

Theoretical Background

Brand Resilience

Strong brands aim for stability and resilience (Aaker, 1996)



Brand Contestation

Contested brands serve as a catalyst for growth and improvement by challenging the status quo and forcing brands to adapt and evolve (Dietrich & Russel, 2021)

Research Overview & Outlook



Research Objective

- Exploration of how brands can evolve *from resilience to antifragility* while navigating through controlled brand disruptions (Preece et al., 2019)
- Understanding *consumer engagement with antifragile brands* and the role of brand managers



Theoretical Lens

- A *phenomenological lens* enables the analyse of underlying socio-cultural processes
- Drawing on Nassim Taleb's theory of *Antifragility*, suggesting that systems should not only withstand disruptions but use them as an opportunity to grow and flourish (Taleb, 2012)



Data Collection

- Qualitative data are collected by means of phenomenological interviews both with consumers and brand managers cross different countries and industries (Thompson et al., 1989)

Research Outlook



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- 1) **Antifragility and Consumer Loyalty:** Investigate whether brands that actively engage in controlled disruptions can foster stronger and more enduring consumer loyalty
- 2) **Evolving Role of Brand Managers:** Examine the changing responsibilities and skill sets required for brand managers to effectively facilitate antifragility rather than just protect
- 3) **Tech-Infused Antifragility:** Explore how brands can leverage digital innovations to enhance antifragility and navigate the challenges of the digital landscape



new balance

Sources

- Aaker, D. A. (1996), *Building Strong Brands*, New York, NY: Simon & Schuster.
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- Thompson C. J., Locander W. B., & Howard R. P. (1989). Putting Consumer Experience Back into Consumer Research: The Philosophy and Method of Existential-Phenomenology. *Journal of Consumer Research*, 16(9), 133-47.