Branding and Models of Branding

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***Abstract*: This article highlights the origin of Branding. It explains the importance of branding in today's world. It details out two important branding models which are in use in various firms for creation of brands. The models described in this article are the Brand Equity Model by David Aaker and Kevin Keller's Customer-Based Brand equity Model (CBBE). It shows the different elements of these two models in great detail.**

***Key words*: Branding, David Aaker, Kevin Keller, Brand equity, Models.**

The term branding comes from the Old Norse "Brandr" which means to burn. Cattle, slaves, and timber were burnt or branded with the markings or symbols of the owner using a hot iron rod. The concept of branding was essentially to depict ownership, in particular things which had value, this practice dating back to 2000 B.C. The transition from "ownership" to "creation and selling" started to evolve in the 1800's.

The credit of crating the first modern brand goes to an English artisan by the name of Josiah Wedgewood [1730-1795]. Born into a family of potters, Wedgewood was a pioneer in industrialization who greatly improved the quality of the crockery of his day. Christened 'Queen's Ware' after Queen Charlotte, his goods were of such superior quality, they stimulated demand and commanded a premium price - "Wedgewood" became synonymous with "Quality."

In today's world branding is used to brand the products that a company sells, services they give or even an organization itself. Brand is the "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers". *(American Marketing Association, 2012)* A brand is used as a tool used to promote products and services and thus secure profitability for the firm.

From a consumers' point of view brand stands for promise, quality assurance and creation of an experience. It lends trustworthiness to the products or services bought by the consumers and help them make the right purchase decisions. A brand creates an emotional connect of the consumer with the product or service.

However, one has to remember that every company tries to create a successful brand and compete against each other to establish their brand name in the minds of the consumer. Advertising, promotions, packaging, positioning all go a long way in creating a brand image in the minds of the consumer and ultimately leads to brand purchase. However, the concept of Branding has been undergoing several changes over the years.

As said by Philip Kotler, "Over the past ten years, our understanding has changed to encompass the fact that a brand is everything, and everything can be branded. That includes individual people!" In fact, Kotler went on to suggest that just like companies have marketing plans for their products and service, even people will start to have their own marketing plan. This will be a plan for how you reach out to the right people, across the right networks, what your message will be, and how you will be perceived by different people.

The art of creating and maintaining a brand is called Brand Management. Brand Mangers seek to make their product or service relevant towards their target audience. Brand management includes all activities which are aimed at maintaining and improving the brand in the minds of the customer. Brand Managers use several Branding models, which help to increase brand value and make a brand connect with its target audience.

I will be highlighting 2 important and existing Branding Models in this article:

I. THE FIRST MODEL IS THE BRAND EQUITY MODEL BY DAVID AAKER

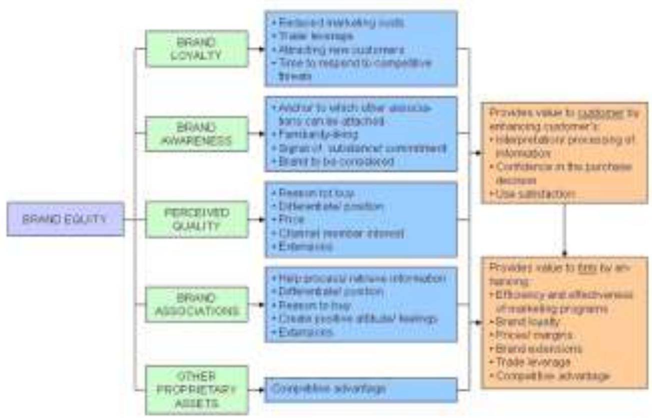
Brand Equity in Marketing refers to the premium / higher value a well-known brand will command as compared to a lesser known brand from their consumers. Brand Equity is one of the components which leads to higher financial value to the brand and makes the brand one of the most valuable assets of the organisation owning them.

David Aaker defines brand equity as a set of brand assets and liabilities linked to a brand name and symbol, which add to or subtract from the value provided by a product or service. Another aspect of the definition of brand equity that he presented was the argument that brand equity also provides value to customers. It enhances the customer's ability to interpret and process information, improves confidence in the purchase decision and affects the quality of the user experience. The fact that it provides value to customers makes it easier to justify in a brand-building budget.

David Aaker's model provides one perspective of brand equity as one of the major components of modern marketing alongside the marketing concept, segmentation, and several others. His model suggested that brand equity has four dimensions—brand loyalty, brand awareness, brand associations & other proprietary assets and perceived quality, each providing value to a firm in numerous ways. Once a brand identifies the value of brand equity, they can follow a brand equity roadmap to manage that potential value.

The following diagram shows the various components of the Brand Equity Model as explained by David Aaker. The details of the same in my understanding are as explained below.

Figure 1: Brand Equity Model by David Aaker



A) Brand Associations & other Proprietary Assets –

One of the proprietary assets of an organisation is the competitive advantage that it has over its competitors. A competitive advantage goes a long way in helping the brand establish a strong base in the market and outperform its competitor in the long run eventually. It will help a brand to stay ahead of its current and future competitors and may lead to acquiring a Market Leadership position in the industry. This will help in increasing the brand value and higher brand equity.

As Michael Porter states, competitive advantage can either be in terms of lower cost or in terms of differentiation. The goal of Cost Leadership Strategy is to offer products or services at the lowest cost in the industry. Take the example of global retail giant Wal-Mart. It aims at being the lowest cost provider by ensuring cutting costs through economies of scale. This form of advantage has definitely given an edge to Wal-Mart worldwide. The goal of Differentiation Strategy is to provide a variety of products, services, or features to consumers that competitors are not yet offering or are unable to offer. Starbucks differentiates itself on its quality of products and the high-end experience it provides. With this strategy it has been able to diversify in more than 50 countries of the world.

Brand associations are those attributes of a brand, which come to the mind of a consumer when they think about a particular brand. For example, the swoosh of Nike, the polka dotted girl of Amul, the signature tune of Nescafe, or the blue colour of Pepsi all create associations when we think of these brands. Associations are not “reasons-to-buy” but provide acquaintance and differentiation that’s not replicable. As mentioned in the model, they help consumers retrieve or process information about a brand. A brand association links a brand to its attributes, beliefs and attitudes as compared to that of competing brands. A brand must aim to have positive associations, in order to gain the trust of consumers and enable them to differentiate the brand from others available. The concept of ‘Brand Positioning’ also forms a sub category of brand associations as it helps a brand create a separate and distinct identity in the minds of the consumers.

Consumers form associations of a brand by all means of communication they receive, whether intentional or not. It could be interaction with company employees, advertising, publicity, news, public relations, direct marketing, word of mouth, quality of product, benefits, pricing, competitive offerings, etc. A company generally uses the concept of ‘integrated marketing communications’ to present a common picture about a brand from all points of contact and create a positive association.

As mentioned above, though they are not ‘reasons-to buy’, ultimately positive and strong associations go a long way in inducing the consumer to buy a brand, when the need arises. Brand associations also create a strong foundation for the company and help the company to launch new product extensions. For example, Marico Ltd has extended its traditional coconut hair oil into other hair based products like gels, creams and Parachute advanced cooling oil. Now the company has extended Parachute's ‘purity and value-for-money attributes’ to skin care and face wash segment. The company can benefit with increased revenue due to these brand extensions made possible due to favourable associations with the mother brand.

B) Perceived Quality –

Perceived quality refers to the quality associations of the brand. It is the opinion of a consumer about the brand’s ability to match their expectations based on previous interaction with the firm or brand. It is an intangible component and it is often based on judgment of the consumer. The process of branding and developing strong brand imagery goes a long way in increasing the perceived quality of a brand. Higher the perceived quality, there is a higher likelihood of the consumers’ willingness to buy the brand.

For example, when a consumer wants to buy a car he perceives the quality of the car from his judgment based on his past experience as well as information he possesses. However, the touch, feel, looks of the car along with a test-drive experience adds to his perception about the brand of car he evaluates for his purchase decision. On the basis of this perception, he makes a decision regarding buying a particular brand vis-à-vis the others in the same segment.

However, after purchase of the product the consumers check the reliability and performance of the products. In other words, consumers compare the perceived quality of the brand to the actual quality of the product or service. This can either lead to 3 situations:

1- Perceived quality = Actual quality Customer satisfaction
2- Perceived quality > Actual quality Customer delight
3- Perceived quality < Actual quality Customer dissatisfaction or dissonance

C) Brand Awareness-

Brand Awareness refers to the extent of recognition of a brand by its potential customers. It also refers to its correct association to a particular product category. When a new product is introduced, the main aim is to create brand awareness. Until the consumers are aware of the existence of a brand, they will not demand the same. A brand is generally communicated to a consumer through and array of media like television, radio, newspaper, outdoor advertising and digital marketing among others. Creation of brand awareness is extremely crucial in product categories which have a number of competitors. The companies have to spend a huge amount of their marketing budget in creating awareness in the market. This has to be a continuous effort as the brand name has to be in the memory of its consumer for its success.

Brand awareness can be measured by two concepts – Brand recognition and Brand recall. In case of brand recognitions, it means the ability of the consumers to identify a particular brand based on their previous experience. It however, does not imply that the consumers must be able to remember the brand name. On the other hand, brand recall requires testing the memory of the consumer in terms of correctly retrieving the brand name when a product category is mentioned.

For example, a student visits a mom and pop store to buy some chips to satisfy his craving for the same. He looks at the various chips packets displayed on the store which include Parle’s, Balaji, Haldiram, Pringles, Lays, etc. Now based on the past experience, he picks up a packet of ‘Lays’ and purchases the same. This is mainly due to brand awareness and recognition of the same as compared to competitive brands. Another scenario would be of a student going to a small local shop (with limited display) with the need to buy a packet of chips. The student immediately demands a packet of Lays from the shopkeeper, without looking at the options available. This is due to the brand awareness generated and the brand recall of the same by the consumer. In both the cases advertising plays a major role for aiding the ‘Top of Mind’ awareness for the consumer to buy ‘Lays’.

Brand awareness is not a standalone aspect; it is in fact strong linked to brand associations. A consumer form brand associations and perceives brand quality on the basis of their brand awareness and previous interaction with the brand. Most of the consumer decision-making models like AIDA, Consumer Adoption Model, Hierarchy of effects Model, Innovation Adoption Model, etc. mainly talk about ‘Brand Awareness’ as the first parameter or the first step of consumer decision making process. This leading to familiarity, liking and preference for the brand, which ultimately results into buying behaviour.

A high brand awareness and recognition helps a company to launch subsequent products in the market. Take the case of ‘Apple’ as a brand. The consumers’ are anticipating the launch of the awaited I-phone 6. Even before the product is launched in the market, there are a set of consumers who want to definitely buy it. This is how companies achieve success and profitability in the long run. It will not be wrong to state that Brand awareness is one of the crucial creators of ‘Brand Asset’ for an organisation. It thus becomes an inseparable part of ‘Brand Equity’ Model.

D) Brand Loyalty-

Brand Loyalty is explained as a consumers’ commitment towards the brand and repeat purchases of the brand over a period of time. Brand loyalty merely does not involve retaining existing consumers, but also involves acquiring new ones. Brand loyalty directly results in improved equity for the brand. Brand loyalty is a combination of several factors like customers’ perceived value, brand trust, customers’ satisfaction, repeat purchase behaviour and commitment. Though repeat purchases are the visible results of brand loyalty, the other dimensions stated above play an important role in building of brand loyalty among users.

In the above example of purchase of ‘Lays’ based on recall, if Lays is not available at the shop and the student agrees for another competing brand, it would reflect poor commitment and poor loyalty for ‘Lays’. On the other hand, if the student insists on buying ‘Lays’ and moves to the next shop for the same brand, he reflects a high amount of commitment and brand loyalty for ‘Lays’

This is accounted by the fact that customers become more profitable the longer they remain with the firm. The customer loyalty improves the firm’s profitability due to reduced operational costs, price premiums which the consumers’ are ready to pay and the referrals to other potential customers. Word of mouth marketing by loyal customers is one of the best forms of marketing for any firm for prospective customers.

Loyal customers are more open to new products launched by the company in form of Brand Extensions. They are the first adopters of these products, as they already trust the brand. The 20-80 rule of customer loyalty states that 20% of the customers’ account for 80% of a firm’s purchases. This shows that Brand Loyalty cannot be left to fate. A brand has to make conscious efforts to engage with the customers and create a long term relationship with them.

A brand should build a foundation of loyalty. This can be done by segmenting the market properly, acquisition of the right kind of customers, effective tiering of customers and delivering quality service. Brands need to create loyalty bonds to deepen customer relationships and reward customers’ for their loyalty to the brand or firm. At the same time, the firm must reduce the churn drivers. This can be done by addressing churn drivers and implementing complains handling and service recovery.

Conclusion:

David Aaker's Model of Brand Equity is widely used by Marketing Organisations even today. Companies do realize that the components listed by David Aaker for creation of Brand Equity - brand loyalty, brand awareness, brand associations & other proprietary assets and perceived quality are the building foundations of a brand. Only strong brands can be successful in the competitive modern world of today.

II. THE SECOND MODEL IS THE KEVIN KELLER'S CUSTOMER – BASED BRAND EQUITY MODEL (CBBE)

Kevin Keller developed this model, which is a part of his popular textbook 'Strategic Brand Management'. As the name suggests, this model is customer based. Keller believes that Brand equity can be created by providing the right experience to your customer. The brand needs to shape up how the customers think and feel about the product. Marketing and branding specialists need to manage the thoughts, feelings, beliefs, perceptions and opinions customers carry about a particular brand. The higher the positive experiences created, higher will be the brand equity. A high brand equity results into brand loyalty and better brand sales.

The Models is also referred to as 'Brand Resonance Model as it seeks to build a strong connection between the brand and the customer. The model states that brands with high resonance have benefits like increased brand loyalty and reduced vulnerability to competitive marketing activity. The model lists down 4 steps, which should be followed by brand to build brand resonance and increase brand equity.

The figure below depicts Keller's Brand Equity Model. It shows a series of steps to develop brand resonance and also states the branding objective at each stage. The model is explained below as per my understanding.

Figure 2: Customer-Based Brand Equity Model (CBEE) by Kevin Keller

The four steps represent the basic questions in consumer's mind relating to a brand. As shown, these four steps lead to six building blocks to reach the top of the pyramid and create brand resonance.

A) Step 1 – Who are you? (Brand Identity)

The key component at this stage is to develop a brand identity in the minds of the consumer. This stage aims at developing **'Salience'** i.e. the customer needs to identify the product category the brand belongs to and have as fair idea of the needs it can satisfy. To establish this, the main branding objective would be to develop a deep and broad awareness of the brand. The brand must be able to generate brand recognition and brand recall at the decision making time of consumers.

This stage involves creation of brand associations in the mind of the consumers'. These involve creation of brand name, logo, colour associates, mascot if any, tagline, brand symbol, etc. These associations act as memory clues for the consumer, at the time of the decision making process. Only brands in the memory of a consumer become part of the consideration set, when a product need arises. Hence creating brand awareness and associations are the most crucial steps in creation of brand salience, ultimately leading to brand identity.

The concepts of STPD, i.e. Segmentation, Targeting, Positioning and Differentiation can be applied at this stage of marketing. Before introduction of a brand, the market should be clearly segmented. The right target audience needs to be selected. This is mainly done by matching the expectations of the consumers and the delivery of the brand. To create a clear identity, the brand must be positioned well in the minds of the consumer by creating a Unique selling Proposition (USP) of the brand. It is essential to differentiate your brand from the competitors, for easy recognition and recall by the consumers.

Let us take an example here. A woman wants to take up 'running' as an outdoor activity from the perspective of fitness. She also wants to participate in short-distance marathons of 5 kms and 10 kms to test herself. She therefore realizes the need of a comfortable and good pair of running shoes. The main brands that come to her mind and become a part of her consideration set are Reebok, Nike, Adidas, Puma, Fila and Asics. These brands are the main sports brands which are recalled by her and the decision to purchase one of this will be taken. These brands top the list due to the brand awareness created by them and strong associations to the category of sports and fitness linked to them.

This stage can be compared to the 'Brand Associations' and 'Brand Awareness' components of the 'Brand Equity Model of David Aaker' as seen above.

B) Step 2 – What are you? (Brand Meaning)

This stage aims at establishing a brand meaning for the consumer. The consumers must be able to understand what your brand means and what it stands for. The main building blocks at this step are **'Performance'** and **'Imagery'**. To achieve this, the branding objective is to create point of parity and difference. Mere imagery is not sufficient; the brand also needs to deliver as per its promise in order to establish resonance with the customer.

Understanding and creating a brand image is very crucial. It is important to know, what a brand stands for in the minds of the consumers. Though the imagery of the brand is required, it needs to be backed by experience through brand performance. The brand associations formed by the consumers contact and experience of the brand help in formation of Brand Meaning.

Let us consider these parameters of 'imagery' and 'performance' in greater detail:

Brand Imagery: It refers to the intangible aspects of a brand. It mainly deals with the method in which a brand aims to satisfy the social and psychological needs of a consumer. It comprises of sub-components such as:

User profiles – means the type of people and organisations using the brand. It involves the demographic and psychographic segmentation understanding of the brand.

Purchase and usage situation – refers to the time and place when the brand is purchase, where it is purchased and if it is used for regular, occasional, formal, informal situations, etc. It talks about the behavioural characteristics of the target audience.

Personality and values – brands like people possess values. Keller talks about several aspects of brand personality such as sincerity, excitement, competence, sophistication and ruggedness. The values of the consumers' must match with the brand personality in order to create brand – consumer bonding.

History, heritage and experience – mainly talks about the history and heritage the brand carries over the years and the impact it has on the perceptions of consumers.

Brand Performance – It refers to the tangible aspects of the brands. It mainly concerns the functional needs satisfied by the brand. The most important component of brand equity is the 'product' itself and how it delivers. Brands set consumer expectations by means of awareness, associations and creation of brand imagery. Brand performance is the litmus test of the same. The brand must definitely at least meet the expectations of the target customer, if not exceed the same. Only when these expectations are met, it results in the customer satisfaction and then in development of loyalty. A brand must aim to satisfy the utilitarian, aesthetic and economic needs and wants of customers.

Keller listed the following sub-components of brand performance:

Primary characteristics and secondary features – refers to the satisfaction of the core benefits of the product, which is its primary characteristic and the provision of ancillary benefits as part of secondary feature. For e.g. when you check into a hotel, a clean and hygienic room is a primary feature, whereas a complementary tray of cookies and coffee is a secondary feature.

Product reliability, serviceability and durability – reliability refers to the consistence in brand performance over a period of time. Durability would mean the economic life of a product and serviceability relates to how easily the easy of servicing, repairs and after sales service provided by the brand.

Service effectiveness, efficiency and empathy – service effectiveness means the extent of satisfaction of customers after service provision, efficiency refers to responsiveness in terms of time, speed, etc and empathy reflects the care of customers and the trust evoked by the brand.

Style and design – reflect the aesthetic components of the brand and are the most tangible. The look, feel, smell, texture, shape, size, colour play an important role in the consumer decision making process.

Price – is one of the most important aspects of performance. Consumers' generally form perceptions and expectations of a product on the basis of the price it commands in the market. A right pricing strategy goes a long way is generating brand equity in the long run.

A strong brand imagery backed by good brand performance helps in the creation of a strong, favourable and unique association for the brand. This is the base of the customer based brand equity model.

Let us take the above case of buying running shoes, where the brands in the consideration set were Reebok, Nike, Adidas, Puma, Fila and Asics. Each of these brands is considered as sports brand. However, there are differences in their perceptions. Nike with it's swoosh has a distinct brand identity and is the market leader in the category. It is followed by Reebok and Adidas. While Nike and Adidas, covers the entire gamut of sports like basket ball, running, tennis, football and training, brand like Asics are restricted only to running, Fila and Puma to training. Now they are trying to enter multi sport category the perceptions are formed. On the basis of this the lady, who wants to buy running shoes now narrows down her set to only Nike, Adidas and Asics.

Brand imagery and performance can be compared to 'perceived Quality' in David Aaker's Brand Equity Model.

C) Step 3 – What about you? (Brand Response)

This stage depicts the consumers' response towards the brand. Its main building blocks are **'Judgements'** and **'Feelings'**. It explains how consumers think and feel about the brand. The main objectives of branding at this stage are to generate positive accessible reactions. These reactions are from the consumers' and reflect their views which arise from their 'head' or 'heart'.

In other words, this stage is the outcome of the previous 2 stages mentioned above. Once a brand has developed an identity and also has established a meaning in terms of imagery and performance, the views and opinions of the target audience at large matter the most. This stage mainly captures this response from the consumers.

Let us look at the 2 main sub-components of 'Judgements' and 'Feelings' in details

Brand Judgements: On basis of their personal opinion and experience as well as contact with the brand, consumers' tend to make judgements relating to the brand. These mainly originate from the mind of the consumer, i.e. it is a though about opinion of a customer. Keller in this model has summarised the brand judgements into four categories as under, written in an ascending order of its importance. They are stated below:

Brand Quality – the quality of the brand is the most important point of judgement. Ultimately consumers form opinions on brands on the basis of the quality it delivers. The perception of value and satisfaction mainly arise from quality of the brand. Only if the quality of the product is satisfactory, will the consumers go for repeat purchases and also recommend the same to others.

Brand Credibility – as a concept extends beyond and brand and reflects the credibility of the company or the organisation behind the brand. It refers to the extent a brand is credible mainly on 3 dimensions – brand expertise which includes competence and innovations, brand trustworthiness that talks about the brand being sensitive to the needs of the customers and brand likability which refer to the brand being fun and worth the time and effort.

Brand Consideration – is the actual response of consumers. It reflects if the brand is in the consideration set of consumers or not while making a purchase. The brand may have a high awareness and also may be considered as credible, but if it does not figure in the consideration set of consumers, it will not generate brand equity. The brand has to be relevant to the needs of the customers and thus be in their consideration when required. Brand consideration is directly related to the strong and positive brand associations the brand has been able to generate.

Brand Superiority – mainly reflects the competitive advantage a brand has as compared to other brands in the same category. It determines the extent to which a brand is unique and distinct in the minds of the consumer. Again the positioning of a brand and brand associations go a long way in determining brand superiority.

Brand Feelings: They are the consumers' emotional reactions and responses to the brand. It reflects how the consumers feel about the brand from their 'heart'. The consumers' feelings could be mild, intense, negative or positive depending on the communication of the brand and resulting perceptions. Keller has categorized these feelings into the six categories as given below:

Warmth – refers to the soothing feelings that a brand generates from a consumer. Consumers may feel warm hearted, sentimental or affectionate towards the brand.

Fun – feelings are amusement, joyfulness, playfulness, cheerfulness and light heartedness which are directed towards the brand.

Excitement – brands can generate a feeling of excitement among consumers along with the feeling of being sexy, cool and alive.

Security – brands may help consumers get rid of their problems and thus generate a feeling of safety, protection, comfort and self-assurance.

Social Approval – when the brand satisfies the social acceptance needs of a consumer, it reflects social approval. A brand purchased by a consumer may be acknowledged by others and may also become a symbol of his / her social status.

Self Respect – is generated when a consumers' feels better about their own self by usage of the brand. The brands may help boost their confidence, looks or even a sense of accomplishment.

Consumers' responses, whether they are from their 'head' or 'heart' need to be positive in association. Only then they will have a positive impact on consumer responses, i.e. their behaviour.

In the above example, about the purchase of running shoes, the woman will form her brand response on the 3 shortlisted brands, i.e. Nike, Adidas and Asics. Her judgements and feelings for the brands will create her response. In terms of judgement, she has equal quality perceptions for all the brands. However, she feels Nike and Asics are more credible in terms of running. They become a part of her immediate consideration. In terms of feelings, design and styling becomes important for social respect and approval. She feels that Asics has good running shoes, but they lack the fun and excitement. Hence, on the basis of these perceptions, she decides to buy Nike running shoes.

D) Step 4 – What about you and me? (Relationships)

The final step of the model talks about the ultimate relationship between the customer and the brand. This measures the bonding of the brand with the customers and is a true reflection of consumers' continuity with the brand and allied products. **'Resonance'** reflects the nature of relationship that a consumer develops with a brand and whether the brand is in sync with the customers' needs. The extent of customers' bonding with the brand determines brand resonance. The main branding objective at this stage is to establish a deep and permanent loyalty among customers. Brand Resonance is characterised by the intensity of depth of the psychological bond between the brand and the customer the level of activity engendered due to this loyalty. Keller further breaks up brand resonance into the following four categories:

Behavioural Loyalty – it measures the repeat purchases of customers and the share of category accounted to the brand.

The higher the brand loyalty, higher is the profitability as loyal customers help in reducing marketing costs, are immune to price changes and are the brand ambassadors through their word of mouth campaigns.

Attitudinal Attachment – towards the brand is necessary for strong brand resonance. The positive association one carries regarding the brand and its reflection on brand attitude by consumers' is a powerful measure of attitudinal attachment. Consumers who love the brand or cannot part with the brand as considered as being attached to the brand in the true sense.

Sense of Community – identification to a brand community is a social phenomenon, where consumers feel affiliated and connected to other people using the same brand. It could be a part of social or reference group, where many individuals buy the same brand to have a sense of community with their counter parts.

Active Engagement – the strongest measure of brand loyalty is when the customers are willing to invest time, money and resources into the brand and which extends beyond purchase and consumption of the brand. They are willing to be part of other activities of the brands like attending events, being part of brand clubs, receiving brand updates, interact on websites, participate in brand chat rooms, etc. In the true sense, the customers become brand ambassadors and brand evangelists. It reflects the strength of customer – brand bonding.

Brand Relationships are reflected by 2 dimensions - 'Activity' and 'Intensity.' Behavioural loyalty and active engagement reflect the 'Activity' a consumer has with the brand. This activity can be in terms of usage or indirect interaction with the brand. 'Intensity' is measured by the attitudinal attachment and community sense with the brand concerned. Brand resonance is at 'top of the pyramid' and the ultimate aim of any brand. In our running shoe example, the lady finally makes a decision and purchases Nike shoes. If she is satisfied with the brand and further starts loving it with each running experience, she will like reach a stage of brand resonance, with brand loyalty and engagement with Nike.

The diagram below gives a summary view of the sub-components of the six building blocks – Salience, Performance, Imagery, Judgement, Feelings and Resonance as explained above.

Figure 3: Sub-components of the six building blocks in (CBEE) by Kevin Keller

Conclusion:

Keller's Brand Equity model highlights four key levels to create a successful brand. These four levels are:

1. Establishing proper Brand identity.
2. Creation of relevant Brand meaning.
3. Generating the right Brand responses.
4. Developing Brand relationships with customers.

Within these four levels are six building blocks that further help with brand development. These six building blocks are salience, performance, imagery, judgments, feelings, and resonance. In short the Brand Resonance Model states that improving the brand equity directly depends on how consumers' think, feel, act and engage with the brand.

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