Chapter III
Branding issues and brand management

The third chapter deals with the brand issues and brand management, it highlights on Globalization of Competition and Greater Openness of Markets, Time-based Competition, Branding and its Usability in Products, The Brand Life Cycle, Some of the world famous brands, Building brand through corporate advertising, Specialist a brand differentiating strategy, Brand Repositioning and Types of Brand Repositioning, Types of Brands and Brand Association a Brand Building Concept.

Introduction
Today, brands and other tangible assets represent a significant proportion of a company’s enterprise value. The traditional Approach to brand management is changing and their has been shift towards a new paradigm in the marketing organization .This emerging trend represents a more away from a system focuses on the individual brand manager, who is responsible for all the business activities that relate to ensuring the success of a specific brand. Branding identifies five major environmental forces affecting market behavior and suggests their implications for brand management. We pay some attention to interrelations among these forces and the proactive nature of brand management itself in helping shape them. Given dramatic changes in the competitive nature of product-markets and technology and their consequences in the evolving role of both distributors and facilitating organizations, it is understandable that decision processes and organizational structures used to make and implement brand decisions also may need reexamination.
Firms face difficult trade-offs between the increased importance of coordinating brand activities, both within and outside the organization, and the pressures to decentralize decision making and eliminate entire layers of management in the hope of curtailing costs. Low and Fullerton (1994) trace the evolution of brand management from the origins of the first national brands to the present. They provide an important historical perspective for many of the issues affecting brand management today. They note that brand management has proven quite adaptable to differing firm and marketing environments over its existence. As the modern corporation increasingly incorporates horizontal coordination structures, the brand manager may even become part of cross-functional teams. The original logic for the brand manager system in the multibrand firm rested on the belief that competition internally for resources would improve efforts on behalf of each brand. But managers for multiple brands in the same product category (such as Cheer, Bold, Oxydol, and Tide detergents for P & G) often competed as ruthlessly with one another as they did with counterparts from competing firms. The difficulty in coordinating marketing programs for each brand and demands for a more coherent approach to managing an entire category of products on the part of the trade led firms such as P & G recently to centralize decision making at the category level, with other firms either following or actively studying the possibility. Low and Fullerton (1994) comment that category management also affords the opportunity for more experienced executives to involve themselves with the brand management function, thereby reducing one of the weaknesses of traditional brand management. Zenor (1994) argues that a category form of brand management organization seems inherently justified by an improved ability to coordinate pricing and other marketing efforts for a firm’s different products and brands. His research uses a game theoretic
model to estimate the magnitude of profit advantage that category management affords, given varying degrees of crossbrand price elasticity in the market. He demonstrates that the success of category management is enhanced when competitors are organized similarly. Estimates of gain can be compared with the costs of implementing a category management structure to decide if such a move is beneficial.

**Figure No:- 3.1**

**Snapshot of Retailers depth of Private labeling**

Globalization of Competition and Greater Openness of Markets:

For an increasing number of cases, the globalization of the world economy can present daunting challenges. Japanese manufacturers have had unrivaled successes in the motorcycle and consumer electronics markets, in part due to associations with quality and reliability. The December 1993 issue of Consumer Reports carries brand name ratings
in six product categories: pocket knives, bread makers, SLR cameras, perfumes, rack stereos, and miniature televisions. In each category, the top rated brand, and over 60% of the top ten brands, were foreign. This attack from global competitors accounts for many sleepless nights for brand managers. Brands often must thrive globally to survive locally. Brand management changes and competitive advantage: model elaboration A systems model of brand management will be presented in the spirit of Meade and Nason (1991) in the marketing literature. A system can be defined in terms of structure and, with respect to this, the structure of a system refers to the specified set of relationships. The importance of this lies in the identification of potential interdependence among the components, that is, the influence that one or more sets of relationships may have upon the others (Dixon, 1991).

**Figure No:-3.2**

**Dimensions of brand equity**

![Dimensions of brand equity diagram](Image)

**Source:** Journal of Marketing Research, Vol. 37, No. 3, pp. 281-291

The existing research has revealed that external environmental changes (Shocker, 1994) and company specific variables have caused marketing organization to begin adopting new brand management system, and subsequently are changing the function of the manager. It should be noted that the changes occurring in brand management mirror those at the corporate level, as pointed out by Miller (1987) when he related the
variables of strategy, structure and environment Miller (1992) further showed that firms which adapt their organizational structures to the environment are best suited to meet the needs of the external environment.

**Strategic Alliances**

In the face of global competition, domestic firms may seek alliances with foreign competitors, thus co-opting them and preventing their availability to competitors. Such alliances have become the norm in the auto industry. Or, given shrinking margins and profits at home, companies may seek greater opportunity in the global arena. To survive, companies often have to share costs and risks, and therefore rewards. Increasingly, they also are forced to share knowledge, distribution, and even capital via strategic alliances that can stretch organizational capabilities and change the nature of brand management. The brand
manager must coordinate with counterparts outside the firm as well as traditional contacts within. For many firms, strategic alliances with certain suppliers, distributors, and even former competitors are a key to future competitive strength. Cobranding extends to alliances between the complementary brand names of independent producers, for example, Ford’s Citibank MasterCard.

**Collaborating with competitors:**

Although alliances between manufacturers with complementary skills, or between manufacturers and their suppliers and distributors, is natural and understandable, even direct competitors can find reasons to collaborate. The strength of global challenges encourages domestic competitors to form alliances and creates pressures for changes in antitrust regulation to make the alliance feasible. Global alliances may provide a way of weakening antitrust restraints. cooperates in one domain while possibly remaining competitive in another. This may force new organizational arrangements on the firm.

**Designing Products for Global Acceptance:**

There are myriad factors that influence both customer and competitor behavior in foreign markets. An emerging strategy that seems to be succeeding is to plan globally and act locally, in which activities such as product design are conducted at a global level, but marketing and other transactional activities are customized locally. Finally, managers must be careful in coping with cultural or language differences. The expansion into Europe was comparatively easy from a cultural standpoint. As Japan developed, the cultural differences were larger, and U.S. business had more difficulty there. As we look ahead, the cultural challenges will be larger still in the rest of Asia – from China to
indonesia in Thailand to India where more than half the world lives. U.S. companies will have to adapt to those cultures if they are to succeed in the 21st century. The brand manager may press for flexible product designs that contain features important to all markets collectively or options that can be added readily to a basic design to satisfy local requirements. Brand management will be involved actively in seeking out, selecting from, and implementing an array of such options.

The Increasing Openness of Markets:
Deregulation often leads to increased competition from outside traditionally defined product – market boundaries. Each of these new competitors are leveraging their established relationships with customers to penetrate the credit card market rapidly. To contain threats, banks have gone into partnership with airlines and telecommunication companies to offer credit cards with “frequent user” miles. The effects of deregulation are felt in varied industries, ranging from import / export to telecommunications, health care, and transportation. It is worth nothing that competitive forces often precede deregulation. They are both a cause and an effect. The challenge to brand management is sometimes how to adapt proactively to harsh new market realities before the protection afforded by regulation is removed.

Impact of Technologies Change:
The pace and nature of technological change is itself affected by the globalization of markets. Globalization means larger markets for the products of technology and greater need to coordinate management activities over wider expanses of distance and time. greater opportunity and reward brings more players to the table and affects the direction of
research efforts. Technology can be leveraged to gain competitive advantage or technological change can be resisted by entrenched interests to their own detriment. Other impacts of technology on brand management follow.

**Product Innovation:**
Technological innovation often leads to new and better ways of solving old problems. These innovative new products may offer greater functionality at lower costs and can displace existing products (e.g., compact discs replacing cassettes; camcorders replacing 8mm movie cameras), thus providing opportunities for new entrants that may not have been otherwise available. Innovations sometime provide additional opportunity for complementary products (e.g., simplified programming devices for VCRs). Brand managers are challenged to think creatively, even in mature or stable product categories. Often innovation in the nonproduct dimensions of service, imagery, distribution (e.g., direct mail), or creative pricing (e.g., frequent flyer plans) can create differentiation. The brand manager is often in a position of leadership in identifying such opportunities.

**Convergence of product-markets:**
Technological advances sometimes have blurred boundaries between product markets. Another, (2) assembling and managing skills of several partners (i.e., ignoring traditional organizational boundaries) in developing and marketing new products and services, and (2) managing joint promotions and ensuring that “partner brand” strategies do not adversely affect their own brands.
Regardless of whether it is technology-driven, the search for defensible competitive advantage also has extended the boundaries of
existing product categories or blurred existing definitions. Many industrial producers have discovered the added value that a recognized brand name, as an ingredient or component, can add. By establishing a credible brand present in the final consumer market, producers such as Intel, with its “Intel Inside” campaign, or Dupont, with its Stainmaster brand, are attempting to further their influence with manufacturers of personal computers and carpeting.

**Figure No: - 3.3**

**Brand Resonance Model**


**Time-based Competition (Market entry timing):**

In an era of rapid technological change accompanied by fast innovation, shorter product life cycles, and converging markets, time-based competition is becoming increasingly important. Companies with
shorter product development cycles can close in on potential markets faster. Each product iteration enables a fast-cycle company to apply marketplace learning (e.g., features and functions that customers like or do not want), thereby potentially improving success of the next model. Brand managers acquire greater control. When competitors can leverage similar technologies to duplicate products and services, speed is even more important.

**Harvesting the best customers:**

- Occupying the mental corner store:
- Developing a reputation for innovation:
- Shorter order fulfillment cycles:
- Mass customization:

**The Increased Power of Distribution and the Evolution of Channels**

The new level of competition in many product markets has been abetted by dramatic changes in product distribution and the behaviors of distributors. Whereas in the past, products moved in a loosely coupled fashion from manufacturers to wholesalers and retailers to the final consumer, all levels of distribution and supply now see the importance of systemwide coordination to improve operating efficiencies. The advent of the term “relationship management” captures this new awareness of symbiotic interorganizational requirements for delivering customer value. For some manufacturers, this has led to the recognition that distributors are customers with their own preference functions. Conflict within the channel, in the past merely a nuisance, is now seen as a potentially fatal obstacle to the success of the brand. Intensifying product market competition also has changed the geographic scope of product market boundaries. As markets become more global, the scope
of distribution systems for most firms has broadened as well. Brand managers now recognize the incredible value of global brands – those recognized and admired throughout the world – and the difficult tasks associated with their creation and maintenance.

As the relationship between producers and distributors has intensified, the relative power of distributors, especially retailers, also has increased. The rapid diffusion of electronic scanner systems has contributed to the shift in information power from manufacturers to retailers. Now, store managers can respond quickly by examining the impact of promotions. They can tell the salesperson what works best – and what does not. This has led the brand manager to more consultation with distributors to seek greater understanding of their perspectives.

In many cases, retailers, are demanding, and getting access to, manufacturers’ products for their own private label and store brand purposes. The national brand may be forced to This power shift away from the producers of branded products has led to the well documented increase in the use of marketing actions directed at the trade rather than final consumer. Distributors, interested in profit across brands and product categories (Zenor 1994) and developing their own bonds with consumers, are prone to play manufacturers against one another, creating difficulties for sales and brand managers. This has encouraged brand managers to obtain sound market research information to become better informed in dealing with distributors. Managers of large brands can try education to wean trade customers away from promotions through “everyday low price” (EDLP) and other strategies.

**Changing Consumer Markets:**

It is at the product – market level that broad environmental forces are transformed into specific competitive threats and opportunities that
require new and creative brand management responses. Both customers and competitors learn and adapt. Once PC buyers learned that IBM compatible clones were reliable and used the same components as name brands, they refused to pay hefty price premiums for IBM or Compaq. The introduction of Microsoft “Windows” improved the user-friendliness of PCs and drove Apple and IBM – compatible computers, closer together and made each more vulnerable to price competition from the other. Corporate downsizing and corresponding reduction in in-house purchasing expertise may imply increased importance for intangible “product” components such as the service and relationship dimensions. This shift may cause an increase in the importance of corporate brands and bring reward to reapportions that are compatible. The brand manager must become ever more sensitive to these possibilities. Brand management is challenged to understand the dynamics of changing markets and manage brand association.

The Usefulness of Brands:
The value of a brand name is associated closely with its awareness, quality perception, and the customer satisfaction engendered by related products and offerings, among others (Aaker 1991). Brands are symbols that consumers have learned to trust over time, and they often signal intangible product qualities (Erdem 1993). This signal is often based on “experience attributes” such as perceived reliability, quality, and safety (Nelson 1970) that products and related marketing programs afford. Such intangibles often lead to more defensible advantages for the firm relative to search attributes” (physical features and prices that are readily comparable across brands via inspection or information search) because consumer learning time and experience opportunities are limited. Search attributes, moreover, often can be copied readily by competitors, and it
is only when they have not been (because of insufficient time, patent protection, proprietary production and distribution processes, or creative promotion), that they also contribute to brand equity. Broniarczyk and Alba (1994) provide empirical support for this signaling interpretation of brand equity.
Customer satisfaction and “relationships” with a brand provide it protection from competition. Relationships put any single action in perspective, its importance evaluated against the background of previous experience with the brand. Consequently, managers have found that satisfied customers often have many desirable characteristics – they by more, are willing to pay more, incur lower sales and service costs, and provide referrals. This has spurred brand managers to focus on customer satisfaction as a measure of operational success.

The value imperative:
Buyers across product-markets have always demanded “value but defined it by the behaviors of competitors. Tougher economic times increase sensitivity. With added market alternatives available, they are now demanding high product quality and good customer service at reasonable prices. The increase in market share for private labels suggests consumers may be less value requires a paradigm shift – from a price-quality relationship in which high quality could be assumed to lead high prices to one in which companies must produce high-quality products and services at ever lower prices. Some distributors have adopted an EDLP strategy or have added “value products” to their lines. This latter strategy has resulted in the “backwards” development of new products, starting with the desired price point and image and then designing the product and program to achieve it. Markets also are becoming fragmented by the growing differences in tastes that
accompany increasing cultural and economic diversity. Buyer differences in such factors as concern for the environment, the value of time, and health and nutrition also provide scope for differentiation. The rise of cable, with its offer of myriad channels, and the consequent decline of network television represents media response to increasing fragmentation of audiences, but it also makes it more expensive to reach potential customers. Managers of brands still face a need to provide an orchestrated message to customers, distributors, and other publics in the form of “one voice marketing”. Although hardly an innovative concept, the goal of integrated marketing communications has been driven by the increasing feasibility of direct marketing activities, fragmented nature of media, emergence of more sophisticated and efficient telecommunications, and increased reliance on sales promotions relative to advertising. Each of these has made the development of a strong and consistent brand image more difficult to achieve.

**Measuring market change:**
Because it is inherently individual and multidimensional, brand equity can be difficult to measure, and even an appropriate measure can depend on user purpose. A variety of measures have been proposed in the literature of offered as the proprietary products of market research and advertising firms. Each has strengths and weaknesses and must be evaluated in light of brand management’s purposes. The brand manager gains understanding of the relative contribution of product attribute perceptions and nonattribute imagery to the brand equity for different segments and enables valuation of a brand’s extension to different product lines and other markets. The rapid increase in market information for managing brands, particularly from scanner technology at the retail level, has had a major effect on how brand management
decisions are made. Such research data are more objective and can be collected and processed in a timely fashion. Often historical data for a product category are immediately available to the manager when the need for them arises. Increasingly, more and better decision aids have been created to analyze such data. The different strengths of data collected at the household (micro) and store (macro) levels might be combined to offer the brand manager more detailed information about brand preferences and socioeconomic characteristics of buyers (and segments), along with information regarding the sensitivity of the market to price promotions, the impact of a brand’s strategy on competitors, and the vulnerability of the brand to competitive actions.

Table No.: 3.1
Private label shares and growth rate by product area in India
(in percentage, based on value sales)

<table>
<thead>
<tr>
<th>Product Area</th>
<th>Private Label Share</th>
<th>Private Label Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refrigerated food</td>
<td>32</td>
<td>9</td>
</tr>
<tr>
<td>Paper, plastic and wraps (PPW)</td>
<td>31</td>
<td>2</td>
</tr>
<tr>
<td>Frozen food</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Pet food</td>
<td>21</td>
<td>11</td>
</tr>
<tr>
<td>Shelf-stable food</td>
<td>19</td>
<td>5</td>
</tr>
<tr>
<td>Diapers and feminine hygiene</td>
<td>14</td>
<td>-1</td>
</tr>
<tr>
<td>Health care</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Non-alcoholic beverages</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Home care</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Snacks and confectionary</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Alcoholic beverages</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Personal care</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Cosmetics</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>Baby food</td>
<td>2</td>
<td>13</td>
</tr>
</tbody>
</table>

Currently the Indian retail segment is witnessing the emergence of corporate houses like RPG enterprises, TATA, ITC, Future group. Given the attractiveness of Indian retail sector, the retail chains were keen enough to enter this growing market and introduce private labels in different product categories.

What is Brand Management?
Brand management is a systematic and continuous process of building and sustaining a brand’s long term competitive advantage. Effective brand management activity involve constant monitoring and interpretation of consumer attitudes and behaviour, and of competitors operations. All activities in branding reflect consistent brand positioning, and to secure the brand’s long term future as well as short term business results.

What is Brand?
brand is broad term used to describe product identification by word, name, symbol, or design, or a combinations of these. The Marketing Guru Philip Kotler in his classic text book Marketing Management, theory and practice has defined Brand as ‘ a name, sign, term, symbol or design, or a combination of these, which is intended to identify the goods or services of one group of sellers and differentiate them from those of competitors’. Richard Koch in his book The Financial Times A-Z of Management and Finance defined a brand as ‘ a visual design and/or a name that is given for a product or service by an organisation in order to differentiate it from competing products and which assures consumers that the product will be of high and consistent quality’. Researchers and management thinkers, today, strongly believe that customer is king. But truly speaking he is not. He is queen with wide
choices. The single most important job in marketing is the job of creating and also retaining the customer. Many well documented studies in the world has proved that the best way of creating and retaining the customer is by building strong brands. So what are brands? Are they just another products? Are they just another known and eye catching elements and names? The simple equation is:

\[
\text{BRAND} = \text{PRODUCT} + \text{IMAGES} + \text{ADVERTISING}
\]

**Branding**

*Branding* is the emotional positioning of a product as perceived by its customers. Product branding is achieved through a combination of actors, including the product name and logo, use of color, text, graphics, and sound, the style of various other design elements, marketing, and most importantly, the attributes of the product experience itself. Successful branding requires skillful crafting of a product image, and is not achieved simply by plastering a product logo on every surface and using the product's color scheme at every opportunity. Rather, meaningful and high quality branding that enhances users' experience will be much more successful.

**Branding Hearts and Minds**

The word brand originally means "a mark made by burning with a hot iron to attest manufacture or quality or to designate ownership" (Merriam-Webster Dictionary). In today's world, where numerous companies offer similar products and services, putting a mark on the product itself is not enough. To survive and succeed, a company must manage to brand a positive, trustworthy image into people's memories. A company's branding translates its vision, values and character into
something people can see, touch, hear, imagine. For virtual or abstract products and services like software programs or insurance, branding is even more crucial. If branding is to turn an abstract identity into a face that people can like and trust, then brand design is the art of finding the right mixture of abstraction and emotion.

**Emotion**

Branding elements must not only be easy to recognize, they must be designed to appeal, inspire and motivate their targeted audiences. Especially when people have a choice among different candidates, winning their sympathy is important. If knowledge and reason alone were enough to decide and act, there would be no such thing as impulse buying. It takes emotion to get us from knowing and wanting to actually doing something. Emotion is the motivator which makes us prefer one product to another without having any objective reasons. Once the brand values and brand personality of an organization have been defined, it is time to give those abstract terms (seriousness, clarity, friendliness, openness etc.) a likable face. This is achieved through suitable shapes, colors, typefaces, sounds, textures and so on. Recognition will be achieved through their repetition and careful variation. For example, there is a substantial character difference between the stock exchange and a company producing children's and family nutrition products. So the two organizations' usage of shapes, colors and typeface in their visual branding will naturally be very different.

**Branding and its Usability in Products**

Marketing, usability, and branding are concepts that are often used interchangeably, so let's start with a short description of these categories:
Marketing is active, direct communication with customers. Usability affects the relationship between tools and their users. A useable tool enables the user to complete tasks as effectively as possible. Branding is more subtle. Often it is indirectly perceived by customers and therefore encompasses a wider area. Customers don't just pay attention to marketing campaigns – they also take note of how a company reacts in matters like goodwill, call backs, adherence to environmental standards, settlements, and so on. Branding can be labeled as the sum of all a company or group's perceptible activities (both positive and negative), products, sponsoring, and so on. The credibility of a brand is thus born out of a harmony with the marketing statements. When the marketing of a corporation promotes its environmentally friendly production standards but it dumps hazardous waste in the North Sea at the same time, it gives the brand a negative connotation; at the very least it is perceived as untrustworthy. Looked at this way, branding is a slow, time and cost-intensive process that can have a counterproductive effect if a company's different activities fail to match up.

Companies and Branding
Finally, we arrive in the world of "real" branding. We already learned that companies use branding to make themselves and their products "stand out" against the competition. In addition, branding activities also aim at establishing an emotional and personal relationship between companies and products on the one side and customers on the other side. Customers (like me) who buy a computer with a certain "fruit" brand logo know that they pay more for regarding themselves as members of an "elite." Thus, branding has a lot to do with graphic design, typography, formulation of texts, etc. – this is where the advertising industry comes in. But knowing human behaviors, emotions, desires and
needs, strengths and weaknesses – and sometimes even primitive instincts – is at least as important. Some of the examples below show where branding gets us on just these human aspects.

**Branding with Scent**
Humans not only make use of the sense of smell, they are also "victims" of it when branding aims at attracting people to certain products: Soaps, detergents, and many kinds of food have a unique smell that makes them desirable. With respect to food, it's not only the smell but also the taste of products that attracts people. These days, even our pets are lured by this kind of branding, as the many labs for designing pet food demonstrate.

**Acoustic Branding**
We live in a "media" world with television and radio as an important ingredient of our lives. Especially, radio advertising depends on the acoustic channel, offering spoken and sung language, music, and noises of all kind. TV advertising also uses the acoustic channel but to a lesser degree, depending on the characteristics and viewing habits of the audience. Today, most companies have their own jingles and songs that are repeated over and over on the radio or TV. People often automatically associate these sounds with the respective company. This works even if a company uses well known pop songs that were originally not written for the company. For example, when a young blind woman visited my family and we listened to music on the radio, she was able to name the company using that song for commercials for nearly every song. Branding had successfully created an association between songs and products.
Tactile Branding

Many products have a distinctive "feel" that makes them unique by their choice of special raw materials, surface structures, and shapes. Such a product looks attractive and makes us want to touch or grasp it. Online shops are definitely at a disadvantage here; this also is true for products, the sale of which relies on taste and smell. The term "look and feel" of software suggests that there is even a tactile component involved in software. However, the term "feel" relates to user interactions and does not really mean "tactile" experiences, such as those described above.

Family Resemblance – A Kind of "Family Branding"

Interestingly, the manufacturing industry has taken the human interest in or even desire for consistency and coherence – we touched upon under the label of "family resemblance" – into account. Car makers, for example, strive to make the models of their car fleet look similar to each other so that they are immediately recognized as, for example, a Volkswagen, Toyota, or Chevrolet. Figure 2 demonstrates this for the current Peugeot car fleet. Often there are, however, "synchronization" problems because the cars of a fleet have different development cycles; so you typically find a mixture of outdated and current designs within one fleet. The car makers, nevertheless, try hard to conceal this inconsistency with appropriate decoration, such as fender trims, chrome or rubber strips, or fancy wheels. Decorative accessories can be updated faster than the cars themselves.

You will also find that the cars of a certain era resemble each other. The differences between them are often much smaller than the differences between versions of the same car at different points in time. This came first to my attention, when I visited the Henry Ford Museum in
Dearborn, MI, long ago. Figure 3 shows cars from the beginning of the 20th century and from about ten to twenty years later. The differences between the two photos are striking. Figure 4 displays the Mercedes 170 H and the original Volkswagen Beetle. Both were developed in the 1930es by the same car designer Ferdinand Porsche and thus look very similar. The Mercedes 170 H (left) resembles the prototype of the Volkswagen Beetle (right) because it was designed by the same person and in the same era (from www.culture-espaces.com/schlumpf and G. Waloszek.

The Brand Life Cycle – or Cycles...
Like humans, a brand can age: a company logo may look old-fashioned after ten or twenty years of use, a slogan may no longer attract interest or may use outdated language. As a consequence, many brands undergo a lot of "cosmetic surgery" during their life span – often this evolution goes unnoticed because the single changes are so subtle. Unlike humans, brands can be rejuvenated. Logos, for example, can be adapted to current design trends, typically simplified these days. This constant adaptation is not restricted to logos but includes the product as well as its packaging and presentation. Figures 6a-e present different versions of the Persil package and logo; note that the UK logo changed only subtly over time, whereas the German logo has a more "modern" style today. In addition, also unlike humans, brand emblems and branded products can be artificially aged – "retrofitted" is the current jargon for this – if the current trends require this. Think of Volkswagen's New Beetle, or Chrysler's PT Cruiser as successful examples of retrofitted product designs with high brand value. Most retrofitted products, however, are still recognizable as recent products because they combine old and modern design elements. What does this all tell us in our branding efforts
for SAP software products? It tells us that branding as such is not a new thing; it is widespread and affects more than seeing and hearing. And it's surprising that it took so long for branding to become important in the software world. But this insight is only an afterthought...

**The Brand as an Asset – The Five Evolutionary Steps to Creating a Brand**

There is a considerable amount of talk these days about "brand value". Stories of inflated corporate bottom line numbers grab headlines in business and design journals, and yet business leaders are not quick to jump up and say that there is no truth to it. Many are doing just the opposite and examining how a brand actually contributes to the bottom line performance of a company. In fact, the successful ones are actually creating a strategy for understanding, implementing and managing their brand as an asset. The intangible value of a brand, it seems, is real. And it's not just for major corporations anymore, either. The idea of implementing a brand strategy is starting to infiltrate organizations of all types. Not-for-profits, governments, educational institutions, social movements and even armed forces are all considering the power that a properly executed brand strategy adds to their cause. Ever-increasing global competition has made attention to the brand necessary not only to thrive, but also simply to survive.

That being said, a focused, differentiated and emotionally loaded strategy should be the goal of every modern business, young or old.

**So How Does a Brand Add Value?**

First we must understand exactly what a brand is. As daunting as it may sound, a brand is everything. It is all aspects, tangible and intangible, which create an impression in the mind. A brand is not created simply.
for customers, but rather it works for all stakeholders: customers, employees, shareholders, vendors and even the communities in which the brand lives. Simply put, the brand is that which is memorable.

A brand is neither good nor bad – it is simply the personification of an idea. The goal of the brand is to inspire consistent emotional responses that speak to a particular cause. A brand lives in all of the senses, but more importantly, a brand thrives because of how it makes us feel.

So it is fair to say that a brand adds value because it is a shortcut around intellectual proof. Elements of the brand are designed to trigger our memory or make positive references to existing beliefs, and stakeholders no longer investigate the choices. The promise (and all of the details about it) is already made. Our goal then in creating a brand is to understand what it will stand for, create the clues to its existence, and consistently reinforce the promise. As more and more stakeholders align themselves with what the brand stands for, the greater the value of the brand. We call it the Expansion of Influence, and it is very powerful.

This brings us to the exposure cycle and evolution that every successful brand goes through. By its nature, a brand is not static. Organizations that create a powerful brand to start and then rest on its original strength will not succeed.

Companies should invest considerable resources to develop exciting, multi-faceted brands. The reality of course, is that most of us don't have as much time or as much money as we need, and we need to set priorities. Understanding the phases of a brand's lifecycle will help to establish those priorities, and enable each of us to leverage the most from an opportunity.

**BRANDS:**

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JOHN Start, Ex-President of Quaker Oats company once said, “if this business were to be split up, I would be glad to take brands, trademarks and goodwill, and you could have all the brick and mortar and I would fare better than you”. This shows the confidence of people and management thinkers confidence on strong brands. Brands are integral part of product policy. The most distinctive skill of marketer is their ability to create, maintain, protect and enhance brands. Brands are long term investment made by for their future to be certain. Companies spend huge amount of money for the creation of powerful brand. A strong effectively drives the sales of the company. Brand management is a process of maintaining, improving, and upholding a brand so that the name is associated with positive results. But there is more to learn about brand management than just its definition. When something is branded, it is usually defined by a type of sign, term, design, symbol or name. Sometimes all of them can be combined to help identify goods and, services one provides to consumers. A good example of brand management has these five things viz

1. A clear message,
2. A sense of credibility,
3. Connects one’s target prospects emotionally,
4. Motivates the buyer,
5. Generates user loyalty.

Brand managers invest lots of time researching, defining, and building their brand. Some other tips that a successful branding manager should know is that, they must understand the wants and, needs of their customers and, prospects. This can be done by integrating brand strategies at every point of public contact. Remember branding is not about getting your target market to choose one’s target market over the competition, the idea is to get one’s prospects to see the company as the
only one that provides a solution to their problem. A brand manager’s main job is to define their brand, who is it? What does it stand for? For many brands their definition serves as the measuring stick in evaluating things like marketing materials and strategies. To begin this process one must ask themselves these questions. The first is what products are offered and what services are provided?

The next question would be to define values. What are the core values of the products and services? What are the values of one’s company? How about the mission; does the company have one or a specialization? After more questions like these are answered, the next step would be to create a personality for the company and bring it to life. Who is the target audience and, how does this company’s personality react to them?

The last step in defining one’s brand is to review the answers and create a profile of it. Describe the personality with words and, write it like a biography or a personal ad. Typically there are only two types of brand marketing and, the brand manager’s job is to decide which one is best for the brand. The first is personal branding, which is easiest type, one isn’t branding a company but themselves. In order to market one’s self they must believe in their talent, skills and, abilities. They should also be a pro in the industry and, an expert in the field. The other type of branding is called internal branding which, is kind of more corporate and business minded. When using internal branding, one isn’t branding themselves but their company. This is process can be described in three steps. Synchronize the brand personality and, its values and corporate culture. The last two steps are getting employees behind the brand and, reinforcing and always expanding the values and behaviors of the brand.

**Elements of brand- frooti-**
• Slogan: ‘just like that’
• Product: a mango drink
• Logo: Simple and distinctive
• Means of identification: we can easily identify the pack of Frooti among the other packs of fruit juices. It is highly recognizable.
• Advertising image: linked to the slogan; just like that.
• Person: Frooti is linked with Digen Verma, however the identity of Digen Verma is not revealed.
• Image: the image of Frooti is reliable, high quality, traditional, etc.
• Identity: this includes the appearance of the pack that has the distinct colour combination of orange and green.

What makes up a brand identity?
Brand identity includes brand names, logos, positioning, brand associations and brand personality. A good brand names gives a good first impression and evokes positive associations with the brand. A positioning statement tells, in one sentence, what business the company is in, what benefit it provides and why it is better than the competition. 
Brand personality essentially adds emotions, culture and myth brand identity by the use of a famous spokesperson. A good example can be DSP Merill Lynch bull. Brand associations are the attributes that consumers think of when they hear or see the brand name.
A brand identity is a public image of a product, line r service. It is a visual connector from the company to the individual customer. A good brand identity stands out from its competitors, as it demands attention and more effectively markets to its audience.
A good brand identity communicates directly or indirectly. It is consciously and subconsciousl draws a customer to a product, line or a
service, etc… and to the company. A good brand identity is a primary contributor to the bottom line of increased revenue.

**Characteristics of a brand:**

- **The brand states ownership**
  At its simplest, branding is a statement of ownership. Everything in today’s commercial world is branded, from the clothes we wear to the water we drink. Branding can be traced back to trademarks placed on Greek pots in the seventh century BC and later, to medieval tradesmen on their products to protect themselves and buyers against inferior imitations.

- **The brand is product**
  In the beginning come the product and then the brand. Branding was a mark on the product—signature or a symbol—signifying its origin and ownership. The product stands alone; the brand exists within corporate ether. The product comes first and the brand does little more than make it clear which company made the product and where.

- **The brand provides the information**
  The point of brand is, and always has been, to provide information. The form of information varies from market to market, and from time to time. Some products make a visible statement about their user’s style; modernity or wealth-example may be included of customers clothes, cars and accessories. There is the physical information and there is the abstract information. If you don’t believe that brands can be informative take a pack of Frooti; information comes from variety of forms; the packaging tells us something about the product. The brand is a richer
mixture of the standard ingredients; the packaging, manageable size; physical appearance and our feelings and expectations.

- **The brand is an experience**

  People’s perception what constitutes a brand is widening. Instead of being sacrosanct and untouchable, the product is beginning to be regarded as one element of the brand. The product is now recognized as only part of what the consumer experiences of the total brand.

**The role of the brand**

A brand is a necessity for a business and wherever the manager kills it or not, a business will have a brand profile. Working actively with brand, rather in the classical business sense leaving it to the customers to work out what to think about the company, will give the organization some distinct advantages. The advantages can be summarized in two categories. First it is financially beneficial to the company, and second it gives the employee a sense of purpose. While the former aspect is well recognized, it is worth considering what a well-defined brand can do to a company. A brand that the employee can be proud of, and feel a sense of belonging to, can have considerable positive effect on the morale in the company. Brands often represent continuity which is important in the sense of keeping customer relationship. Brands are often much older than the companies handling them. It is apparent that the brand is a strategic business activity. It is not privilege of the marketing department; as it is fundamental to the business success it must be the concern of top management.

**How brand works**
Brand work by facilitating and making more effective the consumer’s choice process. Everyday an individual makes hundreds of decisions. Countless products and messages competing for attention besiege him or her. To make life bearable and to simplify this decision-making process, the individual look for short cuts. The most important of these short-cuts is to rely on habit. Buy brand that have proved satisfactory in the past. This does not mean that people are totally brand loyal, since most of them know that many brands will satisfy their needs. Most people ask for Frooti but they are not too disappointed when they are Maaza. But this habit rule is not just based upon experience of use; it can also be based upon longstanding perceptions. People can have quite strong brand preferences even though they have never bought the products. Successful brands are those, which create the image or personality. They do it by encouraging customers to perceive the attributes they aspire to as being strongly associated with the brand. These objectives may be real and objectives (e.g. quality, value for money), or abstract and emotional (e.g. status, youthfulness)

**Why do consumers like brands?**

People are always talking about brands. Even young children discuss their favorite brands. Why then do the majority of consumers prefer to buy branded products and services as opposed to commodity type goods and services? There are several reasons for this:

- **Brand generates choice**

  Brands provides consumers with a means of choice. The mere existence of brand name makes it easier to differentiate one product from another. Over the years, the power of customer in terms of knowledge and rights has risen while the broadening range of brands facilitates the freedom of
choice, which is valued so highly. Customers have better knowledge of branded products and services than they do of commodity types. As such, customers are able to choose easily from among branded products and services than unbranded, unfamiliar and similar offerings.

- **Brands simplify decisions**
  Brands makes shopping easier because branded packaging facilitates quick recognition of the product. Living in a fast paced world, people are constantly looking for always to make their lives less frustrating. Branding often helps arriving at a purchase decision more quickly. This aspect is particularly important to people who are buying technical products, as they do not always understand all the specifications and jargon fired at them by sales staff and promotional leaflets.

- **Brands offer quality assurance and reduce risk**
  When customers repeatedly buy a certain brand, they quickly get the feel for the quality and value for money they can expect from that brand. For example, stepping into the outlet of McDonald anywhere in the world, one knows precisely the quality of food to expect. This expectation helps the customer avoid risk associated with buying untried products and services. Most customers are risk averse and avoid the unknown, but brands offers them security and reduce worry and fear. In addition, if a brand fails to live up to its acceptable level of quality, customers have recourse to the manufacturer. Companies, as the result, try harder to maintain quality standard their reputation.

- **Brands helps self expression**
In important reason why most people prefer brands is that brands provide an avenue for self-expression. Such psychological need is often at the heart of a purchase decision because brands become the means through which people can express their personality, aspirations and achievements. By using or wearing a particular brand, customers can express something about themselves that normally they might not be able to or willing to do. In India, it is common to find successful people expressing their wealth or success through their Mercedes-Benz cars or Rolex watches. Customers buy expensive and prestigious brands of goods because possession these is an outwards expression of success differentiates them from other people, and gives them the opportunity to stand out from the crowd. Prestige brands are world famous, and there is no shortage of people waiting to buy them.

- **Brands offer friendship and pleasure**
  Brands offer psychological benefit that far outweigh the practical benefits of the product. In some cases, consumer form strong association with the brand, leading to friendship and dependency. The value of logos and names increase as brand association becomes more indelible in the psyche of the customers. Logos and names become triggers that, upon recognition, recall memories and feelings associated with the brand. Brands therefore create intense emotion and pleasure.

- **Brand stories- world famous brands**
  The origin of branding goes back a long way. Brands originally were the distinguishing marks placed by one means or another by owners on their products and animals. Brands still fulfill the basic function of
differentiation today, but the technique of branding have progressed enormously. Branding is now a sophisticated process that puts together and sustains a complex mixture of attributes and values, many of which are intangible. The objective of branding is to produce a unique and attractive offering that meets both the rational and the emotional needs of customers in a better way than the competition. Some brands fail, while other succeed. It is difficult to analyse the determinants in each case. Such is is the complexity of the art of branding. Even companies that have developed famous brands will not be able to give a precise answer or show a grand plan road-mapping their success. In the end, it is the customer that chooses. Perhaps our inability to pinpoint why the brand is amazingly successful while other remains mediocre is a reflection of our inability to discover what drives human behavior and how people make their choices. It is this mystery that makes branding both intriguing and exciting.

**Branding getting more and more importance**

While branding as a set of activities has been around for very long time, increasing attention has been given to the process in recent years. There are several reasons for this. The main are as follows:

- **a tremendous amount of commercial messages**
  
The major countries with the commercial infrastructure the average person will have at least 1000-2000 commercial messages beamed at him/her every day. One hundred years ago it might have taken a year to get to the same level and only on the local market day would the people have got close to the cascade of messages we experience every day.

- **Product and brand proliferation**
Twenty years ago the average supermarket carried 3000-5000 items, today an average supermarket carries some 20,000-25,000 items. In other words, the average consumer is exposed on his/her shopping trip to four eight times as many offerings as twenty years ago and needs to cope with identifying all the different items on offer.

- **Decreased product differentiation**
  Although the trend towards product differentiation is much slower than most expert predict and there are still man ways of making one product or service better than another, the fact remains that the difference between the poor and the good alternative in most market sectors has narrowed significantly. The bad products are not as bad as they use to be. The tangible aspect of the product or service is becoming more similar, the intangible aspects, the abstract values, are increasing in importance.

**Brand composition**

<table>
<thead>
<tr>
<th>BRAND COMPOSITION</th>
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<tbody>
<tr>
<td>RATIONAL APPEAL</td>
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<tr>
<td>SENSUAL APPEAL</td>
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<tr>
<td>EMOTIONAL APPEAL</td>
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**Rational appeal**
These relates to the physical features that are embedded in the brand e.g. 4 stroke engine (hero honda)

**Emotional appeal**
This relates to the images or the associations a customer displays with respect to the brand. That is to say emotions about the brand.
e.g Raymond (the complete man)

Sensual appeal
These relate to the feelings- sensuous image the brand stands for the consumer. It should trigger the feeling.
e.g. Liril (freshness)

Benefits of the strong brands
1. Better consumer attention
Tata products draw better consumer attention

2. Commands higher price
Sony TV/ Handicam or other products of son are highly priced in its category

3. Improves customer loyalty
Times of India loyalists prefer reading only TOI.

4. Increases sale
Customers prefer to purchase AMUL butter to any other product.

5. Creates barrier to competition
Johnson & Johnson has prevented competitors in their baby product category worldwide.

6. Improves share price
Strong brands like Nestle improve company share price.

7. Improves reputation/ goodwill
People trust few companies with strong brands, which enjoy their goodwill like Reliance Industries Ltd. (RIL)

8. Motivates employees
Rated as the best Indian employer, HLL attracts best talents from best business schools.

9. Creates ground for launching new products
It becomes easier for ‘Britannia’ to launch their butter because of the customers impression of their biscuit brand.

**Building successful brands**

**How to Build a Brand?**

There are five evolutionary steps to creating a brand that is an asset: **Authenticity, Impact, Alignment, Depth** and finally, **Loyalty**. Instead of moving from one to the next, each is layered on top of the previous one as greater understanding and a broader reach is explored. Executed properly, each layer adds significant value to the organization.

**Authenticity is the Foundation of the Brand**

The single key to every successful brand is to create an authentic, compelling competitive advantage. "Authentic" is the justification that you are who you say you are. It is a magical mix of the proof that you can deliver what you promise, and a deep faith that what you have to offer makes a difference. True brand leaders started with a vision of something different, and a belief that others would want it as well. A brand becomes "compelling" when others choose to align themselves with the brand because of what it stands for. Finally, "competitive advantage" acknowledges the fact that there are choices, and your brand is worth their time, energy and resources. Authenticity lives in the core ideology of the organization. It is a simple, non-negotiable statement of purpose and values, and it must be absolutely passionate. Once it is clear to you, you must now make others aware…

**Impact is the Absolute First Point of Contact**

Impact is about assigning a collection of basic attributes that will best trigger the appropriate reaction from the target group. These elements set the stage for identifying what you stand for. They are not barriers...
and they do not cause confusion, rather they stimulate a keen sense of interest. Assume that you have only three seconds to take in as much as you can about the brand – what would you notice? What can be instant recognition for your brand? Look at the simplest of consistent sensory triggers at critical points of interaction: sight (shapes, colors, fonts, layout), sounds (mechanical, musical or human), smells (inviting or simply distinct), tastes (smooth or intense), and finally touch (temperature, surface materials). Think of this brand moment as a sensory explosion. The challenge is to keep the design and delivery appropriate and relevant to the target, and not to get too caught up in the details. Remember, this will be the very first interaction with the brand and the core values must be clear in a matter of seconds. Now that you have piqued someone's interest, it is time to help them choose you…

Alignment Happens When Stakeholders Make Comparative Choices
Now that you have the attention of your stakeholders, consider the competitive landscape. Interested stakeholders are going to start making rational (or irrational) decisions based on a variety of different criteria that is important to them: price, perceived quality, status, related causes, historical preferences, community pressures and even the personal behaviors of the company's "ambassadors".
At this stage, messaging is critical. Instead of the three seconds of impact, consider stakeholders now have about 30 seconds to investigate and see if they are compelled to buy into the promise. For a brand strategy, advertising, promotion and PR are critical now. This is the time to get the message to as many potential stakeholders as possible. It should be noted that in today's economy, this is where most brands exist and struggle. If the brand strategy is truly an authentic endeavor and
significant stakeholders are connected to the cause, the brand will thrive and likely move on to the next phase. However, if the brand strategy was simply a marketing tactic designed to grab or retain market share, or a vain attempt to follow a trend wave, the brand will be marked as a fake. Today's consumers are intelligent and passionate about their choices and they will not tolerate an imposter. It may retain a forced market share simply by "being there", but the value of the brand is lost.

**Depth Takes the Brand into a Leadership Role**

This is an exciting phase in the growth of a brand. The brand infiltrates pop culture it can actually take on a life of its own. Business leaders become mentors, and the articulation of the brand's core values becomes a mantra for a movement of consciousness. Instead of stakeholders looking to see if the brand is in alignment with their values, individuals start to look to the brand for guidance, and the design elements of a brand will dictate the modern trends. Stakeholders now look to the brand for clues as to what is appropriate. This time, you actually set the trends. At this stage of the brands development, it is the values of the leadership that become the driving force. The brand becomes a source for innovation and justification in a category. At this phase your stakeholders are going to look to see if you will truly make a difference or if you were a one-hit-wonder.

HR policies, growth / new market opportunities and new products (or expanded product lines) are priority. In this phase you are also a leader in market changes and fluctuations. Your brand influences a market ecosystem and strategic alliances based on similar values should be considered.
Loyalty is an Inexplicable Connection to the Intangible
Loyalty is the pinnacle of brand status. Few brands will ever reach this point but it should be recognized because so many aspire to influence the world at this level. The connection to the brand at this stage is beyond explanation, and the icons that represent the brand have entered pop culture status. The brand becomes art. (Consider Harley Davidson)

It Really is that Simple. Really
So there it is, a simple template for implementing a solid brand strategy. Paying attention to the appropriate phase of your brand will ensure that you make the most of your efforts. Better still, you won't miss an important step and cause the brand to jump up and bite you when you least expect it.

Other important variables in creating a brand that is an asset: unparalleled enthusiasm for hard work, repeated creative insights, the skills to make it all work, and of course, an unwavering passion for your cause.

A successful brand is build around four principles:
• Quality product meeting or exceeding continuously the functional needs.
• An attractive wrap around to differentiate and enhance appeal.
• Delighting customers with additional products or services to augment basic appeal and
• Ensuring origin of trials leading to repeat buys

Brand building process takes place over a period of time and it is a continuous process. If the product idea has an intrinsic USP, establishing a brand is much easier. Brand building by taking advantage
of world famous events like world cup (cricket, football). Surf excel’s advertising during the world cup was talked about. The brief was to link surf excel with cricket and at the same time bring out the brands functions and benefits like stain removing. The advertisement highlighted the core benefit of the brand…removal of stain. That is why the client bought the idea immediately, even though the idea was not typical Lever. This ad campaign is an example of how a company can build its brand image by keeping a close watch on events taking place all around the world.

**Building brand through shift in ad strategy**

Onida’s brand image was being threatened by umpteen brands. This wanted good advertisement strategy, which could communicate its contemporary, youthful premium brand image with an aim of cheeky arrogance. This arrogance stems from the fact that their TV is the best. This time they changed their familiar and successful devil, as they believed that the core of the brand is more important than symbol like devil. So new advertisement with airplane was introduced afterwards. This case is of changing brand image through advertisement.

**Reinforcing the brand image**

Kelvinator reinforced its ‘the coolest one’ image with a series of ads. For example, in one of its advertisements a man sings attuned but gains appreciation when he feels cold and sings in his shivering voice once the refrigerator is opened.

Despite Kelvinator’s ownership being shifted from Whirlpool to Electolux, the consumer still associates Kelvinator with ‘the coolest one’. The ads were basically meant to bring Kelvinator back to the top of mind consciousness. The idea comes from rustic reasoning and the
ads are being aired on star sports and soony. This case endorses the fact that advertising can play a vital role in fixing the brand’s image in people’s mind.

**Building brand image by keeping the competitors in mind**

LG Electronics’ refrigerator Sub-branded PN system(Preserve Nutrition) was positioned as nutrition preserver. The ad says ‘from today’, all other refrigerators become history; drawing attention to something that push their one benefit further towards the consumer. The advertising aimed at both head ad heart.

**CTV**

It was positions as the right set for wrinkle free vision, nothing terribly oo7ish in it. The CTV’s eye adjust itself to lighting conditions. This was there in other CTV’s also, so LG use pre-emptive advertising strategy to build its image. LG Washing machines’ feature positioning was used. Their washing machine was called the ‘chaos punch +’ and the feature highlighted was that, the punch detangles the cloths before washing them. A collection of such advertisements on product from the same company are proof that LG is presenting itself as a quality brand which can provide customers with top class products for their home.

**Advertisement using a unique theme**

BPL, as it is talked about, is the only brand that has not compromised on quality so far. It has invested a lot of time, money and efforts on brand building. The’ believe in the best’ campaign was able to establish BPL as an Indian brand with international quality products. An That is one of the major reasons why it is still at the top. Its April 1999 market share was 19.7% compared to Videocon’s 13.0% and Onida’s 11%. One can
use the theme to project its image and it is fairly understood that no one will copy it. It can be used again and again in different context but reinforcing the same idea to ingrain the brand in the minds of the customers.

**Branding against competitors**

**Whirlpool**
The company is currently building vehemently on its brands. With ads like Whirlpook quick chill and Whirlpool washing machine it is placing its durables as the ultimate machine to be must in a household. Attributes like faster ice formation, agitator wash are highlighted specifically in ads placing the brand in high pedestal and giving it a highly polished image.

**Branding an industrial high-tech product**

**INTEL**
It is the worlds tenth most famous brand. It is targeting the mainstream market, with a special accent on home PC market, along with office use. Its global advertising sees the blue door opening- the viwer is sucked down a flash whirl, virtual town. The shear technical vizardy of the ads spot gets the aura of very high-tech product and in this case well becomes the message itself. It also links it to the excitement of surfing the internet. It has positioned the brand as the internet dream machine.

**Emotions in brand building**
Wheel detergent powder was advertised using the motion anger. Although it sounds negative, the trick clicked as the angry lady was calmed when she use the detergent, which bought award to her husband.
A successful campaign fixing the brand as a household middle class product with the customer can identify. This was different.

**Maggi**

Maggi tomato ketchup is illustrated as, ‘Sauce k big boss’. The tag line of Tomchi is ‘not to hot, not too sweet, tastes just right’. Appears to be direct hit at Maggi’s ‘its different’ hot and sweet sauce. The communication is based on the positioning of Tomchi’ as a sauce, which has a perfect balance of tomatoes for sweetness and spice of chilies. The magi sauce campaign with its famous actor AJIT jokes-‘Lily don’t be silly’ or ‘boss has gone for a toss’ was path breaking. There is new ad now, which explains the expansion advertisement strategy Maggi is continuously following upon. But whatever be the product, Maggi has remained and will remain etched in the customer’s mind as a dependable and quality brand.

**Building brand through corporate advertising**

**ICICI**

ICICI has been building its identity over the last couple of month and the impact is now a common man knows what ICICI stands for. In the common parlance it denotes trust and confidence. The new identity has given ICICI extra mileage in everything and the advertisements have built trust in the group name, thus helping leverage each product through cross synergies, seamlessly. This trust has been built at a lower cost. The communication device used is very interesting as it educates the common man about his money. This is a financial brand in the offering. currently their ad campaign has changed and , now they are focusing on ‘hassle free banking’.
**DeBeers**

The DeBeers advertising has rocketed this non traditional brand from 1995 and its market has grown stupendously by 19.4% in 2005. The ration advertising to incremental sales was 12:100. The Debeers consolidated mines manage consumers demand using advertising, publicity and trade. The brand plank was; diamonds are more modern and aspiring as compared to gold. Communications has two options. First the woman as a self purchaser buys with and without approval of her husband and the husband surprising wife. The second was preferred and the product was positioned as a highly emotionally charged surrogate for status.

In TV ad there were two spots-
‘Architect’ and ‘Hotel Spot’.

Print advertising focused on creating identification with women portrayed and directly compared costs with that of familiar objects. diamond testing information below the ad addressed the ‘knowledge issue’.The efforts changed the attitude of the viewers against diamonds. Till 2000, diamonds were seen as more personal fit. Nevertheless, diamonds had an upper hand on god only in terms of beauty and status. The new wedding strategy was used and the new international ‘shadows’ execution looked stylish and elegant. Infomercials were run which addressed price, confidence and knowledge issues, the channel thus enabled them to get along, complex message into a medium having greatest reach and impact.

No wonder DeBeers is now a name in itself.

**Vicco**

It took Vicco 27 years to carve out niche for itself. After five unsuccessful years of trying to sell Vicco Turmeric, it decided to use a
fresh strategy. Other than packaging, communication of the brand was an important aspect used.

Using the traditional Haldi ceremony, it positioned the product in the minds of the Indian women category. The core theme rekindled the memories of tradition and happiness but also insisted upon daily application of the cream. It also came up with a vanishing cream formulation and after extensive advertising in over a thousand movie halls and the television commercials, the brand began to gain acceptance.

Fair and Lovely’s introduction did not dent Vicco’s sales while Sangita Bijlani endorsed the brand. With continuous harping on the natural benefits of Turmeric cream, vicco went ahead unaltered by fairness creams and came to be known as a nationally recognized turmeric cream.

**Branding and brand equity**

In today’s environment, building strong brands and establishing brand equity is becoming more and more challenging. Increase pressure to compete on price, increased competition through product introduction and store brands, and the fragmentation of advertising and market segments are just a sample of the pressures being faced by companies in today’s’ highly competitive environment.

**Monetary value**

The amount of additional income expected for a branded product over and above what might be expected from an identical, but unbranded product. For example, grocery stores frequently sell unbranded versions of name brand products.
The same companies produce the branded and unbranded products, but they carry a generic brand or store brand label like Hawkins. Store brands sell for significantly less than their name brand counterparts, even when the contents are identical. This price differential is the monetary value of the brand name.

**Intangible**

The intangible value is associated with a product that can not be accounted for by price or features. Pepsi and Coke have created many intangible benefits for its products by associating them with film stars. Children and adults want to consume their products to feel some association with these film stars. It is not the ingredient or the features that drive demand for their products, but the marketing image that has been created. Buyers are willing to pay extremely high price premiums over lesser known brands, which may offer the same, or better, product quality and features.
Brand assets
This includes patents, trademarks, and channel partnerships

Specialist a brand differentiating strategy
Even diversified brands started out as specialists. Some of the most diversified companies on the market today actually started out as specialists. That specialisation allowed them to grow into big global brands. One of the most admired companies in the world is probably General Electrics (GE). Today, it had all kinds of products and services that fall within these 9 categories, which we have listed below.

1. Appliances – GE is one of the largest manufacturers of major appliances in the world. Producing Monogram, GE Profile and many more brands.
2. Aviation – GE is one of the world’s leading providers of aviation services and the leading producer of jet engines. It supplies jet engines for commercial, corporate, military and marine industries.
3. Electrical Distribution – GE provides a wide assortment of integrated equipment, systems, electrical distribution and control solutions to manage power in a varsity of residential, commercial and industrial applications.

4. Consumer Electronics – GE also makes consumer electronics products, including phones, computer accessories, digital cameras and others.

5. Energy – GE provides energy products and services to more than 120 countries with it’s coal, oil, natural gas, nuclear energy, water and wind technologies.

6. Finance (Business) – GE commercial finance serves clients in more than 35 countries by providing loans, operating leases, financing programmes, commercial insurance and equipment leasing to help Gail business grow.

7. Finance (Consumer) – GE money is a leading provider of credit services, offering credit, loans, mortgages and more. It serves consumers, retailers, auto dealers and mortgage leaders worldwide.

8. Healthcare – GE provides medical technologies and services from medical imaging and information technologies, to diagnostics and drug discovery.

9. Lighting – Since the day Thomas Edison discovered a better filament for the incandescent lamp, GE has been lighting up the world. It still provides a range of lighting products for the consumer, commercial and industrial markets, 131 years on.

**Branding Strategies for Business**

An analysis of company strategies reviles six models in the management of brand- product (or service) relationship. Each model denotes a
certain role for the brand, its status as well as its relationship (nominal and/or visual) with the products which the brand encompasses.

1. The product brand
2. The line Brand
3. The range Brand
4. The umbrella Brand
5. The source brand
6. The endorsing Brand

To each of these six forms of brand-product relationship we can ask another question: should the brand name be that of the company or should it be distinct from it? These six models allow us to structure the brand problem in all sectors: whether it is services, industry, consumer goods or luxury product.

**Difference between Branding and Marketing**

When consumers see an advertisement for a product that appeals to them, they often purchase the item because of how persuasive the advertisement was. When an advertisement resonates with a consumer, there could be multiple reasons why the advertisement was a success. There is a great deal of preparation and market research that goes into creating an advertising campaign for a specific product. In order to understand the art of advertising, it is important to know the difference between branding and marketing. These two practices are often misunderstood and referred to interchangeably and incorrectly.

**Brand Repositioning and Types of Brand Repositioning**

*Brand Repositioning* is changing the positioning of a brand. A particular positioning statement may not work with a brand. For instance, *Dettol* toilet soap was positioned as a beauty soap initially.
This was not in line with its core values. *Dettol*, the parent brand (anti-septic liquid) was known for its ability to heal cuts and gashes. The extension’s ‘beauty’ positioning was not in tune with the parent’s “germ-kill” positioning.

The soap, therefore, had to be repositioned as a “germ-kill” soap (“bath for grimy occasions”) and it fared extremely well after repositioning. Here, the soap had to be repositioned for image mismatch. There are several other reasons for repositioning. Often falling or stagnant sales is responsible for repositioning exercises.

After examining the repositioning of several brands from the Indian market, the following 9 types of repositioning have been identified. These are:

1. Increasing relevance to the consumer
2. Increasing occasions for use
3. Making the brand serious
4. Falling sales
5. Bringing in new customers
6. Making the brand contemporary
7. Differentiate from other brands
8. Changed market conditions.

It is not always that these nine categories are mutually exclusive. Often one reason leads to the other and a brand is repositioned sometimes for a multiplicity of reasons.

*Lipton Yellow Label Tea*: *Lipton Yellow Label Tea* was initially positioned as delicious, sophisticated and premium tea for the global citizen. The advertisements also echoed this theme. For instance, all the props and participants in the advertisements were foreign. It is possible
that this approach did not find favour with the customers. The repositioning specifically addressed the Indian consumer through an Indian idiom.

**Maharaja – the positioning:**
Dishwasher in its initial Stages was possibly seen as an exotic product. Thus, *Maharaja* positioned it as a product aimed at the upper crust. Thus, the positioning statement was “your guests get Swiss cheese, Italian Pizza …… you get stained glassware.” But Indians are reluctant to use dishwashers because of deeply embedded cultural reasons. Thus, the message had to be changed to appeal to the Indian housewife. Thus the positioning was changed to “Bye, Bye Kanta Bai” indicating that the dishwasher signaled the end of the servant maid’s tyranny. The brand, therefore, was repositioned from a sophisticated, aristocratic product to one that is functional and relevant to the Indian housewife.

**Visa Card – the Positioning:**
*Visa Card* had to change its positioning to make itself relevant to customers under changed circumstances. Initially it asked the customer to “pay the way the world does” (1981). This is to give its card an aura of global reach. But as more and more cards were launched on the same theme, to put itself in a different league, it positioned itself as the “world’s most preferred card” (1993). To highlight the services it provided, it shifted to the platform of “Visa Power” (1995). This focus on explaining the range of services available with the card continues till date (Visa Power, go get it).

**Brand Identity – Between Brand Image and Brand Authenticity**
The BP oil spill in the Gulf of Mexico got me thinking about the brand image implications for BP and, more generally, about the need for brand
authenticity in brand identity exercises. A decade ago, BP called in a leading global brand consultancy firm for a makeover. Well, nothing new in this companies periodically embark on such an exercise to update their brand logo and identity. For brand consultancy firms, it is an easy and lucrative line of business. The consultancy firm most probably did what one does in such exercises spoke to important stakeholders of the firm, especially the BP top management, employees and dealers, to ascertain what the brand stood for and what it aspired to be.

**A General-Purpose Model**

The ID Branding Framework is designed to support a number of different brand-building situations:

- Creation of new corporate and/or product brands
- Development of well-integrated branded communications
- Ongoing promotion and management of existing brands
- Clarification and/or revitalization of an existing brand
- Consolidation and alignment of multiple brands
- Internal brand promotion and adoption
- Extension of an existing brand

In each case, the framework provides a visually mapped checklist rather than explicit processes, so it can serve a variety of needs, supporting both the development and long-term management of brands.

**Core Branding Disciplines**

The following sections explore the ID Branding Framework and its branding disciplines in more depth. The glossary at the end of this whitepaper provides definitions of each of the framework elements.
Brand Strategy

The ID Branding Framework begins with the Brand Strategy discipline. Its purpose is two-fold: to understand key aspects of a company’s business, its marketplace, its customers and other key audiences, and then to use these insights to define an appropriate brand strategy. The brand strategy is critical because it sets the foundation for all other branding activities it establishes a focused understanding and direction that’s agreed upon at the highest levels of the organization, before creative development work begins. It helps pre-empt the “brand chaos” that arises naturally from conflicting goals and personal beliefs, and it provides vital input to align creative and management processes. Based on a thorough discovery of the company, its offerings, audiences and competitive marketplace, the strategy defines the overall brand architecture (defining the relationships of corporate, product, partner and ingredient brands), a differentiated position in the marketplace, a hierarchy of messages crafted to resonate with customers, a distinctive brand promise and a projection of the customer’s ideal overall brand experience. In addition to more focused documents, often all of the discovery and strategy elements will be consolidated in a document called the Brand Platform.

Brand Identity

Informed and directed by the Brand Strategy elements, the Brand Identity discipline provides the highly distinctive outward expressions of the company’s values, personality and promise its identity system consisting of elements such as the name and logo that are used repeatedly to provide instant recognition in a crowded marketplace. Beyond name and logo, the Brand Identity expresses the organization’s purpose and personality through a well-defined color palette, a characteristic design system and additional verbal branding such as a
tagline and category-defining phrases for products and services. In addition to the corporate identity, identity systems may also be developed for specific sub-organizations, products, services and programs. These systems may be designed to work closely within the corporate identity or stand on their own, depending on the architecture defined in the brand strategy. All of these identity elements, along with assets such as reusable graphics and photography, even audio signatures, are then available for repeated application to give the brand its consistency, distinctiveness and recognizability.

**Brand Management**

With the identity system in place, it’s easy to assume that the stage is set for application of its elements to the full spectrum of branded communications and interactions building the customer’s brand experience. But the inclusion of the Brand Management discipline at this point in the framework is critical for the three key functions it provides:

* Planning coordinated launch and delivery of brand messages, both internally and externally, integrating with business and marketing plans to optimize impact and cost-effectiveness-planning not just individual projects, but optimizing the overall priority, mix and rollout of projects to best connect with the customer

* Actively cultivating brand understanding, adoption and ability among employees and others who will be creating the customer’s brand experience – providing them with brand training, assets and tools so they can consistently deliver “on-brand” communications, personal interactions and products

* Setting up a system and tools for monitoring and assessing the brand’s health, so that resulting insights can be used not only to
maintain brand alignment, but also to evolve the brand strategy, identity, experience and management over time – allowing brand managers to move beyond mere consistency and build a brand that can adapt and flourish in the marketplace.

These functions make brand management an essential discipline, both for rolling out new brands and for managing existing brands to best effect. It is the guiding hand that promotes the brand, protects its integrity and moves it forward.

**Brand Experience**

A customer’s experience with a brand is typically the happenstance result of poorly coordinated communications and company contacts. The goal of the Brand Experience discipline, however, is to enable companies to design a range of experiences that customers and other audiences will find meaningful, memorable, and associate explicitly with your brand. Doing this is the surest path to building brand trust, loyalty and advocacy. The Brand Experience discipline includes, but is not limited to traditional market communications. It extends well beyond them to include personal interactions, events, environments even the appearance, function and reliability of products and services and any other opportunities for you and your audiences to come into contact. In addition to building the full array of experiences, the term “Brand Experience” is aspirational: it speaks to the goal of making every point of contact with the customer and other audiences as remarkable, engaging and compelling as possible and of clearly tying these positive experiences to your brand. Summary.
**Brand Image and Punch-lines:**
Brand Image and Punchlines that make brands communicate value. The brand image has been defined as “The characteristics and attributes perceived of a brand by a customer”. Every customer would have a different perception about the brand this is why understanding brand image becomes equally important and is an integral part of a brand building strategy. It’s about the ease by which the customers can relate with the products and in turn brands that are available in the gamut of “Me too Products”.

**Example Mercedes Benz -**

**Attributes:** Mercedes suggests expensive, well-built, well-engineered, durable, high prestige, high value, fast and so on. The company may use one or more of the attributes to advertise the car. For years, Mercedes advertised “Engineered like no other car in the world”. This tagline served as a positioning platform for the car’s other attributes.

**Benefits:** Customers are not buying attributes, they are buying benefits. Attributes need to be translated into emotional and functional benefit, “I am safe in case of an accident”.

**Values:** The brand also says something about the producer’s values. Thus Mercedes stands for high performance, safety, prestige and so on. The brand marketer must figure out the specific groups of car buyers who are seeking these values.

**Culture:** The brand may represent a certain culture. The Mercedes represents German culture: organized, efficient, high quality.

**Personality:** The brand can also project a certain personality. If the brand were a person, an animal, or an object, what would come to mind? Mercedes may suggest a no-nonsense boss (person), a reigning lion
(animal), or an austere palace (object). Sometimes it might take on the personality of an actual well-known person or spokesperson.

**User:** The brand suggests the kind of consumer who buys or uses the product. We would be surprised to see a 20-year-old secretary driving a Mercedes. We would accept instead to see a 55 year-old top executive behind the wheel. The users will be those who respect the product’s values, culture and personality.

**Types of Brands**
The functional dimension is the product’s attributes and benefits or the tangible properties while the symbolic dimensions are the intangible aspects of the brand. A marketer can combine these two elements to create the ‘right’ appeal for customers. In consumer behavior the rational and emotional perspectives are two models that explain how consumers make purchase decisions. Successful branding, therefore, depends on combining the rational and emotional components of a brand in a manner that it becomes consistent with the consumer’s frame of mind.

**FUNCTIONAL BRANDS**
Here, the functional dimension of the brand is far more visible and appealing than the emotional or symbolic dimension. Nivea’s range of body products focuses on the functional benefit of smooth skin. Also, buying of a painkiller would be by and large a rational, left brain driven activity. What implications does one have for marketers of Aspirin, Aspro, Anacin? Here the brand should be functions driven. That is, the brand essence should revolve around ‘reasons’ demonstrating product superiority in terms of its ingredients and efficiency of its pain relieving
process (e.g., the product “dissolves faster in water” and therefore, “relieves pain faster.”

SYMBOLIC BRANDS
Here, the symbolic or emotional dimension is more prevalent than the functional dimension. The decisions would be based on more of the emotional aspect than that of rational aspect.

In the circumstances where consumer buying is emotions driven, the brand must accordingly focus on symbolic or emotional aspects. E.g. ICICI Prudential has various schemes concerning children’s futures; this also stresses on the emotional aspect, caring for the child and securing his future.

COMPLEX BRANDING STRATEGIES AND RELATIONSHIPS
Different identities of brands and their extensions make both brand building and managing it difficult. In addition to knowing its identity each brand needs to understand its role in each context in which it is involved. There is a tendency to use established brands in different contexts and roles because establishing a totally new brand is very expensive. The resulting new levels of complexity often are not anticipated or even acknowledged until there is a substantial problem.

Henko Compact and Henko Stain Champion both belong to the German firm Henkal. Although this is a line extension finding difference between both these products is not easy. A number of questions like “Does the name ‘stain champion’ mean Henko Compact does not remove stains? Or does it mean that Stain Champion is a technologically inferior product?” often cross the consumers mind when they consider these brands for purchase. This is because the line extension and the
relationship of one product with another in this strategy are not considered.

**BIAS TOWARDS CHANGING STRATEGIES**

There are sometimes overwhelming internal pressures to change a brand identity and/or its execution while it is still effective or even before it achieves its potential. The resulting changes can undercut brand equity or prevent it from being established. Promise toothpaste tried to change its well set positioning and went in to emphasize the freshness aspect of its paste rather than the well-established clove oil aspect. As a result its sales went down.

**BIAS AGAINST INNOVATION**

Companies managing a established brand can be so pleased with past and current success, and so preoccupied with day to day problems, that they become blind to competitive situations. By ignoring or minimizing fundamental changes in the competitive situation or potential breakthroughs, managers leave their brands vulnerable and risk missing opportunities. A new competitor is thus often the source and beneficiary of true innovation. Iodex became blinded and redundant after achieving the position of market leader and preferred to rest on its laurels rather than go in for product innovations and line extensions. As a result its leadership position was lost to Moov, which positioned itself as a remedy for backache and converted all the weaknesses of Iodex into its strengths.

Also Bata was the market leader for footwear but they did not adapt with the changing times. As a result their sales went down. Currently Liberty Footwear is the market leader.
PRESSURE TO INVEST ELSEWHERE
When a brand is strong there is a temptation to reduce investment in the core business area in order to improve short-term performance or to fund new business diversifications. There is an often mistaken belief that the brand will not be damaged by sharp reductions in support and that the other investment opportunities are more attractive. Ironically the diversification that attracts these resources is often flawed because an acquired business was overvalued or because the organization’s ability to manage a different business area was overestimated.

SHORT-TERM PRESSURES
Pressures for short-term results generally undermine investments in brands. There are several reasons for this:

1. There is wide acceptance that maximization of stockholder value should be the overriding objective of the firm.
2. Management style itself is dominated by a short-term orientation. Annual budgeting systems usually emphasize short-term sales, costs and profits. As a result brand-building programs are often sacrificed in order to meet those targets.
3. Short-term focus is created by performance measures available. Measurements of intangible assets such as brand equity, information technology or people are elusive at best. Also long term value of activities that will enhance or erode brand equity is difficult to demonstrate whereas short-term performances like impact of promotions can be tabulated easily. This results in debilitating bias towards short-term results.

It is true that building brands is difficult. But it is doable as is evident by those who have done so. The greatest examples of this are brands like Titan, Coca Cola, Cadbury’s etc. We can thus see that it is
possible to build strong brands by building, managing and maintaining the four assets that underlie brand equity-awareness, perceived quality, brand loyalty and brand association.

**Conceptualization of consumer based- brand equity**

Different conceptualisations of brand equity have been measured by various researchers. Aaker (1991) view brand equity as a multidimensional concept which is made up of perceived qualities, brand loyalty, brand awareness, brand association and other propriety assets. According to him, Brand loyalty has to do with the level of devotion a consumer has to a brand. Brand awareness has to do with the ability of a potential buyer to identify a brand among a product category. Perceived quality deals with the consumer’s perception of the brands total quality or superiority. Brand association is anything that is connected in a consumer’s memory of a brand. The other proprietary brand asset has to do with patents and trademarks.

**BRAND RELATIONSHIP MANAGEMENT**

**Brand awareness**

Brand awareness can be referred to as the degree of consumers’ familiarity with a brand. Aaker (1991) and Keller (1993) stated that brand awareness is a vital element of brand equity. According to Rossiter and Percy (1987), brand awareness is the ability of consumers to distinguish a brand amongst other brand. Keller (1993) conceptualized brand awareness as comprising of brand recall and brand recognition. He went further to say that brand recall is the ability of consumers to remember a brand from their mind when the product class is made know.
Keller (1993, p. 3) argued that “brand recognition may be more important to the extent that product decisions are made in the store”. Rossiter et al (1991) noted that brand attitude and intention to purchase a product can only be developed through brand awareness. According to Aaker (1991 p.62), there are three levels of brand awareness:

• **Brand recognition**: It is the ability of consumers to identify a certain brand amongst other i.e. “aided recall”. Aided recall is a situation whereby a person is asked to identify a recognized brand name from a list of brands from the same product class.

• **Brand recall**: This is a situation whereby a consumer is expected to name a brand in a product class. It is also referred to as “unaided recall” as they are not given any clue from the product class.

• **Top of mind**: This is referred to as the first brand that a consumer can recall amongst a given class of product.

**Achieving brand awareness**

Aaker (1991) prescribed some of the following factors as ways to achieve brand awareness:

• **Involve a slogan or jingle**: a slogan is a visible feature of a brand. There can be a strong link between a slogan and a brand. The slogan and jingle are powerful and can be a great change for a brand.
• **Be different and memorable:** as a result of the similarity between product and their means of communication, product differentiation is important.

• **Symbol exposure:** a known symbol will make it easier to recall and memorize a visible illustration of the brand. A logo that is connected to an existing brand or a developed brand will play a vital role in developing and keeping brand awareness.

• **Publicity:** one of the most important ways to get publicity and create awareness is through advertisement.

• **Event sponsorship:** sponsorship of event can also help to create and maintain awareness.

• **Consider brand extension:** one way to increase brand recall is to show the logo or name on the product and make the name popular. Example of this is coca-cola which is more publicized than the key product.

• **Using cue:** packaging is one of the most significant cues to a brand due to the fact that it is what the purchaser sees when purchasing a product. If the product or brand is not known, the only means of contact to the brand or product is the package.

**Brand image**

Engel Blackwell and Miniard (1993) referred to brand image as the combined effect of brand association or consumers perception of the “brands tangible and intangible association”. Keller (1993) see brand image as a perception or association consumers form as a result of their memory concerning a product. According to Low and Lamb (2000 p.352), brand image can also be referred to as the emotional perception or reason that consumers place to a particular brand. Thus, brand image does not exist in the features, technology or the actual product itself, it is
sometimes brought out by advertisement, promotion or users. Brand image enables a consumer to recognize a product, lower purchase risks, evaluate the quality and obtain certain experience and satisfaction out of product differentiation. Marketing researchers such as Keller (1993) have proposed that brand image is an important element of brand equity. Krishnan (1996) found out that brands with high brand equity are prone to more positive brand associations than those with low brand equity. Also Lassar et al (1995) found out that brand with high brand image rating always have higher brand equity and premium price. Conclusively, Kwon (1990) reported that positive brand image is mostly likely associated with preferred brands. Researchers have proposed that brand equity is to an extent driven by the brand association composition of the image. According to Keller (1993), favorable, unique and strong associations are assumed to provide a positive brand image which will create a bias in the mind of consumers thereby increasing the brand equity. Pitta and Katsanis (1995) also stated that a unique, favorable and strong brand image allows the brand to be easily differentiated and positioned in the consumers mind, thereby adding to the possibility of increased brand equity. Conclusively, brand image can be said to be the brand association or consumer’s perception about a particular brand as a result of their association with the brand.

**Perceived quality**

According to Aaker (1996) and Keller (1993, 1998), perceived quality is a core dimension of customers based brand equity as it relates to the willingness to pay a price premium, brand choice and brand purchase intention.
Low and Lamb Jr (2000) referred to perceived quality as the perception of the superiority of a brand when compared to alternative brand. Zeithamal (1998) defined perceived quality as consumer’s judgment about the whole product superiority or excellence. According to Szymanski and Henard (2001), one of the antecedents of satisfaction is perceived quality. Like brand association, perceived quality provide consumers with value and give them reason to differentiate a brand from another. Justified by Researchers such as Carman (1990), Parasuraman et al (1985, 1998), perceived quality can said to have a positive effect on customers purchase intention. Although there are inconsistencies on the available empirical evidence for example, Boulding et al (1993) considered service quality as one of the factors leading to purchase intention. In Cronin and Taylor (1992) as cited by Juan Carlos et al (2001) direct effect was not significant whereas there was an indirect effect which rose from satisfaction. Taylor and Baker (1994) speculated that perceived quality liked with satisfaction has an effect on consumers purchase intention. Therefore, perceived quality can be said to be consumer’s perception of the superiority of a brand which enables them to differentiate a brand from another.

**Concluding Remark:-**

Needless to say, brand managers appear increasingly challenged. The world of the brand manager is complex and becoming more so. Technology is at once a curse and an opportunity – while creating new capabilities for the brand manager; it also provides a need for new skills and different vision. The forces brand managers face are not temporary. If anything, they increase the need for the type of coordinated management brand management traditionally has as its strength. Brands continue to have value in a competitive marketplace and undoubtedly
will continue to exist. Although specific organizational forms may change, brand management itself will adapt and thrive as managers accept new challenges by improving their competitive ability. The global management of brands, especially with respect to whether, when, and how The impact of information technology on the brand management system and brand manager’s job-how that job is changing as decisions are decentralized and involvement in those decision is broadened both inside and outside the organization; How to leverage technology better when it is not proprietary to a single firm; Better understanding the causes of individual, segment. and mark behavior (Barabba and Zaltman 1991). promising starts have been made by research dealing with purpose and context in buyer decision- making , but more is needed to understand how buyers from the criteria they use to evaluate products and marketing offerings and how these change with different decision contexts; Better understanding of the circumstances under which brand equity varies and when individual-or segment-level measures are better . Globalization may imply that buyers are less (more?) homogeneous then they may be domestically. The role of usage application on brand equity is poorly understood; The relationship between the shift in power in distribution channels and the control over brand over brand names and the marketing programs that support those brands. Must private label national brand status create a fundamental distinction, irrespective of quality of the product? The development and importance of corporate brands and brand identity, especially within business-to-business and service contexts; The understanding of better ways to manage joint and co-branding and other forms of strategic alliances, especially those between erstwhile competitors; and The development of more of a “system view of brands and products to
include how intangibles created by the pricing promotional, service, and distribution decisions of the brand.

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