

## CUSTOMER-BASED BRAND EQUITY: A LITERATURE REVIEW

*Chieng Fayrene Y.L.,*

Curtin University of Technology, Malaysia,  
CDT 250, 98009 Miri, Sarawak, Malaysia

*Goi Chai Lee,*

Curtin University of Technology, Malaysia  
CDT 250, 98009 Miri, Sarawak, Malaysia

### ABSTRACT

Brand equity is a concept born in 1980s. It has aroused intense interest among business strategists from a wide variety of industries as brand equity is closely related with brand loyalty and brand extensions. Besides, successful brands provide competitive advantages that are critical to the success of companies. However, there is no common viewpoint emerged on the content and measurement of brand equity. Brand equity has been examined from financial and customer-based perspectives. This paper will only study the customer-based brand equity which refers to the consumer response to a brand name. The aims of the study are to review the dimensions of customer-based brand equity by drawing together strands from various literature and empirical studies made within the area of customer-based brand equity. A conceptual framework for measuring customer-based brand equity is developed to provide a more integrative conceptualization of brand equity

**Keywords:** brand equity, brand awareness, brand associations, brand loyalty, perceived quality

## Introduction

The study of brand equity is increasingly popular as some researchers have concluded that brands are one of the most valuable assets that a company has. High brand equity levels are known to lead to higher consumer preferences and purchase intentions (Cobb-Walgren et al. 1995) as well as higher stock returns (Aaker and Jacobson, 1994). Besides, high brand equity brings an opportunity for successful extensions, resilience against competitors' promotional pressures, and creation of barriers to competitive entry (Farquhar 1989).

The concept of brand equity began to be used widely in the 1980s by advertising practitioners (Barwise 1993). Important academic contributors throughout the 1990s were Aaker (1991), Srivastava and Shocker (1991), Kapferer (1992), and Keller (1993, 1998). However, a universally accepted brand equity content and meaning (Vazquez et al 2002, Keller 2003) as well as measure has not been forthcoming (Washburn 2002). Almost all conceptualizations of brand equity agree today that the phenomena involve the value added to a product by consumers' associations and perceptions of a particular brand name (Winters 1991, Chaudhuri 1995).

Early research centered on measuring a brand's equity with the use of a variety of financial techniques (Farquhar et al. 1991, Simon & Sullivan 1990, Swait et al. 1993, Kapferer 1997). More recently, brand equity has increasingly been defined in customer-based contexts (Keller 1993) and extended to include effects on brand preferences, purchase intent (Cobb-Walgren et al. 1995, van Osselaer & Alba 2000), and brand alliances (Rao et al. 1994).

This paper reviews the definitions and dimensions of brand equity by drawing together strands from various literature and empirical studies made. The paper consists of two parts. The first part reviews the literature on brand equity. We then develop our framework for brand equity, focusing on customer-based context that includes the dimensions of brand equity.

## Definitions and Dimensions of Customer-Based Brand Equity

There are two principal and distinct perspectives that have been taken by academics to study brand equity – financial and customer based. The first perspective of brand equity is from a financial market's point of view where the asset value of a brand is appraised (Farquhar et al. 1991, Simon and Sullivan 1990). Customer-based brand equity is evaluating the consumer's response to a brand name (Keller 1993, Shocker et al. 1994)

Reviewing the current literature on brand equity, there is a plethora of brand equity definitions and dimensions of the same. The following table illustrates the diversity of existing definitions and concept of brand equity.

Study	Description of the Concept
The Marketing Science Institute (Leuthesser 1988)	The set of associations and behaviours on the part of the brand's consumers, channel members, and parent corporation that permits the brand to earn greater volume or greater margins than it would without the brand name and that gives the brand a strong, sustainable, and differentiated advantage over competitors.
Aaker (1991)	The value consumers associate with a brand, as reflected in the

	dimensions of brand awareness, brand associations, perceived quality , brand loyalty and other proprietary brand asset.
Swait et al (1993)	The consumer's implicit valuation of the brand in a market with differentiated brands relative to a market with no brand differentiation. Brands act as a signal or cue regarding the nature of product and service quality and reliability and image/status.
Kamakura & Russell 1993 (Lassar et al.1995)	Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in the memory.
Keller 1993	The differential effect of brand knowledge on consumer response to the marketing of the brand. Brand knowledge is the full set of brand associations linked to the brand in long-term consumer memory
Lassar et al.(1995)	The consumers' perception of the overall superiority of a product carrying that brand name when compared to other brands. Five perceptual dimension of brand equity includes performance, social image, value, trustworthiness and attachment.
Aaker (1996)	Brand equity is: (1) Loyalty (brand's real or potential price premium), (2) loyalty (customer satisfaction based), (3) perceived comparative quality, (4) perceived brand leadership, (5) perceived brand value (brand's functional benefits), (6) brand personality, (7) consumers perception of organization (trusted, admired or credible), (8) perceived differentiation to competing brands, (9) brand awareness (recognition & recall), (10) market position (market share), prices and distribution coverage.

Clearly, various researches in brand equity through the years result in all different kinds of dimension of brand equity that can be linked to a brand. However, the common denominator in all models is the utilization of one or more dimension of the Aaker model (Keller 1993; Motameni and Shahrokhi 1998; Yoo and Donthu 2001; Bendixen et al. 2003; Kim et al. 2003). Therefore, the consumer-based brand equity is an asset of four dimensions that are brand awareness, brand associations, perceived quality and brand loyalty.

### **A Framework for Measuring Customer-Based Brand Equity**

Brand equity is defined as the value that consumers associate with a brand (Aaker 1991). It is the consumers' perception of the overall superiority of a product carrying that brand name when compared to other brands. Brand equity refers to consumers' perception rather than any objective indicators (Lassar et al.1995). A conceptual framework for measuring customer-based brand equity is developed by using the conceptualization of Aaker's five dimensions of brand equity (Framework 1)

### **Five Dimensions of Brand Equity: The Proposed Model**

#### **Brand Awareness**

Awareness is a key determinant identified in almost all brand equity models (Aaker 1991, Kapferer 1991, Keller 1992, Agarwal and Rao 1996, Krishnan 1996, Na, Marshall and Keller 1999,

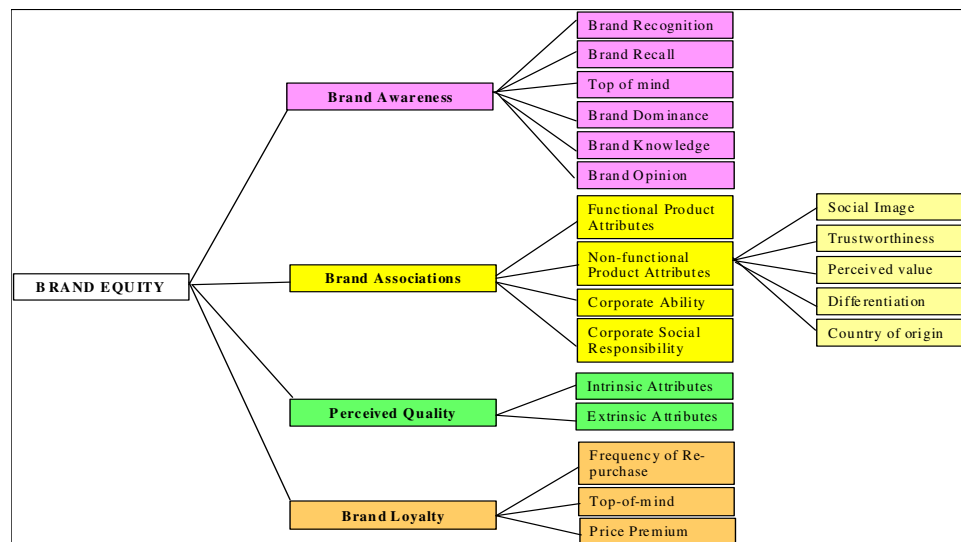


Fig 1: A Framework for Measuring Customer-Based Brand Equity

Mackay 2001). Keller (2003, p.76) defines awareness as “ the customers’ ability to recall and recognize the brand as reflected by their ability to identify the brand under different conditions and to link the brand name, logo, symbol, and so forth to certain associations in memory”. Aaker (1996) identifies other higher levels of awareness besides recognition and recall (Aaker 1991). He includes top-of-mind, brand dominance, brand knowledge and brand opinion. Brand knowledge is the full set of brand associations linked to the brand (Keller, 1993).

According to Aaker (1996), for new or niche brands, recognition can be important. For well-known brands recall and top-of-mind are more sensitive and meaningful. Brand knowledge and brand opinion can be used in part to enhance the measurement of brand recall. Similar measures are used by the Y&R and Total Research efforts. Aaker conceptualizes brand awareness must precede brand associations. That is where a consumer must first be aware of the brand in order to develop a set of associations (Washburn and Plank 2002).

### Brand Associations

A brand association is the most accepted aspect of brand equity (Aaker 1992). Associations represent the basis for purchase decision and for brand loyalty (Aaker 1991, p. 109).

Brand associations consist of all brand-related thoughts, feelings, perceptions, images, experiences, beliefs, attitudes (Kotler and Keller 2006, p. 188) and is anything linked in memory to a brand. Other researchers (Farquhar & Herr 1993, Chen, 1996, Brown & Dacin 1997, Biel 1992) identify different types of association that contribute to the brand equity. Chen (2001) categorized two types of brand associations - product associations and organizational associations.

### Product Associations

Product associations include functional attribute associations and non-functional associations (Chen 2001). Functional attributes are the tangible features of a product (Keller 1993, Hankinson and Cowking 1993, de Chernatony and McWilliam, 1989). While evaluating a brand, consumers link the performance of the functional attributes to the brand (Pitta and Katsanis 1995, Lassar et al. 1995). If a brand does not perform the functions for which it is designed, the brand will has low level of brand equity. Performance is defined as a consumer’s judgment about a brand’s fault-free and long-lasting physical operation and flawlessness in the product’s physical construction (Lassar et al. 1995).

Non-functional attributes include symbolic attributes (Aaker 1991, Keller 1993, Farquhar & Herr 1993, Chen 1996, Park et al. 1986) which are the intangible features that meet consumers' needs for social approval, personal expression or self-esteem (Keller 1993, Hankinson and Cowking 1993, de Chernatony and McWilliam 1989, Pitta & Katsanis 1995). Consumers linked social image of a brand, trustworthiness, perceived value, differentiation and country of origin to a brand.

#### *Social Image*

Lassar et al. (1995) limit the reference of the image dimension to the social dimension, calling it social image as social image contributes more to brand equity. Social image is defined as the consumer's perception of the esteem in which the consumer's social group holds the brand. It includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand.

#### *Perceived Value*

Value appeared in several brand equity models (Feldwick 1996, Martin and Brown 1991, Lassar et al. 1995). Lassar et al. (1995) define perceived value as the perceived brand utility relative to its costs, assessed by the consumer and based on simultaneous considerations of what is received and what is given up to receive it. Consumer choice of a brand depends on a perceived balance between the price of a product and all its utilities (Lassar et al. 1995). A consumer is willing to pay premium prices due to the higher brand equity.

#### *Trustworthiness*

Brand equity models (Martin and Brown 1991, Lassar et al. 1995) regard trustworthiness of a product as an important attribute in assessing the strengths of a brand. Lassar et al. (1995) define trustworthiness as the confidence a consumer places in the firm and the firm's communications and as to whether the firm's actions would be in the consumer's interest. Consumers place high value in the brands that they trust.

#### *Differentiation/Distinctiveness*

The Marketing Science Institute (Leuthesser 1988) states that the underlying determinants of consumer-based brand equity are that brands provide benefits to consumers by differentiating products, as they facilitate the processing and retrieval of information (Hoyer and Brown 1990). Other marketing literatures (Ries and Trout 1985; Kapferer 1991) also stress the importance of the distinctive character of brand positioning in contributing to the success of a brand. Distinctiveness is defined as the degree to which the consumer perceives that a brand is distinct from its competitors (Kapferer 1991). A brand can have a price premium if it is perceived as being different from its competitors.

#### *Country of origin*

Thakor and Kohli (1996) argue that brand country of origin must also be considered. He defines brand origin as "the place, region or country to which the brand is perceived to belong by its customers" (p. 27). Country of origin is known to lead to associations in the minds of consumers (Aaker, 1991, Keller, 1993). The country of origin of a product is an extrinsic cue (Thorelli et al. 1989), which, similar to brand name, is known to influence consumers' perceptions.

Country of origin refers to the country of origin of a firm or a product (Johansson et al. 1985, Ozsomer and Cavusgil 1991), or the country where the product is manufactured or assembled (Bilkey

and Nes 1982, Han and Terpstra 1988). Thakor and Kohli (2003) state that less concern should be given to the place where brands manufacture their products, and more to the place where people perceive the brand's country of origin to be. Therefore, country of origin in the proposed framework referred to the brand's country of origin.

### *Organizational Associations*

Organizational associations include corporate ability associations, which are those associations related to the company's expertise in producing and delivering its outputs and corporate social responsibility associations, which include organization's activities with respect to its perceived societal obligations (Chen 2001).

According to Aaker (1996), consumers consider the organization that is the people, values, and programs that lies behind the brand. Brand-as-organization can be particularly helpful when brands are similar with respect to attributes, when the organization is visible (as in a durable goods or service business), or when a corporate brand is involved.

Corporate social responsibility (CSR) must be mentioned as another concept that is influencing the development of brands nowadays, especially corporate brands as the public wants to know what, where, and how much brands are giving back to society. Both branding and CSR have become crucially important now that the organizations have recognized how these strategies can add or detract from their value (Blumenthal and Bergstrom 2003). CSR can be defined in terms of legitimate ethics or from an instrumentalist perspective where corporate image is the prime concern (McAdam and Leonard 2003).

### **Perceived Quality**

Perceived quality is viewed as a dimension of brand equity (Aaker 1991; Kapferer 1991; Kamakura and Russell 1991; Martin and Brown 1991; Feldwick 1996) rather than as a part of the overall brand association (Keller 1992; Gordon, di Benedetto and Calantone 1994).

Perceived quality is the customer's judgment about a product's overall excellence or superiority that is different from objective quality (Zeithaml 1988, pp. 3 and 4). Objective quality refers to the technical, measurable and verifiable nature of products/services, processes and quality controls. High objective quality does not necessarily contribute to brand equity (Anselmsson et al. 2007). Since it's impossible for consumers to make complete and correct judgments of the objective quality, they use quality attributes that they associate with quality (Olson and Jacoby 1972, Zeithaml 1988, Ophuis and Van Trijp 1995, Richardson et al. 1994; Acebro'n and Dopico 2000). Perceived quality is hence formed to judge the overall quality of a product/service. Boulding and other researchers (1993) argued that quality is directly influenced by perceptions. Consumers use the quality attributes to 'infer' quality of an unfamiliar product. It is therefore important to understand the relevant quality attributes are with regard to brand equity

Zeithaml (1988) and Steenkamp (1997) classify the concept of perceived quality in two groups of factors that are intrinsic attributes and extrinsic attributes. The intrinsic attributes are related to the physical aspects of a product (e.g. colour, flavour, form and appearance); on the other hand, extrinsic attributes are related to the product, but not in the physical part of this one (e.g. brand name, stamp of quality, price, store, packaging and production information (Bernue's et al.2003). It's difficult to generalize attributes as they are specific to product categories (Olson and Jacoby 1972, Anselmsson

et al. 2007)

### **Brand Loyalty**

Loyalty is a core dimension of brand equity. Aaker (1991, p. 39) defines brand loyalty as the attachment that a customer has to a brand. Grembler and Brown (1996) describe different levels of loyalty. Behavioural loyalty is linked to consumer behaviour in the marketplace that can be indicated by number of repeated purchases (Keller 1998) or commitment to rebuy the brand as a primary choice (Oliver 1997, 1999). Cognitive loyalty which means that a brand comes up first in a consumers' mind, when the need to make a purchase decision arises, that is the consumers' first choice. The cognitive loyalty is closely linked to the highest level of awareness (top-of-mind), where the matter of interest also is the brand, in a given category, which the consumers recall first. Thus, a brand should be able to become the respondents' first choices (cognitive loyalty) and is therefore purchased repeatedly (behavioural loyalty) (Keller 1998).

Chaudhuri & Holbrook (2001) mention that brand loyalty is directly related to brand price. Aaker (1996) identify price premium as the basic indicator of loyalty. Price premium is defined as the amount a customer will pay for the brand in comparison with another brand offering similar benefits and it may be high or low and positive or negative depending on the two brands involved in the comparison.

### **Conclusion and Future Research Opportunities**

This review has identified dimensions of brand equity from academic literature and provides the necessary depth and breadth of understanding of brand equity and its measure. The conceptual framework develops is useful for examining the contribution of brand association, brand awareness, perceived value and brand loyalty to brand equity. It is imperative to know how much equity a brand commands in the market as building strong brand equity is a very successful strategy for differentiating a product / service from its competitors (Aaker 1991). Although brand equity cannot be built in short term, it can be built in long term through carefully designed marketing activities.

More empirical studies need to be done on the dimensions of the brand equity. Different dimensions of brand equity are likely to have interactive effects. For example, some dimension might function as antecedents to consequences with respect to other dimensions. A brand equity measure on the basis of the framework developed will be established as to capitalize the full range of all the different kinds of information involved on these dimensions. Although it is yet a challenge to develop holistic perspectives toward brand equity that will encompass the full range of all the information involved.

### **References**

- Aaker D.A. and A. Biel eds. (1992) *Building strong brands*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Aaker, D. A. (1996) Measuring brand equity across products and markets. *California Management Rev.* 38(Spring): 102-120.
- Aaker, D.A., R. Jacobson. (1994) Study shows brand-building pays off for stockholders. *Advertising Age* 65(30): 18.
- Aaker, D.A. (1991) *Managing Brand Equity*. New York: Free Press.
- Acebro'n, L.B. and Dopico D.C.(2000) The importance of intrinsic and extrinsic cues to expected

- and experienced quality: an empirical application for beef. *Food Quality and Preference* 11(3): 229-38.
- Agarwal, M.K. and, V.R. Rao. (1996) An empirical comparison of consumer-based measures of brand equity. *Marketing Letters* 7(3): 237-47.
- Anselmsson, J., Johansson, U. and Persson N. (2007) Understanding price premium for grocery products: a conceptual model of customer-based brand equity. *Journal of Product & Brand Management* 16(6): 401-414.
- Barwise, P. (1993) Brand equity: Snark or Boojum? *International Journal of Marketing Research* 10 (March): 93-104.
- Bendixen, M., Bukasa K.A. and Abratt R. (2004) Brand equity in the business-to-business market. *Industrial marketing Management* 33(5): 371-380.
- Bernue's, A., Olaizola A. and Corcoran K. (2003) Extrinsic attributes of red meat as indicators of quality in Europe: an application for market segmentation. *Food Quality and Preference* 14(4): 265-76.
- Biel, A.L. (1992) How brand image drives brand equity. *Journal of Advertising Research*, November/December: 9.
- Bilkey, W.J. and Nes E.(1982) Country of origin effects on product evaluation. *Journal of International Business Studies*, 8(1): 89-99.
- Blumenthal, D. and Bergstrom A. J. (2003) Brand councils that care: Towards the convergence of branding and corporate social responsibility. *Brand Management* 10 (4/5): 327-341.
- Boulding, W., Kalra A., Staelin R. and Zeithaml V. (1993) A dynamic process model of service quality: From expectations to behavior intentions, *Journal of Marketing Research* 30(February): 7-27.
- Brown, J.T. and Dacin P.A. (1997) The company and the product: corporate associations and consumer product responses. *Journal of Marketing*, 61(January): 68-84.
- Chaudhuri, A. (1995) Brand Equity or Double Jeopardy? *Journal of Product & Brand Management* 4(1): 26-32.
- Chaudhuri, A. and Holbrook M. B. (2001) The chain of effects from brand trust and brand effect to brand performance: The role of brand loyalty. *Journal of Marketing* 65(April): 81-93.
- Chen A.C.H. (2001) Using free association to examine the relationship between the characteristics of brand associations and brand equity. *Journal of Product & Brand Management* 10 (7): 439 – 451
- Chen, A.C-H. (1996) The measurement and building of customer-based brand equity, PhD dissertation, National Chengchi University in Taiwan.
- Cobb-Walgren, C. J., Ruble C. A., & Donthu N. (1995) Brand equity, brand preference, and purchase intent. *Journal of Advertising* 24: 25-40.
- De Chernatony, L. & McWilliam G. (1989) The varying nature of brands as asset. *International Journal of Advertising* 8: 339-49.
- Pitta, D. A. and Katsanis, L. P. (1995) Understanding brand equity for successful brand extension. *Journal of Consumer Marketing* 12(4): 51-64.
- Farquhar, P.H., Herr P.M. (1993) The dual structure of brand associations. In Aaker, D.A., Biel, A. Eds. *Brand Equity & Advertising: Advertising's Role in Building Strong Brands*, 263-77. Hillsdale, NJ: Erlbaum.
- Farquhar, P.H., Han J.Y and Ijiri Y. (1991) Recognizing and Measuring Brand Assets. *Marketing Science Institute*, Cambridge, MA
- Farquhar, P. H. and Ijiri Y. (1993) A dialogue on momentum accounting for brand management. *International Journal of Research in Marketing* 10: 77-92.
- Farquhar, Peter H. (1989) Managing brand equity. *Marketing Research* 1(3):24-33.
- Feldwick, P. (1996) What is brand equity anyway and how do you measure it. *Journal of the Marketing Research Society*. 38: 85-104.

- Gordon, G. L., di Benedetto A. C., Calantone R. J. (1994) Brand equity as an evolutionary process. *The Journal of Brand Management* 2(1): pp. 47-56.
- Gremler, D. and Brown S.W. (1996) The loyalty ripple effect: appreciating the full value of customers, *International Journal of Service Industry Management* 10(3): 271-93
- Han C. M. and Terpstra V. (1988) Country of origin effects for uni-national and binational products. *Journal of International Business Studies* 19(Summer): 235-255.
- Hankinson, G. and Cowking P. (1995) What do you really mean by the brand? *The Journal of Brand Management* 3(1): 43-50.
- Hoyer, W.D and Brown S.P. (1990) Effects of brand awareness on choice for a common, repeat-purchase product. *Journal of Consumer Research*. 17(September): 141-8.
- Johansson, J.K., Douglas S.P., and Nonaka I. (1985) Assessing the impact of country of origin on product evaluations : a new methodological perspective. *Journal of Marketing Research* 5(3): 175-187.
- Kamakura, A. W. and Russell G. J. (1993) Measuring brand value with scanner data. *International Journal of Research in Marketing* 10(March): 9-22.
- Kapferer J.N. (1992) *Strategic Brand Management*. New York and London: Kogan Page.
- Kapferer, J.N. (1997) *Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. 2<sup>nd</sup> edition. London: Kogan Page.
- Keller, K.L. (1992) Memory retrieval factors and advertising effectiveness. In *Advertising Exposure, Memory and Choice*. Mitchell A.A., ed. Hillsdale, NJ: Lawrence Erlbaum Associates, in press.
- Keller KL. (1993) Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing* 57(1): 1-22.
- Keller, K.L. (1998) *Strategic Brand Management: Building, Measuring and Managing Brand Equity*. Upper Saddle River NJ: Prentice Hall
- Keller, K.L. (2003) *Strategic Brand Management*. 2nd edition. Upper Saddle River, NJ: Prentice Hall.
- Kim H-b.; Kim W.G.; An J.A.( 2003) The effect of consumer-based brand equity on firms' financial performance. *Journal of Consumer Marketing* 20(4): 335-351.
- Kotler, Philip and Keller Kevin L.(2006) *Marketing Management*.12th edition. Upper Saddle River, NJ: Prentice Hall.
- Krishnan, H.S. (1996) Characteristics of memory associations : a consumer based brand equity perspective. *International Journal of Research in Marketing*. 13: 389-405.
- Lassar, W., Mittal B. , and Sharma A. (1995) Measuring Customer-Based Brand Equity. *Journal of Consumer Marketing* 12(4): 11-19.
- Leuthesser, L., Kohli, C.S. and Harich, K.R. (1995) Brand equity: the halo effect measure. *European Journal of Marketing* 29(4): 57-66.
- Leuthesser, Lance. (1988) Defining, measuring and managing brand equity: A conference summary. Report #88-104, Cambridge, MA: Marketing Science Institute.
- Mackay, Marisa M. (2001) Evaluation of brand equity measures: further empirical results. *The Journal of Product and Brand Management* 10(1): 38-51.
- Martin, Greg S. and Brown Tom J.(1991) In Search of Brand Equity: The Conceptualization and Operationalization of the Brand Impression Construct. *Winter Educator's Conference Proceedings*, 1991, Terry L. Childers et al. eds. Chicago: American Marketing Association: 431-438.
- McAdam, Rodney and Leonard Denis. (2003) Corporate Social Responsibility in a Total Quality Management Context: Opportunities for Sustainable Growth. *Corporate Governance*, 3 (4): 36-45.
- Motameni, R., Shahrokhi M. (1998). Brand equity valuation: A global perspective. *Journal of Product & Brand Management* 7(4): pp275-290.
- Na, W. B., Marshall Roger, Keller K.L. (1999). Measuring brand power: Validating a model for optimising brand equity. *The Journal of Product and Brand Management* 8(3): 170-184.

- Oliver R.L. (1997) *Satisfaction: A behavioural perspective on consumer*. McGraw Hill.
- Oliver, Richard L. (1999) Whence Consumer Loyalty. *Journal of Marketing*. 63(Special Issue): 33-44.
- Olson, J.C. and Jacoby, J. (1972) Cue utilisation in the quality perception process. In Venkatesan, M. Ed. Proceedings of the Third Annual Conference of the Association for Consumer Research, Association for Consumer Research, Chicago, IL, pp. 167-79.
- Ophuis, P.A.M.O. and Van Trijp H.C.M. (1995) Perceived quality: a market driven and consumer oriented approach. *Food Quality and Preference* 6(3): pp. 177-83.
- Ozsoomer, A. and Cavusgil, S.T (1991) Country of origin effects on product evaluations : a sequel to Bilkey and Nes review. in Gillyet al .Eds. AMA Educators Proceedings, Vol 2, Chicago, 269-277.
- Park, C.W., Jaworski B.J., MacInnes, D. (1986) Strategic brand concept image management. *Journal of Marketing* 50(OCT): 135-45.
- Rao, A. R. and Ruekert R.W. (1994) Brand alliances as signals of product quality. *Sloan Management Review*: pp. 87-97
- Rao,A. R., Qu, L., & Ruekert R.W. (1999) Signaling unobservable product quality through a brand ally. *Journal of Marketing Research* 36: 258-268.
- Richardson, P.S., Dick A.S. and Jain A.K. (1994) Extrinsic and intrinsic cue effects on perceptions of store brand quality. *Journal of Marketing* 58(4): 28-37.
- Ries, Al and Trout, Jack. (1985) *Positioning: The Battle for Your Mind*. McGraw-Hill Companies.
- Shocker, A.D., Srivastave R.K. and Reukert R.W. (1994) Challenges and opportunities facing brand management: An introduction to special issue. *Journal of Marketing Research* 31: 149-158.
- Simon, C. J., & Sullivan M.W. (1990) The measurement and determinants of brand equity: A financial approach. Working Paper. Graduate School of Business, University of Chicago.
- Srivastava, Rajendra K. and Shocker Allan D. (1991) Brand Equity: A Perspective on its Meaning and Measurement. Cambridge Mass: Marketing Science Institute.
- Steenkamp, J-B.E. (1997) Dynamics in consumer behaviour with respect to agricultural and food products. In *Agricultural Marketing and Consumer Behaviour in a Changing World*. Wierenga, B., van Tilburg, A., Grunert, K., Steenkamp, J.B. and Wedel, M. Eds. Dordrecht: Kluwer Academic Publishers.
- Swait, J., Erdem T., Louviere J. & Dubelaar C. (1993) The equalization price: A measure of consumer-perceived brand equity. *International Journal of Research in Marketing*, 10: 23-45.
- Thakor, M.V. and Lavack, A.M. (2003) Effect of perceived brand origin associations on consumer perceptions of quality. *Journal of Product & Brand Management* 12(6): 394-407
- Thakor, Mrugank V. and Kohli Chiranjeve S. (1996) Brand Origin: Conceptualization and Review”, *Journal of Consumer Marketing* 13 (3): 27-42.
- Thorelli Hans B., Lim Jeen-Su, Ye Jongsuk. (1989) Relative Importance of Country of Origin, Warranty, and Retail Store Image on Product Evaluations. *International Marketing Review* 6(1).
- van Osselaer, S., & Alba J.W. (2000) Consumer learning and brand equity. *Journal of Consumer Research* 27: 1-16.
- Vázquez R., Rfo A.B., Iglesias V. (2002) Consumer-based Brand Equity: Development and Validation of a Measurement Instrument. *Journal of Marketing Management* 18(1-2): 27-48.
- Washburn, J.H. and Plank R.E. (2002). Measuring brand equity: an evaluation of a consumer-based brand equity scale. *Journal of Marketing Theory and Practice* 10(1): 46-62.
- Winters, L.C. (1991) Brand Equity Measures: Some Recent Advances. *Marketing Research* 3: 70-73.
- Yoo, B. and Donthu N.( 2001) Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research* 52(1): 1-14.
- Zeithaml, V.A. (1988) Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *Journal of Marketing* 52(3): 2-22.