Brand Identity and Brand Image of Berocca Bayer Ltd

- A case study of Berocca

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Athlone Institute of Technology

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DECLARATION

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ABSTRACT

Strong brands proceed as a consequence of a homogeneous Brand Identity, and characterize with congruent components. In a global competitive market, Brand Identity determines a company’s success. Brand Image must be adequately transferred to its Identity. However, not all brands successfully implement an accurate branding strategy, which might cause the gap between Brand Identity and Brand Image; thus the likelihood of brand failure. In order to prevent such crisis brand management must constantly monitor Brand Identity and the shifts in Brand Image to avoid gaps.

The research aim was to determine the Brand Identity of Berocca and investigate the Brand Image. The study sought to determine Berocca’s Brand Identity components and values. This research also investigated customers’ perception and brand related associations, to finally assess the existence of Brand Identity-Brand Image gap.

A descriptive case study had been carried out for Berocca products to investigate Brand Identity and Brand Image held in consumers’ minds. The research incorporates mixed methods design; qualitative data has been obtained through semi-structured interview with one of the Berocca’s top managers, and quantitative data derived from the questionnaire handed out to Berocca’s customers in Irish Midlands. The comparison of results has been undertaken to find similarities and/or gaps between Brand Identity and Brand Image.

Several gaps have been identified between Berocca’s Identity and Brand Image. Most of communication gaps occurred the area of Vision and Culture. The sequential dependency between those two dimensions has not been preserved. Berocca has also been unsuccessful when attempting to create close Relationship with the customers. The study developed academic implications and suggestion for further research in the area of branding. This
dissertation also proposed a set of managerial recommendations for Berocca Company to leverage its favorable, unique, strong brand associations and address the Brand Identity-Brand Image congruency.
CHAPTER 1 - INTRODUCTION

1.1 Background

It often occurs that the Brand Image is not consistent with the Brand Identity. The target segment is exposed to the brand by marketing communications in order to increase awareness of the Brand Identity. At the same time channel members are communicated directly and convey the brand message to the end-users. In order to transfer Brand Identity without damage, it is inevitable for the brand marketers, channel members and consumers to synchronize communicated Brand Identity and image perception.

De Chernatony (2010) argues that strong brands proceed as a consequence of a homogeneous Brand Identity, and characterize with congruent components. According to Park et al. (1986), in a global competitive market, brand’s success depends on the choice of the Brand’s Identity. It is especially crucial, when developing Brand Image. The image must be adequately transferred to its identity. Another author reported that attempting to present Brand Identity to consumers while developing Brand Image makes it possible to better position the brand and enhance the competitive advantage of the company amongst stiff competition (Janonis et al., 2007). De Chernatony and Dall’Olmo (1998) view Brand Identity and Brand Image as two phenomenas emerging from two sides adequately; organizations and consumers. Brand Identity has been symbolized as “wrapped” message, which consumers further “unwrap” to the form, called Brand Image (Nandan, 2005). The proper synchronization between Brand Identity and Brand Image, often termed as Brand Image consistency, must be ensured when marketing a brand. It is prerequisite for a brand’s success (McEnally and de Chernatony 1999; Ritson, 2003). The outcome of the proper synchronization implies clear and convincing understanding of the brand’s message in consumers’ minds.

However, not all the manufacturers are able to successfully implement accurate branding
strategy. The researchers (Roy & Banerjee, 2014) argue that the lack of understanding the customer base might cause the gap between Brand Identity and Brand Image, thus increases chance of brand failure. As there are many companies that experienced a failure, among many other reasons, one significant factor is the existence of the Brand Image-Brand Identity inconsistency. Brand Image inconsistency enhances the threat of wrong perception of a brand (McEnally and de Chernatony 1999; Temporal, 1999). The occurrence of mismatches and lack of synchronization between communicated Brand Identity and image perceptions needs to be acknowledged. To minimize incongruence the gaps need to be audited, and communicated Brand Identity and Image perceptions should be synchronized. This dissertation offers mixed methods to identify the communicated identity of Berocca and Brand Image perceived among consumers in the Midlands region of Ireland. The author additionally wishes to investigate the identity-image gap, which provides the basis for managerial implications and the foundation for further study in terms of branding.

1.2 Rationale

De Chernatony (1999), a well renowned author in the area of brand management, states that “by auditing the gaps between Brand Identity and brand reputation, managers can identify strategies to minimize incongruence and develop more powerful brands. It is concluded that brand reality is an important aspect of branding”. Although, the authors argue on great importance of the Brand Identity-Image gap identification and measurement, their theories have been built upon the review of the relevant literature in the area. The demand for empirical research in the area of Brand Identity and Brand Image gap has been recognized. The aim of the current research was to meet the demand need through a mixed methods research approach.

This unique study aimed to identify Berocca’s Identity and brand reputation among
consumers in the Midlands region of Ireland, using a case study. The practical benefits of this research included the implications for managing the brand in the specific region of Irish Midlands. This study provided foundations for a further empirical study. This research also attempts to close the gap in the current understanding of Brand Identity and Brand Image. Previous research in the area was conducted with clear differentiation between Brand Image and Brand Identity. To demonstrate the inseparability of Brand Identity and its reputation, this research implements conceptual model that emphasizes the relationship between Brand Image and Brand Identity.

The quantitative research in the wide area of marketing can be further utilized for conducting scientific assessments on efficacy of brand’s efforts, consistent image of a brand, or reputation of a commercial organization. This work formed a baseline for the future efforts to again measure Berocca’s or other Brand’s Image and awareness among its constituents. This dissertation holds an educational significance and will serve future researchers as a guide to perform research studies based on similar methodology. Finally, the study contributes to the level of professional long-term development of the researcher. The study is associated with the personal career aspirations of becoming a brand manager. Therefore in-depth knowledge of communicating a brand and understanding consumer’s perception is going to contribute to the professional knowledge about various aspects of chosen industry.

1.3 Aims

The aim of this study is to determine the Brand Identity that Berocca attempts to create and to investigate Brand Image held in consumers’ minds. Data will serve to analyze the occurrence of a gap between Brand Identity and Brand Image by conducting a case study.

1.4 Research objectives

1. To determine Berocca’s Brand Identity components and values.
2. To evaluate customers’ perception and brand related associations.

3. To assess the existence of Brand Identity-Brand Image gap.

1.5 Dissertation roadmap

The dissertation begins with Chapter 1 - Introduction of research findings relevant in the area of branding and provides background information. It also presents justification for the study, and aims and objectives that author attempts to meet. Chapter 2 - Theoretical Framework, presents a review of a literature significant in the area of Brand Image, Brand Identity and Brand Equity. This chapter discusses the phenomena of the gap between the Brand Identity and Brand Image, and the importance of consistency between these elements. The introduction of a conceptualized model, serving as an indicator for Brand Identity-Brand Image gap measurement, also had been made. Chapter 3 - Methodology, discusses the Research methods and strategy that have been applied in this study, as well as the philosophy underlying the research, followed by justification on the choice of a certain approach. Chapter 4 - Presentation of Results describes the empirical data obtained throughout the research. The data had been presented in regards to the four main concepts that constitute for the conceptual framework designed for this study. Chapter 5 - Discussion analyses the data presented previously and finds connection between the empirical ground findings and the essential theories provided in the literature review. The analysis follows the same structure as previous chapter, where the four concepts derived from conceptual framework are the key points of focus. Finally, Chapter 6 - Conclusion highlights the findings of this study. Managerial and academic implications have been provided, as well as the recommendations for future research.
CHAPTER 2 – LITERATURE REVIEW

This chapter presents a literature review of chosen theories for this dissertation. Section 2.1 introduces an evolution of major conceptual frameworks on Brand Identity. Section 2.2 discusses the importance of a Brand Image as the element of brand knowledge. In section 2.3 more specific problem areas have been discussed, such as the gap between the Brand Identity and Brand Image, and the importance of consistency between these elements. Section 2.4 reflects on the Brand Image as a part of Consumer-Based Brand Equity. Section 2.5 introduces conceptualized model, based on the previous review of literature important in this area, which will serve as an indicator for Brand Identity-Brand Image gap measurement.

2.1 Brand Identity

According to Kotler (2006) brand is intangible emotional concept; it has personality and captures hearts and minds of customers. The concept of Brand Identity has been mentioned for the first time by Kapferer in 1986 in Europe and quickly disseminated to America and other parts of the world. Scholars recognized the shift from Brand Image to the Brand Identity. While Image focuses on consumer’s perception, Identity decides which values will define the brand and how this concept will be delivered to the market (De Chernatony, 2001). Brand Identity has been described as everything what makes brand meaningful and unique. It includes physical characteristics of goods, as well as other intangible elements (Melin, 1997). Among these elements one can find moral image, aims and values, which altogether constitute the essence of the individuality and differentiate the brand on the market (De Chernatony, 2001).

2.1.1 The Core of Brand Identity

Upshaw (1995) proposed the model (Figure 2.1) that describes the concept of Brand Identity. The essence of a brand is formed from brand positioning and its strategic personality. Brand
essence further streams with other elements, such as name, market communications, promotions, product/service performance, selling strategies, logo and graphic system, and creates total Brand Identity (Upshaw, 1995).


All the elements of this model are blended in a manner to determine brand perception in relation to other players on the market. It is important to address that brand essence can exist only if the market target accepts this proposition of branding. The model does not consider brand-consumer relationship, or the brand vision. Hence the whole model has not been implemented in this research study. Nevertheless, the particular elements from Upshaw’s model were transformed into conceptualized model to enable research in the field. In detail, they provide the guideline of the focus issues when determining Brand Identity.
2.1.2 Process of Managing Brand

De Chernatony (1999) purposed a model which conceptualizes Brand Identity. Author argues that Brand Identity consists of four areas; *Personality, Positioning, Vision and Culture, and Relationship*. All aspects are interconnected and influence each other. The brand vision and culture are the core of the whole model, thus they drive other elements, such as positioning, personality and the subsequent relationships. As stated before, Brand Image is presented as a perception of a brand from the consumer point of view. However, it is important to mention that aspirations and self-images are the aspects influenced by the stakeholders. They form opinions on the brand, which are referred to by De Chernatony (1999) as reputation. Reputation has a direct and ongoing influence on the brand and can be positive or negative. This process also has been presented within this model in a circular way (Figure 2.2).

This Model of Process of Managing Brands by De Chernatony has served as a framework when developing conceptualized model for this study. Since the aim of the research is to determine the Brand Identity and Brand Image of Berocca, and investigate the existence of the gap between them, not the influence of particular elements on one another in the process of brand management, the model has been operationalised, as discussed in Chapter 3-Methodology. The model can be broken down as follows:

2.1.2.1 Personality

Brand’s personality establishes the characteristics of the brand. These features should be described with the consideration of a brand as a human being. Humanized brand will further influence its perception in customer’s minds, which is incredibly important when communicating brand to the target market; customers are keener on a brand that shares the same values and ideas as they do (Ponnam, 2007). Aaker (1996) also states that brand

personality refers to the set of human characteristics associated with a brand. Brand personality increases the preferences and usage through evoking certain emotions and priming consumers. This will further increase the levels of trust and brand loyalty. Aaker (1993) has developed a theoretical framework, which measures the brand personality dimensions. Those are measured by identifying the extent to which respondents believe the brand possesses certain characteristics. The personality dimensions are assigned by customers to a target brand, as if it was human.
2.1.2.2 Positioning

Kapferer (2008) suggests that the companies can be also distinguished based on their positioning. Positioning sets the product apart from the competition and emphasizes on distinctive characteristics of a brand. In De Chernatony’s concept the core of the Brand Identity is brand vision and culture. However, the author sees the need to acknowledge that positioning plays an important role. Positioning controls “outward expression of the inner substance” (Kapferer, 2008), which means a message communicated to the target market.

2.1.2.3 Vision and Culture

Brand needs a clear and well-defined statement, which will describe its aims for the future. It is the responsibility of the managers to investigate the environment and market the brand operates in, and to decide on the brand’s future direction; that is vision (De Chernatony, 1999). Culture consists of set of values and indicators that feed brand’s inspiration. Kapferer (2008) stresses that brand needs its own culture, from which every product will originate. Effectively managed, it can increase competitive advantage in fast-paced market place by differentiation. The culture of a brand can be derived from the country of origin, like IKEA stands for Sweden and Volkswagen for Germany.

2.1.2.4 Relationship

Relationship emphasizes the important role consumer plays in brand communicating process; it is defined as the interaction between consumers’ attitude towards the brand and brand’s attitude toward consumers (Blackstone, 1992). Kapferer (2008) emphasizes that in order to establish something more meaningful than transaction and exchange between the brand and consumers, there is a need for consumer involvement. Consumers must “hear” the attempts of communication and interact with the “voice” that brand consists of. The strong relationship between brand and consumer will characterize in similar values and personality associations, thus brand will be consistent with consumers’ self-concept. Blackstone (1992) highlights
interaction between consumer and a brand should be mutual. Brands which are considered as passive can face failure, since the communication focuses only on the relationship customer-to-brand.

2.1.3 Brand Identity Prism

In 1997 Kapferer developed the Brand Identity Prism, a model on brand development. He argues that the main objective is to develop a core for Brand Identity that will be persistent and consistent for a long period of time. Kapferer defines strong Brand Identity as the key to success. In order to create strong Brand Identity, it must consist of an attractive picture of a brand and factors related to the product or service attributes and brand personality. This model largely highlights the important role of brand personality while developing Brand Identity (Kapferer, 1997). In 2003 the Prism of Brand Identity has been updated and graphically expressed, as seen on Figure 2.3.

![Figure 2.2 The prism of Brand Identity. Source: Kapferer, J.N. (2003) The New Strategic Brand Management. London: Kogan Page, p. 107](image)

Kapferer’s model served as a basis for developing conceptual model for this study, since it is most recent and emphasizes on Brand Identity consistency. Unlike other models, Kapferer’s prism of Brand Identity acknowledges the importance of consumer’s perception of Brand
Identity (recipient’s figure), which should not be ignored. Upshaw’s core of Brand Identity and De Chernatony’s model both consider Brand Identity as individually defined entity. The complexity and the inseparability of Brand Identity and Brand Image have not been considered within the two later models. The Kapferer’s prism of Brand Identity provides the insight necessary to understand how company’s attempts to present Brand Identity translate into the particular Brand Image. Even though, the Kapferer’s prism of Brand Identity does not mention Brand Image, it considers the Brand Image indicators, such as consumer reflection and consumer self-image, that are used to develop conceptualized model in Section 2.5. Physical appearance of a Brand Identity converts into consumer reflection after consumer’s interpretation. Similarly, personality reflects consumer’s self image. This knowledge enables designing methodology and specifying research strategy appropriate to the questions that researcher seeks to answer.

Prism considers both, internal and external factors. External factors are represented by Physical Appearance, Relationship and Consumer Reflection. Internal factors consist of Personality, Culture, and Consumer Self-Image. Factors have been described below.

2.1.3.1 Physical appearance

Physical appearance is the core of a brand and its value. The first step for branding is defining the physical elements that characterize brand. It is connected with the brand prototype, which reveals the quality of a brand, what it does and what does it look like (Janonis, 2007).

2.1.3.2 Brand Personality

Character of a brand is developed with the help of communication and defines a way by which brand “talks” about its offers, as if it was a human person. Brand personality should not be mistaken with Brand Image and customers’ portrait of a perfect brand. Brand personality has been a popular research subject since 1996 and is measured and described using the features of consumer personality that are directly related to the brand (Kapferer,
2.1.3.3 Brand Culture

Culture and values provide inspiration for a brand, and define the communication of brand’s elements. The attention of recipients focuses on brand personality, however culture communicates it. Culture also helps identify strong brands; these use culture to reveal set of ideas and moral values, which are embodied in products and services. (Janonis, 2007).

2.1.3.4 Relationship

Relationships are one of the most important elements of the Prism of Brand Identity, especially in the area of retail and services. They determine the process of human transaction and exchange. The way in which service is delivered influences the identification of Brand Identity. Relationships are strongly connected to the communication. According to Kapferer brands survive on the market thanks to communication (Kapferer, 2003). D. Grundey pointed out ways the brand can be communicated to the market; advertising and other support elements, direct consumer’s communication while purchasing a good or service.

2.1.3.5 Consumer reflection

Consumer reflection, defined by Kapferer (2003), determines what types of goods are produced for particular type of customer. Consumer reflection needs to be communicated in a way that reflects the customer, to whom the goods are addressed. However, Kapferer’s concept of consumer reflection might cause confusion and erroneous apprehension. It needs to be emphasized, that consumer reflection does not always represent target market. Target market should be presented to be different what they are, so they can image themselves in a change status while or after consuming the product or service. When reflecting on the concept, there is a need for acknowledge to be made; developing a brand reflection for the target group might foster the behaviors among customers where they seek to create their own
image, which can further weaken Brand Image. Therefore, the consumer reflection should be under brand’s control.

2.1.3.6 Consumer self-image

Consumer self-image represents all the values and features that the customer identifies itself with and shares them with the brand. It also reflects the features customers desire to be associated with in the future (Janonis, 2007). Reflection on this concept allows one to think, that consumer self-image evolves over time and is based on the consumer’s environment and beliefs about oneself. D. Grundey (2002) claims that, since brand personality is directly connected to the consumer self-image, customer segments reflect particular features of a brand. In that way, the author highlights the importance of careful selection and reconciliation of every element in the brand personality.

2.2 Brand Image

Due to the long development of the concept, there are many different definitions of Brand Image in the marketing literature. In 1986 Parker attempted to reflect on Brand Image from the functional and symbolic perspective. He rightly recognized the interconnection between Brand Image and Brand Identity and did not define them independently. Acknowledgement of inseparability of Brand Image and Brand Identity seems to be very appropriate. The success of a company on the global market strongly depends on Brand Identity and guarantee that image adequately transfers Brand Identity.

Brand Image relates to the perception of a brand that is being formed and held in customers’ minds in the process of decoding Brand Identity facets. Brand Identity, supported by communication mechanisms, creates brand associations, which further result in a Brand Image (Martínez and de Chernatony, 2004). De Chernatony (1999) argues Brand Image refers to brand character and credibility, and overall feeling consumer holds to the brand. Brand Image is a set of beliefs held by a consumer about a particular brand (Kotler, 2003),
and it truly reflects company’s attempts to communicate Brand Identity to the market (Janonis et al., 2007). Using different tools, facets and psychological attributes the company attempts to distinct and differentiate brand from the competitors. The aim is to occupy a unique position in consumers’ minds, typical for no other brand (Aaker, 1993, 1997). Iversen and Hem (2008) made accurate observations, saying that Brand Image represents personal symbolism of a brand, compromising brand-related information, evaluation and observation.

2.2.1 Brand Image as a element of Brand Knowledge

Keller (1993) in his article on brand equity published in Journal of Marketing explains the effect of brand knowledge on consumers’ response to the marketing attempts of a certain brand. A brand has negative or positive consumer-based brand equity. The later one occurs when the consumer reacts less favorably to element of marketing mix. Consumer-based brand equity occurs only when the consumer is familiar with the brand and holds strong and positive associations with the brand. Brand awareness and Brand Image are indispensable elements of brand knowledge, thus consumer-based brand equity. Brand equity evolves from motivation to understand the basic behaviors of customer and improve marketing productivity in a strategic manner; by defining clear target market and brand positioning, as well as developing unique marketing mix.

Understanding brand knowledge is significant because it influences what comes to consumers’ minds when thinking about a certain brand, as well as the reaction for marketing attempts. As distinguished by Keller (1993) the relevant dimensions of brand knowledge and consumers’ response are brand awareness, which occurs via recall and recognition, and the favorable, strong, and unique brand associations held in consumers’ minds, which in total create Brand Image. These dimensions are however affected by other characteristics defining the relationships and congruity amongst brand associations and the extent of qualitative nature. The brand knowledge model by Keller (1993) has been shown on the Figure 2.4.
Keller’s model enables to understand the nature of the process how Brand Image is being developed by consumers. This has provided insight to the study and the indicators to measure Brand Image of Berocca. In conceptualized model, Brand Image has been determined by the factors introduced in Keller’s brand knowledge framework.


### 2.2.1.1 Brand awareness

The first dimension of brand knowledge recognized by Keller (1993) is brand awareness, which is related to the trace of a brand on consumers’ memory and reflects the ability to identify certain brand. Brand awareness occurs thanks to the memory retrieval: recognition and recall. Recognition relates to the ability to trigger the retrieval of a brand after previous exposure to it, when given a cue. Brand recall relates to consumer’s ability to generate and retrieve brand in their mind when given the product category, being exposed to the needs fulfilled by the category or other cue. Brand awareness can be easily assessed with the help of
aided or unaided memory measures. The aided measures use the actual brand name, changed or unchanged, to assess the ability of a customer to identify it. Unaided memory measures ask the participant to identify a brand name within a category from the “top of mind” without the cues directing into the certain brand’s name.

2.2.1.2 Brand Image

The second dimension of brand knowledge, contributing towards brand-equity, is Brand Image. It consists of types of brand associations, favorability of brand associations, strength of brand associations, and uniqueness of brand associations. Brand associations are other informational nodes held in consumer’s memory in addition to the main brand node. Brand associations can be distinguish by three dimensions; favorability, uniqueness and strength. However, before the assessment of these dimensions, the type of brand associations is a priority to examine.

- **Types of brand associations**

Associations can be classified into three main categories: attributes, benefits, and attitudes. Due to their qualitative nature, several other distinctions can be made within this category. Attributes consist of description of a product’s or service’s features; it is about what consumer thinks the product or service is or provides. Keller (1993) proposes distinction of brand associations attributes according to the extent they are related to the product. Product-related attributes are a part of physical composition of a product or service, and non-product related attributes are externals related to the product or service purchase or consumption, such as price information, packaging, product appearance information, user imagery of a type of consumer utilizing this product or service, and usage imagery.

Benefits are another type of brand associations and refer to the value customers attach to the product or service attributes. Benefits can be further categorized, based on underlying motivations for consumption. Functional benefits correspond to the product-related attributes
and derive from the need to solve a problem or satisfy a need for physiology or safety, as accurately noticed by Maslow (1970). The experiential benefits satisfy the experiential human needs for discovery, variety or pleasure. Individuals who undertake consumption process to satisfy those needs highly stimulate cognitive process, since they are primed and prompt to experience. Symbolic benefits related to the brand associations correspond with the extrinsic advantages, such as need to self-express, social status approval, and boost of self-esteem.

Attitudes are the overall evaluation of a brand from the consumer perspective. The most recent study of Jung-Chae Suh and Youjae Yi (2006) on brand attitudes explains how the attitudes affect customer satisfaction-loyalty relation. The data was collected in a commercial survey conducted in Korea of total of 2,056 respondents with the use of scale of involvement by Zaichkowsky (1985). The research revealed that brand attitudes derive from the attitudes toward ads and corporate image. Customer satisfaction also has an effect on brand loyalty through brand attitudes.

- **Favorability of brand associations**

Favorability of brand associations refer to the extent consumers believe that the brand has attributes and provides benefits that satisfy their needs and wants, in such manner that the overall evaluation of a brand forms positive attitude towards a brand (Keller, 1993). Greifeneder’s study (2007) goes little bit further and does not consider favorability as one of many dimensions of Brand Image, but argues that mood directly influences the overall evaluation of a brand. The research proved that positive states have fostered more positive evaluations when new products were introduced by a positive brand favored by participants. The study argues that the attitudes and affective states have the implications on brand evaluation, rather than the product-related features. This recent study constitutes the foundation for further empirical research in the area of consumer behavior in terms of
favorability of brand associations and overall Brand Image evaluation.

Keller highlights the need for brand attributes to be considered as personally important for the consumers. It is difficult to make favorable brand association of the product or service attribute that consumer perceives as unimportant (1993).

- **Strength of brand associations**

  The strength of brand association depends on the way the association has been encoded and connected to the brand node. It depends directly from the quantity of processing information, as well as the quality, that is the nature of the information received at encoding, for example the manner in which the information is processed by an individual. Strength of brand associations also depends on the ability to recall the information once received. The association is considered to be strong if it “comes to mind” easily with few cues linked to the piece of information. On the other hand weak brand association will decay and will not be retrieved even with the number of reminders or retrieval cues.

- **Uniqueness of brand associations**

  The extent to which brand associations and characteristics are shared among competing brands reflects brand uniqueness. The essence of brand positioning, according to Aaker (1996) is “unique selling proposition”, which gives consumer a reason to purchase and utilize a product. The differences and similarities between brands may be based on product- or non-product-related attributes, or functional, experiential, and symbolic benefits perceived by consumer. Keller (1993) stresses that strong, unique, and favorably evaluated brand associations are critical to create Brand Image and succeed as a brand.

2.3 Brand Identity-Brand Image Gap

2.3.1 Sender-Receiver model

In order to fully understand the relationship between Brand Identity and Brand Image, it is crucial to look into marketing communication model by Kepferer (2012). Marketers promote
brand’s value proposition through marketing communication channels. The aim is to persuade customers that brand’s offering is the best solution for customers’ needs and wants. Marketing communication are also the means to translate Brand Identity (Lovelock & Wirtz, 2011). The message is communicated from sender through coding and noise. The receiver then decodes the message (Finne & Grönroos, 2009). Kapferer (2008) has developed a model which depicts the communication between the company–sender, and the customers–receiver. In 2012, this concept has been further updated. The model now helps to understand the relationship between Brand Identity and Brand Image. Brand Identity is the message that company sends to the customer and Brand Image is the perception the customer hold about the brand. When consumers receive the message, they perform the integration and meaning–creation process (Finne & Grönroos, 2009).

![Sender-Receiver Model](image)

**Figure 2.5** Sender-Receiver Model. Source: Kapferer, J.N. (2012) The New Strategic Brand Management. 5th edn. London: Kogan Page, p. 152

Brand Image is, therefore, an interpretation of brand’s meaning, aim and self-image. Before sending the message to the customers the Brand’s Identity needs to be clearly specified. As shown on the Figure 2.5, an image is a synthesis of various brand messages, such as products, brand name, visual symbols, advertising campaigns, jingles, logos, design. An image is the
outcome of decoding brand message and excerpting its meaning. All these messages, interpreted by customers, can come from two different sources; Brand Identity or extraneous factors. Among the latter one can find 1) the companies that imitate competitors and have not a clear idea of their own Brand Identity, 2) companies that try to satisfy all type of customers, and 3) brands with fantasized identity, where the Brand Identity and advertisement attempts are totally disconnected. Kapferer also argues that the message sent to receiver can be altered by noise and competition. It happens before the message reaches the receiver. Noise is all communication errors that speak in a brand’s name (Kapferer, 2012). This can have both positive and negative effects when the message is interpreted different than the sender intended it to be. Dobele (2005) emphasizes that the interpretation of a message strongly depends on communication. That is why the communication strategy has to be strong enough to get to consumer regardless of noise, and to increase willingness to pay, encourage favorable brand attitude and word of mouth. It is not feasible to assess the existence of Brand Identity-Brand Image gap without the understanding the process of this phenomena. The Sender-Receiver model focuses on the factors that influence Brand Image, as well as the noise. It helps to understand the causes of Brand Identity incongruence. The sampling method in this study has been designed in a manner to assess the consistency between Brand Identity and Brand Image. The Sender-Receiver model provides the explanation in terms of the Brand Identity-Brand Image gap, which has been used to meet research objective in this research study; to measure the congruency of Berocca’s identity.

2.3.2 Congruence of brand associations

The extent to which brand associations are shared with other brand associations in terms of meaning and content is defined by brand congruence. Keller (1993) explains why it is so important for brand success to aim towards congruence of associations. The congruence directly affects how easy the brand associations can be recalled, and how easy additional
secondary brand associations can be linked with the primary ones. The information that is consistent with already existing brand associations can be more easily attained and remembered. Very often consumers create expectations towards a particular association, giving presence of another association or characteristic of a product or service; some associations are linked in consumer mind. These expectations directly impact consumers’ ability to learn about the brand and to create Brand Image. That is why the congruence among brand associations determines if Brand Image is cohesive. The cohesiveness of a brand determines the overall holistic brand perception, and reactions to the brand. Keller (1993) further explains the importance of cohesiveness between Brand Identity and Brand Image. If Brand Image does not reflect brand characteristics assigned to its identity, consumers may become confused in terms of brand meaning. If Brand Image is not cohesive with its identity, the associations are “loose” and incongruent. This creates a gap and space for creating new associations which may weaken Brand Image or possibly paint it in a less favorable light, or completely misdirect marketing communication attempts.

2.3.3 Strong Brands

The main aim of goods is to provide the functional benefit to the consumer. However, according to Aaker (1996), thanks to the Brand Identity the additional equity is provided to the consumer; that is an emotional benefit. Brand Identity reflects consumers’ self-expression and, in turn, the image of the consumer. That is why consistency between Brand Identity and image is so important; customers perceive the value in brands products and utilize them as self-expression tools. The targeted customer segment will not be reached if the brand perception, thus image, is not consistent with the Brand Identity.

Another researcher, D. Grundey (2002), states that Brand Identity is the most important stage of communicating with the consumer. It is due to the incredibly important role Brand Identity plays; it helps to identify a perceived quality of a product, thus creates a possibility to reach
the consumer. Brand Identity determines the success of a company and is responsible for the condition for remaining in the market by communicating with consumers.

Janonis (2007) rightly noticed that a mismatch of Brand Image and customers’ expectations might create a gap, of which the competitors can take advantage of. Brands that perform efficiently create unique Brand Identity to differentiate from the competitors. This strong message should be passed to the right target market in a comprehensible manner. This further corresponds with the real experience and reveals understanding of a brand, thus a Brand Image. Park (1986) argues that Brand Identity, differentiated from the competitors and responding to desired consumer equity, and the adequate use of it, are the main determinants on the success of a brand. This thought has been updated by Kapferer (2003), which states that the Brand Image is most efficient way to communicate to the target segment, revealing the significance of a Brand Identity. The argument seems reasonable and convincing; however it is worth to mention that in order for the Brand Image to perform efficiently, it needs to be consistent with the Brand Identity. The identity cannot be revealed or highlighted by an incongruent image.

Strong brands easily survive competitor’s attacks and not only follow, but create current market trends. Kotler (2006) stresses that brand reaches many different entities, apart from the customers; suppliers, partners, competitors, regulators, investors, and employees. Well–managed brand receives a greater coverage and profile and can deliver Brand Identity to these touch points.

Leaving Brand Image, positioning and personality behind, Kapferer has drawn attention to the significance of Brand Identity. The author stresses that the Brand Identity needs to be strong, real, and should present values connected with it. It ultimately must be secured from the image of changeability and opportunism. (Kapferer, 2003).
2.4 Consumer-Based Brand Equity

Keller (2001) published a working paper with the blueprint for managers for creating strong brands. The study is based on Customer-Based Brand Equity. This model is built to assist managers in their efforts of building strong brand. The practical guidelines revolve around four major steps: (1) establishing Brand Identity, that is the breadth and depth of brand awareness, (2) creating appropriate brand meaning through strong, unique and favorable brand associations, (3) evoking positive and accessible brand responses, and (4) shaping brand relationships with customers, that result with customer loyalty. In this paper, Keller interchangeably uses words Brand Image and brand response. This novel approach seems to be accurate when brand response is presented as customers’ responses to the Brand Image, marketing activities and any other sources of information. The four steps of building strong brand emphasize on the importance of the consistency between Brand Identity and brand perception. In order to understand the process of building brand equity, in terms of cohesiveness and congruency of Brand Identity and image, it seems appropriate to allude to Brand-Building Blocks by Keller (2001). Six Brand-Building Blocks help to accomplish previously mentioned major steps for strong brand structure. The blocks and the questions helping assessment of particular blocks of brand equity provide the guideline for this research. The data collection tools, like interview and questionnaires, have been designed based on Keller’s guideline and Brand Equity Pyramid. Figure 2.6 examines each of the blocks in detail.
In order to achieve the right Brand Identity, there must be created brand salience. It relates to customer brand awareness and the extent to which consumers are able to recall brand top-of-mind in various situations. It also determines how easily the brand is evoked by consumer and how pervasive a brand is. Salience is a foundation for other brand equity building blocks and fulfills three important roles. First, salience forms brand associations, and decides on their strength. Second, high brand salience is crucial in order to create purchase or consumption opportunities. Third, when the consumers have low involvement, that means low purchase motivation or purchase ability, they can make purchase judgment based on the brand salience only. Strong brand is easily identified and recognized by consumers; hence they hold deep and broad brand awareness.

Brand salience, however, in most purchase situations is not sufficient. Consumers have broader understanding of a brand and base their judgment on meaning or image of the brand. Creating brand meaning requires well established Brand Image, which is a characterization of a brand and representation of what brand stands for in consumers’ minds. Brand meaning is made up of two dimensions. First of them is performance, which is a heart
of brand equity, since it consists of prime examples of consumer’s experience with a brand and the opinions they heard from others. Brand Imagery, on the other hand, deals with the extrinsic characteristics of a product or service, which attempts to meet consumers’ needs and wants. It relates to the more intangible and abstract aspects of a brand; how people perceive a brand, rather than about their knowledge of a real purpose of a product or service. Strong brands’ associations held in consumer mind are unique, strong and favorable. Often, the strongest brand positioning involves differentiated products or services, untypical for competitors. Brand meaning is a block that fills the gaps in terms of category identification, thus salience. It is crucial for the strong brands to create deep brand awareness, in order to preserve right values and prime characteristics of a brand (Brand Identity), while consumers create their own secondary brand associations (Brand Image), based on the products and/or services’ features, and purchasing experience. The proper understanding of interdependency between those two blocks (brand salience and brand meaning) will result in attempt to maintain consistency between Brand Identity and Brand Image.

Consumer respond to brand’s attempts to communicate Brand Image and create feelings and opinions on a brand. Keller (2001) distinguishes brand responses according to brand feelings and brand judgments. Brand feelings are personal emotional responses and reactions to the brand. There are six important feelings that characterize a strong brand; they can be mild or intense (Kahle et al, 1988). 1) Warmth refers to the positive soothing feelings, which make consumer feel a sense of calmness or peacefulness. It often occurs when consumer hold sentiment towards a brand. 2) Feelings on fun make consumers feel amused, joyous or playful. Brand can also provide 3) excitement. It will make consumers feel energized while experiencing something special. 4) Security feelings occur when brand is associated with something comfortable, that self-assures consumer or eliminates concerns. Consumers can feel 5) social approval when people’s reactions towards them are positive
thanks to a brand. Finally 6) self-respect occurs when a brand evokes sense of fulfillment, accomplishment or pride. On the other hand, brand judgments, which arise from “head” rather than from a “heart”, focus upon consumers’ evaluations and opinions of a brand. Keller (2001) emphasizes on four types of brand judgments; perceived brand quality, that determines consumer satisfaction, brand credibility, which refers to the extent to which concerns brand-related occur in consumers’ minds, and brand consideration and awareness of a brand, which suggests the likelihood to purchase a product or service.

The final step of Keller’s model consists of brand relationships. Those have different types and depend on extent to which consumers feel in synchronization with a brand and to which they associate themselves with. Brand’s success is determined by behavioral loyalty. The loyalty occurs when a consumer purchases repeatedly from a brand. However, it is not sufficient to build successful brand, since some consumers buy out of necessity. To create proper consumer–brand relationship, there is a need of attitudinal attachment. Consumers go beyond just having positive attitude towards brand, and show greater attachment; have favorite possessions or extension lines. Brand may also buy into consumer heart by providing sense of community, evoking affiliation or social phenomenon associated with a brand. Keller (2001) argues that the strongest affirmation of brand relationship occurs when consumers are willing to invest time, money and energy to expand consumption or knowledge of a brand.

2.5 Conceptualized model

The particular elements determining Brand Identity in this study have been borrowed from De Chernatony’s model of managing a brand (1999). The framework has been reduced to the simplest possible elements, to serve as a direct link to one of the aims of the research, which is to determine the Brand Identity of Berocca. The elements defining Brand Identity, regarding the conceptualized model, are Personality, Positioning, Vision and Culture, and
Relationship. The Upshaw’s core of Brand Identity (1995) has been utilized to define those elements in a deeper and more detailed manner, with the use of facets, such as brand name, logo and graphic system. In terms of defining Brand Image, Kapferer’s Prism of Brand Identity (2003) provides the indications, such as consumer reflection and consumer self-image, that are used to develop conceptualized model (Figure 2.7). The prism links up the Brand Identity elements with the Brand Image through physical appearance and personality, self image and consumer reflection. Brand knowledge framework (1993) served as facilitator to understand the nature of Brand Image and has provided the indicators to measure Brand Image of Berocca. In conceptualized model, Brand Image has been determined by the factors introduced in Keller’s brand knowledge model, such as types of associations, favorability of associations, strength of associations, and uniqueness of associations, as well as recognition and recall of a brand.

![Conceptualized framework](image)

**Figure.2.7** Conceptualized framework
2.6 Chapter Summary

The review found that the inseparability of Brand Identity and Brand Image have not been emphasized as much as required by the authors; Brand Image and Brand Identity are still considered as two independent areas of study. The chapter began with essential information on Brand Identity with the use of Upshaw’s Core of Brand Identity and De Chernatony’s Brand Identity Model. The evolution of this concept had been presented, with the favoring Kapferer’s Brand-Identity Prism, as the most recent and relevant study in this area. Unlike other models, Prism acknowledges the importance of consumer’s perception of Brand Identity (Recipient’s Figure), which should not be ignored. The complexity and the inseparability of Brand Identity and Brand Image have not been considered in previous models. The theory of Brand Image gave an overall picture of the importance of consumers’ input in the brand-equity building. After providing the reader with basic information, the phenomena of the gap between Brand Identity and Brand Image have been introduced. With the use of Kapferer’s Sender-Receiver Model the process of Brand Identity-Brand Image incongruence has been explained. Furthermore, in collaboration with Keller’s discussion on Brand Image, the importance of congruence of brand associations in terms of market communication attempts has been emphasized. Moreover, the chapter concentrates the explanations of different authors on creating strong and consistent brands. Consumer Based Brand Equity explains how cohesive Brand Image and Brand Identity come together to build strong successful brand. The final section of the chapter depicts conceptualized model that utilizes the mix of previously discussed models. The framework has been reduced to the simplest possible elements to facilitate investigation of Berocca’s Identity and Image. Implementing the models for the research ensures its heuristic value. The model can be further expanded to focus more in detail on dimensions that influence the overall Brand Image. It would make it easier to investigate sources of hypothetic communication gap.
CHAPTER 3 - METHODOLOGY

This chapter discusses the methodology applied in this research study, followed by justification on the choice of a certain approach. The chapter includes Research Philosophy in Section 3.1 and Research strategy in Section 3.2. Section 3.3 - Methods and Procedure demonstrates the process of conducting research with mixed methods on a certain sample profile. Section 3.4 explains the Data Analysis process and considers quality criteria for the research.

3.1 Research philosophy

In this dissertation the philosophy of post-positivism underpins the research, as for the investigation involves brand associations subjective and unique to individuals. Post-positivism emphasizes the complexity and multiplicity of human thinking, and enforces the interpretive approaches of the research (Ryan, 2006, p16). Furthermore, post-positivist study approach considers ethics as the major area of study. This research has engaged human participants. Methods of data collection must be a subject to ethical scrutiny; opinions and beliefs of research participants should be shared voluntary and cannot be utilized for this study without their consent. Post-positivism embarks on the theory that scientific reasoning is essentially the same cognitive process as sense reasoning (Trochim, 2000). In terms of defining an identity and image of a brand, the post-positivist philosophy can be easily collaborated with the interpretivism. Similarly to post-positivism, interpretivism has been developed from the critique to positivism. It emphasizes the uniqueness of human beings and their individual subjective perspectives. The researchers use the interpretive approach to gain new or broader understanding of social phenomena and social world context (Saunders, 2014). This study involves investigation of perception of a brand from two different groups of people; an organization and the consumers. This research, conducted from the interpretive
angle, takes into account the complexity of the Brand Image-Brand Identity phenomena by collection what is meaningful to two different types of participants. This research was led by interpretive focus on multiple interpretations and process of extracting meaning from knowledge.

In this research the deductive approach has been used due to the theory has been developed from the academic literature and conceptual frameworks. The bases of theories on Brand Image and Brand Identity have been gathered. The conceptual framework has been extracted from the literature and further subjected to test and permitted to control through the research. Deductive approach focuses on the casual relationships between concepts and variables. In this study deductive approach reflects the research objectives; to investigate Brand Identity and Brand Image and to assess occurrence of Brand Identity-Brand Image gap. Deductive research has focused on the relationship between Brand Image and Brand Identity. The analysis of the interconnected elements of Brand Identity, such as Personality, Positioning, Vision & Culture, and Relationship, was necessary when investigating the gap between Brand Image and Brand Identity. Following deductive theory approach, the use of structured methodology has been implemented to facilitate the replication, which ensured the reliability of the research and validity of collected results, as emphasized in Section 3.4.4. The concepts have been operationalised to enable the measurement of data, and reduced to the simplest possible elements. The generalization was enforced by deductive approach; in that way the samples were carefully selected to be sufficient in size, but not unnecessary or irrelevant (Saunders, 2016).

This study has incorporated mixed methods research that combines qualitative and quantitative data collection techniques and analytical methods. When the subject of a study, such as Brand Identity, is based on opinions and perceptions, the quantitative research may seem to fit partly within a philosophy of interpretivism. Quantitative research is a proper
choice for the research with the deductive approach, where the main focus is on testing theory (Saunders, 2014). However, according to Yin (2014), the use of qualitative research is also appropriate in this case, since this study extracted meaning out of the subjective social phenomenon, such as Brand Identity-Brand Image gap while operating in a natural setting or research context. This dissertation aims to investigate the existence of a gap between Brand Identity and Brand Image, which would have provided the foundation for further exploratory and explanatory studies on the causes of communication gap. Exploratory study is particularly useful in this case due to the research attempts to clarify the understanding of phenomenon, such as Brand Identity-Brand Image gap. The explanatory studies explain the relation between the variables; Brand Identity and Brand Image.

3.2 Research strategy

Due to its nature- the phenomena occurring in a social setting, this research strategy incorporates case study on Berocca. The full justification for this choice has been explained below. The case study approach focuses on a specific instance that is to be investigated. The purpose of narrowing down the scope of research focus to just one or a few instances is to gain insight which might have wider implication. More importantly, the case study approach focuses on relationships and interconnection of social processes (Denscombe, 2014). The phenomena Brand Identity-Brand Image gap occurs in the social setting and pays attention to interplay between those two components. Hence, case study seems to be the most relevant research strategy. To meet the aim of this study, there is a need to apply several techniques when collecting data. Case study facilitates the usage of several research sources and allows in-depth understanding regarding Brand Image-Brand Identity gap. Case study takes holistic view, which allows forming conclusions applicable to a wider area. From this perspective, the findings of this case study on Berocca are not to be regarded as final or absolute. They are rather provisional and provide the descriptive foundation for further analysis. Due to its
nature, the findings from this case study are generalized and serve as a basis for further research.

Yin (2009) defines different types of research strategies. Among them one can find experiment, survey, case study, history, and archival analysis. Table 3.1 illustrates different research strategies relevant to certain situations and research questions. The research objective (no.3) of this dissertation is to assess the existence of Brand Identity-Brand Image gap, which is a contemporary social phenomenon. The nature of this research rejects the history and archival analysis as the research strategies. These strategies have rather observational features; they collect and analyze documents in the archives (Yin, 2009). The experimental research is also excluded, which would be rather appropriate when looking for a causes and reasons for Brand Identity-Brand Image gap occurrence. Surveys have been excluded since they make statistical inferences of a population; surveys could fail to provide the data regarding Brand Identity components, they would be useful to learn Brand Image only.

**Table 3.1 Research strategies for different relevant situations**

<table>
<thead>
<tr>
<th>Research strategy</th>
<th>Form of research question</th>
<th>Requires control over behavioural events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, What, where, how many, how much</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, what, where, how many, how much</td>
<td>No</td>
<td>Yes/no</td>
</tr>
<tr>
<td>History</td>
<td>How, why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, why</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>


**3.3 Research methods and procedure**

There are a number of different methods available for conducting the research and this study utilizes mixed methods. The most common methods of primary data collection, according to Saunders et al. (2016), are documentary research, observations, semi-structures, in-depth and
group interviews, as well as questionnaires. The case study approach takes the holistic view of a research and facilitates the use of multiple methods and multiple sources of data in order to capture the complex reality (Denscombe, 2014). Due to this statement, the author of this study chose to conduct an interview and questionnaires in-depth, to look at the complex social phenomena of Brand Identity and Brand Image. Mixed methods seem most appropriate, since they foster both quantitative and qualitative research for this dissertation.

3.3.1 Questionnaire

Questionnaire is one of the most common research method in social science. It is used when the population for research is immense and difficult to observe (Bryman & Bell, 2007). The questionnaires worked productively, because the information was straightforward and there was a need for standardized data (Robson, 2011). The main advantages of questionnaires are; they are inexpensive and provide the structured answers from a large population. It is also more feasible in terms of time consumption, than other methods, such as observation or interviews. However, the success of a research questionnaire depends on response rate, completion rate and validity of responses. People are usually reluctant to complete the survey and the response or completion rate are low (Oppenheim, 2005). Since the questionnaires presented the same standardized question to each participant, it was most suitable data collection method for the investigation of Brand Image. Furthermore, the monetary limitations, as well as the large population size, made the author of the research experience that the questionnaire was the only suitable method for collecting data on Berocca’s image. The interview and questionnaire guidelines have been designed in order to conduct the research (Appendix C & D). The questionnaire has been designed based on the data collected from the semi-structured interview. Based on De Chernatony’s model on Managing Brand Identity (1999), as well as Kapferer’s Prism of Brand Identity (2003) the Conceptual framework of Brand Identity have been proposed, which included Positioning, Personality,
Culture and Vision, and Relationship with Consumer. This further determined the structure and main points of focus for the interview. The interview provided the insight for the Brand Identity elements that the company attempts to create. Following the Keller’s (1993) model on Brand Knowledge, the interview also focused on information on company’s efforts to promote certain secondary brand associations. This information has been used to stimulate the questionnaire and obtain information on Brand Image; what image do consumers hold in their minds and whether it is consistent with the Brand Identity created by the company. In order to do this, closed-ended cued questions and open-ended probing questions have been asked.

3.3.2 Interview

Saunders et al. (2016) argues that a questionnaire to discover consumers’ attitudes should be most likely completed by in-depth interviews to explore and understand these attitudes. The author chose to conduct semi-structured interview. It was most suitable research method to understand the relationship between variables (Saunders, 2016). The semi-structured interview, designed for this study, had a clear list of issues to address, based on Conceptualized Model (see Section 2.5). At the same time it also provided a room for discussion and wide scope of ideas and side points of interests, as pointed out by Denscombe (2014). This semi-structures interview allowed two-way communication. The participant was able to talk freely and provide information the authors had not considered before conducting interview. The author of this research was interested in getting deeper understanding of a complex issue, such as creating and maintaining a Brand Image, and the interconnection between Brand Image and Brand Identity. Denscombe (2014) argues that the interviews and conversations are appropriate as the source of data only if there are good grounds for believing that the necessary people can be assessed. In this case, choosing an interview had been justified by gaining access to the privileged information on Berocca Identity from a key
player in the field, who gave particularly valuable insights based on experience and position. Following Hair et al. (2011) expertise, the guideline specifying the topic and key points have been designed for this interview. The issue of incongruence between Brand Identity and Brand Image has been measured upon prior Conceptualized Model, depicted in Section 2.5. This model developed from the theoretical framework. Brand Identity has been broken into four dimensions; *Positioning, Personality, Culture and Vision, and Relationship with Consumer*. The interview questions have been based on Brand Identity dimensions from the conceptualized model and can be found in Appendix A.

### 3.3.3 Ethical Considerations

The most specific ethical issue noted by the author is the access to data regarding the population of users of Berocca products. Research participants have been given information on nature and purpose of the research. Participation in a research was voluntary. Confidentiality and anonymity were preserved during the data collection.

### 3.3.4 Sample

The samples of two populations have been chosen to carry out the research. The interview focused on the Brand Image that company attempted to create. One of the top managers in Berocca Ireland has been targeted for the interview. The interviewee represented the organization, Berocca, and the data obtained through the interview provided the insight on company’s attempts to create Brand Identity. The semi structured interview had been carried on with a representative of a company who was considered to have important insight for the Brand Image subject, based on the position in the organization and the experience. Existing customers of Berocca in Midlands region of Ireland who are consumers of Berocca products provided the data to formulate Brand Image. The second population has been considered too large to include all the entities in this study. Due to financial limitations, as well as time restrictions it was not feasible to carry on the research including all individuals
of the population. The samples were collected from the population of Irish Midlands with the respect to two demographic dimensions (gender, age). The population consists of students of Athlone Institute of Technology, members of local sports centers and gymnastic facilities, and customers of pharmacies in county Westmeath, Roscommon, Offaly and Laois, Ireland. To stimulate high return rate, a total of 105 questionnaires have been handed to the participants by the researcher personally, where 100 of them have been received.

The aims and objectives of the research were highlighted to the interviewee. Subjects of the questionnaires were informed on the topic of the research and received the set of instructions beforehand, as seen in Appendix C. The participants were asked to voluntary fill the questionnaire. The objectives of this stage were to identify the Brand Image elements, as perceived in consumers’ minds. The questionnaire operationalization presents which Brand Image dimension has been hidden behind a particular question and can be found in Appendix D.

3.4 Data analysis method

Data analysis is performed to categorize, measure, and present collected data in a clear and structured manner (Yin, 2009). This dissertation employed mixed methods, which means that both qualitative and quantitative analysis was necessary.

3.4.1 Quantitative

To ease the data analysis process Miles and Huberman (1994) developed a guide for identifying, examining, comparing and interpreting data patterns. The process includes three steps; data reduction, data display, drawing and verifying conclusions.

In this study, the answers to the questionnaires have been transformed into a computer program, Survey Monkey. The first step, implemented in this study, was to categorize the data in regards of Brand Identity concepts, such as Positioning, Personality, Culture and Vision, and Relationship with Consumer. Particular elements derived from those concepts
have been assigned codes, and presented in tables for each concept; Positioning, Personality, Culture and Vision, and Relationship with Consumer, as seen in Chapter 4. The codes were hidden behind each question. This operationalization process ensured that collected data is accurate and relevant. Thereafter, the computer program Survey Monkey, had been used to calculate the percentages of positive or negative answers to each statement and to generate response rate. Secondly, the author chose to present results on a pie charts and bar charts in Microsoft Excel Spreadsheets, to enable visualization of the results. Hypothesis testing was rejected, since this study focused on investigation phenomena, not confirming a new theory.

3.4.2 Qualitative

In terms of the interview, data reduction involved simplifying the data written-up transcriptions to make it more understandable. The research emphasized on most important concepts mentioned during the interview. The step was performed to eliminate information irrelevant to the study. Data display has been preceded, with the help of the same notes from interview transcript. Thematic analysis included pinpointing patterns and recording patterns that have been further analyzed; everything in regards of Positioning, Personality, Culture and Vision, and Relationship with Consumer. Those themes are patterns across data that are important to the description of Brand Identity-Brand Image Gap. After familiarization with the data, the initial codes have been generated to represent and define each of Positioning, Personality, Culture and Vision, and Relationship with Consumer dimensions. These themes became the categories for further analysis of quantitative data.

3.4.3 Comparison

Each Brand Identity dimension stated by the interviewee has been assigned theme codes. The results from the quantitative part of a research, which represent Brand Image, have been also signed by those pattern codes corresponding to Brand Identity. The visualization tools, such as charts created in Excel Spreadsheet, presented the percentage results of the quantitative
method. Quantitative findings have been then compared to the qualitative results using descriptive statistics. The author assumed that agreeableness of over half of all participants means that Brand Image is rather consistent with the intended Brand Identity. Similarly, Brand Identity dimensions that generated scores below 50% have been considered as unsuccessful Brand Identity communication and incoherence between Brand Identity-Brand Image, thus a communication gap. The results have been presented also in a descriptive manner.

3.4.4 Quality criteria

Validity refers to the degree, to which measurement tool measures what is intended to be assessed. Reliability, on the other hand, insures consistency of measurements (Bryman & Bell, 2007). Dariush (1999) suggests that content validity of a study is proved by making reasonable judgments, in another words pre-testing. In terms of mixed approaches, implemented in this study, content validity was gained by allowing authors consult the supervisor, Dr Jason Palframan, about the interview and questionnaire draft, as well as operationalization of questionnaire and interview guideline, that describe how questions are connected to theoretical framework. Performing pre-testing also enabled ensuring validity of the data collection methods. Respondents shared their opinion on the length and form of questions of the questionnaire. Based on the results of pre-testing the primary questionnaire has been changed, due to the difficulty of understanding the questions. The final version of the questionnaire can be found in Appendix C. According to Bryman & Bell (2007), reliability can be gained by repeating the study at a later stage, with the use of multiple case studies. Due to time and monetary limitations repeating the study and display of results gained over time has not been possible. The reliability in this study has been gained by detailed explanation of the methodology of the study (Chapter 3: Methodology), to enable other researchers to perform this study at a later stage.
3.5 Chapter summary

This chapter provided explanation of methodology in this study. Table 3.2 summarizes the steps conducted to complete the research. In this dissertation the philosophy of post-positivism underpins the research, as for the investigation involves brand associations subjective and unique to individuals. Deductive approach has been used due to the theory has been developed from the academic literature and conceptual frameworks. This study has incorporated mixed methods research that combines qualitative (interview) and quantitative (questionnaires) data collection techniques and analytical methods. Due to its nature- the phenomena occurring in a social setting, this research strategy incorporates case study. The samples of two populations have been chosen to carry out the research; one of the top managers in Berocca Ireland has been targeted for the interview, existing customers of Berocca in Midlands region of Ireland who are consumers of Berocca products provided questionnaire data. Thematic analysis of qualitative data included pinpointing patterns and recording patterns that fed the key themes for descriptive statistics of quantitative data.

<table>
<thead>
<tr>
<th>Table 3.2 Summary of methodology</th>
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<tbody>
<tr>
<td><strong>Philosophy</strong></td>
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<td><strong>Research Approach</strong></td>
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<td><strong>Type of Data</strong></td>
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<td><strong>Data Collection Method</strong></td>
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<td><strong>Participants</strong></td>
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<td><strong>Data analysis method</strong></td>
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CAHPTER 4 – PRESENTATION OF RESULTS

In this chapter the author presented the empirical results from the mixed methods. Section 4.1 to 4.4 refer to the main concepts that underpin this research; *Positioning, Personality, Culture and Vision, and Relationship with Consumer*. The results from the interview were presented in a form a descriptive summary. The results from the questionnaires were additionally backed by basic statistic forms, such as charts. For interview transcription, see Appendix E.

A 60 minute interview was carried out with a senior manager on 6th July 2016. The identity of the interviewee remains anonymous. The sample was collected from one of the top managers in Berocca Ireland. The answers from questionnaires have been obtained from the people randomly selected in the space of time between 8th and 22nd of July. Questionnaires stimulated high response rate; approximately, out of 105 questioned participants 100 of them returned questionnaires. Participants profile has been described on Sec 3.7. The samples were collected from the population of Irish Midlands with the respect to two demographic dimensions; gender and age. 51% of sample was female and 49% were male. As seen on Figure 4.1, 45 out of 100 respondents (45%) were in an age group 21-29. Second largest group represent respondents in age 30-39, and they constitute 26%. Thirdly, 12 % of participants were in age under 20, followed by 9 participants in age between 40 and 49. A total of 7 responses came from people in age between 50 and 59, and only 1 respondent was over 60 years old.
Figure 4.1 Age group of questionnaire participants

4.1 Personality

4.1.1 Interview

The interviewee described their brand as *dynamic and energetic* (Per1), *inventive and innovative* (Per2), *charismatic and smart* (Per3), *amusingly clever and unconventional* with a *witty nature* (Per4), *trustworthy and reliable* (Per5) *scientific expert* (Per6), *confident* (Per7), and *inspiring, supportive and encouraging* (Per8), *modern and edgy* (Per9). Those are the essential characteristics of brand personality. The brand has been humanized in this description in order to reflect brand personality in an accurate manner. Berocca’s brand tone of voice is amusingly clever and unconventional (Per4) through the attempts to speak with an intelligent sense of humor; it is witty without being slapstick or silly at the same time. Berocca is also supportive and encouraging, since it aims to inspire and motivate higher levels of performance (Per8). The interviewee also pointed out that Berocca is confident and self-assured (Per7), but not overconfident. Its tone of voice is never arrogant or superior. That
is why Berocca brand has been described as smart and charismatic (Per3). Another personality dimension of the brand is energetic and dynamic (Per1), which is reflected in Berocca’s attempt to convey the Go-Getter in consumers and representation of the energetic aspect of the brand. The company attempts to present brand as inventive and innovative (Per2) in order to highlight the opportunities of better mental performance, which goes hand in hand with the modern and edgy nature of Berocca (Per9). The interviewee also mentioned that Berocca desires to be associated with the clinical research and if it was a real person it could be referred to as a scientific expert (Per6). Since Berocca delivers health products it wants to be perceived as trustworthy and reliable brand (Per5). Table 4.1 presents the list of brand personality dimensions, given by the interviewee, with their theme codes. The open question has also been asked, regarding the secondary brand associations held by one of the top brand managers. As the answer interviewee used five adjectives, as follows; sharp, modern, intelligent, aspirational, and progressive. The extent to which consumers’ brand associations cover the brand description given by the interviewee has been further assessed.
Table 4.1 Brand personality dimensions

<table>
<thead>
<tr>
<th>Personality dimension</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamic and energetic</td>
<td>Per1</td>
</tr>
<tr>
<td>Inventive and innovative</td>
<td>Per2</td>
</tr>
<tr>
<td>Charismatic and smart</td>
<td>Per3</td>
</tr>
<tr>
<td>Amusingly clever and unconventional</td>
<td>Per4</td>
</tr>
<tr>
<td>Trustworthy and reliable</td>
<td>Per5</td>
</tr>
<tr>
<td>Scientific expert</td>
<td>Per6</td>
</tr>
<tr>
<td>Confident</td>
<td>Per7</td>
</tr>
<tr>
<td>Inspiring, supportive and encouraging</td>
<td>Per8</td>
</tr>
<tr>
<td>Modern and edgy</td>
<td>Per9</td>
</tr>
</tbody>
</table>

4.1.2 Questionnaires

The part of questionnaire covering brand Personality asked participants to state if they agree or disagree with the presented statements about Berocca’s characteristics. Respondents have been introduced to twelve statements and three open questions. The majority of statements generated rather positive results and was consistent with the results of an interview. As seen on the Figure 4.2, 61% thought that Berocca is inventive and innovative (Per2) and 61 people agreed Berocca is a scientific expert (Per6). 52 people agreed that Berocca brand is charismatic and smart (Per3) and the same amount of participants stated that Berocca is amusingly clever and unconventional (Per4). The interview indicated that the major feeling the brand aims to evoke in their consumer is sense of achievement. This will further inspire and motivate consumers, to feed the performance and overall effectiveness of personal
progress. Questionnaires generated rather positive score in this area; 52% participants agreed that Berocca is *inspiring, supportive and encouraging* (Per8). In terms of personality dimension Per1, 66% of all respondents agreed that Berocca is *dynamic* and 5 people more stated that Berocca is *energetic and dynamic* (71%). Furthermore, Berocca was perceived as *trustworthy and reliable*, which indicated 72% of respondents (Per5). Berocca’s *confidence* (Per7) confirmed 56 out of 100 fully returned responses. The interview generated statement indicating that Berocca attempts focus on fuelling personal progress in life by being modern and providing clever solutions for one quick step at a time. This area has been confirmed by customers. The highest from all brand personality elements scored Per9; 78% of all participants agreed that Berocca is *modern*. According to the interview, the company aims to use brand to make consumers enjoy more what they do by finding the fun in everything they do. Berocca wants the consumers not to take life too seriously, but to be true to themselves. This criteria have not been met by the consumers; the lowest score was found in statement “*Berocca is witty*” (Per4); only 50% of participants reacted positive. Furthermore, 51% stated the brand is *edgy* (Per9).

The first open question asked participants to point out the characteristics they associate with Berocca. Majority (86) participants skipped the question, while 14 pointed out other personality elements and secondary brand associations, which are *hangover, vitalizing, boost, cold, improve the quality of life, energy, refreshing, boosting, unique, sporty, energy, fresh, variation, focus, vitamin, boosting perception*. Second open question has been answered by 100 people. It regarded the emotions Berocca evokes in consumers, in which they were asked to share. Several (14) respondents answered “*none*” or “*nothing*”. 
Interview results indicated that Berocca aims to motivate and release go-getter in consumers, which found its place in consumers’ minds; 29% of respondents admitted that Berocca energizes them and they gave answers, such as “energy”, “energized” and “gives me energy”. Others (11) claimed they felt “happy” when thinking of Berocca, 8 of them were
“excited”, and 4% of all respondents felt “alert”. Three people stated they felt “tired”. Another 3% however stated contradictory emotions; Berocca gave them “boost”. Berocca “inspired” 2% of questioned consumers and according to the interviewee; this is one of the main emotions that Berocca aims to evoke. Berocca made them feel “powerful”, which has been proved by 2% of respondents, followed by 2% of people who “felt good” when thinking of Berocca. The last 17% of all answers represents 17 individual statements in terms of feelings that Berocca evokes. None of the answers mentioned sense of achievement or personal progress, which are two major goals of Berocca in terms of evoking emotions. However, 2% of respondents shared that Berocca gives them inspiration. Berocca also aroused “go-getter” feeling in 2% of all respondents. Figure 4.3 represents all above mentioned answers.

Figure 4.3 Results on emotional states evoked by Berocca.
The last open question asked participants “What are the five words that come to the top of your mind when you think of Berocca logo?”. The answers of interviewee pointed out Berocca being; modern, intelligent, aspirational, sharp, and progressive. Four latter ones have not been repeated by any of consumers. Modern was the only brand association pointed as interviewee that has met the scope of Berocca associations with a score of 3. The largest secondary brand association that consumers hold in their mind has not been recognized by the interviewee; 29% of respondents replied “energy”, as shows Figure 4.4. 114 different brand associations were pointed out by questioned consumers of Berocca; however due to the large number of associations, the chart has been designed based only on the associations that had been mentioned more than twice. Consequently, the phrases of a similar definition or little variation in meaning have been united into the same category. For example, answers such as “energy”, “energized”, and “gives me energy” have been treated as the same brand association. The second, most popular adjective was “green”, repeated 27 times, followed by”boost” (repeated 14 times). When thinking of Berocca logo, people also mention “bright” and “orange”. Berocca is also identified with the catch phrase “sport” and “health”.
Secondary Brand Associations By Repeatability of Responses

Figure 4.4 Secondary Brand Associations
4.2 Positioning

4.2.1 Interview

Berocca brand’s uniqueness revolves around its personality and the image the company attempts to create. Berocca fuels personal progress in busy lives of customers. The brand is very flexible, since it promotes originality; Berocca defines the conventional, breaks the codes and always tries to find an unexpected solution. In this way it allows consumers enjoy what they do and continue their lives while Berocca feeds their personal progress and brings the sense of achievement into their every day. Berocca’s main competitive advantage over the competitors is a focus on science (Po1) and clinical research (Po2). Berocca has strong scientific background, since its corporate parent is “BAYER”. The physicians and healthcare professionals continuously conduct clinical research and trials at study centers. The global enterprise, like Bayer, with the core competencies in the Pharmaceuticals, Consumer Health, Crop Science and Life Science is a main point of differentiation, and competitive advantage at the same time, for Berocca (Po3). The physical qualities of Berocca, such as logo and packaging, have also been discussed. Even though the interviewee admitted that there are many imitator products to Berocca (Po5), Berocca’s image is rather distinctive. Brand has fresh and modern look, in comparison to the competitors (Po4). Berocca evolved from Bayer, which is a multinational chemical and pharmaceutical company founded in Germany. However the company does not express the country of origin culture; German culture is not expressed in Brand Image, such as colors or materials. Berocca’s brand remains constant but the expression of the culture and vision varies by country. Regardless the country of origin, Berocca is an international brand recognized all over the globe. Berocca decides to suppress the nationality bias, also known as country-of-origin effect (Pos6).
Table 4.2 Berocca’s Positioning Dimensions

<table>
<thead>
<tr>
<th>Positioning aspect</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science as the area of expertise</td>
<td>Po1</td>
</tr>
<tr>
<td>Focus on clinical research</td>
<td>Po2</td>
</tr>
<tr>
<td>“Bayer” as corporate parent</td>
<td>Po3</td>
</tr>
<tr>
<td>Distinctive look...</td>
<td>Po4</td>
</tr>
<tr>
<td>... despite of many imitator products</td>
<td>Po5</td>
</tr>
<tr>
<td>Global culture, suppression of nationality bias</td>
<td>Po6</td>
</tr>
</tbody>
</table>

4.2.2 Questionnaires

Eight statements and prompted questions represented the concept of Berocca’s Positioning. Figure 4.5 shows the questionnaire result of each statement; what percentage of participants agreed (YES) or disagreed (NO). As seen on the Figure 4.5 the majority of the respondents agreed on the Positioning of Berocca; 52% of respondents agreed that Berocca is more scientific than other products (Po1). Only the statement “Berocca, unlikely its competitors, focuses on clinical research” has not met with participants’ approval to the extent the other statements have; 53% participants did not agree with that statement (Po2), where the interviewee pointed it out as the major competitive advantage of the brand. However, 70% of all respondents recognize that Berocca’s corporate parent is “BAYER” (Po3) and 66% agree that the main difference between Berocca and competitors is that Berocca has rather modern and fresh look (Po4). Only 44 people did recognize Berocca’s look as the main point of differentiation. The statement regarding the imitator products generated highest score; 84% of questioned consumers responded positively to the statement Po5 and admitted that there are many similar products to Berocca. Interviewee indicated that company attempts to create
a global culture, which has met with consumers’ evaluations; 64% of participants associate Berocca brand without a certain country – Ireland (Po6). There are a number of statements regarding Berocca’s positioning in terms of variety and quality of branded products, as well as the price paid for purchasing them. The information in this area has been obtained only from questionnaire participants. The information from this area has been used to establish perceived position of Berocca on the market in relation to competition. Statement “I save money when purchasing Berocca” generated larger number of negative responses rather than positive ones, and is the lowest result; 68 % of all respondents answered “NO”. Furthermore, 67 % of all respondents agreed that Berocca offers a good range of products.

![Bar chart](image)

**Figure 4.5** Results of questionnaires on Berocca’s positioning.
The open question in terms of brand’s point of parity has been asked. Most of the respondents skipped the question (74%), and only 26 people have answered the question “Are there any other characteristics of Berocca that make it unique and different?”; 10 of respondents answered “no” and 2 of them “I don’t know”. Six respondents pointed out “the taste” and two of them mentioned “flavor”, which can be assigned into the same category as the previous answer. Three of respondents mentioned “advertising” and 5 respondents gave descriptive answers, such as “it’s refreshing”, “has higher percentage of vitamins in the tablets”, “it’s colorful and very attractive for customers”, “easy to take and I feel it immediately starts to work”, “superior marketing”.

The next open question “Are there any other similarities that Berocca shares with other brands” has not generated many meaningful answers due to low participants engagement. Total of 18 respondents gave answers; 11 of them said “no”, 3 of them mentioned “packaging”, 4 of respondents gave answers “yes” without further explanation.

4.3 Vision and Culture

4.3.1 Interview

Berocca’s vision is to become people’s number one energy partner. The goals are to help them get more out of life (VC1) and make sure they are energized to perform. It is a life style brand utilized by people who lead fast paced lives, regardless what they do in their lives. Berocca is there to inspire people in their every day (VC2), by being a part of it and giving them energy and power to perform (VC3). The aim of Berocca is to fuel the personal progress of people who utilize it in their busy lives. Berocca, when utilized every day, fulfils consumers’ needs of achievement (R1), which are described in a following section. The nature of utilizing the product on a daily basis evolves from the brand values; one of the main values promoted by Berocca is to evoke sense of achievement by taking one clever step at a time, which will further contribute to the overall progress.
Table 4.3 Aspects of Berocca’s Vision and Culture.

<table>
<thead>
<tr>
<th>Vision and Culture Aspect</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berocca helps consumers get more out of life</td>
<td>VC1</td>
</tr>
<tr>
<td>Berocca inspires people in everyday life</td>
<td>VC2</td>
</tr>
<tr>
<td>Berocca gives energy to perform</td>
<td>VC3</td>
</tr>
</tbody>
</table>

4.3.2 Questionnaire

Three statements were related to the Vision and Culture. The Figure 4.6 shows the outcome of each statements and the percentage of respondents who agreed (YES) or disagreed (NO). Statement “Berocca gives me energy to perform” (VC3) generated the highest percentage with score of 76%. Furthermore, 49% believes that Berocca helps them get more out of life (VC1). Berocca’s representative stated in the interview that Berocca aims to inspire people and these results have been confirmed; 35 % of participants is inspired by Berocca in everyday life (VC2). The open question asked participants “What are the five words that come to the top of your mind when you think of Berocca logo?” The answers to that question provide the insight to the secondary brand associations held in consumers’ minds. There are number of participants who given answers, such as “inspiring”, “motivating”, or “energy”, which cover certain dimensions of Berocca’s Vision and Culture pointed out by interviewee. The chart below depicts the extent to which participants agreed on particular statements regarding Berocca’s Vision and Culture.
4.4 Relationship

4.4.1 Interview

Berocca engages with the consumer through direct and indirect methods channels. Direct channel includes social media and direct consumer approach, such as in-store tastings executed via pharmacy assistants and occasionally tastings organized by staff on the streets (R7). Indirect channels combine a mix of traditional mass market broadcast methods, used by Berocca, such as TV and Radio (R6). In terms of communicating the marketing efforts, advertising online became one of the major channels. Press and display advertisements are located on the social media, alongside the official Berocca website and other content-related websites, such as pharmacies websites. Berocca attempts to be a part of consumers’ everyday life (R5) and desires to evoke a sense of achievement when the products are being consumed (R1). Berocca attempts to fuel personal progress of its consumer (R2) in a fun and enjoyable
way. It releases the go-getter in consumers and (R4) and enables to get more out of life (R3). Berocca tends to be more than just one time off transaction and consumers identify themselves with the brand (R9); however it does not develop a long term relationship with a specific consumer. There are many regular and loyal consumers of the brand; in fact 50% of the brand usage comes from consumers using Berocca products once or more times a week (R8). Berocca strives to always take consumers feedback into consideration. According to the interview, the strategic decisions the company makes are based on current trends and consumers’ needs and wants. The consumers are encourages to express their opinion on the products, brand and marketing activities. Their input is collected in a number of different ways. According to interviewee, all brand’s strategic decisions, from communications to new product development process, are tested using qualitative methods – real category users and brand users are consulted. Then, results are quantitatively extrapolated using nationally representative consumer groups.

Table 4.4 Dimension’s of Relationship stated by Berocca

<table>
<thead>
<tr>
<th>Relationship dimensions</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berocca evokes sense of achievement</td>
<td>R1</td>
</tr>
<tr>
<td>Berocca fuels personal progress</td>
<td>R2</td>
</tr>
<tr>
<td>Berocca helps consumers enjoy themselves</td>
<td>R3</td>
</tr>
<tr>
<td>Berocca releases go-getter</td>
<td>R4</td>
</tr>
<tr>
<td>Berocca is a part of consumers’ fast paced life</td>
<td>R5</td>
</tr>
<tr>
<td>Berocca is present in media</td>
<td>R6</td>
</tr>
<tr>
<td>Berocca has in-store/ in-pharmacy stands</td>
<td>R7</td>
</tr>
<tr>
<td>Berocca is used once a week or more often</td>
<td>R8</td>
</tr>
<tr>
<td>Consumers identify themselves with Berocca</td>
<td>R9</td>
</tr>
</tbody>
</table>
### 4.4.2 Questionnaire

Four statements represent the Relationship between Berocca and its consumers. Figure 4.7 demonstrates the outcome of each statement and the percentage of respondents that agrees (YES) or disagreed (NO). The answers have been obtained from 100 people.

<table>
<thead>
<tr>
<th>Relationship dimensions</th>
<th>R1</th>
<th>R2</th>
<th>R3</th>
<th>R4</th>
<th>R5</th>
<th>R6</th>
<th>R7</th>
<th>R8</th>
<th>R9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NO</strong></td>
<td>57%</td>
<td>44%</td>
<td>64%</td>
<td>42%</td>
<td>47%</td>
<td>13%</td>
<td>14%</td>
<td>53%</td>
<td>59%</td>
</tr>
<tr>
<td><strong>YES</strong></td>
<td>43%</td>
<td>56%</td>
<td>36%</td>
<td>58%</td>
<td>53%</td>
<td>87%</td>
<td>86%</td>
<td>47%</td>
<td>42%</td>
</tr>
</tbody>
</table>

**Figure 4.7** Customer’s responses on Relationship with Berocca

As seen in Figure 4.7 several statements received higher positive than negative score. 87% of participants have seen Berocca’s TV ads (R6) and 86% of recipients have seen the in-store or in-pharmacy Berocca stands (R7). According to the interview, Berocca aims to be a part of
consumers’ fast paced lives and questionnaire generated the score of 53% in that area (R5). Moreover, 59% of all participants replied positively when asked to agree with the statement “Berocca releases go-getter in me” (R4). The interviewee highlighted that brand has been designed to serve its consumers and fuel their personal progress (R2). The questionnaires generated comparatively high results in this area, with the 56 positive scores. The lowest percentage generated statement R3, where only 36% of recipients agreed that Berocca helps them enjoy themselves. At the same time interviewee pointed out that Berocca aims to help consumers enjoy themselves, which corresponds to particular Brand Identity dimensions, such as witty and amusingly clever (those personality dimensions also generated rather low score, as seen on Figure 4.2). Interviewee stated that 50% of the brand usage comes from consumers using Berocca products once or more times a week. Questionnaires results indicated that this number is rather accurate; nearly half of questioned consumer (47%) uses Berocca once a week or more often (R8). 43% participants confirmed Berocca’s Relationship goals and stated that they feel the sense of achievement in everyday life when consuming Berocca (R1). Furthermore, 42% of all recipients identify themselves with Berocca and agreed to the statement R9, which represents Berocca’s goal to become more than just a transaction.
CHAPTER 5 - DISCUSSION

This chapter analysis the data obtained from the empirical investigation that has been presented in the previous chapter. This focuses on finding similarities, as well as differences between established theories and investigated data. In order to do this, the data analysis have been performed while attempting to meet objectives, such as “To determine Berocca’s Brand Identity components and values”, “To evaluate customers’ perception and brand related associations”, and “To assess the existence of Brand Identity-Brand Image gap”. This chapter follows structure similar to the previous chapter; the concepts of Positioning, Personality, Culture and Vision, and Relationship with Consumer are the four main areas of focus. The summary of the data analysis is described in Section 5.4. Following Section, 5.5, lists proposition for Future Studies. Limitations of the study can be found in Section 5.6.

The aim of this study was to determine the Brand Identity that Berocca attempts to create and investigate Brand Image held in consumers’ minds. Provided data served to analyze the occurrence of certain communication gaps between Brand Identity and Brand Perception. The concepts of Personality, Positioning, Vision & Culture and Relationship served as basis for obtaining in-depth understanding of the gaps. Findings indicated that Berocca Image fits well with the dimensions of Berocca’s Personality. Men and woman also position Berocca in a similar way to intended brand Positioning. However, Berocca has failed to establish strong Relationship with customers and there are interruptions of noise that hinder communication of both Berocca’s Vision and Culture.

5.1 Personality

Regarding Berocca’s Personality, brand has rather good fit with the consumers’ perception. Majority of brand personality dimensions have been reflected by consumers’ responses.
Keller (1993) argues that it is important for brand success to aim towards congruence of associations. If Brand Image does not reflect brand characteristics assigned to its identity, consumers may become confused in terms of brand meaning. Then the associations are “loose” and incongruent. This creates a gap and space for creating new associations which may weaker Brand Image or possibly paint it in less favorable light, or completely misdirect marketing communication attempts (Keller, 1993). The cohesiveness of a brand determines the overall holistic brand perception, and reactions to the brand. Majority of Berocca’s personality dimensions have been confirmed by consumers. Those have been referred to as a set of human characteristics that can be associated with a brand, according to Aaker (1997). Consumers were asked to agree or disagree on particular characteristics of Berocca. Figure 4.2 represents the empirical results for the questionnaire, where most of the brand personality dimensions met high levels of agreeableness from consumers. Among Berocca’s brand personality dimensions, pointed out by interviewee, one can find dynamic, energetic, innovative and inventive. Those were easily recognized by participants. Berocca also desires to be perceived as trustworthy and reliable brand, since it provides delivers health products, and it meets consumers’ perceptions.

However, even though some of Berocca’s personality dimensions are reflected in Brand Image, one can identify the communication gaps. These are important to discuss and handle in order to avoid consequences of ”loose” and incongruent associations, mentioned previously by Keller (1993). The interview indicated that Berocca’s brand tone of voice is amusingly clever and unconventional through the attempts to speak with an intelligent sense of humor. However, some areas of Berocca’s Personality experienced gaps; “witty” (Per4) generated the lowest agreeableness, where only 50 % admitted that Berocca is “witty, amusingly clever and unconventional”. “Charismatic and smart” also generated low percentage; only 52 % of respondents recognized Berocca as such. This implies that Berocca
have not been fully successful when communicating above mentioned characteristics. Based on what the scholars suggest, Berocca have not been successfully when creating associations in terms of those personality dimensions, which made it difficult for the consumers to connect those keywords with a brand. As a result, “charismatic”, “smart”, “unconventional and amusingly clever” have not fully become a part of Berocca’s Brand Image. Certain personality dimensions, like “modern and edgy” also have not generated high scores (51%), when consumers were asked to agree or disagree to the given statement; however these personality dimensions are considered to be a part of Berocca’s Image (Figure 4.4). Similarly, only 52% participants agreed that Berocca is inspiring, supportive and encouraging. The results of open question reveal that 2% perceives brand as “inspirational”. This indicates that this side of Berocca’s personality has not been confirmed by customers. Perhaps this dimension has not been communicated often enough in Berocca’s marketing efforts. According to Keller (1993) these communication gaps determine brand’s evaluation performed by customers. In this case, Berocca faces emerging gap.

Majority of Berocca’s personality dimension have been recognized by consumers, but generated medium scores; between 50% and 66%. The communication of personality dimensions, that generated scores in that range are more likely to experience gaps. Kapferer’s theory (2012) on the causes of communication gap occurrence (See 2.3.1) explains that an image is the outcome of decoding a message, extracting the meaning of a message and interpreting signs. All these messages can come from two different sources; Brand Identity or extraneous factors. Among these latter one can find the companies that imitate competitors and have not a clear idea of their own Brand Identity and try to satisfy all type of customers. This case can be excluded in this research, since Berocca itself holds rather superior position on the market and is imitated by a number of other emerging brands. Kapferer (2012) further explains that gap can occur due to disconnection between Brand Identity and advertisement
attempts. Kapferer (2012) also argues that the message sent to receiver can be altered by noise and competition before it actually reaches the receiving end. The errors occurring during communication process, which alter brand’s perception, represent noise. Two latter cases can indicate why several of brand personality dimensions generated rather low scores. At this point, it is worth to mention that lack of brand knowledge, unpleasant experience with a brand, opinions and perceptions communicated between consumers through the word of mouth could also alter the Brand Image.

The discrepancy between Brand Identity and, generated by customers, Brand Image can be also identified due to occurrence of emotional states that brand did not aim to communicate. Those have been created by customers. An example of it is “alertness” which Berocca evokes in 4% of customers. The emotions mentioned by interviewee evolve around motivation, success and enjoyment. Alertness was not one of them. This state of mind and body, when evoked in particular situations when it is expected or desired to be “alert”, such as physical performance, can, in fact, paint brand in a positive light and add to the perceived brand value. However, “alertness” can also occur as unwanted side effect. In this case, Berocca is advised to focus on those emotions or associations, which stick to the Brand, but have not been intentionally communicated by the company; they may have been generated by customers.

Although, interview results have not generated even a hint of this association, five respondents mentioned “hangover cure” as Berocca’s association. It is only natural, that people create their own judgments based on interpretation of a message sent by the company (Dobele, 2005). That is why the communication strategy has to be strong enough to cut through the clutter and noise, increase willingness to pay and encourage favorable brand attitude. According to Dobele (2005) brand needs to encourage word of mouth to spread the correct brand associations among target customers. According to the interviewee, word of mouth is one of the major channels that communicate Brand Identity. However, results have
shown that the company does not stimulate this process in a right direction. Kepferer (2008) emphasizes that it is crucial for the company to be aware of communication errors and noise in order to avoid altering customers’ perception of a brand.

Overall, consumers’ brand associations have rather good fit with Berocca’s personality dimensions. The slight interruptions in communication channel have been recognized in terms of brand’s tone of voice, which has not been emphasized enough by the company, however the interruptions are not large enough to affected overall Personality perception. Additionally, new strong and rather positive, secondary brand association emerged, that has not been communicated by the company. This indicates a room for implementing and utilizing this association in future Berocca’s branding (See Section 5.7).

5.2 Positioning

The results of the study demonstrated that men and woman position Berocca in a similar way as it has been positioned by the company. Majority of statements (5 out of 6) generated rather positive results.

Kapferer (2008) argues that positioning is to distinguish brand among its competitors. The unique and distinctive character of a brand makes it attractive to customers and different from competitor’s characteristics. According to the results of interview, Berocca has been positioned as unique in terms of modern and distinctive packaging. Customers share this image, since 66% participants agreed on Berocca’s distinctive look. Furthermore, when asked to point out secondary brand associations, 12 of customers mentioned “logo” and “colorful”, 11 of them evaluated it as “bright”, and 27 customers mentioned “green” and “orange” design. Keller (2002) argues that the accurate positioning sets the brand apart from other players on the market. In that case, Berocca definitely succeeded to communicate brand positioning. Further results of interview indicated that Berocca’s efforts to set a brand that has global culture, free of nationality bias suppression, have also succeeded; only 3% of
customers associate Berocca with Ireland and the rest (64%) perceives it as a global brand without holding association of country-of-origin.

Even though many of customers (66%) are aware that Berocca’s corporate parent is Bayer, one can recognize eruption of a positioning hiatus. The only area for improvement indicated by this study is emphasizing the science and clinical research as the area of Berocca’s expertise. The interviewee pointed it out as the competitive advantage and point of differentiation for Berocca on global market. However, the consumers’ responses did not reflect Berocca’s area of expertise; only 52% customers agreed that brand is scientific. A Po2 statement has generated larger negative score; 53% customers did not agree that Berocca focuses on clinical research, whereas the interviewee suggests it is one of brand’s strengths. This indicates that brand positioning has not been fully discovered by customers due to company’s failure to communicate its point of differentiation. This means that customers have not been assured about Berocca’s largest strength to focus on science and clinical research, which are unforeseen findings. More likely there are still many consumers of Berocca who are not aware that the brand they utilize has larger scientific background than others. It is crucial to communicate these positioning criteria as point of Berocca’s differentiation, due to these associations affecting customers’ brand perception and brand awareness (Keller, 1993).

It is also important to mention that Berocca knows its place on the market which has been demonstrated by interviewee’s statement on many imitation products. Customers recognized that there are products similar to Berocca (Po5). Since the statement Po5 generated larger number of positive answers (84%), than statement Po4 (66%) this indicates that more people agreed that there are many similar products to Berocca, than the number of customers that find Berocca’s look distinctive and unique. This more likely suggests that market becomes saturated with similar products and Berocca’s modern and distinctive design might loose on
value and not be that distinctive when exposed to many imitator products. De Chernatony (1999) argues that loosing distinctive look of a brand might result with negative brand evaluation performed by customers. Then consumers are willing to purchase from the competitors and this can affect overall brand performance and company’s sale profits. Overall, Berocca succeeded at positioning brand on the market among its competitors, but a certain point-of-differentiation has not been fully discovered by customers due to company’s failure to emphasize it in the communication process.

5.3 Vision and Culture

The results show that questionnaire participants agreed with only one statement from the area of Vision and Culture of Berocca. This can lead to the broader assumption of a slight mismatch in Brand Identity-Brand Image relationship. Overall, customers do not perceive Berocca in a way the brand intents to be perceived, which indicates that there are interruptions of noise that hinders communication of both Berocca’s vision and culture. De Chernatony (1999) emphasizes that a brand needs a clear and well-defined statement, which will describe its aims for the future. According to the interviewee, Berocca’s vision is to become the people’s number one energy partner. It is the responsibility of the managers to decide on the brand’s future direction and goals that will help with it (De Chernatony, 1999). Berocca’s vision goals are to help customers get more out of life, inspire, and motivate them in everyday life and to give them energy to perform. However only, the latter has been confirmed by customers. The only statement that generated larger amount of positive answers rather than negative refers to Berocca giving customers energy to perform; 76% of participants agreed on statement VC3. This indicates that Berocca has been successful in communicating some of its Vision and Culture dimensions. Nevertheless, the results show that there is a presence of gap in communication, most likely due to Berocca’s vision being defined or communicated in unsatisfactory manner. According to the interviewee, Berocca’s
main vision is to motivate consumers, fuel personal progress, and help enjoy life. Only 35% customers were inspired by Berocca in everyday life, and 49% participants believed that Berocca helps them get more out of life. There are also number of participants who mentioned secondary brand associations, such as “inspiring”, “motivating”, or “energy”, which cover areas of Berocca’s Vision and Culture. Janonis (2007) argues that a company should express a culture, where principals and values are clearly specified. These values determine the business practices within the company (De Chernatony, 1999). Effectively managed, it can increase competitive advantage in fast-paced market place. According to De Chernatony’s (1999) conceptualized model for Brand Identity, Vision and Culture consists of artifacts, value-core and peripheral, and mental models. In case of Berocca, brand’s vision have been clearly specified, however the core values and guidelines for mental models, as well as artifacts supporting that culture have been rather absent. The importance of sequential dependency between culture and vision needs to be emphasized; culture consists of set of values and indicators that feed brand’s inspiration (De Chernatony, 1999). The research shows that aspiring to a vision without clearly stated values and culture is expected to fail, which has been an unexpected finding. The importance of sequential dependency between brand culture and vision has not been emphasized by previously mentioned in literature review authors. It is crucial to highlight the significance of Culture when creating a Vision. Vision must further reflect the set of values, which contribute to overall Culture. As shown in 2.5 in the conceptualized model, Culture and Vision are the core of the whole model, thus they drive other elements, such as Positioning, Personality and subsequent Relationship. It is crucial for this element to be clearly specified and reflected in every process and communication attempt of a brand.

Overall, there are interruptions and noise that hinder brand communication. In result, customers do not perceive Berocca in a way the brand intents to be perceived. The research
developed unexpected findings, based on Berocca’s case; a company aspired to a Vision without clearly stated values and Culture, which resulted with a failure.

5.4 Relationship

The results indicate that there is communication gap emerging between Brand Identity and Brand Image, and Berocca has failed to establish strong relationship with its customers. This has been demonstrated by rather low scores in the Relationship dimension; only 5 out of 9 statements generated higher positive score rather than negative. According to Blackstone (1992), Relationship emphasizes the important role consumer plays in brand communicating process; it is defined as the interaction between consumers’ attitude towards the brand and brand’s attitude toward consumers (Blackstone, 1992). In dept interviews showed that Berocca strives to take customers into consideration when making decisions about the brand. Moreover, Berocca engages with the consumer through direct and indirect channels. The interviewee claimed that the strategic decisions of Berocca are based on current trends on the market and needs and wants of consumers. The consumers are encouraged to express their opinion on the products, brand and marketing activities. Their input is collected using qualitative methods – real category users and brand users are consulted. Then, results are quantitatively extrapolated using nationally representative consumer groups. However, according to the questionnaire results, only 42% of all respondents states that they identify themselves with Berocca. This implies that Berocca has been rather unsuccessful when trying to establish relationship with customers. Kapferer (2008) emphasizes that in order to establish something more meaningful than transaction and exchange between the brand and consumers, there is a need for consumer involvement. Yet, only 47% of customers use Berocca once a week or more often. Moreover, as empirical data shows, there is high brand awareness and recognition, which has been expressed in high agreeability scores to statements R6 and R7; 86% of customers recall that they have been exposed to Berocca’s
marketing attempts in pharmacy or in stores, and 87% participants have seen the advertisements in the media. As distinguished by Keller (1993) the relevant dimensions of brand knowledge and consumers’ response are brand awareness, which occurs via recall and recognition. Berocca has established its position on the market and through its marketing activities brand has gained high awareness among customers. However one can recognize low engagement from the customers. Blackstone (1992) highlights interaction between consumer and a brand should be mutual. Less than half respondents agreed that brand evokes sense of achievement, and only 36% believe that Berocca helps them enjoy themselves more. The two latter sentences represent the core of Berocca’s attempts to influence consumers’ lives and established a relationship with them. That indicates that Berocca has failed the attempt to establish the long-term relationship brand-to-consumer. Over half of respondents admitted that Berocca is a part of their fast paced life, releases go-getter and fuels personal progress. This means that Berocca is fully equipped with the characteristics and tools that help establish strong relationship with customers. This has been one of the most unexpected findings of this research; Berocca is highly recognized and has characteristics necessarily to establish long term relationship with consumers, but lacks the attempts to do so. As De Chernatony (1999) explains, a successful brand-to-consumer relationship can positively influence brand’s success. Berocca is losing the opportunity to exploit those advantages by failing to establish a mutual long-term relationship with its customers. Berocca brand is considered to be active in its communication strategy, but there are no incentives or rewards for customer’s loyalty, that would back this strategy and encourage customers to receive brand message and engage with a brand.

Overall, Berocca’s interaction with customers is limited to transaction. Berocca has been unsuccessful when trying to establish relationship with customers. An unexpected findings of this research indicated that Berocca is highly recognized and has characteristics necessarily to
establish long term relationships with consumers, but lacks the loyalty rewards and incentives to engage customers.

5.5 Summary

The aim of the discussion was to present that the results of empirical data and exploit its meaning in regards to the previously presented theoretical framework. The similarities have been discussed and the dissimilarities between data have been found, thereby there are several communication gaps that have been identified. The conceptual framework and its dimensions served as indicators for understanding Berocca’s Identity – Image relationship. Table 5.1 summarizes the areas where gaps have been found.

**Tab 5.1 Communication gaps between Berocca’s Identity and Image**

<table>
<thead>
<tr>
<th>Gap</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personality</strong></td>
<td>Only some of the consumers perceive Berocca as witty, amusingly clever and unconventional. Berocca makes consumers feel alert. Berocca is associated with the after-effects caused by drinking an excess of alcohol (“hangover”).</td>
</tr>
<tr>
<td><strong>Positioning</strong></td>
<td>Consumers did not recognize science and clinical research as the area of Berocca’s expertise.</td>
</tr>
<tr>
<td><strong>Vision and Culture</strong></td>
<td>Brand’s culture has not been well-defined; brand does not reflect its values and principles. Berocca does not inspire consumers in everyday life. The sequential dependency between culture and vision has not been preserved.</td>
</tr>
<tr>
<td><strong>Relationship</strong></td>
<td>Berocca does not have close relationship with consumers; The interaction brand-consumer is rather transactional</td>
</tr>
</tbody>
</table>
5.6 Limitations

Due to time and monetary limitations repeating the study and display of results gained over time has not been possible. Repeating the study at a later point in time would ensure the reliability, according to Bryman & Bell (2007). On the other hand, the interview is not necessarily intended to be repeated, since they reflect the unique situation and circumstances, during which the data were collected. A situation and circumstances might be a subject to change (Saunders, 2016). Another limitation, that needs to be addressed, is response bias. This error can be caused by interviewee’s perception about the interviewer. Saunders (2016) explains that taking part in interview is an intrusive process and even though the interviewee might be willing to participate in the process, he/she might produce the interviewee bias due to being sensitive to exploration of certain themes. This issue needs to be taken into consideration, even if not recognized in current study. Carrying out more than one interview would ensure the validity of the findings. Perhaps, conducting several interviews with the top management of Berocca branding could produce more in-depth results and ensure of the accurate wording of Brand Identity components.

In terms of questionnaire, the data collection method could be also altered for the future study. The questions regarded, inter alia, the evaluation of a products design and packaging. However, the participants have not been exposed to the samples of Berocca’s look. In fact, questionnaires have been gives only to the existing consumers of Berocca, and it has been predetermined that they are familiar with the brand look. It is rather advised for a further research to expose participants to the samples of packaging or ads, in order to enhance their cognitive process. The acknowledgement of above listed limitations is a critical process for this study. It enables confronting the assumptions on the research that have not been known previously and making suggestions for the future research. The latter have been described in the following section.
5.7 Future Research

Author suggests that more research should be done in the area of branding with the focus on relationship between Brand Identity and Brand Image. This dissertation aimed to investigate the existence of a gap between Brand Identity and Brand Image. However, the explanation of underlying reasons to why the gap has occurred would have been the focus of further exploratory and explanatory studies. More specifically, it is advised to research on the causes of Brand Image-Brand Identity gap occurrence and the ways to avoid this phenomenon. The authors found that existing theories provide a large number of information on theoretical concepts, however the knowledge on those concepts’ interconnection is limited, thus more research in this field is necessary.

Moreover, it is of great interests of companies to understand the ongoing branding processes. It is advised to focus on practical implications from the research and expand them, in the way the companies in a business world can apply certain knowledge and understanding of researched concepts, as well as alter their current strategies. This dissertation constitutes of basics, which can be further utilized to extend the knowledge of branding. One of the proposed future researches could face the issue of investigating the relationship and interactions between reputation of a brand and reputation of a company. Another proposed future study would focus on managing a brand in the specific location that is Midlands of Ireland. Branding in pharmaceutical industry is another area that derives from this dissertation; what is the best way to brand products, such as Berocca; as commercial product or as a medical product? Author also proposes to extent current knowledge, obtained from this study, and to transform it into behavioral studies. When reflecting on the concept, there is a need for acknowledge to be made; developing a brand reflection for the target group might foster the behaviors among customers where they seek to create their own image, which can further weaken Brand Image. Thus consumer reflection should be under brand’s control. In
that case, there is a need for study that will investigate the ways to keep consumer reflection under the company’s control. This dissertation is based on conceptualized framework of Brand Identity derived from De Chernatony’s Model on how to manage brand. It should be acknowledged, however, that there might be other concepts that justify and contribute to the overall Brand Identity concept. Additional research in this area would provide deeper understanding of branding process, which could be utilized by companies. In terms of Brand Image, this study takes into consideration only customers’ attitude and benefits from evaluation that they state. Future research could focus on other factors influencing Brand Image, as well as other data collection techniques, than those used in this study. This would enable companies to tailor-make their communication strategies, which contribute to positive Brand Image.
CHAPTER 6 - CONCLUSION

The final chapter highlights the findings of the study. Following Conclusion in Section 6.1, the Managerial and Academic Implications and Recommendations have been provided in Section 6.2.

6.1 Findings Conclusion

The purpose of this study was to identify Brand Identity of Berocca and investigate Brand Image. The conceptual framework, which constitutes of Personality, Positioning, Vision & Culture and Relationship, served as indicator for research direction. This ensured deeper understanding of the Brand Identity-Brand Image relationship. The overall results show that, surprisingly, Berocca have experienced gaps in all four dimensions of Brand Identity.

In terms of Brand Personality, Berocca experienced a mismatch in identifying characteristics, such as “witty”, “amusingly clever” and “unconventional”. Moreover, the discrepancy between Brand Identity dimensions and perceived by customers Brand Image can be identified due to occurrence of emotional states, such as alertness, and associations, like hangover, that brand did not aim to communicate. Overall, majority of Berocca’s personality dimension have been recognized by consumers, but they are not strong associations and can negatively influence customers’ brand perception and brand evaluation.

When assessing Positioning of the brand, consumers did not recognize science and clinical research as the area of Berocca’s expertise; thus, Brand experiences positioning hiatus. Brand’s position in regards of other existing players on the market has not been fully elucidated by customers due to company failed to communicate its point of differentiation. More likely customers have not been assured about Berocca’s largest strength to focus on science and clinical research. The gaps found in Positioning can eventually disturb customers’ evaluation of the brand. Furthermore, this means that customers are not fully
aware of the brand uniqueness, which means that Berocca does not exploit its competitive advantages, which could affect Berocca’s revenue statements.

In Vision & Culture, the results show that consumers do not feel inspired by Berocca in everyday life. Furthermore, brand’s culture has not been well-defined and brand does not reflect its values and principles. Berocca strives to pursue goals that are consistent with brand’s vision, but those are not driven by brand’s values (culture). The sequential dependency between Culture and Vision has not been preserved. Brand’s vision have been clearly specified, however the core values and guidelines for mental models, as well as artifacts supporting that culture have been rather absent. Those gaps found in Vision & Culture could lead to creation of unfavorable associations to the brand.

Berocca also generated a communication gap in regards to Relationship. Even though, brand awareness is high and Berocca has characteristics necessarily to establish long term relationship with consumers, there has been recognized absent of attempts to transform a one-time transaction into strong brand-customer relationship. Berocca lacks incentives and rewards for customer’s loyalty that would back communication strategy and encourage customers to engage with a brand. Overall, the gaps found in Relationship, if continued to occur, could lead to loss of brand equity and perceived value. It can also cease the development of a brand and affect the profits.

6.2 Implications and Recommendations

6.2.1 Managerial Implications and Recommendations

In this study it has been emphasized that it is crucial for a Brand Identity to match customers’ perception. Brand management is required to continuously monitor the relationship and interaction between those two elements; otherwise, the Brand Identity-Brand Image can occur. Findings of this research could contribute to the future success of certain brands. The managerial and strategic recommendations have been described.
• This research established that it is crucial for the company to establish clear Brand Identity that will be communicated to the customers. The set of unique, strong and favorable brand associations needs to be specified in a detailed manner. By handing clear expression of a brand, the company adds value. This further affects customers’ evaluation and willingness to pay. It also strengthens brand associations and leaves no room for customers to create new secondary brand associations inconsistent with already existing Brand Identity.

• This study also established that it requires deep analysis to recognize Brand Identity-Brand Image gaps. Company may attempt to position brand in a certain manner, however customers tend to establish their own opinion of brand’s positioning based on individual perception, as well as word-of-mouth. In this case, company is advised to perform market research and competition analysis, as well as internal positioning analysis. These activities should be performed continuously due to rapid changes on a global market. The findings of this research can be utilized as basis to develop new positioning strategy or improve current branding strategy. The company is also advised to perform continuous research on the Brand Image, to gain the knowledge of how customers perceive brand. This will decrease the likelihood of the gap to occur, as well as it will eliminate the negative outcomes that are highlighted in Sec 2.3.2. Furthermore, if the Brand Identity- Brand Image gap still occurs, the company is required to perform customer research in order to find out the underlying reason. This can lead to the new findings.

• The study established that customers might lack perception of certain brand characteristics. Those characteristics might have not been communicated or emphasized enough by marketing efforts. It is advised for a company to narrow brand associations that they want to communicate to the bare minimum. In that way the
optimized brand personality can be further communicated to create strong and unique associations. Repetition of the same or similar associations, catch phrases, colours and designs is desirable when attempting to help customers memorize the same associations regarding a brand.

- In case of saturated market with many similar products or imitator products differentiation strategy is a crucial business activity. When brand elements or characteristics are shared by many different brands and are not unique anymore, it should be considered to focus the marketing activities on communicating what a brand is certainly not. In that way brand, even though it shares associations with other market player, will separate itself from the competition.

- An important finding has been discovered during this research: Brand Culture and Vision are subsequently dependent on each other. According to De Chernatony (1999) values determine the business practices within the company. Effectively managed, it can increase competitive advantage in fast-paced market place. Culture consists of set of values and indicators that feed brand’s inspiration. The research shows that aspiring to a vision without clearly stated values and culture is expected to fail. It is crucial to highlight the significance of Culture when creating a Vision. In case when company struggles to base their attempts on a combination of Culture and Vision, it is advised to consider Culture and Vision as two separate entities that influence each other. It will not alter the overall outcome of Brand Identity, it will however make it more approachable to create Brand Culture and then come up with a certain Vision that is based on values and mindset derived from Culture.

- The dissertation further shows that the company can experience problems with customer involvement. It is important for the brand to highlight the importance of customer input. Customer suggestions could be utilized to improve or alter
promotional material. This will assure customers on their significance to the company and will eliminate customers’ hesitations to establish relationship with a brand. When trying to establish relationship with customers, it is important to give them incentives rewarding them for their loyalty to the brand. It is extremely difficult to become a part of consumers’ lives without implementing tools that encourage consumer engagement. Loyalty rewards programs, such as cards and tier system for initial purchase, social media campaigns and competitions, mobile apps, and non-monetary programs, like trips, classes and memberships in popular events are means to gain their loyalty and transform one-time transaction into strong relationship.

- In case of recognizing the occurrence of secondary brand associations created by customers, that were not intended to be a part of a brand, a company could consider utilizing them. If the associations are positive and consistent with already created Brand Identity it is recommended to communicate them into the market in order to confirm their viability through social media advertisements, campaigns or endorsement. The congruence with Brand Identity directly affects how easy the brand associations can be recalled, and how easy additional secondary brand associations can be linked with the primary ones. The information that is consistent with already existing brand associations can be more easily attained and remembered (Keller, 1993). The combination of associations is also desired. For example, Berocca has been presented to a target market as a product that improves physical performance and broadly associated with sport. At the same time customers encouraged their own association of Berocca products. Using endorsement of a sportsperson that combines the primary brand characteristics and those created by society, will strengthen existing prime brand association and implement the new brand association, that has been held
in consumers’ minds for a long time already; thus, the social approval and trust will be gained.

- This study emphasizes the importance of consistency between Brand Identity and Brand Image, and highlights the significance of strange, favorable and unique brand associations. As demonstrated previously, mismatch of Brand Image and customers’ expectations might create a gap. The message consisting of Brand Image should be passed to the right target market in a comprehensible manner. The uniqueness, strength and favorability of Brand Image associations will further correspond with the real experience and reveal understanding of a brand, thus a Brand Image. Strong brand can, thus, survive competitors’ attacks and not only follow, but create current market trends. That is why it is so important for the Brand Image to be carefully designed. Brand Image must ultimately be secured from the changeability and opportunism, and then it will be revealed or highlighted by congruent image.

6.2.2 Academic Implications and Recommendations

This study is based on established theories of major authors in the area of Branding and Marketing Communications, such as Kapferer’s Sender-Receiver Model (2012) and Prism of Brand Identity, as well as De Chernatony’s (1999) Conceptualized Model of Brand Identity (1999) and Keller’s Model of Brand Knowledge (1993) and Consumer-Based Brand Equity Pyramid (2001). The study presented the nature of different communication gaps that might occur and the importance of decreasing the likelihood of these gaps to occur. According to Remenyi et al. (1998), this study makes a contribution that is valuable to academia due to intensifying the understanding the phenomena of Brand Image-Brand Identity. This dissertation also strengthens already existing theories. This have been achieved by presenting the conceptualized framework on Brand Identity and four concepts Brand Identity consists of; Personality, Positioning, Vision & Culture
and *Relationship*. The model also emphasizes the influence of those Brand Identity dimensions on its outward expression – Brand Image. This framework could be utilized by companies; to further help them identify communication gaps and manage their Brand Identity Elements. The discovery of sequential relationship between Brand Culture and Brand Vision contributes towards future research. This dissertation can be altered and utilized in a more detail manner, when developing Brand Identity dimensions. Furthermore, similar framework, with the use of Berocca brand in a current location of Irish Midlands has not been found in the area of branding theories and thereby the study made a contribution to the field of Branding, Consumer Behavior and Marketing Communication.

A further contribution of the study lies in the methodological approach. The author have provided the framework on research strategy, methods and underlying philosophy while investigating Brand Image and assessing Brand Identity. Mixed approach, used in this research, can be utilized when attempting to investigate or measure the extent of Brand Image- Brand Identity gap. The methodological approach from this study can be applied to gain deeper understanding of studied phenomena.
REFERENCES


Saunders et al. (2016) Research Methods for Business Students. London:


APPENDICES

Appendix A: Interview

1. How would you describe Berocca if it was a real person?

2. Name at least five characteristics the company attempts to associate Berocca brand with (feel free to choose them from the chart below)

3. What emotions does Berocca want to evoke in the consumers? How do you want consumers to feel? (e.g. excitement, anything social status related?)

4. What characteristics make Berocca attractive to consumers? (in terms of uniqueness)

5. What characteristics differentiate Berocca from competitors? (points of differentiation)

6. How would you describe the Berocca’s physical qualities (packaging, colors, etc)?

7. What is Berocca’s vision?

8. What is Berocca’s culture? And how is it expressed? (by country of origin, shapes, colors, materials, practices, activities?)

9. How does Berocca approach their consumers?

10. What relationship does brand have with their consumers?
11. Do you take the consumers into consideration in the decision-making regarding Berocca as a brand? (in terms of their feedback)

12. What are the five words that should come to the top of consumers’ minds when they think of Berocca logo?
Appendix B: Interview operationalization

Personality

13. How would you describe Bericca if it was a real person?

14. Name at least five characteristics the company attempts to associate Berocca brand with.

[Diagram showing Brand Personality dimensions: Sincerity, Excitement, Competence, Sophistication, Ruggedness.]

15. What emotions does Berocca want to evoke in the consumers?

Dimensions of Brand Personality (Aaker, 1997)

Positioning

- What characteristics make Berocca attractive to consumers?
- What characteristics differentiate Berocca from competitors?
- How would you describe the Berocca’s physical qualities?

Vision and Culture

- What is Berocca’s vision?
- What is Berocca’s culture? And how is it expressed? (by country of origin, shapes, colours, materials)
Relationship

- *How does Berocca approach their consumers?*

- *What relationship does brand have with their consumers?*

- *Do you take the consumers into consideration in the decision-making regarding Berocca as a brand?*
Appendix C: Questionnaire

Hello! I am a student of Athlone Institute of Technology. I am conducting research concerning Berocca brand. Your answers will be anonymous and I appreciate if you try to answer as honestly as possible. Thank you for your participation!

Gender: □ Female  □ Male

Age:
□ < 20  □ 21-29  □ 30-39  □ 40-49  □ 50-59  □ 60+

1. Do you agree with the following statements?

- Berocca is dynamic □ YES □ NO
- Berocca is inventive and innovative □ YES □ NO
- Berocca is charismatic and smart □ YES □ NO
- Berocca is energetic and dynamic □ YES □ NO
- Berocca is trustworthy and reliable □ YES □ NO
- Berocca is modern □ YES □ NO
- Berocca is amusingly clever and unconventional □ YES □ NO
- Berocca is inspiring, supportive and encouraging □ YES □ NO
- Berocca is confident □ YES □ NO
- Berocca is witty □ YES □ NO
- Berocca is edgy □ YES □ NO
- Berocca is scientific expert □ YES □ NO
2. Are there any other characteristics apart from those above, which you associate with Berocca?

________________________________________________________________________

________________________________________________________________________

I feel a sense of achievement in everyday life when consuming Berocca □ YES □ NO
Berocca fuels my personal progress □ YES □ NO
Berocca makes me enjoy myself □ YES □ NO
Berocca releases the “go-getter” in me □ YES □ NO

3. When thinking of Berocca, what emotions does it evoke in you?

________________________________________________________________________

4. Do you agree with the following statements:

Berocca is more scientific than other products □ YES □ NO
Berocca, unlike its competitors, focuses on the clinical research □ YES □ NO
Berocca’s corporate parent is “BAYER” □ YES □ NO

5. Do you agree with the following statements?

The main difference between Berocca and competitors is that Berocca has modern and fresh look.

□ YES □ NO

There are many products similar to Berocca.

□ YES □ NO

6. Are there any other characteristics of Berocca that make it unique and different?

________________________________________________________________________

________________________________________________________________________
Are there any other similarities that Berocca shares with the other brands?

7. Do you agree with the following statements?

- Berocca inspires me in everyday life □ YES □ NO
- Berocca gives me energy to perform □ YES □ NO
- Berocca helps me get more out of life □ YES □ NO
- I use Berocca once a week or more often □ YES □ NO
- I have seen Berocca’s TV ads □ YES □ NO
- I have seen Berocca’s in-store or in-pharmacy stands □ YES □ NO
- I save money when purchasing Berocca □ YES □ NO
- Berocca offers a good range of products □ YES □ NO
- I associate Berocca with Ireland □ YES □ NO
- I identify myself with Berocca □ YES □ NO
- Berocca suits my lifestyle □ YES □ NO

8. What are the five words that come to the top of your mind when you think of Berocca logo?
Appendix D: Questionnaire operationalization

I. Personality:

Do you agree with the following statements?

Berocca is dynamic □ YES □ NO
Berocca is inventive and innovative □ YES □ NO
Berocca is charismatic and smart □ YES □ NO
Berocca is energetic and dynamic □ YES □ NO
Berocca is trustworthy and reliable □ YES □ NO
Berocca is modern □ YES □ NO
Berocca is amusingly clever and unconventional □ YES □ NO
Berocca is inspiring, supportive and encouraging □ YES □ NO
Berocca is confident □ YES □ NO
Berocca is witty □ YES □ NO
Berocca is edgy □ YES □ NO
Berocca is scientific expert □ YES □ NO

Are there any other characteristics apart from those above, which you associate with Berocca?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

When thinking of Berocca, what emotions does it evoke in you?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What are the five words that come to the top of your mind when you think of Berocca logo?
II. Positioning:

Do you agree with the following statements?

Berocca is more scientific than other products

Berocca, unlike its competitors, focuses on the clinical research

Berocca’s corporate parent is “BAYER”

The main difference between Berocca and competitors is that Berocca has modern and fresh look.

There are many products similar to Berocca.

Are there any other characteristics of Berocca that make it unique and different?

Are there any other similarities that Berocca shares with the other brands?

III. Vision and Culture:

Do you agree with the following statements?

Berocca inspires me in everyday life

Berocca gives me energy to perform

Berocca helps me get more out of life

I associate Berocca with Ireland

I save money when purchasing Berocca

Berocca offers a good range of products

IV. Relationship:

Do you agree with the following statements?
I feel a sense of achievement in everyday life when consuming Berocca

Berocca fuels my personal progress

Berocca makes me enjoy myself

Berocca releases the “go-getter” in me

Berocca helps me get more out of life

I use Berocca once a week or more often

I have seen Berocca’s TV adds

I have seen Berocca’s in-store or in-pharmacy stands

I identify myself with Berocca

Berocca suits my lifestyle
Appendix E: Notes from the interview

How would you describe Berocca if it was a real person?
Inventive, Dynamic, Self-Assured, Amusingly Clever, Inspiring, Trustworthy & Reliable, Energetic & Dynamic, Innovative, Modern, Smart, Confident, Witty, Edgy, Scientific Expert

What emotions does Berocca want to evoke in the consumers? How do you want consumers to feel? (e.g. excitement, anything social status related?)
Brand wants consumer to feel sense of achievement. Berocca wants to fuel personal progress in life by providing clever solutions for one quick step at the time. This will feed the performance and overall effectiveness of personal progress. The company also aims to use brand to make consumers enjoy more what they do by finding the fun in everything they do. Berocca wants the consumers not to take life too seriously, but to be true to themselves.

What characteristics make Berocca attractive to consumers? (in terms of uniqueness)
Berocca fuels personal progress in busy lives of customers. Berocca allows consumers enjoy what they do and continue their lives while Berocca feeds their personal progress and brings the sense of achievement into their every day. Berocca’s main competitive advantage over the competitors is a focus on science and clinical research.

What characteristics differentiate Berocca from competitors? (points of differentiation)
Science, Corporate parent “BAYER”, clinical research,

How would you describe the Berocca’s physical qualities (packaging, colors, etc)?
Distinctive, but less so now as there are many imitator products. Modern, fresh
What is Berocca’s vision?
To enable people to get the most out of life, to make them energized to perform. To make Berocca people No.1 Energy partner to get more out of life.

What is Berocca’s culture? And how is it expressed? (by country of origin, shapes, colors, materials, practices, activities?)
It varies by country. It’s very much a life style brand utilized by people who lead fast paced lives.

How does Berocca approach their consumers?
Berocca engages through direct and indirect methods.
Direct includes:
- social media
- in-store tastings executed via pharmacy assistants and sometimes tasting staff on street
Indirectly includes:
- Berocca uses a mix of traditional mass market broadcast methods like TV & Radio.
- Also PR, Press & display advertising online

What relationship does brand have with their consumers?
No direct long term developed relationship with specific consumers. There is however many regular users of the brand and loyal ones. 50% of the brands usage is from consumers using once or more a week.
Do you take the consumers into consideration in the decision-making regarding Berocca as a brand? (in terms of their feedback)

All brand strategic decisions from communications to new product development are concept tested using qualitative methods. Real category and brand users are consulted. Results are then quantitatively extrapolated using nationally representative consumer groups.

What are the five words that should come to the top of consumers’ minds when they think of Berocca logo?

Sharp, modern, intelligent, aspirational, progressive