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工商管理经典教材·市场营销系列

现代品牌管理

（英文版）

MANAGING BRANDS: A CONTEMPORARY PERSPECTIVE

西尔维·拉福雷（Sylvie Laforet） 著

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总　序

随着我国加入 WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

● 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

Preface

Why study branding?

It is important to study brands and branding because, first, it is part of our lives, whether we like it or not. It is also important to students to study strategic brand management to appreciate how part of the business world functions.

For a long time branding has also been seen as part of the marketing discipline, and marketing is studied by students across the board, including engineers. Traditionally, branding is part of the marketing mix, or the 4Ps: Product, Price, Promotion and Place. The *product* has two levels: core and augmented. Branding is not the core product but the augmented level of the product. The way marketing evolves from being 'production' to 'sales' functions, to 'customer orientation' and now to 'competition led' has great implications for branding, which explains how it became central to the marketing discipline.

In its early phases, around the 1960s, marketing was concerned only with production and the selling of the output of the factory or the service centre. Its function was to sell what the company produced. The next phase began as the process of producing only the products that fulfil customers' needs and wants; the emphasis of marketing was then on 'meeting customers' needs'. This phase has implications for new product development and segmentation, and these took centre stage in marketing departments. The third phase began in the 1980s, by which time the customer-orientation strategy was no longer sufficient. Competition was fierce and demand started to wane. There were no longer any unfulfilled needs. Instead there were many suppliers with products and services of increasingly higher quality and value to the customer. Accordingly, it has become vital for companies to be number one and to ensure that their brands are selected, and are in the consumer mindset. Strategic brand management can create customer preference by ensuring that the products or services sold are perceived to be superior to those of competitors, and that these products and services offer the best possible perceived value for money.

In recent years there have been shifts in academic thoughts and management practice. Some may argue that brand management is no longer part of marketing but has evolved, and become a discipline of its own. As brands become the core of many businesses, nowadays brands are considered to be the responsibility of senior management and the boardroom (Chapter 4).

Aim of the book

Our aim is to provide an interesting and detailed account and analysis of contemporary brand management as well as offering tools for brand decision-making. The book covers both theoretical and practical issues of branding, and incorporates pedagogical features. The primary market for this book is upper-level undergraduates and postgraduate students studying marketing and branding modules for the first time. The book also caters for students who wish to gain an understanding of how brands are made and managed in the marketplace, as well as those who are interested in pursuing a career as a product/brand manager.

We hope to add value to the teaching of brand management and student learning through short, interesting brand stories – branding briefs, case studies and other pedagogical features; these are combined with years of research in the field. The book focuses on the fundamentals of branding and strategic brand management and, at the same time, it discusses emerging trends and issues in branding, and the environmental factors affecting contemporary brand management. Thus the book aims to provide a comprehensive synthesis of the subject, by including, where possible, all the developments in the area of brand management.

This book has a further advantage in presenting assimilated ideas on branding by various authors and researchers; the book is also based on the author's research work, current practices and innovation in the area of branding and brand management with a good number of illustrations and exercises. It covers a number of contemporary topics, some of which are drawn from the author's own research work – 'Brand Structure and Brand Portfolio Management', 'New Pressures in Branding', 'Design and Branding for the Consumer', 'Country of Origin Branding', 'Building Brand and Corporate Reputation', 'Managing Brands across a Life Cycle'. It also discusses issues of online branding and branding in the Internet age, the use of deep metaphors in branding, brand risk management, marketing ethics and sustainability of brands, as well as providing a comprehensive and detailed analysis of retail versus manufacturer brands. Finally, it examines brand and business building in an innovative way by adopting business management principles to building brands.

Outline of the book

PART 1 Strategic Implications of Branding

Chapter 1 Introduction to contemporary brand management

This covers: the definition of brand, various paradigms of brand, its meanings, functions and importance; brand and its relationship to customer relationship management; the components of brand; the brand management process, branding decisions, deep metaphors of branding, online branding and branding in the Internet age; marketing ethics and sustainability of brands – key challenges.

Chapter 2 Brand equity and brand valuation

This covers: the conceptual foundation of brand equity; how brands are valued and why it is important to calculate brand value; situations on which companies should go for brand valuation; the financial methods of brand valuation; the behavioural approach and customer-based brand equity; modern and new methods of valuations such as the Brand Asset Valuator (BAV), the Interbrand brand valuation methodology and emerging trends of narrative reporting by the Institute of Practitioners in Advertising (IPA).

Chapter 3 Brand building and business building

This examines: the relationship between building a business and building a brand (arguing that one cannot build the brand without building a business first and brands are built on business models). It compares brand building to classic and modern business building models; applying business management principles to building brands.

Chapter 4 Brands as strategic assets – moving up the corporate agenda

This examines: the role of brands as strategic assets and discusses the view that brand management is now part of the corporate agenda. It looks at some evidence from both academic literature and practitioners' insights, suggesting that a more strategic view of brands is taking hold. Examples from various industries are included; comparisons between large and small companies are illustrated.

PART 2 Managing Brands – Creating and Sustaining Brand Equity

Chapter 5 Brand identity and positioning

This covers: the concept of brand identity system, elements of brand identity and its facets, brand image and its dimensions, image formation and brand image building, strategic brand image concept management; brand positioning and its role in the marketing mix; the process of brand positioning; brand positioning strategies; perceptual mapping; the gap between brand identity and brand image; the integrated brand communication process; Aaker's model of brand equity building and the PCDL model.

Chapter 6 Brand architecture

This explains: what brand structure is about; it describes the management of brands and product relationships, and discusses the different branding approaches used on product packs such as corporate branding, corporate endorsement, mixed brands, dual brands, standalone brands, furtive brands, super branding, sub-branding, etc. Examples from fmcg companies are included. It examines: the rationale behind each brand approach and how to choose an appropriate brand strategy; international brand structure. It discusses: new pressures in branding; where brands are going; the latest strategies, and future trends such as brand licensing.

Chapter 7 Brand extension

This covers: the definition and rationale of brand extension; the options for brand extension; the advantages and disadvantages of brand extensions; the benefits and risks of line and category extension, vertical and horizontal extension, key factors for success of both types of extensions, factors influencing the vertical extension strategy, process of brand extension; the brand linkage – brand symbiosis, brand relationship and interaction matrix, extending into a mature vs new market; extending with a corporate brand, family brand or product brand; brand dilution and distancing techniques; brand extension procedure and the effect of brand extension strategies on brand equity.

Chapter 8 Managing brands across a life cycle

This chapter shifts the focus from building brand equity to managing and sustaining brand equity over the brand life cycle. It covers an analysis of brand decline and failure, commoditization of brands, managing the brand based on the product life-cycle model, revitalization strategies, positioning and repositioning of brands over their life cycle as well as the various brand life-cycle models such as the five stages of a BLC, the Goodyear model, Mootee's BLC model and the BCM model.

Chapter 9 Building brand and corporate reputation

This examines: the principle of corporate and brand reputation building, which is a new area of branding. It includes the management and measurement of corporate and brand reputation; brand vulnerability assessment; the effects of reputation on firm performance. It introduces the notion of corporate social responsibility, and discusses recent research into consumer nationalism and corporate reputation in international markets; competitive intelligence and corporate reputation, etc., illustrating this with examples from various industries.

PART 3 The New Business Environment

Chapter 10 The new competitive environment and branding

This analyses: environmental pressures in branding, the rise of technology and the Internet, the fragmentation of media and the challenges of modern markets; the impact of these on branding strategies and brand communications; competitive branding; strategic brand alliances; cause branding and social marketing; new creative media and branding, etc. It discusses the implications for many companies around the world.

Chapter 11 Retail brands vs manufacturer brands

This discusses: the growth and changing nature of retail brands; why retailers should have their own brands; how retail brands grow in the long term. It examines the building of retail business and of a retail brand; how manufacturers compete against retail brand and defend against retail imitation; how manufacturers face low-cost competition.

Chapter 12 Packaging design and branding for the consumer

This examines: the relationship between branding and packaging design; the role of packaging to reinforce the brand message and understanding of consumers' values; what consumers want from their packaged brand – functionality or interaction? How packaging influences brand choice under involvement and time pressure; how manufacturers overcome the dichotomy between food quality and the processed appearance of their brand packaging to engender trust in the consumer. It discusses: the relevancy and recognition debate, and how environmental issues influence consumer buying behaviour; recent trends and the use of new technologies in packaging designs to meet consumers' packaging needs (new innovative packaging design examples are illustrated). It explains: how branding efforts go hand-in-hand with packaging design and sub-branding initiatives; how brand strategy is executed on the package; when and how to optimise the relationships among brands.

Chapter 13 Country of origin branding

This discusses: the concept of country-of-origin branding, consumer perceptions of products from France, Britain and Germany, and from multiple countries of origin; the nature of country umbrella brands and the role such brands play in the promotion of a country; success criteria of country associations. It also reviews recent conceptual frameworks and describes examples from newly industrialized or less developed countries (LDCs). It discusses successful umbrella branding communication programmes and examines the benefits of country-of-origin in relation to increased market share, equity and positioning for small companies and services, as well as its effects on brand origin. It looks at the influence of brand origin and country image association on the perceptions and purchase intentions of Chinese MNC brands, and discusses the overall managerial implications.

简明目录

Detailed Table of Contents

Introduction

What is strategic brand management?

A brand enables customers to remember the core information about a product, and prevents competitors from making imitations (Aaker, 1991). Successful brand building helps profitability by adding value that entices customers to buy (De Chernatony and McDonald, 1994). It is also becoming clearer that companies creating strong brands can obtain important competitive advantage over those that do not (Kohli and Thakor, 1997). Whenever a marketer creates a new name, logo or symbol for a new product, he or she has created a brand (Keller, 2003). The above observations made by past authors in various ways sum up the American Marketing Association's definition of a brand as: a 'name, term, sign, symbol or design, or a combination of these, intended to identify the goods and services of one seller or group of sellers, and to differentiate them from those of [the] competition'. Additionally, according to De Chernatony and McDonald, if successfully built, a brand will add value for customers, and is the underlying reason for purchase. This can bring profitability to the firm.

Good branding is based on a clear strategy and sound management. Strategic brand management achieves its results through vision, analytic skills and talent. Entrepreneurs build brands (e.g. the Virgin brand of entrepreneur and businessman Richard Branson; Microsoft from entrepreneur and businessman Bill Gates). How did the discipline first develop? Strategic brand management started at Procter & Gamble plc, based on a famous memo by Neil McElroy. It involved analysing all aspects of a brand and devising a strategic brand plan in order to build brand equity. Brand managers have responsibility for the sale and profitability of their brand, as well as building brand equity and value over a period of time.

The main driver of strategic brand management is the customer, because the overall need is to adapt brands to suit the requirements of that customer. Strategic brand management seeks to increase the customer's perceived value of a product, thereby increasing brand franchise and equity. Marketers see a brand as an implied promise of the level of quality consumers can come to expect from a brand, which will enable them to use it as a benchmark in their future purchase choice. In other words, a brand can bring a company customer loyalty as well as profits. Consequently, strategic brand management is also concerned with creating, nurturing and building the brand, as well as managing customer and stakeholder relationships.

Today's business environment for brand building is much more complex thanks to intense competition, the emergence of new marketing tools, technological changes in media advertising, social and cultural changes (see the section below on 'Brands and society'); fashion (in popular culture, which is faster moving than in the past; reflected in new consumption trends and the emergence of new lifestyles, people seeking new ways to connect and interact socially) also changes more quickly and we are on a faster track, all of which combines to present a challenge for brand building (see the section below on 'The new competitive environment and its impact on modern brand management'). Yet, more than ever before, consumers want the predictable performance and unique experience that strong brands promise. Creating strong brands that connect with consumers in such an environment requires thoughtfully developed, creatively designed, carefully implemented and scrupulously maintained brand platforms.

History of branding

Branding is more than fifty years old. It was the child of television and the needs that drive consumption in a mass market. Communicating with a mass market requires mass media. It is fast-moving consumer goods that have driven branding for fifty years. Branding theory came from fast-moving consumer goods (fmcg); it was not interactive or relationship based. It was all about the product and the communication around the product. The drive to differentiate a product on a shelf was a driving force behind branding methods and the rise of advertising agencies. It was all about the packaging, the product and volume.

For all that time branding focused on product and communication only. Thus, for a long time, branding and advertising were simply ways to publicize and identify one's products. The brand was a method for ranchers to identify their cattle. By burning a distinct symbol on to the cattle, the owner could ensure that the animals were his legal property. When manufacturers of products adopted the brand as a way of guaranteeing the quality of their goods, its function remained the same. Buying a package of cornflakes with a Kellogg's label meant that these otherwise generic cornflakes could be traced back to their source or the company that owned them. Moreover, if the cornflakes were of superior quality, the customer knew where he could get them again.

Communication about the product was done mainly through advertising. Advertising then meant publicizing the existence of a brand, and its sole objective was to increase consumers' awareness of the product or the company that made it. It was not until the 1930s, 1940s and 1950s, when people in the West turned towards movies and television and away from newspapers and radio, that advertisers' focus shifted from describing their brand to creating images for it. In the 1960s it was much the same: new techniques were designed to promote brand image. It was not until the 1970s that advertising theory, demographic research and brand image were combined to develop campaigns that worked on two levels. To this day, consumers know to associate Volvos with safety, Dr Pepper with individuality and Cadbury with British heritage. However, modern marketers are less concerned with creating brand images to reflect the products they sell, and more focused on the target market's psychological profile. Thus, there is a shift from the audience and the product to the audience and brand marketers.

Brands and society

Our dependence on brands is obvious and non-debatable – we live brands, from the clothes we dress in, to the drink we have, the food we eat and the car we drive. Whether we like it or not, we are a generation that consumes brands. This consumption of brands is deeply rooted in modern life. Brands are what drive a modern citizen of a Western materialistic culture.

At a basic level, we use brands to differentiate ourselves from our neighbours, our co-workers and the outside world. Brands allow us to be unique individuals in our own minds. At a higher level, our expectations from brands go beyond the use of brands to express our individuality. Nowadays, consumers expect brands to give them pleasure, to be their friend, to understand their fear and emotions as well as to help them achieve self-actualization and self-fulfilment (e.g. ownership of a BMW could be translated into: 'I have worked hard enough to be able to afford this car's brand or I have won money on the lottery so can I could afford this car's brand, which I have always dreamt of possessing'). Brands also have a wider impact on mankind. Their ROI becomes Return on Intention, where intention embodies what is good for the business and good for the ecosystem in which it operates. These brands are known as 'heroic' brands, because they make a difference. These brands actively seek ways to turn day-to-day business activities into catalysts for social and ecological improvement.

Unfortunately, not all brands share this good intention. When a brand shifts its focus from its customers and towards itself, the impact on its equity can be disastrous. Brand equity is a function of consumer trust, but when that trust is abused because of companies' greed, it starts eroding (see PlanetFeedback.com for untrustworthy brands). People do not trust brands that charge a high price, that do not do deliver on their promises, that misuse power, miss focus, mistake beliefs and misplace concerns.

Misusing power refers to brands that use their size to crowd out smaller players from the market. Companies must realize sooner or later that consumers care and that the winners are those brands that play by the book. *Missing focus* refers to the fact that brands must be seen as more than a marketing connotation or under the sole responsibility of the marketing department. There is a need for marketing to be coordinated with the production, financial and other departments in the company. Financial scams and non-conformance to ethical production norms can harm the brand by showing that it does not live up to what it promises. Similarly, brands that do not disseminate their values across the company will find that non-marketing functions can erode brand equity faster than the marketing department can build it. *Mistaken beliefs* describes a situation in which brands (or brand managers) feel that they need to do something different to break negative or slow growth, and end up making things worse. Therefore, it is important for brand managers to have the belief that they can outlast a tough period. Finally, *misplaced concerns* occur when a brand is seen as lacking a proper concern for one set of values that consumers care about, so that it is difficult for the same brand to be seen as possessing overwhelming concern for another set of values that consumers care about. For instance, it is difficult for consumers to believe that the same brand that would destroy the environment in the course of production would have genuine concerns for its customers.

According to Aaker, Fournier and Brasel (2004), sincere brands enjoy stronger relationships than exciting ones. *Sincere brands* are those that are positively related to relationship strength and satisfaction. These brands have traits of nurture, family orientation and tradition. Although exciting brands can be attractive and attention getting, they may be seen as less legitimate and therefore less able to win consumer trust. However, sincere brands are also more likely to run a higher risk of offending or losing customers when something goes wrong.

The role and importance of brands in business

Where two products resemble each other and may be of the same quality, but one of the products has no associated branding (such as a generic, store-branded product), shoppers often select the more expensive branded product on the basis of the quality promise of the brand or the reputation of the brand owner. Therefore, brands can be seen as the primary competitive differentiator for products, services and organizations that build ongoing relationships with customers and consumers, which will result in competitive advantage gain, long-term profitability and growth.

Furthermore, brands can last longer than products and do not have to go through a life cycle from introduction to growth, maturity and decline. They can live on and continue through the growth or maturity stage. If well managed, brands can be kept vital and growing, and tired brands can be revived (see Chapter 8).

A brand is therefore one of the most valuable assets of a company (see Chapter 2), so much so that many companies try to acquire them. However, companies might buy brands, but how do they use them in a brand portfolio, for instance (see Chapter 6)?

Branding has four components: brand identity, brand image, brand positioning and brand equity. *Brand identity* refers to the strategic goal of a brand; *brand image* is what currently resides in the minds of consumers; *brand positioning* is the process by which companies try to create an image or identity in the minds of their target market for their brand (see Chapter 5); *brand equity* is a set of assets and liabilities limited to a brand. Marketers can sustain the customer–brand relationship by giving value and relevance to the chosen target audience over the long term, and through quality and innovation. Additionally, marketers also use emotional marketing and metaphors to connect with their customers (see Chapter 1).

Central to good branding is creating a brand that people value enough to buy and buy again. These brand values or images can then be used to extend or to leverage to new products in the same product class or in a different product category, which can be targeted at the same customers or different ones. This is known as *brand extension*. To the firm, the benefit of brand leverage or brand extension is mainly cost reduction compared with developing and launching a completely new product. Brand extensions can also have long-term advantages in that brand equity can be built and sustained. However, these advantages are counterbalanced by a number of problems (see Chapter 7).

Increasingly, the perception of brands goes beyond the simple marketing context, since they are also seen as ambassadors of an organization. They represent what the organization stands for, and are constantly under pressure to deliver greater and greater returns to their investors, becoming responsible for employees' morale, the environment and the wider communities. With such roles to play, it is important that companies ensure that corporate and brand values are never compromised, and are consistently maintained over time and space in ways that do nothing to sully their reputation. Maintaining a strong reputation for leadership, innovation, success and fairness to customers will also have a much stronger direct effect on brand equity and sales than ethics (see Chapter 9). New evidence suggests that consumers also pay significant attention to country-related information as well as brand reputation, when evaluating and selecting brands. Country-of-origin branding (COOB) is seen as a way for producers to brand a product, by taking advantage of the positive perceived image of the country from which the product originates. The benefits of COOB can be seen to contribute to some companies' sales and market share. In particular, COOB could contribute to a small company's brand equity, and increase its international visibility and positioning (see Chapter 13).

The challenges brand managers face today are identifying the new, upcoming currents and their significance, and developing an understanding of sociological and cultural diversity (see Chapters 1 and 10), which is discussed below.

The new competitive environment and its impact on modern brand management

The emergence of new marketing tools (network digital, online tools and interactive TV, web TV and ATM marketing), technological changes in media advertising, fashion (see the section entitled 'What is strategic brand management?', above), and social and cultural changes (see 'Brands and society', above), all present a challenge for brand managers. In addition, increasing competition, the rising number of mergers and acquisitions, the differing characteristics of consumers, and the power of the media and public opinion can make it difficult to communicate with consumers (Barich and Kotler, 1991). In order to handle these dynamics, organizations must attempt to create their own individual and distinctive features to distinguish them and their brands in the very competitive environment.

Technological advancement

The Internet is a very powerful brand-building tool, which can be tailored to the needs of the brand, and the relationship between the customer and the brand. It can transmit information, impart experiential associations and leverage other brand-building programmes. All these experiences and associations can also largely be controlled (Aaker and Joachimsthaler, 2000). The Internet also significantly increases market transparency, empowering consumers to consider and compare many more options while making their purchasing decisions. The Internet primarily delivers information about non-physical product attributes. It also offers a means through which consumers can obtain information about the physical or experiential characteristics of a product. Whether consumers perceive this information to be reliable or not depends on several factors.

Online brands can often also provide more competitive offerings than offline manufacturer brands because of their low maintenance costs. Thus, the Internet and online brands may be seen as a threat to manufacturers' brands on a large scale.