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# What Marketing Communication Strategies Best Build Service Or Product Brands For A Well-Established Organization

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**WHAT MARKETING COMMUNICATION STRATEGIES  
BEST BUILD SERVICE OR PRODUCT BRANDS  
FOR A WELL-ESTABLISHED ORGANIZATION**

**By**

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**Submitted in fulfillment of the requirements for the  
Master of Arts in Corporate and Public Communications  
Seton Hall University**

**2004**

## ABSTRACT

Today's businesses are pressured more than ever to reduce costs, operate efficiently and grow the business. In a struggling economy and in a competitive environment, companies today must rely on their brand to increase and protect their market share. A brand is the image that comes to mind when people think about a company, product or service. It is the sum of all impressions, based on everything seen, heard and experienced.

The purpose of this thesis is to identify *"What marketing communication strategies best build service or product brands for a well-established organization."* The objective is to help businesses run more efficiently and strategically while meeting customer expectations, achieving business objectives and posting positive results.

## ACKNOWLEDGEMENTS

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As the author prepares for life after the academy, he finds himself on another level, a level that has exceeded Corporate America's requirement of what is expected of a professional communicator. He is at the top of his "game," with plenty of knowledge to share. Graduation from the academy represents hard work, dedication and passion for success. This achievement is an attribute that distinguishes him from others.

Finally, a special thanks is indebted to his employer, UPS. Through UPS's tuition reimbursement program, the author was presented with an opportunity to go back to school and further his education. This opportunity has allowed him to become a better person and a better Communicator as well as realizing his dreams as one of the best Communications professional possible.

Thank you.

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## Chapter I

### INTRODUCTION

Today's businesses are pressured more than ever to reduce costs, operate efficiently and grow the business. In a struggling economy and in a competitive environment, companies today must rely on their brands to increase and protect their market share. A brand is an identifying mark, symbol, word(s), or combination that separates one company's product or services from another firm's. Brand is a comprehensive term that includes all brand names and trademarks (Dictionary of Marketing Terms, 2000, p. 68).

*"Ultimately, strong branding is not just a promise to our customers, to our partners, to our shareholders and to our communities; it is also a promise to ourselves... in that sense, it is about using a brand as a beacon, as a compass, for determining the right actions, for staying the course, for evolving a culture, for inspiring a company to reach its full potential,"* Carly Fiorina CEO, Hewlett-Packard.

Evans and Lombardo (1993) found that over the last decade, firms have expanded their marketing efforts for brands. As competition multiplies, firms have become interested in protecting their market share and enhancing their brands. As customers' expectations constantly increase, companies realize they have one chance to make a great impression. It all starts with the brand mark and the identity portrayed by the organization through the brand.

Brands are about trust. Brands are promises that guarantee an expectation. Consumers know how to identify qualities in any given brand; they

buy into them as they do into their own beliefs. In an increasingly wary social and economic environment, the pressure for brands to deliver expected quality and performance is high. If a brand is not well known, then endorsements and testimonials should be sought. People will read and respect brands, providing they are honest and credible. Building brands means creating and maintaining trust (Lindstrom, 2003).

Today, brands and branding are hot topics. It is almost impossible to open up a newspaper or magazine without stumbling across an article that praises the importance and value of brands. Within the past five years numerous companies such as United Parcel Service, Kentucky Fried Chicken, International Business Management, Federal Express, America Online, Google and Wrigley have re-branded in an effort to increase and protect their market share.

Brand Consultant Gelder (2002) states, "Brands add emotion and trust to products and services, thus providing clues that simplify consumers' choices. These added emotions and trust help create a relationship between brands and consumers, which ensures consumers' loyalty to the brands," Gelder (2002) concludes, "The combination of emotions, relationships, lifestyles and values allows brand owners to charge a price premium for their products and services."

In today's suspenseful economy, a strong marketing communications and public relations campaign is needed to create awareness, strengthen brands and drive sales. Even during tough economic times, the rules of the "Old Economy" apply to the "New Economy." Profitability, experience and a newsworthy story to tell is critical to the long-term success of any organization (Boroshok, 2003). The

brand message should highlight the competitive advantage the product or service has in the market in relation to its competitors (Schwerdtfeger, 2002).

If consumers encounter a great brand experience then the consumer becomes loyal to that brand. Brand loyalty is fundamental to any company because growing the business provides job security, promotional opportunities and a special return for every stakeholder. Consumers should not have to research every purchase decision; they want one-stop resolution. Consumers should feel a connection, bond and a relationship with brands.

A brand mark is the image that comes to mind when people think about a company, product or service. It is the sum of all impressions, based on everything seen, heard and experienced. A brand can have a long-lasting impression, both negative and positive. Brand representation is every employee's job in an organization – from the mailroom employee to the human resources representative to the business manager to the chief executive officer. Building and supporting a great brand is everyone's job.

Why do businesses brand? The purpose of branding is to imprint the perception of the brand in the heart and mind of the consumer. A key strategy to branding is to have a brand mark appear on as many vehicles and media as possible. Consumers expect their needs to be fulfilled efficiently and cost effectively. Consumers don't want to hassle, they want a product or service they can trust, that is responsible and that will always deliver on the promise.



Brand Consultant (Post, 2003) to promote and market brands, "Organizations should have a Brand Plan and a Brand Bible. The brand plan should include brand goals, strategies and tactics for spreading the word. The Brand Bible is the internal book used to train and empower employees so they can become brand warriors. The Brand Bible should address the brand history, its purpose and how to protect the brand equity that it earned through graphic usage and language protocol."

When designing a marketing communications campaign for a brand, "Exaggerate; don't be shy." Everyday public viewers are exhausted with thousands and thousands of brand messages and many of these messages are fragmented and confusing. One strategy that most companies rely onto is advertising. Advertising is defined as being persuasive and informational and is designed to influence the purchasing behavior and/or thought patterns of the audience (Dictionary of Marketing Terms, 2000, p. 13).

Advertising usually takes an unraveled path named risk, it goes where the competition does not want it to go and it creates a memorable, distinct mark on the minds of its market. A great advertisement should look, sound and feel like a brand persona and relevant to the buying market. A brand should connect with a consumer's way of thinking. Brands are 70% emotional and 30% logical. In most cases, the average human needs to be exposed to a message at least seven times before it makes a tiny dent in the brain.

For example, music has its own brand. Music lovers buy their favorite CDs and listen to a musician's lyrics. Usually, after the purchase of a music CD, the first few songs are played over and over again and eventually music lovers get hooked on the musician's brand. Brand messages must be repeated over a period of time before it really sinks in with a consumer. In other words all brands communicate an important message.

Advertising is important, however it's not always the answer to getting the word out on a brand. According to Brand Strategists Al and Laura Ries, (2002) "Public Relations is the tool required to build credibility in a brand, not Advertising." Many successful brands grow and prosper without traditional media spending. These super brands become super stars because they are utilized through all points of contact, both internal and external communication avenues (p.45).

As far as the average consumer is concerned, Advertising is like a butterfly. A butterfly lives for brief moments and then it dies. The fundamental Public Relations strategy is to use a story in one publication and then move up the ladder to another publication through another medium. If utilized properly, Public Relations can achieve measurable results.

Some helpful strategies on boosting a brand with employees are: employee training programs, brand roadmap, videos, posters with key messages, lapel pins, apparel and brand kick-off events. All media and vehicles used to build a brand, aid in the telling of a brand story and contribute to the solid brand imprint placed in the minds of a market.

One of the most effective strategies for companies to enhance the brand with employees is a brand roadmap. The brand roadmap describes a company's status, challenges and concerns, customer commitment, success stories and promise for the future. It is almost like a compass that will guide you in the right direction.

## RESEARCH QUESTION

The author will identify, *what marketing communications strategies best build service or product brands for a well-established organization.* A company's brand mark is often considered a company's most important asset. A brand mark represents a company's reputation, identity, success and future growth. To succeed and remain competitive, organizations should have a brand mark strategy to inform the public viewers of its existence, mission statement, products and services.

According to Schwerdtfeger (2003), there are many ways to market a product or service, deliver a message and provide a solution. Some of the most common strategies used for marketing are: Television and Print ads as well as online advertisements, billboards, house mailings, posters, blimps, jingles, sport sponsorships and trade shows. The purpose of a marketing communications strategy is to guide the consumer through the decision making process. An effective combination of the marketing communication elements must be the target market, lifestyle, perceptions, attitudes and influences.

## SUBSIDIARY QUESTIONS

In addition to identifying the most effective marketing communications strategies for building brands, the researcher has also dedicated time in answering the following questions that have provided an analysis of best practices of powerful brands:

1. Are great brands built with advertising?
2. Are great brands built with public relations?
3. How is a product or service built into a world-class brand?
4. Is brand a company's most important asset?
5. Will a strong brand secure revenue for a company?
6. Are brands about transactions or about relationships or both?
7. Is celebrity branding effective?
8. What is the importance of a brand?
9. What is the evolution of a brand?
10. What role does a CEO play in brand development?
11. How important is brand leadership?
12. How do front-line employees contribute to a brand's success?
13. When is the right time to rebuild an existing brand?
14. Can a brand energize a workforce during an economic downturn?

## PURPOSE OF THE STUDY

The purpose in researching this topic is to identify the most effective marketing communication strategies that best build brands. Marketing is defined as a process associated with promoting for sale goods or services. The classic components of marketing are the Four Ps: product, price, place and promotion. The selection and development of the product, determination of price, selection and design of distribution channels (place) and all aspects of generating or enhancing demand for the product, including advertising (promotion) (Dictionary of Marketing Terms, 2000, p. 346).

Companies must evaluate their brand before developing a marketing strategy. Brand is an important asset for any business; it is a promise towards a meaningful experience. When consumers think about a product or service, the brand is the first thing that crosses their mind. The brand reminds the consumer of the quality, experience and connection they felt with a product or service. Brands should bring a smile to a consumer's face.

Many industries are in maturity, and some of the best-known brands are well positioned for the long run. Some great brands that have led their market in their respective industries for decades are: Coca-Cola, IBM, Disney and Kodak – mostly on the strength of their established brands (Landler, 1991). By maintaining the popularity of mature brands, organizations can enter new product categories through a brand – extension strategy. Organizations can “leverage”

these brands. This means that organizations can market additional products or services they offer and continue to grow their respective businesses.

## OBJECTIVES

The objective of this research project is to help businesses operate more efficiently and strategically by strengthening their brand while exceeding customer expectations, achieving business objectives, posting positive results and providing a special return for all stakeholders.

Presently, businesses are experiencing an economic downturn that has forced them to put the brakes on spending. In an unpredictable economy, businesses are reducing costs at every possible moment. However, at the same time businesses are expected to grow the business and exceed their goals. The most important tactic for increasing awareness and excitement among consumers is to enhance the brand. Brand is the bridge for consumers and businesses to meet and establish a relationship with transactions.

Businesses have unwisely spent millions of dollars in marketing their products and services. Businesses are not choosing the right tools, media and avenues to promote and build their brand (Boroshok, 2003). As mentioned before, a company's brand is the bridge for the consumer to inquire about a product or service. Robins (2001) believes that intellectual capital is brand power and a trusted name continues to have an advantage on the store shelf when

consumers pass with their shopping carts. The objective is to convince the consumer to keep coming back for more and to tell their friends.

## DEFINITION OF TERMS

The terminology used for discussing brands often leads to confusion. Below there's a list of terms that have been defined by Barron's Business Guides 'Dictionary of Marketing Terms' third edition and other significant resources. The purpose is to give the reader some insight on brands and to clarify meaning.

1. **Advertising**: Is persuasive and informational and is designed to influence the purchasing behavior and/or thought patterns of the audience (p. 13).

2. **Brand**: Is an identifying mark, symbol, word(s), or combination that separates one company's product or services from another firm's. Brand is a comprehensive term that includes all brand names and trademarks (p. 68).

3. **Brand Awareness**: Having knowledge of the existence of a brand. Brand Awareness is considered the first step in the sale; the primary goal of some advertising campaigns is simply to make the target market aware that a particular brand exists (p. 69).

4. **Brand Category:** General classification of products or services. Similar and competing products (or services) all fall into the same brand category (p. 69).

5. **Brand Image:** Qualities that consumers associate with a specific brand, expressed in terms of human behavior and desires, but also related to price, quality, and situational use of the brand (p. 69).

6. **Brand Loyalty:** Degree to which a consumer repeatedly purchases a brand. Many factors influence brand loyalty, such as consumer attitudes, family or peer pressure and friendship with the salesperson (p. 70).

7. **Brand Name:** That part of a brand, trademark, or service mark that can be spoken, as distinguished from an identifying symbol. A brand name may consist of a word, letter, or group of words or letters (p. 70).

8. **Consumer:** Ultimate user of product or service. The consumer is not always the purchaser of a product. In the case of pet food, for example, the pet is technically the consumer because it is the ultimate user although, of course, the advertising is aimed at the pet owner (p. 129).

9. **Creative Strategy:** Outline of the development of the advertising message, as prepared by the creative team of an advertising agency including the copywriter(s), art directors and creative director. Essentially, the creative strategy explains how the message will meet advertising objectives (p. 146).

10. **Integrated Marketing:** Coordination of a variety of promotional vehicles and multiple stages in a promotional campaign to ensure that the marketing message is consistently received by the greatest possible number of people in the target market (p. 295).



11. **Marketing**: Process associated with promoting for sale goods or services. The classic components of marketing are the Four Ps: product, price, place and promotion – the selection and development of the product, determination of price and all aspects of generating or enhancing demand for the product (p. 346).

12. **Marketing Concept**: Goal-oriented, integrated philosophy practiced by producers of goods and services that focuses on satisfying the needs of consumers over the needs of the producing company (p. 347).

13. **Marketing Plan**: Plan that details a company's marketing effort; also called action program, marketing strategy. The plan specifies the marketing goals and objectives to be achieved over a specific time period. (p. 348).

14. **Marketing Research**: Gathering and analysis of information about the moving of goods or services from producer to consumer. The results of marketing research will supply facts needed to make marketing decisions and will determine the extent and location of the market for a product or service (p. 348).

15. **Positioning**: Marketing Strategy that attempts to control the perception of product or service relative to competitive products or services. Marketers attempt to control their position in the market as part of a total marketing strategy (p. 428).

16. **Product**: Offering capable of satisfying a need or a want, that is offered to a target market for attention, acquisition, use or consumption. A product can be an object, service, activity, person, place, organization or idea (p. 447).

17. **Product Placement:** Showing a brand name product in a feature film, television program, or other medium not typically perceived to be an advertising medium. The market benefits from exposures to a large audience in an environment that is perceived to be objective (p. 449).

18. **Product Strategy:** Marketing plan for a product based on the characteristics of the target market, market share objectives, desire product positioning within the market and profit objectives. Strategic plans for a product are based on decisions regarding the FOUR P's (product, place, price, promotion), (p. 449).

19. **Promotion:** A promotion might be a short-term price reduction, contest or sweepstakes, package giveaway or free sample offer or a series of advertisements that make up part of an ongoing print advertising campaign (p. 452).

20. **Public Relations:** Form of communication that is primarily directed toward gaining public understanding and acceptance. The practice of Public Relations is used to build rapport with the public (p. 457).

21. **Service:** Work done by one person that benefits another. Type of business that sells assistance and expertise rather than a tangible product (p. 501).

22. **Service Mark:** Word, name, or symbol that represents a service company or a service provided by a company that differentiates it from the competition and establishes it as unique. The service mark may be legally registered for the exclusive use of that company (p. 501).

23. **Slogan**: Phrase or sentence used repeatedly in the advertising of a product or service that, through its repetition alone, eventually comes to identify the product or service. (p. 511).

24. **Spokesperson**: Individual who speaks on behalf of a product or service and whose name becomes associated with the product or service. For example, Red Buttons is the spokesperson for a real estate development in Florida. A spokesperson may be a celebrity or someone who begins as an unknown and who gains as measure of celebrity through association with the product (p. 516).

25. **Testimonial**: Advertising copy approach using an individual who has tried a product and been satisfied with it to favorably endorse the product. The endorsement may be in the form of a statement or a letter and the individual may be a well-known personality, such as an actor or athlete, or a satisfied customer appearing as an impartial "person in the street" (p. 541).

26. **Tag Line**: Closing line of a program intended to emphasize the dramatic or humorous intent of the preceding dialogue (p. 533).

27. **Teaser Ad**: Brief advertisement designed to tease the public by offering only bits of information without revealing either the sponsor of the ad or the product being advertised. Teaser ads are the front-runners of an advertising campaign and their purpose is to arouse curiosity and get attention for the campaign that follows (p. 536).

28. **Trademark:** Identification mark, as defined by the Lanhan Trade-Mark Act of 1946 (effective 1947): “names, symbols, titles, designations, slogans, character names and distinctive features emphasized in advertising slogans (p. 551).

## LIMITATIONS

The limitations in this study are caused by the brands that have an established track record. The most respectable and well-regarded brands mentioned in this study best support the research question. No matter what condition the economy is in, these brands will phenomenally perform well among the thousands and thousands of brands in the market place. These brands are prepared for the unexpected.

The brands discussed in this study are the ones that readers will recognize, admire and love. These brands were selected because of their longevity, success, vision and generous return for stakeholders. The uniqueness of their products and services, the size and diversity of their consumer groups and the degree of their brand awareness deem them as cultural icons.

Another factor worth mentioning is the evolution in brand perception based on the negative media exposure and the needs and wants of the new generation. In a society increasingly driven by marketing – with brand messages splashed everywhere, the media can be an unfriendly environment. What took decades to build can simply be destroyed in seconds by the media.

## Chapter II

### HISTORY OF BRANDING

What is branding? From a business point of view, branding in the marketplace is very similar to the branding that was once popular on the ranch. "As early as 2000 B.C. branding was a method of indicating ownership by burning a distinguishing mark on some part of a body of a criminal or animal with a red-hot iron (Encyclopedia Americana, 1998)." This symbol or mark was often referred to as a brand, applied by a single quick impression with a heated stamp iron and applied to a designated part of a body.

In ancient and medieval society, brands were accepted and were used in Britain and the American colonies. Many different ancient cultures, including the Egyptians, Greeks, Romans and Chinese participated in branding activities. Today, however, the practice of branding using a red-hot iron is considered barbaric and has been virtually abolished worldwide.

The practice of branding was brought to the Americas, along with cattle, by the Spanish conquistadors. While Arabic numerals and capital letters were popular as brands, some ranchmen in the American West used pictorial designs, animals, trees or ranch equipment as brand marks. Branding was extremely important in the era of the open range when herds belonged to many owners (Encyclopedia Americana, 1998).

Ries (2002) claims that a brand program should be designed to differentiate a product or service from all other cattle on the range. The objective is to establish a perception in the mind of a consumer that there is no other product or service in the market like theirs.

In the early 1800s, the United States were the first to recognize trademarks also known as brand marks legally, passing legislation. Federal legislation was passed in 1870 and some of the earliest American brand names, including Quaker Oats and Ivory Soap, are still around today. The U.S. Patent and Trademark Office, a branch of the Department of Commerce offers U.S. Government protection for all businesses.

In today's society, everything around us is trademarked, including three-dimensional objects as the McDonald's arches, NBC's musical notes and the New York Yankees interlocking NY. It's all about protecting a product or service that a business has worked hard to create. Brand names that are registered with the government have become an important and valuable part of businesses today. Most products and services today are bought, not sold. Ries (2002) believes that branding "pre-sells" the product or service to the consumer. It's simply an efficient way to sell products and services.

Brand building requires more than television, public relations, advertising, "viral" marketing, banner ads, or E-mail campaigns. Great brands take steady guidance, uncompromising values, products or services that are relevant, compelling, profitable – and time. Great brands leverage something that is

un-escapable for any company: its own human qualities, which are an out growth of the people who drive the company.

According to Gerson (2001), companies come and go, but brands live on forever. When discussing the history of brand names, consumers must think of brands as "Old Soldiers that Never Die," or "The Night of the Living Dead." Companies may have a high turnover rate, suffer financial loss or declare bankruptcy but the company's brand spirit will live on forever. During tough economic times, some brands have achieved a miraculously comeback such as Addidas, RCA and Hanes.

## TRADEMARK

A trademark is defined as a word or words, a name, a design, a picture, a sound, or any other symbol that distinguishes the products of one company from those of another (Encyclopedia Americana, 1998). Most trademarks appear on a product or on its container, or in advertisements for the product or service. A service mark identifies the source of a service rather than a product. For example, a delivery company may use a parcel as a symbol of the service it provides.

A strong trademark consists of a word that has no familiar meaning, such as Kodak. Strong trademarks receive broad protection from being used by other companies in a manner that is likely to cause confusion, mistake or deception. Weak trademarks consist of a common word, such as premier, or a word that

suggest some characteristic of the product, such as Wet 'n Wash. Weak trademarks receive less protection, unless the public viewer identifies them with a certain manufacturer as a result of a wide advertising campaign.

Trademarks, also known as brand names, provide an easy way to determine what company makes a certain product or provides a certain service. Trademarks help consumers identify brands they liked in the past and in return consumers are more likely to purchase them again and develop a long-term relationship. A trademark represents the manufacturer's reputation, called good will. Most countries have laws that protect the rights of all trademark owners. Businesses must establish their rights in each country in which the business seeks protection.

In the United States, the first company to establish a trademark has certain rights to that trademark. The company may prevent other organizations in the same geographic area from using the same trademark or a similar one for related products or services. However, unless the trademark is very strong, the owner cannot prevent other firms from using the trademark for unrelated products or in another area where it would not cause confusion.

Trademark rights are not limited in duration and are not dependent upon any registration. For instance, this means that these rights, which form part of the broader law of unfair competition, protect the good will of all trademark owners. Trademark rights also protect the public viewers from fraud and deceit. When trademark rights are violated it is called infringement. An infringing



trademark is one that is likely to confuse or deceive consumers because of its similarity to a trademark in use.

Companies may register its trademark in each state in which the trademark is used. The purpose of registering a trademark serves as notice to other organizations of a company's claim of ownership. A trademark owner does not have to register the mark to sue for infringement. However, the trademark does give an owner much stronger rights if a lawsuit is presented. In other countries, trademark laws differ from those of the United States. Many governments allow a company to register a trademark before using it. However, some governments require registration before any trademark rights can be enforced. In addition, a U.S. trademark registration must be renewed every 20 years and in the sixth year after registration, an affidavit of use must be filed, or the registration will be voided.

On another note, a distinction should be made between trademarks such as Coca Cola, and trade names, such as the Coca Cola Company. A trade name, identifying a business or occupation is not registrable. This includes the service mark, used in the sale or advertising of services, such as consulting services and dry cleaning services, or the titles, character names and other distinctive features of radio and television programs.

The certification mark is used in connection with the products or services of one or more persons other than the owner of the mark, to certify regional or other origin, quality or accuracy (such as the Underwriters Seal of Approval), or to attest that the work or labor on the goods or services were performed by

members, union or other organization. Finally, the collective mark, a trademark or service mark used by members of a cooperative, an association or other collective group, such as a mark indicating membership in rotary.

Trademark systems have been adopted in virtually all countries. A U.S. trademark owner seeking to protect his trademark in foreign countries must register the trademark on a country-by-country basis. The United States is not a party to international arrangements such as the arrangement of Madrid that enables most European businesses to secure "International Registration."

## BRAND IDENTITY

Brand Identity is a major marketing tool for all companies. Communicating the basic characteristics of a company's product or service, are the most frequent reasons to build up individual branding. The elements of a brand identity consists of a corporate brand, product brand, service brand or branded environment is identified, such as name, brand mark, colors and typography ([upsbrandexchange.com](http://upsbrandexchange.com)).

*"I have found the most important thing to do is decide what you're about, decide who you are, what you hold as important, and what you value. Make sure that whatever you're doing about becoming more of what you really are and not about plans and strategies that have financial gain as the starting point,"* Scott Livengood Chairman, CEO, Krispy Kreme (2003).

A corporate identity represents a strategic concept of organization management, an expression of its personality, design, culture, communication, company behavior and its conceptual expression. On the other hand, Brand Identity is an Ideological concentration of only one product or service philosophy, purposefully developed to achieve a certain status expressed in consumer behaviors (Jasso, 2002).

How do you develop a strong brand identity for your company, products and services? First and foremost, companies must understand the definition of a brand. For the public viewers, a brand represents a company and the product and services in which it holds faith; it's about trust.

A strong brand identity will instantly trigger a meaningful experience for a consumer. Companies must fully comprehend every aspect of a brand's position – why an organization, division or product exists – is essential to a brand's ultimate success. Second, a company's number one priority is to educate its employees by developing an internal brand campaign. Employees are what make a company's products and services.

David Shore, author of *The Brand Mindset*, says, "With a strong brand, your association's products and services achieve 'top of mind' awareness" (quoted in Mahoney, 2000, p. 94). Creating a brand identity for the profession and a brand name for a product or service is an essential step in raising the public visibility and perceived value of planners. To achieve relevance, a company must develop strategies for positioning itself and its members to be

seen as the most qualified and respected authorities when it comes to information and useful knowledge about important planning issues.

The business world is constantly changing and becoming more competitive than ever, and branding is not going away. It is in fact, an essential way of doing business. Companies must develop a positive, high profile professional brand identity and brand name that will differentiate from other competitors. Brand name and brand identity is not the same thing. "Brand name encompasses name, tagline, and logo, whereas brand identity refers to that which is connoted in the hearts and minds of your clients and prospects when consumers hear your name," advises Max Carey, the CEO of Corporate Resources Development, Inc. (quoted in Mahoney, 2000, p. 91).

Carey adds, "It is the business your prospects and clients think you are in," (Mahoney, 2000, p. 91). But it is identity, as defined by the traits and characteristics that are unique to an organization, that constitutes the real strength of any organization, according to strategic brand management consultant Lawrence Ackerman (Mahoney, 2000). In Ackerman's experience, the ultimate success of any organization is dependent on its ability to leverage that unique identity into products and services that are needed and valued by its customers (Mahoney, 2000).

According to Sergio Zyman and Scott Miller (2000), the key to successful branding is developing marketing strategies that are based on the principles of presence, relevance, differentiation, credibility and imagery.

- Presence simply means that the consumer needs to be more aware of the basic products and services associated with the planning profession.
- The principle of relevance involves instilling in consumers' minds the personalized value – the need and essential perceived usefulness – of the profession's products and services.
- Differentiation of planners from other specialized occupations that also provide somewhat similar planning products and services is of critical importance.
- Credibility is the fourth principle that must be factored into any branding and marketing campaign. This attribute is closely associated with the desirable characteristics of integrity, ethics and trust.

Brand Identity contributes to a company's practice. For example: Absolute Vodka is a synonym of perfectionism; Mars is a symbol of energy, activity, and enthusiasm; Volvo is a representative of austerity and family values; Rolex is a symbol of high social status. Some products of one company can be perceived as independent brands, i. e. independent identity holders.

Each brand represents its own individuality and at the same time reflects the values and beliefs of its corporate identity. This process revealed positive results in the automobile industry. For example: Chevrolet was successful in competition with popular Ford models, Oldsmobile became a favorite with the target group of family based customers, and Cadillac conquered the world of higher society.

Contemporary branding is more sophisticated, intense, and with the use of mass media its effects are extremely accelerated. But even today, we can say that except for the food industry, the cars have remained a traditional field with the best chance to implement Brand Identity because of their target audience and specific characteristics.

Another marketing principle is the use of imagery to create emotional value. All successful brands have positive emotional feeling associated with them. As explained by Max Carey, Jr., chairman and CEO of Corporate Resource Development, brand identity refers to "that which is connoted in the hearts and minds of your clients when they hear your name." (quoted in Mahoney, 2000, p. 90).

According to Don Growhoski and Chris Maher (2001), a fundamental and enduring principle of advertising is the emotion added to promotions. Promotions strike emotional chords between consumers and brands. For example: how about the Harry Potter phenomenon? Granted, books generate the most excitement, but what about the promo used to have the book signed by the author J.K. Rowling. Clearly, an in-store promo communicates more branding than any type of television commercial.

## BRAND LEADERSHIP

Since the start of the 21<sup>st</sup> century, there has been a loud buzz going around the industry regarding the importance of brand building. What is the importance of brand building? It is real simple; brand loyalty. Most companies today are trying to distinguish themselves from their competitors in their quest to be the most loved and desired brand within their respective industries. Bedbury and Fenichell (2002) state, "Companies are trying to find new ways to market themselves and become the employer of choice. Money can't buy love or trust; love and trust must be earned over time."

*"It takes years, sometimes decades, to build a great brand. You have to protect it, nurture it, instill positive and enduring values within it in the hopes that it will be productive, desirable and welcome wherever it goes."* Bedbury (2002).

Some of the world's most beloved brands, such as Starbucks, have spent next to nothing on traditional marketing activities. However, Starbucks employees know how to behave. Starbucks' training, people skills, sense of solidarity and attitude are consistently exceeding customers' expectations and in return are posting positive results. Trust is built on behavior and quality is built over time.

Company's most valuable assets are not factories, warehouses, trucks or corporate headquarters. In fact those tangibles are considered liabilities and weigh heavily on a company's business plan. However, there is one asset that stands head and shoulders above all others and cannot be easily outnumbered: the brand. If a company wants to compete in the current economic climate, then

the company will have to do a little more than sourcing its product. The company will have to become a great brand. Organizations have to implement an internal marketing campaign that reinforces key messages and builds an atmosphere of unity, integrity, values, beliefs and quality.

How important is brand leadership? Brand leadership is crucial to the success of any organization. Leadership comes in many styles and forms. Leadership is all about building and strengthening relationships and setting an example for others. It's about commitment, dedication and taking initiative when no one else wants to. Leaders may fit well in certain situations but not in others. For example: a leader who positions themselves, as a "turnaround" expert won't fit in an organization that does not see the need for urgent, rapid action. An organization with severe financial distress will not want a person who has branded himself as ethereal, theoretical and conceptual.

Therefore the "branding" of your leadership style is partly determined by what you want your leadership style to evolve into and equally important, what people in the market place are looking for in leaders. Karlene Kerfoot (2002) claims that a brand defines a core of expectations that creates a set of understandings and drives everything from first impressions to long-term expectations. Leadership and quality of service means everything to the consumer.

Building equity in a brand happens through many encounters. First, a meeting of expectations should be set. This creates loyalty that is part of an emotional connection to a brand. This is the same process people go through



when they first meet a leader and decide if this is a person they want to buy into. People will examine the style, the competence and the standards. If the company fails on any of these fronts, the ability to lead will be severely compromised.

Companies are aggressively preparing for the pressure that lies ahead. The pressure of achieving business objectives, reducing costs, operating efficiently and growing the business will only increase the intensity to behave more like citizens. Organizations will have to display their human side and come down another level. Companies have no place to hide and every industry and its players within them are more transparent than ever. Unethical behavior and improper spending of money on television commercials, brochures and magazine ads can't cover up the mess.

People can create or destroy a brand. It is people who bring brands to life, reinvent them, manage them, and sustain them. It is people who drive brands into confusions, chaos, or worse. People can positively or negatively influence a brand. People shape the company and the core values of the brand. The people's values are the brand's values, no matter what the corporate mission statement is. As such, a brand is only as strong as the weakest personal point within an organization.

## THE EVOLUTION OF A BRAND

To remain competitive in an ever-changing society, companies are forced to enhance the brand and meet and exceed the needs of the consumer. Brands can evolve with time and growth and absorb the environment and karma of an organization. On the contrary, children are influenced by a place called home.

Bedbury (2002) compares both brands and children needing an inspiring, learning, caring environment where they are appreciated, respected, protected and understood. Children are influenced by the values and behaviors of their parents as well as by those of their friends. It is no different with brands, which reflect the company they keep and the values to which their company subscribes.

Arruda (2003) stresses the point of companies remaining relevant to their target and audiences as all strong brands evolve over time. Companies have to become creative by creating line extensions or modifying the way you communicate your brand. For example:

- McDonald's is offering salads
- Starbucks is offering teas
- UPS is offering Supply Chain Management services
- New York Yankees have started a sports entertainment network (YES)

Branding can be defined as a marketing strategy employed to create a psychological association between a product or service and a company's brand name of the product that it sells in the market. Some of the most famous campaigns have flooded the consumer's consciousness with the branding process whether it is a color, a logo, a catchy tag line or a mascot. This process convinces the consumer to recognize the consistency at each level.

To attract a new market place during a tough economic time or a different culture climate, re-branding must be consistent. Re-branding can be accomplished by altering any of the tangible elements of the brand through advertising, marketing literature, company brochures, stationary, the corporate identity and trademark. As a general rule, a company should avoid changing the basic visual elements of the logo or trademark color. If those two items are kept the same, even if the text and thrusts of the advertising and promotional campaigns change, a consistency and outlet for immediate recognition and association is maintained.

Organizations must instill values and behaviors that are not only positive but also consistent and that enable the brand to face economic hardships, unpredictable consumer trends, and shape-shifting organizations. No matter how many employees turnover and no matter how bad the economy gets, the brand and its values should always be a priority to an organization.

How well the brand survives management turnover is directly related to how effectively the core brand values have been seeded, integrated and passed on throughout the company. One of the biggest problems affecting brands today is the high turnover with the brand-sensitive position. Another common problem among brands is the problem of too many brand parents. Imagine a child raised by 20 different people with conflicting values, backgrounds, skills and agendas. Some brands have multiple product or marketing chiefs with little or no leadership at the brand level. No one is deeply connected to it and few assume any real responsibility for it.

#### THE ROLE OF THE CEO IN BRAND DEVELOPMENT

*"Marketing is the custodian of the physical brand, but who are the custodians of behavior? If it is just Human Resources, you've perhaps got a problem because often Human Resource departments have lost their punch at board level. The best sponsor for an internal culture is the CEO,"* Ian Buckingham, *Interbrand Inside*, (2003).

In today's society, the average Chief Executive Officer in every industry manages a complex operation than his or her predecessors. Most large companies have become global and are currently expanding into new product categories every year. Most of today's CEO's grew up through the ranks of finance, operations, productions or logistical functions. With that background

CEO's often lack the instincts and experience to understand the slippery grey area of image, positioning and brand soul.

For a company's brand to be successful, the CEO and the entire senior management team must endorse the plan in order for internal branding to work. Change requires motivation, hard work and focus – and nobody is going to do it unless employees are led to do so. The implication of this statement, of course, is that branding is not just a "marketing thing" or, in the case of internal branding, "A matter for Human Resources to deal with." Rather it must be owned, lived and communicated by the CEO with responsibility and distributed among all functions and operations. Management buy in is huge with employee related activities.

Eventually, when all the strategizing is done, employees at all levels and functions will be required to do something to support the brand. Whether employees actually do it hinges on how well employees understand and why employees should. Employees need to know what the brand stands for? Where does it come from? What values are associated with it? What visual symbols express it? On the surface, this level of detail may seem unnecessary and irrelevant to the average person, but the opposite is true. Employees want to understand what purpose they are working towards. That clarity makes all the "little things" they have to do make sense.

For most employees, it is difficult to see the big picture and their place in it. Inevitably, then the prospect of change stirs up resistance: "Why me?" "What was wrong with the way things were?" One helpful technique to overcome such obstacles is called "service blueprinting." This approach creates a picture or map that accurately portrays the entire service system in light of the brand promise, so that employees involved can step outside their role and deal with it objectively. All the actions and interactions that must occur in order for the customer to be served are listed as they are, and then as they could be to better deliver the brand promise.

Usually, when people develop this map, people can readily see what's going wrong and how it can be fixed. Employees feel motivated to help make things right to deliver the brand, and ultimately have a sense of pride and ownership when the organization sees improvements.

### THE CHIEF BRAND OFFICER

Companies have begun to create a fairly new position that has emerged in business that can strengthen the company wide brand-development process. This position is being referred to as the Chief Brand Officer (CBO). The CBO's main responsibility is to champion and protect the brand – the way it looks and feels – both inside and outside the company.

The CBO is responsible for brand integrity, and plays an integral part of key brand – development decision wherever it occurs. Think of a CBO as a brand conscience who is accountable to the highest echelons of the company but woven into the fabric of the organization as a brand guide. One measure of the CBO's success is the degree to which the employees of an organization understand the brand and its values. It is the CBO's job to create brand disciples across the organization. The brand should be important to everyone in the company, but over and above that, it must be incredibly sacred to the CBO. The CBO must be willing to put his or her job on the line for the sake of the brand.

The CBO is considered an architect. The CBO not only helps build the brand, but also plans, anticipates, researches, probes, listens and informs. The CBO views the business on both its macro and micro levels and is a great observer and careful to preserve or sharpen institutions, rather than simply plug in data. The CBO helps envision the brand and works closely with senior management to get buy in and drive the brand forward.

Though the CBO may not have the authority or responsibility for individual products or services, he or she can be accountable for brand – criticism and corporation wide activities like advertising, positions, corporate design, corporate communications and consumer or marketing insights. Strengthening a brand takes years; altering a brand's course can take longer.

Bringing aboard a new agency and developing it into a great business partner and asset of the brand also takes years. The revolving - door aspect of most advertising and marketing positions limits the effectiveness of most external marketing resources. For this reason, companies should not use this position as a training ground for other jobs. Finding a great CBO and keeping him or her as long as you possibly can is the key to your brand success.

### FRONT-LINE EMPLOYEES AS BRAND LEADERS

Great brands have leadership at the top and at the bottom of the corporation. Some brands, in particular retailers and service companies, rely on front-line employees as brand leaders who come face-to-face with customers on a daily basis. With companies like these, dedicated employees engender brand trust and foster brand loyalty better than any marketing program. On the other hand, negative employees can easily undermine a brand that took years or even decades to build.

How do front-line employees contribute to a brand's success? First of all, employees must have the pride and confidence in their brand mark. Employees should speak highly about their brand mark and be proud for what their company's values and beliefs are. One of the best tactics to attract employees and keep them happy is to compensate them fairly. For example, Starbucks Founder and CEO Howard Schultz believed that a company's employees would have a crucial impact – on shaping the company's brand. Schultz (2003) set out



to create a company that respected its employees by offering full medical benefits for part-time employees and stock ownership for everyone in the company, no matter how many hours the employees worked. By creating a top-notch benefits package and a first-rate employee-training program, Schultz was able to attract and retain the highest quality people.

### ADVERTISING VS. PUBLIC RELATIONS

Today's advertising is centered on visual design with short key messages. For example: Like frogs that croak, "Budweiser." Words have little credibility in an advertisement. The company that shouts, "We're the best" convinces no one. "That's what they all say" is the typical consumer's reaction. According to Ries et al. (2002) new brands should not be built with advertising because advertising has no credibility. Consumers can argue with words, but consumers cannot argue with a picture. New brands should be launched with public relations, because PR allows companies to tell a story indirectly through third party outlets, primarily the media.

The essence of public relations is to verbalize the brand in a way that encourages the media to run stories about the product or service. If pictures are used at all, they are supportive of key words. Words establish credentials to the message. Public Relations provides positive perceptions that an advertising campaign if properly used can exploit.

Brand Consultant Allan Gorman (2002) disagrees with Al and Laura Ries. Allan states that the argument should not be Advertising vs. Public Relations. Allan claims, that "Both advertising and public relations are important marketing tools needed." In reality there are plenty of effective ads done; and public relations is for certain an important and effective way to impress customers. However, companies must ask themselves whether or not the audience sparks to the product or service's value proposition. It's all about the brand story that's key to building loyalty, sales and success.

Advertising is a continuation of public relations by other means and should be started only after a PR program has run its course. An advertising program should be launched only on behalf of a strong brand and only by a company that can afford the commitment and needs of a campaign. The purpose of advertising is not to build a brand, but to defend a brand once that brand has been built by public relations or third-party endorsements. Companies are spending way too much money trying to build brands with advertising (when they should be using that money for PR) and way too little money defending their brands with advertising after they have been built. Public Relations builds the brand and advertising defends the brand.

A recent study of ninety-one new-product launches shows that highly successful products are more likely to use public relations related activities than less successful ones. Commissioned by Schneider & Associates in collaboration with Boston University's Communications Research Center and Susan Fournier, an associate professor of marketing at the Harvard Business School, the study is

believed to be the first of its kind. "We learned that the role of PR, while underutilized, was extremely significant when leveraged," said the study.

Most companies spend considerably large amounts of money on advertising than on public relations. In general, clients are overspending on advertising and under spending on public relations. Clients need to spend more money on public relations time and strategy development as well as verbalization. A public relations program should also operate over a long period of time.

While a new brand name is a liability in an advertising program, it's an asset in a public relations program. A new brand name tells the media exactly what the media wants to write and talk about; the product or service is new and different. A new name greases the skills of a public relations program. It implies that the product or service is so different that a completely new brand name is required. A new brand breathes life into a public relations program.

Why would anyone pay attention to a message about a brand they have never heard of? If someone calls you on the phone and says, "You don't know me, you don't know my products, you don't know my company, but I would like to make an appointment to try to sell you something," You would immediately hang up the phone. On the other hand, if someone calls you on the phone and says, "You are a customer of Macy's and Macy's is having a cocktail party to introduce a new line of designer clothes," you might be tempted to show up. Macy's has credibility in your mind. It's a name you know.

A brand name is nothing but a word in the mind, a special kind of word. A brand name is a noun, a proper noun, which like all proper nouns is usually spelled with a capital letter. Any and every proper noun is a brand, whether it's owned by an individual, a corporation, or a community. Philadelphia is a brand name for the leading cream cheese but it's also a brand name for the city of brotherly love.

And if you want to be truly successful in life, you should consider yourself a brand and follow the laws of branding. The power of a brand lies in its ability to influence purchasing behavior. However, a brand name on a package is not the same thing as a brand name in a mind.

### REBUILDING AN EXISTING BRAND

When we talk about "building a brand," we're not just writing about new brands. We're writing about all brands that exist. From a strategy point of view, a fifty-year-old brand that exist is no different from a brand-new brand. Both brands have to start with public relations to establish their credentials before the advertising kicks in.

Even well known brands with established positions will need public relations first if it plans to change its position. Just because your name is well known does not mean you can change your position at the drop of an advertising hat. Perceptions are different to change, especially when you try to change them with advertising.

Many companies believe they can change their organization name to initials. Businesses can't walk away from the past by changing their name to initials. For example: Was Kentucky Fried Chicken able to walk away from "fried" by changing its name to KFC? Was the International House of Pancakes able to walk away from "pancakes" by changing its name to IHOP? Was United Parcel Service able to walk away from "parcels" by changing its name to UPS? In many ways, it's the opposite. The Home of the Whopper often called itself B.K. because it is an involving way of saying Burger King. Organizations that are trying to change the way they are perceived must develop a publicity program. Publicity is the key to keeping the consumer informed of changes.

Another brand that is currently in the rebuilding process is Bacardi. Bacardi is a brand that does not need rebuilding. Bacardi is already the largest selling distilled spirit in America and has been for the last twenty years. However, the question is can Bacardi be more successful than it already is? Absolutely.

The classic rum drink is Bacardi and Coke, which still accounts for about half of rum's consumption in the United States. In recent years, Bacardi has spent most of its marketing dollars trying to broaden their brand with new drinks such as: rum martinis, rum and tonic, rum and orange juice, rum pina coladas and rum daiquiris. Bacardi should narrow its focus and revive the drink that put them on the map: Bacardi and Coke. As a matter of fact Cuba Libre is the name for the drink made with rum and Coca-Cola. Bacardi claims that the first Cuba Libre was made in the year 1898.

**"Cuba Libre" is also an ideal rallying cry for a liquor company that was kicked out of Cuba in 1959 when Castro's communist took over. No company has more vested interests in a free Cuba than Bacardi Limited, which was forced to relocate to Puerto Rico. There are hundreds of ways to use "Cuba Libre" in a publicity campaign. One thought is to call a Cuba Libre "the only mixed drink that demonstrates both your good taste and your politics." And think of the party Bacardi could throw when Fidel finally meets his maker.**

**If businesses want a memorable rallying cry for their brands, then we strongly support alliteration, repetitious and rhyme. History shows that slogans which use one or more of these memory – enhancing techniques can be extremely long-lasting.**

- **Fifty-four, forty or fight**
- **Loos lips sink ships**
- **To be or not to be**
- **Service is our last name and our number one priority**
- **Shop till you drop**
- **He who laughs last, laughs best**
- **Toys for tots**
- **Liar, liar, pants on fire**
- **Debbie Does Dallas**
- **I'm lovin ' it**

To conclude, branding is a method of indicating ownership by designating a unique mark for a company's product or service. The goal for companies to practice this method is to establish a positive perception in the mind of a consumer. Companies are trying to distinguish themselves from their competitors.

Brands take time to build and brands never die; they need rebuilding. Brands represent a strategic concept of an organization's management, leadership, personality and behavior. Brands are about an identity that connects with a consumer's heart and mind when consumers hear a brand name.

The main reason why companies build brands is to build brand loyalty. Loyalty can't be bought; loyalty must be earned over time. It's all about doing the right thing by consumers.

## Chapter III

### METHODOLOGY

Throughout this study, brands have been presented as a major marketing tool for companies to increase and protect market share. As revealed in the limitations section and as evident throughout the chapters, this study is based primarily on Marketing Communication strategies that best build service or product brands. Brands are considered to be powerful images planted in the minds of consumers. The goal is to express a company's identity, values and promise. As noted in chapter one, companies have one chance to make a great long-lasting impression.

#### BRAND SURVEY AND BRAND QUESTIONNAIRE

The purpose of the brand survey (pgs. 48-50) was to measure the opinions of professionals on the importance of brands protecting a company's market share. In addition to the survey, the author created a questionnaire (pgs. 51-53) to assess people's views about the relative successfulness of well-known brands.

The literature for the survey and questionnaire was gathered from professional books, encyclopedias, periodicals, journals and the Internet. Extensive research was conducted at the Seton Hall University library as well as personal and professional interviews. Through this experiment, the author to developed a brand analysis and a list of best practices of what is considered and



not considered a powerful brand. The opinions found in this thesis were developed by researching results obtained from well-respected authors who consider themselves brand strategists.

The brand survey consists of 10 statements seeking to determine professional opinion about brand marks. Within the survey, participants were asked to respond to a series of brand statements relating to brand values, marketing tools and brand associations. For example: each statement requires the respondent to choose from one of the following – strongly agree, agree, neutral, disagree and strongly disagree. In addition, participants had the option to identify their gender, age, level of education, occupation and some company information.

The questionnaire was conducted as a consumer survey. Each participant was required to rate specific brands within a specific industry. The respondents could rate well-known brands on a scale of one to seven. For example: on a scale of one to seven, a respondent who perceives Wendy as unsuccessful would circle the number one, a respondent who perceives Burger King as moderately successful would circle the number three and finally a respondent that perceives McDonald's as successful would circle the number seven.

## QUESTION DESIGN

The brand survey was designed to address the importance of brands as a major marketing tool for companies. The survey is broken down into two sections: survey questions and optional questions.

The survey statements remind participants to think about some of their favorite brands and most importantly their experiences with different brands. Participants are also given the opportunity to make additional suggestions regarding brand marks or what Marketing Communication strategies best build brands. Under the options section, participants were asked to give a basic profile of themselves. This information was crucial to the nature of the study and the opinions of people of different genders and ages.

The questionnaire section was designed to compare and contrast the popularity of well-known brands in America. In this section, consumers reflect on their experiences with specific brands within a specific industry. This section is also a reflection point for consumers to consider how brands reflect who they are and what they believe in.

## SURVEY DISTRIBUTION

The survey and questionnaire was primarily distributed in hard-copy form and via E-mail to various colleagues, professors, family and friends. In several cases, the surveys were sent via house mail to various contacts to different locations within the tri-state area. The potential respondents totaled 50 individuals and 50 surveys and questionnaires were completed and returned.

The author also gave professionals the opportunity to distribute the survey to colleagues within their respective industries. Surveys were distributed in September 2003 and collected in December 2003. The survey specifically targeted Marketing Communications professionals in all industries. A total of 48 surveys and 49 questionnaires were included in this thesis's survey results. The participants included 21 males and 29 females, all of who were assured anonymity. Two surveys and one questionnaire were omitted because of incomplete answers or faulty responses.

## BRAND INTERVIEW

The author also conducted a face-to-face interview with Allan Gorman, owner of AGCD – a Montclair, NJ based creative and branding consultancy that specializes in helping companies struggling to distinguish themselves become the premium brand of choice. Allan Gorman learned his craft on Madison Avenue, working in senior-level creative positions on many market-leading

brands at world-class ad agencies like Young & Rubicam, FCB, and the Marschalk Company before deciding to become a brand of his own as AGCD.

Through his experience, Allan believes a brand is the sum total of every experience a consumer has. Allan's theory is not only the public's perception of your product or service, but also the internal reality of the organization that supports it. According to Allan, both the organization and the public perception must be aligned in order to build a brand to greatness. The brand promise must match the ability to deliver what a consumer expects.

On the following pages you will find samples of the Brand Survey and Brand Questionnaire the author used during his research. In addition you will find a list of questions (pg. 54) the author used during his one on one interview with Allan Gorman.

# Brand Survey

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Today's businesses are pressured more than ever to reduce costs, operate efficiently and grow the business. In a struggling economy and in a competitive environment, companies today must rely on their brand to increase and protect their market share. A brand is the image that comes to mind when people think about a company, product or service. It is the sum of all the impressions, based on everything seen, heard and experienced.

This survey is an essential part of a research assignment being conducted for a thesis project to receive a Master of Arts in Corporate and Public Communication. The purpose of this survey is to identify ***"What Marketing Communication strategies best build service or product brands for a well established organization."*** The objective is to help businesses run more efficiently and strategically while meeting customer expectations, achieving business objectives and posting positive results.

The survey results will allow the researcher to provide an in depth brand analysis and share best practices of what is considered and not considered a powerful brand. When taking this survey, please keep in mind that there are, NO right or wrong answers. These are your opinions so please feel free to express them. All survey responses are strictly confidential.

**Please return all completed surveys to:**

Orlando R. Ruiz  
84 Halsey Ave  
Rockaway, NJ 07866  
[rororando@ups.com](mailto:rorando@ups.com)

Thank you in advance for your participation and support with this project. Your cooperation is greatly appreciated.

Thank you.

**Instructions**

In this survey, you will be asked to respond to a series of brand questions. Please **circle the answer** that clearly corresponds to your opinion based on the scale provided.

**Part 1: Survey Questions**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1. A company should have a brand mark to distinguish itself from its competitors.	SA	A	N	D	SD
2. A brand should reflect the values and beliefs of a company.	SA	A	N	D	SD
3. Using Celebrities to promote a brand can be an effective Marketing tool.	SA	A	N	D	SD
4. A brand is a promise that should allow buyers to make easier choices rather than researching every purchase decision	SA	A	N	D	SD
5. Billboards and Print Ads can be an effective marketing tool for a company.	SA	A	N	D	SD
6. A brand should not be launched through advertising because advertising can have limited credibility.	SA	A	N	D	SD
7. Public Relations can develop a brand and provide positive perceptions.	SA	A	N	D	SD
8. When I look at a company's brand mark, I usually feel a bond, connection or relationship.	SA	A	N	D	SD
9. TV Ads and a Blimp can be an effective marketing tool for a company.	SA	A	N	D	SD
10. I am proud of my company's brand mark.	SA	A	N	D	SD

**Continuation**

In the space below, please feel free to make any additional suggestions you have regarding a company brand mark or what marketing strategies best build brands.

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**Thank you for your assistance in this survey.**

**Part II: Optional Questions**

Please answer the following questions.

Gender       Male       Female

Age:       21 - 30       31 - 40       41 - 50       51 - 60       61 - 70

Level of Education: (Highest Completed)

High School       Some College       Undergraduate

Some Graduate       Graduate       Postgraduate

Other \_\_\_\_\_

Title:       Marketing Director       Public Relations Manager

Principal/Partner       Communications Manager

Other \_\_\_\_\_

Firm Revenues:  Under \$5 million       \$5 - \$25 million       \$25 - \$50 million

\$50 - \$75 million       \$75 - \$100 million       Over \$100 million

Other \_\_\_\_\_

To the best of your knowledge, please answer the following questions.

What is the average percent of revenues dedicated to Marketing and Communication activities?

0       11% - 15%

1% - 5%       16% - 20%

6% - 10%       Over 21%

What numbers of professionals are employed by your organization whose primary role is marketing and or communication activities?

0     3     6     9

1     4     7     10

2     5     8     11 or over

Thank you for taking the time to complete this survey.

# Brand Perception

The purpose of the questionnaire below is to assess people's views about the relative **successfulness of well-known brands**. The researcher responsible for this study would be extremely grateful if you could take the time to complete this survey. The more completed responses received, the more valid the final result.

The findings will be published in Orlando's Communications Research Thesis project *"What Marketing Communication strategies best build service or product brands for a well established organization."* It is anticipated that this should take no more than five minutes of your time.

A list of well-known brands is presented below. In order to measure the success of these brands, please indicate the extent to which you perceive each brand to be successful by circling the relevant number. For example, someone who perceives Burger King as moderately successful would circle the number 3 below. **Good Luck!**

<b>Burger King</b>	1	2	3	4	5	6	7
<b>Wendy's</b>	1	2	3	4	5	6	7
<b>Mc Donald's</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Jason</b>	1	2	3	4	5	6	7
<b>Michael Meyers</b>	1	2	3	4	5	6	7
<b>Freddy Krueger</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Sears</b>	1	2	3	4	5	6	7
<b>Macy's</b>	1	2	3	4	5	6	7
<b>JC Penny</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_



# Brand Perception

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<b>Sharp</b>	1	2	3	4	5	6	7
<b>Magnavox</b>	1	2	3	4	5	6	7
<b>Toshiba</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>UPS</b>	1	2	3	4	5	6	7
<b>US. Postal Service</b>	1	2	3	4	5	6	7
<b>FedEx</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Nike</b>	1	2	3	4	5	6	7
<b>New Balance</b>	1	2	3	4	5	6	7
<b>Adidas</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Nikon</b>	1	2	3	4	5	6	7
<b>Sony</b>	1	2	3	4	5	6	7
<b>Olympus</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

# Brand Perception

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<b>Kodak</b>	1	2	3	4	5	6	7
<b>Agfa</b>	1	2	3	4	5	6	7
<b>Fuji</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Colgate</b>	1	2	3	4	5	6	7
<b>Aqua fresh</b>	1	2	3	4	5	6	7
<b>Crest</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Coke</b>	1	2	3	4	5	6	7
<b>7UP</b>	1	2	3	4	5	6	7
<b>Pepsi</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

<b>Doritos</b>	1	2	3	4	5	6	7
<b>Pringles</b>	1	2	3	4	5	6	7
<b>Lays</b>	1	2	3	4	5	6	7

Other \_\_\_\_\_

Thank you for taking the time to complete this survey. Your participation and support is greatly appreciated.

# Interview Questions

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Below you will find the list of questions the author used during his interview with AGCD owner Allan Gorman. The objective of the interview was to provide a real live positive overview and testimonial of the importance of brand, the power of brand and how brand is a company's most important asset.

The interview was conducted on January 11, 2004.

## Questions

1. Tell me about yourself?
2. What does brand mean to you?
3. Is celebrity branding effective?
4. Will a strong brand secure revenue?
5. Is brand a company's most important asset?
6. How do you build a product or service into a world-class brand?
7. Are brands about transactions or about relationships or both?
8. How do front-line employees contribute to a brand's success?
9. How do you feel about advertising and or public relations building brands?
10. How do you energize your workforce during an economic downturn?
11. Do you consider yourself a brand subject expert?
12. What's your favorite brand?

The answers to the above mentioned questions are revealed in Chapter 4.

## Chapter IV

### ANALYSIS OF DATA

As mentioned in the previous chapter, a survey and questionnaire was administered seeking professional opinion from numerous individuals regarding brand marks. The brand survey and brand questionnaire was designed to determine the importance of a company's identity, values and promise to the market place.

Based on the literature researched, the author speculated as to what the investigation would reveal. The author stumbled across the theory that all consumers believe that a company should have a brand mark to distinguish itself from its competitors. The objective for most companies is to maintain a healthy brand mark in front of the public eye as frequently and as continuously as possible. The brand mark must symbolize what the company is all about: goals, products or services, culture and style. The theory occurred because the author had diverse conversations with numerous individuals from various industries.

Another assumption made by the author was that individuals would be more willing to participate in a brand questionnaire knowing that some of their favorite brands would be represented. Throughout the brand questionnaire process, the author received a lot of positive feedback regarding the layout and brands chosen for the questionnaire. The brands chosen were all successful at one point or another, which created awareness and excitement among the participants.

## PRESENTATION OF DATA

The demographics of the 50 respondents for both the survey and questionnaire are represented below in Table I. The opinion of different people with different ages and educational backgrounds will help prove the overview administered in this study.

**Table I**  
**Survey/Questionnaire**

Subject	Responses	Subject	Responses
<b>Sex:</b>		<b>Occupation:</b>	
Male.....	21	Marketing Director.....	1
Female.....	29	Public Relations Manager.....	2
		Principal/Partner.....	2
		Communications Manager.....	7
		Other.....	38
<b>Age:</b>		<b>Firm Revenues:</b>	
21-30.....	19	\$5 - \$25 million.....	3
31-40.....	20	\$25 - \$50 million.....	9
41-50.....	8	\$50 - \$75 million .....	0
51-60.....	2	\$75 - \$100 million .....	3
No response.....	1	Over \$100 million.....	21
		Other.....	14
<b>Level of Education:</b>		<b>Average percent dedicated to Marketing</b>	
High School.....	4	0.....	3
Some College.....	5	1% - 5%.....	20
Undergraduate.....	10	6% - 10%.....	5
Some Graduate.....	17	11% - 15%.....	12
Graduate.....	14	16% - 20%.....	4
Postgraduate.....	0	Over 21%.....	6
Other.....	0		
<b>Number of professionals employed by various organizations whose primary role is Marketing or Communication activities:.....</b>		<b>26</b>	

As illustrated on the previous page, the author acquired a variety of participants with diverse backgrounds. The pool of participant's background ranged from marketing professionals, account executives, brand ambassadors and internal communications specialists. The information obtained in Table I has allowed the author to provide an in depth brand analysis.

As noted in Table I, female respondents outnumber male respondents by eight. The age group that participated most in this survey; were between the ages of 31 through 40. An interesting and inspiring fact of Table I; is that most respondents have some college education. As you can see, 10 respondents claim to have an undergraduate degree, while 17 respondents have some graduate schooling and an astonishing 14 respondents have achieved a graduate degree.

Out of the 50 respondents, 12 participants are currently working within the Marketing Communications field with their organization's revenue exceeding more than 100 million dollars. In addition, after completing the surveys and having different conversations, 18 participants worked in a related field at one point or another. According to 20 participants, an average of 1 to 5 percent of their company's business plan is dedicated to Marketing Communications activities while 20 participants claim their organization allocates between 11 to 15 percent, 6 participants believe their organization spends over 21 percent, five participants believe that their organization spends 6 to 10 percent and a surprising 4 participants declare 16 to 20 percent is their organization's average. Finally, an alarming 3 participants report that zero percent is spent on any type of marketing activities.

## SURVEY RESULTS

After collecting each of the surveys, the author tallied the responses for each statement by sex. For a closer look please refer to Tables II and III on pages 63 and 64.

**Statement 1: A company should have a brand mark to distinguish itself from its competitors.**

When looking at Table II and III, 16 male respondents or 76 percent and 20 female respondents or 69 percent agreed that, "Companies should have a brand mark to distinguish itself from its competitors." A surprising result was that one male and female respondent or 5 percent took a neutral position and neither party disagreed with the statement. For the most part both male and female respondents agreed with statement number one.

**Statement 2: A brand should reflect the values and beliefs of a company.**

In evaluating this statement, 10 male respondents or 48 percent replied that they strongly agree that, "Brands should reflect the values and beliefs of a company." In addition, 15 female respondents or 52 percent agreed with this statement as well. These results are crucial because company brand marks must communicate credibility. A total of five respondents or 10 percent reported neutral and zero percent answered within the disagree categories.

**Statement 3: Using Celebrities to promote a brand can be an effective Marketing tool.**

The responses for this statement were as follow: Three male respondents strongly agree or 14 percent while eight female respondents or 28 percent strongly agree that using, "Celebrities to promote a brand is an effective marketing tool." Both parties answered fairly similar within the agree categories. However, four male respondents or 19 percent and seven female respondents or 24 percent chose to remain neutral. Finally, three female respondents or 10 percent disagreed.

On the contrary, a couple of respondents offered additional comments for this statement. The two respondents agreed that using celebrities to promote a brand is powerful because people in general admire high paid professionals. For instance, Nike has been one of the most successful athletic brands in history. The use of celebrities in its advertisements has proven over and over again to be a prime example of image campaigning (Allebach, 1998).

**Statement 4: A brand is a promise that should allow buyers to make easier choices rather than researching every purchase decision.**

In assessing statement four, 12 male respondents or 57 percent and 17 female respondents or 59 percent agreed that, "Brands should make the purchase decision easier for consumers." As stated in Chapter 1, a brand image refers to consumers' perception of brands. These perceptions are based on connections or associations that are made with specific brands. On the neutral



sign, there was one male respondent or 5 percent that fell within. On the female side 4 respondents or 14 percent disagreed with this statement.

**Statement 5: Billboards and Print Ads can be an effective marketing tool for a company.**

The results of this statement supports the purpose of the study, "Marketing Communication strategies that best build service or product brands for well-established organizations." Fourteen male respondents or 28 percent agree while 15 female respondents or 52 percent agree that, "Billboards and print ads can be effective marketing tools." Surprisingly, both sexes responded fairly similar within in the neutral category and zero responses were recorded within the disagree category.

**Statement 6: A brand should not be launched through advertising because advertising can have limited credibility.**

Upon examining statement six, the results were as follow. Not one male or female respondent recorded any points within the strongly agree category. Five male respondents or 24 percent agreed and 15 female respondents or 52 percent all agreed with this statement. However, there seems to be eight male respondents or 38 percent and 23 female respondents or 79 percent that disagreed with this statement. However, before companies promote a brand, public relations must run its course before meeting with an advertising agency. Ad agencies reinforce a company's message visually.

**Statement 7: Public Relations can develop a brand and provide positive perceptions.**

In reviewing the results for this statement, four male respondents or 19 percent and 6 female respondents or 21 percent strongly agree that, "Public Relations can develop a brand positively." Surprisingly, 14 male respondents or 28 percent and 17 female respondents or 59 percent agreed with this statement. Organizations must seriously consider their brand strategy and continuously inform the public viewers of their existence. In comparison with statement six, this statement would generate a positive dialogue. Overall, both Public Relations and Advertising could be effective tools if used properly. Public Relations provides the success story and Advertising visually imprints an image in the mind of the consumer.

**Statement 8: When I look at a company's brand mark, I usually feel a bond, connection or relationship.**

Responses for this statement were as follow: Fourteen male respondents or 28 percent agreed that, "People feel a connection or bond when they look at a company's brand mark." Eleven female responses or 38 percent also agreed. Another surprising result worth mentioning was that both the male and female respondents responded similarly within the neutral and disagree categories. Personally, when I see one of my favorite brands, I recall a favorable experience.

Statement 9: Television Ads and a Blimp can be an effective marketing tool for a company.

In assessing statement nine, twelve male respondents or 57 percent agreed that, "Television Ads and a blimp are effective marketing tools." Twelve female respondents or 69 percent also agreed with this statement. These results are crucial because brand marks have become an important factor in maintaining visibility within the public eye. In most cases, blimps are used during national holidays and during major sporting events. Television ads are the most common form of advertising.

Statement 10: I am proud of my company's brand mark.

The results for statement ten were as follow: Eleven male respondents or 22 percent strongly agree that, "People are proud of their brand mark." Fourteen female respondents or 18 percent agree as well. For a company brand mark to be successful, the brand must first become successful within the workforce. Front-line employees must believe, understand and breathe the brand.

Table II

The following table represents male responses to survey statements regarding brand as a major marketing tool.

	SA	A	N	D	SD
A company should have a brand mark to distinguish itself from its competitors.	16 (76%)	4 (19%)	1 (5%)	0 (0%)	0 (0%)
A brand should reflect the values and beliefs of a company.	10 (48%)	8 (38%)	2 (10%)	0 (0%)	0 (0%)
Using Celebrities to promote a brand can be an effective Marketing tool.	3 (14%)	10 (48%)	4 (19%)	0 (0%)	0 (0%)
A brand is a promise that should allow buyers to make easier choices rather than researching every purchase decision.	6 (29%)	12 (57%)	1 (5%)	1 (5%)	0 (0%)
Billboards and Print Ads can be an effective marketing tool for a company.	3 (14%)	14 (28%)	3 (6%)	1 (5%)	0 (0%)
A brand should not be launched through advertising because advertising can have limited credibility.	0 (0%)	5 (24%)	3 (6%)	8 (38%)	4 (8%)
Public Relations can develop a brand and provide positive perceptions.	4 (19%)	14 (28%)	2 (10%)	0 (0%)	0 (0%)
When I look at a company's brand mark, I usually feel a bond, connection or relationship.	0 (0%)	14 (28%)	6 (29%)	0 (0%)	0 (0%)
Television Ads and a Blimp can be an effective marketing tool for a company.	4 (19%)	12 (57%)	2 (10%)	0 (0%)	0 (0%)
I am proud of my company's brand mark.	11 (22%)	7 (33%)	3 (6%)	0 (0%)	0 (0%)
Total	57	86	27	10	4

Note: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree

Table III

The following table represents female responses to survey statements regarding brand as a major marketing tool.

	SA	A	N	D	SD
A company should have a brand mark to distinguish itself from its competitors.	20 (69%)	9 (31%)	1 (3%)	0 (0%)	0 (0%)
A brand should reflect the values and beliefs of a company.	13 (45%)	15 (52%)	3 (10%)	0 (0%)	0 (0%)
Using Celebrities to promote a brand can be an effective Marketing tool.	8 (28%)	11 (38%)	7 (24%)	3 (10%)	0 (0%)
A brand is a promise that should allow buyers to make easier choices rather than researching every purchase decision.	7 (24%)	17 (59%)	2 (7%)	4 (14%)	0 (0%)
Billboards and Print Ads can be an effective marketing tool for a company.	10 (34%)	15 (52%)	5 (17%)	0 (0%)	0 (0%)
A brand should not be launched through advertising because advertising can have limited credibility.	0 (0%)	15 (52%)	3 (10%)	23 (79%)	5 (17%)
Public Relations can develop a brand and provide positive perceptions.	6 (21%)	17 (59%)	5 (17%)	1 (3%)	1 (3%)
When I look at a company's brand mark, I usually feel a bond, connection or relationship.	2 (7%)	11 (38%)	9 (31%)	3 (10%)	0 (0%)
Television Ads and a Blimp can be an effective marketing tool for a company.	5 (17%)	20 (69%)	5 (17%)	0 (0%)	0 (0%)
I am proud of my company's brand mark.	9 (31%)	14 (48%)	5 (17%)	0 (0%)	1 (3%)
<b>Total</b>	<b>80</b>	<b>133</b>	<b>45</b>	<b>34</b>	<b>7</b>

Note: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree

Table IV

The following table represents peoples' views regarding the success of well-known brands. A total of 50 respondents were tallied in this section.

	1	2	3	4	5	6	7
Burger King	0 (0%)	2 (4%)	4 (8%)	5 (10%)	11 (22%)	24 (48%)	4 (8%)
Wendy's	0 (0%)	1 (2%)	2 (4%)	8 (16%)	10 (20%)	22 (44%)	7 (14%)
██████████	0 (0%)	0 (0%)	1 (2%)	3 (6%)	1 (2%)	21 (42%)	24 (48%)
██████	1 (2%)	2 (4%)	9 (18%)	7 (14%)	5 (10%)	19 (38%)	7 (14%)
Michael Meyers	1 (2%)	8 (16%)	8 (16%)	9 (18%)	7 (14%)	7 (14%)	5 (5%)
██████████	0 (0%)	3 (6%)	11 (22%)	5 (10%)	9 (18%)	15 (30%)	7 (14%)
Sears	0 (0%)	1 (2%)	7 (14%)	7 (14%)	12 (24%)	18 (36%)	5 (10%)
██████	0 (0%)	0 (0%)	7 (14%)	5 (10%)	13 (26%)	16 (32%)	9 (18%)
JC Penny	0 (0%)	1 (2%)	8 (16%)	9 (18%)	13 (26%)	16 (32%)	3 (6%)
██████	0 (0%)	1 (2%)	10 (20%)	12 (24%)	13 (26%)	10 (20%)	4 (8%)
Magnavox	0 (0%)	2 (4%)	13 (26%)	8 (16%)	18 (36%)	7 (14%)	2 (4%)
Toshiba	0 (0%)	6 (12%)	6 (12%)	14 (28%)	18 (36%)	6 (12%)	1 (2%)

	1	2	3	4	5	6	7
UPS	0 (0%)	1 (2%)	1 (2%)	1 (2%)	10 (20%)	20 (40%)	17 (34%)
US Postal Service	0 (0%)	4 (8%)	7 (14%)	9 (18%)	17 (34%)	6 (12%)	7 (14%)
██████	1 (2%)	0 (0%)	1 (2%)	2 (4%)	7 (14%)	18 (36%)	21 (42%)
██████	0 (0%)	0 (0%)	0 (0%)	1 (2%)	3 (6%)	20 (40%)	26 (52%)
New Balance	0 (0%)	6 (12%)	9 (18%)	16 (32%)	12 (24%)	5 (10%)	2 (4%)
Adidas	0 (0%)	3 (6%)	2 (4%)	9 (18%)	21 (42%)	9 (18%)	5 (12%)
Nikon	0 (0%)	1 (2%)	7 (14%)	8 (16%)	13 (26%)	14 (28%)	7 (14%)
██████	0 (0%)	2 (4%)	2 (4%)	5 (10%)	14 (28%)	16 (32%)	11 (22%)
Olympus	0 (0%)	2 (4%)	4 (8%)	15 (30%)	17 (34%)	8 (16%)	4 (8%)
██████	0 (0%)	1 (2%)	1 (2%)	1 (2%)	2 (4%)	20 (40%)	25 (50%)
Agfa	4 (8%)	11 (22%)	12 (24%)	10 (20%)	9 (18%)	4 (8%)	0 (0%)
Fuji	0 (0%)	1 (2%)	3 (6%)	8 (14%)	19 (38%)	17 (34%)	3 (6%)
██████	0 (0%)	1 (2%)	2 (4%)	0 (0%)	12 (24%)	20 (40%)	11 (22%)
Aqua Fresh	0 (0%)	0 (0%)	4 (8%)	12 (24%)	19 (38%)	10 (20%)	5 (10%)
Crest	0 (0%)	0 (0%)	2 (4%)	3 (6%)	11 (22%)	18 (36%)	16 (32%)

	1	2	3	4	5	6	7
<b>Coca-Cola</b>	0 (0%)	0 (0%)	0 (0%)	1 (2%)	2 (4%)	18 (36%)	29 (58%)
7UP	0 (0%)	0 (0%)	6 (12%)	13 (26%)	18 (36%)	9 (18%)	4 (8%)
Pepsi	0 (0%)	0 (0%)	1 (2%)	3 (6%)	2 (4%)	23 (46%)	21 (42%)
<b>McDonald's</b>	0 (0%)	0 (0%)	2 (4%)	2 (4%)	13 (26%)	19 (38%)	14 (28%)
Pringles	0 (0%)	0 (0%)	3 (6%)	10 (20%)	15 (30%)	16 (32%)	6 (12%)
Lays	0 (0%)	0 (0%)	4 (8%)	5 (10%)	20 (40%)	14 (28%)	7 (14%)

Note: According to the respondents, the brands highlighted are the most successful in their respective industries.

Almost all respondents completed the brand questionnaire. The results of the questionnaire prove that brands live in the lives of many people around the globe as well as playing a major role in influencing the image of modern life. As you may have read, some the highest scorers mentioned above and on the previous pages were Coca-Cola, Mc Donald's, FedEx, Nike, Kodak and Doritos. Coca-Cola received the highest score of 58 percent in terms of being extremely successful in their industry. It was the highest score in its category, which is not surprising instead it is inspirational. Some of the unsuccessful companies could learn a thing or two from the brand role model – Coca Cola.



## BRAND INTERVIEW

Below are the answers to the list of questions the author utilized during his exclusive one-on-one interview with Brand Consultant Allan Gorman.

### Questions

#### 1. Tell me about yourself?

My background is creative. I started my career working at large Madison Avenue advertising firms. At that time advertising on television built credibility for large packaged goods brands. Today, I call myself a “market leadership advisor”, concerned with the bigger picture of finding the driver concept that can set a company’s brand apart while making it stronger, healthier and more attractive.

#### 2. What does brand mean to you?

Everyone and everything is already a brand. The brand is the story others will craft about something based on their experience. A successful brand is one that understands this phenomenon and aligns its messages and delivered experiences with its audience’s expectations. If it over-delivers on those expectations, it becomes delightful. My definition of a successful brand is one that delivers delight.

### 3. Is celebrity branding effective?

**Absolutely, celebrity delivers a clear, relevant and distinguishable experience.**

**"Delight", if you will. In addition, celebrity as a spokesperson helps convey a third party's message because consumers are more willing to pay attention to a source that they admire.**

### 4. Will a strong brand secure revenue?

**A strong brand secures that a company gets invited to the party first. Consumers will trust and conduct business with someone they already know as opposed to someone they don't. Also, it's safer to go with the proven choice. So yes, a strong brand secures revenue because of reputation.**

### 5. Is brand a company's most important asset?

**A company's most important asset is its people and service. People and service deliver the brand experience. The brand as an abstract is just an idea. It's the delivery of the brand promise that's the asset. On valuing a brand, certainly reputation and following is important and surely "brand" has a value (in Coca-Cola's case, that would be worth millions, if not billions). However, without effective delivery of the brand experience, brand by itself is worth nothing.**

**6. How do you build a product or service into a world-class brand?**

**By understanding what the world needs and having the resources to respond to that need. World-class brands happen when the idea is right at exactly the right time and informing the right people. The idea comes from creating a new category that people will perceive as delightful.**

**7. Are brands about transactions or about relationships or both?**

**Brands are about value. Brands must fulfill a need – either practical or emotional. If it does, a transaction can take place. If the transaction was a happy one, it can become the start of a relationship, a friendship, and ultimately a marriage. Then a company will have loyal fans that will recruit for them.**

**8. How do front-line employees contribute to a brand's success?**

**Employees are the service delivery system for a brand's idea. Employees must fulfill the promise made in the consumer's mind. If employees can do this successfully, it's a step toward building customer loyalty. If employees fall down on delivery, the brand's story will be diminished. If the employees buy your brand's story, they'll become brand ambassadors who will spread the word.**

9. How do you feel about advertising and or public relations building brands?

If your story is right, advertising and public relations are powerful and important tools for getting the world to meet the brand. Both public relations and advertising help pre-sell the marketing "idea". The danger is in empowering the advertising agency or public relations firm to create the brand story. The responsibility for the brand story falls on the shoulder of the brand owner. The last thing a company wants to do is start boasting about ABC one day, and then change the brand tune the following week. Changing a brand's tune confuses the consumer.

10. How does brand energize a workforce during an economic downturn?

If a company has a strong brand and an "easy to sneeze" idea, then the brand can sustain a company through the downturn by keeping the focus with the end in mind. The danger is in capitulating to the downturn by cutting prices and eroding a brand's value.

11. Do you consider yourself a brand subject expert?

Yes.

12. What's your favorite brand?

AGCD.

## Chapter V

### SUMMARY

The initial purpose of this research was to identify, *what marketing communication strategies best build service or product brands for well-established organizations*. After endless hours of research, meaningful conversations and continuous review of literature, the author came to the conclusion that brands play an integral role in protecting and increasing a company's market share.

Through a comprehensive review of different literature and the implementation of a survey, questionnaire and a one-on-one interview, the study revealed that companies should have a brand mark to distinguish themselves from their competitors. A company's brand mark should communicate to the public viewer a company's reputation, identity, success and future growth. The goal is to inform the public viewer of the company's existence, mission statement, vision, products and services. Companies have one chance to make a great long-lasting impression.

The resources and examples used in this study proved to the author that brands and branding are in style and brands are not going away. The purpose of branding is to imprint the perception of the brand in the heart and mind of the consumer. Brand messages must be repeated over a long period of time before sinking in with the consumer. In most cases, the average human needs to be exposed to a message at least seven times before making a tiny dent in a human's brain.

The goal of a brand is to form a bridge with consumers when they think about a certain product or service. The brand's expected desired behavior change is to bring a smile to consumers' faces and most importantly win their trust. The objective is to convince the consumer to purchase a specific product or service and keep them coming back for more. The purpose is to strengthen the relationship between the consumer and the company as well as increasing transactions and securing revenue.

The research conducted indicates that consumers do not want to research every purchase decision; consumers want one-stop resolution. At times, consumers may use brands as expressions of individual lifestyle and identity. Consumers and brands have something in common: an identity. Consumers are looking for a comfort zone with a certain product or service they can trust. A brand is the image that comes to mind when people think about a company product or service. It is the sum of all impressions based on everything seen, heard and experienced.

Today's business world is constantly evolving and becoming more competitive than ever. In order to remain competitive, companies will have to take a close look at their organization's brand mark and develop a positive, high profile professional brand identity and brand name to keep up with change and innovation in the global business world. Branding is an essential way of doing business; it's all about building brand loyalty.

According to Schwerdtfezer (2003), some of the most effective marketing strategies in strengthening brands with consumers are: television and print ads, online advertisements, billboards across major highways, house mailings, jingles, sports sponsorships and even a blimp. The purpose of a marketing communication strategy is to guide the consumer through the decision making process.

However, according to Brand Consultant Allan Gorman, employees are the service delivery system for a brand's idea. Employees should speak highly about their brand mark and be proud for what their company's values and beliefs are. Other helpful strategies on boosting a brand with employees are: employee training programs, videos, posters with key messages, lapel pins, apparel and brand kick-off events.

An excellent way to enhance a company's brand mark with employees is to establish a brand roadmap. The roadmap will describe a company's strategy, challenges and concerns, customer commitment, success stories and promise for the future. The brand is like a compass that will guide a company in the right direction.

*"Ultimately, strong branding is not just a promise to our customers, to our partners, to our shareholders and to our communities; it is also a promise to ourselves... in that sense, it is about using a brand as a beacon, as a compass, for determining the right actions, for staying the course, for evolving a culture, for inspiring a company to reach its full potential,"* Carly Fiorina CEO, Hewlett-Packard.

## CONCLUSIONS AND RECOMMENDATIONS

The majority of survey respondents agreed that companies should have a brand mark to distinguish themselves from their competitors. Some of the most famous brands have unique colors, catchy tagline or a lovable mascot. These features allow the consumer to recognize the consistency of the company's identity.

In order for a company's brand to be successful, the Chief Executive Officer and the entire senior management of a corporation must endorse the plan. Management buy in will determine whether or not internal branding will be successful. The CEO must live, breathe and communicate the brand with dispatch distributed among all functions and operations. Brand representation in companies is every employee's job in an organization – from the mailroom employee to the human resources representative, to the business manager and to the Chief Executive Officer. Building and supporting a great brand is everyone's business.

From a strategy point of view both advertising and public relations should be utilized when rebuilding an existing brand. Advertising is a continuation of public relations and should only be utilized after a public relations program has run its course. Public Relations builds the brand and advertising defends the brand. Advertising and public relations are both important marketing tools needed to market a brand.



The influence of brands is a dynamic subject. There are plenty of opportunities for further research in the area of brand marks discussed in this study. As stated earlier, brands are about trust. Companies must try to distinguish themselves from their competitors in their quest to be the most loved and desired brand within their respective industries.

Thank you.

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