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BRAND DEVELOPMENT MANAGEMENT IN CONDITIONS OF ASYMMETRIC BRAND PORTFOLIO: METHODOLOGICAL APPROACH AND PRACTICAL APPROBATION

The article focuses on the formation of a brand development management system in conditions where a company simultaneously manages a portfolio of brands with fundamentally different levels of brand development — the so-called brand portfolio asymmetry. It is established that under such conditions, weaker trademarks are systematically underinvested, and traditional brand management approaches oriented toward mature brands fail to ensure effective management of their development. Based on an analysis of theoretical approaches, the necessity of integrating D. Aaker's consumer-based brand equity model and R. Kaplan and D. Norton's Balanced Scorecard is substantiated for the formation of a comprehensive brand management system. Practical approbation of the proposed approach was carried out using the example of the "Pukhasti Spravy" ("Fluffy Matters") pet store chain (Foodcom LLC), which operates within an asymmetric corporate portfolio alongside the well-established retail network "Velmart." To diagnose the state of brand equity, a survey of pet owners was conducted using a questionnaire developed by the author (n = 102 respondents), structured in accordance with the four dimensions of Aaker's model: brand awareness, brand associations, perceived quality, and brand loyalty. A critical gap was identified between the network's commercial performance (revenue of UAH 324.7 million, a 30% increase in 2025) and its brand equity level: aided brand awareness — approximately 24%, differentiation index — 2.88 out of 5. An integrated KPI system is proposed that combines brand equity dimensions based on Aaker's model with BSC operational metrics, a three-axis model of competitive differentiation (functional, service, and emotional axes), and an organizational brand management mechanism based on the RACI framework.

Keywords: trademark, brand management, brand equity, Aaker's model, Balanced Scorecard, brand portfolio, competitive differentiation, retail trade.