

Reimagining Firestone Complete Auto Care

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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

Extensive Analysis Revealed Market Shifts



Not Positioned to Respond



Not Positioned to Respond



Not Positioned to Respond



Firestone MasterCare Service Menu

	STANDARD	PLUS	PREMIUM
Brake Service	<ul style="list-style-type: none"> Inspect front & rear brake system Adjust front & rear brake 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty
Oil Change	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty
Tune-Up	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty
Wheel Alignment	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty
Wheel Balance	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 	<ul style="list-style-type: none"> 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty 10 Brake / 15,000 Mile Warranty

APPLY TODAY FOR YOUR AUTOPASS CARD

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
	\$262	\$10	\$487	\$19
	\$287	\$11	\$587	\$23
	\$312	\$12	\$687	\$27
	\$337	\$13	\$787	\$31
	\$362	\$14	\$887	\$35

Special offers exclusively for cardholders

No annual fee

Nationwide

Solution:

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

But What Is A “Strong Brand”?

BRAND ≠ LOGO

Solution:
Brand, Operations Work Together



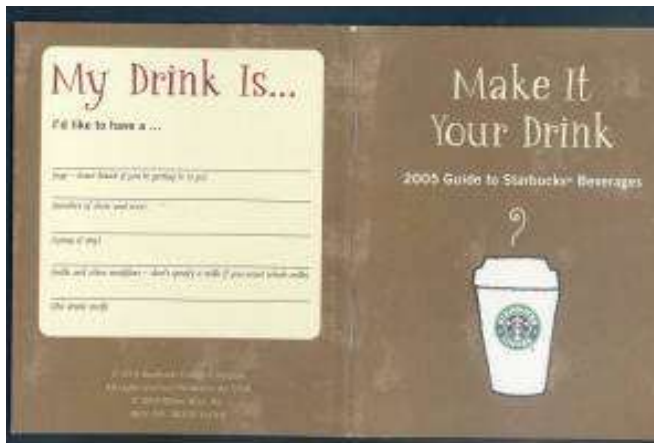
Marketplace Opportunity

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



Marketplace Opportunity

Solution: **Brand Work As A System**



Solution: **Brand, Operations Work Together**

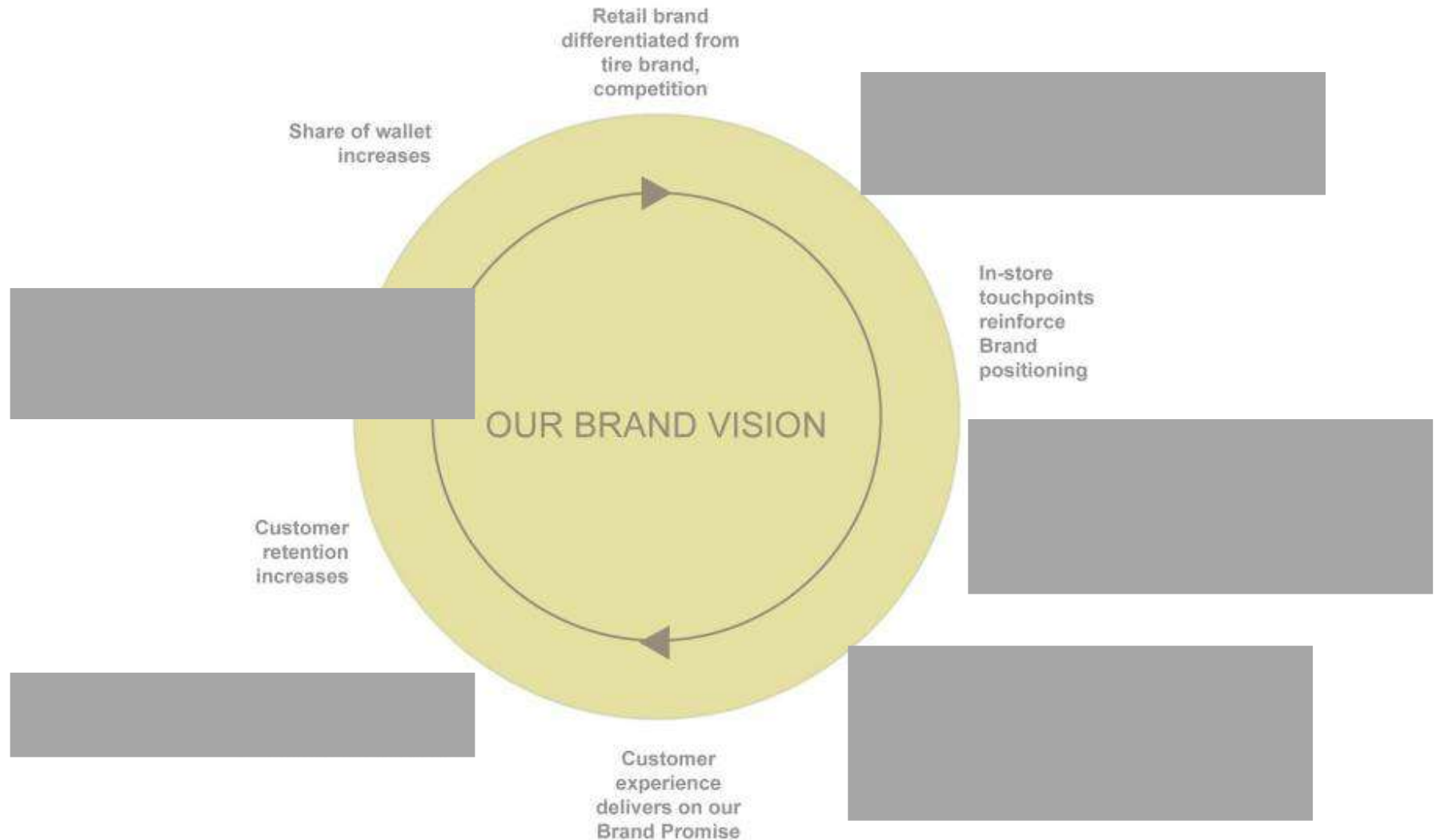


NORDSTROM

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

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



Brand Strategy #2: Develop Meaningful Brand Architecture

**BFS Retail & Commercial
Operations, LLC**

BRIDGESTONE
Firestone
MasterCare

our mission
Committed to providing
a Positive Customer
Experience...Every Time.

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



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



The image shows a screenshot of a website or advertisement for Firestone Complete Auto Care. On the left, there is a large grey rectangular area that has been redacted. To the right of this area is the Firestone Complete Auto Care logo, which consists of a red and blue shield-like shape. The word "Firestone" is written in white on the red background, and "COMPLETE AUTO CARE" is written in white on the blue background. Below the shield, the text "since 1926" is written in white. Underneath the logo, the tagline "The experience you want.™" is displayed in a grey font. At the bottom of the page, the website address "www.FirestoneCompleteAutoCare.com" is written in a grey font.

www.FirestoneCompleteAutoCare.com

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				
	ADV				
	SAFE				
	PROP				
	CONV				
	SERV				
	SERV				
		ON TIME 	FAST	COMFORTABLE "...there's a clean and comfortable waiting room..."	
		PARTNER 	MAKING CAR CARE EASY		

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.

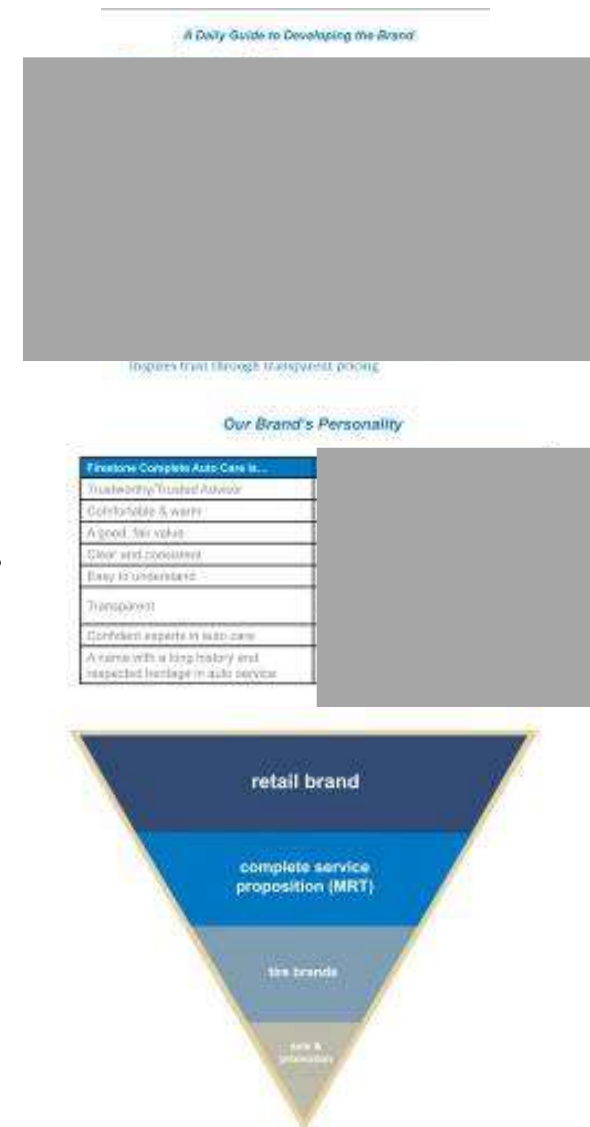
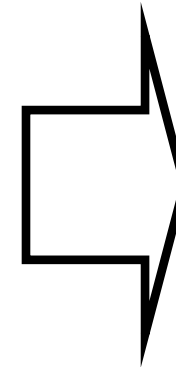
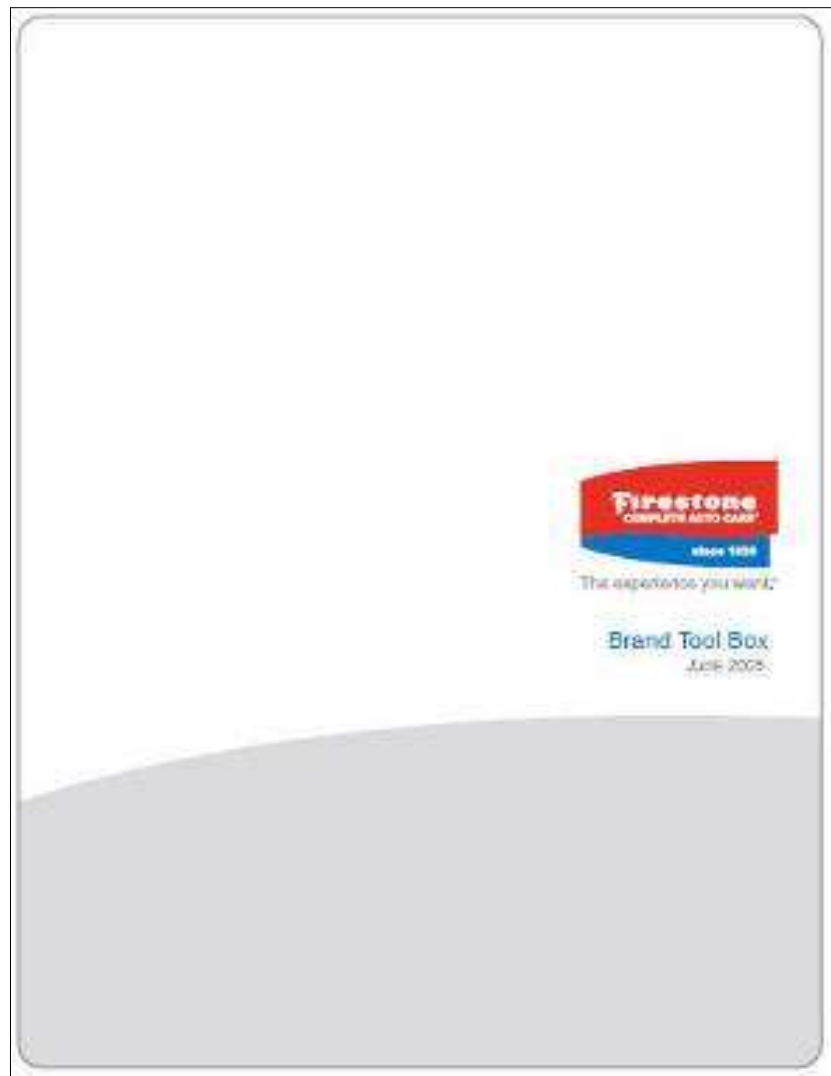
Brand Strategy #4:

**Support Positioning Through Revitalized Identity and
Powerful / Double-Meaning Tag Line**



The experience you want.™

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”**



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	\$ 39.99	standard alignment	\$ 69.99	4-tire rotation	\$ 19.99
oil & filter change (oil to 5 quarts)	\$ 19.99	lifetime alignment	\$119.99	lifetime wheel balance (per wheel while purchase only)	\$ 15.99
transmission flush	\$ 25.99	brake service (including front and rear 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, 4 & 6 cylinder engines)	\$ 59.99	shock absorbers (per wheel - \$10.00 additional)	\$ 29.99 + \$10.00 each	tire installation	free with purchase
a/c service (performance check)	\$ 39.99	battery replacement (- \$10.00 additional)	\$ 79.99	flat repair	\$ 12.99

Marketplace Opportunity

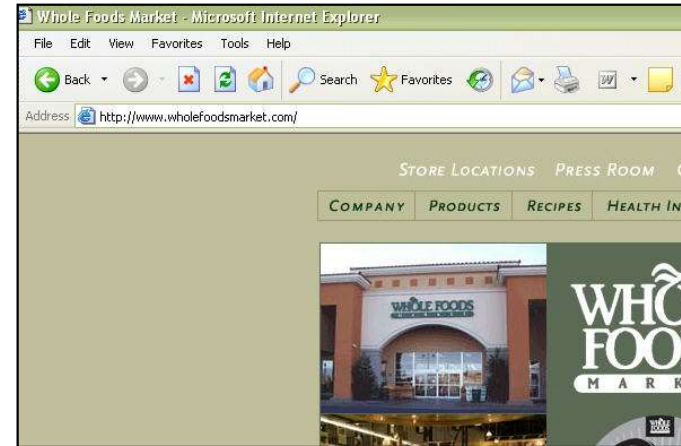
Brand Strategy #6G: **Look Like the Market Leader**



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

The screenshot displays the Firestone MasterCare website interface. At the top, a browser window shows the address <http://www.mastercareusa.com>. The website features a navigation menu on the left with links for My MasterCare®, MasterCare® Services, Tires, Service Centers, Coupons & Promotions, Car Care, Customer Feedback, and About MasterCare®. Below this is a Store Locator with a zip code input field and a 'Go' button. The main content area is dominated by a large banner for Firestone MasterCare Car Service, featuring a photo of a technician working on a car. The banner text includes 'Complete Vehicle Service', 'Nearly 1500 Service Centers Nationwide', 'Evening and Weekend Hours', and 'All Services Are Backed by our Triple Guarantee'. Below the banner are three promotional boxes: 'TRIPLE Guarantee' (MasterCare Car Service means it's fixed right, priced right, and right on time...guaranteed), 'MasterCare SUV Service' (A faster, more convenient way to service your SUV), and 'SCHEDULE AN Appointment' (Schedule your next appointment online). To the right of the main content is a 'Special Offers' section with two offers: 'Four Bridgestone Insignia SE200 tires for \$148' and 'Winter Savings Package for \$74.99'. Below this is a 'Promotions' section with a 'MasterCare Car Service' coupon for 'Receive Valuable Coupons by E-mail' and a 'SIGN UP TODAY' button. Further down is a 'Driver's Edge' section with the slogan 'KNOW YOURSELF KNOW YOUR LIMITS' and 'SPONSORED BY BRIDGESTONE'. At the bottom right is a 'Tire Catalog' section with the instruction 'Select a tire from the categories below:' and links for 'All-Season', 'Light Truck/SUV', 'Performance', and 'Winter'. The bottom of the page contains several informational sections: '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.), and 'MyMasterCare®' (View your service history online and receive maintenance reminders).

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



Brand Objective

Based on Overall
improve quality of

Brand Strategies

Based on Overall
focus the brand a
customers from b
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

Firestone Complete Auto Care - The Experience You Want

http://www.firestonecompleteautocare.com


Maps Getty Image... Images.com CNN.com Metra - Welcome to Metra My Yahoo! Apple Yahoo!

Untitled



Firestone
COMPLETE AUTO CARE
since 1926

The experience you want.™



we understand your auto.
we understand you.

- find a service center
- maintain your auto
- repair your auto
- select your tire
- learn about your auto
- access credit card center
- service your company car

[maintenance](#) [repairs](#) [tires](#) [news](#)

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

