

The Secret's Out!
TENA's mission to break the taboo
around incontinence

TEACHING NOTES

The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

Teaching plan

The following teaching plan delivers instructions to guide the presenter(s) of the case on how to teach it. TENA's case exemplifies an authentic rebranding based on a distinctive mission which can be used for insights within the practise of corporate brand management. The teaching plan is crafted with the purpose of providing assistance for the case presenter(s) in terms of preparing, structuring and presenting the case. By doing so, the advised suggestions are formulated to spark an engaging and interactive discussion which will help to achieve the learning objectives. The case is designed for the master students of the International Marketing and Brand Management programme at Lund University who study the course Corporate Brand Management and Reputation. The teaching notes are structured according to the following outline: case synopsis, rationale for being an evergreen case, learning objectives, key learnings, discussion questions, teaching suggestion, board plan, time plan and epilogue. To finish off, these notes end with a reflection upon the case writing process.

Case synopsis

On the 23rd of April 2019, TENA made a bold decision to launch a game-changing product by addressing a taboo subject publicly. The Silhouette Noir product is a unique adult diaper that looks and feels like elegant black underwear. Since it is the first black underwear on the market designed for the purpose of empowering women with incontinence, TENA wanted to tackle the dilemma publicly. Therefore, the brand adopted a different marketing approach than their traditional one by creating a Victoria's Secret Angels inspired campaign with models over the age of 40, wearing the new product. These images were displayed on billboards across central London with the slogan 'Secret's Out' and the message that one in three women in the United Kingdom (UK) suffer from incontinence. Therefore, TENA drove the taboo topic of bladder weakness out into the public by actively engaging in social brand activism. Considering the brand's previous discreet marketing measures, the launch was rather controversial and risky, thus sparking doubt within the organisation. Based on this, the case question arises whether TENA in the future should stick to their discreet and traditional approach that had been successful so far or take the risk and act as a social activist to express their new brand identity?

Rationale for being an evergreen case

The presented case of TENA showcases a successful rebranding strategy and implementation that managers, consultants and agencies will still be able to learn from in the future. As the case refers to content that will be relevant in the future and generates ongoing interest, it can be regarded as an evergreen case.

Although already being the market leader in the field, TENA did not rest on their laurels but actively sought for an opportunity to contribute to the wider society. This is of course correlated to the brand's sensitive products, however, every brand should, besides their financial goals, seek for a good cause and social purpose. By taking a brand activist approach, companies can benefit from rising brand awareness and if done in an authentic way, from positive publicity. TENA can serve as a best practice example on how to move towards being an authentic brand activist and can keep up with the most commonly mentioned brands like Ben & Jerry's, Nike, Oatly and Patagonia for their successful activist approaches. Furthermore, brands should not back away from internal discussions and inconsistent opinions within the firm. TENA proved that taking a risk and a bold marketing approach can pay off when it is planned carefully. Companies, particularly the ones offering rather sensitive products and services, can benefit from the theories applied to TENA about brand management, brand identity and brand activism and deploy them across industries. For the launch of the Silhouette Noir, TENA got inspired by the well-known lingerie label Victoria's Secret and connected its campaign to their image by shooting and dressing the models like one of the brand's iconic angels. Thus, companies can learn from this approach that it can be worth making a connection to competitors' or similar brands to showcase their own concepts and benefit from associations. With such a controversial campaign and by stirring the conversations, firms can generate ongoing interest as well as raise awareness.

Learning objectives

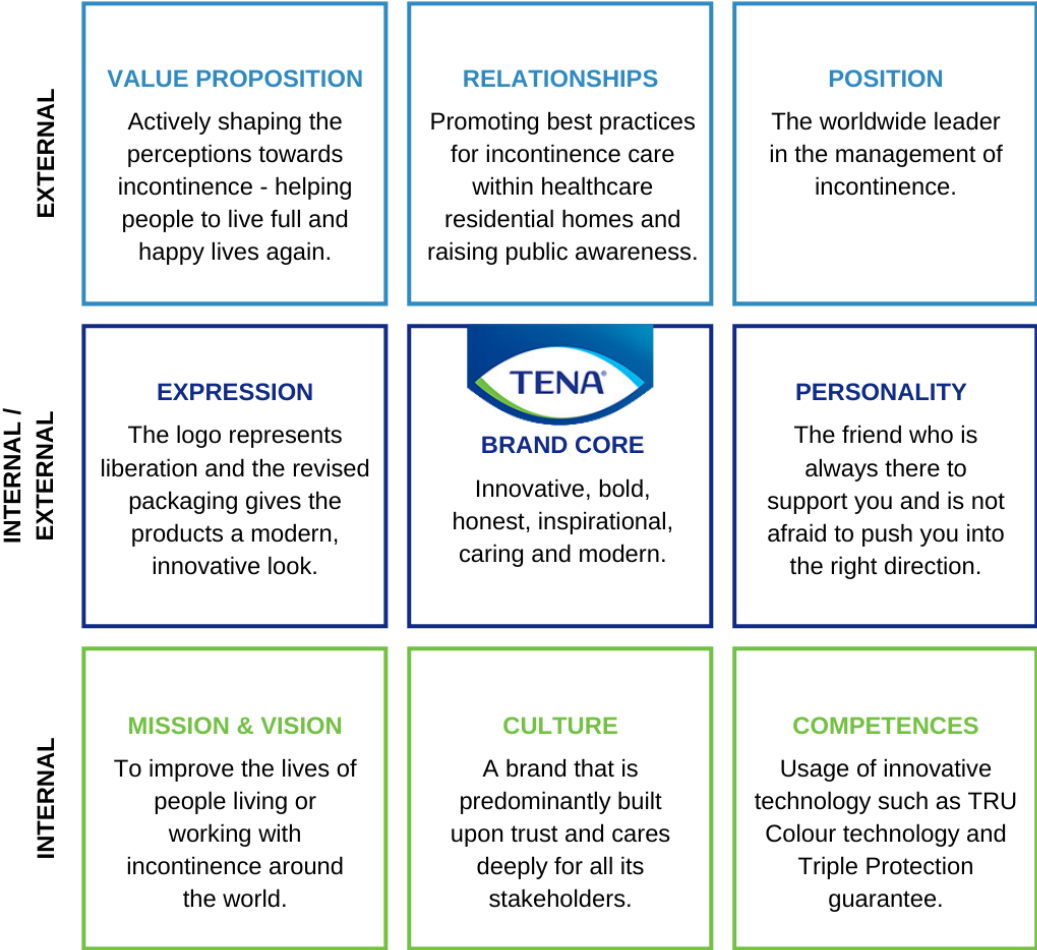
The aim of this case is to let the audience achieve specific learning objectives that are connected to appropriate theory. The identified key concepts of the case are brand identity, positioning, communication, and brand activism. In the following, these models are presented and applied to the TENA case which helps to get an insight into the company's decision-making process, their reasoning and motivations. Furthermore, it showcases the relevance that it could have for similar companies offering sensitive products.

Corporate Brand Identity Matrix

Corporate brands require to have a solid identity as it gives the company a direction and a purpose; it provides them their so-called 'northern star'. It can also strengthen the product and/or service offerings and ultimately safeguards an organisation's reputation when needed. However, many corporate brands are experiencing issues in defining their brand identity. In such cases, brands can use the Corporate Brand Identity Matrix (CBIM) by Urde and Greyser (2016) as a guidance tool that supports the management in tackling each particular element that make up an organisation's overall identity (**Exhibit 1**). Nonetheless, this framework is not only extremely valuable to brands who are struggling to define their identity, it can also be adopted when a corporate brand decides to rebrand.

As part of the rebranding process, TENA has adapted its corporate identity and in doing so, each element of the CBIM can be carefully considered to provide insights (Figure 1). It can be argued that TENA’s rebranding strategy could be defined as a ‘revolutionary rebrand’ as explained by Roper and Fill (2012). Brands that attempt a revolutionary rebrand involve changing its name, logo, slogan and its identity. Even though TENA did not change its name, it did revise its packaging, logo, identity and its approach in how and what the brand communicates. Especially the logo is an important visual brand identifier and to remain its recognition the logo only changed subtly.

Figure 1 Corporate Brand Identity Matrix (Urde & Greyser, 2016) applied to TENA



When analysing the identity of TENA, it is notable that the brand used to be associated with key words such as clinical, medical and more targeted on the older population. However, whilst examining the current CBIM, it appears that TENA is now much more reliant on an emotional approach towards its consumers and is actively engaging with the public. For instance, the mission and vision (internal element) clearly align with how the brand is nowadays communicated to the public. Due to TENA’s more prominent marketing approach, the brand is coherent in sharing

its aim to improve people's lives who are coping with incontinency. As for expression (internal/external element), the brand also changed its visual identity including a modification in logo and packaging. Consequently, the visual identity aligns with TENA's rebranding and shows a visual representation of liberation whilst reflecting the brand's core by adopting a modern and innovative appearance. TENA's relationships (external element) have also evolved and are now more reliant on spreading awareness about incontinency. Moreover, the brand continues to promote best practices within healthcare residential homes.

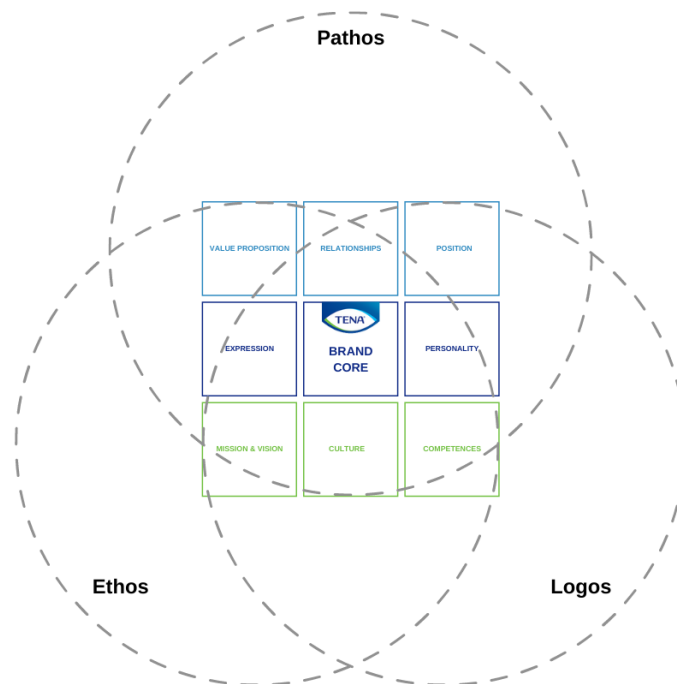
A key takeaway from TENA's CBIM is that even though they took a substantial risk by changing its identity, it appears that the risk was worth it and the brand came out stronger than ever. The change of TENA's visual identity also reinforced the public's positive perception towards the rebranding. Another insight that the matrix provides us with is that it thoroughly captures the corporate persona whilst presenting the company's identity in a simplistic manner. It is clear *why* TENA wants to help people deal with incontinence; *how* they want to achieve it through promoting best practices and by raising awareness; *what* makes TENA different from its competitors; and *by whom* this value proposition is established. Nowadays, TENA is no longer perceived as a 'timid' brand that prefers to communicate the topic of incontinence one-on-one but instead successfully stepped out of its shadows, proudly demonstrating its new identity.

Aristotle's Rhetorical Triangle

TENA's new identity was constructed with the help of the CBIM, but how did the brand communicate this to its stakeholders? Aristotle (as cited by Urde, 2021) developed a universal triad that can help to identify a brand's language and facts to ultimately persuade its audience. These three modes of persuasion include logos, ethos and pathos (**Figure 2**). The overall challenge is to find a balance among these rhetorical perspectives by asking the following questions based on a brand's value proposition and the way it aims to position itself:

- What are TENA's appeals to reason and understanding?
- What are TENA's appeals to build trust by character and personality?
- What are TENA's appeals to stir emotions?

Figure 2 Aristotle's Rhetorical Triangle (as cited by Urde, 2021) applied to TENA



Logos

Logos focuses on logical understanding and reasoning and is based on facts. Customers and non-stakeholders might question a brand's validity in terms of the claims it is making. Therefore, the message of a brand must be supported by science, statistics, expert input and/or other sources that draw upon logic. However, if a brand would only consider logos, the message could also get dry and bland which is why it is important to be combined with the other two perspectives.

TENA manages to appeal to reason and understanding by highlighting that its facts come from thorough market research that they have conducted themselves as well as draw upon existing research executed by medical institutions. The brand communicates its research through bold messages emphasising that one in three women in the UK suffer from incontinence. Besides the stereotype of older women dealing with bladder weakness, women also can experience this during their menopause, post-pregnancy and stress which may lead to leaks of urine when coughing, sneezing or laughing.

Ethos

The second perspective, ethos, emphasises why a brand can be trusted and whether it can be perceived to be credible. It should also show that a brand clearly understands the topic that they refer to on an intellectual and personal level. Thus, when creating for instance marketing campaigns, one could ask how it appeals to the audience's ethos. Is it considered as trustworthy?

TENA appeals to ethos by sharing true, taboo-breaking stories starring real women. The brand is also very transparent about its information sources and is aware of the amount of people that cope with incontinency. By launching campaigns with relatable women in relatable situations and complementing its messages with research-based claims, the brand establishes trustworthiness and credibility.

Pathos

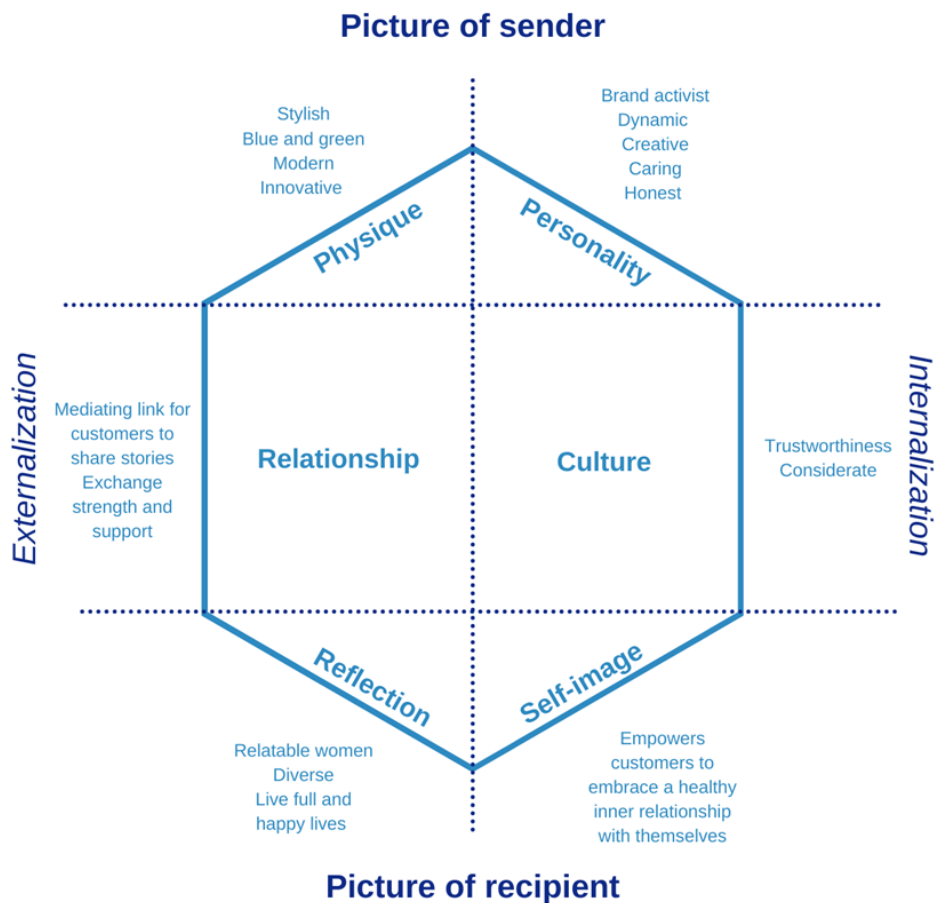
The third mode of persuasion, pathos, centres on the appeals to stir emotions. Pathos can also be distinguished as one of the fastest ways to grab the audience's attention. However, if pathos is applied too excessively, it can make stakeholders feel emotionally manipulated. They could also search for cues that support the logos behind the message. Pathos is therefore the perspective that focuses the most on establishing a personal connection with the audience.

The topic of incontinency is a sensitive and personal topic in itself. Hence, TENA appeals to its audience's pathos by making the conversation about incontinence public and showing people how many others are coping with the same conditions. TENA is a good example of using pathos successfully as especially its 'I Will Be Me' campaign managed to stir a lot of emotions. In addition, the 'Secret's Out' launch was huge as it was distributed all over Oxford Street and similar popular places in London. The Victoria's Secret inspired posters certainly grabbed attention by featuring beautiful women of different ages, body types and ethnicities although coping with incontinency.

Brand Identity Prism

The Brand Identity Prism by Kapferer (2012) comprises of six facets that are interrelated and form a structured entity (**Exhibit 2**). These define the identity of a brand and the boundaries which can change or further develop. The Brand Identity Prism consists of different divisions where picture of sender describes the person bearing the brand name and picture of recipient defines the receiver of the communication. Externalization and internalization bridge the gap between the sender and recipient. Furthermore, on the left side of the prism the social facets that give the brand its outward expression can be found while the right facets are incorporated in the spirit and the brand itself. The applied prism can be seen in **Figure 3**.

Figure 3 Brand Identity Prism (Kapferer, 2012) applied to TENA



The first facet is the *physique*, representing that a brand has physical specificities and qualities. Considering the current supply of products on the market, TENA had the chance to create a unique market position with their innovative stylish product that differs in looks from the ones from their competitors. Silhouette Noir, with its elegant black look that resembles real underwear, inherits functional added value to customers and delivers material benefits. *Personality* describes the brand’s personality and character. In TENA’s case they chose to rebrand themselves to take a stand and challenge the taboo topic of incontinency. Therefore, the brand’s personality can be seen as a social brand activist with the aim of empowering their customers to feel more confident with their products after the rebranding process. Additionally, TENA acts as a friend to their customers by supporting and pushing them in the right direction. When looking at Aaker’s (1997) Brand Personality Scale, TENA can be regarded as dynamic, creative and caring.

The prism’s third facet, *culture*, is the most important one. Strong brands have a vision and aim to share their ideology with the world. Therefore, they are not only driven by their culture but also strive to convey this by gathering people around their causes, ideas, ideals and values. The main elements that TENA’s culture is built upon are the essence of establishing a trustworthy environment and being considerate of all its stakeholders.

The fourth facet *relationship* is describing how brands are an important link of transactions and exchanges between people. In TENA's case, the brand has acted as a mediating link for customers to share stories with each other to exchange strength and protection in order to feel more confident and secure. Additionally, they have created strong relationships with the healthcare residential homes and their workers.

Reflection is the fifth facet which indicates that brands build reflections or images of buyers or users that they seem to be addressing. The marketing campaign of Silhouette Noir is an exemplary case since the company portrays their customers by using relatable women who cope with incontinence instead of showing typical skinny models. Furthermore, the chosen models provide a diverse range of women that the target customers can identify with. Lastly, the sixth facet *self-image* depicts how brands speak to customers' internal mirror and image. By using the concept of 'I Will Be Me', TENA's rebranding greatly showcases how the brand empowers their customers to embrace a healthy inner relationship with themselves.

The key learnings deriving from the brand identity prism in TENA's case are the importance of a coherent and consistent brand identity and communication. It can be a useful management tool for providing a visualisation of the elements that shape a brand and therefore give insights about a brand's identity. This is because when the six facets are connected and work well together, it can strengthen the brand value. Based on our analysis, TENA serves as an excellent example of a strong Brand Identity Prism since it has a coherent image, meaning it is sharp, concise and interesting. The brand's rebranding process made an important contribution to this consistent brand image since the brand aligned its communication according to their mission and vision. Therefore, another learning is that if all facets align, it can build a strong foundation to form a successful brand and corporate communication. Thus, the Brand Identity Prism works as a tool for modern brand communication which can aid brands in having a consistent communication.

Typology of Brand Activism

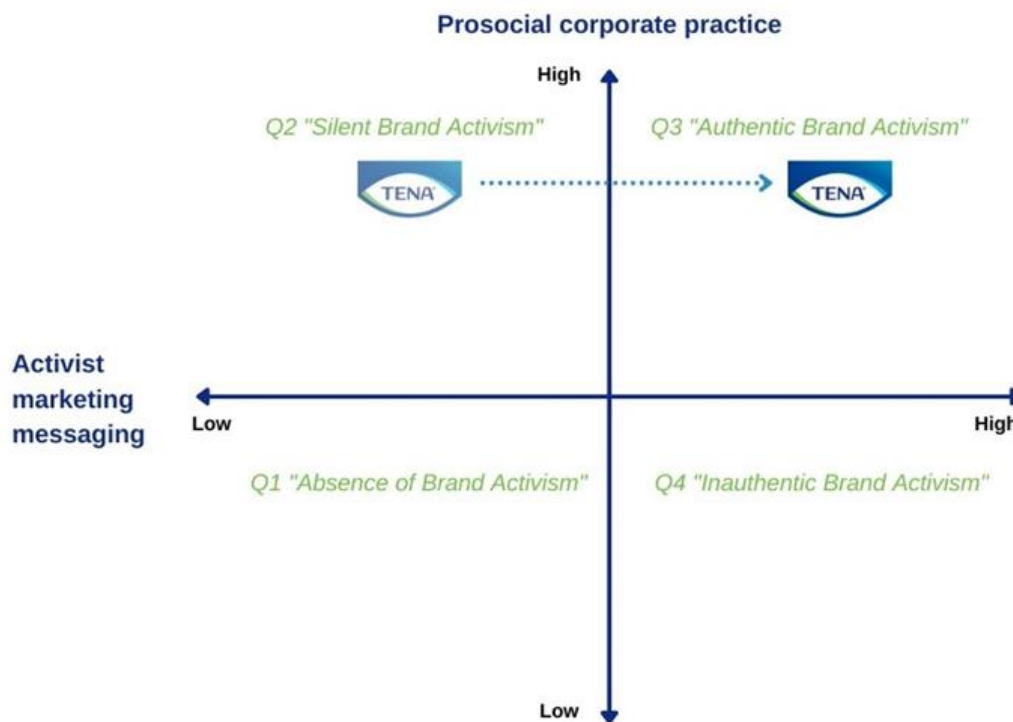
Brand activism is referred to brands taking a stance in political, social or environmental discussions which must be rooted in the purpose and values of the brand as well as needs to be aligned with their marketing messaging and corporate practices (Sarkar & Kotler, 2018; Vredenburg, Kapitan, Spry & Kemper, 2020). However, not every brand practices authentic brand activism, particularly not when one of the important components is missing. Hence, Vredenburg et al. (2020) have established a typology of brand activism (**Exhibit 3**) that shows the distinction between the different types of brand activism. The established matrix observes the four previously mentioned factors (values, purpose, messaging, practice) and examines the authenticity. Based on these factors, a brand can then be positioned in one of the four quadrants of the brand activism matrix: absence, silence, authentic and inauthentic.

Absence of brand activism (Q1) can be observed when brands do not have prosocial corporate practices, values and purpose implemented or use an activist communication but are also not expected to take a stance. Silent brand activism (Q2)

exists when companies are actively engaged but doing so in a rather discreet manner. Such brands operate quietly behind the scenes by integrating prosocial corporate practices in their long-term strategy as they are incorporated in their purpose and values. The only aspect missing to become an authentic brand activist for brands in the silence quadrant is the integration of active communication to show their commitment. To be perceived as an authentic brand activist (Q3), which is the superior form of brand activism, a brand needs to fulfil the four criteria of having aligned its brand purpose and values with its activist marketing communication and prosocial corporate practices. The reasons for being superior are reflected in the truthful alignment of all four criteria, leading to real societal change as well as the delivery of the strong brand equity outcomes due to the positive associations of consumers with current and future campaigns. The last quadrant refers to inauthentic brand activism (Q4). Inauthenticity is attributed to the absence of precise brand values and purpose as well as the lack of integrating any prosocial corporate practices and marketing messages. Nevertheless, the brand purposefully communicates their support for certain causes; hence, practicing so-called woke-washing. This approach is highly unethical and can lastingly impact a brand's equity and consumers' trust.

Applying the framework to TENA (**Figure 4**), it is apparent that the brand was operating its brand activism behind the scenes before its rebranding strategy in 2019. Not actively communicating its activist approach but having the prosocial corporate practices of improving the quality of people's lives deeply rooted in its purpose and brand values made TENA a silent brand activist, being positioned in Q2. However, with the company's bold marketing campaign which directly addresses the stigma around incontinence as well as the continuance of this strategy, moved TENA into Q3. By taking this approach and pursuing the rebranding strategy, the brand has filled the gap of the missing messaging component and took a public stance. The authenticity is given as TENA strives to raise awareness for and break the taboo of incontinency by offering innovative products for people who suffer from the condition. Moreover, the brand uses its strong position to make a difference and broaden public understanding.

Figure 4 Typology of Brand Activism (Vredenburg et al., 2020) applied to TENA



One of the key takeaways from this case is that a company does not necessarily need to be an authentic brand activist to make a change and be successful. TENA has been a silent brand activist for years by making people feel less uncomfortable with bladder weakness while successfully maintaining the position of the market leader. However, being also associated with risks, an authentic approach is a good tool for brands to raise their voice and can have a positive effect on their marketing activities. Hereby, a good balance between acting and communicating the activism is vital. There is a fine line between being perceived authentic and inauthentic. Thus, a company needs to ensure that all components of authentic brand activism coincide before deciding to communicate their attitude. Finally, it can be said that it is fairly easy for brands to move from a silent to an authentic approach as brands mainly need to communicate their good behaviour in an appropriate manner which is in place already. Wanting to shift from the absence or inauthentic quadrant into the authentic one is not really recommendable and much harder due to the fact that several factors are not aligning with the brand's overall strategy.

Overview of key learnings

Ultimately, the aim of the case discussion is to get the audience to achieve certain key learning objectives. These learnings revolve around how companies should not be afraid of taking risks and challenge public perceptions. Furthermore, brands should align their identity with their communication to be perceived as authentic brand activists. The key learnings are presented in **Table 1**, using the Bloom's Taxonomy.

Table 1 Key learning objectives from the TENA case

	In case of companies	In the case of TENA
Remembering	... that sometimes taking a risk is necessary and inevitable for a brand to remain true to its core identity.	... that even though TENA experienced several internal conflicts about the decision whether to launch the campaign and hence rebrand or not, the brand decided to listen to its core and take the leap.
Understanding	... what consequences taking a stand and becoming more socially involved in society can have for a company.	... how TENA raised a lot of public awareness and managed to break the taboo of incontinency by taking a stance.
Applying	... the key concepts of brand identity, positioning, brand activism and communication to develop managerial decisions.	... the models: Typology of Brand Activism, Brand Identity Prism, Corporate Brand Identity Matrix and Aristotle's Rhetorical Triangle.
Analysing	... the change in identity after a company has rebranded and how this affects the corporate communication.	... what elements of TENA's identity changed and how this has influenced their communication strategy, moving from a traditional, discreet towards a more public and bold statement.
Evaluating	... how a brand can align all its internal and external facets to establish a consistent rebranding strategy.	... how TENA aligned its brand identity and communication to create a coherent rebranding strategy by adapting e.g. its visual identity.
Creating	... an authentic brand image by coherently aligning the brand's corporate practices and communication with its purpose and values.	... a strategy for TENA to move from a silent to an authentic brand activist by actively communicating their actions, additionally to its previously implemented practices, purpose and values.

Discussion Questions

In order to make sure that the entire class is involved in the case, it is important to establish an engaging and interactive discussion that is supported by the learning objectives. The moderator(s) should keep the questions at hand to ensure that the conversation evolves. The discussion commences with the main questions below. The follow-up questions can additionally be used to guide the participants towards the essence of the main questions.

Main questions

- Which strategy should Tena follow?
- Should they stick to the discreet, traditional way that has been successful so far or take the risk and act as a social activist to express a new brand identity?
- Or would you suggest a completely different strategy?

General follow-up questions

- Why would you decide on this strategy?
- What do you think could be the risks of choosing this strategy?
 - For example, what are the risks financially?
 - Do you think consumers could be scared away and why?
- How well do you think is TENA's identity aligned with the campaign?
- Who are the stakeholders that TENA should especially consider?
 - How would you reassure stakeholders that this strategy could work?
 - How can you ensure that these stakeholders trust TENA?

Questions for the rebranding strategy

- How would the rebranding affect TENA's image and reputation?
- How would you communicate TENA's new identity to the public?
 - What could be short-term action points?
 - What could be long-term steps?
- Do you think future employees are affected by TENA's rebranding strategy?
 - If yes, do you think in a positive or negative light?
- How would you deal with stakeholders that wanted to choose the traditional approach?
 - Are you afraid they might not feel as connected to the brand's identity anymore?
 - How do you avoid an internal division regarding the brand's vision?

Questions for the traditional strategy

- How would you deal with stakeholders that wanted to choose the rebranding strategy?
 - Are you afraid they might not feel as connected to the brand's identity anymore?
 - How do you manage an internal division regarding the brand's vision?
- How would you ensure that the brand remains the market leader without making any drastic changes?
- What type of conflicts could arise when sticking to TENA's discreet and traditional way of communicating?
 - How would you tackle these?

Teaching suggestions

The teaching suggestion will offer the presenter(s) guidelines on how the case could potentially be presented including suggestions for both, an offline and online setting. The aim of this section is to provide an interactive teaching method as case-based learning has shown to highly engage participants whilst also stimulating more involvement and interest. This practical tool allows students to work on their social, communicative, analytical and collaborative skills. These recommendations should be implemented to reach the maximum potential that the case has to offer.

Pre-presentation and introduction phase

To start the pre-presentation phase, it is recommendable to have a clear distinction in responsibilities depending on the number of presenters. In case there are multiple presenters, the roles can be divided by having one main moderator that takes the lead in facilitating conversations and presenting the relevant material. Besides this leading instructor, another teacher should be in charge of the timing and simultaneously handling the technicalities. Such technicalities include managing the PowerPoint slides, ensuring that the sound is functioning properly and create a voting poll via, for instance, Menti.com with a scannable QR code. Beyond that, in an online setting it should also include dividing students into breakout rooms, taking care of any questions that are asked in the chat and making sure that all the presenters are hosts in the online meeting. Additionally, the technical moderator is in charge of letting people into the meeting and to ensure that the participants can easily access the meeting link of the online platform. If there are three individuals presenting the case, the third person should be responsible for taking appropriate notes of the discussion including the students' main arguments so that they can be addressed upon, if applicable. Also, this person will support the leading instructor in answering and clarifying any questions.

Another important suggestion to consider during the pre-presentation phase, is to create a summary or list with bullet points of the mentioned key learnings (**see Overview of key learnings**) so that the moderator(s) can take these into consideration and ensure that they are all addressed throughout the case discussion. It would also be valuable to the audience to receive a small overview in advance that includes some of the main insights about the company that is being discussed and which shortly summarise the current situation. This overview can be a short paragraph (**see Case synopsis**) and should be uploaded on the correlated learning platform a week in advance.

Additionally, the participants are recommended to prepare name tags before the lecture in case it is given in an offline setting. This allows for a professional and open environment whereas it can also stimulate a smooth discussion. When conducted via an online platform, students are encouraged to mute themselves when they do not wish to state anything and have their cameras turned on to make the conversation more personal. It is also suggested that the audience at least makes their first names visible so they can be addressed by name. In terms of the usage of media material, e.g., PowerPoint, videos, sound and images, they should be pre-tested in advance to ensure that everything works appropriately.

To include a surprise element, it is suggested to select two participants that will co-create the presentation by having a particular role throughout the discussion. These two students should receive specific information in advance that entails their responsibility, enacting a roleplay. Each of them would have their own task to be either against or in favour of TENA's rebranding strategy.

Regarding the introduction phase, it is important to consider how the presenter(s) speak(s) to the audience. The participants should be reassured that they are in a safe and open environment where all opinions are embraced. The main instructor is recommended to act as an engaging speaker to captivate the audience and motivate interaction. Finally, it should be the main moderator's task to ensure that the audience thoroughly understands the case before splitting them up into groups or breakout rooms. It should be clear that the audience is allowed to ask questions about the case at any time and that there is no such thing as a stupid question.

Discussion phase

The discussion phase of the case should start by giving a brief overview and recap of the presented case to then being able to discuss it thoroughly. To make the class empathise with the situation, the students should take over the role of the executive board while considering the risks and opportunities that come with both strategic implementations. Before sitting together to discuss, everyone should make sure to note down the discussion questions. In an online environment, these can additionally be sent into the chat of the breakout rooms, whereas in an offline setting it can be also noted on the board.

In case of teaching online, the audience should be divided into breakout rooms with ideally three to four people per room. Within each group, one spokesperson should be appointed that takes notes of the main arguments as well as talks for them in the big session after leaving the breakout rooms. Hereby, it is important to also remember the room number to prevent misunderstandings when a certain group is called out. If the case is presented in an offline session, groups are assigned by gathering the classmates that sit close to each other, consisting out of three to four people. Same as the online format, one group representative should be selected who writes down and presents the ideas of the individual discussion.

After the individual exchange, the case presenter leads the overall discussion and makes sure that it is flowing naturally. He can stimulate it by making use of the follow-up questions and point out people in case of silence. Hereby, it is vital to keep a neutral position and not to influence the debate as well as keep a good balance between the active and not so active students. In terms of questions or contributions to the discussion, if online, the audience should be made aware of the options to either raise their virtual hand over the integrated platform, just speak up when no one else is talking and/or to use the chat. In an offline environment, the discussion can progress smoothly with the support of the moderator(s), and students are advised to raise their hand as per usual practice. The two pre-picked students that got notified in advance of the lecture should also actively participate and act as a mediator by responding to others' arguments as well as challenge them by asking questions or giving their opinions whilst staying in their allocated roles. Simultaneously, these participants can step in when other students feel afraid to speak up and avoid the discussion going quiet. Also, they can present fresh arguments to create dynamic conversations.

To conclude the discussion phase, the main moderator should summarise the key points for and against both strategies, the traditional and activist, by making use of a pre-prepared structure to give a holistic overview.

Concluding phase

Following the discussion, the presenter(s) should monitor time to ensure the timeframe is kept and end the phase if necessary. Before the outcomes are presented the moderator(s) should let the audience vote in the prepared voting poll to give them the opportunity to individually answer what strategy they would recommend to the board. The results should then be shown live in class to conclude the discussion phase. Thereafter, the actual management decisions of the company should be presented in an engaging and interesting manner. If the discussion phase would exceed the given time, the speaker should have a backup plan to briefly present the main outcomes of the managers' decisions. Once the actions have been presented, the audience may evaluate the decisions and compare them with ideas from the class discussion. If another discussion would arise based on the presented outcomes, it should be kept short in order to stay within the overall time frame. When the discussion reaches an end, the presenter should conclude the case by referring back to the learning objectives. By using the summary of the key learnings that was created in the

introduction phase, the teacher can easily check whether all learning objectives are achieved.

Lastly, the presenter(s) should finish off the case by thanking the audience for their participation and engagement. Afterwards, students should be provided with the PowerPoint presentation from the case that should be published on the correlated learning platform.

Board plan

A board plan gives an overview about the discussion that evolved in class, including the identified challenges and key issues, alternatives and actions taken. It should be written down by either the responsible notetaking presenter or an assigned student and shared after the session. The board plan in **Table 2** serves as an example and includes possible discussions on the challenges and key issues that could possibly come up in class. This particular plan acts as support for the case presenter(s), making it possible to ensure that no essential arguments are left out during the debate and to lead the conversation towards an aspect if not discovered before. The alternatives presented below refer to potential solutions and reactions to the challenges whilst the actions are indicating the actual responses of TENA.

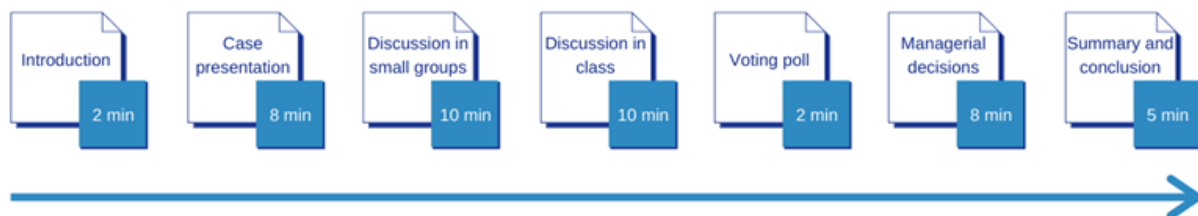
Table 2 Possible challenges, alternatives and actions arising during the case discussion

CHALLENGES	ALTERNATIVES	ACTIONS
<ul style="list-style-type: none"> • Brand associations of TENA being clinical, medical, not feminine and for the older population • An internal conflict between the executive board • Risk that the new (bold) rebranding strategy does not resonate with the target audience • Risk of losing the market leadership and financial losses if rebranding fails • Risk of being perceived as inauthentic in their brand activism • Risk of a public backlash • Challenge to align the new brand identity with the desired image and to bring it close to the employees • Challenge to keep up the bold approach in the future 	<ul style="list-style-type: none"> • Continue as usual with the discreet, traditional approach • Communicate rebranding internally and offer workshops to prepare employees to identify with the adapted strategy • Make an official external statement to announce the rebranding to prepare stakeholders • Conduct a PESTLE analysis to assess all the external forces and the degree of risk • Market analysis/research to evaluate how customers would perceive the new image • Financial risk analysis to get an overview of pursuing either of the strategies to then compare • Conduct a survey to examine how internal stakeholders feel about TENA's new identity to make sure it aligns 	<ul style="list-style-type: none"> • Took the risk with the rebranding strategy • Aligned the communication of the brand's cause and identity with their stand on the issue to be perceived as an authentic brand activism • TENA changed their visual identity to align the new brand identity with the brand's visual representation • Promoted brand aspects that associated the brand with the desired image (modern, innovative, etc.) • Launched the 'I Will Be Me' communication platform • Extended 'I Will Be Me' by launching the e.g. #Ageless campaign

Time plan

For the case to be presented as efficiently as possible within 45 minutes, the moderator(s) are suggested to follow the time plan shown in **Figure 5**. This structure provides an overview to the presenter(s) as well as estimated times for each part to assure all material is covered. The recommended time plan begins with ten minutes of presenting the case. Here, two minutes are assigned for a small introduction where the presenter(s) welcome everyone and eight minutes for the case presentation itself. This part can be adjusted according to how much information the audience has received beforehand. In case the audience did not receive the case synopsis in advance, the moderator(s) could use more time to thoroughly present the brand and background of the case. The second part consists of a ten-minute discussion in small groups (offline) or in breakout rooms (online) where the audience is given an opportunity to solve the case by themselves. Following the individual discussions, are ten minutes of open discussion in class in which the moderator(s) can use follow-up questions (see Discussion questions) to challenge the participants. Furthermore, the pre-selected students with special roles can aid the discussion by questioning the students' recommendations. To finish off the discussion phase, two extra minutes have been assigned for the voting poll in class. Subsequently, eight minutes have been appointed to present the managerial decisions and time for a potential new discussion about the outcomes. Lastly, to conclude the case, five minutes are given for a brief summary of what has been presented and discussed during the whole case.

Figure 5 Proposed time plan to present the TENA case



Epilogue

One of the key takeaways of this case is that taking a risk as a brand can be rewarding and valuable as long as the actions taken are carefully considered and planned out. Even though TENA was already the market leader, the brand strengthened this position even further and gained valuable brand awareness beyond its usual target group due to the rebranding process. This way, the company could also change its previous brand associations from a clinical and medical to a modern, innovative and inspirational brand, reaching a wider range of people. Beyond that, other companies can learn from this case that in order to be perceived as an authentic brand activist, it is essential to support a strong cause that aligns with and connects to the brand's identity. In TENA's case, this works well as the brand's purpose generally

is deeply rooted in the identity core. This identity must furthermore be clearly communicated and positioned to create a strong brand. By showcasing how to successfully address taboo topics like incontinence, other brands that provide sensitive products and services can learn from TENA's approach. The case is highly relevant as it emphasises the successful application of several key concepts such as the Typology of Brand Activism, the Brand Identity Prism, the Corporate Brand Identity Matrix as well as Aristotle's Rhetorical Triangle which therefore can support managers in applying them to their brands. As TENA's case is a rather unique one, it can give an interesting insight into the branding of sensitive products and services as well as serve a niche in the jungle of more mainstream marketing cases.

Reflection

This master case was designed for the Corporate Brand Management and Reputation (CBM&R) course which is also referred to as BUSN35. This paper consists of the following parts: a written case, management decisions, teaching notes as well as a visual presentation to support the case if it was to be presented. The assessment was executed in groups of three students who then each selected three potential cases based on realistic issues that could occur in the professional work environment. After formulating three one-pagers for each case, our group had the opportunity to request a supervision with our senior lecturer, Mats Urde, to select the most promising case. When choosing the case, we carefully considered if it was an evergreen case and if we could formulate a question that would manage to split the opinions of the participants during the discussion. As a result, we decided to focus on the TENA case and in particular on their game-changing product Silhouette Noir and following rebranding strategy. In order to reach the maximum potential of the case, we organised frequent group meetings two times a week. During these group meetings, we wrote and reread the parts multiple times as well as adjusted them along the way to ensure that they align. For the final presentation, we made sure it was rehearsed carefully before the CBM&R Case Days and practised our presentation skills.

Throughout our process of working on the paper, we learnt how to thoroughly analyse a case, especially considering that the amount of information available was limited. Since we focused on TENA's internal decision-making, it was difficult to gather inside information particularly because the data we managed to gather was overall very similar to one another. Nonetheless, after conducting in-depth research, we discovered an online marketing masterclass (2021) featuring Jason Kaplanis (global brand communications manager at TENA), Rob Sellars (senior strategist at AMV BBDO) and Laura Hazell (senior account director at AMV BBDO) that provided us with valuable insights about their internal processes. Therefore, our study allowed us to comprehend how a taboo topic can be addressed by brands in an active manner and successfully raise awareness. It also provides an excellent example of how barriers can be lowered to facilitate and spark a conversation amongst people about sensitive topics. Ultimately, we got a better understanding of how companies working with such sensitive products do not always have to restrict themselves by, for instance,

marketing discreetly on a one-to-one basis in order to contribute to society. Additionally, we learnt how a brand can move from being a silent brand activist towards an authentic brand activist, resulting in strengthening the brand and becoming more visible, even to individuals beyond their target group.

However, we were also challenged to switch from a student's into a teacher's/case writer's perspective which is something we were unfamiliar with before. We tried to tackle this by imagining how we would personally want the case to be taught to us and how we could be stimulated to engage and interact. Another tactic was to consider the key takeaways of the case by brainstorming about questions such as what others can learn from it, what did we learn from it and what are relevant insights to learn about that could be important in similar future situations.

Other challenges that we were confronted with were, for example, linking the written case and management decisions to appropriate theory. When considering theory, the goal was to find something regarding rebranding. However, we instead decided to focus on the change in identity by applying e.g., the CBIM and Brand Identity Prism. This was done since TENA did not only change visually but also parts of their identity and communication. Also, there is a substantial number of theories and concepts related to branding and it was therefore difficult to prioritise which ones are the most valuable to the case. Furthermore, we had to find the right balance in terms of providing the right amount of information in the written case that allows participants to solve the case without giving away the management decisions.

Working on the TENA case has given us the opportunity to thoroughly reflect on a real-life situation that could also potentially occur in our own professional futures. This case is especially valuable to us as TENA decided to take a rather drastic decision to rebrand its identity and managed to turn its image around. Therefore, one of the key learnings is that taking a leap can be worth it, even when there are some internal conflicts. In the end, TENA decided to listen to its true brand identity, and this had highly positive and profitable results. Also, we enjoyed the change in perspective by focusing on this case from a more professional point of view and actually applying our current knowledge. As most of our previous courses have been rather theoretical, it was a valuable opportunity to approach the case from a more practical angle.

To conclude, we will definitely keep an eye out on TENA's future developments regarding their bold campaigns and remain up to date on their progress and branding decision(s) as the brand and case sparked our interest. With the practical and theoretical experience that we have gathered so far, we feel more competent now to tackle and solve future professional challenges in our work environment.

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Appendix

Exhibit 1 Corporate Brand Identity Matrix by Urde and Greyser (2016)

EXTERNAL	<p>VALUE PROPOSITION <i>What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?</i></p>	<p>RELATIONSHIPS <i>What should be the nature of our relationships with key customers and non-customer stakeholders?</i></p>	<p>POSITION <i>What is our intended position in the market, and in the heart and minds of key customers and non-customer stakeholders?</i></p>
INTERNAL/ EXTERNAL	<p>EXPRESSION <i>What is distinctive about the way we communicate and express ourselves and makes it possible to recognize us at a distance?</i></p>	<p>BRAND CORE <i>What do we promise, and what are the core values that sum up the essence of what our brand stand for?</i></p>	<p>PERSONALITY <i>What combination of human characteristics or qualities forms our corporate character?</i></p>
INTERNAL	<p>MISSION AND VISION <i>What engages us (mission) and what is our direction and inspiration? (vision)</i></p>	<p>CULTURE <i>What are our attitudes and how do we work and behave?</i></p>	<p>COMPETENCES <i>What are we particular good at, and what makes us better than the competition?</i></p>

Exhibit 2 Brand Identity Prism by Kapferer (2012)

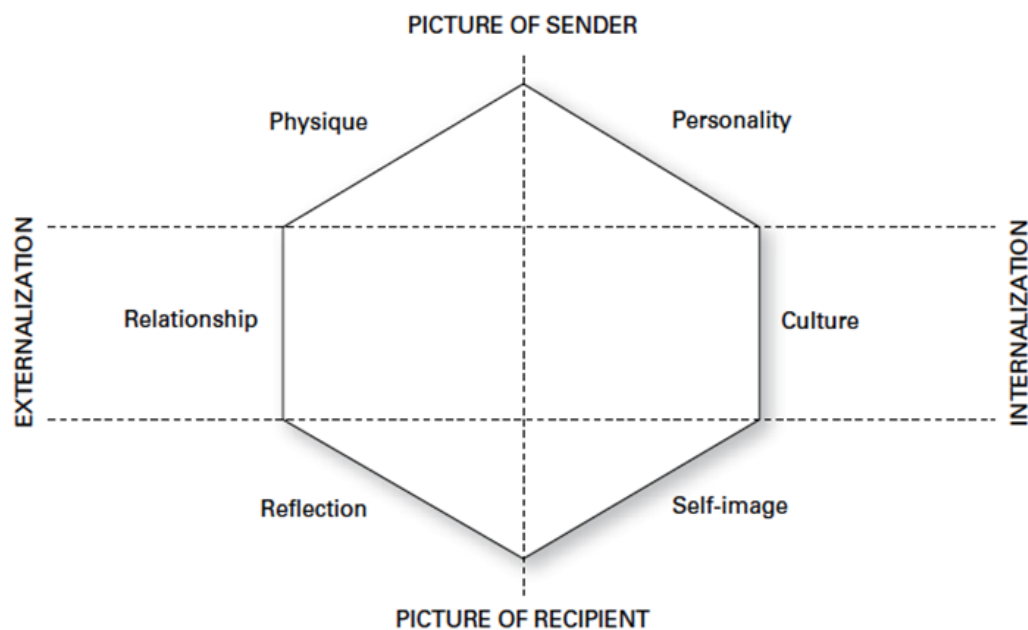


Exhibit 3 Typology of Brand Activism by Vredenburg et al. (2020)

