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**THEORETICAL ASPECTS OF BRANDING FOR THE DEVELOPMENT OF BRAND MANAGEMENT
STRATEGY AT UKRAINIAN ENTERPRISES**
**ТЕОРЕТИЧНІ АСПЕКТИ БРЕНДИНГУ ДЛЯ РОЗРОБКИ СТРАТЕГІЇ БРЕНД-МЕНЕДЖМЕНТУ
НА ПІДПРИЄМСТВАХ УКРАЇНИ**

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аспекти брендингу для розробки стратегії
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The importance of the problem of forming and managing Ukrainian brands (trademarks) is determined by the fact that well-known brands become an important condition for a company's stable position on the market, and one of the key factors is its profitability and competitiveness. The world experience was considered and analyzed, which shows that at the current stage of development of competitive markets, brands are fighting for a place in the minds of buyers. The theoretical aspects of the justification of the brand and brand management were studied, and a holistic definition of the concept of "brand" was formed. In the article, the tools of brand management and its system are formed, agreed, and characterized. The sequence of use and formation of the brand, its stages are highlighted. Based on the conducted research, the expenses for the formation and implementation of the brand in the sales and service personnel of the Ukrainian company were compiled. All this makes the analysis of practical experience and the development of a theoretical concept of brand management of trade and production of Ukrainian companies relevant in the conditions of modern realities. The criteria determining the priority of brand effectiveness of sales and service personnel of Ukrainian companies are compared. The possibility of practical use of its results in the activities of Ukrainian companies makes this work particularly relevant. A SWOT analysis of the company's activities was carried out, which identified the company's strengths and weaknesses, potential advantages, and threats that the company may face in its activities. It has been proven that the formation and development of a brand in the sales and service personnel of a Ukrainian company from the field of commerce is economically beneficial. The proposed elements of the brand will help the enterprise to increase its economic efficiency, which is necessary in the current economic situation in the country, as well as in the financial state of the enterprise.

Keywords: brand, brand management, branding, brand effectiveness, brand tools.

Важливість проблеми формування та управління брендами (торговими марками) українських компаній визначається тим, що відомі бренди стають важливою умовою стійкого становища компанії на ринку, а одним із ключових факторів стає прибутковість та конкурентоспроможність. Розглянуто та проаналізовано світовий досвід, який показує, що на сучасному етапі розвитку конкурентних ринків бренди фактично борються за місце у свідомості покупців. Досліджено теоретичні аспекти обґрунтування бренду та бренд-менеджменту, сформовано цілісне визначення поняття «бренд». Також охарактеризовано інструментарій бренд-менеджменту та складові його системи. Висвітлено послідовність використання та формування бренду, проаналізовано його основні етапи. На основі проведеного дослідження визначено витрати на формування та впровадження бренду в торговому та обслуговуючому персоналі української компанії. Порівняно критерії, що визначають пріоритетність ефективності бренду торгового та торгово-обслуговуючого персоналу українських компаній. Проведено SWOT-аналіз діяльності компанії, який визначив сильні та слабкі сторони компанії, потенційні переваги та загрози, з якими компанія може зіткнутися у своїй діяльності. Доведено, що формування та розвиток бренду в торгово-обслуговуючому персоналі української компанії зі сфери комерції є економічно вигідним. Усе це дозволило навести результати аналізу практичного досвіду цієї сфери та розробити теоретичну концепцію бренд-менеджменту для торгово-виробничих українських компаній. Отримані результати є досить актуальними для українських компаній і рекомендуються до впровадження в їх діяльність. Запропоновані елементи бренду допоможуть підприємству підвищити економічну ефективність, що є необхідним у поточній економічній ситуації в країні та допоможе стабілізуватися на європейських ринках, а також дозволить покращити фінансовий стан підприємства.

Ключові слова: бренд, бренд менеджмент, брендинг, ефективність бренду, інструменти бренду.

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Introduction

Traditionally, the brand is a symbol of the product. In the eyes of the potential consumer, it was supposed to represent the type of ingredients, method of production, and craftsmanship of the manufacturer. Nowadays, though, it is obvious that it represents more than just production characteristics. It is often the brand logo that defines a product or service that is decisive in the consumer's choice [9].

However, most domestic experts agree that a brand is a «strong» brand, which becomes such one due to the effective use of marketing communications and the creation of a unique image of the product or enterprise.

Either usually a brand is combined with a trademark, or it is directly said to be an independent concept of the brand. Therefore, the table offers a list of definitions of the concept of brand, which are developed by domestic and foreign scientists.

To determine the socio-economic essence of the brand of the enterprise we analyzed the existing domestic and foreign economic literature views of scientists on this concept.

Analysis of previous publications showed that many foreign and domestic works are devoted to the issue of brand formation scientists this issue is highlighted by A. Bontour, Jean-Marc Leyu, T. Ambler [17]. The works of many domestic and foreign scientists study the problems of creating and managing brands, among which we should highlight: D. Aaker [1], S. Burrow, P. Drucker, F. Kotler [2, 7, 9, 11], K. Keller, L. Rice, E. Rice, J. Trout, B. Tracey, A. Wheeler, P. Miniard, J.-N. Kapferer, A. Ellwood, D. Schultsa, I. Krylov, T. Primak, O. Kanishchenko, O. Zozulyov [3, 4, 8, 16, 17, 19], O. Shevchenko and others. According to A. Bezruchenko and D. Logush [16, 17, 22], a brand is a complete unique image of a product as a subject of communication, and a management task brand consists of creating and maintaining this comprehensive and uncontroversial image. M. Lewis, notes that "... a brand is an aura of ideas and expectations about a product (or service) that make it relevant and distinctive. It goes beyond the physical, penetrates psychological perception and has extraordinary power" [4, p. 641].

Formulation of the purpose of the article

The purpose of this article is the study of the theoretical aspects of branding, which is necessary for the development of a brand management strategy in Ukrainian enterprises, since it is the approaches to branding that correlate the focus of the company's activities, methods, and tools of branding with the main functions that branding should perform.

Presentation of the main material

Analysis of other sources of the concept of brand originates from the American Marketing Association [10], which defines brand as a name, term, sign, symbol, design, or a combination of intention to identify the goods or services of one seller or group of sellers, and to distinguish the goods or services from those of competitors.

According to most definitions, a brand is understood as a complex phenomenon, which considers the material and immaterial properties of the object to which the brand belongs, which leads to the existence of different approaches to the interpretation of the brand.

Brand names and other trademarks are still used to identify a particular supplier's products or services and set it apart from competitors offering similar products or services. This, at the very least, makes life easier and less risky for the consumer. Although brand symbolism plays a big role in consumers' lives, most brands still place their main bet on the obvious benefits of their product, such as popularity, predictability, and value. As a successful brand represents value to the consumer, a firm can sell more and at a higher price than the product which did not own the brand [6, 9, 14, 20, 24]. It is very rare to find a clear and complete definition of the concept of brand.

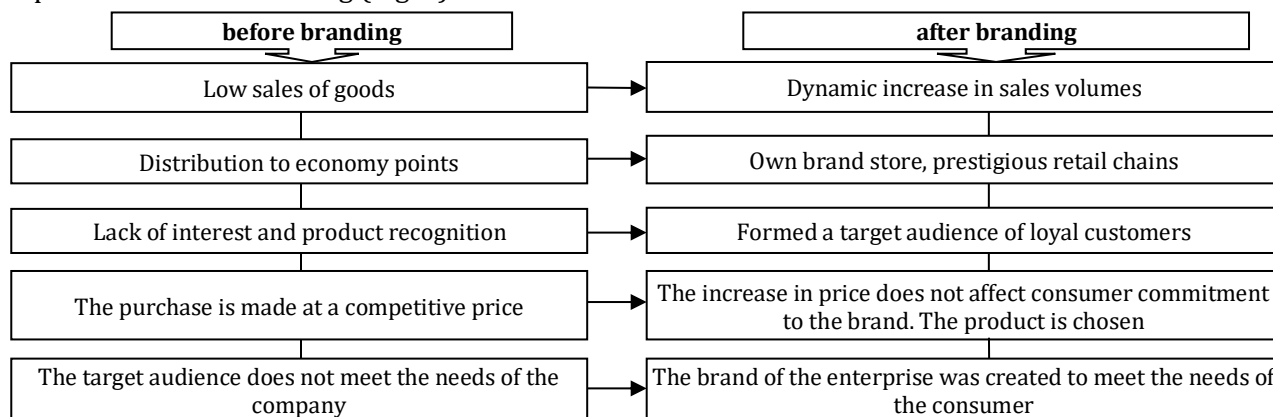
In addition, modern branding tools have been greatly expanded [21], providing new opportunities for interaction with consumers. You can create and broadcast videos, interactive online games, interactive TV, and mobile devices on the Internet. Apps, social networks, blogs, forums, QR codes, etc. The fact that branding now solves many new problems with brands uses established tools to perform new functions that have not been performed before.

Most often in scientific publications, there is a definition of branding as «a set of measures implemented by the enterprise to optimize the marketing-mix of its brand» [2, 7, 8, 14; 19, 24].

Branding is realized by influencing the consumer through the choice of a trademark, packaging (goods), and a set of advertising appeals. All of this is designed to distinguish a particular brand from competitors, creating its more attractive image. It is advisable to highlight the main branding tools, which should form the advantages of goods on the market as a key factor in ensuring the competitiveness of the enterprise:

maintaining brand identity over time;
 brand presentation, i.e. focusing consumers' attention on the strengths of the enterprise in order to provide relevant benefits to the target group of consumers;
 brand positioning, i.e. distinguishing a product from others and endowing it with specific features that are difficult or impossible to imitate;
 brand socialization, i.e. solving consumer's social needs by the brand, namely: self-actualization, communication, support, recognition and others.

Due to its tools branding provides the change of activity of the enterprise on introduction and support of the brand. It is reasonable to find the state of the company before and after the implementation of branding (Fig. 1).

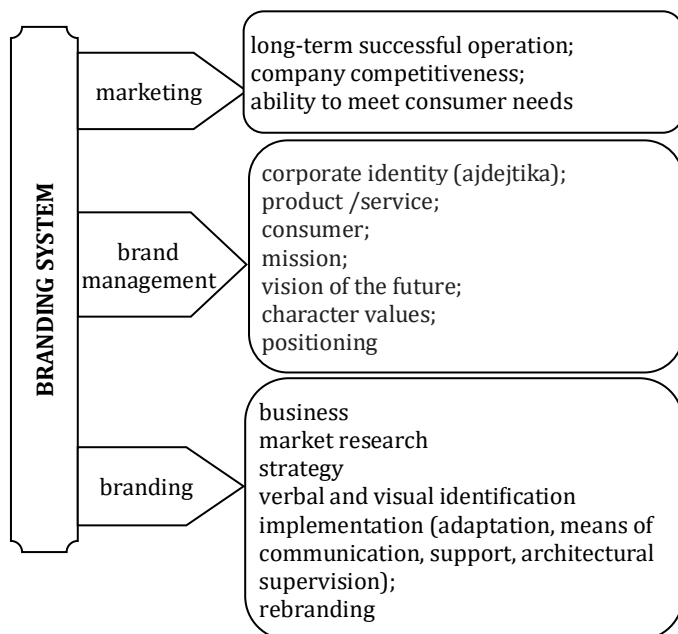


Source: created by the authors based on [17].

Fig. 1. Changes in the company after the implementation of branding

The enterprise should build its brand based on its goals and its own abilities to realize them. Today branding has not become widespread, not every enterprise in Ukraine is ready to implement its tools in its activities and spend additional funds on planned actions to ensure consumer loyalty.

Branding allows defining and positioning a brand, as well as continuous contact with target consumers. Due to successful branding main objectives of an enterprise are reached, namely increase of sales volume, the quantity of adherents, financial development of business and increase of competitiveness. However, branding does not work on its own and consists of interrelated tools. (Fig. 2).



Source: created by the authors based on [5, 19, 25].

Fig. 2. Scheme of the main groups of the interdependence of tools and the place of the branding system

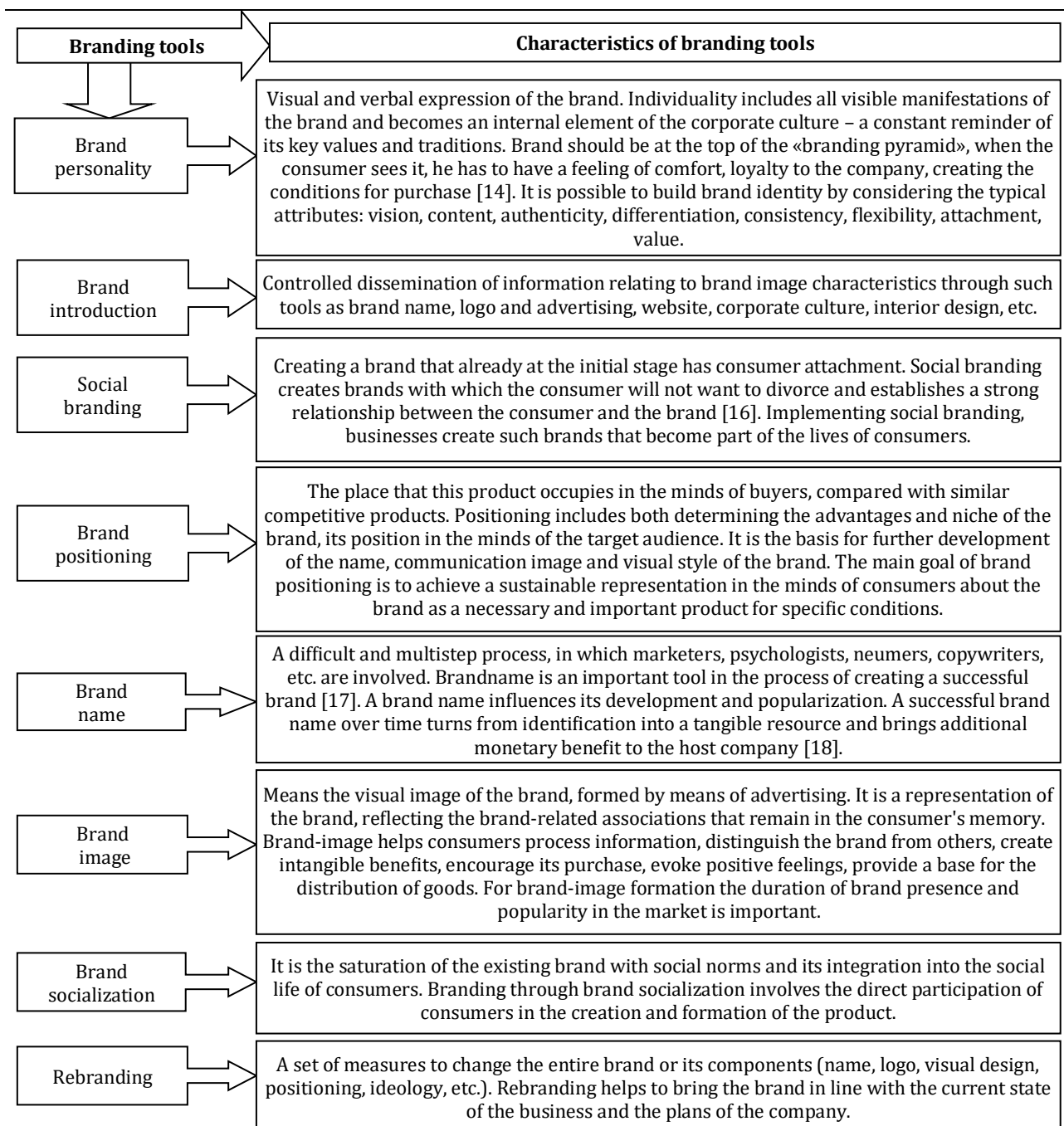
The model of brand formation characterizes the main stages of brand creation and market launch, describes the key levels of the brand and the system of factors that form the impression of the brand of consumers and ensure the process of interaction between brand and consumer. The basis of building a brand in the shaping model is the following approach. The detailed feature of branding tools is given in Fig. 3.

Based on Fig. 3 and the sequence of use and brand formation, its stages can be distinguished (Fig. 4).

The main idea of the marketing approach in brand management includes the fact that the long-term successful functioning and competitiveness of the enterprise at the market is determined by its ability to satisfy consumers' needs.

With an increase in total, staff turnover, the turnover rate increased, indicating insufficient retention of personnel at the company. The development of the concept includes the definition of the company's image, its goals and mission, core

values and priorities, internal rules, according to which the quality of products and customer value, etc. are put in the forefront.



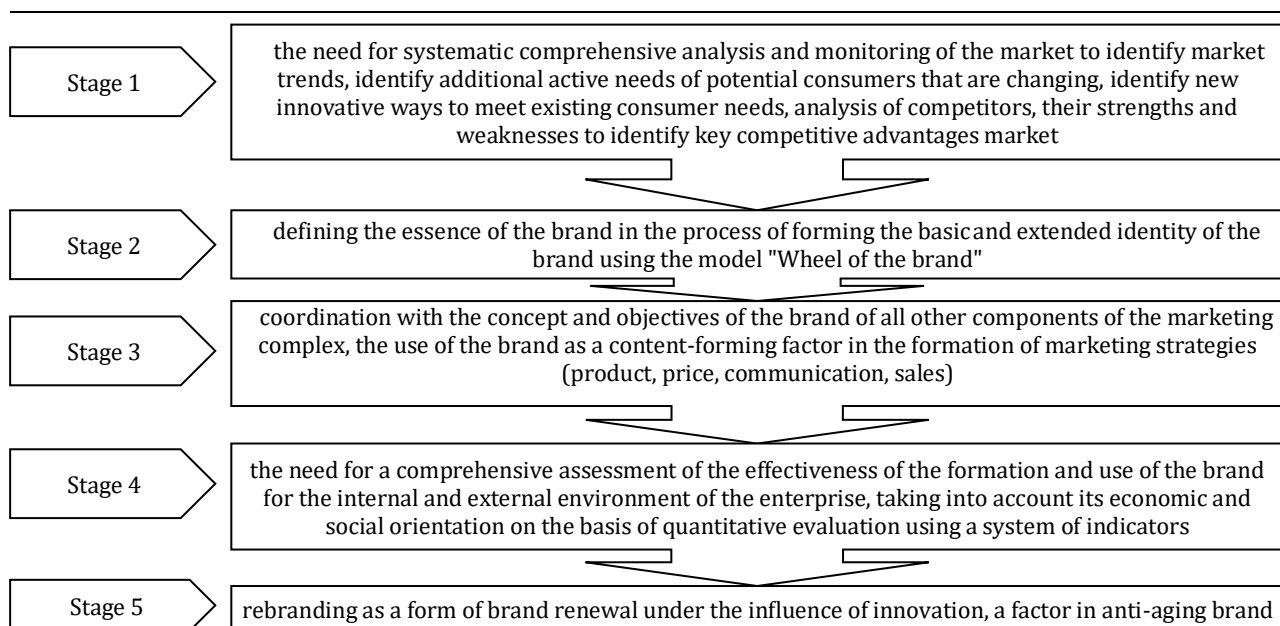
Source: created by the authors based on [2, 5, 8, 11, 16, 19, 25].

Fig. 3. Characteristics of branding tools

The process of developing a concept is labor-intensive and costly, so it is suggested to hire an external consultant for this work. As a rule, the deadline for this work is estimated at 1 month, which is 22 working days. The cost of a consultant's work on brand concept development will be from 5 to 7 thousands. Once the concept is developed and ready for implementation, you can move on to the following elements of branding trade and service personnel of Ukrainian company from the commerce sector.

It is also proposed to make a SWOT-analysis in Table 1 to determine the strengths and weaknesses of trade and service personnel of Ukrainian company from the commerce sector trade and service personnel of Ukrainian company from the commerce sector in relation to the nearest competitors and the environment in which it operates.

Development of the brand concept includes analysis of the existing brand of the company, highlighting the strengths and weaknesses of the brand, if there are weaknesses, it is required to analyze them and develop their solutions. Since trade and service personnel of Ukrainian company from the commerce sector trade and service personnel of Ukrainian company from the commerce sector have not formed or used its brand, it is suggested to start developing the concept of brand.



Source: created by the authors

Fig. 4. Sequence of stages of brand formation

Table 1. SWOT-analysis of trade and service personnel of Ukrainian company from the commerce sector

Outer side	Inter side								All
	Strengths				Weaknesses				
	Large assortment of products	Relatively few competitors in the domestic market	Advantageous geographical location	Total	High production cost	Weak marketing activities	A small percentage of profit	Total	
Opportunities									
Entering the international market for steel structures	3	2	1	6	-3	-2	-3	-8	-2
Rebranding and increasing demand	0	3	3	6	-3	-3	-3	-9	-3
Production expansion	2	2	0	4	0	-1	0	-1	3
Threats									
Bankruptcy	2	3	3	8	-3	-3	-1	-7	1
New competitors entering the market	1	3	0	4	-1	0	-3	-4	0
Increase in the cost of production	2	0	3	5	0	-3	0	-3	2
All	10	13	10	33	-10	-12	-10	-32	1

Source: created by the authors

The analysis of literature sources and theoretical problems on the formation and use of brands, as well as the analysis of the enterprise activities of the base of practice trade and service personnel of Ukrainian company from the commerce sector allowed to determine the main problems faced by the enterprise on the formation and use of the brand. Among these problems it is expedient to refer formation and use of enterprise name, its logo and corporate identity. To improve the effectiveness of the company, it is necessary to make certain changes related to rebranding.

Rebranding is a fundamental change in the concept of the company's business ideology. If restyling updates only external attributes of the company (logo, slogan, etc.), then rebranding affects internal aspects of activity: target audience, direction of work, positioning, idea. This complex process is entrusted to well-known image specialists, who conduct marketing audit of the company before the intervention and make serious corrections based on the results. After the completion of internal changes, the company's external identifiers are corrected (restyled). In general, restyling is an integral part of rebranding.

The following structure of brand reformation should be used for manufacturing companies: naming; creation of firm style; development of the brand concept. Since this structure is the most suitable for the development of the brand of an industrial enterprise, we should consider each of the elements in more detail.

The system of corporate identity includes the following main elements: trademark; logo; descriptor; corporate slogan; other corporate constants. Also, according to the survey, 73% of respondents were in favor of incorporating the tools with which engineers design metal structures into

the logo. From the drawings, trade, and service personnel of Ukrainian company from the commerce sector could create a completely new and unique logo, thus becoming one-step closer to creating an image of a company that cares not only about its production, but also about the psychological and emotional health.

In the case of the slogan trade and service personnel of Ukrainian company from the commerce sector, its presence is better than its absence. Trade and service personnel of Ukrainian company from the commerce sector does not own any slogan, which also suggests that the company paid no time at all to the development and promotion of its brand. Because the company operates in the manufacturing industry, among its customers are large public and private enterprises of the CIS countries, near and far abroad, the slogan should reflect the seriousness and authority of the company. Slogan trade and service personnel of Ukrainian company from the commerce sector should show that they are a model and example for competitors and company with which customers want and cooperate more than one year.

The highlighted brand elements are considered suitable for rebranding and can improve the effectiveness of the company in the market of industrial products. 90% of the people surveyed did not know what trade and service personnel of Ukrainian company from the commerce sector does, when they were asked to determine the type of activity by looking at the company name. In this case, it is advisable to develop a new name for the company. Thus, to develop and implement a new name for trade and service personnel of Ukrainian company from the commerce sector is proposed to contact an independent company that provides services to create names for companies in Ukraine. Internet-analysis of existing companies that develop names for companies has been conducted. The results are presented in the table 2.

Table 2. Ukrainian companies providing naming services

№	Company	Price, UAH.	Number of proposals, units.	Lead time, days.
1.	Logo Factory	1 300	5	3
2.	Logo Factory	3 600	15	7
3.	Logo Master	10 000	10	5
4.	Marketing Consulting Group	7 200	5	6

Source: created by the authors

Because of the analysis it was determined that Logo Factory offers more favorable conditions for cooperation [10]. This company has an experience of cooperation with industrial and manufacturing enterprises of Ukraine, provides favorable conditions for cooperation and has authority within the country. Logo Factory offers two name creation packages. The first one is a more budget variant and five different variations of the name of the enterprise with its history, which costs 1300 UAH.

The term for names working out, suggested by Logo Factory, is 3 working days. The second one is a more expensive variant with 15 possible variations of the company's name and the cost of 3600 UAH, the term of the development makes 7 working days. Because trade and service personnel of Ukrainian company from the commerce sector works in the field of metalwork, the analysis of competitors' company concluded that, there is no urgency in the development of a new name, so it is advisable to take the first option at the cost of 1300 UAH. In this case, the analyzed enterprise will not overpay for the development of the name, and due to the ordinariness of the names of competitor companies, the first option is able to satisfy the management of trade and service personnel of Ukrainian company from the commerce sector.

The second stage of the proposed rebranding was to determine the company's logo. Its importance and necessity for the image and brand of the company cannot be denied. According to the Internet source [9], 70% of people recognize the company by its logo. Most of surveyed passers (88%) found it difficult to determine the occupation of trade and service personnel of Ukrainian company from the commerce sector Ltd. by the logo, so it is proposed to change the existing logo. In Ukraine, the price for a logo varies from \$600 to \$1500. The market of service of a logo creation is saturated, therefore a management of a company may independently decide with which team to cooperate. It is proposed to choose the services of Freelancer [20] for the creation of a logo for trade and service personnel of Ukrainian company from the commerce sector at a cost of 1500 UAH with the proposed five variants of the logo of the company.

The company descriptor and slogan are integral to the creation of the image, and therefore the brand of the company. The descriptor should include information about the company's activities. When seeing the descriptor, the average person should associate or logically imagine the company of the owner of the descriptor. Typically, the descriptor is not included in a company's advertising signage, but it should be on the company's official website.

Unlike a descriptor, a slogan can be mentioned on advertising signs, posters, billboards, and audio advertisements. The slogan should express the intention of the host company, its aspiration, should indicate the reference points of the company and its goals.

The descriptor and slogan of the company can be created by the marketing department of the company. Trade and service personnel of Ukrainian company from the commerce sector has neither a descriptor nor a slogan. Most of respondents (85%) said that if the company had a descriptor and a slogan, its recognition would increase. After that, they were presented with a descriptor and a slogan that the company could have. After that, 95% responded that the descriptor and the slogan fully describe the industry in which the company operates and were able to identify the line of business. In the absence of such a development of these elements can be engaged in a freelance marketing specialist. The cost of works makes up UAH 2,000. Terms of development of a descriptor and slogan take from seven to twelve working days. Summarizing the costs, we make a table of costs for the formation and implementation of the brand in trade and service personnel of Ukrainian company from the commerce sector (Table 3).

Table 3. Expenses for the brand formation and implementation

No	Name of operation	Cost (%)
1	Developing a brand concept	6
2	Name development	1.3
3	Logo design	1.5
4	Descriptor development	1
5	Slogan development	1
6	Formation and implementation of corporate culture elements	8
All		18.8

Source: created by the authors

the proposed brand will increase the efficiency of production 39.8%. Based on the calculation of the effectiveness of the proposed measures the result of which was 38.3%, and the calculation according to 3FM technology the result of which was 39.8%, it can be concluded that the formation and development of the brand at trade and service personnel of Ukrainian company from the commerce sector will increase the production efficiency by 39% (Fig. 5).

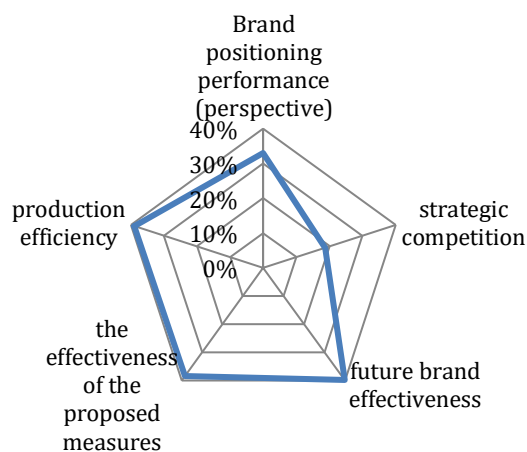
Conclusions

Summarizing the results, we can conclude that the percentage of the respondents who have not identified the activity of trade and service personnel of Ukrainian company from the commerce sector by the brand elements has exceeded 80%, which means that the existing brand elements do not bring additional efficiency to the company in its activity. The main components of the company's brand were considered. External firms and independent consultants specializing in the development of the main elements of the company's brand have been proposed. The market analysis was conducted and identified which companies could bring the maximum benefit to the company in the formation and use of the brand at minimal cost. The time frame for each operation has been calculated and the monetary cost of each operation has been calculated separately. A SWOT analysis of the company's operations was conducted, where the strengths and weaknesses of the company, the potential advantages, and threats that the company may face in its operations were identified. Therefore, the formation and development of the brand in trade and service personnel of Ukrainian company from the commerce sector is cost-effective. The proposed brand elements will help the enterprise to increase its economic efficiency already after 2 years of work by almost 40%, which is necessary in the current economic situation in the country, as well as in the financial condition of the enterprise.

The market analysis was conducted and identified which companies could bring the maximum benefit to the company in the formation and use of the brand at minimal cost. The time frame for each operation has been calculated and the monetary cost of each operation has been calculated separately. A SWOT analysis of the company's operations was conducted, where the strengths and weaknesses of the company, the potential advantages, and threats that the company may face in its operations were identified. Therefore, the formation and development of the brand in trade and service personnel of Ukrainian company from the commerce sector is cost-effective. The proposed brand elements will help the enterprise to increase its economic efficiency already after 2 years of work by almost 40%, which is necessary in the current economic situation in the country, as well as in the financial condition of the enterprise.

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Source: created by the authors

Fig. 5. Comparison of criteria that prioritize brand performance sales and service personnel of a Ukrainian company from the field of commerce

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