Journal of Informatics Education and Research
ISSN: 1526-4726
Vol 5 Issue 2 (2025)

"Brands Development in Digital Marketing Age Across Sectors"
"कुछ क्षेत्रों में डिजिटल मार्केटिंग के युग में ब्रांड्स विकास"

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Abstract:
Marketing investments need to be sharp and effective, especially in case of businesses which have multiple brands either through dint of being a conglomerate which has multiple companies under it or as individual businesses which have multiple brands. And brand management requires a sound brand architecture to be in place, which also has to tie into the organization's innovation & business strategy constructs as well as physical and *digital marketing* challenges.
There are various brand architecture models which are along a continuum starting from line brands right up to product brands. Five case studies have been presented in this paper, each covering the different facets mentioned above to elucidate the practical use of brand architecture constructs.

Keywords: Digital Marketing, Brand Management, Brand Architecture, Line Brands, Product Brands

Introduction:
Different organizations which are in different phases of their evolution in terms of topline, bottom line, customer awareness, market presence, years since inception, business models, number of companies under them, budgets available for physical & *digital marketing*, have requirement for brand management and hence a sound brand architecture model. Some or all the factors mentioned above are drivers for the same.
In this paper, it is proposed to study the business & *digital marketing* imperatives of five diverse organizations. Based on the same, the brand architecture models that they have adopted will be analyzed and justifications for the same will be presented. These brand architecture approaches are an integral of the innovation & business strategy of each of these organizations.

Literature Revirew:
Srinivasan S., & Fournier S. (2024) suggest that despite a need felt for brand architecture strategies beyond the branded house and house-of-brands, their results also show that going off these two tried & tested concepts has risk/return trade-offs.

Muzellec L., & Lambkin M.C. (2024) examine the relationships between product and corporate brands and propose three types of corporate branding strategy: a 'trade name', which is the basic identity for a house of brands; the 'business brand', which is for stakeholders other than consumers; and, finally, the 'holistic corporate brand' which extends across all target audiences.

Alyafei, O. (2022) asserts that in order to execute a successful brand, one should also concentrate on some brand-influencing factors, such as customer purchasing power, culture, the social and political climate, literacy rates, the population's affluent strata, the target market, and product specifications.
Kunkel, T., Funk, D., & Hill, B. (2021) examined the brand relationships between professional sports leagues and their teams from point of view of the spectators. Customer loyalty was studies across three types of brand architecture constructs namely league dominant, team dominant and codominant (mix of the first two).

Ozemir, S. (2021) states that the building of a corporate brand's constituents in the context of B2B marketing includes the corporate's business culture, relationships with internal and external stakeholders, products, identity, and personality, according to who makes this claim.

Zelenskaya, E., & Elkanova, E. (2021) have examined place or location branding and have tried to create a logic for brand architecture which is responsive to both demand and supply. They posit that benefits of sub-branding, such as increased brand flexibility, credibility is balanced against challenges such as higher promotional expenditure, stakeholder misalignment.
Balmer, J. M., Lin, Z., Chen, W., & He, X. (2020) draw on the dual-process theory to demonstrate that the conceptualization of corporate brand attributes corresponds to considered, deliberate, and cerebral processing, while the processing of industrial corporate brand image by managers corresponds to immediate, effortless, and non-conscious processing.
Dhanaraj, D. (2020) focussed on the behaviour of rural consumers toward chosen Fast Moving Consumer Goods (FMCG) brands. Using a sample of rural consumers, he suggested and evaluated a hypothesis establishing the connection between the numerous elements influencing consumers and their awareness preferences in purchasing FMCG brands.
Keller, K. L. (2020) highlights five key themes from the more recent era of research including the pleasure and/or pain of brands, brand attachment and loyalty, consumer relevance and distinctiveness in branding, consumer communications about brands, and managerial branding considerations.
Puckey, B. A. (2020) examines how a corporate brand's success affects sales / revenue per share. It was discovered that Brand Power and all of its components (Familiarity, Favourability, Overall Reputation, Perception of Management, Investment Potential, and Culture of Innovation) had a variety of effects on sales / revenue per share 5-year growth.
Karmakar, A., & Ahmed, A. (2019) concentrated on how consumers perceived foreign brands above local brands when buying personal care products. The psychology of the consumer is the key factor influencing their attitude toward using a local or multinational brand.
Leijerholt, U., Chapleo, C., & O'Sullivan, H. (2019) study the importance of brand architecture for the public sector. They say that public sector branding needs to propagate a positive perception and organizational attractiveness compared rather than requirement of a unique and differentiates brand.

Business PROBLEM:
There is a plethora of brand architecture models such as branded house, house of brands, brand architecture continuum from line brands right up to product brands. However, in the absence of practical utilization of these very essential concepts, their application remains nebulous. This paper seeks to solve this problem by offering five real life business challenges and how they were overcome using these brand architecture constructs.

Methodology:
The case study qualitative research methodology has been used in this paper wherein real-life examples of branding strategy across multiple industries have been extensively described. Along with description, an explanation for each case study has also been given along with the business context. This helps the reader to understand the rationale for the brand strategies undertaken by these organizations.

Results & Discussion:
1. Brand Architecture in Digital Marketing Age in FMEG:
A well-known FMEG organization based out of India was looking to spruce up its brand presence. It had a parent brand which was synonymous with its name, also it had multiple sub-brands and product names. The sub-brands were named Popular, Majesty, & Platini in ascending order of their quality and pricing in the market. These sub-brands had been in the market for some years now. The

organization now wished to revamp its Platini range with an eye towards 1) a premium offering for e-tailers such as Amazon & Flipkart by adding an online brand store etc. & 2) create a differentiated offering with select retailers through permanent wall display of Platini items.
The organization was desirous of placing Platini as the hero with its parent brand as an endorsing or support brand. However, it was unsure of the brand recall of Platini, Popular, Majesty and hence wanted a validation of the market before embarking on this project. Hence an in-house effort was launched to evaluate the ground realities and suggest a suitable brand architecture for the parent and other brands.

The organization had a big B2C portion with 4 different business units, hence a study of the customers and trade partners in each business was undertaken:

Firstly, the end customers were asked what their perceptions were regarding the parent brand. This was done to establish the brand strength of the parent brand. The Kapferer's brand prism construct was used for the same and the brand perception was ascertained around its six facets:
1. Physique: (+) Rough and tough, into kitchen & home appliances; (-) Basic packaging, simple designs
2. Personality: (+) Indian, Trustworthy, Educated; (-) Old, Traditional, Conservative
3. Culture: (+) Helpful, Friendly, approachable; (-) Does not innovate
4. Self-Image: (+) Value for Money; (-) Does not try new things, continues as-is
5. Reflection: (+) Proud user of Indian brands; (-) Believes in necessity, not luxury
6. Relationship: (+) Like Mom & Dad; (-) Elders

In contrast with this, the competition boasted of customer awareness parameters such as advanced looks, powerful design, packaging like I-Phone, modern, innovative, quality conscious, tech-savvy, advanced, smart. Clearly this is the space that the flagship parent brand of the organization needed to be in.
The trade partners were next asked what their perception was about the parent brand of the organization. A similar Kapferer's brand prism was administered to them as well:
1. Physique: (+) Associated with Bikes & Fans, Irons, Toasters, OTGs, Water Heaters, White Colored Packaging which is easy to identify; (-) Packaging quality can be improved, not sturdy, product look & feel is ordinary / mediocre, can break any time, cheap feeling
2. Personality: (+) Simple, traditional, aged aka Jeetendra, Dharmendra, satisfied with what he has, mature, established, reputed Male aka Amitabh Bachchan, Sachin Tendulkar; (-) No excitement, however improvement off late in last 2 years like Virat Kohli
3. Culture: (+) Honest, good, has integrity, caring, Indian culture, content with what he has; (-) Does not innovate or afraid to try new, lack of innovation
4. Self-Image: (+) Professional, high brand value, feels good, family feeling, honesty
5. Reflection: (+) Respected, goodwill has gone up, regarded as successful, ethical person as associated with ethical company, (-) Regarded negatively by Retailers
6. Relationship: (+) Loyal, treats me well, fulfills promises; (-) Since last 2 years, company has become professional, trade sees their loyalty as one-sided, not being returned

Though the trade partners have a better and more positive perception about the parent brand and the organization, it is clear that they too have issues with the modernity of the brand.

From the *Digital* point of view, this brand had enjoyed a wide awareness level till around 25 years back, in the pre-digital era. In the past 25 years, the brand was conspicuously absent from the advertising space, especially the *digital* one. This was in stark contrast to brands like Philips, Preeti, Standard, Havells, the last two being new brands which evolved during the *digital* era. Also, *digital & social media* positioning of the brand under discussion and its extensions was a genuine issue in terms of very low ROI obtained on *digital marketing* campaigns undertaken.

Based on the above analysis, the decision boiled down to selecting one of two options, that of having the parent brand as either a source brand i.e., above the sub-brands or as an endorser brand i.e., lying below the sub-brands. The pros and cons of both were considered:

Parent Brand as Source Brand:

Pros	Cons
1. Would allow us to capitalize & build upon existing brand equity of parent brand (absent in the *digital* space). 2. Investments would be focused upon single brand (very important as ROI on *digital* campaigns was conspicuously low).	1. The parent brand as of date has only base level guarantors such as “Trust” & “Legacy” 2. May take time to build up impressions for the parent brand as it was absent from the physical & *digital advertising* space since past 25 years.

Parent Brand as Endorser Brand:

Pros	Cons
1. Individual sub-brands can create different perceptions for different classes of consumers. 2. Would allow them quickly to change brand perception among consumers.	1. Establishing each sub-brand would take time & resources.

Based upon the above detailed & multi-step analysis, the organization finally took the decision to go ahead with Endorser Brand architecture strategy for their integrated (physical + *digital*) branding & marketing approach.

2. Brand Architecture for a Financial Services Conglomerate:

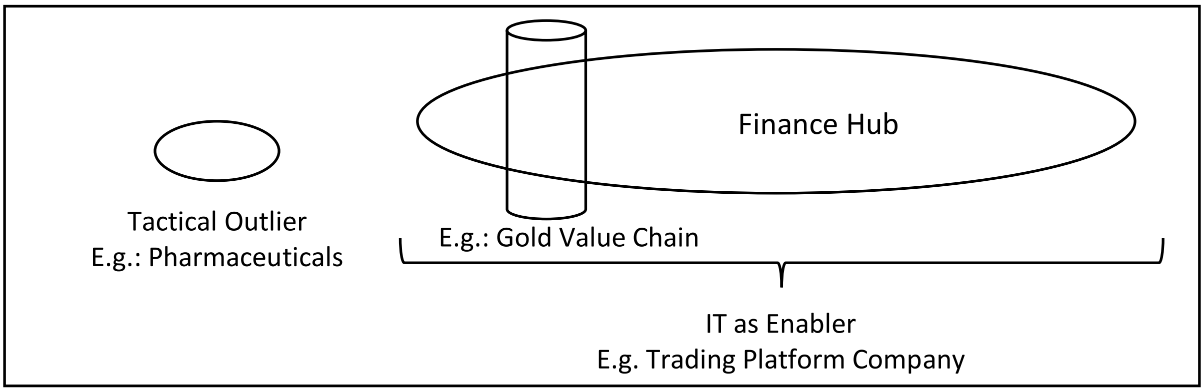
The right brand architecture suitable for a financial services conglomerate was also investigated which evolved from commodity arbitrage trading to Wealth Management, Pharmaceuticals, Agri-commodity NBFC, Agri-Commodity Trading, B2B Jewelry, Bullion, Retail Discount Broking, Forex Trading, Real Estate & Trading Platform Technology.

The challenge was how to manage the parent and the individual sub-brands and what brand architecture model to choose.

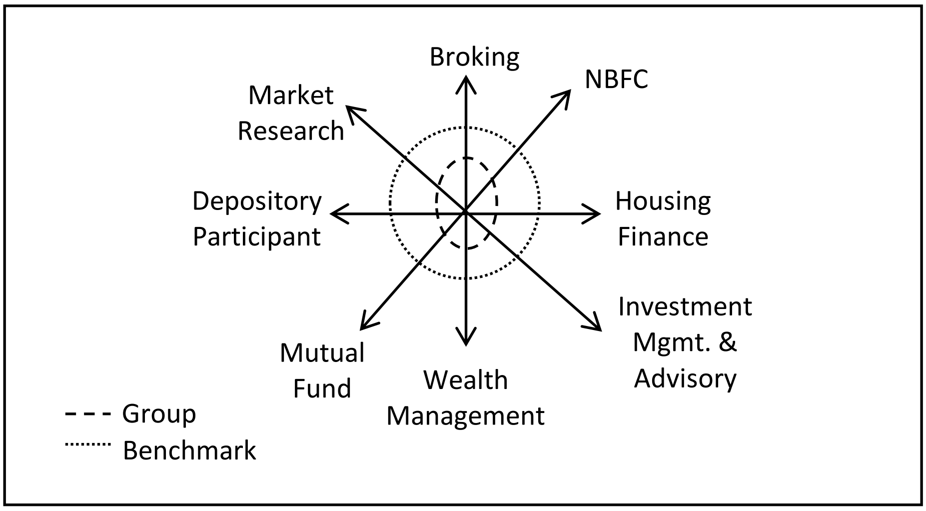
A trading organization has an ‘opportunistic’ and ‘arbitrage exploitation’ mindset. Another strategy of the group was to always have interlocking relationships in between its different businesses so that one could support the other in case of any exigencies.

Further, the founder chairman of the conglomerate was a 32-year-old self-made entrepreneur, who nursed a desire to be known as a serial entrepreneur and a thought leader in the field of broader management beyond his personal core competency of commodity arbitrage trading, especially in the *digital & social media* space. Even the name of the holding company was an anagram of his name. Hence the branding strategy, particularly the *digital marketing strategy*, needed to factor in these requirements.

Hence the DNA of the Group was to be a financial services hub while maintaining a trader’s mindset of asset light operations. However, within the ambit of the same, if a lucrative business opportunity was found, then upstream as well as downstream ventures were set up, even hard assets were acquired. For example, the group was present across the entire gold value chain from gold dore (partially processed gold) imports, conversion into bullion, and B2B jewelry manufacture and sales. There were also investments made in tactical outliers such as pharmaceuticals:

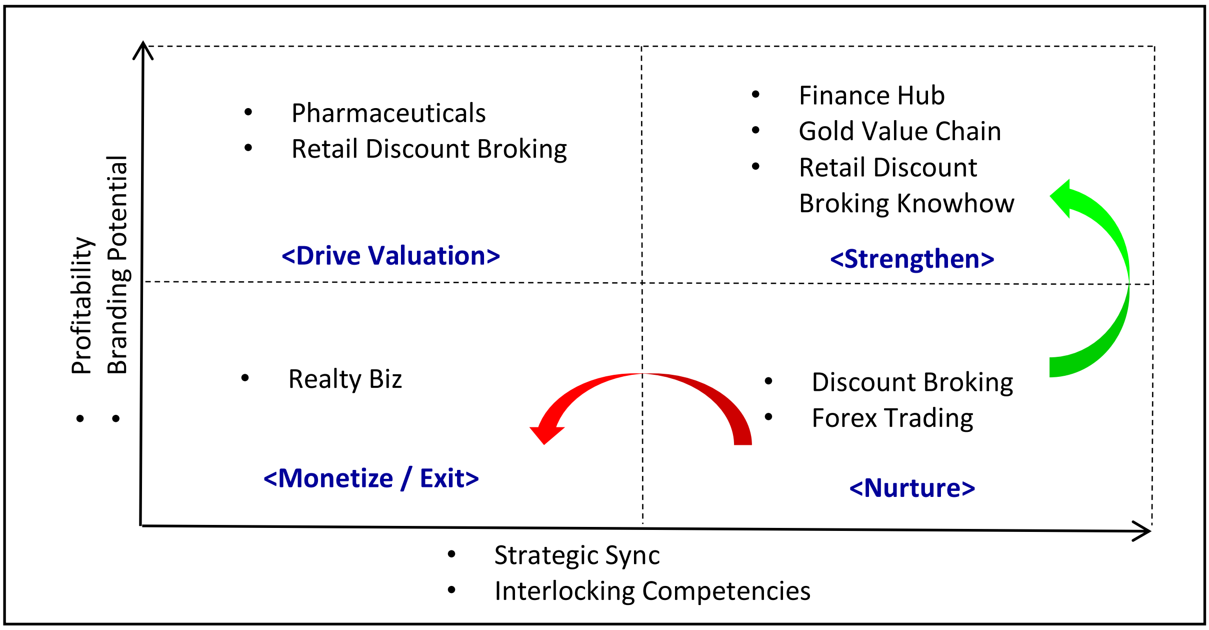


Next, a mapping was undertaken of the successful financial services conglomerates in India and their existing ventures were mapped against the ones that this group engaged in. Basis this comparison, a roadmap was established to shortlist which ventures this group should enter. Certain ventures like insurance were not selected due to the intense regulatory and financial requirements which the group wanted to avoid:



Basis the above insights and analysis, a 2*2 matrix was set up in which all the existing businesses of the group for which branding clarity was needed, were plotted. The extent of strategic sync and interlocking competencies were plotted along the x axis while the profitability and branding potential were plotted along the y axis.

Ventures which were low on strategic sync as well as profitability (E.g. real estate) were candidates for monetizing and exit. The new ventures typically started off in the high strategic sync – low profitability quadrant which was the nurture phase. (E.g. discount broking, forex trading). Post nurturing, some of these organizations would grow into the high strategic sync – high profitability quadrant (E.g. gold value chain). These ventures would be strengthened through adequate investments and managerial bandwidth. Some ventures would end up in the high probability – low strategic sync would be tactical entities, at a suitable point, their optimum valuation would be driven followed by stake sale (E.g. pharmaceuticals):



The above strategic analyses finally drive the brand architecture model proposed for the group:
1. Parent Brand with the founder chairman as brand ambassador
2. 'Strengthen' quadrant to have Parent Brand as Source Brand
3. 'Drive Valuation' quadrant to have Parent Brand as Endorser Brand for rub-off on the parent brand when the stake sale happens, also to reassure the buyer that the solid base of the parent brand and organization stands behind the venture
4. 'Nurture' quadrant to have a mix of Source and Endorser Brands
5. 'Monetize/Exit' quadrant to avoid parent branding, product brand architecture to be followed

The above strategy was useful also from the *digital branding* point of view:
1. When creating the digital persona of the founder chairman, which business entities would be attributed to him as his expertise area was now clear.
2. Each of the above 4 quadrants tapped into the above-mentioned branding guidelines when *social media campaigns* were designed. For example, there would no mention of the parent brand in the physical & *digital* marketing for the real-estate business, rather it was to be pitched to investors for potential sale, based on i) its location & ii) quality of the building asset.

3. Brand Architecture in an FMCG organization:
An FMCG business unit was a single product organization in the B2C space. It was a pioneer in branded packaged salt in that food sector in the late 1980s. As the organization was essentially a single product business unit, it had limited marketing budgets and its advertising campaigns were typically run during the few months of the year when salt production peaked.

Another reputed FMCG conglomerate had created a slew of product categories such as spices, atta (wheat flour), and of course salt. Unlike our organization, this company sourced its salt through a third-party route. This had double benefits. Firstly, solar salt was available for a lower price. Secondly as solar salt manufacturers were present across the country, and hence cost of distribution was lower. This cost saving allowed it to channel more money into distributor margins and marketing.
This FMCG player had cleverly branded its entire range of food products under a single brand name. Now each of these categories of spices, atta, and edible salt had their intensity of usage-wise peaks and troughs at different times of the year. As all the products shared the same brand name, whenever

anyone product was advertised during its respective peak use period, there was a rub-off effect on all the other products as well.

This player was a new entrant at that point in time in the FMCG business. Hence its distribution network was newly set up and concentrated in the metro and urban markets.

The combination of higher trade margins and strong marketing campaigns made this brand a strong challenger for our organization's brand in the urban markets, gradually eroding market share.

A chemicals manufacturing organization (similar to the parent organization of our FMCG business unit) in West India was a big player in the economy washing powder segment. Due to the size of its washing powder network, it had established a deep network of supply across rural India. Its vacuum evaporation-based manufacturing process also produced high purity edible salt as a by-product.

These manufacturers decided to piggyback upon their washing powder distribution network and launched a salt brand in rural and semi-urban markets. They also kept a high trade margin to push the brand sales. This brand began proving to be a threat to our brand in rural markets.

To combat this double threat from the metro and urban markets at the top end and semi-urban and rural markets at the bottom end, our brand had three possible solutions:

1. The parent brand could reduce its price in the market. This would create some end-customer goodwill and possibly halt the loss in market share.

However, MRP is a function of the brand equity that the brand had created over the past 25 years. Hence reducing the same would do irreparable damage to its brand perception as a premium, high quality product. Also, as the brand had its high-cost structures, cutting the topline would harm its profitability.

2. The parent brand could launch a 'flanker brand' which would be a price warrior and take on these rivals without disturbing the premium perception of the original brand.

A year back, our business had launched a flanker brand in the Chennai metro market bearing a separate brand name. The brand had however shown a tendency to cannibalize the sales of the original brand and was hence withdrawn.

3. The parent brand could do nothing. There was a school of thought within the business that the rural challenger brand had hugely discounted its product and hence was operating at a loss, hence would soon bleed itself out of the market.

To overcome this impasse, a detailed business model analysis of this rural challenger brand was undertaken to establish the topline and bottom line of the brand. This was possible as the challenger brand our brand shared some ex-trade partners. The analysis established that the challenger brand had crossed its break-even volumes and was at that time making a profit of Rs. 40 Lakhs / month. Hence there was no chance that the challenger would withdraw from the market.

From a *digital marketing* point of view, the current mother salt brand was having to cover too much ground, from sophisticated urban markets to rural ones, each of which had different set of issues.

1. A physical + *digital* campaign (E.g., consuming salt of poor quality is like being a "Sheikh Chilli", living in an illusory world which will ultimately damage you) had no resonance with the urban customer.

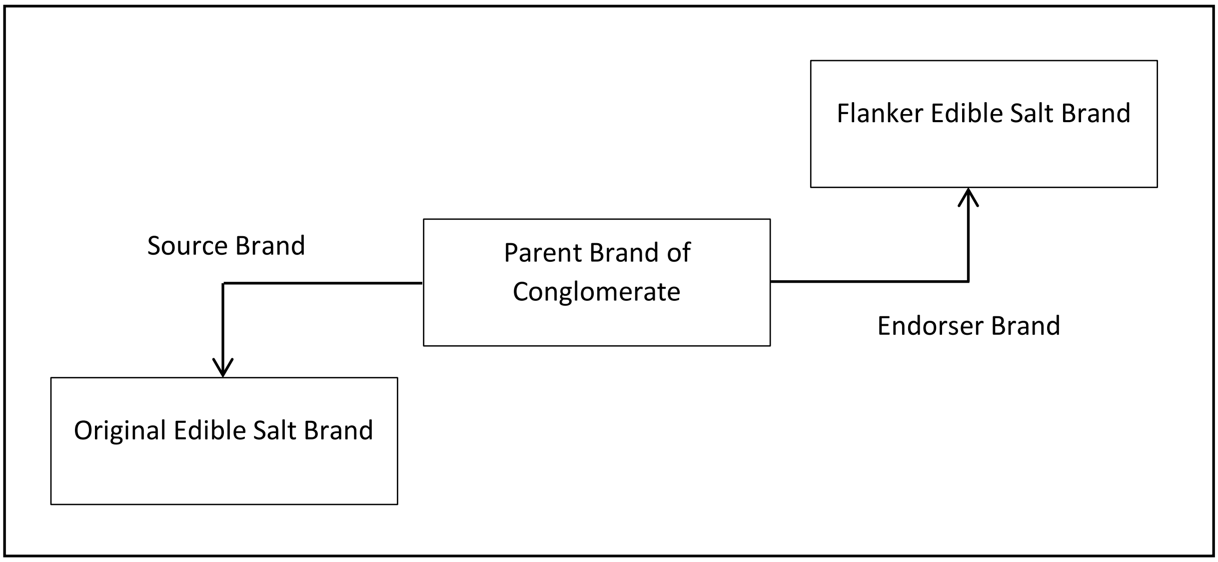
2. *Digital campaigns* for urban markets had to tap into higher order benefits like the salt brand standing for ethics, values, responsible citizenship.

Thus, a flanking brand strategy was the crying need from a *digital marketing* POV as well.

With the above insights in mind, our business decided to initiate the 2nd option of launching a flanker brand. However, the brand initiative was structured as follows:

1. The flanker brand was given a new name which had no correlation with the original brand. Both the brands however bore the parent brand logo of the business group to which the organization belonged.
2. The manufacture of the edible salt was outsourced to third party manufacturers across the country. This led to multiple benefits:
a. As the salt supply sources became well-dispersed, the cost of transport came down, which allowed the brand to reduce its MRP as well as offer a bit more margin to the trade partners, thereby creating an initial placement of product at the retail counters
b. The issue of solar salt being of inferior quality was also resolved by getting the best quality salt from the vendors as our ability to tap national level markets meant a steady offtake for the suppliers, which they could rely upon.
c. When the salt purchase was initiated, it was found that many of the salt producers were not using up-to-date methods to infuse the salt with iodine. The organization hence worked along with these suppliers and as a social service, introduced modern and efficient iodine dosing techniques.
The flanker brand was by design, never distributed in urban markets which were strength areas of the original brand. Rather, only semi-urban and rural markets were chosen. Hence the issue of possible cannibalization was avoided.

Basis the above detailed process, the following brand architecture was finally adopted:
1. The original brand and the flanker brand were two distinct entities
2. They both however bore the parent brand of the conglomerate to which they belonged as the source brand in case of the original brand and endorser brand in case of the flanker brand.



4. Brand Architecture in an Established Business Conglomerate:
This established business conglomerate was set up in 1868 in India. Its parent brand was set up after the surname of the founding family. Initially, all the ventures of the group were named after its parent brand. The parent brand was used as the source brand. Power, IT, Chemicals, Steel, Motors, Tea, Pigments, Motors, all key ventures of the Group were named after the parent brand.
However, by the 2000s, the group outlook on use of the parent's name as a source brand began to change. Firstly, the parent name had itself evolved as a brand with the message of 'Leadership with Trust' and hence became increasingly choosy about aligning itself with any and every new business venture of the group.
The individual group companies on the other hand, too began getting choosy about using the group parent brand. Three examples highlight this branding thought process well:

Chemicals & Food Additives Company	Consumer Products Company	Watch Company
1. The company was contemplating entry into branded and packaged spices. It had engaged an internationally renowned consultant to study the spices market and suggest the optimum product mix for the venture. The consultant advised that two types of spices-based products existed: ‘straights’ (plain turmeric, chili, etc.) or ‘blends’ (mix of spices for pre-mediated dishes like biryani masala, etc.). 2. From point of view of profitability, the consultant recommended launch of blends. However, the issue was that the parent company brand was a ‘base guarantor’ which would not give a perception of premium to blends. 3. Hence the company by choice did not want to highlight the parent brand as a source brand	1. This company was evaluating entry into sweeteners as a category. It had received a technology transfer and partnership agreement from a pharmaceutical company which had made a cutting-edge sweetener through a supposedly patent non-infringing process. 2. However, the pharma company had a desire to have its brand name, say ‘Solo’ as part of the JV brand. It was also keen to have the group parent name as the prefix to Solo. 3. Now the FMCG company was reluctant to do this. Their view was that if in future, the JV were to dissolve for some reason, then the two parts of the brand name would revert to their respective owners. 4. The parent brand name in that case was a generic brand name which signified no specific product. The FMCG company would hence losing all the brand equity that would have built up through the JV. 5. Based on this analysis, this venture was not accepted.	1. This company in the group which had assiduously built up the quartz watch revolution in India. 2. It had segmented its offerings on different price points. 3. It hence did not want the parent company brand name to be used for its regular and premium priced offerings because of the Group’s base level benefits perception of trust. 4. They were however, quick to cash-in on the base guarantor values of trust by using the parent conglomerate brand for their economy watch range.

The *digital marketing* strategy of the business conglomerate also had its unique set of challenges that needed to be addressed by its brand architecture strategy:
1. The conglomerate’s brand name was likened by a marketing guru to a “pink elephant upon a tightrope across a busy market square.” Thus, it was a large and easy target for detractors, especially in the *social media* world, where the anonymity provided by one’s *social media profile* makes attacks very vicious.
2. Also, due to the diversity of the individual businesses, *social media issues* raised by specific company detractors needed specific responses, which the mother brand could not provide. For example, its IT company was subjected to a vicious and prolonged campaign by an upcoming third-party company rating agency, which created multiple *social media memes* around alleged issues such as i) single digit increments, ii) low bonus amounts paid.

The business conglomerate has hence moved from an initial source brand architecture construct for older and established companies in its group to an endorser brand construct for the newer companies.

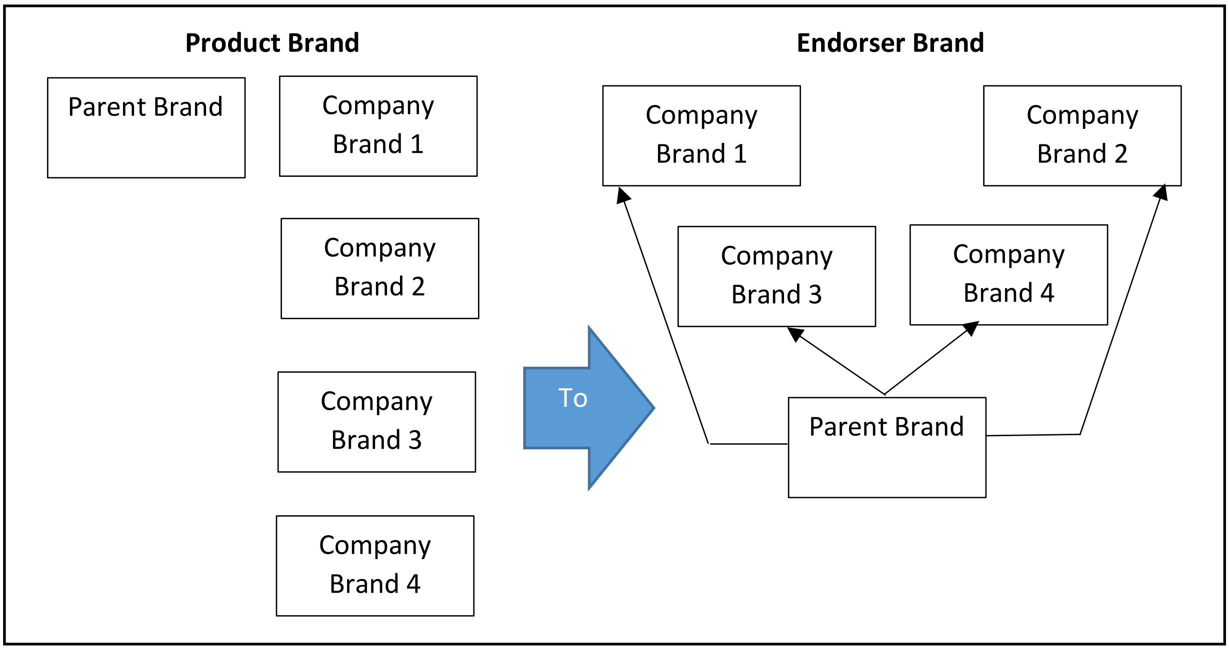
5. Brand Architecture in a Smaller Business Group:
This is the brand architecture construct of a group which was founded in 1973. The group has over the years evolved multiple times. In 2007, the group shifted its focus towards software technology-based solutions and has since then, established itself as a global software group with operating companies. The positioning of its corporate brand is that it focuses on sectors being reshaped by automation.

The group as of today is composed of 4 different companies:
1. An asset management platform for ultra HNIs which offers comprehensive ledger balance level of asset and expenses tagging, a clear dashboard on how investments are doing, and a robust document management system.
2. A B2B IoT company which provides IoT solutions for smart buildings. They primarily work with OEMs and system integrators and enable them to offer smart solutions to office and commercial building establishments
3. An EdTech start-up which offers skill guidance and career counselling for students from Std. IX to final year of graduation. It is mostly a web and App based offering
4. A family office for the proprietors of the business group which manages and grows their financial assets

Even though these 4 companies owed their origin to the parent company, each of these 4 have evolved independently and with their own brands which acted as product brands. Hence, they were reluctant to associate themselves with the parent brand now as they feared it would raise concerns amongst their existing and potential customers so as to whether there would be any service or capability issue with the new brand coming in.
There were some arguments in favor of a stronger brand presence for the parent company:
1. At the time of sale of stake in these organizations, the acquiring company would be interested in the provenance of the companies in which it was acquiring stake and hence then the parent brand equity would become important.
2. Also, with stakes targeted to getting sold in 2 companies, the parent company would be left with substantial cash reserves which it would need to invest in a new business. Hence the parent brand would need to have the brand awareness and equity in the market to attract companies or idea owners who were seeking investment.
3. The group companies, especially the IoT based company, was facing issues in attracting talented manpower, be it at engineer or CXO level. Hence the parent company brand could act as a magnet for good talent.

From a *digital marketing* POV, there were some further issues which needed to be resolved:
1. An uncontrolled product brand strategy was leading to each of the 4 companies launching independent product brands of their own, thus stretching thin the *digital marketing budgets*.
2. The family office company being the oldest brand, was driving the perception of the entire group as a staid, old-fashioned family office asset management company, despite zero *digital marketing* undertaken for this particular product brand! So strong was the perception caused by an outlier product brand upon the entire brand portfolio.

Hence even though the current brand architecture model was a product brand one, there was justification to gradually move into an endorser brand model.



Difficulties Faced:
It is very difficult to get access to in-depth details of business & *digital marketing* challenges across different sectors in real life. Also, it is not often that brand architecture related solutions can be applied to these problems. I am thankful to my varied work experience over the decades across different organizations and business sectors coupled with my exposure to marketing which has enabled me to present this analysis.

History:
Branding as a concept was first seen in the 1500s when cattle owners used to 'brand' their livestock in order to establish ownership. It evolved over the 18th and 19th centuries as mass production gave options to customers for the first time and it was important to differentiate one from the other in the minds of the customer. We are now in the thriving adulthood of the branding industry including *digital marketing* as one of its latest avatars, wherein brands are evolving themselves to stay relevant with changing customer behavior.

The Future Scope:
Brands need to evolve to meet the challenges of the future such as new vehicles like social media and the tendency of customers to distrust organized marketing campaigns and instead trust the word of opinion leaders. The advent of *digital marketing* & Artificial Intelligence also offers the opportunity to run marketing campaigns with great efficiency and time saved in terms of creation of copy. However, certain trends are universal, like the need to have brick and mortar stores to give customers a tangible brand experience. Brand architecture strategies will need to evolve accordingly.

Conclusion & Recommendation:
We have examined brand architecture constructs from 5 different case studies:
- No one model is right, as we have seen, a particular brand architecture model which may be suitable during the initial years of an organization may no longer be practical once time has elapsed and individual companies and hence brands.
- Again, maintaining multiple brands requires investments and hence whether one should have a source or an endorser brand model depends upon the ability to invest in and grow multiple brands.

- Also, brand architecture may play a strategic role in terms of what type of branding to provide to a tactical investment or one which is going to be hived off in the future.
- Brand architecture also can play a supportive role in terms of creating a persona for the parent organization as an incubator for great companies and people and thereby drive the inflow of new ideas, business, and talent into the overall group.
- Brand architecture strategies must resolve the on-ground as well as *digital marketing* challenges that organizations face.

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