Using family aspects in the creation of brand elements for online brand communication of family businesses

▶ Jana Andrýsková » Brno University of Technology, Faculty of Business and Management, Kolejní 2906/4, Brno 612 00, Czech Republic; email: Jana.Andryskova1@vut.cz

▶ Iva Straková » Brno University of Technology, Faculty of Business and Management, Kolejní 2906/4, Brno 612 00, Czech Republic; email: Iva.Strakova@vutbr.cz

▶ Robert Zich » Brno University of Technology, Faculty of Business and Management, Kolejní 2906/4, Brno 612 00, Czech Republic; email: Robert.Zich@vut.cz

1. Introduction

Family firms are one of the development opportunities of advanced economies and contribute largely to their performance (Zellweger, 2017). In the Czech Republic, for example, it has been estimated that up to 80% of all Czech firms could be described as family-owned in 2023 (Štanglová c2024). Family firms are specific to the emotional involvement of the family in the management of the firm, which is often in contrast to the rational economic goals of the business (Gomez-Mejía et al., 2007). This concept of family involvement in the firm is called Socioemotional Wealth (SEW) and defines how family involvement affects the strategic decision-making of the firm. (Berrone et al., 2012) Other specificities that distinguish family firms from non-family firms are innovation and growth in line with family traditions (De Massis et al., 2015), the link between family identity and firm identity (Gomez-Mejia et al., 2011), the retention of firm ownership in the family and the associated transfer of firm management to the next generation (Berrone et al., 2012), and the tendency to prioritize family values over purely economic goals (Debicki et al., 2016).

One of the opportunities for family firms to develop and leverage the emotional involvement of the family in the management of the firm is in the area of brand (Micelotta and Raynard, 2011). The brand of the family firm has become an area of scholarly interest in recent years, as evidenced by research conducted by Aparicio et al. (2023), who identified the main areas of interest for the brand of family firms.

Pilot research within the Brand and Relationships in the Context of Family Businesses project showed a possible positive link between Aaker's brand equity model and the SEW (Socioemotional Wealth) model in selected family business sectors. The results suggested that family values can contribute to building a strong brand. This combination enables family businesses to gain a competitive advantage and help the development and growth of the family business (Strakova and Andrýsková, 2024). This paper is a continuation of the pilot research within the project and focuses on defining the possible connection between brand elements, family aspects and brand equity.

The follow-up part of the research within the above-mentioned project focuses on the potential link between brand equity and family influence

factors in the area of brand communication. The aim of the follow-up pilot research project is to find a more detailed link between the components of Aaker's brand equity model and the SEW model. Following this project objective, the aim of this study is set as a continuation of the pilot research. The aim of this study is to identify what brand elements are used by brands of selected family businesses in the wine, gastronomy and construction industries in online family brand communication, whether they use family ownership and values in this communication and their subsequent joint influence on brand equity. Based on the results, an extension of the research and further validation of the proposed framework to other industries is planned.

The focus on brand elements is based on the idea that it is usually the first contact of the brand with the customer and thus creates its first brand image (Keller and Swaminathan, 2020). If brand elements are based on family influence factors, then this perception is potentially very significant. In fact, from a brand equity perspective, the correct linking of brand elements with family aspects should be clearly reflected in brand performance (Zellweger et al., 2010).

2. Theoretical Background

2.1 Brand Equity

There is no consensus in the literature on the definition of brand equity or on its creation or the model that expresses it. Thus, the literature offers a large number of models that can be divided according to their origin into theoretical models, which have been developed as a result of research, and applied models, which have been developed by brand equity firms (Leone et al., 2006). Another possible division of brand equity models is offered by Davcik et al. (2015), who divide models according to 2 dimensions, which are customer or firm focus and marketing or financial approach. The literature offers 2 basic comprehensive brand equity models that define brand equity as a set of several aspects.

The author of the first of these is Kevin Lane Keller, who defines brand equity as the difference between a brand's planned marketing activities and the customer's response to those activities. This model is called Customer-based-brand equity. Its essence is the gradual creation of brand equity through 4 consecutive steps in order to achieve brand resonance. The first step is the development of brand salience, which aims to create a brand identity and achieve a defined level of brand awareness. The next step is to achieve brand performance defined as satisfying customer needs through the product associated with the brand. At the same time, brand image creation takes place as a result of the customer's perception of the brand and the intangible added values. The third level is the building of desired reactions to the brand, which consist of opinions about the brand formed on the basis of the quality, credibility and priority of the brand, and the feelings that the brand evokes in the mind of the consumer. The final target state is the consumer's identification with the brand, or the creation of brand resonance (Keller and Swaminathan, 2020).

The author of the second model is David Aaker, who defines brand equity as a set of assets and liabilities associated with a name and a symbol that increase the value that a product brings to a company. These groups are Brand Awareness, Brand Loyalty, Perceived Quality and Brand Associations (Aaker, 1991).

2.1.1 Brand Awareness

Brand awareness means that a consumer is likely to prefer a brand that is generally more well-known or that he or she knows personally when deciding whether to buy a product. The strength of brand awareness can be measured and defined by familiarity and popularity, defunct several levels of brand awareness from brand identification, to recall, to first recall, to dominance in a given category (Aaker, 1991).

According to Keller and Swaminathan (2020), brand awareness consists of brand recall, which determines whether customers associate a brand with a particular product category, and brand recognition, which defines whether customers recognize an already known brand among competitors. For a company, the benefits of brand equity consist mainly of increased brand awareness and, as a result, the ability to retain existing customers and attract new ones.

2.1.2 Perceived quality

Keller and Swaminathan (2020) define perceived quality as the quality perceived by the customer with respect to the purpose of use and competing products. They cite performance, features, conformance, reliability, durability, service availability, and style and design as dimensions for evaluating product quality. This shows that perceived quality does not only depend on the quality of the product itself, but also on other intangible assets associated with it. In order to define the desired level of perceived quality, it is necessary to know what level of quality the target segment requires (what they perceive as a quality product). The creation of a quality product alone does not guarantee the creation of brand equity. The customer must also perceive the product as quality (Aaker, 1996) because perceived quality often influences consumer decision making. As one of the customer's clues for creating perceived quality is the price of the product. Perceived quality forms a link between brand equity and economic performance of the brand (Keller and Swaminathan, 2020).

2.1.3 Brand Associations

Brand associations encompass all the associations that are made with the brand in the mind of the customer (Aaker, 1991). These associations can be linked to the function of the product or they can be abstract (Keller and Swaminathan, 2020). They can be product features, advertising or symbols (Aaker, 1996). The consumer forms brand associations based on previous experience, information presented by the brand (Aparicio et al., 2023). From the brand (firm) perspective, the basis for forming brand associations is brand identity (Aaker, 1996). One of the authors defining brand identity is Kapferer (2008), who defined the concept of brand identity prism. According to this concept, brand identity is made up of personality, physique, relationship, reflection, self-image and culture, where just one of the areas of culture is the family background of the company (Kapferer, 2008).

Keller (2020) distinguishes two types of brand associations. The first group is Core brand associations, which are the most important associations associated with the product, and secondary brand associations, which are formed as a result of the association of the brand with the company, country of origin, distribution channels, events, personalities, other brands.

According to Keller (2020), there is a close link between brand associations and brand awareness, where strong, unique and favorable associations can lead to brand awareness regardless of their origin and vice versa.

2.1.4 Brand Loyalty

Brand loyalty is an important part of brand equity because it defines a group of loyal customers (Aaker, 1991). In practice, it means that the customer prefers the products of a given brand over competitors. Brand loyalty can provide a brand with some predictability of demand and create a barrier to entry for competitors (Keller and Swaminathan, 2020). The greatest creation of brand loyalty occurs when the customer achieves brand resonance (Keller, 2020). Köhr et al. (2021) identified that brand loyalty is influenced by brand credibility and customer experience with the brand.

2.1.5 Brand equity model

According to the original brand equity model, all dimensions contribute simultaneously to brand equity from the perspective of both the brand owning firm and the brand user (Aaker, 1991). This concept has subsequently been modified by Yoo

and Donthu (2001) who argue that brand awareness, brand associations and perceived quality are the sources of brand loyalty that constitute brand equity. The concept was subsequently confirmed by research by Bravo Gil et al. (2007) who modified it for family businesses. Keller and Swaminathan (2020) also add another perspective on the linking of dimensions by considering perceived quality as the core of brand equity created by brand associations that lead to the formation of brand loyalty. This linkage is supported by Yoo and Donthu's (2001) modified Aaker's model of brand equity. Gilitwala and Nag (2022) also offer an extension of the view of Aaker's model of brand equity. Specifically, they add the influence of brand image, which they define as the customer's perception of the brand. At the same time, they argue that brand image is the link between the brand and the customer and therefore will always contribute to brand equity.

2.2 Brand Elements

One possible approach to integrating brand equity theory and customer insight is to consider brand elements, which frequently act as intermediaries between the customer and the brand, influencing initial perceptions that form brand associations and brand awareness. These elements serve to differentiate the brand from competitors (Keller and Swaminathan, 2020; Aaker, 1996). Keller and Swaminathan (2020) identify the following brand elements:

- **Brand name:** The brand name is considered one of the most visible brand elements and is often the initial point of contact for customers in the context of a brand (Aaker, 1996). Concurrently, the brand name is among the most crucial brand elements, as customers form preliminary brand associations within a few seconds of contact with the brand name (Keller and Swaminathan, 2020). This illustrates that the brand name can independently generate brand associations and brand recall, frequently without the involvement of other brand elements

and brand knowledge. The brand name is strongly associated with the product category in the customer's mind; thus, it is essential to select it with regard to its associations, recognition, and credibility within the category (Aaker, 1991). The brand name, when combined with identity, represents one of the key avenues for the creation of brand awareness (Rotfeld, 2008). It is of significant importance to give careful consideration to the selection of a brand name, as once a brand name has been established, it is challenging to alter the associated brand awareness and associations (Aaker, 1991).

- **Logo:** Together with the brand name, the logo constitutes a significant component of the tangible visual brand elements and serves as a primary distinguishing feature from competitors (Diktaş and Akgün, 2021). Additionally, it represents the origin and ownership of the brand (Keller and Swaminathan, 2020). The brand name and logo should be in alignment with each other to facilitate the formation of brand associations (Aaker 1991) and brand awareness, a particularly crucial aspect for logos that incorporate the brand name as a component. In contrast to the brand name, the logo offers several advantages, including the ability to be updated more readily in accordance with contemporary trends, versatility, and the formation of associations with a multitude of product categories. There are numerous possibilities for the visual representation of the logo. A logo may be either highly abstract, which is easily recognizable but difficult to associate with a particular brand, or concrete, often containing a brand name. A logo should be strongly recognizable, distinctive, and easy to remember in order to achieve positive brand perception and brand performance (Keller and Swaminathan, 2020). According to Luffarelli et al. (2019), a more specific descriptive logo or, conversely, a logo composed of a name and an image is perceived as more authentic, similar to black and white logos (Bresciani and Del Ponte, 2017).

The presence of a family aspects in the brand of a family business can be one of the sources of its competitive advantage because each family has a unique history, identity and reputation. This fact makes each family an inimitable unit and helps to differentiate it from non-family firms. Family firms tend to have a better reputation and brand image and appear more credible from the customer's perspective than non-family firms, especially if they present their family, its values through history and name as part of the brand. In this case, the family's interest is in creating a positive brand image.

- **Symbol:** A symbol can be defined as a physical element associated with a brand that is recognized by consumers as a distinctive feature, facilitating brand recognition (Keller and Swaminathan, 2020).
- **URL:** The URL web address is closely related to the brand name, as the majority of brands utilize the same brand name and URL (Hashim & Murphy, 2007). If brands have the same URL name and brand name, it is more convenient for customers to recall the brand, increases the likelihood of brand recall (Keller and Swaminathan, 2020), increases brand awareness, and enhances the brand's credibility, security, and reliability, particularly if it can be transferred from offline brand identity to online brand identity (Hashim and Murphy, 2007).
- **Character:** A character demonstrate human characteristics, which can be either a real physical person (representing themselves or assuming a role) or animated (Keller and Swaminathan, 2020). Personality is one component of brand identity prism (Kapferer, 2008). By articulating a distinctive personality, a brand tends to attract attention and enhance customer affinity, influencing all dimensions of brand equity (Chang, 2014). In contrast to a brand name, a personality is influenced by trends, necessitating more frequent updates (Keller and Swaminathan, 2020).
- **Slogan:** In the context of brand management, a slogan is defined as a short phrase that captures the unique brand values (Keller and Swaminathan, 2020). A slogan can be regarded as an extension of a brand name or symbol, offering additional context and associations (Aaker, 1996). However, in contrast to a brand name, they are more readily amenable to change over time. Conversely, they have a longer lifespan than marketing campaign slogans. Slogans facilitate the development of brand awareness, image, and, in the case of product-related slogans, perceived quality (Keller and Swaminathan, 2020). In order for a slogan to have an impact on brand equity, it must be specific, memorable, and associated with the brand (Aaker, 1996). However, as Keller and Swaminathan (2020) have observed, there is a risk that overly familiar slogans may in turn have a negative effect on brand equity because customers do not think about what the slogan means and what values it conveys.
- **Jingle:** A jingle is defined as any musical message related to a brand (Keller and Swaminathan, 2020). It is frequently utilized to foster brand awareness for a new product (Aaker, 1991). In order for a brand to be memorable, a jingle must be catchy and often mention the brand in a humorous and entertaining manner (Keller and Swaminathan, 2020). Consequently, brand awareness and desired brand associations are formed (Sharma et al., 2023). Frequently, the meaning of the product and the feelings associated with its use are also communicated, which

limits their transferability to other brand products (Keller and Swaminathan, 2020).

- **Packaging:** Packaging serves a number of functions beyond the mere conveyance of a brand and its associated message to the customer. These include the protection of product content and the facilitation of product functionality. It is therefore essential that these functions are in harmony with one another and the brand. Packaging is one of the brand elements that form the strongest brand associations, often by serving as one of the clues of brand recognition. As is the case with character, packaging can be updated and adapted to trends over time (Keller and Swaminathan, 2020).

The aim of choosing brand elements is to create brand awareness and to create the desired brand associations and brand image, which results in the creation of brand equity (Keller and Swaminathan, 2020). The importance of the brand element for the creation of brand equity is also shown by Aaker (1991) who argues that for assets to contribute to value creation, they must be associated with a brand name or symbol.

There are several potential options for linking brand elements and brand equity. For example, Kapferer (2008) considers brand elements as part of the brand identity prism, where they manifest themselves in the physique. The specific elements he includes here can be logo, color, sound, scent, packaging, location, parent company identity, slogan, and others that are associated with a brand or product and help differentiate it from competitors. The whole concept of brand identity prism can therefore be seen as one potential way of linking brand elements with family and aspects and brand equity.

The other possible option of linking brand elements, family and brand equity is through brand story, which can be understood as a story that explains the values and mission of the brand and transforms them into brand elements that are then communicated to the stakeholder (Crespo et al., 2023). The consistency of brand elements contributes to the ease of creating a brand story, which in turn leads to higher brand element recognition, better differentiation of the brand from competitors, building trust and emotional connection between the brand and the customer, which in turn can result in brand loyalty (Moin, 2020).

Figure 1 » *Brand Identity Prism*
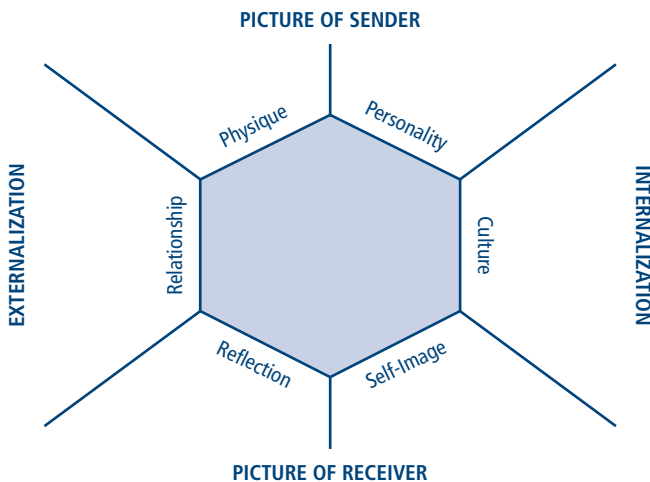
Source: Kapferer (2008)

2.2 Family Brand and Business

The influence of family on brand equity was studied by Gil et.al. (2007), who in defining the brand equity of a family firm based on Aaker's model, which was adapted by Yoo and Donthu (2001). He considers family information and marketing actions (Advertising, Price, Promotion) as attributes that have an impact on brand equity dimensions. The main finding is that communication of family aspects through the brand has an impact on brand equity. Specifically, it has the greatest impact on awareness, associations and perceived quality (Bravo Gil et al., 2007).

The presence of a family aspects in the brand of a family business can be one of the sources of its competitive advantage because each family has a unique history, identity and reputation. This fact makes each family an inimitable unit (Astrachan et al., 2018) and helps to differentiate it from non-family firms (Zanon et al., 2019). Family firms tend to have a better reputation and brand image and appear more credible from the customer's perspective than non-family firms (Debicki et al., 2016), especially if they present their family, its values through history and name as part of the brand. In this case, the family's interest is in creating a positive brand image (Deephouse and Jaskiewicz, 2013).

The use of family aspects as part of the brand creates a perception of greater brand authenticity for the customer, which in turn is a condition for creating greater brand loyalty (Zanon et al., 2019; Lude and Prügl, 2018) and brand credibility. The loyalty and trustworthiness thus created influences the customer's purchase decision, (Lude and Prügl, 2018), where he tends to prefer family brands over non-family brands. The disadvantage of family businesses may be that they are often small or medium-sized businesses with limited capital, which may hinder their further development (Gallucci et al., 2015).

Another family aspect that affects brand image and reputation is Socio-Emotional wealth (Apari-cio et al., 2023), which is defined by the emotional involvement of the family in the firm's management strategy, where family firms tend to prefer the preservation of family values over purely financial goals (Gómez-Mejía et al., 2007).

The goal of brand management of a family business is to find the unique values and elements of the family identity that need to be transferred to the company's brand so that they are as consistent as possible. These unique elements of the family brand identity help the customer to form associations with the family brand and brand image (Astrachan et al., 2018). This connection also works in reverse, where the use of family aspects in image creation fosters a relationship with the customer (Köhr et al., 2021).

One of the conditions for the creation of the desired family brand image is the correct communication of the family aspects of the brand through brand elements, which should communicate to the customer the connection between the family and the company. For this communication to be successful, family members involved in the operation of the firm should identify with the firm's brand (Zanon et al., 2019), as the brand identity of the family firm is closely linked to the identities of the family members (Deephouse and Jaskiewicz, 2013). This is not to say that it does not evolve over time. As the family firm is passed down from generation to generation, the values and identities of family members change and, a result, so does the brand identity (Aparicio et al., 2023).

Specific family aspects that can be communicated through the brand to the customer and thus link the brand to the family firm are family history, family values and traditions (Zanon et al., 2019), name (Deephouse and Jaskiewicz, 2013), family reputation, family role in firm and brand management, quality orientation (Astrachan et al., 2018), and family personality. Today, family firms use advertising, product packaging, and websites to communicate brand, brand elements, and family aspects (Lude and Prügl, 2018).

Another of the family values communicated by

Figure 2 » *The relationship between Family aspects, Brand element and Brand equity*

Source: Own research based on theory

the family business brand is the quality orientation based on family values (Berndt and Meintjes, 2023). Communicating family quality creates a better brand image in the mind of the customer and the association that family businesses guarantee higher quality products and services (Soler et al., 2017). The perception of family brands as higher quality improves their overall brand image and credibility (Köhr et al., 2021).

Family businesses are often inextricably linked to the place where the family comes from. The country of origin thus creates another opportunity to differentiate products from competitors, and when family and country of origin aspects are communicated together, a unique combination of the two can emerge (Spielmann et al., 2022).

Previous research conducted as part of the same project has shown that combining Aaker's brand equity model with the SEW model can contribute to the development of family businesses. The following diagram shows a summary of the theory for the link between Family aspects, Brand elements and Brand equity and also forms the starting point for the research.

The above diagram defines the framework for subsequent data collection and also shows a summary of the above theory.

3. Methodology

For the purpose of this study, the definition of a family business is based on the definition of the Ministry of Industry and Trade and the govern-ment resolution. A family firm is defined as a firm that is majority owned by members of one family and at the same time members of that family are part of the firm's management or employees. The reason for choosing this definition is to focus on Czech family firms and the Czech business envi-ronment.

The selected sectors are wine, gastronomy and construction. The main reason for the selection of wineries is that a large number of wineries in the world are also family businesses (Spielmann et al., 2021). At the same time, these wineries are charac-terized by the use of family aspects in the brand communication on their website (Berndt and Meintjes, 2023). The second chosen industry is gastronomy, which shares a large number of char-acteristics with wineries, such as the dependence of brand image on the geographical origin of the brand (Kim and Kim, 2018). At the same time, businesses in the gastronomy industry do not pay enough attention to brand management (Majid et al., 2016). The last industry is construction, which was also chosen in the pilot research as an indus-try where family businesses also play a large role. Unlike the wine or gastronomy industry, the con-struction industry has a significantly different po-tential for using family business factors in branding. Because family businesses in this industry have a higher tendency to focus on keeping the business family owned (Strakova and Andrýsková, 2024).

The research sample consisted of 5 family firms from each industry. These firms were selected with respect to geographical location and all firms were

simultaneously worked with as part of the research for the project. All of the analyzed firms operate mainly regionally and have their headquarters in the Uherské Hradiště district. The geographical constraint was chosen because the place of origin of the brand has an impact on the customer's perception of it (Veselá and Zich, 2013) and it was recommended as one of the possible developments of the pilot research conducted to combine Aaker's brand equity model and the SEW model (Straková and Andrýsková, 2024). The district of Uherské Hradiště was chosen because one of the analyzed sectors is wine production, which has the strongest link to the region of origin (Depetris Chauvin et al., 2024) and this district is part of the Slovácké wine sub-region, which is one of the most important wine regions in the Czech Republic (Slovácká vinařská sub-region, 2024).

The research was carried out using the desk research method in the period September 2024. The specific data sources for the desk research were chosen to be online communication channels such as websites, social networks (Instagram and Facebook) as modern options for brand communication. These channels were then explored through qualitative content analysis. The process of its elaboration was divided into two steps. The first step of the analysis was to identify which brand elements are used by family business brands in online communication. The selection of the brand elements studied was based on the theory defined by Keller and Swaminathan (2020), where for the purpose of the research the elements logo and symbol were considered as one element. For the next step of the research, the four most commonly used brand elements were identified. These elements were examined in the content analysis in terms of their connection to family ownership or value elements.

The basis for the search and subsequent definition of family aspects were the results of a literature search. These areas include family history, family values and traditions (Zanon et al., 2019), family name (Deephouse and Jaskiewicz, 2013),

family reputation, family role in corporate and brand management, quality orientation (Astrachan et al., 2018), and family personality. In this step, two areas were examined. The first area examined in which brand elements each brand uses family aspects. The second area analyzed what manifestations of family and family aspects occur in the online communication of family brands.

4. Results

4.1 Brand elements used in online brand communication of the family company

The first part of the research shows the results of the first step of the content analysis of online communication focusing on finding out what brand elements are used by family business brands of selected industries in online communication.

The table shows that all brands use the brand elements name, logo and URL in their online communication, which can be considered the minimum necessary. It can also be seen that, given the nature of the industry, the only industry using packaging as part of online brand communication is the wine industry, which uses labels on wine bottles. This is evidenced by research such as (Mueller et al., 2010). that the label is one of the important elements of brand communication in the wine industry. For the other two industries, the packaging element is not present because it is more about services from a supply perspective. Among the other brand elements, character and slogan are used in a few cases. The character element is predominantly used by wineries and conversely not used by brands in the gastronomy sector, which can potentially reduce brand loyalty and affect customer emotions and satisfaction (Lee et al., 2009). An element that was not present in the online communication of brands is the jingle.

From the above analyzed brand elements, the most frequently occurring brand elements, which are brand name, logo, character and URL, were selected for the second part of the content analysis

Table 1 » *Using of brand elements in winery*

Company	Name	Logo	Symbol	URL	Character	Slogan	Jingle	Packaging
Winery 1	✔	✔	✘	✔	✔	✔	✘	✔
Winery 2	✔	✔	✘	✔	✔	✘	✘	✔
Winery 3	✔	✔	✘	✔	✔	✘	✘	✔
Winery 4	✔	✔	✘	✔	✔	✘	✘	✔
Winery 5	✔	✔	✘	✔	✔	✘	✘	✔
Gastronomy 1	✔	✔	✘	✔	✘	✘	✘	✘
Gastronomy 2	✔	✔	✘	✔	✘	✔	✘	✘
Gastronomy 3	✔	✔	✘	✔	✘	✘	✘	✘
Gastronomy 4	✔	✔	✘	✔	✘	✘	✘	✘
Gastronomy 5	✔	✔	✘	✔	✘	✘	✘	✘
Construction 1	✔	✔	✘	✔	✘	✘	✘	✘
Construction 2	✔	✔	✘	✔	✔	✔	✘	✘
Construction 3	✔	✔	✘	✔	✘	✘	✘	✘
Construction 4	✔	✔	✘	✔	✘	✘	✘	✘
Construction 5	✔	✔	✘	✔	✘	✘	✘	✘

✔ The brand uses the brand element
✘ The brand does not use the brand element

Source: Own research

focused on the occurrence of family aspects in their online communication.

4.2 Occurrence of family aspect in the selected brand elements

This section is devoted to the results of the second step of the content analysis aimed at identifying the occurrence of family aspects in individual brand elements.

4.2.1 Winery
Winery 1: The first family wineries analyzed use websites, Facebook, Instagram and LinkedIn for online communication. The main family aspects for brand communication is the surname, which is part of the brand name, logo and URL and is also the company name. At the same time, they often emphasize in their communication that they are a family business. It does not use family history or family values for communication. The owner's personality only appears in the communication in 1 photo on the website and as part of social media posts, but with no connection to the family. The situation is similar for the history, where the history of the business is described without any connection to the family.

Winery 2: The second winery analyzed uses a large number of family aspects as well as brand elements in its online communication. The main family aspects are the family values, which are represented by the story component, the logo, and the family surname, which appears in the brand elements name and URL. For online communication, they use the website, which from a communication perspective is used to communicate the brand values and context, and the Facebook, which is used to communicate news and events.

Winery 3: The third winery analyzed presents itself on its website as a family winery with family traditions and values that it passes on to its brand. It conveys them in the form of a hint of family history and family values, combined with quality production and handicraft. The website also includes an introduction to the individual family members associated with the winery who feature as brand personalities. For further online communication, it uses Facebook, where it works with the brand's history and geography rather than the family aspects. A similar strategy is evident with Instagram. Although the brand name is not linked to the family name, it uses other family aspects of the brand in its communication at the same time as having a strong connection to the place of origin.

Winery 4: The fourth winery is a small family winery. It uses only a website for online communication. On it, it presents a wide range of family aspects. Specifically, the family name that is part of the brand name, the family history and values that are linked to the brand story and the quality of the production. The last family aspect is the personality of the owner and managing director, which forms the brand persona and is communicated through photographs associated with family and company values.

Winery 5: The last winery has a different focus from the others analyzed, not only on wine pro-

duction and sales, but also on breeding activities. For online communication, it uses only a website to communicate its history and unique offerings in wine breeding. From the family aspects, it communicates the family history and the way family members are involved in the management of the company. In terms of brand elements, all the analyzed elements are present in the brand communication and except for the logo, the family aspect is present in all of them

Table 1 describes which brand element the brand uses and in which ones the family aspect is present. It shows that family aspects tend to occur most in the brand elements brand name and URL. At the same time, it can be seen that if a brand uses a family aspect in the name, then this element also occurs in the URL. Brands make the least use of the family aspect in the brand elements character and logo. Family winery brands significantly communicate brand elements through story.

Table 3 shows which family aspects brands use for their communication through brand elements. Wine brands clearly work significantly with the family name aspect, in the case of wineries it is the surname. Another element that tends to appear frequently in winery family brand communication is family values. A surprising result may be the low level of use of family history, even though the brands analyzed present a long tradition on their

Table 2 » *Using of brand elements in winery*

Element	Name	Logo	URL	Character
Winery Brand 1	✔	✔	✔	—
Winery Brand 2	✔	✔	✔	—
Winery Brand 3	—	—	—	✔
Winery Brand 4	✔	✔	✔	✔
Winery Brand 5	✔	—	✔	✔

✔ The brand element contains family aspect
— The brand element does not contains family aspect
✕ The brand does not use this element

Source: Own research

Table 3 » *Using of Family aspects in winery*

Family aspect	Name (Surname)	Values	History	Connection the family with quality	Role of family members in the family business
Winery Brand 1	✓	—	—	—	—
Winery Brand 2	✓	✓	—	✓	—
Winery Brand 3	—	✓	—	✓	✓
Winery Brand 4	✓	✓	✓	—	—
Winery Brand 5	✓	—	✓	—	✓
✓ The family aspect is used in brand					
— The family aspect is not used in brand					

Source: Own research

website. Similarly, we can also talk about the low use of the association of family with the guarantee of quality, which is an important purchase decision element in the case of wineries (Martinho, 2021).

4.2 Gastronomy

Gastronomy 1: The first company under examination in the context of the gastronomy industry is a restaurant that forms part of a hotel complex, but whose name is different from the company's name. The connection between the family and the brand name can be found as part of the story, which primarily describes the history of the location where the hotel with the restaurant is situated. However, there are also indications of the relationship between the brand name and the family name. Other family aspects are absent from the brand's communication. The family name is present in the brand name, URL, and to a limited extent in the story and logo. The content of the online communication is primarily focused on the accommodation and restaurant offerings.

Gastronomy 2: The second family business is distinctive in that it owns three distinct entities (brands): two restaurants and a hotel. For the purposes of this study, these will be considered as three distinct brands. The hotel's brand communi-

cation strategy leverages the establishment's urban location and aligns with the company's core values. There is no evidence of the utilisation of familial aspects in any of the brand elements. The brand communication of the first restaurant is based on the location and includes elements of the restaurant's history. Similarly, the hotel brand exhibits no evidence of a connection between family and brand elements. Both brands utilize brand name elements, a logo, and a URL that incorporates the brand name and element story. The second restaurant also lacks brand elements, although the presence of the name in the brand name suggests the potential for such an association. However, this restaurant uses only the name, logo, and URL containing the brand name among its brand elements.

Gastronomy 3: A third family-owned company in the gastronomy industry uses family history and family values related to the quality of the product offered on its website, which it translates into a brand story. The company utilizes the family name in the brand name, in the logo, and in the URL, although the name is presented in a modified form.

As illustrated in Table 4, brands of family-owned companies operating in the gastronomy tend to utilize the family aspect of brand communication to a significantly lesser extent than other types of companies. Of the sample, only one brand

communicated its family background. It is interesting to note that none of the analyzed brands operating in the gastronomy used character in their communication. According to Lee et al. (2009), character is an important brand communication element in the foodservice industry that influences customer satisfaction and emotions and consequently brand loyalty. Similarly, story plays a significant role in brand communication in the foodservice industry, as observed in the wine industry.

The table 5 does not provide any surprising results when considered in the context of the previous table. The family aspects that were present in the brand elements were name, values, history,

and the association of family and quality. However, all elements were present in only one brand. With regard to the name, the brands of family-owned gastronomy tended to indicate a connection to the industry, as they contained some of the labels "restaurant" "hotel," and "kantýna".

4.3 Construction

Construction 1: The first construction company is a medium-sized enterprise that engages in digital communication via the Internet and social media platforms, namely Facebook, Instagram, and LinkedIn. Its website features a multitude of brand

Table 4 » *Using of brand elements in Gastronomy*

Element	Name	Logo	URL	Character
Gastronomy Brand 1	—	—	—	✕
Gastronomy Brand 2	—	—	—	✕
Gastronomy Brand 3	—	—	—	✕
Gastronomy Brand 4	—	—	—	✕
Gastronomy Brand 5	✓	✓	✓	✕
✓ The brand element contains family aspect — The brand element does not contains family aspect ✕ The brand does not use this element				

Source: Own research

Table 5 » *Using of family aspects in Gastronomy*

Family aspect	Name (Surname)	Values	History	Connection the family with quality	Role of family members in the family business
Gastronomy Brand 1	—	—	✓	—	—
Gastronomy Brand 2	—	—	—	—	—
Gastronomy Brand 3	—	—	—	—	—
Gastronomy Brand 4	—	—	—	—	—
Gastronomy Brand 5	✓	✓	—	✓	—
✓ The family aspect is used in brand — The family aspect is not used in brand					

Source: Own research

elements, including the name and logo, which share identical wording. However, the URL exhibits slight discrepancies in wording. Concurrently, the company provides a comprehensive account of its history, comprising solely of its own achievements and past projects.

Construction 2: The second construction company is a small, family-owned business, as indicated on the company website, which lists only family members as owners. However, the company employs only a limited number of family aspects in its communications. These include allusions to the company's history, values, and the involvement of family members in its operations. Notably, the family name is absent from the brand name, logo, and URL. The website serves as the primary platform for online communication, with the primary focus being on the company's services, contact information, and past projects.

Construction 3: The third family-owned construction company under examination does not utilize any familial aspects in its brand communication. Upon initial observation, the company's identity as a family enterprise is not readily apparent. In regard to its brand element, the firm employs solely the brand name, logo, and URL. The website is utilized primarily for the presentation of product and service offerings, as well as the showcasing of successful projects.

Construction 4: As with the previously discussed example, the fourth family business exhibits a striking absence of any family aspects in its brand communication. The brand element combines the brand name with the logo and, to a lesser extent, the URL, along with a brand story based on the company values and history. The website's content primarily focuses on the product and service offerings.

Construction 5: The final construction company is a small, family-run enterprise. Its website indicates that the current company is the successor to a building and carpentry company, yet there is no evidence of any family aspects or other family associations. A similar lack of detail is evident in the use of brand elements, which consist solely of the brand name and logo with a URL carrying the brand name. The website's content is primarily focused on communicating the company's offerings and past successful projects.

The data in the table 6 indicates that family-owned construction companies utilize minimal family aspects in their branding strategies. The only exception to this was the brand of construction company No. 2, which did make use of family aspects. Conversely, it can be observed that, as in the case of gastronomy, there is a low incidence of the character element. The websites and communications of these brands tend to prioritize the of-

Table 6 » *Using of brand elements in Construction*

Element	Name	Logo	URL	Character
Construction Brand 1	—	—	—	✕
Construction Brand 2	—	—	—	✓
Construction Brand 3	—	—	—	✕
Construction Brand 4	—	—	—	✕
Construction Brand 5	—	—	—	✕

✓ The brand element contains family aspect
— The brand element does not contains family aspect
✕ The brand does not use this element

Source: Own research

Table 7 » *Using of family aspects in Construction*

Family aspect	Name (Surname)	Values	History	Connection the family with quality	Role of family members in the family business
Construction Brand 1	—	—	—	—	—
Construction Brand 2	—	✓	✓	—	✓
Construction Brand 3	—	—	—	—	—
Construction Brand 4	—	—	—	—	—
Construction Brand 5	—	—	—	—	—
✓ The family aspect is used in brand					
— The family aspect is not used in brand					

Source: Own research

fering of products and services over brand communication per se. This may be attributed to the distinctive nature of the industry and the potential for a focus on B2B and B2C market. In contrast to the previous two sectors, there is a lesser inclination for the construction industry to utilize story in its communications.

A review of the construction companies analyzed revealed that none used a family name or surname in their name. Brand names were found to be composed of abbreviations, to contain a reference to the industry, or to be names that did not evoke any associations with the industry.

5. Discussion

The first part of the discussion is devoted to the results of the first part of the content analysis, which aimed to find out which brand elements are used by family business brands in online communication. All the brands analyzed use the name, logo and URL of the website, which can be considered as the minimum necessary for a brand nowadays. However, the results suggest that companies virtually never use the full potential of the possible brand elements in their brand development. This can probably be linked to the fact that brand development in small family firms is often rather haphazard and unsystematic, while at the same time

small firms lack the resources for strategic brand development (Odoom et al., 2017). This is particularly true for the gastronomy and construction industries and relates to the character element. By underutilizing the character element, a brand can potentially lose one of the sources of brand equity, as according to (Keller and Swaminathan, 2020), character has the potential to create a more personal relationship between the customer and the brand.

An analysis of the individual brand elements shows that all brands use the same or similar wording of brand name, URL and logo, which helps brands build credibility and increases the likelihood of brand recall and brand awareness (Keller and Swaminathan, 2020; Hashim and Murphy 2007). At the same time, according to Aaker (1991), it leads to stronger brand associations and can potentially strengthen brand awareness.

The second part of the discussion is devoted to the results of the connection of individual family aspects and their occurrence in individual brand elements. From the results of the use of family aspects as part of brand elements, it is evident that brands in the wine industry use the most family aspects, which is confirmed by the research conducted by Berndt and Meintjes (2023) for this industry. Contrary to the initial assumption based on the results of previous research in the project that the

Figure 3 » *How connetion between family aspects and brand elements can influence brand equity*

Family aspects		Brand elements		Family brand equity
Name		Logo		Awareness
Values		Name		Associations
History	➕	Story	➡	Perceived Quality
Connection with quality		URL		Loyalty
Role of family in business		Character		

Source: Own research

wine and gastronomy sectors would use similar family aspects as part of online brand communication (Straková and Andrýsková, 2024), we conclude that the wine sector is the only one of the three sectors analyzed that tends to use family aspects for online brand communication. At the same time, it is noticeable that it is not at all typical for the construction industry to associate a company's brand with family. In this sector, the emphasis in online communication is on the offer and its quality. This finding is in line with the results of previous research, where family firms in the construction industry focus their strategy on quality of work and customer satisfaction (Straková and Andrýsková, 2024). In terms of building brand equity, focusing on quality may be one of its sources as it can influence perceived quality. This is in line with the results of Höfling et al. (2024).

For the gastronomy industry, the results show a strong association with the industry, which may have the effect of increasing brand recall as part of brand awareness (Keller and Swaminathan, 2020). This finding suggests that family-owned brands in the gastronomy industry do not tend to use family ownership to create brand awareness, but instead use the connection to the industry to create brand awareness.

Looking at the different family aspects appearing in the communication of each brand, it is not possible to identify a predominant aspect. When brands of family businesses choose to use the family aspect, they often tend to use the family name or surname.

Customer trust in the brand and their experience with the brand's products is important for creating brand loyalty (Köhr et al., 2021). One option for building brand trust is to use family aspects (Lude and Prügl, 2018). The results suggest that brands in the wine industry could use this trust-building option. Conversely, the results suggest that building brand loyalty through positive product experiences could be used by the construction and gastronomy industries.

The potential impact of the above-mentioned combinations of brand elements and family aspects will most likely be strongly influenced by the industry, market and nature of the target customers. This is also evident from the differences that emerged in the behavior of the individual companies/brands analyzed. Of course, the approach to management (Micelotta and Raynard, 2011), and in particular the approach to strategic development of the firm/brand (Astrachan, 2010), also has a major influence on the effectiveness of brand development using brand elements and family aspects.

6. Conclusion

This article examined the influence of family on brand communication using brand elements in relation to their possible influence on brand equity

and the theory of Socioemotional Wealth. The research builds on a pilot study carried out within the same project, which demonstrated the link between Aaker's brand equity model and Gomez's SEW model, which can serve as a tool for the development of family businesses (Straková and Andrýsková, 2024).

This paper focuses on the research on brand communication of family businesses, which differ from non-family businesses by the involvement of the family and its emotions in the management of the firm (Gomez-Mejía et al., 2007). Brand elements were chosen for brand communication, and their importance for brand and firm management was theoretically proven by the Brand equity model.

One of the main findings is that the only sector of the three analyzed that tends to use the family nature of the business to a large extent for brand communication is the wine sector. In contrast to the assumption that the gastronomy sector would also communicate the family origin of the company through the brand, the results show the opposite. Family firms in the gastronomy and construction sectors communicate the family origin of the firm only to a minimal extent. Instead, their online communication tends to focus more on the connection to the industry and business area in the case of the gastronomy industry or the quality offered in the case of the construction industry.

In interpreting the results presented, it should be taken into account that this is a pilot study that aimed to provide a baseline for further research. Any generalization of the results therefore requires an extension of the research under clearly defined conditions such as sector or location factors. At the same time, however, it is clear from the discussion that the results can be based on existing theories. This confirms the potential for extending the research based on the results.

In the future, it is recommended that the research sample be expanded both to other industries and in size to allow for generalized results. Further processing of the research will use qualitative approaches, in particular the development of exploratory case studies and the implementation of semi-structured interviews with representatives of the cooperating companies and ongoing content analysis of online communication. At the same time, there is the possibility of expanding to other geographical areas.

Acknowledgement

REFERENCES
[1]   AAKER, D. A.: 1996. *Building strong brands*. Simon and Schuster.
[2]   AAKER, D. A.: 1991. *Managing brand equity: Capitalizing on the value of a brand name*. John Wiley.
[3]   APARICIO, G., MASEDA, A., ITURRALDE, T., ZORRILLA, P.: 2023. The family business brand: cross-fertilization between fields. *Management Decision*, 61(6), 1585–1611. 10.1108/MD-04-2022-044.
[4]   ASTRACHAN, J. H.: 2010. Strategy in family business: Toward a multidimensional research agenda. *Journal of Family Business Strategy*, 1(1), 6–14. 10.1016/j.jfbs.2010.02.001
[5]   ASTRACHAN, C.B, BOTERO, I., ASTRACHAN, J.H., PRÜGL, R.: 2018. Branding the family firm: A review, integrative framework proposal, and research agenda. *Journal of Family Business Strategy*, 9(1), 3–15. 10.1016/j.jfbs.2018.01.002
[6]   BERNDT, A., MEINTJES, C.: 2023. The interrelationship of family identities, personalities, and expressions on family winery websites. *Journal of Product & Brand Management*, 32(5), 752–773. 10.1108/JPBM-11-2021-3751/full/html

[7]   BERRONE, P., CRUZ, C., GOMEZ-MEJIA, L. R.: 2012. Socioemotional wealth in family firms. *Family Business Review*, 25(3), 258–279. 10.1177/0894486511435355

[8]   BRAVO GIL, R., FRAJ ANDRÉS, E., MARTÍNEZ SALINAS, E.: 2007. Family as a source of consumer-based brand equity. *Journal of Product and Brand Management*, *16*(3), 188–199. 10.1108/10610420710751564

[9]   BRESCIANI, S., DEL PONTE, P.: 2017. New brand logo design: customers' preference for brand name and icon. *Journal of Brand Management*, *24*(5), 375–390. 10.1057/s41262-017-0046-4

[10] CRESPO, C. F., FERREIRA, A. G., CARDOSO, R. M.: 2023. The influence of storytelling on the consumer-brand relationship experience. *Journal of Marketing Analytics*, 11(1), 41–56. 10.1057/s41270-021-00149-0

[11] DAVCIK, N. S., VINHAS DA SILVA, R., HAIR, J. F.: 2015. Towards a unified theory of brand equity: conceptualizations, taxonomy and avenues for future research. *Journal of Product & Brand Management*, 24(1), 3–7. 10.1108/JPBM-06-2014-0639.

[12] DE MASSIS, A., FRATTINI, F., PIZZURNO, E., CASSIA, L.: 2015. Product Innovation in Family versus Nonfamily Firms: An Exploratory Analysis. *Journal of Small Business Management*, 53(1), 1–36. 10.1111/jsbm.12068.

[13] DEBICKI, B. J., KELLERMANNS, F. W., CHRISMAN, J. J., PEARSON, A. W., SPENCER, B. A.: 2016. Development of a socioemotional wealth importance (SEWi) scale for family firm research. *Journal of Family Business Strategy*, 7(1), 47–57. 10.1016/j.jfbs.2016.01.002.

[14] DEEPHOUSE, D. L., JASKIEWICZ, P.: 2013. Do family firms have better reputations than non-family firms? An integration of socioemotional wealth and social identity theories. *Journal of Management Studies*, 50(3), 337–360. 10.1111/joms.12015.

[15] DEPETRIS CHAUVIN, N., VALENTIN, D., BEHRENS, J. H., RODRIGUES, H.: 2024. Country-of-Origin as bias inducer in experts' wine judgments — A sensory experiment in a world wine fair. *International Journal of Gastronomy and Food Science*, 35, 1–9. 10.1016/j.ijgfs.2024.100883

[16] DIKTAŞ, M., AKGÜN, V. Ö.: 2021. The relationship between logo changes and brand equity in creating brand awareness. *Eurasian Business Perspectives*, 265–277. 10.1007/978-3-030-65085-8_17

[17] GALLUCCI, C., SANTULLI, R., CALABRÒ, A.: 2015. Does family involvement foster or hinder firm performance? The missing role of family-based branding strategies. *Journal of Family Business Strategy*, 6(3), 155–165. 10.1016/j.jfbs.2015.07.003.

[18] GILITWALA, B., NAG, A. K.: 2022. Understanding effective factors affecting brand equity. *Content Business and Management*, 9(1), 1–11. 10.1080/23311975.2022.2104431

[19] GOMEZ-MEJIA, L. R., CRUZ, C., BERRONE, P., DE CASTRO, J.: 2011. The bind that ties: Socioemotional wealth preservation in family firms. *The Academy of Management Annals*, 5(1), 653–707. 10.1080/19416520.2011.593320

[20] GÓMEZ-MEJÍA, L. R., HAYNES, K. T., NÚÑEZ-NICKEL, M., JACOBSON, K. J. L., MOYANO-FUENTES, J.: 2007. Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Administrative Science Quarterly*, 52(1), 106–137. 10.2189/asqu.52.1.106

[21] HASHIM, N. H., MURPHY, J.: 2007. Branding on the web: Evolving domain name usage among Malaysian hotels. *Tourism Management*, 28(2), 621–624. 10.1016/j.tourman.2006.09.013.

[22] HÖFLING, T. T. A., WALTER, N., KUHLENKASPER, T., ALPERS, G. W.: 2024. What I like! The joint impact of attitude, perceived quality, and experience on brand loyalty: Semi-parametric additive mixed modeling. *Review of Marketing Science*, 1–30. 10.1515/roms-2024-0005

[23] CHANG, E. -C.: 2014. Influences of the spokes-character on brand equity antecedents. *Asia Pacific Journal of Marketing and Logistics*, *26*(3), 494–515. 10.1108/APJML-02-2013-0030.

[24] KELLER, K. L.: 2020. Leveraging secondary associations to build brand equity: theoretical perspectives and practical applications. *International Journal of Advertising*, 39(4), 448–465. 10.1080/02650 487.2019.1710973

[25] KELLER, K.L., SWAMINATHAN, V., 2020. *Strategic brand management: building, measuring, and managing brand equity*. 5th ed. Harlow: Pearson.

[26] KIM, M. -S., KIM, J.: 2018. Linking marketing mix elements to passion-driven behavior toward a brand. *International Journal of Contemporary Hospitality Management*, 30(10), 3040–3058. 10.1108/ IJCHM-10-2017-0630.

[27] KÖHR, C. K., CORSI, A. M., CAPITELLO, R., MALORGIO, G.: 2021. Decoding the chain of effects of family firm image on consumer behaviour. *Journal of Consumer Behaviour*, 20(5), 1228–1242. 10.1002/cb.1932.

[28] LEE, Y. -K., BACK, K. -J., KIM, J. -Y.: 2009. Family restaurant brand personality and its impact on customer's emotion, satisfaction, and brand loyalty. *Journal of Hospitality & Tourism Research*, 33(3), 305–328. 10.1177/1096348009338511

[29] LEONE, R. P., RAO, V. R., KELLER, K. L., LUO, A. M., MCALISTER, L., SRIVASTAVA, R.: 2006. Linking brand equity to customer equity. *Journal of Service Research*, 9(2), 125–138. 10.1177/10946 70506293563

[30] LUDE, M., PRÜGL, R.: 2018. Why the family business brand matters: brand authenticity and the family firm trust inference. *Journal of Business Research*, 89, 121–134. 10.1016/j.jbusres.2018.03.040

[31] LUFFARELLI, J., MUKESH, M., MAHMOOD, A.: 2019. Let the logo do the talking: The influence of logo descriptiveness on brand equity. *Journal of Marketing Research*, *56*(5), 862–878. 10.1177/00 22243719845000

[32] MAJID, M. A. A., ALIAS, M. A. M., SAMSUDIN, A., CHIK, C. T.: 2016. Assessing customer-based brand equity ratings in family restaurant. *Procedia Economics and Finance*, *37*, 183–189. 10.1016/ S2212-5671(16)30111-3

[33] MARTINHO, V. Contributions from literature for understanding wine marketing. *Sustainability*, 13(13), 1–20. 10.3390/su13137468

[34] MICELOTTA, E. R., RAYNARD, M.: 2011. Concealing or revealing the family? *Family Business Review*, 24(3), 197–216. 10.1177/0894486511407321

[35] MOIN, S. M. A.: 2020. Brand storytelling: A review of the interdisciplinary literature. *Brand Storytelling in the Digital Age*, 19–39. 10.1007/978-3-030-59085-7_2

[36] MUELLER, S., LOCKSHIN, L., SALTMAN, Y., BLANFORD, J.: 2010. Message on a bottle: The relative influence of wine back label information on wine choice. *Food Quality and Preference*, 21(1), 22–32. 10.1016/j.foodqual.2009.07.004

[37] ODOOM, R., NARTEH, B., & RAND, J.: 2017. Branding and outcomes in small and medium-sized enterprises (SMEs): A resource-capability approach. *Journal of Small Business & Entrepreneurship*, 29(3), 175–192. 10.1080/08276331.2017.1300848

[38] ROTFELD, H. J.: 2008. Brand image of company names matters in ways that can't be ignored. *Journal of Product and Brand Management*, 17(2), 121–122. 10.1108/10610420810864739

[39] SLOVÁCKA WINE SUB-REGION.: 2024. *Wines from Moravia and wines from Bohemia.* [online]. [cit. 2024-10-17]. Available at: https://www.vinazmoravyvinazcech.cz/cs/o-vine/pruvodce-vinem/deleni-vina/deleni-podle-regionu/vinarska-oblast-morava/slovacka-vinarska-podoblast

[40] SHARMA, E., MAHENDRAN, S., BALASUDARSUN, N. L.: 2023: An experimental approach to measure the impact of musical logos on brand equity. *Global Business Review*. 10.1177/09721509231152020

[41] SOLER, I. P., GEMAR, G., GUERRERO-MURILLO, R.: 2017. Family and non-family business behaviour in the wine sector: A comparative study. *European Journal of Family Business*, 7(1–2), 65–73. 10.1016/j.ejfb.2017.11.001.

[42] SPIELMANN, N., ALLAN D.C., TYLER, B.B., CERRATO, D.: 2022. Signaling stewardship and the value of family in a brand heritage identity: A cross-cultural study of wineries. *Journal of Business Research* 153, 35–45. 10.1016/j.jbusres.2022.08.017

[43] SPIELMANN, N., DISCUA CRUZ, A., TYLER, B. B., BEUKEL, K.: 2021. Place as a nexus for corporate heritage identity: An international study of family-owned wineries. *Journal of Business Research*, *129*, 826–837. 10.1016/j.jbusres.2019.05.024

[44] STRAKOVÁ, I., ANDRÝSKOVÁ, J.: 2024. LINKING THE AAKER MODEL OF BRAND EQUITY WITH THE SEW MODEL (SOCIOEMOTIONAL WEALTH) IN FAMILY BUSINESSES. In *DOKBAT 2024 − 20th International Bata Conference for Ph.D. Students and Young Researchers*, 231–246). 10.7441/dokbat.2024.18

[45] ŠTANGLOVÁ, B.: 2024. The share of family firms in the economy is huge. In: *CEO Magazine* [online]. [cit. 2024-10-17]. Available at: https://ceomagazin.cz/podil-rodinnych-firem-na-ekonomice-je-obrovsky/

[46] VESELÁ, J., ZICH, R.: 2013. The application of focus group and group discussion techniques in research on the perception of the relationship between corporate image and success. In *Modern problems of economics, business and management: theory and practice*, 221–229.

[47] YOO, B., DONTHU, N., LEE, S.: 2000. An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, 28(2), 195–211. 10.1177/0092070300282002

[48] ZANON, J., SCHOLL-GRISSEMANN, U., KALLMUENZER, A., KLEINHANSL, N., PETERS, M.: 2019. How promoting a family firm image affects customer perception in the age of social media. *Journal of Family Business Strategy*, 10(1), 28–37. 10.1016/j.jfbs.2019.01.007

[49] ZELLWEGER, Thomas, 2017. *Managing the Family Business*. Edward Elgar Publishing. ISBN 978-1-78347-070-9.

[50] ZELLWEGER, T. M., EDDLESTON, K. A., KELLERMANNS, F. W.: 2010. Exploring the concept of familiness: Introducing family firm identity. *Journal of Family Business Strategy*, 1(1), 54–63. 10.1016/j.jfbs.2009.12.003

Using family aspects in the creation of brand elements for online brand communication of family businesses

ABSTRACT

Family businesses are a specific type of enterprise abundantly represented in today's national economies. They are characterized by the emotional and value involvement of individual family members in the management of the company combined with rational objectives of company management. This behavior of family firms is expressed by the Socioemotional wealth model. In many cases, family values are also reflected in the family firm's brand communication through brand elements, which is an important part of brand management because it serves as the customer's first contact with the brand. This article serves as a pilot study to explore online brand communication of family companies in the wine, gastronomy and construction industries. The aim of the pilot study is to define a framework defining the link between brand elements and

family aspects used in online brand communication and their joint influence on brand equity. The results show that the wine industry is the only one of the 3 sectors analyzed that uses family aspects in the brand communication of family businesses. The other 2 industries use family aspects in brand communication only to a minimal extent. Furthermore, the results offer possible perspectives on the combination of brand elements and family aspects and their potential influences on each area of brand equity.

KEYWORDS
Brand Elements; Brand Equity; Socio-Emotional Wealth; Family Business; Family Aspects

JEL CLASSIFICATION
L26; M31; M19