

Product and Brand Management
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Lecture 43
Brand Resonance Model

Welcome back. We are going through a very interesting journey in terms of our understanding of brand and branding. Last session, I was talking about brand positioning, segmentation aspects, target, target market, points of parity, points of difference, and tried to put up a perspective in front of you, about how these are useful for a brand manager and how a brand manager can effectively position a brand in the minds of a customer.

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Brand Mantra

- The brand mantra is the brand's core promise to its customers.
For example, Nike's brand mantra is authentic athletic performance,
Disney's brand mantra is fun family entertainment,
BMW's brand mantra is a superior driving experience
- The brand mantra is not directly communicated to the brand's target customers. Instead, it is typically captured in the brand motto, which is communicated to customers.
For example, Nike's brand mantra is reflected in its motto '*Just do it*'
Disney's brand mantra is reflected in the brand motto '*Where dreams come true*'

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Now, I will be taking you towards an interesting concept, Brand Mantra. Brand Mantra is brand's core promise to its customers. It is reflected in the taglines, but not known to the customer that, this is the Mantra. Organizations they do conceive a Mantra.

For example, Nike's brand mantra is authentic athletic performance. Disney's brand mantra is fun-family-entertainment. Their perspective is what they think about themselves and that is what we are talking of, the kind of image their customer carries about them, same, fun, family and entertainment, the kind of image they wanted to create in the minds of their customers, and that is how Disney is known, Mickey Mouse, Donald Duck, remember. So, Disney's brand mantra is fun family and entertainment. BMW's brand mantra is superior driving experience, we all know about their technology, their excellence, but superior driving experience.

The brand Mantra is not directly communicated to the brand's target customers, instead as I said it is typically captured in brand moto, tagline probably, which is communicated to customers. For example, Nike "***Just Do It***" McDonald's "***I am loving it***" Disney's brand mantra is reflected in brand motto, "***Where Dreams Come True***" so that is the aspect of where dreams come true, whatever dreams you have fun, family and entertainment.

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Brand Mantra

- Harley-Davidson has identified five key concepts to convey its brand mantra—personal freedom—*fire, muscle, icon, bond, and rebel*.
- **Fire** symbolizes passion, inspiration, and energy;
- **Muscle** stands for strength and power;
- **Icon** highlights the symbolic nature of the Harley-Davidson brand representing personal freedom
- **Bond** represents the relationship between customers and the brand as well as among customers themselves
- These four concepts are anchored by an overarching concept—**rebel** (action verb, not a noun)—that permeates the concepts' individual meanings and is intricately linked to the brand mantra (personal freedom) and motto (American by birth. Rebel by choice).



Source: Chernev A., (2020) Strategic Brand Management, 3rd Edition, Cerebellum Press



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Harley-Davidson has identified five key concepts to convey its brand mantra, personal freedom, fire, muscle, icon, bond and rebel. It is very interesting and that is what they have been doing. Harley-Davidson is a very renowned name and they have a huge list of loyal customers, people who love that bike. Fire symbolizes passion, inspiration, and energy, muscle stands for strength and power, icon highlights the symbolic nature of Harley-Davidson brand representing personal freedom. Bond represents the relationship between customers and the brand as well as among customers themselves. These four concepts are anchored by an overarching concept. Rebel, permeates the concepts' individual meanings and is intricately linked to the brand mantra (personal freedom) and motto (American by birth, rebel by choice).

They are a global organization, wherever they go, they try to use the name of the location, the country, the geography, and where they are serving the customers. They are having the same orientation, mountain dew "***Darr ke aage jeet hai***" that is the perspective that they bring on board. So, that is where this mantra comes into being.

And, just to remind you, this is the importance of integrated marketing communication or marketing communication as far as developing a brand goes, because how else would you

develop the image, I have talked about this earlier as well, but remember this is what is the first touch point we have in terms of a product or service and it is their message, their communication, it is their motto, it is their tagline, it is their symbol, it is their name, it is half apple and that is what we are discussing here.

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Designing a Brand Mantra

- Brand mantras must economically communicate what the brand is and what it is not.
- Brand mantra is made up of three components:
 1. **Brand functions** term describes the nature of the product or service or the type of experiences or benefits the brand provides.
 2. **Descriptive modifier** describes whom the brand is basically for.
 3. **Emotional modifier** describes how exactly does the brand provide benefits and in what ways?

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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How to design a brand mantra? Brand Mantra must economically communicate what the brand is, and what it is not, it should elaborate almost everything. You are trying to bring a concise aspect of whatever you have done in due course of time and you are even trying to project how seriously you are developing the products, you are trying to put up the strength you have gained in terms of your human resource, your technological advancement, and so on.

Google, for example, we all admire, we rely on as far as their credibility goes, and we understand what they are trying to do. So, brand mantra is made up of three components, brand functions, descriptive modifier, and emotional modifier. So, brand functions as a term describes the nature of the product or service or the type of experience or benefits the brand provides.

The experience or benefits, earlier we talked about benefits with a categorical perspective as far as attributes providing benefits, and we talked about benefits at length and here we are trying to merge both the things that is experience or benefits coming closer together.

Descriptive modifier describes whom the brand is basically for. Emotional modifier describes how exactly does the brand provide benefits, and in what ways? Toothache and toothpaste; a

child in the storyboard with her mother, and it says it all, that is where emotional modifier comes in.

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Examples of brand mantra			
Brands	Emotional Modifier	Descriptive Modifier	Brand function
	Sweet/ Delicious	Family	Food/Desserts
	Authentic	Athletic	Performance
	Dynamic	Supportive	Performance
	Fun	Family	Food

There are several beautiful examples in terms of brand mantra, because we are using a few examples commonly to demonstrate few elements so, I would be using two of those once again like, Nike and McDonald's and then there is Hershey for example, sweet, delicious. Descriptive modifier is family and the brand function is food and desserts.

And Hershey's are famous for their chocolates. Sometimes, descriptive modifiers and emotional modifiers; we try to put them in words, specific words may not resonate with the customer to the extent the customer thinks of that particular kind of a service or product.

So, these are just categorizations, these are just expressions to support your thinking. For example, McDonald's, you may think in terms of emotional modifier, and you can think of that emotional modifier to be, for example if an elderly couple wants to be reminded of one of their trips abroad, when they consumed McDonald's products and they were not in India at that time, and today when they go to McDonald's restaurant, so there they remember those days. So, that can be fun as well as memories, basically, the emotional modifiers. And on the other side, descriptive modifiers can be definitely with the perspective of different kinds of customers.

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Brand Resonance Model

- Brand resonance model, which describes how to create intense, active loyalty relationships with customers.
- The model considers how brand positioning affects what consumers think, feel, and do and the degree to which they resonate or connect with a brand.
- Moreover, how brand resonance and these loyalty relationships, in turn, create brand equity and or value.

Source: Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management: Building, measuring, and managing brand equity*

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Now, I would be taking you towards brand resonance model. Having gone through Customer-Based Brand Equity Model, the elements of positioning, and mantra. Let us see how resonance comes into play, how it is developed? Brand resonance model describes how to create intense active, loyal, relationships with customers, that is deeper, wherein competition cannot come in. Loyal, when customer comes by herself to purchase the products and active means repeated purchase, they keep on going on.

If the product calls for repeat purchases, or referrals are generated, that is how these things are and that is where the power of branding is, and that is where one has to think in terms of developing brand power and equity and when we talk of equity, definitely, in terms of stockholders' value as well, the model considers how brand positioning affects what consumers think, feel, and do and the degree to which they resonate or connect with a brand, which means, how loyalty with intensity and active purchases can be achieved. Moreover, how brand resonance and these loyalty relationships in turn create brand equity or value.

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A presentation slide titled "Brand Resonance Model". It contains a bulleted list of four questions that customers ask about brands. The first bullet point is a general statement about the model. The next three are specific questions, each followed by a term in parentheses: "Who are you? (brand identity)", "What are you? (brand meaning)", and "What about you? What do I think or feel about you? (brand responses)". The final bullet point is "What about you and me? What kind of association and how much of a connection would I like to have with you? (brand relationships)". At the bottom, there is a small source citation and two logos: IIT Kharagpur and NPTEL Online Certification Course.

Brand Resonance Model

- The brand resonance model looks at building a brand as a sequence of steps which represent a set of fundamental questions that customers invariably ask about brands—at least implicitly.
 - Who are you? (**brand identity**)
 - What are you? (**brand meaning**)
 - What about you? What do I think or feel about you? (**brand responses**)
 - What about you and me? What kind of association and how much of a connection would I like to have with you? (**brand relationships**)

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Brand resonance model looks at building a brand as a sequence of steps, which represent a set of fundamental questions that customers invariably ask about brands, at least implicitly for example who are you, and we have talked about this earlier, when I was talking about the positioning aspects, who are you, which is related to brand identity and at that particular moment, we discussed this question with reference to, who am I?

So, who are you is brand identity, what are you is brand meaning, and there we talked about what am I, what about you, what do I think or feel about you is brand responses. What about you and me, what kind of association, and how much of a connection would I like to have with you, that is brand relationships. So, you see brand identity, meaning, responses and relationships. And if a relationship is developed with intensity it solves all the purpose, you recall any brand at this moment.

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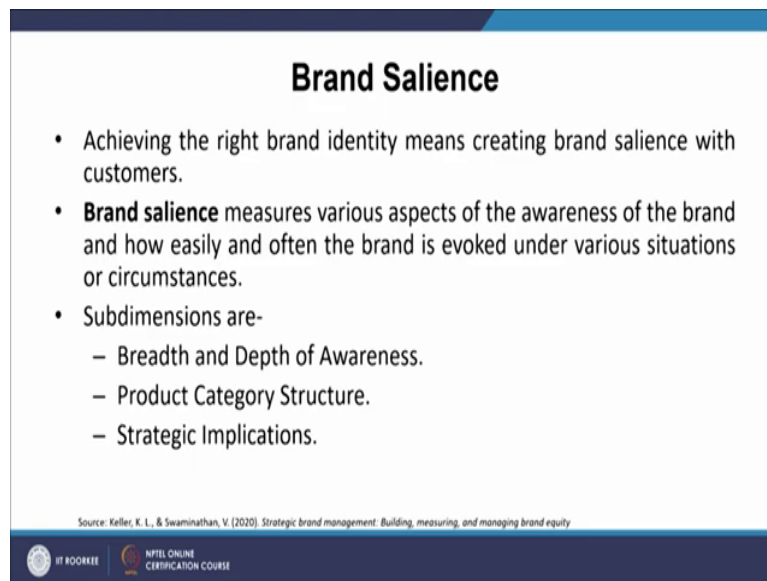


Pyramid in front of you is brand resonance pyramid, it is sort of an objective for almost all the organizations in the world. Wherein, there are stages of brand development on the left side and there are goals at each stage or related to each stage, and why it is called pyramid and why these stages are conical in structure can be discussed, the most important element here is to look into the stages first of all.

So, first is salience, which is related to identity on the side in terms of the stage of brand development. Salience is related to identity and in terms of goal of this stage is deep, broad, brand awareness, that is where salience comes into being. And explicitly we can realize in terms of salience, because awareness generation is for a very larger audience, or for almost everyone, because the awareness related activities would go for larger people, because we would be utilizing media and medium wherein, specifically not only our targets, but others would also get associated with the brand people, and I have been talking about IIT's as well.

Then comes meaning, related to the stage of performance and imagery, and there on the other side goal is points of parity and difference and we have talked about points of parity and difference. Then, third is response, that is the stage of brand development associated with the portion of judgments and feelings, and goal is positive accessible reactions. And the final stage is relationship, as I said related to the stage of resonance, and the goal is intense active loyalty, and this is all resonance model is all about. Now, I will be elaborating upon each of these aspects one by one.

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Brand Salience

- Achieving the right brand identity means creating brand salience with customers.
- **Brand salience** measures various aspects of the awareness of the brand and how easily and often the brand is evoked under various situations or circumstances.
- Subdimensions are-
 - Breadth and Depth of Awareness.
 - Product Category Structure.
 - Strategic Implications.

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Brand salience is related to achieving the right brand identity, which means creating brand salience with customers. It measures various aspects of awareness of the brand and how easily and often the brand is evoked under various situations or circumstances. Then there are sub dimensions to brand salience, breadth and depth of the awareness. It is a very natural process, we have seen this in many cases, for example, we were trying to understand product line and product width concept there also this word depth came in. It is all related to the intensity, the reach of our efforts in terms of customer, where we are trying to put up the position or image in the mind of the customer, then we must try to find out how successful we have been and that is where breadth and depth of awareness comes in.

And this is judged through several methods and methodologies, while we ask different kinds of questions to the customers, and I have talked about few of them in my last sessions also, unedited recall or let us say aided recall. That is one of those kinds of methodologies. Product category structure is a sub dimension and strategic implications are also the sub dimensions, just keep those in mind, these are the elements of brand salience as of now.

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Brand Salience



- Consumers should at least recognize the Tropicana brand when it is presented to them.
- Beyond that, consumers should think of Tropicana whenever they think of orange juice, particularly when they are considering buying orange juice.
- Ideally, consumers would think of Tropicana whenever they were deciding which type of beverage to drink, especially when seeking a “tasty but healthy” beverage.
- Thus, consumers must think of Tropicana as satisfying a certain set of needs whenever those needs arise.
- Tropicana increases its awareness through taglines like, “Feel pure good. Everyday.” and “Tropicana. Sip your sunshine”

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity
Images Source: www.tropicana.com

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You would get a larger picture of as far as what those sub dimensions mean when we talk of examples like Tropicana, consumers should at least recognize Tropicana brand when it is presented to them, beyond that consumers should think of Tropicana, whenever they think of orange juice, particularly when they are considering buying orange juice, and here one of my favourite examples is Tang, so you can put up Tang also in terms of when we are discussing Tropicana.

Ideally consumers would think of Tropicana, whenever they were deciding which type of beverage to drink, especially when seeking a tasty but healthy beverage. Thus, consumers must think of Tropicana as satisfying a certain set of need whenever that kind of a need arises. Tropicana increases its awareness through taglines like “feel pure, good every day” and “Tropicana sip your sunshine” sip your sunshine, so kind of suitable.

And then that is where we were trying to discuss in terms of mantra and that is why it is important. Tropicana develops a perspective about itself and they carry it as a mantra in terms of the tagline or the motive which they are putting up in front of their customers and that actually generates positioning, that generates image, that generates points of parity and points of difference and so on. So, salience is driving us toward brand performance.

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Brand Performance

- **Brand performance** describes-
 - how well the product/service meets customers' more functional needs.
 - how well does the brand rate on objective assessments of quality.
 - to what extent does the brand satisfy utilitarian, aesthetic, and economic customer needs and wants in the product or service category.
- Five important types of attributes and benefits are as follows:
 - Primary ingredients and supplementary features.
 - Product reliability, durability, and serviceability.
 - Service effectiveness, efficiency, and empathy.
 - Style and design
 - Price

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity.

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Brand performance describes how well the product or service meets customers' more functional needs. How well does the brand rate on objective assessments of quality, to what extent does the brand satisfies utilitarian, aesthetic and economic customer needs and wants in the product or service category.

Now, again brand performance must be judged or analysed with reference to how customer responds to it. I will give you one important example while talking about brand performance. For example, there is a protein supplement with some other things that her child should consume, children they are not so fond of milk and putting up a protein supplement in that milk, which does not sounds like chocolate or many a times as their favourite flavour is not acceptable at all.

So, that is where the aspect of how a mother convinces the child, but mother would be convincing the child well only and only if mother knows the positioning which the brand or that protein supplements wants to create in front of the child actually, and mother would be the carrier of this.

We have to look at it with the perspective of a child. Performance, how well the product service meets the customers functional needs, is what kind of liking the child would have in her mind about as far as that protein supplement goes.


Five important types of attributes and benefits which are related to as far as this discussion goes are primary ingredients and supplementary features, product reliability, durability and serviceability, service effectiveness, efficiency and empathy style, design and price.

While we were discussing about product management, I have talked about all these aspects in detail and we reach a stage wherein we try to understand how they comprehensively put up the satisfaction level of a customer, and we are reiterating this in terms of that product being a brand, why?

Because, that particular product is steered by its name rather than being a product or something which I should not say does not have a name, but something which has a no name actually or it is our effort to make it known, so that subsides in front of that name. For example, if I say HP subsidizes, because HP has computer-based solutions for you, for example you may think in terms of ICICI automotive insurance that, what kind of insurance policies for what kind of vehicles they have and so on.

For example, you have SBI term deposit or you do not even say term deposit you just say SBI, and you have almost everything in terms of what kind of services SBI might offer you and that is what we are talking of. And if I say bank what would you infer, that is the difference between a bank being SBI and that is what we are referring to at this particular moment.

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Brand Performance 

- Subway zoomed to the top as the biggest-selling quick-serve restaurant through a clever positioning of offering healthy, good-tasting sandwiches.
- This straddle positioning allowed the brand to create a POP on taste and a POD on health concerning quick-serve restaurants but, at the same time, a POP on health and a POD on taste with respect to health food restaurants and cafés.
- One of Subway's highly successful product launches was the \$5 footlong sandwich. The idea quickly took hold and was the perfect solution for consumers during the recession.
- This strong performance and value message has allowed Subway to significantly expand its market coverage and potential customer base.

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity
Images Source: www.subway.com

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Brand performance again can be elaborated by an example, that subway zoomed to the top as one of the biggest selling quick serve restaurant through a clever positioning of offering healthy, good-tasting sandwiches. This positioning allowed the brand to create a point of parity in taste and a point of difference in health concerning quick serve restaurants, but at the same time a point of parity on health and a point of difference on taste with respect to health food restaurants and cafes, within this space of sandwiches, where in points of parity and

points of difference are not so wide. It is within a certain frame, taste is differentiable but not so much differentiable.

So, creating a different kind of a positioning for itself is a tougher deal and it can only be created by certain image generation and that is what we are referring to at this moment. But our concentration is brand performance, so, putting up ingredients cooking style and then projecting it in front of the customer that it is related to health as well as taste.

One of the subways highly successful product launches was US dollar 5 footlong sandwich, very famous around the world, the idea quickly took hold and was the perfect solution for consumers during recessionary phases also, and then it became a mainstay, basically, footlong is a famous product and people do like it and once you have this in your hand, you feel that you have a whole meal in your hand and price justifies it. This strong performance and value message has allowed subway to significantly expand its market coverage and potential customer base as well.

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Brand Imagery

- **Brand imagery** depends on the extrinsic properties (intangible aspects) of the product or service, including how the brand attempts to meet customers' psychological or social needs.
- It is the way people think about a brand abstractly, rather than what they think the brand actually does.
- Many kinds of intangibles can be linked to a brand, but four main ones are:
 - User imagery
 - Purchase and usage imagery
 - Brand personality and values
 - Brand history, heritage, and user experiences.

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity.


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Brand imagery, we are rising in the pyramid structure. Imagery depends on the extrinsic properties, intangible aspects, starting from awareness to performance, justifying the performance, we are going towards image. So, it is related to intangible aspects of product or service including how the brand attempts to meet customers psychological or social needs, it is the way people think about a brand abstractly rather than what they think the brand actually does.

Sleep well mattresses for example. Why I am choosing these examples, is because, many a times, we do not realize what comfort can a mattress or a pillow provides. Many kinds of intangibles can be linked to a brand, but four main ones are user imagery and I have just mentioned about purchase and usage imagery, brand personality and values brand history, heritage and user experience.



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Brand Imagery



- In the two-wheeler segment in India, one of the strongest brand on the personality parameter is the Royal Enfield Bullet.
- The Royal Enfield Bullet's strength has always been its sensorial branding—the thump-thump sound that one associates with the brand.
- A truly aspirational brand on the street, it has a strong personality and is positioned for a person who is seen to be wielding authority.
- Over the years, Royal Enfield has remained relevant to successive generations of the bike lovers in India and abroad.
- At the same time, it has also remained true to the brand personality and its value—be it the rugged design, its Indianness, its characteristic thump, or its compelling street presence. For the Royal Enfield biker, it is nirvana on two wheels.

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity
Images Source: www.royalenfield.com



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Now, brand imagery can be thought of in terms of Enfield for example, you see, in the two-wheeler segment in India one of the strongest brand of the personality parameter is Royal Enfield, bullet. The Royal Enfield bullet strength has always been its sensorial branding, the thump sound that one associates with the brand, to me it is duck duck, duck, duck, kind of sound not thump- thump basically, but slide one has to rid that way.

So, a truly aspirational brand on the street, it has a strong personality and is positioned for a person who is seen to be wielding authority, riding on an Enfield and duck, duck, duck, moving ahead and with all due regards to people who do not like Enfield. Over the years, Royal Enfield has remained relevant to successive generations of bike lovers in India and abroad, at the same time it has also remained true to the brand personality and its value, be it the rugged design its Indian-ness, its characteristic dug, dug or its compelling street presence for the Royal Enfield biker, it is a nirvana on two wheels. And recently I was going somewhere and I found a group of 30 Royal Enfield bikers going towards Himalayas and I admire them, I miss those days when I used to rid one.

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Brand Judgments

- **Brand judgments** are customers' personal opinions about and evaluations of the brand, which consumers form by putting together all the different brand performance and imagery associations.
- Customers may make all types of judgments concerning a brand, but four types are particularly important:
 - Brand quality
 - Brand credibility
 - Brand consideration
 - Brand superiority

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Brand judgments are customers' personal opinions about and evaluations of the brand, which consumers form by putting together all the different brand performances and imagery association, brand performance and imagery associations. Customers may make all types of judgments concerning a brand, but four types are particularly important, quality, credibility, consideration, superiority. And all these are relative in nature, comparative in nature, just remember the differential effect a brand may generate.

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Brand Judgements



- FedEx has stressed its speed, skill, and dependability in shipping and delivery.
- Its brand campaign, "Solutions That Matter" launched in 2011, offers the perfect platform to enable FedEx to tell stories about the various ways in which the company solves problems for customers ranging from delivering cargo to printing documents or shipping unusual or special items.
- The company wants customers to think of it as a trusted partner, with a commitment to reliable but cost-effective shipping all over the world.
- Through its flawless service delivery and creative marketing communications, FedEx can establish all three dimensions of credibility: expertise, trustworthiness, and likability.



Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity
Images Source: www.fedex.com

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Again, to elaborate a brand judgment FedEx has stressed its speed, skill and dependability in shipping and delivery, its brand campaign solutions that launched in 2011, offers perfect platform to enable FedEx to tell stories about various ways in which the company solves

problems for customers ranging from delivering cargo to printing documents or shipping unusual or special items. The company wants customers to think of it as a trusted partner with a commitment to reliable, but cost-effective shipping all over the world, for further details please visit their website.

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Brand Feelings

- **Brand feelings** are customers' emotional responses and reactions to the brand.
- Brand feelings also relate to the social currency evoked by the brand.
- Feelings can be-
 - experiential and immediate, increasing in level of intensity (warmth, fun and excitement)
 - private and enduring, increasing in level of gravity (security, social approval and self-respect)

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Brand feelings are customers' emotional responses and reactions to the brand, brand feelings also relate to the social currency evoked by the brand, feelings can be experiential and immediate increasing in level of intensity, warmth, fun, excitement, we talked about Disney. Private and enduring, increasing in level of gravity, security, social approval and self-respect.

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Brand Feelings



- Hyatt Hotels has built an emotional connection with its customers through branding itself in unique ways across a portfolio of different offerings.
- Park Hyatt, one of the high-end hotels, focuses on providing rare and intimate experiences to the luxury traveler.
- Grand Hyatt, by contrast, is a more traditional luxury hotel offering larger-than-life experiences at its various locations.
- Hyatt Place and Hyatt House are targeting the ambitious customer, who is a multitasker.
- Each of the hotels within the Hyatt lineup has a unique mission and delivery that capitalizes on its knowledge of what a particular subsegment is looking for and delivers exceptional experiences to that particular segment in hopes of building an emotional connection with its customers.

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

Images Source: www.hyatt.com

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Hyatt Hotels is one of the important examples in terms of brand feelings, they have built an emotional connection with its customers through branding itself in a unique way across portfolio of different offerings. And there are several other examples associated with this.

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Brand Resonance

- **Brand resonance** describes the nature of this relationship and the extent to which customers feel that they are in sync with the brand.
- Resonance is characterized in terms of *intensity*, or the depth of the psychological bond that customers have with the brand, as well as the level of *activity* engendered by this loyalty.
- Resonance can be sub-divided as-
 - Behavioral loyalty
 - Attitudinal attachment
 - Sense of community
 - Active engagement

Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Then comes in the last part of our discussion in terms of the pyramid that is brand resonance itself. Brand resonance describes the nature of this relationship and the extent to which customers feel that they are in sync with the brand. Resonance is characterized in terms of intensity, intensity is one of the most important words which you should remember when we are talking of brand and brand management, intensity or the depth of psychological bond that customers have with the brand as well as the level of activity engendered by this loyalty.

Resonance can be subdivided as behavioural loyalty, attitudinal attachment, sense of community, active engagement and so on. And here the story goes towards wherein customer becomes the ambassador, he is a contributor in brand development and brand building and he engages herself in developing that brand further. It is like a girl playing with Lego toys for a long time, purchases Lego toys for her daughter, a girl using Faber castle for a long-time purchases Faber castle colours for her, and definitely my favourite example Barbie.

So, that is the perspective, when we talk of brand resonance and I would end this discussion on Barbie, because it is one of my favourite examples, it has practically gone generational now and I have seen several mothers purchasing Barbie very fondly for their daughters and definitely with the perspective of the personality which their daughter wants to have or they want to cherish. So, here comes the resonance, keep this word in mind called resonance and I

will build up the concept of brand value chain with you in my next session till then just watch the videos and enjoy. I will be coming back to you goodbye.