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Analysis of Brazilian fashion sectorial brand identity

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1 **Analysis of Brazilian fashion sectorial brand identity**

2 **Introduction**

3 Interorganizational actions in marketing are developed for different purposes by companies

4 Agostini and Nosella (2017). Organisational alliances in marketing can help companies access

5 new markets, promote internationalisation process (Veilleux *et al.,* 2012) and reduce costs

6 (Agostini and Nosella, 2017). One of the possible types of organisational alliances in marketing

7 is the creation of shared brands between the companies involved (Agostini and Nosella, 2017). In

8 these cases, relationships are developed to generate cooperative marketing activities that act with

9 a unique identity to represent two or more companies, and brand management is governed by an

10 independent entity (Tregear and Gorton, 2009).

11 Several countries have used shared brands as a strategy to associate a group of companies in

12 an industry with their region of origin (Aichner, 2014). The commitment to using them is

13 because adding information about producer region can increase consumer confidence in product

14 quality (Bruwer and Johnson, 2010). This phenomenon occurs because of country of origin

15 (COO) (Zeugner-Roth and Zabkar, 2015), where many countries are often positively associated

16 with the production of relative products. Because of this, shared brands are developed, so they

17 can link the product to its origin. This is the case, for example, for a Champagne brand, which

18 represents several wineries in the northern region of France (Charters and Spielmann, 2014) or

19 the Café de Colombia brand, which also represents producers in a particular region of Colombia

20 (Barjolle *et al.,* 2017).

21 Although shared brands are being used around the world, there are discrepancies about their

22 definitions and rules of use, a fact that sometimes hinders understanding and makes comparative

23 studies difficult (Castro and Giraldi, 2015). In Brazilian context, shared brands can be classified

24   into three types: (i) geographical indications; (ii) collective brands; (iii) sectorial brands (Castro

25   and Giraldi, 2015). Geographical indicators constitute an instrument for a product valuation that

26   are territorially distinguished and recognised for their quality. Moreover, collective brands, on

27   other hand, are awarded to a group of organisations that market the same product and wish to

28   link quality to its associated companies. Products do not have to be produced in an enclosed

29   geographical region and their registration does not require a geographical name, as it does in

30   geographical indications (Castro and Giraldi, 2015). Finally, sectorial brands (third group) are

31   developed by less restricted projects that aim to represent all sector of a country internationally

32   and stimulate its exports (Lourenção and Giraldi, 2017). Any company that is part of the sector

33   can be part of sectorial brand, it does not need to prove a certain mode of production and/or

34   quality of its products (Castro and Giraldi, 2015; Lourenção and Giraldi, 2017).

35   Sectorial brands can also contribute to helping small companies gain more international

36   visibility when attending events abroad (Tregear and Gorton, 2009). Therefore, it is important

37   that countries develop this type of shared brand, since it is a less restricted option and does not

38   require proof for mode of production as in the case of geographical indications (Castro and

39   Giraldi, 2015).

40   A few studies have indicated a difficulty in developing the identity of sectorial brands that is

41   suitable for all partners (Lourenção and Giraldi, 2017; Tregear and Gorton, 2009). Iversen and

42   Hem (2008) suggest that, in order to mitigate this challenge, it is necessary, before developing

43   the brand, to identify common attributes that participants wish to communicate and that will be

44   represented by the shared brand.

45   He and Balmer (2006) outlined that, for efficient management of brand alliance, it is

46   necessary to manage diversity between the partners and their different stakeholders. In the

47   literature there are already studies that seek to assist the creation and management of this type of

48   sectorial brands. The study by Lourenção and Giraldi (2017), for example, develops a structured

49   model that indicates several elements which must be analysed for the construction of sectorial

50   brands identity. However, no studies have yet established how similar elements should be

51   identified among brand partners, hence a gap in theoretical framework being identified. In order

52   to bridge this gap between theory and practice, the objective of this study is to identify similar

53   characteristics and managerial actions of the sector brand identity elements among the

54   associations that compound the Brasil Fashion System brand. This objective would contribute to

55   form an appropriate brand identity for all partners involved, a topic whose importance has

56   already been highlighted in the literature (Lourenção and Giraldi, 2017; Tregear and Gorton,

57   2009; Iversen and Hem, 2008).

58   The sector chosen to carry out this study was the Brazilian fashion sector, represented by the

59   Brasil Fashion System sector brand (BFS). The reason for choosing this brand is that it is

60   composed of seven distinct associations. Moreover, it is also possible that there are distinct

61   attributes that the associations would like to be communicated by the brand to represent them

62   abroad, making it difficult to create a unique brand identity. As indicated by Sutter *et al*., (2014),

63   the Brazilian fashion industry has faced some difficulties while consolidating its identity

64   internationally.

65   It is intended that with the identification of common brand attributes among Brazilian

66   fashion industry associations, its sector brand identity can be improved and the challenges of

67   brand consolidation and standardisation globally could be tackled effectively, enabling a better

68   brand management overall. So, this is one intended economic and commercial impact of this

69   study. In addition, the study also contributes to the literature, which presents challenges faced by

70 sectorial brands (Lourenção, Castro and Giraldi, 2017; Tregear and Gorton, 2009; Iversen and

71 Hen, 2008). However, in a search conducted in the databases of Science Direct and Scopus,

72 empirical studies of the application of possible solutions to these challenges have not yet been

73 found. So, the present study seeks to identify a conceivable resolution to one of the sectorial

74 brand challenges, once it proposes to identify common characteristics among the partner

75 associations for the sectorial brand identity and, by doing this, will contribute to the

76 consolidation and standardisation of its identity abroad, considered as one sectorial brand

77 challenge (Sutter *et al.,* 2014; Lourenção and Giraldi, 2017).

78 **Brand Identity and Image**

79 The concept of brand image is something that basically represents what consumers think

80 about the brand and the feelings that stand out when they encounter a recall (Roy and Barnerjee,

81 2008). For Dinnie (2008), the image refers to how a brand is perceived. Additionally, Mindrut *et*

82 *al.,* (2015) comment that the components of brand identity are a vehicle that leads to the

83 formation of their image. However, in order for the brand image to be created in the consumer's

84 mind in a desired way, it is necessary that brand identity be appropriately promoted (Vásquez,

85 2007).

86 Urde and Greyser (2016) indicate that corporate brand identity after being communicated,

87 results in the image and also in the formation of a reputation for a brand. According   to

88 Chernatony and McDonald (2011) it is essential to recognise that while advertisers instigate the

89 process of brand creation (the brand as an input), it is the consumer who forms a mental vision of

90 the brand (brand as output), which can be different from the planned identity. In a more recent

91 study, Roy and Barnejee (2014) develop a model for identifying and measuring the gap between

92 communicated identity and perceived image not only by consumers but also by channel

93   members.   The authors reported the importance of identifying the gap between the initially

94   planned identity and its respective image, because when this gap is recognised, it is easier for the

95   marketing managers to take possible measures to eliminate it.

96   The study of Hoss and Harradine (2010) investigated potential misalignments between the

97   identity created for a clothing brand and the way it was perceived by its younger consumers. It

98   was reported that the differences were found between the way the brand was intended to being

99   perceived and the way consumers actually perceived it. Additionally, they indicate that these

100   differences in perceptions can create barriers during the process of making purchasing decision.

101   Thus, some authors have created models to assist in the development and management of brand

102   identity (Ghodeswar, 2008; Silveira, Lages and Simões, 2013; Urde, 2013).

103   There are several studies about the identity management of product brands (Xie and Boggs,

104   2006), and corporate brands (Shultz, Antorini and Csaba, 2005; Coleman *et al.,* 2011; Urde and

105   Greyser, 2016). In a more recent literature, also studies on place brand identity are presented,

106   like countries (Ruzzier and Chernatony, 2013); cities (Henninger *et al.,* 2016) or regions (Castro

107   and Giraldi, 2015). For example, the study by Rojas and Méndez (2013) developed a model of

108   country brand management, where dimensions such as economy, tourism, geography, culture,

109   society, science and government have been frequently analysed. For Ruzzier and Chernatony

110   (2013) the management of the brand identity of a country should analyse the following elements

111   of a given nation: benefits, mission, vision, values, personality and preferences. Additionally,

112   the authors report that all these elements are in constant communication with several

113   stakeholders.

114   The large number of stakeholders that must be considered for the management of place

115   brands occurs because of interorganisational relationship, in which many organisations share a

116 single brand developing a business-to-business cooperation (Agostini and Nosella, 2017). The

117 brand sharing happens when it is developed in a unique identity for the partners and its

118 management is governed by an independent identity (Tregear and Gorton, 2009).

119   As a result, this type of relationship is composed by a large number of stakeholders, so place

120 brand management become closer to corporate brand management processes than to products

121 brands (Ruzzier and Chernatony, 2013; Rojas-Méndez, 2013). Still in relation to the

122 management of place brands, Kavaratzis and Hatch (2013) report that it is essential to consider

123 the constant dialogue between the internal and external environment when constructing the

124 identity of places brands.

125   The literature on place brands also encompasses studies about brands for sectors (Ringer *et

126 al.*, 2013; Capellaro and Giraldi, 2015). Several countries have already developed this type of

127 brand for internationalisation of their sectors (Aichner, 2014). In Brazil, the Brazilian Agency

128 for the Promotion of exports and investments (Apex-Brasil) is responsible for developing and

129 managing sectorial brands (Lourenção and Giraldi, 2017). This type of brand is created by Apex-

130 Brasil in conjunction with the associations representing the sectors and it should be used at

131 international events. In context to this, the creation of sectorial brand identity, as well as for

132 corporate and country brands, also involves the understanding about their various stakeholders,

133 which are considered in the model proposed by Lourenção and Giraldi (2017) recently. In the

134 study, these authors proposed an identity model specifically for development and managing of

135 sectorial brand. The model addresses four dimensions of analysis: (i) components of identity; (ii)

136 components of communication (iii) identity delivery elements (iv) external factors that influence

137 the identity. Each dimension contains a number of elements that should aid in identity

138 development and management for the brand in the industry. This model is used as a baseline for

139   the interview script developed for the data collection of this study, whose focus is on sectorial

140   brands.

141

142

143   **Sectorial Brands**

144   Capellaro and Giraldi (2015) stated that a viable strategy for sectors that are not favored by

145   the images and brands of their respective countries but that are internationally competitive in

146   terms of its quality and differentiation attributes would be to create an independent or specific

147   brand for the sector and to use it in promotional activities. Furthermore, the authors report that,

148   instead of using the country brand identity for support, it may be necessary for some sectors of

149   the economy to create and manage independent brands of their own, because the associations

150   created by a country-brand may not be comprehensive enough and potentially restrictive. For

151   example, "Brazil IT +" brand, reported in the study by Ringer, et. al. (2013), representing the

152   Brazilian technology sector abroad.

153   However, the sectorial brand is not always built to unlink the sectors from the national

154   image. Lourenção and Giraldi (2015) reported the process of creating the brand of the Brazilian

155   jewelry sector, Brazil Gems and Jewelry. The brand aims to promote the sector internationally.

156   Considering that, Brazil is one of the countries with the largest variety of gemstones, some of

157   them, rare and / or exclusive, such as topaz imperial (IBGM, 2015). In this sense, the sector's

158   image is consistent with some attributes of Brazil's country image abroad such as diversity,

159   colours and joy (Sutter *et al.,* 2014).

160   In addition, it is important that countries invest in the creation of sectorial brands, since it

161   allows any company that is part of a given sector to use it for promoting products (Lourenção

162 and Giraldi, 2017). Castro and Giraldi (2015) indicate that sectorial brands are one of the

163 possible types of shared brands. In Brazil, shared brands are divided into: (i) sectorial brands; (ii)

164 collective brands; and (iii) geographical indications (Castro and Giraldi, 2015).

165 Sectorial brands are less restricted than other types, such as geographical indications

166 (Charters and Spielmann, 2014) and collective brands, which requires a proof of quality to use

167 the brand in its products (Castro and Giraldi, 2015). The criteria for the use of shared brands, as

168 well as the terms used for their classification, vary from country to country (Castro and Giraldi,

169 2015). However, some studies report cases of brands that have the purpose of promoting the

170 sector of their countries internationally, for leverage to export their products.

171 Bassols (2016), for example, reports the development case of the Juan Valdez brand, which

172 was developed by the National Federation of Coffee Growers and is responsible for representing

173 Colombia's coffee sector. The brand was recognised as the best-known advertising character in

174 the USA and after the national flag, Juan Valdez is the country's best perceived symbol (Bassols,

175 2016).

176 Another case reported is in the study of Carter, Krissof and Zwane (2006) about the brand

177 Vidalia Onions, these onions are grown in select counties in the state of Georgia, in the United

178 States. They have historically been differentiated from competing onions on the basis of taste.

179 The authors indicate Vidalia onion growers have been extremely successful in defending their

180 brand, even as acreage has risen. The brand contributes to sector promotion and maintenance of a

181 price premium for Vidalia Onions.

182 Furthermore, sectorial brands can also contribute to improve country image. The study of

183 Kilduff and Nuñez-Tabelez (2014) reports that in Spain, the Spanish Institute of Foreign Trade

184 (ICEX) has also been concerned with developing sectorial international promotion actions. The

185 authors mention that this initiative began as a reaction to the negative and undefined image

186 associated with Spanish products. At first, the brand Made in Spain was responsible to promote

187 all sector, but with the intention to define better and specify sectors image, ICEX began

188 developing sectorial brands, such as: Food & Wines from Spain, Interiors from Spain, Fashion

189 from Spain, America Reads Spanish and Spain: Technology for life. These sectorial brands

190 mainly focused promotion within the United States and Russia.

191   Tregear and Gorton (2009) present other reasons why sector brands can be developed: (i) by

192 offering small businesses the means to achieve a brand positioning with a strong international

193 presence from the outset, such as, helping small companies to be internationally recognised and

194 to increase their export volume; (ii) to have the attributes of its products linked to the country of

195 origin and (iii) to stimulate collective marketing actions. In Brazil, only in the last ten years

196 sectorial brands have gained strength (Castro and Giraldi, 2015).

197   However, despite these benefits the literature in this area presents some challenges in the

198 development of brands for sectors. Thus, an initial barrier is presented by organisations who fear

199 that companies which do not contribute to collective action take advantage of the benefits it

200 brings (Uzea and Fulton, 2014). In the development phase of the brand, another challenge can

201 also be found, that of developing a unique and appropriate identity for all participants (sectorial

202 associations) that are represented by the brand (Tregear and Gorton, 2009).

203   This challenge is evident in the study of Carter, Krissof and Zwane (2006), which indicates

204 the case of the sectorial brand Washington Apples. The authors comment that these producers

205 have historically used promotional activities to inform consumers of the distinguishing

206 characteristics of their apples. However, the authors argue that unlike the case of Vidalia Onions,

207 the Washington Apples have not been able to maintain coordination over funding for these

208   activities. Carter, Krissof and Zwane (2006) indicate that the local growers refuse to use this

209   brand because they consider it too generic and began to develop promotional actions in smaller

210   groups of apple growers, because it is easier to coordinate and to share specific characteristics.

211   The challenge of developing a unique and appropriate identity, could be present in the

212   Brazilian Fashion sector, once the seven associations that compose it got together to develop a

213   sectorial brand to represent them, called Brasil Fashion System, the case of the present study.

214

Brasil Fashion System brand

216   Sectorial brands have gained popularity and strength for the past decade in Brazil sectorial

217   (Castro and Giraldi, 2015). In order to facilitate the access of Brazilian companies to the key

218   international markets, identifying prospects for business exports and improve global perception

219   about Brazilian companies, Apex-Brasil has developed individual projects to promote Brazilian

220   sectors, and encourage the creation of brands to represent them, currently there are 72 sectorial

221   brands from these projects (Apex-Brasil, 2017). Some examples of these brands in Brazil are:

222   Brazilian Beef that represents the Brazilian Association of Meat Exporting Industries; Brazil

223   Let's Bee representative of the Brazilian Association of Honey Exporters; Wines of Brazil

224   created to promote the Brazilian Wine Institute and Brasil Fashion System, representative of

225   seven associations of the Brazilian fashion sector (Apex-Brasil, 2017).

226   The Brasil Fashion System brand was developed to represent the Brazilian fashion sector.

227   The brand encompasses the seven associations that compound the sector, they are: (i) Brazilian

228   Association of Stylists (ABEST), Brazilian Textile and Apparel Industry Association (ABIT),

229   Brazilian Footwear Industries Association (ABICALÇADOS), Brazilian Association of Leather,

230   Footwear and Artifacts Companies (ASSINTECAL), Center of the Industries of Tanneries in

231 Brazil (CICB), Brazilian Association of the Industry of Leather Goods and Travel Articles

232 (ABIACAV) and Brazilian Institute of Gemstones and Precious Metals (IBGM).

233 According to the Brazilian Institute of Gemstones and Precious Metals (IBGM, 2015), the

234 sectorial project takes into account three aspects: the governmental (represented by Apex-Brasil),

235 the sectorial (represented by the associations representing the sector) and the private sector

236 (represented by the companies supported). The participation of these three groups is important to

237 ensure the involvement of all stakeholders and maintain its suitability and balance. Since the

238 creation of Apex-Brasil, partner entities have been encouraged to create brands for the sectors

239 that represent them. Thus, the project for the Brazilian fashion sector developed by Apex-Brasil,

240 together with its associations, created the brand 'Brasil Fashion System' in 2012 (Gad, 2012).

241 This brand was created to represent the seven associations of the Brazilian fashion sector.

242 All seven associations that compound the Brasil Fashion System brand also have their own

243 brand of international promotion. Thus, the Brasil Fashion System brand is considered as an

244 umbrella brand, which encompasses all seven sector brands used individually by associations, as

245 illustrated by Lourenção and Giraldi, (2017) in Figure 1.

246

247   **[Insert Figure 1 about here]**

248

249 A brand book was developed outlining main attributes of the Brasil Fashion System brand, by

250 the Gad Company, to create unique identity. The brand book indicates that the Brazilian Fashion

251 System's visual identity, despite not presenting the Brazilian colours is strongly based on

252 national attributes, thus, the brand is defined as: (i) authentic, considering that authenticity refers

253 to the Brazilian way of life and also to the way national fashion is created through knowledge,

254 techniques, methods and own way that reflects a unique personality; (ii) vibrant, attribute given

255 to represent the energy and enthusiasm of all the fashion manifestations of the country; (iii)

256 diverse, characteristic that expresses the dimensions, abundance, and multiplicity of Brazil; and

257 (iv) sustainable, which indicates the search for a sustainable development model in the Brazilian

258 fashion value chain, so that partnerships are formed with a focus on the use of resources and

259 inputs that minimize the impact on the environment and the development of processes and more

260 efficient production systems (Gad, 2012).

261 The theoretical reference here allows to understand that for a brand to have its image formed in

262 the mind of the consumer in a particular way, it is necessary that there is a congruence between

263 the initially planned identity and the image perceived by the target audience (Roy and Barnejee,

264 2014). Although the Brazilian fashion sector already has a project developed for the planning of

265 its brand identity, it does not yet have a consolidated image abroad (Sutter *et al*., 2014). One way

266 of mitigating the challenge of creating a unique identity for all the involved parties; is to identify

267 the brand elements that are appropriate for each of the separate entities (Iversen and Hen, 2008;

268 He and Balmer, 2014). To do this, in the present study, it is proposed to identify similar

269 characteristics among the partners of Brasil Fashion System sector brand. Therefore, it is

270 expected that these identified characteristics will be considered suitable to represent all its

271 partners.

272

273 **Methodology**

274 The methodology for this study is divided into three parts. The first concerns with the

275 presentation of research methods, study protocol and its proposition. The second presents how

276 the data was collected and the third presents the proceedings utilized in data analysis.

277
278   **Research Methods**

279   For the present work, the qualitative exploratory research method is used. The qualitative

280   nature chosen is justified by providing better insight and understanding of the context of the

281   problem (Malhotra, 2006). Considering that the attributes of the brand identity presented by the

282   interviewees are characterized in a more abstract way, it is necessary that the data acquired in the

283   analysis must be detailed, which can be effectively obtained by a qualitative data.

284   Based on the study of Pereira *et al.*, (2016), a study protocol is also proposed to facilitate

285   understanding of the steps of the present research (Table 1).

286   **[Insert Table 1 about here]**

287   As showed in the Table 1, a proposition was prepared, whose validity will be analysed in the

288   light of the results presented in next section. Thus, the following proposition is defined: **There**

289   **are characteristics of the brand identity elements that are common among the associations**

290   **that compound the Brasil Fashion System brand.** This proposition was based on the study of

291   Iversen and Hen (2008), since they mention the importance of identifying key values or

292   similarities that capture the complexity of all brand partners, for the creation of an umbrella

293   brand identity. Thus, it is important that, to define the attributes of a sectorial brand, there are

294   similar attributes represented among the associations.

295

296   **Data Collected**

297   For the data collect in-depth interviews were applied. As the purpose of this kind of

298   interviews is to provide in-depth and rich information, it may involve just small samples and it is

299   not necessarily representative of large population (Malhotra, 2006). In relation to this, seven in-

300 depth interviews were conducted with all associations that are represented by the Brasil Fashion

301 System sector brand.

302   The interviews duration was on average about 50 minutes each of them. To facilitate the

303 identification of the interviewees, a coding system was place in effect, which has been used to

304 present findings of this study. Thus, the terminology defined here uses the first letters AS to

305 represent the associations. Table 2 provide information on: i) products commercialized by

306 industries associated, ii) codification; and iii) each position held by interviewers. It is relevant to

307 mention that the managers were selected to be interviewed because they are responsible for the

308 development and management of Brasil Fashion System brand.

309   **[Insert Table 2 about here]**

310   The questions for data collection were based on each of the attributes that form identity

311 model of a sectorial brand, defined in a study conducted by Lourenção and Giraldi (2017). As a

312 result, they indicate that there are fourteen elements that should be used to elaborate the brand

313 identity: personality, positioning, product, country of origin, orientation to the buyer, marketing

314 campaign, visual identity, stationery, promotion tools, relationship with buyers, product

315 performance, environmental and attitudes conditions and buyer's behavior. In addition, these

316 elements were divided into four distinct dimensions and also used to present the results: (i)

317 identity components; (ii) communication components; (iii) elements of identity delivery and (iv)

318 external factors that influence identity.

319   Below Table 3 outlines the data collection approach and relates the sectorial brand identity

320 elements (Lourenção and Giraldi, 2017) to the questions elaborated in this study to establish the

321 similar characteristics among partners of the sectorial brand studied. The interviews were recorded

322 for later transcription of the data to Word document.

323

324   **[Insert Table 3 about here]**

325

326   **Data Analysis**

327   The recorded interviews were uploaded to the software named Express Scribe, where they

328   were transcribed for data analysis. The transcription of the interviews made it possible to develop

329   the categorisation of respondents' responses, which is one of the stages of qualitative research

330   used in this study (Riege, 2003). The categorisation consists of grouping the raw data into

331   aggregated and organised units that allow descriptions of characteristics pertinent to the study

332   objective (Bardin, 2011). Thus, the answers obtained from the seven managers were grouped into

333   categories associated to each of the fourteen elements of the sectorial brand identity model,

334   proposed in the study of Lourenção and Giraldi (2017).

335   After that, each category was analysed and then we extracted the main words for each

336   response (Bardin, 2011). The summarisation of the sentences was important because after doing

337   it, the interviewees' summarised answers were compared among them to identify similar

338   responses, that may indicate common characteristics among the associations partners and

339   contribute to the construction of a consistent sectorial brand identity.

340   A discussion section of the results is also presented, in which the triangulation of the data

341   was developed through the comparison of data collected in the present research with the studies

342   mentioned in the literature review section (Jack and Raturi, 2006; Bardin, 2011). The data's

343   triangulation contributes to the evaluation of this study's proposition.

344   To better understand the methodology section, a flowchart of the research methodology is

345   proposed based on the study of Panigrahi and Rao (2018), as presented in Figure 2.

346

347   **[Insert Figure 2 about here]**

348
349

350 **Results**

351   The results obtained from the interviews with the managers indicate that there are no elements

352 that are common among all the associations that make up the Brasil Fashion System.

353 Nonetheless, there are some elements and management actions that are carried out by most of

354 them, here they are present briefly, and in the next section more details are presented. So, most

355 common sectorial brand identity elements and managerial actions among the associations are:

356 innovation, the United States as a target market; products of the sector recognised for quality and

357 diversity abroad; Brazil's country image associated with the brand of the sector; market-oriented

358 management; use of the sectorial brand only in cooperative campaigns; logo should

359 communicate quality; use of websites to promote their brands; development of relationship

360 programs with international buyers; measurement of sales performance of products abroad; Italy

361 and China as competitors; the managers believe that the image of Brazilian products abroad has

362 improved and evaluate consumer behavior before and after purchase.

363   It is really important to note that the results presented in this section are related to sectorial

364 brand identity, so the data shows the internal perception of sectorial brand managers that can be

365 different from the sector international image. As indicated by Buhmaan e Ingenhoff (2014), the

366 identity represents the attributes and respective self-perception and the image is the perception

367 among foreign publics.

368   To facilitate the understanding, a visual representation in Table 4 relating all the dimensions

369 and their respective elements of the sectorial brand identity with the answers of the seven

370 associations has been presented. Each line of the Table 4 represents a different brand element

371   which is based on the work of Lourenção and Giraldi (2017) and each column represents an

372   association of the sector.

373   **[Insert Table 4 about here]**

374

375   As shown in Table 4, the construction of the identity of a sectorial brand is divided into four

376   dimensions: i) identity components; ii) communication components; iii) brand identity delivery

377   elements; iv) external factors that influence brand identity (Lourenção and Giraldi, 2017).

378   Thus, the results are also separated into these four dimensions to improve their understanding

379   and further relate relevant discussion.

380

381   **Results for identity components**

382   The identity components are composed of managerial decision attributes and is used to

383   characterize the product and/or service of a certain organisation (Lourenção and Giraldi, 2017).

384   The dimension called identity component is composed by five elements, namely: personality,

385   positioning; product; country of origin and market orientation. The relevance of each of these

386   elements is presented throughout this section along with the explanation of its results. The BFS

387   brand personality has four defined attributes: vibrant, diverse, sustainable and authentic. So, the

388   result for the personality element indicates whether these attributes were considered adequate to

389   represent each of the seven BFS partner associations individually and also what are the similar

390   personality attributes among them.

391   As presented before in Figure 1, in BFS brand hierarchy each association has a sub-brand, that

392   is used individually. So, for these sub-brands an individual personality was developed by its own

393   brand management. However, after analysing the elements defined for the personalities of the

394   sectorial sub-brands (Figure 1), it was perceived that they are different from the personality

395   created for the general brand of the sector, the BFS, which they belong to. For example, only one

396   of the seven associations uses the BFS vibrant and authentic elements for its communication

397   (which are part of BFS brand's personality), and only two of the seven associations use the

398   sustainable element. Thus, it is possible to perceive that there is a divergence between the

399   elements communicated by the personality of the sectorial brand BFS and the elements

400   communicated by the sector sub-brands of its partners (Figure 1). This fact could generate a not

401   well-defined communication abroad, resulting in a confused international image about the sector.

402   Additionally, the responses indicated that not all associations can be adequately represented

403   by the BFS brand's personality elements (vibrant, diverse, sustainable and authentic). For

404   example, the AS6 has credibility, assurance, trust, agility and business as part of its personality,

405   but none of these are transmitted by the attributes defined for the personality of BFS brand that

406   should represent it.

407   However, it is possible to notice that there are common attributes that would represent some

408   associations together. For example, the innovation element is suitable for AS1, AS2; AS3 and

409   AS5, the diversity element is appropriate for AS1; AS4 and AS7, design is adequate for AS1;

410   AS3 and AS7. Finally, there are *others* elements that could be suitable for two associations at the

411   same time. Despite this, no element was found that was common among all associations.

412   For the positioning element, each country is considered as a target market for the association

413   considering the context of sector firms products exportations. In this way, for each association its

414   target markets were indicated. It was noted that United States is a target market for almost all

415   associations, except for AS3. So, contrary to what the individuals representing associations have

416   stated throughout the interviews, there are identical target markets among them, in which events

417   could be held to use the Brasil Fashion System brand. However, although the target country may

418   be the same, the promotional actions may not be similar.

419   The product element represents the difference in products being exported by the industries of

420   each of the associations according to the responses to the question '*by what characteristic that*

421   *their products were known abroad*'. As a result, it was possible to perceive a great distinction

422   between the characteristics mentioned by the associations, indicating that their products are quite

423   different. In relation to this, interviewees representing AS7 and AS1 cited 'diversity' as a

424   common characteristic. AS5 and AS6 interviewees also mentioned 'quality' as a common

425   attribute among their products. In addition, AS6 and AS7 also have the common design attribute

426   as a qualifier for their products.

427   The country of origin element is indicated in the fourth line of the Table 4. Five associations

428   considered that the products exported by the industries that compound their association are

429   related to the characteristics of the country of origin (AS1, AS2, AS3, AS4, AS7) while the other

430   two say that Brazilian attributes are not found in their products (AS5, AS6).

431   The market orientation element indicates whether the associations interviewed help their

432   companies to target the international buyer, that is, if the companies make adaptations in their

433   export products to be adapted to the international consumers preferences. The Table 4 shows that

434   the responses among associations are similar and that they all do the analysis of the international

435   market so that the industries of the sector can export products suited to them. For example, the

436   manager of AS6 reports that some Brazilian footwear industries that intend to export them to

437   Russia need to make adaptations, since Brazilian shoes are not suitable for winter in Russia, so

438   they need to produce shoes that fit this demand. The manager also comments that the shape of

439   the Brazilian shoe is not suitable for Chinese's feet, so it is not possible to export the same shoe

440   that is sold in Brazil, it is necessary to have a specific production to attend the Chinese

441   consumer, and thus, to accomplish the market orientation, discussed in this topic.

442   **Results for communication components**

443   In this topic, the results for the communication components of the identity of a sectorial brand

444   are discussed. These attributes are also part of the identity model for sector brands proposed in

445   the study of Lourenção and Giraldi (2017). So, the model indicates that first the identity

446   components are defined by the managers and later it is necessary to define how the identity

447   communication will be performed for the external market, which is discussed in the present

448   topic.

449   The communication components dimension is composed by four elements, namely: marketing

450   campaign; visual identity; stationary and promotion tools (Lourenção and Giraldi, 2017). So, in

451   the marketing campaign element, is indicated how the Brasil Fashion System brand is used by

452   associations. In this way, it is possible to notice that AS1, AS2, AS4, AS5 and AS7 have similar

453   use, being made with two or more associations and developing meetings before the events to

454   define how the brand will be potentially used. The AS3 and AS6 associations stated that they are

455   not currently using the fashion industry brand in their events abroad. The AS7 was the only one

456   that stated that it already used the sectorial brand in an event abroad where it was the only

457   association present.

458   The visual identity element indicates the attributes that the associations would like to be

459   communicated to represent them abroad by the brand's visual identity. It is possible to perceive

460   that most of the attributes chosen by them were distinct. Only two attributes chosen to be

461   communicated by BSF brand's visual identity were similar among some associations: quality and

462   contemporaneous. The associations managers of AS1, AS4, AS5, AS6 relate that these

463   associations want that the exported products by its industries should be seen in international

464   markets as quality products. Additionally, the managers of AS1 and AS3 indicate that

465   contemporaneous is also an attribute that their associations would like to be communicated. So,

466   for some associations these attributes should be communicated by the semiotic resources in

467   sectorial brand logo but for the other ones these attributes are not mentioned (AS2; AS7).

468   For the stationery element, all associations, with the exception of AS5, commented that no

469   type of stationery was ever developed for the Brasil Fashion System brand. The AS5, however,

470   stated that the stationery for the sectorial brand is developed for promotional activities abroad.

471   The promotional tools element indicated the tools used by the associations to communicate

472   the Brasil Fashion System brand internationally. It was identified that only AS1, AS2 and AS7

473   indicated common promotion tools between them. The four remaining associations reported

474   divergent forms of sector brand promotion.

475

476   **Results for brand identity delivery elements**

477   In this dimension the elements responsible for delivering the brand are discussed. These

478   attributes are also part of the construction of their identity, since after their components are

479   defined and communicated it is necessary that there is also the contact of the brand, that is,

480   contact of the organisation and its products, with the consumer. This action is called brand

481   identity delivery elements by Lourenção and Giraldi (2017).

482   The first element in this group is the relationship with the buyers. The responses indicate that

483   the attitudes of all the associations were similar among them because all associations seek to

484   encourage the relationship with the international buyer. To do this, they organise business

485   rounds, support participation in international fayre and invite international buyers to come to

486 Brazil to know the industries of the sector. The manager of AS7 commented that their

487 association sometimes pays for the flight ticket and hotel for international buyers to come to

488 Brazil during festive seasons (carnival, for example), so this is an incentive and they accept the

489 invitation. In these cases, when the buyer comes, they take them to know the industries of the

490 sector, but it is not always that they succeed in ensuring confirmed business deals. For example,

491 an international buyer comes to Brazil, go to business international fairs in this country and do

492 not close any deal with Brazillian firms to sell its products abroad.

493 For the product performance element, it was possible to verify that all associations have the

494 performance of products exported by their industries verified abroad by statistical data reports.

495 Some managers commented that product performance can also be observed through informal

496 conversations with traders and buyers themselves. For example, the associations managers go to

497 an international fayre and there, talking to international buyers, they are able to know about the

498 acceptance of Brazillian products by the perspective of international buyer. The same occurs

499 when association managers talk to the Brazillian tradespeople to know how it is going the

500 commercialization of his firm's products, that is, if they are selling well or not in international

501 market. One of the managers specifically outlined that when international buyers face difficulties

502 in the relationship with Brazilian industries, they talk to the association. For them this is a

503 security, as they know that the association will respond to them. When this occurs, the

504 association contacts the industry and seeks to resolve the problem. Based on these interactions

505 with both the international buyer and the seller, it is also possible to know, although informally,

506 whether the product is being accepted abroad.

507

508 **Results for external factors**

509   Finally, the fourth dimension presents evaluation of the external factors that influence the

510   brand identity of the sector. The first element to be analysed in this group is the competitors'

511   action. The countries or regions mentioned as competitors for the associations interviewed were

512   added to Table 4. It was established that AS2, AS3, AS5, AS6 and AS7 have a common

513   competitor, that is China, classified by the associations as a competitor in the area of scale

514   production and low price. It has also been found that AS4, AS5, AS6 and AS7 have a common

515   competitor, in Italy. The associations classified Italy as a competitor in the area of quality and

516   value added. Colombia is also a joint competitor for AS2 and AS5.

517   About the conditions of the environment in which the industry is included, the associations

518   were asked their perceptions about the image of Brazil. In this way, it was possible to perceive

519   that AS1 and AS7 believe that Brazil has a positive image abroad. AS2 and AS6 responded that

520   the Brazilian image varies greatly from one market to the other and may be positive or negative

521   according to the market to which it refers. AS3 and AS4 noticed an improvement in the Brazilian

522   brand image, since there was already some kind of prejudice with the domestic products that

523   were exported and, currently, this no longer exists. Finally, AS5 identified current economic

524   crisis that, Brazil is experiencing, could potentially influence its image abroad, however, the

525   interviewee believed that international buyers perceive this crisis as temporary, and also other

526   countries in similar situation globally. With this, it is possible to perceive that the interviewees

527   perception about the Brazilian image abroad is an attribute that has great variation.

528   The buyer's behavior element analyses two factors: i) evaluation of the behavior of its

529   international buyers before entering the market; ii) evaluation of the buyer's opinion after

530   making the purchase. Regarding the first sub-item, as all associations stated they evaluate buyer's

531   behavior prior to undertaking international activities. Regarding the second sub-item, AS1 and

532 AS5 said that there has never been any kind of prejudice from international buyers against Brazil

533 as country of origin of the products. In turn, AS2 and AS7 mentioned that they have heard

534 complaints from international buyers about the delay in delivery of products exported by the

535 industries that are part of their associations. Interestingly, as for AS4, Brazil is only exporting

536 because of the high dollar price; and for AS5 it is increasingly difficult to communicate the

537 value-added attribute to international buyers, since they are unable to link Brazil to the quality

538 attribute.

539

540 **Discussion**

541 Regarding the management of the brand identity of the sector as a whole, it is important

542 that the four dimensions of the sector identity model (components of identity, communication

543 components, delivery elements and external factors) can be developed and implemented in a

544 harmonic way between all brand partners (Lourenção and Giraldi, 2017). Therefore, to achieve a

545 consolidate sectorial brand identity in international market it is essential that: i) be defined and

546 used same brand identity components by all brand partners; ii) brand identity communication

547 components have to be similar between the associations partners, that is, the promotion tools

548 used to communicate the brand, for example, would be the same for all associations iii) the

549 delivery elements such as relationship with buyer should be implemented in the same way for all

550 associations; and iv) the external factors should be managed in a consistent way between

551 associations.

552 In contrast, as state by Iversen and Hen (2008), it is important to identify some similarities

553 among brand partners to manage its brand identity. Therefore, considering this, the model of

554 Lourenção and Giraldi (2017) was applied as a management tool for brand identity, to identify

555 similar characteristics among the partners. The specific results for the Brazilian fashion sector

556 (Table 4) indicate that the proposition of the present study can be confirmed, since there are

557 characteristics of the elements of sectorial brand identity that are common among the

558 associations that make up the Brasil Fashion System brand.

559 However, there are also several characteristics of brand identity elements that are not similar

560 among associations and it was also observed that not all managerial actions by the associations

561 are implemented in a similar way, when considering the four dimensions highlighted in the

562 model of Lourenção and Giraldi (2017) (See its application on Table 4).

563 The results also indicate that the associations partners have different attributes and managerial

564 actions because for some of them it is not suitable to communicate some attributes defined for

565 BFS brand. The attributes chosen for the brand of the fashion sector, are not those that the

566 associations would choose primarily. However, due to the need to choose attributes that

567 represent the set of seven associations, they were considered adequate by some of the

568 associations for communicating attributes linked to the country of origin that is something in

569 common between them. Despite this, two of the seven association indicates that the Brazilian

570 attributes were not suitable to represent them.

571 This divergence between characteristics of partners identity and managerial actions made

572 more difficult to consolidate the Brasil Fashion System brand identity abroad. So, Brazilian

573 fashion sector has not consolidated an identity abroad yet (Sutter *et al.,* 2014).

574 Another point is that, a sectorial brand identity diffuse abroad could results in divergent

575 images between the international target markets of each of the associations. The difference in the

576 image perceptions can occur because the brand identity is not well defined within the fashion

577   sector (Sutter *et al.,* 2014), so each association will divulge the identity in a different way from

578   one another and will generate divergent images for each target audience.

579   In order to improve understanding on this subject, the Figure 3 is proposed, which indicates

580   the current situation of the identity and image of the Brasil Fashion System brand abroad and the

581   ideal formation of how it should occur. The different formats in left side of the Figure 3

582   represents the divergence between associations' individual identities and the different formats in

583   the right side of the Figure 3 represents the distinct images formed by each its respective

584   association's individual identities. The model was based in some literature theories that indicates

585   that the image is the result of the identity communication process (Roy and Barnerjee, 2014;

586   Dinnie, 2016).

587

588   **[Insert Figure 3 about here]**

589

590   So, even though the contribution of sectorial brands has already been highlighted in the

591   literature (Castro and Giraldi, 2015; Lourenção and Giraldi, 2017), considering the case of BFS

592   brand, as well as, the divergence between its partners and the difficulty to consolidate the brand

593   abroad, it is possible to question if all the partners associations should even try to use this sector

594   brand. For some of them it may be more advantageous to use only its sector sub-brands (Figure

595   1) considering that the attributes communicated by Brasil Fashion System differ from the main

596   elements desired for many individual identities of the associations.

597   In consonance, as state by Dinnie (2017), place brands should be constructed in the light of

598   their specific target audiences. So, the use of Brasil Fashion System brand is not adequate for all

599   partners since some of them have different identity attributes and also different target audiences.

600   Thus, maybe for these partners it should be more adequate to use just their sectorial sub-brands

601   (Figure. 1) because, by doing this, they will be providing a brand for its specific target audience,

602   with more adequate attributes for their communication's objectives.

603

604   **Conclusion**

605   Sectorial brands are made to promote products of country sectors in order to incentivise the

606   exportation (Castro and Giraldi, 2015). To achieve this, it is necessary that the communicated

607   sectorial brand identity results in a positive and a consolidated image for the brand abroad (Roy

608   and Barnerjee, 2014; Dinnie, 2016). To obtain a consolidated image, it is necessary to have a

609   good management of the sectorial brand.

610   The first step for this management is the development of a brand identity, being necessary to

611   verify what attributes should be communicated by the brand. For doing this, it should be verified

612   what are the common attributes among the associations that will be represented by the brand

613   (Iversen and Hem, 2009) and this is what was carried out in our study, which has focused in

614   analysing similar elements characteristics of brand identity among the associations that

615   compound the Brasil Fashion System brand. The findings lead to the conclusion that: i) There are

616   common attributes to two or three associations at the same time, but it was not possible to find

617   common attributes to all seven organisations concurrently. So, besides the existence of some

618   common attributes, the associations partners have also distinct characteristics and managerial

619   actions in relation to their sectorial brand identity; ii) this divergence of characteristics and

620   managerial actions regarding the brand identity could result in a non-consolidated sectorial brand

621   identity abroad. This result is in consonance with Sutter *et al.,* (2014), who indicate that the

622   Brazilian Fashion industry has faced some difficulties while consolidating its identity

623   internationally; iii) it was also possible to verify that a diffuse brand identity could result in

624   distinct brand images abroad for different target audiences (Figure 2). This conclusion was based

625   on communication models such as Roy and Barnejee (204) and Dinnie (2016); iv) moreover, for

626   sectorial brand cases with a great divergence among brand partners, the creation of sub sectorial

627   brand specific for each partner could bring better results, since in this way brands could be

628   created with more suitable attributes for each partner, which will better suit their target

629   audiences. This result is in consonance with Dinnie (2017), who indicates that place brands

630   should be constructed in the light of their specific purpose and target audiences; v) in addition, it

631   is possible that in sectors with a smaller number of associations or participants, it may be easier

632   to build a sectorial brand, given the less difficulty in finding similar attributes to compose their

633   identity. This result is in agreement with the Tregear and Gorton, (2009) research, that shows the

634   challenge of create a unique identity to represent all brand partners.

635   It is believed that this study was able to obtain practical and theoretical contributions. The

636   theoretical contribution occurs since in the literature have been found only studies that seek to

637   assist in the creation and sectorial brand management proposing models (Lourenção and Giraldi,

638   2017), but no studies were found showing the managerial tools application for possible solutions

639   to the problems founded in the management of this brand type. Considering that consolidation

640   and standardisation of sectorial identity abroad is considered a challenge for the Brazilian

641   fashion sector (Sutter *et al.,* 2014), the present study contributes to identify possible management

642   solutions for the identity of sectorial brands, showing what would be good practices in the case

643   of a great divergence in the characteristics and managerial actions among the sectorial brand

644   partners.

645   In addition, the study also makes an important practical contribution, since after checking the

646   points of parity between the associations it is possible to conclude that there is a great difficulty

647   in managing the sectorial brand, mainly due to the existence of diversity in the partner

648   associations identities. Even after the elaboration of Table 4, it was not possible to trace

649   congruent elements between the associations for the formation a unique identity, because

650   although there were common attributes among some of the associations, it was not possible to

651   establish attributes that were common to all of them. So, the present study contributes to the

652   managerial practices when proposing a conceivable resolution for the identity consolidation

653   challenge, showing that in this case it would be better to use just the sectorial sub-brands for each

654   association (See Figure 1).

655   As highlighted in the study by Iversen e Hen (2008) it is clear the importance of elaborate

656   coherency of brand identity among different entities, so that it can better represent all of them

657   and to consolidate its sector identity abroad (Sutter *et al.,* 2014) and it could be done by the

658   sectorial sub-brands already presented in Figure 1, but not by the brand BSF, due to great

659   divergence among its partners.

660   As a limitation, it can be pointed out that the study was carried out with only a single sectorial

661   brand. Future studies can verify whether other sectorial brands that are formed by only one

662   association can define more consolidated attributes for their communication abroad. Also, for

663   future studies, it is suggested to verify how the process of building sectorial brands should occur,

664   since there is still a great divergence between the attitudes taken towards each of the elements,

665   by the associations of the Brazilian fashion industry, thus, the communication and delivery of

666   brand value occurs in a different way among them.

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Figure 1 – Brasil Fashion System brand hierarchy

Source: Lourenção and Giraldi (2017)

Table 1 – Study protocol

	Study protocol
Survey Question	Are there similar characteristics of the sector brand identity elements among the associations that compound the Brasil Fashion System brand?
Unit of analysis	Brazilian fashion sector brand identity
Validity of Constructs	Comparison between theory and practice, based on the state of the art on the subject
Internal Validity	Secondary documents Interviews with managers
Proposition	There are characteristics of the brand identity elements that are common among the associations that compound the Brasil Fashion System brand

Elaborated by the authors based on Pereira et al., (2016)

Table 2 – Data collected information

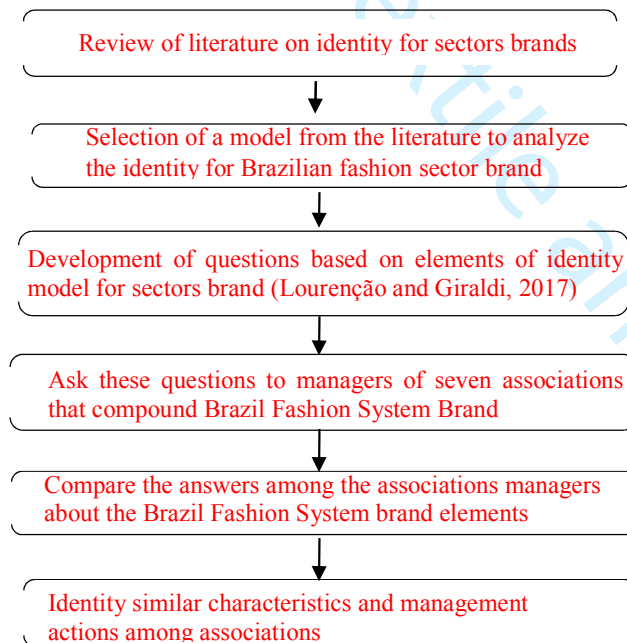| Association	Associated industries' products	Coding	Position Held
ABEST	Fashion Brazilian Stylists	AS1	Strategic Business Manager
ABIT	Textile and clothing Brazilian industries	AS2	Commercial Promotion Manager
CICB	Brazilian leather companies	AS3	Projects Manager
ASSISNTECAL	Brazilian Companies of Components for Leather, Footwear and Manufactured Goods	AS4	Superintendent
ABIACAV	Brazilian industries of Bags, accessories and travel items	AS5	Projects Manager
ABICALÇADOS	Footwear Brazilian Industries	AS6	Projects Manager
IBGM	Gems and Jewelry Brazilian industries	AS7	International Relations Coordinator

Source: elaborated by the authors.

Table 3 – Relation between sectorial brand elements and driving questions

Dimension	Elements	Driving questions
Identity components	Personality	What are the personality attributes of the BFS brand? Are they similar to the attributes of your association's identity?
	Positioning	What is the target market for your association? (Which countries?)
	Product	By what characteristics are your products known abroad?
	Country of origin	Does the Brasil Fashion System brand have an association with Brazil?

	Market orientation	Are the associated industries seeking to know what international customers want?
Identity communication	Marketing campaign	How is the marketing campaign abroad? Do all associations participate? Who defines how the campaign will be and its attributes?
	Visual identity	What would be important to be communicated by the visual identity to your association?
	Stationary	Was stationery developed for Brasil Fashion System? Is it used by your association?
	Promotion Tools	What are the promotional tools that your association uses to promote the BFS brand?
Delivery of identity	Relationship	Are there relationship programs of your association's industries with international clients?
	Product Performance	Do you seek to know if your products are being accepted by international buyers?
External factors that influence the construction of identity	Competitor' actions	Which countries are the main competitors for your association?
	Environment	For your association, to export products with a brand that links it to Brazilian characteristics, is it something positive or negative? Is there prejudice with Brazilian products?
	Consumer Attitudes and Behavior	Do you have knowledge about the buyer's behavior in the market that the products will be exported? Have any international buyers demonstrated restrictions on Brazilian products?

Source: elaborated by the authors.

Figure 2: Flowchart of the Research methodology

Review of literature on identity for sectors brands

↓

Selection of a model from the literature to analyze the identity for Brazilian fashion sector brand

↓

Development of questions based on elements of identity model for sectors brand (Lourenção and Giraldi, 2017)

↓

Ask these questions to managers of seven associations that compound Brazil Fashion System Brand

↓

Compare the answers among the associations managers about the Brazil Fashion System brand elements

↓

Identity similar characteristics and management actions among associations

Source: author's elaboration based on Panigrahi and Rao (2018)

Table 4 – Similar and distinct attributes among associations of the Brazilian fashion sector

Association/ Elements	AS1	AS2	AS3	AS4	AS5	AS6	AS7
DIMENSION 1: COMPONENTS OF IDENTITY							
Personality	- Tex Brasil personality attributes: creativity; innovation; tecnology; diversity; sustainable; quality; vibrant; authentic; design	- Fashion Label brand personality: - Innovation; contemporary	- Brazillian Leather: Sustainable; Design; Innovation	-By Brazil components and chemicals brand personality: Originality; Diversity; Technology; Fashion	- Bags by Brazil brand personality: Fashion; Criativity; Quality; Innovation; Contemporary	- Brazilian footwear brand personality: credibility; assurance; trust; agility; business	- Brazil gems and Jewelry brand personality: design; diversity
Positioning	Germany, USA; France; Hong Kong; Unit Kingdom; Portugal; Japan	USA; France; Colombia, Unit Kingdom; China, Argentina; Middle East	Hong Kong; China; France; Italy, Vietnam	Hong Kong; USA Colombia; Peru; Argentina;	USA; France; Colombia; Russia; Chile.	USA; Colombia; Hong Kong; Russia; Germany; United Arab Emirates	USA; Hong Kong; Colombia; Germany; Switzerland
Product	Freshness; Diversity; Relationship	Not determined	Leather for furniture	News; Originality	Quality; Good workmanship	Quality; Design	Design; Diversity; Versatile; Handcrafted
Country of origin	Products of this industries association are linked to the country of origin characteristics	Products of this industries association are linked to the country of origin characteristics	Products of this industries association are linked to the country of origin characteristics	Products of this industries association are linked to the country of origin characteristics	Products of this industries association are **not** linked to the country of origin characteristics	Products of this industries association are **not** linked to the country of origin characteristics	Products of this industries association are linked to the country of origin characteristics
Market orientation	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them	This association analysis the foreign market so the industries can export products adapted to them
DIMENSION II: COMMUNICATION COMPONENTS							
Marketing Campaign	- Brand is used with two or more associations; - Meetings are made when the brand is going to be used	- Brand is used with two or more associations; - Meetings are made when the brand is going to be used	the brand is not being used at the moment	- Brand is used with two or more associations; - Meetings are made when the brand is going to be used	- Brand is used with two or more associations; - Meetings are made when the brand is going to be used	the brand is not being used at the moment	- Brand is used with two or more associations; - Meetings are made when the brand is going to be used -Already used the brand without being in a collective event
Visual identity	Quality; Contemporaneous	Taglines suitable for some events	Added Value; Contemporaneous	Quality; Agility	Quality	Quality; Know how in exportation; Diversity of colors in materials	Exclusivity; Handcraft
Stationary	Never developed	Never developed	Never developed	Never developed	Develops for promotional actions abroad	Never developed	Never developed

Promotion Tools	Stand; Site and flyers	Stand; Site and flyers	Site	Various communication vehicles	Stands	The brand is not being promoted; the development of an e-commerce for the brand is suggested	Stand; Site and flyers
DIMENSION III: BRAND IDENTITY DELIVERY ELEMENTS							
Relationship with buyers	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer	The association seek to encourage the relationship with international buyer
Product performance	Performance verified by statistical data	Performance verified by statistical data	Performance verified by statistical data	Performance verified by statistical data	Performance verified by statistical data	Performance verified by statistical data	Performance verified by statistical data and also by informal conversations with entrepreneur
DIMENSION IV: EXTERNAL FACTORS THAT INFLUENCE BRAND IDENTITY							
Competitors actions	Italy; France	Colombia; Peru; India; Bangladesh; China	China	Italy; Spain; Germany	Italy; China; Colombia	Italy; Portugal; China	Asia; China; Italy.
Environmental conditions	Positive perceptions	Perception of Brazilian image various between countries	Improvement in the Brazilian image	Improvement in the Brazilian image	Brazilian economic crisis is seen as temporary by the foreign buyers	Perception of Brazilian image various between countries	Positive perceptions
Buyer's Attitudes and Behavior	- Evaluate buyer behavior before going to market - Post purchase evaluation: no prejudice has ever occurred with Brazilian product	- Evaluate buyer behavior before going to market - Post purchase evaluation: delay in product delivery	- Evaluate buyer behavior before going to market	- Evaluate buyer behavior before going to market - Post purchase evaluation: some foreign buyers saying that Brazilian exportation occurs just because the high dollar	- Evaluate buyer behavior before going to market - Post purchase evaluation: no prejudice has ever occurred with Brazilian product	- Evaluate buyer behavior before going to market - Post purchase evaluation: difficult to communicate value added of the Brazilian products	- Evaluate buyer behavior before going to market - Post purchase evaluation: delay in product delivery

Source: authors' elaboration

Figure 3 - Current and ideal situation of the identity and image of Brasil Fashion System

Source: authors' elaboration

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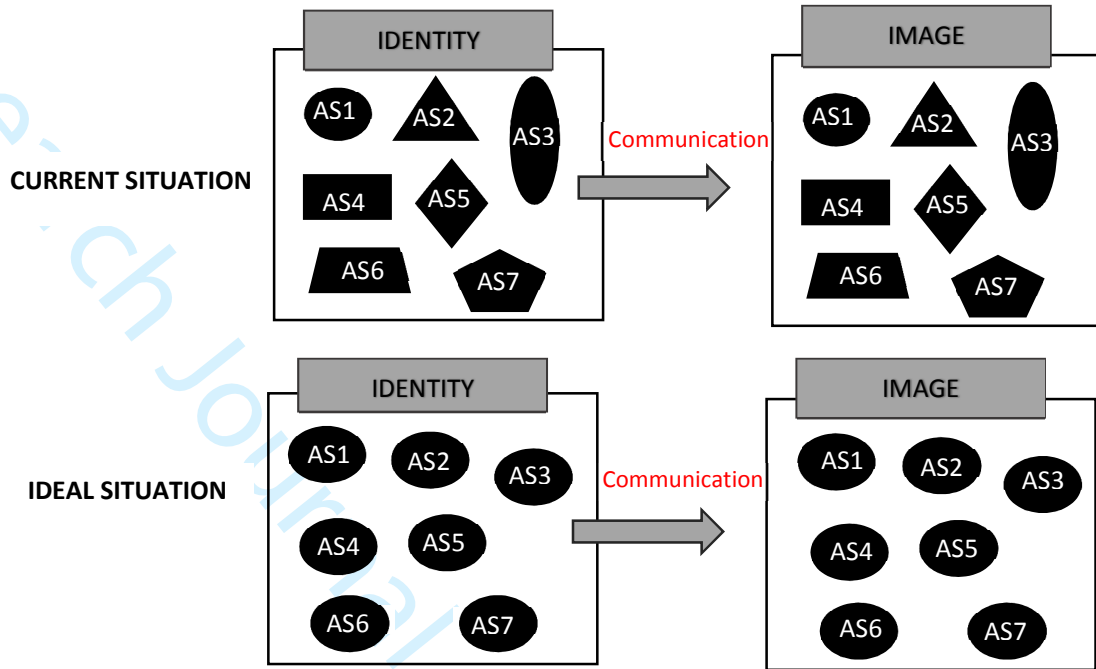
AMENDMENT FORM FOR MANUSCRIPT

Please complete this amendment form and attached together in your submission.

Submission Date (13/03/2018):	**Manuscript ID:** RJTA- 12-2017-0055
☐ 1st Revised	
☒ 2nd Revised	
☐ 3rd Revised / Final Revised	

Word Count: **Abstract**   ☐ **No change**   ☒ **Changed to ____199 _____ words**

Conclusion   ☐ **No change**   ☒ **Changed to _872 _____ words**

Heading / Paragraph / Section	**Changes (Please specify)**
Introduction/ 8th paragraph	Correction in the objective: the objective of this study is to identify similar characteristics and managerial actions of the sector brand identity elements among the associations that compound the Brasil Fashion System brand.
Introduction/ 10th paragraph	A better explanation was added into lines 71-76, to indicate what is missing in the literature and what the present study is looking for.
Sectorial Brands/ 2nd paragraph	(Lines 151-154): It has been added the information that Brazil is one of the countries with the greatest variety of gemstones. This information was taken from a sectoral data report of the Brazilian gem and precious metals institute. Also, was added the information that the gem and precious metals sector has an image consistent with some attributes of the image of Brazil abroad, such as diversity, colors and fun. This information had the theoretical basis of the study by Sutter et al., 2014.
Methodology/Research Methods/ 2nd paragraph	A study protocol was added (Table 1)
Methodology/Data collected/ 2nd paragraph	Table 2 was added. Table 2 provide information on: i) products commercialized by industries associated, ii) codification; and iii) each position held by interviewers.
Methodology/Data analysis/ 1st, 2nd , 3rd and 4th paragraphs	More details about data analysis was added and a flowchart of the research methodology is proposed based on the study of Panigrahi and Rao (2018) – (Figure 2)

Thank you   RJTA/MF02/2007

Results/ 1st paragraph	Most common sectoral brand identity elements and managerial actions among the associations were highlighted.
Results/ 2nd paragraph	Explanation on brand identity related to the results was added.
Results/ 2nd paragraph	Another change was dividing the "results" section into subitems to be clearer. It was divided into four subitems that represent the four dimensions analyzed in the present study based on the sector brand identity management model of Lourenção and Giraldi (2017). The four sub-items are the same that also divide Table 2. In this way it is easier to follow the explanation of the results relating them to Table 2.
Results/ Results for identity components/ 1st paragraph	It was added an explanation about the dimension called identity component and its elements.
Results/ Results for identity components/ 2st paragraph	The characteristics and common managerial actions among the majority of the associations found in the interviews with their managers were added in this paragraph (about the dimension called "Identity components")
Results/ results for identity components/ 4th, 5th, 6th, 7th paragraphs	Relevance for each element of the dimension "identity components" was added.
Results/ results for communication components/ 2nd paragraph	An explanation on which are the communication components was added.
Results/ results for communication components/3rd paragraph	More details about selection of attributes for BFS brand visual identity was added.
Results/ results for brand identity delivery elements/ 2nd paragraph	An example about relationship with international buyers was added.
Results/ results for brand identity delivery elements/ 3rd paragraph	An example about product performance observation through informal conversation was added.
Discussion – 1th paragraph	It was indicated general discussions about management of sector brand identity.
Discussion – 2nd paragraph	Proposition confirmation.

Discussion – 3rd paragraph	It indicates that besides the proposition confirmation there are several characteristics and managerial actions on BFS brand identity that are not similar between the partners.
Discussion – 7th paragraph	A theoretical reference was added to support the construction of the Figure 3.
Discussion – 8th paragraph	A question is opened and it is suggested a response, indicating that perhaps the BFS brand should not be used by some of its partners. Theoretical background was added for this discussion (Castro & Giraldi, 2015; Lourenção & Giraldi, 2017; Dinnie, 2017).
Conclusion – 1st paragraph	A theory about the management of sectorial brand identity is added just to introduce the conclusion.
Conclusion – 2st paragraph	The conclusions were presented in topics to make them more visible and clear. For each conclusion a theoretical foundation was indicated.
Conclusion – 3rd and 4th paragraph	Theoretical and practical contributions were also improved based on the modifications made.

Remarks:

_____

_____

_____

*Please tick whichever not applicable

Thank you   RJTA/MF02/2007

Semi structured interview questions

1. What are the personality attributes of the BFS brand? Are they similar to the attributes of your association's identity?

2. What is the target market for your association? (Which countries?)

3. By what characteristics are your products known abroad?

4. Does the Brasil Fashion System brand have an association with Brazil?

5. Are the associated industries seeking to know what international customers want?

6. How is the marketing campaign abroad?

7. Do all associations participate? Who defines how the campaign will be and its attributes?

8. What would be important to be communicated by the visual identity to your association?

9. Was stationery developed for Brasil Fashion System? Is it used by your association?

10. What are the promotional tools that your association uses to promote the BFS brand?

11. Are there relationship programs of your association's industries with international clients?

12. Are there relationship programs of your association's industries with international buyers?

13. Which countries are the main competitors for your association?

14. For your association, to export products with a brand that links it to Brazilian characteristics, is it something positive or negative? Is there prejudice with Brazilian products?

15. Do you have knowledge about the buyer's behavior in the market that the products will be exported?

16. Have any international buyers demonstrated restrictions on Brazilian products?