



# Introduction to Brand Management

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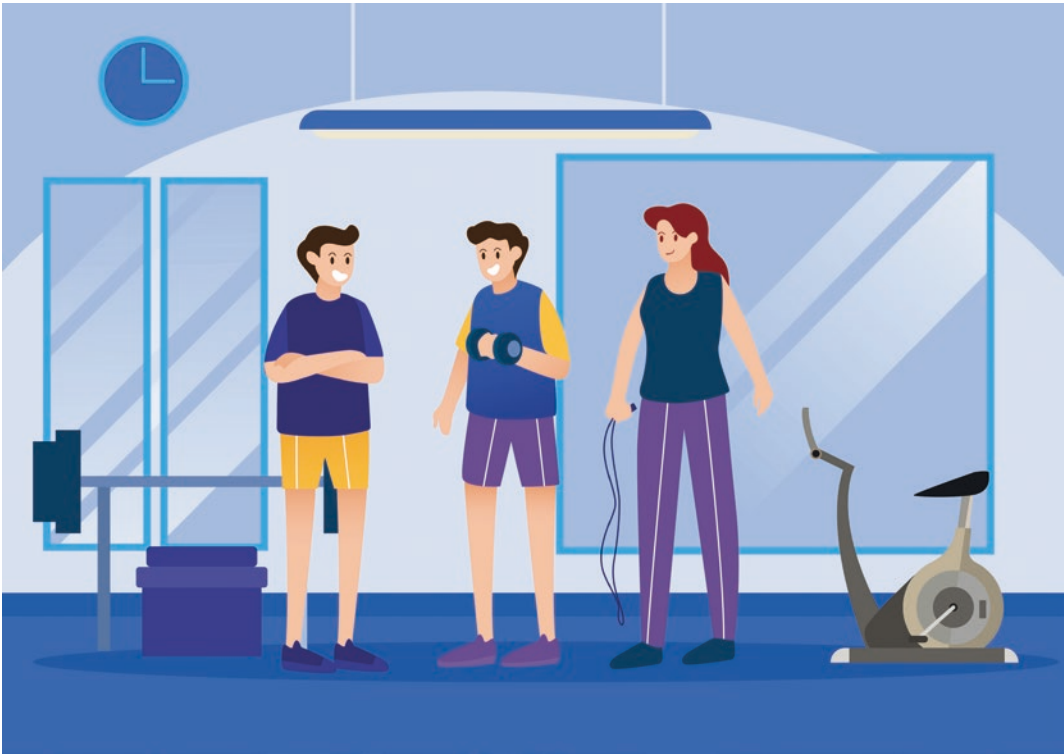
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Three people, Alex, Code and Sam, join a local gym programme in the hope of improving their physical health and appearance. They have a schedule of guided exercises and activities. When they meet on the first day, they introduce themselves. They share pleasantries, and talk about their will to commit for the next 12 weeks. Alex has just finished postgraduate studies and is thinking of starting a charity organisation that provides educational support for children in developing countries. Code is an IT enthusiast running a small, fast-growing manufacturing company that provides consumer goods. The company is run together with friends from college. Sam, on the other hand, is a brand manager for a multinational consumer goods manufacturer. The headquarters is in South America; however, they have subsidiaries across the world. This story sets the pace for this book. As we follow Alex, Code and Sam we will see how different individuals engage with brands and brand management—either as a brand owner of a charity organisation (Alex), or as a brand

owner and brand manager of a start-up (Code) or as an employed brand manager in a multinational (Sam). Though they all have different roles, in different organisations, they are all responsible for adding value to their brands through their brand management activities. Many of the concepts we discuss throughout this book will be applicable to all three.

### Overview

Brand management is multifaceted, complicated and complex, but it is important to start with the basics. Brands exist in the subconscious of everyone who uses or experiences them: employees, investors, the media and, perhaps most importantly, users. In this chapter we will explore basic misconceptions about brands; brands and branding are not just in the minds of consumers, nor are they just products and they are more than logos. We will discuss the brand, branding and brand management

concepts. These are terms that can be confusing and easily misconstrued. We will also look at key stakeholders in the brand management process: the brand owners, users, managers, influencers and valuers. Different branding ownership calls for a different branding approach. For example, a charity organisation has branding needs that differ from a global brand. We will conclude this chapter with what you can expect as a prospective brand manager, what you can do with the knowledge you acquire and the opportunities for career progression.

### Key Question

What are brands, branding and brand management?

### Learning Outcomes

At the conclusion of this chapter, you will be able to

- describe the features of digital media platforms;
- give examples of different misconceptions about brands;
- recognise the difference between brand, branding and brand management;
- recognise the difference between brand management, advertising and marketing;
- describe branding stakeholders; and
- explain why branding is important.

## 1.1 Introduction

As we go about our daily activities, we engage and interact with brands. We wake up with brands, we travel in brands, we attend lectures wearing brands, and we sleep on brands. The theme of brands is very common. Everyone refers to brands. If you ask 100 people their understanding of brands, you are likely to get 100 different answers. In academia, there have been many definitions provided for branding. Aaker (1991) defines brand as a “distinguishing name and/or symbol intended to identify the goods and services of one seller and to differentiate those goods and services from

those of competitors.” Keller (1993) describes branding as the creation of awareness, reputation and prominence while Keller and Lehmann (2006) define branding as the differentiation from other products and services designed to satisfy the same need. Kotler et al. (2020) further describe a brand as a name, term, symbol, or design, or a combination of them all, intended to signify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

Likewise, in the business world, there are many definitions and descriptions of brands and branding. The American Marketing Association describes a brand as “a name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers”; meanwhile, the Dictionary of Brand (Neumeier 2006) defines it as “a person’s perception of a product, service, experience, or organisation.” Also, in *The Brand Gap*, Neumeier (2006) describes a brand as “a person’s gut feeling about a product, service, or organisation.” Jeff Bezos, the owner of Amazon marketplace said, “Your brand is what other people say about you when you’re not in the room.”

As we can see from these various definitions, branding may mean different things to different people. These different interpretations made me consider the need to explore branding as a holistic subject by separating the different components into brand, branding and brand management. This ensures that we see brands beyond the way an entity, organisation or individual is perceived by those who experience or use that entity. A brand is more than simply a name, logo, term, symbol or design. A brand is also more than the recognisable feeling a product or business evokes or the total utility a user gains from using a product; the satisfaction a user derives from doing business with a company or individual which makes that user want to continue using same product. Brands not only live in the minds of users but exist as separate entities.

Irrespective of the way you define branding, it is the management process of brands that makes them stand out.

It is my pleasure to introduce you to brand management. Brand management is not like those subjects you studied in secondary school or college. Unlike maths, physics or chemistry, you may not have a theoretical background to build on; however, you can build upon your knowledge of media, marketing and advertising though you should be mindful not to confuse these concepts.

## 1.2 Brand, Branding and Brand Management

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### 1.2.1 Brand

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Anything can be considered a brand. It is important to recognise that. If I gave you a carrot I just uprooted from my garden, the carrot is a brand, and you have your own perception of the carrot. You see the orange colour, you think it is fresh, organic and it may taste different from other carrots. Like the carrot, a mobile phone is a brand and a car is a brand. In this case, the brand is a noun. It is something physically present—that can be recognised, touched and felt. Brands surround us. They have physical qualities, and they have personalities and culture. There is a form of association with them that may have been acquired through information (from the media) or engagement.

### 1.2.2 Branding

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Branding, on the other hand, is a verb. It is a “doing” word—it describes an action taking place—branding. It is a process. Branding is a marketing practice in which a brand owner (not necessarily a company) takes responsibility for enhancing the experience of those they engage with. Remember the carrot I uprooted from my garden? Now imagine a carrot from the stores that has been well packaged with attractive branded packaging.

The carrot from my garden does not have a name because I have not decided to give my brand (the carrot) an identity of its own, and I have not provided attractive packaging, I

have not created a social media page for it. Branding is the process whereby a brand owner decides to take action to signify the intention to build the brand and make it more valuable. It is a deliberate effort to make the brand users (consumers/clients) aware of the product and what a user stands to gain from using the product. This means that the brand owners are consciously making their products/services appealing to the brand users.

Therefore, to brand my carrot I can decide to package my carrot, give it a brand name and start selling in the market where I believe people will buy it. It is important to note that branding is more than just creating an identity such as a name, symbol or design that can be easily identifiable as belonging to the company, but also recognising that it is about an experience. When you first see the carrot, it is in my back garden, but the next time you see it, it has a package, well-designed identity and is being sold in a store.

The on hold music when you phone the store, the staff uniform and shop layout are all branding strategies. A beautiful logo is part of that experience, albeit just visual. Branding is the act of shaping how a company, organisation or individual is perceived. It is the process of making sure that the brands stand out, and there is a perceived value. Alina Wheeler, a branding expert, in her seminal book *Designing Brand Identity* (2003), describes branding as “a disciplined process used to build awareness and extend customer loyalty. It requires a mandate from the top and readiness to invest in the future. Branding is about seizing every opportunity to express why people should choose one brand over another. A desire to lead, outpace the competition, and give employees the best tools to reach customers are the reasons why companies leverage branding.”

### 1.2.3 Brand Management

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Brand management, on the other hand, is about managing the branding process. Brand management is multifaceted, complicated and complex. Brand management is a creative and

conscious effort in branding, which makes brands acquire value and positive perception by the stakeholders. Brand management is a process which produces rewards over time. It's a long-term effort to make the brand stand out and attract and retain loyal users.

Brand management bridges the gap between brands (the noun, the physical thing) and branding (the verb, the process). It ensures value is added to the brand through a creative process. Branding does not just happen, there is a whole process and team behind brand management. Following the example of my branded carrot, (See ■ Fig. 1.1) the process of coordinating the packaging design, sourcing a celebrity to endorse the brand and creating a website are brand management. I am managing my brand from just a carrot to a branded carrot that is endorsed by a social media influencer and available online and in store. Brand management is a hands-on task,

which involves monitoring the brand regularly to understand how well it is doing compared to competitors and measuring and evaluating the brand's performance. Brand management identifies and establishes the brand position. It recognises where the brand is and where it wants to go. Brand management involves engaging with customers online or reacting to a negative tweet. It involves working with other marketing stakeholders to plan and implement the advertising campaign. Importantly, brand management ensures that the branding strategy grows and sustains the brand value (■ Fig. 1.1).

Brand management, however, depends on branding. For example, a country is a brand (you have a perception of the United States). The leadership of a country may decide not to improve people's perception of their country or perhaps there are more pressing needs. To illustrate this, for countries like Syria



■ Fig. 1.1 The branded carrot into carrot juice. (Source: Author)

where there has been a civil war for the last few years, with different groups trying to seize control of the country, branding and changing perception of their country may not be a pressing need. We recognise Syria as a brand, but there is no branding and brand management in place. This means Syria is not so particular about their image and the country leadership is not ready to make concerted efforts to endear other foreign countries to

Syria, as it is not a priority for the time being. Hence, brand management is something that is consciously done by the brand to enhance positive image, change a certain perception or overhaul the brand users' total perception of the brand at a point in time. The key idea here is that brand management is done *consciously* by the brand to make the brand appeal to users and win over competitor brands' users.

### Case Study 1.1: Brand Management of Rwanda

Rwanda, formerly Ruanda, officially the Republic of Rwanda, is a landlocked country in East Africa. It is one of the smallest countries on the continent. Rwanda has made a huge effort to change people's perception of the country in just over two decades following a devastating civil war. In 2000, the country launched Vision 2020—an ambitious plan to transform a broken nation into a middle-income country. That was a consciously creative branding initiative to reposition the brand of the country.

In 2018, the Rwanda Development Board, through their subsidiary, the Rwanda Convention Bureau, became the first official sleeve partner of English Premier League Arsenal Football Club as part of the country's drive to become a leading global tourist destination, using "Visit Rwanda" messaging. This association (with Arsenal) supports Rwanda's ambition to improve their county's brand value to build their tourism industry. The sleeve sponsoring deal over a 3-year period cost the country US\$39 million.


Here we see a brand (the country, Rwanda) that has recognised the need for branding in order to make sure there is an awareness and positive perception of their country. It's important to note that this does not mean everything is going perfectly well, but measures are in

place to manage the brand and continually integrate it.

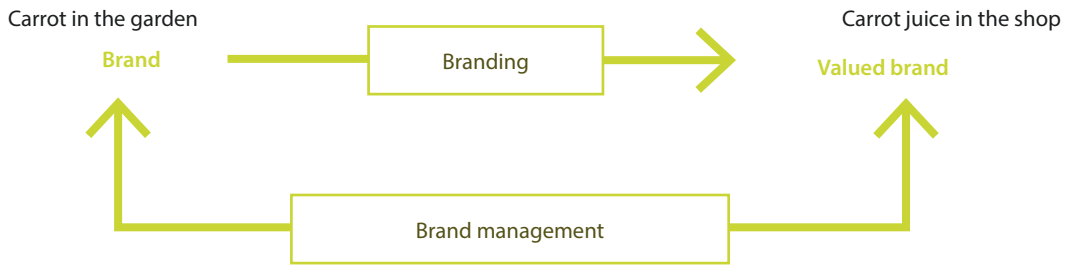
Before the partnership was signed, 71% of the millions of Arsenal fans worldwide did not consider Rwanda a tourist destination. At the end of the first year of the partnership, half of them considered Rwanda a "destination to visit," said Belise Kariza, Head of RDB's tourism department. This shows that brand management helps a brand grow. It also endears a brand to users who might not ordinarily consider the brand in the first place.

#### Reflective Questions

- Some may argue why would Rwanda pay US\$39 million to become an Arsenal partner when that money could have been spent on the people of Rwanda? Do you think the partnership with Arsenal makes commercial sense?
- What is the importance of country branding? What and how do you think the Rwandan government and people will benefit from this partnership?
- Why football? Why the Arsenal Football Club? Why a sleeve partnership? There are many sports out there, many football teams and they could even have had the name on the front of the shirt. What do you think may have influenced these decisions?

As illustrated in  Fig. 1.2, the brand management process recognises the need to adopt branding measures to make a brand more valuable. Like the case of the carrot, it could

be sold for \$1 on the market but the branding effort and how well it has been managed has made the carrot more valuable in the form of a juice, bottled and sold in the supermarket.



■ Fig. 1.2 The brand management process

This can also be applicable for countries, events, humans and many other brands. Brand management requires effort to move from just a brand to a valued brand.

### 1.3 Branding, Advertising and Marketing

These three terms can often be confused and used interchangeably. It is, however, important to know that there are differences even though they are closely related. Branding and advertising are an offshoot of marketing. Branding and advertising are closely related to the 4Ps of marketing (see Kotler et al. 2020). One of the 4Ps is promotion. Promotion involves creating awareness and advertising. This also aligns with branding. Brands can be integrated through advertising.

Big brands spend a huge amount of money on their advertising, which integrates their brands in consumers' minds and enhances their perception of the brands. Examples are the Christmas advertisements often released by UK upmarket retail stores such as John Lewis, the Coca-Cola Christmas Truck with Santa and the Super Bowl advertisements. Companies create these advertisements to gain more awareness of their brands as, for example, in the case of the Super Bowl, they are broadcast around the world. Advertising here is part of the marketing strategies to boost brand recognition, awareness and recall at point of purchase.

Likewise, there are advertising agencies and brand consulting agencies that work with

organisations to create engaging integrated marketing communication, develop marketing campaigns and create agile brands. These roles may often overlap; while some advertising agencies like MullenLowe, VMLY&R and Grey can do branding activities, there are standalone branding agencies like Landor, Pentagram and Lippincott.

### 1.4 (Mis)Conceptions About Brands and Branding

Brand management is a very complex and multifaceted topic to discuss because of the various conceptions about what it stands for and what it entails. As earlier indicated, there is a difference, though they are related, between the terms brand, branding and brand management. This section aims to shed more light on some of these conceptions as we move towards a better understanding of what branding is all about. However, before we go further, it is necessary to be aware of some of the misconceptions about brands and branding.

#### 1.4.1 Not Just in the Mind

There is a school of thought that suggests that a brand is not physical, but something that exists only in the minds of brand users. These scholars consider branding to be an abstract concept that can only be felt and experienced by the consumers (Keller 1998).

Keller (1998) describes a brand as a set of mental associations, held by the consumers,



which add to the perceived value of a product or services. However, the brand can be both tangible (mobile phones) and intangible (Olympics). The brand can be felt and engaged with. The kind of conception of what a brand is, that is, a concept that only exists in the mind, is better described as brand perception. This is just one aspect of branding. To further reiterate this idea, you may want to consider a brand as a person. What are they like? What comes to mind when you see them? What have you heard about them that will influence how you engage with them when you finally meet? This perception is a construct of those who have engaged with the brand. It is however up to the brand to take responsibilities and present opportunities for engagement which could enhance the perception because this construct is malleable. Branding (as a conscious process) has the power to shape our perceptions; our perceptions can be changed, modified and enhanced. With the right brand integration strategy, you may end up liking a brand you never thought you would and likewise with a bad brand management initiative, a beloved and cherished brand may become hated and lose their loyal customers.

### 1.4.2 Not Just a Product

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Some scholars believe that a brand is a product that can be felt—for example, mobile phones, shoes and cars are brands. It is important to note that while this is correct, there is more to the brand than just its physical aspect. The brand goes beyond just a product that can be held by a brand user. It sometimes comes in the form of services that are experienced by brand users. Services providers are also brands that can be experienced. Users have perceptions of banks, barber shops and bakers; these are service providers that consumers engage with, and they construct a perception based on their experiences. Stores, events, organisations, humans are all brands. A brand is not just limited to the product. The brand owner will often take responsibility to build a brand that is different and unique.

### 1.4.3 Not Just a Logo

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There is a conception that the brand is an identity or logo. Riezebos (2003) notes that a brand is “every sign that is capable of distinguishing the goods or services of a company and that can have a certain meaning for consumers both in material and immaterial terms” (p. 63). The American Marketing Association (AMA 2020) also considers a brand as “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors.” While it is an important element of a brand, a logo is not a brand. Instead, it is a visual identity of a brand. For example, due to enormous brand integration, over time consumers began to associate the green colour and the symmetrical siren as the identity of Starbucks. That green mythological creature is not a real person, but the company considers her as the biggest symbol of their brand (Flandreau 2016). However, it is not their brand. A brand is also not a name. A brand is not a trademark or slogan.

## 1.5 Stakeholders

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Previously, brand management was considered to be the sole responsibility of brand managers, however nowadays brands, branding and brand management are dynamic business functions which require synergies among various stakeholders (Merz et al. 2009). In this section we highlight different stakeholders who are involved with the brand management process and recognise their roles in shaping the brand meanings and values, identity and reputation (Vallaster and Von Wallpach 2013).

### 1.5.1 Brand Owner

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The brand owner is the entity or person that has the legal and official possession of a brand. This can be an organisation, country,

individual, rights owners or groups that officially take ownership of a brand. For instance, Apple (as a company) owns the iPhone brand, FIFA owns the World Cup Brand and UEFA owns the Champions League. The UK government, through its designated department, is responsible for the UK brand, especially with the impact of Brexit. Brand owners are responsible for the strategic direction of the brand, depending on the size of the organisation, they may consult brand managers. The brand owners could be the CEO or Chairman of the company, responsible to the shareholders, or they could be the founder of the charity. Likewise, the founder of a start-up company can also be said to be the brand owner. The responsibility to not only sustain the brand but also make it commercially viable lies with the brand owner.

## 1.5.2 Brand Users

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Brand users are the people who use the product(s)/service(s) of a company. These are the consumers who have decided to use the brand or subscribe to the services of a brand instead of another. The brand users may remain loyal to the brand and even invite others through positive word of mouth, which could be described as the positive reviews of users. These brand users have a set of expectations from the brand, and the brand owners need these users in order to remain commercially viable. In essence, these brand users can shape the success of a brand. Therefore, it is important that brand owners always fulfil the brand users' expectations. With social media and feedback channels at their disposal, the brand users have more opportunity to engage with the brand, to demand more and make them act. Brand users can decide to do away with a brand that does not align with their values and switch their loyalty to another brand that meets their needs and expectations. Therefore, for an effective brand management strategy, it is important to research and engage with these stakeholders to understand their behaviour and how best to meet their needs continually. Brand managers must recognise that their customers are being lured by offers

from other brands (there is fierce competition). They must recognise that there are communities where they can engage brand users—the brand evangelist/ambassador plays a very important role here. Furthermore, brand managers should recognise the unique features of each segment (customer behaviour).

## 1.5.3 Brand Manager

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Brand managers are responsible for managing the branding process of the brand. They can come in different forms. It is their role to ensure the positive image of a brand. To sustain a brand, it is essential that the brand managers package and continually manage a brand in a way that it will continue to appeal to brand users.

### 1.5.3.1 Brand Owner, Brand Manager

This is when the brand owner is also a brand manager. This is often possible for small and medium enterprises where the founder or business owner is responsible for the day-to-day management of the brand. The founder owns the business and takes responsibility for the sustainability of the brand. The founder may be the one who develops the idea, designs the logo, chooses a brand colour and manages the brand social media accounts.

### 1.5.3.2 Employed Brand Manager

This applies mostly to more established brands that can employ an individual or a team to manage them. Widely recognised brands fall into this category as they have the wherewithal to employ professional brand managers. It is even wise for such brands to have an employed brand manager(s) within their staff as that will help the brands extend their reach and gain more brand users. The employed brand manager reports to the brand owner or marketing director (depending on the hierarchy of the company). These managers are employed by the brand owners to manage the brands and engage with the brand users (clients/customers). There may be many brand managers working on the same brand depending on the size of the company. These managers may also change roles within the

organisation. They can switch from managing confectionary brands to managing food brands or they can change companies and be employed by another brand owner.

### 1.5.3.3 Brand Management Consultants

These are agencies and consulting firms that assist brand owners and employed brand managers in their branding process. Global brands often hire brand management consultants. This can be on a retainer basis or to work on a project. They are also able to engage with the stakeholders, especially through research and data analytics. Brand management consultants often have resources that in-house employed brand managers may not have. They are involved in developing and integrating the strategic directions of the brand. Often for the big global brands, they are responsible for designing brand identities. For example:

- Interbrand is a renowned yet world-leading brand consultancy and for over 40 years they have been a part of The Brand Consulting Group of Omnicom Group Inc.
- Pentagram, another renowned brand management consultant, is the world's largest independently owned brand design studio. They redesigned Warner Bros iconic WB Shield.
- Landor, a global leader in brand consulting and design, is part of WPP plc. Landor is also a creative transformation company. They created new graphic elements for British Airways and The British Petroleum Company plc (BP's plc) visual identity.
- Founded in 1943, Lippincott is a creative consultancy specialising in brand and innovation. They created the iconic blue oval logo of Samsung, created the name "Sprite" for the lemon-lime soft drink and created the name "Duracell" to highlight the battery's long life.

While a brand owner or brand manager may decide to choose a name for the company, brand management consultants can also take such responsibility for a big brand. Brand

management consultants should not be confused with advertising agencies. Though there are many agencies that can do both advertising and branding, it is important to recognise that they are two different marketing concepts that require a different level of expertise.

### 1.5.4 Brand Influencers

Brand influencers are people who have attained celebrity status in society. They command huge followers on social media and in real life. Therefore, they can always help to influence the acceptance of a brand and eventually, its sales. They are mostly drawn from different fields, such as art, entertainment, literature, sport, fashion and so on. It is important to recognise the contribution of these stakeholders. Taking into consideration the role of social media and how consumers and brands have taken on board this idea, brands recognise that these influencers have the power to make or break brands. For example, mattress-maker Casper recognises social media influencers as a stock market listing risk factor as the brand may not have the ability to control future messaging by such influencers, and this may materially and adversely affect their reputation (Aliaj 2020). Online fashion brand, Revolve, which raised \$212 million in an IPO giving it a \$1.3 billion valuation in 2019, also listed its influencer marketing strategy as a risk in its offering documents. Brand users usually believe a brand is as good as its brand influencer. Therefore, when a brand influencer does something unpopular, the brand users may withdraw their support and loyalty from the brand that the brand influencer (celebrity) represents.

While brand influencers can add value to the brand through their association, they can also damage the brand's reputation. On a positive note, in 2018, Nike made Colin Kaepernick the face of its latest ad campaign, and this pushed Nike's market value up to \$6 billion, to an all-time high (Reints 2018). The brand association between Nike and Colin Kaepernick was beneficial to both parties.

### 1.5.5 Brand Valuers

Brand valuers are companies or individuals responsible for estimating and calculating the financial worth of a company. They also do consider the future worth of a brand based on some factors that could dictate the market. These brand valuers are external stakeholders that measure and evaluate the values of the brand. This valuation is often done yearly. The brand owns these values, and likewise, it serves as a benchmark for brand managers to see how well their brand is doing, compared to others. Brands values can increase and decrease, and these brands can move up and down the value table. Technology brands, however, still dominate the top of the value table; they are considered some of the most valued brands by all the valuers. There are many of these valuers, but the following are three key ones.

Forbes presents the World's Most Valuable Brands, but these brands are required to have a presence in the US, which knocks out some big brands like China's Alibaba and Tencent. Forbes values the brands on 3 years of revenue and earnings before interest and taxes. This information is gathered from company reports, Wall Street research and industry experts. Forbes applies the average price-to-earnings multiple over the past 3 years to these earnings to arrive at the final brand value (Badenhausen 2018).

While Forbes requires brands to have more than a token presence in the US, eliminating some big multinational brands, Interbrand does not require this. Interbrand pioneered brand valuation in 1988 with their Best Global Brands. Their valuation methodology involves three key components: an analysis of the financial performance of the branded products or services; of the role the brand plays in purchase decisions, and of the brand's competitive strength (Interbrand 2020).

SuperBrands provides an insight into some of Britain's strongest brands, recognising the achievements of some of the nation's leading brands, showcasing why they are well-regarded and providing valuable insights into each brand's strategy and proposition (Superbrands 2020).

### 1.6 Brand Ownership

Brand ownership is a concept that centres on responsibility for creating, developing and sustaining a brand. It basically identifies the individual or organisation that own a brand. EleVen is a lifestyle brand founded and owned by Venus Williams. Victoria Beckham brand is owned by Victoria Beckham while Kanye West owns the footwear and apparel brand Yeezy. These are individuals who own their brand. They might have sold shares to different individuals and companies, but they are well recognised as the brand owner. Brand ownership could also be in form of a company or shareholders, for example, Petrobras (Petróleo Brasileiro S/A) in Brazil or Tata Group in India. Fédération Internationale de Football Association (FIFA) also own many event brands which includes the FIFA World Cup Qatar 2022™, FIFA Women's World Cup Australia and New Zealand 2023™ and FIFA Futsal World Cup Lithuania 2021™. *You* are a brand owner as well. You are responsible for your human brand. The ownership of brands goes beyond big, global organisations. It encompasses individuals, charity organisations and small businesses as well.

Often, book, lectures and teachings on brand management focus on the big global brands without recognising the unique challenges of the brand owners of many other businesses. While studying the big global brands can help to offer an in-depth and detailed understanding with available case studies and data to understand how branding works, other forms of brand owners should be considered as they have their unique features, business struggles and challenges. Importantly, you may want to start your own business (as a small enterprise) or decide to work for a charity organisation. Understanding branding implications from a different point of view is important.

Brand ownership can be in various forms, but for the sake of simplicity, we will examine four different groups in this book. Through these groups we aim to give you a better grasp of the concepts.

### 1.6.1 Charity and Non-profit Organisations

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Going back to the Brand Story that featured at the beginning of this chapter, you may remember that Alex wants to start a charity. Alex has the passion, they have made an effort to start a charity brand but it is important to understand the financial challenges in building a brand, especially for charity brand owners that may not have much money to spend on marketing and branding strategies. How much would they have to budget for designing a logo, creating a website, producing souvenirs or creating and placing advertisements in the media? They need to build loyalty and differentiate themselves to attract donations. They have their struggles because they rely on funds from people. These financial limitations, however, should not stop the brand owner making a little effort at a time to add value to the organisation. They might not have the resources to employ the services of a brand consultant or compete with a global brand, and they may need to look for alternative creative approaches in managing their brands. As a prospective brand manager for a charity organisation, you will need to think about working with a small budget to build and sustain your brand.

### 1.6.2 Small- and Medium-Scale Enterprises (SMSE)

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Unlike charity organisations, these brands set out to make a profit but they have their limitations in terms of their brand management strategies. While they may not be making a profit, they must position their brand as a successful and valuable brand to attract prospective customers and investors. Your typical start up agency or friend's small business falls into this category. The brand owner is the founder and is likely to be the brand manager. In the Brand Story, Code is a co-founder but also responsible as the brand manager, working on the brand management processes to ensure their brand increases in value. These SMSE brand managers can be creative and

make fast decisions about their branding strategies. They can be very flexible in making changes and open to opportunities. Their customers may be locally based, and this can influence their advertising and brand integration strategy, it can determine their purpose and mission and even the type of influencer they may want to work with.

### 1.6.3 Global Brands

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These are the established brands. They are the likes of P&G, Coca-Cola, Apple and Google. These companies have the resources to create awareness about the brand internationally, sponsor global sporting events and have their brand name on the shirts of football teams around the world. These global brands can hire branding agencies to redesign their logo, they have the in-house team to manage global social media accounts and engage with customers around the world. However, they also face challenges in terms of the decision-making process, and the scale and schedule of work. Brand managers for global brands know they are responsible for huge financial and human resources. For example, in the Brand Story, consider the role of Sam, who is responsible for managing a multinational consumer goods brand in the United Kingdom, with headquarters in South America. There are some decisions that Sam cannot make without consulting with different stakeholders within the organisation unlike Code who is a co-founder and can make instant and fast decisions.

It can be a very time-consuming process to work with global brands, as there are a lot of stakeholders involved. Take the example of Lay's, with some 25 different flavours in the mix, it took 2 years to redesign all the packaging (Klara 2019). Also, these global brands are more prone to social media outbursts and going viral. These brands are more likely to pull an advertisement if people find it to be offensive. These global brands operate in different countries, sometimes under different names. One example is Lay's Crips in the United States, which is called Walkers in the United Kingdom; there is also Axe deodorant

in the United States which is Lynx in Australia, while Burger King is called Hungry Jack's in Australia. This is a different challenge for the management of a global brand.

### 1.6.4 Human Brands

Did you know humans are brands? It's true, but it is a pity that not all humans have taken responsibility for developing their brands. Just as I did with the carrots in my back garden, it is necessary for every man and woman to turn their personality into a brand that is distinct and unique from others. My branding efforts turned the carrots from the ground into Emmanuel's Carrot Juice being sold in

shops. Professional tennis players, football players and musicians have recognised themselves as brands and taken the initiative to develop an identity they can commercialise. Novak Djokovic's, Venus Williams' and Roger Federer's logo are formed by their initials while Rafael Nadal's logo is rather a stylised version of a bull. Cristiano Ronaldo has formed a brand out of his usual goal celebration, where he performs an air pirouette before exclaiming "si!" Also, remember it is not just about sports players; TV presenters also have brands. Look at the moustache and bald head of Steve Harvey. The David Rubenstein Show logo also has a pair of glasses because the presenter (David Rubenstein) wears glasses.

#### Case Study 1.2: Jay-Jay Okocha

Jay-Jay Okocha is a Nigerian former professional footballer who played as an attacking midfielder. He played in several professional clubs around the world, including Eintracht Frankfurt in Germany, Fenerbahçe in Turkey, Paris Saint-Germain in France, Bolton Wanderers and Hull City in England. While at Eintracht Frankfurt in 1993, he scored a wonderful goal against Karlsruher SC, dribbling many players in the penalty box. The goal was voted Goal of the Season by many football magazines and voted as 1993 Goal of the Year by sport viewers in Germany. Okocha, though now retired, has earned many endorsement deals, including being the ambassador for the sports betting platform BetKing.

Okocha is a human brand that is well loved by players and supporters, however, a search as of August 2020 revealed he does not have a website or logo or any indication of an effort to brand himself. Many professional athletes and sports personalities have made efforts to build their brand; they have a logo, have created websites and have a managed and well-curated social media account. However, this requires a conscious effort; it requires understanding you

are a brand and making an effort to develop it, manage it and importantly integrate it.

Olalekan Akinyele, a creative director and brand enthusiast, designed a brand identity for Jay-Jay Okocha (■ Fig. 1.3). The design was completed in 2016 and it reflects the double J of Jay-Jay and the number 10, which was Okocha's shirt number. This design is a brand identity that could have been integrated on different merchandise and further ensured the commercial viability of the player. This design however has not been adopted by Jay-Jay.

#### Reflective Questions

- Why do you think a professional player like Jay-Jay may not have considered building and managing his brands?
- How best do you think a sports personality like Jay-Jay can create and manage their brand?
- Do you think female sports personalities have additional challenges in building their brands?
- What would you expect in the brand identity of a sports personality?



■ Fig. 1.3 Proposed logo created for Jay-Jay Okocha. (Images provided and used with permission from Olalekan Akinyele)

## 1.7 Why Is Branding Important?

In this section we will consider the importance of brand management from different perspectives. Stakeholders have their reasons for taking an interest in brands. This section specifically focuses on brand owners, users and managers.

### 1.7.1 Brand Owners

#### 1.7.1.1 Valuable Assets

Well-managed brands are very valuable. They become great assets for the owners. This can also translate as physical wealth for the owners. Branding adds value to a brand, and the more effort is put into brand management, the greater the value. Like illustrated earlier with my carrots, there is a difference between chips you made from the potatoes in your garden and Walkers Crisps. The branding process has increased the value of a typical potato into

something people pay to eat. Branding adds value to an asset, and it makes an ordinary brand become more valuable, meaning that people want to associate with it. This increased value gives the company more leverage in the industry; it makes capital investors invest in the start-up and makes people want to donate to the charity.

A brand's value can change over time. For example, Tesla, the electric vehicle pioneer, incorporated in July 2003, lost \$2 billion (£1.5 billion) in market value overnight in 2018 when chief executive, Elon Musk, refused to answer analysts' questions and instead chose to speak to a YouTube channel after releasing first-quarter results (Morrison 2018). In November 2019, Tesla's share price dropped by 6% after the disastrous Cybertruck unveiling, pushing Musk's net worth down by \$768 million in a single day, to \$23.6 billion (Cuccinello 2019). However, in January 2020, Tesla became the most valuable car company ever in the US.

### 1.7.1.2 Command Higher Prices

Everyone might say they have a mobile phone which can make and receive calls, but some people will not mind paying over a thousand pounds to buy the latest iPhone. A well-developed yet established brand has the capabilities of commanding higher prices. At this stage, consumers are not just buying a product, they are buying the brand. They are willing to pay a premium price for what they consider special, superior or more luxurious. This, therefore, guarantees profitability for the brand owners and other stakeholders. Companies that invest in building their brand reap the rewards of the investment from the higher price they can charge their customers. Back to my example of a carrot in my garden, I may give you the carrot for free but upon packaging and influencer endorsement on social media, I can charge a premium price for my organic carrot.

### 1.7.1.3 Differentiates from Competitors

Branding is important for identification and distinguishing the brand from competitors. The shop layout of Apple Store is different from the layout of Microsoft. These differences are the result of more conscious efforts made by the brand owners. Hence, the brand manages offer the brand user something different and unique. It makes the consumers recognise the brand easily, leaves a memorable impression and builds loyalty. Branding gives the company more recognition, and they become known to the consumers. In addition, it offers legal protection of products' unique traits/features and inhibits other brands using a known identity of another. A strong brand is also important for a competitive advantage. The creative effort to be different can also create trust within the marketplace. The consumer recognises the brand identities, and if they see something different from the usual professional appearance, they are very mindful.

### 1.7.1.4 More Patronage

Strong brands can attract more patronage based on the positive impression they have created for their existing customers. The cus-

tomers share these experiences and patronage increases. Here word of mouth, especially electronically on social media, becomes important. Bang Bang, a New York-based tattoo artist, tells his stories of linking the world's biggest sports stars and celebrities. The celebrities tell each other who did their tattoo and bring in more business for the artist. If the brand were not well valued, the celebrities would not want to do this introduction. People love to tell others about the brands they like. Strong brands come with a positive impression and perception of the company amongst consumers; the consumer sees a brand they can trust and recommend to others. You should also understand that what you offer must include outstanding service, which will draw more brand users to your brand. It is part of the brand management process to give the best service possible to brand users at all times.

### 1.7.1.5 Positive Association

While strong brands may command more patronage, which offers an immediate financial reward, it can also bring about a positive association. Stakeholders recognise how valuable the brand has become, and they want to associate with it. More so, the brand is well received when ideas of partnership, co-creation and collaboration are brought forward. Prospective job seekers will want to work for the company, and present staff feel positive about being associated with the company, they will be more satisfied with their job and be proud of the work they do. Influencers will want to work with them. This is also the case for charity organisations, for example, BBC Children in Need (with their first-ever children's BBC radio appeal as far back as 1927) is a valued brand in the United Kingdom, and it is not surprising to see many companies partnering with them.

### 1.7.1.6 Drives Innovation and Creativity

Branding drives innovation and creativity as brands want to stay ahead of the competition, to offer something unique and leverage innovation to make things better. Branding may make



brands extend their products line or extend into a different sector, area or country. The iPhone innovative design changed the smartphone industry when it was released back in June 2007, and it became the first hugely successful mass-market mobile to be operated completely by a touch screen without a stylus. Brands which invest in their brand-building strategy can take advantage of the positive perception the consumers have of them, and be more creative, innovative and willing to develop new products. Even though they might not always be successful, like in the case of Google+ which was shut down, there should always be the drive for more innovation.

## 1.7.2 Brand Users

There are also many benefits for brand users who engage with more developed brands. This also highlights the challenges of growing brands to compete with more of the established brands. Brand users are the entities that make the brand exist. Without this set of individuals, brands cannot advance or exist for a long period. This is because with their products and services, brands fill a void in users' lives. When there is no brand user, there will not be any void to fill and, eventually, there will be no brand. Therefore, it is important to understand that the continuous existence of a brand solely depends on the brand users who must be satisfied at all times.

### 1.7.2.1 Making Choices

When brands strive over many years to create and manage their brands, they can become very well recognised by the customers. This helps people to feel more at ease purchasing the product or engaging with the brand. Consumers can evaluate two identical products and decide based on their packaging, the way they are branded. Branding is important for simplifying decision making and reducing risk.

Someone who wants to donate to a charity may be more interested in donating to reputable and renowned global charities instead of one that is not very well known in their city. Brand users can identify and remember this brand because of the numerous advertise-

ments they have seen. The ease of choosing is also further enhanced by the brand's identity. That is why, to avoid confusion, a brand will not allow another brand to use its identity. Everyone knows red is Coca-Cola, and blue is for Pepsi. This colour difference is a branding strategy to make sure consumers can immediately recognise what they want, and pay for it without spending their time looking at various choices.

### 1.7.2.2 Meeting Expectations

From engaging with the brands, consumers are aware of the level of services, and consumers learn through experience with the brand. They have an expectation, and they are always pleased when these expectations are exceeded and angry when their expectations are not met by the brand. They have the possibility to share their negative experiences on social media when their expectations are not duly met. So branding is not just about the logo and design of the website, brands need to recognise that customers know exactly what to expect each time they encounter the brand. It is, therefore, important to make sure that every staff member at every touchpoint is aware of these expectations and does their best to exceed them. This will build credibility and trust. Satisfied brand users will share positive word of mouth and refer others to the brand.

### 1.7.2.3 Making a Statement

Consumers also associate with the brand and use the brand to make a statement: for example, "I am a high achiever" and that is why I use Rolls Royce and Rolex; "I cherish my children's education"—I send them to universities abroad; "I care about the environment"—I drive Toyota Prius and drink Fairtrade Coffee. Consumers align with these brands that share their values, and they will not mind sharing this information with their friends and those within their network. Consumers buy products to construct and express themselves, to identify and connect with many other people using that same product. This aligns with the idea of people buying a luxury product to make a statement about their status. It is not surprising as well to see some people buy the

counterfeit luxury product because even though they can't afford the original product, they would love to associate with the brand that produces that luxury product and having a replica of the original product/brand makes them feel and look important in society. The brands give such individuals a sense of fulfilment.

### 1.7.3 Brand Managers

Branding as a marketing prospect is important for individuals who either work with the brand as consultants or agencies, or who work with the brand as employees or owners. The success of the brand will also determine the success of their career. Brands that no longer exist, like Kodak and Blackberry, once had brand managers and agencies working for them, but because of ineffective brand management, their career was also impacted.

#### 1.7.3.1 Sustaining the Business

Specifically, for brand owners, brand managers and employed brand managers who are working with the brands, their brand management strategy must be well under control in order to sustain the businesses they own and work with. While the owner (of a start-up company) might solely be responsible for

managing the brand, brand managers of a bigger company might not be as invested because they can change job, but they nevertheless also need to know that their business is at stake if they do not remain innovative, creative and engage with changing consumer behaviour.

#### 1.7.3.2 Sustaining the Account

Brand management consultants need to recognise the importance of branding in order to sustain their account. They need to make sure brand owners see value in what they have to offer. Agencies need to be aware of the brand needs and how best to make sure they remain viable and vibrant in their market. In sustaining the business, they may also see possibilities to bring in a new account that may not have considered the need for a branding agency. These are all efforts towards sustaining their account through the value of services they have provided to their established clients or aim to provide to a prospective client.

The importance of branding cannot be overemphasised. Branding adds value. It increases the equity of a brand. The brand owners, irrespective of their size, will want their brand to grow and expand, and they need users to buy into their purpose and value. Brand managers need to be on board to make sure there is alignment.

#### Case Study 1.3: Brunei

Brunei is a country located on the north coast of the island of Borneo in Southeast Asia. In April 2019, the country planned to introduce harsh punishment for those convicted of gay sex. Considering that there is growing global support for equal opportunity for gay couples, there was a huge backlash against the country (Brunei) and many of their brands. Celebrities such as George Clooney asked people to boycott the Dorchester Collection, a chain of hotels owned by the Sultan of the country. Companies like JP Morgan also told their staff to avoid Brunei-owned hotels in the wake of the new laws. You can read more on Twitter as many people voiced their concerns. Likewise,

there was a call for travellers to boycott Royal Brunei Airlines. After just 1 month, Brunei backtracked on enforcing the law. This highlights how brand users (those who use the hotels and airline) can transfer their negative experience into boycott, which can affect the brand. One in five UK consumers boycott brands. This highlights that brand users expect a lot from their brand and if the brand is not doing what is right, the users might walk away. This can present huge financial implications for the brand and importantly the brand reputation may be damaged.

Reflect on this. There is the country (Brunei), the Sultan (leader of the country—

Hassanal Bolkiah) and the brands of the country (Dorchester Collection and Royal Brunei Airlines). Many people were angry about the laws made by the country's leader but this had repercussions for the country's brands. This demonstrates that the actions of the stakeholders can have a positive or negative effect on brands. Spare a thought for the Royal Brunei Airline brand manager who needed to manage their brand in the wake of the backlash. The manager had no control over the laws in Brunei, the manager might not have even been a citizen of Brunei, yet it was paramount to position the brand in a positive light so they could compete with British Airways (UK) or Etihad (UAE).

### Reflective Questions

- Can you explain the relationship between the country as a brand (Brunei), the Sultan as a brand (leader of the country—Hassanal Bolkiah) and the Dorchester Collection and Royal Brunei Airlines (brands owned/associated with the Sultan's leadership)?
- How do you think the boycott may have affected the Dorchester Collection and Royal Brunei Airlines?
- Would you boycott a brand because of the action of the brand owner?

## 1.8 Prospective Brand Manager

While you may be studying different modules and courses as part of your university degree, it is important to consider the future career prospects attached to this theoretical knowledge and understanding. You might ask yourself, what am I going to do with this knowledge?

Well, what are your prospects as a brand manager? You could run your own business, work with a friend or family to help them with the brand or find employment within a company or agency. You need to be aware of some key points as you consider your future. Here are some insights for you to have an overview of some of the opportunities before you delve further into the book.

### 1.8.1 Career

A career as a brand manager is worth pursuing, you get to work on brands, see them grow and engage with different stakeholders. You can easily see the rewards of your hard work. However, you need to be open-minded, eager to learn and be proactive. You need to recognise that knowledge is important. Either as a freelance brand consultant or working with a

firm or company as assistant brand manager (most likely to be the point of entry), knowledge and practical demonstration of skills are necessary.

### 1.8.2 Creativity

This is doing things in an unusual way to achieve outstanding results. Creativity can be in the form of managing the meagre resources of a company to achieve the intended goals and objectives for the brand at a point in time. The brand manager needs the ability to think beyond the usual and find a way to engage with innovative ideas to develop the brands. This is important for sustaining the brand you are working for and your career progression!

### 1.8.3 Critical Evaluation

This is an important skill for a prospective brand manager. You need to develop your skills in critically analysing branding situations, identify what the problem is and be able to address it. Decision-making is also important, to recognise who to work with and when to work with them.

### 1.8.4 Communication

This is critical, especially as you will be working with different stakeholders. Team communication and interpersonal relationship skills are needed for a prospective brand manager. You should be able to work with different people and get your points across, either verbally or orally. You can develop these skills by working in groups and engaging in-class tutorials and live briefings. As a brand manager, you must communicate the goals of the brand to the staff and ensure they follow them. You must also be open to feedback and clear the air whenever there are misunderstandings.

### 1.8.5 Consumer Behaviour

Prospective brand managers must recognise that consumer behaviour is changing, and they need to identify how best to engage with these customers. Branding strategies may no longer work for some groups of the market. Consumers are getting more demanding of their brands; brand managers must recognise these changes and strategise to meet the brand users'/customers' demands. You need to develop research and data analysis skills to understand these changing behaviours.

#### ► Student Activities

1. Name some brands you know. What are your perceptions of these brands?
2. How would you describe the difference between brand, branding and brand management?
3. Would you consider yourself as a brand? If so, describe yourself as a brand.
4. What is the importance of branding for a human brand?
5. How can brands drive innovation and creativity as part of their branding strategies? ◀

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