

Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Social impact INcubators FOR strengthening the capacity of
Adriatic region to support the sustainable industry
transformation of the BLUE economy sector
IN4BLUE

**Making Sustainability Visible, Enhancing the sustainability
and visibility for Blue Economy practices, 26.02.2026.,**
Ustanova za razvoj kompetencija, inovacija i specijalizacije
Zadarske županije – INOVAcija
Marija Jakeljić, marketing professional

Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



COMMUNICATION BASIS



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



COMMUNICATION BASIS

- 1. How to do brand building?**
- 2. What is audience targeting and effective messaging?**
- 3. What are communication plans and how are they built?**



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



1. HOW TO DO BRAND BUILDING?



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



DEFINITION OF A BRAND



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



*Your brand is what other
people say about you when
you're not in the room*

-Jeff Bezos

The founder of Amazon



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

But, how do we achieve people actually tell what we want them...



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Consumers are exposed to an unprecedented number of options and ads that bombard them from all sides.



Interreg



Co-funded by
the European Union

Italy – Croatia



10,000 ads per day

On average, people saw this in 2025.

The number of brands has increased by 40%
in the last 5 years

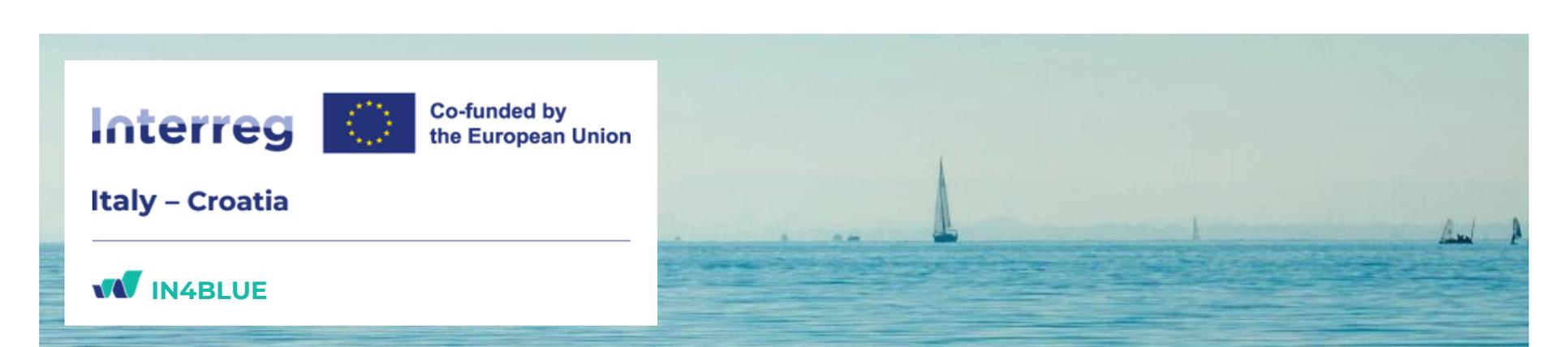
This creates a **feeling of insecurity** and anxiety among consumers,
makes **decision-making more difficult**, and reduces loyalty.



The logo for Interreg, featuring the word "Interreg" in a bold, blue, sans-serif font.

Co-funded by
the European Union

Italy – Croatia

A background image showing a sailboat on a blue sea under a clear sky. The sailboat is in the center, with other smaller boats visible in the distance. The horizon is visible in the background.

In the US alone, **5.2 million new business applications were filed in 2024.**

Approximately 2.6 million (50%) of these businesses will fail in the first five years.

Only about 25% of them will still be around after 15 years.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



WHAT IS THE ROLE OF BRANDS IN THIS CHAOS AND UNCERTAINTY?



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Brands are beacons that make it easier to navigate this chaos of options.

They enable easier decision-making.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

7sek

In just 7 sec people
form opinion about a
brand.

76%

76% customers prefers
buying brands they
trust.

Brands are not just logos, pretty pictures, or packaging.

They reduce the feeling of risk and facilitate decision-making.

Brands are a strategic tool that builds trust and emotional connection with customers.

Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



We need to build brands that are:

- Easier to notice
- Easier to choose
- Chosen more often at higher prices over many years.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

How do we achieve this?

How do we ensure our brand not only survives, but thrives?



BRANDING

ICEBERG

VISIBLE



CUSTOMERS

PURPOSE

COMPETITION

BRAND ATTRIBUTES

OFFERING

POSITIONING

CUSTOMERS RELATIONS

VALUE PROPOSITION

INVISIBLE

BRAND STRATEGY



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

What is brand strategy?

How we want people to see us

And how we are going to achieve that.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

“A brand strategy defines what a brand stands for, its core values, promises, and how it communicates to its audience.”

Marty Neumeier, author of The Brand Gap

“It’s the articulation of what you want your brand to represent in people’s minds – and how you consistently deliver that through every touchpoint.”

Landor & Fitch

“Brand strategy is the blueprint that outlines how a brand will differentiate itself from competitors and connect emotionally with its target audience.”

HubSpot Marketing Glossary



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



1. step: Golden Circle



Interreg



Co-funded by
the European Union

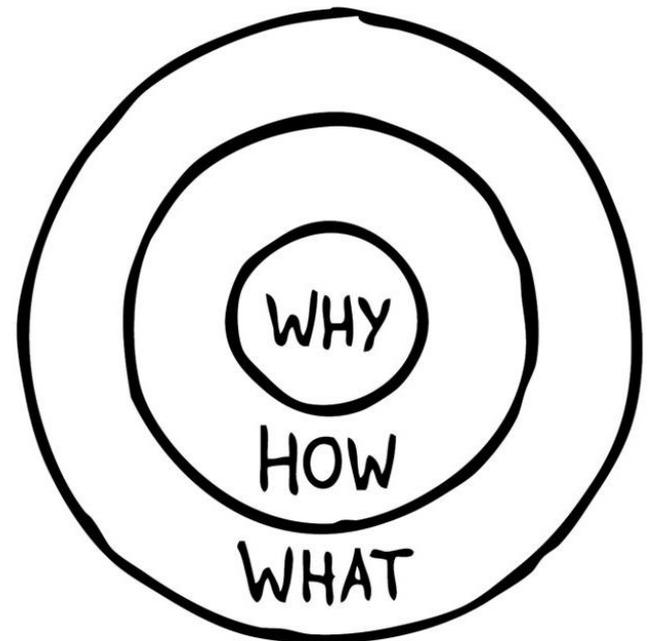
Italy – Croatia

 **IN4BLUE**



Simon Sinek - Golden circle framework:

„People don't buy what you do; they buy why you do it”.



Interreg



Co-funded by
the European Union

Italy – Croatia

IN4BLUE



WHY = the purpose

What is your cause?

What do you believe?

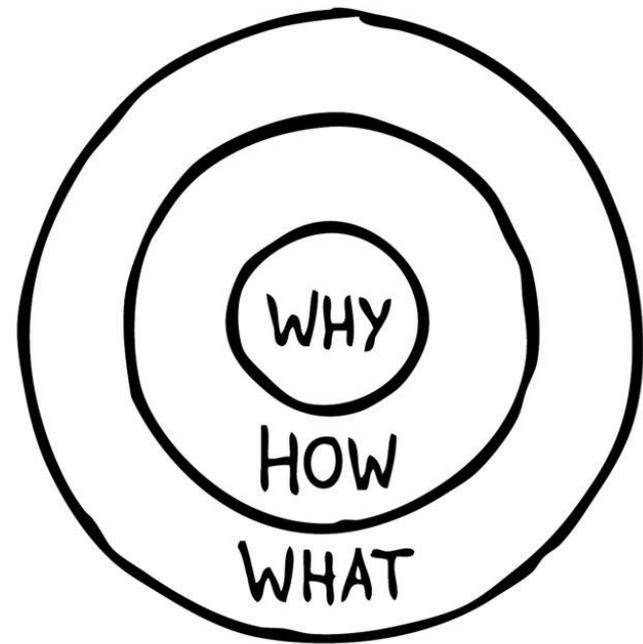
HOW = the process

Specific actions taken to realize the
Why

WHAT = the result

What do you do

The result of why. Proof.



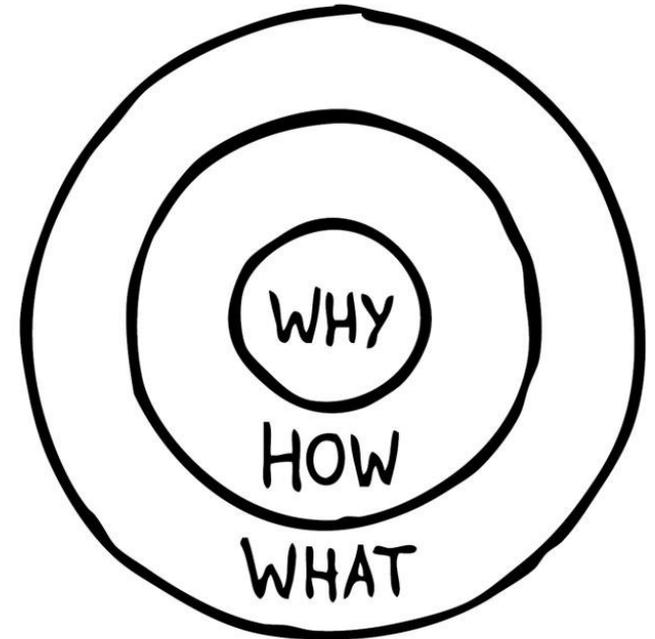


Golden circle Ikea example

1. WHY (Purpose):

2. HOW (Process):

3. WHAT (Product):





Golden circle Ikea example

1. WHY (Purpose):

To create a better everyday life for the many people.

IKEA believes that everyone deserves a comfortable, well-designed home, regardless of income.

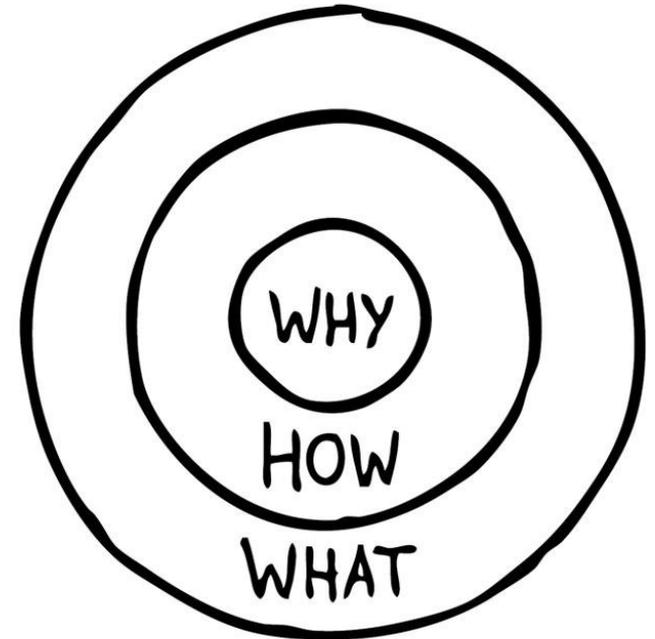
2. HOW (Process):

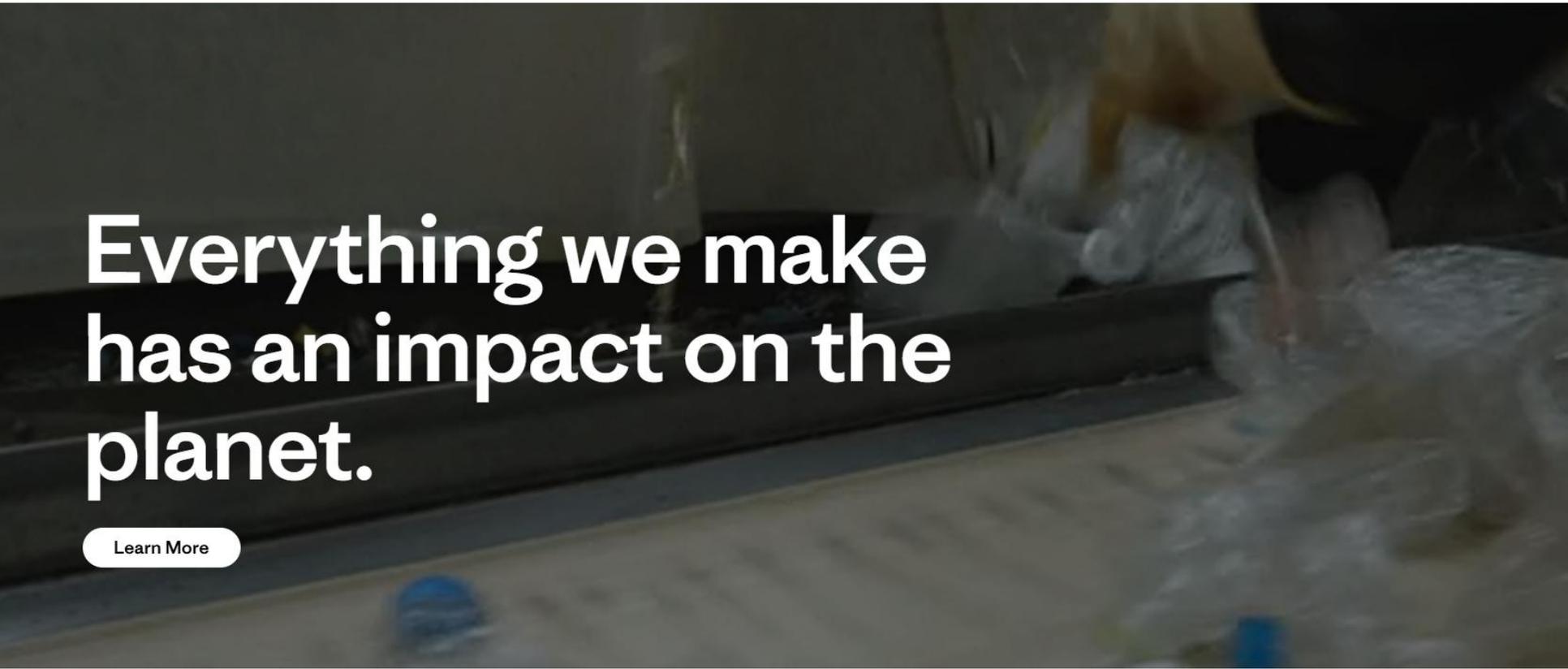
They design affordable, practical, and stylish home products.

IKEA keeps prices low through cost-efficient design, self-assembly, and compact packaging for easy transport and storage.

3. WHAT (Product):

IKEA sells furniture, home accessories, and kitchenware, both online and in-store, all designed to be functional and accessible.





Everything we make has an impact on the planet.

Learn More

How We're Making Change



Materials and Environmental Programs

We've built robust environmental and animal welfare responsibility programs to guide how we make our materials and products.

[Learn More](#)



Social Responsibility Programs

What we're doing to ensure that our products are produced under safe, fair, legal and humane working conditions.

[Learn More](#)



Where We Do Business

We share information about our owned facilities and our suppliers across the supply chain, so you know where and how the clothes you buy are made.

[Learn More](#)



**DON'T BUY
THIS JACKET**

patagonia
patagonia.com

COMMON THREADS INITIATIVE

REDUCE

WE make useful gear that lasts a long time

YOU don't buy what you don't need

REPAIR

WE help you repair your Patagonia gear

YOU pledge to fix what's broken

REUSE

WE help find a home for Patagonia gear
you no longer need

YOU sell or pass it on*

RECYCLE

WE will take back your Patagonia gear
that is worn out

YOU pledge to keep your stuff out of
the landfill and incinerator



REIMAGINE

TOGETHER we reimagine a world where we take
only what nature can replace

patagonia
patagonia.com

How many brands can run an ad like this?



REN
CLEAN SKINCARE



REN
CLEAN SKINCARE

X

 SURFRIDER
FOUNDATION

Clean to skin.

Clean to planet.

Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

2. step: Context – 3C model

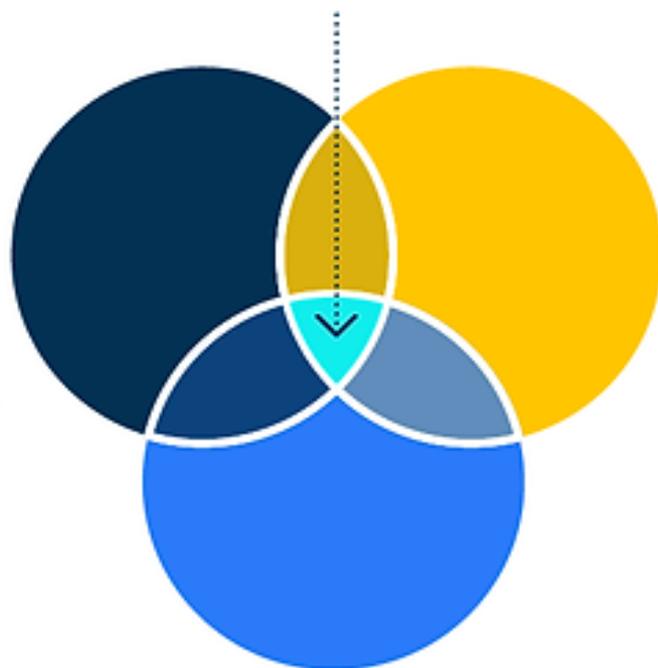


Strategy:

the balance between what we offer, what customers want and the threats from the competition.

Competitors:

what are they offering that we can do better, how are they making money, what do we need to do to beat them?



Customers:

who are they, what do they value, what do they think of our offer?

Company:

what are our strengths, what are our unique selling points?



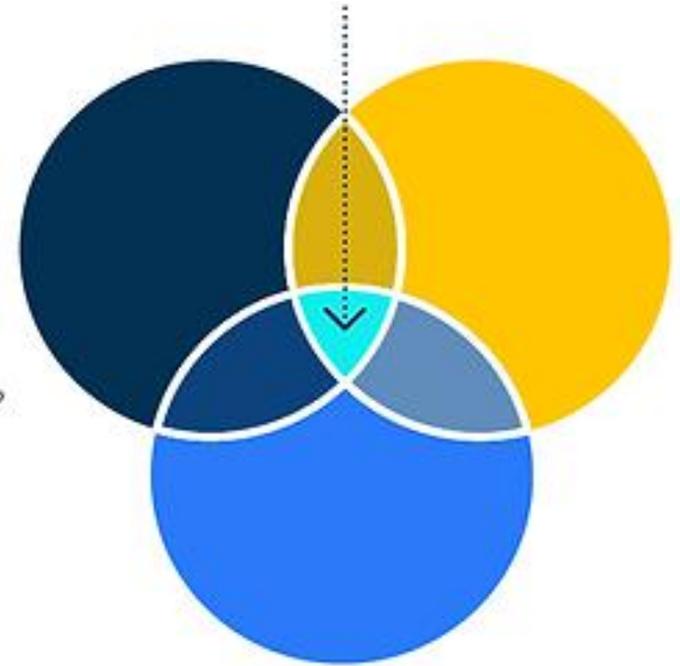
3C Model

In the center of the **three circles** - **Customer**, **Competitor**, and **Company** - is where all three align.

That's where we find our **USP (Unique Selling Proposition)** - and define our **brand positioning**.

It's the **sweet spot** where:

- We meet a **real customer need**,
- In a way that's **different from competitors**,
- Using our **own strengths**.



Interreg



Co-funded by
the European Union

Italy – Croatia



3. step: Brand positioning



Brand positioning

- Brand positioning refers to the **unique value that a brand presents to its customer.**
- Company's positioning is key to **helping consumers understand why they should pick your brand over others**
- Companies use to articulate and promote the value their brand brings to a target market and their customers.
- A brand positioning statement is an internal positioning summary, it is not a slogan! Should be a balance of both aspiration and reality.



Brand positioning - example



Airbnb is
the global travel platform
for people who want to feel they *belong anywhere*
by staying in unique homes and experiences
hosted by local people, instead of standardized
hotels.





Brand positioning - example

Nike is

the global sports and lifestyle brand
for people who want to push their limits,
offering innovative athletic gear and
inspiration that helps everyone feel and
perform like an athlete.



Brand positioning - example

The Ritz-Carlton is a place where the **genuine care and comfort of our guests** is our highest mission.

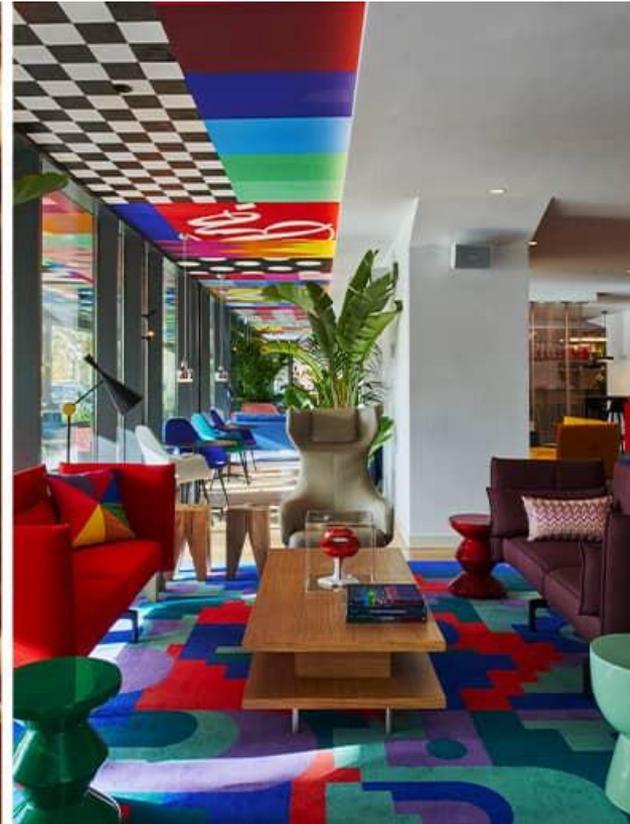
We pledge to provide the **finest personal service and facilities** for our guests who will always **enjoy a warm, relaxed, yet refined ambiance.**

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.



THE RITZ-CARLTON





Brand positioning - example

A hotel for modern, mobile travelers
who want stylish, well-designed rooms and vibrant
social spaces
in prime city locations,
delivering affordable luxury
without unnecessary traditional hotel formalities



Here we can cover also our values

BRAND VALUES & HOW WE LIVE THEM

The LAQO logo is located in the top right corner of the slide. It consists of the letters 'LAQO' in a bold, white, sans-serif font, centered within a solid red square.

What we stand for

Smartness

We think things through.

Confidence

If we see an opportunity for improvement, we are not afraid to take risks.

No bullshit attitude

No hassle. No frills. No lingo.

Innovativeness

We are the movers of the industry, always pushing ahead.

Responsibility

We promote responsible behaviour.



adidas

PARLEY

ADIDAS X PARLEY

FOR THE OCEANS



FROM SEA TO SHOE

adidas

PARLEY





THE SEA SPEAKS. LET'S LISTEN.

For many of us, the ocean exists as background noise, quietly lapping at distant shorelines. But as a brand born from the sea and inspired by the self-regenerative properties of kelp, we're committed to listening closely to its needs—and answering its call for protection with the efforts of the La Mer Blue Heart Oceans Fund.

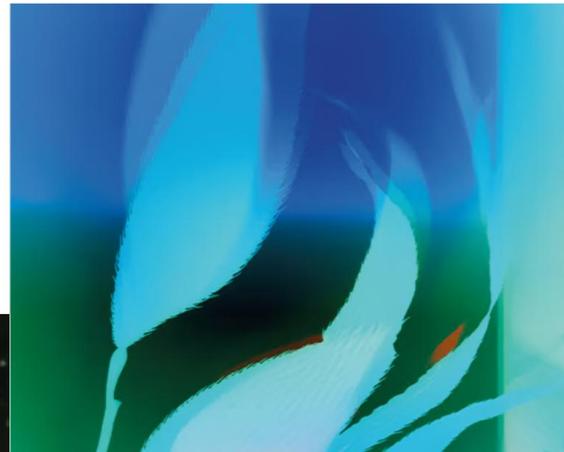


OVER 95% OF LA MER'S SEA PLANTS ARE RESPONSIBLY SOURCED*

LA MER IS PROUD TO SAY THAT WE USE 100% RENEWABLE ELECTRICITY IN OUR DIRECT OPERATIONS.*

IT ALL STARTS IN THE SEA

In the pristine waters of the Pacific coast, we hand-harvest Giant Sea Kelp from just the very tops of the flowing fronds, a method that supports the sustainability of this resource. These gold-green strands hold the nutrients that, once unlocked, give Miracle Broth™ its iconic power.



LA MER BLUE HEART AMBASSADORS

We partner with leading conservationists and scientists to educate and empower the next generation of ocean advocates—and inspire action in support of protecting our seas.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



4. step: Brand promise



Interreg



Co-funded by
the European Union

Italy – Croatia

 IN4BLUE

A brand promise is a clear, concise commitment that states what customers can *always* expect to receive in terms of value and experience whenever they interact with a brand.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Brand promise - example

The ultimate driving machine

???





Interreg



Co-funded by
the European Union

Italy – Croatia



Brand promise - example

We are ladies and gentlemen
serving ladies and gentlemen.



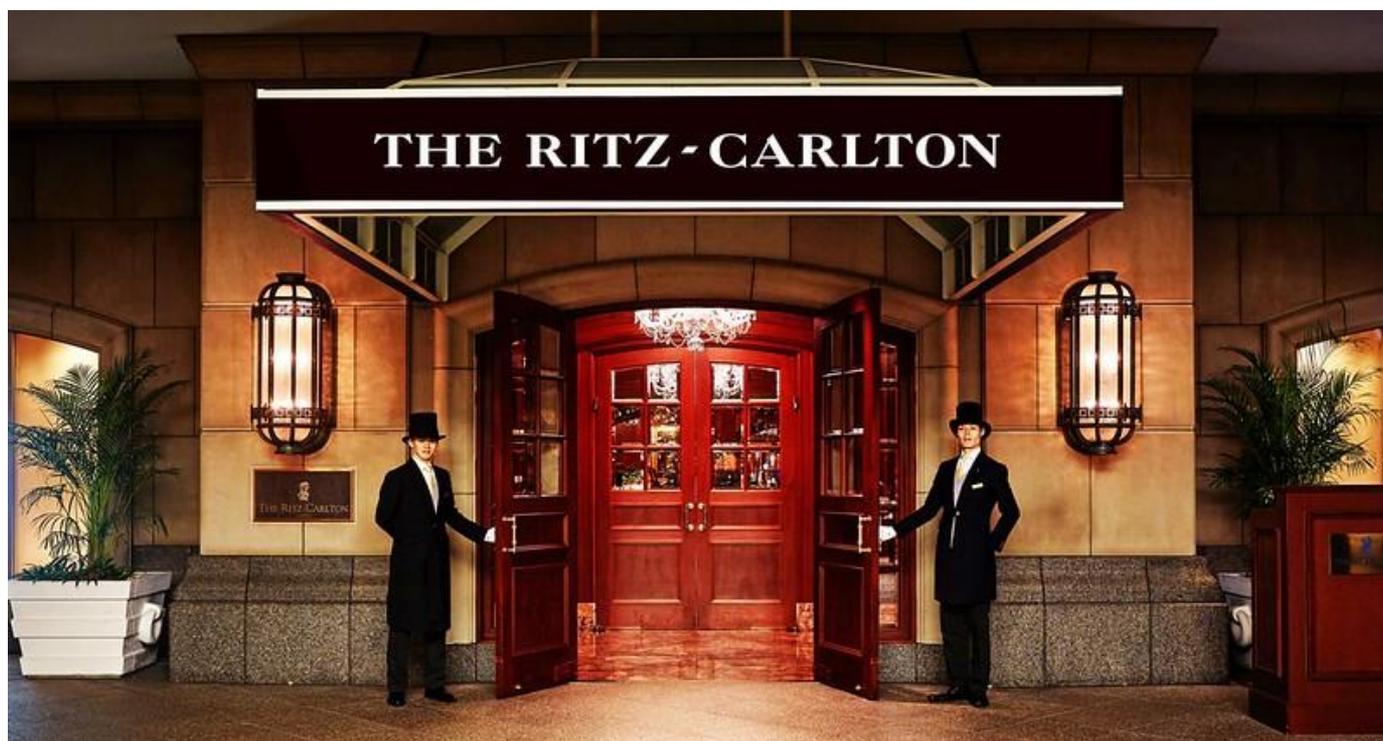
Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Interreg



Co-funded by
the European Union

Italy – Croatia



Brand promise - example

Quiet luxury.
Crafted experiences.
Intuitive service.

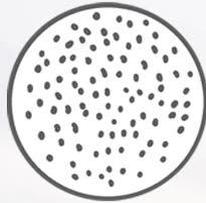


LOUREO NET+POSITIVA

A NET POSITIVE SOLUTION TO PREVENT OCEAN PLASTICS



Discarded nets are collected to prevent a harmful form of ocean plastics by working directly with low income fishing communities to create jobs and improve waste management.



Nets are recycled in Santiago through a zero-waste process which results in an estimated 70% reduction in greenhouse gas emissions in comparison to virgin plastics.



Premium products are manufactured to ensure a long life where they can then be returned to be recycled again for a fully closed loop system.



Funds from the sale of each product are used to support coastal communities that are most affected by these forms of waste for a truly net positive impact.



The background of the entire advertisement is a high-contrast, black and white photograph of several large fishing nets. The nets are piled up, creating a complex, textured pattern of lines and shadows. The lighting is dramatic, highlighting the intricate details of the mesh and the way the nets are bundled together.

netplus®

RECYCLED FISHING NETS

**NOT ALL
RECYCLING
IS EQUAL**

bureo
bureo.co

A Net Plus

patagonia®



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



5. step: Appearance



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Tone of voice

Look & feel



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

**Brand tone of voice is a
consistent way of
conveying a brand
message to your
audience.**



Interreg



Co-funded by
the European Union

Italy – Croatia

IN4BLUE

The Four Dimensions of Tone of Voice

Example

“What did you do!? You broke it! (Just kidding. We’re experiencing a problem on our end.)”

Formal |—————●—————| Casual

Serious |—————●—————| Funny

Respectful |—————●—————| Irreverent

Matter-of-fact |—————●—————| Enthusiastic

NNGROUP.COM **NN/g**



Elite



Mass Appeal **H&M**



Serious



Playful **Google**



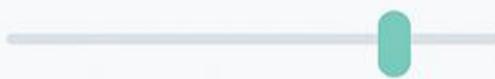
Conventional



Rebel



Mature & Classic



Young and Innovative



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Look & feel



Interreg



Co-funded by
the European Union

Italy – Croatia



Brand “look & feel” is the overall sensory impression that a brand creates through how it looks and how it emotionally comes across to people



Why look & feel matters

Instant recognition:

Consumers can process images in 13 milliseconds, and first impressions are often formed in 50 milliseconds.



Why look & feel matters

Consistency:

Consistent branding across all touchpoints (website, social media, packaging) builds trust, loyalty, and can increase revenue by 10% to 33%.



Why look & feel matters

Consistency:

Consistent branding across all touchpoints (website, social media, packaging) builds trust, loyalty, and can increase revenue by 10% to 33%.

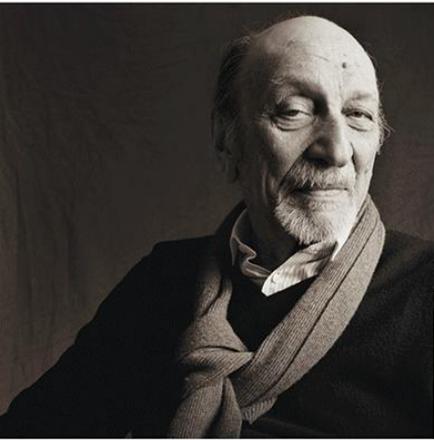


Why look & feel matters

Differentiation:

A unique, well-defined aesthetic helps a brand stand out in crowded markets.





Created in 1977:

WE ❤️ SUBWAY ENTERTAINERS, TOMORROW'S GRAMMY WINNERS.

FOLLOW US @welovenyc



WE ❤️ NYC

WE ❤️ THAT IF YOU CAN MAKE IT HERE YOU'LL MAKE IT ANYWHERE.

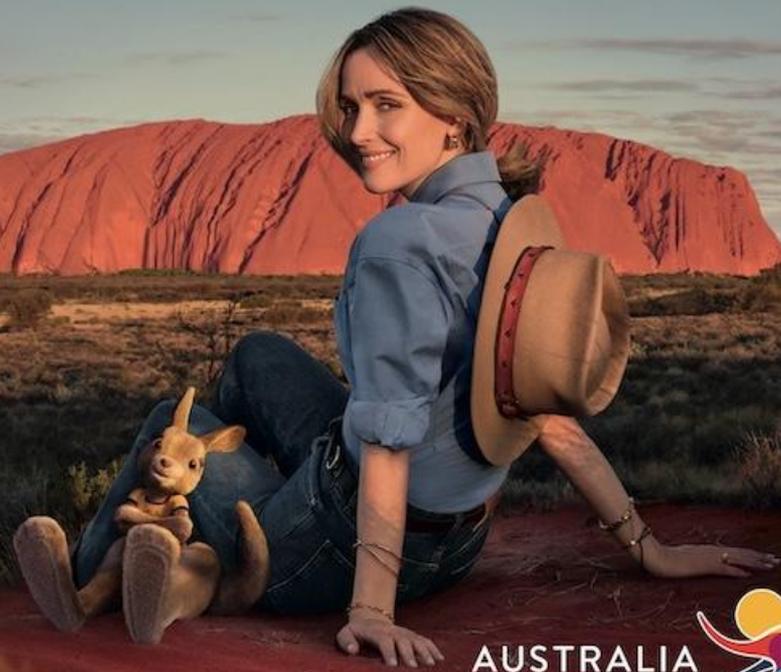
FOLLOW US @welovenyc

WE ❤️ NYC



2023 update:

COME AND SAY
G'day



Uluru-Kata Tjuta National Park



SPECIAL WEBSITE RATE
-30%

PERFECT HOLIDAY IN CROATIA



VALAMAR
HOTELS & RESORTS

BOOK NOW ►

PREUZIMI VAUČER U IZNOSU

100 €

ZA VALAMAR HOTELE

VALAMAR VOUCHER

100 € POPUSTA

Vrijedi u svim Valamar smještajima
• Preuzmi odmah



PutoKlinci

Interreg



Co-funded by
the European Union

Italy – Croatia

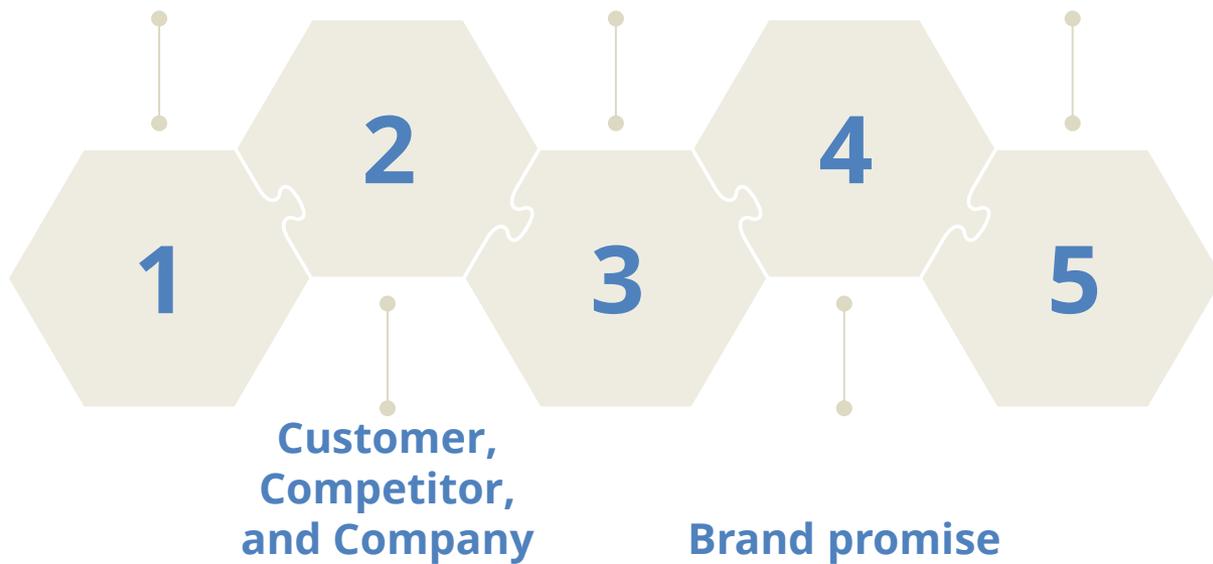
 **IN4BLUE**



**Why, How,
What**

**Brand
positioning**

**Tone of voice
Look & feel**



However, simply creating a brand strategy does not deliver results.

THE BRAND STRATEGY MUST COME TO LIFE AND BE IMPLEMENTED CONTINUOUSLY



01

Creating the brand strategy



02

Implementation

Define and carry out aligned and regular activities by all stakeholders.



03

Monitoring activities

Track performance and adjust activities as needed.



04

Iterations

Adjust activities, design new ones, maintain momentum.



A brand strategy that is implemented consistently leads to better financial results.

A brand strategy provides the basis for easier decision-making within companies and ensures better business outcomes.

33%

Consistent branding can increase revenue by up to 33%.

27%

Companies that invest in branding achieve up to 27% higher ROI (return on investment).

95%

Increasing customer loyalty by just 5% can bring profit growth of up to 95%.

5-8x

Greater efficiency and cost optimization thanks to more effective budget allocation.

Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



2. WHAT IS AUDIENCE TARGETING AND EFFECTIVE MESSAGING?



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



Who is my buyer?



Interreg



Co-funded by
the European Union

Italy – Croatia

IN4BLUE



Interreg



Co-funded by
the European Union

Italy – Croatia

IN4BLUE



Market segmentation definition

- Market or customer segmentation is the **process of dividing a market into distinct subgroups of consumers with distinct needs, characteristics, or behavior, who might require separate products or marketing mixes.**



Most often methods to segment customers:

- **Geographical** - based on location – national, regional, local – cities, neighbourhoods,...
- **Demographic** - age, gender, occupation, education, marital status, family status...
- **Psychological** - values, interests, character,....
- **Profit** - Customer lifetime value, purchase frequency, average order value
- **Quantum** - quantity or volume of their purchases (identify high-volume customers and tailor strategies to encourage larger purchases)
- **Loyalty** - Purchase frequency, engagement with loyalty programs, brand advocacy
- **Digital behaviour** - Search behavior, content consumption, purchase journey



We must move beyond demographics:

- **Values & beliefs:** What matters to them (sustainability, authenticity, independence, family)
- **Personality traits:** Adventurous vs. cautious, innovative vs. traditional, leader vs. follower
- **Lifestyle choices:** What they do (travel, fitness, cooking, gaming), how they spend time and money
- **Social class & status:** How they see themselves, what status symbols matter to them
- **Habits & behaviors:** Spending patterns, brand loyalty, media consumption, social media use
- **Interests:** Hobbies, passions, cultural preferences, causes they support



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

**The more we know about our
customers, the better and more
effectively we can communicate...**



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

**Not all consumers are always in the
same stage of the buying process...**



Interreg

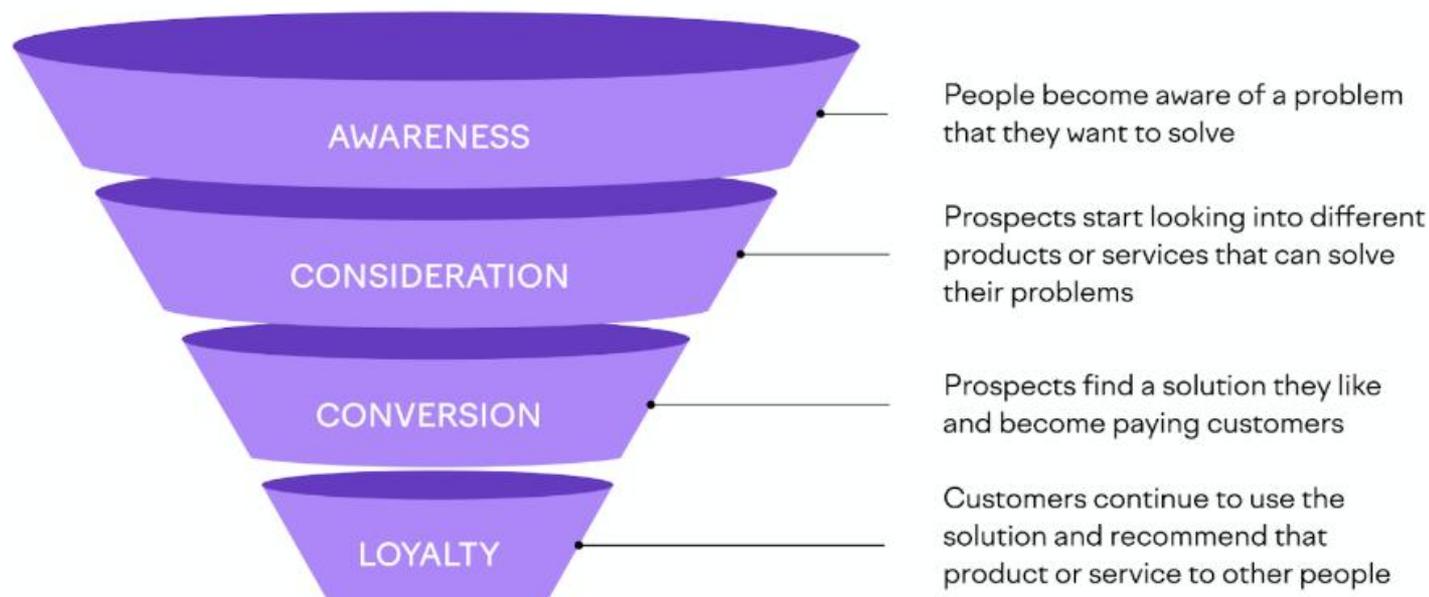


Co-funded by
the European Union

Italy – Croatia



The Marketing Funnel



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

Building effective messaging – tips & tricks:

- Be on brand strategy
- Understand customer motivation & profile -> their motivation and painpoints.
- Adjust to channel & touchpoint -> same message does not fit all channels.
- Be aware of your business targets: brand awareness, leads, web visitors, newsletter subscriptions, followers, sales results

Interreg



Co-funded by
the European Union

Italy – Croatia



Building effective messaging – tips & tricks:

- A/B test different messages for each segment
- Continuously monitor performance and iterate
- Align messaging across all touchpoints and channels



VIJESTI

Uz more za more: Domaći brend Krie Design lansirao treću održivu kolekciju od vlakna ECONYL®

PONEDJELJAK, 29. TRAVNJA 2024.



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



3. WHAT ARE COMMUNICATION PLANS AND HOW ARE THEY BUILT?



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



If we want to communicate regularly and professionally, we must move beyond hectic...



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



**Once we have strategy ready, we are
moving to the operational phase...**



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**



What is a communication plan?

- A concrete plan that defines what will be communicated, to whom, when, and through which channels
- Ensures consistent, coordinated communication across all touchpoints
- Ensures responsibilities: who is writing, who is posting,...
- Defines goals (KPIs)



Project communication plan:



Interreg



Co-funded by
the European Union

Italy – Croatia

 **IN4BLUE**

Thank you!



Interreg



Co-funded by
the European Union

Italy – Croatia



PP5 – Ustanova za razvoj kompetencija, inovacija i specijalizacije Zadarske županije

Gđa. Martina Bušljeta

Gđa. Sanja Jerak



Put Murvice 3a, 23 000 Zadar



martina.busljeta@inovacija-zadar.hr

sanja.jerak@inovacija-zadar.hr



+385 23 411 259



www.inovacija-zadar.hr