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Shareholder-value-based brand strategies

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Abstract

Companies like Procter & Gamble, Unilever, Xerox, Heinz, Apple and Gillette possess great brands and outstanding brand management competencies, yet they have failed to generate value for shareholders in recent years. What these companies are learning is that having strong brands which consumers value is not enough. Whether strong brands create value for shareholders depends upon the economics of the markets in which they operate and the strategies managers pursue. By underestimating shareholder value dynamics, marketing managers risk misallocating resources and handicapping the firm's opportunities to move into new markets and find new, more profitable, growth opportunities.

This paper looks at how brands contribute to the firm's strategy and how brand planning needs to be geared to market economics and management's central objective of creating shareholder value.



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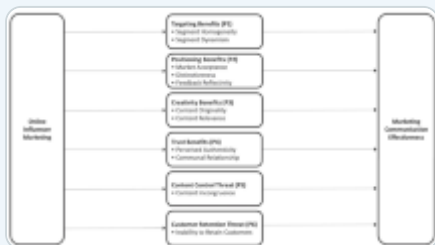
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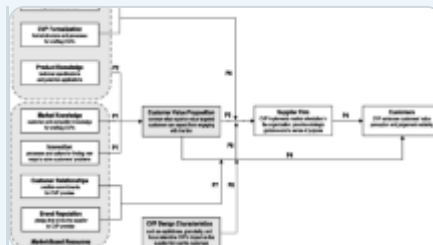
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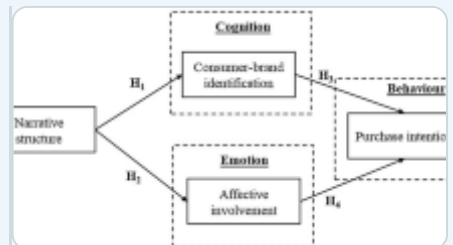
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Author information

Authors and Affiliations

Warwick Business School, University of Warwick, Coventry, CV4 7AL, UK

P Doyle

Corresponding author

Correspondence to [P Doyle](#).

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