Preface

OVERVIEW

The concept of branding has existed through time immemorial. Etymologically, the term *brand* is derived from the French word *brander*, which means “to burn.” It was used by the farmers as a means to mark their livestock to distinguish them from one another. Various researches have concluded that the key to creating brand is the ability of the organization to choose the right name, logo, symbol, or any other distinguishing characteristic that sets to identify the product and make it unique when compared to others. These brand elements are the differentiators that make and mar a brand. The complex business environment demands that every organization builds a strong brand that facilitates a consumer to arrive at the right choice. A strong brand must deliver its promise of quality every time the consumer uses it, and this leads to strengthening of the brand position, which is consolidated with every passing year.

Organizations use various branding strategies. For example, Samsung uses its name for all its products while Procter and Gamble uses different brand names for different products. There are many beautiful stories associated with the naming of legendary brands of our times. The story of the christening of Apple Computers goes:

In the biography of Steve Jobs, Jobs told Walter Isaacson that he was “on one of my fruitarian diets” and had just come back from an apple farm, and thought the name sounded “fun, spirited and not intimidating” (Isaacson, 2011). Writing in his 2006 book *iWoz: Computer Geek to Cult Icon*, Apple’s co-founder Steve Wozniak explains it this way: “It was a couple of weeks later when we came up with a name for the partnership. I remember I was driving Steve Jobs back from the airport along Highway 85. Steve was coming back from a visit to Oregon to a place he called an ‘apple orchard.’ It was actually some kind of commune. Steve suggested a name Apple Computer. The first comment out of my mouth was, ‘What about Apple Records?’ This was (and still is) the Beatles-owned record label. We both tried to come up with technical-sounding names that were better, but we couldn’t think of any good ones. Apple was so much better, better than any other name we could think of” (Wozniak, 2006).
His concerns turned out to be justified. Apple Computer, Inc. was sued by Apple Records over trademark violations in 1989. In a 2006 interview with an MIT newspaper, Wozniak was asked again about the rationale behind the Apple name. Wozniak confirmed that it was Job’s creation, and that he came up with the name after spending a few months working on an apple orchard. “After trying to think of better and more technical names, both Jobs and I realized that Apple was a good fit,” he told the newspaper (Raja, 2006).

A book titled Apple Confidential 2.0: The Definitive History of the World’s Most Colorful Company says that both Wozniak and Jobs tried out alternative brand names such as Executex and Matrix Electronics, but they didn’t like anything as much as Apple Computer (Linzmayer, 1999).

Not only the names but the logo, jingles, and symbols of brands are based on people, places, or just abstract images.

**PRESENT STATUS OF BRANDING RESEARCH**

Brand management as a subject of research has not been a matter of concern to the companies in the world. Even for companies that had an understanding of the advantages of having a strong brand, brand management *per se* was not a matter of concern. In the United States of America there was the Robinson Patman Act (formerly the Clayton Act) that created some legal hindrances for companies to price similar products differently. Consequently, branded products could not be distinguished from the non-branded products.

In the year 1956, Wendell R. Smith founded the concept of segmentation, heralding a milestone in the marketing theories. He explained that in a heterogeneous market there are consumers with varied demand and the market itself is made up of smaller homogenous segments. The theories of segmentation were further extended by Daniel Yankelovich who was of the opinion that apart from income, education, demographic variables of age, life cycle, and social status, there are many more variables that can form the basis of segmentation of a market. Daniel proposed new concepts like the buying behavior, motives, values, consumer patterns, and aesthetic preferences. In the 1950s, Ross Cunningham discussed the concept of brand loyalty which evoked a lot of controversy in the academic circles; by then, companies had started investing in branding. Yet, there was little empirical evidence that branding efforts indeed have an effect on the increase in sales potential of a product. For many years, there was uncertainty on how companies could enforce the presence of their products as strong brands. This challenge was addressed by Marquardt et al. (1965) as a part of a research when they investigated this issue with respect to products of daily use. The findings of this study revealed that the consumers desired
to buy products which were well known and that 25% of the respondents did not pay attention to the concept of “brand” at all and regarded the price as the primary determinant of purchase choice. This research marked the beginning of branding research.

In the 1950s and the 1960s branding was discussed as a topical issue of research. In the 1970s and 1980s branding was firmly placed as an important area of research within the discipline of marketing. Until the 1970s, the area of branding was associated with mass production and communication with companies using branded commercials to differentiate their products by quality and functionality of the same. Another important milestone in the evolution of branding is the theory behind the concept of positioning. The word *positioning* was coined in 1972 by Al Ries and Jack Trout in the article series “The Positioning Era” published in a business magazine *Advertising Age*. Al Ries and Jack Trout later argued that positioning is not something you do with the product itself; instead, it is about the target group.

The period of 1970 and 1990 came to be recognized as the birth of a strong service sector with companies communicating their intangible values as against those of the competitors. The brands of this time were developed to become storytelling brands with the objective of creating a meaning for the consumers.

In the period of 1990 to the 21st century, branding has been variously looked at. The financial perspective of looking at and analyzing a brand provided many unanswered questions about the brand. The financial approach allowed the company to derive the value of the brand from the total value of the company. Simon and Sullivan (1993) were among the first authors to present a way to mathematically calculate brand equity. They used the financial market value of a company as a basis for evaluating brand equity and, by calculating the Tobin’s Q, found that it was possible to distinguish between the brand value and the value of all other assets of the company. If the results showed a Q-value above 1, the company had immaterial assets. The reason for using financial and market value as the basis is that this value represents an unbiased view on the future revenues of the company. Hence, the result reveals brand equity based on the market expectation of the future cash flow. Another approach promoted as against the financial approach to branding was the consumer-based perspective to branding. The consumer-based perspective derives individually for every single consumer, and consumer-based brand equity arises when a consumer considers a brand to be well known by means of positive, strong, and unique brand associations.

Researchers have revealed that customers create individual relationships on the basis of their perceptions of brand value meaning and experience. Customers seem to personally create the brand through their communications across multiple contexts. The concept of *brand identity* has received much attention, and today most of the marketing companies have specified their brand identity in corporate documents.
Brand identity has grown to become a wide concept, now encompassing many of the earlier discussed theories (e.g. positioning, relationship, and brand personality). Finally, it is also important to monitor external elements to ensure that the desired brand identity corresponds to the perceived brand image among customers.

CASE STUDY METHOD OF TEACHING

The present book has been designed on the basis of the case study method. It seeks to answer the questions of branding concepts with the help of case studies designed by experts in the field across various industries, cultures, and nations. The case study method of understanding the nuances of business world has been a recent phenomenon. However, it has been found to be highly effective that theories of business management are discussed, analyzed, and understood through the real-life situations. Cases help one to sharpen the analytical skill because the reader is expected to recommend the solution to the case with the help of quantitative as well as qualitative evidence. Cases in a classroom environment are discussed in a group, which again helps to look at the same problem through the perspectives of the various participants. Therefore, all the participants get to understand that the issue is open to many types of interpretation.

Case study is of immense value to practicing managers. They tend to understand difficult business situations in a simulated environment, which enables them to solve real-life business situations effectively. An able business manager had once commented that “Ninety percent of the task of a top manager is to ask meaningful questions. Answers are relatively easy to find, but asking questions, is the most critical skill” (Danesi, 2006). The discussion on questions that follow a case are suggestive of focus on certain aspects of the case; therefore, the reader must still try to probe deeper into the case to assess the existence of issues that have not been asked.

Due to the increasing relevance of the case method of teaching in business management, many books and journals have been designed with cases dealing with specified areas of business management.

RELEVANCE OF THE BOOK

Cases on Branding Strategies and Product Development: Successes and Pitfalls is specifically designed to meet the needs of the students of business management, faculty, and practitioners by presenting a comprehensive overview of creating understanding and building brands exemplified through the use of cases. The cases in the book provide a complete understanding of brand management. Each case
demystifies and simplifies the concepts of creation, execution, and the management of successful brands. The cases give us an insight into branding from the perspective of the consumer as well as the brand manager. The objective of this book is to explore the concept of branding and brand management. However, the concept of branding is comprehensive; therefore, only some of the critical aspects have been covered in the cases. The cases have explained the concept of branding, defined the concept, discussed brand equity, identified brand elements, brand awareness, etc. Brand is not a newly emerged concept; it has been in existence through the ages. The concept of branding emerged when people began to exchange their goods in order to buy what they did not have and then the idea of brand emerged. At that time, the artisans used trademarks in order to specify their unique products.

Today, the concept of brand is different and the significance of the same has increased many fold. Because there are many communication channels, people have the chance of getting exposed to lot of information. Therefore, the expectations of the people have increased. The world has become one market where there is tough competition among the brands to survive and flourish. We can well conclude that we are living in a branded culture and brands are the most important modes of communication in the modern media environment (Danesi, 2006). In the given conditions, the role and relevance of a book on branding cases becomes critical to the dissemination of knowledge about the concept of branding and in adding value to the existing body of literature available on the subject.

**ORGANIZATION OF THE BOOK**

Chapter 1, “A Scheme for Arriving at Branding Strategies with Case-Based Identification of Internal and External Issues,” offers a strategic platform to pinpoint the variables for developing branding strategies. The case will elicit the internal and external aspects of a brand. These two aspects are considered to be the starting point of the strategic roadmap to reach success. The case is authored by Dr. Abu Sayeed Mondal and Prof. Dilip Roy. Mr. Abu Sayeed Mondal is an Assistant Professor at Department of Business Administration at Swami Vivekananda Institute of Science and Technology in Kolkata, India. Prof. Dilip Roy is a fellow of Indian Institute of Management, Calcutta (IIM-C) and a former professor of Department of Business Administration, The University of Burdwan.

Chapter 2, “Promoting Bucovina’s Tourism Brand,” is about promoting a tourism destination named Bucavina in Romania. The case deals with complex concept of place branding and the theoretical extrapolation of the branding concept with respect to a place of tourist destination. The author of the case is Prof. Alexandru Nedelea, an Associate Professor of Marketing at the University Stefan cel Mare of Suceava, Romania.
Chapter 3, “Branding and Brand Management: Case of Amul,” focuses on brand and branding strategies of Indian brand name dairy cooperative, AMUL, in western India (Gujarat Cooperative Milk Marketing Federation [GCMMF]), which has developed a successful model for doing business in a large, emerging Indian economy. The author of the case is Dr. Anupam Sharma. She is working with Thapar University India.

Chapter 4, “Service Branding through Quality Practices in Public and Private Telecommunication Organization,” focuses on comparative analysis of service branding of two telecommunication organizations—one each in the public and one in the private sector—through the implementation of quality initiatives. The author of the case is Ms. Archana Krishnan. She is a Senior Research Fellow at Faculty of Management Studies (FMS), University of Delhi, India.

Chapter 5, “The Importance of Supply Chain Management in Positioning and Creating Brands of Agro-Based Products,” provides information on the importance of supply-chain management in creating and positioning brands of products by companies. Supply-chain management entails configuration, collaboration, and coordination of business processes. The company, which uses only costing for creating brands without resource availability, exposes its supply chain to an insufferable risk. The case is authored by Mr. Aroop Mukherjee and Dr. Nitty Hirawaty Kamarulzaman. Mr. Aroop Mukherjee is a PhD Scholar in the Department of Agribusiness and Information Systems, Universiti Putra Malaysia. Nitty Hirawaty Kamarulzaman is a senior lecturer in the Department of Agribusiness and Information Systems, Universiti Putra Malaysia.

Chapter 6, “Building and Development of Dairy ‘Dana’ Brand,” deals with the development and the brand building of dairy products in Serbia. The market for dairy products in Serbia is dominated by products that were perceived as average and ordinary, consumed simply to meet basic nutritional needs. Agricultural company, Sava Kovacevic, had great products, but not brands. Development of brand “Dana” is focused on that specific benefits found to provide consumer a brand as well as a range of values that a new brand represents. The case is authored by Boris Milović, Associate Professor, Faculty of Sport, Belgrade, and CFO at Sava Kovacevic Vrbas, Serbia.

Chapter 7, “Simply Food: The Crossroads in Front of a New-Born Food Brand,” deals with the branding of a food chain named Simply Foods, a brand launched by Orange International Company. The authors of the case are Dr. Hakim Meshreki and Dr. Maha Mourad. Dr. Hakim Meshreki is a visiting Assistant Professor of Marketing at the American University in Cairo, Egypt. Dr. Maha Mourad is an Associate Professor of Marketing at the Department of Management and Director of El-Khazindar Business Research and Case Center, School of Business, at the American University in Cairo (AUC), Egypt.
Chapter 8, “Branding and New Product Development: A Case of Glemma,” deals with the branding and product development process of a techno-start-up company in The Netherlands. The authors of the case are Mr. Dennis Damen, Mr. Tim Wijnhoven of Glemma Netherlands, and Ms. Miao Wang, graduate student of International Business Management Studies at the Fontys University of Applied Sciences, The Netherlands.

Chapter 9, “Factors Influencing the Buying Behavior of Female Consumers with Reference to Top Three Brands of Make-Up Cosmetics in Pune City,” analyses the role of branding of cosmetic against the buying behavior of consumers. The case is authored by Ms. Mukta Srivastava. She is Recognized Post Graduate Teacher of University of Pune, India.

Chapter 10, “A Case Study on Pitfalls in Branding of Boroline,” analyses the pitfalls in branding of an age-old Indian brand of antiseptic cream called “Boroline.” The case is authored by Mr. Pawan Kumar and Ms. R. Padma. Both of the authors are Assistant Professors at Jain Group of Institution, Bangalore, India.

Chapter 11, “Managing Brand Portfolio in a Crisis: The Case of a Pharmaceutical Company in Egypt,” tackles a real challenge that one of the leading pharmaceutical companies in Egypt is facing. The company has a well-established brand that has been in the market for more than 30 years; this brand has strong brand equity and is well known by consumers and end users. The case is authored by Mr. Rafic Khalil and Dr. Ahmed Tolba. Mr. Rafic Nadi is an MBA student, Major Marketing, at the American University in Cairo. Dr. Ahmed Tolba is Chair and Associate Professor of Marketing, School of Business, at the American University in Cairo. He is also the founder of El-Khazindar Business Research and Case Center (KCC), the first center in the Middle East and North Africa region that focuses on developing world-class refereed case studies.

Chapter 12, “Ariika Bean Bags: A Successful Brand Capable of International Expansion?” deals with the brand expansion strategy followed by Ariika Bean Bags, a popular company in Egypt. The case is authored by Dr. Rania Hussein and a group of her students. She is an Assistant Professor of Marketing at the School of Business at the American University in Cairo. The student co-authors of the case are Mina Iskandar, Amin Atwa, John Hanna, Reem El Sisy, and Mrs. Hend Mostafa.

Chapter 13, “Semiotics of Brand Building: Case of the Muthoot Group,” deals with a semiological tradition in the context of brand management using a 127-year-old brand, Muthoot Group. It explores the ways consumers prevalently perceive brands which then drive their purchase decisions. The case is authored by Prof. Sudio Sudarsan. He is a consumer behaviorist, brand strategist, and professor of Brand Management at Hult International Management School, United States of America.
Chapter 14, “Sensory Branding: Branding with Senses,” analyses the branding process done through the senses and its implications on product choices. The case is authored by Ms. Surabhi Mukherjee Chakravarty. She is Faculty in Department of Management and Commerce, CMR Institute of Management Studies (CMRIMS), Bangalore, India.

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