

**Brand Audit Project**

**Dr. Rony**

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**Shane O'Donnell, Haleigh Heilman, Katie Mosqueda, Zach Bender & Aleayah**

**Watkins**

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## **Band-Aid History & Overview:**

Johnson & Johnson released Band-Aid on the market in 1921. This new product consisted of surgical tape, gauze, and a removable sheet of crinoline to protect its surface. When Band-Aid first released, instructions were needed in order to show consumers how to use this new product. Back in the 1920's, Band-Aid's main target audience were women, specifically mothers. By 1924, Johnson & Johnson released machine-made Band-Aids in different sizes. In 1938, the company introduced completely sterile bandages. During this era, Band-Aids were sold in metal tins, which is much different than how they are sold today.

Currently, Band-Aids are sold in a paper box, which are much cheaper than metal tins. Also, Band-Aids are now targeted to all age groups including both genders. The adhesive bandage creates a flexible and breathable seal that keeps out bacteria in order to prevent infection. Band-Aids slogan is "heals the wound fast, heals the hurt faster." ("The First BAND-AID® Brand Adhesive Bandage") They are a brand committed to continuously care to those in need.

Band-Aid has much strength as a brand, but there are also a few weaknesses as well. A major strength would be that the brand has come generic to the category. Nowadays, people call any sort of adhesive covering a Band-Aid even if it's not. Secondly, Band-Aid has a very strong brand loyalty with consumers meaning that almost anyone is going to find themselves buying Band-Aids. Another major strength that the brand carries is that they have very successfully differentiated themselves from other competitors. People will find themselves calling a generic adhesive covering a Band-Aid even though it's a different brand. Band-Aid has also put out successful advertising through television, print, and more recently online ads. Finally, the brand also targets children through cartoon character association.

There are not many weaknesses when it comes to Band-Aid, as they have been extremely successful for over 99 years now. However, all brands face weaknesses at some point. One of Band-Aids greatest weakness is that there are similar products on the market for a cheaper price. There are many generic forms of Band-Aid, however the brand continues to dominate the market. Another weakness that the brand faces is that it's only used for cuts, or wounds. Although Band-Aid is used all over world, there are not many uses that the product comes in handy for.

When it comes to opportunities, Band-Aid is so widely used that there are not very many prospects for the brand. Band-Aid can increase their global presence through acquisition and joint ventures. There are many other brands out there that Band-Aid could potentially partner with in order to better the brand itself. Also, Band-Aids are commonly used in schools, hospitals, and clinics. Band-Aid could potentially focus more on making a global presence rather than just focusing on these specific areas. Finally, there are a few threats when it comes to the brand. Johnson & Johnson currently has a low market growth rate due to the fact that the company is very old and people have been using their products for many years. Another major threat to Band-Aid is the availability of similar products. Even though the brand name "Band-Aid" is commonly used for all adhesive

bandage products, at the end of the day the similar products are taking away a potential profit as well.

### **Key Challenges Facing Band-Aid:**

Band-Aid has been on the market for almost 100 years now and there is no sign of the brand slowing down anytime soon. No matter how successful a brand might be, all brands face some sort of challenge. Band-Aid has been extremely successful and implements certain marketing strategies that allow them to do so. The brand is known around the globe and is committed to helping those in need. Even though Band-Aid has been so successful throughout the years, the brand still faces some challenges.

One of the largest challenges that Band-Aid currently faces is surprisingly brand loyalty. The creation of Band-Aid led to many knock-off products that are very similar, yet cheaper in price. This is leading consumers to purchase the cheaper product simply because they both do the same exact thing. There are still many consumers out there that will only purchase Band-Aid since they are loyal to the product. However, cheaper products are leading people away from Band-Aid. The real issue here is that Band-Aid is not put into a position of value for many consumers. People tend to be caught to aesthetics before they actually look at the brand name. Similar brands are enhancing their aesthetics, so they can be more appealing to the eye of the consumer. There typically will always be a bigger and better product that is going to threaten your brand. In order to increase brand loyalty, Band-Aid should really tone in on user experience.

As previously mentioned, a brand will always face some sort of competition. For Band-Aid in particular, competition seems to be a rising issue. There are hundreds if not thousands of extremely similar products on the market currently. In order to rise above the competition, Band-Aid has to do something to set them apart. A very successful campaign that Band-Aid ran was for the Black Lives Matter movement. For this, Band-Aid created a new line of bandages that come in a wide range of skin tones from beige to dark brown. Consumers responded very positively to this campaign and ended up boosting Band-Aid sales. The brand at hand was able to distinguish themselves from similar brands by taking a public issue and incorporating it into their product. This can be a very difficult approach because one wrong move could kill your brand forever. For example, Pepsi had an extremely difficult time boosting sales up after they featured Kendall Jenner in a very controversial advertisement. All in all, Band-Aid needs to keep brand revitalization in mind in order to set themselves apart from competitors.

In order to increase the overall value of the brand, Band-Aid should certainly consider brand repositioning as well. Repositioning is not to beat off the competition, but to increase significance of the brand. Band-Aid is unfortunately one of those products that has become a victim of generalization. By this term, I am saying that the brand name (Band-Aid) is widely used for an adhesive bandage. This could be good, or very bad for the brand at hand. In Band-Aid's case, it's doing both. Even though Band-Aid is currently very successful, brand repositioning would be a great idea to even further sales. With the correct use of brand repositioning, Band-Aid should see improved sales and even hold a

stronger competitive position as well. Furthermore, even a brand as popular as Band-Aid faces challenges and should do the necessary tasks in order to prevent them.

### **Brand Inventory:**

Band-Aid has made a global presence for over 120 years now. Johnson and Johnson is the brand's parent company and is also known as the corporate brand in this case. Throughout the many years of being on the market, Band-Aid has created many different sub-products that branched off of their original brand. Band-Aid has created many diverse bandages, wraps, tapes, and more that can be found on their website. The brand also features cartoon and animation bandages to sell for children. Band-Aid has even created their own version of a first-aid kit featuring all of their products.

Band-Aid has become a household name that is known all over the world. Band-Aid's many sub-products all have a very important role when it comes to the overall picture. All of these items relate to wound care and prevention. Also, these products are supposed to be used together in order to successfully heal a wound. For example, first one would apply a Band-Aid gauze pad, then, apply a Band-Aid bandage, and finally cover with Band-Aid wrap. In essence, one would need all of these products in order to achieve the desired outcome. The overall hierarchy of Band-Aid has Johnson and Johnson listed at the top followed by three sub-categories including: pharmaceutical, medical/diagnostic devices, and consumer products. Band-Aid specifically would fall under consumer products, as it is readily available to all consumers.

When Band-Aid was first introduced to the market, the brand was only targeted to women, as they were the ones doing most of the work around the house at the time. Now, Band-Aid is marketed to everyone and can be found in just about any convenience store around the globe. Over time, the brand has changed drastically from aesthetics to campaigns. The original packaging of the adhesive bandage featured the name brand in small black letters with a picture of a woman and her daughter. This would make complete sense back in 1921 because women were the ones targeted for this product.

The aesthetics have completely changed to how we see Band-Aid sold in stores today. Band-Aid changed their logo from small black letters to large and bold red letters placed at the top of the packaging. The picture placed on the packaging also changed to represent the particular Band-Aid that is being purchased. Finally, Band-Aid's were originally sold in metal tins, but eventually switched over to the paper boxes that consumers purchase today.

Along with brand aesthetics, Band-Aid's advertising campaigns have certainly changed over time as well. The main theme seen across old Band-Aid advertisements was caring, as there typically was a photo featured on the product. When Band-Aid first launched back in 1921, World War I just ended a few years before and Johnson & Johnson shifted their focus away from the military and towards civilian consumers. As mentioned early Band-Aid campaigns were geared towards women who were prompted to tend to the first-aid at home. Band-Aid strived to market to women and were very successful in doing so. However, the campaign advertising has shifted from being only

marketed to women. Now, Band-Aid is marketed to every one of all ages. In June, Band-Aid released their multi-colored skin tone bandages in support of the Black Lives Matter movement. This campaign was extremely successful and even boosted sales for the brand. Band-Aid has also parented with cartoons such as Hello Kitty and Mickey Mouse in order to appeal to children as well.

As previously mentioned, Band-Aid has become a synonymous term for a medical adhesive strip. Band-Aid is ingrained into the minds of the consumer and offers a variety of products as apart of its marketing mix. Some of these products include: hydro seal for wound care, hydro seal for foot care, skin flex bandages, bandages with Neosporin, bandages with higher durability, and decorative bandages. Band-Aids are also made readably available for consumers at very easy access. Band-Aids are seen sold in over 60 countries around the world and can be purchased in almost any store. Also, Band-Aid is focused on spreading consumer awareness with its emotional touch. Band-Aid has even run a campaign with the hash tag #CoverisCaring meaning that covering up a wound with a Band-Aid shows that one cares. Furthermore, Band-Aid keeps their prices low in order to keep up with competitors.

Any brand will face some sort of competition no matter how successful the brand at hand is. Band-Aid is known for their high quality, while keeping their products at a very affordable price. However, the brand certainly does face some competition. As previously stated, cheaper, generic products are being created very similar to Band-Aid and are being sold at lower costs. This creates direct competition for Band-Aid because similar companies are offering basically the same product attracting the same target audience. Indirect competition is also an issue for Band-Aid meaning that alternative products, or services are being sold. An example of indirect competition for Band-Aid would be Neosporin sales. Neosporin is not an adhesive bandage, but it is apart of wound care and could potentially be indirect competition meaning the same consumers are targeted. All in all, all brands face some sort of completion and Band-Aid does a great job at keeping ahead of theirs.

### **Brand Exploratory:**

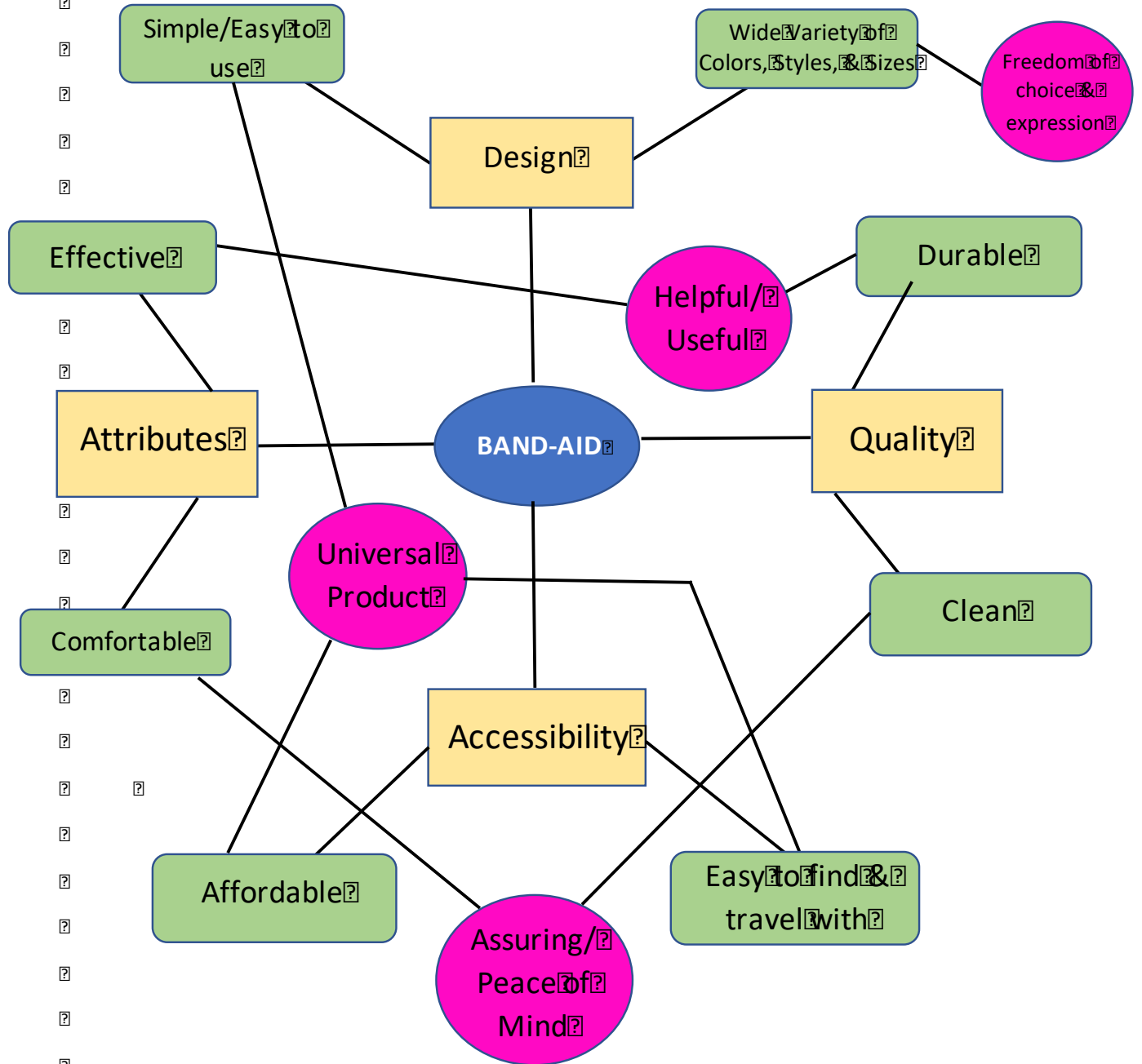
When it comes to the consumer-based brand equity pyramid, Band-Aid can be analyzed as follows. The first tier, brand identity (salience), is the base of the pyramid because that is where the brand's design elements (color, logo and design) are placed. This is not however related to the brand's image. Band-Aid is the dominant brand in the adhesive-bandage industry. The brand has a high recognition in the market that it is in which is great for the brand. This means that when consumers think of adhesive-bandages, they are most likely thinking of Band-Aid. When it comes to performance, Band-Aid is the leading brand. It has bandages for any kind of wound and has been innovating more and more as technology gets more advanced. According to Band-Aid's "roadmap" on the website, Band-Aid is making liquid bandages, offers numerous amount of color shades for different flesh types/colors, and also was the first to incorporate brands/patterns into their products such as Disney (Band-Aid, 2020). These things are

what make Band-Aid unique to other brands. Yes, other brands do bright colors, but the product deals that Band-Aid works with is what sets Band-Aid apart from the competition. This is very important for any brand because it shows that they are the “monopoly” of their industry if they were the first and are the leading brand, or household name brand, in the nation.

When it comes to imagery, Band-Aid does not utilize their colors to mean anything specifically. The only thing I personally can see that I could make a connection to would be that the red text represents a wound that Band-Aid is trying to fix. This is a weaker point for Band-Aid because the brand could advertise their colors or use them for something that can be associated with something that consumers might find important to them when buying the brand's product. The judgments of consumers are immaculate. When it comes to using a bandage, many people just ask if they could have a “Band-Aid”. This indicates that the judgments of the consumers are positive and reflects the Band-Aid brand as a top-notch brand that is ahead of its competitors. Because of this, Band-Aid's brand resonance is very strong. To be a brand that revolutionized the bandage industry, it goes to show that Band-Aid is a household name and stands strong against its competitors. Some negatives about Band-Aid though is there will always be a new product or form of treating wounds. Also, other bandage brands are cheaper. However, that is how every market is when it comes to the competitive market. Overall, the Band-Aid brand is what monopolizes the bandage industry. By teaming up with other brands, like Disney as previously mentioned, and using different flesh colored bandage patterns, Band-Aid is targeting families and the correct target market to keep them on top of the adhesive-bandage industry.

When it comes to the usage of Band-Aids, the brand is used all over the world. Similar to any given brand, Band-Aid has their loyal customers who will only purchase this particular name. In other words, Band-Aid has some extreme users, which is undoubtedly good for the brand. Behavioral marketing uses online information in order to tailor to the consumer. The behaviors of a very loyal Band-Aid consumer would be consumer's ages 30 to 45 that have children and are devoted to living a healthy lifestyle. Emotions are the primary reason why consumers choose certain products. Some people prefer brand names to generic versions. Also, positive emotions towards a brand have a greater association with loyal consumers. In the case of Band-Aid, the loyal consumer has a positive, happy feeling when they unwrap and put on a Band-Aid. It gives the consumer a feel of comfort making them feel at ease when they get a scratch, or wound. Band-Aid has done an amazing job with maintaining relevance and staying at the top of the consumer market when it comes to adhesive bandages. This would have not been possible without the loyal consumers who have kept Band-Aid on the shelves for decades now. Consumer emotion plays a major role when it comes to brand association and Band-Aid certainly kept up with the emotions of their consumers.

### ZMET Study Map





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## Appendix

### Interview Participants:

Corey Dinger

Alyssa Miner

Rylie Kieffer

### Research Procedure:

- ☐ First asked participants to express what comes to their minds when they think of first-aid products.
- ☐ Then asked them to send a few pictures that represent how they feel towards BAND-AID brand; the brand's products, as well as the brand on its own.
- ☐ Lastly, ask them to give a single word that came to mind after hearing specific words that have to do with the brand and see how those words all correlate.

### Images Used by Participants:



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According to the ZMET study, the brand Band-Aid is separated into four distinct categories, which include: design, quality, accessibility and attributes. Following these four main categories, the design allows for consumers to simply and easily use the product, as a Band-Aid is very simple to apply. Along with the design, Band-Aids come in a wide range of colors, styles, and sizes giving consumers multiple options. Band-Aid is known for their quality, while also being affordable to consumers. The quality of a Band-Aid is durable, yet clean and concise as well. Band-Aid is noted for their clean image while also being long lasting. Following the quality, Band-Aids are readily accessible. As previously mentioned, Band-Aids are extremely affordable, as they are a universal product. The product is also very easy to travel with making it accessible to the consumer. The attributes of Band-Aid are effective, yet comfortable. The product does what it's supposed to do, which is covering a cut. At the same time, Band-Aids are gentle on the skin and do their purpose. As far as improvement, Band-Aid could make their product a little more affordable to the normal consumer because of competition. Similar generic brands are making cheaper products that do the same thing. Band-Aid could possibly consider making their products cheaper than these products in order to gain more popularity. Even though this is very unlikely, it would certainly catch the consumer eye. All in all, Band-Aid has done a lot as a brand, but there is still some work that can be done.

### **Reflections and Recommendations:**

When it comes to Band-Aid as a brand, there are many positive aspects to be noted on. However, any given brand could use some room for improvement for a number of reasons. In the case of Band-Aid, there are some strategic and tactical recommendations that can be implied in order to improve brand management and communication over an 18-24 month period. The term "tactical" is basically used to describe the operations that occur on a day-to-day basis. For example, Band-Aid ensures that certain tasks are getting done each day in order to maintain proper manufacturing. On the other hand, "strategic" is used to represent the amount of improvement that can take place making an impact efficiently on the brand. In other words, tactical recommendations are more short-term, while strategic recommendations are more long-term oriented.

Strategic planning involves figuring out what you want your brand to look like in the future. In order to achieve these long-term future goals, one must first put tactical plans into place. These plans tend to take around an 18-24 month period and are the stepping-stones for reaching the brand's strategic plan. The tactical goals must be SMART in order to achieve the desired outcome. One tactical goal for Band-Aid would be to lower the prices of all Band-Aid products below the competitors' prices by a certain date in order to increase revenue for the company since consumers will be more likely to purchase Band-Aid. One of Band-Aid's greatest threats are the availability of lower priced similar products. As previously mentioned, competitors are intentionally making their products at lower prices in order to gain consumer attention. Band-Aid has been around for decades now and can certainly afford to lower their products slightly lower than

competitors in order to gain revenue. Band-Aids parent company, Johnson & Johnson has been on the market for a very long time and has a low market growth rate because it's not keeping up the demand from consumers. New technology is being created every day and Band-Aid needs to keep up with what's going on in the world. For example, Band-Aid saw huge success when they created an arrange of skin toned Band-Aids in support of the Black Lives Matter movement. The brand needs to keep doing things like this in order to maintain relevance and stay at the top of the market.

Another recommendation for Band-Aid is to incorporate masks for brand awareness. If Band-Aid started making masks during this time with the same design layouts as their bandages, it might encourage people to buy more of their products and ensure a strong connection between the brand and the consumer. COVID-19 is a huge deal to everyone around the world and masks are being used now more than ever in every job profession. By using the same designed masks as true bandages, kids can mix and match these elements to provide a fun way to stay safe and encourage the use of masks. Since Band-Aid also has types of lotion and creams to soothe wounds, who says they can't apply the same for the masks of someone who has an irritated face or nose. By creating masks, Band-Aid can increase brand awareness and establish a positive relationship between the brand and the consumer.

Another recommendation for Band-Aid is more styles and genres of their beloved first aid product. Band-Aid has done a great job at catering to all groups of people, from the different skin colors of their Band-Aids to the many different characters and themes that fill them. They have also done a great job at creating multiple styles of their product, i.e. waterproof, round, square, and antibiotic. Expanding these areas, however, would be a great way to stay with the times. Some recommendations include: a better waterproof Band-Aid, more skin tones and colors added to their collection, and a wider range of characters and themes to choose from. By doing these things, Band-Aid will promote inclusivity at a higher level and will gain more traction as a brand.

Band-Aid will continue to dominate the market as long as they create tactical goals that will eventually lead into strategic goals. Band-Aid needs to stay relevant by keeping up with current issues and creating specific deadlines for tasks to be completed by. The brand has obviously been doing something right if they have successfully been on the market for this long now. However, there is always room for improvement.

Band-Aid has obviously been doing something correctly since the brand has been so successful for so many years now. The brand has done a great job with maintaining loyal customers and generating new ideas and products. Band-Aid has a very strong sector of loyal customers due to the fact of the quality of the brand. They have created so many successful products including: different skin toned Band-Aids, waterproof Band-Aids and many more. The only suggestion for improvement would be to better keep up with their competition. As previously mentioned, there are many generic brands creating very similar products at cheaper costs. This is unfortunately pulling consumers away from the brand and towards their competition. We would personally suggest for Band-Aid to lower their product prices below their competitors prices simply because they have the resources to do so. By doing this, consumers will be much more likely to purchase the

brand Band-Aid because they will be the cheapest option. All in all, Band-Aid has been doing excellent job with maintaining relevance and staying at the top of the market.

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