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Unit 1: Introduction to Product and Branding

Learning Objectives

1. Define and differentiate between core, actual, and augmented product concepts in marketing.
2. Explain the scope and strategic role of product management in the overall marketing function.
3. Identify the responsibilities of a product manager and their role in product lifecycle decisions.
4. Analyze product mix decisions, including product line length, width, depth, and consistency.
5. Interpret brand elements, types of brands, and brand architecture models.
6. Trace the historical evolution of branding from product-centric to lifestyle and digital branding approaches.
7. Assess the value of branding to consumers, firms, and society with real-world brand examples.

Content

1.0 Introductory Caselet

1.1 Introduction to Product and Product Management

1.2 Product Mix Decisions

1.3 Introduction to Branding

1.4 Evolution of Branding

1.5 Importance of Brands

1.6 Summary

1.7 Key Terms

1.8 Descriptive Questions

1.9 References

1.10 Case Study

1.0 Introductory Caselet

“NaturaGlow’s Path: From Product to Purpose”

In 2015, a group of six entrepreneurs in Pune started a skincare start-up NaturaGlow, providing handmade plant-based beauty products. Their first product a single aloe vera face gel was targeted as a niche offering to the consumer looking for natural options. Stunned at the unexpected momentum on social media, the founders could see how they could develop this into a full brand experience.

They added serums, moisturiser and face mask to their product range whilst still keeping it real - formulating naturally and packaging eco friendly. With the increase in product complexity, a full-time product manager was employed to integrate customer feedback with R&D and marketing. The manager applied the BCG Matrix to fine tune the product portfolio, deciding which products to grow and which ones to retire.

At the same time, the team made a commitment to branding. They shifted their focus from touting features to creating an emotional bond. The brand story transitioned into “Glow with Purpose”- for the health conscious millennials who are looking to feel different, look good and do good" – inspired by the growing demand for nature-friendly and identity-defining consumption. NaturaGlow followed a Branded House model, connecting every single sub-products underneath the same ethical brand story.

By 2023, NaturaGlow was no longer just selling beauty products — it was selling a lifestyle, complete with brand ambassadors, eco-initiatives and digital community. They were able to charge more and keep their customer base because of the brand equity they created.

Critical Thinking Question

How did NaturaGlow’s choices for product management and branding contribute to its growth from a niche product, into a purpose driven brand, and what are the challenges as it grows globally?

1.1 Introduction to Product and Product Management

Product and product management are core concepts in product and brand management. A product is anything that’s given to a customer in an effort to meet their needs and product management entails the planning, development and maintenance of said product throughout its lifecycle. It connects the market need with (business) goals, and technical feasibility and thus guarantees value creation for the customer and the company. The ability to understand this intersection is one key to creating successful,competitive offerings in rapidly changing markets.

1.1.1 Definition and Characteristics of a Product

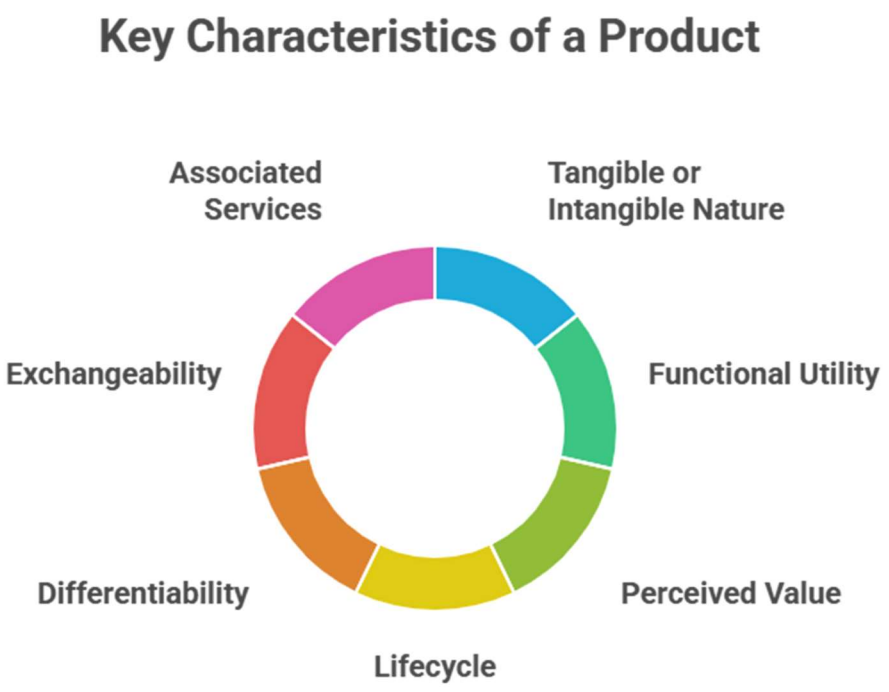
The nature of a product has been a topic of considerable discussion in marketing and business literature as many academicians and practitioners emphasize the centrality of an offering to exchange.

• Philip Kotler claims (2003) that a product is “anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need.”

• Stanton, Etzel and Walker (1994) define a product as “a combination of tangible and intangible elements including the promises made between buyer and seller how that offers may satisfy customer needs.

• William J. Stanton (1981) notes that products are not solely physical commodities, but also a range of services, ideas, people and places that provide value.

So, a product can be both physical (a mobile phone) and nonphysical (business advice), but its aim is always the fulfilment or satisfaction of the customer.



In order to have a clear picture of what is a product, we must look at the fundamental qualities that define it:

•Physical/Digital nature of products: Products may be physical, examples include consumer electronics or digital such as online banking service. Many modern titles combine elements of each. For example, a digital music subscription is intangible content delivered through a physical interface (a smartphone or computer). The emergence of hybrid products requires an integrated design and market development.

• Usefulness: Utility is the central purpose of a product — how it meets the needs, solves problems and provides benefits. Whether it is a water purifier delivering safe drinking water or time-management app which helping you harness your productivity level, the utility value plays a pivotal role in determining its success.

• Consumers' Objective and Subjective Perception of the Product: In addition to usefulness, how consumers themselves view the product is also important (the so-called perceived value). This image is associated with aesthetics, brand, social/ identity and customer experience. Perceived value is a factor that should not be overlooked, even when products are technically of higher quality.

• Product life cycle: All products go through these four stages, known as the product life cycle (PLC): Introduction, growth, maturity and decline. Every stage has its own unique challenges and advantages. In growing markets demand rises quickly, while the maturity stage describes saturation, which requires innovation and diversifying.

• Differentiation: Few products thrive in a commoditized state. This is the differentiation—through design, unique features, quality of product, packaging or service –) companies use to gain a competitive advantage. Case in point, Dyson vacuums are known for their cool designs and cyclonic suction power.

• Exchangeability: An economic product has the capacity for exchange. This means that must meet something required by consumers for them to part with their money, time and effort.

• Related services: Today's markets need more than the product itself. Value adds like after sales service (customer supports, warranty, installation, returns) and upkeep ease the offer. These support services are sometimes considered as sources of competitive advantage particularly for saturated or highly involved markets.

These attributes provide the cues marketers, product developers and strategists require in order to build products that not only meet functional expectations but fit with consumer psychology and behavior.

1.1.2 Core, Actual and Augmented Product Concepts

The product idea can be analyzed by a three-level model, including the core product, actual product and augmented product. This multi- dimensional understanding empowers marketers to provide a complete value proposition based on various customer expectations.

Core Product

The central product is the core benefit or service delivered to the customer. It is the inherent benefit that meets a customer's core need. Crucially, it is also palpably ethereal. In other words, when a user purchases a smartwatch, they are buying access to the health

check-in, time control or lifestyle enhancement — not watch hardware as the product in question.

In a business-to-business (B2B) context, the basic product could be efficiency of operations, cost reduction or strategic advantage. Discovering and expressing this fundamental value is the initial point of departure to a product that will matter.

Actual Product

The tangible or visible form of the core benefit is the product itself. It includes standards for design, quality, branding, packaging and fashion. This is the product that the customer interacts with in a physical or digital way.

Expanding on the smartwatch analogy, product refers more specifically to the thing (the watch), as well as touch interface, OS, battery life, brand name (e.g., Apple or Garmin), and even packaging. This is the level that differentiates a product in a crowded marketplace, particularly when basic benefits are comparable among competitors.

Augmented Product

The Augmented product In our case it includes all other extra benefit and services around the real and actual product. The elements above do not belong to the building blocks of the product's core function but create great added value and play an important role in consumers' decision making process.

Some of these are after sales service and support, installation etc., product training, the product warranty policy, returns/refund policy and customer loyalty points/rewards. In fiercely competitive markets, when the physical product is a commodity, extension is now the only differentiator and driver of long term customer loyalty.

If a company can execute these three levels effectively, then companies will be able to produce an product offer that meets our rational and emotional needs which in turn can lead to a better total customer experience.

1.1.3 Scope and Role of Product Management

Product management is a complex role that manages the balance between planning, developing, shipping and iteration of a product. It sits at the nexus of technology, business and customer needs and makes sure that a product meets both market demand as well as your company’s goals.

Scope of Product Management

Here are a few of the areas product managers touch:

• End-to-End Lifecycle Governance: The management of a product from discovering the opportunity or idea for it, to developing the concept and ultimately launching, optimizing,

retiring or replacing a product. This demands a nuanced understanding of market dynamics, user desires and technological viability.

•Cross-Functional Leadership: PMs act as the hub in a wheel across teams. They team up with R&D, engineering, marketing, sales and finance to make sure all aspects of strategy are aligned with the on-the-ground reality.

• Customer focus: At the core of product management is an unwavering focus on what customers want. Product managers spend a lot of time in user research, behavior analysis, and persona development to help achieve product-market fit.

• Strategy Informed by Data: Good product management is based on evidence. Mathematical models, more-precise instrument biasing and A/B tests let PMs make decisions around pricing, prioritizing features and when/where to enter a sector.

• Innovation and Differentiation: One of the primary responsibilities of product management is creating new innovation – both incremental and disruptive. PMs continuously look for opportunities to add unique value, whether through new features, changes in design or completely new products.

Role in Organizations

More recently in the evolution of the discipline, products for a given market could be managed with an individual product manager who is responsible for all aspects of discovering and creating these within a business.

•Championing the customer's voice in product development.

• Reconciling technical limitations with marketplace opportunities.

• Building and maintaining of the product roadmap.

• Specifying KPIs for measuring product performance (e.g. retention rate, net promoter score).

• Deliver go-to-market (GTM) strategy in collaboration with marketing.

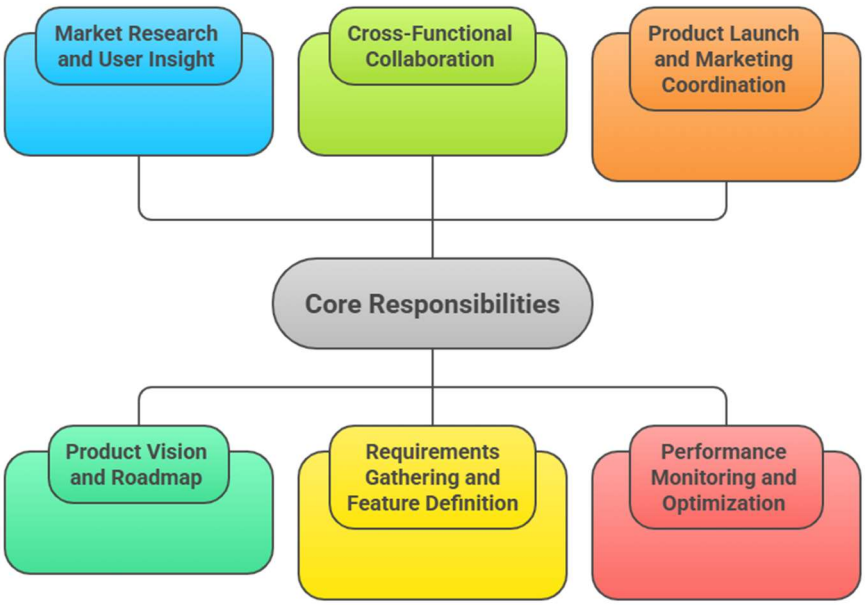
Making sure the product changes as the market does and user needs do too.

As a result, product management is no longer an afterthought — it's a strategic driver of innovation, growth, and competitive advantage.

1.1.4 Responsibilities of a Product Manager

The product manager (PM) is the steward of the product vision, strategy, and execution. PMs are more than managers: they are vision setters, analysts, trouble-shooters, and communicators who are tasked with driving value for both the customer and business.

Core Responsibilities



• Market Research and User Insight:

o Primary and Secondary Research to determine market gaps.

o Direct user contact and feedback: User questionnaires and interviews, usability studies.

o Tracking industry trends/competitor activity shifting to changes in plans.

• Product Vision and Roadmap:

o Providing vision for the product in the long-term. o To chart out a phased plan that can track with business objective and tech time linesand user expectation.

• Cross-Functional Collaboration:

o Collaborating with designers to develop and present user-friendly applications. o Collaborating with engineers to achieve technical feasibility.

o Collaborated with sales and marketing teams to provide product insight, positioning details.

• Requirements Gathering and Feature Definition:

o Writing user stories, acceptance criteria and prioritizing feature backlogs.

o Converting abstract customer requirements into concrete product specifications.

• Product Launch and Marketing Coordination:

o Working with GTM teams on planning and execution of product launches.

o Having an eye out on pricing strategies, promotions and customer acquisition.

• Performance Monitoring and Optimization:

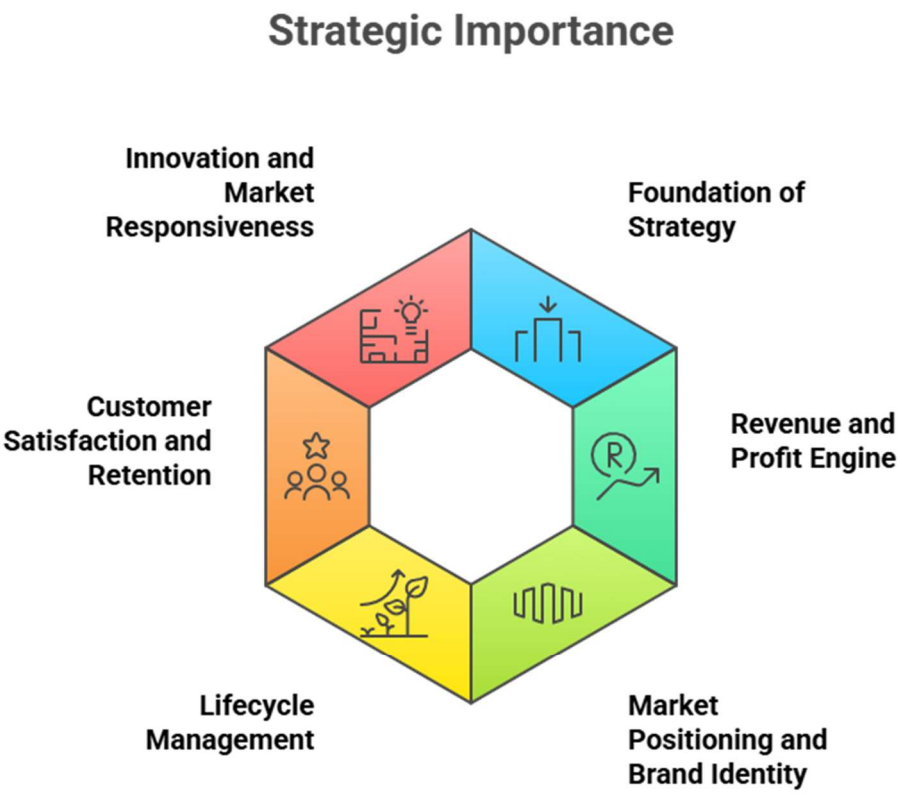
o Measuring KPI like churn, adoption, revenues growth and customer satisfaction. o Utilizing agile methods and iterative development to improve product features in response to real world feedback.

The PM needs to be able to juggle short-term tactical operations with long-term strategic thought — tactically agile, analytical-oriented and leadership savvy.

1.1.5 Strategic Importance of Product Decisions in Marketing Mix

The 4Ps of the Marketing Mix (Product, Price, Place and Promotion) are a marketing strategy's key ingredients. Of these, Product is the dominant one as it specifies what other three are all about.

Strategic Importance



• Foundation of Strategy:

o All marketing decisions come down to product nature. Perceived value of the product determines price; delivery channels are contingent on the format and target audience of the product; promotion has to be in line with the benefits from the product.

• Revenue and Profit Engine:

o Product's design, quality and innovation attitude has an immediate effect on the market demand, pricing of elasticity and brand loyalty. High-quality products require a premium price and deliver the longest customer lifetime value (CLV).

• Market Positioning and Brand Identity:

o Strategic product decisions. —like packaging, style and feature selection—determine the perception of your brand. Luxury brands heavily invest in design and creating limited editions, for example, to ensure that exclusivity is upheld.

• Lifecycle Management:

o Managing the product lifecycle effectively allows companies to maximize profits during growth and maturity, and time product extensions or retirements accordingly.

• Customer Satisfaction and Retention:

o The performance of product workload, as well after sales services are key factors that easily can affect the customer satisfaction. A thoughtful product strategy will drive higher customer retention and decrease churn.

• Innovation and Market Responsiveness:

o Strategic product planning is the basis by which firms can evolve, remain responsive and innovative. Whether via modular architecture, customization, or fast feature time-to-market, adaptive products help to guarantee sustained flexibility in the face of shifts in the market.

Its product is, in fact, not only a physical output but it serves as the center of a company's marketing offering and strategic area for competitive leverage.

"Activity: Mapping Brand Value in Consumer Experience"

Learners will work in small groups to select any one iconic brand—such as Apple, Nike, or Amul—and analyze its brand value from both a **consumer** and **firm** perspective. Using concepts from Unit 1.5 (Importance of Brands), students will identify how the brand builds trust, conveys quality, creates identity, and enables premium pricing or loyalty. Each group will create a visual brand map showing the tangible and intangible value the brand offers, and present a 3-minute pitch explaining the strategic brand decisions that reinforce its equity. This activity encourages critical thinking and helps students experience realworld application of branding concepts.

1.2 Product Mix Decisions

In the area of product and brand management, which allows us to own the notion of what a company defines as their market offerings (product mix) and how they administer their brand architecture. These choices involve both the width and depth of the firm's product line as well as how product lines are related to each other. The effective control of product mix can help companies meet the different needs of clients, improve operational efficiency, decrease market risk and enhance competitive position.

1.2.1 Definition and Elements of Product Mix

Product mix Momina NasirConceptA product mix (also known as a product assortment) is the set of all products and/or services that a company offers. It is indicative of the firm's general strategic orientation toward market segmentation, positioning, branding and growth. Today, companies are sharpening their product offering to address shifts in the market and evolving technology adoption while responding to competitive pressure.

Four main dimensions of the product mix are distinguished:

Product Mix Width

ANOTHER DIMENSION Theory: Width is the number of different product lines that a company carries. It shows what a range of products the company offers in different categories. A broad product mix indicates that the company operates in a number of different markets, while a narrow product mix offers an indication what the market or audience (consumer or business) the company is going after.

• For example, products offered by Procter & Gamble (P&G) include personal care, household cleaning healthcare and baby products which is a broad mix of the product.

• In contrast, a company such as Ferrari, that focuses solely on high-performance sports cars, will have a limited mix that is targeted at a specific segment.

Product Mix Length

Long is the over all product, in pieces, offered by the company across its product lines. It is the total number of items in the firm portfolio. For instance if a company has 5 product lines and there are 10 in each line, the length of product mix is equal to 50.

Another measure, length, indicates how broad a company's market offers and is frequently used to measure portfolio complexity and coverage.

Product Mix Depth

Depth is the number of versions available within a product line. These models can be variations in terms of feature, size, color, flavor or price. For example, in the product line of toothpaste, a company can develop varieties of herbal type, whitening type, protection for sensitive teeth and children's toothpaste.

Depth allows firms to:

• Address the array of customer preferences, • Segment the market based on price or function,

• Grow retail space on shelves.

Product Mix Consistency

Consistency is the degree to which product lines are related in production methods, market distribution and purpose. High consistency means all product lines are of the similar kind and low is that there exists unrelated and diversified product portfolio.

• High consistency: A milk, cheese and yogurt dairy brand.

• Low consistency: A company like Tata, with exposure to steel, cars, telecommunication and hospitality.

Strategically managing product mix consistency strikes a balance between operational efficiency and market adaptation.

1.2.2 Product Line Length Decisions

Product line length is the number of products available in a product line. That decision is what product strategists frequently refer to as scope — how fully the company wants to meet customer needs in a category.

Product line length decisions are two main types: 1. Line Stretching

Line stretching is the case when product line is stretched outside the current range. This can occur in three ways:

• Downward Stretching:

o Launching products for various price-sensitive customer base. o Particular luxury, or premium brands seeking to play in volume segments. o Example: Mercedes-Benz entering the low-end luxury car segment with A-Class. Interviewer: You mentioned that you had some kind of a model around this scenario based product creating?

• Upward Stretching:

o Adding more luxury or premium models to enhance brand image and appeal to wealthier consumers. o Example: Xiaomi, the budget phone maker, released Mi 11 Ultra to compete with the high end.

• Two-Way Stretching:

o Expanding both upward and downward.

o Example: Marriott Hotels has Ritz-Carlton (luxury), Marriott hotels (mid-tier) and the Fairfield Inn (budget).

Line Filling

Line filling is the addition of new items to the line within the present range that includes size, flavor, packaging and pricing.

• Reasons for line filling include:

o Responding to competitor offerings. o Meeting unmet consumer preferences.

o Winning a greater market space and visual share of shelf.

• However, if you oversaturate your product line, there can be a risk of product cannibalization—simply put; transaction of one item substitutes the same transaction for another.

Strategic Considerations

• Pull: Customers may demand longer product lines in order to provide more customised products answering their specific needs and tastes.

• Cost: The greater the number of variants, the more complex to manufacture, stockpile and distribute. Brand Clarity – Overextension can dilute brand identity and create confusion with consumers.

Companies need to find the right balance between diversity and focus, adding new products that have a positive impact on value creation without diluting brand equity.

1.2.3 Product Mix Width and Depth

The extent of product mix width and depth affects the firm?s performance by offering opportunities to compete in different market segments, to follow consumer trends or to profit from common production facilities.

Product Mix Width

As described previously, width refers to the number of product lines. The wider that spread, the more diversified is the company's business presence.

• Advantages:

o Diversifiability of Risk: Underperformance in one category can be compensated for by outperformance in another. o Cross Selling Opportunities: A company can use cross selling to help expose consumers who are also customers of another bank or a specific service industry to the other lines.

o Brand Extension: New product lines can be launched with the backing of established ones under one brand.

• Example: Unilever makes personal care, home care and food products under various brands.

Product Mix Depth

Depth would be on the variety of patterns in each line.

• Benefits of Greater Depth:

o Meets diverse consumer tastes.

o Allows pricing tiers (value vs. premium). o Enhances retail exposure and brand presence.

• Example: Colgate has many toothpaste options, such as whitening, herbal, all-in-one care and even sensitivity relief.

Management Challenges

• Operational complexity: Managing multiple SKUs leads to higher manufacturing and inventory cost.

• Risk of Cannibalization: If there are several products in the same category, one might eat into another's customer.

• Stock Holding: Capital can get locked in unsold stock of few variants.

Hence, enterprises need to ensure that the width and depth match with the market demand, logistics capacity and strategic direction.

Did You Know?

"Many global brands tailor their **product mix depth and width based on regional consumer behavior**.

For instance, Nestlé's Maggi noodles have over 50 variants in India, including localized flavors like Masala and Chatpata, while in Western countries, the brand portfolio is limited to basic options. This hyper-customization allows companies to penetrate local markets more effectively while managing a global brand identity."

1.2.4 Product Mix Consistency and Strategic Implications

Product mix consistency can be defined as the extent of relationship among various product lines in a firm's portfolio. Products are highly consistent if they have similar production,

distribution or end use properties; low consistency would reflect a broad and disparate mix of products.

High Consistency:

• Examples: a business selling dairy products (milk, cheese and yogurt) only.

• Advantages:

o Easier supply chain management.

o Establish a more sound brand positioning in a niche.

o Higher operational efficiency through resource pooling.

• Limitations:

o Limited risk diversification.

o Subjected to market changes in the base industry.

Low Consistency:

• Example: Conglomerates such as ITC or Tata that provide food, hotels, IT services and personal care.

• Advantages:

o Business stability through diversification.

o Ability to leverage other growth vectors.

• Challenges:

o Complex brand architecture.

o Risk of diluting core competencies.

Strategic Implications:

• Decisions about consistency influence cost control, brand strategy and risk management.

• High consistency enables focused marketing and streamlined operations.

• Decreased consistency demands strong, coordinated and running multi-brand strategies, as well as internal compartmentalization.

The level of compatibility should be consistent with the firm's long-term aspiration—whether it wants to be a specialist or diversified organization.

1.2.5 Product Portfolio Analysis (e.g., BCG Matrix Overview)

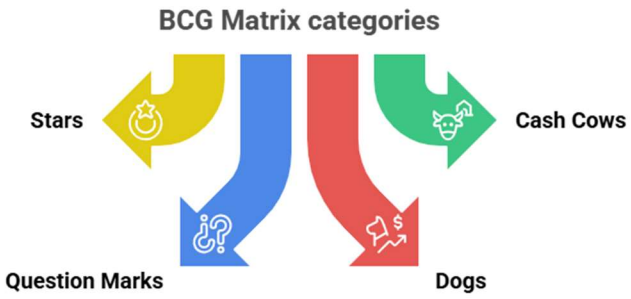
Product Portfolio Analysis allows companies to assess and compare product performance and strategic position for the purpose of resource allocation. The BCG Matrix—Concepts One of the most utilized is a matrix pioneered by the Boston Consulting Group.

BCG Matrix Dimensions:

• Industry Growth Rate: Represents industry attractiveness.

• Relative Market Share : Shows competitive strength.

BCG Matrix Categories:



• Stars:

o High growth, high market share.

o Demand high capital after but have possibility of high yields. o Strategy:There is no recourse but to invest in these cash cows for both positioning and future benefits.

• Cash Cows:

o Low growth, high market share. o Impressive Cash flow can be from very little investment.

o Plan: Take the cash out and plow it into stars or start-ups.

• Question Marks (Problem Children):

o High growth, low market share.

o Unclear future, some become stars and others don't.

o Strategy: Understand potential–buy or sell pick and choose.

• Dogs:

o Low growth, low market share. o Limited profit potential or strategic value. o Plan: Retire, reposition or Scrabble--or hold, if called for.

Application in Product Strategy:

• Steers investment strategies, new product builds and portfolio trimming.

• Emphasizes the long term growth planning strategy with a balance on short-term cash generation.

Despite its simplified model, the BCG matrix is still widely used as a leading tool for portfolio management and marketing strategy decisions.

1.3 Introduction to Branding

In a competitive marketplace, branding is important as it forms favourable consumer attitudes, influences consumers purchase decisions and leads to consumer loyalty (Lewinski 2000). A brand is not a logo or trademark, but the composition of perceptions in the mind of a consumer—associations, experiences, expectations and values. Great branding will allow a product or service to cut through all that noise and a company can worry instead about making the best version of that product or service as compelling as possible. For companies, branding served as a strategic asset which was capable of guiding marketing decisions, pricing strategies and distribution tactics and the loyalty of customers.

1.3.1 Definition of a Brand and Brand Elements

A brand is a distinct representation of what sets an organization, product, or service apart from similar competitors in the market. It sends a message, builds trust and leaves an emotional connection with a customer. You lower the risk of purchase with a brand—it represents quality and consistency to a buyer.

Key Brand Elements

Brand elements Elements that make up the configuration of what a brand looks, sounds and feels like. They ought to be memorable, adaptable, legally and commercially protectable, and meaningful. Brand Name

• The spoken, single identifier for a brand.

• It should be distinct, easy to say, relevant and legally protectable.

And there's a lot to be said for registering, and subsequently remembering and recognizing, the feelings most effectively conjured by a strong brand name (as with Nike or Amazon).

Logo and Symbols

• Logos and assets that visually communicate the spirit of the brand.

• Logos are high impact nonverbal communicators and frequently symbol of the identity and standing of the brand.

• The Apple logo, for instance, suggests innovation and simpleness.

Tagline or Slogan

• One short phrase that captures the brand's mission or its unique promise.

• Powerful taglines such as "Just Do It" (Nike) and "Think Different" (Apple) reinforce the company's position and personality.

Brand Colors and Typography

• Brand recognition is improved with visual consistency in color schemes and fonts.

• Color psychology is a major factor: blue conveys trust (employed by financial institutions) while red communicates excitement (popular with food and beverage brands).

Packaging

• Packaging fulfills both utilitarian needs (protection, ease of use) as well as certain branding needs

(attraction, differentiation).

• It's frequently the first physical point of contact between the consumer and the product, especially at retail.

Brand Sound (Sonic Identity)

• The increasingly digital world has recast sound as a tool for branding — think jingles, voiceovers, sound logos.

• Examples are Intel's chime or McDonald's "I'm lovin' it" jingle, where the sound immediately evokes the brand.

Together these ingredients all work together to form a consistent and memorable brand, leading to repeat customers recognising your brand over time.

1.3.2 Branding vs. Brand Management

Although branding and brand management go hand in hand, they shouldn't be confused as the two are different stages of and functions within the larger brainchild, which is -brand strategy. Branding is creation and brand management is maintaining, evolving and protecting.

Branding

Branding is the first step in any strategy for creating brand's identity and positioning. "Designing a brand requires a lot of planning and creativity because you need to create innovative branding that your audience will relate to.

Key Aspects of Branding:

• Mission Vision Values Define: Developing what the brand will be about and how it will function, coexist and evolve.

• Positioning Strategy: Defines how the brand is perceived in the mind of consumer's vs competitive offerings – on price, quality, benefits or personality.

• Consumer and Market Research: Describes consumer needs, market whitespace / opportunity, and emotional triggers that can be used by the brand.

• Visual Identity Development: From the logo, packaging, and website to other decisions that are design related – those with a visual-based means of communicating the brand persona.

• Tone of Voice & Messaging: Determines the style in which a brand approaches communication on different platforms: serious, friendly, knowledgeable, funny etc.

Brand Management

The brand management is a long-term process that ensures the brand's outlooks should remain consistent over time. Is both strategic management and tactical reactivity to the developed and developing business environment?

Key Functions of Brand Management:

• Performance Monitoring: Monitoring the health of a brand by measuring specific metrics, such as awareness, preference and loyalty.

• Coordination(consistency) Management: Guarantee a coherent usage of branding elements throughout channels and touchpoints.

Crisis Response: How you handle negative press, product recalls or mis-use of a brand for the preservation of reputation.

• Brand Innovation: Refreshing a look or message, such as rebranding for today's culture, technology or consumer needs.

• Customer Engagement: Developing long-term loyalty with rewards programs, communities, personalized experiences and feedback loops.

If branding is the foundation for a brand's identity, then brand management is the security fence that protects and facilitates its growth, protecting equity in an unpredictable market landscape.

1.3.3 Brand Identity, Image and Equity Fundamentals

A successful brand is based on the congruent and synergy among it's brand identity, to image and equity. These ideas are the foundation for creating a strong and compelling brand strategy.

Brand Identity

• Brand identity is how a company wants to be seen.

• It is created by the company and includes things like logo, name, tone, visual elements, values and messaging.

• The Identity serves as the foundation for all brand communications and should express the company's mission, vision and customer promise.

• It is essential for a distinct identity to have consistency throughout all promotional channels.

For example, Tesla's brand revolves around innovation, sustainability, and leading-edge technology.

Brand Image

• The brand image is a reflection of brand associations as they exist in the minds consumers, when people think about or discuss a particular brand.

It may not align with how the brand should be perceived.

• Higher trust, better recall, and increased customer preference are consequences of a solid brand image.

• Companies need to track image with polls, sentiment analysis and social listening to spot perception gaps.

Case in point: A company can tout about being sustainable but if its packaging is way oversized, leading customers to see it's wasteful, then the brand's public image no longer matches the reality of succinctness making its products.

Brand Equity

• Brand equity is how much customers are willing to pay for a brand.

• It's created over time, through awareness, associations, perceptions of quality and loyalty.

• High brand equity has several benefits:

o Ability to charge premium prices. o Bargaining power of distributors and retailers.

o Ability to withstand markets under assault or competitive pressures. o Fewer costs to acquire new customers because of existing loyalty.

Brand equity is frequently are assessed with instruments such as:

• Brand Asset Valuator (BAV),

• Net Promoter Score (NPS),

• Customer Lifetime Value (CLV).

The dynamics of identity, image and equity are crucial to sustain the long-term success of a brand and its financial performance.

1.3.4 Types of Brands: Manufacturer, Private Label, Co-brands

Brands vary by ownership, control and market type. Categorization of brands has a significant effect on marketing decisions, and provides managers with insights into the appropriate strategy for entering consumers' consideration space within any market segment.

Manufacturer Brands (National Brands)

• These brands are proprietary and have multi-channel retail distribution.

• Companies like Nestlé, Sony and Samsung would be examples.

• Brands spend a lot on advertising and distribution to establish name recognition and credibility.

Advantages:

• Powerful consumer confidence established by a consistent quality and availability throughout the nation.

Expands more readily in geography and product line.

Challenges:

• High marketing costs.

• Susceptibility to control by the retailer and shelf position.

Private Label Brands (Store Brands)

• These are retailer-owned and managed brands.

• Examples: Kirkland (Costco), Great Value (Walmart), Reliance Fresh Brands.

• Usually cheaper than manufacturer brands, while maintaining the same quality.

Advantages:

• Higher profit margins for retailers.

• Power to set prices, placement and promotions.

• Promotes loyalty with the store by providing proprietary products.

Challenges:

• Typically perceived as lower quality, although this is evolving.

• Lack of traction beyond the walls of the retailer.

Co-brands

•Entails teamwork between two or more brands to deliver a product or service together.

• Examples:

o Intel+ HP for branded laptops ('Intel Inside').

o Nike + Apple with co-developed personal health solutions.

Advantages:

• Mixes strengths and equities of the two names.

• Adds credibility and reaches to same or similar customer bases.

• Makes it easier to enter new markets or categories.

Challenges:

• Requires value and cultural alignment.

• Potential risk of brand dilution or conflict if one partner performs poorly.

Companies typically use a mix of these type of brands based on market strategy, distribution channel and consumer.

1.3.5 Brand Architecture: House of Brands vs. Branded House

Brand architecture is the arrangement of a company's brands within a strategic framework. It depicts the relationships between the masterbrand and sub brands and how this drives product branding. And a right architecture enables strategic clarity, customer navigation and operational efficiency!

House of Brands

• In this model, there is a parent company that controls several stand-alone brands.

• Every brand has a name, identity, and positioning.

• For example: Procter & Gamble (P&G) brand includes Tide, Pampers, Ariel, Gillette each with its unique image and segment you're targeting.

Advantages:

• Offers easy access to a variety of consumer individuals.

• Lowers risk — if one brand fails, the others are unaffected.

• Enables testing new product or market positioning.

Disadvantages:

• High marketing and operational expense associated with multiple brands.

• Lower brand synergy or cross-selling opportunities.

Branded House

• You have a uniform master brand for all your products and services.

• Example: Apple applies its brand to iPhone, iPad, MacBook and services including Apple Music and Apple Pay.

Advantages:

• Shared brand equity increases trust and recognition."

• Efficient marketing and branding efforts.

• Simplified brand management and cross-promotion.

Disadvantages:

• Problems with just one product can harm an entire brand.

• Curbs freedom to make products radically different.

Hybrid Brand Architecture

• Many companies use hybrid models, both a mixture of standalone and sub-brands.

• Example: Google (Branded House) is the parent company of YouTube and Fitbit (House of Brands), who have their own brand identity.

The decision on what brand architecture to select is quite strategic in nature, as it depends on the degree of complexity that reigns in the market place, the level of product diversification and segmentation pursued by firm managers, or simply available legacy brand assets. Then the appropriate structure facilitates coherence while also being more flexible and innovative.

In this activity, learners will work in pairs to analyze a brand of their choice—local or global—and assess how it creates value both for the **consumer** and the **firm**. They will identify

tangible aspects like product features and design, and intangible aspects like trust, emotion, and community. Using concepts from Unit 1.5 (Importance of Brands), they will map how brand loyalty, differentiation, and perceived quality contribute to brand equity. Each pair will prepare a brief presentation using real data, advertisements, and customer reviews to support their analysis.

1.4 Evolution of Branding

The meaning of branding has changed a lot in the course of time. What started as purely utilitarian — the need to let people know what product they were buying and distinguish it from another product — branding has become a sophisticated strategic device that draws on insights from psychology, sociology, technology and global culture. In more recent years, and as companies move away from a production-based economy to one that is increasingly demand-driven, the practice of branding has evolved from 'just' product identification to an individual's interaction with the world around them. This section also defines the critical development stages of branding, from product-focused origins to current era where brand strategies are driven by purpose and operate in a global environment.

1.4.1 Early Product-Centric Approaches to Branding

In the early phase of contemporary commerce, – in the industrial revolution and up in to the earlier 20th century- branding underwent product orientation mostly. The aim was to differentiate commodities in markets with little product variety and mass production developing for the amateur. Brands are being identified by their utility, standardization and availability rather than emotive or symbolic significance.

Key Characteristics of Product-Centric Branding:

• Focus on Functional Benefits:

o Brands promoted product features, such as resistance/ingredients/volume/price.

• Packaging was plain, to the point and served as information delivery.

o Early soap manufacturers, such as Pears, focused on purity and ingredients rather than indulgence or self-care.

• Manufacturer-Oriented Communication:

o Brand positioning was based on manufacturer's know-how and 2471727 reliability. o Stories of the brand did not revolve around the customer; they were all about the company. o Example: Statements such as "Engineered by General Electric" emphasized production quality at the expensve of user gain.

• Uniform Messaging:

o Communication was 'push' rather than 'pull': telling not consulting.

o Marketing emphasised, product intake, basic usefulness and guarantees of quality.

• Limited Consumer Segmentation:

o One Size Fits All Most Brands chose a 'one size fits all' approach.

There were few differences by age, sex, lifestyle or income.

o Prices tended to be standard, which revealed mass marketing tactics.

• Visual Standardization:

o Logos and packaging were functional, typically monotone. o You can design for readability and the visibility of your brand name.

o Example: Old factory packaging was based on sans-serif typefaces and few images.

This type of branding was aligned with those of the industrial age — mass production, efficiency and cheapness. Branding represented place and stood for tried-and-true product lines -- it did not serve as a means to emotional activation or life-style affiliation.

1.4.2 Shift to Consumer-Centric and Experience-Based Branding

And as the market progressed, with more competitors, availability and variety of products choice consumers have access to - branding has transitioned from product centricity marketing to experience centricity one. This changed as advertising and psychology marketing methods, which had previously focused on complex relationships between experiences and purchases, was led by the broadcasting of information presented in its various forms for people to buy. And brands began to turn down the corporate mumbo jumbo, and turning on a conversation directed brandism rendering branding more user-centric.

Features of Consumer-Centric Branding:

• Attention to Customer Wants and Needs:

o Brands started to have a look into consumer behaviour and reasons behind their bicycle usage.

o Messaging was personalized and targeting segmented thanks to data analytics.

o Example: Netflix employs viewing information to customize content recommendations and marketing.

• Experience Over Product:

o The experiential (the consumer experience) pre-, during and post-purchase needed to be at the heart of branding. o Example: Starbucks sells a “third place,” relaxing and reframing the selling of coffee as atmosphere not commodity.

• Two-Way Communication:

Brands started reaching out to customers by means of interactive media including websites, emails and then social media.

o Feedback, polls and review engaged consumers to the brand story.

• Emotional and Psychological Positioning:

o Brands became associated with causes, feelings or dreams. o Message became less about product dominace and more about personal significance. o Example: Dove’s (https://www.dove.com/us/en/stories/campaigns.html) “Real Beauty” campaign repositioned the brand to orbit around body positivity and selfesteem.

• Customization and Personalization:

o Products and services were tailored to specifically suit the tastes of each customer. o Example: Coca-Cola’s “Share a Coke” personalized name bottles to create consumer activation.

This move from rational to emotional branding made it possible for businesses to establish more intimate and longer-lasting relationships with consumers. Branding was less about the product and more about how the brand made people feel or who it empowered them to be.

1.4.3 Emotional and Lifestyle Branding Strategies

In a development beyond consumer oriented approaches, the rise of emotional and lifestyle branding has enabled brands to create association between the brand and consumers’ identity, values or aspirations. These methods move beyond consumptive mind-sets and towards brand integrations into the consumer’s identity and “style of life”.

Emotional and Lifestyle Branding, the Key Features:

• Alignment with Personal Values:

o Companies started to mirror consumer ideals of sustainability, innovation, equality and wellness. o Example: Patagonia resonates strongly with people who value eco-activism and ethical consumption.

• Storytelling:

Stories went on to become an integral part of brand communication.

o And these stories celebrated the human spirit, challenge, reward and camaraderie." o Example: In its campaigns, Airbnb uses storytelling to emphasize the human interactions made possible by travel.

• Aspirational Positioning:

• Products were offered as means to a better or more fulfilling life. o Example: Apple sells a point of view that is much more than the sum of its parts as physical products.

• Brand as Lifestyle Companion:

o Items are linked with lifestyle habits and rituals. o Example: Fitbit becomes part of the user's health and wellness experience, not just a fitness tracker but a partner in living.

• User Identity Reinforcement:

o Consumers perceive that brand use reflects who or what they are).

o It generates a psychological connection that can survive competitive pricing or competitors' pressure.

Through appealing to consumers' identity, lifestyle and emotions, there develops brand loyalty and equity, as satisfied consumers may become unpaid endorsers of the brand (Hankinson 2001).

1.4.4 Brand Communities and the Digital Age

The era of the internet and digital technology created a complete shift in branding dynamics, ushering in an age enabled by community and digital. Brands are no longer sole pilots of the narrative, instead they cocreate it with consumers. Facebook, e-commerce, mobile apps and digital analytics have enabled consumers to actively engage with brand ecosystems.

Brand Communities and the Internet: Mainly among them are:] (1) Brand communities, and (2) Digital branding:

• Consumer Participation:

o Brands create communities around mutual interests or principles.

Example: Harley-Davidson riders build emotional connection through riding clubs and local chapters that create belonging.

• User-Generated Content (UGC):

5 o Consumers generate content in form of reviews, testimonials and social media posts. o This is content that brands commonly repost or interact with, which creates authenticity.

o GoPro includes user generated videos in its advertisements.

• Influencer and Micro-Influencer Campaigns:

o Brands partner with grassroots social media influencers.

o Influencers provide a sense of validation and trust, allowing brands to reach a larger audience naturally.

• Omnichannel Presence:

• A consistent brand voice is kept both online and offline.

o Customers engage with the brand across several platforms – social media, e-commerce, email, in-store etc and want to see a united/unified experience.

o Example: Sephora combines online product browse, in-store consultation and app-based loyalty all into one system.

• Community-Led Innovation:

o Brands are listening to you through polls, comments, and social listening tools. o Product co-creation -- consumers participate in product development. o Example: LEGO Ideas where users can have their own set ideas turned into commercially sold sets.

The brand relationship between consumers and companies was previously a passive one – where consumers used up brands, now the rapid acceptance of technology has transformed that dynamic to an active one with tools like digital putting consumers in control."

1.4.5 Global Branding Trends and brand purpose

In an era of globalization, branding has transcended individual nation-states to function along borders and within cosmologies and languages. Meanwhile, consumers also have become more ethically and socially aware and are no longer letting brands get away with just selling to show professionalism, transparency and global relevance.

Emerging Global Branding Trends:

• Brand Purpose as Core Identity:

o Brands are no longer allowed to just exist – they have an obligation to give back to society. o Example: TOMS Shoes created it's brand around the "One for One" concept–give a pair of shoes to someone in need when you buy one.

• Cultural Adaptation and Localization:

o Even though keeping a universal brand image, winners hear what people need locally in terms of tastes and languages o Successful companies may have the same structure but different norms".

o Eg McDonalds sells products such as the McAlloTikki in India and TeriyakiBurger in Japan.

• Sustainability and Ethical Branding:

o High expectations for brands to act on environmental and ethical issues. o This spans sustainable sourcing, carbon foot-printing and fair labor practices. o Example: The Body Shop prioritizes cruelty-free testing and sustainable packaging.

• Cross-Border Digital Engagement:

o Through social media and digital campaigns, brands build globally relevant but culturally sensitive stories.

o The content is multilingual, with local based influencers supporting in localising the messaging.

• Brand Activism:

o Brands are being asked to have opinions on social matters and politics. o Example: Ben & Jerry's has made public positions on climate justice, racial equity and refugee rights.

o But authenticity will matter—brands that walk the talk will not suffer blowback.

These are global brand trends indicate a move from marketing for transactions to branding for transformation— where companies are no longer focused solely on taking market share, but impacting culture and society contributing, to trust the world over.

Did You Know?

"Some of the most successful global brands today are being co-created in real-time by **AI-powered algorithms**. For example, Coca-Cola has used AI to design packaging and create flavor profiles based on consumer sentiment analysis across regions. This blend of artificial intelligence and branding allows hyper-personalization at scale, enabling companies to fine-tune product and messaging strategies for different geographies in ways previously unimaginable."

1.5 Importance of Brands

Brands are critical to building consumer preference, guiding purchasing and creating enduring business value. As part of the new economy, in which options and competitive advantage are everything, brands have become strategic components of the corporation as well as a tool for consumers. They also have a growing influence in the society that they serve, shaping culture, morals and the economy. The value of brands is examined in numerous key dimensions: to consumers, companies, society and the overall marketplace.

1.5.2 Value of Brands to Firms: Loyalty, Differentiation, Premium

• Brands provide a shortcut for decision-making – recognising the brand, not having to learn about it in an over-crowded space. In busy environments saturated with choices, brands serve as shortcuts that simplify and facilitate decisionmaking. Brand familiarity contributes to a lowering of perceived risk in the purchase decision-making. If a consumer is presented with a brand they know, and trust and believe in, they'll pick that over an unknown entity — especially in high-stakes categories such as health, finance or tech.

• They also give a signal for quality control. Consumers have always connected old names with consistent quality of product. Yes, even where there are so few differences between products in terms of functionality it still may be best to go with the party just out of grad who can show up at your office for support.

from an established brand name means you can trust them. This confidence in quality creates customer loyalty/retention and increases long-term satisfaction with the brand – magnifying the brand's relevance.

• Brands take on a life of their own, as an extension of one's self. In many other product categories, such as fashion, technology and cars, brands are used by consumers to represent who they are or aspire to be. Brands have the power for consumers to express their lifestyle, belief or social status. For instance, a consumer might select a luxury fashion label such as Gucci to signal wealth or a sustainable brand like Allbirds to suggest environmental consciousness.

• Loyalty can be inspired by emotional connections to a brand. Consumers frequently form attachments to a brand that makes them feel good, reminds them of something from their past, or reflects their own values. These are the kind of emotional bonds which can be stronger than logical arguments. Nostalgia for a childhood brand or a brand that did good in the world can create long-lasting loyalty, defeating better-faster-cheaper options.

• There may be convenience and efficiency in well-known brands. Familiar names make it easier for a shopper to choose what they're going to buy. Rather than weighing every alternative, consumers frequently resort to the known quantities that are brand names they already trust. This kind of behaviour frees up time and cognitive resources, that enable the person to navigate under those harsher conditions.

• Branding fosters a feeling of community. A few brands create tribes of like-minded seekers, based on interests, values or lifestyles. Belonging – belonging to a brand that symbolizes something special gives people a sense of identity. There's of course the loyalty developed by Apple's fan base or the close-knit community forged between Harley-Davidson riders. These communities can extend beyond products to function as social entities and therefore improve customer engagement and loyalty.

1.5.3 Societal Impact of Branding: Culture, Economy, Ethics

• Great brands produce customer loyalty, which cuts churn and raises lifetime value. Your core customer is the lifeblood of any successful brand. Loyal customers can be resistant to switching, even if there are alternative products that offer better emotional or functional attributes. They buy more often, test out a brand's other product ranges and act as advocates, influencing others through good old-fashioned word-of-mouth.

• Competition is in the market; branding allows differentiation. In categories where brands are structurally the same or fairly easy to copy, brand can serve as a leading criterion. Distinctive brand positioning, visual identity, tone of communication and emotional resonance are what set a firm apart. This differentiation

generates attention and at the same time establish mental availability in the consumer mind so that the brand is top-of-mind over competing brands at the moment of choice.

• Branding enables firms to charge price premiums. A well known brand may cost more for its goods or services because customers see a higher worth. These premium prices generate greater profit margins, and better financial results. For example, consumers are willing to pay more for an Apple-branded device not just because of the technology but because of design, service ecosystem and even (or especially) brand standing.

• A well-known brand saves money on advertising in the long run. For well-recognized and highly reputed brands, the companies must spend lesser in educating the customers or creating awareness. That credibility and trust built up over time make it easier to introduce new products, move into new markets or recover from crises. The equity in the brand decreases the amount of money and energy you have to expend to stay in the market.

• More bargaining power with distributors, retailers and suppliers for established brands. For brands that are chasing footfall or interest, supply chain negotiations work in their favor and they can utilize reputation to win a better slot on shelves, better distribution terms or vendor relationships. For instance, supermarkets are more likely to favor products that are in demand by consumers and purchase them branded – it is just easier.

• Brands are also strategic assets that affect how investors see you, perceive your strengths and growth potential, as well as how third parties might engage / partner. A good brand adds to the company's valuation, it is listed as intangible assets during mergers or acquisitions. Investors are also attracted to companies with large, loyal customer bases and predictable revenue streams. Brands can also be jumping-off points for further expansion, making it easier for businesses to expand into new product categories or geographies without as much of a fight.

1.5.3 The Social Impact of Branding: Culture, Economy, ethics

• Brands shape culture and identity through language, culture of the situation, and ideology. Some brands are so iconic, they seem to define entire movements or eras of history. Levi's jeans have been linked with youth rebellion and cultural change for decades,

Nike sells ambition and excellence. Those brands end up influencing the way people talk, dress and behave, becoming woven into cultural narratives.

• Branding is an economic engine, generating jobs in marketing, design, advertising and retail. The onboarding ecosystem for brands encompasses agencies, consultants, media partners, digital marketers and creators. Branding as well promotes product and service variety, the lifeblood of a robust economy which thrives on innovation. It is actually helping entrepreneurs make new companies stand out in the market based on their unique identities.

• Brands are able to influence behavior and preference, which can stimulate innovation in healthier, more sustainable or ethical product categories. Branding enables companies to direct demand toward responsible consumption. For instance, Beyond Meat and Tesla have capitalized on branding to promote a plantbased diet and clean energy transportation. Its reach serves to hasten the social power given to accepted modes of behavior or opinions.

• Ethical branding leads to social responsibility. Today's consumers expect brands to be open, fair and inclusive. Other types of ethical branding include adopting fair trade sourcing, using sustainable packaging and advocating diversity and inclusivity. Any brand that can prove its dedication to these values typically gain relatively great consumer trust and loyalty.

• On the negative side, excessive brand-induced consumption can promote materialism, unrealistic expectations and waste. For all its potential to ennoble experiences, branding can also perpetuate overconsumption and superficial values. Fast fashion companies, for example, may be a factor that pushes customers to unsustainable behavior and environmental damage.

6 • Brands can have an impact on public conversation. More and more companies are wading into social, environmental or political debates. Climate change, racial justice, gender equality — brand activism is everywhere you look. But if you claim to do so, you better act on it.

When done authentically, companies can break ground of their own and employ communications in ways that shape public policy and cultural norms.

1.5.4 Brand as an Asset: Measuring Brand Equity

• Brands are not only ethereal, but extremely valuable strategic assets that contribute heavily to the value of a company as a whole. Unmeasurable in a tangible sense, brands affect customer choice, price and market power as well as investor confidence. Brand value is also recorded on balance sheets, commonly within the category of goodwill in mergers & acquisitions providing more tangible evidence for its existence.

4 • Brand equity is the value that a brand name adds to a product above and beyond its functional characteristics. This added value comes from quality perceptions, emotional ties

or customer experience. Brand equity impacts consumer choice, repeat purchase and premium price they are willing to pay. It also impacts business resiliency and agility in competitive or crisis scenarios.

Key Dimensions of Brand Equity:

• Brand Awareness is a level of consumer awareness about the brand. High fame increases the probability of being selected at moment of truth.

• Perceived quality is the customer's judgment about a product's overall excellence or superiority over other products for a specific purpose. Not all the time reliable in real product performance but is significantly influential in purchasing decision-making.

• Brand Associations are the ideas, emotions and imagery associated with the brand. These can be positive or negative, and are accumulated over time by marketing, experience and social influence.

• Brand Loyalty refers to the extent of the relationship that exists between customer and brand.

High Loyalty decreases the propensity to switch and helps in acquiring good number of loyal customer.

Methods of Measuring Brand Equity:

• Mathematical approaches cover methods to calculate the value of trademarks, such as royalty relief (the price it would take for someone else to license the brand) and detailed brand valuation models.

• Consumer-centric approaches leverage tools such as surveys, the Net Promoter Score (NPS) and brand tracking – assessing perception and engagement.

• Market-based approaches measure the effect of the brand through pricing power, market share and customer retention.

Large brand equity offers the competitive cushion, ensure quick adoption rates for these new products and enjoy stronger negotiating power in their business relationships.

1.5.5 Case Examples of Iconic Brands and Their Strategic Value

• Apple is a great example of branding by combining aesthetics, innovation and customer experience into one compelling value proposition. Apple's branding is super solid and their loyal customer-base crosses product categories, which enables Apple to have a premium price point and global cachet. The product's seamless construction, ecosystem compatibility and stripped back branding help create a unified and aspirational feel.

• C oca-Cola is one of the most well-known brands on the planet, known for its emotional storytelling and cultural associations. The brand represents happiness and kinship

transcending generations, geographies, and everything perceived in between. The biggest market leader - Coca-Cola Despite increasing health concerns, the market is still dominated by Coca-Cola through its dominance of brands.

• Nike has presented itself not merely as a maker of sportswear, but as a defender of personal excellence and empowerment. The slogan "Just Do It," well-selected endorsements and campaigns around social justice have helped Nike become more than a lifestyle brand but one with deep emotional resonance.

• Amul, one of India's most popular brands, demonstrates how good branding can merge affordability, quality and cultural resonances. | Amul Known for its catchy advertising and uniform product quality, Amul has won trust in urban as well as rural pockets in the country and has found a place in every Indian home.

• Tesla is a symbol of innovation, sustainability and disruption. Resisting the fad of traditional advertisements, Tesla has made a potent brand story around clean energy and sci-fi technology. Its media treatment, customer support and leadership are some of what results in strong brand equity for the company.

• These cases illustrate how branding, when done strategically, can power differentiation, affect culture and build lasting business value well beyond product features or ad budgets.

Knowledge Check 1

Choose the correct option:

1. What does brand equity primarily measure?

a. Inventory size

b. Product cost

c. Perceived value

d. Factory output

3

2. Which is not a dimension of brand equity?

a. Brand color

b. Brand awareness

c. Brand loyalty

d. Perceived quality

3. Which method is used for consumer-based brand equity?

a. Royalty relief

b. NPS survey

c. Tax audit

d. Cost control

4. A strong brand allows a company to:

a. Avoid marketing

b. Charge a premium

c. Reduce product quality

d. Ignore customers

5. Which of the following indicates strong brand equity?

a. Frequent switching

b. Low recall

c. High loyalty

d. Random pricing

1.6 Summary

ϖ A product is a good or service that offers the benefits intended to satisfy the needs of consumers and it consists tangible and intangible components divided into core, actual and augmented products.

Responsible for the lifecycle, positioning and performance of any given product from conception to market.

ϖ Product mix decisions entail controlling width, depth, length and consistency of elements which define how companies vary, cluster and optimize portfolios.

ϖ Product line strategies like stretching and filling assist companies to serve the needs of several segments while maintaining operational as well as brand efficiency.

1 Branding: is the development of a brand a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers – and differentiated it in some way.

ϖ Brand management aligns identity, image, and equity along all contact or interaction of the consumer which ensures long term consistency loyal t, and competitive positioning for product in market.

ϖ Branding has evolved from product-centric narratives to emotional, lifestyle and community-driven user engagement particularly with the rise of digital.

ϖ Brands facilitate trust and create value for consumers and companies in the form of trust assets, premium pricing mechanisms, cultural trend drivers, strategic intangibles.

1.7 Key Terms

Product - Goods or a service which meet the consumer requirements and desire (desire).

Core Product- The basic benefit or need a product fulfills for the consumer.

Product Line -The entire collection of product lines and individual products that a firm offers for sale.

Brand - A unique name, symbol or design that distinguishes one product or company from another in the marketplace.

Brand Equity – The benefit that a product derives from its brand name, in terms of consumer perception and loyalty.

Brand Architecture - How sub-brands or product lines are structurally related to the parent brand.

House of Brands – A brand architecture where each product carries its own identity separate from that of the parent company.

Branded House – A strategy where a number of products work under one single brand.

Product Line Stretching – Expanding the product line in either a lower end, higher end or both directions.

Brand Community – A community of consumers who are loyal to a brand and interact with that brand (and each other), typically based on shared values or experiences.

1.8 Descriptive Questions

Explain what a product is and describe its features with examples from various sectors.

Explain the terms core, actual and augmented products? In what ways do they add value to the customer?

Describe the context of product management in contemporary marketing.

What Does a Product Manager Do and How They Contribute to Product Success.

Explain the components of product mix. How can a company successfully cope with width, length and depth?

Distinguish: product line filling from product line stretching. Provide examples.

Define branding and describe the role that brand elements play in developing a brand persona.

Compare And Contrast Branding Versus Brand Management. Why is brand management important in a competitive market?

Describe the trajectory of branding, from being product focused to digital, emotional and community focused.

How do successful brands create value for both consumers and companies? Use some real world examples of brands to support your answer.

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Answers to Knowledge Check

Knowledge Check 1

1. c. Perceived value
2. a. Brand colour
3. b. NPS survey
4. b. Charge a premium
5. c. High loyalty

1.10 Case Study

"Resurrecting Vistara Naturals Brand-Centry Strategy From Product Centry Approach - A Case Study"

Introduction

We launched our brand journey in 2015, and today we are a medium FMCG company of Indian roots with two brands to offer – Vistara Naturals has formed the essence for developing eco-friendly daily use personal care herbal products. It started as a product-driven brand that carried inexpensive skin and hair solutions. As such, faced fiercer market competition and consumer demand for experience and brand-driven shopping the company found it increasingly difficult to sustain its first-mover status.

Background

V of Vistara Naturals, managed to break into niche market sections in the initial years because of its distinct herbal blends. It broadened its product offerings by launching additional lines of soaps, shampoos and face creams, but the added product assortment actually boosted sales at first. Yet over time, it struggled to retain customers and build the kind of brand loyalty that would make it stand out in an increasingly crowded market full of both global behemoths and nimble D2C startups.

Although the brand delivered quality products, it did not have an overall brand identity that could be connected with on an emotional level and no long-term strategy to deal with its expanding portfolio. Feedback showed that consumers saw Vistara as “any other herbal product” and not a well-defined brand with a distinctive benefit promise.

Problem Statement 1: Failure to Differentiate Themselves Constitutionally and in Terms of Identity

• Problem: The brand was not emotionally relevant for consumers. The package wasn't clear-- the message wasn't consistent- and we didn't have a core brand promise.

• Solution: The company received a brand identity facelift, rebranded under the tagline "Nature with Purpose. The product got a consistent color, redone store branding and story-laden packaging. Brand names were changed to communicate benefits (e.g., GlowRevive face cream instead of Herbal Skin Cream). This formed a connection (emotional appeal) and built top-of-mind consciousness.

Problem Description 2: Building Unreliable Product Mix and Overextension of Scope

• Problem: The expansion of the product line at Vistara was rampant and there was no consistent quality, overlapping SKUs, operational inefficiencies. The depth and breadth of product lines were not in sync with customer demand.

• Solution: Marketing and product management worked together to reorganize the portfolio by BCG Matrix. Poor SKUs were culled and the core was focused on. This has created a synergy by all the product lines coming together under herbals skin care and haircare, it eliminated everything else which was not synchronous like hand sanitizers and room fresheners.

Problem 3: Judging by the features, the problem of weak brand and low customer loyalty

• What was the problem the company was trying to solve?Even though Vistara had high NPS scores, the number of repeat customers are low, there were few word-of-mouth referrals and almost negligible community.

• Solution: The company launched a loyalty and engagement program for the brand. Initiatives included:

o Release of a customer rewards application. o Influencer partners promoting natural wellness.

o Content marketing campaigns for organic living.

o Encouraging user-generated content and reviews.

These efforts worked, with brand equity up and repeat purchase rates 35% higher within only one year.

Conclusion

The Vistara Naturals case is a stark reminder of the importance for agile product management and branding in an age dominated by consumer-centric ecosystem. A great product, by itself, isn't enough if you don't have committed brand values and communication, a focused portfolio strategy, and true consumer relationships. A move from the product-centric world to a brand-centric positioning helped Vistara change their market perception and build sustainable growth.

Case-Related Questions

What are the most important mistakes in product mix and brand identity which Vistara Naturals made?

How did Vistara use the BCG Matrix for product portfolio restructuring?

2.) Describe the reason why its significant for product lines to be aligned with a consistent brand promise.

How did the company create brand equity and emotional bonding with the consumers?

What does this example have to do with product management and brand strategy?

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Unit 2: Brand Identity, Image, and Positioning

Learning Objectives

1. Define and distinguish between **brand identity** and **brand image**, and explain the importance of aligning the two.
2. Analyze the components of **Kapferer's Brand Identity Prism** and apply it to evaluate real-world brand strategies.
3. Understand the strategic use of **Points of Parity (POPs)** and **Points of Difference (PODs)** in competitive brand positioning.
4. Construct and evaluate **brand positioning statements** using target market, frame of reference, POPs, and PODs.
5. Interpret and use **perceptual maps** to visualize brand positioning in consumer minds.
6. Develop effective **brand mantras** and link them with the value proposition and overall brand strategy.
7. Examine how successful brands use **identity frameworks, positioning, and differentiation** to build lasting brand equity.

Content

2.0 Introductory Caselet

2.1 Understanding Brand Identity and Image

2.2 Kapferer's Brand Identity Prism

8 2.3 Points of Parity vs. Points of Difference

2.4 Brand Positioning

2.5 Brand Mantras and Value Proposition

2.6 Summary

2.7 Key Terms

2.8 Descriptive Questions

2.9 References

2.10 Case Study

2.0 Introductory Caselet

"Reshaping Rayna Skincare: From Disjointed Image to Aligned Identity"

Rayna Skincare is the mid-quality level personal care brand that was introduced in 2018 and it has already become a household name, when it comes to herbal skin essential items. In spite of the rapid proliferation of the product lineup across categories — face washes, creams, serums and sunscreens — brand identity was fragmented. Variety of goods were to be had with a variety of designs, timbres, taglines. Some focused on natural purity, some on science-backed formulas, and others simply coattailed seasonal trends.

When Rayna approached its fourth birthday party, internal reports revealed a concerning gap between what the brand wanted to say and what consumers heard. Leadership felt that Rayna represented "accessible natural beauty," but the market surveys determined that consumers could not get a handle on what Rayna was, and found it inconsistent, forgettable, and inauthentic. Rivals such as Forest Essentials and Plum were quickly capturing the market with powerful identity systems and emotional appeal.

The marketing team at Rayna, they went to work on the brand from Kapferer's Brand Identity Prism perspective both as an audit and a rebuild. They described Rayna's body as "minimalist herbal," character as being "gentle and nurturing" and culture as Indian botanical-based. A unified pack design, updated logo and brand mantra "Pure Skin, Pure You" were released. At the same time, POPs has been created around skin safety and dermatologically approved concept while for POD's focus was on there product unique combination of Ayurveda and scientific extraction process.

This repositioning move allowed Rayna to readjust and begin winning back consumer trust over time.

Critical Thinking Question

What was one big branding mistake that Rayna Skincare made in its early days, and how did using techniques such as the Brand Identity Prism and POP – POD method help reposition the brand successfully?

10

2.1 Understand brand identity and image

Brand identity and brand image are among the most basic concepts in brand management. Identity is an expression of a company's strategic intent – how it wants to be seen by image; in contrast, an image is a consumer's experience-based perception. These two vectors need to be skillfully incorporated into a brand's strategy. In other words, companies need to project an image that matches how they want to be projected.

9

2.1.1 Definition of Brand identity

Various Definitions of Brand Identity Brand identity has been seen by both academics and practitioners as the guiding document on how a society goal for its commitment to the market.

According to Kapferer, brand identity is “the unique set of brand associations that the brand strategist aspires to create or maintain.” Therefore, it is the key to a brand’s strategy, as it defines distinctiveness and communicate the brand’s differentiation.

Aaker defines brand identity as “a unique set of brand associations that the brand strategist aspired to create or maintain.”

Chernatony states that brand identity is “the tangible and intangible characteristics that make a brand immediately recognizable and different from other brands.” The reality of the above gives that brand identity is a holistic combination of brand values, voice, and vision; it is expressed in consistent display, verbal, and experiential branding.

Components of brand identity include:

• Visual Identity: Logos, color schemes, typefaces, and packaging are essential components of the identity of an organization. Such objects help customers to recognize at a glance what firm the produce is in front of them. Coca-Cola has used red-and-white branding for decades, as well as a unique styleface, ensuring global recognition.

• Brand Personality: Broadly speaking, characteristics are ascribed to brands just as they are to individuals. A brand’s personality can be adventurous or orderly, sophisticated, or entertaining. For example, a brand has a difficult and free-spirited image, while Dove has a warm and feminist brand Identity.

• Brand Voice and Messaging: The way a brand speaks through ads, websites and platforms will set the tone for that brand. The motivational, empowering tone of Nike’s (“Just Do It”) is maintained as a consistent voice from one medium to the other.

• Positioning and Value Proposition: A brand’s personality needs to communicate, unequivocally, how it is different – and better – than its competitors. Volvo, for example, is the brand of safety and that has been a continuously expressed theme throughout their ads and designs.

• Alignment with Vision and Mission: Your identity needs to be based on long term aspirations and the purpose of your organisation. The brand’s commitment to environmental responsibility, such as products and activism.

In this way, brand identity is a strategic north star by which to steer marketing activity, employee behaviour and consumer engagement.

2.1.2 Definition of Brand Image

Identity is managed by the company and brand image is formed by consumers. It is the one developed by experiences, beliefs or a cultural background and not necessarily is it like what we are going to get. While identity is fixed, image is fluid and ever-changing.

• David Aaker (1991) defines brand image as a set of associations, often organized in some meaningful way. that are attached to a brand in the memory of consumers .

• Philip Kotler (2009) defines it as “the person’s knowledge beliefs, feelings and impressions about an object or brand.

• As Keller (1993) defines it "...perceptions in consumers' minds that are evoked by some stimulus - such as a brand, or category name - are all considered elements of brand knowledge."

Several dimensions influence brand image:

• Perceived Performance and Reliability: Whether the product will perform as expected or at least work without breaking down is also evaluated by consumers. Colgate oral care is a promise of your overall health that when maintained, has the power to boost it.

• Emotional and Symbolic Meanings: Brands are not only for use but also stimulate emotions and demonstrate lifestyles. Rolex isn’t simply a watch—it represents prestige and accomplishment. In a similar way, Coca-Cola’s brand is centred on joy and nostalgia, directly impacting what consumers “feel” when it comes to the brand.

• Brand Experience: Each touch point—opening a box, calling support, visiting a website—affects the image. Apple’s fancy packaging and storefronts serve to enhance its premium image.

• Media Influence: Public perceptions are influenced by advertising, influencer endorsements and online campaigns. A viral campaign such as Dove’s “Real Beauty” reinforced its brand image as inclusive and real.

• Word-of-Mouth and Reputation: Personal recommendation is more effective than official promulgation in advertizing the service. For instance, in the travel sector, brand perception is little about hotel ads and a lot about TripAdvisor ratings.

What it is, essentially, is brand image—the consumer’s version of the brand—playing out in culture.

2.1.3 Brand Identity vs Brand Image: Key Differences

Despite their overlap, brand image and brand identity are two very different concepts. Identity is what you choose to put out there, whereas image is a reflection of what people are actually seeing.

• proprietorship : identity is a product's belonging to the company, image its belonging to the consumer.

• Focus: I find identity bets on the internal design, values and position while image takes our external customer opinions and social buzz.

• Stability: Identity is enduring, while image can change quickly based on reviews, crises or cultural shifts.

• Measurement: We measure identity through brand audits and alignment exercises, and we measure image using surveys, NPS (Netscore Promoter) and sentiment analysis.

Volkswagen's brand identity, for instance, emphasized German engineering and durability. But the emissions scandal led to a dramatic erosion of its brand esteem and proves how consumer image does not necessarily reflect planned identity.

Successful brands try to narrow this gap, and they do so by ensuring that the supposed identity of a brand is its experienced identity.

2.1.4 Factors Influencing Brand Image

There are a number of factors that contribute to the image or perception of a brand. It's not entirely within their control, but it is something they're able to influence by shaping consumer experience and cultural engagement.

• Customer Experience: Quality, purchase convenience and responsiveness of products determine consumer trust. Amazon has forged an image of reliability with both fast delivery and reliable customer service.

• Advertising and Communication: Regular calls to emotions keep the image strong, while overcommitting kills it. False and deceptive ads like the Pepsi Kendall Jenner ad damaged brand believability, for example.

• Grapevine and Online Reviews: In the 21st century, the voice of consumers travel faster than official communications. Good reviews improve image, while bad reviews pass around fast and smash image.

• Cultural Relevance: Brands that stand for social values create stronger emotional connections. Ben & Jerry's has defined itself as a socially responsible brand by promoting justice and equality, and that enriches its cultural cachet.

• Influencer and Celebrity Endorsement: This transfers the attributes of personality to the brand.

Nike became synonymous with Michael Jordan, and a reputation as the performance sportswear company to beat.

• Enhance Design and Packaging: First impression are often based on design. Apple has minimal packaging because that's what reinforces its premium image and the perception of expensive stuff, and unboxing is part of the brand experience.

• Crisis Management: How a brand reacts to its own failure, or backlash it encourages, is the measure of long-term trust. Reputation Example #1: Johnson & Johnson Amid the infamous Tylenol poisoning crisis in the 1980s, Johnson & Johnson's transparent approach helped it reclaim its credibility.

These features emphasize that the brand image is delicate and alive creation which necessitates positive movement as well as the result control.

2.1.5 Aligning Identity and Image for Consistency

For a branding strategy to be effective there needs to be brand identity and brand image fit. 4 When alignment happens, it adds credibility, trust and loyalty. Misalignment, however, can create confusion and undermine equity.

Such tactics for identity and image alignment include:

• Conduct Brand Audits on a Regular Basis: Reputed firms have to ensure their brand's values projected are consistent with visuals, and whether or not there is a match survey based on consumer perceptions. To be sure, surveys and sentiment tracking are valuable tools.

• Cohesiveness Across Platforms: Everything a consumer sees — from packaging to the brand's tone on social media — should look and feel consistent. Inconsistencies dilute recognition. Starbucks, for example, it is a consistent brand experience in stores everywhere.

• Feedback Loops: Brands that listen to consumers through reviews, polls, or social media will stay relevant and be able to adapt with the times. How Spotify uses user data to drive its wildly popular 'Wrapped' campaign This is how brands can show they are listening to consumer experiences.

• Brand Identity: Inside Out and Training: The employees need to live the brand inside out as we interact with the customer. Ritz-Carlton has an extensive training regime in place to ensure that staff offer the kind of hospitality befitting its luxury status.

• Agility with Authenticity: Your brand must change in order to stay the same. For instance, Old Spice did this well as they repositioned themselves from a more "old-school" brand into something that was young and two-toned but didn't lose their presence in the world of male grooming.

Integrating your identity with your image is not a war to be fought once and won, but an ongoing conversational endeavor that requires making continuous communicaitons adjustments based on both cultural concerns and strategic needs.

Learners will conduct a **brand audit** of a local or regional brand of their choice—such as a local apparel, food, or personal care brand. They will study the brand's **intended identity** using advertisements, official websites, packaging, and interviews with store managers. Then, they will collect **perceptions from real customers** through short surveys or reviews to assess the actual brand image. The findings will be presented in two parts: (1) intended identity elements and (2) perceived image insights. The goal is to identify any gaps and suggest branding strategies to align the two.

2.2 Kapferer's Brand Identity Prism

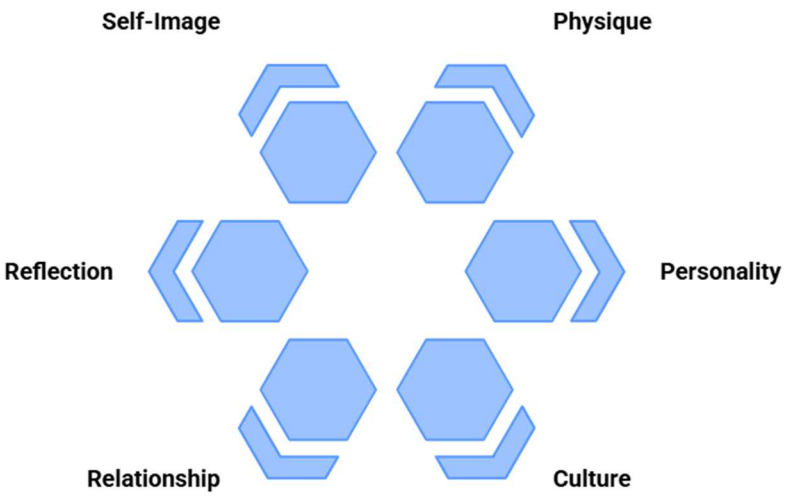
One of the most popular tool used in both studies and practice is Kapferer's Brand Identity Prism. Proposed by Jean-Noël Kapferer, here the model stresses that a brand identity is not merely graphic symbols or communication messages. It describes six essential dimensions: physique, personality, culture, relationship, reflection and self-image which make up a holistic brand profile.

It represents how identity is influenced both from the inside (your values, mission and corporate culture) and the outside (how you communicate, how your users see you, or where you are in the market). It also differentiates between constructed face (what the company designs) and perceived face (how the consumer perceives it). Through incorporating all six elements, Revson's brand model creates a 360-degree picture of brand identity, and ensures continuity, diversification and establishment in the future.

2.2.1 Overview of the Prism Model

Kapferer represents these six dimensions in the shape of a hexagon, illustrating that all elements are interrelated. One aspect alone does not describe a brand; they jointly illustrate how the brand is to be conceptualized, expressed, and perceived.

Key Elements of the Prism



• Physique: The physical or tangible elements, like logos, colors, packaging or product design of a brand.

• Personality: The human characteristics represented by the brand, typically expressed through tone, spokespersons and other styling of advertising messages.

• Culture: The brands' core values, organisational culture and set of standards to guide behaviours.

• Relationship: The nature of the relationship and type of engagement a brand has with its customers.

• Reflection: The stereotypical user image that the brand presents in its communication.

• Self-Image: How consumers perceive—and want to be perceived—while using the brand.

Benefits of the Model

Kapferer's prism also provides a way for companies to coordinate internally, be consistent with communication, and drain both the functional and symbolic levels of branding. Brand Mapping is especially useful in brand audit, repositioning strategy and new brand development workouts.

2.2.2 Physique and Personality

Physique and personality are the former's externalization. They are usually the first things people see and so they Therefore, as well being one of the most crucially important aspects for brand recognition and early interpretation.

Physique

Physique is a brand's sensory, physical and visual traits. It encompasses logos, packaging, fonts, taglines and design styles. A solid body is an essential part of establishing visual identity and differentiation from the competition. For example the smooth design and clean lines of Apple, even their bitten-apple logo represents innovation and ease. Likewise, Coca-Cola's uniquely shaped bottle and stereotypically red branding has made it one of the world's most recognizable brands.

Personality

Personality Taps into the human characteristics linked to a brand. I've seen it in communication style and tone of messaging, but also in everything from the themes members choose for advertising to the spokespeople they select. Harley-Davidson has created a rebellious, tough personality of freedom and adventure. Instead, Dove achieves honesty, concern and authenticity by using real women in its adverts.

Strategic Impact

Physique and personality in harmony It all comes to a unique package – when bodies and characters match, theses brands stand as a tight fit for their customers. Consistent design in packaging, digital and social media, advertising, and shopping environments helps ge consumers to know who you are and what kind of brand experience you deliver. One of Nike's is physique and another is personality—they have really strong images of athletes but also a story to tell about their personal journey."

2.2.3 Culture and Relationship

The second two, culture and relationship, touch on what the brand stands for internally as well as how it's relationship with customers manifests. They help us to go beyond surface-orientated appreciation for building long-term trust, emotional connection.

Culture

Culture The values, beliefs and fundamental guiding principles of the brand. It frequently mirrors the company's founding ethos, leadership viewpoint or social conscience. Patagonia, for example, is ingrained with what looks a lot like environmental activism within its culture that shows up in product design as well as marketing campaigns and corporate choices. Likewise, IKEA brings its Swedish roots to the naming of products and store design and includes it even in the food that it sells, subtly infusing culture into a heritage.

Relationship

'Relationship' is the emotional contract between the brand and its customers. It tells you if the brand is friendly, supportive, aspirational or transactional. Amazon establishes trust around being reliable, fast and quick. Airbnb, by contrast, advertises itself as a facilitator of community and home away from home, creating a sense of trust between hosts and guests.

Strategic Impact

Brands that teach authenticity in product and cultural engagement experience more loyalty and advocacy. They also manage to motivate staff, when internal culture meets external brand commitment. Culture, according to Kapferer needs to be visible for consumers in all contact-points which guarantees authenticity rather than empty slogans.

Did You Know?

"Kapferer emphasized that a brand's **culture** is not just internal—it should be observable and felt by consumers in every product or service interaction. For instance, brands like IKEA embed their Swedish culture not only in product names but also in store layout, food options, and self-service models. This integration of national or organizational culture into branding is often what makes global brands **feel local or authentic** to different audiences."

2.2.4 Reflection and Self-Image

Reflection and self-image pertain to the psychological characteristic of branding—how the brand perceives its consumer and how consumers perceive themselves in terms of relationship to the brand.

Reflection:

• That consumer persona is the poster image of the brand.

• It doesn't account for all users, but invents an ideal user.

• Reflection can aid in targeting and positioning, making consumers feel "like the brand is for people like them."

• To illustrate, Adidas caters to active, fitness-minded people and the brand is high-energy and aggressive.

• Luxury brands, including Rolex, telecast images of success and high status.

Self-Image:

• How consumers picture themselves when using the brand.

• It's hardwired and connected to who you are, where you want to be, and the things that matter most.

• How a brand might make the user feel confident, sophisticated, empowered or rebellious.

• For instance, the brand-user pairing Nike-users may see themselves as determined and fierce.

Strategic Importance:

• There can be brand dissonance when an image does not reflect a self-image.

• Marketers have to focus the brand around allowing people to be their best self, and not just solving a functional need.

These two dimensions allow brands to access identity-based consumption, leading to emotional loyalty.

2.2.5 Applying the Prism to Real-World Brands

If the reality of their brand identity was translated into Kapferer's Brand Identity Prism, marketers could see just how coherent and comprehensive it is. It can even help reposition, launching new campaigns or auditing your brand.

Example 1: Dove (Personal Care)

• Physique: White package, clean typography, a dove symbol.

• Personality: Sincere, nurturing, body-positive.

Culture: Inclusion, beauty of nature, real people.

• Relationship: Empathetic, encouraging self-acceptance.

• Reflection: Women of the everyday, seekers of natural beauty.

• Self-Image: Users are proud of their identity.

Example 2: Harley-Davidson (Motorcycles)

• Physique: Combination of black and orange, a rugged appearance, roaring engine sound.

• Personality: Rebellious, masculine, independent.

• Culture: American freedom, road culture.

• Relationship: Brotherhood, loyalty, adventure.

• Reflection: Bold, untamed biker.

• Self-Image: Riders perceive themselves to be strong, independent and free.

Strategic Uses:

• Aids in aligning packaging, campaigns, partnerships and customer experience with the core of who you are.

• Maintains consistency of internal brand among worldwide and local markets.

• Can be integrated while rebranding or branding new site.

The Prism model is particularly useful in helping a brand use their identity to remain constant and durable over time in volatile markets.

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2.3 Points of Parity vs. Points of Difference

In order to create a strong positioning in consumer' mind as part of branding strategy two dimension are very important: Points of Parity (POPs) and Points of Difference (PODs). POPS are essential to legitimize the brand and qualify it as 'acceptable'; they provide necessary category button-holes – whereas PODs distinguish the brand by adding a reason for preference. Both are necessary — a brand without POPs is in danger of being disqualified from the category but without PODs, it risks disappearing into the crowd.

7

2.3.1 Definition and Role of Points of Parity (POPs)

Points of Parity are the attributes or benefits that consumers view as, at a minimum acceptable, and necessary for brand to be considered in a certain category. It is not that they make the brand distinct but rather are table stakes in order to be considered by consumer as credible and good enough.

• Characteristic Based Standards: Toxins are basic characteristic members in every set (campo SOL). For example, consumers in the smartphone segment demand touch screen, camera, internet and App capability. A brand lacking these features would not be a serious consideration.

• Comparative Benchmarking: Competitor benchmark should be used when developing the POPs. Novices only need to make sure they hit these minimum dimensions to avoid seeming subpar.

• Credibility and Trust: A brand's capability to deliver on basic needs comes under question in the absence of POPs. A stain remover soap, which did not have even minimum capacity of the basic detergent, could be no g5 SEE 3 PU PPULEUB F FIG-3 good.

• Dynamic Character: As we are dealing with human beings, POPs develop along with consumer perception. Free shipping used to be a differentiator in the world of e-commerce, now it's table stakes for any platform.

• Strategic Elements: POPs are the basis or roots for brand positioning. To not be at a disadvantage, but rather to avoid being excluded from the consideration by consumers.

Brands that neglect POPs may struggle to get off the ground, even with a challenging differentiator.

2.3.2 Definition and Functions of Points of Difference (PODs)

Points of Difference (PODs) are what makes a brand special, why you should buy it or of what can be advantageous in possessing the product. Whereas POPs even out on the playing field, PODs tilt the competitive edge in one company's favor by building brand preference and loyalty.

• Brand Points of Difference: PODs identify what only the brand can offer—or that it does better than other options. Tesla electric powertrain technology and autopilot are strong PODs.

• Audience Relevance: With the consumers' needs and wants in mind, differentiators must be relevant to them. If they don't mean anything, they're not going to affect choice.

• Credibility/ Believability: Consumers need to believe that the brand can do what it claims. This is where I believe Volvo's safety reputation is warranted, because they continue to bring safety-oriented features to the market.

Hard to Replicate: The right PODs must be replicable and endure over time via technology, brand history or emotional ties. Apple's design aesthetic and ecosystem integration are difficult for competitors to replicate.

• Rational vs. Emotional PODs: PODs can be rational (e.g.- better battery life) or emotional (e.g., Nike making consumers feel empowered).

• Strategic Role: PODs take a brand out of the crowd and gives it the only option status.

They are the main factors of differentiation and loyalty.

Without a powerful POD, a brand is exposed to commoditization where price is the only measurable.

2.3.3 Creating Competitive Advantage Through PODs

A firm's capacity to create and maintain PODs can be directly transferred into a competitive advantage. To do so, firms need to be both innovative and communicate in a consumer-focused manner.

Strategies for Creating Effective PODs:

• Customer-Centric Differentiation: Good brands will try to figure out what the unmet needs are in terms of how people live." For example, in home products,Dyson set themselves apart by solving irritations with standard vacuum cleaners and hand dryers.

• BRANDEpic -The Differentiator Now: Differentiators grow in value, value of how they are communicated as a story. Nike markets its POD not just as high-performance footwear, but also empowerment through sport — reinforced by campaigns like "Just Do It."

• Innovation and Technology: Always stay ahead with R&D. And then there's Tesla, which keeps its PODs up-to-date through improvements in driving autonomy and battery technology.

• Great Customer Experiences: (creating) superior customer enticement through service, rather than product. Zappos is now known for having amazing customer service, which is their signature POD.

• Design has Itself POD – A robust design philosophy in itself can be a POD. It's product-first designs remain some of the sleekest and yet still fully usable we've seen.

• Sustainability and Ethics: Ethical and environmentally friendly practices can separate brands in today's climate. The POD of The Body Shop is mainly on cruelty free cosmetics.

PODs must constantly transform as you can bet that your competition is going to try to copy it if its effective. In other words, the brand will have to defend its different beads and constantly find new ones.

2.3.4 Category vs. Competitive POPs

POPs can be differentiated into Category POPs (C-POPs) and Competitive POPs (Comp-POPs).

• Category-POPs (C-POPs)

o These are table-stakes that will enable a brand to win in a category.

o In the absence of these qualities, consumers cast doubts on the authenticity of the brand.

o Example: A smartphone is accepted if it has a touchscreen, contains apps, and has connectivity.

• Competitive Points of Parity (Comp-POPs) o These counterbalance rivals' advantages by providing similar differentiating411 characteristics.

o They will not produce advantage, but avert loss of client. o E.g: A particular e-commerce brand offered free shipping, others followed suit to keep up.

Strategic Use

To get in brands need to buy C-POPs; once code, product, and procurement controls are established, they need Comp-POPs simply to be competitive. A new coffee chain would have to provide quality cups of coffee (C-POP) and possibly even free Wi-Fi of the same standard as Starbucks (Comp-POP) if it wanted to compete. It can't work on making its PODs distinctive until after it has met these requirements.

Balance POPs and PODs in Brand Strategy The above design considerations are important, but the most important is whether POPs and PODs should be balanced or unbalanced.

Balancing POPs and POD simultaneously is an indicator of long-term brand success. Heavy emphasis on POPs creates sameness, focusing too heavily on PODs without satisfying the roster of POPs runs a risk of getting yourself caught, or killed.

Best Practices for Balance:

Begin with Category Entry Points: Make sure all base POPs (quality, safety and accessibility) are in place before focusing on point of difference. I would say fragrance is second to even the weakest scent provided that the detergent can't get out stains.

• Strategically differentiate layers: overlay POD's which tap into unmet needs or emotional dreams & are difficult to copy.

• Don't Over-Differentiate: Too many PODs can confuse customers or drive up costs.

Better Yet = Less is More Just a few strong differentiators work best.

• Competitive Tracking: POPs change as competition changes. One-time POD in e-commerce, free delivery gradually became a POP. Brands need to refresh their differentiation on a regular basis.

• Customer Feedback Loops: Periodically monitor to see if customers are aware of and appreciate the intended PODs while covering basic POPs.

• Consistent Messaging: Communication should convey POPs as well as PODs. For instance, a skincare brand could showcase its POPs using the phrase "Dermatologically tested and Safe" and its PODs through language like "The only Herbal sunscreen with SPF 50 & Anti-pollution defense."

Balancing parity and difference is what makes one brand believable enough to consider, distinctive enough to prefer. Brands that manage to do this by striking a balance—Apple being

the classic case, in the end fulfilling basic POPs of smartphone but offering unparalleled PODs through design and ecosystem—end up as market leaders.

2.4 Brand Positioning

1

Brand Positioning: The purposeful definition of company's offerings and image to occupy a distinct place in the mind of the target market. It's really about perceptions that are developed to both brand itself differently from those of its competitors while at the same time appealing to the wants, needs and lifestyles of the demographic it is trying to reach. Powerful positioning is the bedrock of customer loyalty, it affects how people buy and it guides your marketing efforts.

2.4.1 Definition and Importance of Positioning

Brand positioning is more than just rhetoric of waving the banner—it's about creating consumer attitude that makes your brand indispensable in some circumstances. A well-positioned brand denotes what it represents, how it is perceived as different, why consumers should trust the product.

The Nature of Positioning

Positioning is psychological, not physical. Two products may possess the same features but be perceived differently in the mind of a consumer. Bottled water, for example is a homogeneous category and brand like Evian, Dasani and Fuji are all selling the same product but through positioning Evian is associated with pure and health, Fiji with exotic origin, Dasani's affordable.

Importance of Positioning

• Establishing Differentiation

In markets where there's not much real difference, position creates emotional difference. For instance, cola-flavored sodas are available from both Coca-Cola and Pepsi, but Coca-Cola's brand is built on happiness and nostalgia while Pepsi's is about youthfulness and energy.

• Strategic Coherence

Positioning is the true north for branding decisions. Every point of contact — packaging, advertising, customer experience — should support the position you chose. Apple tackles this by syncing its minimalist looks, luxury price points and aspirational marketing with a "innovation and simplicity" stance.

• Brand Equity and Loyalty

Strong associations that lead to repeat purchase are possible with a clear position. Nike places itself in that role of an emblem for athletic success, so it's able to be more than just a product: it has become a lifestyle brand.

• Competitive Advantage

Good positioning will create barriers to entry. Red Bull: The nectar of the gods Red Bull European tour (Photo credit: AllenGinsberg) As the world's number one killer energy drink, Red Bull has probably more cloned formula competitors than anyone can count.

• Influence Beyond Marketing

Positioning impacts operations. Take IKEA, for instance, where the position of “affordable and stylish home solutions” drives everything from communications to supply chain design to self-service store design to product development.

Example

In hoteling, a single brand—Marriott—pitches itself as all things to all people in the market niches (posh with Ritz-Carlton; business with Marriott Hotels; budget-priced stays with Fairfield Inn). Hilton, in contrast, touts quality and loyalty rewards across the board with its Hilton Honors program. Both are succeeding because they are carving distinct niches.

2.4.2 Components of Brand Positioning : Target, Frame, POD and POP

Target Market

The target is the type of person that a brand is trying to attract. Without a clear focus on who you are positioning for, the positioning itself will be amorphous. It’s part of what brands use segmentation for—to find the core audience that will pay them all the money. For instance, HarleyDavidson caters to middle aged men who view motorcycles as symbols of freedom and nonconformist attitude. By focusing so narrowly, it has managed to engender a fiercely passionate following.

Frame of Reference

The DSL frame specifies the category or the industry competition to which a brand belongs. It helps to educate the consumer about what sort of product this brand is. A case in point is Tesla which resides not only in the automotive sector, but even more specifically on electric vehicles thus raising the benchmark of innovation and sustainability.

Points of Difference (POD)

PODs are the qualities that differentiate or set apart the brand. They are functional (technology, quality), emotional (status, trust) and symbolic (identity, belonging). For example:

• Functioning POD: Dyson vacuums are famous for their powerful suction and sleek design.

• Emotional POD: Disney is the brand of magic that brings happiness and amazement.

• Symbolic POD: Supreme appeals to elitism, exclusivity and identity of street culture.

Points of Parity (POP)

PPPs are the minimum norms for credibility, that a brand should be able to satisfy for the category. They prevent disqualification. For instance, a banking application needs to delight in POPs (by providing security and convenience) before it can wow in PODs (AI-powered financial insights).

Example

For the beverage business, Gatorade's frame is a sports drink market. Its POD is "scientifically proven hydration and performance benefits," while its POP is that it's just a refreshing flavored drink like an other beverage. With an emphasis on POD's, Gatorade separates itself as more than a sweet tasting drink.

2.4.3 Positioning Maps and Perception Mapping

A positioning map (also known as a perceptual map) visualize the difference between different brands' products based on two or more dimensions for comparison. They apply axes with characteristics which are significant for the customers.

Functions of Positioning Maps

• Identifying Market Gaps

The maps highlight areas where there is unmet consumer need. For example, mapping brands onto an affordability-eco-friendliness plane in the car market exposed a void for eco-cheap options that in turn was valuable when Toyota jumped into it with the Prius.

• Competitive Benchmarking

Perceptual maps enable brands to visualize their strengths and shortcomings. Where two brands are seen as too alike, companies might have to reposition.

• Strategic Planning

Maps are data-driven actions for its releases. For instance, Dove noticed a hole in the men's personal care market and rolled out its popular Dove Men+Care line.

Example

Visually create a "perceptual map" for fashion (like if you mapped store type in 2D price, and trendiness might be H&M at the bottom left for cheap and trendy, Zara as like middle-high on both spectrums, then Louis Vuitton would be expensive and high prestige) Such maps clarify competitive dynamics.

Another one is the smartphone market: with Apple and Samsung it´s too top-oriented of innovation, while Nokia (in its crisis) was seen as obsolete all over again and so facing a major need to reposition.

2.4.4 Brand Positioning Statement: Structure and Examples

A positioning statement is an internal-facing tool that articulates how a brand should be perceived. It ensures their consistency in marketing, product development and customer communication.

Structure

Positioning statements often have a standardized structure:

4 For [target audience], [brand] is the [frame of reference] that [point of difference] because (reason to believe).

Expanded Components

• Target Audience: Description of the consumers to be targeted.

• Frame of Reference: Explains the competitive situation.

• Point of Difference: It emphasizes what makes the brand different.

• Reason to Believe: Establishes a product through merits, history or testimonial.

Examples

• Airbnb: “For anyone who has ever wanted to travel and experience local hospitality, Airbnb is the easiest way for people to list or find a place to stay as guests where they can belong anywhere in the world.”

• IKEA: “For young families working hard to make a home for themselves, IKEA—where modern design meets flat pack efficiency—is the furniture brand that offers stylish and affordable home solutions.”

• Tesla: “Tesla is the electric vehicle highperformance leader for environmentally conscious drivers because it mixes leading-edge technology with environmental sustainability.”

These statements provide a framework for telling a consistent story, so that employees, marketers and partners know what the brand needs to represent in the market.

2.4.5 Repositioning and its Strategic Implications

Repositioning is the name of changing how a brand is perceived because new customers come into the market that are dissimilar to existing advocates. It can be positive (to capture growth) or negative (to mitigate loss of relevance).

Reasons for Repositioning

• Shifting Consumer Preferences

As health-awareness increased, Mc Donald’s reinvented and added salads, fruit and low cal options to the menu.

• Competitive Saturation

p, long marketed as the fun young choice, has rebranded itself on occasion to keep it fresh

from Coca-Cola's stronghold on "happiness."

• Technological Change

Netflix shifted from renting DVDs by mail to streaming content directly over the Internet, becoming the dominant player in Web-based entertainment.

• Geographic or Cultural Expansion

KFC changes up its menus in international markets, and lays the foundation for local flavors to be the key driver in staying relevant.

Strategic Implications

• Risk of Consumer Confusion

A badly handled repositioning alienates long-standing customers. Tropicana's 2009 packaging redesign was a disaster because customers didn't recognize the product and sales plunged.

• Cost-Intensive Process

To pivot often means new campaigns, design, R&D and distribution change. IBM's move from hardware to services cost tens of billions.

• Potential for Renewal

Successful repositioning can revitalize brands. The brand was turned on its head from something for old people to a young, funny brand with attention-stealing campaigns that translated sharply into sales.

• Long-Term Growth

Rebranding turns markets segments up size down. For instance, Burberry re-positioned and went from a tired old brand to being loved by the young dynamic 30 something globe trotter, where they focused on luxury heritage with a modern twist.

Example

In the late '90s, Apple was the synecdoche for niche, pricy computers. It rebranded as a forward-thinking lifestyle brand with the return of Steve Jobs and products such as the iPod, iPhone and iPad. This rebrand worked out for them in a big way, not only saving the company, but elevating it to the biggest brand in the world.

"Activity: Positioning Map Creation and Brand Statement Exercise"

Learners will be divided into small groups and assigned a product category such as smartphones, soft drinks, or fashion apparel. Each group will identify at least **four competing brands** within the category and plot them on a **two-dimensional perceptual map** using attributes such as price vs. innovation or performance vs. accessibility. Based on their analysis, the group will select one brand and create a **brand positioning statement** using the four-part structure (target, frame, POD, RTB). The activity will end with each group presenting their perceptual map and statement to the class, justifying their strategic choices.

2.5 Brand Mantras and Value Propositions

In the land of branding, two principles can mold internal culture and external comms — brand mantras and value propositions. And while a brand mantra is an internal articulation used to guide cohesion across business acts, the value proposition entails what unique value brand offers to its customer. Collectively, they give internal teams and external voices focus and alignment around the brand's central purpose— with clarity of differentiation and authenticity.

3

2.5.1 What is a Brand Mantra?

Brand mantra is a short three- to five-word phrase that captures the irrefutable essence or spirit of the brand positioning and brand values. Taglines are external and campaign-oriented, while a mantra is internal and used to drive the company from within. Must be three words or less. In Branding scholar Kevin Lane Keller's terms, the mantra is the "heart and soul of a brand," that never-changing internal north star.

Brand Mantra: Essential Features_XDECREF Key elements of brand mantra I) SIMPLICITY : Brand mantras are short - three or five words in length.

• Brief and Memorable: A mantra must be easy to remember. Nike's tagline 'Authentic Athletic Performance' is all short-but-sweet and says it all.

• Emotional Mantras should not only concentrate on feature benefits but also embody aspirational values. Disney's "Fun Family Entertainment" encourages staff members to make unique experiences that would, well...cheer people up.

• Brand Boundaries: Mantras are "this but not that" and help to crystallize brand essence in terms of what the brand is – and isn't so it doesn't spread itself thin. Starbucks' mantra, for instance, is Rewarding Everyday Moments, and what that does is it helps to keep them within the bounds of that lifestyle experience by not going into a category of which it is irrelevant.

• Differentiating Device — A powerful and motivating mantra that separates the brand from its competitors. Apple's "Think Different" not only captures its innovative spirit but also inspires internal creativity.

• Strategic coherence: It delivers a consistent framework for decision-making in HR, product development, design and service roles.

Did You Know?

"Disney uses its mantra "Fun Family Entertainment" in employee training to ensure everything from customer greetings to theme park design aligns with the brand promise. This internal alignment creates a consistent experience for consumers worldwide."

2.5.2 Guidelines for Creating Effective Brand Mantras

Clarification requires tension and if we mellow that out too much we risk losing uniqueness, as I believe Malhotra does a little with his "simplicity freedom" mantras. It has to have an emotional kick for employees, and a strategic relevance across all the different things you do in business.

Guidelines for Creating Strong Mantras

• Keep it Short and Focused

Mantras are best as 3-5 words. VEs are formulated and solving through a general way or making the text too long to achieve clarity. For instance, a health-tech company might opt for "Innovative Healthcare Solutions" instead of a longer descriptive statement.

• Three Parts o Emotion modifier: Describes an emotion or aspiration (e.g., lively, empowering). o Descriptive: Describes what the brand does (e.g., creative, sustainable).

o Brand Function: Core Benefit (e.g., performance, care, design).

Nike's "Authentic Athletic Performance" is an example of this balance: "authentic" (emotional), "athletic" (descriptive), and "performance" (function).

• Brand Unique Make it unique to the brand

The name should be unique and not similar to any of the competitors. Specific and Unique For example, Google's "Organize the World's Information" is both specific and unique.

• Ensure Internal Relevance

A mantra has to be sexy (meaning resonate with employees) and executable as a guide for decisionmaking. Cross-functional teams can use brainstorming to investigate whether the mantra applies to product, HR, and customer service venues.

• It's all about the core brand promise."

The tagline should resonate the larger message. For example, Amul “Taste of India” ties Upamanyu Chatterjee 151 … directly.intoTOTYPEPELocal language} The templateid-template is updated by using the |otherwise the current}} title originally that indicated target page and modifying it for present purposes.

with its high quality dairy that is a part of every one's home in India.

In the right hands, a brand mantra is an internal gravitational force that ensures product development, communication and customer interaction are in service of one organic whole.

2.5.3 Defining and Communicating Value Proposition

If the brand Mantra is an inside out tool, value proposition is more of outside in. It is a concise description as to why customers should choose your brand over others. It is a statement that describes the brand connection, points of difference and characteristics.

Elements of Value Propositions

• Intended Market: Indicates the target customers. For example, Tanishq’s value proposition is aimed at the urban middle- to upper-class consumers, who look for genuineness factor from their jewellery.

• Problem or Need: This is the customer problem or aspiration that your business solves. Zomato cites convenience and variety of food as a critical consumer need.

• Product/Service Description: Explains what is being delivered—what the product does and how it does it.

Apple is offering high-end hardware combined with software fiefdoms.

• Key Benefits and Results: Describes the value of the product in a combination of functional (what it does) and emotional terms. Coca-Cola is about refreshment but also about happiness and sharing.

• Differences: Details what makes the brand different/better, e.g., design, price point, service, or innovation. Tesla is a challenger brand that stands out with concern for the environment and innovation.”

Communicating the Value Proposition

Values are communicated on several points of contact:

• On website headers, landing pages and product packaging.

• For advertising campaigns, PR communications & sales decks.

• In customer service scripts and rewards programs.

As an example, Slack clearly states their value proposition on their homepage: "Slack is where work happens," emphasizing productivity, speed, and efficiency.

2.5.4 Linking Mantras to Brand Promise and Strategy

The brand mantra isn't a stand-alone concept; the most powerful ones are linked to the brand promise and overall to your brand strategy.

• Brand Promise: It is a declaration made to the customers that can be explicit or implicit. For Amazon, these are: Customer Obsession, Speed, and Convenience.

• Brand Strategy: It is a guide to create long-term equity, and includes innovation, pricing, communication, and customer loyalty.

• Function of the Mantra: The mantra serves as an inner guide to ensure that a brand's promise and strategic road map are clear, purposeful and compelling.

Practical Alignment

• If the brand promise is "affordable luxury," its mantra could be "Elegant Everyday Essentials."

• After that, the product design, packaging, pricing and marketing would all follow by redefining "affordability plus elegance."

• It allows the brand promise to be not only externally communicated/emotionalized, but also internalized by staff.

Brands build coherence by connecting mantras, promises and strategy. They break with identity fragmentation at market or product level, achieving long-lasting confidence and company loyalty.

2.5.5 Examples from Global and Indian Brands

Analyzing real-world brand mantras and value propositions shows how firms make use of these ideas to foster internal cohesion and exterior distinctiveness.

Global Brands

• Nike

o Mantra: The Real Deal o Value Proposition: Empowering athletes from the pros all the way to the court, field, and street.

• Disney o Mantra: Fun Family Entertainment o Value Proposition: Creating magic moments with friendly family entertainment in film, theme parks and characters.

• Apple

o Mantra: Think Different

o Value Proposition: High end device molded with a blend of cutting-edge design and performance to cater for creative, pioneering individuals.

Indian Brands

• Amul

o Mantra: Taste of India o Value Proposition: Doodhpyara Dairy products, which can be found on dining tables of each Indian House at an affordable price and best quality.

• Tanishq (Total Image) o Mantra: The forever Indian craftsmanship o Value Proposition : Jewelry that balances India's traditional craftsmanship and contemporary design with the essence of purity.

• Zomato

o Mantra: Find Food That You Love o Unique Value Proposition: Making food discovery and delivery simple by delivering variety cuisines to your doorstep with reliable, and fast service.

These examples illustrate the power of mantras to reinforce internal culture, and the way in which well-articulated value propositions influence consumer selection. Collectively they form compelling, credible, and differentiated brands.

2.6 Summary

6 • The former (episode 4).The concept of brand identity is discussed as how a company desires that its brands be seen and synthesis between brand consumer perception, therefore trust; meanwhile the story-telling in the other hand is to relate experiences.

5 ϖ Brand Prism-Kapferer Brand Identity prism gives the 6 aspects - physique, personality, culture, relationship, reflection & self-image for understanding full brand identity.

ϖ POPs are features that you have in common with your competition to remain credible in the category and PODs are those unique characteristics that create preference.

Effective brand positioning entails defining the target market, determining the frame of reference, setting PODs, and delivering POPs.

ϖ The technique of perceptual mapping serves to map out how customers perceive brands on the important att ribites helps in generating competitive strategies and identifying market voids.

The development of brand positioning statements create an organized internal reference for the articulation and communicati on of brand value and organise by which all activities concerning the use of this 'brand' are judged(Blackston, 2000.58).

driving messaging consistency.

ϖ Repositioning is a strategic reorientation to respond to changes in the marketplace or when brands become tired but care must be taken not loose the brand equity.

ϖ Brand mantra is an internal guidance phrase conveying a brand‟s unique value and values, while the value proposition should be about the unique benefit that brand offers to customers.

ϖ Bringing brand mantra, promise and strategy into alignment serves to harmonise internal activity and strengthen consistency at all consumer contacts with the brand estate.

2.7 Key Terms

Brand Identity – The collection of logos, typeface, and values that a company uses to guide the consumer with how it should be perceived.

Brand Image – How consumers consider and infer based on past experiences about a brand.

Kapferer's Brand Identity Prism –A model of six-faced pyramid to reflect a brand[1]s internal and external identity.

Points of Parity (POPs) – Likeness with other players which is perceived to take the legitimacy level of category.

PODs – or 'Points of Difference' – Something a brand offers, or is associated with, that other products and services cannot claim.

2 Brand Positioning – The act of designing the company's offer and image so that it occupies a distinct and valued place in the target customer's mind.

Perceptual mapping – A graphical representation of how customers perceive or E Associating yourself with other brands in the market category your company's brand may be perceived as.

Brand Positioning Statement – Brief statement used internally describing the Target, Category, PODs and reason to believe.

Brand Mantra – A brief, proprietary rallying cry that helps to distill the brand's positioning and values.

Value Proposition – A statement that communicates the value a brand will provide to its market and why it is superior to alternatives.

2.8 Descriptive Questions

Explain brand identity and brand image. How does it affect brand equity when the two are not in sync?

Elucidate the six facets of Kapferer's Brand Identity Prism with relevant brand illustrations.

Distinguish between Points of Parity and Points of Difference. Why Both Are Needed For A Brand's Positioning?

How does a brand obtain, the same competitive advantage through having well-defined PODs? Provide examples.

Explain what perceptual mapping is, and how it is used in brand positioning. How can it inform strategic desicionmaking?

Develop a brand positioning statement for the product or service you have chosen, and then provide the following (make sure to use all four elements of the target market segment criteria; do not simply describe your product/service): 1.

What is repositioning? When should a brand look for it, and what are the strategic risks?

Define a brand mantra. How is it different from a tagline? What are the relevance for internal branding?

Explain the elements of value proposition. How is this different from a brand positioning statement?

How can a brand ensure that it's mantra, brand promise and brand strategy are cohesive?

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2.10 Case Study

Re-positioning PureGlow: Converging Identity, Image and Strategy

Introduction

PureGlow, a 2016 founded skincare brand was launched as an accessible plant-based personal care line that was designed for millennials. Touted as a clean beauty disruptor and super-successful out the gates, following influencer-led campaigns and its natural ingredient promise. But by 2022, it had started being exposed to strong competition, unclear positioning and varied customer understanding. The leadership team saw the imperative to reinvent and repositioned the brand, based on a strategic reassessment of our identity, position and value communication in order to remain relevant in a bloated and dynamic market.

Background

PureGlow was marketed as a medium vary natural skin care resolution and gained recognition among city youth, who had been additionally boos into environmental issues. But as the market matured and other competitors like Forest Botanica, EarthEssence and global D2C brands entered the space with stronger value propositions, PureGlow started to lose out. Its messaging was inconsistent, its product design disconnected across different SKUs and customer review showed a lack of clarity over what the brand represented – organic purity versus cosmetic performance vs accessibility.

PureGlow: Branding and target demographicBranding-wise, the product formular of PureGlow is good but it never gelled together as one entity and no emotional connection were made from their CI/brand/mode of expression. Research revealed a divergence between Lululemon's internal reality and external perception—a disconnect of brand "identity" and brand "image." The company opted for a more planned approach by the tools Kapferer's Brand Identity Prism, POPs & PODs and brand repositioning.

Issue 1: Divergent Brand Identity and Image

• Problem: PureGlow's brand was not unified across touchpoints. The packaging, voice, campaigns and influencer messaging were not consistent so it was difficult to understand the brand's fundamental promise.

• Solution: The marketing team used Kapferer's Brand Identity Prism to reposition the PureGlow brand:

o Physique: Basic, biodegradable jars w/ botanical imagery. o Personality: Soft, nurturing, honest. o Culture: Indian herbal heritage. o Relation: Advising friend for basic skincare. o Reflection: Young, hip young professionals who are health conscious and eco friendly.

o Self-image: Naturally beautiful and in control for users.

• The new look and feel, voice of the message and tone of online communication followed this prism in addressing the discrepancy between image and identity.

Problem P2: Poor Positioning and Competition-overlapping

•Problem: PureGlow, as a brand with no distinct PODs and under-communicated POPs. Consequently, customers perceived it as a "just another herbal brand."

• Solution: A perceptual mapping exercise revealed PureGlow to fall within a crowded "natural but affordable" quadrangle. The team reorientated its position: o Target Audience: Gen Z and millenary urban female.

o Frame of Reference: Luxury Organic Skin Care. o POPs: Dermatologically tested, cruelty-free, Paraben free. o PODs: Ancient Indian herbs + modern extraction science; Ethical sourcing from women's coops.

• A revised positioning statement was proposed as follows:

"For millennial urban women looking for a holistic approach towards skincare, PureGlow is the premium natural skincare brand that combines Indian botanicals and modern science to deliver authentic beauty – one that has both substance as well as sustainability.

Problem Statement 3: There is no= Internal Brand Consistency and Strategy Communication

• Problem: Design, sales and product groups were working in silos without a shared vision of the brand's fundamental values – Yielding disjointed execution.

• Solution: A brand mantra was developed to rally everyone with skin in the game against this common enemy:

'Visible Purity, Ethical Beauty' o Training was held across departments to instill this mantra into decisions about product selection, service policies and partner relations.

o Packaging was standardized throughout the range and all new launches were considered against scorecard to ensure consistency.

Conclusion

PureGlow's example shows how the strategic principles of brand design—identity-image alignment, differentiation and internal consistency—are all crucial for brand success and growth in competitive markets. Utilizing Kapferer's Prism and redefining its POPs & PODs as well as a compelling brand mantra, PureGlow has been able to successfully find a new market segment. In the span of a year, 22% percent more customers return to RepaintSupply.com, review scores are higher and brand recall over it's target segment is stronger.

Case-Related Questions

What were the factors responsible in creating this disconnect between PureGlow's brand identity andbrand image then?

How did Kapferer's Brand Identity Prism assist PureGlow in repositioning its brand essence?

What are the POPs and PODs for PureGlow? Did they create a strong brand position?

How did perceptual mapping benefit the brand with a deeper understanding of its competitive environment?

Explain why a brand mantra is critical to internal consistency. Did "Visible Purity, Ethical Beauty" work?

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Unit 3: Brand Elements

Learning Objectives

1. Understand the importance of a strong brand name and evaluate it using key selection criteria such as

relevance, memorability, and legal protectability.

2. Differentiate between various types of brand names, logos, symbols, and packaging formats used in building a brand's identity.

3. Analyze the strategic role of taglines, slogans, jingles, URLs, and audio branding in enhancing brand recall and emotional resonance.

4. Evaluate how brand mascots, characters, and visual identity systems contribute to emotional branding and long-term brand consistency.

5. Identify the core criteria for choosing effective brand elements including adaptability, cross-cultural transferability, and trademark considerations.

6. Examine the contribution of brand elements to brand equity through recall, differentiation, and association building.

Content

3.0 Introductory Caselet

3.1 Brand Names: Criteria for Selection

3.2 Logos, Symbols, and Packaging

3.3 Taglines, Slogans, Jingles, and URLs

3.4 Characters, Mascots, and Visual Identity Systems

3.5 Criteria for Choosing Brand Elements

3.6 Strategic Role of Brand Elements in Equity Building

3.7 Summary

3.8 Key Terms

3.9 Descriptive Questions

3.10 References

3.11 Case Study

3.0 Introductory Caselet

"On Growing "GrainRoot": A Brand from Scratch

Then in 2021, a collective of agri-entrepreneurs from Karnataka unveiled a brand that brought about the launch of organic snacks made of millets specifically tailored to urban health conscious consumers. The team had created a novel and nutritious product with excellent sustainability credentials. But, when it came to branding, problems arose fast. They landed on the name "DesiNutri," but customer feedback showed mild confusion — did Desinutri make nutrition supplements or was it a rural cooperative or a brand of snacks?

Feeling the need for a more appropriate identity, they changed their name to "GrainRoot" and indicated that it stood for purity, origin, health. They vetted it in multiple languages and made certain that the domain was available and the trademark too. A minimal logo was produced with growing grains that form the look of a tree. Packaging was re-worked following the changes to kraft paper and shades of green. They attached another tagline: "Goodness from the Ground Up."

The team also bolstered memorability with an earworm jingle that appeared in all digital campaigns and a plain mascot, called "Rootu" which is designed as the smiling grain character of Rootz—a mascot that was used in social media and kid-focused product lines. By integrating across all brand elements, GrainRoot enjoyed a 40% uplift in recall scores and standout in an increasingly competitive market segment.

Critical Thinking Question

1) How did these strategic brand element decisions help GrainRoot position itself better in the market, and what tactics helped the team achieve consistency between new elements and changing things like name and packaging?

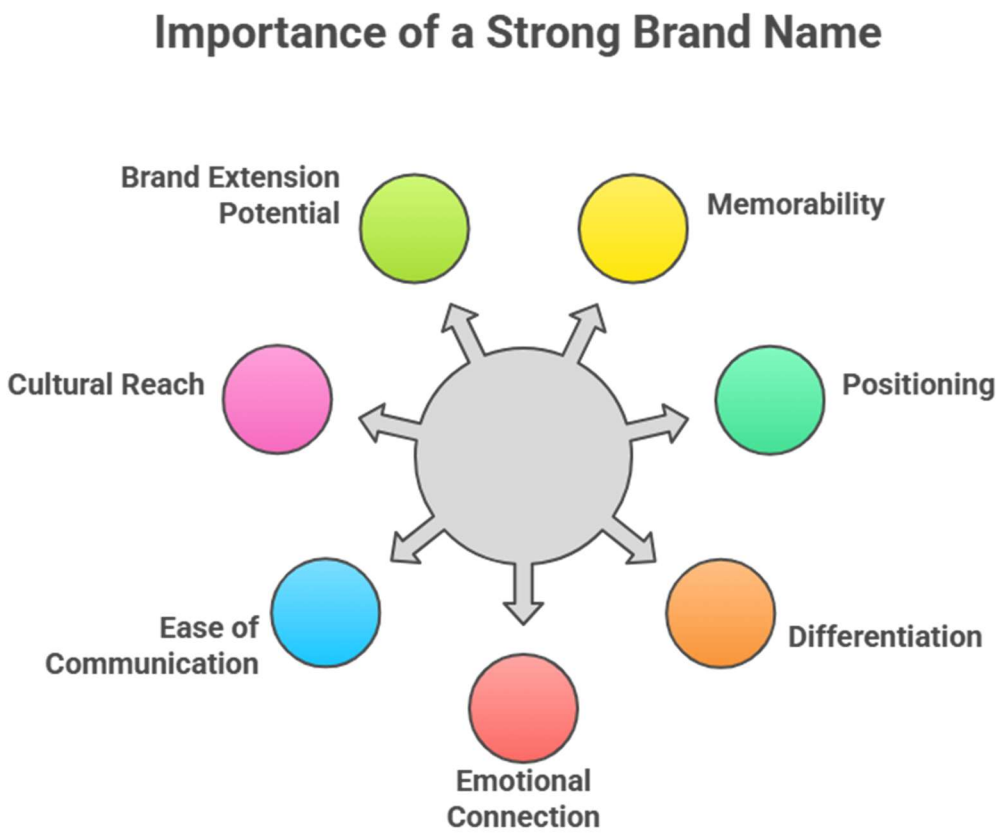
3.1 Brand Names: Criteria for Selection

Choosing a good brand name is critical to establish strong brand identity. The right name increases brand awareness, indicates value, and fosters long-term company growth. The shortlist is based on memorability, relevance, distinctiveness, legality and culture. A strategic brand name not only speaks to your core audience, but gives you a platform for brand positioning, marketing and growth.

3.1.1 Importance of a Strong Brand Name

A name of a brand is arguably the first interaction that any individual has with a product. It is a spoken logo that creates recognition and association in the mind of the consumer. A strong name can

improve recall, create equity, and Influences purchase Decisions.



• Memorability:

A unique and memorable brand name will help keep your product at the front of peoples minds when making purchasing choices. 9] Appeal to recollection For instance, names such as “Google” or “Zomato” are unique and easy to remember because of their novelty and phonetic ease. The memorability means the brand goes to the top of mind in a cluttered, competitive marketplace.

• Positioning:

This is the job of a brand name – to give it placement in mind by indicating what category it’s in, what promise it gives and its personality type. For example, “Paytm” directly creates a brand meaning of digital payments and tech, that is easy to remember as a fintech brand for convenience.

• Differentiation:

When it parallels similar offerings in the market, a strong brand name serves as a distinct and easily identifiable separator. For instance, music app “Spotify” is a distinctive sounding word

and has an association with curated audio experiences which differentiate it from generic names.

• Emotional Connection:

Brand names can also evoke emotions and convey brand values, which helps build stronger consumer relationships. “Nestlé” and the like lend themselves to care and nourishment, while “SoulTree” invokes nature and authenticity, fostering trust among consumers that leads to loyalty.

• Ease of Communication:

A good brand name should be pronounceable, spell-able and memorable – just like any other marketing communication across advertising, packaging and online platforms. Companies like “Nike” or “Uber” love short, punchy names that translate well in both spoken and typed communication.

• Cultural and Global Reach:

A great brand name is one with the ability to translate across cultures and languages without losing its meaning. Global brands of the sort, "Coca-Colas" and "Samsungs", have names that are universally accepted and acknowledged which help enhance their international appeal.

• Brand Extension Potential:

More general names, yet still familiar meaning, also permit companies to expand into new product categories or lines without losing brand value. “Amazon,” for instance, began with books but its broad name allowed it to move easily into retailing and delivering goods, cloud computing and media services.

The brand name is not merely a name—it is a strategic entity, with the value associated with the trademark driving brand equity and recognition over time.

3.1.2 Criteria for Effective Brand Naming

Strong brand names are intentionally designed to meet certain criteria that optimize communication, recall and legal protection. A good name reflects the mission and market of your brand.

Key criteria include:

• Memorability:

An easy-to-remember brand name that is simple to spell and pronounce raises the profile of your business, making it more memorable in the minds of customers. Short names – Often words with one or two syllables — make for punchy and memorable titles. For example, names of brands like “Zara” and “Nike” are easy to remember, short and directly get linked to their products.

• Meaningfulness:

A strong brand name says something about what you are and tells the customer why it matters, either by benefit, category or character. It acts as a mnemonic for what the brand represents or what it does. For instance, “Quickbooks” obviously promotes the notion of bookkeeping that is faster and easier to do (ergo better), which is in line with its being accounting software.

• Distinctiveness:

A particular name is easy to see, and also hear in the market sphere while considering your competitors. It also needs to be generic enough not to weaken the concept with baseless terminology or generic and commonly used terms. For instance, “Spotify” is distinctive in its sound and visual identity compared to other music streaming platforms.

• Adaptability:

A flexible brand name should be able to add end or shift your business dynamic. It shouldn’t pigeon-hole the brand into a certain product or service. For instance, “Amazon” used to be primarily an online bookstore, but the generic nature of the name made it possible for that company to become a global e-commerce and cloud services behemoth.

• Cultural Sensitivity:

A brand name needs be vetted across all languages and cultures to make sure it does not mean anything off-putting, or at least neutral, in those locales. Before and after words and phrases should not be confused with each other, lest they give rise to misunderstandings or resentments. For example, the Chevrolet Nova struggled in Spanish-speaking markets where “nova” means “no go.”

• Positive Association:

You want something that has good feelings or connotations, not something a negative, confused, or ambiguous response. Something like “Forever 21” screams youth and fashion-forward identity, while a name with unintended negative meanings can destroy brand perception in some markets.

• Domain and Social Media Availability:

In the digital age, a brand requires a similarly named domain at minimum a. com, and social media links. This consistency across all platforms, in turn, makes it easier for consumers to discover and interact with the brand online. “For example, ‘Instagram’ is a unique name and they were able to grab all major digital assets early.

• Legal Registrability:

For a brand - Trademark screening A brand will need to pass trademark screening, so that it can be legally protected and does not match with an existing logo or slogan. For many reasons,

this legal hurdle is very important to maintain exclusivity and avoid later complications. For example, businesses might employ trademark attorneys to do clearance searches before settling on a name.

Double Duty A good brand name, then, is creative but also functionally sound, legally available and emotionally compelling.

3.1.3 Types of Brand Names: Descriptive, Coined, Acronym and so on

There are different kind of brand names- with strategic brand considerations. It all comes down to market position, targeted customer base, competitive environment and longer-term brand aspirations.

Types of Brand Names: -

• Descriptive Names:

The names say it all… the offering is what it is, which helps your customers quickly comprehend what you're offering. They also tend to tell you just what the business is, which can be handy for instant understanding and clarity. But they may not be original enough or distinctive enough to make them easy to trademark or distinguish in crowded markets. The name of the business also makes a reference by comparison, for example "General Motors" is an ideal one to portray a general automobile manufacturer, and so does as well "Pizza Hut", it indicates its food category and casual dining disposition.

• Invented or Coined Names:

Created or coined These are completely made-up words, generated to serve as a branding identity. Such names are then usually more original, specific and easy to trademark (because of their newness). Although they could need to be more heavily marketed for branding recognition purposes, they provide so much room for flexibility in branding as well as global growth. Examples include "Google", now a word associated with internet search, "Xerox", named after an innovation in photocopying that was launched as a new process, and "Accenture" - a name intended to evoke the idea of an "accent" on the future.

• Acronyms and Abbreviations:

These are names that have been abbreviated or turned into acronyms, from their original longer and more descriptive names. They are often used by legacy, institutional or business-to-business (B2B) brands to cut through long titles and boost memorability. While acronyms can become less evocative or meaningful, they do work well for well-established brands. Examples of this include IBM (short for International Business Machines) and HDFC (an abbreviation for Housing Development Finance Corporation).

• Evocative Names:

Evo-cative names try to evoke a feeling or a story or even an image of what you're all about, without going for a literal meaning, so your name will capture the imagination. These names are written in a metaphorical or symbolic manner to provoke curiosity and establish an awesome identity. They often don't even describe the product but stir an emotional connection with consumers. Examples include "Red Bull", which is suggestive of energy and power, and "Urban Ladder", a name related to contemporary, fashionable furniture with an aspirational lifestyle.

• Founder-Based Names:

These are company founders names and they're particularly rife in more traditional sectors like fashion, food and professional services. Names based on the founder can conjure notions of heritage, trust and authenticity but might need more branding to articulate the company's offer. "Tata," for example, which is named after Jamsetji Tata; "Ford," by Henry Ford; "Levi's," honoring the inventor Levi Strauss of the eponymous denim label.

• Hybrid or Compound Names:

Hybrid or compound nouns combine two, or occasionally more words to form a new word with multifaceted meaning.

Those are just the right mix of creativity and informative clarity. They commonly visually convey or suggest the function, identity or nature of a brand, and are trademarkable. There are companies called "Facebook," a conflation of "face" and "book" to connote social networking, and "Snapdeal," which fuses the word "snap" (quick) with "deal" to suggest rapid financial transactions.

The best fit is a matter of finding the balance between clarity, freedom, legality and memorability.

3.1.4 Legal Aspects in Naming (Trademark, Domain Availability)

The legal side of naming a brand is vital to ensure its identity and avoid issues such as infringements.

The absence of proper legal due diligence can leave a brand susceptible to disputes, rebranding expenses, or tarnished reputation.

Key legal considerations include:

Trademark Search:

The name of a brand must be researched before making that decision in order to confirm that the name is not already trademarked or used by another business in the same class or product group. And this is to be able to search in national databases like IP India, USPTO as well international infrastructure as WIPO. For example, a company looking to start a skincare

brand should make sure their selected name isn't already protected under Class 3 (which deals with cosmetics and beauty items).

Distinctiveness Requirement:

A brand name should be distinctive and not merely a generic or descriptive denomination of the goods or services in order to achieve successful trademark registration. Names that are not unique or straightforwardly indicative of the product being named are generally refused by the authorities. Coined names such as "Kodak" or suggestive names such as "Netflix", meanwhile, are easier to register and safeguard because of their uniqueness and not quite direct reference to the brand's role.

Domain Name Availability:

Achieve a literal-match domain name, for instance employing a. com or ccTLD, that is essential for online visibility and brand trustworthiness. A competing domain name can confuse consumers and damage online confidence. For example, if "FreshGlow. com" is registered to another company, stepping in brand positioning for a skincare product under the same name.

Social Media Handle Availability:

Having the same usernames on key platforms with a large millennial and Gen Z user base makes it easier to maintain the same online persona across your social media! You can search if your handle is free to use in advance, with tools like Namechk or KnowEm. For example, if "EcoPulse" is already an account name on Instagram but not on Twitter, this might lead to inconsistency and decreased user recall.

Avoid Legal Conflicts:

In order to limit potential controversy and potential legal action, a best practice is avoid names that sound or look just like existing trademarks – especially if those other marks are being used in the same products or service category. For instance, an electronics-related startup should steer clear of names like "Saamsaang" and/or "Sonyy" (or something similar) with slight misspelling.

Jurisdictional Checks:

Trademark is territorial- a name does not receive automatic protection in different countries just because it's registered here. That way, companies developing international business will be able to screens in the specific jurisdictions in question to determine availability and reduce risk of infringement. For example, a name that is cleared in India could already be taken or barred in the European Union, preventing entry into that market.

Legal vetting should be performed before settling on or launching the brand name to prevent expensive litigation or changing names at a later date.

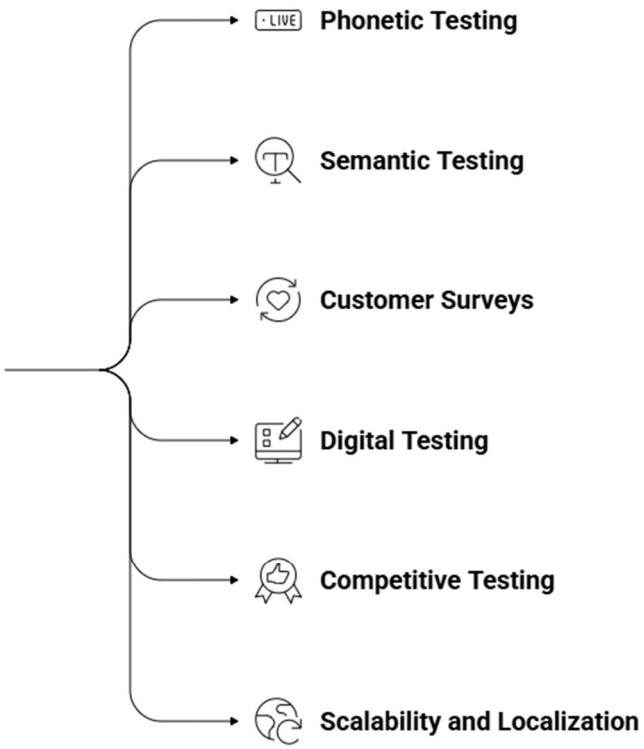
Did You Know?

"The brand name "iPhone" was originally trademarked by Cisco, not Apple. Apple had to negotiate rights to use it, delaying their product announcement. This illustrates how **even the world's biggest brands face legal challenges** if naming rights aren't secured in advance. Trademark conflicts can halt launches, drain budgets, and impact brand credibility—making legal clearance an essential step in the naming process."

3.1.5 Name Testing and Global Fit

Before finalizing a brand name, it must be tested for **resonance, relevance, and risk** across various customer segments and cultural contexts. Name testing ensures that the selected name not only works on paper but also performs well in the real market.

Key approaches and considerations:



- Phonetic Testing:

Phonetic testing of the brand to ensure it is easy to say and sounds good in different languages and regional dialects. This serves to prevent confusion or misunderstanding during oral communication. Unpleasant sounding or something vulgar (in another language of course) sounds like a set-up for losing customers and reputation. The car named Mitsubishi Pajero is an example of a product that had to be renamed in the Spanish-speaking world because they did not know about offensive meanings.

• Semantic Testing:

Semantic testing is based on the meaning and cultural perceptions that a name may evoke in specific territories. A name that is neutral or positive in one country might have unintended or negative connotations in another. “Pepsi” itself has been critiqued in China, where a translation of its slogan came out as “Pepsi brings your ancestors back from the dead.”

• Customer Surveys and Focus Groups:

Surveys or focus groups can be used to test the way a short list of selected brand names are perceived by potential customers. You can A/B test which resonates better by triggering the emotional reaction, memorability or category fit for a brand. A fashion startup that is testing out the names “Vera” and “Stylique” to see which resonates with its demographic could be a good example.

• Digital Testing:

Digital platforms offer a low-cost way to test brand names by checking how consumers engage with them in online campaigns. Testing Google Ads or social media polls can show which name generates the most click-through rates, or shares. (And a test to search or try keywords also helps you see how the name and/or your keywords perform in organic searches too. A tech start-up, for example, may discover that “Brightly” scores better in search than a less intuitive one.

• Competitive Testing:

It is important to make sure that the company´s proposed trademark does not sound too similar to those of competitors, for this may cause confusion and legal issues. It is a process that charts the competitive landscape and searches for gaps in naming structures or themes. For example, a new app called “InstaStory” could easily be mistaken for Instagram and run into branding issues.

• Scalability and Localization:

The brand must work for global markets without much adaptation. It’s got to be able to translate and resonate in other languages and cultures around the world, as that brand grows globally. Here’s “Spotify” forever which works everywhere as opposed to more regional names that might need rebranding (again) in a new market.

A successful name test coverage across these dimensions minimizes launch risk, improves consumer recall and maximizes the opportu- nity for the brand to be flexible and appropriate in a variety of markets/geographies and plausible future business extensions.

3.2 Logos, Symbols, and Packaging

Logos, icons and packaging are elements that contribute to brand identity, and thus help define the brand as it is perceived by consumers. Logos and symbols represent the brand; the design of a logo plays a crucial role in ensuring good first impressions that potential customers receive Packaging is geared towards practical usage, ease of transport and promotional communication. These visual elements communicate the brand identity, quality and positioning of a company to help it stand out in competitive markets. When used effectively, it's a powerful way to connect with your audience emotionally and strengthen the bond around your brand.

3.2 Functions of logos and symbols in Branding

Logos and symbols are visual elements that have powerful identity value. They have practical and psychological purposes for brand-building and customer recognition, going beyond mere aesthetics.

Key functions:

• Identification and Recognition:

As a result, logos are extremely important in helping customers to quickly identify your business amongst countless other competitors – whether on the shelves or online – and even in adverts. In the course of time, powerful visual symbols can be linked to the brand so closely that even when the actual name of the brand is missing, people will still recognise the brand. For instance, Apple's bitten apple picture is world famous image, you can identify it without the letters saying "Apple".

• Differentiation:

A great looking, eye catching logo puts a brand in its own eye-catching space of it's own when your potential customer is "deciding". Things like color selections, shapes used, font choices, and even stylistic decisions all work to establish a brand identity. For example, the red and white from Coca-Cola's script logo distinguishes it from other beverage competitors as well as supplements its classic appearance.

• Consistency and Memory Recall:

The consistent use of your logo, colors and design elements will create stronger memory recall of your brand. Mill you so their products avoid to them can repeatedly customers The when pictures them, the are brand with take in of and customer will selection of rapid a For instance, McDonald's golden arches are applied universally, giving the company a uniquely global and memorable identity.

• Emotional Connection:

Logos and icons can trigger emotions, express the brand value or personality. While specific imagery may evoke warmth, trust, sophistication or innovation, depending where the brand is positioned. The Dove brandmark, for example, utilizes a delicate image of a dove to connote peace, purity and gentleness—characteristics related to the personal care products promoted.

• Credibility and Professionalism:

A professionally designed real estate logo conveys a sense of trust and credibility, especially for new or lesser-known brands hoping to capture buyer loyalty. A badly designed or generic logo, however, can suggest unprofessionalism or unreliability. Then, the logos of brands such as Mastercard or IBM which reinforce their trustworthiness and established prominence on the market.

• Versatility Across Platforms:

Logos today need to be versatile, working across print, digital, mobile apps, packaging and wayfinding signs. An easy-to-scale and flexible design, the logo is just as legible small or large, black-and-white or color. For instance, Google's responsive logo system fluidly scales down between devices, ensuring that the visual integrity and stability stays intact.

Good logos are more than pretty pictures— they're hands-on representatives of a brand's personality, purpose, and promise — becoming the reference point that sticks in the minds of consumers.

3.2.2 Types of Logos: Wordmarks, Pictorial, Abstract, Emblems

Types of logos can be categorized into wordmark (logotype), pictorial marks, abstract marks,and emblems or a combination of types (Bhatia \& Jain 291).

Brand logos come in all shapes and sizes for different uses and design styles. The choice of a type of logo is related to the personality, position and communication objectives of the brand.

Major types of logos:

• Wordmarks (Logotypes):

Wordmarks are logos that features stylized text showcasing the brand name itself, paying special attention to typography, spacing and color. They work best for new brands looking to grow their name recognition and brand visibility. For instance, Google and Coca-Cola are among some of the most well-known companies whose fonts are an integral part of their brand.

• Lettermarks (Initials):

Lettermark – These consist of initials or acronyms from your brand's longer name written in a unique font. These are perfect for those businesses that have long, complicated names which create a clean and memorable identity. Such cases include IBM (International Business Machines) and HBO (Home Box Office).

• Pictorial Marks (Symbols):

Pictorial marks use a familiar image of graphic to identify what the brand is about without words. These work best for brands that are visually dominant or have global aspirations. For example, an apple icon would have nothing to do with computers if not for the name Apple and its association with computers.The bird has absolutely nothing to do with social media.And yet, you know exactly what I am referring to.

• Abstract Logos:

ABSTRACT An abstract logo uses either shapes or design elements to create a picture that is not intended to represent anything which actually exists. These are more open to some creative guessing and a sleek, modern style. Consider the circular wave that is Pepsi's and Adidas's three stripes, which transcend a literal image despite not being representative of a physical object.

• Combination Marks:

Combination Marks: A combination mark uses a little of both text and a symbol or icon, making this type of logo versatile in any brand situation. Brands can use the full logo or split apart the elements as required. For instance, Adidas combines its brand name with the well known 3 stripes and Burger King an emblem which incorporates the word mark.

• Emblems:

Emblems consist of text and a symbol or shape inside that symbolize tradition, power, status etc. Schools or institutions also frequently use them as do heritage brands. Some examples are the coffeehouse Starbucks with its circular ring bearing an image in the center and Harley-Davidson featuring a winged human figure wearing a helmet on the fuel tanks, which is meant to signal the company's legacy and power.

All the three types of logo have their own advantages and so its selection should depend on whatthe brand wants to achieve in terms of positioning, customers and how it is going to be used across different mediums.

3.2.3 Strategic Role of Packaging in Brand Communication

Packaging has come a long way from simply protecting products to become an effective vehicle of brand communication. It is frequently the first tangible interaction a consumer will have with a brand, acting as an unspoken salesperson in brick and mortar retail aisles or within e-commerce experiences. If done well, packaging influence on perceptions, purchasing intention and brand identity is one of the strongest in a marketing strategy.

First Impression Creator

Packaging often serves as the initial point of contact between an individual and brand. In a lot of instances, particularly fast-moving consumer goods (FMCG), consumers make their choice in a matter of seconds based on visual queues on the shelves. Graphic design—by employing color, image, and typography— can call attention, arouse interest, and encourage sales.

For example, Apple's simple yet sophisticated white boxes with high-quality product images are synonymous with elegance and simplicity, which create a premium first impression. Likewise, the bright red of KitKat's wrapper commands instant recognition and recall on the confectionery shelf.

Brand Differentiation

In saturated markets, packaging is one of the key factors that set products apart. Distinctive shapes, finishes and color options distinguish one product brand in a category offering similar products from another. This visual and tactile individuality can serve as a lasting brand statement.

• The contour bottle by Coca-Cola is a classic instance. Its shape is so signature that it can be identified, logo or not, all over the world.

• Triangular prism-shaped packaging makes Toblerone unique not only as a treat, but among all chocolate bars.

• Complex beauty, Cosmetics companies like Fenty Beauty have used edgy, contemporary packaging designs to stand out in the crowded beauty space.

Instead of following suit, brands can grab attention and establish memorability by breaking the mold.

Reinforcement of Brand Values

Packaging is a manifestation of the brand's personality and beliefs. Everything from materials used to finishes and textures play a role in the way this brand is perceived. High quality materials, intricate detailing and finishes such as embossing or metal foil are typically used for luxury brands to communicate exclusivity and status.

• A company like Tiffany & Co. supports its luxury brand with the symbolic-offered glimpse of their signature box color "Tiffany Blue" conveying immediate elegance and timelessness as key messages.

• Others, like The Body Shop or Patanjali are eco-friendly brands who use recyclable materials, earthy colours and minimalist design aesthetics in order to reflect a dedication towards sustainability and natural living.

And that's what turns packaging from a container into something more—it's also a storyteller for the values we hold in silence.

Communication of Key Information

In addition to aesthetics, packaging plays an important role in the communication of essential product information to consumers. So, that means things like ingredients, nutritionals, safety warnings, plus how to use it – and any certifications or sustainable groovy bits about the product.

• In the food and drink sector, Kellogg's cereals help to establish us with its packaging communicating health properties, nutritional information and recommended serving options, as a result influencing buyer decisions.

• In the pharmaceutical industry, compliance and safety product information are communicated through packaging due to string regulations.

It is less of ideal for brands to balance information and aesthetics, where brand packaging has to serve its purpose of information dissemination and at the same time be attractive.

Tactile and Sensory Experience

Sensory packaging can do just that, and a memorable experience is not limited to your eyes alone. The feel of materials, the sound of a cap opening or a seal breaking and even smells can enhance the consumer experience.

• Pricier spirits commonly employ weighted glass bottles and textured labels, to give an impression of craftsmanship and top-end quality.

• The satisfying "snap" of opening a Pringles can is as much a part of the brand experience.

• In e-commerce, brands as varied as Unboxing by Amazon or Apple's iPhone packaging highlight the sensory joy of unboxing, transforming the package into an experience that shoppers look forward to and share online.

Any of those senses can form an emotional attachment with your customers but also enhance brand loyalty.

Consistency Across SKUs and Formats

Our brand design across product family and flavours ensures recognition and trust. [Brand architecture] Building a coherent visual and structural identity for consumers who buy in various SKUs, or formats.

Nestlé: The yellow-red color scheme of all Maggi noodles variants makes the product unmistakable, while flavors can be identified by specific visuals.

• Lay's chips, from PepsiCo, have consistent branding while their colors suggests flavor (green for sour cream & onion, red for classic salted), making it an easy way to navigate while maintaining coherence.

These consistencies remind customers that despite certain differences among products, promises of the brand are upheld.

Strategic Impact of Packaging

Good packaging is more than good protection of goods – it gets the brand message across and can work as part of wider marketing initiatives. It justifies pricing(luxurious packaging supports premium pricing), strengthens positioning(eco-friendly packaging communicates sustainability) and serves as a promotional tool(limited-edition designs creating buzz).

For instance, the seasonal packaging for Coca-Cola, which featured names, literally turned packaging into a medium that conveyed direct messages and created consumer participation and, ultimately sales. Likewise, in India's Amul uses identity and communication through consistent but topical packaging with witty social relevant advertising of its mascot.

3.2.4 Packaging Innovation and Sustainability

With consumers driving today's markets, packaging needs to do more than protect and hold products – it has become a vessel for innovation and sustainability. As environmental consciousness increases, brands find themselves under a duopoly of pressures to minimize environmental impact and yet continue to provide convenience, engagement and shelf appeal. And it's caused huge changes in the way that packaging is considered, designed and 'sold' to people.

Packaging Innovation Trends

Aesthetic is not everything in innovation packaging - what actually matter are functionality, consumer reading experiences and interactivity.

• Smart Packaging

Technological innovations have made it possible to include digital aspects such as QR codes, NFC chips or augmented reality (AR) in the packaging. Through this, brands can continue to engage with a consumer beyond after sale by delivering traceability, usage tips or entertainment.

• Example: Wine brands such as 19 Crimes feature AR-driven labels that bring to life historical figures when scanned, and in the process create a memorable experience for users. Food companies are doing the same thing, embedding QR codes to share recipes or details of loyalty programs.

• Minimalist Design

A lot of brands are going for more of a clean and simplistic design,'' Mr. Webb said by email, with less visual clutter and more transparency. No frills packaging imbues honesty and resonates well with younger, eco-aware customers.

Example: As we all know, the Japanese lifestyle brand Muji, which features minimalist apparel and housewares crafted with all-natural fibers, leans heavily on plain-Jane packaging to convey its message of simple living and small-is-beautiful sustainability. In the FMCG category, Honest Company lets its honest and simple labelling convey its genuine safe, eco-friendly products.

• Convenience Features

There are also packaging innovations that consider convenience, such as resealable pouches, single-serve pouches and the like. These advantages make for consumer-friendly handling and dispensing of the product.

Example: Oreo sells resealable cookie packs to keep the cookies fresh, while shampoo brands such as Pantene and Sunsilk have started packaging single-use sachets for price-conscious and on-the-go consumers.

Sustainability Considerations

INSIGHT - with growing consumer and regulatory pressures, sustainability is at the heart of packaging innovation. Companies can showcase eco-friendly materials, decreased waste and re-use friendly systems to do their part.

• Material Choice

Brands are slowly swapping out traditional plastics for biodegradable, recyclable or

compostable options (e.g., paper, plant-based plastics and/or cornstarch polymers).

Example: Coca-Cola launched its PlantBottle, partly made using sustainably sourced materials; Nestle is exploring paper-based packaging for confectionery.

• Packaging Reduction

Reducing the use of unnecessary packaging layers and downgauging materials are some ways to achieve waste reductions.

Example: Lush Cosmetics is a leader on "naked" products, including shampoo bars and soaps sold without packaging. Likewise, India's Bare Necessities touts zero-waste products with minimal packaging.

• Reusability and Refill Systems

Brands are also increasingly urging shoppers to either reuse containers or buy refill packs, to help combat single-use waste.

The example: The Body Shop lets customers refill shampoo and lotion bottles in some stores.

The cleaning brand Cif from Unilever has introduced refill pouches in an effort to reduce plastic use.

• Certifications and Labelling

Eco-labels and 3rd party certifications provide manufacturers with a way to communicate their commitment to sustainability to consumers which can help establish goodwill. Signs or FSC logos for paper, recyclable signs to make us believe that products are ecological.

Example: Nespresso promotes its strategies for recycling aluminum coffee pods on their packaging, encouraging consumers to join in circular waste systems.

Balancing Innovation with Sustainability

The issues for companies revolve around the conflict between performance, branding and greenness. Packaging still has to be both appealing and functional but with less environmental consequence. This balance is even more tenuous for premium brands, where luxury often requires complex packaging yet consumers want sustainability.

For example, Tesla Tequila featured a creatively designed lightning-bolt-shaped glass bottle that cleverly struck the balance between brand innovation and luxury design. In contrast, Patagonia's food line utilizes simple recyclable packaging to underscore its environmental mission and emphasizes values over ornamentation.

At the end of the day, packaging innovation and sustainability are not mutually exclusive but rather very related approaches. "What's cool for brands that can deliver both interactive convenience and sustainability in packaging is the potential to build brand loyalty, elevate corporate reputation, and gain a competitive advantage in environmentally sensitive markets.

3.2.5 Case Examples of Iconic Logos and Package Designs

Logos, they say, as well as packaging, are some of the most enduring brand assets. A great logo encapsulates what a brand stands for in one single symbol that can be recognized across all markets instantly where as packaging provides consumers with tangible experiences which have them engaging with them on an emotional level and leading to purchase. Analyzing the lived examples of how design elements – when purposefully crafted and consistently implemented - create global identity, cultural relevancy, and consumer trust over decades.

Logos

Nike

The Nike "Swoosh" is arguably one of the most recognizable brand logos in the world. The minimalist checkmark shape, created in 1971, represents motion, speed and athletic prowess. Its power comes from the simplicity: a scalable, adaptable across medium mark instantly recognizable without even needing to say the company name. Nike has

strengthened this icon by leveraging campaigns like “Just Do It,” ensuring the Swoosh represents not just performance but emotional attributes such as hard work, tenacity and triumph.

FedEx

The FedEx logo shows how small aspects of design can reflect a brand. The little arrow in that white space, between the “E” and the “x,” is really a powerful symbol of speed, precision.and forward-ness. The smart visual device- like some in the post above, simple yet big idea demonstrating FedEx as an efficient logistics provider. For customers, the esoteric arrow is something to puzzle over, which promotes memorability and physically points to the brand value of delivering both quickly and accurately.

Amul

Amul’s logo pairs a vibrant red wordmark with the iconic “Amul Girl” cartoon. The Amul Girl has since one day in the 1960s advented into topical advertising, commenting whimsically on some events of the moment as she promotes products. Such consistency in fact has built the character into Indian cultural identity and the red wordmark, fantastic visibility. Collectively, they embody relatability, humour and trust — making Amul one of the most loved brands that flourish in India.

Packaging

Tetra Pak

Tetra Pak, for example, disrupted packaging with its shelf-stable cartons that are multilayered and held liquids like milk and juice. The design will allow product safety, extended storage life and product user friendliness at Tors to less refrigeration dependence. Tetra Pak has also in recent years focused on sustainability, developing recyclable and plant-based solutions. It's also packaged so that its more than useful, but is in fact the industry standard for the optimisation of efficiency, safety and environmental concerns.

Apple

Apple’s packaging exemplifies minimalist luxury. The company utilizes professional-looking white boxes with clear, attractive images of the product printed on them; simplicity and elegance is key. The unpacking is designed to induce expectation as snazzy fits and suave finishes play into the premium billings. Packaging is consistent across devices, from iPhones to MacBooks -- customers can trust the Apple experience and equate it with innovation, sophistication and a fine attention to detail.

Frooti

Frooti Fizz, one of the leading mango drinks in India from (FMCG) industry gives a clear indication of how packaging communize brand and stand out in competitive market. When it was first introduced in brick-shaped Tetra Pak cartons, Frooti’s bright yellow-orange color

made the product onjected to hnd mango freshness. The brand then updated its pack to a modern looking PET, without straying from the colorful palette that allows it to stand out on shelf.

It is this mix of the new and the old that has kept Frooti contemporary for so many years.

Tiffany & Co.

The "Tiffany Blue Box" is among the most iconic packaging in luxury branding. And [this] very particular shade of blue is patented and that you just, in an instant, associate with elegance, exclusivity& timeless gifting. The packaging has arguably become as covetable as the jewellery that it encases, further embedding Tiffany's status as a luxury aspiration brand. From the customer perspective, receiving a Tiffany Blue Box is an emotional experience signaling joy and esteem with packaging as a crucial part of its value proposition.

Strategic Insights

These examples offer a number of insights for brand managers:

• Logos ought to be simple, easily scalable and symbolic - they should transmit the essence of a brand without needing translation.

• The package should not just protect, but differentiate, delight and communicate values, whether through sustainable innovation (Tetra Pak), premium experiences (Apple) or cultural relevance (Frooti).

• Trust and familiarity come from a consistent style of design built over decades; innovation is just as important, to help keep brands fresh and competitive.

Emotional symbolism, like that in a logo (see: Nike Swoosh) or packaging (can you say, Tiffany Blue Box?), makes for brand equity that other companies will have a hard time matching.

• Phonetic Testing:

Phonetic tests ensure that the brand is comfortable to pronounce, sweet on the ear of various languages and regional accent. This prevents misunderstanding verbal expression and communication. Names that are jarring, rude or inappropriate in a specific language will only serve to harm the perception of your brand. For instance, the car manufacturer"Mitsubishi" had to change its brand name ("Pajero")in Spanish speaking countries because "pajero"the literal meaning being the Spanish forw*anker.

• Semantic Testing:

Semantic testing is about what the meaning and cultural connotations of a name could evoke in various countries. A name that plays neutrally or positively in one market might have negative or unintended meanings in another. For example, "Pepsi" came under fire in China when a translation of its slogan was interpreted as "Pepsi brings your ancestors back from the dead."

• Customer Surveys and Focus Groups:

As the shortlist of brand names are to be tested against potential customers, one way of testing how the target market feels about them is by surveying or doing focus groups. It could allow AB testing to determine preferences based on emotion appeal, recall and native category fitage of the brand. For instance, a fashion startup could experiment with names such as "Vera" and "Stylique" to see which resonates more with their target audience.

• Digital Testing:

Brand name testing can now be tested profitably using digital instruments by measuring engagement through online advertising. It's possible to learn which name garners better click-through rates or more shares by running Google Ads or social media polls. Furthermore, trying out searchability and keyword performance is a good way to measure the potential SEO of the name. For example, a tech start-up might discover that "Brightly" outperforms a less intuitive name in search.

• Competitive Testing:

It is important to consider if the suggested name steps on the toes of existing competition and will result in confusion and litigation. This entails charting competitors and identifying naming structures or themes that are overrepresented. As a consequence, a newly created app called "InstaStory" can be mistaken with Instagram and meet certain branding difficulties.

• Scalability and Localization:

The name should be easily translatable to adapted to fit other international markets with little or no changes. It shall be effective and applicable in various languages and cultures, facilitating the global expansion a brand. For example, "Spotify" has solid international appeal whereas regional names might have to be rebranded in each new market.

Good name testing across these, and other dimensions helps to minimize launch risk, maximizes consumer recall, and helps to ensure that the brand is flexible in different markets over time or with potential expansion.

"Activity: Brand Design Audit and Redesign Exercise"

The learner will select one FMCG or personal care brand available in their local market and conduct an individual analysis of its logo and packaging. Using criteria such as functionality, memorability, alignment with brand identity, and sustainability, the learner will evaluate the effectiveness of current design choices. After identifying strengths and weaknesses, the learner will propose a redesign of either the logo, packaging, or both, presenting the new idea

through a hand-drawn sketch, digital draft, or mood board. Finally, they will prepare a short written reflection (300–400 words) explaining the reasoning behind their design changes and how these align with brand positioning, consumer expectations, and market competition.

3.3 Taglines, Slogans, Jingles and URLs

Taglines/slogans/coordinating jingles and URLs are critical branding devices to communicate, memorability, consistency, and emotion. If taglines preserve a brand's long-lasting verbal identity, then slogans occasionally in just a few words direct them towards high altitude campaigns. Jingles are music made to help recall and URLs are digital gateways to brand presence. Collectively they will help reinforce a brand's position, and increase recognition across platforms while lets face it minimising visual real estate on competitive shelves; blingy or not – here we see creativity meets strategic clarity.

3.3.1 What Are Taglines and Slogans?

In branding, taglines and slogans are short verbal devices that communicate your brand's purpose/vision/positioning in few (memorable) words. They assist in translating complex brand strategies into memorable simple truths that resonate with consumers. Although they are frequently mistaken as synonyms, the range and duration of application varies.

Taglines

a tagline is the brand's enduring verbal fingerprint, always connected to who they are. Taglines embodying the essence, brand promise or emotional spirit of advertising tend to last for decades. They can be seen in advertising and on packaging, websites and corporate communications.

Nike's "Just Do It" is iconic because it embodies the drive, empowerment and universality Nike has long evoked in sports and culture.

McDonald's: "I'm Lovin' It" The idea of being lovin', of conveying the brand as having a positive outlook on life, and the simplicity, ease, emotional connectivity to all that is everyday enjoyment – these are what built I'm Loving It. This platform developed one word that could work cross-culturally in markets across the world.

• The 1970s have never really ended for L'Oréal's "Because You're Worth It," which endures as a statement of self-esteem, empowerment and all the rest — more than just a line.

Taglines should change slowly as you can break brand recognition if not, unless there is a rebrand on already.

Slogans

On the other hand a slogan is typically campaign driven or product oriented and created for short-term objectives of communication. It highlights specific attributes, sales concepts, or

focused information. Slogans are more flexible than taglines as the same they can be used in different campaigns, customer service strategies or product lines.

• Pepsi's "The Choice of a New Generation" served as a campaign slogan that rebranded the company for youth culture in the 1980s.

• Coca-Cola, though most associated with the long running "Open Happiness" tagline, also creates campaign slogans for particular marketing pushes — like for instance, "Taste the Feeling."

Slogans offer maneuverability, a way to tweak messages to fit seasonal campaigns or limited-edition rolls-out, and changing market fads without reworking the larger brand identity.

The Importance of Taglines and Slogans

Taglines and slogans play several strategic roles within brand communication.

• Boost brand recall: Clever lines make it easy for your audiences to remember the product or service and they start relating their experiences with these phrases.

• Support positioning: They communicate whether a brand is fun and can-do, positions itself as an expert, feels luxurious or aspirational. For instance, De Beers' "A Diamond is Forever" speaks of eternal and exclusive.

• Make emotional connections. Taglines and slogans distill brand stories into phrases that capture ideals or beliefs, like KitKat's "Have a Break, Have a KitKat."

Buttress campaign storytelling: These terms function as focal points to tie together visuals and narratives in campaigns.

Stand out in commoditised markets: Maximally worded taglines and slogans make brands instantly recognisable, especially in crowded categories such as beverages, FMCG and telecom.

Strategic Considerations

Taglines and slogans are popular with good reason — they're clear, memorable, and reinforce the brand. They should be short enough to lodge in the consumer's memory, but also broad enough to encompass the brand's identity. After a while, certain phrases move beyond advertising to plant themselves in popular culture. "Have It Your Way" (Burger King) or "Finger Lickin' Good" (KFC), for example, have worked their way into consumer vernacular.

As such, taglines and slogans are more than just marketing phrases— they are strategic devices that contribute to brand salience, cultural relevance, and long-term equity.

3.3.2 Creating Memorable and Relevant Taglines

A tagline is an important verbal element that is used to define the promise, essence or value of a brand in more few words. Like anything, for it to work well, you have to hit the right mix

between clarity and creativity and strategic relevance. Campaign slogans vary all the time, but the great tagline is designed to stand up under repeated use and influence consumer perceptions — continuing to build brand recognition everywhere it appears. Characteristics of an effective tagline

• Clarity

A tagline needs to be easy and readily understood without requiring explanation. It was written without jargon or other technical terms, buzzwords, and convoluted shit so that a lot of people can easily relate to whatever is said. For instance, NIKE's "Just Do It" is globally understandable and inspirational regardless of culture and language.

• Brevity

More short phrases and less excerpted long sentences. This optimal length is often three-to-six words, because they are more easily remembered by consumers. "Eat Fresh" from Subway is a great example of how short and sweet works best for recall and brand positioning.

• Relevance

The tagline should reflect its promise, purpose, or the brand's core values. It should represent what

what the brand represents, not simply what it sells. Airbnb's "Belong Anywhere" speaks to the brand's holistic nature of not only finding places to stay but also connecting you with others around the world.

Emotional Appeal

The best taglines trigger an emotional response — excitement, amusement, confidence or relief. Emotional resonance enhances loyalty and recall. De Beers' "A Diamond is Forever" does not explain a product attribute, but rather appeals to the eternal symbolism of love—-a critical element in diamond marketing.

• Differentiation

A tagline is meant to differentiate your brand from your competition, steer clear of the cliché or overused like "quality you can count on". KFC's "Finger Lickin' Good" stands out by being sensory and playful, elements absent from the average food slogan.

Process for Creating Effective Taglines

The first step in coming up with a powerful tagline is part creative exploration and part systematic evaluation:

Start with Brand Positioning

Describe who you are trying to reach and what category they are being reached in, along with the brand values. A good knowledge of positioning gives a tagline something to stand on.

Brainstorm Multiple Directions

Research functional (e.g. long-lasting, fresh), emotional (their values e.g. belonging, being confident) and the brand's tone of voice(authoritative but playful). This leads to an extensive creative reservoir of ideas.

Test for Memorability and Impact

Leverage A/B testing, consumer focus groups or pilot campaigns to determine which words best strike a chord with the audience.

Check Linguistic and Cultural Fit

Especially if you are a global brand, taglines must translate easily between languages and read the same in all cultures. For instance, Coca-Cola's "Open Happiness" transcended universal boundaries in markets around the world.

Common Mistakes to Avoid

• Only turning to the tagline as a product label (e.g., "High-Quality Soap" is uninspired).

• Making it unnecessarily long or complicated, which can reduce recall.

• Adopting the look and feel of a competitor or using common boilerplate wording in the industry, which can mute differentiation.

Examples of Memorable Taglines

• Airbnb – "Belong Anywhere": This one rebrands the company as not just somewhere to stay, but inclusive and community-driven.

• Subway– "Eat Fresh": Delivering a message on product claim (freshness) and establishing Subway as an alternative to fast food.

• KFC – "Finger Lickin' Good": Experience and sensation are pulled in here to draw on taste and enjoyment.

• L'Oréal – "Because You're Worth It" The empowering message of self-worth and importance to the consumer.

3.3.3 Jingles and Audio Branding

The identity element is the 'sound' of your brand Jingles and audio branding give brands a strong sonic identity. If you are looking for visual and verbal recognition, logos and taglines can do that but sound-based elements create an emotional and recovery layer of memorable connections across contexts.

A jingle is a short, catchy song that usually has the products name or service being promoted in the song. They're memorable in terms of their repetition, rhythm and emotion. They have been workhorses in radio and television for years, although they are now being deployed

frequently in digital advertising. For instance, Britannia's "ting ting ti ting" immediately draws the consumer to connect with its brand and Airtel's signature tune has been one of the most recognised audio identity in India.

"Audio branding" (or "sonic branding") is not just relying on jingles, but a larger system of auditory signposts. This can be in the form of sonic logos, theme music, notification alerts, or in-store playlists. Intel's five-note chime and Netflix's "ta-dum" are two of the best-known examples of these sonic signifiers worldwide. Brands are remembered with or without visual elements.

Benefits of audio branding These are multi-sensory engagement, increased recall by means of emotional memory and stronger brand consistency across different platforms. For creation, brands have to make sure their audio mirrors both of their tone and the devices in question (and doesn't infringe copyright). With podcasting, smart speakers and voice search expanding rapidly, sonic branding has evolved into an imperative for brand recognition.

3.3.4 URLs and Digital Presence as Brand Elements

Brand URL in the digital era "Let me connect with you online" Brand human2.com by Sarah Baarda (2016) In this digital world, a brand's online personality and web presence is a core aspect of their identity. A URL is more than a technical location; it is your credibility, accessÃ,Â and professionalism.

Good URLs are short, easy to spell, and next closely associated with the brand name. For instance, nykaa. com and flipkart. com are easy to remember, user-friendly and complement the brands' digital-first stance. Shorter URLs are also friendlier for voice search and mobile usage.

If you look at it from the branding angle, then exact match domains (i.e. subject1specialoffersbrand2.com) that company discs free download can inline skate ought to simply be avoided where possible. com) is the best while simplicity in terms of no hyphens and no challenging spellings leads to less confusion. Many businesses also purchase a variety of related domain extensions (i. in,. org,. net (exclude any form of cybersquatters or profiteering).

Solidifying a robust digital presence means more than just your URL, it is comprised of:

• Webpage design and user experience (UX): The font, images, display and layout need to be in line with the brand image. Apple's stunningly beautiful website is in tune with its premium design ideals.

• Social media handles: These should all align to the brand name or domain so it is easy for people to find you, such as Nike consistently using @Nike across networks.

• SEO and Metadata: Optimized search content powers visibility, so that the brand can be found.

• Apps: Apps with stable Icons and descriptions also strengthen the brand in digital ecosystems.

Brand.personifycare.com Add vanity URLs to your campaigns (ee.g., brand. com/sale) also raise engagement and tracking. Local-language URLs make global brands even more accessible. In summary, the value of URLs and digital touchpoints is critical to build brand equity in an online-first environment.

3.3.5 Cross-Platform Adaptability of These Elements

As consumers interact with brands in print, on TV or on websites, apps and social media, respectively, adapting to multiple platforms has become an essential element of contemporary brand stewardship. The balance is to replicate a formula while adapting components to different platforms and/or audience demands.

And images and sound must often be re-narrated. A 30-second song can be boiled down into a two-second sonic logo for your mobile app push notifications. "A tagline will be seen across out-of-home billboards, Instagram posts and app banners, but it needs to be clear and consistent. Your logos should have different versions (horizontal, vertical, icon-only) that accommodate various screen sizes and content types.

Best practices include:

• Responsive design for visual assets.

• Brief audio clips for digital advertisements and app notifications.

• Short tag lines that are readable on mobile screens.

• Translations into multiple languages ensuring every word of your brand will resonate around the world.

• High-quality, scalable assets that work on high and low bandwidths.

Platform-specific strategies are also critical. Even Instagram has made demands of 15-second visuals with the use hashtags, YouTube keeps calling for intros/outros with (insert that mouth-watering) sonic branding and Packaging closes in on all sides with regulatory labels that can take over your design while these have you thinking about how to solve packaging design challenges without ruining brand identity. Discipline is protected as much as possible because, leading brands have Cross-Device Digital Asset Libraries and Brand Books to support vendors and partners who are trying to localize elements in the same way across geographies.

3.4 Characters, Mascots and Visual Identity Systems

Brand characters, mascots and visual identity systems are pivotal in forging brand uniqueness and emotional connections. While logos and taglines are static, brands can use these elements to speak with personality, relatability and cultural currency. Combine, and you get continuity,

brand differentiation in saturated markets and a stronger relationship between the brand and its consumer.

3.4.1 The Role of Characters and Mascots in Emotional Branding

Brand characters and mascots become humans or animated creatures that embody the brand. By putting a "face" to the brand and giving it personality, they make it relatable, memorable and accessible to consumers. It is clearly working in food, FMCG and personal care – where emotional branding has a big impact on repeat purchase.

Mascots play multiple roles. They personify the brand, making it appear to be friendly and down-to-earth, such as Pillsbury Doughboy who is depicted as warm and homey. They also create emotional attachments by triggering nostalgia, trust or humor. For instance, the Amul Girl is not merely a mascot; she's an icon of popular culture. In that context, consumers relate to her brand through topical humour. Furthermore, the use of mascots aides recall as they serve as a shorthand reminder for the brand in cluttered media environments.

Plus, mascots add to the storytelling and engagement, which can help with campaign and platform consistency. They can adapt as time goes by to continue to resonate, as you can see with the Michelin Man, whose appearance has evolved but which still carries its symbolic weight. Beyond ads, mascots also play a heavy role in merchandising and licensing—reaching into toys, tchotchkes, even promotional tie-ins. In a digital world, mascots stretch the boundaries of avatars, stickers, memes and advocacy campaigns to provide interactive ways to build brands. This is where, done right, a mascot becomes a living expression of the core essence of 'Brand', accruing emotional resonance over time.

3.4.2 Examples of Famous Brand Mascots

Some mascots have reached a level of iconography that make them cultural traction points, living reminders of brand experience:

• Amul Girl (India): An Indian media performer for the dairy giant Amul, this figure has been around since the 1960s and provides sassy commentary about social and political events showing off Amul's dairy products. Ferreira juxtaposes humor with relevance, strengthening the brand's positioning as India's butter brand.

• Michelin Man (Bibendum): Developed in 1894, he's one of the world's oldest and most recognized mascots, representing friendliness and durability of tires. His design has changed but still instantly recognizable worldwide.

• Pillsbury Doughboy: This cuddly, giggling mascot conjures up trust, comfort and the smell of home-cooked meals in shoring up family-focused positioning for Pillsbury.

• Colonel Sanders (KFC): A caricature of the brand's founder, Colonel Sanders serves as a link between KFC's present and its past, promoting authenticity.

• Mickey Mouse (Disney): While not a real figure, Mickey acts as Disney's ambassador and stands for creativity, happiness and family fun.

• Chester Cheetah (Cheetos): The cool and edgy Chester is a young child, attracting the younger audience and bringing humor to the brand's campaigns.

These mascots are a clear example of how characters aren't just decorative flourishes but dynamic storytellers that represent brand beliefs and have resonance from one generation to the next.

Did You Know?

"The **Michelin Man**, also known as **Bibendum**, was originally designed to resemble a stack of beer barrels. In early ads, he was portrayed as a well-read, wine-drinking figure made of tires who could "drink up" road hazards. Over time, the mascot evolved into a friendly, family-safe character. This transformation reflects how mascots can adapt in tone and form while preserving brand heritage."

3.4.3 Designing a Visual Identity System

A visual identity system is a formal construction of uniform elements that combine to create the brand image of an entity. It is more than a logo, also encompassing typography, colors, imagery, and even lay-out standards to provide consistent expression across multiple media.

The major elements of a corporate identity are:

• Logo Suite: Variety of logo types so you can adapt to the layout.

• Typography: Consistent font families relevant to headlines, subheads, and body copy.

• Color Palette: Specific primary and secondary colors with specific print (CMYK), digital (RGB), and crop.rediental_unref_crop.jpg use.'_italicebold Adobe Illustrator

web (HEX) codes. For one, Coca-Cola's red and Tiffany's blue are central to brand identity.

• Image style: Principles for photography, illustration and iconography consistent with brand tone, like Apple's drop-dead simple visuals.

• Grid and Layout System: Packaging, pamphlet, social media post and ad templates that speed production while ensuring cohesiveness.

• Motion Elements: Animation templates and video graphics designed for digital-first environments to help keep things consistent.

A strong Visual Identity system provides scalability and flexibility to allowing brands to grow into new categories or markets, while being consistent. Google's identity provides an example of how its colors, typography, and the aspirational ness of minimal design are recognized and extended across hardware, apps, and web services served by Google.

3.4.4 Consistency Across Media and Touchpoints

Branding continuity is necessary to help establish your identity over time. If brand assets differ between touchpoints, then potential confusion and perceptions of lack of professionalism can naturally occur. On the flip side, regular repetition increases recall and identity between contexts.

Consistency must be maintained across:

• Print and Digital: This scale design guideline also applies to brochures, websites and packaging when it comes to the proportion of a logo, typography elements or color usage.

• Retail + E-Commerce: Your store signs and product labels should resemble your online "small boxes." For instance, IKEA makes sure its store signage corresponds accurately to its catalog and online brand identity.

• Social Media: Keep profile images, highlight covers and post templates consistent.

There is consistency across hashtags, tone, and icons to help build brand recognition.

• Advertising: Visual tones, slogans, and jingles must be true across TV, radio, outdoor and digital advertisements.

• Internal Documents: From corporate presentations to reports and emails, internal documents must be in line with brand guidelines for employees to be great brand ambassadors.

• Pack and Unpack: The unboxing should match the digital and advertising promises visually and tactically. Take Apple as an example: its minimalist ads are reflected in clean, sophisticated packaging.

Consistent brands increase consumer trust and recognition in omnichannel environments. However, inconsistency results in a watered down identity and anemic equity.

3.4.5 Visual Branding Guidelines and Brand Books

In order for this powerful model to be more consistent, most companies have picture guidelines, or brand books. These are centralised rule-books which show how a brand should display its elements – preventing misrepresentation between agencies, teams and markets.

What a brand book contains Some of the things you might find in a brand book:

Branding Philosophy and Personality: Mission, vision and personality traits that characterize brand voice and conduct.

• Logo Usage Guidelines - Proper and improper use, size, placement and background handling of logo.

• Color Guidelines: Detailed primary, secondary and accent palettes.

• Typography: Typespecs for headlines, body text and captions.

• Imagery and Iconography: Direction on types of photographs, illustrations, and filters.

• Layouts & Templates: Proven blueprints for ads, presentations and digital assets.

• Use of mascots: Appropriate places, uses and styles for mascots and other characters.

• Digital Adaption: Creative principles for app design, motion graphics and web ux.

Some of the advantages associated with using brand books are faster onboarding for agencies, less likelihood of off-brand execution and ability to scale in the global marketplace. For instance, in the case of Starbucks brand guidelines include specifications for how to position their logo and what their in-store signage looks like, so that many tens of thousands of stores all over the world present an identical face.

A good brand book, therefore, is a governance document that protects the valuation of your brand by enforcing discipline and consistency throughout all executions.

3.5 Criteria for Choosing Brand Elements

Brand elements selection are one the most important strategic's decisions in branding process. These identifiers include names, logos, taglines, mascots, colors and jingles and they are the stock-in-trade of brand identity and equity. Strong brands are memorable, mean something and are applicable in the long run across many markets. They must also be legally protectable in order to protect investment and curb misuse. The latter five are the memory-based valuation criteria, which provide a more organized framework for determining valence of brand elements: memorability, meaningfulness, transferability, adaptability and protect ability.

3.5.1 Memorability and Recall

Memorability refers to the degree to which a brand element is easy to recognize and recall. It has a high recall so that consumers think of that brand first, and especially when making the purchase decision. That is crucial in crowded markets where attention spans are short and the competition fierce.

Several factors influence memorability:

• Simplicity and Brevity: Simple names also help with recall along side, word count being considered. Some well known global examples are Nike, Zara and Pepsi which apart from being short are also phonetically easy.

• Unique Logo, Shape or Mascot: Unique logos, shapes or mascots differentiate a logo from the rest. Apple's logo — an easy-to-identify and plain bitten apple, is unforgettable for being simple and unique.

• Hums and Jingles that Stick: The line between innovation and cliché is blurred when you consider KitKat's "Break banta hai" or Britannia's "ting ting ti ting." Humans have a natural bias for sound association, so repetition of these brand signatures are programmed in your memory.

• Touchpoint Consistency: The repetition of the brand through advertising, packaging, digital channels and brick-and-mortar outlets enhances recognition.

• Consistency of Use: Brands that update their names, logos and colors lose equity. In contrast,

Coca-Cola has inspired recall in more than 100 years of applying its red-and-white color scheme.

• Color Psychology: Colors are powerful memory triggers — red for Coca-Cola, yellow for McDonald's and blue for Facebook.

Memorability – catchy brand Print ads would cause at least the second-glance and wouldn't be forgotten as easily, Strong memorability of a brand means people will remember it when making choices.

3.5.2 Meaningfulness and Relevance

A brand's elements need to be meaningful by communicating the desired associations, and relevant by being aligned with consumer needs, cultural times and expectations." Relevant content adds to successful communication process and minimizes ambiquity.

• Communicating Brand Essence: Namesand visuals should communicate product attributes or emotionalbenefits. For instance, Whisper sounding soft and discreet as befits sanitary pads.

• Relevancy to Target: Symbols, words and tone all have to relate to how consumers live. For a juvenile brand, you might go with over-the-top fonts and slang (think: MTV), for a luxury brand like Rolex, subtle typography and minimal color.

Congruence with Positioning: In order to be effective, brand elements should support the main promise. TeslaKnown for: The sleek, cool factor—much like their electric cars are always pushing innovation and new trends.

• Narrative Potential: Things that suggest lineage, purpose or narrative fit better. For instance, the mermaid logo for Starbucks connects to its ship-based name and global mission.

• Avoiding Misunderstanding: If your brand name means something unclear or contradictory, it can be unprejudicial to the brand image. Clear communication lowers the chance of a bad impression.

When both are evidence-based and relevant, they serve as shortcuts to brand identity, conveying promises and nurturing emotional connections.

3.5.3 Transferability Across Categories and Cultures

Transferability Transferability is the degree to which brand elements can be used across various product categories, market or geographies without diluting their quality and developing differences in meaning. Longterm growth and international expansio is a necessity.

• Broad Category: Names should not pigeonhole the brand into a single product category. Amazon, which began as an online bookseller named for the pre-2000 dot-com internet, had left itself room to move into retail, cloud computing and entertainment when it chose its name. Whereas “BooksOnline” is a specific case.

• Geographical flexibility: Brand elements must translate across cultures. Chevrolet’s”Nova” is doomed in Spanish-speaking countries (the car’s name means “no go”).

• Linguistic Flexibility: Cognomens that are easy to spell and pronounce across the globe. Coca-Cola won its battles by phonetically accommodating different languages without losing the sense of self.

• Visual Symbolism: Symbols should be subject to cultural relativities. For instance, where the West sees wisdom in owls, they may be associated with something else, or negatively elsewhere.

• Taglines that scale: Messages should appeal to common needs, such as happiness or freedom while allowing for local adaptation. Coca-Cola’s “Open Happiness” was universal while allowing for cultural adaptations.

Brands that choose elements they can transfer pay less for rebranding and gain more acceptance in other markets.

3.5.4 Adaptability Over Time

Modularity will keep elements of the brand feeling fresh, contemporary and interesting as fashion shifts across trends, platforms and consumer preferences. Flexible, enduring factors protect the investment and minimize remodel costs.

• Simple design: Simplicity is beauty as they say, simple designs will out age complicated ones. Nike’s Swoosh has stood the testament of time because its so simple.

• Scalability Across Mediums: Logos should look good on billboards, websites and app icons.

Responsive logo design Logo will make sure it stays consistent on all the platforms.

• Fonts or Secondary Graphics More than ever, branding is much more about big picture understanding of a brand's story and voice underneath all the pieces that can be changed slightly. In 2015, Google modernized its wordmark with a flatter, digital-friendly typeface.

• Evolution vs. Disruption: Effective rebranding is about evolution. Mastercard's refusal to abandon its famous red and yellow circles—while jettisoning its wordmark in 2019—demonstrated how a brand can evolve without alienating their consumers.

• Platform agnostic Assets: VR, AR and smart device are becoming key players on the field, and elements must move across these emerging platforms without a hitch.

• Adaptable Brand Guidelines: Prepare a style guide to accommodate the and protect the core identity while looking towards the future.

Flexibility lets brands move with culture and technology, maintaining their identity and trust.

3.5.5 Legal Protectability and Trademarkability

Any brand elements must be legally protectable in order to maintain ownership, discourage copying and deliver long-term strategic benefit. Without protection, creative rights cannot successfully operate as asset classes from which businesses can enforce.

• Brand & Availability: In order to adopt, extensive searches must be carried out in different jurisdictions and product classes by using resources such as IP India, USPTO or WIPO databases.

• Uniqueness: Generic or descriptive names are hard to defend. Artificial names such as Kodak or suggestive names such as Snapchat are stronger contenders for being registered marks.

Exclusive Rights: With a registered trademark that is exclusive to consume in your category, protection against counterfeiters. Luxury companies like Louis Vuitton vigorously enforce the trademarks on their golden monograms.

• Web Site and Social Media Names: Own digital real estate by acquiring site names and handles early on, which minimizes the cybersquatting risks. For example, nykaa. com Combines Clarity and Authority in Online Landscaping Marketplace I have nothing against long domains but flippasinverde.scomerties.

• Worldwide Registration: For enquiries, it is important that the International brand should be protected in every market through Madrid Protocol for economy and efficiency.

• 'No-Go' Legal Traps: Conflictingly similar to a prior mark, whether visually, phonetically or conceptually.

Legal protectability: It turns brand elements into defendable business assets that provides protection and adds value over the long haul.

3.6 Strategic Role of Brand Elements in Equity Building

Brand identifiers – names, logos, taglines, mascots, jingles and packaging design are not just indicators but strategic tools that can shape the way in which consumers think about, recall and select an offering. The brand elements (name, logo, symbol and character, packaging design) are factors that hold aggregate identity to perceptions; add value or infuse meaning adding with the brand, by enhancing positive feeling, high satisfaction or increasing likeability of a product; giving product differentiation and lastly as an effective medium of making strong associations between brand and purchasing decision. Their strategic functions are to generate awareness, create image, achieve recall, distinguish in crowded spaces and grow while maintaining brand congruence.

3.6.1 Linking Brand Elements to Brand Awareness and Image

So there are brand elements that provide the connection between the two - identifying which triggers lead to what, essentially. As the naming, logo or packaging become our first point of contact with a brand and then trigger both cognitive and emotional connections.

• There is visual identity in the form of logos, colors and typography that create immediate recognition. For instance, the color red used by Coca-Cola communicates energy and excitement; blue adopted by Facebook signals trust and reliability. Type also shapes tone—serifs are more traditional, sans-serifs more modern.

Verbal aspects such as name, tagline and jingle convey the brand's values from outside. Apple's "Think Different" was about innovation and creativity while Intel's four-note music prompt further underlined its technology leadership.

• Metaphorical cues like mascots or packaging contribute to brand image as well. The Amul Girl epitomizes wit and cultural commentary, while that Pringles can is as distinctive as the chips it holds.

These parts through repeated exposure create associations of quality, innovation or trust. They therefore link a conceived corporate brand identity with a personalized consumer's brand image.

3.6.2 Reinforcing Brand Associations through Consistent Elements

Consistency holds the key in reinforcing the connections consumers make with a brand. The same underlying base of elements supports the same foundational meanings each time a consumer encounters the brand.

• Consistent visual style: Logos, fonts and colors that appear repeatedly on packaging, advertising, websites and often in stores intensify associations. The predominant green color

theme in Starbucks stores and brand communications is used to remind consumers about a new interventionist policy of freshness and sustainability.

• Slogan and messaging consistency: L'Oréal's "Because You're Worth It" has been used for decades to promote empowerment and self-confidence.

• Characters and icons : Characters such as the Amul Girl or Ronald McDonald keep breathing humor and cheerfulness.

• Product line extensions: A unified look across different types, like Nivea's blue-and-white packaging, makes consumers feel confident in its dependability.

This cross-touchpoint reinforcement strengthens mental paths, which means that you're more likely to remember (and associate with quality, innovation or joy) the brand.

3.6.3 Brand Recall and Recognition

Brand equity is a measure of recall and recognition. Recall is the act of remembering a brand name when given a category and recognition means identifying a brand from visual or audio signals. Both are constructed through the design and deployment of brand components.

Name and logo recognition: Text paragraph down Simple logos such as the Nike swoosh or the Apple silhouette apple are recognizable without text. Short, catchy names enhance recall.

• Packaging: The unique packaging such as Lay's yellow chip bags or the triangular Toblerone box makes them stand out immediately on a shelf.

• Sonic elements: Sound cues such as Intel's chime or McDonald's "I'm Lovin' It" jingle lend themselves to strong audio recall.

• Situational triggers : In the store or online, brand cues serve as decision shortcuts. After all, supermarket shopping has many people scanning shelves and reaching for packs whose familiarity they pick up in moments.

• Emotional memory connections: Brands associated with personal experiences, or with nostalgia (such as childhood jingles), stay top of mind for longer.

It is through these that brands place a chip in the consumer´s memory so they are recalled in competition for attention during crowded product purchasing circumstances.

3.6.4 Brand Elements as Differentiators in Competitive Markets

In saturated markets where benefits are so similar, the brand elements can be the differentiators -both of the symbolic and emotional kind. They serve as signals for differentiation and preference.

• Distinctive logos and shapes: Whether it's Red Bull's twin charging bulls, or the pyramidal shape of Toblerone packaging — distinctive logos and shapes are cues that indicate instant differentiation.

• Ownership of color and type: T-Mobile has staked a claim to magenta, while Tiffany & Co. has made exclusivity around its trademarked Tiffany Blue.

• Cutout packaging: Unconventional packages, such as Axe's twist-open deodorant or Nespresso coffee capsules, suggest innovation and modernity.

• CULTURAL SYMBOLS: Regional branding is an essential way of connecting with local consumers. Patanjali invests in Ayurveda-inspired designs to cut through the clutter of India's FMCG market.

• Emotional storytelling: Taglines and jingles give entities personalities. KitKat's "Have a Break" is for chilling, KOOL and the Ranbir Kapoor TV ads are great break centric executions that make KitKat look different from other chocolates.

Experiences Store design service style mascots make for a unique brand, not just product. Interactive play areas in LEGO stores make them have a unique offering next to competition.

By utilizing those cues brands escape commoditization and turn into symbolic stakes in the mind of a consumer.

3.6.5 Evolving Brand Elements Without Losing Identity

On the one hand, brand elements should maintain consistency to be recognized; they must also change with culture and technology. A smooth evolution updates the brand and keeps the essentials.

• Keeping visible anchors: Brands are more likely to keep certain visual cues when they make changes. Pepsi has reinvented its logo multiple times, but every time they still kept the globe theme and red-blue color scheme.

• Good for the digital age: Trick Mascaro of Matchstic, interviewed by my colleague Gabriel Leung, said that many brands were shifting to flat logos that can be sized down on tiny mobile screens. Mastercard and BMW simplified their logos to better fit digital spaces.

• Consumer perception management: Slow progress does not alienate. The swoosh of Nike's has subtly evolved, growing up alongside the brand but not straying from its core.

• Updating brand books: Updating guidelines that help maintain consistency in the wake of changes, particularly in situations with multiple agencies or global teams.

• Testing before issuance: Focus groups and pilot campaigns help ensure that updated designs are accepted without misunderstanding.

• Making the distinction between a rebrand and a refresh: Rebranding is when you should reposition or merge while a refresh should occur when chang-ing its modern without losing your brand's DNA.

Tightly managed evolution enables brands to stay relevant and competitive while protecting equity that may have taken decades to build.

"Activity: Brand Element Audit and Equity Linkage Workshop"

Learners will select any one national or international brand they are familiar with and conduct an audit of its brand elements—logo, color, name, packaging, tagline, and jingle (if applicable). They will map how each element contributes to the brand's awareness, image, associations, recall, and differentiation. Teams must also assess whether any elements have evolved over time and whether these changes strengthened or weakened brand identity. As part of the workshop, students will present their analysis through visual examples and flowcharts. They will then recommend whether the brand should refresh, retain, or evolve specific elements to strengthen equity further. This handson exercise will allow learners to apply theoretical concepts to real-world branding strategies and improve their strategic thinking around identity-building.

3.7 Summary

Such brand elements as brand names, logos, symbols, slogans, characters (e.g., Tony the Tiger), packages and URLs are vital to developing a strong and desirable brand identity and equity.

ϖ A successful brand name will be memorable, meaningful, legally protectable and adaptable to categories and geographies.

ϖ Logos are symbols that work as effective visual short hand to promote recognition, differentiation and emotions.

ϖ PACKAGING serves to protect and communicate a product; it increases shelf presence and signals brand values.

ï‚– Taglines, Slogans and Jingles, URL ï€´ These are items that should help brand recall and that would feed from the brand tone - POS thoughts, FITs etc.

 Mascots and characters make emotional branding possible They are often used to communicate long-term stories, getting audiences involved with the character or mascot, all leading up to those who were brought in early as children develop an age-long loyalty.

(2) Visual identity systems and brand guidelines to establish visual consistency in all touchpoints and media, building brand credibility and lineage.

1.2 Brand elements selection criteria- For the brand elements, memorability, relevance, portability cultural and legal protection) is consider for selecting them.

ϖ The brand elements (when they are used consistently) can create brand awareness, recognition, image and differentiation with a position in the mind of consumer—from this point it is making an added value from equity to brand.

ϖ Such brands learn how to change their brand pieces through the time, but which keep identity and customer´s recognition.

3.8 Key Terms

Brand Name – A spoken name that separates one brand from another in a market.

Logo – A symbolic, typographic or image that represents a brand and sets it apart from its competitors.

Tagline – A brief punch line that represents the brand's promise, position or personality.

Jingle - A short, memorable piece of music or song used in advertising to help consumers remember and relate to a brand.

Mascot – A human, animal or object that represents the brand and takes on a life of its own when used in advertising for the purpose of bringing values to life and establishing emotional connections with consumers.

Visual Identity System – A unified system of visual brand elements like color, type and image style to be used on all platforms.

Trademark – The legal registration of a brand element such as the name, logo or tagline.

Memorability -How easily consumers remember and recognize brand components.

Transfer-ability: The brand loyalty of elements that are transferrable across product categories and cultures.

Brand Equity – The value of a brand in the minds of the customers such as awareness, recall and recognition, association etc.

3.9 Descriptive Questions

How do you pick a strong name, brand name? Illustrate with suitable examples.

Distinguish between descriptive, coined, and acronym brand names with examples.

Discuss different types of logos and when they are appropriate for different brands.

Explain how packaging plays a role in brand identity and equity.

How do slogans and jingles influence brand recall, advertising memory, and purchasing decisions?

How would you describe the significance of mascots in emotional branding? Substantiate your answer with the examples from India and all around the world.

What is a visual identity system? Describe the components, examples Follow 26 views (last 30 days) Show older comments Run the command by entering it in the MATLAB Command Window.

Outline the significance of a consistent brand element to be leveraged across touch points.

Talk about adaptability in brand elements. Why does it matter in a fast-changing media landscape?

What do the brand elements add to its brand equity? Provide real world examples of brands to make your points.

3.10 References

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3.11 Case Study:

The Birth of “SnackBox” – A Brandname And Identity Change

Introduction

SnackBox was founded in 2018 as a D2C brand that sold personalized snacks subscription boxes to health-conscious millennials. The brand started out cultivating a small but loyal fan base thanks to word of mouth and social media. The product quality was very good and customers were satisfied but the brand recall was low as well as differentiation in a competitive market. A branding audit highlighted shape shifting in its name, logo, packaging and Digital Identity, which diluted its positioning and threw consumer saliency for a toss.

Background

As part of the high growth, healthy snacking brand category, SnackBox competed with traditional FMCG incumbents and emerging digital-first upstarts. Its original branding relied on generic packaging, a feeble wordmark logo and an indescript tagline — "Snacks for Everyone." They all had different social media handles from their brand name, confusingly similar website URL to another brand. Product quality was excellent, but there was nothing particularly unique about the look and feel of the brand.

In 2021 the company's leadership made a decision to reinvigorate their brand, employing all important traditional and digital branding tools to build brand equity, awareness, and recall. A new creative agency was engaged, and research in the market to learn how consumers think of healthy snack brands.

Problem Statements & Solutions

Weak Brand Name and Tagline

• Problem: The name SnackBox was too generic, and would be difficult to trademark or for which to dominate search results.

• SOLUTION: Brand was re-launched as "NutRoot", a made-up compound word to connote nutrition and purity. A new slogan – "Naturally You" was developed to represent personal health

and identity alignment. Both the name and tag line were A/B tested on real consumers and trade marked.

Inconsistent Visual Identity Across Touchpoints

• Problem: Dissimilar packaging color, inconsistent logos and isolated social media handles diminished visual continuity.

• Solution: A fresh set of brand identity materials, from a minimalist pictorial logo and consistent typefaces to an earth-tone color scheme, were created, as well as a new mascot called "Rooty"—a personable character modeled after an almond. The social media was updated to include integrated branded templates, and packaging is shown here to reflect the new branding.

Unavailability of Brand Recall and Differentiation

• Problem: Clear differentiation points between SnackBox and competitors were lacking; the brand was generic.

• Solution: The brand implemented a jingle and sonic identity across all video advertising and podcasts. The packaging system included QR codes to drive short brand stories, nutritional trivia and play. The mascot was inserted into storytelling on Instagram and YouTube. A brand book was issued for the purpose of its enforcement.

Conclusion

NutRoot changed its market face by considering the design of these brand elements to be strategic. In the space of a year, assisted brand recall increased by 47% and social media engagement trebled. The brand was also awarded for packaging innovation and design consistency in the industry. Most significantly, consumers started to equate NutRoot with genuine, good vibes and well-being—a far cry from where they had been.

Case-Related Questions

How did brand elements contribute to the success of NutRoot in the market?

As it addressed the low recall of SnackBox and how NutRoot solved that.

Analyse the value of having a visual identity system with this case.

How are executive mascots and audio branding can be used to create brand equity in the digital ecosystem?

What DiNino and other entrepreneurs can learn from NutRoot's makeover

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Unit 4: Designing Marketing Programs to Build Brands

Learning Objectives

1. Understand how the components of the marketing mix contribute to brand development and equity.
2. Examine how marketing programs can be aligned with brand objectives to create compelling brand strategies.
3. Identify the importance of creating both emotional and functional value through brand experiences.
4. Distinguish between long-term and short-term branding approaches and understand when to apply each.
5. Apply the 6M Framework to design, implement, and evaluate integrated marketing communication (IMC) campaigns.
6. Evaluate the strategic use of traditional vs digital channels and assess their effectiveness in reaching brand goals.
7. Analyze communication challenges in IMC planning and measurement and apply methods for optimization and consistency.

Content

4.0 Introductory Caselet

4.1 Role of Marketing Mix in Branding

4.2 Designing Brand Strategy through Marketing Programs

4.3 Integrated Marketing Communications (IMC) and 6M Framework

4.4 Evaluating Communication Options

4.5 Summary

4.6 Key Terms

4.7 Descriptive Questions

4.8 References

4.9 Case Study

4.0 Introductory Caselet

Post-Product-Loss Landing Pages: 'Emergency Instapreneur' Please describe your company / solution "Our platform is called FreshNest.

2020: — FreshNest, a home cleaning product start-up by an Indo-German woman entrepreneur team launched itself in India with an organic, chemicalfree floor cleaner. Originally founded on efficacy story around the product, FreshNest was promoted through competitive promotions and discounting strategies in E-commerce. But even with healthy trial rates, the brand wasn't able to keep customers or develop loyalty. The feedback revealed that although consumers were delighted with the performance of the cleaning solution, they felt no emotional bond with the brand or remember its advertising or packaging.

The team recognized the void, and reinvented itself in terms of its brand strategy. Its packaging was redesigned with rustic, storytelling labels in earthy tones to emphasize its natural origins. Its price point was elevated to reflect this apparent superior quality. Distribution shifted from third-party aggregators to a mix of their website and a few organic retail stores since they wanted control over the brand experience. The brand launched an integrated marketing campaign in November with the mission "Clean Home, Clear Earth" that included digital videos, influencer testimonials and eco-centric activations.

Aided recall increased over the next year, and repeat purchase rate jumped 35%. The brand's purpose, aesthetics and quality were mentioned more than price in customer reviews. FreshNest had moved beyond simply selling a product to providing an emotional, consistent brand experience.

Critical Thinking Question

Which are those concrete changes that FreshNest has implemented in its marketing mix and comunications strategy in order to go from selling by product towards a brand building strategy more holistic, how did they affect the clients' perception?

4.1 The Role of Marketing Mix in Branding

The 4Ps (Product, Price, Place and Promotion) of marketing product strategy plays an integral role in branding. Every piece plays to how consumer thinks about the brand, thus helping shape it and add value (the alignment of promise and delivery). When carefully combined, the 4Ps produce an excessso robust.consistent/distinct/memorable brand experience. This multiplication dynamo turns marketing decisions from tactical choices into brand-building behemoth drivers.

4.1.1 Product Strategy and Brand Differentiation

Branding is embedded in product strategy at its core because a brand's role and sense of self is often synonymous with what it does or provides, and/or how these products are

experienced. The product is not just a tangible good or service, but also an articulation of the brand's values, positioning and promise.

• Feature-based differentiation: Quality, style, performance and utility are features that differentiate brands. Take Dyson, which distinguishes itself with cutting-edge engineering and futuristic design work in everything from vacuum cleaners to haircare.

• Innovative differentiation: Brands that are innovation-led, such as Apple with its ecosystem of iPhones or Tesla with electric cars, are regarded as pioneers. Their goods construct reputations for thought leadership and cutting-edge.

• Customization and personalization: Enabling customers to customize their product builds uniqueness and loyalty. Nike By You (formerly known as NIKEiD) enables users to customize their shoes, further supporting self-expression and brand connection.

• Product offering and line extensions A consistent line of products upholds the brand's promise. Focusing on 'gentle care,' Dove has a selection of soap, shampoos and lotions that are also endorsed for credibility.

• Aligning with positioning: Delivery of promised benefits must occur. Luxury brands such as Rolex make sure that the exclusivity of their products is backed up by quality materials and perfect execution.

• Lifecycle planning: The upgrading, seasonal editioning and phase-out creates excitement for a product. Frequent Galaxy updates enable Samsung to remain competitive in key markets.

With these methods in mind, products are the cornerstone of differentiation and allow a brand to be recognised as original, useful and reliable.

4.1.2 Pricing Strategy and Its Impact on Perceived Value

Pricing has a double function; it is at once the thing that generates revenue and the symbol attached to value. Price can serve as a visual cue of quality, prestige or access.

• Price signaling quality: Luxury brands such as Louis Vuitton and Rolex employ higher price levels to signal exclusivity and superior craftsmanship.

• Value-based pricing: Price the product based on what customers are willing to pay, rather than cost of production. Starbucks is more expensive than the local café not just for coffee but ambiance, service and lifestyle affiliation.

• Penetration vs. skimming: A penetration's approach (through steeply discounted pricing) gains awareness quickly; a skimming's approach (premium pricing at launch) connotes innovation and prestige. Skimming is a tactic often used by tech brands to launch new gadgets.

• Psychological pricing: Methods like ₹999 instead of a flat ₹1,000 take advantage of perception biases, giving the shopper a sense of affordability. Meerut is only 100 km from the national capital but this marketing strategy is very frequently adopted by retailers like Big Bazaar.

• Risk discounting: Too many promotions can erode brand value. Gap, for example, has suffered from excessive discounting that has undermined its premium image.

• Pricing consistency between channels: The same pricing level online and offline increases credibility, avoid consumer skepticism.

And so, pricing decisions are not only financial—they are brand signals that influence long-term equity.

4.1.3 Channel Strategy: Direct, Indirect, and Omnichannel Branding

Distribution forms the way customers buy, use and interact with the brand. Thoughtfully laid out channel strategy boosts the exposure, ease and continuity of brand message.

• Owned direct: Company-owned stores, websites and apps offer complete control over the brand experience. Apple Stores are paragons of brand immersion, places where design and service reflect product identity.

• Indirect channels: Third party retailers and distributors bring reach, but compromise control.

FMCG companies such as Hindustan Unilever are dependent on visibility in kirana stores and supermarkets.

Omnichannel tactics- synchronous online and offline systems Hot and cold running links leads to user satisfaction. Nike provides a synchronized inventory, loyalty integration and personalization between its app, website and stores.

• Channel-brand alignment: Premium brands do not end up in deep-discount channels given they want to be exclusive and mass brands are all about being everywhere for everyone.

• Customer data and feedback: D2C models offer insights into what customers want. Warby Parker and Casper started out as Online-Only D2C Strategies but ended up in physical stores to help build trust.

• Logistics and experience: The speed of delivery, returns in unboxing all affect perception. The way Amazon packages and delivers is the outward expression of its “customer obsession.”

Channel options are thus not simply an operational decision; they also engender values and intensify positioning.

Did You Know?

"Brands like **Warby Parker** and **Casper** disrupted traditional industries (eyewear and mattresses) by initially adopting **online-only direct-to-consumer (D2C)** models. However, they later added physical stores to build trust and offer tactile experiences. This hybrid strategy—**clicks to bricks**— has now become a blueprint for many D2C startups seeking scalability without losing brand intimacy."

4.1.4 Synergy Among 4Ps to Build Strong Brands

The power of the marketing mix is not in corner decisions, but in how the 4Ps work together.

Incongruence between product, price, place and promotion can bewilder consumers and weaken equity.

• Strategic branding: Each aspect must strongly support the brand position. For instance, Forest Essentials uses high-end ayurvedic goods (Product), boutique stores (Place), premium pricing (Price) and serene story-based promotion to convey luxury.

•Message consistency: If a brand promises exclusivity but is found in discount stores, it sends an undermining mixed signal.

Customer experience through the Ps: From consumers landing on the website to unboxing, there should be a seamless transition. Apple knits product design, store experience, pricing and minimalist advertising into one singular brand narrative.

• Flexibility in synergy: Brands need to keep up with the new but stay true.

• Building for leadership: Tesla keeps punching above its weight when you consider product innovation, direct sales approach and premium pricing, while doing very little advertising that redirects consumers from its futuristic tech positioning.

When all four Ps are working together, they magnify brand perception so it enjoys the sweet spot of being credible and aspirational.

4.1.5 Case Examples of Marketing Mix Enhancing Brand Equity

Apple

• Product: Sexy, high-performing tech all connected in a seamless environment.

• Price: Premium pricing reinforces exclusivity.

• Location: Apple Stores have a monopoly on distribution, meaning that experience is the same everywhere.

• Advertising: Minimalist marketing focuses on technology and lifestyle.

• Result: Most valuable brand in the world with rivals that are far behind. Amul

• Product: Wide range of dairy with quality expressed from the company name.

• Price: Affordable pricing ensures accessibility.

• Place: Broad availability from local vendors, supermarkets and parlors.

• Promotion: The Iconic Amul Girl ads combine humour with cultural immediacy.

• Result: Trust and emotional attachment to the consumer for decades.

IKEA

• Product: D.I.Y. furniture that is stylish, functional — and cheap!

• Price: Value-based pricing enhances appeal.

Place: Immersive, large-format stores with digital integration.

• Promotion: Catalogs and web content promote lifestyle solutions.

• Result: A world-wide brand known for affordable, design led, and experiential branding.

These examples reveal how the 4Ps are not simply tactical shifts rather strategic shapers of brand equity, when executed in concert.

4.2 Designing Brand Strategy through Marketing Programs

Brand strategy is more than designing a logo, a tagline or an advertisement campaign; it's about intentionally coordinating marketing plans with brand goals, providing experiences through products/services and striking the right balance between functional and emotional benefits whilst making sure that what happens today will positively affect their brakes tomorrow. Marketing programs are the implementation layer for brand strategy, converting the vision into specific consumer experiences.

4.2.1 Aligning Marketing Programs with Brand Objectives

Marketing plans work best when they are not created in a vacuum, but instead directly link to brand goals. Where that alignment is lacking, campaigns risk turning into tactical programs for short term sales impact and nothing to advance the brand.

• Objective-driven planning:

Marketing programs should start by defining what the brand is trying to accomplish – whether it's awareness, trial, loyalty or repositioning. When Unilever debuted the "Real

Beauty" campaign for Dove, it wasn't just trying to drive sales; it was repositioning Dove as a brand that believed in natural beauty and authenticity.

• Consistency across campaigns:

Consistency of design, strengthens brand identity over time and through channels." A brand that flips jarringly from one tone or design to another risks losing customers. Not even discount-driven campaigns, after all, should run contrary to long-term positioning. For example, IKEA reinforces its message around affordability, design and DIY culture in both seasonal promotions and evergreen messaging.

• Channel and media choice:

Programs must match audience behavior. For instance, a youth directed brand such as Adidas Originals uses Instagram reels, streetwear tie-ins. and influencer marketing whereas a luxury-focused brand like Rolex leans on curated events, sponsorships (e.g. Wimbledon) and lifestyle magazines to reach its targeted audience.

• Metrics and feedback loop:

It is not an advertising campaign if it doesn't have KPIs including brand recall, sentiment, share of voice and customer lifetime value. For instance, Netflix gauges engagement not just in terms of subscriber numbers but also hours watched, a reflection of both content resonance and brand stickiness.

When all communications programs are driven by your brand objectives and marketing strategy, the output of every tactical action—be it a flash sale, a CSR initiative or an influencer partnership—is helping to build the long-term worth of the brand.

4.2.2 Creating Brand Experiences Through Product and Service

How to Create Physical Brand Experience The coming into existence of the modern day physical brand experience starts very long ago; before advertisements, media and other such tools were being used by companies in order to build up their brands, the selling points of products was limited only to its features like color and size most times (Clark & VAN Heerde, Pg.

A brand is not just what you are told to believe in (advertising), it's every interaction you have with the product, or service. Promise-Meaning Match The brand also must lean more, and with increasing persistence, in how much meaning each one of the most valuable up to 3, density is hiding from its promise!

• Product performance and design:

Functional excellence remains central. For a luxury skincare brand like Forest Essentials, there is the need to deliver on its promise of "luxury Ayurveda" through natural ingredients,

quality-assured packaging and efficacy. So, in case of a failure of product, you can't just communicate & credibility doesn't get restored.

• Service excellence:

Customer service is a branding force. Zappos, for instance, made its name on customer service policies that include free returns and round-the-clock assistance. In India, Flipkart's "No Questions Asked" returns policy helped build trust in online shopping.

• Packaging and unboxing:

Unbox first impressions can have great emotional value. Apple's minimalist packaging is an ode to innovation and luxury, while eco-conscious brands like Bare Necessities use zero-waste concept to resonate with environmental values.

• Consistency across journeys:

The brand experience should be consistent, whether the customer is shopping online or in-store. Nike takes care to have its identity—invention, performance, empowerment—show up in app personalization; the design of flagship stores and community events such as Nike Run Clubs.

In the end, every touchpoint – from the flavor of a chocolate bar down to the voice used in an email — is part of telling that brand story. Brands cannot afford to disappoint with each interaction and must avoid creating pain points of disappointment, which could result in a disconnect between the claimed potential of the brand and its reality.

4.2.3 Emotional and Functional Value Delivery

Brand strategy should address these two value delivery pillars: Functional and emotional. Functional benefits meet rational needs; emotional benefits create profound loyalty and advocacy.

• Functional value:

These could be convenience, price, quality, speed and durability. For example, Uber's core functional promise is based on fast rides, upfront pricing and ease of booking. "So does Amul in terms of delivering functional value – that's by taste that I can trust and moderate my expense on my milk.

• Emotional value:

Emotional benefits go beyond utility. Harley-Davidson isn't just a motorcycle manufacturer; it sells the sensation of freedom, rebellion, and brotherhood. The Coca-Cola communication is about joy, happiness and togetherness converting a soft drink into a cultural icon.

• Aligning with brand personality:

It behooves every brand to determine what emotion it aims to provoke. Nike stands for confidence and ambition, Titan

...makes people fall in love and celebrate music. Maggi is all about nostalgia, comfort at the popular and household level of India."

• Marketing mix as delivery mechanism:

What the product does, how they pack it, what the ad says and finally who helps me all have to come together to provide multiple levels of functionality as well as emotion. For instance, Airbnb offers functional value (cheaper accommodations, a variety of options) and emotional value (belonging, local experiences).

• Long-term impact:

Emotional value increases switching costs. Even though a competing product has superior functional benefits, existing users may be reluctant to switch because of identity or affective loyalty. Apple customers often stay

in its environment despite higher prices given the high emotive value linked to creativity and way of life.

Functional value gets a customer in the door; emotional value helps you keep them around.

4.2.4 Long-Term vs Short-Term Brand Strategy Considerations

Sustainable branding means balancing revenues now against building equity for the future. Too much attention to one side can hurt the brand overall.

• Short-term strategies:

Meant to spur immediate sales or traffic, these are discounts, flash sales, influencer campaigns and performance marketing. For instance, Flipkart Big Billion Days drives up sales measurably at the same time it may not necessarily lead to enhanced long-term brand love.

o Risk: Too much reliance on sales promos can damage perception of the premium. Habitual discounting by Gap in the US, for example, diminished its cachet as part of the world's fashion pantheon.

• Long-term strategies:

Narrative,brand values, CSR and emotional commitment. Long-term brand equity on Tata Tea "Jaago Re" Ad was established by associating tea not only with refreshment but also with social awakening.

• Media allocation balance:

According to a study by Binet and Field (2013), the sweet spot is 60:40 (brand building vs. activation) ratio. This type of balance can help brands like Coca-Cola do both personalized

short-term tactics (like the “Share a Coke” bottles) and timeless storytelling (“Open Happiness”).

• Brand architecture and vision:

A Vision Based on Purpose Long-term strategy cannot only be about a roadmap. Consider Patagonia, which has invested significantly on environmental campaigns that act to bolster its mission over the long term.

“You want a balanced approach that will undergird the growth of today and the relevance of tomorrow.

4.2.5 Leveraging Customer Feedback and Insights

Feedback from customers turns brand strategy into fact-based planning rather than guesswork. It is an instant pulse of the needs, wants and desires of consumers.

• Feedback collection mechanisms:

Tools in the suite include post-purchase surveys, NPS scores, customer service interactions, online review monitoring and social listening. There is a constant balance between reviews, product listings, delivery and trust on Amazon.

• Quantitative and qualitative insights:

Return rates or satisfaction scores may show trends, but qualitative insights uncover deeper emotions. For instance, Starbucks leverages customer feedback to experiment with new flavors and menu items and test concepts before mass roll-outs.

• Product development and innovation:

Brands can co-create with customers. Oreo used consumer polling as a way to launch new flavors like Red Velvet and Birthday Cake, adding engagement and innovation scale.

• Marketing communication adjustments:

Feedback also helps perfect tone and visuals. Negative social media sentiment frequently pushes brands to clarify ad campaigns — as when Pepsi pulled and reworked its Kendall Jenner-tie-in spot after fierce public backlash.

• Building brand trust:

Responding to feedback is the quickest way for businesses to earn trust and establish credibility. Domino’s Pizza publicly acknowledged the shortcomings of the product in 2010 and introduced a “Pizza Turnaround” campaign to restore confidence and sales.

Feedback and insights act, therefore, as that feedback loop to which a brand can adapt while remaining true to their roots.

"Activity: Brand Strategy Mapping Using Real-World Brand Audits"

The one project will involve analyzing the marketing programs of a real consumer brand (e.g., Paperboat, Mamaearth, Tanishq…) and consider it in terms of the declared or implicit brand objectives. The review should be based on product feature, service quality, emotional messaging and channel of communication selection. Learners must determine whether or not the brand is fulfilling a relevant functional and emotional benefit based upon recent advertising, packaging, customer reviews and pricing strategy. Each student will write a brief report summarizing the brand's strengths and weaknesses, and one room for improvement that could be derived from customer insights. This task allows students to consider brand theory in a critical and autonomous manner in the context of irl practice.

4.3 Integrated Marketing Communications (IMC) and 6M Framework

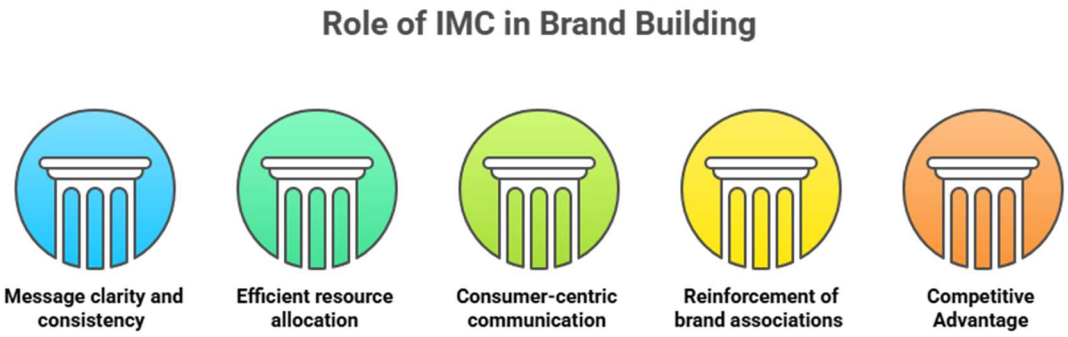
In the current media landscape of fragmentation, it is increasingly difficult for brands to maintain consistency across multiple-platform in order for them to deliver their identity clearly at the point of contact with customers. IMC integration IMC solves this by making all communication with the brand, regardless of channel, complimentary to providing a consistent identity. Marketers require structured models to execute IMC effectively, for example, the 6M Framework supports a structured approach to campaign design, resource allocation and feedback.

The IMC and 6M Model make corporate communication engagement strategic in brand building process.

4.3.1 Role of IMC in Brand Building

IMC is critical to brand development because it brings all communication tools—including advertising, sales promotion, digital marketing, personal selling, public relations—together as one voice.

Instead of being silos that just happen to be packaged together, the tools work together and build upon each other in a way that is clear and powerful.



• Message clarity and consistency

A brand needs to tell one story across all channels. Addendum to the equation: If a luxury skincare brand like Forest Essentials uses overcomplicated storytelling in TV ads but at the same time runs desperate discount promotions on email, it damages its own luxury positioning. With IMC, however, there is less risk because all promotional messaging emanates from the core essence of the brand.

• Efficient resource allocation

When you've got teams working together, there's less repetition; and budgets can become synergized. Coca-Cola's advertising efforts, for instance, comprising TV, outdoor, social media and packaging.

creative theme like "Open Happiness," achieving the strongest possible creative activation on a shared resource base.

• Consumer-centric communication

IMC enables brands to connect with consumers where they're most engaged, whether that's scrolling Instagram, browsing the aisles at retail or attending an event. A youth-focused brand like Adidas

Originals goes through music festivals, Instagram Reels and street collaborations (a heritage brand like Rolex speaks by way of lifestyle magazines and exclusive events).

• Reinforcement of brand associations

Repetition for consistent communication strengthens the association. For example, through TV, digital, packaging and in-store design McDonald's constantly repeats for consumers the themes of affordability and fun with its "I'm Lovin' It" campaign.

• Competitive advantage

Brands that combine communications in competitive markets get noticed. Apple is a good case in point – that cool minimalist high-quality look permeates all its product packaging, advertising, stores and digital interfaces for a coherent and highly memorable brand experience.

In other words, IMC turns a slipshod array of communication efforts into a brand-building positive force–one that builds equity, trust over time.

4.3.2 Overview of the 6M Framework: Market, Mission, Message, Media, Money, Measurement

Structural design of communication plans based on the 6M framework ensures that no component in a campaign is orphaned from overall brand objectives. "M" stands for Make, with each one signalling an important stage in campaign design.

• Market

1

This identifies the target audience. Segments can be demographic (such as age, gender, income), psychographic (such as lifestyle and values), behavioral (like purchase frequency and brand loyalty), or media-related (how you engage with a particular platform). Take for instance higher end paper products brand like Paperboat, it caters to urban millennial who are young, urban, nostalgic looking and they value authenticity and health – while Nike targets those who are into sports that want to keep up with the trend or aspirational youth.

• Mission

The aim of the campaign has to be unambiguous. Is the objective to Create trial vs raising awareness, Changing perception or drive loyalty? Land assignments which can lead to repositioning drama Each time Surf Excel undertakes a new "Daag Achhe Hain" campaign, the objective is to move stains from just being dirty and filthy to an element that's part of development and learning; thus giving brand relevant and emotional connect.

• Message

That's the basic concept or plot. It must be a message reflecting positioning and an emotional prompt.

Airbnb's "Belong Anywhere" signals inclusivity and community, while Amul's topical ads communicate wit, dependability and cultural grounding.

• Media

Channels must match audience preferences. Gen Z might be more accessible on TikTok, or

Instagram Reels, and professionals could respond on LinkedIn. A hybrid campaign, like Nike's "You Can't Stop Us," has used YouTube for long-form storytelling and Instagram for shorter clips to effectively reach different audiences.

• Money

"Channel and phase prioritization are key to budgeting. A launch campaign could spend more on awareness channels such as TV and outdoor, say, while retention campaigns focus might be CRM and loyalty apps. For instance, Zomato maintains mass-market exposure while coupling that with targeted push notifications which encourage instant conversions.

• Measurement

KPIs should be set at the beginning of campaigns. These metrics might be reach, impressions, engagement rates, conversions, brand lift or sentiment analysis. For instance, Netflix measures not only subscriptions but viewing hours as a proxy for brand stickiness.

The 6M framework guarantees creativity and discipline in brand communication Through addressing these six dimensions systematically.

4.3.3 Using the 6M Framework to Plan and Execute Brand Campaigns

Implementing the 6M Framework enables marketers to deploy creative campaigns that are strategically calibrated with brand objectives.

• Start with Market and Mission

Strategy Planning Your campaign starts with identifying audience and defining goals. When Mamaearth came out with toxin-free baby products, for instance, the market was the kind of people who are urban millennial mothers and fathers; it's something that will give them trust on the platform of safety and natural ingredients.

• Craft the Message

Ownable positioning must be supported by the brand message. The "Marriage Conversations" campaign from Tanishq propagated a message of inclusivity and contemporary values, while maintaining its premium yet socially responsible image.

• Media selection and integration

There are various channels, they have different jobs, but they must work as one. For instance, while Cadbury leveraged TV, print and outdoor for its `Kuch Meetha Ho Jaaye' campaign but also extended the idea through YouTube, Instagram and packaging design.

• Budget planning (Money)

Budgets must reflect campaign priorities. Example: If a brand is launching a revolutionary product, that company might spend heavily initially in awareness (mass media) before pulling back and moving dollars to digital retargeting. FMCG players such as HUL are achieving rural reach through radio, they also cover urban areas by targeting consumers on digital media.

• Establish KPIs and metrics (Measurement)

Campaign effectiveness must be evaluated. For example, when Oreo ran digital campaigns that were interactive (such as #OreoPlayPledge) metrics would be reach, engagement rate and volume of user-generated content.

• Feedback and optimization

Real-time monitoring allows mid-course correction. A campaign that is underperforming on one channel could be reallocated to a different channel. Swiggy for instance changes influencer budgets in-line with campaign performance on-the-go.

By going through these steps, the 6M framework forces campaigns to be strategically based and remain open to adapting to market facts.

Ensuring Consistency in Message over Channels 4.3.4.

Consistency is at the heart of the IMC process because brands liaise with consumers in a variety of ways.

Inconsistency causes confusion and undermines trust.

• Centralized brand guidelines

Each brand has a comprehensive book to ensure consistent tonality, visual representation and messaging. Apple's strict visual guidelines

make sure it's minimalist look is consistent in both packing and retail ads.

• Cross-platform adaptation

Although each platform is unique, your brand's message should remain consistent. Ex: Cadbury uses it's "Kuch Meetha Ho Jaaye" tagline in hilarious online memes but keeps the thought intact on traditional media.

• Unified creative direction

Remember to keep the key campaign elements like hashtags, colors and taglines consistent. Nike's "Just Do It" says all the same things — on billboards, apps, ballgames and product packaging.

• Internal communication alignment

Employees and sales reps should be the voice of your brand. Disney trains employees to live up to its acronym mantra "Fun Family Entertainment," a consistency for how contacts are treated throughout its theme parks.

• Content calendar integration

Coordinating rollouts prevents contradictory messages. For instance, Amazon India's festive campaigns synchronise on TV, social media as well as app banners and outdoor to reinforce the festive positioning.

Various relevant research shows that consistency enhances brand recall, increases cognitive ease and trust by guaranteeing that consumers are exposed to the same fundamental story everywhere.

4.3.5 Challenges in IMC Execution and Measurement

While there are clear benefits to IMC its implementation faces many barriers, especially in the increasingly fragmented media environment of today.

• Cross-functional coordination

To be successful in IMC you must work as a coordinated team across areas including creative, digital, media and sales.-- Nick Fitzgerald Misalignment can delay execution. For

example, if product and promotion teams are out of step, campaigns can make promises that products can't keep.

• Platform-specific adaptation

Each medium has unique demands. A TV commercial is not directly translatable to TikTok. Cases like Coca-Cola must struggle to translate a global campaign in one coherent or successful regional format.

• Message dilution

When brands have a lot of balls in the air, core identity can become blurry. Yahoo, for example, had difficulty reconciling inconsistent branding across product lines and this hastened its downfall.

• Media fragmentation

Consumers interact with dozens of platforms every day. It is resource-intensive to trace and guarantee the consistency of messages on YouTube, Instagram, e-commerce sites and in the physical store.

• Budget allocation

Determining how much to allocate toward awareness versus performance is complicated. For instance, Unilever needs to be very mindful of how much it spends on rural radio and urban digital or else risk wastage.

• Measurement complexity

Measuring integrated campaigns remains challenging. Attribution models tend to have a hard time with figuring out what channel drove the most to conversion. For example, did a sale go to the last YouTube ad viewed or the influencer post that generated initial awareness?

To do it well, brands will need to invest in powerful project management systems, nimble campaign execution and sophisticated measurement tools that capture both short-term results and long-term brand equity.

Did You Know?

“Many global brands are now using **AI-powered sentiment analysis tools** in their IMC measurement. These tools analyze real-time social media content, customer reviews, and digital interactions to assess **emotional reactions** to a campaign. For instance, Coca-Cola’s AI dashboard can predict not just campaign reach, but **emotional sentiment shifts** within

target groups across geographies—helping the brand optimize messaging while the campaign is live."

4.4 Evaluating Communication Options

An assessment of communication alternatives is one of the most important decision in planning successful brand strategies. Given the media landscape of today, brands are increasingly faced with options – from mass media channels to digital niche platforms, using push-oriented promotions or pull strategy storytelling. Each has its own set of advantages, disadvantages and compensations. A strategic framework is required to make sure that the channels, planning and touchpoints aren't just consistent with brand goals, but create the desired experience among consumers. This section covers media channels selection criteria, the tradigital balance, push vs pull strategies, reach x frequency x cost vs impact trade-offs, and focuses on testing measuring to optimize communication effectiveness.

4.4.1 Criteria for Choosing Communication Channels

The success of brand communication heavily relies on effective channel choosing that strikes a chord with the target audience, and enhances the spirit of campaign activities. The selection of channels should not be a random choice, it should be supported by the consumer insights, message match and strategic fit.

• Target audience profile

Know where your audience gets information. It could be that younger people prefer to engage through more interactive and visual forms of media such as Instagram, TikTok, or YouTube, while the older generation or those who are not so internet-savvy continue to get information from newspapers, radio or television. For instance, Colgate promotes kids' toothpaste on YouTube with cartoon-based ads but appeals to parents through health magazines and TV spots.

• Message type and complexity

The decision regarding a platform is based on how the message will be read. Educational, more complicated topics may need long-form content like a blog, explainer video or webinar. Emotional/Inspirational If messages are meant to be inspirational or tug at people's heartstrings, video and print storytelling tend to work better. For example, Dove's Real Beauty campaign both utilizes long-form YouTube documentaries to tackle beauty stereotypes and runs tear-jerking 30-second ads on television.

• Channel credibility and trust

Some channels just lend a little bit more credibility to it than others. Respected magazines, trusted news sites, influential industry blogs will give your premium or professional brand credibility. For example,

IBM commonly puts out thought leadership in credible business publications, while luxury watchmakers such as Rolex would rather advertise in upmarket lifestyle magazines.

• Budget constraints

Cost is a practical determinant. TV is of mass reach but also expensive in production and placement. Digital channels such as Facebook Ads or Google Search are also both economical, they start costing you from cents on the dollar for leads would do to them and continue being more optimal. For fledgling brands like Mamaearth, cost considerations might also make them more dependent on influencers and social media than splashy TV campaigns.

• Integration potential

The focus is not on channels per se but on the role they play within an Integrated Marketing CommunicationsJ (IMC) strategy. For example, a campaign might open with television commercials to introduce and follow up with digital remarketing ads to generate conversions. For instance, Coca-Cola brings TV, outdoor hoarding and Instagram reels under the same blockbuster global creative theme.

• Measurement capability

Lastly, the crucial is ability to determine effectiveness. While digital gives you the most granular measurement – click through rates, conversions and even dwell times for your content as well as the profile of who engaged with it - traditional media such as TV still trades on reach numbers and estimate figures like TRP. Digital-first strategies are often favored by brands that require fast, real-time optimization.

In summary, brands need to consider audience and message, cost, trust, and measurability when creating a channel mix.

4.4.2 Traditional vs Digital Media in Brand Communication

The tussle is on between traditional and new media, but in reality, most good campaigns use both. There are various pros of radio and television depending on your target audience, motive for the campaign and budget.

4

Traditional Media

• Television, radio, print and outdoor advertising account for the lion's share of this category.

• Advantages:

o Such a high reach that offers mass-market campaigns.

o Strong visual storytelling potential (television, print) and aural (radio).

o Many years (decades) of historical trust, particularly for rural or tier-2 and tier-3 markets. For example, FMCG brands like Surf Excel and Parle-G still use the TV and radio mediums a lot to target rural households.

• Limitations:

o High production and placement costs. o Limited interactivity and personalization. (o) Difficulties to follow up real-time performance.

Digital Media

• Comprises social media, search engines, direct websites, mobile apps, email and influencerdriven campaigns.

• Advantages:

o Highly targeted: Access people by demographic, behavior and interest. o Real-time engagement and measurability.

o Lower barriers to entry compared to television campaigns. Zomato, for instance, uses memes and push notifications to make engagements personal.

• Limitations:

o Notoriously short attention spans and ad fatigue. o Brands are at the mercy of platform algorithms to determine visibility.

o Ad blockers reduce reach.

Integrated Use

Brands are no longer either/or, but rather both/and. For instance, Cadbury

Dairy Milk's "Kuch Meetha Ho Jaaye" campaign started with television and was later amplified through YouTube, Instagram reels and festive packaging. Amul, too, takes a similar approach— it does print hoardings and 'topical' digital ads to get maximum reach and recall.

4.4.3 Push vs Pull Communication Strategies

Push and pull strategies are tactics utilized by brands under the promotion element of their marketing mix, in a bid to influence consumer behavior and to help them achieve specific sales and/or marketing objectives. These tactics vary in method, message and objective but are frequently utilized together in the effort of prompting both near-term behavior and longer-term involvement.

Push Strategy: Brand-Initiated Communication

In a push strategy, the brand takes the initiative to “push” products or messages towards consumers. The brand drives the relationship, reaching out first, perhaps via direct and real-time marketing devices designed to create awareness or stimulate a purchasing impulse.

Key Features of Push Strategy

• Initiated by the brand

Communication is initiated by the brand (push) and seeks to be actively delivered to consumers in the form of promotional features. The brand gains complete control of the message and messaging distribution.

• Message goes from brand to consumer

It is one way because the brand only tells, does not wait for demand or response. It is all about awareness and action.

•Frequently depends on paid media or trade promotional support

Push strategies usually require the organizer to pay for advertising or give direct financial incentives to retailers for improvement in product placement - such as display allowances or `volume discount' payments.

• Seeks to stimulate immediate sales, awareness or trial of the product

It is often used for short-term results such as increasing sales during promotions, launching new products, or getting rid of surplus stock.

Common Push Tactics

• Television, radio, and print advertising

These traditional mass media channels allow brands to disseminate their new offers, launches or discounts to an assemblage rather quickly and repetitively.

• Email or SMS campaigns

Marketers send promotional messages or offers directly to people’s inboxes or mobile devices, hoping they’ll act, react, engage with content, invite their friends along – do something.

• In-store displays and signage

Posters, banners, and product displays are also available to help make an impact in a retail environment and capture the attention of people looking to make a purchase on the spot.

• Point-of-sale (POS) promotions

At point-of-sale counters discounts or combination offers or free samples (to increase purchase by last-minute buyers) are given to the consumers.

• Trade promotions offered to retailers

Brands dangle carrots like cash rebates, volume discounts or in-store marketing support to entice retailers to stock, display and promote their products more aggressively.

• Direct sales and cold calling

The salespeople approach potential customers or clients directly with a call or visit, and try to convince them to buy the product immediately.

Examples o Telecom Operators - Brands like Jio or Airtel may send SMS reminders or email communication for discounted recharge packs, encouraging the user to act. o FMCG Brands: To maximise visibility and create an impulse purchase effect, Colgate has POS display shelf branding and product standees in retail outlets.

o Electronics Retail: Discount or bundle deals from brands at the physical retailers during festivals or clearance sales, just to prompt a purchase then.

• Benefits of Push Strategy o Produces rapid results, ideal to launch product or make a promotional impact

Push gives you immediate visibility and sales, so it’s great for new products and a special promotion.

o Long Sales Cycle is not very appropriate for low involvement products (e.g., toothpaste, snacks)

Purchases of such items tend to be impulse buys, so it helps to have constant presence through push tactics as consumers make that decision at the point-of-purchase.

o Supports sales and inventory objectives

Push-type promotion tries to show a potential customer the ways in which a firm's product or service can benefit that potential customer. Through promotion, the organization tries to develop a need within the target market for what it is offering.

• Cons o Can be invasive if overused

Too much advertising, messaging or hard sales will irritate consumers and ultimately damage their perception of your brand.

o Long-term brand loyalty may not be established.

Push tactics tend to be transactional and built on short-term buy-in, instead of fostering emotional or long-term commitment among the target audience.

o Frequently more expensive because of the dependence on advertising and trade deals

The constant spending required on media, promotions and retailer incentives is a resource drain and cost becomes less efficient over time with push strategies.

Pull Strategy: Consumer-Initiated Engagement

On the other hand, a pull strategy is centered on consumer interest and demand. The idea is that you want the consumer to look for the product or brand themselves, because of its value story, or desire for perceived benefits.

Key Features of Pull Strategy

• Initiated by consumer interest

Pull means the consumers are pulled towards the brand, and attracted by what they have seen or heard of the content from others rather than being explicitly aimed at in a push manner.

• Establishes brand loyalty and long-term commitment

Pull approaches entail the creation of emotional bonds and building trust, encouraging lasting relationships and repeated customer contact.

• Depends on content, value-based communication and experience

So the brand doesn't use hard sales tactics but rather, provides useful/entertaining/(fill in the blank) value that abides by the customer values and sparks interest.

• Slower to pay off but forges deeper loyalty

Pull strategies are not for the "faint of heart", they take a while, but in the end you have far better customers and advocates.

Common Pull Tactics

• Content marketing and storytelling

Brands will share articles, or videos, or narratives that reflect the value they stand for (or solve a customer problem), and do so in a way that engages without selling something directly.

• Influencer endorsements and user-generated content

They are often most inclined to believe other consumers over the brand itself—people who trust recommendations rather than advertising, which involuntarily invites others to try out the brand.

• SEO and blogging Content.

When you have search engine optimized your website, then by all means, a business seen in the search results of consumers looking for something related to your industry to drive that organic traffic there.

• Social media activity and platforms

Interactive media enables brands to communicate directly with consumers in real time – via comments, live sessions, community groups, and so on – fostering continued interest and engagement.

• Vouchers and brand advocacy platforms

These programs incentivize return business and convert customers into evangelists, who in turn drive ongoing engagement and build community around the brand.

Examples

• Apple: Uses polished design, minimal advertising and enthusiastic fan base to generate hype ahead of a new product launch. Consumers queue up for products or pre book without requiring push messages.

• Starbucks Rewards Program: Serves to bring the customers back and build their relationship over time with points, offers and personalized benefits.

• Skincare Brands: A lot of the new age brands in skincare (The Ordinary for example) also succeed based on reviews, YouTube influencers and community trust, rather than hard advertising.

• Advantages of Pull Strategy

• Builds lasting emotional connections

Through pull strategies, a stronger popular relationship can be established with the consumers by supporting their values, emotions and lifestyle which results in stronger brand attachment over time.

• Encourages brand advocacy and word-of-mouth

When customers truly believe in a brand, they share experiences and refer your brand without any additional encouragement driving organic brand reach.

• Generates ongoing brand value and preference

Pull strategies focus on long term involvement than short term benefits as opposed to that of push strategies, thereby creating a brand equity in their mind and develop the product as a choice in consumer preference.

• Limitations

• Time-consuming and requires long-term investment

Pull based strategies are slower but show visible results and value over time, as it is based on trust, reputation and engagement building.

• Not as useful for on the spot or urgent sales initiatives

Pull Pull strategies struggle to generate fast leads, meaning they will be less effective when brands require urgent sales, for example during the launch of a product or stock clearance.

• Relies on maintaining high quality of content/post and acts of engagement

To keep the interest of users you need to produce new and valuable content constantly, as well as actively engage with them, this process may not be easy and resource consuming.

Balanced Approach: A Hybrid of Push and Pull

The majority of successful brands in today's market employ a mixed approach that integrates push and pull strategies to achieve short-term goals as well as develop brand equity over time.

Why Combine Push and Pull?

• Push develops awareness and initial trial, particularly for new products

• Pulls the customer in and creates loyalty which translates into lower future marketing costs

• And the results form a funnel—from exposure through to interest and on to conversion

Example: OnePlus Smartphones

• Push: One Plus pursues paid ads, flash sales and retailer tie-ups to stimulate immediate purchases during launch.

• Pull: Reviews by tech YouTubers, forums and social media hype, community and trust.

The fans are in touch with those launch events, and they are promoting the brand without advertising.

Example: Fashion Retail

• Push: Email promotions and influencer coupon codes drive seasonal purchases.

• Pull: Instagram content, behind-the-scenes videos and ethical sourcing stories stimulate deeper brand engagement.

Key Differences Between Push and Pull Strategies

Aspect	Push Strategy	Pull Strategy
Initiator	Brand	Consumer
Objective	Immediate sales or awareness	Long-term engagement and loyalty
Channel Type	Paid media, retail, promotions	Owned media, social media, SEO
Time to Impact	Short-term	Long-term
Consumer Role	Passive receiver	Active seeker
Brand Positioning	Product-focused	Value or lifestyle-focused

When to Use Each Strategy

Use Push When

- Introducing a new product or offer

Promotional push strategies aid in rapidly generating awareness and sales of the new offering by directly promoting the new offer to customers via advertisements or in-store displays.

- New market entry with low awareness

During the unawareness of the brand, push communication is intended to inform them and create product awareness as well as trial.

- Dealing with slow-moving inventory

Push strategies such as markdowns, shelf position or trade support may be used to drive sale of products not performing successfully.

- Targeting price-sensitive or impulse-driven buyers

The other segment being promotion responsive, where they see a visual and buy it once in a while, for them push is great to get them to try getting deals in a short window of time.

Use Pull When

• Creating a premium or lifestyle brand

Pull strategies enable premium brands to generate consumer pull by emotional storytelling, exclusivity and value-based content rather than discount.

• Mature, high-competition markets to enter

Pulling in mature markets: In saturated markets, pull tactics provide brands a way to rise above by creating stronger relationships – where they differentiate on the depth of experience, content or purpose.

• Brand storytelling (advocacy) • Brand story telling or advocacy.

Brands that want to capture more than consumers use push strategies as a way of distributing the story.

• Targeting digitally savvy, research-driven consumers

These customers strongly prefer to research products online for information, reviews and/or values which is why content marketing, SEO and influencer outreach work so well.

4.4.4 Reach, Frequency, Cost, and Impact Trade-Offs

In considering channels, the marketer should consider four interrelated factors: reach, frequency, cost per contact and impact. Typically, these considerations are a trade-off and they must be balanced very carefully.

• Reach

o Represents the volume of discrete viewers who have seen (or heard) the story. o High-reach media are TV prime time, YouTube masthead ads or jumbo outdoor bill boards.

o Example: Amazon India's Great Indian Festival features TV ads and digital mass ads to penetrate millions at once.

• Frequency o How many times a consumer is exposed to the message.

o Repetition rate is essential for reinforcement but can fatigues if too much. o Example: Coca-Cola fronting their TV ads with jingles gives them repeated exposure on a screen, and radio, and in-store posters.

• Cost

o Media is not priced all the same: feel free to pay millions for a 30-second Super Bowl commercial an also have a Facebook ad buy at a different scale but with less reach.

o Cost Efficacy – Usually measured by CPM -Cost Per Thousand Impressions or CPC - Cost Per Click.

• Impact

o The intensity of the generated impression. Long-format storytelling might have more of an emotional impact on TV, YouTube or other platforms like it, whereas interactive Instagram polls or VR experiences could lead to higher engagement.

o Ex: Tiffany that leverages minimalist yet emotionally impactful print ads in luxury magazines.

• Trade-offs o High reach may be at the cost of depth of engagement. o Reasonable campaigns are targetable however do not offer scale. o Brands need to determine if awareness (reach) or extended connection (impact/frequency) is the most important goal.

D Thees variables are in competition when planning a strategy. So for instance, an FMCG product launch could value wide reach via TV, and a B2B SaaS brand could be more interested in impact and frequency on LinkedIn campaigns.

4.4.5 Testing, Monitoring, and Optimizing Communication Effectiveness

Measuring performance is critical if communication is going to achieve the desired outcome. Brands today adopt a

test-and-learn approach.

• Pre-campaign testing o A/B Testing: Compare between different creatives, CTAs or formats. o Focus groups or pilot launches check resonance before full launch.

o Example: Netflix tends to A/B test thumbnails and titles on user segments before the go.

• Real-time monitoring

o Analytics Tools measure impressions, clicks, conversions, bounce rate and sentiment. Social listening tools from Hootsuite or Sprinklr, for example, are used to watch trends and feedback. o Example: Zomato customizes meme drives from one day to the next, based on ROI.

• Post-campaign evaluation

o Success measured based on KPIs like brand lift, recall or ROI. o Attribution models (first-touch, last-touch, multi-touch) are applied to analyze which channels were most effective.

• Optimization

o Insights are to adjust creatives, reassign budgets, and optimize target. o Example: reallocating budget away from under-performing Facebook ads into more efficient Google search campaigns.

• Continuous improvement

o Communication is iterative. Every campaign creates learning for the next.

o Amazon and flipkart use real-time sales and communication data merged with automation dashboards for ongoing improvement.

Test, monitor and optimize to keep campaigns fresh and relevant as consumer behavior and the markets change.

4.5 Summary

ϖ The elements of the marketing mix—product, price, place and promotion— need to be combined in such way that positions and communicates a brand's personality effectively.

ϖ The marketing programs have to be consistent with the brand's strategic goals and provide consumers with functional and emotional benefits over time.

Integrated Marketing Communications (IMC) provides and ensures seamless brand communication, consistent tone of voice, image and message across all channels encouraging positive brand perception and trust.

3 The 6M Framework (Market, Mission, Message, Media, Money and Measurement) An organized way of planning and executing brand campaigns.

ϖ IMC programs must have a consistent message across all channels, yet they should be able to change & modify the theme as per the situation of any media.

ϖ You need both push and pull in your comms toolbox—push gets the job done up front, but pull sustains interest over time.

ϖ Communication alternatives must then be compared according to their coverage, frequency, cost and impact with trade-offs being made consistent with brand objectives.

ϖ Communication effectiveness and branding objectives must be continuously assessed, monitored and optimized.

4.6 Key Terms

Integrated Marketing Communication (IMC) – An approach used to achieve a consistent voice and message across various marketing tactics and vehicles.

6M Framework : A scheduling template for brand communication, which covers Market, Mission, Message, Media, Money and Measurement.

Push Strategy- A technique, in which a brand pushes its messages directly to the consumer via advertising and promotions.

Pull Strategy – A strategy that entices customers to come to the brand through content, reputation and engagement.

Media Planning – The art of choosing right kind of media to convey brand messages successfully to the target audience.

Message Consistency: Delivering the brand's core message in every aspect of communication across platforms and customer touchpoints.

Optimisation of Campaign – Ongoing tuning on marketing success metrics, to learn and optimise for most effectiveness.

Emotional Value- The emotional response or tie a brand creates in consumers, like trust, pride, joy.

Reach: The number of unique people who were exposed to a brand message.

Attribute Model – A process for allocating credit to different channels or touchpoints that impact a consumer's decision to purchase.

4.7 Descriptive Questions

Discuss the role of product and pricing strategies in creating brand differentiation with suitable examples.

Explain how the delivery of service and product experience help to strengthen a brand's emotional value.

How can the needs of a short-term tactical function and long-term strategic branding be addressed?

Do the 6M Frameworks and it's application to campaign planning centres.

What are the strengths and weaknesses of traditional media over digital media in branding?

Distinguish between push and pull strategies with appropriate brand examples.

How do marketers decide on communication channels for a brand campaign?

How does message consistency and one voice of brand support consumer perception and trust?

Explain the difficulties that brands encounter with the implementation and measurement of IMC campaigns.

What are the steps for testing and perfecting a communication campaign?

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4.9 Case Study

“Re=positioning "GreenGlow" – A Tactical IMC”

Introduction

GreenGlow, a midrange organic skin-care line, had stood out for its ethical-sourcing message and earth-friendly mission. The brand, founded in 2018, began to gain traction via word-of-mouth and its internet community niche. But by 2022, GreenGlow was competing with upstart digital-first brands with big marketing budgets and influencer strategies. With solid products and a customer base that was already out there, GreenGlow brand awareness and new customers acquisition started going downhill. The firm came to understand that its dispersed communication and old-fashioned media strategy were blocking them from growing.

Background

GreenGlow had leaned too much into blog content and email marketing while competitors led on Instagram, YouTube and performance ads. Its products and messaging are built around values such as purity and simplicity, yet they didn’t tell an emotional story. Also lacking was any formal campaign planning and measurement process. The brand leadership decided that they needed to make a move for creating an Integrated Marketing Communications (IMC) plan, based on the 6M Framework in order to increase awareness of their brands and products, develop coherent messages that will work in all media forms and scale up media investment for higher ROI.

Challenge 1: Absence of Strategic Framework in the Planning of Campaigns

• Problem: Campaigns were being conducted ad hoc, by their own product teams or divisions, without being informed by business goals and audience insights.

• The solution: They used the 6M Framework, by defining market as eco-conscious millenials, mission was to increase awareness 40% by six months, message was beauty without compromise, media was Instagram sustainable events & Youtube, money based on channel performance and lastly a timeline of six months for each leg.

measurement KPIs -– brand lift and social engagement.

Problem 2: A Lack of Consistent Messaging Across Channels

• Issue: Packaging, social posts and offline communication would frequently feature different tones and visuals, leading to confusion among customers.

• Solution: Developed overall brand voice and color guidelines for field to follow from headquarters. Influencers, designers and ad teams were briefed on the united front. Campaigns were now reliably underpinned with emotional storytelling around the brand purpose of conscious beauty.

Issue 3: Use of not enough media channels and poor ROI

• IProblem: GreenGlow was exclusively interested in organic content, and it had no plans for the paid channels and mass media.

Its effect on political campaigns was minimal and unmeasured.

• Solution: A new media mix included 60% Instagram ads and influencer collabs, and the remaining 20% divided between sustainability-themed events and paid search. Campaigns were A/B tested, tracked through Google Analytics and Meta Business Suite, optimised on a weekly basis.

Conclusion

GreenGlow's shift from a disjointed organization to an integrated marketing communications strategy led to 50% uplift in the website visits, 2.5x jump in social engagement and monthly revenue grew by as much as 20%. The brand not only regained its share-of-voice by using the 6M Framework, but it experienced as well a significant transformation to one of top eco-beauty leaders with Gen Z and millennials.

Case-Related Questions

How did the 6M Framework enable GreenGlow to enhance effectiveness of its brand campaigns?

How did the company achieve message uniformity in all aspects of its marketing strategy?

How did traditional media and digital media support one another as part of GreenGlow's IMC campaign?

How media optimization and A/B testing increased GreenGlow's ROI and audience engagement.

What lessons in your opinion do GreenGlow's case tell other mid-size brands with crowded markets?

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Unit 5: Sources of Brand Equity

Learning Objectives

1. Define Customer-Based Brand Equity (CBBE) and explain the role of consumer perception in shaping brand value.
2. Analyze the sources and outcomes of brand equity for both firms and consumers.
3. Understand and apply **Keller's Brand Equity Pyramid** to evaluate brand-building stages.
4. Explore **Aaker's Brand Equity Model** and its strategic components, including loyalty, awareness, and brand associations.
5. Compare and contrast Keller's and Aaker's models for brand equity assessment and strategy design.
6. Evaluate the financial implications of brand equity and its impact across the product lifecycle.

Content

5.0 Introductory Caselet

5.1 Customer-Based Brand Equity (CBBE)

3 5.2 Sources and Outcomes of Brand Equity

5.3 Keller's Customer-Based Brand Equity Pyramid

5.4 Aaker's Brand Equity Model

5.5 Summary

5.6 Key Terms

5.7 Descriptive Questions

5.8 References

5.9 Case Study

5.0 Caselet Title:

"NutriBite's Dilemma of Brand Equity: The Case of Awareness v/s Affection."

Introductory Caselet

NutriBite: the latest health snack brand hit the market, organic and (mostly) unprocessed with simple clean label declarations. A year into the launch, the brand was scoring high on unaided brand recall riding on heavy influencer partnerships (including paid partnerships), hit placements in supermarkets and digital ads. Consumers are able to identify the brand and relate it with health and convenience.

Despite the success of brand awareness, NutriBite had difficulty in groomming its users loyal and go for repeat purchases. In post-purchase reviews, customers appreciated the packaging and messaging but noted that the product didn't deliver on taste expectations. Some customers also felt the pricing was too premium for what you got. Inside, the brand team knew that they had constructed high levels of brand salience but not substance

in brand meaning and emotional connection.

With this feedback data, the team of project managers mapped brand on Keller's CBBE pyramid and found that NutriBite had identity and partial meaning but they didn't have a strong emotional connect nor did it resonate with potential consumers. They rolled out a campaign that showcased real customer stories, offered free trials and flavor re-launch in an effort to regain trust and ascend the brand equity pyramid.

Critical Thinking Question

What things should NutriBite do differently (across product offering, communication and customer experience) to go from being a brand that is known (brand awareness), towards being a resounding one? What are those three or four devices #branding #marketing could borrow according to Keller CBBE model?] How can they design their products, communication and experience around some of these tenets that will help them in moving from brand awareness to resonance?

9

5.1 Customer-Based Brand Equity (CBBE)

Customer-Based Brand Equity (CBBE) is the value brand provides to consumers in terms of perceptions, associations and loyalty. In contrast to financial brand equity which is typically understood as a function of income and market share, CBBE is truly concerned with the consumer's mind—how they perceive, feel on and react to a brand. CBBE ensures that a name is more than known – that it is trusted, preferred and recommended. It is the critical essence of brand health, driving pricing power, competitive resilience and new market developmental growth.

5.1.1 Definition and Concept of Brand Equity

Most researchers and practitioners have defined brand equity, emphasizing its two dimensions of financial aspect and customer-orientated aspect. Brand equity (Aaker, 1991), "a set of brand assets and liabilities linked to a brand's name and symbol that add to or subtract from the value provided by a product or service." Keller (1993) developed this thought further and proposed the concept of CBBE which focus on consumer reflections and participation in forming a powerful brand.

Brand equity is essentially a portfolio of tangible and intangible resources which bolster the value of brand.

• Tangible Equity

Brand equity: the tangible results of a brand on the balance sheet and on the P&L (cash flows, income statement.) Nike, for instance, can command premium prices because of brand trust and recognition, enabling it to enjoy much higher margins than generic sportswear. Tangible equity is represented by factors such as market share, profitability and price premiums.

• Intangible Equity

Invisible matter can be more powerful. Those consist of trust, awareness, emotional resonation and cultural relevance. Apple's 'Think Different' positioning instils the belief to innovate and be different; creating personal associations that build loyalty, even when functional substitutes exist.

• Customer-Based Brand Equity (CBBE)

10 Keller's CBBE model stresses the fact that the actual value of brand equity exists in the minds of customers. A brand has high CBBE if:

o Customers are aware of it. o Positive and unique relations are maintained. o The show loyalty by returning to the site and referring others.

For example, in India Amul has a high CBBE due to its trustworthiness over time, easy recall and witty communication.

• Strategic Value of Brand Equity

Robust brand equity helps to ward off competitive challenges, make advances into new categories more straightforward and moderate price sensitivity. For instance, Tata has used its equity to penetrate sectors like auto-mobiles, steel and IT services.

So, the concept of CBBE moves the attention from internal performance indicants to consumer perception in terms of a final test for brand might.

5.1.2 Role of Consumers in Building Brand Equity

Consumers are not just recipients of brand communication but contribute to the determination of brand equity. Each experience, point of contact or impression either increases or decreases (the value of) a brand in their minds.

• Perception Drives Value

A brand is not what a company tells consumers it is, but rather what consumers believe it to be. Take the luxury car maker Mercedes-Benz for instance; at MB, we have always seen it not just as a brand but as an icon of luxury and heritage that carries brand equity well above the performance of their cars.

• Experience as Reinforcement

Good experiences add, bad ones detract to the store of brand equity. With good delivery and customer service, Amazon delivers on its branding promise of convenience and dependability which makes for deep consumer trust.

• Word of Mouth and Advocacy

Loyal customers can be brand ambassadors, promoting your products or services through personal experience and user-generated content but negative experiences that turn them against you can lead to a bad review, negative word of mouth. Starbucks, for instance, is so depending on customer advocacy and user-generated content to reinforce its premium image worldwide!

• Emotional Bonds

Emotional branding creates deeper equity. Harley-Davidson sells more than a motorcycle; it conveys a lifestyle of freedom and rebellion, building fiercely loyal riders who belong to an outlaw brand.

• Engagement and Co-Creation

[12] New generation of brands incorporate with customers as a co-creator in a contest, receive feedback and personalize. Oreo's "Choose Your Flavor" and Spotify Wrapped are instances of getting users involved in brand building.

• Long-Term Relationship

Brand equity does not come overnight. It results from repeated fulfillment, ongoing execution and a sense of meaning. Brands like Nestlé and Coca-Cola have been able to hold onto their equity over generations, in part by cultivating trust and catering to consumers.

Ultimately, a brand is whatever the customer says it is. Their unwavering dedication, and word-of-mouth support, are the foundations of every longevity brand.

5.1.3 Brand Awareness and Brand Associations

The Brand's Awareness and Associations are the initial components of customer-based brand equity. Together, they

Whether a brand is evoked at the time purchase decisions are being made, and what mental picture goes along with it.

• Brand Awareness

Recognition is a measure of how much consumers can remember or recognize brand.

o Assisted recall: Consumers are prompted using a cue to retrieve the brand from his or her memory (e.g., "What toothpaste brands can you think of?")..

o Top-of-the-mind recall is stronger—it's about the one that comes to mind without a prompt (e.g., "Tell me a toothpaste brand" – most would say Colgate in India).

Increased recognition of the costs related with health reduces perceived risk and the probability to choose. • Brand Associations

Associations are the thoughts, feelings and emotions associated with a brand. They could be: o Branded: Volvo = safety; Bosch tools = quality. o Emotional: Amul = fun and family time; Nike = power and success.

o Symbolic: Rolex = the power and status.

• Mental Availability

What we mean by all of this is awareness and associations together yield mental availability, which determines whether the brand comes to mind at the point of purchase. Pepsi, for instance, battles against Coca-Cola in branding with concepts of youthfulness and good times while keeping itself "mentally available" during beverage decision-making.

• Impact on Choice

If two products are of similar quality and price, consumers base their decisions on brand associations. That is why L'Oréal's slogan "Because You're Worth It" creates a better image of self-worth and allows for the sale at premium.

Awareness and associations serve as the gateway to brand equity: They drive the brand being noticed, remembered, and relevant.

5.1.4 Perceived Quality, Brand Loyalty, and Other Intangibles

In addition to consideration, the strength of brand equity is influenced by perceived quality, loyalty and intangible factors such as heritage and corporate reputation.

• Perceived Quality

Perceived quality is not only real performance—it also includes the consumer's conception of quality. Packaging,

testaments, advertising and marketing have a great deal to do with these perceptions.

o Example: Apple is able to stimulate premium-quality perceptions by virtue of its minimalistic design, even where the features are not necessarily technically superior to those of competitors.

o High perceived quality means that brands can charge a premium and low consumer sensitivity for lower value alternatives.

• Brand Loyalty

So be loyal to your customers, and you'll turn them into repeat shoppers. It is a linchpin of Key Performance Indicators, retaining customers provides reliable income, they are less likely to leave and serve as informall promoters.

o Example: Coca-Cola is synonymous with family in a lot of households and makes ripple effect – highest loyalty > greatest sales > high ability to command prices.

o Loyalty is developed from consistent fulfillment, trust and emotional bonding.

• Other Intangibles

o Brand: Credibility is increased where a good heritage supports it. Tata in India and IBM around the world enjoy decades of trust.

o CSR and Ethics: The new consumers, nowadays appreciate brands that are socially accountable. The Body Shop has an equity in cruelty-free and ethics.

o Community and Belongingness: Brands that build the community build emotions stickiness.

LEGO keeps international fan communities that amplify brand engagement.

• Long-Term Benefits

Intangibles provide resilience during crises. For instance, there's the case of J&J: with a strong heritage that has helped it win back consumers after products-related controversies.

This is why perceived quality, loyalty and intangibles support brand equity over the long term, helping to ensure its survival in highly changing markets.

5.1.5 Measuring Customer-Based Brand Equity

16 To measure the CBBE, a combination of qualitative and quantitative approaches need to be used, taking into account awareness, thoughts and feelings and consumer choices.

• Brand Audits

Detailed assessments of brand image, consumer impression, and competitive stance. Annual audit Often businesses will have an annual rituals for the same reason – to recalibrate.

• Awareness Metrics

Aided and unaided recall are assessed in surveys. Such as the number of people who think of Colgate off the top of their heads and say it when asked what toothpaste comes to mind.

• Association Mapping

Projective techniques or mind mapping reveals more in the depth of associations to your brand. For example, when people are asked to talk about Nike, they associate words like "sports," "winning" and "inspiration."

• Perceived Quality Surveys

Rating scales are subjective in that they compare quality perception to competitors'. For instance, a comparison of Samsung vs Apple on camera quality or innovation.

• Loyalty Indicators

Loyalty shows up in metrics such as repeat purchase rates, NPS (Net Promoter Score), and the lifetime value of a customer. Amazon Prime's high renewal rates indicate strong loyalty-driven equity.

• Equity Index Models o Equity stages are monitored by Keller's CBBE pyramid: awareness, associations, judgments, feelings and resonance.

18 o Aaker's Brand Equity Model: loyalty, perceived quality, awareness and associations.

o Boardscore, or equivalent market valuation tools as Interbrand and BrandZ place brands in terms of dollar value.

• Social Listening and Sentiment Analysis

Conversational analysis and real-time parsing of reviews come courtesy of digital tools. For instance, observing trends on Twitter following a new Pepsi campaign provides a gauge of brand sentiment.

CBBE can be quantified and measured, allowing brands to refine strategies and build consumerbased value systematically.

Did You Know?

"Most students are familiar with tools like Net Promoter Score (NPS) or customer satisfaction ratings, but **"Brand Resonance"** is a lesser-known yet powerful concept. It refers to the **deep psychological bond** a customer feels with a brand—going beyond repeat purchase to

behaviors like active advocacy, emotional attachment, and a sense of identification with the brand's community. Keller's CBBE model places resonance at the very top of the brand equity pyramid, suggesting that true brand equity is not just recognition or preference, but when consumers **"live" the brand as part of their lifestyle**. This level of connection is extremely rare and highly valuable—and brands like Apple, Harley-Davidson, and

Nike are global examples of achieving brand resonance."

5.2 Sources and Outcomes of Brand Equity

Brand equity is not a product of chance; it develops from various sources such as brand knowledge, consumer experience and marketing communication. These sources affect the ways that consumers perceive and respond to the brand, which subsequently influences outcomes for firms (e.g., loyalty, pricing power), consumer outcomes (e.g., trust, satisfaction) and firm financial performance. Knowing this from both the cause and effect point of view is important for marketers to devise strategies that not just develop brand equity but also sustain it over the product's life.

5.2.1 Sources: Brand Knowledge, Experience, Communications

Brand equity is traced back with how consumers construct brand associations in their song. They are also additive and develop over time, as the customer interacts with the brand in diverse situations.

• Brand Knowledge

Brand awareness and association are what exists in the consumer's mind. When brands are highly memorable to consumers and the associations are good, equity is built. For instance, in India brand recall for Colgate is high; so much that in colloquial terms toothpaste becomes "Colgate," evidencing a phenomenon where brand cognition enables category leadership.

• Brand Experience

All these interactions matter: buying, using, contacting customer service, unboxing or simply spotting the brand on social media. These touchpoints influence perceptions of trust and satisfaction. Apple's stores are conceived as immersive experiences, where product tryouts, design aesthetics and personal service add to premium positioning. Starbucks too is more than a

coffee establishment – it is a sensory and social experience in one, through ambience, aroma and service.

• Marketing Communications

The brand is never out of sight, out of mind; advertising, promotions and public relation influencers maintain visibility. For example, Amul's topical ads have successfully reinforced the brand's tongue-in-cheek, common-man image for years together. Integrated communication also prevents schizophrenic scenarios—if a brand is depicted as upscale on TV but spams the email box with discount coupons, consumer trust could fritter away.

Brand know-how, experience, and communication together form a schema for the brand—a mental model that influences future purchases and loyalty.

5.2.2 Outcomes for Firms: Loyalty, Price Premium, Competitive Advantage

Brand equity has a range of benefits for companies, ranging from economic gains to sustained competitiveness.

• Customer Loyalty

And the best result is loyalty, perhaps. Steady, independent revenue from repeat customers, who can be insulated against a competitor's fancy offers. For instance, the convenience of stored payment credentials and bundled value of services keeps Amazon Prime members more loyal and therefore less necessary having constant re-engage campaigns.

• Price Premium

Brands that have equity can command a premium over generic competition. Levi 505 jeans cost more than just a pair of unmarked denim, but people will shell out the extra dough because they think there's quality behind the name.

status and trust of the Levi's brand."

• Channel Power

Powerful brands enjoy better relationships with distributors and retailers. Retailers will always pick high-equity brands like Nestlé or PepsiCo products because they bring in people for other purchases, they lead to volume. These brands have more ability to demand shelf space and promotion in negotiations.

• Reduced Marketing Costs

Once your presence has been established, there's less expenditure to maintain. Consumers pursue Nike or Coca-Cola, wound down push tactics will be much less necessary. Goridus and Nomalert, meanwhile, allow companies to allocate budgets toward innovation or international growth rather than mass-reach efforts.

• Barrier to Entry

High-equity brands deter new entrants. Apple iPhone fans are not easily going to switch loyalties to an unknown smartphone brand and, thus a psychological hurdle is there for rivals.

These firm level effects create a durable competitive advantage, ensuring growth and resilience – even in highly dynamic industries.

5.2.3 Outcomes for Consumers: Trust, Satisfaction, Brand Love

Brand equity is not purely for companies' benefit -- it also adds a lot of value to consumers, affecting how and why they make brand decisions.

• Trust

Robust equity brands are perceived as being trustworthy and stable. This trust lowers perceived risk, especially in sensitive categories (like healthcare, insurance or electronics). For instance, Johnson & Johnson has long been one of the most trusted family and baby care brands, despite having endured a recent run of troubles. • Customer Satisfaction

High equity brands generally meet your expectations in terms of quality and experience. The buyers have confidence in their purchase. Domino's Pizza, for instance, has built equity in the promise of "30 minutes or free" when it comes to assuaging customer concerns about speed and delivery.

• Brand Love

Some brands inspire even deeper emotional connections, well beyond trust and satisfaction. Consumers fall in love, take pride or become advocates. Apple fans queue up for product launches, and Nike loyalists wear the brand as an emblem of self. Brand love often leads to community involvement, such as Harley-Davidson rider clubs.

• Simplified Decision-Making

Strong brands reduce cognitive load. And consumers don't have to research each time — they trust their history and associations. Many soap shoppers reflexively pick up Dove, which has so consistently staked out its positioning as gentle skin care and thus made the purchasing decision easier.

For the consumer, brand equity is emotional and provides comfort, lowering risk and personal stigma associated with buying something more than a functional benefit.

Activity: Brand Equity Mapping for Consumer Benefits

Learners will select a well-known brand (e.g., Netflix, Zomato, Titan, Patanjali) and conduct a consumer-focused brand equity analysis. In small groups, they will identify how the brand delivers trust, satisfaction, and emotional value (brand love). Using social media reviews, YouTube testimonials, or first-hand customer stories, each group will map how these outcomes are reflected in customer perceptions. They will present how these emotional and

experiential factors contribute to the brand's overall strength. This activity helps learners connect consumer psychology to brand equity theory in real-world contexts.

5.2.4 Financial Value of Strong Brands

Brand equity is now not only considered as a consumer as well as a firm-level consequence but also established to be a financial resource.

This asset is measured by global consultancies and brand valuation houses which rank the most valuable brands.

• Valuation and Intangibles

Brand equity is usually categorised as intangible assets in company's valuation. It is, for example, Apple, Microsoft and Amazon who all rank at the top of Interbrand's Best Global Brands report which are worth tens of billions of dollars.

• Revenue Premium

Strong brands produce better margins because they sell more and can charge more. Coca-Cola's brand name alone puts billions into its parent company's valuation, which more than justifies the tangible costs of producing the drink.

• Mergers and Acquisitions

Firms are more likely to buy brands and their equity than the products themselves. Unilever bought Dollar Shave Club to acquire its disruption factor and loyal millennial customer base — not just its razors.

• Investor Confidence

Investors are more likely to back companies with good brands portfolios, because of their stable revenue streams and performance during recession. Take Procter & Gamble, whose multi-brand portfolio makes for reliable long-term growth.

• Licensing and Extensions

Powerful brands can be easily pushed into new categories, or expanded by franchising. Disney does not make these revenues in only merchandise, theme parks and film licensing, but in fact all come from a single equity base.

Brand equity matters, it's not just a perception thing – but has tangible impact on the worth of a company, stock value and trust of the investor.

5.2.5 Brand Equity Across Product Life Cycle

Brand equity is not static; it evolves across the stages of the Product Life Cycle (PLC). Strategic management is required at every stage to sustain or rejuvenate equity.

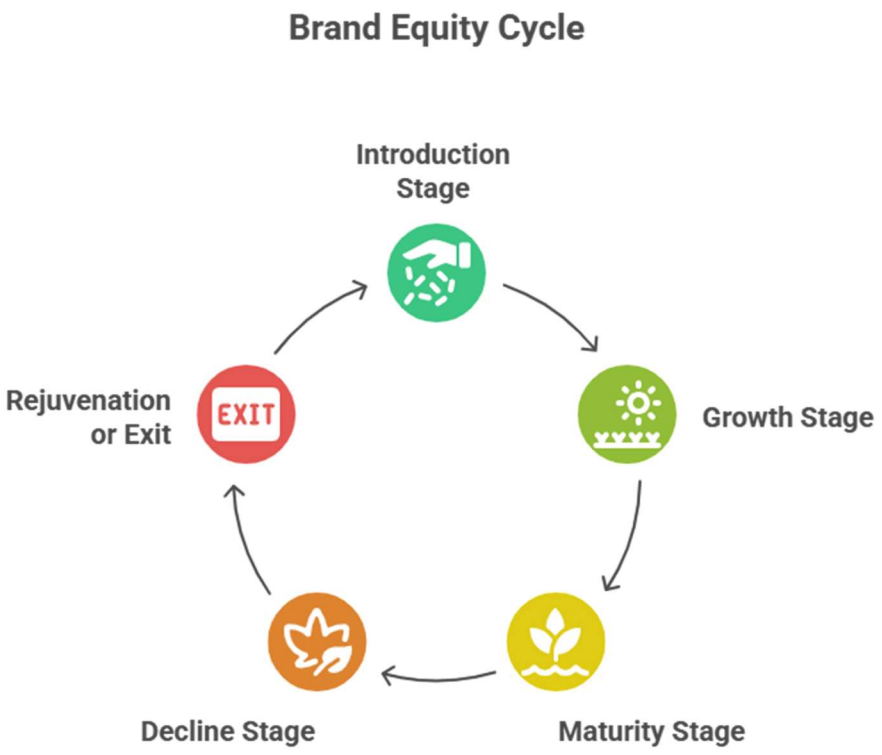

Figure.No.5.2.5

• Introduction Stage

The emphasis is on awareness and establishing early associations. It takes a lot of advertising and education. Tesla invested heavily at first in earning media and influencer support to build its equity in innovation and sustainability.

• Growth Stage

Attitude toward the brand gains with increase in sales through good customers experience and word of mouth. Competition's growing, one needs to stand out. Mamaearth in India used this platform by tying up with natural and toxin-free products, making a space for themselves amidst the sea of personal care.

• Maturity Stage

Brand equity is at its height here. Loyalty, price premiums, and trust neutralize revenue. Mature brands such as Colgate and Pepsi continue to play in maturity but maintain their equity through new flavors, innovations in packaging, and heritage advertising.

• Decline Stage

Without reinvention, equity erodes. Nokia lost the battle for leadership simply because it didn't get into smartphones in time, despite having massive global brand equity at one point.

• Rejuvenation or Exit

Dying brands can revitalize equity by repositioning or by invoking nostalgia. Polaroid turned nostalgia marketing and instant-photo culture into a return to relevance in the digital era.

Brand equity can be developed through the PLC such that it becomes a valuable asset that continues to deliver value to consumers in mature and competitive markets.

6

5.3 Keller's Customer-Based Brand Equity Pyramid

Customer-Based Brand Equity (CBBE) Pyramid by Keller is a popular and theoretically sound strategic brand management model It's also known as the Pyramid of Marketing. The model emphasizes four advancing levels—brand identity, brand meaning, brand response, and brand resonance—each corresponding to a fundamental consumer question about the brand. At the top of the pyramid, are the lesser known brands that have moved up from a lower level by building awareness and associations, generating positive judgment or feelings and thereby creating loyal emotional customers. The model is also diagnostic and prescriptive, providing marketers a tool to assess their brand's present state of being while identifying strategies to grow the brand sustainably.

12

5.3.1 Introduction to Keller's CBBE Pyramid Model

The CBBE Pyramid was introduced by marketing professor and leading branding expert, Kevin Lane Keller.His model describes how brands are built on four stages based the intensity of relationship that consumers have for them. The model highlights that brand equity is essentially customer-driven: Brands are in fact in consumers' minds and they only have as much value as the meaning or associations that reside there.

The pyramid is divided into four parts:

• Level 1: The Brand Identity (Salience) How well does the consumer know the brand, and how easily is it identified?

• Level 2: Brand Meaning (Performance and Imagery) – What is the brand for both functional and symbolic purposes?

• Level 3 – Brand Response (Judgments and Feelings): What do consumers think and feel about the brand?

• Step Level 4 – Brand Resonance: What kind of connection products have with consumers has and how intense it is.

These levels are further arranged on two dimensions as follows:

• Rational (left): Associated with performance and judgments; concern cognitive appraisals.

• Emotion: (right) related to images and feelings, attention is drawn by affective responses & identity associations.

Afterall, the end game is brand resonance – an indicator of loyal consumers who are truly fans and deeply engaged. For instance, Nike's pyramid is structured as a course from getting noticed (i.e. in sports shoes) to being an emotional identity of empowerment and resonance impacting global communities: "If you have a body, you are an athlete."

5.3.2 Brand Identity – Who Are You? (Salience)

The bottom of Keller's pyramid is occupied by brand salience which constitutes an intensity that indicates how aware consumers are of the brand. Without consideration, a brand never enters consumers' consciousness and is therefore not something they can even think about (let alone buy) when making choices.

• Brand Recall and Recognition

Brand recall happens when consumers consider a category and the brand immediately comes to mind (e.g., "sports shoes" → Nike). That's recognition, where someone recognizes the brand in a list when they read the name, see branding or packaging such as that red can of Coke on a store shelf.

• Depth and Breadth of Awareness

Depth applies to how strongly the brand is recalled as in does the consumer instantly recall the brand. There are two alternative measures of the breadth at which the brand is considered. Colgate is a brand that comes to mind that has both recall (instant recall) and consideration (in several oral care categories including toothpaste, toothbrushes, mouthwash.)

• Category Identification

The best brands are very much associated with their category. KFC is synonymous with fried chicken, and Tide with detergent. For a brand that does not achieve high connection with the category, this means being forgotten at the time of purchase.

• Top-of-Mind Status

Whoever is remembered first in a product category, wins. For instance, in India, Amul has the highest share of mind when one thinks of dairy products because they have been very visible and marketing consistently for years.

• Enhancing Salience

Salience is increased by way of repetition, visual devices, packaging differentiation, and catchy slogans or jingles. McDonald's has held global relevance through its golden arches, the "I'm Lovin' It

jingle, and consistent red-and-yellow branding.

Having a great product won't matter if nobody buys it because they haven't even heard of it.

5.3.3 Brand Meaning – What Are You? (Performance & Imagery)

Upon gaining awareness, consumers attempt to comprehend what the brand means. Observable Level This level consists of 2 elements: performance (functional) and imagery (emotional/symbolic).

• Brand Performance (Functional Meaning)

This is with regard to meeting the fundamental needs of a product or service. Factors including being durable, modern style, reliability and the customer service are also important.

o Toyota is a brand known for being reliable and efficient Built A strong performance equity.

o Dyson is good at engineering and innovation in home appliances.

• Image dimensions (emotional and symbolic)

Imagery refers to the way in which consumers view the brand in symbolic and emotional terms. It consists of personality traits, aspirational values, and the user's heritage from User Image.

o Apple is much more than performance, Aple represents creativity, innovation and a premium lifestyle.

o In India, Tanishq stands for tradition, authenticity and quality in jewellery.

• Sources of Imagery

You can create imagery through advertising, endorsements, packaging, word-of-mouth sponsorships and so social media. For instance, Pepsi's cricket affiliation in India has not only achieved cultural relevance among the country's youth and sports fans but also generated buzz!

• Consistency in Meaning

Inconsistency can damage meaning. “And if a company promises luxury and yet they provide you with shoddy packaging or bad service, then that also doesn’t make any sense to consumers.” Mercedes-Benz’s promise is to ensure there are no conflicts between imagery (luxury, status) and performance (engineering excellence).

Brand meaning was the second rung on the pyramid, connecting rational product benefits to emotional identity.

5.3.4 Brand Response – What About You? (Judgments & Feelings)

It's at this point that consumers start building beliefs and emotions about the brand.Perceptions are built based on experiences and messages over time.

• Brand Judgments (Cognitive Evaluations)

Some of the criteria to which brands are judged by consumers include quality, credibility, relevance and superiority.

o Tanishq is trusted because of the mutual trust of the certificates and its clear-cut pricing. o Volvo is always ranked the best in safety so that is the car for risk-adverse drivers.

• Brand Feelings (Emotional Reactions)

Emotional responses can be a feeling of warm, excitement, safety, an affection from others or anadherence to the past. o Amul ads are synonymous with humour, warmth and national pride.

o Disney incites glee, nostalgia and familial togetherness with its films and theme parks.

• Importance of Balance

A great brand needs to be great in both perceptions as well as emotions. For example, there is Nike, where part of the brand promise is performance (quality sportswear) — and part of it is emotion (empowerment, motivation). An imbalance—like tight functional

quality but not ones to whom you and your children are emotionally attached —are holding equity down.

• Building Strong Responses

Brands form judgements and emotions within stories, endorsements, surplus testimony and with emotional pleadings. For example, Coca-Cola’s “Open Happiness” campaign leveraged credibility (trusted taste) against hope and togetherness.

Here is where consumers start to think if they like, trust and value the brand well enough to buy it and also recommend it.

1

5.3.5 Brand Resonance – What About You and Me? (Loyalty, Engagement)

1 The pinnacle of Keller's pyramid is brand resonance, the deepest level of consumer-brand relationship. Resonance embodies psychological connection and behavioral loyalty.

• Behavioral Loyalty

Consumers purchase again and hate to change. Loyalty programs such as Starbucks Rewards are designed to win behavioral loyalty from customers by providing rewards for repeat purchases.

• Attitudinal Attachment

Consumers have powerful emotional connections beyond purchase. Apple's disciples see their devices as a part of who they are, not just things to be used.

• Sense of Community

Such resonance frequently creates community among these users. Harley-Davidson riders join local and international organisations, heightening their individuality as well as their association with Harley. Lego fans has online groups where they publish their designs and do some idea co-creation.

• Active Engagement

When it comes to resonant customers, these individuals advocate, promote and co-create with the brand. They attend events, engage with brand content and spread the word. For instance, Tesla drivers are passionate in their promotion of the brand on social media, often without official advertising.

• Challenges in Achieving Resonance

Not many brands achieve such depth of resonance because it takes time to deliver consistently, has emotional relevance, strong identity along the lines. Brands that make it big can even reach cultural icon status — think Nike, Apple or Coca-Cola.

13 Resonance represents the highest level of customer-based brand equity. That is the place where consumers go from being passive purchasers to active enthusiasts.

Did You Know?

"While many brands strive for customer loyalty, **only a small percentage ever reach the "brand resonance" level** on Keller's Pyramid. This level isn't just about satisfaction or repeated purchases— it's about emotional co-ownership. One of the most interesting applications of this is in **user-generated content (UGC)**. For example, GoPro's brand resonance is so strong that its entire content marketing strategy relies on customers sharing real footage. This type

of engagement doesn't happen through advertising alone—it happens when a brand becomes part of a person's identity or lifestyle. This means that **resonance is less about what a brand says, and more about how it makes consumers feel and act**. Very few brands successfully move from being seen to being felt—and this is where true brand equity is born."

5.4 Aaker's Brand Equity Model

'Aaker's Brand Equity Model', which was also devised by Dr David Aaker in early 1990's, is a management concept that helps the company to better understand how brands can contribute to value. It is underlined that the brand equity is a set of assets and liabilities associated to a brand name (and/or symbol), which provides value or disvalue to both customers and companies. Not a pure consumer model, Aaker's model is one that balances marketing and financial perspectives to illustrate how attributes such as loyalty, awareness, perceived quality, associations and proprietary assets contribute directly to brand strength and differentiation (and hence profitability).

5.4.1 Overview of Aaker's Brand Equity Components

David Aaker argues that brand equity is as much a property of the associations one leaves with consumers and others who have shared connections to the customer as it an attribute of memory structures. For him, equity has its source in five interrelated features:

- Brand Loyalty
- Brand Awareness
- Perceived Quality

Brand Associations

- Proprietary Brand Assets

Both dimensions impact the behavior of consumers and the profitability of firms. For example, high levels of brand knowledge (e.g., CocaCola), together with strong associative links to happiness and tradition, enable the brand to take over despite intense competitive activity in beverage categories.

Aaker also emphasized that brand equity is a financial asset which gives perspective to the stock prices, certain company valuations and the acquisition premiums. When Unilever bought Dollar Shave Club, for example… they were not simply buying products; they were buying a loyal customer base of millennials and a very powerful digital equity.

So Aaker's model provides managers with a multi-dimensional dashboard showing them where their brand is strong (e.g. high loyalty) and what might need some investment (e.g., weak perceived quality).

5.4.2 Brand Loyalty and Its Strategic Value

Brand loyalty was defined by Aaker as a consumer's resistance to trying new brands, based on a strong allegiance to repurchase or repatronize that brand. Loyalty is much more than repeat purchase, it is a show of emotional attachment and advocacy.

Strategic value of loyalty includes:

• Lower marketing costs: It is cheaper to keep a customer than it is to gain one. For example, Amazon Prime customers are very loyal so churn and marketing expenses are diminish.

• Channel power: Distributors and retailers want brands with powerful loyalty, because it gives them a guarantee of consistent sales. Nestlé is in a strong position to negotiate with retailers due to its large range of products, including Nescafé and Maggi.

• Word-of-mouth expansion: Loyal loyal customers are unpaid advocates. Apple enthusiasts faithfully promote new iPhones, usually to maximum behavioral effect generating free awareness for the brand.

• Barriers to entry: High switching costs and fierce loyalty forms barriers in the mind of consumers. HarleyDavidson's loyaltydurivelgs discourage owners from straying from the brand Weiss feelsnonriders would never buy another motorcycle.

• Sales stability: In mature markets, repeat customers keep revenue flowing even when it's cold outside.

Aaker categorized loyalty into levels:

• Switchers: They have no loyalty; their behavior is driven solely by price.

Routine customers : Low involvement, but repeated buying out of habit.

• Happy customers with switching costs: There for the ease, not the love.

• Dedicated buyers: Has a high predisposition for the brand.

• Proponents: Advocate the brand, announcing the arrival of the party.

So, how do marketers move consumers up this ladder — from Never Heard Of to Repeat Customer or Better? For example, Sephora's Beauty Insider Program builds loyalty by rewarding repeat purchases and providing personalized suggestions.

5.4.3 Brand Awareness and Perceived Quality

1 Brand Awareness

Consumers' awareness refers to the degree to which they known and recognize or recall a brand. Aaker considered awareness as the key to equity, for associations are not possible if one is not aware of the brand.

Types of awareness include:

• Recognition: Consumers indicate whether they are familiar in response to the prompt (e.g., you have heard of Pepsi's logo).

• Recall: The ability of customers to think of the brand when unprompted (for example, mentioning Colgate if people are asked about toothpaste).

• Top-of-mind: The brand first thought of in a category, usually the one that drives consumer choice.

The knowledge boosts trust and decreases risk perception. For instance, McDonald's would have universality in name, and would be a default for the traveller.

Perceived Quality

Quality perception is a consumer's subjective evaluation of his or her overall positive assessment of a product as regards its supremacy over substitutes. Crucially, it is not the same as truetechnical quality.

• Drives positioning: The perceived quality of Rolex helps maintain its luxury position.

• Premium pricing: Starbucks is able to charge more for their coffee, because they have associated the perceived quality of the product with a superior experience, service and atmosphere.

Leads to purchases: Consumers frequently rely on brand reputation as a heuristic when they evaluate complex products, like cars or electronics.

Awareness and perceived quality are interdependent: awareness leads to brand salience (i.e., making it a consideration), while perceptions of quality drive preference and purchase. Take Samsung, for example, which combines high awareness with the perception that it is increasingly innovative and high quality; this gives the brand permission to go head to head with Apple.

5.4.4 Brand Associations and Proprietary Brand Assets

Brand Associations

Associations are the cognitive links that consumers forge with a brand. They are functional, symbolic, or emotional.

• Examples of associations:

o Nike = Performance and empowering ("Just Do It") o Volvo = Safety and reliability o Amul = Humor, nostalgia, Indian pride o Apple = Innovation and luxury lifestyle

Strong, favorable, and unique associations:

• Help consumers process information quickly.

• Give reasons for opting one brand over another.

• Create emotional connection like Coca-Cola's association with joy and having a party.

Proprietary Brand Assets

These are such assets that legally (or through competitive dynamics) protect brands' advantage:

• Trademarks and patents (Disney characters are copyrighted intellectual property).

• Channel relationships (hindustan unilever's distribution network strength in India)

• Proprietary technology (such as Apple's iOS system).

These assets make imitation difficult and create equity. For instance, the secret recipe of Coca-Cola has been kept under wraps for decades with a distinct association that is inimitable by any competitor.

Associations and proprietary properties both help brands maintain saliency, as well as protect long-term equity.

15

5.4.5 Comparison Between Aaker's and Keller's Models

While both Aaker and Keller offer robust models of brand equity, they differ significantly in **perspective, structure, and application**:

Aspect	**Aaker's Model**	**Keller's Model (CBBE Pyramid)**
Focus	Managerial/strategic – emphasizes brand as a set of assets to be managed	Consumer-centric/psychological - emphasizes how customers build branc relations
Core Dimensions	Loyalty, Awareness, Perceived Quality, Associations, Proprietary Assets	Identity, Meaning, Response, Resonance

19

Structure	Asset-based framework; dimensions work independently but collectively build equity	Hierarchical pyramid; each stage builds on the previous one
Orientation	Asset-oriented (what the brand owns and controls)	Outcome-oriented (how consumers think, feel, and behave toward the brand)
Application	Measuring brand health, managing portfolios, financial valuation	Understanding consumer-brand relationships, guiding brand-building strategies
Strengths	Practical for managers; links brand equity to financial outcomes	Provides deep consumer insights; maps journey from awareness to loyalty
Limitations	May underplay consumer psychology and emotional aspects	Less focused on managerial tools and financial valuation
Example of Use	Used by firms like Unilever to track equity across multiple brands	Applied by brands like Nike to strengthen emotional resonance and engagement

Key comparisons:

• Strategic vs. Psychological: Aaker's approach assists brand managers to organize, measure and invest in brand equity assets. Keller's model visualises and tracks the mental journey that consumers go through from being aware of a brand to becoming deeply loyal.

• Asset Orientation vs Outcome Orientation: Aaker concentrates on the brand assets that can be used to add value, while Keller focuses on the outcomes of customer perception (resonance response).

Developmental Hierarchy: Keller's model is hierarchical, meaning that one must pass through the stages (brand identity → meaning → response → resonance) in sequential order. The components of Aaker operates seperately, but in combination is connected to the brand equity.

Marketers frequently employ the two frameworks in conjunction — Aaker's to guide internal brand strategy and monitor performance, and Keller's as a means to gain an understanding of how consumers perceive them and how they relate to their customers.

Knowledge Check 1

Choose the correct option:

22

1. Which of the following is not part of Aaker's core brand equity components? a. Brand loyalty

b. Brand heritage

c. Brand awareness

d. Perceived quality

2. In Aaker's model, brand loyalty is beneficial because it:

a. Helps in brand naming

b. Reduces pricing power

c. Reduces marketing costs

d. Lowers brand awareness

3. What does perceived quality primarily influence?

a. Logo design

b. Emotional attachment

c. Brand identity

d. Pricing strategy

4. Which of the following is an example of proprietary brand asset?

a. Customer review

b. Trademark

c. Social media comment

d. Retail shelf placement

5. Compared to Aaker's model, Keller's model focuses more on:

a. Legal protections

b. Customer perceptions

c. Competitive pricing

d. Supply chain

5.5 Summary

ϖ Customer Based Brand Equity (CBBE) stresses that brand equity results from what customers learn, feel, think and do with respect to the brand.

ϖ Brand awareness, brand experience and uniform marketing communication serves as core contributors of brand equity.

ϖ The strategic benefits of brand equity to the firm include ability to charge premium prices, customer loyalty and retention, competitive entry barriers and financial value.

ϖ In consumer's mind, a high level of brand equity promotes trust, satisfaction and connection with the brand which translates into preference for the brand and repeat purchase behavior.

7 ϖ Keller's CBBE Pyramid illustrates brand-building in four steps: brand identity (salience), brand meaning (performance & imagery), brand response (judgments & feelings), and brand resonance (loyalty & engagement).

ϖ Aaker's (1991) brand equity model includes five dimensions: brand loyalty, awareness, perceived quality, brand associations and proprietary brand assets as related to the industry perspective in managing a strategic asset.

Having in common the fact that both the model of Keller and Aaker assist in quantifying, managing and enhancement brand equity; however they are opposite approach: consumer-oriented for Keller and asset/ strategy centered for Aaker.

The financial influence of brand equity can also be seen in premium-favourable prices, high market value, successful brand extensions and robustness during economic recessions.

5.6 Key Terms and Definitions

BrandautomationDuplicator (Branding) – The degree to which a product is associated with
14 the name of the brand it represents.

Customer-Based Brand Equity (CBBE) – Brand equity created by the consumers' opinions, recognition and loyalty towards a brand.

17 – The extent to which a brand is thought of or noticed in buying situation.

8 Essence –A consumer's perception of the overall quality or superiority of a product.

Brand Associations - Those things that come to mind when customers think of, or essentially "see" a brand.

Brand Resonance - the top level of brand relationship characterised by emotional attachment, loyalty and advocacy.

11 Proprietary Brand Assets – Legally-owned components such as trademarks, patents and channel relationships that defend the brand.

Brand Loyalty: How much the customer feels connected with the brand, leads to frequent repurchases.

Brand Awareness – How aware consumers are of the brand and able to identify or recall it.

Keller's CBBE Pyramid – A model with four steps on building a brand from identity to resonance.

5.7 Descriptive Questions

Define brand equity and discuss its importance to consumers and firms.

Describe the main sources of brand equity and the manner in which they influence a brand's ability to create strong brands.

Describe how customer trust, satisfaction and brand love impact on the consumer responses of brand equity.

How does brand equity affect financial performance and pricing decisions of firms?

21 Explain the format and headline steps of Keller's Customer-Based Brand Equity Pyramid.

What is brand resonance and how can a brand build it as per Keller's model?

4 Describe each of the five elements of Aaker's Brand Equity Model and discuss why they are strategically important.

Contrast Keller's and Aaker's models of brand equity by discussing at least three differences.

What drives proprietary brand assets to protect and build brand equity in competitive markets?

Give some examples for how perceived quality and brand awareness affects the consumer's decision to buy.

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Answers to Knowledge Check

Knowledge Check 1

1. b. Brand heritage

2. c. Reduces marketing costs

3. d. Pricing strategy

4. b. Trademark

5. b. Customer perceptions

5.9 Case Study

“Creating Brand Knit for “NatureNest”: Not Just Organic Assurance.”

Introduction

NatureNest –Launched in 2019, naturenest “free-flow” foods is a premium organic food brand that found its roots with urban health conscious consumers. Promising pesticide-free, morally sourced grains and superfoods, the brand marketed itself as the modern answer to conventional staples. After an encouraging start, the brand itself had experienced difficulty retaining customers, distinguishing itself from comparable competitors and filtering its value proposition down into a luxury price point. The leadership team opted to assess the brand’s performance according to CBBE and Aaker’s Brand Equity Model.

Background

NatureNest's range of products included organic rice, quinoa, chia seeds and gluten-free flours. The company spent heavily on eco-friendly packaging, social media promotions and alliances with dietitians. And yet, by end of 2022, the brand was experiencing flat repeat rates and customer confusion caused by competitor overlap despite an expanding product offering.

Customer input indicated that despite having "awareness," NatureNest needed a unique emotional position and organic point of differentiation. The company understood there was a new reality needed to be addressing its.

companies to rebuild its brand equity ingredients, evaluate these performance aspects through Keller’s prism and Aaker’s brand nature and reorient the strategy.

Challenge 1: Lack Of Brand Resonance Despite High Awareness

• Problem: Although NatureNest had good brand recognition it didn't gain resonance. Consumers knew the brand but were not engaged or emotionally attached loyal, even if they bought its products.

• Analysis: Application of Mapping Status of NatureNest on Keller’s CBBE Pyramid—It is assumed that brand had salience and some performance associations but not strong judgments, feelings and resonance.

• Solution:

o Initiated a consumer storytelling campaign called “From Farm to Family” which showcased real farmer and consumer journeys. o Brought community engagement to life through Instagram Lives, cooking challenges and local wellness events. o Reinforced CRM through loyalty building rewards, feedback loop and personalized nutrition tips.

Issue 2: Weak Brand Associations and No Differentiation

• PROBLEM: Givens Aaker model, NatureNest has few unique associations. Consumers frequently mistook it for other organic brands.

• Analysis: Brand mapping indicated that although the brand used to stand for “organic”, that no longer was enough of a differentiator as the competition had also took that position.

• Solution:

o Re-orientated articulation around soil-to-shelf traceability (not mentioned by many competitors).

o Launched its own app for consumers to scan the product's QR code and see the farm, processing unit, and certification.

o Created distinctive visual packaging with storytelling icons that communicates sustainability credentials and ease of use.

Issue 3: Inability to Measure Brand Equity Performance There are many different measurements that can be applied to determine brand performance.

• Problem: A lack of a structured process to quantify brand equity beyond sales and social media engagement.

• Analysis: The company didn't monitor loyalty, perceived quality, emotional attachment or overall satisfaction.

• Solution:

• Adopted integrated measure frame by combining Aaker brand equity dimensions and Keller pyramids of CBBE.

o Performed brand audits on a regular basis through surveys, NPS (Net Promoter Score), and customer perception mapping. o Tracked shifts in equity dimensions on a quarterly basis utilizing brand-tracking dashboards.

Conclusion

By being the consumer focused, emotional branding brand beneficiary NatureNest transformed from a product-oriented company into a brand-centric enterprise. In the span of 12 months, brand resonance scores jumped by 30% and repeat purchase rates went up by 40%. The firm was able to utilize both Keller's and Aaker's models to diagnose gaps and focus on ways it could generate growth in its equity.

Case-Related Questions

How did NatureNest find brand awareness and emotional connection gap in their brand strategy?

Describe how Keller's CBBE Pyramid assisted the brand to consider steps that it had not accomplished yet.

How important were the proprietary brand assets to natural nest's differentiation within a competitive market?

How did Aaker's brand equity dimensions inform the redesign of NatureNest's measurement and tracking systems?

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Unit 6: Brand Architecture and Portfolio Management

Learning Objectives

1. Define and explain the concept of brand architecture and its importance in brand management.
2. Differentiate among the three major types of brand architecture: monolithic, endorsed, and freestanding.
3. Analyze the strategic role of brand architecture in ensuring brand clarity, synergy, and consumer understanding.
4. Evaluate how brand architecture can be aligned with overall business strategy to maximize brand equity.
5. Assess the challenges and opportunities of balancing global branding consistency with local market adaptation.
6. Develop insights into managing brand hierarchies, portfolios, and relationships to avoid brand cannibalization.
7. Apply theoretical concepts of brand architecture to real-world examples for practical understanding.

Content

6.0 Introductory Caselet

6.1 Defining Brand Architecture Strategy

6.2 Brand Hierarchy and Brand Portfolio Guidelines

6.3 Corporate Branding vs. Individual Branding

6.4 Brand Extensions and Brand-Product Mix

6.5 Summary

6.6 Key Terms

6.7 Descriptive Questions

6.8 References

6.9 Case Study

6.0 Introductory Caselet

"Nestlé: Constructing a Global Brand," in Balancing Act: New Perspectives on Nestlé's Global Brand Portfolio

Case in point: That great big food-and-beverage company known as Nestlé. With more than 2,000 brands in its catalog, Nestlé has to be very strategic about how each of these brands is positioned, communicated and linked with its corporate identity. The company follows a hybrid brand architecture model, consisting of endorsed and freestanding models, to ensure global recognition with local relevance.

For example, Nescafé, KitKat and Maggi are the endorsed brands with Nestlè's reliability in their products but retaining their product identity. This has enabled consumers to associate the various sub-brands with the parent company and leverage the global reputation of Nestlé. Then there are premium water brand Perrier and pet-care brand Purina, which work as freestanding entities, with only a slight visible connection to Nestlé at the outset, so they can target niche communities without its big corporate brand.

This model also lets Nestlé accommodate local tastes. Some products like Maggi noodles already rule the Indian market with flavors customized to regional palettes, while KitKat employs local marketing campaigns in Japan (where it offers flavoUrs such as matcha and wasabi). It is precisely this subtleness that Nestlé has managed to walk; cooking the same recipe worldwide, but allowing for cultural customization and options.

The difficulty, however is to avert brand overlap within/ or cannibalization among this large portfolio of brands demands continuous balancing and rationalizing of their roles in the life cycle. Nestlé's situation illustrates the value of brand architecture to cope with complexity by ensuring coherence and consistency across markets.

Critical Thinking Question

If you were on Nestlé's brand strategy team, how would you decide which brands should be branded as 'powered by' corporate name versus remaining stand-alone? Some illustrative questions: What considerations would inform your choice on global brand equity versus local consumer preferences c.)

6.1 Defining Brand Architecture Strategy

Brand architecture strategy is the logical, strategic and relational structure for all brands in the companys portfolio. It cultivates the relationship between corporate brand, subbrands and product brands by which they interact and add value to each other. A strong brand architecture provides direction to consumers, maximizes brand earnings and supports a company's growth aspirations by reducing overlap, confusion or dilution in the marketplace.

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6.1.1 Definition and Importance of Brand Architecture

3 Brand architecture is the structure that defines how brands in a market and to each other as well as how the parent company seems them. Brand Architecture Brand architecture is "an organizing structure for the brand portfolio, that specifies brands' role and the nature of their relationships with other brands" (David A. Aaker 1996). This view focuses on managerial marketing and brand architecture is more than design or naming the process but the strategic connections that add to clarity and equity.

Brand architecture has implications beyond marketing; it will impact your strategic decisions, the way customers see you and even your financial valuation. Many companies in a highly competitive market manage more than one brand meeting various needs, segments or areas. Without a clear brand architecture, the portfolio can become disjointed which will likely confuse consumers and be more costly in terms of spend.

Key aspects highlighting importance include:

• Clarity for Consumers:

Customers find themselves in a noisy, crowded market with competing claims all around them. It provides them the clarity with which to navigate, comprehend, and distinguish your brands. For instance, Toyota makes itself clear through Toyota (best selling), Lexus (luxury), and Daihatsu (mini car).

• Efficient Use of Resources:

As long as the brands are organized logically, marketing investments can be optimally distributed. Rather than reinventing the wheel, businesses can exploit synergies. For instance, Google uses its robust master brand to drive awareness of products such as Google Maps, Google Drive and Google Ads.

• Strategic Expansion:

New categories or markets often bring companies out of the realm in which they made their name. The stronger your brand/architecture, the less difficulty you will have in extending, acquiring or diversifying a brand. One example: Nestlé is a big booster of brands like Maggi and Nescafé, using its reputation to pioneer products in new geographies and categories.

• Risk Mitigation:

A well designed architecture make it possible for reputational risks to be controlled. An example: In a "house of brands" like Procter & Gamble, if one brand (say, Old Spice) flops, it has little impact on Pampers or Gillette.

• Value Creation:

Firm's Architecture : Brands which are strong in architecture, increase the overall corporate value. Investors and stakeholders perceive a company with an integrated portfolio as being more stable, strategically coherent.

Additional Dimensions of Importance:

• Trust and Loyalty: When consumers see "logical links" between sub-brands and a brand's parent, trust is reinforced. For example, Marriott Hotels applies a nod from its parent name to protect variations like Courtyard by Marriott or JW Marriott as they extend quality and uniformity.

• Internal Alignment: Brand architecture provides employees, partners and distributors with an understanding of the range of brands in the portfolio, creating consistency in sales, marketing and customer service.

• Scalability: The system is scalable to meet future requirements with respect to mergers, acquisitions, and product launches. Unilever is a good example here with Dollar Shave Club, fitting it into their overarching strategy arc but still allowing the acquired company to operate as they did before.

As a result, brand architecture is not simply a marketing blueprint; it is a strategic requirement which determines how organizations develop, transmit and compete in an international and local markets.

6.1.2 Types of Brand Architecture: Monolithic, Endorsed, Freestanding

The three forms of brand architecture are Monolithic, Endorsed, and Freestanding. Each one represents a different way to organize and manage brands in a portfolio. It just depends on where a company is in the market, how consumers perceive the brand, its business goals and risk-sharing arrangements between brands.

Monolithic Architecture (Branded House)

In this model, a single Corporate brand forms the umbrella for all products and services. Sub-brands or units carry the name and identity of the master brand, reinforcing a collective market presence.

• Examples: Virgin (Virgin Atlantic, Virgin Media, Virgin Money), Google (Google Maps, Google Photos, Google Drive).

• Advantages:

o Strong corporate equity rubs off on sub-brands. o Marketing becomes more effective with a one brand identity for everything.

o Customers easily recognise the parent brand; this leads to trust.

• Challenges:

o The whole range is affected if the parent brand in crisis. o Difficulty in niche-market or paradoxical market targeting.

Endorsed Architecture

Under this structure, child brands exist with their own identity but are supported by the parent brand. The parent

104 1.8 Brand and Sub-Brand TheSub-brand explains certain assertions in connection or in relation to its masterbrand luxury brand offers credibility and confidence while the sub-brand established in the positiong.

• Examples: Nestlé endorses KitKat, Maggi and Nescafé; Marriott endorses Courtyard by Marriott and JW Marriott.

• Advantages:

o Balances independence with trust.

o Sub-brands can address separate desires while capitalizing on the parent's trust.

• Challenges:

o Need to be placed carefully to avoid synergy problems.

o Marketing should clearly strengthen both the sub-brand and the endorser concurrently.

Freestanding Architecture (House of Brands)

In this case, brands are separate with only a small, if any, connection to the parent company. As the corporate brand recedes into the background, each product brand has to do its own heavy lifting.

• Examples: Procter & Gamble (Tide, Ariel, Pampers, Gillette), Unilever (Dove, Surf Excel, Knorr).

• Advantages:

o Assures other brands reputation risk protection.

o There are no limitations to which separate audiencs each brand can address.

• Challenges:

o Expensive investment marketing and operational expenses to create equity for each of the brand.

o Synergies between brands are limited.

Factors Influencing Choice of Architecture:

• Market Nature : A freestanding structure may be needed due to extremely varied consumer needs, however a single global identity may require a monolithic one.

• Risk Appetite: Free-standing is more appropriate for a risk reverse organization while monolithic may be the right choice for someone bold.

• Resource constraints: Some companies, especially those with less marketing money, typically rely on being a freestanding brand or ride the coattails of the master brand.

Did You Know?

"The concept of "hybrid brand architecture" is gaining popularity among multinational corporations.

In this model, companies combine multiple approaches within a single portfolio. For instance, CocaCola follows a monolithic strategy with its beverages but simultaneously manages freestanding brands like Dasani and Minute Maid. Similarly, Amazon uses a monolithic identity for Amazon Prime and Amazon Fresh but owns freestanding acquisitions such as Zappos and Audible. This hybrid approach provides both synergy and flexibility, allowing firms to balance risk and brand differentiation effectively."

6.1.3 Strategic Role of Architecture in Brand Clarity and Synergy

Brand architecture fulfils an important organisational function, both for the consumer (on clarity front) and internally for the business. In an ever-growing landscape of product categories, distribution channels, and customer touch points, focus and harmony are key witness to a solid brand's success.

Providing Clarity to Consumers

Consumers frequently are overwhelmed with crowded categories of similar products. "Having a transparent brand architecture works to minimize confusion by:

- Brand roles are clear (e.g. Toyota vs Lexus)
- Non overlapping of programmes.
- Assisting consumers is associating sub-brands with the parent and understanding the promise.

Example: Microsoft brands separately its key products – Microsoft Office, Windows and Surface ¬– but retains the parent brand name so that credibility is assured.

Driving Synergy Across Brands

Brand architecture enables companies to maximize the strengths of multiple brands in order to generate cumulative value.

Synergies manifest in several ways:

- Pooling Resources: Marketing, packaging or distribution can be tapped by more than one sub-brand.

- Cross-Leverage of Equity: Google's superior brand enhances the uptake of newer offerings such as Google Pay.

- Unified Message: analogous to FedEx's collection of sub-brands (FedEx Express, FedEx Ground and FedEx Freight), corporates should not stray from their brand message.

Enhancing Efficiency

A planned portfolio also prevents cognitive dissonance. Rather than rivals, brands under the same corporate umbrella can be friends instead of enemies. For instance, Marriott provides several ranges of hotel brands — Ritz-Carlton, JW Marriott, Courtyard, and Fairfield — with various brand options that focus on specific customer groups but also support the overall company's range.

Risk Distribution

Simplicity in design contributes to mitigating risks. For example, if one P&G brand goes amiss, it does not rub off on others thanks to its freestanding model.

Long-Term Brand Building

Clarity and coherence contribute as well to a unified narrative in storytelling. While localised, coca Cola's global campaigns all carry the same message of happiness – an artistic and textual repetition keeps meaning strong at brand level yet for movement down the line.

In short, architecture assures consumers are in coherence and that businesses can be efficient, both from a cost and brand perspective (without losing their identity).

6.1.4 Aligning Brand Architecture with Business Strategy

Brand architecture is not a stand-alone marketing decision – it should be consistent with the broader business strategy. The juxtaposition makes sure that the branding is in line with the company's financial, operational and market objectives.

Supporting Growth Strategies

If a company is striving for multiple business units and not a monolithic brand, the architecture should support such growth.

- Example: Unilever owns a variety of brands in food, personal care and home-cleaning categories by using a freestanding strategy to diversify.

Reinforcing Positioning Strategies

Brand positioning is the way a company desires to be perceived. An alignment mechanism between positioning and execution is provided by the architecture.

• Example: A premium positioning (such as Apple) is served by a monolithic architecture, which means one single identity at the top end of the market across all countries.

Facilitating Mergers and Acquisitions

Acquisitions tend to bring us new brands with existing equity. Architecture plays a role in deciding whether to put them together (monolithic) or allow them to stand apart (freestanding).

• Example: Marriott bought Starwood and kept separate brands (Westin, Sheraton, W Hotels) under an endorsed strategy.

Risk Management

Organizations need to meet architecture with their risk management desires. In high-risk markets, freestanding structures shield the parent brand, for example.

Financial Objectives

Brand architecture affects the bottom line — marketing spend, ROI (return on investment), valuation and even investor confidence. Companies are frequently valued more when brand architecture reflects growth and clarity.

"Therefore, if the brand architecture is not linked to your business strategy it simply means that branding works in silos and should become an enabler for growth, cost effectiveness and long term competitiveness."

6.1.5 Global Branding and Local Adaptation in Architecture

In the context of today's global economy, brand architecture needs to intergrate a quest for consistent identity across the world together with adapting to regional needs. (This is out of the consideration of companies in meeting different cultural, preference and regulations but at the same time they maintain their brand equity.)

Global Consistency

It also maintains global consistency in customers' perception of the brand, regardless of their location. Apple is a perfect example — you can't tell from its products, stores, and communication what country you are in; everything is the same.

Local Adaptation

Brands, to keep relevant, adjust offerings for local cultures. Nestlé's Maggi noodles have spicy flavors in India and milder ones in Europe, to cite just one example. To appeal to local palates,

McDonald's tailors menus with items like the McAloo Tikki in India or Teriyaki Burgers in Japan, shaping its global brand around local tastes.

Hybrid Approach

Many of the large multinationals follow a hybrid model of consistency across continents but adaptation at the country level. Coca-Cola works a unified global message of "happiness" but then localizes to fit indigenous festivals or cultures.

Architectural Challenges in Global Context

- Keeping hundreds of markets consistent.
- Consolidating operations of strong local brands (e.g., Unilever maintains Bru in India).
- Trade-off between global cost of efficiency and local adaptation costs.

Strategic Role of Global-Local Balance

This balance allows brands to achieve maximum scale without sacrificing culture relevance. It also creates strength in other markets with different consumer preference cycles.

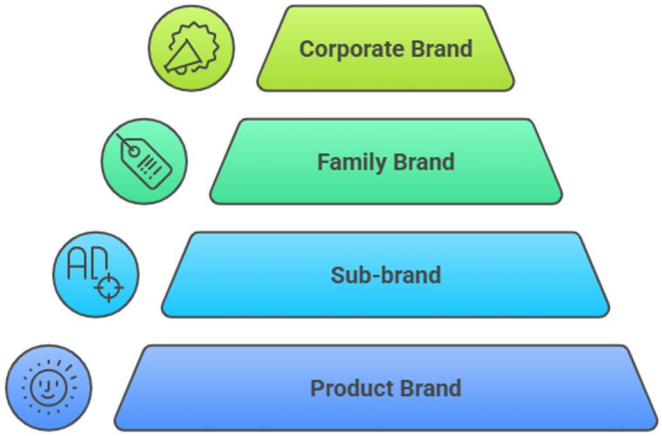
At the end of the day, global branding success needs skyscrapers that stand for a strong corporate identity but also enables engagement with and flexibility towards local diversity.

6.2 Brand Hierarchy and Brand Portfolio Guidelines

Brand hierarchy and portfolio principles are at the heart of how organizations structure, administer and articulate their brands. Today, in the ultra-competitive marketplace, most major companies oversee dozens if not hundreds of different brands within a wide array of product categories. When there's no hierarchy, customers can get confused and businesses end up doubling down where they don't need to. Brand hierarchy is serves as a org-chart to map relationships between different level brands and portfolio guidelines ensure their cooperation together, rather than competition.

6.2.1 Understanding Brand Hierarchy: Corporate, Family, Sub-brand, Product

Brand Hierarchy The chain of branded entities that help to see how the corporate brand relates to family brands (and even individual product brands). Keller refers to this concept as "the extent and nature of common and distinctive brand elements used by the firm." In other words, brand hierarchy: how does corporate identity flow down to the level of families, subbrands and products?



•Corporate Brand: This is the sum total of the organization and forms a trust umbrella over categories. If it is Tata Steel, if it is Tata Motors, if it is TCS (Tata Consultancy Services), when we think of reliability in India, we think of Tata. Likewise, Samsung represents innovation and world-class quality across smart phones, TVs, and home appliances.

• Family Brand: A family brand is applied to a group of similar products that are all associated. Nestlé's Maggi, for instance, is such a classic noodle brand that, even though noodles are the family business's flagship product, the family has also expanded into soups and sauces and seasoning. The Maggi family builds a food brand whose identity is based on taste and convenience.

• Sub-brand: A sub-brand is closely related to a parent but develops independent personality. Apple iPhone and Nike Air Jordan are sub-brands: they share the credibility of Apple and Nike, but also carry a separate set of associations (innovation or athletic supremacy).

• Product Brand relations): These can be used to captures that this product has its own identity and customers do not relate it only to the mother brand. For example, under Procter & Gamble both Tide and Pampers are not highly dependent on the corporate P&G brand in consumer marketing communications.

Strategic significance of hierarchy:

• It helps consumers to make sense of how offerings relate to one another.

It helps managers figure out how much equity to shuffle between levels.

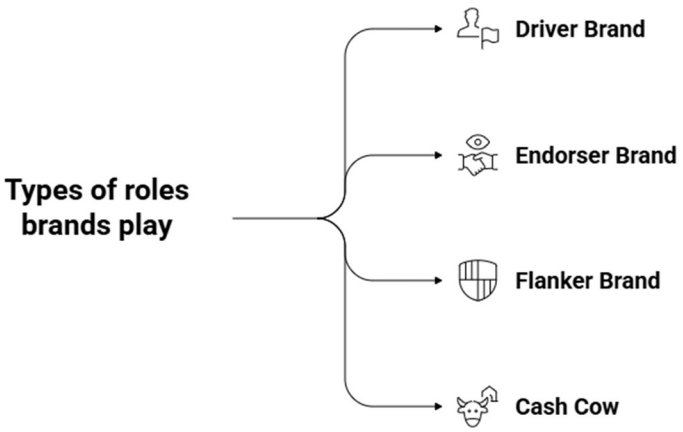
• It lets companies pursue both diversification and focus.

Example: In the automotive industry, Toyota follows a clear hierarchy: Toyota (corporate) → Corolla (family) → Corolla Altis (sub-brand) → specific trims (product level). Consumers therefore can easily choose products highlighting the link to its reliable parent.

6.2.2 Role of the Brand and Relationship with the Brand

The role of every brand within a portfolio is everything.Its not brands that should be managed but the roles they play. A brand may be addressing various consumer needs, providing defense against competing ones or merely adding to the parent's legitimacy.

Some roles brands can assume are:



• Driver Brands: Key drivers of choice at point-of-sale. Example: Toyota Corolla - The name "Corolla" pulls more weight than "Toyota" in influencing buyer decision-making.

Endorser Brands: Borrowed endorsement, lending credibility and peace of mind. Tip: Courtyard by Marriott—where "Marriott" is the endorsing sub-brand.

• Flanker Brands: Defend high-margin flagship brands by offering products that appeal to niches or cost-conscious segments. For instance, Mountain Dew shields Pepsi by going after daring customers so that Pepsi can continue to pursue run-of-the-mill cola drinkers.

• Cash Cows: Products that are popular with users and have steady revenues from existing loyal customers. Maggi Masala Noodles is a typical example: its strong brand equity doesn't need too much wagering, but helps fund new launches.

Relationship management involves:

• Positioning Discrimination: A brand category has to have distinguishing promises. Take Unilever, which makes a point of distinguishing its soaps using terms such as softness (Dove), protection (Lifebuoy) and glamour (Lux).

• Complimentarity: Brands may also complement each other across segments. Hindustan Unilever ladders up Surf Excel (the premium detergent) to Wheel (the mass market detergent) for deeper penetration and all-round category coverage.

• Align Endorsements: Brands are endorsed should adopt a consistent voice. For instance, Nestlé KitKat and Nestlé Nescafé bear the Nestlé name and are an epitome of quality in respective categories.

Poorly handled relationships can also lead to brand cannibalization or dilution, customer confusion, and ultimately less positive brand perception.

Contact Enterprise provides the strong management needed to make sure brands are allies not enemies.

6.2.3 Brand Portfolio Management: Coverage, Leverage, Clarity

”75 Portfolio management is about much more than organizational hierarchy; it is about managing a company’s portfolio of brands for maximum strategic impact. The three pillars are:

• Reach: Empowering to cover key customer segments and price points. "Maruti Suzuki is great here and has its entry-level cars (Alto), family sedans (Dzire) as well as the premium end of things (Ciaz, Nexa range).

Leverage: Using brand equity in one category to enter into another. Virgin parlayed its audacious, anarchic image into airlines, music and telecom. Amul, having taken the dairy brand into chocolates, ice creams and beverages gained a hubristic level of confidence.

• Clarity: Keeping roles separate so consumers are not confused. Nestlé KitKat (hint: break-time treat) and Nescafé (for energy and warmth) are both confectionery-related, but with different associations.

In successful portfolio management there is a balance between breadth [meeting diverse needs] and depth [offering multiple products in one category]. It also promotes effective utilization of marketing budget by focusing that spending in high potential brands.

Example: Procter & Gamble oversees more than 60 global brands, but it adheres to some very strict portfolio rules. Every brand must have distinct role and strong equity — such as Gillette to shaving or Olay to skincare. This clarity enables P&G to win in categories without confusing people.

6.2.4 Avoiding Brand Cannibalization and Overlap

Cannibalization is when brands in the same portfolio eat each other and the market at large rather than grow it. Overlap, on the other hand, results in redundancy and loss of differentiation. The two problems are reducing companies' and shareholders' profits.

Examples of Cannibalization:

• Samsung Galaxy A vs M Series: It can be a challenge to distinguish between these two budget-friendly lineup of smartphones that offer similar specs, and even the pricing overlaps at times.

•PepsiCo's Slice vs Tropicana: Redundancy was inevitable, coincidentally drinks targeted at mango-loving Indians.

How to avoid cannibalization:

• Segment-specific positioning: Such as Unilever's soap portfolio — the motivating factor of Dove (moisturizing), Lifebuoy (protection) and Lux (glamour) are different.

• Price stratification: Establishing distinct price ranges for different packages.

• Unique communication: Customizing messages so products are attractive to specific consumer emotions or occasions.

Note: cannibalization can actually be a tactic if it's something you're intentionally doing. In India, Coke sells both Coke and Thums Up. While they compete, both are owned by Coca-Cola (so the competing is fairly limited) to ensure that fierce rival Pepsi will not dominate cola.

Without careful management, cannibalization erodes brand equity and creates competition within, squandering marketing funds.

6.2.5 Portfolio Optimization and Rationalization

Optimization and rationalization also include reshaping portfolios so only the strongest, most strategically relevant brands are left standing. This would lead to a more rational allocation of resources and a greater degree of consumer equity.

Steps in optimization include:

• Portfolio Review – A review of all the brands in terms of profitability, equity, consumer relevance and potential.

• Focus on Core Brands: Investing in high equity brands. Example: Unilever slashed its range of 1,600 brands to about 400 "power brands," including Dove and Knorr and Surf Excel.

• Pruning Feeble Brands: Elimination of underperforming or duplicative products. Coca-Cola recently retired brands such as Tab and Odwalla to focus on stronger fare.

•Innovation and Repositioning: Revitalizing tired brands with repositioning or new products. For instance, Cadbury Dairy Milk Silk refreshed the age old image of Cadbury chocolates for younger consumers.

The objective is that every brand in the portfolio should have a net positive contribution whether it be sales, immeasurable goodwill or long-term strategic value.

"Activity: Mapping and Analyzing Brand Hierarchy and Portfolio Strategy in Diversified Companies"

Choose a diversified company like **Tata, ITC, or Unilever**. Create a brand hierarchy chart showing its corporate, family, sub-brand, and product levels. Then, analyze at least four brands and identify their roles (driver, flanker, cash cow, or endorser). Next, examine whether the company faces cannibalization or overlap in its portfolio. Finally, suggest one optimization strategy—such as pruning a weaker brand or repositioning an existing one. This activity will help learners understand how portfolio guidelines are applied in real-world practice.

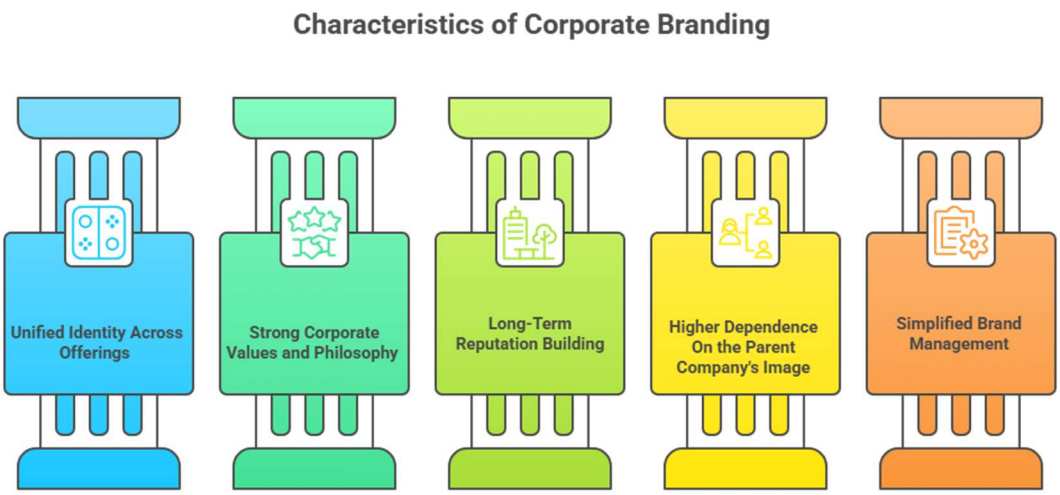
6.3 Corporate Brand vs. Personal Brand

Corporate and personal branding are two different ways to approach the positioning of products and organizations. Corporate branding has the company's identity play a more prominent role in its entire product lineup while individual branding features products with complete identities from the parent brand. Each of the strategies has its own benefits and challenges, consequences for long term brand management. Having knowledge about these strategies can enable businesses to direct branding choices in service of business goals, consumer demand and market conditions.

6.3.1 Characteristics of Corporate Branding

Corporate Branding is a strategy in which the parent brand is used as a vehicle for selling all products and services that fall within "ethos" of the parent company. Brand values, mission and vision are consistently conveyed throughout a range of product offerings.

Key Characteristics of Corporate Branding:



Unified Identity Across Offerings

2.196144722 In the case of corporate branding, all the products and services are given the name or branded after its parent organisation. This fashion validates uniformity and buck up the marketing brand. Go to India and see, for example, the omnipresence of Tata Group whose corporate name is seen in sectors as diverse as steel and automobiles to hospitality and retail.

• Strong Corporate Values and Philosophy

Brands, which are corporate brands that reflect certain perception and values, are frequently based on concepts of trust, reliability, innovation or social responsibility. These values form a coherent persona which consumers comes to know the brand for in multiple touch points. Infosys for instance insists on ethics, transparency and customer confidence in everything we do.

• Long-Term Reputation Building

A product is usually a more important short-term (sales) asset to the sub-brand than to the corporate brand. The idea is to have a solid long-lasting image that gives credibility to everything else under the brand.

• Greater Reliance on the Parent Company's Image

The reputational status of the corporate PP in one line affects all its product lines. A company-wide crisis can affect every product under the umbrella. The Volkswagen admissions scandal, for instance tarnished the image of its other brands,such as Audi and Skoda.

• Simplified Brand Management

It is also easier to direct and manage marketing and communication efforts, as the same brand message applies to all products under the corporate umbrella. This saves time and avoids redundancy in messaging.

6.3.2 Advantages and Risks of Corporate Branding

There are clear advantages to corporate branding in trust, efficiency and long term brand equity but this approach also comes with danger if not managed correctly.

Advantages of Corporate Branding:

• Trust Transfer Across Products

Familiarity is positive and bias a customer toward trusting new products or services under the same name. For example, when the Tata Nexon was launched by TATA Motors, people did believe in it being a success at first because 'tata' is a brand that we can trust on.

• Economies of Scale in Marketing

By focusing ad spend on the corporate brand, all of its products receive a benefit at once (the cost saving being passed down) and marginal gains in this effort to return declines substantially. Samsung, for example, promotes itself as a leading edge technology provider, which then serves as a vehicle toward the sale of smartphones and home appliances.

• Enhanced Employee Engagement

Staff working under a powerful corporate brand can feel proud and inspired. A respected

corporate identity bolsters employer branding, as is evident with organizations like Google.

• Easier Market Expansion

When companies expanded to new regions or categories, the corporate name gave them credibility fast. Virgin Group was able to leverage its corporate brand to launch into industries as different from each other as airlines, music and telecom.

Risks of Corporate Branding:

• Reputation Risk Spreading Across Products

A fail or scandal in one part of the business can hurt an entire corporate image. For instance Nestlé's Maggi crisis in India resulted in a temporary dip of consumer trust across all its products categories.

• Limited Positioning Flexibility

If a company brand is associated with certain values or perceptions, it may find the process difficult to adapt itself to become involved in some totally unrelated areas as consumers will be sceptical.

• Complex Crisis Management

If the reputation of a company gets damaged, this one spreads around and is much difficult to compensate for. Negative press is also not like product branding, you can't separate it from one product.

6.3.3 Individual Product Branding Strategy

This is where individual branding that means creating a different brand identity for each product or product line from the corporate name. Every label has a distinct story, values and identity.

Distinctive Traits of Personal Branding Strategy:

• Unique Positioning

Products come with its own brand name, logo & champaign which suits the respective target audience of that product. For instance Procter & Gamble (P&G) has a number of separate brands such as Tide, Ariel, Gillette and Pampers.

• Risk Containment

One brand's headaches are not usually another brand's problems within the same parent company. If, for instance, a P&G detergent is recalled, it doesn't tarnish the reputation of its Pampers or Gillette products.

• Tailored Marketing Efforts

Each brand can zero in on its own consumer, unencumbered by the parent company's loftier image. Unilever for example runs Dove as a premium personal care brand and Lifebuoy as an inexpensive hygiene solution.

• Higher Marketing Investment

As each brand is run independently, companies have to spend and build awareness and equity separately. This increases overall marketing costs.

• Examples of Individual Branding:

o Hindustan Unilever Limited (HUL) owns specific brands Lux, Surf Excel and Vaseline with their own brand identity.

o Marico manufactures products that have different consumer requirements Parachute (hair-oil) and Saffola(edible oils).

6.3.4 Comparison with Brand Control vs.~Brand Flexibility

Control They are also poles apart in control and flexibility and risk.

Brand Control in Corporate Branding:

A corporate brand helps to keep a consistent message, values and identity. This is what guarantees comms consistency across all touchpoints.

• But centralization is less fluid, to adjust for particular product categories or customer segments.

• An example: Apple prides itself on being able to reinforce that through the product.

Brand Flexibility in Individual Branding:

• Freedom by individual branding, each brand is free to use it's own tone, images and positioning without having reference or alignment with the Parent Brand.

• It gives companies leeway to try out various strategies and click with different consumer segments.

• Example: PepsiCo oversees the brands Pepsi, Lay's and Tropicana, serving distinct identities, campaigns and audiences.

Comparative Points:

•Corporate Branding: High control, steady values/values convivence, low costs but high risk of spillover.

• Personal Branding: More freedom, insulated risks, customer-oriented position, but more marketing investment and effort.

The balance between these is what defines where a company should focus based on its goals, capacity and market situation.

6.3.5 Hybrid Branding Approaches and Real-World Examples

Hybrid branding involves a combination of corporate and personal branding. Firms take advantage of corporate reputation and at the same time allow individual product brands to have their own singular identity.

Features of Hybrid Branding:

• Striking the right balance between utilizing corporate equity and creating distinct product associations.

• Versatility to tailor brand strategy to various markets, product categories or consumer groups.

Lower risk than studying brand as if it were completely idiosyncratic and riskier than studying the means of corporate branding alone.

Examples of Hybrid Branding:

• Nestlé: The corporate name is a highly-recognized brand, but so are individual product brands such as KitKat, Maggi and Nescafé though they're not part of the network in capital letters (even though at the end of a tv commercial "KitKat – NESTLÉ" flashes).

• Marriott Hotels: Has several sub-brands, including Courtyard by Marriott, JW Marriott and Fairfield by Marriott. All have their own brand identity but the Marriott stamp of approval.

• Sony: Engages in hybrid branding by emphasizing its corporate identity for electronics yet permitting strong standalone appeal for sub-brands, like PlayStation.

Strategic Benefits of Hybrid Branding:

• Assists companies in moving into new categories while capitalizing on the corporate name.

• Gives cushion in a product-level failure, because the corporate brand has value.

• Permits for efficiency and flexibility, according to the market environment.

6.4 Brand Extensions and Brand-Product Mix

Brand extensions, and brand product mix strategies are of immense importance to build and maintain a strong brand equity, market presence and growth. Brand extension is a practice of launching new products under the existing brand name either in the same category, that would be line extension or across product categories and subcategories leading to such behavior which could be termed as category extension. The brand-product spread, on the other hand, is a measure of the extent and range of products offered by a single brand. These two strategies help companies manage the interplay between innovation, risk and market-creation on the one hand and brand equity, trust and favourability on the other.

6.4.1 Definition and Types of Brand Extensions (Line vs Category)

Definition:

brand extension An established brand name used to promote a new product is known as a brand extension. The purpose is to leverage brand equity, decrease entry risks and increase customer trial rate.

Types of Brand Extensions:

Line Extension

Line extension happens when an already established product brand introduces new variations to that product category. This might be new flavors, sizes, packaging or features.

o Example: Introduction of Diet Coke and Coke Zero in Coca-Cola's beverage portfolio.

o Example: Colgate providing toothpast varieties such as, Colgate Total, Colgate MaxFresh and Colgate Herbal.

• Category Extension

507) A category extension occurs when an established brand name in one category is used to launch a new product in an unfamiliar category, unrelated to the core category.

o Example: Dove moving from soap into shampoos, body lotions and deodorants. o Example: Amul, being a dairy company they have extended their product lines from butter to ice-cream, chocolates and various types of beverages.

Both extensions serve as a strategy to reinforce brand salience in the mind of the consumers but are sensitive to identity-related fit issues that could lead to confusion or watering down of meaning.

6.4.2 Advantages and Pitfalls of Brand Extensions

Benefits of Brand Extensions: • Lower Launch Risk

A quality name transfers credibility from the established brand to new products, minimizing resistance to them. Apple users, for example, believed in the iPad because of previous success they had seen from the company in terms of innovation.

• Cost Efficiency

Marketing costs are minimal as the parent brand already benefits from recognition and following.

While advertising for one product drives superior sales of others in the portfolio.

• Consumer Trust and Loyalty

Customers who have confidence in a brand will be more willing to sample new products under the same label. This trust also rubs off on Nestlé's KitKat extensions, such as KitKat Chunky or KitKat Dessert Delight.

Market Coverage and Growth

Extensions enable businesses to hit multiple price, taste and preference points so they can attract more [customers].

Pitfalls of Brand Extensions:

• Brand Dilution

Brand stretching across unrelated categories may dilute the core associations of the brand. Try ribbons of steel given all the hetestchen fragrance you want; like HarleyDavidson's disastrous "perfume," anything that muddies your roughcutter image, simply won't sell.

• Cannibalization

New variants might cannibalize sales of existing products more than they garner new ones. This is common in FMCG businesses which have various from a goods variants.

• High Failure Rates

If the extension is not relevant or quality, it will fail and hurt the parent brand. For instance,

Colgate's frozen dinners bombed because the connection between toothpaste and food was simply not believable.

• Overextension

Overloading the system can cause choice fatigue for consumers and lack of focus for the brand."

6.4.3 Fit and Leverage in Extension Strategy

The success of brand extensions turns on the extent to which there is fit between both the parent brand and the new product, as well as on how readily the parent brand can utilize its strengths.

Fit in Extension Strategy:

• Fit is the perceived similarity or logical relationship between the parent brand and the extension.

• Example: Nivea stretching from creams to lotions, deodorants and shower gels has relatively high category fit.

• Tight fit gives up a perception of an extension natural and trustworthy to the consumer.

Leverage in Extension Strategy:

Borrowed interest is about leveraging off what the brand already has strong reputation, equity and associations with in order to make the new product successful.

• Example: Sony used its electronics know-how to become successful in audio equipment, TVs and consoles (PlayStation).

• By moving perceived knowledge base into new realms, leverage grows levels of competitive credibility.

Fit and Leverage Considerations:

• Expect Consumer Perceptions: If consumers perceive the extension as a disconnect (luxury brand comes up with budget offerings), the extension is likely to fail.

• Brand values: Extensions need to be consistent with what the brand stands for. Take, for instance, a brand like Patagonia; which is essentially built around sustainability but then it extends into categories that support its eco-minded beliefs.

• Level of Innovativeness: Extensions that combine newness with known-ness positively enhance the valence of trust by creating novelty without losing trust.

6.4.4 Managing Brand Dilution and Extension Failure

Brand dilution happens when extensions erode the identity of the parent brand, becoming less 'sharp' in consumers' minds. You need to counter dilution and forestall failure with proactive strategies.

Causes of Brand Dilution:

• Overextension to irrelevant or opposing categories.

• If the extension has bad quality control, the customer experience goes down.

• Mixed messages that make the consumer unclear on the brand.

How to control Brand Dilution and Desertions:

• Maintain Core Associations

Make sure all branding extensions support the brand's core essence and values. For instance, Nike always connects new products back to performance and athletic empowerment.

• Selective Extension

Extend the limits to only logically or functionally related categories. Brands such as Dove prosper because every extension can fit under the banner of personal care and beauty.

• Monitor Consumer Feedback

Go with surveys, focus groups and social listening to get a sense of consumer reaction. If customers reject an extension, companies must move fast to discontinue or reposition it.

• Quality Assurance

Keep the bar high on product quality to prevent damaging the parent name. "The inspiration came in bringing quality to luxury as well," Jeff, one of the hosts notes at one point.

• Rebranding or Spinning Off

Should a lousy product extension potentially threatens the parent brand, it can be renamed or spun off into its own identity.

Examples of Extension Failures:

• Colgate Kitchen Entrees didn't make it because people couldn't get the idea of a toothpaste company selling frozen meals.

• Virgin Cola failed, despite the power of the brand behind it (Virgin), because it was not credible against superbrands such as Coca-Cola and Pepsi.

6.4.5 Brand Product Matrix and Strategic Mapping

4

Brand product matrix. The brand product matrix is a tool which demonstrates the relationship between the brands and the products in a category. It aids companies look at breadth of portfolio (range of products in its bucket) as well as depth (products across each bucket). Structure of the Brand-Product Matrix:

• Rows represent product categories.

• Columns represent brand names.

• The matrix shows which brands play in what categories and to what extent.

Strategic uses of the brand-product matrix:

• Portfolio Analysis

Companies are able to assess gaps, overlaps and opportunities within categories. HUL, for instance, uses similar analysis to govern brands as diverse as Lux, Dove, Surf Excel and Lipton.

• Resource Allocation

Assists with effectively allocating marketing budgets, by concentrating on high performing categories and cutting back weaker ones.

• Extension Planning

Highlights categories where the brand can credibly expand. For instance, the matrix of Amul showed the scope to enter into chocolates and beverages from dairy.

• Strategic Mapping

Our mapping will help understand how brands are related to each other, if they are complementary, competition or having overlaps.

Example of Application:

• Unilever's roster has a deep bench of categories from personal care (Dove, Lifebuoy, Lux, Pears) to beverages (Lipton, Brooke Bond). The matrix is designed to help the brands not cannibalize each other too much while still serving a range of consumer needs.

Knowledge Check 1

2

Choose the correct option:

1. Which of the following is an example of a line extension?

a. Dove shampoo

b. Coke Zero

c. Amul chocolates

d. Sony PlayStation

2. Which is the main risk associated with brand extensions?

a. Brand loyalty

b. Brand dilution

c. Brand fit

d. Brand leverage

3. The success of an extension depends largely on:

a. Price discounting

b. Celebrity endorsements

c. Fit and leverage

d. Retail placement

4. Which of the following was a failed brand extension?

a. KitKat Chunky

b. Coke Zero

c. Colgate Kitchen Entrees

d. Nivea deodorants

5. In the brand-product matrix, breadth refers to:

a. Number of variants

b. Number of categories

c. Number of SKUs

d. Number of consumers

6.5 Summary

ϖ The course covered how firms strategically design and manage brand structures, portfolios, and extensions to create equity and gain advantage.

ϖ It presented brand architecture concepts, highlighting coherence and fit between corporate, family, subbrand and product levels.

ϖ Variety of options—Monolithic, approved and stand-alone design—were described with its tactical advantages.

• Brand portfolio management was discussed: brand roles, inter-brand relationships, coverage leverage and cannibalization avoidance.

ϖ The contrastive analysis of corporate-vs.-individual branding revealed control, risk and identity-management potential problems.

The brand extensions section offered the definition of line vs. category extension, and described advantages, disadvantages, fit, leverage and dilution control.

ϖ Brand-Product Matrix: This was used as a device to map and assess strategic options.

ϖ Together, the ideas present a holistic model to govern complex brand ecosystem.

6.6 Key Terms

Brand Architecture: The organized system that includes the names of and relationships between brands, sub-brands, and sub-products within a companys portfolio.

Monolithic Branding: A consistent approach in which all products are sold under one corporate brand.

Endorsed Branding: The idea of sub-brands having their own identity but being supported by the parent brand.

Stand alone Branding: Standalone brands within the same company without any visible connections between them for the average consumer.

Brand Hierarchy: A structure of brands at corporate, family, sub-brand or product levels.

Brand Portfolio: The total set of brands that a company owns across categories and markets.

Brand Cannibalization: An instance where new products diminish sales of that existing within its portfolio.

1 Brand Extension: Introducing new products with an existing brand name in the same product category or elsewhere.

4) Line Extension: The introduction of additional offerings within a category (e.g., flavors, sizes).

1 Category Extension - Moving into a new category with the same brand name.

Brand Dilution: Deterioration of the brand because of inefficient or irrelevant extensions.

Brand product matrix: A tool for positioning of brands relative to products and category identity.

6.7 Descriptive Questions

Describe brand architectures and discuss the role they play in maintaining a diversified product portfolio.

4.1 Monolith, endorsed and freestanding brand architectures with examples Compare monolithic, endorsed and freestanding brand architecture using examples.

What is brand hierarchy? Discuss with suitable examples from real companies levels of this model.

Q4 Explain some of the key strategic issues in brand-portfolio management an affective prevention of cannibalization among different brands.

Assess the benefits and potential risks of corporate branding vis-a-vis branding individual products.

What are brand extensions? what is line extension and category extension with examples?

Describe the meaning of fit and leverage in extension approaches. Why are they important for success?

How can brands stay out of the waters of dilution in protecting its value and extending its value? Illustrate with cases.

Explain the brand-product matrix and how it is used to map a portfolio.

Pick a firm from the literature and study its brand architecture and portfolio strategy.

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Answers to Knowledge Check 1

Knowledge Check 1

1. b. Category extension
2. c. Cannibalization
3. a. Fit
4. d. Brand dilution
5. b. Brand-product matrix

6.9 Case Study

ITC Limited: Sailing the Brand Architecture Mine Field And Extensions

Introduction

Multiple brand management in business, currently it's the time of stiff competition in the business scenario and for diversified companies, managing many brands under one roof becomes quite competitive and challenging to consistently maintain synergy, clarity and long-term equity. Brand architecture and portfolio management are important in the trade-off between corporate, individual, and brand extensions. The case is about the strategy applied by ITC Limited, India's most diversified conglomerate in managing its brand portfolio across categories such as FMCG (Fast Moving Consumer Goods), hotels, paperboards and agri-business while dealing with issues like cannibalization, brand dilution and consistency.

Background

ITC initially had a relatively modest portfolio when it was established as the Indian Tobacco Company in 1910.

It is the corporate branding that comes with such trust and credibility, while its individual product brands be they Aashirvaad (staples), Bingo! (snacks), Sunfeast (biscuits) and Fiama (personal care), work with unique positioning. ITC has also done brand extensions in Aashirvaad, expanding it into spices, instant mixes and dairy products among other things and Sunfeast to cakes! Pasta and instant noodles.

The company applies a hybrid branding policy: while the corporate name provides credibility, individual brands are created with forceful personalities in order to compete in crowded markets. Nevertheless, ITC experiences difficulties in dealing with overlaps between categories, sustaining brand extensions and balancing global-local adaptation.

Problem Statements and Solutions

Issue 1: Brand Portfolio Overlap and Cannibalization

• ITC's snack brand Bingo! is not only pitted against rivals like PepsiCo's Lays but also internal variations of it, like Bingo! Mad Angles and Bingo! Tangles. This creates risk of overlap,

where sister brands fight for the same customers.

Solution:

• Utilize portfolio optimization by defining roles of sub-brands. For instance, Bingo! "We can keep Mad Angles in experimental or youth consumers while want to explore a new consumer altogether," says Goenka of Bingo! Original Chips could gain some mainstream snack purchases. Strong communication and segmentations minimise cannibalisation, and enable brands to be complementary to each other.

Issue 2: The hazards of brand dilution through extensions

• Brand extensions like Sunfeast Yippee! oodles became a hit, overextending into too many sub-categories that runs the risk of diluting the identity of the Sunfeast brand. It might start to appear scattered to customers.

Solution:

• Assess fit and relevance: Ask if an extension matches with the promise that a parent brand offers. Which means… Sunfeast as a brand should restrict itself to its core territory vision – Indulgence + Nourishment and not stray outside. Pre-launch consumer testing and brand audits can confirm extension decisions.

Issue 3: Individual Brand Identities and Corporate Branding Since Kakao runs two parts of its business with very different implications for their branding, the company has to strike a balance between corporate branding consonance and asserting strong individual brand identities.

• The corporate brand of ITC is synonymous to sustainability and also Indian roots. But its personal care products, such as Fiama or Engage, operate in categories that are highly

globalised and require modern and trendy look and feel, leading to tension between corporate level branding and product level branding.

Solution:

• Take a hybrid architecture approach, with ITC building on its corporate name in CSR and investor communication, but consumer-facing brands continuing to have their own personalities. So, for instance, Fiama could stand for modernity and self care while ITC stands for the halo of trust and ethical sourcing. It is the magic that happens when this synergy occurs and brand creativity can flourish.

Conclusion

ITC's story serves as an illustrative example of how having a sound brand architecture and portfolio strategy is critical in the context of diversified companies. ITC can mitigate this overlap, enhance consumer confidence and ensure long-term existence by clearly defining roles in the hierarchy, aligning extensions with brand equity and managing corporate vs. individual branding. It's also a case of how businesses can apply hybrid strategies to maintain consistency but also flexibility with branding.

Case Related Questions

How does ITC manage brand branding and independence of it's product brands?

What are the primary dangers of brand extension, and how can dilution be reduced by companies?

How can business hit cannibalisation in categories such as snacks or biscuits into portfolio optimisation?

Why is it beneficial to combine corporate and individual branding, rather than following either the purely institutional or the purely individual approach?

Assuming ITC goes global, what changes to its brand architecture would you suggest?

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Unit 7: Leveraging Secondary Brand Associations and Building Resonance

Learning Objectives

1. Define and explain the concept and significance of secondary brand associations in shaping brand perception.
2. Evaluate the influence of country-of-origin effects on consumer attitudes and purchasing decisions.
3. Analyze the strategic benefits and potential risks associated with co-branding, celebrity endorsements, and strategic alliances.
4. Examine the role of various marketing channels, events, and third-party sources in enhancing brand value.
5. Understand the structure of brand resonance and its key dimensions, including brand loyalty, attachment, and community affiliation.
6. Apply Keller's Brand Value Chain model to assess the link between marketing investment, customer mindset, and brand equity outcomes.
7. Interpret the connection between brand-building efforts and long-term shareholder value creation.

Content

7.0 Introductory Caselet

7.1 Leveraging Secondary Brand Associations

7.2 Understanding Brand Resonance

7.3 Brand Value Chain

7.4 Summary

7.5 Key Terms

7.6 Descriptive Questions

7.7 References

7.8 Case Study

7.0 Introductory Caselet

“The Rise of EthnoChic: From Rio to Tokyo“を出版

EthnoChic, a Jaipur-based, small fashion startup was introduced in the year 2018. The vision of the brand was to integrate traditional Rajasthani craft with modern fashion, to cater to both Indian and international customers. In order to create distinction, EthnoChic managed to capitalize on secondary associations of the brand. First, it trafficked on the “Made in India” label to serve a growing consumer preference for authentic goods rooted in culture. The brand also tied up with FabIndia for co-branding, which allowed it to immediately reach out to an already existing customer base and a position in premium retail.

Understanding the influence of celebrity, EthnoChic had recruited a well-known Bollywood actress who was an advocate for sustainable fashion. Its advocate not only brought it to the media’s attention but also influenced its customers’ view of the brand as ethical and desirable. The brand also sponsored notable cultural events and fashion weeks to situate itself within the upper echelons of the fashion world.

EthnoChic eventually developed a strong customer following of people who identified with the brand. With regular news making and social media presence it established emotional connections with audiences and created a sense of belonging to community. Consumers saw EthnoChic as more than a product; the term became attached to a movement they could get behind—brand resonance at work. Its market performance expanded and consequently also the brand equity and interest from investors, confirming that the Brand Value Chain's strategy had been correctly utilized.

Critical Thinking Question

How did EthnoChic used various ways of secondary brand associations to make emotional links and ensure long-term brand value? Discuss the efficacy and hazards of this approach.

7.1 Leveraging Secondary Brand Associations

Brand Association – The different type of associations a consumer makes in his/her mind with the help of all the qualities and ideas attached to a brand is called as brand association. These relationships can be physical (for example, the quality of a products, product packaging or logo) or emotional (prestige, trust or emotions). They work as “mental shortcuts,” aiding consumers in recalling the brand and forming their attitudes toward it.

In other words, brand associations = what consumers think of when they think of a brand.

For example:

• Nike → performance, athletes, "Just Do It," sport innovation.

• Apple → innovation, design, the best of the best and creativity.

• Toyota → reliability, longevity, value for the dollar.

(d) Secondary brand associations: These are added values which a brand develops through relating itself to other entities such as places, people, organizations, events and other brands. Such associations can influence the kind of meaning consumers will attribute to a brand, particularly when it is new or does not have a strong identity of its own. By using these associations purposefully, marketers may borrow credibility, reputation or cultural meaning to increase the value of their brand and gain consumer trust in a shorter period.

7.1.1 Concept and Importance of Secondary Associations

Secondary brand associations Secondary brand associations take place when the company goes out of its way to associate itself with specific facets in order to direct customer thoughts. These relationships are based not on the brand's actual interaction with a customer, but rather on borrowed reputation, emotion or value.

Importance of Secondary Associations:

• Strengthening Brand Image: The brand can ride on the positive imagery and credibility of a well-managed firm by being related to them. "There might be a new Google-backed brand of smartphone."

• Filling Brand Gaps: New or small brands frequently lack consumer awareness or associations. They gravitate towards names they know or organizations that have established credibility; it helps them fill these gaps rapidly.

• Mitigating perceived risk: By purchasing the product of another recognized brand, celebrity or country of production, consumers are seeking to enhance their trust.

• Enhancing Differentiation: Secondary links such as personal associations can also aid a brand to differentiate itself in crowded markets where the product is similar on attributes or price [7.5].

Types of Secondary Associations:

• Company (Parent Brand)

• Country-of-Origin

• Channels of Distribution

• Co-Branding / Alliances with Other Brands

• Celebrities or Spokespeople

• Events or Sponsorships

• Third-party Endorsements (e.g., awards, reviews)

“By stewarding these relationships proactively a brand can create equity before customers have experiences or simply die.”

7.1.2 Country-of-Origin Effects on Brand Perception

The concept of Country-of-Origin (COO) origin can influence consumers' attitudes and purchase intentions. Quality Quality is one of the dimensions where COO can affect consumer quality perceptions for a product due to its associations with design, innovation and authenticity.

How COO Influences Brand Perception:

Stereotypes and Cultural Prejudices: A natural bias exists among consumers to link certain product categories with a country – be it German-engineering (cars), Swiss-precision (watches) or Japanese technology (electronics).

• Expertise: When a product is perceived to be from, or produced for people living in a country that has expertise in producing that product and if consumers believe there may exist products of higher quality than their own locally they associate the product with being of higher quality.

• Authencity and Roots: Cultural backstory is an enriching brand narrative. For instance, Italy-based com- panies including Gucci use heritage and craftsmanship as a means of promoting luxury.

Examples:

• BMW (Germany): Performance, engineering and luxury.

• Samsung (South Korea): A brand associated with innovation and high-tech electronics.

• Nestlé (Switzerland) — Seen as Swiss quality with the tradition of food safety and nutrition.

Strategic Implications:

• Brands can intend to protest their origin through packaging, advertising and brand names (e.g., “Made In Japan”).

•On the other hand, some businesses mask their country of origin if it has a bad reputation concerning that product type.

Did You Know?

“The Intel Inside campaign, launched in the early 1990s, was one of the first examples of a component co-branding strategy where a non-consumer-facing brand became a household name. Before this, consumers rarely knew what kind of processor was inside their computer. Intel spent nearly $500 million in co-op advertising, convincing PC manufacturers to place the “Intel Inside” sticker on laptops and desktops—dramatically raising Intel's brand equity.”

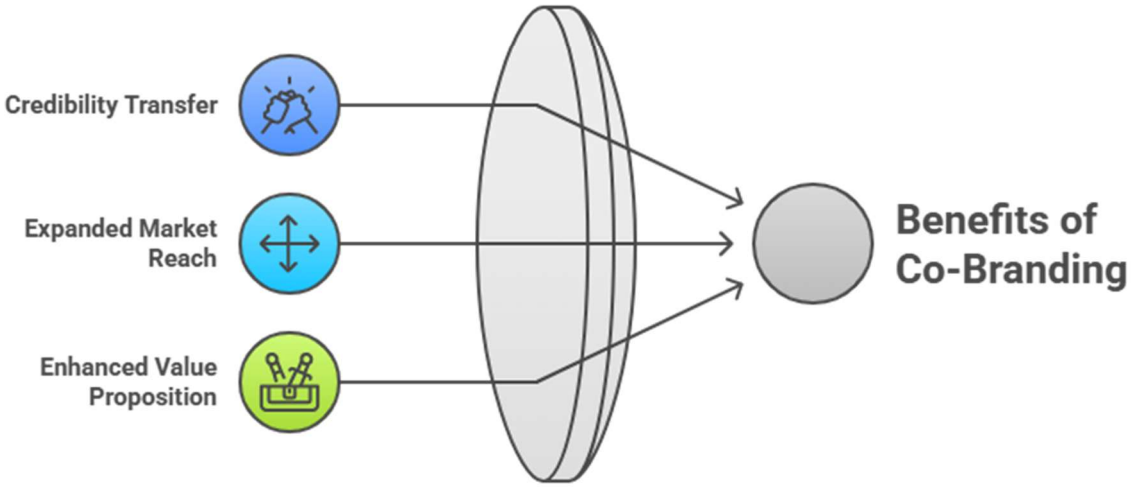
7.1.3 Co-Branding and Strategic Alliances

Understanding Co-Branding and Strategic Alliances

Co-branding refers to a collaboration between two or more brands whereby both (or all) of the brands are able to include their value propositions in products, services or campaigns developed jointly. These partnership are typically short-term, based around a product, highly visible to consumers. Strategic alliances, on the other hand, are more general and long-term partnerships between companies which in not require a joint product, rather mutual growth (like joint technology or distribution platforms) 9 ways to collaborations between two separate parties.

The fundamental premise in both of these concepts is value co-creation—the idea that the partner brand’s strengths, reputation, and market presence are utilized to enrich the total value delivered to consumers.

Benefits of Co-Branding



Credibility Transfer:

A smaller or newer brand is able to leverage the immediate credibility of working with a large, trusted counterpart. There's a higher chance the customer will trust that combined product seeing as one of the brands is already well known and liked among everyone else. For instance, if a start-up brand collaborates with a tech leader such as Google, this dramatically increases consumer trust in the product.

Expanded Market Reach:

Co-branding allows for brands to access each other's customer bases and penetrate new segments or geographies. For example, a regional food brand partnering with a global chain is instantly able to reach consumers around the world because they can tap into an existing distribution network.

Enhanced Value Proposition:

Through a joint offering, unique competences can be utilised to provide higher functionality or attractiveness. A tech brand partnering with a fashion brand could create wearables that are as fashionable as they are high-tech, offering more use than either solo.

Examples of Effective Co-Branding

• Nike + Apple:

This joint venture mixed Apple's iPod technology with Nike shoes so that athletes could monitor their fitness statistics. This was a product that combined fashion, functionality and innovation – a hit with fashionistas and fitness freaks all at once.

• Taco Bell + Doritos:

Doritos Locos Tacos combined Taco Bell's Mexican fast food and Doritos' extreme flavor is a start. The product turned into a mega hit, proving how co-branding can deliver a viral, high-impact product.

• Intel Inside Campaign:

Component brand Intel with little direct consumer interaction started its "Intel Inside" campaign back in the early 1990s to help build some recognition among consumers. By slapping its logo on partner PC brands, Intel became one of the most visible names in personal computing despite not selling directly to consumers.

Strategic Alliances

The strategic alliances are broader and tend to concentrate more on sharing resources or entering markets but without co-developed products.

• Starbucks and PepsiCo:

Starbucks joined forces with PepsiCo to bring its ready-to-drink drinks into the world. Using PepsiCo's distribution system, Starbucks was able to expand into new markets faster than it otherwise could have by building in-house supply chains.

• Spotify and Uber:

Integration with Spotify, so you could play your own playlists while riding in an Uber. This crossplatform experience was a hit with customers and created brand loyalty for both the customer and client.

Co-Branding and Alliances in the Age of Attention Economy Key Issues to Consider

• Alignment in Values and Market:

Brands Partnering brands should have compatible brand philosophy, tone and audience. Being unclear on values can create confusion for the consumer and diminish effectiveness of campaigns.

• Reputation Risk:

For example, if one brand faces a crisis or damage to its reputation, the affected brand and co-branded product / partnership may be simultaneouly tarnished. For instance, one partner's data breach may sow distrust in both.

• Legal and Intellectual Property Clarity

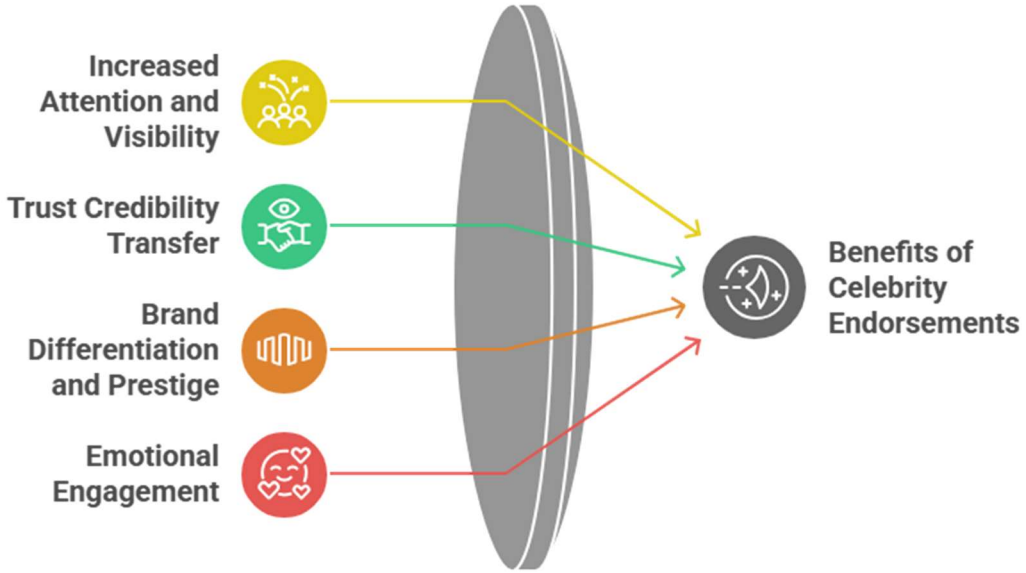
Agreements need to specify rights, obligations, revenue share, use of brand and exit options. When there is no legal clarity, partnerships can become disputes that do everyone harm.

7.1.4 Celebrity Endorsements: Benefits and Risks

Role of Celebrity Endorsements

Celebrity endorsements refer to a type of advertising by which public figures, such as actors, athletes, or social media influencers (influencer marketing), advertise a brand's product or service. The effectiveness of such campaigns stems from their ability to make use of the psychological phenomenon of transfer of association, whereby positive perceptions created by a celebrity are passed on to the brand: Trustworthiness Attractiveness Expertise These attributes help create validation and trust for a brand.

Benefits of Celebrity Endorsements



Increased Attention and Visibility:

And celebrities sell in a crowded market. Their inclusion in ads or promotional efforts can drive consumers who may normally overlook the brand to take a second look.

Trust and Credibility Transfer:

Celebrity followers tend to be fanatical and trust the advice and lifestyle of their favourite celeb. If their favorite star is attached to a brand this makes fans trust the product and see it as something that them themselves would try.

Brand Differentiation and Prestige:

Celeb endorsements obviously raise the profile of the brand, and no one can compete with A-list talent in terms of luxury and aspirational image. This can be particularly helpful in luxury or lifestyle markets.

Emotional and Psychological Engagement:

It's no secret that celebrities polarize opinion. By aligning with the right mentioned figure, brands can leapfrog off of existing emotional ties and form stronger relationships with customers.

Examples of Successful Endorsements

• Virat Kohli for Puma:

Kohli — tall, dynamic and performance-oriented — was said to have matched Puma's sporty, youth-centric imagery closely which also played a part in the brand significantly growing in India.

• George Clooney for Nespresso:

With Clooney as its ambassador the brand was given style, sophistication and a touch of wit, strengthening the premium status in coffee.

• Deepika Padukone for Adidas:

Being a mental health ambassador and fitness enthusiast, Deepika's partnership with Adidas supported our objective to communicate empowerment, resilience and sport as an outlet of self-expression."

Risks of Celebrity Endorsements

Overexposure and Loss of Authenticity:

Don't dilute the power of your endorsement: Celebrities are themselves brands. Consumers might just think the endorsements are purely transactional and less credible.

Misalignment with Brand Values:

Where brand strategy could be negatively affected is if the celeb image does not jive with the brand's positioning, and then people might reject (rather than store) the message. For instance, selling a low-cost grocery product under the advertising umbrella of luxury fashion model can be misleading for people.

Scandal or Controversy Spillover:

Celebrities are public officials, and you lose your right to privacy in a lot of cases when entering that life. Any scandal can be detrimental to the brand they represent, even if at no fault of the brand.

High Cost and Risky ROI:

Celebrities are expensive to hire. The investment can even be a burden if the campaign does not bring promised returns.

Strategic Guidelines for Effective Use

- Run background checks and make sure there's alignment with values.
- Establish authenticity through long-term partnerships.
- Ensure exit clauses and safety nets in a crisis.

7.1.5 Leveraging Channels, Events, and Third-Party Sources

Channels of Distribution

The distribution channel that a brand selects can have an enormous effect on their perception in the mind of the consumer. Channels can, however, also function as secondary brand associations that add to or subtract from the brand value. • Prestigious Retailers:

"Getting on shelves in premium stores like Harrods, Bloomingdale's or Sephora implies exclusivity and high quality. This link boosts brand relationship before even trying the product.

• Exclusive Availability:

"Exclusivity will make a brand presence on Amazon more valuable, and availability limitations could be positive for brands who use it as an ecommerce platform," she said.

• Online Platforms:

Selling on trusted third-party e-commerce like Flipkart or Shopify can lend credibility, particularly for new brands that do not yet have a trust base of their own.

Events and Sponsorships

Event sponsorship by brands often directly links to creating emotional and cultural connection with their target audience. When life happens, we gain shared experience that creates stronger emotional ties.

• Sports Sponsorships:

Coca-Cola's association with the Olympics is an example of over five decades of event-based association. It's a boost to Coca-Cola's image as an international, family-friendly and culturally sensitive brand.

• Brand-hosted Events:

Apple's product launch events are a textbook example of self-created brand moments that showcase innovation, community and anticipation.

Third-Party Sources

Third-party validation can also be used to strengthen trust in a brand by making the claim of independence.

• Certifications and Endorsements:

Regulatory and quality certifications (ISO, USDA Organic, FDA approved) add credibility and are particularly valuable for health applications.

• Media Awards and Rankings

A stamp of approval from the likes of Time, Forbes or Consumer Reports can help sway purchase decisions.

• Influencer and User Reviews:

The more we trust the aggregated wisdom of reviews and ratings, the more "social proof" becomes evidence in our buyer's journey. In some segments, authenticity and relatability matter more than celebrity endorsements.

Advantages of Leveraging These Associations

• Broader Reach:

Partnerships and events make it possible to reach new, frequently hard-to-reach audiences.

• Improved Brand Credibility:

It is further legitimacy when associated with reputable institutions, gatherings or channels.

• Deeper Emotional Engagement:

Shared moments and experiences are something that brands can tap into to a psychological level, leaving a lasting impression.

Key Challenges to Navigate

• Consistency with Brand Identity:

Both organizations should build upon the brand values and tone.

• Risk of Dilution:

Too much reliance on third-party sources could erode the brand's own singularity.

• Reputation Management:

Mismanagement of an event, technical issues with the platform, third-party controversy: The reputation hit can be severe.

7.2 Understanding Brand Resonance

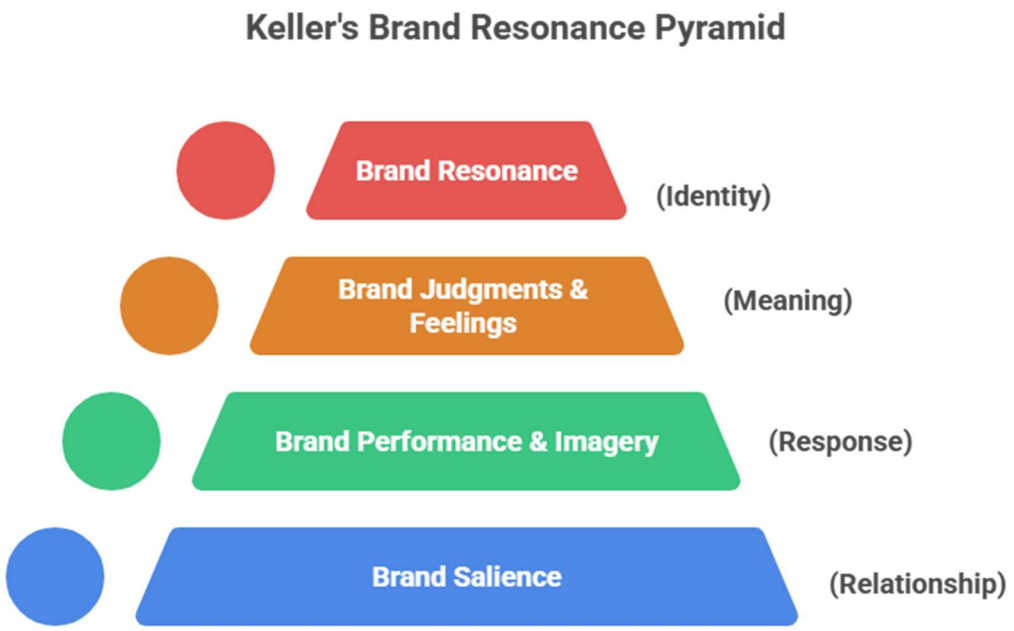
Brand Resonance Brand resonance is the intensity of a psychological connection or brand loyalty customer feels for a brand. It is that farthest point of brand building, where the customers cross the line from functional satisfaction to a strong emotional attachment, advocacy behavior and continuous active involvement with the brand. Brand Resonance Model, proposed by Keller offers an explanation on how brands can reach the pinnacle of customer-brand relationship through a sequence or sequence of differentiated steps - ending in reaching brand resonance.

7.2.1 Definition and Structure of Brand Resonance

The brand resonance is the ultimate loyalty the customer can have for your brand: The deep psychological bond a person share with your brand that goes beyond functionality or satisfaction. It encompasses customer actions like repeat purchases, interaction in brand activities, emotional connections and advocacy.

Brand Resonance The final pyramid level of the CBBE model comes from Kevin Lane Keller itself, so it can´t be wrong. It is the point where, as a customer, you transcend the brand – when it becomes part of your lifestyle, ethos and who you are.

Structure of Brand Resonance (Keller's Pyramid)



• Brand Salience (Identity):

This is the bottom of the pyramid. It is a measure, it isn't called out explicitly and directly by this name (brand awareness), which represents how readily and predicable-ly easy the brand of concern is recalled or recognized both at different buying occasions. high salience secures top-of-mind amemess of the brand.

• Brand Performance and Imagery (Meaning):

This tier accounts for the brand's meaning. Performance is comprised of physical characteristics, such as the quality of the product, its reliability and functionality. Imagery is something that cannot be touched, such as brand personality, tradition and who uses the brand.

• Brand Judgments and Feelings (Response):

Judgements cover consumers' perceptions of quality, credibility and superiority. Emotions relate to the emotional responses a brand triggers – warm, fun, safe or exciting.

• Brand Resonance (Relationship):

The highest level depicts the power of the consumer-brand connection. It is characterized as high loyalty, emotional support, participation, and community membership.

7.2.2 Brand Loyalty and Behaviourial Commitment

Brand loyalty is the appropriate response to consumers maintaining enduring, behavioral and attitudinal involvement with a brand. This is about more than repeat buying, this is a psychological bond that won't be broken despite other offer temptations. Unfortunately, loyalty is also one of the best predictors of brand strength and future profitability. Purchase behavior, brand recommending and price insensitivity are manifestations of behavioral commitment.

Forms of Brand Loyalty

• Behavioral Loyalty:

A brand is purchased again and again out of habit, satisfaction or convenience. Such loyalty is unlikely to be unbreakable, unless combined with some emotional attachment or other value added.

• Attitudinal Loyalty:

This is something more profound, something with a lasting quality. It is a result of favorable perceptions, affection and confidence in the brand resulting in pro active preference and resistance to competitive offerings.

• Cognitive Loyalty:

Logical, as to a proposition; reasonable: reasonable&emdash;and logical!" (Benjamin P. Thomas). This could change rapidly if there are more attractive options available.

Indicators of Behavioral Commitment

• Frequency of Purchase:

They buy more often. Loyal customers are consistent, steady income source.

• Price Tolerance:

The hyperreslient customer is less likely to shop on sale and discount or by promotion.

• Repeat Purchase Despite Negative Experiences:

Even if a loyal customer slips due to poor service and comes back there is proven high loyalty.

• Brand Switching Resistance:

Even if you have competitors selling a similar product, the faithful customer does not want to change maybe because they have formed an emotional or habitual involvement with one provider.

7.2.3 Brand Attachment and Emotional Connection

Brand attachment denotes the emotional depth of the customer's relationship to the brand. Unlike satisfaction or preference, attachment indicates a sense of connection that is generally self-expressive. It is about the consumer inserting the brand in their identity, values or life story. This emotional attachment is one of the most powerful catalysts for memorability and repeat behavior.

Dimensions of Emotional Connection

• Personal Relevance:

The brand appears to be in line with consumer's goal, lifestyle or experience. It fits like it was made for them.

• Symbolic Value:

The brand has some kind of meaning apart from what you need it to do — perhaps status, maybe environmentalism, a slice of culture.

• Positive Memory Association:

There are also strong memories attached to the brand, like a first car or wedding outfit, that can deepen emotional attachment over time.

• Self-Identity Expression:

For consumers, brands do the work of signaling who they are — or aspire to be. For another, a minimalist would select brands like Muji because they are in alignment with personal values.

• Trust and Psychological Comfort:

When a brand plays the role of the "go-to" in times of doubt or emotional need, it becomes emotionally equipped.

7.2.4 Community Affiliation and Brand Advocacy

The brand resonance widens as customers not only relate to the brand independent of anyone else, but also who feel affiliated to others through its use. Community attachment refers to the feeling of being part and belonging to a brand user community with similar attitudes. Advocacy is when customers share or defend the brand, typically of their own free will because they have been impacted by similar experiences or identity.

Characteristics of Brand Communities

• Shared Consciousness:

Members experience a psychological link to one another and frequently communicate in one another's language (brand specific terminology or codes). For instance, Harley-Davidson customers consider themselves "HOGs" (Harley Owners Group).

• Rituals and Traditions:

Brands do meetups, annual festivals or some kind of user-driven challenges for brand rituals in communities.

These traditions strengthen group cohesion.

• Moral Responsibility:

The members feel responsible for supporting each other and providing guidance. Advice, reviews and community help become every day.

• Social Identity Formation:

The community (with related content) becomes part of the consumer's extended social identity. Participation enhances pride and belonging.

Brand Advocacy Behavior

• Positive Word-of-Mouth:

Brand advocates speak positively about the brand, share experiences and persuade others to try it.

• Defending the Brand in Public:

Loyalists will frequently rush to the brand's defense during controversies or criticisms, and often more violently than the brand itself.

• Peer Recommendation and Influence:

Those advocates are considered unofficial marketers, who tap into their own networks to expand the brand's.

• Participation in Brand Governance:

Brand communities also, sometimes through online forums and feedback loops, influence product development or policy decisions.

7.2.5 Active Engagement and Participation in Brand Life

Active involvement means that a consumer is involved in an activity other than purchase, which maintains or extends the brand's presence. Wider than usage to encompass behavior which feeds into the brand's culture, innovation and reputation. It signifies investment of time, effort and creativity from a consumer for the brand.

Forms of Active Engagement

• Social Media Interaction:

Consumers follow, like, share and comment on the brand. It creates more opportunities to be seen and involved.

• Event Participation:

Joining product launches, webinars, virtual events or brand-hosted festivals is an indication of a greater commitment to engagement.

• Co-Creation and Innovation:

Some brands ask its users to submit ideas, design features or even beta-test new products. Lego Ideas, for example, allows users to propose and submit model designs that Lego can commercialize.

• User-Generated Content (UGC):

That's when great customers willingly make an original video, blog post, review or art about your business. This builds credibility and disseminates the brand message.

• Membership Programs:

Loyal users don't just register for reward programs to earn freebies, many sign up and expect to stay in-the-know about the brand.

• Voluntary Support and Advocacy:

Sure, customers may help fellow users and the company itself by providing support or even moderating forums – a sign of just how integrated the brand is in their lives.

1 7.3 Brand Value Chain

The Brand Value Chain is a structured approach to assessing the sources and outcomes of brand equity and the manner by which marketing activities create brand value. It describes the relationship between brand-building behaviors, customer mindshare and marketplace performance that creates investor value. The model distinguishes value stages as well as moderating conditions that prevent or promote the transfer and creation of brand value along the chain.

7 **7.3.1 Introduction to Keller's Brand Value Chain Model**

The Brand Value Chain (BVC) is a strategic model which describes the creation of brand value through branding activities to achieve financial wealth. We add the theory of value creation that flows from internal investments to external market and financial outcomes. This model highlights the progressive nature of each stage and multiple multipliers are shown to have a bearing.

5 Four Core Phases of the Brand Value Chain

5

Marketing Program Investment:

This includes all the internal work and resources you're spending to promote and create the brand – advertising, packaging, product development, promotional campaigns. For example, Coca Cola spends a lot of money both on the packaging of their product as well as promoting global campaigns to remain top-of-mind.

Customer Mindset:

Customer attitude refers to the way that customers react towards a company or brand's marketing efforts, which involves their knowledge/self-awareness, thoughts/feelings, and loyalty. You have a strong brand like Nike that creates positive enough mindsets just by telling the same story and playing on emotions.

Market Performance:

That takes in measurable results such as sales, market share and profitability. They might be in very different industries, but Apple's high margin and customer retention is one of the major reasons why it continues to dominate and remain profitable across sectors.

Shareholder Value:

At this the last stage, a successful brand makes financial gains that manifest as higher stock price value, market capitalization and net worth. Google's brand strength is essential to sustaining investor confidence and high stock price.

Moderating Factors Program Quality:

The degree to which marketing programs are successful in influencing above mentioned consumer perception depend on how effective and well executed the marketing programs were. The brand outcome is unlikely if the campaign itself is a high production value-low idea black hole.

Customer Multiplier:

This encompasses the way a brand is perceived by customers based on personal preferences, competitor's actions and channel experiences. For instance, strong distribution support can drive earlier customer reaction to product launch.

Market Multiplier:

There are outer considerations – the industry, the economy, and competitors' activities defining how a customer mindset will map onto market reality. A brand can have strong awareness, but underperform because of high competition or regulatory hurdles.

Investor Multiplier:

Investor sentiment, analyst following, and the quality of financial reporting affect the extent to which brand performance is impounded in stock prices and investment value. They get a lot more faith from investors than companies that have greater transparency of management and known brands.

7.3.2 Marketing Program Investment

At this stage, investments are being expended creating brand awareness, enhancing perceptions, and driving consumer engagement. These are the driver programs for the entire value chain and as such, need to sit in concert with brand and strategy.

Components of Marketing Investment

Advertising and Media Spend:

Spending on TV and radio ads, newspaper and magazine ads, online advertising and social media is used to create awareness in order to be the first brand that comes into their minds. For instance, Unilever always advertises in all channels to remain relevant for brands as Dove.

Sales Promotions and Discounts:

Short-term promotions, including coupons, combi-packs and time specific deals are employed to drive purchase on the spot. Brands of fastmoving consumer goods such as Pepsi frequently adopt promotional tactics during festivals or sports events to drive short-term sales.

Sponsorship and Events:

Brands invest sponsorship in sports competitions, entertainment events, or social issues not just to match the interests of their audience but also to create emotional resonance. Red Bull is a prime example where associating the brand with extreme sports events enhances brand images.

Packaging and Design:

Both visually appealing and practical packaging can enhance a brand's identity, contribute to product differentiation, and influence purchasing behavior. We received one from premium perfume brand of Chanel, and the packaging is a reflection of its luxurious stature sophisticated, minimal yet elegant.

Product Innovation and R&D:

Development of new products or product enhancements creates favorable brand image and market position. Samsung pours considerable resources into R&D to bring new mobile technology first and lead the way.

Strategic Importance

These investments need to be consistent with the brand's underlying values and its customers' expectations in order to achieve results. Return on marketing investment is derived from driving favorable customer mindsets that, in turn, drive changes in behavior and purchase.

7.3.3 Customer Mindset and Brand Response

This stage is what consumers think, feel and do towards the brand from marketing actions. It is an emotional, psychological and behavioral expression that will tell the world what your brand is all about (and if it's likely to succeed in the marketplace!).

Brand awareness dimensions The brand awareness factors are:.

3

This is the level of brand awareness, or extent to which customers are able to recall or recognise a brand. For example, everyone knows the golden arches of McDonald's without referencing the brand name.

Brand Associations:

These are abstract associations that customers make with the brand, such as trustworthiness, low cost, or environmental friendliness.

Toyota has a reputation for durability and fuel efficiency, which leads to trust from consumers.

Brand Attitudes:

Attitudes are the customers' evaluation of the brand value and credibility. A customer can determine that Apple is high-end and its offerings are easy to use, thus solidifying his or her own inclination toward Apple products.

Attachment and Loyalty:

This is an indicator of attachment and repurchase. For instance, Starbucks patrons will show loyalty with branded cups and apps and by coming back again and again.

Perceived Quality:

This is the consumers' perception of how great and superior the brand is. A luxury brand such as Rolex relies on perception of craftsmanship and heritage.

Brand Response Effect Purchase Intent increased due to the following:

Customers whose attitudes are positively impacted by the marketing effort would be more likely to make a purchase or try the brand. To a larger extent, beneficial attitudes of belief in brand justice are responsible for more solid purchasing decisions.

Higher Premium Willingness to Pay:

Customers are willing to pay a premium for brands they view as higher quality or emotionally charged. It's apparent in premium water brands such as Evian that is then sold for a higher price even though they are functionally identical.

Brand Advocacy:

Customers happy with your product are more likely to refer the brand to others, talk about their experience or come out in public defense of the brand. Netflix's lack of success with terrestrial advertising means that word-of-mouth and recommendations are its organic marketing channels.

7.3.4 Market Performance and Brand Equity Outcomes

Customers opinions, if positive and consistent, will also be reflected in market performance measures. How well does the brand transform emotional and cognitive responses into business results at this step? Key Market Performance Indicators

Market Share Growth:

Build equity stronger equity brands build bigger bases of buyers and outperform competition. For instance, Netflix rapidly acquired market share through effective branding based on personalisation and the entertainment value.

Price Premium:

They can charge a premium for their stuff (like Apple or Louis Vuitton), because it's based on perception of worth, and thus they continue to make the largest profit margins.

Revenue and Profitability:

Customer loyalty and diminished price sensitivity each directly lead to continued income and increased profits, such as we might observe in established brands like Coca-Cola.

Elasticity Reduction:

Strong brands react less to price adjustments or moves by competitors because the loyal customers are not willing to change.

Brand Expansion Success:

A powerful brand can diversify into different categories successfully if it is well-known enough, Virgin started making music and ended being in airlines and finance.

Brand Equity Outcomes

Customer Retention:

High level of equity stimulates repeat buying, increases the lifetime value of a customer and reduces churn.

Channel Support:

"That's what creates shelf space – they want retail and wholesale demand," he added, noting that companies like Nestlé or Procter & Gamble products often have the kind of track record that makes retailers and distributors more likely to promote them.

Competitive Advantage:

Brands that have good equity are more likely to survive, compete with better shelf space and can negotiate better contracts on both trading worlds.

7.3.5 Shareholder Value Creation from Branding Efforts

Stage three describes how brand performance impacts the business's financial valuation. The company value — and its financial well-being — lies in the brand. Financial Indicators of Brand-Driven Value

Stock Price Premium:

Pedigree bags brand strength for investors The result is stronger share performance. A company like Amazon capitalizes on strong brand equity when it comes to affecting its sky-high stock value.

Market Capitalization Growth:

The overall market valuation of the business goes higher as branding adds customers and revenue growth. Companies such as Microsoft may have enjoyed an increase in valuation as a result of a strong brand.

P/E Ratio and Earnings Stability:

Investors reward brand-driven earnings with higher price-to-earnings multiples. For instance, Johnson &Johnson reaps the benefits of durability thanks to solid brand loyalty across its offerings.

Mergers and Acquisition Leverage:

Strong brands result in better negotiation at M&A. Facebook's purchase of Instagram was a lot more about the rapidly increasing value of Instagram as a brand.

Intellectual Property Value:

Company's assets are enhanced both legally and financially by means of trademarks, logos and brand names. Google's brand is one of the most valuable intangibles in the world.

Investor Multiplier Impact

Analyst Recommendations:

Investors also have a preference for companies with strong branding, as they are poised to grow more and retain customers in the future.

Market Confidence and Risk Reduction:

Safe investment perception is lower because strong brands have a guaranteed consumer demand and an uninterrupted income flow.

Long-Term Investment Appeal:

Institutional investors favour branded businesses which offer relatively more consistent performance, greater resilience to the economic cycle and a safer pair of hands than unknown counterparts.

Knowledge Check 1

Choose the correct option:

1. What is the first stage in Keller's Brand Value Chain?

a. Customer Mindset

b. Market Performance

c. Marketing Investment

d. Shareholder Value

2. Which factor directly influences how customers perceive a brand? a. Market Multiplier

b. Investor Multiplier

c. Customer Mindset

d. Brand Equity

3. Charging higher prices due to strong brand equity is called:

a. Brand Advocacy

b. Price Premium

c. Brand Loyalty

d. Profit Retention

2

4. Which of the following is an example of a market performance indicator? a. Stock Price

b. Brand Awareness

c. Product Design

d. Market Share

5. What does the investor multiplier primarily affect?

a. Customer Perception

b. Shareholder Value

c. Brand Identity

d. Product Launch

7.4 Summary

Brands could enhance their equity by making use of secondary brand associations such as people (celebrities), places (country-of-origin), organizations and events.

ϖ Country-of-origin effects influence consumer attitudes, by linking product quality or prestige to the brand's geographical location.

ϖ Co-branding and strategic alliances enable firms to leverage each other's resources, access new markets, and generate additional value; however at the same time they also share risks implied by their reputation (Lado, 1997).

ϖ Endorser branding is useful to attract attention, assure credibility and create emotional affect but they can be highly risky based on over-exposure or scandals.

ϖ Brands can also be leveraged by relationships with distribution partners, cultural activities and third party endorsements (e.g., certifying bodies, media).

The level four is the brand resonance which refers to the deepest brand relationship and have components like having emotional attatchment with the brand, feel loyalty infroducing it to a community or social grouping and make an active braning thing.

ϖ Keller's Brand Value Chain model provides a conceptualisation of how marketing investments as an initial tier eventually influence customer mindset, that consequently impacts on market performance, which finally results in shareholder value.

ϖ The model emphasizes four major steps: Marketing Program Investment → Customer Mindset → Market Performance→ Shareholder Value.

ϖ Additional moderator variables including program quality and customer and market multipliers as well as investor perception affect the transfer of brand value across stages.

A holistic and coherent branding across these stages is needed for sustained brand development over time and, as a result, business success.

7.5 Key Terms

Negative Brand Associations: It refers to the negative perceptions about a brand that can be caused due to its related products or other types of companies.

Country-of-Origin Effect: The influence of what consumers believe to be the country of origin on their judgments about product.

Co-Branding: A strategy in which two companies collaborate to create a single offering.

Celebrity Endorsement: The endorsement of the brand by a well-known person to lend his/ her appeal to it.

brand resonance: The extent of a consumer's psychological bond and loyalty to the brand.

Customer Mindset: Consumer reactions to brand-building initiatives, e.g., awareness, associations and loyalty.

Brand Value Chain: A model that describes the process in which marketing spend leads to financial performance and shareholder value.

Marketing Program Investment: The marketing program resource allocation between advertising, packaging and innovation for creating the brand.

Market Level Reponses: Brand's measurable performance in terms of sales, market share, price premium and profitability.

Shareholder Value: The value that the brand develops as a result of being part of a business network.

7.6 Descriptive Questions

Describe the notion and significance of secondary brand associations as they relate to the creation of brand equity.

What is the relationship between country-of-origin effect and consumers' perception towards global brands? Provide suitable examples.

Distinguish between co-branding and strategic alliance? Contrast the benefits and dangers of each.

What are the advantages and disadvantages of using celebrity endorsements in branding?

Explain the salient aspects of Keller's Brand Resonance Model. What can a brand do to achieve high resonance with its customers?

Explain the determining components of Brand Value Chain model by Keller. How do all these stages work together to create brand value?

Explain the importance of marketing program investment in launching brand value creation.

What explains the passage from customer attitude to market performance?

How does brand equity affect shareholder value? Explain using examples.

What are the different multipliers in Brand Value Chain model and they effect on brand value flow?

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Answers to Knowledge Check

Knowledge Check 1

1. c. Marketing Investment
2. c. Customer Mindset
3. b. Price Premium
4. d. Market Share
5. b. Shareholder Value

7.9 Case Study

"Fiero Rises: Brand Re-Positioning in a Strategic Effort from the Ashes"

Introduction

In a hypercompetitive marketplace, it's not enough for brands to simply create fancy products; they need to harness the power of emotional connections while also creating trust and delivering consistent value. This case discusses about how a defunct youth bike brand, Fiero was resurrected by understanding new age branding and secondary brand associations and can also be used for discussing the concepts of reviving brands as per Brand Resonance Model and Brand value chain model.

Background

Fiero was a popular motorbike brand in the early 2000's it had a strong body and sporty look. Having been out of production for nearly a decade following falling sales and brand apathy, the marque was bought by middle-of-the-road automotive company StratRide Motors with intent to revitalise it as an accessible urban car for a younger audience.

Stratrike's goal was to re-brand the Fiero not so much as a motorcycle, but rather as a lifestyle product that stood for freedom, individualism and performance. The company developed a layered brand strategy that combined co-branding, celebrity/celebrity

targeting, experiential marketing and digital community building to find traction and success.

Problem 1: Lacking Brand Awareness in New Customers

For most of the target audience (18-25 year olds), Fiero didn't even exist in their recollection and so this resulted in relatively low salience for the brand and consideration for purchase.

Solution: Leveraging Secondary Brand Associations

• StratRide has collaborated with Red Bull Racing in a co-branding effort targeting youth into performance.

A contract was also done with a young motorsport influencer (racer) for additional coverage and marketing.

• The bike was marketed with a "Born Again Fiero" slogan that catered to nostalgia for older audiences and excitement for newer ones.

This tactic created rapid brand recall and relevance by connecting Fiero to speed, youth and adrenaline BEFORE the product itself had been directly experienced.

Problem 2: Emotional Disconnect and No Loyalty to the Brand

And the emotion and connection-based launch spruced it up enough that initial buyers didn't feel they could resist, despite low resonance. The item was considered to be useful but lacking in lifestyle.

Solution: Cultivating Brand Resonance • StratRide has developed a riding community platform — "Fiero Tribe" where ridden avatars get VIP access to rides, events and branded gear.

• Variety was built in, to promote self-expression and product attachment.

• Emotional branding around values such as freedom, discovery and belonging, via storytelling + UGC.

This created brand advocates among early adopters that attended events and produced word of mouth.

Problem Fact 3: Lack of Correlation Between Marketing Investment and Shareholder Value

Even though significant resources were devoted to building the brand, the investors themselves had no clear understanding of their financial ROI and value impact on the enterprise.

Solution Using Brand Value Chain Model

• The marketing team used Keller's Brand Value Chain to map all activities, tying each program back to customer mindset measures (awareness, loyalty) and market performance metrics (sales, repeat purchases).

• Increases in customer retention and price premium were calculated quarterly and reported to investors.

• Shareholder belief was reinforced with data-driven evidence that linked brand-building to long-term financial success.

This enabled StratRide to make sense of its marketing spend and positioned Fiero as a valuable asset in the company's portfolio.

Conclusion

The successful relaunch of Fiero provides a living demonstration of how with the current marketing logic applied, in the light of theoretical concepts such as brand resonance,brand value chain and secondary association perspectives; it can make an old forgotten product to become again alive relevant and profitable brand. Intuitive emotional engagement, relevant strategic alliances and enablement recast Fiero long FORGOTTEN new audiences.

Case-Related Questions

What secondary brand associations did StratRide utilise to rejuvenate Fiero, and what was the effect on brand salience?

How was Fiero Tribe building brand resonance? Specify the dimensions of resonance that were taken into consideration.

Use Keller's Brand Value Chain to analyse the strategy of stratRide. How were the four stages being operationalised and quantified?

What are the dangers of depending on endorsements and co-branding with celebrities in brand rejuvenation campaigns?

Scenario Two: Juwono If you were on StratRide's marketing team, what other strategies would you propose so the brand equity of Fiero can be maintained over time?

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Unit 8: Managing & Measuring Brands

Learning Objectives

1. Discuss why it is necessary to create and maintain consistency in a brand, while allowing the flexibility for brand change in fluctuating markets.
2. Assess approaches that help track dynamic consumer preferences and their impact on brand positioning and communication.
3. Assess how innovation contributes to sustaining long-term brand equity and competitive advantage.
4. Design effective brand communication strategies that ensure relevance across different customer segments and time periods.
5. Identify symptoms of brand decline and propose strategic approaches for revitalization, including repositioning, extensions, and rebranding.
6. Differentiate between standardization and adaptation strategies in global brand management, and determine when each is most appropriate.

Content

8.0 Introductory Caselet

8.1 Reinforcing Brands and Maintaining Relevance

8.2 Revitalizing Declining Brands

8.3 Global Branding: Standardization vs. Adaptation

8.4 Case Examples of Brand Management across Markets

2 8.5 Summary

8.6 Key Terms

8.7 Descriptive Questions

8.8 References

8.9 Case Study

8.0 Introductory Caselet

"Timeless But Timely: The Evolution of Ray-Ban"

RAY-BAN -Born in the 30s, Ray-Ban has been at the forefront of eyewear developed since its inception. Created for American aviators, it was adopted by wearers on the ground and has since become a symbol of adventure, authority and classic American style. Yet as fashion changed and consumer preferences shifted, Ray-Ban had to move forward while also keeping its legacy alive.

In the early 2000s, there was a decline in popularity among younger consumers of the brand as outdated. With this in mind, Ray-Ban decided early on to take the two-pronged approach of keeping and reinforcing its heritage (as well as its brand identity), while also reviving it. The company had also spent heavily on product innovation, unveiling new frame silhouettes, lens colors and limited editions. It also caught up with the times in its messaging program, introducing digital media, influencers and campaigns like “Never Hide” to reach out to younger consumers.

Moreover, Ray-Ban expanded international branding to have consistent image but reflect different fashion intuitions in the main markets. This conventional approach offered a combination of heritage and flexibility. By deftly reading consumer trends, playing to nostalgia and deciding which innovations were worth investing in, Ray-Ban found a way to remain relevant from one culture or generation to the next.

Today, Ray-Ban continues to serve as an iconic example of how legacy brands can stay relevant and foster growth by striking a desirable balance between anchoring themselves in a legacy and embracing innovation — let alone how revival strategies can rejuvenate (and even heighten) brand equity among crowds.

Critical Thinking Question

How has Ray-Ban kept its brand identity as consumer interests changed and how can other heritage brands learn from their approach to innovation and global branding?

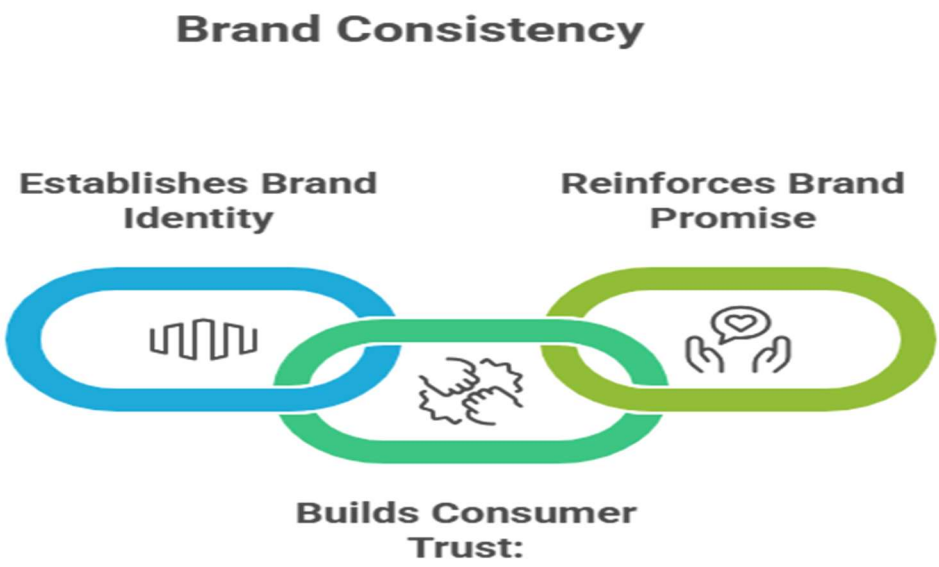
8.1 Reinforcing Brands and Maintaining Relevance

A Step Forward in Brand Security: SafeGuardS. 02 In a competitive and dynamic market the successful brand of today cannot rely only on past success. Building a brand is simply the effort focused to confirm an expectation, maintain its identity and let your customers recognize, believe and prefer it over other choices. But to stay relevant it’s brand must also adapt to the change in consumer expectations, social customs and technology. This tension between sameness and change is the soul of sustainable brand success.

8.1.1 Importance of Brand Consistency and Evolution

Brand evolution and consistency need to be best friends. Consistency is what builds reputation and recognition, but evolution prevents the brand from being stale and irrelevant to the times.

Why Brand Consistency Matters



Message and tone consistency in all visuals keeps the brand recognizable in any setting. (For example, McDonald's has maintained its golden arches and red-yellow color scheme the world over.)

• Builds Consumer Trust:

Consistent brand communication creates customers confidence in the steady quality of products or services. A consistent experience encourages loyalty.

• Reinforces Brand Promise:

Delivering quality service and experience consistently over time helps build the brand's values and expectations over the long term.

Why Brand Evolution Is Essential

• Keeps the Brand Relevant:

Changing with trends will keep the brand relevant and in touch with consumer demands, habits and advancements in technology.

• Responds to Market Changes:

As markets and rivals change, brands have to follow in product design or messaging or positioning.

The failure of Nokia to adapt is a favorite example.

• Attracts New Audiences:

An evolving brand can attract younger generations or new demographics without turning off existing customers. Cadbury is a great example where they had to add in new product offerings and packaging for Gen Z but were still able to keep their heritage.

8.1.2 Monitoring Changing Consumer Preferences

Consumer behavior is not static. For brands to remain in the game and competitive, they have to constantly track how needs, feelings, and purchasing behaviors are evolving.

Methods to Track Consumer Preferences

• Market Research and Surveys:

Periodically solicited feedback through surveys, focus groups or questionnaires also keeps brands in tune with changing customer preferences.

• Social Listening and Analytics:

Brands are watching social media networks and online reviews to follow new sentiments, opinions and conversations.

• Purchase Pattern Analysis:

Analyzing sales data and customer journeys can uncover changing preferences, or a growing demand for particular features or products.

• Trend Forecasting and Cultural Insights

Recognition of these broader social, environmental and technological trends enables us to anticipate the likely behaviour of consumers in the future.

Benefits of Monitoring Preferences

• Enables Product and Service Innovation:

Unmet needs can also provide direction for new product development or service improvement. Owing to growing demand for plant-based (vegan), global fast food chains have introduced plant-based menus.

• Supports Timely Repositioning:

Brands can course-correct messaging or offers before they need a premature update.

• Improves Personalization Efforts:

With insight into preference comes the power to communicate and provide product offerings in a way that is tailored, ultimately producing more satisfied customers.

8.1.3 Sustaining Brand Equity Through Innovation

Brand equity is reflected in the responses of the consumers to the product and prices, other marketing mix elements, and legal aspects about which people have factual information or too many ideas. Preserving it requires thoughtful innovation while protecting the brand's core.

Innovation that support brand equity types

• Product Innovation:

New features, versions and entirely new products make the brand offering evergreen. Brand equity is maintained through new iterations of the iPhone and software updates.

• Process Innovation:

Any time the customer experience is enhanced through an operational improvement (such as streamlining checkout or delivery times), brand perception will be elevated.

• Marketing Innovation:

New ways to communicate, new ways to tell stories or influencer strategies can increase visibility and engagement.

• Experience Innovation:

Brands that can offer memorable and differentiated customer experiences—such as Nike's immersive flagship stores—can maintain and increase equity. Innovation Without Compromising Brand Identity

• Stay Aligned with Core Values:

Innovation has to be in line with the spirit of the brand. For instance, for Patagonia, sustainability is incorporated in all innovations without compromising its environmental mission.

• Balance Tradition and Modernity:

Brands such as Levi's offer innovation through fit and fabric technology, yet perpetuate their vintage image.

• Communicate the Innovation Effectively:

Consumers need to be aware of how their experiences are enhanced through new innovations, strengthening the good feelings around a brand.

8.1.4 Communication Strategies for Ongoing Relevance

Strong communication keeps the brand in the top-of-mind and relevant culturally. It guarantees that the voice of brand changes in tone and form but remains rooted to central values.

Modern Communication Approaches

• Digital and Social Media Campaigns:

Great storytelling on Instagram, You Tube or TikTok allows brands to communicate with younger generations of digital-sophisticated consumers. Brands such as Zomato and Netflix leverage humor and real-time trends well on social media.

• Influencer and Content Marketing:

When working with the right set of creators, it also serves as a layer of authenticity and amplifies reach for brands. Like when skincare brands use dermatologists or beauty influencers to provide some credibility.

• Purpose-Driven Communication:

“I think for products that lend toward social issues or sustainability, it’s a more emotional connection. When laced with a sense of purpose as is the case with Dove’s “Real Beauty,” it can lead to powerful ideas.

• Interactive and Experiential Campaigns:

AR/VR, gamification, branded events The capacity for consumers to engage with a brand instead of just consuming content.

Principles for Sustaining Communication Relevance

• Consistency in Core Messaging:

Though style and format shift through the years, brand promise should remain more or less consistent throughout.

• Adaptation to New Media:

Brands need to test the waters with these new platforms and technologies in a way that does not compromise their core message.

• Real-Time Engagement:

Brands that move fast around events or trending topics stay relevant and show agility.

8.1.5 Examples of Long-Term Brand Relevance

Sustained brand relevancy is a matter of continual adaptation to an ever-evolving landscape without sacrificing integrity. A number of international companies have struck this balance.

Notable Examples

• Coca-Cola:

One hundred plus years, local campaigns, seasonal branding and personalized bottle labels later, Coca-Cola is still classic taste and soul.

• Apple:

Apple is consistently innovative in both software and hardware without losing sight of the brand's core principles: simplicity, high design, and great user experience.

• Nike:

With a bold approach that included "Just Do It" campaigns and partnerships with athletes and social movements, Nike has been an emblem of empowerment and innovation for generations.

• Amul (India):

Famed for its topical ads and timeless mascot, Amul has for generations kept cultural as well as market relevance in India.

• Netflix:

Spun out from a mail-based DVD rental service, Netflix changed the entertainment industry entirely by predicting consumers would prefer to stream shows and movies from their TVs instead of watching them on discs.

• Hindustan Unilever (India):

They target rural and urban markets by customized concept formulation, thought-for-their-money communication or new product developments with "brands" for their enviable address as Surf Excel, Dove etc.

Common Traits of These Brands

• Customer-Centric Innovation:

They innovate around a real customer need, not just technology or trend.

• Cultural Relevance:

Their discourse is in sync with the local or global cultural discourse.

• Brand Authenticity:

They stay true to their message and purpose, which inspires trust.

• Agile Brand Management:

These companies were able to reinvent themselves and manage through these challenging times because they are nimble enough to always rethink the way they do business.

8.2 Revitalizing Declining Brands

Branding rejuvenation, ultimately, is a strategic reintroduction of relevance, consumer/s client confidence and market performance to brands that have succumbed to weakening competitive and/or loss of consumer /client interest. Brand weakening is a widespread phenomenon in brand management, it may be the result of: unfocused old (or outdated) positioning, audiences taste change or market saturate. Revival includes diagnosing the underlying cause, re-positioning or re-branding on the brand promise, pushing through innovation and actively listening to their customers feedback that revive lost equity with potential for long-term profitability.

8.2.1 Identifying Symptoms of Brand Decline

A brand does not crumble in a day, but early warning signs appear gradually and gowithout attention can eat away a company's share of the market, profits and customer goodwill. Recognizing these symptoms is the necessary first step in a brand revitalization initiative of any kind. Brand managers must be on guard and pre-emptively diagnose negative indicators—quantitative and qualitative.

Key Symptoms of Brand Decline:

Declining Sales and Market Share

A declining market share and a decreasing sales volume are the top two visible indications of brand decay. There could be numerous reasons behind why this is happening - perhaps more competition has entered the market, consumer interest is waning, the product itself has fallen behind in features or is priced too high. A decline in sales volume usually indicates the brand is losing its appeal, or becoming obsolete.

Diminishing Brand Awareness or Recall

A strong brand has good mental availability among its target audience. When an individual is unable to signal a brand during choice or find that he or she cannot

spontaneously name the targeted brand, it indicates that the brand has lost some of its presence and prominence. Marketing starvation, non-interesting communication or obsolete positioning is often the cause of this.

Negative Customer Perception

The brand image in the consumers' mind is critical to brand equity. An increase in customer complaints or negative reviews, or declining satisfaction scores, can signal that the brand is no longer providing the expected value. The failure to manage the brand or product quality and poor service will fade consumer confidence and loyalty.

Reduced Customer Engagement

Reduced web visits, lack of social interaction and low click through rates for campaigns demonstrate that somewhere along the line there is a possibility that customers don't care or are emotionally detached. In today's age of digital disruption, a disinterested client or customer base could well signal that the brand has not kept pace with shifting tastes and behaviours.

Internal Brand Confusion

Sometimes the downhill spiral lies internally, within lack of clarity or conformity in the brand through departments. Employees might no longer believe in or know what the brand stands for and value, which results in hit-or-miss delivery of the brand promise and experience for customers.

Outdated Brand Identity

An outdated look and feel, tone-of-voice or messaging can distance the brand from today's customers. Design shifts, lifestyle alterations and technological developments can render brands that were once popular as stale or dull.

Failure to Innovate

A brand that does not move forward in a fast growing market actually slides back. Without new types of products, services or experiences we could get stuck and/or consumers could become disinterested. Players providing newer, better or cheaper alternatives can capture market share overnight.

Weak Distribution or Retail Presence

Channels of Limited shelf space, lack of in-store visibility or dwindling numbers of retailers also represent a brand increasing the perception that channel partners are less interested. Retailers prefer brands that help drive footfall and turnover. Lower visibility can also inhibit access and impulse sales.

Tools for Diagnosis:

• Brand audits also measure every aspect of brand performance and disconnects.

• What online customers say Their priorities are changing, and they're not happy.

• Competitive benchmarking shows how the brand's performance is in decline.

• Sales & Marketing analytics allow trends over time to be seen by channel, demographic and product.

Brand failure is not always an outcome of external causes. There are usually elements of internal inertia, complacency or mismanagement involved. The earlier a brand can spot these warning signs, the sooner it can get ready to be reborn as a strategic success.

8.2.2 Strategies for Brand Revitalization: Repositioning, Extension

After a brand decline is diagnosed, resurgence must be directed at strategic renewal initiatives that restore consumer relevance and reposition equity to regain category leadership. The most common and successful ones are repositioning and brand extension.

Brand Repositioning

Brand repositioning is the process of changing how a brand is perceived in the minds of consumers. Here could be a change in target audience, brand essence, competitive frame or product features.

Reasons to Reposition

• Evolving consumer lifestyles or preferences

When consumer preferences, perspectives and behaviors change -- and they always do over time -- brands need to adjust their offerings and narratives in order to continue connecting. Failure to adjust may result in waning interest and little emotional attachment of the audience.

• Entry of disruptive competitors

When new entrants undercut the industry with competitive pricing, innovation and/or user experience, incumbent brands can be disrupted. ==Repositioning enables attackers to change the game and become competitors.

• Technological advancements changing market expectations

New innovations develop based on customer's expectations in terms of product feature, delivery speed etc. Those brands that do not change may simply look old, and it may be necessary to reposition in order for them to remain attractive.

• Bad brand associations or misconceptions

Previous scandals, changes in public mood or outdated messaging can harm a brand. Repositioning is a way to put some distance between the brand and negative or stale ways in which it is viewed.

Types of Repositioning:

• Functional Repositioning:

Enhancing a product, either features, design or technology to deliver increased utility. For instance, Nokia came back in the low-end smartphone market with Android based phones.

• Emotional Repositioning:

Getting close to the customers on a more emotional level. Take for example Dove's "Real Beauty" campaign, whose focus was shifted from soap to self-esteem and body positivity.

• Target Market Repositioning:

Putting a new twist on the brand for a different generation ๊ ๊xxx. Maggi moved from being the child's 'snack' to a ready meal for young adults, students.

• Value-based Repositioning:

Reframing the price or value perception (i.e., Starbucks introducing value meals in regions where it wants to appear as a low priced brand).

Steps in Repositioning

• Do consumer research to find perception gaps

That includes conducting research through surveys, focus groups or market analysis to learn how the brand is currently perceived compared with its desired image. This perception gap tells you where your brand is becoming irrelevant or disconnected.

• Redefine the brand value proposition

What the brand stands for and what makes it distinctive and valuable, there is a promise to be made to the customer -– one that the brand will need to reframe based on new research. The new positioning is built on a re-focussed, clear value proposition.

• Communicate and product strategy against the new positioning

Everything - from the brand's communications to product benefits, product packaging and promotion activity - has to communicate those new values. All this means that customers are delivered a consistent and compelling brand experience across all points of contact.

• Track Response and Test as You Go

After the re-positioning is in place – continuous monitoring of consumer response, sales numbers, and brand perception becomes critical. Tweaks will be made as feedback and usage dictates refinement of the positioning position over time.

Brand Extension

A brand extension is the introduction of new products under an existing brand name. This's to leverage our brand equity\/license plate into new product category\/segmentation.

Types of Brand Extension:

• Line Extension:

New versions of: Compilation/3rd party products which include other peoples' works. Example: The Coca-Cola Company adding Coke Zero to market its brand in a zero-calorie alternative.

• Category Extension:

Leverage the brand to help with a whole new category. Example: Colgate introducing toothbrushes and mouthwashes under the same brand umbrella.

Benefits of Brand Extension

• Minimizes Cost And Risk Of New Product Launches

Leveraging a known brand will help prevent costly awareness campaigns from the ground up. Consumers find it's often easier to experiment with products under a recognized name that the brand offers, reducing financial and market entry risk.

• Enhances brand reach and relevance

The brand can reach a wider audience by entering new categories or providing more options." It can also aid the brand to be relevant in an evolving markets and lifestyle.

• Reinforces brand image and trust

To the extent that new extensions succeed, they may enhance the brand's parent company, illustrating versatility and adaptability. When experience is good, this takes trust up another level.

• Enables faster market acceptance

Consumers are willing to adopt new products faster if they come from a known brand name, resulting in a shorter adoption curve. It results in quicker sales traction and early market entry.

Risks of Brand Extension

• Brand identity dilution due to a lack of consistent alignment with the company's mission and values

Cannibalizing into disparate or incongruous categories can dilute the brand's original core truth and cause consumers to scratch their heads. The brand could become diluted and scattered.

• Flop in new category risks injury to parent brand

When that extension performs badly or does not satisfy customer requirements, it can have an adverse effect on the credibility and reputation of the parent brand.

• If consistency is ignored, consumer confusion

There can also be a disconnect between the core brand and the extension which may cause confusion or question what your brand represents. This isn't by any means going to solidify brand loyalty across the whole EG chain.

A good extension strategy is all about doing your homework, staying true to the essence of the brand, and making things super clear. The key for brand managers is to make sure that each product extends and strengthens the master brand rather than simply stealing the focus or conflicting with it.

8.2.3 Rebranding and Brand Rejuvenation Techniques

When reshuffling and adding does not suffice, you may need to do a more wholesale brand overhaul. Those are either rebranding or brand rejuvenation _ radical structural or aesthetic changes to revive a brand.

Rebranding

Rebranding involves many changes to a brand's identity, from its name and logo to its tagline, messaging, and sometimes also the product or service it offers.

When to Consider Rebranding

• Mergers, acquisitions, or ownership changes

When companies merge or one company buys another, rebranding can help create a cohesive identity. It consolidates the new brand architecture and communication under a unified vision that is representative of the combined business.

• Legal problems associated with brands or names

The founding name may be exposed to a conflict with the trademark of another business or have any legal constraint and incite you to rebrand so as not to end in court or allow your wheels of commerce come off.

• The brand is tarnished by scandal or controversy

Rebranding allows a company to shake off any negative connotations or public scorn. A fresh identity can build trust and show a willingness to do things differently or by better values.

• A total change of business plan or model

For example, if a company alters its product/service offerings or the market segment it serves, or if the way it operates changes such as pricing strategy and distribution channels, rebranding is necessary to match its new identity.

• Wanting to let others know you are taking control of your life or making a change

And even without crisis, a brand may decide to rebrand: it needs its image refreshed, it wants to attract a new generation or it simply wishes to reflect cultural and market trends. This lends credibility to progress and boosted energy.

Elements of Rebranding:

• Visual Identity:

Redesigning a logo, typography, packaging and color palette in order to look contemporary or due to repositioning.

• Brand Name:

Rebrand Change the brand name to signal change of direction or get away from part of its past. Example:

Anderson Consulting rebranded to Accenture.

• Tagline and Messaging:

Broader Copy and Higher Level Content Picking up the Tone of Voice, Key Messages and Showing How It's Relevant within the New Brand Vision.

Risks and Challenges

• Puzzle or barrier for long-time, loyal customers.

But by suddenly altering brand personality or voice, you risk alienating a loyal customer's emotional investment. That rebrand needs to be clear about continuity, because if it isn't, it can spark disengagement and a loss of trust.

• Cost of doing business is expensive at every customer interface

Rebranding entails the refreshing of logos, signage, packaging and marketing materials such as websites. They tend to add up quickly, especially for a large or global brand, and must be budgeted for accordingly.

• Risk of push back from inside the organization

The staff, the suppliers or even the other franchisees might be sentimental about the old brand and resist (or at least fret about how they are going to make a smooth breeak with the past). For a continuous flow of your brand, you need their buy-in.

Brand Rejuvenation

Brand revitalization maintains the brand core just freshened up to be modern. Repositioning is less disruptive than rebranding, but is hardly any less crucial if you want to be competitive around market time.

Common Brand Rejuvenation Techniques

• Packaging Revamp

Refreshing the packaging design brings it up to date with a new look that helps make the package pop on shelf and appear more in sync with today's consumer. It's a

mechanism to telegraph innovation, without changing the product substance of quality.

• Modernizing Communication

Shifting the tone, visuals and platforms for brand messaging to more contemporary standbys such as social media communications, influencer partnerships or storytelling campaigns can also help ease ever yet another new audience into the fold without alienating the old one.

• Limited Edition Products

Offering product lines through limited editions or exclusives, especially in cooperation with famous faces and artists, generates a certain buzz to the product. This makes a brand seem "new" again, and it creates urgency around the items themselves.

• Customer Experience Enhancement

By improving service aspects of quality, user interface, in-store atmosphere or support facilities providing a more positive energy to the overall brand impression. by "Elevating the consumer experience through messaging to a level beyond what product alone would deliver reinforces passion and interest in consumers."

Examples:

• Pepsi: Refreshes itslogo and packaging every few years, staying current with design trends while remaining true to the brand.

• Maruti Suzuki: Refashioned the design language and service experience but retained the brand name.

Rebranding and revitalizing needs to be approached with great sensitivity, insight informed by the customer, stakeholder involvement and a deep understanding of what a brand already stands for.

Did You Know?

"One of the earliest recorded examples of corporate rebranding dates back to the 1800s when the Quaker Mill Company rebranded itself as Quaker Oats Company to better reflect its product and values. Interestingly, what many consider a modern practice has roots over a century old. Today, companies like Mastercard and Burberry have rebranded multiple times—not because of failure, but to stay visually and strategically aligned with new market expectations."

8.2.4 Role of Innovation and Customer Feedback

Innovation and consumer feedback are two of the most important reasons to rebuild a moribund brand. Innovation keeps a brand relevant in the marketplace and the voice of your customer ensures that change is consistent with consumer needs. By writing fresh, hot songs and hearing new rock bands ourselves, they make the greatest tool of all for reinvention and relevance commune to life: force.

Revitalization as a Result of Innovation

Innovation is the introduction of anything new, such as processes, products, or services that create significant value for customers and the enterprise. Innovation for brands in decline isn't just about bringing out new products, it's also to do with reinventing the way the brand functions, how it communicates and adding value.

Types of Innovation in Brand Revitalization:

• Product Innovation

Improving or introducing new products to fulfill novel needs. When Cadbury Pickering recognized a move towards health-based eating, it launched reduced sugar and dark-chocolate versions.

• Process Innovation

Bettering the way products are made, distributed or accessed. Dominos pizza changed its order tracking system and delivery time The result was happier customers and a rebrand.

• Brand Name:

RebrandIs the company changing direction or wants to disassociate itself from some of its past? Example:

Anderson Consulting rebranded to Accenture.

• Tagline and Messaging:

Toning the voice and copy messages to better match brand new vision.

Risks and Challenges

• Puzzling or stand-offish to long-term counterparts and allies.

A sudden shift in brand character, or message can break the emotional connection with a customer that has invested time and self into the relationship. A rebrand that is not transparent about continuity can lead to disconnection and distrust.

• Expensive across all customer touch points

And rebranding involves new logos, packaging, signage, marketing materials and whatever else the general public may see. For large or global brand, costs build up quickly and must be budgeted accordingly.

• Resistance from internal stakeholders

Employees, suppliers and even other franchisees may have an emotional attachment to the old brand and object (or fret about how they will acclimate to the change). Their buy-in is critical for sustained delivery of your brand.

Brand Rejuvenation

Brand revival maintains the essence of a brand while updating its image to stay relevant. It's less of a hassle than rebranding, but no less crucial if you want to stay competitive in the market.

Common Brand Rejuvenation Techniques

• Packaging Revamp

A revamp to the packaging updates it, prevents it from dying on shelves and lends some contemporary relevance to the item. It's a means to telegraph innovation, without actually changing the product substance of quality.

• Modernizing Communication

And shifting the tone, visuals and platforms for brand messaging to something more contemporary, such as social media communications or influencer partnerships or storytelling campaigns, can also make it easier to find a newer, younger audience without turning its back on the old one.

• Limited Edition Products

By offering limited editions or specials like having a product endorsed by a popular celebrity or being designed by a famous artist, the word spreads. This tactic engenders a sense of urgency around and creates the appearance that the brand is "new" again.

• Customer Experience Enhancement

Through better quality of service, user interface, in-store environment or support mechanisms creating better energy around the brand perception. by Doing so takes experience messaging to the 'next level' without changing a product and in-turn breeds loyalty and renewed interest from consumers.

Feedback should not be a single event. Maintaining such an active collection and curation of ideas keeps the brand flexible and responsive to evolving tastes.

Invent without relevance is a big risk, and the voice of the buyer without response means nothing. Companies that mix the two stand a better chance of rebounding from decline and forming the basis for long-term success.

8.2.5 Turnaround Case Studies: Successful Brand Comebacks

The stories of successful brand turnarounds are a master class in strategic thinking, market pivots and connecting with consumers. Many formerly struggling brands have succeeded in reviving themselves, restoking relevance and emerging even stronger than before through targeted revitalization strategies. Case Study 1 Old Spice: From Musty and Lame to Marketing Genius

Background:

Old Spice was considered to be an “old man’s brand,” with sales stalled among younger demographics. Its market and influence share was in a free fall.

Revitalization Strategy:

• 100% rebrand of all the refreshing, face lifts for younger target audience.

• Out-there, funny and macho viral ad campaign (“The Man Your Man Could Smell Like”).

• One of my broadcast stories even used You Tube to great effect, these were pre viral days.

Outcome:

The sales of Old Spice products, the level of online engagement and the cultural relevance all exploded. The work won numerous awards and repositioned the brand as bold, contemporary and fun.

Case 2: LEGO – From Crisis to Creativity Leader

Background:

By the early 2000s, LEGO was close to bankruptcy, largely for two reasons: over-diversification and soaring operational costs, as well as product lines that didn't resonate with its core customer base.

Revitalization Strategy:

- Returned to the core product: creative play through a building system with bricks.
- Launched co-branded collections with Star Wars, Harry Potter and Marvel.
- Crafted digital experiences that were social and interactive, including LEGO video games and movies.

Outcome:

LEGO was transformed into one of the most influential brands on earth, and became a brand that consumers fell in love with all over again – across generations. Its revenues, name value and cultural relevance, had all shot up.

Apple – Return from the Brink Case Study 3

Background:

Apple's financial situation became precarious in the late 1990s and it fell behind in both sales and innovation to older Wintel machines.

Revitalization Strategy:

- Rehired Steve Jobs and rolled out a gutsy brand redesign.
- Launched iMac, a radically designed and user-friendly machine.
- Turned its attention to lifestyle branding with the "Think Different" campaign.

Outcome:

Apple went from a near-bankrupt tech company to one of the most valuable brands on earth. Its pipeline of innovations (iPod, iPhone, MacBook) and aspirational branding revolutionized contemporary consumer electronics.

BoF Education Case Study: Burberry's Turnaround of a British Luxury BrandView Case Study 4: Burberry – The Re-emergence of the Luxury Brand from UK Trend 5.

Background:

Burberry fell out of favor in the 1990s and was associated with knock-off culture as well as mixed-up retail policy.

Revitalization Strategy:

• Brought in new leadership to attempt a return to brand discipline and luxury stature.

• Rationalized product lines and capitalized more on British heritage through storytelling.

• Used digital marketing, live-streamed fashion shows and celebrity endorsements.

Outcome:

Burberry reclaimed its cachet and was hailed as a case study in luxury branding and digital transformation, wooing back both wealthy consumers and Wall Street's faith.

Case 5: McDonald's- Health-Minded Recovery 1.

Background:

McDonald's was besieged by bad PR over unhealthy products, waning consumer trust and growing competition in the QSR space from health-focused rivals.

Revitalization Strategy:

• Provided healthier menu selections, posted calorie information and disclosed ingredients.

• Revamped store designs and the direct customer service they offer.

• Led global marketing campaigns that focused on "real food" and community outreach.

Outcome:

The brand successfully re-connected with health-conscious AND conservative consumers. McDonald's experienced rises in foot traffic, brand sentiment and global sales.

Common Lessons from These Turnarounds

• The Customer Is Everything: Whether or not a turnaround is possible, all these companies were able to address changing customer needs.

• Big Swings Work When They're Fueled by Insight: The most significant changes, including some of Apple's product and brand reworkings, worked because they were informed by vision and strategy.

• Digital is a Can't Live Without: From influencer campaigns to digital innovation – most great brands leveraged tech to re-engage with their audience.

• Omnichannel: All touch points to work as one, comeback strategy happened in product CX and brand.

8.3 Global Branding: Standardization vs. Adaptation

Each topic reveals a crucial aspect of the tension that companies need to resolve when establishing whether they should adhere to its global brand strategy or not. Trade-offs, examples, drivers and tactics to decide on a standardization, adaptation or mixed "glocal" strategy are discussed.

8.3.1 Challenges and Opportunities in Global Brand Management

• Brand management on a global level means juggling many balls in multiple markets with different consumer preferences, regulatory conditions, competitors and cultural givens. One of the most difficult is finding ways to reconcile efficiency (cost, consistency) and responsiveness (local relevance).

• Opportunity flows from economies of scale: By making uniform products, sharing marketing materials and slimming down their supply chains, companies can lower the cost per unit and create strength in global branding.

Trust and the ease of expanding into new markets can be improved through international recognition.

• Cultural misalignment is a challenge. For example, colors, symbols or messages that are suitable or attractive in one market could be offensive, bewildering and otherwise undesirable in another. In many cases, regulatory differences (labeling laws, advertising limitations) generate adaptation.

• Purchasing power and consumer income are different among countries, requiring pricing adjustments in some cases to avoid making products out of reach or look luxurious. Local rivals could turn out more cost-effective products that are better attuned to local conditions, undermining standardized global offerings.

• There is an opportunity to leverage global learning: learnings from one market, or customer feedback can be shared across markets. A product design, package or sales strategy that works in one market could possibly be adopted globally.

• There are logistical and operational issues (such as supply chain, shipping, local sourcing). On the flip side companies that know how to operate globally, will also be able to not only bring reliable and well stocked in terrority supplies with good quality but get stable GS models as a result of GS plans locking in customers.

• Brand consistency is an opportunity not just a requirement: Consistently using the same or similar logo, tagline, core values and so forth across the globe can be used like a tool to build and sustain strong global equity. But maintaining that identity as its brand is expressed across all those touch points — digital, physical, packaging, service — is an ongoing management challenge.

• Internal organization pangs: coordinating the center and its local organs, agreeing on strategy, delegating authority while ensuring uniformity around the globe. That can lead to conflict between global branding teams and local marketing groups over how much they have the freedom to adapt.

8.3.2 Advantages and drawbacks of the standardization approach

The mass standardisation scale refers to same brands, marketing messages, product attributes and communication in all participating countries without any changes. It leverages consistency, cost-control and strong global branding. But somewhere like Uganda can be a miss if local context — culture, regulation, consumer taste — needs to be taken into account, leading to irrelevance or something worse: backfire.

• Benefits:

o Economies of scale: If the firms produce the same identity, typica and advertising for each market, they will save money because these costs can be cut by the production, inventory and creativity.

o Brand cohesion and recognition: A unified campaign (logo, slogan and color) across numerous countries enhances the brand's international image, increasing consumer confidence in your product, while it is also easier to recall.

o Quicker roll;out: New product or campaign launches could be expedited, if the same materials and process can be used without lags for localization.

o Brand messaging control: A centralised custodianship where delivery accountability of the brand promise is consistent beyond market frontiers, thereby avoidance of any local poaching on identity.

o Exploiting international media: world famous stars, sponsorship for global companies or internet possibilities - that can all be better used within centralized campaigns.

• Limitations:

o Cultural disconnect: What one culture finds attractive or effective another may not and could even fall on its face. For instance, jokes and idioms may not translate well. o Regulatory and legal barriers: Packaging, labeling, advertising claims or product safety

requirements may require making changes based on local laws, which makes blind standardization not feasible.

o Price sensitivity: A product priced assuming global pricing may simply be outside the budget of those in lower income areas meaning that local adjustment is required in terms of pricing.

o Local competition: Other local brands may know better about consumer preferences, distribution channels and informal trade practices that a standardized brand would miss on.

o Risk of being foreign or out-of-touch: A brand that is overly structured around consistency could risk feeling disconnected from local culture/ needs and therefore not feel relevant.

• Example Applications:

o Global tech companies: these are your smartphone, laptop and other vendor of hardware trying to go global where they'll very much want to standardize most of their design & UX, marketing visuals but possibly change keyboard layout or add some localized apps.

o Companies such as Coca-Cola have a clear identity, logo and core product formula across many countries with differences only in packaging sizes or promotional messages.

8.3.3 Adaptation Strategy: Customization by Region

Adaptation Strategy Adaptation strategy is the change related to products, messaging in the advertising and distribution or other ingredients of marketing mix. This could include flavor, packaging, price, promotion or even parts of product design. Adaptation is costly, yet it can be a brand acceptance and relevance in diverse cultural or economic settings.

• Key Areas for Adaptation:

o Product adaptation: modifying product features, content ingredients (proper formulations), or services to fit with local users' taste, climate conditions, use habits (e.g., seasonal/ flavor preference changes) o Regional Education/Advertisement: raising consumer awareness of the new product in a market.

o Price setting: differential on local purchasing power, taxes or import duties or competition pricing in the market.

o Promotion customization: modifying the message, style of communication, visual and media channel (renowned public figure to endorsement institution) or even influencer to local culture and norms.

o Distribution adaptation: modifications in the supply chain, retail format and in packaging (size or unit – small packs vs. bulk) as a function of local retail infrastructure and behavioral patterns.

• Drivers for Adaptation:

o Profound cultural differences: language, social norms, values, habits, connection to brands are all different from one country to another.

o Legal and regulatory restrictions: labeling, content, safety or environmental standards are not the same.

o Economic divisiveness: income disparity, access to credit, COGL leads need to adjust price or packaging.

Competitive landscape: the local competition that gets the culture and can customise offerings.

• Examples:

o Nestlé's Maggi in India spiced its flavors more heavily, or their were smaller inexpensive packs to cater for local palates and pockets.

o McDonald's menu items: introducing vegetarian burgers in India; spicier options in some Asian countries; modifying sides and desserts by region.

o Coca-Cola going as far as to use varying levels of sweetness or alternative sugars according to local health focuses.

• Challenges of Adaptation:

o Increased costs of local R-&-D, sourcing, packaging and marketing. The logistical complexity of having numerous product variants it in and of itself is a problem.

o Possibility of losing coherence in global brand identity if accoutrements are too different, and the brand ends up appearing fragmented.

o Scaling down to the bottom is tempered by a blending of local knowledge with global strategy.

8.3.4 Glocal Branding Approaches

Glocal branding is a mix methodology between adopting the global brand and its core identity while localizing some elements for specific consumers in given countries. It aims to integrate the advantages of standardization (efficiency and consistency) and adaptation (local relevance). A lot of global brands follow glocalisation to remain efficient and at the same time address the difference in market requirement.

• Principles of Glocal Branding:

o Core Identity ◊ + Local Flavor: retain the global logo, brand promise and core values with requirements to modify to local taste, language, media channels.

o Modular product design: design products in modules in a way that local parts (ingredients, features) can be customized without destroying the global core.

Local marketing adjustments: localizing advertising content by integrating local flavor, special days, symbols yet maintaining brand voice.

o Decentralized decision-making: empowering regional or country teams to select their own adjustments based on global advice.

• Examples:

o McDonald's: globally consistent store design and basic burgers; food added to account for local preferences plus regional promotions introduced.

o Nestlé: consistent brand names elsewhere in the world (Maggi, Nescafé...) but local taste differences, package sizes or spices according to country.

• Benefits:

\x96 Scale means can play on the global stage but appear local and personal. o Tolerated because of similarity to local lifestyle.

Better risk management: global national consistency mitigates some risks; local adaptation reduces the risk of cultural blunders.

• Trade-offs:

o Challenges in collaboration between corporate HQ and local units.

o Possible cost ineffectiveness with too many version or campaigns to manage.

8.3.5 Cross-Cultural Consistency and Messaging

Cross-cultural consistency is maintaining the same core brand messaging, values and identity, but understanding that there is cultural variation in expression, tone, and communication mediums. Messaging that resonates in one country can backfire in another unless carefully tailored. Consistency of content across cultures engenders trust while sensitivity avoids causing offense or appearing irrelevant.

• Core Message Elements to Preserve:

o Brand values (such as quality, innovation, sustainability) that indicate what the brand is and stands for. o Visual identity: logo, colour and typography that contribute to the recognizability.

Taglines/slogans (If able) translated or equally effective meaning not directly from translation.

• Adaptation of Messaging:

o Localization: idioms need to be made local and translations must match the local usage, but preserve tone.

o Cultural symbolism: images, metaphors and references that are significant locally and not derogatory.

o Channel preference: in some culture, standard media; other digital or social works better.

• Challenges:

o Mis-translation or losing message can be damaging to reputation. o Overlocalization might also obscure consistency so much it's not have global identity. o Controlling brand governance on a multi-local scale in multiple regions so that cases of abusive or divergent use are managed.

• Examples:

o Global ad campaigns by companies such as Nike or Apple stay with core theme (“Just Do It”, “Think Different”) but change visuals or local stories.

o Global brand localizing tagline: Coca-Cola changing “Open Happiness” to appeal to cultural regional celebrations.

o: Pantene adjustingHhair care communication to hair types and beauty ideas all over the world.

“Activity: TechNova: Global vs Local”

GLOBAL Vs LOCAL BRANDING PLAN Design a Global vs local branding plan for an imaginary consumer electronics brand, TechNova, that intends to introduce a new mid-range smartphone in USA, India and Brazil. Split your response in two—explain what plan (product, promotion, price, channel) you would implement to standardise into the one market and on the other hand how you’d customize every element of that marketing mix for each of the 3 markets while still keeping core brand values. Include considerations for local

culture, regulatory environment, consumer incomes, media habits and messaging preferences. Your proposal should be presented as tables where you have a table for each market with standard vs adapted decisions and explain the motivation of each adaptation.

8.4 Case Examples of Brand Management across Markets

8.4.1 Global Brand: Coca-Cola – Consistency with Local Flavor

Coca-Cola has often been cited as best-in-class branding that's successfully globalized—and remained true to—its brand DNA (taste, branding, global positioning), yet allowed local flavors and preferences and packaging —right down to mass produced glass bottles—to catch the eye in all corners of the world. Its system mashes together standardization — the brand look, the Coca-Cola taste, color scheme, font for name and logo — with adaptation (local promotional themes, occasional flavor variations and packaging sizes; limited-edition local translations of can and bottle labels; culturally resonant advertising).

• Global consistency springs from such things as the red-white bit of branding, the contour shape of the bottle, that “Coke” name, campaigns both global (e.g. "Open Happiness" in many of our markets) and local (e.g., encouraging us to take a mini break in a day); and an emphasis on universal values like refreshment, togetherness, joy. These are the ones that give you global brand equity and knowness.

• Local Tastes - Coca Cola provides a wide variety of flavors or products that cater to the local taste, e.g., fruit flavored soft drink according to consumer taste with varying sweetness / sugar level content (or substitute for sugar) following country health regulation and consumer preferences. They also adjust packaging sizes—smaller

bottles and cans in developing countries, according to purchasing power; larger portion sizes where it makes sense.

• Advertisements and marketing messages are tailored for the culture. For example, in India the (festival seasons – Diwali & Holi) - local: campaigns; in Latin America – Local music and cultural references; Japan/Korea - design aesthetic/seasonal packaging(A reflection of Japanese Culture). Sure, the core brand message doesn’t really change (refreshment, comes with universal appeal) but the expression can no longer be one-size fits all.

• The pricing and distribution strategies shift, too. In some markets Coca-Cola has offered mini cans, vending machines, or an entry level price that fits low income levels and the informal retail” market. Local retail outlets including small stores (``mom-and-pop stores'') or local partnerships are often involved.

• Any product extensions or innovations are tested in the market first; sometimes, flavors will launch in one market and if they’re successful, will be scaled elsewhere or pushed abroad. Moreover, limited-edition and seasonal flavors through local culture

(e.g., special packs for Lunar New Year) or use of local fruits facilitate innovation range despite maintaining a globalized brand.

The issues are how to do this without undermining the inherent nature of the brand, trade-offs (and cost) in product line up and supply chain continuity AND regulatory compliance (ingredients, labeling, health warnings). Coca-Cola must contend with sugar taxes, evolving consumer health sensitivities and environmental packaging laws that vary widely from one country to the next.

• Illustration: Coca-Cola "Local Tastes" (flavours made local) featuring peach or other fruit flavors in certain states/countries to influence flavour. Another: a business that sells "small pack" (small drink) sachets in most of India, to make Coke affordable on a per-drinking-occasion basis.

• And another: Coca-Cola's public sampling points (like World of Coca-Cola's "Taste It! zone) in which visitors nibble on dozens of flavors from throughout the world — well -done to create local drama, brandish global reach and celebrate diversity.

8.4.2 Establishing Brand Revitalization: The Transformation of Old Spice

Old Spice was old news: a fusty, masculine grooming brand for your dad or grandpa; the brand had never felt more like it belonged on the back shelf to young consumers. Repackaging Communicating Artfully Digitally Engaging To Get People In Store, or ... Curate Messages and Media Clause curating No-Name space back The refresh was a compilation of repackaging Communicating Artfully, digitally engaging to get people in-store or on-line and curating messages and media clause shelf space back from No-Name.

• Diagnoses: Old Spice was a "grandson brand losing traction among the younger guys"; rivals such as Axe were considered young and hip alternatives; the brand's messaging, smell-profile, packaging and distribution had remained stable for eons and felt old.

• Strategy: Move far beyond safe, have fun, be absurd. The breakout "The Man Your Man Could Smell Like" campaign reinvented Old Spice. It had a charismatic, confident narrator; surreal visuals; rapid-fire cuts; a sense of humour. It did so for men (the product consumers) and women (the purchasers of grooming products), with wit that was as pointed as it was quick.

• Media and platforms: This was a digital-first campaign, that raised more than $1.9 million this period for television ads after earlier relying on viral videos on YouTube and social media. This included personal videos Interactivity in this campaign was a driving force, (fans and influencers had submitted questions for the "Old Spice Guy" to answer) causing engagement around it to grow. Old media (TV) amplified — but lots of the take-up was from social sharing, memes, buzz.

• Product tweaks and line extension: After repositioning, older product lines (body washes, deodorant, shampoos) were reformulated with more modern scents and packaging. Old Spice did not throw history overboard — it rebranded it. It was given a packaging facelift to make it look fresher, current.

Result: Market share swelled, sales elevated and brand became culturally central again. It added up: Advertising awards, social media metrics, industrial perception scores. Younger demographic perceptions shifted. Old Spice was suddenly cool once more, funny and relevant but also manly.

• Risks managed: Potential alienation of older loyal customers; and still had to make sure product worked well (scent quality, skin safety); have to be careful, obviously, that humor couldn't offend. Also brand consistency across markets — some markets had to localise humour for cultural taste.

• Long-term effects: Old Spice continues to use humor and digital content; it remains "present in the hearts and minds of our target audience"; again, new campaigns are working off a refreshed brand. It shows how renaissance isn't an event but a process.

8.4.3 Glocal Success: McDonald's Market-Specific Menus

The poster boy for a Global QSR (Quick Service Restaurant) brand that has successfully been able to localize the menu and day to day operations as per local palates, culture, and preferences while staying true to its global identity is McDonalds.

• Global framework – Hanze has a consistent core menu (Big Mac, Fries and McFlurry), colour schemes across their brand worldwide, expectations for service within the store, ideas for how their stores will be laid out in different cultures around the world and working standards that are adhered to at all times (i.e. health & safety in relation to food hygiene) and branding globally as displayed through its logo and golden arches. That provides trust and predictability.

• Local adaptation in practice: Vegetarian burgers and McAloo Tikki replace Aloo Tikki Burger in India, No beef no pork (many local items also don't have any of these two) keeps Muslims and Jews as customers; offers Teriyaki burgers or seasonal specials at local festivals in Japan; Halal standards are followed with McArabia sold at all Middle Eastern outlets largely to cater to Muslim community while rice meals are made available only South Asia stores side by offering more spices infused hot sauce or ketchup. These are in accord with cultural eating patterns and taste preferences.

• Packaging and serving sizes adapted according to the local habits. Promotion linked to local festivals, holidays and cultural practices. Store décor and interiors are a reflection of local colours, art and locale while maintaining the global look.

• Marketing: Global brand messages ("I'm Lovin' It") are deployed globally but local brands feature pop stars, footballers, soap-opera actors and ads adapted to national subcultures and languages. Music, media outlets, festivals are leveraged well. McDonald's will tailor messaging so it resonates with you. The deals are tailored to local markets (like combo meals that fit local pocketbooks).

Operations and sourcing:McDonald's locally sources some ingredients; tweak recipes (spice, variety of ingredients) for taste profile.Chicken not sourced from US suppliers in a few markets. It offers a 'fresh' approach, is cost-effective and supports the local economy, which may increase acceptance.

• Challenges include maintaining food quality and service levels consistent across markets; cost-efficiency of producing a huge variety of menu items; complying with regulations on safety & nutrition labelling; preserving brand identity while allowing for numerous local preferences.

• Example: Seasonal or offers available for a limited time, including regional desserts or holiday items in India around Diwali; and Japan during cherry blossom season.

8.4.4 Failed Global Strategy: Case of Gap's Rebranding

Gap, the original American casual apparel brand, tried to do a global rebrand and faced a backlash. Its failures show hazards of when an adaptation or rebranding doesn't closely enough match consumer expectations, and the way brand identity can be watered down or miscommunicated.

• Gap's short-lived redesign of its logo (2010) swapped out the classic blue box logo for a more modern font with a small blue square. The new design went live around the world. The backlash from consumers was unanimous: people said it looked generic trading the identity, swapping out the familiarity that many feel since birth... with Gap."

• Gap had under proofed with a small enough amount of consumer feedback and pilot markets when it rolled out its change widely. It's change for the sake of it Another popular reason was in fact people turned to feel quite misunderstood about such move as they went out of their ways already to sacrifice something that made them feel comfortable and even close to what is described a brand.

• The logo revamp flop caused Gap to revert, within a week, to its previous logo. Taking into account consumer good will, marketing dollars, redesign cost for all the signs, labels, web site changes,etc. it was huge. What is certain is that public outcry, and social media mockery, made it worse.

• Other factors: Gap's international challenges were also due to a misalignment of fashion (styles, fits, colors) that didn't resonate with Asia and some countries in Europe which had to be localized and so they did force feed what was for U.S., world but it never steppes exactly in certain components like Japan or China. And then there is price positioning: priced higher than other local competitors. Gap also suffered from weak marketing and an enormous stretch in which its global image didn't exactly resemble what it had been created to stand for — a casual American basics brand — and so no one could tell precisely what, or who, it was supposed to be.

Source What does this tell us? The Gap example is an expensive reminder that rebranding or standard / global change without customer insight, piloting and real local adaptation can be dangerous. It goes to show, oh so clearly then, how alignment between brand idenity local relevence and execution for the touchpoints.

• The struggles at Gap have also brought questions about goods, from supply chains to store design, that customers prefer not change everywhere and yet often do in different countries.

8.4.5 Indian Example: Patanjali's Brand Building Strategy

Patanjali Ayurved – A native Indian case study showcases how (regional/national) market centric brand cultivation can bring together cultural rootedness, authenticity, trust, and adaptability to win greater market shares in fewer

FMCG.

• Founding and base brand identity: Patanjali as a brand was founded kind of on the pillars of Ayurveda, Indian traditions, natural ingredients, self-reliance and Swadeshi sentiment. It adopted national identity, cultural values, naturalness, health and the opposite of multi-national FMCG brands.

• Product mix: Patanjali started initially with a low product-mix (herbal toothpaste, Ayurvedic products). And evolved over the years into multiple FMCG categories – personal care, food products, health supplements, packaged foods; cosmetics; wellness - Creating product to meet local needs (palate, pack size and value).

• Pricing: Patanjali used to price much lower than the global brands and thus lured the customers which were price sensitive. It also introduced sachets or small pack sizes, to cater to the bottom of pyramid consumers in rural and semi-urban India. It also leveraged cost efficiencies in supply chain, local sourcing and manufacturing.

We used to harass them on the distribution front in both urban and rural (areas), From direct stores to exclusive outlets, general trade, rural networks and modern trade...Everything was heavily leveraged by Patanjali. Above its supply chain which was characterised by the concentration of self-produced raw materials, use of local suppliers and a blend between modern and traditional selling channels.

• Brand communication: Juxtaposed advertisement leveraging on Indian tradition, natural, herbal and Ayurveda; relied heavily on local herbs' faith (speech); frequently referred to cultural and religious links in the messages / authenticity were highlighted. It had a public face in the founder, Baba Ramdev, which inspired trust and connection. Messaging was about health, purity, safety and cultural character which made consumers worried over chemicals or multinationals too synthetic willing to rethink category.

Quality and regulatory issues: With growth came the challenge of regulatory compliance, product safety, critics and quality standards at Patanjali. These called for adaptation, transparency, sometimes tweaks to formulation — or disclosure. It even made responding to criticism part of its brand management.

• Innovation and adaptation:- Patanjali came up with new product SKUs, changes in packaging, contemporary packaging branding (on the packet it was written Mera Tarun Swabhiman), social media promotions etc. While maintaining the traditional side of its values, it had modernized in packaging, style of branding and marketing channels (television and digital).

Competition response: MNCs also launched similar product lines of herbs, at times replicating the messaging, value proposition such as quality and 'purity' due to their global brand-building, however to an extent limited. Patanjali's competitive edge has been its authenticity, cultural connect, local rural penetration, price attractiveness and trust among Indian-aspiration consumers preferring natural/Indian origin products.

• Challenges: Scaling without sacrificing quality, navigating the increasing complexity of the supply chain, dealing with regulatory scrutiny and preserving brand trust when controversies — be they over claims or certifications — arose.

Knowledge Check 1

Choose the correct answer:

1. In Coca-Cola's global strategy, what element is most consistently standardized across all markets? a. Flavor profile

b. Local festivals

c. Packaging size

d. Advertising slogan

2. Old Spice's "The Man Your Man Could Smell Like" campaign primarily used which tactic to revitalize the brand? a. Local menus

b. Humor and digital content

c. Product price cuts

d. Flavor variation

3. What adaptation did McDonald's employ in India to suit local preferences? a. Introduced beef burgers

b. Used global portion sizes everywhere

c. Added vegetarian items and local spices

d. Standardized menu globally

4. Gap's failed rebranding was due to which misstep?

a. Strong global flavor variants

b. Over-adaptation to locals

c. Logo change without consumer insight

d. Use of local celebrities

5. Patanjali's brand strength in India has been built mainly through:

a. Premium pricing and niche imports

b. Global celebrity endorsements

c. Cultural authenticity and herbal positioning

d. Uniform global branding

8.2.4 Role of Innovativeness and Customer Feedback

Innovation and feedback by the customer are two of the most important principles to revive a dying brand. As much as innovation is designed to help a brand cater to the changing marketplace, customer insight helps the make-shifts align with what real consumers want. Between them, they act as a potent engine for reinvention, excellence and continued relevance.

Innovation as a Means to Renewal

1 Innovation is defined as the introduction of something new, such as a new idea, method, process or product that creates significant change and adds customer value in terms of improved performance and quality or reduced cost. For struggling brands, innovation doesn't stop at new products – it extends to how these brands approach their business, communicate and create value for the market.

Main Types of Innovation in Brand Revitalization:

• Product Innovation

Improving current products or bringing new ones on the market to cater for emerging demand. When the trend towards health-conscious eating began to percolate, Cadbury launched low-sugar and dark chocolate options.

• Process Innovation

Enhancing the way things are made, transported or delivered . Domino's Pizza overhauled how customers tracked orders and wait time for delivery, earning customer satisfaction and updating its image.

• Service Innovation

Enhancing the overall customer experience. For example, banks that launched AI-driven chatbots for 24/7 customer service enhanced accessibility and engagement with digital native customers.

• Technological Innovation

Those businesses that infuse new technologies like AR (Augmented Reality), VR (Virtual Reality), AI or data analytics to deliver personalised or immersive experience usually attract fresh consumer attention. IKEA's augmented reality app, which is just one example of how something new has brought more interactivity to the furniture-shopping experience.

• Business Model Innovation

Some are rethinking entirely how they create value. One such example would be Netflix, which transformed from a mail-in DVD rental business to a multi-screen digital subscription-based distribution service that has upturned the way audiences receive and relate with leisure material.

Importance of Customer Feedback

Customer comments are needed to keep innovation on track with what consumers want. It is a check against reality that helps brands remember they can't live in bubbles, where their internal assumptions of themselves become real to the market.

Sources of Customer Feedback:

• Surveys and Questionnaires

Formal instruments for assessing satisfaction, expectations, and brand-specific experiences.

• Social Media Monitoring

There is consumer sentiment and opinions being formed in real time on platforms like Twitter, Instagram, YouTube.

• Customer Reviews and Ratings

E-retailers and review sites, meanwhile, lay out frank opinions that can point to weaknesses in a product and strengths in a brand.

• Focus Groups and Interviews

Qualitative approaches that tap into in-depth emotional and rational perspectives around brand components which help to further develop messaging or offerings.

• Net Promoter Score (NPS)

One of the more widely regarded customer loyalty and brand recommendation metrics used. A poor NPS score means unhappy respondents that must be helped immediately.

Integration of Innovation and Feedback

Good revitalization occurs when fresh thinking is led by the voice of the customer. Brands need to build systems where they can 1) have inlets for feedback, 2) interpret the feedback and then 3) take action on that feedback as part of their innovation cycle.

• Co-Creation:

A few companies actively engage customers in the process of innovating. For instance, LEGO Ideas lets users suggest product ideas and the best are produced as official LEGO sets.

• Beta Testing and Prototypes:

Brands can test new features on a small user base, get feedback and iterate before they go mainstream. That lowers risk, and increases market fit.

• Iterative Improvement:

Feedback should not be a one-off occasion. An ongoing process that constantly updates and evolves to make sure the brand continues to be responsive and adaptable.

Innovation that does not deliver relevance excessively risky, as is customer feedback without action. Those that combine the two are more likely to effectively bounce out of decline and build towards longer-term success.

8.2.5 Turnaround Case Studies: Successful Brand Comebacks

The following are successful brand comebacks that you may want to study for strategic and consumer insights. Many brands that had lapsed in relevance have managed to reframe themselves, spark new relevance a return brighter than ever as a result of rehabilitation decisions. Case Study 1: Old Spice - From Irrelevant to Culturally Relevant History Old Spice was once a traditional brand that targeted old men and was gradually phased out among young men, which caused market share decrease. Revitalization Strategy: complete rebranding for a younger, contemporary target; it had a viral marketing campaign (The Man Your Man Could Smell Like) mixing up humor, masculinity and absurdity; content creation and digital use – making use of YouTube thus pushing the material to wide organic reach. • The result: Old Spice boasted of sky-rocketing sales, online engagement and cultural relevance. This ad campaign garnered several awards and repositioned the brand as exciting, modern, and fun. Case Study 2: LEGO – From Bankruptcy to Creative Leadership • Background: former innovative Danish company, Lego in the early two thousands faced financial meltdown because of over expansion projects and rising operational costs coupled with products that failed to

attract its core target. • Revitalization Strategy: Emphasize core product—creative play in brick-based building; develop co-branded collections such as Star Wars, Harry Potter and Marvel; create interactive digital experiences, including Lego video games and movies. • Outcome: Lego is one of the world's most successful global brands with increased brand loyalty and a multi-generational appeal to lean against. Its bottom line, brand pretensions and cultural relevance all went through the roof. Case study 3: Apple – Resurrection of the brand • Background: A decade of dire financial straits followed by continued trail behind competitors as far as new products and sales. • Revival Plan: Rehiring Steve Jobs and a bold brand overhaul: iMac as radical design and user-friendly interface Apple's recovery eventually turned out to be one of the most sensational turnarounds in corporate history.

• Turned advertising toward lifestyle branding with the "Think Different" campaign.

Outcome:

3 Apple transformed from a near-bankrupt tech company into one of the world's most valuable brands. It inspired a pipeline of invention (Kick the iPod, Kick The iPhone, Kick the MacBook) and aspirational branding that transformed consumer electronics.

/octetStream Chapter № 1 Introduction21tersoFashionFull of aspirationC Fashion is as its clients, and records visually-key values ofsociety manChl The transcriber violence from the societyness is a very commontrocharacteristic.

Background:

By the 1990s, Burberry had become passé and was known for being embraced by counterfeit culture and having a confused retail strategy.

Revitalization Strategy:

• Brought in new leadership to restore discipline, refounded it as a luxury brand.

• Rationalized product lines and told stories to play up British heritage.

• Leaned on digital marketing, live-streamed fashion shows and celebrity endorsements.

Outcome:

Burberry bought back its shine and is now a benchmark of luxury branding and digital transformation, wrestling back wealthy consumers as it drove confidence in the market.

Case 5: McDonald's – 'When Health Is on the Rise And So Are Earnings' As fast-food leader tries to atone for an excess of calories and oversize portions, we have a health comeback story.

Background:

McDonald's faced a host of challenges including unhealthy food perception, slumping consumer confidence and competition from health-focused QSR chains.

Revitalization Strategy:

• Added healthier options to the menu, calories on menus and transparency about ingredients.

• Remodeled stores and introduced digital ordering systems.

• Launched global advertising campaigns that emphasized "real food" and connecting with communities.

Outcome:

The company was able to re-establish connection health-aware and conventional consumers. McDonald's responded in late 2017, fought back to get people through the door and restore perceptions of the brand up while also breathing new life into global sales.

Common Lessons from These Turnarounds

• Consumers were obsessed over: All of it's come-from-behinder victories have been to do with obsessing over what the consumer needed.

• Big Swings Work When They Are Founded on Insight: The big gestures, from Apple's revamp of its products and brand to those in your alma mater's communications, worked because of insight and strategy.

Ixtus001 digital transformation_771848878.jpg ___Digital Transformation is not optional: Successful brands used digital to connect with their audiences, be it via influencer campaigns or agitating against innovation.

• Omichannel: The focus of the comeback strategy was product, communication, customer experience and brand.

8.3 Global Branding: To Standardize or to Adapt, that is the Question

Each of the subtopics below addresses directly one of the pieces needed to determine how brands should select whether or not to have consistent global brand management versus adapting for local markets. The trade-offs, cases, motives and strategic actions are also presented of standardization, adaptation approaches or a mixed "glocal" one.

8.3Challenges and Opportunities in International Brand Management

• Managing a global brand means you work in a lot of markets with different consumer preferences, regulatory frameworks, competitive situations and cultural values. One of the most difficult challenges is getting efficient (cost, consistency) while responding to feedback (local relevance).

• The opportunity lies in economies of scale: producing things for everyone, based on shared marketing materials and, with large supply chains to optimize distribution costs, driving down price-per-unit to create strong global brands.

It might also foster trust, facilitate easier penetration of new markets.

• Cultural dissonance is a problem. As an example, colouring or symbols or messages that are good in one market may be bad or confusing in a different area. Regulatory differences (eg, legislation on labels, advertising) necessitate modification in some cases.

• Those prices have to be recalibrated to account for differences in purchasing power or in consumers' incomes between countries, sometimes via some tweaking (or else products become unaffordable and features get treated as luxuries). Local competitors might be able to build local-tuned and lower-cost versions of the global one-size-fits all offerings.

• There are advantages to using global learnings; something that gets creative or customer traction in one region can be migrated elsewhere. A product design, packaging innovation or marketing plan that is effective in one market can be exported to another one, adding layers of global competence.

Operational needs Planning and operational 1 Some of the logistics-related issues (supply chain, transport costs, local sourcing) might be problematic. On the flip side, you have those names who own global excellence and leverage reliability of products, speedier delivery, uniformity – all these help in reducing attrition rate.

• Brand identity consistency: there is to haveing the same logo, tagline and core values across markets that contribute to strong global equit." But stitching that identity together across a plethora of touchpoints (digital, physical, packaging, service) is an ongoing — and always risky — management challenge.

• Organizing internally: how to balance knowledge at headquarters versus on the ground locally; coordinating strategy and granting agency while maintaining global standards. Global branding teams and local marketing units could clash over how much to adapt.

8.3.2 Standardization strategy: benefits and deficiencies

All round common standardisation here it is about the same appearance, sales concept, and communication in a large number of countries with little or no localising. It depends on continuity, low-cost and a world-wide acknowledged brand. But it can also backfire in markets where the local context — from culture to regulation and consumer preference — demands at least some customization, not a blow-by-blow duplication.

• Benefits:

o Cost savings: Since firms produce the same design, packaging and markting material for all markets, they realize cost savings in production et inventory & creative costs.

o Brand consistency and identity: Through a uniform campaign (logo, slogan, color) in several countries strengthens the brand's worldwide image which boosts consumer confidence and makes it simpler to remember the brand.

• Faster roll-out: new products or campaigns can be launched more quickly around the world, if the same materials and a process selection are used and localization time is saved.

o Brand messaging: An overall control of the philosophy and promises where in a very uniform way is communicated even beyond market borders (which has the risk of distorting the main idea).

o Use of international media: International celebrities, sponsors or digital are more effectively used under uniform campaigns.

• Limitations:

o Cultural Dissonance: Something that is a hit or works in one culture may not click, and might even offend in another. For instance, humor and idioms can be lost or misconstrued. o Regulatory and legal barriers : Local regulations on packaging, labeling laboratory advertising claims or safety features may require modification thus making pure standardization infeasible.

o Regional price sensitivities: While a product may have one global price, in low income regions the full price may be too expensive, so product prices will have to be adapted.

o Local competition: Local players could have better insights into consumer behaviors, distribution channels and informal market practices which a purely standardized brand could be blind to.

o Perception of being foreign/out of touch: A brand that is too rigid can feel as though it does not understand the local culture or situation and its relevancy will suffer.

• Example Applications:

o Global tech companies (smartphone, laptop brands) will standardize a lot of their design, UI and marketing visuals but they might localise some features like keyboard layout or apps.

o Soft drink manufacturers such as Coca-Cola and their logo, product composition remain the same in a wide range of countries except for packaging sizes or other features.

8.3.3 Adaptation approach: Regionalisation

Adaptation strategy involves adjusting products, packaging, media or any other aspect of the marketing mix to the tastes and preferences of local consumers. This can potentially include the flavor, packaging, price, promotion or even pieces of product design. Adaptation can be resource consuming, however is often necessary for brand acceptance and cultural or economic fit.

• Key Areas for Adaptation:

o Product modification, such as changing features, content or services to accommodate local taste, climate, usage habits (e.g., season, flavor etc).

o Price adjustment: pricing that reflects local purchasing power, taxes and import duties,and competitive pricing in the local market.

o Promotion adaptation: adjusting message content, tone, images (photo or video material), media channels (their combinations) and even influencers to the local culture and communication style.

o Distribution adaptation: Supply Chain, Retail formats and packing sizes or units (e.g. small size vs bulk) modifications according to local retail infrastructure and consumer behavior.

• Drivers for Adaptation:

o Profound cultural variation: language, etiquette, values, rituals of consumption and relationship with brands differ enormously from country to country.

o Regulations and laws: rules on packaging, free content, norms of safety or environment vary.

o Economic inequality: varied levels of income, access to credit, cost of living need to be reflected in discounted pricing or packaging.

Competitor landscape: local competitors in the region would understand the culture, be able to tailor offerings.

• Examples:

Nestlé's Maggi in India spices its flavors more heavily, or sells smaller package sizes at cheaper prices to attract local tastes and incomes.

o McDonald's menu items: introducing vegetarian sandwiches in India; spicier options in select Asian markets; tailoring sides and desserts regionally.

o Coca-Cola changing sweetness levels or sweeteners based various regional public health concerns.

• Challenges of Adaptation:

o Higher costs of local R-&-D, sourcing, packaging and marketing. All product variants being retained adds complexity in logistics.

o The greater the divergence of adaptations, is venturing into disunity in the global brand identity and various perceptions of disjointed.

o To diffuse success on the local level to the global stage requires carefully integrating lessons of local experiences and knowledge with concerted effort at a global strategy level.

8.3.4 Glocal Branding Approaches

Glocalization is a mixed strategy: it refers to a global brand but modified for the local market. It aims to reconcile the merits of standardization (efficiency, consistency) with those of adaptation (local salience). Most global brands in the present follow glocalization to remain efficient as well as relevant to various market requirements.

• Principles of Glocal Branding:

o Core Identity + Local Flavor: protect globally recognized logo, brand promise and core values for adaptation in local taste, language, media.

o Component product design: designing products as components so that different parts can be tailored locally (ingredients, features) without changing the global core.

Localisation of marketing: Tailor your marketing campaigns with local references, festivals, and cultural symbols while retaining brand voice.

o Decentered decision-making: apportioning responsibility for adaptation decisions at regional or country HQs within parameters to be set globally.

• Examples:

o McDonald's: local best of breed adapts store layout, adds local menu and does regional promotions.

o Nestlé: consistent core brand names (say Maggi, Nescafé) internationally but coded sizes/packaging or tastes or spices based on local markets.

• Benefits:

o Ability to operate at global scale, but feel local and personal. o Greater credibility and acceptance because it is in tune with local customs.

o Better risk management: Global consistency diminishes some risks; local customization insulates from risks of cultural stumbles.

• Trade-offs:

o Challenges of global versus local coordination.

o Possible financial waste on controlling more than one type of variant or campaign.

8.3.5 Cross-Cultural Consistency and Messaging

Cross-cultural consistency is about maintaining brand messaging and identity while respecting differences in how to speak, look and communicate within a culture. Messaging that resonates in one country can backfire in another unless founders are extremely judicious. Consistency across a culture builds trust, and sensitivity prevents people from being offended or even irrelevant to other cultures.

• Core Message Elements to Preserve:

o Brand values (quality, innovation, sustainability) which articulate what the brand is about. MarkA o Visual identity : Identit visuelle : cration de logotype, palette couleurs, capages / typo pour garder un fil conducteur.

Taglines/slogans in translation if applicable.

• Adaptation of Messaging:

o Localised language (translate and idioms to match local rather than technically correct phrasing but retain level of formality).

o Cultural symbolism: employing (non-offensive) images, metaphors and references that are locally meaningful.

o Channel preference: Traditional media, digital or social media is some societies sometimes work than others.

• Challenges:

o Mistranslation or loss of meaning may damage credibility or water down the message. o Excessive overlocalization can disrupt consistency to the point that there is no global sense of identity. o Enforcing consistent brand stewardship across hundreds of geographies to minimize misuse or undermining of the brand.

• Examples:

o Brands on a whole can see global ad campaigns (e.g. nike or apple) just changing visuals, but keeping the core theme ("Just Do It", "Think Different") and/or with local stories.

o Global brands transcreating taglines: Coca-Cola localizing "Open Happiness" message with respect to native festive scenarios.

o Pantene adjusting marketing to vary in different markets with diverse hair and beauty cultures.

"Activity: TechNova: Global vs Local"

Create a Global vs Local Branding Plan for a consumer electronics brand called TechNova who are looking to launch a new mid-market smartphone in the USA, India, and Brazil. Split your plan in two: how would you standardize across product, promotion, price and channel on one hand (or figure out why you should not) and then adapt each for all three markets without diluting the overall brand. Include considerations for local

culture, regulation, consumer income level, media types usage and preferred messaging. Structure your plan in tables by market, comparing standard vs adapted decisions and justifying the adaptation.

8.4 Brand Management in Practice: Examples of Cases from the Field

8.4.1 A World Brand: Coca-Cola – Local Flavour Still in Line with the Global.LOGO?

CocaCola is often cited as an example of a global brand that has been able to retain the core essence (taste, branding, global positioning) but can allow local variants and tastes.(Clear 1999). Its strategy is one of both standardization (the brand look, the Coca-Cola signature taste, color scheme, font, logo) and adaptation (local marketing themes, occasional flavor variations or packaging sizes, limited-edition local translation

which can vary even within a country or market - e.g: ‘glasses half fill”/ “glasses half full”, to culturally resonant advertising).

• There is global consistency to do with the red-white branding, the contour bottle shape and ‘Coke’ name, global campaigns (‘Open Happiness’ in many markets), universal values such as refreshment/togetherness/joy. These generate global brand equity and awareness."

Local flavor localization: Add local (geo-specific) flavors, or "offload" some of the flavors to, for example, fruit-flavored variants that are tailored to the specific taste profile of a region locale; Adjust sweetness on a per runway basis depending on how sweet is being intercepted by consumer preferences or health regulations.localPosition:Adjust sugar/sweetness content based on local SR-1 consumers. They also adjust packaging sizes—smaller

bottles or cans in developing markets to reach purchasing power; and larger sizes, where relevant.

• Advertising and marketing messages are localized to culture. For instance, in India festivals (Diwali, Holi etc.) are at the core of local campaigns; for Latin America music, culture specific references are leveraged; in Japan or Korea design aesthetics and seasonal packaging reflect on tradition. The big brand message stays the same (refreshment, enjoyed by all), but execution is custom.

• Pricing and distribution strategies adjust too. In some markets Coca-Cola has sachets or mini cans, vending machines and affordable pack sizes to cater for lower income levels or informal retail architectures. Products may be distributed through local retail outlets, small stores (“mom-and-pop”) shops, or partner locally.

• New flavors or product extensions are tried in a local market before being scaled up or exported. Also, sense-based flavor tasting or odering local-inspired special edition / season model scent is something good opportunity for mudane innovation with global brand.

Some topics to solve for will include – regulatory (ingredients, packaging, health warnings) consistency across the product lines; protecting a brand from dilution by being too adaptable; trade-off in cost and impact producing multiple items spread across many SKUs; implications on supply chain. Coca-Cola has to contend with sugar taxes, health fears and environmental packaging rules that differ drastically from one country to the next.

• Ex: Coca Cola's "Local Tastes," with regional specific flavors, ie. Peach or Different fruit down some states/countries; flavor profile shifting. Another: the same company's selling of "small pack" or sachets in most of India, making Coke affordable per consumption occasions.

• Another one: Coca-Cola's — you get the idea] public sampling centers (e.g., World of Coca-Cola's "Taste It! zone) where visitors taste dozens of flavors from nations worldwide – this whets local appetite, affirms global presence and showcases diversity.

8.4.2 Brands Resurrected: The Rebirth of Old Spice

Old Spice used to be the brand for manly, traditional grooming for a senior demographic; it was not relevant with younger consumers. The renaissance meant that the legacy brand needed to be rebirthed – requiring rebranding, storytelling and digital expression of the heritage brand to regain back its share in relevance.

• Diagnosis: –Young men thought Old Spice was tired; – Axe and others positioned themselves as young and edgy; – The message, scent-profile, packaging, distribution of Old Spice had been the same-stale-and stigmatic to "older" generation.

• Strategy: Brave and clever, even absurd advertising. The influential "The Man Your Man Could Smell Like" campaign made over Old Spice. It had a charismatic, self-assured narrator, surreal visuals, quick cuts, wit. It was targeted at two audiences; men (the con-sumers of the products) and women (buyers of grooming products), striking a complex chord with both.

• Media and platforms: The campaign was digital-first, with viral videos on YouTube and social media. Custom Video Responses were also used (people/fans/influencers ask questions, "Old Spice Guy" answers") to provide a deeper level of engagement. TV was free, of course, but it didn't just assist in securing eyeballs through social sharing and memes so much as buzz generation.

• Product "tweaking" and Line Extension: After repositioning, in most of the cases (body washes, deodorants and shampoos), the product line was updated with a more

contemporary scent/package. Old Spice didn't completely abandon its heritage, but it did reposition it." Turned into something bright and modern and new in package design.

Impact: Market share increased, the brand ran neck and neck with market leader Coca-Cola in some markets, sales boomed in emerging countries and the drink was culturally relevant once more. Advertising, social media metrics and consumer perception scores also increased. Younger demographic perceptions shifted. Old Spice was suddenly hip, funny and contemporary — still manly.

• Risks managed: The change could risk alienating its older, loyal customer base; needed to make sure product remained good (scent quality, skin safety); guard against making jokes that fall flat. Also brand consistency across markets — some market would need to adapt humor for local culture sensibilities.

• Long view: Old Spice still utilizes humor and digital, stays in touch with denizens of the internet; new campaigns spring from a revitalized identity. If anything, it shows how rehabilitation isn't instantaneous — it's earned.

8.4.3 Glocal Success: McDonald's Market-Specific Menus

The last successful reference example I can think of a truly "Global QSR (Quick Service Restaurant)" brand is McDonald's which has mastered the art of tweaking its menus and modus operandi to local taste, culture and preference without altering the global skeleton itself.

• Global context: common core menu items (Big Mac, Fries, McFlurry), common brand colours, service expectation/ethos, layout formats of building (store), operational procedures of retailing (food hygiene and safety standards) and 'global branding' if you will – GM foods confidently air-brushed out*, logos/motifs associated with the business etc. Those are the sets of confidence, familiarity and knowability.

• Local adaptation: In India, vegetarian and local flavor items (McAloo Tikki), no beef/pork in a lot of locations; Teriyaki burgers/seasonal items linked to festivals for Japan; Halal making standards and menu items such as McArabia for Middle East; rice meals, local side dishes, spicier sauces and local desserts in South East Asia. These are in line with dietary habits and the taste buds of the local population.

• Pack size adapted to local consumption habits. Local festivals, holidays, cultural habits used as leverage for promotion. Shop Local decorating & interiors showcasing local colors, art and location with a global look.

• Marketing: There's global branding messages (I'm Lovin' It) used around the world while local campaigns... showcase local stars, local themes, local languages, and of course tap in to existing humour by leveraging some form of irony or twist. Music, media, channels and festivals are applied to the appropriate effect. McDonald's adjusts messaging so it sounds more relatable. Offers are tailormade (for eg : combo meals compatible with local incomes).

Operations and sourcing: McDonald's sources some components of its sandwiches from local suppliers, modifies recipes (spice level, kind of filling) to meet taste profiles and uses already established farms for select produce. It is a way to ensure quality, safety but also cost saving and local economy promotion which further increases acceptance.

• Issues include consistency in quality and service offerings across markets; cost-effective menu variation production; food safety and nutrition labelling regulations compliance, maintaining a brand identity despite so many regional variations.

• Example: Seasonal or limited-time items such as local desserts, or festive fare in India during Diwali; or in Japan during cherry blossom season.

8.4.4 Global Strategy Failure: Example of Gap's Rebranding

Gap, whose basics have been the foundation of many an American casual wardrobe, tried to rebrand as a global player and got slapped. Its failure exemplifies the pitfalls of not effectively aligning an adaptation or rebrand with consumer's expectations, as well as how a brand's equity can become watered-down or miscommunicated.

• Gap briefly overhauled its logo (2010), ditching the iconic blue box for a contemporary font and a small blue square. The redesign was taking place globally. Consumers revolted: what they saw was a new logo that felt generic, unfamiliar; they lost the comfort of the old Gap.

Gap had not sufficiently pressure-tested through consumer feedback or pilot markets before taking systemwide. The switch felt like change for the sake of it; many customers felt abandoned since their nostalgia, legacy and brand image is taking a hit.

• The logo redesign was such a bust that Gap went back to its original logo after just one week. The cost of consumer good-will, marketing spend, redesign costs, signs, packaging changes and website updates etc was high. Bad press and public ridicule in social media contribute damage.

• Other problems: Gap's woes in other markets were born of their disconnect with fashion trends (styles, fits and colors) that was different in Asia, Europe versus US and they had to adapt to local tastes - but the brand typically churned out styles designed for U.S., which didn't resonate in places like Japan or China. Plus price points: charged more in relation to local opposition. Gap also struggled with a weak marketing message that had taken its global identity far from where it started, as an authority in casual American basics — and that confused consumers.

The Gap's experience serves as a cautionary tale of how rebranding or standard/global changes without stepping back, involving the consumer and pilot testing while carefully adapting locally can be costly and very risky. It highlights the requirement for consistency between brand, local and execution across touchpoints.

• The collapse of Gap also highlighted problems in supply chain, store design and customer service — aspects that customers assume should be uniform around the world (which they likely do elsewhere), but may not have been on Madison Avenue.

8.4.5 Brand Building Strategy of Patanjali: An Example from India

Patanjali Ayurved is an excellent home-grown Indian example of how brand management across markets (local, national) can use cultural specificity, authenticity, trust and adaption to capture large percentages of a market:.

FMCG.

• Founding and base brand identity: Patanjali founded on Ayurveda, Indian tradition, natural ingredients, self-reliance, Swadeshi sentiment. It was positioned against the established FMCG multinationals based on national identity, cultural values, naturalness and health.

• Product diversification: Patanjali started off with a limited number of products (branding herbal toothpaste, branded Ayurvedic medicine). It exploded over time into several FMCG categories—personal care, food & beverages, health supplements, packaged foods, cosmetics and wellness--by tweaking products to meet local needs (taste they favourited, packaging they can connect with, affordability).

Pricing strategy: While Patanjali was often considerably cheaper than many multinational brands, it was making money through volume and attracting price-sensitive consumers. Patanjali often offered sachets and smaller pack sizes to match lower income consumers in rural and semi-urban India. This was enabled by cost savings in supply chain, local sourcing, and manufacturing.

Distribution: Patanjali was heavily reliant on both urban and rural distribution; it used direct stores, its own shops, general stores, its rural distribution network, and modern trade. Its supply chain was based on self-manufactured raw materials, a high dependence on local suppliers, and a mix of modern chains and traditional retail.

Brand communication: Advertising based on Indian tradition, natural, herbal, Ayurveda, trust in local herbs; added cultural and religious references to the messaging; authenticity. The founder, Baba Ramdev, also functioned as a public face, which allowed to build trust easily. Mentioned health, purity, safety, cultural authenticity; which was appealing to consumers worrying about chemicals or perception of multinationals as too synthetic.

Quality and regulation: Quality and regulatory issues emerged as a bigger challenge as Patanjali grew; passed issues of regulatory compliance, product safety, critics, quality standards. Adaptation, transparency, sometimes reaction to challenges, and changes in formulation or information disclosure.

Innovation and adaptation: New product variants, packaging, new modern branding, modern branding for packaging, social media, promotion, etc. While Patanjali was rooted in traditional values, it modernized packaging, branding style, marketing channels .

Competition: Multinationals introduced herbal product line, imitation of key messages, value proposition. Patanjali's competence remained in authenticity, cultural, rural penetration, price sensitivity, and essential credibility among aspirational consumers.

Challenge: Scaling, regulatory maintain, quality, supply chain, regulatory, brand trust in controversies:.

Choose the correct answer:

1. In Coca-Cola's global strategy, what element is most consistently standardized across all markets? a. Flavor profile

b. Local festivals

c. Packaging size

d. Advertising slogan

2. Old Spice's "The Man Your Man Could Smell Like" campaign primarily used which tactic to revitalize the brand? a. Local menus

b. Humor and digital content

c. Product price cuts

d. Flavor variation

3. What adaptation did McDonald's employ in India to suit local preferences? a. Introduced beef burgers

b. Used global portion sizes everywhere

c. Added vegetarian items and local spices

d. Standardized menu globally

4. Gap's failed rebranding was due to which misstep?

a. Strong global flavor variants

b. Over-adaptation to locals

c. Logo change without consumer insight

d. Use of local celebrities

5. Patanjali's brand strength in India has been built mainly through:

a. Premium pricing and niche imports

b. Global celebrity endorsements

c. Cultural authenticity and herbal positioning

d. Uniform global branding

8.5 Summary

ϖ Global brand management has to cope with the dual challenge of being consistent and adapting to local tastes.

ϖ GCBA describes how a global consistency around core elements of the brand, such as Language o Introduction or Background on Literature c g.

live alongside local flavored versions and culturally relevant commercials.

♣ Old Spice's metamorphosis is also a good example how faltering brand turns around and rejuvenate the market by adopting new positioning, humorous ad campaigns, focusing on digital platforms to attract youth.

ϖ McDonald's demonstrates the glocalization – maintaining global brand standards but adapting offerings such as vegetarian menus or hot new products to fit into regional culture preferences.

ϖ The rebrand flop of Gap highlights the danger of disregarding what customers will think and making sudden shifts without testing or feedback.

ϖ "An Indian brand name which has gained success and a sustainable model of creating a home grown FMCG brand by associating with cultural authenticity, low cost pricing, nationalistic approach poised to take on 'Global Brands'.

ϖ Together, these cases illustrate a variety of strategic principles regarding brand consistent-cy, adaptation regenerative localization, and the link between consumers in different markets.

8.6 Key Terms

Global Branding – Consistency of the brand identity across markets worldwide.

Standardization of Branding – 'Brand' in the same way across geographies with as little variation in branding strategy as possible.

Adaptation of Brand – Changing certain brand elements so that it better fits the needs and wants of the local market.

Glocalization — Integrating global brand strategy with local adaptation.

Rebranding this changing the brand identity, such as logo, messaging or positioning.

Brand Refresh – Updating the brand with new packaging, communications or product improvements.

Cultural Relevance – Brand message to ensure that products offer relevance within the culture in which they are being sold.

Image – How consumers view or regard a brand.

Market Specific Strategy – The advancement of marketing approach according to the particular market.

Brand Equity – The perceived value of the brand as opposed to the product.

8.7 Descriptive Questions

Discuss how Coca-Cola maintains brand consistency yet achieves individuality worldwide in its IMC approach.

Discuss the tactics adopted by Old Spice to rejuvenate its brand and reconnect with the younger audience.

Discuss McDonald's approach to glocalization. How has this helped it to succeed in so many different markets?

What went wrong with Gap's rebranding strategy and what can other brands learn from this?

What is the strategy of Patanjali brand to compete with multinational FMCG companies in the Indian market?

Differentiate between standardisation and adaptation strategies giving appropriate examples from Unit 8.4.

Define glocal branding. How does it deal with the 'homogeneity vs local fit' conflict?

What are the risks and benefits of rebranding a world-renowned brand?

8.8 References

(Note: These references are formatted generically. If you are compiling a formal academic report, use APA/MLA/Chicago style as required.)

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Answers to Knowledge Check

Knowledge check 1

1. d. Advertising slogan
2. b. Humor and digital content

3. c. Added vegetarian items and local spices
4. c. Logo change without consumer insight
5. c. Cultural authenticity and herbal positioning

8.9 Case Study

“Uniqlo: Standardizing Innovation, Adapting Culture”

Introduction

Downfall of Uniqlogeishatoru.blogspot.comUniqlo, the Japanese casual wear retail market under Fast Retailing Co. Ltd., has shown how a small player can take on the Zara, H&M and GAP’s to grow in the vastly competitive space for clothing with its creative strategies. This is a departure from the typical fashion brand focus on trendy clothes, with Uniqlo prioritizing simplicity, quality, function and classic design. Its growth in Asia, Europe and North America is an interesting one about getting the balance right between standardization of offering and sensitivity to culture.

Background

Uniqlo, founded in 1984, expanded rapidly in Japan before venturing abroad. The brand’s global vision is that of “LifeWear” by apparel for all people, regardless of age or nationality. Although it has standardization on product line like HEATTECH, AIRism and Ultra Light Down, Uniqlo adjusts retailing experience and communication messages, as well as sizing to serve for different regions culture and body forms.

The brand has had success in markets such as China and Southeast Asia, but struggled in the U.S. and parts of Europe where consumer expectations are different when it comes to fashion cycles and brand positioning.

Problem Statements

How does Uniqlo keep its brand relevant, yet appealing to various culturalities aesthetics around the world?

Uniqlo's focus on minimalism, not to mention function, just doesn't appeal to trend-conscious shoppers in every market." For example, in style-conscious cities like Paris or New York, the absence of seasonal "fast fashion" styles has been a sometimes-cold reception.

Solution:

Uniqlo partners with international designers and artists (Jil Sander, JW Anderson, etc.

the Louvre Museum) to enliven anew while keeping at its heart what it already is. We bring this mix of styles, range and cultural relevance to our product portfolio by partnering with these other creative minds while still keeping it simple.

How should Uniqlo localize its sizing and customer service?

Apparel size chart may vary from these dimensions in different countriesCustomer ServiceOur customer service is available to reply your email within 24 hours. Uniqlo had initially come under criticism in the United States for wrong-size fits and impersonal service.

Solution:

That brand has since implemented sizing charts localized by region, and it trained in-store employees to match its local service standards. It was more service-focused in North America and Europe expansion, but it also managed to use its efficient model in already developed Asian markets.

What can Uniqlo do to enhance its digital engagement and e-commerce with culturally sensitive online shopping behavior?

Though Uniqlo has a consistent in-store experience, its digital platforms required localization to accommodate different browsing, payment and shopping habits across markets.

Solution:

To reach these markets, Uniqlo built out localized e-commerce sites with local language support, region-specific promotions and local influencer partnerships as well as mobile-first page designs. In China and elsewhere, collaborating with platforms like WeChat and Tmall helped make Uniqlo one of the best online apparel brands.

Conclusion

Uniqlo's global trek is a reminder of how little we know about creating brands in very different markets. The strength of Uber in crossing borders and scaling up is that the company kept a clear, global brand based on innovation and simplicity, but have had the capability to adapt operations, marketing and product presentation to different cultures. Yet continual learning about culture, undivided market response and digital adoption are equally essential to maintain the success.

Case-Related Questions

What benefits and liabilities does Uniqlo's approach to product fromt endisation offer?

How does (or do) Uniqlo's designer collaborations help reconcile standardization and cultural accommodation?

Why is fit and support localization so important in global fashion brand?

What are variations in digital engagement level by market, and how has Uniqlo responded to them?

How does Uniqlo's case pertain to the concepts of glocal branding?

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Unit 9-Contemporary Issues and Future of Branding

Learning outcomes:

1. Discuss the ethics of branding and implications for long-term consumer trust.

2. Examine the impact of environmental sustainability, green advertising and CSR campaigns on brand image.

3. Analyze cause-related marketing promotions and its effect on consumer attitudes and loyalty.

4. Explain employer branding and internal branding as means of improving corporate culture and employee engagement.

5. Study brand tactics in the digital era, with a focus on social media, influencer collaborations and online reputation.

6. Be able to use ethical, digital and internal branding theories with real case studies Apply for strategic suggestions.

Content:

9.0 Introductory caselet

9.1 Ethical Branding and Sustainability

9.2 Cause-Related Branding & CSR Initiatives

9.3 Employer Branding & Internal Branding

9.4 Branding in the Digital Age

9.5 Summary of Strategic Brand Management

9.6 Introduction to Brand Measurement

3 9.7 Summary

9.8 Key Terms

3

9.9 Descriptive Questions

9.10 References

9.11 Case Study

9.0 Introductory Caselet

“Balancing Purpose and Profit at Lumina Beverages”

Lumina Beverages is a company that makes energy drinks. They do not have as much energy as some other drinks. They are known for their energy drinks that come in fruit flavors. Lumina Beverages has grown quickly over the last few years. They have come out with products that are good for you and they have done some really smart marketing. But now there are a lot of companies making energy drinks so the people, in charge of Lumina Beverages are feeling a lot of pressure to keep the company growing without forgetting what they say they want to do which is to help the planet in a responsible way or as they say, "refreshing the planet responsibly". Lumina Beverages wants to keep doing what they say they will do.

The wine in a bottle that can be recycled completely: Lumina has just come out with a line of wines that come in a plastic bottle that is good for the earth. This bottle is a part of Luminas plan to help the environment. When they started talking about this on media a lot of people got excited.. Some people who care about the earth were not happy with Lumina. They said that Lumina was getting some of its ingredients from farms where the people who work there might not be treated fairly. These people were very upset, with Lumina. They said so on social media. They used a hashtag that asked if Lumina was just pretending to care about the earth, which is sometimes called "greenwashing". They thought that of helping Lumina was actually making the earth dirtier. Lumina wine is still being talked about because of this.

When the people in charge of hiring at Lumina were trying to figure out how to make Lumina a great place to work they wanted to show everyone that Lumina is a company. They wanted people to think that Lumina is a company that cares about people and the world. They did some surveys. Found out that the people who work at Lumina really like their jobs.. Then some bad things were said about Lumina, in the news and that made the people who work at Lumina feel bad. They started to wonder if Lumina is really the kind of company it says it is. The people who work at Lumina were asking themselves if

Lumina has kept its promises to be a responsible company, a company that Lumina says it is.

Lumina is trying to fix the problem. The people in charge of Lumina are talking about a plan with four parts. First Lumina wants to make sure the supplies it gets are good and fair. To do this Lumina will check the people it buys from often.

Lumina also wants to work with suppliers that are known to be fair to the people who work for them.

Lumina is going to start a kind of marketing campaign to help the people who work on farms.

And Lumina will make sure to tell people what is really going on so everyone knows what Lumina is doing. Lumina will be more open and honest, in what it says.

Critical Thinking Question

If you were a member of the brand strategy team at Lumina Beverages, how would you advise them to reconcile wanting to protect themselves with the fact that they'd better met customer reliance expectations in an increasingly transparent and responsible world and still want to eat healthy without throwing your money down a rathole, according to their own numbers (and those of their competitors) because it's quite likely there are consumers already ripping off their lids?

9.1 Ethical Branding and Sustainability

Ethical branding is really important these days. People care about what a company stands for, not what they sell. They want to know if the company is good for the environment and if they do things for society.

When a company says they will do something they should actually do it. This is what ethical branding is about. It is about being honest and doing what you say you will do to help the environment and people in the run.

Ethical branding and social sustainability go hand in hand. Companies are being judged on their values. How they affect the planet. They need to show that they are responsible and care about the world we live in.

By being ethical a company can show that they are committed to doing things for the environment and society. This is what people want to see. They want to support companies that share their values and do things.

So ethical branding is not about selling products it is, about being a good company that people can trust and respect. People work together to help your brand earn trust and loyalty. They do this while also making your brand stand out from others in a market where people are paying attention. Your brand gets to be different from the rest in a way. This is important because people are becoming more aware of what's available, to them. They collaborate to earn trust and loyalty for your brand.

9.1.1 Principles of Ethical Branding

The shift to ethical branding And at the heart of ethical branding is the idea that all aspects of how a brand acts and speaks should rest on principles of honesty, justice and finally accountability. It’s about building brands that are good for society and treats stakeholders well.

Key Principles:

Integrity in Communication

When we talk about building a brand it is very important to be honest. This means that brands should tell people the truth about what they're selling. They should not make things sound better than they are or say things that're not true.

When brands are truthful people hear the facts about the products they are buying. They know what is good about the product how much it costs and what kind of effect it has. If brands make promises they cannot keep people will stop trusting them quickly. This is why brands need to be careful about what they say to their customers about the product benefits, pricing and impact of their products. Building a brand with integrity is about being honest and transparent which is essential, for building trust with customers.

Fair Treatment of Stakeholders

The wellbeing of all species that are involved, whether it is the workers the growers, the customers or the local society.

This is about paying the workers an amount of money for what they do.

It is also about making sure they are safe when they are working.

The wellbeing of all species involves cultivating relationships, with the workers the growers, the customers and the local society.

This helps the workers, the growers, the customers and the local society to have a life for a long time.

Social Responsibility

Brands need to make a difference in society. They should do things like give money to causes and fight for people to be treated fairly. Brands must also make sure they are not taking advantage of people in their supply chain. This is important because it shows that the brands really care about what's right. The brands want to be seen as companies that do the thing. Brands that do this are seen as values-driven enterprises. Brands like these are good, for society.

Consistency in Values and Actions

Ethical branding isn’t all talk; it’s about ensuring that what a brand does reflects the reality of what it says to the world. And over time, authenticity creates trust and credibility amongst consumers who seek an authentic relationship.

Accountability and Responsiveness

That's why I am happy to support a company with integrity that owns up when they mess up and fixes it.

Public apology and full disclosure of resolution regain trust and customer loyalty.

Respect for Consumer Rights

Savvy branding provides consumer data privacy, delivers safe products and empowers consumers to make choices. Giving value to customer rights can be an indication of concern for a client's welfare more than just sales.

9.1.2 Environmental Sustainability and Green Branding

Environmental sustainability and green branding target the reduction of the negative environmental effect of business operation and advertisement for eco-friendly products, processes. Green branding is important for consumers who only want to support environmentally friendly companies and products.

Key Aspects:

Eco-Friendly Production Practices

Firms use cleaner technology in production and do not produce pollutants. For instance, all these examples about renewable energy sources and water recycling systems have contributed to lower its environmental footprint.

Sustainable Sourcing of Materials

Brands are also working to ensure raw materials are sourced ethically and that they come from a renewable or recycled resource. This may include using

sustainable and certified suppliers as well as fair-trade materials with a positive impact on the environment and those who produce them.

Eco-Labeling and Certification

Green companies get certifications such as ISO 14001, Energy Star or organic-product labels to show their sustainability commitment. Certifications may engender confidence on the part of consumers and evidence of compliance.

Reducing Packaging Waste

Minimalist, compostable or recyclable packaging methods to limit harm to the environment which appealing to handy conscientious consumers.

Circular Economy Initiatives

Progressive companies are promoting product reuse, recycling initiatives and take-back programs that result in materials being re-used - closing the loop on resource consumption.

Consumer Education

Brands working to educate consumers on how they can live a sustainable lifestyle together promote shared responsibility.

Campaigns can also involve suggestions for conservation of energy resources and initiatives for recycling or consumption.

9.1.3 Transparency and Brand Authenticity

Transparency of Hereditary Brand – Ethics Tips for Starting New Brand on Instagram Transparency and authenticity are two very important standards in ethical branding – they determine if we trust a company's messages and its' words. Today's consumers want transparency in brands, from companies' operations and supply chain to their business model.

Key Aspects:

Supply Chain Disclosure

Ethics Brands disclose information about their suppliers, source regions and how they are produced. This clarity also means that the people who eat your products can see where and how they are ethical or green 'from the beginning to end in their life cycle'.

Honest Storytelling

Authentic brands tell their truth about history, purpose and mission. Tell a story This year, in 2019, we expect those real stories to be more real and genuine and less about marketing gimmicks that would influence potential buyers.

Clear Product Information

Specifying the country or region of origin of foods incorporated in their composition, as well as manufacturing processes, helps consumers make informed decisions. Transparency prevents accusations of greenwashing.

Open Communication Channels

Positive feedback and the support of customers are gateway elements that work to create a 2-way conversation in the language of trust and credibility.

Disclosure of Challenges

Authentic brands are transparent not just about successes, but also setbacks and what is being done to address those. It's their vulnerability that makes them so human and genuine.

Consistency Across Platforms

But also on packaging, in social media posts and the one-on-one, when we're engaging they've got to hear that same message so it's, 'Oh, this is the brand I was seeing,' because if not you might confuse them or make them suspicious of a brand.

9.1.4 Consumer Expectations and Ethical Perceptions

Today people who buy things want more, than something to buy. They want to know that the company is real and honest. The brands they like are the ones that really mean what they say. People think about these things because they want to know what is really going on. They want to feel like they are included and that the company is being truthful. If a company does not do what it says it will do people can get very upset. They might even stop buying from that company. Say bad things about it. The brands that people like are the ones that're transparent, inclusive and genuine. People do not like it when brands do not live up to what they promise.

• Demand for Transparency

People really want to know where things come from how workers are treated and what happens to the environment. If companies hide this information they can look bad when the truth about sourcing and labour practices and environmental impact comes out. Companies that do not share information, about their sourcing and labour practices and environmental impact can look like they are trying to deceive people.

• Diversity and Inclusivity

People really care about what companies stand for. They will buy things from brands that have many different kinds of people in their ads and also treat their employees fairly. Nike has a lot of ads and that is what people all around the world like about Nike. Nike is a brand that people think is really good at showing different types of people in their ads and that is why people, like Nike so much.

• Value-Driven Choices

People want to buy things from companies that share the ideas they do. This can be about taking care of the earth being kind, to others or doing what is right. Because of this companies are now making marketing plans that focus on what they stand for. These are called purpose-led marketing strategies. Companies are using purpose-led marketing strategies to show people what they care about.

• Speed of Information

When something bad happens on media it gets out really fast. Companies need to do the right thing because fixing a bad reputation is not easy and it costs a lot of money. Social media can hurt companies if they do not follow a moral code.

• Low Tolerance for Misconduct

When companies do things to workers test, on animals or lie to customers people stop buying from them. If brands do not follow the rules that're fair and right customers can stop buying from them very quickly. Brands can get in trouble with customers if they do not respect what is right and fair like not abusing labor or making claims to consumers.

• Emotional Engagement

Genuine brands make people feel like they really care about them and the planet. They show that they are serious about making a difference. This is what makes people talk about these brands to their friends and family. They become supporters of the brand and tell everyone about it. Genuine brands get a lot of support because people believe in what they do and they want to help them. They like to spread the word, about brands.

9.1.5 Ethical Failures and Their Impact on Brand Equity

A lapse in morals can really hurt the trust that consumers have in a company and all the work that goes into building a brand over the years.

This kind of thing is not just bad for what people think of the company it can also hurt the companys finances how well the employees work and how well the company can compete with others in the run. A lapse in morals can damage the line of a company it can affect employee productivity and it can also affect the long-term competitiveness of a company, like that.

Here are the main types of ethical lapses, the direct harm to brand value and real life examples.

• Misleading Advertising

When companies make claims about how well their products work people get really disappointed and angry. This is bad for the company because it means people do not trust them anymore. They get a reputation and people stop buying from them. The product efficacy is not what it was supposed to be and that is why people get upset. The

company ends up with a credibility, a bad name and customers who are not loyal to them, in the long run because of the product efficacy issue.

The Volkswagen emissions scandal, also known as Dieselgate showed how much the company had lied to regulators all around the world about the emissions of its vehicles. This led to the company having to pay billions of dollars in fines. The Volkswagen emissions scandal also caused a loss of trust in the company. It is like a big mountain of trust was lost because of the Volkswagen emissions scandal. The company had to face the consequences of its actions. It was a big deal. The Volkswagen emissions scandal is an example of what happens when a company, like Volkswagen does not tell the truth.

• Exploitation of Labour

The brand is linked to some bad things, like child labor and unfair wages and people think it is a brand that does not care about people. This means the brand looks bad, to people because of the way it treats workers. The brand can have problems because of this like people refusing to buy from them getting bad press and the government getting involved with the brand. The brand can face boycotts, negative publicity and government intervention because of the brands actions.

Nike has been in trouble for the way it treated workers in its factories back in the 1990s. People said Nike was not treating workers in these factories, which are like really big workshops where people work very hard for long hours. This was a problem, for Nike. So Nike had to make some changes to the way it got things made in other countries. Nike also had to keep an eye on what was going on in these factories to make sure everything was okay. Nike set up a system to check on things.

• Environmental Negligence

When a company hurts the environment or breaks a promise to be sustainable it makes the brand seem like it does not care and only thinks about making money. People who care about the earth often switch to companies that are more responsible. For example the big oil spill from BPs Deepwater Horizon in 2010 caused a lot of damage to the environment that will last for generations. It hurt BPs reputation. BP also had to pay billions of dollars to clean up the mess and compensate people who were affected. The

environmental damage from the BP oil spill was very bad. It made people think that BP is not a responsible company. People who care about the environment do not want to support companies, like BP that hurt the earth.

• Product Safety Failures

Defective products are a problem. When a company sells something that's not safe or is very dangerous it can cause a lot of trouble. The company might have to recall the product, which means they have to take it from people who bought it. They might also get sued, which means someone is taking them to court.. The worst part is, people can get hurt from using the product. This is very bad for the company because they lose money and people start to not trust them. For example Johnson & Johnson got in trouble when people found out that their baby powder might have had asbestos in it. The company said it was safe. It was not. This made a lot of people very upset. It hurt the companys reputation and sales. Defective products, like this can really damage a companys brand. Make people not want to buy from them again.

• Data Privacy Breaches

When user data gets out or is used in the way people lose trust in the company and the company can get in trouble, with the law.

The company does a thing when it is not careful with peoples private information. This makes people not trust the company to keep their information safe. For example what happened with Facebook and the Cambridge Analytica scandal was very bad. People found out that Facebook was not protecting user data and this made a lot of people very angry. The Cambridge Analytica scandal showed that Facebook was not doing a job of keeping user data safe and this led to people demanding that the government do something to regulate tech companies, like Facebook.

• Greenwashing

When a company says it is green. It is not that is a problem. If they make it sound like they are doing more for the environment than they really are people will not trust them

when they find out. The company will seem like it is trying to trick people. It will not seem genuine to its customers. This is bad for the company because people do not like it when they feel like they are being lied to. Saying you are green when you are not can hurt your reputation. The brand will seem fake, to customers if they say they are green. They are really not.

H&M got in trouble for saying they were doing something for the earth when they sold their Conscious line of clothes. The thing is, people looked into it and found out that these clothes did not really meet the sustainability standards that H&M said they would. This is a problem because H&M was trying to make people think they were being more environmentally friendly than they actually were, with their line of clothes. H&M and their Conscious line of clothes were not living up to what they promised.

• Corporate Governance Failures

When people in charge do things, like fraud and corruption it makes investors lose trust. This also makes the stock value go down. It hurts the companys reputation really badly over time. The companys brand is damaged for a time because of the bad behaviour of the people on the board. Fraud and corruption are problems that can cause a lot of damage, to a companys brand equity.

Example: The Enron scandal that featured massive accounting fraud destroyed the company and illustrates how governance failure can utterly obliterate a brand.

Did You Know?

"According to Edelman's Trust Barometer, 64% of global consumers say they will buy or boycott a brand based solely on its stance on societal issues — making ethical integrity one of the strongest drivers of loyalty today."

9.2 Cause-Related Branding & CSR Efforts

The use of cause-related branding (CRB) and corporate social responsibility (CSR) is now an integral part of brand strategies today. They also enable businesses to link

themselves with a social or environmental cause, which can establish a stronger emotional connection with consumers, differentiate themselves from competitors and show that they stand for something beyond profit. When deployed thoughtfully and genuinely, CRB/CSR programs are as much about long-term business growth – - by establishing trust in consumers' minds to galvanize market loyalty – as it is about enhancing brand image.

9.2.1 Definition and Strategic Role of Cause Branding

Overview:

Cause-related branding is a partnership between a brand and social or environmental cause in which the brand gives support to the cause or causes by donations, publicizing the cause or "calls to action" and/or products with something related to each other. The motive behind cause branding is to build more emotional connections around the brand, have greater social responsibility and a win-win proposition between the cause and company.

Key Points:

• Definition and Scope

Cause branding is more than just charity; it's a true partnership where the brand takes on the cause as part of its own identity. A shoe maker, for example, might commit to give a pair for every one it sells.

• Emotional Engagement

When we support causes brands are able to connect with our feelings and that makes buying from them feel like we are doing something good. This really helps us feel like we have a connection with the brand. Brands like this make us feel good, about what we buy.

• Strategic Differentiation

Cause branding is something that sets the company apart. It helps people understand why the company exists. When other companies try to beat each other on price and what they are selling cause branding companies do something. They focus on what the

company stands for and that's what makes them special. Cause branding is what makes the company unique. It is the reason why the company is different, from others.

• Long-Term Brand Equity

When a company keeps standing up for something it shows that they really mean it and they are responsible for what they do. After a while what they stand for becomes a part of who they are, as a brand. This is something that other companies will have a hard time copying because it is a part of who they are. The thing that a company stands up for is what makes them special. It is not easy for someone else to be the same.

• Business Growth

When people buy things from a company that does cause marketing they are happy because they know they are helping something. Cause marketing helps companies sell products. It also helps people remember the brand and want to keep buying from them. People like to know that the money they spend is going to something. This is why cause marketing is good for companies. It makes people feel good, about the things they buy. Cause marketing is a way for companies to make people happy and want to buy from them again.

9.2.2 CSR Initiatives and Their Branding Impact

Overview:

Companies do things that're good for people and the community outside of just selling things or paying employees. These things, like being good to employees, customers and suppliers are important for a companys reputation. They also do things like sponsor events. Get involved in the community. Corporate Social Responsibility or CSR is what we call these actions. CSR helps people think things, about a company and it shows that the company is a good citizen. CSR is important because it helps a company be seen as responsible and caring. Companies that do CSR are more likely to be liked and trusted by people. CSR is a way for companies to show they care about people and the community not about making money.

Key Points:

• Types of CSR Activities

These projects and programs are really important. They cover a lot of things like taking care of the environment and education. The company also works on health care. Helping the economy. They even do things to help people after disasters and to make their communities better. This shows that the company really cares about its responsibilities. The company is taking these steps to show it is serious, about its responsibilities.

• Brand Reputation Building

The brand uses Corporate Social Responsibility to build a relationship with its customers and the community. This is because the brand wants people to know that they care about what's happening around them. The brand is not about making money it actually understands and shares the feelings of the people in the society. Through Corporate Social Responsibility the brand shows that it is a part of the community and that it is concerned, about the being of the society. Corporate Social Responsibility helps the brand to connect with its customers and the community on a level.

• Employee Engagement

When companies start doing things for the community through Corporate Social Responsibility programmes the employees will feel happy to be a part of it. These Corporate Social Responsibility programmes will make the employees feel proud to work for a company that really cares. This will make them want to stay with the company for a time which means the company will have better staff retention. At the time the employees will work harder and be more productive because they like working for a responsible company like that a company, with good Corporate Social Responsibility programmes.

• Regulatory Compliance

In some countries Corporate Social Responsibility is a law. For example in India we have a law that says companies must spend 2 percent of their money on Corporate Social Responsibility. When companies follow this law it makes them look good. Helps protect them from things that can hurt their reputation. Corporate Social Responsibility is important for companies to do.

• Consumer Loyalty and Preference

For people who buy things a brand is also important because it can show that it cares about what's right and wrong. When a brand does a lot of things for society people are more likely to buy from that brand again and tell their friends and family that it is a good brand. A brand that does things can make people want to keep buying from it and say nice things, about it to others.

9.2.3 Fit between Cause and Brand Identity

Overview:

The success of cause branding and Corporate Social Responsibility depends on how well the cause that a company supports matches the companys values, products and what the company is about. When the match is strong it helps the company seem real and genuine. This is important for making the company relevant. If the match is not strong people who buy things from the company might start to question their purchases and be careful about what they buy from the company. Cause branding and Corporate Social Responsibility are important for companies to get right so the cause they support really needs to match what the company is, about and what it sells.

Key Points:

• Relevance to Core Business

The cause that a company chooses should be something that the company really believes in. For example a sports brand that wants to help young people get fit is a match. The sports brand and youth fitness just go together.

• Consistency Across Touchpoints

The brand has to make sure that what they say in their advertisements the way they design their products and what they say about their social responsibility all say the same thing. This way the brands message is clear. People do not get confused about what the brand is trying to say. The brands advertising, product design and corporate social responsibility communications must all echo the message so there is no confusion or credibility gap, with the brands message.

• Consumer Resonance

The cause has to matter to the people who like the brand. If the cause does not fit with what the people who like the brand care about it will not make them feel anything. It may actually hurt what the brand is trying to say. The brand message is important. The cause has to match with the brand message so it can resonate with the brands audience.

• Avoiding Opportunism

Brands need to be careful not to jump on a cause for the sake of getting attention. If a brand is not really committed to the cause it can hurt their reputation. Brands should think about this because if they do not really mean it people will find out and it will be bad for the brand. Brands need to be honest when they take on a cause. They will face problems. Brands like to be seen as doing things but brands must be serious, about the cause.

• Long-Term Commitment

When a brand is always associated with a cause over time it makes the connection between the brand and the cause strong. So the initiative looks like it naturally comes from the brand. The brand and the cause just seem to go because of this continuous affiliation, with the brand and the cause.

9.2.4 Authenticity and Consumer Skepticism

Overview:

Cause branding can be really effective. People are getting tired of brands that only care about the latest social issue because it is good, for marketing. These brands do not really believe in the cause they just want to look good. If a brand wants to be taken and not seem like they are just trying to get attention they need to be genuine. Authenticity is everything when it comes to cause branding. People can tell when a brand is not being real. It makes them skeptical of the brands intentions. Cause branding is only worthwhile if the brand truly believes in the cause and is not just using it as a way to get power.

Key Points:

• Transparency of Efforts

All brands should be honest about how they start helping people how money they give and what good it does. This helps people believe in the brands and not think they are doing anything. All brands should do this to build trust with people and reduce suspicion, about what all brandsre doing.

• Evidence of Impact

When you see results like the number of trees that are actually planted and the number of kids who are really getting an education it shows people that this initiative is not just something companies do to make themselves look good. The number of trees planted

and the number of kids educated are what matter. This is what makes people believe that the initiative is genuine.

• Genuine Brand Involvement

When a company does something the focus should be on what the company is actually doing, not just on the money they are giving. For example the companys employees can volunteer to help people or the company can work with organizations that do good things or they can make sure the things they buy are good for the environment. This is what Corporate Social Responsibility or CSR for short. Cause branding should be about Corporate Social Responsibility and cause branding should be, about the companys engagement.

• Third-Party Endorsements

When people check out NGOs or groups that give certificates from outside it makes us feel better and think that what they are saying is probably true. This external check of NGOs or certification bodies helps a lot. It means that the things they claim are more likely to be real.

• Consistency Over Time

Then those or their brands who champion causes modeled after a campaign feel like opportunists. Continued commitments build confidence and reduce disarmament skepticism.

9.2.5 Examples at Global and Local Scale

Overview:

Studying successful campaigns will help us to see what we can learn by example, and comparing these with the failed cause branding/CSR initiatives as a means of study.

Global brands often trailblaze, and local cases show how to tailor initiatives to culture and local demand.

Key Points:

- Global instance: Dove real beauty campaign

Dove's brand essence is around body positivity and self confidence – this ad was such a beautiful representation of that as a personal care product. This campaign was highly engaging and created a lot of customer loyalty.

• Global Example: Starbucks C.A.F.E. Practices

Starbucks: The brand also promotes responsible coffee farming sources and farmer welfare.

• Eg: Tata Group (India) 8 What is a Cluster?

Tata has a huge emphasis on education, health and community development. You are: One of the Best Corporate group in India (3 P's) – You have always been an excellent corporation any way with two strong Ps – Passion and Purpose. Not the last, Public Service!

- Example from the ground: The farmer empowerment model of Amul

The brand of Amul focus on advocating for rural dairy farmers, in a way increasing consumer loyalty and protector their livelihoods.

• Learning from Failures

Some brands have been criticized for "cause-washing" (stoking social issues without much in the way of actual commitment) and suffered accordingly. It also reinforces the importance of being real.

Activity: Designing a Cause-Branding Strategy"

You are the marketing head of a mid-sized FMCG company. Your job is to pick a cause that resonates with your brand, and develop a 6-month-cause-branding campaign. Explain the 'why', how it aligns with your brand, what you're doing as a campaign (donating/running programs/collaborations), and then some way to measure your success ('number of beneficiaries' or media reach, or customer response). Be ready to justify why your campaign would appeal to and inspire brand trust among your target market.

9.3 Employer Branding and Internal Branding

Employer branding and internal branding are really important when things get tough. You want to keep a reputation as an employer.. You also want your employees to represent your company in a good way. These things are not just useful for finding people to work for you. They also help keep the people you already have working for you happy and engaged.. They even affect how customers see your company. If a company puts time and money into employer branding and internal communication it is because they want their employees to really care about their job.. At the same time they want everyone outside the company to see them in a consistent way. Employer branding is key, to making this happen.

9.3.1 Concept of Employer Branding

Employer branding is the way a company shows itself to people who work there and to people who might want to work. It is about what the company believes in what it offers to its employees and what kind of place it is to work. The good thing about employer branding is that it helps get the best people to work for the company makes them want to stay and makes the company look good, to everyone. Employer branding is really important because it is what makes a company appealing to people who might want to work and it is what makes people who already work there want to keep working for the company.

• What is an Employer Value Proposition (EVP)

The Employee Value Proposition is the promise that a company makes to its employees. It combines how much employees get paid, what the workplace is like and the chances they have to grow in their careers and find meaning in their work. The Employee Value Proposition is what makes a company different, from companies that people might want to work for. It gives people a reason to want to work for this company of another one. When a company has a good Employee Value Proposition it helps the Human Resources team make sure that what they say and the way they recruit people are consistent and make sense.

• Attracting Talent

An employer brand that is easy to understand and well defined is like a guide for people who think alike. When people are looking for a job they want to find a job that lets them learn things and feel good about what they do. A good employer brand does a lot of things. It helps reduce the cost of finding employees and it also helps fill open positions quickly. An employer brand is important because it shows people what the company is, like and what it stands for.

• Retaining Employees

It does not end with recruitment. The employee experience is what we promised. We need to keep reminding our employees of that. When our employees feel happy and engaged with their work and they know they can grow as a person they are less likely to leave their jobs. This means we do not have to spend a lot of money to replace them. The employee experience is very important. We need to keep working on it to make sure our employees are happy and want to stay with our company.

• Impact on Productivity

People will work harder for a company they're really proud of. An effective employer brand will make employees feel more committed to the company. This will lead to ideas

and better teamwork. In the end this will mean results for the company. Employees who like the company they work for will do a job. An effective employer brand is very important, for a company. It helps the company get results. The employer brand makes employees want to work as a team. This teamwork will help the company do well.

• Reputation in the Market

Employer branding creates an Identity that goes beyond the people you want to hire. It also gets the attention of investors, partners and customers. When you are an employer people think you are a great company to do business with. Employer branding makes you a company that people want to work with because you are a leader and people trust you. Employer branding is important for your company to be seen as an employer of choice.

9.3.2 Internal branding and employee engagement

The company needs to tell its staff what the brand is, about. This means teaching them about the mission, vision and what the brand wants to achieve. When the staff knows this they will seem like they are all working together. This turns the employees into people who really believe in the brand. They become like brand advocates, people who love the company and think it is great. When the staff feels this way they will work better. Be more engaged. This helps make the workplace feel like a team.

• The company should talk to its employees about the brand.

The company makes sure to talk to the staff a lot through meetings, newsletters and training in the store. This helps the staff to really care about the brand. When people understand how their work helps the company do well they become more motivated to do a job. The staff are more likely to work when they know their work is important, to the companys success. The companys success is what motivates the staff to do their work.

• Creating Brand Ambassadors

Workers who are really, into their jobs will talk to their coworkers and people who could be candidates. They just cannot help themselves. They will chat with people. This will help the company. When people talk about the company in a way it helps the company find better workers. This means that the company will have a reputation and people will trust it more.

• Aligning with Goals

Internal branding is really important because it helps employees see how their daily work is connected to the goal of the company. When the employees understand how their day-to-day duties fit into the vision of the firm it makes a big difference. The vision of the firm is what guides the employees and helps them know what they are working towards. Internal branding is, about making sure the employees know how their work is connected to the vision of the firm.

When people make a contribution to business it really enhances efficiency and the people who work there are more motivated towards the targets of the business. The contribution, to business is a help because it makes the people who work there want to reach the targets of the business.

• Impact on Service Quality

Good communication between departments is really important. It helps make sure that everyone is on the page when it comes to the customers experience. When customers interact with the company they build relationships with the people who work there like associates, who believe in the brands values. This is how customers start to trust the brand and become loyal, to the brand and the customers experience.

• Employee Motivation

When you take the time to recognize the hard work of your employees and connect it with the company's purpose and mission, you can help boost morale across the board. Committed employees are more innovative, not as likely to be uncommitted or their job and move the organization.

9.3.3 Aligning internal culture with external brand promise

Integrating internal culture and external brand promises to make sure the organization walks the talk. Trust comes when consumers witness in action what advertisers promise them. An alignment that's off can result in disappointed first-time users, poor reviews and a tarnished reputation.

• Culture Assessment

Culture check ensures the company's internal culture is in tune with its brand values. Organizations need to consider policies, working practices and decision making processes – do they support what the brand is there for. If innovation is touted, the work environment should support experimentation, creativity and risk. By defining internal culture and external promise, the overlapping of these two leads to authenticity and credibility in the marketplace.

• Employee Behaviour Alignment

Alignment of employee behavior emphasizes teaching and directing employees to behave in a manner consistent with brand values. When these values are part of everyone's muscle memory, every interaction a customer has is a collective reflection of the brand promise. It's one thing Pros and Cons in The Marketing World I've learned: consistency builds trust, and affirms that the brand is what it claims to be. Firms can do this with training, role models and good communication of expectations.

• Leadership Role

Leaders have a significant influence on the culture of their organization. Their behaviour, decisions and communication determined the ambience of the workforce. Employees are inclined to mimic the behaviour of leaders when it is continually demonstrated and aligned with your brand. Strong leadership means that the culture inside reflects what the company is projecting outside, ensuring a strong and credible brand story.

• Transparency and Trust

Transparency develops confidence between leadership and the working crew. Talking openly about goals, performance and challenges will help people feel included. When your staff trust in you and the organisation, they are more likely to give 100% – and will be happy Warriors for your business. This trust-reward feedback loop creates a positive reinforcing cycle of the most robust internal culture and external reputation.

• Monitoring and Feedback

Control and feedback system keeping the brand promise in spirit of Meta Experimental Trial by zarrella. Ongoing surveys, focus groups, and check-ins aim to fill the totalizer between employee happiness/satisfaction and the culture you seek to create. Responding immediately to this feedback removes any disconnect and restores staff faith in leadership. Actually, a culture that does "the right thing" by employees will also make delighted customers!

9.3.4 Branding and Talent Acquisition and Retention

The employer brand is one of the most important factors in how firms can recruit and retain top talent. Signaling a positive presence brings in people who fit the culture and are more likely to stick around, which saves the company from spending money on acquiring and training replacements.

Retention contributes to staff staying power and demonstrates the value of institutional memory.

• Recruitment Marketing

Through social media, career pages and targeted campaigns, job seekers understand the value they will receive. “And that’s a good way for candidates to understand the opportunity and culture before they apply.

• Candidate Experience

The recruiting experience is how candidates will come to view the company.

An open and respectful conversation generates goodwill when the candidate isn’t even hired.

• Onboarding Experience

A good onboarding program makes the new hire to be acclimated faster, understand what is expected of them and ramp up better. And their first impressions are often all it takes to decide whether or not they'll stick around. • Career Development

And opportunities for lifelong learning, mentorship and advancement keep them around.

Giving employees visibility into the opportunity to advance is the best way to retain them.

• Recognition and Rewards

Recognising and rewarding your employees achievements This not only rewards positive behaviour, but also shows that what they are doing is noticed. This level of emotional connection translates into retention and loyalty.

9.3.5 Employer Branding Metrics and Tools

It is also criticial to measure the return on employer branding activities and strategy. Metrics can shed light on whether the programs are having the desired effects of attraction, engagement, and retention.

Recruitment Metrics

Recruitment metrics can be used to evaluate how successful and appealing the company is when hiring. Leading indicators like time-to-hire, offer acceptance rates, and cost-per-hire demonstrate how attractive the company is relative to potential candidates. A short hire times means candidates are eager to join and a high acceptance rate says the company is doing a good job of promoting its brand. Tracking these measures will help optimize hiring efficiency and save money.

Employee Engagement Scores

Employee engagement scores are indicators of how motivated and plugged in employees feel at work. Those scores are usually the product of surveys that measure job satisfaction, commitment and fit with corporate values. If employees are highly engaged, that means they feel valued and supported — and in turn perform better and

turn over less. Tracking employee engagement for optimising internal branding and culture-building: Tracking levels of employee engagement can be useful in refining internal branding and culture-building strategies.

Retention and Turnover Rates

Retention and turnover rates indicate how effectively the organization is maintaining its workforce over time. Low voluntary attrition reflects high level of satisfaction and the workforce feels supported. This maintains memory of the organization, minimizes hiring costs and promotes team solidity. If the turnover goes up, it is a sign of discontent and that HR policies or work culture needs to be corrected.

Employer Reputation Index

The reputation of the employer index tells us what the company is not within the boundary. Services such as Glassdoor, LinkedIn and Indeed, for example, offer reviews and ratings that show what employees and candidates think. A good brand enhances the ability to attract talent and be competitive in its market. Frequent checking, yes, with regular monitoring you can respond to negative feedback and keep a good public image.

Diversity and Inclusion Metrics

D&I metrics measure how inclusive and fair the environment is for all members of staff. They measure representation across gender, ethnicity and other categories, as well as how successful inclusion programs have become. Positive D&I outcomes indicate that fairness and equality are prioritised in the organization. This increases trust of the staff, expands the pool of talent and enhances employer's reputation.

Net Promoter Score (eNPS)

And the eNPS is a measure of how likely employees would be to recommend the company as a place to work. It's a fast pulse read on how happy and loyal the employees are to the company. A high eNPS indicates trust in leadership and work environment, and a low score reflects lack of commitment. Regularly monitoring eNPS helps counter any employee concerns and fosters more brand advocacy.

Choose the correct option:

1. Employer branding primarily focuses on:

a) Customer loyalty

b) Talent attraction

c) Product quality

d) Market share

2. Internal branding aims to:

a) Build customer database

b) Align employees with brand

c) Reduce fixed costs

d) Promote price discounts

3. Aligning internal culture with external brand promise ensures:

a) Consistent customer experience

b) Lower product prices

c) Reduced ad costs

d) Higher inventory turnover

4. Employer branding metrics like eNPS measure:

a) Customer satisfaction

b) Employee advocacy

c) Supply chain efficiency

d) Market competition

5. Candidate experience is most relevant during:

a) Recruitment process

b) Post-sales service

c) Product testing

d) Cost reduction

9.4 Branding in the Digital Age

In the age of digital first, managing branding is all about addressing seamless interactions in real time through a range of online and offline touchpoints. Accessible, Authentic and Consistent Brands will be expected to accessiar authenti on s o ci al media websites voice assistants or even new platforms. This shift requires that

businesses be agile, data-driven and have unified experiences to drive loyalty and trust.

9.4.1 Branding through Social Media and Content

Social media has changed the way companies present themselves. A brand is now about talking to people and listening to what they have to say. To make a brand work you need to create content that's useful and means something to people. This content should be interesting. Make people feel something. It should show what a brand is about and help bring people together.

A good headline can really grab peoples attention. When you use a headline in a way it is, like a hook that gets people emotionally invested. It is meant to catch peoples eyes and make them pay attention to your brand.

• Social Media in the Branding

People use things like Instagram, LinkedIn and X to help brands talk to customers. This makes it easy for brands to sell things to customers get feedback from customers and respond to customers quickly. When brands do this customers feel like they are being heard and that they matter. This helps brands and customers trust each other and be loyal to each other. Brands, like Instagram, LinkedIn and X make this possible for brands and customers.

• Content Strategy Development

A good content plan is really important. It should have a mix of things that teach people something things that inspire people and things that try to sell them something in a nice way.

When you post things all the time and they sound like they are coming from the person and have the same theme it makes more sense and people are more likely to remember it. The perfect content plan will always provide a mixture of education, inspiration and gentle sales pitch from the content plan. Consistent posting in a voice and theme from the content plan make for more cohesive messaging that sticks.

• Visual Identity Consistency

As the same fonts, colors and design style across posts for immediate content recognition.

We really think that having a look and feel is what makes your brand memorable. This is what helps people to remember your brand. Your brand needs to have a look and feel so people can remember it easily.

• Influencer Collaborations

Working with influencers who believe in what your brand's saying and what it stands for can really help you connect with specific groups of people. The things you suggest that people read are genuine so people are more likely to trust them and actually click on them. This is because your brand and the influencers you work with are sharing the message and values which makes everything more believable and interesting to niche communities.

• Data-Driven Insights

Analytics tools can tell you which of your posts people like the most, when your audience is really paying attention and what they think is interesting, about your posts. This is what makes it possible for you to plan your posts and make sure they are good. Analytics tools help you make your posts better and get more people to look at them.

9.4.2 Branding in the Era of AI and Voice-First

Voice interface is really important these days. Artificial Intelligence voice assistants are changing how people find and talk to brands. This means brands need to think about how to make their brand sound good when people talk to them. They have to make sure their brand is easy to find when people ask questions. They also have to make sure they can talk to people in a way that feels personal.. The way they talk has to sound like a real

person. The tone of voice of the brand has to be human. Brands need to think about how to make their voice sound friendly and nice when people interact with them.

• Voice Search Optimization

People want to find things when they search for something. So we need to make content that answers what they are looking for in a way that feels like we are talking to them. For example if someone asks "Where is there coffee near me?" we should answer in a way that is like a conversation. This is not what Alexa or Siri or Google Assistant tell us to do. We need to make content that's like a conversation so when someone asks for organic coffee, near them we can tell them where to find it.

• Conversational Brand Identity

When we think about chatbots brands need to do more, than that. They have to make sure they have voice responses that sound like they are really them. It is the touch and a friendly way of talking that can make digital interactions feel more personal and remind people of the brand. The brand needs to have voice responses that reflect the brands personality.

• Personalization with AI

Artificial Intelligence can look into the way people behave and suggest ways to reach them whether it is through emails or advertisements. This makes things more relevant, to the people who see them. Artificial Intelligence really helps to make people want to buy things.

• AI-Enhanced Customer Support

I think it is really great that we have 24/7 chatbot and virtual assistant support. This means people can get help at any time.

The 24/7 chatbot and virtual assistant support is very useful because it helps minimize wait times.

It also helps maximize user productivity which's very important.

Other things that people worry about include making sure the 24/7 chatbot and virtual assistant are handling queries adequately.

They want to protect the brand reputation with the help of 24/7 chatbot and virtual assistant.

• Privacy and Ethical Considerations

Artificial Intelligence is to our society like data is to brands. They need to control and say how they make decisions in a way. When companies take care of peoples privacy people start to trust the automated things they use. Brands need to govern data and declare levels of judgment so that consumer confidence, in automated experiences can grow. Artificial Intelligence and data are very important. Brands need to use them in a good way.

9.4.3 New Platforms: Metaverse and Virtual Brand Experience

The metaverse and virtual reality are making cool spaces where customers can interact with brands in a totally new way. These are the kinds of places where brands can connect with customers, inside 3D spaces, games and virtual communities. The metaverse and virtual reality are changing how brands talk to customers.

• Virtual Brand Presence

Companies can make stores or showrooms where customers can look around the products in a really interactive way. The virtual stores are like stores but you can walk

through them on your computer. The customers can see the products. Get all the information they need about the products, in these virtual stores or showrooms.

This is like shopping in a store. You do it on the internet. It helps people talk to each online which is a big part of the shopping experience. The online store is trying to make you feel like you are really there so it is replicating the in-store experience online. Encouraging interaction, with the online store.

• Immersive Consumer Engagement

Brands can have events, workshops or launches in these spaces. This gives consumers an experience, with the brand that's not just advertisements or social media posts. The brand gets to connect with people in a personal way. Brands can really make the most of these spaces to showcase what they have to offer.

• Gamification Strategies

Making the content more fun with challenges and rewards or leaderboards really keeps the people who watch it playing and coming back for more. The idea of gamifying the content is to make it exciting so the audiences will keep playing and coming back, to it.

• Collaborations with Virtual Creators

Working with influencers or avatars could be a good way for older artists to reach younger people who spend most of their time on the internet and in digital spaces. The older artists can use the influencers or avatars to talk to the younger people. This way the older artists and the virtual influencers or avatars can work together to make something. The virtual influencers or avatars are a part of the digital spaces where the younger people live.

• Experimentation and Innovation

The metaverse is starting to take shape. This is a time for companies to think of new ideas for the metaverse. They can come up with campaigns for the metaverse and make rules that other people in the metaverse industry will follow. The metaverse is going to be a deal and people who get in early can make a real difference, in the metaverse.

9.4.4 NFTs and Tokenized Branding

Non-fungible tokens or NFTs are really changing the way that brands reward loyalty and provide exclusivity to their fans. This is giving fans -fungible tokens or NFTs that are actually real digital assets. These Non-fungible tokens or NFTs are verifiable and unique. They are helping to attach fans to a brand in a way that has never been done before with -fungible tokens or NFTs.

• Digital Collectibles

You can sell artwork or videos or items as NFTs. This is a thing because when people buy NFTs from you they get something that not many other people have. They can share this with others. It makes them feel special. When people feel special they are more likely to tell others about the NFTs and the brand that sold them the NFTs. So NFTs help people, like the brand more. Want to talk about the brand and the NFTs they bought from the brand.

• Brand Loyalty Programs

The thing that makes NFTs so special is that they are like membership cards. These membership cards are for big fans of something. When you have one of these NFT membership cards you get to do things that other people do not get to do. You can go to events you can get discounts on things you want to buy and you can even buy new products before anyone else can. This makes people who have these NFTs feel like they are part of a group. It makes them want to be more involved, with the thing they're a fan of. NFTs help make this happen.

• Revenue Diversification

New ways for companies to make money are coming from things like assets. This is where brands can make a profit from people having fun with things not just from selling them physical stuff, like toys or clothes. Tokenized assets are really changing the way brands think about making money from experiences.

• Proof of Authenticity

This thing uses blockchain technology to make sure a brand is real. It stops people from selling products to the customer. The brand is shown to be real, in a way. This means the brand can say it is the brand and people can trust it. The brand can stand behind its products. Say they are original.

• Community Building

Case in point: Individual NFT holders can organize private online groups that interface with the brand (and each other) more directly and on a deeper emotional level.

9.4.5 Omnichannel coherence and Brand Engagement in the Digital era

Customers know what they've seen online, heard on social media and experienced in store from a particular brand are all made to feel part of something – the same thing.PUBLISHED INPRINT APRIL/MAY 2018 Consumers don't want different messages from brands when interacting with them online, visiting stores or engaging in Social Media. Omnichannel branding gives your customer the sense that all touchpoints are related.

• Unified Brand Message

Having the same language, tone and values throughout the channels make customers quickly notice what brand stands behind, thus building trust with it.

• Seamless Customer Experience

Customers should be able to begin an interaction in one setting (for example, a website) and continue it in another (a brick-and-mortar storefront) without having to pick up where they left off.

• Personalized Engagement

With a combined view of all channels, brands can personalize recommendations, offers and follow-ups which in turn drive higher rates of conversion.

Measurement Across Channels

A bird's-eye view is important to see what is working well and not, in engagement, sales and satisfaction across platforms so that brands can tune campaigns accordingly.

• Technology Integration

CRM, ma and analytics solutions need to be integrated to ensure a seamless customer experience.

9.5 Summary of Strategic Brand Management

Strategic brand management is using these principles, tools and best practice to develop and maintain branding that will consistently deliver value through the years. It is about building brand equity, aligning with the target markets' mindset and behaviour, and reflecting the market dynamism. The following chapter is a summary of the branding process, key take-aways, success factors, challenges and brand role transformation in business.

9.5 An Integrated View of Building and Management of a Brand

Brand building and brand managing are two interconnected parts which form part of a long term determined strategy. To create a brand is to create Awareness, Associations and Experience; To manage it maintains the currency of your brand. Two equal and opposite forces which, when exerted in tandem, remain the lifeblood of pulling equity up that spurs business growth.

• Foundation of Brand Identity

Branding starts with some things like a mission, a vision, values how you position yourself and your personality. These things are like a guide for everything you say. They help your brand stand out and be different, from others.

• Consistency Across Touchpoints

The people in charge want the brand to sound and feel the same everywhere like, in the adverts on the packaging on the internet and when you talk to customer service people. When you see the brand a lot you start to trust it and feel like you know it well.

• Delivering Brand Promise

For a brand that does really well the things they say about themselves are actually true. If a brand says they will do something they should do it every time because people trust a brand when they do what they say they will do. This is how a brand shows it is committed to its customers. This is very important. A brand needs to be credible. Do what it says it will do over and over like the brand itself to build trust with its customers, the brand.

• Monitoring Brand Health

We need to do studies and surveys to see what people think. This is also called market research. It helps us understand what people like and do not like. We can find out what people are aware of and what they prefer. This information makes it possible for us to see what can help us and what can hurt us. We have to keep watching what is happening to do this. Market research is very important to see what people think and like, about something.

• Adaptation and Innovation

Brand management is always changing. Brands have to make campaigns and packaging, for the brand all the time. They also have to think about the brand positioning so the brand can keep up with what is happening in the market. The brand needs to stay on top of what's going on in the market to be successful. Brand management is not something that you can just do once and then forget about it. You have to keep working on the brand all the time.

9.5.2 Summary of Branding in the Journey

The process of branding is really interesting because it helps people make decisions and it keeps the brand going strong. These are the points to remember.

* Read More: A New Look Inside Insurgent Brands: The Winning Formula

These points are important because they tell marketers what to do to keep the brand growing and to keep customers with the brand. The brand needs to do these things to stay in the game. That is why branding is so important, for the brand.

• Importance of Emotional Connection

Brands that people can really understand and feel something for have a strong connection to the people who make them. This connection between the people and the Brands often means that people will support the Brands and be willing to pay a price for them even when things are not going well in the market, for the Brands.

• Role of Differentiation

The thing that really makes a brand special is its position and the things it offers that others do not. This is what helps brands to stand out in a marketing environment where lots of other brands are trying to get attention. Brands need to have something that sets them apart, from the rest. That is their distinguishing position and value proposition.

Repeating point #1 is really important because it is what makes a difference that you can actually remember over time. Point #1 is something that will stick with you if you repeat it.

• Consumer-Centric Approach

Brands that think about what the consumer needs when they make their plans can react quickly to what their audience likes. This means Brands stay popular with the consumer for a time. Brands are able to do this because they understand what the consumer wants and they use this to make decisions that help them stay relevant, to the consumer.

• Investment in Brand Equity

Branding is a marathon – an investment in communication, product and customer experience.

Collaboration Across Teams

The people who do marketing, sales, operations and human resources should work together. This is so the brand can make customers feel the way every time they deal with the brand. Marketing, sales, operations and human resources teams need to make sure this happens. When customers see the brand they should get an experience, from marketing, sales, operations and human resources.

9.5.3 Importance of Branding in Business Performance

Branding is not about marketing. It is an important part of how a business does. A strong brand is very important, for a company. Strong brands are what make a company successful.

The company needs to make an impact on consumer choice. This will help the company to get pricing for its products. The company also wants to attract the talent to work for them. Building investor trust in the company is very important for the companys success. This will help the company to have a reputation and make more money. The companys main goal is to have an impact on consumer choice and build investor trust, in the company.

• Competitive Advantage

When you have a brand that is well taken care of you create obstacles that make it hard for other companies to copy what makes your brand special. This brand is, like a shield that protects you from what's happening in the markets for a long time.

• Revenue and Profitability Growth

People want to see the value she. A strong brand can really help people see this value. A strong brand is very important because it can help a company charge a price for its products. Strong brands also have costs when it comes to getting new customers.. People who buy from strong brands tend to buy from them again. All these things are good, for the line profitability of a strong brand Agarwal adds.

• Market Expansion

When a brand is famous it is really helpful. This happens when you want to try something like selling things in a different category or making new products. People trust the brand name so they will try the thing from the brand. The brand name helps because people already know it and like it. They will give the product a try because it has the same brand name.

• Employee Alignment

Having a brand is really important. It gets the attention of people who are inspired and want to work for the company. These people are more dedicated, to the company. They get a lot of work done. Brand power is what makes people want to come and work for the company.

• Investor Confidence

When you use the branding all the time people start to know your business. This is good for your business. It means people who might want to invest in your business or work with you will feel better about it. They will think your business is stable and good at what it does. So they will be more likely to want to work with your business. Your business will look like a choice to them because you have a good reputation. Branding your business consistently is important, for your business. It helps your business look stable and qualified.

9.5.4 Pitfalls and Success Factors

There are some things about managing a brand that companies can do badly. That can hurt the brands value.. There are also some big things that can make a brand successful. It is good to have both of these things so you do not stumble around and you can get serious, about winning with your brand management and your brand.

• Pitfall: Inconsistent Messaging

This is also very confusing, for the consumer. That makes the consumer less aware of the product. The consumer becomes less aware of the product because it is confusing. The product is what gets lost in the confusion. That dilutes awareness of the product.

You cannot really trust something if it is not consistent. Trust needs to have consistency. It does not work. If something is not consistent then you cannot trust it.

• Pitfall: Neglecting Customer Feedback

When you do co-branding and you do not pay attention to what your customersre saying then it is really not worth it. If people write reviews or if you ignore what they are complaining about it can really hurt your reputation. Co-branding is supposed to help you. If you are not listening to your customers then co-branding does not make sense. Bad reviews and ignored complaints can completely destroy the reputation of your company. This is why it is so important to listen to your customers when you are doing co-branding.

• Pitfall: Overextension

When a company has many sub-brands or product lines it can be really confusing. The companys identity gets watered down. Companies need to make sure that all these extra products or sub-brands fit with what the company's all about. The extra products need to match the promise of the company. This is important for the companys brand and the products that the company makes, like the sub-brands and product lines.

• Success Driver: Innovation

Brands that change and adapt to work with technology and the way people buy things are the ones that are doing the best. These brands are ahead of the rest because they understand how people behave and they use technology to make things better for them. Brands, like these are the leaders.

The brand stays fresh and interesting because it is innovative. This is what makes the brand innovative it keeps doing things and that is what keeps the brand fresh and interesting.

• Success Driver: Authenticity

Being open and truthful helps people trust you. Real companies like Google or Apple are stronger. They can deal with problems right away. Transparency and honesty are very important for brands. They can handle situations because people believe in them and they are honest, with everyone.

• Success Driver: Experience Consistency

It makes people anticipate those positive, consistent experiences at every touchpoint and it keeps them coming back for more.

9.5.5 Future of Brand Strategy

Brand strategy changes over time, driven by technology, shifts in consumer behaviour and cultural change. The future of branding is personalized, sustainable and meaningful to its constituencies.

• Rise of Purpose-Driven Brands

Consumers are more and more expecting brands to stand for things beyond profit." Future plans will focus on social responsibility and business ethics.

Hyper-Personalization

Brands will have the ability to create unique experiences, offers and messages that connect to how individuals prefer to interact with them through AI and data analytics.

• Integration with Technology

Metaverse, NFTs, AR/VR and voice-first ecosystems will go mainstream leading to immersive brand experiences.

• Focus on Sustainability

Eco-friendly branding will not be an option but a necessity, companies will be assessed according to their environmental footprint.

• Stronger Consumer Co-Creation

Brands will increasingly engage customers in the co-creation of decision making; from product development to campaign creation, resulting in greater loyalty and advocacy.

9.6 Introduction to Brand Measurement

Brand measurement is the systematic process of determining how well a brand is performing in terms of building awareness, shaping perceptions, fostering loyalty and in driving financial value. It also allows organizations to connect brand-building activities with actual business results and pinpoint potential areas of improvement. Accurate measurement enables decision-makers to maximise marketing spend, monitor progression over time and enhance the competitive position of their brand in the long term."

9.6.1 Purpose and Scope of Measuring Brand Performance

Quantifying brand performance ensures we know if and when our branding is working. It looks at awareness, preference, associations, loyalty and financial results both the short and long term - it's a bottom-to-top view of brand health. Regular performance monitoring enables organisations to stay relevant to business objectives and act swiftly to market place changes.

• Evaluating Brand Health

The health of a brands signs is very important. This includes things like how people know the brand if they remember it if they like it and if they are loyal to it. A brand is really healthy when people remember it well and have feelings about it. When this happens the customer will actually help sell the brand to others. This leads to sales that keep going. The brand grows over time. The brands vital signs like awareness and recall are strong. People have a lot of affection for the brand, which is great, for loyalty.

• Resource Allocation

Measurement is really important for managers because it helps them use their marketing budget in a way. They can make successful campaigns bigger. Make the ones that are not doing well better or they can just stop them. This means they will get the return on their investment, from their marketing budget. Measurement helps managers make the most of their marketing money.

• Competitive Benchmarking

It is useful to compare a brands performance with that of its competitors. You can see where the brand does well and where it does not do well. If other brands are well known or liked by people the people in charge can change the way they communicate with people to make their brand better, than the others. The brand needs to be better than its competitors to succeed. The managers can do this by changing the communication strategy of the brand to make it more competitive. The brands performance is important. It needs to be compared to that of its competitors to see where it stands.

• Identifying Risks and Opportunities

When things are not going well and people start to lose faith other companies gain an advantage and problems with the industry come up. Early warning is a way to stop things from getting worse. On the hand if we see things getting better and sentiment is going up we can take advantage of new opportunities, with the sentiment. This means we can do something with the sentiment when it is going up and stop the bad things from happening with the sentiment when it is going down.

• Linking to Business Goals

Measuring how well something is doing is really important for a brand. It shows if what the brand is doing is actually working. For example is the brand making money or are more people buying from them. This is why brands spend money on marketing. Marketing is a way for brands to get people to notice them and to make sales. Brands use marketing to help them reach their goals like making money or getting more

customers. Measuring performance is like a circle that connects what a brand says it is going to do and what it actually does. This helps brands see if their marketing is really working which is important for things, like getting revenue or having a bigger share of the market or making more profit.

9.6.2 Brand Equity Measurement Approaches

A brand is the value that a company that is very good, at branding creates for a product or service. This extra value is important because it helps us understand how a brand affects the decisions that customers make. It also gives people in charge the ability to protect and increase the value of the brand.

• Customer-Based Brand Equity Models

Models like Kellers model include what the consumer knows about the brand, what they associate with the brand how good they think the brand is and if they are loyal to the brand. The Kellers CBBE model shows how well the brand is remembered by people and where the brand is not well known. The Kellers CBBE model is useful for understanding the brand and its place, in peoples minds.

• Financial Brand Equity

The monetary value of a brand is figured out by how it affects the prices people are willing to pay the money the company makes and the cash it will get in the future. This is important for people who invest in the company and, for when companies merge with or buy companies.

Composite Models

These statistics combine what people think of a brand with how money the brand makes. This helps marketers make decisions when they plan for the year. They can use the statistics to figure out the value of the brand. The brand value is, like a report that

shows how well the brand is doing. Marketers can look at this report. Use it to make smart choices when they plan for the next year.

• Brand Equity Index Scores

People look at how folks feel about brands over time. They want to know if people are aware of the brand if they like the brand if they tell others about the brand and if they are happy with the brand. Brands use a tool to measure these things. This tool is like a report card, for the brand. It helps brands see how they are doing. If they are getting better or worse. This makes it easy for brands to keep track of how healthy they're. Brands use this to measure what we call Brand Health.

• Decision-Making Support

The price of something is a deal when we decide what to buy. It is also important for how we use something, where we can buy it and how it is seen by people. Media and advertising money are also part of this. Companies know that the price decision and other things, like this help people choose one brand over another. The brand choice profile is really important. Companies use the price decision to make it work.

9.6.3 Qualitative Techniques: Brand Audit, Association Map

Qualitative research looks at what customers think and feel about a brand. This helps us understand why people see a brand in a way. Qualitative research is also really good at showing us things that people may not say loud. It can find feelings or problems that we might not see when we just look at numbers. Qualitative research can really help us see the bad things, about a brand that we might not know about otherwise.

• Brand Audit

A brand audit is like a list of everything people see that is related to the brand. And what it tells them. The brand audit shows if all these things are working with the brands overall message. It also helps find the things that could hurt the brand. This way the

brand can make sure everything is saying the thing, about the brand and fix the things that are not helping the brand.

• Association Mapping

This is the place where we figure out what people really think about a brand. We want to know what people think about things, like luxury, trust, affordability and innovation when they hear the brand name. When we know what people associate with the brand a marketer can use the associations to their advantage and fix the bad ones. The brand is what we are trying to understand so we look at what people think about the brand and its luxury, trust, affordability and innovation.

• Focus Groups and In- Depth Interviews

People always want to know what makes them tick. They want to understand what motivates them and what they like. They also want to know what gets them emotional. When we talk about these things we learn a lot about what people want. This information helps companies figure out how to position their brand and come up with ideas for advertising and marketing. The transmission of motivations and preferences is really important, for brand positioning and creative development of the brand.

• Observation and Ethnographic Studies

When companies watch how people live their lives they can see when people use their products and when people make decisions to buy something. They can also find out what people need but cannot get from these companies. This is really useful for making products or for figuring out what to say to people, about these products.

• Finding White Space

Qualitative data is really good at finding things that people have not thought of before. It can show us opportunities that other people have not seen. For example there are groups of people that other companies are not paying attention to. There are also things

that people need that are not being met. These things can give us ideas, for making products that people will want to buy. Qualitative data can help us find these things and make products.

9.6.4 Quantification: Tracking Studies and Brand Valuation

These methods are about Big Data. They use numbers that are proven to be true to see how strong a brand is, over time. They help us see if our campaigns are working and if they are really effective. We use them to track how well we are doing. If our plans are successful. Big Data is very important here.

• Brand Tracking Studies

With tracking the goal of tracking is to track awareness, consideration, intent to purchase and loyalty of the product. Numbers can be compared over time to see if the campaigns are actually making a difference and moving the needle. The idea is to use tracking to understand how people feel about the product and if the campaigns are working to increase awareness, consideration, intent to purchase and loyalty of the product.

• Market Share Analysis

The Market Share of Voice is a way to see how a brand is doing compared to others.

Market Share of Voice is important because it shows how well the brand is doing.

When we talk about Market Share of Voice we are looking at how people think about the brand.

If a brand has a Greater Market Share of Voice it means the brand is doing well and people like it.

This is because the brand has a presence and people are talking about it, which is like a rocket that keeps going up.

The brand also gets attention when it has a higher proportion of people who like it which is a good thing, for the brand.

So Market Share of Voice is a way to measure how well a brand is doing and if people really like it.

• Brand Valuation Techniques

Some models that are used to figure out how much brands are worth like Interbrand, BrandZ and ISO 10668 use a way of thinking where the value of a brand is determined by how it does financially how strong the brand is and how much things that you cannot touch, like a brands reputation affect what people buy. This is really important when companies are telling people about their situation.

• Intend to Buy and Usage Data

This thing tells us how many people will buy the brand time. It is like a warning sign that shows what will happen with sales, in the future. The brand is really important here because we want to know if people will keep buying the brand.

• ROI Analysis and Statistical Modelling

Regression models link branding spend (advertising, promotions) directly to an outcome – i.e., a gain in sales - showing the value of these investments while also giving a reason for the budget.

9.6.5 Accountability and Performance Metrics (NPS, ROI, Share of Voice)

Accountability means branding is treated as a quantifiable business investment as opposed to a cost centre.

Metrics show if we are creating value and how well future strategies could be refined.

1 • Net Promoter Score (NPS)

NPS asks how likely customers are to recommend the brand to others. It goes on to divide them up into Promoters, Passives or Detractors according to the rating they give. A high NPS means that customers are promoting your brand. By monitoring NPS over time, brands can find trends and cash in on the opportunity to improve advocacy.

• Return on Investment (ROI)

ROI demonstrates the monetary value for branding investments. It takes the benefit from campaigns measured and divides it by what was spent to arrive at the most efficient initiatives. A positive ROI validates investment in branding and the return on that business value. This enables marketers to concentrate on impactful campaigns and maximize budget.

• Share of Voice (SOV)

SOV concept, which measures what portion of total industry advertising, media coverage or other online discussion is owned by the brand. A higher SOV signifies the extent that a brand appears more often than others. Good SOV usually results in higher awareness and a bigger share of the market. It's a crucial measure of marketing supremacy.

• Customer Lifetime Value (CLV)

CLV is the total amount of profit a single customer can bring to the company over their whole history with it. The larger the CLV, the longer a customer is staying and higher spending means it makes more sense to invest in retention programs. The ability to calculate CLV facilitates deciding how much should be spent on acquisition and retention of customers. It makes segmentation and personalization possible, too.

• Sentiment and Social Listening

• Balanced Scorecards

Balanced scorecards consolidate many metrics into a single dashboard that provides an overall read on how the brand is performing. These are financial, market, customer and internal process characteristics. This fine-tuning enables leaders to make data-driven decisions and guarantees that brand building efforts remain in line with overall business goals. It's a tactical device for monitoring ongoing performance.

9.7 Summary

♣ Employer branding is the creation of a company's identity as an employer in order to attract, engage and retain top talent.

ϖ Employer branding efforts can be evaluated to determine what works versus what does not.

ϖ Recruitment KPIs like time-to-hire, offer acceptance rate, and cost-per-hire show how efficient hiring is in terms of attracting candidates.

ϖ Rates of employee engagement correlate with the degree to which employees are satisfied, committed, and motivated; such levels directly affect productivity and retention.

ϖ Retention and the turnover rate are an indication of employee satisfaction and likelihood of commitment to the company.

ϖ Employer reputation indexes, such as Glassdoor and LinkedIn, highlight how the company is seen publicly.

ϖ Measuring diversity and inclusion in the workplace, to reflect an equitable and inclusive environment for all employees builds a positive employer brand.

1

ϖ Net Promoter Score (eNPS) How likely are you to recommend [company] as a place of work?

ϖ To achieve internal brand alignment: culture audit, people behavior congruence, leadership demonstration and sharing should be taken into account.

ϖ Customer-centric metrics, including NPS, ROI, SOV CLV and social sentiment have replaced brand performance as a complete picture of overall performance.

ϖ Balanced scorecards combine financial and market information with customer insights to provide a more holistic picture of brand health. ϖ It is necessary to facilitate the brand promise – employee experience or customer experience alignment journey via on-going monitoring, feedback and improvement.

9.8 Key Terms

Employer Branding – Promoting a company as an attractive' place of work.

Recruitment Metrics – Stats like time to hire and cost per hire to evaluate recruiting efficacy.

Employee Engagement – The level of an employee's psychological investment in their work and organization.

Rate of Turn Self – A percentage of the workforce during the period.

Employer Reputation Index –Public opinions, or reviews and ratings, that capture a company's face to the rest of the world.

Diversity & Inclusion Metrics – Data to follow and report the Reps, equity or inclusion efforts.

eNPS (Employee Net Promoter Score) – A survey score that expresses how willing an employee is to recommend a company as a place to work.

1 NPS (Net Promoter Score) – A scale to determine how likely people are to recommend a brand.

4. ROI (Return on Investment) – A measure for calculating branding costs versus financial returns generated.

SOV (Share of Voice) – The amount of industry conversation/advertising a brand owns.

2 Customer Lifetime Value (CLV) – Total profit projected from a customer for the duration of their relationship with your brand.

Balanced Scorecard – A report which brings together various financial and non-financial performance measures.

9.9 Descriptive Questions

What is employer branding and why does it matter for a contemporary organization?

Explain recruitment metrics and show how they demonstrate the success of EB.

What are employee engagement scores and what is their importance to the success of the company?

So what role do diversity (and inclusion) metrics play in promoting boss, or employer branding success?

What is the difference between NPS and eNPS with examples?

8- Discuss the importance of culture assessment and leadership in ensuring that internal branding corresponds with external brand promise.

Discuss the idea of a balanced scorecard and its applicability as a measure of brand health.

Write a brief note on sentiment analysis and its role in protecting brand identity.

9.10 References

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Answers to Knowledge Check

Knowledge Check 1

1. b) Talent attraction

2. b) Align employees with brand

3. a) Consistent customer experience

4. b) Employee advocacy

5. a) Recruitment process

9.11 Case Study

“Creating an Employer Brand at InnoTech Solutions”

Mid-Sized IT Services Company – InnoTech Solutions Attrition was high for this mid-sized IT services company, and it couldn’t attract the top plant. "We were paying in line with the market, but we found that anyone who was green to us would leave after a year or so, and our Glassdoor score had fallen to 3.0. The management team intuitively understood they had a problem beyond the money, and rather one of an anemic Employer Brand with no pulse, accompanied by a disconnect between their espoused values and what was actually happening in the building.

It was the HR team at the company which put its foot down and kick-started a full blown employer branding strategy. Beginning with a culture assessment, they discovered that open communication was non-existent and growth opportunities were

scant. On employee engagement surveys, employees were grateful for the work but reported feeling disconnected from leadership and company vision.

InnoTech cobbled together a three-pronged offensive plan:

• Culture Fit – Established an online platform, mentor programs and competitions to align the workforce.

• Employer Brand Management– Offered responses to negative reviews with transparency via an online response and posted success stories through LinkedIn campaigns.

• Metrics & Continuous Feedback – regularly checked recruiting metrics, engagement scores and eNPS on quarterly charts, so I know how good we are doing.

In a short year, the company saw eNPS rise by 20%, turn-over drop by 15%, and Glassdoor reviews jump to a 4.2. IntPtr. Time-to-hire for new applications also decreased, and referral hires increased significantly.

Problem Statements

What other measurement points should InnoTech persist to monitor for long-term employer branding achievement?

How to retain employee trust and engagement when the company is growing?

What more can InnoTech do to build a better diversity and inclusion story?

Suggested Solutions

Metrics It's important to track recruitment metrics, eNPS (employee Net promoter score) and employee engagement scores, turnover rates and online reputation on a regular basis to ensure consistency with branding goals.

Trust Building – Leadership can host periodic town halls, produce honest and transparent performance updates with open-door policies for employees to be heard and understood.

D&I Programs –Initiate focused hiring programs for diverse populations; start employee (ERG) groups and offer unconscious bias training to your leadership.

Reflective Questions

Why is it important for an organization's internal culture to be in line with their external brand promise?

How would you recommend to use them together (the eNPS and the CLV) in order to measure employer brand strength as well as customer brand strength?

What are the dangers associated with organizations ignoring bad reviews online?

What's the role of leadership behavior in employee advocacy and brand reputation?

What among the discussed metrics would you give high priority if you were HR head of InnoTech and why?

Conclusion

This case underscores that employer branding is not HR's responsibility alone— it's a strategic endeavor for the business that encompasses culture, leadership, employee experience and external reputation. InnoTech's achievement derived from the organization of its work environment under its declared values and from constantly measuring progress. When companies integrate culture-building initiatives with data-driven measurement, they elevate not only employee satisfaction but customer experience and market competitiveness.