DegreeLive

BBA	SEMESTER VI	UNIVERSITY OF KERALA	COURSE CODE: UK6DSEMGT307

BRAND MANAGEMENT

EXAM REVISION NOTES

JOIN WHATSAPP CHANNEL →

MODULE I

INTRODUCTION TO BRANDING AND BRAND IDENTITY

Conceptual Evolution of Brands: Derived from the Old Norse word "brandr" (meaning to burn), branding originated as an indelible mark burned onto livestock to signify ownership. In the Industrial Revolution, mass-produced packaged goods adopted brand names (Quaker Oats, Campbell Soup) to establish direct manufacturer identity with end consumers. In contemporary business, a brand has evolved from a physical trademark into an indispensable strategic intangible asset that commands pricing power, drives customer loyalty, and ring-fences future corporate earnings.

Formal Definitions of a Brand: American Marketing Association (AMA): A name, term, design, symbol, or feature that identifies one seller's good or service as distinct from competitors. **Holistic Relational Perspective (Keller & Aaker):** A multi-dimensional cognitive entity rooted in consumer perceptions, functional promises, emotional bonds, and cultural associations residing in consumer memory.

Tangible Products versus Intangible Brands: Products are manufactured in factories, possess tangible features, are easily copied by rivals, and face product life cycle obsolescence. Brands are co-created in the consumer mind, are legally protected trademarks, cannot be identically replicated, command enduring loyalty, and can transcend generations through continuous product reinvention.

Strategic Role of Brands for Consumers: Cognitive Shorthand: Simplifies information processing and reduces search costs in cluttered markets. **Comprehensive Risk Reduction:** Mitigates functional risk (will it work), financial risk (monetary loss), physical risk (bodily safety), psychological risk (self-esteem), social risk (peer disapproval), and time risk (search effort). **Symbolic Self-Expression:** Acts as a cultural prop through which individuals signal social status, values, and identity.

Strategic Role of Brands for Manufacturers: Commands sustainable price premiums over generic commodities; establishes legal intellectual property protection via trademarks; secures predictable revenue streams by enhancing Customer Lifetime Value (CLV); builds an unassailable barrier to entry against rivals; and provides an authoritative launchpad for profitable brand extensions.

Anatomy of Enduring Global Brands: Characterized by eight foundational pillars: **Core Purpose** (reason for existing beyond profit), **Authenticity & Heritage** (unwavering commitment to founding ethos), **Relentless Consistency** (unified sensory and experiential execution), **Continuous Innovation** (reinventing delivery while protecting essence), **Emotional Resonance** (deep lifestyle attachment), **Operational Excellence** (flawless core reliability), **Cultural Currency** (active relevance to contemporary social dialogues), and **Internal Brand Alignment** (employees living the brand promise).

Brand Identity versus Brand Image: Brand Identity: Internally driven, aspirational, and proactive sender's dimension. Represents how the enterprise defines its vision, values, personality, and physical attributes. **Brand Image:** Externally located, perceptual, and reactive receiver's dimension. Represents the aggregate cognitive impressions and emotional associations held in consumer minds. The managerial goal is minimizing the divergence gap between Identity and Image.

Kapferer's Brand Identity Prism: A six-faceted hexagonal framework articulating brand identity across two structural axes (Internalization vs Externalization, Sender vs Receiver): **Physique:** Tangible physical attributes, packaging, and sensory cues. **Personality:** Human character traits of the brand (visionary, rugged, elegant). **Culture:** Foundational values, heritage, and corporate philosophy. **Relationship:** The style of interpersonal transaction between brand and user. **Reflection:** The stereotypical external image of the typical user as projected by the brand. **Self-Image:** The consumer's internal psychological mirror (how buying the brand makes the user feel about themselves).

Brand Positioning and Frame of Reference: Defined by Al Ries and Jack Trout as "what you do to the mind of the prospect." Involves establishing a **Competitive Frame of Reference** (defining the target market category and rival set), establishing necessary **Category Points-of-Parity (POPs)** to earn entry into the consumer consideration set, deploying **Competitive Points-of-Parity** to neutralize competitor advantages, and carving out compelling **Points-of-Difference (PODs)**.

Screening Criteria for Points-of-Difference: Every viable POD must pass three strategic hurdles: **Desirability:** Personally relevant and meaningful to the consumer. **Deliverability:** Operationally feasible and credible for the firm to execute consistently. **Differentiability:** Defensible, unique, and difficult for competitors to copy.

Perceptual Mapping (Positioning Maps): A two-dimensional visual grid displaying consumer perceptions of competing brands across two decisive purchase dimensions (e.g., Price vs Quality, Speed vs Ambience). Core applications: identifying competitive proximity, discovering untapped "white spaces" for product development, and tracking repositioning trajectories over time.

Dimensions of Brand Differentiation: Organizations establish competitive advantage across diverse operational vectors: **Product Differentiation:** Form, features, performance quality, conformance, durability, reliability, repairability, and aesthetic design. **Service Differentiation:** Ordering ease, delivery speed, white-glove installation, customer training, and responsive technical support. **Personnel Differentiation:** Well-trained, empathetic, and knowledgeable frontline customer service representatives. **Channel Differentiation:** Specialized distribution coverage, exclusive flagship stores, and direct-to-consumer digital channels. **Image Differentiation:** Distinctive visual identity, cultural atmosphere, and social purpose.

Brand Hierarchy Architecture: The strategic ordering of brand elements across corporate levels: (1) **Corporate Brand Level:** Master parent entity (e.g., Tata, Unilever); (2) **Family or Umbrella Brand Level:** Broad product platform (e.g., Tata Tea, Dove); (3) **Individual Product Brand Level:** Specific product line (e.g., Tetley, Surf Excel); (4) **Modifier or Variant Level:** Specific formulation or flavor (e.g., Elaichi Flavor, Liquid Gel, Zero Sugar).

MODULE II

BRAND STRATEGY, BRAND EQUITY MODELS, AND VALUATION

The Strategic Brand Management Process: A four-step iterative executive process: **Step 1: Identifying & Developing Brand Plans:** Formulating mental maps, positioning, POPs, PODs, and brand mantras. **Step 2: Designing & Implementing Marketing Programs:** Choosing brand elements, integrating product, pricing, distribution, and communications. **Step 3: Measuring & Interpreting Performance:** Conducting brand audits, tracking studies, and dashboards. **Step 4: Growing & Sustaining Equity:** Managing brand architecture, portfolios, extensions, and revitalization.

The Brand Mantra: A short 3-to-5 word internal phrase capturing the irrefutable essence and core spirit of the brand positioning (e.g., Nike: "Authentic Athletic Performance"; Disney: "Fun Family Entertainment"). Acts as an internal operational compass guiding all product development and communication decisions.

Customer-Based Brand Equity (CBBE): The differential effect that brand knowledge has on consumer response to marketing activities. It is rooted in **Brand Knowledge**, which consists of: **Brand Awareness:** Brand Recognition (confirming prior exposure) and Brand Recall (retrieving brand from memory when cued by category). **Brand Image:** Network of memory associations evaluated by Strength, Favorability, and Uniqueness.

Keller's CBBE Pyramid (The Four Steps and Six Blocks): Level 1 (Identity): Brand Salience: Depth and breadth of awareness. **Level 2 (Meaning): Brand Performance:** Primary features, reliability, durability, service efficiency, design, and price (Rational Left Side). **Brand Imagery:** User profiles, purchase situations, heritage, and personality (Emotional Right Side). **Level 3 (Response): Brand Judgments:** Quality, credibility, consideration, and superiority (Rational). **Brand Feelings:** Warmth, fun, excitement, security, social approval, and self-respect (Emotional). **Level 4 (Relationships): Brand Resonance:** Behavioral loyalty, attitudinal attachment, sense of community, and active engagement (The Pinnacle of Equity).

David Aaker's Brand Equity Model: Conceptualizes brand equity across five core asset categories: **Brand Loyalty:** Reduces customer acquisition costs, creates trade leverage, provides competitive reaction time. **Brand Awareness:** Anchors other associations, signals substance and familiarity. **Perceived Quality:** Provides purchase reason, justifies price premium, enables extensions. **Brand Associations:** Differentiates brand, generates positive purchase motivation. **Other Proprietary Assets:** Patents, trademarks, and channel relationships that prevent customer erosion.

Brand Valuation Methodologies: Cost-Based Approach: Historical accumulation of promotional and development costs or replacement cost. **Market-Based Approach:** Benchmarking recent comparable brand M&A transactions. **Income-Based (Relief-from-Royalty Method):** Discounting the hypothetical future after-tax royalty savings the enterprise would have had to pay an independent third party if it did not own the brand itself, using the brand WACC discount rate.

Interbrand and BrandZ Models: Interbrand Model (ISO 10668 certified): Synthesizes Financial Analysis (Economic Value Added), Role of Branding Index (RBI - percentage of purchase driven by brand), and Brand Strength Score (BSS - 10 internal/external factors determining discount rate). **BrandZ Model:** Combines Bloomberg financial data with consumer survey metrics tracking Meaningful, Different, and Salient equity scores.

Brand Architecture Spectrum: Branded House (Monolithic): Single master corporate brand applied across all offerings (Virgin, FedEx). High marketing efficiency, but severe brand contagion risk. **House of Brands (Pluralistic):** Array of independent standalone brands (P&G, Unilever). Precise targeting, zero contagion, but exorbitant marketing costs. **Endorsed Brands:** Independent product brands endorsed by parent guarantor (Courtyard by Marriott, KitKat by Nestlé). **Sub-Brands:** Master brand combined with individual sub-brand (Apple iPhone, Toyota Prius).

Portfolio Brand Roles: Flanker/Fighting Brands: Protect premium core brand margin against low-cost rivals. **Cash Cows:** Mature brands generating profits with minimal marketing outlays. **Low-End Entry Brands:** Attract first-time buyers to trade them up over time. **High-End Prestige Brands:** Provide halo prestige and credibility across the portfolio.

Leveraging Secondary Brand Associations: Brand equity can be rapidly amplified by linking the brand to external entities possessing established positive equity: **Corporate Parent:** Associating with trusted parent reputation. **Geographic Origin:** Leveraging Country-of-Origin halo (e.g., Italian design, Swiss horology). **Channels of Distribution:** Securing distribution in luxury department stores (Harrods, Saks Fifth Avenue) to elevate prestige. **Co-Branding & Ingredients:** Partnering with recognized technology ingredients (Intel, Gore-Tex). **Licensing Characters:** Deploying popular entertainment icons (Disney, Marvel). **Event Sponsorships:** Linking to major sporting tournaments (Olympics, FIFA World Cup, IPL). **Third-Party Endorsements:** Featuring independent seal of approvals (ISO, Good Housekeeping, JD Power).

Brand Equity Charter & Audit Dashboard: A formalized, living corporate governance document that establishes: (1) Core brand philosophy and brand charter; (2) Quantitative brand tracking metrics; (3) Allowable brand extension boundaries; (4) Guidelines for packaging trade dress; and (5) Non-negotiable instructions for creative advertising agency partners.

MODULE III

BRAND COMMUNICATION, STORYTELLING, AND PARTNERSHIPS

Integrated Marketing Communications (IMC): The strategic orchestration of all brand touchpoints to deliver a unified, seamless, and consistent brand message across pre-purchase, purchase, and post-purchase customer journey phases, eliminating conflicting messages from functional silos.

The POES Media Mix Model: Paid Media: Purchased commercial reach (search ads, TV commercials, sponsored posts); immediate control but declining consumer trust. **Owned Media:** Proprietary channels (website, mobile app, retail stores, product packaging); cost-effective long-term asset. **Earned Media:** Unsolicited organic publicity (press articles, viral word-of-mouth, awards); highest credibility but zero corporate control. **Shared Media:** Social co-creation and community discussions accelerating viral engagement loops.

Keller's 6 Cs for IMC Campaign Evaluation: Coverage: Proportion of target audience reached and overlap. **Contribution:** Individual communication tool's ability to build equity in isolation. **Commonality:** Consistent reinforcement of core brand associations. **Complementarity:** Different tools highlighting mutually reinforcing facets of positioning. **Conformability:** Effectiveness across diverse customer knowledge segments. **Cost:** Financial efficiency (CPM and CPA).

Brand Storytelling and Narrative Architecture: Cognitive psychology demonstrates that human memory stores identity and values through narrative structures. In modern brand mythology (Joseph Campbell's Monomyth), the **consumer is the hero** encountering a challenge, while the **brand acts as the wise mentor/guide** providing the magical tool (product) to triumph over adversity.

Jungian Brand Archetypes: Universal psychological personalities: Outlaw (Harley-Davidson), Magician (Disney), Hero (Nike), Lover (Chanel), Jester (Old Spice), Everyman (IKEA), Caregiver (Volvo), Ruler (Rolex), Creator (Lego), Innocent (Dove), Sage (Google), and Explorer (The North Face).

Brand Communities: Specialized, non-geographically bound social groups exhibiting three core markers: **Consciousness of Kind:** Shared intrinsic bond distinct from non-users. **Rituals and Traditions:** Social customs perpetuating lore (Jeep Wave, Harley rallies). **Moral Responsibility:** Collective commitment to assist and mentor fellow brand owners.

DegreeLive

Brand Partnerships and Co-Branding: Strategic alliance where two established brands combine equity. **Ingredient Co-Branding:** Branded component featured in host product (Intel Inside, Gore-Tex). **Composite Co-Branding:** Joint creation of a novel product (Nike+ iPod, Red Bull & GoPro). Advantages: borrowed credibility, shared costs, access to new segments. Risks: brand dilution, negative scandal spillover, partner friction.

Brand Licensing and Merchandising: Contractual arrangement where a Licensor grants rights to a Licensee to manufacture goods bearing the trademark in exchange for consideration. Financial models: non-refundable Minimum Guarantee (MG) advance plus ongoing Royalty Percentage on Net Sales (4% to 15%). Essential safeguards: strict quality inspection clauses, territorial boundaries, and unannounced audit rights.

Celebrity and Influencer Endorsements: Theoretical foundations: **Source Credibility Model:** Expertise and Trustworthiness driving cognitive internalization. **Source Attractiveness Model:** Familiarity, Likability, and Similarity driving identification. **McCracken's Meaning Transfer Model:** Cultural meaning moves from celebrity to product, and from product to consumer. Influencer tiers: Mega (> 1M), Macro (100K-1M), Micro (10K-100K), Nano (1K-10K). Endorsement hazards: celebrity scandal contagion, over-endorsement fatigue, and the vampire effect (celebrity overshadowing the product).

Criteria for Choosing Brand Elements (Keller's 6 Criteria): When creating brand elements (names, URLs, logos, symbols, characters, slogans, packaging), managers evaluate six foundational criteria: **Memorability:** How easily the element is recognized and recalled. **Meaningfulness:** How descriptive the element is of category function and benefits. **Likability:** How visually, phonetically, or aesthetically pleasing the element is. **Transferability:** Can the element be used across new product categories and global geographic markets. **Adaptability:** How easily the element can be modernized over time. **Protectability:** How legally defensible the element is under trademark statutes against infringement.

MODULE IV

MANAGING BRANDS OVER TIME, CRISIS, AND SUSTAINABILITY

The Brand Life Cycle: While physical products face inevitable obsolescence under the Product Life Cycle, enduring brands can achieve multi-generational immortality by migrating core equity across evolving product categories. Four evolutionary stages: Introduction (building awareness and POPs), Rapid Growth (defending PODs and expanding reach), Maturity (defending core loyalty and introducing line extensions), and Decline or Revitalisation (repositioning and modernizing delivery).

Brand Extensions: Line vs Category: Line Extensions: Introducing new flavors, forms, or sizes within the same category (Coke Zero, Colgate Sensitive). Satisfies variety-seeking, secures shelf space, deters niche rivals. **Category Extensions:** Entering completely new product categories (Caterpillar footwear, Montblanc watches, Apple Watch). Leverages parent halo to unlock fresh revenue pools.

Evaluating Extension Fit (Aaker & Keller): Success depends on consumer perception of Fit across: **Complementarity:** Products used together to satisfy a need. **Substitutability:** Replacing parent product. **Transferability:** Perceived manufacturing capability transferred to the new space. Extension pitfalls: Brand Dilution (overstretching core meaning), Cannibalization (stealing sales from core brand), and foregone opportunity to build standalone equity.

Brand Reinforcement and Revitalisation: Reinforcement: Continuously conveying what the brand represents and protecting core points-of-difference with consistent marketing support. **Revitalisation:** Rejuvenating declining brands by: (1) Expanding awareness breadth/depth (identifying new usage occasions and increasing consumption frequency); and (2) Improving brand image (repositioning to attract younger demographics, modernizing packaging, shedding outdated baggage). Exemplars: Old Spice and Royal Enfield.

Brand Crisis Management: Crises categorized into: Product Defect/Safety Crises (Tylenol, exploding batteries), Corporate Ethical Crises (Volkswagen emissions, Enron), and Cultural/Social Crises. Five-phase crisis lifecycle: Pre-crisis preparation, Immediate containment (Hours 0-4), Active remediation and voluntary recalls (Hours 4-48), Structural systemic reform (Weeks 1-12), and Long-term brand reconstruction and tracking.

Brand Audits (Inventory & Exploratory): Comprehensive diagnostic audit: **Brand Inventory:** Internal profiling of all products, brand elements, architecture, pricing, channels, and communications to assess consistency. **Brand Exploratory:** External consumer research (qualitative free association, ZMET, focus groups; quantitative awareness, attribute ratings, and NPS) to uncover true sources of customer equity.

Purpose-Driven Branding vs Greenwashing: Purpose-Driven Branding: Core business models, supply chains, and products intrinsically engineered around solving a social or environmental challenge (Patagonia). **Greenwashing:** Deceptive, unsubstantiated, or exaggerated environmental claims ("100% eco-friendly"). Triggers regulatory penalties from ASCI and international bodies, permanently destroying consumer trust.

Cannibalization Analysis in Brand Extensions: Cannibalization Rate represents the proportion of extension sales volume drawn away from the parent brand's existing customer base rather than from competitors or incremental category growth. Crucially, when an extension carries a higher gross contribution margin than the cannibalized parent product (e.g., trading consumers up from standard detergent to premium concentrated pods), internal cannibalization is financially margin-accretive to the corporate portfolio.

MODULE V

ADVANCED BRAND MANAGEMENT, LUXURY, AND FUTURE TRENDS

Personal Branding: The strategic process of cultivating and communicating an individual's unique value proposition, skills, and professional identity. Five core stages: Self-Discovery (SWOT and niche identification), Formulating Unique Value Proposition (UVP and elevator pitch), Visual/Verbal Identity, Digital Ecosystem Curation (LinkedIn and thought leadership), and Active Network Cultivation.

Employer Branding & Employee Value Proposition (EVP): Positioning the organization as an "Employer of Choice" to attract, engage, and retain elite talent. Five core EVP pillars: Total Rewards & Compensation, Career Growth & Development, Work Culture & Psychological Safety, Work-Life Integration, and Organizational Purpose. Internal branding transforms frontline staff into passionate brand ambassadors.

Customer Relationship Management (CRM) and Customer Lifetime Value (CLV): Transition from transactional sales to relational lifetime value. CLV mathematically calculates the net present value of all future economic profits generated by a customer relationship: CLV = [Margin multiplied by Retention Rate] divided by [1 plus Discount Rate minus Retention Rate]. Maximizing retention yields exponential profit gains compared to customer acquisition outlays.

Luxury Brand Management: Differs fundamentally from premium and fashion marketing. Governed by Kapferer and Bastien's Anti-Laws of Marketing: Forget about positioning (luxury is superlative, not comparative); Do not pander to consumer wishes (dictate taste); Make it difficult for clients to buy (enforce artificial scarcity and waiting lists); Keep non-enthusiasts out; and Raise prices over time to increase demand (Veblen upward-sloping demand curve).

Global vs Local Branding (Glocalization): Tension between Global Standardization (economies of scale, unified worldwide image) and Local Adaptation (cultural sensitivity, dietary norms, local regulations). Managed through "Think Global, Act Local". Country-of-Origin (COO) effects heavily bias consumer perceptions of product quality based on manufacturing geography (Germany for engineering, France for cosmetics, Switzerland for horology).

Future Trends: Generative AI, Metaverse, and Synthetic Identities: Generative AI enables hyper-individualized dynamic micro-branding in real time. Synthetic virtual influencers (computer-generated avatars) deliver brand endorsements with absolute creative control and zero human scandal contagion. Metaverse flagship stores and digital collectibles establish brand equity among gaming generations in virtual social realms.

Cross-Cultural Semiotics and Linguistic Auditing: International branding requires exhaustive phonetic analysis, back-translation, and cultural symbol screening to avoid vulgar or comical misinterpretations across foreign languages. Color semiotics must respect local taboos (white as mourning in the East; red as prosperity in China but financial debt in Western finance; green as sacred in the Islamic world).

Brand Resilience and Anti-Fragility: Contemporary brand strategy emphasizes building anti-fragile brand systems that do not merely resist disruptions, but actually grow stronger through market volatility. By fostering decentralized fan communities, maintaining strong financial liquidity reserves, and encouraging transparent two-way dialogues during controversies, resilient brands turn external shocks into catalysts for deeper consumer loyalty.

DegreeLive