

Theoretical Aspects of Brand Building in Seafood Industry

Teoretski aspekti stvaranja brenda u proizvodnji hrane iz mora

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Summary

The aim of this paper is to describe theoretical aspects of brand building in seafood industry, because of its perspectives and the lack of brand building practice in this field. According to this, basics elements of brands are described and brand building and tools of brand concept development are analyzed.

Sažetak

Cilj ovog članka je opisati teoretske aspekte stvaranja brenda u proizvodnji ribe i morskih plodova zbog perspektive i nedostatka prakse u stvaranju brenda u ovom području. U skladu s time opisani su osnovni elementi brendova. Analiziran je razvoj alata koncepta brenda i stvaranje brenda.

KEY WORDS

brand
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brand building
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KLJUČNE RIJEĆI

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INTRODUCTION / Uvod

Fish are a natural, biological, mobile and renewable resource. Aside from fish farming, fish cannot be owned until they have been caught. For this reason, fish stocks continue to be regarded as a common resource, which needs to be managed collectively. This has led to a range of policies that regulate the amount of fishing, as well as the types of fishing techniques and gear used in fish capture.

According to Global Industry Analysts (<http://www.strategyr.com/>), the world seafood market, which encompasses fresh, canned and frozen seafood products, is expected to exceed 370 billion USD by 2015. It is also predicted that the market will be fuelled by a rising global population, increased discretionary incomes, and technological advances such as packaging and improved transportation. Demand will be particularly strong in developing regions including Latin America and Asia-Pacific. The overall market for aquaculture and fisheries is predicted to exceed 135 million tons by 2015.

"Other factors driving the market include a growing trend towards healthy eating. Thanks to the high protein content of fish, it is becoming an ever-more popular choice for health conscious consumers wishing to avoid the health drawbacks of meat. The number of specialty fish stores and restaurants are on the rise, and there is greater spending on research and development, which has also been boosting overall salmon consumption. But the development of the seafood industry is

characterized by environmental hazards and biological risks." (<http://www.strategyr.com/>).

Continuously increasing competition and technical progress has caused that individual trade businesses begin to direct their efforts towards consumers' wishes and to be aware of their own responsibility for the welfare of society. This is the reason, why marketing is one of the most constantly changing and developing issues of not only fish business currently. Over the last two centuries it has gradually developed into its present state. But the concept of implemented marketing strategies is also changing with the process of globalization, technical progress and changes in customer requirements.

So, it is obvious, that the world of business has evolved over the years. Many companies constantly invest in the development of strategies aimed at gaining competitive advantage in the markets they operate. With several companies engaged in the production and sale of similar products, there is a need to differentiate the company's product from that of another company. Branding and its management are therefore very important for managers of global companies.

Brand is now-a-day for a large number of companies the most valuable asset and this trend is growing. This reality contributes to growing importance that is given to brands and their management. Brands are becoming central to strategic management of companies. Brands therefore receive more attention than ever. There have been developed many ways how to analyze and understand brand equity and their value for

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the company. There are subcategories of the brand that need to be analyzed to understand what the brand stands for in eyes of consumers. We need to deeply understand current position of the brand, of the product its awareness, perceived attributes, its image, associations, perceived quality and personality. It is also worthwhile to analyze associations and emotions connected with brand name and its visuals. We shall in depth understand what different target groups think and feel about the brand. In this process we may identify strength of the brand, but also weaknesses.

In order for companies to meet up with the market trends there is a need to implement certain changes in business activities that include the adjustment of business philosophy and orientation of companies, as well as changes of business portfolio, organizational structure, and management approach. It is also important for companies to adapt its business activities to the needs and requirements of environment because every company operates not in a vacuum but in a dynamic environment. Such adaptation is necessary for the continuous existence, growth, and development of such companies.

BRAND AND ITS ABILITY TO BECOME A SOURCE OF COMPETITIVE ADVANTAGE IN SEAFOOD INDUSTRY / *Brend i njegova mogućnost da postane izvor konkurentne prednosti u industriji hrane iz mora*

According to Eurostat (<http://epp.eurostat.ec.europa.eu/>), the overall market forecast for the global aquaculture and fisheries market is favorable, with a degree of recovery in trade, and therefore production, across several major markets. Demand for organic aquaculture will grow due to increasing awareness concerning fishing techniques that harm the environment and deplete fish stocks. The organic aquaculture industry has already seen growth in excess of 900% over 25 years, and is set to continue expanding².

But there are also some serious threats to the industry – for example environmental groups seeking to have regulations approved to protect species of wild fish.

"The leading players on the global fish and seafood market include India's Amalgam Enterprises, Faroe Seafood, Dongwon, Lyons Seafoods, Stolt Sea Farm, The Seafood Company, Tri Marine International, Fishery Products International, Princes, Trebon, Sajo Industries and Surapon Foods. Salmon production is dominated by Cermaq, Marine Harvest, Salmar, and Leroy Seafood, with Marine Harvest leading the four. Norway-based Marine Harvest employs close to 5,000 people, has facilities in more than 20 countries, and serves over 70 markets worldwide." (<http://www.environmentalleader.com/>).

So, it is obvious that seafood industry has a significant potential to influence national economics of countries mostly with its own marine fishing fleets or with companies which are leaders (or have potential to be them) in the seafood industry.

² Official statistics (<http://www.seafish.org/>) also indicate that carp, shrimp and salmon are the main fish species in today's production of organic aquaculture. Tuna production is concentrated, with few companies trading the fish at a global level. Farmed salmon production was rising up to 2008, but began to fall thereafter, largely due to declining quantities of Atlantic salmon, which fell in Chile because of the disease Infectious Salmon Anemia. Chile and Norway are leading players on the global salmon market, accounting for around 65% of the market, followed by Canada and Scotland. In terms of consumption, the main markets are the EU and Japan for fresh and frozen seafood, and the US for fresh, frozen, canned, and other categories. Mollusks, finfish and crustaceans dominate aquaculture production.

But to be a leader in a seafood industry is to know how to build and manage own brand and this is the reason why we decided to analyze theoretical aspects of brand building in seafood industry, whch has a huge growth potential despite the impact of the global economic crisis.

In today's world, brands are everywhere; in fashion and other industries, services, politics and media. The word brand comes from the Old English word "brand", meaning to burn, and is of Anglo-Saxon origin. The Etruscans, Romans and Greeks used to claim their ownership by stamping their pottery with the visuals of the fish, star or cross. Brand has its roots in cattle ranching and farming, when farmers used to brand the cattle to claim their ownership over a specific herd of cattle. The word brand was first introduced in the world of advertising in the late 1950s, by David Ogilvy, who created brand-image advertising. (<http://graphiknatur.blogspot.com/>). So, initially it was used for brand differentiation, helping to distinguish the required product from the mass of similar units. With the development of commerce the word „brand“ has become to mean and be applied to separate one's product from the other manufacturer that produced similar products. Thus the brands became the core of advertising, already since the emergence of market based relations. Nowadays the concept of the brand is usually used to designate or identify the manufacturer or seller's product or service. Brands take a unique place in commerce. They can be bought, sold, borrowed or rented, and protected on national and global level.

A traditional definition of a brand³ was: "the name, associated with one or more items in the product line, that is used to identify the source of character of the item(s)". (Kotler 2001).

The American Marketing Association definition of a brand is "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors". (<http://americanbranding.org/>).

Within this view, as Keller (2007) says, "technically speaking, then, whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand". He recognizes, however, that brands today are much more than that. As can be seen, according to these definitions brands had a simple and clear function as identifiers. Currently, there are also many definitions of this term. Brand is defined also as „name, term, symbol, design or combination of components used to identify goods and services, and to indicate their differences from competing products" (Sherrington, 2003) and as a tool designed to help customers identify products or services that promise concrete benefits.

It is noteworthy to identify the brand as a symbolic embodiment of complex information related to a specific product. Such information may contain a logo, name and other visual elements. We can conclude that the brand is an integral intellectual part of the product that finds expression relating only to this product whether in name or in design and has a stable and strong communication with the customer.

By means of a strong brand, the manufacturer can establish strong and positive relationships with their customers.

³ Unfortunately, very often the concept of a brand is identified as a „trademark“. This is not correct, since a trademark has a much narrower concept/definition than a brand (every brand is a trademark, but not every trademark can become a brand). But there also exists a concept of a trade sign. It is an officially registered one or more elements of the trademark that has legally binding power.

According to Keller (2007), all brands can be divided into six main types:

- **commercial brands** (consumer products) - this type is best associated with what most people understand as the brand (Mercedes, Coca-Cola, Nescafe, McDonalds etc.),
- **service brands** (intangible products, i.e. - services) - less common than commercial brands, service brands are more associated with services (intangible products) rather than with something tangible (Virgin Airlines, FedEx, Visa, Citibank, Kodak etc.),
- **personal brand** (i.e. an individual as a brand) - this type of brand probably originated from Hollywood celebrities in the past century - Clark Gable, Marilyn Monroe and even Charlie Chaplin (today's personal brands cover a range of names: the stars of sport movie and music stars, business gurus etc.),
- **organization brands** (corporate brands, charitable activities, political parties) - more and more brands transgressing the boundaries of goods and services and apply to categories of organizations (WWF-Panda, Microsoft, Apple, Virgin and Sony etc.),
- **event brands** (concerts, tours, car races) - this type usually consist of sports or art events that are promoted and recognized as independent brands (Super bowl in baseball, Olympics games, Formula 1 etc.),
- **geographic brands** (countries, cities, resorts). - the growth of tourism and leisure industry as well as travel has influenced the creation of geographic branding (i.e. ski resorts in Port de Soleil, sunbathing in French Riviera, Ibiza, Monte-Carlo and etc.).

Everybody knows that each person has its own unique genetic code that carries in itself a complete set of hereditary information. In the same way a brand has its own DNA, so to speak, an aesthetic code, which makes up a certain personality and a symbolic value of the brand. Let's consider which components can form a brand.

All elements of the brand can be divided into two main groups:

- **rational elements:**
 - are focused on the content of brand communication, its proposals and promises,
 - explain to the consumer what this brand can do for him/her,
 - are perceived by logical reasoning.
- **emotional elements** - this is, so to speak, a "feeling" of the brand, which is its expression directed to satisfy the spiritual needs of the customer without affecting the scope of rational reasoning.

A properly constructed brand has a multifaceted structure. In the very „heart” of the brand is its essence, upon which other elements gather. These other elements are:

- logo, product name and trademark,
- brand associations,
- brand values,
- brand awarenesses,
- brand heritage.(Aaker, 2003).

Let's consider each of them in greater detail, beginning with the **essence of the brand**. It is a certain unchangeable characteristic that can be derived from the product or be formed depending on the mission and goals of the company that owns the brand. Typically, the essence is expressed in one sentence

and determines the category of business in which the brand operates in (perfumes, cars, chocolate) and how this brand is any different from all others within this category. It should be logically formulated and easily understood. Every word that is used to transmit the content of the brand must be clearly designated and appropriate. Correctly formulated essence allows the brand to effectively build a communication with the consumer, as the latter will immediately understand what the product is about and how it differs from others. (Moven, Minor, 2000).

In the main content all elements come together such as **logo, product name and trademark**. These components allow to protect the brand from competitive forces in the market. This is one of the key elements of any brand. It is the means for the consumer to distinguish the necessary product from others. Also, in this stage the color scheme, the brand style and possible musical accompaniment is identified and determined. These elements are also patented or registered in order to protect the products against counterfeiting and product competitors. Companies define specific rules, standards, by which these elements must be used in all types of communication. Compliance with these standards is essential in building a strong brand, because it creates a positive impression of stability and respectability.

Brand associations are something that is connected with the brand in the memory and human consciousness of an individual. Typically, associations include the perception of the brand quality and attitude to it. For many consumers image that is formed in their imagination and how it is positioned is more important than the actual product characteristics. There are at least five major associations, distinguished by the customer that can be used for brand positioning:

- customer benefits,
- product attributes,
- usage,
- celebrities or famous individuals,
- country of origin.

Customer benefits are kind of association which is related to the benefits that this product presents for the buyer. For example, protection against cavities when buying toothpaste. This benefit can be both rational and emotional. Rational benefits will be closely related to characteristics of the product and will be part of „rational” decision making process to purchase (for example, when buying a computer the benefit will be the ability to work at home). Emotional benefits associated with feelings and that will occur with the purchase and exploitation of the product (for example, when buying a computer a person may experience a feeling of high professionalism). Also, the buyers benefit might have a self expressive character. That is, a brand might help the buyer to communicate his/her unique image and personality to those around him/her. For example, buying a car brand such as Mercedes Benz, a person positions himself/herself as a successful and authoritative figure.

Product attributes to the characteristics of the product, which in turn relate to the rational benefits from the purchase. When targeting the positioning of the brand through the product attributes it is necessary to understand what characteristics are important to target audience of the consumers. This should be an important feature for buyers and should not be used by competitors.

It is possible to build a brand associated with its specific manner of **use** or with a specific type of person who uses that product. Such directions of association are often used by beer producers, showing how their product is consumed in fun parties or by powerful men. Sometimes to correctly position a brand a **celebrity** is used whose image is associated with the brand. Thus the brand acquires associations, which have been previously associated with the famous person (reliability, fashionable, strength, experience, etc.)

A brand can be associated with the **country of its origin**. Thus the image of the country influences market perception of the brand (as positive or negative). For example, we believe that best watches are Swiss, best cars are German, best cigars are Cuban and best coffee is Brazilian.

Brand values are a combination of rational, emotional and social values, which people associate with a given brand. It is, so to speak, a code of rules, by which the brand "lives". When we say Volvo, we mean safety. When we see a BMW logo, we think of prestige. This is because these values are the essence of these brands. When making a purchasing decision we pay attention to what this brand stands for and what it represents. In order to create brand value we can use two approaches. The first approach involves the allocation of a certain group of consumers, whose values coincide with pre-defined values of the brand platform. The second approach involves selection of potentially attractive group of consumers and forming the platform based on the aggregate values that are important for this group. (Moven, Minor, 2000).

Brand awareness is the ability of the consumer to recognize a certain brand and be aware of its existence. Creating and improving awareness of the brand is a key objective for the company in the market. Brand awareness serves as the basis on which the interest to the brand, desire to try and the act of purchase are being created. There are two different types of brand awareness: *aided brand awareness*, when respondents are given a brand name and he/she has to answer whether or not he/she has heard of it previously and knows of it without any helping clues (*unaided brand awareness*). Unaided brand awareness is tested when a respondent is asked to indicate the most known to him/her brands in a certain category and he/she indicates the first 2-3 names that he/she remembers. Brand awareness without any helping tips are considered to be the most valuable indicator, as those are the brands that consumers will remember during the poll taking, and he/she will most definitely remember them at the moment of purchasing decision making. Brand recognition is a tool to determine the value of the brand.

Brand heritage is the experience and reputation that the brand has acquired during its existence. Usually, inheritance is based on advertising and consumer experience with the use of the brand. A positive reputation over the years of a trustworthy and high quality product/service creates a great credibility and loyalty to the brand from consumers.

Various components of the brand perform specific functions, but they are all closely related and linked to each other. Logo, name and trademark protect the brand from competitors. Association and value create a certain image of the brand and its purpose in the minds of the customers. Recognition and inheritance make it a strong brand.

Among the marketers, there are both supporters of the use

of brands as a basic concept of operation of marketing functions, and those who believe the contrary. However, in using the brand there are benefits to both consumers and manufacturers.

Using a brand as a concept of building a product policy has a number of **its advantages**. First of all the brand allows to generate **additional income**.

Secondly, the brand **protects the manufacturer in the process of working with partners**. Manufacturers that produce brand-less goods totally depend on the seller, because the seller does not care who he/she originally buys from. Buyers come into the store just for product. This means that the manufacturer offers the store to sell such product on which the seller can earn quickly and with minimal overhead cost. Therefore, the shop is interested in this product. Thus, the strength of the brand helps the manufacturer to dictate the terms on which it will cooperate with the store.

Brand significantly **facilitates the procedure for consumer's selection of goods**. Today in a decent shop there are several hundreds or even thousands of SKUs (Stock Keeping Unit). Bright, noticeable, attractive bottles, boxes, tubes presented on the shelves, covering one another, and confusing buyers and sellers. In order to facilitate the selection process of goods, the product must attract the buyer by immediately setting themselves with an ("I'm here") message – this happens to be one of the most important and difficult tasks of the brand.

Brand also guarantees the quality of product/service to the buyer. He who once tried one or another brand will not hesitate to purchase it again. (Duffy, 2005).

A brand **distinguishes the manufacturer and its products from those of its competitors**. Since most companies that manufacture consumer goods, are not limited to the issuance of one or two more types of products, then another problem facing the brand occurs - a reference to the manufacturer. Consumers, who purchased any goods, tested them and were satisfied with the quality, will definitely make a note of the manufacturer, and next time will try to buy products of the same manufacturer.

Brand usage **facilitates the entry of the manufacturer with the new goodsto the new related markets**. Thus a company that has created a brand in one niche of the market can spend less on advertising and promotion on other product in other niches as such products are usually complementary.

The company **gets the opportunity to invest in the future**. If the manufacturer produces a drink "lemonade" and puts money in the "promotion", in 10 years he will be surprised to find that the fruits of his labor are equal to zero, because, neither the name of the drink nor its packaging initially told anything to the buyer. Any competitor will easily take over the buyers on to their side if they offer them a delicious drink of the same name for a lower price.

Brands **develop whole new areas of production** and create new product categories. Nike, Disney, Apple, Xerox - are brands that have developed a whole industry in which they work. Apple has not made a revolution in the computer world, computers existed before Apple. They showed that each person can individually become more informed, modern and more productive. Disney went to every house and brought in fun and entertainment.

Finally, **the brand provides an emotional connection to the buyer**. Large companies that created big brands have long understood that the only bridge that connects their products to

consumers, are emotions. Emotions run most, if not all, of our actions. (Ellwood, 2002).

BRAND BUILDING AND TOOLS OF BRAND CONCEPT DEVELOPMENT / *Stvaranje brenda i alati razvoja koncepta brenda*

„For a long time, the brand has been treated in an off-hand fashion as a part of the product”.(Urde, 1999). Kotler(2001) mentions branding as „a major issue in product strategy”. As the brand was only part of the product, the communication strategy worked towards exposing the brand and creating brand image. Aaker and Joachimsthaler (2000) mention, that within the traditional branding model the goal was to build brand image, a tactical element that drives short-term results. Kapferer (2012) mentioned that „the brand is a sign, therefore external, whose function is to disclose the hidden qualities of the product which are inaccessible to contact”.The brand served to identify a product and to distinguish it from the competition. „The challenge today is to create a strong and distinctive image”.(Kohli, Thakor, 1997).

The process of creating and promoting the brand on the market to develop its long-term awareness and credibility is called branding. For the past 10 years branding has distinguished itself by separating into a totally new direction of marketing activity and has become a marketing foundation. It involves concept creation for the new brands as well as continuous work in supervision, support and development of the existing ones.

Concerning the brand management process as related to the function of a brand as identifier, Aaker and Joachimsthaler (2000) discuss the traditional branding model where a brand management team was responsible for creating and coordinating the brand's management program. In this situation, the brand manager was not high in the company's hierarchy, his focus was the short-term financial results of single brands and single products in single markets. The basic objective was the coordination with the manufacturing and sales departments in order to solve any problem concerning sales and market share. With this strategy the responsibility of the brand was solely the concern of the marketing department (Davis, 2002). In general, most companies thought that focusing on the latest and greatest advertising campaign meant focusing on the brand (Davis, Dunn, 2002). The model itself was tactical and reactive rather than strategic and visionary (Aaker, Joachimsthaler, 2000). The brand was always referred to as a series of tactics and never like strategy (Davis, Dunn, 2002).

Brand and brand equity are usually responsibility of companies marketing department. But as many companies realize the importance of brands and their impact on company's results, brands are becoming more commonly part of the strategic company planning.

Current conditions on the markets, which are more and more characterized by growing differentiation, individually oriented offers and diminishing borders between traditional markets and competitors create all the time tougher conditions for the companies to generate necessary growth in stagnating or declining markets. To secure relatively stable position on the markets through relevant market and profit growth, it is vital to create integral marketing concept. Such marketing concept shall include three integral parts – target, strategy and tools,

through which the targets will be achieved. (Taylor, D, 2007).

Marketing **targets** must be in line with company's business targets expressed by development of turnover, margins market share or other business variables. These business plans shall be translated into specific marketing targets as development of market share, brand image, brand value or similar. These marketing targets are at the same time targets of positioning. These are the variables that shall be achieved through the process of correct positioning.

Strategy shall give the mandatory guidelines how to achieve the marketing and through them also business targets. To improve the market share, brand value or brand image, enterprise need to satisfy more consumers that mean attract their attention. But to achieve this in today's jungle of similar or even completely undifferentiated products and brands, it is important to gain clear perception of a product or brand in consumers' minds. How a brand is perceived in the mind of target group is called positioning.

Tools are the specific steps to be undertaken to fulfill the marketing strategy. Marketing theory as well practitioners most commonly name the marketing toolkit as marketing mix. Marketing mix are the four (sometimes also 5 or 6) major marketing tools, which bring strategy into reality. They are so called "four Ps" – product, price, place (meaning distribution) and promotion (representing the whole scale of marketing communication from advertising via promotion to PR and event marketing). As positioning is one of the main pillars of marketing strategy, marketing mix is the tool to reflect the positioning statement into reality. Advertising is sometimes being mentioned as the most important "P" in positioning strategy. But all tools of marketing mix must be coherent with the positioning and are equally important otherwise the picture of the brand or brand image will be diluted in consumers mind. All "four Ps" are necessary to create the clear perception of the product in the consumer mind – right product, satisfying specific needs, priced according to consumer's aspirations and needs, available at the place suiting the consumer and communicated in a way that clearly represents the expected perception.

Nowdays, there are many schemes under which a new brand can be built. They all boil down to using one and same set of means by which the concept of the brand is formed. Most common scheme is where the process of developing a brand product is divided into five parts:

- analysis of the market environment and target audience,
- building a brand positioning strategy,
- development of the brand image and its basic attributes,
- brand testing,
- launching a brand on the market, launch result analysis.

ANALYSIS OF THE MARKET ENVIRONMENT AND TARGET AUDIENCE / *Analiza okruženja tržišta i ciljani potrošači*

At this stage the market research is carried out to study the trends that have occurred to determine the main competitive forces over a certain period of time. Analysis of economic performance over the past five years identifies the main factors that influence the market. Also, before scheduling the production the new product must be evaluated. Collecting information about consumers in the market and its segmentation, according to

various parameters (demographic factors, lifestyle, and personal characteristics). Selected segments are analyzed in terms of their attractiveness for the company and then for shaping the future of the brand. It is very important to acquire adequate and complete set of information. We must understand who will buy the product and who will act as an advisor/influencer. The marketer should be able to freely navigate in the processes occurring in the market and understand cause-and-effect relationships. He/she must know who their target audience is, what are their needs and requirements for the product, and what is most important and relevant to them in this segment. At this stage the brand is presented with the main business objectives, such as: market share that the brand must acquire, sales level, and profitability of the future product.

BUILDING A BRAND POSITIONING STRATEGY / *Stvaranje strategije pozicioniranja brenda*

In order not to miss any details at this stage, the marketer must use a specific set of questions (survey). After acquiring answers to which, it can safely be said that this phase is completed and it is now possible to move to the next part/level. These questions should be as follows:

- Who created the brand? Who is the target audience?
- What benefits the consumer receives from a particular brand?
- What should it promise to the target audience?
- How to create a promise to consumers?
- Against which competitive products is this brand used and from whom it must protect its manufacturer.

In fact, positioning is the process of determining the role of the brand in the market. Positioning helps to determine different features and competitive advantages that distinguish the brand from other competitors. At this stage the essence of the brand is created, the main message that the brand will communicate to the consumers.

When developing brand positioning strategies a Benefit Ladder tool is used. With this tool, brand positioning is divided into four levels:

- product attribute - characteristics of a product,
- product benefit - product benefits, which are based on the characteristics of a product,
- customer benefit - the benefit the customer receives by purchasing the product,
- emotional benefit - an emotional experience the person acquires through using the product.

The first two levels are related to the rational benefits, while the last two levels are related to emotion benefits. While establishing positioning using this tool, we need to remember one simple rule. Each subsequent level should be logically connected with the previous one.

DEVELOPMENT OF THE BRAND IMAGE AND ITS BASIC ATTRIBUTES / *Razvoj imida brenda i njegovi osnovni atributi*

Upon determining the target audience, its needs and wants, formulating the strategy, which will position the brand, we can navigate to a stage of brand image creation. It is at this level that the name of the brand is selected, the style of the presentation

is chosen to reflect how it will be accepted by the consumers and the brand associations and values are integrated. Typically, this step requires involvement of professional advertising agencies that have extensive experience in building brand image. It is important not to forget that every element of the brand, developed at this stage is in harmony with others, and emphasizes and reinforces the main message of the brand, its essence.

At this stage, it is very popular to use the tool called „brand building choice Wheel“, which is a list of all possible attributes that can be used when building a brand image. These attributes are:

- product line,
- package form,
- texture,
- title,
- logo
- font, color, design,
- scent, musical accomplishment. (Moven, Minor, 2000).

BRAND TESTING / *Testiranje brenda*

Before the brand is introduced into the real market, brand manager must conduct a series of trials and tests in order to identify possible shortcomings or missed aspects. Typically, create a focus group, where competent manager get consumers to assess the attitude to the name, logo and design as well as to the brand novelty. Also using the focus groups helps determine the approximate price that consumers are willing to pay for this brand.

The concept is evaluated according to the percentage of the respondents: interested in this offer, ready to buy this product, willing to purchase this product at a specified price, consider this proposal as new and progressive, advised to purchase this product to some reference group, consider price / performance ratio the best, consider the price inflated, consider the offer undervalued and so on.

If a team is developing several parallel concepts of product brands, among them, they must choose the one that most successfully passed the test.

LAUNCHING A BRAND ON THE MARKET, LAUNCH RESULT ANALYSIS / *Lansiranje brenda na tržištu, analiza odaslanih rezultata*

At the final stage the concept is brought to life by launching the brand in the real market. For this, every time thorough and detailed plans to promote the new product are developed. After a certain period of time an analysis is carried out to see how the new brand is performing in the market conditions. As a rule, some conclusions can be made during 3 – 6 months since the launch, after the effect of the novelty of the product wears off. Based on the results the existing promotion plans are adjusted accordingly. This scheme is actively used by both foreign and local companies that lately emphasize more and more the role marketing plays in the operation of the company and the success of the use of branding. However in the world there are two global approaches that are distinguished to creating a brand: A Western (Anglo-American) and Eastern (Japanese) models of brand management. Western approach pays special attention to psychological characteristics of the brand and

its differentiation. Eastern approach involves investment in corporate brand.

In terms of American marketers, major manufacturing company, should be hidden from the end consumers. This approach does not allow managers to spread the brand to other products, but extends the range of merchandise. This is related to the fact that when laying down traditions of brand management in the West a „theory of free standing brands“ was created and developed. This strategy is still the most distinctive to Anglo-American system of brand management. In practice, it looks like this: the company produces several products or product lines that are positioned independently of one another and from the manufacturer. Creating a new brand with such approach is a long-term investment. In the first few years of its life the brand requires substantial funding, both in production and in promotion. This way the brand becomes profitable only after a few years, when the customer gets used to the product and begins to trust it. However it is very difficult to predict whether or not the launch of the new brand will be successful therefore the company faces high risks.

In the East a different concept is accepted – a concept of corporate brand. In fact, in Japan a product trademark without guarantees of the corporate brand would not be bought. Historically, it was established that at the times of active market developments in 50's and 60's, during the price wars, consumers started paying special attention to product quality. At that time, as today, the required quality could only be provided by the companies – manufactures that had substantial capital to invest into R&D. Therefore, the western system approach to the brand when a buyer does not know the company manufacturer of the product, totally contradicts Japanese mentality when the quality of the product is proportional to the assets of the manufacturer. Then, in Japan and later throughout Far East a new brand management system was formed. The main value in Japan is the corporate image. For example, under the brand of Sony televisions, camcorders, PCs, MP3 players and many other technological products are sold. The Sony Corporation brand is an "umbrella" for sub-brands responsible for different product lines (i.e. Sony Walkman, PS3, Bravia Televisions, VAIo and etc.)

In the 90s the integration of Western and Eastern approaches to brand management took place. Japanese companies began to introduce a system of brands that are independent of each other (i.e. Corporation Toyota independently positions brands of Toyota and Lexus). At the same time, many European companies like Philips and Bosch, promote their products only under the slogan of their corporate brands. The last 10 years have seen a significant shift from independent brands to corporate ones. This is due to rising costs of creating and maintaining a separate brand. According to the estimates made by the experts, to launch a new brand today in Europe, USA and Asia, costs around €1-1.5 billion. Along with the increasing influence of global trade networks, such costs pose big obstacles to independent brands in some markets. Thus, it becomes clear why more companies are paying their attention on maintaining a corporate brand that can serve as "umbrella" for various product groups.

However, each of the listed approaches has positive and negative features. One of the advantages of the western system is the insurance against mistakes. If a poor quality product is launched onto the market it will not be reflected on the sales of other brands and the corporate image of company overall.

Japanese approach allows companies to deal with competitors more effectively and with the help of the corporate name launch new products and services in other segments of the market.

Building a new brand is hard and demanding work that requires knowledge of many nuances and the presence of certain instincts, gut feeling that marketers must possess. Creation of the brand is also a creativity based on the knowledge acquired from different fields/areas of expertise (knowledge of legal issues, human psychology, etc.) that help to take broader look at the task and become more open-minded. (Malinka, 2006).

CONCLUSION / Zaključak

Seafood industry has a huge development potential. It is perhaps the largest international commodity with fish trade exceeding 60 billion USD per year. Almost 200 countries supply fish and seafood products to the global marketplace. These products take hundreds of forms. The market is supplied by a global network of hundreds of thousands of fishing vessels and marine and inland aquaculture establishments, thousands of processors and tens of thousands of wholesalers and brokers. But how to exploit this potential from the managerial's point of view? According to us, the best way is to implement the concept of branding, because brand is a dynamic concept that constantly evolves and develops. It has a great intellectual potential, which helps to promote new products and have regular and loyal supporters among consumers. It brings benefits to both consumers and producers. For consumers it simplifies the decision process of purchasing, they obtain a guarantee of constant quality and a way to express one-selves. Manufacturers with the brand's help increase their income through more premium price positioning, getting the chance to develop new products under the known brand and receive legal protection against counterfeit products.

A brand is a very broad concept. It is a combination of everything that a customer takes into account when making a purchasing decision. It is not only a trademark but also the associations that arise in the minds of consumers when remembering a specific brand. It is an emotion that the brand strikes in consumers. This is a combination of consumer experience with the brand since the very first „touch“ of the product. Brand consists of two main groups of elements - rational and emotional elements. These elements are brand essence, logo, name and trademark, brand associations, brand values, brand awareness and brand heritage.

The process of developing a brand concept can be divided into five stages. First is the study of market environment and target audience, during which we analyze market conditions, competitors, market structure and so on. Based on the information received the development of brand positioning takes place. The main competitive advantage is determined that will help in the future to stand out among competitors. Based on the developed positioning the main external attributes are formed through which the brand image will be communicated. The final concept is tested on the customers with the use of focus groups and in-depth interviews. If the results of the concept tests satisfy the company then the brand is launched to the market.

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