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International Brand-Name Standardization/Adaptation

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Abstract

Over the course of the previous several decades, scholars have spent a lot of time discussing the ideas of standardization and adaptability. Those who adhere to the standardization approach stress the need of managers employing similar techniques because they believe that markets all over the world are similar and are moving in the same direction. Supporters of adaptation, on the other hand, claim that each market has its own unique qualities and that there are numerous aspects that might influence a manager's choice, and that marketing strategies should be devised in accordance with these facts. Standardization and adaptability both have their own set of benefits and drawbacks, much like any other. The purpose of this study is to investigate the standardization and adaption techniques of the brand name in order to determine which of these tactics is successful in certain environments.

Key words: Adaptation, standardization, brand, brand awareness, advertising

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Introduction

Research background

Companies with a presence in the domestic market have always had a strong interest in expanding into overseas markets. Companies that are content with the conditions of their home market typically have their sights set on expanding their operations by boosting their profitability and penetrating new overseas markets. The draw of overseas markets leads many firms to enter such areas without first performing their research or developing an appropriate strategy, which ultimately leads to disastrous operations. In order for businesses to be successful in international markets, they must first do exhaustive research about the many aspects of the market and the behavior of customers. Wants are becoming more and more identical across global marketplaces as a result of the elimination of borders, the expansion of communication and transportation networks, and the increased consumer mobility. Although businesses that operate in worldwide markets have a tendency to adopt standardization techniques as a result of the similarities, the adaption approach is still effective in global marketing due to factors such as regional variances. This is the case despite the fact that businesses that operate in worldwide markets have a tendency to adopt standardization techniques. Proponents of the standardization strategy argue that a standardized product can be distributed globally, and that scale economies can be used to the advantage of the production. Proponents of the advocacy strategy, on the other hand, argue that what consumers want and need in each market is different due to a variety of factors, such as religion, language, race, education, politics, tradition, and history. The standardization strategy provides more of an emphasis on the cost benefit, whereas the adaptation method lays more of an emphasis on the customer orientation and the enjoyment of the consumer. To put it another way, the producer is the one who gains the most from the standardization plan, but the customer is the one who benefits the most from the adaptation strategy. The first one protects the manufacturer, while the second one looks out for the consumer.

Research purpose

The primary objective of this research is to identify how far companies go in terms of standardizing or changing their trademarks for usage in global marketplaces, as well as to ascertain whether or not there are any variations among the markets in which the companies operate. The purpose of this study is to get a deeper knowledge of the topic by building on previously proposed explanations. The outcomes of the study should contribute to the advancement of knowledge and provide management with evidence upon which to base their strategic decisions.

Research questions

This particular field of research has piqued the interest of the researchers quite a bit, and after giving some thought to the discussion of the issues, they have come up with the following research questions:

1. To what extent do multinational corporations adapt or standardize their branding while operating in many countries?

2. Do the various markets each give their customers a somewhat different selection of products?

Research method

In order to reach a conclusion on this topic, the author has decided to use a case study that is centered on Procter & Gamble, a multinational corporation that is active in the fast food industry. The principal grounds consist of the fact that it is a well-known worldwide organization, as well as the fact that both secondary data and primary data pertaining to the particular research may be obtained with relative ease.

Chapter 1. Brand concept

1.1. Brand value

Several groups of researchers have offered a variety of definitions of brand value. According to Farquhar (1989), the value of a brand is defined as the value that is added to the brand.[1] Because of the high value of the brand, businesses have the chance to successfully extend their brand, while also ensuring that their rivals achieve durability in comparison to the promotion efforts they undertake. At the same hand, businesses that have established a high value for their brand might obtain a competitive advantage by obstructing the entry of competing brands into the market.[2]

Consumers who establish a high price or demand for a branded product, their views, knowledge, and behavior set, or simply a powerful brand are the ones who are responsible for the expression of consumer-based brand value. The concept of finance-based brand value refers to the worth that the brand possesses from a financial perspective for management and shareholders. The value of the brand should be objectively higher than the perceived worth of the brand, and the consumer should judge the brand's value based on their own subjective and ethical standards. Keller (1993), on the other hand, defined brand value as the many effects of brand information on consumer reaction for brand marketing.[3]

Brand value is correlated with how well people are satisfied with items or brands. By leaving a favorable impression in customers' minds, brands that not only meet consumer demands but also go above and beyond their expectations can have a beneficial impact on brand preference and purchasing behavior. Consumers' opinions, attitudes, and purchase behavior toward a product or brand can be influenced by brand value.[4]

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[1] Farquhar, P. H. (1989). Managing brand equity. Marketing research, 1(3).

[2] Guzmán, F, (2016), A Consumer-Perceived Consumer-Based Brand Equity Scale, Journal of Brand Management, 23(3), p.230-231

[3] Liu, Chyong-Ru, Han-Kuei Liu, and Wei-Rong Lin. "Constructing customer-based museums brand equity model: The mediating role of brand value." International Journal of Tourism Research 17, no. 3 (2015): 229-238.

[4] Beristain, J. J., (2011), The Relationship between Store Image and Store Brand Equity: A Conceptual Framework and Evidence from Hypermarkets", Journal of Retailing and Consumer Services, 18(6), p.563

In the course of making purchases, consumers are influenced by a variety of internal and external social, cultural, and psychological aspects. Kotler (2000) asserts that the consumer's personal traits, personalities, lifestyles, and decision-making processes are stimulated in order to produce purchasing behaviors. As a result, consumer brand and product preferences influence their purchasing decisions. According to Keller (1993), consumer evaluations of branded and non-branded products and these two comparisons explain the consumer's preference, buy intention, or ultimate decision.[5]

During the phase of the purchase process in which the customer is deciding between several brands, customers are susceptible to being swayed by the brand name. The consumer may feel more comfortable taking on more risk when they purchase well-known companies with powerful brand names. The value or improved advantage that a product receives as a result of having a well-known brand name attached to it is an example of brand value. The components of brand value have a beneficial impact on customers' views of the brands they buy, as well as the purchasing behaviors that will develop in the future. The value of a brand takes into account not only its name recognition but also its quality, physical traits, usefulness, reputation, pricing, and the stability of its distinguishing characteristics. The amount of brand value is something that is discussed both operationally and symbolically in Guyon (2008). Keller (2001) identifies the functional dimension as the performance and functional qualities of branded products that convey how well products or services satisfy the demands of customers. The functional properties of branded products include things like usability and functionality. The abstract or spiritual viewpoint on the brand, such as the implications that are attached to an image, is the second factor that determines the value of a brand. According to what Keller (1998) says about brand value, it represents the power of the brand produced in the minds of the customer and is in accordance with what the consumer has learned, seen, felt, and heard about the brand. In other words, brand value is an expression of the power of the brand. In addition to the brand's value, high level of brand loyalty, perceived quality, name recognition, and strong brand connotations, trademarks associated with the brand originate from

[5] Jara, M., (2012), Retail Brand Equity: Conceptualization and Measurement, Journal of Retailing and Consumer Services, 19(1), p.141

patents and distribution channels. Other factors that contribute to the brand's value include a high level of perceived quality.[6]

The preferences of customers for particular brands and their shopping habits are heavily influenced by the value of such brands; nevertheless, businesses also have an effect on the market. The value of a brand also contributes to an increase in the channel power of an organization. This is because every intermediary will want to lower their risk by conducting business with a powerful brand and selling that brand. Randall (2000) defined the worth of a brand as "brand equity," which includes the value for the consumer as well as the value for the owner of the brand. If there is an awareness of the brand, consumer-based brand value indicates that the brand makes a contribution to the market value of the product and, as a result, the long-term profitability of the company. This is accomplished through enhancing the brand name, image, and awareness.[7]

Even if clients are familiar with your brand, it might not be enough to convince them to pay more for an identically functioning product. In addition to this, it strengthens client loyalty, so transforming customers into devoted brand advocates. Customers who are developing a stronger attachment to a certain brand are less concerned with the cost of the products associated with that brand. It has a tight relationship with marketing, the discipline that deals with the distribution of brands, pricing, advertising, and other activities that are connected to sales. It refers to the additional value that the purchase of the commodity or service brings to the consumer. The term "brand value" refers to the rate at which the contribution of the brand to the product increases on a yearly basis. Because the likelihood that a customer would choose the product is greater than the probability that they will choose the same product in its unbranded version, the business reaps the advantages of this increased contribution as a direct result of the brand. The value of a brand goes beyond the price that customers are willing to pay for it and includes intangible aspects such as the customer's impression of the brand and the brand's perspective. Customer actions such as sharing brand information and experiences with others and advocating the brands they use to one another reflect brand value. With the proliferation of communication technology, consumer activities such as these also reflect brand value. Numerous factors, such as a consumer's proximity

[6] Davcik, N. S., (2015), Towards A Unified Theory of Brand Equity: Conceptualizations, Taxonomy and Avenues for Future Research, Journal of Product and Brand Management, 24(1), p.5

[7] Ryan, C, (2016), From Mission Statement to Airline Branding, Journal of Air Transport Management 53, p.152

to the brand, the brand's marketing efforts, and the degree to which it satisfies the consumer's requirements, all play a role in determining how valuable a brand is seen to be by the consumer. Consumers' perceptions of a brand can be either positive or negative, depending on the context in which they are exposed to it, such as their environment, their families, and the various forms of communication they use. It is no longer the case that the huge quantities of money deposited by businesses are considered as a measurement of brand value. Instead, the value of a brand is determined by the things that customers say to one another about that brand. Although companies often do not focus a great deal of attention on customer behavior and word-of-mouth marketing, it is essential to have an understanding of how these aspects impact the value of a brand. The value of a brand may be broken down into five essential components, which are as follows:[8]

- Brand value instead of any objective indications relates to consumer perceptions.

- The brand's name contributes to the overall value of the brand in addition to its physical attributes.

- Brand value is relative to the competition; it is not absolute.

- Brand value has a favorable impact on business results.

One of the most potent preference determinants is brand value, which is the difference between all assets and liabilities appraised in this framework. According to Keller (2009), having strong, uplifting, and distinctive connotations is crucial for creating brand value.[9] For the liabilities listed by Aaker, expenses like brand marketing activities, promotion costs, and brand values like brand awareness, brand loyalty, perceived quality, and brand connotation can be used as examples. Keller (2000) lists the following as the qualities of brand value:[10]

- The benefits that the customer actually wants and seeks can be provided.

- The brand's capacity to adapt over time to shifting consumer expectations.

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[8] Lassar, W., Mittal, B., (1995), Measuring Customer- Based Brand Equity, The Journal of Consumer Marketing, 12(4), p.12-13

[9] Ibid

[10] Ibid, p.461

- There is a legitimate correlation between the brand's quality promise and the price the customer is willing to pay.

- The brand's positioning and proposal's eligibility for adding value.

- Like a dependable buddy, the brand is.

- the process of building and sustaining brand value through integrated marketing communication.

- a thorough comprehension of what the brand means to customers.

- The brand value and any changes to this value are closely monitored.

Since brand value has a multi-dimensional structure, scholars have attempted to explain it using several approaches. Using the idea of consumer-based store value, which represents various effects, store information, and consumer response, Hartman and Spiro (2005) explained the concept of brand value. Five criteria are used to categorize consumer interest in enhancing brand value:

- To create a brand-new product with unique features.

- To increase brand recognition through advertising and other forms of communication.

- Brand connotation created through marketing and other forms of communication before consumers.

- in order to mold the consumer interpretation created through the means,

- To make sure that the brand connotations and product usage are shaped.

- Strengthening the many benefit perceptions that encourage brand loyalty and repeat purchases.

It is essential for brands to develop products or services that will distinguish them from other brands in their industry, as well as marketing strategies that will encourage customers to compliment the brand in their social interactions or through other forms of communication, such as word-of-mouth or online reviews. The creation of brand value is influenced in some way by each of these variables. A brand's recognition and image, as well as its perceived quality and customer loyalty, are all components of the broader concept of a brand's value. The components of brand value can affect a customer's choice of brand and their purchasing behavior, in addition to adding value to the products itself. As a consequence of this, an increase in consumer preference and spending on a brand may contribute to an increase in the financial worth of the firm and can have an effect on marketing activities. Researchers have conducted studies on a wide range of topics in order to illustrate the influence that taking into consideration all of these factors has on the value of a brand. The value of the company can be increased when the effectiveness and efficiency of brand marketing programs, brand loyalty, price, profit margin, brand development, revenue and profit, as well as the provision of a competitive advantage, are improved. Additionally, the value of the firm can be increased when customer value and brand value are improved.[11]

Businesses have a competitive advantage in the market thanks to strong brand value. Increased customer demand can drive up the price of a company with a high brand value. Brands can easily grow, communications are more readily accepted, commercial leverage is better, larger profits can be gained, and the company is less impacted by the marketing efforts of competitors.[12] Customers become more loyal to the brand and desire the product more as a result of their familiarity with it, perception of it as distinct from competing brands, and satisfaction with its offerings. Demand growth will be beneficial to the company's pricing approach. due to the consumer's enhanced level of loyalty, they will disregard the cost. When compared to its rivals, a brand that has favorable attitudes can be chosen and grow quickly in the market. As a result, rising demand, high prices, and brand preference enhance market share while generating revenue for the company. High brand value is crucial for lowering risk, especially in the case of unsuccessful occurrences. High-value brands are more likely to be overlooked by customers than low-value brands.[13] Customers' favorable opinions of companies with strong brand value make it possible for those brands to put up with service or product mistakes or issues brought on by inadequacies. Businesses with strong brand values focus on fixing product physical flaws without putting the

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[11] Rahmani, Z., (2012), Review the Impact of Advertising and Sale Promotion on Brand Equity, Journal of Business Studies Quarterly, 4(1), p.64-65

[12] Bendixen, M., (2004), Brand Equity in The Business-to Business Market, Industrial Marketing Management, 33(5), p.372

[13] Hazée, S., and Armirotto, V, (2017), Co-Creating Service Recovery After Service Failure: The Role of Brand Equity, Journal of Business Research 74, p.102

customer at risk. Additionally, businesses instruct their staff to contact the customer when providing inadequate or failed service. It guarantees that consumer pain is eliminated. Brands having a high brand value are strong brands, according to Aaker (2004), while brands with a low brand value are weak brands.[14]

By enabling the brand to become stronger and more ingrained in consumers' brains, strong brand value encourages people to prefer the brand and to be willing to pay higher prices. Positive brand performance results from this, which boosts the brand's marketing effectiveness and cash flow.[15] Customers might demand a product with a strong desire to locate it in the store and make the buy when they have a positive opinion of the brand. Positive brand perception influences how customers feel about giving helpful advice to others through word-of-mouth or other channels of communication, and customers are willing to spend more for the brand. Brand market performance and profitability performance are all strongly correlated with brand awareness, brand value, perceived quality, and brand loyalty. The consumer who is pleased with all these brand attributes raises brand demand and adds financial value to the company. Brand value has a significant impact on the business's future financial performance as well as its current financial performance. Strong brand value aids sellers in preserving and growing their ties with their customers as well as enhancing their ability to exert greater influence over the exchange relationship with customers.[16]

A brand strategy is the business's strategic choice to build a strong brand value, taking into account the relationship between brand value and brand strategy. In this regard, an enterprise's brand strategy's effectiveness might have an impact on the degree of brand value. Strong brand value can be a sign of a successful brand strategy, whilst weak brand value may be a sign that the company is not utilizing an effective brand strategy.[17]

Depending on the capabilities of the company, increasing and preserving brand value over time may need short-term profitability and cash flow. Since the 1980s, there has been an increase

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[14] Aaker, D. A, (1996), Measuring Brand Equity Across Products and Markets, California Management Review, 38(3), p.11

[15] Lee, J. S. and Back, K. J, (2008), Attendee-Based Brand Equity, Tourism Management, 29(2), p.332

[16] Kim, H. J., (2011), A Model to Investigate the Influence Of Marketing Mix Efforts And Corporate Image on Brand Equity in the IT Software Sector, Industrial Marketing Management, 40(3), p.425

[17] Seo, S., (2013), The Roles of Brand Equity and Branding Strategy: A Study of Restaurant Food Crises, International Journal of Hospitality Management 34, p.193

in interest in the market value, which agrees that a company's brand is its most valuable asset. The brand value has been handled and investigated from a variety of angles. It has a multi-dimensional structure. Two different strategies have emerged from this circumstance. The first is a theory that holds that a strong brand value can improve the brand's financial success. The second is the idea of brand value, which appears when customers have a favorable view of a company. Brand value is the value a brand creates for its financial assets. Brand value is seen as the additional cash flow that the brand creates, allowing enterprises to achieve better income and profit. Different groups can be used to manage brand value. Investors are more interested with the financial aspect of the notion than manufacturers and merchants are with the strategic execution of brand value. The overall value of a brand when an asset is sold or added to the balance sheet is referred to as brand value in terms of the financial dimension. Other definitions using the same methodology include brand value as the extra cash flow a branded goods generates over a non-branded one. Simon and Sullivan (1993) attempted to explain brand value as an increase in future profit or cash movements in a number of financial studies. The writers also assert that the price of changing a brand or the brand's liquidity value determine the brand's value. This viewpoint contends that the material outputs that the brand produces account for the majority of its financial-based brand value. Stock price changes were employed by Simon and Sullivan (1993) to analyze the dynamic nature of brand value. The future expectations for brands are reflected in stock market pricing.[18]

The value that can be provided to businesses is given meaning when applied to marketing decisions such as the execution of strategies across various market segments and the evaluation of the results of those strategies. A consumer-based brand value brings high margins from customers, the effectiveness of marketing communications, licensing opportunities, and the customers' responsiveness to the brand extension. In addition to these benefits, the company provides profitability, commercial leverage, and a competitive advantage.[19]

[18] Ibid, p.22

[19] Sadek, H. H., and Redding, P, (2014), Investigating The Major Marketing Communication Tools and Their Impact on Building Bank Brand Equity in The Egyptian Context, A Customer Perspective, The Business and Management Review, 5(1), p.179

1.2. Brand positioning

Comparison is the foundation of every decision made by a consumer, and an item won't even be considered for purchase until far later in the decision-making process. In order to be taken into consideration by the customer and eventually chosen as their top option, a product or brand needs to fill a certain niche in their head. As a consequence of this, positioning is a very important concept. The process of highlighting differentiating characteristics that set a firm apart from its competitors and appeal to consumers is referred to as "brand positioning." Positioning refers to the process of shaping the offer and image of a firm so that it can occupy a unique mental space in the minds of the target audience. Positioning establishes relationships with customers in a way that differentiates them from the competition and enables consumers to distinguish one brand from another. This allows a company to stand out from its competitors and be recognized by its target audience. In order to make a positioning choice in line with the customer-based brand equity model, it is necessary to first determine the audience that will be targeted, the competitors that will be faced, the points of distinction, and the equivalence points.[20]

Consumers may view a brand differently and express that differently through their knowledge structures, perceptions, and preferences. Consequently, it is important to define the target audience. Segmenting the market is required before choosing the targeted market segments in order to discover the targeted consumers.[21]

Market segmentation can be done utilizing brand loyalty metrics like the Conversion Model and the Funnel Model in addition to geographic, demographic, psychographic, and behavioral factors.[22] A tool for analyzing consumer involvement and loyalty is the conversion model. It establishes which customers are loyal to the brand, which ones are likely to stop buying from the brand, and what the company's future holds. According on their level of commitment, the model classifies brand users into four groups, ranging from low to high:

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[20] Fayvishenko, D. (2018). Formation of brand positioning strategy. Baltic Journal of Economic Studies, 4(2), 245-248.
[21] Fuchs, C., & Diamantopoulos, A. (2010). Evaluating the effectiveness of brand-positioning strategies from a consumer perspective. European Journal of Marketing.
[22] Atherton, J. (2019). Social media strategy: A practical guide to social media marketing and customer engagement. Kogan Page Publishers.

1. Reversible: Customers who are more prone to stop using a brand.

2. Shallow: Not connected to the brand and perhaps changing it; some are actively considering alternatives.

3. Average: Despite their lack of strength, they remain brand loyal and do not consider switching brands in the near future.

4. Unchangeable: Because they have a deep bond with the brand, it is doubtful that they will change it very soon.

The Conversion Model additionally classifies non-users into the following four groups, ranging in willingness to try the brand from low to high:[23]

They passionately prefer their existing brand, thus they are not easily contacted.

2. They are not weak: They have a weak preference for their existing brands.

3. Unstable: They are impacted by both their present tastes and those of other brands.

4. Achievable: Despite preferring other brands, they haven't yet changed their logo.

Although the ideas of association and image are strongly tied to positioning, competition serves as the primary point of comparison. The type of competition to be faced is frequently defined by the target client group. Because other businesses may have done so in the past, be planning to do so in the future, or the targeted customers may already be considering other brands when making purchases. It's important to avoid overly restricting the concept of competition. Because competition is more likely to be achieved in the benefit dimension than the quality dimension. Therefore, a sturdy product that promotes relaxation, like furniture, may compete with a luxury good with great hedonistic effects, like a stereo.[24]

How distinctive and similar the brand is compared to its rivals is a key component of brand positioning. Customers typically favor brands that stand out to them. The uniqueness of the brands

[23] Richards, T. (1996). Using the conversion model to optimize customer retention. Managing Service Quality: An International Journal.

[24] Dou, W., Lim, K. H., Su, C., Zhou, N., & Cui, N. (2010). Brand positioning strategy using search engine marketing. MIS quarterly, 261-279.

demonstrates the distinction points they create. Points of difference are characteristics or advantages that the consumer strongly links with the brand, rates favorably, and believes cannot be found in the same way in rival brands. Differentiation points can come from a variety of sources, including performance characteristics, performance advantages, image implications, typically providing greater quality, or charging less.

In order for a brand to be successful in the marketplace, it must possess both points of difference and points of equivalence that are applicable to other businesses. There are two types of equivalency points, and they are category points and competition points. Category equivalence points demonstrate necessary, but usually insufficient, conditions for the selection of a brand. For instance, customers may not consider a bank to be the suitable bank if it does not have automated teller machines (ATMs) and opening hours that are convenient, unless the bank also offers payment and savings plans, traveler's checks, and other services that are comparable. On the other hand, competitive equivalence points are alliances that are formed in order to participate in direct competition in a scenario in which competitors are striving to acquire an advantage and to nullify the points of distinction held by competitors.

The positioning of a brand refers to the strategy that will be used to compete against other brands in a certain market. On the other hand, in general, brands fight against a variety of competitors in a variety of marketplaces. Because of this, companies will always pick a unique positioning approach for each brand and market that they serve. In order to keep the meaning of the brand intact throughout these many positioning decisions, marketeers need to cultivate critical brand relationships. They need to establish a brand motto that encapsulates the core values of the organization by drawing inspiration from these relationships.[25]

The 5–10 most crucial facets or qualities of the brand are summarized by the core brand associations. In order to build a mental map of the brand while identifying the fundamental brand connections, it is required to interview customers. The brand's most prominent associations will be shown through the mental map. After the mental map has been constructed, associations should be categorized and given names that are illustrative.

[25] Hu, F., & Trivedi, R. H. (2020). Mapping hotel brand positioning and competitive landscapes by text-mining user-generated content. International Journal of Hospitality Management, 84, 102317.

The brand mantra, which captures the essence of the brand, is developed following the identification of the main brand associations. A 3-5 word phrase that captures the unmistakable essence or spirit of brand positioning is known as a brand mantra. The brand mantra makes sure that staff members and outside marketing partners are aware of what the brand most fundamentally stands for in the eyes of the consumer so that they can continually alter their behavior. Typically, the brand mantra consists of three words. For Disney, the brand's purpose, or the kind of benefits or experiences the brand offers, is initially represented through entertainment. The second word, "family," represents the descriptor and makes the purpose clear. Joy, the final emotional criterion, describes how the brand benefits consumers.[26]

Important ideas that should be the foundation of positioning are core brand associations and the brand motto. The brand's identity, on the other hand, is the fundamental component that plays a crucial role in positioning the brand, developing the brand's image, and strategic management of the brand.

1.3. Brand identity

According to Kapferer (2008), having an identity is being one's authentic self, distinct from others, and driven by a permanent purpose. The company seeks to ascertain the meaning, objective, and self-awareness of the brand through its brand identity.[27] The set of associations that brand managers attempt to establish or sustain is the brand identity developed for these reasons. Brand identity can theoretically be thought of as subject to confusion with brand image because it is a collection of associations. However, the distinction between brand identity and image is that the former is determined by the corporation, whereas the latter is determined by the consumer. In other words, brand image is produced by the connotations that consumers perceive, whereas brand identity is created by the connotations that the corporation wants consumers to have. Brand identity is more important than brand image in terms of brand management. The business must be clear about its goals before projecting an image to customers. Identity is the way a brand is expressed externally, it is the basic belief that gives a brand its uniqueness, and it is how this belief is shared

[26] Lane Keller, K. (1999). Brand mantras: rationale, criteria and examples. Journal of Marketing management, 15(1-3), 43-51.
[27] Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.

with stakeholders.[28] The brand identity's differentiators must be emphasized, together with the brand's vision and originality, if the company is to have a sustained competitive advantage. The idea of brand identity presents a chance to more effectively build the company's positioning and offer a more strategic approach to brand management. A skillfully maintained system of brand identity also serves as a deterrent to rivals. According to Kapferer (2008), the answers to the following questions will help create a brand's identity:[29]

- What is the specific vision and purpose of the brand?
- What distinguishes the brand?
- What requirements does the brand satisfy?
- Is it a permanent thing?
- What value(s) does it possess?
- What authority has jurisdiction? What is the legitimate area?
- What distinguishing characteristics do the brand's products have?

In some ways, the answers to these questions will serve as the brand's charter. This will improve brand management, which will direct upcoming communication initiatives and brand extensions. Kapferer (2008) defined the brand identity's content and conceptualized it using a prism with six different components.[30] The model's appearance reflects the brand's physical distinctiveness and attributes. The foundation of the brand and its tangible added value is physics. Customers are reminded of the origins of these products by the iconic Coca-Cola bottle and the pyramid-shaped Toblerone. Physical signals connected to the brand serve as the foundation for differentiation for service businesses. the way the staff act and speak, such as through their attire, phone tone, and phone attitude. The personality of a brand shows the human qualities connected to it. The product or service's personality reveals how the consumer would characterize it if the

[28] Janonis, V., Dovalienė, A., & Virvilaitė, R. (2007). Relationship of brand identity and image. Engineering economics, 51(1).
[29] Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.
[30] Ibid

brand were a real person. Coca-Cola is enjoyable, McDonald's is content, and Volvo is secure, for instance.

Every company has a distinctive culture. The set of values that fuel the brand's inspiration is known as its culture. Similar to Virgin's culture of being a challenger, which is specific to the brand, Apple has a culture of setting boundaries and innovation that is specific to California. Brands grow as a result of the connections they make with consumers. Similar to how Apple stands for friendliness, IBM stands for regularity, and Moulinex calls itself the friend of ladies. Reflection demonstrates how consumers want their brand usage to be perceived by those around them. In other words, it provides a framework for customers to define who they are. When people are asked about certain auto brands, the first responses are frequently related to the brand's perceived target market, such as the youth brand, the father brand, or the vanity brand.

Customers' internal reflections are examples of self-awareness. It is a strategy used by the brand to let customers express themselves in a special way. For instance, research reveals that Lacoste buyers subconsciously wish they were members of a posh sports club even if they never participate in athletic activities.

Because brands may persist as long as they can communicate, the brand identity prism was created. The physics and personality face of the prism serve as the sender's identifier in this communication process. In a similar vein, self-awareness and reflection aid in determining who is being received. The relationship and culture, the final two faces, serve as a link between the sender and the recipient. In addition, it becomes clear from looking at the prism in two vertical parts that the brand's visible, outward expression is represented by the physics, interaction, and reflection on the left. On the right are the faces that are part of the brand's unique essence, as can be observed in their personalities, cultures, and self-consciousness.

The brand identification prism not only allows for the examination of brand distinctiveness, but also of brand consistency. Building brand equity requires a solid and consistent brand identity. Focusing on the business level rather than the product level is necessary to establish this unified identity. In other words, it should concentrate on the impact organizational behavior has on identity, which then has an impact on reputation and image.[31]

1.5. Brand awareness

Because of brand awareness, customers are able to become aware of the brand, the characteristics of the brand are recognized and recalled by consumers, and consumers' attitudes about the brand are shaped as a result of the consumers' knowledge of the brand. Customers' level of familiarity with a certain brand is referred to as "brand awareness," and it serves as a representation of the brand's relationship to the other products in its category. This idea serves as the foundation for customer-based brand value in many cases. because building awareness of a brand is the first step in developing a valuable brand. A consumer's ability to recall and identify a certain brand as belonging to a particular category of goods is referred to as brand awareness. The idea of awareness may include a wide variety of behaviors, from just recognizing a brand in its most basic form to developing a mental framework based on in-depth knowledge of that brand. A consumer's awareness of a brand is one of the most important factors in their mental construction of that brand. A consumer's level of familiarity with a brand influences their thoughts and actions about that brand, as well as their level of brand loyalty and the brands they choose to purchase. Awareness of a brand does not only consist of having encountered the brand in the past or being familiar with the brand's name. Beyond that, brand awareness refers to the implications that the customer has associated with the brand, including the brand name and the entire symbol. The capacity to identify and recall a brand in order to form connections with others is referred to variously as brand awareness, brand name in memory, logo, symbol, and so on. They emphasized that consumers have positive feelings and thoughts about products with high brand awareness when they choose between products in the same category. They stated that these features facilitate product information and purchasing decisions and that they emphasize that consumers have positive feelings and thoughts about products with high brand awareness. A consumer's perception of a brand, including how it appears, functions, and is represented by a logo or symbol, is referred

[31] Janonis, V., Dovalienė, A., & Virvilaitė, R. (2007). Relationship of brand identity and image. Engineering economics, 51(1).

to as the consumer's brand awareness. According to Aaker (1996), brand awareness is the extent of a brand's ability to maintain a consistent presence in the minds of the people being targeted. [32]

Awareness of a brand includes not only the consumer being familiar with the brand's name or properties, but also the consumer being able to recognize and recall the brand, the consumer being aware of the brand in their own mind, the consumer having knowledge of the brand, remembering the performance of the brands, and having an attitude toward the brand. When people's knowledge about a brand is developed, the degree of attention paid to that brand will determine the strength of the connotations that people associate with that brand. Awareness of the brand has an effect on the consumer's ability to make decisions because of the strong relationship between the two. The value that businesses want to produce via the use of viral marketing is brand awareness, which can be characterized as the consumer's capacity to recognize the brand under a variety of various times and settings. Because increasing brand recognition requires communicating with a large number of people, a viral movement of a business or product name is an effective strategy. The amount of brand awareness that is attained and distributed has a direct bearing on the function that brand awareness plays in determining the value of a brand. The following is how expressed the different degrees of awareness:[33]

- You shouldn't be familiar with the brand. Customers do not have any knowledge of the product or brand at this level, which is the foundation of the pyramid representing brand awareness.

- Recognizability of the Brand: There is a bare minimum of recognition of the brand. It is vital when a consumer picks a certain brand while they are in the process of acquiring anything.

- The amount of recalling that a brand is stated without the need for assistance is referred to as "brand recall."

Keep in mind that when a consumer is directly questioned about the brand, it is the first brand that the customer mentions, remembering and remembering the brand without the aid of

[32] Boo, S., (2009), A Model of Customer-Based Brand Equity and İts Application to Multiple Destinations", Tourism Management, 30(2), p.221

[33] Bayunitri, B. I. and Putri, S, (2016), The Effectiveness of Visualization the Logo towards Brand Awareness, Procedia- Social and Behavioral Sciences 219, p.136

another person. The following stage will stick in your mind. To put it another way, it is essential for customers to be able to evaluate the brand in relation to that of its competitors in their minds.

The efficiency of marketing efforts and the achievement of their goals both benefit from increased brand recognition. Because brand image and brand attitude cannot be formed in the absence of brand awareness, it is necessary to cultivate brand awareness in order to realize the objectives of marketing operations. Awareness of a brand provides assurance of dependability and, as a result, exposes the intents of consumers towards their loyalty. On the other side, when customers believe that they can rely on a certain brand, that brand's reputation for reliability and quality grows.[34]

The consumer's orientation toward that brand is favourably affected by the reputation produced by this sense of trust towards the brand, which in turn positively influences the consumer's preference for that brand and the purchase process. Keeping up with and increasing brand awareness is essential to good brand management because of how influential it is in the purchasing decisions of consumers. According to Aaker (1991), brand awareness is defined as the capacity of a customer to know or recall where a given brand stands within a certain product category.[35]

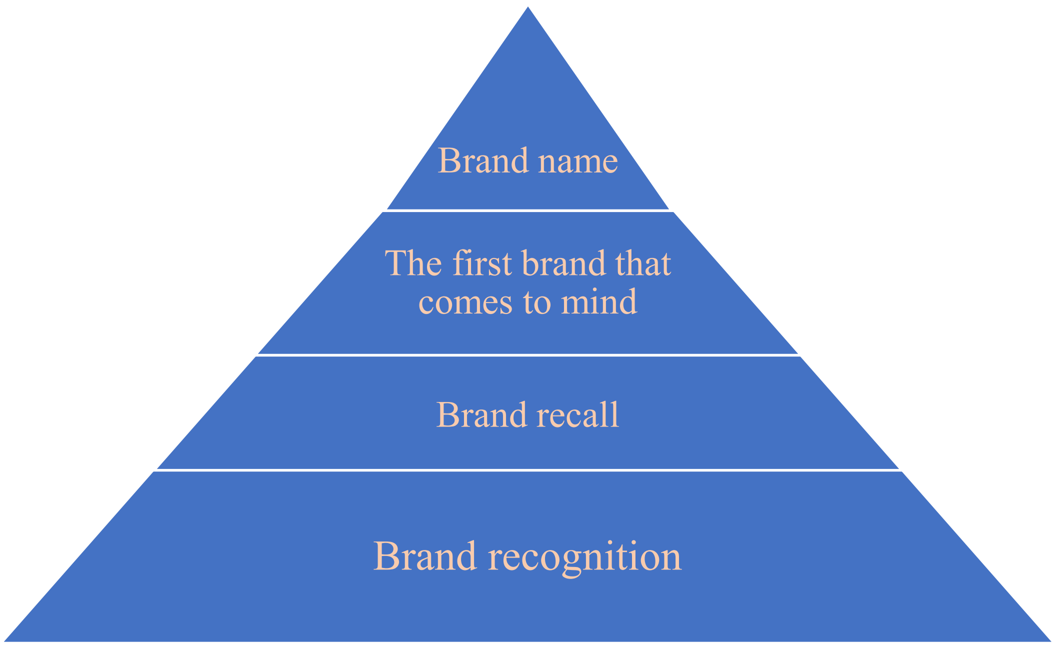
By eliminating the awareness of the consumers who express the lowest level of brand awareness about the brand awareness, by making the marketing efforts such as advertising spending and promotion for businesses, by making effective use of the communication channels, by making use of the interaction between the consumers in these communication channels, and by eliminating the brand's offerings, physical properties, difference, and the value it adds to consumers. To express the other degree of awareness, customers may pick a brand that they are familiar with because they have the perception that doing so lowers the risk that the consumer has when making purchases among the brands of competing companies. At the level of brand recall, it has an effect on the preference for the brand as well as the preference for the brand in comparison to other brands. This is because it is tied to the consumer's recognition of the brand or the views it has previously heard

[34] Han, S. H., and Lee, T. J, (2015). Consumer-Based Chain Restaurant Brand Equity, Brand Reputation, and Brand Trust, International Journal of Hospitality Management 50, p.87

[35] Bojei, J. and Hoo, W. C, (2012), Brand Equıty and Current Use as The New Horizon for Repurchase Intention of Smartphone, International Journal of Business and Society, 13(1), p.36

about it. At the highest degree of retention, customers are aware of the presence of the brand as well as its characteristics, the services it delivers, and the advantages it gives. In a different piece of research, Aaker (1996) presents the Awareness Pyramid as an illustration to describe different levels of brand awareness.

Figure 1. Awareness Pyramid



A customer's ability to be aware of the products or services given by a brand and to pick a brand that is heard among alternative brands that the consumer has not used previously can be influenced by the consumer's level of brand awareness. While customers pick between brands that they do not use, they place a higher level of trust in brands that they are familiar with as opposed to brands that they have never heard of. The feeling of trust that a brand instills in its customers has a beneficial effect on both the customers' attitude toward the brand and their preference for the brand. Numerous academics have proposed that there are two dimensions that may be used to describe brand awareness: brand recognition and brand recall. When considering the amount of brand awareness, brand recognition and brand recall should not be considered simultaneously. The capacity to recognize a brand even when the customer is only presented with the brand's name as a sign is referred to as "brand recognition." The capacity of a customer to remember a certain brand when presented with a particular product category is referred to as "brand recall." Consumers who are knowledgeable about the brand and who are able to recognize the brand in a way that distinguishes it from similar brands just by seeing or hearing the brand are considered to recognize the brand. The ability of consumers to recall a brand also demonstrates how well they can remember when they are given a notice regarding the name and use status of a product category.[36]

While the term "recognition" refers to whether or not a brand has been encountered, the term "recall" refers to those brands that have been brought to mind. There are five categories that may be used to classify the factors that influence recall. These include things like audience characteristics, product, and message, as well as exposure and sponsorship. According to the sponsored event, socioeconomic circumstances including memory, sponsorship exposure, previous brand awareness of sponsors, length and design of the message, age of the audience, curiosity, and interest in the issue all rise. Each brand has a base level of recall, which temporarily increases both during and before the event, and then decreases to a level that is comparable to its initial level a few weeks after the event has concluded. The length of the shift as well as its size are determined by taking into account all of the sponsor's communication efforts. The picture depicts the cemetery model that was created by Young and Rubicam Europe under the supervision of Jim Williams. In the model, the graph of recall by recognition displays the various brands that belong to a certain product category. For instance, one is able to assess the recall and recognition of each of the 20 different automobile manufacturers, and then one can use these measures to plot each brand's position on the chart. The discovery that the curve depicted in the picture is followed by brand names is one that holds true across dozens of different product categories. The first reason is that they are unable to compete due to the fact that the majority of customers are unfamiliar with them and, as a result, they have a reputation that is not very high. Their low recognition does not, however, indicate that they have bad performance because they have a high recognition among the categories of customers who are most devoted to them. The most important companies in a niche often have the opportunity to expand their brand recognition and, as a result, their consumer base. The second anomaly can be found in the top left corner, where there is a cemetery consisting of companies that have high recognition but a poor recall rate. Being in a cemetery may be fatal: customers are familiar with the brand, but they forget about it when it comes time to make a purchase. Because of the high level of recognition, getting rid of the cemetery might not be

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[36] Pappu, R., and Cooksey, R. W, (2005), Consumer-Based Brand Equity: Improving the Measurement - Empirical Evidence, The Journal of Product and Brand Management, 14(2/3), p.145

necessary because hearing the same tale over and over might not make any sense. One of the key takeaways from the cemetery model is that a high level of brand awareness is not always indicative of a powerful brand, whereas brand recognition is a characteristic of less powerful businesses.[37]

In order to stand out in the eyes of customers, brands need to articulate the ways in which they are distinct from the products sold by their rivals. Consumers are more likely to recall a brand if it has a catchy slogan or jingle that sticks in their heads. The usage of symbols, which can be stored in one's memory more readily, is also of utmost significance when it comes to the process of creating brand awareness. In addition, companies may effectively advertise themselves via the use of advertising, which is a useful instrument in this regard. The exposure of customers to brands results in the production of ads and an increased awareness of brands. According to Keller (2008), customers will contribute to the formation of brand awareness regardless of the cause for their exposure to a brand's products or services. Consumers' capacity to recognize and recall brands rises when those brands are displayed several times around the store. Consumers are re-exposed to brands when things are categorized and arranged, which gives them another opportunity to get familiar with the brand and gives it more of a permanent place in their brains.[38] Price cuts encourage consumers to switch brands and give them an opportunity to test out the product by making it more affordable. There is a correlation between price reduction initiatives and a decrease in brand recognition that is unfavorable. Additionally, we are able to assert that customers are able to have an equivalent amount of brand recognition with both inexpensive and costly items.[39]

Through the use of online social networks, businesses have the opportunity to engage with customers, get insight into the emotions and ideas associated with their own brands, and cooperate with customers who establish fan pages or online communities. Tools for social media are among those that are vital to customers on a daily basis. The use of social media platforms may also be an effective method for companies to raise consumer awareness of their brands. We are in a position to assert that the vast majority of companies make use of social networking sites on the internet as a tool to assure the attention and participation of customers, and that the usage of social networking sites may raise brand recognition. Awareness of the brand has a significant role in the

[37] Ibid, p.25-27
[38] Ibid, p.88
[39] Huang, R. and Sarıgöllü, E, (2012), How Brand Awareness Relates to Market Outcome, Brand Equity, and The Marketing Mix, Journal of Business Research 65, p.94

decision-making process of the customer.[40] Therefore, with the use of social media platforms, businesses are able to more effectively, rapidly, and conveniently communicate with consumers about their goods or services, all at a lower cost. Memory measures, both assisted and unassisted, may be used to efficiently evaluate brand awareness by testing recall and identification of brands using a range of different memory techniques. There are three traditional criteria for determining brand awareness in the specific product category, and they are as follows:

- Spontaneous awareness: the researchers asked the people being studied to name the brands that they were familiar with, despite the fact that the brands in question were only names of product categories, and they did not provide any direction: The proportion of the brand X's initial indicators that are positive.

- Top-of-mind awareness: the percentage of respondents that mentioned brand X first when asked the same topic

- Assisted Awareness: The percentage of individuals that identify themselves as familiar with the X brand.

When a customer is presented with a brand name, the degree of verification known as "assisted brand recall" indicates the number of times the consumer has been exposed to the brand in question. Consider a question like, "Are you familiar with the X brand beverage that is aimed at the consumer:" Because there is no indicator other than the name of the brand, supported brand recall and identification of the brand are often the same thing.

In order to determine whether or not the consumer is familiar with the brand, it is necessary to determine whether or not the customer has seen the brand's identifying characteristics in advance. The same procedure may be done vocally, and among these traits, ones that are not linked to the brand can be added. Additionally, a test that is more sensitive can be carried out.

1.5. Brand elements and selection criteria

The customer-based brand equity model requires marketers to select brand elements for the purposes of increasing brand awareness, creating strong, pleasing, and unique brand

[40] Barreda, A. A., (2015), Generating Brand Awareness in Online Social Networks, Computers in Human Behavior 50, p.600

associations, or creating positive judgments and feelings toward the brand. Consumer-based brand equity models are the most common form of brand equity models. In general, when selecting aspects for a brand, one should take into consideration the six criteria that are listed below:[41]

- Memorability

- Meaningfulness

- Likeability

- Transferability

- Adaptability

- Protectability

Memorability: Brand awareness must be ensured in order to create brand knowledge, thus brand value. For this reason, the selected brand elements should be memorable and remarkable and thus contribute to the recognition and recall of the brand in terms of purchase and consumption.

Significance: Selected brand elements can have a variety of descriptive or persuasive meanings. The descriptive meaning indicates the ability of customers to identify the correct product category and the credibility of the brand element in that product category. The definition dimension of meaning is the determinant of brand awareness and placement of brand recognition. Persuasive meaning, on the other hand, contributes to the brand image and positioning by providing specific information about the specific features and benefits of the brand.

Desirability: In addition to the fact that a chosen brand element is memorable and meaningful, the customers' finding it aesthetically appealing, visually and verbally rich and likable, entertaining and interesting can affect product decisions.

Transferability: Transferability measures the extent to which each brand element contributes to the brand value of the brand's new products. Another aspect of transferability evaluates the contribution of brand elements when entering new markets geographically and culturally. Companies need to culturally evaluate all brand elements before launching their

[41] Han, S. H., Nguyen, B., & Lee, T. J. (2015). Consumer-based chain restaurant brand equity, brand reputation, and brand trust. International Journal of Hospitality Management, 50, 84-93.

products into new markets. Otherwise, the error may result when Pepsi begins marketing its products in China, where the slogan "Pepsi Brings You Back to Life" is carelessly translated into Chinese as Pepsi Buries Your Ancestors.

Adaptability: Brand elements need to be adaptable and flexible due to changes in customers' value judgments and ideas or because the brand has to keep up with innovations.

Protectability: It is important how much the brand elements are legally and competitively protected. Marketers should select legally protected brand elements internationally, purchase their copyright from authorized legal entities, and defend their copyrights against any form of competitive copyright theft. At the same time, the brand name, package, etc. chosen to protect the brand's uniqueness and competitive advantage. Attention should be paid to the fact that another feature of it cannot be easily imitated.

It is difficult for a single selected brand element to satisfy all six criteria simultaneously. For example, if the chosen brand name has a meaning, it becomes difficult to transfer or translate it to other cultures. For this reason, it is preferable to choose more than one brand element. In Table 1, brand elements are briefly reviewed in line with these six criteria.

Table 1. Summary of brand element options

	Brand elements				
Criteria	Brand Names and URLs	Logos and symbols	Characters	Slogans and Jingles	Packaging
Memorability	It can be used to increase brand recall and recognition.	Usually more useful for brand recognition.	Usually more useful for brand recognition.	It can be used to increase brand recall and recognition.	Usually more useful for brand recognition.
Meaningfulness	It can be used to reinforce almost any type of association, albeit sometimes	It can also be used to reinforce almost any type of association, sometimes	It is generally more useful in terms of non-product image and brand personality.	It can make almost any kind of connotation directly.	It can make almost any kind of connotation directly.

	only indirectly.	only indirectly.			
Likeability	It can evoke more verbal images.	It can trigger visual appeal.	It can create human qualities.	It can evoke more verbal images.	It can combine visual and verbal appeal.
Transferability	It may be limited.	Perfect	It may be limited.	may be limited	Good
Adaptability	Hard	Mostly redesignable.	Sometimes it can be redesigned.	can be modified	Mostly redesignable.
Protectability	Generally good, but limited	Perfect	Perfect	Perfect	It can be copied in almost the same way.

Chapter 2. Standardization/adaptation of the brand name

2.1. Branding strategies

The brand name is an essential component of both the image of the brand and its position in the market. Names of brands are useful tools because, in a condensed form, they may communicate the product's or service's central idea and the connections consumers have with that brand. They are efficient communication tools that make it possible to learn and remember the brand in a very short period of time. Similar to brand names, brand slogans serve as economical communication tools that condense the information that a company want to communicate into a manner that is both concise and efficient. When it comes to increasing a consumer's awareness of the brand and convincing them to buy the brand in question, these tactics are quite useful. Careful consideration needs to be given to both the brand name and the slogans before one can expect to reap the benefits of the functions that the brand name and slogans provide.[42]

In addition, in order for the brand name and slogan to continue its activities in the worldwide arena, the local customers in the markets must understand them in an accurate and comprehensive manner. At this stage, the most important choice that has to be made about the brand name and slogan is whether or not to modify the brand name and slogan so that they are more appropriate for the local markets. The level of uniformity that businesses will use for their brand names and slogans while operating in international markets plays a significant part in determining how successful their respective brands will be in those areas.[43]

According to Kotler and Pfoertsch (2006), the achievement of success in branding is predicated on adherence to five fundamental principles of branding. To begin, maintaining coherence throughout all of a company's marketing materials is one of the most essential components of successful branding.[44] This concept places an emphasis on the necessity of ensuring consistency at every point of interaction that the company has with its stakeholders. At this stage, a comprehensive strategy that goes beyond the product and the brand is required. The brand becomes more tangible and approachable when clarity is present. Customers as well as other

[42] Doyle, P. (2001). Building value-based branding strategies. Journal of strategic marketing, 9(4), 255-268.
[43] Desai, K. K., & Keller, K. L. (2002). The effects of ingredient branding strategies on host brand extendibility. Journal of marketing, 66(1), 73-93.
[44] Kotler, P., Pfoertsch, W., & Michi, I. (2006). B2B brand management (Vol. 357). Berlin: Springer.

stakeholders need to have a crystal clear understanding of what the company and brand are and are not.

The organization's vision, purpose, and values are the foundation upon which clarity is built. According to the continuity concept, the meaning of a brand should not be altered only for the sake of introducing novelty. The continuity concept is a highly crucial one for developing both the value of a brand and the trust consumers have in that brand. Increasing a brand's exposure and raising its profile are the two most important aspects of boosting its visibility. Finally, brand reality is driven by the way everyone in the company thinks and behaves, with an emphasis on the creation of uniqueness and perspective in order to provide customers with the opportunity to own, use, or manage a product or service that is one of a kind.[45] The amount and characteristics of both shared and individual brand aspects are reflected in the branding strategy of a company. To put it another way, the branding strategy determines which aspects are utilized consistently throughout all of the company's goods and which are utilized in a unique manner. According to Kotler and Keller (2012), there are three fundamental choices available when deciding how to brand a new product:[46]

1. Capable of creating new components for a new product.

2. Some of the components that are already in place can be utilized.

3. It is possible to combine established and newly introduced components of the brand.

It is dependent on the specific business as to which of these choices should be implemented. According to Keller (2008), in order to determine the most appropriate branding strategy, it will be helpful to use the brand-product matrix and brand hierarchy, which will be created by taking into consideration the customers, the company itself, and the competitive environment. These factors will be considered in order.[47]

Managers are able to analyze the possibility of growth by determining the amount to which the expansion will add to the value of the parent brand as well as the value of the current brand to

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[45] Al-Zyoud, M. F. (2018). Social media marketing, functional branding strategy and intentional branding. Problems and Perspectives in Management, (16, Iss. 3), 102-116.
[46] Kotler, P. (2011). Kellogg on branding: The marketing faculty of The Kellogg School of Management.
[47] Keller, K. L. (2013). Building strong brands in a modern marketing communications environment. In The Evolution of Integrated Marketing Communications (pp. 73-90). Routledge.

the new product. The product-brand connection that is displayed in the columns is reflective of the brand portfolio strategy in terms of the quantity of brands and the structure of the brands that are present in each product category. The practice of applying an already established brand to a fresh offering is known as "brand extension." When an established brand, such as Toyota, is used in conjunction with a new brand, such as Yaris, the extension that is created is known as a sub-brand. The term "primary brand" refers to the pre-existing brand (in this case, Toyota), which makes it possible for an extension or the creation of a sub-brand. In addition to this, the parent brand may also be referred to as a family brand if it is related to more than one product through means of brand extension.[48]

Brand extension and category extension are the two subcategories that fall under the umbrella term "brand expansion." Brand extension is when a firm takes its primary brand and applies it to a new product that is aimed at a different market within the same category of products that the company already offers. Typically, the process of brand extensions involves introducing a new type of content, format, or application to the existing brand. For instance, Head & Shoulders makes a shampoo called Lemon Fresh Head & Shoulders. On the other hand, category expansion refers to the practice of using the primary brand in a market that is distinct from the one that is supplied by the business. Honda's primary brand is utilized in the production of vehicles, motorbikes, snowmobiles, lawnmowers, and marine engines. The firm stands to benefit in a variety of ways from brand expansions that have been well planned and carried out. According to Keller (2008), these advantages may be broken down into two basic categories: the advantages of enabling the adoption of the new product and the advantages of delivering feedback benefits to the parent brand or corporation. Keller (2008) splits these advantages into two primary groups.[49]

To begin, expanding a brand's reach helps increase consumer acceptance of the product by providing them with a number of benefits. Consumers construct their expectations for a new product based on what they know about the parent brand and how consistent the information they have received is about that brand. These anticipations have the potential to strengthen as well as

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[48] Song, P., Zhang, C., Xu, Y. C., & Huang, L. (2010). Brand extension of online technology products: Evidence from search engine to virtual communities and online news. Decision support systems, 49(1), 91-99.

[49] Riaz, W., & Tanveer, A. (2012). Marketing mix, not branding. Asian Journal of Business and Management Sciences, 1(11), 43-52.

more pleasingly and uniquely original the expanded brand's connections. At the same time, extensions can lessen the risk that customers think they are taking by setting up favorable expectations for them. There is a possibility that the customer demand for the product that is being given as a brand extension may rise. As a result of this, persuasive operations for the stocking and marketing of the product through the distribution channels of the firm may be carried out with much reduced difficulty. Additionally, when a brand is extended, the promotional activities for the new product do not need to focus on increasing brand recognition.[50] It is not necessary for these actions to concentrate on anything other than raising awareness of the product; doing so would boost the effectiveness of promotional spending. It prevents the business from having to pay the expenses that it could have incurred as a result of the creation of a new brand. It is an advantage for the firm's manufacturing expenses since it gives the company the ability to utilize its current packaging and labels identically or with minor modifications instead of purchasing new ones. Last but not least, it gives customers who value variety the opportunity to select different products without having to switch brands.[51]

Not only can brand extensions make it easier for consumers to accept a product, but they also offer valuable input to the company that makes the original brand. In the first place, it might be useful to understand what the brand represents to customers and to describe the many sorts of marketplaces in which it competes. In addition, it has the potential to boost the power and pleasantness of the connections already associated with the primary brand while also bringing about new brand associations. In this manner, it has the potential to enhance the brand's image. The market for the primary brand can be expanded by brand extensions, which can result in the acquisition of new customers. In addition to this, they have the ability to ensure that the brand once again attracts interest and appreciation. In conclusion, effective brand expansions may serve as a foundation for further extensions.[52]

There are a number of negative aspects associated with brand expansions, in addition to the positive aspects. To begin, the vastly varying quantity of brand extension may leave customers feeling perplexed and even uneasy. Because customers may have difficulties selecting the solution

[50] Hoeffler, S., & Keller, K. L. (2003). The marketing advantages of strong brands. Journal of brand management, 10(6), 421-445.

[51] Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands.

[52] Ibid

that best suits their needs from among the many available choices. There is a risk that brand expansions will weaken the connection that exists between a brand and the product to which it is attached. Cadbury runs the danger of losing its unique connotation as a candy and chocolate brand as it expands into more traditional food categories.[53] Because of the rise in the variety of products available, stores that have a limited amount of shelf space have been forced to cut back on their stock and remove items from their shelves that have a low rate of sales. To phrase it another way, diversity drives retailers to be more discriminating when it comes to the firms they work with. An additional drawback is that even though the extension appears to be successful during the process, the image of the primary brand may be harmed as a result of consumers' negative judgments that will occur as a result of mistakes that may occur in the new product. These mistakes may take place as a result of the extension. Concurrently, a prosperous growth may also result in a decline in sales of the parent brand. After the introduction of Diet Coke by Coca-Cola, it was observed that a number of traditional Coca-Cola consumers switched to becoming Diet Coke consumers instead.[54] If the consumer perceives that the brand extension has quality and utility implications that are inconsistent or even contradictory with the linked connections that are associated with the parent brand, then their perceptions of the parent brand may shift. One last drawback that is easy to ignore is the possibility that the firm may miss out on the chance to establish a new brand with its own distinctive image and value if they choose to grow the existing brand.

In order to benefit from the advantages of brand extension and to stay away from its disadvantages as much as possible, it is necessary to evaluate the opportunities of brand extension and take the necessary steps carefully. For a successful brand extension strategy, Keller (2008) states that the following stages should be followed systematically:

1. Identification of existing and desired consumer information;

2. Identification of potential extension candidates based on parent brand associations and general resemblance or compatibility of the extension to the parent brand;

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[53] Keller, K. L., & Kotler, P. (2022). Branding in B2B firms. In Handbook of business-to-business marketing (pp. 205-224). Edward Elgar Publishing.

[54] Sheehan, B. (2014). Introducing corporate-guided markets using Diet Coke as an exemplar.

3. Evaluation of the potential of the extension candidate, taking into account consumer, institutional and competitive factors;

4. Designing the marketing campaign for the expansion's release;

5. Evaluate the success of the expansion and its effects on the value of the parent brand.

Brand portfolio is the set of all brands and brand lines that a firm offers for sale in a particular category or market segment.[55] There are a number of reasons why companies use different brands in a product category or market segment:

- To cater to different market segments;

- Increase shelf presence and retailer loyalty in the store;

- Attracting consumers seeking diversity and preventing them from switching to other brands;

- To increase competition within the firm;

- To provide economies of scale in advertising, sales, merchandising and physical distribution.

Brand portfolio strategy, on the other hand, determines the structure of the brand portfolio and the scopes, roles and relationships of the brands in the portfolio. Brands in the brand portfolio are classified according to their roles as warrior brands, cash cow brands, cheap entry-level brands and luxury prestige brands.[56]

Fighter brands: Brands that struggle with competing brands to maintain the positions of the most important brands of the portfolio by establishing equivalence points. Warrior brands are generally used when the competitor brand comes with low price positioning. The point to be considered in the design of warrior brands is that warrior brands should neither be too attractive nor too simple. If it is too attractive, sales of high-priced brands in the portfolio that can be

[55] Keller, K. L., & Kotler, P. (2022). Branding in B2B firms. In Handbook of business-to-business marketing (pp. 205-224). Edward Elgar Publishing.
[56] Carolino Sousa Santos Junior, E. (2018). Brand portfolio strategy and brand architecture: A comparative study. Cogent business & management, 5(1), 1483465.

compared to the warrior brand may decrease. On the other hand, if they are designed too simply, the image of high-priced brands may be negatively affected.[57]

Brands with cash cows: Some brands can be kept in the portfolio because they have enough customers and continue to be profitable without actually marketing support despite a decrease in sales. The role of cash cow brands in the portfolio is to provide the basis for the future existence and growth of the portfolio by providing resources for other brands.[58]

Inexpensive entry-level brands: The task of relatively inexpensive brands in the portfolio is often to attract consumers' attention to the brand. These brands have the ability to direct interested consumers, who are customers of the brand, to high-priced brands in the portfolio. Within the BMW 3 series, a number of models have been released to fulfill this role.[59]

Luxury prestige brands: The relatively high-priced brands in the portfolio often play the role of adding prestige and reputation to the portfolio. Corvette, located in Chevrolet galleries, attracts curious customers to the galleries with its image and prestige, helping to improve the images of other Chevrolet vehicles.

Keller (2008) defined brand hierarchy as a useful tool that graphically depicts a firm's branding strategy by showing the number and nature of common and distinct brand elements among the firm's products. Brand hierarchy is based on the idea that a product can be branded in different ways depending on how existing and new brand elements are used and combined in a new product. Brand hierarchy is a structure that has horizontal and vertical dimensions and resembles an organizational chart.

Keller (2008) states that elements and levels can be defined in a wide variety of ways in the brand hierarchy, but they can be presented in the simplest and simplest form from the top to the bottom in the hierarchy:[60]

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[57] Keller, K. L., & Kotler, P. (2022). Branding in B2B firms. In Handbook of business-to-business marketing (pp. 205-224). Edward Elgar Publishing

[58] Parmentier, M. A., Fischer, E., & Reuber, A. R. (2013). Positioning person brands in established organizational fields. Journal of the academy of marketing science, 41(3), 373-387.

[59] Jacobson, D. (2018). Which entry-level vehicle best holds its value?. Personal Finance, 2018(454), 9-10.

[60] Lehmann, D. R., Keller, K. L., & Farley, J. U. (2008). The structure of survey-based brand metrics. Journal of International Marketing, 16(4), 29-56.

- Institution or company brand (Toyota Corp.)

- Family brand (Toyota)

- Individual brand (Corolla)

- Qualifier (identifier or pattern) (Life)

The highest level in this plain and simple hierarchical presentation, the corporate or company brand, always consists of a single brand (Keller, 2008). For some companies, the corporate brand is a single brand used for the branding of all products. In other words, brand elements appear only at the corporate brand level in all products of the company, like IBM. However, in this case, in the event of a scandal or crisis, the entire brand portfolio and corporate image may be tarnished. Kapferer (2008) states that today's consumers attach great importance to names and reputations, they can easily access information about institutions and their products and services through various communication channels, so the corporate brand should be carefully managed.[61] In cases where the synergy between the corporate brand and individual brands is very weak, the firm may place little emphasis on corporate brand elements.[62]

For example, although Alo, Braun, Duracell and Gillete are Procter & Gamble (P&G) brands, the P&G name or logo can only be seen on the packages of these products if you look closely. The family brand, which is at a lower level, is used when the company offers more than one product group under a single brand.[63]

Knorr, Ax, Elidor are some of the family brands of Unilever. A prerequisite for a successful family brand strategy is the existence of sufficient similarity and harmony between products or services under the family brand umbrella. In other words, there must be an equivalent quality standard, a similar application area and an appropriate marketing strategy.[64]

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[61] Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.
[62] De Chernatony, L. (2010). Creating powerful brands. Routledge.
[63] Rajagopal, D. (2007). Brand metrics: a tool to measure performance. Available at SSRN 964695.
[64] Kotler, P., Pfoertsch, W., & Michi, I. (2006). B2B brand management (Vol. 357). Berlin: Springer.

2.2. Brand name and slogan selection criteria

When it comes to communicating with customers about the core of a company, the brand name and slogan are extremely crucial instruments. Because they are components that generate linguistic pictures, it is simple for consumers to code them in their brains and remember them over time. As a result, they are particularly successful in brand positioning because they are easy to recall over time. The firm will have an advantage over its competitors if it engages in the process of branding and chooses a brand name and slogan with great care. Different companies call for different approaches to branding their products and services. However, in order for businesses to successfully identify strong brand names and slogans, they need to adhere to a broad framework and take into consideration specific criteria.

It may appear that naming a newborn kid is similar to naming a brand, however although a person's name does not have any bearing on their existence, the name of a brand is comparable to a form of life energy. There is a strong correlation between the longevity of a brand and the name of the brand. As a result, it is crucial for businesses to select a brand name that is both excellent and effective. Collins (1977) explained the brand name selection strategies of companies with two main principles. First of all, the Juliet Principle predicts that any name should be chosen and placed in the minds of consumers through repetition, based on Shakespeare's lines, "Wouldn't it still smell the same if the name of the rose was not a rose but something else?" The other principle, the Joyce Principle, stipulates that the chosen brand name has a desired phonetic symbolism. Kohli and LaBahn (1997) listed the characteristics of a good brand name as follows:[65]

1. The brand name should be simple.

2. The brand name must be distinctive.

3. The brand name should be meaningful.

4. The brand name should have a verbal and vocal relationship with the product class.

5. The brand name should provide a mental image.

[65] Kohli, C., & LaBahn, D. W. (1997). Creating effective brand names: A study of the naming process. Journal of advertising research, 37(1), 67-75.

6. The brand name should be an emotional word.

7. The brand name should use repetitive sounds.

8. The brand name should use morphemes.

9. The brand name should use phonemes.

In all studies, certain criteria that a brand name must meet are mentioned. Although the studies focus on different points and emphasize certain criteria, they agree that some important criteria should be met. Chan and Huang (1997) compared previous studies and grouped these criteria according to their content under three main headings: marketing, legal and linguistic.[66]

From a marketing science perspective, an effective brand name should suggest product benefits, be appropriate to positioning, be persuasive, and at the same time fit the company and product image. From a legal point of view, the brand name must be unique, registrable and legally protectable. Finally, the linguistic content of the brand name should also comply with certain criteria. The pronounciation of the brand name should be easy, singularly pronounced, pleasant to the ear, short, simple, positive, timely, understandable and memorable.

2.3. Standardization and adaptation concept

2.3.1 Standardization

Standardization refers to a framework of agreements that all interested parties in an industry or organization must adhere to ensure that all transactions related to the creation or implementation of a good, a service, are carried out within the framework of established rules. This ensures that the end product has a consistent quality and that the results made are comparable to all other equivalent substances in the same class. Standardization is achieved by establishing generally accepted guidelines for how a product or service is created or supported, as well as how a business is operated or certain necessary processes are managed. The purpose of standardization is to provide consistency or uniformity to certain applications or processes in the chosen environment.

[66] Chan, A. K., & Huang, Y. Y. (1997). Brand naming in China: a linguistic approach. Marketing Intelligence & Planning.

The standardization marketing strategy is generally applied to the discussion of global businesses and is used to market a solution with the same consistency throughout the marketing mix. This is in contrast to an adaptation strategy where multinational companies differentiate their products and adapt them to suit the unique needs of countries. The most important point about a standardization marketing strategy is that organizations can choose to standardize all aspects of the product experience or standardize components of the product or marketing.[67]

Standardizing the entire product experience includes product integrity, customer service, product support, marketing, pricing and distribution. This is a standard marketing mix. When a business chooses to see itself in the international market, it can face unique challenges. Of course, while the company wants to establish a coherent image in different markets, it must also take into account the cultural context in which the marketing material enters.[68]To explain the standardization with an example, a message in the US country can be perceived very differently in Sudan. Therefore, even a small company must standardize marketing internationally while also leaving room for flexibility. Before developing a standard marketing strategy that can be applied to all markets, the company needs to define its goals. While the ultimate goal, of course, is to generate revenue, the company must consider what message it wants to send to consumers about the company in all markets. Once this central message is defined, it can be adapted for different audiences according to their culture in different countries. Once a universal message has been defined, it should be standardized for all markets. To express this message, the company must identify specific brand markers that resonate internationally. These brand tokens need to be consistent all over the world, as the company can. Before developing a standard marketing strategy that can be applied to all markets, the company needs to define its goals. While the ultimate goal, of course, is to generate revenue, the company must consider what message it wants to send to consumers about the company in all markets. Once this central message is defined, it can be adapted for different audiences according to their culture in different countries. Once a universal message has been defined, it should be standardized for all markets. To express this message, the company must identify specific brand markers that resonate internationally. These brand tokens

[67] Madar, A., & Neacsu, A. N. (2010). The advantages of global standardization. Bulletin of the Transilvania University of Brasov. Economic Sciences. Series V, 3, 61.
[68] Akgün, A. E., Keskin, H., & Ayar, H. (2014). Standardization and adaptation of international marketing mix activities: A case study. Procedia-Social and Behavioral Sciences, 150, 609-618.

need to be consistent all over the world, as the company can. In this way, the company presents a consistent, standardized image to everyone, regardless of their language or nationality. According to Bennet (2008), the firm using a standardization strategy should develop a single product for all markets in all regions. Where such a universal product is suitable: Since the basic need is the same, the product should better meet the needs of the international market.[69]

- After-sales services should be standardized.

- Cultural adaptation is not necessary.

- The universal product must have a strong international brand image.

By applying similar marketing strategies around the world, followers of the standardization approach can bring many benefits to the firm, including significant cost savings, consistency with customers, improved planning and distribution, greater control over national borders, and economies of scale in production and promotion. The global market is homogenizing in nature and the homogenization of international markets is arranging firms to adapt their standardization strategy across the globe.

There are many advocates of standardization, but among them Levitt is one of the strongest advocates of standardization. According to Levitt (1983), the standardization strategy emerges and becomes homogeneous due to the deterioration in technology and communication and changes in consumer taste and preference, while increasing global competition is another reason for standardization. On the other hand. For example, Levitt (1983) argues that standardizing the marketing mix and designing a single strategy for the entire global market helps achieve economies of scale in the production process.[70]

According to Levitt (1983), proponents of standardization believe that there is a cultural unity with similar environmental and customer demand around the world. They argue that trade barriers are decreasing and technological developments and firms are showing a global orientation in their strategies. As they believe, creating a strategy for the global market and standardizing

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[69] Hussain, A., & Khan, S. (2013). International marketing strategy: standardization versus adaptation. Management and Administrative Sciences Review, 2(4), 353-359.

[70] Alhorr, H. S., Singh, N., & Kim, S. H. (2010). E-commerce on the global platform: Strategic insights on the localization-standardization perspective. Journal of Electronic Commerce Research, 11(1).

marketing mix elements can provide low costs as well as consistency with customers. Levitt (1983) argues that well-managed companies move away from customizing products to offering world-class standardized products that are advanced, functional, reliable and low priced. According to him, companies can achieve long-term success by focusing on what everyone wants, rather than worrying about what they think everyone can want.[71]

Moreover, standardization also has many positive effects on the performance of firms as it helps firms realize economies of scale. It helps them to have a faster learning experience that helps them reduce their inventory costs, which not only saves costs but also helps firms gain a competitive advantage over their competitors. Also, standardizing products increases the chances of product innovation as firms can allocate more resources to build and develop their product portfolio, rather than adapting their resources to different markets. Whitelock (1997) suggests that standardization will lead to the effectiveness of technical research work because the process is standardized, so less staff training is required. However, it is argued that the implementation of a standardized marketing strategy may not be possible when there are differences in government regulations, including the need to meet environmental regulations, product safety standards or local ingredient requirements.

2.3.2 Adaptation

Today, the growth of the business world continues to be an important topic for academic research, especially in marketing studies and in practice, as there is an increasing integration of the world's major economies and the progress of globalization, the standardization of a common marketing strategy or the dynamics of marketing strategies in compliance strategies in different regions. In the field of international marketing, when multinational companies decide to start marketing abroad, the decision to use a standardized marketing strategy in all countries or adjust their marketing strategy to fit the unique dimensions of each local market is crucial. According to Theodosiou and Leonidou (2003), in recent years, liberalization of trade policies, increasing stability in monetary transactions, creation of regional economic integrations, uninterrupted flow of goods due to relatively peaceful world conditions, and revolutionary developments in

[71] Burt, S., Johansson, U., & Thelander, Å. (2011). Standardized marketing strategies in retailing? IKEA's marketing strategies in Sweden, the UK and China. Journal of Retailing and Consumer Services, 18(3), 183-193.

transportation, communication and information technologies, different sizes, industries and national origins. This has led to an increase in fierce competition with the participation of a wide variety of companies.[72]

Adaptation strategy means significantly changing various aspects of products and services to meet their needs, taking into account the needs of consumers in international markets. The compliance strategy offers the advantages of meeting the differences in local markets at various levels and thus providing greater customer satisfaction. Customization is also referred to as modifiable customization. Adaptive marketing is a new approach that marketers take to improve their marketing efforts by actively following and responding to consumers. It means changing or adapting a firm's marketing mix according to the geography in which the firm operates. Adaptive marketing is an approach that enables marketers to tailor their activities in unique ways to meet customers' interests and needs based on recorded data. It enables them to meet individual consumer needs related to a particular brand. Done right, adaptive marketing is about making consumers feel like rewarding by giving them the opportunity to customize a product or service.

As a business enters a new market, it has to deal with cultural and demographic differences in the way it handles marketing. Some businesses choose a standardization model where marketing addresses their universal needs, desires or goals. Alternatively, the adaptive marketing strategy abandons universality in favor of adapting marketing to appeal to the cultural or demographic characteristics of customers in the new market. Companies operating in international markets must take into account local differences in language, culture, legal and regulatory requirements, and distribution channels. Offering standard products in all regions can lead to failure if the product does not comply with local market standards, requirements or regulations. Adaptation enables the company to be successful in individual markets by developing a comprehensive understanding of local requirements and changing different aspects of your marketing strategy.

Supporters of the international adaptation approach emphasize the importance of privatisation. The basis of the adaptation school of thought is that when entering a foreign market, it must consider all environmental factors and constraints such as language, climate, race, occupation, education, taste, different laws, cultures and societies. However, researchers have

[72] Theodosiou, M., & Leonidou, L. C. (2003). Standardization versus adaptation of international marketing strategy: an integrative assessment of the empirical research. International business review, 12(2), 141-171.

identified important constraints that are difficult to measure, such as cultural differences in history, education, religion, values and attitudes, manners and customs, aesthetics and taste, differences in needs and desires, economics and legal systems. According to Vrontis and Thrassou, supporters of this approach believe that multinational companies must figure out how to organize an entire marketing strategy to meet the demands of a new market. It is important to change the marketing strategy to suit local tastes, meeting the specific market needs and the non-uniform needs of consumers.

2.4. Standardization/adaptation of the brand name

The brand indicates the origin of the product, promises its quality, is offered as a guarantee and helps consumers to purchase those products that will best meet their needs. A brand can be a word, letter, phrase, term, symbol, sign, design, or a combination of these. They are used to differentiate and differentiate the products and services offered by companies from others. In order to prevent counterfeiting and counterfeiting, brands are registered in the name of companies in every market entered and their patents (right of use) are obtained.[73]

Whatever strategy companies choose in brand decisions, they will face some advantages and disadvantages. The superiority of one strategy over the other depends on the market conditions entered. While it is more preferable to adapt the brand in markets where local manufacturers and sellers are protected by government regulations, and while local branding provides an advantage in competition with local competitors, it will be more advantageous to use a standardization strategy in markets where foreign products are admired and foreign products are prone to purchase.

The first empirical studies on brand name standardization were applications made within the framework of the USA, Europe and Canada. In the majority of all these studies, more than 50% standardized marking applications were found. Only, in the study of Bodewyn and Hansen (1977), standardization is encountered at a rate of 49% for industrial products and 38% for non-durable

[73] Alashban, A. A., Hayes, L. A., Zinkhan, G. M., & Balazs, A. L. (2002). International brand-name standardization/adaptation: Antecedents and consequences. Journal of international marketing, 10(3), 22-48.

consumer goods.[74] In a re-application of the same study, Bodewyn et al. (1986) found an increase in standardization by 62% for industrial products and 50% for non-durable consumer goods.

There have been researchers who have examined the degree of standardization of companies in terms of relatively broader areas such as advertising, product and brand management, as well as more micro-level concepts such as brand name and brand slogan. When a company decides to enter a new foreign market, one of the important decisions to be made is related to the standardization of the brand name. To what extent should the brand name be standardized? While seeking an answer to this question, a contradiction arising from the nature of the brand is encountered. On the one hand, the brand has to be holistic and consistent. From this point of view, standardization is very important in brand management. On the other hand, by addressing the emotions and subconscious of the consumer, it should be ensured that the consumer expresses himself with the brand and brand loyalty should be built. In this context, brand management should attach importance to adaptation.[75]

Alashban et al. (2002) divided the main factors affecting brand name strategy into two main groups: environmental factors and market structure. Environmental factors that influence brand name standardization decisions are: religion, language, education, economy, technology. The market structure consists of the intensity of competition, the density of buyers and the density of distribution.[76]

Brand names carry the image of the product or service. The brand name is the vocal part of the brand, in other words, its spoken form. It is not necessary to standardize the product and the brand together. A standardized product may have a local brand name, or a product with local characteristics may be marketed with a standard brand name. What is important here is the legal regulations in the market, cultural factors and consumers' perspectives on the brand. While the use of a foreign brand is adopted as an indicator of luxury and wealth in some markets, foreign brands may be excluded as nationalistic sentiments dominate in some markets. The distinction in deciding

[74] Boddewyn, J. J., & Hansen, D. M. (1977). American marketing in the European common market, 1963-1973. European Journal of Marketing.
[75] Fournier, S., Breazeale, M., & Fetscherin, M. (Eds.). (2012). Consumer-brand relationships. Routledge.
[76] Alashban, A. A., Hayes, L. A., Zinkhan, G. M., & Balazs, A. L. (2002). International brand-name standardization/adaptation: Antecedents and consequences. Journal of international marketing, 10(3), 22-48.

the standardization and adaptation strategy depends entirely on the characteristics of the market entered.

It is difficult to create a standard brand worldwide. How can a marketer create a standard brand when he sells nearly 800 products in more than 200 countries? Silkrence hair styler is sold as Soyance in France, Sientel in Italy, and Silkience in Germany. It is difficult to standardize brand names to reap the promotion benefits. Because names are created separately in each market. However, if products and services are to be marketed around the world with a standard advertisement, a standard brand is required. Here, it is important that the brand and the promotion strategy are interconnected. Problems with brands are not severe, but still require attention. Namelab lab in California recommends these approaches:

- Translation: Little Pen Inc would be La Petite Plume for example.

- Transliteration: Requires testing of an existing brand name for its associative meaning in the desired market language. For example, Flic Pen Corporation could be perceived as a producer of writing documents for the police, as in France flic connotes means something between a police officer and the police.

- Transparency: It can be used to develop something new. A meaningless brand name can be used to reduce trademark confusion, transliteration problems, and translation problems.

- Intercultural: This approach would mean using a foreign language for a brand name. Vodka must have Russian-based names and Russian lettering, regardless of its origin.

Brands are powerful marketing tools. The chemicals and natural ingredients in a popular perfume brand that currently costs $140 a bottle in a store can be worth less than $3. Here, the quality of the product is measured by its brand. International marketers aim to gain an advantage over their competitors by taking advantage of the brand's image and awareness in other markets in the markets entered with a standard brand. However, local brands and manufacturers are protected by government regulations in some markets.

Brand adaptations may also be required by the government. Use of unnecessary foreign words is prohibited in Korea. For example, Sprite has been renamed Kin. The same situation occurred in Mexico. Local branding (brand adaptation) is used to control foreign companies in terms of marketing leverage that a standard (universal) brand will have. As we mentioned above, it may be necessary to adapt the brand name for some reasons arising from the language difference. For example, Vick's chemical company changed its name to Vick's in Germany. Because the company name is an obscene word in German.[77]

A slogan is one of the most important communication tools that reveals the claim and philosophy of a product or brand and triggers feelings. Slogans used in promotion campaigns of products and brands are important in ensuring permanence and stability. The slogan summarizes the purpose of the marketing program in a few words and translates the brand's communication messages to consumers.

In order for the slogan, which is an effective communication tool in the promotion efforts of the brand, to achieve its purpose, it is necessary to provide the universal rules of communication. As it is known, the communication process in its simplest form takes place in the form of the message reaching the receiver from the source and the receiver reacting to it. The company, which is also the source of communication in marketing communication, tries to deliver its message to the target audience and ensure that the target audience reacts to it. However, while the firm is trying to communicate with the consumer anywhere, it may encounter four main problems:

1. The message may not reach the desired target audience.

2. The message may reach the target audience, but may not be understood or misunderstood.

3. The message may reach and understand the target audience, but may fail to mobilize the target audience.

4. The effectiveness of the message may be disrupted by a noise. Noise here refers to external influences such as competitive advertising, another salesperson, and confusion at the end of the communication.

Firms avoid these problems in foreign markets and try to maintain their communication activities in a healthy way in accordance with their promotion purposes. During these efforts, companies are faced with the question of standardization or adaptation. This difficulty in

[77] Brand adaptations may also be required by the government. Use of unnecessary foreign words is prohibited in Korea

international markets provided the first spark of the standardization literature on advertising with Elinder's (1961) article How international can advertising be.[78]

In the literature, the issue of standardization of the brand slogan is generally examined in studies on international advertising. The slogan is considered as an element of the advertisement. When we look at the literature, there are differences between practitioners (advertising agencies) and academicians in terms of approach to standardization from time to time. While advertising agencies tend to adapt from time to time and standardization from time to time, academics generally advocated adaptation and contingency approaches.

Generally speaking, adapting global programs to the local level often increases the effectiveness of a campaign. For example, IBM Solutions for a Small Planet adapted its slogan by using world instead of planet in Argentina. Because the planet does not have the desired effect conceptually in Argentina. The biggest factor in this judgment is that cultural differences are highly influential on the degree of standardization at the level of advertising and its items. Alden et al., who approached the effect of culture on brand positioning, advertising campaigns and advertising content in the context of consumer culture mentions three different strategies:[79]

- Global consumer culture positioning;

- Foreign consumer culture positioning;

- Local consumer culture positioning.

A global consumer positioning strategy is one that identifies the brand as a symbol of a known global culture. With this strategy, companies try to make their positioning globally around a single culture. For example, Benetton's slogan The United Colors of Benetton emphasizes the unity of humanity. Local consumer culture positioning strategy, on the other hand, is a strategy that reflects local cultural norms and identity, shows production and consumption as if it is done locally, and imposes local cultural meanings on the brand. For example; Volkswagen's Das Auto slogan emphasizes the German car phenomenon in the positioning of the brand. Another important factor that has been the subject of some research, such as culture, is the nature of control between

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[78] Elinder, E. (1965). How international can European advertising be?. Journal of Marketing, 29(2), 7-11.
[79] Alden, D. L., Steenkamp, J. B. E., & Batra, R. (1999). Brand positioning through advertising in Asia, North America, and Europe: The role of global consumer culture. Journal of marketing, 63(1), 75-87.

headquarters and local subsidiaries. The high degree of control of the headquarters over the local subsidiary also has a high degree of influence on slogan standardization.

Chapter 3. Case study of Procter&Gamble

3.1 Research methodology

A case study is a methodological approach that entails doing an in-depth investigation of a constrained system by means of various data collection in order to gain systematic information on how the system works and how it functions. On the other hand, according to Merriam (2013), a case study is an exhaustive description and analysis of a specific system.[80] On the other hand, according to Creswell (2007), a case study is a qualitative research approach in which the researcher examines one or more limited cases over time with data collection tools (observations, interviews, audio-visuals, documents, and reports) that include multiple sources, and defines situations and themes related to the situation.[81] In other words, a case study is an in-depth investigation of a specific incident or series of incidents in which the researcher is interested. A case study is a research technique in which one specific occurrence or event is investigated in great detail over an extended period of time, data is methodically gathered, and an analysis of what is occurring in the actual world is carried out. The findings that were gathered shed light on why the event transpired in the manner that it did as well as what aspects of the phenomenon should be the primary focus of further research. The case study is as follows: [82]

1) The research focuses on how and why questions.
2) The investigator has little or no control over events.
3) When you study the event or phenomenon within the framework of its natural life.
4) It defines it as a research method that is used when the link between the event and real life is not clear enough.
5) When you study an event or phenomenon within the framework of its natural life.

[80] Merriam, S. B. (1998). Qualitative Research and Case Study Applications in Education. Revised and Expanded from" Case Study Research in Education.". Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104.
[81] Creswell, J. W., & Poth, C. N. (2016). Qualitative inquiry and research design: Choosing among five approaches. Sage publications.
[82] Yin, R. K. (1994). Discovering the future of the case study. Method in evaluation research. Evaluation practice, 15(3), 283-290.

Case studies that strive to vividly depict events that occur in their natural settings, while adhering to the restrictions of time and location, and making use of a variety of data gathering technologies are what Hancock and Algozzine (2006) refer to when they talk about "deeply grounded studies."[83]

A case study, as defined by Gerring (2007), is the comprehensive examination of a particular example with the goal of better explaining other cases. Multiple case studies are what Gerring refers to as "multiple case studies" when they involve more than one instance. It is challenging to do in-depth research on these situations due to the large number of cases that are included in such studies. At this phase in the investigation, rather than concentrating on individual cases, the attention shifts to sampling of cases. Gerring refers to studies like these as cross-case studies, and he differentiates between case studies and cross-case studies based on the number of examples they contain and the level of investigation given to each of these cases. Case studies include investigating a single or a small number of scenarios in great detail, whereas cross-case studies involve investigating a large number of scenarios in just a superficial manner. Quantitative studies are produced as a result of cross-case research because of the numerous instances and extensive sample sizes used. Case studies typically incorporate quantitative data analyses for this same reason. All empirical investigations, as far as Gerring is concerned, fall into one of two categories: case studies or cross-case studies.[84]

On the other hand, Flyvbjerg (2006) sheds light on the characteristics of the case study by addressing five common misunderstandings regarding the case study and pointing them out. The first fallacy is that theoretical, context-free information is more important than practical knowledge. On the other hand, universally predictive theories are not enough to adequately describe human occurrences and phenomena. Thus, tangible, practical information based on context is more important than predictive theories. The second fallacy is that case studies have little to add to scientific knowledge since it is impossible to draw conclusions from a single instance. One of the most significant arguments against case studies is the fact that they cannot be used to draw sweeping conclusions about a larger population. Flyvbjerg (2006), on the other hand,

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[83] Hancock, D. R., & Algozzine, B. (2006). A practical guide for beginning researchers doing case study research.

[84] Gerring, J. (2006). Case study research: Principles and practices. Cambridge university press.

corrects this mistake by presenting an example that Galileo rejected Aristotle's theory of gravity using simply a conceptual experiment and a practical experiment and logical argument. It is his contention that case studies may be utilized for the purpose of generalization in the same way that generalizations can be drawn from a single example.[85] The objective of case studies is not to generalize but rather to generalize and establish theories (analytical generalization). The third fallacy is the idea that case studies will only be utilized in the preliminary stages of the research project, specifically for the purpose of the generation of hypotheses, and not for the purpose of testing hypotheses or developing theory. On the other hand, case studies can be employed in the development and examination of hypotheses. The fourth fallacy is the idea that the results of the case study validate the researcher's preconceived notions. In point of fact, the case study's shape is determined not by verification but by fabrication. The confirmation of biases in the case study is no different from the confirmation of biases that exists in other forms of qualitative research. The last fallacy is the idea that it is challenging to synthesize and build broad assertions and theories based on case studies. Although it is not simple to describe the case studies, this problem is not caused by the use of case studies as a method; rather, it is caused by the character of the reality that is now being researched.

3.2 Research findings

3.2.1 Overview of world FMCG market

Goods that are used on a daily basis by the customer and are sold at a price that is competitive are referred to as fast-moving consumer goods (FMCG). Additionally, in comparison to durable items, the service life of these products is typically much shorter. Over-the-counter (OTC) medications, packaged meals, aspirin, and beverages are all examples of fast-moving consumer goods (FMCG). Other examples include hygiene. The expansion of the global population, in conjunction with rising levels of personal disposable income, is one of the primary variables that is anticipated to be one of the primary drivers of revenue expansion for the target market over the projected period. Toothpaste, for instance, is one of the most frequent goods that

[85] Flyvbjerg, B. (2006). Five misunderstandings about case-study research. Qualitative inquiry, 12(2), 219-245.

people use to keep their teeth clean and healthy. In addition, these products are an essential component of everyday life since they are ingested on a regular basis. These items may often be purchased from a wide variety of retail establishments, such as grocery shops, hypermarkets, markets, and even internet retailers. As a further point of interest, the availability of these items in the online shop is a direct result of the expanding use of the internet, which includes the proliferation of smartphones and social media platforms. anticipated aspect that will contribute to the expansion of global sales Packaging for fast-moving consumer goods (FMCG) has a significant impact in sales. This is due to the fact that packaging contributes to the product's overall visual look and entices the buyer to make a purchase. Another reason that is helping to the expansion of the target market is the development of new packaging technologies. As a result, in order for manufacturers to continue to be competitive in the market, they spend in the research and development of new packaging technologies to boost sales. In addition, manufacturers implement a variety of tactics that are anticipated to promote growth in the target market throughout the period covered by the forecast. These strategies include the marketing of existing goods and the launch of new products at prices that are competitive with the market.[86]

However, shifts in the prices of raw materials are anticipated to be one of the primary factors that would impede the expansion of the global market. In addition, market fragmentation is yet another aspect that is anticipated to hinder the expansion of the target market to some degree. As a result of the growing trend toward purchasing pre-packaged food and drinks, the food and beverage industry is poised to contribute a sizeable portion of the total cash generated worldwide. It is anticipated that the supermarket and hypermarket sectors would experience considerable growth among the distribution channel categories. This is owing to the availability of a greater number of items, as well as a rise in consumers' disposable money, all under one roof.

In general, it is essential to emphasize that there is a significant increase in the amount of competition that is present in the global retail market. This increase in competition comes from a variety of sources, including virtual companies, market consolidation, and a number of bankruptcies of large companies in the industry. The retail market for food in the United States has long been notoriously difficult to navigate, and it has always been marked by cutthroat rivalry

[86] https://raerr.ru/press-tsentr/novosti/588-e-commerce-mozhet-stat-novym-napravleniem-tsifrovoj-ekonomiki.html

and little earnings. The recent acquisition of the Whole Foods grocery chain by Amazon.com, Inc. brought to an increase in the level of competition in this industry. A circumstance of this nature compels FMCG merchants to either concentrate their efforts or reduce the scope of their operations. This pattern is not exclusive to the United States; it can also be seen in Western European countries. Carrefour, a French retail giant that was formerly one of the three greatest companies in its sector, is in the process of reorganizing its operations and has announced its intention to implement widespread layoffs as part of this process.[87]

It is anticipated that over two thousand jobs will be eliminated, and the revenues from this endeavor will be invested in the development of digital commerce. A variety of unfavorable tendencies are becoming increasingly prevalent in the United States, amongst other things. First, the increase in consumer spending is outpacing the increase in household income. This happened as a result of people saving less money and borrowing more money. There is a good chance that the increase of consumer spending will decelerate. Second, in an effort to maintain employment and safeguard the home market, the government of the United States plans to enact protectionist policies. Third, the Federal Reserve boosts interest rates, which has a negative effect on the pricing of assets and puts pressure on the market for lending money. Despite the fact that retail sales increased by 3.5% in 2017, the industry as a whole is having a difficult time of it. This is an extremely crucial point to bring up. The trend of large FMCG merchants closing physical stores and laying off employees is still very strong. The proliferation of internet retail, and more specifically Amazon.com, Inc., is one of the causes behind this trend. The number of customers shopping in physical stores fell by 3.7%, while the number of customers shopping online climbed by 4.2%.

The aftermath of the United Kingdom's exit from the European Union is still being felt there. The decline in the value of the pound sterling inevitably results in a rise in the cost of imported goods. In terms of retail sales, the total volume of retail sales climbed by 1.9% over the entirety of 2017, which is the lowest amount since 2013 (when it was 1.6%). During this time, things are looking up for those living in the EU. It has been noticed that Germany, Spain, and the Netherlands all have strong growth rates. This demonstrates the beneficial effect that the recent tightening of monetary policy has had. The countries that make up the EU have a low inflation

[87] Deloitte. Global Powers of Retailing 2018: Transformative change, reinvigorated commerce

rate. Nevertheless, it is essential to be aware of a number of developments that are influencing the sector. The problem of economic nationalism is becoming increasingly popular in the nations that make up the EU, so weakening the concept of an unified space.

The leaders of the nation underline the fact that free trade puts employment and national enterprises at jeopardy. For instance, the labeling of food goods in France has resulted in a decrease in the country's imports of dairy products from nations that are nearby. After France's lead, other nations in Europe followed suit and instituted measures of their own. International businesses, and the retail industry in particular, are becoming increasingly concerned about the rise of economic nationalism in EU member states. The result of this is a strengthening of the economic barriers that already exist between the member states of the EU, and the number of complaints linked to infractions of the rules of the single market has increased by more than three times. Protectionist views are particularly widespread in the nations of Eastern Europe since local manufacturers in these countries have never been able to successfully integrate into the single market. For instance, not too long ago, the European Commission prohibited a number of countries from compelling FMCG retailers to buy local agricultural products, and Poland attempted to impose a new tax on retail sales. Both of these actions were taken in response to Poland's efforts to introduce a new tax.[88]

The annual pace of expansion for the Chinese economy has now reached 6.9%. It is crucial to mention the reduction in unemployment, the rise of the stock market, the increase in reserves, and a considerable improvement in the business climate as among the economic successes of the country. These are some of the most important accomplishments. In addition, 2017 was another year in which retail sales of consumer goods continued their upward trend. There was a 3% increase in retail overall. 26.8 percent of all business is conducted online. The retail sector of the real economy in China is characterized by quick expansion, sales, increasing profitability of enterprises, and quality growth. This is the case in both the quantity and quality of growth. In addition, the economy of China possesses a number of distinctive characteristics that are distinctively associated with the creative transformation of retail commerce. To begin, the topic at hand is the emergence of innovative categories of commercial enterprises. Retailers are working to mix offline and online sales, and a diverse range of intersectoral partnerships are now being

[88] Deloitte. Global Powers of Retailing 2018: Transformative change, reinvigorated commerce

developed. There has been an uptick in the number of mergers and acquisitions, synergistic processes, and applications of cutting-edge technology in recent years. The opening of so-called "shops without sellers" (also known as "smart stores") and the intensification of the development of associated technologies are the two trends that are gaining the greatest traction. In addition, a new model has been seen in a few of the larger Chinese chains recently. This model suggests the introduction of a restaurant within a grocery store.

Second, the components of a full cycle chain are coming together little by bit. Retailers make use of recent advancements in information technology and create a variety of distribution methods. Thirdly, there has been a change in the way the supply chain operates. Companies are becoming increasingly interested in establishing direct deliveries from industries in an effort to minimize expenses and, as a result, pricing. Fourth, the expansion of commercial activity in medium and small cities takes on an increased level of significance. The expansion of many huge networks places a premium on increasing their presence in a variety of smaller cities.

There has been a decrease in consumer expenditure in Japan, as well as a rise in the country's unemployment rate. The month of December had an increase in yearly retail sales of 3.6%. The projection was based on an assumption of a 2.2% rise. Instead of the growth of 0.5% that was anticipated, sales at supermarkets and department shops climbed by 1.1% over the previous year. The economic recovery of Japan, which is dependent on exports, is going to be impossible without a consistent increase in consumer spending. The average price paid by consumers across the nation went increased on a yearly basis. On the other hand, the Bank of Japan is still confronted with the problem of rising inflation. In the context of this essay, it is also vital to take into consideration the most significant shifts that have taken place in the firm and commodity structures of the global retail market.[89]

Table 2. The Ten Largest FMCG Retailers in the World[90]

No.	Company name	Country of origin	Revenue, 2017 (million US dollars)	The total average annual growth rate,% (2012-2017)	The number of countries of presence

[89] Ibid

[90] Kent T., Omar O., (2018). Roznichnaya torgovlya

1	Wal-Mart Stores, Inc.	US	500 343	1,7%	29
2	Costco Wholesale Corporation	US	129 025	6%	10
3	The Kroger Co.	US	108 465	5%	1
4	Schwarz Group	Germany	102 256	7,3%	27
5	Walgreens Boots Alliance, Inc.	US	99 058	17,6%	10
6	Amazon.com, Inc.	US	97 665	6,1%	14
7	The Home Depot, Inc.	US	95 595	7,7%	4
8	Aldi Group	Germany	87 923	-1,1%	17
9	Carrefour S.A.	France	87 131	6,4%	34
10	CVS Health Corpotation	US	83 100		3

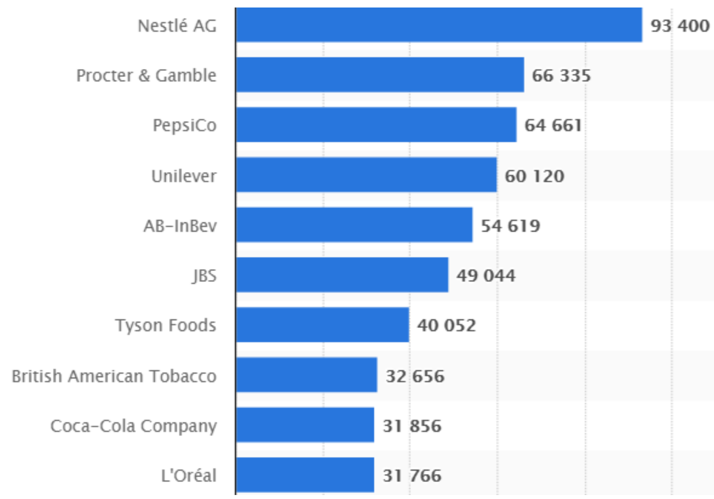
It is necessary to take into consideration the most important trends in the FMCG sector. It is quite challenging to envision how the market for consumer products will appear in ten years' time in today's environment because of the rapid pace of technological advancement. On the other hand, we are now in a position to identify a number of trends that have the greatest influence on this market. To begin, a lack of movement in the general consumer market. It is unavoidable that the purchasing power of the people will lessen as a result of a general decline in the level of average income. Customers are becoming less willing to pay inflated costs for products they are already familiar with, which implies that an increase in profits brought about by increased pricing can no longer take place. In order to compete for the customer's business, it is vital to lower expenses. Second, it's growth in certain submarkets or specialized areas. Even if there is a contraction in the size of the mass market, it may still be possible for particular successful customer groups to emerge. For instance, purchasers are paying more attention to organic items, healthy eating options, and other such categories. Many times, customers are prepared to pay a higher price for nutritious items. Thirdly, the expansion of bargain retailers and sales through several channels. Consumers are currently more inclined to shop at a variety of retail establishments. In addition, there is a shift occurring in which shoppers are gravitating away from neighborhood retail establishments and into discount retailers. This tendency is harmful to huge, well-publicized businesses and hints at a rise in demand for products sold under the company's own name. Fourth, the market for the sale of commonplace items through the medium of the Internet is undergoing rapid expansion at the present time and is quickly becoming a key source of revenue for retail businesses as well as the manufacturers themselves. The battle between corporations is expanding into new arenas, including the digital sphere. Fifthly, there is an increasing prevalence of the trend toward vertical integration as well as the introduction of new business models. For instance, Amazon.com, Inc. is increasing the number of its own brands and working on covering new product categories. In the meanwhile, highly specialized manufacturers are working hard to eliminate the need for middlemen in the sales of their products. This enables them to provide more competitive pricing and yet generate a profit from transactions of any size. Sixth, there will be an effort to optimize the workflow. The application of cutting-edge digital technology makes it possible to locate customers even in very niche markets, which in turn enables considerable cost reductions. Seventh, the ever-evolving measures to safeguard consumer rights, as well as the expansion of environmental and social norms, place limits on the ability to do business. Predicting the outcomes of the sector in response to a variety of shocks is becoming an increasingly tough task.[91]

The three largest fast-moving consumer goods (FMCG) firms in the world are Nestlé, Procter & Gamble, and PepsiCo. The American multinational corporation AbinBev and the Dutch-based conglomerate Unilever round out the top five. When the top 10 suppliers of consumer goods around the world are combined, a surprising revenue of $ 459,848 million was achieved in 2018. This represents an increase of 1.7% when compared to the revenue generated in the previous year. However, beneath the surface, there are a number of significant challenges that lie ahead for the years to come. Nestlé is the unrivaled leader in the fast-moving consumer goods (FMCG) industry,

[91] https://www.fxteam.ru/forex/fxteam-news/180237.html/

with sales of approximately $100 billion and a growth rate of 0.8%. The fragmentation that occurs in developing markets is more closely connected to the dynamics of the region. The majority of growth is happening outside of the major cities, which is a benefit brought about by the emergence of local giants. This is due to the fact that the Western giants are not structurally suited to hit enormous quantities in the major cities.

Figure 2. Top FMCG producers[92]



Deflation is another element that is having an effect on global manufacturers of FMCG. Both market share and profit margins for FMCG firms are being eaten away by price wars in supermarkets and the expansion of discount retailers, particularly in big Western countries. The expansion of the online environment adds to the mix and frequently puts pressure on firms that fail to move their business models and distribution channels to digital areas in an acceptable manner. Naturally, economic considerations also had a part, such as the economic crisis that occurred in Brazil, Argentina, and Russia, as well as a pronounced slowdown in China, which led to a decrease in sales that was quite noticeable.[93]

3.2.2 Procter&Gamble company

William Procter and James Gamble, both of whom were born in Europe but settled in the United States, established Procter & Gamble on October 31, 1837. They both immigrated to the United States and eventually settled in Cincinnati, Ohio. There, they began their business careers

[92] Statista.com

[93] Ibid

by producing candles and soap, respectively. This was the beginning of Procter & Gamble. In the years that followed, Procter & Gamble was among the earliest American industrialists to make an investment in a research laboratory. Additionally, the company was a pioneer in terms of implementing one of the country's earliest profit-making participation programs. P&G evolved from a modest family enterprise into a publicly traded company in 1890 as a direct result of the increasing popularity of their goods throughout the course of the firm's history.

The company's competitive advantage was, and continues to be, its ability to develop a product that, in the eyes of the target market, fills a need that no other option can fill. This is accomplished via a focus on research and development as well as innovation. P&G went on to export its products, brands, and marketing policies to Western Europe in the years that followed in order to further solidify this strategy.

This strategy allowed for the creation of new products and new marketing strategies in the United States, which allowed for their transfer to other countries. In general, the items were designed in the United States, manufactured locally, and marketed in a way that was conceptualized in Cincinnati. Today, Procter & Gamble is recognized as a world leader in the development, production, and marketing of superior quality products for the care of fabrics and the home, for babies, for feminine hygiene, aesthetics, and health, as well as for napkins and paper towels.

These products cover a wide range of consumer needs, including cleaning, hygiene, and health. as well as food and drink, with an inventory of around 250 brands available to roughly five billion customers in over 180 countries throughout the globe. Products such as Pampers, Tide, Ariel, Always, Whisper, Pantene, Folger's, Charmin, Downy, and Lenor have all established themselves as legitimate worldwide brands in recent years.[94]

[94] Sakkab N Y 2009 Connect &Develop Complements research & Develop at P&G (Industrial Research Institute)

Figure 3. Product line

P&G is also a vital force for the economic growth and general well-being of people all over the world. The company employs 110,000 people across all continents. In the same way that William Procter and James Gamble did more than a century ago, the men and women of Procter & Gamble have their eyes fixed to the future in order to continue ensuring that their goods are world-class and of exceptional quality and value for their customers. P&G is the owner of nearly 200 different brands, many of which were purchased over the years and have seen rising levels of success. Ivory soap was Procter & Gamble's first officially licensed product, and it was introduced to consumers in the year 1879. It was a revolutionary product that marked the beginning of a new era for P&G and beyond. During those years, the two founders implemented several marketing programs with a pioneering spirit by investing in research and thus distinguishing itself from competitors. In fact, during those years, P&G was selling more than 30 different types of soaps, and because of the consistently growing demand for the latter from customers, the company decided to enter unknown sectors. In point of fact, the first Crisco vegetable lard was sold on the market in 1911. This innovation not only altered the manner in which food was prepared in the United States, but it also contributed to the success of Ivory soap and Camay soap, both of which were introduced in 1926. All of this was made possible not only because of the increasing demand from the market, but also because of the innovations and marketing methods that P&G utilized in order to acquire the same customers.[95]

P&G made the decision to ride the wave of changes with a new communication strategy that was more focused on the consumer as the 20th century began, seeing that the world was getting

[95] Information on P&G’s needs, http://www.pgconnectdevelop.com/home/needs.html

ready to undergo significant transformations as a result of the entrance of the new century. The fact that Procter & Gamble looked to innovations not only by boosting research and development but also by basing them on a careful analysis of consumer needs, which was acquired through Procter & Gamble's pioneering approach to market research, was the single most important aspect of the company's innovation strategy. Even their marketing was carried out with similarly inventive methods. In instance, in 1923, P&G invented the notion of radio soap operas in order to support Oxydol soap. P&G produced the soap with the longest running time, Sentieri, for a total of 72 years, all the way up to 2009. On this topic, in the year 1939, Procter & Gamble established the first telepromotion in the history of the world. They also released a magazine with color insertions for national distribution, and they disseminated the free samples that contributed to the expansion of his reputation. In order to meet the ever-increasing demand for their wares, the company's two founders came to the conclusion that they needed to establish a production facility, first in Kansas City and then in Ontario, Canada. The level of achievement achieved in that year was unprecedented. The construction of a brand-new factory was immediately planned after the opening of a brand-new plant. In addition, the research laboratories were just as busy as the manufacturing facilities. Ivory Flakes, a flake soap for Chipso clothing, the first soap intended for Dreft washing machines, and the first synthetic detergent for residential use were among the many newly developed and ground-breaking items that were introduced one after the other. Already over these past years, it appeared as though P&G was projecting themselves into diverse sectors with the aim of pleasing different target customers through a variety of product kinds. In 1945, the company had reached a value of almost 350 million dollars, with products that were known throughout the United States and Canada. Additionally, the company planned to expand overseas with the purchase of the Englishman ThomasHedley & Co., Ltd., then creating its first base in France up to the various European countries. In addition, the company had products that were known throughout the United States and Canada. P&G had been in business for 108 years at the time, and the company was in the midst of entering a new chapter of steady expansion.[96]

The international company's performance continues to grow as a result of the production of additional goods. In example, the product Tide was introduced to the market in the United States in 1946. It was the second most significant of its new goods, after Ivory. Tideriscosse became a

[96] Ibid

huge success very quickly as a result of its significant advantages over other products already available on the market. This success was of such a magnitude that it contributed to the financing of the rapid expansion of the company, not only in terms of new product lines, but also in terms of new international markets. The year 1955 marked a watershed moment in the field of oral hygiene with the introduction of the first fluoride toothpaste paste, which was marketed under the brand name Crest. This product was responsible for a shift in consumer mentality as well as a commanding market share, which was made possible by the support of the American Dental Association.

Camay and Spic & Span were both first offered to the Italian market the next year, 1957, after Procter & Gamble had constructed a manufacturing in Rome the previous year, in 1956. Pampers, a brand of disposable first diapers that are still well-known and widely used by mothers all over the world for their children, was first introduced in the 1960s, to be more specific in the year 1961. P&G's foray into markets other than the care of textiles, such as those of the household, was heralded with the launch of the Pampers brand. With the purchase of Folgers Coffee in the year that followed, Procter & Gamble (P&G) entered the world of coffee and quickly became the largest coffee producer in the world, even overtaking Colombia. This was made possible by the company's ability to differentiate itself from its rivals by removing the bitter taste that naturally occurs in coffee beans through the use of cutting-edge technologies. 1966 was the year that saw the introduction of the Dash detergent, which was destined to become ingrained in the lives of entire generations, become the market leader in Italy, and come to be synonymous with the terms "white" and "clean."

P&G also joined the pharmaceutical industry in the 1970s by introducing Didronel and retaining contacts with the Angelini group by becoming a 50-50 member of Fater S.p.a. on sanitary goods. Both of these ventures occurred during this decade. P&G was on the cusp of entering the most spectacular period of expansion it had ever experienced as the company prepared to celebrate its 150th anniversary. The firm had humble beginnings but was on its way to become one of the largest international corporations based in the United States. All of this was made possible because of the purchase of Richardson-Vicks in 1985. This allowed the company to grow its wellness and body care sector, particularly under the Vicks brand, which is known for its cold care product, Oil-of-Olaz visa cream, and Pantene shampoo.[97]

In 1989, Procter & Gamble joined the cosmetics and fragrances market by acquiring the Noxell firm. Two years later, in 1990, the corporation bought the rights to the OldSpice brand name for its perfume, aftershave, deodorant, and facial care product lines from the Shulton Company. 1991 saw the continuation of Procter & Gamble's acquisitions in the cosmetics industry, which served to further strengthen the company's position in the market; in more recent times, these acquisitions included Max Factor and Ellen Betrix (with the brands Hugo Boss and Laura Biagiotti). The fragrance business, which would later become known as P&G Prestige, is established.

These acquisitions not only helped P&G Richardson-Vicks and Max Factor with their globalization objectives, but they also contributed to a significant increase in the companies' presence in international markets. In 1994, Procter & Gamble entered the European paper sector by acquiring the German company VP Schickedanz, which was already known to boast the most well-known brand of handkerchiefs, Tempo. In 1997, the company from Cincinnati strengthened its presence in the hygiene sector through the purchase of Tambrands, thereby entering the global market for sanitary napkins with the Tampax brand. P&G made the decision at the turn of the millennium to expand its business into the food for animals industry by entering the Italian market with new brands that belonged to different market segments. These new brands included Iams, Bounty, Febreze, and Swiffer, among others, such as Pringles and Bounty. Iams, in particular, was an industry leader in the production of food for canines and felines, and at the time of the acquisition, the company's annual revenue was over $800 million.[98]

One of the many mergers and acquisitions that took place in the consumer products industry, the one that involves Gillette, merits a more in-depth consideration than the others. In the year 2000, Procter & Gamble made an unsolicited bid to acquire Gillette; however, despite the fact that Gillette's stock price was going down, the offer was turned down. P&G made the announcement that they would be acquiring Gillette on January 28, 2005, for a price of 57 billion

[97] Abruzzese A., Bazzoffia A., (2001), The house of ideas. Procter & Gamble and the culture of innovation, Lupetti - Communication Publishers, Milan.
[98] Ibid

dollars (approximately 43 billion dollars). This acquisition would go on to become the largest merger in the history of Procter & Gamble, as well as one of the largest in the history of finance. On July 12 of that year, the shareholders voted in favor of the merger, and on July 15, both the European antitrust and the United States Federal Trade Commission accepted the planned merger. As a consequence, the deal was finalized in the fall of 2005. Because of the agreement between the two businesses, it was able to establish the very first major group in the history of the world's huge consumer sector. This new company is a true titan in the industry of hygiene and cosmetics.

The entry into Gillette's P&G portfolio brought as a gift some large brands with turnover and prestige, such as Braun, Oral B, and Venus, which made and led the American multinational to strengthen its almost dominant position in the cosmetics sector, with an increase in the stock exchange value of the 32%. Braun, Oral B, and Venus were among the brands that were gifted. In conjunction with the acquisition of the brand, P&G made an offer of 0.975 of its own shares for each share of Gilette stock, valuing each share at $ 53.94. P&G purchased a facility in Vietnam in March 2015 with the intention of increasing its sales in the Asian market. The factory will make razors for the Gillette brand, which will result in the creation of an additional 300 jobs and an investment of 360 million dollars in Vietnam. P&G derives a significant portion of its annual revenue of 83 billion dollars (about 76.2 billion euros) from the shaving industry. This is not surprising when one considers that the business estimates that 800 million people use a Gillette razor on a daily basis.

As explained by George Lafley, President and Chief Executive Officer of the Alan Group, during the presentation of the most recent financial statements, the objective is to concentrate on the 70-80 leading brands in their respective markets. These brands are responsible for approximately 90% of the company's turnover and more than 95% of its profits, and over the course of the past three years, they have experienced sales growth that is one percentage point higher than the average for the group. With the help of these strategies, it will be possible to concentrate all of the investments in innovation, distribution, and brand building on particular brands that are of interest to the consumer. This will allow for a more streamlined and unmuddled shopping experience, as well as improved customer service and a wider selection of products that are specifically geared toward the consumer's needs. All of this will make it possible to run a group that is rapidly expanding and more profitable in the example it provides. As a result, P&G has embarked on an ambitious initiative known as the brand consolidation program, which is targeted at the sale of items that are not considered to be vital to the company's business. By the end of the year 2020, P&G intends to have identified the majority of the brands that will be put up for sale. Consumers' ability to distinguish their brand from those of P&G's rivals is critically important to the company. It is vital to ascribe a symbolic value to the latter in order for them to be able to recognize the brand, and this may be done through the feelings, visuals, and perceptions. In point of fact, the multi-national corporation's success can be traced back to its utilization of a variety of different branding policies. These policies are designed to continually ensure the competitive advantage, greater profitability, and a one-of-a-kind and easily recognizable brand positioning that is capable of retaining customers. In a nutshell, the following describes the P&G policies:[99]

1) Orientation to Innovation

2) Ability to intervene quickly

3) Reduction of exposure with WalMart

4) Adapt to the new media message

5) Think with an open mind

6) Distinct Product Brand.

The two men who started Procter & Gamble understood early on the importance of the company's capacity for innovation, which was a major factor in the company's rise to prominence. Being able to differentiate oneself by transferring consumer and technological expertise from one industry to another, so as to be able to enhance or build solutions that are easy for both the customer (who sees his requirements met) and the enterprise (which sees an increase its margins). P&G has been able to successfully establish a competitive edge and consolidate its market position via the use of innovation. This has been accomplished through ongoing investments and efficient learning. P&G has also attempted to develop new masoprat products; nevertheless, despite their efforts, customers still view these goods as essential to their daily lives. All of this is accomplished by conducting an in-depth study of the requirements, inclinations, and preferences of customers, who are bound to the brands that, in their opinions, best represent reliable business associates.

[99] Information on P&G History, http://www.pg.com/ro_RO/company/heritage.shtml

Therefore, innovation may be defined as the company's capacity to generate new items and enhance those that are currently available, thereby strengthening them to keep their dominating position in the market. Another essential aspect of a Branding policy is the capacity to act and adapt swiftly to changing circumstances. P&G was able to broaden its consumer base and improve its reputation as a result of Wal-position Mart's in the distribution chain, which allowed the company to build stronger relationships with more people. All of this is included in the third Branding policy, which is connected much more to marketing techniques.

3.2.3 Extent of brand adaptation and standardization of Procter&Gamble

P&G makes an effort to position all of their brands in the same manner throughout all of their markets. Having said that, it's possible for certain brands to hold a better presence in certain markets while holding a worse one in others. There are certain areas, such as South America, in which specific products, such as shampoo, are positioned in a particular manner due to differences in the income structures that exist in the market. P&G makes an effort to standardize as much as is humanly practicable, and the company's end goal is for the product to be used on at least one continent. As a result, the labels on the packaging appear in a wide variety of languages. The branding of consumer goods follows the exact same pattern in every region in the world. P&G observes what sells well in one area, then applies that knowledge to another market while attempting to replicate the same success there. Before entering a new market, a significant amount of research is conducted in order to determine whether or not the brands need to be modified. Research is carried out in order to become familiar with the people, the culture, and the nation in question. Adaptations are only done if it is determined that they are required, therefore in some circumstances, there may be modifications that are made to cater to each individual local market as required. For example, due to cultural restrictions, the color green is not permitted to be used in the Near East.

Firms stand to benefit from increased sales when their product image is uniform throughout worldwide marketplaces, which is why these companies should adopt a standardized approach to the foreign markets in which they compete. By establishing a worldwide marketing strategy that is uniform and taking use of economies of scale, it is possible to reduce the expenses.[100] However,

[100] Bradley, F. (2002). International Marketing Strategy. London, Pearson Education Limited

due to the fact that very few markets are identical, there is a possibility that adjustments may need to be made in order to accommodate local preferences and preferences in general (ibid). Additionally, the standardization technique might not be appropriate owing to the variances across countries. P&G makes an effort to standardize as much as it can, and its branding approach for products is the same no matter where in the globe it is used.[101] Because of this, the product packaging is printed in a variety of languages; this is done so that the goods may be completely standardized rather than adapted to the specific requirements of each market. The goal is to standardize everything, but occasionally it is necessary to make adjustments to accommodate the local markets. P&G's objective, on the other hand, is for the product to be functional over at least a whole continent. Standardization is one way that businesses may use to cut costs; however, adapting to local preferences enables businesses to take advantage of consumer wants, distribution and advertising methods, competitive market structure, and economies of scale in manufacturing and distribution. The reason why P&G utilizes a standardized strategy is economies of size and breadth.[102]

The corporation observes what is successful in one area and then attempts to replicate that success in another market using the same strategies. P&G does a significant amount of research before introducing a product to a new market in order to determine whether or not and, if so, how the company's existing goods will need to be modified. The research will be used to familiarize themselves with the people in the nation, as well as their culture and traditions. Before a product is introduced to the market, it is important to take into account the various preferences of potential buyers, such as their preferences towards color. Some businesses have successfully stimulated demand in emerging areas by designing items that are tailored to the interests of local consumers. Even while P&G makes an effort to position all of its brands in the same way across all of its markets, the corporation is nevertheless able to change as necessary. One example of a market in which particular products, such as shampoo, are positioned in a different manner due to differences in the economic patterns of various countries is South America.

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[101] Hsieh, M.H., and Lindridge, A. (2005). Universal appeals with local specifications. Journal of product and brand management, 14/1

[102] Albaum, G., Duerr, E, and Strandskoy,J. (2005). International Marketing and export management. London: Pearson Education Limited

During the 1970s, P&G began expanding its business into previously untapped areas all over the world, including Japan. Because P&G was recognized as a preeminent company on a global scale, not only in the detergent industry but also in the cleaning product industry, the care and maintenance of beauty products, and the production of food for animals, the company had no trouble maintaining a market share that was greater than that of its competitors. In spite of this, P&G experienced some significant losses in Japan in the year 1985: the company was losing $40 million on that market. When he first introduced disposable diapers, he held about 80% of the quota, but in the 1980s, this was reduced to a paltry 8%. This happened because a competing Japanese company, Kao, introduced anatomical diapers that best served the tastes of the Japanese consumers. When he first introduced disposable diapers, he held about 80% of the quota. Therefore, P&G realized that in order to compete in Japan, it would need to make adjustments to its diapers, and within a short time, the company regained its market share to the previous level of 30%. A comparable event took place in the laundry detergent market with the introduction of the Cheer brand product. This detergent was a huge hit in the United States, but it was unsuccessful in Japan because consumers there did not respond to the advertising that was carried out by P&G. In 1996, he distributed Joy detergent over the entirety of Japan, which made it feasible for the company to achieve a 20% share of the market for laundry detergent in the early 2000s. P&G was successful because of its ability to establish a product formula that was intended to address the unsatisfied demands of Japanese customers, to design a package that delighted merchants, and to build a convincing advertising campaign. These three factors contributed to the company's success. The company's product development and marketing philosophy needed to be rethought as a result of the experiences it had in Japan with disposable diapers and with detergents for washing clothes. The corporation came to the conclusion that operating the business with a concentration on the United States as its primary market was no longer productive. Therefore, over the course of the past decade, P&G has transferred a greater amount of responsibility for the creation of new products and their marketing to its major subsidiaries located in Japan and Europe. Today, the business pays greater attention to regional variations in the tastes and preferences of customers and is more prepared to acknowledge the possibility that new and improved goods may be created in countries other than the United States.[103]

Procter & Gamble has produced a series of television commercials in Eastern Europe that provide information about the characteristics of a particular product. This is in contrast to the typical lifestyle advertisement that consumers are used to seeing in West Germany, where Procter & Gamble has opted to focus their advertising efforts. The business found that consumers' knowledge of softeners, liquid detergents, and household cleaning products was used improperly, and that reusable packaging was broken down and given to children as toys. In addition, the business found that consumers' knowledge of household cleaning products was lacking. The business was under the impression that it would be possible to air the same advertising across a unified Germany in the near future. When companies expand into new markets, they are confronted with new variables of competition, which requires them to make adjustments to their marketing efforts. Firms operating in markets that are generally entered in foreign markets and that compete with other groups need to change the advertising policies they use in their domestic markets in regions where local firms are strong. These markets include firms that operate in markets that are generally entered in foreign markets. Both Procter & Gamble and Unilever offer containers of soap and detergent to markets in less developed countries, where people still wash their laundry by hand and tap into waterways.

Figure 4. Soap container

After discovering that only eight percent of Mexicans used shaving foam while the rest shaved with water and soap, Gillette decided to stop selling its shaving cream in expensive aerosol

[103] Albaum, G., Duerr, E, and Strandskoy,J. (2005). International Marketing and export management. London: Pearson Education Limited

cans and instead make it available for purchase in plastic tubes instead. By doing so, Gillette was able to cut the price of its packaging in half while doubling the amount of sales it generated.

Figure 5. Gillette in plastic tube

Before the year 1995, P&G did not provide sales of dishwashing detergents in the Japanese market. In 1998, he was the owner of the most successful brand of dishwashing detergent, Joy, which today holds a twenty percent share of the Japanese market, which has a size of almost four hundred million dollars. It entered the market at a time when the goods of two local businesses, Kao and Lion Corp., which marketed numerous different brands, owned about forty percent of the market share for those brands. The ability of Procter & Gamble to establish a product formula that was designed to address the unsatisfied demands of Japanese customers, to design a package that was appealing to retailers, and to construct an advertising campaign that was compelling contributed significantly to the company's success. P&G uncovered an odd practice among Japanese housewives during market research carried out in the 1990s. These housewives sprayed an excessive quantity of detergent on unclean dishes, which was a clear indicator that they were dissatisfied with the goods that were currently available. After further investigation, he found that this behavior was attributable to the changing eating habits of the Japanese, who were eating more fried meals, and the fact that the current dish soaps did not efficiently remove fat from the dishes. Armed with this information, researchers working for P&G in Japan set out to design a recipe for a highly concentrated soap that would be based on a new technology that had been created by the company's experts in Europe and was exceptionally successful at eliminating fat.[104]

[104] Shirouzu, N., P&G’s Joy Makes an Unlikely Splash in Japan, «The Wall Street Journal», 10 december, 1997,

The product's previous package had an obvious flaw—namely, a neck that was too long and took up too much room on store shelves—so the firm decided to create a new one. P&G dish soap containers were redesigned to be more space-efficient, becoming cylindrical and taking up less room in retail locations, distribution centers, and delivery vehicles. Because of this, distribution efficiency was enhanced, and grocery stores were able to use less shelf space, which prompted them to increase their Joy inventory. P&G also gave careful consideration to the creation of an advertising campaign for the Joy brand. P&G's advertising agency, Dentsu Inc., conceived up a commercial in which a well-known comedy actor made an unannounced appearance among the housewives, accompanied by a crew of cameras, in order to put Joy to the test on the soiled dishes of a family. The subject of the camera's attention was a smear of oil floating in a pot of water. The oil vanished in a remarkable way after only one drop of Joy was added. In March of 1996, P&G debuted their Joy brand over the entirety of Japan with carefully developed product, packaging, and advertising tactics. Almost quickly, the product captured a ten percent portion of the market. The percentage of the product that was sold increased to 15% in just three months, and by the end of the year it had nearly reached 18%. P&G and the shops that provided the product were able to boost prices in response to the increasing demand, which resulted in larger profits for retailers and improved Joy's standing in the market. Additionally, Procter & Gamble entered the market for laundry detergents. After doing market research, he discovered that Japanese consumers desired detergents with stronger cleaning power. As a result, the business created and introduced a version of its Ariel detergent in Japan that contains bleach as well as an antibacterial version of the product. Both were extremely successful, and as a result, P&G was able to achieve a market share of twenty percent in the laundry detergent industry in Japan in the early 2000s.[105]

[105] Ibid

Conclusion

A winning strategy for companies in the modern era that wish to conduct their operations outside of national borders is a mixed strategy that utilizes both techniques as much as is necessary without keeping the adaptation and standardization strategies independent of one another. This type of strategy is known as a mixed strategy. The problem at hand is a hybrid approach that takes the form of a company that operates locally while maintaining an international mindset (glocalization). To act locally means that a company develops products that incorporate country-specific local touches while taking into account the local values in each country that it addresses on a global scale. Acting locally also means that a company should consider the local values in each country that it addresses on a global scale. Maintaining a wide vision during the enterprise's battle in the international arena and developing a brand that is recognized as a product that satisfies criteria that are approved internationally are both aspects of global thinking.

When deciding on target markets, firms shouldn't draw strong disparities, and they should evaluate market segmentation from a global viewpoint rather than in terms of individual nations or regions. The evaluation may also take into account a different variety of products at different times (industrial products and consumer products). In light of the diverse array of circumstances, businesses would be well to implement strategies and stick to adaptable methods that are, for the most part, in line with the requirements and preferences of their clientele. In essence, a thorough investigation of marketing managers is required in order to solve this problem. Standardization helps the company save a significant amount of money, which is a significant benefit. However, if the standard products that are produced using this approach are not in demand on worldwide markets, sales will not be able to reach the level that was planned for them to accomplish. The amount of money that was saved does not match up with the outcome that was planned. The purpose of an adaptation strategy is to increase the cost of conventional products while simultaneously modifying those products in order to cater to the requirements of a variety of market niches. On the other hand, the strategy turns out to be profitable if there is a substantial demand for the products in question, the prices are raised accordingly, and the resulting sales are more than the costs. Before making any decisions on standardization or flexibility, it would be beneficial for firms to do a cost-benefit analysis first.

In the research that has been done, both the positive and negative aspects of standardization and flexibility have been analyzed separately. At this point in time, the preeminence of a single approach is not yet widely recognised. largely because it applies to corporations in both methods. Rather of leading to two different final destinations, they are more accurately described as methods that connect to one another and support one another. Companies who are aware of this situation may find that combining the two strategies to their benefit is the best course of action.

The consumer goods company Procter & Gamble is committed to the implementation of a strategy of adaptation or multinationalization. The formula for Head & Shoulders, Crest flavor, and Camay scent can vary from region to region and is modified to accommodate the tastes of local consumers. A strategy like this one presupposes that one wants to expand into markets in other countries, which in turn leads to an expansion of the product line that is made and, to some extent, the production of economies of scale for manufacturing and sales by extending markets in other countries.

For example, when Febreze Laundry Detergent was first introduced in Japan by Procter & Gamble, the company was forced to make significant modifications to the original product (smell, consistency, sprinkler), as well as the design of the bottle, because customers felt that it was too plain to keep it in plain sight. These modifications included adding a sprinkler. The principal positioning of the product as well as its functional qualities remained consistent throughout the duration of the study. flexibility in both the product and the approach. The most expensive plan, but also the one that offers the most degree of flexibility and enables you to make the most of the possibilities offered by the target markets. In the 1970s, when Procter & Gamble was trying to promote the Pampers brand in Japan, they ran into some difficulties since, at first, they did not take into consideration the particulars of the Japanese market. As a result of the fact that mothers were accustomed to often changing their children's diapers, it was essential for the diapers to be both thin (so that they could be stored more easily) and inexpensive. The instantaneous rise in sales that occurred as a direct result of the company's consideration of these customers' expectations.

The most expensive approach is the strategy of global adaptation, which is driven by the variances in client expectations that exist between countries. This strategy also represents the spirit of international marketing the best, despite its high cost. One company that successfully employs this strategy is Procter & Gamble. The world-famous Ariel laundry detergent, which is extremely popular in both Europe and Latin America, is now offered in the United States in a formulation that is designed for use with cooler water, produces more foam, and makes it possible to complete the washing process in less time. The formulation of this powder was adjusted in Germany in order to accommodate the longer and hotter soaking durations that are common in that country. This product is produced in Japan for washing machines with shorter wash cycles. The Wash and Go shampoo advertisement campaign that was run in Poland by Procter & Gamble failed to take into account the fact that the vast majority of Polish households use bathtubs rather than swimming pools. As a result, Polish consumers found the depiction of a woman getting out of the pool and washing her hair in the shower to be insufficient. There is a low likelihood of success for advertisements that are literally translated into other languages. The same advertising campaign for Wash and Go shampoo that was run in Russia by Procter & Gamble neglected the fact that the word wash may be translated as "bug" in Russian. It is possible that advertisers will be asked to change product names on occasion. Because the Swedish name for Bran Buds sounds like a burned-out farmer, Kellogg changed the name in Sweden. The multinational conglomerate Procter & Gamble promotes a worldwide strategy that is adaptable, and each of its foreign firms and brands operates independently of the others.

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