

PRESENTATION

CORPORATE BRAND MANAGEMENT II  
IMU MARKETING, UNIVERSITY OF BERN

**CORPORATE BRAND – PERSONAL BRAND**  
**VIRGIN GROUP LTD. – RICHARD BRANSON**

Marlène Käsermann  
Dorothea Maag

22/03/2010

!?



!?

Virginia

---

# CORPORATE HISTORY & RICHARD BRANSON



# Richard Charles Nicholas Branson

---

- Born on 18th of July 1950
- Dyslexia
- Poor academic performance
- Excellent in sports and connect with others
- Dropped out of boarding school at the age of 17
- 1967 starts his own magazine

→ cult status - **unique personal style.**



# “Your business is not unique, but you are” - New York Times



# One of the richest and most fascinating men in the world

---

## Public:

- Highly competitive
- Workaholic
- Tough negotiator in business dealings
- Outgoing, crazy

## Private:

- Warm
- Friendly
- Idealistic
- Family man



# How it all began, from the beginning until today [www.virgin.com](http://www.virgin.com)

## 1968

'Student' magazine went into print and sold over 50,000 copies of the first issue.



## 1970

VIRGIN started as a Mail-Order record company.

## 1972

Recording studio called "The Manor" where the first ever Virgin artist, Mike Oldfield, recorded Tubular Bells.





## 1973

The Virgin record label is launched and the Virgin Music Publishing operation is established in the UK.



## 1977

Virgin signed the Sex Pistols

## 1984

- Virgin Atlantic
- Virgin Cargo



**1985**

Virgin Holidays

**1987**

Virgin Records America



**1988**

Virgin Megastores opens new stores in Glasgow, Paris and numerous other British, European, American and Pacific Basin cities... and 2 years later even in Japan.



**1991**

Virgin Books



**1992**

Virgin Records is sold to Thorn EMI



**1993**

Virgin Radio

UK's first national, commercial rock music station.



## 1994

- Virgin Retail becomes UK's largest music retailer
- Virgin Vodka and Virgin Cola

## 1995

Virgin Cinemas

## 1996

- Virgin Express airline
- V2 Music , V2 Records and V2 Music
- Virgin Net
- Virgin Brides



## 1997

- Virgin Trains wins the 15 year franchise for the Intercity West Coast line.
- Virgin Cosmetics
- Virgin Direct unveils the Virgin One Account mortgage.



## 1999

- Richard Branson is knighted for “services to entrepreneurship” and presented as a millennium icon.
- Virgin Mobile
- Virgin Active



## 2000

- Virginmoney.com
- Virgin Travel store
- Virgin Student
- Virgin Energy
- V.Shop
- Virgin Cars
- Virgin Wines
- Virgin Mobile Australia
- Virgin Blue



# VIRGIN GROUP LTD.



# VIRGIN GROUP LTD.

---

## The company features

- strong brand recognition
- innovation, creativity, youth, fun,
- fun working atmosphere
- being a part, like family
- open communication

## The company's structure

- Virgin Management Ltd (VML)
- belief in delegation  
→ trusts people
- no public trade



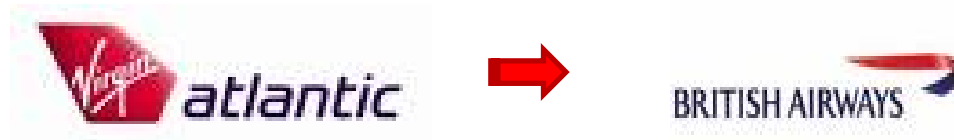


# VIRGIN GROUP LTD.

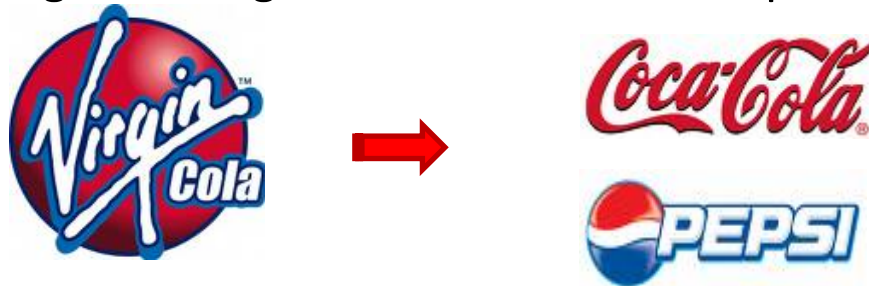
---

## “David against Goliath”

- In the UK with Virgin Atlantic Airways against British Airways



- Virgin Cola against Coca Cola and Pepsi



# VIRGIN GROUP LTD.

---

# CORPORATE MISSION



# Corporate Mission: Who are we?

---

Virgin is a leading branded venture capital organization and is one of the world's most recognized and respected brands.



# Corporate Mission: What is our aspiration and purpose?

---

*“Be different by being better”* - Richard Branson

- Value for money
- Quality
- Innovation
- Fun
- Sense of competitive challenge



# Corporate Mission:

What is our business, now and in the future?

- Quality service
- Empowering employees
- Monitor customer feedback
- Improve the customer's experience
- Innovation



# Corporate Mission: What do we offer?

---

*“Virgin is about doing things that really work, not just looking the part. We are passionate about running our businesses as well as we can, which means treating our customers with respect, giving them good value and high quality and making the whole process as much fun as it can be.” - Richard Branson*



# Brand Mission: How are we perceived?

---

- Most admired brand in UK
- Innovation
- Creativity
- Challenge
- Fun
- Youth
- Employee friendly



# Brand Mission: How do we want to be perceived?

---

- Keeping up with new movements
- Sustainability
  - Virgin Green Fund
  - Virgin Earth Challenge
  - Biofuel
- Exploring the space / futuristic
  - Virgin Galactic
- Customer orientated





## Brand Mission:

How our behavior is perceived at the various touch points?

- Employees
- Customers / Fans
- Environment Groups
- Media
- Public
- Businesspartners



# THE “TOP 10 STEPS” ANALYSIS

---

# PERSONAL BRAND — RICHARD BRANSON



# Step 1: Identity - What am I ?

---

*“I have created one of the most respected companies in the world. Not necessarily the biggest.”* - Richard Branson

- Entrepreneur
- Admired marketer
- Innovator
- Chairman of the Virgin Group
- Family father
- Writer
- Entertainer
- Idol



## Step 2: Vision - What do I want?

---

*"To be different by being better with better quality, better service and better values"* - Richard Branson

*"The brave may not live forever - but the cautious do not live at all."* - Richard Branson



## Step 3: Customer Benefits - What do I offer?

---

- Point of reference
- Quality signal
- Reduction of risk
- Entertainment



# Step 4: Performance - What do I do?

## Multilayered performance

### Examples:

- Series (“Friends” and “Baywatch”)
- Movies (James Bond, Casino Royal)
- Advertising
- Blog

<http://www.virgin.com/richard-branson/blog/richard-s-virgin-london-marathon-team-2010-revealed/>

- YouTube

<http://www.youtube.com/watch?v=390mu3k7N00&feature=channel>

- Twitter



## Step 5: Believes – What do I stand for?

---

- **Protect our planet and its people:**

*"We at Virgin believe 100% that we owe it to our customers and staff to ensure that our future economic growth is built on firm, ethically sustainable business models."* - Richard Branson

- **Little hierarchy:**

*"Our companies are part of a family, rather than a hierarchy."*  
- Richard Branson

- **Fun at work**

*"I don't think of work as work and play as play. It's all living."*  
- Richard Branson



## Step 6: Business Mission – What do I want to achieve?

---

*“My interest in life comes from setting myself huge, apparently unachievable challenges and trying to rise above them... from the perspective of wanting to live life to the full, I felt that I had to attempt it.”* - Richard Branson





# Step 7: Brand Identity I – How do I get perceived?

---

- Crazy
- Successful
- Full of energy
- Innovative
- Creative
- Fun
- Lucky
- Open minded
- Attentive



## Step 8: Brand Identity II – How do I want to be perceived?

---

### Personal interpretation:

- Constant image
- Well managed
- Contradictions?



Step 9:

Brand Mngt – How do I develop into the envisaged Brand Identity?

---

## CONSTANT WORK:

- Crazy projects
- “Private” activities
- Never get boring
- New markets



## Step 10:

### Personal Branding Concept – What do I do concretely?

---

- Few changes over the years
- Brand in line with concept
- No changes expected



---

# PERSONAL BRAND

↓

# CORPORATE BRAND



# Positive Influences

---

- Competitive challenge
- Innovation
- Point of reference
- Investors, taking over much risk
- Fun and crazy company
- Fun work atmosphere
- Employment market



# Negative Influences

---

- Chaotic personality
- “Being different”
- Unserious appearance
- Young environment, gap



# QUESTION

---

???

What will happen by the time  
Richard Branson retires?

???





# Recommendations

---

1. Reduce Virgin's dependence on Richard Branson
  - introduce a new leader
  - connection between new person and himself
  - make him famous
  - crazy activities together
2. Sell the virgin companies with not much revenue



# Recommendations

---

3. Build up a stronger leadership

4. Focus on “low/ medium risk and high return” business

5. Detach decisions from Branson’s personal values



---

# QUESTIONS?



# Sources

---

Branson, R. (1999), Business ist wie Rock 'n' Roll, Campus Verlag, Frankfurt/Main

Branson, R. (2008), Business Stripped Bare, Virgin Books, London

Branson, R. (2009), Geht nicht, gibts nicht!, Börsenmedien, Kulmbach

URL: [http:// www.virgin.com](http://www.virgin.com) (10.03.2010)

URL: [http:// www.youtube.com](http://www.youtube.com) (10.03.2010)

URL: [http:// http://en.wikipedia.org/wiki/Thorn\\_EMI](http://en.wikipedia.org/wiki/Thorn_EMI) (10.03.2010)

URL: [http:// http://www.findextrawork.co.uk/cosmeticwork.php](http://www.findextrawork.co.uk/cosmeticwork.php) (10.03.2010)

URL: [http:// http://www.mutualofamerica.com/articles/fortune/september03/fortune.asp](http://www.mutualofamerica.com/articles/fortune/september03/fortune.asp) (10.03.2010)

URL: [http:// http://smallbusiness.yahoo.com/r-article-a-113610-m-6-sc-45-personal\\_effects](http://smallbusiness.yahoo.com/r-article-a-113610-m-6-sc-45-personal_effects) (10.03.2010)

URL: [http:// http://resources.bnet.com/topic/virgin+group.html](http://resources.bnet.com/topic/virgin+group.html) (10.03.2010)

URL: [http:// http://www.fundinguniverse.com/company-histories/Virgin-Group-Company-History.html](http://www.fundinguniverse.com/company-histories/Virgin-Group-Company-History.html) (10.03.2010)

Morgan, K., URL: <http://www.islandconnections.com/edit/branson/htm> (10.03.2010)

URL: <http://twitter.com/RichardBranson> (13.03.2010)