

ERENLI, HUSNU M. *Branding Model for the Apparel Manufacturers/Marketers and Soft goods Retail Industries* (2004). Directed by Dr. Nancy Cassill and Dr. George Hodge. 126 pp.

The purpose of this research is to establish a branding model for the apparel manufacturers, marketers and soft goods retail sectors and provide direction for industry and academic researchers in better understanding viable strategies to this key element of success in today's aggressive marketplace. Brands provide recognition to the product, convey powerful messages to the consumer and play a critical role in the market success. The revised version of David Aaker's "Brand Identity Planning Model" (Aaker, 1996) served as the conceptual framework for this research.

The sample consisted of 10 companies who currently owned well-established brand names in their respective categories. Using a case study approach, company representatives were interviewed in person, or via phone interviews and e-mail. Apparel manufacturers/marketers and soft goods retailers were categorized and these two groups were then compared for similarities and differences in their approaches to applied branding strategies as related to the Aaker Brand Identity Planning Model and three research objectives. Results successfully identified the most important elements of the model specifically for the apparel manufacturers and soft goods retail sectors.

Branding Model for the Apparel Manufacturers/  
Marketers and Soft Goods Retail Industries

by  
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A thesis submitted to the Graduate Faculty of  
North Carolina State University  
in partial fulfillment of the requirements for the Degree of  
Master of Science

**TEXTILE MANAGEMENT AND TECHNOLOGY**

Raleigh

2004

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## DEDICATION

*This research is dedicated to my grandfather, M. Mufit Erenli.*

*Sevgili Buyukbabacigim;*

*I would like to thank you for the tremendous influence you have in my life. You have always challenged me to achieve better, and help me when I did not even know I needed your help. I would like you to know that I am grateful to you for the opportunities you have provided and I am always proud to be your grandson.*

## BIOGRAPHY

The author, Husnu Murat Erenli, was born in Istanbul, Turkey on May 10, 1979. His parents are Mehmet Hayri and Emine Nihan Erenli. Murat grew up in Istanbul and graduated from Istek Semiha Sakir High School in Istanbul, Turkey as the Golden Graduate of the year in 1997. He received his Bachelor of Science Degree in Textile Manufacturing from the School of Textiles, University of Leeds in 2001. Murat worked in Istanbul where he grew an interest in Textile Marketing and moved to North Carolina to pursue his Master of Science Degree in Textile Technology and Management at NCSU College of Textiles. He is currently completing the requirements for his graduate degree and looks forward to pursuing a career in the apparel industry.

## ACKNOWLEDGEMENTS

I would like to extend my thanks and gratitude to everyone who has assisted and supported this research. I especially would like to thank Dr. Nancy Cassill, whose dedication, support, and guidance has been invaluable both throughout this project and my graduate education. I would also like to thank Dr. George Hodge and Dr. Mitzi Montoya-Weiss, whose collaboration and recommendations have helped to ensure the success of this research. I would also like to thank the company representatives for their courageous contributions, which made this thesis possible.

I would like to note here that I am grateful to Mr. Murat Taki for his support. I would like to thank; Mr. Hasan Esen for his continuous encouragement through out my textile career, my friend Selim Eraydin, who was there whenever I needed, Mr. Orhan Tarhan, for kindly offering his wisdom since my first day in USA, Epikmen family for providing a vivid color in my life, my cousin Selim Sezer, for his outstanding career advices, his willingness to help 24/7 and being the brother I never had. I would also like to thank my aunt and uncle Oya – Zuhtu Sezer for their steadfast confidence. I would like to express my gratitude to my grandmother Nimet Erenli, for providing insights along the way and my maternal grandparents Turkan – Fehmi Akgun who have cheered me up when I needed the most.

Finally, last but not least I would also like to thank my parents, my mother Nihan Erenli and my father Hayri Erenli, who has been a solid source of motivation and support throughout my life.

Tesekkurler...

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# CHAPTER I

## INTRODUCTION

### Overview

The global marketplace for textile products is extremely competitive (Dickerson, 1999). The rapid developments of textile products for various end uses and ever increasing price pressure on apparel products create challenges for companies in the supply chain and for the consumer in the marketplace. In this extremely competitive marketplace, however, companies like Nike manage to achieve high profits without having expensive tangible assets or manufacturing sites (Bedbury & Fenichell, 2003). A recent Business Week publication expects Nike to achieve a brand equity worth of \$8.17bn (discounting predicted earnings, tangible and various other intangible resources) (Khermouch, G., Brady, D., Holmes, S., Moon I. Kripalani, M., & Picard, J., 2003). The problem of making a purchase decision for the consumer today is mainly not about affordability of the product, but about deciding which product to buy out of hundreds of similar looking stock keeping units (Trout, 2002). As a result of these changes in the marketplace brands play an increasingly important role determining the success for the companies.

The increasing demand level of consumers today requires a dynamic approach with branding (Keller, 2003). A brand is a “name, term, sign symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Keller, 2003, p.182). Brands need to be tailored to specific consumer needs and if not the

demand will either vanish or another company will perform the sale. Consumers today would like to see an entirely different store every time they visit their favorite retailers. They also expect to purchase their favorite items of the previous visits at a discounted rate if the items are still in the store (H. Hergeth, personal interview, January, 2003). Spanish retailer Zara is a good example of a dynamic brand. Zara replenishes every store bi-weekly (24 times a year), and satisfies the seasonal demand. These quick changeovers encourage the consumer to frequently visit the Zara stores and results in increased purchases (Bonnin, 2002).

A number of branding models have been developed for non-textile purposes (Aaker, 1996). All of these models have emphasized the essentiality of brand awareness, brand equity, brand image, and brand naming. Keller (2003), a well-known name in branding, claims that the power of a brand is totally dependent on the perception of customers. Brand awareness levels, brand image and the name of the brand have key roles in shaping the perception in consumers' minds (Keller, 2003). Brand equity is a direct measure of how strong the brand is (Keller, 2003) and brand awareness is the consciousness of the consumers of the product and the brand (Borca, 2002). Brand awareness helps consumers, in decisive situations, spend minimal time and cognitive effort in choosing among brands (Hoyer & Brown, 1990). Brand equity is a set of assets linked to a brand's name and a symbol that adds to the value provided by a product or service to a firm and/or that firm's customers and brand image is a set of perceptions about a brand as reflected by the

brand associations in the consumer's memory (Aaker & Biel, 1993). Brand names generally require a great emphasis in order to be distinctive and distinguishing.

Branding and establishing a brand identity is vital to survival of organizations. Despite tremendous branding expertise developed by the textile supply chain over time, there is a lack of an existing model customized to the apparel manufacturers, marketers and soft goods retail industries, thus an opportunity exists to establish a branding model for the apparel manufacturers and soft goods retail industries. David Aaker (1996) in his book on strong brand building claims that the key component for future success in branding is the correct establishment of the right brand identity. The identity is a combination of brand awareness, brand image and brand name components and represent what the brand stands for and implies a promise to customers from the organization members (Aaker & Biel, 1993).

## Purpose of the Study

The purpose of this research is to establish a branding model for the apparel manufacturers and soft goods retail industries. The Aaker Brand Identity Planning Model (Aaker, 1996) will be used as the conceptual framework for this study.

Specific research objectives are to:

1) Research the purpose and objectives of existing brands in the apparel manufacturers and soft goods retail industries to determine:

- a) Customer analysis
- b) Competition changes and the marketplace.
- c) The current state of brands (Based on current publications about the business).

2) Identify for each brand via industry interviews:

- a) Brand as Product
- b) Brand as Organization
- c) Brand as Person
- d) Brand as Symbol

3) Analyze the results of the interviews conducted in order to :

- a) Identify key branding variables and their respective impact to the textiles apparel brands
- b) Use these variables (Research Objectives 1 and 2) to develop a branding model based on Aaker's model (Aaker, 1996).

The study will be conducted using an interview survey and will assume a success model. The interviewed companies will have successfully established a brand image in apparel and soft goods retailing industries.

### Significance of the Study

This research will provide insight into apparel branding, an area of interest to apparel manufacturers/marketers and retailers where limited research exists. It is intended that this research will provide a greater understanding of branding and establish a clear framework for companies engaged in apparel manufacturing marketing and soft goods retail sectors to undertake when branding their products. This study will adapt the Brand Identity Planning Model (Aaker, 1993) to the apparel manufacturers/marketers and retailers. This framework may be used by the industry personnel in brand development and provide a guide for branding.

## Limitations of the Study

There are four major limitations to this study. The first is that the research is focused solely on casual wear and intimates, which comprises only one subset of the overall apparel manufacturers and soft goods retailers. Second, the research utilized a case study approach; therefore, only a few select companies were studied and generalizations about the larger population may be difficult to make. A third limitation is that the results were highly dependent on the interviewee and his/her position within the company. It was assumed that the approach of the interviewee resembled the brand cultures of the companies. A fourth limitation is due to the available sample size. A total of eleven companies participated in this study and only two of these companies were retailers.

## Definition of Terms

Apparel Manufacturer / Marketer	Apparel manufacturer/marketer is the party that designs, manufactures or outsource and sells the goods to a third party to be retailed (Dickerson, 1995).
Brand	“A name term, sign symbol or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Keller, 2003, p.182).
Brand Awareness	Rudimentary level of brand knowledge involving at the least recognition of the brand name (Hoyer & Brown, 1990, p.141).
Brand Building	The process of constructing a name into a brand (Borca, 2001).
Brand Champion	The high level executive person globally in charge of the brand in multi-brand owning companies (Aaker & Joachimstahler, 1999) .

Brand Equity:	A set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers (Aaker, 1996).
Brand Image	"Generally synonymous with either the brands strategic personality or its reputation as a whole" (Upshaw,1995, p.14).
Brand Identity	"The total perception of a brand in the marketplace, driven mostly by its positioning and personality" (Upshaw,1995, p.14).
Brand Name	The name of the brand that distinguishes the brand from other products (Aaker 1996).
Brand as Organization	"The identification of brand with the parent organization" (Aaker, 1996, p.82).
Brand Owner	Physical or legal entity, which owns the license rights of brand names.
Brand as Symbol	The identification of a brand by associating strongly with the heritage and communicate through distinct and recognized logos and slogans (Aaker, 1996).

Brand as Person	“The outward face of a brand; its tonal characteristics most closely associated with human traits” (Upshaw,1995, p.14).
Brand as Product	Identification of a brand through the associations the product form (Aaker, 1996).
Customer Analysis	Collection of comprehensive data on customer demographics and customer preferences.
Retailer	“Is any business enterprise whose sales volume comes primarily from retailing” (Kotler, 2000, p.520).
Supply Chain	The supply chain is the entire chain where the good is produced, distributed and delivered to the end user (Monczka, R.M., Trent, R.J., & Handfield, R.B., 1998).
Target Audience	“Potential buyers of the company’s products, current users, deciders or influencers; individuals, groups, particular publics or the general public” (Kotler, 2000, p.552)

## Textile Supply Chain

Textiles supply chain traditionally includes the raw fiber supplier, yarn spinners, fabric formers (weavers/knitters), finishers, apparel manufacturers and retailers (Dickerson, 1995).

## CHAPTER II

### REVIEW OF LITERATURE

The Brand Identity Planning Model (Aaker, 1996) as shown in Figure 1 proposes a complete account to creating/remarketing a strong brand for the market. Devising a branding model for the apparel manufacturers and soft goods retailing industries required a strong emphasis on brand identity implementation and a strong evaluation of the current situation of the brands.

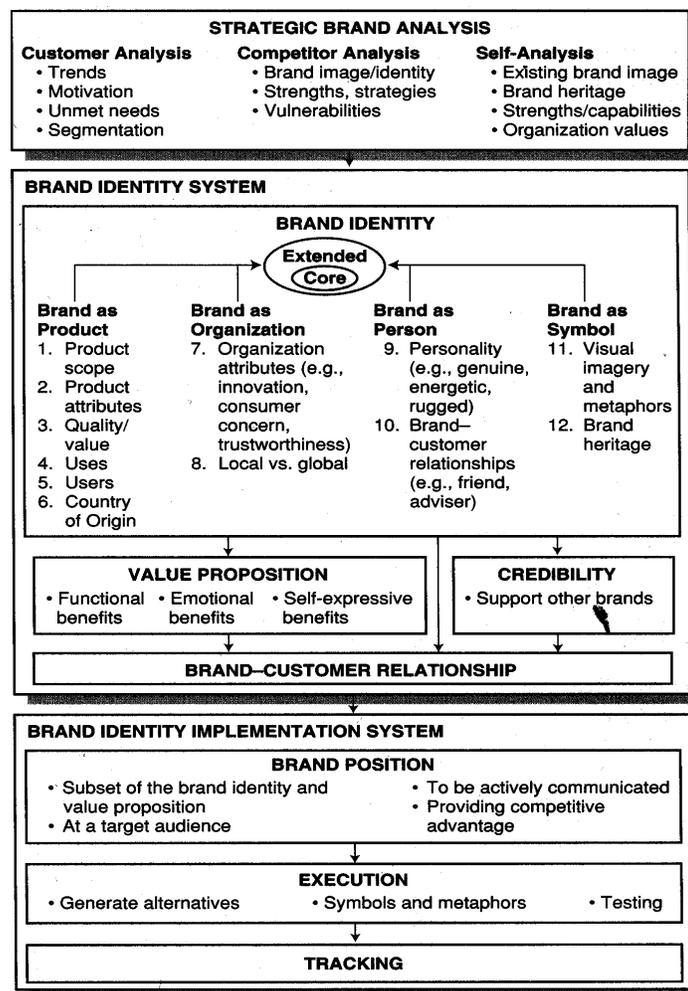
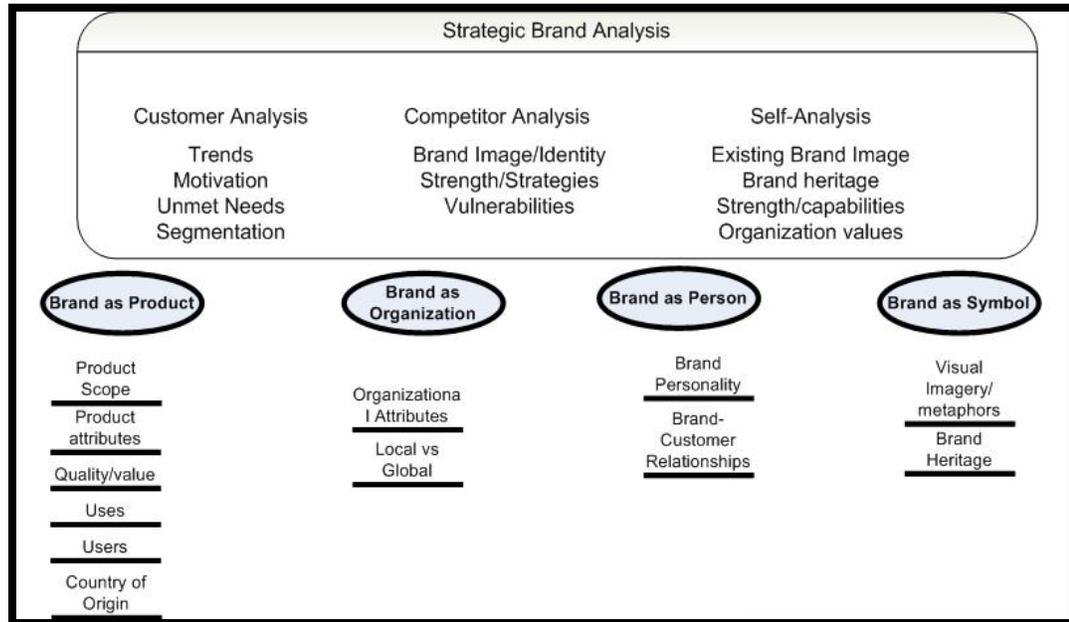


Figure 1: Brand Identity Planning Model (Aaker, 1996).

Therefore, for the purpose of this research, the sections of the model examined are the Strategic Brand Analysis and Brand Identity (Figure 2).



**Figure 2: Revised Brand Identity Planning Model (Aaker, 1996).**

### Brand Identity Planning Model

The Revised Brand Identity Planning Model (Aaker, 1996; Figure 2), serves as the conceptual framework for this research. This model provides a framework to analyze and carry out the important steps in building a brand and its identity.

Investment in forming a brand requires extreme care. In fact it is widely agreed that any expenditure made without a detailed study on the brand identity and the relation of the brand with the customer is a waste (Aaker, 1996).

The Brand Identity Planning Model proposed by Aaker (1996) distinguishes the identity in two main components as core and extended identity. The *core identities* of the brand are the characteristics that state the meaning of the brand. These are timeless characteristics and essences of the brand (Aaker, 1996). These values may not be altered, or modified since the entire story of the brand is based on these characteristics.

The *extended* identities of the brand are in place to complete the proposition of the brand. If the core identities are analogous to the soul of the brand, extended identities form the flesh (Upshaw, 1995). The core identities of the brand do not extend to complete the picture. The extended identities are essential to communicate with the customer. The extended identity elements generally are the product itself, the experience the brand offers, and the brand personality. None of these elements are the basic foundation of the brand but each has a different role to play in the relationship (Aaker, 1996).

Aaker (1996) further details the identity structure and proposes four perspectives and 12 dimensions to brand identity. The *Brand as a Product* perspective stands for the associations the product forms and affects the choice of consumers. The Product Scope dimension is associating the brand with the whole product class therefore gaining recall and preference every time a product class is mentioned. The Product Related Attributes dimension enables the brand to differentiate through unique attributes the brand has to offer. Quality/Value dimension stands in the model to imply the importance of perceived quality.

Perceived quality directly affects the value of the brand and product causing preference. Association with Use is another dimension where the brand is related to the occasion where it is needed most. Associations formed with the users enables the users to gain an emotional relationship with the brand forming a strong relationship and hopefully repeat purchases. The links formed with the Country of Origin enable the brand to benefit from a culture and associate itself with the fine arts and specialties of the cultures.

The *Brand as Organization* perspective identifies the brand with the parent organization. The attributes of the brand are enriched with the characteristics of the organization. This is an important point since the organizational associations are not as transparent and therefore allows the brand to form its unique position without the fear of being imitated. The Organizational Attributes dimension enables the brand to associate itself with the organization and the two parties mutually benefit from this relationship convincing the customer of a thoroughly and careful planned identity. The Local vs. Global Dimension encourages the brand to find the right mix of both these strategies where a global presence ensures the image of the brand where as a local touch allows the consumer to better connect with the brand.

The *Brand as a Person* perspective states that the personality and personal characteristics are associated with the brand helping it to better communicate with the customer. The Personality dimension permits the brand to form its own set of unique identities and form perceptions in the consumer's minds. In light of these characteristics, The Brand-Customer Relationships dimension enable the

consumers to form relationships with the desired brands, as they would like to get associated with these characteristics and their bearer in the relevant product category.

The *Brand as a Symbol* perspective takes a stand where the brand is strongly associated with a heritage and communicates with the consumer through distinct and recognized logos and slogans. The Visual Imagery and Metaphors dimension encourages the brand to use identifiable visual logos and easy to learn / easy to recall slogans. The Brand Heritage dimension enables the brand to associate itself with a historical stand where the brand may be the oldest in its category or carry associations that tie itself to superior quality.

These 12 dimensions enable the brand to effectively define its personality and communicate with the customer to tell its story. Not all 12 dimensions are needed for every brand, but the degree of importance depends on the product category.

## Key Issues With Branding

The increasing demand level of consumers today requires a dynamic approach with branding (Keller, 2003). Brands need to be tailored to these specific needs promptly before the competition. The Spanish retailer Zara is a prime example of a dynamic brand. Zara, utilizing an e-sourcing tool, can take a garment from concept to store shelf in ten days to satisfy the seasonal demand (Hill, 2003). When compared to initial eight months lead times, evidently Zara obtains a very important edge. These quick changeovers encourage the consumers to visit the Zara store more often resulting in more frequent consumer purchases. The key issues within branding are as follows:

### Consumer

An industry executive recently was quoted to say “ The flow of *power* has reversed. Customers are dictating terms and conditions to suppliers. We are not in control of our supply chain any more, whether we like it or not”<sup>1</sup>. The emergence of the internet and electronic communications coupled with the advances in logistics industry intensified the competition in the marketplace providing consumers with numerous alternatives and puts them in charge<sup>1</sup>. Understanding and addressing the life style continuum of the consumers and thinking in multi-cultures are two key paradigms for brand building (Duff, 1999). It is crucial for firms to understand that branding should not be handled as a quick fix solution. Short term approaches may yield revenues in the short run but building a strong brand requires commitment,

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<sup>1</sup> Control of the supply chain is shifting. (1999, July). IIE Solutions 31 (7), 7

important resources and awareness. In order to succeed, the process needs to be carefully planned and brands should be nurtured with adequate care and detailed strategic planning (Aaker & Joachimsthaler, 1999).

### Product Extension

Product extensions are additions or modifications of existing product lines (Fox, 2002). Brand owners have realized that they can extend their brand into a range of lifestyle products and make handsome profits. BMW is selling apparel and leather goods in this sense, within its lifestyle shops (Sampson, 2003). An excellent practice of product extension is the entry of Ralph Lauren into the paint market. “Ralph Lauren is known to have a good eye for the colors and his decision to update the color palette seasonally in an industry where the standard lead time is five to six years pleases the customers and even the sales people” (Bedbury, & Fenichell, 2003, p.232). Now, you can have a Ralph Lauren chosen colored room with the colors of the season (Bedbury, Fenichell, 2003)

### Strategy

Today more and more retailers employ branding strategies to position their private brands (Quelch & Harding, 1996). Owning a brand elevates the owner into an exclusive status and the customer will be ready to pay a premium (Baker, 2003). Current research suggests that the majority of consumers find comfort in the security of a recognizable name, which is associated with a lifestyle that speaks to them directly (Baker, 2003). Today, high-end brands purchase smaller niche players to

enlarge their consumer base and life style themes (Sampson, 2003). In the apparel end of the chain, branding is highly critical (Arlen, 1998). An increasing number of retailers are investing in store brands to gain a better margin on the product (Underwood, 1995). The two major advantages to retailers are that they have ultimate control on the cost and price of the products and they have an excellent product testing ground they utilize within the stores. The established distribution network is also another advantage retailer holds. The retailer's disadvantage is that if the product does not sell then the retailer needs to liquidate this inventory (Baker 2003).

### Innovation

Introduction of truly new products capture instant attention. Current research states that competitors are more likely to fail to respond when radical innovations are introduced or new products that employ a niche strategy are launched (Debruyne, M., Moenaert, R., Griffin, A., Hart, S., Hultink, E. J., & Robben, 2002). Today consumers are looking for well-developed lifestyle brands (Duff, 1999). Therefore the entry barrier to the market is already raised. Constant innovation while maintaining integrity and core values is not easy but is the only way to carry the company into success (Trout, 2002). Gillette Inc. sets a very good example by renovating the art of shaving every two years and still claiming the best (razor) a man can get (Trout, 2002). There is no doubt however, that consumers are looking for dynamic brands that attract and deserve the attention of today's time poor

consumers. Zara and Ralph Lauren were quick to identify this need of innovation and have revolutionized their respective industries.

### Brand Awareness

Brand awareness is the consciousness of the consumer of the product and the brand (Hoyer & Brown, 2002). The precision or detail is not as important as the fact that the brand exists in the consumer's minds (Borca, 2002).

Brand awareness helps consumers, in decisive situations, and helps them spend minimal time and cognitive effort in choosing among brands (Holden, 1993). Brand awareness was seen as a normal result of advertising. Therefore brand awareness was not studied in the past despite its central importance in brand choice (Holden, 2003). Research signifies that brand awareness is a good predictor of consumer behavior (Bedbury & Fenichell, 2003).

Much of the advertising in low interest or involvement situations is done to generate and maintain brand awareness (McMahan, 1980). Numerous blind tests are carried out and not only consumers failed to detect their chosen brand while blindfolded, they also favored their brands when identified (Hoyer, & Brown 1990).

Brand awareness is generally measured by recall or recognition. When talking of situations, brands are not present; the recall is measured by asking the respondents to identify the leading brands in the given category (Holden, 1993). When measuring recognition, the brand is presented to the consumer and asked whether the respondent has known the brand (Holden, 1993).

One of the major facts to be pointed out is the role of situation in influencing brand choice. Another important factor is the importance of consumer motives during brand selection. Products from different categories may satisfy different personal motives.

Consumers may also make common repeat purchases mainly due to exposure, advertising and other sources of information. It is also clear from current research that inexperienced decision makers are more likely to choose known brands when faced with choices (Hogarth, 1980; Tversky & Kahneman 1974). Consumers are likely to sample more when faced with numerous unknown brands when compared to a set off unknown brands and a known brand (Holden, 1993). Despite quality concerns, subjects are more likely to choose the known brands than other unknown superior products (Holden, 1993).

### Brand Equity

Brand equity is a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers (Aaker & Biel, 1993). Products, in general, solely offer functional benefits. Brands, on the other hand, enhance the value of the product by associating themselves with the consumer (Keller, 2003). Early measures of brand equity were taken in the form of brand replacement, namely measuring the funds to establish a new brand coupled with the probability of success (Aaker & Joachimstahler, 2001).

One of the most elements of the branding process is the concept of brand equity and the measure of the equity. Without this measurement, branding efforts without equity measure would be just talk, and yet a surprisingly limited number of companies realize the importance of this notion (Aaker & Biel, 1993). True value of a brand is indeed signified by the money paid for the brands during acquisitions (Motameni & Shahrokhi, 1998). Procter and Gamble paid 2.6 times Richardson Vicks book value due to the brand equity. This is due to the fact that brand creation is a high risk and very high cost process. Return on this investment is a less tangible asset (Motameni & Shahrokhi, 1998).

Brand equity is analyzed in two different contexts. From a marketing perspective, brand equity depends on the population size of the consumer group, brand awareness and brand loyalty (Motameni & Shahrokhi, 1998). In the financial context, Inter-brand utilizes brand weights to calculate the brand equity. Inter-brand<sup>2</sup> yearly publishes the equities of the global brands. In marketing literature, the brand equity falls into two groups:

**Table 1: Brand Equity in Marketing Literature (Motameni & Shahrokhi, 1998).**

<b>Customer Perceptions</b>	<b>Consumer behavior</b>
Brand Awareness	Brand Loyalty
Brand Associations	Paying a price differential
Perceived Quality	

<sup>2</sup> Available: <http://www.interbrand.com>

Measuring the brand equity generally deals with identifying values for intangible marketing concepts such as brand image and loyalty. The intangible assets today create significant or more value when compared to tangible assets (Aaker & Biel, 1993). The Interbrand method of evaluating brand equity relies on the product of brand weights and the earnings attributed by the brand. Brand weights are based on historical data, which do not accurately translate into future earnings. Brand Equity Value is assessed with six different approaches as shown in Table 2. :

**Table 2: Six approaches of Brand Equity Value (Motameni & Shahrokhi, 1998).**

1	Valuation based on marketing research and development
2	Valuation based on premium pricing
3	Valuation at market value
4	Valuation based on consumer factor
5	Valuation based on future potential
6	Replacement cost valuation

The key concepts creating brand equity are consumer behavior, preferences and most importantly consumer perceptions. The brands that consumers believe offer superior value are the most preferred and most purchased brands (Bedbury, & Fenichell, 2003). Differentiation through attributes and specifically brand equity are an important part of choice process (Trout, 2002).

Measurement and management of brand equity is very important. However management must ensure that this equity is translated into preferences and purchase behavior (Kish, Risky, & Kerin, 2001).

## Brand Naming

Great emphasis is required in naming brands. Good brand names are generally distinctive and distinguishing (Keller, 2003). Basics of naming are the same across all industries (Shiple & Howard, 1993). The name should be simple, easy to pronounce, memorable, legally cleared and no negative connotations in any language and distinctive (Fox, 2002). Many times the naming decision is made by an engineer, scientist or even physician rather than a marketing executive (Fox, 2002). One of the most common naming mistakes is to leave naming of the brand to the last minute. Name choice is a critical choice and many details should be taken into account (e.g. copyrights, domain rights, foreign translations). A common fault is to leave the prospective name as soon as realizing the domain is sold (Fox, 2002). Naming is more than a mere art. It is also a strategy. For instance, focusing on the product performance in naming is a grave mistake and should be avoided (Cottineau, 2003). The name should focus on associations the brand may form with the consumer since there will not be substitutes (Cottineau, 2003).

Brand name awareness reduces information clutter around us. Seth Godin in his book *Permission Marketing*, states that all of us are subject to around 3500 messages by our surrounding (Godin, 1999). A weekend issue of the *New York Times* includes more information than the entire lifetime knowledge of our ancestors who lived in the previous century (Bedbury, & Fenichell, 2003). In today's fast changing business environment, it is difficult to keep the integrity of the brands and their associations intact. One current problem with branding is the technically

overloaded brand names. The elegance of the Apple brand sets a good example in the high technology world (Holt, 2003). Analysts agree that the technical overload on brand naming will increase due to legal clearance reasons and logos which will capture increasingly more attention than names since they will be identities of the branded products (Fox, 2002). A recent study shows that a sizable portion of the CEO's are concerned about negative information about their company on the internet (Fox, 2002).

### Brand Image

Brand image is a set of perceptions about a brand as reflected by the brand associations in the consumer's memory. An image that is well recognized and accepted that complements the brand is one of the most valuable assets a firm can ever possess (Holt, 2003). Brand image is a combination of consumer knowledge and perceptions, stored in memory as associations, brand attributes and the consequences of usage (Porter & Claycomb, 1997). These positive images formed by the brand owners clearly came into effect at decision times (Holt, 2003). Identity and characteristic information may be conveyed to the customer to maintain a good image. Brand image convinces the customer to purchase the product as well as enriching the retailer's image in consumer's mind (Porter & Claycomb, 1997). The image formed for the brand is crucial. "The image is ultimately the story behind your brand. Who is your brand? What type of life style is it into? One thing to remind at all times while forming the image is, if your employees do not believe in your brand, no one will" (Holt, 2003 p.34,35). It is also very hard to change consumers minds once

they have an idea about the brand. For instance 10- 15 years ago IKEA was reported to have problems with missing screws in Scandinavian countries. Today IKEA in those respective markets recognized as a cheap, low quality product. In other markets, however such as the United Kingdom and the United States of America, the brand is well known and regarded as a high quality item (Kling & Goteman, 1999).

The image and the story of the brand ultimately determines success or failure of the brand. If people like the brand story, they would like to hear it. If people like the story very much and feel affinity, they would need to tell it to others. Finally, if people love the brand story and the associated message, only then they would like to participate in this story. Brand images may be utilized with brands in several ways as shown in Table 3.

**Table 3: The Role of Brand Image in Brand Building (Keller, 2003).**

1	Brand images ease perception and learning. Images help the consumer retrieve and process information.
2	Brand images formed, differentiate the product from substitutes and enhance positioning. Brand images sometimes may provide a differentiation and positioning for the product. (e.g. Lycozade (UK) and Gatorade (USA)) The athletic image these brands reveal differentiates them from others.
3	Brand images provide reasons for purchase. Brand image involve product attributes and customer benefits that give consumers a reason to buy and use the brand. (e.g. Crest fighting cavities)
4	Brand images enrich the product experience of the consumer and increase consumers association with the product. Brand images use and form associations that carry sympathetic feelings towards the brand
5	Brand images enable the owner to expand the product line. Brand images provide the basis for product extensions by creating a sense of fit between the brand and the new product. Alternatively brand images provide the basis by giving consumers a reason to buy the new product.

### Logos

In the global economy where brands are an important part of premium pricing, logos are an important part of brand identity. The main advantage of the logo when compared to other attributes the brand carries, is that it is pictorial and readily transferable into any language (Henderson & Cote, 1998).

It is not a secret that companies today spend vast sums of money to create logos for their brands. In general, a marketing manager or a CEO handles the logo selection. There is a clear lack of systematic approach to logo selection.

Logos should be memorable, and recognizable. In order to be memorable, logos are used in conjunction with the brand name (Kohli, Suri & Thakor, 2002). Logos can also be used in place of a name when space is limited. Logos should speed the

recognition process. Logos should carry positive affects and be able to carry these positive features to the service or products. Logos should be able to convey the meaning and the message intended and must create some sense of familiarity (Henderson & Cote, 1998).

Research suggests that logos should have a clear meaning (Henderson & Cote, 1998). Highly abstract logos are not always well received; the linkages that can be formed with these abstract logos improve the performance considerably. Utilizing characters whilst using logos is another approach (Bedburry, Fenichell 2003). Once a logo is established for the brand, the company should not modify its logo very often. Testing the logos in the marketplace is always a wise choice (Kohli, et. al. 2002).

## Slogans and Icons

Well known brands generally form a deep connection with the culture of the consumer group as well as providing a good value. People always needed and valued myths (Holt, 2003). Compelling characters and resonant plots excite human nature. People feel constrained to make icons like Marilyn Monroe and Princess Diana a part of their lives. When a brand starts to convey a myth, consumers perceive the story embodied in the product and this convinces them to give the brand a chance (Holt, 2003).

Nike tells a myth of achievement with the “U can do it” campaign (Bedbury, & Fenichell, 2003). Apple, with its designs, reminds of a more rebellious creative guy myth. Iconic brands tend to resolve the consumer’s daily tensions between their lives and their ideals (Holt, 2003). In order to create an icon target audience, consumer’s contradictions and inner tensions must be identified and should be engineered into the marketing of the product. Keeping these parameters in mind, myths that would lead the culture should be created (Holt,2003).

## Global Branding

Global brands are labels that have a presence in multiple regions and attract consumers from diverse ethnic groups (Quelch, 1999). The cross-border population mobility and electronic mobility facilitated by cross border television and internet have caused a global convergence in consumer tastes and values in the last two or three decades (Quelch, 1999). These developments have forced companies to devise global branding strategies. Even though most global brands are not absolutely identical from one country to another, it is clear that true global brands reap benefits throughout with a worldwide reputation (Aaker & Joachimstahler, 1999).

Global brands are generally associated with status and prestige. Global brands achieve maximum impact with minimized advertising costs. The equity created by global brands is far more valuable than local brands (Aaker & Joachimstahler, 1999). Creating a global brand requires a general guideline on the brand's personality and various local approaches. It is widely accepted today that different geographies and markets require altered approaches and naturally the equity of the brand will naturally vary from one market to other (Kotler, 2001). IBM uses only one advertising agency in order to achieve uniformity in its global image. The local touch, however, is essential and cultural differences and media spill over where a different audience is subjected to a different targeted marketing campaign of the same firm (Aaker, 2000). Honda is an excellent example of the case; Honda

implies quality and reliability in the US, and synonymously means youth and speed in its country of origin, Japan (Aaker, 1996).

The priority of the firms should not be developing global brands but developing strong brands (Aaker, 1996). In order to establish a global brand, companies need to ensure the shared insights of best practices among different regions and support global brand building programs. Assigning cross-country members to brand teams is essential to ensure a global vision is in place to execute good brand building strategies (Aaker & Joachimstahler, 1999)

One of the major points that needs to be understood is that global brands are desirable, not simply because they are global, but rather because their globalness implies other traits, such as quality and prestige (Yu, 2003). The global planning should take into account the customers, cultures and competitors (Aaker & Joachimstahler, 1999). A critical mistake to avoid is to ensure that the process does not fixate on any product attributes. It is absolutely critical that the brand goes beyond functional benefits and satisfies emotional and expressional needs of the consumer (Aaker, 1996). The planning process must include programs to communicate the brand identity. A brand manual written for the organization is absolutely critical since the brand personality needs to be structured and consistent at all times (Aaker & Joachimstahler, 1999).

The planning of global branding should also include a mechanism that would coordinate the global strategies with the regional and local brand strategies. The global message of the brand should be consistent but the local divisions may benefit

from different elements of the culture and the diverse characteristics of the markets (Aaker & Joachimstahler, 1999). The planning process should include brand equity management and goals to provide the evidence for the success of the process (Keller, 2003). The major obstacle reported in the prosecution of global brand plans is the reluctance of local executives with a “it won’t work here approach” (Aaker & Joachimstahler, 1999 p.139). The responsibility for global brand leadership follows four different possible configurations as illustrated in Table 4.

**Table 4: Four different possible configurations of global brand leadership (Aaker & Joachimstahler, 1999).**

Global Category Teams	Global category teams strive to create global brands. The team consists of four managers from research, manufacturing, marketing departments and a VP chairman.
Brand Champions	Brand champions are senior executives who serve as the brand’s primary advocate and nurturer. The champion approves all decisions and monitors the global brand presentation.
Global Brand Manager	In companies where top management lacks branding or marketing background, effective global brand managers are employed to combat local bias and spur unification across countries.
Global Brand Team:	In order to prevent a global brand manager acting alone to be perceived as an outsider, global brand teams are formed of brand representatives from different parts of the world and different stages of the brand development.



The US apparel market may be classified in two major categories: national brands and other apparel brands. (Wagle, 2003). National apparel brands are produced by 20 sizable companies and account for 30% of the US wholesale apparel sales (Wagle, 2003). Other apparel category includes all apparel distributed by small companies and private brands and account for 70% of the marketplace. Apparel manufacturers are under intensive price pressure from retailers due to price deflation (as high as 2.5%). Therefore, apparel manufacturers a) outsource, b) diversify and acquire different brands trying to appeal different segments (to minimize their risks), c) license their brands to accessory manufacturers, and d) proliferate their sales channels (Graves, T, Waggle, Y. & Tewary, A, 2003). The major reason for keeping a small but specialized US base of apparel production is to be able to supply the market rapidly. Apparel manufacturers are linked with retailers through quick response programs and manage retailer inventories. These effectively managed lean inventories (very low inventory to sales ratios) improve the cash flow of retailers (Wagle, 2003).

Retailing is a mature business with the largest operators reporting the most sales. In the United States personal consumption of non-durable and soft goods (goods sold by department stores, general merchandise stores, apparel, food and drug stores) totaled up to \$2.1 trillion dollars in 2002 (Asaeda, 2002). It is also very common to see similar lines of apparel styles and brands being sold in department stores, discount stores and specialty retailers (Graves, et. al., 2003). This unanimity has caused a heavy reliance on discounting and today there is a growing resistance

to full price purchases. The everyday low price strategy may work for discount stores like Wal-Mart, but it is clear that department stores need to find a way of convincing price sensitive consumers to buy without incentives and/or satisfy those consumers who are after something other than a bargain (Asaeda, 2003).

As a result of these trends, department stores assembled in-house design teams and signed agreements with exclusive brands and designers. Nordstrom with its Facconable brand and JC Penney with its range of private brands are two excellent examples of private brands. Today it is common for the consumer to shop a discount channels for apparel purchase (Wagle, 2003). Also, an increasing number of discount retailers are cooperating with designers to carry exclusive brands or even private brands. Kmart led the way with Martha Stewart, Target followed with its Isaac Mizrahi line, and recently Wal-Mart introduced to the US market the George brand of its UK subsidiary ASDA. Carrying these exclusive items elevates the status of the discount retailer in consumers mind (Asaeda, 2003). The general trend in the retail industry are to a) completely replace the existing catalogue business with internet subsidiaries, b) expand globally via international expansions for discount stores and c) increase the use of relationship management (Asaeda, 2003). Retailers are increasingly processing information about their customers and using this information to increase shopping frequencies.

Successful enterprises establish a supply chain where value is added respectively in various different parts of the world benefiting the entire chain and the consumer. Manufacturers within the developed world should try to specialize in an

area where they have extraordinary expertise and this best of class perception enables them to charge premiums (Trout, 2002). Branding efforts are increasingly intensified, since the expertise or craft would not be worth much if it is not communicated effectively and the customer will not be willing to pay a premium price for a commodity that he/she can get for a fraction of its price.

CHAPTER III  
RESEARCH METHODOLOGY

Research Objectives

The purpose of this research is to establish a branding model for the apparel and retail industries. The Aaker Brand Identity Planning Model (1993) will be used as the conceptual model for this study.

Specific research objectives are:

1) Research the purpose and objectives of existing brands in the apparel manufacturers and retail sectors to determine:

- a) Customer analysis.
- b) Competition changes and the marketplace.
- c) The current state of brands (Based on current publications about the business).

2) Identify for each brand via industry interviews:

- a) Brand as Product.
- b) Brand as Organization.
- c) Brand as Person.
- d) Brand as Symbol.

3) Analyze the results of the interviews conducted in order to :

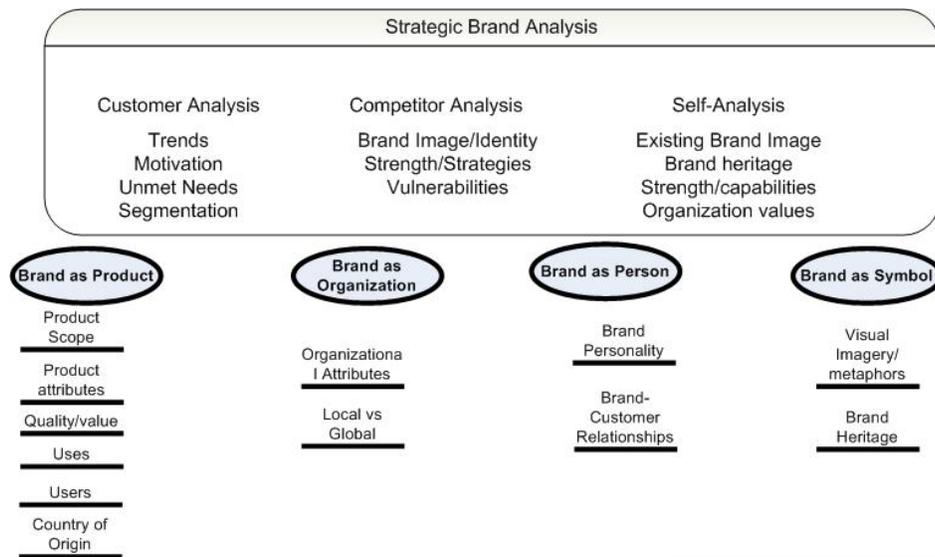
- a) Identify key branding variables and their respective impact to the textiles apparel brands.

b) Use these variables (Research Objectives 1 and 2) to develop a branding model based on Aakers model (Aaker, 1993).

The study will be conducted using an interview survey and will assume a success model. The interviewed companies will have successfully established a brand image in apparel and soft goods retailing industries.

### Research Design

A case study methodology was used to for this study. Interviews with industry personnel about branding issues would allow for a greater breadth and depth of data to be collected than could be achieved by the survey research method. Ten leading apparel and retail companies were selected and interviews were conducted with personnel who have a major responsibility for their company's branding decisions. The Aaker (1996) Brand Identity Planning Model is presented in Figure 3.



**Figure 4: Revised Aaker Brand Identity Planning (BIP) Model (Aaker, 1996).**

### Instrument Development

A questionnaire was developed by the researcher (Appendix A) based on trade and research literature, discussions with industry personnel, and Aaker’s Model Brand Identity Planning (BIP) (Aaker, 1996). Questions for the instrument were developed to relate to each research objective and individual elements of the BIP model. Qualitative data was collected using the research instrument.

The questionnaire was divided into three major sections: Section I Strategic Brand Analysis; Section II Brand Identity Elements; and Section III Evaluation Questions. Table 5 identifies the question sections, instrument items and the corresponding research statements.

**Table 5: Questionnaire Items related to Research Statements.**

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Brand Identity Planning Process

<u>Stage</u>	<u>Instrument Item*</u>	<u>Research Objective</u>
Section I:		
Strategic Brand Analysis	A) 1.	1a
	A) 2.	1a
	B) 3.	1a
	B) 1.	1b
	B) 2.	1b
	B) 3.	1b
	C) 1.	1c
	C) 2.	1c

---

Brand Identity Planning Process

<u>Stage</u>	<u>Instrument Item*</u>	<u>Research Objective</u>
Section II:		
Brand Identity	A) 1.	2a
	A) 2.	2a
	A) 3.	2a
	A) 4.	2a
	A) 5.	2a
	A) 6.	2a
	B) 1.	2b
	C) 1.	2c
	D) 1.	2d
Section III:		
Evaluations & Future Branding	A) 1.	3a
	B) 1.	3a

---

\*All questions were open-ended.

Section I: Strategic Brand Analysis questions were used to evaluate an overall picture of the brand including the customer profile, competitor analysis and self analysis. Question [A)1] was used to identify the target audience of the brand. Question [A)2] analyzed the lifestyle of the consumers for the brand. Questions [B)1-B)3] were asked to provide a competitor analysis for the brand. Question [B)1] analyzed the trends within the product category. Question [B)2] was used to identify the competing brands for the same target audience, and question [B)3] was asked to define the nature of the competition in the marketplace. Questions [C)1-C)2] were used to provide a self analysis for the brand. Question [C)1], identified whether there are any heritage factors the brand benefits from and question [C)2] was used to identify the organizational values regarding the brand.

Section II: Brand Identity (BI) questions [A)1–D)1], were used to analyze the brand identity. Questions [A)1-A)6] analyzed the brand in the context of brand as a product dimension. Question [A)1], was used to see if the brand is positioned as a leader in its respective product category and gains recall frequently within its respective category. Question [A)2] was used to identify the attribute associations the brand form. Question [A)3] was used to determine the quality levels the brand offers. Question [A)4] established the association of the brand with the intended end use. Question [A)5] was used to observe the established relationship of the brand with the target audience. Question [A)6] pursued whether the brand benefits from country of origin or craftsmanship of the manufacturer. Question [B)1] analyzed the brand in brand as organizational dimension, and was used to determine whether the

brand fits right into the organization. Question [C)1] analyzed the brand in brand as person dimension, and was used to identify which personal characteristics the brand carries. Question [D)1] was used to analyze the brand in brand as symbol dimension and was used to determine the symbols that represent and visualize the brand.

Section III: Evaluations and Future Branding questions were related to the comments of personnel on vision for the brand and the company. Question [A)1] was used to gain an insight to the brand perspective of the company and evaluate which identity elements were most critical apparently. Question [B)1] was used to identify for the strategies the company is planning to pursue to maintain brand equity and a good continuous relationship with the target consumer.

## Sample Selection

Sample selection for this study was based on five criteria:

- 1) Successful Brand Ownership: The companies selected owned well-established brand names that are ranked in the top 30 in sales in their respective categories (Aseda, 1999).
- 2) Apparel and Retail Sector Players: The companies were established in apparel and retail sectors of the textile supply chain. The extensive branding expertise and the good understanding of consumer apparel companies developed provided an in-depth understanding of brands. The immediate relationship of retailers and retail real estate owners with consumers, and retailers' extensive understanding of buying motivations will complete the picture.
- 3) Apparel product focus: Apparel companies owned brands in casual wear and intimate apparel categories.
- 4) Private Brand (Retailer brand) and National brand (Apparel manufacturers/marketers brand) ownership: The companies either pursue strategies in developing their own store brands or national brands. Apparel manufacturers own national brands whereas retailers are focused on developing private brands.
- 5) Accessible: The company personnel was accessible to the researcher for convenience reasons.

## Sample Procedure

Fifteen companies were identified as conforming as brand owning leading companies within apparel manufacturing and retail sectors. The group was narrowed down to ten companies that fulfilled the five sample criteria. A targeted sample of ten companies was selected for the interviews. It should be noted at this point, some of these brands and companies were in the portfolio of the same corporation. The brands and companies were listed individually regardless of parent organizations due to the distinct product offerings and identities of these brands.

## Data Collection

Formal interviews were conducted over a two month period of time during Winter 2004. Marketing and sales executives at the companies selected for the sample were contacted via telephone as a starting point for data collection. The customized questionnaires were faxed to the personnel at least a week prior to the interview allowing time to preview questions and collect any data prior to the interview. Obtaining interviews was a challenge due to the busy schedules of the executives. The interviews ranged from 10-40 minutes. Questions were asked as outlined in the interview questionnaire (Appendix A). The researcher collected secondary data on each company (and company's brands) prior to the interview.

## Data Analysis

Data analysis was completed in three stages. *First*, interviews were transcribed into paragraph form. *Second*, data obtained were categorized in accordance with its strategic brand analysis and brand identity elements. *Third*, common identity elements in apparel and retail sectors were compared. A branding model for the apparel manufacturers/marketers and soft goods retail industries was developed adopted from Aakers (BIP; 1996) model.

## Operational Definitions

Brand as an Organization	Brand as an Organization is the analysis of the brands fit into the entire organization and the brand umbrella of the organization (Section II: Question [B]1.).
Brand as Person	Brand as a Person is an analysis of the personality of the brand (Section II: Question [C]1.).
Brand as a Product	Brand as a Product is the analysis of the brand in a product perspective where the brand's association with in the product class, product attributes, the value proposition, the association with uses, the relation with the end users and the brands association with its country of origin (Section II: Questions [A]1.-[A]6.).
Brand as a Symbol	Brand as a Symbol analyzes the perceptive images the brand conveys to the consumer (Section II: Question [D]1.).

Competitor Analysis	Competitor Analysis of the brand is the analysis of competing brands and the marketplace (Section I: Questions [B]1.-[B]3.).
Customer Analysis	Customer Analysis is the analysis of the target audience of the brand (Section I: Questions [A] 1.-[A] 2.).
Self Analysis	Self Analysis is an overall evaluation analysis of the current state of the brand in terms of heritage and organizational values (Section I: Questions [C] 1– C] 2.).
Strategic Brand Analysis	Strategic Brand Analysis is an analysis of the brand in terms of its customers, competitors, and its overall evaluation (Section I: Questions [A] 1- C] 2.).

## CHAPTER IV

### RESULTS

#### SAMPLE DESCRIPTION

The research sample consisted of eight companies who are apparel manufacturers/marketers or licensors of casual bottoms and/or intimate apparel and two retailers. Table 9 provides background information about the sample, including the number of employees and interviewee.

**Table 6: Sample Information.**

	Product Category	Product Category (4 digit SIC Codes)	Person Interviewed
<i>Retailer Brands</i>			
Brand A by Company A	Casual bottoms, Retailer	5651, 5621, 5611, 5961	Ex-Marketing Manager
Brand B1 by Company B	Casual bottoms, Intimates Retailer	5311	Sr. Product Manager
Brand B2 by Company B	Casual bottoms, Retailer	5311	Sr. Product Manager
<i>Apparel Manufacturer/Marketer</i>			
Brand C by Company C	Casual bottoms, Apparel Manufacturer/Marketer	2325, 2339, 2253, 2254	Ex-Marketing Personnel
Brand D by Company D	Casual bottoms, Apparel Manufacturer/Marketer	2325, 2339, 2253, 2254	Ex-Marketing Personnel
Brand E by Company E	Casual bottoms, Apparel Manufacturer/Marketer	2325, 2339, 2253, 2254	Marketing Manager
Brand F by Company F	Casual bottoms, Apparel Manufacturer/Marketer	2325, 2339, 2253, 2254	VP Marketing Communications
Brand G by Company G	Intimates, Apparel Manufacturer/Marketer	2325, 2339, 2253, 2254	Marketing Director
Brand H by Company H	Intimates, Apparel Manufacturer/Marketer	3149, 2329, 2339, 5661	Senior Materials Researcher
Brand I by Company I	Casual bottoms, Apparel Manufacturer/Marketer	2325, 2311, 2321, 2329	Marketing personnel
Brand J by Company J	Casual bottoms, Apparel Manufacturer/Marketer	2253, 2339, 2329	Marketing Manager
Brand K by Company K	Intimates, Apparel Manufacturer/Marketer	2013, 2051, 2251, 2253, 2095, 2099, 2086	Marketing Manager

## Case One: Brand A by Company A

Company A was founded in early 1980's. The Brand A is a fashion oriented apparel retailer for young women trying to keep up with the ever- increasing speed of life. The company's cultural roots are in the mid-west but the brand contains a global fashion knowledge (Company personnel, personal interview, January 14, 2004). The company philosophy is to be receptive to the ideas and information flowing around and within the company. The brand used to be the core business of the corporation, but loss of focus in recent years enabled other brands in portfolio to take over. The main trend in the selected category of apparel retailing is the ever-increasing speed of knowledge and associated with that was the challenge of translation of fashion. The brand competes with, Jones New York, Zara (Company personnel, personal interview, January 14, 2004). The differentiating factor for the brand was the association with the end user. Brand A is highly focused on its target market and the lifestyle of its target audience and this intense focus and wealth of knowledge differentiated the brand from its competitors. The company identified the most factor to be in Branding as Brand as a Person and followed by Brand as a Product. Table 7 presents interview results from Brand A by Company A.

**Table 7: Brand A- Interview Results.**

Brand A by Company A	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	College educated, single fashionable female, early 20's – 40 years old moderate income.
<u>Lifestyle characteristics</u>	Reads Elle and Vogue. Keeps up with fashion shows, watches Fashion TV and CNN, aware of newest color palette on Versace and Armani.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	The challenge of translation of fashion. Ever increasing global speed of the cycle.
<u>Competing brands</u>	Jones New York, Zara, other national brands, and casual corner department stores.
<u>Nature of competition</u>	Tough competition studying the consumer, keeping up with the consumer. New channels to compete, and take advantage of advances in technology.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Brilliance and persistence of the founder. Always open to change. Always listen. Use many various sources to adopt the best strategy in the marketplace.
<u>Organizational values regarding the brand</u>	Receptive to the environment. Can't fail attitude. Passion for the business.

*BRAND IDENTITY*

**Brand as Product**

Category standing,  
Gaining recall

Among target market the brand gains high recall. Alternatively sub-brands created within limited gains recall.

Differentiating  
attributes

Fashion and value. The store was known to have really good fashion look at an affordable price

Quality offered

Piece goods were just as good offering a higher value proposition.

Association with the  
end use and whether  
this is a differentiating  
factor

The company is very category focused, very customer focused as opposed to Jones New York and Chico's. Fashion orientation.

Association with the  
end user and whether  
this is a differentiating  
factor

Targeted end user segment. Communication with the consumer. Customer insights noted. Speed testing.

Regional and cultural  
links

The brand consists of global fashion knowledge.

**Brand as  
Organization**

Brand's fit to the  
image of organization

Brand-A Stores were the sole of the Company A. It was the platform that the fellow brands and chains were built out on top of. This is not the case today however.

**Brand as Person**

Description of brand  
as a person and  
his/her typical day

The brand is a woman with lots of stress points in her life. Lots of things pulling her different directions between career, family significant other. Her life is full of issues age, career stress etc, but she also has a good sense of who she is and how she presents herself in the environment that she lives in. She is very comfortable with herself, confident. She lives anywhere. Iowa, or in a metropolitan area. She chooses a diet that fits into her lifestyle.

**Table 7 (con't).**

<p><b>Brand as Symbol</b></p> <p><u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u></p>	<p>There were sub-brands inside the Brand A stores that customers identified as much as they did with the store. Customers identified the brand with those symbols. Diligent consistency of Brand A sign and logo. Using consistency appealed to the senses of customers and created recognition. Integrity, quality, returns policy. Brand is an experience for the consumer, not just the product.</p>
<p><i>EVALUATIONS &amp; FUTURE BRANDING</i></p>	
<p><u>Critical brand identity components</u> <u>(Order of importance)</u></p>	<p>1-Brand as a Person 2-Brand as a Product 3-Brand as an Organization 4-Brand as a Symbol (The symbol is the product)</p>
<p><u>Plans for foreseeable future.</u></p>	<p>No Comment was made</p>

## Case Two: Brand B1 by Company B

Company B is a large department store in the United States, with total revenues over \$2 billion in 2003. Company B, offers exclusive private brands in selected merchandise areas that provide customers with merchandise that is comparable in quality and style with national brands at substantial savings. Brand B1 is the largest private brand the department stores offer. The brand targets females between 35-60. The key trends in the category are set by fashion brands such as Tommy Hilfiger and Ralph Lauren Polo. The retailer claims that price points are set in accordance with the brands' status in store. The company claims that the major differentiating factors for Brand B1 are extensive availability comfort, function and value. Brand B1 is an entry price level label. The retailer claims that Brand as Organization is the most important perspective among the other perspectives. Company B believed the fit into the organization image was the most important element in the model. The executive comment was that Brand B1 could have been a very different brand if it was retailed at a discount store or a very high-end retailer. Company B, identified the second factor to be Brand as a Person and followed by Brand as a Product. Brand as Symbol was not found as significant as the others. Table 8 presents interview results from Brand B1 by Company B.

**Table 8: Brand B1- Interview Results.**

Brand B1 by Company B.	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Female. 35-60 Average income 40-65k.and higher.
<u>Lifestyle characteristics</u>	Soccer mom. Professional works in and out of home. Married or single mother. Not have much disposable income. Shops other department stores. Appreciates choices. Expect timely fashion to complement basics.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Trend direction is towards Ralph Lauren, Tommy Bahama
<u>Competing brands</u>	Jennifer More Federated, Talbot's, St. Johns.
<u>Nature of competition</u>	Common price points are set in accordance with the brands. Goods are placed adjacent to moderate labels like Lee, Levis
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Quality, perceived value. Several quality tests are performed
<u>Organizational values regarding the brand</u>	Comfort, ease of use of fabric and high value.
<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	The products are varied; however brand gains recall when women's wear is mentioned among target audience.
<u>Differentiating attributes</u>	Comfort, function, quality value, highly available in 230 doors.

**Table 8 (con't).**

<u>Quality offered</u>	High quality.
<u>Association with the end use and whether this is a differentiating factor</u>	The brand is not unique to the end use. However, strong connections exist with the target audience.
<u>Association with the end user and whether this is a differentiating factor</u>	The brand is reasonably well associated with a specific end user, but this is not a differentiating factor as the target audience shops different doors and channels.
<u>Regional and cultural links</u>	The brand identity and strategy are not built upon any regional culture.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Brand B1 is a good fit into the Company B. It is more of a opening price point traditional label. The brand stands out in advertising.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Getting up early. Getting her kids of to school. Getting through work. Getting home, picking up kids. Working on homework. She and Her husband are very involved with the kids if she is married. She is a typical soccer mom who is on the run. Family is very important her.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	Brand has labels, hangtags and woven labels. Apparent on the product. For specific product lines, different hangtags and woven labels are present on the product. Audience recognizes the signature and is aware of the symbol.

**Table 8 (con't).**

<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1- Brand as Organization 2- Brand as Person 3- Brand as Product 4- Brand as Symbol
<u>Plans for foreseeable future.</u>	Extending product categories, new fabrics, expanding the number of doors and attracting new audiences.

### Case Three: Brand B2 by Company B.

Brand B2 is the male private brand, again by Company B. Brand B1 completes the exclusive private brands of Company B with its quality and style towards the male consumers. Brand B2 is classified as a moderate sportswear brand and was trademarked in mid 1980's (Company personnel, personal interview, April 14, 2004). The brand targets males between 35 and 60 with a focus on the segment 35-45. Company B2 is aware of the fact that most of the purchase decisions on such garments are made by female spouses therefore the brand is designed to be appeal interest of females as well. The key trends in the category are to gather garments in colors, leading designer houses choose and market their products. Company B claims to have responsible assortment planning among merchandise and brands are not allowed to use the same price points. The executive claims that the major differentiating factor for the brand is the quality value relationship. The executive claimed that Brand as Person was the most important element of the model followed closely by Brand as Organization. Table 9 presents interview results from Brand B2 by Company B.

**Table 9: Brand B2- Interview Results.**

Brand B2 by Company B.	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Male 35-45 years old. The woman is shopping for spouse, father etc therefore company focuses on females as well for the brand. \$50.000-\$75.000.
<u>Lifestyle characteristics</u>	Middle to lower end of the price spectrum for Company B. May be professionals or may not. Opening price, and that's the customer brand is targeting.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Color is critical. Follow the colors at the same pace.
<u>Competing brands</u>	Van-Heusen, Ralph Lauren, Tommy Bahama.
<u>Nature of competition</u>	Intense competition. May compete with every other brand but price conscious customer in focus. Quality/Value. Within the company responsible assortment planning is done therefore brands are not in same price points but price points are set in accordance with other retailers moderate sportswear.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Reputation of Company B. Brand B2 certainly inherits some values from Company B. Better merchandise and value terms.
<u>Organizational values regarding the brand</u>	Quality of the garment. Company B's quality and higher end store, ensures that inferior quality items will not take their place in store.

**Table 9 (con't).**

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	The brand does not have awareness on a national scale since the retailer does not operate on a nationwide basis. However the executive claims that the brand has a high awareness among the target audience. Highly loyal customers and repeat purchases.
<u>Differentiating attributes</u>	Quality value relationship. Keystone of the brand. Best possible quality with the most current styling at the best possible price.
<u>Quality offered</u>	The price is so low, it is a tremendous quality level. For the price level it is very high quality.
<u>Association with the end use and whether this is a differentiating factor</u>	The garment is associated with the apparel end use but this is not a differentiating point.
<u>Association with the end user and whether this is a differentiating factor</u>	The company has a strong connection to the end user and this is a major differentiating factor since the company has an exceptional connection to these people.
<u>Regional and cultural links</u>	Some colors and styles may be a little cultural bias towards a region but this is not evident.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Each is reflective of the other. Company B's image may be a little better than the image of Brand B2 due to higher brands in store. Brand B2 is the opening price point product.

**Table 9 (con't).**

<p><b>Brand as Person</b></p>	
<p><u>Description of brand as a person and his/her typical day</u></p>	<p>Brand B2 customer base is not necessarily professional. Plumbers, painters, fairly broad based. But not doctors lawyers. Focus on off work time, casual life styles. No brainer, don't think about it clothing. Watch the baseball game, plays with his kids on the yard. Runs a family. Brand B2 is Joe average kind of guy.</p>
<p><b>Brand as Symbol</b></p>	
<p><u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u></p>	<p>A small logo is used on the tag. Not as filled as Polo. Brand B2 logo is not used on the product at the outside of the garment but just on label.</p>
<p><i>EVALUATIONS &amp; FUTURE BRANDING</i></p>	
<p><u>Critical brand identity components</u> <u>(Order of importance)</u></p>	<p>1- Brand as a Person 2- Brand as an Organization 3- Brand as Product 4- Brand as Symbol</p>
<p><u>Plans for foreseeable future.</u></p>	<p>Moderate sportswear is extremely profitable. Trying to hit every kind of classification, and grow market share within Company B. Continue to increase the impressions to drive the foot traffic into the retailer. Customers come for a reason, but they end up buying other things.</p>

#### Case Four: Brand C by Company C

Brand C is a major player in the jeans business and is a major part of the parent company. The headquarters for Brand C, is based in U.S., but the company does not claim to carry any local heritage. The company runs fairly independent of its parent corporation but maintains good relations with fellow brands. The brand fits nicely into the broad jean portfolio of the parent company with its mid-tier channel (department stores). The key trends in the category are lighter denim with an increasingly wider variety of fashion and finish types. The brand is constantly struggling with its eternal rivals but the marketplace has changed in the last 10 years, and fashion brands have taken over most of the higher end of the market (Company personnel, Personal interview, January 23, 2004). Older consumers still prefer brand c. The company claims to have high-unaided recall levels.

The main differentiating factor for the brand claimed is to offer what the consumer wants in the exact SKU's. The company is also aware that this advantage is turning into a base condition therefore they claim their new differentiating factor to be their *exceptionally* good fit. The company gains praise specifically among women. The company claims the symbol for the brand is value. Table 10 presents interview results from Brand C by Company C.

**Table 10: Brand C- Interview Results.**

Brand C by Company C	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Middle-income. 25-44. Mid-tier department stores consumers Fragmented target (i.e. child's, mens and women's wear). Categorized by fit rather than finish.
<u>Lifestyle characteristics</u>	Typical Kohl's customer.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Lighter jeans. Fashion and finish.
<u>Competing brands</u>	The brand is competing with national brands and fashion brands such as Guess and Polo.
<u>Nature of competition</u>	Intense battle for the last 30 years. Fashion brands took over the brand.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Brand C is a part of jeanswear coalition but runs fairly independent of parent organization. Parent companies runs strong operations and strong financials. They passed this strength to Brand C.
<u>Organizational values regarding the brand</u>	Availability in multiple consumer segments. Replenishment stocks with correct stock keeping units (SKU).
<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Brand C is a major brand and 75% of consumers recall the name when category is mentioned.
<u>Differentiating attributes</u>	Having what consumer wants when they want it has been the differentiation factor. Excellent fit.

**Table 10 (con't).**

<u>Quality offered</u>	High quality
<u>Association with the end use and whether this is a differentiating factor</u>	It is all driven by the denim heritage.
<u>Association with the end user and whether this is a differentiating factor</u>	Brand C appeals to a wide range of consumers.
<u>Regional and cultural links</u>	Based in mid-west but there is no connection to mid-west region in the minds of the consumers.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Brand C fits in the jeanswear portfolio of the parent company really well.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Brand C drives a Ford Taurus. She/he is a Combination of blue-collar white collar. Value conscious. Mid level relation to the world. She/he has a couple of kids. Living a fairly middle to upper class size.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	Brand C symbolizes value. Good-looking good fit jeans for a good price point.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1-Brand as a Person 2- Brand as a Product 3-Brand as Symbol 4-Brand as Organization
<u>Plans for foreseeable future.</u>	No comment was made

### Case Five: Brand D by Company D

Brand D was launched in 1980's along with Brand C as a sub brand (Company personnel, Personal interview, January 23, 2004). Having been retailed with its endorsee brand for years, it has been put under the management of another group company due to its distribution in the mass channel. The brand is serving the female audience in the mass discount channel with its good fit heritage. Brand D is a national brand that no longer has an association with any other brand. The consumer does not relate to the brand as they would to other brand, but Brand D certainly inherited the good fit features from Brand C.

The Brand D is a good fit into the company offerings as it serves specifically the female audience in the mass channel. The trends are similar to the rest of the industry but the Brand D faces less competition due to its intensive focus on female consumers. This focus is the point of differentiation for the brand. It is interesting to note, however, that the purchase decision for this brand is made impulsively at the point of purchase. The brand has a significantly lower recall level by the target audience but the fit experience convinces the customer to purchase. Table 11 presents interview results from Brand D by Company D.

**Table 11: Brand D- Interview Results.**

Brand D by Company D	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Females > 25 Low to Middle. Retailed at mass merchants.
<u>Lifestyle characteristics</u>	No comments were made.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Lighter denim.
<u>Competing brands</u>	Retailer's private label is the sole competitor.
<u>Nature of competition</u>	Parent company controls more of that market.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Consumer does not relate to the product as much as they used to. But Brand D inherited the fit factor from Brand C.
<u>Organizational values regarding the brand</u>	Exceptional service to the retailer and having good operational and financial skills are the Company C's primary skills. Company C's expertise in talking to the mass customer also increases its benefits.
<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Consumer relates to the brand when they actually see the product in place. Low brand awareness.
<u>Differentiating attributes</u>	Fit, finish and value are the differentiation factors.

**Table 11 (con't).**

<u>Quality offered</u>	For the given price points it has a high level of product quality.
<u>Association with the end use and whether this is a differentiating factor</u>	The brand is associated with denim but this is not a differentiating factor.
<u>Association with the end user and whether this is a differentiating factor</u>	Focusing on the female is the point of differentiation
<u>Regional and cultural links</u>	No ties exist with any region.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	The brand has a smaller image when compared to other brands along.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Blue-collar worker. Two-income family. Middle to lower middle class.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	No symbols. The decision of purchase is mostly made at the point of purchase.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1- Brand as Person 2- Brand as Product 3- Brand as Symbol 4- Brand as Organization
<u>Plans for foreseeable future.</u>	No comment was made.

## Case Six: Brand E by Company E

The Western Market is a very special niche in the USA. In 1996 when cowboy cuts showed a decline, the market demanded a relaxed fit for the younger customer base. The parent company's response to this contemporary western wear demand was Brand E.

Brand E was initially launched for the 14-18 year old consumer but the target audience has been changed in the previous years. The new brand keeps its western identity and appeals to the consumers who live in west of Mississippi. Brand E has a wide product range for the younger target audience.

The key trends in the brands category are the low rise, relaxed fit, blasting and finishes. The company very well understands the consumer's conservative nature towards the latest fashion. There are a few other companies competing in the western wear market but the endorsement of the parent brand, which is extremely powerful in the selected category, benefits Brand E.

The excellent monitoring and sponsoring activities of the brand differentiates itself from competitors. The brand has a wealth of data on its target audience and this enables it to be even more associated with these people. This strong relationship coupled with the heavy emotions involved in western wear is a differentiating effect for the Brand E. Table 12 presents interview results from Brand E by Company E.

**Table 12: Brand E- Interview Results.**

Brand E by Company E	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Target 18-25 but also 40-50 years old prefer Brand E for its relaxed fit. Not a mainstream department store shopper.
<u>Lifestyle characteristics</u>	Only retailed in western specialty stores. Contemporary western brand.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Low Rise is becoming a new hit in this industry due to conservative nature of the target audience. Relaxed fit, blasting and fashion washes follow the same brand. The consumer and retailer are slow to adopt changes.
<u>Competing brands</u>	Rockies, Wrangler Western Wear, Lucky in Western wear niche but also competes with Diesel, Abercrombie, American Eagle.
<u>Nature of competition</u>	The parent company's name is so powerful in the western niche and Brand E benefits from this name. The competition for Brand E is not as intense as for other brands.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Many heritage factors are passed on from parent company name. Cowboy jeans are in the market since 1947.and 20x is trying to appeal to the already formed consumer segment.
<u>Organizational values regarding the brand</u>	The fact that the company is western. Brand E is exclusive to western stores.

Table 12 (con't).

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Not top in mind of general demographic group. However, for the targeted audience who shops of a western store, it would be second or third name in mind.
<u>Differentiating attributes</u>	The impact in their lifestyle. Brand keeps track of Rodeo events and shut our competitors out. Parent company occupies the Rodeo sport; The parent company is the sponsor of the entire Rodeo events, and statewide, national events and even International events. 6 out of 8 cowboys who won these challenges are Wrangler endorsees. High school Rodeo to Professional. Wrangler owns entire network chains.
<u>Quality offered</u>	Brand E jeans, retail for \$32-\$42. Premium denim; blasted, high quality. Premiums are charged for premium products
<u>Association with the end use and whether this is a differentiating factor</u>	There is a specific association to the Western Wear, Rodeo end use and this association is a differentiating factor.
<u>Association with the end user and whether this is a differentiating factor</u>	This brand is specifically associated to western culture member customer.
<u>Regional and cultural links</u>	West of Mississippi, you have got a western store every block. Colorado, Denver, Oklahoma, With Dallas Houston, Austin , Texas is the biggest distribution. The brand is specifically Western.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Brand E is the second biggest brand within parent company. Brand E has the most expensive price point in the parent company's western jeans portfolio. Brand E was created in order to be still appropriate to those who have given up their cowboy cut jeans.

**Table 12 (con't).**

<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Energetic, youthful, has to go out and either practice for his rodeo competition or work at the farm. Goes to high school or college come home hang around with friend or go to a movie ride a horse or go to a concert. Probably family income reaches around \$50.000 High school or college kids living with parents.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	The logo for Brand E is very definite. Unisex version and female and male versions. Consistency in font and scripts with minor changes on tickets.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1- Brand as Product 2- Brand as Symbol 3- Brand as Person 4- Brand as Organization
<u>Plans for foreseeable future.</u>	Planning to keep in touch with the target consumer base. Growing the business, college football games and sponsor parties to attract people who do not even shop at western wear brands.

## Case Seven: Brand F by Company F

Brand F is a very popular jeans brand in the USA with very high-unaided awareness level. Brand F is retailed at mass discount channel and provides the major bulk of the parent companies jeans-wear business. The company prefers to focus on Brand F name to support other units as well as its mass channel brand. The brand contains an evident connection to southwest and west, south central and the Rocky Mountain States, but the brand is distributed throughout the United States and it is perceived as a national brand. The western culture identity is inherited from the western wear brand but the brand deliberately avoids intense connection to this cowboy culture, not to alienate its consumers elsewhere. The brand still carries the critical features of Family Americana.

Brand F is the great American brand. The trends in the category are local blasting and selective abrasion. The brand however is aware of its conservative target audience therefore any change in the product is smoothed as much as possible.

The main competitors for the brand are major national brands and private labels. The competition with private labels is tough. The complete embracement of the family Americana, the brand has offered comfort to men and excellent fit to women. These offerings are the differentiating factors for the brand. The brand is claimed to make emotive differences for the customer rather than performance differences. Table 13 presents interview results from Brand F by Company C.

**Table 13: Brand F- Interview Results.**

Brand F by Company F	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Men 24-49. Sweet spot in that target early 30's and up. 32-42 is the bull's eye.
<u>Lifestyle characteristics</u>	Family oriented. Not Hardcore sports but fishing hiking. Blue collar to gray collar. Tend to be in households <\$50.000. They are into brands. Popular consumer prefers popular brands. Drive Pick-up trucks, like NASCAR, like football (not soccer). They are everywhere. Real people, comfort is important to them emotive comfort and physical comfort. Psychographic profiling is used.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Sand blasting and locally abrasion of the fabric. It can't look like a second. Low-rise garments are coming. Trend right.
<u>Competing brands</u>	Major national brands, Route 66 and Fade of Glory are competing brands.
<u>Nature of competition</u>	Unique competitive situation with private labels. Fierce competition in terms of price but on brand equity it is not as fierce.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	The heritage that is passed on Wrangler is Western Values but not the Rodeo culture but rather Family American, sportswear jeans company.
<u>Organizational values regarding the brand</u>	Parent company values America Integrity Honesty American family.

**Table 13 (con't).**

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Brand F achieves high-unaided awareness. Brand F is a blue collar and America's champion.
<u>Differentiating attributes</u>	Fully embraced American family perspective, American values, and Outdoor tonality. Comfort thing in Men's, Speaking of comfort Fit in Women's sides. Emotive differences rather than functional differences.
<u>Quality offered</u>	Quality in terms of price is pretty good. Customer base is very worried about quality therefore we make sure the quality is satisfying. Understated target base.
<u>Association with the end use and whether this is a differentiating factor</u>	Maintenance guy in NC State, Steelworker in Pennsylvania There is no association with the end use.
<u>Association with the end user and whether this is a differentiating factor</u>	No end user relation apart from classic American family father. Large audience but target able.
<u>Regional and cultural links</u>	Obvious connection to southwest and the west and south central and the rocky mountain-states but widespread nature of mass stores enables Wrangler to be a national brand. Romantic cowboy is perceived as a red neck therefore you can't run the Western connection in ads.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Brand F is the great American jean brand. Then enlarged into rugged wear and hero and others. It all fits well into the parent companies jeans wear business.

**Table 13 (con't).**

<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	33 years old. Wears jeans all the time. Wears jeans for socials wears jeans on work. He is well dressed up for the church, he loves to fish, he loves his family. Probably with his second wife driving his pick-up listens to country music or classic rock. He is men's men but not a bully. He is confident and sure of himself. He knows good value. Studies at college or works at Napa auto store, manufacturing job with middle to lower income. He is not a dirtball. He likes his jeans. They look good on him. Trend right.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	The red riser for Brand F. The initial thought on the red riser was that major competitors had similar colors. Creative Tonality. Specific music is purchased for ads to appeal to senses.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1- Brand as Product 2- Brand as Person 3- Brand as Symbol 4- Brand as Organization
<u>Plans for foreseeable future.</u>	More emotion connections to the value driven customers of the brand. Carrying the brand to the younger audience to keep fresh namely 18-32.Brand F are being endorsed by celebrities.

## Case Eight: Brand G by Company G

Brand G is a very old intimate brand found over 100 years ago. The company is a major player in the national intimates market with an excellent reputation. The brand does not skew towards any region and the image advertising for the brand tends to be controlled by the retailers. The brand does not inherit much of an image from its parent company. The brand is the “mother-ship” of the parent brand in the intimates’ category and is the largest account in the intimates’ portfolio. In terms of trends many technical innovations were achieved in the last 5 years.

The executive claims that there is a strong growth in panties recently and there is an exceptionally intense competition. The strong connection to the target audience, strong heritage and the high level of trust built among the consumers are the main differentiating attributes. The company believes that the image of the brand is even more important than the technical innovations and has indicated that in their choice for brand identity components. Table 14 presents interview results from Brand G by Company G.

**Table 14: Brand G- Interview Results.**

Brand G by Company G	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Female, 35-54 years old. Middle-upper income. She wants to be trend right but not a trend setter.
<u>Lifestyle characteristics</u>	She is someone looking into intimate apparel to make her feel more appropriate. She may feel she has some figure flaws that she likes intimate to help her feel better hide some of those. She is looking for intimate to help her to give her confidence. She is not looking to be trend leading setter or sexy and revealing Has kids slightly older kids teenagers or already left the house. Being trend right. She is slightly on the conservative side rather leading edge to spend \$150 on a jean.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Bra category evolved in the last 5 years. Technological innovations in the bra category, seamless moldings, multi-stretch moldings, moldings foams. The pant category overall experienced a boom in the last 2 years. Very strong growth pants. Proliferation of new styling.
<u>Competing brands</u>	The key competitors for Brand G are Lilly De France, Olga and Playtex in the department store channel.
<u>Nature of competition</u>	Exceptionally intense competition. There are many well-known brands in the category that has a rich heritage and good distribution logistics. The major barrier in the intimate category is the essence of brand trust.

**Table 14 (con't).**

<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	The heritage of the parent company overall stems from the intimate side of the business.
<u>Organizational values regarding the brand</u>	Brand has a heritage and history of creating trend right and appropriate fashion for today's contemporary women.
<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Middle set Intimates' customers recall the parent company. The consumer is highly aware of the brand.
<u>Differentiating attributes</u>	Heritage and its connection to the attitudes of woman who want to be trend appropriateness are the differentiating factors. Brand G has a stronger connection to the target audience than any other competitor. Major competitors are generally oriented towards functionality. Brand G pushes for the emotive connection.
<u>Quality offered</u>	Retailers use intimates as a traffic driver and commodity item. Department store brands provide more or less similar values but on an objective point of view Brand G provides good value.
<u>Association with the end use and whether this is a differentiating factor</u>	The intimate business has become a bra driven business. Few niche players that get into only participating. This is not a differentiating factor among competitors.
<u>Association with the end user and whether this is a differentiating factor</u>	It is a targeted brand in terms of consumer attitude segments. Trend right people are a larger segment.
<u>Regional and cultural links</u>	Brand G is a national brand. It does not have any skews towards any region.
<b>Brand as Organization</b>	

**Table 14 (con't).**

<u>Brand's fit to the image of organization</u>	Brand G fits into the parent organization almost as a mother ship. Brand G is the largest business in the intimates category and plays in the higher department store business. Brand G is the highest brand in terms of parent company's own positioning apart from private labels. It gets a lot of attention and drives most of the business.
<b>Brand as Person</b> <u>Description of brand as a person and his/her typical day</u>	She is a professional, she gets up in the morning gets the household moving, and probably have kids but most likely not infants. She probably has an important meeting that day may be she will be making the presentation about the product she wants to launch as a part of her business. She would successfully get through that kind of meeting and probably will meet up with some friends following the day and share her experiences. She would return home early to be with her husband and enjoy a movie. Traditional, may be a little conservative. Professional, educated and well of. In line with the boomer population. Approaching the most exciting time in her life. The kids are leaving the house or already left. She and her husband have the income and even start spending more perhaps for activities i.e. sailing tennis, very active,. Trying to live the life to the fullest.
<b>Brand as Symbol</b> <u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	In practical matter there is no particular symbol other than parent company's name writing. There is a definitive guideline how the coloration of tags and formatting of tags needs to be used. Color of the brand has been purplish blue specific phantom blue. That color with the script format has defined brand identity has looked like. Consistency of symbols makes brand memorable.

*EVALUATIONS &  
FUTURE BRANDING*

Critical brand identity  
components

(Order of importance)

- 1- Brand as a Person
- 2- Brand as Product
- 3- Brand as Symbol
- 4- Brand as Organization

Plans for foreseeable  
future.

Keep innovating. Innovation around style. Figuring out a way at a macro level to connect with the consumers. Brands need to stay relevant in an increasingly intense private brand environment.

## Case Nine: Brand H by Company H

Brand H is a relatively new brand appealing to women who are serious about their workout and care about their comfort during athletic activities. The brand is recognized internationally and endorsed by its global parent brand and its very well known symbol. The main trends in the category are to produce eye catching compressive bras that will hold everything still. Sweat management and breath ability are other factors that are critical to the products success.

Brand H have entered to this market later than competitor's. The sports bra for females market grew continuously and Brand H has come from a technology perspective. The company culture encourages individuals to share their ideas and the driving force is the fresh and new ideas. The strong association with the end use of athletic use is certainly a differentiating factor. Understanding consumer needs and utilizing assets in material technology and product experience have also distinguished Brand H from the rest of the competition. The organizational values shared among Brand H are the respect for diversity and creativity.

The company believes that brands association with the person is most important element in the identity. Brand as product is also critical due to the technological advancements of the company. Brand H is known with its symbol and the company believes symbol is also important to the success of its brand. Table 15 presents interview results from Brand H by Company H.

**Table 15: Brand H- Interview Results.**

Brand H by Company H	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Female 18-35 years old. Product conscious. Active lifestyle.
<u>Lifestyle characteristics</u>	Women who are active. Serious about workout. Regardless of the activity.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Eye Catching. Compression in the bra that will hold everything still. If the bra is too tight it is uncomfortable. Comfort, sweat management, and better looking (aesthetically) entire women's sport market began to get much more focused about 7-8 years ago.
<u>Competing brands</u>	Sara Lee private brands etc.
<u>Nature of competition</u>	Company H knew the problem and developed the product rather than taking the problem to another national manufacturer. Competitors in the selected segment have been around longer. Company H has come from a technology perspective. Brand H is not the first entrant to this market but the strength in other categories and extremely strong brand easily established the brand in the category.

**Table 15 (con't).**

<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Innovate. Fresh and New and bringing in technology where possible. Creativity, Thought processes, Technology integrators, Get people interested.
<u>Organizational values regarding the brand</u>	Respect for Diversity. The Creative nature in Brand H. Individuality is very important. Having an idea and just doing it.
<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Target consumer (Active Females 18-35) is well aware of the brand.
<u>Differentiating attributes</u>	Fabric Technology, Product Technology, Extensive size range. Greater Support Understanding consumer needs utilizing your assets in material technology and product experience.
<u>Quality offered</u>	Very High
<u>Association with the end use and whether this is a differentiating factor</u>	End use is a differentiating factor. This product is for athletic use.
<u>Association with the end user and whether this is a differentiating factor</u>	Specifically for a women who are athletic engaging in athletic activities and sports. Basketball players runners hikers
<u>Regional and cultural links</u>	Company H is a global company. Not any specific region connection is established.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	The value of women within the organization. Specifically women's needs are addressed with the Brand H.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Busy, Very active. On the move. Not a relaxed life style. Very active youthful female.

**Table 15 (con't).**

<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	Brand H, does not have a distinct symbol of its own apart from its specific tag and the very powerful parent company logo. Other parent sub brands like have their own symbols endorsed with the parent logo.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	<ul style="list-style-type: none"> <li>1- Brand as Person</li> <li>2- Brand as Product</li> <li>3- Brand as Symbol</li> <li>4- Brand as Organization</li> </ul>
<u>Plans for foreseeable future.</u>	Continue to innovate, Stay fresh stay new, and continue to grow equity.

## Case Ten: Brand I by Company I

Brand I is a clothing brand that appeals to adults between 35-54 with varied lifestyles. The company is a national brand with a strong heritage of clothing. The trends in the respective category are technological attributes such as wrinkle-free fabric, stain resistant and moisture wicking fabrics, adding value to fashion.

The competition in the selected category is described to be very intense due to numerous channels of distribution offering similar products. The company believes itself to be smart innovative American styling. Being smart stylish attractive, innovative – functional interesting, American, familiar and classic are the differentiating factors for the brand. Table 16 presents interview results from Brand I by Company I.

**Table 16: Brand I- Brand Interview Results.**

Brand I by Company I	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Males and Females between 35 - 54
<u>Lifestyle characteristics</u>	Brand appeals to mass audience with varied lifestyles.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Performance driven attributes, which add value to fashion. Attributes such as wrinkle-free, stain resistance, moisture wicking, etc.
<u>Competing brands</u>	Dockers, Savane, private labels, etc.
<u>Nature of competition</u>	Very competitive when you look at various channels of distribution offering similar products. Mass, chain, and discount.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Years of developing innovative products for Americans.
<u>Organizational values regarding the brand</u>	Smart, innovative, American styling.

Table 16 (con't).

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Suits, sportcoats, dress pants, casual pants, shirts in men's main floor classification/department stores
<u>Differentiating attributes</u>	Smart – intelligent, stylish, dependable, relevant, attractive, honest; Innovative – functional, interesting, comfortable, leader, current, unique, focused, consumer-based benefits; American – familiar, classic, safe, quality, hardworking, authentic.
<u>Quality offered</u>	Great quality at a great price
<u>Association with the end use and whether this is a differentiating factor</u>	Clothing.... associated with lifestyle occasions.
<u>Association with the end user and whether this is a differentiating factor</u>	Primarily men, however purchased primarily by women.
<u>Regional and cultural links</u>	No regional or cultural elements exist in brand.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	It is an extension of the corporate mission/vision.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	Smart, innovative, American style, consistent. These appeal to different aspects of the brand and work together to deliver on the brand promise.
<b>Brand as Symbol</b>	
<u>Brand as symbol, Symbol's fit into brand image and ease of recall.</u>	No specific symbol other than consistent use of the Brand I logo. Designed simple.

**Table 16 (con't).**

*EVALUATIONS &  
FUTURE BRANDING*

Critical brand identity  
components

Plans for foreseeable  
future.

Promote the brand and continue to offer great looking clothing at a great value. By maintaining or exceeding expectations consumers continue to look for the Brand I.

### Case Eleven: Brand J by Company J

Company J was incorporated in early 20<sup>th</sup> century. Brand J is a leading branded athletic, active wear and outdoor company marketing athletic uniforms, apparel, sporting goods, athletic equipment, and accessories for a wide variety of sports. The current trend in performance wear is light fabrics that wick away the sweat. Company J is in competition with rival brands with similar products and specialty finishes. Company J has an athletic heritage, the company is proud to contain the spirit of hard work and appreciation of sports. The sports heritage and integrity and the values perceived to be associated with the brand are the main differentiating attributes of the brand. Brand J, inherits the professional sports mentality of Company J. Company J believes that Brand as the person is the most important aspect of building a brand. Brand J lists Brand as symbol as the second most important criteria due to the extensive utilization of logos. Brand as product is third in degree of importance and brand as organization is listed as last. Table 17 presents interview results from Brand J by Company J.

**Table 17: Brand J- Interview Results.**

Brand J by Company J	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Active sports fanatic, females. Typically 35 years old. They tend to spend \$33 on performance wear p.a.
<u>Lifestyle characteristics</u>	They are young generally single. Athletic women involved in competitive sports, both individual and sports teams. Most likely to own sort of exercise equipment. Above average income, at least high school graduate. Clothes association involvement. Even when they are not playing sports. They know the importance. They pay attention to Brands and style. And they know what they purchase must function
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Very light fabrics that wicks away the sweat. These fabrics keep the wearer dry and enable to perform longer. Moisture Management. Other key trends include Odor, temperature controlled fabrics, UV fabrics.
<u>Competing brands</u>	Nike, Reebok, all have some form of performance fabrics.
<u>Nature of competition</u>	Most companies have similar products i.e. PET fabric with special finishes. Companies market their products differently.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Company J has an athletic heritage, Spirit of hard work, Appreciation of sports are heritage factors passed on to brand.
<u>Organizational values regarding the brand</u>	Company J is not a casual wear company. Therefore Company J is highly associated with Sports.

Table 17 (con't).

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Unaided awareness among the targeted audience specifically for females are not at very strong levels.
<u>Differentiating attributes</u>	Sports Integrity, the hard work to achieve rather than Win at all costs personality. Getting out there everyday, working hard being the vest you can be are the differentiating sets of mentality. Professional Sports Mentality.
<u>Quality offered</u>	High quality garments are offered at a reasonable price.
<u>Association with the end use and whether this is a differentiating factor</u>	The association of the brand with sports wear is not perceived as a differentiating factor.
<u>Association with the end user and whether this is a differentiating factor</u>	The association with the targeted consumer is not seen as a differentiating factor.
<u>Regional and cultural links</u>	The brand does not contain regional identity elements.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Brand J has for years the strong hold of the market. People find about Brand J when they realize the connection between Company J.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	She recognizes her workout as a necessary part of her performance, her work and her life. She does not train for acknowledgement of winning. Instead, she looks for the feeling of accomplishment she achieves from realizing her personal goals.

**Table 17 (con't).**

<b>Brand as Symbol</b>	
<u>Brand as symbol.</u> <u>Symbol's fit into brand image and ease of recall.</u>	The specific symbol used at sports line creates awareness and target consumers recall this. Alternatively the symbol may be seen at a favorite athlete as well as actually be easily worn when an infant since Company J sponsors.
<i>EVALUATIONS &amp; FUTURE BRANDING</i>	
<u>Critical brand identity components</u> <u>(Order of importance)</u>	1- Brand as Person 2- Brand as Symbol 3- Brand as Product 4- Brand as Organization
<u>Plans for foreseeable future.</u>	RA wants to be able to relevant to the consumer as much as possible.

## Case Twelve: Brand K by Company K

Company K markets intimate apparel; underwear and leg wear in North America, Europe and several Latin American countries with a portfolio of well-known brands. The brand is known for its excellent comfort and value. The key trend today increasingly seeks style and comfort together. The brand competes in large categories against large competitors. The challenge is specifically difficult with retailer's private brands. The major differentiating attribute the brand possesses is the comfort, value and exceptional quality. The brand fits nicely into the image of parent company's philosophy of taking care of families. The brand management claimed that brand as product was the most important perspective of the model. The brand as person was the second perspective, brand as organization and the brands fit into organization was listed as third. Brand as symbol is also claimed to be important but not as much as the others. Table 18 presents interview results from Brand K by Company K.

**Table 18: Brand K- Brand Interview Results.**

Brand K	
Executive's Comment Regarding the Brand	
<i>STRATEGIC BRAND ANALYSIS</i>	
<b>Customer Analysis</b>	
<u>Target audience</u>	Male and Female 18-49 products. For male audience, the audience may still be females due to purchase behaviors
<u>Lifestyle characteristics</u>	Tends to be consumers across different retail channels. Tend to care about family and friends. Looking for products or brands to make their life easier. Chase after better value, more benefits, easier to shop.
<b>Competitor Analysis</b>	
<u>Key trends in category</u>	Males are getting increasingly more involved in purchase decisions. Consumers want comfort and style. Innovation in fabrics, softer fabrics with texture are key trends.
<u>Competing brands</u>	Fruit of the Loom, Jockey, Old Navy, The Gap.
<u>Nature of competition</u>	Compete in large categories against large competitors. Competing against retailers private brands is challenging due to factors that are out of reach of the company.
<b>Self Analysis</b>	
<u>Heritage factors passed on to brand</u>	Brand K has been around longer than the parent company. Not many factors were inherited from the parent organization.
<u>Organizational values regarding the brand</u>	Comfort innovation and value are the organizational values.

**Table 18 (con't).**

<i>BRAND IDENTITY</i>	
<b>Brand as Product</b>	
<u>Category standing, Gaining recall</u>	Brand is closely associated with underwear. Brand K gains instant recall when underwear category is mentioned despite its wider audience. Unaided awareness is roughly 60%.
<u>Differentiating attributes</u>	Product is highly associated with comfort. Value and quality are other reasons of differentiating.
<u>Quality offered</u>	Quality is high for the price point. The brand has three sub brands for three channels Mass, Mid Tier, High Tier.
<u>Association with the end use and whether this is a differentiating factor</u>	The product is associated with underwear but this is not a differentiating factor.
<u>Association with the end user and whether this is a differentiating factor</u>	The product is not specifically associated end user.
<u>Regional and cultural links</u>	The brand is truly American despite international retailing. It has a national identity.
<b>Brand as Organization</b>	
<u>Brand's fit to the image of organization</u>	Company K is about taking care of families. Brand K fit very well within the mission of Company K.
<b>Brand as Person</b>	
<u>Description of brand as a person and his/her typical day</u>	He works full time. Probably middle-income job. He really wants to get home on time. He takes care of his family. He likes taking care of himself and look his best. He plays active basketball and tennis. He likes to read and travel. He wants to make sure that decisions he makes are good and value for money.

**Table 18 (con't).**

<p><b>Brand as Symbol</b></p> <p><u>Brand as symbol,</u> <u>Symbol's fit into brand</u> <u>image and ease of</u> <u>recall.</u></p>	<p>Every package the company sells has a red flag, piece of fabric that has Brand K across it. Brand has been associated with red for a long time. Red is bold, bright and a good association as it demands attention stands out. The piece of cloth has got conserved energy and movement and intended to be reminiscence of apparel.</p>
<p><i>EVALUATIONS &amp; FUTURE BRANDING</i></p>	
<p><u>Critical brand identity</u> <u>components</u> <u>(Order of importance)</u></p>	<p>1- Brand as Product 2- Brand as Person 3- Brand as Organization 4- Brand as Symbol</p>
<p><u>Plans for foreseeable</u> <u>future.</u></p>	<p>Continuously Innovate to keep satisfying changing needs Continually be pushing to make sure the brand understands the consumer better than anyone else does, and brand meets consumer's needs better than competition.</p>

## Within and Across Group Results:

The results of the case studies were analyzed in relation to each research statement.

### 1) Research the purpose and objectives of existing brands in the apparel manufacturers and retail sectors to determine:

#### a) Customer analysis

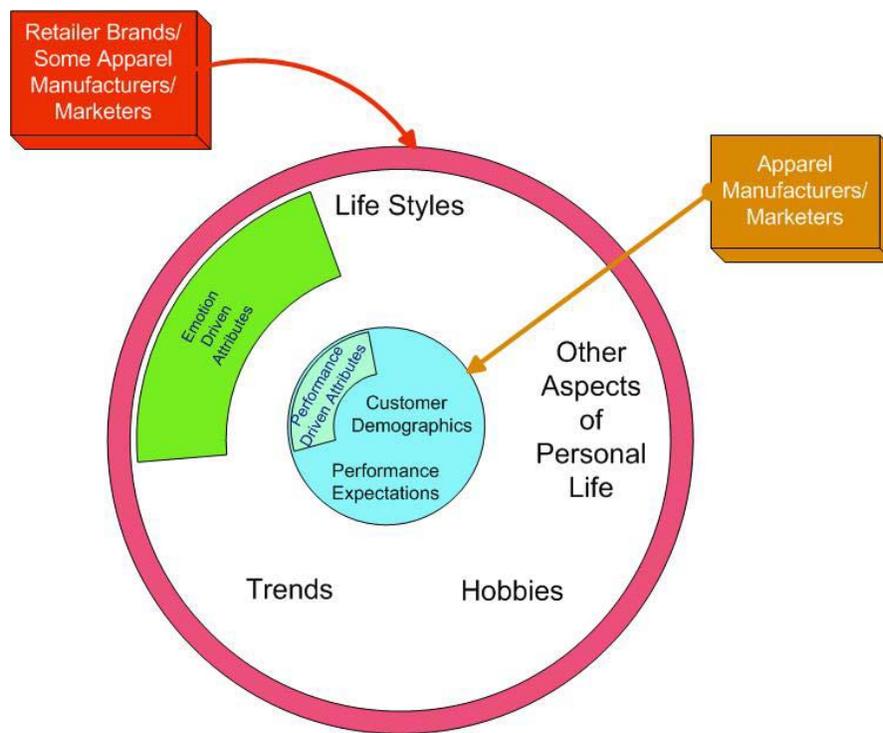
The customer analysis revealed how well brand owners knew their target consumer base. The targeted customer groups of these different brands varied with different demographics.

Finding 1: Overall the brand owners had an idea who their customers were. The interview results however indicated that retailer's brands and some apparel manufacturer brands particularly those that are targeting a very definite audience group have had a better idea of who their customers were than others. Private brand owners were able to collect a wealth of knowledge on their consumers. Figure 5, resembles the fact that retailers, and some apparel manufacturers were able to comment on their customers hobbies, the trends they follow and even other aspects of their life in addition to their knowledge on customer demographics, performance and expectations.

#### b) Competition changes and the marketplace.

Finding 2: Overall all the brand owners had an idea what the key trends were in their relative categories. Retailers and some of the apparel manufacturer's brands have signaled that they are in constant touch with the general trends their customers

follow and try keeping up with these trends. It was interesting however that most apparel manufacturer brand executives have placed emphasis on performance driven attributes rather than emotion driven attributes (See Figure 5). The same small groups of apparel manufacturers and retailers particularly emphasized their tendency towards marketing their emotion driven attributes when compared to the general trend of performance driven attributes among apparel manufacturers/marketers.



**Figure 5: Customer and Competition Analysis Findings (Erenli, 2004).**

Finding 3: All of the brands analyzed claimed that they are in intense competition with their rivals. Apparel manufacturers/marketers emphasized specific worries about the challenges of competing with a retailer's private brand. Retailers have ultimate control in their sales area as they own the square footage and easily

weaken an apparel manufacturer/marketer brand's selling proposition if they need to favor their own brand. Overall, apparel manufacturer/marketer brand executives have placed emphasis on performance driven attributes rather than emotion driven attributes

### c) The current state of brands

Finding 4: Overall brands inherited values and strong heritages from their parent brands. Some of the large national brands insisted that the inheritances were more related to financial discipline and the traditions of the parent companies. Retailers and some of the apparel manufacturers/marketers have signaled that the cultures of their brands were inherited from founders.

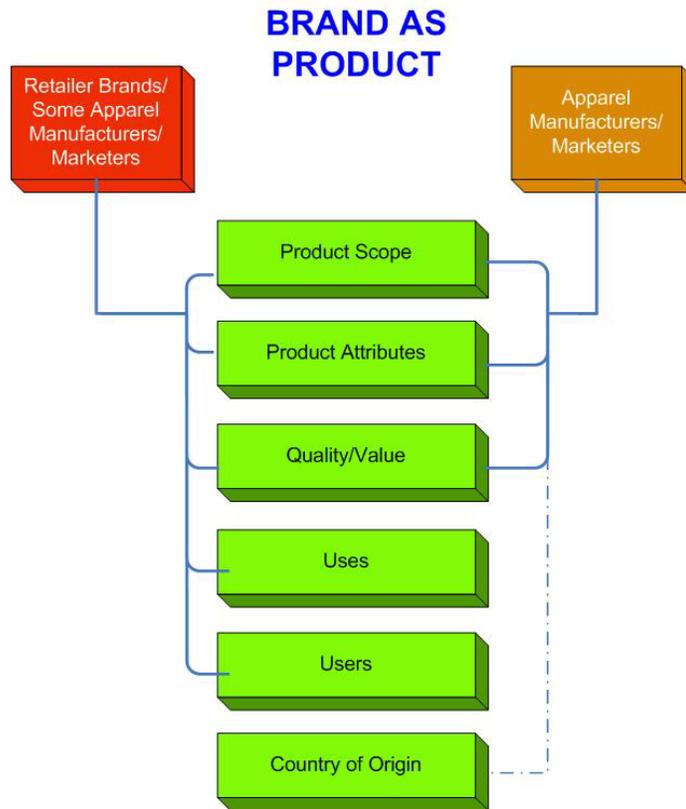
### 2- Identify for each brand via industry interviews:

#### a) Brand as Product

Finding 5: With one brand exception (Company D), all the brands participating in the survey claimed to have medium to high-unaided awareness among their target audiences.

Finding 6: Retailers and the previously referred group of apparel manufacturers/marketers claimed to be either end use or/and end user associated and claimed at least this to be one of the differentiating reasons. Most apparel manufacturer/marketers however, did not see intense association with the end use or end user as a differentiating factor for their brand in general. Apparel manufacturers/marketers prefer to intensify their activities on the product scope of the brand, product attributes and quality/value components where as retailers and a

small group of apparel manufacturers/marketers intensified their activities on end-use and end user associations as well as taking product scope, attributes and quality into account.



**Figure 6: Brand as Product Findings (Erenli, 2004).**

Finding 7: Apart from three apparel/manufacturing brands (two of them are owned by the same parent company), none of the brands claimed a strong connection to any particular region or culture. This option of utilizing country of origin component is shown in Figure 6 with a dashed line.

**b) Brand as Organization**

Finding 8: Apparel manufacturers revealed that their brand shares common values and identity elements with their parent organizations. Brands C,D, F and

Brand G claimed that the brands fitted nicely into their organizations market offerings but the parent corporation does not have an image apart from strong operations and financials to inherit. Brand as Organization essentiality was highlighted with retailers' brands. The image fit of the organization is critical when a retailer needs to launch a brand. The Brand should nicely fit in the organization and the image should be inline with the overall objective.

### c) Brand as Person

Finding 9: When Brands are analyzed as a person, there was significant parallel between the customer analysis and the described brands. In general brand owners started describing their target audiences as their brands' personality.

Finding 10: In conjunction with Finding 13, Retailers and a group of Apparel manufacturers were better able to describe their brands as a person.

Finding 11: With the exception of Brand F, the apparel manufacturers brands that are retailed at the discount channel knew less about their brand as a person when compared to other brands.

Finding 12: With a single exception (Brand E), Brand as Person always got listed first or second when executives were asked to make a preference.

d) Brand as Symbol

Finding 13: All of the brands interviewed have utilized a symbol or tag in their products. Some of these brands were endorsed by logos on the product but there were also cases where the symbol was not visible from outside or the symbol was simply the brand name itself or a tag, the product came along.

3- Analyze the results of the interviews conducted in order to:

a) Identify key branding variables and their respective impact on the apparel manufacturer/marketer and retail brands.

In order to identify the key branding variables, the responses to the Section III: Question A) 1.were evaluated using a point system as shown in Table 22:

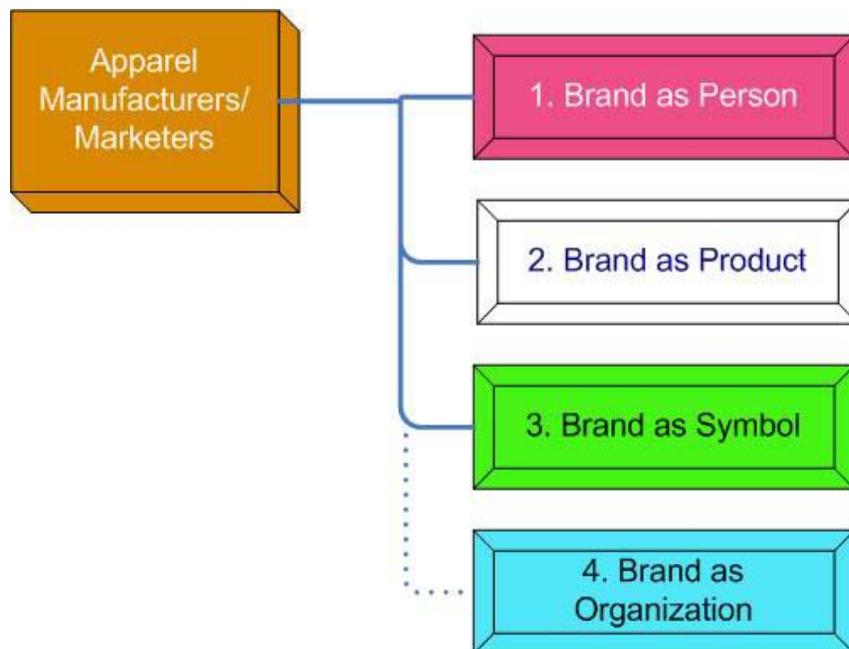
**Table 19: Evaluation of key components among Apparel Manufacturers and Marketers.**

	Brand as Product	Brand as Person	Brand as Symbol	Brand as Organization
Brand C	3	4	2	1
Brand D	3	4	2	1
Brand E	4	2	3	1
Brand F	4	3	2	1
Brand G	3	4	2	1
Brand H	3	4	2	1
Brand I	N/A	N/A	N/A	N/A
Brand J	2	4	3	1
Brand K	4	3	1	2
<b>Total</b>	<b>26</b>	<b>28</b>	<b>17</b>	<b>9</b>
<b>Normalized Value (1-4)</b>	<b>3.25</b>	<b>3.5</b>	<b>2.125</b>	<b>1.125</b>

Notes:

- 4 Most important element in branding
- 3 Second most important element in branding
- 2 Third most important element in branding
- 1 Last element in degree of importance in branding
- Normalized Value Mean score

Finding 14: With reference to the Finding 12, Brand as Person turned out to be the most important element in the model followed closely by brand as product, This may be explained in reference to Finding 9. As indicated, the company executives' description of their brands personality with their target audiences, therefore it is critical to find the appropriate brand personality. The second most important element was Brand as Product dimension. The apparel manufacturers and marketers emphasized the importance of the product scope, product attributes, and quality factors. Brand as Symbol was the third most important element. Brand as Organization was last (see Table 21) and was not indicated to be a very important element for apparel manufacturers/marketers and this was illustrated as shown in Figure 7.



**Figure 7: Important Elements Identified for Apparel Manufacturers/Marketers (Erenli, 2004).**

Finding 15: The process described in Finding 14, was repeated for retailer brands as shown in Table 22. In line with Finding 9, Brand as Person was again found to be the most important element for retailer brands, followed by Brand as Organization.

**Table 20: Evaluation of key components among Retailer Brands.**

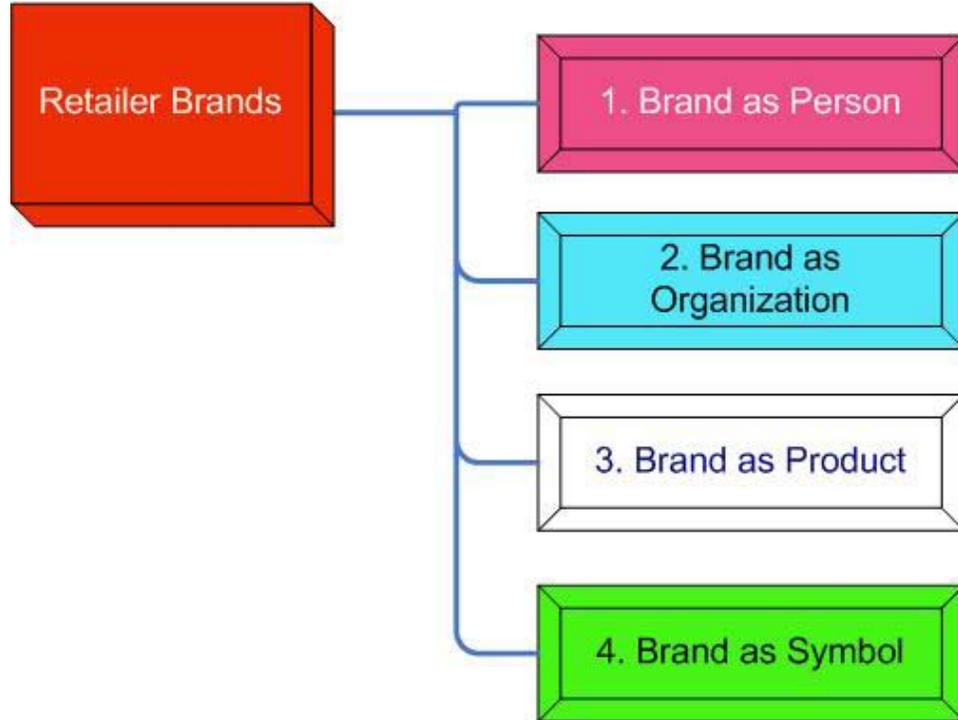
	Brand as Product	Brand as Person	Brand as Symbol	Brand as Organization
<b>Brand A</b>	3	4	1	2
<b>Brand B1</b>	2	3	1	4
<b>Brand B2</b>	2	4	1	3
<b>Total</b>	7	11	3	9
<b>Normalized Value (1-4)</b>	<b>2.33</b>	<b>3.67</b>	<b>1.00</b>	<b>3.00</b>

Notes:

- 4 Most important element in branding
- 3 Second most important element in branding
- 2 Third most important element in branding
- 1 Last element in degree of importance in branding

Normalized Mean score  
Value

For the Retailers brands' despite the fact that Brand as a Person was an important element, Brand as Organization dimension of the model was considered, and this related to the retailer's use of "private brand" strategy for product exclusivity. Brand as Product was the third element highlighted with retailers. The retailers were also found to pay attention to associating the product with end use and end-users like some of the apparel manufacturers and retailers.



**Figure 8: Important Elements Identified for Retailers (Erenli, 2004).**

b) Use these variables (Research Objectives 1 and 2) to develop a branding model based on Aakers model (Aaker, 1996)

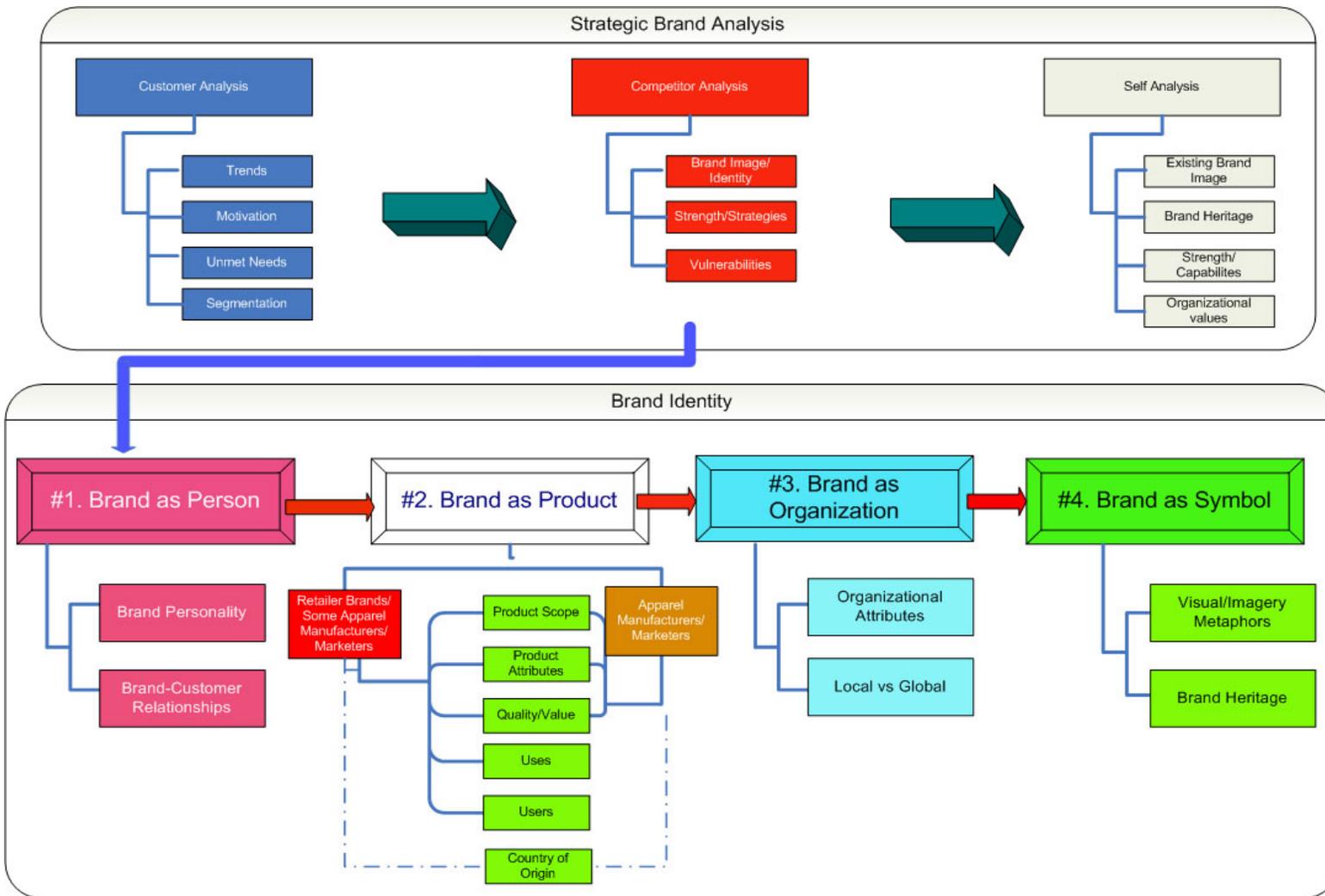
Finding 17: In order to devise a branding model that would suit apparel manufacturers/marketers and retailers' needs Table 21 and Table 22 are combined in Table 23 and the normalized values obtained in Table 23, served as the source data to construct the branding model.

**Table 21: Evaluation of dimensions for overall.**

	Brand as Product	Brand as Person	Brand as Symbol	Brand as Organization
<b>Apparel Manufacturers</b>	3.25	3.50	2.13	1.13
<b>Retailers</b>	2.33	3.67	1.00	3.00
<b>Total</b>	5.58	7.17	3.13	4.13
<b>Normalized Value (1-4)</b>	<b>2.79</b>	<b>3.59</b>	<b>1.56</b>	<b>2.06</b>

It was evident in Table 23 that Brand as Person emerged as the most important dimension to consider. Brand as Product with its sub elements was the second most important dimension to consider. Brand as Organization, with its specific essentiality for retailers emerged as the third factor to consider in the model. Brand as Symbol was the ranked as the least critical element of this model. It should be noted that Brand as Symbol was an important element for most apparel manufacturers and marketers despite retailers' view.

The findings were compiled and the Brand Identity Model for apparel manufacturers/marketers and retailer brands were formed as shown in Figure 9. The findings were not a complete picture therefore, strategic brand analysis section of the revised Aaker Brand Identity Planning Model remains unchanged whereas the Brand Identity Planning stage was modified in accordance with the findings; the model is modified to include Figures (6,7, & 8) and also the different brand identity perspectives were listed in the order of importance mentioned by the company representatives.



**Figure 9: Brand Identity Model for Apparel Manufacturer/Marketer and Retailer Brands. (Erenli, 2004).**

## CHAPTER V

### CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS

#### Summary

The purpose of this research was to devise a branding model for the apparel manufacturer and soft goods retail industries. For this research, a three-page interview questionnaire composed of 18 primary questions was developed by the researcher (Appendix A).

Questions were developed using the conceptual framework of the Revised Aaker Branding Model (1996) as a model for question development and were utilized to reveal the brand identities companies formed. This research examined the company executives views on their customers, competitors, their own brands and four dimensions of their brand identities. It also examined how much emphasis is made on each brand dimension and which ones were more significant for the selected industries.

Companies were selected for participation based on their successful brand ownership, apparel and retail sector membership, apparel focus store brand, national brand ownership and convenience. Representatives from the selected companies were interviewed in person, or via phone interviews and e-mail.

## Summary of Results

### Purpose and Objectives of Existing Brands:

#### Customer analysis

Overall, the retailer's brands and some apparel manufacturer/marketer brands particularly those that are targeting a very definite audience group have had a better idea of who their customers were than others. Private brand owners were able to collect a wealth of knowledge on their consumers

#### Competition changes and the marketplace.

Overall, apparel manufacturer/marketer brand executives have placed emphasis on performance driven attributes rather than emotion driven attributes. Retail brands and a number of apparel manufacturer/marketers have listed emotion driven attributes as well as some basic performance driven attributes.

#### The current state of brands

Overall brands inherited values and strong heritages from their parent brands. Some of the large national brands insisted that the inheritances were more related to financial discipline and the operational traditions of the parent companies. Retailers and some of the apparel manufacturers/marketers have signaled that the cultures of their brands were inherited from founders.

## Identification of Model Elements

### Brand as Product

#### High levels of awareness.

Overall, most brands participating in the survey claimed medium to high awareness among their target audiences.

#### Associations with the end uses and end users.

Retailers and a number of apparel manufacturers/marketers asserted to have intense associations with end uses and/or end users where as most apparel manufacturers/marketers did not identify this association as a differentiating factor for their brands.

### Brand as Organization

#### Essentiality of brand as organization.

Overall, most brands claimed they fitted nicely into their organizations market offerings. Brand as Organization elements' essentiality was highlighted with retailers' brands. In order to appeal to the existing customer base, the brand should be in line with the organization and its image.

### Brand as Person

#### The similarity of target audience and brand personality.

Brand as a Person, showed significant parallel descriptions with the targeted audience. Therefore precise and very detailed information on consumer is absolutely critical during the planning stage of brand personality. In other words, citing the appropriate personality for your brand is just as important as appealing to the correct target audience.

## Brand as Symbol

### Intensive use of symbols.

Most brands interviewed have utilized a symbol or tag in their products. Some of these brands were endorsed by corporate logos on the product.

## Analysis of the interviews

### Key variables of the branding model

Table 24 provides a list of the key variables listed sorted in terms of their essentiality. The most important element of the model for the overall was found to be the Brand as Person. The second most important element was Brand as Product. Brand as Organization dimension of the model was found to be the third most important element of this study. Brand as Symbol was the listed as the fourth important element of the model not much emphasis was placed upon.

**Table 22: Key variables of the branding model for Apparel Manufacturer/Marketers and Retailers.**

Apparel Manufacturers Marketers	Retailers	Overall
1) Brand as Person	1) Brand as Person	1) Brand as Person
2) Brand as Product	2) Brand as Organization	2) Brand as Product
3) Brand as Symbol	3) Brand as Product	3) Brand as Organization
4) Brand as Organization	4) Brand as Symbol	4) Brand as Symbol

Construction of the Branding Model

The findings were compiled and the Brand Identity Model for apparel manufacturers/marketers and retailer brands were formed as shown in Figure 9 (see pages 98 & 99).

## Conclusions

1. Retailer brands' and some apparel manufacturer brands identified their target audiences more accurately than others and collected information beyond demographics and psychographics.
2. Retailer brands' and some apparel manufacturer brands have placed emphasis on their brands' emotion driven attributes as well as some basic performance driven attributes.
3. Apparel manufacturer marketer brands inherited values and strong heritages from their parent brands including those related to financial discipline and the operational traditions. Retailers have signaled that the cultures of their brands were inherited from founders.
4. Retailers and a number of apparel manufacturers/marketers asserted to have intense associations with end uses and/or end users.
5. Brand as Person is the most important element of the model. Selecting the appropriate brand personality is critical, as this will identify target audience the brand appeals to.
6. Brand as Organization elements are specifically essential for retailers. In order to appeal to the existing customer base, the brand should be in line with the organization and its image.
7. Symbols are already widely utilized in the industry. The marketer needs to plan the underlining messages and personality precisely.

## Implications

1. Retailers and many apparel manufacturers/marketers should collect as much data on their customer's interests, personalities, life trends, hobbies and other aspects of their lives.
2. Emotional driven attributes are being emphasized as much as performance driven attributes.
3. The information collected on the target audience is increasingly being utilized to connect with the using application fields and target audiences.

A good amount of attention, time and hard work needs to be utilized to plan a brand's personality.

4. Retailers are increasingly creating more private brands that are in line with the organization and parent company. The exclusivity of the brand to the retailer increases foot traffic and sales.

## Recommendations

### Future Research

1. A broader study of the Aaker model could be conducted to modify the entire Brand Identity Planning Model (Aaker,1996) including its elements on implementation systems, execution and tracking strategies .
2. Future studies could assess the methods and instruments that shape the brand personality and its immediate and long-term effects on perceived quality of the product.

3. Future studies could attempt to construct a branding model for the entire textiles supply chain based on Aaker's model (1996) and identify the key variables for each and every different industry within the chain.
4. Future research could focus on the long term effects of the brands association with end uses and end users.

### Brand Planning

1. Following the selection of target audience, the target audience and his/her life needs to be studied in extreme detail. The taste and habits of the audience needs to be identified prior to planning an apparel or soft goods brand personality. Brand personality for apparel and soft goods need to be identified in as much detail as possible.
2. When studying the brand, emotional and performance driven attributes of the product need to be clearly identified and a balance should be maintained.
3. It should be kept in mind at all times that the brand will inherit from the parent organization and its founder. Specifically at the retail level, brand owner needs to be extremely careful considering their own image and brands image in the minds of the target audience.
4. If some form of homogeneity may be identified among the target audience, the brand needs to associate with the end use and the end user as much as possible.

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APPENDIX A:  
QUESTIONNAIRE

Interview Questions for Branding Model for the Apparel Manufacturers/ Marketers  
and Soft Goods Retail Industries

Section I: Strategic Brand Analysis

A) Customer Analysis

1. Who is the target audience for the established brand?
2. What are the general lifestyle characteristics of the members of the target audience?

B) Competitor Analysis

1. What are the key trends in the selected category?
2. Which brands are competing for the target audience?
3. What is the nature of competition in the market?

C) Self Analysis

1. What are the heritage factors passed on to brand?
2. What are the organizational values regarding the brand?

## Section II: Brand Identity

### A) Brand as product

1. Which Category does your brand stand in? Does your brand gain recall, when product category is mentioned?
2. Which attributes your brand possesses do you think differentiates your brand from its competitors?
3. Which caliber of quality do you think your brand offers?
4. Is your brand specifically associated to any particular end use? Is this a differentiating factor?
5. Does your brand appeal to a specific end user?
6. Is your brand in anyway linked to a region or location where superior products are a craft?

### B) Brand as Organization

1. How does your brand fit into the image of your organization?

### C) Brand as Person

1. If your brand was a person, would you please define his lifestyle and a typical day?

### D) Brand as Symbol

1. Is there any specific symbol to characterize your brand? If so how does it fit into the brand image? How does it appeal to the senses to gain recall?

### Section III: Evaluations & Future Branding Questions

#### A) Evaluations

1- Which components of the brand identity are more important for the target audience in the selected category?

#### B) Future Branding

1- What do you plan to be doing in the foreseeable future in order to maintain your brand equity and maintain a good relationship with your target consumer?

## APPENDIX B: SIC DEFINITIONS<sup>3</sup>

### 2013 Sausages and Other Prepared Meat Products

### 205: Bread and Other Bakery Products, Except Cookies and Crackers

### 2095: Roasted Coffee

### 2086: Bottled and Canned Soft Drinks and Carbonated Waters

### 2099: Food Preparations, Not Elsewhere Classified

### 2251: Women's Full-Length and Knee-Length Hosiery, Except Socks

Establishments primarily engaged in knitting, dyeing, or finishing women's and misses' full-length and knee-length hosiery (except socks) both seamless and full-fashion, and panty hose. Establishments primarily engaged in knitting, dyeing, or finishing women's and misses' knee-length socks and anklets are classified in industry 2252. Establishments primarily engaged in manufacturing elastic (orthopedic) hosiery are classified in industry 3842.

### 2253: Knit Outerwear Mills

Establishments primarily engaged in knitting outerwear from yarn or in manufacturing outerwear from knit fabrics produced in the same establishment. Establishments primarily engaged in hand knitting outerwear for the trade are included in this industry. Establishments primarily engaged in knitting

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<sup>3</sup> Source: 315 Apparel Manufacturing, 2002 NAICS, US Census bureau  
<http://www.census.gov/epcd/ec97brdg/E97B1315.HTM#315111>

gloves and mittens are classified in industry 2259, and those manufacturing outerwear from purchased knit fabrics are classified in major group 23.

#### 2254: Knit Underwear and Nightwear Mills

Establishments primarily engaged in knitting underwear and nightwear from yarn or in manufacturing underwear and nightwear from knit fabrics produced in the same establishment. Establishments primarily engaged in manufacturing underwear and nightwear from purchased knit fabrics are classified in major group 23. Establishments primarily engaged in knitting robes are classified in industry 2253.

#### 2311: Men's and Boys' Suits, Coats, and Overcoats

Establishments primarily engaged in manufacturing men's and boys' tailored suits, coats, and overcoats from purchased woven or knit fabrics. Establishments primarily engaged in manufacturing uniforms (except athletic and work uniforms) are also included in this industry. Establishments primarily engaged in manufacturing men's work uniforms and clothing are classified in industry 2326, and those manufacturing men's and boys' athletic uniforms are classified in industry 2329. Knitting mills primarily engaged in manufacturing suits and coats are classified in industry 2253.

#### 2321: Men's and Boys' Shirts, Except Work Shirts

Establishments primarily engaged in manufacturing men's and boys' shirts (including polo and sport shirts) from purchased woven or knit fabrics. Establishments primarily engaged in manufacturing work shirts are classified in industry 2326. Knitting mills primarily engaged in manufacturing outerwear are classified in industry 2253.

#### 2325: Men's and Boys' Separate Trousers and Slacks

Establishments primarily engaged in manufacturing men's and boys' separate trousers and slacks from purchased woven or knit fabrics, including jeans, dungarees, and jean-cut casual slacks. Establishments primarily engaged in manufacturing complete suits are classified in industry 2311; those manufacturing workpants (excluding jeans and dungarees) are classified in industry 2326. Knitting

mills primarily engaged in manufacturing men's and boys' separate trousers and slacks are classified in industry 2253.

2329: Men's and Boys' Clothing, Not Elsewhere Classified

Establishments primarily engaged in manufacturing men's and boys' clothing, not elsewhere classified, from purchased woven or knit fabrics. Establishments primarily engaged in manufacturing leather and sheep-lined garments are classified in industry 2386. Knitting mills primarily engaged in manufacturing outerwear are classified in industry 2253.

2339: Women's, Misses', and Juniors' Outerwear, Not Elsewhere Classified

Establishments primarily engaged in manufacturing women's, misses', and juniors' outerwear, not elsewhere classified, from purchased woven or knit fabrics. Knitting mills primarily engaged in manufacturing outerwear are classified in industry 2253.

3149: Footwear, Except Rubber, Not Elsewhere Classified

5311: Department Stores

Retail stores normally having 50 employees or more, having sales of apparel and soft goods combined amounting to 20 percent or more of total sales, and selling each of the following groups of merchandise: Household linens, dry goods, furniture, home furnishings, appliances, radio and TV sets, and a general line of apparel for the family.

5611: Men's And Boys' Clothing And Accessory Stores

Establishments primarily engaged in selling men's and boys' ready-to-wear clothing and accessories. Establishments are included in this category if (1) sales of all types of apparel (except as noted in the definition for general merchandise stores) account for 50 percent or more of total sales, and (2) receipts from sales of all men's and boys' apparel are three or more times the receipts from sales of all women's and girls' apparel.

### 5621: Women's Clothing Stores

Establishments primarily engaged in selling women's and girls' ready-to-wear apparel. Establishments are included in this category if (1) sales of all types of apparel (except as noted in the definition for general merchandise stores) account for 50 percent or more of total sales, (2) sales of all women's and girls' apparel are three or more times the sales of all men's and boys' apparel, and (3) sales of dresses, skirts, slacks, coats, suits, and furs are two or more times greater than the sales of millinery, hosiery, underwear, blouses, handbags, and other apparel and accessories. Custom tailors primarily engaged in making women's clothing to individual order are classified in SIC 5699.

### 5651: Family Clothing Stores

Establishments primarily engaged in selling clothing, furnishings, and accessories for men, women, and children, without specializing in sales for an individual sex or age group. Establishments are included in this category if (1) sales of all types of apparel (except as noted in the definition for general merchandise stores) account for 50 percent or more of their total sales, and (2) sales of apparel items for an individual sex or age group are not more than three times the sales of all other apparel items.

### 5661: Shoe Stores

Establishments primarily engaged in selling men's, women's, and children's footwear, including athletic footwear. These establishments frequently carry accessory lines, such as hosiery, gloves, and handbags.

### 5961: Catalog And Mail-Order Houses

Establishments primarily selling merchandise as a result of orders received by catalog, mail, or television order. Customers are made aware of goods available for sale through catalogs, mailing pieces, advertisements in newspapers and magazines, advertising on radio and television, and by operating catalog stores that carry little stock other than display items. They receive their orders by phone or mail and fill most of their orders by mail. These establishments do not ordinarily maintain stock for sale on the premises.