Marketing Plan

Santi Ribera

Session 1/2
- STRATEGIC MARKETING PLAN -



Generalitat de Catalunya
Departament d'Empresa i Treball

Cofinançat per la Unió Europea

Subvencionat pel Departament d'Empresa i Treball (**Programa Primer**) i amb el cofinançament del Fons Social Europeu Plus

Who am I?

- ✓ **Partner and COO at Organic Cotton Colours**
- ✓ **Over 25 years of experience in Strategy and Management Consulting, specialized in Commercialisation Strategy and Operations (Marketing, Sales, Distribution and Customer Development)**
- ✓ **Former CEO at Fundació puntCAT (top level domain operator of .CAT and .Barcelona)**
- ✓ **Former Marketing Brand Manager in a Fast Moving Consumer Goods multinational**
- ✓ **Education:**
  - ✓ **ESADE: Bachelor in Business Sciences and MBA**
  - ✓ **MIT's Sloan School of Management: MBA in innovation and Entrepreneurial Finace**

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Marketing Plan structure

1. You can find many templates online on how to build a Marketing Plan, such as this one:https://vitaldesign.com/how-to-write-marketing-plan-template/

2. Most of them offer useful insights on how to structure your plan…

3. … however, what really matters is understanding the purpose of a Marketing Plan and the logic behind the methodology: Strategic MKTG PLAN → Operational MKTG PLAN

4. In the end, you should select the elements that make sense for you and for your business idea, rather than simply following a template for the sake of filling it out.

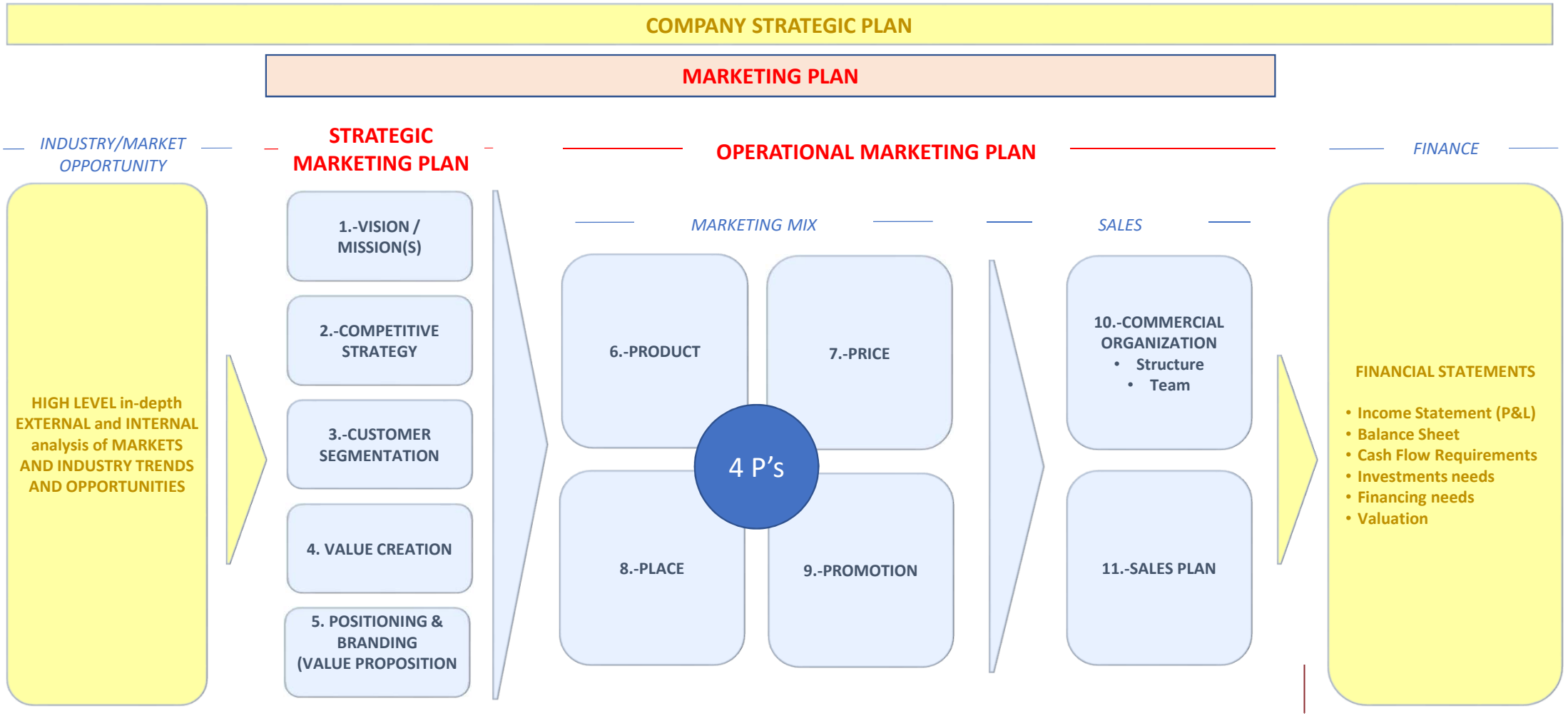
Strategic vs. Operational Marketing Plan?

1. STRATEGIC: outlines the company's long-term marketing goals at a high level, and aligns them with the Company's Strategic Plan.
   - You write and review your Strategic marketing Plan every 3 to 5 years

2. OPERATIONAL: as a result of the Strategic Mktg Plan, defines a concrete yearly Action plan, Sales plan, and Budget.
   - You write your operational Marketing Plan at least once a year.

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A guide to write the plan: 11 blocks



What do you actually write in a Mktg. Plan?

STRATEGIC MARKETING PLAN

Framework for long term objectives

- ✓ Statements, concepts, definitions:
  - ✓ Vision / Missions
  - ✓ Competitive Strategy
  - ✓ Customer Segmentation / buyer persona
    - Description
    - Size and Value
  - ✓ Value creation / Value proposition
  - ✓ Market Positioning/ Branding,
- ✓ Long Term Quantitative and Qualitative goals
  - ✓ High level estimates of Sales, Gross Margin, growth rates per year,…
  - ✓ Market Share
  - ✓ Brand awareness objective
  - ✓ …..

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What do you actually write in a Mktg. Plan?

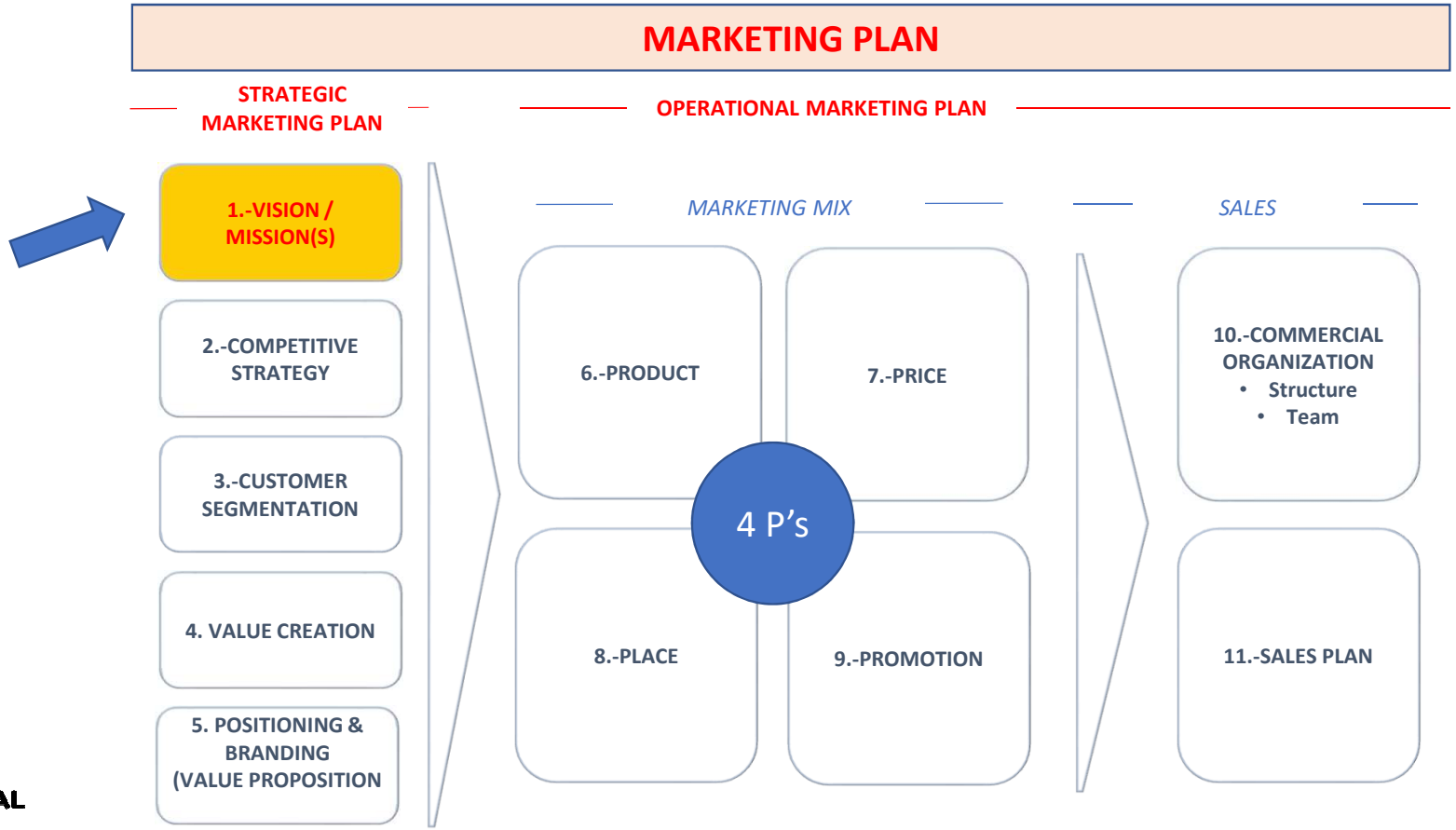
OPERATIONAL MARKETING PLAN

Precise yearly Action Plan and budget

- ✓ Short Term (one year) Quantitative and Qualitative goals
- ✓ Product and Service description.
  - ✓ Features
  - ✓ Pricing, COG's, Gross Margin
- ✓ Excel spread-sheets, huge spread sheets
  - ✓ Detailed Sales Plan (Units, price, gross margin, cost of sales,…)
    - Per product, Sales channel and Sales representative
    - Per month , week, day,…
  - ✓ Budget allocation: OPEX and CAPEX of every activity in the Operational Marketing Plan
  - ✓ KPI's board
  - ✓ …
- ✓ Briefings, … a lot of briefings
  - ✓ Product / Services development briefings
  - ✓ Branding and Naming breafings
  - ✓ Web design/ e-commerce briefings
  - ✓ Advertising and creativity briefings
  - ✓ Media Briefings
  - ✓ Sales Tools briefings
  - ✓ …
- ✓ Calendars / time lines with actions and responsible
  - ✓ Product launching
  - ✓ Advertising campaigns
  - ✓ Promotional Plans
  - ✓ Web launching and updates
  - ✓ …..

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1.-VISION / MISSION(S)



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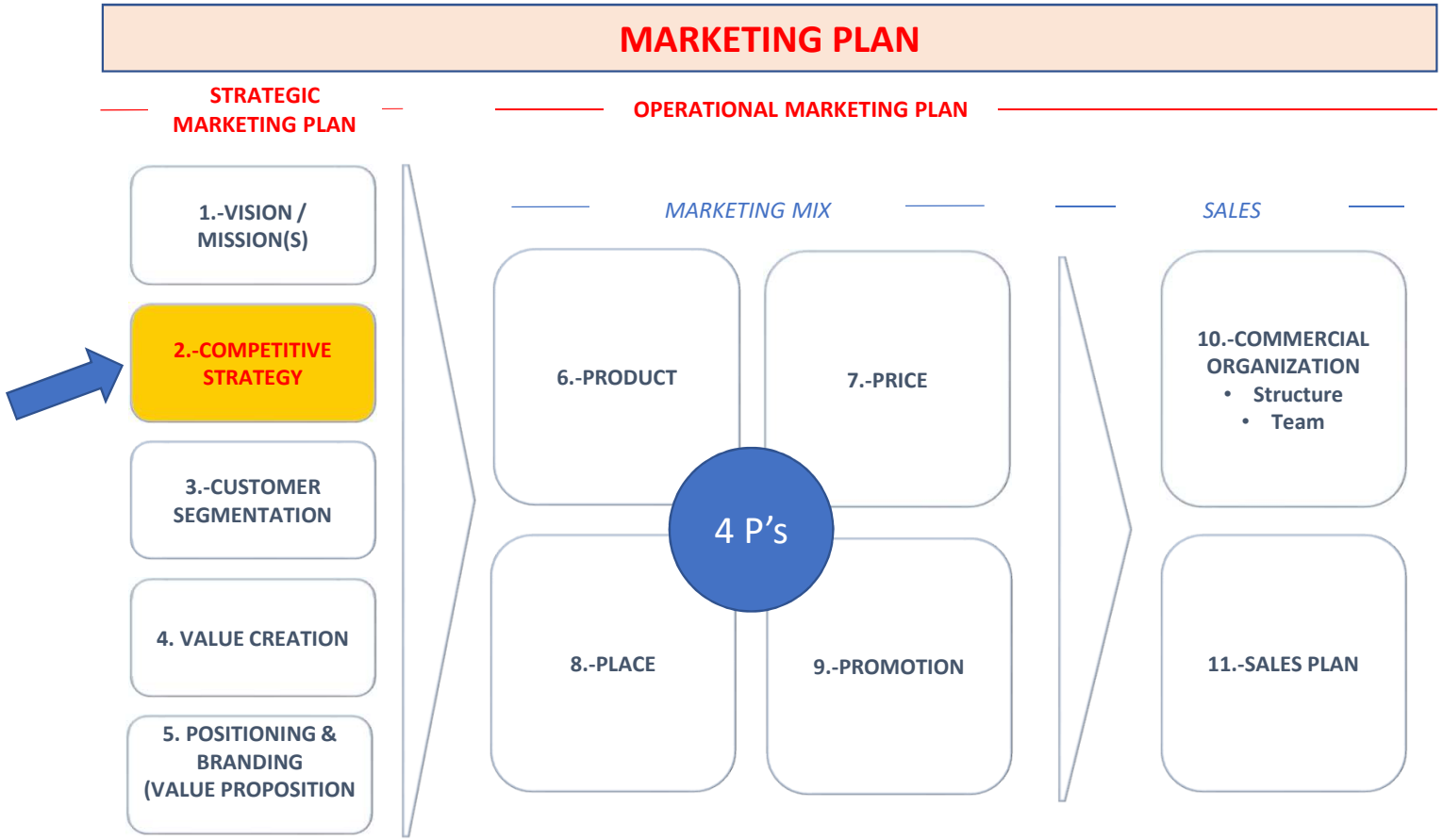
Vision and Mission(s) made finally clear

1. **VISION:**
   - ✓ It is an aspirational statement that describes the desired future state of the Organization, what it hopes to achieve in a long-term (5 to 10 years) framework
   - ✓ It's like an "epiphany" that comes out after in-depth analysis or knowledge of trends in an industry/market
2. **MISSION(S):**
   - ✓ They are the high-level driving tasks to be carried out to fulfil the Vision, in a way they are the 'success snapshots' that need to be accomplished to cover the Vision
   - ✓ Should be specific, concrete, easy to understand to guide the organisation's decision making
3. **INDICATORS:**
   - ✓ These are objectives that we set to conclude that the Mission(s) are being fulfilled…
   - ✓ …. hence, **here you have the basis to build the Quantitative and Qualitative Goals and KPI's** of your Strategic Marketing Plan
4. **LEVERS:**
   - Actions we implement to achieve the indicators and the missions…
   - … hence, **here you have the basis to build your Operational Marketing Plan.**

…better with an example

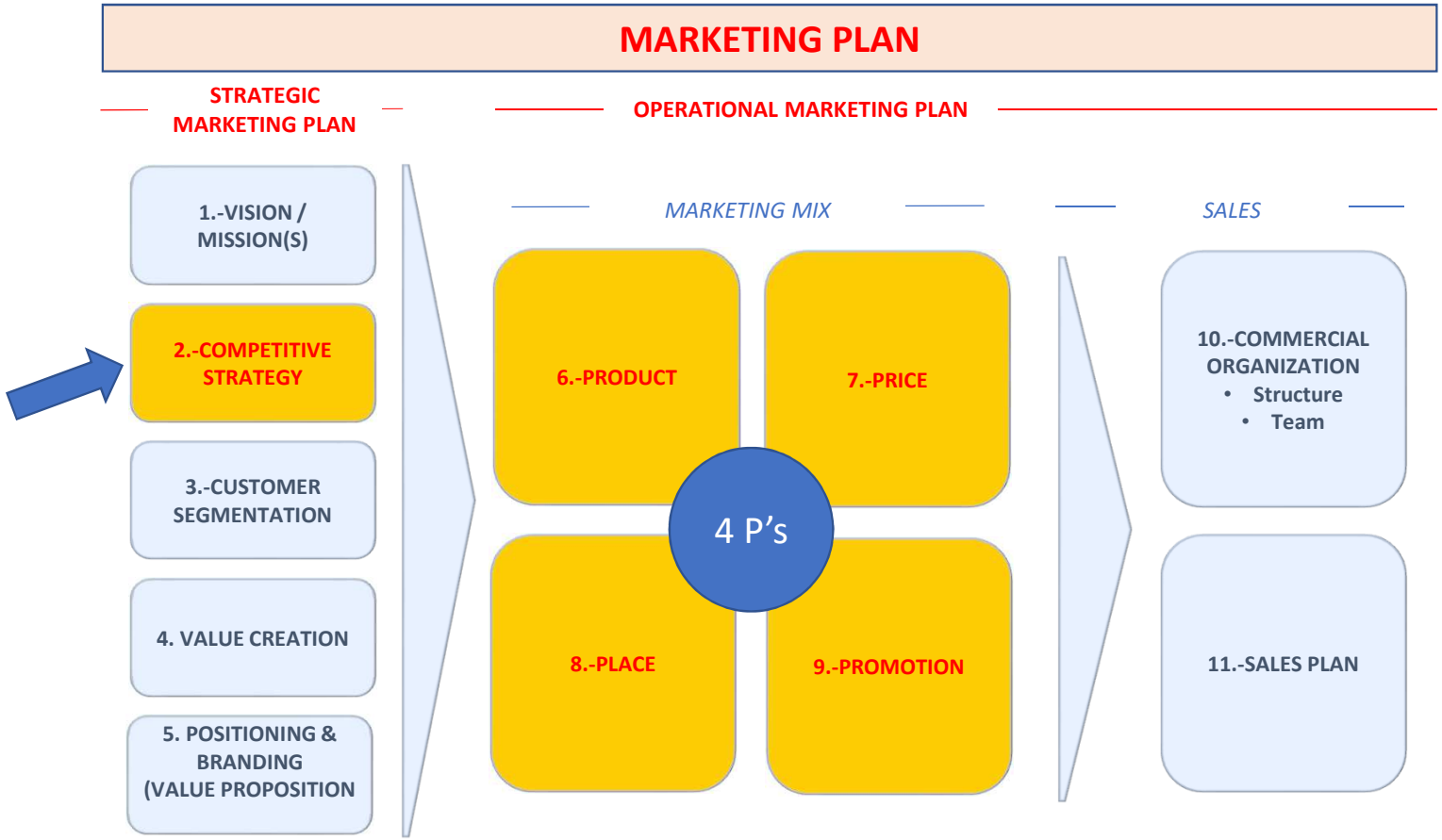
1. VISION	2. MISSIONS	3.INDICATORS	4. LEVERS
MARKET INSIGHT: In a world where consumer demand for more sustainable fashion is growing and where the industry is calling for 'veracity': **Become main player in the production and supply of the best sustainable cotton possible for the planet:** • **100% Organic** • **100% from Regenerative agriculture** • **100% guarantees of traceability and certification.**	**1. Brazilian Colorgrown Cotton** Become nº 1 producer of Colorgrown Cotton in the world	Produce and sell 30 tons annually within 3 years	• Incorporate X new farmers into the cooperative • Invest x € in training, technology, and best practices • Sales and branding campaign
	2. Turkish Aegean Cotton Sell Organic + regenerative certified Turkish Aegean cotton	• Sell 10 tons annually within 2 years	• Identify a target supplier during the first half of 2023 and negotiate the direct acquisition of cotton and/or cotton yarn cones • Sales and branding campaign
	3. Egyptian Giza Cotton Achieve position of strategic trader for SEKEM, Egypt	• Sell 10 tons tons annually in Iberia within 3 years • Obtain market exclusivity in Italy	• Renegotiate prices with SEKEM in a long-term plan • Develop a specific B2C marketing and sales plan for SEKEM
	4. Value for Money. Demonstrate that Organic and Regenerative cotton is not expensive relative to the value it provides	• Increase Awareness by x% • Increase Sales by xx%	• Negotiate cost reductions in the supply chain. • Relaunch line of OCC-Basics • Develop B2B communication campaigns to promote Benefits of Sustainable cottons
	5. 100% Sustainable and traceable Become a fully reliable company in sustainable certifications and traceability	• Certification of full supply chain by 2026 (farm, spinners, weavers, manufacturers, reseller) • Full traceability by 2025	• Certification of the full supply chain in all our cotton origins (farm, spinners, weavers, manufacturers, reseller) • Develop DPP (Digital Product Passport)

2.-COMPETITIVE STRATEGY



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Competitive strategy has to do with the famous 4P's (Marketing Mix)…



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The 4P's: you may have heard of them

6.-PRODUCT

The item or service being offered, including its design, features, quality, and branding

7.-PRICE

The amount of money consumers must pay to purchase the product, encompassing pricing strategy, Cost of goods, margins, discounts, and payment terms.

8.-PLACE

The distribution channels and locations where the product is available, ensuring it reaches the target market effectively.

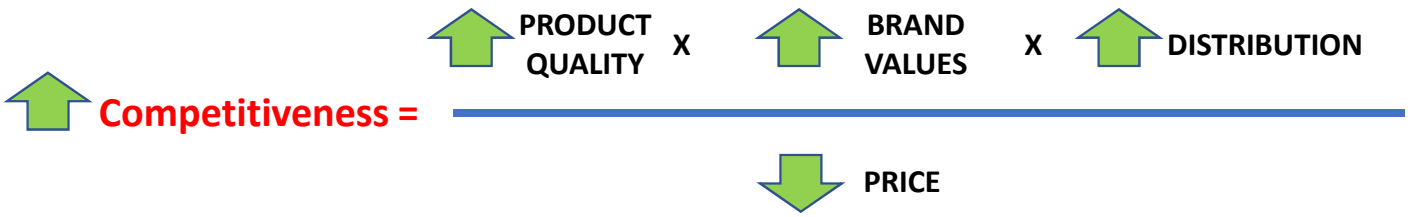
9.-PROMOTION

The activities and strategies used to communicate and persuade consumers about the product, including advertising, sales promotions, public relations, and personal selling.

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Competitive Strategy (i)

COMPETITIVE STRATEGY EQUATION



- **In general terms, and if you can afford it, the more attractive and competitive you are if:**
  - ✓ The higher you invest in product development, quality and innovation
  - ✓ The higher your investment in Brand Awareness and Brand Values
  - ✓ The higher your investment in product availability / accessibility (Distribution)
  - ✓ The lower your price is (higher value for money)

Competitive Strategy (ii)

- It refers to the approach that a company **decides makes sense to take** in terms of its **marketing mix,…**
- …. in order to gain a competitive advantage over its rivals in the market or industry in which it operates
- Some possible OPTIONS for each element of the MIX:

PRODUCT

- ✓ **Differentiation**: Create unique, high-quality products that stand out
- ✓ **Product Line**: Expand or focus the product line to target specific markets.
- ✓ …

PRICE

- ✓ **Cost Leadership:** Offer the lowest prices by reducing costs.
- ✓ **Premium Pricing:** Charge higher prices for superior value.
- ✓ ….

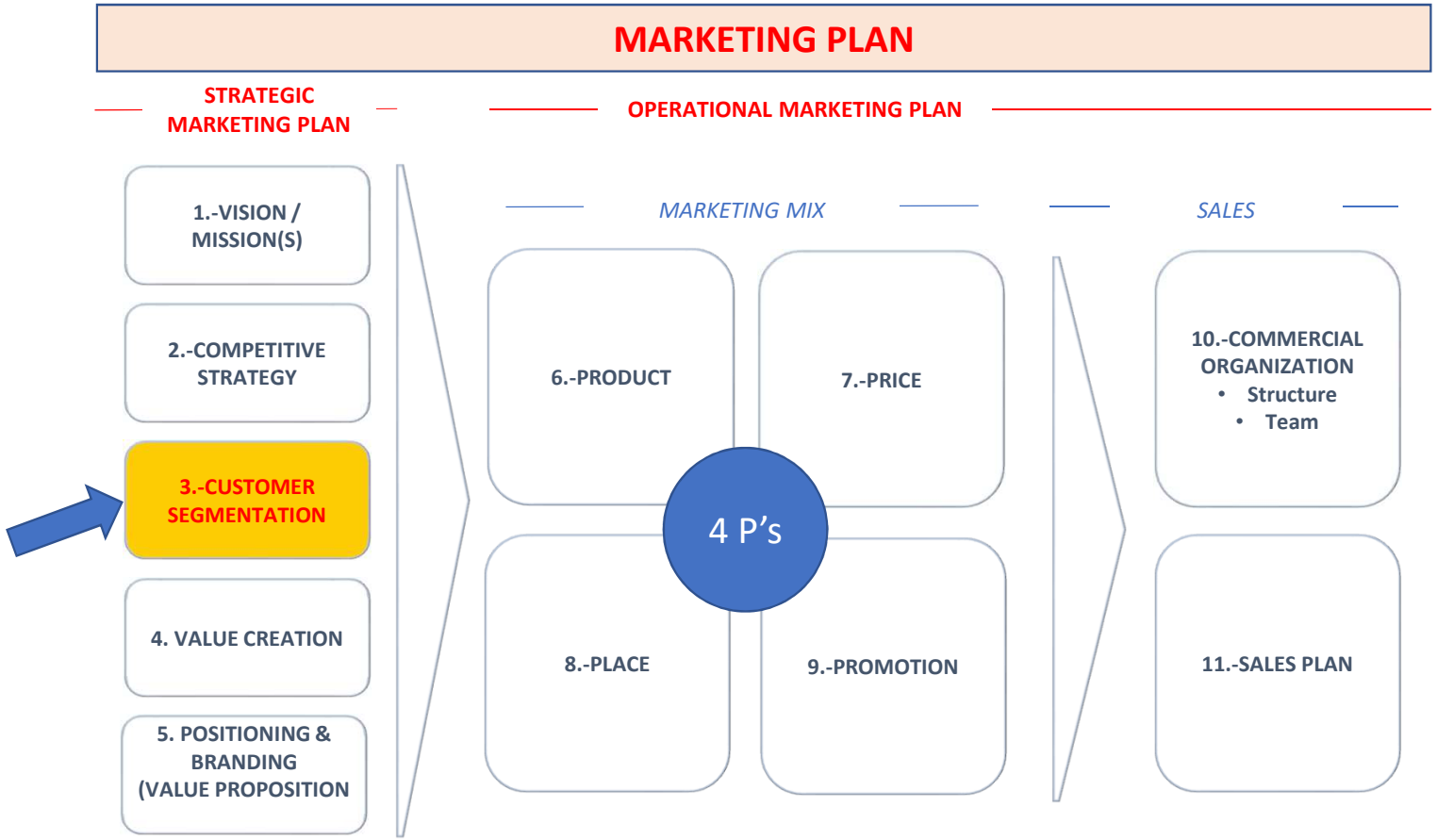
PLACE (DISTRIBUTION)

- ✓ **Exclusive Distribution:** Limit channels for exclusivity.
- ✓ **Intensive Distribution:** Maximize reach through wide availability.
- ✓ ….

PROMOTION (COMMUNICATION & BRANDING)

- ✓ **Brand Positioning:** Use strong branding and advertising for differentiation. Build strong values for the Brand.
- ✓ **Sales Promotions:** Offer deals to attract and retain customers; here, brand values play a smaller role than price and immediacy
- ✓ ….

3.-CUSTOMER SEGMENTATION



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Customer Segmentation (i)

- ✓ Customer or Market Segmentation is the process of dividing a broad market into smaller, more specific groups based on **shared characteristics** such as **demographics, geography, psychographics, or behaviour**,… You can describe segments as Buyer Persona.
  - Each Segment should be described **Qualitively** and **Quantitatively**
- ✓ **!MAKE SURE YOUR SEGMENTS SHARE A POWERFUL CONSUMER INSIGHT! — SEE "BRAND ESSENCE FRAMEWORK"**
- ✓ The tools and analyses needed for Customer Segmentation are too diverse and complex to be covered in this session…
  - Big companies spend tons of money in market research to identify statistically significant and well defined segments
- ✓ … but if you have already an idea of your possible customer segments / different profiles of buyer persona, you need somehow to do an **exercise of prioritization** to decide where to start focusing
- ✓ Here you have a simple methodology:

Customer Segmentation (ii)

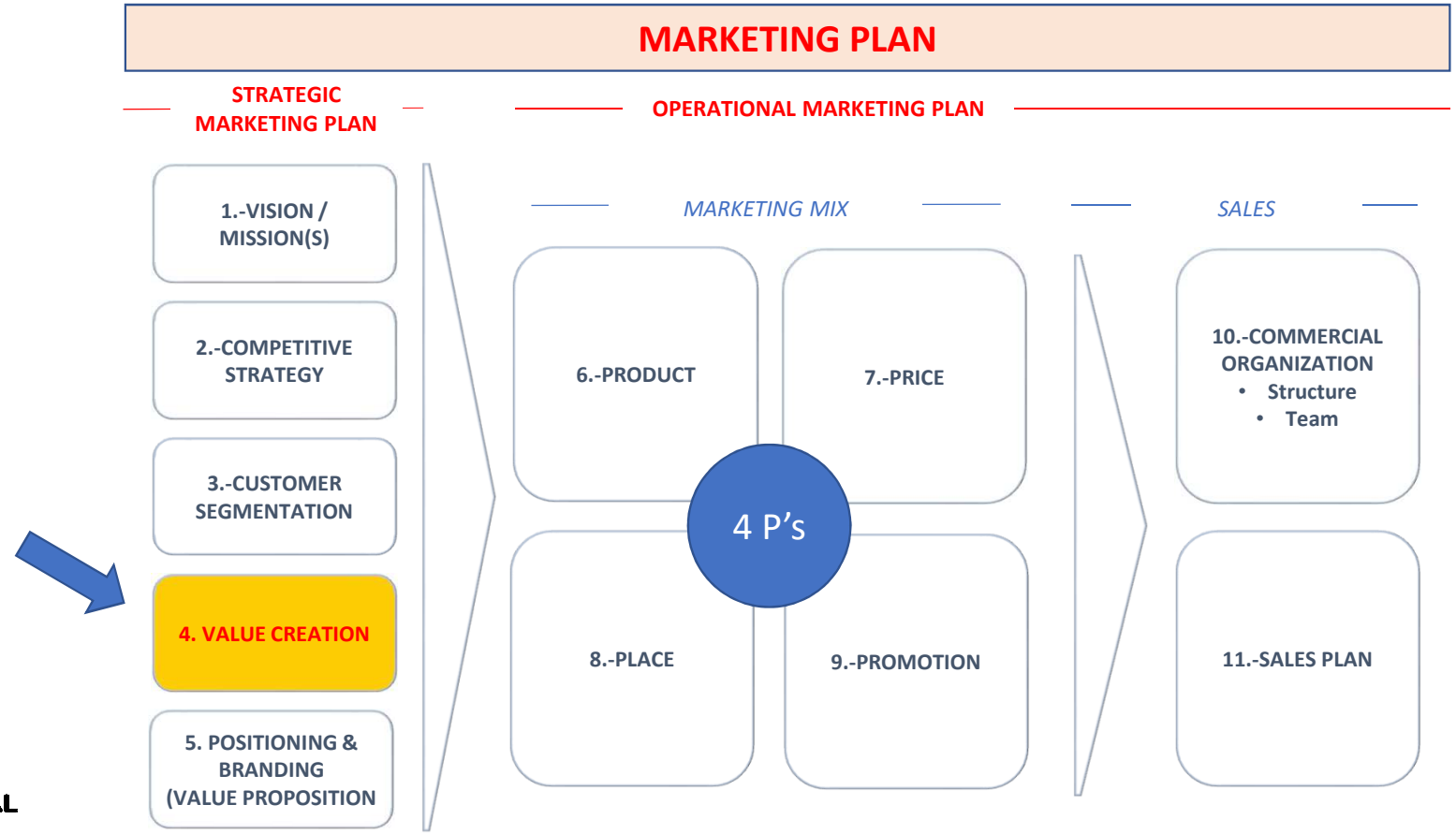
1. Create a **describing name** for each segment and list them
2. Evaluate each segment (**0% = Low to 100%=high**) in the following **4 Categories:**
   - **a)** **Segment attractiveness**: to be assessed based on current volume and/or revenue, growth potential, profitability, etc.
   - **b)** **Level of Competition**: How much competition and with what strength we might encounter if we target this segment. “0%" means there are no competitors targeting this segment, while “100%" indicates a segment with many strong competitors
   - **c)** **Fit with the Company**: How well our assets or strengths align with the target segment, and therefore, how easy it will be to reach and capture them.
   - **d)** **Level of Leadership**: Assess your current leadership position in relation to this segment
     - “Dominant“= 100%. Quasi-monopolistic situations or with technological or legal entry barriers that are nearly impossible to overcome
     - “Strong”: Market leader or one of the few leaders, so that our strategy can be set almost independently of the other players
     - “Favourable”: Secondary or tertiary brands in markets with fragmented offerings where several companies stand out and, therefore, tend to be in a favourable position
     - “Sustainable”: Specialists in a niche or sub-segment of the market, or we have a tactical competitive advantage, such as our geographical location or a specific distribution channel.
     - “Weak: In the medium or long term, we would face difficulties maintaining our presence in this market segment unless we successfully make a substantial change to our strategy
     - “Non Present” = 0%. Probably your case, if you are a start-up
3. Do a simple average of all 4 categories for each Segment, and re-order to prioritize

Customer Segmentation (iii)

✓ A true example of a Segment Prioritization exercise for a start-up in the Tourism & Leisure Industry

SEGMENTO / TARGET	NIVEL de ATRACTIVO	NIVEL de COMPETENCIA	ADECUACIÓN a la COMPAÑÍA	PRIORIDAD
DINKs sin tiempo	100%	75%	100%	93%
Friends & family	50%	100%	100%	85%
Falsos mochileros	75%	25%	100%	70%
Smart Travellers	100%	0%	100%	70%
"Carne de agencia"	100%	25%	50%	58%
Luxury travellers	50%	0%	0%	15%
Planificadores	0%	50%	50%	0%
Low Cost travellers	0%	0%	0%	0%

4. VALUE CREATION



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Value Creation

VALUE CREATION

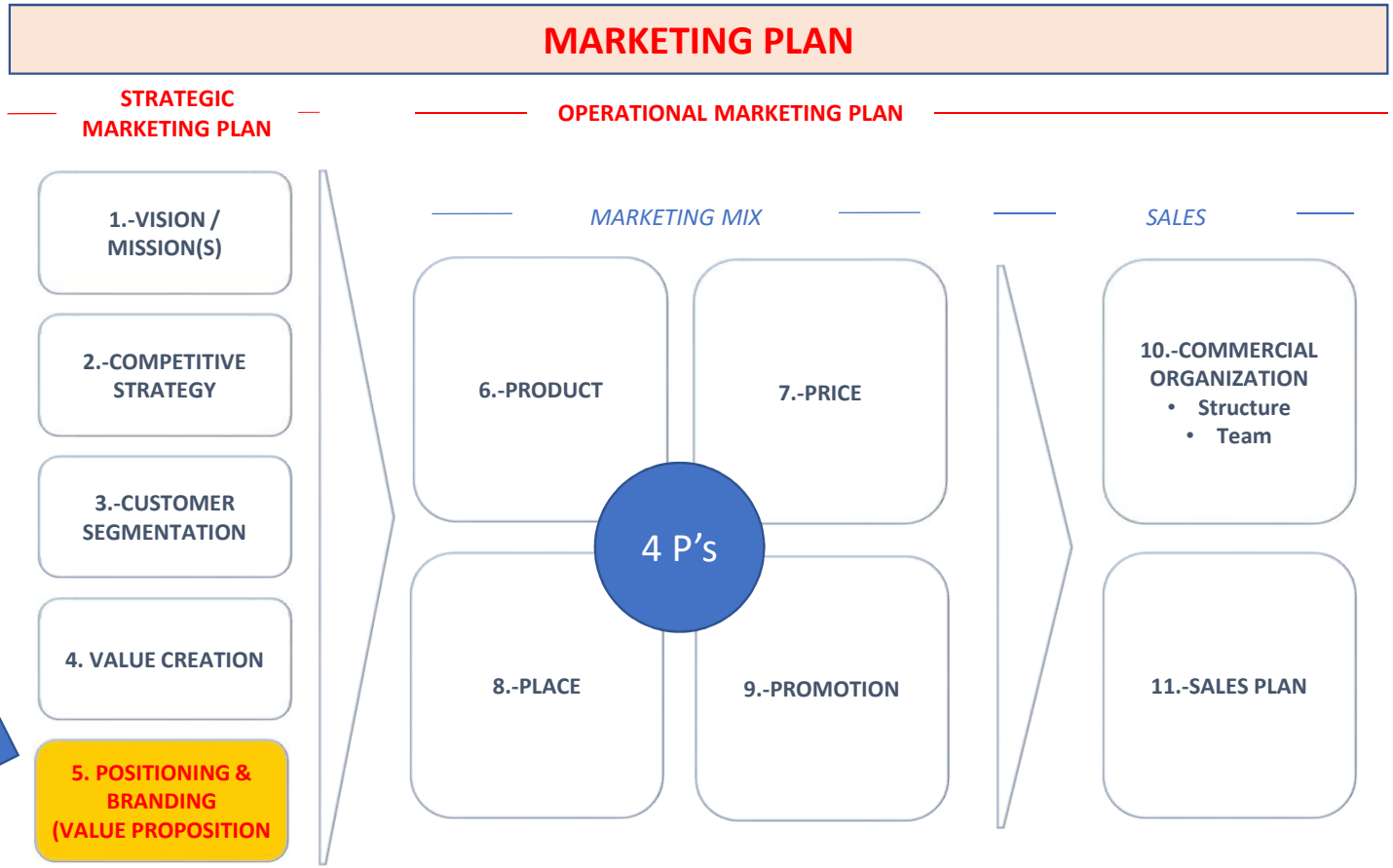
- **How your product/service benefits your target customers—how it solves their problem and "relieves their pain."**
- **You create value by identifying a problem your customer segment has (whether they are aware of it or not) and offering a product or service that solves it.**

BENEFITS ≈ MKTG MIX ≈ COMPETITIVE STRATEGY

VALUE PROPOSITION

- **Value Proposition = How the benefit is communicated to the target market (See next point "Positioning & Branding"**

5. POSITIONING & BRANDING (VALUE PROPOSITION)



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Positioning and Branding (i)

- **POSITIONING is how you want to be perceived (positioned) in your market segments / potential customer's mind. It is, somehow, your Value Proposition**

- **BRANDING is what you do in terms of communication to achieve the desired POSITIONING.**
  ✓ Positioning is, therefore, a consequence, not a cause

- **BRAND IMAGE is how finally your potential customer perceives you.**
  ✓ If BRAND IMAGE ≠ POSITIONING, you did a bad BRANDING

To achieve a specific POSITIONING , it is necessary to have a BRANDING STRATEGY to ensure that any of the 'touching points' of the target with our brand are consistent with the BRAND IMAGE we want to project

The “Brand Vision” framework for Brand Strategy

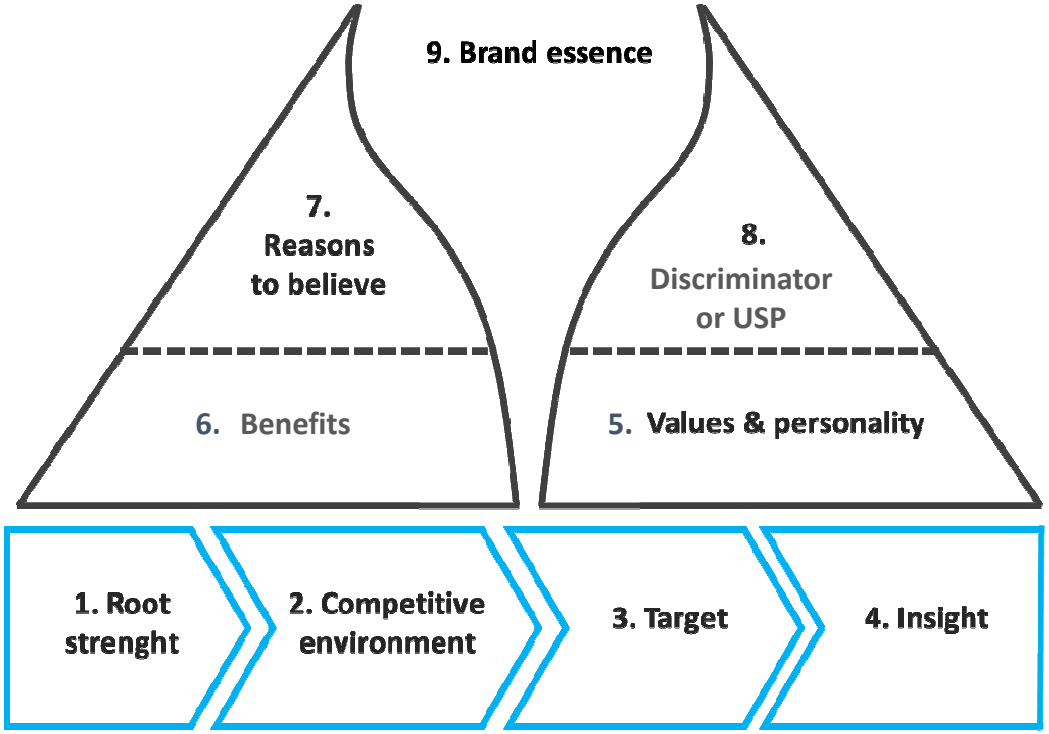
THE “SWISS ARMY KNIFE” TO REVIEW YOUR STRATEGIC MARKETING PLAN…AND FOCUS YOUR OPERATIONAL MARKETING PLAN



- **Allows for building a coherent Brand Strategy based on “rational” and objective facts, rather than on “gut feeling”.**
  - ✓ “Marketing and communication are sciences, not arts”
- **Helps you summarize and write your Value Proposition**
- **Provides the key elements to write good briefings for the Operational Marketing Plan.**
- **Allows for reviewing, rethinking, or adjusting the other elements of the Strategic Marketing Plan…**
  - ✓ Competitive Strategy
  - ✓ Customer Segmentation / buyer persona
  - ✓ Value creation / Value proposition
- **… and hence, some aspects of the Marketing Mix**
  - ✓ Relevant product features
  - ✓ Price adjustments
  - ✓ Alternative distribution channels
  - ✓ ….

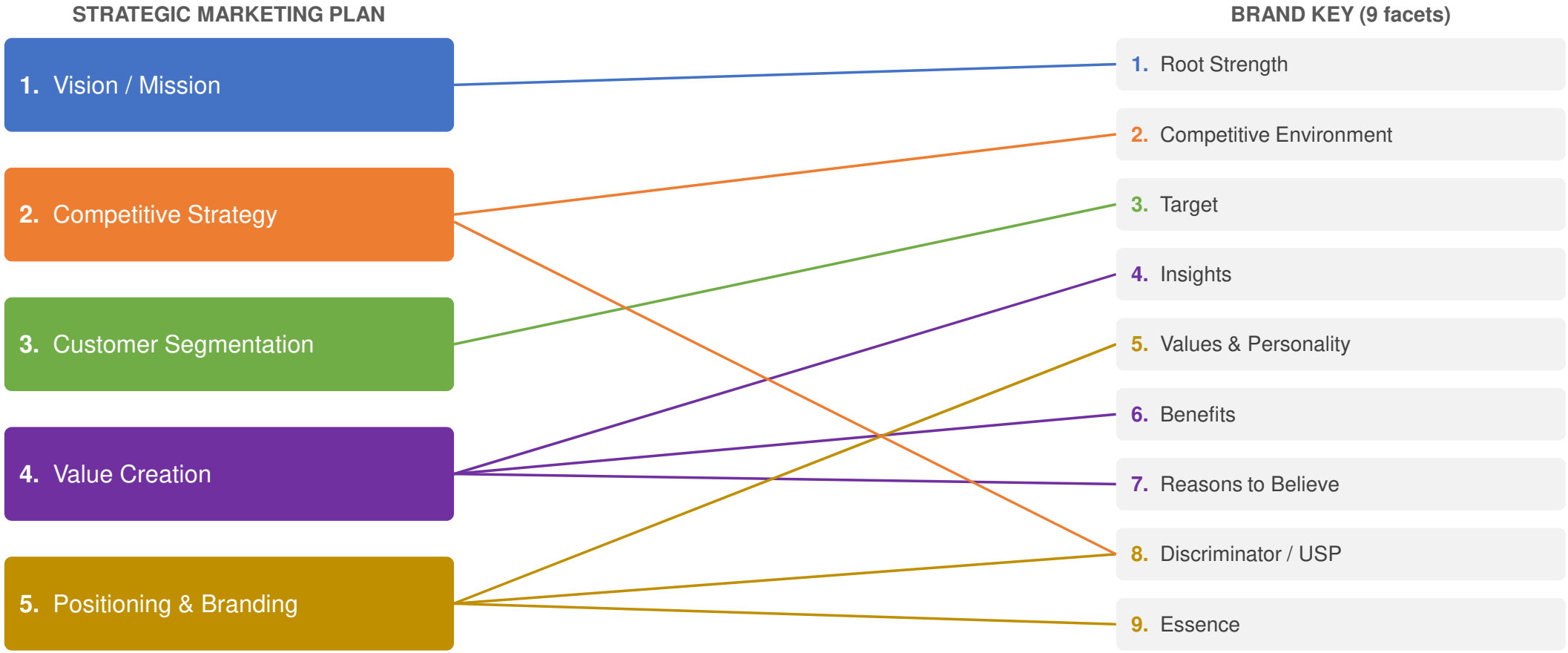
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Brand Vision



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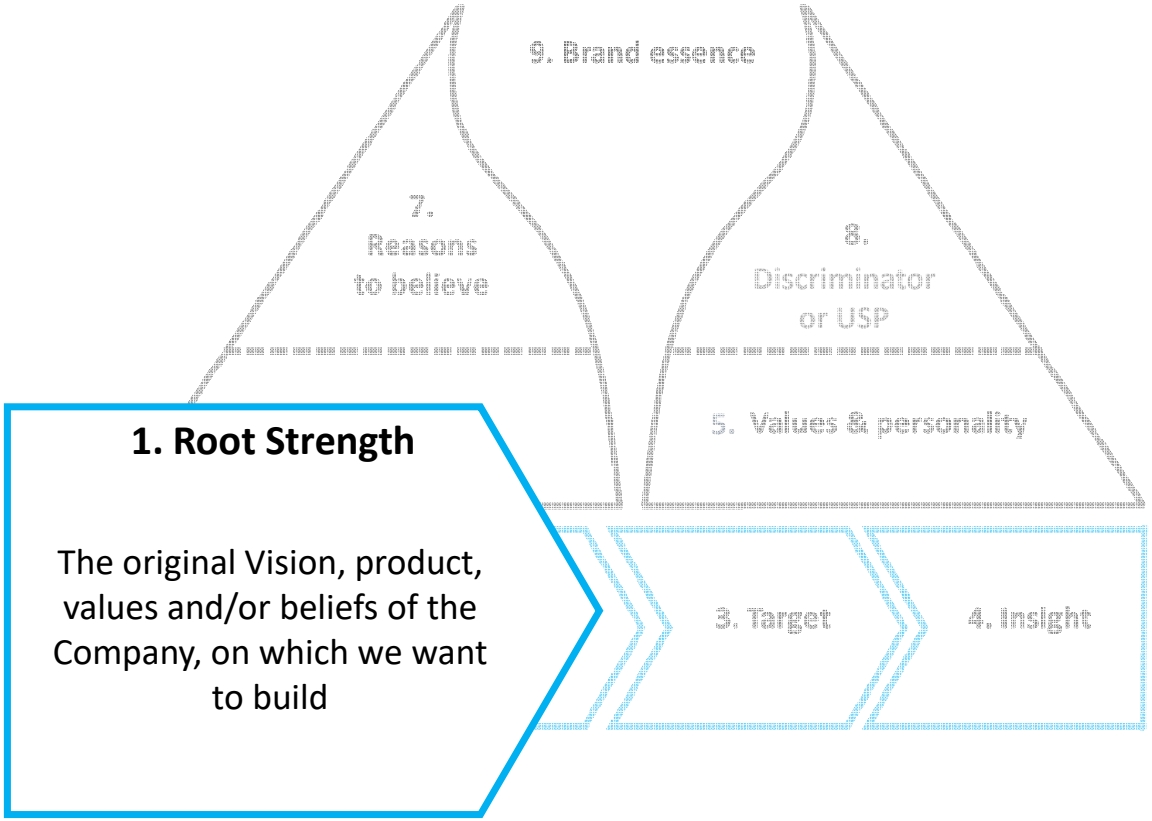
Brand Key = Your Strategic Plan, Made Rigorous



Same 5 chapters. *The Brand Key doesn't add new questions — it forces you to answer the ones you already had with evidence, not with a paragraph.*

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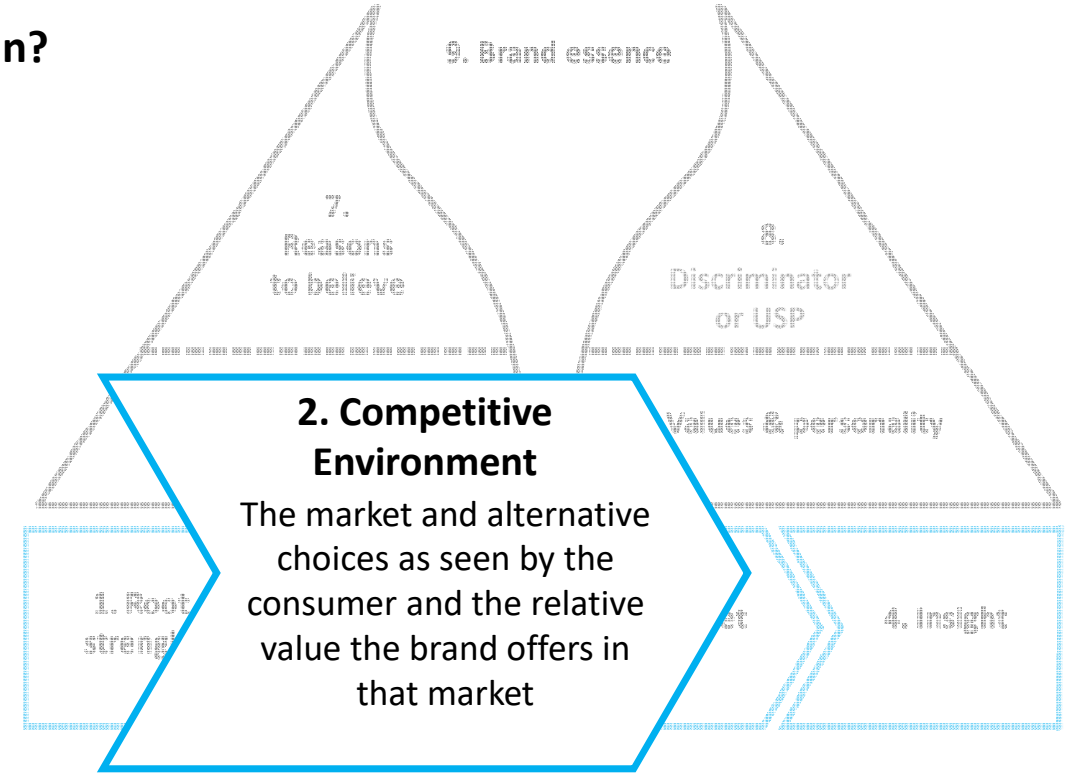
Brand Vision



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Brand Vision

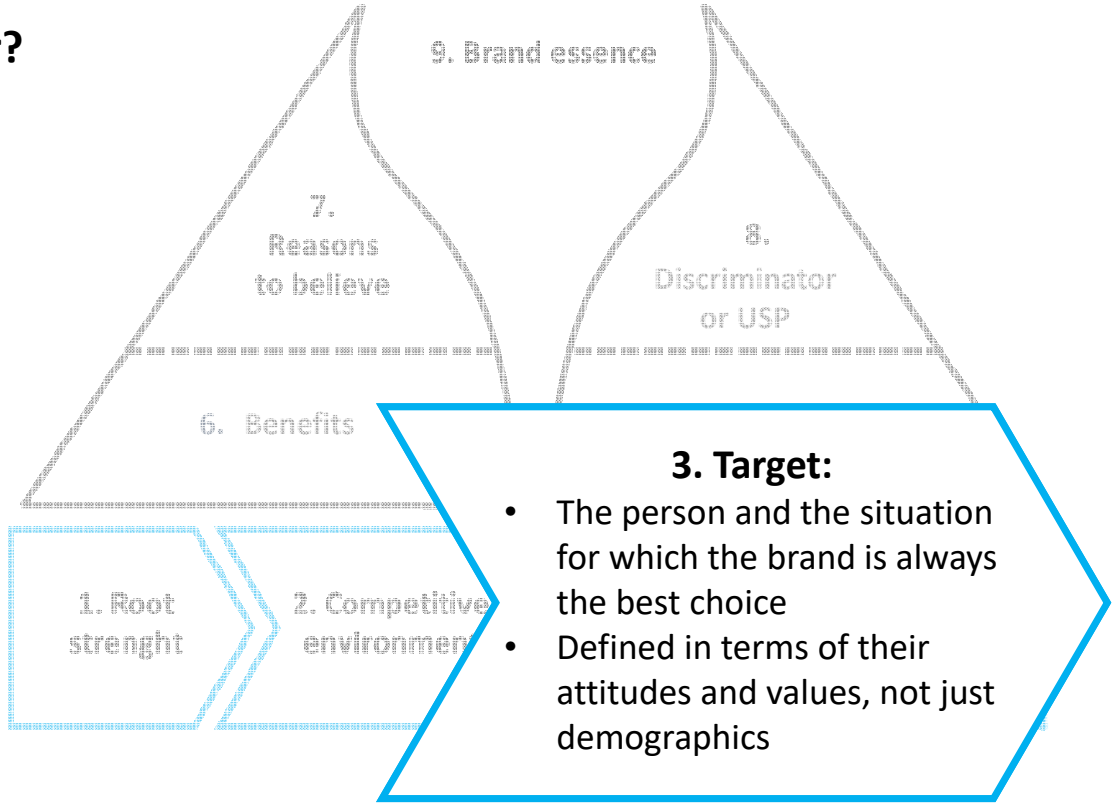
Who loses when we win?



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Brand Vision

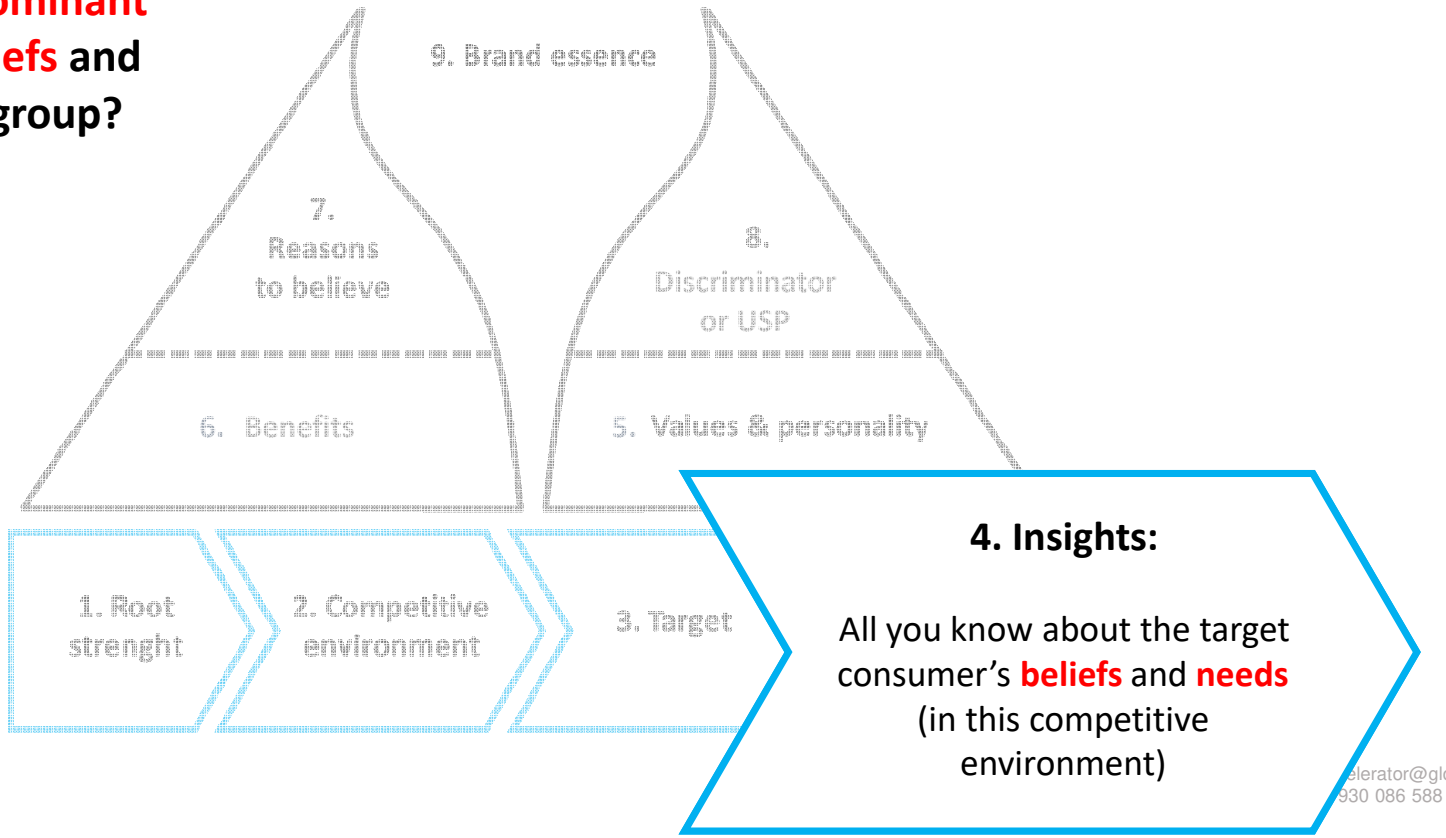
Who is the customer?



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Brand Vision

What are the most predominant and widely accepted beliefs and needs within the Target group?



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What is an Insight?

DEFINITION:

- ✓ A psychological or behavioural truth about your target consumer—often surprising—that reveals a tension, belief or unmet need
- ✓ It explains **WHY** people do or believe something—not **HOW MANY** of them there are

WHAT IT IS NOT:

- ✓ A known industry trend or public fact (e.g. “sustainability is growing”)—that's market context, not Insight
- ✓ A demographic description of your target—that's Segmentation, not Insight
- ✓ A belief you already held before talking to anyone—that's a bias, not an Insight

WHY IT MATTERS:

- ✓ It's the proof that a **real, unresolved need exists**—the foundation the rest of your Brand Essence (Benefit, Reason to Believe, USP) is built on

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Validate Your Insight: the 3-Question Filter

BEFORE YOU TRUST AN INSIGHT, ASK:

✓ 1. Does it come from real customers, or is it your own projection?
✓ 2. Can you cite specific evidence — conversations, data, observed behaviour?
✓ 3. Have you tested it against someone who disagrees with you?

WARNING:

✓ An Insight that only confirms what you already wanted to do **isn't an Insight — it's a wish in disguise**

YOUR TURN:

✓ Go back to facet 4 (Insights) of your Brand Key and run it through this filter

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Is Your Idea Strategically Strong?

TWO SEQUENTIAL QUESTIONS, NOT ONE:

✓ 1. Is there a genuine **Insight**? (a real tension/need, validated with the 3-question filter)
✓ 2. Is the segment that shares this Insight **large enough** — in volume or in value?

READ THE COMBINATION:

✓ Strong Insight + **Large segment** → strong business potential. This is what you're aiming for
✓ Strong Insight + **Small segment** → not yet a strong business. The need is real, but too few people share it as described — widen or redefine the segment before committing
✓ Weak or no Insight, regardless of segment size → **no real business yet**. Go back to facet 4 first

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Real Insights That Built Brands

Impuls Agritech

Dollar Shave Club

Insight: Men were frustrated paying inflated prices for razors, and hated the hassle of buying them in a store. → A low-cost razor subscription delivered to your door — launched with a low-budget video that became one of the most famous viral ads in history.

Airbnb

Insight: Hosts had spare space and wanted easy extra income; travelers wanted something more affordable and local than a standardized hotel room. → A peer-to-peer home-sharing marketplace that grew into the world's largest accommodation network.

Dove — "Real Beauty"

Insight: Only a small fraction of women felt comfortable calling themselves beautiful, because advertising had set an unrealistic, narrow standard. → A campaign built entirely on real women, not models — it repositioned the brand and reshaped how the whole beauty industry advertises.

Warby Parker

Insight: Prescription glasses were priced far above their real cost, and buying online felt too risky without trying them on first. → Affordable, direct-to-consumer glasses with a free home try-on kit that removed the risk of buying blind.

Notice: *none of these is a demographic fact — every one is a* ***tension or unmet need****, exactly what facet 4 of your Brand Key should articulate.*

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AgriTech cohort: value proposition and inferred insight (1/3)

Value proposition, as inferred from the deck	Insight that would justify it (the target's belief)
AgroVibe: A voice-and-text AI layer, sold B2B to farm-management platforms, so farmers can use digital tools hands-free while working in the field.	*B2B: "Our farmers don't adopt our software: it needs screens, typing and training." Farmer: "I work outdoors with my hands full; if I can't use it while working, I won't use it."*
AlgaNova: A spirulina-based biostimulant, sold to distributors, that cuts fertiliser waste and protects yield under stress.	*Distributor: "My farmers ask for biological solutions that really perform." Farmer: "I pay more for fertiliser every year and half never reaches my crop; EU cuts are coming and I must do more with less."*
BO: A booking platform linking travellers with certified local producers (PDO/PGI), backed by a live data layer of Europe's protected origins.	*Traveller: "I want to meet the real maker behind a protected origin, but mass-market platforms sell generic experiences and I can't tell what is authentic."*
Cooptera: A per-hectare subscription that coordinates a fleet of any vendor's robots and drones, giving wine cooperatives weekly plant-health monitoring across all members' parcels.	*Cooperative: "Our members' parcels are too small and robots too expensive for any one farm, but we already buy shared plant-health advice, so we would buy it as a service."*
Digital Phenotyping: A drone-based crop evaluation service that delivers interpreted agronomic results, not just raw data, to breeders, seed companies and growers.	*Breeder / R&D lead: "Field scoring is slow and subjective, and a wrong call carries over for years. I don't need more data, I need someone to tell me what it means."*

Insights are hypotheses inferred from each deck, to be tested with the founders.

AgriTech cohort: value proposition and inferred insight (2/3)

Value proposition, as inferred from the deck	Insight that would justify it (the target's belief)
Mediterráneo Food: A nut-processing plant in Lleida with two lines: an own brand of healthy functional snacks and creams, and contract manufacturing for other food companies.	*Consumer: "I want a healthy snack that gives me a moment for myself, not an ultra-processed one." Food company: "There is no local plant that turns regional nuts into high-value products for us."*
Micofora: A SaaS platform (online academy, GIS orchard management, AI disease diagnosis) built by truffle growers, for truffle growers worldwide.	*Grower: "Truffle farming is a high-stakes investment, yet I decide with spreadsheets and personal experience; nobody has built a tool specific to my crop."*
Rootal: An end-to-end technology package (IoT, KPI dashboard, shared machinery, training) to modernise small family farms in Catalonia.	*Family farmer: "Costs rise faster than my income and my children may not take over; technology feels made for big farms, and I would adopt it only if someone shows me how."*
S.A.TECH: A data commons: farmers get free AI insights in exchange for IoT sensor data, which calibrates satellite imagery into verified datasets sold to agtech companies, with royalties back to farmers.	*Farmer: "Precision agriculture is for big farms, and platforms take my data and give me nothing back." Agtech firm: "We lack verified ground-truth data."*

Insights are hypotheses inferred from each deck, to be tested with the founders.

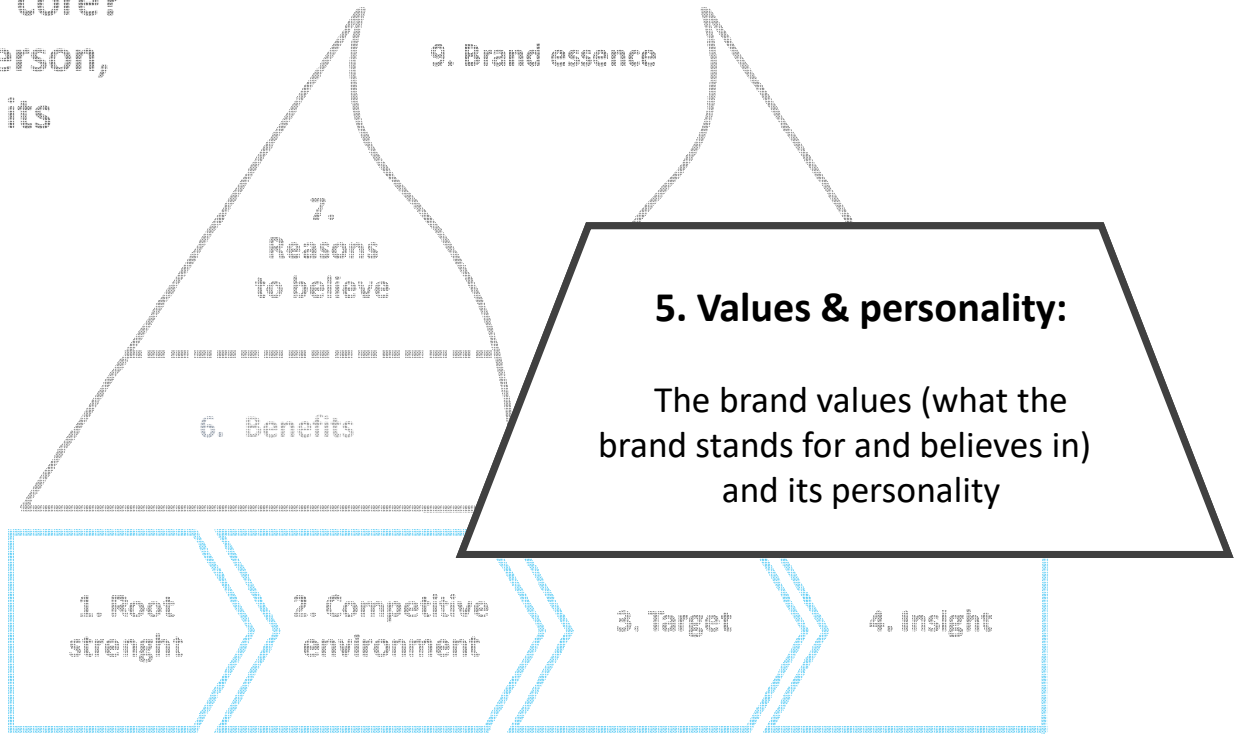
AgriTech cohort: value proposition and inferred insight (3/3)

Value proposition, as inferred from the deck	Insight that would justify it (the target's belief)
Siembre: "Buy now, pay at harvest" credit for farmers' inputs, underwritten with satellite and EU subsidy data and repaid by harvest buyers.	*Farmer: "Banks only recognise my land deeds, not what my crop will earn, so I buy seed and fertiliser through expensive informal credit."*
Vitazum (Coldpress): A B2B platform that develops and co-manufactures clean-label functional beverages using High Pressure Processing (HPP), from concept to industrial validation.	*Brand: "I have functional drink concepts but can't make them fresh, preservative-free and shelf-stable at scale." Consumer: "I want natural, functional drinks without additives."*
Zertifarm: A blockchain platform where farmers keep ownership of their farm data and receive 80% of the revenue when it is sold to cooperatives and food brands.	*Farmer: "My data makes money for others and I get nothing; I won't share it unless I keep control and get paid." Cooperative: "CAP paperwork eats our days."*
NeroBot*: An edge AI device plus subscription that monitors pH, conductivity, water level and climate in hydroponic crops and flags deviations before they hit the harvest.	*Small hydroponic grower: "A drift in pH or nutrient levels that I notice too late can wipe out a harvest, and I can't watch the system 24/7." (*From the brief only; no deck received.)*

Insights are hypotheses inferred from each deck, to be tested with the founders.

Brand Vision

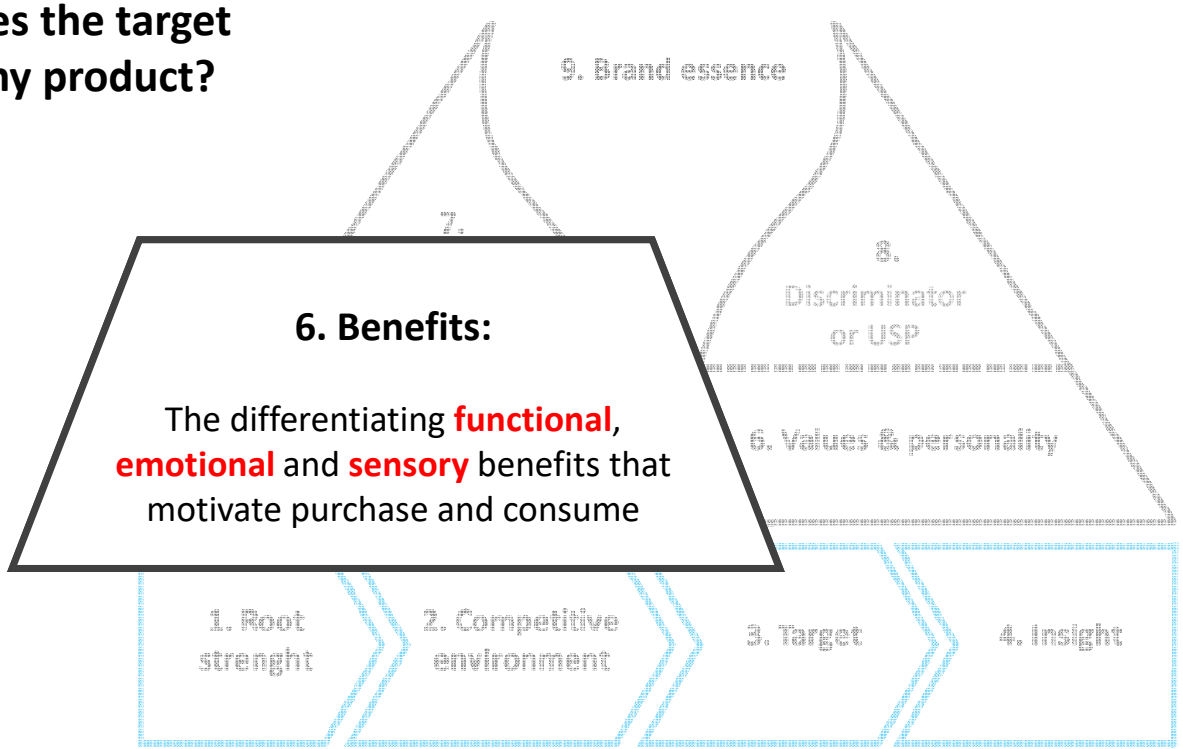
Who are we, truly, at our core?
If the company were a person, how would you describe its personality



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Brand Vision

What benefits does the target receive by using my product?



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Brand Vision

Why should they believe us?

- ✓ **Track record**
- ✓ **Existing satisfied customers**
- ✓ **Expert testimonials**
- ✓ **Technical reports**
- ✓ **…**

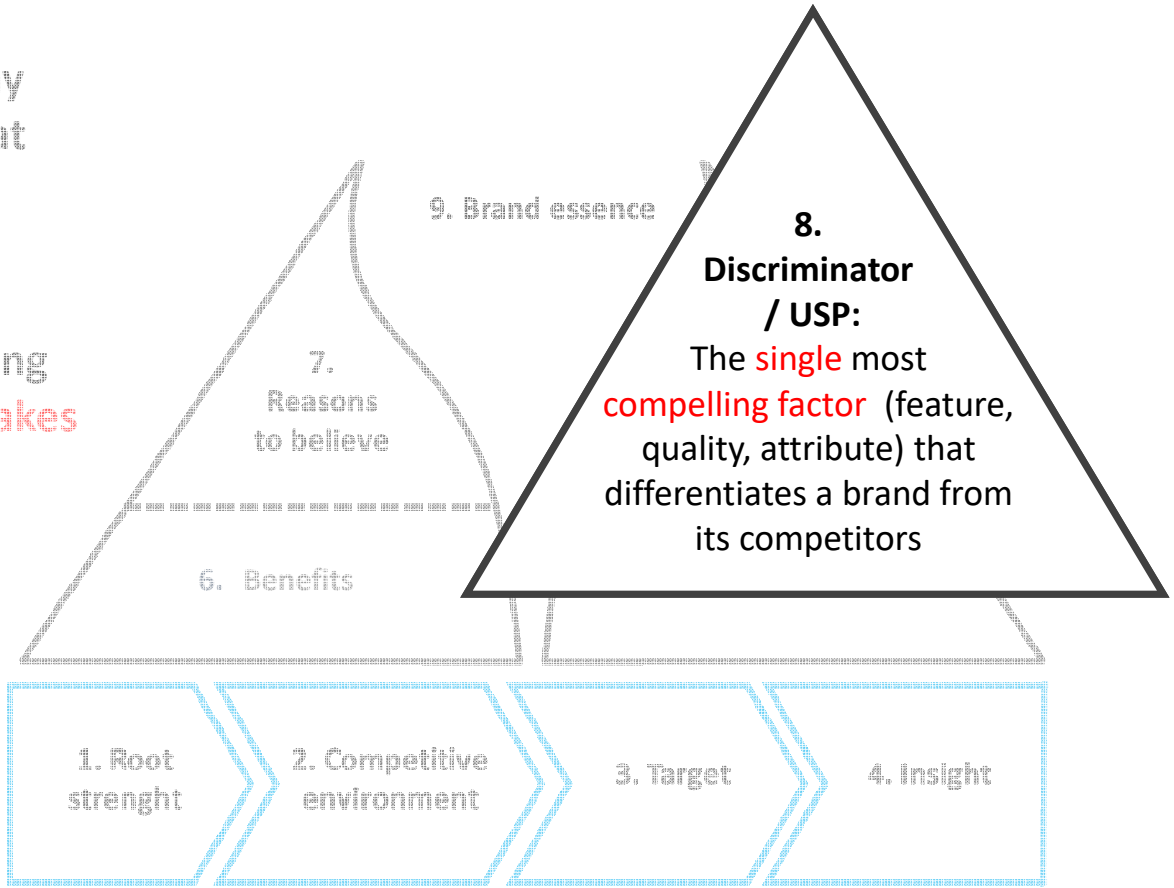


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Brand Vision

Why should they choose my brand over competitors that offer similar products and benefits?

Also known as Unique Selling Proposition (USP): what makes me unique?

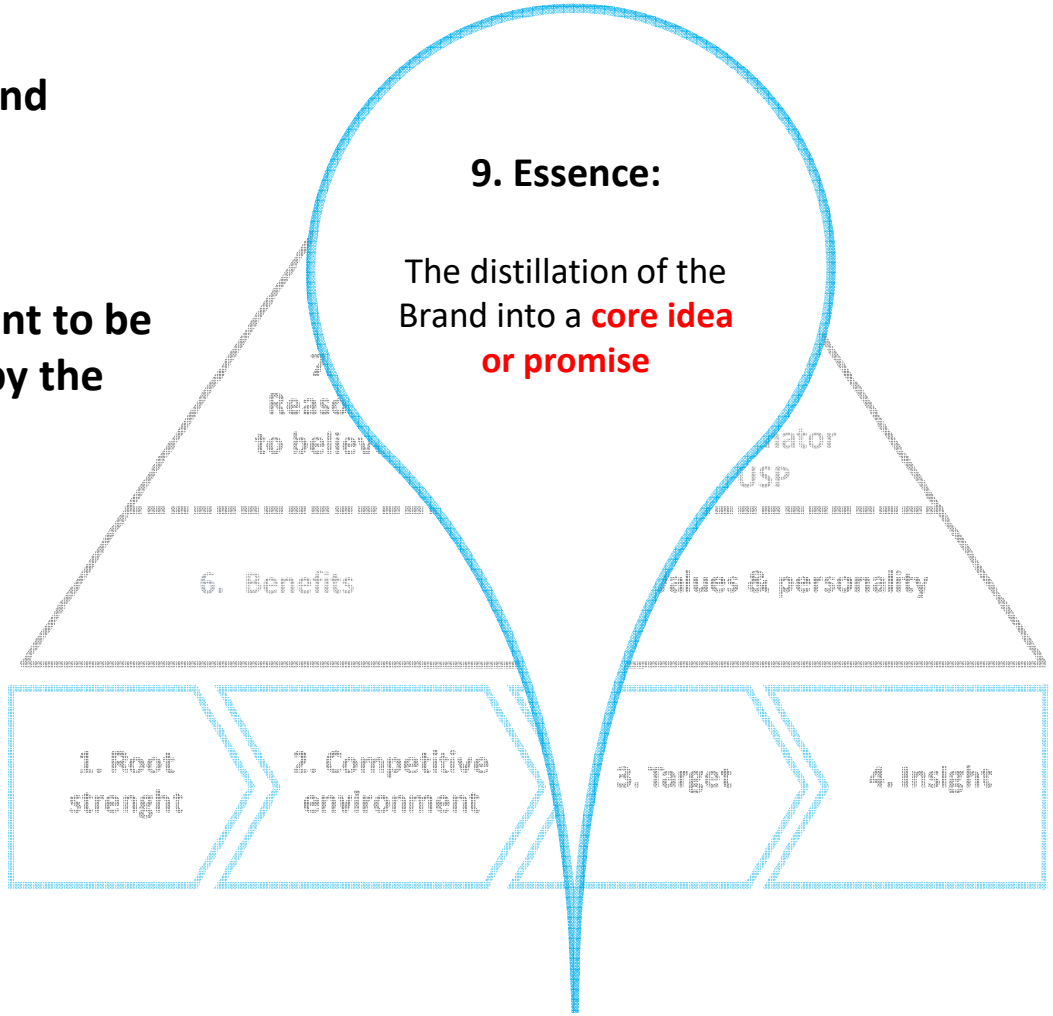


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Brand Vision

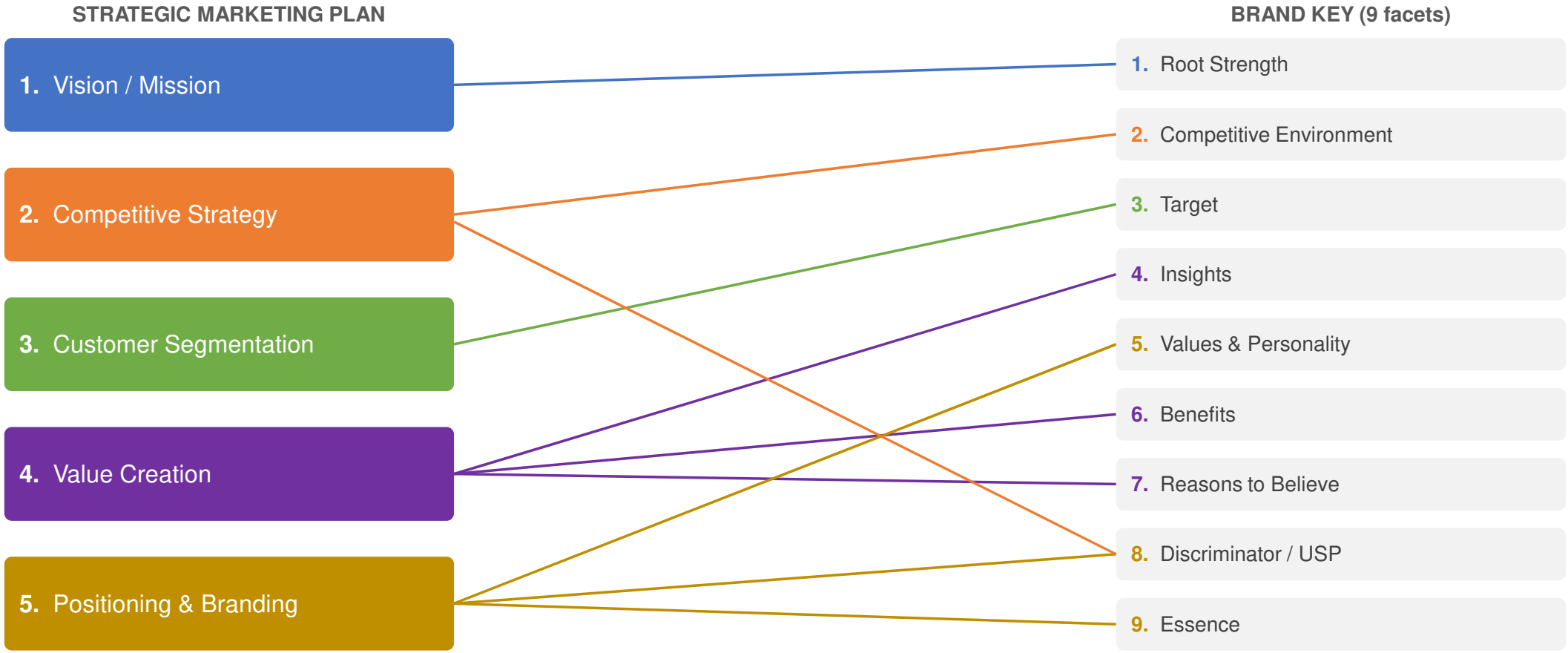
What is the brand idea and "rallying cry"?

Like a short slogan that summarizes how you want to be perceived (positioning) by the target



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Brand Key = Your Strategic Plan, Made Rigorous



Same 5 chapters. *The Brand Key doesn't add new questions — it forces you to answer the ones you already had with evidence, not with a paragraph.*

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Brand Essence example: OCC, simplified

The full 9-facet walkthrough is available as backup material — here is the same exercise in one slide.

1. Root Strength	Organic, regenerative cotton since 1992 — mainly B2B.
2. Competitive Environment	Conventional cotton industry: polluting, uses chemicals, untraceable.
3. Target	B2C end consumer who demands sustainable fashion; industry players (spinners, weavers, manufacturers) who need guaranteed origin and traceability.
4. Insight	“Conventional cotton is greenwashing” — lack of traceability across the supply chain, low trust from consumers into clothing.
5. Values & Personality	Committed, honest, transformation-driven.
6. Benefit	Environmental, social, health and quality assurance in one certified fabric.
7. Reasons to Believe	Full seed-to-garment traceability; own social project in Brazil; sustainability certifications.
8. Discriminator / USP	OCCGuarantee® — the only guarantee of true cotton, from seed to garment.
9. Essence	“True cotton for a better world.”

Your assignment before Session 2: Rebuild Your Brand Essence

Impuls Agritech

1 Rewrite your 9 Brand Key facets

One clear, synthetic line per facet — Root Strength, Competitive Environment, Target, Insight, Values & Personality, Benefits, Reasons to Believe, Discriminator/USP, Essence.

- Is your Insight strong? Is the segment it affects clearly defined, and big enough in volume or value to be a business?
- Is the Benefit in your Value proposition real, clear and relevant for that exact segment?
- Do you have credible Reasons to Believe already present (or buildable) in your Marketing Mix?
- Do you have — or can you build — a Discriminator / USP that is relevant to the Insight and the segment, not just “different for the sake of it”?

2 Rewrite your project description in ONE sentence

Make the framework logic visible — anchor it specifically on Insight, Target, Benefit and USP.

3 Invent a slogan that distills your Essence

It should read as the natural consequence of steps 1 and 2 — not a new idea invented on the spot.

Before you write anything: run your Insight through the 3-question filter (real customers? citable evidence? tested against disagreement?).

Then answer: which lever(s) of the Competitiveness Equation should you prioritize — Product, Price, Brand/Communication, Distribution, or a combination?

Your answer is the basis of your Operational Marketing Plan — it tells you exactly which Mix elements deserve your time in Sessions 2 and 3.

What your Brand Essence diagnosis tells you to prioritize

Diagnosis	What to do	Operational Plan focus
a) Weak Insight	Rethink the business idea itself — this goes beyond the Marketing Plan.	Outside Marketing Plan scope — revisit the business model
b) Strong Insight, wrong Segment	Same Benefit, redirect who you target and how you reach them.	8. Place & 9. Promotion (Product usually stays the same)
c) Benefit doesn't solve the real problem	Redesign the product/service itself.	6. Product — almost always cascades into 7. Price
d) Clear Benefit, but no Reasons to Believe	Build real proof, not just messaging.	9. Promotion (proof: certifications, track record, testimonials) — may need real operational investment first
e) Everything aligned, missing a USP	Decide which lever of the Competitiveness Equation to reinforce.	Back to 2. Competitive Strategy → cascades into 6/7/8/9 depending on the lever chosen

These outcomes are not mutually exclusive — you can (and often will) land on more than one at the same time.

Miscellaneous

Brand Vision…Company or products?



- ✓ **"To bring inspiration and innovation to every athlete in the world."**
  - Empowering Every Athlete
  - Nike believes that everyone has the potential to be an athlete. co-founder Bill Bowerman's statement, "If you have a body, you are an athlete."



Actimel

"Stay strong, start with Actimel"

- ✓ **"To help strengthen your body's natural defences and support your immune system."**
  - Benefits; Daily Health Benefits, Immune System Support
  - Reasons To Believe
    - ✓ Probiotic Cultures (L. casei Danone), Vitamins B6 and D
    - ✓ Scientifically Proven Formula

DANONE OIKOS

"Fuel your pleasure"

- ✓ **"To provide a deliciously rich and indulgent yogurt experience, made with high-quality ingredients, while offering a nutritious source of protein."**
  - Benefits: Indulgent pleasure + high protein content
  - Reasons To Believe
    - ✓ Thick and Creamy texture of Greek yogurts
    - ✓ Premium Ingredients

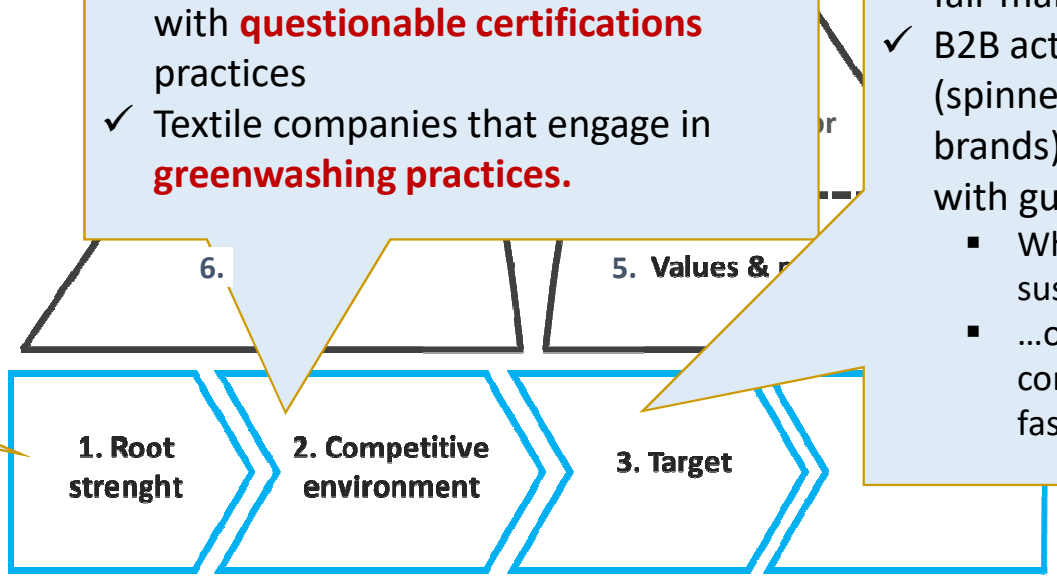
Brand Vision…with an example

OCC Organic Cotton Colours

- ✓ Supplier of Colorgrown cotton textiles since 1992
- ✓ Mainly B2B business

The Brazil project of **Organic**, **Regenerative**, and social Colorgrown cotton is our **origin** and our **reason for being**.

- ✓ Other suppliers of **sustainable** cotton
- ✓ Suppliers of **conventional**, non-sustainable cotton that do not meet new consumer demands
- ✓ Suppliers of "sustainable" cotton with **questionable certifications** practices
- ✓ Textile companies that engage in **greenwashing practices.**



- ✓ B2C end consumer who **demands sustainable fashion** consumption and products made in an ethical and socially fair manner
- ✓ B2B actors in the textile industry (spinners, weavers, manufacturers, brands) who want **sustainable cotton** with guaranteed origin and traceability
  - Whether because they are **sensitive** to sustainability and social justice…
  - …or because they are **responsive** to consumer demands for more sustainable fashion

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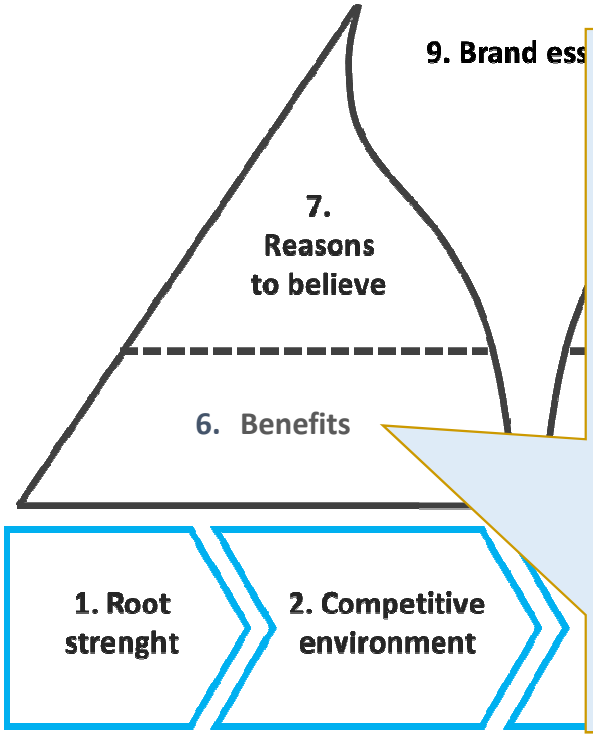
Brand Vision…with an example OCC Organic Cotton Colours

- ✓ **Consumer insights_ B2C insight (derived demand — context, not what OCC solves directly)**
  - "The planet requires urgent measures to **prevent climate change"**
  - "**Sustainable fashion is good** for the planet"
  - "Fair trade cotton is **good for local rural communities.**
- ✓ **Industry insight_ B2B insight (OCC's direct Target — the belief OCC actually resolves)**
  - ✓ "There is cotton sold as organic that is not truly organic — certifications cannot be fully trusted"
  - ✓ "There is no reliable custody chain (traceability) from cultivation to garment"
  - ✓ "Brands fear being accused of greenwashing if they can't prove real sourcing"



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Brand Vision…with an example



What will the target gain when buying our brand?

✓ **Emotional Benefits:**

- I contribute to sustainability and help combat climate change.
- I support local rural communities.
- It is truly sustainable cotton with guaranteed traceability and certifications.

✓ **Functional and Sensory Benefits:**

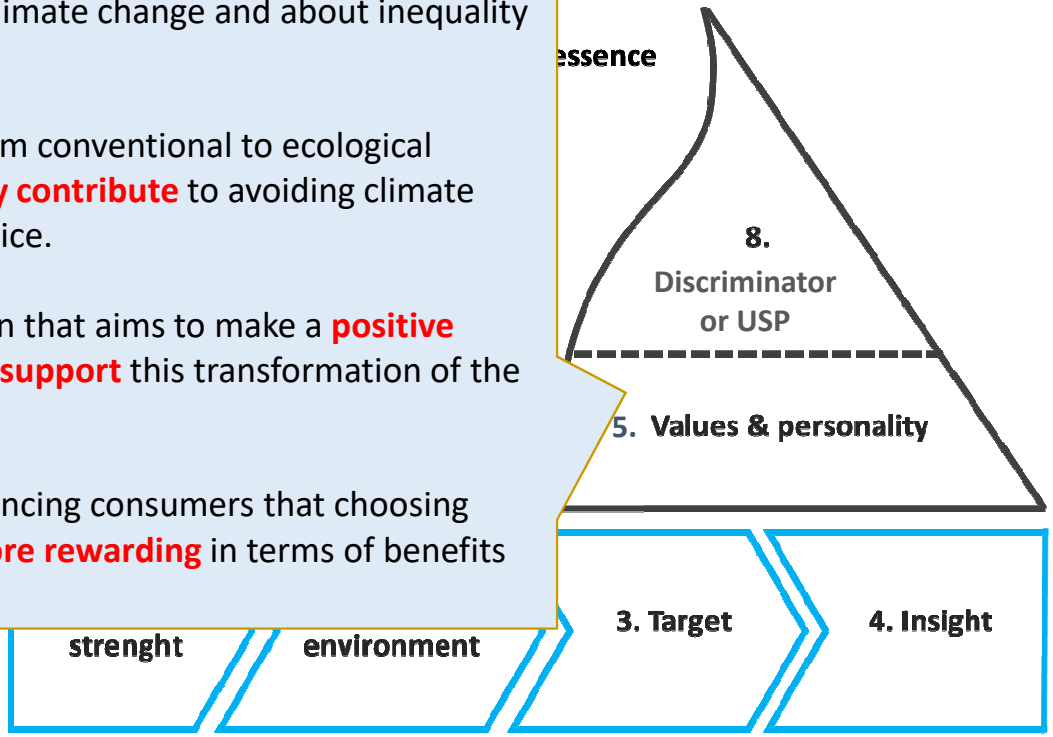
- The quality of the cotton fibres is better than that of conventional cotton, resulting in objectively superior textiles.
- No chemicals, provides higher comfort for the skin, is harmless to health, and is beneficial for people with skin conditions.

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Brand Vision…with an example

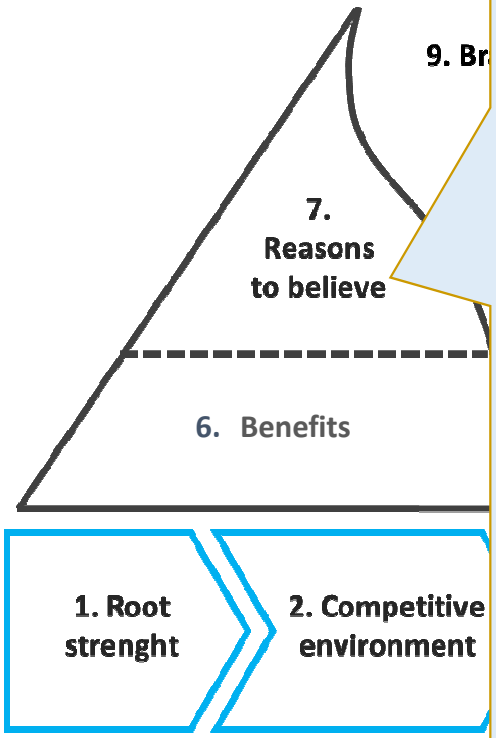
If OCC was a human being

- ✓ OCC is **very concerned** about climate change and about inequality in society.
- ✓ OCC believes that switching from conventional to ecological cotton farming can **significantly contribute** to avoiding climate change and promote social justice.
- ✓ OCC is a very **committed** person that aims to make a **positive impact**, and wants to **lead and support** this transformation of the cotton industry
- ✓ OCC is fully committed to convincing consumers that choosing sustainable fashion is **much more rewarding** in terms of benefits and value for money.



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Brand Vision…with an example



Why should they believe us?

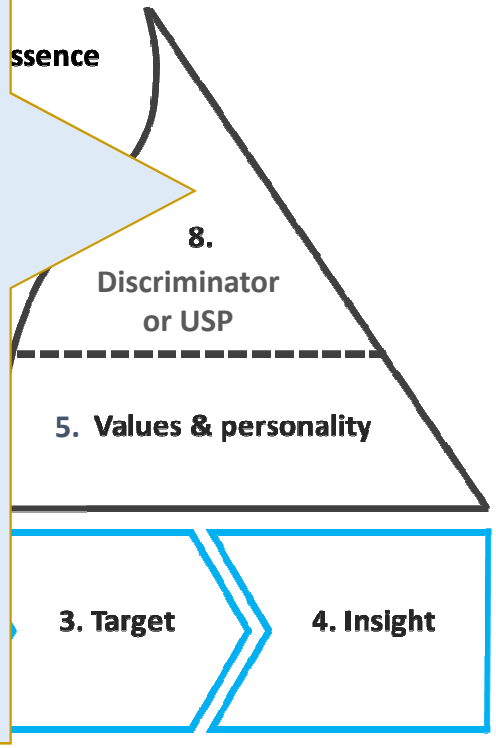
- ✓ We have a **track record of over 30** years with sustainable cotton, pioneers in Spain
- ✓ Track record of satisfied customers.
- ✓ **Pioneers in sourcing our own sustainable cotton**, developing our own Social Project in Brazil
- ✓ We have a portfolio of 3 different cotton varieties, **all truly certified** Organic and Regenerative
- ✓ We offer a **wide portfolio of B2B products** for the whole supply chain (Cotton fibre, Yarns, Fabrics, Manufacturing Services)
- ✓ We have the **Story Telling** of the 3 Fair Trade Sustainable Agricultural project from which we source our 3 cotton varieties
- ✓ We have **studies** that demonstrate that cotton grown with no chemicals is of **better quality** (longer and stronger fibres)
- ✓ We have studies that demonstrate our textiles are hypoallergenic
- ✓ We **have obtained the main Sustainable Company certifications** of the textile industry

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Brand Vision…with an example

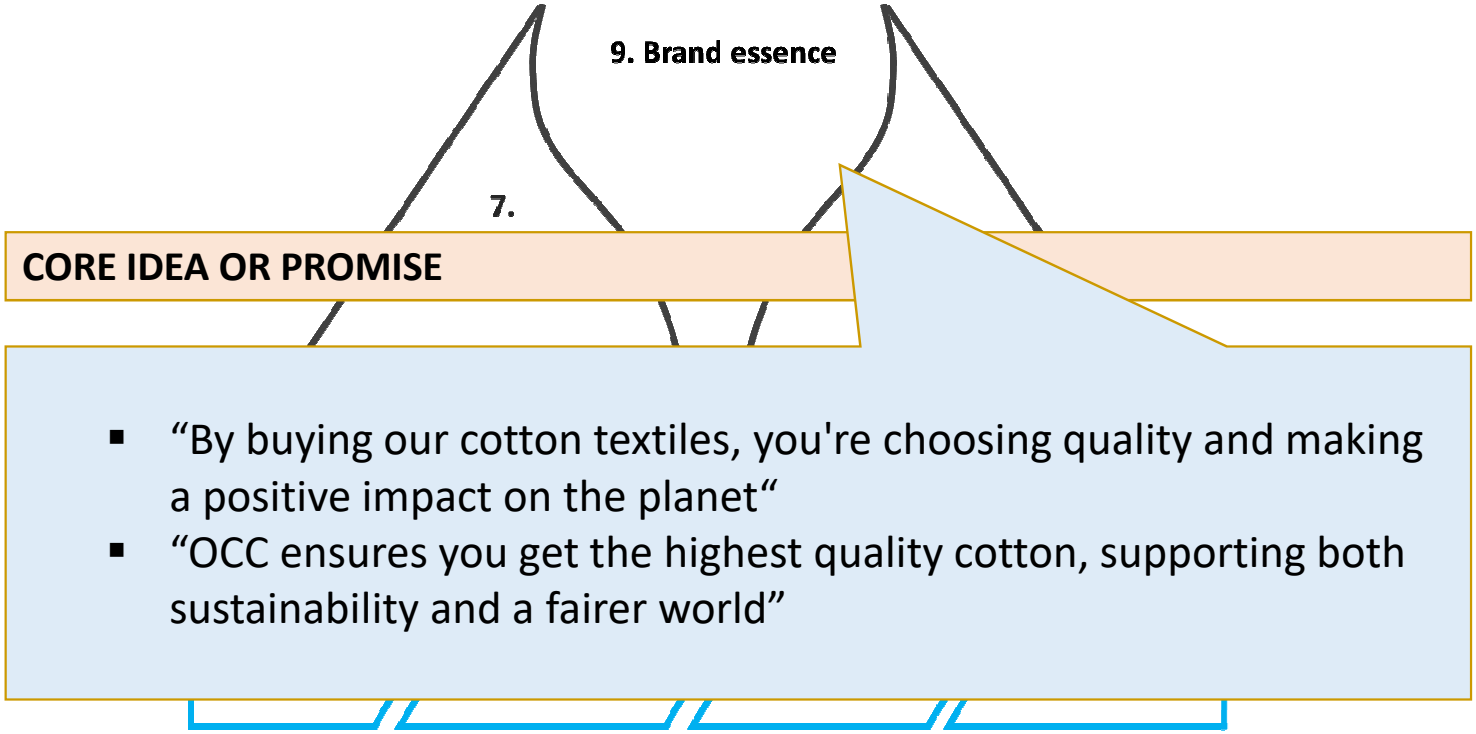
Why should they buy from us? What makes us unique

- ✓ Unlike the usual practice in the industry, we focus in maintaining **full ownership and purity** of the cotton throughout the entire supply chain
  - Own cotton sourcing…
  - …to spin own yarns…
  - ..to wave own undyed fabrics (or dyed with GOTS inks)…
  - …to manufacture truly sustainable garments.
- ✓ We only work with suppliers who **adhere** to our code of conduct and that follow certified **sustainable processes** (GOTS)
- ✓ We have developed our own seal to guarantee full traceability. All steps are certified.



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Brand Vision…with an example



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Brand Vision…with an example

Organic Cotton Colours

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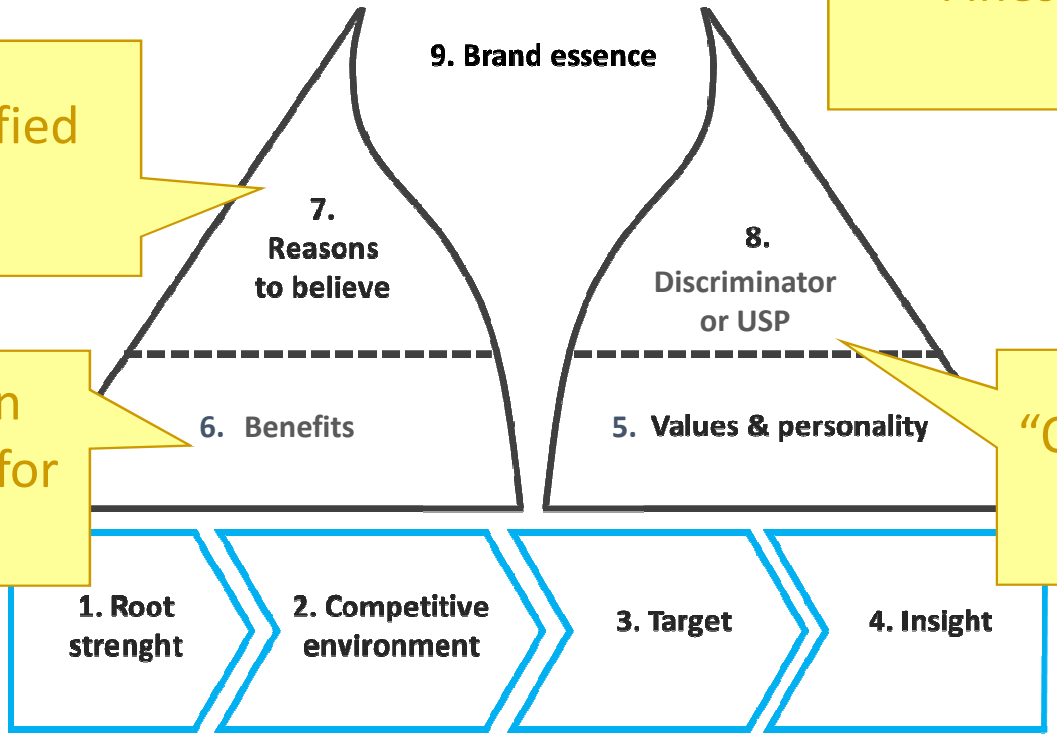
POSSIBLE SLOGANS — YOU CHOOSE

"True cotton for a better world"
"Finest cottons for a better world"

100% Organic certified cotton textiles

"Chemical-free cotton textiles, pure softness for your skin "

"OCCGuarantee®, from seed to garment"



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Brand Vision…with an example

✓ A true example of how the Brand Vision exercise was used for the briefing of the new OCC website:

Snapshot of the briefing for the Home Page

Objectiu 1 (a la Home): comunicar Marca, propsta de valor i posicionament desitjat

Presentació	SUPPLIER OF ORGANIC AND REGENERATIVE COTTON FABRICS AND GARMENTS SINCE 1992			
Brand essence	Slogans possibles: "True cotton for a better world", "Finests cottons of the world, from seed to garment"			
Beneficis	We work to provide the best cotton fabrics and garments for you and for the world			
	Environmental	Social	Health	Quality
Unique Selling Proposition	OCCGuarantee®. "We guarantee it is true cotton, from seed to garment". We ensure the chain of custody			
Reasons to Believe	**Know our Cottons**			
	Projecte OCC, Brasi **Colored Cotton**l	Projecte xxx Turquia **Essential Cotton**	Projecte Sekem, Egipte **Premium cotton**	
	qualitats i característiques tècniques del cotó • Naturally colored • … • …	Sory telling: know the Project. • Organic • Regeneratiu • Social	Segells de garantia	qualitats i característiques tècniques del cotó ▪ Xxx ▪ xxx	Sory telling: know the Project • Organic • Regeneratiu	Segells de garantia	qualitats i característiques tècniques del cotó ▪ Xxx ▪ Xxx	Sory telling: know the Project. • Organic • Regeneratiu • Social	Segells de garantia

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Brand Vision…with an example

- ✓ A true example of how the Brand Vision exercise was used for the briefing of the new OCC logo:

FROM

ORGANIC COTTON COLOURS
Natural thinking

TO

OCC Organic Cotton Colours

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