

GÉRALDINE MICHEL & REINE WILLING

THE ART OF SUCCESSFUL BRAND COLLABORATIONS

Partnerships with Artists, Designers, Museums,
Territories, Sports, Celebrities, Science,
Good Causes...and More

ROUTLEDGE



THE ART OF SUCCESSFUL BRAND COLLABORATIONS

PARTNERSHIPS WITH ARTISTS,
DESIGNERS, MUSEUMS,
TERRITORIES, SPORTS,
CELEBRITIES, SCIENCE, GOOD
CAUSES ... AND MORE

Géraldine Michel and Reine Willing

First published 2020 by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN and by Routledge
52 Vanderbilt Avenue, New York, NY 10017
Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2020 Géraldine Michel and Reine Willing

Identifiers: LCCN 2019036566 (print) | LCCN 2019036567 (ebook) |
ISBN 9781138499607 (hardback) | ISBN 9781138499614 (paperback) |
ISBN 9781351014472 (ebook)
Subjects: LCSH: Strategic alliances (Business)—Management. |
Joint ventures—Management. | Branding (Marketing)
Classification: LCC HD69.S8 M525 2020 (print) |
LCC HD69.S8 (ebook) | DDC 658.8/27—dc23
LC record available at <https://lcn.loc.gov/2019036566>
LC ebook record available at <https://lcn.loc.gov/2019036567>
ISBN: 978-1-138-49960-7 (hbk)
ISBN: 978-1-138-49961-4 (pbk)
ISBN: 978-1-351-01447-2 (ebk)
Typeset in Minion Pro by codeMantra

THE ART OF SUCCESSFUL BRAND COLLABORATIONS

Brand collaborations are widely considered the art of the perfect match. This book is a guide to understanding the process of brand collaborations and explains the key factors of success to build specific forms of collaborations between diverse partners. *The Art of Successful Brand Collaborations* gives tangible examples of partnerships between various kinds of internationally renowned artists, celebrities, brands and companies such as Coca-Cola, Louis Vuitton, Puma, David Beckham and Pharrell Williams.

In this vivid study, the academic and practitioner author team outline deep knowledge about the advantages and economic benefits of this marketing strategy. This includes additional meaning, improvement of the brand image, attracting new customers within different target groups and the development of the brand in new markets.

Filled with interviews from practitioners and vital academic and professional insights, this book is an essential guide for brand managers, professors and students to better understand and implement successfully the process of brand collaborations.

Géraldine Michel is Professor in Marketing at the Sorbonne Business School, University Paris 1 Panthéon-Sorbonne in France where she is Director of the Chair “Brands & Values” and Director of the research laboratory. She studies particularly the role of brands for consumers and employees based on social psychology and psychology. She is the author of four books on brand management and she has published in several academic journals. She lectures worldwide in countries such as France, China and Vietnam. And she has consulting engagements with companies on issues of brand development.

Reine Willing is the founder and CEO of 19-03, a global but niche consulting agency specializing in creating high quality partnerships between major brands and artists, celebrities, NGOs, good causes and foundations, alongside handling co-branding requests for limited editions, capsule collections and licensing deals. Based in Paris, she is highly involved in brand activism through partnerships and good cause marketing. An alumni of the Sorbonne University’s Marketing Masters programme, she is currently also educating others about brand partnerships through lectures in various universities.

CONTENTS

Acknowledgements

INTRODUCTION 1

PART I A COMPLETE VIEW OF BRAND COLLABORATION 7

CHAPTER 1 COLLABORATIONS BETWEEN CONSUMER GOODS BRANDS 9

- 1.1 When consumer goods brands create co-branded products together 10*
 - 1.2 When consumer goods brands claim a common message together 21*
 - 1.3 When consumer goods brands provide cross-sales promotions together 23*
 - 1.4 When consumer goods brands organize events together 25*
 - 1.5 When a retailer confers exclusive distribution to a brand 29*
 - 1.6 When brands collaborate to target employees 30*
- Interviews: H&M, LVR, Servaire agency 32*

CHAPTER 2 BRAND COLLABORATIONS WITH ARTISTS 49

- 2.1 When brands create products with artists 51*
 - 2.2 When brands offer experiences with artists 59*
 - 2.3 When brands and artists collaborate to target employees 64*
- Interviews: Louis XIII, Kenzo, Bel 66*
- Contents

CHAPTER 3 BRAND COLLABORATIONS WITH CELEBRITIES 83

- 3.1 When brands create products with celebrities 84*
 - 3.2 When brands use celebrities to promote their products 86*
- Interviews: Puma, Lidl 92*

CHAPTER 4 BRAND COLLABORATIONS WITH CULTURAL ORGANIZATIONS 103

- 4.1 When brands create products with cultural organizations 104*
 - 4.2 When brands exhibit in museums, festivals, and operas 107*
 - 4.3 When brands and cultural organizations provide cross-sales promotions 112*
- Interview: MoMa 114*

CHAPTER 5 BRAND COLLABORATIONS WITH SPORTS ORGANIZATIONS 119

- 5.1 When brands support sports activities 121*
 - 5.2 When brands become a name for sports teams, places, competitions 126*
 - 5.3 When brands create products with an athlete or sports organization 127*
- Interviews: Peugeot, WME (sport agent) 133*

CHAPTER 6 BRAND COLLABORATIONS WITH GOOD CAUSES 145

- 6.1 When brands create products for the benefit of NGOs 146*
 - 6.2 When brands express their support for Good causes 152*
- Interviews: Kiehl's, WWF, UNICEF 158*

CHAPTER 7 BRAND COLLABORATIONS WITH TERRITORIES 177

- 7.1 When brands look for territory of origin 178*
 - 7.2 When territories look to attract more people 183*
 - 7.3 When brands conquer space 186*
- Interview: DS 189*
- Contents

PART II KEY STRATEGIES AND METHODS FOR SUCCESSFUL BRAND COLLABORATIONS 199

CHAPTER 8 MASTER THE FUNDAMENTALS OF BRAND MANAGEMENT TOOLS 201

- 8.1 Brand identity 201*
- 8.2 Brand central core 205*
- 8.3 Brand legitimacy 210*

CHAPTER 9 APPLY TRADITIONAL KEYS FOR SUCCESSFUL BRAND COLLABORATIONS 214

- 9.1 *Complementarity between partners* 214
- 9.2 *Consistency between the co-branded operation and its partners* 217
- 9.3 *The surprising outcome* 218
- 9.4 *Added value for consumers* 223
- 9.5 *Enrich the brand* 234
- 9.6 *How to avoid brand collaboration failures* 226

CHAPTER 10 DISCOVER NEW KEYS FOR SUCCESSFUL BRAND COLLABORATIONS 229

- 10.1 *From products to values* 229
- 10.2 *From a win-win approach to sharing the same goal* 231
- 10.3 *From storytelling to story-doing* 232
- 10.4 *From consistency to freedom of expression* 233
- 10.5 *From short-term to long-term* 236

CHAPTER 11 THE METHODOLOGY FOR CREATING A BRAND COLLABORATION 239

- 11.1 *Project framework* 240
- 11.2 *Strategic recommendation, screening and profiling* 249
- 11.3 *Contacts and project scope* 255
- 11.4 *Negotiation, closing a deal, and contract drafting* 262
- 11.5 *Project follow up and the creative process* 265

CONCLUSION 269

Index 275

Images Copyrights

ACKNOWLEDGEMENTS

Writing this book was an accomplishment made possible thanks to many people – a real partnership! As co-authors, we would like to thank all the people who generously gave their time in accepting long interviews with us, and who talked candidly about the values and personal experiences of their brand partnerships. These include David Bloch (WWF International), Gianfranco Brunetti (LIDL), Chay Costello (MoMA), Ludovic du Plessis (Louis XIII), Paloma Escudero (UNICEF), Hugues Fabre (DS cars), Laurent Fiévet (Lab' Bel, BEL Group), Carlos Flemming (WME), Adam Petrick (PUMA), Press office of LuisaViaRoma, Isabel Salas Mendez (Peugeot), Sébastien Servaire (Servaire & Co), the fashion designer Kenzo Takada, Margareta Van Den Bosh (H&M) and Cheryl Vitali (Kiehl's). Without them, this book would have been far less inspirational and true to its message.

We'd also like to thank the companies who gave us the rights to the pictures in this book, including: Airbnb, Amazon, Ambush, Bel, Bic, Bmw, Chopard, Dior, DS, Estée Lauder, Evian, Kusmi-tea, Grand Palais, H&M, Häagendazs, Wimbledon, Heineken, Lego, Kenzo, Kiehl's, Lacoste, Le bon marché, Lidl, Louis Vuitton, Louis XIII, LuisaViaRoma, Milka, Moulin Rouge, Nike, Nivea, L'Occitane, Pierre Hermé, Peugeot, Philips, PSG, Redbull, Roland Garros, Go-pro, Servaire, Swarovski, Vans, Musée VanGogh, Veja, Ville de Paris, WWF and Zadig et Voltaire.

We'd both like to thank our collaborators at Agency 19-03, which includes Aurelia Thietart, who was a constant source of support and endless research during this process, and Jacqueline Holmes, who read, edited, and added to early drafts of the book. Our gratitude, for their kind help and dedication, goes to Jenny Ramaromisa, Nzinga Dixon, Clemence Ciquet, Camille Gianni, Julia de Man, Marine Lecroart, Mia Ferrari Mathis, Alice van der Aal and Eric Mathis.

We'd both like to thank all our colleagues and the students from the Sorbonne Business School (IAE Paris-Sorbonne). We thank Samuel Haddad, Guizlane Kasmi, Alexandre Nassar and Valérie Zeitoun for reading the manuscript before the publication and for their input in the book. We would like to thank Jolhane Leite and Christian Menez for their original and rich examples. We are, in particular, grateful to Alexandre Nassar who collected and transcribed the consumer testimonies. Also, we give full acknowledgements to the marketing students at the Sorbonne Business School and the members of the Chair Brands & Values with whom we shared numerous conversations about brand collaborations and who give us inspirational contributions.

We must acknowledge our publisher Routledge for their confidence, support, and patience in this new and exciting project – we couldn't have done it without you! The amazing book cover design is due to the creative work and dedication of the global design agency Servaire & Co., Sébastien Servaire, Anne Pillard, and Amelie Anthome – a true pleasure to work with!

Introduction

In the quest for innovation and the search for new relationships with consumers, companies are moving into brand collaborations and longterm or short-term partnerships for an ephemeral collection and different forms of brand collaboration are increasing. The union strengthens both partners, so $1 + 1 > 2$, and nothing seems to be stopping this interest in joining together brands, creators, artists, celebrities, NGOs, cultural institutions and territories, etc.

Until now, the term “co-branding” has often been associated with the launch of new products, or limited edition collections, launched in the world of fashion (H&M & Balmain, Adidas Stella McCartney) or cars (BMW & Louis Vuitton). Brand partnerships today are multiform – they can be envisaged with a variety of partners (brands, artists, territories, museums, etc.) and generate different kinds of creations (product, communication, events, experience, etc.). In this book we want to go beyond the idea of co-branding and show that, today, brand collaboration is a strategy that goes beyond the product and can give meaning to employees, consumers and citizens, involving both collaborations with retailers, NGOs, territories and also collaborations with celebrities that are associated with values or even social causes. In this sense, Nike’s partnership with Colin Kaepernick, an American football player excluded from the National Football League and criticized by Donald Trump, is emblematic of a brand collaboration which goes beyond the co-branded product and that enters the social and political spheres.

In this book, taking into account the evolution of companies’ practices, we consider brand collaborations as any type of partnership between a brand and a partner, aimed at a specific target. Like any union, with or without predecessors, brand collaborations can give birth to a new product but can also, rather than launching a new product, create a new event, a unique experience, a common advertising campaign, or may represent a sharing of the distribution network, etc. There are many types of partnerships; the difference between brand collaborations, and the classic “customersupplier” or “joint-venture” partnerships, lies in the communication action set up, internally or externally, by the brands and their partners to show the interest in, and the uniqueness of, the collaboration. What we do together we could never have created if we had stayed alone. Brand collaboration is the art of partnership and the creation of something new. Knowing how to collaborate, combine, and enrich oneself with other worlds reflects a certain openness, a dynamism, a renewal that is positively valued by society today.

WHY HAVE WE WRITTEN THIS BOOK?

Given the extended role of brand collaborations and the increasingly strategic function of partnership departments in most companies, several questions emerge: What is the added value of a brand

collaboration for consumers and clients? What are the benefits and risks of brand collaborations? Are they win-win situations or do they bring more benefits to one of the partners? To address these questions, it is important to consider the place of brand collaborations at the heart of brand management. Building a strong brand means building a brand that makes sense to both employees and consumers¹. How do brand collaborations influence this construction of brand identity? To answer this question, this book is born from the pedagogical desire to better understand brand collaboration strategies and from the idea of making the essential tools for its implementation accessible. Our goal is to show that brand collaborations go beyond partnerships to produce a new product or to develop a new advertising campaign for a limited period – brand collaboration represents a new philosophy for companies and brand management. Brand collaborations draw a new space of freedom where everything is made possible for brands with a “let’s go spirit.” Brand collaboration is also about successes, difficulties, problems, and failures. We have written this book to allow companies to share their experiences. Their stories, the backgrounds of their brand collaborations, provide an authentic picture for the readers. Finally, this book is also an encounter between the CEO of a renowned partnership agency and an acclaimed Professor of Marketing, both passionate about brand collaborations. Their partnership is perfectly encapsulated in this book.

WHO IS THIS BOOK FOR?

This book is dedicated to multiple targets: companies, students, and a wider audience.

For managers, this book provides a complete view of brand collaboration strategies. Because brand collaborations are growing in many companies and in different industries, and because little is known about its strategy, it is important to provide an in-depth vision to help companies and all types of organizations in the art of partnerships. This book provides companies with a multifaceted approach to brand collaboration that will enable them to set up relevant brand collaborations, developing their brands. By the end of this book, brand managers will be able to understand how brand collaborations create value for not just for the consumer, but also the company, and they will master the key strategies necessary to succeed. In particular, the last chapter will become an operational guide for all professionals wishing to set up a brand collaboration.

For students, this book provides a complete and accessible vision of brand collaboration strategies. Students will find in this book practical and original knowledge to better understand why and how to carry out brand collaborations, integrated into strategic brand management. Students will find many examples, in a wide variety of

¹ 1 Michel, G. (2017). *Au Coeur de la Marque, les Clés du Management de la Marque*, 3rd edition. Malakoff: Dunod.

sectors, allowing them to assimilate this new knowledge as much as possible.

For a wider audience, this book is very accessible. It allows consumers to understand how brand collaborations are implemented by brands. Consumers' and managers' testimonials unveil the background to the brand collaborations proliferating on supermarket shelves, in department stores, in the industry, and throughout the service sector. Illustrated with more than 60 images, this book allows readers to discover, or rediscover, particular brand collaborations. It can be easily read, following the images and the managers' and consumers' testimonies.

HOW IS THIS BOOK ORGANIZED?

In order to have a better understanding of brand collaboration, this book follows a managerial approach. Highlighting current and new knowledge about brand collaborations, the two parts capture the essence and the main levers of this strategy and show how to define brand collaboration. In order to present original knowledge about brand collaboration, this book is based on three main principles:

- New knowledge diffusion: Presenting an original approach to brand collaboration.
- Pedagogy: Developing a co-branding guide for managers.
- Diversity: Analyzing brands in different sectors; for example, Business to Consumer or Business to Business.

This book, organized in two parts, shares a new vision of brand collaboration.

Part I, “A complete view of brand collaboration,” focuses on presenting the different possible partners in brand collaborations and identifies the different creations made possible by the marriage between brands and these different partners. This first part is organized around seven chapters highlighting different kinds of collaborations and integrating testimonies from top managers in different industries. The 16 interviews unveil the background to various brand collaborations and tell unique stories about successful and less successful encounters. These testimonies help identify new trends in brand collaborations – more focused on co-construction and suggesting a 360° management of brand collaboration. Supported by multiple examples and consumer stories, this part shows how brand collaboration creates values internally and externally and reveals that beyond the launching of new products, brand collaborations also create unique experiences and emotional energy, and enlarge the commitment of brands in social and environmental concerns.

Part II, “Key strategies and methods for successful brand collaborations,” presents the fundamental tools of brand management, such as brand identity, brand image, and the brand's legitimacy principle. A good knowledge of these tools is essential to carry out a brand collaboration. In a second step, this part shows that beyond the usual levers of a brand collaboration – organized around

the notions of consistency, complementarity, unexpected marriage and added value for consumers – brand collaborations need new keys to succeed. Indeed, if a brand collaboration is at the heart of the brand management, it needs to take into account new specific levers (from product to values, from short-term to long-term, from storytelling to story-doing, etc.) to ensure a successful marriage and also to create value for both partners and consumers. This last part also contains an implementation guide, presenting the different steps essential to the realization of a brand collaboration. Starting with the choice of the partner and signature of the contract, through the negotiation between the partners and ending with the analysis of the brand collaboration's impact, this part will become the reference guide for all professionals who plan to start a brand collaboration. Happy reading!!!

Géraldine Michel

Professor, IAE Paris-Sorbonne, University Paris 1 Panthéon-Sorbonne,
Director of the Chair "Brands & Values" Paris, France.

and Reine Willing

Founder, Agency 19-03, specialized in Partnerships, Co-brandings,
Celebrity Endorsements, Limited Editions, Sponsorships, Good Cause and
Brand Activism collaborations, based Paris, France and Miami, USA.