

THE META MANAGEMENT MODEL: MMM AND THE DYNAMIC CREATION OF VALUE

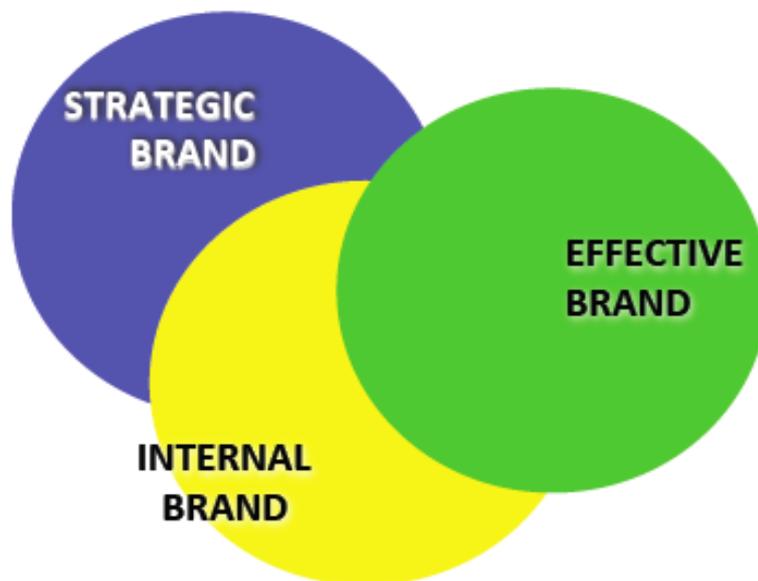
A brand is a figment of the observer's mind. Analysing the different visions, we may identify the three most important ones, from the marketing point of view.

In the process of creating value in branded products, we may start from the strategic decisions by the organization management: the formation of the *strategic brand*.

To realise the branded offer to the market, the organization, staff and employees, are deeply involved in the interpretation of the strategy into products and their marketing. This important phase leading their actions is the *internal brand*.

Finally, the brand has to be accepted and conventionalized by the market to become the (hopefully) valuable *effective brand*.

These three phases of the brand are normally more or less overlapping, but rarely identical. A high rate of overlapping should be seen as a sign of strong, realistic marketing efforts, but identical brand phases also show a lack of dynamics.

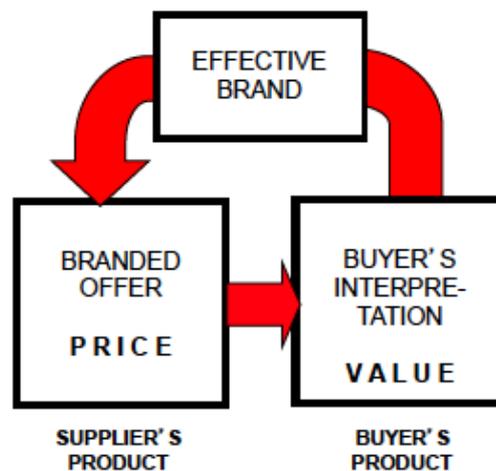


These three phases of the brand are often mentioned in the marketing literature as "profile", "identity" and "image", which may be an unnecessary bewildering terminology.

1. The valuable objective: the Effective Brand

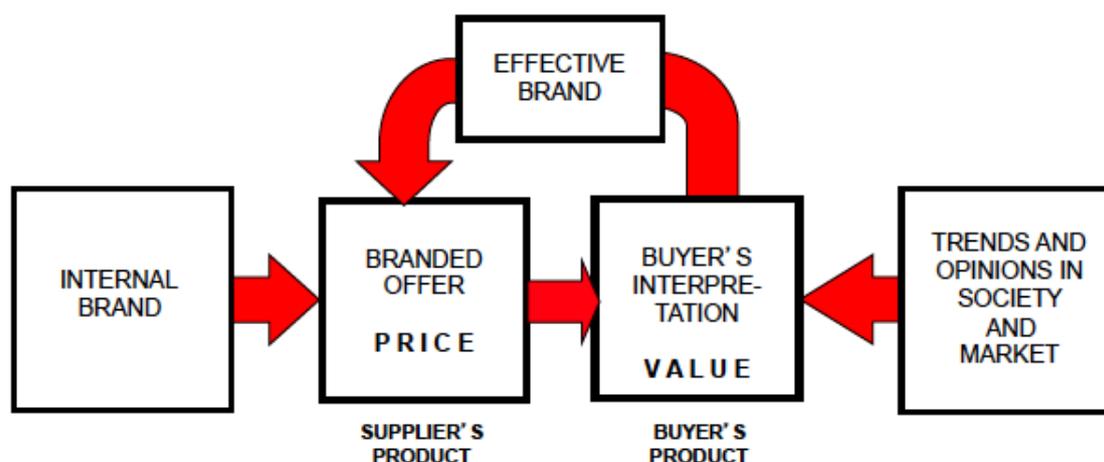
In the selling/buying transaction the seller asks the price and the buyer buys if he finds that the value corresponds to it. A brand adding value to the product making it sell in larger quantities and/or to a higher price is defined as a strong brand.

A brand offering these qualities to its owner (producer/supplier) depends on being manifest in the mind of the buying community. Being an effective component of the transaction makes its denomination: the *effective brand*.



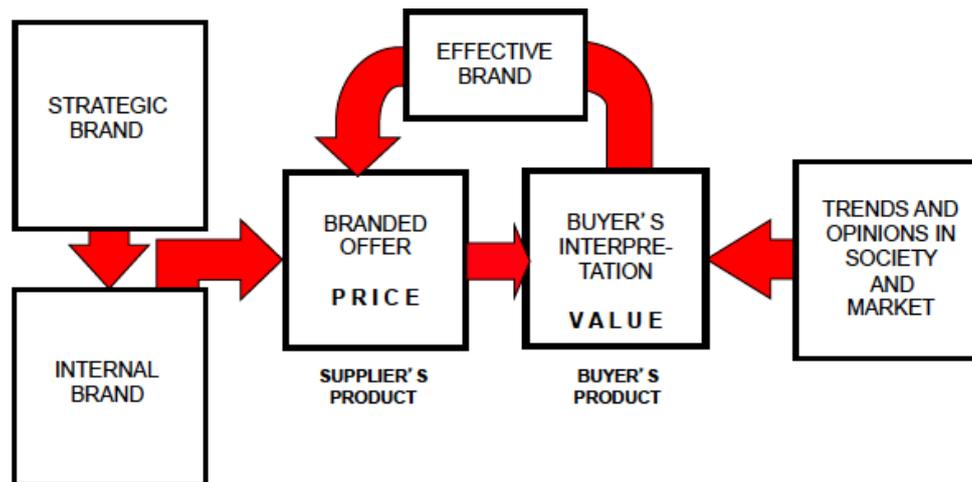
2. The creation of the offer: the Internal Brand

The characteristics of the Supplier's Product offered the buyer are a result of the activities and objectives of the staff and employees of the supplier. Their idea of the brand is guiding their actions and has a decisive influence on their performance. The Internal Brand, though, has to co-operate with the Effective Brand in forming the product concept offered the market.



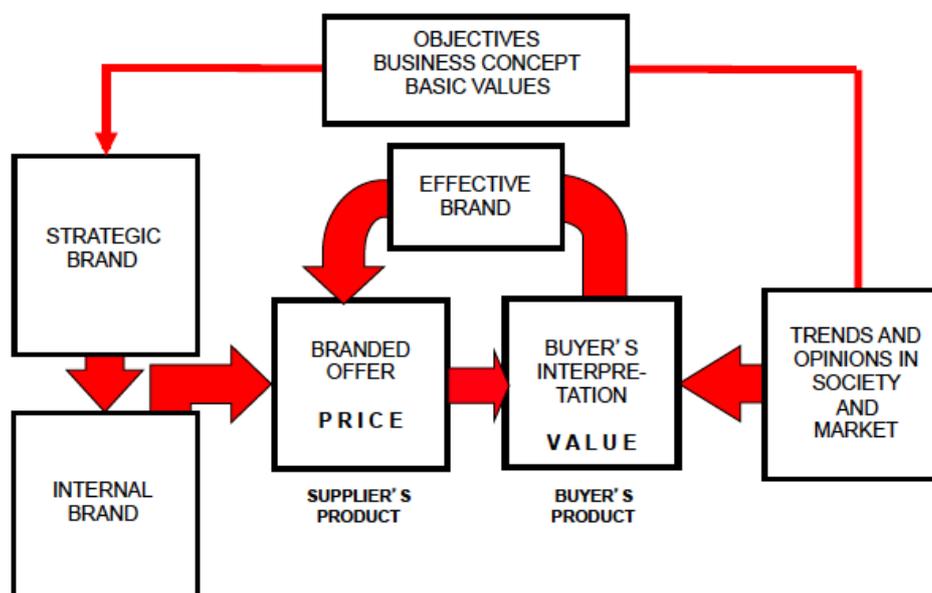
3. The idea behind it all: the Strategic Brand

The management of every conscious supplier is supposed to have a strategic planning for its brand and products. This is realized in a brand strategy, which is a documentation of their essential and specific aspects of a differentiated offer to the market. Consequently, this brand strategy would be seen as the Strategic Brand of the supplier's management. The Strategic Brand will be filtered through the Internal Brand to influence the conception of the Supplier's Product.



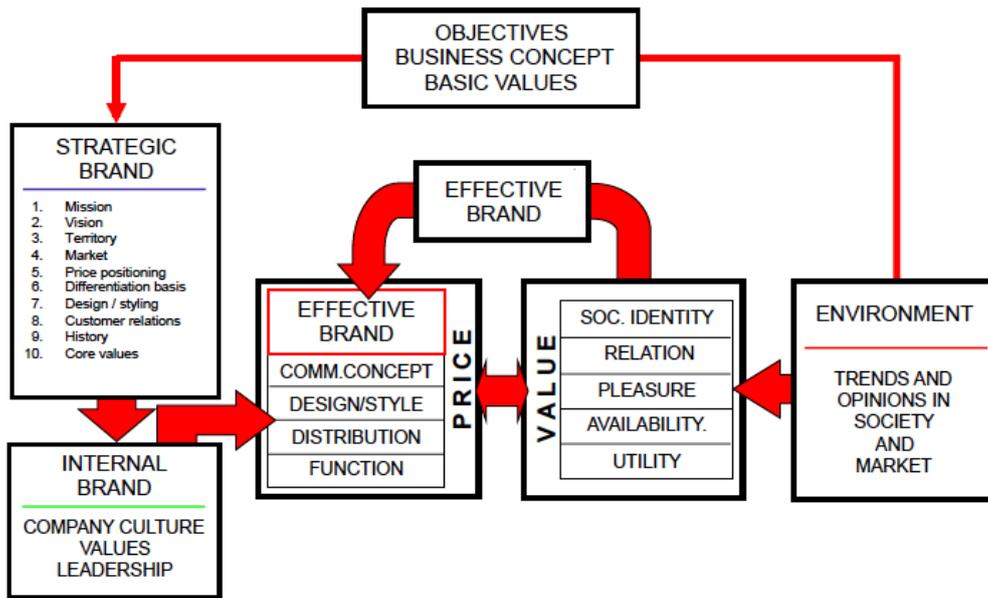
4. The business core

The Strategic Brand obviously is the result of the ideas forming the business core, founded on the market situation in general, i.e. trends and opinions as well as competition and buyer needs. All this is taken in account, more or less consciously, when a business is founded and a brand strategy developed. This forms a natural addition to the MMM.



The MetaManagement Model in pedagogic details

The MetaManagement Model can also be shown in a detailed description of the different units, making it a practical tool for the organization of the development of metaproducts and brands, step by step. In this mode it may also be used as a structure for the training of staff and employees at different levels and with a widely differing need for details. The consistency and logic of the model is here a major asset, when addressing the staff on any level.



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