



Ministry of Higher Education and Research

IBN Khaldoun University Tiaret



Faculty of Economic Sciences, Commercial Sciences and Management Sciences

Department of Commercial Sciences

BRAND

PUBLICATION TITLE:

Lessons in brand management

Directed to first-year Master's students in the Commercial Sciences Division
Marketing services

Prepared by: Dr.

HEDDACHI HAKIM

University year: 2023-2024

THANKS, AND GRATITUDE

OH GOD, PRAISE BE TO YOU, A GREAT, GOOD AND BLESSED PRAISE, ACCORDING TO THE NUMBER OF YOUR CREATION, THE SATISFACTION OF YOURSELF, THE WEIGHT OF YOUR THRONE, AND THE INK OF YOUR WORDS. OH GOD, PRAISE BE TO YOU, AND THANKS BE TO YOU UNTIL YOU ARE SATISFIED, PRAISE BE TO YOU IF YOU ARE SATISFIED, PRAISE BE TO YOU, AND THANKS BE TO YOU ALWAYS AND FOREVER FOR YOUR BLESSINGS.

MASTER'S TITLE: SERVICES MARKETING

Hexagram: The first

Unit name: Basic education unit

Code: WTS 1.1

Course name: Brand management

Balance: 22

Modulus: 20

Education style: Attendance

Education objectives:

- An understanding of brand management and how it affects the company's performance and future.
- An understanding of how to develop brands.
- Learn and apply the essential elements of formulating and leading a brand strategy and understanding the role of marketing.

And his responsibilities in making decisions related to the brand.

- Understanding brand specificity in the field of services.
- The ability to suggest a brand with its various components.
- The ability to manage a brand.
- The ability to evaluate a brand.

Prior knowledge required:

The student must be familiar with the general principles of marketing and marketing services.

Article content:

The first axis: a theoretical introduction to the brand

The second axis: creating and protecting the brand

The third axis: brand value

Fourth axis: brand capital

Fifth axis: brand positioning

Sixth axis: electronic branding

Seventh axis: The impact of the brand on consumer behavior

The eighth axis: brand expansion and alliances (cobranding, multibranding)

The ninth axis: internationalization of the brand

Table des matières

presenting.....7

The first axis: a theoretical introduction to the brand

1- The brand is both a sign and a symbol:..... 9

2- Concept and types of brands:.....12

2-1 Brand concept:12

2-2 Brand types:12

3- Brand characteristics:..... 14

3-1 Distinctive character:14

3-2 Consistency of elements:15

3-3 Access to the consumer:15

4- What is the theory behind branding?.....16

What is a Brand?17

What is Branding?17

What is Brand Marketing?.....17

What is Brand Awareness?18

What is Brand Experience?.....18

What is Brand Loyalty?18

What is Brand Strategy?18

What is Brand Personality?19

What is Brand Positioning?19

What is Brand Recognition?19

The second axis: creating and protecting the brand

1- Criteria used in choosing a brand:22

2- Brand design:.....23

2-1 The process of choosing a trademark:23

2-2 The necessity of research:.....24

3- Brand protection:.....26

3-1 National trademark protection:26

3-2 International trademark protection:.....26

3-3 Madrid Treaty (International Registrations of Marks):.....27

3-4 TRIPS Agreement: 1957 (International Classification of Products and Services)28

4- Trademark imitation.....28

4-1 Definition of trademark.....28

4.2 The ways in which imitation is carried out:29

5- Licensing others to use the trademark:29

5-1 Obligations of the trademark owner:.....30

5-2 Obligations of the second party:	30
5-3 Expiration of the agreement:	31
<u>6-</u> Brand marketing strategies:.....	32
6-1 Determine the goal or identity of the brand:	32
6-2 Determine the target audience:	32
6-3 Identifying competitors:	32
6-4 Create a logo for the brand:	33
6-5 Develop a good business plan:	33
6-6 Meeting customer expectations:	33
6-7 Put the strategy into action:.....	33
<u>7-</u> How to develop a brand:.....	34

The third axis: brand value

<u>1-</u> The concept of brand value:.....	36
The benefits.....	38
<u>2-</u> The importance of brand value:.....	40
<u>3-</u> How to enhance brand value:.....	41
<u>4-</u> Here are some examples of companies that have successfully improved their brand value:.....	42
<u>5-</u> How to measure brand value:.....	45
<u>6-</u> What makes a brand valuable to customers?.....	46
<u>7-</u> How do you build brand value?.....	48

Fourth axis: brand capital

<u>1-</u> Concept of brand equity:.....	54
<u>2-</u> Brand equity is the added value that a brand brings to a product offering.....	57
<u>3-</u> Positive brand equity vs. negative brand equity:	58
3.1 Positive brand equity:.....	59
3.2 Negative brand equity:	59
<u>4-</u> Managing brand capital:.....	60
4.1 Brand reinforcement.....	60
4.2 Brand re-genesis.....	61
4.3 Maintaining brand consistency.....	61

Fifth axis: brand positioning

<u>1-</u> Brand positioning concept:.....	64
1.1 What is a brand positioning statement?	64
1.2 Why is brand positioning important?.....	65
1.3 How do you create a brand positioning strategy?.....	65

2- The importance of positioning your brand:	66
2.1 Why your brand should always be present in customers' minds:	66
2.2 How to build a unique positioning for your brand:.....	67
3- Brand positioning models:.....	67
3.1 Brand positioning model according to Jobber:.....	67
3.2 Brand positioning model according to Kapferer:	69
3.3 Brand positioning model according to Aaker:	69

Sixth axis: electronic branding

1. Electronic branding concept.....	72
2. What is digital branding?.....	73
2.1 Digital branding vs. digital marketing	74
2.2 The benefits of digital branding	74
3. Components of a successful digital brand:	75

Seventh axis: The impact of the brand on consumer behavior

1- How does Branding Influence Consumer Behavior?	80
Consumer Behavior	80
Branding	81
Self-Congruity Theory.....	81
Brand Perception	82
2- How Does it Affect Consumer Behavior?.....	82

The eighth axis: brand expansion and alliances (cobranding, multibranding)

1- Defining Co-Branding.....	86
1.1 Co-Branding in Practice	86
1.2 The Benefits of Co-Branding.....	86
1.3 Risks of Co-Branding	87
1.4 Co-Branding in other Contexts	87
2- Brand alliance, or co-branding:.. ..	88

The ninth axis: internationalization of the brand

1- Internationalization concept:.....	92
2- The importance of internationalizing companies:	95
3- Branding Challenges in Internationalization:	97
Resources and references:.....	100

presenting:

A **trademark** (also written **trade mark** or **trade-mark**) is a type of intellectual property consisting of a recognizable sign, design, or expression that identifies a product or service from a particular source and distinguishes it from others. A trademark owner can be an individual, business organization, or any legal entity. A trademark may be located on a package, a label, a voucher, or on the product itself. Trademarks used to identify services are sometimes called service marks.

The first legislative act concerning trademarks was passed in 1266 under the reign of Henry III of England requiring all bakers to use a distinctive mark for the bread they sold. The first modern trademark laws emerged in the late 19th century. In France, the first comprehensive trademark system in the world was passed into law in 1857. The Trade Marks Act 1938 of the United Kingdom changed the system, permitting registration based on "intent-to-use", creating an examination based process, and creating an application publication system. The 1938 Act, which served as a model for similar legislation elsewhere, contained other novel concepts such as "associated trademarks", a consent to use the system, a defensive mark system, and a non-claiming right system.

The symbols (the trademark symbol) and (the registered trademark symbol) can be used to indicate trademarks; the latter is only for use by the owner of a trademark that has been registered.

The first axis:

A theoretical introduction to branding

- ☒ The brand is both a sign and a symbol
- ☒ Concept and types of brands
- ☒ Brand characteristics
- ☒ What is the theory behind branding?



the first lecturer:

Conceptual framework of the brand

A trademark identifies the owner of the trademark for a particular product or service. Others may use the trademark Under a licensing agreement, trademark owners can take legal action for trademark infringement. Most countries require official registration of a trademark as a prerequisite for such legal proceedings. The United States, Canada, and many other countries recognize common law trademark rights, that is, the possibility of allowing actions to protect unregistered trademarks (if used). However, common law trademarks generally provide less legal protection to their owners than registered trademarks.

1- The brand is both a sign and a symbol:

At the root of all branding activity is the human desire to be someone of consequence, to create a personal and social identity, to present oneself as both like other people (e.g. to belong) and unlike other people (e.g. to stand out), and to have a good reputation. Sign and symbol are essential ingredients of this branding phenomenon.

As a form of marking, branding is richly ramified by application to oneself, to other people, and to property; it takes both material and metaphorical forms; and is perceived either positively or negatively.

Although the common understanding of branding as the naming of a product is essentially a simple one, the applications of this idea and the thinking about it have evolved in dramatic ways. To appreciate that evolution requires awareness of the difference between a sign and a symbol. Jung (1964, p. 20) refers to “familiar trademarks, names of . . . badges, or insignia,” saying, “Such things are not symbols.

They are signs and they do no more than denote the objects to which they are attached. What we call a symbol is a term, a name, or even a picture that may be familiar in daily life, yet that possesses specific connotations in addition to the conventional and obvious meaning.” In a similar vein, Mercer (2010, p. 18) explains that a trademark (i.e. a sign) “is the tangible item of intellectual property – the logo, name, design, or image – on which the brand rests. But brands also incorporate intangibles such as identity, associations, and personality.”

Branding starts as a sign, a way of denoting that an object is what it is and then becomes a form of naming something (e.g. a steer, a slave, a prisoner, a detergent). But immediately, denotation is not enough and connotations arise. Being named an animal, a slave, a prisoner, or a product are not merely denotative terms; they also imply other ideas.

The brand on an animal or a person promptly becomes a symbol of ownership and reputation. Branding is usually done by using some kind of mark placed either directly on the object or indirectly on a label (e.g. a slip, a flap, a patch) that is affixed to the object. In addition to signifying ownership and the status of the one branded, a mark might be a positive sign of distinction. It is important to note the interweaving of the positive and negative meanings of branding that will be shown in this essay.

Brand definition essay:

Seeking a common definition on the brand seems a difficult task, in fact experts and companies have different points of view on the brand depending on their profession, their origin as well as according to the nature of the product and their use of the brands, for example a a consumer brand has neither the same function nor the same concept as an industrial brand; also, a brand for a frequently purchased food product differs from a brand of car or a luxury product. Many authors have been interested in the brand phenomenon and have tried to provide their definitions, for lack of citing them all, a collection of a few seems preferable:

Let's start by giving the definition of Kotler and Dubois in their most famous work in the world "marketing management", the authors present this definition:¹ "A brand is a name, a term, a sign, a symbol, a drawing or any combination of these elements used to identify the goods or services of a seller or group of sellers and to differentiate them from competitors. For the authors, the brand is part of a commercial and competitive relationship, or even in a strictly marketing logic, where the role of the brand lies in the identification and differentiation of products.

David A. Aaker and the spontaneous associations approach: David A. Aaker sees the brand as a consumption experience and the memory left in the customer's memory, he makes the brand look like a box in someone's head "A brand is a mental box", any brand therefore requires a first consumption, the memories of these consumption experiences accumulate in the box and classify the brand in the box of good brands or that of bad brands.²

Definition of Al Ries and the principle of uniqueness: El Ries is one of the greats of marketing in the United States, inventor of the concept of "positioning", he gives a fairly distinguished definition of the brand: "A brand is nothing only a word placed in the minds, but not just any word. A brand is a name, a proper name, which like all proper names, is written with a capital letter »³

Hamish Pringle or the approach through commitment and promise: Hamish Pringle is an English communications specialist and author of Brand Spirit; he gives us this definition: "Brands are firm promises to which the consumer is entitled. This commitment means that the company completely and totally applies its brand message in all its actions"⁴

This definition gives the brand a relational dimension; it is a commitment that is rational, emotional, political and spiritual. Four characteristics that every good brand must have.

2- Concept and types of brands:

2-1 Brand concept:

A trademark is a sign that distinguishes one company's goods or services from those of another. Trademarks are protected by intellectual property law, and ultimately, the full definition of a trademark is: a name, sign, symbol, or symbols by which one product can be distinguished from any other. In another definition of brand, it means that it is not just a name, term, design or symbol, it is the unique feeling that the product or business evokes. Brands are designed to be the way customers perceive a company.

When developing your branding strategy, be aware that there are different types of brands. Your brand strategy depends on understanding your target audience, the type of marketing campaign you want to run, and your ultimate goal. Each of these variables will determine your approach.

To help you make the different decisions you need to create a marketable brand, we've broken down the main brand types.

2-2 Brand types:

First: Service brand

This involves adding service value to the brand. It is difficult to develop another service brand into a product brand because the products of a service brand are intangible. Once developed, avoiding competition is very beneficial as it is difficult to develop and justify a brand when it comes to pricing.

Many new online brands have developed (such as subscription brands) and people pay for access to services or products, and they are rapidly challenging the technical and brand expectations of services and products.

Second: Personal branding

Personal branding, also known as personal branding, is defined as the brand a person builds around themselves to enhance their career opportunities.

It is about how people market themselves, present themselves, or make themselves visible in and through the media. Personal branding lacks the business model necessary for a marketing strategy.

Example: Celebrities or athletes are the best examples of personal branding.

Third: Activities brand

Brand activism refers to a company's "efforts to promote, impede, or direct social, political, economic, and/or environmental reform or recession, and hopefully promote or impede social progress."

While a quick Google search can tell you this, it's important to pay attention to the different sections within a branding campaign, because depending on your company's actions, your company's core values, one form of branding may be more appropriate than another.

For example, if you raise poultry for a living, environmental activities may not be your thing. But perhaps a social event is all about assessing where you stand today by combining these values with an appropriate activity format.

Fourth: Brand of products

The perception associated with a good or commodity to go beyond its functional capacity is called product branding. Product branding is very common in the consumer goods industry. Real Detergents is an example of a product brand.

Fifth: Luxury brand

As the name suggests, this is a brand that offers premium quality at a higher price. Luxury brands form niches for specific customers. They do not

engage in price cuts, but are more committed to providing great service to attract customers. Rolex watch is the best example of a luxury brand.

Sixth: General brand

Trademarks that are owned and operated by the government are called generic trademarks. Sometimes the government is seen as a generic brand in the eyes of ordinary people.

Seventh: An international brand

As the name suggests, the brand is a household name across the world. A global brand captures an organization's global image and image in the minds of customers.

It is very essential that they have homogeneous offerings all over the world. Examples include every multinational brand like Google, Microsoft, Apple, McDonald's, Starbucks, etc.

3 Brand characteristics:

After we learned what a brand is, below we explain the most important elements and characteristics that must be present in a professional brand in terms of design and purpose:

3-1 Distinctive character:

The brand must contain a unique character that makes it appear in the market distinctly among competitors, and this is done by using the expertise of the best brand design companies capable of providing innovative and commercial ideas.

3-2 Consistency of elements:

Brand elements must be consistent, such as choosing the shape of the logo design that includes the company name, specifying a clear type that is comfortable to look at, choosing colors, and high-quality images that help add value to the brand.

3-3 Access to the consumer:

The goal of creating a brand is to quickly reach the target groups, so it is necessary to design the form of the brand that is compatible with the nature of this segment, and promote it on the largest scale.

Despite the central role branding plays in marketing (Price, 2010), major academic marketing activity and thought have neglected the branding phenomenon and the way it entered the discourse of marketing theory and research. A general theme present in this investigation is the evolution of the brand from a simple entity with limited application and whose creation, interpretation, and control are mostly enacted by one actor (i.e. its creator), to the brand as a complex entity that is multi-dimensional and multi-functional, and that receives influences from a variety of actors (e.g. the brand manager, the consumer, the media, the marketing researcher, technology).

Second lecture:

4 What is the theory behind branding?

Like most marketing concepts, branding has evolved significantly over the last few decades. And it's gotten darn complicated.

Every year, new branding buzzwords make the rounds in marketing circles. New branding roles are created in corporate marketing departments. And branding agencies and consultants promote the latest branding tactics.

Businesses looking to level up their branding efforts face a variety of confusing options. Should they focus on brand awareness? Do they have a brand positioning problem? Will they need a branding agency to help?

Brand theory brings clarity to the guesswork and uncertainty that inevitably arises.

Brand theory refers to the strategic use of branding not as individual tactics, but as the foundation for company growth. It's about aligning the core principles of messaging and positioning to fuel smart growth marketing.

Before that can happen, it's important to define the many subsets and nuances of branding. That's just what we'll do in this article, so you can identify the areas your business needs to build the right foundation, and single out the best branding services to help.

Brand theory is the methodical alignment of all branding concepts with a company's growth goals, including:

Brand awareness:

- Brand experience
- Brand loyalty
- Brand strategy
- Brand personality
- Brand positioning
- Brand recognition
- Brand reputation

Before diving into the many subsets of branding, let's cover the basics...

What is a Brand?

In business, the term **brand** refers to a concept, symbol or ideal that represents a company, its products or services. A corporate brand can embody a mission, promote an image, convey a message, or otherwise portray an organization through a defined set of characteristics.

What is Branding?

Branding is the process by which a company defines and develops a marketable identity. Corporate branding includes the concepts, messaging and visual aesthetics that will support its identity, both internally and externally, in a strategic and consistent way.

What is Brand Marketing?

Brand marketing is the strategic promotion of a company's products or services across marketing channels with the intent of establishing and increasing recognition. Rather than short-term sales or marketing goals, brand marketing looks to build awareness, reputation, and loyalty over the long-term.

Now that we've covered the basics of brand theory, let's get into even more nuance. What is the difference between brand awareness and brand experience?

Is brand strategy the same as brand positioning? It can seem like splitting hairs, but it will help to understand the various disciplines within brand theory when building your brand.

What is Brand Awareness?

Brand awareness refers to the level of familiarity a target audience has with a company. But it's much more than recognizing a business' name, logo, or colors. It's how well a brand's image, messaging, and values are understood in the market. In a sense, it is a measure of how well a company's brand marketing is performing. If it is performing well, a brand should be clearly differentiated from competitors and alternatives.

What is Brand Experience?

Brand experience describes the sensory, emotional and tangible aspects of a customer's interactions throughout the process of researching, considering, purchasing and using a company's product or service. In theory, the more favorably a consumer views a brand at each stage of the buying journey, the more likely they are to purchase, promote and otherwise demonstrate loyalty to a brand.

What is Brand Loyalty?

Brand loyalty is a customer's personal allegiance to an individual company, its products or services. An increase in purchasing behavior is one of the primary goals in earning brand loyalty among consumers. However, buyers may express their brand loyalty in many ways – by recommending a brand to others, promoting brand content on social media, frequenting brand-sponsored events, leaving positive reviews, and even wearing branded apparel.

What is Brand Strategy?

Brand strategy is a long-term plan that aligns brand marketing activities with business objectives. Successful brand strategy will focus on improving

competitive positioning, generating awareness among a target audience, and driving customer acquisition to achieve revenue goals.

What is Brand Personality?

One of several features of a well-defined brand, **brand personality** refers to human characteristics or traits associated with a company's name. Designed to influence buyer perception of a brand and encourage loyalty through shared values or ideals, brand personality attributes can convey trustworthiness, responsibility, youthfulness, quirkiness, sophistication, and a range of other human qualities.

What is Brand Positioning?

Brand positioning is how a company positions itself in the market and in the minds of its target customers. The most successful brand positioning articulates a value that is greater than anything the market currently offers, differentiating from competitors and alternatives in a way that creates a category of its own. When done right, brand positioning is a company's competitive advantage. It employs all the principles of brand theory to render competitors and alternatives inadequate in solving buyers' needs.

What is Brand Recognition?

Brand recognition and brand awareness are closely related, but have different objectives. While the goal of brand awareness is to clearly communicate a brand's values and attributes to its target audience, brand recognition looks to maintain that awareness over time. Brand awareness is successful if buyers can easily understand what a brand represents. Brand recognition is successful if buyers can easily recall those ideals when they encounter a company's logo, messaging, packaging, or other brand elements.

What is Brand Reputation?

Brand reputation refers to the perception of a brand's image among the general public, in the media, or within an industry. A brand's reputation is closely associated with the level of trust and confidence earned from its target audience and can be influenced by many factors. Brand reputation management is the practice of monitoring and exercising control over the variables that influence customer loyalty and confidence as it relates to a brand's social status.

Finding the Best Brand Marketing Agency

Now that you've explored the many concepts brand theory embodies, it's time to put it into practice. Avoid the mistake most businesses make in underestimating the importance of branding and get it right before committing to a website redesign or marketing activities.

Whether you're tackling brand marketing yourself, or looking for a brand marketing agency to help, keep one thing in mind: The goal of branding is to grow your business. This is done by connecting with buyers, differentiating from the market, and consistently delivering more value than others.

A company that masters brand theory is positioned to grow. Grow traffic. Grow leads. Grow customers. And scale revenue growth.

A company without a successful branding foundation will always find itself in a side-by-side comparison with competitors, struggling to grow while selling similar products with similar features, at a similar price point.

If you're tired of wasting time and money on branding and marketing guesswork—and ready to invest in real growth—schedule a 30-minute, no-pressure introduction to Brand Theory and **get a free growth plan** tailored to your business goals.

The second axis:

Brand creation and protection

- ☒ Criteria used in choosing a brand
- ☒ Brand design
- ☒ Brand protection
- ☒ Trademark imitation
- ☒ Licensing others to use the trademark
- ☒ Brand marketing strategies
- ☒ How to develop a brand



Third lecture:

Standards and stages followed in brand design:

Creating a trademark is not an easy matter, as there are companies and people specialized in this matter, as the trademark is created by following the following steps: Choosing the appropriate trademark, by making it clear in all aspects in terms of ease of understanding, reading, and writing in all languages in which this is to be included. The mark must include it, and must not include a meaning that is not positive in the language. It must also be completely clear for understanding the product and the possibility of marketing it. Choose a trademark that is not owned by another entity or company, so that this trademark is not similar or similar to any other trademark that has been registered.

1- Criteria used in choosing a brand:

A- Symbols that can be considered a trademark:

✚ Names and numbers:

The mark may consist of a family name, such as it may take the name of the company owner, such as PEUGOT, or a place name, such as NOKIA, or it may be an innovative designation, as we mentioned previously, or letters or numbers, such as the mark 501.

✚ Figurative symbols:

The mark may be in the form of a simple image, such as a star or a lion, provided that it is new, meaning that it is used for the first time. It is also possible to use the image of a celebrity in the past or present.

Packaging:

The shape that distinguishes the products or their apparent appearance can be a sign, such as the shape of Coca-Cola or perfume bottles, in addition to the consistent colors, patterns, and covering films that distinguish the products.

B- Symbols that cannot be considered a trademark:

Marks whose use violates the law, public order, public morals, and morals cannot be considered a trademark or part of them, such as signs of honor, banners, national symbols, official stamps, and other symbols of a country, such as crosses. For example, in practical life, placing a crescent Yes, marking an alcoholic drink is a subject completely rejected by the competent authorities because the crescent moon is considered an emblem of Islam and cannot be placed on a drink forbidden in Islamic law.

2- Brand design:

2-1 The process of choosing a trademark:

The process of choosing a trademark is one of the most important stages in its life at all, and it must be given a great deal of attention, as any mistake made in the beginning when choosing it may have consequences that are difficult to remedy for the company and may result in the necessity of making efforts and expenses. It can be saved for a more important activity, and all of this is to support the wrongly chosen brand and try to overcome that mistake. Therefore, when choosing a brand, specialists in marketing, law, and advertising must be consulted, as the process of following these rules and foundations helps the company achieve the goal it seeks from its brand.

Determining the elements of the trademark:

The first step in choosing the trademark lies in determining the elements that it will consist of, and which the company wants to use. Are they words, drawings, numbers, etc. Each of these elements has pros and cons. If it is composed of words, it is of great importance in terms of its ingrained in the mind due to the interaction of a large number of senses with it, and the difference in language from one country to another may make limiting it to this type of mark as a barrier standing in the way of marketing the product in another country, while the mark Made up of color or sound transcend these barriers.

Taking into account the traditions and values of society:

When choosing a brand, you must take into account the traditions of the society in which the products are marketed, as they have a major role in terms of the popularity of the product and the fame of the brand itself. So, brands that violate the morals and ethics of the target communities must be avoided. For example, in Saudi Arabia, T-shirts were rejected. Because it resembles a cross, and avoids colors that arouse undesirable meanings in the hearts of consumers. For example, the Coca-Cola Company failed to promote its product in Afghanistan because it carries the color red, which represents the Soviet occupation (the Red Army).

2-2 The necessity of research:

After the company has chosen its trademark according to the previous standards and stages, the research stage comes next. Skipping this stage may lead to the company being charged huge sums of money. After choosing the trademark, it must be verified that this trademark is available and not registered for the account of other companies that operate in the country.

The same field in which the company wants to market the product. If research is neglected, the company may be surprised after a period of using the

mark by issuing a warning to it, or filing a lawsuit against it requesting that it be prevented from using the mark it chose because the mark is owned by others, and this will cost it to destroy all product packaging, advertising materials, and all What bears the chosen trademark, in addition to the expenses of lawsuits and lawyers, with the obligation to pay compensation to the owner of the trademark.

The process of searching for the registered mark is carried out in the Trademark Protection and Registration Office, which allows search services to be provided to verify whether there is a registered trademark that is similar to the designed mark. Computer software has facilitated this search process, which is now completed in a few seconds after it required diving into the records. Many trademark offices around the world provide the ability to search for trademarks registered with them on their websites.

Fourth lecture:

Protecting the trademark and licensing others to use it

3- Brand protection:

Trademark protection is an important and decisive point to protect the identity of the merchant's business, as without protection, anyone can benefit from the efforts of others and easily obtain benefits from the use of marks that do not belong to him. Therefore, countries needed laws to protect trademarks.

3-1 National trademark protection:

Algeria has issued laws to protect trademarks and has worked through customs to combat counterfeiting. Combating counterfeiting represents a fundamental task for the customs administration within the framework of foreign trade regulation by monitoring lost items upon entry, exit, or circulation across the national territory. This task relies on active cooperation between large companies and the authorities.

Counterfeiting international brands represents a crime for customs users, as the import and export of goods presented primarily as international brands is punishable by Algerian law, and the penalty applied to imitators and counterfeiters is either imprisonment or financial fines.

We point out that any person harmed by the use of a trademark may file a lawsuit, It shall be criminal if the trademark is the actual owner and civil if the affected person is a civilian who has no connection to trade.

3-2 International trademark protection:

Concluding agreements and treaties to protect the trademark internationally, including, for example:

The Paris Agreement:

Algeria ratified its original text in 1966 by Order 66/57, while it ratified the amendments in 1975 by Order 75/02. This agreement was concluded with the aim of protecting industrial property, which includes a group of countries that own permanent central bodies managed by the World Organization for Industrial Property (OMPI). Protection is achieved by filing the application with the trademark administration in foreign countries. The trademark protection agreement is provided based on the following principles.

The principle of resemblance:

It includes resembling foreigners to locals in treatment and behavior, so the same procedures and systems are applied to them, and they enjoy the same national advantages.

The principle of precedence:

The applicant has priority to register in other countries joining the Union, and this occurs within a period of 6 months from submitting the application in the home country.

The principle of independence:

The mark is subject to the internal law of the country in which it is registered, and is considered independent from each other in terms of the date of registration in the event that it is registered in the home country and other countries.

3-3 Madrid Treaty (International Registrations of Marks):

Algeria has acceded to the Madrid Treaty relating to the registration of trademarks pursuant to Order 72/10 of 1972, which included Algeria's accession to a group of conventions.

The International Office in Geneva registers trademarks and announces them in its International Bulletin after the next request from the International Office for the Protection of Industrial Property is received by the competent authority in the country of origin of the trademark (registration takes place at the International Office). If the registration of the original country reaches the International Bureau within two months, it bears the same date, and if otherwise, it bears the date of its receipt.

This treaty specified a maximum protection of 20 years, with the possibility of renewal within 6 months from the end of the first period. Registration may be refused by the concerned countries for one reason or another, but they must inform the International Bureau of this, indicating the justifications for this refusal.

3-4 TRIPS Agreement: 1957 (International Classification of Products and Services)

It was held in 1957 and consists of 25 countries. This agreement established classifications for a group of products and services by member states for the purpose of using them in the international registration of the treaty, as well as national registrations in the territories of the contracting states.

4- Trademark imitation

4-1 Definition of tradition

By imitation, we mean that the imitator, in his search for a way to distinguish his similar products, chooses a mark that is similar to a famous mark or imitates it in form. This mark is usually registered and has legal protection, given that this mark can create confusion in the minds of the public or consumers, and this is considered an infringement on the exclusive right of the owner of the mark. We must mention that counterfeiting differs from imitation in that the first

is an infringement on the exclusive right of the owner of the mark, while the second leads to preventing the mark from performing its distinctive role.

4.2 The ways in which imitation is carried out:

Trademarks are imitated in the following ways:

In terms of the name:

The imitator chooses the same as the name included in the trademark, with some letters changed or a letter added that does not change the pronunciation of the word or changing the arrangement of some letters, which increases the risk of confusion. As an example of this, we mention the trademark adidas and its imitated trademarks Abidas and adibas.

From a visual perspective:

The counterfeiter presents a trademark based on the same composition and construction in terms of the shapes, colors, and symbols included in the composition of the original trademark.

Mental simulation:

Imitation is directed at the consumer in order to create a mental affinity between the original mark and the imitation mark, and in doing so it relies on synonyms or antonyms for the words that are part of the mark's composition.

5- Licensing others to use the trademark:

The trademark owner can license others to use his mark in exchange for a sum paid by whoever wants to use the mark according to an agreement that specifies the obligations of both parties. The first party is the trademark owner and the second party is the one who wants to use it.

5-1 Obligations of the trademark owner:

- ✓ The first party agrees and permits the use of the trademark by the second party for a period specified in the agreement. The agreement is automatically renewed or this license agreement is considered terminated upon the expiration of its term, and any agreement to use the trademark for another period is made under a new agreement.

- ✓ The first party shall provide the second party with any required statements to any official body indicating authorization to use the trademark in accordance with the terms of the agreement and in an appropriate manner for the benefit of both parties.

- ✓ The first party undertakes to guarantee the use of the trademark by the second party and to ensure that it will not be violated during the period specified in the document and to keep the trademark registered during it and not to revoke the agreement and not to violate, withdraw from, or challenge this use unless the second party commits any violation that requires termination of this agreement Convention.

5-2 Obligations of the second party:

- ✓ The second party undertakes to restrict the trademark to the products specified in the agreement or the shop sign and to use it for the aforementioned correspondence and documents only, and it may not be used in any field other than what is exclusively specified in this agreement.

- ✓ The second party pays the first party a sum of money or a percentage of the company's sales (monthly or annually), and accounting is conducted between the two parties or whoever they appoint for this purpose on the accounting date.

- ✓ The first party has the right to view all accounting entries and documents to ensure the integrity of the accounts and the validity of the allowance without any opposition from the second party.
- ✓ The second party undertakes to use the trademark legitimately and within the limits of the purposes stipulated in the agreement, and to bear responsibility for his misuse of the trademark and to pay compensation to the owner of the trademark for losses that may befall him as a result of his misuse of it. The first party shall not bear any responsibility as a result of the second party's misuse of the trademark.

5-3 Expiration of the agreement:

- ✓ The agreement is deemed to have expired on its expiry date, and the trademark may not be used in any way. The second party must remove the banners and stop using the trademark on products and advertising materials.
- ✓ It is also considered expired if the trademark is canceled or its use is discontinued pursuant to a judicial ruling or a decision of the trademark registry.
- ✓ The first party has the right to terminate this agreement in the event that the trademark is used for purposes other than its intended purpose, or the second party exceeds the scope of use stipulated in the document, fails to pay usage fees, or does not allow the first party (the owner of the trademark) to verify the validity of the allowance. The first party has the right to request obtaining Compensation from the second party in the event that he misuses the trade mark, according to the damages he sustains.

Fifth lecture:

6- Brand marketing strategies:

You must follow sound and specific steps to create a strong strategy for marketing your brand so that you can create a place for yourself in the markets. Among the most important methods of marketing the brand is the following:

6-1 Determine the goal or identity of the brand:

When developing a strategy, its primary goal must be to achieve spread and recognition of the brand, and to reach and maintain the desired position in the market, and to strive to achieve these goals required for creating the brand, in addition to clarifying the identity of the product that you sell. When making an inquiry about the brand using the brand name, the customer can know the purpose of the product and the value it provides.

6-2 Determine the target audience:

One of the most important steps is to know who you are selling your product to, so that you can meet their needs and be able to reach them easily and convince them that you are the better choice for them than other products. This is done by conducting an analytical feasibility study of the market and collecting private data.

6-3 Identifying competitors:

You must be aware of all your competitors in the market, and know the advantages and disadvantages of their product so that you can overcome it and provide a different value that makes you unique in the market.

6-4 Create a logo for the brand:

Create a logo for your brand, and start marketing the brand through the logo by publishing it on social media in order to attract customers and draw attention. The logo and story must express the importance of the brand and the value it provides to customers.

6-5 Develop a good business plan:

You must learn how to write a plan for your project in order to build a strong brand, using a distinctive visual identity that indicates the nature of your product and the value it provides, so that your project becomes one of the most profitable projects.

6-6 Meeting customer expectations:

After defining the target audience and customers, you must research their requirements, needs, and the platforms they use, in addition to creating a customer satisfaction survey form for the services and always participating active customers in the stages of your brand's development, informing them of everything new, and offering them offers and rewards in order to ensure their loyalty to you and be a reason to help you. In marketing your product.

6-7 Put the strategy into action:

Start implementation immediately after collecting all the information that will enable you to launch a strong strategy and a marketing plan ready for a period of 12 months to launch in the markets as a timetable to test the success of your brand.

7- How to develop a brand:

The most important reasons for developing the brand's work and achieving the highest position among competitors and in the markets are the following:

- Taking responsibility for taking the brand to advanced stages and achieving the best desired goals through learning.
- Commitment to credibility and transparency in quality, delivery, and all transactions between you and customers until you gain their complete trust.
- Constant communication with others and everyone related to the product and creating a strong network of relationships.
- Keep up to date with everything new to know your position and value among competitors.
- Developing electronic files on websites and adding many methods, such as improving payment methods and others.
- Mixing modern methods with traditional methods because there are many people who do not prefer modern methods and do not aspire to technological means. Using all modern and traditional methods makes you familiar with the entire market.

The third axis:

Brand value

- ☒ The concept of brand value
- ☒ The importance of brand value
- ☒ How to enhance brand value
- ☒ Here are some examples of companies that have successfully improved their brand value
- ☒ How to measure brand value
- ☒ What makes a brand valuable to customers?
- ☒ How do you build brand value?



Sixth lecture:

Brand value:

It can be said that brand value means a greater market share, more profit, and greater cash flow resulting from a strong positive attitude and favorable evaluation based on a set of positive perceptions and beliefs about the brand.

Brand value is more than the products or services a company sells; it's what they stand for and how they are perceived. A good way to picture brand value definition is the worth of a brand in the eyes of its consumers - because, after all, it's their opinion that matters most.

1- The concept of brand value:

Brand value is highly sought after: *all* brands and companies want to be deemed *valuable*. Although, it can be a difficult term to define – let alone *measure*. Before we get into the importance of the value of a brand and how to measure it – we first need to define one thing: what *exactly* is brand value?

Essentially, it refers to your brand's perceived value. It's how often customers choose your brand over the competition, how much extra they're willing to pay for your products and services, and how they remember, engage, and relate to your brand. It's their expectations and their customer loyalty, it's a brand experience, an impression, a reputation, and a *relationship*.

But – despite our long list of intangible assets above, *there are* tangible assets – which can also be used as metrics when measuring value – that customers associate with the value of a brand, with these being:

- Logos, taglines, fonts and trademarks.
- Visual and digital assets.
- Advertising and marketing strategies.

- Customer retention.
- Social media engagement levels.

Brand name products are everywhere. Companies spend billions of dollars to try to get their brands in the front of the consumer's minds. But what is a brand worth, what is brand value, and how can companies determine what the value of their brand would be when sold?

Brand value definition is the amount of money a company determines they could get by selling a brand in the open market at a reasonable value. The value that both a seller and a buyer agree on is called **Fair market value**. Brand value is an interesting concept because, unlike the value of real estate or other tangible assets, there isn't a clear-cut way to appraise the value of a brand. It does affect aspects of the company, even though it is more of an arbitrary number than a concrete value. Brand value also affects the market with regard to the competition because consumers compare brands to each other.

Marketers for a company will try to focus on brands that need boosting of their value and appeal to raise the value of the brand. This is especially true if the company has future plans to sell the brand or the brand is new. It's also important to understand that there is a difference between a company and a brand. A company is an organization that owns the brand, and the brand is the image of the product. While they are separate, they can also overlap. The two examples show how they can be separated or combined.

- **Separate** - The corporation Unilever is the organization that owns brands like Dove, St. Ives, and Ben and Jerry's. Unilever would evaluate each individual brand they own.

- **Combined** - Target is a well-known brand that is also the name of the organization. If the organization wanted to sell the Target brand, they would have to change the name of the organization as well.



The BMW brand is highly valued because customers associate it with high-quality vehicles.

The benefits

We can't stress the importance of value enough. When customers find value in a brand, they develop loyalty towards it. Whether you simply want to sell more products – at higher prices – appeal to more customers, or attract investors, brand value matters. Having customers who perceive your brand to align with their personal values is a powerful competitive advantage. Here are a few reasons why:

- **Increased sales**

Building brand value is central to cutting through the noise and securing that all-important repeat custom, future business development and the ability to stay ahead of new brands.

When it comes to new product launches, established brands are at an advantage, as customer loyalty makes it much less risky for brands to introduce

new products. You're also far more likely to get restocked if your brand is in demand.

Consumers continually gravitate toward products with great reputations. Consider Apple, one of the top brands in the world, who discovered this and employed it across their marketing campaigns. By consistently fulfilling its promise of being innovative, forward-thinking, and quality-led, whenever Apple releases a new product, customers camp outside the shop overnight to be the first to get their hands on the new product – despite a higher price point.

- **More Influence**

When it comes to making strategic partnerships, businesses are naturally more inclined to team with established brands that have an existing influence, dominant brand name, and reputable brand image.

Consider Coca-Cola – whose estimated worth is around \$78 billion. If you were to partner with the brand giants, you'd be gaining much more than an in-demand product – you would benefit from the name, logo, and other brand elements that customers instantly recognise and trust. Such collaborations boost value and equity for both partners and are a win-win.

This perceived worth denotes not just how customers feel about and connect with your brand but also other businesses – and your own employees. Companies with higher brand value will find it easier to recruit and retain talent, as reputation affects the pride people take in their role.

- **Higher profits**

The truth is that customers are more likely to pay the premium for brands they trust. It's evident everywhere, from candles to food products – the price point between generic and premium products is clear. Companies who actively

associate themselves with positive characteristics such as trustworthiness, authenticity, innovation, style, elegance and security earn customers' trust, boost brand recognition, and repeat custom.

Consider Nike, a brand with incredibly high value, positive associations, and brand awareness. Nike's customers trust the brand's quality and feel confident that Nike will consistently deliver high-quality products and service: if it's good enough for athletes, it's good enough for us. This trust lays the foundation for brand loyalty, which allows Nike to achieve high profits consistently.

2- The importance of brand value:

After talking about the concept of brand value, we will review the importance of the brand from various points of view, as a brand with a high value leads to a set of benefits and benefits, as Keller (1998) believes it leads to:

- Reducing consumer sensitivity to price increases and reducing their influence on competing brands.
- Increasing the chances of successful expansion of the organization towards new products.
- Increase the effectiveness of marketing activities.
- Obtaining a larger market share.
- Increase brand loyalty.
- More acceptance of brand expansion.
- Less sensitivity to price increases.
- The desire to purchase the brand from new distribution outlets.
- Increase brand loyalty.
- Decreased effectiveness of competitors' marketing activities.

- Reduced damage from marketing disasters.
- Increase profits and benefits.
- Increase the effectiveness of marketing communications.
- Increase opportunities to expand the brand.

3- How to enhance brand value:

Enhancing brand value is an important goal for any business, as a strong brand can help attract and retain customers, and can also lead to increased profits. There are several key components of brand equity, including brand awareness, brand image, brand loyalty, brand trust, and perceived brand quality. Here are some strategies that companies can use to enhance their brand value:

❖ Increase brand awareness:

One of the most important ways to enhance brand value is to increase brand awareness. This can be done through various marketing and advertising efforts, such as social media campaigns, email marketing, and content marketing. By getting your brand in front of as many people as possible, you can increase the chances that they will remember your brand and keep it in mind when making purchasing decisions.

❖ Building a strong brand image:

Another essential element of brand equity is brand image. This refers to the way people perceive your brand, and can be influenced by factors such as your brand logo, design and messaging. To enhance your brand image, focus on creating a consistent and cohesive brand identity that reflects the values and mission of your business.

❖ Enhance brand loyalty:

Building brand loyalty is another important way to enhance brand equity. This can be done by providing excellent customer service, offering high-quality products or services, and consistently meeting the needs and expectations of your customers. Loyal customers are more likely to recommend your brand to others, which can help increase brand awareness and increase sales.

❖ Establishing trust in the brand:

Trust is a critical element in brand value, and it is necessary for companies to build trust with their customers. This can be done by being transparent and honest about your products or services, and by consistently delivering on your promises. Providing excellent customer service and responding to customer needs can also help build trust.

❖ Improve perceived brand quality:

The perceived quality of your brand can also affect brand value. To enhance the perceived quality of your brand, focus on consistently providing high-quality products or services, and be sure to communicate the value and benefits of your offerings to your customers.

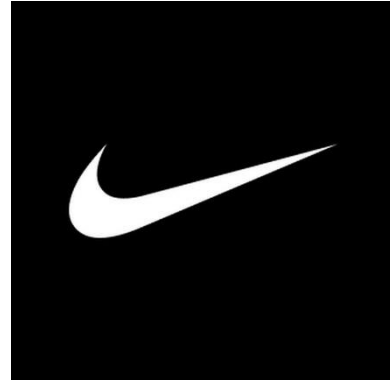
4- Here are some examples of companies that have successfully improved their brand value:

🚩 **Apple:** Apple is a prime example of a company that has built a strong brand over the years. The company has consistently focused on building a strong brand image through its stylish and innovative products, as well as its memorable advertising campaigns. Apple has



also fostered brand loyalty by providing excellent customer service and by consistently offering high-quality products.

- ✚ **Nike:** Nike is another company that has effectively enhanced its brand value. The company has built a strong brand image through its signature “Just Do It” logo and slogan and by sponsoring high-profile athletes and sporting events. Nike has also fostered brand loyalty through its loyalty programs and by consistently offering high-quality products.



- ✚ **Amazon:** Amazon is a company that has effectively enhanced its brand equity through its focus on customer satisfaction. The company has created a strong brand image by consistently offering a wide range of products, excellent customer service, and fast delivery. Amazon has also boosted brand loyalty with its Prime program, which offers members a range of benefits including free shipping and access to streaming services.



- ✚ **Google:** Google has improved its brand value through its focus on innovation and user experience. The company has built a strong brand image through its search engine and other popular products, such as Gmail and Google Maps. It has also strengthened brand loyalty by consistently providing high-quality products and services.



- ✚ **Starbucks:** Starbucks is a company that has effectively enhanced its brand value through its focus on customer experience. The company has built a strong brand image through its distinctive logo and by consistently delivering high-quality coffee and food products. Starbucks has also fostered brand loyalty through its loyalty program and by creating a welcoming atmosphere in its stores.



Seventh lecture:

5- How to measure brand value:

Today's acknowledgement of the power of brands means that there's a wide range of ideas about what makes a brand successful. Unsurprisingly, measuring a company's value can be complex and confusing without a clear strategy in mind. There are several different approaches you can use when measuring brand value, and your brand should pick the one that works best for the size, scale, mission and values of your business.

There are several key factors when it comes to measuring the value of a brand; brands need to look at recognition, usage and loyalty. Your brand's success relies on setting goals and monitoring your progress towards them. The only way to know if your brand investments are working is by measuring your brand value and monitoring your brand's audience to help better understand perceptions of your brand and help make future decisions.

There are six core approaches:

- **Cost-based valuation:** This involves analyzing how much cost has been incurred or the amount of money spent establishing the brand. Essentially it covers the cost of everything spent creating a brand, including license, registration and trademarking cost, promotional and advertising costs, and history of expenses.
- **Market-based valuation:** This method estimates your company's value based on the current market climate, identifying how your brand stands out from the crowd. You could do this by looking at the sale price of similar brands, looking at stock performance, or by simply asking leaders of other companies how much they would pay for your brand. Surveys are a good

means of gauging perceptions of your brand in the wider context of the market.

- **Income-based valuation:** This model looks at the amount of income incurred by your brand. Essentially, what money does your brand bring in? You will need to look at all of your company's financial streams and then assess which elements can be attributed directly to the reputation your brand has earned.
- **Revenue premium valuation:** This is a more specific form of income-based valuation. It compares your brand to non-branded alternatives to determine how much people are willing to pay for a recognized brand. This is an opportunity to discover how many people use your brand based on your brand identity and core brand values.
- **Customer-based valuation:** This method involves assessing your existing customers and predicting the number of future customers. Customers are a great measure of a company's value – as loyal customers stick with brands they identify with and connect with.
- **Net promoter score (NPS):** NPS is essentially a measure of how well your brand does at inspiring organic, word-of-mouth promotion. This can be calculated by surveying your customers, asking them how likely they are to recommend your brand and why.

6- What makes a brand valuable to customers?

Today, a brand is a promise that resides in customers' minds about a product, service or business. Valuable brands have earned their positions as industry leaders by adding value to the lives of their customers. Brands that enable, engage and enrich their customers are often deemed as valuable, leaving customers feeling empowered, secure, stimulated, connected and validated.

Marketers can reinforce value by actively investing in the components that are felt as valuable, such as:

- **Brand Recognition and brand awareness:** Your brand needs to be instantly recognizable. The world's most valuable brands establish a well-defined and unique purpose, consistently communicating to their customers through digital marketing, advertising and communications. Aim to create positive, strong and unique brand attributes that your customers will retain in their minds.
- **Brand loyalty:** This could be viewed as the measure of the connection between your brand and your customers. How likely are they to consistently choose your brand over competitors, and what can you do to ensure this?
- **Effective communication:** Today, customers want brands that are effective communicators and that offer engaging online and offline conversations. Social media is a fantastic tool enabling brands to build meaningful relationships with their customer base and communicate directly with their customers. Be sure to stay in touch with your customers, flex your communication skills and listen and respond to any feedback you might get.
- **Brand association:** Your brand should stand out from the crowd, and your brand's culture should remain consistent across your beliefs, values, UPS and so on. Today's most valuable brands focus on building a brand experience which differentiates them from their competitors and has unique, positive, and memorable brand associations. These associations with people, places, and things define positive brand association and are what customers will buy into.
- **Authenticity:** Valuable brands have established trust with their customers and communicate candidly through authentic messaging that aligns with their voice, values, mission and the aspirations of their customers. Social

media is the perfect place for you to flex your authenticity, demonstrate how you enact your values and create real-world impact.

7- How do you build brand value?

There are many steps you can take to increase your brand value, so we've put together a list of steps to get you there:

✓ **Market research**

A firm understanding of your target customers is crucial to your success – no brand can succeed without understanding the needs, wants desires, and pain points of their customers.

Start by researching your customers, where they are buying, what they are buying, and who they aspire to, and think deeply about the nature of your product and service and how your target market will interact with it. What problems does it solve? Who will be facing these issues?

As brand builders – it's your task to present the *right* solutions to the *right* people. Once you have a firm understanding of who will be buying from you – and *why* – and have an idea of their strengths, weaknesses, likes and dislikes, you can tailor your messaging to cater directly to their needs.

Brands are built on reputations, but reputations are flexible – always changing and moving as the market changes. So, once you've built your brand and launched your product – be sure to continue to conduct market research so that your brand is ready to adapt to market changes as and when they appear.

✓ **High-quality design:**

High-quality brand design not only shapes perceptions of your brand but is crucial when building brand value. From your logo to your website – your visual

assets should grab attention, communicate your promise, stand out from the crowd, and appeal to your target audience emotionally.

Design is where your brand can communicate itself visually with its customers. How you adopt shapes, colors, fonts or layout elements on your website, packaging or emails will determine if your brand is deemed valuable or not. Your design elements should consistently communicate your brand in a way that is engaging, inviting and assuring. Establish your brand image from the start and use high-quality designs that demonstrate your brand personality and foster impactful customer connections.

High-quality design really does make a difference, so it might be worth using a design agency to help you create impactful and unique designs that capture the essence of your brand.

✓ **Advertising and marketing:**

Advertising is where your brand has the chance to shine. It's where you can express yourself, display your brand values, show customers what you're all about, and forge meaningful connections.

Don't shy away from using all possible platforms to advertise your brand and run the risk of alienating potential customers. Spread the word, and make sure that people *everywhere* know all about your business and where to reach you.

Through advertising and marketing campaigns, brands can consistently highlight what they stand for, establish a reputation, build brand awareness and prompt brand recognition. By establishing yourself as a trustworthy and reputable brand, your business is more likely to be promoted through word-of-mouth marketing – an organic form of marketing that builds trust, consolidates a brand

community and enables you to reach new customers without incurring the cost of increasing sales.

✓ **Sponsorship:**

Strategic sponsorships are a great means of boosting brand awareness and credibility. Sponsorship marketing provides brands with a unique opportunity to align themselves with the causes and events that their target audience cares about and views positively. This association helps generate a positive reaction to your brand and ultimately improves how your brand is perceived by your target audience.

Sponsorship opportunities are also a great chance to demonstrate your company values. You should choose events or causes your company feels passionately about, that your customers care about, and that strategically complement your brand's values. This not only increases awareness of your brand but exhibits your ethical and social values.

✓ **Customer experience:**

Now more than ever, brands face the challenge of capturing and sustaining market share, keeping their customers loyal, and reaching new audiences. Providing great customer experiences is vital to incurring brand value. Products and services go a long way, but as more and more brands lean into lifestyle offerings and provide 24/7 communication – customers increasingly expect a good brand experience and are willing to pay more for brands that provide this. Great customer care, smooth user experiences and easy interactions between your brand and customers are great ways of creating positive customer experiences that will keep customers coming back for more.

Consumers are always on the lookout for brands to connect with, so it's good for companies to offer consumers something that they can relate to. This goes beyond an appealing logo or beautiful website. Although external brand elements like this can help to shape brand awareness, it is the perceived *value* of your brand that will drive real engagement and help you create powerful bonds with your target audience.

✓ **Tone of voice:**

Your tone of voice defines how your brand communicates with its audience and influences how your message is perceived. It should express your brand's personality, goals, values, and areas of expertise and be distinctive and recognizable.

Chiefly, your brand's tone of voice allows you to cut through the noise and makes a lasting impression on potential customers. You can't create a unique brand personality without a clear and distinguished tone of voice which appeals to your target audience and kickstarts that vital dialogue. Your brand's verbal identity is where you have the chance to express your brands' unique persona and seamlessly build up relationships with your customers.

How you present yourself and communicate with your customers is important in building brand value. Consistency is key. Not only does it allow you to communicate your brand in a way that is personable and relatable, but it allows customers to associate communications with your brand easily. Through a set brand voice and tone, your audience can get to know and understand your brand.

Build your brand value:

A company's value is more than its products or services; it's what they stand for. It's what helps them forge long-lasting bonds with their customer base.

It's their perceived worth, their reputation, and their financial value. Most of all, it's the reason that customers choose your brand above all of your competitors.

In the past, consumers relied on product quality and value when making purchasing decisions. Still, today, brand value plays a crucial role in earning customers' trust and driving brand loyalty. Building brand value is the foundation of your business's long-term success.

Without having brand recognition amongst customers and customers that are willing to recommend you – your company won't be able to maximize its value. Taking the time to build and consistently measure value is a surefire way to increase sales and prestige – both of which are needed to solidify an industry-leading position.

Now that you're armed with the information on the importance of brand value, it's time to create your own. We have a wealth of experience and knowledge in creating memorable and imaginative branding and establishing company values that resonate in the hearts of your audience. If you're looking to build, or bolster the value of your brand, get in touch – we're here to help.

fourth Axis:

Brand capital

- ☒ Concept of brand equity.
- ☒ Brand equity is the added value that a brand brings to a product offering.
- ☒ Positive brand equity vs. negative brand equity.
- ☒ Managing brand capital.



Eighth lecture:

1- Concept of brand equity:

It has been said that brand equity is "the branding of a product name on an attention-deficit public." ⁵

While most brand equity research has taken place in consumer markets, the concept of brand equity is also important for understanding competitive dynamics and price structures of **business-to-business** markets. In industrial markets competition is often based on differences in product performance. It has been suggested however that firms may charge premiums that cannot be solely explained in terms of technological superiority and performance-related advantages. Such price premiums reflect the brand equity of reputable manufacturers. ⁶ Three brand equity drivers were selected by researchers from numerous factors that have impact on a brand: brand awareness, brand perspective, and brand attachment. ⁷

Brand equity is strategically crucial, but famously difficult to quantify. Many experts have developed tools to analyze this asset, but there is no agreed way to measure it. As one of the serial challenges that marketing professionals and academics find with the concept of brand equity, the disconnect between quantitative and qualitative equity values is difficult to reconcile. Quantitative brand equity includes numerical values such as profit margins and market share, but fails to capture qualitative elements such as prestige and associations of interest. Overall, most marketing practitioners take a more qualitative approach to brand equity because of this challenge. In a survey of nearly 200 senior marketing managers, only 26 percent responded that they found the "brand equity" metric very useful. ⁸

Some marketing researchers have concluded that brands are one of the most valuable assets a company has, ⁹ as brand equity is one of the factors which can increase the financial value of a brand to the brand owner, although not the only one. Elements that can be included in the valuation of brand equity include (but not limited to): changing market share, profit margins, consumer recognition of logos and other visual elements, brand language associations made by consumers, consumers' perceptions of quality and other relevant brand values.

Consumers' knowledge about a brand also governs how manufacturers and advertisers market the brand. ^{10 11} Brand equity is created through strategic investments in communication channels and market education and appreciates through economic growth in profit margins, market share, prestige value, and critical associations. Generally, these strategic investments appreciate over time to deliver a return on investment. This is directly related to marketing ROI. Brand equity can also appreciate without strategic direction. A Stockholm University study in 2011 documents the case of Jerusalem's city brand. ¹² The city organically developed a brand, which experienced tremendous brand equity appreciation over the course of centuries through non-strategic activities. A booming tourism industry in Jerusalem has been the most evident indicator of a strong ROI.

Brand equity is a concept developed during the 1980s which has been the subject of numerous academic publications; its definition differs depending on the point of view of consumers or of the shareholders who represent the company.

Brand equity from the company's point of view:

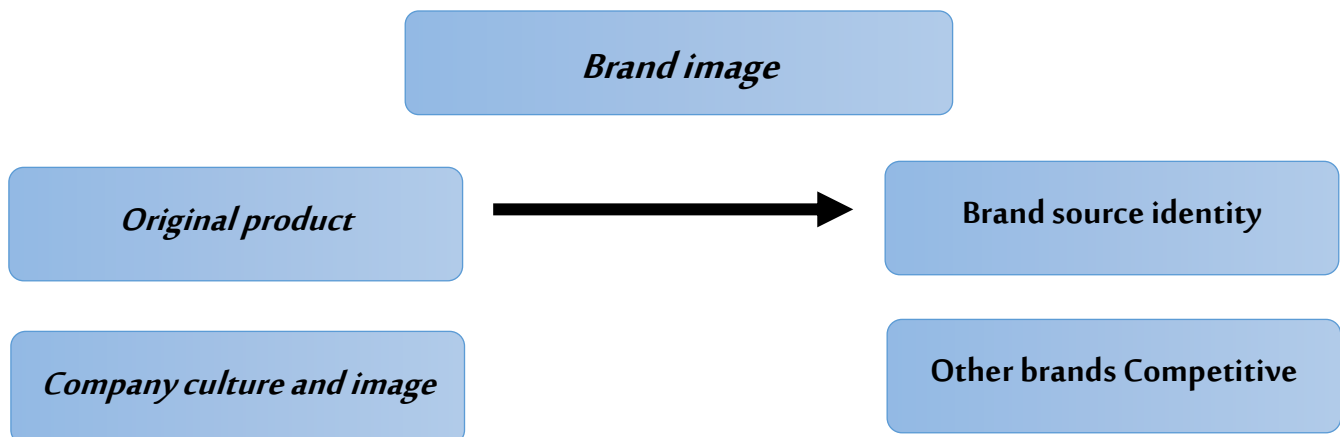
In this first case, brand equity can be considered as "the ability to enable branded products to achieve higher profits than they would without - or under another - mark>>>. this brand equity is thus perceived by shareholders as a potential for wealth creation, a brand can be considered as part of a company's assets, being bought and sold like any asset.

Brand equity from the consumer's point of view:

In this logic, we are no longer talking about value provided to the company, but about value perceived by the consumer. The definition proposed by Keller seems unanimously accepted today: “brand equity is the added value that a brand brings to the product”. According to Keller and Erdem, the source of the value of brands is the end consumer: the more favorably he perceives the branded product, the more the brand awareness and loyalty of the manufacturer increases, thus allowing the company to gain competitive advantages in terms of price and sales volume. ¹³ For A. AKER The concept of brand equity is defined as the grouping of 5 elements:¹⁴

Brand loyalty, brand awareness, perceived quality, image and positioning, other brand assets. Elements that support brand equity should be linked to the brand symbols and name. If one of these elements is changed in whole or in part, the brand equity will be affected.¹⁵

Figure 01: identity and branding



Source¹⁶: Kapferer (Jean-Noe!), les marques capital de entreprise: créer et developper des marques fortes, Editions d'Organisation, 2007

2- Brand equity is the added value that a brand brings to a product offering.

This added value is based on 5 elements:

1. The advantages of a loyal customer base:

Preserving a loyal customer base has several advantages for the brand:

- It's less expensive to retain an existing customer base than to conquer
- This facilitates referencing at the distributor
- This develops notoriety: lead-users (role of celebrities), word of mouth phenomenon, tribe
- This gives time to respond to attacks from competitors

2. What does notoriety bring?

Notoriety is a source of value for the brand. She permits:

- an anchor for the image
- perceived consumer familiarity with the brand (improves attitudes and preferences)
- a reduction in the perceived risk of purchasing

3. Perceived quality, image:

The perceived quality of the brand and more generally its perceived image are a source of value for the brand. It has several advantages:

- Perceived quality is a benefit for the consumer,
- It allows the brand to position itself compared to its competitors
- It promotes preference and purchase,
- It promotes reference in stores.

4. Branding:

The brand image corresponds to the image traits of the brand perceived by the consumer (e.g. young, modern character, healthy aspect, etc.). They

constitute benefits for the consumer and allow them to position themselves in relation to competitors. They also promote preference and purchase, enable brand extensions and justify a higher pricing policy.

Like the perceived quality of the brand, the brand image traits constitute potential benefits for the consumer (the consumer can choose to buy a brand because it looks young, it is fashionable, etc.) and these are sources of differentiation from competitors (between several equivalent products, a consumer can choose a French brand to be reassured about the ease of after-sales service).

5. Other brand assets:

Other brand assets represent competitive advantages. These are among others:

- licences,
- experience in production, logistics, management,
- the expertise of the sales force,
- relationships with distributors.

3- Positive brand equity vs. negative brand equity:

Brand equity is the positive effect of the brand on the difference between the prices that the consumer accepts to pay when the brand is known compared to the value of the benefit received.

There are two schools of thought regarding the existence of negative brand equity. One perspective states brand equity cannot be negative, hypothesizing only positive brand equity is created by marketing activities such as advertising, PR, and promotion. A second perspective is that negative equity can exist, due to catastrophic events to the brand, such as a wide product recall or continued negative press attention (Blackwater or Halliburton, for example).

Colloquially, the term "negative brand equity" may be used to describe a product or service where a brand has a negligible effect on a product level when compared to a no-name or private label product.

3.1 Positive brand equity:

This is the case where brand equity has a positive impact on the company's business, such that customers are willing to pay more for its products. This results from increased brand awareness and trust in its offerings. For example: Starbucks, Porsche and Apple are well known for their exceptional quality and extraordinary services offered to customers. This gives them an advantage over their competitors and they are called a premium brand.

3.2 Negative brand equity:

This case occurs when the image of a brand reflects negatively on its activity and, as a result, consumers tend to shift their choices to other brands. Lack of quality, poor customer experiences or lack of brand awareness can be some of the reasons why brand equity is negative. For example: McDonalds released Mc Afrika in 2002 as a major famine hit southern Africa. The name of the hamburger was immediately criticized for being insensitive to the situation and the fact that it was released in Norway, one of the richest countries, was seen as a mockery of the economic situation in Africa. For this reason, the brand equity of McDonalds took a hit. "Disaster crackers" were distributed to customers entering their outlets, causing further disruption to business. The company's sales declined and it struggled to regain its initial market share.

4- Managing brand capital:

One of the challenges in managing brands is the many changes that occur in the marketing environment. The marketing environment evolves and changes, often in very significant ways. Shifts in consumer behavior, competitive strategies, government regulations, and other aspects of the marketing environment can profoundly affect the fortunes of a brand. Besides these external forces, the firm itself may engage in a variety of activities and changes in strategic focus or direction that may necessitate adjustments in the way that its brands are being marketed. Consequently, effective brand management requires proactive strategies designed to at least maintain – if not actually enhance – brand equity in the face of these different forces.

4.1 Brand reinforcement

As a company's major enduring asset, a brand needs to be carefully managed so its value does not depreciate. Marketers can reinforce brand equity by consistently conveying the brand's meaning in terms of

(1) what product it represents, what core benefits it supplies, and what needs it satisfies

(2) how the brand makes the product superior and which strong, favorable, and unique brand associations should exist in consumers' minds.

Both of these issues – brand meaning in terms of products, benefits, and needs as well as brand meaning in terms of product differentiation – depend on the firm's general approach to product development, branding strategies, and other strategic concerns. ¹⁷

4.2 Brand re-genesis

Any new development in the marketing environment can affect a brand's fortune. Nevertheless, a number of brands have managed to make impressive comebacks in recent years. Often, the first thing to do in revitalizing a brand is to understand what the sources of brand equity were to begin with. Are positive associations losing their strength or uniqueness? Have negative associations become linked to the brand? Then decide whether to retain the same positioning or create a new one, and if so, which new one.

4.3 Maintaining brand consistency

Without question, the most important consideration in reinforcing brands is the consistency of the marketing support that the brand receives – both in terms of the amount and nature of marketing support. Brand consistency is critical to maintaining the strength and favorability of brand associations. Brands that receive inadequate support, in terms of such things as shrinking research and development or marketing communication budgets, run the risk of becoming technologically disadvantaged or even obsolete. Consistency does not mean, however, that marketers should avoid making any changes in the marketing program.

On the contrary, the opposite can be quite true – being consistent in managing brand equity may require numerous tactical shifts and changes in order to maintain the proper strategic thrust and direction of the brand. There are many ways that brand awareness and brand image can be created, maintained, or improved through carefully designed marketing programs.

The tactics that may be most effective for a particular brand at any one time can certainly vary from those that may be most effective for the brand at another time. As a consequence, prices may move up or down, product features may be

added or dropped, ad campaigns may employ different creative strategies and slogans, and different brand extensions may be introduced or withdrawn over time in order to create the same desired knowledge structures in consumers' minds. ¹⁸

Fifth axis:

Brand positioning

- ☒ Brand positioning concept.
- ☒ The importance of positioning your brand.
- ☒ Brand positioning models.



Ninth lecture:

1- Brand positioning concept:

Brand positioning refers to the unique value that a brand presents to its customer. It is a marketing strategy brands create to establish their brand identity while conveying their value proposition, which is the reason why a customer would prefer their brand over others. Additionally, brand positioning is used when a company wants to position themselves in a certain way to their audiences in order for customers to create associations between the brand and its value proposition.

1.1 What is a brand positioning statement?

A brand positioning statement is an internal positioning summary that companies use to articulate and promote the value their brand brings to a target market and their customers. It is used as a way to articulate a brand's value proposition in a succinct way. Typically, brand positioning statements are part of a brand's larger marketing strategy - and these statements should be a balance of both aspiration and reality.

When creating a brand positioning statement, it is important to consider the following:

- Who is the target market or customer?
- What is your product or service category?
- What is the greatest benefit and impact of your product or service?
- What is the proof of that benefit and impact?

By answering these questions within a brand positioning statement, companies are distributing a clear value proposition that sets them apart from competitors, but more importantly provides their brand's value to customers.

1.2 Why is brand positioning important?

Brand positioning is important for a company to have a clear way to share the value their brand brings to customers. This happens both internally through a brand positioning statement and externally through various marketing strategies to which a brand positioning statement ladders up. Brands should address who their customer is and their value proposition within their brand positioning statement to maintain relevancy while being realistic.

With Sponsored Display audiences on Amazon, advertisers can share their unique brand insights in order to connect their display advertising strategy with their brand positioning.

1.3 How do you create a brand positioning strategy?

There are various ways through which companies can create and scale out a brand positioning strategy, depending on the size, mission, and segment of the brand.

1. Understand how your brand is currently positioning itself.
2. Determine your unique value proposition.
3. Identify your competitors and their positioning.
4. Create your positioning statement.
5. Evaluate and test whether your positioning works.
6. Reinforce your brand's differentiating qualities.

The above steps are intended to help brands dive deep into what differentiates their brand while illustrating the unique value customers will gain from the

brand's product or service. By focusing on what brands can offer to their target market, they can create an impactful brand positioning strategy that resonates with customers.

2- The importance of positioning your brand:

Brand positioning allows the company to reserve a place for itself in the market and in the minds of users, and to distinguish itself from other competitors. This in turn leads to increasing awareness of the brand, clarifying its value, and justifying its prices, all of which ultimately contributes to increasing its profits.

The positioning of your brand is also an essential element that is directly related to its identity. Once you succeed in establishing it in the minds of your customers, you will be able to answer the following questions: How do I want customers to remember me, and when do I want this to happen? If you succeed in this, you will have created an idea for users to associate with your brand alone and no other. This idea is born during the development of the positioning strategy, and once it matures and becomes clear, the strategy takes care of implanting it in the minds of customers.

2.1 Why your brand should always be present in customers' minds:

When you ask anyone to name a soft drink, Pepsi is the first name that comes to mind. Colgate will often be the first name mentioned if your question is about toothpastes. Whether you ask someone in China or South Africa what the best instant noodles are, their answer will likely be Indomie.

Being considered the best among customers enables the company to gain a large share of the market and operate sustainably. The examples we mentioned

above illustrate this, and their experiences tell us that being first is the most obvious approach to attracting more customers.

2.2 How to build a unique positioning for your brand:

This is never an easy task. These days, many companies lack the vision, drive, and ability to position themselves effectively in the right place. Many of them go astray by imitating successful competitors and copying their vision and mission in order to make easy and safe decisions. But that's not the right way to do it.

To build a successful brand, you must first know your audience precisely, what they like and dislike, how they view the problem they are suffering from, and how they expect you to solve it. You must also know your competitors and the position they occupy in the minds of the audience you share with them, to make it easier for you to find loopholes through which you can increase your position at the expense of the position of your competitors.

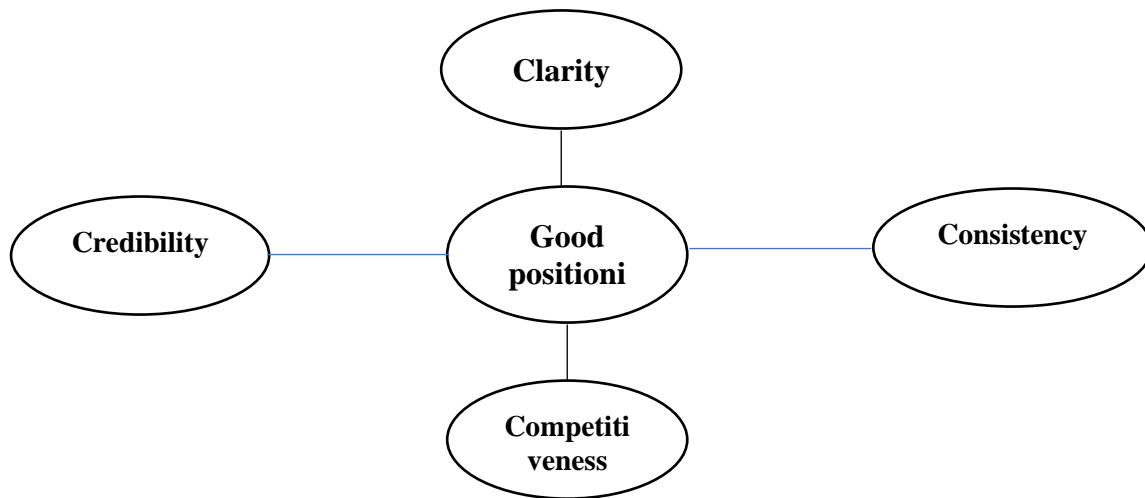
Once you combine these components with a little creativity and innovation, you will be able to find the factor that distinguishes you from competitors and later use it to your advantage to gain more market share. If your research into these gaps is comprehensive enough, and your creativity in exploiting them to find solutions that distinguish you from your competitors is clear enough, your audience will automatically reserve a place for your brand in their minds.

3- Brand positioning models:

3.1 Brand positioning model according to Jobber:

Jobber believes that brand positioning is the result of Sim Targeting a specific market, and working to build competitive advantages that differ from those of competitors, must the location be Simple, clear, truthful, consistent, and different from the usual patterns of competitors. Next:

Figure: Elements of a good location



Source: Christian Bergström, Matias Mannberg, the brand as a person, master thesis four case studies of Swedish companies” international business and administration programmed department of business administration and social sciences civision of industrial marketing 2005, p20.

The figure shows the most important elements that ensure the good position of the brand in the minds of consumers. Y:

A- Simplicity and clarity:

The idea of the location must be clear in terms of the market goal and the detailed advantages. Therefore, the elements of the positioning must be clearly distinguished from competitors, and be easily Consumers need to understand this.

B- Credibility:

That is, the brand is truly characterized by those selected differential features that are credible in the minds of customers.

C- Consistency:

The presence of harmony between the elements of positioning, such as price, quality, and benefits.

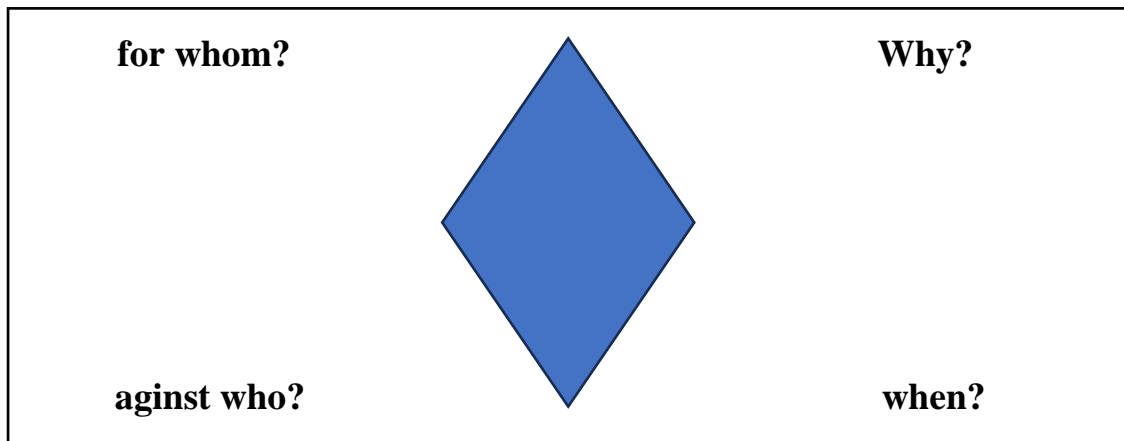
D- Competitiveness:

The differential advantage of a product or brand must be a competitive advantage and offer It is of value to the customer.

3.2 Brand positioning model according to Kapferer:

Kapferer believes that brand positioning is done by answering four important questions, as the following figure shows:

Figure: Brand Locator



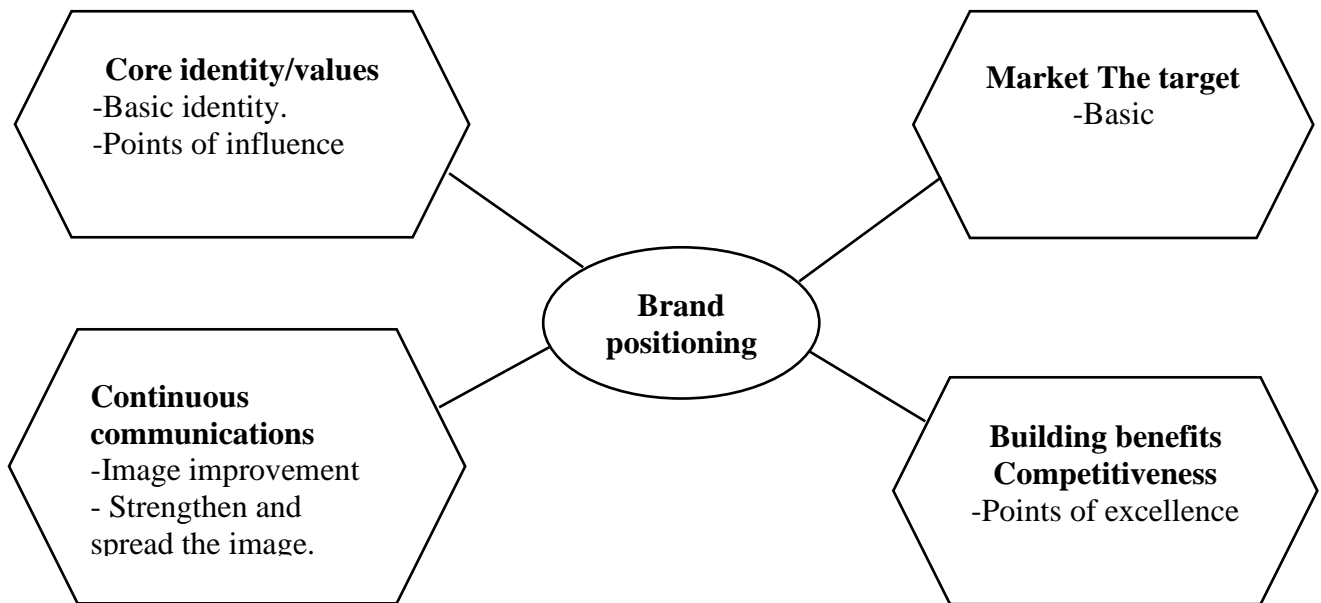
Source: Kapferer Jean Noël, les marques capital de entreprises Créer et développer des marques fortes, 4ed, édition d'organisation, Paris, 2003, p105

After dividing the market and targeting the appropriate part of it, the organization decides to determine a location for its brand. commercial, in such a way that This enables it to keep pace with the aspirations of consumers and distinguish itself from competitors, and this is based on to the in-depth analysis of the market consumers and competition, which can be summarized in the previous four fundamental questions.

3.3 Brand positioning model according to Aaker:

Aaker believes that brand positioning is part of the identity and values Which must be communicated to the target audience and must be distinguished from competitors' brands.

Figure: Brand positioning according to Aaker



Source: Christian Bergström, Matias Mannberg, op.cit, p11

According to this model, the four important characteristics of a brand's position are: Identity/values, market: Target, effective communications, competitive advantages

Sixth axis:

electronic branding

- ☒ Electronic branding concept.
- ☒ What is digital branding?
- ☒ Components of a successful digital brand.



Tenth lecture:

1. Electronic branding concept

E-branding is everything that relates to the reputation of the brand on the internet. It is therefore a brand's policy to promote it to online consumers. The approach includes the name of the brand, its hosting, its promotion, its referencing, its strategy and all web marketing aspects allowing to improve the qualitative side of the brand among Internet users.

❖ Refine your brand image

The objective of E-branding is to make a brand known and to unite around a brand community, an audience which will have the role of ambassador. Since it is essentially a matter of refining your brand image, more than quantity, it is quality that interests Webmarketing teams in an E-branding campaign.

E-branding does not seek immediate performance, but rather to build a community around specific value. In terms of E-reputation, different techniques will be used and in particular interventions on social networks in SMO. Video is particularly appreciated in the context of E-branding since it has extreme virality on social networks or in blogs.

❖ Know the brand values

Before defining an E-branding campaign, it is essential to know the brand values and clearly define the target audience. These two elements are the keystone for implementing an E-branding action since they will make it possible to constitute

the messages and target the media on which the brand will disseminate these messages. Focusing on a target audience is more effective than trying to reach a wider audience. It is only when the brand is well developed and already enjoys a certain reputation that you will be able to try to expand your community by attracting new consumer profiles.

2. What is digital branding?

Digital branding is how you design and build your brand online through websites, apps, social media, video and more. Digital branding consists of a combination of [digital marketing](#) and internet branding to develop a brand online.

Why does a digital brand presence matter? Well, look up from that phone you're probably on... We're all using our devices constantly. Most of us engage with the larger world through the lens of the internet, which makes it essential for brands to reach target customers and convert one-time users into long-term loyalists.



Image by [sheva™](#)

Digital branding enables any company to make its presence known anywhere—even in the palm of your hand. After all, if my mom has an Instagram, why shouldn't my favorite shoe brand?

2.1 Digital branding vs. digital marketing

What's the difference between digital branding and digital marketing? While digital branding focuses on providing value and inspiring loyalty and brand recognition, digital marketing is all about finding new customers and generating sales.

Advertisements are lobbed at you constantly online, even if you don't notice it. That's digital marketing at its best. Ads might come in the form of an Instagram celeb touting their favorite makeup or a pop-up coupon on a website.

Unlike traditional ads, digital branding doesn't talk at you; it seeks to engage with you. It's more about establishing an online identity and positive feelings, rather than inspiring people to make a one-time purchase. Learn all about the different types of digital marketing here.

2.2 The benefits of digital branding

A robust digital presence makes customers feel personally involved with a company or product. Well-crafted branding fosters relationships with users and allows you to speak directly with consumers through day-to-day interactions on the platforms they're already using.

Target your audience

Your company's online presence is the premiere mode by which most potential customers will learn about and interact with your brand. Digital branding let's you zero-in on your audience by targeting specific customer groups through

the online platforms they use most frequently: Twitter, Facebook, Instagram and more.

Take a company like Outdoor Voices, a workout clothing brand. In a matter of years, it's developed its own social media hashtag, #DoingThings, which customers tag when they're wearing its clothing and embodying its lifestyle. Currently, more than 155,000 posts are tagged with #DoingThings on Instagram alone.

3. Components of a successful digital brand:

1. Logo

A logo is the single image a customer should associate first-and-foremost with your brand. Think Disney and you see mouse ears. Think Apple and you instantly conjure an illuminated fruit.

Logos should match the personality and values of your business, industry *and* target audience. While you don't want to get too flashy, your logo design should be memorable enough to leave an impression, but not so complicated that audience members won't remember it amidst the daily barrage of images they ingest online

2. Website

If your logo is the sign for your business, your website is your digital storefront location. When a customer wants to know your brick-and-mortar locations, your hours of operation, your product listings or your contact information, they won't be digging through the phone book. They'll Google your website, where they'll expect to find information quickly and easily.

3. Brand messaging

Brand messaging is what your company says and how you say it. If I'm opening a breakfast joint with the best blueberry pancakes in town, you best be sure I'm mentioning that in my brand message. The message should reflect what your company does and believes, and speak succinctly to your customers' immediate needs and desires.

A successful brand message should answer these questions:

- What do you do?
- What do you stand for?
- Why do you matter?

4. SEO

SEO (search engine optimization) ensures your brand and its offerings are easily found on search engines, one of the primary avenues through which customers seek out your services. Start by designing your website with SEO in mind. A great place to start is Google's Webmaster Guidelines, which explain how Google indexes and ranks sites. Here are their top tips:

- Ensure that each webpage can be reached by a link from another findable page.
- Limit the number of links on a page to a thousand at most.
- Design pages primarily for users, not search engines.
- Consider what makes your website useful and engaging.
- Make your website stand out from the rest by providing value-add information.
- Constantly monitor your site for broken links and hacking.

5. social media

Facebook, Twitter, Snapchat: almost everyone, including your 85-year-old grandma, has some sort of social media presence. If your customers are there, your brand should be too.

Tailor every post to the platform on which it appears. Snapchat content tends to be fun, lively and targeted toward a younger crowd. Instagram posts are image-driven and designed to drive likes and comments. Twitter works in real-time and responds to current events and news. Facebook is a little bit of everything with an emphasis on behind-the-scenes content about how your brand works.

6. Email marketing

With all the flashy tools out there to market your brand digitally, it's easier to forget about good ol' fashioned email. Online mailers are an easy way to reach out to customers, especially those who don't use social media.

Start by building robust targeted email lists plump with "leads" who are likely to be converted into web visitors and subscribers. You can get these signups from advertisements or gather them directly on your website by including a popup with a newsletter signup on the landing page.

7. Online advertising

Online advertising uses the power of the web to market your products. It's not so simple as a banner on a webpage anymore. Today, there are dozens of ways to advertise digitally. These are some of the most common avenues:

- **Search engine ads:** These ads bump up your website to the top of the page on a site like Google so customers see your product or brand first.

- **Display ads:** These ads are clickable banners you'll find on webpages across the internet.
- **Social media ads:** Facebook, Twitter and Instagram all offer a variety of ways to "sponsor" content.
- **Mobile feed and desktop feed ads:** These ads appear often as "suggested content" on users' mobile and desktop feeds. They have a more natural feel, since they're integrated directly into a feed and blend in with non-paid content.
- **Retargeted ads:** Have you ever searched for something only to see an ad for that very thing ten minutes later? Then you know firsthand the power of retargeted ads. These reach customers who have already expressed interest in your business or services, whether by Googling it, visiting your website or liking your Facebook page.

8. Content marketing

These days, it's not enough to simply advertise your product. To create a loyal, returning customer base, engagement is paramount. That's where content marketing comes in. Think of it as the human side of your brand. Where digital marketing emphasizes sales, content marketing focuses on engagement through photos, videos, Spotify playlists and blog posts.

9. Influencer marketing

Influencer marketing is a form of marketing that uses people with large social media followings to post about your brand. Rather than marketing directly to a group of consumers, you put your brand message in the hands of a social media star who will spread the word for you. According to one study, more than 80 percent of global marketers launched influencer campaigns in 2015.

Seventh axis:

The impact of the brand on consumer behavior

- How does Branding Influence Consumer Behavior?
- How Does it Affect Consumer Behavior?



The eleventh lecture:

1- How does Branding Influence Consumer Behavior?

Have you ever gone to the store to buy what you need, only to come out with a handful of things you didn't need to buy? We often end up buying things that speak to us on a personal level even though we don't really need them.

This revelation is how brands can influence consumer behavior. But to truly understand how this phenomenon works, we need to understand what consumer behavior is and how branding can successfully influence it.

Consumer Behavior

Consumer behavior allows marketers to decode how to sell their products and services to their target audiences.

The phrase "Eating with your eyes" perfectly explains how consumer behavior works. Whether or not you choose a particular product or service is determined by how it interacts with your likes or dislikes.

Three major factors can influence these likes and dislikes:

- **Personal Factors:** These are the factors that are determined by the individual's particular opinions based on their age, race, gender, etc.
- **Social Factors:** These factors include the consumers' family and friends, their level of education, their colleagues, etc.
- **Psychological Factors:** These factors are determined by the individual's response to a marketing message that is based on their perceptions and attitudes.

Branding

Branding is the act of differentiating your company from the competition. It's what sets you apart in the minds of your target audience and drives customer loyalty. A strong brand is built on a foundation of trust—trust that you will deliver on your promises and meet (or exceed) customer expectations.

A customer is likelier to purchase from a brand that reflects his self-image than the other available options. Once a brand can successfully crack the code of how to reach out to its customers using a tailored brand strategy that connects with the targeted audience on an emotional level, it can influence customer behavior to increase its sales.

Self-Congruity Theory

The self-congruity theory describes this phenomenon by stating that people are more likely to purchase a product that they see their values and beliefs reflected in. This concept of reflection of self-image in a particular product or service is how brands can successfully influence consumer behavior.

For instance, if you briefly analyze the current leading brands, you'll see how they all have one way or the other to promote sustainability. This is because of the growing concern about global warming worldwide. Thus a successful way to promote and convince your customers to buy your product or service is to tell them about the sustainable measures you use to create your product and how environment-friendly it is.

Another example is how consumers feel about human and animal rights. Many brands now use online marketing to create content that allows their customers to see that their production process is not only environment-friendly and sustainably sourced but also doesn't violate any human or animal rights.

Once the company has conducted successful analyses to study the consumer behavior of its target audiences, it becomes easier to create a brand for the products or services they offer that the consumer would be willing to buy.

A brand is a collection of carefully curated stories, relationships, messages and visual assets that provide your company with the opportunity to shape its customers' expectations of the brand. You can view branding as crafting a unique bond between the company and the customer that is not limited to buying and selling relationships.

To create a brand that is successful in its goals of setting your product apart and cultivating a loyal customer following, you need to be well-rehearsed in consumer behavior and how your target audience perceives your brand.

Brand Perception

Once you've understood the consumer behavior of your target audience, you can use that to create a brand persona that will communicate to your customers on a personal level. This persona will be based on the information you'll curate from conducting consumer behavior analyses, customer feedback, and other insights you gather about your target audience.

Your brand perception can measure how well your brand persona influences consumer behavior. Brand perception is "the overall experience, attitude, and feelings that people have with your product or service." All your marketing strategies are targeted to create a positive brand perception.

2- How Does it Affect Consumer Behavior?

Brands affect consumer behavior in many ways, such as:

1. How consumers perceive your product or service:

Brands can influence how consumers view the product or services that you provide. This could be done with a clear statement that the brand plants in the minds of its customers. The statement would convey a message that would help the customers to connect with your brand and consider using your product. Positive brand perception will allow you to develop brand loyalty.

2. Customer Recommendations

Many people still value word of mouth when it comes to buying a product or getting the services they require. If your brand successfully connects to its target audience and holds their attention to the point that they use your products, there's a great chance that they would also recommend it to their friends and family.

3. Builds Trust and Loyalty

A successful brand should let its customers know more about its product and development; this will help cultivate trust and build a loyal customer following.

4. Status and Prestige

Brand should communicate the status and prestige that comes with it. Customers tend to gravitate toward brands with a certain standing in the market due to the social perks that come with them. Yet the status and prestige of a good brand not only convey social popularity but also represent the brand's quality, credibility, and satisfaction rate.

5. Purchasing Decisions

Well-established brands enjoy having a monopoly over the customer's purchasing decisions. Their known credibility allows customers to blindly trust their popularity and prefer buying their product over a relatively new brand.

Companies such as Apple, Tesla, and Coca-Cola have one thing in common. They all have great branding strategies that not only appeal to their target audience aesthetically, but all three of them project a self-image that communicates to their customers how their product is not only credible but will add value to their lives. Apple does this by highlighting its product's innovation and creativity, while Tesla accomplishes this by communicating to its customer the unique qualities of its cars.

A positive brand perception truly depends on the consumers rather than the company. A well-executed brand should be based on the consumer's self-image and desires rather than communicating something that the consumers cannot relate to.

The eighth axis:

brand expansion and alliances

- ☒ Defining Co-Branding.
- ☒ Brand alliance, or co-branding.



Twelfth lecture:

1- Defining Co-Branding

Co-branding has been extensively explored by researchers, leading to a variety of definitions and terms such as brand alliances, co-branding, co-marketing, joint-branding, and symbiotic marketing, used to refer to a broad range of cooperative brand marketing strategies.¹⁹

A well-known definition of co-branding is by Rao and Ruekert (1994) who define it as a symbolic or a physical association between two or more products. Park, Jun and Shocker (1996) define co-branding as the pairing of two or more existing brand names (constituent brands) to create a separate and unique product (composite brand).

Helmig et al. (2008) suggest co-branding as a “planned long-term strategy in which one product is branded and identified simultaneously by two brands” (p. 360), suggesting that partner brands must be 1) independent before, during, and after the creation of the composite brand, 2) implement the co-branding strategy on purpose, and 3) the cooperation between the two brands must be visible to buyers.

1.1 Co-Branding in Practice

A co-brand alliance can take many forms and may vary in duration. As mentioned earlier, it is commonly categorised into six types: joint-sales promotion, advertising alliance, bundling marketing, ingredient branding, dual branding, and product combinations.

1.2 The Benefits of Co-Branding

Empirical research on the competitive advantages brands gain from co-branding can be summarised into two perspectives. The first concerns the

acquisition of assets (tangible and intangible), such as access to new markets and consumers ²⁰ and the advantage of shared resources and competencies that follow. The second perspective focuses on the maximisation of brand value such as the boost in revenue and customer-based brand equity²¹. The research evidence on each of the above factors is discussed below.

1.3 Risks of Co-Branding

The preceding discussion on the benefits of co-branding has shown that where two brands are presented in the context of each other, associations and values embodied by each brand can be transferred to the other. Employed effectively, this transfer of effect represents a win-win opportunity for partner brands.

However, co-branding is not without risks. The reason most co-branding alliances fail ²² may be due to unique risks inherent in co-branding such as differences in strategic visions, legal and financial disagreements or incompatible brand synergies ²³.

A review of the literature reveals a paucity of empirical studies that explore the risks and pitfalls of co-branding. So far only four studies have examined the transfer of negative spillover effect in co-branding ²⁴. Negative spill over explains the undesirable changes in consumers' attitudes that a brand suffers when it experiences an unexpected negative event, as discussed below.

1.4 Co-Branding in other Contexts

The above review has focussed exclusively on the empirical outcomes of co-branding research in product-related categories in the Business-to-Consumer (B2C) and Business-to Business (B2B) markets.

However, co-branding is also a popular marketing practice for organisations in non-product related contexts as well, such as in the services industry (e.g., Europcar and Easy Jet), sports domain (e.g., Chelsea and Besiktas football clubs) and the tourism sector (e.g., Euro-Mediterranean Partnership). In the discussion below, co-branding in other contexts such as cause-brand alliances, higher education and country co-marketing are discussed.

2- Brand alliance, or co-branding:

A cooperative marketing strategy involving combinations of two or more individual brands (Rao and Ruekert, 1994; Simonin and Ruth, 1998), is a growing marketing strategy. Grossman (1997) defines co-branding as a strategy in which: “two brands are deliberately paired with one another in a marketing context such as in advertisements, products, product placements, and distribution outlets” (p. 191). Early attempts at co-branding focused on product category fit between the brands in the alliance. Two typical examples from the 1950s are ads by Porsche recommending Castrol motor oils, and ads concerning the benefits of using Tide detergent in Maytag washing machines. The current literature on brand alliances builds on these and other examples, and focuses on product category fit¹ (i.e. the relatedness of the respective product categories in consumers’ minds) as the main driver of brand alliance success (Baumgarth, 2004; James, 2005; Park, Jun, and Shocker, 1996; Simonin & Ruth, 1998). However, a more recent example of brand alliances concerns consumer magazine ads co-promoting Breitling watches and Bentley cars using the tagline “Breitling for Bentley.” Despite a low category fit between watches and cars, most consumers would nevertheless view the

¹ In the literature, different terms describe the fit between alliance partners or between product categories: *congruency*, *match*, *similarity* etc. In this paper, we use *fit* to describe consumers’ perceptions of how two objects fit together in consumers’ associative networks (e.g. Anderson, 1983). Product categories and brands represent different memory objects that can be high or low in fit perceived by consumers. However, in line with current literature, we also use *brand concept consistency* to describe the fit between brands with the same or different brand concepts (i.e. the firm-selected brand meaning derived from consumer needs). However, in principle brand concept consistency is covered by the more encompassing term *fit*. To avoid reader confusion, we explicitly use *product category fit* throughout this paper to describe how consumers categorize brands based on product category properties.

Breitling-Bentley alliance as a logical fit. The current literature does not provide clear insight on the likely success of such brand alliances. Fit, in the context of brand alliances, is yet to be fully understood, and is therefore this paper's focus.

According to Berthon, Pitt, and Campbell (2009), the consumers' current knowledge base plays an important role in how they interpret brand communication, and the knowledge base can significantly differ between consumers. Consequently, a brand can have multiple meanings in the market depending on the stakeholder.

When two brands are combined in a brand alliance, several possible bases of fit emerge. Generally, fit is determined by means of consumers' associative networks (Anderson, 1983; Collins and Loftus, 1975; Keller, 1993). Two pieces of information that are closely connected in the network or that can be coupled by reference to some common third piece of information will fit one another. Brand alliances can have several bases of fit: category fit, brand associations, consumer goals, culture, product user, product usage, and self-representation (Loken, Barsalou, and Joiner, 2008; Martin and Stewart, 2001; Martin, Stewart, and Matta, 2005). Therefore, fit between brands on other bases than product category fit is also important.

This paper focuses on fit in brand concepts, the firm-selected value associations contained in the brands (Park, Jaworski, and McInnis, 1986). Two important and widely divergent brand concepts allow us to examine the type of fit exemplified by the Breitling-Bentley alliance – the functional and expressive brand concepts (Park, Jaworski, and McInnis, 1986). In this alliance fit is likely to be based on both product-related and non-product-related attributes. These two fit bases are captured by functional and expressive brand concepts. Apart from being of direct relevance to our problem of study, these two concepts were distinguished in the past in a number of research areas (Lutz 1979; Park et al.

1986; Sirgy 1982), and were also related to product category fit for brand extensions (Park, Milberg, and Lawson 1991).

Fit at the brand level has previously been considered as a variable, but only *in addition to* product category fit (Baumgarth, 2004; Simonin and Ruth, 1998). However, consumers' brand alliance attitudes can depend on *the relationship between* these two variables (cf. Martin and Stewart 2001; Park, Milberg, and Lawson 1991). Different brand concepts constitute different contexts for the alliance and context influences the importance of different fit bases in peoples' judgments (Medin, Goldstone, and Gentner, 1993). An important question is therefore how the two bases of fit, product category and brand concept, interact in creating consumers' brand alliance attitudes. This paper is therefore, to the best of the authors' knowledge, the first to study the combined effects of product category fit and brand concept consistency (concept fit) on attitudes toward brand alliances.

This paper also has the potential to influence managerial practice. Brand managers constantly search for business opportunities for their brands, including brand alliance partners. Brand alliance success is important in itself, but also because a failed brand alliance can hurt each individual brand's equity. The current brand alliance literature offers little advice to managers on how to work with brand alliances, except emphasizing the importance of product category fit. However, several successful brand alliances, like the H&M-Sims (computer game) and McDonald's-Disney alliances are not built upon product category fit. Yet, these brands still fit remarkably well together on other fit bases viewed by consumers as important. Such successful brand alliances indicate a missing link between theory and practice in this field. The results should, besides being theoretically important, also have practical implications for marketers. Managers should benefit from insights into how different bases of fit between partner brands interact to influence alliance success.

Ninth axis:

internationalization of the brand

- ☒ Internationalization concept.
- ☒ The importance of internationalizing companies.
- ☒ Branding Challenges in Internationalization



The thirteenth lecture:

1- Internationalization concept:

Internationalization describes the process of designing products to meet the needs of users in many countries or designing them so they can be easily modified, to achieve this goal. Internationalization might mean designing a website so that when it's translated from English to Spanish, the aesthetic layout still works properly. This may be difficult to achieve because many words in Spanish have more characters than their English counterparts. They may thus take up more space on the page in Spanish than in English.

In the context of economics, internationalization can refer to a company that takes steps to increase its footprint or capture greater market share outside of its country of domicile by branching out into international markets. The global corporate trend toward internationalization has helped push the world economy into a state of globalization, in which economies throughout the world become highly interconnected due to cross-border commerce and finance. As such, they are greatly impacted by each other's national activities and economic well-being.

Understanding Internationalization

When a company seeks to sell its goods abroad, it may find that there are several roadblocks in the way. Some may be technical barriers that need to be overcome; for instance, different voltages of household electricity or different plug shapes found around the world. These may be remedied via technological adaptations. Other barriers may be cultural, for instance in India many Hindus do not eat beef. This means that to internationalize, McDonald's must focus on chicken, fish, and other non-beef menu items that better conform to local custom and culture. Being able to flexibly adapt lends itself to greater internationalization.

There are many incentives that might inspire companies to strive for internationalization. For example, in the United States companies that pay exorbitant overhead costs can shave expenses by selling products in nations with relatively weaker currencies or in countries that have lower costs of living. Companies may also benefit from internationalization by reducing the cost of business via reduced labor costs that are outsourced to foreign markets where goods will be sold. Internationalization can thus lead to product internationalization since products sold by multinational companies are now often used in several different countries.

Internationalization vs. globalization

The concepts of internationalization and globalization are often used interchangeably. But in practice, they are two sides of the same coin. Internationalization concerns the details around the localization of a product or website, whilst globalization focuses on factors such as business operations, infrastructure and logistics.

What is globalization?

Globalization is the process by which a business brings its brand to the rest of the world and is the end goal that a company aims for with its internationalization strategy.

The globalization process involves establishing a physical presence in different locales. This often includes the employment of global talent to assist with this, as well as the development and deployment of technology, innovations, product development and production across multiple countries.

Ultimately, globalization helps a business to gain a competitive edge, not just in its domestic market, but all over the world.

Globalization vs. Internationalization Explained Simply

Both of these concepts will impact the business world: whether it is a large multinational corporation, a medium-sized company, or a small local family business. It is critical to go global and ensure that corporate content meets the needs of a worldwide audience. Especially in a world where customers can find a wealth of resources and competing offers with just a few clicks on the Internet.

Global reach is easy now, and it's the same in Europe, America, and the rest of the world.

In simple terms, globalization means a company's expansion abroad to different international markets with all its legal, logistics, production, customer, accounting, internal operations, and marketing aspects. The world's economies will always look different in business because of globalization.

Example 1: Ikea



Let us take Ikea as an example. The company is one of the best examples of globalization in business. Ikea is a Swedish company that is internationally known and present in 31 countries around the globe.

What does that mean? They have local branches in different countries, thousands of employees who share the same corporate values, and customers who love the simplicity of their furniture designs.

Globalization also meant that Ikea, as a company, had to make sure:

- It had legal operations in each country
- That brand was protected in each of its 31 markets
- That the blue and yellow color scheme was immediately associated with the brand, and
- That its communications reflected the same values on the international market

Among other things, of course.

Does the globalization of Ikea's business mean that every store gets the same range of products? Or the same communication?

No. But the company had to ensure the multilingual international audience had access to all needed resources.

This is precisely where the internationalization of the Ikea business comes in. The internationalization process considers local preferences, special interests, and significant market differences. The method of internationalization involves many steps that must be taken into account.

2- The importance of internationalizing companies:

Internationalization gives businesses access to a world of new opportunities. There are various reasons why a business may want to internationalize, including:

- Expand reach into a global market to increase revenue.
- Establish an SEO presence across different markets.

- Increase competitiveness on a global scale by accelerating international growth.
- Demonstrate an understanding of the needs and nuances of different locales and audiences across the globe.
- Identify new opportunities around the world, particularly across niche markets.
- Diversify target markets to mitigate the risks associated with turbulent local markets.
- Gain access to overseas investment opportunities.

Branding Strategies on Internationalization

As companies internationalize their operations, the role of branding in internationalization becomes increasingly crucial. The ability to create and maintain a strong brand image that resonates with customers worldwide can significantly affect a company's success in the global market (Rees, 2022). Nike serves as a prime example of a company that has masterfully crafted branding strategies, allowing it to establish a formidable presence across different cultures and markets (Rees, 2022).

Nike has successfully created a recognizable and resonating brand image through its “Just Do It” slogan, which has become globally known and associated with the brand. The iconic “Swoosh” logo further symbolizes Nike's innovative and performance-focused approach to athletic wear (Rees, 2022).

The example of Nike highlights the significance of branding in internationalization, showcasing how effective branding strategies contribute to establishing a strong global brand image.

However, branding goes beyond a catchy slogan and memorable logo. A study conducted by Duke University researchers involved the subliminal

presentation of either the Apple logo or the IBM logo to two randomized groups of participants in a stadium (Big Think, 2018).

The study found that individuals subliminally exposed to the Apple logo outperformed those exposed to the IBM logo on subsequent creative tasks. This suggests that Apple's brand narrative, which promotes itself as being for cool, creative individuals, has the power to influence behavior beyond affecting cognitive abilities (Big Think, 2018). Companies that invest in building a strong brand identity may be able to reap the benefits of that investment for years to come. Nike's "Just Do It" slogan and "Swoosh" logo exemplify a branding strategy that has contributed to the company's success, establishing a powerful connection with consumers beyond product quality (Big Think, 2018).

3- Branding Challenges in Internationalization:

Globalization has been propelled by the development of information and communication technologies, which have broken down geographical barriers and enabled businesses to expand their markets and attract consumers. As a result, foreign markets have become increasingly accessible and profitable for growth-oriented firms (Cavusgil et al., 2019).

In response to the competitive nature of globalization and rapid technological development, companies are now compelled to internationalize at an unprecedented pace (Johanson & Vahlne, 2003). Internationalization is a vital factor in driving business growth, as it allows companies to extend their operations and reach customers worldwide. This process involves making strategic adjustments, implementing structural changes, and allocating resources to adapt to foreign markets and promote growth (Calof & Beamish, 1995).

As underlined by Johanson and Sharma (1987), organizations must invest in expertise and resources in order to effectively internationalize. Their findings

are consistent with the Uppsala model, which Johanson and Vahlne (1977) suggested. According to the Uppsala model, international development occurs gradually based on a company's knowledge and involvement in foreign markets, often starting with neighboring or culturally similar countries (Johanson & Vahlne, 1977). While the Uppsala model does not directly address international brand awareness, it offers valuable insights that can be applied in this context.

Thus, in the context of international business, actively managing and adapting a company's image is essential for building brand awareness. Companies must carefully consider their identity when entering new markets, consistently reviewing and evaluating their image to navigate market challenges effectively. Aligning the company's identity with market conditions demonstrates an understanding of market requirements, fostering credibility and strengthening its position.

How do Globalization and Internationalization Affect Business?



Globalization has led to a more open world where companies can operate in multiple countries and expand their offerings and services to new markets. This has developed new business opportunities for companies willing to take risks and act flexibly.

Thanks to internationalization, companies can better engage with local customers and adapt to market needs by incorporating local values and different cultures into their business operations.

As a company, if you decide to internationalize, you will give yourself an advantage over your competitors who have yet to decide to invest in expanding their business.

If you approach internationalization correctly, you will create a new system inside a local business niche and provoke the interest of new customers who have yet to hear of your offer.

Resources and references:

- ¹ Kotler (Philippe) et Dubois (Bernard), *Marketing management, Edition d' Organisation, Paris, 2003.*
- ² Lewi (Georges) , *Branding management. La marque, de l'idée à l'action.. Pearson Education 2005, p08.*
- ³ Bontour A., Lehu J.-M., Espalieux., J.-M., *Lifting de marque, Eyrolles, 2002.*
- ⁴ Semprini (Andréa), *la marque: une puissance fragile, Vuibert, Paris 2005.*
- ⁵ Foster, H. (2002) *Design and Crime, London: Verso. p. 20.*
- ⁶ Baltas, George; Freeman, Jonathan (1 October 2001). "Hedonic Price Methods and the Structure of High-Technology Industrial Markets: an empirical analysis". *Industrial Marketing Management*. 30: 599–607. doi:10.1016/s0019-8501(99)00125-x. S2CID 16524828.
- ⁷ Ansary, Amin; Nik Hashim, Nik M. Hazrul (October 2018). "Brand image and equity: the mediating role of brand equity drivers and moderating effects of product type and word of mouth". *Review of Managerial Science*. 12 (4): 969–1002. doi:10.1007/s11846-017-0235-2. ISSN 1863-6683. S2CID 157448190.
- ⁸ Farris, Paul W.; Bendle, Neil T.; Pfeifer, Phillip E.; Reibstein, David J. (2010). *Marketing Metrics: The Manager's Guide to Measuring Marketing Performance*. Upper Saddle River, New Jersey: Pearson Education, Inc. ISBN 978-0137058297
- ⁹ Neumeier, Marty (2006). *The Brand Gap: How to Bridge the Distance Between Business Strategy and Design*, Berkeley, CA: New Riders Publishing.
- ¹⁰ Keller, Kevin Lane (1993). "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," *Journal of Marketing*, 57 (January) 1-22
- ¹¹ Lassar, W.; Mittal, Banwari; Sharma, A. (1 October 1995). "Measuring Customer-Based Brand Equity". *Journal of Consumer Marketing*. 12 (4): 11–19. doi:10.1108/07363769510095270.
- ¹² Metti, Michael Sebastian (1 June 2011). "[Jerusalem – the most powerful brand in history](#)" (PDF). [Stockholm University School of Business](#). Archived from [the original](#) (PDF) on 26 January 2020. Retrieved 1 July 2011.
- ¹³ Herve Guyon, *mieux intégrer le capital marque dans les études sur les produits : une proposition de nouvelle mesure, Décisions marketing ; jan-Mar 2008 ; ABIINFORM Global .*
- ¹⁴ Aaker (David) avec la collaboration de Jacques Lendrevie, *Le management du capital marque .. Dalloz. 10 mars 1994.*
- ¹⁵ SUBRINE (Emilie), *capital marque et valorisation, Edition d' Edition, Paris 1995.*

¹⁶ Kapferer (Jean-Noe!), *les marques capital de entreprise: créer et developper des marques fortes*, Editions d'Organisation, 2007

¹⁷ Kotler, Philip (2012). *Marketing Management*. New Delhi: Pearson Education. pp. 276–279. ISBN 978-81-317-6716-0.

¹⁸ *Managing brands for the long run: effective brand reinforcement and revitalization strategies*.

¹⁹ Simonin, B. and Ruth, J. (1998), “Is a company known by the company it keeps? Assessing the spillover effects of brand alliances on consumer brand attitudes”, *Journal of Marketing Research*, 35(1): 30-42.

²⁰ Abratt, R. and Motlana, P. (2000), “Managing co-branding strategies: global brands into local markets”, *Business Horizons*, 45(5): 43-50.

²¹ Besharat, A. (2010), “How co-branding versus brand extensions drive consumers' evaluations of new products: a brand equity approach”, *Industrial Marketing Management*, 39(8): 1240-1249.

²² Day, G. S. (1995), “Advantageous alliances”, *Journal of the Academy of Marketing Science*, 23(4): 297-300.

²³ Till, B. and Shimp, T. (1998), “Endorsers in advertising: the case of negative celebrity information”, *Journal of Advertising*, 27(1): 67-82.

²⁴ Blackett, T. and Boad, B. (1999), *Co-branding: the science of alliance*, London: Palgrave Macmillan.