

JB Davis Brand Strategist Case Study and Content - Reimagining Store Experience

Overview

How did an iconic brand grow when customers were “actively disengaged” and the market was confused about its value proposition?

As the Manager of Brand Strategy, my successes included infusing positioning and consumer research into a category-defining “store of the future” and re-imagining the tire, maintenance, and repair experience into a more customer-friendly encounter. I also addressed market confusion through a new name, tag line, and visual identity.

Situation

While Firestone’s \$3 billion category-leading retail arm had grown on the strength of its parent’s iconic product, their business model fostered churn and their brand sowed market confusion.

Consumers wanted one-stop shopping across buying tires, maintaining their cars, and repairing their cars. But the overwhelming presence of tires in the stores – market research revealed, for example, that the smell of rubber permeated the in-store experience – left the impression that tires were the brand’s only business.

The in-store experience was also more oriented to “gear heads” than the target, lower-involvement “moms with minivans”.

Confusion was exacerbated by independent dealers that used the Firestone logo if they sold Firestone tires and by the retailer’s poorly supported service brand, Mastercare.

Successes

Though charged with the discrete task of raising retention by developing a new store format, I employed market research to identify the wider opportunity of building a relevantly differentiated retail brand. I partnered with the COO (my manager) to transform the research into a positioning and tag line, “The experience you want”. It addressed the challenging point of sale experience and tapped the brand’s decades of expertise. The retail design agency that I managed created a category-defining store of the future based on my brand strategy. I clarified the complex brand architecture by eliminating Mastercare, for example. The name I created, Firestone Complete Auto Care, is still in market. Our team also implemented a messaging hierarchy, brand personality guide, and refreshed graphic presence. I partnered with digital teams to rethink the online experience.

To drive adoption of these strategies, I spoke at internal conferences, Board meetings, and store meetings across the United States.

The evolved brand and revitalized retail format were rolled out nationally.



The experience you want.™

Building the Firestone Complete Auto Care™ Brand:

J.B. Davis,
Manager of Brand Strategy

Marketplace Challenge

Extensive Analysis Revealed Market Shifts



Marketplace Challenge

Not Positioned to Respond



Not Positioned to Respond



Not Positioned to Respond



Firestone MasterCare Service Menu

	STANDARD	PLUS	PREMIUM
Brake Service	• Inspect and Adjust Parking Brake • Inspect and Adjust Brake Pedal • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust MasterCylinders • Inspect and Adjust Brake Pedal • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust MasterCylinders • Inspect and Adjust Brake Pedal • 11 Months / 11,000 Mile Warranty
Oil Change	• 100% Synthetic Oil • 100% Synthetic Oil • 11 Months / 11,000 Mile Warranty	• 100% Synthetic Oil • 100% Synthetic Oil • 11 Months / 11,000 Mile Warranty	• 100% Synthetic Oil • 100% Synthetic Oil • 11 Months / 11,000 Mile Warranty
Tune-Up	• Inspect and Adjust Spark Plugs • Inspect and Adjust Spark Plugs • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Spark Plugs • Inspect and Adjust Spark Plugs • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Spark Plugs • Inspect and Adjust Spark Plugs • 11 Months / 11,000 Mile Warranty
Wheel Alignment	• Inspect and Adjust Wheel Alignment • Inspect and Adjust Wheel Alignment • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Wheel Alignment • Inspect and Adjust Wheel Alignment • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Wheel Alignment • Inspect and Adjust Wheel Alignment • 11 Months / 11,000 Mile Warranty
Wheel Balance	• Inspect and Adjust Wheel Balance • Inspect and Adjust Wheel Balance • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Wheel Balance • Inspect and Adjust Wheel Balance • 11 Months / 11,000 Mile Warranty	• Inspect and Adjust Wheel Balance • Inspect and Adjust Wheel Balance • 11 Months / 11,000 Mile Warranty

Apply Today!

90 Days Interest FREE

Minimum monthly payment required

Affordable Monthly Payments as Low as \$10 Per Month!	For Balance Up To	Monthly Payment*	For Balance Up To	Monthly Payment*
• Special offers exclusively for cardholders	\$262	\$10	\$487	\$19
• No annual fee	\$287	\$11	\$587	\$23
	\$312	\$12	\$687	\$27
	\$337	\$13	\$787	\$31
	\$362	\$14	\$887	\$35

Marketplace Opportunity

Solution:

**Evolve From Operations Focus
to Operations Focus and Brand Focus
By Building A *Strong Retail Brand***

But What Is A “Strong Brand”?

BRAND \neq LOGO

Marketplace Opportunity

Solution: **Brand, Operations Work Together**



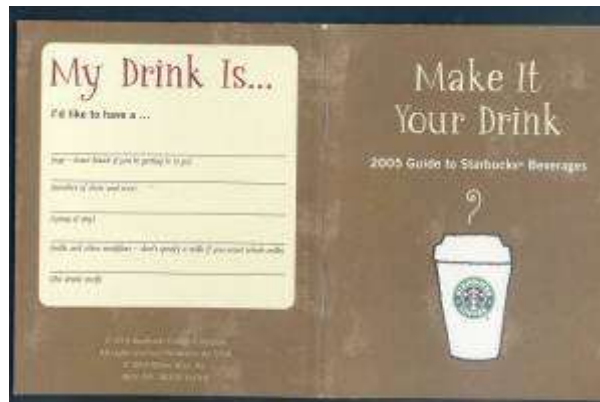
Marketplace Opportunity

Solution: **Brand Work As A *System***



Marketplace Opportunity

Solution: **Brand Work As A *System***



Marketplace Opportunity

Solution: **Brand, Operations Work Together**



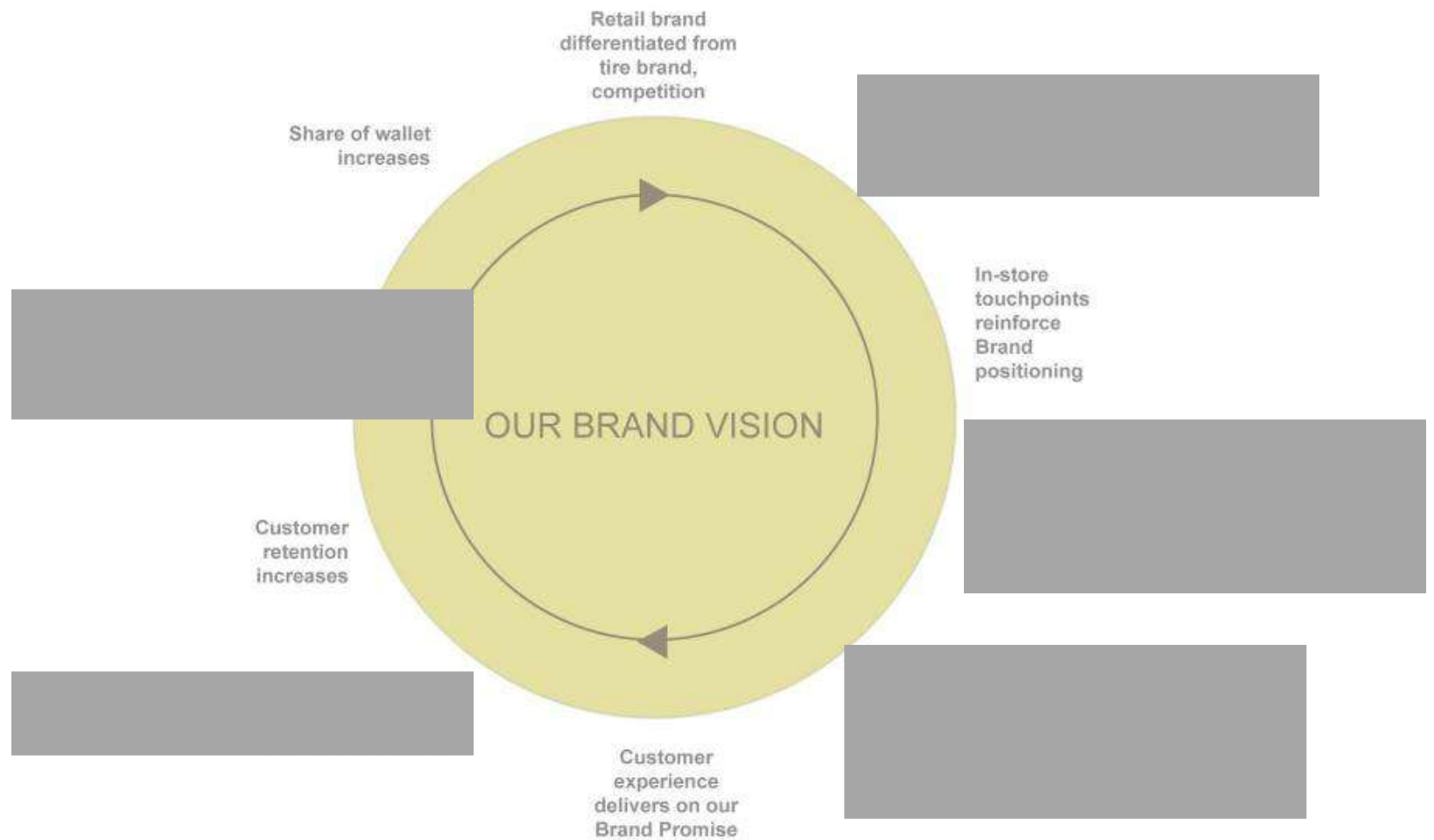
NORDSTROM

Best Buy Changed the In-Store Customer Experience (and Moved From An Untenable Price Positioning) By Changing from Commission to Salary Structure

Nordstrom Empowers Their Line Employees

Marketplace Opportunity

Brand Strategy #1: **Develop Long-Term Vision of Brand's Role**



Marketplace Opportunity

Brand Strategy #2: **Develop Meaningful Brand Architecture**

**BFS Retail & Commercial
Operations, LLC**

BRIDGESTONE
Firestone
MasterCare Service



*Committed to providing
a Positive Customer
Experience... Every Time.*

Marketplace Opportunity

Brand Strategy #2: **Develop Meaningful Brand Architecture**



Corporate Brand



The experience you want.™

Retail Brand



Product Brands

MasterCare® **

ASE-Like Certification Program
















Marketplace Opportunity

Brand Strategy #2: **Develop Meaningful Brand Architecture**



Marketplace Opportunity

Brand Strategy #3: Develop Brand Positioning That's Relevant to Target, Differentiated and Sustainable Over Long-Term

1 BRAND IDENTITY	2 PRODUCT OFFER	3 KNOWLEDGE & HUMANITY	4 COMPETITIVE BENEFIT	5 CUSTOMER TESTIMONIAL	6 COLOR PALETTE
	THE				
	PERS				
	BRAI				
	ADVA				
	SAFE				
	PROF				
	CONV				
	SERV				
	SERV				
			FAST	COMFORTABLE "...there's a clean and comfortable waiting room..."	
			MAKING CAR CARE EASY		

Marketplace Opportunity

Brand Strategy #3: **Develop Brand Positioning That's Relevant to Target, Differentiated and Sustainable Over Long-Term**

What We Stand For

No one looks forward to the time when their car needs attention. At Firestone Complete Auto Care, we understand. We've been providing the right solutions since 1926, one customer at a time. Our professionals understand cars and they understand the people who drive them. We use advanced technology and offer a choice of products from brands you trust. All of which add up to a total car care experience that meets each customer's personal needs.

Marketplace Opportunity

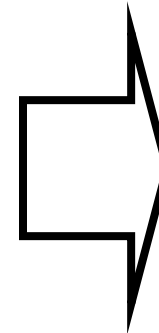
Brand Strategy #4: **Support Positioning Through Revitalized Identity and** **Powerful / Double-Meaning Tag Line**



The experience you want.™

Marketplace Opportunity

Brand Strategy #5: **Create Tools for Other Brand-Builders**



Marketplace Opportunity

Brand Strategy #6A: **Build Retail Brand Differentiated From Parent, Competition**



Marketplace Opportunity

Brand Strategy #6B: **Create Retail “Stopping Power”**



Marketplace Opportunity

Brand Strategy #6B: **Create Retail “Stopping Power”**



Marketplace Opportunity

Brand Strategy #6C **Communicate Full Service (Mr. T) Proposition**



Marketplace Opportunity

Brand Strategy #6D: **Improve Shopability**



Marketplace Opportunity

Brand Strategy #6D: **Improve In-Store Shopability**



Marketplace Opportunity



Brand Strategy #6E:
Remove Barriers to
Improve Relationships

Marketplace Opportunity

Brand Strategy #6E: **Remove Barriers to Improve Relationships**



Marketplace Opportunity

Brand Strategy #6F: **Create Trust Through Transparency,** **Reinforce Mr. T and Support Brand**

trusted service.
competitive prices.

maintenance		repairs		tires	
complete vehicle inspection	\$ 19.99	standard alignment	\$ 69.99	4-tire rotation	\$ 19.99
oil & filter change (oil for 5 quarts)	\$ 19.99	lifetime alignment	\$119.99	lifetime wheel balance (per wheel, valve purchase only)	\$ 15.99
transmission flush	\$ 29.99	brake service (including fluid, rotors, pads)	\$119.99	wheel balance (per tire)	\$ 9.99
complete radiator flush	\$ 59.99	fuel system cleaning	\$ 79.99	valve stems (per tire)	\$ 2.99
tune up (4 cylinder, 6 & 8 slightly higher)	\$ 59.99	shock absorbers (per shock = \$10.00 installation) + \$10.00 travel	\$ 29.99	tire installation (free with purchase)	
a/c service (performance check)	\$ 39.99	battery (remote start + \$10.00 installation)	\$ 79.99	flat repair	\$ 12.99

Marketplace Opportunity

Brand Strategy #6G: **Look Like the Market Leader**



Marketplace Opportunity

Brand Strategy #7: **Web Strategy = Brand Strategy**

The screenshot shows the Firestone MasterCare Car Service website as it appeared in the early 2000s. The browser window is titled "http://www.mastercareusa.com" and shows a standard menu bar (File, Edit, View, Favorites, Tools, Help) and a toolbar with icons for Back, Forward, Stop, Reload, Search, Favorites, Media, and other functions. The website layout includes a left sidebar with navigation links: My MasterCare®, MasterCare® Services, Tires, Service Centers, Coupons & Promotions, Car Care, Customer Feedback, About MasterCare®, Credit Cards, Online Payment, SUV Service, and a Store Locator with a zip code input field. The main content area features a large banner for "Complete Vehicle Service" with the Firestone MasterCare logo and the tagline "Are You Getting MasterCare?". Below this, there are three featured services: "TRIPLE Guarantee", "MasterCare® SUV Service", and "SCHEDULE AN Appointment". To the right, there are sections for "Special Offers" (Four Bridgestone Insania SE200 tires for \$148, Winter Savings Package for \$74.99), "Promotions" (MasterCare Car Service coupons), "Driver's Edge" (Know Yourself, Know Your Limits), and "Tire Catalog". At the bottom, there are sections for "The MasterCare® Experience" (a testimonial from Dave Jerome), "Why Choose Synthetic Oil?", "Firestone Credit Cards", "America's Legendary Drives", "Driver Resource Series", "Car Care Academy", and "MyMasterCare®".

File Edit View Favorites Tools Help

Back Forward Stop Reload Search Favorites Media

Address http://www.mastercareusa.com

Fleet Services Careers Contact MasterCare®

My MasterCare®
MasterCare® Services
Tires
Service Centers
Coupons & Promotions
Car Care
Customer Feedback
About MasterCare®

Credit Cards
Online Payment
SUV Service

Store Locator
Enter Zip Go

Firestone MasterCare® Car Service
Are You Getting MasterCare®?

Complete Vehicle Service
Nearly 1500 Service Centers Nationwide
Evening and Weekend Hours
All Services Are Backed by our Triple Guarantee

TRIPLE Guarantee
MasterCare® Car Service means it's fixed right, priced right, and right on time...guaranteed.
[Find Out More >>](#)

MasterCare® SUV Service
A faster, more convenient way to service your SUV.
[Find Out More >>](#)

SCHEDULE AN Appointment
Schedule your next appointment online.
[Go >>](#)

Special Offers
Four Bridgestone Insania SE200 tires for \$148
Winter Savings Package for \$74.99
[Check for special offers in your area.](#)

Promotions
MasterCare® Car Service
Receive Valuable Coupons by E-mail
SIGN UP TODAY

Driver's Edge
KNOW YOURSELF
KNOW YOUR LIMITS
SPONSORED BY **BRIDGESTONE**

Tire Catalog
Select a tire from the categories below:
All-Season
Light Truck/SUV
Performance
Winter

The MasterCare® Experience
"My Mazda truck broke down about a mile from a Firestone Tire & Service Center. I left the truck with the store manager just before closing time. Not only did he offer to look at it, but he (and the crew) stayed after closing hours to repair the problem."
Dave Jerome
West Roxbury, MA
[Read More >>](#)

Why Choose Synthetic Oil?
Learn the difference between full synthetic, synthetic blend and mineral-based motor oils.

Firestone Credit Cards
Apply for a Firestone credit card online or make an online payment.

America's Legendary Drives
Celebrate America with America's Legendary Drives. The most scenic drives in the country.

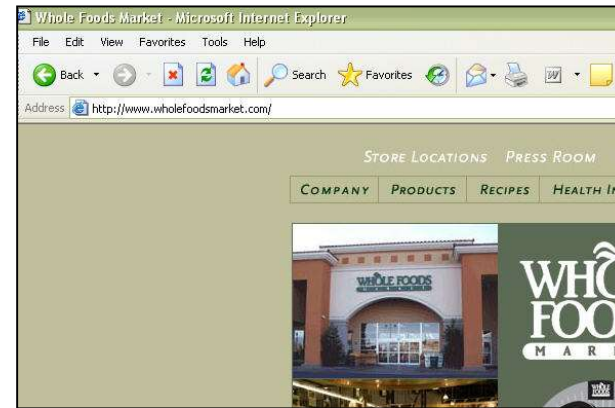
Driver Resource Series
Learn basic automotive systems and maintenance. Sign-up for a FREE subscription.

Car Care Academy
Attend a Car Care Academy and learn the basics of good car care and maintenance.

MyMasterCare®
View your service history online and receive maintenance reminders.

Marketplace Opportunity

Brand Strategy #7 **Web Strategy = Brand Strategy**



Brand Objective

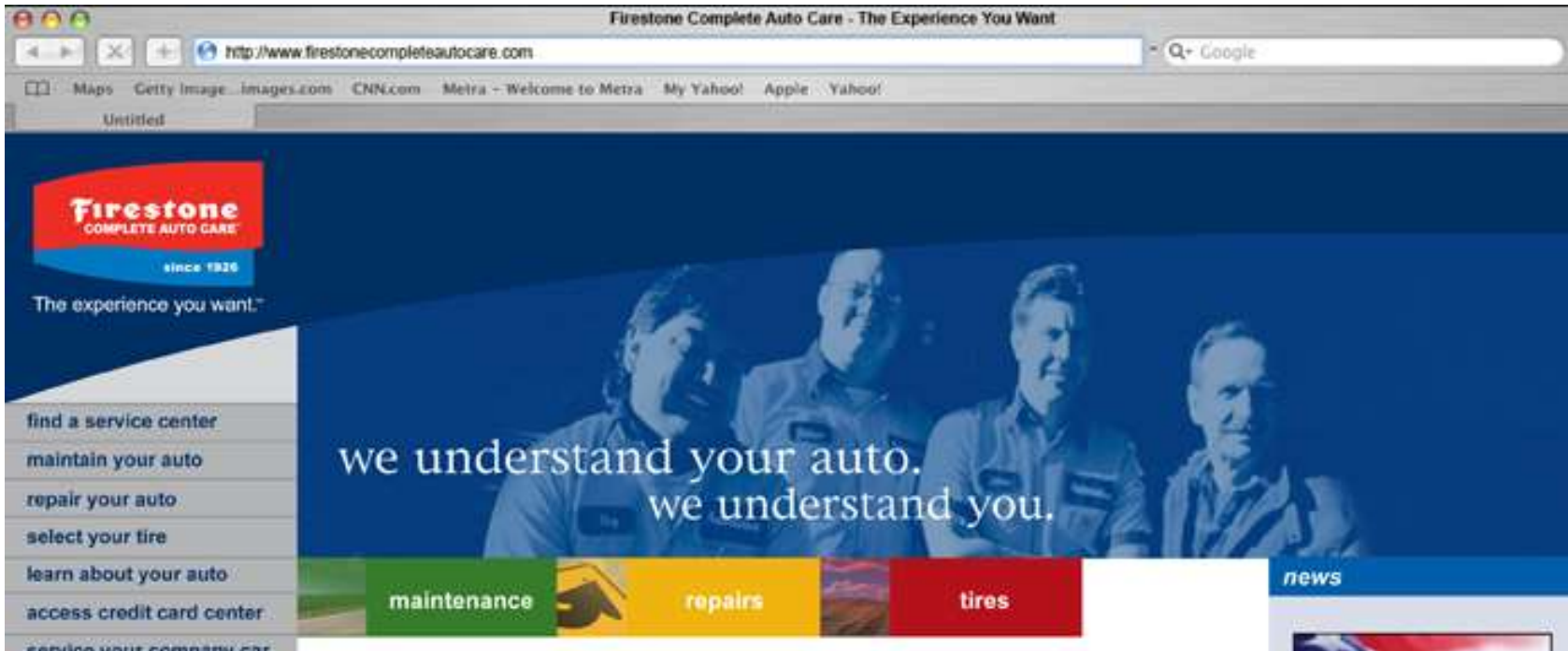
Based on Overall
improve quality of

Brand Strategies

Based on Overall
focus the brand and
customers from be
from active diseng

Brand Tactics to Support Brand Strategies

Based on various criteria (previous research, brand strategy and best practice design), the tactics support the strategies and help achieve the objective



Marketplace Opportunity

Brand Strategy #8: **Credit Card Strategy = Brand Strategy**

