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2011

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Recommended Citation

International Conference on Asia Pacific Business Innovation & Technology Management

Conception, Nurturing, Leveraging and Sustenance of a Successful Brand

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Abstract

The world of strategic branding has evolved consistently, making its study relevant and important in the current context. Systematic, pre-emptive and careful development of a brand can be a source of competitive advantage and of the widest appeal to its target segment. Current literature on brand development focuses more on the development and management of brands, however not on Brand Leveraging and Sustenance, calling for a need to make value additions to the existing models on brand development that may help brand managers with the conception, nurturing, leveraging and sustenance of brands. The purpose of this paper is to analyze the Brand Development stages of a well-known brand called 'Modhesh', in existence at Dubai for over a decade and compare its stages of development with the existing academic models on brand development. Adopting a case study methodology, the paper has conducted an in depth investigation of the issue at hand in association with various existing academic models on Brand Development including the models of De Chernatony, LOGMAN and Kapferer and has proposed a revised model referred to as the CNS (Conception, Nurturing and Sustenance) model which aims to fill the void in the existing models by proposing three additional elements that have been arrived at, based on the analysis of the evolutionary stages of Modhesh.
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Keywords: Branding, Brand Management and Brand Leveraging.

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1. Introduction

Mickey Mouse is inarguably one of the most ubiquitous, popular and recognized icon in the world. In an age when silent movies were still dominating theatres, Mickey had taken the public by storm. By the end of the year 1928, Mickey Mouse was a national fad. In the same decade, Walt Disney used his amazing marketing mind and launched Mickey Mouse merchandise. Walt realized the immense potential in this region and soon Mickey could be seen on dolls, dishes, toothbrushes, radios, figurines etc.

Within five years of its first debut feature Mickey Mouse had become a cult figure and Disney had become a household name. Mickey's immense popularity was leveraged for the brand Disney as Mickey was elected as the first official brand ambassador of Disney. Mickey's success story is the quintessential example of how a sub brand (Mickey) magnified the equity of the parent brand (Disney) and added immense value to it. This paper talks about the development of a major sub brand in the United Arab Emirates – 'Modhesh'. Modhesh has proven to be an immensely profitable and popular brand that has helped leverage its parent brand – Dubai Summer Surprises and helped it achieve new heights. A lot of credit goes to its creators who developed and managed such a commercial sub brand. However, after analyzing the relevant literature, one may find that most brand development frameworks designed, focus on the development and management of core brands (Macrae and Unlces, 1997; Cheng *et al.,* 2005; Ghodeswar, 2008). Hence, the need to develop a model for sub brands exists. This paper proposes a model that will help brand managers with the conception, nurturing, leveraging and sustenance of a successful sub brand.

2. The World of Branding

The world of strategic branding is a complicated one thus making its study even more fascinating. A well-developed branding process creates an esteemed and distinctive brand that stands out among competition and appeals to its target segment; in the words of H.G Wells' it lets the manufacturer reach over the shoulder of the retailer straight to the consumer' (Murphy and Scharl, 2007). The American Marketing Association defines a brand as "a name, term, sign, symbol, or design which is intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of the competitors" (Jevons, 2005). However, the consumer's perception of brand may be different from that of the manufacturer. From the customer's point of view, a brand can be defined as the total accumulation of all his/her experiences, and is built at all points of contact with the customer (Kapferer, 2004). In the current marketing scenario, branding is an integral and indispensible marketing function. The realm of branding has surpassed the generic function of giving a product a name. Today branding is responsible for the intellectual creation, holistic development and impeccable management of a gestalt brand. This is so because a brand is no longer just the interface between the company and its customer; it is in fact the face of the company (Fan, 2005). Hence, the function of branding is very intellectual in its nature or as Branding pioneer Walter Landor said it, 'Products are made in the factory, but brands are created in the mind'.

2.1. Brand Equity and Leverage

Brand equity is defined as a set of assets (and liabilities) linked to a brand and that add to (or subtract from) the value provided by a product or service to a firm and/or that firm's customers (Aaker, 1996). The components of the set (that may pose as assets or liabilities for the firm's brand) are: brand loyalty, name awareness, perceived quality, brand associations and other proprietary trademarks or patents. This definition and the set of 5 components presented by Aaker has been pivotal in many brand equity related studies (Yoo and Donthu, 1997; Yoo et al., 2000; Washburn and Plank, 2002; Baldauf et al., 2003; Kim and Kim, 2004) and holds strong till date. According to Keller (1993) brand equity can be defined as the differential effects that brand knowledge has on consumer response to the marketing of that. Each consumer perceives a brand subjectively. Therefore, for a consumer, the brand's equity lies in the ability of the brand to influence his/her behaviour by a evoking a specific set of reactions and responses. Keller (2003) defined the brand leveraging process as linking the brand to some other entity that creates a new set of associations from the brand to the entity as well as affect existing brand associations. Over the years, many different brand leveraging strategies have evolved that have proven to be successful for many firms. Some of the well-known ones include brand extension, line extensions and ingredient branding. For a brand equity leveraging strategy to be successful, the brand on the receiving end should share certain values that are similar to the brand that is leveraging its equity. In other words 'they should play in the same sand pit'.

2.2. Brand Development

Brand Development has been defined as the process of creating styles and themes that enable organizations to express their mission, values, strategic vision. As the definition suggests the first step towards developing a successful brand is to identify the core values and missions that are the basic foundation of an organization. Although not revealed to the public but organizations should ensure that they portray these values in their operating functions and product development. Brand Development enables organizations to give their brand a personality enabling consumers to differentiate their offerings from their competitors, giving them a competitive edge.

2.3. Brand Management

For decades, companies have aimed at creating brands that are a flagship of their communication by using countless techniques such as identity and image development, positioning and differentiation. Firms have constantly aimed to "push" their benefits to their targeted segments. However rapid developments have compelled consumers to challenge this company centric model of brand management (Pitt et al., 2002). Evolving consumer empowerment and high level of interaction has led to decline in trust especially when the usages of intangible consumer products are concerned. In order to overcome this problem firm's today aim to build brand relationships with their customers that in turn would result in

lifetime loyalty, lower costs and a high amount of profitability. Few of the ideal ways of establishing a brand relationship is to offer customers consistency of experience and reassurance. The wealth of literature review analyzed revealed a whole lot of information on system process models and their analysis of the core brand, however very little data analyzed the conception and management of a sub brand, thereby leaving space for more valuable research to be conducted.

3. Brand Development and Modular Approaches

As the importance of developing gestalt brands amplifies, the amount of significance attributed to brand development and management escalates too. For the analysis of this case, a gamut of brand development and management models were sought and screened. Finally, the De Chernatony model was shortlisted which will be explained in the following sections. However during this process, a few more noteworthy models, that threw light on the various stages of brand development and brand management, were discovered and discussed.

3.1. Kapferer Model: Brand System Pyramid

Kapferer describes the brand system in great depth in his model and personifies a brand to have its own perceptions and point of views on the product category it is in. The brand's vision should clearly highlight the number and types of products and services that are to be featured under the brand's name.. A brand's core value is a value that is inherent to the brand and if that value were to disappear, the brand would cease to exist (Gabay, et al., 2009). According to Kapferer, brand personality can be derived from three different sources, firstly the associations that consumers have with the brand, by the image a company tries to create for the brand and finally the product attributes such as the product categories and distribution channels (Lin, 2010). Kapferer's model illustrates the importance of the positioning the brand clearly among the target group of consumers and advises that the attributes be limited to not more than four to five. Kapferer analyses the uniformity in the resemblance of all the products and services under the umbrella of the main brand. More often than not, physical elements like a unique design or even logos are considered to be the easiest unifying factors for various products under the same brand. (Mininni, 2005). A level of the model applies itself specifically to those brands that have a large number of target segments and therefore a wide range of products catering to each. In the last stage of the model, the positioning of each of these products is analysed with respect to the segment that they were aimed at. The Kapferer model does a remarkable job of analysing the various stages of brand development by providing valuable insight in each and every stage however Kapferer is a system development model and fails to relate to the needs of the sub brand Modhesh.

3.2. The LOGMAN Model

The high amount of customer involvement in the production process has resulted in a highly sophisticated market. This sophistication comes at a price as the driving forces of

brands become highly complex. Logman (2004) proposed a model that combines insights from proactive and reactive nature of brand managements. The Logman model used the above insights and generated means that would enable managers to make a distinction between the objective levels of the company as brand drivers and perceived level by customers (Tseng and Lin, 2009). The first perspective of the Logman's model is influencing customer perception. However the levels of influence of each of these drivers have varies form one company to another. Hence conducting a gap analysis would reveal the gaps in between the object level of the brand and the customer perceived level influencing the consumer perception of external brand drivers. When developing a brand strategy, managers should ensure how their brand drivers are perceived by different customer segments. Although the Longman's Model provides a holistic view of the various stages the model fails to relate to the case study of the sub-brand Modhesh, hence another model was further analyzed.

3.3. The De Chernatony Model

One of the more noteworthy models analyzed for the purpose of this paper was developed by Leslie De Chernatony. This model provides brand managers with a framework that allows them to develop and sustain their brands strategically. The 'envisioned future' of the brand coerces the brand manager to envision the type of brand environment that he wishes to develop for the brand in the coming years. A dynamic and creative organizational culture can stimulate innovative behaviour among the members of an organization (Chernatony, 2001). A well-developed set of brand objectives provide a sense of direction to the brand vision. A long term brand objective is designed and is then broken down into smaller and more easily quantifiable objectives (Tseng, 2009). When analyzing the 'corporation' itself as a factor, managers should ensure that the internal customers/staff are well versed with the brand promises. It is also important to monitor the competitors as it helps in making comparisons, benchmarking and monitoring growth and the macro-environment to appreciate how future political, economic, social and technological changes may impact the brand. The essence of a brand can be developed from the promises made by the brand in its initial launch phase and the satisfaction it gave to the consumers upon their completion (Ballester and Aleman, 2005). Core identity is the central, timeless essence of the brand that remains constant as the brand moves to new markets and new products (Ghodeswar, 2008). To implement the brand essence, a suitable value delivery system is needed to support both the functional and the emotional aspects of a brand (Chernatony, 2001). Evaluations of the brand should be done on a periodic basis corrective actions should be implemented if deviations are noticed. Although the De Chenatony model does a great job of analyzing the stages of a brand it does not aptly analyze the stages of a sub brand. Research has revealed that there is very little academia provided in the arena.

4. Introduction to the Brand Modhesh

Before introducing Modhesh, it is imperative for one to learn about the Dubai Summer Surprises (DSS). The Dubai Summer Surprises is an annual summer festival aimed at providing children with entertainment and education during their summer break. It was launched in the summer of 1998 by the Government of Dubai to promote Dubai as a family holiday destination. Running during the months of June to August, DSS promises families weeks of fun filled activities. Modhesh, the Arabic translation for 'amazing', is the ever smiling mascot of the Dubai Summer Surprises festival. Launched in the year 2000, Modhesh is a fictional character that has been conceived and created in the United Arab Emirates. Due to its local roots and traditional mannerisms, Modhesh has successfully won the hearts of thousands of children in the UAE. Over time Modhesh has come to represent fun, enjoyment and educational opportunities for children as well as shopping and leisure surprises for adults.

4.1. Origin of Modhesh

Modhesh was the brainchild of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai. Modhesh was his dream and DEPE helped in bringing this dream to reality. It was two years after the introduction of Dubai Summer Surprises that Modhesh was launched. Not only was Modhesh a never seen before character but it was the first time that the GCC region saw a dedicated mascot being designed for a retail festival. The reasons for the introduction of Modhesh were threefold. It is believed that the DSS in the year 1999 lacked cohesiveness and lacked a unifying factor. The launch of a mascot (derived from the DSS logo) brought uniformity and integration into the festival. Also, DEPE had long sensed that there was a void in the market for an Arab spirited character in the region. Modhesh came in as the perfect answer. Finally, Modhesh brought the emotional aspect that was eluding DSS by entertaining the kids with his jovial and adventurous mannerisms. He made the then slogan of Dubai Summer Surprises, 'big fun for little ones', enlighten with meaning.

5. Modhesh: Stages of development

The following section analyses Modhesh from the period between 2000 (the year of Modhesh's birth) to 2011 (present year). For the purpose of effortless understanding, the four stages of Modhesh development have been contrasted with the analogy of the development of a child. Hence, the first stage has been termed the birth stage, the second stage is the crawling stage, the third stage is termed the walking stage and the fourth and last stage would be referred to as the running stage.

5.1. The Birth Stage: Modhesh takes shape

5.1.1. Audience Analysis

In the birth stage, i.e., the stage in which Modhesh was being developed as a character and the brand vision was being formulated, DEPE settled on the major audiences that the brand would be targeted to. It was decided to give utmost priority and attention to three target groups. The first group was the financial investors, who would be willing to invest in brand Modhesh by assisting in funding major Modhesh associated projects. A quintessential example of such a project would be Modhesh World (earlier known as Modhesh Fun City) described in the later stages of the development process. The second important group comprised of business firms who were willing to pay rights for the esteemed Modhesh brand. The aim was to develop new products branded as Modhesh. For example the Modhesh SuperStar drinks, launched in four different flavors, in the year 2006. Finally and most importantly, the third target group was that of the end users which comprised of parents and children. This was the section that Modhesh was designed and styled to impress and entertain during the months of DSS.

5.1.2. Styling of the Sub Brand

Modhesh initially aimed at appealing children aged between 2 to 12 and hence had to be styled to capture a child's attention. The colours used in fashioning the character were yellow and blue. In the initial phases of development, Modhesh body was just a yellow colour spring. It was only later that pair of feet was added. Modhesh spring like body is justified as Modhesh resembles a 'jack in the box' character and was promoted as one too. In the first advertisements of Modhesh that hit the air, a father brings home a gift box for his children. As soon as the children open the blue box, Modhesh springs out and enthrals and amazes the children. Some other ways in which children distinguish Modhesh is through his unique sun ray like hair which is seven strands that stick upwards from his head. Modhesh always wears white gloves with four fingers in each hand and has an egg shaped head. However the most important feature of Modhesh is his ever present smile.

5.1.3. Sub Brand Personality and Attributes

The formation of Modhesh was clearly done keeping the interests of children in mind. Children have the ability to make friends with anyone very easily and hence Modhesh is positioned as a character that is every body's friend. He sees the good side of every one and the bright side of life. Modhesh is also an adventurer who has a burning need to explore new things, places, people and experiences. He imbibes in him the brand values of fun, friendly, playful, inspiring and full of surprises. Modhesh was designed to communicate all the fun and joy that occurs during the Dubai Summer Surprises to the little ones. Being positioned as a 'living toy' in the minds of people gives Modhesh a childlike charm which helps in easily associating him with fun and games.

5.2. The Crawling Stage – Modhesh takes its first steps

The year was 2000, the beginning of the new millennium which proved to be a new start for Modhesh too. In the same year Modhesh Fun City (MFC), the region's largest indoor theme park back then, was launched. Both Modhesh and MFC were promoted heavily using Dubai Summer Surprises as its launch pad. Children developed an instant liking to the character and eventually the brand. Many strategically developed sub brands were launched consequently during the years 2000 to 2009.

5.2.1. Building of physical evidences

One of the Key success Factors of Modhesh was the launch of Modhesh Fun City. The MFC, now referred to as Modhesh World is an indoor theme park promising fun and entertainment during the hot summer in Dubai. It facilitated learning through various activities organized such as Arts and Crafts, Sports, Fun Fair, Heritage, etc. It was a successful touch point that enabled Modhesh to connect with his "Friends" and vice versa. Modhesh, considered as the bubbly mascot and face of the Modhesh World and DSS launched many programs to connect with its audiences which included Modhesh Friends Club, Modhesh School Visits, Modhesh CSR program and Modhesh GCC tour etc. One of the highlights of these programs was visits that Modhesh made to the educational institutions locally promoting the importance of education. In order to cater to all the needs of all the diverse entertainment needs of the citizens belonging to diverse cultures, stage shows featuring a wide array of characters were organised as well. Ideally these brought merriment into the lives of children and their families during the dreary holidays.

5.3. The Walking Stage: Modhesh emerges victorious

From the year 2000, the year of its launch, Modhesh experienced phenomenal success. However, the origin of this character was very humbling. It was created to add charm to the children-oriented Dubai Summer Surprises and was a part of all its advertising campaigns. In a way Dubai Summer Surprises can be credited to have acted as an excellent launch pad for Modhesh. Since the launch of the sub-brand the number of visitors to the theme park tripled in the next three years. The average number of daily visitors to Modhesh Fun City increased from 1500 per day to a staggering 4500 per day as Modhesh moved from its birth stage to crawling stage (DEPE, 2007). Over time DEPE realized the huge phenomenon that Modhesh had turned into. They suddenly found themselves to be bestowed with a hugely popular and profitable fictitious toy brand that appealed to kids and parents, hailing from a wide gamut of nations, yet remaining very faithful to its Middle Eastern roots. The brand had amassed enough fame that it was now capable to leverage its equity to DSS, the platform that had launched brand Modhesh to begin with.

5.3.1. Brand Leveraging: Modhesh as a one shot representation of DSS

After working on building a strong positioning for brand Modhesh and witnessing the exemplary response, DEPE decided to leverage Modhesh's popularity for popularizing DSS; hence reversing the process that had been used to promote Modhesh so far. Modhesh became a permanent feature in almost every DSS activity executed in Dubai. Modhesh World was promoted as the hub of all the fun filled activities that took place during the span of the event and Modhesh featured prominently in most. From the years 2000 to 2006, Modhesh merchandise materials were launched in the market. However, it was only in the year 2006 that Modhesh's use as a brand mascot was expanded and full retail line of merchandise was developed targeting both tourists and residents. A decision was made to make this merchandise available in the market all year round (as opposed to only the 2 months of the event which gave the brand a seasonal outlook). Due to the immense popularity of Modhesh, this range of merchandise proved to be extremely profitable and funds a major part of the expenditures incurred during the DSS event.

5.3.2. Character Licensing

The popularity garnered by Modhesh during this stage, coerced its producers to promote it on a much higher scale through various licensing programs. An interview with Modhesh's licensing manager at, Mr. Ghanim Al Ghanim, revealed that Modhesh has and is collaborating with major local brands (Masafi for one) which enabled it to gain a stronger foothold on the local market paving way to brighter horizons. In order to imprint Modhesh in the minds of the tiny tots they have negotiated successful collaborations with Magic Planet, an arena that promises fun and entertainment for one and all. The values and principles attributed to the character of Modhesh during its conception have been encompassed in their promotional strategies and character licensing policies today. For example, Modhesh had a line of mini soft toys that aimed at spreading awareness towards saving endangered animals. All products managed under Mr. Ghanim have to be 'Modheshized' or have to bear the essence of the character, only then are the products approved. Modhesh's license is also made available for CSR initiatives. Today Modhesh proudly possesses over 1000 different merchandize and each and every product has been highly "Modheshized". Their growing sales figures are proof of Modhesh's ever growing success. In the year 2008 they earned revenues of AED 10 million. Today they have overdone themselves and have earned revenue of AED 25 million crossing the sales earned by the Disney products in the UAE (Al Ghanim, 2011).

5.4. The Running Stage: Modhesh beyond DSS

In the years 2008-2009, the growth potential of brand Modhesh was realized and a decision to promote Modhesh as a stand-alone brand, separate from DSS was taken. For the purposes of establishing Modhesh as a separate brand, distinct from DSS, DEPE undertook a comprehensive research program to understand the children's character market in detail and

to know how Modhesh was perceived amongst the competing brands. Analysis of the interviews reveal that all the respondents interviewed had heard of brand Modhesh. The brand is able to cater to the needs of both parents and children by being inspiring and providing good values while being jolly and exciting. However, there are some areas of concern too. Children interviewed during the research recognized and related to Modhesh but at the same time had a blurry perception of Modhesh as a character. They did not know what he is or what world he inhabits. This meant that in terms of becoming a brand in its own right, Modhesh was not able to develop beyond being a DSS mascot. In light of this, many changes were proposed to position Modhesh as a character with a distinct personality.

5.4.1. Narrowing the children's target market

Initially Modhesh was targeted at children aged 2 to 12. However, during the research it was discovered that younger children, between the ages of 2 to 6 prefer more simplistic looking characters. They like their characters to have big eyes, big faces, bold bright colors and gentle and friendly expressions whereas children aged 8 to 12 liked their characters to have more complex expressions, more color gradation and more evenly proportioned. It was apparent from these descriptions that Modhesh would appeal more to ages 8 and below. Hence, the decision was taken to focus Modhesh centric activities and merchandise to children aged 4 to 8.

5.4.2. Gender neutral brand attributes

The current perception of Modhesh is slightly masculine but without alienating girls. This maybe attributed to his simple looks, usage of the color blue, adventurous attitude or even that his name is the male word for amazing in Arabic. Modhesh is benchmarked against classic gender neutral characters such as Mickey Mouse, Tom and Jerry and Scooby Doo. These characters are able to appeal to both the genders due to their balanced color palettes, balance of action, humor and cuteness and characterization which does not allow them to be recognized as either a girl or a boy. One of the easiest ways for children to get closer to Modhesh is through purchasing Modhesh merchandise. A conscious effort was made by the licensing manager of the brand, Mr. Ghanim Al Ghanim, to ensure that all the products under the brand are liked by girls and boys equally.

5.4.3. Ruling out ambiguity

During the interview, most Asian expats and westerners expressed their opinions on how they perceived Modhesh to be an Arabic character that they could not completely relate too. Even the name 'Modhesh' is Arabic for amazing. As a stand-alone brand Modhesh would be engaging the non-Arabic speaking population too as they form a large proportion of Modhesh's potential audience. According to Mr. Ghanim Al Ghanim, 52 episodes of a Modhesh based animation series is under production and once complete will be aired in both English and Arabic to bridge such a gap. Also, there are many questions raised time and

again about why Modhesh doesn't have a family or for that matter even a set of friends. In an interview with Ms. Laila Suhail we were given the reasons why. Modhesh has been positioned as a toy in the character market and not as a human being. Giving it a family would seem groundless. However, DEPE is currently working on this issue.

5.4.4. Sense of status

During the research it was also found that children are easily attracted to characters that give them a sense of status or allow them to match up to their peers. Many characters have succeeded using this driver. For example, Hello Kitty is a popular trend at schools due to the school oriented merchandise; Barbie is a brand that gets its status from its well-developed range of dolls; Mickey Mouse is constantly seen and heard of by children in their day to day life and Buzz Light-year is a hero in the famous Toy Story trilogy. In order for Modhesh to attain such status, DEPE is working towards targeting Modhesh's PR very carefully and selecting its merchandise range with due consideration.

5.4.5. Going international with the brand

In the interview with Modhesh's licensing manager, Mr. Ghanim Al Ghanim, he mentioned the numerous offers he receives from international companies to obtain the license of the famous character. However, he does not collaborate with most because of very simple fact – Brand Modhesh is still in its growth stage in the UAE. In order for the brand to be successful internationally, it would first have to acquire a firm foothold in the domestic market. Only then would he allow international franchises to obtain Modhesh's licenses. Apart from that the brand also has certain policies that it lives by (such as being inspiring and educative to children) and hence the license of Modhesh would not be granted to any organization that sells products that are unhealthy or immoral for children.

6. Proposed Modular Framework on Conception, Nurture and Sustenance of a Brand (CNS MODEL)

The De Chenatony's model does a noteworthy job of analyzing the various stages of brand development however the need for a development model that analyzes the various stages of a sub brand still exist. After the analysis of the Modhesh case study, three important dimensions were noted and the need to propose a conception, nurturing and sustenance framework was realized. This model, referred hereafter as the CNS model, includes brand leveraging, brand policies and brand resource management and control adding on to the De Chernatony's model (Figure 1).

6.1. Brand Policy

A brand policy has been denoted as a set of guidelines, policy, rules and procedures on how a brand would be represented in the market. The brand policy not only describes and supports the brand, they also enable the brand to develop a unique positioning in the minds of the customer attracting and retaining their attention. Policies give the company a scope and direction providing them guidelines that reflect their personality and brand image (Kotler and Pfoertsch, 2007). It is imperative that the policies developed are coherent with the values formulated during the conception stages of the brand. These policies also govern the company's decisions to co-brand with other products as well as various collaboration decisions (Logman, 2007). The policies generated contribute extensively during the brand evaluation stage, which is estimating if the brand has lived up to consumer expectations. In the case of Modhesh, the sub-brand was aimed to promote happiness, cheer among the kids while inspiring and educating them. It also supports various social causes through a number of CSR programs such as the need for education. Decision on co – branding and various strategic alliances are governed by these developed polices. Modhesh's collaboration with McDonalds was disproved as fast food products contradicted Modhesh's brand policies.

6.2. Brand Leveraging

Another important aspect of the CNS model is leveraging of the sub-brand. Once the analysis of the essence of the sub brand is completed, the worth of the brand in the market would be visible to the organization. It is important to verify the equity of the sub brand and its position in the market. If the sub brand has not yet carved its niche in the market, the parent brand should continue working on building an identity for it i.e. creating its essence. However, if the sub brand has amassed substantial reputation in the market, it is time for the brand to be leveraged. The brand can be leveraged in many ways – it can be ex tended, co-branded or franchised - but at every point it should refer back to the policies of the sub and the parent brand. As mentioned in the case of Modhesh, the sub brand was first used to leverage the parent brand. This was a safe exercise as the parent brand would be the closest match in terms of brand policies and values.

*6.3. Brand Resource Management and Control*

Brand resource management is defined as the process of maintaining, improving and upholding a brand so that the name, value and its attributes are associated positively (Kotler, 2007). According to Kotler and Armstrong (1997) brand managers plan long term strategies and watch over their brand profits and ensuring brand loyalty. A brand resource and management control evaluates the growth of the brand right from its conception to its present stage. Important aspects and processes of managing a brand's resources includes analyzing revenue figures of the sub brand, monitoring its image and perception, corporate citizenship and gauging the sub-brand loyalty. Brand managers, during the products control stages, need to be in close contact with the customers ensuring that the product or service being

developed satisfies all needs. However increasing competition has resulted in organizations conducting not only an internal analysis but also the competitor's brand control analysis; aiming to neutralize the difference in the offering. In case of Modhesh regular audits are conducted that enable the DEPE to assess its popularity and profitability as a brand.

7. Conclusion

Successful brands are not created over night. They require a long and hard process of conception, nurturing, leveraging and sustenance. The success of Modhesh can be attributed to the efforts of the DEPE team that promoted Modhesh efficiently right from its conception to its nurture stages. This case, analyzed using the De Chenatony's model, helped to fill the void in the existing literature. Hence it proposes a new model referred to as the Conception, Nurturing and Sustenance Model (Figure 1) which includes three new elements. Despite the proposed model and the analysis of a unique UAE based brand, this paper has also discovered gaping holes in the literature related to sub-brands. Sub-brands, which as in the case of Modhesh can be tremendously successful and profitable, have been overlooked so far. This paper reveals the need for extensive research in the field of sub brands and hopes to pave way for further research.

Appendix A Proposed Conception, Nurturing and Sustainance Model.
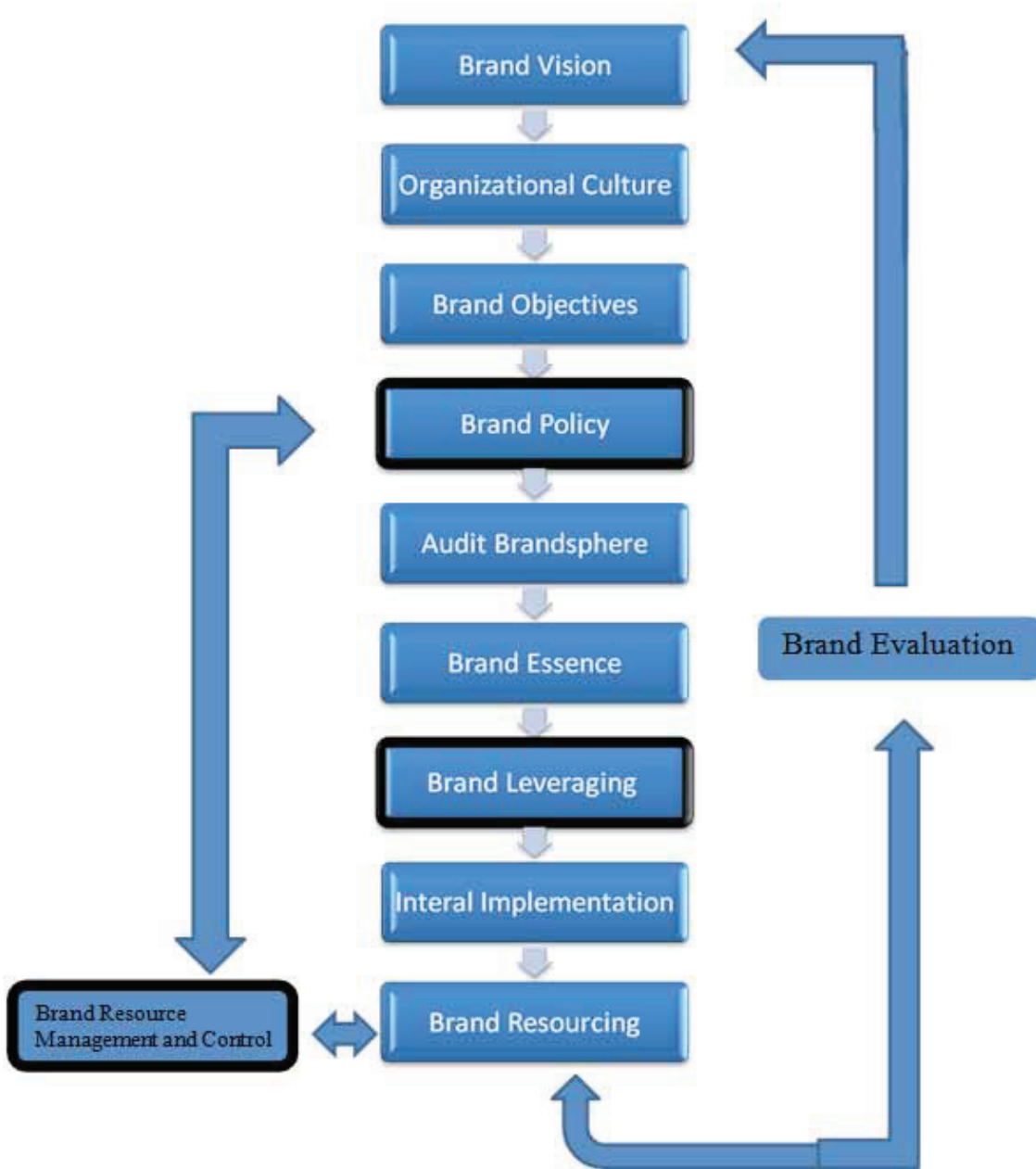
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