The LOGMAN model: a logical brand management model

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Brand management, Brand equity, Balanced scorecard, Marketing mix

Abstract

Proposes a model that combines the proactive and reactive nature of brand management. It is called the logical brand management model, abbreviated to the LOGMAN model. More specifically it combines insights from: Kaplan and Norton's balanced scorecard method; BCG's brand value creation method; the path analysis method; the gap analysis method; and the house of quality (QFD) method. It allows one to perform a logical brand consistency audit at several levels. It evaluates whether customer perceptions of the company's brand drivers and the external brand drivers are in line with the company's brand objectives. Furthermore, it analyzes the logical consistency of the company's brand policy across multiple customer segments and over time.

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Introduction

Today's markets are very turbulent and unstable. This not only asks for "matching" strengths/weaknesses with the actual opportunities/threats, but also for "patching" (continuously changing portfolios and competencies) (see Eisenhardt and Brown, 1999). It is not only about where a company should be or what it should be, but also about how it should proceed (Eisenhardt and Sull, 2001). In their epilogue (summary) of a special issue on exploring marketing planning, Saunders *et al.* (1996) observe that strategic marketing planning should help organizations to cope better with the environment.

As markets and environments become more sophisticated and the amount of external influences grows, the driving forces of brand and customer equity become more complex as well. A company may deal with this in two ways:

(1) It may accept that all these influences are mainly uncontrollable. This would imply that the company adapts itself to the future and uses a reactive brand strategy. In the best case, it may deal with different scenarios.
(2) It may, however, perceive all these influences as partly controllable. This would imply that a company tries to shape the future by influencing the perception customers have of the market, the competitive situation and the environment. Using this kind of proactive brand strategy, a company may influence the occurrence of a certain scenario.

In this article a model is proposed that combines the proactive and reactive nature of brand management. It is called the *log*ical brand *man*agement model, abbreviated the LOGMAN model. More specifically it combines insights from:

- Kaplan and Norton's balanced scorecard method;
- BCG's brand value creation method;
- the path analysis method;
- the gap analysis method; and
- the house of quality (QFD) method.

First, the different methods, underlying the logical brand management model, will be explained. In a second stage the linkages between these methods will be shown. In a third stage, all these methods will be integrated into one strategic framework, called the logical brand management model. Finally, the logical consistency of the model is discussed at several levels.

Explanation of the different methods (underlying the logical brand management model)

The logical brand management model explained later in this article, is mainly based on the principles of the balanced scorecard.

Balanced scorecard

In the balanced scorecard method, introduced by Kaplan and Norton (1992, 1993), different performance measures are evaluated at four perspective levels (as indicated in Figure 1):

(1) The financial perspective (for instance ROI).
(2) The customer perspective (for instance customer satisfaction/loyalty).
(3) The process (internal business) perspective (for instance time, quality and cost of delivery).
(4) The innovation and growth perspective (for instance percentage of sales from new products).

Companies do not necessarily lend equal weight to all four perspectives (see Olson and Slater, 2002). It may be highly dependent on the strategy followed. Product leaders will emphasize the innovation and learning perspective, customer intimates emphasize the customer perspective, while those pursuing an operational excellence policy will focus on the process perspective (see Slater *et al.*, 1997; Treacy and Wiersema, 1993, 1995). Niven (2002, p. 92, 107), however, states that although there may be a particular emphasis on some perspectives, all perspective measures should reflect a company's strategic direction. For instance, those pursuing a customer intimacy policy should be concerned with the perceived service level of the targeted customers (customer perspective), the efficiency and effectiveness of their CRM system (the process perspective), and customer knowledge (learning and growth perspective).

Figure 1 Kaplan and Norton's balanced scorecard
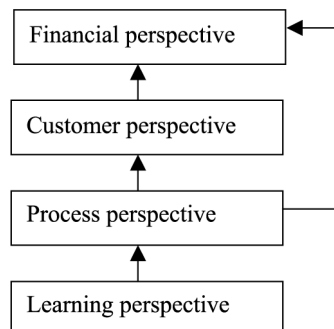
The four perspectives are linked to each other through causal or spurious relationships. In case of a causal relationship, one variable has a causal impact on another variable (direct or indirect through a third variable). In case of a spurious (noncausal) relationship, the two variables studied are both affected by a third variable at the same time. This third variable may be controlled by or may be exogenous to the company (Logman, 1995a,b, pp. 2-3, 22-25; Campbell, 2002)[1].

For instance, recent research has shown that increasing customer satisfaction (customer perspective) may increase profitability up to a certain point (financial perspective). After this point (for instance more than 95 per cent satisfaction) the extra efforts to increase the satisfaction level outweigh the benefits (see Copernicus Mzine, 2002b). Various other examples illustrate the possible linkages between the different perspectives in the balanced scorecard. For instance, a mass customization strategy (process perspective) facilitates cash flow (financial perspective), because goods are sold and at least partially paid for before they are produced (Berman, 2002). Or offering customizable solutions to customers, which offers the customers the possibility to customize the product themselves, may allow the company to pursue both individual customer satisfaction (customer perspective) and cost efficiency (financial perspective) (Logman, 1997).

Besides relationships "between" the four perspectives, relationships can be identified "within" each perspective as well. For instance, there will be interactions between a company's processes. These interactions should show some logical consistency. For instance, Amazon offers the option of free shipping (lower price). In return customers have to wait a few days longer. These extra days allow Amazon to consolidate orders and save on shipping costs (Copernicus Mzine, 2002c).

The four perspectives in the balanced scorecard may be extended to other perspectives. For instance, a company may not only focus on the customer perspective, but also on the perspective of other stakeholders. This may lead to an employee perspective, investor perspective and public perspective (den Engelsen, 2002). Again, all perspectives should be aligned, which is not always obvious. For instance, investments in image (related to the customer perspective) may have a negative impact on profitability (related to the investor perspective).

The balanced scorecard already has been linked to other popular strategic tools. For instance, there is a very clear link between the balanced scorecard and Day and Wensley's (1988) competitive

advantage framework. Day and Wensley discuss the causal linkages between sources (skills and resources), positions (for instance low cost vs differentiation) and outcomes. In the balanced scorecard sources are defined at the learning perspective level, positions are defined at the process and customer perspective level and outcomes are defined at the customer and financial perspective level.

The balanced scorecard is based on goal congruence throughout an organization and therefore is partly similar to the management by objectives method, introduced by Peter Drucker in the early 1950s (Dinesh and Palmer, 1998). Both methods are based on the development of strategic measurements (linked to clear objectives) and on collaboration between all organisation levels.

The balanced scorecard has many applications in marketing management. For instance, the strengths and weaknesses in a SWOT analysis may be based on criteria of the four perspective levels (Lee and Sai On Ko, 2000). Moreover, market segmentation criteria may be derived from criteria at the financial perspective level (for instance customer profitability) and from criteria at the customer perspective level (for instance customer attitudes) (Bock and Styles, 2002).

Implementing the balanced scorecard at the brand management level

Several brand management models have been introduced in the literature, in particular models that measure brand equity and brand value (see Keller, 1997).

A brand management model that may be perceived as an application of the balanced scorecard is the Boston Consulting Group's brand value creation model (Bixner *et al.*, 2000). It focuses on four brand components and captures several relationships between these components (as indicated in Figure 2):

- The relationship between the brand strategy (decisions such as brand targeting and positioning) and the brand drivers (tactical decisions such as the marketing mix).
- The relationship between the brand drivers and brand equity (measured by the customers' awareness, perception, preference and purchasing behavior).
- The relationship between brand equity and the brand value (measured by increases in the price premium, increases in sales volume and the brand value transferred to other products of the company's portfolio).

As indicated in Figure 2, there is a clear relationship between the perspectives in the balanced scorecard and the components of the brand value creation model. Brand value criteria

Figure 2 Implementation of the balanced scorecard at the brand management level
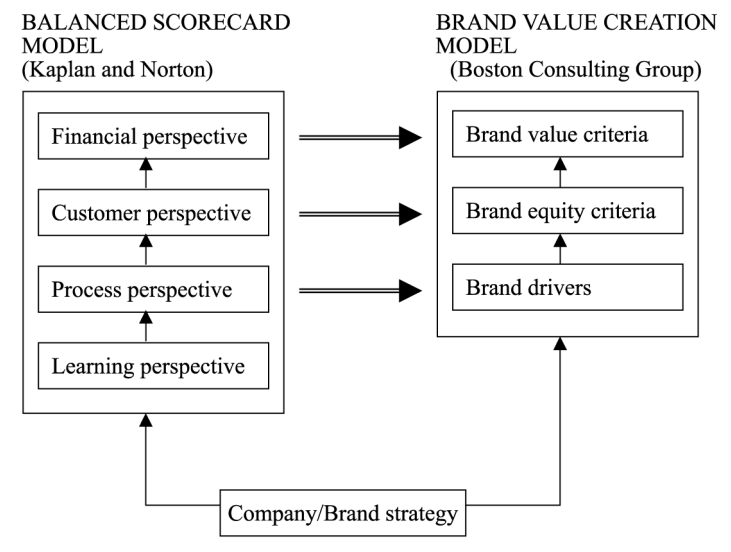
correspond to the financial perspective, brand equity criteria to the customer perspective and brand drivers to the process perspective. The company/brand strategy will drive the perspectives and levels in both models.

Sources of brand equity may range from very concrete attitudes/perceptions to more ephemeral perceptions of benefits and values. Moreover, a distinction can be made between sources of brand equity at the corporate, product category and brand-specific level (Bong Na *et al.*, 1999). In this context Maklan and Knox (1997) emphasize the importance of the organization behind the brand, as customers seek a relationship with their suppliers rather than a relationship with an abstract brand concept.

Another component in the model is brand value. Different methods have been described in the literature to measure brand value (see Davis, 2002; www.interbrand.com). In many of these studies, brands are managed as assets. The brand value is based on the net present value of projected brand earnings (or cash flows).

We already pointed out that there are causal linkages "between" the four components of the brand value creation model. Moreover, different relationships will occur "within" each of the four components. For instance brand awareness (a brand equity component) may directly affect the consumer's brand choice (another brand equity component).

However, both the brand awareness and the likelihood to buy may be affected by a third variable, for instance a company's product innovation efforts. This partly induces a spurious relationship between the brand awareness and the likelihood to buy the brand.

Finally, the magnitude and direction of these kinds of relationships will highly depend on moderating variables, such as market characteristics. For instance, in a mature market, awareness may be irrelevant as an indicator of the likelihood to choose a brand, because in that stage all consumers are aware of all main brands in the market place (Mackay, 2001).

The LOGMAN model: a logical brand management model

Using insights from gap analysis and quality function deployment, the logical brand management model, which is referred to as the LOGMAN model (see Figure 3), extends and refines the brand value creation model at several levels:

- It makes a distinction between the objective levels of the company's brand drivers (processes) and the levels as perceived by the customers and shows how these perceived levels may be influenced.
- It adds external brand drivers and shows how these external drivers may be partly turned into controllable drivers (processes).
- It analyses customer perspectives for multiple customer segments.
- It integrates a learning perspective.

Influencing customer perceptions of the company's brand drivers and the external brand drivers refers to the proactive nature of brand management. Integrating a learning perspective refers to the reactive nature of brand management. Moreover, the logical brand management model allows analyzing the logical consistency of a company's brand strategy. Logical consistency asks for a perfect alignment across the different perspectives and a perfect alignment within each of these perspectives.

(1) Influencing the customers' perception of the company's brand drivers

The company's brand drivers in the LOGMAN model (in Figure 3) refer to its marketing mix instruments. The importance of each of these drivers is dependent on company strategy (Treacy and Wiersema, 1993, 1995). Price is the central marketing mix instrument (driver) if a company pursues a cost leadership policy. The product policy on the other hand is the key driver if a company pursues a product leadership policy. The logical order of deciding on each of these marketing mix instruments may differ from one company to another as well. For instance, in many companies product-related decisions precede any

other marketing mix decisions. In other companies, the communication concept (for instance: "Nike is a way of life") may precede the other marketing mix decisions. New products may be developed that are in line with the brand's communication concept.

Performing a gap analysis[2], different gaps may be identified. There may be a gap between the objective levels of the company's brand drivers (its marketing mix instruments) and the perceived levels by customers. A lot of studies have been written about this issue (Gijsbrechts and Logman, 1996; Logman, 1995b). From these studies it becomes obvious that important marketing mix interaction effects may occur. For instance, the price level and communication content and budget may be perceived as indicators of product quality. A company may try to manipulate these kinds of interactions. Buchholz and Wördemann (2000) illustrate this with Hallmark greeting cards. Hallmark applies, what these authors call, the "guilty principle" in the following way: what if the person who gets your greeting card notices that he is not worth a "Hallmark"? What happens is that Hallmark tries to make price become part of the value consumers assign to the product. In this way the negative role of price (the budget barrier) may be turned into a positive role (a buying motive).

Companies sometimes introduce line extensions in order to manipulate customers' perceptions. For instance, adding a premium version of a product may influence the price perception of customers towards the medium version. Some companies even add a premium version, even if they are convinced it will not yield good sales results, but simply because it will affect the way customers perceive the price of the medium version.

It is quite obvious that in influencing customer perceptions, all brand drivers should be aligned. For instance, if communication overpromises the brand's benefits, meaning that the real quality level is lower than the one communicated to the customers, the latter will probably not buy the brand a second time (Haynes *et al.*, 1999).

Influencing customers' perceptions of a company's brand drivers in order to minimize the gap between the objective and perceived levels of these drivers is one issue. Minimizing the gap between the customers' expected levels of these drivers and the customers' perceived levels of these drivers is another one. Customers may have minimum requirements with respect to the performance levels of certain drivers. If these are not fulfilled, they will not consider the brand as a possible choice at all (Kotler *et al.* 2001, p. 219). But customers may have maximum requirements as well. At a certain point in time they may perceive

Figure 3 The logical brand management model (the LOGMAN model)
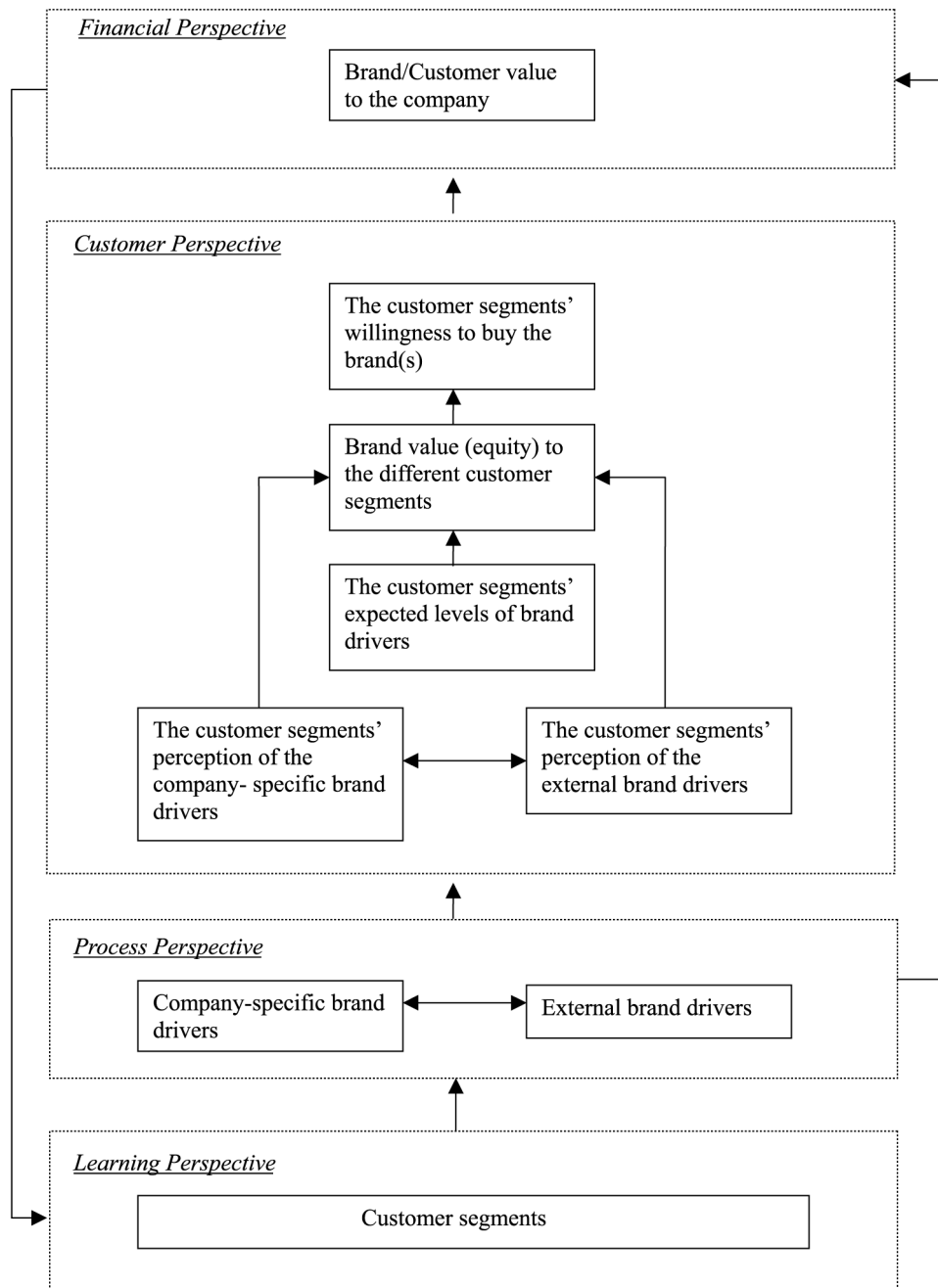
every extra effort to increase the performance level of a certain driver as redundant, implying that they are not willing to pay more for this extra effort. Therefore, at a certain point in time a company may show a performance excess on certain drivers (Christensen, 1997a,b). This will often be accompanied by a shift of drivers, meaning that the customers will consider a new driver, after their expected performance level on a previous decision driver is reached. Of course, the expected performance levels may differ from one segment to another.

According to Christensen, companies may react to the problem of performance excess in several ways.

A first strategy could be one of retargeting (see also the learning perspective later in the article). This would imply that the company focuses on customer segments that still expect higher performance levels of the existing drivers. A second strategy would be one of inducing new brand drivers. The third strategy would be one of influencing customers' expected performance levels of existing drivers.

(2) Influencing the customers' perception of the external brand drivers

In the LOGMAN model (Figure 3) external drivers are integrated as well. These drivers refer to the competitive and market context in which the company's brand will be evaluated. This context may be controlled by the company to some extent by manipulating its customers' reference framework (see Keller *et al.*, 2002). For instance by mentioning the average market price near the company's price in the store, the company may exercise some control on the customers' relative price perception. The way customers develop decision criteria is also highly dependent on their perception of "the market" as such. "What is the market?" is a key question. Or from the company's point of view: "what is our market?" and "what is the competition's market?"

This question can be related to the territory principle of Buchholz and Wördemann. By defining your market ("this is our territory") and by pushing competitors in another territory (at least in the customer's mind), the customer's reference framework may be manipulated in the direction the company prefers.

Besides redefining and refining current markets (territories), companies may also expand their territory. Putting products in a broader market context, may affect the customer's reference framework as well. Buchholz and Wördemann give the example of Wrigley, which positions chewing gum as an alternative for cigarettes. The general message is that the customer still can eat chewing gum in places where smoking is forbidden. This example illustrates that the marketer should focus on particular contexts in which its brand may be used. By performing this kind of contextual marketing the marketer may try to influence the customer's perceptions about certain contexts.

Besides influencing the customers' market and competitive drivers, a company may also try to manage the environmental drivers of customers to its own benefit. However, little is known about the dimensions customers use in evaluating aspects of the environment (Everett *et al.*, 1994). In rapidly changing environments, it may be appreciated by customers that companies not only "educate" them about the product itself, but also about the environment in which the product operates (Waite *et al.*, 1999; Cooper, 2000). Companies hereby may guide the customers' perception about the environment by "guiding" a public debate on it. Many CEOs, Bill Gates among others, even try to shape consumer expectations by writing books about the future environment (Prahalad and Ramaswamy, 2000). The rise of new marketing concepts such as experience marketing, responsibility marketing, . . . indicates that environmental factors are starting to play a crucial role in the marketing planning process.

Furthermore, it may be interesting to gain insight into interactions between the environmental market and competitive drivers (Gatignon and Soberman, 2002).

(3) Integrating perceptions and customer equity criteria of different customer segments

In developing its brand strategy companies should also be aware of how their brand drivers are perceived by different customer segments. In reaching these different segments, intersegmental conflicts or confusion should be avoided (see also Mitchell and Papavasiliou, 1999).

We follow a reasoning similar to the one used in the "house of quality method". This method is a popular tool in quality function deployment. One of the ideas in "the house of quality", is that requirements that are used to meet specific needs, may reinforce (or counteract) each other (Hauser and Clausing, 1988; Akao, 1990).

For instance, by lowering its prices a company may attract new (price-sensitive) customers. At the same time this may negatively affect the perception of current customers, who may feel misled, if this price reduction takes place shortly after their purchase (see also Feinberg *et al.*, 2002). Or it may negatively affect the quality perception of the current customers, who perceived price as an indicator of quality (see Gijsbrechts and Logman (1996) for other examples).

In the same way, there should be a logical alignment among segments in the company's objectives with respect to the value that customers attribute to the brand. This is often measured by customer equity. Customer equity has three drivers (Rust *et al.*, 2000):

(1) Value equity, which is the customer's objective assessment of the usefulness of a brand, based on the perceptions of what is given up for what is received.
(2) Brand equity, which is the customer's subjective and intangible assessment of the brand, above and beyond its objectively perceived value.
(3) Retention equity, which is the tendency of the customer to stick with the brand, above and beyond the customer's objective and subjective assessments of the brand.

The customer's willingness to buy the brand will depend on the difference between the perceived value (equity) and the price of the brand (Anderson and Narus, 1999, pp. 5-7).

In trying to attract new customers, the company may focus on brand equity criteria such as brand awareness and brand associations (Keller, 1997).

In trying to keep its current customers on the other hand, a company may focus on retention equity criteria such as customer satisfaction, the customer's lifetime, etc. (Pitt *et al.*, 2000). Budget limitations may however, limit the combination of both objectives.

For instance, as the average age of some companies' customers continues to rise, these companies may become anxious that there will be no one to replace them and therefore may feel the pressure to attract younger people. It should ask itself whether investing in marketing efforts to attract younger customers is to the detriment of efforts to increase customer satisfaction of current customers (see Copernicus Mzine, 2002a).

Finally, there should be a logical consistency in the company's brand portfolio, for instance if a company uses different sub-brands to reach different customer segments.

(4) Integrating the learning perspective

In the previous sections, it was argued that companies should try to influence the customers' perceptions of the company's brand drivers and the external brand drivers. This emphasizes the proactive nature of the LOGMAN model. The model also has an inherent reactive nature, by integrating a learning perspective as in the balanced scorecard.

More specifically customer segmentation is perceived as a learning process. Customer segments may be refined all the time, based on the evaluation of the linkages between the process, customer and financial perspective. Segments can be evaluated in terms of their share of the company's total sales volume, sales revenue, current and potential profitability. In terms of profitability, confronting revenue with the cost to serve the segment or measuring customer value in another way may be an interesting exercise. Similar to the brand value, defined earlier in this article, customer value can be defined as the net present value of future cash flows (resulting from transactions). CRM techniques such as collaborative filtering (looking for customers with similar attitudes and behavior) allow the company to address its efforts to the different customer segments in a more effective way. For instance, Reinartz and Kumar (2002) suggest that different marketing techniques should be used, dependent on the level of profitability and the long-term potential of customers.

In continuously refining customer segments, the company moves from a segment-oriented approach to a one-to-one approach. When reaching individual customers over time, there should be consistency across all brand touchpoints. These touchpoints are defined as the different ways (actions) the brand interacts with the customer during the different stages of pre-purchase, purchase and post-purchase (Davis and Dunn, 2002, pp. 58-61). Of course, a company may also reach a point of hypersegmentation, in which it becomes too costly for the company to address all customer segments in a different way (using multiple sub-brands, multiple actions, etc.) (Mitchell and Papavasiliou, 1999). It may react to this situation by looking for "synergetic" brand drivers (with respect to the brand portfolio and the marketing mix), which allows the company to pursue both cost efficiency and customer segment effectiveness. For instance in a context of simplicity marketing, the company will reduce the number of sub-brands. Or, it will only introduce new brand extensions that attract different customer segments (e.g. new and existing customers) at the same time.

Implications: logical consistency at several levels

In this article principles of the balanced scorecard were applied at the brand management level. It also integrated principles of gap analysis, path analysis and QFD analysis.

The logical brand management model, discussed in this article, allows the brand manager to perform a logical brand consistency audit by answering the following questions:

- Is there a logical order and interaction between the company's brand drivers?
- Are the "company's brand drivers" perceived by the customers the way the company wants them to be (in line with the company's brand objectives)?
- Are the "company's brand drivers" perceived by the customers the way the customers want them to be (in line with the customers' expectations)?
- Are the "external brand drivers" perceived by the customers the way the company wants them to be?
- Is there a logical consistency between the company's brand drivers (and related objectives) across the different customer segments that are adressed?
- Is there a logical consistency between the company's brand objectives at the different perspective levels (for instance between the customer and financial perspective)?
- Is there a logical consistency between the brand's drivers (and related brand objectives) over time (learning perspective)?

It should be noted that finding root causes may be a key issue. This means that the company should be able to identify the real problems and try to look

for common key drivers. For instance, it may find that many people are unaware of the product and current customers expect more. Product innovation may for instance be the key driver to solve both problems.

Moreover, the model proposed allows to analyze a brand policy in a specific context. For instance, in times of recession, it may be necessary to lower costs, by adjusting certain business processes. The audit model may reveal what are the processes (drivers) that only affect the financial perspective and that do not affect the customer perspective (e.g. the value of the brand to the customer) (see McCarthy and Sutcliff, 2002). Or it may reveal how the company can increase the willingness of customers to buy the brand (the customer perspective) by reducing customer costs (purchase price, maintenance costs …) (see Lindner and McCarthy, 2002).

Finally, we note that the previous model may also be used as a tool to analyze the potential of brand stretching. For instance, the more the brand provides emotional benefits rather than product-specific functional benefits (equity at the customer perspective level) and the more the company feels there may synergies both at the cost and revenue side (the financial perspective), the higher the likelihood of being able to stretch the brand into other product categories (Davis and Dunn, 2002, p. 210).

Challenge for future research

It is quite obvious that a similar exercise in integrating different methods cannot only be applied at the brand management level, but also at the strategic (corporate) marketing management level. For instance, the analysis of competencies, organizational structure and performance analysis, which often form part of the internal analysis of a strategic marketing plan, are related to the learning and growth perspective in the balanced scorecard. The external analysis of the strategic marketing plan can be related to the customer and external process perspective. The tactical part of a strategic marketing plan (marketing mix actions) can be related to the internal process perspective. The overall strategy and the evaluation of a strategic marketing plan are related to measures used at the four perspective levels.

Notes

1 By means of a path analysis, it is possible to determine what part of the correlation (relationship) between two variables is due to causal relationships and what part is due to spurious relationships (see Logman, 1995a; Logman, 1995b, pp. 2-3, 22-25).

2 In gap analysis methods, different possible gaps are evaluated at different levels of the marketing planning and strategy process. The service quality model is one of the well-known variants of the method (Parasuraman *et al.*, 1985). It deals with several gaps: for instance the gap between the quality specified and the delivered quality, or the gap between customer expectations and customer perceptions.

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Executive summary

This executive summary has been provided to allow managers and executives a rapid appreciation of the content of this article. Those with a particular interest in the topic covered may then read the article in toto *to take advantage of the more comprehensive description of the research undertaken and its results to get the full benefit of the material present.*

Balancing the brand management mix

In many respects the everyday task of brand management has evolved only slowly. The essential core of brand management remains the manipulation of the four Ps (product, place, price and promotion) and the subsequent implementation of strategies. The precise focus varies from one organization to the next but it is probably fair to say that the greatest emphasis tends to be placed on promotion and, as its major component, advertising.

Alongside this continuing focus on "classical" brand management sits the developing use of brand equity and brand value measures as a guide to corporate strategy development. The approaches have brought a degree of financial credibility to the idea of a brand which recognizes that traditional approaches to business valuation do not take account to the important role that brand equity plays in the success of a brand.

Despite these changes there is a need for a re-examination of approaches to brand management that draw on ideas and techniques developed elsewhere in management theory and practice. These ideas include the balanced scorecard, gap analysis and organizational learning models. Logman presents such an approach.

Are we really in control?

There are two extreme positions in brand management – one where we are in total control of the brand's drivers and another where the principle brand drivers lie external to the organization and hence are outside our control.

On the face of things we are in control of much that surrounds the brand – this is, after all, the premise that underlies the four Ps. We are in control of the product's objective quality, of the price we charge, the manner in which we bring the product to market and the way in which we tell consumers about the product and encourage them to buy. However, the factors are all inputs to the brand management process, we are not in control of the outputs let alone the outcomes of our brand management.

Firstly, we do not operate in isolation but operate in a competitive environment. If our marketing activities are affecting consumer behaviour (we hope in a positive way), we can rest assured that the activities of competitors will be doing likewise. Thus, the totality of promotions associated with a given set of brands will determine the way in which consumers respond not just that small part of the activity that we control.

Secondly, other factors other than the management of brands will influence consumer behaviour. Some of these factors can be characterized as fads and fashions while others reflect demographic trends, technological developments and even the activities of public agencies. Brand managers need to be as aware of these factors as they are of the core elements of the brand and competitor's brand management activity.

Some drivers we control, some we can only influence

The polemical positions described above are equally wrong. In reality the degree to which we control a "brand driver" varies with some completely under our control while other can only be influenced by our activity. Logman recognizes this within his model by supplementing traditional internal brand drivers with a set of external brand drivers. Thus, our brand strategy evolves through reference of market developments, societal changes, fashions and technology as well as through the iterative processes associated with classical brand management.

Linked with this recognition of external influences over the brand is the further recognition within Logman's model of the inconsistency of consumer reaction. We cannot assume that an objective fact is perceived that way by the consumer. There is always a difference between consumer perception of a given brand driver and that driver's objective level. Logman argues that the application of gap analysis methods similar to those developed for service quality assessment allows marketers to develop strategies that close the gap between what the consumer perceives and the brand driver's objective level.

Linking brand management to corporate objectives

By introducing the balanced scorecard approach to brand management, Logman draws us away from the narrow thinking associated with the manipulation of the four Ps. Rather than focusing on the manipulation of brand variables we are encouraged to consider financial, customer, process and innovation factors ahead of deciding on the marketing mix for a given brand. Importantly this approach recognizes that the firm's expectations from a given brand must link with overall corporate strategy. And it is clear that the relative balance between a set of overarching

factors will influence the manner in which we construct a brand marketing strategy.

At the same time as we consider the balance between these factors, there is a need to develop what Logman refers to as a learning perspective. This is not simply a matter of assessing what works and what does not work (although too few firms undertake this assessment is a comprehensive way) but a matter of systematically using learning from across the organization and from outside the firm to inform the development of brand management strategies.

If we a serious about using the development of brand and the extension of brand equity as a central driver of corporate success, then we need to embed that approach more completely within the entirety of the firm's strategies. Logman's approach provides a means of approaching such high level brand strategies without losing touch with the prosaic task of making sure the individual elements of these strategies are properly implemented. By applying a balanced scorecard approach and using the idea of gap analysis, Logman also points to ways in which we can improve the targeting of marketing strategies to strengthening the brand.

(A précis of the article "The LOGMAN model: a logical brand management model". Supplied by Marketing Consultants for Emerald.)