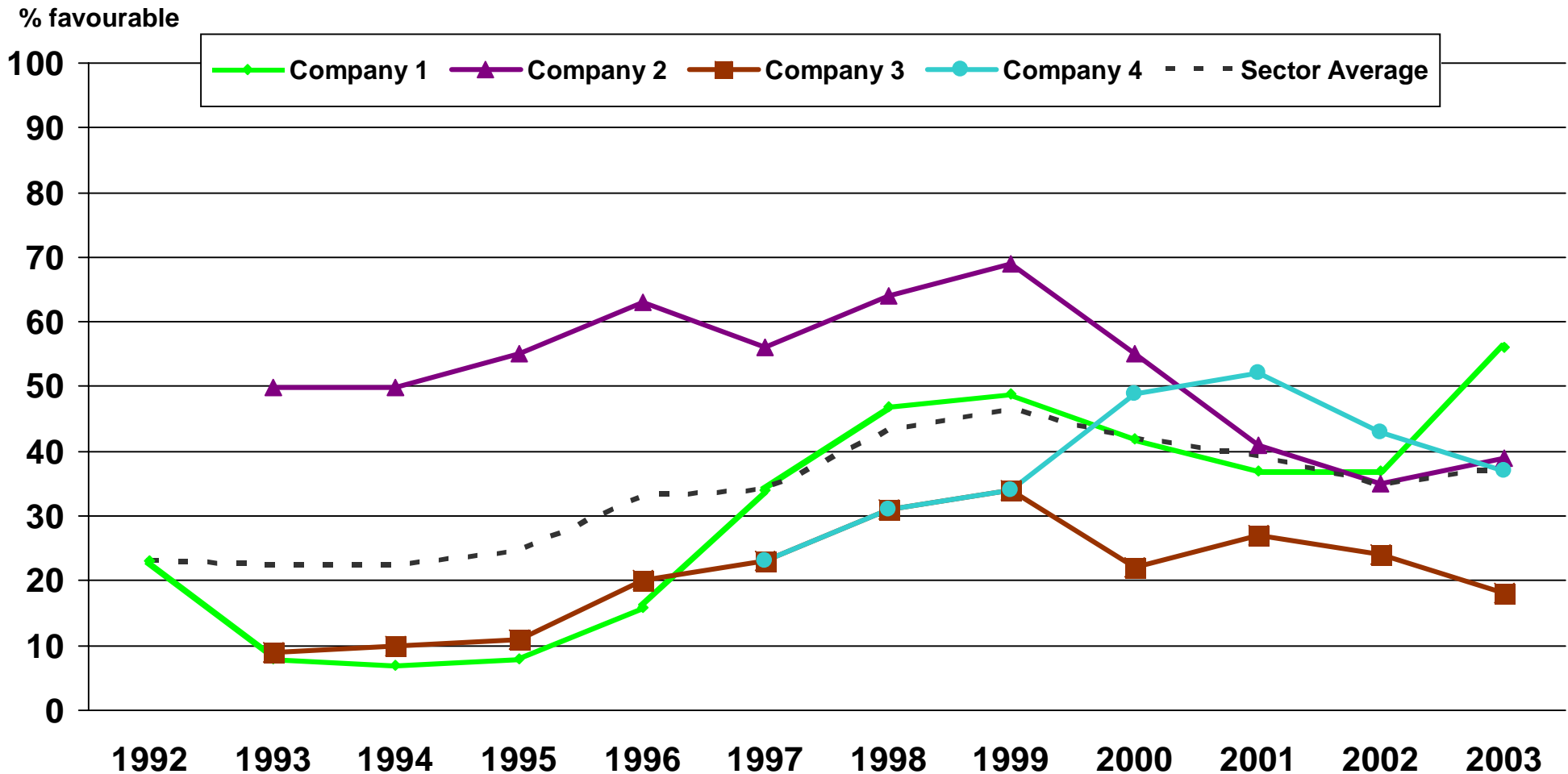
Company Favourability – Professional Services - Strategy

Q *How favourable or unfavourable is your overall opinion or impression of...?*



Company Favourability - Professional Services - IT

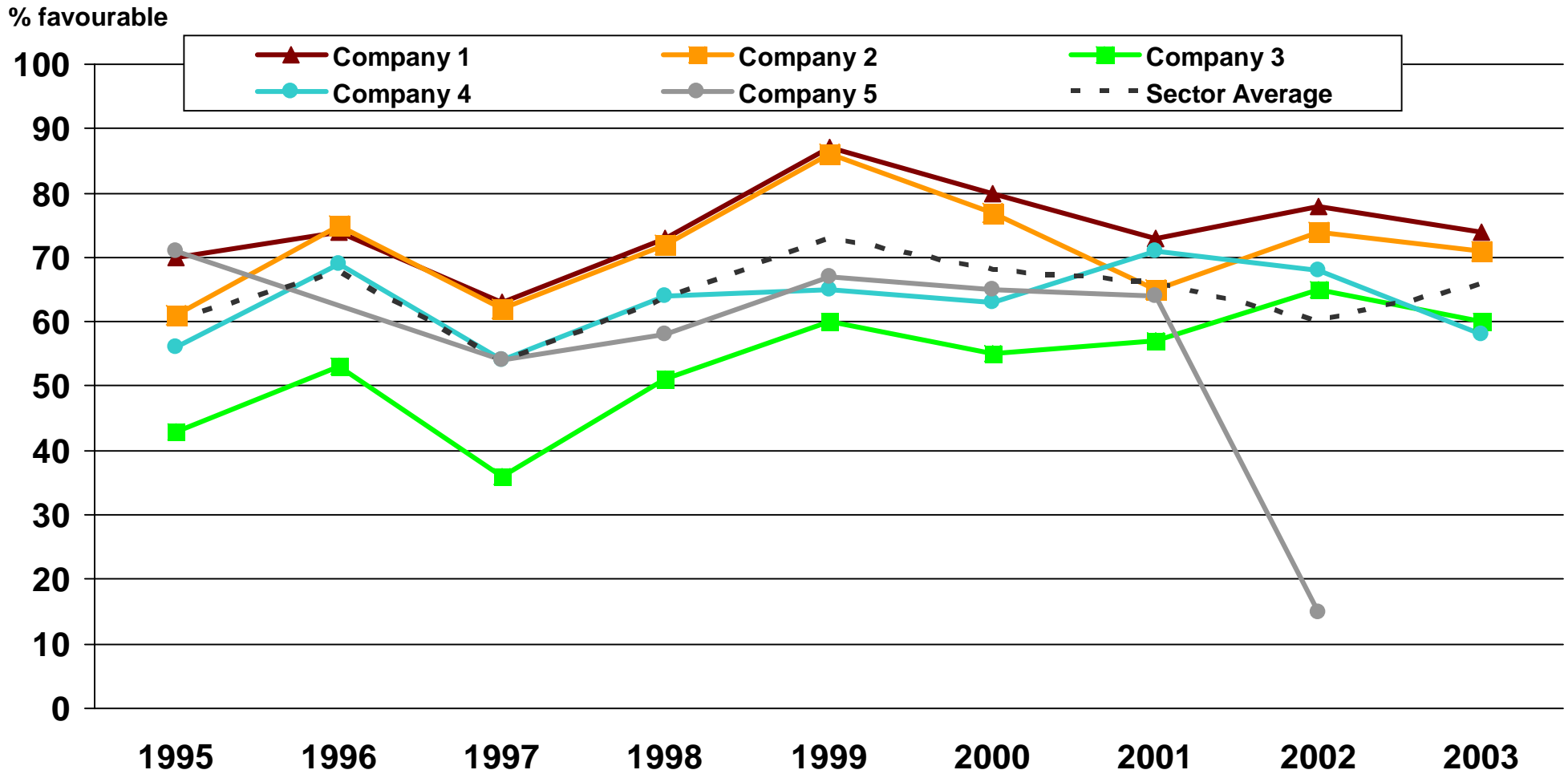
Q How favourable or unfavourable is your overall opinion or impression of...?



Base: British Captains of Industry, 1992-2003

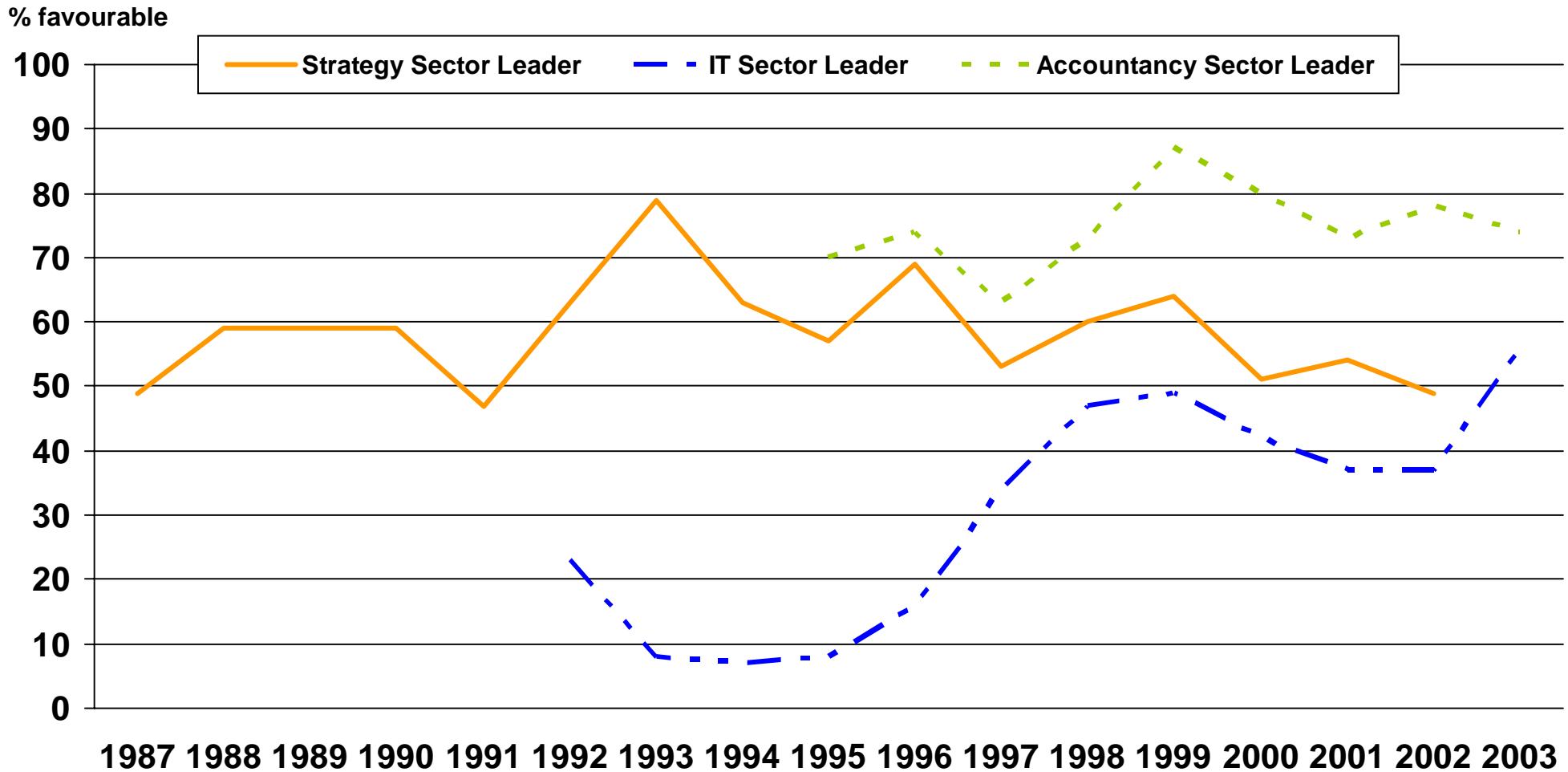
Company Favourability – Professional Services - Accountancy

Q *How favourable or unfavourable is your overall opinion or impression of...?*



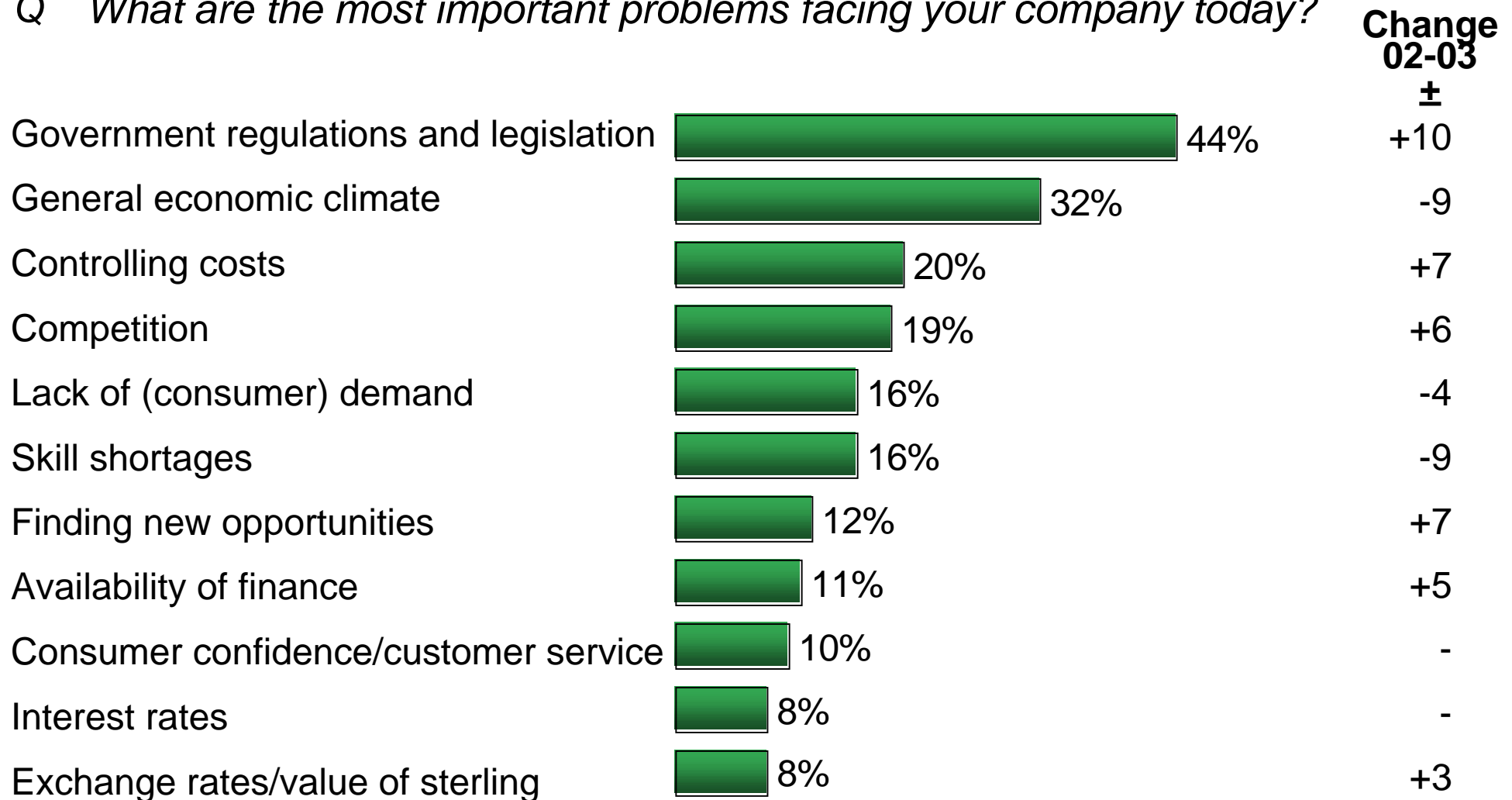
Company Favourability – Professional Services – Strategy vs IT (vs Accountancy)

Q *How favourable or unfavourable is your overall opinion or impression of...?*



Issues Facing Companies

Q *What are the most important problems facing your company today?*



Daily/Sunday Publications

Q Which of these publications, if any, do you read regularly (at least 3/4 issues)?

Daily Publications	%	Sunday Publications	%
Financial Times	83	The Sunday Times	69
The Times	53	Sunday Telegraph	27
Evening Standard (London)	36	The Mail on Sunday	26
The Daily Telegraph	31	The Business	12
Daily Mail	23	The Observer	9
Metro	9	News of the World	7
The Independent	7	Independent on Sunday	5
The Guardian	5	Scotland on Sunday	4
The Sun	5	Sunday Express	3
Wall Street Journal (Europe)	4	Sunday Herald	3
The Herald (Glasgow)	4	The Sunday Post	0
International Herald Tribune	2	The Sunday Mirror	0
The Scotsman	2	None	11
The Mirror	1		
The Express	0		

Daily Publications - None 1%

Weekly/Monthly/Quarterly Publications

Q Which of these publications, if any, do you read regularly (at least 3 issues out of 4)?

Weekly Publications	All %	Monthly/Quarterly Publications	All %
The Economist	48	Management Today	23
Private Eye	14	The Director	16
Country Life	13	Real Magazine	3
Business Week	12	BusinessAge	3
Time Magazine	9	Business Voice	3
Investors Chronicle	9	First Magazine	1
The Spectator	8	EuroBusiness	1
New Scientist	5	None	62
Radio Times	5		
Newsweek	1		
None	33		

Brand Energy for the Service Sector

The MORI Excellence Model was developed as a framework for understanding how relationships drive value creation



A new concept

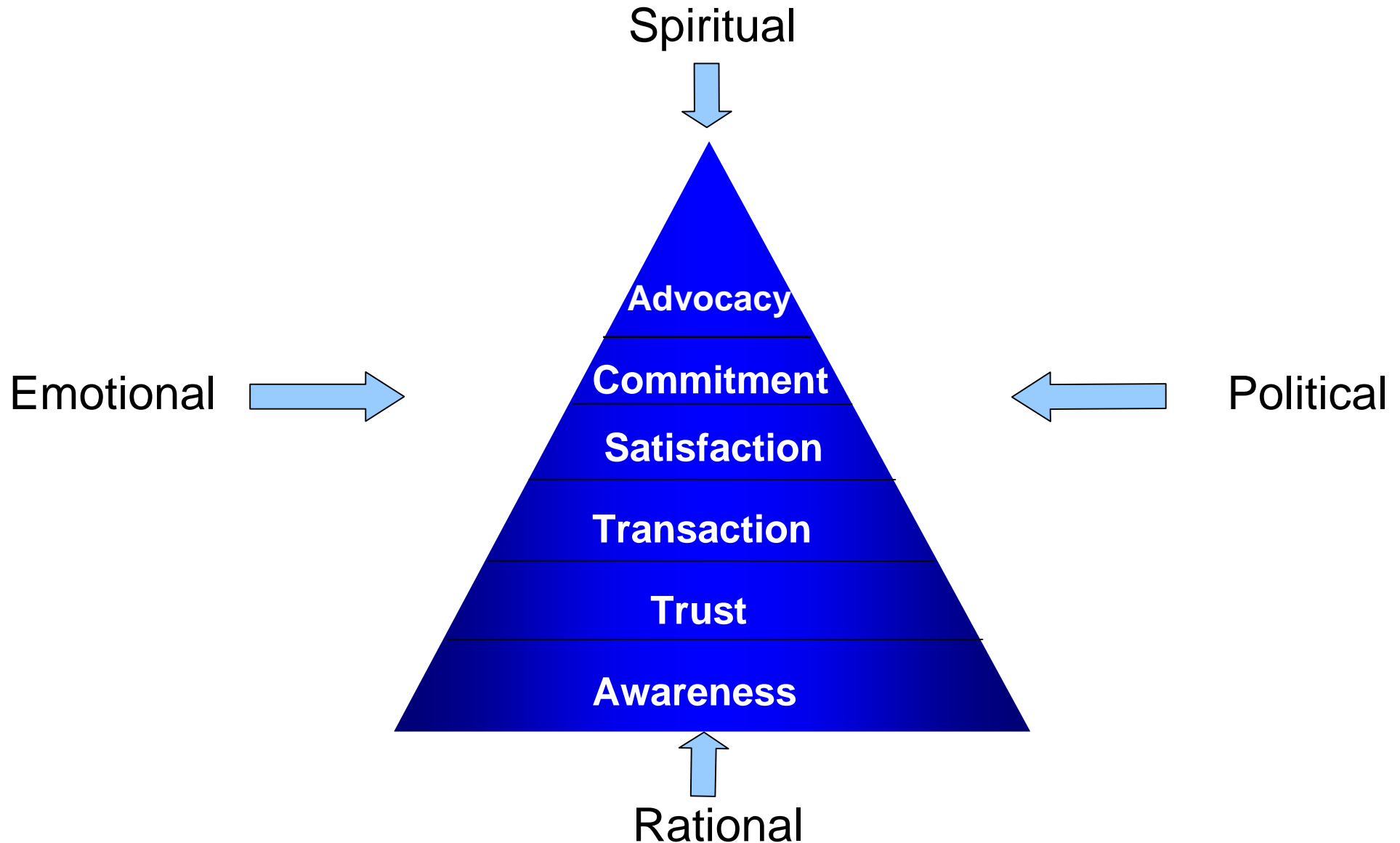
BrandEnergy™

The energy that flows throughout the system that links businesses and all their stakeholders and which is manifested in the way these stakeholders think, feel and behave towards the business and its products or services

Research needs to look at:

- **internal mission/purpose/values**
- **how these are perceived and accepted internally**
- **how these are seen to operate internally**
- **how far these are seen to deliver by external audiences**
- **whether they are in tune with what clients want**
- **how they are perceived/accepted by other stakeholders**

The MORI Excellence Model can be merged with the Brand Manners framework



Applying the MEM to Brand Manners (clients)

	Rational	Emotional	Political	Spiritual
Advocacy	Would I spontaneously talk about its deliverables?	Would I spontaneously say how good they make me feel?	Would I spontaneously say how they help me reach my goals?	Would I spontaneously talk about the brand in a passionate way
Commitment	If asked, would I talk highly of its deliverables	If asked, would I talk about how good they make me feel?	If asked, would I say how they have helped me?	If they came up in conversation, would I rave about how it is a good brand
Satisfaction	Does it meet my functional expectations?	Does the service make me feel good?	Do they enable me to achieve my goals?	Do they take me to a higher plane?
Transaction	Do these collectively make me want to buy it?			
Trust	Do I have confidence it can do it better than competitive products	Do these feelings reassure me?	Do I believe they will help me achieve goals better than competitors?	Will they lift me more than competitors' services?
Awareness	Am I aware of what its deliverables are?	Do I know of the feelings it is meant to stimulate	Do I think the services would help me achieve my goals?	Do I think the services it will lift me/appeal to my inner values?

Thank you:
Questions?
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