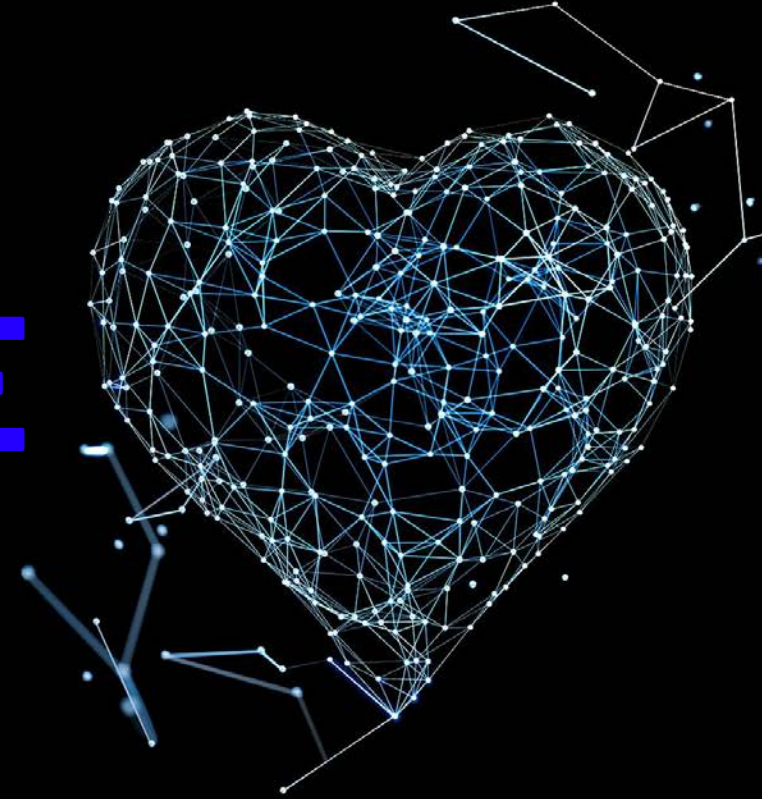


INNOCEAN

# IRRATIONAL BRAND LOVE WEBINAR



**STRATEGY**

R E  
&  
O L P

**PROCESS**

# DISCOVERING IRRATIONAL BRAND LOVE

A faint, light gray map of the Americas is visible in the background, showing the outlines of North and South America.

**HUMAN BEINGS  
CRAVE  
RELATIONSHIPS  
BUT THEY'RE  
COMPLICATED.**



**NEW**





DATING





LOVE





**BOREDOM**



A still from a movie showing a man and a woman sitting on a tan leather sofa in a living room. The woman is on the left, wearing a blue top and brown pants, looking towards the man. The man is on the right, wearing a dark sweater, looking back at her. The room has a large window with vertical blinds, a white door, and a glass coffee table in the foreground. The word "DIVORCE" is overlaid in large white letters on the right side of the image.

# DIVORCE

**WE ALSO HAVE  
RELATIONSHIPS  
WITH BRANDS.**

**85%**

of consumers buy from  
companies with which  
they have strong  
emotional connections



**CAN A BRAND  
RELATIONSHIP  
BE STRONG ENOUGH  
TO WITHSTAND  
ROUGH WATERS?**





# WHAT IRRATIONAL BRAND LOVE AFFORDS



FUTURE  
PROOFS YOU



INSTANT NEW  
PRODUCT DESIRE



HIGHER TRANSACTION  
PRICES



GREATER SHARE  
OF WALLET



MAKES YOU  
FORGIVABLE



LOYALTY BEYOND  
REASON



CREATES BRAND  
ADVOCATES

# HOW BRANDS CREATE IRRATIONAL LOVE



**INNOVATIVE WAYS  
TO STAND OUT**

**UNDERSTAND CATEGORY'S UNMET  
NEEDS**

**UNDERSTAND THE  
VALUE YOU PROVIDE**

**KNOW WHAT LOYALS LOVE**

**UNDERSTAND YOUR BRAND  
ORIGIN AND CULTURE**

**KNOW YOUR  
BRAND VALUES**

**FIND NEW, INTERESTING  
WAYS TO SHOW UP**

**STAY TRUE  
TO BRAND**







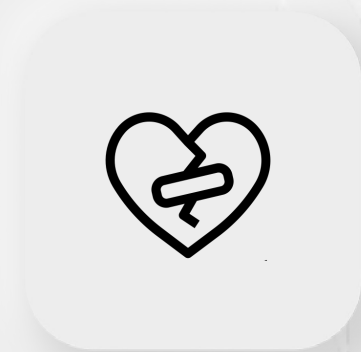
# HOW **BRAND LOVE** IS MEASURED

A relationship is formed and measured by these four areas:

- **Familiarity**
- **Regard**
- **Meaningfulness**
- **Uniqueness**



**IRRATIONAL  
BRAND LOVE  
MAKES YOUR  
BRAND  
FORGIVABLE**



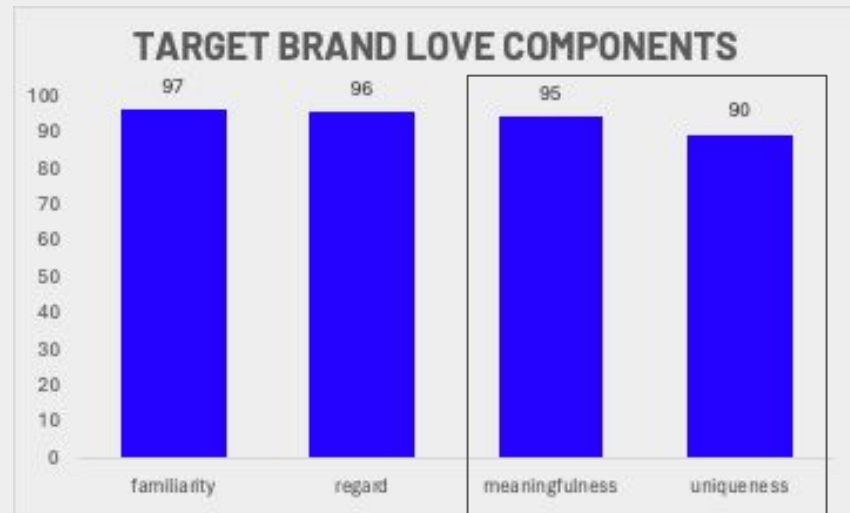


**TARGET**





**TARGET IS  
SEEN AS  
MEANINGFUL  
& UNIQUE**



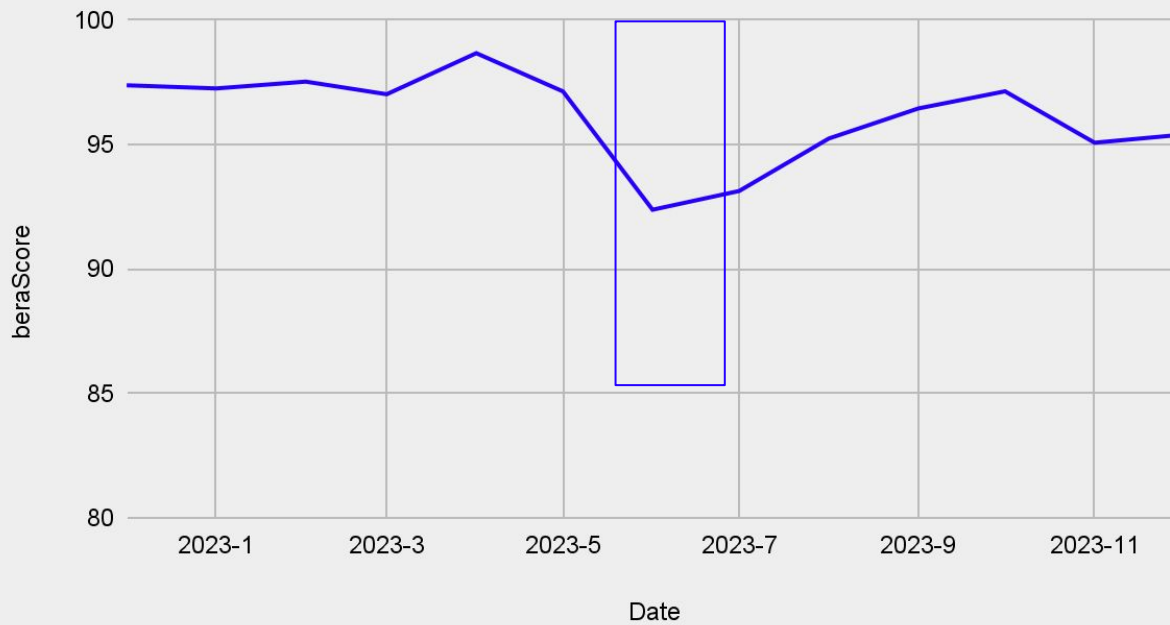
MAY 2023

# ANNUAL PRIDE COLLECTION LAUNCH



# LOVE SCORE DROPPED BY 6.3

beraScore vs. Date





# -5.4%

Q2 SALES

# -10.9%

ONLINE RETAIL SALES





**IT WAS AND IS  
EASY TO LOVE  
TARGET FROM  
ITS BEGINNINGS**



# TARGET TIMELINE



**1960**

Born from a desire to strengthen relationships with guests

*"Combine the best of the fashion world with the best of the discount world..."*

**1962**

Commitment to the community played into its brand identity

**1969**

Target's first CSR report \$2.36MM donated for environmental, social, cultural and educational community support

**1971**

Annual employee survey introduced

**1989**

Employee Emergency Assistance Fund Initiated

**1990**

Start of inclusive advertising, beginning with children with disabilities

**1992**

Target team members started its first LGBT group, which is today's Pride+ Business Council



**INCLUSIVE.**  
**UP TO DATE.**  
**HONEST.**  
**COOL.**  
**EXCITING.**

# ALIGNS WITH THEIR LOYALS & BRAND HISTORY

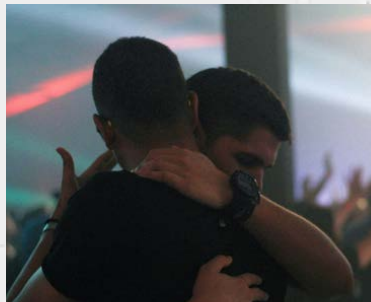
Much more likely to  
be under 35



More likely to  
be diverse

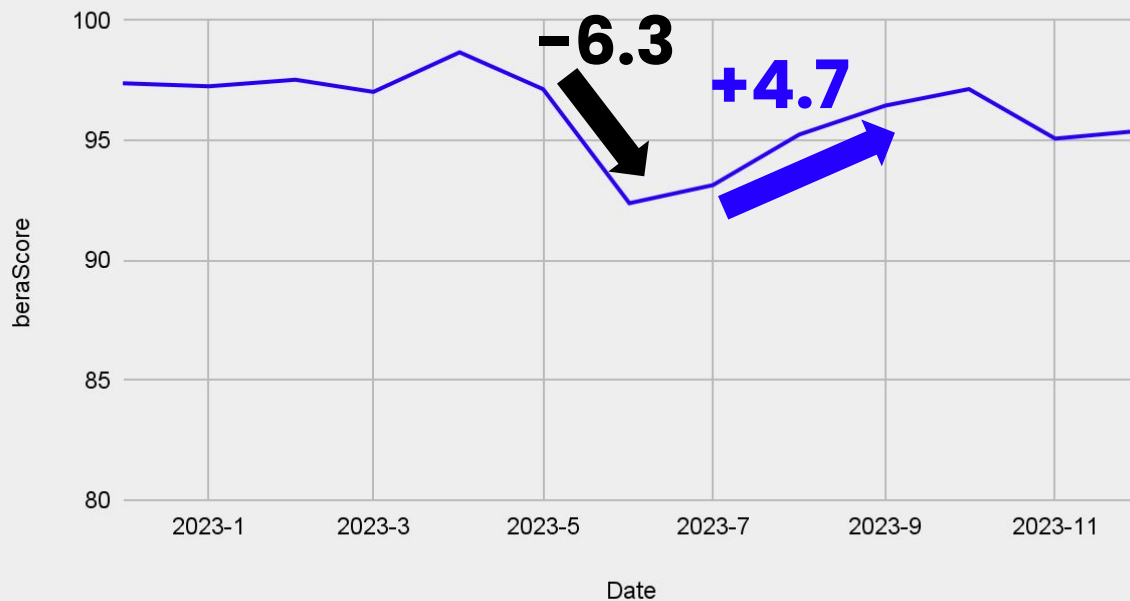


More likely to  
be LGBTQIA+



# MEANINGFUL DIFFERENCES SAVED TARGET

beraScore vs. Date



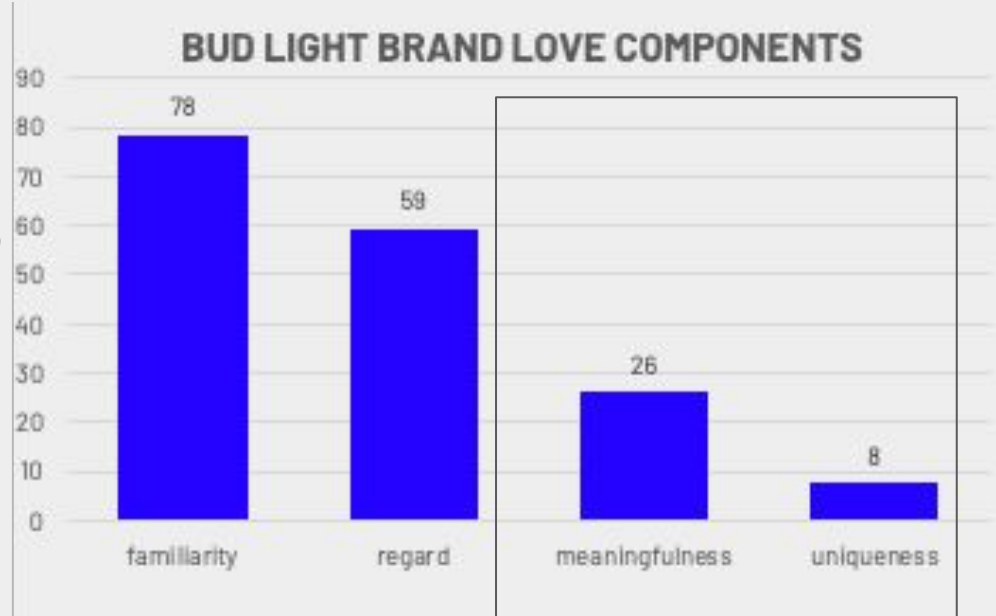
**WHEN YOU  
DON'T HAVE  
BRAND LOVE  
WHAT IMPACT  
CAN NEGATIVE  
PR HAVE?**







# BUD LIGHT IS SEEN AS GENERIC



UNLIKE  
TARGET BUD  
LIGHT WAS  
BORN OUT OF  
A 1982  
COMPETITIVE  
TRAP

3rd party ad content





WHEN BUD  
LIGHT SAYS  
"PEOPLE" WHO  
DO THEY  
MEAN?





# WHICH HISTORICALLY ALIGNS WITH THEIR KEY MARKET

More likely to  
be between  
18-49 years old



More likely to  
be male



More likely to be  
heterosexual  
or straight



**CONSISTENT.**

**MASCULINE.**

**HUMOROUS.**

# PLAYING TO THE CATEGORY

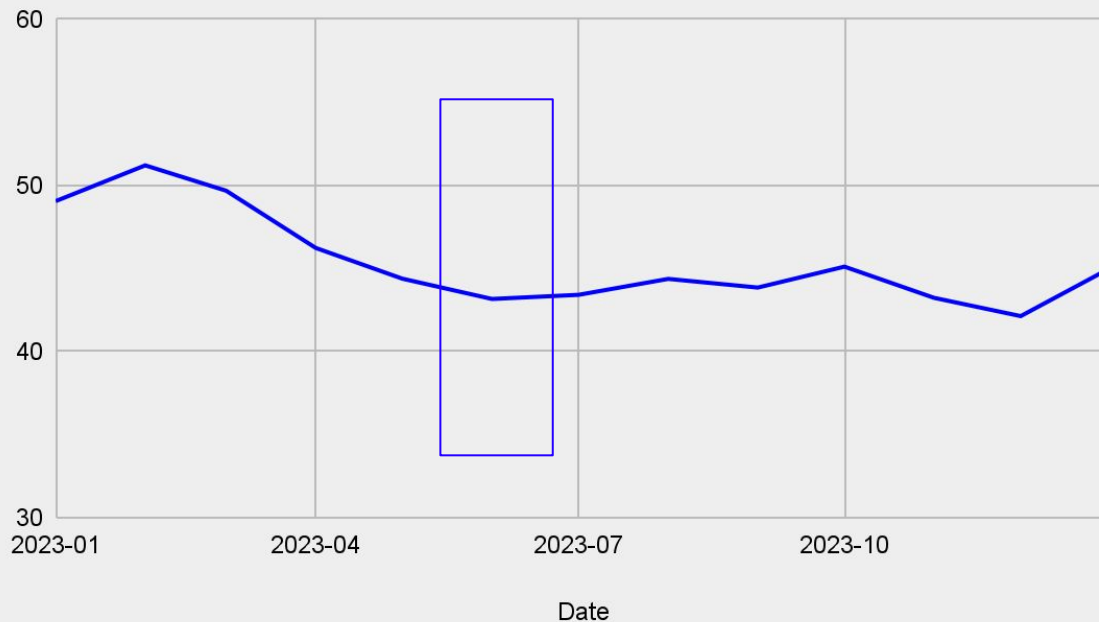
**APRIL 2023  
BUD LIGHT  
PARTNERED  
WITH DYLAN  
MULVANEY TO  
PROMOTE A  
CONTEST**



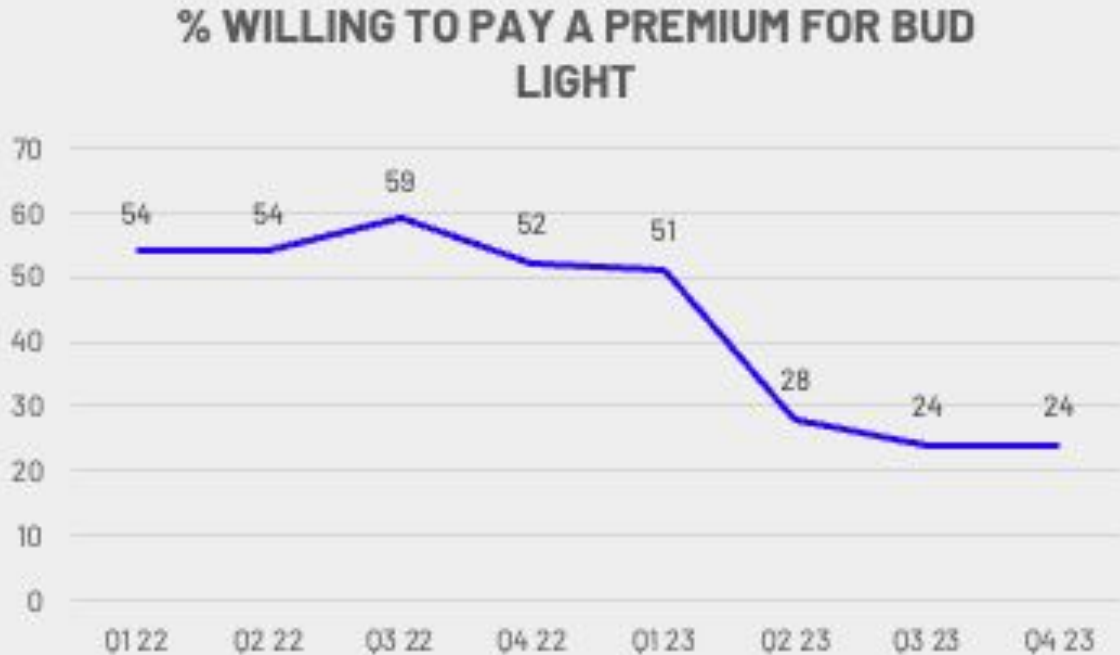
# LOVE SCORE DROPPED

## 8.4 POINTS

BRAND LOVE SCORE



# 'WILLING TO PAY A PREMIUM' FELL 23 POINTS





# -25%

SALES

# -11%

SHARE

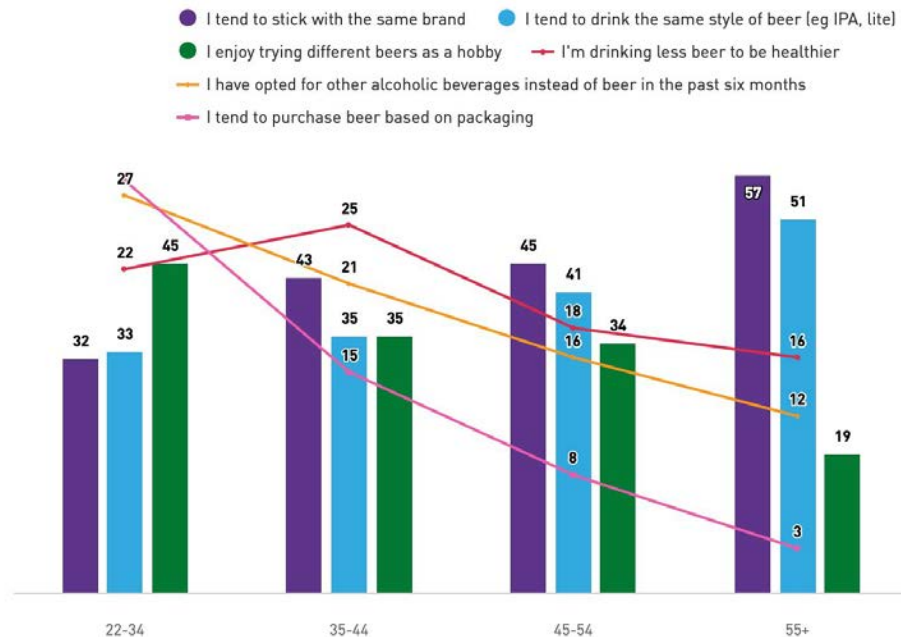




**IN A  
SATURATED  
CATEGORY**

# WHERE RETENTION IS KEY

US: beer purchase factors, by age, 2023



# ACTING OUT OF CHARACTER

**CHANGED HOW  
PEOPLE FELT  
ABOUT THE  
BRAND**

# CREATING A LOSS IN CONSIDERATION,

**-9.3 pts**

From 45.56 to 36.24



# PREFERENCE,

**-3.72 pts**

From 11.89 to 8.17

# AND USAGE.

**-5 pts**

From 19.4 to 14.37

**NOW**  
**BACK TO**  
**THEIR OLD**  
**GENERIC**  
**SELVES...**



# **DO'S + DON'TS** **OF BUILDING** **IRRATIONAL** **BRAND LOVE**

**DO**  
**CREATE YOUR  
UNIQUE  
PLACE IN THE  
CATEGORY**

**DO**  
**KNOW WHY**  
**YOUR LOYALS**  
**LOVE YOU**



**DO**  
**ADHERE TO YOUR**  
**BRAND VALUES**  
**(ESPECIALLY IN A CRISIS)**

**DON'T**  
**BEHAVE OUT**  
**OF CHARACTER**



# OUR PANELISTS



**MARGARET CZEISLER**

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Amazon



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**CINDY SCOTT**

Chief Strategy Officer,  
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**KEN FAVARO**

Chief Strategy Officer,  
BERA Brand Management



**THANK YOU**