

JEL Classification: L 22; F 23; G 34

UDC 339.138:659.127.6 (043.3)

DOI: 10.30857/2415-3206.2020.1.6

## MANAGEMENT OF BRANDS' PORTFOLIO POSITIONING OF DOMESTIC ENTERPRISES

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**Introduction.** Nowadays, the development of the economy of Ukraine is a demonstration of the trend towards globalization and the necessity for enterprises, including greater understanding, to give more nutrition to the form and brand development.

**Hypothesis of scientific research.** The management of brands' portfolio positioning should not be based only on trademarks, which belong to an enterprise, but also on the construction of molecule of brands portfolio, which affect on the decision of the consumer independently of holding them, that allows the increasement of the validity of proper brand in the eyes of consumer.

**Aim of this research** is the extension of the theoretical foundations and the development of science-and-practical recommendations, which is followed by the complete management of the brand portfolio.

**Methods of investigation:** The following tools: (goal setting, information and marketing communications; marketing research); models, methods and techniques (traditional methods of statistics, analysis, marketing) modeling; model of brand code and mental fields according to T. Ged; naming techniques); the method of generalization of information, the result of which is the development of the brand / brands, the formation of the portfolio; formation of a brand beech were used in the study.

**Results of research.** Based on the analysis of portfolio concepts in brand management, the essence of the brand portfolio as a set of brands that make up the brand carrier and affect the associated position in the perception of the consumer, regardless of ownership of the company is precised. The meaning "brand carrier" refers to a product, brand, enterprise, organization, person or character associated in the minds of consumers with a certain distinctive quality.

**Conclusions:** Approaches to the formation of brand portfolios, which can be centric (based on the hierarchy of brands and based on systems / networks of brands) and invariant – based on the "molecule" of the portfolio. The model of the organization of management of a brand which includes principles, the purpose, tasks, essence of management and directions of works is formed. Systematized principles of brand management, which we divide into general and specific. Methodical approaches to brand management on the basis of brand positioning are studied, it is established that the method of brand management on the basis of brand positioning should be understood as a way of its practical implementation, then the method is a set of methods and techniques of its appropriate application.

**Keywords:** brand; molecule of brand; brand-code; portfolio of brands.

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**УПРАВЛІННЯ ПОЗИЦІОНУВАННЯМ  
ПОРТФЕЛЯ БРЕНДІВ ВІТЧИЗНЯНИХ  
ПІДПРИЄМСТВ**

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**Вступ.** Сучасний стан розвитку економіки України демонструє тенденцію до глобалізації та необхідність для підприємств, в тому числі і вітчизняних, більше уваги приділяти питанням формування та розвитку брендів.

**Гіпотеза дослідження.** Управління позиціонуванням портфеля брендів має ґрунтуватися не тільки на товарних марках, що належать підприємству, а й на побудові молекули портфеля брендів як сукупності всіх брендів, що впливають на рішення споживача незалежно від володіння ними, що дозволяє посилити в очах споживача значимість власного бренду.

**Метою даної статті** є узагальнення теоретичних основ і розробка науково-практичних рекомендацій щодо вдосконалення управління позиціонуванням портфеля брендів.

**Методи дослідження.** Використано інструменти (цілепокладання, інформаційно-маркетингові комунікації; маркетингові дослідження); моделі, методи і методики (традиційні методи статистики, аналізу, маркетингу) моделювання; модель бренд-коду і розумових полів по Т. Геду; методики неймінга); спосіб узагальнення інформації, результатом якого є розробка бренду / брендів, формування портфеля; формування бренд-бука.

**Результати.** На підставі аналізу портфельних концепцій в управлінні брендом уточнена сутність портфеля брендів, як сукупності брендів, складових бренд-носій і впливають на асоціювану позицію в сприйнятті споживача незалежно від володіння підприємства ім. Під бренд-носієм розуміється товар, торгова марка, підприємство, організація, персоналія або персонаж, що асоціюються в свідомості споживача з певним відмітною якістю.

**Висновки.** Визначено підходи до формування марочних портфельів, які можуть бути центристськими (на основі ієрархії брендів і на основі систем / мереж брендів) і інваріантним – на основі «молекули» портфеля. Сформована модель організації управління брендом, що включає принципи, мета, завдання, сутність управління і напрямки робіт. Систематизовані принципи управління брендом, які розділені нами на загальні і специфічні. Досліджено методичні підходи до управління брендом на основі марочного позиціонування, встановлено, що під методом управління брендом на основі марочного позиціонування слід розуміти спосіб його практичного здійснення, то під методикою – сукупність методів і прийомів його доцільного застосування.  
**Ключові слова:** бренд, молекула бренду, бренд-код портфель брендів.

**Formulation of the problem.** Modern achievements in engineering and technology are very significant, which led to a situation where the product is easier to produce than to ensure its marketing. There are many enterprises and commercial offers with different characteristics, quality, price characteristics, and so that the consumer can more easily recognize the product or enterprise in this variety of offers, a brand is needed, the main task of which is to take some stable position in the consumer's head. In recent years, a large number of translated and native literature has appeared regarding marketing, management, advertising and promotion; foreign terms are firmly used in business practice, but there are a number of issues that require more systemic knowledge for successful business, including those related to promotion, brands, branding and managing the positioning of a portfolio of brands, which confirms the relevance of the research topic.

**Analysis of recent research and unresolved part of the problem.** The concept of brand, brand management were considered in their scientific works by the following domestic and foreign scientists: D. Aaker [4], M. Batey [5], E. Du Plessis [6], I. Ellwood [7], J. Engel, R. Blackwell, P. Miniard [8], J.-N. Kapferer [9], F. LePla, L. Parker [11], T. Nilsson [12], P. Temporal [13], M. Thompson, H. Pringle [14]. The following Ukrainian scientists dealt with the issues of the brand: V. Shcherbak [15], O. Nifatova [1], L. Hanushchak-Yefimenko [15], L. Balabanova [2], O. Shevchenko [3]. At the same time, previous research can serve as a basis for the formation of adequate to modern realities of the concept of product promotion management and brand portfolio positioning. Insufficient elaboration of the theory, unresolved problems of theoretical, methodological and practical nature in the management of brand portfolio positioning determine the relevance of the research topic.

**The aim** of the study is generalization of theoretical foundations and development of scientific and practical recommendations for improving brand portfolio positioning management.

**Results of research.** The development of methodological aspects and the expansion of scientific approaches to improve the process of managing the brand portfolio positioning made it possible to clarify the concept of "brand portfolio", substantiate the principles of managing a portfolio of brands, developing conceptual provisions that reveal the essence, content and main stages of managing the formation and positioning of an enterprise's portfolio of brands, which complements a number of sections of the modern theory of marketing, brand management, systematic use of the methodology of the molecular approach to managing the positioning of a portfolio of brands.

In particular, the categorical apparatus for managing brand portfolio positioning has been refined by defining the brand category as follows. A brand is an associated position specially developed and systematically supported by

the brand owner in the perception of the consumer of the brand object, which steadily distinguishes it from competitors or other competitive offers. The category of brands' portfolio – as a set of brands that make up a brand carrier and affect the associated position in the perception of the consumer, regardless of the ownership of the enterprise); a carrier brand (product, trademark, service, enterprise, personality or character associated in the consumer's mind with a certain distinctive quality). The "key brand" category – as the leading brand of the manufacturer in relation to which the "brand molecule" is being built). Categories of sub-brands – as brands that are associated with the main brand and are determined depending on the product range of the manufacturing company). The category of supporting brands – as trademarks that may become a household name in the future). The category of "auxiliary" brands – as all organizations that directly or indirectly participate in the process of promoting a key brand and enhance the ability of making a transaction with a buyer). The brand molecule category is a model that allows the management entity to deeply understand the brand's organizational structure, take into account the specifics when setting up a promotion budget, clearly establish the goals of the brand's strategy and positioning the brand portfolio, contributing to adequate consumer perception of the brand. The systematic principles of brand management, which are divided into general (related to management organization) and specific (directly related to brand management features).

When managing a brand based on brand positioning, it is important to understand and focus on the fact that positioning allows you to emphasize the individuality of both the product offered by the enterprise and the corresponding brand, and the brand as a whole.

As studies have shown, at the basis of positioning lies the implementation of three elements:

- determination of the features of the proposed product or the enterprise as a whole, expressed in the benefits that the consumer / buyer receives;
- the establishment of the needs and expectations of the target market segment from the proposed product or enterprise as a whole;
- tracking the positions of competitors in the market of interest to the enterprise.

Absolutely any strategy should be based on these fundamental elements, since deviation from the implementation of these positioning elements or their incomplete implementation leads to the fact that:

- the company can spend time, efforts (including financial) to implement a position that is already taken by competitors;
- the company's actions may not meet the expectations and needs of the entire market segment;

- the actual capabilities of the product offered by the company or the enterprise itself may not coincide with the actual capabilities.

From the point of view of the choice of strategies, studies have shown that it is possible to distinguish the well-known eight strategies used by world companies (Table 1), although there are many more, and creative ones as a continuous process of their development by various enterprises in order to most fully meet the expectations and needs of its customers, which is unstoppable.

Table 1

**The main brand positioning strategies of global brands of companies**

Strategy name	Essence	Company Name / The direction of use
Competitive positioning	It is based on opposing the brand to competitors and is based on desires that have remained unsatisfied. Example: a car as a carriage without horses.	Used by second / third place companies.: 7up; Coca-Cola; IBM; Apple.
Category positioning	Emphasis on brand promotion as a leader in a specific product category. Example: - an innovative solution for the market; - the product has unique properties; - there is a demand for a new approach to solving the problem.	Xerox – new marked was created; Tesla Motors – created a new alcove.
Consumer positioning	Focusing on a specific target audience. An example of theses: "created for ... ", "for those, who..."	PrivatBank; Lenovo; Pepsi; Linux; Famous Fixtures.
Positioning by profit	Emphasis on emotional and rational benefits. Example: an unambiguous answer to a customer's question "What will I get by choosing this brand?"	Honda; Toyota; Volvo; Crest; Nike.
Brand price positioning	Implemented approaches: - the same for less cost; - greater for greater cost; - more for the same cost; - more for less cost; - less for much less.	When selling goods FCGM; for economy segment
Positioning of use	Snapping to a specific consumption situation.	Saab; Coca Cola.
Positioning by the attribute	The brand's distinctive characteristics are used, based not on differences from competitors, but on the presence of unique product properties, its uniqueness.	Schlitz; Schlitz; Pillsbury; Ready Crisp Bacon.
Prestige positioning	Emphasis on prestige or luxury.	Chanel; Tiffany; Vera Wang; Parker; Rolex; Maserati; Bentley; Porsche.

Source: compiled by the author according to [18].

When managing a brand, positioning should ensure a steady difference between the product offered by the company and competitors or other competing offers in the perception, in the "minds", in the thoughts of the consumer. Moreover, for positioning purposes, it is advisable to use the well-known models of T. Gad's brand code and thought fields [16], the Rossiter and Percy models [17] and the logical differentiation method [3]. Based on our studies, we developed a conceptual approach to managing the positioning of a portfolio of enterprise brands (Figure 1).

The main goal of the proposed conceptual approach is to create a brand and determine its place in the market to most fully meet the needs of consumers and make a profit.

From our point of view, in order to ensure effective brand management on the basis of brand positioning, it is very important to take into account the hierarchy of portfolio brands depending on the place occupied, the scenario used – "House of brands" or "Branding house"; the portfolio visualization is chosen by taking into account the possibilities of compiling the molecule and opinions about consumer brands. So, from our point of view, a portfolio of enterprise brands can be formed:

- on the basis of a wide range of brands included in it, which is financially less costly for the enterprise and is consistent with such a scenario as "House of brands";

- on the basis of a long line, when the portfolio includes many brands, which is financially more costly for the enterprise and is consistent with such a scenario as "Branding house".

The work of organizing and conducting activities carried out by the company at each stage of brand development aimed at implementing integrated regular management by building and improving is called brand management or trading mark management.

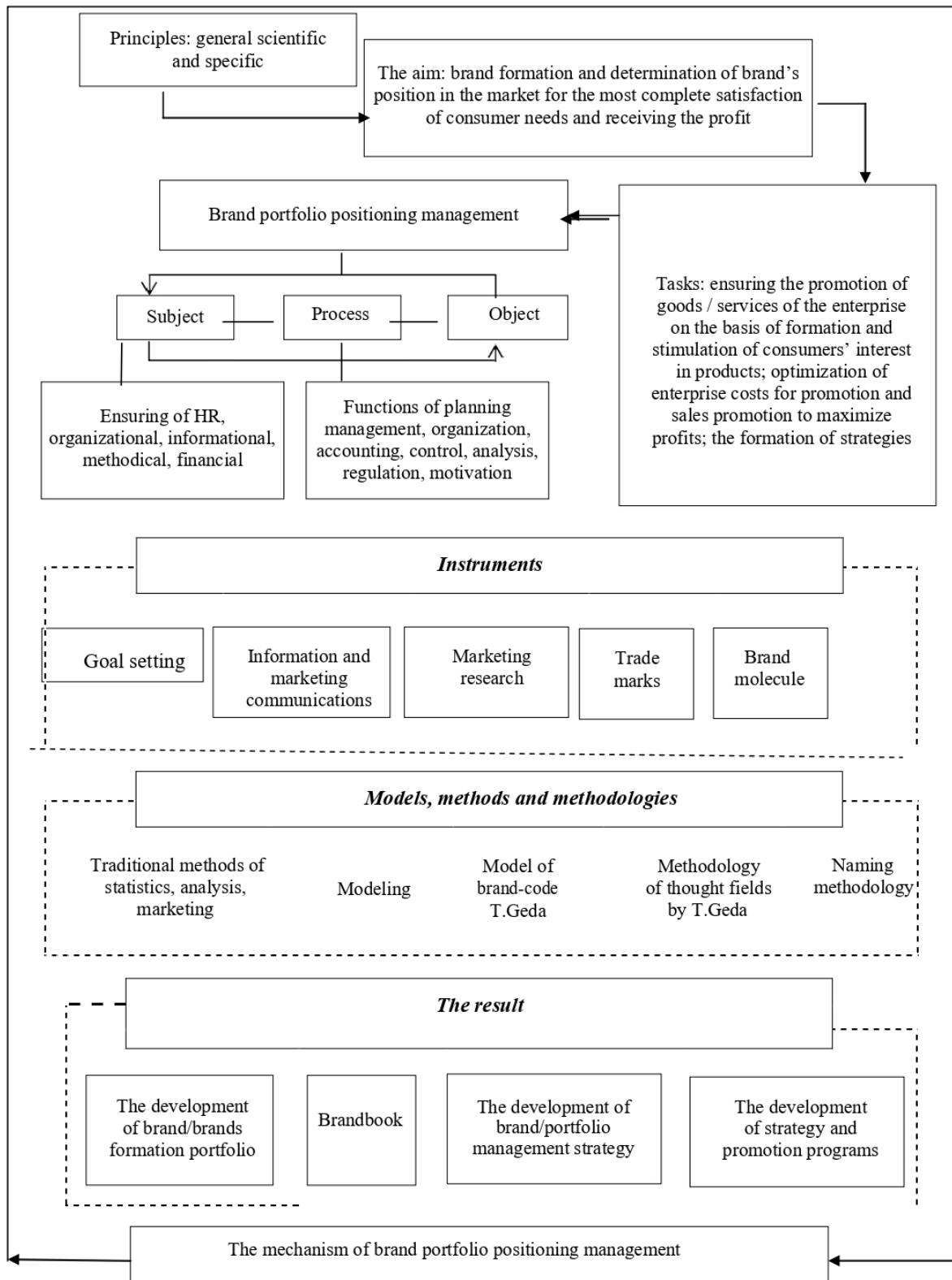
The goal of brand management is to maximize sales of the branded product offered by the company to the selected target audience.

Based on the goal, we can distinguish several important tasks that must be solved in the process of brand management, namely:

- ensuring the attractiveness of the proposed branded product of the company for the selected target audience, i.e. final consumer;

- development and implementation of activities related to the promotion of the proposed branded product of the company within the marketing channel.

The essence of brand management is manifested in the identification and monitoring of new opportunities related to the consolidation of a branded product in the minds of selected target consumer groups. Consequently, when implementing brand management, it is positioned as an independent object of marketing management using the marketing mix that the company implements.



Source: author's development.

**Figure 1. The conceptual approach to the management of brand portfolio positioning**

The construction of the molecule of the company's portfolio of brands allows a deeper understanding of the organizational structure of the brand, takes into account its features when setting the budget for promotion, clearly sets the goals of the brand's strategy and positioning of its portfolio, contributing to an adequate perception of the brand by consumers.

It should be noted that the most important stage of positioning is precisely the choice of strategy, which determines the competitiveness of the most promoted brand and the emergence of consumers loyal to it.

Brand portfolio positioning is a process caused by the active actions of the enterprise (brand owner), as well as the activities and reactions of all market entities directly or indirectly involved in the branding process. The positioning process is aimed at creating a positive brand image, which will ensure its certain position in the market.

The proposed conceptual approach to the management brands' portfolio positioning is based on the construction of a molecule of brands' portfolio as the aggregate of all brands that influence the decision of the consumer regardless of their ownership, which makes it possible to strengthen the importance of their own brand in the eyes of the consumer.

The studies have shown that in relation to documents such as a brand book, guideline and cut guide there is no uniformity in understanding and using them in practice, which requires the removal of attention to this issue, since it is directly related to the topic research.

A common document, which is mistakenly called a brand book in practice, is a guideline or Corporate Identity, used to satisfy most of the requests of stakeholders (partners, consumers, contractors, clients, etc.) with which the company has relationships and that use or otherwise the style of her brand. The purpose of the document is to regulate the actions of stakeholders using the company's trademark. Guideline – corporate identity – this is the image of the company, its decor.

Corporate identity – a certain set of visual elements aimed at identifying a trademark and ensuring its recognition, which allows it to stand out among competitors. Its development includes a selection of unique color and graphic solutions, the search for interesting stylistic moves that are later used to design letterheads, business cards, souvenirs, promotional materials and much more. Upon completion of work on an individual corporate identity, a brand book is formed as a document, which is a detailed guide to its practical application.

Katgayd is a technical documentation regarding the technology of creating complex (non-printing) components and corporate identity components (for example, outdoor advertising structures, websites, interiors and decor of buildings and structures, etc.).



A brand book is a philosophy of a company – a document representing a trade secret describing the values and characteristics of a brand, i.e. the ideology of the company, as well as ways to convey them to consumers, which includes the documents described above – Guideline – corporate identity and Katgayd – technical documentation.

A brand book is a set of guidelines and rules that describe the practical application of the components and composites of a corporate identity and the technical side of its implementation, as well as a document that contains information about the essence, idea, mission, philosophy and values of a brand, including information on relative features product, corporate culture, implemented in the company and other nuances significant for it, which constitute a trade secret and are not intended for general use. Thus, methodological approaches to brand management based on brand positioning have been investigated; substantiated the conceptual foundations of brand portfolio positioning management.

**Conclusions and suggestions for further research.** The practical significance of the results of the study consists in expanding the methodological apparatus of brand management (a methodological approach to the formation and promotion of a portfolio of brands is proposed, the use of a die matrix of a brand book for assessing the quality of a document, the main directions for increasing the value of the portfolio of enterprise brands are indicated). The scientifically based recommendations received by the author can be used in practical marketing activities to manage the positioning of a portfolio of brands and are of interest not only for enterprise management, but also for specialists involved in research and development of brands and branding.

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