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Marketing 460

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Harmonie Water Case Discussion Questions

- 1. Is Harmonie Water a global brand? Why? Why not? [NOTE: I would like you to identify criteria/characteristics of “global brands” and then rate Harmonie along those criteria/characteristics. For example, what characteristics make Coca-Cola and McDonald’s “global brands?” Be prepared to defend your answer on Harmonie’s status.] Suggested HBR reading/research: How To Build a Global Brand by John Quelch ~ October 16, 2007**

According to The Harvard Business Review, “Global branding provides companies with compelling economies of scale in everything from research and development to marketing to operations” (Jill Avery). It essentially means that a brand is widely available across many countries and maintains core attributes and consistent positioning. Global brands have coordinated marketing that allows them to have a strong brand identity and while still maintaining consistent strategies. A global brand such as McDonald’s and Coca-Cola shows these attributes with their presence in different countries and consistent brand image and messaging.

John Quelch has five key characteristics of How to Build a Global Brand, which can be applied to the criteria that Harmonie Water can be evaluated on. He mentions how it is important that there is consistent positioning worldwide, focuses on a single product category, unified brand name and identity, connection to global village, and social responsibility and global meaning.

Harmonie water meets several of the key criteria for a global brand. First, Harmonie Water has a strong and consistent global presence. For example, in 2015 it had sales of \$7.1 billion in over 130 countries. This shows that Harmonie water is a large company that meets consumers’ needs all over the world and is not confined to just

one country. Harmonie water has a global market share of 4.3%, making it strong in terms of global brands. Second, Harmonie has a core, single product category which is their premium, natural water that is from a protected spring. Their project Unify spoke on their core attributes of “revitalizing” and “refined” which show their dedication to keeping their product premium and stick to one category to use their resources on. Although, Harmonie does not have all the aspects of a unified brand name and identity. There were different opinions coming from his country managers on how they believed their individual marketing strategies were working well and how it was ineffective to expand to more unified messaging. This difference in opinion weakens Harmonies global brand identity and doesn’t standardize their global marketing. Fourth, Harmonie Water does not have a global village. There is not a sense of belonging or brand connection due to their inconsistent brand messaging across countries. Last, Harmonie Water does not have social responsibility. They do not mention anything about have environmentally sustainable initiatives or how they dispose/ reduce the plastic.

Based on all this information, Harmonie Water can be classified as a global brand because it meets most of the key criteria. Although they fall short in a few areas, with their extensive resources and growing brand, they can gain those attributes. With Project Unify and Project Aqua, they have intentions on making the brand more consistent and strengthen their overall brand identity.

2. Based on the findings of Project Unify and Project Aqua, what has Comeau learned about building a global brand identity?

Project Unify was essentially to see how they can make their brand image consistent. They found that they should use two attributes to highlight that they are “the world's best water”. These two core things are “revitalizing” and “refined” because they align with the overall brand meaning. The revitalizing aspect emphasized physical well-being which appeals to a larger crowd. The consumers associate Harmonie Water with purity, energy, and enhancement. This reinforces their mission of high-quality water and premium branding. The next core aspect looked at was “refined” where the team emphasized “aspirational aspects” and overall emotional appeal. They want customers to associate the brand with luxury, sophistication, and see it as something they want beyond just daily consumption.

Project Aqua was to understand what those previously mentioned core values meant in diverse country markets and how their consumers interpreted them. Overall, the research that was conducted showed that many elements are the same across the world, but there are aspects that vary across certain cultures. For example, consumers in all countries identified taste as a strong indicator of revitalization but disagreed over other aspects. There were disagreements of refinement due to cultural context because some consumers thought showing glamorous locales would enhance the brand and others did not think it was as crucial.

From these research findings, Comeau learned that a strong global brand must understand the importance of global brand identity and standardization. Harmonie should standardize its brand position over the revitalizing and refined aspects to show brand consistency and recognition. This also means that the brands should change their marketing to adapt to different cultures to ensure that they are connecting with consumers and appealing to them in the most effective way. This allows Comeau to have both effective integration in individual markets and have a strong global identity. Overall, Comeau learned that successful global branding does not mean identical marketing globally but tailoring it to locals while still maintaining consistency.

3. What factors did Comeau consider in deciding how much Harmonie's brand identity and communications be standardized or customized? Why is Comeau embarking on this new strategic initiative and what is he hoping to accomplish for the Harmonie Water brand?

When deciding how much brand identity and communications be standardized or customized, Comeau considered both strategic and market factors. He first recognized that people have different perceptions of bottled water across the world. In developed countries, bottled water is seen as a health and wellness aspect whereas in developing countries it is a safe alternative to tap water. It is important to analyze these differences so Harmonie can understand how to tailor their positioning depending on the consumer.

Second, Comeau evaluated the bottled water category in each country using per capita consumption as seen in the case study graph. One can see that in the markets with high consumption such as Mexico, Spain, and France, bottled water is established. In these countries, Harmonie should focus on continuing to reinforce

their brand loyalty. In the countries with low PCC, such as India and South Africa, the company should mainly focus on building brand awareness and educating consumers on why bottled water is beneficial. This ties into the customization aspect of marketing rather than just general standardizing.

Third, Comeau analyzed the competitive position in each market by the market share, as seen in the chart. In the countries where the Harmonie has a strong market share, they should continue to reinforce their premium brand image while also still strengthening consumer loyalty. In the companies where market share is low then they need to focus on brand differentiation and increasing general awareness against their competitors in these places.

Fourth, it is important to note the cultural differences. The country managers looked at the consumer preferences and analyzed how they view premium water. For example, some customers view it as something of sophistication whereas others see it as a means of purity and safety. Overall, one can see how crucial it is for Harmonie water to adapt different messaging and brand differentiate with local cultures.

Last, Comeau looked at standardization and analyzed the advantages of stronger global brand recognition. With increased exposure to better digital media and globalization, consumers are more likely to see and purchase Harmonie water in different parts of the world. A brand image that is consistent over all areas of the world increases consumer recognition and overall brand equity.

Comeau is embarking on this strategic initiative because Harmonies current marketing and brand positioning is inconsistent across all countries. The bottled water industry is highly competitive, so it is important to have a strong and cohesive brand strategy that puts them above other competitors. Comeau's overall goal is to have a competitive, consistent brand identity that highlights their attributes of revitalizing and refined while still adapting to different cultures. By doing this, Harmonie water hopes to have stronger brand recognition and a better market position with global market shares.

- 4. How can Harmonie Water develop its brand through marketing communications (advertising)? What approach do you believe makes the most sense? Why (benefits and challenges)? [NOTE: We will discuss in class how the**

data in the case Exhibit 1 can be used to calculate Category Development Index (CDI) measures and Brand Development Index (BDI) measures to create a matrix to guide the creation/execution of marketing communications (advertising) strategy. Give it a try using the supplemental spreadsheet! CDI measures the sales performance of a category of goods/services within a specific group relative to its average performance among all consumers. BDI measures how well a brand is performing within a specific group of consumers compared with its average performance among all consumers. In other words, CDI can assess the status/stage of maturity of the bottled water category for each of the various countries shown in Exhibit 1 using the formula: 100 times PCC for Country “A” divided by Worldwide PCC. BDI can then be calculated using the formula: CDI for Country “A” times Harmonie’s Market Share in Country “A” divided by Harmonie’s Worldwide Market Share. Paste a table showing your calculations from your spreadsheet into your responses to these questions! These measures indicate the status of the bottled water category in each country and Harmonie’s status in each country which then informs brand messaging strategy for each country and if/how much adaptation is necessary.]

Harmonie Water can develop its brand through marketing communications by creating certain advertisements that show its global brand identity while adapting it to the local markets as well. Based on Project Unify and Project Aqua, Harmonie’s advertising should emphasize both “revitalizing” and “refined” which highlight the wellness and premium image. By using these core attributes, they can curate their advertising and strengthen their global brand recognition.

The hybrid approach makes the most sense because it allows the brand to stay consistent while still adapting the advertising locally. This means that the fundamental values of Harmonie will stay consistent, and the country managers will handle the messaging and imagery which will be tailored to that specific location. This is important because Project Aqua found that consumers agree globally on the taste and premium branding, but they all view the refine aspect different which is why the country managers play an important role. This approach allows for the brand to strengthen their global brand equity and improve their consistency across their brand as well. However, there are certain differences that arise from the country managers and there can be possible execution errors if they are not able to locally adapt the global brand image.

To help with the advertising strategy, Harmonie can use the category development index and brand development index to see the category maturity and Harmonie's strength in each country. The CDI measured how developed bottled water is in a country, while the BDI measures Harmonie's performance globally. These metrics allows Harmonie to see where they should focus on improving.

In the countries with high CDI and BDI, such as Mexico and Spain, the bottled water category and brand are strong. This shows that Harmonie should focus their advertising on reinforcing their positioning and strengthening their general brand loyalty. This should all align with their refine position and allow them to keep their premium positioning.

In countries with high CDI and low BDI, such as the US and Germany, the bottled water category is high, but Harmonie's market share category is weak. This allows opportunity for growth where they can focus on brand awareness and differentiation strategies as well. They can also emphasize the premium branding and purity aspects. If they are to strengthen these aspects, it would increase their global market share.

In countries with low CDI and low BDI, such as South Africa and India, both the bottled water category and market share are low. In these markets, Harmonie should focus their advertising on building awareness and educating consumers on bottled water and building trust with Harmonie's brand. Harmonie should emphasize purity and safety of bottled water which aligns with their "revitalizing" positioning.

Overall, the best strategy for Harmonie is to keep their core brand consistent while analyzing and adapting their advertising based on the CDI and BDI. This allows them to fully build awareness and loyalty in their local markets, while still maintaining an overall brand image. By continuing to reinforce premium positioning, Harmonie will be able to strengthen their global brand equity and competitive position in the global bottled water industry.

	A	B	C	D	E	F	G	H	I	J	K
1	Country	PCC	Harmonie Market Share (%)	CDI	BDI			World PCC	World Market Share		
2	Mexico	50.3	7.2%	450.00	750.00			11.2	4.30%		
3	Spain	40.0	5.6%	360.00	470.00						
4	France	38.4	8.5%	340.00	670.00						
5	Germany	37.6	1.6%	340.00	130.00						
6	USA	32.1	0.2%	290.00	10.00						
7	Argentina	31.5	10.4%	280.00	680.00						
8	Poland	21.7	9.8%	190.00	430.00						
9	Indonesia	19.0	28.2%	170.00	1,110.00						
10	Philippines	13.9	0.0%	120.00	-						
11	Brazil	12.1	1.0%	110.00	30.00						
12	UK	10.5	10.3%	90.00	220.00						
13	Japan	8.7	1.5%	80.00	30.00						
14	China	8.1	3.0%	70.00	50.00						
15	South Africa	2.2	0.3%	20.00	-						
16	India	1.2	0.0%	10.00	-						
17											
18											
19											
20											
21											

5. What should the roles of headquarters (corporate) and country managers be in Harmonie's branding strategy?

Harmonie water should follow a more hybrid approach where they have country managers adapt their global brand identity and strategy to whichever country they are in. The headquarters should oversee implementing the core attributes of Project Unify and Project Aqua which are "revitalizing" and "refined". They should also focus on ensuring there is global brand and product consistency and overlooking the brand strategy. If there is more central control, it will allow Harmonie water to have stronger brand recognition and improve their market efficiency.

The country managers should be responsible for making sure the global brand strategy is shown in their local markets. These people know about the culture they are working with, so it is important that they adapt their digital and visual marketing to their consumers while keeping it consistent with the core brand identity. The country managers understand consumer preferences and cultural norms so they should be able to understand how to handle messaging and maintaining the global brand identity.

Overall, Headquarters should manage the global brand identity and strategic marketing, while the country managers should focus on adapting those attributes

locally. This allows Harmonie Water to have that consistent global brand identity, while still adapting to local needs. This strengthens global brand equity and local market placement.

- 6. Creative implementation: Based on your response to the questions above, design either a full-page print ad or a billboard/outdoor ad or a television commercial story board with ad copy for two different countries of your choice (be sure to state for which two countries and the level of standardization vs. customization/adaptation you thought necessary) and submit both ads with your written responses to these questions. Describe how your ads incorporate the findings of Project Unify and Project Aqua and your observations of BDI and CDI for the countries you have chosen.**

For the creative implementation, I chose Mexico and India because they both had different CDI and BDI positions. Mexico has a high CDI and high BDI which meant that the bottled water category was high as well as Harmonie's performance. India has a low CDI and low BDI which meant that the bottled water category was low and so is Harmonie's market presence. This shows that Mexico needs more standardization and India needs more customization.

AD 1: Mexico

Mexico needs a high level of standardization because bottled water is already highly established and Harmonie has a high performance. This ad is focusing on the refine aspect and premium positioning from Project Unify. The sleek bottled look is to emphasize sophistication and luxury. The purpose of focusing on energy and elegance is because Mexico's market is mature, so they must just maintain their loyalty and strengthen their overall brand equity.

Pure Energy. Pure Elegance.



The worlds finest
water - revitalized
and refined.

AD 2:

The level of standardization is moderate customization with maintaining the brand consistency. There is low bottled water consumption in India and Harmonie's brand presence is generally weaker than that of Mexico. The focus should be on building brand trust and education on the category. The ad emphasizes the revitalizing attribute by showing the safety and purity aspect. This ad incorporates findings from Project Aqua by showing the importance of these attributes. It reflects that in developing markets these are crucial rather than showing the preexisting luxury brand image.

TRUSTED PURITY FOR EVERY FAMILY.

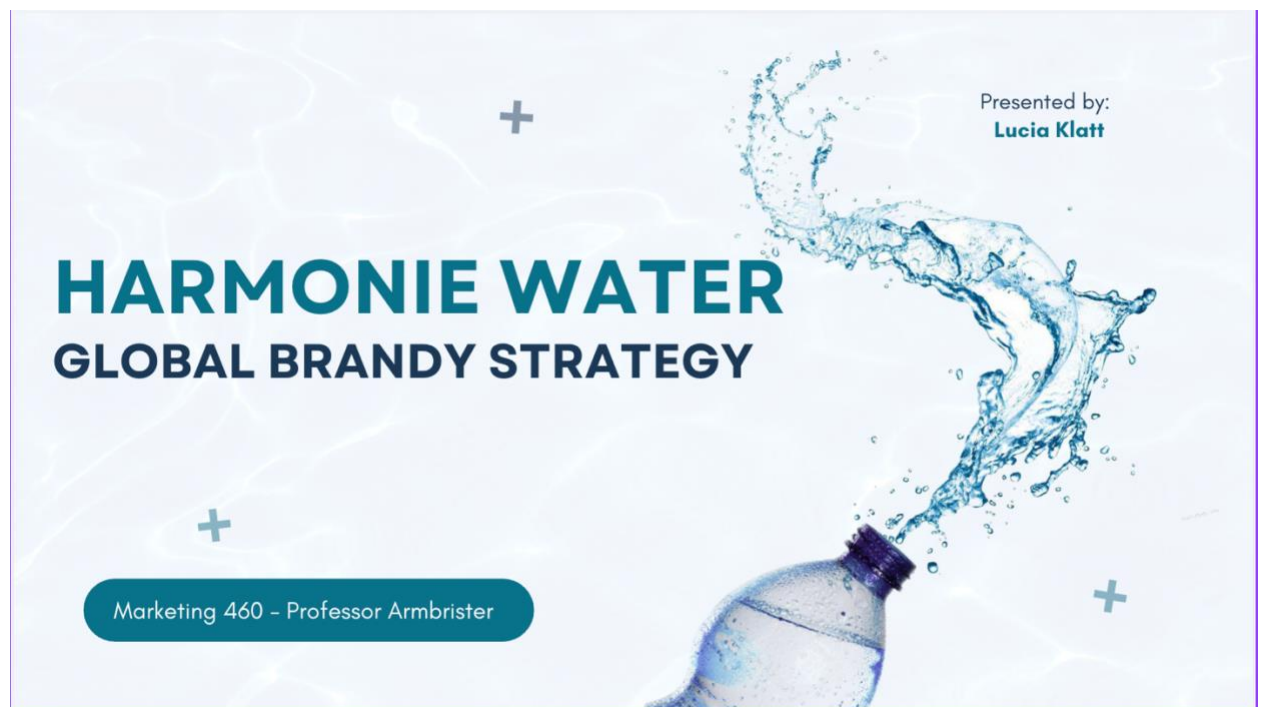


SAFE. REFRESHING. NATURALLY REVITALIZING

HARMONIE - THE WORLD'S BEST WATER

Overall, it is important to note how both advertisements reflect Project Aqua and Project Unify. In Mexico, it focuses on refining their premium brand image and reinforcing their loyalty. In India, it focuses on revitalizing the purity and safety aspects to build trust and educate. This hybrid approach allows Harmonie to keep their brand image while still adapting to local markets.

7. **7. REQUIRED:** In addition to your write-up responding to the questions above, please prepare, a 6-8 slide PowerPoint presentation for questions #4, #5 and #6 above – one presentation covering all three questions! Your responses to these case discussion questions with PPT presentation slides are due via Canvas upload at the time and on the date indicated on the syllabus course schedule (the date we discuss this case). Your submission must be in the form of a single PDF file that includes your PowerPoint slides pasted in (two slides per page) as an appendix at the end of your discussion questions responses. Do not just include a Google Drive link to your presentation or write-up! I expect good submissions to include 3-4 pages NOT including appendices. I will call on several individual students randomly to actually present their slides to the class so bring your PowerPoint presentation saved on a jump drive to class!



USING CDI & BDI TO GUIDE ADVERTISING

- + **Harmonie Water can use Category Development Index and Brand Development Index to guide their marketing.**



CDI

- measures how developed the bottled water category is in each country

BDI

- measures how well the company performs compared to the global market

Why this matters...

- helps determine where to invest advertising
- identifies which market needs brand awareness or loyalty reinforcement

Strategic Goal

- create a global advertising strategy while adapting messaging based on the market

CDI & BDI STRATEGY MATRIX

+ High CDI/ High BDI

- strong market & strong brand
- reinforce brand loyalty

+ Low CDI/ Low BDI

- rising category but weak brand
- education & trust

+ High CDI/ Low BDI

- strong category but weak brand
- increase awareness & differentiation

+ Examples

- Mexico
 - High CDI/ High BDI
- United States
 - High CDI/ Low BDI
- India
 - Low CDI/ Low BDI



RECOMMENDED ADVERTISING APPROACH

+



Standardized Elements

- core brand identity
- product position
- global brand message

Benefits

- strong brand recognition
- relevant messages in local markets

+



+

Localized Elements

- advertising visuals
- cultural references
- messaging

Challenges

- conflict with country managers
- risk of inconsistency

+



+

HEADQUARTERS VS. COUNTRY MANAGERS



1

Headquarters

- responsible for global brand strategy
- following core attributes (revitalized and refined)

2

Country Managers

- responsible for cultural adaptation
- local advertising

3

Goal

- maintain global brand identity while still communicating it locally

+

CREATIVE AD STRATEGY

MEXICO +

High CDI/ High BDI

- bottle water category and Harmonie presence is strong

Strategy

- reinforce brand loyalty

AD

- luxury and refined

Message

- “the world’s finest water – revitalized and refined”

Focus

- clean, sleek, sophisticated elements

Standardization

- high



CREATIVE AD STRATEGY

INDIA +

Low CDI/ Low BDI

- bottle water category and Harmonie presence is low

Strategy

- educate and build trust

AD

- purity, trust, safety

Message

- “trust purity for every family”

Focus

- natural water
- health and safety
- clean water

Customization

- moderate – high



KEY TAKEAWAYS

- use CDI and BDI to guide advertisements
- maintain global positioning with “revitalized and refined”
- have country managers adapt message locally

Results...

- cohesive brand image
- increased brand recognition
- improved performance



THANK YOU

Questions?

Citations

<https://online.hbs.edu/blog/post/global-branding>