

Joanna Gołucka

e-mail: joanna.golucka@zhp.net.pl

Wroclaw University of Economics
and Business

Creating an International Brand on the Example of Bravelly

DOI: 10.15611/2022.29.9.02

JEL Classification: M3, M30, M31

Abstract: The subject of this article is a brand with its components as well as the strategies and tools for brand promotion. Aspects of the brand owned by an NGO and aspects of the brand on the international market were also taken into account. The analysis of the Bravelly brand, owned by the Polish Scouting Association, was carried out taking into account the non-governmental nature of the organization and the international scale of the brand. Achieving the aim of the work was possible thanks to the answers to the following research questions: what are the components of the brand, what are the promotion tools and their division into traditional, new and new new. The key was to answer the question of what tools and practices an NGO should use, not offering a physical product, but a service or value. The international aspects of branding have also been explored.

Keywords: promotion, brand, brand creation, non-governmental organization, scouting, world scout jamboree, Bravelly.

1. Introduction

In the age of intensive globalization, Internet and social media development, it is crucial for companies to have a strong, international brand in order to succeed. Building a strong, recognizable brand is tough itself. Crafting an international brand, however, is far more challenging, considering cultural differences and factors depending on national regulations. There are numerous variables that require to be recognized and investigated before making any decisions on expanding the business abroad. The aim of this article is to identify the elements of the brand creation and tools for brand promotion, taking into consideration the international aspects of brand crafting and the tools for the non-profit organization. The analysis of the Polish Scouting and Guiding Organization's brand "Bravelly" was conducted, as it is the international brand, created and owned by the biggest scout organization in Poland, which is a non-profit organization. Research methods used in this thesis are descriptive, as well as the methods of tabular and graphical description.

2. Brand creation

The concept of a brand is one of the most inspiring and intriguing elements of marketing theory. The American definition can be taken as the starting point for the genesis and essence of the brand. American Marketing Association (AMA) defines brand as “a name, term, design, symbol or any other feature that identifies one seller’s goods or service as distinct from those of other sellers” (American Marketing Association [AMA], n.d.). According to the British Chartered Institute of Marketing, the brand can be defined as “the set of physical attributes of a product or service, together with the beliefs and expectations surrounding it – a unique combination which the name or logo of the product or service should evoke in the mind of the audience” (British Chartered Institute of Marketing [BCIM], n.d.).

Brand image is a concept inseparable from the brand. According to Urbanek (2002, p. 60), the brand image is “a set of associations related to it”. Brand image refers to the recipient, so the addressee of the message. Brand identity, on the other hand, is created by its owner, the sender (Kall, 2001, p. 11). Kall defines identity by writing: “the brand owner [...] defines its identity that co-creates it. The brand identity defines ‘what’ it is by defining its mission, system of values and identifiers” (Kall, 2001 p. 15). This approach shows what is the relationship between brand identity and brand image. By building a brand, one can shape its identity, which directly affects the image. The task of identity, then, is “to precede brand image to determine the meaning, intent, and brand name” (Kall, 2001, p. 15).

The brand is “therefore the effect of positioning, for which the company is responsible” (Mruk, 2012, p. 162). Kotler, Keller, and Bliemel (2005, p. 867) define brand positioning as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”. Similar definition is provided by *The Branding Journal* which states that brand positioning “describes how a brand is different from its competitors and where, or how, it sits in customers’ minds. A brand positioning strategy therefore involves creating brand associations in customers’ minds to make them perceive the brand in a specific way” (Marion, 2022). Wheeler (2012, p. 297) defines the process as “the act of designing the company’s image offer in such a way that it takes a distinct place in the awareness of the target market”. In other words, brand positioning describes how a brand is different from its competitors and where or how it should be placed in customers’ minds. It is a process of communicating the differences and similarities between the brand’s products and the products of competition, or of products of different types.

3. Brand promotion scope

3.1. Promotion theory

Promotion, also called marketing communication, is one of the four primary marketing tools alongside product, price, and place, known as marketing-mix or 4Ps. One of the most popular definitions of marketing is one that states that “marketing is about delivering the right products and services, to the right people, to the right place, at the right time, at the right price and with the right promotion” (McCarthy & Perreault, 1993, p. 418). Kotler (1994, p. 546) defines promotion as “the fourth marketing-mix tool, covering various types of activities undertaken by the company to inform about the substantive features of the product and to convince target buyers to buy it”.

The marketing communication system (also known as the promotion-mix) is made up of five main components:

- advertising – any paid form of impersonal presentation and promotion of an idea, good, or service by a specific sponsor,
- direct marketing – communicating with specific groups of current and potential customers using letters, telephones, and other non-personal contact tools,
- sales promotion – a short-term action using economic incentives to stimulate the sale of a product or service,
- public relations and publicity – all activities aimed at promoting and/or protecting an idea, good, or service,
- personal sale and direct presentation of the offer by the seller to a potential.

Traditional marketing tools are the ones that have been functioning since a long time on the market and in the customers’ minds and are using the common communication channels. Into this category fall: advertising, direct selling, sales promotion, and public relations.

Phillip Kotler defines advertising as “any form of impersonal presentation and promotion of ideas, goods, or services by an identified sponsor through the press, including journals; transmission media; including radio and television; networks, up. telephone, cable, satellite, and wireless networks; media such as audio tape, videotape, CD-ROM, website; as well as visual media, including billboards, signage, posters” (Kotler, 2012, p. 512).

Personal sales are most commonly employed in the B2B (business-to-business) sector and when selling consumer items to a small group of people. The main advantage of this type of image construction, according to Kochaniec (2005, p. 12), is the capacity to personalize the approach to the client and accurately present the product or service.

Another of the tools used to build the brand image is sales promotion. Kotler (2012, p. 512) defines it as: “a variety of short-term incentives to try and purchase a good or service, including consumer promotions such as samples, coupons and

discounts; commercial promotions such as advertising and exposure bonuses; business promotions and promotions for traders, such as competitions for sales representatives". According to Kochaniec (2005, p. 11), in the first phase of a brand's market life, sampling campaigns play the most important function among numerous sales promotion strategies. Their goal is to allow consumers to learn about a new brand (product) without taking the risk of purchasing something they do not know about.

According to the definition used by Kotler, public relations are: "various programs directed inside the company (company employees) or outside the company (consumers, other companies, government, media), the subject of which is the promotion or protection of the company's image or product specific communication" (Kotler, 2012, p. 512). Information about a brand that emerges in the media is thought to be objective, making it more reputable and trustworthy than advertising messaging. This is because the media are regarded as consumer consultants, and the information about the brand included therein acts as a suggestion, influencing customers significantly. Among the problems related to PR is the inability to control the information that appears in the media.

The phrase "new media" refers to the introduction of new interactive electronic editions and new ways of content creators' communication. While old (traditional) media consists of printed newspapers and magazines with text, graphics, and images, new media (or convergent media) consists of interactive electronic versions that combine many kinds of content display and communication channels – traditional and new (television, radio and printed multimedia forms), – and digital: websites; Internet audio and video, various interactive conversations, e-mail, online communication, electronic advertising, DVD and CD-ROM material, electronic virtual games, integrated databases for telephone, e.g., Internet telephony, digital broadcasting, mobile communication, etc. The rise of new media is linked to a shift in information consumption principles and social attitudes regarding media. They are also changing the way traditional media companies do business.

Levinson (2010, p. 334) observed that we are now dealing with "new new media" which he defined as "media that is newer than the new". According to Levinson's concept, today's media division should encompass three types of media: conventional, new, and new, such as social (Facebook) and content (Instagram) portals, blogs and microblogs (Twitter).

3.2. Brand in non-governmental organizations

The Third Sector plays an important role in the delivery of critical social services such as health, social support, and education, and has seen significant expansion in recent decades. Traditionally, this sector has been mostly supported by public finances, but as the number of non-profit organizations has grown, there has been growing rivalry for both public and private funding. Simultaneously, some non-

-profit executives began to see the value that marketing might offer to their organizations (Kotler, 1979, p. 37).

Certain business principles, tools, and techniques could be successfully transferred to the non-governmental sector without violating its specificity of operation, allowing for the implementation of social tasks and the spread of values without offending stakeholders with a slight inclination toward instruments used in “hard” enterprise management.

A non-profit organization’s marketing mix for non-profit services is a collection of marketing strategies used to achieve its goals among people and the community. It is distinguished in particular by the fact that there are two sorts of clients in the case of charities, as fund donors are rarely the ones who profit from the services offered by charitable operations.

To identify the distinctiveness of marketing techniques employed in non-profit organizations, a seven-component composition (7P) was used: product, place, price, people, process, physical evidence, and promotion. The establishment of appropriate promotional activities is required to accomplish the NGO image creation strategy in certain segments.

3.3. International aspects of branding and brand promotion

When considering a brand expansion into new, foreign markets, businesses should consider a variety of factors, primarily of a sociocultural and legal nature, in order to avoid costly blunders and waste of resources. Linguistic difficulties, notably the phrasing and meaning of the brand name and accompanying associations, as well as the content of advertising slogans, are brought to the fore.

It is vital to set and adapt the brand name due to the fact that a given word might represent something completely different in different languages, it appears that the most ideal names are neither instructive nor emotional.

When creating advertising messages that shape a brand’s image, it is important to consider not only language barriers, but also differences in lifestyle, value systems, and climate, all of which are reflected in client preferences. Moral standards can help inspire creative promotional and advertising strategies, as well as support product decisions and prevent communication blunders. Religion is a particularly difficult issue since it influences political life, business, and education. Violations of religious emotions in advertising and promotion could result in the items being confiscated and the company being sued.

Different legal constraints may also cause restrictions and challenges in the expansion of brands into overseas markets. Despite the attempts of most countries to unify legal solutions in numerous sectors through the actions of international and global organizations, there are still considerable discrepancies.

The ability to select forms, means, and their best matching to the message recipient determines the efficiency of the promotion policy, i.e., whether the

message will be properly received and remembered by the receiver. When it comes to diversifying a promotional message for the international market, the company has three options:

- using the same message with only a language change,
- using the same topic on a scale that is tailored to the specifics of each local market,
- adapting the theme and presentation to suit each local market.

Subjective judgments, distortion of meaning, interruption of communication, receiver uncertainty, conflict, misunderstanding, and limited adaptability of the recipient's behavior are some of the most prevalent reasons for marketing communication failure. It is important to remember that information noise can happen in communication, therefore it is crucial to craft a message that is targeted to the demands of a given market.

4. Bravelly brand analysis

4.1. About Bravelly

The World Scout Jamboree is an official educational event of the World Organization of Scout Movement. It is specifically designed for young people aged between 14 and 17 years inclusive, from National Scout Organizations (NSOs) that are members of WOSM. It is organized by an NSO or alliance of NSOs. The World Scout Jamboree provides participants with the opportunity to participate in an excellent Scouting program that is true to the definition, mission, ideals, and Scout Method while also catering to the needs and ambitions of today's youth.

The idea of the international gathering dates back to 1918. The first World Scout Jamboree was held in 1920, in the Olympia Halls in Kensington, London. First jamboree drew 34,000 scouts from 34 countries worldwide. Following, Jamboree was held every four years with two exceptions (between 1937 and 1947 owing to World War II, and the 1979 Jamboree in Iran was canceled due to political turmoil in the region at the time). The Jamboree has taken place in a variety of locations across the world.

Bravelly is the name of the 26th World Scout Jamboree which takes place on Sobieszewo Island, Gdansk, in Poland in 2027, as well it is the name of the theme of the program offered during the Jamboree. Patrol2027 is the name of the organizers – group of scout volunteers, who worked on the Polish Scouting and Guiding Association candidacy bid and they are appointed to be responsible for the whole Jamboree to happen and to close it with the final report to the World Scout Bureau. Patrol2027 was appointed in January 2021 and began its work toward presenting Poland's candidacy to host 26th World Scout Jamboree during the World Scout Conference in Egypt in August 2021. The name "patrol" is symbolically connected

with the Scout Method which advises the scout leaders to organize the scout troops in small groups called patrols.

Bravely brand is built not only on its visual elements, but also around its theme and the program it offers on the campsite. As at every Jamboree, Bravely's program must be based on the Scout Method, but also address the global issues which participants are facing in current times. Bravely's theme and program is the result of the long discussion of Patrol2027 on the challenges that young people and the scouting movement as a whole are tackling.

Bravely's brand is also its product – the Jamboree's program. Jamboree participants will experience an excellent Scouting program, faithful to the goals, principles, and the Scout Method, tailored to the needs and aspirations of young people in today's and tomorrow's world. After analyzing the social, educational and development trends for the next decade, Patrol2027 creates an educational program focused on the following topics: You, You and Other People, You and the World. On these pillars they build a valuable and attractive program that meets the needs of both the world and young people. They want to give Girl Guides and Girl Scouts space to be sparkles of courageous action. It will also be a platform for the exchange of ideas and experiences, as well as an opportunity to make new friends, learn about other cultures and develop together as an individual, as a generation, as a movement. From discovering environmental challenges and their social implications, through reaffirming commitment to peace between nations, the unity of the scout movement and shared responsibility for people and the Earth in a spirit of solidarity, to understanding the diversity of the world and finding oneself. Patrol2027 wants to create a program in a way that inspires its participants and encourages them to get to know each other better, not forgetting about having fun and enjoying adventures in the open air.

4.2. Visual identification

As part of the preparations, a visual identification of the candidacy was developed. Initial idea for the motto/theme and therefore the whole identification was "World as one", and the whole idea for the visual theme was derived from it. "World as one" came from the idea of the Earth being fragile from human actions and overuse and the awareness of the Patrol 2027 that the climate changes will be worldwide changes. People are leaning into a more sustainable and eco-friendlier lifestyle and a brave statement from the Polish Scouting and Guiding Association within the candidacy would be critical. The motto and the theme then changed to "Bravely", but the symbolism of the logo stayed.

Three balls visible in the logo are actually two balls creating the one. The vision itself was derived from the picture of the Earth from space. Navy blue is the official color of the World Association of Girl Guides and Girl Scouts, international scout organization next to World Organization of Scout Movement. That tint of navy-blue

ball symbolizes the international scout family and the Earth itself, as it is called a Blue Planet. Magenta ball symbolizes inspiration, exuberance, power, and strength. Put together create the purple ball, that specific tint is the official color of the World Organization of Scout Movement. Purple ball symbolizes embodiment of the scouting and the jamborees – scouting power to change the world, and the world, which needs the change. It is as putting the ideas and values into the Earth and that is how scout movement arose. Full logo is shown on Fig. 1.



Fig. 1. Bravely logo

Source: www.repozytorium.zhp.pl.

The logo-tagline includes name and theme, “bravely”, country, city and the year of the event and the statement “26th World Scout Jamboree Candidate” in two of the official languages of the World Organization of the Scout Movement – English and French, as well as the WOSM logo. Next to “bravely” is the Earth – colorful balls. Logo consists of Earth-balls and the word “bravely”, while signet is just the Earth-ball.

4.3. Brand promotion

Two leading brand archetypes can be distinguished in the Bravely’s brand creation. First is the Creator – Bravely inspires young scouts to speak up and take the action. It dares them to be brave and courageous, to be themselves, but it also strives to bring its vision into reality. Second archetype is the Hero – upbringing and empowering to take action. Hero strives for growth and development, as the Jamboree’s program. Bravely as Hero wants the scouts to become stronger and better versions of themselves, to take up the challenge and be courageous.

Bravely’s tone of voice falls in funny and enthusiastic dimension, accordingly to the Norman Nielsen Group division. Bravely speaks cheerfully and playfully to the scouts, as to get their attention and fit into the way the youths are speaking. Bravely is also passionate about its Jamboree and everything that will happen around the event. It takes up the important topics in a casual way of speaking, as to show every scout that they can be the change and dare them to change the world.

It is crucial to mention that the candidacy period lasted through the COVID-19 pandemic, when visits and workshops, both in Poland and internationally, were impossible to be held, thus the promotion of the bid focused on online mediums.

The communication of the Polish Scouting and Guiding Association candidacy to the 26th World Scout Jamboree organization was carried out in parallel through several channels to several target groups. When designing communication, three target groups were specified:

- foreign scouts – mainly foreign commissioners,
- Polish Scouting and Guiding Association instructors,
- Polish Scouting and Guiding Association members and its environment.

The following communication channels were used.

1. Fanpage of the candidacy on Facebook – communication was conducted there in Polish, English and French (some content was also translated into Spanish, Russian and Arabic).

2. The website www.jamboree2027.org – website is available in English and Polish. There is static content about the candidacy.

3. Instagram of the candidacy – the content was published there as on the fanpage of the candidacy on Facebook.

4. Fanpage of the ZHP on Facebook, Instagram of the ZHP and the website www.zhp.pl.

5. Articles for the Polish scout press – *Czuwaj*, *Z Perspektywy* and *Na Tropie* – both online and printed, available in Polish.

Every communication channel is designed in the same graphic layout, there is also a template for the infographics and Instagram/Facebook posts. 30 days before the World Scout Conference in August 2021, there was a Facebook profile picture frame (Fig. 2) released for scouts to show their support for the Polish Scouting and Guiding Association becoming the host of the 26th World Scout Jamboree.



Fig. 2. Facebook profile picture frame

Source: www.facebook.com/jamboree2027.

Candidacy Facebook profile is the main communication channel with the scouts from participating countries. There are the same posts as on Instagram, but also short videos of Patrol 2027 members discussing the most important matters of upcoming Jamboree, such as sustainability, safe from harm, the theme itself or Polish culture and legacy.

During the promotion of the candidacy, many promotional materials were prepared. One of them is BidBook, a collective publication with information about the candidature in Polish, English and French. BidBooks are available on Polish Scouting and Guiding Association's profile on website issue.com. BidBook contains information about Polish candidacy to host 26th World Scout Jamboree, the theme and program description, highlighting the planned celebration of 120 years of Scouting. It also gives the future participants an outlook on the Polish Scouting and Guiding Association and its legacy, a short introduction to Poland, Gdansk, and Sobieszewo Island, including the map of the Jamboree site, the entry point in Gdansk and international terminals (bus, train and airplane) in Gdansk.

During the World Scout Conference in Egypt, there was an event in Gdansk for the whole team working on the preparation of the candidacy. On Sobieszewo Island, site for the to-be-voted Jamboree, was prepared a small campsite with promotional materials and gadgets, where the whole team, as well as the President of Gdansk and other crucial partners could watch the live-stream straight from Kairo, where foreign commissioners and World Organization of Scout Movement were voting on the bid of Polish Scouting and Guiding Association. After the conference transmission there was a live chat with the main organizer of candidacy with interested scouts from every member country of WOSM. Picture taken at the event right after voting results as a graphic for candidacy social media is shown on Fig. 3.

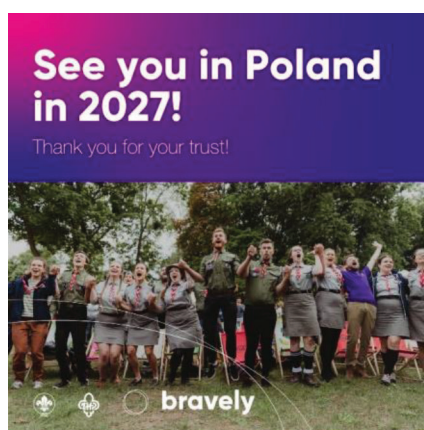


Fig. 3. Facebook post from voting results

Source: www.facebook.com/jamboree2027.

Whole communication from Patrol 2027 on all of its media was consistent throughout the whole time. Graphic layout and template of the social media posts was kept, as well as the tone and voice of the communication.

5. Conclusions

The main aim of the article was to identify the elements of the brand creation and tools for brand promotion, taking into consideration the international aspects of brand crafting and the tools for the non-profit organization. In order to achieve the goal, the throughout analyze of Bravely brand was conducted in terms of international brand creation, specifying that the brand is owned by the non-governmental organization. The article highlighted range of promotion tools, including ones tailored to non-profit organizations. Description of Bravely and its assumptions was provided, together with the visual identification of the brand and promotion-mix tools used by the brand. The background of the World Scout Jamboree was provided to gain an overview on the specification of the Bravely brand and how it was crafted. Bravely brand is built on the statement, that people should act bravely in all their doings. The brand intends to empower young scouts to be bold and act. The brand is a Creator and a Hero in every piece of brand craft. Bravely speaks with enthusiasm and passion about changing the world, as the whole scout movement mission. It creates an image of the leader to change, the change of people, their relationship with each other and their relationship with the Earth. Bravely understands what problems as a whole, young people are facing and wants to give them the strength and the tools to act bravely in their lives. Bravely visual identification and communication was thoroughly prepared and consistent. Brand promotion was conducted by the new and new media, especially Facebook profile of the candidacy. Every target group received tailored communication and promotion, keeping the same tone and voice of the brand in all languages provided in the materials. Analyzing the brand crafting of Bravely it can be said that the international non-governmental brand was created professionally and successfully. Bravely is well-known within the Polish Scouting and Guiding Association, both among young scouts in participating age, but also among the instructors and adults. Bravely has a strong position on the international area and is recognizable in National Scouting Organizations. Bravely is also present as a brand among the Polish government and authorities, as well as the authorities of the City of Gdansk.

Literature

- American Marketing Association [AMA]. (n.d.). *Branding*. Retrieved January 23, 2022 from <https://www.ama.org/topics/branding/>
- British Chartered Institute of Marketing [BCIM]. (n.d.). Retrieved January 23, 2022 from <https://marketingexpert.cim.co.uk/glossary/>
- Kall, J. (2001). *Silna marka. Istota i kreowanie*. Warszawa: Polskie Wydawnictwo Ekonomiczne.
- Kochaniec, A. (2005). Instrumenty wprowadzania marki na rynek. In A. Grzegorzczak (Ed.), *Instrumenty kształtowania wizerunku marki*. Warszawa: Wyższa Szkoła Promocji.
- Kotler, P. (1979). Strategies for introducing marketing into nonprofit organizations. *The Journal of Marketing*, 43(1), 37–44. <https://doi.org/10.1177/002224297904300104>
- Kotler, P. (1994). *Marketing, Analysis, planning, implementation and control*. Warszawa: Gebethner & S-ka.
- Kotler, P. (2012). *Marketing*. Poznań: Rebis.
- Kotler, P., Keller, K., & Bliemel, F. (2005). *Marketing management*. München: Pearson Studium.
- Levinson, P. (2010). *Nowe nowe media*. Kraków: Wydawnictwo WAM.
- Marion. (2022). A simple definition of brand positioning. *The Branding Journal*. Retrieved from <https://www.thebrandingjournal.com/2016/11/brand-positioning-definition/>
- McCarthy, J. & Perreault, W. (1993). *Basic marketing. A global-managerial approach*. Burr Ridge, IL: Irwin.
- Mruk, H. (2012). *Marketing. Satysfakcja klienta i rozwój przedsiębiorstwa*. Warszawa: Wydawnictwo Naukowe PWN.
- Urbanek, G. (2002). *Zarządzanie marką*. Warszawa: Polskie Wydawnictwo Ekonomiczne.
- Wheeler, A. (2012). *Kreowanie marki. Przewodnik dla menedżerów marki*. Warszawa: Wydawnictwo Naukowe PWN.

Tworzenie międzynarodowej marki na przykładzie Bravely

Streszczenie: Niniejszy artykuł zajmuje się elementami składowymi marki oraz strategiami i narzędziami jej promocji. Uwzględnione zostały także aspekty marki będącej własnością organizacji pozarządowej oraz jej funkcjonowania na rynku międzynarodowym. Analiza marki Bravely, będącej własnością Związku Harcerstwa Polskiego, została przeprowadzona z uwzględnieniem pozarządowego charakteru organizacji oraz międzynarodowej skali marki. Osiągnięcie celu pracy było możliwe dzięki odpowiedzi na następujące pytania badawcze: z jakich elementów składowych zbudowana jest marka, jakie istnieją narzędzia promocji oraz ich podział na tradycyjne, nowe i nowe nowe. Kluczowa była odpowiedź na pytanie, jakich narzędzi i praktyk powinna używać organizacja pozarządowa, nieoferująca fizycznego produktu, a usługę lub wartość. Aspekty międzynarodowe tworzenia marki również zostały zbadane.

Słowa kluczowe: promocja, marka, marka międzynarodowa, organizacja pozarządowa, harcerstwo, Bravely.