
<https://doi.org/10.54318/eip.2022.bc.323>

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KEY FEATURES OF BRAND MANAGEMENT AND CUSTOMER BEHAVIOR IN THE MARKET OF FOOD PRODUCTS IN BOSNIA AND HERZEGOVINA

JEL CLASSIFICATION: M31

ABSTRACT:

The paper analyzes the key features related to brand market positioning in the food industry companies and the key features of customer behavior in the market of food products in Bosnia and Herzegovina. The research goals presented in the paper are the following: 1) to establish the presence of certain branding strategies among the respondents in the food industry in Bosnia and Herzegovina; 2) to define the features that marketing managers deem important when positioning the brand in the market of food products; 3) to identify the features important for customers when making purchasing decisions in the market of food products. When it comes to the strategies of brand development pursued by the surveyed food producers in Bosnia and Herzegovina, the research results show that the most used is F-branding strategy, followed by C-branding and P-branding strate-

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gies, while the least used strategies are T-branding and PT-branding. The top 5 features that the marketing managers of the surveyed food producers see as most important when positioning the brand in the market are: quality, price, package, “healthy” product label, and tradition. The top 5 features that the customers on the market of food products see as most important when purchasing products are: quality, “healthy” product label, price, “made in BiH” label, and product similarity to a famous foreign brand.

**KEYWORDS:****BRAND MANAGEMENT, CUSTOMER BEHAVIOR, THE MARKET OF FOOD PRODUCTS**

1. INTRODUCTION

Numerous internal and external factors determine company's success in the market. Brand management is one of extremely important internal factors that determine company's market position. Marketing activities carried out within the scope of brand management are aimed at achieving long-term preference of a given company and its products among target customers. In order to accomplish this, it is necessary to develop a long-term relationship with customers through achieving their continuous satisfaction and trust.

Among other things, success in the market of food products is specially conditioned by a high level of customer confidence in food producers, given the sensitivity and importance of nutrition for each individual. This highlights the importance of brand management for the companies in the food industry which would allow them to, respecting the specificities of food products, build among their customers long-term recognition and differentiation from their competitors.

Bearing this in mind, understanding customer behavior is an extremely important issue for marketing managers. Knowledge on perceptions, attitudes, preferences, motivation, and other elements of customer behavior are a path towards understanding their purchase decisions. That is why such information are one of the key inputs for brand management and for developing and positioning of the brand in the market. A more comprehensive understanding of customer behavior enables the creation of offer packages or market performance that would enable companies to fully satisfy customer needs. While doing so, it is important for companies to outperform their competitors and be profitable in the process, as this is the way to pave the way to long-term market growth and development.

Among other things, the market of food products in Bosnia and Herzegovina (BiH) is characterized by frequent changes of customers' eating habits. Customer behavior in this market is under the influence of both, nutrition trends and local traditional eating habits. Additional factors, especially important to customers, are the origin of food products and safety, as the trust in the state control system is limited. That is why the marketing managers at the companies in the food industry attempt to include these elements while positioning their brands in the market. Brand positioning must not be a one-way process for customers, the one in which a company uses its marketing activities to affect customer behavior. On the contrary, while creating all marketing activities, within brand management in particular, one needs to take into consideration customer behavior as well. Hence, brand management needs to be based on interaction with customers so that they could be offered the value that might secure their affection in the long run.

2. LITERATURE REVIEW

The intention of food producers is mainly aimed at creating prestigious brands in order to gain as many loyal customers as possible. Building lasting brand values is not easy, and practice generally shows that the producers that are more or less unsuccessful outnum-

ber the successful ones. Therefore, companies should strategically approach the process of branding their product ranges. The term branding (brand management process) generally includes decisions related to the choice of adequate elements of identity while at the same time not neglecting other elements that psychologically differentiate brands among consumers.³

When positioning a brand in the market, two brand dimensions need to be taken into account. Visible elements, such as brand name, letter or graphic brand mark, color combination, etc., are one dimension called the visual identity of a brand. Invisible elements, such as tradition, innovation, reliability, etc., are another dimension called brand image. The visual identity of a brand allows a company to gain visual recognition among customers thus differentiating from its competitors, while brand image allows a company to develop emotional (psychological) connection with customers thus causing their affection towards a brand while purchasing.

Often companies belonging to the category of food producers, under today's complex business conditions, seek to find the most promising opportunity in defining a point of differentiation relative to other market participants. One of the possibilities for emphasizing the unique originality of a food brand is to do so from the aspect of its specific values. Specific values of products can be evidenced through: high degree of perceived quality, respect for tradition and tradition-specific production, health safety, specifics of the unique climate for cultivation of raw materials, ecological acceptability of cultivation of raw materials and specific final production technologies, etc. In simple terms, by branding food products, producers usually strive to differentiate a unique quality. One of the possibilities of food brand uniqueness is to emphasize the specificity of its geographical origin. Namely, by creating the identity of food products through a specific geographical origin, we aim to integrate a specific added value that can facilitate and further enhance the positioning of these products in the target segment of customers. Specifically, using the geographical origin companies want to emphasize the distinctiveness of the product and strengthen its market uniqueness (one of the data sources reveals that in the USA as many as 40% of agricultural producers brand their products so as to differentiate themselves compared to other competitors).⁴ Also, one of the possibilities of defining the point of brand differentiation nowadays lies in locally grown and processed food products. Consumer markets have in recent years witnessed a growing demand for local food brands. This reflects the general trend of consumers favoring local products compared to non-local alternatives, and its importance is particularly evident in the food and beverage industry. According to some data, not only does the local origin of products increasingly influence consumer purchasing decision, but customers also show greater willingness to pay more for these products, which local food producers should accept and integrate into their brand management strategy.⁵

While creating brand identity, one needs to take into consideration the choice and form of the elements that are characteristic of the current and future market trends specific to the target customer segment. When defining their brand identity, companies use many tools and methods, i.e., procedures so as to adequately respond to the task and achieve

3 Veljković, Đorđević, (2011)

4 Radulj, (2013)

5 Riefler, (2020)

the required business results. One such process is related to the four-step model of creating a new or redefining and modifying the existing brand. The steps are: a) analysis (to ascertain the source of brand value from the customer point of view), b) synthesis (to lay out the mission that needs to be understood and accepted within a company), c) translation (to translate the verbal identity appropriate to the desired context such as symbolic, visual, and functional), and d) implementation (to build the brand, advertising content, marketing visuals, etc.).⁶

Brand architecture defines a number of brand elements (brand name, logo-graphic illustration, symbols and other elements) that the company uses when labeling its products and placing them in the markets. The role of brand architecture strategy is twofold: a) developing brand awareness by improving customer understanding of the brand, and b) strengthening brand image to transfer the equity from the brand to individual products.⁷ Brand architecture strategy usually implies the structure of brand portfolio, i.e., the number of brands a company uses in its market appearance. In terms of the brand number in a portfolio, brand strategy may involve the use of a single brand (usually a corporate brand) which labels the entire product range and targets all customers as one market segment as well as every individual product having its own brand, targeting only the specific customer segment. Observing the relationship between the number of brands in a portfolio and the target market segment, brand strategy can be systematized by the following five models:

- 1) *C-branding*; this is the most frequently used brand strategy and it implies the use of a corporate brand, with corporate labels (names) used for the entire product range while market appearance is directed to all market segments.
- 2) *P-branding*; the brand strategy which implies that each category of the production program has its own brand name without a recognizable connection to the target market segment, i.e., all brands are intended for all market segments.
- 3) *T-branding*; the brand strategy which involves building a brand for each separate market segment.
- 4) *PT-branding*; the brand strategy which implies that for each product (product category) a separate brand is developed that adapts to a separate market segment (the number of brands in a portfolio is $P \times T$).
- 5) *F-branding*; the brand strategy that implies the building of the so-called brand family i.e., the strategy of combined branding in which every subbrand line is endorsed with a corporate identity. The subbrands are not given only purely generic product descriptions but also have registered brand names that are usually promoted individually, which is how this strategy differs from *C-branding*. The most frequently used strategies in the food sector are *C-branding* and *F-branding*.⁸

Successful implementation of a brand strategy is preceded by a good design of its architecture aimed at the easier raising of brand awareness and potential improvement of the image of each individual product. Brand architecture allows for a clear presentation of company's offer for all brands within its portfolio related to which needs the brand is supposed to satisfy, which added value it provides, which its target customer segment is,

6 Boatwright et al., (2009)

7 Carolino, (2018)

8 Strebinger, (2004)

and other requirements that the brand needs to meet. The specificity of brand management is on the demand side as all market changes are mainly linked to the definition of adequate supply due to changes in customer habits, needs, desires, lifestyle, and other determinants related to characteristics of customer behavior.⁹

An understanding of evolutionary needs can provide insight into customer preferences and decision processes. Why, for example, some people happily spend their hard-earned money on ultra-expensive luxury goods with no survival benefit, or why people make seemingly irrational choices by seeking to avoid losses rather than acquire gains. An evolutionary perspective offers a powerful new framework with a host of implications for theory and research in customer behavior.¹⁰ It is important to continuously study customer behavior as it is subjected to numerous impacts from the surrounding. In fact, the study of customer innovativeness unveils customers' behavioral tendencies in the diffusion process of a new product/service in society. With the emergence of global online markets, the concept of globalization has become a crucial factor in the introduction of new products/services of multinational companies. However, it is also important to note that the degree of diffusion rate is different across countries, resulting in the divergence of customer innovativeness across countries.¹¹

In general, customers implement the purchase process through two stages – pre-sale and post-sale. In the pre-sale stage, customers react impulsively and with their sensory receptors receive certain stimuli that instantly lead them to choose a certain product (package, brand name, adverts and information related to the brand, etc.). Combining their senses, customers are able to assess and use the product so as to fulfill their primary need.¹² As some authors claim, the use of only traditional marketing tools (e.g., communication) in the case of modern food customers is not enough. Namely, “new consumer groups” (the so-called prosumers) are aware of their rights and are very active in collecting significant information about food from various sources available. At the same time, they are interested in getting involved in the creation and promotion of favorite food products, which is why food companies should ensure a permanent process of interaction with their consumers.¹³

Food companies face constant challenges as market trends change. For example, changes in customer demographics cause a constant need for adapting offer (for example due to population ageing, increased number of employed female persons, etc.). Nowadays, natural factors have a smaller role in the food industry, while science and technology have an increasing influence.¹⁴ One of the basic characteristics of market-oriented food companies is the adaptability of their product portfolio. The ability of companies to adapt distinguishes those completely adaptable and those that are not able to at least adapt their product programs.¹⁵

9 Veljković, Panić, (2017)

10 Griskevicius, Kenrick, (2013)

11 Kim, Di Benedetto, Hunt, (2017)

12 Rodić, Budimirčević, (2011)

13 Wyrwa, Barska, (2017)

14 Mitić, Ognjanov, (2014)

15 Veljković, (2010)

As previously pointed out, it is important for marketing managers to get to know the features characteristic of customer behavior in the target market. This knowledge can be rather complex as the features of customer behavior are related to customer perception, attitudes, and preferences they have towards all the elements of a brand (visible and invisible). Differentiation among these three elements of customer behavior is almost imperceptible or in some cases they overlap. Therefore, it is necessary to apply a holistic concept to customer behavior analysis. It is important for companies to primarily understand customers in terms of their needs and expectations, i.e., to get to know what they like to buy, how they make a purchase, when and where they usually make it, and why they buy certain products, so as to adjust their offer and market appearance (presence).

3. RESEARCH METHODOLOGY

The research problem in this paper is to determine the key features related to: a) market brand positioning of the companies in the food industry and b) customer behavior in the market of food products in BiH. According to the available data, there are not many studies in our country on brand management and customer behavior in the market of food products. That is why this research gains on importance; it may be the motive for further research in this field. The research goals presented in the paper are the following: 1) to establish the presence of certain branding strategies among the respondents in the food industry in BiH; 2) to define the features (factors) that marketing managers deem important when positioning the brand in the market of food products; 3) to identify the features important for customers when making purchasing decisions in the market of food products.

The data presented in the paper are empirical, collected by means of written responses with the usage of a questionnaire. The respondents were divided into two groups:

- a) marketing managers in the companies active in food production. The research covered medium and large companies. Pursuant to the Law on Accounting and Auditing of the Federation of BiH and Republika Srpska, these are companies with more than 50 employees and sales income above EUR one million per year. According to the list of the credit rating agency LRC BIS, there were 73 such companies in BiH at the end of 2020. All the companies from this list (73 of them) were invited to participate in the survey and 58 responded to the invitation (79.5% of the total population).
- b) customers (persons over the age of 18) on the food market, selected according to the proportional quota sample of 307 respondents. The proportional quota sample does not belong to the group of random samples (probability-based samples), but when examining customers in the end consumption market, a probability-based sample can rarely be used. The proportionality of the sample was made according to the 2013 census in BiH (the data available at the Agency for Statistics of Bosnia and Herzegovina, www.bhas.gov.ba). The criteria for structuring the sample were territorial structure (Brčko District, Federation of BiH, and Republika Srpska) and gender structure. The structure of the respondents/customers who participated in the survey was as follows: territorial structure (Brčko District-5.86% of the respondents, Federation of BiH-67.10% of the respondents and Republika Srpska-27.04% of the respondents)

and gender structure (female-66.12% of the respondents and male-33.88% of the respondents).

4. RESULT AND DISCUSSION

4.1. Key features of brand managements in the companies in the food industry in BiH

This section of the paper presents the results of the research on the key features characteristic of brand management among the respondents. These key features include a) presence of certain branding strategies, b) motives that influence company management to innovate the existing brand or to introduce a new brand in the market, and c) importance that company management give to certain brand attributes. Figure 1 shows that the largest number of companies (31.0%) in the food industry in BiH use F-branding, i.e., the combined branding, which implies that each brand line is assigned with the elements of a corporate identity. The next most frequent strategy is C-branding (24.1%), which implies that the entire product range is branded under the corporate name. The P-branding strategy is present in 20.7%, with every product line branded under a separate brand name and intended for the entire customer segment. The least present strategies are T-branding (13.8%) with every product line branded under a separate brand name and intended for specific customer segments and PT-branding (10.3%), in which every product in a portfolio is branded separately and adapted to the target customer segment.

► **FIGURE 1. PRESENCE OF BRANDING STRATEGIES IN THE COMPANIES IN THE FOOD INDUSTRY IN BIH**

F branding 31.0%	C branding 24.2%	P branding 20.7%	T branding 13.8%	PT branding 10.3%
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Source: Authors' research

The motives guiding the managers of the companies in the food industry in BiH when they expand the brand portfolio are given in Figure 2. In this case, market research has the primary role as 44.8% of the respondents make this decision based on market research and identified customer needs. Previous experience and personal assessment are the basis for 17.2% of the respondents when they make their decision on introducing new brands to the market. The same number of the respondents (17.2%) link these decisions to the activities of their competitors and they are the result of keeping eye on the moves their competitors make in the market.

► **FIGURE 2. MOTIVES GUIDING THE MANAGEMENT OF THE COMPANIES IN THE FOOD INDUSTRY IN BIH TO INTRODUCE NEW BRANDS IN THE MARKET**

Meeting the researched market needs 44.8%	Self-assessment of managers 17.2%	Monitoring competitors' activities 17.2%	Planned expansion of brand portfolio 6.9%	Other 13.9%
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Source: Authors' research

When positioning the brand in the market, the management of the companies in the food industry sees quality and price as most important with the average score of 4.3 and 4.2 respectively on a scale of 1 to 5 (1 - absolutely irrelevant, 5 - absolutely relevant). Generally speaking, as evident in Figure 3, all the observed features are identified as highly important by the management, whereby quality and price are in the focus. In the market price-sensitive to food products (such as the markets of developing countries in general), this is somewhat expected as the price in this case is often the primary decision criterion for customers.

► **FIGURE 3. THE AVERAGE SCORE OF IMPORTANCE THE COMPANY MANAGEMENT GIVES TO THE OBSERVED FEATURES WHEN POSITIONING THE BRAND IN THE MARKET OF FOOD PRODUCTS IN BIH**



Source: Authors' research

According to the research results, apart from quality and price, the marketing managers pay special attention to the package and the label "healthy product" (as the average score for both attributes is 4.0). They also believe that tradition is an important feature that, along with aggressive promotion, is supposed to contribute to a successful positioning of the brand in the market of food products (the average score for both attributes is 3.9). The respondents in this group see the fact that the product is made in BiH as the least important in brand positioning (3.3).

4.2. Key features determining customers' purchasing decisions in the market of food products in BiH

Product quality and “healthy product” label are the two features that are most important for customers when they make decisions on buying food products (Figure 4). Customers rated the importance of these two features by the average score of 4.5 and 4.3 on a 1 to 5 scale (1 – absolutely irrelevant, 5 – absolutely relevant).

► **FIGURE 4. AVERAGE ASSESSMENT OF IMPORTANCE THAT CUSTOMERS GIVE TO THE OBSERVED FEATURES WHILE BUYING IN THE MARKET OF FOOD PRODUCTS**



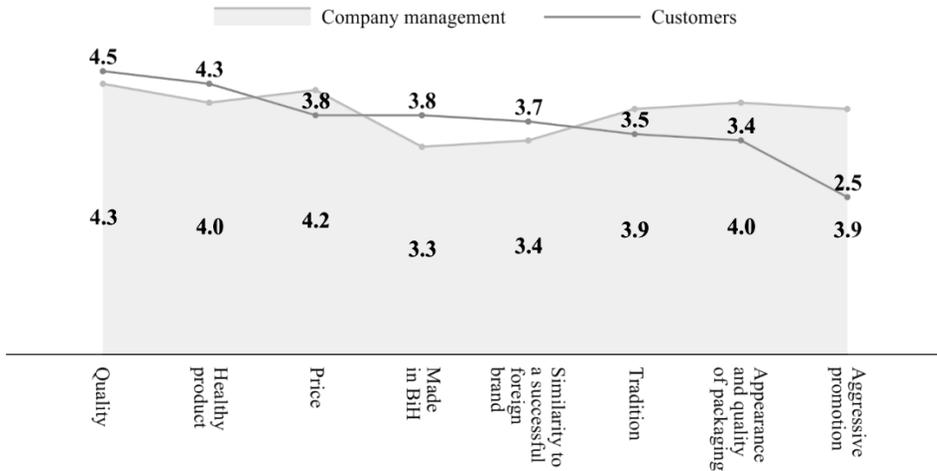
Source: Authors' research

Price and the “made in BiH” label take the third place when it comes to their importance to customers, with the average score of 3.8. Aggressive promotion is the least important of all the observed factors when customers make their decisions to buy food products (the average score of 2.5).

4.3. Comparison of attitudes by marketing managers and customers towards the factors determining purchasing decisions in the market of food products in BiH

To fully gain a complete picture on whether marketing managers of the companies in the food industry in the BiH market know their customers, the next section of the paper compared the data presented in Figures 3 and 4. The marketing managers in the observed companies place product quality as most important, which is in line with customer expectations as customers also place product quality as number one (Figure 5).

► FIGURE 5. COMPARISON OF THE AVERAGE ASSESSMENT OF IMPORTANCE OF THE OBSERVED FEATURES FROM THE POINTS OF VIEW OF COMPANY MANAGEMENT AND CUSTOMERS IN THE MARKET OF FOOD PRODUCTS IN BIH.



Source: Authors' research

After quality, the marketing managers pay most attention to product price while the customers rate the “healthy product” label as second by importance. The research results indicate that the customers place product price third. It is interesting to mention that the customers see the issue of tradition in the manufacture of certain products less important (the average score of importance assessment is 3.5) than how the marketing managers of the observed companies rate it (the average score of importance assessment is 3.9). The customers see aggressive campaigns as the least important for their purchasing decisions (the average score 2.5), while the marketing managers pay much more attention to this feature (the average score 3.9). The customers' decisions to buy are affected by the “healthy product” label (3.8), while the marketing managers assess this feature as much less important (3.3).

The hypotheses on the equality of the average values of the observed features for two independent samples (marketing managers at food companies and customers) will be tested below. The application of the t-test will examine whether the attitudes of marketing managers in food companies and the surveyed customers differ with statistical significance in terms of the features relevant for purchasing decisions (Table 1).

▶ TABLE 1. T-TEST

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower		
Quality	Equal variances assumed	14.017	.000	-2.319	363	.021	-.24531	.10579	-.45336	-.03726	
	Equal variances not assumed			-1.940	70.243	.056	-.24531	.12648	-.49755	.00693	
Price	Equal variances assumed	5.003	.026	3.247	363	.001	.38740	.11931	.15277	.62203	
	Equal variances not assumed			2.991	74.888	.004	.38740	.12951	.12940	.64539	
Tradition	Equal variances assumed	1.804	.180	3.050	363	.002	.42289	.13866	.15022	.69556	
	Equal variances not assumed			3.304	86.558	.001	.42289	.12800	.16846	.67733	
Made in BiH	Equal variances assumed	.299	.585	-3.606	363	.000	-.48770	.13524	-.75366	-.22175	
	Equal variances not assumed			-3.562	79.183	.001	-.48770	.13691	-.76020	-.21520	
Aggressive promotion	Equal variances assumed	1.294	.256	9.439	363	.000	1.37538	.14571	1.08883	1.66193	
	Equal variances not assumed			9.549	80.878	.000	1.37538	.14404	1.08878	1.66198	
Packaging	Equal variances assumed	1.218	.270	4.165	363	.000	.56487	.13561	.29819	.83154	
	Equal variances not assumed			4.076	78.545	.000	.56487	.13858	.28900	.84073	
Similarity to a successful foreign brand	Equal variances assumed	7.606	.006	-2.400	363	.017	-.31776	.13241	-.57815	-.05737	
	Equal variances not assumed			-2.018	70.461	.047	-.31776	.15748	-.63181	-.00371	
Healthy product	Equal variances assumed	.148	.700	-1.905	363	.058	-.23262	.12211	-.47274	.00750	
	Equal variances not assumed			-1.827	77.240	.072	-.23262	.12734	-.48617	.02093	

Source: Authors' research

In the first step, we test the hypothesis of equality of variance between the attitudes of marketing managers and customers towards the observed features (H0-variances are homogeneous; H1-variances are heterogeneous). Based on the realized level of significance of Levene's Test for Equality of Variances (Sig. column), for the variable where $p > 0.05$, the statement is accepted that the variances for both groups of the respondents are homogeneous. In that case, the results given in the first line are observed, i.e., in the "Equal variances assumed" line. In our research, this is the case with the features: tradition, made in BiH, aggressive promotion, packaging, and healthy product. For the variables where $p < 0.05$, the statement is accepted that the variances for both groups of the respondents are not homogeneous. In that case, the results given in the second line are observed, i.e., in the "Equal variances not assumed" line. In our case, these are the features: quality, price and similarity to a successful foreign brand.

In the second step, we test the hypotheses of equality of attitudes of marketing managers and customers towards the observed features (H0-there is equality of attitudes, i.e., $\mu_1 = \mu_2$; H1-there is no equality of attitudes, i.e., $\mu_1 \neq \mu_2$). If the p-value is > 0.05 from the "Sig. (2-tailed)" column, it is concluded that the null hypothesis about the equality of average attitudes between the two groups of the respondents is accepted, i.e., there is no statistically significant difference between the attitudes of the respondents by the observed features. In this research, this is the case with the features quality and healthy product, i.e., there is no statistically significant difference between the average attitudes of marketing managers and customers regarding the importance of quality and healthy product features. For all the other observed features, there is a statistically significant difference in attitudes between these two groups of respondents.

5. CONCLUSION

Summary of findings – Generally speaking, marketing managers need to position the brand in the market based on the features that are important for customers when they make their decisions to purchase. It is very important that there is no gap (or that a gap is as small as possible) between the factors (features) important to customers when they make their purchasing decisions and the features that manufacturers use to build the market position of their brand. That would create the preconditions for more successful brand positioning in the minds of customers when compared to competitors. Certainly, this may pose a significant challenge for marketing managers but this challenge can be overcome more successfully by continuous research of customer behavior and the source of customer satisfaction.

Managerial implications – The research results presented in this paper show the presence of the branding strategies in the market of food products in BiH. The most frequent is F-branding (31.0%), followed by C-branding (24.1%), and P-branding (20.7%). The least used strategies are T-branding (13.8%) and PT-branding (10.3%).

The marketing managers surveyed introduce new brands in the market mostly as the result of the analysis of the market and customer needs (44.8%). For a significant number of the respondents, this decision is the consequence of marketing managers' self-

initiative, based on their previous experience and personal assessment (17.2%) and the response to the activities of their competitors (17.2%).

The top 5 features that the marketing managers of the surveyed food producers see as most important when positioning the brand in the market are: quality (4.3), price (4.2), package (4.0), "healthy" product label (4.0), and tradition (3.9). The top 5 features that the customers on the market of food products see as most important when purchasing products are: quality (4.5), "healthy" product label (4.3), price (3.8), "made in BiH" label (3.8), and product similarity to a famous foreign brand (3.7).

The results of this research can help marketing managers to improve their strategy of positioning the brand in the food market in BiH as they show the priorities in the importance for consumers when making their purchasing decisions. In terms of importance, customers place quality first, followed by the feature of a healthy product, price in the third place, while the feature of made in BiH is fourth. Following these customer attitudes in positioning their brands in the market can help marketing managers achieve more successful results in the market.

Research limitations and recommendation for further research – The results of this research provide a series of useful inputs for the marketing managers in the companies in the manufacturing industry regarding the criteria they should use while positioning a brand in the market. However, this research also has certain limitations primarily evident in observing the attitudes of the marketing managers of the manufacturers of food products. Namely, it was not checked if the marketing managers really implement what they stated in their business practice. Also, this research did not look into the consistency between the attitudes of the customers and their real-life behavior regarding the decisions they base their purchasing decisions on. That is why the recommendation is given for future studies to examine the consistency between the attitudes reported and the real-life behavior of marketing managers when they develop brand portfolio as well as of customers when they make their purchasing decisions. In addition, there are certain limitations regarding the possibility that the respondents gave socially desirable answers and that a more complete picture would be obtained if the research in question is compared with the results from other countries.

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