

Tilde Heding, Charlotte F. Knudtzen
and Mogens Bjerre



Brand Management

Mastering Research, Theory and Practice

THIRD EDITION



Brand Management

Brand Management: Mastering Research, Theory and Practice is a valuable resource for those looking to understand how a brand can be conceptualized and thus managed in all its complexity. Going beyond the ‘quick fixes’ of branding, it offers a comprehensive overview of brand management theories from the last 35 years.

A highly regarded textbook, this fully updated third edition brings fresh perspectives on the latest research in, and analysis of, the various approaches to brand management. More than 1,000 academic sources have been carefully divided into a taxonomy with eight schools of thought – offering depth, breadth and precision to one of the most elusive management disciplines of our time.

Perfectly marrying theory with practice, this comprehensive text is particularly useful for advanced undergraduate and postgraduate students of brand management, strategy and marketing.

Tilde Heding and **Charlotte F. Knudtzen** both consult businesses on communication issues and brand value creation. They also lecture on strategic brand management at Copenhagen Business School, Denmark.

Mogens Bjerre is an associate professor at Copenhagen Business School, Denmark, and has published widely.



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Mastering Research, Theory and Practice

Third Edition

**Tilde Heding,
Charlotte F. Knudtzen
and Mogens Bjerre**

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From Charlotte: I personally would also like to thank my parents Jytte and Børge for always supporting my not always straight path to my goals and dreams. Fulfilling this dream would never have been possible without the support, love and constructive criticism from my darling husband Michael. I dedicate this book to you and our kids Vega and Sander.

Jointly, we dedicate this book to the memory of philosopher of science Thomas Kuhn (1922–1996). As we have worked our way through three editions of this textbook, our admiration for Thomas Kuhn has only become greater.

T.H.
C.E.K.
M.B.

Preface

There are numerous strengths of this book. Firstly the authors have been very brave to take a recent time period, to divide it up into phases and to then identify management types that have been employed to build brand. There are those who will question this particularly typology, however unless someone makes a start at putting forward such a typology, we will not see advancement in terms of the topic of brand management.

We received this comment from one of the ‘blind’ reviewers contributing to the lengthy process of turning a lot of our thoughts, knowledge and words into a real, tangible book. The overall approach of this book is quite different compared to how other brand management books communicate the scope of brand management, and we sure hope that the typology will be a subject of discussion. We, however, also hope that it is a step in the right direction when it comes to creating a solid and serious foundation for the evolution of brand management, both academically and in practice. Our motivation for writing this book has from day one been to provide clarity and equip students and practitioners with insights and tools to deal with brand management in a valid and insightful way.

The book offers its readers a chest of drawers. The eight drawers are filled with the assumptions, theories and concepts that are presented higgledy-piggledy in many other brand management books. Some will probably disagree with the content of the individual drawers, while many hopefully will enthuse in the structure and clarity they provide. The three authors have tested the material at lectures at Copenhagen Business School and concluded that by far the majority of students belong to the latter category. The eight approaches seem to provide clarity and answer many of the questions left unanswered in other brand management books; meanwhile they also spur great discussions of what a brand is and how it can be managed. The communication of brand management as eight ideal types of different brand approaches – with the necessary chopping of toes and squeezing of heels – hopefully will also lead to independent and critical thinking!

Keeping our ears to the ground, we sense that typology and scientific clarity are sought more and more in brand management, and it seems to us that brand management is about to enter a new era where a deeper understanding of the many aspects of the brand is needed. Since the mid-1980s it has been argued over and over again that corporations should make brand management a top priority in order to sharpen their competitive edge. That message has sunk in, and things are now cooking when it comes to understanding the nature of the brand better and turning brand management into a management discipline as scientifically valid as comparable disciplines.

We hope that the book will be of value to students, academics and practitioners alike and believe that the book has both valuable pedagogical potential and can be of great help to practitioners who demand validity and thorough analysis as a foundation for brand strategy in practice.

T.H.
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M.B.

Part I

Setting the scene



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1 Introduction

Brands are interesting commercial and pop-cultural phenomena, can be understood from many different perspectives, and change as time, culture and consumers do: ‘As markets change, marketing theories must also change to accommodate them’ (Kozinets et al. 2010 p. 71). Often, the most innovative brands seem to be condensates of complex changes in time and culture.

Corporations spend millions planning and implementing brand activities. New research is published and frameworks are developed on a daily basis in the attempt to find the holy grail of brand management. Since the mid-’80s, in particular, researchers and practitioners alike have explored the domain, scope and potential of the brand. Many different concepts, theoretical frameworks and ideas have seen the light of day and, as a result, a wide spectrum of different perspectives on how a brand ought to be conceptualized and managed is in play today. Therefore, to obtain an overview of the field of brand management is an overwhelming task.

This book provides a complete overview of brand management by taking you through eight brand approaches. These eight ‘schools of thought’ represent fundamentally different perceptions of the brand, the nature of the brand–consumer exchange and how brand equity is created and managed. Understanding the eight brand approaches separately provides a deep insight into the strengths and weaknesses of each approach and hence the potential of brand management as a whole. This comprehensive understanding will enable the reader to create customized brand strategies matching the unique challenges and possibilities facing a brand at any time.

The eight approaches are:

- *The economic approach*: the brand as part of the traditional marketing mix
- *The identity approach*: the brand as linked to corporate identity
- *The consumer-based approach*: the brand as linked to consumer associations
- *The personality approach*: the brand as a human-like character
- *The relational approach*: the brand as a viable relationship partner
- *The community approach*: the brand as the pivotal point of social interaction
- *The cultural approach*: the brand as part of the broader cultural fabric
- *The sensory approach*: the brand as experienced through our senses

The identification of the eight approaches is based on an extensive analysis of the most influential brand research articles published between 1985 and 2019 (650+ articles from *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Harvard*

Business Review and *European Journal of Marketing*). This body of literature is supplemented with key non-research literature that has shaped the field of brand management since the mid-1980s. The analysis has been conducted using a methodology uncovering the development of scientific knowledge. The methodology is based on a theory developed by American philosopher of science Thomas Kuhn (Bjerre et al. 2008) (read more about the methodology in Chapter 3). Since (scientific) knowledge is in constant development, new brand approaches most likely will emerge in the future. In the first two editions of this textbook, our dataset provided us with seven brand approaches. It was not until we prepared this (third) edition, that the most recent approach – the sensory approach – emerged. The methodology of this book has proven to be very precise in uncovering how scientific knowledge develops. Knowledge develops all the time within each approach, which is why we have added overviews of the academic evolution at the end of each approach chapter. And sometimes – once in a while – new approaches emerge and the academic field of brand management thus expands.

Traditionally, brand management textbooks offer an introduction to main concepts and the wide array of theories, but often fail to discriminate between how different approaches result in very different outcomes and why. It is important for us to stress that the aim of this book is to *deconstruct* brand management to enhance understanding and reflection on the differences. The different approaches to brand management draw on many different scientific traditions such as economics, strategic management, organizational behavior, consumer research, psychology and anthropology just to mention a few; understanding these and the consequences, we believe, will better equip students and practitioners with a reflected brand management understanding and toolbox. A complete overview of brand management hence requires multidimensional thinking. Most textbooks take on this multidimensionality through integration of several perspectives in all-encompassing frameworks. If you look at the list of brand approaches, you will most likely recognize many of the brand elements (e.g. personality, relation and consumer) that are encompassed in the classical textbook models (e.g. see Aaker's brand identity model, Kapferer's brand prism and Keller's customer-based brand equity pyramid). The integrated frameworks are, however, not necessarily ideal when it comes to understanding and getting an overview of the field of brand management. Integration tends to blur the differences and similarities between different approaches in brand management and leave the reader rather confused. Still, the integrated frameworks have the advantage that a strategist can take into consideration all relevant aspects without losing oneself in details.

This book can be read in two ways: either as a stand-alone textbook or as a supplement to the textbooks by the earlier-mentioned authors. Read as a supplement, the book offers the inquiring reader the opportunity to understand the components of the traditional models in depth. Read alone, the book offers the opportunity to evaluate the most important schools of thought in brand management and create his or her brand management model featuring the components that are most relevant for the challenge at hand. Furthermore, it provides a chronological account of 35 years of brand management and marketing theory.

Resting on a comprehensive analysis of brand management as a scientific discipline, *Brand Management: Research, Theory and Practice* offers the reader a scientifically grounded overview of the main schools/approaches in brand management – and of their managerial implications. *Brand Management: Research, Theory and Practice* presents each approach separately and as an 'ideal type' based on the conviction that understanding the exact

content of each approach and its origin will better equip the reader to combine different approaches, when in an educational or a managerial setting.

The four layers of an approach

The eight ‘schools of thought’ are ‘clusters’ of literature sharing distinct brand perceptions. In each cluster, there is coherence between assumptions, theories and methods/data. The three ‘scientific layers’ (assumptions, theories and methods/data) add up to managerial implications. The structure of the eight approach chapters is guided by this coherence between assumptions, theories, methods/data and managerial implications (Figure 1.1).

Assumptions are not to be understood in a high-flung sense of the word. Each approach holds its own implicit view of the nature of the brand and the premise of the brand–consumer exchange. Clarifying these assumptions facilitates the understanding of the theories, methods and managerial implications of each approach. Assumptions also illuminate the intangibles inherent in the nature of the brand.

The ‘theory’ layer represents the concepts, models and figures that are key to the understanding of each brand approach. The third layer of ‘methods and data’ provides insight into what data to look for and how to collect them when researching the content of a specific brand strategy. These three scientific layers add up to managerial implications guiding how the assumptions, theories and methods of each approach can be converted into a brand management strategy. The four layers comprising an approach are thus closely interconnected. The scientific clarification and the practical implications of the approaches will enable the reader to reflect on the compatibility of different elements of brand management strategies and ensure the creation of more accurate brand management.

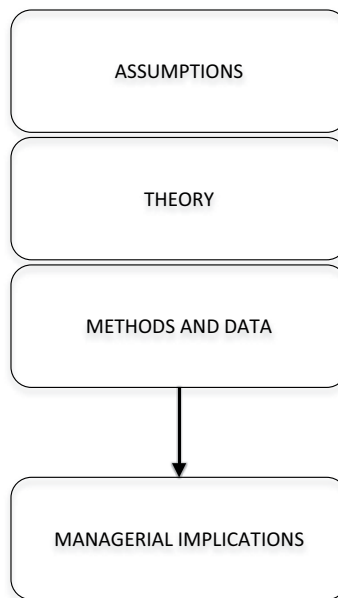


Figure 1.1 The logic of the approach chapters

True to its objective, *Brand Management: Research, Theory and Practice* does not provide one ‘how to’ solution meaning that we refrain from being normative when it comes to the overall management of a brand. Still, we are normative *within* each approach and leave it to the reader to reflect upon how different situations and circumstances require different means of action. It is our hope that this book will equip readers with an overview and a deeper understanding that will enable them to create splendid customized brand management strategies and that this somewhat different approach to the communication of brand management will provide a sound platform for anyone interested in the field.

It is our hope that this book will provide its readers with a critical as well as creative sense to be activated the next time they are presented with an easy-peasy solution to create a strong brand. Branding is indeed a complex management discipline and deserves attention and thoroughness for its potential to be fully unfolded.

A reader’s guide

The chapters of this book fall into three parts (Figure 1.2).

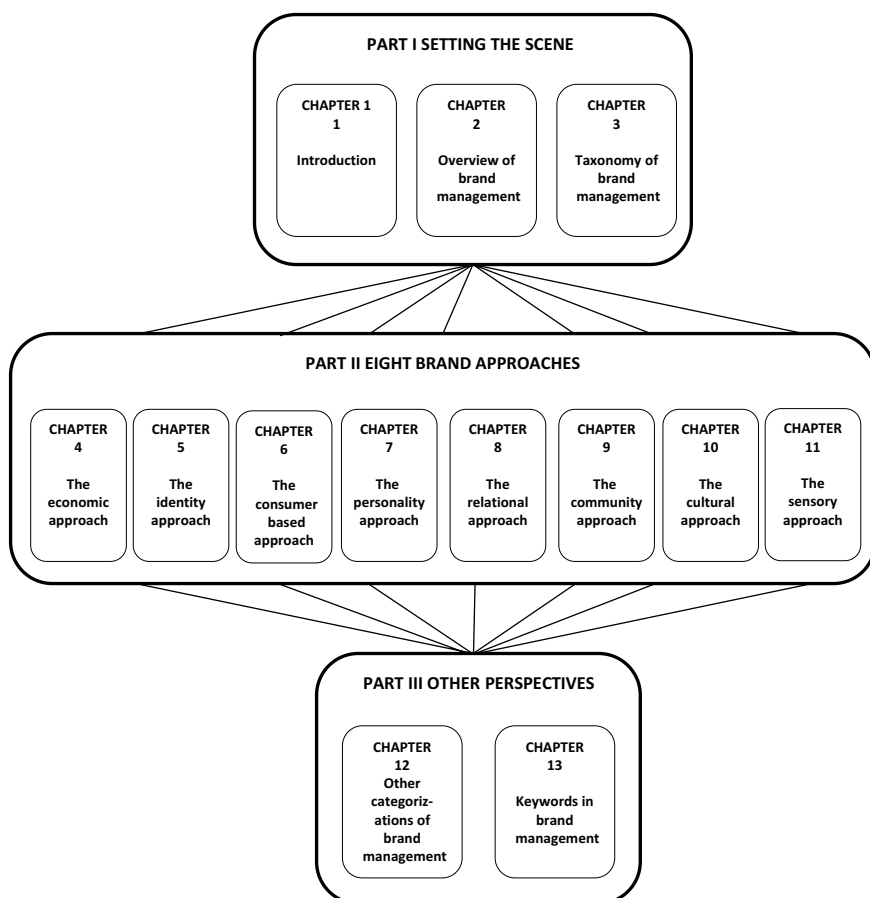


Figure 1.2 A reader’s guide

Part I ‘Setting the scene’ consists of three chapters: Chapter 1 ‘Introduction’, Chapter 2 ‘Overview: brand management 1985–2015’ and Chapter 3 ‘Taxonomy of brand management 1985–2020’.

Chapter 1: ‘Introduction’. The reader is introduced to the eight brand approaches, the literature analysis they stem from and arguments supporting the importance of understanding these approaches separately before combining them in real-life brand management strategies.

Chapter 2: ‘Overview brand management 1985–2020’. This chapter provides an overview of the chronological development brand management has undergone since it became a management priority in the mid-1980s and until 2020. The eight brand approaches are presented in a contextual and chronological setting. This overview facilitates the further reading of the eight brand approach chapters.

Chapter 3: ‘Taxonomy of brand management 1985–2020’. This chapter presents a precise overview of the chronological development of brand management. It is an overview as well as a checklist. The chapter will through comparison give a clear picture of the differences and similarities of the eight approaches.

Part II ‘Eight brand approaches’, consists of eight chapters, one for each brand approach. Each chapter from 4 to 11 follows this structure:

- A short introduction, followed by the assumptions of the approach
- The theoretical building blocks of the approach are presented. This presentation is divided into supporting themes and core theme. *Supporting* themes clarify the concepts that brand management ‘borrows’ from other disciplines, making up the core theme. The *core* theme clarifies the theoretical building blocks in a brand management context.
- Methods and data are reviewed. The approaches stem from different scientific traditions, which are all associated with specific methods and perceptions of validity. Understanding the methods associated with each approach enables the reader to request the best data possible.
- The managerial implications associated with the assumptions, theories, methods and data of each approach will round off the approach chapters. The assumed role of the marketer is explained as well as the managerial ‘do’s’ and ‘don’ts’.
- Each chapter is rounded off with a short overview of the academic evolution of the approach.
- Each chapter also features a text box overview focusing on present scope and future directions of the approach by one or two of its academic ‘founding fathers’.
- You will find online supplementary material for each chapter on the book’s accompanying website; e.g. student questions, cases, supplementary reading.

Part III ‘Other perspectives’ consists of Chapter 12 ‘Other categorizations of brand management’ and Chapter 13 ‘Keywords in brand management’.

Chapter 12: ‘Other categorizations of brand management’. This chapter provides a comparison between the proposed taxonomy of this textbook and other brand categorizations.

Chapter 13: ‘Keywords in brand management’. The reader is provided with an introduction to key elements in brand management and brand management strategy. Being familiar with these elements is essential when reading the eight approach chapters, since each approach implies a distinct take on these elements. Besides the basic vocabulary of brand management, ideas from the approach chapters, which are important although not crucial to the understanding of the approach, are explained.

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2 Overview

Brand management 1985–2020

Box 2.1 Learning objectives

The purpose of this chapter is to:

Provide an overview of brand management

- How brand management as a scientific discipline has evolved between 1985 and 2020.

Provide insight into the different paradigms in brand management 1985–2020

- A positivist paradigm ruled brand management in the first period of time.
- An interpretive paradigm surfaced over the course of the 1990s and has kept evolving in the new millennium.
- The sensory approach is a partial return to a more positivist paradigm (but the overall development in the field is still within the interpretive paradigm).

Introduce the eight brand approaches

- The reader is introduced to the eight brand approaches before they are explored in detail in Part II of the textbook.

Understand four distinctly different periods of time

- The overall evolution of brand management can be divided into four periods of time.
- Each period displays different approaches in brand management.

This chapter provides an overview of how brand management has developed from its first academic conceptual beginning in 1985 and onwards (until the end of 2019 which was the time of revision). As described in the introduction, we have identified eight brand approaches forming the backbone of this book. But before going into detail with the

eight approaches in Part II, we will present them briefly and explore the overall evolution that has taken place in brand management between 1985 and 2020. Weaknesses of one approach often lead to the development of a new one, and this interconnectedness of the eight brand management approaches is briefly introduced in this chapter. This overview of how brand management has evolved, the eight approaches, and the environmental drivers and changes that have triggered this evolution will facilitate the further reading and enable the reader to understand how the eight brand approaches are interconnected.

The eight approaches can be seen as links in a continuous evolution that slowly but surely has changed the field of brand management. It is important for us to stress that the birth of one approach does not imply the end of the ‘previous’ one(s), rather they complement each other. All approaches have evolved and continue to do so. When we claim that an approach becomes important in a given period of time, it does not necessarily mean that it becomes dominant, but rather that it is novel and that the research behind it is strong enough to constitute a new school of thought. Some of the older approaches are easy to criticize because much effort has been put into creating new and more suitable methods to explain consumption phenomena since their day. Still, we believe that valuable things can be learned from all eight approaches. The first edition of this book was finished in 2008, the second edition in early 2015, while this edition was revised in late 2019 with publication in 2020. It is interesting that *all* eight approaches are still developing with publications of new research. In that respect, all approaches are still relevant and none can be deemed irrelevant.

In this introductory chapter, we will first describe the two brand management paradigms that have been present between 1985 and 2020. Thereafter, the eight brand approaches will be described. It makes sense to break the period of time down into four main periods. The periods are distinctively different and form the backdrop of the eight approaches. Understanding the dynamic movement from one period to another provides insight into the development of the body of research literature constituting the academic discipline of brand management.

Two brand management paradigms

Perhaps due to the elusive nature of the brand, the term ‘brand paradigm’ is often used at random in the branding discipline. The analysis of brand management that has provided the eight approaches framework or categorization of brand management presented in this book is based on the philosophy of science by Thomas Kuhn, who is one of the most influential contributors to knowledge about ‘paradigms’. Without going into too much detail with the paradigm concept, we will touch briefly upon the paradigmatic development of brand management. From 1985 to 2020, two overriding paradigms have been present in the academic world of brand management: one with a positivistic point of departure and one of a constructivist or interpretive nature. The positivistic stance implies a notion of the brand being ‘owned’ by the marketer, who controls the communication to a passive recipient/consumer. Brand equity is perceived to be something created by the marketer and the brand is seen as: ‘A manipulable lifeless artefact (product plus that is created by its owners/managers and that can be positioned, segmented and used to create an image)’ (Hanby 1999, p. 12).

The interpretive paradigm reflects on the nature of the brand and the value of brand equity as something created in the interaction between marketer and an active consumer: ‘As holistic entities with many of the characteristics of living beings’ (Hanby 1999, p. 10) and ‘as a living entity (with a personality with which we can form a relationship and that can change and evolve over time)’ (Hanby 1999, p. 12).

A paradigm shift takes place in brand management over the course of the 1990s. It does not happen overnight but is an incremental process changing the discipline. The birth of the relational approach is an important indicator of the shift from a positivist paradigm with the more functionalistic brand perspective to an interpretive paradigm with a constructivist perspective on the brand and how it should be managed.

The same evolution is described in *Brands and Their Meaning Makers* by authors Chris T. Allen, Susan Fournier and Felicia Miller (2008) who categorize the development of brand management into two overarching paradigms: a ‘received view’ and an ‘emergent paradigm’.

This distinction is based on a literature analysis and: ‘The received view on branding is squarely grounded in the disciplines of psychology and information economics’ (Allen 2008, p. 783) – hence related to the dominant consumer-based approach. ‘The emergent paradigm’ encapsulates the relational, community and cultural approaches (in our terminology) and the development towards the interpretive paradigm: ‘By all counts we are living in a different branding world. Co-creation, collaborations, complexity, ambiguity, dynamism, loss of control, multivocality: such are the tenets of the new marketing world to which our brands must be held responsible’ (Allen 2008, p. 814).

Table 2.1 Received view and emergent paradigm

	<i>Received view</i>	<i>Emergent paradigm</i>
Brands	Informational vehicles that support choice processes; risk reduction tools and simplifying heuristics	Meaning rich tools that help people live their lives
Guiding metaphor	Information	Meaning
Role of context in research	Context is noise	Context is everything
Central constructs of interest	Knowledge-based cognitions and attitudes	Experiential and symbolic aspects of consumption
Focal research domain	Purchase	Consumption
Guiding tenets	Simplification and control	Co-creation and complexity
Marketer’s role	Owner and creator of brand assets	One of several brand meaning makers
Brand positioning assumptions	Consistency, constancy, simplicity	Complexity, mutability
Primary units of analysis	Individual consumers	Individuals, people in groups, consumers in cultures, cultural production mechanisms
Consumer’s role	Passive recipients of marketer information	Active contributor to brand mechanisms
Consumer’s central activity	Realizing functional and emotional benefits	Meaning making

Eight brand approaches

Analyzing 35 years of brand management has been a fascinating journey, and the eight brand approaches can be described as the mountain peaks we have encountered along the way. Despite the preceding quote, none of the approaches can be declared dead or irrelevant. All are still developing and growing with new research and publications by researchers representing the branding perspective in question. An approach is not a paradigm in itself (at least not in the original Kuhnian sense of the word) but a particular ‘school of thought’ governing the global understanding of the nature of the brand, the consumer perspective and the methods associated with the scientific tradition behind the approach. Under the umbrella of a paradigm, different approaches are able to coexist.

The eight approaches are presented in the chronological order in which they have appeared in the dataset of our analysis (please refer to Chapter 3 for the methodology and dataset behind the taxonomy of this textbook). Going through the periods of time we have studied, it makes sense to divide them into four sections. The first period of time is 1985–1992, the second one is 1993–1999, and the third one begins around 2000. These three periods of time follow a logical path: from a sender to a receiver to a societal/cultural perspective (a little bit simplified). The fourth period of time (with the most recent approach of the eight ones) begins to take shape from around 2010. From a paradigmatic perspective, the addition of the sensory approach does not follow the earlier-mentioned logical development. The sensory approach is in many cases a return to an older paradigm with its fundamental ideas of ‘priming’ and a consumer perspective linked to a biological consumer perspective. Who would have thought that *homo sapiens* would be the new big thing in brand management? But hey – we are open to anything, and the sensory approach is a welcome addition to the more and more varied, nuanced and colorful discipline that is academic brand management.

In the first period, brand management focused on the company behind the brand and the actions the company would take to influence the consumer. In the next period of time, the receiver of brand communication is the main point of interest and brand management adopts a human perspective on the nature of the brand. In the third period, it is the contextual and cultural forces behind consumption choices and brand loyalty that are investigated in the groundbreaking articles and new literature. The fourth one sheds light on the sensory experiences of any brand.

In this section we will briefly describe the four periods, explain how the eight approaches are anchored in them and touch upon the dynamic development leading from one period to the next.

1985–1992: company/sender focus

In the infancy of brand management, the research focuses on the company as sender of brand communication. This focus forms the background of the two first approaches in brand management: the economic approach and the identity approach.

The research of the economic approach is centered on the possibilities of the company to manage the brand via the marketing mix elements: product, placement, price and promotion, and how these factors can be manipulated to affect consumer brand choice. Quantitative data are the principal rule in this period. Researchers often use either data from supermarket scanner systems or laboratory experiments as the empirical basis of

data. In the identity approach, research focuses on how the identity of the company as a whole can shape a coherent brand message that is communicated to all shareholders.

It is assumed that the brand is 'owned' by the company, but influenced by multiple stakeholders and that the brand is communicated in a linear fashion from the company to the consumer.

The economic approach: the brand as part of the traditional marketing mix

The point of departure for brand management is that it is a breakaway discipline from the broad scope of marketing. Hence, the discipline starts out with a research environment marked by traditional marketing mix theory (the four P's). The creation of brand value is investigated as influenced by changes in e.g. distribution channels, price modifications and promotions. A functionalistic brand perspective applies, as does a consumer perspective based on the notion of the 'economic man'. The economic consumer bases consumption decisions on rational considerations, and the exchange between the brand and the consumer is assumed to be isolated tangible transactions. Laboratory settings and scanner data are illustrative of the methodologies and (always quantitative) data. The marketer is definitely in charge of brand value creation, and hence consumers are believed to 'receive' and understand the messages 'sent' to them from the marketer exactly as intended.

The identity approach: the brand as linked to corporate identity

The economic approach lays the foundation for brand management as an independent scientific discipline, but one more stream of research is also influential during the first decades of this inquiry. The identity approach behind the notion of corporate branding is still very influential and under constant theoretical development. Especially in the European research environment the brand as linked with corporate identity is a very influential school of thought. Focusing on corporate identity, the brand is also primarily perceived as an entity 'owned' by the marketer (even though that perception has changed to encompass multiple stakeholders as the approach has evolved). Integration of the brand on all levels within and outside the organization is key in the management of the brand. The marketer (as corporation) is in charge of brand value creation. Processes of organizational culture and corporate construction of identity are key processes.

1993–1999: human/receiver focus

The shift in attention towards the receiver of brand communication instigates a new period of time entirely different from the period 1985–1993. New and groundbreaking research articles investigate the receiver of communication, and knowledge from different veins of human psychology is adapted to brand management theory. The human perspective is two-sided: the consumer is investigated closely *and* different human brand perspectives are coming into play. The humanistic and individualistic approaches – namely the consumer-based approach, the personality approach and the relational approach – see the light of day in these years.

During 1993–1999 data collection becomes 'softer'; quantitative, qualitative, as well as mixed research designs are applied to the studies of the brand–consumer exchange. The relational approach is the first approach founded on an entirely qualitative study.

The consumer-based approach: the brand as linked with consumer associations

In 1993 Kevin Lane Keller founded a completely new approach to brand management. The brand is perceived as a cognitive construal in the mind of the consumer. It is assumed that a strong brand holds strong, unique and favorable associations in the minds of consumers. In this fashion, attention shifts from the sender towards the receiving end of brand communication. The consumer is the ‘owner’ of the brand in this approach, but still an assumption of linear communication applies. The consumer perspective of this approach is rooted in cognitive psychology, and in this tradition the computer is the main metaphor for man as a consumer. This consumer perspective implies linear communication because the marketer is perceived to be able to ‘program’ the consumer into intended action. This school of thought has since become very dominant in brand management especially in the US.

The personality approach: the brand as a human-like character

Another mountaintop in brand management was established in 1997, when a research study into brand personality was published. This study shows that consumers have a tendency to endow brands with human-like personalities. It is the ‘human’ brand perspective and the symbol-consuming consumer that are in the spotlight in this approach. Consumers endow brands with personalities and use these personalities in a dialogue-based exchange of symbolic value for their individual identity construction and expression. The personality approach is rooted in human personality psychology and uses of quantitative scaling techniques in a combination with more explorative methods to identify and measure brand personality. The personality approach is a prerequisite for and very much associated with the relational approach.

The relational approach: the brand as a viable relationship partner

The idea of a dyadic relationship between brand and consumer profoundly changed the academic discipline of brand management. The notion of the brand being a viable relationship partner builds on the same human brand metaphor as the personality approach. The approach extends the dialogue-based approach to brand management as instigated in the personality approach. The relational approach is rooted in the philosophical tradition of existentialism, and the methods are of a phenomenological nature. These roots imply that a paradigm shift is taking place because they are so fundamentally different from the roots of research methods used in the first approaches to brand management.

From around 2015: a sensory/biological focus is added to the picture*The sensory approach: the brand as experienced through our senses*

In brand management, practice precedes theory always; e.g. the idea of brand personality had been a valued tool in many advertising agencies’ toolboxes for decades before the potency of the idea was tested through scientific methods by Jennifer Aaker (and published in an academic journal in 1997). Douglas B. Holt spent years studying the workings of the ‘iconic’ brands before he coined the theory of how to create them intentionally (in *How Brands Become Icons*, 2004). The list is long . . .

In the years around 2015, quite a few articles about sensory branding were published in the top academic journals which are the basis of our dataset (read more in Chapter 3).

The research focuses on our senses, how they work and how we as brand managers can impact them. There is an attention on humans' physiologies, and a biological consumer perspective. The managerial implications bring attention to brand identities, brand experiences and branded touchpoints. With assumptions leaning on the possibility of priming the receivers of our branded messages, we find ourselves in a more positivistic paradigm than has been the case up until now. The sensory approach is a welcome addition to the academic discipline of brand management – one usually found in designers' materials.

Summary

In marketing research, eight brand management approaches have been identified from 1985–2020: the economic approach, the identity approach, the consumer-based approach, the personality approach, the relational approach, the community approach, the cultural approach and the sensory approach. These approaches reflect a development where the focus has shifted from the sending end of brand communications in the first period of time; have then turned their attention to the receiving end in the second period; and have addressed contextual and cultural influences on the brand to the global understanding of brand consumption. Lastly, sensory branding – with priming and brand experiences as keywords of the sensory approach – has added a physical aspect to the overall picture.

It is important for us to stress that none of the approaches are obsolete and only of a historical interest. At the time of writing (end of 2019), there was academic activity in all of the eight approaches, which is why the chapters offer updated current insights into the working of each of the approaches. Overviews of the academic evolution are thus added at the end of each approach chapter. In other words, each approach is its own little microcosmos (within the larger cosmos of brand management) with scientific knowledge developing with each new published study.

Somewhere around the birth of the relational approach in 1998, a paradigm shift is instigated in brand management (see the earlier distinction between the received view and the emergent paradigm), with an implied shift from quantitative to qualitative methods, an acknowledgement of consumers' ownership of the brand and an embrace of the more chaotic forces in consumer culture.

Box 2.2 Overview of brand management 1985–2020

<i>Two paradigms</i>	<i>Four periods of time</i>	<i>Eight brand approaches</i>
Positivistic	Company/sender focus	The economic approach The identity approach
	Human/receiver focus	The consumer-based approach The personality approach
Constructivist/interpretive	Cultural/context focus	The relational approach The community approach The cultural approach
A partial return to positivism	Biological focus	The sensory approach

Box 2.2 depicts how the paradigm shift has taken place somewhere around the birth of the relational approach and how the four periods of time form the background of the eight brand approaches. This is only a brief introduction to a fascinating journey into the world of brand management. The interconnected web of assumptions, brand perspective, consumer perspective, theories and methods of each approach will be explained in Part II of this book.

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3 Taxonomy of brand management 1985–2020

Box 3.1 Learning objectives

The purpose of this chapter is to:

- Get introduced to the Kuhn-based taxonomy of brand management 1985–2020
- Get an overview of the eight brand approaches

After the short introduction to the eight brand approaches, in this chapter we provide an overview of the different perspectives on key subjects in brand management reflected in the eight approaches to brand management. The taxonomy (Figure 3.1) sums up the key learning points from the eight approach chapters. The background of this book and taxonomy is a systematic analysis of 650+ brand management research articles spanning the period of 1985–2019. The analysis has been executed in accordance with the logic of the methodology of *The Dynamic Paradigm Funnel* (Berthon et al. 2003; Bjerre et al. 2008). *The Dynamic Paradigm Funnel* is based on theory about how science evolves: the philosophy of science developed by Thomas Kuhn. As mentioned briefly in Chapter 1, this proposed taxonomy of 35 years of brand management is based on an analysis of 650+ articles from the most influential marketing journals (*Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Harvard Business Review* and *European Journal of Marketing*). The journals are selected due to their academic influence (Hult et al. 1997) (the first four) and the last one to add a European perspective to the dataset. The criteria for selecting the articles are that they feature the words ‘brand’ or ‘branding’ in either title or abstract (as we wanted a dedicated focus on the subject). These 650+ articles emerging in this search became our dataset and are thus not chosen on a subjective basis. According to the Kuhnian logic, the 650+ articles have all been assigned a number:

- 1: The main focus of the research article is empirical observations. The existing set of assumptions, theories and methodologies are not questioned in the article
- 2: Methodologies are questioned
- 3: Theories are questioned
- 4: Assumptions are questioned

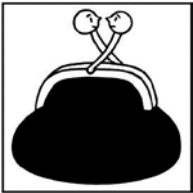
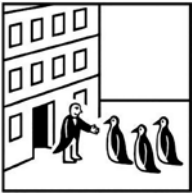

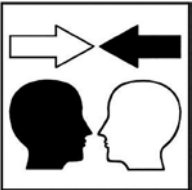


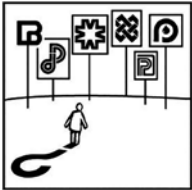
	The economic approach	The identity approach	The consumer-based approach
			
Time of origin	Before 1985	Mid-1990s	1993
Key reading	McCarthy, E. J. (1964), <i>Basic Marketing, a managerial approach</i> . Richard, D. Irwin, Inc.; Borden, N. (1964), 'The concept of the marketing mix', <i>Journal of Advertising Research</i>	Hatch, M. J. and Schultz, M. (1997) 'Relations between organizational culture, identity and image', <i>European Journal of Marketing</i>	Keller, K. L. (1993), 'Conceptualizing, measuring and managing customer-based brand equity', <i>Journal of Marketing</i>
Keywords	The economic man, transaction theory, marketing mix (four P's)	Corporate branding, identity, organizational culture, vision, image	Customer-based brand equity, brand image, brand associations
Brand Perspective	Functional	Corporate	Cognitive construal
Consumer perspective	Economic man	Stakeholder	Computer
Scientific tradition	Positivism, empiricism	Socio-economic constructivism/interpretivism	Cognitive psychology
Methods	Scanner panel data, laboratory setting, quantitative data	Organizational culture studies and organizational values, heuristic methods and storytelling	Cognitively based association maps, interviews, projective techniques
Managerial keyword	Control	Linear communication	Programming
Supporting theories	The economic man, marketing mix	Organizational identity, corporate identity, image, reputation	Cognitive psychology, the information processing consumer
Brand value creation	<p>Marketer</p> <p>↓</p> <p>Consumer</p>	<p>Marketer</p> <p>↓</p> <p>Consumer</p>	<p>Marketer</p> <p>↑</p> <p>Consumer</p>

Figure 3.1 Taxonomy of brand management 1985–2020

The personality approach	The relational approach	The community approach	The cultural approach
			
1997	1998	2001	Around 2000
Aaker, J. L. (1997), 'Dimensions of brand personality', <i>Journal of Marketing Research</i> . Plummer, J. (1985) 'How personality makes a difference', <i>Journal of Advertising Research</i>	Fournier, S. (1998) 'Consumers and their brands: developing relationship theory in consumer research', <i>Journal of Consumer Research</i>	Muñiz, A. M. Jr. and O'Guinn, T. C. (2001) 'Brand community', <i>Journal of Consumer Research</i>	Holt, D. B. (2002) 'Why do brands cause trouble? A dialectical theory of consumer culture and branding', <i>Journal of Consumer Research</i>
Personality, self, congruity, archetypes	Dyadic brand–consumer relationship, brand relationship quality	Brand communities, brandfests, the brand triad, web 2.0	Globalization, popular culture, brand icons, ideology
Human	Human	Social	Cultural
Psychological	Existential being	Tribe member, homo connectus	Homo mercans
Human personality, psychology	Existentialism, phenomenology	Anthropology, micro-perspective	Cultural studies
A mix of quantitative and qualitative methods, scaling techniques	Depth interviews, life story method	Ethnography, netnography	Macro-level analysis on micro-level data
Symbolic exchange	Friendship	Discretion	Bird perspective
Personality, consumer self, brand self-congruity	Animism, relationship theory	Community theory, subcultures of consumption	Cultural consumption, doppelgänger brands, anti-branding discourse, CSR, global ideoscapes
<p>Marketer</p> <p>↕</p> <p>Consumer</p>	<p>Marketer</p> <p>↕</p> <p>Consumer</p>	<p>Marketer</p> <p>↗ ↘</p> <p>Con-sumer ↔ Con-sumer</p>	<p>Marketer</p> <p>↻</p> <p>Culture Consumer</p>