

|                            |      |
|----------------------------|------|
| ABOUT THE AUTHORS .....    | xiii |
| PREFACE .....              | xvii |
| HOW TO USE THIS BOOK ..... | xxi  |
| ACKNOWLEDGEMENT .....      | xxv  |

## Part 1      **Foundations of Brand Management**

|                  |                                                                          |    |
|------------------|--------------------------------------------------------------------------|----|
| <b>CHAPTER 1</b> | Why it is Crucial to Create Powerful Brands.....                         | 3  |
|                  | Summary .....                                                            | 3  |
|                  | Confusion about What Marketing is .....                                  | 4  |
|                  | The Growing Importance of Intangible Assets .....                        | 6  |
|                  | Shareholder Value—adding Strategies.....                                 | 13 |
|                  | What is a Product? .....                                                 | 13 |
|                  | The Importance of the Brand.....                                         | 16 |
|                  | Conclusion.....                                                          | 24 |
|                  | Building Successful Brands.....                                          | 25 |
|                  | Book Modus Operandi .....                                                | 26 |
| <b>CHAPTER 2</b> | Understanding the Branding Process.....                                  | 27 |
|                  | Summary .....                                                            | 27 |
|                  | Brand Success Through Integrating Marketing Resources ...                | 27 |
|                  | The Concept of the Brand .....                                           | 29 |
|                  | Characteristics of Brands .....                                          | 34 |
|                  | Brands as Relationship Builders .....                                    | 37 |
|                  | Historical Evolution of Brands .....                                     | 39 |
|                  | Brand Evolution: Distributors' Brands and Generics .....                 | 43 |
|                  | Brand Categorisation.....                                                | 45 |
|                  | Brand Consumerisation Spectrum .....                                     | 53 |
|                  | The Value of Brands to Manufacturers, Distributors<br>and Consumers..... | 54 |
|                  | The Importance of Brand Planning .....                                   | 56 |
|                  | The Issues Influencing Brand Potential .....                             | 58 |
|                  | Conclusions.....                                                         | 63 |



|                                  |    |
|----------------------------------|----|
| Marketing Action Checklist ..... | 64 |
| Student Based Enquiry .....      | 66 |

## Part 2

## Brand Management in Different Sectors

### CHAPTER 3

|                                                    |     |
|----------------------------------------------------|-----|
| How Consumers Choose Brands.....                   | 71  |
| Summary .....                                      | 71  |
| Brands and the Consumer's Buying Process .....     | 72  |
| Extended Problem Solving .....                     | 74  |
| Dissonance Reduction .....                         | 79  |
| Limited Problem Solving .....                      | 82  |
| Tendency to Limited Problem Solving .....          | 85  |
| Consumers' Low Involvement with Brands.....        | 85  |
| Consumers' Need-States .....                       | 87  |
| Differential Brand Marketing .....                 | 89  |
| Consumers' Perceptions of Added Values .....       | 91  |
| Brand Information: Quality or Quantity? .....      | 96  |
| Clues to Evaluate Brands .....                     | 97  |
| Brand Names as Informational Chunks.....           | 98  |
| The Challenge to Branding from Perception .....    | 99  |
| Naming Brands: Individual or Company Name?.....    | 103 |
| A Strategic Approach to Naming Brands .....        | 106 |
| Brand Name Alternatives Generated .....            | 107 |
| Issues Associated with Effective Brand Names ..... | 108 |
| The Brand as a Risk Reducer .....                  | 111 |
| Conclusions.....                                   | 113 |
| Marketing Action Checklist .....                   | 115 |
| Student Based Enquiry: .....                       | 117 |

### CHAPTER 4

|                                                                  |     |
|------------------------------------------------------------------|-----|
| How Consumer Brands Satisfy Social and Psychological Needs ..... | 123 |
| Summary .....                                                    | 123 |
| Added Values Beyond Functionalism.....                           | 124 |
| Brands and Symbolism .....                                       | 127 |
| Self-concept and Branding .....                                  | 131 |
| Brand Values and Personality.....                                | 133 |
| Brand Personality and Relationship Building .....                | 140 |
| The Contribution of Semiotics to Branding .....                  | 143 |
| Conclusions.....                                                 | 147 |
| Marketing Action Checklist .....                                 | 149 |
| Student Based Enquiry: .....                                     | 152 |



|                  |                                                                       |            |
|------------------|-----------------------------------------------------------------------|------------|
| <b>CHAPTER 5</b> | <b>Business-to-Business Branding .....</b>                            | <b>155</b> |
|                  | Summary .....                                                         | 155        |
|                  | Brands and Organisational Marketing .....                             | 156        |
|                  | The Unique Characteristics of Organisational Marketing ....           | 163        |
|                  | Nature of Brands in Organisational Markets .....                      | 166        |
|                  | Who Buys Brands? .....                                                | 167        |
|                  | Anticipating the Role of Buying Centre Members .....                  | 169        |
|                  | The Organisational Buying Process .....                               | 171        |
|                  | Brand Values in Business-to-Business Branding .....                   | 174        |
|                  | Brands as Relationship Builders .....                                 | 177        |
|                  | Factors Influencing Brand Selection .....                             | 182        |
|                  | Providing Organisational Buyers with Brand Information.....           | 188        |
|                  | The Company as a Brand.....                                           | 192        |
|                  | Varying Receptivity to Branding .....                                 | 196        |
|                  | Conclusions.....                                                      | 197        |
|                  | Marketing Action Checklist .....                                      | 199        |
|                  | Student Based Enquiry: .....                                          | 201        |
| <b>CHAPTER 6</b> | <b>Service Brands .....</b>                                           | <b>205</b> |
|                  | Summary .....                                                         | 205        |
|                  | New Ways of Thinking about Services .....                             | 206        |
|                  | The Challenge of Services Branding.....                               | 208        |
|                  | Intangibility.....                                                    | 209        |
|                  | Heterogeneity .....                                                   | 213        |
|                  | Inseparability of Production and Consumption.....                     | 214        |
|                  | Perishability .....                                                   | 216        |
|                  | Moving Beyond the Fast-moving Consumer Goods Model.....               | 217        |
|                  | The Process of Building and Sustaining Powerful Services Brands ..... | 219        |
|                  | Branding to make Tangible the Intangible .....                        | 223        |
|                  | Consistent Service Brands through Staff .....                         | 225        |
|                  | Service Brands with the Optimum Consumer Participation.....           | 229        |
|                  | Building Service Brand Equity.....                                    | 233        |
|                  | Conclusions.....                                                      | 234        |
|                  | Marketing Action Checklist .....                                      | 235        |
|                  | Student Based Enquiry.....                                            | 236        |
| <b>CHAPTER 7</b> | <b>Retailer Issues in Branding.....</b>                               | <b>241</b> |
|                  | Summary .....                                                         | 241        |



|                                                                                   |     |
|-----------------------------------------------------------------------------------|-----|
| The Store as a Brand .....                                                        | 242 |
| Retaining Customer Loyalty and Building<br>Engagement.....                        | 244 |
| The Internationalisation of Retail Brands .....                                   | 246 |
| Store Brands.....                                                                 | 247 |
| Success Factors of Store Brands – Consumer Behaviour<br>and Economic Cycles ..... | 248 |
| Retailer Support for Own Label.....                                               | 250 |
| The Arrival and Demise of Generics.....                                           | 253 |
| The Increasingly Powerful Retailer.....                                           | 254 |
| The Responses of Weak and Strong Manufacturers.....                               | 255 |
| Whether to Become an Own Label Supplier.....                                      | 258 |
| How Retailers Select Own Label Suppliers .....                                    | 262 |
| Prioritising Brand Investment through Different<br>Retailers .....                | 264 |
| Winning with Brands rather than Own Labels .....                                  | 267 |
| Understanding the Balance of Power .....                                          | 269 |
| Category Management.....                                                          | 272 |
| Using Information in Category Management .....                                    | 275 |
| Efficient Consumer Response (ECR).....                                            | 277 |
| The Evolution of ECR .....                                                        | 278 |
| How Firms Implement ECR .....                                                     | 280 |
| How Firms Measure the Success of ECR.....                                         | 282 |
| Conclusions.....                                                                  | 283 |
| Marketing Action Checklist .....                                                  | 285 |
| Student Based Enquiry.....                                                        | 288 |
| <b>CHAPTER 8</b> Brands on the Internet .....                                     | 293 |
| Summary .....                                                                     | 293 |
| Moving into a Virtual Environment .....                                           | 293 |
| Reconceiving the Concept of 'Brand'?.....                                         | 296 |
| The Importance of the Online Brand Experience.....                                | 298 |
| The Evolving Role of the Internet in Brand Building.....                          | 303 |
| The Challenges Facing Brands on the Internet .....                                | 307 |
| Brand Equity of Online Brands.....                                                | 310 |
| Conclusions.....                                                                  | 311 |
| Marketing Actions Checklist .....                                                 | 312 |
| Student Based Enquiry: .....                                                      | 315 |



|                                                            |     |
|------------------------------------------------------------|-----|
| Brands as Strategic Devices .....                          | 322 |
| Cost-driven or Value-added Brands? .....                   | 324 |
| Value-added Brands with Cost-driven Characteristics .....  | 330 |
| Identifying Brands' Sources of Competitive Advantage ..... | 333 |
| Focusing Brands' Competitive Advantages .....              | 336 |
| Sustaining a Brand's Competitive Advantage.....            | 337 |
| Sustaining a Service Brand's Competitive Advantage.....    | 340 |
| Anticipating Competitor Response.....                      | 343 |
| The Meaning of Brand Share .....                           | 346 |
| Striving for Profitable Brands .....                       | 349 |
| Characterising Successful Brands.....                      | 351 |
| Need for Promotional Support .....                         | 355 |
| Should a Company build Brands or buy Brands?.....          | 357 |
| Extending Brands.....                                      | 358 |
| Conclusions.....                                           | 363 |
| Marketing Action Checklist .....                           | 364 |
| Student Based Enquiry.....                                 | 366 |

|                   |                                                                      |            |
|-------------------|----------------------------------------------------------------------|------------|
| <b>CHAPTER 10</b> | <b>The Challenge of Developing and Sustaining Added Values .....</b> | <b>371</b> |
|                   | Summary .....                                                        | 371        |
|                   | Positioning Brands as Added Value Offerings .....                    | 372        |
|                   | Noticeably Different, Relevant and Welcomed Added Values .....       | 378        |
|                   | Identifying Added Values .....                                       | 381        |
|                   | Adding Value through Consumer Participation .....                    | 389        |
|                   | Adding Value through Customisation .....                             | 391        |
|                   | Adding Value through Building Relationships .....                    | 393        |
|                   | Protecting Brands against Counterfeit Brands.....                    | 395        |
|                   | Conclusions.....                                                     | 399        |
|                   | Marketing Action Checklist .....                                     | 401        |
|                   | Student Based Enquiry.....                                           | 402        |

|                   |                                                          |            |
|-------------------|----------------------------------------------------------|------------|
| <b>CHAPTER 11</b> | <b>Brand Planning .....</b>                              | <b>407</b> |
|                   | Summary .....                                            | 407        |
|                   | Understanding the Meaning of Core Values .....           | 408        |
|                   | Maintaining the Brand's Core Values.....                 | 409        |
|                   | Bridging the Brand's Values .....                        | 413        |
|                   | Defining Brand Dimensions .....                          | 415        |
|                   | The de Chernatony – Mcwilliam Brand Planning Matrix..... | 418        |



|                                                           |     |
|-----------------------------------------------------------|-----|
| Managing Brands Over their Life Cycles .....              | 424 |
| Rejuvenating 'Has Been' Brands.....                       | 434 |
| A Systematic Approach for Revitalising Brands .....       | 435 |
| Conclusions.....                                          | 438 |
| Marketing Action Checklist .....                          | 440 |
| Student Based Enquiry.....                                | 442 |
| <b>CHAPTER 12</b> Brand Evaluation.....                   | 447 |
| Summary .....                                             | 447 |
| Growing Brand Equity.....                                 | 447 |
| Commercial Models of Brand Equity Growth.....             | 452 |
| Measuring Brand Equity .....                              | 454 |
| Methods of Measuring the Financial Value of a Brand ..... | 461 |
| Conclusion: Financial Implications for Brands.....        | 466 |
| Marketing Action Checklist .....                          | 467 |

|            |     |
|------------|-----|
| INDEX..... | 471 |
|------------|-----|