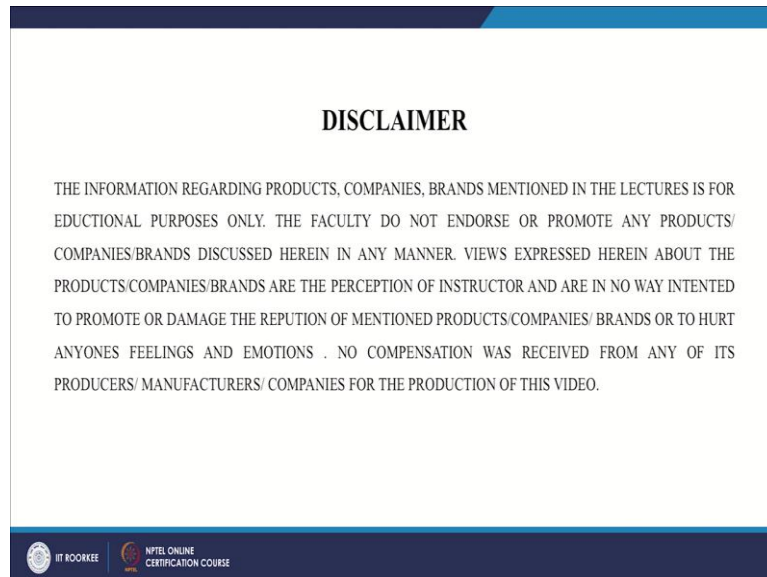


**Product and Brand Management**  
**Professor Vinay Sharma**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 50**  
**Brand Audit and Research**

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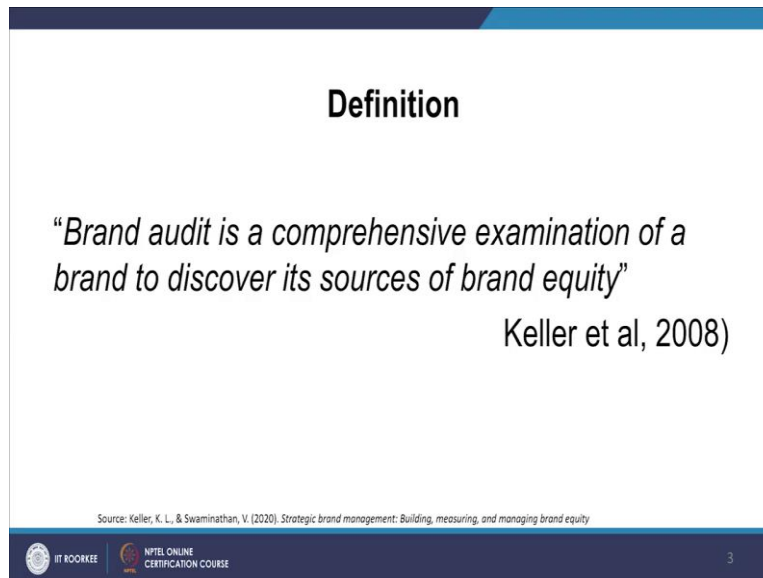


Welcome back friends. As I suggested in my last discussion, let us try and visualize how brand managers try to understand what they should be doing and for understanding that they try to read the hearts of customers. Branding is all about reaching to the hearts of customers.

When we were talking about brand value chain, we tried to discuss that brand value chain has executable points and measurable aspects. So first, one has to think in terms of measuring things and then executing things. For measuring things, we must have measuring scales, we must have measuring methodologies, methods through which we measure what is going on and what must be done. Brand audit is one of those things, I will be talking about broadly.

Brand research methods also I will be talking broadly, I will be deciphering few, but I would suggest that if you are deeply interested in such kinds of methods and methodologies, you may refer to a standard marketing research book and that definitely would elaborate upon so many aspects to it.

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**Definition**

*“Brand audit is a comprehensive examination of a brand to discover its sources of brand equity”*

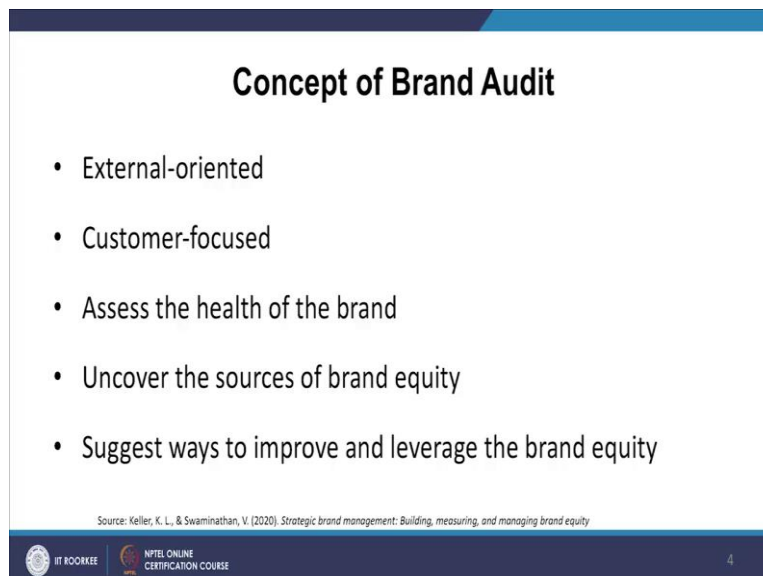
Keller et al, 2008)

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

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So let us look at brand audit. It is a comprehensive examination of a brand to discover its sources of brand equity, from where the brand equity is coming up or how to strengthen the brand equity.

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**Concept of Brand Audit**

- External-oriented
- Customer-focused
- Assess the health of the brand
- Uncover the sources of brand equity
- Suggest ways to improve and leverage the brand equity

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

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Now, the concept of brand audit is externally oriented. It is customer focused also, and it assesses the health of the brand. How is it flourishing? How is it growing? A couple of sessions ago, we talked about Happydent. It is important to know if people remember you? Do people remember centerfresh? How do they remember centerfresh? So, assessing the health of the brand in terms of sales and revenue.

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### Concept of Brand Audit

- External-oriented
- Customer-focused
- Assess the health of the brand
- Uncover the sources of brand equity
- Suggest ways to improve and leverage the brand equity

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

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But the point is that you want customers to be retained, you want brand equity now and the sales is not only the objective, because you are more than a product, you are a brand, then the concept of brand audit is also related to uncovering the sources of brand equity. It is related to suggesting ways to improve and leveraging the brand equity as such, then there is a brand audit perspective related to the firm and the consumer.

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### Brand Audit Perspective

- A brand audit requires understanding sources of brand equity from the perspective of both **the firm** and **the consumer**.
- **The Firm perspective**  
It is necessary to understand exactly what product and services are currently being offered to the consumer and how they are being marketed and branded.
- **The Consumer perspective**  
It is necessary to dig deeply in their minds and tap perceptions and beliefs to uncover the meaning of brands and products.

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

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See, both the aspects associated with brand audit. So brand audit requires understanding sources of brand equity from the perspective of the firm, as I said, and the consumer. Now a firm base perspective is necessary to understand exactly what products and services are

currently being offered to the consumer, and how they are being marketed and branded, examining ourselves, enumerating the strengths, and how we have gained those trends.

And listing the weaknesses and how we would be eliminating those weaknesses. You would say that I am referring to SWOT analysis, yes, I am but the point is, it is a difficult thing, it is not that easy. Recognizing a weakness and then recognizing a methodology to overcome that weakness, especially in terms of brand equity. It is a tough deal. We have to go through the whole process of developing the brand and we must understand the complete brand value chain and the brand development story we have gone through.

Probably the person who is steering is not the one who has lived with it. So, he must understand that through documents or narratives or people, who would have lived through that, or through an understanding which has been built in due course of time, across the board by several kinds of people by talking to them, and that is where brand research would come in.

So, the consumer perspective is necessary to dig deeply in their minds and tap perceptions and beliefs to uncover the meaning of brands and products.

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### Brand Audit Steps

The brand audit consists of two steps: the **brand inventory** and the **brand exploratory**.

1. **Brand Inventory** is to provide a current, comprehensive profile of how all the products and services sold by a company are marketed and branded.  
Brand inventory analysis includes the following descriptions:
  1. The names, logos, symbols, characteristic, packaging, slogans, or other trademark used.
  2. The inherent product attributes or historical characteristics of the brand and pricing, communications, distribution policies, and any other relevant marketing activity related to the brand.

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

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There are few steps and two are major, one is brand inventory and the other is brand exploratory. So, brand inventory is to provide a current comprehensive profile of how all the products and services sold by a company are marketed and branded. Brand inventory analysis includes descriptions like the names, logos, symbols, characteristics, packaging, slogans or other trademarks used. We have talked about the elements.

Now, we have to wonder, how these elements have been taken, what they emanate. What are they talking about? The inherent product attributes or historical characteristics of the brand and pricing, communications, distribution policies in any other relevant marketing activity related to the brand. We have talked about designing marketing programs for developing brand equity. Now, from a brand inventory perspective, we are trying to decipher whether we do something right.

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**Brand Audit Steps**

**2. Brand Exploratory** → provide detailed information about what consumers think of the brand.

Brand exploratory is research activity designed to identify potential sources of brand equity.

Activities that are useful for brand exploratory are :

1. Reviewing past studies
2. Interviewing relevant personnel to get some insight.
3. Do qualitative and quantitative research for the wide range

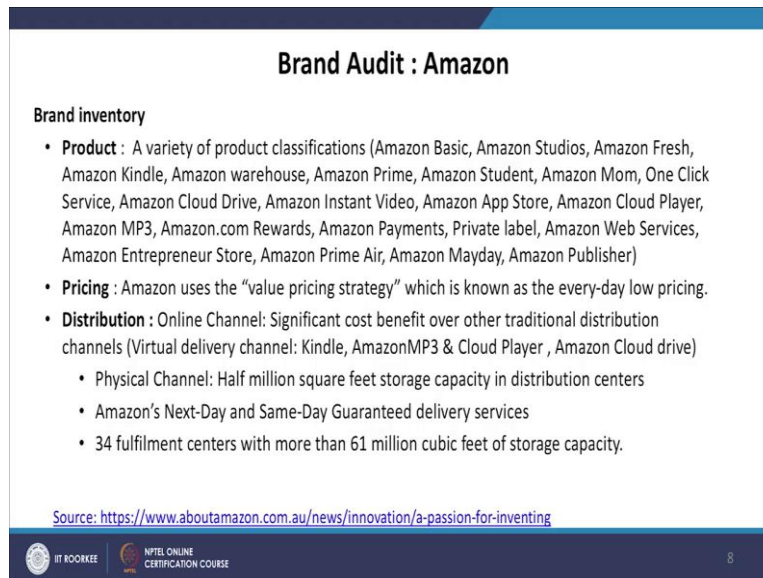
Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Now comes exploratory perspective, it provides detailed information about what consumers think of the brand. Brand exploratory is a research activity designed to identify potential sources of brand equity. Here, we are focusing upon potential sources in inventory, we are talking about existing aspects and trying to gather on, many times, even if we get to know that a name has been taken with a specific connotation, but you would not be changing the name so easily.

So, you would be associating something with that name. You must understand how that name is being taken. But then what is the potential source, that is where exploratory perspective comes in. The activities that are useful for brand exploratory research are reviewing past studies, interviewing relevant personnel to get some insight, and do qualitative and quantitative research.

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### Brand Audit : Amazon

**Brand inventory**

- **Product** : A variety of product classifications (Amazon Basic, Amazon Studios, Amazon Fresh, Amazon Kindle, Amazon warehouse, Amazon Prime, Amazon Student, Amazon Mom, One Click Service, Amazon Cloud Drive, Amazon Instant Video, Amazon App Store, Amazon Cloud Player, Amazon MP3, Amazon.com Rewards, Amazon Payments, Private label, Amazon Web Services, Amazon Entrepreneur Store, Amazon Prime Air, Amazon Mayday, Amazon Publisher)
- **Pricing** : Amazon uses the “value pricing strategy” which is known as the every-day low pricing.
- **Distribution** : Online Channel: Significant cost benefit over other traditional distribution channels (Virtual delivery channel: Kindle, AmazonMP3 & Cloud Player , Amazon Cloud drive)
  - Physical Channel: Half million square feet storage capacity in distribution centers
  - Amazon's Next-Day and Same-Day Guaranteed delivery services
  - 34 fulfilment centers with more than 61 million cubic feet of storage capacity.

Source: <https://www.aboutamazon.com.au/news/innovation/a-passion-for-inventing>

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Now, let us look into Amazon, I will reiterate a few facts for you in terms of Amazon. For example, let us talk about brand inventory and product. You have a variety of product categories like Amazon Basic studios, Amazon fresh, Kindle, warehouse, Amazon Prime, and so on. Go to their website and you will find so many names. Then pricing, they use value pricing. They even go for everyday low pricing, and it is a whole lot of a distribution world around Amazon, and I do not have to mention but a little bit of statistics would clarify so many things for you, that there is a virtual delivery channel, for example, and they have wide and an efficient system which they have maintained in terms of as far as their online channel goes.

But in the physical channel, there is around half a million square feet storage capacity in distribution centres, which is big. And Amazon's next day and same day guaranteed service delivery is supported by their online and offline channels. And then 34 fulfilment centres with more than 61 million cubic feet of storage capacity, that is big.

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### Brand Audit : Amazon

- **Innovation :** Amazon's evolution from online bookstore to device manufacturer, publishing service, global marketplace, fulfilment network and cloud computing provider is driven by their passion for pioneering and inventing on customers' behalf.

**Brand Elements :**

- Name : Amazon
- Slogan : Work Hard, Have Fun, Make History
- Colors : Amazon has implemented four main colors in their brand logo:
  - Black represent dominance, supremacy and elegance
  - Orange stands for pride and the happiness experienced by the customer
  - Green represent feeling of freshness
  - White conveys the image of being “all-encompassing”

Source: <https://www.aboutamazon.com.au/news/innovation/a-passion-for-inventing>



So that is where brand inventory perspective comes in. Then there is innovation, it is evolution from online bookstore to device manufacturer, to publishing service, to global marketplace, fulfilment network and cloud computing provider is driven by the passion for pioneering and inventing on customer's behalf and so on. And then there are brand elements, there are slogans, there are colors, and these denote what they have implemented for named colors in their brand logo, for example, black represents dominance, orange stands for pride and happiness.

And green represents a feeling of freshness and sustainability and white conveys the image of being all encompassing.




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### Brand Audit : Amazon

**Brand Exploratory :**

- Customer-centric online retailer in the world.
- “Reliable, secure, trustworthy, customer-centric, fast, convenient with variety”
- Amazon’s brand resonance pyramid is well structured, and that there is a great level of correlation between the rational side and the emotional side.
- A very wide offering of products and multiple brand extensions place Amazon competitively in industries involving web & data services (B2B, B2C), consumer technology, multimedia hosting and streaming, booksellers, catalog-based retail, and more.

Source: <https://www.aboutamazon.com.au/news/innovation/a-passion-for-inventing>



So it is a thoughtful kind of process in terms of exploratory perspective. It's a customer centric online retailer, reliable, secure, trustworthy, customer centric, fast, convenient, and Amazon's brand resonance pyramid is well structured and well-shaped up, if we would go to the resonance pyramid. And just that reminds me of the fact that why you should be doing this exercise for other brands as well, try and do that, try to go to the websites of other brands, larger brands, and try to put them across the value chain model as well as brand resonance model.

And then you will have a fair idea of what we are talking of, and especially, you would be able to enumerate the brand inventory and exploratory perspective both ways. And then you would realize how an organization should understand these elements. I will be talking of brand research onwards, and I will be talking about a few methods which are very specific in terms of developing our understanding.

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**Objectives of Brand Research**

*Brand research aims to identify the processes by which brands create value and develop a portfolio of methodologies for measuring the market impact of a brand.*

Major objectives of Brand Research are:

1. Assess customer perception about brand
2. Assess brand health
3. Assess brand competition
4. Assess brand potentials
5. Assess market opportunities
6. Evaluate brand innovation

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

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Now, there are some certain objectives of brand research. It aims to identify the processes by which brands create value and develop a portfolio of methodologies for measuring the market impact of a brand. Now, word methodologies are very important. The point here is that you want to decipher something by asking someone, especially customers, even your channel partners, but how would you approach them? What kind of questions you would ask, and if they say something, how would you decipher that, should the method be incorporating the mode of analysis as well?



Should it be giving you the direct clue on what the customer wants or should you be collecting specific numbers in terms of our answers, in terms of data and then converting those into numbers and then going for judging those across dependence and independence factors and both can be done. But for taking real decisions, ground level decisions, we must talk to the respondents, the customers with intensity, we must become their part. I have talked about reflexivity and reflexive approach quite a couple of times up till now. In product management, I tried to mention that, if you want to understand how to reach the heart of someone, especially customers, then you must definitely understand a reflexive approach.

So, I will be going for some specific methodologies as well. Major objectives of brand research are to assess customer perception about brand again, brand health, competition also, the comparative perspective, because you must know where do you stand in comparison, then potential, because you do not have to stop in terms of meeting the competition actually, your main focus is the customer, and competition is a hindrance.

So, you have to bypass or meet the competition to reach the customer and to retain the customer. So, that definitely should be supported by your brand strength, the brand equity. Then, assessing market opportunities and evaluating brand innovation. Let us see, there are few techniques and methodologies for supporting us in all these endeavours or objectives.

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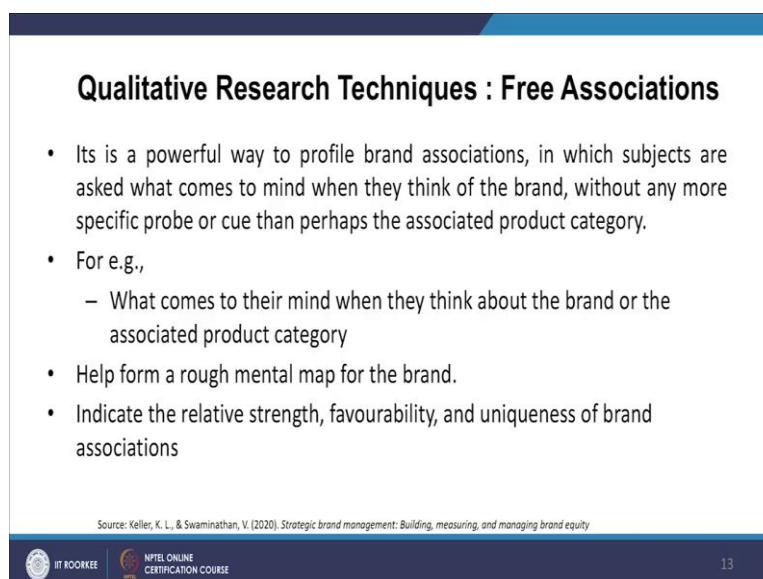
Qualitative research techniques, for example, free association, projective techniques, Zaltman Metaphor Elicitation Technique, famously called ZMET and then neural research methods. I have talked about this once before when I suggested that science has helped marketing a lot,

especially in marketing research, and also in integrated marketing communication. Then the laddering method and brand personality and values, these names, they come up from their founders, for example, ZMET has come from Zaltman and few names have come up through their orientation.

On the quantitative side and here I must clarify one thing that to me and to my understanding, qualitative and quantitative bifurcation is on the basis of the analysis done. In qualitative analysis, you decipher the results through qualitative understanding or description. In quantitative, the questions and the approach are in terms of words as you cannot ask questions in terms of numbers, but then those are converted into numbers for being correlated with each other, for being considered as dependent and independent kind of, and then for using statistical methodologies to analyse on the results and then deciphering those results to make a meaning out of those. That is why quantitative perspective is segregated from qualitative perspective but both of these are supposed to be driven within an approach in relation to reaching to the right respondent with the right kinds of questions.

Now, quantitative research techniques are associated with brand awareness, brand image brand responses, brand relationships, and all these names are associated with either impact or relationship, that means a dependent variable, independent variable or multivariate kind of an analysis. So, for brand awareness, you have generated a message or you have tried to make people get aware of something, and in response you want to learn how aware they are.

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**Qualitative Research Techniques : Free Associations**

- Its is a powerful way to profile brand associations, in which subjects are asked what comes to mind when they think of the brand, without any more specific probe or cue than perhaps the associated product category.
- For e.g.,
  - What comes to their mind when they think about the brand or the associated product category
- Help form a rough mental map for the brand.
- Indicate the relative strength, favourability, and uniqueness of brand associations

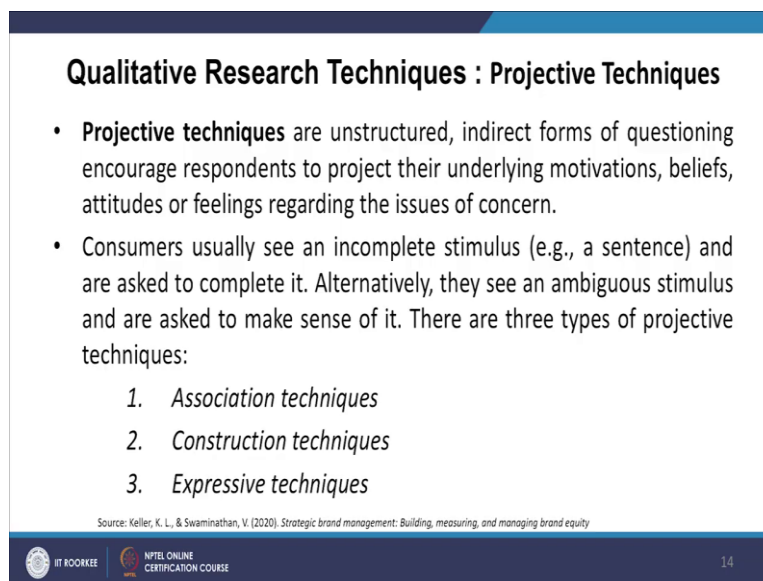
Source: Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity

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Now let us see, free associations, for example. There is a powerful way to profile brand associations in which subjects are asked, what comes to their mind when they think of the brand without any more specific probe or cue, perhaps the associated product category. For example, what comes to their mind when they think about the brand or the associated product category helps form a rough mental map for the brand. Now, is the respondent giving them a wider kind of perspective and you are discussing them on a wider level basically, just to know what comes to their mind, because, you want to know, if somehow without any stronger cue and larger descriptive perspective, they are associated or at least know the brand, and many times, for example. I feel happy to talk about it, but, just to mention, that you mention IIT in front of anyone for example so, they will immediately tell you what it is, and that is what I am referring to in terms of going just with the vague kind of a perspective or discussion with the respondents, and any respondent for that matter.

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**Qualitative Research Techniques : Projective Techniques**

- **Projective techniques** are unstructured, indirect forms of questioning encourage respondents to project their underlying motivations, beliefs, attitudes or feelings regarding the issues of concern.
- Consumers usually see an incomplete stimulus (e.g., a sentence) and are asked to complete it. Alternatively, they see an ambiguous stimulus and are asked to make sense of it. There are three types of projective techniques:
  1. *Association techniques*
  2. *Construction techniques*
  3. *Expressive techniques*

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

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Projective techniques or unstructured, indirect forms of questioning encourage respondents to project their underlying motivations, beliefs, attitudes or feelings regarding the issues of concern. Consumers usually see an incomplete stimulus, for example, a sentence, and are asked to complete it. So, there are association techniques, construction techniques and expressive techniques. Just give a clue, and you may give that too in terms of the product. For example, you may say that bottled water and may give a clue in terms of a message about that product. For example, there was a famous advertisement about Sunil Babu and you may mention that, and the customer might finish the advertisement with the brand name, if the brand name comes along with the completion of the sentence, things are going the right way.

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### Projective Techniques : Association techniques

- Consumers see a stimulus and are asked to respond with the first thing that comes to mind.
- To elicit multiple attributes, you can use the methods at varying levels of abstraction, starting from the brand down to the attribute.
- For example,
  - **Start with the brand:** *When you think of Nike, what comes to mind? What does Nike mean to you?*
  - **Continue with product attributes:** *What does the air pocket evoke for you?*
  - **User:** *Who is the typical user of Nike? (ask for demographics and lifestyle)*
  - **Usage imagery:** *When would you use Nike? (ask for occasions and moods)*
  - **Brand personality:** *If Nike were a person, what would its personality be like?*
  - **Feelings and experiences:** *If I say Nike, what kind of feelings does it evoke?*

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

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Now, consumers see a stimulus and are asked to respond with the first thing that comes to mind. To elicit multiple attributes, you can use the methods at varying levels of abstraction starting from the brand down to attribute starting with the brand name, continuing with the product attributes, user perspective, usage imagery, brand personnel, feelings and experiences and you may start from any point.

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### Projective Techniques: Construction techniques

Construction techniques requires the respondents to construct a response in the form of a story, dialogue, or description in a less structured form than completion techniques.

- **Picture response techniques:** Respondents are asked to tell stories of the pictures shown. The picture might represent a typical interaction between consumers and the brand.
- **Cartoon tests** (or bubble drawings): Respondents are asked to indicate what one cartoon character might say in response to the comments of another character.

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

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Then there are picture response techniques, respondents are asked to tell stories of the pictures shown, you may show a simple picture from an advertisement and then, they may put up kind of a response to that or you may vaguely put up a cartoon in front of them, and

then they may respond to it, what comes to their mind, you want to read their minds, if at all, they resonate with your brand somehow.

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**Projective Techniques : Expressive techniques**

The respondents see a verbal or visual situation and are asked to relate the feelings and attitudes of other people to the situation.

- **Role-playing:** Respondents are asked to play the role or to assume the behavior of someone else.
- **Third-person techniques:** Respondents are presented with a verbal or visual situation and are asked to relate the beliefs and attitudes of a third person rather than directly expressing personal beliefs and attitudes. This person can be entirely hypothetical.  
(e.g., "Imagine that a Martian visits a Nike store. What would he tell his friends when he goes back home?").

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

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Then there is role playing. It is also very interesting, it is a controlled environment kind of research, wherein, you bring on board, people and respondents who are asked to play the role or to assume the behaviour of someone else. Then there are no third person techniques, and respondents are presented with verbal or visual situations and asked to relate the beliefs and attitudes of a third person rather than directly expressing personal beliefs again.

You may want to think in terms of how others would be thinking, and you want to look at those people with the eyes of the respondent, everything has its own value, and you want to go into the deeper of the insight, one must gain in terms of steering the brand. Remember we are talking of growing the brand's life and enabling the brand with equity, that means value, so much so that product sells by itself, that means, the name and that value keeps on growing.

So, that is the perspective we are talking of, and we have already talked about the shareholders value on one side, customer value on the other side, market performance on the other side, price premium on the other side, resonance on the other side and so on.

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**Qualitative Research Techniques :**  
**Zaltman Metaphor Elicitation Techniques (ZMET)**

Given that more than 80% of all human communication is nonverbal, this technique uses qualitative methods (e.g., a personal interview) to elicit the metaphors, constructs and mental models that drive customers' thinking and behavior (Zaltman and Higie 1993 and Keller 2003, p. 470).

**Procedure**

1. Recruit a group of 20 or so individuals to participate in a research study that requires them to take photographs and/or collect pictures that indicate what the brand means to them.
2. Perform a one-to-one interview as a guided conversation using the following steps: storytelling, missed images, sorting task, construct elicitation, the most representative picture, opposite images, sensory images, mental map, summary image, vignette.
3. Identify key themes or constructs, code the data, and assemble a consensus map involving the most important constructs.

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

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Now, Zaltman Metaphor; given that more than 8 percent of human communication is nonverbal, this technique uses qualitative methods as personal interviews to elicit metaphors. Now, it is based on metaphors, and constructs along with mental models that drive customers' thinking and behaviour. So, it is very interesting, wherein, you put up the use of metaphors and constructs to look into the hearts or minds of customers. There are several people who are brought on board, then one to one interviews are done, and key themes are identified, and then the process goes on.

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**Qualitative Research Techniques : Laddering Method**

- Laddering methods are a useful way to elicit the higher-order benefits and values offered by the brand beyond immediate product-, user- or usage-related attributes.
- It works by asking consumers to explain why the first elicited associations (e.g., a product attribute) are important for them (thus eliciting the benefits) and then why these benefits are important (thus eliciting terminal values).

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

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Now laddering methods, they are a useful way to elicit the higher order benefits and values offered by the brand beyond immediate product user as usage related attributes. Now, you



want to think in terms of how the customer deciphers the brand perspective along with the product itself, does it gels? Is the customer or the respondent happy with the brand? Is he satisfied with the product? is it working both ways? It should not be that after a particular stage, while trying to build brand equity, we leave behind the core usage and the value of the product. So, name would remain, but then product would not be there, and I have talked about such kinds of examples a lot, and that is why brand managers are very keen on understanding this element of, and it works by asking consumers to explain why the first elicited associations are important for them.

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**Qualitative Research Techniques : Neural Research Methods**

- Neuromarketing is the study of how the brain responds to marketing stimuli, including brands.
- For example, some firms are applying sophisticated techniques such as EEG (electroencephalograph) technology to monitor brain activity and better gauge consumer responses to marketing.
- It has been used to measure the type of emotional response consumers exhibit when presented with marketing stimuli.
- Frito-Lay hired neuromarketing firm NeuroFocus to study how consumers responded to their Cheetos cheese-flavored snack.

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

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And then there are neural research methods and I talked about that, for example, EEG is electroencephalography. Now, again these have been used to decipher what a customer feels when talked about in terms of several products, what kind of sensation comes to the mind of the customer. Frito lays hired neuro-marketing firm, NeuroFocus to study how consumers responded to their Cheetos cheese-flavoured snacks.

So, people are using science to decipher what kind of a sensation emanates from senses while talking about a particular kind of a product, and it works. Then there are some ophthalmic devices which are used, for example, to judge the emotions of the viewer in terms of a message. Then there are some sound related experiments also, and several wonderful experiments which are based on scientific understanding and scientific knowledge.

Then brand personality and values and it is again, a very important thing for us to analyse, because ultimately, a brand develops its own personality, even if the brand manager is not

systematically steering that. So, one day if you are actually taking the product to become a brand and developing, and you are designing marketing programs to develop its equity, it will develop a personification because customers would get associated with the brand with a personality perspective.

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### Qualitative Research Techniques :

#### Brand Personality and Values

- It is the simplest and most direct way is to solicit open-ended responses to a probe, For e.g., If the brand were to come alive as a person, what would it be like? What would it do? Where would it live? What would it wear? Who would it talk to if it went to a party (and what would it talk about)?
- The big five- Brand personality scale used to measure:

Dimension	Trait Adjectives
Sincerity	Domestic, honest, genuine, cheerful
Excitement	Daring, spirited, imaginative, up-to-date
Competence	Reliable, responsible, dependable, efficient
Sophistication	Glamorous, pretentious, charming, romantic
Ruggedness	Tough, strong, outdoorsy, rugged

  
Sincerity

  
Excitement

  
Competence

  
Sophistication

  
Ruggedness

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



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For example, Hallmark has a sincerity aspect, and then Walt Disney has an aspect of excitement, entertainment, Toyota has an aspect of competence, Dove has sophistication, Woodland has ruggedness and so on.

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### Quantitative Research Techniques: Brand Awareness

#### Brand Recognition

- Requires consumers to identify the brand under a variety of circumstances.
- Can rest on the identification of any of the brand elements.
- Especially important for packaging.

**Recall:** Demonstrated when consumers can retrieve a brand element from memory, when given some related probe or cue.



- Unaided recall
- Aided recall

Measures of recall based on product attribute or category cues and situational or usage cues give an indication of breadth and depth of recall.

#### Strategic implications

- Yields insight into how brand knowledge is organized in memory
- Identifies cues or reminders necessary for consumers to retrieve the brand from memory

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




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And then, there are several elements to recognition, recall, and there are strategic implications as well. And I will be focusing on strategic implications for now, wherein this is related to



developing an insight into how brand knowledge is organized in memory, and identifying the cues or reminders necessary for consumers to retrieve the brand from memory. So, recognition and recall. There are several wonderful methods, unaided recall, for example, aided recall, that means, you give a clue and you do not give a clue and so on.

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**Quantitative Research Techniques: Brand Image**

- Associations that consumers hold for a brand.
- **Brand association beliefs:** Specific attributes and benefits linked to the brand and its competitors.
- Can be assessed on the basis of three key dimensions:
  - Strength
  - Favorability
  - Uniqueness
- **Multidimensional scaling**
  - Procedure for determining the perceived relative images of products or brands.
  - Transforms consumer judgments of similarity or preference into distances in perceptual space.

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

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And then, there are brand association beliefs, multidimensional scaling which is a procedure for determining the perceived related images of products or brands transforms consumer judgments of similarity of preference into distance and perceptual space.

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### Quantitative Research Techniques: Brand Responses

**Purchase intentions**

- Determined by brand attitudes and consideration.
- Predictive of actual purchase when there is correspondence between any two of the following factors:
  - Action
  - Target
  - Context
  - Time

**Likelihood to recommend**

- How likely is it that you would recommend this product or service to a friend or colleague?

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

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And now, we are moving from understanding how customers recognize, recall and think of brands towards comparison. But, in between comes aspects related to purchase intention also and likelihood to recommend related aspects. You want to know how far it would snowball the emotion which a customer has generated in his or her mind, how she would be recommending that further to someone.

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### Quantitative Research Techniques: Brand Relationships

Characterized in terms of brand resonance and measures for following key dimensions:

**Behavioral loyalty:** To capture reported brand usage and behavioural loyalty marketers can:

- ✓ Ask consumers past purchase history and future purchase intentions.
- ✓ Make their measures open ended.
- ✓ Force consumers to choose one of two brands.
- ✓ Offer multiple choice or rating scales.

**Attitudinal attachment:** Can be defined in the terms of terms of following underlying constructs

- ✓ Brand-self connections
- ✓ Brand prominence

**Sense of community:** The extent to which people share the brand or information about the brand as part of their everyday social lives at work or at home.

**Active engagement:** Extent to which consumers are willing to invest their resources of time, energy and money on the brand beyond those resources expended during purchase or consumption of the brand.

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

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So, that is where the point of concentration also comes in, and then there are aspects to brand relationships, wherein brand loyalty, attitudinal attachment, sense of community and active engagement also comes in. Just to briefly mention methodologies are not specifically framed, that one has to follow step-by-step, these are guides to us. These have been specifically

applied in several cases wherein brand managers have successfully deciphered how customers think about their brand.

Our job as brand experts is to think in terms of the customer reaching the customer at the right moment, at the right time asking the right kinds of questions. And while thinking in terms of what questions would be right for the customer, we may think in terms of what kinds of methodologies would be apt for this customer. For example, if you want to discuss with a customer on how far she remembers one advertisement, you may think in terms of asking her the kind of television programs she watches, if you are having this thought in mind that your television advertisements should be remaining in the minds of this customer.

And if she says that she is not a very frequent television viewer, then you should not be going for those kinds of methodologies which are related to that kind of a customer. Are you getting my point, what I am trying to predict here? We must think in terms of respondents and then the questions. And just to sum it up, just to summarize, what I have been talking of, and as a brief kind of an element, you should remember at this particular stage, anything you are asking can be converted into a quantified code and then those can be thought of with a correlative aspect as well, I mean statistically, we can always do that.

If you are able to decipher those with a decision-making perspective through first hand association with the customer in terms of brand research, it is the best thing which can be done. That is why brand managers are always willing to reach to the customers by themselves in a longitudinal method, meaning as an ongoing exercise that brings them near to the hearts of the customer, the objective is to build brand equity.

I would be coming back to you with lots of insight on brand valuation, brand development and finally taking you to a stage of putting up a larger picture or a cumulative picture on how brand equity is developed or let us say get established. Bear with me. Till then, goodbye.