

BRAND
MANAGEMENT
BY
DR. SISIR RANJAN DASH

Strategic Brand Management

Process - I

➤ **Strategic brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity. We define the strategic brand management process in four main steps:**

- **Identifying and developing brand plans**
- **Designing and implementing brand marketing programs**
- **Measuring and interpreting brand performance**
- **Growing and sustaining brand equity**

Identifying and Developing Brand Plans

- The strategic brand management process starts with a clear understanding of what the brand is to represent and how it should be positioned with respect to competitors.
- Let us continue looking at Dettol as our example and understand these two constructs.



Identifying and Developing Brand Plans

➤ **Firstly, it encompasses the visual identity, the logo; the way the brand name is written, the colours, the look and feel aspects of the product and packaging.**

➤ **To a lay person this part of Dettol which is visible is what is thought to be the entire brand, but not so.**

➤ **For a brand what is seen is an integral but small part of a brands entire bulk.**

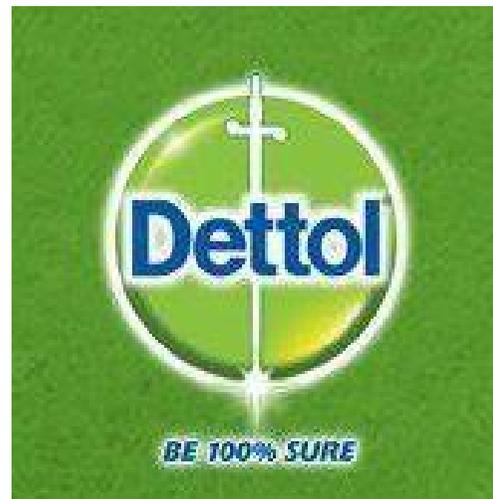


Identifying and Developing Brand Plans

- **The true substance of the brand is the unseen part and it comprises the values, the essence, the DNA, the purpose of existence of the brand and this is known as the core brand identity.**
- **The core brand identity where the true bulk of the brands identity resides comprises of, one the promise, the assurance, commitment made to the customers and two the mission, the purpose for its existence based on its core values.**

Identifying and Developing Brand Plans

➤ **Dettol's core identity includes its promise to provide 100% protection from germs and bacteria. Dettol brand ensures disinfection, hygiene and first aid which makes it different from others.**



Identifying and Developing Brand Plans

➤ Hence, the true substance of the brand is just like the unseen part of the iceberg that remains below water but keeps the strength even to sink a huge ship like Titanic.



Strategic Brand Management Process - II

- **The step – 2 of strategic brand management process is ‘Designing and Implementing Brand Marketing Program’.**
- **There are three factors which needs to be considered in this step:**
 - **Choosing Brand Elements**
 - **Integrating the Brand into Marketing Activities and the Supporting Marketing Program**
 - **Leveraging Secondary Associations.**

Choosing Brand Elements

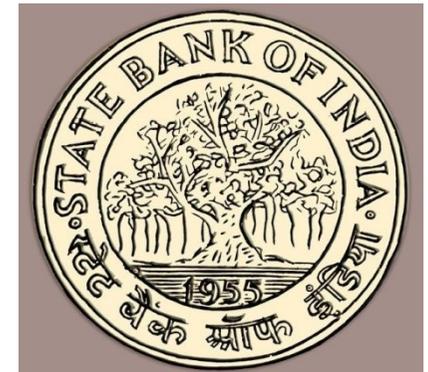
- **The most common brand elements are brand names, URLs, logos, symbols, characters, packaging, and slogans.**
- **The best test of the brand-building contribution of a brand element is what consumers would think about the product or service if they knew only its brand name or its associated logo or other element.**

Choosing Brand Elements

➤ In this connection, let us consider the logo of SBI. SBI started using this old logo in 1955 in which there was a banyan tree.

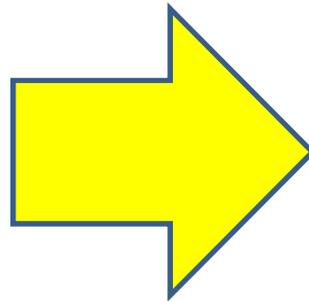
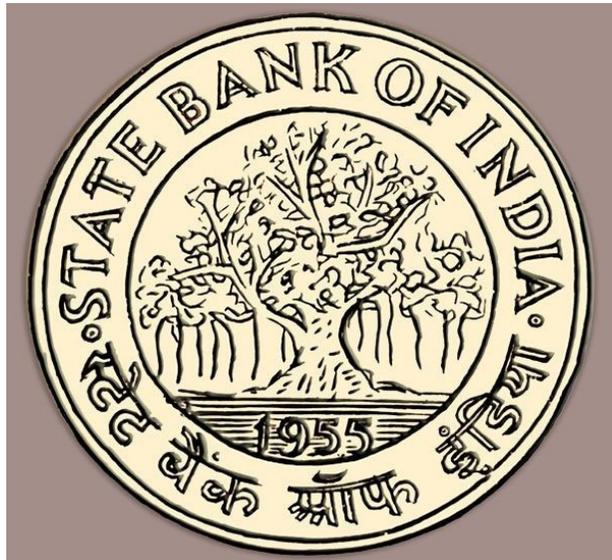
➤ A banyan tree inside a circle was adopted as the logo in order to relate SBI with bigger size, strong roots and strength.

➤ But at a later phase this logo got criticized, because it was also giving a message that 'SBI acts just like a banyan tree not allowing other plants to grow'



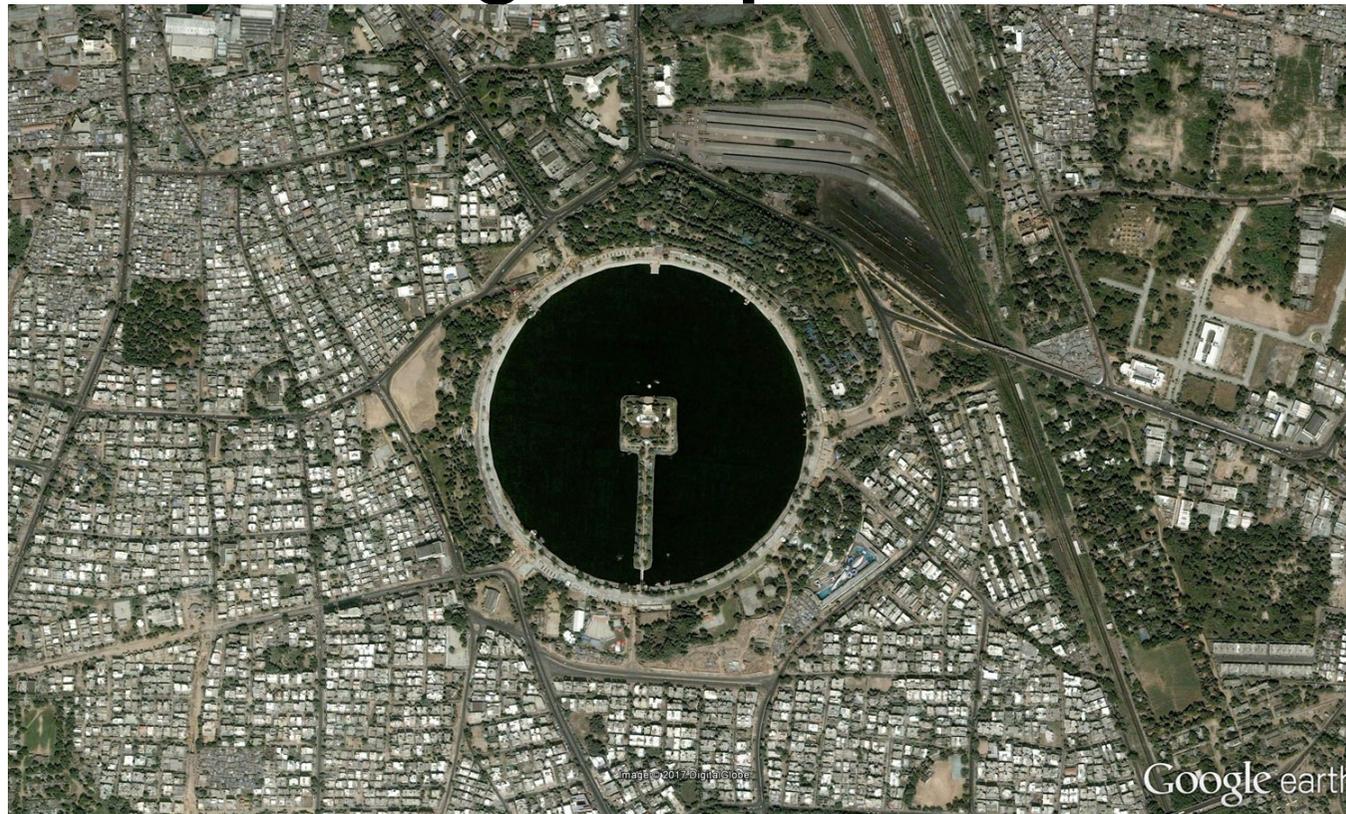
Choosing Brand Elements

➤ Then the new log of SBI was launched on 1st October 1971 that was designed by Shekhar Kamath.



Choosing Brand Elements

➤ **The idea of SBI logo came from Kankariya Lake of Ahmedabad that looks like this on Googlemap.**



Choosing Brand Elements

➤ From the big sized blue circle in the logo the unity and sufficiency of SBI is reflected.

➤ The small circle inside the big one says that even if the bank is one of the biggest one in the country, but still it is there to serve the small people and these people are the centre of attention for the bank.

➤ Then it is also seems to be a hole in which a key can be entered, which suggests 'protection', means 'we are protecting your savings'



Integrating the Brand into Marketing Activities and the Supporting Marketing Program

➤ **Although the judicious choice of brand elements can make some contribution to building brand equity, the biggest contribution comes from marketing activities related to the brand like: product strategy, pricing strategy, channel strategy and communication strategy.**

Leveraging Secondary

Associations

- Brand associations may themselves be linked to other entities that have their own associations, creating these secondary associations.
- The brand may be linked to certain source factors, such as the company (through branding strategies)



Leveraging Secondary

Associations

- **Secondary Associations can also be developed through, countries or other geographical regions (through identification of product origin),**
- **and channels of distribution (through channel strategy),**
- **as well as to other brands (through ingredients or co-branding) characters (through licensir**



Leveraging Secondary Associations

- Secondary Associations can also be developed through, spokespeople (through endorsements),
- sporting or cultural events (through sponsorship),
- or some other third-party sources (through awards or reviews)



Application of Marketing Mix for Branding Goods & Services

- **In the Step – 2 of brand management process, it is of utmost importance to understand the concepts of marketing mix and its applications for branding goods and services.**
- **Before we go for understanding it, let us first of all know what is the difference between goods and services.**
- **Both goods and services are products which are marketable offerings.**

Goods Vs. Services

- **Goods = Physical objects that satisfy needs or wants.**
- **Services = Actions or activities that one person performs for another**
- **However, one of the most important difference between goods and services is that:**
 - **'goods are first produced and then consumed' (Food Items, Car, Clothes etc.)**
 - **'Services are produced and consumed simultaneously' (Barber's service, Teacher's service, Service in Restaurant)**

Marketing Mix Concept

- **It was Edmund Jerome McCarthy who proposed the concept of the 4 Ps marketing mix in his 1960 book *Basic Marketing: A Managerial Approach*, which has been one of the top textbooks in university marketing courses since its publication.**
- **The marketing mix is about offering the right product at the right place at the right price with the right promotions to reach the target customers.**

Marketing Mix for Goods

➤ **The marketing mix elements for physical goods include product, price, place and promotion.**



Marketing Mix for Goods

- **Let us consider the example of an Indian coffee brand 'Cothas Coffee' for understanding marketing mix for goods.**
- **Cothas Coffee Corporation is headquartered at Bangaluru, India and into the business of selling authentic filter coffee since 1949.**
- **It selects the best coffee beans every season, blend it and sells it for making filter coffees at home or use them for brewing in coffee vending machines.**

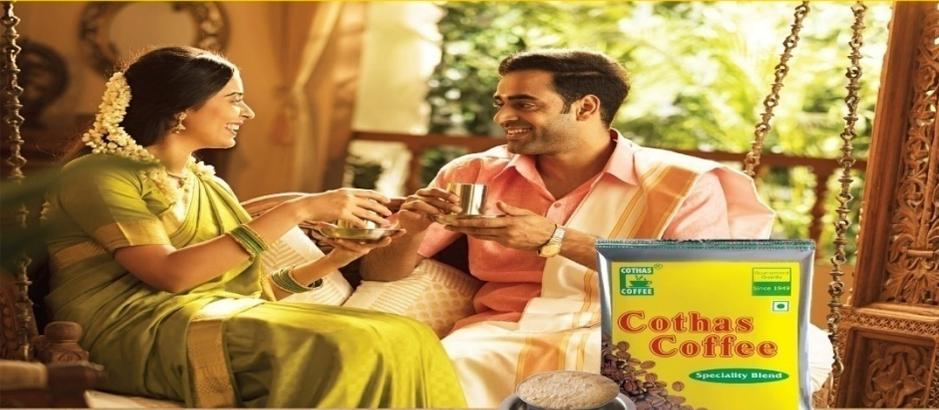


Cothas Coffee: The Product

➤ Filter Coffee Powder (Either pure or blended) for households/restaurants, Roasted Beans, Coffee Apparatus.

SINCE
1949
SOUTH INDIA'S
FAVOURITE FILTER COFFEE

NO FILTER COFFEE THAT YOU HAVE CONSUMED SO FAR CAN RIVAL THE RICH ROBUST TASTE OF THIS COFFEE
Try Cothas once to realise the exhilarating truth



Pick your pack of absolutely fresh, authentic, high grade filter coffee powder at a store near you

COTHAS COFFEE
Guaranteed Quality. Since 1949

Experience the Rich Taste of Traditional Filter Coffee

Cothas Coffee
Speciality Blend

BANGALORE: 08067 278500 | CHENNAI: 97898 68775 | TRICHY: 97861 15476 | MADURAI: 95809 31719
COIMBATORE: 99524 12717 | HYDERABAD: 97415 45111 | TIRUPATI: 99858 07128
DELHI: 98624 25100 / 98689 28621 | MUMBAI: 99504 57588 / 98925 79434 | KOLKATA: 98569 00372
GET IN TOUCH: info@cothas.com

For your bulk office supply / F&B needs, contact
E: managerb2b@cothas.com / M: 99016 41222

To order online
www.cothas.com

COTHAS COFFEE
Cothas Coffee



Cothas Coffee: The Price

- Economical
- For household segment prices for Cothas Coffee products range between Rs. 100 to Rs. 2000.
- It means it is an affordable South Indian eatery filter coffee brand.
- Cothas Coffee has always adopted a value for money pricing policy since its inception.

SINCE 1949
SOUTH INDIA'S FAVOURITE FILTER COFFEE

IS IT FAIR THAT SOUTH INDIANS RENOWNED FOR FILTER COFFEE HAVE NEVER TRIED THE MOST ROBUST AND TASTIEST BRAND YET?

Authentic, fresh, high grade filter coffee powder at a store near you

Cothas Coffee
Speciality Blend

BANGALORE: 08067 278000 | CHENNAI: 97499 26775 | TRICHY: 97361 15276 | MADURAI: 98309 51779
COIMBATORE: 99524 12717 | HYDRABAD: 91423 43311 | THIRUPATI: 99968 07121
DELHI: 95204 25102 / 98589 28621 | MUMBAI: 99204 12128 / 98925 79454 | KOLKATA: 98569 00572
GET IN TOUCH: info@cothas.com

For your bulk office supply / L&B needs, contact
E: managerb2b@cothas.com / M: 99116 41222

To order online
www.cothas.com

Cothas Coffee: The Place

- Intensive Distribution
- Cothas Coffee products are distributed through both offline and online channels.
- Offline distribution is done through stores.
- Online distribution happens through internet in websites like www.amazon.in



SINCE 1949
தென்னிந்தியாவின்
பேய்வண்டி கார்டர்

ஈடு இணையற்ற
சுவைக்கு
சரண்டர் ஆவங்க!

ஒன்-ஸ்டே வால்வ்
நறுமணமும் சுவையும்
பாதுகாக்க உதவும்

பிரஷ்வான, தரமன டிஸ்டர் காப்பி பவுடர்
உங்களுக்கு அருகில் உள்ள கடைகளில் கிடைக்கும்

COTHAS
COFFEE

Cothas
Coffee®

கொச்சை: 080 6727 8600 | சென்னை: 97896 68775 | திருச்சி: 97861 13676 | மதுரை: 93809 31719 | கோயம்புத்தூர்: 99524 12717
சாலைமாரை: 97413 43111 | திருவாரூர்: 99838 07128 | திண்டிவனம்: 95604 75120 / 98689 28621 | மும்பை: 99304 57388 / 98923 79434
கொச்சை: 98369 00372. தொடர்பு கொள்ள info@cothas.com

உங்கள் சொந்த வடிவமைப்பு / திறமை கார்ட் தேவைக்கு தொடர்பு கொள்ள
E: manager2b@cothas.com / M: 99016 41222

இணையம்: www.cothas.com

Cothas Coffee: The Promotion`

- Point of purchases displays and word of mouth
- No heavy advertisements like Nescafe or

SINCE 1949
SOUTH INDIA'S FAVOURITE FILTER COFFEE

IS IT FAIR THAT SOUTH INDIANS RENOWNED FOR FILTER COFFEE HAVE NEVER TRIED THE MOST ROBUST AND TASTIEST BRAND YET?

SINCE 1949
தெய்வீர்ப்பலகை
ஃபேவரைட் ஃபில்டர் காபி

ஈடு இணையற்ற சுவைக்கு சரண்டர் ஆவ்ங்க!

ஒன்-ஸே வாலல் நுணையும் கலையும் பதகாக்க உதவும்

ஃபிரஷ்மன, தரமான ஃபில்டர் காபி பவுடர் உங்களுக்கு அருகில் உள்ள கடைகளில் கிடைக்கும்

SINCE 1949
SOUTH INDIA'S FAVOURITE FILTER COFFEE

NO FILTER COFFEE THAT YOU HAVE CONSUMED SO FAR CAN RIVAL THE RICH ROBUST TASTE OF THIS COFFEE
Try Cothas once to realise the exhilarating truth

Come discover authentic, fresh, high grade filter coffee powder at a store near you

Cothas Coffee

☎ 080 6727 8600 | 📍 சென்னை: 97898 68775 | 📍 திருச்சி: 97861 13676 | 📍 மதுரை: 93809 31719 | 📍 கோயம்புத்தூர்: 99524 12717
 📍 கொழும்பு: 97413 43111 | 📍 திருவடிக்: 99858 07128 | 📍 திண்டிவனம்: 95604 75120 | 📍 மும்பை: 99689 28631 | 📍 குர்வகா: 99304 57388 / 98923 79434
 📍 மெக்சிகோ: 98369 00372, 📍 தென்-தமிழ் நாடுகள்: info@cothas.com

உங்கள் கனர்த அடிமைகள் / திருவண காபி நுகர்வோர் தொடர்புகளில்: E: manager2b@cothas.com / M: 99016 41222 | இணையம்: ரவல்: குக்டர் செய்யா www.cothas.com

Pick your pack of absolutely fresh, authentic, high grade filter coffee powder at a store near you

Cothas Coffee

☎ 080 6727 8600 | 📍 சென்னை: 97898 68775 | 📍 திருச்சி: 97861 13676 | 📍 மதுரை: 93809 31719 | 📍 கோயம்புத்தூர்: 99524 12717
 📍 கொழும்பு: 97413 43111 | 📍 திருவடிக்: 99858 07128 | 📍 திண்டிவனம்: 95604 75120 | 📍 மும்பை: 99689 28631 | 📍 குர்வகா: 99304 57388 / 98923 79434
 📍 மெக்சிகோ: 98369 00372, 📍 தென்-தமிழ் நாடுகள்: info@cothas.com

உங்கள் கனர்த அடிமைகள் / திருவண காபி நுகர்வோர் தொடர்புகளில்: E: manager2b@cothas.com / M: 99016 41222 | இணையம்: ரவல்: குக்டர் செய்யா www.cothas.com

Cothas Coffee

☎ 080 6727 8600 | 📍 சென்னை: 97898 68775 | 📍 திருச்சி: 97861 13676 | 📍 மதுரை: 93809 31719 | 📍 கோயம்புத்தூர்: 99524 12717
 📍 கொழும்பு: 97413 43111 | 📍 திருவடிக்: 99858 07128 | 📍 திண்டிவனம்: 95604 75120 | 📍 மும்பை: 99689 28631 | 📍 குர்வகா: 99304 57388 / 98923 79434
 📍 மெக்சிகோ: 98369 00372, 📍 தென்-தமிழ் நாடுகள்: info@cothas.com

உங்கள் கனர்த அடிமைகள் / திருவண காபி நுகர்வோர் தொடர்புகளில்: E: manager2b@cothas.com / M: 99016 41222 | இணையம்: ரவல்: குக்டர் செய்யா www.cothas.com

Pick your pack of absolutely fresh, authentic, high grade filter coffee powder at a store near you

Cothas Coffee: The Brand Marketing Program

➤ So, it can be easily understood that Cothas Coffee do not spend in advertisements like Nescafe and Bru which are national as well as global brands.

➤ It has found success through below the line promotions like POP displays and word of mouth references.

➤ Hence, the cornerstone of its brand marketing programme should be product, price and place.



Marketing Mix for Services

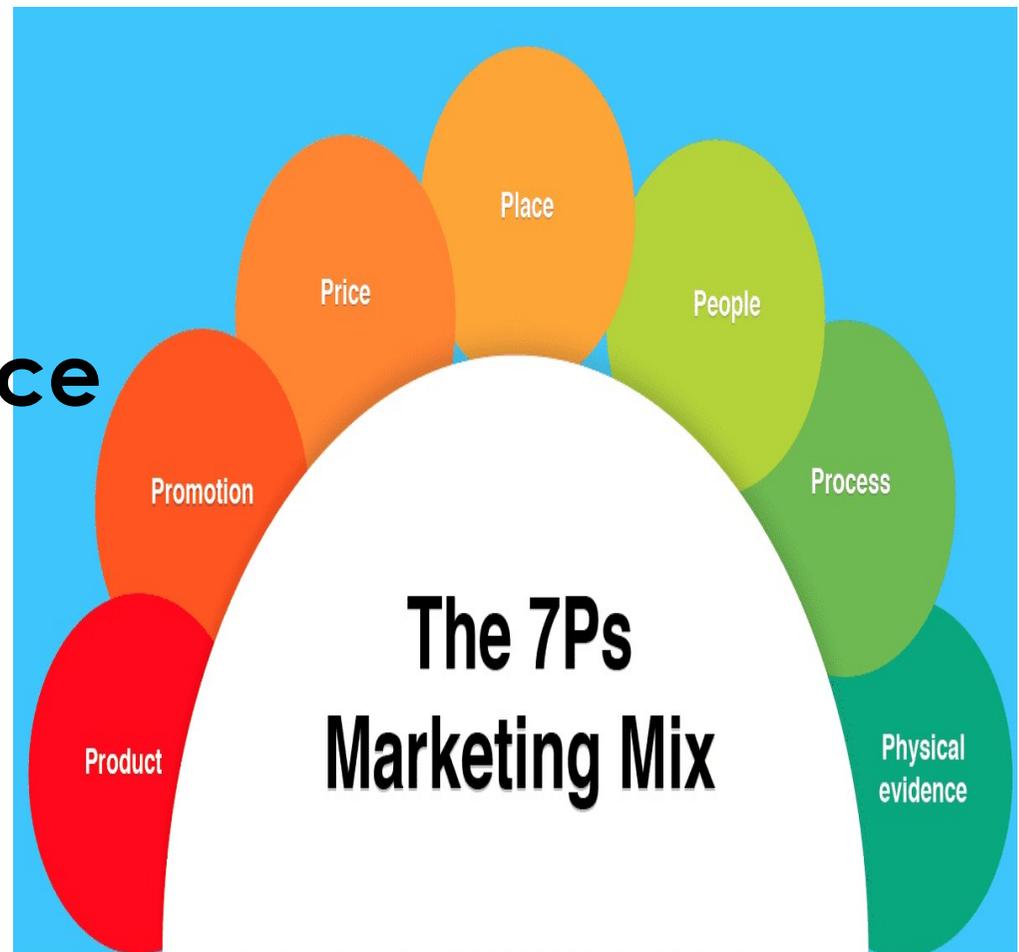
➤ In cases of services the 4 P's marketing mix model is extended to 7 P's.

➤ The additions are:

➤ People

➤ Process and

➤ Physical Evidence



Marketing Mix for Services

➤ Let us consider the example of another Indian coffee brand 'Cafe Coffee Day' for understanding marketing mix in case of services.

➤ Cafe Coffee Day is the biggest chain of coffee cafe spread all over India and it is known as one of the most favourite hangout place for having coffee and conversations.

It is popularly known as 'CCD'



About CCD

- **Sourcing of raw materials which is coffee in the present case is done by CCD from thousands of small coffee planters.**
- **The coffee is served by an experienced and professional workforce employed by CCD in either company owned or company operated cafes located throughout the country.**
- **The environment and ambience inside these cafes are strictly maintained by CCD philosophy to satisfy the youth and young at heart who make this the most happening**

CCD: *The Product*

- Wide range of food products targeted to Indian coffee and snack lovers.
- Coffee in various flavours
- Eatables include Samosas, Biryani, Burgers, Sandwiches, Cakes
- Merchandise includes Coffee Apparatus, Mugs, Caps, T-Shirts etc



The Price

- Value for Money Pricing
- Since the target segment of CCD is from 15 to 29, the prices of its coffee is always lower than coffee available at Starbucks but a bit higher than Sagar Ratna or Udupi



CCD: The Place

- **Intensive Distribution**
- **No Franchise. Only company owned or company operated outlets of a minimum space area of 1000 – 1500 Sqft strictly in the groundfloor, minimum frontage of 25 running feet and ample parking place.**
- **Locations of outlets are strategically selected near colleges, high streets,**
- **petrol pumps and**
- **family entertainment centres.**



CCD: The Promotion

- Communication tools include
 - Advertisements
 - Tie-ups
 - Product placement in movies
 - Sales promotion

The advertisement is split into two main sections. The left section features the Oxigen Wallet logo in blue and red, with the text 'WALLET' below it. To the right is the Café Coffee Day logo, a red speech bubble containing the text 'Café Coffee Day'. Further right, the text 'a LOT can happen over COFFEE' is written in large, bold, red letters. Below this, a horizontal line is followed by the text 'Now Pay At Café Coffee Day Through Oxigen Wallet!'. The right section shows five bottles of Shill Shakes in various colors (orange, brown, tan, yellow, pink) with liquid splashing out of the tops. The bottles are set against a light grey wooden background. To the right of the bottles, the text 'SHILL Shakes' is written in blue and yellow, with 'BUY ONE GET ONE FREE' in large red letters below it.

oxigen™
WALLET

Café Coffee Day

a LOT
can happen
over **COFFEE**

Now Pay At Café Coffee Day Through Oxigen Wallet!

SHILL
Shakes

BUY ONE GET ONE FREE

CCD: The Physical Evidence

- **CCD outlets' architecture and decor are with uniform and distinctive look**
- **Interiors made with wood and granite in predominately young vibrant colours like: yellow, orange, purple and lime green**
- **Menu cards, posters, pamphlets all are designed to bring youthful identity of the brand**



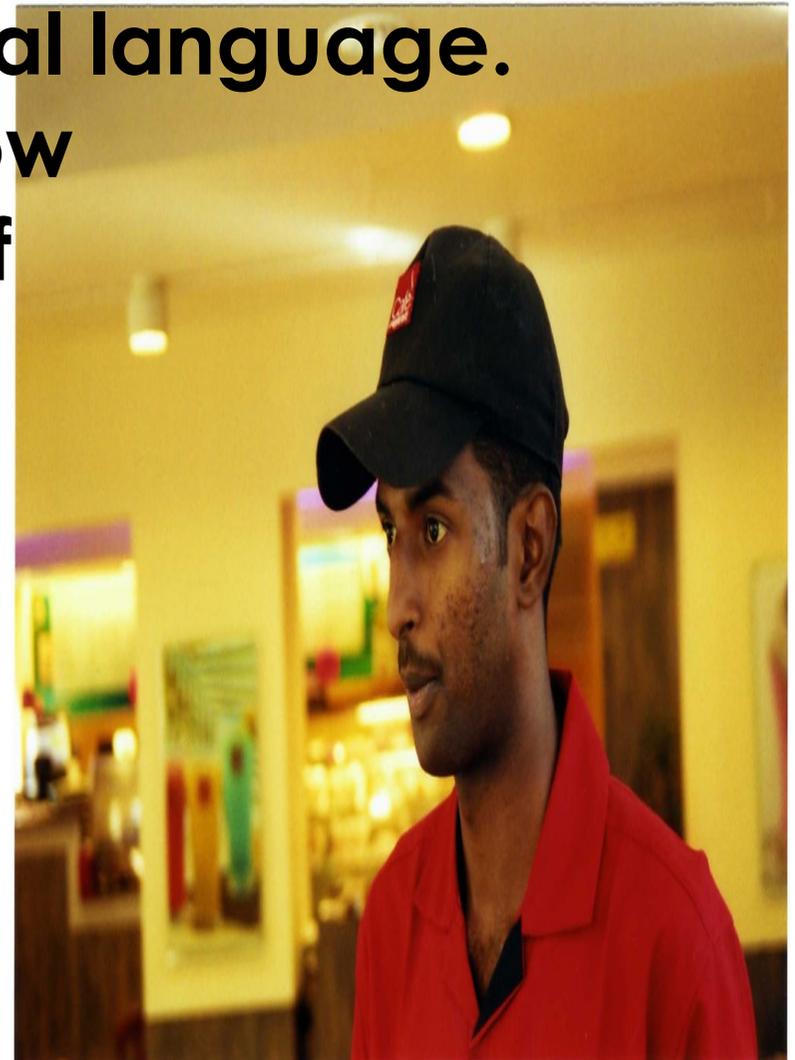
CCD: The Process

- **Earlier the ordering process was in 'self service mode'**
- **But now in most of the outlets waiters are dedicated by CCD to take orders and process them just like full service restaurants**



CCD: The People

- **All employees are strictly fluent in English along with regional language.**
- **They are trained to follow international standards of**
 - **Cleanliness**
 - **Hygiene**
 - **People skills**
 - **Personal grooming**



The People

- **There is a Café Coffee Day proprogram where CCD enroll trainees for a one year hospitality management program.**
- **During this one year period, they go through 3 months residential training in Jatni campus of Centurion University of Technology and Management, Odisha followed by 9 months on-the-job training in Cafe Coffee Day outlets across India**

CCD: *The People*

➤ Advance Diploma in Hospitality Management is awarded by Centurion University, NSDC & Gram Tarang after successful completion of 12 months of the course.

Café Coffee Day Program



Strategic Brand Management Process – III

- **Step – 2 of the strategic brand management process is**
 - **Designing and Implementing Brand Marketing Programs and it refers to the marketing mix programs for your brand.**
- **Step – 3 of the strategic brand management process is**
 - **Measuring and Interpreting Brand Performance**

Measuring & Interpreting Brand Performance

- **For measuring and interpreting brand performance we can of course take**
 - **Sales Revenue**
 - **Market Share**
 - **Reviews and Ratings etc.**
- **But, the best way of doing it is by ‘Brand Equity Measurement System’ which is designed to provide timely, accurate and actionable information for taking tactical decisions in the short run and strategic decisions in the long run.**

Brand Equity Measurement System

➤ **Implementation of a brand equity measurement system involves three key steps:**

- **Conducting Brand Audits**
- **Designing Brand Tracking Studies**
- **Establishing a Brand Equity Management System**

Step 1: Conducting Brand Audits

- **Brand audit is a comprehensive examination of a brand**
 - **to assess its health,**
 - **uncover its sources of equity,**
 - **and suggest ways to improve and leverage that equity.**
- **A brand audit requires understanding sources of brand equity from the perspective of both the firm and the consumer.**

Step 2: Designing Brand Tracking Studies

➤ **Brand tracking studies collect information from consumers on a routine basis over time, typically through quantitative measures of brand performance on a number of key dimensions marketers can identify in the brand audit or other means.**

Step 3: Establishing a Brand Equity Management System

- **A brand equity management system is a set of organizational processes designed to improve the understanding and use of the brand equity concept within a firm.**
- **Brand equity very simply is the value created by your brand and it is best managed with the development of brand equity goals which are then used to track progress and performance.**

Thank You