

BRAND VISION IN OPERATIONS OF COMPANIES

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Brand vision is a concise message that orients long-term operations of the company. It is concerned with benefits, business value and philosophy, future orientation, financial targets and what the brand name stand for in the eyes of target customers.

The brand vision aims at identifying ways to achieve targets through the brand name and directing the way of developing products and services based on studies of present and potential consumers. The brand vision also aims at unifying targets of all levels in the company, creating consistency among leaders, beefing up morality, directing the use of resources, developing a measure of the brand development, and facilitating the plan to upgrade the brand names in order to reach the company vision. Thus the brand vision should come into being in parallel with the company vision.

1. Obstacles to the brand development

- The directorate of company is mainly interested in short-term plans or results mentioned in monthly; quarterly or annual reports while these results usually come from investments in value of brand name.

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- Leaders of state-owned companies may have experience in financial or organizational issues, they usually lack knowledge of marketing and brand development, therefore, the task of building brand names is usually underestimated or given low priority.

- Most directors don't consider brand names as assets and don't believe the brand names may affect sales and profit. They tend to see brand name as a tool, or a marketing tactics, and sometimes they delegate this task to advertising agencies.

- In many companies, there is no marketing department. It is even included in the sales department. This means that the marketing is subject to sales activity, the one that assumes the top priority.

- Many companies consider a successful brand name as a result of advertising activity. So they tend to delegate the task of developing brand to the marketing department or even to advertising agencies. The brand management is done according to old thinking way which tends to transfer this task to junior officials of the marketing department, as shown in the following figure.

In such an organization, the brand name manager cooperates with sales department in carrying out advertising or sales promotion activities and has little effects on other departments. This viewpoint makes many companies consider the brand development as a duty of the marketing department and other departments have nothing to do with the brand development.

- Prioritizing sales and paying little attention to





photo by Huỳnh Thọ

brand name is a common attitude among Vietnamese companies. After establishing the company, making necessary registrations, and bring the company into operation, the management then

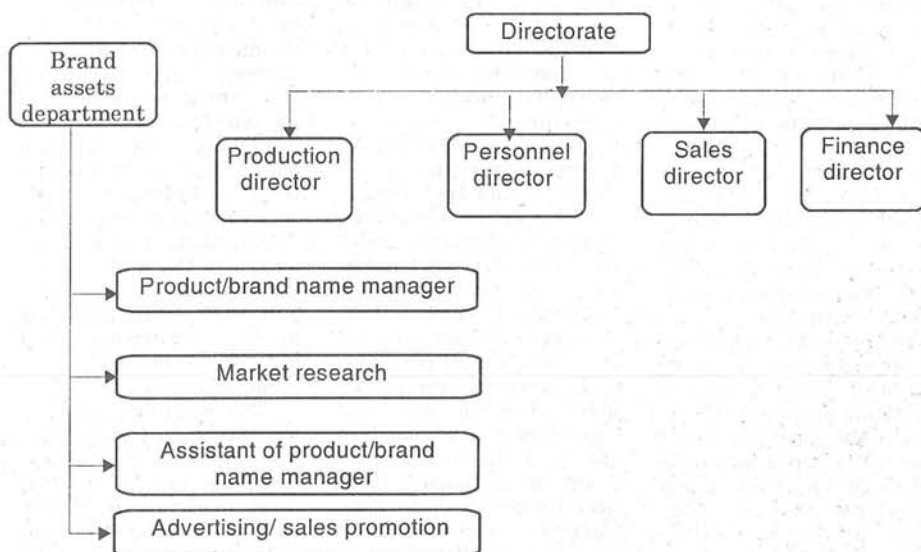
a. Identifying the brand vision: The brand vision has replaced the company vision because all long-term operations of the company are directed towards customers or a customer-oriented brand-

done in discussions between board of directors, presidents and vice-presidents, executive managers, finance directors, etc. They could discuss the following problems: what markets, fields of business, distribu-

will play in management of brand names. Main contents, objectives of the discussions and important plans could be distributed in advance in order to help participants to make preparations and produce valuable contributions. The brand vision and detailed activities must be written down. What happen in each area must be identified in order to manage the brand names regularly and improve the brand management in each area

b. Changing the leadership thinking: One of common limitations is the fact that managers of top and medium levels don't know how to understand their customers because they think it is a task for the marketing department. In the age of modern management, the management of brand names in particular and all aspects in general requires both directors and employees to understand their customers' needs and expectations. This is a requirement to not only the brand name manager, but also any manager of the company.

c. Using the marketing contact strategy: This strategy could be used to achieve targets of the com-



starts to think of the brand name. This practice leads to waste of energy and time, strategic mistakes, and eventually to failure.

2. Solutions

ing strategy. On such a basis, the company directs all of its activities towards the brand development.

Directors and managers could be interviewed about their interests in the brand name. This could be

tion channels in the future we will engage in; what our financial target is; what the brand name will represent to achieve our targets; what our strengths and weaknesses are; and what role the high management