

## Added value

To move from a commodity to a brand, the core offering needs to be augmented with added values. These are the extra functional or emotional benefits that differentiate the organisation's brand from the core commodity or other competitors' brands. For example, Rolls-Royce's added values might include its 24-hour service support (a functional added value) or the confidence it inspires in its customers (an emotional added value).

Our definition of a brand talks about relevant added values. Some organisations have devised added values that are more relevant to their managers than their consumers. We knew a Sales Director from a firm manufacturing kitchen kits who argued that his brand had the added value of quality. When probed about what he meant by 'quality', he explained that when the flat packs were dropped from a height of five metres they did not break. The problem is consumers do not consider quality in this way!

## Brand values

Values are an important ingredient of a brand because they drive behaviour. Whereas added value is about offering something extra to differentiate a brand from competitors, a brand's values effectively say 'This is what we believe in and this is how we think our business should be run'. For example, Rolls-Royce's brand values are reliability, integrity and innovation. Identifying a set of values that are to characterise a brand helps staff to understand how they should behave and helps customers better appreciate the brand promise.

In the case of services, where the staff are the brand, by understanding their brand's values staff have a better feel for the types of behaviour they should adopt.

For example, Virgin Atlantic's values are:

- fun
- value for money
- sense of challenge
- innovation
- quality

By contrast, British Airways' values encompass:

- safe and secure
- responsible and honest
- innovative
- team spirit
- global and caring

One has only to see the cabin crew on these two airlines to recognise how different clusters of brand values result in different types of staff behaviour.

Brand values offer an opportunity for brand differentiation and attract people whose values match those being projected by their chosen brand. These people are employees who are proud to align themselves with these values, as well as consumers. A brand with a clear set of values is particularly welcomed by some groups of consumers because it enables them to make symbolic, non-verbal statements about themselves. For example, having an account with the Co-operative Bank in the UK, which has a policy of ethical banking, enables customers to portray something about themselves.

Thus values are critically important in brand building. With corporate branding, where the company name is the brand name, there clearly must be similarity between the brand's and the organisation's values. With line branding, where the product or service has a different brand name from the organisation, there may be some difference between the brand's and the organisation's values.