



UNIVERSIDADE CATÓLICA PORTUGUESA

Building Successful Brands through  
Marketing Communications: development  
of a framework  
Parfois Case Study

Dissertation presented to the  
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to obtain the degree of Master in Marketing

by

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# Abstract

Nowadays, brand building strategies are crucial. The increase in competition offering similar products, lead to an urge for brands to differentiate themselves and to communicate their message more efficiently.

This master's thesis explored the concept of successful brands and what distinguishes them from average brands. Between the many criteria companies need to accomplish when building a successful brand, this study focuses on the marketing communication strategies and how to apply them so that a correct brand building is possible. Firstly, a more complete knowledge of what successful brands are, as well as how to build them is gathered. Secondly, it was fundamental to understand the importance of marketing communications and integrated marketing communications to build a successful brand. Furthermore, a model of how to build a successful brand through marketing communications is proposed.

In this study, we followed the single case study method focusing on the marketing communications sector of an established successful brand that Mojobrands has been working with, Parfois. The proposed model was applied to the brand to test its validity on a practical level.

The investigation concluded that the proposed model can be applied in practical situations. Indeed, the conceptual framework can be a practical and simple tool available for companies and agencies to apply to their brands and plan successful marketing communication strategies that will aid them developing successful brands.

Keywords: Successful brands, Brand building, Marketing communications, Integrated Marketing Communications



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# Acronym Index

AIDA – Awareness, Interest, Desire, Action

AMA – American Marketing Association

CBBE – Customer Based Brand Equity

FCB – Foote, Cone and Belding

IMC – Integrated Marketing Communications

MCT – Marketing Communications Tetrahedron

PCDL- Positioning, Communicating, Delivering, Positioning

PR - Public Relations

SBCE – Successful Brand’s Communication Egg



# Introduction

## Context and general research gap

In the ambit of the Master's Degree in Marketing from Católica Porto Business School, Universidade Católica Portuguesa, and the curricular internship in Mojibrands as Project Assistant, the present Masters Dissertation was developed under the theme *Building Successful Brands through Marketing Communications: development of a framework. Parfois Case Study*. The main objective of this research is to understand the contribution of marketing communications for the development of successful brands. To do so, the research will be based on the current literature and available frameworks in the area. The knowledge gathered will allow us to develop a model that aims to explain how to build a successful brand through marketing communications.

The marketing communications environment is constantly changing. Indeed, nowadays technology developments and the Internet significantly influence how communications are processed and developed.

At the same time, branding has become a key marketing priority for most companies (Aaker and Joachimsthaler, 2000; Kapferer, 2008). In fact, technological advances make it easier for brands that are competitors to imitate their rivals' functional advantages (Chernatony, 2001). Thus, with the increase in competition, brands need to understand how they can differentiate their offerings and how to reach target audiences more efficiently. However, there is little consensus on how brands and branding should be developed in the modern interactive marketplace (Keller, 2009). In fact, marketers face difficult matters everyday regarding branding and their brands (Keller, 2003). Moreover,

developing clear and cohesive brand communications can lead a brand to grow and gain the loyalty of their target audience (Ghodeswar, 2008).

In conclusion, new perspectives are needed to understand brand building guidelines in this rapidly changing communication context (Keller, 2009).

## Theoretical research gap

According to Holm (2006) for over twenty years, communications are being increasingly discussed in the academic field and, indeed, many authors developed knowledge on how to build a successful brand. Marketing communications is, according to them, one of the critical tools to use in order to reach that goal. However, there is still a lack of empirical knowledge on this matter.

Moreover, Integrated Marketing Communication (IMC) is being the target of a series of studies that reveal its importance to a marketing communication strategy. However, many of the existent frameworks for developing a successful brand often do not contemplate IMC. Thus, communication planning and brand building frameworks are incomplete in the sense that they do not consider all relevant aspects companies should follow to build a successful brand.

As Kay (2006, p.743) stated, “marketing literature on branding has raised some important new directions as how companies can acquire brand strength”. The existent rules for branding emerged from studying the various perspectives to build successful brands. However, the rules behind branding decisions that have emerged “can appear inconsistent or even contradictory” (p.743).

In summary, “the contingencies or alternative paths to consider in building strong brands need to be better explored” (Kay, 2006, p.743).

## Managerial research gap

The creation of new brands highlights the need for companies to differentiate themselves and stand out from the immense number of competitors.

Indeed, the physical features of a product are not enough to generate the strong competitive advantage that is needed to succeed in a brands' flooded environment (Anselmsson and Johansson, 2008 cited by Anselmsson and Anders, 2013, p.1613).

As Keller (2001b, p.819) stated, "the challenges faced by marketers in designing, implementing, and evaluating marketing communication programs are markedly different from those faced by marketers 20 or 30 years ago". As such, there is a need for new studies on this matter that integrate the most relevant conclusions from previous research.

Managers need to have clear and practical guidelines as they face difficulties in adapting to a new market environment where the traditional marketing strategies are being replaced with new communication tools, as well as the presence of educated consumers and more competitors make it harder for a brand to thrive (Keller, 2003).

Also, "practitioners and scholars have questioned marketing communication's credibility because it has not been linked to firm shareholder value" (Luo and Donthu, 2006, p.70). These marketing area professionals fear for the returns of marketing communications expenditures. Indeed, several authors as well as managers fear that the expenses with marketing communication do not represent a positive investment (Luo and Donthu, 2006). A successful brand building program can show managers how marketing expenditures and investments can translate into actual profits for the company (Luo and Donthu, 2006).

## Document structure

Following this introduction, this paper is organized as follows: Chapter 1 presents the description of Mojobrands Brand Lifestyle and the functions that were developed during the six months of internship. Chapter 2 includes the literature review. In this chapter, we explain the concepts that form the basis of this investigation, namely: brands; successful brands and their criteria; building a successful brand; branding; marketing communications. Chapter 3 presents the proposed model and its explanation. Chapter 4 includes the research methodology, the data collection methods and the choice of the object of analysis. Chapter 5 presents the case study of Parfois and the discussion of the results. Finally, Chapter 6 presents the main findings of this research as well as its limitations and hints for further research.

# Chapter 1

## Company and Functions Characterization

The final stage of the Master's Degree involved a six months' internship that took place in Mojobrands Brand Lifestyle. The company is a Porto-based agency with subsidiaries in Lisbon and Madrid, that operates as brand consultants. In fact, in Mojobrands the brand is the main driver of the agency business.

The company focuses on branding related activities, brand activation, communication strategies, advertising, naming and event planning, among other functions. All company strategies are tailor-made and adapted to the specific context in which the client's brand is inserted.

Throughout the internship, I had the role of being project assistant with the functions of managing projects, direct contact with the clients, copywriting and also developing creative inputs.

Besides defining consultancy, the agency aims to play a relevant role on brand building through marketing communications strategies. This is the area where the agency can act directly to help their clients. Therefore, the proposed model in this research should also aid Mojobrands in planning and designing successful communication strategies for their client's brands.

The object of analysis for this investigation is one of the biggest clients of the agency, Parfois. The agency carried out the task of developing the new seasons' launch events and has been working with the client for a long time.



# Chapter 2

## Literature Review

### 2.1 Introduction

The constant shifts in the market environment affect brands, whether it is “by the change in market demand, consumer preferences, technological advances” or other external factors (Rajagopal, 2008, p.32). Therefore, brands see themselves forced to state their position in the market and define in what aspects they can differentiate themselves from competitors (Rajagopal, 2008).

Brands have acquired a growing importance over the years. Nowadays, brands and brand management “have become a central focus of the modern economy and a staple of business theory and business practice” (Desai and Waller, 2011, p.1425). They have the ability to be present in almost every aspect of our lives economically, socially, culturally, in sports and even in religion (Kapferer, 2008). Indeed, brands represent an important matter to consider if consumers and companies make choices between the different services and products available (Keller, 2001).

The following chapter will analyse some concepts that are vital for this research, namely: brands; successful brands and their criteria; branding; marketing communications; integrated marketing communications and the marketing communication mix.

## 2.2 Brands

Etymologically, “the word brand is derived from the Old Norse word *brandr*, which means *to burn*, as brands were and still are the means by which owners of livestock mark their animals to identify them” (Keller, 2008, p.30). Indeed, according to Keller a brand exists “whenever a marketer creates a new name, logo, or symbol for a new product” (Keller, 2008, p.30). Even though brands have existed since the beginning of trade activities, the increase in brand importance started mid-1980’s (Maurya and Mishra, 2012).

Due to their growing importance in business management, there is a large amount of literature regarding “brand theories, brand strategies, brand meaning, brand components, and brand functions” (Desai and Waller, 2011, p.1425). However it is difficult to find a short and clear definition of what a brand is (Desai and Waller, 2011, p.1425). Indeed, according to (Moore and Reid, 2008), only a few studies focus on what exactly a brand is. Each author defends their definition which make it more difficult to understand the meaning of brands and of brand management itself (Kapferer, 2008).

The authors mentioned below, have different perspectives of how a brand should be defined. However, they all complement each other and allow for a full understanding of the brand definition.

The American Marketing Association (AMA) definition does not reflect the progress and evolution of the term. They define brands as: *a “Name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers”*(AMA, 2016). Many authors defend that this definition does not contemplate all brand roles, meanings and values and is, therefore incomplete. Thus Keller (2008, p.30) defends that we can make a “distinction between the AMA definition of a *brand* with a small b and the industry’s concept of a *Brand* with a big B”.

Keller (2008) and Ghodeswar (2008) believe that brands go beyond the product and are able to develop awareness, reputation, benefits, thoughts and feelings through images and experiences. Keller (2008), Ghodeswar (2008), Desai and Waller (2011), agree that brands lead to consumer understanding, knowledge and are, therefore, means to reach them. Chernatony and Riley (1997, p.89) state that “brands act as shorthand devices for information and trust, facilitating purchase decision”.

Brands can have certain dimensions that differentiate their products from others that satisfy the same need (Keller, 2008). These differences may be directly related to functional and product related aspects, or more emotional and symbolic aspects (Keller, 2008, p.31). In this line of thought, Rumelt, Schendel and Teece (1991) classify brands as strategic assets “that have the responsibility of creating and developing competitive advantages for firms” (cited by Castelo, Cabral, & Coelho, 2016, p.16).

A brand can also be an instrument of legal protection for the firm as it “can retain intellectual property rights and give a legal title to the brand owner” (Keller, 2008, p.35).

For Simeon (2006), brands are able to create value overtime if they create brand equity, and have the ability to retain and attract consumers by developing a positive image among target audiences.

Kapferer (2008) defends that a brand can be built at all points of contact with the consumer and is therefore the result of the whole consumer experience with the brand.

Maurya and Mishra, (2012, p.128) believe that the concept of a brand changes and evolves according to “social (cultural), economic, political, technological, legal system and across the geography”.

Maurya and Mishra (2012) used a framework developed by Chernatony, Riley and Harris (1998) where they divided the definitions of a brand into 12 themes.

This framework allows us to have a broader view of the complex definition of a brand (Maurya and Mishra, 2012):

S.No.	Classification Themes	Authors
1	Brand as a logo	AMA,1960,2005,2007;Watkins, 1986; Aaker, 1991; Dibb et al, 1994; Kotler et al, 1996;McWilliam, 1993
2	Brand as a legal instrument	Crainer, 1995;Broadbent and cooper, 1987;kapferer, 1995;Lea and Murphy, 1996;McWilliam, 1993
3	Brand as a company	Bernard L. and Ruth, 1998;Varadaranjan et al., 2006
4	Brand as a shorthand	Jacoby et al., 1977;Chevan, 1992;to Brown ,1992
5	Brand as a risk reducer	Bauer, 1960;Assael, 1995;Staveley, 1987; Kaferer, 1995
6	Brand as a Identity system	Kapferer,1992;Balmer,1995;Aaker,1996;Olins,1989; Smythe et al, 1992; Bona, 1994; Bruke, 1994; Haggin,1994;Prinz,1994;Wilson,1994;Fomburn and Shanly, 199;Diefenbach, 1992;Gardner and Levy,1995
7	Brand as a image in consumer's mind	Boulding,1956;Martineau,1959;Newman,1957;Pitcher, 1985;Joyce, 1963: Arnold, 1992: Keller, 1993;Keeble,1991;Gardner and Levy,1995; Park et al., 1986
8	Brand as value system	Thrift, 1997;Beckett, 1996; Southgate, 1996;Cook, 1995; Meenaghan, 1995; Reynolds and Gutman, 1988; Engel et al., 1993;Clark ,1987;Sheth et al.,1991
9	Brand as a personality	Alt and Griggs, 1988; Blackston, 1992; Arnold, 1992; Goodyear, 1993; Zinkhan et al.,1996;Gutman,1982;Aaker ,1996;J. Aaker,1997
10	Brand as relationship	Duboff, 1986; Woodward,1991;Kapferer, 1992; Blackston,1993; Arnold,1992; McKenna, 1991
11	Brand as adding value	Jones, 1986; King, 1973;Hirschman, 1980;Durand,Hirschman and Holbrook,1982;Jones,1986
12	Brand as an evolving entity	Goodyear,1996

Table 1- Brand classification (Maurya and Mishra, 2012).

By analysing Table 1 we can conclude that a brand can assume many roles and is therefore a complex term, which surpasses the AMA simplistic definition.

Keller (2008, p.34) summarized the main brand roles as the following:

- “Consumers identification of the source of the product;
- Assignment of responsibility to product maker;
- Risk reducer;
- Search cost reducer;
- Promise, bond, or pact with the maker of the product;
- Symbolic device;
- Manufacturers means of identification to simplify handling or tracing;
- Means of legally protecting unique features;

- Signal of quality level to satisfied consumers;
- Means of endowing products with unique associations;
- Source of competitive advantage;
- Source of financial returns”.

## 2.3 Successful brands

This chapter analyses what successful brands are and in what way do they differ from regular brands.

In a broader manner, successful brands, powerful brands or strong brands<sup>1</sup> are defined as brands that can fit and adapt well in the surrounding environment and can survive and grow regardless of the competition (Ghodeswar, 2008). Those brands are easily identifiable by consumers and can either be a product, place or service. Thus, they are perceived as an offer that fits more effectively with consumer needs than competitors’ (Chernatony et al. 1998).

According to Doyle and Stern, (2006) the characteristic that better explains the definition of this type of brands is the added value they provide to consumers. These brands are able to satisfy some psychological needs, besides meeting their functional requirements.

Successful brands also add long-term value to the company by providing some relevant benefits. Indeed, these brands may offer companies special rewards on the market. Temporal (2000) says that successful brands provide “long-term security and growth, higher sustainable profits, and increased asset value because they achieve competitive differentiation, premium prices, higher sales volumes, economies of scale and reduced costs, and greater security of demand” (cited by Ghodeswar, 2008, p. 5). Also, Ghodeswar (2008) adds that

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<sup>1</sup> For this research the nomenclature Successful, Powerful and Strong brands are regarded as the same.

these brands enjoy enough power to be able to support new product or service launches. Successful brands also add valuable because they guarantee future income streams. Moreover, those brands are perceived by the consumer as being irreplaceable and that no other competing brand can provide the same benefits (Baeva, 2011). Kay (2006, p.742) considers that having a successful brand is a very important managerial resource: “it can help establish distribution networks, enable brand extensions to aid consumer acceptance of new products, and strengthen pricing flexibility”. Successful brands are aware that their consumers trust them and will buy their brand repeatedly; those consumers are also able to help the brand even in times of crisis (Chernatony, McDonald, and Elaine, 2011).

Among the various benefits that a brand can create to a company, Keller (2008, p.69) gathered in literature some marketplace benefits that a successful brand can benefit from:

- “Improved perceptions of product performance;
- Greater loyalty;
- Less vulnerability to competitive marketing actions;
- Less vulnerability to marketing crises;
- Larger margins;
- More inelastic consumer response to price increases;
- More elastic consumer response to price decreases;
- Greater trade cooperation and support;
- Increased marketing communication effectiveness;
- Possible licensing opportunities;
- Additional brand extension opportunities”.

Keller (2008, p.97) highlighted some other benefits that these brands can attain “such as helping the firm to attract or motivate better employees, generate greater interest from investors, and garner more support from shareholders”.

That being said, Chernatony et al. (2011, p.20) defended that “the title successful brand has to be earned”. The company has to make an effort in order for the brand to match emotional needs as well as provide concrete and rational benefits “that are sustained by a marketing mix that is compatible, believable and relevant” (p.20).

It is essential to reach a consensus regarding the criteria to define a successful brand for an correct use of the definition of *success* (Chernatony et al., 1998). However, Chernatony et al. (1998, p.765), highlighted that, although several studies (e.g. McBumie and Glutterbuck, 1988) mentioned some strategies to achieve brand success, it is difficult to find in the literature well defined criteria. Kay (2006, p.742) also notices the need for the definition of precise guidelines for the development of strong brands, because many of the studies face “conceptual ambiguities and practical difficulties”.

### 2.3.1 Successful brand’s criteria

Several authors believe that to be regarded as successful, a brand should also fulfill some relevant requirements. The following table provides an overall view of the perspectives from different authors that we analyzed, and summarizes the criteria a brand should reach in order to be classified as successful.

	<b>Criteria</b>	<b>Author</b>
<b>Business Based Criteria</b>	Profitability	Chernatony et al. (1998), (2011);
	Brand equity	Chernatony et al. (1998); Keller (2001), (2003), (2008); Anselmsson and Anders (2013); Kotler and Keller (2009);
	Market share	Chernatony et al. (1998), (2011);
	Adaptability	Ghodeswar (2008);
	Grow and develop regardless of competition	Ghodeswar (2008);
	Sustainable competitive advantage	Chernatony et al. (2011);
<b>Customer Based Criteria</b>	Positive brand image	Anselmsson and Anders (2013);
	Brand associations	Chernatony et al. (1998); Kay (2006);
	Perceived unique added values	Chernatony et al. (1998); Ghodeswar (2008);
	Brand knowledge	Keller (2008);
	Consumer loyalty	Ghodeswar (2008); Keller (2003), (2008); Rajagopal (2008);
<b>Strategy Based Criteria</b>	Meaning	Kay (2006);
	Consumer research and understanding	Ghodeswar (2008); Keller (2003), (2008);
	Coherent blending of marketing resources	Chernatony et al. (2011);
	Well defined brand strategy	Kay (2006);
	Right knowledge structures	Keller (2001);

Table 2 - Successful brand's criteria (own development).

In conclusion, there is not a consensus regarding the criteria a brand needs to accomplish to be considered a successful brand, thus it became clear that a successful brand should gather all these requirements.

### 2.3.2 Building a successful brand

After analyzing the value that a successful brand can create for the company and for the consumer, as well as the necessary criteria the brand should accomplish to be considered a successful brand, this chapter analyses how those brands are in fact built.

Aaker, (1996), Joachimsthaler and Aaker (1997) and Keller (1998) consider that the recent marketing studies focus mainly on the manager's goal to build a successful brand. Indeed, the literature available considers that the process of building a successful brand can be independent from other company's concerns (Kay, 2006). Building successful brands is thus a management priority (Aaker, 1991, 1996).

According to Chernatony et al. (2011), building brands is not a simple task, faces many difficulties and is a big challenge that companies face nowadays. Aaker and Joachimsthaler (2000, cited by Ghodeswar, 2008, p.6) highlight some of the difficulties: "to be noticed, to be remembered, to change perceptions, to reinforce attitudes, and to create deep customer relationships". Chernatony et al. (2011) mentions the importance of a rigorous approach on branding strategies in order for brands to be able surpass the challenge.

In fact, to consider brand building as a simple task of "naming products, or about getting the right promotion with the name prominently displayed, or getting the design right" is a very narrow perspective (Chernatony et al., 2011, p.28).

In order to understand what involves building a successful brand, we are going to analyze three frameworks developed by: Ghodeswar (2008), Keller (2001, 2003, 2008) and Baeva (2011).

### 2.3.2.1 Positioning, Communication, Delivering, Leveraging (PCDL)

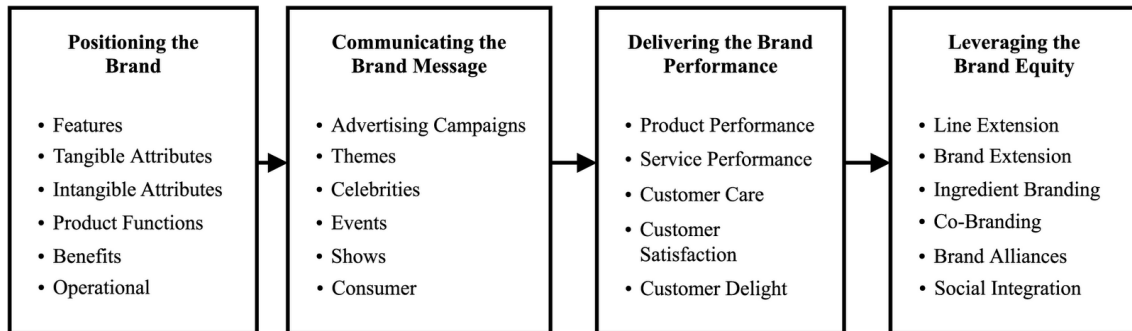


Figure 1 - PCDL Model (Ghodeswar, 2008).

This framework was developed under literature review and case studies with the purpose of identifying important elements for a correct brand building (Ghodeswar, 2008). Ghodeswar (2008) starts by highlighting the importance of dedication, commitment and planning to build a brand and the great amount of time involved in building a successful brand.

The PCDL model has four stages, building a successful brand requires the development of those four stages: positioning the brand, communicating the brand message, delivering the brand performance, and leveraging the brand equity.

In the first stage, the author considers the importance of “creating the perception of a brand in the consumer’s mind and of achieving differentiation, that it stands apart from competitors’ brands/offerings and that it meets the consumer’s needs/expectations” (p.4). The author believes that if companies manage to position correctly their brand to meet consumer’s needs, they will achieve competitive advantage (p.4). Secondly, on the communication stage, the

desired positioning is communicated to the target audience. Brands have to reach consumers in innovative and attractive ways in order to stand out. This can be achieved by “long-term integrated communication strategies demonstrating the brand’s value to the target consumer. The message should be consistent with the brand values, brand personality and other brand identity dimensions” (p.7). Thirdly, the brand should upgrade its performance. Through customer care, for example, the brand’s offering can be complemented and elevated by eliciting a positive brand image. Also, what a brand delivers should be consistent with the promise to ensure that customers are getting what they expect (p.7). Finally, through “line extensions, brand extensions, ingredient branding and co-branding, etc.” the brand can leverage its brand equity. The process of leveraging is all about “linking the brand to some other entity that creates a new set of associations from the brand to the entity as well as affect existing brand associations” (Keller, 2003 cited by Ghodeswar, 2008, p.7).

The author concluded that “consistency of integrated communications and message (...) are critical to the success of brand-building efforts by delivering a consistent, self-reinforcing brand image” (Ghodeswar, 2008).

### 2.3.2.2 Keller's Customer-Based Brand Equity (CBBE) model or Brand Resonance model

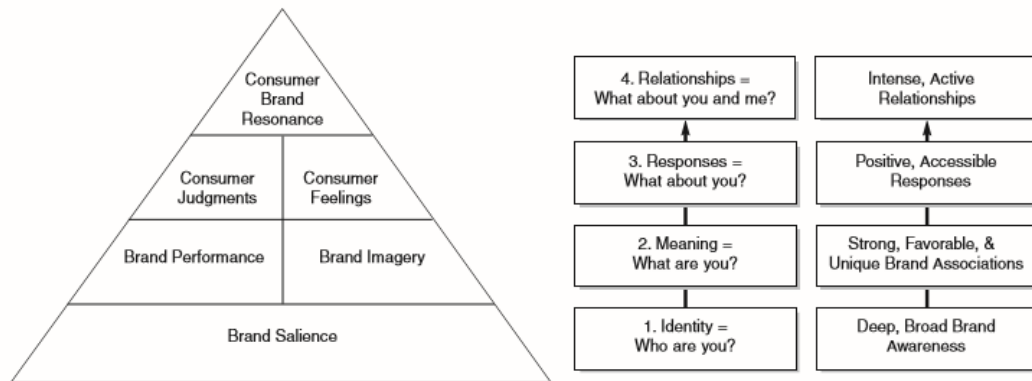


Figure 2 – CBBE or Brand Resonance Model (Keller, 2001a, 2008).

According to Keller (2001a, p.3), this model is built upon the basis that the “power of a brand lies in what customers have learned, felt, seen and heard about the brand over time”. Having that in mind, the author developed the CBBE model where he considers that building a successful brand involves four steps (Keller, 2001a, p.17):

1. “Establishing the proper brand identity, breadth and depth of brand awareness;
2. Creating the appropriate brand meaning through strong, favorable, and unique brand associations;
3. Eliciting positive, accessible brand responses;
4. Forging brand relationships with customers that are characterized by intense, active loyalty”.

The four steps aim to answer a set of questions that customers ask about a brand, namely: who are you? (brand identity); what are you? (brand meaning);

what about you? or what do I think or feel about you? (brand responses) and what about you and me? or what kind of association and how much of a connection would I like to have with you? (brand relationships)” (Keller, 2008, p.107).

In order to achieve these four steps and answer the respective questions, the author highlights the need to establish six brand-building blocks: brand salience, brand performance, brand imagery, brand judgements, brand feeling, and finally and brand resonance (Keller, 2001a).

Thus, on the base of the pyramid, the first step “is to ensure identification of the brand with customers and an association of the brand in customers’ minds with a specific product class or customer need” (p.5). The second step aims to “firmly establish brand meaning in the minds of the consumer by strategically linking a host of tangible and intangible brand associations” (p.5). The third step elicits “the proper customer responses to this brand identity and brand meaning” (p.5). The fourth and final step, on the top of the pyramid aims “to convert brand response to create an intense, active loyalty relationship between customers and the brand” (Keller, 2001a, p.5).

The author reminds that a brand can only move to the next step if the previous one was well established to reach the goal of brand resonance.

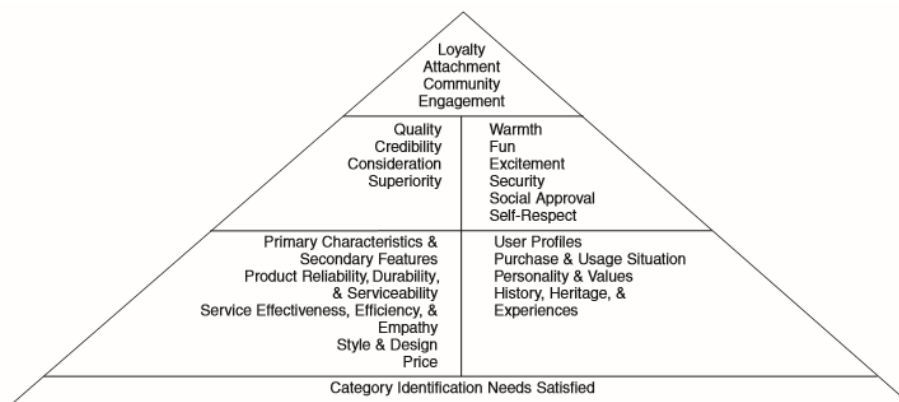


Figure 3 - Subdimensions of brand-building blocks (Keller, 2001a, 2008).

Figure 3 shows what a brand needs to achieve/develop in each building block in order to finally achieve brand resonance. According to Keller (2001a, p.17), successful brands are able to succeed on these six areas and therefore “entail the full execution of all four steps in building a brand”.

When all steps of the model are well established, the brand reaches brand resonance. To achieve brand resonance means to elicit the correct cognitive and emotional customer reactions to the brand (Keller, 2001a). Here, “customers express a high degree of loyalty to the brand in such way that they actively seek means to interact with the brand and share their experiences with others”(p.1). Firms can obtain several benefits by achieving the last step. Indeed, “brand resonance reflects a completely harmonious relationship between customers and brand” (Keller, 2001a, p.17).

The author concludes that a brand with these characteristics well defined can result in customer’s believing that the brand and its products are relevant and are their “kind of product”(Keller, 2001a, p.17).

In sum, the model considers that “the success of the marketing programs will depend on how consumers responded and this depends on the knowledge created in consumers’ minds” (Keller, 2001a, p.17). The model “provides a road map and guidance for brand building, a yardstick by which brands can assess their progress in their brand-building efforts as well as a guide for marketing research initiatives” (Keller, 2008, p.122).

The CBBE model reinforces the fact that “there are no shortcuts in building a brand” (Keller, 2001a, p.23). Indeed Keller (2008, p.125) adds that the time needed to develop the right awareness and “understanding so that firmly held and felt beliefs and attitudes about the brand are formed that can serve as the foundation for brand equity”, is proportional to the time needed to create a powerful brand.

Keller (2008) developed another framework that summarized all steps needed to achieve brand equity and therefore build a successful brand, as we can see in Figure 4. Here the author highlighted that marketers must (Keller, 2008, p.554):

- “Understand brand meaning and market appropriate products and services in an appropriate manner;
- Properly position the brand;
- Provide superior delivery of desired benefits;
- Employ a full range of complementary brand elements, supporting marketing activities, and secondary associations;
- Embrace integrated marketing communications and communicate with a consistent voice;
- Measure consumer perceptions of value and develop a pricing strategy accordingly;
- Establish credibility and appropriate brand personality and imagery.
- Maintain innovation and relevance for the brand;
- Strategically design and implement a brand architecture strategy;
- Implement a brand equity management system to ensure that marketing actions properly reflect the brand equity concept”.

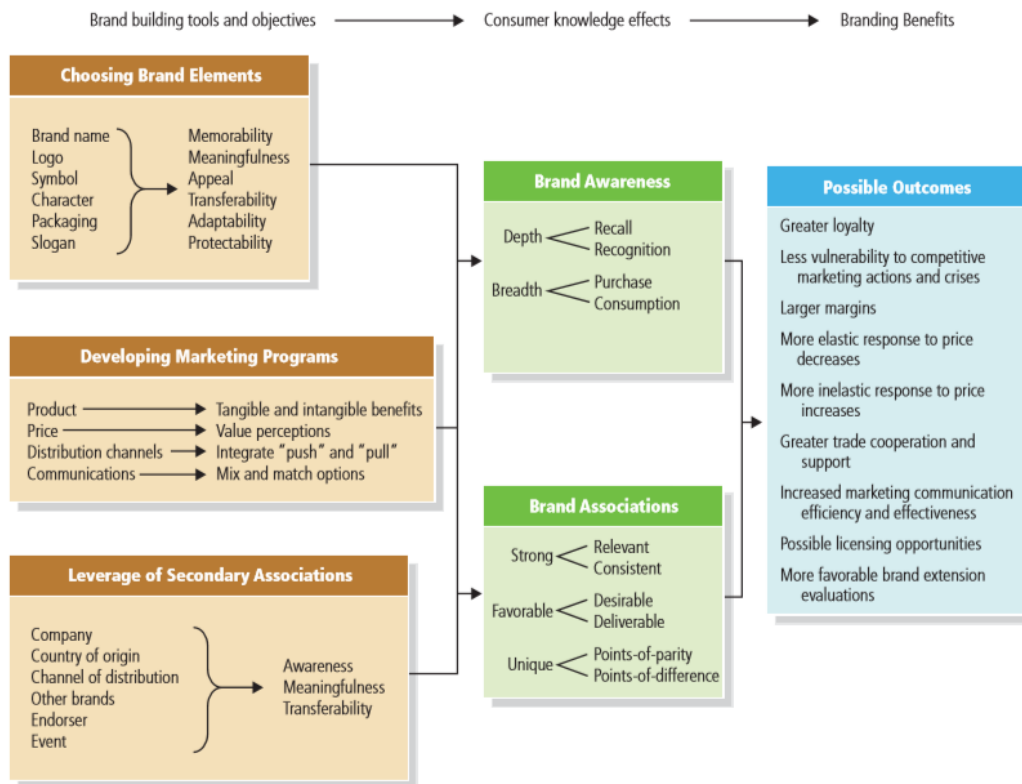


Figure 4 - Building customer-based brand equity Model (Keller, 2008).

In summary, according to (Keller, 2008, p.132) building a successful brand “requires establishing breadth and depth of brand awareness; creating strong, favorable, and unique brand associations; eliciting positive, accessible brand responses; and forging intense, active brand relationships”.

### 2.3.2.3 Baeva's proposed model

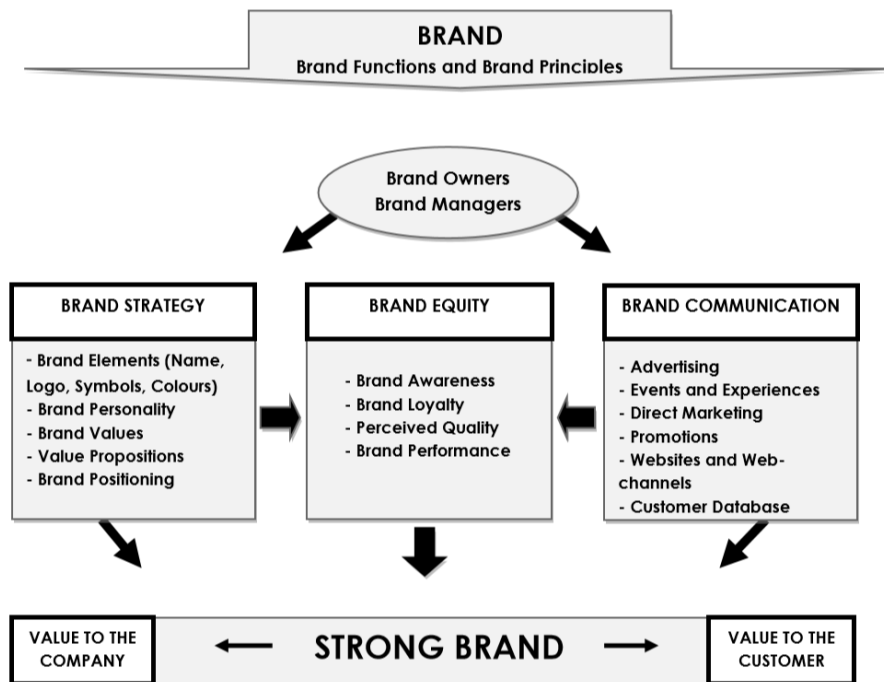


Figure 5 - Baeva's proposed model (Baeva, 2011).

With this investigation, Baeva (2011) illustrated the steps needed for companies to develop a successful brand. In order to do so, the author highlighted three crucial steps to build a successful brand and their sub components.

Firstly, brand owners and managers should define their brand strategy: brand elements (brand name, logo, symbols and colours); brand personality; brand values; value propositions and brand positioning. Secondly, they should plan brand communication, namely: advertising, events and experiences; direct marketing; promotions; websites and web-channels and customer database.

Those two steps will lead to brand equity, by creating: brand awareness; brand loyalty; perceived quality and brand performance.

According to the author, brand managers have “a key role in determining the brand strategy and its elements; those when managed in a sustainable way will contribute to the achievement of higher brand equity, reinforced by the brand

communication” (Baeva, 2011. p.57). Brand strategy and brand communication are essential tools to create brand equity. Brand equity is in turn the central aspect for the creation of a relationship between the company and its consumers, and therefore for the creation of a successful brand (Baeva, 2011). Thus, brand strategy, brand communications and brand equity will increase brand value and will lead to a successful brand.

A successful brand creates value to both customers and the company by increasing “corporate profits over the long term, and this way enhances the overall corporate value” (Baeva, 2011, p.58).

In conclusion, it became clear that the authors have different perspectives on how to build a successful brand. However, the three models agree that the creation of value for both consumers and the company is a key element to reach the successful brand status. The three models also agree that brand communications are also critical tools for building a successful brand, and thus, in this research we are going to focus on that matter.

## 2.4 Branding

Branding can be defined as “the marketing practice of creating a name, symbol or design that identifies and differentiates a product from other products”(Entrepreneur, 2016).

In fact, the importance of the concept is supported by many authors.

Salzer-Morling and Strannegard (2004, cited by Simeon, 2006) perceive branding as being the development of brands and images that eventually lead to the creation of a product with commercial success.

For Keller, (2003) branding is all about creating differences and transporting brand equity to products and services.

For Strizhakova and Price (2008), Srivastava and Gregory (2010) and Kapferer (2008) “branding strategies are developed by the organization with the goal of positioning and identifying the brand, attracting potential customers, creating brand awareness and increasing profitability” (cited by Baeva, 2011, p.13).

Rajagopal, (2008, p.30) and Kay (2006, p.744) also consider that branding is the first step to build awareness “by naming the offer, but also by distinguishing the offer from other similar products or services within an established category” through the development of a personality that will distinguish it from competitors.

Kapferer (2004 cited by Maurya and Mishra, 2012, p.122), analyses the concept a little deeper and states that branding goes beyond naming something and creating images. For the author, branding “consists in transforming the product category; it requires a corporate long term involvement, a high level of resources and skills”.

Over the years, branding has seen some changes. In the new market paradigm, where new media has arisen, the consumer becomes even more in control (Keller, 2009). Therefore, nowadays branding approaches that “put emphasis on mass

media techniques seem questionable in a marketplace where customers have access to massive amounts of information about brands, products and companies and in which social networks have, in some cases, supplanted brand networks” (p.139). There is a need for new perspectives and branding guidelines to keep up with the constantly shifting communication context (Keller, 2001b).

In conclusion, branding identifies products and services and helps to build sales, but varies according to each brand’s characteristics (Kay, 2006, pp.743-744). However, differentiating a brand is not enough. As Kay (2006, p.744) stated, “while the strongest brands are often considered unique in their product or service category, they suggest that being different, in itself, does not create a strong brand”.

In the next chapter, we are going to analyze what a brand should do, regarding marketing communications, in order to reach the successful brand status.

## 2.5 Marketing communications

As explained in the previous chapter, in order to build a successful brand consumers must have the right structures of knowledge available to be able to respond favorably to marketing activities. (Keller, 2001b). Indeed, “marketing communications can play a crucial role in shaping that knowledge” (Keller, 2001b, p.140).

Communication can be defined as “a transactional process between two or more parties whereby meaning is exchanged through the intentional use of symbols” (Engel et al., 1994 cited by Holm, 2006, p.27). Blythe (2000 cited by Holm, 2006, p.27) highlighted some key elements of the communication process:

- “Communication is intentional;
- It is a deliberate effort made to bring out a response;
- It is a transaction and the participants are all involved in the process;
- It is symbolic where words, pictures, music and other stimulants are used to convey thoughts”.

Communication is also “the process by which individuals share meaning” (Fill, 1999 cited by Holm, 2006, p.29). Here, dialogue only occurs when the participants of the communication process share knowledge and understand each other. Only this way, communications are able “to achieve their objectives of influencing attitudes, knowledge and/or behavior, to persuade” (Holm, 2006, p.29). Persuasion is one of the main reasons why companies need to communicate (Fill, 1999 cited by Holm, 2006, p.29).

Communication has a huge role in marketing. It enables a back and forth interaction between the brand and the consumer. In marketing communications consumers are on the other side of the dialogue. Communications makes the

story and message of the brand heard despite the noise. That is why, “brand theorists, although in different forms, see a sender, a message, and a receiver” (Salzer-Mörling and Strannegård, 2004, p.228).

According to Fill and Jamieson, (2011), many marketing communications definitions have a promotional outlook. That means that those definitions consider the “use of communications to persuade people to buy products and services” (p.9). Thus, the focus is “on products and on one-way communications, and a short-term perspective” (p.9). However, as Schultz and Shultz (1998 cited by Kliatchko, 2005, p.8) mentioned, in the current market environment the customer holds the power. Schultz and Kitchen (2000) highlight four elements that led to the practical changes in marketing communications – “digitalization, information technology, intellectual property and communication systems” (cited by Kliatchko, 2005, p.8). Thus in the new paradigm, “communication should not be considered merely as a support or a tactical activity, but as a strategic management tool seen in terms of investments, returns, and how it contributes to business results and the success of the organization as a whole” (Schultz and Schultz 1998 cited by Kliatchko, 2005, p.25).

New studies now embrace the renewed marketing and marketing communications environment where mass marketing is no longer the central approach (McKenna 1988, 1991, 1997; Achrol 1991; Clancy and Shulman 1991; Webster 1992; Tedlow and Jones 1993; Blattberg et al. 1994; Hunt 1994; Lazer et al. 1994; Reitman 1994; Schultz et al. 1996; Newell 1997; Peppers and Rogers 1997, 1999a, 1999b; Pavlik 1998; Zyman 1999; Schultz and Kitchen 2000a; Schultz 2003a, 2003b cited by Kliatchko, 2005, p.8). Kliatchko (2005) reinforces that marketing communications are not limited to basic tools such as advertising and Public Relations (PR). Rather, marketing communications entail all other forms of communications, “marketing elements, activities and functions that influence the

relationship between the audience or relevant public, and the organization and its brands” (Kliatchko, 2005, p.30).

Marketing communications allow brands and organizations to present themselves to their audiences. The goal is to “stimulate a dialogue that will, ideally, lead to a succession of purchases and complete engagement” (Fill and Jamieson, 2011, p.9). The quality and satisfaction of the exchange process will determine the repetition or not of the process. Fill and Jamieson (2011, p.9) conclude that “communication is a very important and integral part of the exchange process, and it is the skill and judgement of management that determine, in most cases, success or failure. Marketing communications is an audience-centered activity”.

Table 3 depicts some of the main orientations through which marketing communications have evolved (Fill and Jamieson, 2011, p.27):

<b>Orientation</b>	<b>Explanation</b>
Information and promotion	Communications are used to persuade people into product purchase, through mass media communications. The emphasis is on rational, product-based information.
Process and imagery	Communications are used to influence the different stages of the purchase process that customers experience. A range of tools are used. The emphasis is on product imagery and emotional messages.
Integration	Communication resources are used in an efficient and effective way to enable customers to have a clear view of the brand proposition. The emphasis is on strategy, on media neutrality, and on a balance between rational and emotional communication.
Relational	Communications are used as an integral part of the different relationships that organisations share with customers. The emphasis is on mutual value and meaning, plus a recognition of the different communication needs and processing styles of different stakeholder groups.

Table 3 - Marketing communications orientations (Fill and Jamieson, 2011).

In conclusion, due to the shifts in the marketplace, the set of tools and tasks of marketing communications are becoming wider and communication shifted from the basic functional information to a relational approach. Besides awareness and persuasion, “new goals such as developing understanding and preference,

reminding and reassuring customers were recognized as important aspects of the communications effort” (p.27). The increasing search for customized offers, shifted “the focus from mass to personal communications” and one-to-one and direct marketing approaches began to gain more importance (Fill and Jamieson, 2011, p.27).

Marketing communications allow a brand to reach the following objectives:

1. “Inform and make potential customers aware of an organization’s offering;
2. Communication may attempt to persuade current and potential customers of the desirability of entering an exchange relationship;
3. Communication can also be used to reinforce experiences” (Fill and Jamieson, 2011, p.23);
4. “Remind consumers” about “detailed product information or ignore the product all together to address other issues” (Keller, 2001, p.823).

Fill and Jamieson (2011, p.23) agree that marketing communications perform the following roles:

- “Provide reassurance or comfort either immediately prior to an exchange or, more commonly, post-purchase. It helps to retain current customers and improve profitability;
- Marketing communications can act as a differentiator, particularly in markets where there is little to separate competing products and brands;
- Offer a means of exchange itself, for example communication for entertainment, for potential solutions and concepts for education and self-esteem;

- Communications can also be seen as a means of perpetuating and transferring values and culture to different parts of society or networks”.

Fill and Jamieson (2011) illustrated in a simple way the importance of marketing communications. They explained that mineral waters are very similar products, however “it is the communication surrounding the products that have created various brand images, enabling consumers to make purchasing decisions” (pp.23-24). In these situations, the images created differentiate the brand from similar competitors “and position the brand so that consumers’ purchasing confidence and positive attitudes are developed” (Fill and Jamieson, 2011, pp.23-24).

The careful planning of a communication strategy is crucial for the development of an effective marketing communications strategy. Figure 6 shows the steps a brand should follow in order to correctly plan the communication strategy. Kotler and Keller (2009, p.482) suggest that brands need to begin by identifying the target audience, then they should determine the objectives, design communications, select the channels, establish the budget, decide on the media mix, measure results and finally manage IMC.

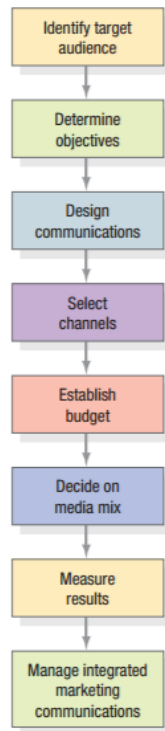


Figure 6 - Steps for an effective marketing communications strategy (Kotler and Keller, 2009).

After planning, Keller (2008, p.220) stated that in order for the communication process to be successful and achieve the expected outcomes, the communication strategy must fulfill these five steps:

1. "Exposure;
2. Attention;
3. Comprehension;
4. Yielding (a person must respond favorably to the intended message or arguments of the communication);
5. Intentions;
6. Behavior".

Indeed, for marketing communications to successfully convey brand information to consumers, two steps must occur (Keller, 1994, p.5). First, consumers must initially encode the relevant brand information and store it

correctly in memory; second, consumers must later retrieve the relevant brand information from memory when making a product or service decision. In other words, for marketing communications to work, “the appropriate brand information has to *get into memory* and be retained over time so that it can later *get out of memory* to affect consumer decision-making” (Keller, 1994, p.5).

A correct employment of marketing communications may bring many relevant benefits for the brand. Moreover, marketing communications allow the creation of points of difference and dialogue. They help brands to stand out in a “cluttered environment” and to make those competitive advantages heard (Keller, 2001, p.823). Furthermore, “marketing communications help the firm in eliciting favorable responses from customers” (Duncan and Moriarty 1998 cited by Madhavarm et al., 2005, p.69). Thirdly, they can also increase brand familiarity (Keller, 1993; Yoo et al., 2000 cited by Kemp and Bui, 2011, p.430). Keller, (2001b, p.823) agrees and adds that “marketing communications can contribute to greater brand purchases and sustained consumer loyalty”. Additionally, “the attitude towards a brand, or consumer’s overall evaluations of a brand, can form the basis for purchase intentions as well as actual behavior” (Wilkie, 1986; Ajzen and Fishbein, 1980 cited by Kemp and Bui, 2011, p.430). Indeed, “brand communications can play a crucial role in the adoption of a product (Van den Bulte and Lilien, 2001; Jae Wook et al., 2008) and “repeat purchase behavior can lead to brand commitment” (cited by Kemp and Bui, 2011, p.430).

These benefits that marketing communications can achieve for a brand, later translate into brand equity “by establishing the brand in memory and linking strong, favorable, and unique associations to it” (Keller, 2001, p.140). As Keller (2001b) stated, one of the most important benefits retrieved from building a successful brand is the increment of marketing communication effectiveness. In a general sense, “as a result of the strength and equity of the advertised brand, consumers may be more willing to attend to additional communications from the

brand, process these communications more favorably and have a greater ability to later recall the communications or their accompanying cognitive or affective reactions” (Keller, 2001b, p.140).

In conclusion, companies can use marketing communications to create value and build a competitive advantage. This “value can be seen in the consistency, timing, volume or expression of the message” (Fill and Jamieson, 2011, p.25). To increase the value of the offering the marketer can use several combinations of methods, all aiming to raise benefits and reduce costs (Holm, 2006, p.24). Creating an effective communication through all those methods and tools will eventually lead to a higher customer value (McGrath, 2005a; Edelman, 2004; Gonring, 1994; Nowak and Phelps, 1994 cited by Kitchen and Burgmann, 2010, p.2) In the marketing communication mix chapter we are going to analyze the communication tools that a brand can use to convey its message efficiently and effectively.

## 2.5.1 Integrated marketing communication

*“Integrated marketing communications is a way of looking at the whole marketing process from the view point of the customer”* Kotler, (2003, p.491)

Nowadays, many companies are considering Integrated Marketing Communications (IMC) as a way of improving the management and integration of marketing communication processes. This need of improvement derives from the “hostile marketing environment” and its influences on brand equity, as well as the “increase expectations related to marketing performance” (Baker and Mitchell, 2000; Beard, 1996; Cornelissen 2001; Duncan and Mulhern 2004; Kitchen and Schultz, 1999; Low, 2000; Phelps 1996 cited by Reid et al., 2013, p.11). IMC can therefore be seen as a “natural evolution” in marketing communications (Kliatchko, 2005, p.7).

Although IMC has a high importance for the creation of brand value, this concept has only been paid attention to recently. This can be explained because “there is not yet a common understanding of its real meaning and there is a lack of a generally accepted definition” (Holm, 2006, p.24). Therefore many authors concluded that there is still ambiguity in what concerns the IMC definition, “with no consistent or mutually agreed upon meaning, and with many areas in need of clarification” (Baker and Mitchell 2000; Beard 1996; Cornelissen 2001; Duncan and Mulhern 2004; Kitchen and Schultz 1999; Low 2000; Phelps 1996 cited by Reid et al., 2013, p.11).

Kitchen and Burgmann (2010) highlighted several IMC definitions defended by different authors. Table 4 shows the various definitions that point out that IMC goes beyond the simple coordination of messages.

<i>Author and Year</i>	<i>Concepts Introduced</i>
Caywood, Schultz, and Wang (1991) and Caywood, Schultz, and Wang (1991b)	<ul style="list-style-type: none"> <li>• Coordination and consistency of messages and communication channels (one sight, one sound)</li> <li>• Use of a variety of communication disciplines to work in synergy based on a comprehensive plan</li> <li>• IMC as a concept</li> </ul>
Schultz (1991)	<ul style="list-style-type: none"> <li>• Inclusion of consumers, prospects</li> <li>• Behavioral responses</li> <li>• Nurture relationship and customer loyalty</li> <li>• IMC as a process</li> </ul>
Duncan and Everett (1993)	<ul style="list-style-type: none"> <li>• Profitable relationships expanded audience scope from customers to other stakeholders</li> </ul>
Nowak and Phelps (1994)	<ul style="list-style-type: none"> <li>• Reinforced notions of consistency, coordination, and behavioral response</li> </ul>
Schultz and Schultz (1998)	<ul style="list-style-type: none"> <li>• Strategic business process</li> <li>• Expanded notion of brand communication</li> <li>• Measurability</li> <li>• Specified the multiple markets more explicitly, inclusive of external and internal audiences</li> </ul>
Schultz (2004b) and American Marketing Association (2007)	<ul style="list-style-type: none"> <li>• Strategic business process</li> <li>• Extensive brand communication</li> <li>• Evaluation and measurement</li> <li>• External and internal stakeholder groups</li> <li>• Long-term brand value focus</li> </ul>
Kliatchko (2005)	<ul style="list-style-type: none"> <li>• Process and concept</li> <li>• Audience-focused</li> <li>• Communication program</li> <li>• Result-driven</li> </ul>

Source adapted from Kliatchko (2005: 21)

Table 4 - IMC definitions (Kitchen and Burgmann, 2010).

Figure 7 completes the knowledge of the previous table by highlighting the many aspects where several authors agree on when defining IMC and where they mostly diverge. Indeed, many agree that IMC is a coordination of messages, however, as seen before, IMC can be a lot more complex.

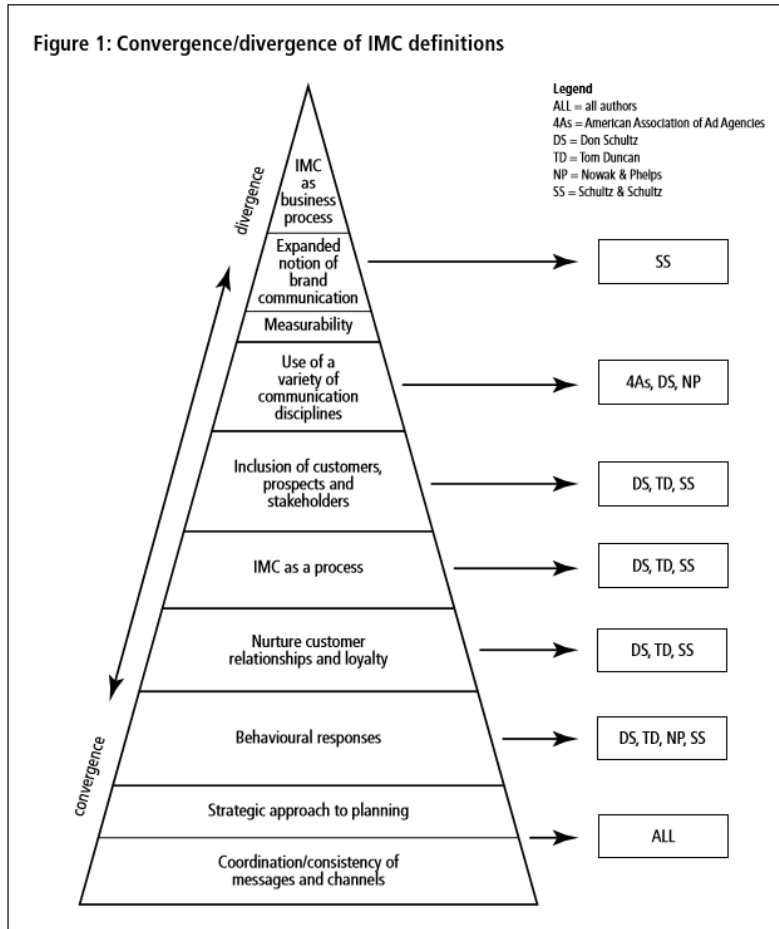


Figure 7- Convergence/divergence of IMC definitions (Kliatchko, 2005).

Through table 4 and figure 7 we can conclude that IMC is generally regarded as “a cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven, purposeful dialogue with them” (Duncan 2002, cited by Holm, 2006, p.8). Burnett and Moriarty (cited by Keller, 2008, p.249) add that IMC is a “practice of unifying all marketing communication tools — from advertising to packaging— to send target audiences a consistent, persuasive message that promotes company goals”. Moreover, IMC is also considered a business process.

Kitchen et al. (2004) and Low (2000) also did a review of IMC definitions. According to these authors any IMC definition should be reduced to five crucial attributes (Kliatchko 2002 cited by Kliatchko, 2005, p.7):

1. "The communication effort should be directed at consumers in order to affect behavior;
2. An outside-in approach should be utilized, that is, start with the customer first when developing a communication strategy;
3. A well-established relationship between the company and the customer is necessary;
4. To deliver a message correctly all communication activities should be included with contact points integrated into the strategy;

To establish an effective IMC strategy, a complete change of mindsets is necessary. Moreover, IMC "involves a dynamic series of progressive and interdependent steps, such as database building and management of consumer information, developing and planning messages to be delivered using a variety of channels, and evaluating and measuring synergistic brand communication programs" (Kliatchko, 2005, p.24).

Indeed, embracing an IMC program "demands a global and comprehensive view of the company's total business" (Kliatchko, 2005, p.24). To be implemented, IMC requires the involvement of the whole organization. It needs to consider all layers of a company and business (Reid et al., 2013).

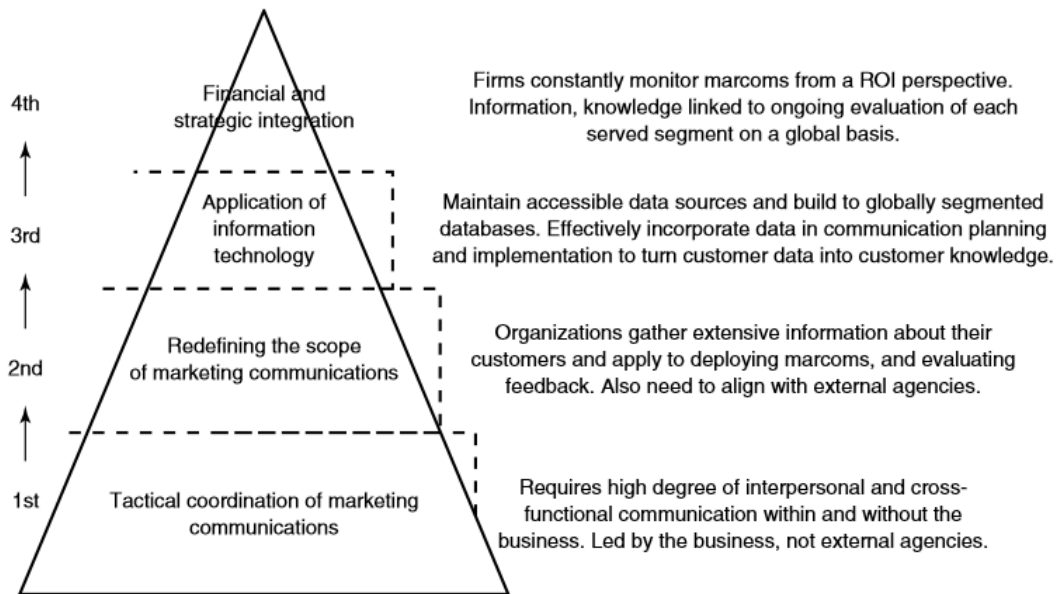


Figure 8 - IMC a four-stage model (Kitchen and Shultz, 2001).

Kitchen and Schultz (2001) developed a four stage model (figure 8) where they explain the steps needed to develop a successful and effective IMC program (cited by Kitchen and Burgmann, 2010). The model suggests that planning and coordinating communication programs are only a small part of an IMC approach. Indeed, there is a need to go further and gather consumer information, evaluate feedback, build databases and incorporate data into the communication planning and finally proceed to a financial and strategic integration.

Keller (2001, p.822) stated that IMC programs must entail that: “multiple types of communication options are employed; communication options are designed in a way to reflect the existence and content of other communication options in the program”.

Furthermore, Keller (2008, pp.248-249) believes that there are four fundamental criteria to assure a correct and effective IMC strategy:

1. “Coverage – proportion of the audience reached by each communication option, and how much overlap exists among communication options.

2. Contribution – ability of a marketing communication to create the desired response and communication effects from consumers in the absence of exposure to any other communication option;
3. Commonality – every communication option should “coordinate the entire marketing communication program to create a consistent and cohesive brand image in which brand associations share content and meaning;
4. Complementarity – communication options are often more effective when used in tandem. Complementarity describes the extent to which different associations and linkages are emphasized across communication options;
5. Conformability – conformability refers to the extent that a marketing communication option is robust and effective for different groups of consumers. The reality of any IMC program is that when consumers are exposed to a particular marketing communication, some consumers will have already been exposed to other marketing communications for the brand, and others will not. We consider a marketing communication option conformable when it achieves its desired effect regardless of consumers’ past communication history;
6. Cost – evaluations of marketing communications on all of the preceding criteria must be weighed against their cost to arrive at the most effective and efficient communication program”.

Many authors highlight the importance of employing an IMC strategy for building a successful brand. Indeed, by strategically managing brand messages, IMC can contribute to the building of a successful brand (Reid et al., 2013). Thus, many academic researchers and marketers employ IMC to support their brands (e.g. Duncan and Moriarty 1997; Edell, 1993; Keller 1996; Moore and Thorson 1996; Percy 1997; Schultz, Tannenbaum, and Lauterborn 1994 cited by Keller, 2001, pp.821-822).

Kitchen, Joanne, and Tao (2004) also suggest that IMC is the major communication development of the last decade, and that it is a potential driver of competitive advantage (cited by Reid et al., 2013, p.12).

The role of IMC in building successful brands can be summarized as the following:

- IMC facilitates the management of marketing communication (Kitchen, Joanne, and Tao's, 2004 cited by Reid et al., 2013);
- "IMC can better inform, influence, motivate, and enlighten consumers about new and existing products because of its integrative nature and its strategic long-term focus on the actual brand" (Keller, 2001 cited by Kitchen and Burgmann, 2010, p.5);
- "all target audiences are considered; individual and one-to-one communication is encouraged; synergy and recall increase; results in financial benefits" (McGrath, 2005a; Reid, 2003; Pickton and Hartley, 1998 cited by Kitchen and Burgmann, 2010, p.6);
- "Organizations employing IMC would have a greater capacity to achieve their stated direct and indirect campaign objectives, including increased brand awareness, positive brand attitude and preference, brand action intention, and purchase facilitation" (Rossiter and Bellman 2005 cited by Reid et al., 2013, p.20);
- "Brands are harder to damage once customer loyalty has been achieved through coherent IMC" (Kitchen and Burgmann, 2010, p.5);
- IMC makes the brand less vulnerable to competition (Reid et al., 2013, p.20).

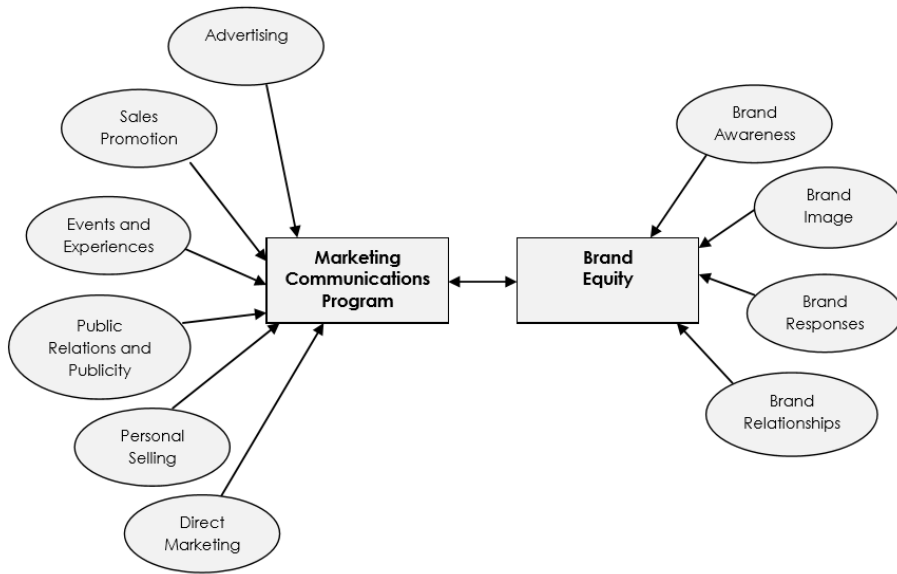


Figure 9 - Integrating marketing communications to build brand equity (Kotler and Keller, 2009).

IMC recognizes the added value of a comprehensive plan that understands the roles of the many communication tools and strategies, “and combines these disciplines to provide clarity, consistency, and maximum communication impact” (Caywood, Schultz, and Wang, 1991 cited by Kitchen and Burgmann, 2010, p.2).

To increase the value of the brand offer, marketers can use several combinations of methods with the goal of increasing benefits and reducing costs (Holm, 2006, p.24). A competitive brand needs the coordination of all communication disciplines (figure9) (Kitchen and Burgmann, 2010, p.4).

More important is to adjust objectives and strategies to the changing marketing and communication realities (Holm, 2006, p.26).

Some authors have related IMC to the decline in effectiveness of television advertising, which encouraged organizations to redirect resources towards other media (e.g., Duncan and Everett, 1993; Kitchen and Schultz, 1999; Rust and Oliver 1994 cited by Dewhirst and Davis, 2005). The numerous tools and several combinations illustrate the complexity of IMC and confirm that decisions concerning IMC are a strategic issue (Holm, 2006).

In summary, IMC can be viewed and explained as “one voice, one look” (Dewhirst and Davis, 2005, p.82). The concept of IMC entails that marketing communication plays a central role within an organization. Its application has an influence on all “other areas of the business operation” (Kitchen and Burgmann, 2010, pp.24-25). Hence, we can conclude that applying an integrated approach would “encompass and take into account all other areas of business operations” (Kitchen and Burgmann, 2010, pp.24-25). Vargo and Lusch (2004, cited by Madhavarm et al., 2005, p.69) suggest that: “IMC should replace diverse, limited-focus promotional tools; brand management should be used for initiating and maintaining a continuing dialogue with the customers and for enhancing relationships”.

If we accept that “communication is the foundation of all human relationship” Duncan, (2002, cited by Holm, 2006, p.24), we also have to accept that “only strategically oriented integrated brand communications can help business to reach a sustainable competitive position”. Integration and customization of the message “have become increasingly crucial factors in building and maintaining successful brands”, as companies try to stand out from competitors and win customers (Keller, 2008, p.179). Indeed, if companies disregard IMC and different messages are not delivered coherently this may lead to an inconsistent brand image, which can negatively influence consumer purchasing behavior (McGrath, 2005b; Stammerjohan et al., 2005; Stewart, 1996; Schultz, 1993 cited by Kitchen and Burgmann, 2010, p.5).

## 2.5.2 Marketing communication mix

The marketing communications mix embodies an array of tools that allow brands to reach their target audiences effectively. Also, the correct use of marketing communications mix allows the development of a coherent IMC strategy.

Marketing communications options can have many forms (Hoeffler and Keller, 2003, p.432). Keller (2008) gathered some of the main tools available for marketing communications in Figure 10.

Within this range of options, many authors such as Ghodeswar (2008), Hoeffler and Keller (2003); Kotler and Keller (2009), agree that the majority of the marketing communication tools converge into these categories: personal selling, advertising, sales promotions, merchandising, public relations, direct marketing and more recently, online communications.

<b>Media advertising</b>	<b>Consumer promotions</b>
TV	Samples
Radio	Coupons
Newspaper	Premiums
Magazines	Refunds and rebates
<b>Direct response advertising</b>	Contests and sweepstakes
Mail	Bonus packs
Telephone	Price-offs
Broadcast media	<b>Interactive</b>
Print media	Web sites
Computer-related	E-mails
Media-related	Banner ads
<b>Place advertising</b>	Rich media ads
Billboards and posters	Search
Movies, airlines, and lounges	Videos
Product placement	Message boards and forums
Point of purchase	Chat rooms
<b>Point-of-purchase advertising</b>	Blogs
Shelf talkers	Facebook
Aisle markers	Twitter
Shopping cart ads	YouTube
In-store radio or TV	<b>Event marketing and sponsorship</b>
<b>Trade promotions</b>	Sports
Trade deals and buying allowances	Arts
Point-of-purchase display allowances	Entertainment
Push money	Fairs and festivals
Contests and dealer incentives	Cause-related
Training programs	<b>Mobile</b>
Trade shows	SMS & MMS messages
Cooperative advertising	Ads
	Location-based services
	<b>Publicity and public relations</b>
	Word-of-mouth
	Personal selling

Figure 10 - Marketing communications options (Keller, 2008).

The communication tools can be used “in various combinations and different degrees of intensity” (Fill and Jamieson, 2011, p.33). According to Keller (1994, p.11) they allow the development of the “desired brand image and knowledge structures” and as well as “strong favorable and unique brand associations”. Moreover, Ghodeswar (2008) added that if repetition is made in a creative way and through different types of media, successful brands are easily built.

However, as mentioned in the IMC chapter, regardless of “which options are chosen, the entire marketing program should be coordinated to create a consistent and cohesive brand image” (Keller, 1994, p.11). Indeed, the wide number of options available reminds that it is necessary for marketers “to understand the collective contribution of the program. This collective contribution will depend not only on the *main effects* of each communication option but also the *interaction effects* among communication options” (Keller, 2001, p.824). This necessity is also referred by Kitchen and Burgmann (2010, p.7):

“the marketer needs to ensure that consistency and a thematic harmonization takes place among the promotional tools employed by the company”.

Another problem that demands marketer’s attention is the fact that competing brands often appear in the same media and use the same promotional tools because they communicate to the same target audience (Keller, 1994, p.13).

Keller (2008) highlighted the need to plan and be creative when designing and planning marketing communications programs. To ensure the effectiveness of the mix used we have to answer some relevant questions: “how well does a proposed ad campaign contribute to brand awareness or to creating, maintaining, or strengthening certain brand associations? Does a sponsorship cause consumers to have more favorable brand judgments and feelings? To what extent does an online promotion encourage consumers to buy more of a product? At what price premium?” (Keller, 2008, p.219).

Fill and Jamieson (2011, p.33) highlight the need to differentiate the concepts of promotional tools and the media that are “the means through which marketing communications messages are conveyed”.

Table 5 summarizes all seven promotional tools, their characteristics, strengths and weaknesses (Fill and Jamieson, (2011); Salzer-Mörling and Strannegård, (2004, p.230); Keller, (2008 pp.221-227-228-231-233-246-247-248); Kirmani, Wright, (1989); Archibald, Haulman and Moody (1993); Aaker and Jacobson (1994), Belch and Belch (2007); Yoo, Donthu and Lee (2000); Zeithaml (1988); Rao; Monroe, (1989); Snipes, Thomson and Oswald (2006); Aaker, (1991); Shimp (1997); Chen and Green (2009 cited by Sarto Freire Castelo et al., 2016, pp. 74-75 -76); Hoeffler and Keller, (2003, p.432); Rajagopal, (2008, p.30); Klein, (1999); Christensen and Cheney, (2000, p.247 cited by Salzer-Mörling & Strannegård, 2004, p.225).

Promotional Tool	Characteristics	Strengths	Weaknesses	Important Points
<b>Advertising</b>	<p>Mass</p> <p>Expensive</p> <p>May have all sorts of means: TV, radio, billboards, newspapers, in-store advertising, sponsorship</p>	<p>Leveraging the brand that can be translated into high quality</p> <p>Advertising expenditures are positively related to perceived quality</p> <p>Creates strong brand associations</p>	<p>High absolute costs</p> <p>Difficult to receive feedback</p> <p>Low credibility</p> <p>Low level of interaction</p> <p>Low cost per contact</p>	<p>Any paid form of non-personal promotion</p> <p>In store advertising (shopping carts, aisles, shelves, live sampling) is gaining importance due to studies that demonstrates that the bulk of final brand decisions are made in store</p> <p>Very important before and after purchasing</p>
<b>Personal Selling</b>	<p>Customized</p> <p>Direct contact with customer</p>	<p>Adaptable speech to customers needs</p> <p>Immediate feedback</p> <p>Persuasive</p> <p>Complex Information</p>	<p>Harm overall brand image due to inconsistency in messages</p> <p>High cost per contact</p> <p>High investment</p>	<p>Staff has the important role to be in sync with the organizational culture</p> <p>Outfits and speech must be aligned with overall brand strategy</p> <p>Very important on the purchase phase</p>
<b>Sales promotions</b>	<p>Mass</p> <p>May be coupons, discounts, special sales</p> <p>Encourage trial or usage</p> <p>Incentive to buy</p>	<p>Fast and direct strategy</p> <p>Short term gains</p> <p>Flexible</p> <p>High ability to target particular audiences</p> <p>Highly adaptable given circumstance changes</p>	<p>Can harm brand image on the long-term and make customers price sensitive</p> <p>Easily copied</p> <p>Transmits image of low quality product</p> <p>Increase brand switching</p> <p>Decrease quality perceptions</p>	<p>Maybe aimed at final consumers or intermediaries</p>
<b>Direct Marketing</b>	<p>Customized</p> <p>Rising as an important switch from mass communication to build and maintain customer loyalty</p> <p>Uses email, telephone, internet</p>	<p>Eases relationship building</p> <p>Easy to measure effects</p> <p>High ability to deliver a personal message</p> <p>High level of interaction</p>	<p>Intrusiveness and clutter</p> <p>Declining customer response</p> <p>Database management expensive</p> <p>High cost per contact</p>	<p>Grows as technological advances</p> <p>Precision marketing arises as the combination of data analytics with design to elicit some type behavior from consumers .</p> <p>Data based marketing becomes very important</p>
<b>Merchandising</b>	<p>Mass</p> <p>Comprehends all touch points in-store. Can be packaging, shelves, scent or colors,</p>	<p>Can enhance perceived quality</p> <p>Can attract more attention and its from potential customers</p> <p>Stimulate word of mouth</p> <p>Create positive brand associations</p>	<p>When poorly worked may create inconsistency in the message</p>	<p>Particulare effective on first contact with consumers and gains strengnth on the maturity phase</p>
<b>Public Relations</b>	<p>Mass</p> <p>Can be press releases, media interviews, articles, newsletters, films, tapes, fund-raising, annual reports events, public affairs</p>	<p>One of the most credible sources in consumers minds</p> <p>High credibility</p> <p>Low cost per contact</p>	<p>Difficult to get media cooperation</p> <p>Events are expensive</p> <p>Low ability to deliver a personal message</p> <p>Low adaptability in circumstances changes</p>	<p>Design to promote or protect a company's image</p> <p>Very important during a marketing or communication crisis ; needs also to be a routine of the marketing communication programs</p> <p>Low importance on the post purchase phase, but very important on pre-purchase</p>

Table 5 - Marketing communication's tools (own development).

In conclusion, “new forms of promotion have been developed in response to the changing market and environmental conditions” (Fill and Jamieson, 2011, p.27). The marketing communication mix have attained a bigger importance. Public Relations “is now seen by some to have both a marketing and a corporate dimension. Direct marketing is now recognized as an important way of developing closer relationships with buyers, both consumer and organizational while new and innovative forms of communication through sponsorship, floor advertising, video screens on supermarket trolleys and check-out coupon dispensers, and the Internet and associated technologies mean that effective communication requires the selection and integration of an increasing variety of communication tools” (Fill and Jamieson, 2011, p.27).

In conclusion, a coordinated and planned use of the communication tools will lead to an increase in brand equity by creating awareness, a positive brand image, favorable and strong brand responses and strong customer-brand relationships (Madhavarm, Badrinarayanan, and McDonald, 2005, p.69).

Keller, (2008, pp.247-248) suggests that “marketers should *mix and match* communication options to build brand equity—that is choose a variety of different communication options that share common meaning and content but also offer different, complementary advantages so that the whole is greater than the sum of the parts”.

### 2.5.2.1 Online marketing communications

The first years of the twenty-first century represented a growing interest of companies in “the world of interactive, online marketing communications” (Keller, 2008, p.236). Indeed, technology improvements led some authors to believe that *online* is also a communication tool. However, others consider *online*

as a mean/channel than rather than a communication tool. Indeed, brands can use the tool of advertising (for example banners) on the online channel; they can also use email marketing as a tool that is going to be diffused through the online channel and sales promotions can be put into practice through brand's website.

The online channel is becoming very important, since it enables the development of a closer and immediate relationship with the customer, as well as a more visual approach. As Holm, (2006, p.26) said "communication has always been built upon three different systems – sound, image and writing. All these systems have been depending on technological development". He also added that the technological and communication revolution "has made a total communicative integration possible, which in its turn has changed business structures. Three large business areas are now integrated: telephony, television and the computer industry". Keller (2008, p.44), not only highlights the importance of the online channel, he also adds that offline activities are very important to draw consumer attention to the website.

The main advantages of online communications are the capacity of message customization and the detail; as well as the ability to "accomplish almost any marketing communication objective and are especially valuable in terms of solid relationship building" (Keller, 2008, p.236).

Keller (2008, p.244) introduces mobile marketing as a communication option that has "emerged in recent years and will undoubtedly play a greater role in brand building in the future". He adds that "smartphones present a unique opportunity for marketers because they can be in consumers' hands at the point of sale or consumption" (Keller, 2008, p.245).

In sum, "technology can enhance marketing communication strategies, by combining, both traditional advertising techniques and also new, unconventional marketing practices may be applied, such as data base marketing, one-to-one communication to retrieve better results" (McGrath,

2005a; Edelman, 2004; Gonring, 1994; Nowak and Phelps, 1994 cited by Kitchen and Burgmann, 2010, p.2).

## 2.5.3 Marketing communication models

### 2.5.3.1 Micromodels of consumer responses

The previous chapter analyses communication processes on a macro level. However, as Kotler and Keller, (2009, p.479) stated, marketers have also to consider the buying process from a customer perspective and “assess which experiences and impressions will have the most influence at each stage of the buying process”. Thus, it is important to have into account communications processes on a micro level in order to implement the correct communications programs and therefore allocate the budget efficiently.

Also, having into account the CBBE model, communications strategies benefit when applying a customer centric approach. A brand should analyze the communication stages that each consumer goes by and adapt its promotional tactics and strategies. This consumer centric strategy will aid managers, to achieve the desired outcomes and develop a successful communication process (Keller, 2008).

According to Kotler and Keller (2009) “micromodels of marketing communications concentrate on consumers’ specific responses to communications”. Figure 11 summarizes four of the main response hierarchy models.

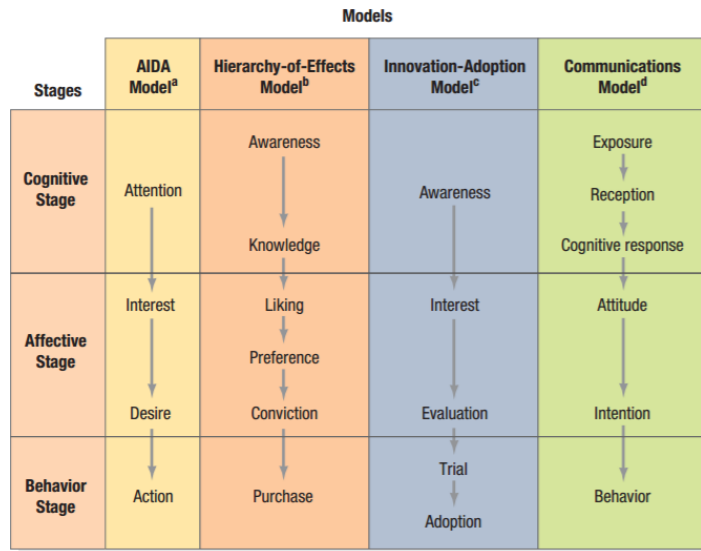


Figure 11 - Response Hierarchy Models (Kotler and Keller, 2009)

All these models assume that the buyer goes through three phases: cognitive (the learning phase), affective (where consumers start to feel), and behavioral stages. The order of the processes change according to the level of involvement (high or low) that the consumer has with a specific product category. Understanding the sequence target consumer goes through can help marketers to plan more efficient and effective communications (Kotler and Keller, 2009, p. 480).

This research will analyze one consumer response hierarchy models, such as the AIDA model.

## AIDA (Awareness, Interest, Desire, Action) Model

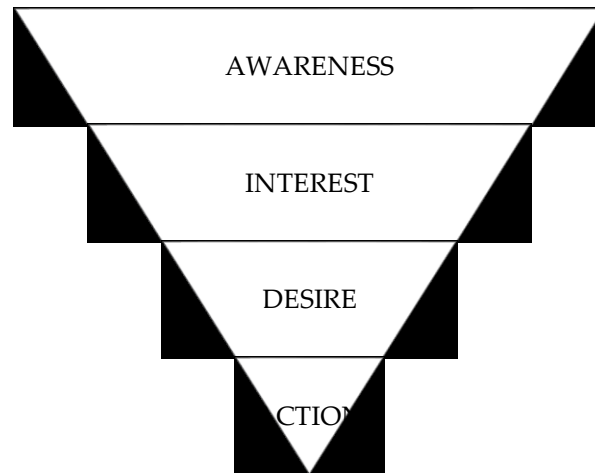


Figure 12 - AIDA model (E. St. Elmo Lewis, 1899).

The AIDA model, identifies a cognitive response during each phase of the buying process. It explains the sequential process that customers go through that will lead them into making the final purchase (Hanlon, 2013).

Nowadays, the buying process is no longer a relationship only between the buyer and the company. Indeed, “social media extended the relationship needed to achieve the different goals of AIDA via information added by other customers through social networks and communities” (Hanlon, 2013).

In this model, the awareness, interest and desire phases are designed to lead to the final stage of Action. The brands “build a constructive knowledge and an emotional connection that ultimately encourages the buyer to interact with the company such as to like or wanting the product, downloading a brochure, making the phone call, joining the newsletter, or engaging in live chat, etc.” (Hanlon, 2013).

The AIDA model can also be completed with another phase, the Retention one. Here marketers acknowledge the importance of developing a long-term

relationship with consumers. Thus, some authors also regard the model as the AIDAR model (Hanlon, 2013).

### 2.5.3.2 Marketing communications planning models

#### Marketing Communication Tetrahedron (MCT)

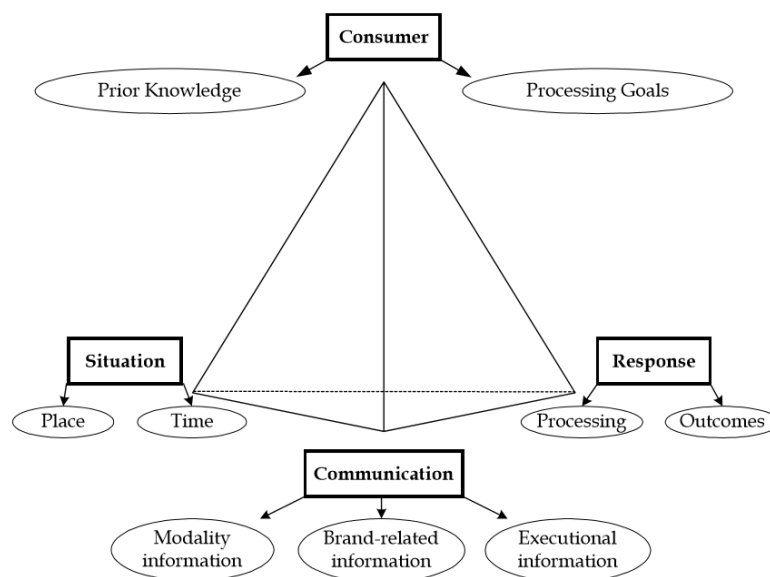


Figure 13 - The Marketing Communication Tetrahedron (Keller, 2001b).

The Marketing Tetrahedron Model uses Jenkins notions on memory and applies them to marketing. Indeed, the model “captures the most important factors in marketing communications and their effects on consumers” (Keller, 2001b, pp.826-827).

According to Keller, (2001b, pp.826-827) the model portrays four set of factors “that influence marketing communication effectiveness” (Figure 13). The four factors that the model considers are related to the journalism writing method and aim to answer the same questions: “who” and “why” (Consumer); “what” (Communication); “when” and “where” (Situation); and “how” (Response) (Keller, 2001b, p.829).

The MCT model considers that, in order to fully understand and study the effects of marketing communications, brands need to understand “how different types of consumers, under different processing circumstances, exposed to different types of communications, respond to different brand- or communication-related tasks or measures” (Keller, 2001b, pp.826-827). Indeed, the model also highlights that the outcomes of research and marketing communications depend on several factors (Keller, 2001b, p.830): “The same communication may be processed differently depending on characteristics of the consumer, the type of exposure situation, the extent and nature of competitive marketing communications, etc. Moreover, different types of communications may produce very different responses, even under the exact same set of circumstances”.

Even though marketing communication programs can use multiple options, it is important for marketers to understand the collective contribution of the program. For Keller (2001b, p. 824) “this collective contribution will depend not only on the *main effects* of each communication option but also the *interaction effects* among communications”

Keller (2001b) concludes that MCT is critical for developing IMC. Indeed, the differences in “knowledge and goals across consumers will require different types of communications whose effects will vary depending on the situation and response desired” and being aware of those different contexts and needs is crucial (Keller 2001b, p.830).

# Chapter 3

## Proposed Model

Following, we will present the conceptual framework developed after a complete analysis of the literature. The framework addresses how a brand can achieve the status of successful through marketing communications. However, building a successful brand does not depend on communications alone and thus, the model considers two main parts: the overall strategies that include context analysis and the definition of brand strategy, and the second part the communication strategy.

The model can be identified as the Successful Brands Communication Egg (SBCE). The egg analogy arises not only from the shape of the model, but also from its function and meaning. Moreover, it is based in Young and Rubicam's "Whole Egg" concept (cited by Kliatchko, 2005, p.7). The advertising agency considered that they had to treat client's needs as a whole and address their multiple marketing needs. The concept defends the integration of marketing activities. The marketing communication's strategy are located at the egg yolk part, the center of the egg. Here marketing communications strategy are seen as the core of the model that aims to build a successful brand. The yolk is where the embryo is formed. However, an egg is also constituted by surrounding material, the egg whites which are the substance that involves the embryo, protects it and builds a foundation for it to develop properly. Here, overall company strategies, namely context analysis, brand strategy and market strategy are crucial for the development of a successful brand. Indeed, the embryo (marketing communications strategies) cannot develop without a stable surrounding environment. Moreover, the egg shell represents the employment of IMC. In fact, IMC has to be applied to the overall company as a business process and are

therefore represented as the structure that holds everything together, that differentiates a strong and solid brand from a weaker one.

The explanation of the model will be done by analyzing the two main strategies: overall and communications strategies. On the first strategy, the explanation is going to be carried out following the correct sequence a brand should follow. However, regarding the phases of the communication strategies, the explanation does not follow the only correct order, indeed each brand should then adapt to their product and characteristics and decide in which order it should follow plan its strategies.

<b>Brand building models</b>	<b>Baeva's model</b>	<b>PCDL</b>	<b>CBBE</b>	<b>SBCE</b>
IMC	No	Yes	No	Yes
Consumer Research	No	No	No	Yes
Context Analysis	No	No	No	Yes
Brand Strategy	Yes	Yes	Yes	Yes
Market Strategy	No	No	Yes	Yes
Consumer Buying Phases	No	No	No	Yes
Communication tools	Yes	No	No	Yes
Desired Outcomes	No	No	Yes	Yes
Communication Means/Channels	No	Yes	No	Yes
Model Goal	Brand Equity	Brand identity	Brand Resonance	Successful brands

Table 6 - Brand building models comparison (own development)

Table 6 shows the differences between the brand building model analyzed through this research and the proposed model. We can see that the SBCE gathers more crucial variables to consider when building a successful brand.

Thus, the model presents a complete knowledge on how to build a successful brand and adds marketing communication insights retrieved from the literature review.

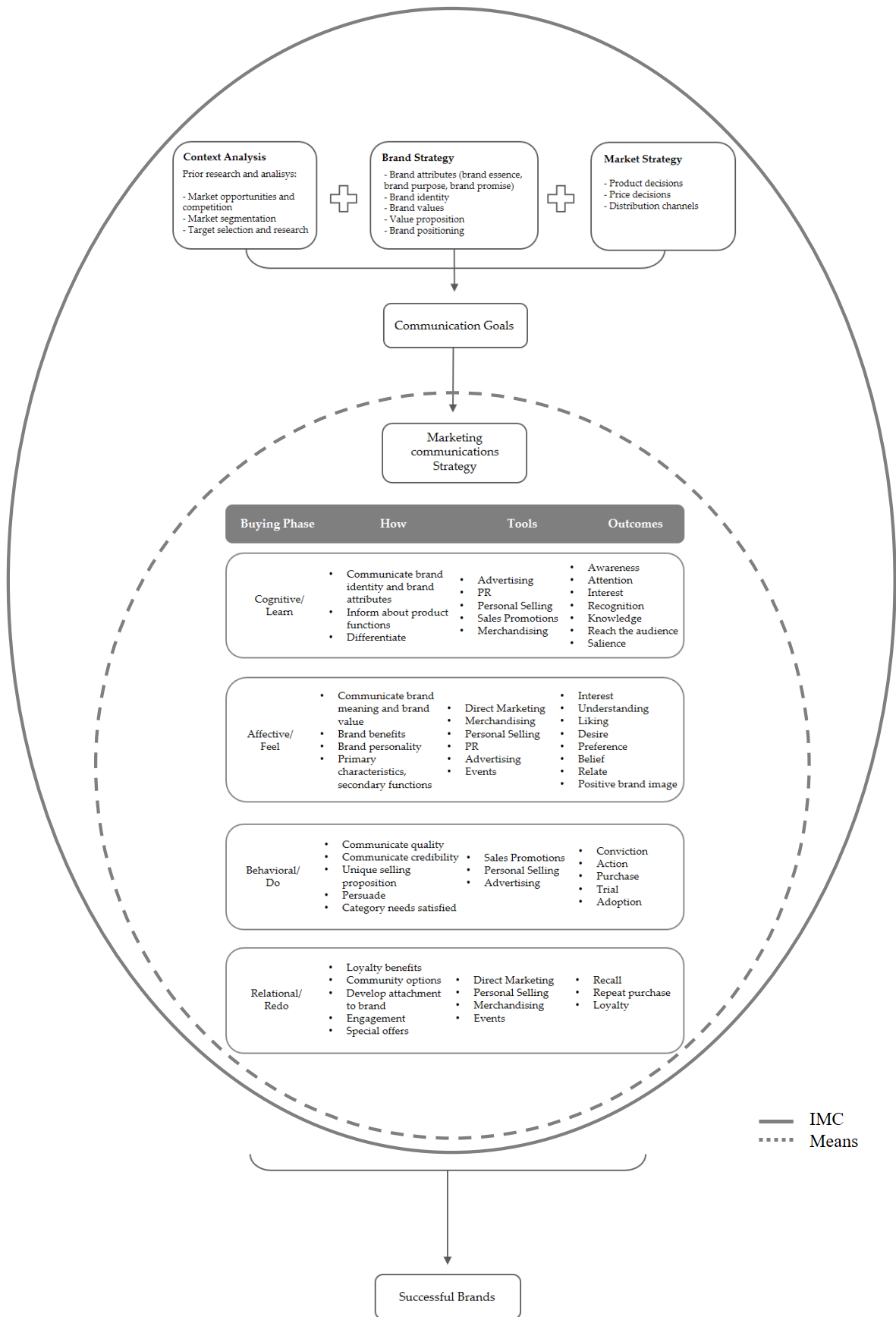


Figure 14 - Successful Brands' Communication Egg (SBCE)

### 3.1 Overall strategy

The first part of the model considers that, as concluded in the literature review, marketing communications are not enough to build a successful brand.

Firstly, the company should also focus on analyzing the context where it is inserted. More specifically, it should undergo an extensive environmental research. The brand must evaluate existing market opportunities, identify the market segments and define the target audience. A correct and full understanding of the target audience is very important. According to Fill and Jamieson, (2011, p.26) by understanding the processes of customers decision-making, the brand can shape the communication to the target needs and thus, retrieve more effective outcomes. In fact, “researching consumer/stakeholder needs, identifying, selecting and targeting particular groups of consumers/stakeholders who share similar discriminatory characteristics, including needs and wants” (p.26) will allow companies to “develop an offering that satisfies the identified needs at an acceptable price, and is made available through particular sets of distribution channels” (p.26). Moreover, on this research marketing communications are considered “an audience-centered activity, and in that sense it is important that messages are based on a firm understanding of both the needs and the environment of the audience” (Fill & Jamieson, 2011, p.31).

Secondly, the brand should define and establish its overall brand strategy. A brand can only communicate its offer coherently and successfully if it has a well-founded and clear brand personality and values, as well as an attractive brand value proposition and brand elements (such as name, logo, colors, packaging and other brand identity signs). According to Keller (2008,) the brand’s unique selling proposition is what justifies to the consumers why they should buy that brand. The author argues that “marketers can make this unique difference explicit

through direct comparisons with competitors, or they may highlighting it implicitly” (Keller, 2008, p.72).

Thirdly, the company needs to define its market strategy. Pricing, distribution and product decisions are also critical to help the development of effective communication strategies. The market strategy must be aligned with the brand strategy and the context in which the brand is inserted.

After these three very important steps, the company has now the necessary foundations for the definition of its communication goals. These goals will define the path that the brand should follow regarding the marketing communications strategy. These guidelines will assure that the brand will follow a coherent and effective strategy. In essence, the marketing communication strategy should be developed around these goals and should be aligned with the brand strategy.

### 3.2 Communications strategy

The next phase of the model focuses on aiding companies to plan and put into practice the correct communication strategies; a communication program that is carefully developed to communicate with the target group and help the brand to accomplish its goals (Fill and Jamieson, 2011).

When developing the communications strategies, the model considers the three stages of the buying process. It also considers the consumer decision making process stages of the FCB model. Thus, depending on the brand’s product, the communication process could either be: *learn-feel-do* (rational products) or *do-learn-feel* (emotional products). The brand should follow the model steps according to the sequence that its more adequate to its type of product.

In each of the stages, the model considers some outcomes needed to be accomplished. Some crucial guidelines of how to reach those goals and the most appropriate tools to use are also suggested. Indeed, according to Keller (2009, p.146) “marketers need to assess which experiences and impressions will be more influential at each stage of the buying process. This understanding will help them allocate communications dollars more efficiently and design and implement the right communications programs”.

It is also important to highlight that the strategies here proposed aim to overcome six hurdles through marketing communications “reach, attention, understanding, belief, recall and action” (Therkelsen and Fiebich, 2001, p.374). Indeed, “to be successful, a message must be received by the intended individual or audience. It must get the audience’s attention. It must be understood. It must be believed. It must be remembered. And ultimately, in some fashion, it must be acted upon. Failure to accomplish any of these tasks means the entire message fails” (Therkelsen and Fiebich, 2001, p.375).

### 3.2.1 Cognitive phase

In the cognitive stage, consumers should learn about the brand and the product. Here brand knowledge is critical. According to the CBBE model, brand equity and thus successful brands are fundamentally a consequence of the brand “knowledge created in consumers’ minds by marketing programs and activities” (Keller, 2009, p.146).

Indeed, target consumers must know what a brand has to offer, the product components, the company information, the added value that the product offers compared to competition, and finally why buying that particular brand will benefit the consumer.

In order for the target audience to “appreciate the advantages and uniqueness of a brand” it is crucial that they have a prior knowledge of what a brand does and with whom it competes; “consumers cannot have highly positive responses without a reasonably complete understanding of the brand’s dimensions and characteristics” (Keller, 2008, p.125).

For that to be accomplished, a brand must communicate its brand identity and clarify that will effectively satisfy consumer needs.

On the cognitive stage, it is critical to create brand awareness, grab consumer’s attention and develop the appropriate knowledge structures. Creating brand awareness is very important in the cognitive buying phase and one of the major goals for the brand. According to Keller (2008, p.8), “brand awareness is related to the strength of the brand node or trace in memory, which we can measure as the consumer’s ability to identify the brand under different conditions”. The author also adds that “creating brand awareness (...) is the one step that many brand marketers tend to skip in their mistaken haste to quickly establish an image for the brand” (p.125). However, brand awareness can “help customers understand the product or service category in which the brand competes and what products or services are sold under the brand name. It also ensures that customers know which of their “needs” the brand—through these products—is designed to satisfy. In other words, what basic functions does the brand provide to customers” (Keller, 2008, p.108). A brand can create brand awareness through repeated exposure to brand communication elements and by “forging strong associations with the appropriate product category or other relevant purchase or consumption cues” (Keller, 2008, p.76). Indeed, brand awareness can be very important because “a consumer's attitude toward a specific brand is affected by his/her familiarity with the brand (Laroche and Kim, 1996, p.115). In conclusion, creating brand awareness and informing consumers are necessary but not sufficient steps to build a successful brand (Keller, 2008, p.7).

When a brand has created brand awareness, “marketers can put more emphasis on crafting” a positive brand image (Keller, 2008, p.76). Indeed, according to Keller (2008, p.74) “to create a brand image, marketers must first establish a brand node in memory, the nature of which affects how easily the consumer learns and stores additional brand associations. The first step in building brand equity is to register the brand in the minds of consumers”.

In the cognitive phase, promotional tools such as advertising will be crucial to develop brand awareness. Public Relations (PR) strategies such as expositions and fairs can also develop brand awareness as well as inform and explain all brand attributes and products specifications. Personal selling can be very important in explaining the characteristics of the product as well as maintaining a personalized message.

Keller (2008, p.107) highlights the natural and important sequence of this model. The author states that from “communicating brand identity we can now communicate meaning that will lead to responses and eventually relationships: we cannot establish meaning unless we have created identity; responses cannot occur unless we have developed the right meaning; and we cannot forge a relationship unless we have elicited the proper responses”.

### 3.2.2 Affective phase

Regardless of being the first, second or third step in consumer's decision process, a brand must create an emotional bond with the consumer.

For products that fulfil secondary and more emotional needs like jewelry, fashion, apparel and cosmetics, the affective phase has a higher importance since the relationship with consumers and the emotional links between the brand and the consumer will be the major determinants of consumer's decisions.

According to Keller, (2008, p.125) successful brands are able to "blend product performance and imagery to create a rich, varied, but complementary set of consumer responses to the brand". Those brands can appeal to "both rational and emotional concerns" (p.125) and provide the customer "multiple access points while reducing competitive vulnerability" (p.125). The rational aspects of a brand satisfy utilitarian needs "whereas emotional concerns can satisfy psychological or emotional needs. Combining the two allows brands to create a formidable brand position" (p.125). Indeed, according to the McKinsey study of 51 companies (cited by Keller 2008, p.125), "having distinctive physical and emotional benefits drove greater shareholder value, especially when the two were linked". In conclusion, "consumers may seek positive affective responses from consuming a product or service" (Mick and Demoss, 1990 cited by Kemp and Bui, 2011, p.430).

Moreover, in this stage brands must focus on communicating brand benefits, brand meaning, and again communicating the brand value. Brands can add value to its promise by supporting a social cause; creating relatable ads for the target audience or even develop a personality for the brand.

Communication should stimulate consumers interest for the brand, guarantee they will understand it, create desire and preference and ultimately develop strong and positive feelings towards the brand and a positive brand image. Park

et al. (1986, p.135) agree that “a brand image is not simply a perceptual phenomenon affected by the firm’s communication activities alone. It is the understanding consumers derive from the total set of brand-related activities engaged in by the firm”(Park, Jaworski, and MacInnis, 1986, p.135). According to Keller (2008, p.77), “creating a positive brand image takes marketing programs that link strong, favorable, and unique associations to the brand in memory. Brand benefits are the personal value and meaning that consumers attach to the product or service attributes”.

In conclusion, according to Laroche and Brisoux (1989, cited by Laroche and Kim, 1996, p.116), there is evidence that intention to buy a particular brand is positively affected by attitude toward the same brand and negatively affected by attitudes toward other brands in the choice set.

### 3.2.3 Behavioral phase

The behavioral or the *do* phase is where the customer interacts with the brand.

For functional products, such as household products, where product involvement is low, consumers go through this phase first. Also, for self-satisfaction products, such as tobacco or chocolates, consumers tend to purchase by impulse and tend to leave the cognitive part for the last stage of the decision process. In these cases, it is very important to remind consumers about the product and gain their attention.

For other products, particularly for high involvement products, in this stage, brands need to persuade consumers to buy and induce trial. In these cases, the brand must reinforce the brand quality, show credibility to elicit the desired responses (credibility can be shown through official tests to the product efficiency, for example).

Sales promotions are great means to induce trial and adoption, personal selling can create an action, conviction. Advertising can also be a great way to persuade customers by appealing to the emotional side previously mentioned. Also, point of purchase marketing can have a significant role on persuading the customer into making the purchase. According to Keller (2008), most of the purchase decisions are made inside the store. Indeed, merchandising, colors, in-store promotions, sensorial marketing and the strategic display of the products can have a great impact on consumer buying decisions.

### 3.2.4 Relational phase

Besides the *learn-feel-do* phases, this model also considers the importance of building a relationship with consumers in the *redo* phase. Indeed, nowadays the communication process has a two-way direction, since consumers have a more important role in participating in the design of brand strategies. Also, by being customer centric, this model recognizes the importance of long-term relationships with the target audience as a crucial step brands need to accomplish in order to be successful. Kitchen and Burgmann, (2010, p.4) agree that “building a long-term relationship with customers should be important to any kind of business in today’s marketplace”.

Fill and Jamieson (2011, p.31) highlighted that “by recognizing the different transactional and relationship needs of the target audience, marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way and dialogic communications that meet the needs of the audience are used”. However, the authors also add that not all audiences aim for a relationship with the brand.

The messages should encourage individual members of target audiences to respond to the brand. This response can be immediate through, for example,

purchase behavior or the use of customer care lines, or it can be deferred as information is assimilated and considered for future use. Even if the information is discarded at a later date, the communication will have prompted attention and consideration of the message” (Fill & Jamieson, 2011, p.31).

Nowadays building that relationship is easier. Internet also facilitates the establishment of “relationship with individual consumers and companies” (Kitchen & Burgmann, 2010, p.2). Indeed, email marketing, online chats in companies’ websites and social networks are tools a company can use to reach the customer more easily.

In conclusion, “a firm can turn the customer’s search for knowledge into a competitive advantage by engaging in an interactive dialogue with the customer (...) This may then flourish into a long-term relationship in which different promotional tools can be employed to reach individual consumer groups (Cook, 2004; Johnson and Schultz, 2004; Schultz, 1995b; Nowak and Phelps, 1994 cited by Kitchen and Burgmann, 2010, p.7).

A brand can stimulate the customer to develop a relationship by, for example, creating loyalty programs such as customer cards, score cards and personalized discounts; developing community options, such as enabling special offers and contests for consumers that are involved in their loyalty programs.

### 3.2.5 Communication tools

The set of communication tools available for brands to reach their targets more efficiently is also considered in each phase of the model. Companies should consider several factors when deciding between the several tools they can use in each of the stages of the buying: the available budget, the type of target audience, the product life cycle, etc. However, the model suggests some tools that can be

more adequate to reach the goals of each phase, considering the general characteristics, advantages and disadvantages of each promotional tool.

As previously explained, a different set of tools is available now and their characteristics have changed (Fill and Jamieson, 2011). Internet changed the paradigm. A wider variety of cheaper promotional tools is available. Also, the high costs of advertising and other traditional mass media led them to be ineffective and inefficient (Joachimsthaler and Aaker, 1997). Thus, Joachimsthaler and Aaker (1997) refer that, many European-based companies use alternative communication channels to build awareness, convey brand associations, and stimulate brand loyalty.

Besides using the new online tools and the non-mass-media tools, the combination of several communication tools to convey a brands messages is very important. Using multiple communication options to create positive brand images can have a memory advantages. The use of several marketing communication tools within an IMC approach can deliver a more holistic picture (Smith, Gopalakrishna, and Chatterjee, 2006; Reid, 2003; Naik and Raman, 2003; Low, 2000; Phelps and Johnson, 1996; Schultz, 1996b). Indeed, “incorporating different communication channels into one marketing communication campaign” can achieve the desirable outcomes for the company (Kitchen and Burgmann, 2010, p.5). Therefore, in the long run, different communication elements should be designed and combined so that they work effectively together to create a consistent and cohesive brand image (Keller, 2008).

As an example, Keller (2008 p.77) highlighted the Body Shop strategy. The brands “successfully created a global brand image without using conventional advertising. Its strong associations to personal care and environmental concern occurred through its products (natural ingredients only, never tested on animals), packaging (simple, refillable, recyclable), merchandising (detailed point-of-sale posters, brochures, and displays), staff (encouraged to be

enthusiastic and informative concerning environmental issues), sourcing policies (using small local producers from around the world), social action program (requiring each franchisee to run a local community program), and public relations programs and activities (taking visible and sometimes outspoken stands on various issues)". Keller (2008, p.77) also mentioned brands such as Starbucks, Google, Red Bull, and Amazon as "classic examples of companies that created amazingly rich brand images without the benefit of intensive advertising programs".

### 3.2.6 Communication means

As Fill and Jamieson (2011) stated, there is a need to differentiate the communication tools available from the different means/channels that a brand can chose to use. Indeed, a brand can choose to use advertising as a communication tool. However, advertising can be diffused through means/channels such as TV, radio, billboards. Another example is direct marketing. This tool can be employed via short message service, via email or via a phone call.

The choice of means is also very important and can be the difference between an effective and coherent marketing communication strategy and a failed attempt to reach the target audience. The decision between the channels should be aligned with the target audience characteristics and the brand's communication goals. Indeed, some targets audiences, for example, the elderly may be more receptive to television ads, while in turn, Millennials spend their time online. Thus, a deep knowledge and understanding of the target audience will help brands to make these strategic decisions and achieve effective outcomes.

### 3.2.7 IMC

IMC has a very important role in this model. It is the shell that holds everything in, and it is critical for building and maintaining a successful brand.

Nowadays brands must be aware “that the tools of the promotional mix are not the only way in which brands communicate. All parts of the marketing mix communicate” (Fill and Jamieson, 2011, pp.8-9).

Indeed, “the behavior of employees and the performance of products, the actions of competitors – all serve to influence the way in which each customer perceives a brand” (Fill and Jamieson, 2011, pp.8-9).

Thus, IMC has the potential to fundamentally change the meaning of marketing communications and may even be the next step in the evolution of marketing” (Dewhirst and Davis, 2005; Kliatchko, 2005; Grove, Carlson, and Dorsch, 2002; Lee, 2002; Phelps and Johnson, 1996 cited by Kitchen and Burgmann, 2010, p.2).

In conclusion, IMC facilitates the interpretation of information for customers. Faced with an IMC-based brand message, the customer will understand the different information and will not be confused by the great amount of unrelated messages in the different contact points with the brand (McGrath,2005b; Stewart,1996; Duncan and Everett,1993 cited by Kitchen and Burgmann, 2010, p.5).

### 3.2.8 Results

The strategies mentioned throughout the SBCE model aim to build a successful brand. On each phase described in the model, we present the desired outcomes a brand should aim to accomplish. Indeed, each of the outcomes complements the overall brand experiences consumers will have been through and they function as layers. Thus, the desirable outcomes from the previous stage will complement and build upon the previous brand knowledge consumers have.

As Keller (2008, p.77) stated marketers should consider the expenditures in “what consumers saw, heard, learned, felt, and experienced about the brand” as investments. The author adds that “if not properly designed and implemented, these expenditures may not be good investments, in that they may not have created the right knowledge structures in consumers’ minds” (Keller, 2008, p.70). Keller (2008, p.12) states that “with inconsistent associations and a diffuse brand image, consumers may overlook some associations or, because they are confused about the meaning of the brand, form less strong and favorable new associations”.

In conclusion, communication strategies are crucial. If a brand follows the steps of the proposed model and plans its strategies in carefully a thought-out manner, where they aim to accomplish each of the needed outcomes, success will be inevitable.

# Chapter 4

## Methodology

In this investigation, the research strategy used was a case study. The literature review allowed us to develop a conceptual framework, which we applied to a case study in order to assess its practical liability.

The literature available about case study research is “primitive and limited, in comparison to that of experimental or quasi-experimental research” (Yin, 1994 cited by Tellis, 1997, p.6). However, this methodology has been rising in terms of value and use for the sectors of business and marketing, (e.g., Benbasat, Goldstein, and Mead, 1987; Bonoma, 1985; Ghauri and Grijnhaug, 2002; Gibbert & Ruigrok, 2007; Graebner and Eisenhardt, 2004; Voelpel, Leibold, Tekie, and von Krogh, 2005 cited by Yin, 2009).

According to Yin (2009, p.18), a case study can be defined as “an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”. Indeed case studies are helpful to produce “testable, relevant theory” (Glaser and Strauss 1967; Yin 2003 cited by Dewhirst and Davis, 2005, p.83).

In this investigation, a single case study is going to be applied. Single case studies “are used to confirm or challenge a theory, or to represent a unique or extreme case” (Yin, 1994 cited by Tellis, 1997, p.9). Despite having a lot of criticism, the single case study “relies on multiple sources of evidence, with data needing to converge in a triangulating way” (Yin, 2009 p.18).

The essence of a case study, “is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result” (Schramm, 1971 cited by Yin 2009, p.17).

In brief, the case study method allows researchers to retain the holistic and meaningful characteristics of real-life events, such as individual life cycles, small group behavior, organizational and managerial processes, neighborhood change, school performance, international relations, and the maturation of industries (Yin, 2009, p.5).

According to Yin (2009), case studies are preferable when *how* or *why* questions are in the base of the investigation. The research fulfils this requirement, having into account that the research question is: *How to build a successful brand through marketing communications?* This characteristic “distinguishes case study research from other types of social science research” (Yin, 2009, p.2).

## 4.1 Selection of the object of analysis

The case study should have a “case” which is the object of study that should be “a complex functioning unit, be investigated in its natural context with a multitude of methods, and be contemporary” (Johansson, 2003, p.2).

Considering the available time frame for the development of this research, the choice of the unit of analysis was done under the fulfillment of the following aspects: to be a brand that Mojobrands worked with; as well as to meet all the necessary criteria to be a successful brand. Ideally, the application of the conceptual framework should be done on a new brand that is in the early development phase. However, in this research a brand that is already established successful brand was chosen, in order to try to understand if the brand followed the steps proposed in the model.

Parfois suited this case study perfectly. Besides being one of the companies Mojobrands works directly with, it is one of the most successful Portuguese brands. An example of the recognition of the brand’s success “was the awards it

won in 2001: “Emerging Market Retailer of the Year Award” and “Rising Star of the Year Award”, at the Global RLI awards” (Lopes da Costa, 2014, p.5). The application of the model to Parfois can help us understand if, by applying the model strategies the brand is able to achieve the desired outcomes.

Primary data is retrieved from Parfois itself through the website and social media. Primary data was also gathered through directly observing stores and archival records. Having into account the spectrum of analysis, interviews were not conducted to avoid bias answers. For this research, we preferred the retrieval of unparcial knowledge to assess if the strategies pursued by the company were communicated correctly to the target audience, and to analyse the communication strategies from the consumer point of view.

Secondary data was retrieved from previous works developed about the brand, news and magazines, articles and industry reports.

The time frame of the following case study was from 15.11.2016 to 15.2.2017. Also, this research is conducted under the knowledge about brands that operate on western developed countries such as USA and the countries in Europe and therefore the findings here retrieved will also aim for brands inserted in that context.

# Chapter 5

## Parfois Case Study

### 5.1 The company

Parfois brand was born in Portugal, in the city of Porto. It began to be a retail store that used to sell expensive foreign designer brands. That expensive aspect led to the closing of the store (Albuquerque, 2011). Years later, in 1994, the founder of the brand, Manuela Medeiros, found a gap in the market due to her previous experience in London. Manuela found that there was not an accessories and complements brand that fulfilled the market needs (Lopes da Costa, 2014). Therefore, the founder opened an accessory store in Porto that offered a fast-fashion brand that followed the newest trends available for every one by having an affordable aspect (Parfois, 2016). The award winning CEO due to her visionary characteristics and skills, Manuela Medeiros, is still the main piece of the company she founded (Lopes da Costa, 2014, p.4).

The brand wants to inspire and be inspired every day. Parfois portrays itself as a “savvy, chic, affordable and desirable” brand. The brand has fashion designers in Oporto and Barcelona. (Parfois, 2017b)

Parfois experienced a fast growth over the years. By the end of 2010, “Parfois had 199 stores, 94 own and 105 franchisees, 42 of which are new openings, 22 own and 20 franchisees”(Albuquerque, 2011, p.2). The brand was present in 28 countries, having stores in Portugal, Spain, France and Poland. In franchising the brand was operating in Saudi Arabia, Emirates, Morocco, Russia, Ukraine, and others.

Until 2013, the company was held by Barata & Ramilo, SA, however for legal and financial purposes it became Parfois, SA (Lopes da Costa, 2014, p.6).

Despite the quick growth, Parfois has not always been through favourable times. Indeed, “between the years of 2005 and 2006 sales had a downfall of 7% and 10% respectively” (Lopes da Costa, 2014, p.6). Moreover, since 2006 the brand concluded that they could not be still ran as a family company and needed some investment to grow (Lopes da Costa, 2014). During this period, Parfois had to face some challenges: readjust the concept of the brand, increase store size, develop an adequate concept that met the brand goals and go international. Over the next years, Parfois focused on the design of their products and fashion trends. Also, the brand felt the need to coordinate the global company vision with the brand strategies. The brand’s mission changed to *fashion focus*, so that it could become a strong competitor (Lopes da Costa, 2014, p.6).

Moreover, in 2008 the brand decided to apply those changes that began with changing the brand image. In the brand’s early beginnings, they did not invest a lot on advertising campaigns, marketing or branding. A need for developing those areas was noticed not only due to the brands expansion to foreign markets, but also due to an increase competition. For that reason, the brand created the project “Parfois: Worldwide Brand Awareness”, that was developed “through strong marketing campaigns, media attention, social media not only to bring closer the brand and the consumer as well as turning the name Parfois strong and recognized on the sector” (Lopes da Costa, 2014, p.10).

Indeed, 2008 was a turning point for the brand. The innovation processes and image changes reflected directly into sales between the year 2007 and 2008 (Lopes da Costa, 2014, p.10). Two years after the turning point, the brand had over “8,3 million items sold and the sales volume was of 48,1 million, over 31% than the previous year” (Lopes da Costa, 2014, p.5).

Nowadays, almost 20 years after its foundation, Parfois can be regarded as a large company. They have an operating revenue of over 100 million dollars and

total assets of over 1000 million dollars (Figure 16) The company also has more than 1000 employees as we can see in figure 16.

A company is assigned to a category if 2 out of 3 of the criteria are met.

Company size	Operating revenue	Total assets	Total employees
Very Large	> 1,000 million USD	> 10,000 million USD	> 10,000
Large	> 100 million USD	> 1,000 million USD	> 1,000
Medium Large	> 50 million USD	> 500 million USD	> 500
Medium	> 10 million USD	> 100 million USD	> 100
Medium Small	> 5 million USD	> 50 million USD	> 50
Small	> 1 million USD	> 10 million USD	> 10
Very Small	Less	Less	Less

Table 7 - Company size categories (Orbis Directory, 2015)

Parfois has been experiencing a solid growth of total assets and revenues since 2008. The brand has also an average annual growth of 30%, and has grown over 34% in 2015 (see figure 17).

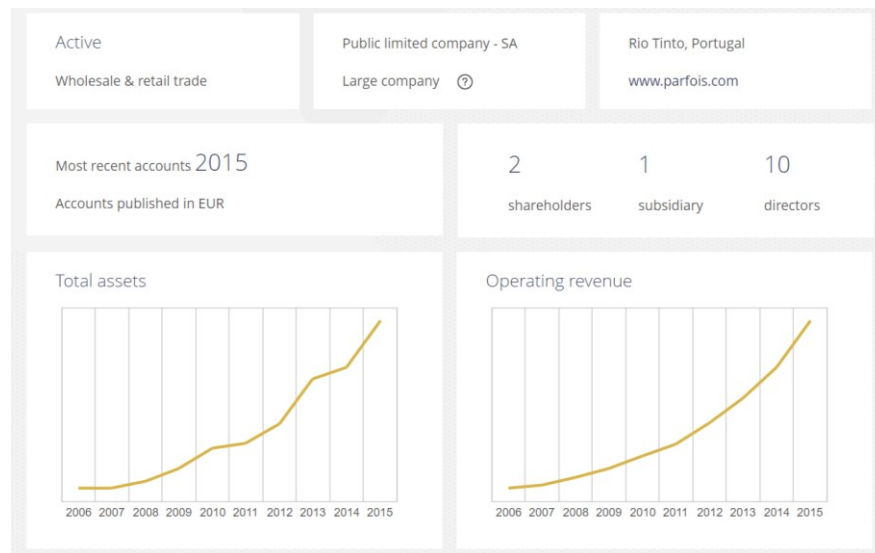


Figure 15 - Parfois information (Orbis Directory, 2015)

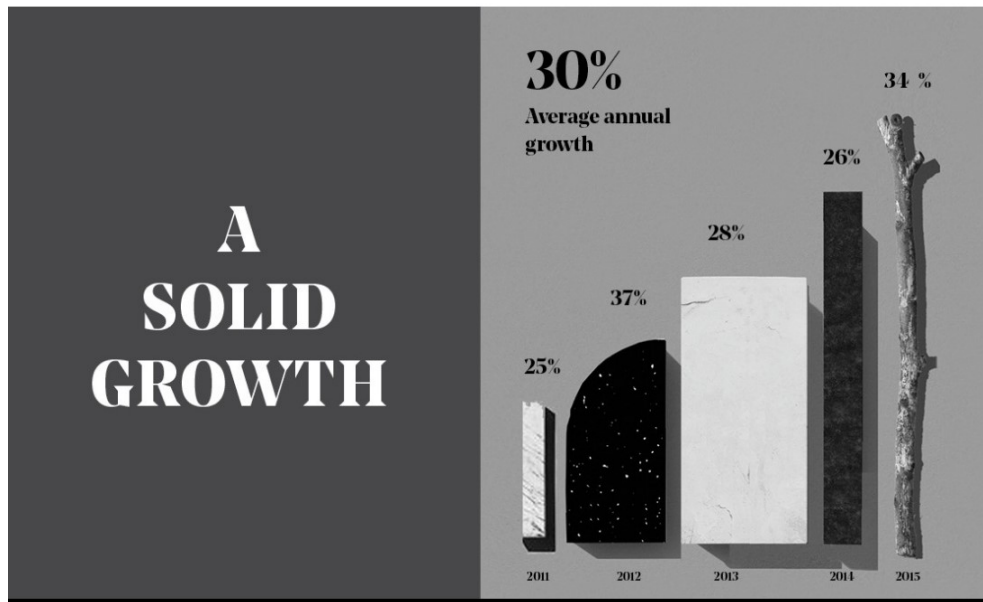


Figure 16 – Parfois’ growth (Parfois’ website, n.d.).

Nowadays 70% of the clients visit the store at least twice a month; 36% visit the store at least once a week. Parfois has now more than 650 stores in 50 countries with an average of 100 openings a year. (Parfois, 2016)

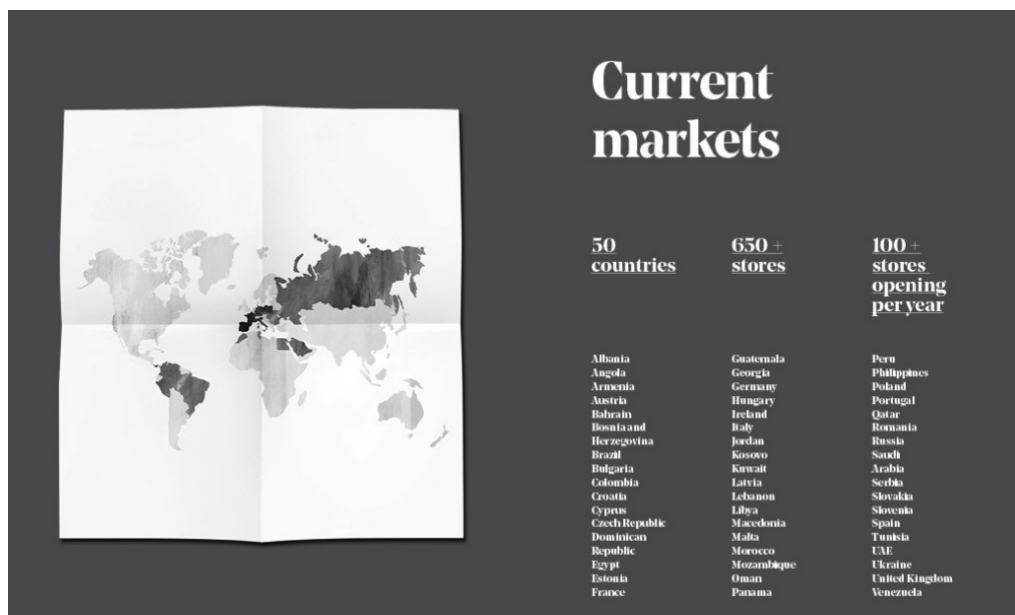


Figure 17 – Parfois’ current markets (Parfois’ website, n.d.).

Parfois grew up to be a successful brand. Indeed, the brand reaches most of the criteria to become one. In the following chapter we will analyze if Parfois followed the steps proposed in the conceptual framework previously presented.

## 5.2 Communication strategies

In this chapter, we are going to analyze the communication strategies pursued by Parfois. The case study will focus on the communication of the new season's collection: Spring/Summer '17, titled "La piscine".

Table 8 is a summary of how the aspects that will be considered in the case study.

Product Category	Decision-making process	Communication tools analyzed
Fashion, Shoes and Accessories	Feel-Learn-Do High-involvement product; Low thinking	The store Website Social media Email marketing Events

Table 8- Parfois case study guidelines (own development).

### 5.2.1 The store

Parfois considers that the direct contact with the customer is a very important part of the brand communication strategy. Therefore, the point of purchase is one of the main communication tools used by the brand.

Having recognized the importance of the store, the brand began to make some changes in their stores during the changing period previously mentioned.

With the increase in sales, brand's stores began to be small and did not fit the company goals. The stores were then expanded to "an average size of 90m<sup>2</sup> that allowed the customer to have a richer purchase experience"(Lopes da Costa, 2014, p.7). The selling items were organized in a way that allow the brand to have more items available at a time. The space became lighter and cleaner. Indeed, the "inside of the store resembles more a shop windows rather than a storage" (Lopes da Costa, 2014, p.7). The windows of the store were also changed weekly. These changes and innovations were accomplished through the articulation of new procedures and adjustments: "product, store concept, technology and communication" (Lopes da Costa, 2014, p.7).

Having into account the importance of the physical store to the company, Parfois has released, again, a new concept for their stores in 2016. Indeed, as the brand expands, they wanted the design and the size of their stores to evolve with the brand. The stores were upgraded to another level. Indeed, the new store concept is more high fashion (see figures 19 and 20). They have now 200 m<sup>2</sup> of area and 12 mts facade (Parfois, 2016). In the new store design, the product remains the main focus. Moreover, the store presents a new and cleaner design, betting on straight lines that gave the space a more modern look. The new concept adds to the accessories lines clothing items to complete the look (Vogue, 2016). The store is organized by distinctive areas according to the product category. Shelves and racks are very simple, with nude colors that allow for the product to stand out. Big screens allow the brand to show the new collection's videos and the most recent events, allowing for an integration with other communication tools (see figure 19).

The new collection is already being communicated in stores. Indeed, the store is able to reflect the integrated marketing communication strategy followed by the brand. Photography and video used in social media are also portrayed in the store, this allows customers to quickly recognize the new collection.



Figure 18 - Parfois' store I (Vogue, 2016)



Figure 19 - Parfois store II (own development).

**clear  
visual  
mer—  
chandising**



Figure 20 - Parfois description of their stores (Parfois, 2016.).

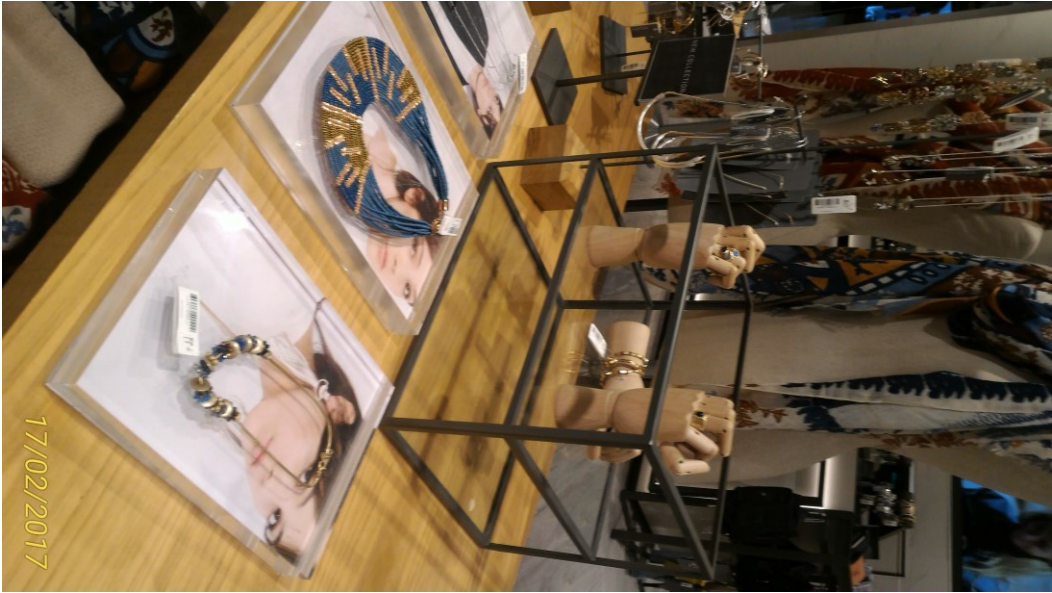


Figure 21 - Parfois' store products (own development).

These new products are displayed in a way that the customer automatically identifies them. Indeed, the decoration and store motives, although minimalists and subtle (figure 21), create visual hints that allows for an immediate recognition of the collection and season already being sold. The product is strategically placed and is the focus of the merchandising strategies pf the brand.

We must also highlight that Parfois has a clear strategy regarding their store locations. They want to be present in shopping centers and busy streets of the main cities. Example of that strategy are the stores opened in “Dolce Vita Tejo, calle Goya, in Madrid, na Rua Augusta, downtown Lisboa, downtown Porto, Cedofeita, Clérigos and Santa Catarina. It is clear that the brand chooses locations with movement and visibility: the prime locations”(Lopes da Costa, 2014, p.8).

Regarding the relationship with their customers, the company has already understood the great importance of the street stores. Contrary to the shopping center stores, these are able to retain a higher number of faithful clients to the brand (Lopes da Costa, 2014, p.9).

Parfois also bets on the training of their stores employees. These have to pay more attention to the customer and offer a better service overall in order to increase the number of clients and to develop and maintain a relationship with them. This action reflects again that the brand applies IMC as a business process, where communication is not the only focus (Lopes da Costa, 2014).

The variety of products available has also increased in order to satisfy the different client’s needs. Due to the high rotation of products in fast fashion brands, Parfois has new products in store every week. With this strategy, the brand reaches the early adopters or consumers of the latest fashion trends (Lopes da Costa, 2014).

## 5.2.2 Social media

Parfois strays from the traditional and mass media advertising. Indeed, the brand has a very strong presence in the social media environment. Facebook, Twitter, Youtube and Instagram are the means chosen by the brand to communicate its offer.

The awareness of the brand is reflected on the number of followers on social media as we can see in figure 22.

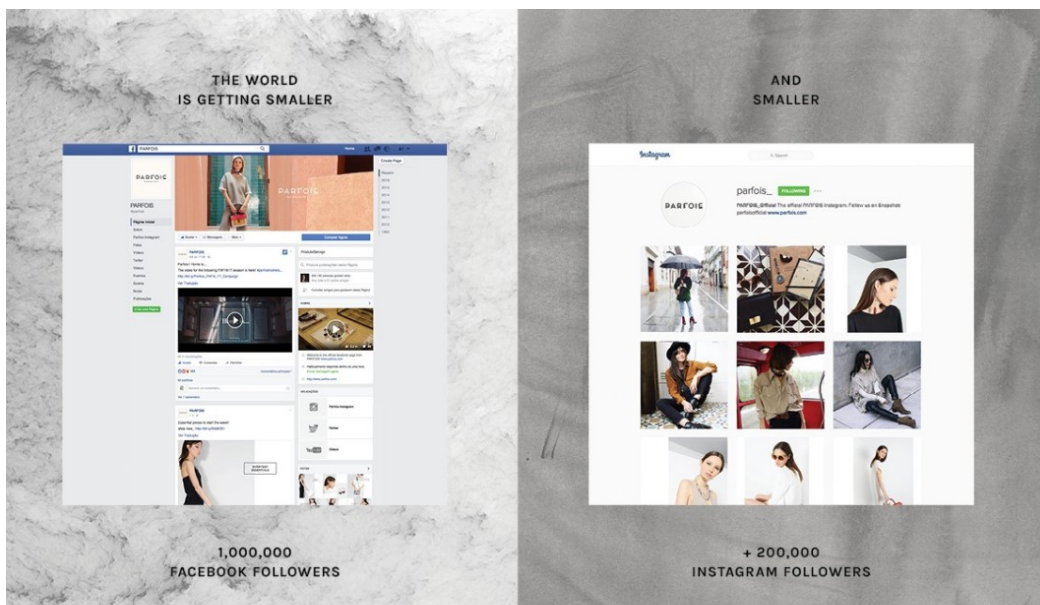


Figure 22 - Parfois' social media followers (Parfois, 2017)

Also, Parfois is very well positioned in Facebook rankings as we can see in figures 23 and 24.



Figure 23 – Parfois’ Facebook ranking (RankU.pt, 2017)



Figure 24 - Parfois Facebook rankings II (RankU.pt, 2017)

As we can see on figure 24, Parfois is on fifth place in comparison to other brands of the same product segment. This shows that the brand focus in social media is effective and retrieves results.

The overall communication in the four social media is indeed aligned and coherent. The messages conveyed about the new collection are similar and are portrayed at the same time frame (table

More specifically, on Facebook the brand responds quickly to the consumer doubts in any given language, which facilitates the building of relationships.

The tone of voice is young but elegant, aligned with the brand values. On the posts description, the brand uses a call to action (with the aim of attracting consumers to buy). The posts are published at least once per day and these feature, 95% of the times, Parfois's products. The posts can feature the products in a clear and neutral background or the product in real look situations (figure 25). This helps the customer in visualizing more easily how the product would look in a real situation. Indeed, the brand relies on clean and minimalistic photography to showcase their products (figure 25).

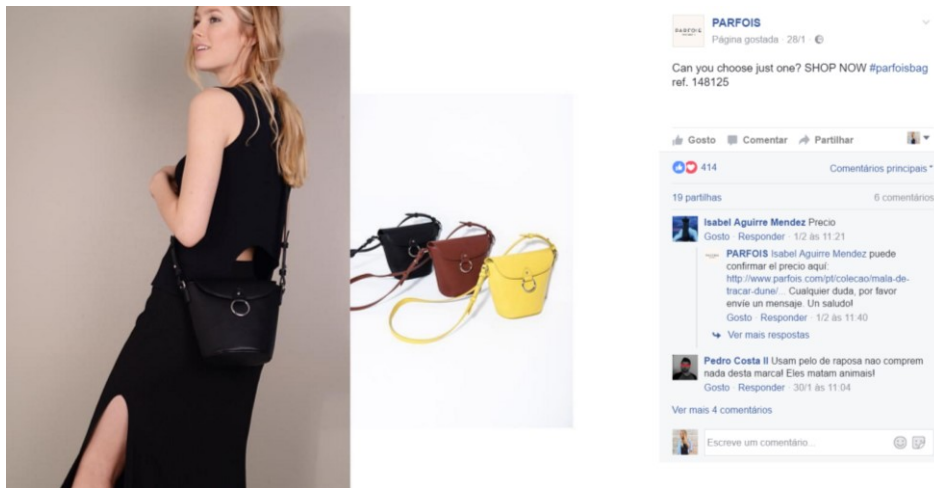


Figure 25 - Parfois product post (Parfois, (2016).

In the brand's Instagram, where Parfois has currently 320 thousand followers, the tone of voice is the same. The type of posts are also similar, with a constant call to actions for the customers to engage into buying the products.

In Twitter, the brand has 6 thousand followers. Here communication is consistent with the other two social media. However, the frequency of the posts is lower in comparison to Facebook or Instagram.

Lastly, on Youtube, the brand has almost 2 thousand subscribers. The brand channel is very active and reflects the brand strong focus on video and photography. The campaign video has over 4 thousand views.

Another important factor that should be highlighted is that in the different social media the profile picture is the same. Moreover, the brand is able to communicate the launch of the collection in a coherent way in the 4 social media.

Furthermore, the brand, as previously mentioned, has a strong focus on video and photography content, and these became the differential aspects of Parfois. Indeed, for each campaign a new promotional video is done. The video is only diffused through social media and it has a different theme each season. This allows a more emotional approach to the consumer, and also allows each Parfois consumer to relate to the girls portrayed in those videos.

Table 8 presents for a broad perspectives of how communication is developed in Parfois' social media.

<b>Social Network</b>	<b>Followers</b>	<b>Tone of Voice</b>	<b>Kind of posts</b>	<b>Frequency of posts</b>	<b>IMC</b>
Facebook	780 k	Young but sophisticated; Call to action	Product or campaign related posts	More than one a day	Yes
Instagram	320 k	Young but sophisticated; Call to action	Product or campaign related posts	At least once a day	Yes
Twitter	6 k	Straight forward; Call to action	Product or campaign related posts	Once or twice a month	Yes
Youtube	2 k	Straight forward; Call to action	Product or campaign related posts	Weekly/Monthly	Yes

Table 8 - Parfois Social Media overview (own development).

### 5.2.3 The website

Parfois's website is a very important tool. Besides being an online shopping platform it is also the source of several other important information. It is indeed one of the main sources for customers to reach the brand besides the physical stores and social media.

As we can see in figure 26, the website is organized according to the following categories: Sale, New In, Collection, Top Choices, Online Exclusives, Newsletter. However, the website also features some changing categories, that shift according to the new collection and season: Charms; Extra Space, Extra Choices; What if Event; SS'17 Campaign.

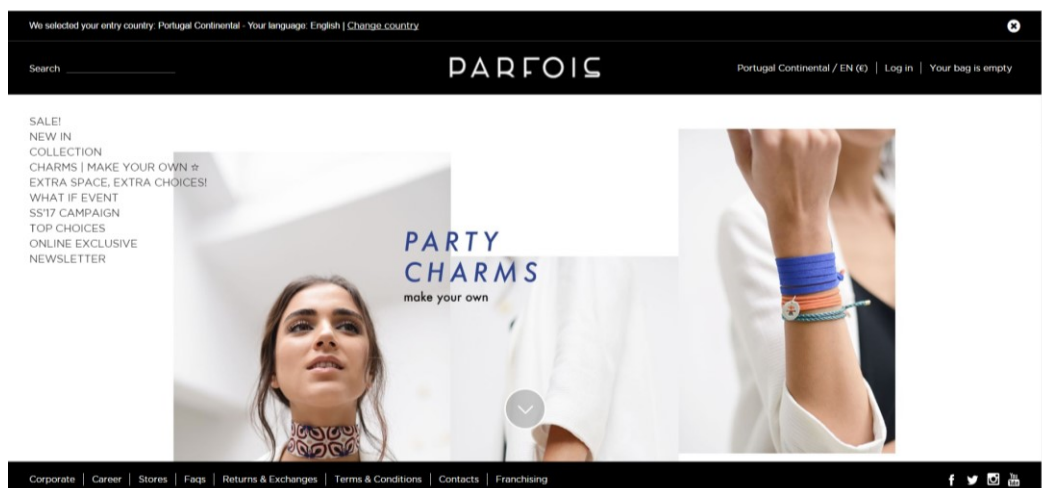


Figure 26 – Parfois' website homepage (Parfois, 2017).

The homepage includes the newest features and novelties from the brand and it immediately provides quick access to some of the trendiest items.

The website is also a great tool for corporate communication. Here the brand presents the company and its history. A video of the store is also displayed; however, this video is outdated as it portrays an old store layout, hence, it is a barrier to the effectiveness of IMC. The homepage also provides information

about careers, the several stores, FAQs, returns and exchange's, terms and conditions, contacts and how to pursue the franchising.

On the website, the customer is also able to subscribe the newsletter and perform the login for personalized offers and discounts.

The website design is clean, simple but sophisticated and visually resembles the physical stores. In fact, it complements brand's communication in social media as well as offline, in an integrated and coherent way. Every social media page also integrates a link to the website.

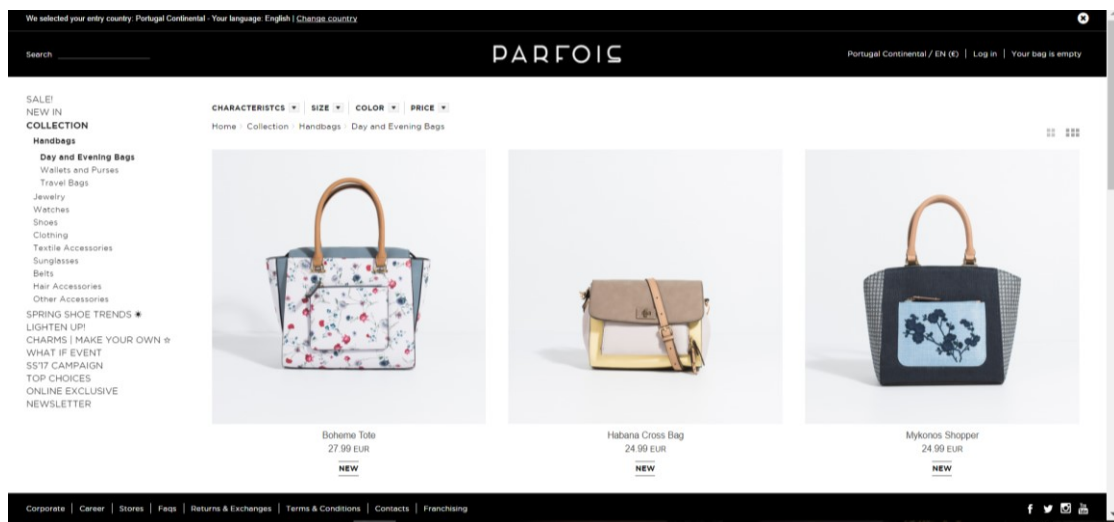


Figure 27 – Parfois' products display.(Parfois, 2017).

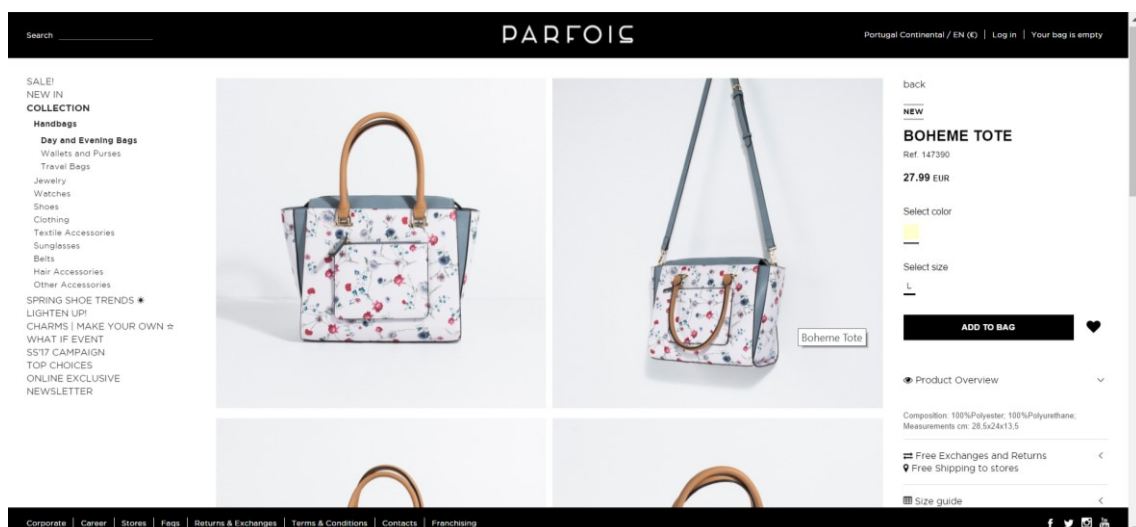


Figure 28 – Parfois' product in detail (Parfois, 2017)

The products are displayed in a simple way, and this, similarly to what happens in stores, allows the product to be the focus of the brand's communication. When clicking in a product, a detailed page appears. Here the customer is able to see the product from different angles and in every color available, sizes and product overviews, as we can see in figure 28.

#### 5.2.4 Events

Every season Parfois invests in a private event for influencers where they showcase in firsthand the new collection. Parfois relies on communication agencies to develop the concept and to plan the event for every season.

This spring summer season, the collection named "La piscine" was released during an event in March, as we can see in figure 29.

As usual, Parfois invited influencers (among the target audience), mainly *instagrammers* for the event. In each event, they have a series of activities and personalized offers according to previous inquiries sent to the guests (see figure 29). Indeed, everything handed to the bloggers is personalized and the entire day is carefully planned to meet the brand's expectations.

The goal for these events is to create as much content as possible. Thus, the event is one of the main focuses when launching the campaign. Therefore, it has always three mandatory moments: the presentation of the collection, the photoshoot of the girls with the brand's products and finally an intimate moment.

The event has the ability to generate significant social media interaction and *buzz* for the brand. Bloggers and *instagrammers* all make live publications on their social media that can be viewed by their thousands of followers. It is a great way for Parfois to maintain the loyalty of the influencers that show off and wear their products. This is a very well thought strategy for Parfois.

The event is correctly diffused through all brand's social media pages as well as in the website, as we can see on figure 29 which is available on the website as a complete story and description of the event. The event is communicated through all channels in the same coherent and cohesive way. The brand also uses a hashtag to increase the engagement between the influencers their target audience and the brand.



Figure 29- Parfois SS'17 event (Parfois, 2017)

## 5.2.5 Email marketing

Parfois also uses email marketing as a communication tool and as a way to transmit news and novelties to customers. Indeed, direct contact with the customer is here reinforced again.

On the website, in order to register to receive the newsletter, customers need to complete a subscription form (figure 30). Here the customer has many options: to subscribe the newsletter, news arrivals or/and catalogues. Secondly an email is sent that confirms the subscription.

As we can see in figures 32 and 33, the communication portrayed in Parfois newsletters is coherent with the overall communication message that the brand conveys currently.

Customers receive the newsletter twice a week, and a call to action is made to redirect the customer to the website to see what's new. Also, Parfois employs through email-marketing a correct use of the emotional appeals. Indeed, Parfois is able to develop a tone of voice with which customers can relate to and motivational speeches that bring out the affective side of the target audience. Parfois' customers are invited to engage with the brand through an inspiring and creative call to action (Figure 31). Indeed, emotional appeals lead customers to relate with the brand's offer and develop meaning that can eventually translate in purchases.

On figure 31 we can also observe that Parfois keeps their most interested customers aware of the novelties and most recent products available. Here the integration of the social media is also carried out by the brand.

Moreover, email-marketing is also used to develop direct marketing strategies. Indeed, based on previous purchases, or based on the products searched on the website, Parfois sends special offers to maintain customer loyalty.

Search \_\_\_\_\_

**PARFOIS**

Portugal Continental / EN (€) | Log in | Your bag is empty

SALE!  
NEW IN  
COLLECTION  
CHARMS | MAKE YOUR OWN ✨  
EXTRA SPACE, EXTRA CHOICES!  
WHAT IF EVENT  
SS17 CAMPAIGN  
TOP CHOICES  
ONLINE EXCLUSIVE  
**NEWSLETTER**

### SUBSCRIBE OUR NEWSLETTER

✔ Your data has been sent successfully.

First Name

Last Name

Email

Country

Please choose your areas of interest

Catalogue  New Arrivals  Newsletter

By sending you are accepting the our [Privacy Policy](#) **SEND**

---

Corporate | Career | Stores | FAQs | Returns & Exchanges | Terms & Conditions | Contacts | Franchising

f t i

Figure 30 – Parfois’ newsletter subscription form (Parfois, 2016)

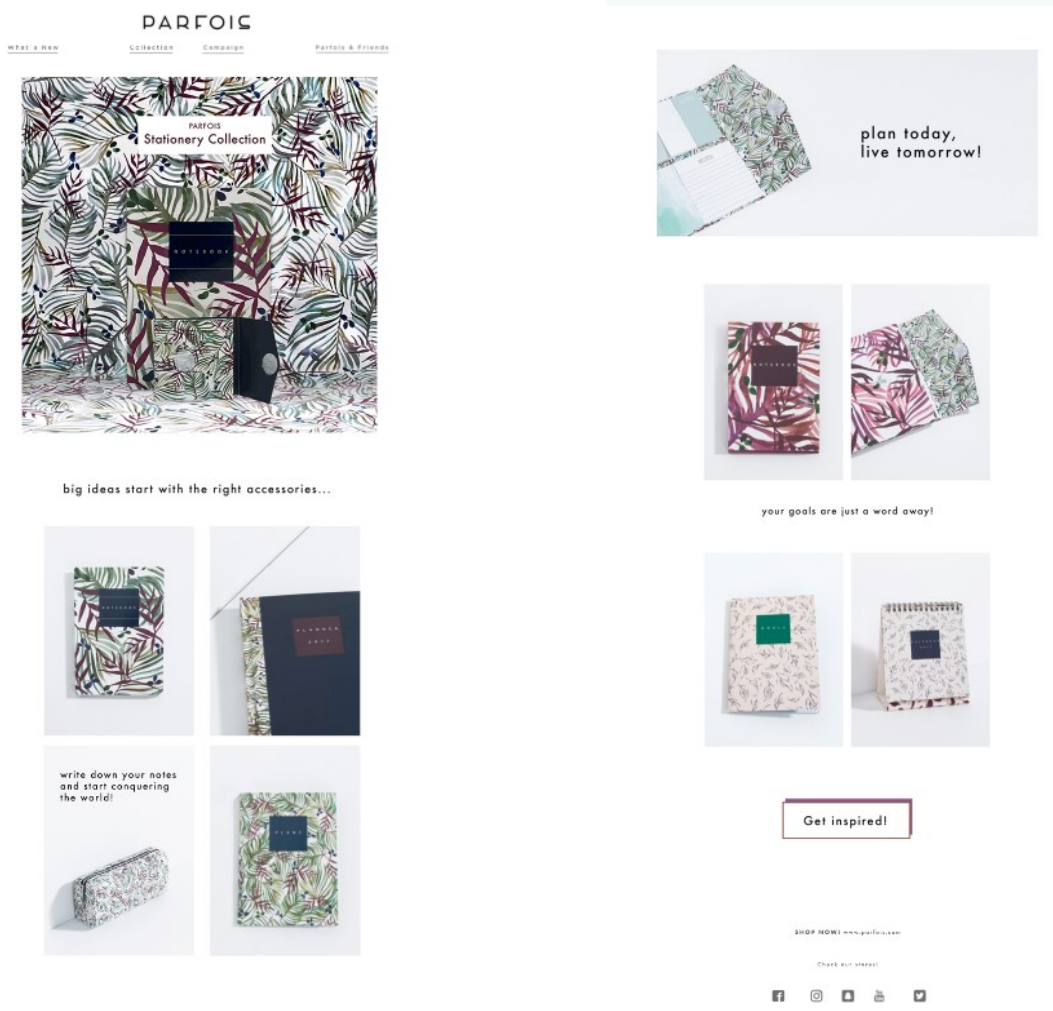


Figure 31 - Parfois' newsletter I (Parfois, 2017)

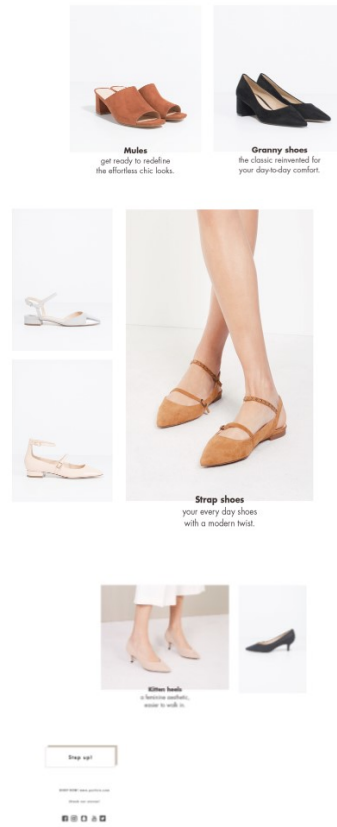


Figure 32 - Parfois newsletter II (Parfois, 2017)

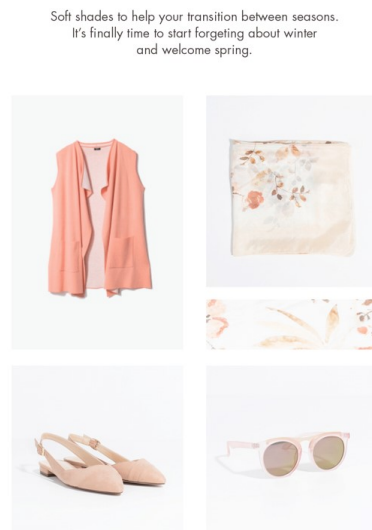
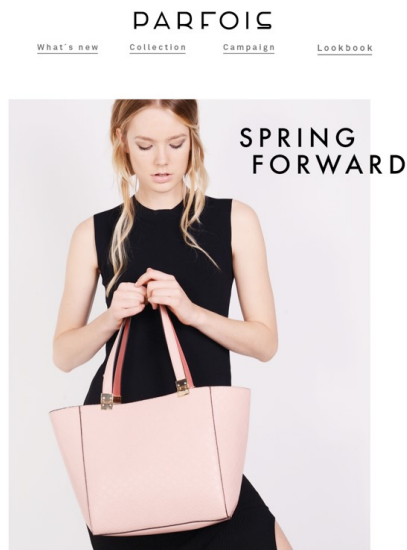


Figure 33 - Parfois' newsletter III (Parfois, 2017)

## 5.3 Discussion

The main question of this research is whether a successful brand can be developed through marketing communications. Indeed, Parfois followed the processes of the SBCE model as we can see on figure 33.

Overall, the brand established IMC as a business process by putting it into practice throughout the company's different functions.

Also, regarding the brand and market strategies, since 2008 the Parfois has clearly defined the strategies it aims to follow, it has a clear idea of where it aims to go and how it wants to be perceived.

The new collection is very well communicated through all communication tools. Indeed, IMC is one of the strengths of Parfois, since the brand is able to maintain a coherent and cohesive communication strategy and include them in other business aspects. The collection is communicated at the same time through all social media, the new products and decoration are already in store and the integration of the online and offline channels is very well managed.

For a brand like Parfois, it is critical to stimulate brand affect, since emotions play a critical role in the purchase decision. Parfois is able to create an emotional bond with their target audience, and implements strategies that allow consumers to effectively relate with the brand personality and values. By knowing their target audience habits and characteristics, Parfois can identify the touch points customers have with the brand and how they perceive information. Besides reaching the target efficiently, the brand is able to use visual aids such as photography and video that are very appealing to their target. This helps the brand to achieve the desired outcomes and to implement an effective marketing communication strategy. The brand also pays high attention to the behavioral phase, and therefore in Parfois' communication, there are constant call to actions. The following figure presents the adaptation of the model to Parfois' brand.

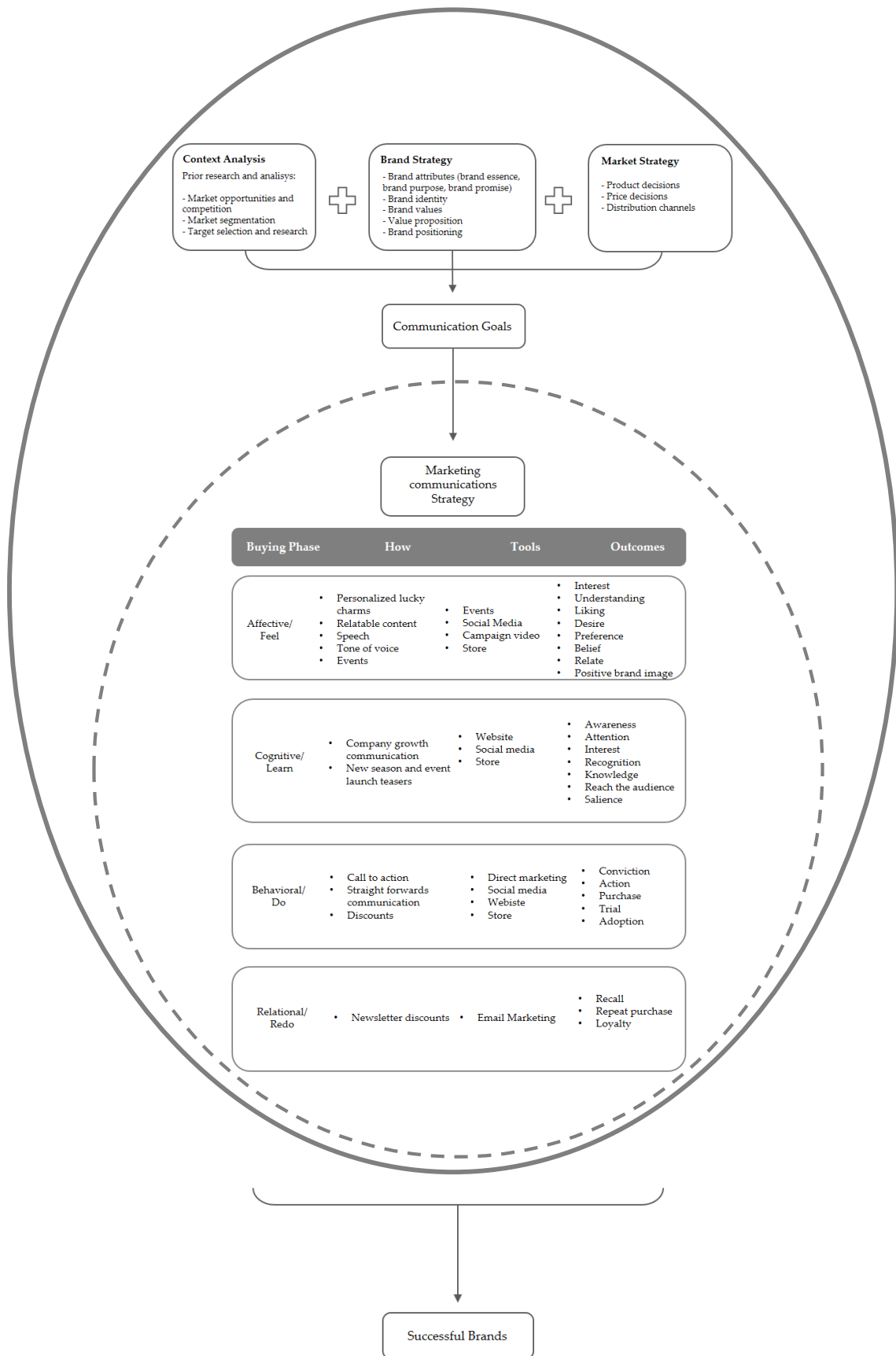


Figure 34 - SBCE applied to Parfois (own development)

# Chapter 6

## Findings

Building a successful brand is an important topic in the current marketing environment. Through this research, it became clear that brands need to stand out from competing offers. Thus, knowing the guidelines to achieve the successful brand status can be very helpful for managers. This study also allowed us to conclude that a successful brand must fulfil several fundamental requirements and that the building of a correct communication program is not the only one.

The SBCE model considers the relevant aspects a brand must follow in order to reach the successful brand status. The model highlights that a brand should follow an overall brand strategy and communication strategy. Thus, after establishing its overall strategies, the brand should focus on communication its offer. Indeed, it is essential to fully know what a brand is offering and also to clearly understand the target audience specificities, in order to develop an effective and efficient communication strategy.

The correct use of marketing communications can be a determinant factor in building a successful brand. There is a wide range of communication tools that brands can use to communicate their offer and the SBCE model provides guidelines about the communication procedures managers should follow, according to the specificities of their brands.

Communication should not be perceived merely as a support or a tactical activity, “but as a strategic management tool seen in terms of investments, returns, and how it contributes to business results and the success of the organization as a whole” (Schultz & Schultz 1998 cited by Kliatchko, 2005, p.25).

This research also confirmed the value of an IMC approach for a company business, through the case study of Parfois. IMC is one of the main focus of the brand and the IMC strategy is clearly perceived from the consumers' side.

Indeed, Parfois has the right foundations a successful brand should have. Besides having clear brand and market strategies, the brand is able to clearly understand its target consumers and what they expect from the brand. Thus, we conclude that Parfois follows the steps proposed in the model, and is indeed able to communicate the brand's offer and to convey the brand's promise successfully to the its target audience.

## 6.1 Theoretical and managerial implications, limitations and hints for further research

The SBCE model has both theoretical and managerial implications. Theoretically, this model completes the existent knowledge on brand building. It tries to establish the requirements a brand needs to fulfill in order to be considered a successful brand by analyzing the perspectives of several authors. The model also provides a detailed description of how marketing communications can help the development of successful brands by combining the knowledge about successful brand building with knowledge about marketing communication processes. By also including IMC, the model provides relevant guidelines for brand managers and can be a basis for further research.

Building a successful brand is also important from a practical starting point. Indeed, smaller, or recent brands can learn with the example of a successful brand and its course of action. Thus, this research aims to be a guide, a road map for companies to plan and design marketing communication strategies to elevate their brand into a successful status, and can, hence, help business move forward

in the competitive environment. The model can be seen as a simple and intuitive framework that companies can use in order to develop strong and cohesive strategies that aid them to reach success. The correct employment of these guidelines should assure that success is consistent and is a long-term outcome.

However, this investigation has some limitations. Firstly, the framework is a generalization and does not focus on specific types of brands or consumers. Thus, consumer specifications and their willingness to attend communication messages are not considered nor are different brands' or different product categories. In further research, the application of the model to other categories should increase the current knowledge. Also, the application of the model to different brands that follow a different order of the proposed stages can test if the model is also viable on those cases.

Moreover, some authors point out that some brands develop strength and power in different ways and "branding logic appears to vary for each individual brand" (Kay, 2006, p.743). Thus, it is difficult to develop a universal model for the building of a successful brand. Furthermore, case studies of different brands as well as the application of the SBCE to them should evaluate the capacity of the gathered knowledge to be useful and in which cases.

Furthermore, the findings of this research are aimed for the developed and western countries (Europe and USA). A deeper research on s under development countries or countries with different cultures and realities is advised.

Finally, single case studies face many criticisms. They can be perceived as not capable of creating a reliable generalization for the research. Indeed, the model focuses mainly on product brands in a very particular case study.

Further research, should test the model on service brands or other product categories. Also, it would be beneficial to apply the model to a new brand and accompany the process and development of that brand, to see if it was able to achieve the desired outcomes, and become a successful brand.

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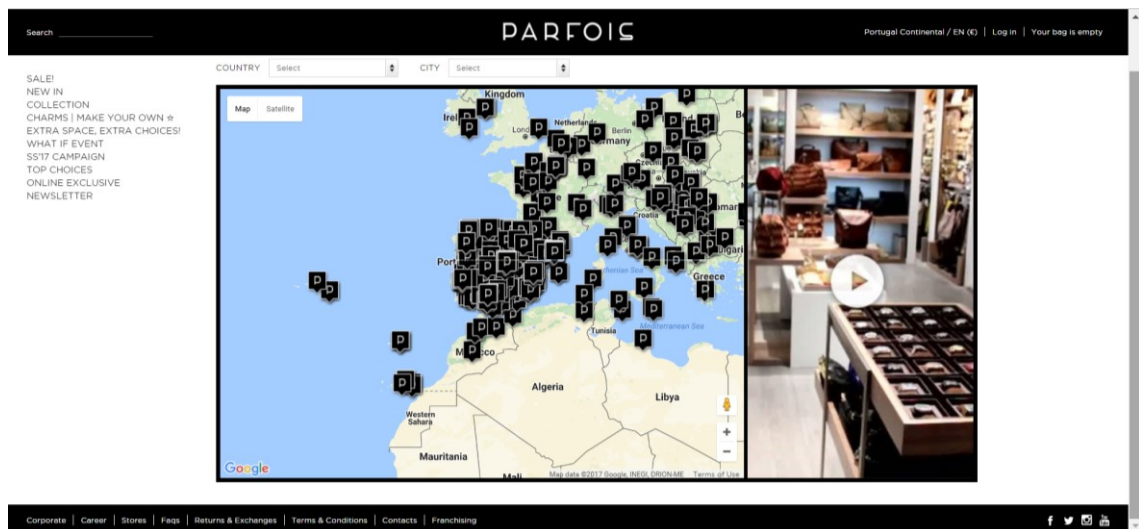
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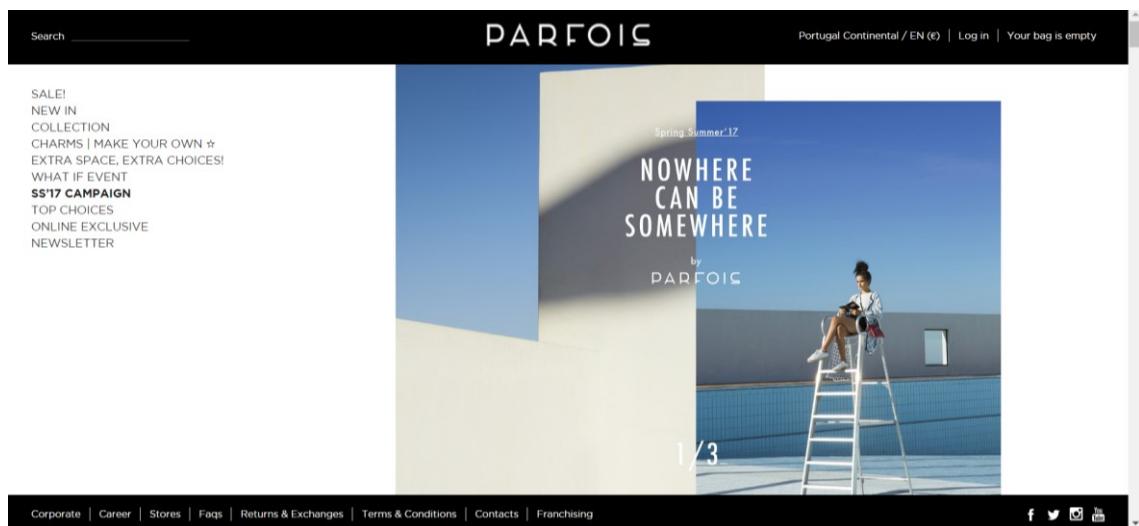
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# Attachments

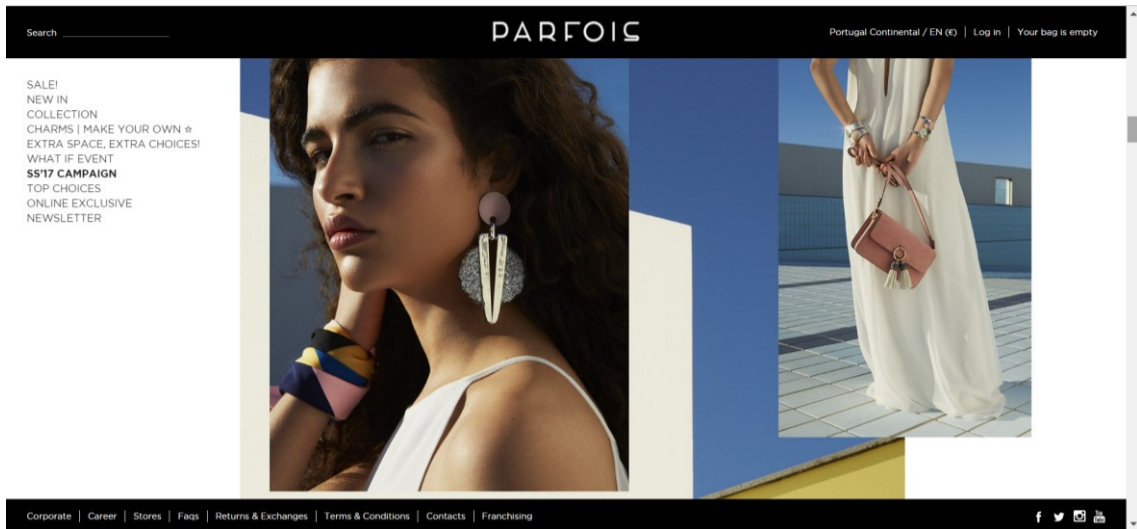
## I. Parfois' Website



Parfois' current stores.



Parfois' campaign .



Parfois' new collection.

Parfois' subscription form.

- SALDOS
- NOVIDADES
- COLEÇÃO
- CHARMS | MAKE YOUR OWN
- WHAT IF EVENT
- SS17 CAMPAIGN
- TOP CHOICES
- ONLINE EXCLUSIVE
- NEWSLETTER

### A SUA IDENTIFICAÇÃO

Preencha os dados abaixo para finalizar a sua encomenda

**JÁ SOU UTILIZADOR DA PARFOIS.COM**

A forma mais rápida de rever as suas seleções, endereço ou livro de endereço e submeter o seu pedido e escolher esta opção.

**Introduza o seu endereço de email**

**Palavra-chave** [Esqueceu-se da sua palavra-chave?](#)

Manter a minha sessão iniciada

**INICIAR SESSÃO**

- OU -

**NOVO CLIENTE PARFOIS.COM**

Se ainda não possui conta de cliente na parfois.com, clique em "Criar Conta" para aceder ao Formulário de Registo. Terá uma experiência de compra mais agradável e segura em parfois.com ao fornecer-nos os seus dados pessoais.

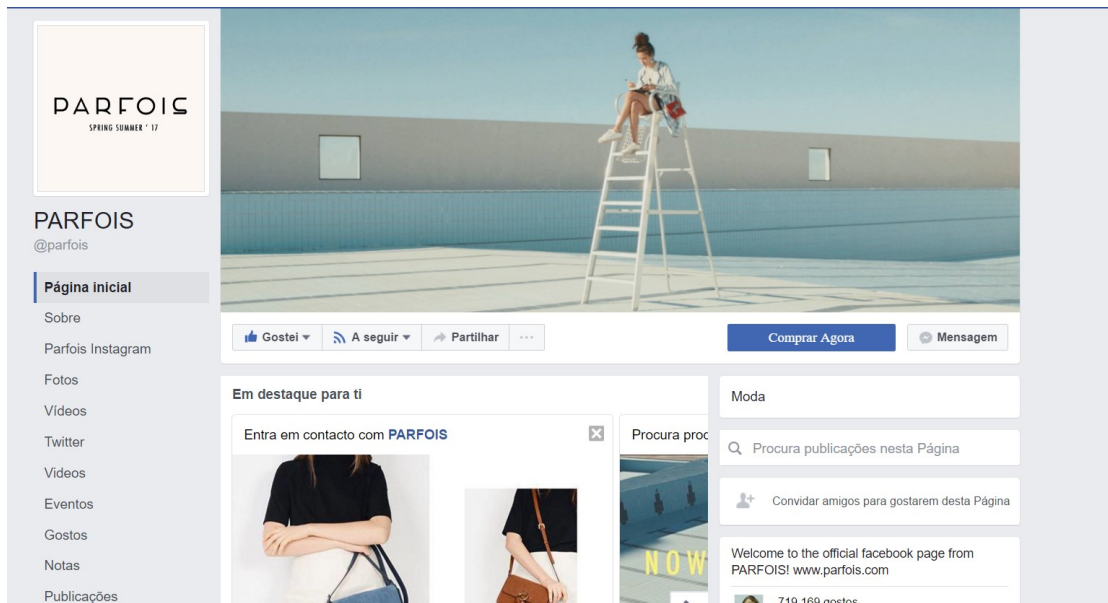
**Introduza o seu endereço de email**

**Pretende registar-se?**  
 Sim  
 Não

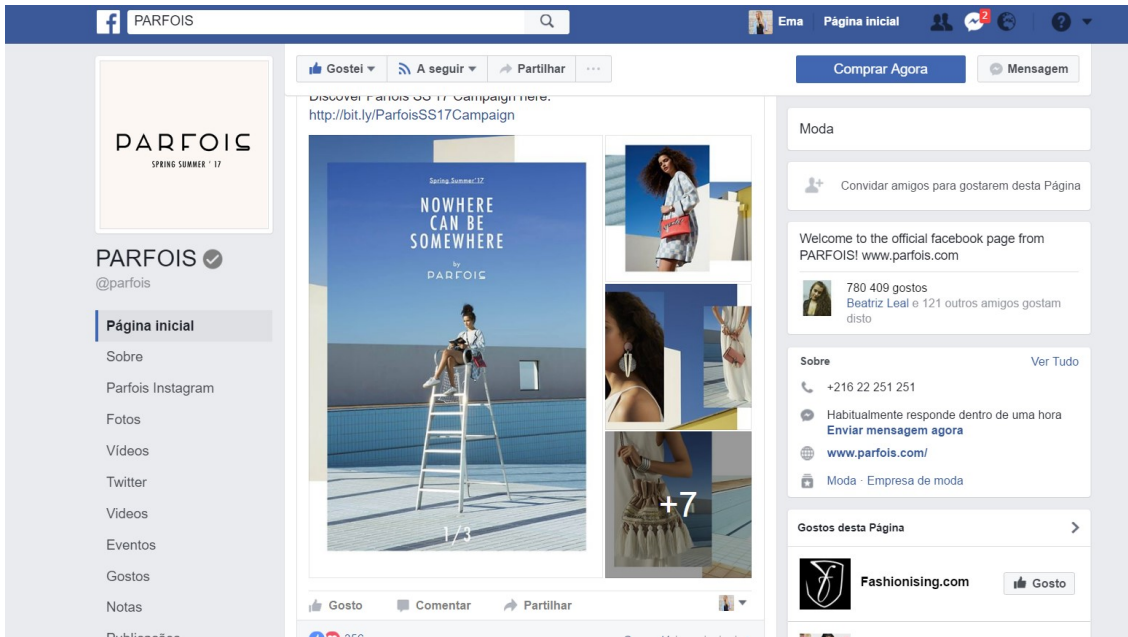
**CONTINUAR A COMPRAR**

Parfois' subscription form.

## II. Parfois' Social Media



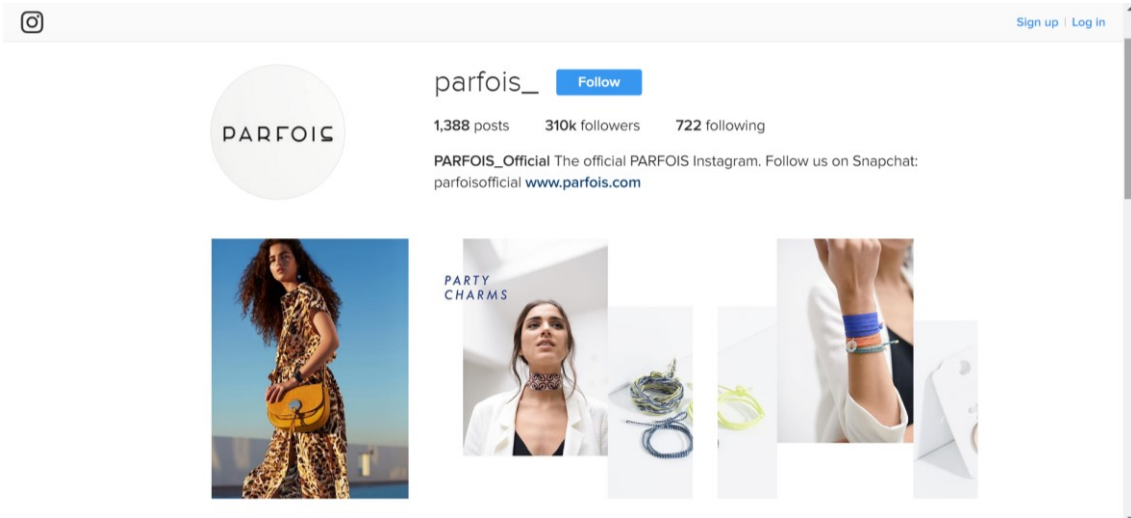
Parfois' Facebook.



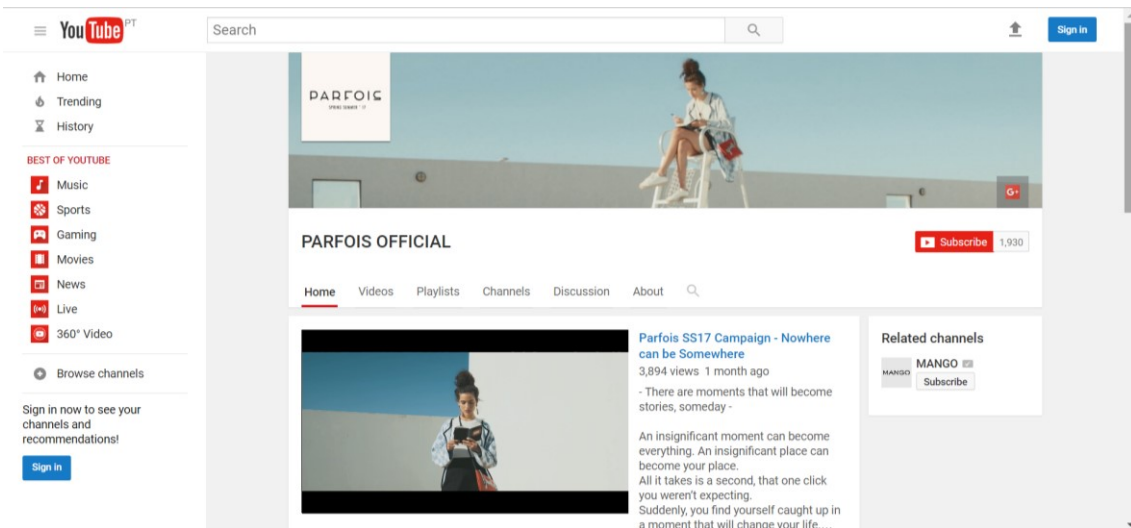
Parfois' Facebook.



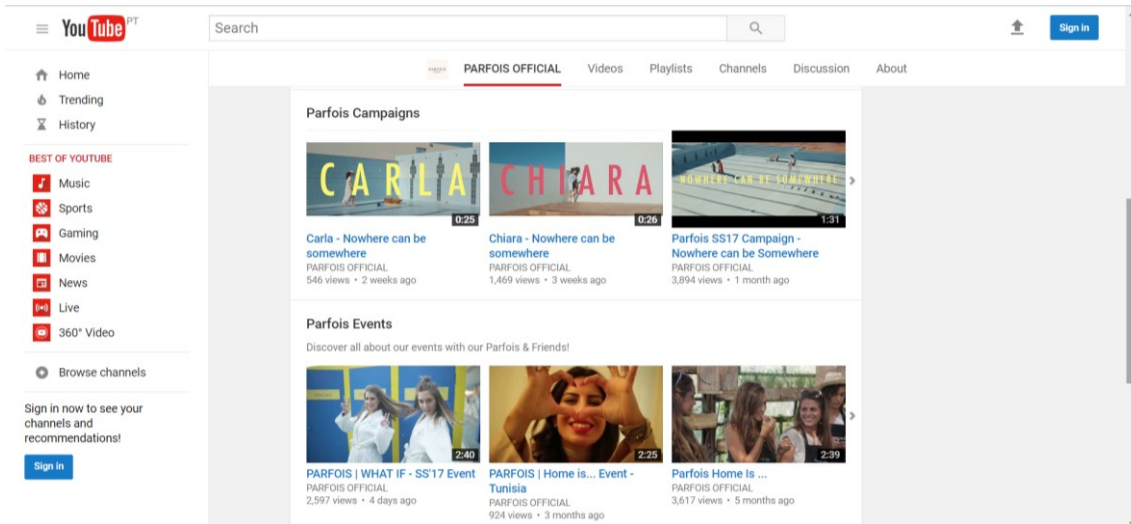
Parfois' Twitter.



Parfois' Instagram.



Parfois' Youtube.



## Parfois' Youtube

## III. Parfois' Store



Source: own development.



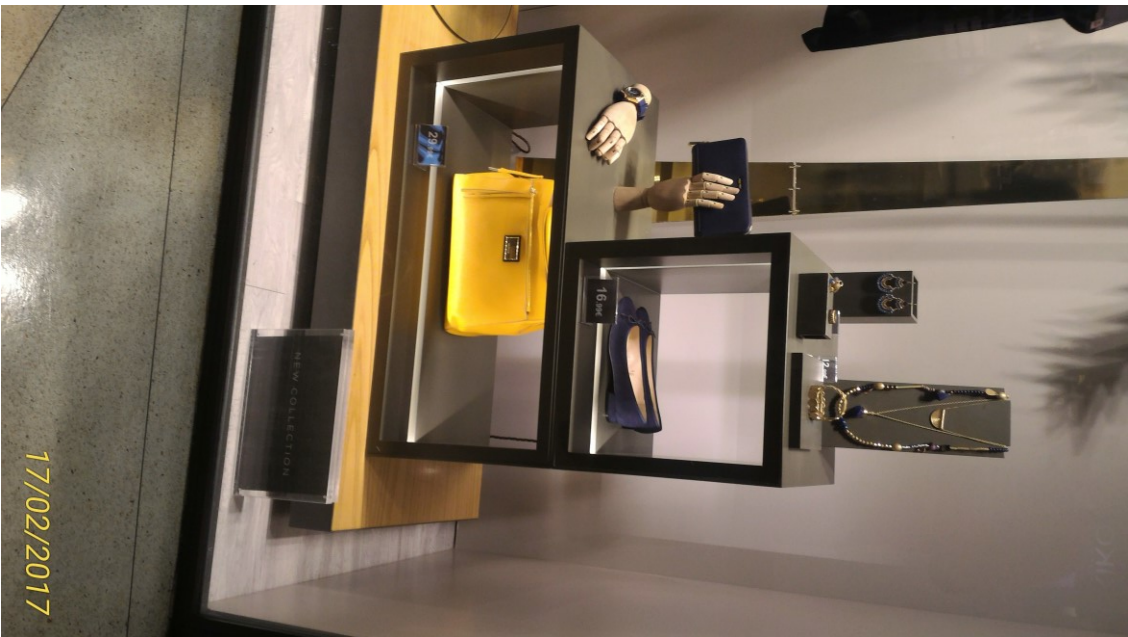
Source: Vogue, (2016)



Source: own development.



Source: own development.



Source: own development.



Source: own development.



Source: own development.



Source: own development.