

Case Study 3: How to develop a Unique Value Proposition

JWB&CO / 2025

In marketing the battleground is not on paper or in the digital ecosystem or any other channel you communicate your message it is rather in the mind of your target audience.

You must know who you are speaking to. What they care about. What they want, desire and need in conjunction with your brand's Distilled = 3 things to KNOW and be an EXPERT on: target audience, yourself & your competition.

Because of this every brand needs to know who they are and who they are competing against for attention and enrolments.



Why is this

Brands do not communicate in a vacuum. They communicate in a highly contested space especially education, where there are so many schools congregated in small dense demographical area.

A great example is the Kew area of Victoria. In a 5k radius the consumer will find 15 highly desirable schools:

Methodist Ladies' College, Carey Baptist Grammar School, Ruyton Girls' School, Trinity Grammar, Xavier College, Scotch College, Fintona Girls' Grammar, Siena College, Camberwell Boys Grammar Genazzano FCJ College, St Kevin's, Loreto Toorak, St Catherine's, Strathcona Girls' Grammar and Camberwell Girls' Grammar. That is an astonishing 13, fantastic independent private schools any parent would want and desire. They all provide the same academic curriculum and very similar cocurricular opportunities.

Problem, which one is right for my son or daughter?

This creates a lot of confusion in the mind of the mums and parents because they all look and smell and say very similar. things This creates a lot of noise. The parent ask themselves, which one do I choose?

Let's look at their external communications to the marketplace via their most important vehicle, the website in mobile format.



Lots of motherhood messaging which is simply not compelling. In the mind of a parent, 'I've heard that all before'. In some cases they do not really say anything at all relying completely on their reputation. Not one, except Strathcona dare the viewer to look closer.

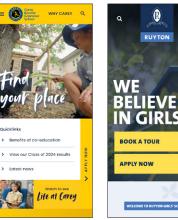
- 1. MLC A girls' school like no other in Victoria
- Carey Find your place
- Ruyton We believe in girls
- Trinity Aspiration Authenticity
- Xavier Melbourne's top ranked catholic boys school
- Scotch Enlightening boys to shape a better future
- Fintona Do what you do well
- Siena Make a world of difference
- 9. Camberwell boys An independent School for boys...
- 10. Genazzano Experts in girls education
- 11. St Kevin's Compassion / Integrity / Excellence
- 12. Loreto Welcome to Loreto...
- 13. St Caths Visit our school
- 14. Strathcona It's personal
- 15 Camberwell Girls Academic excellence

Remember the battleground is in the mind of your target audience.



Enlightening boys to shape a better future

INTEGRITY | EXCELLENCE









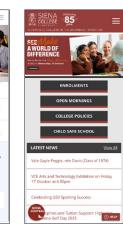


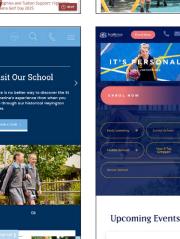
An Independent School for Boys

ENROLMENT

in Melbourne, Australia















Three things to know to create a USP

- 1. Who is our target audience?
- 2. Who are our Competitors &
- 3 Who am I?



Who is / are our target audience?

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Who is my target audience

This comes down to simple 'roll up the sleeve's type of research. How do we go about discovering who our target audience is or are?

Here are some suggestions and question we need answer in order to determine who we are speaking to:

- where do they live,
- · what they like,
- how much money they make,
- are they affiliated with a church or religion,
- parents and children age,
- immigrant or Aussie born,
- married,
- family size,
- likely pain points,
- education,

- occupation,
- both or only one employed,
- what do they want from education, wants, needs and desires?

What sources do we use to get this information?

- ABS data by SA2 or LGA ie Stonnington
- ID Profile by LGA ie Wyndham Victoria
- Independent schools Australia or similar state branch - data on what parents want from education
- Parent surveys or focus groups
- Better education comparing competitor academic results.
- MySchool comparing competitor enrolments up

- or down. Academic results both primary and secondary if applicable.
- Radius map this helps give perspective on distances
- Growth areas/LGAs
 to know where the
 opportunities are for
 new families to come
 from
- Independent Schools
 Queensland survey the
 longest running survey
 in Australia gauging
 what parents want from
 education
- For Victoria Victoria in the Future - this shows the key growth areas in the state

From this create personas of the different demograpahic segments. Could look like this.

Established Local Family (Stable, Affluent Segment)

Name: James and Claire Evans
Age: 44 (James), 43 (Claire) in 2026 - 59, 58 in 2041
Background: Australian-born with English ancestry (13%);
James is a marketing director (16% managers), Claire a
consultant. Live in XXXXXXX (median income \$2,800/week by
2041 SEIFA 1 070)

Family: Two daughters (ages 9 and 15 in 2026, 24 and 30 in 2041); own a renovated terrace (35% ownership stable). Lifestyle: Enjoys urban parks; no religion (55% by 2041); walks/bikes (6% active transport). Very busy and time poor. Motivations: Values tradition and girls' empowerment; attracted to XXXX School's legacy and proximity. Pain Points: Traffic/infrastructure strain. Evolving Trends: Stable Australian-born share (42%); aging cohort shifts focus to legacy education.

Desires, Wants, and Seeks

Desires: A well-rounded education that fosters independence and leadership, preserving Australian values while preparing for a globalised world.

Wants: Strong academic results for university (e.g., XXXXX Uni), confidence through sports/music, and a legacy of empowerment via XXXXX heritage. Targets careers in marketing or consulting, aligning with the family's \$190,000+income.

Seeking: Holistic development with leadership roles, addressing traffic/elderly parent care concerns with flexible schedules and community engagement.



Example, Geelong Grammar showing data input to create multi layered working map

Top growth suburbs 2023-2034 by family couple and single with dependents

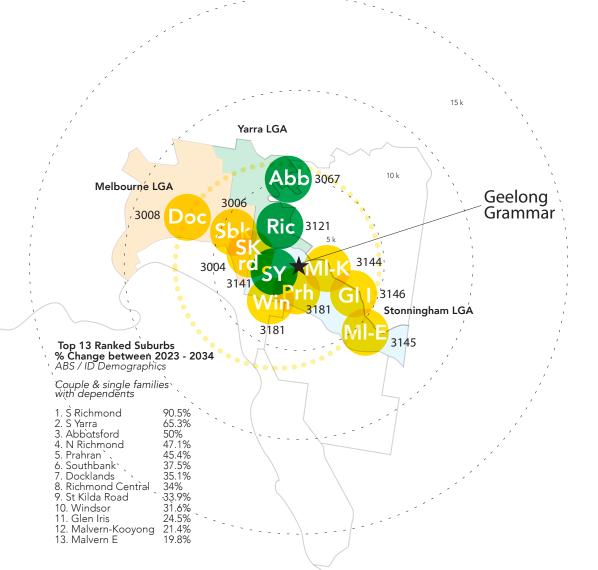
Where to focus your advertising investment. Future looks promising. Note 51.58% of student population comes from just two suburbs.

The metric.

We want to know where the growth areas for families with children because we want to educate them. Note further research will unlock the fact that they can afford our brand of education.

Top Family Suburbs 2022 population by % Geelong Grammar

51.58% of total student pop	Local:	
	Toorak	35.38%
	S Yarra	16.20%
	Other:	
20.13%	Glen Iris	2.3%
	Windsor	5%
	Malvern-Kooyong	7%
	Armadale	5
	S Richmond	2%
	St Kilda	2.7%
	Docklands	1.1%
	Southbank	3.1
	Port Melbourne	1.1
	East Melbourne	5.38
	Hawthorn	4.2
	Brighton	2.3
	Kew	2.7
	Melbourne	2.3



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Who are our competition?



Who are our

How core argument for great brand positioning and USP is that differentiation isn't just about being different—it's about being meaningfully different in a way that resonates with customers and stands out against competitors.

Without deep knowledge of your competitors' positioning, pricing, messaging, and customer perceptions, you can't craft a strategy that effectively sets you apart or defends your market position. It is critical.

Differentiation Requires Comparison:

1. Must compare to know: Differentiation is inherently relative—you define your brand's unique value by contrasting it with what competitors offer. Without knowing their positioning, messaging, or strengths, you risk either mimicking them or choosing a differentiating position/USP that's irrelevant to customers - not valued, wanted or desired.

Example: Avis's "We try harder" campaign was effective because it directly addressed Hertz's leadership position, positioning Avis as the scrappy, customer-focused alternative.

2. Identify Gaps in the Market: By studying competitors, you can spot under-served customer needs or weaknesses in their offerings. This allows you to position your brand in a way that fills those gaps, making your differentiating position/ USP more compelling and valued.

Example: Southwest Airlines identified that major airlines focused on luxury or hub-and-spoke systems, so it differentiated with low-cost, point-to-point flights, appealing to budget travellers.

Avoid "Me-Too" Strategies: Do not copy competitors' approaches at all cost, it dilutes your brand and makes you blend into the noise. Knowing your competitors helps you avoid replicating their strategies and instead

Example: Many brands fail by mimicking market leaders (e.g., generic cola brands copying Coca-Cola) instead of finding their own niche, like Pepsi did with its youthfocused branding.

find a unique angle.



Who are our

4. Reposition the Competition: Knowing your competitors allows you to reposition them in the consumer's mind, making your brand's differentiating position/USP stand out. This tactic involves subtly highlighting competitors' weaknesses to emphasize your strengths.

Example: 7UP's "Uncola" campaign repositioned Coke and Pepsi as traditional colas, carving out a unique space for 7UP as a refreshing alternative.

5. Stay Relevant in a Dynamic Market:

Competitors evolve, and so do customer perceptions. Ongoing competitor analysis keeps your differentiating position/USP relevant, ensuring you don't lose around to new entrants or shifting strategies.

Example: Volvo's consistent focus on safety has kept it differentiated as competitors shift toward luxury or performance, but this requires monitoring competitors to ensure safety remains a valued distinction

Where do I find information about my competition?

Firstly pretend you are a parent wanting to find out information about a school you would be interested in sending your child to.

Basically be the target audience. What would they do? Where would the go? What guestions would they ask?

- MySchool this provides all kinds of key data metrics about all schools
- School website
- Ask for a prospectus or enrolment pack
- Google

- Social media
- Better Education
- Any relevant ranking of schools like Schools360
- Current parent cohort as they will know the word on the street about whose who in the zoo.
- Good Schools Guides
- My School Choice



Who am I?



We need to say something which is:

- 1. Valued by our target audience
- 2. Unique (Distinct from Competitors)
- 3. Compelling (Drives Parents to what to know more)
- 4. True (Deliverable and Credible)

Who am I & your brand osition and USP

We prefer to position a brand rather then rely solely on a USP. A USP, unique selling proposition is a component of a more strategic brand position strategy. It is the outward facing and shortened version of the internal strategic brand positioning.

With this in mind what must a brand positioning do. First and foremost as we have discussed thus far it MUST separate you from your competition in your customer's mind by being: unique, true, compelling and most of all valued.

Let's look at each more closely.

Valued by Your Target Audience:

Meaning: For a differentiating position/USP to work, it must matter to the customers you're targeting. It should address their needs, desires, or pain points in a way that feels relevant and important. If the audience doesn't care about the attribute you're highlighting, it won't influence their purchasing decisions.

Example: Volvo's focus on safety resonates deeply with families and safety-conscious drivers, making it a powerful differentiator because it aligns with what their target audience values most.

Application: Research your audience to understand their priorities. A feature like cuttingedge technology might excite tech enthusiasts but be irrelevant to budget-conscious consumers who value affordability.

Unique (Distinct from Competitors): Connection to Value: A differentiating position/USP must set you apart from competitors, but it only matters if the audience perceives this uniqueness as valuable. For instance, being the only brand offering a lifetime warranty is meaningless if customers don't trust or prioritize warranties.

Example: Southwest Airlines differentiated itself with low fares and a fun, no-frills experience, which was highly valued by cost-conscious travellers who didn't need luxury.

Application: Ensure your unique trait isn't just different but aligns with what your audience finds meaningful.

Compelling (Drives Preference):

Connection to Value: The differentiating position/USP should be compelling enough to influence customer choice. It's not enough to be valued in a passive sense; it must actively persuade the audience to choose your brand over others.

Example: Apple's focus on sleek design and userfriendly interfaces is compelling to its target audience because it enhances their experience and status, making it a valued differentiator.

Application: Craft a message that emotionally or practically connects with your audience's aspirations or needs.

Who am I & your brand position and USP

True (Deliverable and Credible): Connection to Value: The differentiating position/USP must be authentic and believable. If your audience values something but you can't consistently deliver it, the differentiation fails and erodes trust.

Example: FedEx's "When it absolutely, positively has to be there overnight" worked because they could deliver on it, and reliability was highly valued by businesses needing urgent shipping.

Application: Ensure your differentiator is grounded in reality and can be consistently executed to maintain audience trust.

How do we create a brand differentiating position/USP?

Creating a brand positioning statement that incorporates a Unique Selling Proposition (USP).

This involves crafting a clear, concise statement that reflects the brand's unique value, aligns with key metrics valued by the target audience, and meets criteria of being unique, compelling, true, and valued.

Following, is an outline, a step-bystep process to develop a strong brand positioning and shorter outward facing USP and explain how to ensure it resonates with your target audience while adhering to his four key criteria.

Step-by-Step Process to Create a **Brand Positioning Statement with** a USP

1. Understand Your Target Audience

Valued by your target audience. A positioning statement fails if it doesn't address what your customers care about most.

How to Do It:

Identify Your Audience: Define your target market (e.g., demographics, psychographics, needs, pain points). For example, are they budget-conscious millennials, luxury-seeking professionals, or safety-focused families?

Determine Key Metrics: Pinpoint what your audience values most in your category. These could be measurable benefits (e.g., price, speed, durability) or emotional

drivers (e.g., status, trust, convenience).

Research: Use surveys, customer feedback, or social listening (e.g., posts on X) to validate what matters. For instance, if you're a tech brand, your audience might value innovation or ease of use.

Example: For a budget airline, research might show that the target audience (cost-conscious travellers) values low fares and punctuality over luxury amenities.

2. Analyse Competitors to Ensure Uniqueness

The differentiating idea/USP must be unique—something competitors don't offer or emphasize.

How to Do It:

Competitor Mapping: Study competitors' positioning, messaging, and offerings. Identify their strengths, weaknesses, and gaps in the market.

Who am I & your brand position and USP

Find Your Niche: Look for an attribute or benefit competitors overlook or under-deliver. Knowing competitors is crucial to avoid "metoo" strategies.

Validate Uniqueness: Ensure your differentiator isn't easily replicable. For example, being "the first" or "the leader" in a category can be a strong unique position.

Example: If competitors in the budget airline space focus on low fares but have poor reliability, you could differentiate with "the most on-time budget airline."

3. Craft a Compelling Differentiator/USP

The differentiator must be compelling, meaning it drives customer preference and influences their decision to choose your brand.

How to Do It:

Focus on Impact: Choose a benefit that emotionally or practically

resonates with your audience. It should make them feel your brand is the obvious choice.

Simplify the Message: clarity—make the differentiator easy to understand and memorable.

Test Appeal: Ensure the benefit is strong enough to sway customers. For example, "fastest delivery" is compelling if speed is a priority for your audience.

Example: For the budget airline, "Fly on time, every time, for less" is compelling because it combines reliability and affordability, addressing key audience pain points.

4. Ensure the Differentiator/USP is True

Must be true—you must deliver on the promise consistently to build trust and credibility.

How to Do It:

Assess Capabilities: Verify that your school/business can reliably deliver

the promised benefit. A false claim will erode trust and damage your brand.

Evidence-Based: Back your differentiator with proof (e.g., customer reviews, data, certifications). For example, if claiming "most on-time," ensure your operational metrics support it.

Long-Term Viability: Choose a differentiator you can sustain over time, as Trout warns against short-term gimmicks.

Example: The airline must have data showing high ontime performance to credibly claim "most on-time."

Write the Positioning/USP Statement

A positioning/USP statement is a concise internal tool that guides your brand's messaging. The structure typically follows this format:

To [target audience], [brand] is the [category] that [unique benefit/USP] because [reason it's true].**

How to Do It:

Target Audience: Specify who you're addressing (e.g., "cost-conscious travelers").

Category: Define the market or product category (e.g., "budget airline").

USP/Differentiator: Highlight the unique, compelling, and valued benefit (e.g., "most reliable low-cost flights").

Reason Why: Provide a credible reason to support the claim (e.g., "with a 95% on-time record").

Example: "To cost-conscious travellers, SkySaver is the budget airline that delivers the most reliable low-cost flights because we maintain a 95% on-time performance record."



Who am I & your brand position and USP

6. Test and Refine

Validate with Audience: Share the positioning statement (or its derived marketing messages) with your target audience through focus groups, A/B testing, or X post analysis to ensure it resonates.

Monitor Competitors: Revisit competitor strategies regularly to ensure your USP remains unique, as Trout emphasizes the need to stay ahead in a dynamic market.

Simplify Further: If the statement feels complex, refine it to be as clear and memorable as possible, per Trout's focus on simplicity.

Example in Action

Let's apply this to a hypothetical coffee brand:

Target Audience:

Urban professionals who value quality and convenience.

Key Metrics Valued:

High-quality taste, ethically sourced beans, and quick service.

Competitor Analysis:

Major chains like Starbucks emphasize premium experiences, while smaller cafe' focus on artisanal quality but lack speed.

Unique Differentiator:

Fast, ethically sourced, high-quality coffee.

Compelling Message:

Appeals to busy professionals who want quality without delay.

Truth Check:

The brand sources beans from certified fair-trade farms and has streamlined operations for 2-minute service.

Positioning Statement:

"To urban professionals, BrewQuick is the coffee shop that delivers ethically sourced, premium coffee in under two minutes because we combine certified fair-trade beans with a streamlined brewing process.

USP (for marketing): "Premium coffee, ethically sourced, served in 2 minutes."

Key Takeaways

Valued:

The USP must address what the target audience prioritizes (e.g., speed for busy professionals).

Unique:

It must stand out from competitors' offerings (e.g., faster service than artisanal cafe').

Compelling:

It should drive preference (e.g., appealing to timepressed coffee lovers).

True:

It must be deliverable (e.g., proven fast service and ethical sourcing).

By following these proven principles your positioning statement and USP will become a powerful tool to differentiate your brand in the consumer's mind, ensuring it's both memorable and effective.



Other
Comments
About the
JWB&CO



Christopher Houlihan, Chief Executive, Mercy Education Limited

I am writing this letter to recommend to you the excellent support and service of Joe Brooks and his team from JWB&Co which was received in their provision of marketing consultancy and project planning for a major change in one of Mercy Education's school's operations. The school, St Aloysius Girls School, after providing an excellent Catholic education for girls, will open its doors to boys for the first time in Year 7 and progress to become a fully co-educational school by 2028.

The simultaneous marketing campaign instilled confidence in the community of the new direction of the school and has engendered significant interest that is now being realised in increasing enrolment enquiries and widespread acceptance of the school transitioning into co-education.

Joe's theme which anchored the marketing project of 'Life is Co-Ed and so are we in 2023' has captured the imagination of the community and the College will build on this to provide a strong foundation for families choosing to send their sons and daughters to St Aloysius College. Joe's work has been instrumental in setting this foundation.

I have no hesitation in recommending Joe and JWB&Co to you for your consideration.



Mary Farrah, St Aloysius Girls College, Principal

JWB&CO have delivered an outstanding campaign for the College moving to co-education in 2023. Their expertise, passion and knowledge displayed flexibility in drafting and editing, all ensuring the very best possible outcome was delivered. They worked very closely with the leadership team, taking the team through every step of the process and ensuring that their voice was both heard and a clear understanding of the information was best implemented. I have enjoyed working with the JWB&CO team, their expertise and professionalism in communication is second to none and I recommend them unreservedly.



April Honeyman, St Columba's Girls College, Principal

I have know Joe Brooks for approximately 15 years during which we have worked together on the creation and development of a College prospectus for two very different Catholic girls' schools in the Archdiocese of Melbourne. In both schools, the development was not only the prospectus, but also a variety of accompanying materials including: letterhead, envelopes, report covers, cards, signs for buildings and advertisements. The whole process was aided by Joe's ability to listen to the basic tenants of the College's point of difference in a crowded market place and to turn these into creative and innovative designs. This ability, along with his personal qualities and attributes, particularly, his skill in engaging persons from all manner of diversity, resulted in a distinctive product of which we were very proud. I would have no hesitation in recommending JWB&CO.



Suzy Chandler, Fintona Girls' School, Principal

JWB&CO have delivered a first class service. They have worked with me and the Marketing Manager to understand the nature of Fintona Girls' School and produced marketing material that reflects our ethos, the students and the community. JWB&CO's creative is modern, vibrant and sends a clear and accurate message regarding the School whether it is about Open Days, VCE results or other initiatives we are undertaking. JWB&CO are very easy to work with and readily fits in with ideas and expectations around deadlines.



David Baker, Former Principal Gippsland Grammar School, Principal of Woodleigh School

During my time as Principal, I have worked with Joe to identify our points of difference and develop a positioning statement for the School. This was a very pleasing and engaging process, in particular, Joe's creative influence was critical in this process. JWB&CO were able to take these ideas and statements to produce a comprehensive and unique marketing program that clearly articulates the ethos of Gippsland Grammar. Joe and his team are very easy to work with, they are timely with regard to meeting deadlines and professional in all that they do. Their creative attitude has ensured that our School branding is significantly unique within the independent schools' market whilst also accurately representing the culture of our school. I highly recommend JWB&CO for your next marketing and branding initiative.



Joanne McKenzie, Beaconhills College, Head of Admissions and Marketing

Absolutely love working with Joe Brooks and the JWB&CO team. Responsive, creative of course, full of energy and zest. I don't hesitate to throw them a variety of creative design challenges and have been thrilled with the results. From our International prospectus, to our College magazine and bus branding all have been delivered on time and on-brand.



Johann Hudson, Christ Church Grammar School, South Yarra, Registrar & Executive Assistant to

On behalf of my team I would like to commend you and your team on the past year working together [2019-2020]. We have learnt so much and we have been guided expertly by yourselves with our marketing and social media. My thanks for your continual advice and guidance and also your support in our enrolment processes and our marketing plan moving forward. We are currently sitting at 30% up on last year's new enrolments in a horrid Covid year, which is contributed to your advice. Thanks again and we look forward to working with you in the future.



Nicole Roache, The Geelong College, Marketing Manager

We loved working with Joe and the JWB&CO team on our current prospectus. They were intuitive to our needs and that of our target audience, innovative and the finished product is a truly beautiful reflection of who we are as a school.

JWB&CO is a full service end-to-end brand and marketing studio specialising in education for over 28 years.

We build brands in education. This in turn builds enrolments and community. Our track record over the past 28 years bears this out.

We provide strategic branding, marketing and creative solutions from strategy to execution on time and on budget.

Joe, has a BFA in Visual Communications and graduated Cum Laude from the Maryland Institute Colelge of Art in the USA, he is the studio creative director and has lectured at Swinburne University in branding, placemaking and design. He also is a certified instructor and holds a current Certificate Four in Training and Assessment.

Some of the schools we have and are working for and branding campaigns we have created:

Fintona Girls School

"Great things come in a small package", prospectus and rebrand campaign

St Aloysius, College North Melbourne.

Launching their NEW Co-ed School ad campaign to market, "Life is co-ed and so are we in 2023", prospectus and rebrand campaign

Christ Church Grammar School School South Yarra

All creative, brand and communication management, strategy and execution, prospectus and rebrand campaign

Brighton Grammar School "We teach boys", prospectus and rebrand campaign

Loreto Mandeville Hall

"Madeline", illustrative approach, prospectus and rebrand campaign

Marymede Catholic College

"A Complete Education", prospectus and rebrand campaign

MLC, Sydney

"Why zig when you can zag", prospectus and rebrand campaign

Ringwood Trade

Branding elements including environmental signage - internal and external

Hume Anglican Grammar

Masterplan, placemaking signage

PLC, Sydney

Prospectus and rebrand campaign

Kincoppal Rose Bay, Sydney,

Prospectus and rebrand campaign

CLC Eltham

"Girls flourish here", prospectus and rebrand campaign

CBC St Kilda

"Cultivating boys character", prospectus and rebrand campaign,

OLSH, Adelaide

"For all girls", prospectus and rebrand campaign

St Columba's College Prospectus and rebrand campaign

Siena College

Prospectus, ad campaign and rebrand campaign

Geelong, Grammar Market research and rebrand positioning, omnichannel ad campaign

Geelong College

Prospectus, prospectus and rebrand campaign,

Gippsland Grammar School

All creative, brand and prospectus, website, communication management, strategy and execution

Sacred Heart College Geelong

Fundraising document for new College Library, prospectus and rebrand campaign

Beaconhills College

Magazine redesign and ongoing design, prospectus and rebrand campaign

Cornish College

Brand and marketing

Ringwood Secondary College

Branding elements including environmental signage - external

Melbourne Girls Grammar

Branding and advertising

University of Melbourne

Centre of Indigenous Health

Swinburne University

Development Office capital campaign

SCECGS Redlands

Development collateral

Launceston Grammar

Development of multiply ad campaigns and comms

Bunbury Church Grammar Grammar

Development of multiply ad campaigns and comms

Flinders Christian Community College

Development of multiply ad campaigns and comms

St Mary's College, Windsor

Prospectus and rebrand campaign, development of omnichannel ad campaigns and brand communications

DOSCEL [Diocese of Sale Catholic Education], St Josephine Bakhita Catholic Primary School Principal and Minx architects

Placemaking and wayfinding signage program from design to fabrication and installation

Thank you from the JWB&CO team.

Imagine a campaign that not only highlights your School's legacy, but ignites excitement for its future, engaging families across digital, print, and community touchpoints which drives awareness and enrolments.

We're here to partner with you, like we did with Geelong Grammar School and many other leading Australian Schools, delivering long term measurable results.