Chapter 6

Association between Brand Architecture and Brand Concept

-Exploration Based on Expert Opinion

6.1 Rationale for Seeking Expert Opinion on Brand Concepts

Are consumers really in a position to identify the brand concepts associated with the brands based on their experience and exposure? Were the results arrived at based on consumer responses (presented in Chapter 5) correct and meaningful? This was the doubt that arose because brand concept is a technical term, and many respondents may not have been able to classify brands correctly, even if the concept had been explained in an indirect way with the help of consumer-friendly terminology and examples. Therefore, it was felt that an alternative method needs to be used to repeat the research that was explained in the previous chapter.

One alternative was for the researcher to decide the brand concepts. But this could have been biased and motivated. It was therefore decided to get two independent marketing experts with long years of industry and academic experience to identify the brand concept associated with each brand, based on their exposure and understanding of the brands. The same list of 100 brands used in the consumer survey was given to the experts and they classified them across three brand concepts – functional, experiential and symbolic. When the two experts differed in their opinion, both the opinions were accepted, thus leading to dual concepts for many of the brands.

As before, the brand architecture type applicable to each brand was decided by the researcher.

6.2 Comparison between Brand Concepts Arrived at from Expert Opinion and Consumer Survey

Table 6.1 presents the brand concepts as identified by the two respondents and also as obtained from consumer responses.

The two experts assigned the same brand concept for 69 out of the 100 brands and differed with each other on 31 of them. The 31 brands for which we have two differing opinions have been considered as having dual concepts. This is quite an acceptable and expected situation, as explained in the previous chapter. One was not expecting cent per cent agreement between the two experts. At the same time, the relatively high level of 69 per cent agreement brings out the predominant brand concept associated with these brands quite strongly, which could not happen with such clarity through the consumer survey.

Next, we compare the brand concepts arrived at from expert opinion with that obtained from the consumer survey. If the brand concept assigned by the highest percentage of consumers is the same as the brand concept assigned by the experts (or any one of the brand concepts assigned by the experts where there is a difference of opinion), we consider that there is agreement between expert opinion and consumer responses. Accordingly, there is alignment between the brand concepts arrived at based on expert opinion and consumer responses in 77 out of the 100 brands. This is a high level of alignment indeed, thus validating the brand concepts arrived at through both methods, as each serves as a cross check on the other.

The last column in **Table 6.1** has the brand architecture category applicable to each of the brands.

6.3 Results Based on Expert Opinion

A summarized cross-tabulation of the brand concepts and brand architecture types in terms of both numbers and percentages is given in **Table 6.2**.

The observations that emerge are presented in **Table 6.3**. Among the six parameters considered, the **agreement with BASE is low on two, moderate on three and high on one**. We may therefore conclude that there is a significant degree of alignment between the BASE model and the observations arrived at, though one cannot say that there is a strong match.

6.4 Overall Conclusions

Results from both components of the research – (1) consumer survey and (2) expert opinion – are presented in **Table 6.4**.

6.4.1 Alignment between Results from Expert Opinion and Consumer Survey

The extent of alignment of industry practice with the BASE framework is tabulated for the two research components (i.e., consumer survey and expert opinion) in Columns 3 and 4 respectively across six parameters. On three parameters, the findings across both the research components are the same. In the case of three other parameters, the differences are minor, i.e., moderate agreement vs low agreement and moderate agreement vs high agreement (and **not** low agreement vs high agreement). These differences are understandable in the given context. Thus, both the research components point in the same direction and corroborate with each other.

6.4.2 Extent of Implementation of BASE – A Quantitative Measure

Given that we have two components of the research, with minor differences in their findings, it was decided to use a scoring pattern to arrive at an overall conclusion. Though this has no numerical or mathematical validity, it nonetheless gives a reasonably good indication of the extent to which the BASE framework has found implementation among consumer products (FMCG products in particular) marketed in India.

The scoring pattern used is as follows: For each research component and for each parameter, a high level of agreement with BASE is assigned a score of 3 out of 4. This is because even high agreement does not mean cent per cent agreement. Likewise, moderate and low agreements are assigned scores of 2 out of 4 and 1 out of 4 respectively. Even low agreement is given a score of 1 and not zero, because low agreement does not mean no agreement at all.

Based on this scoring pattern, one arrives at a score of 23 out of 48 (refer last column of **Table 6.4**). The conclusion therefore is that the principles advocated by BASE find application in actual practice to the extent of about 50 per cent. The propositions made by BASE are logically quite correct. However, there is only partial implementation in actual practice because there are several other factors which influence brand architecture, and not just brand concepts alone.

6.4.3 Brand Concepts and Brand Architecture – Linkages & Adjustments to Reflect the Indian FMCG Sector

Linking Brand Concepts to Brand Architecture Strategy – Observations from the Study

The empirical study based on consumer survey and expert opinion also helps to draw up an overall picture of the association between brand concepts and brand architecture strategy, akin to the one given by Strebinger (2004). A conceptual diagram depicting the same is presented in **Figure 6.1**. It considers the three major categories of brand architecture – corporate, dual and product (i.e., C-Branding, D-Branding and P-Branding) and the three brand concepts – Functional, Experiential and Symbolic – and combinations thereof. The diagram indicates which type of brand architectures are associated with which brand concepts. Larger the font size, greater the association. The diagram has been arrived at based roughly on the percentage of corporate, product and dual brands that fall under different brand concepts, based on the average from both the consumer survey and expert opinion.

Adjustments to Reflect the Actual Mix of Brands Prevalent in the FMCG Sector

The study considered 100 brands from the FMCG sector, of which 68% were product brands, 15% were dual brands and 17% were corporate brands. Going by the "universe" of 722 brands, the actual percentages of product, dual and corporate brands expected in the Indian FMCG industry are 43%, 47% and 10% respectively.

Giving equal weightage to findings from the Consumer Survey and Expert Opinion, an overall estimated pattern of brands was drawn up in terms of brand concepts and brand architecture categories, adjusting for the actual proportion of product, dual and corporate brands in the FMCG sector in India. This is presented in tabular form in **Table 6.5**, followed immediately below by a diagrammatic representation. This shows the expected pattern of association between brand concept and brand architecture considering FMCG brands marketed in India. This however, is a reflection of what was found in actual practice, and is not a recommendation.

Table 6.1
Brand Concepts
– Comparison between Expert Opinion and Consumer Survey

Sl. No.	Brand	Brand Concept(s)		Agree-ment	BA Cat. *
		Expert Opinion	Consumer Survey		
A	**Soaps & Personal Wash**				
1	Cinthol	F,E	F,E	✓	D
2	Dove	E	E	✓	P
3	Hamam	F	F	✓	P
4	Lifebuoy	F	F	✓	P
5	Lux	S,E	F,E		P
6	Medimix	F	F	✓	P
7	Pears	E	E	✓	P
8	Santoor	S,F	F	✓	P
9	Vivel	S,F	F,E,S	✓	P
B	**Other Personal Care**				
10	Clean & Clear	S,E	F,E		P
11	Clinic Plus	F	F	✓	P
12	CloseUp	S	F,E		P
13	Colgate	F	F,E	✓	C
14	Dettol	E,F	F	✓	P
15	Elle 18	S	S,E,F	✓	P
16	Engage	S	S,E,F	✓	P
17	Fair & Handsome	S	S,E,F	✓	D
18	Fair & Lovely	S	E,F,S		P
19	Fogg	F,S	S,E,F	✓	P
20	Garnier	E	E,S,F	✓	C
21	Gillette	S,E	E,F	✓	C
22	Head & Shoulders	F	E,F		P
23	Himani Navratna	E	F,E		D
24	Johnson & Johnson	E	E	✓	C
25	L'Oréal	E	S,E		C

*** BA Cat. = Brand Architecture Category**

Contd..

Table 6.1 (Contd..)

Sl. No.	Brand	Brand Concept(s)		Agree-ment	BA Cat. *
		Expert Opinion	Consumer Survey		
26	Lakme	S	E,S		P
27	Nivea	E	E,F,S	✓	C
28	Olay	E	S,E		P
29	Old Spice	E	E,F,S	✓	P
30	Pantene PRO V	E	E,F,S	✓	P
31	Parachute Advansed	E	F,E		P
32	Pond's	S,E	E,F	✓	P
33	Set Wet	F,S	S,E,F	✓	P
34	Sunsilk	E	F,E		P
35	Vaseline	E,F	F,E	✓	P
36	Wild Stone	S	E,S,F		P
37	Zatak	E,S	S,E,F	✓	P
C	**OTC Healthcare**				
38	Amrutanjan	F	F,E	✓	C
39	Band Aid	F	F,E	✓	D
40	Boroplus	F	F,E	✓	D
41	Crocin	F	F,E	✓	P
42	Iodex	F	F,E	✓	P
43	Moov	E	F,E		P
44	Saridon	F	F,E	✓	P
45	Vicks	E	E,F	✓	P
46	Zandu Balm	F	F,E	✓	C
D	**Fabric Care**				
47	Ariel	S,F	F	✓	P
48	Surf Excel	S	F		P
49	Tide	F	F	✓	P
50	Ujala	S,F	F,E	✓	P

Contd..

Table 6.1 (Contd..)

Sl. No.	Brand	Brand Concept(s)		Agree-ment	BA Cat. *
		Expert Opinion	Consumer Survey		
E	**Other Household Care**				
51	All-Out	F	F	✓	P
52	Domex	E,F	F	✓	P
53	Fevicol	E,F	F	✓	P
54	Harpic	F	F,E	✓	P
55	Mortein	F	F	✓	P
56	Vim	F	F	✓	P
F	**Chocolates & Confectionery**				
57	5 Star	E	E	✓	D
58	Big Babool	F	E,F		P
59	Center Fresh	E	E,F	✓	P
60	Dairy Milk	E	E	✓	D
61	Gems	F	E		D
62	Hajmola	F	E,F		P
63	Happydent	E	E,F	✓	P
64	Kit Kat	E,F	E	✓	D
65	Mint-o-Fresh	F,E	E,F	✓	P
66	Munch	F,E	E	✓	D
67	Perk	S,E	E	✓	D
G	**Beverages**				
68	7Up	E,F	E,F	✓	P
69	Bournvita	F	E,F		D
70	Coca Cola	E,S	E	✓	C
71	Complan	F	F,E	✓	P
72	Frooti	F	E,F		P
73	Glucon-D	F	F,E	✓	P
74	Horlicks	E,F	E,F	✓	P
75	Maaza	F	E,F		P
76	Mountain Dew	E	E	✓	P
77	Nescafé	E,S	E	✓	C
78	Pepsi	S,E	E	✓	C
79	Real	E	E,F	✓	P
80	Red Bull	E	E,S	✓	C
81	Slice	F,E	E,F	✓	P
82	Taj Mahal (tea)	E	E,F	✓	D
83	Tata Tea	E	E	✓	C
84	Thums Up	E	E	✓	P

Contd..

Table 6.1 (Contd..)

Sl. No.	Brand	Brand Concept(s)		Agree-ment	BA Cat. *
		Expert Opinion	Consumer Survey		
H	**Other Food Products**				
85	Aashirvaad	E,F	F,E	✓	P
86	Amul	E	E	✓	C
87	Bingo!	E	F,E		P
88	Britannia	E	E	✓	C
89	Kellogg Special K	S	E,S,F		D
90	Kissan	E	E,F	✓	P
91	Kurkure	E,S	E,F	✓	P
92	Kwality Walls	F,E	E	✓	P
93	Maggi	F,E	E	✓	P
94	Oreo	E	E	✓	P
95	Parle	E	E	✓	C
96	Parle Hide & Seek	E	E	✓	D
97	Sunfeast	F,E	E	✓	P
98	Sunfeast Dark Fantasy	E	E	✓	P
99	Tata Salt	E	E,F	✓	C
100	Uncle Chipps	F	E,F		P

*** BA Cat. = Brand Architecture Category**

Table 6.2

Brand Concept & Brand Architecture Matrix

– Based on Expert Opinion

Brand Concept	Brand Architecture Type						Total	
	Product (P)		Dual (D)		Corporate (C)			
F	20	*74%*	4	*15%*	3	*11%*	**27**	***100%***
	29%		*27%*		*18%*		*27%*	
E	18	*55%*	5	*15%*	10	*30%*	**33**	***100%***
	27%		*33%*		*59%*		*33%*	
S	7	*78%*	2	*22%*	--	--	**9**	***100%***
	10%		*13%*		--		*9%*	
F & E	12	*80%*	3	*20%*	--	--	**15**	***100%***
	18%		*20%*		--		*15%*	
E & S	5	*50%*	1	*10%*	4	*40%*	**10**	***100%***
	7%		*7%*		*23%*		*10%*	
F & S	6	*100%*	--	--	--	--	**6**	***100%***
	9%		--		--		*6%*	
F, E & S	--	--	--	--	--	--	**--**	**--**
	--		--		--		--	
Total	**68**	***68%***	**15**	***15%***	**17**	***17%***	**100**	***100%***
	100%		*100%*		*100%*		*100%*	

Table 6.3
Summary of Observations - Based on Expert Opinion

No.	Observation	Extent of Agreement with BASE
1	<u>Product Brands *(68)*:</u> Functional : 29% Experiential : 27% Symbolic : 10 F & E : 18 E & S : 7% F & S : 9%	**Moderate.** Experiential & Symbolic brands are 37%. Considering pro-rata weightage for Experiential and Symbolic concepts in multi-concept brands, the total comes to around 57%. BASE advocates Product brands to be strongly associated with Experiential and Symbolic concepts.
2	<u>Dual Brands *(15)*:</u> Functional : 27% Experiential : 33% Symbolic : 13% Mixed : 27%	**Low.** 73% of Dual brands are single concept brands, while BASE advocates mixed concept for Dual brands. This is partly because experts have focused on assigning one predominant concept for each brand.
3	<u>Corporate Brands *(17)*:</u> Functional : 18% Experiential : 59% E & S : 23%	**High:** 77% of Corporate brands are based on Functional and Experiential (stands for Relational) concepts as suggested by BASE.
4	<u>Functional Concept:</u> 74% of pure Functional brands *(27)* are Product brands. 11% are Corporate brands. Among brands with mixed concepts including Functional *(21)*, 86% are Product brands and 14% are Dual brands.	**Low:** BASE advocates Functional concept to go mainly with Corporate brands, whereas here, majority are Product brands.
5	<u>Experiential Concept:</u> 55% of pure Experiential brands *(33)* are Product brands. Even among brands with mixed concepts including Experiential *(25)*, 68% are Product brands, while 16% each are Dual brands and Corporate brands.	**Moderate:** Majority of brands with Experiential as one of the dominant concepts are Product brands. This is in good alignment with BASE. However, the association with Corporate brands is not strong.
6	<u>Symbolic Concept:</u> 78% of pure Symbolic brands *(9)* are Product brands. Among brands with mixed concepts including Symbolic *(16)*, 73% are Product brands.	**Moderate:** In the aggregate, Symbolic concept is associated with Product brands to the extent of nearly 50%. BASE advocates strong association between Symbolic concept and Product brand.

Table 6.4

Overall Conclusions Based on Consumer Survey and Expert Opinion

No.	Parameter (Brand Category/ Concept Type)	Extent of Agreement with BASE			Agree-ment Score
		Consumer Survey	Expert Opinion	Aggregate	
1	*2*	*3*	*4*	*5*	*6*
1	Product Brands	Moderate	Moderate	Moderate	4/8
2	Dual Brands	Moderate	Low	Moderate/ Low	3/8
3	Corporate Brands	High	High	High	6/8
4	Functional Concept	Low	Low	Low	2/8
5	Experiential Concept	High	Moderate	High/ Moderate	5/8
6	Symbolic Concept	Low	Moderate	Low/ Moderate	3/8
				Total	**23/48**

<u>Scoring Methodology:</u>

Two research results are considered, based on – (1) consumer survey, and (2) expert opinion.

In each case, High Agreement with BASE = 3 out of 4
Moderate Agreement with BASE = 2 out of 4
Low Agreement with BASE = 1 out of 4

Figure 6.1

Linking Brand Concepts and Brand Architecture Strategy
- Conceptual Diagram Based on Empirical Study

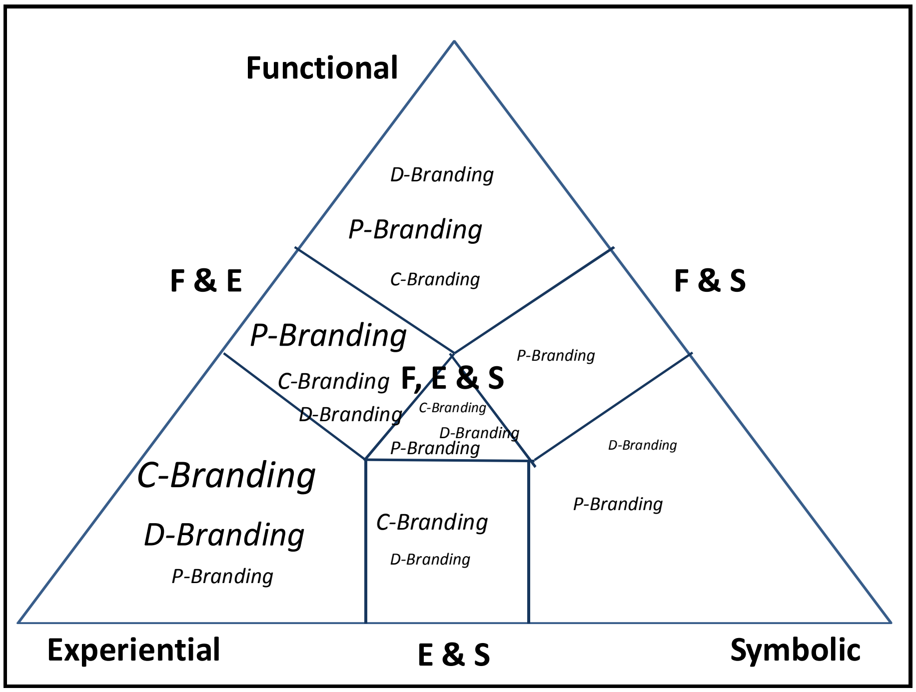

Table 6.5
Estimated Distribution of FMCG Brands in India
across Brand Concepts and Brand Architecture Categories
(by Percentage)

Brand Concept	Brand Architecture Category			Total
	Product (P)	Dual (P)	Corporate (C)	
F	11	6	1	18
E	8	19	5	32
S	2	3	--	5
F & E	15	14	1	30
E & S	2	2	2	6
F & S	2	--	--	2
F, E & S	3	3	1	7
Total	**43**	**47**	**10**	**100**