MONISTIC CONCEPT OF BRANDING HAS BEEN BROKEN: HOW TO GUARANTEE CONSISTENCY IN BRAND VALUE MANAGEMENT?

Majerova J.[*]

Abstract: In our previous research, it has been found out that the loyal relationship with brand affects the priority of the components of subjectively perceived brand value sources. While in case of consumer loyalty presence, "benefits" have been identified as the most important brand value source, in case of brand loyalty absence, these brand value sources have been "imageries". Based on these findings, it has been concluded that existence of different brand value sources ranking and priority in case of existence vs. absence of brand loyalty indicates the need of selective approach towards brand value sources in the phase of brand value building and brand value managing. By doing this, the traditional monistic concept of brand value building and managing has been interfered. However, continuity in branding processes and strong brand identity should be the main axe of effective brand management during whole the brand life cycle. So, the aim of this paper is to identify relevant components of "benefits" and "imageries" which could be used as a basis for coherent brand management in the phases of brand value building and management. To achieve this, data obtained from own questionnaire survey has been statistically evaluated by the correspondence analysis supported by relevant tests. It has been found out that optimal combination of brand value sources components is: 1) positive associations (imageries) and belonging to lifestyle (benefits); 2) expectations (imageries) and attracting the attention of others (benefits) and 3) prestige (imageries) and making happier (benefits). These findings are prospectively widely useful in the managerial practice as a valuable source of relevant information with anticipation to enhance and deepen the understanding of previous practice as well as to provide relevant content to consumers, responding to rapidly changing consumer demands and expectations.

Key words: brand, brand value sources, branding, brand value, brand management.

Introduction

The consistency in brand value building and management has been proved as the main pillar of effective brand management (Goldberg and van Rensburg, 2020; Kucharski & Kot, 2018; Kenyon et al., 2018). However, previous research indicates that the traditional monistic concept of this process has significant

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[*] **Jana Majerova** doc. JUDr. Ing., PhD., University of Zilina, Faculty of Operation and Economics of Transport and Communications, Department of Economics, Zilina, Slovakia.

✉ corresponding author: jana.majerova@fpedas.uniza.sk

counter arguments because of the dual nature of brand value sources in processes of brand value building and brand value managing (Kliestikova et al., 2019). Thus, it is vital to find appropriate consensus between the need of brand consistence guaranty and the heterogeneity of main brand value sources in two main phases of brand management. Optimal solution of this managerial challenge seems to be find intersection areas in scope of individual components of brand value sources. Over time branding strategy after the identification of the divergences and convergences between dominant brand value sources in the processes of brand value building (brand loyalty absence) and brand value management (brand loyalty presence) is willing to be optimal platform for erudite managerial decision making in scope of contemporary marketing challenges (Aaker, 2010; Abdullah et al., 2018).

Theoretical background and literature review

Consistency in brand management is a main pillar of its effectiveness (Liu et al., 2017). It is traditionally discussed mainly in scope of wider regional perspective (Olah et al., 2018). The brand management literature argues that the standardization of branding strategy across global markets leads to consistent and well-defined brand meaning (Olah et al., 2017). However, Bengtsson et al. (2010) state that despite perceived standardized global brand platforms, consumers develop divergent brand meanings abroad. While at home, global brands have come to symbolize corporate excess, predatory intentions, and cultural homogenizations; abroad they evoke meanings of comfort, predictability, safety, and national pride. In foreign contexts, global brands become dwelling resources that enable travelers to sustain daily consumption rituals, evoke sensory experiences of home, as well as provide a comfortable and welcoming space. Beside this approach to dualism in the consistency of brand management, also the rebranding perspective is applied often (Sukalova et al., 2015; Kicova & Nadanyiova, 2017). It highlights mainly the beneficiary impact of radical brand value sources change on the brand value subjectively perceived by consumers (Krizanova et al., 2018; Lis and Szczepanska-Woszczyna, 2015). However, this concept is recommended as one of the rescue tools when significant decrease of brand value is observed (Gajanova et al., 2019). Thus, we can conclude that there are two basic types of dualism in the brand management – first, which lies in discussion about the heterogeneity of brand identity and its value sources across markets in the regional prospective and the second, which lies in the divergence in brand value sources when radical change in branding strategy and the replacement of original brand value sources and brand identity pillars are taken into account as a logical consequence of rebranding (Cygler & Sroka, 2017; Rozgina, 2018; Bamfo et al., 2018; Ramaditya, 2018). Very recently, also another paradigm of brand value sources dualism is present in scientific literature. Razak et al. (2020) aim to investigate the relevance of each variable such as brand attitude, brand awareness, brand visibility, brand integrity, brand reputation and brand performance through

direct and intervening testing, so that the research has theoretical implications for the development of modern marketing science while having managerial implications for Apple product companies. This approach confirms the direction of our own previous research focused on the detection of the ranking of four basic brand value sources defined by Aaker (2010) and its variability across product categories and brand management phases. The importance of brand value sources in case of consumer loyalty presence (brand value building) has been identified as following: 1) benefits; 2) attributes; 3) imageries and 4) attitudes, while in case of consumer loyalty absence (brand value management), the importance of brand value source has been identified as following: 1) imageries; 2) attitudes; 3) benefits and 4) attributes (Kliestikova et al., 2019). Thus, that existence of different brand value sources ranking in case of brand loyalty presence vs. absence indicates the need of selective approach towards brand value sources in the phase of brand value building and brand value managing. However, in accordance with Brown et al. (2006), it can be supposed that individual components of these brand value sources are very likely to be internally convergent in some specific combinations. The identification of these convergences forms the platform for effective brand management in its holistic concept – regardless the individual internal phase corresponding to the brand life cycle phases. Thus, the homogeneity of brand value identity and its sources would be maintained and recent state of knowledge would be incorporated into this traditional branding pillar by finding relevant components of "benefits" and "imageries" as the most important brand value sources for brand building and brand value management.

Methods and data

Correspondence analysis is a statistical method for analyzing the relationships between categories of two or more variables arranged in a contingency table (Lazaroiu, 2018). It allows to examine the association of categorical variables and obtain a clear graphical representation of the context in two-dimensional resp. multidimensional space. The aim is to assess the interrelationship between the variables and to explain the structure of the examined dependence. The most important output of the analysis is a multidimensional map, which is called a correspondence map. It clearly shows the results of the analysis, marking the relationships between categories in space in the same dimensions. It allows to assess the categories of a given variable, their mutual similarity and differences between them, or associations with categories of other variables (Popescu Ljungholm, 2018).

Correspondence analysis is an analogy of the principal components method and factor analysis in the case of categorical variables (Borocki et al., 2019). It serves to search for latent hidden factors that represent the axes of the correspondence map. By applying the method, ordination axes (dimensions) with decreasing degree of importance are obtained. It is used to find a solution in which it is possible to

draw the main information from the original table into a subspace with a lower number of dimensions, with the least possible loss of information. The two-dimensional space is used most often. According to Grozdic et al. (2020), it is a matter of reducing the multidimensional space of row and column profile vectors while maintaining the maximum information contained in the original data. Correspondence analysis is an increasingly used method in the field of marketing research (Plumeyer et al., 2019). Behind the popularity of the method is its basic advantage - clear and understandable visualization of relatively large contingency tables. Also the fact that the interpretation of the correspondence map and the search for context is possible even without knowledge of the complex mathematical apparatus against the background of the calculation method.

The input matrix of the analysis is a two-dimensional contingency table of the matrix N of the associated absolute frequency n_{ij}. In the cells of the table, there are the frequencies of occurrence of the variable X, which acquires the values x_i for i = 1,2, ... r and the variable Y with the values y_j for j = 1,2 ... s. Subsequently, it can be based on this table calculated the row marginal absolute frequencies n_{i+} occurrence of the character X and the column marginal absolute frequencies of the character Y n_{+j} according to the relations expressed by Eq. 1:

$$n_{i+} = \sum_j^s n_{ij} \qquad n_{+j} = \sum_i^r n_{ij} \qquad (1)$$

Thus, it can be calculated the so called correspondence matrix, which we denote by P. Its components are formed by relative frequencies p_{ij} (Eq. 2) where:

$$p_{ij} = \frac{n_{ij}}{n} \qquad (2)$$

According to Svabova et al. (2018), the procedure for calculating the correspondence method and marking it with symbols is as follows: If we denote the matrix of row profiles by the symbol R and the matrix of column profiles as C, then we denote the r-membered vector of row loads as r and the s-membered vector of column loads as c and the relationships between them can be expressed as it is shown by Eq. 3 and 4:

$$R = D_r^{-1}P = \begin{bmatrix} r_1^T \\ r_2^T \\ \vdots \\ r_r^T \end{bmatrix} \qquad (3)$$

$$C = D_c^{-1}P^T = \begin{bmatrix} c_1 & c_2 & \cdots & c_c \end{bmatrix} \qquad (4)$$

where D_r^{-1} is a diagonal matrix with elements of the vector r on the diagonal and D_c^{-1}
is a diagonal matrix with elements of vector c on the diagonal. Thus, the correspondence matrix can then be expressed in the form shown by Eq. 5:

$$\begin{bmatrix} P & r \\ c^T & 1 \end{bmatrix} = \begin{bmatrix} p_{11} & p_{12} & \cdots & p_{1s} & r_1 \\ p_{21} & p_{22} & \cdots & p_{2s} & r_2 \\ \cdots & \cdots & \cdots & \cdots & \cdots \\ p_{r1} & p_{r2} & \cdots & p_{rs} & r_r \\ c_1 & c_2 & \cdots & c_s & 1 \end{bmatrix} \tag{5}$$

where for the line load vector r and for the column load vector c the following relations apply (Eq. 6):

$$r = \sum_{j=1}^{s} p_{+j} c_j \qquad c = \sum_{i=1}^{r} p_{i+} r_i \tag{6}$$

Before starting the correspondence analysis procedure, it is necessary to check the suitability of the input variables. It means that in the analyzed variables, it is important to check the mutual relationship, i.e. the association. For testing the usage of the Chi-square test of independence is recommended (Durana et al., 2019). If a statistically significant association is confirmed, the data are suitable for the application of the method. Subsequently, the differences should be evaluated, i.e. the degree of dissimilarity between the categories of row and column variables. It will be used the calculation of the Chi-square of the distance defined by Eq. 7:

$$D(i, i') = \sqrt{\sum_{j=1}^{s} \frac{(r_{ij} - r_{i'j})^2}{c_j}} \tag{7}$$

where r_{ij} and $r_{i'j}$ are the elements of the row profile matrix R and c_j are the elements of the column load vector c. The vector of column loads is also equal to the average column profile, which we call centroid (center of gravity) of column profiles. By analogy, we can calculate the degree of dissimilarity that is distance between column categories j and j'. After that, the decomposition into singular values to calculate the eigenvalues is used. First, the matrix of standardized Z residues is calculated. This is because when displaying in a graph, we do not look for coordinates in the original row and column profiles. It is done on the basis of standardized residues, which represent the deviation of row and column categories from independence. The elements of this matrix take values according to the relation Eq. 8:

$$z_{ij} = \frac{p_{ij} - p_{i+} p_{+j}}{\sqrt{p_{i+} p_{+j}}} \tag{8}$$

The matrix of standardized residues can be divided into singular values according to the relation Eq. 9:

$$Z = U \cdot \Gamma \cdot V^T \tag{9}$$

where Γ is diagonal matrix and it is valid that $U^TU = V^TV = 1$. Using this procedure, we obtain own numbers, which are arranged in descending order of size. The aim of the correspondence analysis is to reduce the space to a lower number of dimensions, while maximally preserving the information from the original contingency table. The maximum number of dimensions, as well as the number of eigenvalues, is the minimum of the number of rows and the number of columns in the original input matrix reduced by one. See Eq. 10.

$$q = min\{(r-1),(s-1)\} \tag{10}$$

The data used in the presented study were obtained by our own survey carried out on the sample of 2035respondents. The questionnaire survey was conducted using the method CAWI (Computer Assisted Web Interviewing) by an external agency in the first quarter of 2020 year. The main surveyed population was the population of the Slovak Republic aged over 15 years. The reason for such a limitation was the requirement to ensure the autonomy of purchasing decisions and the real mirroring of the value of the brand in the economic behavior of the Slovak population. The structure of the surveyed sample was socio-demographically representative.

Relevant components of main brand value sources for the phase of brand value building ("benefits") and brand value management ("imageries") are summarized in Table 1.

Table 1. Components of benefits and imageries (own processing).

Benefits	Imageries
attracting attention of others	certainty
getting friends	expectations
making happier	positive associations
belonging to lifestyle	prestige
increasing social status	satisfaction

Previous research is focused mainly on separate study of individual components of brand value sources. In case of "benefits" it is recently mainly ethical aspect of brand performance and interaction with consumer focusing on specific markets (Iglesias et al., 2019; Liang et al., 2018). In case of "imageries", such an individual research of relevant components is almost missing. Therefore, the added value of our research lies not only in its practical dimension and possible managerial

advices but also in the significant acquisition to the branding theory by outlining its future directions.

Results and discussion

The relationship between benefits and imageries is shown on Table 2 using cross-tabulation system of data presentation.

Table 2. Cross-tabulation of benefits and imageries (own processing).

Imageries	Benefits					
	attracting attention of others	getting friends	making happier	belonging to lifestyle	increasing social status	active margin
certainty	64	17	92	58	48	279
expectations	131	11	135	84	71	432
positive associations	94	26	117	96	54	387
prestige	112	39	247	76	99	573
satisfaction	92	9	137	81	45	364
active margin	493	102	728	395	317	2035

The Pearson chi-square test confirms the dependence between these nominal variables (See Tab. 3).

Table 3. Pearson chi-square test (own processing).

	Value	df	Asymptotic significance (2-sided)
Pearson Chi-Square	67,598[a]	16	0,000
Likelihood Ratio	69,877	16	0,000
Linear-by-Linear Association	0,004	1	0,950
N of Valid Cases	2035		

We have identified significant dependence of the nominal variables. Ribeiro-Soriano (2018) recommends indicating the intensity of the dependence by means of Cramer's V and Pearson contingency coefficient according to this scale:

- < the value of the coefficients ≤ 0.3 weak dependence,
- 0.3 < the value of the coefficients ≤ 0.8 medium dependence,
- 0.8 < the value of the coefficients ≤ 1.0 strong dependence.

The values of Cramer's V and Pearson contingency coefficient determine a weak level of dependence between the benefits and the imageries. Both of the contingency coefficients have been proved as statistically significant (See Tab. 4).

Table 4. Cramer's V and Pearson contingency coefficient (own processing).

		Value	Approximate significance
Nominal by Nominal	Phi	0.182	0.000
	Cramer's V	0.091	0.000
	Contingency Coefficient	0.179	0.000
N of Valid Cases		2035	

The first outputs of the correspondence analysis are the row and the column points which are shown in Tables 5 and 6 for imageries (row points) as well as for benefits (column points).

The column labelled "total" in the point tables indicates the contribution of the row (column) points in total inertia. The inertia represents the degree of the quality with which the points of the multidimensional space have been transformed into the correspondence map.

In both cases, the individual contributions were assigned the value 1, which reflects the fact that the two-dimensional map correctly corresponds to the analysed categories.

Table 5. Overview of row points (own processing).

| Imageries | Mass | Score in dimension | | Inertia | Contribution | | | | |
| | | 1 | 2 | | of point to inertia of dimension | | of dimension to inertia of point | | |
					1	2	1	2	total
certainty	0.200	0.062	0.100	0.001	0.004	0.029	0.194	0.195	0.388
expectations	0.200	0.343	-0.462	0.007	0.131	0.613	0.583	0.408	0.991
positive associations	0.200	0.336	0.347	0.006	0.126	0.346	0.685	0.283	0.967
prestige	0.200	-0.811	-0.040	0.024	0.733	0.004	0.997	0.001	0.998
satisfaction	0.200	0.070	0.054	0.002	0.005	0.009	0.075	0.018	0.093
active total	1.000			0.040	1.000	1.000			

Table 6. Overview of column points (own processing).

Benefits	Mass	Score in Dimension		Inertia	Contribution				
		1	2		of point to inertia of dimension		of dimension to inertia of point		
					1	2	1	2	total
attracting attention of others	0.200	0.423	-0.394	0.009	0.200	0.447	0.740	0.249	0.989
getting friends	0.200	-0.140	0.233	0.002	0.022	0.156	0.327	0.350	0.677
making happier	0.200	-0.657	-0.017	0.016	0.481	0.001	0.946	0.000	0.946
belonging to lifestyle	0.200	0.501	0.336	0.011	0.280	0.325	0.830	0.145	0.975
increasing social status	0.200	-0.127	-0.157	0.002	0.018	0.071	0.314	0.187	0.501
active total	1.000			0.040	1.000	1.000			

The resulting correspondence map constructed on the basis of tables above clearly shows the results of the analysis, which allows us to find an interpretation of the relationships and structures of the dependence in the contingency table (See Fig. 1). The position of the row and column categories indicates which categories are related to each other, i.e. correspond to each other. Based on the common correspondence map of the benefits and the imageries we can state that optimal combination of brand value sources components is:

1.   positive associations ("imageries") and belonging to lifestyle ("benefits");
2.   expectations ("imageries") and attracting the attention of others ("benefits") and
3.   prestige ("imageries") and making happier ("benefits").

The relationship of components: certainty and satisfaction ("imageries") and getting friends and increasing social status ("benefits") cannot be considered as significant due to the identified distance between them.
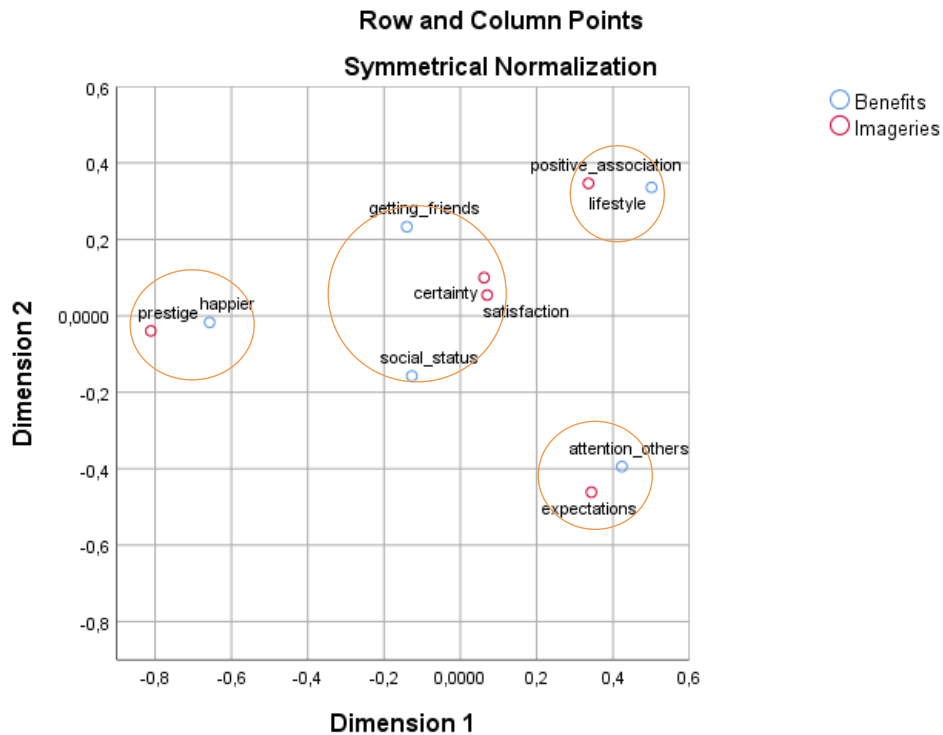
Figure 1: Common correspondence map of the benefits and the imageries (own processing).

Our own research has detected that the rejection of monistic brand value building and management concept is not in cross with the need of the coherence of brand value sources as a main pillars of brand identity as it has been stated by Liu et al. (2017). Moreover, we have enriched the theory of Razak et al. (2020) who have established the paradigm of brand value sources dualism based on the research of interactions between brand value sources in their wider prospective (brand attitude, brand awareness, brand visibility, brand integrity, brand reputation and brand performance). By following the traditional quadratic typology of brand value sources defined by Aaker (2010), we have created the platform for the modification of so far formulated concepts of brand value building and management by respecting its dual nature and the need of consistency in the brand management. Similarly, we have followed the trend of internal decomposition of brand value sources into relevant components for "benefits" (Iglesias et al., 2019; Liang et al., 2018) as well as we have newly identified these components for "imageries" – not only separately, but also in mutual interactions. The main managerial contribution of the paper consists on the fact that optimal combinations of brand value sources components have been identifies. Thus, it has been created a valuable source of

relevant information with anticipation to enhance and deepen the understanding of previous practice as well as to provide relevant content to consumers, responding to rapidly changing consumer demands and expectations. In accordance with the presumption of the rejection of traditional monistic branding concept and the need to preserve the coherent brand identity based on implemented brand value sources, it is highly recommended to the brand managers to unify mainly positive associations with the consumers' lifestyle in their branding activities. In scope of above mentioned brand authenticity is a core aspect of effective branding following this advice. Only brand which creates positive associations in minds of consumers has enough capacity to be further fastened into the consumers' lifestyle. It is also possible to transmit expectations into the attraction of the attention of others resp. to create illusion that prestige connected with brand makes consumer happier. However, all these recommendations require developed managerial skills and sense for marketing and consumer behaviour as there are no exact rules how to apply them effectively. Moreover, there are still possibilities for further research that should be focused in more detail on the specifics of consumer segmentation. A possible way to obtain brand management benefits in this case is the application of the generation approach. It is because we can suppose that the ranking of brand value sources and their components varies if analyzing Generations X, Y, and Z.

Conclusion

The aim of this paper was to identify relevant components of "benefits" and "imageries" which could be used as a basis for coherent brand management in the phases of brand value building and management. To achieve this aim, the data obtained from own questionnaire survey has been statistically evaluated by the correspondence analysis supported by relevant tests. It has been proven the existence of optimal combination of brand value sources components. These combinations are: 1) positive associations ("imageries") and belonging to lifestyle ("benefits"); 2) expectations ("imageries") and attracting the attention of others ("benefits") and 3) prestige ("imageries") and making happier ("benefits"). The outcomes of the research and subsequently formulated conclusions provide the understanding of overall complexity of brand value sources and their components leading consumers to the strong and functional interaction with the brand during whole the brand value building and management process. These findings have already been partially outlined by various authors, but no clear and uniform statement has been formulated thus far in the scope of monistic branding concept rejection. However, it is important to highlight the fact that presented research outcomes form platform for erudite managerial decision making only in specific conditions of Slovak market. In all other cases, these findings should be critically re-evaluated respecting national specifics of selected markets. Thus, the implications of these findings in managerial practice have potential to be wide.

Acknowledgement

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MONISTYCZNA KONCEPCJA BRANDINGU ZOSTAŁA ZŁAMANA: JAK ZAPEWNIĆ SPÓJNOŚĆ W ZARZĄDZANIU WARTOŚCIĄ MARKI?

Streszczenie: W naszych dotychczasowych badaniach stwierdzono, że lojalność wobec marki wpływa na priorytetowość elementów składowych subiektywnie postrzeganych źródeł wartości marki. Podczas gdy w przypadku obecności lojalności konsumentów „korzyści" zostały zidentyfikowane jako najważniejsze źródło wartości marki, w przypadku braku lojalności wobec marki tymi źródłami wartości marki były „obrazy". Na podstawie tych ustaleń stwierdzono, że istnienie różnych rang i priorytetów źródeł wartości marki w przypadku istnienia vs. brak lojalności wobec marki wskazuje na potrzebę selektywnego podejścia do źródeł wartości marki w fazie budowania wartości marki i zarządzania wartością marki. . W ten sposób ingerowano w tradycyjną monistyczną koncepcję budowania wartości marki i zarządzania nią. Jednak ciągłość procesów brandingowych i silna tożsamość marki powinny być główną osią efektywnego zarządzania marką przez cały cykl życia marki. Tak więc celem niniejszego artykułu jest zidentyfikowanie odpowiednich komponentów „korzyści" i „wyobrażeń", które mogłyby być wykorzystane jako podstawa do spójnego zarządzania marką na etapach budowania wartości marki i zarządzania nią. Aby to osiągnąć, dane uzyskane z własnego badania ankietowego zostały poddane ocenie statystycznej poprzez analizę korespondencji popartą odpowiednimi testami. Stwierdzono, że optymalna kombinacja komponentów źródeł wartości marki to: 1) pozytywne skojarzenia (wyobrażenia) i przynależność do stylu życia (korzyści); 2) oczekiwania (wyobrażenia) i przyciąganie uwagi innych (korzyści) oraz 3) prestiż (wyobrażenia) i uszczęśliwianie (korzyści). Ustalenia te są z perspektywy czasu szeroko użyteczne w praktyce menedżerskiej jako cenne źródło odpowiednich informacji z przewidywaniem poprawy i pogłębienia zrozumienia wcześniejszych praktyk, a także dostarczenia konsumentom odpowiednich treści, odpowiadających na szybko zmieniające się wymagania i oczekiwania konsumentów.

Słowa kluczowe: marka, źródła wartości marki, branding, wartość marki, zarządzanie marką.

品牌的经营理念已被打破：如何确保品牌价值管理的一致性？

摘要：在我们以前的研究中，已经发现与品牌的忠诚关系会影响主观感知的品牌价值来源要素的优先级。虽然在存在消费者忠诚度的情况下，"收益"已被确定为最重要的品牌价值来源，但是在缺乏品牌忠诚度的情况下，这些品牌价值来源却是"意象"。根据这些发现，可以得出结论：存在和不存在品牌忠诚度的情况下，存在不同品牌价值来源的排名和优先级，这表明在品牌价值建立和品牌价值管理阶段需要对品牌价值来源采取选择性方法。这样一来，传统的品牌价值建立和管理的一元概念受到了干扰。但是，在整个品牌生命周期中，品牌流程的连续性和强大的品牌形象应该是有效品牌管理的主要手段。因此，本文的目的是确定"利益"和"形象"的相关组成部分，这些组成部分可以在品牌价值建立和管理阶段用作协调品牌管理的基础。为此，通过相关测试支持的对应分析对从自己的问卷调查中获得的数据进行了统计评估。已经发现，品牌价值来源组成部分的最佳组合是：1）正面联想（意象）和属于生活方式（好处）；
2）期望（意象）并吸引他人的注意力（好处），以及3）信誉（意象）并提高幸福感（好处）。这些发现有望在管理实践中广泛用作有用的相关信息源，并有望增强和加深对先前实践的理解，并为消费者提供相关内容，以响应迅速变化的消费者需求和期望。

关键词：品牌，品牌价值来源，品牌，品牌价值，品牌管理。