

The Dyadic Brand

A systematic enquiry to explore the confusion embedded in brand literature,
and to inform the development of a simpler brand model that clarifies the
roles of the consumer and custodian.

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1.0 ABSTRACT

The battle of the brands is being waged in an ever increasingly competitive and global business environment, a battle which generates the largest body of academic and professional literature in the field of marketing communication. Although much of the ground has been repeatedly ploughed, the literature conveys an impression that the “Brand” is perceived to lack clarity and agreement on its definition, strategic deployment and evaluation measures and that the overall concept of the brand is fraught with complexity and confusion. This thesis attempts to categorize and frame these impressions using content analysis to systematically unpack and analyze the layers of meaning embedded in the literature. The output from this study will inform the development of a simplified brand schema representing both sides of the brand equation, consumer and manager, recognition of which holds significant implications for the custodial guidance of this most vital business asset.

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1.0 INTRODUCTION

The brand: enduring, indispensable, and still confusing

1.1 Statement of the problem

History indicates that brands have endured in a commercial sense for well over a century. The keystone which holds the American Marketing Association's definition of a brand (name, term, sign or symbol) in place is its capacity to "differentiate" itself from the competition (Keller, 2003).

The origins of the word 'brand' come from the ancient Norse term *brandr*, (vb.) to burn an identifying mark into the hide of livestock, *The Economist* (2003), and from the late Middle English, 17th century, which gave rise to the common noun brand (n.) 'A mark of ownership made by branding,' *Oxford* (2003).

The researcher contends that the preoccupation brand owners have with the process to select, design and imprint products and services with a unique brand has set much of the agenda in business literature. Not surprisingly, this process is most commonly called brand management, and this is where the problem of understanding brands starts. The second part of the problem relates to the complexity and breadth of views of exactly what a brand is and does. Once brands were recognized for their financial worth (brand equity), the asset value ascribed to its owners was inescapably linked to market performance and the buying public, in whose minds brand perception is infinitely variable, one person from another. This results in the dichotomy of a brand having two masters, the custodians (managers and suppliers) who determine the communication inputs, and the consumers (brand users and influencers) who reflect the outputs. From a communication standpoint, both parties exchange the roles of sender and receiver. Wells & Hollins (2003:93) sum up this duality by explaining that "a brand is co-created by the seller and the customer." The recognition of this principal underpins my thesis title "The Dyadic Brand," consisting of two elements or parts, and helps to explain the main problem of understanding what a brand is and does, and why so many authors of

brand literature still feel the need to discuss their management concepts and processes associated with brand marketing.

While brand building now spans three centuries, its real value coincides with the advent of mass production and mass communication; Unilever being a classic example, as noted in their company history records (unilever.com, 2007) which notes that,

It was in the North of England in the mid-1880s, a successful wholesale family grocery business run by William Lever starts producing a new type of household soap... Unusually for the time, Lever gives the soap a brand name – Sunlight – and sells it wrapped in distinctive packs.

Despite such early roots, branding and brand related literature did not become popular in academic circles until the 1980s. Michael Baker (1998), editor of *Journal of Marketing*, poignantly observes “there has been a marked increase in the subject of branding...80% (of the papers) date from the 1980s and 1990s.” A similar observation made by the editor of Britain’s respected journal *Admap* (2004) records that over the past 20 years more words have been written about brands than any other aspect of marketing.

If the analogy of supply-side economics is applied to the world of brands, then it must be acknowledged that supply-side brand communication, intended to differentiate and improve brand efficiency, has failed to release the brand custodian (manager) from a bureaucracy of excessively complicated terminology and methodologies. 38 years ago, Schutte (1969) could see that “the language barrier posed by the plethora of (brand) terms and their respective fuzziness in meaning, (was) only fully comprehensible in the material situations in which they are spoken,” little wonder then, that Schultz & Schultz (2004), wrote *Brand Babble – Sense and nonsense about branding*. The heat of today’s brand discussion has lost none of its potency over time, with recent proof provided in a recent editorial review by de Chernatony et al. (2007) advising brand managers to be aware of the irony of moving away from a consumer focus for brand building back to a stakeholder perspective; the continued differences in “brand” conceptualisations between consultants and management; and the lack of consensus which still exists on brand equity measurement.

1.2 Significance of the research

This dissertation aims to conduct a systematic enquiry to explore and to inform the development of a simpler brand model. The importance of the brand not only to present-day marketing but also in historical terms cannot be doubted. There are now more than 9,000,000 brands registered as trade marks (Ibrahim, 1998) and “senior executives are more in line than ever before with the idea that the brand is one of the greatest untapped assets they have at their disposal Davis & Dunn (2002).” *The Economist* (2003) confirms this view by acknowledging that brands have evolved to become the most valuable business asset in the world, and account for as much as 70% of a company’s market value. As highlighted in a recent case study by Chekitan (2008)

“A former CEO of British Airways once told me that when he first joined the airline, he thought about the brand once a year. By the time his tenure was over, five years later, he thought about it once a day.”

This explains why the body of brand literature is so vast and continues to grow exponentially with new theories and concepts. In juxtaposition with such pre-eminence, Andrew (2005) sadly reports that the hierarchical significance of brand marketers, as a force for good in the brand equation, “drifts lower and lower, becoming a predominantly fringe function, below the board, behind manufacturing, control, even human resources, as a functional core,” which exposes the quality of attention being given to such a valuable asset.

While brands have endured for centuries, it was not until they were actively promoted through advertising early in the 20th century (Arens, W. 2002:6) that brands represented more than just a means of identifying the seller. Surprisingly, academic interest in brands and branding did not gain popularity until the 70s and now, after several decades of observation and research, the literature lacks consensual evidence on theory and measurement and curiously portrays a growing level of disagreement amongst brand experts toward the definition, role and management of ‘the brand’.

In part, it can be reasoned that the lack of congruity depends on the adequacy of the “language” used, as noted by Schutte (1969) in his paper, *Semantics of Branding*, but given the growing economic importance companies now place on brand equity, and the need for marketers and communicators to better understand the management of this vital asset, it is difficult to deny the quest for clarity.

One key observation amongst >370 brand articles and papers reviewed for this thesis, is the lack of holistic work which combines both sides of the brand equation, i.e. the roles of sender and receiver, inputs and outputs. Indeed, many academic researchers focus their interest in true intellectual fashion, usually on one aspect of the brand concept, such as: brand equity measurement, identity system or semiotic analysis. While the degree to which such specialization helps brand custodians is open to debate, their primacy as guardians of the most valuable asset is irrefutable.

Brands have evolved to become an inseparable part of society. Brands pervade all forms of business and worthy cause, for profit and not for profit, across all products and services. Nations are brands, governments and state owned enterprises are brands, and even royalty and religion is branded, including the unlikely commodities of water, soil, turf, timber, and kerbing. Orbach (2006) summed up the situation perfectly when she proclaimed “Nowadays, everything is branded; we live by brands.” Brands play many different roles from the esoteric, to the metaphoric through to the erudite as illustrated in the following extracts: *rock stars of commerce* (Anholt, 2003), *more influential than the church* (Dignam, 2001), *one of the most important informational ‘glues’ in the business world* (Evans & Wurster, 2000), *the intangible yet visceral of a person’s subjective experience with the product* (Howard-Spink, 2002), *a bundle of intrinsic and extrinsic offerings blending both functional and psychological benefits* (Gardner & Levy, 2005), *shorthand devices encapsulating all the mental connections people have around them* (Brown, 1992), *a cluster of (strategic) cultural ideas* (Grant, 2006), to mention just a few.

The sheer volume of brand-related material is staggering. As a distinguished professor of marketing, Bobby Calder (2005) said,

If you ask what a brand is, the answer is most often long (sometimes book-length!), and it usually varies across companies, consultants, and different writers.”

This study also recognizes that many of the brand models offered in literature are also complex, usually linear in structure, and assume each stage is neatly contained in small interconnected boxes which are executed in logical order like a relay race. In a dynamic, undifferentiated and highly competitive market environment, the value and speed of implementation of this model type is questionable.

For this research to have value, a reductionist approach to analyzing the literature and developing a holistic and simplified brand model will be paramount in determining a simpler brand model that clarifies the respective roles of the consumer and custodian.

1.3 Rationale for the study

The context into which this research will be placed involves the recognition that the brand has many stakeholders with differing viewpoints, and as a result, brands have evolved into highly complex entities which is likely to cause confusion and cloud the understanding of what a brand is and what it does.

The rationale for this study grows out of the observed brand complexity and confusion, and acknowledges that the debate stems more from brand consultants and the business community, than from academia. This is not surprising, given the primary responsibility business, government and not-for-profit (NFP) organizations have in owning, building and managing brand properties to garner consumer engagement and loyalty. The academic world devotes their research interests to contribute to the greater understanding of the brand, and have the advantage of being dispassionate observers and mentors. That said, it must also be acknowledged that academic interest in brands did not

gain traction until the 1970s, whereas brands and advertising have been in existence from the late 1800s. Irrespective of the differences of opinion which may be proven to exist between the commercial interests of brand practitioners and those of academicians, they collectively act as one representative body, which the writer will refer to in this thesis as brand “custodians.” Whether one ‘owns’ the brand, consults to the brand, communicates the brand, or studies the brand, all are party to custodial guidance and best practice.

The other side of a brand equation involves the consumer, the receiver and interpreter of everything which is communicated by the brand’s custodial group. What interests the researcher is the existence of a growing body of brand custodians who recognize that the brand is much more than a simple, two-dimensional mark of differentiation imprinted on a product or service, it manifests itself as a mental construct with all the properties of a living, three dimensional being. What is even more important here in the brand debate is that such a manifestation is the product of the *consumer* mind. In a world where everything is branded, consumers provide the best rationale to study *all* categories of brand literature, not just refereed journals.

In order to study such a large body of literature, the writer observes that “two worldviews inform most of the research on managed communication: the interpretive and realist,” Daymon & Holloway (2002). The choice of which world view to adopt for this thesis, recognizes that the ‘brand’ is both a mark of differentiation and an amalgam of values, which are nurtured and developed through a range of communication channels and touch-points which are assembled in different ways in the mind of the consumer. The proliferation and wealth of the secondary research setting undoubtedly requires an interpretive worldview and determining which methodological approach to use is explored in detail under 3.0 Research Methodology.

1.4 The main purpose of the study

The researcher originally set out to review the realist worldview of brand equity and its methods of determination, such as the models proposed by Aaker (1991) and

Schultz & Walters (1997) and to determine the extent that provenance played in such valuations. However, following an extensive review of academic and professional literature, intended to inform such aims, an even more fundamental problem was uncovered; how to categorize and frame the many disagreements and confusion surrounding brands and branding principles. As Keller notes (2003), such disagreements “often revolve around the definition of what is meant by a brand”.

This fundamental problem redirected the main aim of the research towards interpreting and understanding the spectra of brand definitions and constructs discussed in the literature and to observe how communication theory informs and supports the common denominators of the brand concept.

As a result, the main purpose of the study aims to:

- Isolate the nexus of brand disagreement, focusing initially on issues which have already been investigated, such as “what is meant by a brand?” (Keller, 2003), or is “a single definition of a brand... too restrictive?” (de Chernatony et al, 1997) given that the “brand relationship is a multi-dimensional concept” (Veloutsou, 2007).
- Revisit Schutte’s (1969) position that the plethora of brand terminology and technical language limits comprehension.
- Synthesize from the rich data field on brands and branding a simplified, multidimensional construct of the brand model, the application of which has significant implications for the ways marketers manage and communicate their brands.

1.5 Research questions

The principal research questions which flow from the above objectives are:

- How many brand definitions exist in the literature?
- To what extent does context, situation and role of author affect brand

- Do the different themes in brand literature contribute to clarity or confusion?
- Can brand definitions be ranked in order of typology and popularity of usage?
- Does the literature confirm the proclaimed confusion surrounding brands and branding? What language is used to describe this confusion?
- To what extent does the existence of brand schema help or hinder our understanding of the role and management of the brand?
- Is there an opportunity to develop a simpler brand model that clarifies the roles of consumer and custodian?

Considering the vast body of knowledge contained in brand literature, and the ever-growing number of contributors to this field of study, the researcher is under no illusion that the aims set for this study are unlikely to produce a *Eureka* moment, but it might contribute to the clarion call from a growing body of authors for whom the need to simplify and promote greater understanding of the world's most valuable asset, the Brand, should be given the priority it deserves.

2.0 LITERATURE REVIEW

The library within a library

2.1 Introduction - establishing the shape of the collection

The primary aim of this literature review is to ensure that all brand stakeholders are represented and not just those views from the world of academia. Gathering literature on brands is not the kind of elusive search one might associate with specialist interests and narrow fields of enquiry. Rather, this quest presents quite the opposite challenge, as there are literally thousands of brand related articles, papers and books to choose from, and this profusion of material is probably a key contributor to much of the reported misunderstanding and confusion described throughout the last decade. For this reason, the scope of the review is purposefully broad, as seen later in this thesis under Fig 4.2 Sample.

A definition of relevant literature is any “collection of materials” on the chosen topic (*The Writing Center*, UNC, 2006) which surveys the wealth of expert knowledge. This review incorporates material from a wide range of sources including: advertising, media commentary, marketing practice, company reports, brand consultancies, scholarly articles, text books, management books and conference proceedings.

It is interesting to cogitate on the different perspectives in literature, and to consider who exactly is an authority on brands. A market researcher’s position will attest to the fact that consumers are the ultimate authority on recognizing and experiencing brands, whereas academic authorities, such as Aaker, Kotler, Schultz, Keller, and Duncan, tend to focus more on the management and evaluation of this most precious of assets. Practitioners form yet another expert group of authorities who comprise advertising/marketing communication specialists, global brand strategists, and management consultancies who focus much of their advice on generating big ideas and

communication strategies to enrich and maximize brand value for their clientele. Needless to say, the literature collection must acknowledge *all* these authorities.

2.2 Investigation Parameters

Framing the field of enquiry determines the shape of the literature collection, be it specialist or generalist in nature. In the former case, the specialization requires a tight frame of reference to pursue a specific area of interest. In science, for example, the research being conducted by British born astronomer, Richard Ellis, is focused on just one tiny dot within the entire universe, the most distant galaxy ever seen, “whose light started its journey to Earth a billion years or so after the Big Bang” (Lemonick, M. 2006).

In contrast, literature which explores the general nature of things requires a much broader perspective, where the investigation frame is purposefully wide, and exists in situations where the macro view is the only way of determining patterns of behavior or scientific phenomena. An example could be the field of oceanographic research, which maps the topography of the ocean floor, distribution of undersea currents and related temperature gradients – not just one point on the map.

Different research frames produce different collections of literature. So it is with the writer’s collection of brand literature. Because brand communication pervades all society, the quest to fully understand brands requires a broad sample of available literature, with particular emphasis given to the last decade, a period in which more brand articles were written than at any other time. Its purpose, to map the wealth of brand related material available, firstly to gain an appreciation of how brand knowledge and language has evolved from its historical roots as a distinguishing mark, and secondly, to investigate the metamorphosis a brand undergoes in the mind of the consumer. The first stage of the review partitions the works by key words and theme, such as grouping all articles relating to Brand Building, and the language related to this process. Then, the literature is fractionated into meaningful units of information to further analyze the layers of meaning embedded within each article. The first stage seeks to establish compelling

evidence that the brand operates in many concepts, which contributes to its complexity and confusion. The second stage notes the myriad brand definitions and models which populate the brand universe, in which the analogy of gravitational force attracts constellations of brand literature around management disciplines, (the custodial role), with other brand systems orbiting around brand communications and consumer engagement. Integrated within this literature universe, the researcher intends to show the prevailing winds of change in the brand understanding, including new concepts such as “Brand Smashing,” Lindstrom (2003) and other brand debates, as refracted through the various interests of the business literature, and trade media.

During the search for material, the writer became fascinated by two seminal papers delivered by Stephen King (1991) and Jeremy Bullmore (2001). In King’s paper the key message was “the core of the brand is people, not things” with the implication that it would be extremely difficult to measure the personality of this sort of brand without involving consumers. Bullmore’s lecture built on King’s initial work with his “thirteen deeply disturbing facts” about the Brand, the most important fact being that consumers create brands, not companies. It was at this moment of reading, that the writer realized why so many authors attest to the level of complexity which surrounds the brand concept and the number of associated variables in existence. What started out as a very general literature review did not simply result in a collection of cognate subjects, but one which also revealed an amazing undercurrent of divergent viewpoints.

This investigation also recognizes the importance of canvassing brand experts in both academic and practitioner domains; a critical point well made in the papers of de Chernatony et al. (1997/8). Since brand authorities populate many areas in literature, the following indicates the breadth of sources used in this review:

- Educational and business management textbooks
- Scholarly journals on advertising, research, marketing, and strategy
- Dissertations and conference proceedings published by academics, practicing consultants and researchers
- Industry periodicals, particularly advertising, marketing and research

- Business, marketing and financial periodicals
- News media reportage on business, marketing and media trends
- Annual reports, commentary and brand asset value
- Authoritative industry websites (WARC, IPA, APG)

2.3 Relevance

With the parameters of the literature collection defined, the next decision concerns frequency and recency of publication. Expert and popular authors in brands and branding are valuable, as are many of the older, more experienced authors. As seen in other fields of enquiry, the clarity offered in some books published decades earlier, before the world became infatuated with specialization, often contain the truths and principles which only the generalist derives from a more holistic overview. In marketing, for example, Kotler (1971), and Aaker & Myers (1975) would be good examples. In business and commerce, classic advice from the late Peter Drucker (1976) still forms the basis of much modern management theory, with 328 books from other authors who cite Drucker's *The Effective Executive* (1976). Another classic encountered by the researcher, during his posting in Japan, was to see the number of times cultural advisers still cite *The Chrysanthemum and the Sword: Patterns of Japanese Culture* (1946), by Ruth Benedict as mandatory reading for incoming government officials and foreigners, despite the fact that 189,000 other titles are now on offer, all intent on demystifying 'the most foreign nation on earth' (Buddle, 2001).

Similarly, the demystification of brand literature is made more challenging with over 200,000 books published on brands and brand related matters (Amazon.com). In just *one* contemporary textbook on brand management, Keller (2003) cites no fewer than 794 sources. The 1990s was the decade in which brand equity attained its highest status in terms of value, acquisition and literary count. Like the advice given on understanding Japan, one could have been reasonably confident 35 years ago in reading just one or two authoritative books on branding to understand the subject, from eminent authors such as Philip Kotler (1971) or David Aaker (1975), but even then, both authors recognized that

the management of brands was much more involved than simply registering a mark of ownership. Schutte (1969) also sounded concerns in his paper “The semantics of branding,” saying that the,

...reasons for inadequate language in branding can often be a symptom of what one linguistic expert refers to as a problem of primitive words. Primitive words result when users create a term to satisfy the needs for an isolated communications process (which is) only fully comprehensible in the material situations in which they are spoken.

Since Schutte wrote this paper, the resultant cascade of brand terminology continues to grow and prove his point. A scan of the literature reveals a bespoke code which takes the brand well beyond a simple differentiating mark into a world of brand molecules and mantras which attempt to advance the science of branding, as organizations wrestle with the challenges of managing their constantly evolving brand architecture, and accompanying strategic requirements; all designed to provide target consumers with continued salience and satisfaction. As such, the relevance and purpose of this broad literature collection is designed to act as a stepping stone from which to construct a new, simpler brand model, based on a systematic classification advised by Berg (2004:181) of all the situations, concepts and interpretations of the brand.

2.4 Interpretation

With such a broad collection, in which there are many subdivisions, definitions and theories, it is important for the writer to remember it is the literature *collection* which is the subject of this review, and avoid the risk of it becoming an annotated bibliography. One recognizes that in the process of interpretation, the subjective feelings and thought, developed from such a wide body of literature, will depend on each author and the experience of the reader. Any latent concerns the writer held as to how best to deal with the subjectivity of discourse analysis lessens after reading Willig (2001). In his book, he reports that Foucauldian discourse analysis provides us with a *way* of reading an extremely wide range of materials in which we do not necessarily have to analyze individual words to establish meaning. Willig’s informed position advises that,

we can do no more than to delineate what can be felt, thought or experienced from within various subject positions; whether or not, or to what extent, individual speakers actually do feel, think or experience in these ways.

He advocates that discourse analysis is a particular *way* of reading for action orientation (what is this text doing?) rather than simply reading for meaning (what is this text saying?).

The following agenda is designed to guide the reader through the literature review, provide focus, summarize and recap important information, and synthesize the arguments and ideas of others in ways that support the aims of this study. Each topic is amplified in the following sub-headings:

2.5 Empirical, and historical brand records

2.6 Brand definitions in use

2.7 Brand generalities

2.8 Schools of thought on brands and branding

2.9 Theoretical basis for understanding the anatomy of a brand

2.10 Brand research methodologies: practitioner and academic

2.11 Main arguments and outcomes

2.12 Summary

2.5 Empirical and historical brand records

Experience of brands and branding spans the ages and one could be forgiven for assuming that brands are a byproduct of the industrial era, when mass production of products spawned many of today's brand names, such as Sunlight Soap (Unilever) and Model T cars (Ford). But the historical roots of brands pre-date both the industrial revolution, of the late 18th and 19th century, and the era of modern economics widely attributed to Dr. Adam Smith (1723-1790), who wrote *The Wealth of Nations*. Today, the wealth represented by brands exceeds the GDP of small nations; for example brand Coca-Cola is valued at approximately \$70 billion (*BusinessWeek*, 2006). To put this in perspective, that's equivalent to the gross domestic product of a small nation, such as New Zealand, whose GDP converts to approximately US\$75 billion. Brands have evolved to become the most valuable asset a company owns; as much as 70% of a company's asset wealth can be tied up in brands (*The Economist*, 2003).

Historical research into brands does not reveal any particular concatenation of events which lead to the appearance of brands, but it does record instances of early branding examples, as those found on Greek amphora (c540BC), on Japanese *furoshiki* cloth (c710-784AD) and the Old Norse culture of fire-branding (700-1350AD). All were 'signature' marks identifying the maker or producer. In fact, the English word 'brand' was derived from the Old Norse verb *brandr*, meaning to burn; the act of using a red hot branding iron on livestock to identify ownership.

Before the advent of television, brands were simply 'labels' complete, in most cases, with a wonderful and memorable motto, but over time, many brands achieved greater strength from that elusive alchemy of awareness and trust. To view brands across the spectra of economic, marketing and biosocial psychology not only challenges academics and business managers, its multidimensional facets undoubtedly contribute to its complexity and makes the model building approach to market decision making, initiated by Kotler back in 1971, an even greater priority.

Literature indicates that most empirical work with brands is tied closely with the ‘cause and effect’ of behavioral science. An excellent example of this is demonstrated by (Goff, 2006) which studies how charities learn to use branding to create an image in line with their cause. Other examples illustrate the use of different theoretical models such as ‘archetype’ (Wertime, 2002), ‘psychology’ of curiosity (Orth, 2005), ‘associative networks’ (Henderson et al., 1998), and ‘heuristics’ (Davies, 2005). These are just some of the consumer-related techniques which have been explored and their results published in the literature.

Brands are shown to occur in many theoretical settings, the most common ones being: ‘semiotics,’ ‘linguistics,’ ‘communication,’ and ‘economics’. The proliferation of brands and media channels in an increasingly competitive global marketplace creates an environment in which brand literature flourishes. But as specialization grows and brand theory is dissected, the need for synthesis and interpretation becomes greater. It reinforces the conclusion reached by the writer that to fully understand brands, one can no longer rely on just one brand authority; one must read widely.

One interesting brand setting in literature concerns its legal status, where precedents established in case law adds another layer of complexity with statements like “a brand has no legal definition” (Haigh, 2004) which involves “unnecessary intellectualization” (Heerey, 2007). The legal actions taken by Cadbury Schweppes and British Petroleum to defend their respective brand signal colors: Cadbury ‘*purple*’ and BP ‘*green*’ both failed, despite proof of prior registration. Even Queensland University of Technology rushed in to protect its ‘*real world*’ brand mantra from encroachment by Monash University in Melbourne. The ramifications give new meaning to the term ‘brand ownership’, which raises the prospect that consumers are the ones who ‘own’ the image of a brand, leaving its custodians to manage the process and the profits.

The brand setting which is of most interest to the researcher concerns the practice of Advertising, in which the theory (or lack of it) is vigorously debated in a world of art and science. In its active form, the verb ‘advertise’ stems from the Latin *advertere*, ‘to

turn towards,' which is an excellent way of viewing the role advertising plays in building brands. In fact, Schultz & Barnes (1995), note that "without advertising, there would likely be no brands." The gravity of this statement weighs significantly on the notion that the verb brand (to burn or imprint the mark of its owner) is not an asset until it is figuratively brought to life and given meaning through advertising or marketing communication. This inextricable link with advertising acts like an umbilical cord, which nourishes the brand with form and image, as it metamorphoses in the mind of the consumer. The only problem here is that there is no proven theory on how advertising works, let alone how brands work. Coming from a thirty year background in advertising practice, the writer is delighted to embrace Schultz & Barnes (1995) endorsement of advertising being a key driver in brand development, but more recent cases in academic textbooks are already being cited, as in Keller (2003), in which successful global brands like *Starbucks*, have been built with no traditional advertising. This adds fuel to another debate (Buddle, 2006) in which the definition and role of advertising needs closer scrutiny, or accept the realisation that brands can be built on consumer experience, satisfaction and word-of-mouth, without the need for advertising. Either way, it adds another layer of complexity to understanding brands and an expectation of how best to build their equity. On balance, whether advertising is used, or not used, to bring a brand to life, this situation has not diminished the widespread interest which still exists in the symbiotic relationship between advertising, consumers and brands; an interest which goes back over 50 years to a time when Franklin D. Roosevelt, former President of the USA said,

If I were starting life over again I am inclined to think that I would go into the advertising business in preference to almost any other. This is because advertising has come to cover the whole range of human needs and also because it combines real imagination with a deep study of human psychology (AAAA, 1955).

As brands have evolved through history, literature concurs that the core function of a brand is to differentiate itself from its competitors, influence the potential buyer and simplify the purchase decision. The popularity of brand articles in journals (Baker, 1988) and the importance of refining and improving brand theory go hand in hand with the

needs of business, which now places even greater reliance on innovation and branding to succeed in a global environment (Lader, 2005). The prognosis in all these views is neatly summarized in the prologue of Keller's book (2003:xv), "Although the challenges in branding can be immense and difficult, branding is not necessarily rocket science."

2.6 Brand definitions in use

On this subject, the words of two brand authorities say it best of all,

I asked delegates (at a recent conference) to define the word 'brand' and I got 45 different answers. I believe it is true to say that the concept of the brand is neither widely nor consistently understood. It appears that the marketing academics are spending their time trying to break brands into smaller and smaller categories and in doing so, making the concept of branding even more intangible (Greenhill, 1999).

Four years later, brand consultant Robertson (2003) reiterated similar concerns in his keynote address to the Sydney Account Planning Group, saying how "deeply shocked and surprised (he was) at just how much disagreement there was around the table" of distinguished university professors and leading brand experts who comprise the membership of Chartered Institute of Marketing; their objective, to produce a canon of knowledge on brands and branding.

The intangible nature and asset value described in the various brand definitions is further confused in the literature through the grammatical use of the word 'brand' as a noun, verb, adjective and modifier. The plethora of definitions also generates a range of descriptors, such as: *intrinsic and extrinsic offerings* (Gardner, 1955), *consumer's idea of a product* (Ogilvy, 1963), *trade mark* (Oxford Dictionary, 2003), *name or symbol* (Keller 2003), *place indelibly in the memory* (Collins Dictionary 1987), and *mental picture* (WARC, 2003), to name just a few.

This takes the brand from a differentiating name or logotype to one of communicator and mental construct. Jevons (2005) finds that "the term 'brand' is now used extensively in

previously unimaginable areas.” These variations in meaning continue to reinforce the researcher’s decision to use content analysis to deconstruct the components of the brand and to ensure that terminology and meaning of what a brand is and does is not lost in translation, or overlooked through inadequate sampling. For example, the writer found no fewer than 206 brand definitions (Refer Fig. 5.1.3) across 17 different categories within the brand literature.

2.7 Brand generalities

General brand theory is also complicated by context, definition and meaning. Based on Petty and Cacioppo’s communication model (1986), one can see in the literature many peripheral routes of persuasion in play, using the promotion of attractive, contemporary marketing mantras and sexy new paradigms such as *Branded Content*, *Cult Brands*, *Brand Archetypes* and *Invisible Grail* (Appendix 8.10). It is also not surprising that readers place greater reliance on market context and subject interest to decode brand concepts. Petty and Cacioppo explain that such motivation includes factors of personal relevance, need for understanding and personal responsibility; a situation that many empowered marketers must find themselves in as they search for the latest brand concept to gain a competitive edge in a dynamic marketplace. In this situation, brand interpretations engage peripheral route, rather than central route processing, leaving the readers’ mind open to a variety of brand solutions; which helps explain why so many brand concepts flourish in the literature, and that understanding brand strategy, even by experts, depends entirely on context (de Chernatony & Dall’Olmo Riley, 1998).

While over 180 brand definitions have been found to exist by New York consultants *Brand Architecture*, (Bryson, 2004), many are linked to the exchange of extrinsic brand values in return for consumer loyalty which results in feel-good factors or referential status. Kotler (1971:488) notes that “a company seeking to increase its sales must try to understand how buyers see the company’s brand in relation to the competitive brands and what influences their perceptions and preferences for the different brands.” Exactly what influences consumers was clarified by Aaker & Myers (1975:101) who

state that it is a matter of recognizing that, “several multidimensional approaches to the problem of defining more specifically what brand comprehension means” is the key to consumer choice.

One of the first, and still most cited brand definitions, was developed by The American Marketing Association (AMA), in recognition of the brand’s ability to differentiate a product or service offering from that of its competition, describing the brand as a “name, term, symbol or design”. Closely linked with this definition is the generality that “brand ownership” belongs to the manufacturer (Schewe, 1987), (Schultz & Schultz, 2004); a fact now contested in some of the brand papers and books. The lecture given to The British Brands Group by Jeremy Bullmore (2001) took pains to emphasize this point, “products are made and owned by companies. Brands, on the other hand, are made and owned by people...by the public...by consumers.” Another interesting view advanced by Baskin and Earls (2003) proposes a shared involvement in which “brands are *co-created* by the seller and the customer,” and from Shultz & Schultz (2004) again, where the owner and the customer “each plays a part,” where the customer enjoys the value while the owner enjoys the profits.

Despite such challenges to the AMA’s brand definition, it must be acknowledged that the role of ‘brand as differentiator’ has endured for over three decades and is still the most commonly cited in textbooks. But thirty years later, one cannot ignore the fact that the literature yields >138 brand concepts (App. 8.10). The other recurring theme in the literature relates to the fact that brands are confusing, as exemplified by the litany of expressions which punctuate the literature. Examples which attest to this confusion abound, including: *semantic confusion* (McNaughton, 2004), *misused terminology* (Ryder, 2004), *brand complexity* (Admap, 2003), *disconnected thinking* (Howard-Spink, 2002), *disagreements* (Keller, 2003), *fuzzy thinking* (Lieberman, 2004), and the *wide gap between the practical and academic worlds* (Franzen, 1999). Taken together, the literature reveals an incidence of 95 brand related concerns (Refer Fig. 5.1.5) and calls into question why something as intrinsically simple as the brand concept, after centuries of use, could still be causing so much consternation.

2.8 Schools of thought on brands and branding

Brand complexity and semantic differential appear to be directly proportional to the context in which brand propositions are identified (de Chernatony & Dall’Olmo Riley 1997). Their own literature review distilled nine propositions, of which four concepts relate to the role of brand custodian (manager) and five relate to consumer context. Each of the nine propositions sheds light on the chasm seen to exist between managers’ and consumers’ knowledge of brands. In “*Brand Gap*” (Neumeier, 2003) explains why many linear-based brand models, designed to assist brand marketers, are still failing to be understood for reasons of context and complexity. This leaves the writer wondering whether the set objectives to provide clarity and insight are being overshadowed by the particular interests and intellectual prowess of each contributor. It is certainly no surprise why so many brand experts are still challenging various aspects of brand theory, such as:

- *A brand is not a logo* (Neumeier, 2003).
- *The terms brand identity and image are completely misused* (Perry & Wisnom, 2003).
- *The level of disagreement which exists amongst brand experts* (Robertson, 2003), *Chartered Institute of Marketing*, UK.
- *Brands are not made and owned by companies* (Bullmore, 2001), *British Brands Group*, Lecture.
- *A brand itself has no legal definition* (Haigh, 2004).
- *Everyone has a different working definition of brand* (Hill & Lederer, 2001).

Brand metrics vary in structure and detail, depending on the theory or objectives set for their design and application. For example, a business-based brand audit model reflects financial imperatives, whereas a customer-based brand equity model establishes measures for the mental processing required for effective persuasion, imagery, resonance and experience. If there is an issue evident to the reviewer, it is the fact that a holistic

brand model must deal with *both* business and consumer domains, and this is much harder to find in the literature.

On review, it appears that the research findings in journal articles tend to focus on just one aspect of brand theory, but in turn, gain further traction in educational textbooks, which become catchments for multiple schools of thought. Recent literature leaves the researcher with the impression that the language and complexity of some educational textbooks is more likely to inhibit than assist brand comprehension when compared with the clarity and focus found in books which target business managers, such as “*Brand Simple*” (Adamson, 2007) which sets out clear, clean ideas for “a market inundated with brands and branding theories.”

One school of thought on the brand concept, advanced by Davies & Chun (2003), embraces the use of ‘metaphor’ to understand the brand concept. Their work is based on identifying in the literature three underpinning ‘root’ metaphors – (i) brand as differentiating mark, (ii) brand as person, and (iii) brand as company. While this concept down plays the custodial metaphor, it does promote a linear brand model designed to clarify the roles of the brand and provides tangible evidence that its application would promote greater understanding.

Another school of thought, which offers both custodial and consumer views, (Sherry, 2005) involves the triangulation of brand meaning based on “brandthropology,” an over-riding school of thought which manages three overlapping domains of customer experience, involving brand image, brand essence, and brandscape. This approach combines the observable, external characteristics of a marketer’s offering with the customer’s creative engagement of the offering used to reflect their lives; a view which resonates well with the researcher.

2.9 Theoretical basis for understanding the anatomy of a brand

Brand theory imbues the brand with physical attributes as well as anthropomorphic qualities. To test the brand's half real/half virtual state, many variables have been explored in the literature. One finds the intrinsic qualities of the brand discussed in areas such as brand genetics and *brand DNA* (Keller, 2003), mapping and brand *molecules* (Hill & Lederer, 2001), *semiotics* (Percy & Elliott, 2005), *identity, names, symbols*, (Perry & Wisnom, 2003), *architecture* (Sawhney, 2005), hierarchy, *slogans and logos* (Keller, 2001), *economics* (Lipman, 1989), and 'associative network' such as the co-branding of U2iPod (*Product Red*TM 2006).

Roehm (2006) suggests that "Brand theory now asks how can we connect with the community in a really meaningful way?" One needs to observe society, and note how the brand literature records a wide range of psychological and observational research methods which parallel social research, designed to probe and elicit consumer response to brand intangibles such as perception, attitudes, and relationships. This theoretical underpinning helps inform the writer's understanding of how brands and society are intertwined. Given the breadth of enquiry and the diversity of material found in the literature, the writer notes a selection of different methodological approaches used to support each brand study:

- de Chernatony & Cottam (2006) investigate service brands in the UK designing their approach from a 'grounded theory' perspective.
- Arnould & Thompson (2005) reflect on the past 20 years of consumer research addressing the socio-cultural, ideological and 'anthropological' aspects of consumption – a key driver of brand proliferation.
- Thompson (2004) analyzes the 'culture' of brands.
- Muniz & O'Guinn (2001) use 'ethnographic' and computer mediated environment data to explore three brand communities.
- Kates (2003) also provides an 'ethnographic' study of brands used by men in the gay community.

- Clark & Salaman (1998) examine the activities of management consultants in terms of ‘dramaturgical’ metaphor – which helps inform the significant influence consultancies have on brand development.
- Blackston (1992) postulates that ‘consumer-brand relationship’ is analogous to the relationship between two people.

While each empirical study adds to the body of brand knowledge, the findings wrap layer on layer like onion skins around a central point. At its core is the differentiating mark of the brand itself and each subsequent layer represents a mix of custodial inputs and consumer response.

2.10 Brand research methodologies

Firstly, the literature brings one to the inevitable conclusion that there is no common methodology or shared theory by which the brand can be examined, at either an intrinsic or extrinsic level. This lack of agreement was clearly articulated in Keller & Lehman’s working paper for the MSI (2004). Three years later, an editorial comment concerning a paper from Wright et al., printed in *Journal of Marketing Management*, (2007) “reiterates the lack of consensus on the measurement of brand equity and concludes that it is important for management to research agreement about the selection of (an) appropriate model.”

Secondly, the sheer volume of brand research conducted by both academics and practitioners, and the interpretive challenge such a constantly growing body of knowledge presents, is a problem for brand managers and scholars alike. As Bullmore, (2001) wryly observes, “When CEOs try to think about brands, their brains hurt.” To make better sense of all the prevailing research methodologies, the writer subdivides the methodology into two areas, (1) those methods used by brand practitioners and consultants, and (2) those methods employed by academics.

2.10.1 Practitioner

Dealing first with the research initiated by brand consultants and marketing research companies, the output captured in the literature tends to be a mix of syndicated surveys and client assignments. Reportage in literature of top line results is often headlined with provocative statements designed to influence certain publics and no doubt intimidate competitors. Literature reveals that several global researchers provide a range of services including brand equity audits, brand valuations, brand recall and awareness monitors, scan data analysis, which might also include single source options to fuse media consumption with lifestyle and shopping data, but often, little is revealed of the proprietary methodology employed. Past experience also finds many marketing research companies and communications agencies placing great reliance on cheaper forms of respondent recruitment via phone and internet. Another popular method is the use of focus groups and in-depth, monadic interviews, typically used in the evaluation of brand propositions and creative advertising concepts.

One of the most recognized brand equity audits is published annually by BusinessWeek/Interbrand (2006), to record the top 100 most valuable global brands “which evaluates brands much the way analysts value other assets...to represent a brand’s true economic worth.” Other commercial providers of brand research, using similar methodologies, offer competitive research products. Examples include:

- *Vizeum* (80,000 person study, 20 world markets, longitudinal data accumulation).
- *Landor BAV* (Landor Brand Asset Valuator, which maps brand strength – differentiation & relevance against brand stature – and brand esteem & knowledge). Features of *BAV* are 240,000+ consumers, up to 181 categories, 137 studies across 40 countries, providing 56 different brand metrics, using common methodology. The *BAV* data bank now spans eight years.
- Millward Brown Optimor’s *BRANDZ* also provides brand valuations. This service was launched April 2006, and generates data which measures the

contributions brands make to the bottom line, by measuring brand advantage, performance, relevance and presence.

The literature demonstrates that market research companies also apply a range of methods to provide clients with quantitative surveys which are typically administered by a variety of methods such as mail, point of/post purchase, telephone, internet etc. to provide readings on brand purchase, perceptions and brand experience. Diary panels are also used to collect usage and attitude (U&A) data across a repertoire of brands. Other research applications track media effectiveness, mall or lab tests to evaluate brand performance, brand extensions and price elasticity. Brand advertising tests usually employs clutter reels to evaluate communication effectiveness, and usually aggregates correctly ascribed creative content and related feelings and perceptions. Like all research methods, there are issues concerning standardized 'products' and the risk of commoditization.

By sheer weight of importance, what concerns the practitioners of brand and brand-related research, is just as likely to concern the Market Research industry. White (*Admap*, 2007) confirms that "ESOMAR has established a program to try to raise MR's profile and its relevance to top managements," and whether their suppliers are providing the insights that enable their businesses to move forwards. The orthodoxy of question-based research is being challenged as cognitive sciences develop and response rates fall around the world as people resist becoming research respondents. White (2007) adds that "the cost-dictated and convenient 'fix' has been to move much research (methodology) online (...) in cyber-space no one knows if you are a dog." Such concerns add to the issues of efficacy and quality of output.

If one of the aims of research is to provide confirmatory support to management, then one of the more interesting qualitative brand studies is the highly debated methodology of 'neuroscience', which involves non-invasive positron emission tomography (PET) and functional magnetic resonance imaging (fMRI) to study which parts of the brain are active during specific tasks, such as remembering and responding to

stimuli. Coca-Cola was one of several large corporations who trialed this approach at the Mind of the Market laboratory at Harvard Business School. This research *Reading the mind of the market*, (Schenker, 1999) made the cover of *TIME* magazine and although some readers might be alarmed at the notion of having their brains scanned for commercial purposes, the same article notes Professor Kosslyn's reassurance that "the goal is not to manipulate people's preferences, just to speak to their actual desires." Findings indicate that it is possible to predict not only whether people will remember, but also have specific emotional reactions to certain materials.

Page (2005) indicated that US neuroscience company, *Brainwave Science*, works with Millward Brown using their patented electroencephalography (EEG) system which detects the electrical signals emitted by the brain. Page believes this system is unlikely to supplant other more 'conventional' research methodologies, indicating that what one might simplistically view as the 'aha!' response, is in his view what psychologists refer to as context updating. Interestingly, context is the same term used by de Chernatony & Dall'Olmo Riley (1997) to explain the differences in brand meaning amongst brand experts. However, it must be acknowledged that Neuroscience literature is also attracting its share of dissent, as evidenced by "Neuromarketing – brain scam or brain wave?" (*Admap*, 2005) which leaves the reader in no doubt that the efficacy of this methodology is still open to much debate. Supporters, on the other hand, will be delighted to learn that the Allen Institute for Brain Science has already published a 'brain atlas' to look at individual cells (www.brain-map.org).

2.10.2 Academic

Turning now to the work of academicians, one can assume that their methodologies reflect their research interests and specialization. A typical example of such interest is that of anthropologist, John Sherry (2005), a contributor to *Kellogg on Branding*, who employs ethnographic methods to conduct a cultural analysis of branding. As will be seen below, brand researchers have engaged a wide variety of techniques to observe brands, and of all these methods, the writer concludes that qualitative approaches

are favored more often than the quantitative surveys which tend to dominate the published work of consultant organizations. The writer also recognizes that the preference for qualitative investigation aligns closely with the way consumers express brand traits in human terms. Potent brands are said to resonate with, and identify, those consumers who embrace these brands with a loyalty and trust usually given only to one's best friends.

As brands have become an inseparable part of society, it follows that research methods used in social research can also be found in brand research. The same question researchers ask of social research, applies equally to the brand world, as to "whether the social world (and brands) can and should be studied according to the same principles, procedures, and ethos as natural sciences?" (Bryman, 2004:11). Unlike the laws of universal certainty which occur within the natural sciences, the apparent irrationality observed within society provides the researcher with a real challenge. For example, when consumers were interviewed to analyse the presenter used in advertisements, Stern (1991) adapts literary theory to explore the advertising 'who' by turning to dramaturgy and narratology theory to formulate a trichotomy of advertising view points. Arnould & Thompson (2005), adapt historiography to analyze the historical and institutional forces that shaped the marketplace and changes in advertising for iconic brands. Plummer (2004) uses archaeology to 'uncover' brand associations, memories, perceptions and symbols "*buried*" in the minds of consumers. Kinsella & Benson (2005) even go to the extent of leveraging the science of momentum, using Newtonian physics, to discover that "the resonance and momentum is real for the authors and for their readers." Kinsella & Benson believe their methodology would be of value for managers of brands which are experiencing momentum.

Another common method, already mentioned in the previous section, is the popular use of focus groups (Molesworth, 2006), to interpret brand salience, performance and imagery and to learn through moderated discussion, the feelings, attitudes and perceptions consumers convey about brands at conscious, semi-conscious and unconscious levels. The over-reliance placed on the ubiquitous focus group, particularly

in consumer behavioral studies concerns some researchers, such as Gerlsbeck (2006) who notes that research isn't necessarily the problem, doing research badly is. Applied sensitively, focus groups still form part of a multi-method approach, as Runyan & Huddleston (2006) demonstrate in their study which looks at the use of branding to get customers to go downtown for their shopping. Limitations and problems of focus groups include the contrived situation which restricts honest conversation, moderator style contributing to bias, group domination by individuals and issues of accuracy in transcription (Daymon and Holloway, 2002:198).

Analytical methods in brand literature also abound, from case analysis (Dong & Helms, 2001), to theoretical and empirical analysis (*JMR*, 2006), which may also involve segmentation and cluster analysis (Dubow, 1992), content analysis (Schutte, 1969) or meta-analysis (Heath & Chatterjee, 1995). Academic research also makes great use of the hierarchy of effects (Keller, 2003), psychology (Schiffenbauer, 2001), affective and cognitive response, low involvement processing (Heath, 2003), and linguistics (Lowry & Towles, 2003). Again the wealth of information is overwhelming and there is little evidence to suggest that brands and branding will not continue to be the most investigated topic in marketing communication for many years to come.

2.11 Main arguments and outcomes

One can easily deduce from the vast body of literature why so many authors feel the need to deconstruct the brand and advance new viewpoints and theories, but in doing so, they continue to contribute to its length and complexity (Calder, 2005). If the main argument holds that brands are still being misunderstood, then it is surely not for want of adequate information. The more likely prognosis is that the oversupply of theories and supporting data is working against the overall objective to help brand stakeholders clarify their view of the brand and the role it performs in society and business; a point made abundantly clear in de Chernatony & Dall'olmo Riley's paper "The chasm between managers' and consumers' views of brands" (1997).

The other main argument which is yet to be fully accepted in literature concerns the issue of who owns the brand? Informed debate suggests that while products are created and owned by companies, brands are created in the minds of people, where ultimate ownership also takes place. The thematic approach used in this review (App. 8.10) provides compelling evidence that the brand suffers from a depth of detail and breadth of interpretation which is often misplaced through context, or worse, is misunderstood. Similarly, the writer finds examples of equally complex, and usually linear-based models, which tend not to reflect any new findings about the brand, but do endorse the need for a more holistic interpretation of the literature, to ensure that the *totality* of the brand does not fracture on reasons of definition or self-interest.

Another important outcome of this review relates to the writer's previous professional role as a brand strategist and advertising practitioner. The knowledge acquired is used to interpret and refine the world view of the literature, and recognize that there are many voices calling for clarification of the brand concept and all that it represents as the world's most valuable business asset. The researcher recognizes that swimming upstream against the flood of brand information might seem unusual, given the prevailing trend in literature to take the brand downstream into many distributaries of specialist knowledge, but the literature overwhelmingly suggests that subject clarity has not yet been achieved, and a return to the basic principles of the brand might assist the aims and objectives set for this dissertation.

2.12 Summary

To pause and reflect on the advice offered by Willig (2001) on discourse analysis, one asks oneself, what is all this literature *doing* for me the researcher? What action will come from the *way* in which this review has been conducted? Before answering, the writer is again reminded of the Japanese approach, known as *nemawashi* or 'digging around the roots of,' as practiced in consensus management, and during this contemplative phase one may ask, "I seek not the answer, but merely to understand the

question.” In this light, the writer also pays tribute to Dr. Ernest Dichter (1964), with his now famous utterance “always question the question”.

One of the set questions for this research asks: is the source of brand disagreement related to the definition of what is meant by a brand? (Keller, 2003), or is it all to do with context? (de Chernatony et al. 1998). The answer which emerges from this broad literature review finds that “context” not only frames brand meaning, context also determines brand definition, and all the various roles it fulfills for consumer and custodian alike. Since everything in the world is branded, it is no surprise that this deceptively simple, five letter word ‘Brand,’ lies at the heart of all creative advertising and marketing communication today. The world’s largest marketing conglomerate *WPP* also endorses this view, in their last annual report, saying that “clients are increasingly coming to the view there is only one way to compete – through innovation and branding” (Lader, 2005). If this view is given the undoubted priority it deserves, surely there is an overwhelming need to simplify the brand and thereby, improve both the clarity and understanding of its role in business. In turn, this may also lead to greater standardization of research methodologies (Richards, 2006).

It would be an oversimplification to interpret from the literature that academics do not acknowledge the existence of some misunderstanding surrounding brand principles. Keller (2003) notes that “disagreements about branding principles or guidelines often revolve around the definition of what is meant by a brand” and perhaps of even greater moment, is his realization that “brand management may be more difficult than ever,” and why Schultz & Schultz (2004) were motivated to write their book “Brand Babble: Sense and Nonsense about Branding”. Therefore, given the prognosis that brands are inextricably linked with consumers and business success, the priority for managers to understand brands will only heighten in importance.

Before concluding this section, the writer also needs to acknowledge some other disagreements associated with the brand. Examples include the oddity of why brands are depreciated in a company’s books of account, while the marketing investments made by

the same organization result in appreciating brand equity. One of the most recent disagreements the writer noticed contests whether brand communication based on one single word, thought or idea is a more effective strategy than a brand facet approach (i.e. a mix of attributes). Larry Light, CMO of McDonald's (2004) describes the latter technique as "*brand journalism*." The roots of this most recent debate stem more from the business community, than they do from academia, which reinforces the researcher's objectives to provide a better working model of the brand concept for all stakeholders.

In summary, it is hoped that this literature review has successfully synthesized many of the ideas and arguments of the authors encountered by the writer, and provides the reader with a clear understanding of the intellectual and expert viewpoints and positions on offer. To go back to the start, the writer's mission is to investigate the brand portrayed in the vast body of the literature; then through its reorganization and synthesis, to design a visual construct, or mental model, which aids the understanding of all stakeholders.

3.0 METHODOLOGY

Objectively and systematically identifying specified characteristics of messages

3.1 Introduction

The purpose of this section is to explain how and why the use of ‘content analysis’ satisfies the aims of this enquiry, and why the decision to employ this methodology was made only after a detailed review of all the methods available within secondary analysis.

Prior to discovering that the literature review contained a higher than usual incidence of definitions and confusion surrounding brands and branding principles, the researcher was at first predisposed to primary research methods to investigate the characteristics of brand equity and the effect provenance plays in its valuation. But the aims and methodology changed markedly, following the literature review and the discovery of the surprising level of extant brand complexity and confusion. As a result, the aims of the research were revised as detailed under section 4.1 of this thesis, and advice from the writer’s research supervisors, who recommended the exclusive use of secondary sources; firstly because the Capital Territory would be unlikely to yield an adequate sample of brand experts, conversant with the subject for “oral or written testimony” (Berg, 2004). Secondly, the potential sample size capable of being drawn from the ACT region would not represent the diversity of viewpoints, or similar level of expertise which populates the literature; not to mention the practical limitations imposed as sole investigator for this study.

A more workable solution was to be found in secondary analysis on the pretext that it would be more productive to analyze the large body of available data, rather than collect new data. This provides the researcher with the ability to study both qualitative and quantitative data, which could be drawn from a cross-section of documents, including: textbooks, encyclopedias, historical records, journal articles, newspaper articles, and

conference proceedings. The selection was confined to English language literature with the foreknowledge that most of the world's first commercial brands evolved in the USA hand in hand with the establishment of the world's first advertising agencies. While it is acknowledged that published brand literature in, for example European, LatAm and Japanese languages exists, the writer's previous global advertising experience proved that brand and branding principles are universal with the obvious exception of cultural and national influences.

3.2 The brand in a social context

Literature records that advertising has been more influential in building brand equity than any other channel of communication; a process which cannot be performed without consumer acceptance, in whose minds, brand image and reputation are vital components of success. Such perceptions on the need for consumer buy-in are well illustrated in a blunt criticism leveled at the *Starbucks* brand by its chairman, Howard Schultz, who recently sent a memo to his senior executives claiming they were risking their brand equity through "opening too many sterile, cookie-cutter stores that lack soul and authenticity," (Ward, 2007). These and many other brand attributes, variously held by *Starbucks* customers, is but one example of the importance organizations attach to brand perception and reputation, particularly as it relates to the value of their brand. It also demonstrates to the researcher the importance of understanding the role brands play in society and the notions of structure (societal setting) and agency (brand communication) to provide a better understanding what a brand is and does.

Social research investigates social life itself, and the fundamental question posed is "whether the social world can and should be studied according to the same principles, procedures, and ethos as natural sciences?" (Bryman, 2004:11). Such research employs different perspectives which look at the outer and inner world of human behavior, 'empiricism' and 'realism (May, 1998:10-12). One such view contends that 'facts' on the social world can be gathered independently of how people interpret them, and another argues that the knowledge people have of their social world affects their behavior. Such

thinking inevitably leads to what Habermas (1984) refers to as ‘bridge building’ which attempts to fuse the twin aims of ‘how’ (understanding) and ‘why’ (explanation) in social context. The desire to synthesize these perspectives results in the epistemological issue that social science is not the same as natural science, and that concepts are relative to time and place. This closely parallels the perspective marketers and advertisers have on the study of brands in society for which there is no universal law or scientific explanation. What appears to be acceptable knowledge is one based more on wisdom and learning than one of scientific discovery.

Unlike the *laws* of universal certainty which occur within the natural sciences, the apparent irrationality observed within society provides the researcher with a real challenge: how to make sense of relationships that embrace both individualistic traits with herd mentality. What has been determined from many studies, particularly during the last two decades, is that ‘social life operates within fairly regular patterns’ providing the opportunity within an applied context to develop theories ‘about various patterns, concepts, processes, relationships, or events’ (Berg, 2004).

While the predominant methodology of choice amongst social researchers appears to favor quantitative data for its apparent precision and respect, there is also a significant school of thought that embraces the insight and depth gained from qualitative research, using a range of techniques including: interviewing, focus groups, ethnographic field studies, and sociometry. Such excursions into private lives opens the researcher to a raft of ethical issues, the causes for which, it is claimed, was originally provoked through biomedical research practice, rather than the work of social scientists. Without doubt, the fulcrum around which such ethical issues are assessed must be the potential risk or human harm weighed against the potential knowledge and benefits derived from such study.

Being aware of these debates and the place of the researcher within them, not only shapes schools of thought on how best to understand the social world, it also informs the students of social research that research ideas and theory cannot be simply separated from

methodology and practice. During the writer's professional career, consulting with marketing communication professionals and research practitioners, it became evident that determining competitive strategic advantage relied heavily on primary research. In an ideal world, where time and money is manageable, a sequential quantitative-qualitative-quantitative methodology stream provides the most valuable insights. In many instances, the first quantitative study is devoted to the secondary analysis of "existing historical information or data that were previously collected and assembled for some earlier research problem or opportunity situation other than the current situation" (Lukas et al, 2004).

Such practice can also include the correlation of company data with official statistics that look for hidden patterns in a group of data. Marketers euphemistically refer to some secondary analysis, or re-analysis, as 'data mining' with the same level of anticipation that drives mining companies to rework old ore fields to optimize yield.

3.3 Methodological perspectives

Given that *primary* analysis of data in a research study is the original analysis, it follows that *secondary* analysis is the reanalysis of data. Glass et al (1981:21) indicate that secondary analysis is used for the purpose of either answering the original research question using better statistical techniques, or to answer new questions with old data. Glass notes that some methodologists treat secondary analysis with more zeal than that of primary analysis, an enthusiasm no doubt propelled by the cornucopia of empirical enquiry which, as Glass (1981:11) laments, "(finds) the house of social science...strewn among the scree of a hundred journals and lies about in the unsightly rubble of a million dissertations." A similar profusion of enquiry is observed in the field of brands and branding with all its attendant inconsistencies and mix of art and science.

Literature notes that the key to using different methods of secondary analysis depends on whether the researcher chooses to reflect pre-existing documents and data at face value, from the public domain to provide historical insights (Hodder, 2000), or

whether the intention is to generate new knowledge or new hypotheses through the *re-analysis* of the data. In this regard, Bryman (2004:447) provides a useful framework in understanding the nature of secondary research by comparing the deductive approach with the inductive approach, in which observation and findings can revise a given theory. Key words common to definitions of secondary analysis include: reanalysis, rework, new knowledge, new hypotheses, additional to the original, or as Hakim (1982:1) states,

...any further analysis of existing data set which present(s) interpretations, conclusion of knowledge additional to, or different from, those presented in the first report on the enquiry as a whole and its main results.

A more succinct definition is offered by Houston (2004) “Shed new light on or provide corroborating evidence to established streams of research.”

3.4 Secondary analysis case on brand extensions

“Do we really know how consumers evaluate brand extensions? Empirical generalizations based on secondary analysis of eight studies.”

Bottomley, Paul A., & Holden, Stephen J.S. *Journal of Marketing Research, (JMR)*, 00222437, Nov2001, Vol.38, Issue 4

This study uses a comprehensive data set containing not only the data from the original brand extension study, but also seven replications around the world. And unlike the somewhat private world of agency reviews, research on brand equity and brand extensions has been, and continues to be, of substantial interest. The original work conducted by Aaker and Keller was considered to be a seminal article in this area, given that 92 other published studies cited their work, according to a search of the Social Science Citation Index (2001). The authors based their secondary analysis on eight data sets and had to deal with the two challenges of *multicollinearity** of data and development of generalizations (*defined as a correlation between two variables of 0.8 or higher). After giving consideration to different methodologies such as ‘vote counting’ and ‘meta-analysis’, the final approach employed secondary analysis, or reanalysis of the original data sets, generalized across three separate domains – across studies, across individual

brand extensions and across cultures. The replications and extensions called into question the empirical generalizability of Aaker and Keller's original findings in several areas and recommended that the evaluation of brand extensions should be revised in the light of the reanalysis.

3.4.1 Secondary analysis strengths and weakness

Strengths:

- Freedom to pursue interests which are distinct from that of the original work.
- Benefits from existing data utilization (i.e. convenience, cost and time analysis).
- Opportunity for longitudinal analysis
- Reanalysis may offer new knowledge, or support existing theories

Weaknesses:

- The wealth of the setting and resultant classification challenge
- Finding the "right" variable (Katz, 1992)
- Limitations and biases (Hammersley & Atkinson, 1995 in Daymon 2002:220)
- Validity and appropriateness (the "comes close" factor)
- Compatibility of data
- Complexity of reporting – study design, methods, issues

Although there is now a growing interest in reusing qualitative data, the approach has not been widely used in this application. Of all the weaknesses attributed to secondary analysis, its contestability in social literature is the major concern. Theoretic schools of thought in literature all acknowledge the levels of criticism and limitations associated with secondary analysis. Such criticisms are undoubtedly heightened in the context of social research because the value judgments are being made about people, both positive and normative in what is, or what ought to be; whereas limitations held over

secondary research in marketing communications tend to relate more to authenticity and credibility issues.

In contrast, textbooks and journals are one place where secondary analysis gains much respect and much use is made of citing other researcher's work to provide mutual confirmation of measures and validation of findings. Such collegiality does not appear to gain the same level of respect amongst practicing marketing researchers, drawing the possible conclusion that contestability is more of an issue in commerce and Government.

3.4.2 Contestability and limitations

The use of data which has already been collected, and already analyzed by someone else, exposes secondary research to the concept of grounded theory "on the premise that the strategies and products of research are shaped from the data rather than from any preconceived theoretical frameworks and hypotheses" (Daymon & Holloway, 2002). As such, this reflexive approach to research opens the findings to potential reading inaccuracies and misconceptions.

Strauss (1987:55) discusses the *misconception* surrounding the development of grounded theory and as Berg (2004:272) puts it, such theory "is an entirely inductive process, that does not verify findings, and that it somehow moulds the data to the theory, rather than the reverse." This places limitations on the value of the research findings, discussion, leading to the recommendation to develop a simpler multi-dimensional construct of the brand. With this foreknowledge, the writer endeavors to provide balance and objectivity by firstly, ensuring a broad literature sample taken over the last decade, not just the last year or two, and secondly, by ensuring discursive analysis has an holistic overview, and is not limited to narrow interests or theories.

3.5 Preferred methodology

According to Frey (1992:194) Content Analysis was originally developed to study the messages embedded in mass-mediated and public texts, such as public speeches. He also cited Dovring's (1954-1955) work in which eighteenth century Swedish scholars were known to have used secondary analysis to count the number of religious symbols in a collection of hymns to see whether they were preaching against the church. Today, Frey (1992) defines content analysis as the systematic enquiry "to identify, enumerate, and analyze occurrences of specific messages and message characteristics embedded in communication texts." In a similar vein, Lowry and Towles (1989) replicated an earlier 1979 study of the sexual behaviors on the (TV) soaps only to find "a substantial increase in sex between unmarried persons and a norm of promiscuous sex, with few attendant consequences." (One wonders whether Lowry and Towle's methodology is being revisited to evaluate the behavior portrayed in today's reality TV shows like *Big Brother* and *Desperate Housewives*).

Adams & Scharneveldt (1991:299) defines content analysis as "a systematic process of locating words, phrases, ideas or meanings that fit into the codes". Useful to the writer is a point made by Krippendorff (1980) in that content analysis "involves sensitivity to context and symbolic forms" and its ability to "cope with large volumes of data". Given that brand literature now represents >138 concepts (Refer App. 8.10), more than 80 definitions (Bryson, 2004) and "a marked increase in the subject of branding (...) leading to a plethora of different definitions and approaches" (Baker, 1988:387), this analytical technique is ideally suited to the subject research, particularly given the 'context' and 'large volumes' of the data.

3.6 Content analysis case relevant to the investigation of brand literature

"Trends in advertising research: a look at the content of marketing-orientated journals from 1976 to 1985."

Yale, Laura; & Gilly, Mary C. *Journal of Advertising*, Wntr 1988, v17 n1 p12 (11).

This paper is a good example of longitudinal research inasmuch as it studied the content of 10 years of advertising research in six marketing-advertising journals to determine the direction in which their journal editors, reviewers and authors are taking the field of advertising research. The purpose of the study was to document and analyze, via content analysis, the published articles in advertising research appearing in six major advertising/marketing journals from 1976 to 1985. The authors claimed that unlike other retrospective studies, few had utilized the systematic unobtrusive method of content analysis. Instead of reading every article within the population, a more time efficient means of selection was to consult journal indexes. A total of 907 journal articles were identified and the output grouped into six mutually exclusive advertising research categories. Of these, 632 articles were designated as empirical. Yet, what amazed the writer was the fact that 43% of the articles contained content classified as *advertising practice*, and yet the editorial bias appeared to exclude industry practitioners altogether, other than those captured under the generic category of ‘researcher’. Also interesting was the ‘hidden’ information within the “other” category which highlighted under-researched areas such as client services. The lesson learnt in this case confirms the use of Content Analysis as the ideal methodology of choice and if journal indexes can be analyzed for appropriate content, so can journal titles; details of which can be seen under section 5.1.2.

3.7 Review of alternative secondary methodologies

Unlike the quantity of examples found in social science research, relatively few secondary research examples exist in advertising and brand literature, suggesting to the writer that in the highly competitive world of brand communication, marketers place greater reliance on empirical methods, as proven below in Yale & Gilly (1988). Notwithstanding this limitation, the following examples are instructive for the purposes of this study and the writer will review several examples, including the relative strengths and weaknesses of each approach.

3.7.1 Document analysis

In a social context, Berg (2004) discusses document analysis, or *historiography* (Denzin, 1978) as a reconstruction of the past from such information or data which is accomplished through the use of coding frames; a sorting process to organize the data and identify findings. May (1997:160) notes that while many definitions of documentary search are narrow in scope, John Scott's (1990:12) definition allows a broader interpretation:

“A document in its most general sense is a written text...writing is the making of symbols representing words, and involves the use of pen, pencil, printing machine or tool for inscribing the message on paper, parchment or some other material medium ...including ‘files’ and ‘documents’ contained in computers...where the containment of the text is the primary purpose of the physical medium”

To this list one can also add photographs, evidence left at a crime scene, accretion measures like material deposits in archaeological records, etc.

Literature on the ‘classification of documents’ is divided into primary sources (written by those who actually witnessed the event), secondary sources (after the event) and tertiary categories such as indexes, abstracts and bibliographies, which are then recognized as public or private documents and finally, those from solicited and unsolicited sources. Public documents, particularly those produced by national and local governments, represent the largest category within this definition.

In marketing communications, documents produced by other people can provide a rich source of supplementary or primary evidence and can stand alone as a research technique. Sources include: written documents, visual records, internal marketing communication documents and company statements, press cuttings, reports freely available in the public domain. One advantage of document analysis is the ability to cover much longer time spans than would normally be possible during direct observation. Though valuable, Daymon & Holloway (2002:217) cautions the researcher on not simply

taking the data at face value without interpreting and triangulating the evidence against other data sources. However, the moment the researcher chooses to re-analyze secondary data which has already been collected, and possibly also analyzed by someone else, then Daymon states that “you are undertaking secondary analysis.”

3.7.2 Document analysis case on brand language

“The semantics of branding.”

Schutte, Thomas F. *Journal of Marketing*, Vol. 33 (April 1969), pp.5-11.

A journal article based on “Brand Policy Determination,” Cook, Victor J, Jr. and Schutte, Thomas F. (1967).

For the writer, this study holds particular interest in that as far back as 1969, Schutte’s analysis confirms “*the semantic confusion (in branding) resulting from imprecise marketing language.*” Schutte also noted that this language barrier became most apparent when analyzing the content of branding practices and policies of manufacturers and distributors derived from his study of the trade at the Marketing Science Institute. He claimed that one of the dangers this set of terminology and respective classification schema brings is for the user of the data to take the statistics out of context. Another case Schutte highlighted concerns the confusion caused by improper definition of branding terminology found in a 32 page report to an appliance manufacturer, prepared by three well-known consultant professors, in which the statistics either understated or overstated brand share data based on inadequate definitions. Such descriptors risk being only fully comprehensible in the material situations in which they are spoken. The analysis proposed a framework around which appropriate marketing terminology in branding might be determined. The author hoped his analysis would serve as a stimulus to adopt standardized language in order to facilitate and advance marketing communications and research. Given the continuing multiplicity of brand definitions and misunderstanding associated with the brand today, it is frustrating to see the time it has taken for Schutte’s advice to be heeded, but the analysis does provide further

confirmation that an appropriate framework or context would benefit the understanding of brand terminology.

The following summary briefly assesses the methodological value of applying *document analysis* to writer's own brand research objectives:

Strengths:

- Information contained is accepted without question as 'fact.'
- The document stands as the arbitrator of these 'facts.'
- Provides understanding through the construction of 'what happened.'
- Documents are interesting for what they leave out, as much as for what they contain.

Weaknesses:

- The question of authenticity and credibility, representation and meaning.
- A document cannot be read in a 'detached' manner in order to engage meaning embedded in the document.
- Differences in meaning can be derived by different readers (*hermeneutics* – the theory and practice of interpretation (May, 1998:14) which draws into contention the process and context in which the document was produced and the relationship between author and document.
- In the area of marketing communication documents, Daymon (2002:220) notes that "it is difficult to generalize about PR and marketing communication documents...inevitably political and subjective;" (Note the absence of the word 'advertising').

3.8 Meta-analysis

Enter the role of ‘the synthesist.’ The term meta-analysis is often used as a synonym for research synthesis. As if more proof was needed as to its value, the third edition of *Synthesizing Research* Cooper, H. (1998) attests to the fact that research synthesis is no less creative than primary data collection to help make sense of many related, but not identical studies. The variables in the study of social science are first given conceptual definitions (such as achievement) and then an operational definition (the conditions that produced the concept). Cooper (1998:14) notes that “synthesists have the comparative luxury of being able to evaluate the conceptual relevance of different operations as they appear in literature.” However, in multiple operations, synthesists must be aware of the ‘fit’ between concepts and operations and the potential incongruities that may arise (such as broad vs. narrow definitions which may evolve over time).

Back in the 1940s and 1950s, styles of research integration evolved from chronologically arranged narratives through to complex data sets. While the term *integrative analysis* of research might have served to describe such methodology, meta-analysis quickly became part of the researcher’s lexicon in the 1970s and was described by Glass et al (1981:21) as “data analysis applied to quantitative summaries of (many) individual experiments”. In Kaplan’s (2004) textbook on the social sciences, a chapter devoted to meta-analysis co-authored by Konstantopoulos and Hedges, (2004:281) provides an introduction to a statistical technique which uses numerical organization to extract information from large masses of data that are nearly incomprehensible by other means. They added that “the sheer volume of research related to many topics of scientific or policy interest (served) to exploit what is known and focus research on promising areas” (see also Garvey & Griffith, 1971). While the term *meta-analysis* is used to connote the entire process of quantitative research synthesis, it is now the statistical component for which it is more recently known.

Glass et al (1981:93) notes that “meta-analysis provides for the statistical integration of empirical studies of a common phenomenon.” The output or summary of this kind of analysis is measured in *effect size*, a quantitative index which reflects the magnitude of the association between variables of interest in each study. Konstantopoulos & Hedges (2004:282) explain that “the effect size indexes used in social sciences will fall into one of three families...the Standardized Mean, the Odds Ratio and the Correlation Coefficient.” The example they give to illustrate these indexes involved gender differences in spatial ability. Other social illustrations found in Glass (1981:26-68) include the meta-analysis of the effects of psychotherapy on asthma, the effects of psychotherapy on alcoholism and the effects of school class size on learning achievement; the latter issue which still preoccupies tertiary educators today.

The key to any meta-analysis ‘of what the research says’ lies in the quality of the literature from primary and secondary sources. Because the landscape of literature is so vast and the search, no matter how ambitious, unlikely to find *all* empirical research on the topic, it is important to fairly represent the population of studies on the particular topic and categorize sources. Almost every primary researcher and research synthesist begins an enquiry with some expectation of its outcome. The goal is to provide an impartial, quantitative description of the findings. In meta-analysis, the validity of measurement relies on the meaning of a coded or measured characteristic, including clarity of definitions and adequacy of reported information. However, in research syntheses, protections against expectancy bias are fewer and less foolproof. By way of counterbalance, Turnbull (1973:13) notes that:

The reader is entitled to know something of the aims, expectations, hopes and attitudes that the writer brought to the field with him, for these things will surely influence not only how he sees things but even what he sees.

This provides a timely reminder for the writer, whose previous industry practice has the potential to influence outcomes from this investigation.

3.8.1 Meta-analysis case on advertising, one of the recognized brand building tools.

“Is advertising too emotional?”

Picot-Zane, Leslie

Brand week, 10644318, 1/9/2006, Vol.47, Issue 2.

This example looks at the perspectives and commentary resulting from a meta-analysis of eight advertising research studies conducted by The Center for Emotional Marketing which demonstrated that advertising which provokes a strong emotional response without providing sufficient product information often breaks through the clutter, but is unlikely to change behavior and increase market share.

As an aside, one wonders about the quality and need for this meta-analysis, given the number of outstanding advertising effectiveness results achieved and chronicled over the past two decades, by both the IPA (Hoad, 2005) and the AFA (Thomas, 2005), many of which utilize advertising built on powerful emotional high ground.

To be fair, the author does advance a sensible, if not well recognized solution, i.e. that “advertisers and their agencies need to strike a balance with campaigns that integrate product information and emotion”. While the ‘head and heart’ appeal is nothing new to industry practitioners, the fact that such advice required a meta-analysis of eight advertising research studies to prove its point demonstrates the interest in bringing a more scientific focus to this well trodden topic.

The following summary briefly assesses the methodological value of applying *meta-analysis* to writer’s own brand research objectives:

Strengths:

- Enriches our understanding of the cornucopia of research literature in ways that the unaided human mind would be unable to comprehend.
- Meta-analysis is quantitative and seeks useful generalized conclusions.

- Provides statistical analysis of the summary findings of many empirical studies.
- Aims for practical simplicity.
- Does not pre-judge research findings in terms of research quality.
- Avoids the whims and idiosyncrasies of individual researchers (Glass et al. 1981, pp11-23).

Weaknesses:

- Characterized by some as “averaging effect sizes” (Glass, 1981:23).
- It mixes findings from studies that are not the same.
- Not a technique but rather a perspective that uses many techniques.
- May use data from “poor” studies.
- Selection bias in reported research.
- Issues still exist related more to the quantitative process than inappropriate synthesizing procedures (Cooper, 1998:107).

Note: Meta-analysis should not be used when syntheses have other foci or goals or when a series of studies does not address an identical conceptual hypothesis.

3.9 Data Mining

A methodology for the re-analysis of vast repositories of data is Data Mining designed to make sense out of large, complex data sets. In *Advanced Methods for Knowledge Discovery from Complex Data*, Bandyopadhyay et al, (2005) defines it “as the process of discovering interesting, previously unknown and potentially useful patterns from large amounts of data.” Data mining employs algorithms to extract patterns from data classified in two categories: descriptive and predictive. Domains in which data mining is used include: spatial data, multimedia data, time series, web and biological data. Typical applications include many social situations, such as the information hidden in thousands of supermarket transactions, management churn and implications for

recruitment, conditions which predict bankruptcy, academic/practitioner divide in marketing education and curricular relevancy, and improving patient satisfaction.

3.10 Summary position on selected methodology

To return to the “fundamental problem” Chalmers (1982:1) provides a partial answer as to how society should be studied with the caution that “scientific knowledge is proven knowledge.” Or put another way, “personal opinion or preferences and speculative imaginings have no place in science” (May, 1998:8). The degree to which secondary analysis allows for such interpretation undoubtedly places limitations on its value, but not our quest to better understand social life itself, or the need to simplify the complexity of brands and branding which society holds in such repute. A precedent has been established in support of this argument through de Chernatony & Dall’Olmo Riley’s investigation of: “The chasm between managers’ and consumers’ views of brands: the experts’ perspectives,” *Journal of Strategic Marketing*, 5 1997:89-104. The researcher proposes to use this paper for guidance and inspiration, but not as a template for replication.

On balance, secondary research methodology appears to provide more strengths than perceived weaknesses, so long as the limitations, bias and validity can be reconciled in the mind of the researcher and recipient. But given the vast amounts of data, growing exponentially each year with the rush to digitize documents and recorded knowledge, the incidence and need for secondary analysis, even at a qualitative level, will undoubtedly continue to grow in interest and importance.

Of the alternative secondary analysis methodologies, the appropriateness of content analysis to locate words, ideas or meanings that fit into codes involves sensitivity to context and symbolic forms, and best suits the research aims when compared with other secondary alternatives. This conclusion was reached after acknowledging that document analysis is more suited to the ‘classification of documents,’ meta-analysis to

'quantitative summaries of data sets', and data mining for 'algorithms to extract patterns' from large amounts of data. After evaluating the most relevant methodology, the next section outlines the research objectives, sample composition and methodology for this thesis.

4.0 RESEARCH OBJECTIVE AND DESIGN

4.1 Research objective and design for content analysis

As stated earlier under “Purpose of the study” (1.4), the objectives take aim at the nexus of brand disagreement, the plethora of brand terminology and the need for a simplified brand model. Content analysis of the brand literature will accomplish this through a set of *coding frames*, to organize the data and to make inferences for the encoding process as to the possible causes or antecedents of brand communication. Each frame is designed to provide a layer of information about the nature of the brand, as indicated below:

1. The first subdivision identifies and captures relevant literature for investigation by using the key words: brand, branding and brand communication.
2. The second subdivision categorizes the typology of the brand by modifiers (e.g. brand personality, brand experience, brand extension).
3. The third subdivision categorizes brands by the incidence and differences as expressed in definitions and phrases which discuss the role, or function of the brand in marketing communications.
4. The fourth subdivision captures the incidence of concerns held for the brand (e.g. terminology, complexity, confusion and understanding).
5. The fifth subdivision categorizes the range and purpose of brand schema (theoretic models) and/or structural metaphors offered in the literature.
6. The sixth and final stage reviews the findings and implications on how the brand asset might be better managed and understood.

This approach provides the best way of unpacking and analyzing the layers of meaning embedded in each ‘frame’ of information, and following the *decoding* process, permits the researcher to draw inferences on the nature of the brand, as to its effects, more in terms of where this body of knowledge points to, rather than simply translating what it is saying.

In summary, the research takes a longitudinal path, which purposefully enquires into the last decade, a period of highest recorded literary count in brand-related literature than at any other comparable time (*Admap*, 2004). The design is based on the model in Holsti (1969) as illustrated below (Fig. 4.1). The output from this research is intended to inform the design and construction of a simplified, multi-dimensional brand construct or model, the two elemental components of which reflect both sides of the brand equation (consumer and custodian) and choice of thesis title *The Dyadic Brand*.

Fig. 4.1 Brand Research Design

Source	Encoding	Channel	Messages	Decoding	Recipient
Who?	Why?	How?	What?	Effect?	To whom?
Brand custodians: experts, academics, consultants	To prove complexity & nature of the confusion	Review 'currency' of concepts, definitions & schema	Brand character, domain & dimensions	Synthesize data, discourse analysis & inferences	All brand custodians - managerial implications

4.2 Sample and importance of cultural relevance

Given the ubiquity and breadth of available brand literature peaked during the last ten years, the issue concerning the adequacy of the sample selection arises as those articles being conveniently available to the researcher which would serve as a retrospective of the published work. As mentioned earlier in the literature review, the problem is not where to find brand literature, but how best to represent all brand constituencies of brand practitioners and academicians. Articulating the details of preparing the sample is crucial to the value of the writer's thesis, as the findings are not based on primary observation, but solely reliant on the advantages of secondary research, using content analysis to systematically decode the meaning of what a brand is and what it does.

An excellent paper which explains the importance of sampling literature can be found in Yale & Gilly's (1998) examination of the "Trends in advertising research: a look at the content of marketing-orientated journals from 1976 to 1985." In their case, the decision to opt for "depth of analysis, rather than breadth of journal inclusion" was driven by the desire to make a large task more manageable and time efficient. On this premise, Yale & Gilly chose all advertising-related articles contained in all the issues published by just six different marketing-orientated journals during the decade in question. They secured a total of 907 advertising articles.

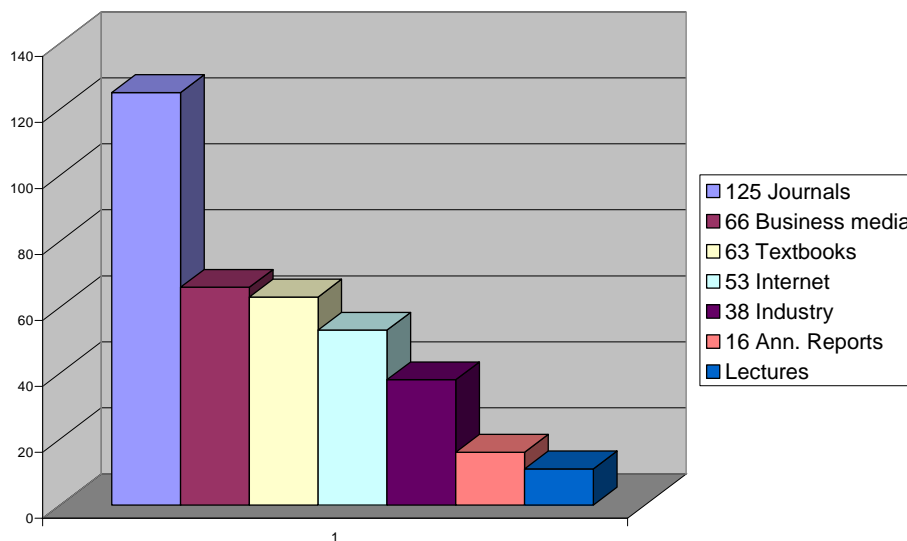
In order to represent all brand domains, the selected brand literature includes advertising, marketing and communication research journals, business media – particularly business press and professional periodicals, academic and professional textbooks, internet search, industry and trade journals, annual reports, and conference proceedings and lectures. The principal justification for such a broad literature enquiry relates to the range of custodial inputs and professional practice used to direct, communicate and build brand equity. The all important consumer perception and response varies within the literature depending on the objectives set by each author, and when taken together, provides the necessary material on which to base the 'dyadic' nature of the brand concept.

Another sampling consideration is the fact that brands exist in all nations; a situation ignored in the Yale and Gilly (1998) example, and the degree to which non-English language brand literature would help clarify or further confuse the aims of this study. As the US and to a lesser extent European economies look east to the PRC, India and Asian industrial powerhouses, the value of brand studies focused and written in these countries will become more important as western exporters strive to improve their understanding and build their export businesses. Notwithstanding this trend, the sample for this study is purposefully limited to English language literature for two principal reasons. First, the writer's previous global advertising experience proved that brand and branding principles are universal with the obvious accommodation of cultural sensitivities and linguistic adjustments. Second, the world's most valuable brands (see

Fortune 500 brands page 61) are global in reach and transcend both national and cultural boundaries. The challenge that expensive translation services bring both in terms of technical accuracy and cost is beyond the scope and budget of this study.

In the case of the writer's secondary research project, the limitations imposed on a part-time researcher, makes systematic screening 'of every issue' more problematic. The second key concern relates to the danger of limiting the search solely to academic journals, since the universe of brand knowledge and perceptions spans several custodial domains, such as marketer, consultant, auditor and trade supplier, which has implications for breadth of media selected for the sample. What the researcher needed was a broad, non-random sample of the target literature, using key-words, such as brand and branding, as 'tripwires' to find relevant materials, without overwhelming the investigator in terms of time and resources. The following summarizes the breadth and rigor applied to collecting a representative sample of brand-related material across a range of media and authors. (Refer to App 8.1 thru 8.8 for a complete inventory breakdown). The chart below (Fig. 4.2) summarizes the breadth and number of articles in the literature collection.

Fig. 4.2 Literature sample (N=372)



Not evident in the above summary, is the decision by the writer to lessen the bias and ubiquity of US originated brand literature, by including a sample of British and

Australian journals, books and related media reportage. The fact that more brand-related literature emanates from the US stems in part from the fact that 58% of the best global brands are marketed by American companies (*BusinessWeek*, 2005), and that 34% of the world's *Fortune 500* companies (2006) are domiciled in the US. The need for a balanced sample is based on comments about "American hegemony" (Jeanneney, 2006) and the "Americanization" of world business and culture (Sorrell & Bullmore, 2004). To add balance to the sample, the writer believes the inclusion of British and Australian literature provides a more holistic view and helps offset the limitations of interpretation and reliability. Another advantage from selecting a less partisan representation of the brand literature is the benefit it brings to readers who reside in other geographic regions, particularly China, India, and Korea and those countries whose marketing communication culture is more closely aligned with British and European lifestyles. The recent clash of interests between Chinese joint venture Wahaha and the French Group Danone, over the use of the Chinese company's brand name, reported in *Japan Times* (2007), serves as a useful illustration of the importance in understanding the cultural sensitivities in relation to brand development and distribution.

4.3 Content analysis enquiry

As set out under in the research objectives, the application of this methodology identifies, enumerates and analyzes each occurrence of specific messages and their characteristics embedded in the brand texts. These define the central terms about brands and branding and are objectively and systematically counted for the number of incidences in which they appear within the content data. But since a single system of enumeration alone excludes the ability to make inferential leaps, or read between the lines, the analyst cannot make valid inferences from the manifest content without further discourse, details of which can be found in section 6.0.

The analysis provides a census of relevant texts, and the layers of meaning embedded in each, as set out in the spread sheets (Refer to App. 8.9, 8.10 and 8.11) and then summarized in Figs: 5.1.2 through 5.1.5. The search identifies physical aspects of

the brand, such as definitions, schema, and the syntactical units, such as symbols, metaphors and thematic units, all of which contribute to brand complexity and confusion.

The issue of semantic validity, when conducting the analysis, is not only a test of the writer's professional expertise from many years as an advertising practitioner, but also the need to be familiar with the language, connotation and congruence of meaning being determined. For this Masters degree, the coding is the sole responsibility of the researcher, and on this occasion, it is not possible to engage a third party to provide inter-coder reliability checks, but every effort is made to leave detailed records and context in which the units were captured. The cluster analysis and thematic grouping is determined by the writer's knowledge and former professional role as brand adviser to many multinational companies, and is not determined by a mathematical model.

Key questions which need to be asked, when examining this analysis, pivot around the mutual exclusivity of consumer and custodial domains in terms of:

- Do the units of analysis reflect the context in which each of the statements is made?
- Do the units of analysis fairly reflect the stakeholders – *custodian* (manager) and *consumer* (brand user)?
- Are the categories and units for analysis valid for this enquiry?

The knowledge displayed and perceptions made in the analysis, provides an 'associative network' (Anderson 1983, Wyer & Srull 1989) which captures the nodes of information and their associated links, which gain validity from a brand communication perspective; hence the writer's interest in developing a new visual schematic, the value of which has implications for the way brands are managed and built. Following this, the discourse analysis phase is not just a device for transmitting meaning, but a way in which the writer can construct the output, not just for what it is saying, but an interpretative framework of beliefs on where this investigation is leading and the implications this study holds for the custodial guidance of brands.

5.0 FINDINGS: CONTENT ANALYSIS, BRAND SCHEMATA, AND IDEAL BRAND CONSTRUCT

The Interpretive Process

5.1 Synthesis

Here is a superb example how simplicity and concise language provides clarity and enlightenment for a highly complex subject. American physicist, Andrew Lange in his conference address (2004), boils the entire history of cosmology down to three bullet points:

- *“The universe is expanding*
- *It began as a primeval fireball*
- *You can still see the glow”*

The writer wonders why decades of intense brand study, by thousands of contributors, has not yet yielded the same level of clarity and understanding for the brand universe.

Research, filtered through the lens of recorded brand literature, explains in part, why brand myths exist. There is no question in the researcher’s mind, following the literature review, that the plethora of material available is a contributor to stated brand confusion, and the debate over other issues as brand definition, nomenclature, and ownership. Since the primary role of the researcher undertaking content analysis is one of “*synthesizer*” (Glass, 1981) and interpreter, the task needs to address “the deeper layers of meaning embedded in the document,” (Holsti, 1969) and not simply confine the analysis to the manifest content, or surface meaning. The role is complicated by the categorization of the large number of words and themes located in the text. To ‘read between the lines’ then, suggests that some new interpretation about the brand might be uncovered on a well trodden literary path; or to grant the possibility that the brand may be framed by too many contexts to provide the same level of brand clarity and singularity that Lange (2004) was able to provide on the history of cosmology.

5.1.1 Filtering the data

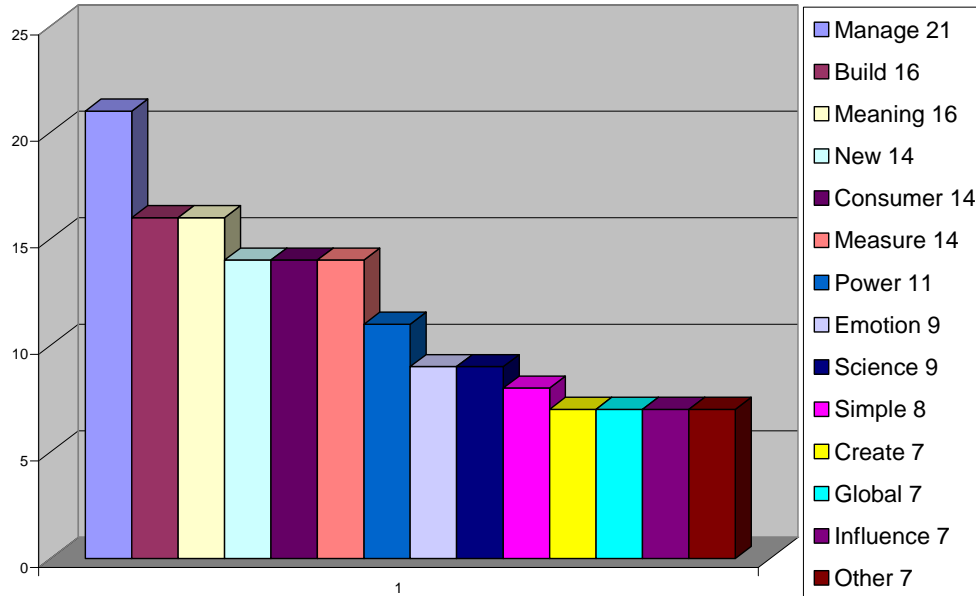
The function and process of conducting content analysis reminds the writer of water filtration. A filter first collects the particulates, then screens for metallic compounds and finally deals to organic matter and biological impurities, leaving pure water to flow on the other side. The ‘filter’ applied to this analysis first screens the body of literature for relevant material, then separates this into themes and trends (as detailed in the literature review), which is followed by finer screen filters designed to detect brand concepts, units of confusion and brand definitions. Captured in the residue are the structural and anatomical components of the brand as depicted in the brand schemata. The challenge in decoding the materials collected is whether the various filters allow the analyst to quarantine the ‘primitive language’ which Schutte (1969) clearly defined as being “only fully comprehensible in the context or material situations in which they are spoken” and reach some points of clarity.

5.1.2 Thematic analysis by title

From analysis of book and journal titles (Refer to App. 8.1, 8.2, 8.3) one can immediately see the diversity and complexity of interests displayed in the literature sample. The following diagram (Fig. 5.1.2) summarizes such interests by fracturing the titles into thematic enquiry. While such treatment may be descriptive of the subject interest, each category has the potential to be borderless in scope (Chase, 2005) and therefore, not necessarily mutually exclusive. Despite such limitation, one can still clearly see that management and brand building themes head the list; not surprising when one reflects on the gravity of this quote from Anna Catalano, chief marketing officer at BP “Thousands of books are written about brand building, but few provide detail on how it’s done” (Davis & Dunn, 2002). What perplexes the researcher however is the fact that consumer-related themes (Meaning, Consumer, Emotion and Influence) represent only 29% of the sample, despite the knowledge that brand enrichment takes place in the mind

of the consumer and that correctly ascribed brand perceptions, purchase and loyalty are key measures of success.

Fig. 5.1.2 Theme analysis by title (N=160)



From the consumer viewpoint, there are many dialogic aspects to the brand, and this provides the researcher with the opportunity to look behind this thematic analysis for evidence of the brand’s half-real, half-virtual status.

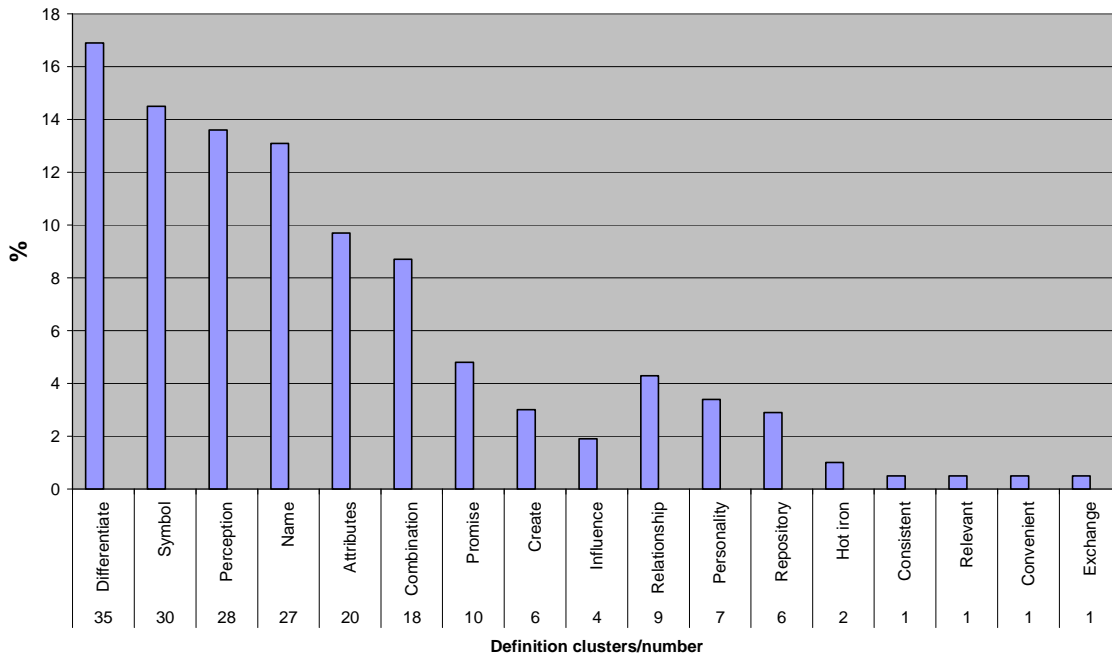
5.1.3 Brand definition analysis

On this subject, the palpable sense of exasperation and surprise expressed in the earlier quotes of Greenhill (1999) and Robertson (2003) confirms that even the brand experts have difficulty in agreeing on one brand definition or meaning.

English grammar adds further layers of complexity to the term ‘brand’ in that it can be expressed as a noun, verb, adjective or attributive modifier. The resultant trans-linguistic variables reinforce the writer’s view that the range of brand definitions as summarized in Fig. 5.1.3 below, are likely to diffuse more than focus understanding of the brand concept. Care is taken in the data analysis (Refer to App. 8.9) to retain the context in which each of the definitions is offered, to ensure the respective meanings are not lost in translation.

The terminology central to each definition, for example, to express the cluster labeled “differentiation” includes: the terms: differentiating mechanism, point of differentiation, identifies, distinguishes, identity, system, social identity.

Fig. 5.1.3 Brand Definitions in use N=206



The analysis confirms just how many brand definitions are contextually framed by ‘differentiate,’ which is central to the classic AMA definition, compared with how few brand definitions are framed by consumer ‘relationships’ or ‘personality’. Closely aligned with the need for brand differentiation are the definitions based on signs, symbols, logos and slogans. The third most common form of brand definition is shared equally under the labels of “perception” and “name,” expressed in the former using terms such as: impression, beliefs, favourable image, image, mental picture, imprint, metaphorical story, metaphor and in the latter case, nomenclature such as: name, mark, label, term, trademark, trustmark, and risk reducer.

Another group of definitions labelled under “attributes” attracts terminology such as: extrinsic, intrinsic, tangible, intangible, assets, liabilities, franchise, value, economic value, all of which are closely followed by the incidence of definitions which fall under

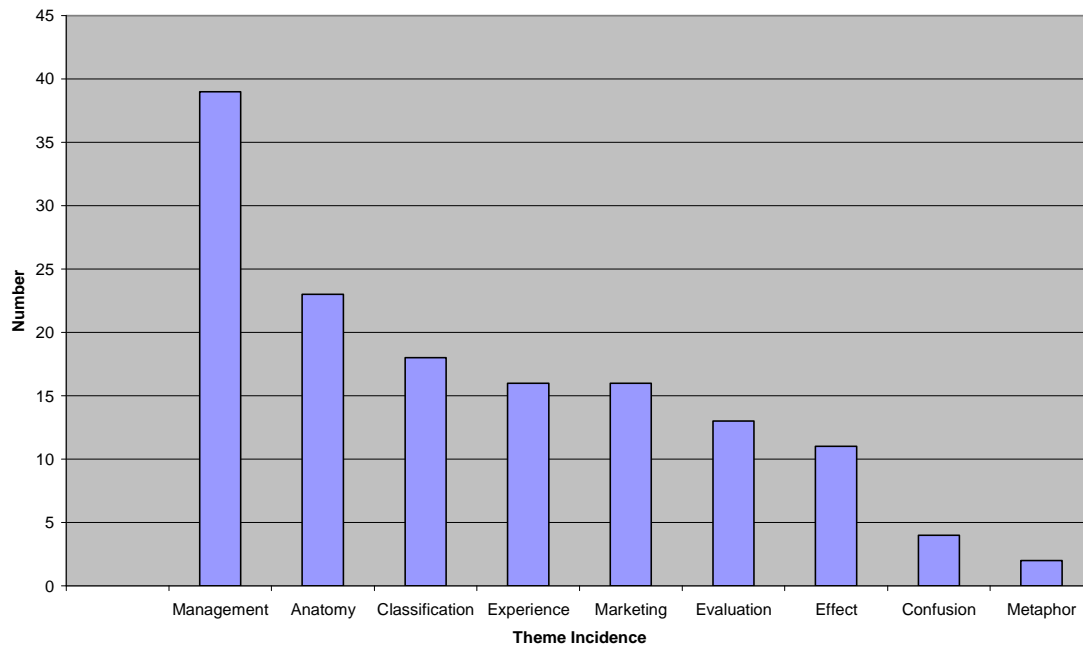
“combination,” which recognizes that brands are comprised of a sum, mixture, collection or integrated group of elements. Interestingly, amongst many other brand definitions, two still hark back to the historical roots of the brand through the application of a “hot iron;” the modern version of which sees brands imprinted in the consumer’s long term memory with equal permanence, using one or more of the many channels of communication available to marketers.

5.1.4 Brand taxonomy analysis

As discussed earlier, brands have evolved from simple marks on animals and packages through to sophisticated mental constructs found in the minds of consumers. From these humble beginnings, the role of the brand has migrated from this active state (verb transitive) to a passive state (noun). The next stage of brand analysis frames the research brand from a taxonomic viewpoint in order to demonstrate how many ‘species’ of brand DNA have evolved from its ‘hot iron’ origins. The summary below in Fig. 5.1.4 again reinforces the skew the literature reflects toward the “management” of brands, as opposed to their incubation and enrichment which takes place in the mind of the consumer.

The clusters shown were generated from the plethora of brand themes as detailed in Appendix 8.10 and 8.10.1. One can only surmise that the so-called ‘chasm’ which exists in the minds of the brand experts, between the managers' and consumers' views of brands (de Chernatony & Dall'olmo Riley, 1997) is a direct reflection of its multi-faceted nomenclature and the preoccupation managers have with the custodial side of the brand process, and insufficient regard for the consumer input and enrichment of the asset.

Fig 5.1.4 Brand Taxonomy N=143



The proof that such preoccupation exists is revealed in the bespoke code which now surrounds the brand, well beyond its origins as a simple distinguishing mark, using terminology such as brand molecules, matrices, and modifiers, where brand architecture, positioning and marketing-speak dominate more content than the studies which reflect the views of consumers, in whose minds the brand really lives. Incidences of consumer-linked brand experiences such as “trust, loyalty, love, delight” totalled much less than half the count of brand management related articles such as “organisation, structure, planning, positioning, strategy, development, rationalization, rejuvenation.” The bridge between these two clusters can be observed in articles concerned with brand anatomy, which is expressed in terms of “linguistics, semiotics, signals, symbols, essence, facets, and touch-points.” As brand development relies more on digital media channels, which already attract a greater share of marketing spend than magazine and radio, the growing interest in marketing communication topics like ‘branded entertainment, seeding and brand buzz’ is also evident in the literature.

By way of example, the recent launch of the book “Branded Entertainment” (Lehu, 2007:244), not only reinforces the importance of non-commercial media, it also reinforces the importance of consumer engagement in the brand building process,

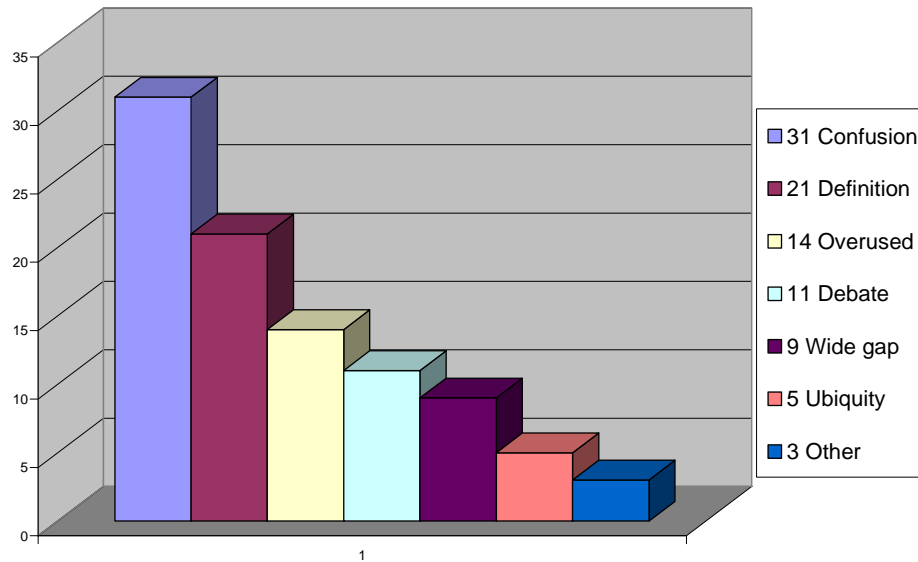
Brands must constantly ensure their positive presence in the mind of consumers, if possible through recourse to media detached from purely commercial, and sometimes very damaging, connotations.

Or, put another way by Semprini (2005): “The dissemination of the brand beyond the commercial sphere shows above all the capacity for the brand’s logic to transform, to adopt, to transcend in order to take charge of a virtually infinite variety of content and discourse.”

5.1.5 Brand confusion analysis

Filtering the data at the third level reveals a frequently recurring theme embedded in the literature concerning the confusion and differences of opinion which are held in terms of understanding the term brand (Refer to App. 8.11). One of America’s great strengths, as identified by Advertising Age’s editor, Rance Crain (2006), is its ability to build strong brands in greater numbers than anyone else which begs the question as to why the process is laced with such complexity and confusion. Like an anthology, the brand literature records such consternation as summarized below in Fig. 5.1.5

Fig. 5.1.5 Brand confusion (N=95)



The high incidence of proclaimed confusion was difficult to discount as a minor complication. It is certainly not the only situation in which terminology or structure has been challenged for comprehension difficulties; even the English language itself has been criticized as “a pernicious source of structural ambiguity” (Resnik, 1999) between the stock of native words and the avalanche of foreign borrowings which have been absorbed over the centuries. The concept of the brand has also borrowed language from marketing-speak and consumer dialogue, which undoubtedly contributes to ambiguity of meaning. The context in which the 95 incidences of confusion are analyzed clearly demonstrates that the brand is yet to reach a point of clarity which renders such criticism obsolete. Take for instance a selection of phrases clustered under the category of “confusion” (N=31) and this issue becomes abundantly clear in terms such as: outdated and confusing terminology; mired in confusion; most do not understand; fiendishly complicated; hard to comprehend; fuzziness of meaning; much misused and misunderstood terms; pile of disconnected terms; plethora of terms; consistently formulaic; subject of much fuzzy thinking; bogged down in lists of nouns and adjectives.

The researcher contends that there is a strong correlation between so-called brand confusion and the ubiquity of brand definitions and brand types (taxonomy) as analyzed above in 5.1.3 and 5.1.4. By filtering phrases out from the cluster related to brand

definitions (N=21), the language is equally pointed, as seen in the following examples: over 80 definitions exist; brands are like people, infinitely variable; clear definitions become distorted; defining a brand is tough; some think a brand is a name or trademark; branding still seems to be logo-fixated; brand itself has no legal definition; frequently abused vocabulary, inadequate language; far too simplistic and ignorant; no definitive source.

Compounding brand confusion are other instances in the literature such as the following expressions: the term brand suffers from over-use; brand has become bland; or: lack of consensus; academics no longer content with concept; or: the word brand is everywhere; world is saturated in brands and branding; more words have been written; or wide gap between academic and practitioner; important gaps in brand theory; 20 different 'types' of brand; the growing obsession with brands.

From all these utterances, the writer is convinced that brand clarity has yet to be achieved to the satisfaction of the many authors who continue to make these claims in brand literature.

5.1.6 Summary and discussion

The analysis thus far implies that the brand concept works within different boundaries, language and influences. Some articles integrate the brand concept within a marketing plan or communication strategy; some authors see it as part of a hierarchy of effects, persuasion or path-to-purchase, others as an integral component of brand positioning. Both the content analysis, and schematic analysis which follows in 5.2, provides considerable evidence to suggest that as the volume of brand literature has grown, there has been an exponential rise in the number of brand definitions, typology, stated confusion and diversity of brand models, and that the importance of the consumer's mind as a brand incubator does not receive the prominence in literature it deserves.

Keller (2003) offers some help in understanding the literature and linguistic variables by noting that the term 'brand' can be subdivided into two constituencies: (i) little 'b' brand, verb (active form) and (ii) big 'B' Brand, noun (passive form). As reported earlier, its active or causal form, the role of the small 'b' brand is to imprint a good or service, and in the mind of the consumer; the linguistic origins of which are recalled from the ancient Norse culture i.e. *brandr* 'to burn' the owner's mark. In its passive form, the big 'B' Brand is much more than a differentiating mark or logotype, it acts as a reservoir of the Brand's value drawn from many points of contact such as company, provenance, conveyed identity, imagery, personality, trust and experience, and point of sale, promoted via commercial and non-commercial media. It is this amalgam of tangible and intangible assets which determines the value or equity of the Brand for its 'owners' and related stakeholders.

Jeremy Bullmore's (2001) lecture to the British Brands Group opened up on what he identified as thirteen deeply disturbing brand facts, one being that "Products are made and owned by companies. Brands, on the other hand, are made and owned by people"; a concept which brand consultants often return to when advising clients on how best to influence the transformation process a brand undergoes in the mind of the consumer.

The more one reads, the more apparent becomes the degree of cynicism being leveled at the brand within the body of literature and the more important the need becomes to understand the similarities and differences of opinions being expressed. Take for example this editorial in Admap (2001),

Books, articles, conferences, seminars proliferate, and new metaphors are spawned almost every month, so that we have brand soul, brand atmosphere, total brand experience, 360 degree branding, brand essence, 4-D branding and so on, ad infinitum - quite apart from the long established, and frequently abused vocabulary of brand image, brand values and brand loyalty. The 'brand' file of the Oxford Dictionary's minders is bulging, and still there's more. The problem is that brands are complex beasts, and the business of creating the desired brand preferences and perceptions is not at all easy.

As a result, it is much easier for the researcher to identify and count the incidence of these problems in the brand literature than it is to be part of the solution. Where does one start? Where do the opportunities lie? After the thousands of wise words and suggestions being offered, how should one constructively build on the growing body of literature intent on improving our understanding of brands and branding?




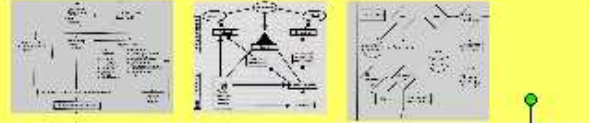




The place to go for answers to these questions should logically be found amongst the brand's origins, antecedents and instructive models. The researcher believes that these models represent a valuable source of information, particularly when one considers that each model, or schema, is a distillation of much brand research and analysis. With this in mind, the foregoing analysis of brand models, which compares the similarities and differences of each multidimensional construct, is evaluated to determine the degree of replication and the degree to which they contribute to, or ameliorate the ongoing debate over brand confusion and complexity. On reflection, the writer finds their visual modality and verbal instruction supports the custodial role of the brand manager much more than those which incorporate the role of the consumer as co-producer of the brand. This is of particular relevance when one encounters comments such as Morgan (2004): "Whether one uses pyramids or bulls-eyes to formalize one's brand values, the existing frameworks are only currently capturing what the brand is about. They are not capturing how the brand and the brand team need to behave;" or for that matter, how the consumer should behave to become a recognized partner in the process.

5.2 Brand schemata analysis

To analyze the breadth of brand schema, the writer found that brand textbooks provided the best source of instruction and distilled wisdom for teaching purposes and reference for brand practitioners. On this basis a sample of brand-related textbooks was garnered from the inventory of relevant call numbers held in UC Library (2006) catalogue. By searching every third book on-shelf, a sample of N=53 were generated (Refer to App. 8.12), resulting in the four schematic clusters, as illustrated in Fig. 5.2 below:

Fig 5.2 Brand Schemata Summary

36 of the 53 models do not include the word 'consumer' or 'customer'

Schema	Type	Schematic examples drawn from sample (N=53)	Incidence
Circular, Oval, Spoke Radial			20
Box, Rectangle Linear			16
Spatial metaphor, temporal			9
Network, molecular			6 (2 Nil)

Above one can see the range of schema are built on several design templates, those which use ovals, circles and radial formats, others which are modeled on linear platforms using boxes and lines, and still others which are based on metaphors and networks. The first observation is the conceptual diversity represented in the sample, the majority of which chart brand building processes. Fewer models depict the resultant structure. While it could be argued that another sample of books might paint a different picture, what is less likely to change is the broad range of applications it depicts. It could also be argued that such a diverse range of models renders their comparative analysis of little value, but that would be missing the entire point of this study. It is the sheer diversity of brand concepts and processes, as portrayed by this eclectic group of diagrams, which supports the aims of the research and provides yet more evidence that the brand has evolved to become a highly complex subject, with many definitions, models and linguistic variables, any or all of which has the potential to confuse and obscure the clarity of meaning such models are supposed to impart. The conjecture that so many types of brand schema co-exist assumes

each author prefers to specialize and establish intellectual property within the rapidly expanding brand universe with the same kind of passion that astronomers exhibit to discover their own star.

The next observation conveyed by this analysis is that >60% of the surveyed models are designed for use by managers and marketers (brand custodians) to ‘*operationalize*’ the brand building functions. In their book “Building the Brand-Driven Business,” (2002) Davis & Dunn only mention the word ‘customer’ and ‘prospect’ once in their chapter headings, almost as if the consumer has no part to play in the brand’s creation. This situation is not a one-off aberration; in fact a surprising 68% of all schema sampled make no reference to the word ‘consumer’ or ‘customer’ whatsoever, even though the consumer’s presence is being acknowledged in other ways. For instance, the term ‘brand experience’ is mentioned 7 times, as are words like population, stakeholder, purchaser, target, and follower. There are 10 examples of brand effect such as awareness, perception, relevance, familiarity, and favorability, 13 examples of behavioral language such as habits, culture, customs, rituals, and tradition. The fact that each author positions the manager and custodian as the sole player in the brand building process is a key problem for the researcher, given the weight of evidence to the contrary in the literature.

Putting these two key observations to one side, a more detailed analysis looks at the structure and diagrammatic differences of each model. Here one observes that 20 of the models use oval or circular designs to represent a range of brand functions like brand communication, advertising, culture, and brand relationships; but others lend themselves well to situations like brand development strategy (Knapp, 2000) and brand building (Mark, 2001) through to brand drivers (Aaker, 2000), advertising influencers (Fill, 1995), and value chains (Keller, 2003) with another cluster portraying brand effects such as personality (Keller, 2003), cultural icons (Holt, 2004) and brand anatomy (Schultz, 2003).

The analysis also reveals 16 models which are based on flow charts which employ rectangles, boxes and lines to illustrate a range of communication-based applications such

as: brand relationships (Chaudhuri, 2006), touch points (Roll, 2006), images (Usunier, 2005), culture (Holt, 2004), positioning (Chitty, 2005), advertising (Fill, 1995), integrated brand marketing (Jones, 1999), communication systems (Schultz & Waters, 1997), and associative networks (Schultz & Barnes, 1999).

The remaining model clusters are of particular interest to the researcher for two reasons; first, they communicate their concepts more visually, and secondly, they present a more holistic interpretation of the brand functions. For instance, 6 of the brand schema utilize molecular structures to portray effects such as brand awareness and saliency (Franzen, 1999), brand portfolio assets (Hill & Lederer, 2001) and corporate brand logic (Kumar, 2004).

Another 9 models use brand metaphors such as geometric shapes like the pyramid (Schultz, 2003) and cone (Kleppner, 1996), the prism (Calkins, 2005) and objects from nature such as a nest (Bullmore, 2001) or seedling (Reis, 2004) and spiral (Morgan, 2004). When brand relationships, meaning, and beliefs are represented, the writer contends that holistic models better suit societal brand integration (Neumeier, 2003), brand ecosystem (Neumeier, 2007) and hierarchical brand concepts (Schultz, 2003). It is interesting to comment again on the extensive work conducted by de Chernatony & Dall'Olmo Riley (1998), who first fashioned their brand on an atomic model, but which subsequently evolved as a '*double vortex*' to display the management of all the brand elements over time. In the writer's opinion, the double cones ideally reflect the "co-creation" of brands by 'custodian' and 'consumer' and how to build brand value over time by taking full advantage of the consumer incubation phase and subsequent feedback they provide the marketer in the communication sender/receiver loop.

Overall, it must be said that the model range is more dissimilar than similar, and this provides another plausible reason why the brand invites comments on its complexity and confusion. From the wealth of information which flows from such a diverse range of brand schemata, the writer is convinced that the custodial guidance of the brand would benefit from a simplified model in which the managerial

processes are counter balanced with the vital role which the consumer plays in the co-creation and enrichment of the brand.

5.2.1 Dyadic brand prototype

This section applies the findings of the foregoing analysis to inform the exploration of the ideal multi-dimensional brand construct. In this quest, it is important for the writer to register that the metamorphosis a brand imprint undergoes from signifying itself to one of mental construct, sits between the two domains of brand custodian and mind of the consumer; and no two consumer constructs will be exactly the same. Using the analogy of how a larva metamorphoses from a caterpillar into a butterfly, a brand has similar transformational ability, when cocooned in the mind of the consumer to re-emerge as a thing of beauty and wonder; or as Sykes (2005) proposes, “it moderates the tension between the producer and the consumer, creating an expectation of the nature of a future experience...” In its chrysalis state, the growing brand is wrapped in an intricate web of communication and thought processes which provide the right incubation conditions for the metamorphosis of the brand to take place. When the brand re-emerges, it represents so much more than a logotype or trademark, it represents an enriched, mental construct, with life-like personality and soul which has the capacity to resonate with consumers and gain their loyalty and trust. The relationships people have with brands can be read using in-depth qualitative research and when these findings are linked to sales and marketing success, the true financial worth of a brand can be calculated. Recognition of the way a brand is transformed in the mind of a consumer from being a simple identifying mark to a valuable mental image is the key ingredient in determining the shape and design for the ideal brand model.

As already shown, brand literature provides many different models for brands from something as simple as a prism or cone through to complex processes. However, the modality and purpose of the design intended by each author varies considerably when one notes that 68% of the sampled brand schema are depicted from a custodial perspective (brand inputs), compared with only 32% which include the consumer

perspective (brand outputs) following its mental transformation stage. The question being asked of the researcher is which modality is more helpful to brand marketers and is there a trade-off in simplifying the brand model, considering the variety of roles it needs to represent.

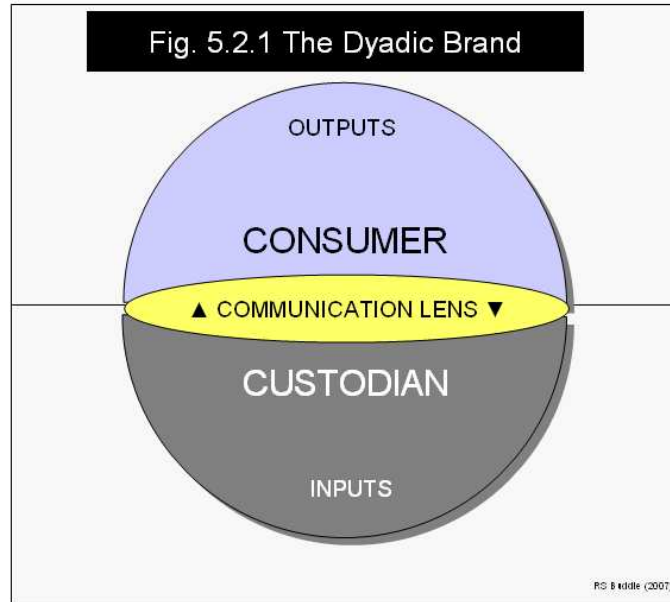
To answer the latter part of the question first, the writer found the following comments of a management adviser most instructive. Australian ex-fighter pilot, Martin West, who is now CEO Corporate Trainers, advises that operating a business effectively is not unlike “flying a fighter jet – fast, ever changing and requiring single-minded concentration” (Maida, 2007). Simplicity in battle is critical to staying alive, and the same could be said for keeping brands alive in a highly competitive, some might say hostile, marketplace. The researcher believes the spatial dimensions of an ‘ideal’ brand model, or “*mental model*” (de Chernatony et al. 1998) should not only be conceptually easy to interpret, it should also represent the brand’s “*half real/half virtual*” status. In this regard, the literature contains two conceptual brand models which are worthy of note for their simplicity: Calkins’ (2005) ‘prism’ and Kleppner’s (1996) ‘cone,’ the latter shape when inverted now profiles de Chernatony’s *double vortex* model. The prism employs the analogy of refraction and transformation to demonstrate the life giving roles marketing communication and the consumer mind lend to enriching the brand. In a similar fashion, the layers in the cone represent the brand’s building blocks, or main componential elements which evolve and focus its value over time.

Using these two simplified models for inspiration, the writer now contemplates the question of modality. Research into the theory of communication and art reveals that natural shapes devised by nature or from classic design, have the capacity to represent complex narrative. One interesting example of note is the way the ancestors of Australian Aborigines used a serpent metaphor to tell how the Darling River was created long ago. Where the water serpent traveled it made waterholes and streams and depressions in the land, the results of which can be seen on maps and from a plane, but back in time, the story was conceived in the minds of the aborigines in exactly the same way as brand stories today become lasting mental constructs handed on from one generation to the

next. Other examples of brand metaphors such as the ‘spiral’ shape commonly found in fern fronds and sea shells, has been used to portray the evolution of life and behavioral philosophy, just as the ‘pyramid’ has been used to portray a range of marketing and consumer hierarchies, in both upright and inverted forms.

Since brands simultaneously ‘live’ in people’s minds and ‘repose’ in the offices of businesses and organizations, the brand model should ideally acknowledge both environments. If one takes the circular structure of all naturally occurring things, such as the universe, planets, a mother’s breast, cells and molecules; these shapes have endured for all time with utter clarity of meaning. Their shape is not square, or linear, or sharp edged. Furthermore, as noted in Arnheim (1974), research into the origins of design and the creativity uses the “visual imagination (which) is a universal gift of the human mind”. With this innate ability, Arnheim believes that “the child receives the inspiration for his earliest shapes from various round objects observed in the environment.” One wonders why many academics, management gurus and IT experts still revert to boxes and lines to illustrate their thinking, when the laws of nature and human life itself are built on circles and curves. If easy recognition and comprehension of the brand concept is a key objective, after all the complexity and confusion which permeates brand literature, then the lessons to be learned from art and nature are worthy of close consideration.

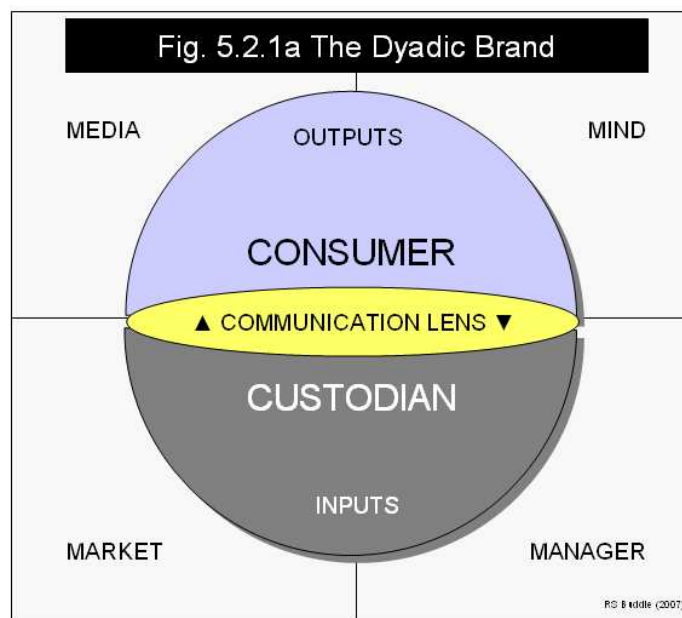
The starting point for the writer was to treat the brand as a ‘universe’ within which all brand activities take place. This concept is far from new considering that AC Nielsen store audits were always indexed on a category universe, as are most syndicated studies. The brand ‘universe’ can be divided into two hemispheres, to collectively represent the collaborative brand roles of custodian and consultant with communication and consumer. With this in mind, the model proposed by the writer is depicted below (Fig 5.2.1) to represent the totality of a brand.



The southern hemisphere represents the active inputs from the brand marketer (custodian and consultants) and the northern hemisphere passively reflects the consumer incubation and brand enrichment phase, and resultant outputs of the brand’s personality. Today, the communication loop is a continuous process, (hence both up and down arrows), which is transmitted through a ‘lens’ positioned at the equator, which focuses and magnifies the brand personality. Such device is acknowledged in Davis & Dunn (2002) who advise that “applying a brand lens will allow you to keep sharp focus and drive towards better results.” To this extent, one can also see the brand lens dispersing consumer created brand communication content on sites like *YouTube* (<http://www.youtube.com/>), *MySpace* (<http://www.myspace.com/>) and *Facebook.com*. (<http://www.facebook.com>).

The co-production performed by custodian and consumer hemispheres can be further subdivided into the ‘4M’ domains of: Market, Manager, Media and Mind which coexist, both intrinsically and extrinsically, in constantly varying proportions as illustrated below (refer Fig 5.2.1a). Not yet illustrated is the temporal aspect of brand building and the long term investment made to imbue the brand with meaning and personality, which if considered for this model, would be not dissimilar to the day/night shadow which transits across the surface of the earth; though its portrayal here would be measured in years, not hours.

In applying the '4M' domains to this brand model, the Management and Market roles performed by the brand custodian (owner) include the product or service brand's physical characteristics (tangibles), name, trademark, logo/design, legal property, physical qualities and identity system. These are amplified through the Media channels and in the Mind of the consumer to reflect the mental images, psychological and experiential characteristics of the brand (intangibles) including associations, personality, relationship, trust, and self actualization.



To remind the reader of the vital observation made by Schultz & Barnes (1995), “without advertising, there would likely be no brands”, the writer sees the role of communication performing a vital spermatic function which triggers the birth of the brand in the mind of the consumer. Without such life-giving force, the so-called brand remains as a two dimensional distinguishing mark or logotype, bereft of personality and mental associations. To recall Calkins’ (2005) ‘prism’, the layers of communication provided by the custodian, forms a kind of magnifying lens through which the consumer views the brand in totality. It is this communication, when successfully executed, which provides the multiplier effect to accelerate the brand’s potency which determines its real power, or equity, and its ability to differentiate itself emotionally and intangibly from

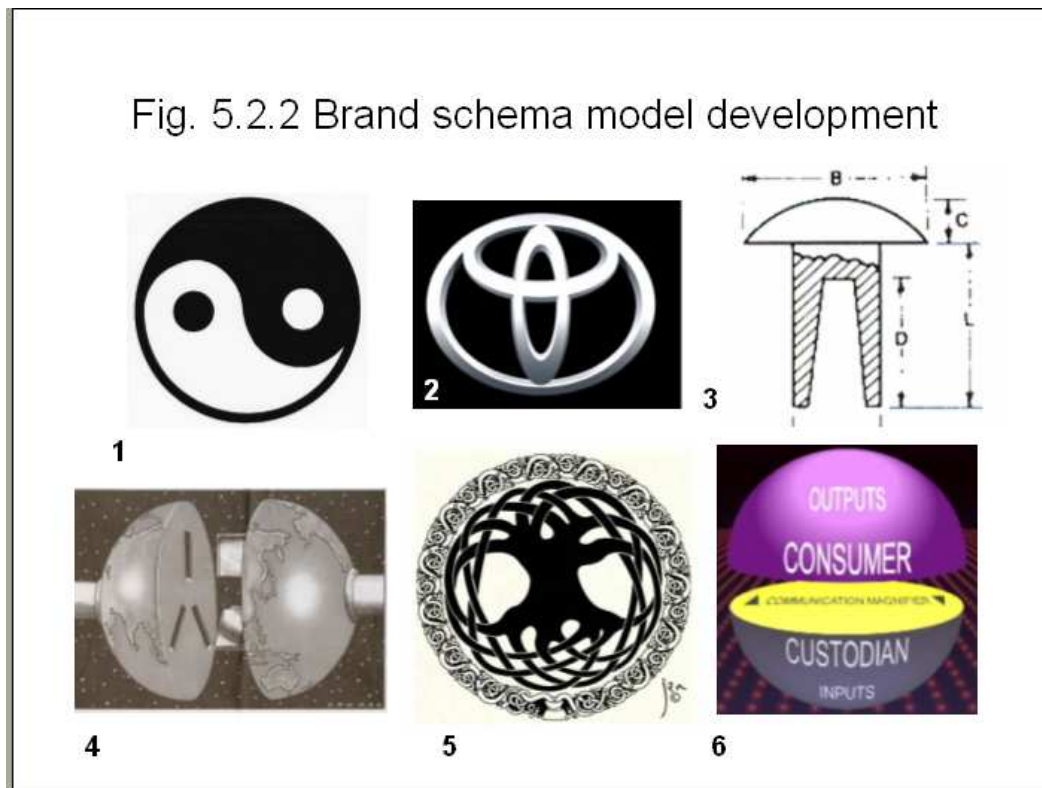
other brands. It is appropriate here to make use of an image which is also known to Indian philosophers as the Brahman Tree of Life which has its roots above and its top below (Refer Fig. 5.2.2 #5), “*And he must climb up into the tree of belief, which grows downward, since it has its roots in the godhead*” (Jung, 1964). In translating such advice to discover the real power and equity of a brand, one must figuratively search the consumer’s mind for enlightenment, where the communication first takes root. As such, this dialectic relationship between the custodian and consumer is rather crudely displayed in the model prototype shown above, and being symmetrically constructed of two *equal* hemispheres, probably undervalues the real brand power vested in the consumer.

As mentioned earlier, the multiplier effect is not wholly reliant on traditional advertising. It also works very effectively in the retail and service delivery environment and when enlisting spokes people such as Roger Federer (*Rolex*), Maria Sharapova (*Nike*), David Beckham (*Adidas*), and Nicole Kidman (*Chanel*). In contrast with long established brands, relatively new entries like *Apple* and *Starbucks* have created brand prominence and provenance more successfully through product design, fashion, ambience, experience and word of mouth, than by traditional advertising means. Some brand commentators go so far as to predict that in just a few decades, today’s most popular brand names will be replaced by new brands, because branding is no longer just about business, it is all about people and the fact that consumers are no longer just passive receptors. They are the digital creators of their own brand communication in both real and virtual worlds. For example, *The Australian’s* social writer, Stephen Lunn (2007) notes that “there are 180 million registered profiles on *MySpace*,” and 28 million with *Facebook*, which grew by 270% over the past three months.

5.2.2 Model metaphors

Having recommended the universe/circle as the ideal means of portraying the brand model, the next question is whether a more appropriate metaphor can be found. Fig. 5.2.2 below provides additional thinking to the proposed schematic and represents an avenue for future research. Each model acknowledges the dyadic nature of the brand, and one of

these might prove to be better at conveying what a brand is and what it does. For consideration the researcher presents: 1. Yin and Yang harmony; 2. Interlocking circles of brand trust, customer and company (Courtesy *Toyota* brand world); 3. Bifurcated connection; 4. Bi-lateral relationship; 5. *Brahman* ‘Tree of Life’ virtuous circle of brand power; 6. Author’s three-dimensional brand prototype using digital animation to separately display the consumer and custodial hemispheres and how the communication ‘lens’ focuses and magnifies the two-way flow of information.



Which ever brand metaphor is developed, the importance of the consumer’s role in giving meaning and life to the brand cannot be overlooked. Brand literature also notes another important challenge in relation to the custodial management of brands; that is the declining status in the role of marketing within the company hierarchy (Andrew, 2005), as organizations grapple with the responsibility to protect and enhance their brand equity. This is too significant a task to be delegated to one person or division. All brand stakeholders must collaborate, including consultants, researchers, PR companies and advertising agencies. All are restructuring their operations to provide the knowledge and fire-power companies seek to remain brand competitive within a constantly changing

environment and global market. In lock step with this is the need for specialist knowledge and this provides additional opportunities for academic research to build on the vast body of knowledge to inform and add clarity to the brand concept, a position in literature which is rarely acknowledged by brand experts.

5.2.3 Summary and discussion

A review of the 53 different brand models analyzed in Fig. 5.2 confirms the level of sophistication brands and branding has reached since the early days when the verb ‘to brand’ simply meant applying a distinctive mark to a good or service to denote proprietary interests. Today, there is no question that the management of the brand is a very sophisticated discipline which manages both active and passive brand roles; the former encompassing all stages of the imprint process – good, service and stakeholder memory; the latter representing the equity of the brand – to establish value across financial and market metrics, as well as consumer assets measured in terms of awareness, image perceptions, and loyalty attributes.

What really interests the researcher is the way that brand management has evolved from an inner-directed communications based process to an outer-directed model which recognizes a suite of inter-relational drivers, touch-points and competitive factors. This has had a polarizing effect on the visual portrayal of brand theory, from a linear and logical process to one which acknowledges a multiplicity of inputs managed simultaneously. Most schematic styles analyzed in the literature range from linear-based models using interconnected rectangles to circles/ovals arranged on radial spokes or on X and Y axes. Depending on which model is selected, the management process will range respectively from a prescribed and logical hierarchy of tasks to a more holistic, ‘fuzzy logic’ where the capacity to weigh a multiplicity of factors at one time sets the agenda. The issue here is that left brained, numerate thinkers will naturally feel more comfortable with everything in neat boxes, whereas, more creative minds will gravitate to fluidity of soft logic in which both qualitative and quantitative thinking can happily coexist. The frustration is that brand personalities ‘live’ in the mind with anthropomorphic attributes

which makes their creation and management much less predictable and logical. It is no wonder then that one finds instances in the literature which attest to senior management's apparent lack of understanding and familiarity with brands, when exactly the opposite situation should exist if their most valuable asset was given the priority it deserves.

Of those models which focus mostly on brand process, the concern is that they often fail to provide a clear picture of the co-production by custodian and consumer in terms of the brand's componential elements, and the decoding of some models also requires that the user fully understands the terminology which, as Schutte (1969) lamented, is only "fully comprehensible in the material situations in which they are spoken." The number of models based on linear progression, also assumes that each stage in the process will follow logically and in a prescribed order, but the visual literacy it imparts is one of complexity, as any student knows when first presented with a detailed flow chart. This is why the researcher believes that the less popular, holistic brand models which use naturally occurring objects or helpful illustrative metaphors are more likely to impart greater clarity within and across the custodial and consumer domains.

To conclude this section, while the sample of brand schema did not reveal significant new brand thinking, it did demonstrate that there is an opportunity in the literature to place more emphasis on the metamorphosis a brand undergoes in the mind of the consumer. It also demonstrates to the writer that the *totality* of the brand concept cannot be represented clearly, without using a dyadic model designed to represent the co-creation of the brand property by both consumer and custodian.

6.0 CONCLUSIONS AND IMPLICATIONS

“Why do you seek more knowledge when you pay no heed to what you already know?”

Shah (1968:110 in Glass (1981))

6.1 Summary of the research findings

The re-analysis of the literature makes the following points abundantly clear:

- Over two hundred brand definitions were found to exist, almost 50% of which are based on ‘differentiation’ and ‘semiotics’ leaving only 10% of definitions concerned with ‘consumer relationships’ (Fig.5.1.3 page 66).
- The context and situation of each brand author, both academic and consultant focuses on specialist interests, providing layers of meaning and new terminology unlikely to improve the reader’s understanding of the holistic brand in entirety (Section 5.1.2, and App. 8.1, 2 & 3).
- A plethora of brand terminology and different themes proves why the clarity of the brand concept is so obtuse (Fig 5.4.1 page 68). In addition, the findings prove typology and popularity of brand themes is long on managerial interests concerned with brand equity and its custodianship (38%), followed by a further 29% of themes devoted to the brand’s anatomy and classification and surprisingly short on themes concerned with consumer brand experience (19%) (Fig. 5.1.4 page 68).
- Brand literature provides ninety five examples of comprehension difficulties, 31 of which cite ‘confusion,’ 20 challenge ‘definitions’ and 14 believe the application of the brand concept is ‘overused’ (Fig. 5.1.5 page 70).

- Four schematic clusters of brands were found to exist in textbooks specializing in brands and branding (Fig. 5.2 page 74). Over 68% of the sampled schema fail to include the term ‘consumer’ which undoubtedly holds significant implications for the management of ‘the most valuable business asset in the world’ (*The Economist* (2003)).
- A simplified “Dyadic brand prototype” designed to address the above shortcomings is displayed and explained under section 5.2.1 with model illustrated in Fig. 5.2.1 page 80.

6.2 General conclusions

After trawling through a decade of brand literature, including a reality check with seminal brand authors who published back in the seventies, the writer had expected to see at a macro level an archetypical river of information leading from its origins and gradually broadening and strengthening as new tributaries of knowledge add to the flow. Instead, the literature can be likened to a Bayeux tapestry in which the images become less distinct as one progresses from one end to the other. Gone is the purity of Kleppner’s “basic brand elements” (1925-1996) as the weft of more complex theories are woven into the brand literature, often embroidered in great detail, making the overall picture and patterns very busy and confusing; not surprisingly so considering the range, number and specialization of contributors. One can also deduce from the extant literature that more attention is lavished on the management process of brand custodianship than is given to the brand’s intended milieu, in which the consumer view is fast becoming the new focus for today’s global marketers as their communications role of ‘sender-receiver’ is reversed by the publishing freedom that digital technology enables each one of us to become senders, not just passive receivers.

If one starts out where modern brands began, as a simple, distinctive mark burnt into the side of an animal, there is no question that strands of its DNA are still in evidence, but today, the ‘branding iron’ which imprints the minds of the consumers is

applied by different forms of marketing communication, where the heat of competition requires more than a differentiated design to be effective. The communication clutter means that success or failure can be determined by the choice of brand name alone. Eponymous brands, named after their inventor, designer or maker, are still one of the most common forms; Australian examples with world class reputation being artist *Ken Done*, intimates designer *Elle Macpherson*, and leading shoe designer *Jimmy Choo*. They, and others, are in many ways the apotheosis of success, yet many other famous brands are in other ways untypical. Anyone who studies brands soon discovers that there is no one rule which guarantees success. While provenance and age can add immeasurably to the equity of brands for positional products such as high end watches, jewelry and fine wine, another group of products born of the digital era often take their brand names from common words such as *Apple*, *Orange* and *Oxygen*. Perry & Wisnom's book "Before the Brand," (2003) provides the reader with a list of options for selecting brand names, such as those built on acronyms like *QANTAS* (Queensland and Northern Territory Aerial Services), and *IBM* (International Business Machines); then there are evocative or figurative expressions like *Crest* Toothpaste and *Clinique* Laboratories; or coined brand names like *Kodak*, *Lexus* and *Tylenol*; or brand 'portmanteaus' which fold two concepts together, such as *FedEx* (Federal and Express), *NutriGrain* (Nutrition and Whole Grains), and *Amex* (American and Express). Such diversity can lead management to make strategic brand decisions based more on semantic advantage than proprietary advantage or rational protocol.

As de Chernatony et al (1998) noted in "Criteria to Assess Brand Success," reaching a consensus on "success criteria" is further confused in literature between "what constitutes brand success and the strategies that should be used to achieve it." Their study clearly demonstrates two measurement criteria, one being business-based measures and the other being consumer-based. Again, this endorses the thinking behind the author's dyadic brand model.

6.3 Managerial significance

With the asset value of some brands now measured in billions of dollars, it is no surprise that this deceptively simple five letter business tool, euphemistically known as the ‘brand,’ lays at the heart of all advertising and marketing communication today. The world’s largest marketing conglomerate WPP Plc. supports this view in their latest annual report, saying that “clients are increasingly coming to the view there is only one way to compete – through innovation and branding” (Lader, 2005). If this view is given the undoubted priority it deserves, surely there is an overwhelming need for managers to improve both their understanding of the brand and branding process. In turn, this may also lead to greater standardization in research methodology (Richards, 2006).

The one inescapable conclusion from the re-analysis of the data for this thesis is that brand value, of whatever origin, is usually assessed on hard metrics, such as sales, market share, return on capital employed, rather than softer brand measures which are found to exist in the minds of consumers, such as association, image and trust. It is interesting to juxtapose this finding with the fact that 36 of the 53 brand schema analyzed earlier (refer Fig. 5.2) did not even include the word ‘consumer’ or ‘customer’ within each of their respective structures. The author would contend therefore, that evaluation metrics such as financial worth (brand equity), goodwill, and price premium still need to be underpinned with sound consumer knowledge of brand qualities such as perceived functional and psychological benefits, mental connections and personal subjective experience. What surprises the writer is that the notion of providing a balanced scorecard and holistic evaluation of a brand is more difficult to find in the literature. Maybe the business view often perpetuated that ‘what can’t be measured by numbers isn’t worth measuring’ may shed light on this conclusion.

Uncovering the many layers of meaning deposited in a decade of brand literature is somewhat akin to embarking on an archaeological dig, brushing away years of accumulated verbiage to discover the evolution and cultural significance of brands. Staying with this archaeological metaphor, the literature sites for investigation are numerous and easy to locate; anywhere marketing communication, consumer behavior or business is being discussed one finds evidence of brand activity close to the surface. For

instance, not a week goes by in news or broadcast media without some aspect of brands or branding being mentioned. Take for instance the following abstract from Aspen, P. (2007) who reports on the “Harry Potter” phenomenon,

As bookshop open their doors at one minute past midnight on July 21, expecting to sell 3m copies of ‘Deathly Hallows’ in the first 24hrs alone, the plaudits for Ms Rowling will be heard all over again, praising the woman who has single-handedly revived children’s reading and created one of the strongest brands in the history of entertainment.

The strength of the *Harry Potter* brand is written all over the excited faces of the readers, as each reader creates their own mental construct. Neither did this brand success escape the notice of the world’s largest advertiser Procter & Gamble. When their global marketing officer, Jim Stengel, was asked by business journalist Colvin (*Fortune* September 17, 2007) to describe the “best marketing you’ve seen lately,” Stengel replied “Outside P&G, I think Harry Potter.” Journalists also use branding analogies to spice up headlines, such as *The Economist’s* January 13, 2007 article on Thailand ‘*Rebranding Thaksinomics*’ and *The Weekend Australian Magazine*, February 17-18, 2007 ‘*The Prada Princesses*’. All this confirms the point noted earlier in this thesis that more words have been written about brands than any other aspect of marketing communication (Admap, 2004).

Research into emblematic, or semiotic analysis (van de Laar & Berg-Weitzel 2004), reveals another key aspect to successful branding, which taps into the fact that the human brain is very good at remembering certain kinds of visual images. The recall value from signs and symbols as recognizable as the profile of a sea shell (*SHELL*), or an apple (*Apple Inc.*); or caricatures of a penguin (*Penguin Books*), round mouse ears (*Mickey Mouse*) or arched potato fries (*McDonald’s*); through to abstract emblems like the ‘wave’ (*Coca-Cola*), ‘swoosh’ (Nike) or a ‘striped triangle’ (*Adidas*), all demonstrate how potent the science of semiotics has become in adding value to a brand’s equity.

In terms of managerial significance one can see why a former CEO of British Airways eventually thought about his brand “once a day” (Chekitan, 2008). One can also

see why brand managers who overlook the important role played by the consumer in building brands do so at their peril.

6.4 Implications

To reflect on the findings and managerial significance presented in this dissertation the writer recognizes that the primary function of the researcher/reviewer is to be a “*synthesizer*” (Glass, 1981) and interpreter of the literature, but whether this role is confined to the manifest content (surface meaning), or extended “to analyze the deeper layers of meaning embedded in the document” (Holsti, 1969) is complicated by the categorization of the diverse number of words and themes located in the text. To ‘read between the lines’ suggests that some new interpretation about the brand might be uncovered on a well trodden literary path. Or, is the brand, quite simply, reflected in too many contexts and propositions to be tied down to one definition? Back in 1969, Schutte posed the ultimate question for the marketer as to “whether or not it is possible to develop a set of brand terms and definitions which can be employed by all marketers and students?” One would have to accept, on a broad reading of brand literature, that such a quest is yet to be fulfilled. The lexical liabilities of the many claims of concern, confusion and misunderstanding embedded in the literature clearly implies more than latent frustration. The inference to be drawn from the findings is that there still is a need for greater simplicity and understanding, particularly amongst the custodians, controllers and nurturers of brands, to ensure that they have, as one brand consultant puts it, ‘a holistic, integrated property’ (de Chernatony et al. 1997).

Where this analysis is pointing to, more than just the manifest content of the words and symbols recorded in the literature is what really peaks the writer’s interest. Intuitively, if one is tempted to draw a long bow on the manifest-latent issue on brands, one might conclude that the motives and attitudes of so many communicators is driven out of frustration for the misunderstanding displayed by brand custodians and a desire to cut through the burgeoning brand vocabulary which surrounds this vital business asset. One does not have far to look to find corroborating evidence. In the business press, quite

apart from the writer's personal experience, the Brand asset is often milked for short-term business gains, and like a battery, its power will gradually diminish without recharging its investment and support. As this thesis went to print, Lodish & Mela's research (*HBR* 2007) confirms this "short term myopia" by manufacturers which is resulting in an over-investment in promotions to the detriment of building long term brand equity. There are many instances which report the superficial appreciation most managers have of the brands, or as one brand consultant explained in de Chernatony's (1997) paper, "very, very few brand managers understand their brands. They may think of them as a logo, packaging and name. But that's not good enough".

As Keller et al. (2002) cautions, "Conventional wisdom says creating a brand is about differentiating your product. Think again!" This advice is repeated in Lehu (2007):

Either we leave brands, or in any case the majority of them, to complete their metamorphosis into a simple element for designating one good in relation to another, whereupon hundreds, if not thousands of them will disappear; or we decide to curb the impoverishment, to struggle against the suicidal erosion of brand capital and give the brand back a genuine legitimacy."

At the time of concluding this thesis, there is no indication in the latest literature that the brand is losing any of its former popularity, but there are signs that some companies are re-evaluating the importance of their role as brand custodian. As they continue to search for new and more competitive brand ideas, one could not find a more potent example than (Canning's, 2007) headline for McDonald's, "Golden Arches ask customers to do its McThinking." The copy reads,

All over the world brands are handing power to the consumer, letting them take control of everything from advertising to product development. Now McDonald's, considered perhaps one of the most risk-averse marketers on the planet, is jumping on board the user-generated bandwagon.

McDonald's is not the only high profile organization to review its brand strategy in this way, as similar considerations have also been reported in industry media by Procter & Gamble, Unilever, Johnson & Johnson, Coca-Cola, and Audi. This trend is supported by recent commentary from IT and telecommunications companies who are now expressing

interest in harnessing the revenue opportunities to be derived from the growth in *upload* traffic, which is quickly taking over in importance from the traditional download business. At the same time as younger consumers are abandoning the traditional one-way email traffic in favor of the more popular and less formal two-way instant messaging, voice, video and text communications. As technology evolves, brands will follow.

Exactly what happens when you hand more control to consumers worries some traditional marketers, but the opportunity exists for consumers to direct and produce their own brand image online, and engage those brands which build on and reflect their own distinctive personality. Recognition of this trend was the basis of an editorial review in *Admap* (White, 2005) which reports on the Market Research Society's London Conference at which Baroness Greenfield addressed "the possible influence on brain development of regular interaction with digital equipment, especially the action games that make up a significant part of the electronic diet of children and teenagers;" where brand placement is part of the scenery. While P&G's Stengel believes "the end of the era of mass marketing is a very positive thing," (Colvin Interview, *Fortune* 2007), mass marketing will still have its place, particularly for government communicators, which is why the dyadic brand model proposed by the writer encompasses both domains. Given the high value attributed to brands, there is an even greater need than ever before to improve both the clarity and understanding of the brand and branding process. In turn, this quest for enlightenment might also lead to greater standardization in research methodology (Richards, 2006).

If the trend continues for consumers to become significant incubators and providers in the communication send/receive model, there will be a ready market for another wave of brand marketing books designed to cut through the plethora of brand vocabulary, and offer clarity and helpful advice. With this in mind, the writer was not at all surprised to see *Brand Simple*, launched this year to satisfy "a market inundated with brands and branding theories" (Adamson, 2007). Drawing on his years of experience as Managing Director of Landor Associates, advising firms like: *GE, IBM, P&G, PepsiCo* and *Pfizer*, Adamson explains why some brands succeed, while others don't. Of course, they stand

for something different and relevant, but their success he says is based on simple, easy to understand ideas; the importance of this being that we live in an information rich world and it is all too easy to turn off our receptors if the idea is too complicated. *Brand Simple* offers a five-step process which takes the reader from idea establishment, to capturing its essence, getting employees engaged, considering your Brand's name and the creation of branding signals beyond the name. It is this last stage where the real power of the brand can be observed. To illustrate, Adamson cites many power signal cases including: *Apple's* uncluttered designs and packaging; *American Express'* promise of hassle-free customer service; *Federal Express'* truck and aircraft livery and guarantee of reliable delivery; *Gatorade's* product placement at premier sports events and scientific formulation underpinnings; *KFC's* iconic Colonel Sanders and his secret recipe that replaced any guilt feelings for not serving home-cooked chicken, *BlackBerry's* word-of-mouth success amongst type-A business personalities and *Dove* soap's powerful PR and a more realistic definition of beauty. All of these brand signals are rooted in real consumer expectations, not simply a reflection of a company mission statement or competency.

In a world short on successful, simple ideas and long on the use of celebrities and sports stars which risk overtaking brand differentiation, the advice from Robert Polet (*Fortune*, 2007), Gucci Group's new CEO (ex Unilever) also espouses a refreshing level of clarity and simplicity in marrying art and commerce: "Make the brand, not the talent, the star." His advice also echoes Adamson's recommendation to capture the essence of the brand and get employees engaged to lead the vision.

With so much focus being trained on the management of brands and how to make them more successful, many brand consultants and communication suppliers are restructuring their businesses and marketing themselves as brand experts to win new revenue opportunities, but these proprietary interests only add further to an already burgeoning brand vocabulary with new terms like "brand absorption" being added to the repertoire (Sinclair, 2007).

A further inference can be drawn from the exegesis of such a large body of literature as to why so many authors offer so many different perspectives and advice on brands. The answer surely lies in the nature of the brand itself. To use the analogy of French winemaking, the humble grape provides the heart and soul of all wine, just as the brand lies at the heart and soul of any organization. But the "*terroir*" in winemaking is where all similarities in grapes end. The *terroir* is a group of vineyards (or even vines) from the same region, belonging to a specific appellation, and sharing the same type of soil, weather conditions, grapes and wine making *savoir-faire*, which contribute to the specific personality of the wine. If you will, brands also have their own *terroir*, conceived in a specific geography or region, and sharing the same manufacture or technology (soil), and marketing (weather) conditions, category management and communication *savoir-faire*, which contributes to the specific personality of the brand, and its ultimate success in the market. In both cases, the labelling, packaging and branding are particularly important to the mental perceptions being conveyed. In the latter case, the *savoir-faire* in branding is drawn from the collective expertise of marketers, researchers, consultants, advertising agencies and suppliers. The markers for success in the brand world closely parallel those found in winemaking. Each industry has its bespoke style, language, and experience. Each appoints judging panels at competitions and awards ceremonies, typically in the case of brands, to evaluate their competitive effectiveness and value (e.g. *AFA Advertising Effectiveness Awards*). Each publishes industry recognized rankings (e.g. *BusinessWeek Top 100*). Each industry places value on the brand's reputation to attract users beyond their national boundaries, and its capacity to leverage other product successes. The luxury brands home grown in Italy is a stunning example of their capacity to transcend their national borders and assault the showrooms and boutiques of the fashion world.

If the analogy of *terroir* and *savoir-faire* between wine making and brand building shares some common ground, then the concept of a 'one-size-fits-all' brand definition is just as fraught as it is to insist that wine should be reduced to one definition. Such standardization flies in the face of reality and renders one approach to brand custodianship equally insensitive to the complexities and intricacies of creating

successful brands. The huge diversity of brand material therefore is fully explainable and likely to evolve laterally and longitudinally as more and more brand experts and consumers devise new techniques and approaches to building particular types of brands.

But this is not the end of the story. The key conclusion to be reached from all this brand scrutiny lies in the fact that brand definitions and brand schema are mostly framed in the context of custodian or consumer, and rarely relate to both domains. It is this key finding which gave birth to the title of this thesis *The Dyadic Brand* (derived of two elements or parts), which the writer uses as a platform to promote not only a simplified brand model, but also one which encompasses both the inputs and the outputs of its creators. In a monochromatic, global world, with growing sameness across popular categories, the pluralistic nature of the brand can really shine. The dyadic brand model is designed to show in one frame just how important it is to identify the collaborative roles of custodian and consumer if the brand is to be developed and enhanced to its full potential.

Even when considering the limitations of using an imperfect tool such as content analysis, this study clearly validates the research objectives to identify the brand's complex typology, many definitions and models, and the resultant confusion they collectively attract. While the theme of this paper was conceived in the headwaters of brand literature, the wealth of information reviewed undoubtedly confirms the intense interest academics and practitioners have for the world's most valuable business asset. Experiments will undoubtedly continue which blend artistic and scientific approaches to achieve greater brand success, as will the research and discussion such experimentation attracts. An even greater scientific challenge, in the writer's opinion, is enshrined in the poignant statement made by mathematician David Hilbert, some 25 years earlier (Glass, 1981:11)

The importance of a scientific work can be measured by the number of previous publications it makes superfluous to read.

If only this could be the case for many of the publications on brands and branding.

6.5 Future research

From all of the above re-analysis and reflection, the researcher finds it difficult to let the case rest here. Further extensions to this study exist in several areas. With the rapid growth of economies in China and India, no brand study would be complete without investigating whether non-English language brand literature exhibits improved perspectives on brand clarity. Closely allied to this topic is the potential to apply linguistic evaluation of potential brand names in non-English languages compared with typical English examples which employ phonics – alliteration (Coca-Cola); orthographic – spelling (Kool); morphologic – compound (Janitor-in-a-drum) and semantic – metaphor (Arrid). Jean-Claude Usunier and Janet Shaner’s research (2002) “Using linguistics for creating better international brand names” is particularly instructive.

Further research opportunities also exist to test the managerial and strategic benefits from applying the author’s simplified brand schematic alongside other more complex models and to explore the equity value advantage to be gained from emphasising emotional extrinsic benefits compared with reliance on intrinsic rational brand benefits.

The risks associated in adding to the burgeoning piles of brand literature must surely outweigh the downside of not knowing how to fully maximize the equity of the world’s most valuable business asset.

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APPENDICES: Literature Inventory and Content Analysis Data

The following appendices provide the source and data used to construct the graphs provided throughout this thesis, namely: Figs. 4.2, 5.2, 5.3, 5.4, 5.5 and Fig. 5.7.

8.1 Brand-related marketing books; academic and business (N=61):

1. Aaker, & Myers (1975) *Advertising management*, Prentice Hall
2. Aaker et al, (2001) *Marketing research*, Wiley
3. Aaker, (2002) *Building strong brands*, Simon & Schuster
4. Adamson, (2006) *Brand simple*, Palgrave
5. Arvidsson, (2006) *Brands: meaning & value in media...*, Routledge
6. Arens, (2006) *Contemporary advertising*, McGraw-Hill
7. Arnould et al, (2004) *Consumers*, McGraw-Hill
8. Bartlett & Ghoshal, (1989) *Managing across borders*, HBS
9. Baskin & Earls, (2003) *Brand new brand thinking*, Kogan Page
10. Bedbury, (2002) *A new brand world*, Penguin
11. Belch & Belch, (2001) *Advertising and promotion*, McGraw-Hill
12. Bonsall, (2006) *Brand-aid: the secrets of consumer-speak...*, West End
13. Chaudhuri, (2006) *Emotion & reason in consumer behavior*, Elsevier
14. Clifton & Simmons (Eds.), (2003) *Brands & Branding*, Profile
15. Duncan, (2005) *Principles of advertising & IMC*, McGraw-Hill
16. Evans & Wurster, (2000) *Blown to bits*, HBS
18. Godin, (2006) *Small is the new big*, Penguin
19. Gregory, (2001) *Brand building across borders*, McGraw-Hill
20. Gregory & Gregory, (2004) *The best of branding*, McGraw-Hill
21. Hammonds, (2006) *Brands BE*, Wiley
22. Heath, (2001) *The hidden power of advertising*, Admap
23. Hill & Lederer, (2001) *The infinite asset*, HBS
24. Holt, (2004) *How brands become icons*, HBS
25. Jones (1999) *How to use advertising to build strong brands*, Sage
26. Jones (2001), *The ultimate secrets of advertising*, Sage
27. Keegan & Green, (2006) *Global marketing*, Pearson
28. Keller, (2003) *Strategic brand management*, Pearson
29. Knapp, (2000) *The brand mindset*, McGraw-Hill
30. Kotler, (1971) *Marketing decision making*, Holt
31. Kotler, (2006) *Principles of marketing*, Pearson
32. Landa, (2006) *Designing brand experiences*, Clifton Park
33. Levy, (1999) *Brands, consumers, symbols & research*, Sage
35. Lindstrom, (2005) *Brand sense: build powerful brands...*, Free Press
36. Marconi, (1999) *Brand marketing*, NTC
37. Mark & Pearson, (2001) *The hero and the outlaw*, McGraw-Hill
38. McEwen, (2005) *Married to the brand, why consumers bond...*, Gallup
39. Morgan, (1999) *Eating the big fish*, Wiley
40. Morgan, (2004) *The pirate inside*, Wiley
41. Mueller, (1996) *International advertising: communications...*, Wadsworth
42. Murray, (2006) *The marketing gurus*, Portfolio

43. Nadeau, (2007) *Living brands*, McGraw-Hill
44. Neumeier, (2003) *Brand gap*, Neutron
45. Neumeier, (2007) *ZAG*, New Riders
46. Pearson, (1996) *Building brands directly, creating business value...*, Palgrave
47. Post, (2005) *Brain tattoos, creating unique brands...*, AMACOM
48. Roberts, (2005) *Lovemarks*, Lafley
49. Roll, (2006) *Asian brand strategy*, Palgrave
50. Schewe, (1987) *Marketing principles and strategies*, Random House
51. Schultz & Barnes, (1999) *Strategic brand communication...*, McGraw-Hill
52. Schultz & Kitchen, (2000) *Communicating globally*, NTC
53. Schultz & Walters, (1997) *Measuring brand communication: ROI*, AANA
54. Schultz & Schultz, (2003) *IMC the next generation*, McGraw-Hill
55. Stiff, (2006) *Sell the brand first, a new way...*, McGraw-Hill
57. Tybout & Calkins (Ed), (2005) *Kellogg on branding*, Wiley
58. Van Gelder, (2005) *Global brand strategy*, Kogan Page
59. Wells, et al. (2006) *Advertising*, Pearson
60. Wheeler, (2006) *Designing brand identity*, Hoboken
61. Wipperfurth, (2005) *Brand hijack, marketing without marketing*, Portfolio

8.2 Sample: US Advertising and Marketing journal articles (N=51):

1. Aaker, J. (1997), "Dimensions of personality," *Journal of Marketing Research*, Vol.XXXIV (August 1997), (pp.347-356).
2. Anscheutz, N. (2002), "Why a brand's most valuable consumer is the next one it attracts," *Journal of Advertising Research*, Jan 2002 v42 i1 p.15(7).
3. Baker, Honea & Russell (1999), "Do not wait to reveal the brand name:" *Journal of Advertising*, Fall 2004 v33, i3, p77(9).
4. Baker, M. (1998), "Editorial," *Journal of Marketing Management*, 1998, 14, (pp.387-389).
5. Baldinger, Blair & Echambadi (2002), "Why brands grow," *Journal of Advertising Research*, Jan/Feb 2002, v42, 1 p7(8).
6. Ehrenberg, Barnard, Kennedy & Bloom (2002), "Brand advertising as creative publicity," *Journal of Advertising Research*, Jul-Aug 02, v42, i4, p7 (12).
7. Blackston, M. (2000), "Observations: Building brand equity by managing the brand's relationship," *Journal of Advertising Research*, Nov 04, i6, p101.
8. Broadbent, S. (2000), "What do advertisements really do for brands?" *International Journal of Advertising*, May 02, v19, i2, p147 (1).
9. Bullmore, J. (1999), "Advertising and its audience: a game of two halves," *International Journal of Advertising*, Aug 99, v18, i3, p275.
10. Baxter, M. (2003), "Brand new brand thinking brought to life by 11 experts who do," (book review), *International Journal of Advertising*, Feb 03, v22, i1, p145 (2).
11. *Brand Management*, "Editorial: Brands and our times," Jan 2002, Vol. 9, i3, (pp.157-161).

12. Chaudhuri, A (2002), "How brand reputation affects the advertising-brand equity link," *Journal of Advertising Research*, May/June 2002 v42 i3 p33 (11).
13. Clancy & Trout (2002), "Brand confusion," *Harvard Business Review*, (p.22).
14. Davies & Chun (2003), "The use of metaphor in the exploration of the brand concept," *Journal of Marketing Management*, 2003, v19, pp.45-47.
15. de Chernatony & Riley (1997), "The chasm between managers' & consumers' views of brands: the experts' perspectives," *Journal of Strategic Management*, 1997, 5, (pp.89-104).
16. de Chernatony, Dall'Olmo Riley & Harris (1998), "Criteria to assess brand success," *Journal of Marketing Management*, 1998, 14, (pp.765-781).
17. de Chernatony & Dall'Olmo Riley (1998), "Modeling the components of the brand," *European Journal of Marketing*, Dec. 1998, v32, i11/12, (pp.1074-1090).
18. de Chernatony, Cottam & Segal-Horn (2006), "Communicating Services Brands' Values Internally and Externally," *The Service Industries Journal*, Vol.26, i8, Dec 2006, (pp.819-836).
19. de Chernatony, Abimbola & Cottam (2007), "Editorial: Critical issues in brand management," *Journal of marketing Management*, 2007, Vol.23, No.1-2, (pp.1-5).
20. de Chernatony & Wallace (2007), "Exploring managers' views about brand saboteurs. (Service brand development and employee support)," *Journal of Marketing Management*, (Feb 07), 23.1-2, p91 (16).
21. Cunningham et al. (2006), "The advertising magnifier effect: an MTV study," *Journal of Advertising Research*,
22. Elliott & Wattanasuwan (1998), "Brands as symbolic resources for the construction of identity," *International Journal of Advertising*, May 98, v17, n2, p131 (14).
23. Ehrenberg, Barnard, Kennedy & Bloom (2002) "Brand advertising as creative public," *Journal of Advertising Research*, Jul/Aug 2002, (pp.7-18).
24. Ehrenberg, Barnard, Kennedy & Bloom (2002), "Brand advertising as creative publicity," *Journal of Advertising Research*, Jul-Aug 02, v42, i4, p7 (12).
25. Griffiths, J. (2004), "Brands as media," *Market leader, Journal of the marketing Society*, Summer 2004, i25, (6).
26. Hatch & Schultz (2001), "Are the strategic stars aligned for your brands?" *Harvard Business Review*, (pp.129-134).
27. Heath, E. (2003), "The brand gym: a practical workout for boosting brand and business," (Book Review), *International Journal of Advertising*, May 03, v22, i2, p304 (2).
28. Jackson, M. (2001), "Bringing a dying brand back to life," *Harvard Business Review*, May 2001, (pp.53-6).
29. Janowitz, M. (1976), "Content Analysis and the study of Sociopolitical Change," *Journal of Communication*, Autumn 1976, (12p.).
30. *Journal of Advertising Research*, (2002), "Editorial: A question about brands," Jan 2002, v42, i1, p5 (1).

31. *Journal of Strategic Direction* (2007), "Review: Building and managing a successful brand with the three Cs: consistency, clarity and conformity," (2007), v23, i1, pp.19-22.
32. Keller, K. (2002), "Three questions you need to ask about your brand," *Harvard Business review*,
33. Keller & Lehman (2006), "Brands and branding: research findings and future priorities," *Marketing Science*, Nov/Dec. 06, 25.6, p740 (20).
34. Keller, Sternthal & Tybout (2002), "About your Brand: Three questions you need to ask," *Harvard Business review*, Sep. 2002, (pp.81-86)
35. Keller, K. (1993), "Conceptualizing, measuring & managing consumer-based brand equity," *Journal of Marketing*, Vol. 57, Jan.1993, (1-22)
36. Kover, A. (2002), "Editorial: A question about brands," *Journal of Advertising Research*, Jan/Feb 2002, (p.5).
37. Lafortet & Saunders (1999), "Managing brand portfolios: Why leaders do what they do," *Journal of Advertising Research*, Jan/Feb 1999, (21).
38. Ledbar, Buehler, Keller, Sawicka, Aksehirli & Richey (2005), "Brand Equity implications of Joint Branding Programs," *Journal of Advertising Research*, Dec 2005, Vol. 45, i4, (pp.413-425).
39. Lederer & Hill (2001), "See your brands through your customer's eyes," *Harvard Business Review*, June 2001, (pp.125-133).
40. Pine II & Gilmore (1998), "Welcome to the experience economy," *Harvard Business Review*, Jul/Aug 1998, (pp.97-105).
41. Lowery, Shrum & Dubitsky (2003), "The relation between brand-name linguistic characteristics and brand-name memory," *Journal of Advertising*, Fall 2003, v32, i3, p7 (11).
42. Miller & Berry (1998), "Brand salience versus brand image: Two theories of advertising effectiveness," *Journal of Advertising Research*, Sep/Oct 98, v38, i5, p77 (1).
43. Muncy, J. (1991), "Journal of advertising – a twenty year appraisal," *Journal of Advertising*, Dec91, Vol. 20, i4, (11p.).
44. Miller & Berry (1998), "Brand salience versus brand image: Two theories of advertising effectiveness," *Journal of Advertising Research*, Sep/Oct 98, v38, i5, p77 (1).
45. Oakenfull, Blair, Gelb & Dacin, (2000), "Measuring brand meaning," *Journal of Advertising Research*, Sep 2000, v40, i6, p101.
46. Schutte, T. (1969), "The semantics of branding," *Journal of Marketing*, April 1969, Vol. 33, (pp.5-11).
47. Schultz, D. (1998), "Determining how brand communication works in the short and long terms," *International Journal of Advertising*, Nov 98, p403 (1).
48. Schultz, Cole & Bailey (2004), "Implementing the 'connecting the dots' approach to marketing communication," *International Journal of Advertising*, Nov 04, v23, i4, p445 (23).
49. Tudor, A (1996), "Strive for loyal brands, then loyal consumers," *Journal of Advertising Research*, Nov/Dec 1996, v36, n6, p6 (2).
50. Young, C. (2002), "Brain waves, picture sorts and branding moments," *Journal of Advertising Research*, Jul/Aug 2002, v42, i4, p42 (12).

51. Yale & Gilly (1998), "Trends in advertising research," *Journal of Advertising*, Wntr. 1998, v17, n1 p12 (11).

8.3 Sample: UK Advertising and Marketing journal articles (N=75):

It may be debated that acceptance of papers by the editors of *Admap*, UK's advertising, marketing and research journal, may not undergo the same level of rigor as its refereed counterparts in America, but some of the authors listed below also publish in the US, and therefore, it would be remiss to exclude their contributions views purely on the basis of differing editorial policy and authorship. To do so would unnecessarily bias the literature collection and contest the reason for its American-centricity.

0. *Admap*, "Editorial: Building blocks for brands," (Nov.01), i422, p.14.
1. *Admap*, "Editorial: Sustainability: not a stretchable brand," (Sep. 2002). i431, p.5.
2. *Admap*, "Best Practice: Using brand image," (Jan 03), i435, p.13.
3. *Admap*, "Brand Strategy: Where are brands going?"
4. *Admap*, "Editorial: Lovebites," (Jan 03), i435, p.5.
5. *Admap*, "Best Practice: Brand loyalty," (May 03), i439, p.12.
6. *Admap*, "Brand Strategy Focus: Getting the brand strategy right," (Jul/Aug 03), i441, pp.15-16.
7. Addison, T. (2005), "More science: more sense, or nonsense?" *Admap*, (May 05), i461, pp.24-27.
7. Baker & Sterenberg (2003), "The global brand at the crossroads," *Admap*, (Apr 03), i438, pp.33-36.
8. Bigelow, L. (2002), "A brand in your hand," *Admap*, (Mar 03), i426, pp.47-50.
9. Brooke, J. (2002), "The brand inside," *Admap*, (Sep 02), i431, pp.24-26.
10. Burden, S. (2006), "Grow your brand: from source to communications," *Admap*, (Jun 06), i473, pp.25-27.
11. Coburn, N. (2003), "How to track through the line (brand) campaigns," *Admap*, (Nov 03), i444, pp.33-34.
12. Cramphorn, S. (2002), "So, just what do we think we are measuring?" *Admap*, (Mar 02), i426, pp.32-34.
13. Cramphorn, S. (2002), "Measuring brand advertising in the third millennium," *Admap*, (Sep 02), i431, pp.38-40.
14. Danziger, P. (2004), "Luxury brands: setting the record straight," *Admap*, (Sep 04), i453, pp.34-36.
15. Dawson & Hall, (2005), "That's brand entertainment," *Admap*, (Feb 05), i458, pp.27-30.
16. de Chernatony (1993), "New directions: Understanding the dynamics of brands as molecules," *Admap*, (Feb 93), i326, (p4.)
17. Donaghey & Williamson (2003), "Thinking through the (brand) line," *Admap*, (Apr 03), i438, pp.24-26.
18. Ehrenberg, A. (2004), "What brand loyalty can tell us," *Admap*, (Oct 04), i454, pp.70-72.

19. Ellor, G. (2006), "Generating big ideas that grow your brand," *Admap*, (Jun 06), i473.
20. Farr, A. (2006), "Soft measures, hard cash," *Admap*, (Nov 06), i477, pp.39-42.
21. Fielding, S. (2000), "Developing global brands in Asia," *Admap*, (Jun 00), i407, pp.26-29.
22. Forbes, T. (2006), "Brand valuation: an ROI tool," *Admap*, (Mar 06), i470, pp.44-46.
23. Feldwick, P. (2002), "Building brand muscle," *Admap*, (Jul/Aug 02), i430, pp.47-49.
24. Fermor, I. (2002), "Keeping brands compact," *Admap*, (Jul/Aug 02), i430, pp.33-35.
25. Gordon, W. (2004), "Consumer decision making," *Admap*, (Oct 04), i454, pp.74-76.
26. Gregory, J. (2006), "Creating a brand culture," *Admap*, (Nov 06), i477, pp.54-55.
27. Griffiths, J. (2005), "Writing screenplays for brands," *Admap*, (Nov 05), i466, pp.30-32.
28. Haggin, J. (2006), "BrandActional Advertising: building brands by driving sales," *Admap*, (Jun 06), i473, pp.48-50.
29. Hirsch, R. (2003), "Umbrella brands and sub-brands," *Admap*, (Oct 03), i443, pp.37-39.
30. Howard-Spink, J. (2003), "Who is your brand? And what is its story?" *Admap*, (Oct 03), i443, pp.15-17.
31. Howard-Spink, J. (2002), "Using archetypes to build stronger brands," *Admap*, (Oct 02), i432, pp.34-36.
32. Hutton, P. (2004), "Brand energy: managing and understanding brands," *Admap*, (Mar 04), i448, pp. 47-49.
33. Kelly & Reid, (2001), "Brand ownership – revisiting the definition," *Admap*, (May 01), i417, pp.42-45.
34. Khan, S. (2006), "Unlocking naturals," *Admap*, (Nov 06), i477, pp.16-18.
35. Laybourne & Lewis (2005), "Neuromarketing: the future of consumer research?" *Admap*, (May 05), i461, pp.28-30.
36. Lieberman, M. (2004), "How discrete-choice models can measure brand equity," *Admap*, (Jul/Aug 04), i452.
37. McCabe, P. (2006), "Generosity pays," *Admap*, (Jun 06), i473, pp.42-44.
38. McCambley, J. (2006), "Achieving brand growth at Nunwood," *Admap*, (Jun 06), i473, pp.52-53.
39. McCasland & Davis (2005), "Discover the passion in your brand," *Admap*, (Dec 05), i467, pp.16-18.
40. McKee, S. (2006), "The brand McReputation," *Admap*, (Jul/Aug 06), i474, pp.48-50.
41. McNaughton, L. (2004), "Linking brand value to shareholder value," *Admap*, (Mar 04), i448, pp.20-21.
42. Montgomery & Lieberman (2006), "What's in a name?" *Admap*, (Sep 06), i475, p.53-56.

43. Nairn, A. (2003), "7 ways to be a new brand leader," *Admap*, (Dec 03), i445, pp.15-17.
44. Page, G. (2002), "Making the most of your brands," *Admap*, (Nov 02), i433. pp.35-38.
45. Page, g. (2005), "The challenges for neuroscience in ad research," *Admap*, (Sep 05), i464, pp.36-38.
46. Parkes, C. (2007), "Time is money: use it to build relationships," *Admap*, (Jan 07), i479, pp.31-33.
47. Passikoff, R. (2006), "Are you really a brand?" *Admap*, (Apr 06), i471, pp.43-45.
48. Penn, D. (2006), "Interconnectivity is not the same as enlightenment," *Admap*, (May 06), i472, pp.37-38.
49. Pillot de Chenecey, S. (2001), "The captive state vs. brand takeover," *Admap*, (May 01), i417, pp.46-48.
50. Pirrie, A. (2005), "Customizing new brand development," *Admap*, (Nov 05), i466, pp.42-44.
51. du Plessis, E. (2005), "Advertisers' new insight into the brain," *Admap*, May 05), i461, pp.20-23.
52. Plummer, J. (2003), "Researching brand loyalty," *Admap*, (Dec 03), i445, pp.30-31.
53. Plummer & Einhorn (2004), "Brand growth priorities in a demand economy," *Admap*, (Oct 04), i454, pp.50-53.
54. Richards, T. (2006), "Talking to the heart and the head," *Admap*, (Mar 06), i470, pp.47-50.
55. Reid, T. (2003), "Looking forward to better brand research," *Admap*, (Dec 03), i445, pp.39-41.
56. Ryder, I. (2004), "Brand reputation," *Admap*, (Oct 04), i454, pp.34-35.
57. Schultz & Grindem (2003), "Completing the model: buy /sell branding," *Admap*, (Jan 03), i435, pp.43-45.
58. Sharp, B. (2003), "The only way to grow your brand," *Admap*, (Apr 03), i438, p.43.
59. Stock & Lena Tupot (2004), "How to market brands in a people economy," *Admap*, (Apr 03), i449, pp.32-34.
60. Sutherland, R. (2003), "Brands that speak louder than words," *Admap*, (Apr 03), i438, pp.40-42.
61. Swanson, C. (2004), "The impact of cultural change on brand marketing," *Admap*, (Sep 04), i453, pp.31-33.
62. Twose, D. (2006), "The real secrets of brand success," *Admap*, (Jun 06), i473, pp.28-30.
63. Tait, B. (2001), "Do gaps in marketing theory make new brands fail?" *Admap*, (Jun 01), i418, pp.40-42.
64. Tait, B. (2004), "How 'marketing science' undermines brands," *Admap*, (Oct 04), i454, pp.46-48.
65. van de Laar & Berg-Weitzel (2005), "The surprising and inspiring brand," *Admap*, (Nov 05), i466, pp.55-57.

66. van de Laar & Berg-Weitzel (2004), "Brand recognition: abstract shape, concrete success," *Admap*, (Jun 04), i451, pp.30-33.
67. van Sister, L. (2004), "The secret of multi-branding," *Admap*, (Nov 04), i455, pp.15-17.
68. Wicken, G. (2007), "Consumer values and brand strategies in the BRICs," *Admap*, (Jan 07), i480, pp.43-37.
69. Walker, C. (2003), "Understanding brand experiences," *Admap*, (Apr 03), i438, pp.30-36.
70. White, R. (2001), "Post-merger brand-building: what about advertising," *Admap*, (Nov 01), i422, pp.15-17.
71. White, R. (2005), "Semiotics deciphered," *Admap*, (Sep 05), i464, pp.16-17.
72. Wilson, J. (2002), "Whole-brain branding," *Admap*, (Sep 04), i453, pp.47-49.
73. Williams, S. (2007), "Brand essence: sense and nonsense," *Admap*, (Jan 07), i479, p.53.
74. Wing, H. (2005), "Risk! How to win in the game of brand extension," *Admap*, (Nov 05), i466, pp.49-51.

8.4 Sample: Advertising and Marketing papers on brand-related subjects (N=11):

1. Mittelstadt, C. (1986) *Executive Briefing*, Center for Advertising (CAS), NY: New York
2. Bartle, (1995) *Creativity sells – effectiveness & creativity in building brands*, Address, D&AD Conference, UK
3. Hem, de Chernatony, Iversen, (2001) *Factors influencing successful brand extension*, Norwegian School of Economics & Business Administration, Bergen
4. Bullmore, J. (2001) *Posh Spice and Persil*, lecture to British brands Group, UK
5. van Gelder, (2002) *A view on the future of branding*, Brand Meta, Amsterdam
6. JWT, (2003) *Turning your brand into a social movement*, Agency Presentation, USA
7. Malcolm, (2003) *100% marketing*, lecture to British brands Group, UK
8. Robertson, A. (2003) *I wish they'd told me when I started*, Keynote address APG, Sydney
9. Alwill, I. (2003) *Briefing, Targeting & Creative Evaluation*, Communications & Branding workshop, Nestlé, Sydney
10. Alwill, I. (2003) *Brand Equity Management*, Marketing workshop, Nestlé, Sydney
11. Aaker, D. (2003) *Hybrids, the heavenly bed and purple ketchup*, lecture to British brands Group, UK

8.5 Sample: Brand-related articles sourced from internet sites (N=53)

A diverse range of articles downloaded from authoritative sources including:

<http://adage.com/login>
<http://www.admapmagazine.com/>
<http://www.bbcworld.com/Pages/default.aspx>
<http://www.brandchannel.com/>
<http://www.thebrandstorm.com/>
<http://www.brandsense.com/>
<http://www.esomar.org/>
<http://www.ft.com/home/asia>
<http://www.goldmarks.net/>
<http://harvardbusinessonline.hbsp.harvard.edu/hbrsa/en/issue/0601/hbrsaLandingPage.jhtml>
<http://www.ipa.co.uk/>
<http://www.landor.com/>
<http://www.brandsense.com/>
<http://www.mcgraw-hill.com.au/>
<http://www.canada.com/nationalpost/index.html>
<http://www.warc.com/>
<http://www.yr.com/yr/>

8.6. Sample: Advertising, Marketing and Brand-related articles from industry periodicals (N=38):

Advertising Age
AdNews
AdWeek
AFA (Advertising Federation of Australia)
AANA (Australian Association of National Advertisers)
B&T Weekly
Campaign UK
IAA (International Advertising Association)
Sales & Marketing AU
Marketing AU

From these publications, the following headlines reflect similar subject interests as found in the academic and professional literature:

1. "NY Brand Builders," *Adage Global*, December, 2001
2. "Re-branding leaves Accenture free to network," *AdNews*, 2 March, 2001
3. "What if Kotler got it wrong?" *AdNews*, 2 March, 2001
4. "Consumers fickle about brands," *B&T Weekly*, December 14, 2001
5. "Logo with a cause," *AdNews*, 23 November, 2001
6. "From woe to go," *Marketing & eBusiness*, August, 2002
7. Behind the logo, *Campaign*, 3 May, 2002
8. "Regaining lost ground," *AdNews*, 6 December, 2002

9. "Branding," *Campaign*, 29 March, 2002
10. "Special report: Megabrands," *Ad Age*, July 22, 2002
11. "Brands in the boardroom," *Campaign*, 3 May, 2002
12. "Branding Australia," *B&T Weekly*, 14, November, 2003
13. "Strategic purpose + Brand essence," *Marketing*, May, 2003
14. "The Virgins just want to have fun," *Marketing*, May 2003
15. "The dynamics of trust," *AdNews*, 18 July, 2003
16. "Brandweek – Super brands", *Brandweek*, June 21, 2004
17. "Top brands – Coke's still it, but only just," *AdNews*, 16 January, 2004
18. "Mega brands, Special Report," *AdAge*, July 19, 2004
19. "Building a brand? Find an idea trend," *B&T Weekly*, 17 February, 2004
20. "Brand chronicles, baloney," *Ad Age*, July 19, 2004
21. "Real branding requires risk," *Ad Age*, August 16, 2004
22. "The brand man," *Marketing*, April, 2004
23. "Creating a brand BHAG," *Marketing*, January, 2004
24. "Trademarks & the legal elements of branding," *AdNews*, 16 January, 2004
25. "Mother of invention," *Sales & Marketing*, April 29, 2004
26. "The brand's different, but how does it make you feel?" *B&T Weekly*, 12 March, 2004
27. "The 'dipping glue' factor," *B&T Weekly*, 27 February, 2004
28. "Sever the ties that bind brands," *Ad Age*, May 3, 2004
29. "Nine leads branding skirmish," *AdNews*, 9 September, 2005
30. "Consumer to brands: make yourself useful," *Ad Age*, August 14, 2006

8.7 Sample: Brand-related articles from business/marketing news media (N=66):

Australian Financial Review
AFR/Boss
Bulletin
BRW (Business Review Weekly)
BusinessWeek
Canberra Times - Business
Fortune
NZ Herald - Business
Sydney Morning Herald – Marketing & Media, Business
The Australian – Media & Marketing, Business
The Economist
Time

Again, sample headlines continue to reflect similar themes and brand concerns as found in other brand literature:

1. *Asia's brand barons go shopping*, *Economist*, August 10, 1996
2. *Cost of change in brands rule 'many millions'*, *NZH*, 23 November, 1999
3. *For buyers, old is gold*, *The Weekend Australian*, March 10-11, 2001
4. *The power behind the badge*, *Prestige Drive*, 2001

5. *ACNielsen makes it tougher to claim a brand's gone global*, SMH, November 1, 2001
6. *Why brands are good for you*, The Economist, September 8, 2001
7. *Budget Ansett seen as waste of a good brand*, SMH, October 11, 2001
8. *The case for brands*, The Economist, September 8, 2001
9. *Forget branding, now integration makes mark*, The Australian, August 22, 2002
10. *Big brands split on global ads*, The Australian, November 14, 2002
11. *In brands we trust*, The Australian, June 6, 2002
12. *Coke keeps its fizz as world's biggest brand*, The Australian, August 1, 2002
13. *Under attack: How big brands are being hammered by retail giants*, The Australian, April 11, 2002
14. *Forget long term brand building*, AFR Boss, 2003 Marketing survey
15. *Uncle Toby's tops poll as sporty brand*, SMH, May 22, 2003
16. *New life for old brands*, BRW, October 2, 2003
17. *Brand is everything*, BRW, October 23, 2003
18. *Brands in the age of anti-Americanism*, Businessweek, August 4, 2003
19. *Tagged and branded by what we buy, watch, or eat*, SMH, August 21, 2003
20. *Big brands' little bang for their bucks*, The Australian, November 27, 2003
21. *Spice creator's vision: brand it with Beckham's*, SMH, July 31, 2003
22. *Oh Dior, label-bodied jump off brand wagon*, The Weekend Australian, July 5, 2003
23. *Brand it like Starbucks*, AFR Boss, September 2003
24. *Branded in chaos*, The Australian, September 27, 2003
25. *Brand your soul, it'll fetch a higher price*, SMH, November 1, 2003
26. *Where do brands come from?*, Marketing, 20th Anniversary, 2004
27. *Uncle Sam's brand war*, BRW, May 27, 2004
28. *Brand new day*, The Weekend Australian, March 6, 2004
29. *The great southern brand*, The Australian, May 19, 2004
30. *Brand owners have the mentality of emperors*, BusinessWorld, 1 August, 2005
31. *Forfeiting a brand of gold*, The Australian, October 12, 2006

8.8 Brand-related material contained in Annual Reports and Accounts of the following public companies (N=16):

1. *Allied Domecq Annual Report & Accounts*, (2004)
2. *Christian Dior Annual Report & Accounts*, (2004) & (2005)
3. *Domino's Pizza UK & IRL plc Annual Report & Accounts* (2006)
4. *Euro Disney S.C.A. Annual Report & Accounts*, (2004)
5. *Kellogg Company Annual Report & Accounts* (2004)
6. *Michelin Corporate Report* (2004)
7. *NTT DoCoMo Annual Report & Accounts*, (2005) & (2006)

8. *Nestlé in Oceania*, (2004)
9. *PSA Peugeot Citroën Annual Report & Accounts*, (2004) & (2005)
10. *Royal Dutch Shell plc*, (2005)
11. *Unilever Annual Report & Accounts*, (2004)
12. *WPP Annual Report & Accounts*, (2004) & (2005)

Appendix 8.9 – Brand Definition Analysis

Total	Descriptor	Nomenclature	Mode	Book N=43	Media N=12	Journal N=28	Consult N=1	Conf N=1
35	Differentiate	Differentiating mechanism/point of diff.	Custodian	16	1	3		
		Identifies/identity system/social identity	"	8		3		
		Distinguishes	"	3		1		
30	Symbol	Symbol/Logo/sign/slogan	Custodian	19	1	3		
		Design	"	6				
		Intellectual property	"	1				
28	Perception	Perception/impression/beliefs	Consumer	10				
		Experience	"	4				
		Fav. image/mental picture/box/imprint	"	3		2		
		Metaphorical story/metaphor	"	2		2		1
		Consumer's idea/mind	"	2				
	Attachment	"	2					
27	Name	Name/mark/label/term/trademark	Custodian	18	1	3		
		Trustmark/Trust/Lovemark/Reducer of risk	"	1	1	1		
		Word	"	2				
20	Attributes	Extrinsic/Intrinsic/tangible/intangible	Custodian	5	1	1		
		Value/economic value	"	1	1	2		
		Assets/Liabilities/franchise	"	6				
		Legal instrument/no legal definition	"	1	1	1		
18	Combination	Sum/mixture/collection/central/integrated	Custodian	12	2	4		
10	Promise	Promise/commitment chain/reputation	Custodian	7	1			
		Appeal/emotional appeal	"		1		1	
6	Create	Co-created/create pref/mystic creation	Cust/cons	3			1	
		Made and owned by people	"		1		1	
4	Influence	Influences	Custodian	2	1	1		
9	Relationship	Bond/bonding agents/being married	Consumer	4	1	2		
		Informational glue/attachment	"	2				
7	Personality	Brand as person/like people	Consumer	1		4		
		Living organic entities/live in the head	"	1			1	
6	Repository	Rich reservoir/storehouse/accumulated	Consumer	6				
2	Hot iron	Burn (<i>Brandt</i>)/made with hot iron	Custodian	1	1			
1	Consistent	Consistently	Custodian					1
1	Relevant	Relevant	Consumer					1
1	Convenient	Convenient/accessible	Consumer					1
1	Exchange	Exchange agreement	Cust/cons				1	
206	Total descriptor categories 17	Total concepts 78	fifty/fifty	149	15	33	5	4

Appendix 8.10 Brand Taxonomy

Source: Brand themes and derivatives identified in the literature sample (see *Literature Review*, 2.7 and *Brand Taxonomy Analysis* 5.4), the discovery of which first established the overall direction of this thesis, and spurred the researcher to analyse the extent of the brand 'species,' and the causal aspects of the often stated confusion and complexity such a plethora of brand terminology generates.

1.	Brand acquisition	43.	Brand halo
2.	Brand advertising	44.	Brand harmonization
3.	Brand anatomy	45.	Brand health
4.	Brand archaeology	46.	Brand heaven
5.	Brand archetypes	47.	Brand history
6.	Brands-as-media	48.	Brand idea
7.	Brand assets	49.	Brand identity
8.	Brand associations	50.	Brand image/imagery
9.	Brand attrition	51.	Brand impact
10.	Brand audit	52.	Brand imprint
11.	Brand awareness	53.	Brand investment
12.	Brand belief	54.	Brand journalism
13.	Brand building	55.	Brand knowledge/learning
14.	Brand bullies	56.	Brand language
15.	Brand character	57.	Brand leadership
16.	Brand centrality	58.	Brand leverage
17.	Brand classification	59.	Brand licensing
18.	Brand communication (definition ²)	60.	Brand linguistics
19.	Brand concept	61.	Brand loyalty
20.	Brand confusion	62.	Brand mantra
21.	Brand consolidation	63.	Brand management
22.	Brand consultancy	64.	Brand mapping
23.	Brand-cued brain scanning	65.	Brand marketing
24.	Brand culture	66.	Brand meaning
25.	Brand (definitions ¹)	67.	Brand measurement
26.	Brand delight	68.	Brand metaphor
27.	Brand development	69.	Brand metrics
28.	Brand differentiation	70.	Brand muscle
29.	Brand dilution	71.	Brand name
30.	Brand effect	72.	Brand neurology
31.	Brand energy	73.	Brand origins
32.	Brand energizers	74.	Brand ownership
33.	Branded entertainment	75.	Brand perceptions
34.	Brand equity (definition ³)	76.	Brand performance
35.	Brand essence	77.	Brand personality
36.	Brand experience	78.	Brand placement
37.	Brand extension	79.	Brand planning
38.	Brand facet	80.	Brand-Person-Relationship (BPR)
39.	Brand failure	81.	Brand portfolio
40.	Brand fragmentation	82.	Brand positioning
41.	Brand growth	83.	Brand power
42.	Brand gym	84.	Brand proliferation

85.	Brand rationalisation	113.	Brand value
86.	Brand reach	114.	Branding (definition ⁴)
87.	Brand recognition	115.	Branding moments
88.	Brand reduction	116.	Co-brand
89.	Brand rejuvenation	117.	Corporate brand
90.	Brand renovation	118.	Cult brand
91.	Brand relationships	119.	Digital brand
92.	Brand reputation	120.	Disruptive brand
93.	Brand reservoir	121.	Global brand
94.	Brand resonance	122.	House brand
95.	Brand response	123.	Invisible Grail
96.	Brand salience	124.	<i>Lovemarks</i> ©
97.	Brand seeding	125.	Master brand
98.	Brand self-esteem	126.	Mega brand
99.	Brand signals/symbols	127.	Multi-branding
100.	Brand similarity	128.	National brand
101.	Brand size-effect	129.	Parent brand
102.	Brand smashing	130.	Plated brand
103.	Brand strategy	131.	Power brand
104.	Brand strength	132.	Price brand
105.	Brand success	133.	Product brand
106.	Brand support	134.	Re-brand
107.	Branded surprise	135.	Service brand
108.	Brandthropology ⁵	136.	Sub-brand
109.	Brand touch-points	137.	Super brand
110.	Brand transformation	138.	<i>Trustmark</i> ©
111.	Brand trust	139.	Umbrella brand
112.	Brand universe		

Definitions: ¹Anon: Conference Proceedings (2004) "What planning are you planning," *Brand Architecture International*, Sydney: APG; Bullmore, J. (2001), "Posh Spice & Persil," Lecture: British Brands Group, London: BBG; Clifton, R & Simmons, J. (2003), "Brand & Branding," *The Economist*, UK: Profile Publishing; Dolak, D. (2003), Building a strong brand: Brands and Branding basics," dave@davedolak.com; de Chernatony, L. & Dall'olmo Riley, F. (1997), "The chasm between managers' and consumers' views of brands: the experts' perspectives," *Journal of Strategic Marketing*, (pp.89-104); Greenhill, T. (1999), "What's in a brand?" *Admap* NTC Publications; Keller, K. (2003), "Strategic Brand Management," (p.771), New Jersey: Prentice-Hall; Neumeier, M. (2003), "The brand gap," Berkley, CA: New Riders; Ryder, I. (2004), "Brand reputation," (pp.34-35), *Admap*, Oct 2004, UK: WARC; Schultz, D & Schultz, H. (2003), "IMC, the next generation," New York, NY: McGraw-Hill; Van Auken, B. (2005), "The Brand Management Checklist," London: Kogan Page; Wells, Moriarty, Burnett, (2006), *Advertising Principles and Practice*," New Jersey: Pearson Prentice-Hall.

²Schultz, D & Walters, J. (1997), "Measuring brand communication," New York, NY: Association of National Advertisers (ANA).

³Montgomery, Jon & Lieberman, Michael, (2005), "A compendium of brand measurement," (pp.45-47), Sept 2005, *Admap*, London: WARC.

⁴Schultz, D. & Grinden, C. (2003), "Completing the model: buy/sell branding," (pp.43-45), Jan 2003, *Admap*, London: WARC.

⁵© Roberts, K. Saatchi & Saatchi (2006).

8.10.1 – Brand Taxonomy Summarised

Cluster	Language	Theme presence
Management	Organisation, structure, culture, mantra Centricity, harmonisation, consolidation Planning, portfolio, strategy, development Concept, idea, positioning, differentiation Building, mapping, growth, extension Power, strength, muscle, gym, health Transformation, disruption, dilution, smashing Rationalization, reduction, attrition Branding, re-branding, renovation, rejuvenation Proliferation, placement, leverage, licensing	39
Anatomy & Elements	Archaeology, history, knowledge, origins, reservoir Brandthropology, language, linguistics Size-effect, semiotics, signals, symbols Character, essence, halo, touch-points Facets, journalism, similarities Psychology, neurology, brain scan	23
Classification	Universe, parent, corporate, pillar, umbrella Global, super, mega, multi-brand National, master, product, sub-brand, co-brand Power, plated, house, price	18
Experience	Belief, trust, loyalty, Lovemarks, Trustmarks Surprise, delight, heaven, moments Relationship, effect, reputation, response Salience, self-esteem, culting	16
Marketing Communication	Communication, advertising, brand-as-media Investment, support, energizers Branded entertainment, seeding Placement, reach, impact, imprint Consultants, agencies, specialists, researchers	16
Evaluation	Ownership, equity, assets, value Audit, measurement, rank, metrics, mapping Performance, success, growth, acquisition	13
Effect	Awareness, recognition, identity, image Name, meaning, personality, perceptions Resonance, response, associations	11
Confusion	Definitions, failure, fragmentation, misunderstanding	4
Metaphor	Leadership, bullies	2

8.11 – Brand Confusion Analysis

Total incidence	Brand Theme	Brand language	Book N=18	Journal N=32	Media N=13	Consultant N=3	Conf N=6	
29	Misunderstanding	Semantic confusion around the word equity		1		1		
		Outdated and confusing terminology		1				
		Mired in confusion	1					
		Most do not understand	1	1	1			
		Neither widely or consistently understood		1				
		Complex beasts/subject/complex symbol	1	2				
		Fiendishly complicated						1
		Hard to comprehend				1		
		Misinterpret	1					
		Clarity			2			
		Respective fuzziness in meaning	1	1				
		Much misused and misunderstood terms		1				
		When corporate brand doesn't make sense				1		
		Pile of disconnected words			1			
		Plethora of terms			1			
Disagreement about branding principles	1					1		
Why so many brands consistently formulaic					1			
Subject of much fuzzy thinking				1				
Bogged down in lists of nouns & adjectives	1							
Brand portfolios like snowflakes, no 2 alike	1							
25	Definition	Lying in bed at night thinking about			1			
		Numerous definitions of a brand	1	1				
		Over 80 definitions exist						1
		Brands are like people, infinitely variable	1					
		Plethora of different definitions/terms	1	1				
		Clear definitions are becoming distorted		1				
		Defining a brand is tough				1		
		Some think a brand is a name or trademark	1					
		Branding still seems to be logo-fixated						1
		Brand itself has no legal definition				1		
Mutually agreed vocabulary			1					
Frequently abused vocabulary			1					
Inadequate language				1				
Brand & marketing consultants					1			

		love jargon				
		There is much branding terminology		1		
		Surprisingly slippery concept		1		
		No definitive source/ specifically focused	1	1		
		No single universally accepted answer				1
		Branding is not advertising			1	
16	Overused	Branding is not rocket science	1			
		New brand model should start drilling deep			1	
		Far too simplistic and ignorant			1	
		Reborn reverence for brands	1			
		Overused/ sterile and unimaginative		2	1	
		The term brand suffers from overuse	1			
		Danger of overworking			1	
		Literature suggests brands are in decline	1			
		Brand does not truly exist	1			
		Best known brands are likely to disappear			1	
		Marketing fool's gold	1			
		Brand leadership has lost much of its shine		1		
		Tired brand managers		1		
		Outdated		1		
		Elusive, slippery, half-real/half-virtual		1		
		Brand has become bland	1			1
13	Debate	Vacuum in corporate culture/destroying		1		
		Much debate over its imprint	1			1
		A subjective thing		1		1
		It's reductive nature removes detail & color		1		
		We talk about what a brand is?			2	
		Little agreement on how to measure		1		
		Lack of consensus	1			
		Brand equity consistently underestimated	1			
		Its reductive nature removes the detail		1		
		The brand is in trouble			1	
		Academics no longer content with concept		1		
9	Ubiquity	Ubiquity of the term brand	1	1		
		The word brand is everywhere		1		
		Everything but life itself is branded			1	
		World saturated in brands and branding		1		

		Proliferation new brands/ endless extensions	1				
		Now nine million, has doubled since 1974	1				
		Anti-brand sentiment/ utter confusion?		1			
		More words have been written		1			
10	Wide gap	Wide gap between academic/practitioner		2			
		Important gaps in brand theory		1			
		Likely to get as many different answers	1				
		Chasm between manager/consumer's view		1			
		2000 books covering brand-related topics		1		1	
		I got 45 different answers		1			
		9 main themes arise		1			
		20 different 'types' of brand		1			
3	Disturbing	13 deeply disturbing facts					1
		Brand building is dangerous to your career		1			
		The growing obsession with brands		1			
Incidence 105	7 theme categories	Total themes 86	27	49	18	5	6

8.12 – Brand Schemata Inventory

This sample was principally derived from a subject search of all books catalogued in the University of Canberra library corresponding to keywords: 'Brand,' 'Branding,' or 'Brand Communication.' It yielded a total of 123 books, which were located on-shelf by call number for closer investigation. To provide a representative sample for analysis, every third book was selected for potential use of brand schema or theoretical models. If none were found, the book immediately adjacent was substituted. This method produced an initial sample of N=47 as listed below by author, in alphabetic order, with each schema title in quotations. As with all research, it becomes a living project which resulted in the final analysis sample being N=53 (Refer to App. 8.1.2). The sample also includes, by exception, de Chernatony & Dall'Olmo Riley's "Double Vortex Brand Model" from the *European Journal of Marketing*, in order to compare their inspirational work with the exhibits being analysed below:

1. Aaker, D. (2000), "Brand is more than product," (p.52), *Brand Leadership*, New York, NY: Free Press.
2. Arens, W. (1999), "Brand development index (BDI)," (p.262), *Contemporary Advertising*, USA: Irwin/McGraw-Hill.
3. Boehm, K. (2005), "Brand lifecycle concept," (p.12), *Waking the giant*, Melbourne, Vic: Roundtable Publication.
4. Brymer, C. (2003), "Brand Platform," (p.87), in *Brands and Branding*, London: Profile Books.
5. Calkins, T. (2005), "Brand prism," (p.3), in *Kellogg on Branding*, Tybout & Calkins, New Jersey: John Wiley
6. Chaudhuri, A. (2006), "A model of brand relationships," (p.117), *Emotion and reason in consumer behaviour*, MA: Butterworth-Heinemann.
7. Chevalier, M. & Mazzalovo, G. (2004), "The dimensions of brand image," (p.99), *Brand Identity*, New York, NY: Palgrave Macmillan.
8. Chitty, W. et al. (2005), "A framework for brand positioning," (Fig 4.3), *Integrated Marketing Communication*, Vic: Thomson.
9. de Chernatony, L & Dall'Olmo Riley, F. (1998), "Double Vortex Brand Model," (Fig.1), *European Journal of Marketing*, Vol. 32, No.11/12, (pp.1074-1090).
10. Duncan, T. (2002), "The (brand) response wheel," (p.185), *IMC: Using Advertising & Promotion to Build Brands*, NY: McGraw-Hill.
11. Duncan, T. & Moriarty, S. (1997), "Drivers of brand relationships," (p.16), *Driving Brand Value*, NY: McGraw-Hill
12. Fill, C. (1999), "A cognitive association model of advertising/brand relationships," (p.278), *Marketing Communications*, Essex: Pearson Education.
13. Gregory, J. (2001), "Building (brand) clarity and momentum," (p.138), *Branding Across Borders*, NY: McGraw-Hill.
14. Gregory, J. (2004), "What is CoreBrand Power? A place on the map," (p.11), *The Best of Branding*, NY: McGraw-Hill
15. Edwards, H & Day, D. (2005), "The governing four corner model...for brand identity," (p.98), *Creating Passion Brands*, UK: Kogan-Page.

16. Erlbaum, L. (2006), "Strategic model of brand image," (p.5), *Creating images and the psycho*, New Jersey: Lawrence Erlbaum Associates.
17. Franzen, G. (1999), van Os, W. (trs.), "Brand awareness saliency model," (p.189), *Brands and Advertising*, Oxfordshire, UK: Admap Publications.
18. Grant, J. (2006), "Starbucks molecule," (p.39), *The brand innovation manifesto*, West Sussex: John Wiley.
19. Holt, D. (2004), "The cultural brand management process," (p.210), *How brands Become Icons*, Boston, MA: HBS Press.
20. Hill & Lederer, (2001), "Brand portfolio molecule," (Fig. 2.1) *The Infinite Asset: Managing brands to build new value*, Boston, MA: HBS Press.
21. Hall, M (2003), "Segmentation and brand commitment," (p.126) in *Brand New Brand Thinking*, Baskin & Earls (ed.), London, UK: Kogan Page.
22. Jones, J.P. (Ed.), (1999), "The brand dynamics pyramid," (p.363), *The Advertising Business: Operations, creativity, media planning, integrated communications*, Thousand Oaks, CA: Sage.
23. Keller, K. (2003), "The brand value chain," *Strategic brand Management*, New Jersey: Prentice-Hall.
24. Kumar, N. (2004), "The complex corporate marketing logic," (p.214), *Marketing as Strategy*, Boston, MA: HBS Publishing.
25. Morgan, A. (2004), "The wrap map," (p.113), *The Pirate Inside*, Sussex, UK: John Wiley.
26. Landa, R. (2006), "The three integrated meanings of brand," (p.4), *Designing brand experiences*, Clifton park, NY: Thomson.
27. Lindstrom, M. (2005), "Twelve components form the fundamentals of a Smash Your Brand philosophy," (p.42), *Brand Sense*, New York, NY: Free Press.
28. McEwen, W. (2005), "The route to a great brand relationship," *Married to the Brand: Why Consumers Bond with Some Brands for Life*, New York, NY: Gallup Press.
29. Neumeier, M. (2003), "The virtuous (brand) circle," (p.147), *The Brand Gap*, Berkeley, CA: New Riders.
30. Neumeier, M. (2007), "A brand is a part of an ecosystem....," (p.79), *ZAG: The #1 strategy of high-performance brands*, Berkeley, CA: New Riders.
31. Mark, M. & Pearson, C. (2001), "Telling the Brand's story," (p.206), *The Hero and the Outlaw: Building extraordinary brands through the power of archetypes*, New York, NY: McGraw-Hill.
32. Perry & Wisnom III, (2003), "The relationship of brand identity and brand building," (p.4), *Before the Brand*, New York, NY: McGraw-Hill
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34. Pirrie, A. (2006), "Brand Equity," (p.41), in "What value brands," *Admap*, UK:WARC.
35. Pickton & Broderick, (2001), "Managing brand equity," (p.256), *Integrated Marketing Communications*, Essex, UK: FT Prentice-Hall.
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45. Usunier, J-C. (1992), "Several layers of...brand-related product image," (p.286), *Marketing Cross Cultures*, Essex, UK: Pearson Education.
46. Vanden Bergh & Katz, (1999), "The value of brand equity to consumers and the firm," (p.153), *Advertising Principles: Choice, Challenge, Change*, Lincolnwood, IL: NTC Publishing.
47. Wheeler, A. (2006), "(Brand) Identity," (p.3), *Design Brand Identity*, New Jersey: John Wiley.

8.12.1 – Brand Schema Summary

Author (Year)	Concept purpose (abbrev.)	Target	Visual Modality	Interpretation	Brand apps/components (abbrev.)
Aaker (2000)	Product/Brand drivers	Cu	Circles	Bullseye	Brand associations, personality, symbols,
Arens (1999)	Brand sales potential	Cu	Nil	Formulaic	Brand sales to population index
Boehm (2005)	Brand life cycle	Cu	X&Y axis	Linear	Brand high/low relevance to differentiation
Brymer (2003)	Brand drivers	Cu	Circles	Bullseye	Brand drivers from vision, mission, values
Bullmore (2001)	Brands are like nests	Co	Twigs	Holistic	Brand components, each piece (twig)
Calkins (2005)	Brand power	Co	Prism	Diffusion	Brand specifications // Perceptions
Chaudhuri (2006)	Brand relationships model	Co	Boxes/arrows	Linear	Importance/risk/b. trust/purchase/mkt
Chevalier (2004)	Brand image dimensions	Cu	Circ & spokes	Holistic	Brand name surrounded by attributes,
Chitty (2005)	Brand positioning	Cu	Boxes	Linear	Brand images, associations, attributes,
Duncan (2002)	Managing brand relationships	Cu	Boxes	Linear	Corporate mktg, mktg comm, interactivity
DuncanMoriarty97	Brand relationships	Cu	Oval/Arrows	Linear	Infrastructure+corporate focus+process→
de Chernatony 98	Understanding brand elem	Co	Double vortex	Distillation	Brand inside firm // relationship // brand
Edwards (2005)	Brand positioning/Brand id	Cu	4 cornered X	Intersection	Brand passion intersection bounded by
Erlbaum (2006)	Brand image model	Cu	Intercon boxes	Linear	Brand image strategic functions, info
Fill (1995)	Brand advertising influ	Cu	Boxes & circles	Linear	Brand triggers - involvement, likeability,
Franzen (1999)	Brand awareness/saliency	Cu	Circ neural net	Inter-relate	Brand behaviour, meanings, relationships,
Grant (2006)	Brand as molecule	Cu	Cell structure	Experiential	Brand essence as layered composite
Gregory (2001)	Global branding strategy	Cu	Rectang	Linear	Brand clarity and momentum
Gregory (2004)	Core components of b. power	Cu	Rectang quad	Mapping	Brand familiarity and favourability factors
Hall (2003)	Segmentation b. commitment	Cu	Oval	Linear	Brand strategy, consumers by committed
Holt (2004)	Cultural brand management	Cu	Ovals & boxes	Linear	Cultural brand knowledge, composing cult
Holt (2004)	Cultural brand icon	Cu	Overlap ovals	Cluster	Identity values of identity brands, iconic
Hill/Lederer (01)	Brand portfolio	Cu	3-D molecule	Cluster	Five brand dimensions: purchasers, import
Jones (1999)	Brand dynamics	Cu	Pyramid	Ascendancy	Bonding, advantage, perform., relevance
Keller (2003)	Brand value chain	Co	Box & circles	Linear	Multipliers of Mktg prog, mindset, mkt perf,
Keller (2003)	Brand personality scale	Co	Circles	Linear	Brand factors/facets by sincerity, excite
Kleppner (1996)	Brand as memory bank	Co	Cone	Linear	The brand to emotional elements to rational
Knapp (2000)	Brand strategy process	Cu	Virtuous circle	Continuum	Brand strategy doctrine thru assmnt, promise
Kumar (2004)	Corporate brand mktg logic	Co	Circ neural net	Combine	Complex of products, brands, channels, cust
Landa (2006)	Brand meaning (multifac)	Cu	Equilat triangle	Interrelate	Brand faces comprised characteristics, id
Lindstrom (2005)	Brand smash philosophy	Cu	Hub & spokes	Fracture	Brand shards: picture, color, shape, icon,
McEwen (2005)	Route to brand relationship	Cu	Circles & Pyra	Linear	Brand promise/connect/Brand experience
Morgan (2004)	Brand communication beliefs	Co	Spiral wrap	Vortex	Belief factors: folklore/comms/exper/langu
Neumeier (2003)	Societal brand integration	Cu	Virtuous circle	Spiral	Brand differentiation, collaboration, innovat
Neumeier (2007)	Brand ecosystem	Co	Infinity symb	Continuum	Coexistence of brand/community around:
Perry (2003)	Brand relationships	Cu	Concent circle	Bullseye	Between B. building & B. identity from exp
Pickton (2001)	Associative brand network	Cu	Concent circle	Bullseye	B. equity assets & liabilities across B. prot
Percy (2005)	Brand strategy model	Cu	NIL	Linear	Brand communication based on core obj
Mark (2001)	Brand narrative model	Cu	Circle	Radial	Archetypal brand positioning from brand soul
Mark (2001)	Brand building model	Cu	Virtuous circle	Continuum	The brand the offer from value contributed
Randall (1997)	Brand dimensions	Co	Cross hairs	Quadrant	Core brand essence from: functions, pers
Reis (2004)	Brand survival of 'firstest'	Cu	Seedling	Growth	Brand growth planted from germination
Roll (2006)	Asian brand management	Cu	Grid	Descent	Brand audit, brand identity, strategy, simple
Roll (2006)	Asian brand touch points	Co	Boxed quads	Continuum	Brand core thru: pre-sales/sales phase/post
Schroeder (2006)	Semiotic b.assoc. sign syst	Cu	Equilat triang	Integration	Brand associations and brand image by
Schultz (2003)	Brand hierarchy effects	Cu	Pyramid	Ascent	Brand presence, relevance, performance,
Shultz/Barnes(99)	Brand associative network	Co	Ovals	Network	Brand knowledge inputs from awareness,
Schultz (2003)	The whole brand (Fortini)	Cu	Hub & spokes	Contact	Product surrounded by B. contacts, WOM,
Schultz&Schultz04	Heart of the brand	Cu	Boxes	Linear	Brand inputs, assessment, definition, prom
The Economist 03	Brand platform	Cu	Ovals	Bullseye	Brand platform, personal, tone, competence

Usunier (2005)	National brand images	Cu	Boxes	Layered linear	Brand elements layered by global image,
Vanden Berg (99)	Brand equity source	Co	Boxes	Linear	Brand equity thru: loyalty/awareness/qual
Wheeler (2006)	Building brand value	Cu	Honeycomb	Cellular	Vision to value thru: meaning/authenticity/

Total models 53

Legend:

Cu=36 (68%)

Custodian* models

*No mention of consumer or customer, but three models imply this using terms like 'people' and 'audience'

Legend:

Co=17 (32%)

Consumer models