

Lucozade:

Brand Performance

17/05/2021

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1. Introduction

The purpose of this report is to provide an in-depth brand analysis of Lucozade, enabling the development of brand strategies. Brand analysis is vital to increasing brand equity and keeping a brand relevant through changing times. Brand positioning is a 'key element of modern marketing management' (Aaker & Shansby, 1982). Therefore, a brand manager has the responsibility to maintain the brand image and integrity across marketing and communications whilst managing a portfolio of products (Walters, 2020). The information provided in the report will lead to recommendations, increasing the brand equity of Lucozade and suggestions that can improve the brand moving forward.

2. Brand History

Lucozade was created in 1927 and was initially known under the name of Glucozade. It was invented in Newcastle by a local pharmacist, William Owen. The original purpose was to deliver digestible energy quickly to anyone who was sick. The name Glucozade came from its primary ingredient, glucose syrup. Two years later in 1929 Owen decided to rename the drink Lucozade (Lucozade Energy | Our Brands - Lucozade Ribena Suntory, 2021).

The success of Lucozade was noticed by the Beechams company who acquired the brand in 1938 and continued to sell the product as an energy drink for the sick. In 1985 Beechams realized they could market Lucozade to people who were not sick and introduced tablet form. Their slogan became 'Lucozade replaces lost energy' after they became an energy drink for all (Lucozade Energy | Our Brands - Lucozade Ribena Suntory, 2021).

In the mid-90s Lucozade's packaging and logo changed, increasing their sales dramatically and Lucozade sport was introduced, an 'isotonic' sports drink (Lucozade Sport | Our Brands - Lucozade Ribena Suntory, 2021). Lucozade had become a drink for the healthy and fit when it once was for the sick. 2016 saw the release of Lucozade zero, their sugar free alternative, keeping up with the healthy trends at the time.

Lucozade Ribena Suntory is the umbrella company who owns Lucozade Energy, Lucozade Sport, Ribena, Orangina and V Energy. This report focuses on Lucozade and their brand extensions, Lucozade Energy, Lucozade Sport and Lucozade Zero (Our Brands | Lucozade Ribena Suntory, 2021).

3. Brand Positioning

Brand positioning is defined as the 'act of designing the company's offer and image so that it occupies a distinct and valued place the target customers mind' (Kotler, 2003). Keller (2013) states that to create a position in the market firms must 'distinguish their own competitive advantages'. Lucozade target their products at the everyday working person on the move (Lucozade Energy) and individuals with a passion for sport and exercise (Lucozade Sport).

Points of Parity Points of parity are elements that a brand needs to be considered in the eyes of the consumer. (Aaker, 2013)	Category Point of Parity – Associations considered necessary. Lucozade is a drink that provides energy to its consumers. Competitive Point of parity – Associations that challenge competitors POPs. Lucozade provides a large variety of sports and energy drinks which competitors do not have. Correlational Point of Parity – Potentially negative associations that arise from the existence of positive

	associations. An excessive amount of Lucozade may be detrimental to health.
Points of Difference Attributes associated with brands in a positive way which cannot be found with competitive brands. (Keller, 2013)	- They provide a zero-calorie option. - They provide a wide range of different flavours which their competitors do not. - Unique recipe with desirable flavours unlike other energy drinks (Manifested Marketing, 2011)

3.1. Brand Associations

Brand associations relate to how the consumer thinks and feels about the brand, positive or negative (Emari et al, 2012). Aaker (2009) proposes that brand associations are anything linked to the brand in our memories and can help us receive information about the brands to make purchase decisions. Brand associations create value for the brands and allow consumers differentiate brands.
Brand associations of Lucozade are sorted into three categories: Strength, Favorability and Uniqueness. These are displayed below:

Strength 'The intensity of the connections between brand associations and brand nodes.' (Till et al, 2011)	- Lucozade gives you energy – using this as their tagline means consumers associate Lucozade with gaining energy. - Variety of flavours – Lucozade have mass appeal by having a flavour for most preferences (MBA Skool Team, 2021)
Favorability The degree in which 'the association is perceived as positive or negative.' (Till et al, 2011)	- Long-standing respected brand in the energy drink market. - UKs biggest energy brand (EXT IRI, MarketPlace, GB, latest 52-week data ending 24.02.19)
Uniqueness The degree in which the association is 'perceived as different to other products within the same category.' (Till et al, 2011)	- Zero-calorie option which other brands do not offer (Roderick, 2021). - Unique recipe with desirable flavours unlike other energy drinks (Manifested Marketing, 2011)

3.2. Secondary Associations

Keller (2008) defines secondary associations as a means to 'create strong, favorable and unique associations or positive responses that might otherwise not be presented'. Lucozade uses secondary associations in many positive ways. Lucozade often uses celebrity endorsements within their

advertising and branding materials, particularly sport stars. In 2018, Anthony Joshua became a spokesperson for Lucozade and appeared in their 'The Next Move' campaign (Lucozade Sport "The next move" by Grey London, 2021). Lucozade Sport showcase a variety of sporting celebrities (Anthony Joshua, Mo Farah etc.), appealing to a range of sporting fanatics. Other mainstream celebrities have also been involved, including musicians Tinie Tempah and Travis Barker.
On a local level, Lucozade are known for setting up the 'YES Foundation', which sponsors and supports everyday individuals and teams who have a sporting story to tell. They often support small local charities such as Birmingham Children's Hospital (Lucozade YES Foundation, 2021). Lucozade also sponsor sporting events such as the London Marathon (Lucozade Sport extends London Marathon sponsorship, 2021). The head of sponsorship at Lucozade, James Young, stated "Providing the fuel and hydration for runners taking on the challenge of running a marathon is the perfect role for Lucozade Sport." (Lucozade Sport extends London Marathon sponsorship, 2021). Sponsoring charities and big events allows Lucozade to showcase their commitment to sport and supporting/helping to better others sporting abilities which as at the heart of the brand.
Recently Lucozade has made a partnership with English non-league football team 'Hashtag United'. Hashtag are a popular football team with the online community, allowing Lucozade to target a younger and engaging market. The recent 2021 deal with Hashtag will see Lucozade's logo on the front of their shirt when playing and on the new FIFA 21 video game (Nicholson, 2021). This is a new venture into the Esports arena for Lucozade and will be vital to their brand reach.

4. Current Brand Elements

Brand elements include name, logo, colours, way of communication, slogans, and logistics of the products (Aaker, 1997). All these various brand elements help to differentiate brands from competitors and identify them in multiple environment (Keller, 2013). They also facilitate consumer brand mapping and build brand equity (Keller, 2013). Brand elements are highly important considerations to be made when establishing and maintaining a successful brand. Keller (2013) laid out criteria for successful brand elements, they should be memorable, meaningful, protectable, and present likability, adaptability, and transferability.

4.1 Brand Name

When initially invented by pharmacist William Owen, the drink was named Glucozade to reflect the main ingredient, Glucose syrup. In 1929, the letter G was taken away from the name and the drink was renamed Lucozade and this led to a large increase in sales (Lucozade Energy | Our Brands - Lucozade Ribena Suntory, 2021). Lucozade is a meaningful brand name which can be easily adapted to multiple products. However, without the brand extensions of Energy and Sport, it is not easily memorable as an energy drink brand.

4.2 Brand Logo

The Lucozade logo has evolved and changed multiple times over the years as shown below (Lucozade | Brands of the World™, 2021). This ensures that the logo reflects the public tastes of the time and can be easily transferred onto new products and designs.

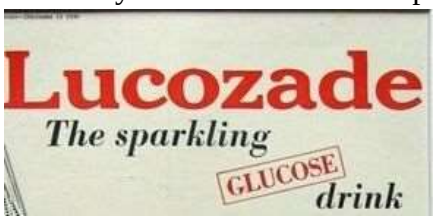


Figure 1 - Lucozade initial logo



Figure 2 - Lucozade second logo



Figure 3 - Third Lucozade logo



Figure 4 - An example of the most recent logo

4.3 Brand Slogans

The brand slogan embodies the uniqueness of the brand (Kholi et al, 2007) and allows the brand to connect to society. A successful slogan captures the attention of consumers whilst conveying the core brand message. When Lucozade was first branded outside of medical use, the slogan was ‘Lucozade aids recovery’. This slogan clearly depicts the positioning of Lucozade at the time, as a drink for the sick. In 1980 they changed their positioning and slogan to ‘Lucozade replaces lost energy’. This is more in line with their positioning to this day (Smith, 2021). In recent years Lucozade have used multiple different slogans that correspond to their marketing materials such as ‘it’s on’ (2021) and their most memorable slogan ‘Find your flow’ (2015). This campaign cemented Lucozade in the minds of many, as a drink that can aid your everyday life and give you energy (Thinkbox - Lucozade's ‘Find Your Flow’, by Grey London, 2021). Each brand slogan is memorable and clearly explains the positioning of Lucozade and the benefits. They can also be transferred to multiple marketing materials.

4.4 Packaging

Brand packaging must be consistent with other brand elements, conveying an overall consistent brand message and positioning to represent the brands style (Bhasin, 2021). Lucozade clearing displays their logo on all packaging and keeps a consistent scheme across multiple product ranges as in figure 5 below. This allows Lucozade to be easily recognized by the consumer and enables them to leverage their respected status when introducing new products. The packaging designs are stylish and eye-catching, providing greater appeal on the shelves.



Figure 5 - Lucozade Energy packaging examples

The colourful packaging is memorable and can be protected for the brand. The designs can be easily adapted and transformed onto other products.

5. Current Brand Experience

Brakus (2009) describes brand experience as 'sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments'. Brand experience can be improved using customer-touchpoints which Duncan (2005) describes as 'any situation in which a customer comes into contact with a brand'.

Duncan's Dimensions

Company-Created 'Planned marketing communications such as advertising, news releases etc.' (Aoki et al, 2019)	- Lucozade often creates advertising in which consumers can share online and be involved in. - Lucozade has a website whereby you can learn about the company and buy the products. - They use in store decorations and stands when new products are released.
Intrinsic Contact during the buying or using process. (Aoki et al, 2019)	- Lucozade can be purchased on their website or in most supermarket chains. - They encourage customers to get in touch with feedback via email. - They run competitions, answer questions, and run polls on their twitter accounts.
Unexpected References to the brand that are beyond their control. (Aoki et al, 2019)	- Word of mouth by consumers who share the benefits of Lucozade with others. - Reviews from consumers and specialist sports people are very important for the brand.

Customer-initiated 'Contact between the consumer and the brand that the consumer enables'. (Aoki et al, 2019)	- Consumers share their interest and use of Lucozade on social media, for example showing Lucozade sport as part of their gym routine.

Brakus' Dimensions

Sensory Does the brand appeal to the consumers senses?	Lucozade would appeal to the consumers sense of taste and smell as a drink which is consumed.
Affective Does the brand induce emotions and feelings?	Lucozade does not evoke emotions but may evoke the feeling of being energized or prepared.
Behavioural Does the brand encourage physical actions?	Lucozade is used to gain energy and therefore the consumer will be able to engage in physical activity such as sports or everyday activities.
Intellectual Does the brand allow the consumer to engage in thinking or provoke thoughts?	N/A

6. Brand Strategy

The brand strategy refers to which brand elements the firm uses to apply across products. It involves a plan for the brand to achieve specific and well though-out goals (Keller, 2013)

6.1. Brand product matrix

The brand product matrix is a 'graphical representation of the brands and products which are sold by the firm' (Keller, 2013, P. 521).

Brand Product Matrix	Energy Drink	Sports Drink
	X	
	X	

Lucozade Sport		X

6.2. Brand product hierarchy

Brand hierarchy is a graphical representation of a branding strategy. It is defined as ‘a practice specialized in the creation and organization of a corporate brand portfolio’ (Keller, 2014).

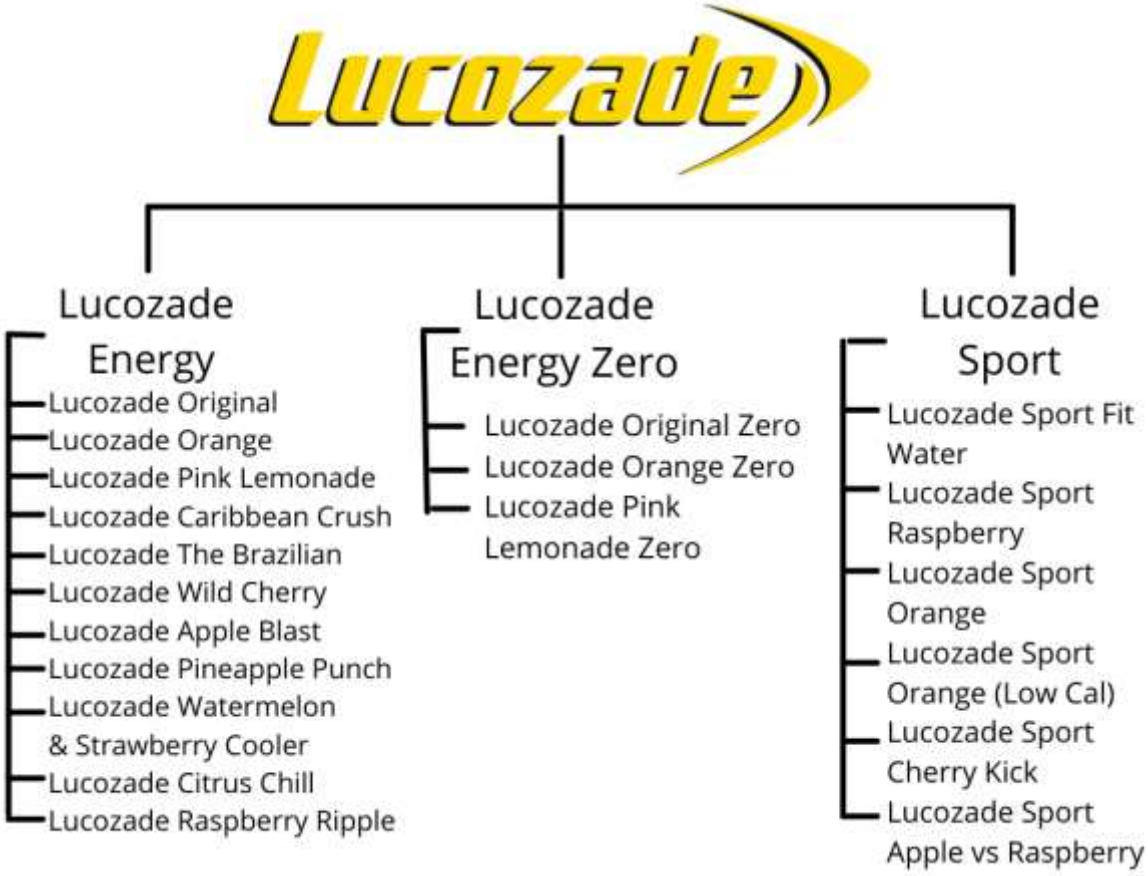


Figure 6 - Brand Hierarchy for Lucozade products

7. Brand Extensions

Brand extensions are when an established brand introduces a new product (Keller, 2013, P.577). There are two types of brand extension line extension (targeting a new product to a new market which is within a category already served by the parent brand) and category extension (entering a new product in a new category) (Keller, 2013 P.577). Lucozade achieved a very successful line extension when they extended their products to the sports drink category. They maintained focus on the energy drink market whilst branching out and targeting sportspeople. It became UKs first mainstream sports drink and Lucozade now shares 17% of the energy category (Superbrands case studies: Lucozade, 2021). This category extension allowed Lucozade to target a specific sector, made them a staple drink for exercise and was soon seen in gyms all over the UK.

Similarly, Lucozade also decided to extend their product range with a line extension, the introduction of Lucozade Zero in 2016. As the habits of the public changed to healthier choices and people were seeking lower calorie options, Lucozade were driven to create a calorie-free variant. Lucozade's senior brand manager stated in 2016 "Lucozade Zero should open up the brand to people who might not have considered us before" (Roderick, 2021). This shows that the brand extension was made to target a new market and increase their brand reach.

8. Brand Revitalization Strategies

Revitalization strategies are crucial to keep a brand relevant and appealing to ever-changing consumer behaviors. Lucozade has increased brand awareness by identifying a new usage for their product. Lucozade has made many small changes to brand elements, such as changing the name from Glucozade to Lucozade and changing the logo 4 times throughout Lucozade's history. These changes were vital in ensuring Lucozade targets the correct audiences and can convey their brand message with ease.

To improve brand image, a strategy is to reposition the brand to target a new audience (Keller, 2013). Recently they used their 'Find your Flow' campaign to reposition the Lucozade energy drink to a new target audience. Lucozade hoped to target the everyday working person, positioning Lucozade Energy as a drink to enhance your day rather than a drink for people who are feeling unwell (Thinkbox - Lucozade's 'Find Your Flow', by Grey London, 2021).

9. Recommendations

After reviewing Lucozade, here are some recommendations that could be crucial for expanding their reach and advance their branding strategy.

New Points of Difference to enable Lucozade to stand out amongst competition	- Introduce a smaller size option (around 50ml) that could be consumed as a shot of energy for busy consumers. - Provide different isotonic sports drinks for specific sports or regimes such as Lucozade Gym or Lucozade Run.
Partnerships or sponsorships which can solidify secondary brand associations	- To compliment the sponsorship of Hashtag Football Club, Lucozade could sponsor popular sport or gaming youtubers (such as TrueGeordie, DanTDM or The Sidemen). - To target Lucozade energy at the working public, a partnership with a transport company such as TFL or Arriva would be valuable.
Sell other products such as merchandise to increase brand awareness	- A range of sports equipment and products such as water bottles which is sleeker than just putting the logo on them. - Create a brand extension and new designs which incorporates the Lucozade brand in a stylish and appealing way.

10. Conclusion

To conclude, Lucozade successfully establishes itself as a well-known brand not only in the drink and sports industries but across the UK. Their use of secondary associations perfectly increases their brand equity and awareness by introducing Lucozade to their exact target market that may not have considered Lucozade before. Whilst managing the brand, they successfully introduced products which hit new trends within the market such as low-calorie and sports drinks. To improve brand equity, solidifying secondary associations would be crucial for Lucozade to ensure when moving forward. A category extension would also be useful to increase their appeal and reach as a brand. In relation to brand experience, they could increase intrinsic ways consumers can communicate with the brand, more touchpoints would allow Lucozade to engage with customers on a more personal level. Co-creation aspects such as allowing consumers to vote for flavours or submit ideas would be vital to increase engagement and brand awareness.

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