Evaluating the Brand Audit Report – RoohAfza

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ABSTRACT

RoohAfza is part of one of the most prestigious group Hamdard Foundation and considered as one of the oldest indigenous brands of the country. As part of modernization brand audit for RoohAfza has been assigned to a professional management consultant in Karachi. An interim report from Consultant has been sent to Marketing Manager for review and comments. Now Marketing Managers has to provide his comments to Consultant on the contents and presentation of the report. After his comments the final report will be presented to the Chairperson of Hamdard Foundation. This report includes not only the consumers’ perception but also the management’s perspective on the brand and its future strategies.
Introduction

RoohAfza is a non-alcoholic concentrated squash. It was formulated by Hakeem Hafiz Abdul Majeed in 1906 in Ghaziabad, British India and is manufactured by the companies founded by him and his sons, Hamdard (Waqf) Laboratories, Pakistan and Hamdard (Wakf) Laboratories, India. Since 1948, the company has been manufacturing the product in Pakistan, India, as well as in Bangladesh. The specific Unani recipe of RoohAfza combines several ingredients popularly believed to be cooling agents, such as rose, which is used as a remedy for loo,(the hot summer winds) of India and Pakistan and Bangladesh. It is sold commercially as a syrup to flavor sherbets, cold milk drinks, ices, and cold desserts, such as the popular falooda. RoohAfza is typically and more popularly consumed by South Asian Muslims to end their fasts in the month of Ramadan, but has now seen popularity among the non Muslim populace.

The brand RoohAfza is doing well in the market but as a part of modernization brand audit for RoohAfza has been assigned to a professional management consultant in Karachi. An interim report from Consultant has been sent to Marketing Manager for review and comments. Now Marketing Managers has to provide his comments to Consultant on the contents and presentation of the report. After his comments the final report will be presented to the Chairperson of Hamdard Foundation. This report includes not only the consumers’ perception but also the management’s perspective on the brand and its future strategies. The report from Consultant has been reproduced below:

Brand Audit Report – RoohAfza

Executive Summary

The aim of this report was to determine the health of RoohAfza as a brand and determine the effectiveness of the brand’s marketing programs. The study used qualitative and quantitative research methods to develop an understanding of the consumer’s perception regarding RoohAfza. Also, a perspective from the brand’s management was included by meeting the Marketing Director and Chairman of Hamdard foundation, the parent company of RoohAfza.

As far as the health of the brand is concerned, consumer responses revealed that due to RoohAfza’s 100 year presence in our part of the world, it has been the childhood drink for most of the consumers. But since the brand has had a very minimal presence on the ATL and the BTL front, consumers have lost their recall for the brand vis a vis competition (both direct and indirect)which not only advertises heavily but has also come up with extensions and
modifications to the product. RoohAfza has been at a standstill since it was established and so it has lost on maintaining the same relevance with the newer generations which have been attracted and tapped by the Nestles and Pepsis of the world.

The management is of the view that they do not want RoohAfza to change in the way it has been. Though they are looking into some extensions, the approach in that area is not very aggressive.

Based on our analysis, we feel that the brand still has very strong roots and consumers still have a very strong association with the brand. It is just that these associations have gone at the back of the consumers’ mind. We recommend strategies to the management for both brand extension as well as brand development. These recommendations have been based on both the consumer insights that we gathered as well as the management’s perspective on the brand.

**Introduction**

RoohAfza is one of the oldest local brands of our country. Each one of us has grown up with this brand and we still use it with varying degrees. We conducted this study to determine the brand perception of RoohAfza amongst consumers and based on this to determine a future way forward for the brand. The analysis conducted includes not only the consumers’ perception but also the management’s perspective on the brand and its future strategies, followed by how we, as brand students see the brand should move.

**Research Methodology**

The study incorporated both primary and secondary research to understand more about the brand ‘RoohAfza’. Secondary research was done using the official website of RoohAfza. Primary research used different tools that would help in gathering data directly from the consumers. The research can be classified as an Exploratory Research as the research helped in exploring ‘RoohAfza’ as a brand. Moreover it also provided new information and insight into the current standing of RoohAfza and its perception in the minds of the consumers. A definitive conclusion was drawn from our research regarding how the brand image can be further enhanced. We also incorporated elements of a Constructive Research in our project, where after the problems that existed with ‘RoohAfza’ brand were identified, we suggested solutions accordingly.

**Research Questions**
Following questions were addressed by our research:

- **Brand Perception**: Brand perceptions are shaped by functional as well as emotional the customer associates with the product and company.\(^1\) Through the help of this study, we tried to find out the various perceptions the consumers have associated with RoohAfza over the years.

- **Brand Recall**: It incorporates the brand recall by the consumer in a particular product and service category. We have used unaided recall methods in our questionnaire to find out the brand recall of RoohAfza.

- **Brand Loyalty**: The concept is defined as consumer’s commitment and continued usage of the product by making repeat purchases. The research also helped in finding out the extent of loyalty consumers have developed towards RoohAfza.

- **Brand Associations**: The study also discovered the different associations or linkages the consumers have deep seated in his/her mind about the brand.

- **Usage**: The research also studied the consumption and buying patterns of consumers for RoohAfza.

**Data Sources**

The research methodology as mentioned before incorporated both primary and secondary research. Secondary research used the official website of Hamdard containing detailed information about the brand. The qualitative research method used open ended questions and was based on focus groups. Two focus groups were conducted for the completion of the research. Each focus group had 7 to 10 members. The topic of the first focus group was the ‘perception of RoohAfza’ that is there in the minds of the consumer. The second focus group revolved around the ‘perceptions of RoohAfza users’.

A survey was conducted using a questionnaire to analyze different aspects of the brand like its awareness, recall and perception. We also had a few mall intercept interviews with housewives who usually make the main buying decision for RoohAfza in the households. We also made use of observation by selecting three housewives and asked them to prepare a jug of RoohAfza serving five people. The intent of this observation was to gauge the thickness (number of tablespoons of the syrup used to prepare the juice) and sweetness (amount of sugar used in preparation) of the brand.

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\(^1\) Brand Perception and Decision Making – Infotrends
Sampling

The sampling design was made keeping in view the intent of the study and convenience in conduction the research.

The target population for the research has been selected as follows

- **Socio-Economic Class**: The target population for the survey consisted of SEC A, B and C.
- **Gender**: Males and females will both be a part of the study. However, as females (housewives) make the main buying decision for the brand, they made up a larger proportion of the study.
- **Residential Area**: We also tried to ensure that the sample population was taken from all over Karachi.
- **Age Cohorts**: The sample target population was a mixture of youth and adults. The reason for this was that the brand in our opinion is consumed by all age cohorts. For the purpose of the study and keeping in view the complexity of the questionnaire, the age range of the target population was 16 and above.

Karachi was selected in terms of convenience sample for the purpose of the study. This is a type of Non-probability sample. However, within Karachi, we have made use of a Probability sample technique for the purpose of our research. This technique was stratified random sample where we divided the total population into three mutually exclusive groups based on SEC classification mentioned above. Random samples were drawn from each group. We ensured that we had sufficient proportion of each gender (with more focus on females) and age cohort.

The total sample size for our research is 250 which was later reduced due to 238 because of incomplete and illegible questionnaire submissions. The sample target audience was a mixture of retailers, students, teachers, bankers, housewives, maids etc to ensure that we captured respondents from the all the above mentioned Socio-economic classes.

Focus Groups

The focus group was another instrument that was the qualitative research method for the study. There were two focus groups with different topics which have been mentioned earlier.
The outlines (Appendix X) were used by the moderators during each focus group. Projective techniques and open ended questions dominated the outline of the discussion.

**Questionnaire**

The main research instrument used for the purpose of the study was a questionnaire. The questionnaire consisted of twenty eight questions that addressed the research questions mentioned in the earlier part of the report. The research instrument has questions that made use of unaided recall as well as certain projective techniques. Unaided recall helped in finding out the strength of the imprint the brand has made over the years on the minds of the consumers. Projective techniques were designed to yield information about respondent's personality on the basis of their unrestricted response to ambiguous objects or situations.  

The projective techniques used in the questionnaire are:

The respondents were presented with phrases and were required to complete them. This helped in developing a better understanding of the inner feelings and perceptions about the product.

The respondents were shown pictures of people in different social settings and were asked to choose the picture of typical consumer of RoohAfza. This helped in developing perception of the type of people that consume RoohAfza. The questionnaire consisted of both open and closed ended questions. The open ended questions gave consumers the freedom to express their true feelings and sentiments about the product. The closed ended questions made use of several attitude scales. These are as follows:

- It is the most commonly used scale in the construction of questionnaires. The scale aimed to find the extent of agreement or disagreement to a certain statement.
- It measured the likelihood that consumers will act in a certain way in the future, such as buying RoohAfza again or recommending it to their family or friends. The questionnaire is attached in Appendix X

The questionnaire has helped us in gathering information about the different aspects of RoohAfza and the results have been consistent for different clusters of the target audience. The consistency in the responses has helped us in reaching a conclusion on the above mentioned research questions. The questionnaire has also helped in gaining insight into the several research questions mentioned earlier.

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2 Farlex Dictionary
Moreover, the focus group outline also helped the discussion to stay focused and we were able to draw conclusions on the basis of the discussion that took place. Hence, the instruments demonstrated both reliability and validity.

**Data Collection & Screening Procedures**

The Data Collection and analyzing procedure was a lengthy one and took several days. For the focus groups, mall intercept interviews and observations; all the data was recorded and maintained for later analysis.

The data collection for the survey was done by making use of paper survey forms that were circulated in various geographical segments of Karachi in the above mentioned target audience. The collection of data was done by personal interaction with the respondents.

Out of the initial 250 questionnaires, 12 were rejected due to unclear and illegible responses. As a result, the actual study was based on 238 questionnaires.

The screening of the questionnaire was done manually and MS Excel was used for the data tabulation.

The data was entered for fifty questionnaires at once and then another team mate validated the worksheet. The process was repeated till all the data in the 238 questionnaires was entered into the Excel sheet.

The research methodology made use of qualitative and quantitative research methods. The instruments were constructed keeping in view the research objectives so that the study would result in developing a better understanding of RoohAfza as a brand and its various aspects.

**Brand Audit**

**Objective: RoohAfza** is one of the leading brands of Hamdard and it is a well-known in the beverages industry. The objective of our Brand Audit is to find out all the elements that gives the brand its current position in the market. This is basically a product tracking study which has been conducted based on primary and secondary data. Through this tracking study, we aim to understand consumer needs and trends, competitor analysis, studying the brand elements, assessing brand perception, image, awareness, and the PoP’s and PoD’s of RoohAfza. After a thorough analysis of these elements, we explored the sources of RoohAfza’s brand equity. Lastly, we have devised a strategy to improve and leverage the brand’s equity.
Scope: The scope of this study has been limited to Karachi only. The target populations in this study include children aged 10+, youth and housewives. Samples have been drawn on a random basis using the probability sampling technique.

Methods: This audit has been conducted using primary and secondary data. Secondary data was used initially to understand the industry background and get a general idea. Later on, the primary data was used to build up on the information further and get a complete and more current view regarding RoohAfza.

Data Collection Issues: One cultural issue that arose while conducting this research was when focus groups were being conducted of females. Their responses were being recorded but they were not very comfortable in video recording, therefore a major chunk of the focus group had to be done without it. Another hindrance came in the form of travelling. Due to security concerns and being females, we could not personally go and visit the SEC C areas though we did not totally neglect the sample belonging to those areas. We made sure we could send over our questionnaire to them through personal contacts and friends.

Ethical Issues: A few ethical issues that we encountered and kept in mind while conducting this research were:

- Voluntary Participation: In most cases, the respondents were recruited on the basis of voluntary participation but in very few and rare instances, the participants had to be coerced a little to get the information out of them

- Informed Consent: The participants were told clearly about the scope of the research and what purposes the information they disclose will be used for. Their consent was taken and then we would begin our queries.

- Confidentiality: All data that was collected maintained the utmost level of confidentiality and no personal information that we gathered during the survey has been disclosed, respecting the privacy rights of participants.

- Anonymity: the participants were always given a free choice if they wanted to disclose their name and other personal information. They were not forced into providing such information and it was ensured that the principle of anonymity is adhered to.

Brand – Self Analysis

*A sharbat like RoohAfza has never been produced, nor ever shall be." - Sa’il Dehlavi, poet*
RoohAfza, also known as the ‘Drink of the East’ is a well-known brand in Pakistan, India and Bangladesh. The brand has a strong heritage of being connected to Hamdard and has been around for more than 100 years.

RoohAfza is positioned in the market as a refreshing drink. It is available in red syrup form which is a blend of pure crystalline sugar, distilled extracts of citrus flowers, aquas of fruits, vegetables and cooling herbal ingredients processed to impart the stimulating taste and unparallel quality.

There are two reasons that RoohAfza was considered as Raahat-e-Jan. It has 1) Sugar - gives an instant rush and 2) Rose water - gives a fresh feeling

**Market Structure**

RoohAfza, red syrup, is part of the Beverages Industry. All the players in the Beverages Industry are competing for the share of throat which shows both the direct and indirect competitors for RoohAfza. The categories in the beverages industry include (i) Non Carbonated Fruit Flavored Beverages; ii) Hot Beverages; iii) Water; and iv) Carbonated Soft Drinks.

Our focus is the NCFFB category as red syrups fall under this category. Red Syrups are distinct in the South East Asia region, and have their cultural roots in the tradition of hospitality and the weather of the subcontinent. This region experiences hot summers and hence the origin of the red syrups lies in consuming a sweet, cold and refreshing drink to curb the heat of summers.

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3 Hamdard – Official Website
hence the origin of the red syrups lies in consuming a sweet, cold and refreshing drink to curb the heat of summers.

Guests and visitors are served cold drinks in summers and red syrups are still a very popular drink for this purpose. Though consumer dynamics and preference have changed, but red syrups still have a very prominent position in the market, especially in the non urban centers. The famous brands in this category are RoohAfza, Jaam-e-Shireen, Naurus, Tazkeen-e-Rooh, and Rave.

The market size of the red syrup industry is roughly 5 million cases annually, as quoted by the Director Marketing at Hamdard.

**Consumer Analysis**

RoohAfza is perceived as a traditional drink which has strong connection with family values. It is one of the most preferred drinks in the month of Ramadan. The target population of RoohAfza includes both youth and adults. Based on secondary research, we have observed an increasing trend in the consumption of RoohAfza by the masses. The consumers of RoohAfza includes include people belonging to all income groups. The brand is available in Pakistan (Khi, Lhr, RwI, Fsl, Hyd, Psh), India and Bangladesh.

**Life Style:** Consumers these days have very busy lifestyles and they hardly get time for themselves. In the midst of all this, consumers are very health-conscious and they do not want to compromise on their well-being. They want look for different food items that are a good source of energy for them and helps them keep on the go.

**Price Consciousness:** Consumers are becoming very price conscious and prefer products that they feel are value for money. Imported brands, though are available in the market, consumers still prefer local brands and find them to be of superior quality. Every penny they spend, they do it after a long decision process.

**Loyalty:** Pakistani’s are generally risk averse and they tend to experiment less on newer brands. Thus consumers tend to be loyal to brands. Beverage is a low-involvement product and consumers tend to buy the brand again and again that satisfies them and delivers quality. Taste is also an important factor in this industry. Consumers are willing to change to other brands of milk, juices or water because their taste buds have been accustomed to one taste. Hence, this forms as another reason for increased loyalty.
Trends: The trend for convenience food is on the rise these times. Consumers are busy and want to spend less time in the kitchen. They don’t have the time to spend on preparing lavish meals. Thus they are moving towards food and drinks that are quick to prepare, replenish lost energy and is healthy.

Attitudes: The parent brand name carries a lot of significance in the consumer’s mind before they try a new product. If the parent brand is trusted and established, they find it easier to launch their sub-brands in the local market. Hamdard is a very well-known brand and deeply-rooted in the minds of the masses of the sub-continent.

Perceptions: Thus RoohAfza is considered to be of superior quality and perceived as a healthy drink. It is a drink that has won the trust of consumers for decades and generation to generation, it is being used and consumed. It holds a special place in the life of every consumer and is perceived as a ‘holy’ drink and the ‘Red Bull’ of Pakistan. It is considered to be an excellent source of essential water, energy and minerals.

Seasonal nature: As quoted in an article, RoohAfza also enjoys a considerable share in Ramazan’s beverage market. Not only does the brand enjoy ‘unmatchable customer image and brand equity’ in Pakistan, it is well established in India as well, according to industry sources.4

Segmentation, Targeting and Positioning: The target market for RoohAfza can be segmented on the following basis:

Socio - Demographic From the youngest to the oldest, RoohAfza is drink that is made for all and loved by all. But specifically, the brand is targeting kids. The rationale behind moving to kids from a family is that the brand feels that they have won over one generation and established their presence as a brand in them. But now, they need to start over again from the new generation. Thus like any product cycle, they are targeting kids so that when they grow they continue to be loyal users of RoohAfza.

Attitudinal In term of attitude, RoohAfza targets those individuals who consume different beverages either because they find it an excellent source of energy, to quench their thirst or because certain drinks are a part of family tradition. It is best for people who are engaged in sporty activities or have very demanding work lives.

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Volumetric The size of the red syrup market in Pakistan is just approximately 5 million cases annually compared to the huge beverage market. Thus there is a lot of whitespace that exists and RoohAfza can try and capture the share of its indirect competitors.

Competitor Analysis The direct competitors of the brand include Naurus and Jam-e-Shireen. Jam-e-Shireen is a product of the Qarshi group and a relatively new player in the red syrup category. However, in about 25 years, the brand has picked up a good market share.

Jam-Shireen – 800ml, 1500ml and 3000 ml PET bottle and sachet Jam-e-Shireen is strong in its marketing activities and promotions but lacks in distribution. In the rural areas, it has still not able to expand its reach properly.

Naurus – Naurus has a huge portfolio of products which include Syrups, suashes, juices, desserts, pickles, chutney, sauces, mayonnaise, spices, halwajat. Naurus is an older player than Jam-e-Shireen but has not picked up growth or market share as strongly as them. They were the first ones to launch sugar-free red syrup and were successful in it. However, its promotions remain weak.

Brand Inventory

Brand Elements

Brand Name: The name ‘RoohAfza’ has two parts. The word Rooh in Urdu means soul and the word Afza means nourishing. Hence the name itself describes the nature of the product as a drink which is nourishes the soul.5

RoohAfza is also popularly known as Mashroob-e-Mashriq. It is a part of RoohAfza’s name only and is part of the name only in all marketing communications of the brand in Pakistan. The phrase Mashroob-e-Mashriq means Drink of the East.

Tagline, Slogan and Jingle: RoohAfza has had various tag lines over the past 100 years. One of the oldest and the most popular tag lines of the brand is Raahat-e-Jaan which means ‘happiness for the body’ and Mashroob-e-Mashriq which means ‘Syrup of the East’. Another popular tagline which came in recent years was ‘piyo thanda thanda; bolo meetha meetha.’ And the most recent tagline which was launched in the 2010 ad is ‘Aur kya chahiye.’

Logo: The logo of RoohAfza is a century old unique logo. It is very simple but distinct, and very deeply embedded in the consumers’ minds. The logo has the product name written in

Urdu, in red. The logo of the parent company, Hamdard is also present in all communications and consumers are very highly familiar with the Hamdard logo. The logo was designed by Syed Manzooruddin, a famous calligrapher. 6

**Packaging:** RoohAfza bottles have a distinct shape. It used to be in glass bottles previously but now plastic bottles have been introduced. The cap of the RoohAfza bottle is different from all the competitors. It is a long cap, golden in color, different from competitors who have round caps.

Also, the bottle has a picture showing fruits and all the natural ingredients that are part of the product. This picture shown on the bottle is the same since the past 100 years and so the consumers have started associating this picture with RoohAfza. More SKUs of the product have also been launched, making it more convenient for consumers.

**URL:** RoohAfza itself does not have a separate website but information about the product can be obtained from www.hamdard.com/hotproducts.php (Indian Site) or www.hamdard.com.pk/afza.html (Pakistani Site).

**Color, Fragrance, Taste:** Three distinctive features of RoohAfza that sets it apart from other red syrups are its color, rosy fragrance and taste. RoohAfza’s taste, fragrance, color and goodness remains unsurpassed even after 100 years of its creation. Naurus and Jam-e-Shireen tried to take away its No.1 position but failed. RoohAfza will remain an undisputed leader.

The red color has become synonymous with sweet thirst quenchers, and has lead to many imitations. As they say it ‘Every new syrup is red…but every red syrup is not RoohAfza’.7

**Characters/ Brand Ambassadors:** RoohAfza is one of the very few products that have managed to survive for more than 100 years without any brand ambassador. It is the only drink that dominated the market without any brand face8. Juhi Chawla is the first celebrity who has endorsed RoohAfza in India. Juhi was chosen as the ambassador for RoohAfza as she is an energetic and bubbly person. She was previously in Kurkure, which too was targeting housewives, thus she seems like a perfect fit. However, in Pakistan, no such promotion has occurred.

**Criteria for choosing elements:** The brand elements of RoohAfza are memorable, meaningful, likable and protectable. People can easily recall its packaging, color and it being Mashroob-e-Mashriq. The fruits displayed on its label convey the meaning that it is made

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6 Rooh Afza case study from the book ‘ Mazaar, Bazaar’
7 Rooh Afza case study from the book ‘ Mazaar, Bazaar’
8 http://www.blogger-index.com/feed499655.html
from fruit extracts. no other brand can copy the logo or design of the brand as they are protected. Thus all other brands that came later, launched their own unique designs.

**Core Brand Values:** Following are the core brand values for RoohAfza:

**Trustworthiness, Cultural and Reliability** – RoohAfza was the first red syrup that was launched in the sub-continent and for more than 100 years, it has remained consistent in delivering quality. People have been using it for generations and continue to do so because of the immense satisfaction they have. Thus the trust and reliability factor is deeply rooted in RoohAfza.

**Togetherness** – RoohAfza is perceived as part of a family tradition and it helps keep people together. Be it social gatherings, events or friends – RoohAfza is a drink that suits every occasion and anyone and everyone. This is clearly depicted in the Indian advertisements where the ‘togetherness’ value is evidently put across.

**Healthy** – The basic ingredients of RoohAfza makes it a healthy drink and therefore from kids to older people, it can be consumed by all. It is an all-natural refresher with herbs and rose extracts, which makes it an excellent source of water, minerals and energy.

**Refreshing** – As it is a sweet drink and usually served with ice, it helps in rejuvenating and re-energizing individuals who need that instant energy boost.

**Piety and Purity** – For many, Ramazan is not complete without RoohAfza. After breaking the fast with dates, the next thing that people reach out to on the iftaar table is this red drink. According to an article, an official at Hamdard Industries Private Limited stated: “Our sales get a real boost in Ramazan. Ramazan for us is a two-month long activity. Wholesalers and retailers start stocking a month before the first fast. Consumers also start purchasing bottles a week before Ramazan starts. Sales in the holy month constitute about 30 per cent of our annual sales.” 9 A marketing campaign of the brand once stated that ‘fasting is a religious obligation’, RoohAfza makes fulfilling it more pleasant.”10

**Marketing Programs**

RoohAfza has not been very active in Television commercials and promotional campaigns but a lot of focus is on the distribution of the product. This is one of the reasons that the product has a global presence. Since the product is in very high demand during Ramazan,

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10 Rooh Afza case study from the book ‘ Mazaar, Bazaar’
new TVCs are launched in Ramazan. In India, however, the brand has marketed itself very
strongly. A lot of BTL activities in the form of brand activation has been done. Also,
recently they have signed up Juhi Chawla as the brand face of RoohAfza. New TVC’s have
come up. Currently the following activities have been taken up by RoohAfza Pakistan
(Advertising Agency: Blitz):

- RoohAfza Thandi Meethi Recipes
- RoohAfza School Program
- Speech Competition
- Shows Sponsored In Ramzan
- Women Expo/Exhibitions
- Dawn Exhibition On Lifestyles

Brand Portfolio Analysis

Hamdard is a strong player in the Herbal Products category with around 600 different products.
It is associated with ‘Health care for the entire family’. The products existing in liquid, semi-
solids and solid forms are for all age groups. Most of the products fall in the pharmaceuticals
category whereas there are other over-the-counter products like RoohAfza and cosmetics that
have a broader commercial appeal. RoohAfza, however, has not extended its portfolio. It can
be used in several ways such as a syrup for ice creams, falooda, with lemon, mocktails, lassi
and many other forms, but the true product remains the same.

Points of Parity (PoP): The points of parity for RoohAfza are that it is a red syrup, has a
trusted name like Hamdard attached with, and has ingredients that make it a refreshing drink.

Points of Difference (PoD): The most important PoD for the brand is it positioning and
‘Mashroob-e-Mashriq’. It was the first red syrup of the sub-continent and even after 100
years is popularly known as the ‘Drink of the East’. It has the First mover’s advantage. Other
PoDs for RoohAfza are its difference in Solvency, its Aroma which is different due to
the difference in the quantity of rose and other flower ingredients. It is also thicker and
sweeter than other competitors.

Branding Strategies: The branding strategy of RoohAfza can be called as brand
rejuvenation and brand expansion. They have rejuvenated by finding new uses for the
product, for instances it is no longer used to drink by adding it with milk or water. It can be
used in preparing sweets, over ice creams for children, mocktails for the youth, with lassi for all ages, gola ganda for children, etc. Thus brand usage has increased from the traditional uses.

They have also expanded the brand by exporting RoohAfza to many countries such as USA, UK and Middle East. As the demand for RoohAfza is not just local, but where ever people from the sub-continent are located, they want to have RoohAfza. Hence, the product is exported to newer markets.

**Brand Exploratory**

**Brand Associations**

**Company – Branding Strategies:** Hamdard, the parent brand of RoohAfza has had a corporate branding strategy. Since Hamdard has a very strong heritage, to capitalize on it, it is always emphasized. On the packaging as well as in the TVC, Hamdard is always mentioned very clearly. The logo and name of the parent brand appears right in the middle and front of RoohAfza’s bottle. Our questionnaire results reveal that a majority of the respondents were able to associate RoohAfza with Hamdard. And this recognition existed across all classes. 62% of the respondents were able to identify the correct parent brand for RoohAfza. 21.8% of the respondents associated RoohAfza with Qarshi – the parent brand for Jam-e-Shireen – RoohAfza’s direct competitor. The highest contributor to this was female respondents belonging to the ‘married and unemployed’ group of SEC A.

**Awareness:** Questions were included to check the recognition and recall of the brand. RoohAfza rated low on recall levels as most of the consumers when asked about the first word that comes to your mind when asked about a beverage mentioned Nestle juices, Pepsi and Tea. RoohAfza was mentioned by a mere 5% of the entire sample.

Consumers mentioned RoohAfza only with Ramazan. Apart from that, RoohAfza had a very low recall with consumers. This implies that the top of the mind recall level of RoohAfza is very low. This is mainly because RoohAfza runs promotions very infrequently and so consumers forget the brand with respect to competition which spends heavily on advertisements and promotions.

**Associations:** A combination of open ended and closed ended questions were used to check the free associations that consumers have with RoohAfza. Based on the responses to these questions, a mental map was developed for RoohAfza.
RoohAfza - Favorable Associations

**Product Feature:** In terms of product features that consumers associate with RoohAfza, responses varied substantially across the three different classes. The four most important features of RoohAfza for consumers from different classes are summarized as (a) SEC A has Taste, Aroma, Quality, Sweetness; (b) SEC B has Aroma, Trust, Taste, Sweetness and (c) SEC C has Quality, Trust, Taste, Sweetness.

Sweetness and taste are two attributes which consumers from all classes associated with RoohAfza. The two attributes are related as well and this implies that consumers have a strong association with the distinct taste that RoohAfza has. Aroma and quality were not very important for SEC C and SEC B consumers respectively.

Responses obtained in focus groups and probing sessions gave us the insight that the Aroma and taste of RoohAfza are two aspects which consumers find unique about the brand. Respondents belonging to the Married and Unemployed segment stated that RoohAfza has an aroma which they associate with rose water.

**Archetypes:** Brand archetypes are developed to identify those associations that consumers hold in their minds with a particular brand. Our analysis of RoohAfza consumers’ responses revealed various aspects of these associations that enabled us to develop a brand archetype for RoohAfza. The responses revealed differences in the core associations that the consumers
had across different classes, and hence, we developed one archetype held by a consumer of each socio economic class. The archetype was developed along the following lines.

**The ‘WHO’ of RoohAfza:** The question was aimed at finding out “Who uses the brand?” and What kind of person uses the brand?” Results revealed for RoohAfza show that a majority of the consumers from all three classes believe that RoohAfza is a brand mainly used by the middle class consumers. SEC A and SEC B respondents perceive RoohAfza to be a brand for the middle class. SEC C respondents perceive the brand to be popular in both the middle as well as the lower class.

**The ‘WHEN’ and ‘WHERE’ of RoohAfza:** This part of the questionnaire was aimed at finding out the situations when RoohAfza is used by the consumers. The results reveal that SEC A consumers use it only during Ramadan. This shows limited usage by SEC A for the brand. This result is in line with the perception that SEC A consumers revealed in the earlier part where they stated that they perceive the brand to be more relevant to the middle class consumers.

SEC B responses showed that these consumers not only use the brand in Ramadan but also as a drink used for personal consumption in summers. SEC C, on the other hand, revealed that their usage situations for RoohAfza were the highest amongst all the three classes. They not only use it in summers and Ramadan, but also as a drink used for quenching thirst. The purpose for which SEC A and B would use juices, SEC C uses RoohAfza for those situations as well.

**The ‘WHY’ of RoohAfza:** This question was aimed at finding out the reason for having RoohAfza. This basically highlighted the needs and wants that are being met by people when they drink RoohAfza. The responses for this part were more or less uniform across all the three classes. All consumers feel relaxed and energized after having the drink. The feeling of contentedness and refreshed is the reason people prefer having RoohAfza.

**The ‘HOW’ of RoohAfza:** This question was aimed at determining the ways in which people use the brand. The responses to this varied across classes. SEC A uses it only at certain occasions and to serve the drink to guests. SEC B uses it as sweet syrup also and so does SEC C.

**Brand Personality & Values:** Based on the responses of the questionnaire, focus groups and response collecting activity conducted, the personality of RoohAfza can be described as:
“RoohAfza can be personified as an old family member who is respected and looked up to as someone who is sincere and trusted by all the people in the family. It is someone whose presence in the family is important, both on special occasions as well as on an everyday basis.”

RoohAfza has a very close link with the religious aspect and it is an important part of the overall brand. It is this link that a majority of the respondents associated the trait ‘pious’ with RoohAfza. The brand is reliable because it has a lot of experience which comes from its 100 year long history and heritage. The three main values of RoohAfza stated by consumers are (1) Family values; (2) Reliable; (3) Health.

**Brand responses:** In order to check the price perception of consumer for RoohAfza, the findings revealed that a majority of the consumers perceive RoohAfza as value for money mainly because of the beverage’s high viscosity levels. As a result of this, a bottle lasts for a longer period of time compared to competitor brands.

As for the purchase intentions, consumers have developed certain situations where they use RoohAfza and these situations have developed over a long period of time. These situations do not change because of the brand’s inactive promotion to increase usage situations. Thus, a family who uses RoohAfza for Ramazan will very loyally use RoohAfza in that situation. Similarly, if a family uses RoohAfza to serve guests, they will continue to do so. These usage situations have not changed since a long time now.

**Brand Relationships:** Behavioral loyalty and substitutability were determined with a few questions aimed at determining to what extent consumers would not switch to competing brands in case RoohAfza is not available. Results revealed that the loyalty levels are very low in SEC A. This is in line with responses received in other questions which showed that SEC A consumers predominantly consume RoohAfza only on occasions and mainly in Ramazan. Hence, their loyalty levels all the year round are low for RoohAfza as they mainly consume juices and Carbonated drinks as the main beverage. SEC B responses also revealed low loyalty levels. They mainly consume soft drinks as the main beverage. SEC C showed a high level of behavioral loyalty.

**Brand Usage Analysis**

**Frequency of Usage:** The usage of RoohAfza is the most popular during Ramadan across all classes. The responses to this question clearly show that RoohAfza is the Drink of Ramadan. Another usage frequency for SEC C is weekly and this is in line with the earlier part where
the respondents belonging to SEC C mentioned that they use RoohAfza in summers and also as a thirst quenching drink.

Spending on Brand: SEC A respondents mainly purchase the small bottle due to their limited usage which is mainly in Ramadan and on occasions like family gatherings. SEC B and SEC C mostly purchase the large pack. Though the price of the large pack is higher but since people from these classes have higher and a more regular consumption compared to SEC A, they purchase the large pack.

Brand Positioning Analysis: As stated by Mr. Faizullah Saeed, Director Marketing, RoohAfza the brand is being positioned as Mashroob – e- Mashriq that is the ‘Drink of the East.’ This positioning is exclusive for RoohAfza as the brand is the pioneer in the industry and has very deep roots in the culture of the sub-continent. Currently the brand is targeting the kids and is aiming to increase usage situations by showing that the brand can be used as a food ingredient also.

Brand Equity

Brand Salience: RoohAfza is a highly salient brand. It has both a high level of depth and breadth of awareness. RoohAfza belongs to the Non-Carbonated Fruit Flavored Beverages (NCFFB) category. RoohAfza is a red syrup which falls in this category.

Depth of Brand Awareness: RoohAfza has a very high depth of brand awareness since the brand has a very strong top of the mind and a very high level of brand recognition. Consumers recall the brand almost instantaneously whenever a red syrup is presented to them. RoohAfza has a history of almost a hundred years and it is a brand that has been around for generations now. People in our part of the world have grown up with this brand and so the recognition of not only the name but other brand elements are quickly recalled and recognized by consumers. The specific way in which RoohAfza is written in red font in Urdu, the fruits and flowers picture in the bottle and the typical long golden colored cap of the bottle are all distinguishing features that consumers readily recall.

Breadth of Brand Awareness: A brand’s level of breadth of awareness is determined by the span of usage situations that consumers think of when they are making the purchase decision. RoohAfza has a wide span of these usage situations. Varying from an Iftar drink to a refreshing drink, RoohAfza is used at various occasions and for various purposes.

Usage of RoohAfza at Iftar is a given fact in most of the households of almost all income groups. People have a very strong association of RoohAfza with Iftar. Quite a large number
of competitors in the beverages category target consumers during Ramazan and they have also been successful in acquiring some share, but the special link that RoohAfza has with Ramazan and Iftar exists very strongly and competition has not been very successful in breaking this link or in creating such a link for their products. Hence, Iftar is one of the special usage situations that RoohAfza is consumed in.

Apart from Iftar, RoohAfza is used widely as a refreshing drink that makes you feel fresh and energized. Since RoohAfza has a long history in the sub-continent and coming from Hamdard, its fruit and flower extract ingredients make the drink a healthy beverage and a drink that is most suited according to the weather of the sub-continent. Since the subcontinent has scorching summers, RoohAfza is the ‘ultimate summer drink’ which suits the climate of the East.

Another very important usage situation is the use of RoohAfza as a sweetener in desserts such as Gola Ganda, Falooda and ice creams. Thus, RoohAfza has a strong presence across various usage situation giving it a high breadth of awareness in the consumers’ mind.

**Imagery:** Used by people of all age groups; more usage in middle and lower class, occasional usage in SEC A; Used for Iftar, daily consumption and sweetener for desserts etc; An old family member who is respected and relied upon; values of togetherness, purity and refreshing; strong heritage

**Performance:** RoohAfza has been consistently performing up to the mark since decades now and consumers always associate high quality and reliability with RoohAfza. The brand has never failed to meet customers’ expectations and this has made consumers dependable on RoohAfza.

**Primary Ingredients and Secondary Features:** RoohAfza’s primary ingredients are the fruit and flower extracts which give the drink a certain distinct taste and aroma. The red syrup has cooling herbal ingredients processed with sugar and fruit, flower and vegetable extracts making it a healthy and energizing drink.

**Reliability:** RoohAfza scores very high on reliability. The brand has maintained its quality and taste consistently for almost 100 years now and there has not been a single instance when RoohAfza had any quality issues. Consumers trust RoohAfza for the delivery of quality they have complete confidence that every time they purchase a bottle of RoohAfza, it will give them exactly the same taste and quality.
Aroma: The aroma of RoohAfza is distinct because of the presence of rose water and a special composition of aqua and vegetable extracts. Consumers have a strong association with this special aroma of RoohAfza as this is different from all the competing brands in the same category.

Price: RoohAfza being a local brand is very economical in terms of pricing. RoohAfza is used across all income groups and this shows that the brand is affordable and fairly priced. In fact, consumers in SEC C consume RoohAfza more regularly as a drink used for personal consumption because these consumers are unable to afford the branded juices and imported drinks. Also, due to its high viscosity, the quantity used in making each glass of the drink is very reasonable and so a bottle of RoohAfza lasts for quite a substantial period of time, giving good value for money to the consumers.

User Profiles: RoohAfza is popular amongst people of all age groups and all social classes. Though the purchase decision maker is mostly the female (housewife, mother or the grandmother) who purchases the grocery items for the household every month, the purchase decision is influenced by both children and males. Thus, RoohAfza is used by anyone and everyone.

Purchase and Usage Situations: The various usage situations of RoohAfza have been discussed above and these vary across the socio economic classes. As for the purchase situation, RoohAfza is available not only in supermarkets but it is present with retailers as well as the high frequency stores.

Brand Personality: RoohAfza can be personified as an old family member who is respected and looked up to as someone whom is sincere and trusted by all the people in the family. It is someone whose presence in the family is important, both on special occasions as well as on an everyday basis.

Brand Values: The core brand values of RoohAfza are trust worthiness, reliability, togetherness, healthy, refreshing and purity. These values have been discussed in detail in earlier part of the report.

Heritage and Experience: Popularly known as the ‘Drink of the East,’ RoohAfza has very deep cultural roots. It is specially made as a drink that suits the climate of the East and this is where RoohAfza stands apart from all the imported and other brands in the category. RoohAfza is perhaps the oldest brand in the category. Completing 90 years, the brand has a long success story to boast of.
The parent brand Hamdard also has a very old presence in the sub-continent and this greatly adds to RoohAfza’s image of an experienced brand. Hakeem Hafiz Abdul Majeed, who was the founder of Hamdard, had been established in India in 1906. And since then, Hamdard has always been associated with high quality herbs and medicines. Belonging to such an experienced parent brand, RoohAfza comes with a very strong historical presence and expertise in the field.

**Judgment**

**Quality:** The perceived quality of RoohAfza is very high mainly due to its consistent performance and its strong heritage and experience. RoohAfza has never faltered on quality and its delivery on quality has always stayed constant. With every purchase that the consumers make of the brand, RoohAfza is the same.

**Credibility:** RoohAfza is the market leader and its association with Hamdard makes it competent as well as dependable. The brand is highly likable as it is a healthy and refreshing drink. Consumers associate energy and getting a cooling effect from it. All these factors give RoohAfza a high score on the credibility front.

**Brand Consideration:** RoohAfza has been present for generations and people have grown up with this brand. This makes them not only attached towards RoohAfza make it a permanent part of their consideration set. Presence of RoohAfza in the household regular purchase items is a must, making the brand strong on consideration as well.

**Brand Superiority:** Strong parent brand, a first mover in the category and sustainable performance for almost a century all add to the superiority of RoohAfza which no other brand in the category has. Its cultural roots, social presence and acceptance and healthy ingredients make it a ‘give it all’ drink.

**Feelings:** Consumers have the following reactions and emotional feelings towards RoohAfza as a brand:

**Warmth:** Consumers feel attached to RoohAfza and they have a warm hearted feeling towards the brand.

**Excitement:** Consumers feel energized and refreshed after having a glass of RoohAfza and its cooling effect makes them feel relaxed in summers.

**Security:** RoohAfza is like an old friend for the consumers and so there is a very strong sense of trust and security associated with the brand.
Social Approval: RoohAfza has a very strong social and cultural presence and in a large number of households, RoohAfza is the drink served to guests and used on special occasions like Eid.

Healthy: Since RoohAfza is mainly made up of natural ingredients, it is considered as a drink that is healthy and can be consumed by people of all ages such as children, old people and young ones too.

Resonance: RoohAfza has a very strong bond with its consumers. It’s a drink that people have grown up with and that gives them a very strong feeling of attachment towards the brand. For a consumer, it is a drink that his/her great grandmother used for the family, a drink that he/she had in childhood and so a very high sense of loyalty exists amongst consumers for RoohAfza. It is just like a family tradition which is not subject to change.
**Recommendations**

After having our interview with the Chairperson of Hamdard, Ms. Sadia and the Director Marketing, Mr. Syed Faizullah, we learnt that RoohAfza has a certain criteria while conducting its marketing activities. An activity or initiative that has to be under taken, has to meet the following requirements and only then they would be approved by the Board.

- Activities have to be
- Cultural
- Islamic
- In line with Hakim Saeed’s image
- Not at all risky
- Not expensive

Despite the fact that the brand is facing tough competition in the beverage industry, they still don’t invest heavily in marketing as they feel the brand is strong enough to survive on its own. Hamdard is basically a ‘Waqf’ or ‘foundation’ and all profits or earnings of the company are dedicated to the foundation. Thus, before investing in marketing, they need to justify it very strongly and be very sure of its positive results. Else, no new initiative is taken.

Based on the guidelines given by the company, we propose the following recommendations for RoohAfza:

**Brand Rejuvenation:** During our research we found out that RoohAfza has lost its relevance with SEC A and they don’t consider it as an all-season drink. They consume it only in Ramzan and not all the year round. Even though RoohAfza can be used for other purposes rather than the drink format, they still don’t use it.

We suggest that the brand needs to rejuvenate itself most importantly first because once the brand is established strongly in the consumers mind, the brand can then leverage this in the future. This can be done through two-ways:

**Increase usage and frequency amongst existing users**

**Find new users for the brand:** None of the brand elements need to be changed as the consumers identify strongly with the current elements. However, a great majority of them did not know about the current tagline of the brand. They could also not recall the advertisement,
thus we have developed a few steps that RoohAfza should follow in the first year of its rejuvenation.

**Ramzan roza kushai:** RoohAfza can sponsor parties for kids who have their ‘Roza Khushai’ in Ramzan. As RoohAfza and Ramzan go strongly together, the brand should increase its presence further in this month. Lucky draws can be held where different kids can fill in their details behind the label of RoohAfza and send it to the company. The lucky winners will have their ‘roza khushai’ hosted by the RoohAfza team.

**Story with morals and placing RoohAfza in them:** To support the idea of the public service messages and educating the society, the brand can also print leaflets that contain small stories with morals int him. The characters in the story can drink RoohAfza, like Hakim Saeed always incorporated in Naunehal. These leaflets can be distributed in schools that the brand is targeting.

**Sports events in schools:** As the brand is always about health and providing energy, RoohAfza can sponsor sports events in schools and when children end their activity, they can be given a refreshing glass of RoohAfza to get back their energy.

**Summer Kiosks:** The brand can also hold different activation activities outside malls and bazaars in summers like the placement of kiosks offering RoohAfza to the people visiting malls and bazaars. This way the brand can increase its presence and resonance with the consumers.

The above recommendations are in the line with the brand image and vision, which we know are not the most commonly used practices in today’s time. However, as a group we also suggest some newer ways of promoting the brand which might not meet the criteria set by the company, but are bound to be effective in promoting the brand.

**Brand Development**

**Aggressive Marketing / Print:** RoohAfza needs to be more aggressive in their marketing strategy. During our research, we realized that a great majority of the people do not remember the advertisements or the tagline of the product. Instead, they remember the competitors’ ads and taglines. The brand needs to have more catchy slogans and ads that are unique.
New packaging / bottle for topping: As RoohAfza is commonly used as a topping for desserts and other sweet items, the company should develop a special cap in a smaller format that can be used just for this purpose.

Co-branding with Rafhan: RoohAfza can also cop brand itself with brands or products that are commonly used with RoohAfza. For instance, when Rafhan custards are made, RoohAfza can be available with them in small sachets to be used in tandem while preparing the product.

Pakistan – India Dosti Mushairay: As RoohAfza was initially introduced in India and later it came to Pakistan after hakim Saeed’s migration, the brand has its association and presence in the sub-continent for long. In the line with the brand image, RoohAfza can sponsor the Pak-india dosti Mushairay that come on different channels during special events.

Geo and Times of India started ‘Aman ki aasha’, a special programme that talks about the two nations. Also, another programme called ‘Sallana Pak-Hind Aalimi Mushaira’ takes place at the Arts council or Saadat-e-Amroha Hall – both events are relevant to the brand.

‘RoohAfza’ Iftar Party: As RoohAfza is associated very strongly with Ramzan, RoohAfza should be more active in its promotions during this month to achieve our first objective. RoohAfza can host an Iftar party where everyone will be invited to come and celebrate their Ramzan and experience the brand.

Sponsoring: We also recommend that RoohAfza should sponsor iftar special shows in Ramzan on channels like Hum Tv and Samaa. The reason for not choosing ARY Digital and Geo is that as they are too expensive, the company might not find it very worthy. However, by going on Samaa and Hum, we are not compromising on the audience composition.

Public service messages by RoohAfza: RoohAfza could make a 30-40 sec short public service message and run it on different TV channels. The idea behind this is that it goes with the idea and vision of Hakim Saeed to Build Pakistan and educate the society for the better. A character slightly above 60 years of age will talk about good society practices with a 7 year old boy and RoohAfza would be placed in the background. As the target market of the brand is kids, thus this is a good way to educate values to kids and connect easily with the target market.

Brand Extensions

Ready-to-drink form: As RoohAfza is targeting the teens and kids, the brand should extend itself in the on-the-go category and be available in the ready-to-drink format. This is the new
trend these days as consumers don’t have the time and want quick solutions to energy boosting alternatives.

**Flavoured Milk:** As RoohAfza is widely consumed with milk and is a perfect drink to chill in the summers, it is suitable for it to extend as a flavoured milk and be available in TetraPak. Just like Pakola flavoured milk, Owsum and Milo are very popular amongst kids, RoohAfza flavoured milk is bound to appeal to their taste too.

**Sugar free RoohAfza:** RoohAfza has a very old association and history with its current consumers. Many elderlies, whose childhood favorite drink used to be RoohAfza, can no longer consume it due to its sweetness and different ailments like Diabetes. They are unable to enjoy the drink that they hold great associations with, thus the brand should be available in a sugar-free format to be able to re-connect with the old users. Jam-e-Shireen and Naurus have already extended in this category, but RoohAfza still hasn’t.
TEACHING NOTE

Case Synopsis

This is a real life case study and it aims to prepare students for a managerial role in corporate sector especially senior positions in marketing and branding assignments. This case study also illustrates how to write a brand audit and how to evaluate any brand audit report.

Case Objectives

1. To illustrate the concepts of Brand Audit.
2. To illustrate application of branding tactics in highly competitive market.
3. To appraise the importance of unconventional marketing tactics.
4. To appraise marketing skills needed steering a brand with strong legacy.

Target Audience

This case was written for undergraduate students taking course(s) in any one of the subject area namely Principles of Marketing and/or Marketing Management.. However, it may be used for discussion in Brand Management, Integrated Marketing Communications courses as it highlights various concepts of marketing communications and branding as well. It provides an excellent opportunity to students to see how managers can evaluate a professional brand audit report.

Case Methodology

A case study is a common research methodology in social science and it may be descriptive or explanatory in nature. It is based on an in-depth investigation of a single individual, group, or event (Yin, 2009). All facts and figures have been taken from the official website of the Hamdard; otherwise all other secondary sources are mentioned and appropriately acknowledged. Principally this case is a teaching case and written solely for class room discussion and academic purposes only. It doesn’t intent to illustrate either effective or ineffective handling of managerial situation. Materials or statistics provided cannot be used by third party as evidence. This strategy has been proved fruitful in describing fundamental concepts through case study design in many marketing cases (Siddiqui & Fahim 2014; Sibghatullah, Siddiqui & Siddiqui, 2016, Latif, Sibghatullah, & Siddiqui, 2016). More recently some Entrepreneurship concepts have been illustrated through a single case study design like Launching Pompei Station – A case of Entrepreneurial Marketing (Siddiqui,
What is Brand Audit?

A brand audit is a thorough examination of a brand's current position in the market compared to its competitors and a review of its effectiveness. It helps you determine the strength of your brand together with its weaknesses or inconsistencies and opportunities for improvement and new developments.

What type of Brand Audit is under review?

There are two types of brand audit reports (a) Compliance audit and (b) Strategic audit

- Compliance audit is normally a collection of information that establishes how the brand has been used in the market. It is an assessment of deviations from its established position in the structure and reasons, and evaluation of the brand's performance.
- Strategic audit which is typically a top down audit and starts with vision, mission and ends with strategies.

The report under review is compliance audit report.

What are expected outputs of Brand Audit Report?

A typical brand audit report assesses brand strength and weaknesses through:

- Brand inventory (internal analysis)
- Brand exploratory (external analysis)
- Brand Equity Charter
- Brand Score Cards

How do you assess this Brand Audit Report?

Two items are well presented in this report:

- Brand inventory (internal analysis)
- Brand exploratory (external analysis)

Two items are missing in this report.
• Brand Equity Charter
• Brand Score Cards

Recommendations are in line with the objectives with the assignment but lacks details. More specific details may be needed.

**How to improve this Brand Audit Report?**

Every industry has some bases for brand development and management like brand naming in fertilizer branding in Pakistan (Siddiqui, Ahmad, Manan, & Choudhary, 2013); value added services for telecom branding in Pakistan (Siddiqui, Ali, Sarki, Khuhro, 2015); perceptions as major bases for Islamic branding in Pakistan (Jumani, & Siddiqui, 2012); Status, Traditions, Quality and Values for women’s branded clothing in Pakistan (Khaqan, & Siddiqui, 2015). But this report failed to provide the bases of branding in the relevant industry sector.

The best part of RoohAfza brand is its heritage and legacy. It has a strong rich history that gives strength to the brand. Legacy can be enhanced through intergenerational influences on brand preferences (Siddiqui, Bashir, Sarki, Jaffari & Abbas, 2012; Hussain, & Siddiqui, 2016) especially among women who are actual user of RoohAfza among most of the cases (Hussain, & Siddiqui, 2015).

Brand Audit would be a starting point to detect an early brand failure (Khaqan, Siddiqui & Siddiqui, 2016; Saeed & Siddiqui, 2015; Saeed & Siddiqui, 2016). The recommendations given in the report are sufficient to extend the product life cycle for the brand and defer the brand failure for RoohAfza.

A minor but relevant improvement is the feedback on visual brand elements of RoohAfza which are missing in the case (Ishtiaq & Siddiqui, 2016).

**Present the outline of the missing items in the report or items under presented**
### a) Brand Identity Items

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b) Brand Charter – A sample

- The brand excels at delivering the benefits customers truly desire.
  Have you assessed product performance to ensure that it meets the needs of your customers? Do you use market research to track the performance of your products and services? Do you have a system in place for getting feedback from customers on the products that are most effective in delivering the benefits they truly desire?

- The brand stays relevant.
  Have you identified key areas of focus for the brand? Are your marketing decisions based on your knowledge of the market? Have you assessed how much value your customers believe the brand adds to your product?

- The pricing strategy is based on consumers' perceptions of value.
  Have you conducted competitive analysis of the market? Have you established a competitive pricing strategy? Have you established a differential pricing strategy?

- The brand is properly positioned.
  Have you identified key areas of focus for the brand? Are your marketing decisions based on your knowledge of the market? Have you assessed how much value your customers believe the brand adds to your product?

- The brand is consistent.
  Are you sure that your marketing programs are consistent with the brand messaging? Have you assessed the effectiveness of your marketing programs?

- The brand portfolio and hierarchy make sense.
  Can the corporate brand use the same umbrella for all the brands in the portfolio? Do the brands in that portfolio hold individual value? How are they linked to the brand? In what way? Consistency? Do the brands work collectively to maximize the market coverage? Do you have a brand hierarchy that is well thought out and well understood?
c) Brand Audit Mind Map – A sample
d) Brand score card – A sample

References


Sibghatullah, Siddiqui, & Siddiqui (2016). Repositioning Virtual University of Pakistan, Developing Country Studies, 5(6), 98-108