



PUMA BRAND GUIDELINES 2016

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BRAND IDENTITY

PUMA aims to be **fastest** and most **advancing** sports and lifestyle brand. PUMA is fast in reacting to trends and developing products within the most recent technology.

PUMA is **determined** to create **innovative, advancing products** with a **sustainable** focus and a desire to contribute to a better world.

BRAND PERSONALITY

PUMA's personality is influenced by its **roots in sports** and its heritage and history of more than 65 years. PUMA is **joyful, athletic, performance** merging sports and fashion to create a community for people with an active lifestyle. PUMA is **fun and playful, passionate and colourful** according to its red image. PUMA is both feminine and masculine, though its perception leans towards masculinity.



VISION

Create a **community** for all people interested in sports and fashion, **enhance positivity** within sports and put more energy into training.

MISSION

Be the **fastest** and most **advancing** sports and lifestyle brand.

VALUES

We live to play the game and love what we do, we are not afraid of taking risks and we do everything with conviction, which reflects our core values: **Brave, Confident, Determined, Joyful.**

TONE OF VOICE

PUMA's tone of voice is **confident** and it should always reflect the core values of the brand. The tone must also reflect our

passion and love for what we do.

PUMA uses **humour and irony** to express joy along with confidence, honesty and powerful words to state our level of **determination.**

The tone of voice aims to connect with the target audience and communicate the PUMA brand.



LOGO

The logo consists of two elements being the font and the jumping puma.

The font is Arial Black - a simple bold font to make it noticable. The font has been sliced in half to give it edge and underline the brand's two focus points being sports and fashion. The puma is kept simple in order to match the overall minimalistic feel of the logo.



LOGO VARIATIONS

The logo can be used in the following three variations: the classic logo with the white puma and font on a black background, inverted colours or the third option with the black puma and font on a beige background.



LOGO VARIATIONS

The PUMA can be used on its own for promotional use and on the products.

The puma is associated with the brand, however, it is important to consider where and how the puma is placed.

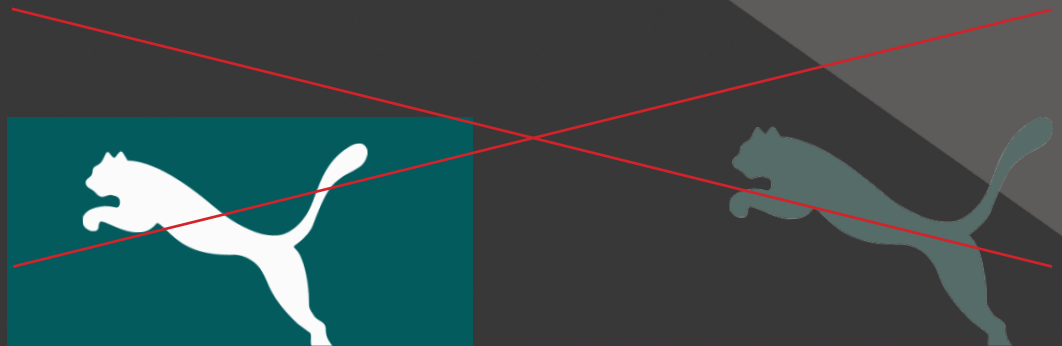
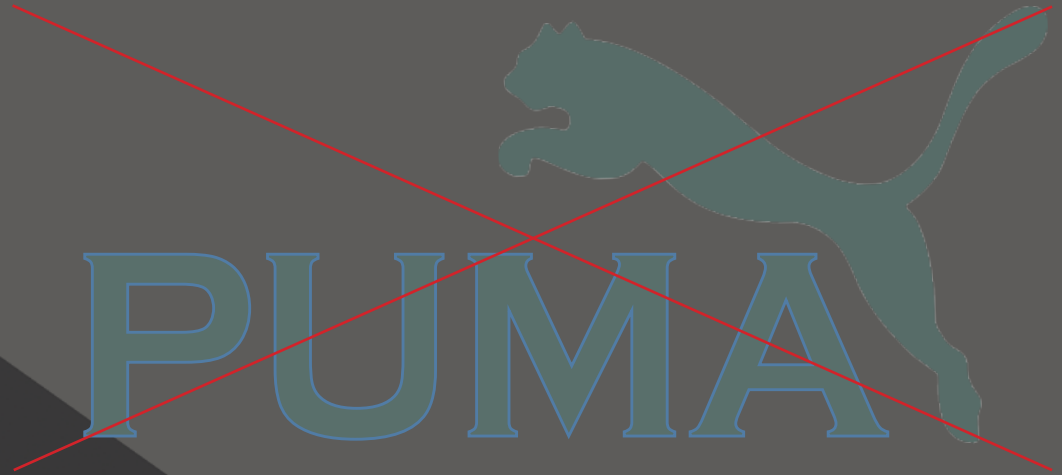


LOGO COLOURS

The logo colours must always follow the above guidelines. The background colour of the logo cannot be changed and the colour of the font and puma cannot be changed either.

The same goes for the simple puma logo.

A background cannot be added and the colour of the puma cannot be changed.



LOGO SIZE

MINIMUM SIZE

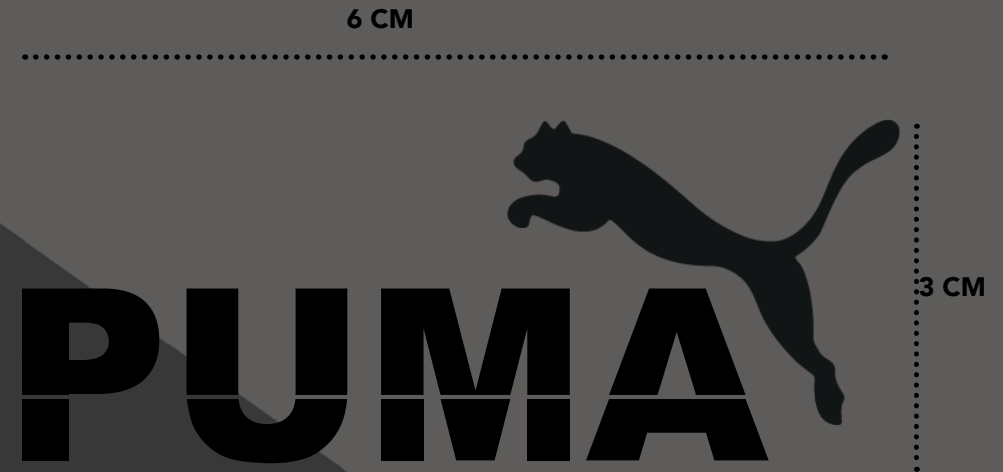
In order to ensure distinction the logo can be changed in size depending on what it will be used for and where and how it will be placed.

MAXIMUM SIZE

There is not a defined maximum size that the logo can be scaled to.

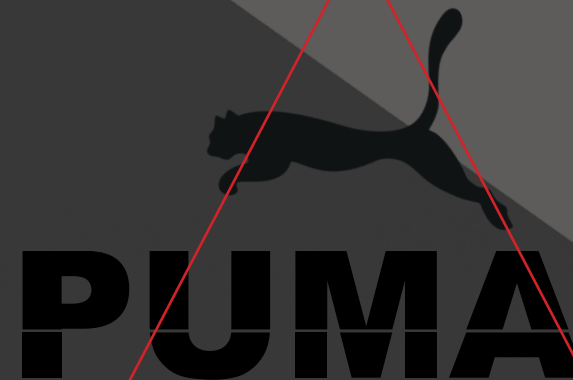
It depends what it will be used for and where and how it will be placed.

However, it is essential that the logo is scaled as a whole. The objects can never be scaled separately.



LOGO DIMENSIONS

The dimensions of the logo cannot be changed as it will confuse the consumer and weaken the brand.



LOGO PLACEMENT

The logo must always be placed accordingly in a top or lower corner, depending on the photo it is being placed onto, in order to make it appear clearly.

Choose the logo variation according to the colours of the photo it is placed onto.



TAGLINE

The new tagline, YOUR LIFE, YOUR STYLE, YOUR SPORT, represents PUMA's mission and engages its target market.



SLOGAN

PUMA will keep its slogan for the 'Forever Faster' campaign featuring Rihanna and Usain Bolt.

The font has been changed according to the logo using Arial Black and instead of combining it with the entire logo the jumping puma is used.

FOREVER FASTER 

COLOUR PALLETTE

The colour palette has undergone a small facelift. Although the main colours are still black, white and red. The red variation is a slightly more subtle red and less neon red. This goes well with the beige colour that will mainly be used for the fashion collaborations.



For web

R: 0
G: 0
B: 0



For web

R: 68
G: 64
B: 63



For web

R: 105
G: 105
B: 101



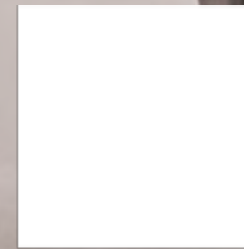
For web

R: 186
G: 32
B: 38



For web

R: 174
G: 148
B: 109



For web

R: 255
G: 255
B: 255

For print

C: 100
M: 100
Y: 100
K: 100

For print

C: 65
M: 62
Y: 61
K: 48

For print

C: 58
M: 50
Y: 53
K: 20

For print

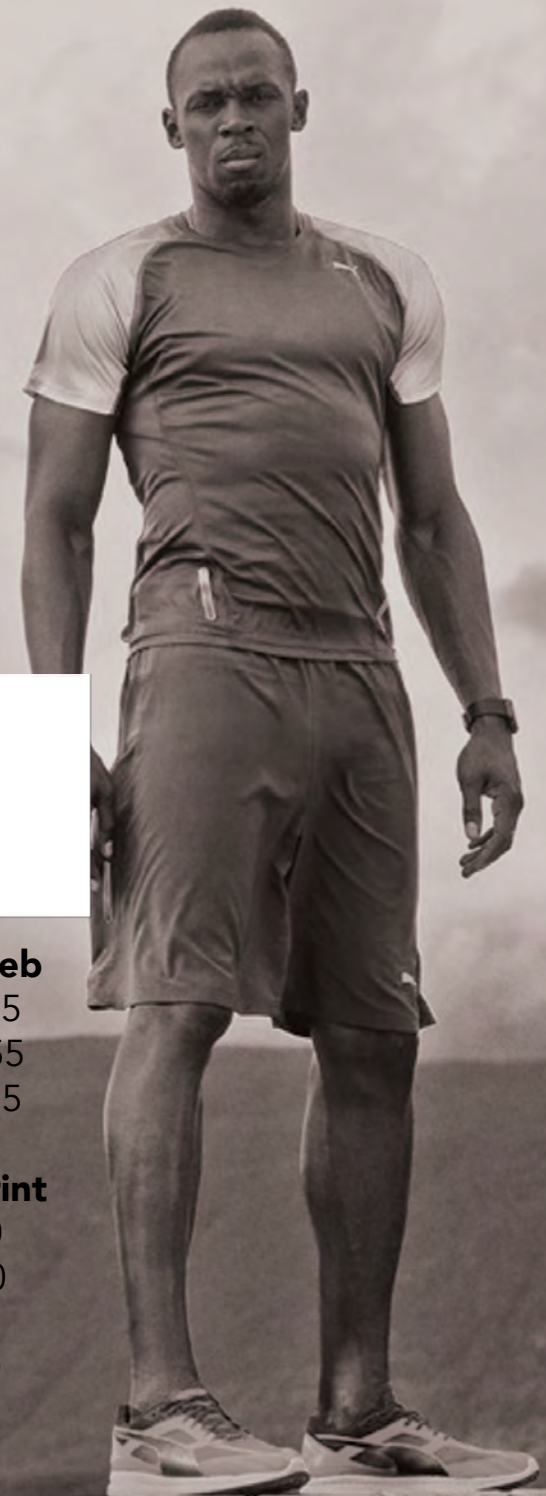
C: 19
M: 99
Y: 99
K: 9

For print

C: 32
M: 38
Y: 62
K: 4

For print

C: 0
M: 0
Y: 0
K: 0



TYPOGRAPHY

Avenir Black and Avenir Book are our main typefaces for titles, subtitles and main text for both online and offline use. It is a simple and clean typeface that compliments the more detailed and playful typeface used for the logo, tagline and slogan. The typeface can be used in black or red depending on what it is being used for.

AVENIR BLACK CAPITAL LETTERS FOR TITLES

**A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z**

Avenir black for subtitles and subheading

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn**

Avenir book for main text

**Oo Pp Qq Rr Ss Tt Uu Vv
Ww Xx Yy Zz**

INTERNAL BRANDING

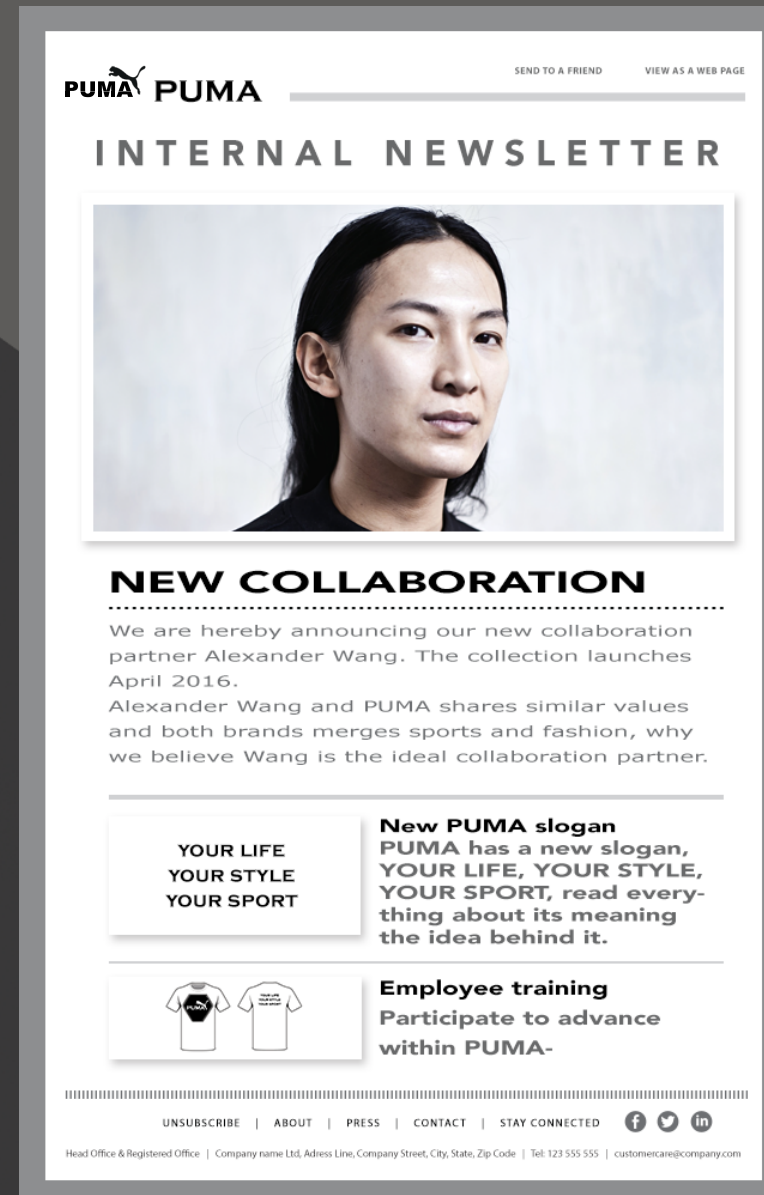
EMPLOYEE UNIFORM

The employee uniform supports the importance of working together as a team as well as the brand identity and values.



INTERNAL BRANDING NEWSLETTER

The purpose of the internal newsletter is to engage the employees and establish an informative and professional relationship with them. The newsletter informs about any significant changes within the organization, new collections and collaborations. The newsletter also serves as an inspirational source in order to enhance the passion amongst the employees.



EXTERNAL BRANDING

BILLBOARDS

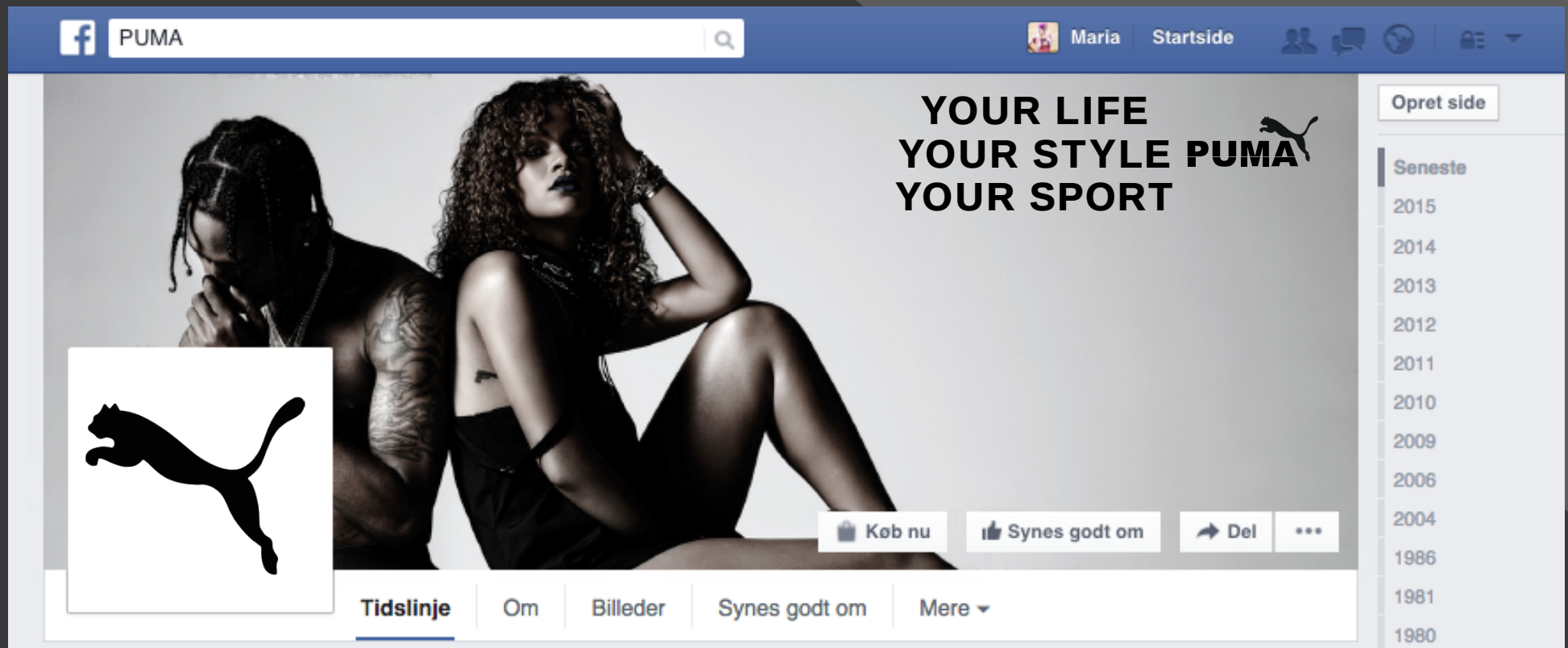
The billboards adds to the pre-purchase experience of the consumers, hence, the importance of the quality. The billboards will either feature the tagline, **YOUR LIFE, YOUR STYLE, YOUR SPORT**, with the logo or the current campaign slogan **'FOR-EVER FASTER'** with the jumping puma. Logos and text must be chosen according to the concept and photos.



EXTERNAL BRANDING

SOCIAL MEDIA

Social media must always be updated with the latest campaign material in order to be relevant. The social media channels should always feature a logo to express the brand.



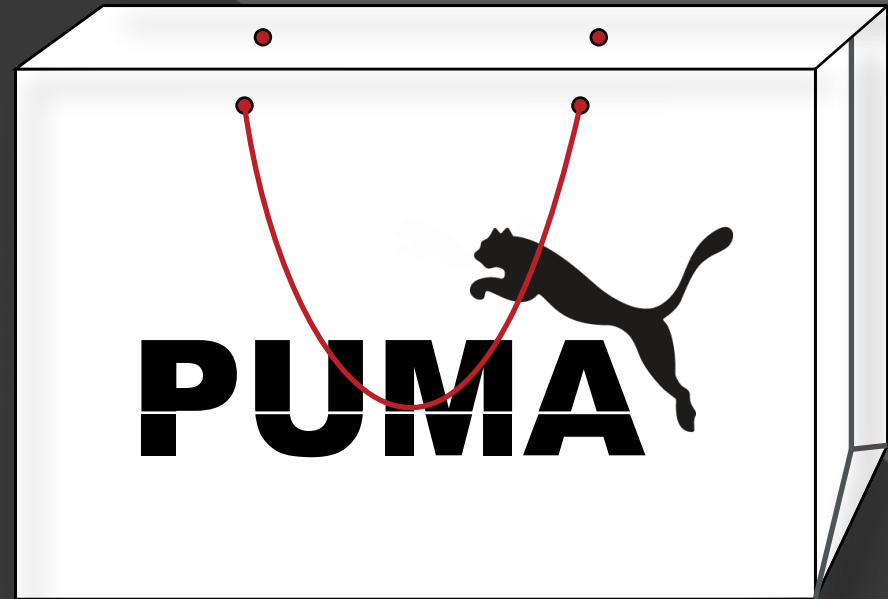
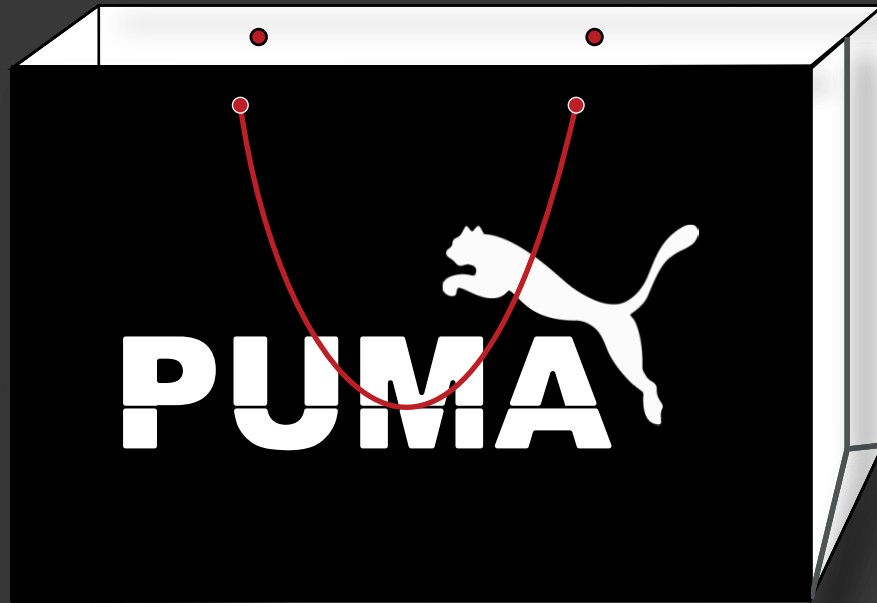
EXTERNAL BRANDING LOGO ON PRODUCT

The three variations of the logo and the four variations of the jumping puma can be used to place on the products. It is important to consider the colours of the product when choosing which logo to apply. The puma will mainly be used for products as it is a clear symbol of PUMA's identity.



EXTERNAL BRANDING PACKAGING

The packaging should reflect the brands visual identity in order to create coherence and support the brand image.
At least one logo must always be placed onto the packaging.



RESEARCH

THE ORGANIZATION

PUMA is one of the world's leading sports brands, designing, developing, selling and marketing footwear, apparel and accessories. With a long history and a refined experience PUMA has established a history of making fast product designs for the fastest athletes on the planet for the last 65 years. PUMA offers performance and sport-inspired lifestyle products in categories such as Football, Running, Training and Fitness, Golf, and Motorsports. It engages in exciting collaborations with renowned design brands such as Alexander McQueen, Rihanna and Mihara Yasuhiro to bring innovative and fast designs to the sports world.¹

Unique selling proposition

Global brand mixing sports and lifestyle with a focus on innovation and sustainability. With the adoption of new technologies, designs, forms and materials, PUMA is trying to create a new product offering that is as unique and distinctive as the PUMA brand.

DNA

Performance and its sporting roots in football and athletics, fashion, fun, ambitious, challenger brand, rebellious.



¹http://about.puma.com/damfiles/default/newsroom/press-kit/corporate-eng/2015/PUMA-at-a-Glance_2015_10-3549c8342b5acde129ac0d6b481095b8.pdf

HISTORY

The PUMA brand starts its business venture with an exclusive focus on football, which is a field they receive great recognition and success within. However, already in the 60's PUMA is also being developed and used by many athletes. The brand also expands into basketball, tennis, sailing and motorsports.

PUMA was also the first brand to combine sports and fashion, which has become a tremendous success.¹

Highlights of PUMA's history



1924

The brothers Rudolf and Adolf Dassler founded the company "Gebrüder Dassler Schuhfabrik" (Dassler Brothers Shoe Factory) in Herzogenaurach, Germany, which was the very beginning of PUMA.



1928

The first success - a lot of athletes were wearing



1948

Rudolf Dassler founds the PUMA Schuhfabrik Rudolf Dassler. The existing business assets are divided up between the brothers. The first football boot is launched and several members from the West Germany national team wear them.



1952

The launch of the "SUPER ATOM" in 1952, the world's first boot with screw-in studs, marks the beginning of PUMA's highly successful heritage in football.

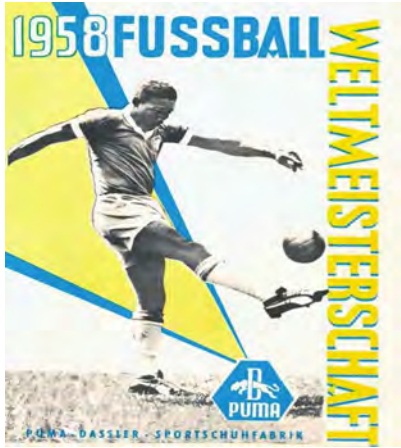


1957

Rudolf Dassler introduces a sans-serif PUMA typeface, designing a word and picture logo at the same time. One year later, the second brand logo is patented: the "formstrip", originally created to stabilize the foot inside the shoe, is now a typical PUMA trademark.

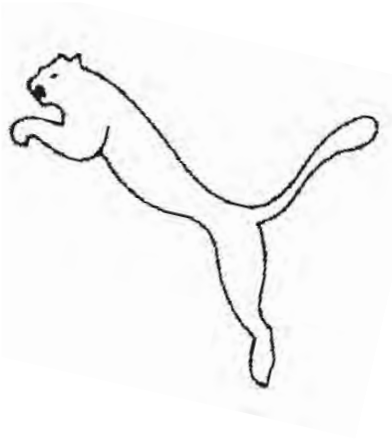
¹<http://about.puma.com/en/this-is-puma/history>

Highlights of PUMA's history



1958

PUMA introduces its trademark logo, the unmistakable PUMA formstrip. In the same year PUMA football boots are the only German-made football boots in the final of the World Cup in Sweden. PUMA celebrates the victory of the Brazilian team with an advertising campaign.



1967

The logo with the jumping cat, today one of the most famous trademarks worldwide, is created by Lutz Backes, a cartoonist from Nuremberg. As the **product range is extended** to include not only shoes but also sportswear, the logo begins to appear more frequently on PUMA products such as performance apparel and bags.



1979

Since 1979, the puma has been jumping across the right upper corner of the word logo and it has slightly changed over the years: the eye and nuzzle are gone, and the ears are more pronounced today. PUMA's world famous 'No. 1 logo' is introduced.



1991

Launched in 1991, the Disc is the first laceless sports shoe with a system of internal wires that tighten the upper for a perfect fit. This is both a revolution within technology and a step towards a more fashion-oriented brand and product line.



1998

As the first sports brand, PUMA **merges sports and fashion** through a collaboration with star designer Jil Sander. Lifestyle versions of the "KING" and the running shoe "Easy Rider" are launched in close collaboration and become desired fashion sneakers. They combine PUMA's authenticity and performance credibility with Jil Sander's classic style.

VISION, MISSION, VALUES

Vision

PUMA's vision is to improve the quality of their revenues and distribution through the 'Forever Faster' campaign. However, PUMA's vision is also to enhance positivity within sports and put more energy into training.¹

Mission

FAST was the keyword when PUMA repositioned themselves on the market in 2014 with the principle of being: brave, confident, determined, and joyful.²

Mission statement

To be the Fastest Sports Brand in the world

- Fast in reacting to new trends
- Fast in bringing new innovations to the market
- Fast in decision making
- Fast in solving problems for their partners

Values

As a brand persona, PUMA is a challenger brand with a rebel's attitude made for individuals, who act upon their instincts. In short, PUMA is a brand for the Game Changer.³ The brand values and the brand persona reflects PUMA's history and legacy in sports directly. PUMA'S brand values, which they want to anchor in their consumers' minds when they think about PUMA are:

- Brave: We are never afraid to take risks.
- Confident: Whatever we do, we do with conviction.
- Determined: Nothing comes between
- Joyful: We live to play the game and love what we do

¹ <http://about.puma.com/en/this-is-puma>

² <http://about.puma.com/en/this-is-puma/strategy>

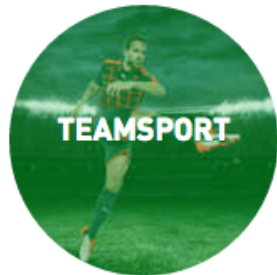
³ http://about.puma.com/damfiles/default/investor-relations/financial-reports/en/2013/PUMAGeschaeftsbericht2013_en-451d648f580b48ac5a9f331d2d5fc383.pdf

PRODUCT PORTFOLIO

Common to all the collections are that PUMA always strives to expand the product and consumer range by developing innovative, more commercial products in line with PUMA's "Forever Faster" brand strategy of simplifying and harmonizing our designs and executions to improve commerciality.¹

The PUMA brand can be divided into four overall product categories: footwear, apparel, accessories and sports equipment. The PUMA product assortment ranges from performance to lifestyle including the following:

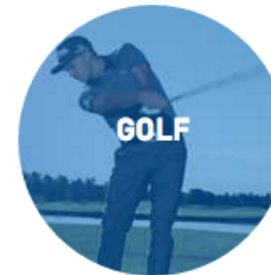
- Football
- Running and training
- Golf
- Motorsport
- Fundamentals and sportstyle
- Accessories and licensing



PUMA's **TEAMSPO** business focuses on regaining credibility in sports performance, in particular through football.



PUMA has had a heavy impact in the **RUNNING** industry through numerous stories that tell of records and innovation.



In our **GOLF** Business Unit, we continue to bring our message of Game Enjoyment to life.

Since the end of the last century, PUMA has been designing and creating footwear and apparel for top **MOTORSPORT** racing teams and drivers.



PUMA's **FUNDAMENTALS & SPORTSTYLE** Business Unit exemplifies how we influence and shape culture and lifestyle through the lens of sports.



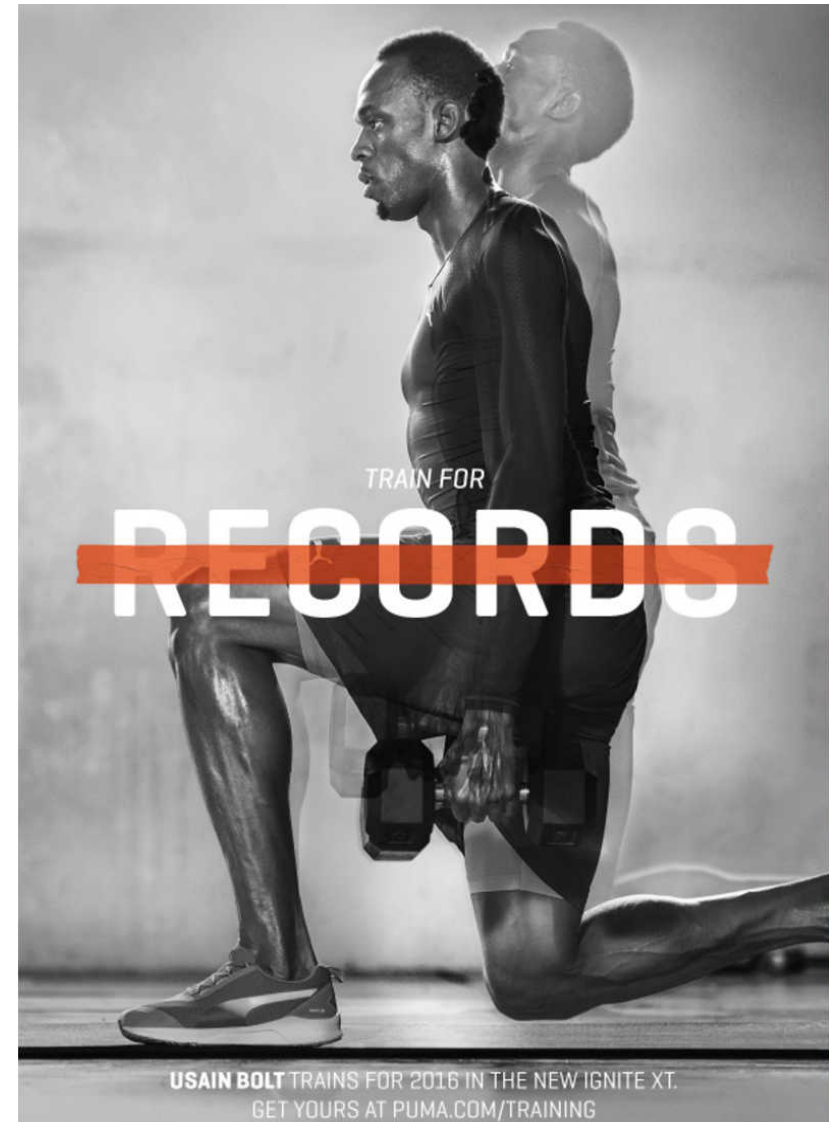
PUMA's **ACCESSORIES** round off the collections of our other Business Units in order to build strong, comprehensive packages and to create a complete look.



¹ <http://about.puma.com/en/this-is-puma>

TARGET MARKET & AUDIENCE

Puma's target market is the young athlete and/or fashion conscious individual. The focus is both males and female, age range is 16-34 years old, with moderate income. The target audience is "the trendy man or woman with a wild and dynamic side."

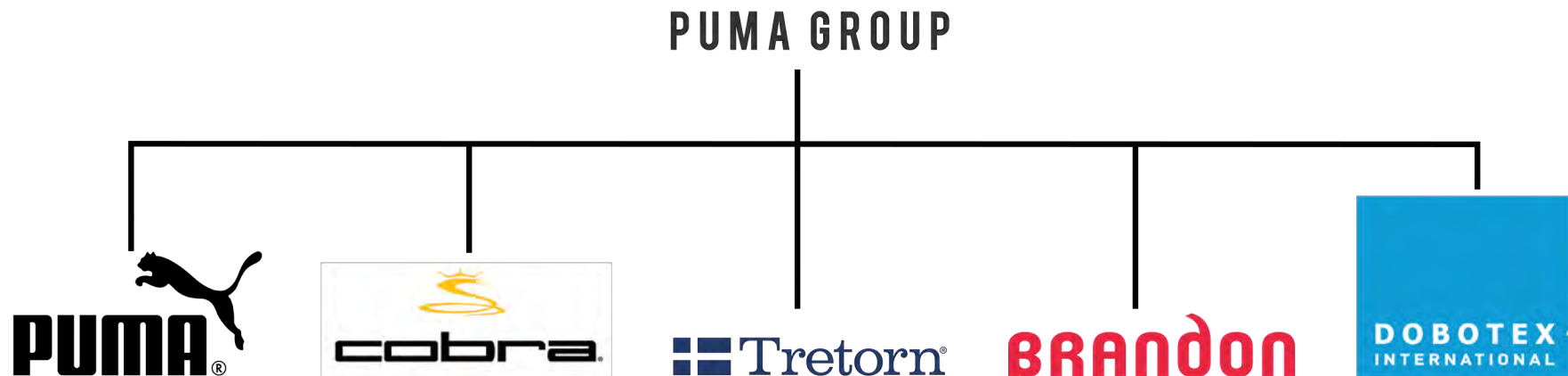


BRAND ARCHITECTURE

The PUMA Group owns the brands PUMA, Cobra Golf, and Tretorn, as well as the affiliate companies Dobotex and Brandon. As the PUMA brand accounts for the vast majority of the group's net sales and constitutes the core of the PUMA Group, it is therefore the PUMA management team's top priority. Dobotex, Brandon and Cobra Golf are closely interlinked with PUMA's core business and will adapt and implement the new brand direction for their own strategies.¹

House of brands

The PUMA Group has a house of brands brand architecture consisting of PUMA, Cobra Golf, Tretorn, Brandon and Dobotex International.

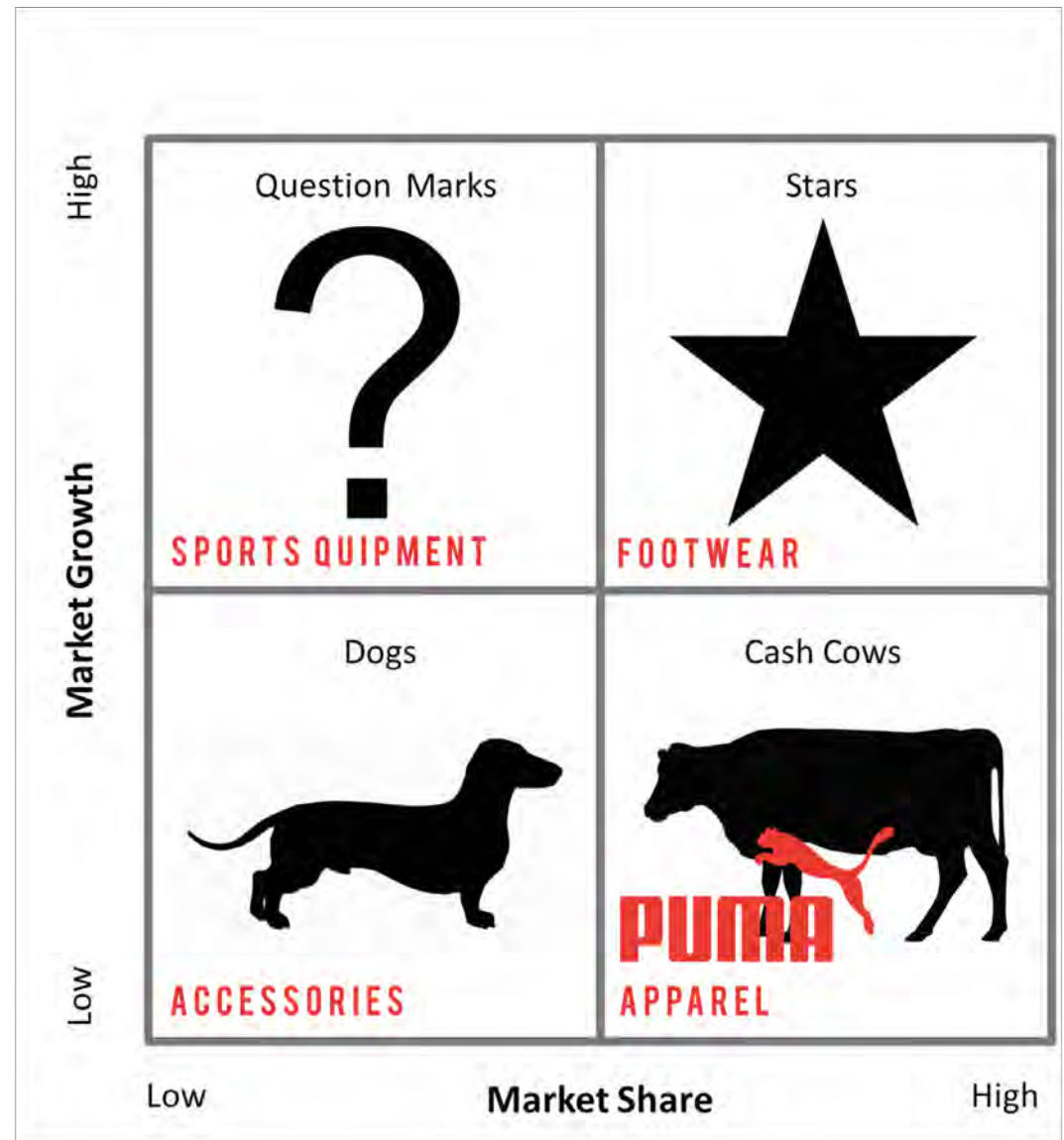


¹ <http://about.puma.com/en/this-is-puma/puma-at-a-glance>

BRAND TYPE

Based on the Boston Matrix, which is based on the product life cycle, PUMA is currently defined as a cash cow. A cash cow is defined as a money making brand with no future growth that has a high market share and a low market growth, which means that PUMA has established itself as a massive, recognizable company on the market given the fact that they have a high market share. However, the sales have started decreasing. It is not difficult to see that these issues have transpired into their business and financial performances during the last couple of years. For the full year 2013, PUMA reported a decline in sales of currency-adjusted 3%, and net earnings fell significantly.¹

Going further into the various product categories the apparel is also a cash cow in the Boston Matrix. Although the footwear sales decreased as well, the footwear is defined as a star as it is still the best-seller within PUMA, which hopefully also means that the company should have potential to turn the sales around again for their most popular products. Furthermore the sports equipment is defined as a question mark and the accessories as a dog.



¹PUMA annual report 2013

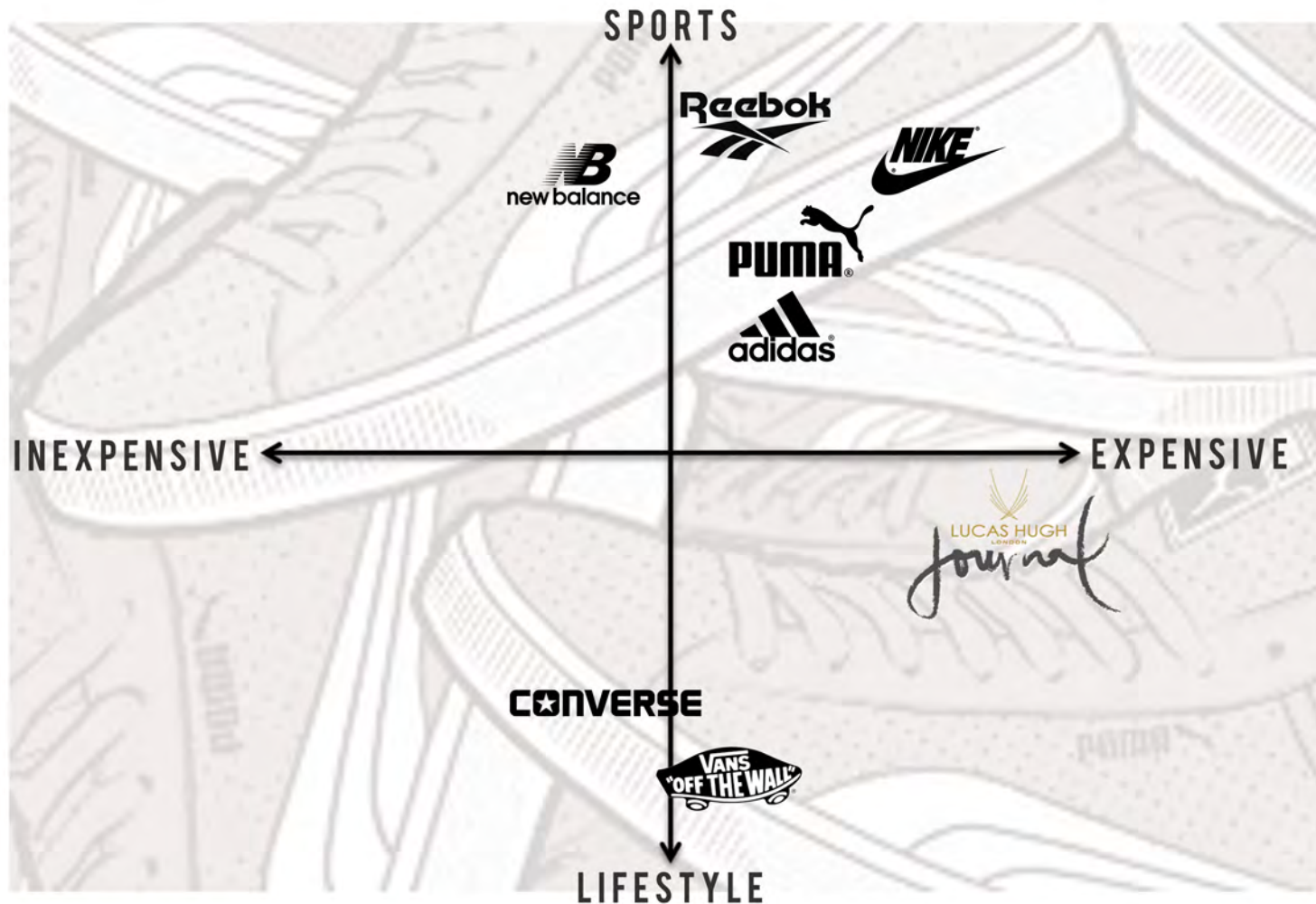
COMPETITORS

The market that PUMA finds itself in has a very high level of rivalry. It is a very fast-paced market with a lot of competition, especially from PUMA's two biggest rivals: Adidas and Nike. It seems as if the brands have very similar visions of becoming the most recognized sports brand in the world even though they have different missions and ways of achieving the goal. Furthermore there are a lot new brands competing on the market, however, in this case it is a clear advantage than PUMA has so much experience and a long history of developing and optimizing their products.



POSITIONING

PUMA's current position amongst its competitors measured on price and sports vs. lifestyle is showed on the positioning map beneath. Even though PUMA is primarily a sports brand it is also competing with various brands that are perceived more as a lifestyle brand for example Converse and Vans - both brands do have an identity within sports as well though; basketball and skateboarding. The positioning map also shows how Nike, Adidas and PUMA are almost placed the same - Nike being the most sporty, PUMA slightly more than Adidas and Nike being a bit more expensive than PUMA and Adidas.



PUMA'S CURRENT SITUATION

Objectives

The main goal for PUMA is to revitalize the brand, which means they are aiming to reposition and renew the global brand. This process began in 2013 when PUMA claimed they wanted to reposition themselves as the fastest sports brand on the market.

PUMA is no longer in the business they were in when the company was founded given the revolution of technology and the competitors. This means that PUMA needs to communicate more clearly about whom they are in order to reach their target audience.

Branding strategy

PUMA wants to be the **fastest sports brand in the world**, which has led them to launching the 'Forever Faster' campaign and co-branding with Rihanna, musician and one of the biggest fashion icons, as well as athlete Usain Bolt. By using these two icons for their campaign PUMA signals that they are merging sports and fashion.

PUMA is well on their way with this branding strategy, however, they need that extra something to keep up with Adidas and Nike.

PUMA rebranded themselves in 2013 with this 'Forever Faster' campaign, however, they've chosen to stick with their visual identity.



BRAND STRATEGY

PUMA'S BRAND STRATEGY

Objectives

PUMA's new overall objective is to become **the fastest and most advancing sports and lifestyle brand**

- Revitalizing the brand identity (reposition and renew the brand)
- Optimize the visual identity
- Strengthen and clarify the brand image
- To be perceived as a lifestyle brand merging sports and fashion rather than creating a wedge

Branding strategy

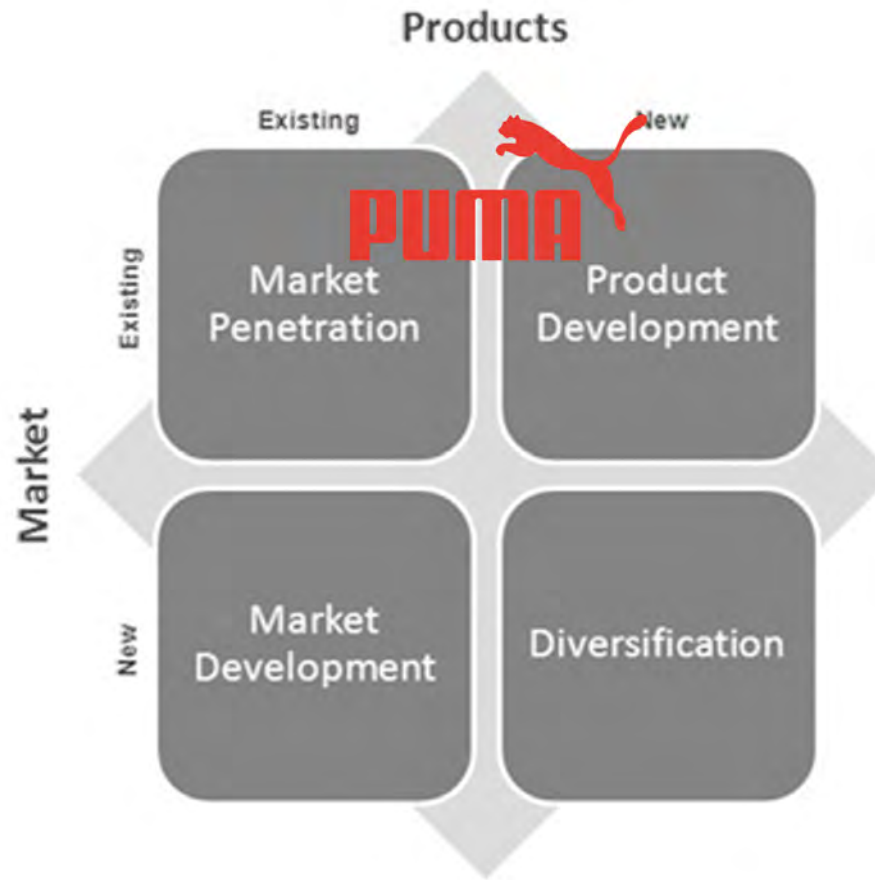
PUMA is one brand assigned to several product categories in different markets, which means the **umbrella brand strategy** will suit the new objective to make PUMA the fastest and most advancing sports and lifestyle brand.

Furthermore, it is suggested that PUMA takes co-branding to the next level. Sports has become a trend within fashion and the other way round - the tendencies are that sports and fashion are merging more and more due to the active lifestyle that many people lead.

ANSOFF'S GROWTH MATRIX

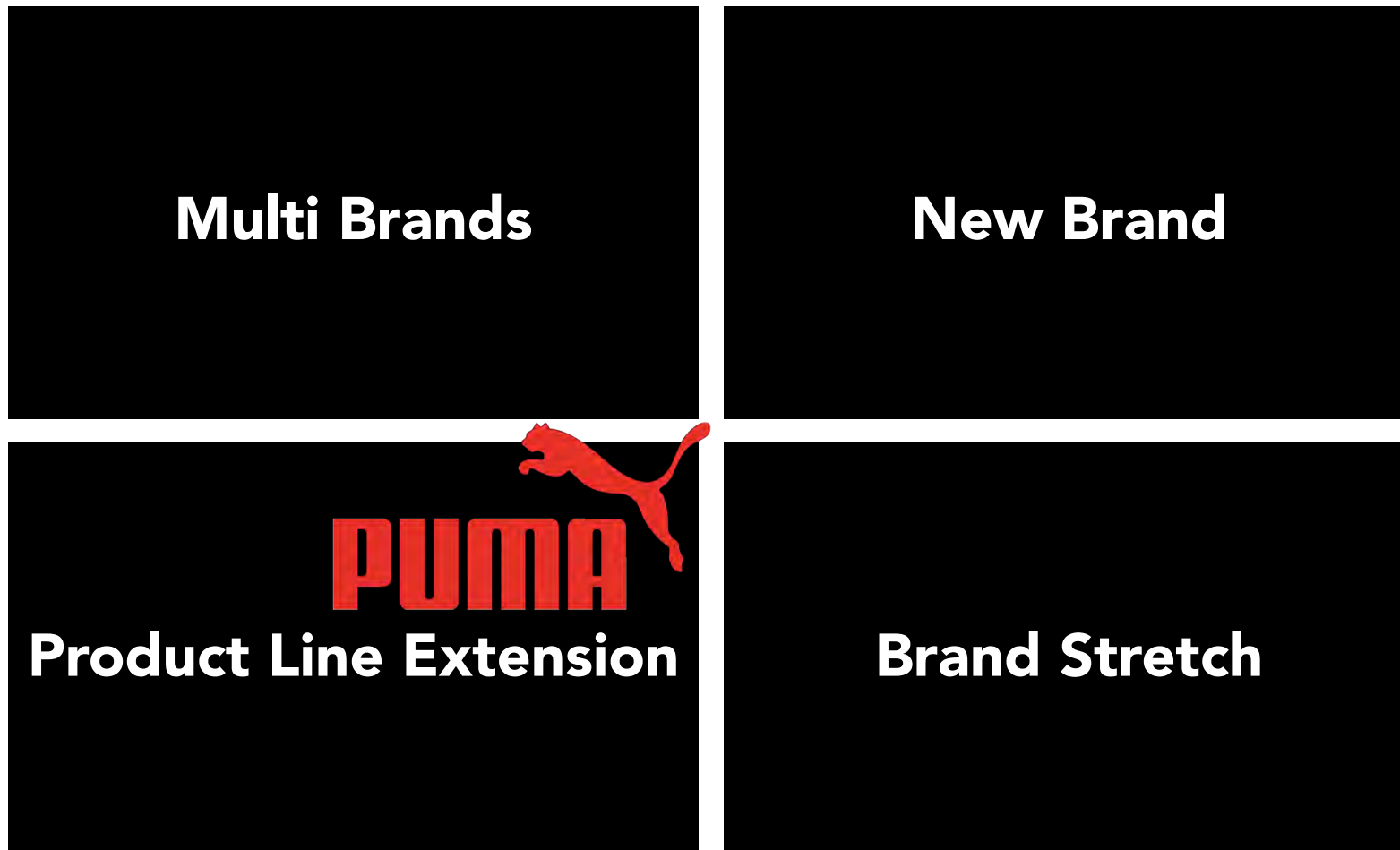
PUMA will both be using the market penetration strategy and the product development strategy. When using the market penetration strategy, the organization tries to grow using its existing offerings (products and services) in existing markets. In other words, it tries to increase its market share in current market scenario. This involves increasing market share within existing market segments. This can be achieved by selling more products or services to established customers or by finding new customers within existing markets. In the market development strategy, a firm tries to expand into new markets using its existing offerings.

PUMA will still sell their popular classics, however, they will also focus on developing new products.



BRAND STRATEGY MATRIX

As mentioned earlier PUMA will take co-branding to the next level. This will be done by applying product line extension collaborating with a high-end fashion brand. It is already a huge trend for high fashion companies to engage collaborations with big designer brands and it has even been seen within some sports brands, for example Adidas who has made a collaboration with Stella McCartney. This means that PUMA will collaborate with a global design brand and thereby adding new items to the existing product categories under the existing brand name.



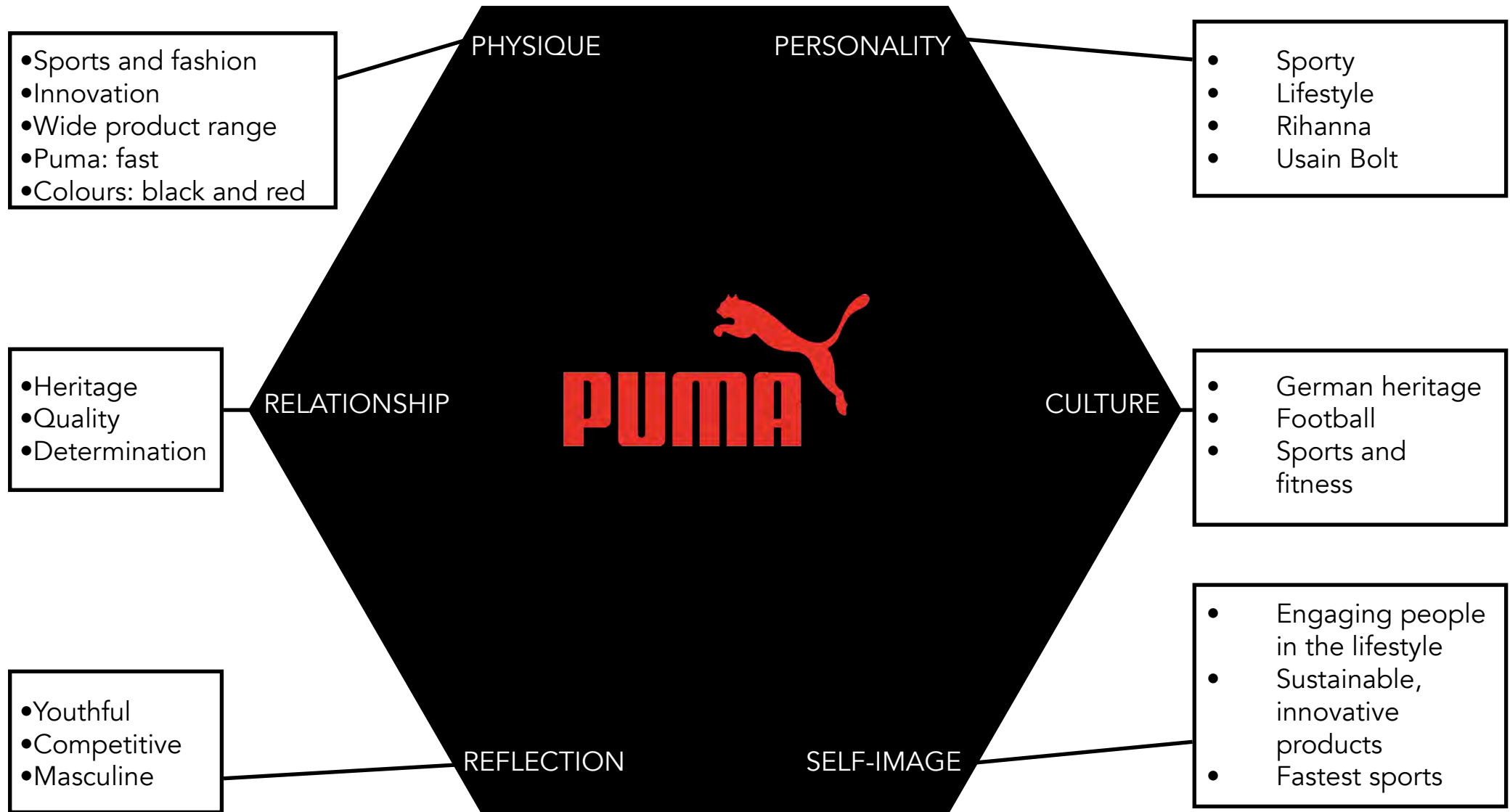
POP/POD ANALYSIS

This analysis identifies the differences and similarities between PUMA and its two biggest competitors in the market. It is important to take the competition into consideration, especially these two brands, when developing the branding strategy.

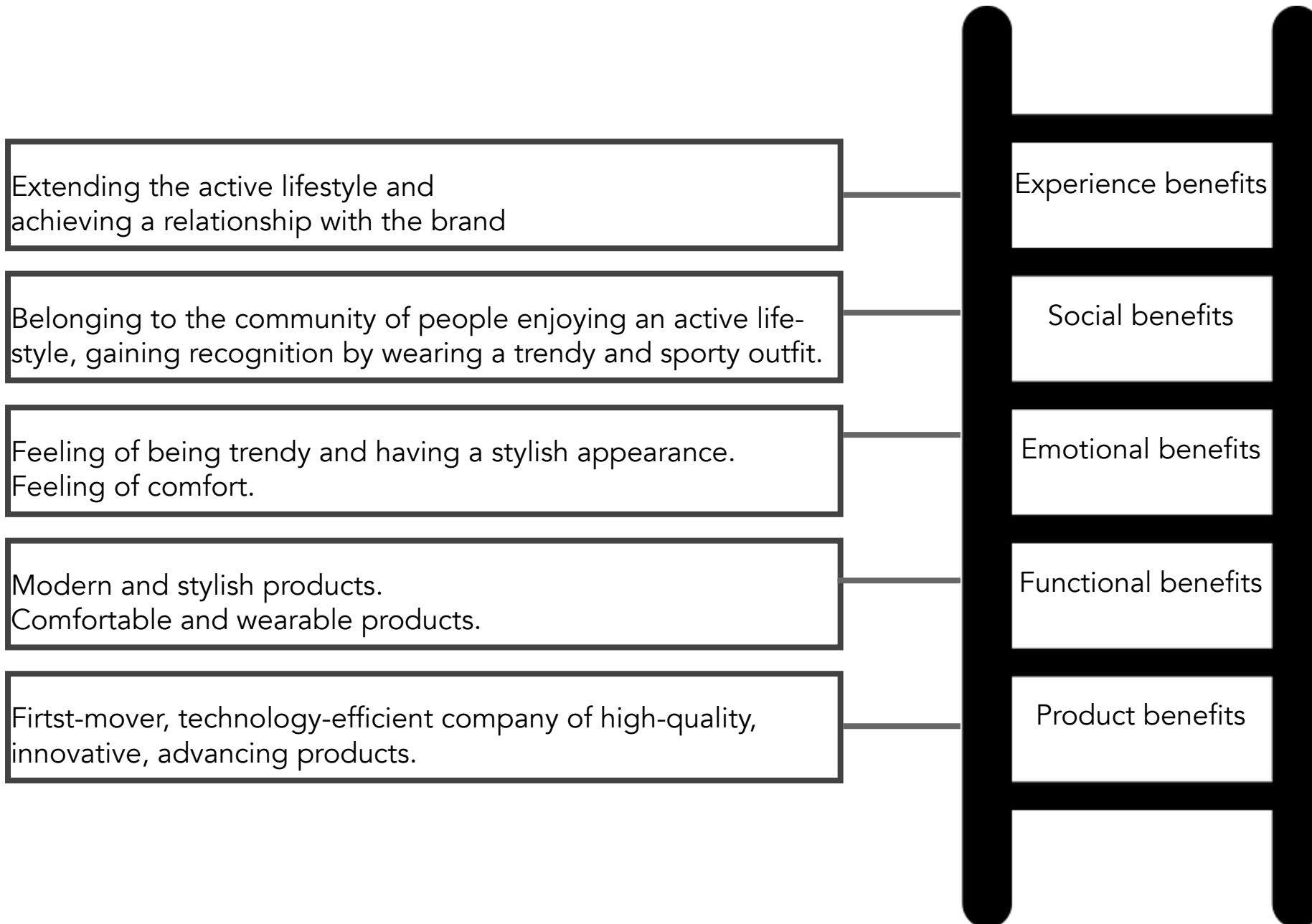
PUMA should find a way to differentiate from its competitors while still remaining on the same level.

			
Points of Differences	Focus Football Product pricing Lowest Collaborations Musicians, fashion icons and athletes	Focus Football and tennis Product pricing Medium Collaborations Musicians, designer collaborations	Focus Basketball and running Product pricing Highest Collaborations Athletes
Points of Parity	Product variety: sports and fashion High quality products Marketing channels Part of a group of brands Innovative		

IDENTITY PRISM



BRAND LADDER OF BENEFITS



REFERENCES

Websites

PUMA annual report 2013 - <http://about.puma.com/en/investor-relations/financial-reports>

PUMA annual report 2014 - <http://about.puma.com/en/investor-relations/financial-reports>

www.puma.com

www.adidas.com

www.nike.com

Books

Strategic Brand Management, Philip Kotler, 2008

Strategic Brand Management - Building, Measuring and Managing Brand Equity, Kevin Lane Keller, 2013

Designing Brand Identity, Alina Wheeler, third edition