Conclusion

CASE 1

“A Scheme for Identifying Branding Strategies with Case-Based Identification of Internal and External Issues,” by Abu Sayeed Mondal and Dilip Roy of India talks about a strategic platform to pinpoint the variables for developing branding strategies. The case describes the concept of branding as described by Philip Kotler “the name, associated with one or more items in the product line, which is used to identify the source of character of the item(s).” Branding is all about making the products and services equipped with the power of the brand. Brand enables consumers aware of product’s meaning and benefits and the reasons for consumers’ craving for the products and service.

Brand makes the consumers identify the source of the product. As branded goods are perceived by the consumers are of quality products, they do not have to spend much time to make brand purchase decisions. Thus, brand reduces the perceived risk of the consumers and save their valuable time. The consumers also develop relationship with the manufacturers due to brand awareness and associations.

There are five branding eras: identification oriented, generic branding, image oriented, communication oriented and innate value oriented- in this chapter. In identification branding era branding means making the consumers identify the goods and services. Generic branding involves offering commodity like products in the form of brands. Image oriented branding era seeks to create favorable image of the brand to attract the consumers. To communicate effectively with consumers is the basic practice in communication oriented branding era, where as innate value oriented branding era recognizes brand as an asset.

Branding efforts to ensure brand’s specific mode of communication and its adjustments to the external environment is called internal effort. External realization is the brand’s external effect realized by the consumers. These two dimensions – internal effort and external realization- vary from low to high and their interplay gives rise to a four-cell strategy matrix known as C_4 strategy matrix.

There are four types of branding strategies recommended in C_4 strategy matrix. These four strategies are continuity, caution, change and correction. These strategies are known as the C_4 strategy.
Conclusion

The authors analyze the branding problem of Shahnaz Herbals in the light of C₄ strategy matrix. Shahnaz Hussain brand falls in the 1st cell of C₄ strategy matrix. In this cell the strategy recommended is the continuity strategy. So, the most suitable strategy here is continuity strategy.

Brand managers must strategically manage brands to ensure brands’ success and long term sustainability. This strategic approach is required to enable brand communicate and compete effectively and to adjust to the changes in its external environment. This chapter seeks to develop a strategic premise on the basis of these issues and offer a strategic approach to brand management. The prime task in this work is to identify the internal and external aspects of a brand and develop an approach matching these two aspects. Internal and external aspects of a brand have been identified in the backdrop of existing literature and a case analysis. A conceptual model has been suggested for decision making to make the proposed concept operational.

The authors have done extensive survey of literature on branding and have offered adequate knowledge on the understanding of brands and different dominating branding concepts in various industrial eras. The readers can be the authors aware of the importance of branding and branding strategies. A thorough guide line to initiate and improve the thoughts of the brand planners setting out to formulate branding strategies is also available. Furthermore, the strategic tool proposed herein will be of general appeal to the brand planners irrespective of product field and market.

CASE 2

“Promoting Bucovina’s Tourism Brand,” by Prof. Alexandru NEDELEA talks about place branding. Bucovina area is among the most popular cultural destinations in Romania, together with Transylvania and Maramures. What Bucovina stands out for centuries is its Orthodox-Christian religion. Also, ‘hosting’ the UNESCO (United Nations Educational, Scientific, and Cultural Organisation) World Heritage Sites on its territory makes it a unique place in the world. Bucovina attracts wide range of tourists, from backpackers to businessmen, who come to ‘gaze’ upon the frescos and experience a mixture of heritage, cultural and religious tourism.

Most of the tourists are coming by organized tours which are mainly focused at the monasteries. Religious built heritage is a particular strength for Bucovina. Today’s traveller is mainly interested in the tourist circuits, which includes the famous monasteries, Arbore, Humor, Moldovita, Sucevita, Suceava, Patrauti, Probota and Voronet, with their painted frescoes on the exterior walls. The value and the density of the historical monuments, such as monasteries, some of them unique in the whole world, ranked and listed in the “Protected Universal Heritage” by UNESCO.
in 1972, situates Bucovina on the first position in the country, in what the cultural and historical resources are concerned.

Amongst the strengths of Bucovina region there are: the multitude of types of tourism practiced in Bucovina: itinerant tourism with cultural valences, the balneary tourism, rural tourism, ecotourism, transit tourism, hunting and fishing tourism, riding tourism, winter sports tourism, congresses and reunions tourism, leisure and recreational tourism; hospitality of the inhabitants; the diversity of tourism resources, natural and anthropogenic easily accessible and harmoniously distributed; water quality and a great variety of mineral waters; diversity of organic food, at very low prices; traditional kitchen and specialties regional; pollution very low; temperate continental climate favorable to the practice of tourism throughout the year; the variety of folklore and traditions inherited well preserved and practiced and now (New Eve’s customs, masks, traditional music/dances); rich calendar of trade fairs and folk events throughout the year and all areas. In order to create Bucovina touristic brand it is necessary to create a customized unitary offer of Bucovina. Creating a Bucovina touristic brand must take into account the fact that it is necessary that this product be a complete one which includes: the cultural attraction visiting (monasteries, museums, churches, citadels etc.), sports tourism (hunting and fishing, mountain-biking, trekking, river-rafting) relaxation tourism, rural tourism which is included in more optional programs.

The promotion of Bucovina tourism brand can bring numerous economic and social advantages to the area: the differentiation of the tourism product of Bucovina form the other similar products, granting it an extra value; growing the perception of the global product, triggering and favoring the selling price of the private tourism products related to Bucovina; the possibility of launching new products much faster and more efficiently; the creation of the conditions of collaboration with the greatest international tour-operators.

The promotion program of the brand of Bucovina must take into account objectives such as: the presentation in a more attractive way of the advantages the tourists will have by visiting the region and the creation of a very good reputation of the tourism services provided in this area; creation of the adequate organizational frame – partnership type – between the public organisms of the central and local administration, economic agents, professional associations and organizations, having their own organization and operating statute; creation of a slogan for Bucovina tourism.

The promotion program of the brand of Bucovina must include also: the increase of the quality of the services provided to tourists by the operators; the increase in the number of tourists in Bucovina; the increase of the incomes obtained from tourism; the creation and permanent updating of a database comprising the objectives and the tourism companies in Bucovina; the identification of the main attractions; the performance of an inventory of all information centers for tourists on the county’s
Conclusion

territory; the establishment of tourist’s information points/centers in the communes which represent the limits of the county, the border localities and in the localities having a great tourism potential; the elaboration and the promotion of the yearly calendar of events: festivals, fairs; the elaboration of marketing and business plans for the local entrepreneurs; the creation of a tourist trademark of Bucovina.

The lessons learnt from this case are enumerated below:

1. **Motivation of the Tourists Visiting Bucovina Region:** Since years, the core motivation for travelling to Bucovina was culture and nature. Tourists may visit because they have an educational interest in learning more about the history of Bucovina or understanding Christianity religious faith and its culture and beliefs, rather than being motivated purely by pleasure-seeking or spiritual growth. Cultural and heritage tourism is a form of tourism in which participants seek to learn about and experience the past and present cultures of themselves and of others.

2. **Importance of Promoting Bucovina’s Tourism Brand:** Tourism has a strategic importance for the Bucovina region. It is one of the few sectors where Bucovina has clear competitive advantages. Brand Bucovina should be urgently prioritized and within it there is a need to promote Bucovina’s diverse and tourist unique attractions. A promotion program of the Bucovina brand is compulsory because there is a fierce competition on Western European markets and other foreign markets, while the competing destinations offer a wide range of facilities for all kind of tourists.

3. **Requirements of an Efficient Promotion of Bucovina Brand:** Before starting a marketing campaign for promoting Bucovina’s tourism brand it is necessary a better segmentation of the offer, of value proposals and an increasing of quality. In the effort of developing and promoting the tourism in this region, the actions of policy makers in tourism and of the local entrepreneurs must be focused not to offer “all for everyone”, but to elaborate a coherent marketing strategy at the level of entire tourist region of Bucovina. Better event data collection and dissemination is required in order to promote efficiently the Bucovina tourism brand.

**CASE 3**

“Branding and Brand Management: Case of Amul,” by Dr. Anupam Sharma talks about the one of India’s most beloved brand AMUL. Amul (Anand Milk-producers Union Limited), formed on December 14, 1946, is a dairy cooperative organization of India. It is a brand name managed by cooperative organisation, Gujarat Co-
operative Milk Marketing Federation Ltd. (GCMMF), which today is jointly owned by some 2.41 million milk producers in Gujarat, India. It is situated in Anand town of Gujarat and has been a true example of a co-operative business organization’s success. The Amul Pattern has established itself as a completely suitable model for rural expansion and growth.

The brand name Amul, has been originated from the Sanskrit word *Amoolya*, it means *priceless*. So Amul means priceless.

In 1946, initiative of milk production was taken by Sardar Vallabhai Patel. Patel has developed innovative ideas and thoughts adjacent to the privately owned Polson dairy and established as the first cooperative society known as Kaira District Cooperative Milk Producers’ Union Limited (KDCMPUL). The motto behind establishment of cooperative society was “No Cooperation, No Progress!” spreader very fast and milk was used as a sign to object against British hegemony, throughout a 15-day farmers’ strike.

Initially Amul started with 2 village societies and collected 247 liters of milk per day. The society grew and, in 1973, the Gujarat Cooperative Milk Marketing Federation (GCMMF) was established in the state of Gujarat for marketing the milk and milk products of cooperative unions. In the year 1980s the word Amul was transformed into a brand. At present, in the state of Gujarat, Amul manufactures 10.16 million liters of milk daily, that is collected from 2.7 million farmers, further processed by 30 dairy plants, and circulated through 500,000 retail outlets.

Starting with a single common plant at Anand and two village cooperative societies for milk procurement, the dairy cooperative movement of State of Gujarat had developed into a network of 2.12 million milk producers (i.e., farmers) who are organized in 10,411 milk collection cooperatives (called Village Societies). These Village Societies (VS) further supply milk to thirteen independent dairy cooperatives (called Unions).

**Amul Butter: Pricing Strategy**

Today GCMMF is India’s largest exporter of Dairy Products. It has been known as a “Trading House” status. GCMMF has received the APEDA Award from Government of India for Excellence in Dairy Product Exports continuously for the last 9 years.

Despite of high competition in the dairy product segment from firms such as Hindustan Lever, Nestle and Britannia, GCMMF guarantees that the product mix and the series in which Amul launch its products is reliable with the core values of delivering butter at a basic, reasonable price to plea the common masses. This price strategy initially helped AMUL BUTTER to create its brand image in the domestic sector of the society.
Conclusion

Effective implementation of pricing strategy of Amul resulted that, at present Amul has 2.41 million milk producer members with average milk collection of 5.08 million litres/day. Moreover India, Amul has penetrated overseas markets such as Mauritius, UAE, USA, Bangladesh, China, Singapore, Australia, Hong Kong and a few South African countries.

Many researchers believe that the charm of Amul publicity and popularity lies in the catchy lines followed by them in the advertisements. Because the humor created by adds was enjoyed by all. They don’t mention on anyone’s nationality or hurt people’s sentiments. These ads are pure and simple, everyday fun.

In 1966, Sylvester daCunha, joined ad agency of Amul. At that time, situation of India was like one couldn’t afford to have food and food products. Sylvester daCunha decided it was time to change the image. Scott Bradbury, the marketing genius behind success of Nike and Starbucks, once said “A giant brand is a legend that is never completely told. A brand is a symbolic story that’s developing all the time. Stories create the exciting context that people need to locate themselves in the larger practices”.

Since the Sixties to the Nineties, the Amul ads have come a long way. whereas most citizens agree that the Amul ads were at their peak in the Eighties they still continue that the Amul ads continue to rag a laughter out of them The Amul ads are one of the greatest running ads based on a theme, now vying for the Guinness proceedings for being the fastest running ad movement ever.

Amul has opened Scooping Parlors across the country including cities like Mumbai, Chennai, Delhi, Bangaluru, Thane, Pune, Kolkata, Nagpur, Ahmedabad and Coimbatore. Apart from these cities, Amul is planning to open up Amul Scooping Parlors in different parts of the country too.

These Parlors have been well welcomed by customers and are doing cheerful business. Some of the recipes offered at these Parlors include:

- Simply Delicious Ice Cream Scoops.
- Double and Triple Sundaes.
- Double Swirl/Magic Swirl.
- Thick Shakes.
- Amul Kool Drinks.

Amul also offers a brilliant business prospect to entrepreneurs who want to open up franchisees of the Amul Scooping Parlors and can become part of the rising ice cream industry with India’s most admired brand.

In the ever changing globalized world modern technology and various e-initiatives taken up by Amul also contributed in the success of the brand. GCMMF’s technology strategy is composed of four distinctive components i.e., new products, process technology, and complementary assets to enhance milk production and e-commerce.
Automation in processing and packaging areas is regular, as is HACCP certification. Amul aggressively follow progress in embryo transfer and cattle breeding to regulate and to improve cattle quality and to increases in milk yields.

GCMMF was among one of the first FMCG (fast-moving consumer goods) firm in India to utilize Internet expertise to execute B2C commerce.

Today customers can select a diversity of products through the Internet and be secure of timely delivery with cash on payment option.

Emergence of globalization and liberalization has given confinement to numerous key proposals into Indian economy. Forces and factors enforced by globalization into Indian economy are quality conscious movement, conscious consumer and corporate social responsibility.

Corporate social responsibility (CSR) has been defined as a “assurance of business and firms to contribute for sustainable economic growth by working with employees, workers their families, serving the local community, and society at large to improve the quality of life, in a way that both society and business get the development.”

As fact natural resources are depicting at a faster pace, and Gujarat is not an exception, over the time, demanding agriculture and dairying a variety of natural resources are getting consumed on daily basis at a faster pace in Gujarat state of India too. On this serious note the state level apex body of dairy farmers of Gujarat has taken a serious consideration in this direction and discovered a novel scheme of giving back to the nature, so that momentum should be maintained.

A shocking earthquake (7.9-Richter scale 9) strike Gujarat on 26th January 2001. The epicenter of the shake was positioned in Kutch district. It caused death of thousands of citizens, tens of thousands were offended, hundreds of thousands were turn into homeless and harm of billions of Rupees was made.

Amul put step forward to help the needy ones and in 2001 GCMMF created a particular association named “Amul Relief Trust” (ART) under the supervision of Dr. V. Kurien.

This chapter is focusing upon brand AMUL with major attention on how its emerged as a brand from the local co-operative society further it dproceeds with branding strategies used by the firm to popularize the brand, technological e-initiatives taken up by the firm, how the local milk dealer expanded from small town to the cities and finally now Amul’s products are available across the nation too. Amul is been primarily accountable, through its inventive market and product practices and adaptive to market changes, for India to become world’s largest producer of milk. In state of Gujarat Amul is a state level head body of milk cooperatives which aim to endow with remunerative returns to the farmers and also gratify the interests of customers by continuously providing quality products according to varying needs of customers also by providing good value for money. Amul’s product range consist of milk, milk powders, ghee, butter, cheese, curd, chocolate, ice cream, cream, shrikhand, paneer, gulab jamuns, basundi, Nutramul brand and others.
**Conclusion**

The brand name Amul, has been originated from the Sanskrit word *Amoolya*, it means *priceless*. It is a brand name managed by cooperative organisation, Gujarat Co-operative Milk Marketing Federation Ltd. (GCMMF), which today is jointly owned by some 2.41 million milk producers in Gujarat, India. The Amul Pattern has established itself as a completely suitable model for rural expansion and growth. Amul has promoted the White Revolution of India, which has contributed in making India the largest producer of milk and milk products in the world. Gujarat Cooperative Milk Marketing Federation (GCMMF) is India’s leading food goods marketing organisation. Finally a local Indian firm gained lots of competition from global players like Nestle, cadbury, and have given them tough competition in all respects that is popularity, branding, advertising, and initiating CSR practices etc.

**CASE 4**

“Service Branding through Quality Practices in Public and Private Telecommunication Organization,” by Ms. Archana Krishnan talks about branding of telecommunications services. The private sector telecommunication industry seems to be better in the implementation of quality practices and therein building a better brand image. The public sector organizations compromise on quality by awarding management and technical contracts to the lowest bidder which neither satisfies neither the customer nor the employees thereby earning them a poor reputation. Also, the management does not study the lacunae in the management practices through which it learn and compete with the private players. Such practices lead to stagnation and hence questioning the survival of the public sector organizations. There are several challenges faced by both public and private sector organizations. The public sector is embroiled in various bureaucratic hurdles, social obligations, lack of training, incentives and lack of thrust by the senior management in understanding that quality is indeed the need of the hour, for a long time survival. On the other hand, the private sector faces its own challenges in terms of lack of communication, the leader’s orientation and empathy towards the subordinates, procedural delays due to hierarchical structure and lack of recognition of employee issues by the management.

Lack of implementation of quality practices could have a serious impact on the survival of organizations in both the sectors. Quality practices facilitate the organizations to survive the fierce market conditions through their good products and services. The quality management programme also encourages the participation of all organizational members and encouraging their feedback thereby making the employees more committed to quality programme.
The public sector the management must focus on good HR practices, Human Resource Information System (HRIS), MIS (Management Information System), IP-based Multimedia Services (IMS), training and feedback. There should be a greater sense of ownership by employees as well as senior managers, stronger and faster grievance redressal and better communication mechanism. On the other hand, the private sector must focus on leaders involvement in the processes and more employee centric attitude, developing a strong bond with the employees, bringing slow and steady changes to the organization service orientation service orientation that employees are prepared to take up new challenges.

The case highlights the service branding efforts of telecommunication organizations in the public and the private sector through quality initiatives such as benchmarking, leadership, service orientation, continuous improvement and knowledge management. The case brings about the perceptions of employees towards the implementation of various quality initiatives and also the challenges faced by the management in implementing these quality programs. The case could act a style guide for young managers who are trying to improve their service branding through implementation of quality practices in an unfavorable environment in their organisations. It further throws light on how the implementation of various quality practices could lead to the development of organization culture and organization effectiveness and subsequently contribute towards organization service branding. The case also stresses on the importance of ‘employee reaction’ to the change initiatives which if harnessed properly, could be a major determinant in the development of organization culture and organization effectiveness.

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Conclusion

CASE 5

“The Importance of Supply Chain Management in Positioning and Creating Brands of Agro-Based Products” is written by Mr. Aroop Mukherjee and Dr. Nitty Hirawaty Kamarulzaman. The company is facing major challenges of globalization, economic uncertainty increase in demands of palm oil, and reducing cost of the products. There is an increase in pressure to make the right decision for better supply chain to have better performance.

The market environment will be highly challenging and competitive for effective and smart supply chain to create its product position in the market. Better supply chain management and its strategy will be good to manage and tackle the situation and to enforce better chain for better brand value of the product. As the market will be having turbulent environment and higher uncertainty on decision-making. It would require the companies to have strong supply chain management practices to facilitate the implementation of marketing strategy to capture the maximum market.

RSPO makes sure to implement better management agricultural practices, environmental, social risk, management tools, and to verify the credibility of the plantation and production process through certification and be sustainable.

The MPOI major role is make sure that during the process from harvesting to work-in-progress and final products is to reduce waste, reduce costs, and increase efficiency in lean systems, to build customer brand loyalty and optimize the supply chain process. It will result in the improvements of operational efficiency and reduction of costs with continuous improvements for long-term economic viability and create a brand image.

Normally, business people think that the brand image created by the relationship between brand and customers. However, the importance of company’s brand is developed by having effective relationships through the complete supply chain, which enhance the organization brand equity. The business professional should not believe that it is because of marketing strategies have an impact on brand equity on downstream and also in upstream activities. The conclusion made from Joseph Benson and Bret Kinsella in their study “How Your Supply Chain Can Build or Destroy Your Brand” in 2004, that the supply chain capabilities can make or break companies’ ability to fulfill promises made to all supply chain players. As a result, the supply chain can powerfully influence the brand equity, positively or negatively. Thus, supply chain plays an important role in positioning and creating brand equity, if it is carried out in an effective and efficient manner regardless of the market potential and customer preferences. Thus, it will help to create an attitude towards the brand among the customers.
Conclusion

This case study is done on agro-based company in Malaysia palm oil industry. To understand the importance of having an effective and efficient supply chain in a complex environment to position or reposition the products. Since, it is as agro-based company the issue of sustainability is also taken into consideration to have sustainable supply chain management.

CASE 6

“Building and Development of Dairy ‘Dana’ Brand,” by Boris Milović, deals with the branding processes of an agricultural company called “Sava Kovacevic” in Serbia. Problem that is presented in this research is brand creation, redesign and its role as a carrier of company’s prosperity. Through case study question has appeared on how should brand become a driving force of development and strategic advantage of company. In order to achieve success in branding customers and market needs and desires must be understood. This is achieved with integration of brand strategy through company on each contact point with the public. Brand dwells in mind and heart of the customers, clients and market. It is the overall sum of all their experiences and perception, of which some can be influenced on and some can’t.

Modern literature and business practice shows that the brand is created by long-term, persistent, patient and dedicated work on company’s own offer. Each company or entrepreneur can, already during its foundation, create a brand, which is quite logical and in business terms necessary. All brands do not become “brands” as same as not all competitors are equal. Market of dairy products was not segmented. It was dominated by basic products focused on basic nutritional needs. Specialized products and value-added products that meet the specific needs of the customers are undeveloped or very modestly present, with specific characteristics that are not communicated. Arrival of significant foreign competition is expected.

The first step could be a measurement of brand equity in the market, which is calculated as follows: brand sales / sales within the category = brand share. This will show the position in relation to other players in the market and can be used for portfolio analysis of the brand, like the matrix of market development - market share. Primarily these techniques concern constructing the customer-brand relations and the recommendation is to use information technology through web sites, online communication in social networks and through telephone lines, etc. in order to achieve long-term relationships with customers and creation of their loyalty.

Dairy “Dana” should be transformed from a traditional company into a modern company with a strong and recognized regional brand. The main driving force of both transformation and future development are the needs and desires of consumers that are primarily reflected in the quality food, and then in the health and general
Conclusion

welfare through the simultaneous differentiation of competition. Importance of creating a strong brand, although not a new concept, is currently attracting a lot of attention in the business world. More and more companies realize that if they want to diversify in a highly competitive market, they need a strong brand that will create a specific image of the company to potential customers. It takes much more than a cute name and logo in order to create long-term customer loyalty. Brand should reflect the vision of the company, values and philosophy of the organization. It requires a lot of strategic thinking.

Product and brand are important elements of the marketing program. Although, it is a big difference between the product and the brand. The product is all that is offered on the market and has the ability to meet the needs of consumers. Brand is an efficient and effective mean with which marketing oriented company distinguishes its own offer from competitors’ bids. Brand management represents a special challenge in the implementation of marketing activities. These challenges relate to the adoption of the necessary decisions throughout the lifecycle of the brand, then the decision-making regarding the planning and development of new products, innovation of products, building manufacturers brand and private brands, making decisions on the extension and expansion of the brand, but also the realization of co-branding, and finally a decision to build a regional or global brand.

Brand benefits in marketing are realized by the producers and consumers. Effects of developed brand are resulting from the valuable, but intangible assets that marketing managers more and more carefully manage. Modern marketing practice clearly shows that there are significant differences in the realization of market performance of products and developed brand, which further implies the existence of real market value of the brand. Successful brand positioning depends on all instruments of the marketing mix.

In the process of branding marketing oriented company decides which elements of the brand are applied to the offer of a particular product. If in the offer of a marketing-oriented company is present portfolio of products and brands, marketing managers make decisions about the ways how to cover certain segments of the market, protect intellectual property on the market, build the image and market positioning. In the end, the product and brand marketers create certain ethical issues, especially in terms of protecting the rights of consumers and taking social responsibility. Basic ethical questions are related to the safety of products and brands during the use, planned obsolescence, the consumer’s right to free choice, the consumer’s right to full information, etc.
CASE 7

“Simply Food: The Crossroads in Front of A New-Born Food Brand,” by Mr. Hakim Meshreki and Ms. Maha Mourad. This case deals with the branding of a food chain named simply foods a brand launched by “Orange International Company”. The main purpose of launching simply food that originally was planned by Orange international board members was to create a strong food and beverage brand upon which brand extension could be possible. The first vehicle that was used to launch this brand was Simply Pasta and Simply Potatoes restaurants. The initial aim was the success of these two restaurants in order to create a strong brand buzz upon which many other restaurants could be launched in addition to other on-the-shelf food items that could be sold in supermarkets could be presented. The two sub-brands that were launched faced some technical problems in the operations as well as some challenges in terms of launching other Simply Food sub-brands and their geographical distribution. The main cause of the lack of success of the first two brands relate to some technical shortcomings such as the main chef and his assistants leaving the company without previous notice which resulted in a decline in the food quality which constitutes a very important ingredient in the success of the food and beverage business. Moreover, the management of operations was also lacking since the operation manager did not perform very well and the management hence depended on the board members availability which was not enough. Moreover, Orange International board members did not have a clear strategy of expansion and hence their steps in strengthening brand presence were not fast to capitalize on the successful launch of the first two sub-brands.

Simply organizational structure was lacking many important ingredients most important of which is the management representative intended to dedicate all the time to SIMPLY. Instead, this job was carried out by the board members who were not full-timers in simply and hence many shortcomings occurred in terms of the foods quality, proper communication with prospective customers and personnel management. Furthermore, the lack of launching a professional call-center hindered delivery to pick-up which therefore decreased sales figures.

Simply team used information management in a very good way since they relied in their communication on social media which is a very efficient communication tool nowadays used by a lot of Egyptians and youth. Furthermore the store was managed through an integrated POS system which was used in stores and its reports were further used to analyze sales and the most prominent selling menu items.

Firstly, In terms of marketing simply foods has the option to remain communicating using social media, an alternative that is still important but did not so far prove its effectiveness. Otherwise simply team could use other communication tools such as billboards, booths in clubs (community based outlets) something that could foster
**Conclusion**

brand awareness but needs on the other hand a strong and efficient management of operations to assure food quality, staff experience and friendliness.

Secondly, in terms of expansion, the decision to launch more stores having simply brand name is another important challenge facing management. From one side, it represents a big investment required which creates a financial burden on the investors, and from the other side it is crucial for brand equity building whereby more brand awareness is required and further emphasis on building the right image in consumers 'mind. Simply management can refrain from launching more stores or brands until properly mastering operations which is a safe avenue to follow however, this could slow down the brand buzz. On the other hand simply team can launch further brands which could be a burden on shareholders but and another failure could tarnish the brand image, however it can still be a good opportunity to increase brand awareness and expand the brand perspective.

A good approach or remedy to the current problem is for simply team to refrain from launching further stores since they incur a lot of initial cost and operations are still not mastered by the simply team. Instead they can launch quick community-based stores that could be a good opportunity to create more brand awareness and involves a lower investment than founding a big store. To support this, a strong management representative carrying out all the operational tasks of the board members should be hired in order to properly manage this expansion and to be able to rectify the current operational problems currently existing in stores. Furthermore, diversifying simply promotional mix is a must besides social media since it will allow for more brand awareness and should help in further shaping simply brand image to support expansion in community-based activities.

This case is useful for students starting topics such as marketing management, marketing strategy and branding. It provides a hand-on experience on brand building activities and tools to increase brand equity for a newly launched brand. Furthermore, it opens avenues for students to understand tools of brand extension and various promotional tools that could be used to foster brand building activities. In addition, it sheds the light on the importance of digital marketing including social media and other tools. Finally, it could be also used to provide some insights on the operational and financial challenges that face entrepreneurial endeavors for newly launched brands.

Overall some lessons could be learned from this case. First, launching a new food brand involves many activities and challenges most important of which are product quality sustainability and the creation of a strong brand image through the use of several promotional tools most important of which is digital marketing which represents a new and effective avenue for reaching young, fast paced and modern youth market segment. Second, marketing budgets should be managed with care for newly launched brands since in most of the cases, budgets are limited
and reaching the appropriate market segment requires a lot of research in order to choose the most effective promotional mix. Third, operational excellence must be considered as a marketing tool since it is part of the market offering and a value added to the customer.

**CASE 8**

“Branding and New Product Development: A Case of Glemma,” is written by Mr. Dennis Damen, Mr. Tim Wijnhoven of Glemma Netherlands, and Ms. Miao Wang. This case describe how a startup company trying to entre Dutch market. As a small business organization, Glemma doesn’t have enough experience and capital. Branding is quite difficult for a company, which doesn’t really have a brand. Glemma combined their experience and knowledge and has a special way of working. For example, they are using remote working style and MVP methods for the new product. These factors affect their branding strategy. Discuss managerial, organizational, and technological issues and resources related to this case. Managerial: It’s a small company. They are work as team. No legal specification to control staff. The team contribute their work depends on their passion. Organizational: In the future, they would like to find the most talented co-workers to join their team. However it is very difficult to find. Technological: This related to remote working style. They have to make sure the technology supports them every time they have a meeting. There are only three people in the company. Different people has different role. They make decision together. The possible alternative is that they work together in one location. The advantage is that they don’t have to suffer time difference and technology problem will disappear. The disadvantage is that they can’t find the talented people without location restrictions. There are some very useful Applications can help the team share files and centralized communication tools so everybody is up-to-date. Some other technology like Google Drive can help them share resources, and make files accessible. Glemma has very good plan of approach, and knowing well of their brand. The important thing is to actually implement it and engage with real customers. They need to find the very first customer, and work for it. Then the first customer will bring more customers.

**CASE 9**

“Factors Influencing the Buying Behavior of Female Consumers with Reference to Top Three Brands of Make-Up Cosmetics in Pune City,” by Ms. Mukta Srivastava talks about the case of influence of brands on the buying behavior of Cosmetics at
Conclusion

Indian city of Pune. A unique case in itself that describes the interplay between the concepts of branding and consumer behavior. The case is intended to obtain the answers of the following problems:

1. What factors are influencing the buying behavior of female consumers with reference to make-up cosmetics?
2. Has there been a relationship existing between the demographical factors and other influencing factors?
3. How the female consumers take decision for buying a particular brand of make-up cosmetics and what factors affect the decision?

The various factors are number of years of marriage, annual family income, skin type, purchase of other products from the same brand, reading reviews, purchase of cosmetics based on commercial, quality, durability & brand name of product.

Stiff competition, unpredictable behavior of consumers, brand switching, unpredictable decision making process of female consumers etc. are some major challenges faced by today’s cosmetic marketers.

Customers are the end beneficiary of all marketing activities. No matter what type of cosmetics a marketer is dealing with, finally, he has to satisfy the needs of the customers. Therefore, the marketers need to understand the psyche of the end users. They have to study the buying behavior of consumers, the factors influencing this behavior and the decision making process of female consumers in detail.

Since factors like number of years of marriage, annual family income, skin type, purchase of other products from the same brand, reading reviews & purchase of cosmetics based on commercial have significant impact on the brand preference of consumers, the marketers need to focus on these factors while designing their strategies. As per the study quality is the most influencing product feature in the purchase of cosmetics, followed by durability and brand name. Hence, the marketers should focus on these factors accordingly. Most of the respondents purchase cosmetics from Retails (General Stores), followed by Super Markets and Premium Groceries. Therefore, the marketers need to make their products available at these places without fail. Last but not the least, the marketers should focus more on TV advertisement as per the study, respondents have ranked TV advertisement as the most influencing promotional factor in the purchase of cosmetics.

The Indian cosmetic market has a lot to offer in terms of penetration of new brands. The customers are becoming more aware with the willingness to try new brands and products. This is for a variety of reasons. Firstly, there is greater consciousness among the well-travelled, prosperous middle-class about international brands before they even enter the Indian market. Hence as they enter into the Indian market, they find ready reception. Secondly, it is also to do with changing retail environment, especially with...
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more number of departmental stores coming up in the last decade. The new international brands see potential in the market and hence lots of brands are coming and launching in departmental stores. Thirdly, increased advertising has created and captured the imagination and awareness of the people. Today, not just youths but people of all ages use cosmetics - and think over the importance of grooming and being fashionable. Definitely the future seems to be brighter for the industry.

CASE 10

“A Case Study on Pitfalls in Branding of Boroline,” is written by Mr. Pawan Kumar and Ms. Padma R. from India. Boroline is a one of the major products of GD Pharmaceuticals. The company was established in the year 1929 by Mr Gourmohon Dutta, a merchant from Calcutta, over the years Boroline is seen as a well trusted brand. In the initial stage, word of mouth helped Boroline in becoming the market leader. The brand identity the logo of the product was developed carefully. Elephant was chosen has the Boroline’s logo as it had a enormous significance to all Indian’s as it symbolises lord Ganesha (elephant god). The logo caught the attention on the customers even those who were not able to read. Boroline was known as the “Hathiwala Cream” (cream with elephant logo).

The overall problem of Boroline is that with the passing time they did not change their marketing or to be precise their advertising strategies because of which boroline seen more of a septic cream than a cosmetic cream and it resulted in no connect with present generation. Boroplus is the product of Emami. Leader in the antisep-tic cream market with a 74% market share. It was launched in the year 1977 and it is the biggest competitors of boroline. Boroline branded themselves as cosmetic cream and they constantly come up with advertisements with stars such as Amitabh Bacchan, Kareena Kapoor and Bipasha Basu. Emami also Launched brand exten-sion – Body Lotion and Healthy and Fair winter cream. The product has grown at a healthy CAGR of 12% in last three year.

Brand revitalization can be done for solving Boroline current issues. Brand revi-talization gives new life to the existing brand. Strategies should be made to change the product, the packaging, the logo, and the advertisement. Many companies such as Nescafe, Horlicks or the Boroline’s biggest competitor Boroplus keep updating their product.

Boroline was the market leader so it has the entire recipe for again becoming the market leader such as distribution channel, manufacturing units, established brand name, small segment but loyal customers. So acknowledging the strength and oppor-tunities Boroline should work on its threats and weakness which is upgrading the product and updating marketing strategies.
**Conclusion**

It has been learnt from the case that even market leader can suffer in the same market if customer is not the focus. Every company has to keep customers need, want and demand on their priority list then only they can survive in the market. If Boroline would have understood they would have changed the product. Marketing should be not treated as step child. For a customer a good quality product is important but how a company convince him that the product is of good quality is in the hand of company and it can be done by a good marketing strategy only. One of the biggest reason of Boroline downfall was communication gap between them and customer. Competitors should also be given importance. It’s very important to watch your competitors move step by step not to copy them but to learn from them. If Boroline would have analyzed how Boroplus is taking their market percent by percent they would have learned and could have updated themselves.

**CASE 11**

“Managing Brand Portfolio in a Crisis: The Case of a Pharmaceutical Company in Egypt,” is written by Mr Rafic Khalil and Dr. Ahmed Tolba. This case tackles a real challenge that one of the leading pharmaceutical companies in Egypt is facing. The main problem is how to manage portfolio branding, when to start consolidating, divesting, and switching brands. External factors like the MOH, price regulations, and devaluation of the Egyptian pounds. This increased the cost of active ingredients. Internal factors as cannot improve the gross margin. There should be a strong communication between different stakeholders at the company as several decision makers are involved including, marketing, finance, factory, supply chain, business development and the top management committee.

To switch the brand to a new brand with the same mode of action and quality yet with a new dossier that could be granted a better price from MOH, with a name resonance between the current brand and the new one and start communicating the new brand from the makers of the old strong brand yet with a different strong molecule to treat pain. Students will learn from this case that companies always look for profitability so even when there is strong presence and high market share in certain market, still the brand profitability is the key factor in determining the brand potential and future. In addition they will try to think of different scenarios of a real life case and get to understand the pros and cons of each scenario whether it is portfolio branding or brand building from scratch, when to associate and link between brands and when to detach completely any relation between different brands.
"Ariika Bean Bags: A Successful Brand Capable of International Expansion?" is authored by Dr. Rania Hussein and a group of her students. The case deals with the brand expansion strategy followed by Ariika Bean Bags, a popular company in Egypt. After analyzing the different PEST factors that affect the attractiveness of the countries, students need to bear in mind that some variables are likely to change. Accordingly, students should recommend monitoring these variables as it may affect the company either positively or negatively.

**United Arab Emirates**

Economic freedom is one of the factors that Ariika needs to monitor. Although the UAE ranked high on economic freedom, the country was directly affected by global economic changes. Through further research, students could indicate that the UAE suffered tremendously during the global financial crisis. Accordingly, any changes in the global environment will have a direct effect on the UAE.

Students could also extract from the case the importance of the construction industry and its effects on Ariika’s sales. As mentioned in the case, there was a huge increase in the number of apartments, hotel rooms, and retail space. Accordingly, students could recommend monitoring the changes in the construction sector as it represents a great opportunity for Ariika.

Finally, students could also extract from the case that the UAE has a large number of expats. These expats are more likely to buy Ariika’s products as they have high disposable income and prefer European style products. Therefore, students could recommend Ariika to consider the changes in the expat population as it will have a great impact on the company.

**Saudi Arabia**

Similar to the UAE, students could indicate that the construction industry in SA is a very important factor to be monitored. Students could extract from the case that the construction sector in SA has been booming and that three new economic cities are being built. The boom in the construction industry would increase demand on furniture and accordingly represents an opportunity for Ariika.

Another factor that students could indicate is the consumer buying behavior in SA. Students could extract from the case that Saudis change their furniture partially or completely every 3 to 5 years and spend 11% of their annual income on furniture. These figures are very attractive to Ariika, accordingly, students need to recommend Ariika to continually monitor changes in spending patterns of Saudis.
“Semiotics of Brand Building: Case of the Muthoot Group” is written by Prof. Sudio Sudarśan. The ultimate goal of branding programs is to build an iconic brand. The portage trail most corporations conform in the momentous navigation of the iconic goal is regrettably a cul-de-sac. Academicians, researchers, marketers, and practitioners misunderstand how brand building work, because, for over four decades, they have been taught to assume marketing theories advanced by neoclassical economics or social psychology builds strong brands. This chapter showcasing the Muthoot brand boldly abandons obsolete one-size-fits-all models of aspirational identity and taken-for-granted principles of mind share, to construct a new model at the intersection of cultural anthropology, perception science, and semiotics to extend the discourse of engineering brands beyond contemporary branding processes. To demonstrate culture-share of branding, the paper plots the one-hundred-twenty-seven year journey of the Muthoot Group to explicate structural semiotic concepts, approaches, and methods to establish scientific understanding of brand differentiation, true loyalty formation, and brand advocacy.

The case attacks the existing, incomplete or inadequate definitions of a brand to refurbish a comprehensive model of brand and to reconstruct the brand building process that will amply socialize academicians and practitioners into a genealogical mind-set to inspect brand building through a cultural lens for long-term profitability. As a concept, brand relevancy has won a decisive foothold in the debate on how brands are shaped for future. Yet, there is still a conspicuous lack of critical scientific insight; concrete answers are few and far between. The case provides ample examples in the context of the focal Muthoot brand to explicate universal semantization of symbol usage in its journey of continued possession of positive interpretants and consumer perceptions to keep the brand fresh and relevant. Semiotic Brand Chassis and a 2x2 matrix introduced in the chapter describes imagery of form and function and how brands have different orders of signification.

If one half of Muthoot’s consumers perceived the gold loaning business was downright risky, the other half had deep emotional attachment to the gold metal to relinquish as collateral. Muthoot serves as a shining example of definitive turnaround in the perceptions of its target consumers. Despite a competing company sharing brand name resulting in possible brand cannibalization, the case expounds what the Muthoot Group did in the domain of brand building that neutralized dilution and thwarted competition. The case ties these problems to semiotics to reinforce the significance of symbolic activity in consumer behavior. The case is as unique as the brand. Despite changes and diversifications of the core business, the case of Muthoot casts light how precise meanings attach to brand symbols. Though founded as a timber-hauling company in the 19th century, Muthoot craftily diversified into
financial services by starting a homegrown chit fund on 1939. Throughout the 20th century, Muthoot expanded its financial services, almost changing the core to gold-lending business. During these years, Muthoot also targeted different market segments from low-skilled workers who needed loans to meet their impending expenses toward visa and air passage at the helm of the Persian Gulf boom to entrepreneurs in the liberalized, new India.

Gold is an appreciable asset, but to Indians the yellow metal carries a higher perceived value and greater emotional quotient. The onerous responsibility to convince customers to pawn against gold was on Muthoot’s shoulders. Another mighty challenge was that scores of Indians were extremely heedful because of the seedy reputation of brokers and pawn shops. The greatest challenge, however, was the sharing of brand name that could potentially create brand name confusion in the consumer ecosystem, resulting in disastrous side effects: cannibalization of customers, identity ambiguity, transfer of both positive and negative brand associations. Markets change; brands do not. If brand is a covenant between the brand and its consumers, the Muthoot DNA encoded with ‘generations of trust’ reflects the web of mental associations that stem from myriad attributes with this long-term orientation despite diversifications, transformations, and changes to target market segments. Structuralist semiotic approach of Muthoot’s brand equity profusely addresses in the delineation of the morphology of its brand discourse and in the syntax of rigorously monitoring the fundamental tenet of trust in the one-hundred-and-twenty-six years of its existence. Through long-term consistency, brand coherence enriches the Muthoot brand code. The strength of the brand code transmits continually the impressions of trust that Muthoot reinforces itself and its customers. To summarize operationalizing of Muthoot brand, the case examines various initiatives from denotative level to mythic level: brand integrity, customer-centric service offering, internal branding, CSR activities, and culture share. As is true with human beings, all brands are also born equal. The challenge then is to demonstrate that one brand is differentiated and a cut above the rest. Branding is the art and science of identifying and fulfilling human physical and emotional needs by capturing attention, stimulating imagination, and arousing emotion long enough to underscore that difference and make a profit from it. Consequently, building strong brands, the necessary lubricant that reduces marketing superfluous, has occupied a peculiar corner of consumer behavior since the world progressed from production-based economy toward consumption-driven economy. Since 1988 after the Economist called it the Year of the Brand, firms awoke to the financial value in brands. Brand building has since attracted massive interest amongst brand custodians and marketing researchers in the past twenty-five years. Because brand building in the 21st century has rapidly evolved as a diverting topic, concerning with myriad fields but not directly connecting with any, it is futile
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by virtue of the justifications to which camps in identity development and image research and management go to construe contemporary branding as something which it is not. Justifications and techniques of behavioral sciences, in one camp, are met by excess and irrelevant aesthetic and artistic rhetoric, in the other. In all, brand building does call for a tall order; the description of the entire dinosaur, including the various horns, crests, hoses, and tails of which the leviathan is fabricated in limited real estate. Structural semiotics offers a good deal of intelligent and responsible examination of every part of the branding anatomy with different degrees of success to uncover the underlying machinations that drive consumer motivations and develop memorable identity elements. The Muthoot brand demonstrates how a brand maintains its structural coherence and revitalizes itself throughout its varying and meandering journey. Marketers could also meaningfully apply knowledge from semiosis, which ingeniously provides a blueprint to better position brands in the minds of the target consumers, and also examine how consumers form distinctive brand perceptions to grow loyalty and advocacy for the brands they build and manage. Semiotics can provide robust brand-consumer structure as all brand custodians and owners strive to build iconic brands to get etched in the culture of the society.

CASE 14

“Sensory Branding: Branding with Senses” is by Ms. Surabhi Mukherjee Chakravarty. Starbucks is the world’s largest chain of coffee shops, with around 40 million visitors per day. A visit to Starbucks is much more than a cup of coffee. By using a sensory marketing framework the company creates a deeper and more personal relationship with its customers. This is achieved by involving all five human senses to offer the customer a total sensory experience.

As early as the 1980s Starbucks developed a strategy for creating and delivering a sensory experience to consumers as a way to strengthen the brand. Giving the brand further aesthetics and emotional values and dimensions was seen as essential to creating a view of the chain as a third place outside of home and work. A visit to Starbucks should be an experience for the mind and the heart.

The inspiring environment makes it comfortable to read a book or talk with friends. The green and yellow of the interior, together with pleasant light, offer a soothing and restful visual experience. The relaxing music is selected with precision and care by the Starbucks Content Team to create the “Sound of Starbucks”. Add to this the smell and taste of freshly ground coffee, as well as the comfortable texture, solidity and shape of the armchairs, and you have the characteristics of the sensory experience of the brand.
Starbucks uses a sensory marketing framework in creating an atmosphere where experience can be shaped, emotions can be expressed, and memories can be created. The green and yellow colour interior, together with pleasant light, offer a soothing and restful visual experience. The relaxing music is selected with precision and care by the Starbucks Content Team to create the “Sound of Starbucks”. The smell and taste of freshly ground coffee, as well as the comfortable texture, solidity and shape of the armchairs, add up to the sensory experience of the brand. Starbucks provide a congenial environment for their customers to enjoy the entire experience. Sensorial Marketing Framework for Starbucks is achieved by involving all five human senses of the guests. The Guests get emotional connection with the brand as the pleasing ambience for them seems to be like the second home. The emotional values and sensorial experiences captivate the mind and heart of the customers, thence creating a personal relationship with the brand. Core competencies for Starbucks can be defined as high quality coffee and products are available at accessible locations and affordable prices, provided a community to share in the coffee drinking experience, and variety of choices. Starbucks also value ethics and good business practices and they are a leader being voted one of 2010’s most ethical businesses by Ethisphere magazine for the 4th year running.

APPLE is one of the leading branding companies in the world. Marketing Experts like Marc Gobe argue that Apple’s Brand is the key to the company success. During the late 1980s and early 1990s it was a marketing executive from Pepsi, John Sculley, who turned Apple into the biggest single computer company in the world, with $11 billion in annual sales. Sculley marketed Apple like crazy, boosting the advertising budget from $15 million to $100 million."People talk about technology, but Apple was a marketing company,” Sculley told the Guardian newspaper in 1997. “It was the marketing company of the decade.” The current CEO, Steve Jobs, spent $100 million marketing the iMac, which was a run-away hit. Apple continues to spend lots of money on high-profile ads like the “Switch” campaign, and it shows. Apple is a really powerful brand. It was awarded as the “Brand of the Year” in 2001. The overwhelming presence of Apple comes through in everything they do. That’s the magic.Apple is the archetypal emotional brand. It’s not just intimate with its customers; it is loved. Apple is about imagination, design and innovation. It goes beyond commerce. The brand is all they’ve got. The power of their branding is all that keeps them alive. It’s got nothing to do with products. Apple has established deep, lasting bonds with their customers.
Before Steve Jobs joined the company, the brand was pretty much gone. It was imperative that Apple should be rebranded – so as to rejuvenate the brand. Apple abandoned the old rainbow-hued Apple logo in favor of a minimalist monochrome one, gave its computers a funky, colorful look, and streamlined the messages in its advertising. The sensory strategy appealed the customers. And results were wonderful. People’s connections with Apple transcend commerce. According to Marketer Marc Gobe, author of *Emotional Branding*, “Apple comes across as profoundly humanist. Its founding ethos was power to the people through technology, and it remains committed to computers in education. Apple has a unique visual and verbal vocabulary, expressed in product design and advertising is clearly recognizable. Apple’s products are designed around people, consider the iPod, it brings an emotional, sensory experience to computing. Apple’s design is people-driven. Apple has always projected a human touch -- from the charisma of Steve Jobs to the notion that its products are sold for a love of technology.”

The human touch is expressed in product design. Apple’s flat-screen iMac, for example, was marketed as though it were created personally by Steve Jobs and Jonathan Ive, not by factory workers in Asia. Apple has established a “heartfelt connection” with its customers. It’s like having a good friend. Somewhere they have created this really humanistic, beyond-business relationship with users and created a cult-like relationship with their brand. It’s a big tribe, everyone is one of them. We all are part of the brand.

Apple knows the power of a sensory experience. Their product design and the architecture of their stores have built an emotional connection with people that is unprecedented in the history of branding. Apple is famous for creating a unique brand experience using all the senses. A customer can “experience” the brand in its full form in any Apple concept store. In any of these stores customer can see, touch, listen and even smell Apple.

An artistic collaborative group has created the scent of Apple’s Mac Book Pro to recreate the aroma of an Apple product being opened for the first time. Greatest Hits claims a distinctive scent is created when unwrapping a new Apple product and claims Apple will recognize the smell. The scent recreates the smell of the plastic wrap covering the box, printed ink on the cardboard, the smell of paper and plastic components inside the box and the smell of the aluminium laptop. Apple almost went under in the 1990’s but a marvelous brand rejuvenation strategy propelled it to 21st century super-brand status. Apple has succeeded in giving its product a humanized touch in an ever-evolving technical world. Responding to consumer anxiety about
technology’s evolutionary speed, Apple managed to make its customers feel like part of its brand by making it clear the brand understands their needs. Apple has always projected a human touch -- from the charisma of Steve Jobs to the notion that its products are sold for a love of technology. According to Marketer Marc Gobe, author of *Emotional Branding*, “It’s like having a good friend,” That’s what’s interesting about this brand. Apple have created this really humanistic, beyond-business relationship with users and created a cult-like relationship with their brand. It’s a big tribe, everyone is one of them. All users are the part of the brand.”

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