CONFIDENTIAL



ANYWHERE IN THE WORLD The Complexity of Brand Research at Virgin

Thom Stebbings – Group Consumer Insight Lead

Virgin

e. un

Thom Stebbings Group Consumer Insight Lead Virgin Group e. thomas.stebbings@virgin.com

u.com

MALE, AGED 35-44

FULL-TIME EMPLOYED

HHI ~£4BN/WEEK

SOUTH EAST

SINGLE, NO CHILDREN







2 MAIN PARTS OF MY JOB

BRAND STRATEGY;

How to extract the most value from the brand

How the ecosystem works

How we're performing in sectors and markets

BRAND DEVELOPMENT;

What and where are the new opportunities

How can the brand play a valuable role



THE BRAND IS THE MESSAGE

It is expressed through marketing and communications, and, most importantly, the customer experience WE HAVE A SHARED BRAND THAT CROSSES SECTORS AND MARKETS

FCORDS

AN INCREDIBLY RICH HERITAGE

WE ARE STRONGER TOGETHER

THE BRAND IS FLEXIBLE BUT WITH A CONSISTENT CORE

THE GROUP IS CONSTANTLY EVOLVING AND GROWING

A FAMILY OF BUSINESSES UNLIKE ANY OTHER

OUR BRAND DNA (SECRET BLEND OF 12 HERBS AND SPICES); Purpose Proposition Values Tone of voice **Brand genes** Ambition



I WORK IN A PRIVATE EQUITY, FAMILY OFFICE, WITH A BRAND

As such, we have some very smart, very commercial cookies

Lots of lawyers

And we all work closely together to achieve our goals WE DON'T DIRECTLY DO 'ADVERTISING' AT VIRGIN GROUP

WE SUPPORT THE VIRGIN COMPANIES

AND BUILD NEW BUSINESSES

CONSTANTLY EVOLVING GROUP WITH SOME NON-TRADITIONAL BUSINESSES

PINNING DOWN WHO OUR CUSTOMERS ARE

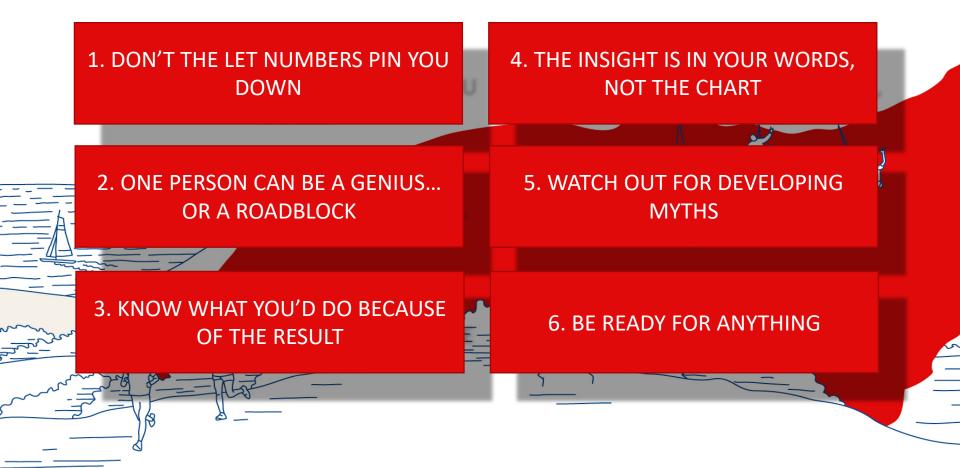
IDENTIFYING OUR FUTURE TARGET AUDIENCES

min

INTHHH

RESEARCHING THE BRAND TO PROVIDE CLEAR INSIGHTS CAN BE A REAL CHALLENGE

For example – How can you isolate what's driving brand image and appeal?







Virgin Management The Battleship 179 Harrow Road London W2 6NB

Virgin Management 65 Bleecker Street New York NY 10012

www.virgin.com