

CONFIDENTIAL



Virgin

ANYWHERE IN THE WORLD

The Complexity of Brand Research at Virgin

Thom Stebbings – Group Consumer Insight Lead



Thom Stebbings

Group Consumer Insight Lead

Virgin Group

e. thomas.stebbing@virgin.com

MALE, AGED 35-44

FULL-TIME EMPLOYED

HHI ~£4BN/WEEK

SOUTH EAST

SINGLE, NO CHILDREN



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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

UK & EUROPE

Virgin HOLIDAYS
 Virgin active virgin atlantic
 Virgin money Virgin games
 SPORTR Virgin trains Virgin BALLOON FLIGHTS
 Virgin media Virgin EXPERIENCE DAYS Virgin wines
 Virgin LIMITED EDITION Virgin RACING

USA & CANADA

VORAGE
 Virgin wines Virgin HOTELS
 Virgin RADIO virgin atlantic
 Virgin produced. Virgin Pulse
 Virgin mobile SPORTR Virgin GALAXY

MIDDLE EAST

Virgin RADIO Virgin MEGASTORE
 virgin atlantic

APAC

Virgin active Virgin RADIO
 virgin atlantic

LATAM

Virgin mobile

SOUTH AFRICA

Virgin active Virgin money
 Virgin mobile Virgin LIMITED EDITION
 virgin atlantic

Virgin australia
 Virgin money Virgin active
 Virgin Pulse
 Virgin wines

VERGAIN RECORDS

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

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

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?



1. DON'T LET THE NUMBERS PIN YOU
DOWN

2. ONE PERSON CAN BE A GENIUS...
OR A ROADBLOCK

3. KNOW WHAT YOU'D DO BECAUSE
OF THE RESULT

4. THE INSIGHT IS IN YOUR WORDS,
NOT THE CHART

5. WATCH OUT FOR DEVELOPING
MYTHS

6. BE READY FOR ANYTHING



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Group Consumer Insight Lead
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e. thomas.stebbing@virgin.com



Virgin Management
The Battleship
179 Harrow Road
London
W2 6NB

Virgin Management
65 Bleecker Street
New York
NY 10012

www.virgin.com