

STRATEGIC BRAND MANAGEMENT AND ITS IMPORTANCE IN INNOVATION DEVELOPMENT

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The article presents the results of theoretical analysis of strategic brand management in the era of innovation. The brand management system is considered, which allows to react in time to changes in the external environment. It is proved that the allocation of the brand as an object of management determines the search for a better development strategy and the creation of sustainable competitive advantages of the enterprise. Understanding the brand of the corporation on the basis of an integrated approach allows you to identify the most important elements, which integrative interaction which forms the cost characteristics and market value. It is noted that in the current economic, political and social conditions of business development, companies are forced to look for new opportunities and ways to attract customers, increase profits, be competitive. Every year the number of new goods and services grows, more and more new companies with innovative ideas appear, which makes it harder for existing companies to compete and occupy their niche in the market. Strategic brand management allows you to solve the problem of winning competition in a globalized world, analyzing the market situation and applying unusual methods to attract the attention of consumers. High competitiveness, application of the latest technologies, increasing the importance of the product in the minds of consumers requires timely implementation and implementation of brand management strategy. Mission development, vision, goal setting and strategic objectives highlight the strategic vector of brand development as a whole. It is important to reveal the essence of the concepts of "strategy", "management", to determine the main directions of strategic management from the standpoint of the brand approach. The main research methods are epistemological analysis of the principle of systematic communication and development, which revealed the main directions of strategic brand management.

Keywords: brand management, innovative development, corporation, client.

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PROBLEM STATEMENT IN GENERAL AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The key to the success of a modern company is not so much its advanced production capacity or other material resources, but the development of its innovative and intellectual capital, which includes both intangible assets and knowledge and experience of specific people. In addition, the development of information technology poses new challenges, where managing a company becomes necessary in the new space of the Internet.

We emphasize that a new era of the creative economy has arrived¹, where innovation plays a major role. J. Schumpeter (1934) also noted their importance in ensuring economic growth. But by themselves, without using a strategic approach to their management, they will not have a positive effect. The time lag between the idea and its widespread commercialization is too great. Innovative products (as well as any other type of product) need to create a brand and a special reputation that will have a positive effect in competition. Branding can be a tool that accelerates the process of diffusion of innovations of an individual organization, and hence the process of innovation development in general.

Innovative branding, ie the process of creating a brand of an innovative product or service, is a relatively new area of research that explores the possibilities of using branding technologies to promote innovation and stimulate innovation processes. It has only been studied in more detail in the last decade. In addition to its use in the commercial sector of the economy, today the question of the possibility of its application for the third sector of the economy is being actively studied. It is the question of using the principles of commercial branding for a non-profit company that is a stumbling block for researchers. Although the practical experience of large non-profit companies shows the possibilities of its application for the development and dissemination of social innovations.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Brand development issues and main aspects of management brand was studied by foreign and domestic scientists. Scholars such as MacDonald M. and Wilson H. [13] considered the brand as the identification of the product and its difference from competitors. Feldvik P., Executive Director of Strategic Planning, International Director of Strategic Planning, looks at the brand from a completely different perspective branding planning. In his work [14], he presents the brand as the perception of the product by the consumer. Significant results in the study of topical issues of development and implementation of strategic decisions were obtained in the works of well-known domestic and foreign scientists, in particular: D. Aaker [1], I. Boyko [2], S. Veleshchuk [3], S. Dimitrova [4], J.-N. Kapfferer [5], K. Keller [6], F. Kotler [7],

J.-J. Lamben [8], V. Kendyukhov [9], V. Pilyushenko [10], A. Mazaraki [11], P. Fernandez [12] and others. The question of defining the concepts of brand formation, its importance in the development of innovation processes remains relevant.

HIGHLIGHTING PREVIOUSLY UNSOLVED PARTS OF THE GENERAL PROBLEM TO WHICH THE ARTICLE IS DEVOTED

Today in the studied literature the issue of strategic directions of enterprise brand development and formation of competitive advantages with the help of brand-oriented management in the era of innovation development remains unresolved. Therefore, the growing role and importance of strategic brand management as a process of developing and implementing a strategy for positioning the company, the need for in-depth study of which in modern conditions is gaining special attention.

FORMING THE GOALS OF THE ARTICLE

The purpose of the article is to substantiate the strategic directions of forming effective brand-oriented management for the successful operation of the company in the system of innovative development.

PRESENTING MAIN MATERIAL

In today's globalization and digitalization, the brand is considered the most important element of the development strategy of a modern enterprise and performs a number of important functions: promotes product or company identification, becomes a guarantor of various product characteristics, has a positive business image. It should be noted that the brand is a conditionally complex image, a series of associations that must form and maintain relationships with consumers by giving them a certain value (benefit). Consumer value is the ratio between the benefits that the consumer receives from the purchase and use of goods, and the cost of its purchase and use. Brand value is the strength of a brand's impact on the consumer, which is manifested in loyalty to a product or service and less sensitivity to price increases. Therefore, today the management of Ukrainian business structures operates on the basis of constantly deepening relations with consumers of their services. Any company that seeks to maintain its competitive position in the market must make some effort to develop a strategy for quality brand building.

Today, the brand is one of the key factors the consumer relies on the choice of a particular product or service. Consumer or potential interest partner in a particular brand can lead to increased sales, profits, sustainable economic enterprise development and determine the directions of the organization's competitive strategy. However, the achievement of the state the influence and importance of the brand in the market requires a long period of time for its development. That is why, it is important to understand the essence of the concept itself, which will establish the key features of the subject research, and thus establish the content of management procedures. Tamberg B. in his work [23] defines the brand as "a symbol, image or combination of these elements, designed to identify goods or services of a particular manufacturer and differentiate them from products competitors ". In the article the author mentions the brand as an intangible sum of product properties: its name, packaging and prices, history, reputation and way of advertising, "In other words - this is a set of impressions that remain in the buyer as a result of the use of the goods "

Aaker D. argued that "a brand is a set of qualities associated with a brand name and a symbol that enhances (or weakens) the value of the product or service offered under this symbol" [24]. This interpretation of the concept of "brand" is, in our opinion, quite fragmentary, as it is based on value characteristics of the product only. However, in modern conditions it is increasingly associated with the brand the name of the company, which increasingly reflects not only the characteristics of products, but is evidence of quality and competitiveness of activity

Building a company's brand requires its management to solve not only tasks related to product improvement, production method or method of marketing and promotion, but also those issues that will help increase the company's competitiveness in the market. To date, there are many different models of creating and managing brands. Brand Management is a process of brand management in order to strategically increase the value of the brand and involves the following steps imaged down in Figure 1.

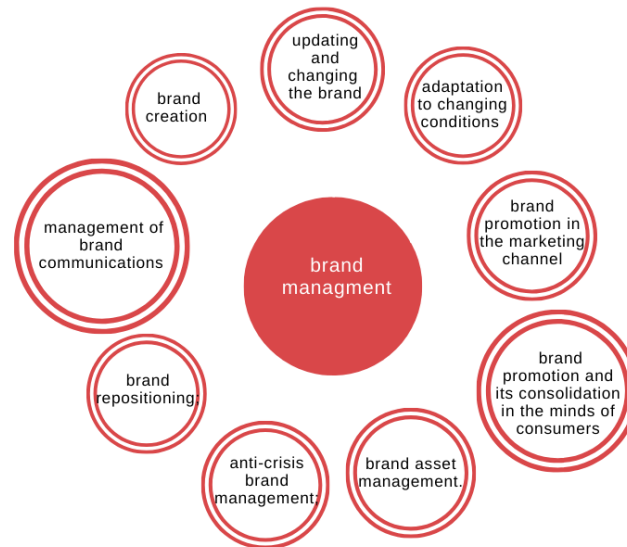


Figure 1. The components of brand management (created by author)

In the system of brand management there are two levels of its implementation strategic and tactical - where the basis for classification is the goal, direction and methods of action, as well as the timeline and performance criteria.

So, the strategic level of brand management determines its core, which creates the basis for a sequence of actions to form it effective work, and the tactical level is responsible for implementing the strategy current time period. Let's analyze the strategic level in more detail. Strategic brand management at all stages of its life cycle - an important element of any modern company. It provides assessment of the stage of brand development, the level of consumer loyalty and its popularity with the purpose of the subsequent formation of strategy of a brand. Note that at the strategic level, at the stage of origin of the idea of creation attributes such as:

- ideological content (brand essence);
- brand identify;
- visual image of the brand formed by advertising (brand image);
- functional and emotional associations (brand attributes);
- verbal trademark (brand name)

At creation and the subsequent monitoring of a brand it is necessary to carry out analysis of the internal and external environment of the organization, which will take into account the main competitive forces in the market, the influence of general economic, political and technological factors will identify key success factors, strong and weaknesses of the organization, its capabilities and threats.

After researching the structure of the market, segmenting the target audience, we we will be able to configure our strategy of positioning, identity and growth product or service by choosing a niche market or taking a follower position on market, offering new technological solutions and values to the buyer.

After a comprehensive analysis of the market, the company itself, its customers and competitors need to prepare the basis on which the brand is built, ie the brand platform, which is a set of ideas about the position and concept the brand itself, that is, its mission, vision and values, target audience that determines the position of the brand relative to competitors. The brand platform consists of:

- brand attributes that include title, logo, and fonts
- colors;
- positioning;
- brand ideologies (this is the mission and values);
- brand policies;
- brand architecture

.A key point in the implementation of strategic brand management is to match the requirements of the internal and external environment the course of the life cycle of the brand on the basis of its diagnosis and implementation of a well-thought-out change strategies.

This model of brand management allows you to respond in a timely manner to changes in the external environment, helps management staff to form competitive advantages and emphasize

management decisions (clearer division of responsibilities between marketers and managers at different levels). The purpose of brand management is to adapt the brand to changing market conditions. Brand-oriented enterprise management is used to reflect the strategic importance of the brand concept. The latter involves the management of the enterprise, the purpose of which is to form and maintain a holistic image of the brand through all elements of the marketing complex by focusing the activities of all departments of the company to achieve the parameters of the brand concept [16].

Most models define only the stages of brand creation, while the management of brand development (and even more so the brand system) remains informal. Other models define the components of the brand management process, but do not specify the sequence of stages and the information flow of the brand (what is the result of the stage and on which information the decisions of certain stages are based). Accordingly, the proposed model (Fig. 2) of brand management coincides with its life cycle and covers all stages - from market analysis, strategy development, brand building to marketing control and decision to exit the market [15, p. 570].

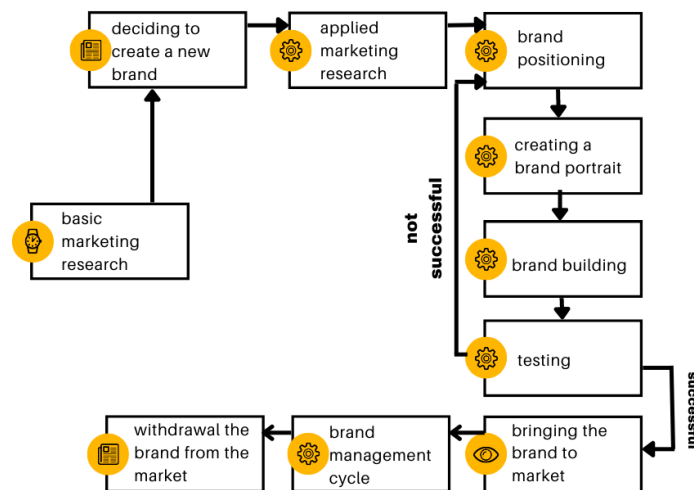


Figure 2. Model of brand management (created by author)

For the successful development of the company's brand, the effective use of branding for management purposes it is important that the branding strategy is consistent with the company's development strategy. So, it is necessary ensure complete openness and clarity of the essence of the brand and brand management in the enterprise, and not not only for its top managers, marketers and brand managers, but also employees of all departments. A comprehensive approach to understanding the brand makes it possible to state: the company's brand is based on technologies, business processes, strategic assets, management systems, market positions, sales networks, products, images - a set of key unique factors that form the basis of production. The synergetic effect of the company, which is manifested in strong competitive positions and excellence market value of the book value of the enterprise.

Strategic management from the standpoint of the brand approach as a whole can be represented as a set of interdependent and interconnected elements of the management process that have a direct impact on each other, feedback and cyclical processes [17].

Conceptual approaches to strategic management from the standpoint of the brand approach can be presented both in a narrow sense and in a broad sense, where it is a program of actions, plans, generalized model and scheme [18, p. 16], targeted actions to manage brand development in a particular direction and identify areas of application; means of obtaining competitive advantages, rules of conduct, positions of prospects for further development of the process of long-term goals and objectives of the direction of action and allocation of resources necessary to achieve the set goals; the result of satisfying interests in achieving goals; the ability to formulate a mission to set long-term goals consistent with available resources, a portfolio of tools for strategic decision-making, focused management, through the ability to create, maintain, analyze, protect, strengthen and expand the brand [18, 19].

The main idea of the concept of dynamic theory of strategic management is the emphasis on innovative solutions, knowledge management, network organization, dynamic skills and leadership qualities. The priority tasks of strategic management are strategic analysis, substantiation, development, control over the implementation of enterprise strategies, but most importantly, the classic concepts of strategic management, created in the second half of XX century. The development and implementation of

a new concept of strategic management is becoming important, the main task of which is not only the development of competitive advantages in the long run, but also timely audit and adapted transformation to the latest requirements.

Strategic brand management allows to solve the problem of forming the image of the uniqueness of the enterprise. To increase the importance of the brand in the eyes of consumers, you need to build an emotional and trusting relationship with the audience. A finely structured emotional connection allows you to find regular customers who will be delighted with the product and recommend it to your immediate environment. When branding creates an emotional connection with customers, it allows you to increase market share, get a great return in cash and constantly develop the brand [20]

Nowadays the problem of strategic planning of competitive behavior of the enterprise becomes more and more actual. The use of benchmarking will allow the company to create a basis for further improvement and management of the company, so it is necessary to search for good practices in partners, competitors and companies in other industries to implement their experience in the company. Benchmarking - assessment of enterprise processes and their comparison with the processes of leading companies in the world in order to obtain information useful for improving their own performance.

In order to choose the strategic directions of enterprise development, it is necessary to search for a better development strategy and create sustainable competitive advantages of the enterprise in conditions of uncertainty, unpredictability of market situations. This is primarily its degree of complexity and the amount of effort to put this strategy into practice. According to the approach proposed by E. Tauber [21] strategies are considered depending on two parameters: product category and novelty of the brand name. The following brand development strategies are offered:

1. The strategy of linear expansion of the brand uses the already existing successful brand name to denote additional products of the same product category, with new flavors, shapes, colors, additional ingredients or in a package of another size. There are two types of linear brand expansion: horizontal and vertical brand expansion.

2. Categorical expansion of the brand. This strategy uses the existing brand name to enter new product categories. Expanding the boundaries of the brand can take place in two ways: through an umbrella brand (umbrella brand) or through a common brand. There is a separate category, such as umbrella brand, which means either a brand of a product line or a corporate brand, provided that it covers a diversified product portfolio. There are several types of co-branding: co-branding, component branding and innovative co-branding.

3. Strategies for creating new brands. Quite a number of new brands have entered existing markets either based on their predecessors or declaring new values. It is important to realize that a high-quality brand is the basis of a business, because it constantly creates the desired image for the consumer. Brand for consumers: responsibility of the manufacturer, risk reduction, reduction of the cost of information retrieval, symbolic emblem, quality indicator.

4. Diversification of the brand. This strategy is key for most brands and prepares the consumer to pay a higher price than for other similar products. Diversification creates a barrier in the way of competitors and helps increase purchasing power.

It is important to remember that when creating a brand, it is necessary to take into account not only the physical properties of the product, but also the feelings evoked by consumers. Concentration is made not only on consciousness, but also on emotions and subconscious. Emotional influences are extremely effective, and emotion management can affect the volitional sphere of consumers [22].

Management strategies are used to achieve these key goals of brand development. In conditions of fierce competition in modern markets, it is very difficult for new brands to occupy a lucrative niche. Well-known brands have gained popularity due to certain strategies that will be very effective today. Strategic brand management is necessary not only when creating a new brand, but also in cases where you need to revive or update an existing brand.

In summary, we can conclude that in the process of forming a system of strategic brand management, three interrelated strategies are used: positioning strategy, promotion strategy and brand marketing strategy. When implementing a set of brand management measures, the choice of a strategy and their combinations will be determined by the current situation in the markets, paradigmatic trends in the company's development and consumer expectations of the target audience.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

After conducting research, we can say that strategic brand management in the era of innovation is changing with the development and complexity of business processes. The expansion and development of markets, increased competition, the dynamics of scientific and technological progress necessitate companies to use all opportunities to strengthen their positions, which are often associated with the concept of brand. Consequently, both at the level of theory and at the level of practice there is a difficulty in understanding the concept of "brand". If before the companies worked on the development of the product brand - and this was enough to make a profit, in modern conditions on the basis of the product brand the company forms a corporate brand, which should not only be the basis for sales, but also to promote long-term competitive advantage. development of economic potential and its consolidation in the quantitative and qualitative characteristics of the concept of "company brand".

Further development of the national economy should and will be accompanied by the emergence of new enterprises, brands, trade structures, which will gradually lead to intensified competition for market positions. That is why when forming a marketing strategy, companies need to take into account the obvious benefits of brand development.

It should also be noted that when creating a brand, you must first formulate its idea, mission and vision of the future, research the market and opportunities of another company, create a brand platform, and then commercialize the project and be sure to maintain a control and monitoring system. I would especially like to note that the concept of branding has changed significantly in recent decades and is used today not only for the development of commercial companies, but even for the nonprofit sector, as well as accelerating commercialization and dissemination of innovation, both technological and social.

Thus, we note that the multi-stage analysis of the brand environment allows you to make systematic and sound decisions in the field of its development and the company itself. The value chain in the company in strategic management, in which a special place is given to the strategy of brand positioning, can achieve a synergistic effect for both the business unit and the consumer. In turn, the consumer gets the opportunity to reduce their risks, reduce the cost of finding a product or service, buy something that is truly valuable to him, expresses his belonging, status, and the manufacturer gets a stable competitive advantage, price premium, higher stability over the market.

Summing up the above, the study showed that in the era of globalization and digitalization, brand-oriented management is a new, multifunctional and dynamic activity in the field of enterprise management, and an effective brand management strategy is the key to increasing the company's competitiveness. independent concept of management, marketing and communication policy.

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СТРАТЕГІЧНЕ БРЕНД-МЕНЕДЖМЕНТ ТА ЙОГО ЗНАЧЕННЯ В ІННОВАЦІЙНОМУ РОЗВИТКУ

АННА ДАНИЛЮК

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У статті наведено результати теоретичного аналізу стратегічного бренд-менеджменту в епоху інновацій. Розглядається система управління брендом, яка дозволяє вчасно реагувати на зміни зовнішнього середовища. Доведено, що виділення бренду як об'єкта управління зумовлює пошук кращої стратегії розвитку та створення стійких конкурентних переваг підприємства. Розуміння бренду корпорації на основі комплексного підходу дозволяє виділити найважливіші елементи, інтегративна взаємодія яких формує вартісні характеристики та ринкову вартість. Зазначається, що в сучасних економічних, політичних та соціальних умовах розвитку бізнесу компанії змушені шукати нові можливості та шляхи залучення клієнтів, збільшення прибутку, бути конкурентоспроможними. З кожним роком зростає кількість нових товарів і послуг, з'являється все більше нових компаній з інноваційними ідеями, що ускладнює конкурентоспроможність існуючих компаній і зайняти свою нішу на ринку. Стратегічне бренд-менеджмент дозволяє вирішити завдання перемоги в конкуренції в глобалізованому світі, аналізуючи ринкову ситуацію і застосовуючи незвичні методи для привернення уваги споживачів. Висока конкурентоспроможність, застосування новітніх технологій, підвищення значущості продукту в свідомості споживачів вимагає своєчасного впровадження та реалізації стратегії управління брендом. Розробка місії, бачення, постановка цілей і стратегічні цілі підкреслюють стратегічний вектор розвитку бренду в цілому. Важливо розкрити сутність понять «стратегія», «менеджмент», визначити основні напрями стратегічного управління з позицій брендового підходу. Основними методами дослідження є епістемологічний аналіз принципу системної комунікації та розвитку, який розкрив основні напрямки стратегічного бренд-менеджменту.

Ключові слова: бренд-менеджмент, інноваційний розвиток, корпорація, клієнт.