Sustainable successful brand
Case study of Carlsberg Polska and its two major brands

C-level Dissertation in Marketing, 15 ECTS

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ABSTRACT

With the purpose of expanding the understanding of the main causes that make creating and maintaining successful, strong brands a challenging issue for companies, a qualitative research is conducted in this thesis. It is based on an integrated model of Doyle’ and Stern’s along with Aaker’s approaches discussing building successful/strong brands with the following Doyle’ and Stern’s model discussing sustaining successful/strong brands; thereby selecting a single case study of Carlsberg Polska belonging to brewing potentates on the Polish beer market and two of its major brands – Carlsberg and Harnaś.

The findings show that, in terms of building successful brands, introducing a quality product along with superior perceived quality, creating a basic brand along with brand awareness, augmenting a brand along with building brand loyalty as well as establishing a potential brand along with brand associations are the most crucial actions that had to be taken by Carlsberg Polska in order to win out a number 3 market-leader position. Concerning sustaining strong brands, on the other hand, the investigated firm needs to monitor competition and constantly revitalize and reposition its products in order to be the fastest growing beer producer on the Polish market.

Keywords: Brand, Success, Brewing Industry, Beer, Carlsberg, Harnaś
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‘Brands like IBM, Coca-Cola, Sony and Marks & Spencer are successful brands because they have such sustainable differential advantages, which invariably result in superior profit and market performance.’

(Michael J. Baker (1994))

1. INTRODUCTION

This section is created in order to shed some light onto the problem of successful brand’s importance. First of all origin of brand will be presented. Later on the problem will be stated. Afterwards the purpose of study will be discussed. Finally, choice justification along with delimitations will be advanced in order to narrow down the field of study.

1. Background - origins of brand

Since the earliest times producers of goods have used their brands to distinguish their products. Pride in their products has no doubt played a part in this. More particularly, by identifying their products they have provided purchasers with a means of recognising and specifying them should they wish to repurchase or recommend the products to others.

The use of brands by producers has developed considerably over the centuries and especially in the last century. But the function of a brand as distinguishing the goods of one producer from those of another and of thus allowing consumers freedom of choice has remained unaltered.¹

Brand valuation emerged through the 1990s as an important measure for brand owners assessing the effectiveness of their brand marketing strategies, their long-term advertising and even the overall worth of the company. Brands represent a financial value to a company reflected through the goodwill component of a balance sheet.²

Above-mentioned extracts fully describe the roots and growth of brand’s importance.

¹ Murphy John M. (1992), p.1
² Brassington Frances, Pettitt Stephen (2000), p.280
2. **Problem statement**

   Branding has always been of major concern for those companies which desired to attract customer attention and become a market leader. Various firms use many different branding strategies to gain competitive advantage over their rivals.

   There are two research questions to be answered:
   1. How does a company build a successful/strong brand?
   2. What actions should a company take in order to sustain this achievement?

3. **Purpose of study**

   The purpose of this dissertation is getting better understanding of the root of the research problem – how to build a constantly successful, strong brand and how to maintain this accomplishment.

4. **Choice justification and delimitations**

   The topic of successful brands seems to be very crucial when having a closer look at today’s world where the competition plays the major role on the market. Nevertheless, being successful is not only building strong brands or making huge profits but also sustaining such high levels of activity.

   Carlsberg beer seems to be a good example to present how a successful brand looks like in today’s global market reality for its high position among other beer brands, even on the global scale, is undeniable. Even Carlsberg’s slogan, ‘Probably the best beer in the world’, confirms this leadership. Harnaś, on the other hand, is the fastest-growing brand among Carlsberg Polska’s portfolio. Those are the reasons why these brands were chosen in order to present solutions for the research problems.

   Since global research is extremely difficult to conduct and there are plenty of different beer kinds present on numerous international markets, the study will focus on only one beer market, the Polish one, on only one company, Carlsberg Polska and on only its two major brands – Carlsberg and Harnaś.

   This short introduction to the meaning and use of brands should indicate that possessing such competitive advantage as a successful brand has an influence on every aspect of company’s success, including customer satisfaction, market share and profitability.
II. METHODOLOGY

This chapter will introduce the key steps involved in conducting a marketing research project. The objective is to offer a preview of the research process and, at the same time, lay the foundation for succeeding chapters of this dissertation.

Thus, this section will discuss the research method, type of research as well as data collection along with validity and reliability of the chosen research method.

1. Research process and design

Research process\(^3\) is an interrelated sequence of steps that make up a research project.

Research design\(^4\) is a framework or blueprint for conducting the marketing research project. It specifies the details of the procedures necessary for obtaining the information needed to structure and/or solve marketing research problems.

2. Research method

2.1 Qualitative research

Qualitative research\(^5\) is a form of exploratory research involving small samples and nonstructured data collection procedures. It involves collecting, analyzing, and interpreting data that cannot be meaningfully quantified, that is, summarized in the form of numbers. For this reason qualitative research is sometimes referred to as soft research. This term is unfortunate, because soft research is no less valuable than so-called hard, or quantitative, research.

Any study using nonstructured-questioning or -observation techniques can be labelled as qualitative research. However, qualitative research typically involves relatively few respondents or units. In other words, a study involving a large representative sample would normally not be called qualitative research even if it used some nonstructured questions or observations.

While investigating the research problem the qualitative method will be used. Regarding the fact that the research aim is to research only one big company, the qualitative method sounds to be more appropriate. Since the qualitative approach enables to study small samples, it will be more useful while studying in depth and detail the chosen firm and collecting data necessary to get answers to the stated

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\(^3\) Parasuraman A. (1991), p. 85

\(^4\) Malhotra Naresh K. (1999), p.83

research problems. Moreover, collected data cannot be summarized and analyzed in the form of numbers and the questions to be asked will be nonstructured, thus the qualitative approach is the correct choice.

3. Type of research

Research designs may be broadly classified as exploratory or conclusive. Choosing the most appropriate type of research - exploratory or conclusive - in a situation is somewhat subjective. The choice depends not only on the nature of the situation but also on how the decision maker and researcher perceive it.6

3.1 Exploratory research

Exploratory research7 is one type of research designs that has as its primary objective the provision of insights into and comprehension of the problem situation confronting the researcher. The primary objective of this research is to provide insights into, and an understanding of, the problem confronting the researcher. Exploratory research is used in cases when you must define the problem more precisely, identify relevant courses of action, or gain additional knowledge before an approach can be developed. The information needed is only loosely defined at this stage, and the research process that is adopted is flexible and unstructured. For example, it may consist of personal interviews with industry experts. The sample, selected to generate maximum accuracy, is small and nonrepresentative. The primary data is qualitative in nature and is analyzed accordingly. Given these characteristics of the research process, the findings of exploratory research should be regarded as tentative or as input to further research. Typically, such research is followed by further exploratory or conclusive research. Sometimes, exploratory research, particularly qualitative research, is all the research that is conducted. In these cases, caution should be exercised in utilizing the findings obtained.

Considering the fact that adopted research process is flexible and evaluates on a nonrepresentative sample and because the qualitative research method was chosen, the exploratory approach seems to be the right option for this thesis since it enabled a detailed, in-depth analysis of precisely defined problems.

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4. Types and techniques of data collection

4.1 Primary data

Primary data is data collected or produced by the researcher specifically to address the research problem.\(^8\) There are many methods of collecting primary data and the main methods include questionnaires, interviews, observation, case-studies, diaries, critical incidences, portfolios.\(^9\)

An interview is a conversation between the interviewer and the interviewee where questions are asked by the interviewer to obtain information from the interviewee.

Nonstructured (open-ended) questions\(^10\) are designed to provide new insights and can obtain in-depth and detailed responses. Moreover, they guarantee that checked responses fully reflect respondent’s intended answers since he/she is allowed to answer them according to his/her own experience – the respondent is not forced to give answers expected by the researcher.

An interview guide with nonstructured (open-ended) questions is the most suitable method of gathering primary data. It will be administered personally to the respondent, thus enabling collection of responses within a relatively short period of time.

Primary data collection is necessary in situations where secondary data is either unavailable or inappropriate because of lack of relevance and/or accuracy.\(^11\)

4.2 Secondary data

Secondary data\(^12\) is data collected for some purpose other than the problem at hand. Secondary data includes information made available by business and government sources, commercial marketing research firms and computerized databases (e.g. the Internet, corporate intranets). Secondary data is an economical and quick source of background information.

Analysis of available secondary data is an essential step in the problem definition process: primary data should not be collected until the available secondary data have been fully analyzed.

\(^8\) Malhotra Naresh K. (1999), p.40
\(^9\) http://brent.tvu.ac.uk/dissguide/hm1u3/hm1u3text3.htm
\(^12\) Malhotra Naresh K. (1999), p.40
4.3 Primary versus secondary data

Table 1 compares basic characteristics of primary and secondary data.

<table>
<thead>
<tr>
<th>Collection purpose</th>
<th>Primary data</th>
<th>Secondary data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection process</td>
<td>Very involved</td>
<td>Rapid and easy</td>
</tr>
<tr>
<td>Collection cost</td>
<td>High</td>
<td>Relatively low</td>
</tr>
<tr>
<td>Collection time</td>
<td>Long</td>
<td>Short</td>
</tr>
</tbody>
</table>


Since the problems at hand are those discussed, the data collection process is very involved, requires high costs and long time to conduct, primary data will be used. It was gathered through 3-hour face-to-face interview with Marcin Szeksztello, Regional Sales Manager for Key Clients of Carlsberg Polska in the Pomerania/Kasztelan Region – conducted April 4 2008, with the help of an interview guide constituting of open-ended questions (to be seen in appendices). The company (Carlsberg Polska) was chosen because it belongs to Polish brewing potentates (3rd market leader) and the respondent was selected since he is an industry expert in brewing. The products described (Carlsberg and Harnaś) were pointed by the respondent as those most successful and fastest growing.

However, in some discussions secondary data will be also taken into consideration. In this case Internet and corporate intranet sources along with books and several scientific articles will be used to gather necessary information.
5. **Validity**\(^{13}\)

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. While reliability is concerned with the accuracy of the actual measuring instrument or procedure, validity is concerned with the study's success at measuring what the researchers set out to measure. Researchers should be concerned with both external and internal validity.

5.1 **Internal validity**

Internal validity refers to the rigor with which the study was conducted (e.g. study's design, care taken to conduct measurements, and decisions concerning what was and was not measured).

Internal validity is achieved in this dissertation due to the fact that the discussed problem has a qualitative nature so the best tool to examine it will be a qualitative method - an interview with an industry expert in this field.

5.2 **External validity**

External validity refers to the extent to which the results of a study are generalizable or transferable. Most discussions of external validity focus solely on generalizability. However, facing the fact that many qualitative research studies are not designed to be generalized, the transferable approach is used.

Transferability\(^{14}\) is the ability to apply the results of research in one context to another similar context and also, the extent to which a study invites readers to make connections between elements of the study and their own experiences.

Concerning external validity, it does not correspond to the qualitative research conducted for this paper because the outcomes cannot be generalized. However, with regard to transferability, the complete thesis may be used in the future by other researchers further exploring this topic so it is achieved as well.

\(^{13}\) [http://writing.colostate.edu/guides/research/relval/pop2b.cfm](http://writing.colostate.edu/guides/research/relval/pop2b.cfm)

\(^{14}\) [http://writing.colostate.edu/guides/research/glossary/index.cfm#transferability](http://writing.colostate.edu/guides/research/glossary/index.cfm#transferability)
6. Reliability

Reliability\(^{15}\) is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Without the agreement of independent observers able to replicate research procedures, or the ability to use research tools and procedures that yield consistent measurements, researchers would be unable to satisfactorily draw conclusions, formulate theories, or make claims about the generalizability of their research.

Reliability has also been achieved in this paper if the future researcher will conduct research of the same kind, use the same method, ask identical questions to the same population of respondents (1) and if the respondent will not change his point of view as well as if the same Internet and intranet sources will be accessed. If all mentioned conditions are fulfilled, the researcher should come up with the same conclusions. Moreover, in order to help future explorers to replicate the study, contact details of the respondent along with websites’ access dates have been provided.

\(^{15}\) [http://writing.colostate.edu/guides/research/relval/pop2a.cfm](http://writing.colostate.edu/guides/research/relval/pop2a.cfm)
III. THEORETICAL FRAMEWORK

This section is created aiming to guide the reader through theories and models that are going
to be evaluated in the following chapters of the dissertation.

1. Defining basic concepts

The following definitions are those that will be used as basic understanding of the brand
concepts in further sections of this thesis.

The prosaic definition of brand is that it consists of any name, design, style, words or
symbols, singly or in any combination, that distinguish one product from another in the
eyes of the customer.\(^{16}\) The brand offers a unique set of values and attributes which are
appealing and which people are prepared to purchase.\(^ {17}\) Brand name or symbol is an
indication of pedigree and a guarantee of what to expect from the product – a quality
statement of a value-for-money signal.\(^ {18}\)

The specific characteristic of a successful brand is that, in addition to having a product
which meets the functional requirements of consumers, it has added values which meet
certain of their psychological needs. These added values are elicited feelings of
confidence that the brand is of higher quality or more desirable than similar products
from competitors.\(^ {19}\) Thus, a successful brand can be seen as a combination of an
effective product, a distinctive identity and added values.\(^ {20}\)

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\(^{16}\) Brassington Frances, Pettitt Stephen (2000), p. 275
\(^{17}\) Murphy John M. (1992), p. 3
\(^{18}\) Hooley Graham, Piercy Nigel F., Nicoulaud Brigitte (2008), p. 312
\(^{19}\) Doyle Peter, Stern Phillip (2006), p. 165
\(^{20}\) Doyle Peter, Stern Phillip (2006), p. 166
2. **Building successful/strong brands**

In this dissertation it will be assumed that the description of a successful brand is unequivocal to the meaning of a strong brand and that the difference comes from different authors’ approaches to the understanding of this concept. Thus, in this dissertation an integrated model of building successful, strong brands based on Doyle’s and Stern’s and Aaker’s respective approaches will be presented.

A successful brand\(^{21}\) can be thought of as being built up in four layers – a quality product, a basic brand that differentiates the product, and then augmented and potential layers of branding which enhance its values.

![Figure 1: What is a brand?](source)

Meanwhile, strong brands and their image are built by creating brand equity\(^{22}\). A strategy based on strong brands is likely to be sustainable because it creates competitive barriers.

*Brand equity* is a set of assets and liabilities linked to a brand's name and symbol that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers. The assets and liabilities on which brand equity is based differ from

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\(^{21}\) Doyle Peter, Stern Phillip (2006), p. 172

context to context. They can be usefully grouped into four categories: perceived quality, brand awareness, brand associations and brand loyalty. All of them need to be actively managed. It should be recognized that their creation or maintenance can require investment. Furthermore, people and systems need to be in place so that programs that will damage them can be identified and resisted.

**Figure 2: Brand equity**

![Brand equity diagram](image)

*Source: Aaker David (2001), p.168*

Brand equity generates value to the customer that can emerge either as a price premium or as enhanced brand loyalty. Brands add customer value in several ways. They can help interpret and process information, provide confidence in the purchase decision and/or add meaning and feelings to the product.

The next subsections will further evaluate on all four layers of a successful brand combined with the four categories constituting brand equity as a tool to build strong brands for both approaches are seen as being complementary to each other.

### 2.1 A quality product

Since satisfactory experience in use is the major way in which brand values are acquired, having a **quality product**\(^{23}\) is the foundation upon which all other brand associations are built. Since it takes time to build values of trust and confidence, existing brands in the market always have an advantage unless the new product offers demonstrably superior performance. Of course, if existing brands are not updated as superior technology and features become available, they will become obsolete.

\(^{23}\) Doyle Peter, Stern Phillip (2006), p.172-173
However, having a superior product or service is only the starting point. Today, competitors quickly copy innovations, making functional advantages short-lived. Products cannot generate high sustainable profits unless the company can build barriers to competitive entry. In some markets, patents can keep competitors out for an extended period. In others, government regulations, monopoly of the resource base, control over distribution or scale economies can stop competition from eroding market share and profits. But these are exceptional restrictions. The most common barrier to competition is to build a brand that has values beyond those of functionality.

Perceived quality\textsuperscript{24} will directly influence purchase decisions and brand loyalty, especially when a buyer is not motivated or able to conduct a detailed analysis. It can also support a premium price which, in turn, can create gross margin that can be reinvested in brand equity. Further, perceived quality can be the basis for a brand extension. If a brand is well-regarded in one context, the assumption will be that it will have high quality in a related context.

Perceived quality\textsuperscript{25} is a brand association that is elevated to the status of a brand asset for several reasons. Among all brand associations, only perceived quality has been shown to drive financial performance. What is more, perceived quality is often a major (if not the principal) strategic thrust of a business. Perceived quality is linked to and often drives other aspects of how a brand is perceived.

2.2 The basic brand

The 'basics' of the brand\textsuperscript{26} are the core elements upon which first differentiation and then the brand personality are built. They are the essential marketing mix elements: product features such as choice of brand name, design, packaging, logo and colour; price points; communications, including advertising, selling and sales promotion; and channel decisions such as type of outlet and mode of distribution.

The brand elements should be tested against three criteria:

- Do they support product performance?
- Do they differentiate the brand, facilitating brand awareness and recall?
- Do they contribute to the brand's positioning strategy?

\textsuperscript{24} Aaker David A. (1991), p.19
\textsuperscript{25} Aaker David A. (1996), p.17
\textsuperscript{26} Doyle Peter, Stern Phillip (2006), p.173
Brand awareness\textsuperscript{27} is often taken for granted, but it can be a key strategic asset. It serves to differentiate the brands along a recall/familiarity dimension. Brand awareness can provide a host of competitive advantages that are compatible with basic brand:

1) Brand awareness is connected with the basic brand concept in terms of differentiation:
   a) Awareness provides the brand with a sense of familiarity and people like the familiar

2) There are a few concepts that are the same within the positioning strategy while taking basic brand into consideration:
   a) Name awareness can be a signal of presence, commitment, and substance, attributes
   b) The salience of a brand will determine if it is recalled at a key time in the purchasing process. The extreme case is name dominance, where the brand is the only one recalled when a product class is cued. Brand awareness is an asset that can be remarkably durable and thus sustainable. It can be very difficult to dislodge a brand that has achieved a dominant awareness level. Firms that become skilled at operating outside the normal media channels by using event promotions, publicity, sampling, and other attention-getting approaches will be the most successful at building brand awareness.

2.3 The augmented brand

Basic brand delivers the core product to customers in an attractive way. But successful companies seek the competitive edge by enlarging the core product with supplementary products and services that enhance customer's total purchasing and use experience. The company searches for ways to meet expectations beyond that required or even expected by the buyer. It is at this augmented level of added values\textsuperscript{28} that much of today's competition occurs.

The most common methods of augmenting the brand are services and financial support. Services are particularly important. Financial support can be a powerful and direct means of building customer loyalty. The supplier can offer distributors or end customers loans to finance their own business development. These loans are

\textsuperscript{28} Doyle Peter, Stern Phillip (2006), p.173-174, if not stated otherwise
repaid not in cash, but in long-term supply contracts. Such arrangements are common in brewing.

These augmented brand features offer differential advantages to customers and they have the additional advantage of being more difficult to copy. Some, such as financial support, are expensive for competitors to match. Others, such as service, depend upon the culture and commitment of the people in the organisation. Such assets and core capabilities are more difficult to build and emulate than simple product features. The augmented brand is thus customer-oriented – it is supposed to enhance customers’ interest in unique advantages offered only by the particular product and to make them stick to it.

A customer orientation will this way lead to a concern for existing customers and programs to generate brand loyalty. A prime enduring asset for some businesses is the loyalty of the installed customer base. Competitors may duplicate or surpass a product or service, but they still face the task of making customers switch brands. Brand loyalty, or resistance to switching, can be based on simple habit, preference, or switching costs.

An existing base of loyal customers provides enormous sustainable competitive advantages:
1) It reduces the marketing costs of doing business, since existing customers usually are relatively easy to hold
2) The loyalty of existing customers represents a substantial entry barrier to competitors
3) Relatively large, satisfied customer base provides an image of a brand as an accepted, successful, enduring product that will include service backup and product improvements
4) Brand loyalty provides the time to respond to competitive moves.

The management of brand loyalty is a key to achieving strategic success. Firms that manage brand loyalty well are likely to:
- Place a value on the future purchases
- Measure the loyalty of existing customers

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- Conduct exit interviews with those who leave the brand to locate points of vulnerability
- Have a customer culture
- Reward loyal customers with frequent-buyer programs or special unexpected benefits or premiums
- Make customers feel that they are part of the organization, perhaps through customer clubs
- Have continuing communication with customers.

2.4 The potential brand

The final defensive ring to be built around the product is the potential brand. A brand achieves its potential when its added values are so great that the customers will not willingly accept substitutes even when the alternatives are substantially cheaper or more readily available. Here the psychological benefits - confidence, esteem, total satisfaction - make possible brand dominance, high profit margins and long-term brand loyalty.

The major characteristics of brands that achieve their potential can be summarised as follows:

- A quality product. Since satisfactory experience in use is the major determinant of brand values, quality is the number one requirement.
- Being first – ‘Being first’ means first into the key markets, not first with the technology.
- Unique positioning concept. If the brand is not the innovator, it must have a unique positioning concept - a segmentation scheme, benefit proposition or augmented brand - that will distinguish it from the field of competitors.
- Strong communications programme. Without building awareness, comprehension and intention to buy, the brand will not leave the manufacturer's shelves.
- Time and consistency. It often takes years to build up the added values. Brands require investment, which has to be maintained over their lives.

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The associations\textsuperscript{31} attached to a firm and its brands can be key enduring business assets. A brand association is anything that is directly or indirectly linked in the consumer's memory to a brand.

Product attributes and customer benefits are the associations that have obvious relevance because they provide a reason to buy and thus a basis for brand loyalty.

Yet, although product-attribute associations can be powerful, especially if a brand ‘owns’ a key attribute, they can fail to differentiate because there is a tendency for all brands to position on the most important product attributes. Further, an advantage on a product attribute is an easy target that is likely to be copied or surpassed eventually. Finally, a strong product-attribute association limits brand extension options and thus the strategic flexibility of the brand. Strong brands go beyond product attributes and differentiate on brand associations, such as organizational intangibles, brand personality, symbols, emotional benefits, or self-expressive benefits. The last two are particularly important in creating bonds with customers.

3. **Sustaining successful/strong brands**\(^{32}\)

Over time it will be necessary to revitalise and reposition the brand. Many factors may erode a brand's franchise and profitability:

- Market decline – collapse of market shares
- New technology – e.g. more environmentally-friendly or modern production
- Changing tastes – customers constantly seeking for novelties
- Rising costs – prices of resources are constantly increasing
- New competition – new tastes and products entering the market.

To improve brand performance, management has two broad alternatives:

1) **Raising volume** or
2) **Increasing the brand's productivity** (concerns static or declining brands).

Yet, if all other actions leading to brand improvement fail and the brand is no longer profitable, it may be necessary to conduct **brand elimination**. However, the last two alternatives do not apply to managing strong, successful brands. That is the main reason why in this case raising volume is employed.

**Sales volume** can be increased by:

1) Expanding the market for the brand (revitalisation) or
2) Enhancing its competitive position in the market (repositioning).

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**Figure 3: Improving brand performance**

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\(^{32}\) Doyle Peter, Stern Phillip (2006), p. 183-185
3.1 Brand revitalization

Brand revitalisation can be explored in four directions:

- **Finding new markets.** The saturation of domestic market may be compensated by a strategy of geographical expansion into new countries or new areas.
- **Entering new segments.** Identifying new segments is one of the most common ways of expanding the market for a brand. Falling prices and increasing customer awareness facilitate such strategies.
- **Finding new applications.** The potential market for the brand can be expanded by suggested new customer needs.
- **Increasing brand usage rate.** This may be done by increasing the frequency with which the brand is consumed: making it easier to use, providing incentives for use, reducing the disincentives for use, or finding new ways to increase the quantity used.

3.2 Brand repositioning

Brand repositioning focuses on increasing volume, however not by expanding the market, but by winning share from competitors. Each of the following avenues can be reviewed:

- **Real repositioning.** Management may need to update the brand by incorporating the latest technology, functions or design.
- **Psychological repositioning.** The company can seek to change the buyer's beliefs about the competitiveness of the brand. Psychological repositioning will work only if the buyers truly underestimate the value of the brand.
- **Competitive depositioning.** Comparative advertising is frequently used to seek to alter customers' beliefs about competitors' brands and to suggest that they represent poor value.
- **Reweighting values.** Sometimes buyers can be persuaded to attach greater importance to certain values in which the brand excels.
- **Neglected values.** Sometimes new choice criteria can be introduced to buyers.
- **Changing preferences.** It may be possible to switch the preferences of buyers. Buyers may be convinced to switch from low-price products to brands offering higher quality and economic value, for example.
- **Augmenting the brand.** A brand's competitive position may be enhanced by offering additional products and services alongside the core product. Guarantees, after-sales service and advice can all add value.
IV. EMPIRICAL RESEARCH

This section will discuss empirical data gathered for the research purpose. It will begin with empirical background encompassing descriptions of chosen market, company and products. Subsequently, empirical data will be introduced by presenting outcomes of the conducted interview. Ultimately, empirical analysis of the interview’s results will be shared with the reader in order to summarize it and discover real competitive position of chosen brands.

1. Empirical data

The following information was gathered during an interview conducted April 4, 2008 with Marcin Szekstello - Regional Sales Manager for Key Clients of Carlsberg Polska in the Pomerania/Kasztelan Region - as well as from Internet, corporate intranet and a scientific magazine.

1.1 Description of Polish beer market

The biggest part of Polish beer market shares belongs to Kompania Piwowarska – 38.3%. The major shareholder of Kompania Piwowarska is SAB Miller – an international consortium. Kompania Piwowarska is composed of breweries in Tychy, Poznań and Białystok where the following beer brands are brewed: Tyskie, Żubr, Lech, Dębowe Mocne, Redd’s and Dog In The Fog.

Similar market share (33.5%) appertains to Grupa Żywiec belonging to the Dutch Heineken consortium. Among Group’s brands there are: Brackie, Freeq, Gdańskie, Heineken, Królewskie, Kujawiak, Leżajsk, Specjal, Tatra, Warka, Żywiec, Desperados, Paulaner, Fischer, Murphy's, Hevelius and Porter.

The third national brewery group in Poland is Carlsberg Polska (previously Okocim) that aroused from the merger of Okocim Brewery, Dolnośląskie Breweries, Piast, Bosman, Szczecin Brewery and Kasztelan Brewery Sierpc. The ownership of the company belongs to the Carlsberg Group - Danish brewery consortium. Its market share is 12.0%. Among Carlsberg’s product portfolio the following brands should be mentioned: Carlsberg, Okocim, Harnaś, Karmi, Kasztelan, Bosman, Piast, Książ and Volt.

33 If not stated otherwise, respondent’s own answers
34 http://www.kp.pl/nasze_marki.html
35 http://www.grupazywiec.pl/
36 http://carlsbergpolska.pl/marki
The fourth transactor until January 8, 2008 was Belgia Brewery with 3.5% market share. The main brands of this company were: *Frater, Wojak, Gingers, Palm, Lemon’s* and *Grüngold*. Since that date 99.96% of this company’s shares belong to Kompania Piwowarska.\(^{37}\)

**Figure 4: Polish beer market shares in 2006**


1.2 **Description of chosen company**

The *Carlsberg Group* was founded in 1847 by J. C. Jacobsen after the name of his son Carl (Carl Jacobsen). The first brew was finished on November 10, 1847. Exportation of Carlsberg Beer began in 1868; foreign brewing was begun in 1968 with the opening of a Carlsberg brewery in Blantyre, Malawi.

The headquarters are in Valby in Copenhagen, Denmark. The company's main brand is *Carlsberg*, but it also brews *Tuborg* as well as local beers. Carlsberg Polska’s portfolio includes three other national brands - *Harnaś*, launched in 2003, *Okocim*, which is enjoying increasing export success, and *Karmi*, a beer designed for women. It also has five regional brands – *Piast, Kasztelan, Bosman, Volt* and *Książ*.

After merging with the Norwegian brewery group - Orkla ASA - in January 2001, Carlsberg became the 5th largest brewery group in the world, employing around 31,000 people. In 2001, Carlsberg also acquired Bosman, Kasztelan and Piast breweries and restructured the entire Polish operation. Today, *Carlsberg Polska* is a 100% owned company within the Carlsberg Group and a solid number three player on the Polish beer market and simultaneously one of the world’s top 10 by volume.\(^{38,39}\)

\(^{37}\) [http://www.kp.pl/historia.html](http://www.kp.pl/historia.html)
\(^{38}\) [http://www.carlsberg.com](http://www.carlsberg.com)
Carlsberg Polska tends to divide its portfolio into four major segments with a leading brand in each of them\(^{40}\):

1) Premium segment - Carlsberg, Okocim
2) Mainstream segment - Harnaś, Bosman, Kasztelan, Piast
3) Lower mainstream segment - Volt, Książ
4) Special segment – flavoured beers (Karmi)

### 1.2.1 Corporate logo

The world’s famous art nouveau Carlsberg logo\(^{41}\) was designed by Thorvald Bindesbøll in 1904 for the launch of the Carlsberg pilsner. Bindesbøll was an architect by training, but his biggest impact was as Denmark’s first industrial designer. With this logo, the leading figure in the proud tradition of Danish Design left his mark on the leader in the Danish tradition of beer brewing. Like the beer, the award winning logo has stood the test of time and remains largely unchanged to this very day.

*Figure 5: Carlsberg’s logo*

![Carlsberg’s logo](http://www.carlsberg.pl/)

**Source:** [http://www.carlsberg.pl/](http://www.carlsberg.pl/)

### 1.3 Description of chosen products

From my employer’s point of view, Carlsberg beer from the premium sector and Harnaś from the mainstream sector are those that should be mentioned while talking about successful brands.

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\(^{39}\) [http://www.carlsberggroup.com](http://www.carlsberggroup.com)

\(^{40}\) Carlsberg Polska’s local intranet

Carlsberg beer is a well-proportioned bottom-fermented pilsner lager beer with a flavour of hops, grains, pine needles, sorrel and Danish summer apples. The bitterness of the hops and the apple-like sweetness provide a harmoniously balanced taste. It contains 5% alcohol by volume. Should ideally be enjoyed at 7-10°C.42

Hops provide the spice in beer. The hop plant is grown solely for its use in brewing, and only the unseeded cone of the female plant is used to make the unique Carlsberg aroma hop. Incidentally, the unique aroma hop is what gives Carlsberg's all malt beer its distinctive fruity and flowery taste compared to other international lagers. Carlsberg's yeast is unique, named ‘Saccharomyces Carlsbergensis’ and developed in 1883. The wholesome Danish barley is destined to become the most important ingredient in Carlsberg’s beer. Harvested, quality checked, and cared for, the resulting malt is the essence of Carlsberg’s premium quality all malt beer.43

Poland imported Carlsberg beer until the late 1990s, when Carlsberg acquired a shareholding in the Okocim brewery. Okocim brewery began producing Carlsberg under licence in 1997. The Carlsberg brand was also re-launched in 2001 and became the fastest growing international brand in Poland.

The Carlsberg’s focus group are modern and well-earning men above 25 years old with a sense of humour.

Source: [http://www.carlsberggroup.com/brands/Pages/Default.aspx](http://www.carlsberggroup.com/brands/Pages/Default.aspx)

42 [http://www.carlsberggroup.com/brands/Pages/CarlsbergPilsner.aspx](http://www.carlsberggroup.com/brands/Pages/CarlsbergPilsner.aspx)

In the global sense Carlsberg beer is the main product because:

- Since ever it has been associated with football (EURO in Europe)
- It actively supports winter sports by being present amongst sponsors of the most prestigious ski competitions (alpine skiing).

I think that Carlsberg is a successful brand because:

- It is an international brand (sold and supported on all continents of the world, perceived as connected with sport, freedom, joy of life),
- It is characterized by huge sales’ growth dynamics since 2003; in this aspect it is comparable with the Heineken brand (Grupa Żywiec’s competition)

Carlsberg is, in fact, an international brand but, because this dissertation focuses on national issues, it will be treated as a national one.

**Harnaś**\(^{44,45}\) is a virile beer with character. It is a traditionally brewed light beer with a magnificent colour and noble taste. Due to its supreme parameters, 6% alcohol content and 12.1% extract, its taste is as expressive as a mountain ridge. It is a beer that will quench even cutthroat thirst. Harnaš is a guarantee of highest quality, supported by strong tradition and newest technology. Due to those attributes Harnaš is mostly appreciated by people who enjoy good taste and decisive character of beer. It is the pride of Okocim brewers.

Harnaś is a classic beer, which is brewed in Poland with over 150 years of tradition. It was brought to the market in March 2003.

Harnaś as a beer that associates features and values of the real mountaineers like: ‘wisdom with the temperament’, ‘leadership’, ‘honesty’ and ‘entertainment’ is aimed to real men with strong characters. The classical consumers of Harnaś are mature men between 25 and 45 years old. They are permanently employed, self-confident and they are certain of the things that they say. They solve their problems on their own and have their own point of view, they believe in their own convictions and, as resourceful people, they think that there are no things that are impossible to accomplish.\(^{46}\)

\(^{44}\) [http://www.carlsberggroup.com//brands/Pages/Harnas.aspx](http://www.carlsberggroup.com//brands/Pages/Harnas.aspx)

\(^{45}\) Carlsberg Polska’s local intranet

\(^{46}\) Carlsberg Polska’s local intranet
With respect to the sales level, the leading product among the national brands is Harnaś because:

- It is characterized by big sales’ growth dynamics in comparison with the past years
- It is the brand that is associated with mountains
- For a couple of years now it has had a very strong ski jumping marketing campaign (Adam Małysz)
- It has supported ATL (Above-The-Line) campaign, especially focused on outdoor advertisement (billboards, leaflets, gimmickries) and television (‘Piwo po zbój’ commercial spot).

Harnaś is a national brand per se – it is not being sold on any other market than the Polish one.

1.4 Building successful/strong brands

Just as I mentioned before, our two strongest brands are Carlsberg and Harnaś.

Carlsberg offers its consumers premium class beer inseparably connected with sport and friendship.

Harnaś, on the other hand, emanates with mountain energy and as well with emotions associating sports disciplines (football, ski jumping).

1.4.1 A quality product

I would like to mention that each of our brands has the focus group to which the communication is targeted. Each of the target groups is characterized by unique preferences and the company aims to satisfy these individual preferences – e.g. for Carlsberg it is youth, dynamics, sport, etc. The quality of brand is built mainly by EURO and alpine skiing sponsorship.

I believe that the customer (from the target group) selecting this beer has to be convinced of its high quality and the prestige. The customer has to identify himself with something that, from his own point of view, is a part of himself.

1.4.2 The basic brand

In my opinion, in terms of product, Carlsberg can be characterized by green, engraved, more expensive and non-returnable bottle – the premium class by all the significant competitors is above all the green bottle (Heineken, Peroni,
Pilsner Urquell, Grolsh) – the customers are used to the fact that green bottle guarantees a higher quality class product.

Harnaś can be characterized by brown, cheaper and returnable bottle – the mainstream segment is directed to the broadest group of consumers.

Concerning price, I think that in Carlsberg’s case clear and readable information about price positioning adjustable to the specific target group is created. At the moment, there is no suggested Carlsberg beer’s price put on the bottle.

In the Harnaś’s case prices are medium, not exorbitant, aimed for the broader consumer group. Harnaś is available all around Poland in 0.5l cans and 0.5l bottles as well as in 4packs, 6packs and 8packs of the cans. Suggested price for the can is 2.39 PLN and for the bottle - 1.99 PLN. Our beer is available not only in shops but also in gastronomy as 30l KEG.

In terms of place, I would highlight that Carlsberg is a beer available everywhere: in prestigious alcohol shops, hyper- and supermarkets, gasoline stations, local shops, discount shops, etc.

Harnaś is a beer available also almost everywhere, especially in the mountain regions.

In accordance to promotion, I would add that Carlsberg is famous for:

- ‘2.69’ price promotion conducted two years ago that was strongly communicated on all message platforms.
- Added value in ‘packs’:
  - 5+1 – buy 4 beers and get the fifth one for free,
  - Gimmickry (leash, cap, pendant, etc.) with advertising logo – thanks to the possibility of adding gimmickries for free to the products the company gains free advertisement because people want to possess something unique, something that they cannot buy in the store.
- Events’ sponsorship (EURO)

Harnaś is, from my point of view, famous for:

- Ski jumping promotion,
- Price promotion,
- Direct promotion in the point of sale,
I see it as particularly important that Carlsberg’s connections with sport are indissoluble and those bonds are systematically deepened. Just like Carlsberg is today ‘part of the game’, sport and game are parts of the consequently built brand image, its identity, identification and message. Events sponsored by Carlsberg are two favourite worlds of this brand: football and alpine skiing. For years we consequently accomplish the idea based on attendance in the most important events for the enthusiasts of these sports disciplines.

The situation looks similarly for a successful national brand, Harnaś. The silver-blue package supports Harnaś’s image as a beer from the mountains, produced from the crystal-clear water and natural ingredients of the best quality.

I find it necessary to be added that the sponsorship of EURO is communicated by adding supplements to the logo created especially for the event time that for sure attracts attention. Moreover, Carlsberg has distinguished itself by:

- Special kind of yeast
- Premium class of beer
- Unique, green bottle with engraved logo – creates the image of brand in accordance with the target group selected by market research
- Bottle label always adjusted to sponsored events (e.g. Carlsberg – Part of the game for EURO 2008).

Harnaś, on the other hand, uses price promotion – label on the bottle promotes events or significant changes (e.g. new taste, colour, extract and alcohol content, logo). Additionally, the Harnaś brand is associated with a legendary Polish brigand; this feature is also a distinguishing mark. Besides, Harnaś as a product has distinguished itself by:

- Mountain roots – associating features and values of real mountaineers like: ‘wisdom with temperament’, ‘leadership’, ‘honesty’ and ‘entertainment’ that are aimed to real men with strong characters
- Focus on the target group
- Sponsorship of local clubs of ski jumping and football (Widzew Łódź).
I believe that according to the elements creating the brand target groups are created, aren’t they? All elements are coherent and created to satisfy the needs of the target group belonging to the specific segment. And so, in case of Carlsberg beer, it sponsors EURO football competition as well as alpine skiing (e.g. by ‘Carlsberg Chata’), whereas for Harnaś as a sponsor of football events it is Widzew Łódź’s sponsorship, and for the ski jumping events it is using Harnaś’s logo on Adam Małysz’s costume (as he is the main representative of Poland in ski jumping). For Harnaś, also, an element contributing to the brand’s positioning strategy is the brand logo that is created in the commercial spot ‘Piwo po zbójcu’. Before the sports competition there is always a commercial spot with Harnaś supporting Polish ski jumpers.

I need to emphasize here that effectiveness of brand positioning in both cases is measured by marketing researches.

Here are some examples of basic elements of our major Carlsberg brand:

- Green bottle of Carlsberg is perceived as different, prestigious
- Medals won during the competitions are placed on the package (at the moment we communicate this especially on local brands by emphasizing their quality
- Price is placed to support communication in order to make the product cost the same everywhere.
- Logo is constant; sometimes it is modernized by new designs but without revolution, because constant for customers means the same as familiar.

According to me, awareness of a brand can be considered in three categories:

1) Global category, associated with Carlsberg as an international brand
2) National category attached to the strongest brand from Carlsberg Polska’s portfolio, Harnaś
3) Local, home market category in which on the special geographic area around the ‘chimney’ of the brewery absolute leadership belongs to the local brand (Bosman, Kasztelan, Piast).

In my opinion the idea of brand awareness can deliver many possibilities to gain competitive advantage. Familiarity with local brands is associated differently within different social groups. It is difficult to change habits of consumers who have since always drunk products from the mainstream segment, especially in
the domestic market of the brand where it is treated like something of one’s own, so thus it has to be the best. There is nothing better than this kind of beer and there will not be. That segment is the most stable target group with low risk of being taken over by the competitors, under the condition of e.g. price consideration. Marketing activities focus on strengthening leadership position mainly by strong communication of the brand with the market (sponsorship of sports clubs, packages dedication, etc.).

To me, the next, totally different, is the premium segment, to which Carlsberg belongs. Here, the target group is not characterized by such stability. For Carlsberg – EURO, football during summer, skiing during winter, new engraved bottle introduction, ‘twist-off’ package – those are mainly the examples of adjusting the product to constantly changing market, events that can exist on it and to our customers’ requirements as well as to our potential new clients. Summing up, for Carlsberg the most important is the dynamics of adjusting to new trends and requirements of the customers belonging to the dedicated segment.

As I perceive it, event promotions definitely are the most successful, especially events of international range. Carlsberg is created mainly as a sports beer, connected with football. Events that Carlsberg is involved in are a guarantee of ‘probably the most exciting’ experiences. Exceptional ideas and universal values communicated through the nature of events cause that, regardless if the event is either of local range or much bigger, every time it has a climate of international impressions. Always prestigious, but never snobbish refers to the comfort of free time spending amongst friends – just like that are the events under the patronage of Carlsberg. Here they are:47

- ‘Carlsberg Chata’ – the world’s second hut, after St. Moritz, dedicated exclusively to skiing fans and Carlsberg enthusiasts, located in Zakopane – the most popular Polish skiing resort place. Each year it attracts many tourists, enthusiasts of good fun and excellent beer. Especially for them in ‘Carlsberg Chata’ lots of attractions and contests are organized, e.g. ‘table soccer’ competition or skiing simulator.

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47 Corporate intranet
• ‘Carlsberg Village’ in Puck – ‘probably the hottest’ place at the Baltic Sea during the summer of 2005. ‘Green Beach’ was patterned on Hawaiian motives, where tourists, on sandy beaches surrounded by Palm forest in the unique village atmosphere, could transfer themselves into the Pacific Ocean climate. ‘Carlsberg Village’ was visited by the best windsurfers, kite surfers and representatives of motor-boating sports (cushion vehicles, water scooters). An additional “Carlsberg Village’s” attraction was the extreme air show of paratroopers, and particularly BASE jumping showed by Feliks Baumgartner from Austria who, as the only paratrooper in the world, does not open the parachute earlier than 50m beneath the ground.

The same refers to Harnaś that is identified with ski jumping by majority of Poles. Harnaś, in order to build the awareness of the brand, is engaged as the sponsor of the following events:

• World Cup in Ski Jumping in Zakopane – since 2003 Harnaś has been the main sponsor. Logo of Harnaś is visible during the whole event in Zakopane: on ski jumpers’ shirts, sponsorship railings, in the press office and on advertising materials delivered to the fans.

• Harnaś is the main sponsor of ‘Tatrzańskie Wici’ and ‘Majówka Tatrzańska’ – folkloric events that take place in the most important mountain resorts in the Podhale region.

• In the summertime the Harnaś brand is also involved in many outdoor events amongst which the most prestigious ones like ‘Lato z Radiem’ cycle or ‘International Festival of Mountain Region Folklore’ have to be mentioned.

1.4.3 The augmented brand

Carlsberg Polska offers info line, web pages as well as an e-mail address thanks to which every consumer is welcomed to share with us his or her comments. Additionally, inside the organization, we established the ‘Idea Factory’ concept for employees enabling them to share ideas with colleagues from the decision-making departments.

The company also provides programmes supporting sales of its products for the sales representatives from distributors’ wholesalers. This is achieved through contracts signed between distributors and the company.
We employ loyalty programmes for our clients on each distribution phase (warehouses, retail stores, final consumers). In case of warehouses we develop weighted distribution (increasing quantitative sales volume) along with numerical distribution (increasing products’ accessibility).

As far as I know, premium class beer is always offered in green non-returnable bottles of a different shape and a particular kind of beer is often identified with a way of life.

As the Polish beer market grows, the number of loyal consumers-receivers of Carlsberg Polska’s products is vital from the perspective of estimated revenues’ realization, production planning and for preparation of promotion dedicated to systematic receivers aiming to confirm the rightness of choice. Thus, undoubtedly, Carlsberg Polska benefits from such customers’ attitude.

From our company’s point of view, it is vital to establish product access and distribution. Beers from the mainstream segment are very vulnerable to price movements. In case of Harnaś, direct national competitors are Żubr and Tatra; these beers are positioned in the same price segment. Carlsberg Polska creates loyalty among consumers in case of competition’s price movements stand for a short time period in order to reconsider whether the brand is strong enough to remain more expensive and thus generate higher profit.

We do also employ ‘premiumisation’ which enables us to maintain higher price for the product from the same segment for which the client is ready to pay more. From my experience, I know that customers are attached exactly to the brand, not to the price of a given product. In this situation even competition’s price reduction is no serious threat to maintaining hitherto prevailing sales level.

According to my knowledge, it is logical that consumers cause growth of revenues in the company. In order to measure how many customers are strongly attached to our major brands (Carlsberg, Harnaś) Carlsberg Polska uses the researches done by AC Nielsen - a market researcher preparing analyses for companies as well as for specific individual demands. According to these data, 2% of Carlsberg’s consumers are those who will leave the shop if there is none of their favourite products, 98% of the clients will choose another product then.
That is why our company understands how important it is to assure possibly the most intensive distribution and availability of our products on shops’ shelves.

Our company is aware of the fact that there are strategies that in an indirect way, through loyal consumers, enable to encourage the ones that are not yet loyal to try the products. One of such a strategy, buzz marketing, is implemented by Carlsberg Polska.

Apart from beer, we also provide our customers with e.g. guaranteed prizes for collecting specified amounts of codes, lottery-drawing awards for sending an SMS with a code taken from the cap or filling this code on company’s special website.

At present, for instance, our www.carlsberg.pl website offers ‘Fan Park’ - a place for Carlsberg beer’s and football enthusiasts where the fans can enjoy great time and have the opportunity to take part in numerous attractions prepared by the Carlsberg Polska company. An additional attraction is the opportunity to invite acquaintances to the game. In this way, we want to show our customers that we care about their good mood and we want our products to be part of good atmosphere in their lives – ‘Part of the game’.

In the Harnaś’s case, the www.piwoharnas.pl website is used to show customers the whole production cycle of brewing Harnaś beer and at the same time to convince the customer that this beer is brewed only with natural ingredients.

We, as well, lead programmes supporting sales of our products for sales representatives from distribution warehouses. Distributors are bounded with signed contracts and paid for fulfilling conditions of the agreement.

As I perceive it, our company cares about the customers and for us satisfying customers’ needs is a huge success. Its symptoms may be seen in growing interest in beer influencing dynamic development of the brand. Advantages of this success may also be noticed in product development as well as in its financial outcome. The company also gains experience in the field of brand management which can later be transferred onto other products from our portfolio.

Successful programmes implemented for our major brands can be used by regional brands that may ‘learn’ from the premium segment. A perfect example
here is Carlsberg as a sports sponsor of football in an international range and Harnaś that is identified with ski jumping.

1.4.4 The potential brand

According to me, Carlsberg Polska is a company oriented to satisfy customers’ needs. It suggests pointing at individual preferences of consumers in each and every segment and for each and every brand offered to show consumers that the product is being created especially for them.

For me the fundamental criterion of the brand selection for many customers is determined by the Superbrands title awarded in many countries. Organizers of the Polish edition have confidence that also in Poland the winners will be perceived as the close elite. The awarded Carlsberg brand was presented in the Polish edition of the Superbrands Album describing the history of success of the best brands on the world and that is why it is known as the ‘branding bible’. In the first Polish edition of the Superbrands Album, besides Carlsberg, the development history of 74 strongest brands on the Polish market was also presented. The Superbrands’ title is a very important distinction because for the first time in Poland all the marketing activities are judged and not, as in case of other awards, only the advertising activities.

From my perspective, Carlsberg offers the advantage of drinking something ‘premium’ – unique, prestigious, and something reached by exceptional people since every consumer for our company is unique. Harnaś, on the other hand, emanates with mountain refreshment, strength of mountain man-ruffian and affordable price.

Our company provides access to corporate websites, contact e-mail and info line. Those mentioned show our firm’s engagement not only until the moment of purchase but also the wish to cooperate, especially with loyal clients, already after purchase.

In my opinion, it is not so easy to gain competitive position and appreciation amongst the customers. It takes a long time to achieve this. In case of our two major brands, Carlsberg and Harnaś, they did it by:

- Systematic communication with receivers

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48 Corporate intranet
• Building brand awareness
• Events’ sponsorship
• Promotion with value added
• Product’s availability in all sales channels
• Employment of professional sales force
• Choosing proper sales strategies directed to particular social groups and receivers from an exact range

Carlsberg beer enjoys numerous brand associations\textsuperscript{49} that are memorable and appealing to the customers:

• ‘Probably the best beer in the world’ – known all over the globe commercial slogan of Carlsberg seduces to taste it. It is often said that “after the degustation lots of even mostly picky beer drinkers takes no notice of the word ‘probably’.”

• Carlsberg’s climate emanates with warmth offered by friendship so friendship associations. Time spent together in a friendship circle drinking Carlsberg beer is a time of joint emotions because “in Carlsberg’s world you will never be alone…”

• Sports associations due to i.e.:
  o Active support of ‘probably the best’ team – FC Liverpool. Carlsberg is engaged into football on all organizational levels due to that it enjoys common reputation of football fans. “We are all proud of the presence of Carlsberg’s logo on ‘The reds’ players’ t-shirts and on the legendary Anfield Stadium!”
  o Associations with skiing and after-ski entertainment – ‘Carlsberg Chata’
  o Associations with numerous sports as well as tropics and Hawaii due to first in Poland Hawaiian ‘Carlsberg Village’ in Puck

• Carlsberg may well be associated by many with ‘probably the best’ music. During the day best DJs mixed in ‘Carlsberg Village’ and in the afternoons Latin-American and reggae concerts were given. On the Hawaiian stage performed such splendid artists as Son de Cuba, Ritmodelia, Cing G, Hurt and the biggest Polish reggae star – Daab band.

\textsuperscript{49} Corporate intranet
• Most importantly, however, Carlsberg is associated with good fun:
  o In ‘Carlsberg Village’ volunteers could try their strengths in playing
    beach volleyball, ‘table soccer’ and a novelty on the Polish sea-shore –
    mud football. After sports and music experiences all visitors found
    relief in the ‘chillout’ zone - lying on hammocks and consuming
    ‘probably the best’ drink of that summer – Carlsberg beer.

Harnaś, on the other hand, calls up associations\textsuperscript{50} such as:

• ‘Piwo po zbój’ – first TV commercial created in the open air of forested
  mountain peaks and waterfalls of Polish Tatry Mountains (i.e. on Kasprowy
  Wierch and by Wodogrzmoty Mickiewicza waterfalls) in order to, with a
  huge dose of humor, exhibit the strength, power and beauty of Polish
  mountains

• Ski jumping due to Ski Jumping World Cup in Zakopane sponsorship (since
  2003)

• Football – since March 2006 Harnaś is the main sponsor of Widzew Łódź
  Football Club. With the support of Harnaś the club promoted to Orange
  Premier League after the 2005/2006 season. During all games played by the
  team and press conferences Harnaś’s logo is made visible on players’
  costumes. Besides it is also put on special commercial materials (banners,
  gates, flags, etc.) on the club’s stadium in Łódź, in the shops in Łódź and in
  the vicinity one can notice dedicated especially for this occasion POS
  promotional materials.

• Brand of Podhale:
  o The Harnaś brand since the very beginning involves itself into local
    community’s life, supporting any kind of actions taken in the Podhale
    region. It participated in i.e. ‘The day of the city’ celebrations for: Biały
    Dunajec, Jurgów, Białka Tatrzańska, Zakopane, Kościelisko, Harenda,
    and Poronin.
  o Harnaś is the main sponsor of folkloristic events in the Podhale region,
  o During summer time Harnaś is also engaged in numerous outdoor
    campaigns.

\textsuperscript{50} Corporate intranet
I believe that it is very important for our major brands to have sports identity and emotions associating football games and skiing fans. What is more, the company also focuses on symbolic aspects – that is the reason why Carlsberg’s logo is present on players’ t-shirts, banners promoting football and alpine skiing. Thus, we try to emphasize our engagement in fulfilling our target group’s desires. Expression exhibited on Harnaś’s packaging, on the other hand – silver-blue colour – helps to shape strong character of our product since that is what our consumers seek to find in their favourite alcoholic beverage.

1.5 Sustaining successful/strong brands

1.5.1 Brand revitalisation

I would like to emphasize that we have recently rejuvenated the layout and logos of our several brands (i.e. Harnaś). In case of Harnaś we changed not only appearance but also ingredients and parameters of the drink.

I presume that in case of eroding profitability of the brand the firm has an action plan for every brand. Nowadays, for example, Carlsberg withdraws unprofitable variations of some kinds of packaging. We do also introduce sample batches of new beer categories and observe how the market reacts.

In the future there will exist two kinds of firms: fast and extinct. Carlsberg Polska obviously desires to belong to the first group and this is the reason why we focus our actions on innovations, new categories (e.g. wine) or on brand ‘premiumisation’. In September 2007 we introduced to the market the new El Sol brand offering five different kinds of semi-dry and semi-sweet wines from different corners of the globe: Spain, Italy, Chile, California and Australia. This market is just entering Poland. We are the first company on our market that has professional management of this project, assuring it professional sales force and a long-term brand development plan.

1.5.2 Brand repositioning

For me, brand repositioning means, for instance, changing the segment, e.g. from mainstream to premium (‘premiumisation’) or changing the perception hierarchy. As I perceive it, it is possible to make the consumer capable of paying more for the brand from the same segment by creating an impression that they purchase a higher class product. Let me give an example here.
Two competitive beers from the same segment – Tatra and Żubr – were offered on the market for 2 PLN per bottle. Harnaś’s price was 2 PLN as well then. After some time we started to invest in the brand by TV campaigns, event sponsorship etc. and, when the competition still remained the prices unchanged, Harnaś increased it to 2.10 PLN. Due to this action consumers spontaneously started to perceive Harnaś as something better than Tatra or Żubr – they were influenced by an impression that, probably, price increase means the same as quality or brand prestige increase, and that was exactly what we counted for.

I believe it is an aim of every developing company to gain possibly the biggest market shares which are responsible also for the firm’s value. Carlsberg Polska is consequently implementing strategies acquiring market shares from competitors or it grows faster than the beer market does.

I believe it needs to be pointed that Carlsberg Polska began its existence on the Polish market using brand repositioning strategy. Initially Okocim brewery was brewing only insignificant amounts of Carlsberg beer, with no publicity or promotional campaign. Later on, the company took over the whole Okocim brewery and renamed it to Carlsberg-Okocim. Subsequently, our firm decided to buy other regional breweries along with all their brands: Piast, Kasztelan and Bosman which are now being developed and dynamically gain shares exceeding the home market arena. This way the company regained considerable market shares from previously existent competitors in fact making them disappear at all. As a result of these actions, the company renamed itself into Carlsberg Polska and achieved the success of becoming the third biggest company on the Polish beer market.

Our company does not employ such tactics as undermining competition by means of advertising – we do not depreciate out rivals. Instead, we underline the quality of our brands, especially local ones. What is more, our local brands are strong enough to, at least so far, prevent competitors from daring to compare them with their own which probably means that they are aware of defeat’s risk in the short run.
2. **Empirical analysis**

   The following analysis will be divided the same way as the theoretical framework. Thus, it will consist of two main parts.

2.1 **Building successful/strong brands**

   In terms of building *brand equity*\textsuperscript{51}, i.e. the brand feature based on for layers: perceived quality, brand awareness, brand loyalty and brand associations, Carlsberg Polska has always seen it as a major task to do. They focus not only on properly managing their brands but also on establishing properly-managed surroundings. Thus, along with Carlsberg and Harnaś beers the company provides consumers with desired product features (e.g. natural ingredients, distinctive bottle, special label), diversified price segments (premium – Carlsberg beer, mainstream – Harnaś) and distribution places (well-spread availability) along with promotional activities adjusted especially for particular focus groups (‘Carlsberg Chata’, sponsorship of ‘Lato z Radiem’). This way, the company creates good value to customers, showing commitment to make customers’ desires come true.

2.1.1 **A quality product**

   Concerning *brand quality*\textsuperscript{52} as a foundation of building all other brand associations, the investigated firm concentrates on offering values beyond those of functionality, such as e.g. sports associations or involvement in friendship building, by continuously upgrading technologies and brands’ appearance in order to create a strong brand image thus providing considerable barriers for its two major rivals – Kompania Piwowarska and Grupa Żywiec.

   Moreover, in terms of *perceived quality*\textsuperscript{53} seen as directly influencing purchase decisions and brand loyalty, Carlsberg Polska is fully committed to assure itself considerable brand attachment by directly adjusting its brands to demand requirements. Additionally, the firm focuses on the premium segment with a premium price that creates considerable revenues necessary for investments and development.


2.1.2 The basic brand

Referring to the basic brand as a core element of differentiation as well as brand personality, in Carlsberg Polska’s case successful product performance is accomplished by effective attention-getting promotional campaigns (‘2.69’, sponsorship of ‘Tatrzanskie Wici’) underlining strong brands’ presence.

The understanding of brand awareness as the one contributing to successful differentiation and positioning strategy is also fully matched by Carlsberg and Harnaś brands. Both brands are successful in using ‘catchy’ slogans such as ‘Carlsberg - Probably the best beer in the world’ and ‘Harnaś – Piwo po zbój’.

Carlsberg shows identification with football by being the only official sponsor of EURO as well as with alpine skiing (‘Carlsberg Chata’, etc.). The situation looks similarly for Harnaś because it supports the Polish ski jumping by providing the costume with its logo worn by the well-known Polish ski jumper Adam Małysz. Harnaś also associates its brand with football – this time by sponsorship of one Polish regional football team - Widzew Łódź.

2.1.3 The augmented brand

It was found out that in terms of satisfying the augmented brand concept that is oriented on satisfying customers’ needs beyond those basic, Carlsberg Polska not only sells beer but also offers continuing communication with customers through the Internet and telephone connection. The financial support also enables the company to benefit from signing bilateral contracts with its suppliers.

In terms of keeping existing customers loyal towards the brand, in other words to avoid customers switching the brands, Carlsberg Polska successfully implemented so called loyalty programmes. Empirical study showed that customers are not attached to the product but to the brand that is identified with a high quality product. The strategy in this case is called ‘premiumisation’. Moreover, conducted study proved that well-managing of brand loyalty is a key factor of success. For this purpose Carlsberg Polska once again uses loyalty

54 Doyle Peter, Stern Phillip (2006), p. 173
programmes (rewarding loyal customers by e.g. lottery-drawing for sending an SMS with a code) and eye-catching, informative company’s websites. What is more, communication is well-done by taking advantage of events to promote the brand and at the same time by building brand loyalty programmes using associations that customers have with the brand and the sports events (Carlsberg – football, Harnaś – ski jumping).

Other very important thing is that for Carlsberg Polska important are not only customers but also employees. This company knows that, in order to successfully satisfy customers’ needs, at first the employees’ suggestions have to be taken into consideration (‘Idea Factory’). Thus, this firm functions as a learning organisation.

2.1.4 The potential brand

Empirical analysis proved that in order to achieve the position of a successful and strong brand Carlsberg Polska has to fulfil the concept of potential brand58, so that the brand possesses its potential (added values) that discourage customers to switch for substitute products neither because of the lower price nor easy availability. In Carlsberg Polska’s case the potential brand’s concept is fulfilled mainly by implementing the positioning strategy. Besides, the company, with a huge success, uses the segmentation scheme and, what is the most important, it is a customer-oriented one. Carlsberg and Harnaś implemented in their activities benefit proposition’s strategy according to which the company perceives its customers as unique. This firm cares about the customers through after-sales services and long-term communication (e-mail, info line, corporate websites).

What is crucial to be stressed is that the company uses interesting and appealing brand associations59 that can be understood as everything that is linked by the customers, in the direct or indirect way, to the brand. So the associations for the two major brands of Carlsberg Polska are sports disciplines, atmosphere of friendship, etc. To achieve strong and successful attachment to the brand, the company focuses on eye-catching symbols (logos of Harnaś on football players’ t-shirts and famous Polish ski jumper Adam Małysz’s costume) that refer to the emotional as well as self-expressive bonds with customers.

2.2 Sustaining successful/strong brands

2.2.1 Brand revitalisation

The brand revitalisation strategy\textsuperscript{60} described as increasing volume by expanding new markets does not belong to top priorities for Carlsberg Polska. They, e.g., made use of new applications by introducing Harnaś as a first mountain-rooted beer in Poland and increased brand usage rate by establishing Carlsberg’s associations with football as well as by rejuvenating the package and ingredients of Harnaś beer to make it more compatible with consumers’ needs. But those were all the actions this company has taken in this direction so far and, although their commitment to continuous technology and brand appearance development in this case is strong and visible, it concerns only a small part of their activities.

2.2.2 Brand repositioning

Brand repositioning\textsuperscript{61} refers to increasing volume by winning market shares from the competitors and appears to be the most crucial strategy implemented by Carlsberg Polska. At the beginning of its existence on the Polish market, the company took over several of its potential rivals – Okocim, Piast and Kaszteleń breweries. The company also attempts to gain shares in the wine market by introducing a new El Sol brand. What is more, Carlsberg Polska ‘premiumises’ its major brands thus contributing to psychological repositioning of them. Carlsberg and Harnaś provide their enthusiasts with fulfilment of reweighted and neglected values of brand associations (friendship - Carlsberg, mountain roots - Harnaś) and health aspects (a special kind of yeast and hop - Carlsberg, mountain spring water - Harnaś). Carlsberg Polska frequently augments its brands by offering e.g. additional services (‘Fan Park’, e-mail address, info line) or financial support for its distributors. The company does not deposition its competitors because such an action would be contradictory to its mission of offering friendship-focused products.

\textsuperscript{60} Doyle Peter, Stern Phillip (2006), p.183
\textsuperscript{61} Doyle Peter, Stern Phillip (2006), p.183-184
V. CONCLUSIONS AND RECOMMENDATIONS

This chapter will draw conclusions from the conducted analysis and state suggestions for the investigated company as well as for future researchers.

1. Conclusions

As it was mentioned in the introduction, the purpose of this thesis is to explore how to build and sustain successful brands. Therefore, after an in-depth analysis of empirical data each of the following two issues are seen as vital for determination and maintenance of strong brands.

Building successful/strong brands

Carlsberg Polska with its two strongest brands – Carlsberg and Harnaś simultaneously managed and implemented strategies of building strong, successful brands. The firm established the best-quality products produced with only best-quality, natural ingredients, a basic brand creating strong brand awareness, a powerful augmented brand establishing deep brand loyalty as well as a promising potential brand recalling popular and powerful brand’s friendship and sports associations. Thus, the firm provides its customers with such a good offer that they become unlikely to switch to other substitutes even if they are comparatively cheaper.

Sustaining successful/strong brands

Carlsberg Polska implements both the revitalisation and repositioning strategy in order to sustain its successful brands.

Regarding revitalisation, the firm takes these actions in a minor sense, concerning just Harnaś – mainstream sector brand and, what is more, does it only occasionally, when the market demands it.

In terms of repositioning, Carlsberg Polska implements ‘premiumisation’ of their brands, establishes specific associations distinctive for each brand, provides loyal customers with added values in packages and also suggests subconscious connections between rising prices and augmented quality in case of Harnaś beer. Simultaneously, this company avoids competitive depositioning clearly announcing that such a strategy would simply undermine their attempt to be a friendship-associated brand. Actually, the firm seems to be right at this point as it is still one of major actors on the Polish beer market and there are no reasons for this position to be changed in the nearest future.
2. **Recommendations for Carlsberg Polska**

   **Building successful/strong brands**

According to the findings, there are only 2% of loyal customers who will leave the shop if there is no Carlsberg or Harnaś (respectively for each target group) beer that they search for there. That is why Carlsberg Polska should guarantee its loyal customers the possibility to reach these beers in every store in Poland that sells alcohol. Moreover, taking loyalty towards the brand into consideration, the company may consider introducing a new kind of Harnaś beer’s taste to reach the niche market – a non-pasteurized one. Nevertheless, in accordance with aggressive promotional campaigns, this beer should be, at the beginning, sold as a limited version of Harnaś and if it meets the needs of customers the opportunity to permanently introduce this kind of beer should be considered. Due to the long and complicated process of brewing such kind of beers, it should have a higher price, so, once again, the ‘premiumisation’ strategy used by the company should be employed.

Carlsberg Polska may also consider involving customers into the production process by making them service-providers. The company may achieve this by introducing a less complete product (e.g. malt extract, hops, yeast, etc.) to the market and letting customers gain satisfaction through self-completion of the production process. Such an action would again emphasize the firm’s customer-orientation. However, it is recommended to be done only occasionally, e.g. during some events, and not permanently since it is supposed to be an attraction and attention-getting action, not a constant offer.

Carlsberg Polska is undoubtedly perceived as a ‘learning organization’. The company understands that, in order to excellently satisfy the customers’ needs, good cooperation between the working and the decisive departments of the company should be initiated. The ‘Idea Factory’ concept can be perceived as a very good example of fulfilling these tight bonds between the employees and their bosses in this firm. Anyway, the company should also seek to find other possibilities to create the feeling of belonging to the ‘corporate culture’ amongst all its employees.
Sustaining successful/strong brands

Empirical evidence shows that, although Carlsberg Polska is relatively well-prepared and likely to sustain their success of strong brands, facing the fact that the revitalisation strategy is not their strong characteristic, it seems advisable for them to reconsider its broader implementation. The company can achieve this aim, again, by brewing non-pasteurized beers. Such kind of beer would enable fitting a market niche as there is still no national non-pasteurised beer brand on the Polish market. Such a strategic movement would provide the firm with a differential advantage in finding new, not yet fully explored, markets. This is only possible due to the fact that only minor regional breweries have already attempted to try this strategy (e.g. the Warmia and Mazury Brewery Cluster) so there is still no considerable competitor to imitate the idea or undermine the innovator’s market shares.
3. **Recommendations for further research**

This last subsection of the dissertation provides a set of suggestions for future researchers:

1) This thesis encompasses only a single case study of only one company – Carlsberg Polska. This provides a suggestion to conduct similar analyses of the remaining two beer potentates in Poland – Kompania Piwowarska and Grupa Żywiec or even to prepare a comparison of their actions.

2) For the research was limited only to investigating Carlsberg Polska’s strong successful brands in a national sense, it is highly recommended to conduct a similar analysis of its products on other markets such as Denmark – Carlsberg’s home market - and Sweden or even to investigate this matter in a global sense - as global brands.

3) It is also advisable to describe other national markets in terms of their brewing leaders. Such an analysis would enable to gain insights into foreign markets as well as it would give a possibility to compare international strategies and tendencies of creating and sustaining successful, strong brands.

4) Is also seems wise to suggest future researchers to attempt to conduct similar studies this time concerning other alcohol branches such as spirits or wine markets in Poland as well as in other countries.

5) Future studies might also investigate brands established within other sectors – electronics, food, textiles, building, automotives, transport, financial and industrial services, etc.
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APPENDIX 1 – INTERVIEW GUIDE (ENGLISH VERSION)

Questions concerning defining basic concepts
1) What does a brand mean to you? How many brands does your company have in its portfolio? Could you, please, name them?
2) How would you define a successful brand? Which one of your brand portfolio do you perceive as a successful brand?
3) Which of your product portfolio do you see as a major product with a successful brand?

Questions concerning building successful/strong brands
4) How do you understand brand equity? Does it generate value to customers? In which way?
5) How do you understand brand quality? Do you focus on building brand equity while building brand image? Do you consider it as a leading factor of success? Why is it so important to you?
6) How do you understand basic brand in terms of the marketing mix concept? Could you please explain how your company is dealing with this matter? Please give examples of actions in your opinion appropriate for every element of the 4Ps (product, price, place, promotion).
7) Because of the fact that brand elements should be tested against three criteria, answer shortly to the following three questions:
   a) How do brand elements support product performance?
   b) How do they differentiate the brand, facilitating brand awareness and recall?
   c) How do they contribute to the brand's positioning strategy?
8) How do you understand the brand awareness concept? Do you think that this concept can provide a host of competitive advantages? If so, which one in your opinion is the most important while considering your major products?
9) Do you think that the brand’s awareness concept is interrelated with the concept of basic brand? If so, how is your company achieving this goal?
10) Which attention-getting approaches are the most successful while building brand awareness?
11) How do you understand augmented brand? Do you consider creating such kind of brand as a vital task? Why are added values so important to you? What kinds of brand augmenting do you implement in your strategy? Why these kinds?
12) Which strategies does the company use in order to keep existing customers loyal to your brand?
13) Why your company’s aim is to benefit from gaining the customer loyalty attitude? Please, provide your answer with examples.
14) Why is it said that management of brand loyalty is a key to achieving strategic success? Is this statement applicable to the managerial process in your company? Please, outline your point of view and discuss why.
15) What are the advantages for your firm of successfully managing brand loyalty? Please, discuss this question.
16) Which concepts does your company use to achieve unique positioning that will distinguish it from the field of competitors’ concept? Explain shortly, why and how your company uses these particular attitudes.
17) According to the dimension of time and consistency related to the brand building process, how has your company’s brand achieved its competitive position over time?
18) Which brand associations may be interesting, memorable and appealing to the customers? Please, give examples and explain why.
19) In your opinion, which ones of the product’s attributes and differentiation on brand associations are the most important while taking into consideration your strongest brand? Please, shortly explain your point of view.
Questions concerning sustaining successful/strong brands

20) How do you understand brand revitalization? Do you plan to revitalize your brand in the future if your brand’s profitability begins to erode? How are you going to deal with this situation? Will you change your focus group in this context?

21) How do you understand brand repositioning? Have you ever considered winning share from your competitors? How would you attempt to try this strategy?

22) How do you understand competitive depositioning? Has your company ever considered implementing some kind of competitive depositioning strategy as a couple of years ago did, for example, Grupa Żywiec with their Warka brand’s ‘Recognition in the Pomerania Region’ campaign against Kompania Piwowarska’s Tyskie brand’s ‘The best in the Silesia Region’ campaign? In your opinion, why did Carlsberg Polska not participate in that competitive rivalry?
APPENDIX 2 – INTERVIEW GUIDE (POLISH VERSION)

Pytania dotyczące definiowania podstawowych pojęć
1) Co dla Pana/Pani oznacza marka? Ile marek posiada Pana/Pani firma w swoim portfolio? Można prosić o ich wymienienie?
2) Jak, w Pana/Pani opinii, należy definiować odnoszącą sukcesy markę? Którą markę z firmowego portfolio uważa Pan/Pani za cieszącą się powodzeniem i odnoszącą sukces markę?
3) Który produkt z firmowego portfolio uważa Pan/Pani za główny (wiodący) produkt z odnoszącą sukcesy marką?

Pytania dotyczące budowania odnoszących sukcesy/silnych marek
4) Jak rozumie Pan/Pani pojęcie słuszności marki? Czy generuje ona wartość dla konsumentów? W jaki sposób?
5) Jak rozumie Pan/Pani pojęcie jakości marki? Czy Wasza firma kładzie nacisk na budowanie słuszności marki w ramach budowania wizerunku marki? Czy uważa Pan/Pani jakość marki za główny czynnik sukcesu? Dlaczego jest to tak ważne?
6) Jak rozumie Pan/Pani pojęcie marka podstawowa w oparciu o koncepcję marketingu mix? W jaki sposób może Pan/Pani wyjaśnić, jak Wasza firma odnosi się do powyższego określenia? Proszę podać przykłady działań, które w mniemaniu Firmy wydają się właściwe dla każdego elementu strategii 4P (produkt, cena, miejsce, promocja).
7) Biorąc pod uwagę fakt, że elementy kreującej markę powinny być testowane wg trzech kategorii, Proszę odpowiedzieć krótko na następujące pytania:
   a) W jaki sposób elementy kreującej markę wspierają wizerunek produktu?
   b) W jaki sposób odróżniają one markę stwarzając możliwości budowania świadomości marki i odwoływania się do niej?
   c) W jaki sposób przyczyniają się one do strategii pozycjonowania marki?
8) W jaki sposób rozumie Pan/Pani ideę świadomości marki? Czy uważa Pan/Pani, że ta idea może dostarczyć wiele możliwości uzyskania przewagi konkurencyjnej? Jeśli tak, która z wymienionych w Pana/Pani opinii jest najważniejsza biorąc pod uwagę wiodący produkt Firmy?
9) Czy uważa Pan/Pani, że idea świadomości marki jest powiązana z ideą marki podstawowej? Jeśli tak, w jaki sposób Wasza Firma osiąga to powiązanie?
10) Które z przykuwających uwagę podejść odnoszą największy sukces podczas budowania świadomości marki?
11) Jak rozumie Pan/Pani określenie rozszerzonej marki? Czy uważa Pan/Pani, że kreowanie takiego typu marki powinno być uważane za główne zadanie? Dlaczego wartość dodana jest tak bardzo istotna? Jakiego typu rozszerzenie produktu wdrażane jest w strategię Waszej Firmy? Dlaczego tego typ rozszerzenie?
12) Któрыch strategii używa Firma po to, by utrzymywać istniejącego klienta lojalnym wobec marki?
13) Dlaczego celem Waszej Firmy jest uzyskanie korzyści z osiągnięcia lojalnej postawy konsumenta wobec marki? W odpowiedzi proszę oprzec się na konkretnych przykładach.
14) Dlaczego mówi się, że zarządzanie lojalnością marki jest kluczem do osiągnięcia strategicznego sukcesu? Czy to stwierdzenie znajduje zastosowanie w procesie zarządzania przez managerów w Państwowej/Pani firmie? Proszę nakreślić swój punkt widzenia i uzasadnić go.
16) Jakie idee są używane w Państwowej/Pani firmie w celu uzyskania unikalnego pozycjonowania, które będzie odróżniało się od idei proponowanych przez konkurencję? Proszę krótko wyjaśnić, jak i dlaczego w Państwowej/Pani firmie stosowane są właśnie takie idee.

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17) Odnosząc się do aspektu czasu i zgodności odwołującej się do procesu budowania marki, w jaki sposób marka Waszej Firmy osiągnęła swoją konkurencyjną pozycję w miarę upływu czasu?

18) Które skojarzenia z marką mogą być interesujące, godne zapamiętania i przykuwające uwagę konsumentów? Proszę podać przykłady i uzasadnić, dlaczego.

19) W Pańskiej/Pani opinii, które z cech produktu i rozróżnienia w skojarzeniach z marką są najważniejszymi biorąc pod uwagę najsilniejszą markę? Proszę krótko ustosunkować się do powyższego stwierdzenia.

Pytania dotyczące utrzymywania odnoszących sukcesy/silnych marek

20) Jak rozumie Pan/Pani pojęcie rewitalizacji marki? Czy firma w przyszłości rozważy rewitalizację marki, jeśli zacznie spadać jej opłacalność? W jaki sposób firma planuje poradzić sobie w takiej sytuacji? Czy zostanie zmieniona grupa odniesienia w tym kontekście?

21) Jak rozumie Pan/Pani pojęcie zmiany pozycji marki? Czy Firma kiedykolwiek brała pod uwagę przejęcie udziałów rynkowych od konkurencji? Czy firma byłaby skłonna do wprowadzenia tej strategii?

22) Jak rozumie Pan/Pani pojęcie depozycjonowania konkurentów? Czy Pańska/Pani firma kiedykolwiek rozważała zastosowanie takiej strategii depozycjonowania, jak na przykład kilka lat temu uczyniła to Grupa Żywiec swoją kampanią reklamową marki Warka „Uznanie na Pomorzu” skierowaną przeciwko akcjom Kompanii Piwowarskiej pod hasłem „Uznanie na Śląsku” dla ich marki Tyskie? W Pańskiej/Pani opinii, dlaczego Carlsberg Polska nie uczestniczył w tej rywalizacji?