

FOR LOCAL BRANDS

THE ONE

Flamboyant homegrown furniture brand that aims to be both magical and meaningful



Abed Bibi, Managing Partner, Wolff Olins Dubai

Talking about the brand The One is not easy, as it does not feel like a brand; rather it feels like a name and a logo. The One has a store in every mall and gathers furniture and sells them under the name The One. But what differentiates it from Marina, Homes 'R' Us and other furniture stores in the UAE or the region?

In my opinion, the brand lacks the "big idea". If you read the story about The One and how it started, the only thing that triggers my attention is the brand Ikea, it is mentioned in every other paragraph. So does the brand exist because of Ikea?

If so, then Ikea is the indirect element that brings the brand to life; a brand should deliver an outstanding concept. The Ikea brand is easy to get, it is the product range, their names, the self-assembly, the huge showroom/warehouse experience, the paper tape measures and pencils, the Swedish meatball café and of course the price-points. Love it or hate it, it's a clearly identified and positioned offer.

The One is confusing and I am more confused after reading the website. I'm not sure which 'one' they are referring to. If it's the One World man?

Charity is not new, every one tries to adapt such direction, but the question is, how do you do it? A successful example is the brand (RED). Initiated by the musician Bono, it helped millions of Africans with HIV. A case study is on our website.

To be global, brands need



to have a global big idea, stand for something, and to stand out. The One brand is created in the region, to be global, it should travel the European and US markets. We believe the next brand will be from Asia and the Middle East, but a brand cannot be global unless it achieves global recognition in its local market.

How can The One do that? The One should rework their brand idea, their brand strategy, and define their identity by identifying their offering clearly. I suggest it start by reviewing:

- The One's ambition is defining business goals and defining ideas and strategies that meet them.
- Being innovative by creating services and products that deliver the brand.
- Transforming the brand by stimulating change in how people think, feel, and work... And build a visible presence in the world.

- *Brand consultancy Wolff Olins, based in London, New York and Dubai, has done work for GE, Sony Ericsson, London 2012 Olympics and Unilever. www.wolffolins.com*

STRATEGY

Rework brand idea and strategy to become global in local market first

AL NASSMA

World's first chocolate made with camels' milk seeks luxury marketshare worldwide



Noel Tabb, Managing Partner and Executive Creative Director, Brandbeat

For Al Nassma to compete globally we would have to initially focus on building awareness locally by competing with international brands in the Middle East. The larger challenge would be building the brand in non-Arab markets, which would require greater education to build acceptance of this new chocolate concept.

When looking at a suitable strategy we would take into account current market conditions and outline a cost-effective approach to building brand awareness and product sales. For example, we would look at initiatives including focus groups in all entry countries to test acceptance of the concept; an e-marketing strategy encompassing internet retail as well as search engine optimisation; a strong PR campaign; supply chain alliances with established luxury brands; and a consistent branding and experience across markets.

The product has three unique characteristics that could appeal to connoisseurs: its Middle Eastern origin strongly influences the ingredients; the health factor with its lower fat and higher vitamin content; and familiarity in the region with the ingredients but not with this unique combination.

When taking the brand global, there are a few issues to address. For instance, the



name 'Al Nassma' has meaning in Arabic (cool desert breeze) but in non-Arabic speaking countries, it would have low recall as it has no obvious meaning and is not easily pronounced. This can be overcome but requires a large advertising budget, and it needs a strong retail presence on the ground.

It would make sense to start the brand expansion in the Mena region, which requires less education to "sell through" and develop a strong brand name.

Logically we'd begin with an initial brand audit and review of the business objectives, then proceed to planning and strategy; outlining brand positioning, possible target markets, marketing approach, and then design and development of communications materials.

- *Brandbeat, one of the region's top boutique branding specialists, has created some of the best-known Arab brands, including Burj Al Arab, Ski Dubai, Wild Wadi, Axiom Telecom, and Qatar Islamic Bank. www.brandbeat.com*

STRATEGY

Heavy advertising and strong retail map will overcome name difficulties

MORE CAFÉ

Trendy international café with wide appeal due to its familiar but often-exotic menu



Hermann Behrens, CEO, The Brand Union Middle East

Because of its distinctive brand world – the way the brand imprints the force of an idea in the consumer's mind at different touch points – More Café has a chance to compete with brands on an international level.

It has a level of authenticity and does not feel like the typical formula-driven eating experience you may get in franchises. They do really interesting concepts like the Friday brunch with a combination of self-help healthy food or even popular dishes like the famous eggs Benedict.

The brand experience More Café provides is unique, with the water and mint touch they serve upon arrival and the few larger-than-life tables that can accommodate big groups or a bunch of people eating and meeting.

To succeed internationally, More Café would need to clearly define what makes it unique and ensure that wherever it goes, it holds onto those values and experiences and delivers them consistently. Key qualities to capitalise on include the little touches mentioned earlier: the high ceilings, distinct hanging tables, open kitchen and artworks as well as the high-quality healthy food appeal are all brand touch-points that deliver More's distinctive experience.

The brand colours are rich and distinctive and fit perfectly with the overall brand.

An important feature is the More café staff. They are well engaged, passionate and knowledgeable about what they have to offer and that needs to be the case for cafés worldwide. That is why I



would suggest they don't just franchise, but rather find owner/managers who are engaged with the brand

and share the passion to deliver the More experience.

At The Brand Union, we use a mix of strategic and creative skills to create brands and I would suggest the following process:

- Define the brand story and what makes More Café special
- Develop brand guidelines for effective brand roll out
- Develop a brand engagement toolkit for engaging new personnel to deliver the true experience
- Engage trainers ensuring there is a clear understanding of the brand and an ability to engage trainees with its brand values, promise an experience that makes all the difference
- Carry out an audit in key markets to identify a brand gap for More Café and recommend a communication strategy for market entry
- Develop the necessary requirements for the launch

- *The Brand Union is a leading global brand agency. Clients include ADACH, Bank of America, Canon, Emaar and Sorouh. www.thebrandunion-me.com*

STRATEGY

Find passionate owner/managers to recreate authentic More experience