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FAYVISHENKO Diana

PhD in Econ., Associate professor,

Kyiv National University of Trade and Economics,
Kyiv, Ukraine

ORCID ID: <https://orcid.org/0000-0001-7880-9801>

fayvishenko.ds@gmail.com

STRATEGIC BRAND MANAGEMENT: CONCEPTUAL BASIS

The article substantiates the concept of strategic brand management, emphasizes on the direction of brand growth in the long-term prospects. The study discovers that this process involves planning, executing, controlling of marketing and branding strategies, applying for measures of building, measuring and evaluating of brand equity. The basic stages of the evolution of strategic brand management concepts have been formed, the functions and the basic principles of brand management have been discovered, the effective use of which provide the company with additional sales and profit maximization. Along with basic management functions such as planning, organization, leadership and control, brand management uses its own tools, including specific methods and principles, specific models, organizational forms of brand management. Emphasis is placed on the expediency of applying a set of specific methods implemented by specialists in the strategic, tactical, administrative and organizational management of company brands.

Keywords: brand, branding, brand management, strategic management of a brand, brand management model, marketing strategy.

Introduction. Today strategic brand management is used by companies to support and promote the brand and gain worldwide recognition. The term «strategic» implies that the process involves brand activity in the long-run period. This includes an integrative and sustainable policy that helps companies to build, develop and manage their brands. Therefore, the role of strategic brand management and the evolution of generating, development of strategies continues to be relevant today.

Literature review. Famous domestic and foreign scientists, such as D. A. Aaker, T. Ambler, S. Anholt, S. Davis, V. Domnin, P. Doyle, S. D'Alessandro, I. Ellwood, T. Nilsson, O. Kendiukhov, O. Zozulo, V. Bong, J. Alexander and R. Clinton have devoted their works to the research of theoretical and methodological basis of the concepts «brand», «branding» and «brand management». However, there is no commonly accepted interpretation of these concepts and the role of strategic management and tools remains operative today.

The purpose of the article. The research aims at studying the issues of strategic brand management by defining concepts and tools, covering the epistemology of brand management as the element of strategic brand management.

Results and discussion. In the conditions of rapid and dynamic development of the market, marketing has been distinguished from the general management system as a specific function caused by the need to develop new management methods and techniques based on marketing decisions and oriented to meet the needs of consumers. Further development of market relations was accompanied by effective management not just of goods, but of brands, which led to the separation of brand management in a separate line of activity within the internal management system.

Analyzing the stages of the brand management evolution (Fig. 1), the emphasis is on the fact that the concept has been included in the field of scientific interest because of its disclosure by British experts W. Olins and S. Anholt in this area [2].

Along with basic management functions such as planning, organization, leadership and control, brand management uses its own instruments, which include special methods and principles, specific models, organizational forms of brand management. O. Ruda rightly points out that the availability of such tools makes it possible to present brand management as a modern function, which is separated

from the general system of internal company management as a result of increasing the importance of brands in the activity of the company [3].

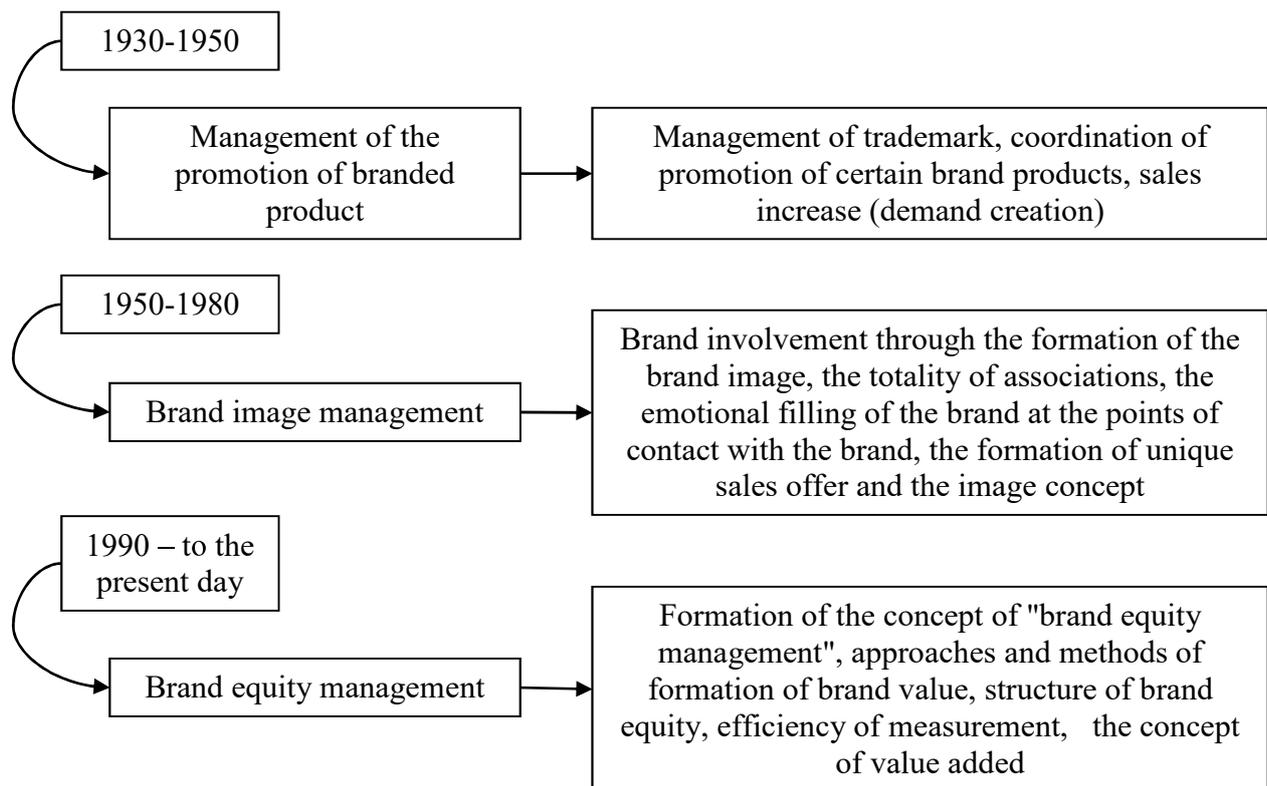


Fig. 1. The stages of evolution of concepts of strategic brand management

Source: made by the author on the basis of [8]

Prykhodchenko Ya. [4] represents brand management within marketing orientation as management activity to create support and keeping of the brand of the enterprise in order to gain a long-term competitive advantage, based on enhancing the impact on the micro-environment of the enterprise through communications mix and effective positioning. In other works it is pointed out that brand management is management, management activity where in the conditions of marketing orientation the main role is given to the brand of the enterprise, which consists of the brand of the goods and the image of the enterprise [4].

Brand management involves the organization of management activity of the company in the long-term development and support of the brand. It acts as the process of integrated brand management, organizational and functional implementation of branding. Brand management can be represented as a management function aimed at maximizing brand assets by integrating the means and methods of intercompany mechanisms based on a balanced investment and communication approach to branding, both inside and outside the company [3]. Hulia Yu. adds that brand management is a process and technology of brand creation, based on professional skills, knowledge of the features of consumer psychology, the highlighting of a unique trade offer of the brand during its communication to the end consumer [5]. Keller K. proposes to define brand management as «the development and implementation of marketing programs and actions for the formation, measurement and management of brand equity» [6].

Rozhkov I. and other authors expand the concept and area of brand management, introducing the latter as a «coordinated system aimed at the effective realization of enterprise policy for the implementation, promotion, support and strengthening of the brand through the solution of complex strategic and tactical tasks as a result of active attraction to the process of management personnel of different levels» [7]. In the process of implementing brand management measures, it is necessary to be guided by certain principles, norms, rules and laws under which the relationship between internal and external elements of the system involved in management of brands are realized. Analysis of the works

of D. A. Aaker, B. VanAuken, T. Gad, P. Doyle, J.-N. Kapferer, K. L. Keller, Ph. Kotler, V. Domnin gives the opportunity to form the basic principles of brand management:

the value of the brand as an intangible asset of the enterprise, the effective use of which provides the company with additional sales and profit maximization;

cross-functional approach to the process of brand management, according to the integrated nature of the relationship of production, marketing, sales, communications and other areas of business activity of an enterprise. The brand-orientation of the enterprise helps to form a coherent structure of enterprise management in the direction of integrating all elements in a common process;

steady monitoring of the market for maximum satisfaction of needs of the consumer audience. Analysis of market trends, understanding of consumer preferences ensures timely identification of new promising opportunities, adaptation to changing conditions, support, updating and creating of new brands;

formation, enhancement and steady monitoring of the loyalty degree of consumer audience to the brand, analysis of the main determinants of increasing brand loyalty, development of comprehensive measures for brand loyalty formation and evaluation of their effectiveness. Brand loyalty formation and development programs, clearly focus on the selected customer segment, help the company not only increase sales, but also to personalize relationships with its regular customers;

portfolio approach to brand management, which is based on the idea of considering, supporting and expanding the whole set of brands as a single system unit, which allows optimal allocation of resources, obtain synergistic effect from the interaction of brands within the product portfolio, adapt to the market dynamics, understand the needs of consumer audience and clear product differentiation.

Brand management is characterized by a set of specific methods implemented by specialists in strategic, tactical and administrative and organizational management of company brands. Each of these areas pursues specific goals in the range of works. The functions of strategic brand management are the following: 1) optimizing the structure of the corporate portfolio of brands; 2) brand strategy developing; 3) increasing brand equity and brand value (strategies for expanding, common branding, brand licensing). The main marketing tools of strategic brand management are strategic brand audit, segmentation and positioning of brands, development of identity of each of the brands in the corporate portfolio, realization of brand identity through marketing programs, evaluation of the effectiveness of the conducted events, generating experience of communication with the brand.

The functions of tactical brand management can be represented as follows: a) implementation of strategic plans for the development and management of the brand in the short term period; b) creating of external brand identifiers and the use of marketing communications to ensure brand recognition and identification in the external market.

The functions of administrative and organizational brand management are: 1) formation of coherent organizational structures, which represent a set of specialized and interconnected functional units; 2) systematic development, adoption and implementation of management decisions on brand creation and development (its identity); 3) ensuring the effective functioning of the brand management system through the distribution of functions and the establishment of relationships between various services, departments and units of the enterprise [9].

The general principles of brand management as awareness, actuality, differentiation, value and emotional component can be distinguished while broadly agreeing with the researchers. Domestic researcher S. Veleshchuk offers his understanding of brand management and presents it as an activity based on the strategic orientation of the enterprise, aimed at forming and ensuring a stable loyalty of consumers, competitive positions and long-term success of the enterprise, focusing on the strategic context of brand management. The organization of brand management in turn requires a clear definition of the strategic orientation of long-term relationships with the consumer audience and the strategy of brand development in strategic brand management, development of methodological approaches to the organization and implementation of brand management in management activity of the enterprise.

VanAuken B., the researcher and author of the book «Brand Aid», focuses on defining the brand as a duty that gives the enterprise to its customers, a guarantee of quality and prestige [10] and presents the process of brand management in the form of a phased building of the brand, Fig. 2.

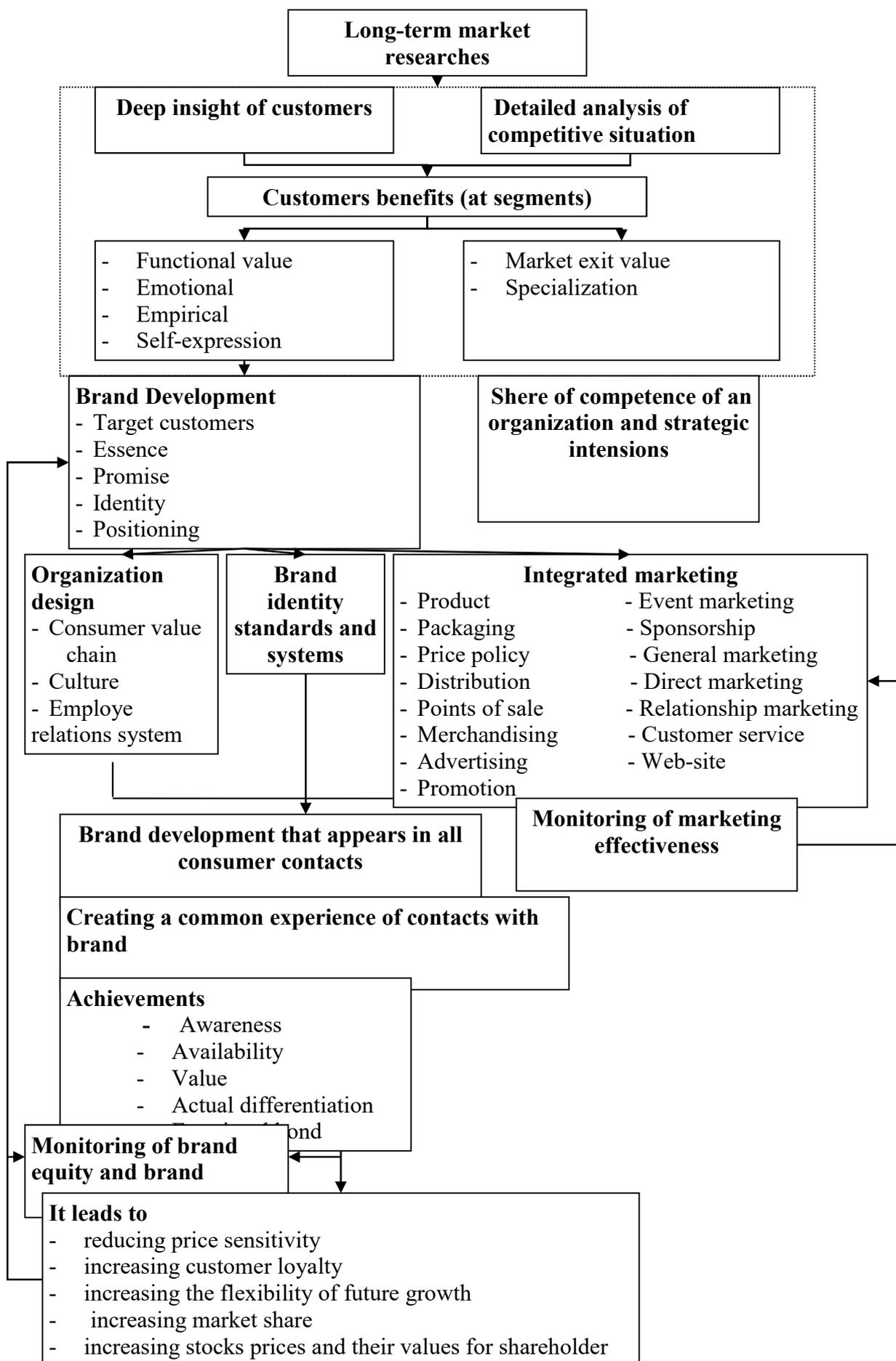


Fig 2. Brand management model [10]

The brand management process begins with the study of consumers behavior and the competitive environment to further transformation of the benefits of the purchase. The concept of the brand is developed at the second stage; the brand promise and its personality are also formed. The monitoring of brand equity and evaluation of the effectiveness of marketing policy in creation of the brand take place at the stage of branding implementation. The main advantage of this process is phasing, internal consistency and brand orientation of the whole enterprise, taking into account the strengths of S. Davis's branding model of contact, forming a positive view and experience of the consumer audience at the points of contact with the brand.

Conclusions. Based on these and other practices of brand management specialists, we can say that the brand strategy as the end result of brand management in the enterprise should reflect the plans for the future and corporate structure of the organization, which is influenced by the business strategy of the organization.

Strategic brand management is based on the principles of brand management from a broad viewpoint. Businesses use strategic approach for brand creating, moving from a brand vision and mission to a brand assessment. The brand's vision and mission statements are the starting points. When a company finds the right mix of components for its brand, it uses it again and again, as it is a winning formula and defines a long-term vision. In general, the process of effective brand management as the element of strategic management gives the opportunity to choose the appropriate models of the brand, adapt them to market conditions and integrate them to achieve strategic goals.

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ФАЙВШЕНКО Діана Сергіївна

к.е.н., доцент кафедри журналістики та реклами,
Київський національний торговельно-економічний
університет,
м. Київ, Україна

СТРАТЕГІЧНИЙ БРЕНД-МЕНЕДЖМЕНТ: КОНЦЕПТУАЛЬНІ ЗАСАДИ

Проблема. Діяльність більшості підприємств пов'язана з аналізом, плануванням, впровадженням, контролем процесу та етапів створення, підтримки, просування, аудиту, підвищення цінності бренду. Бренд-менеджмент визначає ключові моменти стратегічної орієнтації довгострокових відносин зі споживачем на основі розроблення стратегії розвитку аудиторії та бренду, впровадження методологічних підходів до організації бренд-менеджменту в управлінській діяльності підприємств у сучасних економічних умовах.

Мета статті – обґрунтувати концептуальні засади формування та розвитку стратегічного управління брендом.

Результати. Сформовано основні етапи еволюції концепцій стратегічного бренд-менеджменту, розкрито функції та основні принципи бренд-менеджменту, ефективне використання яких забезпечує підприємству додаткові продажі та максимізацію прибутку. Поряд з основними функціями управління, такими як планування, організація, лідерство та контроль, бренд-менеджмент застосовує власний інструментарій, що включає особливі методи і принципи, специфічні моделі, організаційні форми управління брендами. Виділено основні інструменти стратегічного управління брендом: стратегічний аудит бренду, сегментація та позиціонування брендів, розвиток ідентичності кожного бренду у корпоративному портфоліо, реалізація ідентичності бренду через маркетингові програми, оцінка ефективності проведених заходів, формування досвіду спілкування з брендом. Представлено принципи управління брендом, які є основою стратегічного управління брендом.

Наукова новизна. У статті представлено стратегічне управління брендом як цілісну та взаємопов'язану систему, спрямовану на ефективне впровадження політики підприємства щодо розвитку, впровадження, просування, підтримки та посилення позицій бренду в свідомості споживача шляхом вирішення набору стратегічних та тактичних завдань як результат мотиваційного та активного залучення до процесу керівних кадрів різних рівнів. У процесі реалізації дій з управління брендами викладені основні принципи, напрями, правила та об'єктивні закони, в межах яких реалізується взаємозв'язок між внутрішніми та зовнішніми елементами системи, які беруть участь в управлінні брендами.

Висновки. Заключний етап стратегічного управління брендом – це формування внутрішнього та зовнішнього управління брендом, вироблення моделі управління брендом, яка встановлює правила створення загального сприйняття бренду: від розробки елементів фірмового стилю та дизайну рекламної продукції до формування стратегічної місії та бачення бренду, правильне використання бренду. Розвиваючи ідею управлінської філософії, доцільно додати поняття екофілософії, що сформулювалося в доктрині гармонійного розвитку бренду між людиною, природою, суспільством та поєднує риси цілісного та екологічного мислення. Процес ефективного управління брендом як елемент стратегічного управління дає змогу вибирати моделі бренда та адаптувати їх до умов розвитку ринку.

Ключові слова: бренд, брендинг, бренд-менеджмент, стратегічне управління брендом, модель бренд-менеджменту, маркетингова стратегія.

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