

# STRATEGIC BRAND MANAGEMENT

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SUBJECT: STRATEGIC BRAND MANAGEMENT

MBA SEM-IV & INTEGRATED MBA SEM-X

MARKETING SPECIALIZATION.

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# STRATEGIC BRAND MANAGEMENT

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## PART –IV : BRAND ASSESSMENT

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# **PART IV: BRAND ASSESSMENT**

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## **Introduction**

As already discussed that without the study of brand management any of the management courses cannot be considered as complete. In this block we are going to study one other very important concept of brand.

This last block discusses one more important topic of brand which is brand assessment. This whole content of the block has been divided into two units, unit 1 covers Brand Evolution, whereas unit 2 covers brand assessment through research. The topics covered under unit 1 are The Brand Audit, Reviewing the Big Idea, Evaluating Advertising, whereas the topics covered under unit 2 are Brand Identity, Position, Image, Personality, Assessment and Change. Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Hoping our detailed discussion will be of great help to the students in understanding the concept of brand and its assessment

## **Objective**

**After learning this block, you will be able to understand:**

- Reviewing the Big Idea
- Advertising
- Brand Position, Image, Personality
- Assessment and Change
- Financial Aspects of Brands
- Branding in Different Sectors

## **Structure**

**Lesson 11: Brand Evaluation**

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## **LESSON 11: BRAND EVALUATION**

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### **Structure**

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### **11.0 Learning Objectives**

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**After learning this lesson, you will be able to understand:**

- The Brand Audit.
- Reviewing the Big Idea.
- Evaluating Advertising.

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### **11.1 Introduction**

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Brand evaluation is a method used to determine the tangible and intangible assets of a corporate or product brand. The goal is to quantify the overall impact of a brand and – partly – to convert it to monetary terms. There are more than 40 different approaches and models for brand evaluation.

Three approaches apply: purely monetary, finance-oriented philosophies consider brand value from the point of view of the brand owner and evaluate the brand on the basis of profits or sales clearly attributable to the brand and that

would not have been achieved without the brand. Behavioural science or consumer-oriented approaches believe that brand value is essentially dependent upon perception of the brand, brand images in the minds of the consumer, and the associations conjured up as a result. Integrative models combine consumer and market approaches: economic data and positive and negative associations are considered equally important in terms of defining and determining brand value.

The diversity of methods produces very different results that are not inter-comparable. Brand value depends on the underlying attitude, the reason for evaluation (e.g. Mergers & Acquisitions, control, protection) and the model-specific definition and operationalization of indicators and factors

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## 11.2 The Brand Audit

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To learn how consumers think, feel, and act toward brands and products so the company can make informed strategic positioning decisions, marketers should first conduct a brand audit. A brand audit is a comprehensive examination of a brand to discover its sources of brand equity. In accounting, an audit is a systematic inspection by an outside firm of accounting records including analyses, tests, and confirmations. The outcome is an assessment of the firm's financial health in the form of a report.

A similar concept has been suggested for marketing. A marketing audit is a –comprehensive, systematic, independent, and periodic examination of a company's or business unit's marketing environment, objectives, strategies, and activities with a view of determining problem areas and opportunities and recommending a plan of action to improve the company's marketing performance. The process is a three-step procedure in which the first step is agreement on objectives, scope, and approach; the second is data collection; and the third and final step is report preparation and presentation. This is an internally, company-focused exercise to make sure marketing operations are efficient and effective.

A brand audit, on the other hand, is a more externally, consumer-focused exercise to assess the health of the brand, uncover its sources of brand equity, and suggests ways to improve and leverage its equity. A brand audit requires understanding the sources of brand equity from the perspective of both the firm and the consumer. From the perspective of the firm, what products and services are currently being offered to consumers, and how they are being marketed and branded? From the perspective of the consumer, what deeply held perceptions and

beliefs create the true meaning of brands and products? The brand audit can set strategic direction for the brand, and management should conduct one whenever important shifts in strategic direction are likely. Are the current sources of brand equity satisfactory? Do certain brand associations need to be added, subtracted, or just strengthened? What brand opportunities exist and what potential challenges exist for brand equity? With answers to these questions, management can put a marketing program into place to maximize sales and long-term brand equity.

Conducting brand audits on a regular basis, such as during the annual planning cycle, allows marketers to keep their fingers on the pulse of their brands. Brand audits are thus particularly useful background for managers as they set up their marketing plans and can have profound implications on brands' strategic direction and resulting performance.

### **Domino's Pizza**

In late 2009, Domino's was a struggling business in a declining market. Pizza sales were slumping as consumers defected to healthier and fresher dining options at one end or to less expensive burger or sandwich options at the other end. Caught in the middle, Domino's also found its heritage in "speed" and "best in delivery" becoming less important; even worse, it was undermining consumer's perceptions of the brand's taste, the number-one driver of choice in the pizza category. To address the problem, Domino's decided to conduct a detailed brand audit with extensive qualitative and quantitative research.

Surveys, focus groups, intercept interviews, social media conversations, and ethnographic research generated a number of key insights. The taste problem was severe—some consumers bluntly said that Domino's tasted more like the box than the pizza. Research also revealed that consumers felt betrayed by a company they felt they no longer knew. A focus on impersonal, efficient service meant that in consumers' minds, there were no Domino's kitchens, no chefs, not even ingredients. Consumers were sceptical of "new and improved" claims and felt companies never admitted they were wrong. Based on these and other insights, Domino's began its brand comeback. Step one—new recipes for crust, sauce, and cheese that resulted in substantially better taste-test scores. Next, Domino's decided not to run from criticism and launched the "Oh Yes We Did" campaign. Using traditional TV and print media and extensive online components, the company made clear that it had listened and responded by creating a better pizza.

Documentary-type filming showed Domino's CEO and other executives observing the original consumer research and describing how they took it to heart. Surprise visits were made to harsh critics from the focus groups, which tried the new pizza on camera and enthusiastically praised it. Domino's authentic, genuine approach paid off. Consumer perceptions dramatically improved and growth in sales in 2010 far exceeded the competitors.

### Check your progress 1

1. A \_\_\_\_\_ is a comprehensive examination of a brand to discover its sources of brand equity.
  - a. brand audit
  - b. brand pulse
2. An \_\_\_\_\_ is a systematic inspection by an outside firm of accounting records including analyses, tests, and confirmations.
  - a. inspection
  - b. audit
3. A brand audit requires understanding the sources of \_\_\_\_\_ from the perspective of both the firm and the consumer.
  - a. brand equity
  - b. inspection
4. Conducting \_\_\_\_\_ on a regular basis, allows marketers to keep their fingers on the pulse of their brands.
  - a. brand audits
  - b. inspection

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## 11.3 Reviewing the Big Idea

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A successful brand will remain so as long as you and your staff maintain its values in the eyes of your customers.

When reviewing your brand, remember that your customers and employees will have often built up an emotional attachment to it, and even feel a sense of ownership of it.

It is therefore critical that any changes you make are sensitive to their existing relationship with your brand. Use your findings from consultations with your customers, suppliers and employees to assess the wider perception of your brand.

If there are any problems with your customers' experiences, don't be tempted to just change your logo (often mistakenly referred to as a -rebrand) to solve them. This is an expensive process and would not solve the problems, if they are centred on failings in your systems or staff training, for example.

Remember that your brand represents the whole customer experience, not just your signage or stationery, and cannot be changed overnight. You should regularly review your customers' experiences of your business. This will provide an early indication of any elements of your brand that are underperforming. Prompt action to correct this underperforming element can save a lot of money and negate the need to rebrand your whole business.

### **Check your progress 2**

1. Your brand represents the whole customer experience, not just your \_\_\_\_\_ or stationery.
  - a. signage
  - b. logo
2. You should regularly review your customers' \_\_\_\_\_ of your business.
  - a. Perception
  - b. Experiences

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## **11.4 Evaluating Advertising**

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For many businesses, advertising helps bring in new customers and build brand strength. Advertising space can be expensive; before sending an advertisement out for distribution, evaluate it carefully to ensure that you are using your ad budget wisely. Even if you are not an advertising professional, you can judge the suitability of an ad concept based on the goals of your business and the purpose of the campaign.

### **Step 1**

Determine whether or not the advertisement fulfils its business purpose. Review the content and measure it against the goals of the advertising campaign: promoting a new product line, reinvigorating the brand or managing a public relations problem, for example. Clarity is key. If the ad's message is confusing or vague, it will not be as effective. Make sure the ad is pared down to the simplest idea possible to ensure that it is memorable and easy to comprehend.

### **Step 2**

Identify the target audience and measure the advertisement content against the needs of the viewers. Ensure that the language, jargon, tone and length will fit the temperaments and habits of the listeners. If you are marketing to children, for example, complicated words and long speeches may not be as effective as short copy and bold imagery. If the audience is highly technical or very specific, bring in representative customers to get their reaction.

### **Step 3**

Watch or read the advertisement and compare it with the other messages your audience members are getting from competitors and other businesses. Look closely at competitors who are advertising similar products; if your advertisement does not hold its own, it may need more drama or changes to the design and message. The advertisement should present your unique selling point in a way that differentiates it from everyone else.

### **Step 4**

Evaluate the design of the advertisement. Check to make sure that the visual elements of the ad match the overall message and tone; too many different directions can confuse customers and make it difficult to remember the message. If you are using bold copy and a strong message, for example, use striking visual graphics. Test the advertisement on a focus group and gauge their reactions. Strong reactions, both positive and negative, can translate to a powerful impact.

### **Step 5**

Track the progress of the advertisement once it has been distributed. Note sales before, during, and for one or two months after the launch of a new ad campaign and watch for increases. Measure web traffic, particularly if you are using online advertisements; use an analytics program to see where visitors are coming from to see if your ads are having an impact. Ask new customers where they heard about your business, either through an online service, a paper form or

in person. If your advertisement is targeted to a specific product, keep track of any changes in sales. Higher sales, increased customer inquiries or larger web traffic numbers can indicate a positive response to an advertisement.

### Check your progress 3

1. \_\_\_\_\_ helps bring in new customers and build brand strength.
  - a. advertising
  - b. Marketing
2. You can judge the suitability of an ad concept based on the \_\_\_\_\_ of your business and the purpose of the campaign.
  - a. Aims
  - b. goals
3. \_\_\_\_\_ is key.
  - a. Negotiation
  - b. Clarity
4. Ensure that the language, jargon, tone and length will fit the temperaments and habits of the \_\_\_\_\_.
  - a. listeners
  - b. buyers
5. Evaluate the \_\_\_\_\_ of the advertisement.
  - a. design
  - b. logo

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## 11.5 Let Us Sum Up

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Brand evolution is a method used to determine the tangible and intangible assets of a corporate or product brand. The goal is to quantify the overall impact of brand and partly to convert it to monetary terms. A brand audit is a comprehensive examination of brand to discover its sources of brand equity. When reviewing your brand, remember that your customers and employees will have often built up an emotional attachment to it, and even feel a sense of ownership of it. For many businesses, advertising helps bring in new customers

and build brand strength. Advertising space can be expensive; before sending an advertisement out for distribution, evaluate it carefully to ensure that you are using your ad budget wisely. Even if you are not an advertising professional, you can judge the suitability of an ad concept based on the goals of your business and the purpose of the campaign.

This block is going to be of great help for the students who wish to learn about concept of brand evolution. This block will certainly help them in learning the concepts easily.

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## 11.6 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-a), (2-b), (3-a), (4-a)

**Check your progress 2**

**Answers:** (1-a), (2-b)

**Check your progress 3**

**Answers:** (1-a), (2-b), (3-b), (4-a), (5-a)

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## 11.7 Glossary

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1. **Assessment** - evolution, judgment or gauging.

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## 11.8 Assignment

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Explain the need of Brand Audit.

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## 11.9 Activities

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What does reviewing your brand means? Discuss.

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## **11.10 Case Study**

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Why is it necessary to evaluate our advertisements?

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## **11.11 Further Readings**

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1. Marketing Management (Twelfth Edition) – Philip Kotler.
2. The Brand Mindset – Duanne E Knapp. Tata McGraw Hill edition.
3. The 22 Immutable Laws of Branding – Al Ries and Laura Ries.
4. Positioning: The Battle for Your Mind - Al Ries and Laura Ries.
5. Marketing Warfare - Al Ries and Laura Ries.
6. Competitive Strategy – Michael E Porter.

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# **LESSON 12: BRAND ASSESSMENT THROUGH RESEARCH**

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## **Structure**

### **12.0 Learning Objectives**

#### **12.1 Introduction**

#### **12.2 Brand Identity**

12.2.1 Position

12.2.2 Image

12.2.3 Personality

12.2.4 Assessment and Change

#### **12.3 Brand Revitalization**

#### **12.4 Financial Aspects of Brands**

#### **12.5 Branding in Different Sectors**

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12.5.2 Industrial

12.5.3 Retail and Service Brands

#### **12.6 Let Us Sum Up**

#### **12.7 Answers for Check Your Progress**

#### **12.8 Glossary**

#### **12.9 Assignment**

#### **12.10 Activities**

#### **12.11 Case Study**

#### **12.12 Further Readings**

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## **12.0 Learning Objectives**

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**After learning this chapter, you will be able to understand:**

- Brand Identity.
- Brand Revitalization.

- Financial Aspects of Brands.
- Branding in Different Sectors.

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## 12.1 Introduction

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We operate in a changing marketplace. Competitors change; consumer perceptions change; our customers' values change; and our products and services change. That's why successful organizations periodically reassess and refresh their brands.

A brand assessment provides an opportunity to evaluate the strength of your brand, to underscore the value of your brand with customers, and to reposition the brand, if necessary, to reflect changes in the marketplace. What's more, it helps you and your staff recommit to the vision and goals of the business. Finally, it ensures accurate application of your brand across the organization.

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## 12.2 Brand Identity

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Brand identity refers to the identity of the brand. There are many different perceptions of what the brand identity consists of. But the more common definition of brand identity is that it is; \_a set of associations the brand strategist seek to create or maintain'. The brand identity is hence something that the marketer \_has' as well as something he tries to create through the right brand strategy. The brand identity must express the particular vision and uniqueness of the brand – what the brand stands for basically, and the brand identity must be of a long-lasting or permanent nature. If the brand identity is both unique, distinct, and a clear expression of what the brand is all about as well as long-lasting, then it can create the basis of a solid, coherent and long-lasting brand and be the driver of all brand-related activities.

### 12.2.1 Positioning

The idea of brand positioning is based on the assumption that consumers have limited mind space for commercial messages and that the most successful brands hence are the ones able to position themselves in the minds of consumers by adapting the most congruent and consistent commercial message. The idea is linked to the information-processing theory of consumer choice.

### **12.2.2 Image**

The image of the brand is the perception of the brand by consumers. The goal of working strategically with brand image is to ensure that consumers hold strong and favourable associations of the brand in their minds. The brand image typically consists of multiple concepts: perception, because the brand is perceived; cognition, because that brand is cognitively evaluated; and finally attitude, because consumers continuously after perceiving and evaluating what they perceive form attitudes about the brand.

### **12.2.3 Personality**

Consumers display a tendency to endow brands with human-like personalities. Working strategically with brand personalities has been a widespread practice for many years. The Big Five of human personality psychology and Jungian archetypes are frameworks often implied to deepen the symbolic exchange between brands and consumers. Brand personality is part of most identity systems in the traditional brand management books.

Another mountain top in brand management was established in 1997 when a research study into brand personality was published. This study shows that consumers have a tendency to endow brands with human-like personalities. It is the 'human' brand perspective and the symbol-consuming consumer that are in the spotlight in this approach. Consumers endow brands with personalities and use these personalities in a dialogue-based exchange of symbolic value for their individual identity construction and expression. The personality approach is rooted in human personality psychology and uses of quantitative scaling techniques in a combination with more explorative methods to identify and measure brand personality. The personality approach is a prerequisite for and very much associated with the relational approach.

### **12.2.4 Assessment and Change**

A brand assessment provides an opportunity to evaluate the strength of your brand, to underscore the value of your brand with customers, and to reposition the brand, if necessary, to reflect changes in the marketplace. What's more, it helps you and your staff recommit to the vision and goals of the business. Finally, it ensures accurate application of your brand across the organization.

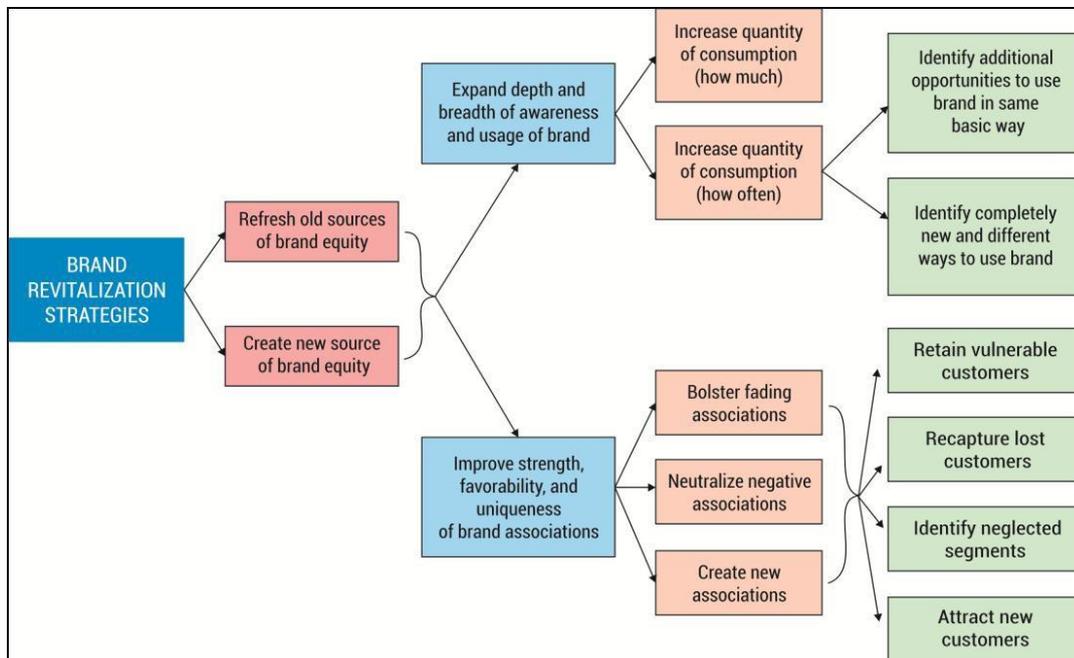
Brand Change or Rebranding is the creation of a new look and feel for an established product in order to differentiate the product from its competitors. Rebranding efforts may include a name change, new logo or packaging and updated marketing materials that include the latest industry buzzwords. The goal of rebranding is to influence a customer's perception about a product or service by revitalizing the brand and making it seem more modern and relevant to the customer's needs.

### Check your progress 1

1. \_\_\_\_\_ refers to the identity of the brand.
  - a. Brand identity
  - b. Brand image
2. Definition of \_\_\_\_\_ is that it is; \_a set of associations the brand strategist seek to create or maintain' .
  - a. brand identity
  - b. Brand image
3. The brand identity must express the particular \_\_\_\_\_ and uniqueness of the brand.
  - a. Idea
  - b. vision
4. The idea of \_\_\_\_\_ is linked to the information-processing theory of consumer choice.
  - a. positioning
  - b. perception
5. The \_\_\_\_\_ of the brand is the perception of the brand by consumers.
  - a. positioning
  - b. image

## 12.3 Brand Revitalization

A brand sometimes ages and declines in strength because as time goes by it loses its relevance and attractiveness for consumers. There can be different reasons for that ageing or decline in brand relevance, e.g. the brand may not have adapted to changes in the environment or to changes in consumer preferences. Sometimes the situation occurs where the brand simply ages along with the ageing of its core consumers. The solution for an ageing brand or a brand in decline can be revitalization. The key for brand management when revitalizing a brand is always to start the process by identifying or reviving an existing brand vision and finding new and innovative ways of making that brand vision relevant once again for existing or new consumers.



**Fig 2.1 Brand Revitalisation Strategies**

Brand rejuvenation involves adding value to an existing brand by improving product attributes and enhancing its overall appeal. It is intended to re-focus the attention of consumers on an existing brand. Brand rejuvenation helps overcome the consumer's boredom in seeing the same product on the shelves year after year. A consumer's psychological desire for changing is one key factor behind brand rejuvenation.

Quite often, we see on going brands appearing as; 'new', 'super', 'special', 'premium', 'deluxe', 'extra strong' and 'fresh'. They appear in new shapes, new pack sizes, new containers, new colours and flavours. Basically what happens here is an updating of brands. Corn Products reintroduced Rex Jam with pieces of

fruit in it and packed them in new containers. Cadbury's 5 star chocolate bars received a fill up through a new creamier and smoother version.

Given below point's presents some example of brands reappearing with the tag -Newll:

- **New Burnol:** Burnol became \_New' and appeared in a new pack.
- **New Horlicks:** HMM its New Horlicks the New Horlicks claimed more nourishment through additional protein and calcium, eight essential vitamins and iron.
- **New Nescafe:** Nestle rejuvenated Nescafe and brought in the New Nescafe. New Nescafe was made using the new agglomeration coffee process, instead of the fine powder form and the coffee now came in small round goblets.
- **New Bournvita:** To give a push Bournvita, Cadbury's came out with New Bournvita, with extra glucose in a new packing.
- **New Vicks Vapour:** P&G's 100 year old Vicks Vaporub has almost become a generic name for cold cure. Still P&G does not keep quiet. New packages appear, new promotion campaigns are launched and improvements in product formulation area also made. In late 1990s, the brand received one such facelift and appeared as New Vicks Vaporub.

#### Objectives of Brand Rejuvenation

The main objectives of rejuvenation are:

1. Rejuvenation aims at revival of brand. The intention is to breathe some new life into a brand that may be showing signs of decline.
2. Even healthy, successful brands may need occasional rejuvenation. Because of competition, some re-formulation and refinement become necessary from time to time. The brand has to be updated. It ensures the steady success of the going brand.
3. It helps keep the brand live and in focus

### Check your progress 2

1. A sometimes ages and declines in strength because as time goes by it loses its relevance and attractiveness for consumers.
  - a. brand
  - b. product
2. Brand involves adding value to an existing brand by improving product attributes and enhancing its overall appeal.
  - a. rejuvenation
  - b. association
3. Rejuvenation aims at \_\_\_\_\_ of brand.
  - a. revival
  - b. reconditioning

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## 12.4 Financial Aspects of Brands

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As you're building and managing your brand, it's also a good idea to set a budget. This will help you to avoid spending unnecessarily and to prioritise your branding spend.

Your brand should encompass most areas of your business, from stationery to how you deliver your product or service to customers, so defining a budget can be difficult.

The key areas you could budget for are:

Design needs, such as a logo, signage, business stationery or product packaging changes to your premises your advertising time you'll need to spend training employees any resources you'll have to provide for employees to enable them to carry out what the brand promises, e.g. customer service costs keeping your company website updated.

You don't need to do everything at once. As long as employees understand and deliver what your brand promises, it stands a good chance of success.

You can create stationery, logos, packaging and advertising quite cheaply if the budget is tight. However, it is a good idea to think about your future growth when devising your image, as changing it later can prove costly. You may also

find that customers and employees will have already built up a relationship with your brand, which can then make it more problematic to later change.

In today's business environment, Brand managers need to be knowledgeable about the financial dimensions of their jobs as well as the marketing portion. Brand managers assume the role of mini-CEOs in that they have complete profit and loss responsibility for their Brands. In such cases, the brand manager must be familiar with all aspects of business, including operations management, human resources. However, besides the analysis marketing managers perform to better understand customers, competitors, and the rest of the external market environment, several other analysis related to the financial aspects of the brand's performance are also necessary. As a result, to be part of a firm's overall decision making, brand managers must understand the financial implications of their decisions. Financial decision making is closely related to brand strategy. The ultimate objective of brand managers is profitability, whether or not the short-term objective in the marketing plan is oriented toward share or profits. Two key kinds of information are important to marketing decision making and strategy development. First, if the brand manager is to have profit and loss responsibility or set short- and long-term profit objectives, he or she must have a good understanding of how profits are computed. As any financially oriented manager knows, computing profits is not a straightforward issue. There is no such concept as the bottom line; in fact there are at least three ways to calculate the

-profitability of a brand. The second kind of information that is critical to a brand manager's understanding of financial performance is relevant if there is a brand line or many brand variants (e.g., different sizes, colours) because it analysis the performance of different brand variant. The financial analysis described can be used in a variety of ways. One way to use either profitability or sales analysis is for planning purposes. Profitability needs to be reported in a marketing plan. In addition, analysis of the relative sales performances of different brand variants can lead to a new marketing strategy or the pruning of a brand line. These analysis can also be used ex post, or after the planning period, and at specific intervals within the planning period. Such a use of financial analysis would be for control purposes. Obviously, it is important to measure how the company has done or how it is doing the latter being particularly important for making adjustments during the execution of the plan. A detailed look at several kinds of financial analyses that is important for brand management is ascertained. Besides the sales and profitability analyses just mentioned, we describe a strategic approach to control that explicitly links -financial to marketing analysis. We also discuss capital budgeting from a marketing perspective.

**Sales Analysis Overview** Consider the advertisement shown below. Although it undoubtedly overstates the case just a bit, the point made by the graph and the text is clear. In many cases, it is impossible to determine how successful a brand or service really is without digging deeper into its sales records. The overall picture can be quite rosy while some real problems can exist in certain channels, regions of the world sizes, and so on. This realization leads to the iceberg principle. Many of the real problems facing a brand manager lie beneath the water.

### Check your progress 3

1. \_\_\_\_\_ needs to be reported in a marketing plan.
  - a. Profitability
  - b. return
2. As any financially oriented manager knows, computing \_\_\_\_\_ is not a straightforward issue.
  - a. turnover
  - b. profits
3. \_\_\_\_\_ need to be knowledgeable about the financial dimensions of their jobs as well as the marketing portion.
  - a. Brand managers
  - b. Consumers

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## 12.5 Branding in Different Sectors

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### 12.5.1 Customer

When it comes to brand building, customer service is often the last and most-ignored piece of the puzzle. This is a big mistake—and big missed opportunity. Aligning customer service and your brand is an essential but under-used way to attract and retain customers, differentiate the business, and boost brand loyalty. Done right, it can create a truly sustainable competitive advantage. Here are six ways we've seen to use customer service to reinforce brand identity. These methods can be used to align customer service with established brands or to build a brand through customer service.

### **1. Establish and execute to brand-aligned customer service intent**

Successful companies formulate a strategic intent and execute to that intent for market success; savvy organizations map that strategic intent to brand intent. While businesses often capture brand intent in their advertising, they ignore it in delivering customer service, whether it is through their websites, contact centres, stores or branches. This could result in damage to the brand. It is therefore important for C-level executives to launch a brand-aligned customer service initiative to make sure it is implemented across customer-facing and back-office operations.

### **2. Design brand-aligned processes**

Customer service processes often involve multiple steps, tasks, people, and organizations. For instance, contact centre customer service includes call routing, interactions, resolution, and fulfilment, and could also include proactive outbound communications, based on pre-determined business rules. High-touch brands should design processes that emphasize human-assisted customer service over self-service, whether it is in a brick-and-mortar environment or in a contact centre setting (e.g., phone and web chat). It is also important to ensure that promised service levels are met through robust customer service process management tools. Non-intrusive brands should refrain from aggressive in-person or live chat customer service.

### **3. Provide brand-aligned human-assisted service**

Human-assisted service is here to stay- complex customer service requests and certain transactions require human involvement. Moreover, some customer segments prefer the human touch. As such, it is important for companies to hire and retain brand-aligned people for customer service. HR organizations could match the personality of the brand to the desired personality of frontline reps to ensure brand-aligned agent recruitment and retention.

The knowledge and conversational styles of -role modell (i.e., the most brand-aligned) call centre agents can be captured in customer service management systems in the form of knowledge base content and interactive guidance to agents at the point of customer interaction, and even in customer self-service systems. Forward-looking retail and financial services companies are extending such systems to brick-and-mortar stores and branches to improve the effectiveness and brand alignment of in-person customer service.

#### **4. Provide brand-aligned self-service**

Self-service provides a great opportunity to further build the brand. For example, sophisticated guided-help knowledge base systems and online chat bots modeled after the company's multimedia advertising spokespersons can orchestrate brand-aligned self-service interactions with customers. A hypothetical example would be chat bots modeled after the gecko or the "cavemen" for GEICO and William Shatner for priceline.com. In fact, a leading financial services company in Japan has used a chat bot, modeled after an actor featured in its television commercials.

#### **5. Use brand-aligned metrics**

A critical misstep in customer service management is the misalignment of brand strategy and service metrics. For instance, force-fitting Wal-Mart metrics to Nordstrom brand intent is not a good strategy. High-touch brands should not emphasize throughput metrics such as average call handle times.

#### **6. Brand-align all touch points**

Most businesses still have interaction, data, and knowledge silos in phone call centres, online service centres, and self-service systems, where the left hand does not know what the right hand is doing. Of late, many companies have started unifying customer interactions and knowledge bases into common platforms as the first step to unify customer experience across channels and service agents. However, most companies have yet to brand-align customer service across communication channels. A unified platform approach to cross-channel customer service and brand alignment can help them get there quickly, and their customers won't have to face Dr. Jekyll and Mr. Hyde as they go from one communication channel to another or from one agent to another.

### **12.5.2 Industrial**

B2B branding has its specific features. First of all, these features are related to the fact that the commercial brand is working with the professional audience. Requirements for the professional audience are tougher, so the emphasis in creating brand shifts from the emotional angle to rational one. Requirements for the B2B brand are the same as the requirements for professionals - being reliable, predictable and guaranteeing quality.

If the emotions are decisive in the brand's future on consumer market, industrial brand is a brand that solves the problem. It is the brand that is trusted in business as a serious partner. Another important detail that should be taken into account in the industrial branding is the factor of marketing communications. Marketing communications which help to develop a B2B brand work in more sophisticated way. The brand has to build relationships at different levels of decision-making, each time from scratch.

There are 3 main phases in industrial branding:

1. Naming
2. Corporate identity
3. Developing the concept of brand

### **1. Naming**

Naming is the choice of brand name. Choosing a name in the industrial branding is the choice of the brand's future. The name in the B2B sector is clear associations with a specific area of activity. There's nothing more dangerous in the industrial branding than an abstract and empty name. Of course, there are some cases when a fundamentally new product, a unique product, is created in the B2B sector and the task of the name is to inform the market: –Please do not compare me with anything! I am really like a unique product! That's just what my name tells about! –. However, to be frank, there are not so much cases today. As a rule, the new product can be classified and put into a number of similar goods. The task of the name is to win the competition. The task is to draw attention, make the first impression, say about the brand as much as possible and do it very quickly.

How to create the name which can do it? We believe that creating something new it's always good to consider the existing experience. Well, you can always look at the experience of others and learn useful lessons. Who of the predecessors was successful and why? B2B should not have unnecessary words because the task of business is to earn more money! It means that the most successful brand names are –speaking names. About what should they speak? They should speak about what is important. The brand name which says nothing about the product and the company's business will not help to find new contacts and proper positioning and even affect it. It's not just that the brand cannot be correctly perceived by the market and rejected only on this ground, but that the

abstract name of the brand will make the owner to invest more money in brand building.

The brand name is like its testimonial letter. The brand will be perceived by its name immediately making the first conclusions. Actually, one of the features of industrial branding is that it has very strong stereotypes. To some extent, this is the very feature which is associated with the fact that industrial brands are harder to diversify or reposition. However, the explanation is simple - more sophisticated marketing communications are to blame. Their complexity is explained by the fact that industrial brand has to build contacts at various levels of decision-making because the decision making process in business, as a rule, includes several stages.

Industrial brands are the big fish of modern industry. They are trusted, they are matched and they are the marks of economic prosperity as a whole. The appearance of a new name is the event and the disappearance of the old one is the tragedy. The decisions on the B2B brands are sometimes taken by the governments as so great is their role in the modern society.

## **2. Corporate Identity**

Corporate identity in industrial branding should reflect several qualities of the brand:

Industry specialization

Geography of business

The potential customer will have only several seconds for the corporate identity contact to make a decision whether to continue the dialogue. If a business card will go in the trash it will be difficult to return to constructive dialogue. That is why the corporate identity should be not only recognizable, unique and attractive, but also substantive. Corporate identity should represent the business telling the maximum useful information about it in a short period of time provided.

Creating a corporate identity of a company operating in the B2B sector includes several stages:

Creating a design solution

Creating a slogan

Description of design solutions and a slogan, description or creation of business legend from scratch.

Creating a brand-book or guidelines for corporate identity use

None of these items cannot be missed because the corporate identity will be the image of your brand for many years. You should understand it, you should be comfortable with it, but, and which is more important your customers should feel comfortable with your corporate identity. You create a corporate identity not for yourself, but for the business, and, strangely enough, your business has different needs. Corporate identity must be recognizable and understandable. This is of crucial importance when we talk about B2B business which is the professional sector.

### **3. The Concept of Brand**

The B2B is going through the same stages as the brand of the consumer market. However, there are certain features. First of all they are associated with the target groups the brand is oriented to, as well as with marketing communications in the B2B sector.

If you plan to develop the brand in the b2b sector it will be interesting for you to learn about some aspects of the development of the b2b brand.

The concept of the brand in the b2b sector or industrial branding helps to see the future of the brand, its prospects and its regional growth potential. The concept of the brand development will allow you to avoid mistakes at the stage of brand creation and putting it on the market. The most common mistakes are those associated with naming, when the brand name has to be quickly changed in one of the strategic markets, because it cannot be used the way it is for lexical or psychological reasons; corporate identity, when the corporate identity is associated with quite contrary to what the brand owners expected to get when developing it.

Brand is an asset of business, since its inception and through its whole life in the market you should work to increase its price and value. It is these challenges, the challenges of long-term strategic planning the brand concept handles for the brand.

The concept of industrial brand development should handle the following tasks:

Defining the goals and tasks of the brand, shaping the corporate mission of the brand. It is important to remember that the b2b market is real people who make decisions on the ground of business feasibility never forgetting about the moral aspects. If there are two competing brands on the market one of which has a

more human-friendly image it is the image the customers will prefer. Ultimately, people like to make decisions that from their point of view make the world a little better. The corporate identity mission of the brand solves this particular problem explaining what exactly this brand is different from its competitors and why it is so important for the brand to be successful.

Specifying the target group as industrial brand usually works in one or more clearly defined sectors. It is important to know these sectors very well, to investigate the decision-making process in the companies represented in the sector in order to make sure that marketing communications really contribute to the dialogue with all the links of the decision-making chain.

Specifying a plan of geographic priorities of the brand. At the stage of brand development is necessary to anticipate that the brand can go beyond the certain geographical scope and become successful in various countries. The brand should be technically ready for the eventual success.

Developing the concept of brand extension, its development in the market, entering adjacent markets.

Specifying the communication brand concept. First of all, you should specify the communication tools which will help to bring the brand on the market. This is very important to make the brand technically ready to work with certain media. All technical questions concerning the use of the brand should be reflected in the brand-book, but we must be realistic. Today's world is so diversified offering such a large number of communications solutions that it is almost impossible to predict everything. If you need a quality brand-book you should focus on the decisions that you plan to use without spending time and effort on something that won't be popular in the foreseeable future.

Creating the concept of industrial brand development is the creation of a better future because every successful brand it is the way to make the world better and solve one more problem.

### **12.5.3 Retail and Service Brands**

India is the country having the most unorganized retail market. Traditionally it is a family is livelihood, with their shop in the front and house at the back, while they run the retail business. More than 99% retailers function in less than 500 square feet of shopping space. Global retail consultants KSA Techno-pak have estimated that organized retailing in India is expected to touch Rs 35,000 crore in the year 2005-06. The Indian retail sector is estimated at around Rs 900,000 crore,

of which the organized sector accounts for a mere 2 per cent indicating a huge potential market opportunity that is lying in the waiting for the consumer-savvy organized retailer.

Purchasing power of Indian urban consumer is growing and branded merchandise in categories like Apparels, Cosmetics, Shoes, Watches, Beverages, Food and even Jewellery, are slowly becoming lifestyle products that are widely accepted by the urban Indian consumer. Indian retailers need the advantage of this growth and aiming to grow, diversify and introduce new formats has to pay more attention to the brand building process. The emphasis here is on retail as a brand rather than retailers selling brands. The focus should be on branding the retail business itself. In their preparation to face fierce competitive pressure, Indian retailers must come to recognize the value of building their own stores as brands to reinforce their marketing positioning, to communicate quality as well as value for money. Sustainable competitive advantage will be dependent on translating core values combining products, image and reputation into a coherent retail brand strategy.

There is no doubt that the Indian retail scene is booming. A number of large corporate houses have already made their foray into this arena, with beauty and health stores, supermarkets, self-service music stores, new age book stores, every-day-low-price stores, computers and peripherals stores, office equipment stores and home/building construction stores. Today the organized players have attacked every retail category. The Indian retail scene has witnessed too many players in too short a time, crowding several categories without looking at their core competencies, or having a well thought out branding strategy.

#### **Check your progress 4**

1. \_\_\_\_\_provides a great opportunity to further build the brand.
  - a. service
  - b. Self-service
2. If the emotions are decisive in the brand's future on consumer market \_\_\_\_\_brand is a brand that solves the problem.
  - a. industrial
  - b. consumer

3. The concept of the brand in the \_\_\_\_\_ sector or industrial branding helps to see the future of the brand, its prospects and its regional growth potential
  - a. B2C
  - b. B2B
4. Brand is an \_\_\_\_\_ of business, since its inception and through its whole life in the market you should work to increase its price and value.
  - a. asset
  - b. liability

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## 12.6 Let Us Sum Up

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A brand assessment provides an opportunity to evaluate the strength of your brand, to underscore the value of your brand with customers, and to reposition the brand, if necessary, to reflect changes in the marketplace.

Brand identity refers to the identity of the brand. There are many different perceptions of what the brand identity consists of. But the more common definition of brand identity is that it is; ‘a set of associations the brand strategist seek to create or maintain’. The brand identity is hence something that the marketer ‘has’ as well as something he tries to create through the right brand strategy. The key for brand management when revitalizing brand is always to start the process by identifying or reviving an existing brand vision and finding new and innovative ways of making that brand vision relevant once gain for existing or new consumers. In today’s business environment, Brand managers need to be knowledgeable about the financial dimensions of their jobs as well as the marketing portion. Brand managers assume the role of mini-CEOs in that they have complete profit and loss responsibility for their Brands. In such cases, the brand manager must be familiar with all aspects of business, including operations management, human resources.

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## 12.7 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-a), (2-a), (3-b), (4-a), (5-b)

**Check your progress 2**

**Answers:** (1-a), (2-a), (3-a)

**Check your progress 3**

**Answers:** (1-a), (2-b), (3-a)

**Check your progress 4**

**Answers:** (1-b), (2-a), (3-b), (4-a)

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## 12.8 Glossary

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1. **Vision** - the ability to think about or plan the future with imagination or wisdom

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## 12.9 Assignment

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Write a brief note on Brand Revitalization.

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## 12.10 Activities

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Briefly discuss different sectors in branding.

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## 12.11 Case Study

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Discuss the consideration of financial aspects in brands.

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## 12.12 Further Readings

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1. Marketing Management (Twelfth Edition) – Philip Kotler.
2. The Brand Mindset – Duanne E Knapp. Tata McGraw Hill edition.
3. The 22 Immutable Laws of Branding – Al Ries and Laura Ries.
4. Positioning: The Battle for Your Mind - Al Ries and Laura Ries.
5. Marketing Warfare - Al Ries and Laura Ries.

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## Summary

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After going through this chapters now the readers must have got sufficient exposure to brand evaluation as well as brand assessment .These two topics are even very important in the study of brand.

The whole content of this block has been divided into two units; chapter 11 covers Brand Evolution, whereas chapter 12 covers brand assessment through research. The topics covered under chapter 11 are The Brand Audit, Reviewing the Big Idea, Evaluating Advertising, whereas the topics covered under chapter12 are Brand Identity, Position, Image, Personality, Assessment and Change. Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

This part is going to a great way for the students in exploring the particular topics in the easiest and simplest way.

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## **Assignment**

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### **Short Answer Questions**

1. The brand audit
2. Brand Identity
3. Brand revitalisation

### **Long Answer Questions**

1. Discuss the need of brand audit.
2. Explain Branding in different sectors.

