



# Advanced Marketing Consulting

## The brand as an opportunity in times of crisis – Intelligent brand leadership as the key to more growth

June 2009

**Strong brands stabilize and strengthen companies – especially in times of crisis. The reason: Brands that are managed intelligently generate sustainable growth, regardless of the crisis. In their book “Jede Marke kann wachsen” [Every brand can grow] (Gabler Verlag, June 2009), the brand leadership experts Ralph Krüger and Andreas Stumpf show how this works.**

A strong brand is crucial for the stability and resistance to crises of a company, not only in economically difficult times. Continuous investments into a sustainable brand are essential to significantly increase profits and sales. The reality in times of crisis looks much different: budgets are cut and campaigns stopped. “Companies have to recognize that especially economically difficult times represent a special opportunity. That means to intelligently optimize brand leadership in order to come out of the crisis invigorated”, says Ralph Krüger.

With the objective to make brand growth planable at any time – even in times of crisis – the authors Ralph Krüger and Andreas Stumpf developed – based on their many years of experience – the BrandGrowthBarriers (BGB) model, which helps to systematically identify, analyze and overcome growth-barriers. In doing so, the authors do away with the prejudice that you have to invest millions into marketing activities, continuously come up with product innovations or have an aggressive pricing policy to let the company – and thus the sales and profits – grow.

Applying this model, the authors realized: “The most frequent barriers aren’t real, but the results of a wrong perception by the target group”, states Andreas Stumpf. According to the authors the most effective lever for growth is to overcome such “mistakenly” perceived barriers by the help of “BrandKeys” (key arguments).

The authors show problems and solutions with the help of practical examples of renowned brands. With their book, Ralph Krüger and Andreas Stumpf pursue the objective to create a solid and practical guideline, which stands out due to its checklists for everyday use, as well as a clear, immediately applicable question-answer systematic to all problems of the growth-oriented brand leadership. The BGB-model can be implemented in practice for all brands without restrictions – being brand leader or challenger, be it with products or services, in B2B or B2C markets. Furthermore, it is of great value for Krüger and Stumpf that the model makes growth-oriented brand leadership measurable and economically traceable and also allows for reliable growth forecasts.

### The authors

Ralph Krüger and Andreas Stumpf worked at Procter & Gamble as brand managers for several years. In 1999, they founded their own marketing consulting and advertising agency Advanced Marketing Consulting based in Frankfurt. The authors and their team develop strategies, which generate sustainable growth for brands of numerous national and international companies like Beiersdorf, Bosch, Deutsche Bank, Nestlé, Pepsico and Wrigley.

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## Comments on the book

“A very convincing book with utmost relevance for all practitioners who manage brands.”

Alfredo Flores Pachón, Global Head Marketing & Communications, Private & Business Clients, Deutsche Bank

“Today, brands have to make use of sophisticated techniques in order to grow strongly. An excellent book with valuable tips!”

Thomas Ingelfinger, Managing Director, Beiersdorf Italy

“This book is a solid manual for market success.”

Rainald Mohr, Senior Vice President Brand Management and Marketing Communications, Robert Bosch GmbH

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