

# Designing a genetic model (Brand DNA) for internet businesses

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## Abstract

Online media requires to pay attention to various levers for building an appropriate identity and the image of interest of a brand to achieve sustainable competitive advantages. Meanwhile, paying attention to the brand DNA is one of the requirements of the business environment for building a sustainable identity. The main objective of this research was to design a genetic model (i.e., brand DNA) in the field of internet businesses. This research was an applied study based on the exploratory sequential mixed method. Participants for the first section were 30 experts in the field of branding in the online media, which were identified and chosen using a judgmental approach and snowball sampling. Participants for the quantitative section included managers of 293 online business companies in the science and technology parks (STPs) of Tehran universities. The sample size was determined by Cochran's formula equal to 166 participants who have been chosen by simple random sampling. The data collection tool was a semi-structured interview (for the quantitative section) and a 51-item questionnaire (for the quantitative section). The content analysis approach was adopted for analyzing the data gathered in the qualitative section. For the quantitative section, data were analyzed using SMART PLS. From the results, a total of 17 sub-themes and four main themes were confirmed. Sub-themes included owner attributes, value, demands, fundamental competencies, brand story, brand promise, brand sense, personality, style, product, competitive advantage, objective, holographic culture, strategy, brand experience, communication, and standard of performance, which were known in the form of two phenotype and genotype types. Furthermore, the results of the qualitative section inconsiderably confirmed the accuracy of the designed model.

*Keywords:* Branding, Online Branding, Online Businesses, Brand Genetic Model, Online Brand DNA, Genotype, Phenotype

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## 1. Introduction

In today's business environment, attention to brand and branding and efficient approaches in this field have always been the subject of interest for top managers [1, 2]. The directors of famous brands always attempt to provide a proper identity of a brand in competitive markets for improving their competitiveness [3]. Concepts such as brand identity and brand image are assuredly amongst the concepts that have been discussed in previous research to promote the brand competitiveness environment. But today, marketing directors are facing with newly-developed highly potential concepts that provide the basis for developing consumer feelings and attitudes [4]. This concept is similar to the DNA brand. Brand DNA is referred to as the spirit and sense of the organization [5]. In other words, the Brand DNA is the main sense and a core value that can be felt and can uniquely differentiate the organization from other organizations and brands [6]. The Brand DNA is regarded as the first step in forming the brand identity. Notably, the concept of Brand DNA is a combination of genetics and marketing management and no coherent research has been conducted in this area so far. However, limited research has been done on how organizations and companies can use this concept for more optimal shaping their business environment [7].

According to [8], the concept of a Brand DNA indicates the identity and personality of a brand that is formed during the life and life cycle of a brand [8]. The concept of a Brand DNA originated from the fact that companies should be viewed as a living entity. Given that each living entity has its DNA, companies and organizations should further attempt to develop their DNA to improve their business performance [9]. Identifying the Brand DNA that is a unique element of a brand is crucial to start the process of brand services integration. For this, a little complicated configuration may be sufficient if improving your business skills is a prerequisite for your brand.

Building a Brand DNA is highly important for businesses operating in the online field, as competition and business patterns in this sector are much more complicated and difficult than offline space [10]. Internet businesses around the world attempt to identify and adjust to shifting consumer behaviors for maintaining their competitive advantage and survive in a competitive environment [11]. These businesses require the creation of a powerful image in the internet environment that can convey their true identity to users and find their competitive position in the target market, aiming to efficiently communicate their value proposition to users and draw their attention to quality and other salient features that make them a competitive advantage compared to the players in the market and further deepen the knowledge of target customers to their work [12, 13]. In other words, they need an image of the brand that is recorded in the mind of the audience and also is the same for generations and evokes a single cohesive spirit [14]. Now, following the endless innovations of products and the growing variety and promotion of products, if the brand further changes and has no unit sense other than the same name, then how can the brand be associated with an organized spirit and whole in the mind of the audience and remain in his/her mind? If the brand spirit changes with the development of products, how and with what symbols will it live in the audience's mind? If the brand, for survival, requires the same essence that has been constant for generations and invokes a deep inner feeling in the mind and soul of the customer, then what is this cohesive structured nature and what elements does it consist of? The answer to this question is achievable with the help of genetics and the use of DNA and genetic codes. Genetics states that the task of guiding a living entity and forming his/her whole being is the responsibility of DNA, which is passed down from parents to other generations, and that there is existed in all beings of a generation.

## 2. Theoretical Foundations

### 2.1. Brand DNA

The brand DNA is considered as a distinguishing factor in brand characteristics [15]. The Brand DNA is indeed applied to describe the implementation or configuration of a brand with a unique brand identity and personality [16]. The main objective of formulating a Brand DNA is to know and have a deeper and more strategic attitude than a brand that can describe the components of a brand. For this, it is quite improper to say that the Brand DNA is a branding approach [17]. One of the main advantages of paying attention to the Brand DNA is assuredly empowering brands to be more sustainable in competitive markets, as it is the DNA of the brand that can play a positive role in building the community of its followers [18]. Thus, it can be stated that the DAN brand can be a social structure through which fans and brand customers can interact with the brand as well as each other and focus their emotional attachments to a brand in a crowded market (Campus et al., 2016).

The brand DNA helps an organization build the foundation of its business success by differentiating brand characteristics into four dimensions, including unique values, styles, distinctions, and standards, and step-by-step explain the story of how to create these distinctions [6]. If we want to describe a brand as a genetic program, we can assume that a brand is a sort of designs or a build instruction or a code that comprises the structures required to build or support the brand and its image [19].

### 2.2. Brand DNA components

Each DNA has two parts called genotype and phenotype. The genotype is considered as hereditary features of a gene, and phenotype is referred to as visible features of a gene [17]. Therefore, with this classification, it is likely to know in which category of components of a DNA the components that make up a brand are located [19]. For example, when talking about brand genotype, we should point to dimensions of the brand such as a brand reputation, brand personality, and brand identity that are part of the inherited characteristics of the brand. Also, when talking about brand phenotype, we should refer to dimensions of the brand such as cultural atmosphere and values, product spirit, and similar components. In other words, the brand personality as a genotype, whatever it is defined, its appearance or phenotype will be the main rule of the brand. Also, for whatever you define the brand identity, it will appear as the product spirit for the audience and simply like which we give one as a function input and the other as a function output [17].

On the other hand, if we want to have another category of the DNA brand, we can say that a DNA, brand DNA or a molecule DNA includes four dimensions, i.e., technical, flexibility, emotional, and marketing aspects [20]. The technical dimension refers to the characteristics of the product or service that create the ground for creating specific perceptions in people. Flexibility refers to features that enable the brand to be constantly updated and stay active in the market [2]. Emotional performance is for reaching the decision factors of a loyal customer. Marketing feature is responsible for how that product or service is sold in the market. Rob connects four concepts, works as a sustainable competitive advantage, and provides customer loyalty as the main factor in the brand promotion [20].

### 2.3. Literature review

Azad et al. [20] identified the components of the brand DNA in higher education. The main purpose of their study was to identify the DNA components of the university brand for better promoting its identity management. For this, 10 in-depth semi-structured interviews were conducted with experienced professors of the Islamic Azad University, South Tehran Branch, and Kish Azad

University as experts. Data were analyzed through open, axial, and selective coding following grand theory and led to the presentation of theory and model for university brand DNA. From the results, availability, span, and warmth are the most important components of the Azad University DNA brand. Identifying the DNA brand, reinforcing positive factors, and altering and improving deficiencies and negative factors play a vital role in creating a prominent academic brand. Rahimnia and Abyar [17] in a study sought to present a model in the field of brand DNA. They stated that the Brand DNA is one of the terms that has entered the brand literature in recent years and, similar to many other conceptual terms, intends to deepen the brand marketer or strategist view of the brand concept from a different perspective. Since there is no comprehensive and explicit definition of the Brand DNA in branding academic books, so there are several interpretations of this subject. In this manuscript, we have attempted to express the concept of the Brand DNA and describe its characteristics. Tersa et al. (2010) studied the genetic codes of brands in the Mediterranean and their influence on brand equity and classified them into two categories, i.e., genotypes and phenotypes. Genotype traits describe a combination of hereditary, fixed, and enduring traits of the brand, such as brand commitment, personality, and the reason for the need for a brand which was inherited from generation to generation and from product to product. Genotypes further control the appearance of the brand. Phototypes are another type of brand genes that are made up of a sort of genotypes and the environment, which is the result of the brand adapting to the requirements of the environment, which changes over time. Rapso et al. [21] identified factors influencing the development of brand visual identity by focusing on the concept of the DNA brand. They attempted to show that it is through attention to the Brand DNA that companies can provide the basis for building a brand's visual identity along with building brand personality. Therefore, it is the development of an understanding of the DNA components of the brand that provides the basis for improving competitiveness through the development of brand reputation.

#### *2.4. Methodology*

This research was a descriptive survey study in terms of nature and an applied-developmental study in terms of purpose. Moreover, in terms of data type, it can be stated that this research is an exploratory mixed study in terms of data, as qualitative and quantitative data have been used in this research.

Due to the type of data collection in this study, which is both an interview and a questionnaire, we deal with two research communities. The first community is experts in the field of branding, which have been employed to compute the model in this study, and the second is the managers of online business companies in the science and technology parks (STPs) of Tehran universities. In the first section, the researcher identified the experts from a judgmental and snowball sampling approach. Criteria for the judgmental approach in this study included general managers of brands active in the field of online activities, master's degree or higher in the field of marketing, branding experience in online markets, and similar items. The researcher had identified 11 people according to these criteria. Then, with the approach of snowball sampling and also theoretical competence, 20 experts participated in this research. On the other hand, it should be noted about the theoretical adequacy that no new code was obtained from interview 15 to interview 20. As stated, the statistical population of this research in the quantitative section that is supposed to answer the questionnaire was online business companies active in STPs of Tehran universities. A total of 293 companies were intended and the researcher had considered the sample size to be equal to 166 companies using Cochran's formula for limited society. We worked with a simple sampling approach in this study. The content analysis approach was used to analyze the collected data in the qualitative part and Smart PLS software was used in the quantitative part to analyze and examine the relationships of

the designed model. In this study, "proportion" and "applicability" indices were utilized to assess the validity. In the proportion index, the research results should be acceptable to the participants. In terms of applicability, the research findings should add to the existing knowledge in the field of study and it can be used to understand and practical management of leading situations in the field. For this, after the research, the results were submitted to two participants and their comments were approved. Also, to confirm the validity of the questionnaire, the researcher used the opinions of experts and those that know about the discussion of branding and the Brand DNA in this research.

### 3. Research findings

#### 3.1. *Thematic analysis approach*

The basis for using a content analysis is the study conducted by Clark and Brun (2006). There are six main steps in this method, which we will describe in the following sections. It should be noted that this approach is based on deployment, that is, going from part to whole, which strives to achieve the main concepts based on the extracted codes from the interviews. The first step is awareness of the data, the second step is creating primary codes, the third step is searching for selective codes, the fourth step is forming sub-themes, the fifth step is defining and naming the main themes, and the final step is preparing a report. For understanding these steps, we have briefly explained the steps below.

The first step: Knowing the data: In this section, the researcher intends to "re-read the data" and read the data actively (i.e., search for meanings and patterns) in a coherent way to better understand the interviews and the extracted codes. After knowing the type of codes, it enters the coding step.

The second step: Initial coding. In the initial coding step of each category, the relevant text was considered as an observation or interview, and after studying line by line, the points associated with the effective factors in compiling the Brand DNA of internet business for entrepreneurs and internet business owners as well as its requirements were extracted as notes. The result of this process is in the form of notes that were considered as raw data from which concepts were extracted. In the following, an attempt has been made to describe an example of coding done in this research. "Assuredly, the ultimate goal of brands that work in the field of the formation of the Brand DNA for internet business is to improve the desired benefits to customers in the online space. Surely, this action will lead brands operating in the online space to better expand their market share. One of the actions of leading brands in the field of branding and attention to the dynamics in this field is considering the valuation of products offered by the brand. This action leads to the brand in online markets can show a positive effect." Now let's study an example of the code extracted in this text.

The first code: Offering the desired benefits to customers

The second code: Expanding the brand share in the market

The third code: Pay attention to the valuation of products offered by the brand in online markets

The fourth code: Positive brand image among online customers

According to the thirty interviews conducted in this study, 127 initial codes were identified.

The third step: Search for selective codes This step involves categorizing different codes into selective codes and sorting all the encoded data summaries. At this stage, 127 selected codes were obtained by the researcher. Also, researchers have discarded incomplete or irrelevant codes as well as duplicate codes to achieve this number of selective codes.

The fourth step Formation of sub-themes: After identifying all the initial codes, the researcher has attempted to identify codes that are conceptually similar to each other in a category and as sub-themes. The number of sub-themes identified in this section was 17. It should be noted that an example of a sub-theme is given in table 1.

Table 1: Converting initial codes to secondary themes

Open codes	Secondary themes	Code of secondary themes
Offering optimal benefits to online costumers	Value of online brand	B1
Inducing a sense of brand differentiation in online customers		
Forming customer trust by an online brand		
Boosting attention to brand positioning in online markets		
Benefiting from experts in online sales by online brand		
Positive brand image among online customers		
Improving brand commitments to online customers		
Establishing a good spiritual relationship with online customers		
Proper brand capability to influence the feelings of online customers		
Inducing a sense of security in brand selection to online customers		
24-hour online support for services and products		
Developing highly innovative online services		

The fifth step: Defining and naming the main themes: In this step, the researchers ultimately, after evaluating sub-themes (up to 17), achieved four main themes that can be explained in the field of research. The main themes are presented in table 2.

Table 2: Converting sub-themes to main themes

main-themes codes	main-themes	sub-themes codes	Genotype / Genotype	sub-themes
c1	central core	B1	Genotype	Feature of the owner
		B2	Genotype	value
		B3	Genotype	need
		B4	Genotype	Fundamental abilities
c2	Shaping factors	B5	Genotype	Brand story
		B6	Genotype	Brand promise
		B7	Genotype	Brand sense
		B8	phenotype	personality
		B9	phenotype	style
		B10	phenotype	product
		B11	phenotype	Competitive advantage
c3	Directional factors	B12	phenotype	goal
		B13	phenotype	Holographic culture
		B14	phenotype	strategy
c4	Executive factors	B15	phenotype	Brand experience
		B16	phenotype	communication
		B17	phenotype	Functional standards

As it is evident, the number of sub-themes identified in this research is equal to four main themes. According to the content analysis approach, the researcher has achieved the research model specified in Figure 1.

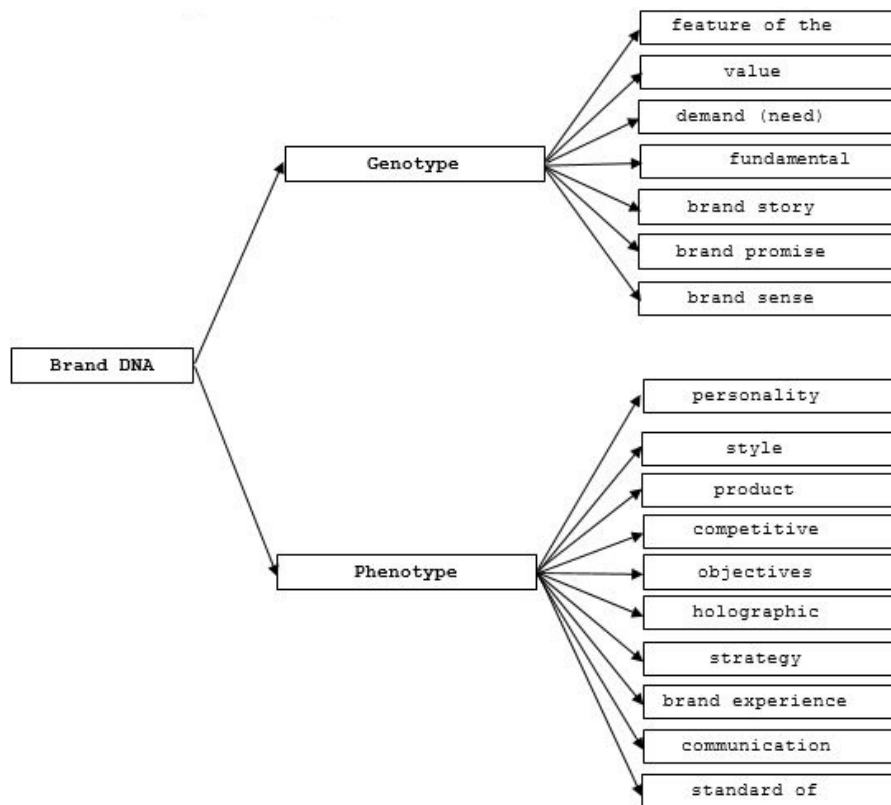


Figure 1: A genetic model (brand DNA) of online businesses

### 3.2. A quantitative section

In this section, the researcher intends to test the model at various levels, as the designed model is multi-stage. It should be noted that there are four levels in this research, which is the continuation of the researcher's main attempt to review the research model presented in this study. On the other hand, the questionnaire utilized in this section included 51 items.

### 3.3. Evaluation of alignment between variables

First, in this section, the researcher intends to examine the linearity of the variables in Table 3. If the correlation coefficient is higher than 0.9, it cannot be expected that the data are worth to be examined. Therefore, if the correlation coefficient is less than 0.9, it can be concluded that the data are not aligned and are worthy enough to be examined. Correlation coefficients of second-order hidden structures are presented in table 3.

Table 3: Correlation coefficients of second-order hidden structures

17	16	15	14	13	12	11	11	9	8	7	6	5	4	3	2	1	Structures
																1.00	Brand experience
															1.00	0.455	Brand story
														1.00	0.277	0.176	Brand sense
													1.00	0.773	0.327	0.223	Competitive advantage
												1.00	0.304	0.220	0.354	0.237	personality
									1.00			0.301	0.411	0.237	0.308	0.348	Fundamental abilities
									1.00	0.429		0.411	0.449	0.355	0.485	0.709	Holographic culture
									1.00	0.205	0.355	0.293	0.25	0.198	0.788	0.450	need
								1.00	0.419	0.139	0.304	0.239	0.239	0.203	0.711	0.507	Features of owner
								1.00	0.188	0.171	0.382	0.412	0.368	0.283	0.345	0.454	Brand promise
								1.00	0.186	0.162	0.503	0.582	0.532	0.593	0.522	0.439	Functional standards
										1.00	0.125	0.781	0.785	0.399	0.213	0.240	product
										1.00	0.196	0.512	0.273	0.125	0.471	0.741	strategy
											1.00	0.174	0.419	0.205	0.337	0.222	style
											1.00	0.567	0.205	0.399	0.353	0.242	goal
											1.00	0.357	0.481	0.282	0.342	0.413	value
											1.00	0.259	0.104	0.378	0.733	0.733	communications



Table 4: Correlation coefficients of first-order hidden structures

3	2	1	Structures
		1.00	DNA brand
	1.00	0.263	genotype
1.00	0.542	0.677	phenotype

Table 5: Correlation coefficients of second-order hidden structures

2	1	Structures
	1.00	DNA brand
1.00	0.547	ME

As is evident in Table 3, all correlation coefficients of the model are below 0.9, so the data are not aligned and the necessary analysis can be performed below.

### 3.4. Confirmatory factor analysis

For factor analysis, four indices of factor load, mean-variance extract, combined reliability, and Cronbach’s alpha are presented. If the factor loads are higher than 0.4, the mean extracted variance is equal to 0.5, the combined reliability is equal to 0.6 and ultimately, Cronbach’s alpha is higher than 0.7, it can be said that the confirmatory factor analysis of the 51-item questionnaire used in this study has been approved. In Table 6, the amount of the mentioned coefficients in different levels is presented. Cronbach’s coefficient, AVE and Combined Reliability (CR) formulas are given in Equations (3.1), (3.2) and (3.3).

$$\alpha = \frac{K}{K - 1} \left( 1 - \frac{\sum_{i=1}^K \sigma_i^2}{\sigma^2} \right) \tag{3.1}$$

$$AVE = \frac{\sum(\lambda_i^2)}{\sum(\lambda_i^2) + \sum vare}, \quad AVE = \frac{\sum(\lambda_i^2)}{n} \tag{3.2}$$

$$CR = \frac{(\sum_{i=1}^n \lambda_i)^2}{(\sum_{i=1}^n \lambda_i)^2 + (\sum_{i=1}^n \delta_i)} \tag{3.3}$$

Factor loads of third-order observation variables is given in table 6.

Table 6: Factor loads of third-order observation variables

Cronbach’s coefficient	Combined reliability	AVE	factor loading	type	components
0.863	0.916	0.784	0.874	Need1	need
			0.896	Need1	
			0.887	Need1	
0.902	0.939	0.837	0.924	Value 1	value
			0.899	Value 2	
			0.923	Value 3	

0.791	0.878	0.708	0.764	O.C1	Feature of owner
			0.885	O.C2	
			0.871	O.C3	
0.871	0.921	0.796	0.901	F.C1	Fundamental abilities
			0.931	F.C2	
			0.844	F.C3	
0.902	0.938	0.836	0.891	B.S1	Brand story
			0.914	B.S2	
			0.939	B.S3	
0.926	0.951	0.867	0.936	B.Sense1	brand sense
			0.971	B.Sense2	
			0.882	B.Sense3	
0.845	0.907	0.764	0.836	P.B1	Brand promise
			0.909	P.B2	
			0.876	P.B3	
0.927	0.948	0.858	0.942	Style 1	style
			0.916	Style 2	
			0.904	Style 3	
0.915	0.945	0.852	0.817	P1	product
			0.963	P2	
			0.960	P3	
0.716	0.808	0.768	0.593	H.C1	Holographic culture
			0.476	H.C2	
			0.928	H.C3	
0.855	0.908	0.770	0.752	Character 1	personality
			0.938	Character 2	
			0.930	Character 3	
0.834	0.873	0.700	0.743	C.A1	Competitive advantage
			0.957	C.A2	
			0.796	C.A3	
0.797	0.815	0.599	0.840	B.E1	brand experience
			0.810	B.E2	
			0.651	B.E3	
0.743	0.853	0.662	0.856	CON1	communication
			0.848	CON2	
			0.728	CON3	
0.754	0.856	0.668	0.670	S1	strategy
			0.867	S2	
			0.979	S3	
0.829	0.896	0.743	0.849	T1	goal
			0.864	T2	
			0.874	T3	
0.790	0.834	0.795	0.919	P.S1	Functional standards
			0.502	P.S2	
			0.625	P.S3	

Table 7: Factor loads of second-order observation variables

Cronbach's coefficient	Combined reliability	AVE	factor loading	type	components
0.930	0.943	0.705	0.772	O.C	genotype
			0.838	Value	
			0.821	Need	
			0.879	F.C	
			0.869	B.C	
			0.82	P.B	
			0.875	B.S	
0.844	0.865	0.614	0.828	Character	phenotype
			0.845	Style	
			0.872	Product	
			0.808	C.A	
			0.552	Target	
			0.736	H.C	
			0.721	Strategy	
			0.807	B.E	
			0.833	Connection	
0.657	P.S				

Table 8: Factor loads of first-order observation variables

Cronbach's coefficient	Combined reliability	AVE	factor loading	type	components
0.821	0.918	0.848	0.824	genotype	Brand DNA
			0.799	phenotype	
0.921	0.944	0.808	0.814	MEC	ME
			0.514	MED	
			0.692	MEE	
			0.833	MEF	

#### 4. Discussion and conclusion

The central component of all businesses is to make a profit or financial or human benefit and to achieve this goal, there is no other way but to offer a variety of products and services desired by customers, create value for them and meet their obvious and hidden needs. In other words, continuous innovation and improvement of products and services is a response to the changing demands of customers that business owners must meet to survive and adapt to the environment. The question is if the brand changes with the development of products and has no theme other than the same name, then how can the brand provoke an organized essence, soul, spirit, and whole coherence that stays in the minds of the audience? The answer to this question is probable by making metaphors from the science of genetics and using the subject of DNA and genetic codes. Genetics states that all living beings are made up of DNA and that this DNA, which is itself made up of nucleons, has the task of guiding living things and shaping all living things, from physics and appearance to mood and behavior, performance and response to the environment. DNA is present in every living cell, and practically every single cell holographically carries with it all the genetic traits and genetic maps of living things, and simply expresses a part of the gene according to their function. All living beings inherit their DNA from their parents, and practically these genetic codes are passed down from

generation to generation, and there is a generation in all living things that is called the genotype of the genetic code of living beings. Genetic codes or DNA of living organisms have the intelligence to express flexible and appropriate reactions and behaviors in different environments and the face of changing conditions. Now, if we consider the brand as a living being that operates in an active and dynamic environment and opposition to the changing needs and desires of customers and strives for survival, we can use the metaphor of living DNA, genotype, and phenotype to describe the essence and spirit of the brand, as well as the mechanisms that shape his/her behavior in the environment. Under this metaphor, the DNA of the brand as the essence, spirit, or essence of the brand, is present in all generations of the brand and forms the existence of the brand, and creates value for itself and its customers over the years. In this study, as we have stated, the content analysis approach was used to identify the factors influencing the design of the brand DNA model, which we have presented in the following factors. A total of 17 sub-themes were identified in the form of four main themes in this research. Owner characteristics, value, demand, central competencies, brand story, brand promise, brand sense, personality, style, product, competitive advantage, purpose, holographic culture, strategy, brand experience, communication, performance standard were all 17 sub-themes identified, each of which is described below.

**Owner characteristics:** The needs, wants, desires, wishes, feelings, and personal characteristics of the brand owner are the main elements that form the brand, which is driven by the brand owner like the soul in the body of the brand. The owner considers the brand as an objective symbol of his/her desires, which embodies all his desires in the brand.

**Demand:** Demand is the first gene that makes a brand that is transferred from the environment to the brand. If the brand is not able to meet the needs or problems of the consumer or the environment, its survival will be endangered for a long time.

**Value:** Another factor in brand genotype is value. The value of a spirit is driven and directs to all activities and brand communication points that remain constant in the long run. In other words, value acts as an inner conscience of the brand, distinguishing good from bad or right from wrong.

**Fundamental capabilities:** Fundamental capabilities are another important factor derived from the brand gene that forms the brand's viability in contrast to the environment. Fundamental capability can be called brand innate intelligence, i.e., a kind of dynamic creative mind that in addition to an accurate knowledge of the brand, including capabilities, abilities, existence, value, and other brand knowledge, have full control over the environment, environmental changes, needs and requires of the environment and can properly lead the organization in the right direction.

**Brand story:** The brand story is an important strategic component of the brand that tells the story of creating and promoting the brand attractively and excitingly for the audience, which is far more lasting than other strategic statements and stays in the mind of the audience so that after a short time, it provides the audience with the opportunity to introduce the brand and express the brand value. With these descriptions, the story of the brand is created from the beginning of the formation of the brand, and during the life of the brand, and accompanies it and is passed from one generation to another and remains eternal in the heart and soul of the brand. The brand story contains historical information, value, and strategies of the brand that describes the reason for its existence. Therefore, it is permanent and is passed from one generation to another, and is in the category of genotypes.

**Brand promise:** A brand promise is a promise or commitment that a brand makes to its audience to meet the demands of customers and meet their expectations. Therefore, the audience expects brands to fulfill their commitments always and everywhere.

**Brand emotions:** Hearing a brand name usually create certain emotions in the minds of customers. Emotions are customers' emotional responses to the brand and can create strong and lasting mental

associations in customers' minds and affect the customer's perception of the product.

**Brand personality:** According to Acker, brand personality is a set of human characteristics related to the brand. Personality is a strong metaphor for brands that originate from the core elements and helps to form a human image of the brand in the minds of the audience.

**Brand style:** According to the study background, it is the style of writing with which a person writes and leaves a mark and trace. Similar to a person's signature, a brand-specific style of tool for conveying a message in words and forms are a reflection of the core identity of the brand. As a result, style should not be left to chance, but should always be considered according to the depth of the brand identity.

**Product:** The product forms the core of the brand concept. Because of what the consumer experiences about the brand, what others learn about it, and what the company can tell the customer about the brand through its communication, everyone is affected by the products, i.e., a product that can fully meet the demands of the customer.

**Competitive advantage:** Competitive advantage is another factor that falls into the category of shaping factors. Competitive advantage includes a set of factors or capabilities that lead to better brand performance than competitors. **The mission of the brand:** The mission of the brand is the main reason for the formation and the reason for the establishment or creation of the brand. The mission of the organization is the main and unique destination that characterizes the type, scope of operations, product, and market of the organization or brand from other organizations.

**Vision:** A vision or ideal, also called a perspective, image, future, purpose, or ideal future, is a description of the future condition of a brand that is made and implemented from the creative thinking of managers and founders of a brand.

**Objectives:** At the lower level of the vision, long-term, medium-term, and short-term goals are set that implement the steps to implement and achieve the vision. The rate of change in the target factor is much greater than the perspective due to its operationality, and therefore this factor is also in the category of phenotypes.

**Strategy:** Strategy or way to achieve the goal is another factor identified in this research. Since the method of formulating and implementing a strategy is entirely dependent on environmental conditions, any change in the organization's environment, business conditions, competitors, and products requires a change in strategy, and this factor puts the strategy in the category of phenotypes.

**Holographic culture:** Another factor identified in this study is holographic culture. Culture implies a system of values and is a source of inspiration and energy for the brand. The cultural dimension is related to the basic principles governing the external signs of the brand that contribute to the legitimacy of the brand.

**Brand experience:** Brand experience is a specialized term to describe the perception and overall image of a potential consumer of a brand that is formed in the mind in all stages and situations when the customer encounters the brand and has sensory, emotional, cognitive, and behavioral dimensions. In the following, practical suggestions are presented according to the obtained results.

**First practical suggestion:** A clear statement of the main and key needs of brand building is the first pillar of lasting brand building.

**The second practical suggestion:** Providing the value of quality, price, entertainment, joy, excitement, superiority, pride, personality, and more, which invokes a deep sense in the heart of a person and should be included in the genetic statement of the brand. And for this, we should consider an acceptable answer, which causes long-term loyalty in the person and is one of the key factors in building a brand.

**Third practical suggestion:** The main founder of the brand should pay the utmost attention in choosing his/her team and select people as teammates who have a common and close mental

background, real self, or ego. Ultimately, it is the shared ego of the brand-building team or owner that forms the original identity or true ego of the brand.

Fourth practical suggestion: Identifying the needs and tastes of the audience, producing attractive, practical, and useful content in various fields, using content advertising tools, visualizing and presenting the visual effect of the brand using new content tools are the distinguishing points of products and services in the online environment compared to offline, which leads to a change in the presentation of products and contributes to the success and survival of the brand.

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