

Brand Management
Professor Abhishek Kumar
Dept. Of Management
Army Institute of Management, Kolkata
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Welcome to another lecture on brand management. I would like to remind you that till now we have seen how brands operate in the marketplace. Brands also operate in the minds of men and women. In other words, in the minds of consumers. So the brand management activity that is conducted by brand managers by companies are actually conducted at both the places, one at the marketplace and second in the minds of men. It is important to note that the activities are happening at these two places and these two are very different kind of places.

Marketplace which has a large number of products and brands and then of course it is a melange of cultures, value system and so on so forth. We must not forget that a marketplace is also a place of conflicting interests. Even if you take one transaction where a buyer is wanting to buy a product or a service in order to satisfy his needs and he is going to buy the product or service from another seller who is also trying to maximize his gains. Now in this conflict buyer wants to pay as less as possible whereas seller wants to extract as much as possible.

So in this transaction itself in fact in any transaction there is a conflict and this conflict gets resolved when both of them think that they have got a good deal. This is where brand management comes into picture. Another aspect is at the level of the collective or at the individual level buyer and seller is trying to maximize their gains. At the collective level also the same processes operate. For example any industry collectively wants to make profits, collectively wishes to grow, collectively wants to develop consumers so that they continue to buy products which are related to that industry.

Similarly buyers they are also in the form of a community and when I say community it means that say a category called car buyers or a category called AC buyers or a category called people who use five star hotel services. Now these are also categories and they are categories at the level of collective. So when we as a marketing manager, as a brand manager when we look at these collectives we must understand that while they are same, while they are homogeneous in some way they are also heterogeneous in many ways. But when we try to work on the brand management activities we try to find the homogeneous dimensions within a category and then formulate plans that will help our brand in standing in good stead in the marketplace. So this is an opposition, this is a duality that every brand manager must keep in mind when he or she makes the marketing

plan or he formulates his strategy for his brand in the marketplace and in the minds of men.

If you can see your slide the title for today's lecture is brand identity. It is not very difficult to understand that identity is something that is related to personality. It is also something that is related to your psychological makeup. If you recollect we have been talking about brand associations and the four types of brand associations that are verbal, visual, emotional and sensory. And all of them while they are raw experiences they are also meanings that we give or we assign to those experiences and these meanings emerge from our personality, from our identity.

And if you recollect our personality has the character of an iceberg and that iceberg is only one third visible and two third submerged under the surface. So it is important to understand that the meanings that we assign to these brand associations emerge from our upbringing, from our culture, from our childhood experiences. If you remember the structure of personality we said that it has three parts id, ego and superego. Superego tells us what we cannot do. So therefore if we have certain experiences and we feel that those experiences are scandalous experiences or we are not able to process those experiences because they are alien.

We are not allowed to go in that direction. If you remember we discussed about Electra and Oedipus complexes. So moments such experiences occur we edit them out and therefore the meanings that we assign are generally considered as acceptable meanings. Brand manager must understand that consumers do have these experiences and do have these meanings at the level of subconscious and the unconscious. They may edit them, they may suppress them, but they all remain.

So brand managers when they are working with brand personality or brand identity or where they are trying to address subliminal needs of consumers they must be aware, they must keep these ideas at the back of their mind when they are creating communication strategies. So with this introduction let us move forward and look at what really is brand identity. Now it is not very difficult to understand what really is brand identity. Identity as all of us know is something unique, something singular, something that stands out and it is echoed in the definition also that you find on your slide. So it says brand identity is defined as a brand's uniqueness, brand's singularity.

It is the meaning of the brand as seen by the firm. You must understand that while brand identity is not just uniqueness and singularity it is the uniqueness and singularity as seen, as decided and as communicated by the firm. So this firm is very important because it is this firm which is deciding what really will be my uniqueness and my

singularity and when I say my it means not the firm's singularity or uniqueness but the brand's singularity or uniqueness. In the slide you can see an example of Citibank or Citigroup. Now this city logo that you see on the slide was designed by a company called Pentagram and what they did was you can see the color blue and the arc of in orange or in red which was constructed by Pentagram so that it becomes commonly known logo across the world.

You know that Citigroup is the largest financial firm in the world and this logo I am sure most of you would recognize that this belongs to Citibank or Citigroup and this logo serves as the inspiration for a large number of organizations which are aspiring to become big in financial service sector and also big in any other sector because city logo or city brand is a very powerful brand. So, but just creating the logo is not enough because if logo is not backed by actual experiences that the consumer has with your brand, your brand promise will not be fulfilled and there will be dissonance in the marketplace and people would therefore not continue to buy your products and services. So that is why creating and maintaining a brand identity is regarded as the first step towards building strong brands. So if you have visited any branch of Citibank you would realize that in a branch you have something like a blue wall. So this color blue that they use in their branches that blue is a derivative of the blue that you see in the logo.

So pentagram says that when they created the logo they decided that the blue that they are using will be used across all the branches of Citibank in a certain form and that certain form was called blue wall. So this is how Citibank interpreted its brand identity into its branch banking processes which the consumers who walked into the branch experienced. Another aspect that we must understand is that brand orientation which means if the company is oriented towards brand management or oriented towards developing itself as a brand it must align processes of the organization around the creation development and protection of brand identity. So brand identity must be once created must be developed must be protected through various means in the processes of the organization. And if an organization is able to do that it can be called as an organization having high brand orientation.

In the second picture on the slide you can see the interiors of Yes Bank. Now all of you would be familiar with a bank called Yes Bank in India. I must share with you its origins when Yes Bank was founded by its founder Mr. Rana Kapoor who was also the managing director and CEO of the bank. The aspiration was that we will create an Indian Citibank, a bank which is for professionals a bank which rivals the professionalization and the image of Citibank.

So that is why if you notice the color used in Yes Bank logo and in the Yes Bank branch

interiors is also blue. If you happen to enter Yes Bank branch you would see how the name Yes and how the color blue is getting interpreted in the branch banking experience. For example if you enter you will see that right at the beginning there is a consumer help desk and that help desk is called Yes for you and on the help desk you will have a money plant which is in the pot which is colored blue and on the inside the flower pot you have a red color tick, tick says Yes and then behind the Yes Bank Yes for you reception desk you have a glass wall and on that glass wall you have a water curtain. So that water curtain keeps flowing behind the reception desk so that it gives you a feeling of calm and warmth. As you enter you would see the lighting used in Yes Bank branch interiors are blue in color all the promotional material will be blue in color.

In fact there is also in large branches called Yes Cafe. In that cafe there are circular tables around which two or three chairs are placed and customers who walk in especially the customers with that are high network individuals they are met by their relationship manager at the Yes Cafe which is inside the branch and there is a light hanging over that table inside the Yes Cafe and the light is also blue. So what I am trying to say is that an organization can have a high brand orientation if it aligns all its processes to the creation development and protection of its brand identity. So as you have seen that Yes Bank and Citibank in this case have demonstrated a high brand orientation and they have aligned the processes of their organization around the creation development and protection of their brand identity. Let us move forward and look at the distinction between brand identity and brand image.

A simple intuitive understanding is that brand identity is something within and brand image is for people outside. This is an intuitive understanding that all of us have when we try to compare these two words called identity and image. Let us see how they get interpreted in the context of brand management. Now as we were seeing earlier in the cases of Citibank and Yes Bank a clear and effective brand identity should have understanding and buy-in throughout the firm. Now when you are using the color blue and when we say color blue represents professionalism, it represents trust, it represents corporate colors.

It is important that everyone in the organization understands what is the meaning of these colors and therefore the brand identity. Only if the employees understand the value of or the meaning of these colors and the shapes and colors and meanings associated with these terms, they will be able to behave with consumers and with other employees in such a way that they live the brand identity. And only if they live the brand identity, the experiences of the consumer will be according to the plan made by the brand manager and then there will be no dissonance, there will be an alignment between what the brand promises and what the consumers experience. And only when there is that

alignment consumers will continue to flock to their brand and brand will continue to grow. So this is something that we must understand as brand managers that our work as brand managers is not limited to the marketing department.

Our communication that takes place in the marketplace must also take place within the organization so that people understand what really brand stands for, what brand is trying to do in the marketplace, what promises it is making to the consumers so that all the employees in the organization also align their thoughts and behavior to that brand promise. Let us come to the second point how brand identity is distinguished from brand image. As we said earlier, brand image is actually the consumer's perception of the brand and it is important which we are also speaking just now that measures of brand image, brand identity congruence must be developed. It is nothing but what we have just discussed that the brand promise that the brand managers have constructed for your brand that promise has to be delivered and it has to be delivered in a seeming manner, in a demonstrable manner which means what? It means that the consumers must also realize that the promise that the brand has made it is actually fulfilling and the consumers have the same experience as they are being promised in the communication made by the brand. You can see the picture on the slide and it says brand identity versus brand image.

Brand identity is the way you want folks to perceive you. You remember the previous slide we have said the first point brand identity is defined as a brand's uniqueness, its singularity. It is the meaning of the brand as seen by the firm. As seen by the firm that you must understand and the same thing is getting reflected here the way you want folks to perceive you. It is you who is the decision maker, it is you who is the subject.

And how do you communicate that what you want people to perceive, how you want people to perceive you? You do it through tagline, through logo, through aesthetic style, through the language that you use and so on so forth. These are some examples but they are indicative of the tools that are at the disposal of the brand manager so that they make people perceive the way they want to be perceived. In the second part of the picture you see brand image and brand image is what? It is the ways that customers actually perceive you. So you may say that I am a very trustworthy brand but customers do not trust you. They may not trust you because they have seen that what you have promised you have not actually delivered.

So customers may perceive you differently from the way you want them to perceive. And this is something that you must be aware of. You must continuously do market research, you must meet consumers, you must talk to them and understand what they are liking and they are not liking about your brand and that is how you will know that there is no congruence or there is little congruence between brand image and brand identity.

And only if you manage to achieve brand congruence you can hope to succeed as a brand in the marketplace. So customers perceive your brand through reputation, through emotion, through impression and through belief.

So we must understand that there is a difference between brand identity and brand image and we must be conscious of both. Now brand identity can be seen from at least two perspectives. One perspective obviously is that of a brand manager and therefore the firm's perspective which can also be the CEO's perspective and so on. Then there is also another perspective that is the designer's perspective because as you have seen in the previous slide you are communicating your brand identity through logo, tagline, aesthetic style, language tone, typefaces etc. And who designs all these communication material? They are all designed by designers.

So brand identity if you look at from designer's perspective gets interpreted through these tools like logo, like slogan, font, messages, typefaces, color etc. It is important for brand managers to understand the designer's perspective because a large number of communication that you would release in the market will have subliminal messages that are related to color, to form, to shapes and so on, to the lexicon the words that you use and so on. So it is important and these are all designed by or created by designers and unless brand managers understand how these messages are subliminally received by consumers, brand managers will not be able to judge or evaluate the work of designers. Therefore it is important that brand managers understand the language of design as well. Now there is a new term in the field of design that is called branding theater and this forms a part of a design discipline called communication design because in communication design they work with logo, slogan, vision, font, message, typefaces etc.

So what they call when communication design meets the field of brand management they call it a branding theater and in the new branding theater because now both the discipline of marketing, the discipline of design and also the platforms through which the brand gets communicated are also expanding. They have in fact dramatically expanded. Today the communication does not happen only through newspaper, it happens not only through newspapers and magazines, it happens through television, it happens through social media, it happens through outdoor promotion and so on so forth. So this new branding theater incorporates all of these platforms and therefore when a designer creates a design whether he creates a logo or a tagline and so on he has to create it in such a way that it is applicable to all the available platforms. So therefore management of all design assets what we have to do you have to create a franchise of color, shape, textures and typography to serve a brand in all applications.

So when as a brand manager you are giving a brief to the designer what you must

communicate that the designers are actually creating design assets for your brand and those design assets contain color, shape, texture, typography etc. And these brand assets or design assets these design assets are also brand assets. So these design assets should be like a franchise which means that everybody who is using your brand elements, your brand logo and so on so forth they all must be aware that this is how it has to be used and any deviation will not be permitted. So it should have the character of a franchisee or franchise so that the consistency of experience of consumers towards your brand should be assured. This is something that you must keep in mind as brand manager especially when you are looking at your own brand from a designer's perspective.

The next thing is the designer must think of identity as assets banked in a visual database. Now it is important that when the designer is working with a brand what is he trying to do is to depict the values of a brand in a visual language and when he tries to convert the idea the experience of a brand into a visual language he creates these logos and brochures and campaigns and so on so forth and what he is actually creating is a visual database for the brand. So that visual database must be protected must be banked and historicity of that must be recorded so that the history of the developments made in the brand is not lost. In the picture also you can see that for one brand the designer has created a certain pattern a certain design and that design is getting interpreted across so many platforms. It is there in these in the screensaver of a mobile phone, it is there in the coffee mug, it is there in the diary, it is also there in the visiting card.

So this is something that a designer must understand and this must also be understood by brand managers. Let us move forward something similar that we have been speaking so far that brand identity is now media neutral. So it once you create the identity it should be you should be able to replicate it to any form or any platform of media available it is it should be media neutral. The same design should can go into say a diary can go into a mobile screensaver, it can go into an emailer, it can go into a physical poster, it can it should be able to adapt itself to any of these forms and designers should enable deployment of these designs across all media and geography in order to fully actualize the potential of identity management in the service of brands. So same thing that once you have created these designs you should be able to deploy them across all media and geographies and this is how you fully develop fully leverage the potential of the designs that you have created for your brand. Thank you very much.