

Practitioner information

Introduction

This resource helps learners understand how brands are more than a visual identity: they are built around product quality and organisational behaviour that create lasting positive experiences. Learners consider markets and segments in engineering, and how brand positioning in a market starts with an enterprise's mission, vision, and values. Learners consider how an engineering brand might extend into new products, and markets, which complements the resource

14. Scaling and growth for enterprise.

Topic links

- Enterprise
- Market positioning
- Marketing, promotion, and branding
- Growth and scaling up

Suggested learning outcomes

Learners will be able to:

- give reasons why branding is important for both business-to-business (B2B) and consumer engineering startups
- describe ways a startup brand might position itself in a commercial or consumer market
- list ways an engineering brand might extend into new products, services, or markets.

Why this topic is relevant for engineers

Strong brands are built not only around strong products with desirable features and performance, but also around organisational behaviours that create positive customer experiences. Entrepreneurs need to build this into their company ethos from the outset, in their business model, and then by considering their market positioning and brand values when developing an effective business strategy. These actions are built on a good understanding of branding, markets, and segments, and growth through brand extension.

Delivering the theory: Branding in engineering

- First, learners can name consumer and industrial brands, and give reasons for their positive perceptions of them. This can lead into a discussion of the emotional responses to brand identities and the experiences that have created these.
- From these discussions, learners should understand that the logo is not the brand; it is only a visual cue, which triggers positive associations.
- Learners can discuss and suggest organisational behaviours or cultures that can create positive customer experiences and link these to the concepts explored in **Theme 1: Personal business and enterprise skills**.

Practitioner information

Delivering the theory: Markets, segments, and positioning in engineering

- You may wish to include your industry partners when discussing markets and segments. This provides helpful context for the products or services learners may help provide when on placement.
- Learners can generate a concept map to split a familiar market into segments. They can expand this by annotating each segment with products, features, or performance they might prioritise. This can help identify elements of brand positioning that might be consistent across markets or segments (and which might become core brand values), and those that are specific to certain segments.
- Learners could research a brand in a market of interest (for example, electric vehicles or industrial robotics) to identify markets and segments served.

Delivering the theory: Brand extensions in engineering

- This theory sheet links to the resource **14. Scaling and growth for enterprise**, which considers organisational decisions and actions needed to support brand extension into each segment of the Ansoff matrix.
- Highlight that growth does not always mean doing more of the same but can mean applying the same values and resources to create new forms of customer value.

- You may also wish to link these ideas to forms of innovation covered in **Innovation and emerging technologies** in the contextualised engineering resources found at www.raeng.org.uk/fe-innovation

Delivering the case study: Positioning for success

- Remind learners that customers will need to trust the new brand. Where will this trust come from? Unpack learners' ideas in terms of values, product performance, and proof.
- Learners also need to recall that brand positioning starts with the business model – these ideas develop into market positioning factors to focus on and promote.
- Behind accreditation is the need for customers to minimise their risks. You might link this to other forms of accreditation you cover in your course, such as the ISO9000 or 14000 classes of accreditation. Providing this reassurance and risk reduction means planning to absorb these costs when starting up and operating a new enterprise.