**Branding in Turbulent Times**

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As valuable assets of corporations, governments and not-for-profit organizations,

brands have attracted considerable research attention. We know a lot about how

brands create knowledge in their target consumers’ minds, which leads to an attitude

towards or relationship with the brand that translates into a number of favorable

outcomes. The resultant brand equity is often associated with improved performance of

the organization in reaching its objectives such as increasing market value. We know

less about the dynamic nature of brand equity and, in particular, how it may be

disrupted by turbulence in the external environment in which the brand competes. We

examine three key dimensions of brand equity—brands’ access to their target markets,

perceived differentiation, and level of brand engagement with their target

consumers—that influence the effect environmental turbulence (competitive,

marketplace, and technology) has on diminishing equity or providing future

opportunities for growth. Borrowing from the strategy literature, we suggest ways in

which agile and resilient firms can use brand equity to resist, recover, and reinvent

when faced with a radically altered external environment. We close with a set of

propositions as to how firms should anticipate and respond to environmental

turbulence and suggest promising avenues for future branding research in this area.