

# Emerging Trends in Branding Strategy

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## ABSTRACT

Branding strategy of a company largely depends on how these branding strategy can counter market complexity, competitive pressure, channel dynamics, and; favor in globalization, acquisition and mergers. It helps in aggressive brand extension in related or unrelated category to meet the diverse nature of consumers, to get advantage of social media and internet as well as to minimize the ill effect of negative linkages if any, or threats being imposed by society, market and environment. The brand portfolio of a company is designed as House of Brand, Branded House or Mixed which change in response to environment. Companies to serve the various market segments, either top, middle or bottom of the pyramid has to decide the optimum portfolio constituting of global and local brands, if not then to acquire the same, also required to structure the brand portfolio so that it can create value for the company in terms of bottom line, by serving maximum needs and wants of consumers and market. The emerging trends of brand partnership and acquisition are exercised by the company to fill the gap in their brand portfolio, and Ingredient branding is to enhance product recognition based on the benefit and attributes, rather than extending the brand vertically or horizontally. The paradigm shift in branding strategy is observed through exploratory study of the companies portfolio, from corporate and individual to mix branding, with multiple levels, in the form of umbrella, endorsed, dual, sub-brand and multi-brands as corporate name in driver seat or product master brand in a driver seat.

**Keywords:** Brand Portfolio, Branding Strategy, Brand partnership, Brand Acquisition, Ingredient Branding.

## 1. INTRODUCTION

Robinson (1933) noticed that, “Various brands of a certain article which in fact are almost exactly a like may be sold at different qualities under names and labels which will induce rich and snobbish buyers to divide themselves from the poor buyers.” Since then branding has become central marketing issue (Saunders, 1990).

There are several reasons, why branding is of growing interest to academics and practitioners (Aaker, 1991). As recognized by Robinson, it provides functional benefits plus added values that some consumers value enough to buy. It guides the integration of marketing mix and provides an anchor for marketing tactics and strategy in a turbulent environment.

Firms follow several branding strategies to manage their brands (Rao et al., 2004). In general, most firms begin with a single product and become multi-product over time. As the new product is introduced and further products are being added, the decision of branding becomes more crucial. In initial stage there are two options for branding, the first option be the corporation name as brand name and other is the corporate name independent, i.e. individual

brands.

Aaker and Joachimsthaler (2000) predicted a trend from individual brands, through endorsed and sub brands, towards corporate branding structures. A number of reinforcing factor drive this trend: emerging market complexities, competitive pressures, channel dynamics, and globalization. Further Simoes and Dibb (2001), added that the globalization, diverse nature of consumer as well as stakeholder interest, new media (social networking sites & internet) and other external and internal dynamics force companies to choose and adopt a more complex form of branding strategy.

The purpose of this paper is to explore the branding strategy pursued by the firm. It will look at how the corporations manage their brand architecture and brand portfolio.

## 2. BRAND AND BRANDING BASICS

Corporations are using branding as a strategy in today’s business environment with increased regularity (Rooney, 1995). One definition for a brand has been offered in

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the Journal of Marketing Management by Professor Peter Doyle of Warwick University: “A name, symbol, design, or some combination which identifies the product of a particular organization as having a substantial, differentiated advantage” (O’Malley, 1991, p. 107). Organizations develop brands as a way to attract and keep customers by promoting value, image, prestige, or lifestyle. By using a particular brand, a consumer can cement a positive image (Ginden, 1993). Brands can also reduce the perceived risk customer(s) face when buying something that they know little about (Montgomery and Wernerfelt, 1992). Branding is a technique to build a sustainable, differential advantage by playing on the nature of human beings. Essentially the purpose of branding is to build the product’s image among the consumers (Cleary, 1981).

### 3. BRAND ARCHITECTURE

According to Aaker and Joachimsthaler (2000), “*Brand architecture is an organizing structure of the brand portfolio that specifies brand roles and the nature of relationships between brands*”.

Olins (1989) has identified three branding structures: monolithic (a corporation uses one name and identity world wide, e.g., Kellogg or Shell), endorsed (the corporate name is used in association with a subsidiary or product brand, e.g., Cadbury’s Dairy Milk), and branded (emphasizes multiple product-level brands, e.g., P&G using brands such as Tide and Camay).

Laforet and Saunders (1994) examine the structure of brands among a sample of 20 grocery manufacturers in the United Kingdom and conclude that brand structures are inherently more complex than Olins proposes. They identify three principal categories similar to those identified by Olins: corporate brands, mixed brands, and brand dominant. Each of these categories includes subcategories. The corporate-dominant group is divided into corporate brands, for which the corporate name was used, and house brands, for which the subsidiary or product division names were used, such as Ford with Jaguar. Mixed brands include endorsed brands (a product-level brand is endorsed by a corporate name), such as Rowntree’s Chocolite, and dual brands, for which two or more brands are given equal prominence, such as Colgate Palmolive or Cadbury’s Dairy Milk. The third category, brand-dominant, consists of single product-level brands

such as Ariel (P&G) Tabasco sauce (SmithKline Beecham) and furtive brands, for which the corporate identity is omitted.

Kapferer (1997) explains six branding architecture positioned in a continuum of “indicator of origin in one end” to the “product differentiation” at the other end, with endorsing brand, source brand, umbrella brand, range brand, line brand and product brand in between the two. Product brand assign an exclusive name to a single product to accord the brand its own individual positioning (e.g., P&G’s Ariel, Tide detergent), Line brand extend the specific concept across different products allowing for cross branding, Range brand bestow a single name and promise on a group of products having the same availability, Umbrella brand supports in different market each with its own communication and individual promise (e.g., Canon cameras, photocopiers, and office equipments), Source brand similar to umbrella brand, but the products are directly named, Endorsing brand give approval to a wide diversity of product grouped under product brands, line brands, or range brands (e.g., General motors cars), source brand

Aaker and Joachimsthaler (2000) came out with a brand relationship spectrum that suggests various branding strategy alternatives as branded house - corporate name dominant (e.g., Virgin) or single brand in a dominant position (e.g. GE capital, GE Appliance), Sub-brand strategy which involves greater affiliation between the master brand and its sub-brand, master brand can be corporate or individual brand as a driver or co-driver (Ford Taurus). In sub-brand the master brand is called umbrella brand. In endorsement brand strategy the umbrellas brand and its sub-brands are perceptually linked – but only enough to transfer more general value such as credibility, reputation and quality. The endorsement can be in the form of strong endorsement (e.g. Microsoft office), linked name or token endorsement (e.g., Clean & Clear by J&J). The house of brand strategy includes a portfolio of individual brands or sub-brands that act independently of each other and the umbrella brand.

### 4. BRAND PORTFOLIO

A brand portfolio goes beyond the question of a hierarchical or competitive relationship between one brand with another, in order to examine ways of coexistence and the balance between several brands that are incorporated

within a single company, whatever the brand architecture may be. The focal point is the link between one brand and another. Riezebos (2003, p. 184) defines a brand portfolio as “a set of brands owned by one company” and Dawar (2004, p. 34) states, “Brands are not superstars but members of a team”, while Kapferer (2000, p. 157), asks “how many brands must we offer to consumers within the same product category? [. . .] brand portfolio optimization is a strategic issue because the chosen answer will have a profound and permanent impact on the outcome [. . .] and because the chosen strategy will allow or impede having a sustainable competitive advantage”. The issue of brand portfolios concerns the number of brands a company should manage and how to organise the “rules of the game” between these brands. This raises the questions of the need for positioning brands in connection to each other and of the strategic equilibrium of brands in a portfolio (Douglas et al., 2001; Riezebos, 2003; Hill et al., 2005). The brand portfolio concept is a core concern for most world business leaders and companies because, as the competitive environment becomes more and more complex and entails a high level of competition of every nature, companies are not only focusing on brand management, but also on defining the number of brands required to reach their goals. In addition, they are examining the links between brands within the company and the organisation of these links. Brand combination within a portfolio is a key factor for many companies’ development, growth and risk management.

Yet the issue of brand portfolios has attracted very little attention from researchers up to now. According to Barwise and Robertson (1992), a brand portfolio is mainly an answer to some key management goals, for example reaching multiple market segments or taking advantage of economies of scale in advertising, sales, merchandising and logistics, while Keller (1998) emphasises that brand portfolio management requires a long-term vision for every brand, where roles and relationships between brands are carefully defined. Laforet and Saunders (1999) underline that managing a brand portfolio is far more important than managing one individual brand. More recently, Carlotti et al. (2004) asserted that the brand portfolio is not only critical for financial reasons, but because a brand portfolio allows companies to establish a strategy for every brand, determine the need for repositioning, identify underperforming brands and, finally, avoid the exposure risks for the company related to a single-brand strategy. But, as stated by Hill et al. (2005), the processes

for managing a brand portfolio have not grown at the same pace as the creation and expansion of these portfolios.

## 5. BRANDING STRATEGY

According to Keller (2003, p. 522), – “Branding Strategy for a firm reflects the number and nature of common and distinctive brand elements applied to the different products sold by the firm”. In other words, a branding strategy involves deciding which brand names, logos, symbols, and so forth should be applied to which products, and the nature of new and existing brand elements applied to the new products so that it could be uniquely and purposefully differentiated in the mind of the consumer. A branding strategy for a firm can be characterized according to its breadth (i.e., in term of brand-product relationship and brand extension strategy) and its depth (i.e., in terms of product-brand relationship and the brand portfolio or brand mix).

On the basis of literature review, branding strategy is thus defined as “Planning and managing the brand portfolio for long term, to create and sustain the point of difference in offering in the mind of consumer to achieve competitive advantage”. Or “A pattern of actions and decisions related to choice of brand architecture and brand portfolio of a firm in a product and market context”. Brand strategy in the brand management context is defined as, “Pattern of action and decision related to the choice of brand identity for a product by a firm in a product – market context”.

## 6. METHODOLOGY

An analysis of brand portfolio of companies in FMCG sector is done, because of the novelty of the subject exploratory approach by means of case study is done. The brands portfolio in their food and beverages, Home care, and personal care were examined. The analysis of companies brand portfolio reveals the brand architecture of a company (more often termed branding strategy is used interchangeably for brand architecture, Laforet and Saunders 1999, 2005, Kapferer 2008). The web portals of the concerned FMCG companies is searched to explore the brand elements, brand positioning, as well as other detail like year of establishment, presence of global brand, national brand or regional brands. This exploratory study helped to develop a classification scheme, and a brand grid is analysed to discover how individual products are

branded and related to the other products and brands in the portfolio and emerging trends in branding strategy is established.

Case studies are useful in understanding an emerging phenomenon when there is significant theoretical indecisiveness and they give a more concrete basis to observations, allowing for better comprehension of contextual influences (Colarelli O'Connor and Rice, 2001). According to Aharoni (1993), well-conducted case studies can establish rules permitting the identification of new ideas, breaks from previous ways of thinking, or new ways to modify the environment.

FMCG companies are chosen for the study because of their extensive use of brands and multiple brands in their category of products.

## 7. FINDINGS

This section presents the leading results of our research. It start by identification of how companies developed their brand portfolio, then present the findings of analysis of brand portfolio of the Multinational companies in India, as well as of Indian origin companies, for Indian consumer in emerging market, next is how the brand portfolio is extended is discussed, how brands are grouped with in brand portfolio creates value to company is discussed. The brand partnership and brand acquisition of Indian FMCG companies is evident in the study. In the study it is evident more of the FMCG companies use ingredient branding for extending their brands in their brand portfolio to get easy acceptance by consumers and protect themselves from the ill effects of brand extension that dilute the core brands value (Aaker and Keller, 1990), Based on the literature review and data collected emerging trends in branding strategy is put forth.

### 7.1 Phases in Brand portfolio building:

Analysing the brand portfolio of the FMCG companies, it is evident that all are in the different stage of brand portfolio building process.

Building a portfolio is a chronological process as evident in the study, whose first phase is introduction of new brands and/or acquisition of new companies and their brands. The phase that has been identified is a *brand accumulation* phase which addresses the launch of new

brands and/or buying of famous brands this is the first phase to respond the need and expectation of many consumers, or to develop the opportunities in new product categories. (As illustrated in exhibit 1.)

### Exhibit 1

Hindustan Unilever Ltd., in the summer of 1888, introduced 'Sunlight soap bars', embossed with the words "Made in England by Lever Brothers". With it began an era of marketing branded Fast Moving Consumer Goods (FMCG). Soon after followed Lifebuoy in 1895 and other famous brands like Pears, Lux and Vim. Vanaspati was launched in 1918 and the famous Dalda brand came to the market in 1937. In 1931, Unilever set up its first Indian subsidiary, Hindustan Vanaspati Manufacturing Company, followed by Lever Brothers India Limited (1933) and United Traders Limited (1935). These three companies merged to form HLL in November 1956. The erstwhile Brooke Bond's presence in India dates back to 1900. By 1903, the company launched Red Label tea in the country. In 1912, Brooke Bond & Co. India Limited was formed. Brooke Bond joined the Unilever fold in 1984 through an international acquisition. The erstwhile Lipton's links with India were forged in 1898. Unilever acquired Lipton in 1972, and in 1977 Lipton Tea (India) Limited was incorporated. Pond's (India) Limited had been present in India since 1947. It joined the Unilever fold through an international acquisition of Chesebrough Pond's USA in 1986. (Source- <http://www.hul.co.in/aboutus/ourhistory>, Dated 02<sup>nd</sup> March 2012))

The next phase that apparent is *brand consolidation*, which corresponds to a transition period during which the company tries to limit the number the brands it is using, and re-organises the brand portfolio. This phase is created by pressure from different company stakeholders, to avoid dispersing resources and to develop concentrating their means (capital, media and brand extension) on a more limited number of brands. In 2000, HUL focuses on fewer brands i.e. 30 known as Power brands out of a portfolio of 110 brands.

The third phase is *brand leverage*, (*leverage*<sup>1</sup> refers to

<sup>1</sup> See, G. Hamel and C.K. Prahalad, (1993), "Strategy as Stretch and Leverage", Harvard Business Review, Mar-apr, pp. 75-84.

concentrating, accumulating, complementing, conserving, and recovering resources in such a manner that the meager resource base is stretched to meet the aspirations that an organization dares to have). At this stage companies manage their brand portfolio as a key tool for *competitive advantage*<sup>2</sup>. In 2005-06, HUL start focusing on their premium brands for the large section of the consumers i.e. for mass. The specific positioning of few brands is established which could make the company as an organised ensemble of brands; now the company growth model is based on the each brand's role being put into a place in the brand portfolio.

## 7.2 Brand portfolios in emerging economies:

Emerging economies like India pose different challenges for marketing (branding), being characterized as low income, cheap labour, and highly variable consumer group (Dawar and Chattopadhyay, 2002), they show that to serve these markets the companies are required to adapt their marketing strategies on the local context. For instance, low-income group can be served by the cost efficient production of mass products, emphasizing economy of scale and profit through high sales volume. The variability of customer group in terms of income and regional taste and preference being highly segmented on the basis of demography and geography required to be dealt by appropriate brand portfolio.

It is being evident that the brand portfolio of Indian FMCG companies consists of mix of global and local brands. The global brands are focused on the premium segment (Sunsilk by HUL in hair care category), this segment is often small, but attractive because of the substantial purchasing power of the middle classes. The worldwide brand image added value to the consumer purchase decision as status, prestige and demonstration of prosperity, which are ready to pay for the same. Some of the Indian companies are in the spree of acquisition of foreign brands like, 10 code by Marico from Colgate and Palmolive, Key line brands of UK by Godrej consumer ltd., Yardley from UK based Lornamead group by WIPRO consumers and Lightening.

With the global brands for affluents in their portfolio,

<sup>2</sup> See, Michael E. Porter, (1985), "Competitive Advantage, creating and sustaining superior performance.", The free press New York.

companies serve markets that are some way distinct, as pointed by C.K. Prahalad and Stuart L.Hart in "The Fortune at the bottom of the pyramid", as aspiring and striving who are joining the market economy for the first time. Local firm Nirma Ltd., offering detergent products for poor consumers, mostly in rural arrears, HLL responded by introducing a new detergent, called Wheel being a low price and low quality brand to reduce the ratio of oil to water in the product, as well as Breeze and Rexona brand. Cavinkare responded by first introducing a 5 ml sachet of Chick shampoo for the mass, Godrej consumer ltd with Godrej No. 1 soap, and Vigil.

A portfolio with local products and brands are particularly suitable where income are low and markets are regionally segmented due to high transportation cost, attachment to local brands, limited reach of media, and people-intensive distribution network (Mayer and Tran 2006)

## 7.3 Horizontal and Vertical Brand Extension:

Brand extensions are a popular means of introducing new products to the brand portfolio. In a typical brand extension situation, an established brand name is applied to a new product in a category either related or unrelated, in order to capitalize on the equity of the core brand name. Consumer familiarity with the existing core brand name aids new product entry into the marketplace, and helps the brand extension to capture new market segments quickly (Dawar and Anderson, 1994). Brand extensions come in two primary forms: horizontal and vertical. In a horizontal brand extension situation, an existing brand name is applied to a new product introduction in either a related product class ( *Godrej Dishwash, Godrej Glory*), or in a product category completely new to the firm (Sheinin and Schmitt, 1994), such as *Godrej Safe and Furnitures and Godrej Glory*.

A vertical brand extension, on the other hand, involves introducing a brand extension in the same product category as the core brand, but at a different price point and quality level (Keller and Aaker, 1992). In a vertical brand extension situation, a second brand name or descriptor is usually introduced alongside the core brand name, in order to demonstrate the link between the brand extension and the core brand name (e.g. *Brook Bond Taaza, Brook Bond Sehatmand, Nirma Washing Powder, Nirma Popular, Super Nirma*).

Although a brand extension aids in generating consumer acceptance for a new product by linking the new product with a known brand or company name, it also risks diluting the core brand image by depleting or harming the equity which has been built up within the core brand name (Aaker, 1990). An inappropriate brand extension could create damaging associations which may be very difficult for a company to overcome (Ries and Trout, 1986).

#### 7.4 Pooling and Trading

These are two new emergent brand portfolio strategies to manage brand portfolio suggested by Petromilli et al. (2002), “Pooling” and “Trading”, these two branding strategies help strengthen relationship between disparate brands in the portfolio. Brand pooling puts multiple and distinct brands in a portfolio to work in a concerted way to address a spectrum of consumer needs. Each brand in the portfolio possesses unique equities and provides its own set of values to the customers. But it is by “pooling” the benefits of the collective brands and the portfolio gains its strength: achieving greater relevance to a broader market, and making the most of cross selling and loyalty building opportunities across the brands in the portfolio. Thus pooling creates top line growth by generating greater revenue, and bottom line growth by achieving greater efficiencies across the portfolio of brands.

The brand portfolio of HUL is an example. It has developed a host of Toilet and beauty soap, detergent, tooth paste and deodorant. Each targets a different segment of the market and offers different benefits, and pooled together by presenting entire brand portfolio to the trade in order to capture more shelf and ultimately, gain additional market share.

In the trading strategy two or more brands are used together in an effort to trade off each other’s value, this approach helps fill gaps in a portfolio and can create a combined offering with value that a single brand could not match. For example, *HUL launched Brooke Bond Sehatmand*, positioned as a healthy drink for masses, which gives 50% recommendation daily allowances for micronutrients through three cups of tea, it contain vitamin B, B12 and others while effectively utilizing Brooke Bonds brand identity, the master brand ‘Brooke bond’ is used to create value to sub-brands.

#### 7.5 Brand Partnership and Acquisition

Brand partnership is a branding strategy to fill a gap in the portfolio. Branded partnership is designed to enable a brand to extend into markets where it would not be perceived to have a strong presence of its own. By partnering, one brand attributes and benefits complements and adds to those offers by another. Mostly found in durable products or in high technology products such as Renault and Mahindra’s Logan and Verito in automobile.

Merger and acquisition creates a brand relationship, as a result of many acquisitions add to new brand synergies and brand values in the brand portfolio. It also fills gaps and expands the relevance and reach of brand portfolio. Godrej consumer Ltd intends to acquire tooth paste brands to fill gap in oral and hygiene in personal care. Marico acquisition of Paras brands, Set-wet, Livon, Zatak led it to enter in hair gel, male deo and hair serum segment in hair care segments with parachute, Hair care and Nihar already in its portfolio as hair oil. The judicious acquisitions of the brands potentially complements the existing portfolio, and drive growth and redefine the brand’s role within the over all brand portfolio.

#### 7.6 Ingredient Branding

Ingredient branding is being adopted by a wide variety of firms. Ingredient branding is the practice of promoting product recognition through the use of one brand’s key attributes (ingredients) in another brand (Keller, 1998). This strategy is an example of a broader marketing trend reflected by the increasing number of firms that are establishing brand alliances by linking themselves through their products or other aspects of their marketing program to other firms or brands. The basic motivation for using ingredient branding is that it enhances the differentiation of the host brand from competition by characterizing the attributes of the ingredient in the host brand more specifically (i.e., *Tide* with a “new scent”, *Dabur* with *Dabur Amla*, *Babool Mint fresh*, *Badam Oil etc. in its portfolio*) In this case, an ingredient of the brand could serve as a differentiator for the brand, even if customers do not understand how the ingredient works (Aaker, 2003), and thus improve the competitiveness of the host brand. Unlike brand or line extensions, ingredient branding cannot cannibalize its own products hence mostly practiced by FMCG companies.

## 7.7 Paradigm Shift in Branding Strategy

Branding strategy alternatives will always be corporate dominated, brand dominated or mixed type (corporate in driver seat or corporate name independent brand in a driver seat). The choice of it largely depends on how these branding strategy can manage market complexity, competitive pressure, channel dynamics, globalization, acquisition and mergers, helps in aggressive brand extension in related or unrelated category to meet the diverse nature of consumers, to get advantage of social media and internet as well as to minimize the ill effect of negative linkages if any or threats being imposed by society and environment in large.

Aaker and Joachimstahler (2000) suggested a trend from individual brands, through over endorsed and sub-brands, towards corporate branding structure to manage emerging market complexities, competitive pressures, channel dynamics and globalization. But these add market confusion by multiple brands, aggressive brand extension and complex sub-brand structures. Consequently corporate branding is replaced by individual portfolio brands. Balmer and Gray (2003) argues successful corporate brands would be more sustainable and a valuable strategic resource to companies than individual brands, because corporate brand is best in communicating the brand's value and promise, they are seen as a means of differentiation and enhance the loyalty. But the power of media, social networking sites, public opinion adds further complexity in branding initiatives (Simoes and Dibb, 2001), a part from good publicity of corporate brand, bad publicity can influence public opinion about a brand which can pose serious threat to companies' reputation and their entire business, brand line and range, especially if the company is using corporate branding strategy (Stein, 2004). The corporate brand in a driving seat as in the case of corporate as sub-brand, endorsing or source branding is also vulnerable and could face reputation risk across whole business if bad news hits (Laforet and Saunders, 2007). The corporate branding leverages the corporate identity, i.e. company's core value, communication, and culture, but some time it limits the company to move away from it. As evident in the brand portfolio of Nirma Company, its heritage brand '*Nirma washing powder*' is being perceived as middle class brand with 'value for money' positioning, company faced problem in extending the brand upscale, hence introduced sub-brand '*Super Nirma*' and '*Nirma Popular*' in detergent portfolio, and '*Nirma beauty soap*' and endorsed brand - '*Nima*' in Toilet soap portfolio.

In contrast the mono or individual brand gives advantage that can limit reputation loss across whole business. The use of internet and social networking sites can attack corporate brands or disgruntled customers spread idea so quickly that a local problem can suddenly become a global disaster (Murray, 2003). Therefore the companies can move away from corporate brands to limit their exposure to reputation risk.

Vijayraghavan (2003) pointed out that individual brands offer more character and allow accurate positioning in intensely competitive market. The challenge with individual brand is that in the case of targeting different small segment through different brands can results in high marketing cost and lower brand profitability due to no economies of scale in marketing, total costs of advertising/promotion is higher, higher costs of creating brand equity, and higher costs of new product introduction.

The Mixed approach i.e. endorsed approach, dual branding approach and multi branding case of using both endorsed and dual brand styles in a combined format become more prominent in dealing with environmental complexities. There are greater benefits in using endorsed and dual brand approach over mono or single brand. In dual branding an established brand gives immediate recognition and awareness to the new product, such as *Dabur Chawan Junior*, a *chawanprash* from *Dabur* for kids. Similarly two established brands in dual brand name transmit a stronger signal to consumers and market which would helpful for the company's product that is being merged or acquired, such as *Nirma sudh iodised salt* being *Nirma*, a corporate brand with '*Sudh*' be dual brand with ingredient - *iodine* for product - *salt*..

Using corporate name independent brand for brand endorsement does not expose companies to reputation risk and provide greater variety of positioning alternatives than corporate brand as endorser (Aaker and Joachimstahler, 2000). The brand endorsement can bring trust and value to the brand being endorsed without which the consumers not see the new product as a trusted brand such as in the case of "*Brook Bond 3 Roses Natural Care*", "*3 Rose*" brand is endorsed by "*Brook Bond*" a Master brand from *HUL brand portfolio*. Leuthesser et al's (2003) view that brand endorsement, dual brand and mixed brand increase a brand's visibility and saliency, which is helpful in e-promotion. He also believes that consumer buy brands more frequently if there is a range of products that suit

different occasions and fulfill different needs, *Dabur Chawanprash, Dabar Babool, Dabur Vatika, Dabur Amla Hair oil, Dabur Red, Dabur Hajmola. Dabur Gulabari, and Dabur Honey* are the brands in Dabur portfolio for different needs of customers.

Past research suggest that companies use brand extension to bolster short-term profits (Ambler and Styles, 1977), Recent research indicate that brand extensions and multiple extensions in particular, help attract non-user of the core brand and through these, a company's brand equity can be built (Swaminathan, 2003), such as *Godrej No.1 (soap), Godrej Dish wash, Godrej Expert (hair color), Godrej Protekt (hand sanitiser), Godrej Shaving cream, are the brands in Godrej Consumer Product Ltd. Portfolio.*

Finally companies deploying branding strategy faced with new environment threats in response to intense competition in the market, leverage the benefit of dual and mixed brands, where shared benefits among two or more brands can outweigh the practice of using mono brand.

## 8. CONCLUSION

The branding strategy of past and present is apparent, but future of branding strategy will be characterized as a drift from corporate and product brand to an increased use of mixed branding strategy that is umbrella, endorsed, dual, sub-brand and multi-brands as corporate name in driver seat or product brand in a driver seat, which could help them to mitigate the impact of complexities imposed by environment in future.

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