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**How can the Placement be prioritized over the product in a
Brand Marketing strategy?**

A Red Bull Case Study

Francisco Miguel Gonçalves Martins Carvalho Dias

Dissertation

presented as partial requirement for obtaining the master's degree Program in Data-Driven Marketing

NOVA Information Management School
Instituto Superior de Estatística e Gestão de Informação

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By/por

Francisco Carvalho Dias

Dissertation presented as a partial requirement for obtaining the master's degree in data-driven Marketing, with a specialization in Digital Marketing and Analytics

Supervisor/Orientador(a): Professora Doutora Raquel Reis Soares, Ph.D.

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STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledge the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Francisco Carvalho Dias
Lisbon, 29th November 2023

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ABSTRACT

This research explores the dynamic interplay between brand-centric marketing, experiential marketing, and consumer engagement, drawing practical insights from a comprehensive case study of Red Bull. Grounded in a robust theoretical framework, the study investigates how successful brands prioritize brand association over tangible product features, shedding light on the strategic intricacies that underlie enduring consumer loyalty. The comprehensive analysis of customer interviews, utilizing Leximancer software, unveils the nuanced dimensions of Red Bull's marketing strategy. Participants consistently associate Red Bull with a spectrum of concepts, transcending the confines of a traditional energy drink. Emphasizing "energy," "campaigns," and a distinctive image, by customers, the study reveals Red Bull's successful differentiation from product-centric paradigms, aligning with theoretical perspectives on brand-centric marketing. Thematic exploration delves into the resonance of achievement, athlete endorsements, and emotional connections. Red Bull strategically transcends traditional marketing boundaries, focusing on creating memorable experiences that align with contemporary trends in experiential marketing. This aligns with the literature on consumer engagement, highlighting the multidimensional construct that influences perceptions of brand authenticity. The theoretical implications drawn from the literature review find resonance in Red Bull's practical application, emphasizing the evolving landscape of strategic marketing. As this research focuses on the Red Bull case study, it seeks to contribute to a deeper understanding of successful brand positioning, providing actionable insights for marketers in the modern era. Future research directions are also presented at the study's conclusion.

Keywords: Brand-Centric Marketing; Brand Personality; Brand Associations; Red Bull; Marketing Strategy; Consumer Perceptions.

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1. INTRODUCTION

The realm of strategic marketing is intricately tied to the concept of marketing strategy, serving as a guiding force in the implementation of marketing activities (Morgan et al., 2018). Strategies used in digital channels have become essential for marketing, management, procedures, production, and the innovation of new products and services, among other areas (Verhoef and Bijmolt, 2019; Palmié et al., 2022). This research delves into the complex domain of marketing strategy, with emphasis on brand placement and experiential marketing. The subject of investigation revolves around the overarching question of how successful brands manage to prioritize brand placement over the tangible product itself.

The evolution of brands over time has transformed them into more than mere facilitators of transactions. In contemporary times, brands are perceived as entities possessing human-like qualities, engaging customers in meaningful interactions and experiences, and fostering the co-creation of value and significance (Fetscherin et al., 2021). However, despite a substantial body of literature on marketing strategy, which predominantly focuses on product-centric approaches, our understanding of how brands successfully shift attention from the product to the brand as a whole remains incomplete. This research endeavors to bridge this gap by presenting a detailed case study of a brand strategically positioning itself above and beyond the product.

At the heart of strategic marketing lies branding, a nuanced orchestration of a brand's systematic administration and promotion, strategically crafted to facilitate economic transactions and garner anticipated advantages (Aydon, 2009). In our current digital era, brands are presented with unprecedented opportunities to forge novel connections with consumers by harnessing technology and digital platforms. This digital landscape enables brands to craft unique experiences and foster emotional connections, thereby amplifying the resonance of their narratives (Huang et al., 2015). Brands may concentrate on sensory experiences and imaginative ways to capture the attention of consumers, creating stories and metaphors about their products and services, appealing to the user's emotions, and building relationships in the process (Gobe, 2010).

Clarity of positioning emerges as another critical component affecting how consumers perceive a product or service. Certain brands stand out from the crowd due to the clarity of their associations in consumers' minds, emphasizing points of difference. This clarity changes a brand's signal value (Simmons & Becker-Olsen, 2006), which is related to the intensity of brand connections in memory (Keller, 1993). Strong brand associations influence consumer perceptions of brand authenticity (Dwivedi & McDonald, 2018). In an increasingly complex world, people and corporations have more

and more options, but seemingly have less and less time to make those choices. Organizations recognize that, given the ubiquity of consumer choice, achieving liking and satisfaction is no longer sufficient to retain customer loyalty over time (Jones & Sasser, 1995). Customers are more likely to fall in love with a company that they feel has a positive personality because they believe it to be genuine and trustworthy (Aguilar et. Al., 2016).

This research is timely and relevant, considering the evolving market landscape dominated by shifting consumer preferences and digital interactions. By delving into this unconventional approach, this study aims to offer a fresh perspective challenging prevailing product-centric paradigms in marketing.

The significance of this study lies in its potential to reshape how marketers approach branding strategies. In an era where consumers face an abundance of choices, understanding how a brand can emerge as a focal point of association, irrespective of the product's intrinsic features, can hold the key to sustained success. This research has practical implications for marketers seeking innovative approaches to engage consumers and build lasting brand loyalty.

The central research question is articulated as follows: "How can the Placement be prioritized over the product in a Brand Marketing strategy?" To dissect this question, the study aims to explore the influence of brand positioning on consumer perceptions and engagement, understand strategies employed by successful brands in de-emphasizing the product while enhancing overall brand appeal, investigate how successful brands manage to create a strong brand association detached from the product's inherent qualities and examine the correlation between strategic brand positioning and tangible outcomes such as sales and consumer loyalty.

To answer the research question, an in-depth analysis was undertaken, exploring essential components such as brand image, brand perceptions, brand personality, brand ambassadors, product placement, and brand positioning. Methodologically, semi-structured interviews were employed to explore these strategies on consumer perception, aiming to pinpoint the key elements that make this strategy successful. The purpose of this case study is to fill gaps in the literature by focusing on the specifics of Red Bull's strategy and customer responses, contributing to a comprehensive understanding of the importance of positioning in the contemporary market. The concluding segments of the thesis transition into an extensive discussion of the results, probing into their theoretical implications. This exploration into the strategic interplay between brand placement and product positioning aims to unravel the intricacies of successful brand strategies that transcend the merely transactional, delving into the realms of emotional resonance, consumer engagement, and lasting brand loyalty. As we navigate through the subsequent chapters, a deeper understanding of the Red

Bull case study and its implications for broader marketing strategies will be unveiled, offering valuable insights for practitioners and scholars alike in the ever-evolving landscape of brand-centric marketing.

This research unfolds in a structured manner, commencing with a comprehensive literature review that delves into brand placement, consumer engagement and brand personality, emotional branding, and marketing campaigns. Following this, a case study of a specific brand was conducted to understand the impact of this strategy in practice. The brand Red Bull is particularly relevant to this study since the brand focuses beyond of the product.

2. LITERATURE REVIEW

The evolving landscape of strategic marketing, as intricately linked to the concept of marketing strategy, has prompted an increased focus on brand placement and product positioning. This literature review aims to explore the complex dynamics between these elements, with a specific emphasis on how successful brands prioritize brand association over tangible product features.

An effective literature review encompasses the primary themes and subthemes identified within the selected subject matter of the study (Denney & Tewksbury, 2013). Thus, the investigation delves into the realms of brand-centric marketing, experiential marketing, emotional branding, consumer engagement, and brand personality to shed light on the strategic interplay that underlies successful brand positioning.

2.1. BRAND PLACEMENT

2.1.1. Brand-Centric Marketing:

Brand-centric marketing, defined as the strategic positioning of a brand at the core of marketing efforts, underscores the importance of creating a consistent and compelling brand image across various touchpoints (Keller, 2013). The holistic approach is necessary for successful brand-centric marketing, addressing both tangible and intangible aspects of a brand (Aaker, 1996). This approach signifies a departure from traditional product-centric paradigms, advocating for an emphasis on the brand as a distinct entity. Consumers rely on intangible values to construct their identities, nowadays (Kapferer, 2012).

In a market characterized by shifting consumer preferences and digital interactions, the importance of brand positioning has become increasingly pronounced (Fetscherin et al., 2021). The traditional transactional approach to marketing is no longer sufficient, and brands are compelled to differentiate themselves through strategic positioning that extends beyond product features. This paradigm shift necessitates a deeper understanding of how brands can emerge as central points of association, irrespective of the intrinsic qualities of the product.

2.1.2. Experiential Marketing

The concept of experiential marketing received global acceptance as a structure for crafting memorable events that efficiently respond to the demands of specific consumer segments. (Urdea & Constantin, 2021). Consumers have switched their preferences, placing greater emphasis on experiences that elicit strong sensory and emotional responses during their interactions with a brand (Urdea & Constantin, 2021). These parts of the consumer experience, which are based on personal

opinions and experiences, are described as fantasies, feelings, and fun, often known as the "three Fs". More recently, these aspects have been expanded to include the "four Es" of experience, entertainment, exhibitionism, and evangelizing (Tynan & McKechnie, 2009).

Experience is the primary constituent of experiential marketing. Businesses typically design unique settings for customers to engage with various stimuli, such as surroundings, atmospheres, and layouts. Customers have varied perceptions and responses to various stimuli as a consequence of their experiences (Yuan & Wu, 2008).

Experiential marketing serves as a dynamic reflection of a brand's position, translating its unique identity and values into tangible, immersive encounters that resonate with consumers, thereby reinforcing the brand's distinctiveness in the market.

2.1.3. Brand Positioning

Brand positioning refers to the strategic process of developing a meaningful and distinctive association between a brand and its target consumers by creating immediate associations. Successful positioning is when customers link the brand to advantages and benefits that have been presented to them over time (Chernatony, 2003). At the core of strategic brand positioning lies the concept of brand equity (Keller, 1993). Brand equity encapsulates the intangible value a brand adds to a product, influencing consumer choice and loyalty. Successful strategic positioning enhances brand equity by ensuring that consumers associate the brand with a set of positive attributes and experiences, transcending the mere functional benefits of the product (Aaker, 1996).

The clarity of a brand's positioning is essential for influencing consumer perceptions. Brands that stand out in consumers' minds, emphasizing points of difference, possess a distinct signal value (Simmons & Becker-Olsen, 2006). This clarity impacts the intensity of brand connections in memory and influences consumer perceptions of authenticity (Dwivedi & McDonald, 2018). Successful brands strategically leverage this clarity to de-emphasize the product and elevate the overall brand appeal.

2.1.4. Product Placement

Also, numerous studies have demonstrated that product placement can be an effective marketing tool when used strategically. The influence of product placement on consumer behavior, encompassing aspects such as brand awareness, brand recall, brand attitudes, and purchase intentions, is evident (Russel and Stern, 2006). In addition, product placement can be more effective than traditional advertising methods in influencing consumer behavior, particularly when it is integrated seamlessly into the media content (Gupta and Lord 2020).

2.2. CONSUMER ENGAGEMENT AND BRAND PERSONALITY

Consumer engagement, a multidimensional construct encompassing cognitive, emotional, and behavioral dimensions is a critical outcome of successful brand positioning (Hollebeek et al., 2014). Brands are increasingly viewed as having distinct personalities, and these brand personalities contribute to consumer perceptions and engagement (Aaker, 1997). Strong brand associations influence consumer perceptions of brand authenticity, further reinforcing the need for strategic brand positioning (Dwivedi and McDonald, 2018). Brand associations encompass various components, such as brand attitudes, emotional aspects, and objective advantages. As previously established, unique brand associations are components that aid customers in differentiating a specific brand from other brands available in the marketplace. Brand association refers to the cognitive connection or relationship formed by a brand within the mind of a consumer. It is widely acknowledged among scholars that brand connections are influenced by emotional and cognitive cues derived from experiential-based associations (Saulite et al., 2022). Specifically, the utilization of visual representation to evoke emotional responses in customers, with the intention of distinguishing a brand from its competitors, plays a significant role in fostering favorable brand associations and enhancing consumers' brand loyalty. The establishment of emotional consistency in the value offered by a brand enables business customers to form emotional connections with the brand (Gupta et al., 2020).

Brand personality, as a central element of brand positioning, contributes significantly to consumer perceptions and engagement (Aaker, 1997). Consumers often form emotional connections with brands that exhibit distinct personalities. It's important to clarify that in brand positioning, it is necessary to emphasize how a well-defined brand personality enhances the signal value and intensifies brand connections in memory, thereby influencing authenticity perceptions (Dwivedi & McDonald, 2018).

2.2.1. Brand image and Brand associations

Brand positioning refers to the strategic process of developing a meaningful and distinctive association between a brand and its target consumers by creating immediate associations. Successful positioning is when customers link the brand to advantages and benefits that have been presented to them over time (Chernatony 2003, 376).

Customers form a general opinion of a brand based on their perceptions of the commercials, how the product is used, and its features (Cho et al., 2015). People are prone to form stronger emotional attachments with a brand that aligns with their notion of self (Malhotra, 1988; Sirgy, 1985). In contrast

to generation Y consumers, generation Z consumers are more interested in brand image than functional features (Joshi & Garg, 2020).

A brand's image can be regarded as a distinguishing feature that cannot be stated, such as a logo, lettering, or color, as well as the consumer's perception of the product or service the brand represents (Surachman, 2008). Brand image is a subjective idea formed by the consumer and their own feelings (Ferrinadewi 2008). Brand image and brand perception are closely linked in influencing consumer behavior (Keller, 1993). Consumers have proved to be more likely to purchase goods and services when they have a favorable perception of a brand (Fianto et al., 2014). The establishment of brand image serves as a fundamental element in facilitating informed strategic marketing decisions pertaining to the identification of target market segments and the positioning of items (Lee, et al.,2014).

Organizations strategically develop a brand identity to establish and distinguish their unique characteristics in a manner that aligns with their core principles and resonates with their target audience (Margulies, 1977). The brand identity encompasses the internalized and intended image of a firm, as well as its commitment to consumers, which is conveyed through a distinctive collection of brand associations (Ghodeswar, 2008). The concept of "brand imagery" refers to the external characteristics of a product or service, encompassing the strategies employed by a brand to fulfill customers' psychological or social desires. Brand imagery refers to the abstract perceptions that individuals hold regarding a brand, as opposed to their understanding of the brand's functional attributes (Keller, 2013). Thus, the use of imagery pertains to abstract elements associated with the brand, encompassing user perception, brand characteristics, and values, as well as the brand's historical background, heritage, and past encounters. The growing competitiveness in brand performance has led to an increased significance of establishing distinctions based on brand imaging, given its functional variations across different brands (Keller, 2013).

2.2.2. Brand personality

Consumers have the inclination to attach human characteristics to any object, whether tangible or intangible, that is associated with their consumption habits. This includes products, stores, corporations, nations, and other places, as well as various brand personalities. Therefore, all of these factors are important for strategic positioning (Rojas-Méndez et al., 2013).

The concept of brand personality falls under the realm of relational marketing and is characterized by a collection of human traits that are linked to a particular brand (Ahmad & Thyagaraj, 2015). The formation of brand personality traits is influenced by the various direct and indirect interactions that

consumers have with a brand. The notion of brand personality presents a significant managerial advantage. This aids in enhancing comprehension of the progression and sustenance of relationships between companies and consumers (Ahmad and Thyagaraj, 2015). Based on the notion that a customer becomes attracted to companies with personalities similar to his own, personality is an appropriate analogy for brands (Caprara et al., n.d). Consumers have the ability to establish their self-identity in relation to a brand by assessing the alignment between their own personality traits and the personality traits associated with the brand. The influence of personality on consumers' brand preferences is a significant determinant. Studies indicate a positive correlation between the perception of a brand's personality and the attributes of sincerity and competence. Furthermore, this perception is found to have a significant impact on customer affection towards the brand (Aguilar et al. 2016).

2.3. EMOTIONAL BRANDING

The utilization of emotional branding as an advertising approach has gained significant popularity due to its objective of establishing a strong connection between the consumer and the brand (Yang et al., 2020). The concept of emotional branding pertains to an approach that is centered on the consumer, focused on building relationships and driven by narratives, with the aim of establishing strong and long-lasting emotional connections between consumers and businesses (Yang et al., 2020, p. 3).

The evolution of brands into entities with human-like qualities has given rise to emotional branding. Brands are now perceived as facilitators of meaningful interactions and experiences, engaging consumers in the co-creation of value and significance (Fetscherin et al., 2021). Emotional branding involves the deliberate elicitation of emotions to create lasting connections (Azoulay and Kapferer 2003). This emotional resonance contributes significantly to brand loyalty and the transcendence of product-centric limitations.

The level of cognitive involvement with the significance of a brand can vary, ranging from low, which involves simply recognizing or recalling the brand name (referred to as brand awareness), to medium, which entails possessing some level of knowledge about the brand and its attributes (known as brand familiarity), to high, which involves possessing extensive information and expertise about the brand (referred to as brand knowledgeableness) (Fernandes & Moreira, 2019). The emotional aspect pertains to the sentiment that customers associate with a brand, which is influenced by both affective and rational factors, and serves as the foundation for brand connections. Consumers employ a combination of rationality and emotions to assess their understanding of a brand (rational component) and develop assessments and convictions regarding the utilitarian and symbolic worth of the brand, which serve as the basis for functional or emotional connections with the brand (Fernandes & Moreira, 2019). The

extent to which consumers establish a sense of identification with a brand directly correlates with the potential benefits that brands can derive from this phenomenon (Kumar & Kaushik, 2018).

2.3.1. Consumer-brand relationship

In the context of brand interactions, it is common for customers to form strong emotional connections with brands (Alvarez and Fournier, 2016), even when they do not possess ownership of these brands (Kumar and Nayak, 2019). The Brand Relationship Wheel (BRW) posits that the rational component of brand perception encompasses consumers' knowledge and beliefs regarding brands. This component is characterized by three distinct degrees, namely brand awareness, brand familiarity, and brand experience. It is important to note that each of these levels can elicit either positive or negative responses from consumers. The emotional aspect pertains to the affective responses of customers towards a brand, encompassing their subjective sentiments and emotional connection, also referred to as their "share of heart." (Fetscherin et al., 2021).

A consumer-brand relationship is a voluntary connection built on trust, loyalty, and satisfaction. The product possesses superior characteristics, distinct attributes, less price sensitivity, and alignment with brand values contributing to increased brand loyalty. Brand satisfaction is a major driver of brand trust, strengthening the overall consumer-brand relationship (Chaudhuri & Holbrook, 2001). It is anticipated that higher levels of consumer brand engagement (CBE) will contribute to achieving superior organizational performance outcomes. These outcomes encompass sales growth, cost reductions, brand referrals, increased consumer participation in collaborative product development processes, improved co-creative experiences, and enhanced profitability (Bijmolt et al. 2010; Nambisan and Baron 2007; Prahalad 2004; Sawhney, Verona, and Prandelli 2005). As a result, CBE has been regarded as a significant new measure for assessing brand performance (Bowden 2009; Kumar et al. 2010; MSI—Marketing Science Institute, 2010).

A customer-brand relationship is a voluntarily formed bond relationship that exists between a consumer and a brand (Kumar and Kaushik, 2018). This connection is psychological and emotional in nature. It is the culmination of a consumer's encounters with a brand, their experiences with the business's goods or services, and its marketing initiatives.

2.3.2. Brand loyalty

In order to cultivate loyalty within this particular consumer demographic, marketers must provide a brand experience that possesses emotional significance and aligns with the individual's personal characteristics (Carroll and Ahuvia, 2006).

Brand loyalty is "a deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 1997). Loyal consumers exhibit a greater propensity for displaying positive attitudes towards a brand in comparison to non-loyal or switching consumers (Grover and Srinivasan 1992). Consumer brand loyalty is characterized by the consistent and habitual purchase behavior of consumers, who actively resist the inclination to switch to alternative brands. Therefore, insofar as consumers exhibit brand loyalty, there will be a corresponding augmentation in brand equity.

2.4. MARKETING CAMPAIGNS

Brands like Red Bull, also enhance its connection with potential and existing consumers, particularly those within its target demographics, by sponsoring sports events and engaging participants through tastings and prize-winning games (Jakovic & Jaksic-Stojanovic, 2019).

2.4.1. Brand Ambassadors and Sponsorships

The practice of sponsoring sports, causes, and events has emerged as a well-established marketing strategy that is widely recognized for its effectiveness in cultivating brand awareness, brand image, and corporate image (Javalgi et al. 1994; McDonald 1991; Quester 1997; Turco 1995; Witcher et al. 1991). Brand ambassadors are a tool used by a company to attract customers and audience, which helps to enhance sales (Lea-Greenwood, 2013). Brand ambassadors are a type of identity used to spread knowledge about a product and increase brand awareness (Niken Ayu Vinata, 2022). There is a significant impact on customers' decisions to purchase desired products when it comes to sponsored goods (Umunnakwe and Ezirim 2018). Sponsored items are sufficient for customers if they are promoted by celebrities (Ataman et al, 2010). Brand ambassadors need to be loyal and trustworthy. They should inspire consumers on an emotional level by showing them they are part of the company and share its values (Wragg, 2004).

An ambassador needs to have some of the following qualities to be effective:

Expertise: If a celebrity endorser possesses the necessary knowledge and abilities, they are likely to be seen as an expert (Homer & Kahle, 2013). Knowledge of the endorser's product, or expertise, will strengthen the dependability of the endorsement product. An endorsement that gives the viewer a favorable opinion of an athlete's abilities may have a big impact on the endorser's perception of their expertise and how the public feels about them (Chanavat et al., 2016). **Attractiveness:** Includes psychological traits and athletic skills (Friis-Jespersen, 2017), according to Amos et al. (2008), the utilization of endorsers who possess higher levels of attractiveness yields a favorable impact on the products they recommend. **Trustworthiness:** A brand's trustworthiness refers to how reliably it

conveys its message to consumers, which influences their brand decision to purchase (Wang and Yang, 2010); Consumers were more likely to believe an unidentified endorser who was portrayed as a professional athlete than a non-athlete endorser (Parmar et al., 2019). Likeability: Endorser likeability refers to more than simply a person's physical beauty and appearance (Amos et al. 2008); it is characterized as love for the source resulting from the source's actions and physical attributes (Friis-Jespersen 2017).

The practice of sponsoring sports, causes, and events has emerged as a well-established marketing strategy that is widely recognized for its effectiveness in cultivating brand awareness, brand image, and corporate image (Javalgi et al. 1994; McDonald 1991; Quester 1997; Turco 1995; Witcher et al. 1991). The utilization of sponsorship as a marketing communications tool for sporting and other events has experienced a notable surge in popularity. Nowadays a brand is more than its products, it can be characterized as non-product-related signals including age, symbols, employees, CEOs, celebrity endorsers, and sponsorships (Pamuksuz et al., 2021). Corporations enhance its connection with potential and existing consumers, particularly those within its target demographics, by sponsoring sports events and engaging participants through tastings and prize-winning games (Jakovic & Jaksic-Stojanovic, 2019).

2.4.2. Advertisements

Advertising is a prominent promotional approach that functions as a crucial instrument in cultivating customer awareness of a product, hence influencing their decision-making process towards making a purchase. The utilization of creative advertising can effectively capture customers' attention by virtue of its divergent nature, which produces a noticeable contrast when compared to less creative advertisements (Smith and Yang, 2004). Several empirical research have been conducted to examine the impact of advertising creativity, with a majority of these studies using an outcome-oriented approach. It was discovered that slogans with distinguishing creative qualities exhibit a higher likelihood of being recalled and recognized within an accidental learning environment (Pick et al., 1991). The relationship between ad creativity and ad effectiveness is defined as the commercial's capacity to generate interest in purchasing or using a product (Kover et al., 1995). The authors argue that creative advertising influences consumers' emotional responses, attitudes toward the ad, and intentions to make a purchase. Advertisements employing innovative templates exhibited a higher likelihood of being remembered (Goldenberg, 1999).

In the current digital era, brands have unprecedented opportunities to connect with consumers through technology and digital platforms (Huang et al., 2015). This digital landscape enables brands to

craft unique sensory experiences, appealing to consumers' emotions and building lasting relationships (Gobe, 2010). Red Bull, the brand chosen for the case study, has effectively utilized digital platforms and sensory experiences to position itself as a global brand beyond the confines of its energy drink product (Nystrom, 2022).

The advent of digital platforms has revolutionized the ways in which brands interact with consumers (Huang et al., 2015). Brands are now equipped to craft compelling narratives that resonate with consumers on an emotional level. This storytelling approach is integral to emotional branding, creating experiences that extend beyond the product itself (Gobe, 2010). Successful brands leverage these narratives to build lasting connections, fostering brand loyalty that transcends individual transactions.

This literature review sets the stage for the exploration of how a brand strategically positions itself to transcend product-centric limitations, emphasizing the importance of brand-centric marketing, emotional branding, consumer engagement, and brand personality. The subsequent case study on Red Bull will provide a practical application of these concepts, offering valuable insights into the strategic interplay that leads to successful brand positioning and enduring consumer loyalty. As we delve into the case study, the aim is to unravel the intricacies of Red Bull's strategy and its broader implications for contemporary marketing practices.

3. METHODOLOGY

This chapter offers a thorough description of all sample-collecting procedures as well as methodologies for data collection and analysis of this Red Bull case study.

Typically, quantitative research uses statistics, mathematics, and the processing of numerical data to conduct an empirical, methodical analysis of phenomena (Basias & Pollalis, 2018). The process of quantifying numerical values in quantitative research serves as the essential connection between empirical observations and the mathematical representation of quantitative relationships. Quantitative research involves the selection and analysis of data in a numerical format (Singh, 2006 & Mahoney, 2012).

Qualitative research is a comprehensive concept encompassing research procedures that involve the analysis of experiences, behaviors, and relationships pertaining to phenomena, without relying on statistical and mathematical techniques or the manipulation of numerical data (Marriam, 2009). The qualitative methodology typically provides insights on research inquiries pertaining to what, how, and when, and is characterized as a text-based research strategy (Miles & Huberman, 1994). Qualitative research can be characterized as a series of interpretive methodologies aimed at describing, deciphering, and translating abstract notions and events, rather than solely focusing on quantifying the occurrence of specific phenomena within society (Maanen, 1983).

Qualitative research has several advantages, including (a) facilitating the researcher's comprehension of the essence and intricacy of the phenomenon under inquiry; (b) permitting exploration in emerging research domains; and (c) facilitating the examination of a phenomenon within its authentic setting (Benbasat et al., 1987). Proponents of qualitative research argue that the process of quantifying texts significantly diminishes the quality of recording, comprehension, and analysis of a given phenomenon (Kaplan & Maxwell, 1994). A researcher employing a qualitative research methodology engages in the systematic observation, interviewing, summarization, description, analysis, and interpretation of occurrences in their authentic form (Basias & Pollalis, 2018).

The primary distinction between the two methodologies lies in their respective approaches. Quantitative research typically entails a methodical exploration of phenomena through the application of statistical and mathematical techniques. On the other hand, qualitative research involves the examination of phenomena by analyzing experiences, behaviors, and interactions, without relying on statistical and mathematical tools (Merriam, 2009; Hennink et al., 2010; Singh, 2006). The primary distinction between the two methodologies lies in their respective approaches. Quantitative research

typically entails a methodical exploration of phenomena through the application of statistical and mathematical techniques. On the other hand, qualitative research involves the examination of phenomena by analyzing experiences, behaviors, and interactions, without relying on statistical and mathematical tools (Goertz & Mahoney, 2012; Miles & Huberman, 1994).

In order to analyze and comprehend the complex phenomenon of prioritizing brand placement over the product, a case study of Red Bull was conducted. A case study is commonly defined as a rigorous and comprehensive examination of a singular entity, such as an individual, group, community, or another unit, where the researcher thoroughly analyzes vast information regarding multiple variables (Heale & Twycross, 2017). The case study is a widely employed research method that serves to improve our understanding of various phenomena, including individual, group, organizational, social, political, and related aspects. The utilization of the case study approach enables researchers to preserve the comprehensive and significant attributes of real-world occurrences, encompassing elements such as the life cycles of individuals, behaviors within small groups, processes within organizations and management, and the evolution of industries (Yin, 2009). The application of the case study methodology allows researchers to capture the holistic and meaningful characteristics of real-life events (Heale & Twycross, 2017).

The process of developing the research hypothesis serves to provide a comprehensive explanation in advance and establishes a set of principles that indicate the intended direction of the investigation. Semi-structured interviews were conducted to understand how Red Bull has successfully placed itself as a prominent brand while keeping its product secondary in consumer's perception, and this method has proved to be both versatile and flexible (Kallio et al., 2016).

Interviews are interactive dialogues, typically conducted in a one-on-one manner between an interviewer and an individual, with the primary objective of obtaining information related to an established group of subjects (Rand, n.d). The significance of conducting interviews extends beyond the creation of a comprehensive overview, the analysis of verbal expressions, and the provision of detailed perspectives from participants. It also facilitates interviews in articulating their perspectives using their own unique voice, allowing them to convey their thoughts and emotions authentically (Alshenqeeti, 2014). The primary objective of the interview guide is to provide a structured framework for facilitating group discussions and promoting dialogue related to the research topic. Additionality serves the aim of ensuring comprehensive coverage of the needed information during the interview process (McLafferty, 2004).

In summary, the utilization of interviews in research is not just about obtaining information, it's a method that goes beyond, enabling researchers to establish genuine connections, capture different perspectives, and employ a structured approach through interview guides. This comprehensive approach enhances the depth and quality of data collected, making interviews a valuable and indispensable tool for academic and research endeavors and that's why this case study chooses to use this type of data collection.

3.1. RED BULL CASE STUDY

This case study explores the dynamic world of Red Bull, taking a deep dive into the active space the company operates. Mateschitz founded Red Bull in the 1980s, drawing inspiration from functional beverages originating in East Asia. He not only created an original product but also designed an exceptional marketing strategy and introduced the Red Bull Energy Drink in Austria on April 1, 1987. A whole unique product category emerged – energy drinks (Red Bull Energy Drink - Official Website, n.d.).

Red Bull's establishment in 1987 marked not just the introduction of an innovative item, but also the inception of an entirely new product classification (Red Bull Energy Drink - Official Website, n.d.).

It specializes in the production and distribution of a single product, namely an energy drink that incorporates taurine, an amino acid. This beverage is packaged in a slim, silver-colored can with a volume of 8.3 ounces. The beverage has garnered significant popularity among the company's targeted demographic of young consumers worldwide (NSCC, n.d.).

In the year 2018, Red Bull achieved a significant increase in sales, amounting to \$1.06 billion USD, only within the United States. This brand has consistently maintained a dominant position in the energy drink market for several years, with a market share of 35.3% in 2019. In comparison, its nearest competitor, Monster Energy, owned a market share of 25.4% (Statista, 2019).

Similar to other brands, Red Bull has implemented a branding strategy that has demonstrated significant success for the company. Red Bull has successfully expanded its brand presence in the media sector by establishing Red Bull Media House. Additionally, the company has made major advances in the sports market by organizing its own events, forming sports teams, and engaging in sponsorships (Nystrom, 2022).

The Red Bull marketing strategy goes way beyond its main product, as seen when Red Bull facilitated an expedition where Felix Baumgartner, an extreme sports athlete from Austria, undertook a skydiving adventure from the stratosphere, therefore surpassing the existing world record for the highest altitude skydive. This feat involved his descent from an altitude over 128,000 feet above the Earth's surface.

3.2. DATA COLLECTION

As mentioned before, a qualitative research approach was chosen for this case study. This qualitative research aims to provide a better understanding of a certain issue rather than a numerical representation of it. Qualitative research refers to a methodical investigation of social phenomena within their natural contexts (Teherani et al., 2015). This phenomenon covers all facets of human experience, including but not limited to individual and collective behavior, organizational functioning, and the influence of interactions on relationships. In the context of qualitative research, it is the researcher who assumes the primary role as the instrument for data collection (Teherani et al., 2015). Using a qualitative research approach in this study will allow for producing ideas and insights to investigate territory and generate insights that can answer the topic in question. It will facilitate this study in understanding the complexity and nuance of the interviewees, attitudes, or experiences, and for that, this is the right method.

Semi-structured interviews with open-ended questions (Appendix 2) were used to collect data, which provided the respondents with the opportunity to elaborate on the subjects under investigation. Primary data has been collected through qualitative methods in the form of semi-structured interviews (as mentioned before), that were conducted in a one-on-one setting to gain some insights and open a dialogue with the candidate.

In the selection of participants, a thoughtful process was employed to identify 12 individuals with varied connections to Red Bull based on different motivations. These participants were grouped into three categories: those who are customers primarily for the product, corresponding to 25% of the group, those who express loyalty due to their admiration for the brand, 50% of the participants, and a third category consisting of athletes who consume the product, 25% of the participants. This deliberate categorization aimed to capture a diverse range of customer perspectives, providing comprehensive insights into how individuals perceive Red Bull's brand and its marketing strategies. The participants, aged between 22 and 39 years, were equally distributed with 4 females and 8 males.

The interviews, lasted between 30 to 40 minutes each and were a combination of face-to-face and virtual interviews, with some sessions taking place in person and others via Zoom. These interviews were conducted between October and November 2023.

To ensure accuracy and thorough analysis, all interviews were recorded and later transcribed. This process facilitated a comprehensive examination of the responses and enabled their integration into the data analysis tool. The following *table 1* presents the profile of all the participants:

Interviewees	Interviewees Profiles	Nationality
Interviewee 1	Male, 24 years old – Student in master’s degree & athlete	PT
Interviewee 2	Male, 39 years old – Copy Witter	PT
Interviewee 3	Male, 25 years old — Business Analyst	PT
Interviewee 4	Female, 25 years old – Social Media Manager	PT
Interviewee 5	Male, 22 years old –Athlete	PT
Interviewee 6	Female, 27 years old – Product Owner	PT
Interviewee 7	Male, 28 years old – Asset Manager	PT
Interviewee 8	Male, 24 years old – Junior Consultant	PT
Interviewee 9	Male, 25 years old – Investment Analyst	PT
Interviewee 10	Female, 24 years old - Event Planner	PT
Interviewee 11	Male, 23 years old – Student in master’s degree & athlete	PT
Interviewee 12	Male, 24 years old – Architect	PT

Table 1 – Interviewed costumer’s profiles

3.3. DATA ANALYSIS

The interviews were recorded and subsequently, the interviews were transcribed for the purpose of analyzing the obtained outcomes. The data analysis began with open coding, which involved a methodical examination of the raw interview data to discover concepts, patterns, and themes (Saldana, 2016). This procedure facilitated the development of preliminary concepts, which captured the fundamental nature of participants' replies. Participants’ answers were further classified into more comprehensive groups, which encompassed reoccurring patterns observed across the dataset. The categories were delineated based on the theoretical framework and current literature, establishing a systematic basis for study.

In the field of qualitative research, it is customary for researchers to amass substantial volumes of data pertaining to human behavior, which is often beyond the capabilities of typical quantitative statistical software for analysis (Kivunja, 2013).

When digital qualitative software is not available, researchers are required to manually analyze and analyze all transcribed information from interviews, apply coding techniques, and endeavor to uncover the underlying meaning within the collected data. Leximancer's qualitative data miner has the potential to be quite advantageous in this context (Kivunja, 2013).

The Leximancer system is a recently developed approach that converts lexical co-occurrence data from natural language into semantic patterns without the need for manual supervision. The employed

methodology consists of two distinct steps for extracting co-occurrence information, namely semantic and relational (Smith & Humphreys, 2006). Each stage utilizes a unique algorithm to accomplish its respective task. The utilized methods are of a statistical nature, incorporating nonlinear dynamics and machine learning techniques (Smith & Humphreys, 2006).

The Leximancer system can conduct an automated kind of content analysis. The method surpasses the limitations of keyword searching by identifying and extracting concepts based on a thesaurus from the text input. It does not necessitate the use of a pre-existing dictionary, although one may be employed if preferred. The concepts are subsequently encoded within the text, employing the thesaurus as a classifying tool. The idea map is generated using the information obtained from the co-occurrence of asymmetric concepts (Smith & Humphreys, 2006).

This software tool will help not just find frequent words related to what customers say but will also find concepts. Sentences and words can have different meanings depending on the context and time of day and it is not always what people think it is. Even in cases when documents are written in different forms, styles, or even languages, Leximancer is able to extract concepts from words with similar meanings. This promotes trust in the user regarding the actual meaning of the concept maps (Leximancer, n.d.).

In order to answer to the research topic and in line with the goal of this study, concept maps will be used to visually represent the qualitative data.

4. RESULTS

This chapter reveals the data collected on the customer interviews. Through the tool used to analyze the results, Leximancer, a graphic visualization of a conceptual map was developed as well as a list of the most frequent words in the interviews.

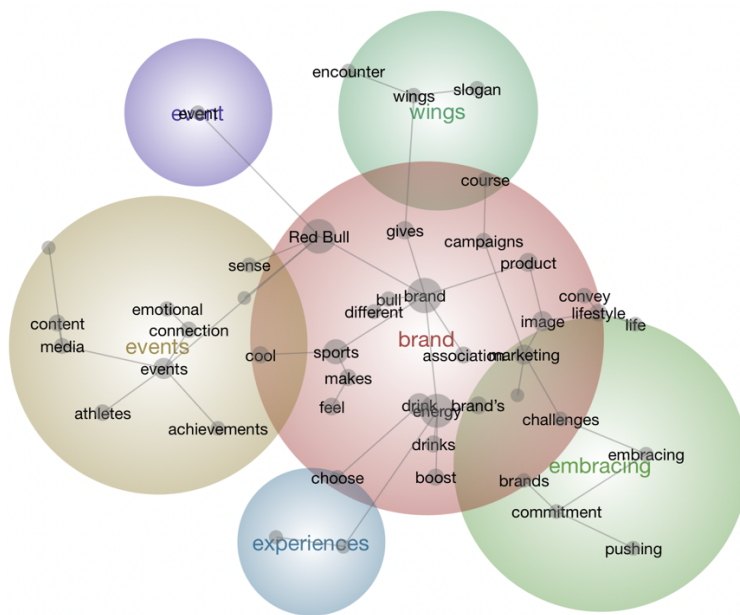


Figure 1
Concept Map
Source: Outputs from Leximancer

The conceptual map derived from the interviews conducted on Leximancer software, reveals key themes and corresponding customer perceptions. It is structured into five main themes: “brand”, “events”, “embracing”, “events”, “wings”, and “experiences”. This conceptual map offers a comprehensive overview of Red Bull's marketing strategy, highlighting the key elements that contribute to its unique approach according to customers.

In the realm of "brand," participants consistently associated Red Bull with energy, campaigns, a distinctive image, and a sense of sportsmanship. The term "drink" emerged, emphasizing the core product, while descriptors like "boost" and "association" had a strong link between the brand and heightened performance.

The theme of "events" resonates with notions of achievement, athlete endorsements, media engagement, and emotional connections, pointing to a strategy that transcends traditional marketing by creating memorable experiences according to customers.

The concept of "embracing" elicited words such as pushing, commitment, and challenges, indicating that customers perceive Red Bull as a brand that actively embraces and supports personal and societal challenges.

The term "wings," associated with the brand's iconic slogan, suggests an encounter with energy and vitality, reinforcing the product's core identity and also corresponds to the first memory that some customers have of their first encounter with the brand.

Lastly, under "experiences," participants likely expressed their perception that Red Bull is not just a beverage but a facilitator of unique and impactful moments.

Overall, this conceptual map reflects a multi-faceted strategy where the brand's image, marketing-centric, commitment to challenges, energy association, and the creation of distinct experiences collectively position Red Bull as a lifestyle choice, placing emphasis on the brand before the product itself.

Concept	Count	Relevance_percentage
Red Bull	89	11,9%
brand	87	11,7%
energy	75	10,0%
sports	41	5,5%
drink	35	4,7%
events	30	4,1%
image	26	3,5%
marketing	26	3,5%
product	24	3,2%
brand's	19	2,5%
feel	18	2,4%
lifestyle	18	2,4%
content	18	2,4%
gives	17	2,3%
cool	16	2,2%
drinks	16	2,2%
boost	16	2,2%
athletes	16	2,2%
makes	13	1,8%
association	13	1,8%
connection	13	1,8%
campaigns	12	1,6%
media	12	1,6%
slogan	12	1,6%
wings	11	1,4%
pushing	11	1,4%
sense	10	1,3%
convey	9	1,2%
bull	9	1,2%
emotional	9	1,2%
course	9	1,2%
choose	9	1,2%
event	9	1,2%
experiences	9	1,2%

Table 2

Most frequent words

Source: Outputs from Leximancer

Table 1 presents a compilation of the most frequently used words from the interviews conducted with customers. The analysis of the most frequently used words in the interviews also unveils key insights into the participants' perceptions of Red Bull's marketing strategy. "Red Bull" emerges as the most prominent term, emphasizing the brand in respondents' minds. The high frequency of "brand" and "energy" underscores the association of Red Bull with a dynamic and vitality-infused identity. The recurring mentions of "sports" and "athletes" highlight the brand's strong link to sporting culture, reflecting its strategic partnerships and sponsorships. Additionally, the prominence of "drink" and "product" demonstrates the acknowledgment of Red Bull as a beverage, albeit one intertwined with broader lifestyle connotations. The repetition of "events" and "experiences" in the interviews aligns with the conceptual map, emphasizing the significance of experiential marketing in Red Bull's approach. Words like "cool," "boost," and "association" further reinforce the positive and energizing attributes associated with the

brand. Overall, the high relevance percentages for key terms such as "Red Bull," "brand," and "energy" underscore the effectiveness of Red Bull's marketing strategy in shaping a distinctive brand image that transcends its product category, resonating with consumers on both functional and emotional levels.

The results of the interviews show important and key elements of Red Bull's brand-centric marketing approach. Interviewees provided insightful comments on their opinions and the degree to which Red Bull's approach has an influence on them.

Participant's insights confirm that the customer interview results highlight important facets of Red Bull's brand-centric marketing approach. In terms of their initial encounters with Red Bull, a recurrent theme emerges: The brand's captivating elements and messaging. One participant recalls "My first encounter with a Red Bull was at a college event. The logo and sleek design drew my attention, and the promise of enhanced energy intrigued me"—this emphasis on visually striking identity as a primary draw.

Participants consistently described Red Bull's image or brand personality as dynamic and adventurous. A participant captures this feeling quite well, stating "Red Bull is a brand that embodies energy and adventure. It's more than simply an energy drink. It's a lifestyle that represents vitality, excitement, and pushing limits". The use of terms like "cool", "funny", and "appealing" highlights the brand's intentional positioning as a symbol of a lively and active lifestyle rather than just a beverage.

When hearing the name "Red Bull", participants associated the brand with energy, exhilaration, and extreme sports. A participant highlights this by saying, "When I hear 'Red Bull' I immediately think of energy, exhilaration, and the blue silver can. It's a go for a quick energy boost during active moments". The slogan "Red Bull gives you wings" is a powerful tagline that captures the brand's promise and influences participants' first thoughts and impressions about the brand.

Red Bull's effective marketing methods are reinforced when specific campaigns or events are mentioned.

Regarding the question "Can you recall any specific Red Bull marketing campaigns or events that left a lasting impression on you? What made them memorable?" – the "Red Bull Stratos" campaign, featuring Felix Baumgartner's stratospheric jump, is particularly memorable and referenced by the interviewees many times. A participant notes, "The Red Bull Stratus" campaign, where Felix Baumgartner jumped from the stratosphere, was awe-inspiring. The event's extreme audacity and the live broadcast created a lasting impact by connecting Red Bull with risky actions". This campaign is

remembered for its amazing attitude as well as for successfully Red Bull with adventures that push to the limits of humanity.

Furthermore, Red Bull's sponsorship of extreme sports and events significantly influences participants' perception of the brand. A participant highlighted this by saying, "Red Bull's association with extreme sports amplifies the brand's adventurous image. It makes me feel that Red Bull isn't just a beverage, it's much more than that; it's a source of positive energy".

This association will in fact improve the brand's reputation, and improve its image of being forward-thinking, creative, dynamic, vibrant, and energetic.

With this, some participants' descriptions/interviews demonstrate how the brand successfully draws attention, establishes a dynamic and adventurous attitude, and cultivates strong associations with energy and extreme sports.

Regarding Red Bull's emotional branding, results from the interviews, and emotional branding strategy reveal a strong and positive emotional connection among participants, significantly impacting their perceptions and consumption decisions.

Participants consistently associate emotions with Red Bull, including excitement, motivation, empowerment, fun, determination, and focus. One participant describes this sentiment, saying: "I associate excitement, motivation, and a sense of empowerment with the brand". These associations highlight the brand's success in establishing a positive and energizing image.

Many interviewees express having a strong emotional connection with Red Bull, particularly during sponsored events or by means of marketing storytelling. Examples include witnessing the achievements of Red Bull-sponsored athletes and attending Red Bull events. One participant noted, "Indeed, I have a deep emotional bond during Red Bull events. Watching their athletes accomplish incredible things makes me feel like I'm part of an achiever group". These examples show how Red Bull's events and marketing encourage inspiration and a sense of unity, strengthening emotional ties.

Participants unanimously expressed that Red Bull's marketing makes them feel inspired, motivated, pumped up, ready for challenges, and interested. One interviewee highlighted, "Red Bull marketing makes me feel inspired and ready to take on challenges." The brand's storytelling and imagery evoke a spirit of living life to the fullest, creating a positive emotional response among consumers.

In another way, the emotional connection significantly influences participant's decisions to consume Red Bull. Participants highlighted that the emotional connection goes beyond the taste of the

beverage. One interviewee said, "The emotional connection definitely influences my decision to consume Red Bull. It's not just about the taste. It's about embracing the energy and mindset the brand represents". The emotional tie makes Red Bull the preferred choice when seeking an energy boost, influencing brand loyalty.

Regarding consumer engagement interviews with Red Bull provide insight into how well the company engages its target market and builds good experiences with its audience.

Participants who have consumed Red Bull describe the experience as invigorating, with a quick boost of energy. One participant noted "Yes, I have consumed Red Bull before, and the experience is usually invigorating, and I feel a quick surge of energy. The taste and the association with the brand's image contribute to a positive experience". Consumer satisfaction is influenced by the favorable correlation that exists between the product's effects, taste, and brand image.

Almost every single participant engaged with Red Bull through various channels, including social media, online content, TV ads, and attending sponsored events. Social media emerges as a prominent platform for engagement, with participants following updates on extreme sports events, athlete achievements, and behind-the-scenes content. One participant mentioned, "I engage with Red Bull through social media, especially following updates on extreme sports events and athlete achievements. The brand's online content keeps me connected."

The type of content that participants find most engaging includes behind-the-scenes footage of extreme sports events, athlete profiles, and highlights of extreme sports on social media. One participant articulates, "I find behind-the-scenes content of extreme sports events and athlete profiles the most engaging ones. It gives me a closer look at the passion and dedication behind the brand." This preference for content that offers a deeper connection to the brand's ethos suggests a desire for authenticity and real experiences.

Although not all participants have directly participated in Red Bull-sponsored events, attendance at these events is described as creating a vibrant atmosphere and reinforcing positive associations with the brand. One participant said, "While I haven't participated directly, attending Red Bull-sponsored events creates a vibrant atmosphere." Indirect participation, such as attending or watching online, contributes to a positive perception of the brand.

Following the topics above, the brand's ability to create a sense of community and shared experiences enhances its overall appeal to consumers.

Customers perceive Red Bull as more than just an energy drink. The brand is associated with a lifestyle of vitality, exploration, breaking barriers, and embracing challenges. Quotes such as "It's a lifestyle that stands with you to living life to the fullest"; "It represents a mindset of embracing new challenges" or "Red Bull's positioning as more than just an energy drink is evident in its commitment to pushing boundaries and embracing creativity. The brand stands for innovation, progress, and a relentless pursuit of excellence", highlighting the brand's broader identity.

Red Bull maintains its brand identity by consistently endorsing extreme sports, collaborating with professional athletes, and highlighting the role that people have in sports success. The key strategies include aligning with activities that resonate with core values, bold branding, "by consistently associating itself with groundbreaking events", and attaching the brand to sports events. Quotes like "The focus on adventure and pushing limits is key" and "They maintain their brand identity by consistently associating itself with extreme sports and adventure" emphasize these practices.

Red Bull marketing campaigns promote an active, adventurous, and living in the moment, always pushing the limits. Participants describe the image as aspirational, successful, and capturing the spirit of those who aspire to be the best. According to one interviewee "Their marketing campaigns convey a specific lifestyle and living life to the fullest. The brand image is centered around an active and dynamic lifestyle" reflects the Image portrayed by the brand.

The Red Bull logo, with its bold design, and the slogan "Red Bull Gives You Wings" play a crucial role in reinforcing the brand's dynamic image. The logo is considered iconic and easily recognizable, while the slogan complements the brand's message of power. Quotes from two different participants, "It is a unique approach to almost match the hyperbole behind "Gives you wings" and Red Bull manages to do so by positioning itself across sports that not only match high-velocity standards but also literally flying through paragliding and wingsuit flying for example. They are essentially delivering what is (impossibly) promised" and "Their logo is classic, epic, and brutal at the same time. That color just reminds me as a kid, to put logos from Red Bull stickers on shirts, tables, and everything I had in the past!! The slogan is nostalgic for me, it's the image of the brand" – reinforces the brand's dynamic image, taking into consideration these two key elements for the brand, a logo, and a slogan.

Participants express a high level of loyalty to both the Red Bull brand and its product. The brand's values, positive experiences, and consistency in delivering a dependable energy boost contribute to loyalty. Quotes such as "I have a high level of loyalty to both the brand and the product" and "Consistency on the flavor and on the energy output. If it works for my study sessions or if I feel focus

and awake when driving for long hours, I really don't have reasons to complain and change" illustrate this loyalty.

While participants have considered alternatives, the unique brand identity, positive experiences, and the brand's association with healthier options have influenced their decisions to stay with Red Bull. Quotes like "I never tried Monster, but maybe because their image is much less healthy" and "No, I always choose Red Bull if I want to drink one energy drink" reflect considerations and influences.

Overall, this aligns with the aim of this case study to further develop the literature in sight with the topic of investigation.

5. DISCUSSION

The study's exploration of Red Bull's marketing strategy aligns with the theoretical underpinnings of brand-centric marketing. The emphasis on creating a consistent and compelling brand image resonates with a holistic approach to brand-centric marketing (Aaker, 1996). The conceptual map derived from Leximancer's analysis reveals how Red Bull successfully positions itself at the core of marketing efforts, moving beyond the conventional product-centric paradigms. The clarity of Red Bull's brand positioning, as evidenced in participants' associations with energy, campaigns, and a distinctive image, reflects the importance of brand positioning in influencing consumer perceptions (Simmons & Becker-Olsen, 2006).

The research findings emphasize that Red Bull's success lies not only in the functional benefits of its energy drink but in the intangible values that construct consumers' identities. This resonates with the observation that Consumers, particularly in contemporary times, rely on intangible values for self-construction (Kapferer, 2012). Red Bull's ability to transcend traditional product-centric paradigms signifies a departure from conventional approaches, aligning with the evolving landscape of strategic marketing.

The thematic exploration of "events" in the study aligns with the literature on consumer engagement, highlighting the multidimensional construct encompassing cognitive, emotional, and behavioral dimensions (Hollebeek et al., 2014). Red Bull's strategic decision to transcend traditional marketing boundaries and focus on creating memorable experiences resonates with contemporary trends in experiential marketing. The emotional connections formed between consumers and the brand through achievements, athlete endorsements, and emotional connections underscore the importance of brand personality in shaping consumer perceptions (Aaker, 1997).

The study's findings emphasize the influence of strong brand associations on consumer perceptions of brand authenticity (Dwivedi and McDonald 2018). Red Bull's success in fostering a deep connection with consumers, as evidenced by their perception of the brand as actively involved in personal and societal challenges, supports the literature on brand engagement. Consumers increasingly value brands that align with their values and contribute to societal discussions, aligning with Red Bull's positioning as a brand that embraces challenges.

The exploration of Red Bull's sponsorship of extreme sports and its utilization of brand ambassadors aligns with the literature on emotional branding. Brand ambassadors, play a crucial role in spreading

knowledge about a product and increasing brand awareness (Umunnakwe and Ezirim 2018). Red Bull's strategic use of brand ambassadors and sponsorship as marketing tools underscores the effectiveness of emotional branding in cultivating brand awareness and image.

The study's reference to the current digital era and Red Bull's effective use of digital platforms align with the literature on the digital landscape's role in brand-consumer interactions (Huang et al., 2015). The ability of brands to craft compelling narratives in the digital realm, creating unique sensory experiences, resonates with Gobe's (2010) perspective on emotional branding. Red Bull's success in utilizing digital platforms to position itself as a global brand beyond the energy drink product reflects the transformative potential of the digital landscape in contemporary marketing practices.

The study connects with the literature on the effectiveness of marketing campaigns, particularly through the case of Red Bull's sponsorship of sports events. The strategic use of sponsorship in cultivating brand awareness, brand image, and corporate image aligns with established research recognizing the effectiveness of such marketing strategies (Javalgi et al., 1994; McDonald, 1991). The discussion on brand ambassadors further reinforces the literature's emphasis on the impact of celebrities in influencing consumer perceptions and purchase decisions (Ataman et al., 2010).

The results obtained from the comprehensive analysis of customer interviews utilizing Leximancer software have unearthed valuable insights into Red Bull's marketing strategy. This discussion delves into the nuanced meanings, importance, and implications of these findings, bridging the gap between the theoretical framework established in the literature review and the practical applications observed in Red Bull's consumer interactions. By exploring the various dimensions of brand-centric marketing, marketing campaigns, and consumer engagement revealed through the data, the study explored the significance of these elements in shaping Red Bull's identity and its impact on consumer perceptions and behaviors.

The conceptual map derived from Leximancer's analysis reveals a complex tapestry of consumer perceptions, providing a roadmap to understanding Red Bull's multi-faceted marketing landscape. In the thematic exploration of "brand," participants consistently associated Red Bull with a spectrum of concepts, emphasizing that the brand extends beyond the confines of a traditional energy drink. The participants consistently mentioned elements such as energy, campaigns, a distinctive image, and a sense of sportsmanship when discussing the Red Bull brand. These varied associations go beyond the narrow definition of a traditional energy drink, which is usually perceived as a functional beverage

designed solely to provide an energy boost. Instead, participants connected Red Bull with broader concepts, suggesting that the brand has successfully transcended its product category.

For instance, the emphasis on "energy" as one of the most frequent words in the interviews, is not confined to the physical effects of the beverage but extends to a symbolic representation of vitality, dynamism, and a zest for life. The mentions of "campaigns" indicate that participants recognize Red Bull's marketing efforts as integral to the brand, highlighting the importance of storytelling and promotional activities in shaping the brand's identity. These frequent mentions underscore the success of Red Bull in embedding itself in the minds of consumers as a dynamic and memorable brand.

The strong link between the brand and heightened performance suggests that Red Bull has effectively positioned itself as a catalyst for enhanced experiences and achievements. This interpretation aligns with the literature that emphasizes the shift from product-centric to brand-centric marketing, wherein the brand becomes a central element in consumer decision-making processes.

Under the theme of "events," the resonance of achievement, athlete endorsements, and emotional connections speaks to Red Bull's strategic decision to transcend traditional marketing boundaries. The emphasis on creating memorable experiences aligns with contemporary trends in experiential marketing, reflecting an understanding that consumers seek not only a product but an immersive brand encounter. This interpretation resonates with literature highlighting the importance of emotional experiences in consumer engagement and loyalty.

The concept of "embracing" further contributes to the multi-faceted nature of Red Bull's strategy. Words such as pushing, commitment, and challenges indicate that consumers perceive Red Bull as a brand actively involved in personal and societal challenges. This interpretation aligns with the literature on brand engagement, suggesting that consumers increasingly value brands that align with their values and actively contribute to societal discussions. Red Bull's positioning as a brand that embraces challenges goes beyond the transactional nature of a product, fostering a deeper connection with consumers, and the study showed they appreciate and value it.

In essence, these interpretations unveil a marketing strategy that goes beyond the traditional boundaries of beverage marketing. Red Bull has successfully positioned itself as a lifestyle choice, intertwining its brand with consumers' experiences, challenges, and aspirations. The findings underscore the evolving nature of consumer-brand relationships, emphasizing the need for brands to be dynamic, experiential, and purpose-driven to resonate with contemporary consumers.

Building upon the insights gained from the comprehensive analysis of customer interviews and the thematic exploration of Red Bull's marketing strategy, it is essential to connect these findings with the broader theoretical framework established in the literature review. The theoretical implications underscore the significance of brand-centric marketing, emotional branding, and consumer engagement, providing a theoretical lens to interpret the study's findings.

6. CONCLUSIONS

This chapter pretends to reveal the conclusions of the current research study, which aims to answer the question of how the placement can be prioritized over the product in a brand marketing strategy. The research focused on the case study of Red Bull as a brand that effectively implemented this approach. Through the customer interviews conducted the impact and perception of the customers were analyzed to assess the impact and effectiveness of such a marketing strategy.

The main findings of this study lead to the conclusion that a strategic marketing approach with a placement aligned with the brand image, values, and target audience, that prioritizes its positioning can significantly impact the overall perception of the brand. The data collected from the customer interviews were summarized in a conceptual map that represented the main concepts associated by customers with the brand. Additionally, a table featuring the most frequently used words in the interviews was presented, highlighting the themes that consumers most associate with the marketing strategy of Red Bull. The findings confirm that brand-centric marketing extends beyond mere product promotion, and places emphasis on events that mirror the brand identity, sponsorships that authentically reflect the brand personality, unique experiences that offer memorable moments, and advertisements that communicate a dynamic lifestyle that goes beyond a product, lead to customer engagement and strong brand loyalty. On this note, brands with a strong and well-defined brand personality should consider the importance of brand positioning.

It is highly important the align with the brand's values for resonating effectively with the target audience. This alignment serves as a fundamental component in prioritizing placement over the product in a brand marketing strategy. By focusing on strategies that deliver elevated experiences and moments this not only fosters customer engagement and solidifies the brand's identity but also generates positive emotions associated with the brand. Such emotional connections, in turn, nurture customer loyalty and lead to a profound sense of brand love. Ultimately, this customer devotion prompts a willingness to pay a premium price for the product and transforms customers into enthusiastic advocates for the brand, exemplifying how prioritizing placement can lead to enduring customer loyalty and advocacy.

6.1. THEORETICAL CONTRIBUTIONS

The preceding literature review has delved into the evolving landscape of strategic marketing, specifically focusing on the intricate dynamics of brand placement and product positioning. This

discussion chapter will synthesize the key findings from the literature and provide insights into how these concepts interplay in the strategic marketing realm. The primary themes explored include brand-centric marketing, experiential marketing, emotional branding, consumer engagement, brand personality, and the impact of marketing campaigns.

Brand-centric marketing, emphasizing the strategic positioning of a brand at the core of marketing efforts, is pivotal in contemporary marketing strategies (Keller, 2013; Aaker, 1996). The departure from traditional product-centric paradigms underscores the importance of creating a consistent and compelling brand image across various touchpoints. The study highlights the necessity of addressing both tangible and intangible aspects of a brand, considering the influence of intangible values on consumer identity construction (Kapferer, 2012).

Experiential marketing, recognized globally for crafting memorable events that respond to specific consumer segments, has gained prominence (Urdea & Constantin, 2021). The "three Fs" – fantasies, feelings, and fun – and the expanded "four Es" – experience, entertainment, exhibitionism, and evangelizing – underscore the significance of sensory and emotional responses in consumer experiences. Businesses design unique settings to engage customers with various stimuli, and this study assesses the effectiveness of experiential marketing by evaluating customers' impressions (Tynan & McKechnie, 2009).

Successful brand positioning involves creating meaningful and distinctive associations between a brand and its target consumers (Chernatony, 2003). Brand equity, encapsulating the intangible value a brand adds to a product, enhances consumer choice and loyalty (Keller, 1993). Clear brand positioning impacts the intensity of brand connections in memory and influences consumer perceptions of authenticity (Dwivedi & McDonald, 2018). Product placement is acknowledged as an effective marketing tool, influencing consumer behavior aspects such as brand awareness, recall, attitudes, and purchase intentions (Russel and Stern, 2006; Gupta and Lord, 2020).

Consumer engagement, a multidimensional construct encompassing cognitive, emotional, and behavioral dimensions, is identified as a critical outcome of successful brand positioning (Hollebeek et al., 2014). Brands are viewed as having distinct personalities that contribute to consumer perceptions and engagement (Aaker, 1997). Unique brand associations, formed through emotional and cognitive cues, play a significant role in differentiating a brand (Saulite et al., 2022). Brand personality, as a central element of brand positioning, contributes significantly to consumer perceptions and engagement (Aaker, 1997).

The utilization of emotional branding as an advertising approach has gained significant popularity, focusing on building relationships and establishing strong emotional connections between consumers and businesses (Yang et al., 2020). Emotional resonance contributes significantly to brand loyalty and transcends product-centric limitations (Azoulay and Kapferer 2003). Consumers employ a combination

of rationality and emotions to assess their understanding of a brand, establishing a sense of identification that correlates with potential benefits for brands (Kumar & Kaushik, 2018).

A voluntary connection built on trust, loyalty, and satisfaction characterizes the consumer-brand relationship (Chaudhuri & Holbrook, 2001). Brand satisfaction is a major driver of brand trust, strengthening the overall relationship. Higher levels of consumer brand engagement contribute to superior organizational performance outcomes (Bijmolt et al., 2010). Brand loyalty, characterized by consistent and habitual purchase behavior, augments brand equity (Oliver, 1997).

Marketing campaigns, exemplified by brands like Red Bull, utilize strategies such as brand ambassadors, sponsorships, and advertisements (Jakovic & Jaksic-Stojanovic, 2019). Brand ambassadors with expertise, attractiveness, trustworthiness, and likeability contribute to brand awareness and sales (Homer & Kahle, 2013). Sponsorships of sports events and engagement activities enhance connections with consumers (Javalgi et al., 1994). In the digital era, brands leverage technology and digital platforms to craft unique sensory experiences, fostering emotional connections and brand loyalty (Gobe, 2010; Nystrom, 2022).

This literature review sets the stage for the exploration of how a brand strategically positions itself to transcend product-centric limitations, emphasizing the importance of brand-centric marketing, emotional branding, consumer engagement, and brand personality. The subsequent case study on Red Bull will further elucidate these concepts in a practical context, providing valuable insights into contemporary marketing practices and strategies.

6.2. MANAGERIAL CONTRIBUTIONS

For marketers and brand managers, these findings offer valuable insights into crafting and refining brand strategies. The emphasis on brand-centric marketing, with a focus on a dynamic and adventurous brand personality, suggests the importance of differentiation in a competitive market. The study highlights the influential role of emotional connections through storytelling and events in shaping consumer perceptions and decisions. The association with extreme sports and daring events underscores the lasting impact of high-impact campaigns. Marketers can leverage these insights to strengthen their brand positioning, enhance emotional connections, and explore innovative campaigns to maintain consumer engagement.

6.3. PRACTICAL RECOMMENDATIONS

The conclusions of the research study on Red Bull's marketing strategy suggest practical recommendations for brands aiming to prioritize placement over the product:

Clearly define the brand's values, identity, and personality. Ensure that marketing efforts align with these core elements to create a consistent and authentic brand image.

Conduct thorough research to understand the preferences, interests, and values of the target audience. Tailor marketing strategies to resonate effectively with the identified audience for maximum impact.

Prioritize brand positioning in marketing strategies. This involves going beyond product features and focusing on events, sponsorships, and experiences that mirror the brand identity and personality.

Design experiences and moments that elevate the customer's perception of the brand. This could involve unique events, sponsorships, or promotions that leave a lasting impression and contribute to a positive emotional connection with the brand.

Seek sponsorships that authentically reflect the brand personality. Choose events or partnerships that align with the values and image of the brand, reinforcing the connection between the brand and its target audience.

Develop advertisements that communicate a dynamic lifestyle associated with the brand. Focus on storytelling that goes beyond the product itself, emphasizing the broader lifestyle and values associated with the brand.

Foster customer engagement through interactive marketing strategies. Encourage participation in events, promotions, and social media interactions to strengthen the relationship between the brand and its customers.

Nurture customer loyalty as a key objective. Consistent delivery of positive brand experiences leads to customer satisfaction, loyalty, and a willingness to pay a premium for the product.

Implement mechanisms to measure and analyze the impact of marketing efforts. Use customer feedback, surveys, and data analytics to continuously refine and improve the brand-centric marketing strategy.

Strive to cultivate a profound sense of brand love among customers. Positive emotions linked to the brand contribute to long-term loyalty and can turn customers into enthusiastic advocates who willingly promote the brand.

In summary, adopting a strategic marketing approach that prioritizes brand positioning over product promotion involves aligning with brand values, understanding the target audience, creating memorable experiences, and fostering customer loyalty through authentic and engaging strategies. This approach has the potential to elevate the overall perception of the brand and contribute to long-term success.

6.4. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

While this research contributes valuable insights into the marketing strategy of Red Bull, it is essential to acknowledge certain limitations that may impact the generality of findings. The first constraint is associated with the sample size, which, due to practical considerations, may not fully capture the diversity of perspectives and be entirely generalizable to the entire consumer population. Additionally, the inherent subjectivity of consumer perceptions introduces a layer of complexity, recognizing that individual interpretations may vary. Another restriction that affects the scope and depth of the investigation is time limits.

Despite these limits, the study aims to provide significant insights within the defined scope, recognizing the potential for future research to address these limitations and foster a more comprehensive understanding.

This case study research directions could investigate how brand-centric marketing strategies, prioritizing brand placement over the product, resonate across diverse contexts.

Possible areas of focus within this research direction include exploring how brand—centric marketing strategies vary across different industries such as technology, fashion, and food and beverage. This involves comparing the effectiveness of prioritizing placement over the product and tracking changes in consumer behavior over an extended period. Understanding if the initial positive associations persist and whether there are potential challenges or diminishing returns over time is essential. Moreover, exploring whether the strategy employed by Red Bull is universally effective or if adjustments to align with diverse cultural perspectives is a key aspect of further exploration.

Examine the role of digital marketing channels, such as social media, influencer partnerships, and online experiences, in enhancing brand-centric strategies is another promising study. Analyzing the impact of these digital platforms on customer engagement, brand perception, and the formation of brand communities can provide valuable insights. Exploring the benefits of involving consumers in co-creating brand experiences and investigating how a strong brand identity and positioning influence customer satisfaction, motivation, and alignment with the company's values are also essential components of future research in this field.

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7. APPENDIXES

Appendix 1: Interview concepts and guide questions

Issues of interest (based on literature)	Source	Reframed Question
Brand-Centric Marketing		
Initial Attraction: Bhattacharya and Sen argue that companies with attractive and meaningful social identities can partially fulfill consumers' key self-definitional needs and thus are valid targets for identification. Similarly, recent research proposes that consumers identify with brands (e.g., Donovan et al., 2006, Stokburger-Sauer et al., 2012), given that brands, as sources of symbolic meaning, can help consumers construct and maintain their identity (Fournier, 1998, Holt, 2005).	(Elbedweihy et al., 2016)	1. Can you describe your first encounter with Red Bull? What initially drew you to the brand? 2. How would you describe Red Bull's image or brand personality? What words or phrases come to mind when you think of Red Bull?
Brand Image: 'Brand imagery' deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' more psychological or social needs. Brand imagery is how people think about a brand abstractly rather than what they think the brand actually does. Thus, imagery refers to more intangible aspects of the brand such as user imagery, usage imagery, brand personality and values and brand history, heritage and experiences. With functional differences on the basis of brand performance becoming increasingly competed away, creating differences on the basis of brand imagery has gained importance. Brand Personality: Through the existing literature on brand personality, it is found that Aaker's definition is the most representative and most recognized one, as it clearly points out that brand personality and human personality are the same, and brand personality borrows the characteristics of human-being, which directly personifies the brand and states that the brand has human attributes. However, insofar, no research has yet validated a five-dimension brand personality in a Chinese sample.	(Keller, 2003)	3. When you hear the name "Red Bull," what are the first thoughts or associations that come to your mind? Please share your initial impressions.
Marketing Campaigns: Advertising is a promotion strategy which serves as a major tool in creating product awareness in the mind of the consumer to take purchasing decision	(Chukwu et al., 2019)	4. Can you recall any specific Red Bull marketing campaigns or events that left a lasting impression on you? What made them memorable? 5. Red Bull often sponsors extreme sports and events. How does this association with extreme sports affect your perception of the brand?

Emotional Branding		
Emotional Associations: All components of brand association, including brand attribution, brand benefits and brand attitude, were shown to have a positive impact on brand self-identification. In turn, brand self-identification was shown to have a positive impact on brand loyalty.	(Jin et al., 2019)	6. Do you associate any emotions or feelings with Red Bull? If so, please describe them. 7. How does Red Bull's marketing make you feel?
Emotional Connections: Jeon and Back (2016) mentioned that brand association produces a mental representation of a brand (p.552) and is defined as a unique connection to a brand that differentiates the brand from other brands in the same category (MacInnis and Nakamoto, 1991). In other words, brand association depends on a combination of memories or thoughts that are related to a certain brand and brand image and can be seen as a combination of such a brand association.	(Jin et al., 2019)	8. Have you ever experienced a strong emotional connection to Red Bull as a brand? Can you provide an example or explain the circumstances? 9. Does this emotional connection influence your decision to consume Red Bull?
Consumer Engagement		
Consumer Experience: To stimulate this segment's loyalty, marketers have to deliver a brand experience that has an emotional value and reflects the consumer's personality (Carroll and Ahuvia, 2006).	(Carroll & Ahuvia, 2006)	10. Have you consumed a Red Bull energy drink before? If yes, please tell us about you experience and how do you feel when you consume a Red Bull product. If no, please share what reasons, if any, have influenced your decision not to consume it.
Engagement Channels: To illustrate, by providing access to online content and facilitating communication, social media may connect consumers and organizations, thus fostering consumer 'engagement' (de Valck, van Bruggen, and Wierenga 2009; Van Laer, De Ruyter, and Cox 2013).	(Hollebeek et al., 2014)	11. How do you usually engage with Red Bull as a brand? (e.g., social media, events, online content) 12. What types of content or communication from Red Bull do you find most engaging and interesting?
Participation in Red Bull-Sponsored Activities: Cornwell (1995, p.15) defines sponsorship-linked marketing as "the orchestration and implementation of marketing activities for the purpose of building and communicating an association to a sponsorship."	(Cornwell et al., 2001)	13. Have you ever participated in any Red Bull-sponsored events or activities? If so, what was your experience like, and how did it impact your perception of the brand?
Consumer Engagement: Customer engagement is broadly defined as "a customer's motivationally driven, volitional investment of focal operant resources (including cognitive, emotional, and behavioral knowledge and skills), and operand resources (e.g., equipment) into brand interactions in service systems" (Hollebeek, Srivastava, & Chen, 2019, p. 167).	(Mora Cortez & Ghosh Dastidar, 2022)	14. In what ways do you think Red Bull actively engages with its customers and fans? Do you find these engagement efforts effective in strengthening brand loyalty? 15. Do you find these engagement efforts effective in strengthening brand loyalty?
Brand Identity and Customer Loyalty		

Beyond the Product: Beyond functional and experiential rewards, brands must now also be aspirational. It is through their intangible values that they help consumers to forge their identities, at a time when inherited identities are weaker. The famous and elusive customer bonding' is based on product satisfaction, on a rewarding consumption experience (which includes the tailoring of proactive services even for products). It cannot exist if the brand values do not fit the consumers' values. All brands have to be somehow aspirational. Beyond materialistic and hedonistic satisfactions, they say, 'We understand each other, we share the same values, the same spirit. This is why it is so important to specify these non-product-based values. Visions and missions are the typical source of these values.	(Kapferer, 2012)	16. Red Bull positions itself as more than just an energy drink. Can you describe what you think the Red Bull brand stands for, beyond its product?
Brand Identity: firms craft a brand identity as a way to identify and differentiate themselves in a manner that is congruent to their values and relevant to consumers (Margulies, 1977). IBrand identity represents a company's internal intended image and promise to consumers using a unique set of brand associations (Ghodeswar, 2008).	(Alvarado-Karste & Guzmán, 2020)	17. How does Red Bull maintain its brand identity while selling an energy drink? Are there any specific practices or strategies you think are key to this? 18. Do you think Red Bull's marketing campaigns convey a specific lifestyle or image? Please explain. 19. What role does the Red Bull logo and slogan play in your perception of the brand? 20. In your opinion, does Red Bull successfully balance the brand image with product quality? How?
Customer Loyalty: Oliver (1997) defines brand loyalty as "a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" (p.392). Loyal consumers show more favorable responses to a brand than nonloyal or switching consumers do (Grover and Srinivasan 1992). Brand loyalty makes consumers purchase a brand routinely and resist switching to another brand. Hence, to the extent that consumers are loyal to the brand, brand equity will increase.	(Yoo et al., 2000)	21. Can you describe your level of loyalty to Red Bull as a brand and, if applicable, your loyalty to the product itself? What keeps you coming back to Red Bull? 22. Have you ever considered alternatives to Red Bull? If so, what influenced your decision to stay with or switch from the brand?
Demographics:		
-	-	Gender, age and job.

Appendix 2: Interviews Form

Thank you for participating in this interview, where it plays a crucial role in this research. The primary objective of this study is to glean profound insights into individuals' perceptions concerning the Red Bull brand and its extensive marketing plan.

This research is interested in understanding the strategic complexity that Red Bull has employed to establish itself as a significant brand, while also ensuring that its product remains secondary in the eyes of customers.

Your honest opinions, together with your unique perspectives, hold immense value as they contribute substantively to the discernment and findings of this research.

Please note that your comments will be treated with strict confidentiality and will only be used for academic purposes.

1. Can you describe your first encounter with Red Bull? What initially drew you to the brand?
2. How would you describe Red Bull's image or brand personality?
3. When you hear the name "Red Bull," what are the first thoughts or associations that come to your mind? Please share your initial impressions.
4. Can you recall any specific Red Bull marketing campaigns or events that left a lasting impression on you? What made them memorable?
5. Red Bull often sponsors extreme sports and events. How does this association with extreme sports affect your perception of the brand?
6. Do you associate any emotions or feelings with Red Bull? If so, please describe them.
7. Have you ever experienced a strong emotional connection to Red Bull as a brand? Can you provide an example or explain the circumstances?
8. How does Red Bull's marketing make you feel?
9. Does this emotional connection influence your decision to consume Red Bull?
10. Have you consumed a Red Bull energy drink before? If yes, please tell us about your experience and how you feel when you consume a Red Bull product. If no, please share what reasons, if any, have influenced your decision not to consume it.
11. How do you usually engage with Red Bull as a brand? (e.g., social media, events, online content)
12. What types of content or communication from Red Bull do you find most engaging and interesting?
13. Have you ever participated in any Red Bull-sponsored events or activities? If so, what was your experience like, and how did it impact your perception of the brand?
14. In what ways do you think Red Bull actively engages with its customers and fans?

15. Do you find these engagement efforts effective in strengthening brand loyalty?
16. Red Bull positions itself as more than just an energy drink. Can you describe what you think the Red Bull brand stands for, beyond its product? / How does Red Bull manage to keep its product secondary in consumer perception while maintaining a strong brand presence?
17. How does Red Bull maintain its brand identity while selling an energy drink? Are there any specific practices or strategies you think are key to this?
18. Do you think Red Bull's marketing campaigns convey a specific lifestyle or image? Please explain.
19. What role does the Red Bull logo and slogan play in your perception of the brand?
20. In your opinion, does Red Bull successfully balance the brand image with product quality? How?
21. Can you describe your level of loyalty to Red Bull as a brand and, if applicable, your loyalty to the product itself? What keeps you coming back to Red Bull?
22. Have you ever considered alternatives to Red Bull? If so, what influenced your decision to stay with or switch from the brand?
23. Is there anything else you would like to add or any final thoughts about Red Bull's marketing strategy, brand perception, or your personal experiences with the brand?

Thank you for your valuable insights. Your participation in this research is greatly appreciated.