Chapter II

Review of literature

This chapter deals with the overall review of the literature available on the particular topic. Literature is the most important part of any research. In this topic, the review is taken from books and articles regarding the research topic. This chapter is divided into two parts i.e. Review of Research Articles, Review of Books, thesis and other related published or unpublished literature available on this particular topic.

Introduction

Brands are the most important intangible asset of the company which are purposefully developed by the manufacturers, retailers and the brand managers. There is no unique formula or rule which can be followed by anybody. Brand management essentially involves gaining brand equity by focusing more on brand awareness, brand personality, brand value, brand relationship, etc. while developing a brand. The brand creation process cannot be separate even for the private label brands. The tools of brand management for generic brands can be applied even for brand building exercise of the private label brands also.

Developing an ethos which is motivated by brand is an enduring allegiance to an approach and a lifestyle which requires time, designing and persistence that generates ethereal yields which comprise of client contentment, lowered cost responsiveness, lesser clients changing sides, a bigger portion of the clients purchases, more recommendations and an increased proportion of repeated trade (Knapp, 2000). Clients attach importance to the links with the branded things they own and with the marketing agents and organizations that possess and handle the brand (Alexander et al., 2002)30. The brand distinctiveness requires emphasising on the attributes of distinction that provide a considerable upper hand over the rivals to the enterprise. The number of clients who
select goods based on the brand is steadily rising. Brand positioning has
been transformed into an important subject that warrants further
examination since there is a rising requirement to recognize the choices
of the clients to develop a suitable branding policy. Clients can
distinguish the exclusivity and power of the brand if it enjoys a robust
brand position.

Majority of the older researches related to brand positioning emphasized
on the characteristics of the goods and chiefly dealt with the link shared
by the brand and characteristics of the goods and brand choice and
predilections (Chiu, 2006)33. The latest studies on the other hand
contrast the brand representation in context ton calculating their
positions (Gwin and Gwin, 2003)34 or widening extents of their
characteristics (for instance the cost, service, quality opinions).

Review of literature

BOOK REVIEWS

Rita Cliffton and John Simmonds in the book Brand and Branding
published by The Economists in Association with Profile Books Ltd,
London, First South Asian Edition 2004. Rita Cliffton who is leading
practitioner and commentator on brands and branding, has worked with
many of the words most successful companies. She was vice chairman
and strategic director at Saatchi & Saatchi. She is regular contributor to
CNN, BBC and many business magazines. She has been CEO and then
chairman at Inter brand, a global brand consultancy. John Simmons,
Pioneered the discipline of verbal identity and has been consultant for
world brands’. In the book written by them, titled “Brands and Branding”
have said that, the brands over more than 50 years was primarily used as
a name but now it has commercial application. Rita Cliffton has argued
that global brand essentially had too much power. Brands have been successful because people want them. She is of the opinion that brand is the most important and sustainable asset of any organization—whether manufacturing product or service and not-for-profit concern. Brand is central organizing principle behind every decision and every action.

According to them brand has economic importance too. Brands, as clearly belong to intangible asset of organization are important profit contribution. But, brands are not simply economic entities; they provide social benefits of wealth creation. Some brands have been around for more than 50 years. The brands according to them has political significance also. Political parties across the world employ brand professionals. As they have created Brand America.

They said in the book that many organizations, especially consumer goods companies build brands. Many such companies build around individual brands, complex and technological organizations often run by people who have little experience of marketing and selling. This is marketing specialization of the people in the companies. But the brand is a specialist province of marketing team or a visual aspect of brand manifests more of it. So brand management is mostly delegated to design manager. Design manager maintains currency and aesthetics of brands, according to them. But in such case if the CEO of the company is not a brand champion then the brand will remain a departmental province rather than attaining the purpose of organizations objectives.

According to them, business strategy should be brand strategy and vice versa. Effective corporate governance should be brand governance. Brand practitioner, as per them, need to have the courage of their convictions in publicly presenting new ideas, and to recognize that the most effective creative solution may even challenge their own professional conventions.
The book is divided into three parts and focuses on the varied dimensions of branding aspects as follows-

1. Part I looks at history, definitions of brands, their financial and social impact and importance. It speaks about the challenges faced by global brands.

1. Part II examines the crucial practical areas of brand management such as brand positioning and brand value management. It also covers the role of visual and verbal brand identity in engaging audiences and brand communications.

b. Part III considers future of brands of all kinds. This part has analysed the effects and opportunities of globalization.

According to their research, good brand can be created if the corporate-
- Protect the brands
- Honour the stakeholders
- Treat brands as investment and not a cost
- Exploit the financial potential of the brand.¹

Jim Collins, a Business author, eminent scholar and world known authority on Branding and management has sais in his book titled, ‘Good to be Great’ that ‘to build a great company you have to have a strong set of core values that you never compromise. If you are not willing to sacrifice your profits, you are not willing to endure the pain for those values, then you will not build a great compay.’²

David A. Aaker, author of managing brand, an eminent scholar and world known writer, a Professor of Marketing Strategy at Haas school of business at the University of California at Berkle and author of ten books, author of more than 80 articles on branding, advertising had said that retail brand that is private label brand often rely on packaging cues
and customer trials to establish perceived quality and brand loyalty. Organizational associations however, could be good vehicle to communicate quality both credibly and distinctively. Organizational associations are sensible because, after all, the retail chain is an organization. Further, any organizational associations used to enhance store brands will likely also help develop store loyalty. The Tesco supermarket chain in England is example of the use of organizational associations to create a quality position. Tesco ran a set of ads starring the comedian Dudey Moore as a buyer who was charged with finding the source for super chickens.

Many retail chains, form supermarket to clothing store to automobile supply firms, market product under the name of their chain or under a brand that is closely associated with the chain. Because such brands usually span a host of products, they are really positioned with respect to quality. Many of these brands are value brands, with acceptable quality but a relatively low price. Increasingly, however, store brands are being developed that are actually positioned as premium brands with top quality. Their value proposition, thus are defined with respect to the best brands in the product class.

David A. Aaker, 'the brand relationship spectrum: the key to the brand architecture challenge', David A. Aaker, Erich A. Joachimsthaler, California Management Review Reprint Series @ 2000 by the Regents of the University of California CMR, volume 42, number 4, summer 2000 Said that the classic brand manager deals with simple brand structures with few extensions, subbrands, and endorsed brands in parts because he or she is face with a relatively simple environment and simple business strategies. Tody the situation is far different. The brand managers now face market fragmentation, channel dynamics, global
realities, and business environments that have drastically changed their tasks. In addition there is pressure to leverage the brand assets in part because of prohibitive cost of creating new brands.

To cope up with these pressures and complexities, brand managers have has to create and manage brand teams that are often intricate and complex, involving multiple brands, aggressive brand extetions, and complex structures involving subbrands and endorsed brands. This set of challenges had created a new discipline that can be labeled ‘brand arechiterture’ because it deals with relationship and structures not unlike those facing an architect who must design the structure and layout of rooms, buildings and cities. A coherent brand architecture can lead to impact, clarity, synergy, and leverage rather than market weakness, confusion, waste, and missed opportunities.

According to author, the brand architecture is is organizing structure of brand portfolio that specifies brand roles and the nature of relationships between brands. Their article focus on introduction of powerful brand architecture tool. Subbrands and endorsed brands can play a key role in creating a coherent and effective brand architecture. Brand architecture provide tool to allow brands to stretch across the products and markets, it address conflicting brand strategy needs, it conserve brand building resources by leveraging existing brand equity, it protects brand from being diluted by over stretching, and it also signals that an offering is new and different. Without sub-brands and endorsed brands the choice of new offering would be limited largely to either building a new brand which is an expensive and difficult proposition or extending an existing brand (thereby risking image dilution).
Kumar and Steenkamp (2007) have defined store brands to be any brand that is owned by the retailer or distributor and is sold only in its own outlets. Store brands are the only brand for which the retailer must take on all the responsibility – from development, sourcing, and warehousing to merchandising and marketing. Unlike decisions which the retailer takes about national brands which in large measure are driven by the manufacturers’ actions, the retailer plays a more determinant role in the success or failure of its own label.

Dhar and Hoch, (1997) Unlike the typical national brand where consumer demands result from response to the pull tactics of the manufacturer, store brands are typically push products. If the retailer decides to push the store brand, the consumers will respond depending on the underlying quality and other actions by the retailers as well as by the actions that national brands will coincidently pursue. The retailer generally pushes the private label brands by in-store promotions and allocating greater shelf space for private label brands.

Herstein and Gamliel17- The purpose of this research is to examine the potential contribution of private branding to the service sector, and to integrate private branding into the SERVQUAL model. A total of 300 customers of a health maintenance organization (HMO) were asked about the five dimensions of the service-quality model and about several aspects of their HMO’s private brand. The study finds that satisfaction with service quality among subjects who were aware of the HMO’s private brand was higher than that of unaware subjects when asked directly. In addition, a positive relationship was found between the perceptions of service quality in the HMO and the evaluation of a private brand in the HMO those customers who were aware of the
private brand. The data analysis suggests that private branding constitutes an additional (sixth) dimension in the SERVQUAL model. This research was conducted during the initial stages of the market penetration of the HMO’s private brand.

**Hoch and Banerji (1993)** stated that advertising can safeguard against private label success. They emphasized that the traditional formula for building brands – to solve a consumer problem with a high-quality product and communicate it through advertising – has not lost relevance in creating differentiation and insulating manufacturers’ from price competition.

**Dhar and Hoch (1997)** proposed that private labels can be crowded out of the market when national brand competition is high and when brands invest advertising resources into the customer franchise. In order to take on the challenge of national brands, retailers have made serious attempts at quality improvements (Baltas, 1997). Literature suggests a number of reasons for retailers to focus on quality of private label brands instead of price. A survey of retailers that carried store brands concluded that retailers must develop high-quality store brands, not just low-priced brands. Without a combination of low price and high quality, store brands could not become successful (Corstjens and Lal, 2000). Secondly, the low price image of private label brands was countered by stores through everyday low price (EDLP) strategy. EDLP made the normal price difference between the national brands and private labels more apparent and facilitated parity comparison. Also, EDLP positioning benefited the store brand only in lower price categories. Burton et al. (cf. Shannon and Mandhachitara, 2005) pointed out that danger for a retailer using low prices alone with which to compete is
that some consumers may use price as a proxy for quality. Customers with specific requirements from the category, high involvement and strong preferences toward specific brands were still attached to national brands (Baltas, 1997). Moreover, as pointed out by Ailawadi et al. (2001), the average store brand sold for approximately 30 percent less than national brands which could be countered by national brand promotions typically delivering discounts of 20-30 percent. Thus, the common emphasis on delivering value suggested that if the store brands could provide quality products, then consumers may not consider promotions of national brands as these promotions may be bounded by spatial and temporal constraints.

**Curtis et al.18** - There is evidence in the literature that organizations struggle to formulate and implement their corporate branding strategies. This paper aims to provide an overview of the corporate brand building process in higher education. Qualitative methodology was used in this study. A single case study of a private American university was used to gather information about their corporate brand building process. University administrators and documents were used to gain insights into their brand building process. The corporate brand building process addressed three key areas; web administration, program marketing and corporate brand positioning. The corporate brand building process was conducted in four phases and a description of these phases is provided.

**Trogen and Yavas19**- This study seeks to determine the relative importance of factors non-profit hospital administrators rely on in their decisions to join a non-profit multihospital organization (MO) and their assessments of an MO in satisfying these motives. A related objective of the study is to determine whether or not the administrators of different
types of hospitals (i.e. general vs specialty, member of a national vs non-national MO and church-affiliated vs non-church affiliated) differ in their judgements. The analytical framework of the importance-performance technique is used in analyzing the data gathered from the top administrators of a nation-wide sample of hospitals in the USA.

**Hartwell and Edwards** - The purpose of this study is to evaluate consumer’s perceptions towards descriptive menus and branding in hospital foodservice. This research is unique in its focus; earlier work has tended to concentrate on palatability and the variety of the menu rather than on dish description. Data were collected by means of a questionnaire in both medical and surgical wards (n = 42). In addition, qualitative comments were sought from patients and foodservice management to enhance and add weight to results and conclusions drawn. Menu description was welcomed with patients preferring familiar foods. The general consensus was that an unfamiliar dish would not be selected on brand name alone. The potential impact of the proposed work could be significant with regard to hospital foodservice strategy particularly as greater emphasis has been given to the role of food in clinical outcomes. Any initiative such as improved dish description or use of familiar branded products that alleviates patient concern and concurrently leads to greater acceptance and consumption must be one that is regarded with favour.

**Padma et al.** - The purpose of this study is to conceptualize hospital service quality (SQ) into its component dimensions from the perspectives of patients and their attendants; and to analyze the relationship between SQ and customer satisfaction (CS) in government and private hospitals in India. The study employs questionnaire-survey
approach to obtain the perceptions of patients and attendants. The instruments developed have been validated using tests for reliability, validity and unidimensionality. Data collected have been analyzed by using statistical techniques such as bi-variate correlation and multiple regression. Patients and attendants treat the interpersonal aspect of care as the most important one, as they cannot fully evaluate the technical quality of healthcare services. The study also revealed that the hospital service providers have to understand the needs of both patients and attendants in order to gather a holistic view of their services. Results of the study are dependent on the nature and number of respondents, i.e. the study has captured only the perceptions of service receivers – patients and attendants; and sample size of the study – 204 patients and 204 attendants – due to limited response rate and other operational constraints.

Godiwalla and Godiwalla22- The controls on payments by insurance companies and governmental agencies (Medicare, Medicaid, Title 19) to hospitals have led to restricted hospital services for patients. This situation has caused overcapacity in hospitals. Also, there is a surplus of both hospital capacity and doctors. However, there are frequent shortages of nurses and many other trained technical personnel. This situation has behavioral implications which are discussed in this paper.

Andaleeb23- This study addresses how consumers feel about hospital advertising and attempts to discern the factors that explain consumers’ favorable or unfavourable dispositions toward this marketing activity. Several reasons account for the need to understand the relevant factors. First, because advertising is an important competitive tool, its effective use should help hospitals attract and retain clients in a rapidly changing
environment where the clients are increasingly involved in choosing the right hospital. Second, a nationwide survey showed that 50 percent of the consumers remembered seeing or hearing a hospital advertisement. This fact represented an increase in consumer awareness of hospital advertisements by 11 percent from 1985 (Christensen and Inguanzo, 1989) and indicates that consumers are paying more attention to hospital advertising than in prior years. Thus, hospitals need to target their clients with focussed messages in selected media. In the absence of advertising, health-care providers may not be able to develop appropriate positioning strategies to carve out specific market niches. Finally, an understanding of the key factors should enable hospital administrators to allocate their advertising resources more effectively.

Heilmann24- The purpose of this paper is to provide an overview concerning employer brand image in a Finnish hospital organization. What is done for recruitment marketing? This study offers some proposals for improving the recruitment process. The research is a qualitative case study and the research method used is a group interview. The research questions are approached from an organizational perspective. Background information about the current labour shortage in health care is gathered from the focus hospital organization, from the public media and from the health care trade organizations. Very few marketing actions concerning employer image have been done in the focus hospital. There also existed a lack of appropriate recruitment tools and competence. Data systems and the internet have not been fully exploited in the recruitment process. Vacancies are not announced in educational institutes. Career development possibilities are not presented in job advertisements and job rotation has not been used in recruitment.
Raju and Lonial25- Service quality and service marketing have both been studied extensively in relation to service organizations. In this paper we examine these areas simultaneously in terms of their impact on financial performance in the hospital industry. Drawing from the literature in the quality and service marketing areas, the area of service quality is represented in terms of the constructs of quality context and quality outcomes. Quality context (QC) describes the environment related to quality practices within a hospital which generally encourages and enhances service quality while quality outcomes (QO) comprises of specific clinical and patient satisfaction outcomes of the hospital. The area of marketing is represented in terms of the constructs of marketing orientation and market/ product development outcomes.

Market orientation (MO) is a well-accepted, albeit complex, construct within the marketing literature. Generally, market orientation can be thought of as the process of effectively collecting, disseminating, and responding to information in order to enhance the marketing function within the hospital. Such information generally relates to market trends, customers, and competitors. Market/product development outcomes (MPD) refer to specific outcomes in relation to product innovation and market segmentation that are general indicators of the marketing effectiveness of the hospital. Although the evidence in the literature suggests that both service quality and marketing are independently related to organizational performance, the precise nature of the relationships among the variables described above is not clearly understood.

Kim et al.26 - Health care marketers face unique challenges around the world, due in part to the role the health care field plays in contributing to public welfare. Hospital marketing in Korea is particularly challenging
since Korean law prohibits hospitals from running any advertising. As a result, Korean hospitals depend heavily on customer relationship management (CRM). This study identifies five factors that influence the creation of brand equity through successful customer relationships: trust, customer satisfaction, relationship commitment, brand loyalty, and brand awareness. An empirical test of the relationships among these factors suggests that hospitals can be successful in creating image and positive brand equity if they can manage their customer relationships well.

**Loubeau et al.27** - Marketing is a central activity of modern organizations. To survive and succeed, organizations must know their markets attract sufficient resources, convert these resources into appropriate services, and communicate them to various consuming, publics. In the hospital industry, a marketing orientation is currently recognized as a necessary management function in a highly competitive and resource-constrained environment. Further, the literature supports a marketing orientation as superior to other orientation types, namely production, product, and sales: In this study, the results of the first national cross-sectional study of the marketing orientation of U.S. hospitals in a managed care environment are reported.

**Bloching et al.28** - Germany’s statutory healthcare system is bowing more and more to the principles of the market. This means hospital managers must cope with new challenges. As competition for patients and cases becomes fiercer, hospitals must come up with competitive and distinctive service portfolios — and actively market them. Forward looking hospital marketing puts the focus squarely on physicians. Hospitals, doctors and patients alike stand to benefit.
Das P.K., an eminent professor and Marketing head, regional college of Management, Bhubaneswar, Asian Journal of Manegment research, @ copyright 2010 ISSN 2229-3795, creating successful brand experience for pharmaceutical products in India.

Has said that in a bid to generate more wealth marketers have always struggled to discover new worriers called brands. A strong brand enjoy a strong network of associations- attributes, benefits, personality, etc- which bestow the brand its equity advantage. It is perceptual. Although the brands ae legally owned by the companies, they are possessed by the people.

Branding began much before the advent of modern marketing. It can be traced to ancient civilization. The Greeks and romans, and people before them; employed various means to differentiate their wares. Messages would be scribed informing the public that this man, at this address, could be contacted for te solutions to their problems. The Greeks also used town criers to announce the arrival of ships with pecitcular cargos.

Fona Gilmore (1997) identified four types of brand architecture they are:

- Monolithic structure: this strategy is employed when a firm uses its corporate brad name on all products or services it markets. It is an efficient model and brand building efforts are not divided over a number of brands. Tata, Philip, Samsang, Videocon< Toshiba, Sony Etc. follow this type of corporate brand policy.

- Fixed endorsed structure: this is structure corporate brand remains visibly all powerful bt the eproduct is also given a name. it is slight exention of the monolithic structure. By giving a product a sub-brand name, some differentiation is achieved. The examples are: Fiat Linea, Fiat Palio, Maruti Alto, Maruti AganR, etc.

- Flexible endorsed structure: in this format, the corporate brand remains visible but it takes the back seat. The sub-brand becomes hero to
customers. It achieves greater autonomy and identity. The corporate brand Godrej endorsed all its products brands which are more visible and dominant-Cinthol, Ganga, FairGlow, Ezee, etc.

- The discreet approach: here the product becomes a stand alone brand. It is given its due identity and status. The corporate does to back it up. It is identified that P&G (Whisper, Pantene, Camay, Pampers, H&S shampoo, etc). ITC (India Kings, Wills, Gold Flake, and Sissors, etc), Ranbaxy (Revital, Mox, Sporidex, Cifran etc.) Pfizer (Corex, Becosules, Viagra, etc) follow this strategy.²

A brand-image is defined as the total sum of brand associations held in consumer memory that lead to perceptions about the brand (Keller, 1993). These associations of brand image are multidimensional and consist of the affective dimension or the attitudes towards the brand and the perceived quality dimension (Keller, 1993). Consumer uses different cues, benefits, symbolic meanings etc. to relate to a brand. The cues used by the customers can be intrinsic or extrinsic cues. Extrinsic cues refer to cues which are extrinsic to a product and do not have to be experienced in order to make judgments, like the packaging, brand name, price and advertising. Intrinsic cues refers to the factors like taste, quality etc. which can be judged only by experiencing. These two types of cues are also considered responsible for building brand image. For national brands it is comparatively easier to develop the brand image, as they spend more on marketing, packaging etc. and are always positioned as high quality offerings.

In case of Private labels it’s more complex. Here customers do not have a strong brand association. However, authors observed that the store image acts as an important indicator of store brand quality (Semeijn and al., 2004). Researchers have studied a multitude of retailer attributes that
influence overall store image, e.g., the variety and quality of products, services, and brands sold; the physical store appearance; behavior and service quality of employees; the price levels, depth and frequency of promotions; and so on (Burt and Carralero-Encinas, 2000; Ailawadi and Keller, 2004; Sorrenberg and Erasmus, 2008). In case of private labels customers tends to go more on the extrinsic cues. Therefore, factors like packaging, display etc. have to be taken care of. Although this will increase the cost for the retailer but he can keep saving margins by squeezing the supply chain and then play on volumes. Also for private labels the efficiency of a salesman to convince the customer plays a major role. Although there is a causal relationship between the store image and the salesman’s reliability as considered by the customer.

**John Aksai**, an eminent authority on branding and a scholar on branding, had written in his article on branding in Forbes magazine that “its about brands and brand building and customer relationship…. Decapitalised, brand owning companies can earn hugr returns on their capital and grow faster, unemcumbered by factories and masses of manual workers. Those are the things that the stockmrkets rewards with high price/ earning ratios”\(^2\)

**Russel**, an eminent writer and scholar on brand management sais that ‘if you move from being a commodity to an emotional product through to the real attachment and engagement that comes from creating an experience, the degree of differences might appear to be quite small but the results are going to be much greater.’\(^4\)

**Jean Fancois Nebel**, Accenture; Professor Robert C. Blattberg, NorthwesternUniversity,Published on mThink.com (http://Mthink.com),
posted on 14\textsuperscript{th} January 1999. Said in their article that, brand relationship management is not simply a single idea or process

(Randle D. Raggio), An Assistant professor in Marketing at the E.J. Owcso College of Business at Louisiana state university and Robert P. Leone, Professor of Marketing, Fisher college of Business, the Ohio state university. Both authors have published their articles in top marketing journals such as ‘business week’ and ‘The wall street Journal.’ In the article ‘The Theoretical Separation By Brand Equity And Brand Value. Managerial Implication for Strategic Planning’, presented a conceptual model that establishes brand equity and brand value as two distinct constructs. Brand equity moderates the impact of marketing activities on consumer's action, implies a consumer based focus, which represents one of many factors that contributes to brand value, which we define as the sale. According to them, the first step to define true brand equity is to develop a conceptual framework that separates the concepts of brand equity and brand value.

According to them, brand equity represents what brand means to the customer, whereas brand value represents what brand means to the focal company. They stated that the primary task of the brand manager is to maximize and leverage brand equity to increase brand value.

But then the overall strategy defined by the company will depend on other factors also. The overall strategy and positioning of retailer will also define what a consumer expects and what factors he/she consider for coming to a conclusion, while selecting a brand. Here comes the role of the brand architecture. Esbjerg et al. (2004) adapted Aaker and Joachimsthaler (2000) brand architecture concept to the retail setting by defining retailer brand architecture as a retailer’s assortment of manufacturer brands, retailer brands and generic products. The brand
architecture can differ based on two dimensions: the quality of retailer brands and visibility of retailer brands (Esbjerg et al. 2004).

As we saw customer while deciding among the National Brands and the Store brands consider various factors. Relying on various literatures discussed above some of these factors can be identified as are store image (the trust factor), variety and quality of products, options available in national brands i.e. The kind of brand architecture, promotional offers going on, prices, service, salesman’s explanation and features. So, this research has narrowed down on these factors.

**Tjaco H. Walvis**, a brand management consultant, a partner at THEY inc. Amsterdam, Netherlands. He is a known authority on brand and communication strategy issues, including positioning , extensions, portfolio management , location branding etc. His clients include world known Amsterdam Airport. School Daimler, Chrysler, Dortio’s, Mars, Mckinsey & Company, Robeco, Sanoma Publishers, etc. He is professor of economics & philosophy at Erasmus university Rotterdam.

He said in his paper titled ‘three laws of branding: Neuroscientific foundations of effective brand building”² that commercial brands strive to be chosen by consumers, and branding as an activity in aimed at increasing the likelihood that they are chosen and purchased by consumers . All customer choices are partially memory based. According to author neuroscience in a ‘hard’ science which studies memory as a regular subject, it is possible to deduce several laws from it for soft subject of branding.

As per author, on the basis of neuroscientific synthesis, three laws that govern the probability that a brand enters our awareness as a positive candidate for choice. Brands that have been built in accordance with these laws have higher probability of being get chosen than others.
He claims that on the basis of regular neuroscientific phenomena & law-like regularity for branding/brands was possible derived.

He claims that, This development is a logical next step in the tendency to pay more attention to the role of memory in brand choice.

For strong brands which have high salience and hence high influence over customers choice, he formulated three propositions.

1. The relevance thesis, which said that the cortical representation probability of an association network (brand) depends on the degree to which it is connected with elements that are of personal importance in choice process i.e. salient choice cues'

2. The coherent thesis said that likelihood of neuron association or brand awareness depends on number of times brand message fired on customer.

3. The Research thesis Data that the likelihood of neuron or brand awareness gets activated if more number of brand associations is formed. That activates the choice process.

Then he went on mentioning three important laws of branding are as follows-

1. The higher the distinctive relevance of branding efforts, the more likely the brand will be chosen.
2. The higher the coherence of branding efforts across time and space, the more likely the brand will be chosen.
3. The more engaging the branding environment that is created, the more likely the brand will be chose.

Manyu Huang and Kevin E. Voges, (2011) demonstrate that customers with higher price sensitivity are more likely to purchase private brand groceries and commodities. The lower price seems to be the main advantage for private brand commodities, which gives the advantage when they introduce these commodities. The differences in
perceived quality between private brands and manufacturer brands are small for consumers who purchase private brand commodities.

**Rui Hua Huang and John Dawes** views that cheaper private labels and national brands are reasonably more popular among households with more people and in lower social class. The expensive brands appeal comparatively more to the buyers in a higher social class. The deviations among within-demographic market shares propose that some price-based segmentation does exist in grocery markets – across private labels and manufacturers’ brands. The study incorporates the two variables notably, market share – penetration and purchase weight. The research reveals some segmentation, it also shows that higher priced or lower priced brands are not „cut off“ from certain parts of the market. It also highlights that mass appeal is still needed to be a big brand.

**Chandon Jean Louis, Diallo Mbaye-Fall and Philippe Jean,** (2011) on conceptual model of the determinants of private label brands choice analyses the factors affecting the private label choice, states that not only perceptual value consciousness, smart shopper self perception, perceived quality and attitude towards private label brands but they are also in relation with store image perceptions and private label brand price-image perceptions. The present study confirms that the value consciousness has no significant effect on private label brand purchase intention but only a direct effect on private label brand choice.

**Karsten Hansen, Vishal Singh, Pradeep Chintagunta,** (2003) understanding store brand purchase behaviour across categories analyses whether store brand preference is category specific or a general. The two factors were identified in the research were the store brand factor and
the price factor. The first factor affects store brand preferences and the second price sensitivities.

**Hsin Kuang Chi, Huery Ren Yeha and Ya Ting Yang, (2009)** analyses, the influences of brand awareness, perceived quality, and brand loyalty on purchase intention effect, the effect of perceived quality on brand loyalty, whether perceived quality mediates the relations between brand awareness and purchase intention, and whether brand loyalty mediates the relations between brand awareness and purchase intention. The findings reveals that brand identity and brand recall are positively related to purchase intention. The consumers will buy a familiar and well know product. The higher the brand awareness, the higher the purchase intention. In addition, the study reveals that action loyalty and affective loyalty are positively related to purchase intent. The brand loyalty represents a repurchase promise in the future that consumers will not change their brand loyalty under different situations and still buy their favourable brands.

**Swani, Kunal and Boonghee Yoo, (2010)** on interactions between Price and Price Deal explain the impact of price and the price deal on purchase behaviour. There two types of products based on price, they are high-priced brands and low-priced brands. The high-priced brands are brands perceive image as a key factor. The consumers of these brands frequently purchase them mostly for image and are willing to pay a premium price for their apparent high quality and status, which make them price-inelastic. The low-priced brands tend to be purchased for utilitarian value, with the consumer relying on the perceived value for price.
Stephen J Hoch and Shumeet Banerji, (1993) found that private labels perform in large categories offering high margins. The private labels also perform well when the manufactures of National Brands spend less on advertising. Moreover now a days the consumers believe that the quality aspect is more important than the price. One of the interesting phenomena concerning PLBs is that their growth has been highly uneven across product categories. The main objective of the study by using both primary and secondary data is to examine the relationship between the private label market share and the consumer, retailer and manufacturer related variables while controlling the impact of private label availability. The nine variables that were identified and could potentially account for private label success are quality of the private label, quality variability of the private label, category gross margin, category retail sales, level of price discount off private labels of national brands, number of national manufactures in the category, amount of national advertising per manufacturer, Item proliferation and promotion intensity. The major determinants of private label success identified from consumers, retailers and National Manufactures perspective are product quality, quality consistency- (consumers perspective), category retail sales, category gross margin (retailers perspective), number of national manufactures and National advertising per manufacturer (national manufactures perspective).

Rajeev Batra and Indrajit Singha, (2000) analyses the various factors that helped to explain variations in purchasing preferences for national brands versus private label brands. The consumer perceptions of the consequences of making a purchasing mistake in a category, the level of quality variation in that category, the search versus experience nature of the category”s characteristics and the degree of consumer”s price
consciousness in the category. The consequences of making a purchase mistakes are higher when the different brands in the category are seen as differing appreciably in quality. The Private label brand buying increases as the “consequences of making a purchasing mistake declines. To have an edge in the market for the national brand it has to highlight the trustworthiness it offers to consumers when compared with private label brands.

Sanjay K Dhar and Stephen J Hoch, (1997) the variation in store brand performance across retailers is systematically related to underlying consumer, retailer, and manufacturer factors. The store brands are the only brand which the retailer takes the all responsibility from the development to the marketing stage. But in case of national brands the responsibility rest with the manufactures., the commitment to quality, breadth of private label offerings, use of own name for private label, a premium brand offering the extent to which the retailer serves a customer base containing less wealthy and more elderly households and operates in less competitive markets improves the performance of the store brand. The everyday low price positioning helps the store brand only in lower quail categories where the value positioning of the store may be better aligned with the price advantage of the store brand. The over emphasis to national brands to attract customer traffic has to be nullified with added quality in store brands. The price difference between national brand and store brand will have an impact on store brand performance.

Manyu Huang and Kevin E. Voges, (2011) demonstrate that customers with higher price sensitivity are more likely to purchase private brand. The lower price seems to be the main advantage for
private brand commodities, which gives the advantage when they introduce these commodities. The differences in perceived quality between private brands and manufacturer brands are small for consumers who purchase private brand commodities.

**L.E. Wells, H. Farley and G.A. Armstrong, (2007)** states that there was no dominant style of purchasing behaviour evident. The number of consumers who were making a planned purchase for a specific occasion bought premium own-label as they could be “reassured the product they were serving was a high quality. Moreover, this type of consumer displayed a high level of brand loyalty towards premium own-label. Interestingly, a planned purchase very often coincided with a repeat purchase, especially those buying for a special occasion. The point of purchase” buying was readily practiced by shoppers. The store environment and highly visible products have the ability to attract the customers with the option of delaying decision-making until they are in store. The customers, who were restricted with their shopping time, relied heavily on external attributes, especially visual information.

**Rajesh Panda**, Director, symbiosis substitute of business management Bengalura & eminent writer along with co writers Birachi Narayan Swar an Kanshik Mukerjee,⁴ Professor and Associate Professors at symbiosis institute of business management, Bangalore and eminent scholars had written in their article titled ‘factors affecting brand trust: An exploratory investigation among Indian retail consumers’⁴ have said that the essence of consumer branding is to enhance a firms sustainable competition advantage by establishing & developing an enduring relationship with its customers. Retailers, today aim at building brands that can command loyalty and win the trust of consumers when it come
to succeeding with branding. One of the key aspects of branding has been winning the trust of consumers.

Customer-firm relationship can be in different forms, including product based, service personal based, firm based, and brand-based. A well established brand is the most effective means for differentiation and cultivating a close brand customer relationship leading to brand loyalty, which is crucial for the long term success in an increasingly competitive market. Trust in the brand is an essential element of brand equity. Brand trust implies that the consumer have positive expectations from and trusting beliefs in the brand, on the basis of which she/he will decide whether or not to complete the transaction. Retail consumer brand trust results into repeat purchase of brands and resultantly effects and generates into retailers private label brands. And hence this all results into more revenue generation for retailers.

The author suggests that to win the brand trust, retailers must focus on customer commitment, reliability aspects, reputation of the retail store, and focus on the retail environment.

Das P.K., An eminent Professor and Head-Marketing, at Regional College of Management, Buvaneshar, said that the market place is radically different as a result of major and interlinking societal factors that have created new behaviors, new opportunities and new challenges.

The digital revolution has created information age with more accurate level of production, more targeted communication & relevant pricing. Deregulation create greater opportunity and privatization have brought in intense competition from domestic and foreign brands, resulting in promotional cost and shrinking of profit margins. They are further buffeted by private label brands of powerful retailers to command limited shelf space.
Dhivya  Satish and Venkatrama Rajv D. eminent scholars on Marketing Management and Professor At Department Of Management Studies, Satyabhama University, Jeppiear nagar, Rajiv Gandhi Road, Chennai and Pachaiyappas college, Chennai, had said in their article titled ‘The Growth Of Indian Retail Industry’ that western style malls are appearing in metros and second rung cities alike introducing the Indian consumer to a shopping experience like never before. The organized retail sector currently accounts for 5% of the Indian retail market is all set to witness maxim number of large format mall & branded retail stores in south India followed by North, West and the east in the next two years.

According to them the formats prevalent currently in India are-
1. Hypermarkets/ supermarkkets- large self servicing
2. Mom & Pop stores - Family owned shops.
3. Department stores - general retail merchandiser
4. Shopping mall - Biggest form of retail.
5. E-retailers - online retailers.
6. Discount stores - factory outlet
7. Vending - kiosks
8. Category killers- specialty stores.

Lynch J.G. & Skurl K. (1982) ' Memory and attention fetors in consumer choice concepts and research methods; journal of consumer research vol. 9, no. 1 pp. 18-37 are the eminent scholars and prolific writers. They contributed that consumer choice in seldom purely stimulates based, memory become a topic in its own right.

Guilford press, New York, Ny. pp 204-243 had mentioned in his word famous attitude - Behavior relationship model, that the accessibility of brand attitudes became an interest area.

**Looren do Jong.** H. & Schouten M.K.D. (2005) 'Ruthless reductionism' : A review essay of John Buckle's Philosophy and neuroscience Philosophical, vol/18 No. 4. pp 473 H 86 eminent psychologist and professor, have said that ' many brand decisions are psychology based'.


Malik, M.R., in a eminent authority and well known author of Brands and Brand Management had indicated that variety in products, branded products, availability of mercenary guides under the same roof, reasonable and fixed prices, and location of organized retail outlets close to residence or work place played a significant role in motivating the customer to visit the organized retail outlets. The Author has also observed signification the dimensions of service quality of organized retail outlets that is product characteristics, price factor, physical aspects, promotional schemes & personal

**Kumar, b. & Gogoi, M.** (2011). A case study on consumers buying behavior and brand loyalty with regard to processed liquid packed milk in Guwahati; Assam Indian Journal of Marketing 41 (5), 48-52, have examined the consumer buying behavior and brand loyalty with regard to processed liquid packed milk in Guwahati. They found that the consumer buying behavior is a very complex process, as it involves not only the economic factors, but also the emotional factors.
Sung, Y, & Kim, J (2010)' Effect of brand personality on brand trust and brand affect. Psychology & Marketing, 27 (7), 639-661. DOI: 10.1002/ Mar. 20349.

Sung, Y., & Kim J. (2010)' The predictive role of brand personality on brand trust and brand effect: A study of Korean consumers. Journal of international consumer marketing, 22 (1), 5-17. DOI: 10.1080/08961530902844907. Had said that different brand personality dimensions influence brand trust and brand affect in different ways, which in turn increase the level of brand loyalty.

According the authors, some brand personality dimensions relate more to brand trust, where as other dimensions relate more to brand affect. According to their research results sincerity and ruggedness brand personality dimensions influence level of brand trust where as the excitement and sophistication dimensions relate more to brand affect.

Ailawadi et. al., an eminent writer and scholar of brand management and a world known authority on the branding had argued in his research article conceptualizing measuring, and managing customer based brand equity'. published in journal of marketing vol. 57 (Jan.) pp. 1-22 that any potential in counter with brand marketing initialed or not has the opportunity to change the mental representation of the brand and the kind of information that can appear in consumer memory' such & an encounter may occur when a customer view reply the name, logo or packaging of the brand and automatically generates perceptions about and/or associations with the brand. These perceptions and/or associations contribute to brand equity'. Thus it is not possible for a brand to have no brand equity. Because it in hard to imagine a brand void of any associations. So some level of brand equity, even if small
must always exist, this equity in established by the existence of associations in memory and by outcomes of such purchase.

Possister J.K. and percy, L. eminent and prolific authors, professor of marketing management wrote in these research article 'Emotions and motivations in Advertising, published in advances in consumer research' vol. 18 18 , NO. 1 pp. 100-100 (p .8, 103) said that all ads make a promise and thereby invoke hope…' so brand equity is a perception or desire that brand will meet a promise of benefit. so element 'desire' in included as a component of brand equity for the situations where consumers are pulling for a brand and want it to succeed, as would be the case for nostalgia brands. Hence brand represents hope & desire to represent promise. Millhard Brown, O (2007), Brandz. Top 100 most powerful brands, mill ward brown, London.

Said in his article that, marketers around the world spend billion dollars a year in a present of building strong brands.

The brands create higher amount of shareholders value, by increasing revenual and margin growth and decreasing the riskiness of a company's cash flows, most effectively than weak brands'.


Has said in his article that 'a prominent economic methodologists, states, if by a law we mean well corroborated, universal relationship between events deduced from independently tested initial coordination's, few modern economist would claim that economics has so far produced more than bus or two laws.
**Articles from news papers**

Dr. S. Rameshkumar, professor of marketing in Bangalore, in his article Brand Association- implications & strategies, published in the Hindu, Business line on July 23, 1998, said that brands will have to plan and nurture an important strategy which will have a long-term impact on brands' branded association.

Brand association according him are spontaneous signals which help the marketers associate their brands with the psyche of consumers and brand association provide an aura around the brand part of providing differentiation. It also provide brand property which cannot be imitated by competitor & a specific target segment linkage which may result in higher frequency of purchase of brands or a positive word of mouth.

He said that as product category becomes increasingly competitive, there may be a need to highlight both the attribute and benefit. This deviates from the traditional axiomatic approach of concentrating just on benefits.

Dr. S. Ramesh Kumar, an eminent authority and prolific writer on brand management, asserted in his article, brand association; implications & strategies, in the Hindu, Business line, on July 30, 1998, that the celebrity a clutter today. The celebrity offers his/her image to the brand. Brand recall and triggering brand trials are the major objectives of celebrity associations given the clutter in the advertisements marketer ensure the attention getting power of the commercial celebrity.

Comparative advertisements differentiates brands with other brands. This create different association & differentiation creating association involves positioning the brand in mindset of consumers.
Concluding Remarks:-
The review of literature collected from various studies and surveys for various years analyses the consumer behaviour aspects related with brand, customer relationship and behavioural aspects of human beings. Though several macro-level studies have been carried out to study the Brand Relationship Management in different industries at different places of India, the findings of such studies would be valid only at the macro level, covering all the Brand Relationship Management. For a better understanding of the problem, it will be necessary to carry out regional studies industry-wise. Hence, an attempt has been made by the researcher to fill the gap in the literature on Brand Relationship Management.

References:-


