UNIT 8  BRAND BUILDING

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8.0 OBJECTIVES

In the previous Unit titled ‘Branding and Positioning of Events’ in Block-2 of this Course, we learnt about the significance of branding, how events are brands in themselves and how they can be used as tools to reinforce brands. We learnt that an event becomes a brand if it appeals the audience present. This Unit will focus on brand building and the various aspects which are important in the building of a brand. After reading this Unit, you will be able to:

- Understand the salient concepts related to brand building in events;
- Explain the factors of building a brand;
- Learn the concept of brand associations, value patterns, brand loyalty and internal branding of events; and
- Learn about events based on image transfer.

8.1 BRAND, BRANDING AND BRAND BUILDING

Before proceeding to learn this chapter let us begin by understanding the marketing terms - brand, brand building and branding. For many of us these may not hold any difference and are used interchangeably. However, as a marketing manager one should know the difference between these distinctive terms. When we say "brand" it is not just about a logo or identity or product, it is much beyond that. Brand is a sum of the perceptions that are held about a company, product and its services. It is the person’s emotional response - a gut feeling about the company, product or services. In that sense, one can assume that it is the customer who owns a brand and not the company. This was already discussed in the previous Unit. We had also discussed that brand events, such as mega events for example, can be used by host nations to create a brand for their nation. In recent times,
Event Promotion

Events have been used to create a positive image of an industry, society or a nation. Here’s a small example. The International Machine Tools Expo (IMEX), a popular international trade fair, is a three day event that is held annually by national and international manufacturers and providers of machines and technology. They present the latest trends in technology and machinery. The association that comes to the minds of customers about IMEX is good. This association of feeling with the service (event) is ‘brand’. An event brand links to its reputation, recognition and its success, and to its associated organizers and hosts.

‘Branding’ refers to the whole gamut of activities that a company undertakes for affecting the perceptions held by customers. In order to build a positive perception of the brand, a company must engage in activities which are aligned to deliver impressions that are desired by the company. It is all about guiding and managing relationships with the customers. The logo, trademarks, identification number, batch number and so on are all part of the activities under branding. The perceptions held by customers about a company or product is not in the direct control of the company but the company can have partial control of perceptions with its branding activities.

‘Brand building’ is the process of establishing a good brand. The foundation of a good brand is trust. There is a thin line of difference between branding and brand building which could be understood from the following statement: ‘All branding activities may not lead to brand building’. Thus in order to establish itself as a good brand, the event company should strive to live up to the promises made, beat customer’s expectations and make their experience exceptional.

We shall now move to the next section and understand the aspects that are important in building a brand for events.

8.2 BUILDING A BRAND

A brand provides the promise of an experience. Brand managers make a conscious effort to see to it that their brand is manifested in the minds of buyers. A brand builder is very free to build brand identity; for example, even when there is an existing brand with features from its history or a strong link to the identity of the founder or founders, the brand builder can build it as a completely new brand concept. The following aspects help event managers to build a brand:

Brand Orientation

Brand orientation is an approach in which the process of the organization revolves around the creation, development, and protection of brand identity in an ongoing interaction with the target customers, with the aim of achieving lasting competitive advantage in the form of brands. Brand orientation focuses on developing brands in a more active and deliberate manner starting with brand identity as a strategic platform. It can be said that as a consequence of this orientation the brand becomes an unconditional response to customer needs and wants. In a brand oriented organization, the objective is within the framework of the brand to create value and meaning.

Brand Identity

What a brand stands for can be revealed through the identity prism by Kapferer. An identity prism displays six aspects of brand identity namely: Brand personality,
Brand Building

Brand culture, Self-image, Reflection, Relationship and Brand physique. This prism helps event managers to best understand how to build a story and give the needful identity to the brand by telling us that a brand has aspects that determine the qualities of its inner-side, that are personality, culture and self-image. On the basis of the qualities of the inner-side, it also displays an outer-side consisting of physical aspects, relationship and reflection.

![Kapferer's Brand Identity Prism](image)

**Fig. 8.1: Kapferer’s Brand Identity Prism**

*Brand personality* is about the character of a brand. A brand shows that it has a distinct character by the manner in which it is presented or displayed to the world. It can go to any extent. For instance, a brand consciously uses a personal endorser. A personal endorser is a person representing the brand. A good example is Bollywood actor Shah Rukh Khan who is one of the most popular celebrities for brand endorsements like TagHeur, Hyundai, Airtel, Videocon and many more. Deepika Padukone, one of the highest paid actresses of Bollywood, is into brand endorsements like CocaCola, Garnier, Tissot etc. *Culture* is that quality which holds the system of values and basic principles. Culture is what guides a brand. It provides a direct link between the brand and an organization. For the purpose of communicating about a brand it is important to know about self-image. If the brand knows about the self-image that the target group likes to create about itself with the help of the brand, it is useful information when any communication is made about the brand. *Relationship* shows the relation of the buyer to the brand. *Reflection* means that a brand will always build a reflection or an image of the buyer or user whom it seems to be addressing. For example, a popular rock concert brand appeals to the target group who can be consumers of any age group to whom this music appeals, who have the same taste and values for that particular kind of music and fun. So this stereotypical user (target group) of the brand is a reflection or representative of the brand. Therefore the event manager has to actually find the representatives of the value patterns (in the above case, those belonging to any age group with that particular value pattern and not just the youth). The *physical* aspect of a brand is that aspect which concerns everything that a person links to that brand name in terms of its physical aspects, through the following questions: Is there a recognizable image with colour and design by which the consumer recognizes the brand? What does the brand look like?
The prism is a powerful tool because of the following reasons: (i) it makes it possible to analyse an existing brand carefully, (ii) it can be used to find out what the brand could or should be, and (iii) what the brand manager or event manager must organize externally to convey the desired image.

Brand Associations and Touchpoints

Brand associations mean that when consumers come into contact with a brand they make associations with touchpoints. Touchpoints are interaction points between a company and its clients / visitors. Events appeal to the visitors’ senses in all the three stages: pre-experience, direct experience and post-experience; what they see, hear, smell, taste and feel during the experience. Brand touchpoint refers to the point of contact between the brand and the clients, prospects, and other stakeholders – before, during and after-sale. Every point of contact, every channel, and every moment of contact with the visitor and organization has to be given importance and careful consideration. The reason is that every contact can cause positive or negative experience for the visitor which can lead to a positive or negative experience of the event. For example, surprising the crowd with entertainment can have a positive impact on customers’ experience. Instances like waiting too long to park the car can have a negative impact on visitors’ experience. Touchpoints can occur in different contexts like: entrance, staff, personnel, websites, ticketing, registration systems, facilities like transport, toilets, temperature, modes and means of communication, performers, entertainers, equipments, technology, catering, décor, photographs, photography booths and so on. Therefore touchpoints play an important role in building associations.

A strong brand image is built on the basis of the following factors: (i) the associations made by a consumer with the brand; (ii) the degree to which the consumer makes positive associations with the brand; (iii) the intensity of these associations with the brand; and (iv) how unique the association with the brand is.

Positive Associations

Consumers’ expectation that the product or service will meet their needs, influences strongly the degree to which they make brand associations. The quality of the product will definitely have an effect, along with whether or not it is of added value to them. In order to make positive associations, consumers will also take into account the relevant features of the product. Once the product or service is delivered, the company has to prove that the positive association comes up to the expectation of the consumer.

The Intensity and Unicity of the Associations

The intensity of brand associations is dependent on the way information reaches the consumer and how that information strengthens the existing brand image. Intensity of association is a function of both the quantity and quality of information. More the attention is paid to the contents of information, the stronger will be the associations that the consumer forms about it. Two factors will boost intensity: the personal relevance of the information to the consumer and the consistency of the information presented. The more the intensity of the brand association, the more it determines the speed and ease with which the consumer recalls the brand and the associations belonging to it.
Unique associations are those associations that display superiority of the brand. Based on the features or advantages of a particular product, unique brand associations are made. The brand must try to distinguish itself from other brands in the same product category, in terms of superiority. This is an essential feature for the success of a brand. It is important to consistently focus on this unique aspect, so that it is fixed in the mind of the consumer. Consumers also share associations of a brand with all brands in a product category. This usually concerns product-related features that are relevant to them. By doing this, the extent of competition with other products and services can be determined.

**Brand Associative System**

Brand associative system is the aggregate of associatively linked brand attributes in a person’s memory. After experiencing several brands in due course of time, the consumer develops a brand associative system which is the residue of all brand observations and experiences. When such brand observations and experiences occur in combination with the associations of the users of a brand (user image) it can develop into a brand personality. It has to be understood here that events are generally experienced as entertainment products. Entertainment products create emotions in the minds of the consumer. This is the reason why emotional attributes are also important when the client and the company want to develop a recurrent event into a strong brand. The very fact that IIFA is praised for its unique appeal of entertainment, fun and celebrity performances to light up the stage wherever they go with international superstars, contributes to its popularity.

**Value Patterns**

Value patterns shape happiness and these patterns are very important in the positioning of brands. They give meaning to brands. For instance, ‘sensual brands’ are those brands that are sold on the basis of the need for happiness or identity that they fulfill for consumers. Hence values are clearly essential in the development of brands in the fields of leisure and events. A fulfillment of values leads to happiness. Values are also an important central element in the formation of self-image of people. This means that values help in the formation of self-identity of people. People are searching for something new that is worth the trouble of identifying with their personality. The role of brands is emerging as one that is of significance in determining identity. People can be recognized with a more or less similar orientation on values, and thus on behavior. The brand that people identify, like and use therefore reflects their values and behavior.

**The Relevance of Features**

Brand associations are relevant because they lead to higher appreciation and persuade a consumer to buy something. Part of brand associations of consumers is covered by the core concept. Core concept means the features of that brand (logo, message, colour, etc), that is related to all associations which are relevant to the positioning of the brand in a person’s memory (brain positioning). There are also associations that are related to buying behavior. These associations have a positive effect on the competitive position and the power of a brand. For example the logo of IPL displaying a cricketer’s stunt is extremely relevant to the positioning of the IPL (Fig 8.2). Therefore these attributes merit the full attention of a brand builder for events.
8.3 BRAND BUILDING FACTORS

Several factors are crucial in building successful brands, as illustrated in Fig 8.3. *Quality* is a vital ingredient of a good brand. Remember that consumers expect ‘core benefits’ from a brand. These must be delivered well and consistently. For example, if consumers have purchased tickets to an annual car race and there was heavy footfall (attendance), but this was followed by stampede causing major inconvenience to the crowd, then this event may not be able to build a strong brand building relationship with consumers. *Positioning* as you have already learnt in the previous Unit, represents ‘the place it occupies in consumers’ minds’ relative to competing products. And although an event property remains constant like the brand name, modifications in the event can be done, according to the changes in the requirements of the market and changes in the consumers’ tastes. This process is called *repositioning*. *Communications* also play a key role in building a successful brand. All elements of the promotional mix need to be used to develop and sustain customer perceptions. Initially, the challenge is to build brand awareness, then to develop the brand personality and reinforce the perception.

Business strategists often talk about first-mover advantage. In the context of brand development, by ‘first-mover’ they mean that it is possible for the first successful brand in a market to create a clear positioning in the minds of target customers before the competition enters the market.

The *long-term perspective* of brand building means the need to invest in the brand over the long-term. Building customer awareness, communicating the brand’s message and creating customer loyalty takes time. This means that management must ‘invest’ in a brand, perhaps at the expense of short-term profitability. Finally, the management should ensure that the brand is marketed ‘internally’ as well as externally. By this we mean that the whole business should understand the brand values and positioning. For event management, this holds importance, where a critical part of brand value is the type and quality of service that a customer receives. Every time a brand interacts with a potential existing...
customer it should be building trust and *credibility*. Credible brands have an increased chance in building loyal relationships. Many times positive media coverage in reputed publications of newspapers and magazines are endorsements for a brand and help in improving brand credibility. Other ways of endorsing brands can be through celebrities in events, attaching a brand to a publicized event, personal endorsements (endorsements made by customers, their families and friends), and online influencers (people on social platforms like YouTube and Instagram who have a large number of followers to bring awareness to the brand).

### 8.4 INTERNAL BRANDING EVENTS

Internal branding happens when a company focuses an event on its own staff. Marketers realize that a brand is strengthened externally when it is supported internally by its own employees. For this purpose internal branding for employees is necessary. It creates a brand image in the minds of the employees, who act in accordance with the values of the brand. In real terms, the image of a company is actually built from inside. The employees of an event company act in accordance with the brand values of that company, either consciously or unconsciously. It is hence the responsibility of the company where the employee works, to give a clear picture of what the principles of the company are, and what it wants to achieve. The company itself should convey the correct brand associations in the internal branding event, as this will prove to be effective and successful. For internal branding, ‘corporate identity’ is practiced. Corporate identity describes and polishes a brand. Here the identity is a strategically planned and operationally instituted self-presentation and conduct of an enterprise on the basis of a
company’s entrepreneurial philosophy, long-term business objective and a specific desired image. The identity of the company and the desired effect of the event should be in harmony with each other.

8.5 BRAND LOYALTY BUILDING

Brand loyalty occurs when the consumer starts trusting the brand. With brand loyalty there is fear of purchasing and consuming a product from another brand which the consumer does not trust. Loyalty exists when the customer feels that the brand consists of the right product characteristics and quality at right price. When consumers are brand loyal they love ‘you’ for being ‘you’ and they will minutely consider any other alternative brand as a replacement. Brand loyalty can be developed through various measures such as quick service, ensuring quality products, continuous improvement, wide distribution network, etc. For example Nokia customers remained loyal to Nokia because they admired the design of the handsets or because of user-friendly menu system used by Nokia phones.

As brand loyalty increases, consumers start responding less to competitive moves and actions. Brand loyal customers are willing to pay a higher price for that brand, and will promote their brand always. A company having brand loyal customers will have greater sales, less marketing and advertising costs, and best pricing. This is because brand loyal customers are less reluctant to shift to other brands, respond less to price changes and self-promote the brand as they perceive that their brand has a unique value which is not provided by other competitive brands.

Brand loyalty is always developed post purchase. To develop brand loyalty, an organization should know their niche market, target them, support their product, ensure easy access of their product, provide customer satisfaction, bring constant innovation in their product and offer schemes on their product so as to ensure that customers repeatedly purchase the product.

8.6 AUDIENCE ENGAGEMENT IN EVENT

Events become successful when they have effective audience engagement. An event appeals to the consumers by evoking in them feelings and emotions. People build perceptions towards a brand through five senses: emotions, reason, knowledge, personality and experience in events. To build a positive brand impression of a product within the event requires the building of trust and relationship and events play a prominent role in building these relationships. People might be having prior information about the product but when any event is organized consumers get full, hands-on information and experience about the product.

Companies use various techniques during the event to arouse consumers’ interest in their brand. The values stories which the event builds upon must not appear too artificial and made up but have to signal that the individual consumer is valued. Therefore it is important that the values and stories communicated also reflect the company’s image, so that the event will be perceived as being real. Moreover, it is crucial that the sponsor secures target group in the best possible way by selecting a sponsor object or activity that appeals to the same target group. Therefore, the brand appears more convincing and confidence inspiring.
Branding of products within events is more than plastering a logo on a pen, sponsoring a lunch or hanging the largest banner allowed by show management over the booth. To truly build a brand that leaves an indelible imprint on the hearts and minds of audiences, there are some ways through broader and deeper audience engagement at the events. These have been discussed as follows:

**Everything Matters**
Nothing should be taken for granted by the company sponsoring the event, because every touch point with audience has the opportunity to make or break their perception towards the brand as well as building relationship.

**Booth Layout**
The look and feel of the booth is the starting point. One should remember, that what is not in your booth is just as important as what is. Keep it open, inviting and comfortable.

**Signage**
Messages should be used as a strategic weapon. The amount of messaging, photography and integration with pictures and video used are critical for the success of the brand.

**Story-telling**
Case studies and stories help in building a positive brand impression from an audience’s perspective. Using guest speakers on panels or using video or both at the event can draw attention of the audiences.

**Trained Demonstrators**
Delivering demonstrations based on audience’s needs, presenting ideas effectively in a public forum and engaging audiences in meaningful conversations, is a skill in its own right.

**Educational Sessions**
Companies should organize educational sessions for the consumers, because these sessions add value to the audiences.

**Speaking Opportunities**
Like educational sessions speaking session should be treated as critical for appealing to the emotion, reason and knowledge lenses of the audiences.

**Private Meetings**
The most important audiences are those who align themselves with the organization, so private meetings can be held during the course of these events.

**Sticking to the Brand**
Although niche themes for the event can be fun and all, companies should try to resist the temptation of going way off brand. Whatever promotions, game shows, booth themes etc are used, they should be first and foremost designed to add real value for the audiences.
Follow-up through
The speed and authenticity of follow up activities with the audiences after the event management have a tremendous impact on brand perception of an event; make sure that event companies should have a plan for how to manage hot, warm and cold leads after the event. Audiences should be contacted almost immediately after the event as far as possible. An event is the best place for audiences to look a company in the eye and become immersed in the brand experience. Companies develop a long lasting relationship during the event. Therefore, whatever activities are organized by the company for the consumers should be meaningful and real. Audiences develop positive and negative emotions during any event, so such facilities should be provided to the audiences during these events, so as to generate positive emotions in consumers about the event as a brand and helps to build a strong brand building for the event management company.

8.7 EVENTS BASED ON IMAGE TRANSFER

A brand is a very powerful entity and is of significant value to event managers. It is associated with the success of their events. Brand strategies have brand image as a part of it. It is very essential to understand image transfer before moving on to understand brand strategies such as ingredient branding, co-branding strategy etc. These have been explained below:

Image Transfer
The transfer of valuable associations by the consumer, or visitor, from one brand to another brand, product or activity is called image transfer. In other words, image transfer is the transfer and reinforcement of the object association between objects of different categories. The concept of image and image transfer can be further understood as follows. According to Keller a brand image is the collection of ‘associations’ that one holds in memory regarding a brand. As already learnt in Section 8.2, associations are developed from many sources including brand and product category experiences, product attributes / characteristics, price information, positioning in event promotion etc. Brand associations can also be influenced with the help of sponsorship activities and celebrity endorsements. In event sponsorship the brand becomes linked with the event and some of the associations with the event may become indirectly associated with the brand. This linking of event ‘associations’ to the brand is called image transfer. This means the image of the event is being transferred to the image of the sponsoring brand. When the consumer connects the event’s benefits, event’s attributes or the event’s attitudes with the brand in her / his memory, it is called image transfer.

Brand-specific Events
As discussed in the previous Unit – Branding and Positioning Events, of the previous Block, many events are brands or want to become one. And there are events that are used by companies to load or strengthen their brands. This they do by means of brand positioning.

Events that are totally controlled by the organizer, who is also the financier, are called brand-specific events. The aim of a brand-specific event is to convey as precisely as possible those associations that are valuable to and desired by the
Brand Building

For example, Red Bull, the maker of energy drinks has several brand-specific as well as sponsored events. Through these events, Red Bull’s own brand positioning is absolutely clear. The events are Red Bull Air Race World series, Red Bull Racing, the Formula 1 teams, and Scuderia Toro Rosso. Red Bull firm became actively involved in Formula 1 by buying up Minardi Team and Jaguar Racing. The company also owns three soccer teams: MetroStars, an American Club whose name is now Red Bull New York, Red Bulls Salzburg, playing in Austria’s top league, and SSV (Red Bull Leipzig), which plays in a minor league.

Brand extension is a strategy that involves an extension of a brand to new markets, target groups and user moments, while preserving the brand name. Innovations are done through brand extensions. It goes by the philosophy that the brand has already been established among buyers, and this makes it very likely that new logical products will be accepted. In brand extension, the marketing and communication costs involved in launching the new product do not have to be very high, and the risks are limited. The extension also helps in clarifying the positioning of the brand. Thus, it is also a strategy to increase brand equity and this strategy may be very attractive to brands.

Sponsored Events

In sponsored events, the endorsed brand attempts to link up to an already existing event: the endorser. The firm (sponsorer) who is the co-financier does not have complete control on the event. The purpose of the firm is to try and reinforce its brand image. Hence it joins an event organized by another party which is a brand in itself. Many times you would have observed the running events on television channels such as IPL, IIFA, India’s Got Talent, etc that are sponsored and co-sponsored by a brand. The IPL 2017, for example, had many sponsors and associate-sponsors. The main sponsors were Vivo, Vodafone and E-Commerce Major. The associate-sponsors were CEAT, Vimal Pan Masala, Yamaha Motors, Parle-Agro’s Frooti, Yes Bank and Polycab.

Ingredient Branding Event

The host of an event sometimes advertises prominently, a partner (also called ingredient), who is a part of the total event. For example, a musical event that requires superior sound as a very important ingredient, may get more value if a partner like Bose contributes to the sound of the event. Sometimes an event may partner with a totally different ingredient. For example, a business event such as a machinery expo or a textile expo, in which when ingredients like the International Red Cross and Oxfam are displayed gives off a signal that it has something to do with recruitment in the charity market.

Co-branding

Co-branding occurs when two brands put a new product on the market under a shared name. Co-branding is commonly used in events as a means of branding a destination, a country, a city or a region. Country brand, Country business events brand, State business events brand, Regional brands etc fall under destination brands. For example, in the United Kingdom, the Liverpool Convention Bureau promotes Liverpool, its venues, Liverpool city centre, travels etc. Similarly Sunburn festival in Goa is promoted as a destination event in Goa which attracts a lot of international, national and local population towards Goa. Event marketers
are well aware of the fact that there is a relationship between mega sporting events and host cities in which the common elements are integrated to maximize the effect of co-branding. Viacom (which has Comedy Central, VH1, MTV and other cable networks) has collaborated with a popular blogging platform Tumbler in the recent past to offer co-branded campaigns for top shows and events. Another example is that of the Brisbane Festival and the Weekend Edition (a set of American radio news magazine programmes), where a luxury pop-up hotel was positioned in the middle of the festival to give people the chance to win an overnight stay. This brand activation helped the partner brands namely, the Weekend Edition, Wolff Coffee Roasters, On the Line bed linen and Billy Kart Kitchen, to raise awareness about the Brisbane Festival and reposition it. The degree to which there is combination of brands is directly related to the strength of the association between the two brands.

8.8 CONCLUSION

Brand building is a process wherein a company performs different branding activities to establish itself as a good brand. The foundation of a brand is trust among consumers. Brand building helps to establish brand associations. Global companies, corporations and their marketing communication agencies have continued to use branding as a distinguishing and strategic competitive factor in the market place and also in the battle for consumers. This Unit has explained how event brands can be built by understanding brand associations, events based on image transfer, internal branding events, engaging audience in events for brand building, and building brand loyalty in the contemporary market. In the next Unit, we will discuss ‘Advertising’ as a major tool for event promotion.

Check Your Progress I

Note: Use the space provided for your answer

1) What is the difference between branding and brand building?
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2) Explain the element of brand identity with the help of identity prism.
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3) How are brand associations and touchpoints useful in building brands?
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4) What is the relevance of positive associations, authenticity and unicity of associations?
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5) Explain brand associative system.
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6) How do value patterns give meaning to brands?
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7) What is meant by core concept in brand associations?
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8) Name the brand building factors.

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9) Explain the relevance of internal branding events.

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10) Describe the benefits of brand loyalty.

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11) Name the ways that can help build a brand through audience engagement.

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12) Discuss any two events based on image transfer.

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8.9 LET US SUM UP

This Unit has introduced the learner to the concepts of brand, branding and brand building, in order to explain the difference between them. To build a brand there is a necessity to develop brand orientation; reinforce brand identity; build brand associations with touchpoints; capitalize on positive associations, work on the intensity and unicity of associations; develop a brand personality through brand associative system; and influence value patterns in the positioning of and strengthening the core concept. Several brand building factors are critical for events. It is necessary to develop brand loyalty in customers for greater sales. Brand strategies have brand image as part of it. Hence this Unit discusses events based on image transfer. The Unit has explained in different ways about the association of brands with the success of events.

8.10 KEYWORDS

Endorsement : A form of advertising in which celebrities or famous personalities are used to command recognition, trust, respect or awareness amongst people. A well known person’s image or popularity or social status helps to promote the product or service or to raise awareness of a particular brand.

8.11 REFERENCES AND SUGGESTED READINGS


Gerritsen, Dorothe and Olderen, Ronald Van (2014). Events as a Strategic Marketing Tool. UK: CABI.


### 8.12 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

1) Branding refers to the whole gamut of activities that a company undertakes for affecting the perceptions held by customers. It is all about guiding and managing relationships with the customers, in order to build positive perceptions about the brand. The logo, trademarks, identification number, batch number and so on are all part of the activities under branding. Brand building, on the other hand, is the process of establishing a good brand. The foundation of a good brand is trust. There is a thin line of difference between branding and brand building which could be understood from the following statement: ‘All branding activities may not lead to brand building’. Thus, in order to establish itself as a good brand, the event company should strive to live up to the promises made, beat customer’s expectations and make their experience exceptional.

2) The brand identity prism by Kapferer displays six aspects of brand identity namely: Brand personality, Brand culture, Self-image, Reflection, Relationship and Brand physique. This prism helps event managers to best
understand how to build a story and give the needful identity to the brand. The prism is a powerful tool because: (i) it makes it possible to analyse an existing brand carefully, (ii) it can be used to find out what the brand could or should be, and (iii) what the brand manager or event manager must organize externally to convey the desired image. A brand has aspects that determine the qualities of its inner-side, that are, personality, culture and self-image. On the basis of the qualities of the inner-side, it displays an outer side consisting of physical aspects, relationship and reflection. These are shown in the prism.

**Brand personality** is about the character of a brand. A brand shows that it has a distinct character by the manner in which it is presented or displayed to the world. It can go to any extent. For instance, a brand consciously uses a personal endorser. Example, Bollywood actor Shah Rukh Khan endorses brands like TagHeur, Hyundai, Airtel, Videocon and many more. Deepika Padukone is into brand endorsements like CocaCola, Garnier, Tissot etc. **Culture** is that quality which holds the system of values and basic principles. Culture is what guides a brand. It provides a direct link between the brand and an organization. For the purpose of communicating about a brand it is important to know about the self-image that a target group likes to create about itself with the help of the brand. This is useful information when any communication is made about the brand. **Relationship** shows the relation of the buyer to the brand. **Reflection** means that a brand will always build a reflection or an image of the buyer or user whom it seems to be addressing. For example, a popular rock concert brand appeals to the target group who can be consumers of any age group to whom this music appeals. So this stereotypical user (target group) of the brand is a reflection or representative of the brand. The event manager has to therefore find representatives of the value patterns. A brand’s **physical** aspect is that which concerns everything that a person links to that brand name in terms of its physical aspects, through the following questions: Is there a recognizable image with colour and design by which the consumer recognizes the brand? What does the brand look like?

3) When consumers come into contact with a brand they make associations with touchpoints. This is called brand association. Touchpoints are interaction points between a company and its clients / visitors. Brand touchpoint refers to the point of contact between the brand and the clients, prospects, and other stakeholders – before, during and after-sale. Every point of contact, every channel, and every moment of contact with the visitor and organization has to be given importance and careful consideration. The reason is that every contact can lead to a positive or negative experience of the event. For example, surprising the crowd with entertainment can have a positive impact on customers’ experience. Instances like waiting too long to park the car can have a negative impact on visitors’ experience. Touchpoints can occur in different contexts like: entrance, staff, personnel, websites, ticketing, registration systems, facilities like transport, toilets, temperature, modes and means of communication, performers, entertainers, equipments, technology, catering, décor, photographs, photography booths and so on. Hence they play an important role in building associations. A strong brand image is built on the basis of the following factors: (i) the associations made by a consumer with the brand; (ii) the degree to which
the consumer makes positive associations with the brand; (iii) the intensity of these associations; and (iv) how unique the association with the brand is.

4) Consumers make positive associations by taking into account the quality and relevant features of the product. Once the product or service is delivered, the company has to prove that the positive association comes up to the expectation of the consumer. The Intensity and Unicity of the associations also strengthens efforts in brand building. The intensity of brand associations is dependent on the way information reaches the consumer and how that information strengthens the existing brand image. Intensity of association is a function of both the quantity and quality of information. Two factors will boost intensity: the personal relevance of the information to the consumer and the consistency of the information presented. The more the intensity of the brand association, the more it determines the speed and ease with which the consumer recalls the brand and the associations belonging to it. Unique associations are those associations that display superiority of the brand. Based on the features or advantages of a particular product, unique brand associations are made. The brand must try to distinguish itself from other brands in the same product category, in terms of superiority. This is an essential feature for the success of a brand. By consistently focusing on this unique aspect, it gets fixed in the mind of the consumer. Consumers also share associations of a brand with all brands in a product category. This usually concerns product-related features that are relevant to them. This helps to determine the extent of competition with other products and services.

5) The aggregate of associatively linked brand attributes in a person’s memory is brand associative system. It is the residue of all brand observations and experiences over a period of time. When such brand observations and experiences occur in combination with the associations of the users of a brand (user image) it can develop into a brand personality. Events are generally experienced as entertainment products. Entertainment products create emotions in the minds of the consumer. When the client and the company want to develop a recurrent event into a strong brand, emotional attributes need to be incorporated. Example, IIFA is praised for its unique appeal of entertainment, fun and celebrity performances to light up the stage wherever they go with international superstars, and this contributes to its popularity.

6) Value patterns give meaning to brands by shaping happiness, forming a self-image/self-identity of people and giving importance to the positioning of brands. For instance, ‘sensual brands’ are those brands that are sold on the basis of the need for happiness or identity that they fulfill for consumers. Hence values are clearly essential in the development of brands in the fields of leisure and events. People can be recognized with a more or less similar orientation on values, and thus on behavior. The brand that people identify, like and use therefore reflects their values and behavior.

7) Core concept means the features of that brand (logo, message, colour, etc), that is related to all associations which are relevant to the positioning of the brand in a person’s memory (brain positioning). There are also associations
that are related to buying behavior. These associations have a positive effect on the competitive position and the power of a brand.

8) Brand building factors are: quality, positioning, long-term perspective, repositioning, credibility, internal marketing and well-blended communication.

9) Internal branding events are important because marketers realize that a brand is strengthened externally when it is supported internally by its own employees. It creates a brand image within the company in the minds of the employees, who act in accordance with the values of the brand. It is hence the responsibility of the company where the employee works, to give a clear picture of what the principles of the company are, what it wants to achieve and the correct brand associations in the internal branding event. Corporate identity used in internal branding, describes and polishes a brand, by strategically planning and operationally instituting self-presentation and conduct of an enterprise on the basis of a company’s entrepreneurial philosophy, long-term business objective and a specific desired image. The identity of the company and the desired effect of the event should be in harmony with each other.

10) Brand loyalty occurs when the consumer starts trusting the brand and feels that the brand consists of the right product characteristics, quality at right price, and fears purchasing and consuming product from another brand. Consumers will only minutely consider any other alternative brand as a replacement. Brand loyalty can be developed through various measures such as quick service, ensuring quality products, continuous improvement, wide distribution network, etc. It has many benefits or advantages. As it increases, customers start responding less to competitive moves and actions. Brand loyal customers are willing to pay a higher price for that brand, and will promote their brand always. A company having brand loyal customers will have greater sales, less marketing and advertising costs, and best pricing. This is because the brand loyal customers are less reluctant to shift to other brands, respond less to price changes and self-promote the brand as they perceive that their brand has a unique value which is not provided by other competitive brands.

11) Audience engagement for brand building can happen through the following ways: by considering that everything matters, booth layout, signage, storytelling, trained demonstrations, educational sessions, speaking opportunities, private meetings, sticking to the brand and follow-up through.

12) Described below are two events that are based on image transfer:

a) **Brand-specific Events**

Many events have become a brand or want to become one. And there are events that are used by companies to load or strengthen their brands. This they do by means of brand positioning. Events that are totally controlled by the organizer, who is also the financier, are called brand-specific events. The aim of a brand-specific event is to convey as precisely as possible those associations that are valuable to and desired by the consumer. For example, Red Bull, the maker of energy drinks, has several brand-specific as well as sponsored events. Through these events, Red Bull’s own brand
positioning is absolutely clear. Brand extension is a strategy that involves an extension of a brand to new markets, target groups and user moments, while preserving the brand name. Innovations are done through brand extensions. In brand extension, the marketing and communication costs involved in launching the new product do not have to be very high, and the risks are limited. The extension also helps in clarifying the positioning of the brand. Thus, it is also a strategy to increase brand equity and this strategy may be very attractive to brands.

b) **Sponsored Events**

In sponsored events, the endorsed brand attempts to link up to an already existing event: the endorser. The firm (sponsorer) who is the co-financier does not have complete control on the event. The purpose of the firm is to try and reinforce its brand image. Hence it joins an event organized by another party which is a brand in itself. Many times you would have observed the running events on television channels such as IPL, IIFA, India’s Got Talent, etc that are sponsored and co-sponsored by a brand. The IPL 2017, for example, had many sponsors and associate-sponsors. The main sponsors were Vivo, Vodafone and E-Commerce Major. The associate-sponsors were CEAT, Vimal Pan Masala, Yamaha Motors, Parle-Agro’s Frooti, Yes Bank and Polycab.

(Instead of the above two types of events based on image transfer, you can include any two of the other events in your answer given in Section 8.7)